

 <p>INNARCHIVE.COM - BACK TO BASICS</p> <p>COMPLAINT HANDLING</p> <p>TRAINING SESSION PLAN</p>	TITLE	Complaint Handling – “People Business 5”
	TARGET GROUP	All new employees
	DURATION	2 hours
	VENUE	Training Room
	GROUP SIZE	Flexible
	TRAINED BY	Training Manager

PURPOSE

To develop the values of respect, excellence, creativity and empowerment by creating a positive attitude towards complaints and training tools to help turn a complaint to a positive service experience.

SELECTION CRITERIA

All new team members

OUTCOMES

By the end of this session participants will be able to:

1. Calculate the life time value of a guest
2. Identify ways to prevent complaints from escalating
3. Demonstrate effective steps for handling a complaint
4. List Do's and Don'ts
5. Recommend possible solutions to 3 most common complaint issues

RESOURCES

AV Equipment: Data projector, CD player, video/DVD, Laptop	Handouts/workbook: Printout of Presentation	Music: “Shout” by Tears for Fears; energising background music
Notebooks	Table Toys, Games	Cut coloured paper into rectangles and place one at each seat (to write personal objective on)
Pens	Give-aways, sweets, prizes	
Markers (Mixed Colours)	Flipcharts/whiteboards	

BREAKS

10 min Stretch Break in middle

ROOM SET-UP

- ✿ U-shape or Cabaret
- ✿ Pads, pens, sweets on tables
- ✿ Water / tea, coffee

SESSION OVERVIEW

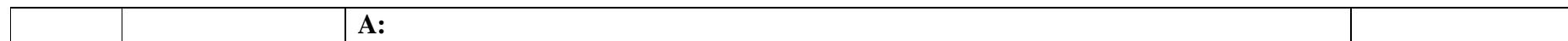
Setting the scene	Pre-session set up Welcome & introduction Icebreaker
Content	Benefits of Complaints Lifetime Value of a Guest Lifetime Value of a Guest calculated Did You Know? Comments vs. Complaints Group Work
Break	10 min break Re-Cap
Content	The Process – LOYAL Don'ts and Do's Role Play Follow Up Activity
Wrap-up	Wrap up

Time	Topic	Learning Activity	Resources
20 min prior to start	Pre-session set up	<p>Pre-reading: Video: http://www.youtube.com/watch?v=qGk4k7No3A8 Webpages:</p> <ul style="list-style-type: none"> ✿ http://www.allbusiness.com/marketing-advertising/strategic-marketing/1119026-1.html ✿ http://www.ncdhs.gov/cstf/intranet/article_complaintmanage.pdf ✿ http://www.restaurantdoctor.com/books/cioc.html ✿ http://www.restaurantmarketinggroup.org/lessons/Calc.php ✿ http://www.customerexpressions.com/cex/cexweb.nsf/%28GetPages%29/2FEE295CD6D0BB1B85256FE900568660 <p>Music “Shout” by Tears for Fears playing Flipcharts prepared AV equipment set up F/C 1 on wall (Objectives) Opening presentation slide on screen</p>	 <p>Complaint Handling – “People Business 5”</p>
5 min	Welcome & introduction	<ul style="list-style-type: none"> ✿ WELCOME!! & self introduction from trainer if necessary ✿ Please sign attendance list ✿ Q: – To stimulate interest in the topic ✿ WHAT we'll cover today – review Flip Chart (F/C) 1 which should have the list of Learning Outcomes ✿ HOW we'll work – participation, lots of questions and activities, stretch & smoke breaks, drink lots of water to stay focused, Evacuation – nearest exit, Note paper & pens – take notes (but not the pens!) Focus on participation, good learning & fun ✿ WHEN does the session finish & have breaks 	 

