



A&W Canada Gets in the Loop with Guests to Improve Satisfaction and Real-time Operational Improvements

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At A&W Canada we understand that guest expectations for quality and service have never been higher. And when these expectations are combined with the enormous array of restaurant alternatives in the market, it's more important than ever to provide our guests with the best possible dining experience. In fact, our success depends on it.

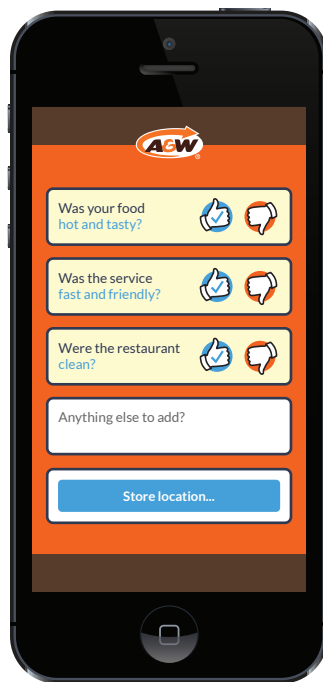
This is why every time someone visits one of our 770 plus restaurants across the country, our number one goal is to ensure that they experience the highest possible level of satisfaction – with our food, our service, and the dining environment we provide. Delighted guests become repeat customers and have the potential to become strong promoters of the A&W brand to their friends, family and colleagues, whether in person or online.

As part of our ongoing initiatives to maximize the A&W guest experience, we realized that we needed a more sophisticated method of engaging with our guests – whether they're dining in, getting a take-out order or using the drive-thru – and capturing their insights, requests and comments about all aspects of their visit.

Ideally, the solution we were looking for would have to make the process of providing insight fast and simple for guests. We knew that guests would be unlikely to provide input if they couldn't do so quickly and with minimal effort. We also needed the ability to monitor satisfaction levels in real time during their visit. If the ratings were not overwhelmingly positive in a particular category, we wanted to

be able to take the necessary steps operationally to get the ratings back to where they needed to be.

Finally, the solution had to provide us with a communications mechanism for collecting specific guest comments (my food is not hot enough, or my table has not been cleaned) and closing the feedback loop on them immediately – preferably while the guest was still in the restaurant.



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We considered several options to address our requirements, including commercially available survey systems, however, they did not provide the level of real-time, location-based operational sophistication we required. Nor did they meet our aggressive time-to-market requirements.

We ultimately selected **Loop™ Mobile Customer Engagement**, a solution from Benbria Corporation that met all of these core requirements and exceeded them in some key areas. We began deployments of the Loop solution in early 2013 and are in the pro-

cess of aggressively rolling it out to all of our restaurants. We plan to have it installed nationwide by the spring of 2014.

Loop gives A&W's guests the ability to quickly and easily rate their satisfaction levels based on three key questions: Was your meal delicious? Were we fast and friendly? Were the facilities clean? It also gives them two different methods for providing their Loop ratings, depending on the nature of their restaurant visit. In-store, take-out and drive-thru guests can enter their Loop ratings on a mobile web-based app. In-store guests also have the ability to enter their ratings on an iPad located at a kiosk in the restaurant. These kiosks are an optional component of the Loop solution that we decided to invest in to make sure our guests had more than one option for entering their ratings. Both options are fast and convenient – guests can provide input in three seconds or less. It's that simple.

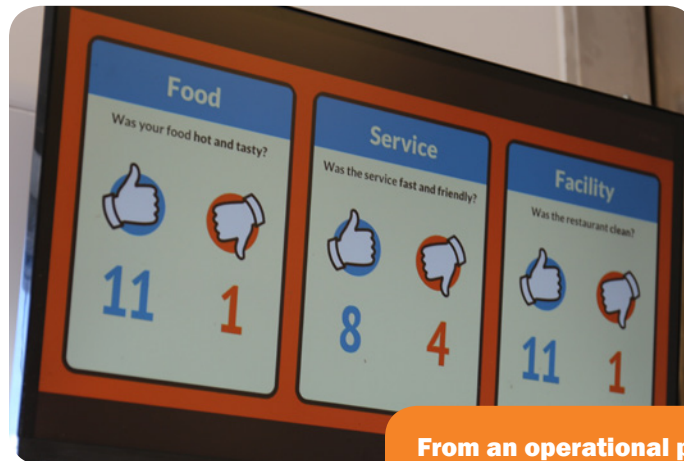
Regardless of which option they use, guests indicate a positive rating in each category by selecting the "thumbs-up" icon, and a negative rating by selecting the "thumbs-down" icon.

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Beyond these basic ratings, Loop also gives A&W guests the option of commenting on specific aspects of their restaurant experience. For example, if a guest's meal was not hot enough, or the table she chose had not yet been cleared from the last guest, she could provide the store manager with the rel-

evant details. On the other hand, if she was excited about a new meal offer that she enjoyed or was delighted by friendly service, she could pass on this feedback as well.

In either case, Loop immediately relays her comments to the restaurant manager, who is notified by text or email and can access the messages on a mobile device or computer and respond immediately – in effect closing the "Loop" with the guest to ensure their satisfaction.



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Another unique and powerful feature of the Loop solution is its live electronic scoreboard, which gives our restaurant staff real-time visibility into guest satisfaction metrics. Unlike other systems, which often require results to be tallied offline for later analysis, Loop gives our staff the ability to watch the counts go up in each category instantaneously as guests enter their Loop ratings. As they go about their responsibilities, the staff are always within sight of a monitor showing these results. Our experience to

date shows that this kind of instant and actionable guest insight is instrumental in creating a deeper personal and emotional connection between staff and guests.

From an operational perspective, the live scoreboard motivates our staff and gives them a huge advantage in terms of agility and responsiveness. If at any time staff members notice an uptick in negative ratings in



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one or more categories, then they can immediately investigate potential causes and take the appropriate corrective action.

For any initiative that relies on guest input, response rates are obviously a key success metric. To date, more than 15% of our guests are using the Loop system to provide their input, a rate that is fifteen times higher than standard industry metrics. We have also noticed that response rates tend to be higher when the scoreboard is made visible to guests, suggesting that transparency and an awareness of being measured adds an important element of gamification to the process that makes guests more likely to provide their ratings.

While Loop distinguishes itself operationally in its ability to collect, display and direct actionable guest experience data in real time to our staff, it has also given our managers the ability to view guest ratings data aggregated over a specific time period, such as a shift, a day or a week. This at-a-glance “heat map” view has proven to be a critical

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tool for helping managers to identify specific periods when Loop ratings were unusually high or unusually low. Our managers can use this data to help identify the causes behind these variations and devise strategies to replicate success and improve on weak results.



For example, during a recent review of the heat map reports for one of our locations, we noticed that there were more service and food quality problems on Wednesdays than on any other day. A call to the manager of the restaurant revealed that the store had often been short-staffed on Wednesdays, which explained the pattern we noticed. When we increased the staff on Wednesdays, we immediately saw a corresponding improvement on the heat map.

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advantage. We expect this contribution to grow as we continue to deploy nationally across the rest of our locations.

Overall, the Loop solution is helping us establish a deeper emotional and personal connection between our staff and our guests by facilitating more immediate guest input when they visit an A&W restaurant.

When our staff act on this feedback in real-time, they are helping us to enhance the guest’s experience, mitigate negative online reviews and foster positive online ratings. Finally, the up-to-the-second guest insight that Loop provides us on the quality of food, service and facilities has helped us to boost employee motivation and productivity on a daily basis.

