



**WE MAKE IT  
RIGHT**



**GUEST EXPERIENCE  
LEADER'S GUIDE**

**A PROMISE MADE IS  
A PROMISE KEPT**

**At Arby's We Make It Right** guest experience measurement program! This comprehensive and fully integrated program is designed to enhance the guest experience, increase sales and transactions, and build Brand loyalty.

The activation of our guest experience program will consist of the following components:

- We Make It Right Service Culture (why we do what we do)
- Listening and Responding to Guests (what great brands do)
- We Make It Right Guest Experience Program (what we will do)
- We Make It Right Guest Experience Survey (how we will do it)

### Why we do what we do...

We want our guests to love Arby's! As we seek to fulfill the Arby's Brand Purpose of Inspiring Smiles Through Delicious Experiences™, we do so with an understanding that Serve, Refresh, and Delight are more than just words.

They are the foundation of a trusting relationship with our guests.

They represent our promise to ensure a Fast Crafted™ experience.

For us, a promise made is a promise kept. Our loyal guests know that at Arby's, We Make It Right! In our restaurants, the clang of a ringing bell has come to represent the sound of a promise kept..... a delicious experience.....a warm smile.

### What great brands do...

Like other great Brands, we will attentively listen to and respond to the needs of our guests. As you know, we create thousands of delicious experiences each and every day in our restaurants. Currently our primary methods of guest feedback come to us either from our call center, social media, or in the restaurant directly from our guests. Here is one such guest success story from our call center. Inspiring Smiles moments like these make me proud and should be recognized as examples of a promise kept.

*"On my visit I was on crutches and had a large to go order. Without hesitation, Anna the cashier, said she would be happy to help me carry it out to my car. She not only carried it out for me, she made sure everything was situated in my car so it would not spill, and then helped me into the drivers seat and closed my door for me. I am 45 years old and have never been moved to want to yell it all the way to the corporate level but here goes..."*

**ANNA SHOULD BE RECOGNIZED AND APPRECIATED!**

However, as you know, we also get guest comments like the following one from social media.



- ✘ Guest comments like this can inflict significant damage on the Arby's Brand.
- ✘ Unlike in the past, a guest doesn't just share their bad experience with a few people, in many cases they share it with the entire world.
- ✘ When we make mistakes and don't make it right, the financial consequences are substantial.

# Training Talking Points

**Keeping our promise.** A recent study by QSR magazine showed that half of restaurant guests expressed skepticism regarding the ability of restaurant companies to deliver upon their service promise.

Over the past few years, we have put a great amount of effort into ensuring that our Brand Purpose and Brand Promise are experienced by our guests. The great news is guests are taking notice and we are making great progress.



We are proud to announce that in 2015 we have moved up to the second tier ranking in the QSR and fast casual restaurant segment putting distance between ourselves and more traditional quick service restaurants.

We have solidified our Fast Crafted positioning and now aspire to become a top tier Brand.

**Delighted guests return and recommend.** 59% of our guests give us a chance to make it right a second time by letting us know about their issue while still in our restaurant. Unfortunately, 40% of the time we fail to make it right with those guests when given a second chance.

Therefore an important part of the We Make It Right program will be to evaluate how well we make it right when a guest comes to us with a concern.

## What we will do...

**Embrace our Brand Champ Culture.** While we certainly always strive to Make It Right the first time, there are times when we drop the ball. Because we understand this, the survey will actually prompt the guest to let us know if there was a problem and if so, did we make it right the second time.

**Next we will Listen!** Attentively **listening to our guests** means that we will seek out guest feedback wherever it exists.

- Brand and industry competitive benchmarking
- Social Media
- Guest Experience Survey
- Guest Feedback
- Mystery Shops
- Arby's Operations Review
- Go Recommend



**Win our guests over!** Go Recommend is an **In Moment** supported site that functions as a restaurant review site. Whenever a guest rates Overall Satisfaction as a Top Box 5, meaning they were highly satisfied, then they are invited to use Go Recommend to share their positive guest experience with others.

**Important!** During your team training sessions, be sure to engage everyone to be Arby's Brand Champions. *We need to ask ourselves, are we creating a work environment that makes our teams feel they are trained, trusted, and empowered to win our guests back?*

**Trainer Note:** Refer to the Program & User's Guide for further details.

## How we will do it...

### Survey Steps

#### 1. Survey Invitation

- Printed on restaurant receipt
- Arby's promise cup message
- Refreshed drive-thru and door decal
- Sweepstakes incentive

#### 2. Guest Provides Feedback

- Easy toll-free number or web address
- Mobile App in development
- Less than 5 minute survey

#### 3. Survey Reports

- Available in real time via website
- Scheduled reports via email
- Alerts for recognition and coaching

#### 4. Action Planning

- Assess, Plan Execute

**Questions derived from brand loyalty drivers.** The individual questions that comprise the survey are derived from the key Brand Loyalty Drivers as determined by In Moment's extensive Arby's Brand Loyalty assessment. The familiar categories of Product Quality, Friendliness, Accuracy, Speed of Service, Cleanliness/Facility are comprised of key questions that drive brand loyalty and guest satisfaction unique to the Arby's Brand.

