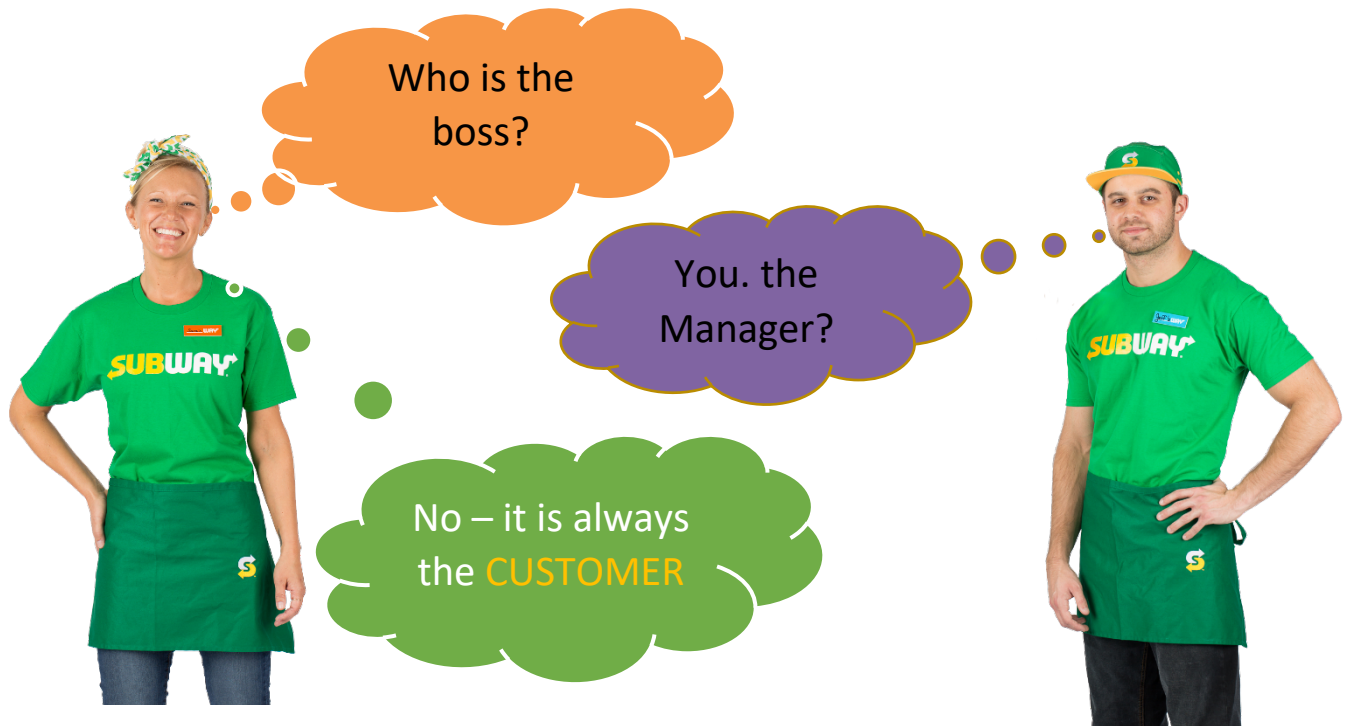


Chapter 2 – Excellent Guest Service

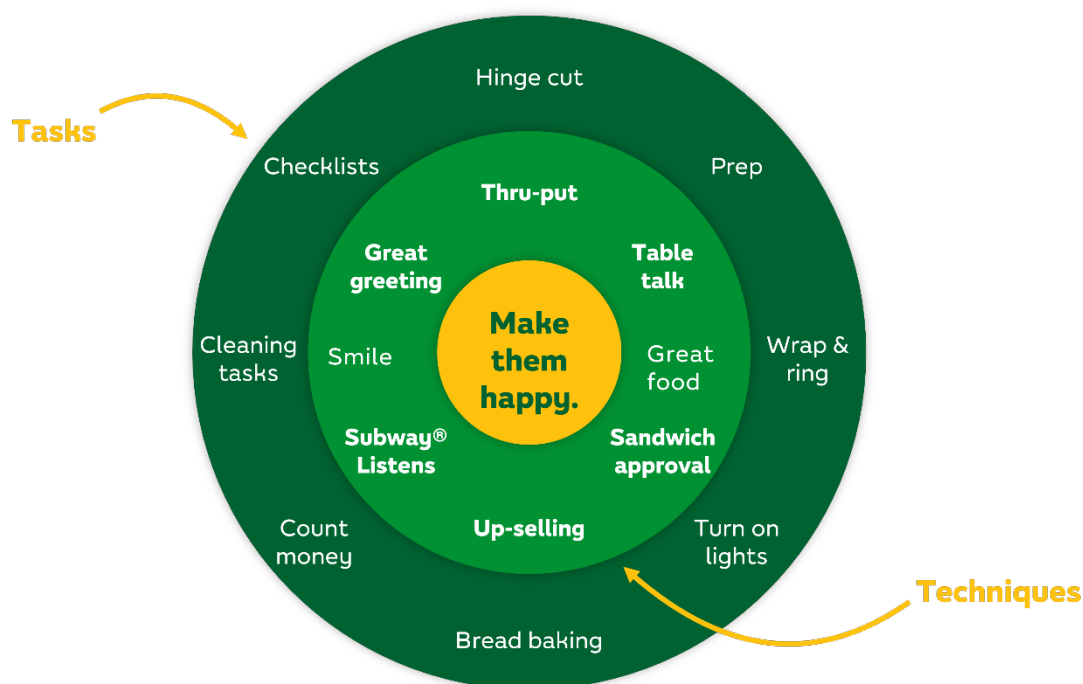
The key to good guest service is building good relationships with your guests. Thanking the guest and promoting a positive, helpful and friendly environment will ensure they leave with a great impression. A happy guest will return often and is likely to spend more. Always view a store through a guest's eyes.



Your goal of every shift should be to make the guest happy. This is because:

- Happy guests return
- Happy guests tell others
- Happy guests come more often
- Happy guests spend more money

Different things make different guests happy so in some cases a ‘Smile is not just enough’



First Contact (Exterior) – guest decides to enter

The place a potential guest makes the decision to enter your store and become a guest is when they see the exterior of your store. It's your first chance to make your best impression. A well-maintained exterior lets guests know right away that you and your employees care about your business.

A store's exterior provides an important first impression to guests. Potential guests pass by the restaurant every day. As an employee you need to consider the following:

Are the hours of operation displayed, and correct?

Is the carpark free of rubbish?

Is the outdoor seating inviting and free of litter?

Are the windows on the front of the store clean and clear?

Are the awnings/A-frames free of dirt and grime?

Is the outdoor furniture clean and free of food particles, dirt and grime?

Are the toilets clean and fully stocked?



If the answer is NO to any of the above questions it is your responsibility to ensure the answer becomes a yes!

Landing Zone – guest decides to stay

The interior of your restaurant is where you can reinforce a guest's first impressions and make them stay. You want a guest to feel welcome, comfortable and have them see that the maintained exterior extends indoors to all aspects of their environment - smell, sound, lighting and organization. It is critical to be sure that you are confident with the appearance and preparedness of the day-to-day operation.



If the answer is NO to any of the above questions it is your responsibility to ensure the answer becomes a yes!

As a Shift Leader you should ensure the interior is an inviting place for your guests to enjoy their meal, the food display should be organised and well stocked, so that guests feel that the product in it is waiting just for them.