Time	Topic	Learning Activity	Resources
10 min	Icebreaker	<ul style="list-style-type: none"> ✿ WHO is in the room with us today? Lets meet each other through a quick activity – Icebreaker <p>I want you to close your eyes and remember a complaint story. Tell us</p> <ul style="list-style-type: none"> ✿ your name ✿ your current department ✿ the workplace/industry/country where you worked when the complaint happened ✿ the complaint (and why you remember it until today) ✿ how it has been handled ✿ if there were any benefits for you/your department/your hotel 	
5 min	Benefits of complaints	<p>Now, let's listen to another true story. Lean back and enjoy the movie.</p> <p><i>Trainer's note: Show complaint handling video from YouTube: http://www.youtube.com/watch?v=qGk4k7No3A8</i></p>	
5 min	Benefits of complaints	<p>Q: Based on this video and your personal experience, what are the benefits of complaints?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ We can resolve the problem ✿ We can take steps to avoid the problem from re-occurring ✿ We can learn about or guests' preferences ✿ We can improve our products and services ✿ We can learn about how we are perceived by others ✿ We create a memorable experience if handled well ✿ We create positive word of mouth if handled well ✿ We create loyalty if handled properly ✿ We improve our problem solving skills 	

Time	Topic	Learning Activity	Resources
	Benefits of complaints cont'd	<p>And it is a compliment! Don't you agree? Some of you might sometimes think "why always me?" when receiving guest comments or complaints. In fact, you should be proud every time a guest approaches you with a challenge.</p> <p>Q: Why? A: You must appear to be:</p> <ul style="list-style-type: none"> ✿ Professional ✿ Approachable ✿ Open ✿ Helpful <p>Think about it, if you had a problem would you go to an unfriendly person, avoiding eye-contact and perhaps even un-groomed? No, of course not. Another example which is a compliment is when you are approached on the street and asked for directions. Subconsciously, we choose carefully the strangers we ask for assistance. Can you relate to that? So, from now on congratulate yourself every time you receive a guest comment!</p>	
5 min	Lifetime value	<p>Professional complaint handling (or the absence of this skill) goes straight to the bottom line of our results. Let's try to calculate how much.</p> <p>Individually, try to calculate the lifetime value of a guest, let us call him Mr. Smith, who comes 2 times a week and spends an average of €137,50 with a lifespan of 5 years. The food cost per check is 22%.</p> <p>The person who comes up with the closest result receives a prize!</p>	

Time	Topic	Learning Activity	Resources																														
5 min	Lifetime value calculated Lifetime value calculated cont'd	<p>Trainer's note: Since experts have understood how serious complaints are, they have even developed a tool which helps calculate this value. On the following webpage you are able to quickly calculate the figures:</p> <p>http://www.restaurantmarketinggroup.org/lessons/Calc.php</p> <p>Calculation:</p> $€137.50 * 2 = €275$ $100 \% = €71,500$ $€275 * 52 = €14,300$ $78 \% = €55,770$ $€14,300 * 5 = €71,500$ <p>In our case, Mr. Smith has a lifetime value of over €55,000! If we lose him, we lose €55,770 and not only that but also potential customers since he will probably talk about his negative experience in his social circle.</p>	 <table border="1"> <caption>Additional details with cost of goods deducted</caption> <thead> <tr> <th>Customer Visits</th> <th>Year One</th> <th>Year Two</th> <th>Year Three</th> <th>Year Five</th> </tr> </thead> <tbody> <tr> <td>Three times a week</td> <td>€61,711,00</td> <td>€73,462,20</td> <td>€85,193,00</td> <td>€106,944,00</td> </tr> <tr> <td>Five times a week</td> <td>€61,711,00</td> <td>€73,462,20</td> <td>€85,193,00</td> <td>€106,944,00</td> </tr> <tr> <td>52 times a year</td> <td>€5,377,00</td> <td>€6,034,00</td> <td>€6,791,00</td> <td>€8,548,00</td> </tr> <tr> <td>24 times a year</td> <td>€2,574,00</td> <td>€3,148,00</td> <td>€3,722,00</td> <td>€4,397,00</td> </tr> <tr> <td>12 times a year</td> <td>€1,387,00</td> <td>€1,674,00</td> <td>€1,961,00</td> <td>€2,345,00</td> </tr> </tbody> </table>	Customer Visits	Year One	Year Two	Year Three	Year Five	Three times a week	€61,711,00	€73,462,20	€85,193,00	€106,944,00	Five times a week	€61,711,00	€73,462,20	€85,193,00	€106,944,00	52 times a year	€5,377,00	€6,034,00	€6,791,00	€8,548,00	24 times a year	€2,574,00	€3,148,00	€3,722,00	€4,397,00	12 times a year	€1,387,00	€1,674,00	€1,961,00	€2,345,00
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10 min	Did you know?	<p>I would like to share some interesting facts and figures with you.</p> <ul style="list-style-type: none"> ✿ 90% of unhappy guests don't complain <p>Q: Why do you think so few guests complain – after all they have the right if they are paying (especially our prices...)?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Shy ✿ Can't be bothered ✿ There are enough alternatives (competitors) ✿ Feeling nobody really cares <p>Q: Why are the non-complaining guests so dangerous?</p>	 <ul style="list-style-type: none"> ✿ 80% of unhappy guests never complain. Why? ✿ A dissatisfied guest will tell up to 10 others about it. Let's do better! ✿ 70% will return if you resolved the problem ✿ 85% will return if you resolved the problem on the spot ✿ The main reason why guests do not return is because there was an attitude of indifference by the staff manager. 																														