New metrics such as the **Brand Purpose Score** and **Make It Right Metric** further determine if we are delivering upon the Arby's Brand Purpose and Brand Promise.

**Brand Purpose Score** We believe this to be the leading indicator of brand loyalty. This will be a scorecard number resulting from how our guests are rating us in **Overall Satisfaction**.

Top Box Minus Bottom 3 Boxes is how our scoring model works. We want to give full credit for top box performance, but also hold ourselves accountable for the experiences that dissatisfy our guests.

Here is how the ratings will be counted in the Brand Purpose score calculation:

- 5s are great! Way to go...highly satisfied guests are loyal, they revisit and recommend
- 4s sound good, but won't count. However they will not be deducted from the score either. These guests are satisfied but what we want is for our guests to love us!
- 3s are not satisfied, and are at risk, therefore the 3s will be deducted
- 2s and 1s are simply dissatisfied with their experience and will be deducted

**What is my goal for the Brand Purpose Score?** Because each restaurant's brand purpose score will be restaurant specific, initially it will take 90 days to establish your restaurant's baseline. After that the score will always reflect the most recent 90 days of guest feedback.



- ✓ **The most important focus should be on showing continuous improvement over time.**
- ✓ **Our competition should be ourselves, and our drive to make it right for every guest, every day and every visit.**



**What is my Make It Right Metric?** This score tells us how we are doing when a guest comes to us with a concern. We can either make it right by fixing the problem while they are here, or we can let someone else make it right later on. It's our decision.

Here's how it works. During the survey, if the guest answers as follows...

- If: "No" for Accuracy and/or a score of "1" or "2" for any Key Driver
- And: "Yes" for "Did you let our restaurant team know about our mistake?"
- Then: "Yes" or "No" for "Did we fix our mistake and make it right"



The Make it Right Score will always reflect the trailing 90 days of feedback to include the trend view.

**What is the Focus Area?** The Focus Area will reflect the category that needs the most improvement based on the prior 90 day's surveys. There are coaching tips to help improve in this category under the Coaching tab.

Recent Comments are displayed along with colored tag sentiments. Green is Positive sentiments, Red is negative and grey is neutral.

**Trainer Note:** Demonstrate the Guest Experience website - Refer to User's Guide as needed.

**Performance Reports** Because we have committed to Make It Right for our guest, InMoment will generate and distribute via email a series of reports that are to be used to build awareness, encourage celebration and highlight key opportunities.

➔ Note: Once received in email, post the following reports near the Growth Center chart.

1. Comments Poster	Weekly	These are the guest comments for the week. This report is a great tool to be used during PMA rallies.
2. Scorecard	Monthly	This will show all key metrics which compile the overall Brand Purpose score.
3. Alert Summary	Daily	This is a daily report that will include all inspiring smiles, broken promise alerts and make it right alerts.

**Guest Comments and Alerts.** Guest comments and alerts sent to restaurants should be used to recognize, coach, or change behavior.

OUTSTANDING COMMENTS are generated when Overall Satisfaction is 4 or 5.

INSPIRING SMILE ALERT occurs when a guest rates us a 4 or a 5 on Friendliness, they are given the opportunity to identify a specific employee who did a great job. If they do, an Inspiring Smiles Alert is distributed to the restaurant and Level 2.

A BROKEN PROMISE ALERT is distributed to the Level 2 any time we are scored a 1 or 2 on Overall Satisfaction, or a No on Make it Right.

A MAKE IT RIGHT ALERT is sent to the designated customer service representative anytime a guest indicates that they want to be contacted.

# Cascaded Rollout Plan



- ✓ Phase 1 Guest Communication - Merchandising collateral posted (Dec)
- ✓ Phase 2 Guest Communication - Receipt paper messaging (Jan)
- ✓ Phase 3 Guest Communication - Packaging messaging (1st Qtr 2016)

## Training & Implementation

Mon	Tue	Wed	Thu	Fri	Sat	Sun
Nov 30 <b>Kick Off Meeting</b>	Dec 1	2	3	4	5	6
<b>Employee training sessions</b>						
7	8	9	10	11	12	13
<b>Employee training sessions</b>						
14	15	16	17	18	19	20
<b>Phase I – Place We Make It Right merchandising when team ready</b>						
21	22	23	24	25	26	27
28	29	30	31	Jan 1	2	3
<b>Phase II – Start using new receipt paper</b>						

## We Make It Right Team Training

### Plan Ahead

- Plan and communicate training sessions in advance
- Review all materials ahead of time – be the expert
- Distribute a Training Outline to each member of your team

### Meeting Execution

- Follow along Training Outline with team during the training session
- Explain the merchandising plan for your restaurant (POP, Receipt Paper, Cups and Window Decals)
- Role play how to address guest concerns using Arby's BLAST method
- Conduct a PMA rally using Arby's Red Hat Service calendar – discuss ways to Serve, Refresh and Delight Arby's guests



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