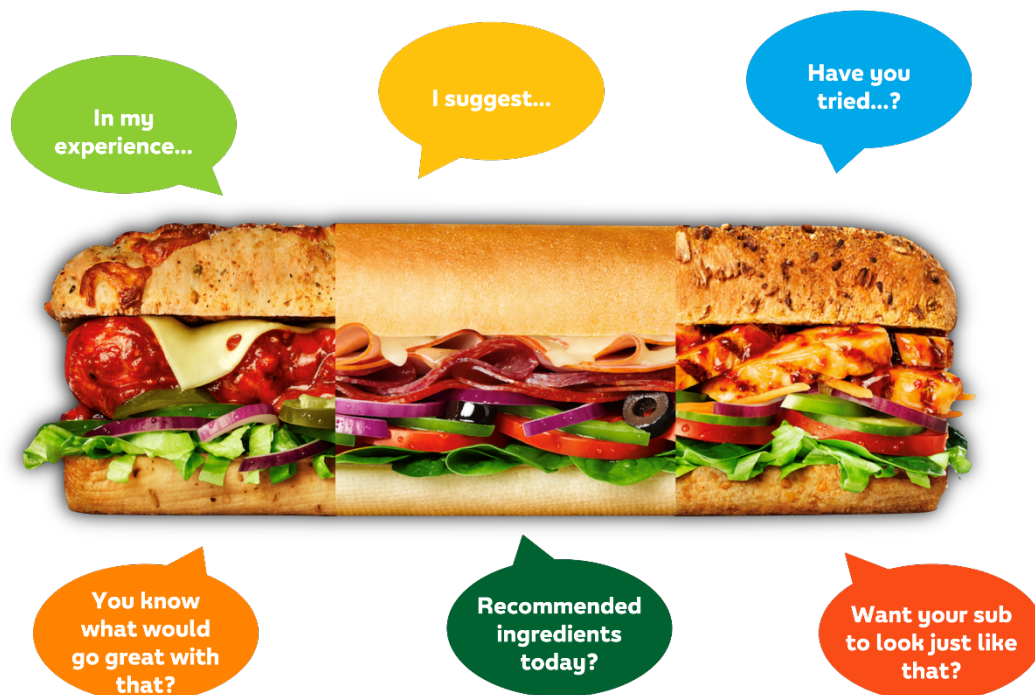
Welcomed/acknowledged with an appropriate greeting?		If the answer is NO to any of the above questions it is your responsibility to ensure the answer becomes a yes!
Length of line looks reasonable? That will move quickly?		
Staff look professional and all wearing the correct uniform?		
Restaurant looks clean (including guest area/toilets/frontline/ beverage area)?		
Restaurant smells good (fresh baked products)?		
Temperature in the store is comfortable (not too hot/not too cold)?		
Subway Radio is playing at an appropriate volume?		

The Decider – what to order

There is so much choice at a Subway store it can sometimes be difficult for the guest to choose. Many things impact a guest's decision, and you are part of this process. Remember do not assume all guests have been to a SUBWAY before. It may be a guest's first time, and they may be confused by all the options and the ordering process. If a guest appears to be confused or unsure you must politely guide them through the ordering process. The best way you can help a guest in this position is to ask if this is their first time to Subway and offer to explain the process, provide recommendations and assist them get exactly the sandwich they would like.

Your guests should be the **# 1 priority** from the time they enter to your store until the time they leave – no matter what time of day or day of the week they visit.

Is the menu easy to read?
Is the POP/advertising in line with current promotions?
Is the frontline clean and do the ingredients look fresh & appealing?
Are all the ingredients available?
Were you recommended a Sub?



The Main Event – having it created the guest's way

There is so much choice at a Subway store it can sometimes be difficult for the guest to choose. To fulfil our offer of My Sub, My Way™ and to keep the guests happy you need to have all the products available in your store(s) so that each guest can have their Sub exactly the way they want it. The fact that our guests can customise their Sub, which is made freshly right in front of them, sets us apart from our competitors.



If the answer is NO to any of the above questions it is your responsibility to ensure the answer becomes a yes!

At the counter did the staff smile? Were they welcoming?

Was the bread you wanted available?

Did the staff know the sub formulas?

Did the staff prepare your meal with care?

Did the staff promote bacon, cheese, double meat portions etc.?