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	Did you know? cont'd	<p>A:</p> <ul style="list-style-type: none"> ✿ Don't come back ✿ We don't know what we did wrong ✿ Spread negative word of mouth <p>This brings us to our next subject.</p> <p>Q: How many people does one un-happy guest tell about their experience and how many do they tell in turn?</p> <p>A: Guest tells approximately 10 who in turn each tell 5 who in turn each tell 2.</p> <p><i>Trainer's note: Ask participants to calculate how many people know about the negative experience. First correct answer receives a prize.</i></p> <p><i>Calculation:</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px; vertical-align: top;"> $\begin{aligned} 1 \text{ unhappy guest tells} \\ 10 \text{ people tell} \\ 50 \text{ people tell} \\ 100 \text{ people} \end{aligned}$ </td> <td style="padding: 5px; vertical-align: top;"> $\begin{aligned} 1 \text{ person knows} \\ 11 \text{ person know} \\ 61 \text{ person know} \\ 161 \text{ person know} \end{aligned}$ </td> </tr> </table> <p>There is good news, though.</p> <ul style="list-style-type: none"> ✿ Guests will return if the problem is solved. <p>Q: What do these numbers mean for us?</p> <p>A: If we are able to solve problems on the spot we will keep our guests. This means that each and every one of us needs to feel comfortable resolving complaints.</p> <p>Q: Why do so many guests return?</p>	$ \begin{aligned} 1 \text{ unhappy guest tells} \\ 10 \text{ people tell} \\ 50 \text{ people tell} \\ 100 \text{ people} \end{aligned} $	$ \begin{aligned} 1 \text{ person knows} \\ 11 \text{ person know} \\ 61 \text{ person know} \\ 161 \text{ person know} \end{aligned} $	 <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: auto;"> <p>INNARCHIVE <small>The right first reaction for guest feedback and customer satisfaction</small></p> <p>Did you know?</p> <ul style="list-style-type: none"> ✿ 80% of unhappy guests never complain. Why? ✿ A dissatisfied guest will tell up to 10 others about it. Let's do a calculation! ✿ 70% will return if you resolved the problem on the spot ✿ 95% will return if you resolved the problem on the spot ✿ The main reason why guests do not return is because there was an attitude of indifference by the staff manager <p><small>INNARCHIVE.COM</small></p> </div>
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		<p>A: Because we are “creatures of habit” and we do not want to change. So a complaint can be compared with a declaration of love “I love visiting your hotel/restaurant, please do something so I can return. By the way, similar psychology applies to relationships. When one partner is upset/complains to the other it doesn’t mean they will leave them, they want to continue the relationship but need it to improve.</p> <p>✿ Attitude</p> <p>Can you imagine how it feels to make a declaration of love and receiving an indifferent reaction? One says that indifference is more injuring than hate or anger.</p>	
3 min	Comments vs. complaints	<p>Now, in order to really get those disappointed guests back let’s have a short discussion about comments and complaints.</p> <p>Q: What is the difference between a comment and a complaint? A: Comments are usually friendly</p> <p>Q: So should we handle them differently? A: No! Comments are like complaints made by friendly guests and don’t we want all our friendly guests to come back?</p> <p>In a way, we can “train” our guests. Many people have the experience or the feeling that something will only happen if they complain “loudly” and unfortunately, often it is true (<i>Trainer’s note: Refer to the movie</i>). So if we can make our guests feel that their comments will be dealt with, many won’t feel the need to complain.</p>	
15 min	Group work	<p><i>Trainer’s note: Split up groups. There are different ways of doing it:</i></p> <ul style="list-style-type: none"> ✿ By even and uneven birth years ✿ By counting 1,2 ✿ By splitting the room in half ✿ By distributing playing cards (red/black) 	

