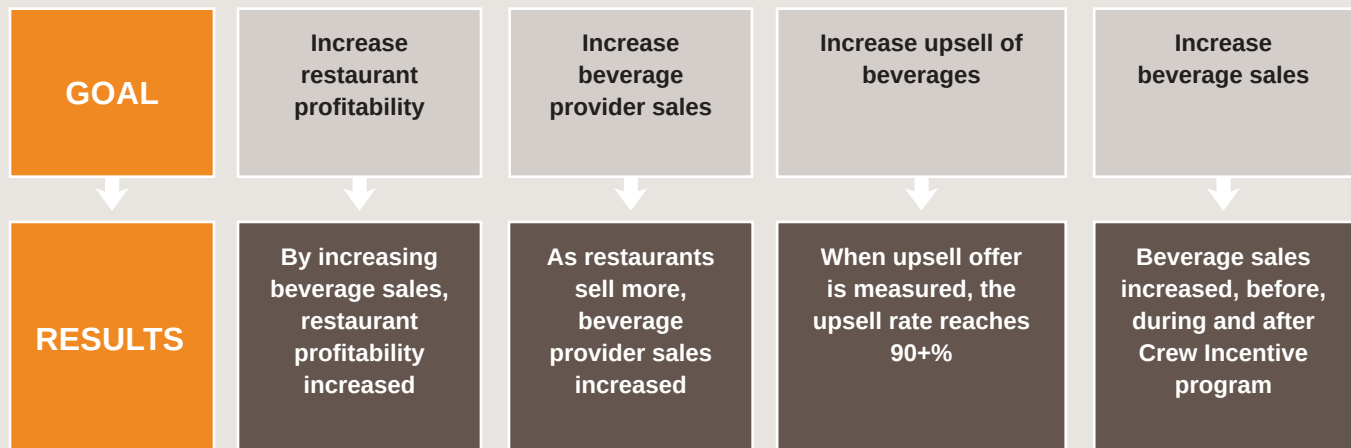


Crew Incentive

Selling drinks drives dollars

KEY RESULTS



IN MANY QUICK SERVE AND FAST CASUAL RESTAURANTS, THE majority of the meal profitability is from the beverage. And beverage incidence, which is the number of meal purchases made that include a drink, in many restaurant organizations is on the decline. So the simple task of asking customers if they would like a beverage to accompany their meal is key to total restaurant sales revenue and profitability.

WHAT GETS MEASURED, GETS DONE

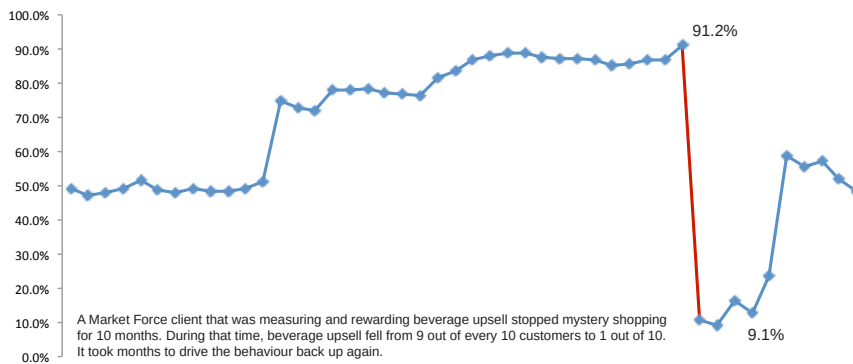
For this reason, mystery shoppers for Market Force Information® routinely assess whether the staff asks this important upsell question. It is a best practice that ensures that this key behavior continues to be performed. Incenting the restaurant team, the crew, to ask this question becomes a critically important component of targeted mystery shopping programs. It's still true that what



gets measured, gets done. One restaurant was using Market Force's Mystery Shopping program to measure upsell on the offer of a beverage. Upsell rates had been driven up to 91.2%—nine out of every 10 purchases included an offer of a drink. Due to budget cuts, the program was put on hiatus for 10 months. When the program started back up again this important behavior had fallen to just 9.1%—less than 1 out of every 10 customers. Over the following six months the business was able to move the needle up over 60%. Certainly not bad, but far less than it had been previously. The more important question is, how many dollars had this decision cost the company over those 16 months? The decision to stop measuring execution of this behavior caused a drop in the behavior and lost sales.

Note: With incidence rates of 45%, average daily customer counts of 145, and \$1.70 in gross profits per beverage, this organization lost over \$3.1M in profits over the 10 month hiatus period.

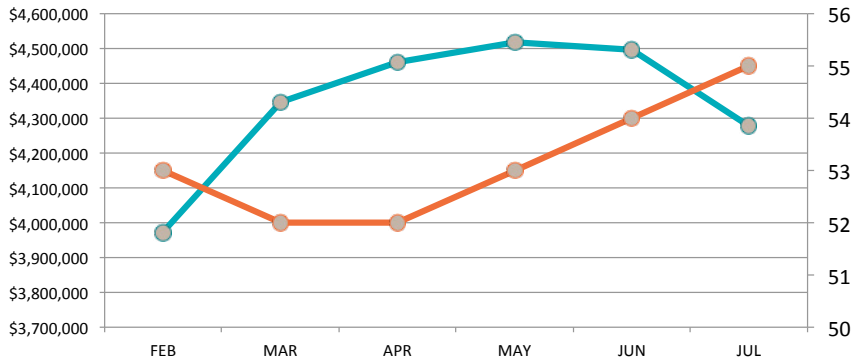
Recognizing how important the upsell offer was not only for restaurant profitability, but also to the beverage company, an iconic beverage provider teamed with Market Force and a restaurant chain for a Crew Incentive Mystery Shopping program.



“Upsell rates had been driven up to 91.2%—nine out of every 10 purchases included an offer of a drink.”

The Crew Incentive Mystery Shopping winnows its focus down to the core elements of customer service and beverage sales—greeting the customer, upselling to a combo meal and/ or a beverage, and thanking the guest. When crew members demonstrate the right behaviors, the mystery shopper reveals themselves and presents the team member with a ticket. This ticket explains that the crew has won and that they will be receiving gift cards from Market Force (the amount of the gift cards vary by client based on available budget). The program follows a process as outlined here:

1. Publish communication to the stores about the upcoming promotion
2. Get team members excited by notifying them of the reward structure
3. Begin shopping the stores and have crew members being caught doing the right things
4. Publish the results and announce the winning stores and team members



A WIN-WIN FOR RESTAURANTS AND THEIR BEVERAGE PROVIDERS

The results are in. Across multiple clients and markets, beverage sales rise as the initial communications go out, spike when shopping and prizing is taking place and then begin falling once the program is over. Even after the program, beverage sales are up. Most Market Force clients are now implementing these programs multiple times per year and often use them to support a Limited Time Offer promotion. By leveraging a Crew Incentive Mystery Shopping program both restaurants and beverage providers can emphasize the right behaviors, reward the front line staff for demonstrating them, and drive sales and profits all at the same time. A win-win for all.



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