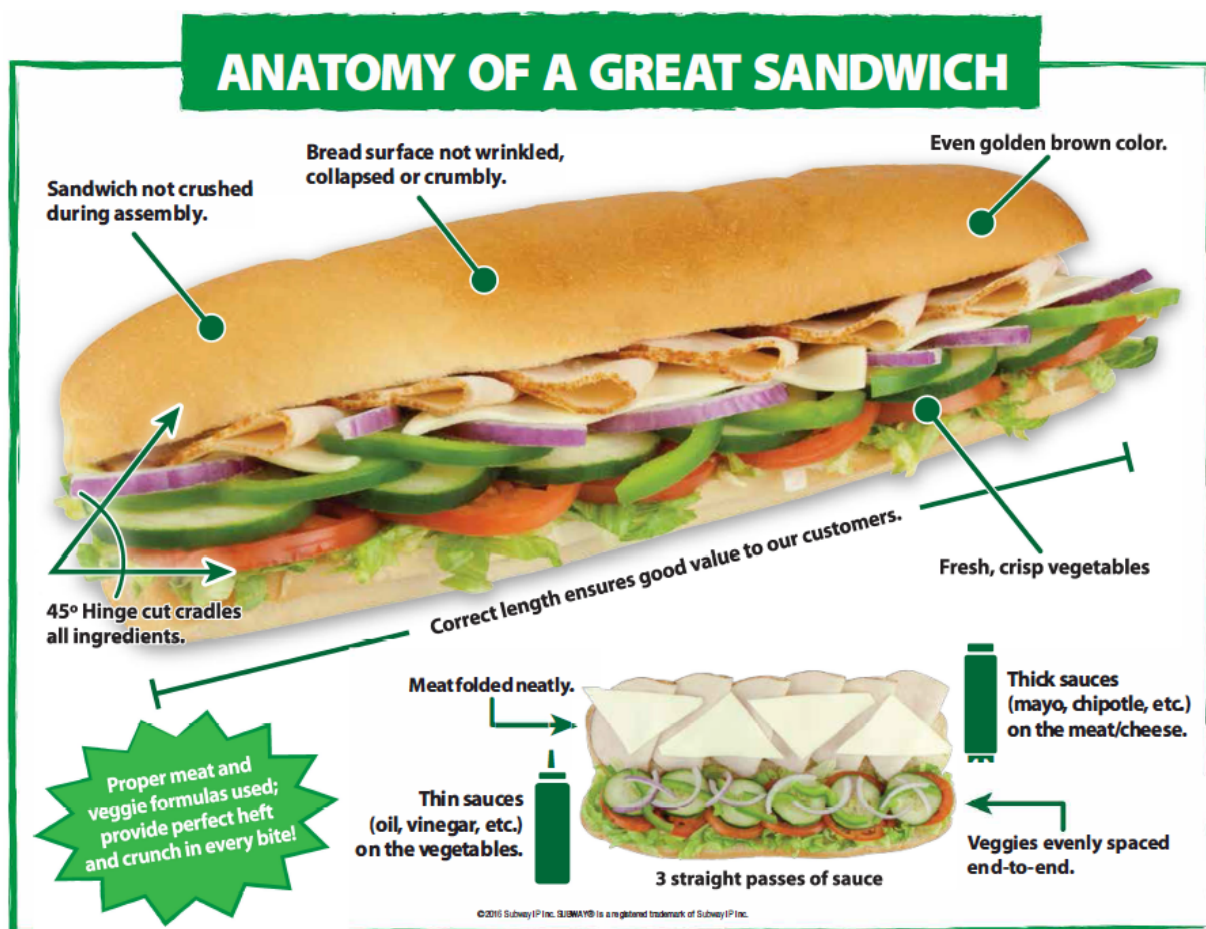
Beverages clearly visible, full and appealing? Offered a drink?

Cookie & Crisp cabinets/shelves visible, full and appealing?

Are the payment transactions correct & efficient?

Are the guests thanked?

When watching your team and observing your store check the quality of the food being produced for guests. Does it look appealing, is it made correctly? Does it resemble the anatomy of a great Sandwich?



Let's Eat – Enjoying their meal

Ultimately one of the most important steps for the guest is eating their food. They have queued, paid and now can sit back and enjoy their creation. You should check the following:

Was the meal exactly what was ordered?

How long did it take from the order point to cashier?

Were you served with a sense of urgency?

Was the seating area clean?

Was the guest area bin full?

Was the toilet area clean and presentable?