Time	Topic	Learning Activity	Resources
	Group work cont'd	<p>✿ <i>Etc.</i></p> <p>Now, in your groups I want you to discuss the following questions:</p> <p>Group 1: Q: How can you prevent complaints from happening or escalating? Group 2: Q: What are the signs of an irritated or unhappy guest?</p> <p>Please write down your ideas on a F/C. Explain them to the rest of the group.</p> <p><i>Trainer's note: Start with the prevention group since prevention comes first and only if we do not manage to prevent problems, will we need to "read the signs".</i></p> <p>A: (Group 1)</p> <ul style="list-style-type: none"> ✿ Do the job right ✿ Concentrate ✿ Read guests' body language ✿ Handle comments as you would complaints ✿ Ask questions ✿ Communicate across departments ✿ Use Fidelio to save guest information ✿ Follow-up ✿ Etc. <p>If we do not manage to prevent, we will need to be able to read the signs of an unhappy guest since, remember, how many do not complain even if they are disappointed? 90%!</p> <p>A: (Group 2)</p> <ul style="list-style-type: none"> ✿ Avoid eye contact ✿ Uncommunicative ✿ Rolls eyes 	 <p>The worksheet is titled 'INNARCHIVE' and 'Prevention & Signs'. It contains the following text:</p> <p>In your groups discuss:</p> <ul style="list-style-type: none"> ✿ How can you prevent complaints from happening or escalating? ✿ What are the signs of an irritated or unhappy guest? <p>Write your ideas on a flip chart and show us the signs.</p> <p>INNARCHIVE - Back-to-Basics</p>

Time	Topic	Learning Activity	Resources
	Group work cont'd	<ul style="list-style-type: none"> ✿ Taps fingers, feet ✿ Looks at watch ✿ Says “never mind” ✿ Doesn’t finish meal (does not always mean unhappy but we need to ask) ✿ Checks out early (does not always mean unhappy but we need to ask) <p><i>Trainer's note: Make sure that group 2 exhibits the body language. Ask if there are signs specific to nationalities/cultures.</i></p> <p>Being able to read these signs is so important because if we think that a guest is disappointed we must address the issue instead of hiding and hoping that they will leave without making a scene.</p> <p>Honestly, who hasn't hidden in the back office/asked their colleague to continue a table because they knew that service/product was not right and the guest disappointed! Always remember the €55,000!</p> <p>Let's think of some phrases that can help us express our concern:</p> <ul style="list-style-type: none"> ✿ Excuse me Mr. Smith, you haven't eaten much of your dish – are you happy with it? ✿ Mrs. Muller, I have the feeling you are disappointed and would like to help – could you help me understand the reason? ✿ Mr. Lee, you are checking out early, may I inquire about the reason? ✿ Etc. <p>Of course, we must ask sincerely and with empathy, like we would if we felt that our friend was sad or disappointed. And we must take time to listen!</p> <p>We are encouraging our guests to complain and if we do it sincerely they will come to you in the future and let you know about issues before they escalate to a complaint!</p>	 <p>INNARCHIVE Prevention & Signs</p> <p>In your groups discuss: • How can you prevent complaints from happening or escalating? • What are the signs of an irritated or disgruntled guest? Write your ideas on a flip chart and show us the signs.</p>  <p>INNARCHIVE - Back-to-Basics</p>

