



Voice of the Customer—Overall Satisfaction

Our Voice of the Customer (VOC) program re-rolled back in December with our new provider, SMG. Our previous VOC was measured through a Customer Service Index (CSI) score which included likelihood to recommend, likelihood to return, and Overall Satisfaction score (OSAT). In the new program, we measure only OSAT which shows a more realistic view of the guest experience. The main drivers or attributes that impact OSAT are:

- Attentiveness of staff
- Taste of food
- Atmosphere
- Cleanliness of the restaurant
- Speed of service

Currently our OSAT score is 72%. Our target goal for OSAT is 82%. However, we only averaging 3 surveys per restaurant per week. That is not enough data to get an accurate read of our guests' experiences. We must increase the number of surveys to identify our biggest areas of opportunity to improve the experience for our guests. **Each restaurant should have at least 1 survey per day.**

Just having more surveys isn't enough to reach our goal. We must also execute the following best practices:

- Make sure we provide the best guest experience, every time
- Always thank the guest for coming
- Circle the survey information and highlight on the receipt
- Talk about the program when leaving the check
- Invite them to come back to redeem the offer

Why it's Important

A satisfied, happy customer in today's digital world tells an average of 9 people about their good experience. An unhappy customer tells Google and all of social media. When a guest has a bad experience or feels ignored, they go online to write bad reviews.

- 58% of consumers check online reviews before deciding to visit a location
- The # 2 reason guests don't come back to a restaurant is failure to resolve a problem in a timely manner (within 24 hours)
- 91% of those unhappy guests will never visit that business again

Guests are 8 times more likely to return if a complaint is resolved in their favor within 24 hours.

We must ensure we are resolving alerts and guest complaints quickly and thoroughly.

Be My Guest Cards



Front



Back

You may see these cards come into your restaurant. These are “Be My Guest Cards” that were given to guests who put in a complaint through SMG that was not appropriately resolved at the restaurant level. These cards were given to the guest by either an FAD or a Support Center team member. This is a guest who we are trying to win back their business. **Please accept these coupons.** They are good for dine-in and to go meals. If you don’t accept these coupons, you’re making the guest angry a second time!

Redeeming the Card

- Use the \$ off comp button
- Card is good for up to \$10
 - Card is 1 time use. Any remaining balance will be lost.
 - If the guest is turning the card in to use on a very low balance check, suggest that they can use it on another visit when they have a higher check
- Server should turn in the card stapled to the receipt with their check out



We are a penny profit business and every customer lost is lost profits!

We have a better chance saving these guests if we resolve complaints before the guest leaves the restaurant or within 24 hours of submitting the complaint. Make sure every guest leaves happy and excited to return!

It can be intimidating to talk to customers who are upset. See the next page for tips on how to talk to unhappy guests.



Be the LAST defense to resolve guest issues. When talking with a guest use the following approach.

"Hi, my name is _____ (name) and I'm the Manager. I heard we didn't get everything perfect today. I would like to make it right."

Listen

Listen to them describe the issue. You may learn more than just one thing happened to cause them to be upset. Believe the situation they described happened. They are telling you because they want to give you the opportunity to make it right. This will help you fix their entire problem and show you genuinely care about their business.

- Make eye contact. It can be helpful to kneel down by them to be on their level.
- Always keep your cool. The louder they talk, the quieter you should talk.
- Don't argue or make excuses. They don't care why it happened. They just want it fixed.

Apologize

Apologize for not meeting their expectations. Be sincere. Accept responsibility. It doesn't matter who was right or wrong. They are upset and may not come back. Here are some phrases that help:

- *"You're right. That shouldn't have happened. I'm sorry we messed up."*
- *"I would be upset if that happened to me, too. We made a mistake and I apologize that it happened to you."*
- *"I am sorry that happened. That is not the (type of service/quality of food) we want to provide to our guests."*

Satisfy

Satisfy them by letting them know it won't happen again. Re-assure them that taking care of our guests is important to you.

- *Offer to re-make their order if it was incorrect or not hot.*
- *Offer to get them something else if they did not like their meal.*
- *If it was a service issue, tell them you'll address it with your team so it doesn't happen again.*

Thank

Thank them for bringing the issue to your attention. They could have not said a word and never returned.

- *"Thank you for letting us know about your experience. We will follow up with the managers at that location. We appreciate your business and want you to enjoy each visit to Huddle House."*

If you don't feel 100% confident that the guest will return, do more. You may have to buy their entire meal. It will be worth it to keep them from leaving with a negative attitude toward your restaurant.

Wrap up on a positive note.

"Thank you again for giving us the chance to make this up to you. Once again, my name is _____, please ask for me on your next visit."