If you were a guest, would you come back?



Guests should be guided quickly and efficiently through the line. The time from order to payment should not exceed 2½ minutes at any time of the day. Quick service is important as most guests have a busy lifestyle and cannot afford to waste time in a queue.

Your guest's experience is very important, and you must try your best to make each experience the best it can be. Every guest can come into your store in a different mood, with different things on their mind, they may be happy, they may be stressed.... this is out of your control. However, you can control how you interact with this guest and you control how you can give them the best Subway Guest Experience!

In the image below is a sample of how poor guest engagement can lead to negativity. You should train Sandwich Artists and yourself to always be welcoming, engaging and polite to guests.



Handling Customer Complaints

Mistakes happen – it is how you deal with them (and how you prevent them happening again) which is important.

Some common causes for service complaints are:

- Slow service
- Mistakes with orders: including customers receiving the wrong food or drink.

You are an ambassador of Subway so you may be required to do everything in your ability to deal with any complaints made by your customers. Please try to deal with complaints made as quickly and efficiently as possible. Most complaints can be handled and resolved at the time.

If a customer complains, don't be defensive. Keep your cool. Don't argue. Remember these 6 steps:

Don't panic, smile

Listen to the complaint. Do not interrupt

Apologise to the customer for the unfortunate incident

Repeat the details back to the customer to show you understand and sympathise with their complaint

What solution does the guest want and who is able to authorise this?

Propose a solution and a time scale

Follow up – ensure that what you said will happen and review procedures to prevent incident being repeated.



Customer complaints can be split into 3 categories:

- Ones that can be dealt with by Sandwich Artists & Shift Leaders. These can be remedied quickly, often by giving the customer what they want. It may be just requiring a smile, or extra attention, an extra slice of tomato, more cheese, extra napkins or a new Sub,
- Others that can be dealt with by Store Managers. (cash refund for a badly made Sub) - Those that need to be dealt with by senior management – Head Office and Area Managers.

Shift Leaders & complaints

Shift Leaders should deal with every complaint in a serious and professional manner.

Apologise and replace products immediately if customers are given the wrong item, or are not happy with the quality of the food or drink they have been served (e.g. a cold sub.)

You can make it right in the store, and once you have sorted out the problem on your own, inform the manager so the relevant action can be taken to prevent the problem reoccurring. If in doubt, involve the Store Manager and introduce them to the customer. Remember that only managers may refund cash customers. Please ask for their name and telephone number and the office can speak with them should they require a refund.

Handling Foreign Object in Food

If a customer complains that a foreign object was found in his food, be courteous and show concern. If the object is a hair or something similar, apologise and ask what the customer wants for example, offer the customer his money back or a replacement. If the object is something more serious:

- Get the customer's name, address and phone number. Find out when they were in the restaurant, what was ordered, where the object was found and who made the food item
- Tell the customer you will need the product and foreign object to investigate
- Show concern, but do not accept responsibility or admit guilt. Inform the customer you will forward the information to the Head Office for investigation
- Place item on a white background and take a picture of the item near a ruler so that size is indicated
- Check the remainder of the product for foreign objects



Handling complaints about Foodborne illness

If a customer complains that they have become ill from the food purchased from your restaurant, exhibit a courteous and concerned manner. Just because someone believes they got sick from food served at your restaurant does not mean it is automatically true. This is because the incubation period is approximately 6 hours – 30 days and the last food eaten may have been fine meaning the illness may have been contracted earlier.



Listen carefully to the customer's complaint and respond sincerely

Apologise to the customer for the unfortunate incident

Repeat information so they know you have understood

DO NOT accept responsibility for the illness

DO NOT imply or verbally state that your food may have made the customer ill.

Recommend they attend their doctor for a visit

State you are sorry they are feeling ill and the Head Office will investigate the complaint and respond as quickly as possible.

Gather information about the customer illness complaint and record the information on an Alleged Foodborne Illness Complaint form. When there is a customer complaint you should complete the Alleged Illness form. This not only captures all the information we need but also shows a very professional approach to the complainer – which deters false complainers and reassures real ones.