Time	Topic	Learning Activity	Resources
		<i>Trainer's note: Make sure both F/C (papers) remain visible. Hang on wall if necessary.</i>	
10 min	Stretch break	<p>Excellent work – this deserves a stretch break! Please be sure to be back and ready to go in 10 minutes.</p> <p><i>Trainer's note: Play some funky music!</i></p>	
2 min	Re-cap	<p>So far we have learned:</p> <ul style="list-style-type: none"> ✿ About the benefits of complaints and why they are compliments ✿ The potential cost of poorly managed complaints or unhappy guests ✿ That attitude is important when dealing with comments and complaints ✿ How to prevent complaints from happening or escalating ✿ And how to read the signs of an un-happy guest. 	
20 min	The Process – LOYAL	<p>Complaints can be very emotional so there is no 100% guarantee on how to solve them, however if you use the following steps you stand a good chance of winning back a disappointed guest, even delighting them. In any case, you will always be professional.</p> <p><i>Trainer's note: Choose a situation according to the mix of the group, i.e. guest arrives in the afternoon and room is not ready and an up-grade is not possible; Guest is celebrating an occasion with friends and his steak is well-done as opposed to medium-rare. While going through the steps, imitate the guest in the chosen situation and ask different participants to react as they think is appropriate. Discuss and agree on the right way(s).</i></p> <p>Since guest loyalty is one of Kempinski's top priorities, we will use the acronym "LOYAL" to help remember the steps.</p> <p><u>Listen with Empathy</u></p> <p>Q: What is the first thing we should do if a guest is up-set and complaining about</p>	

Time	Topic	Learning Activity	Resources
	The Process – LOYAL cont'd	<p>their situation?</p> <p>A: Listen with empathy</p> <ul style="list-style-type: none"> ✿ Interrupting or asking someone to calm down makes matters worse ✿ You can find out the “real” reason for the complaint if you listen carefully and ask questions. Showing empathy “I understand” creates a bond with the guest. You are no longer the enemy but a partner who understands and will find a solution ✿ Show with body language you are listening by nodding ✿ Take notes if you need to <p><u>Offer solutions to the “real” problem</u></p> <p>Q: What is the next step?</p> <p>A: Offer solutions</p> <p>Q: Often, a complaint is the result of a need being fulfilled. We have all experienced a guest who complains about a cold soup which is hot or a corked wine which is fine. In these cases, usually something else is wrong. What could these “real” reasons be?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Lack of attention ✿ Feeling of insecurity ✿ Sexual need (Male with date) ✿ Need to feel powerful ✿ Need to play/gamble <p>So if a guest is complaining about a draft but actually wants to have another table (attention/power) turning down the AC will not help.</p> <p>Often, we offer standard solutions which do not solve the actual problem, such as offering</p>	

Time	Topic	Learning Activity	Resources
	The Process – LOYAL cont'd	<p>a complimentary coffee when a room is not ready. Or discounting – certainly, we cannot charge for a service we have not delivered properly, however does taking breakfast off the check help the business person whose bill is being paid by the company?</p> <p>Q: Does a bottle of Champagne help the guest whose room is not ready and who needs to freshen up for an important meeting? Does exchanging the steak help the guest who wants to spend a nice evening sharing dinner together with friends?</p> <p>A: No!</p> <p>Q: How many solutions should we offer:</p> <p>A: 2-3 because the best solution for you oneself may not be the best for the guest, or we may misinterpret the “real” reason. Make sure the guest accepts because then they “own” the solution.</p> <p>By the way, if you feel that you cannot or you do not have the authority to solve a certain problem, involve a supervisor, manager or executive. This becomes your solution.</p> <p>Q: How could you offer this solution to a guest?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ I understand your situation, allow me to call the manager on duty for you ✿ It is important to me that you enjoy your stay, allow me to call my manager to assist. <p>Make sure you fully brief your colleague before they start to deal with the guest.</p> <p><u>You own the problem</u></p> <p>Q: What do you do after the guest and you have agreed on a solution?</p> <p>A: Act and follow-up</p> <p>Even if solving the problem involves other people and departments, you are responsible</p>	

Time	Topic	Learning Activity	Resources
	The Process – LOYAL cont'd	<p>for making sure the guest is happy, after all, they “chose” you to solve it.</p> <p>Did you know that the biggest reason for errors and complaints is the lack of follow-up? I am sure each of you can name an example of a complaint which would not have happened if there had been follow-up.</p> <p>Q: Which examples can you think of: A:</p> <ul style="list-style-type: none"> ✿ Television not repaired upon guest return ✿ Room still not ready at agreed time ✿ Telephone call not returned ✿ Important message not delivered ✿ Etc. <p><u>Ask whether guest is happy</u></p> <p>Q: Why is this, an important question? A:</p> <ul style="list-style-type: none"> ✿ Prevents small complaints from escalating to large ones (in case something is still wrong, missing etc.) ✿ Polite ✿ Prompts a positive answer/state of mind if everything is fine <p><u>Let the guest know that you appreciate their feed-back</u></p> <p>Q: How could you phrase this? A:</p> <ul style="list-style-type: none"> ✿ Thank you! ✿ Thank you for informing me about this issue, it will help us provide better service in 	

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		<p>the future</p> <ul style="list-style-type: none"> ✿ I appreciate you shared this with us, this way our Chef can check with his supplier regarding the meat quality ✿ Thank you for trusting me with your problem ✿ Etc. <p>We mentioned in the beginning of this session that we want our guests to complain if they are not happy so we should encourage them to do so via positive re-enforcement.</p>	
5 min	Don'ts and Do's	<p>Before we move to practicing these steps, I would like to summarise some Do's and Don'ts.</p> <p><i>Trainer's note: Brainstorm with group and then go through the points on the slide.</i></p> <p>Don'ts:</p> <ul style="list-style-type: none"> ✿ Try to prove the guest is wrong ✿ Recommend they tell someone else ✿ Say that other guests have told us the same thing ✿ Show annoyance or irritation ✿ Blame a colleague/company ✿ Make excuses <p>Do's</p> <ul style="list-style-type: none"> ✿ If you are not able to solve the problem immediately contact supervisor and explain the situation ✿ Be honest ✿ Show compassion for the problem at hand ✿ Keep your guest informed 	
15 min	Role play	<p><i>Trainer's note: Split into groups of three. One person plays the guest, the second the employee, the third is the observer and must give feed-back.</i></p>	

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		<p><i>Let each group pick one (or several) role play cards (see in attachment).</i></p> <p><i>While participants are practicing circulate ask questions and give feed-back.</i></p>	
5 min	Follow-up activity	<p>Since we are professional “people business men and women” we want to make sure that this training session is effective and produces the desired outcomes.</p> <p>Individually, think about the top 3 complaints in your department. Using your training action plan sheet write them down and write something you will do from now on to prevent them from happening in the future.</p> <p>Finally, please share your insights with your neighbour and ask them to follow-up with you within 21 days.</p> <p><i>Trainer's note: Make a photocopy of the action plans and schedule to follow-up with the individuals. Share the departmental “top complaints” with HODs as there may be interesting insights and improvement possibilities.</i></p> <p>I will follow-up with you and share your insights with the HODs.</p>	
2 min	Wrap up	<p>Participants complete the Training Evaluation Form</p> <p>“Thank-you and good luck!”</p>	