



Customer Services at McDonald's

Careers at McDonald's



Customer Services



Marketing



Finance



Franchising



Stock Control



Recruitment & Training

Introduction

McDonald's prides itself on delivering only the highest levels of quality, service and cleanliness to all of its customers in each and every restaurant. The key to our continued success is continually monitoring and acting on the feedback given to us by our customers. We strive to be a progressive market leader and we can only stay ahead of the rest by listening to the most important ambassadors of our brand – our customers!

The importance of Customer Service

We have recognised that complaints, enquiries or positive feedback from customers are precious pieces of information. When used properly complaints can help us fine-tune our business and meet our customers' needs. It is these insights that help the Company to keep moving forward.

Equally important is to hear and effectively manage complaints from customers. If the Company is not seen to be dealing with poor experiences then disgruntled customers will vote with their feet and we will lose their business.





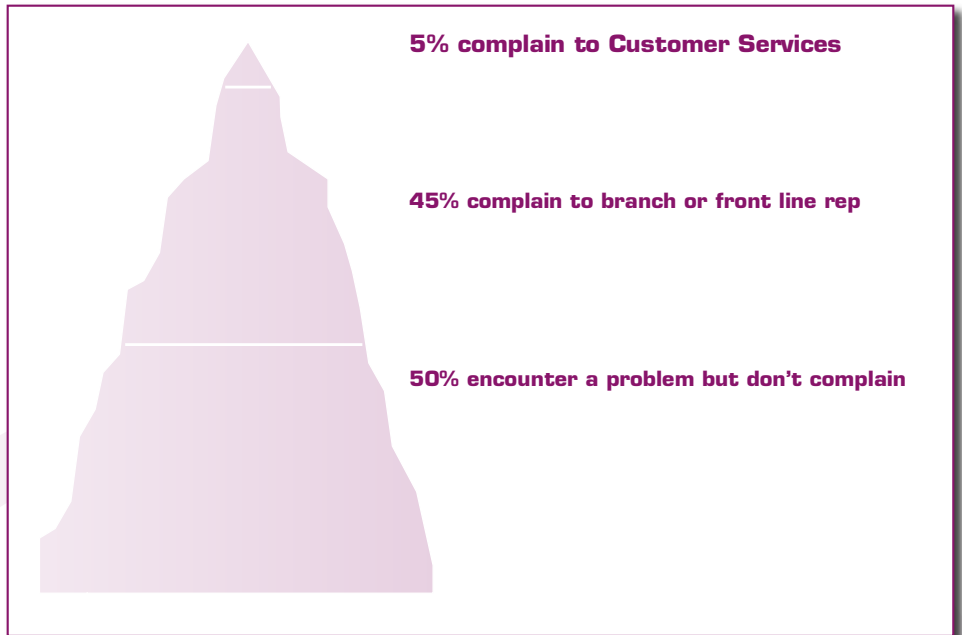
Customer Services at McDonald's

Do you know that only 5% of customers with a complaint ever put their complaint to a customer services department?

A further 45% of customers with a complaint take time to raise their concerns on the spot and speak with an employee. We need to ensure that for such customers, their complaint is resolved satisfactorily there and then. If this is not achieved, we run the risk that these customers will not voice their concerns in the future, thereby losing for us an opportunity to gather important customer feedback.

The remaining 50% of customers who encounter a problem, don't make a complaint.

In order to move towards a situation where this 50% are more likely to voice their concerns, we encourage both the Customer Services department and restaurant employees to be accessible to our customers and open to feedback. This is encouraged in several ways in the restaurant. Each restaurant should display a name plaque indicating the Shift Running Manager's name. In addition, each manager should wear a name badge displaying their first name. The Customer Care employee should ensure that, as the first point of contact for customers, they are welcoming and accessible at all times. Finally, the restaurant's telephone number should be on display. Combined, these initiatives should help to create an inviting and customer-friendly environment. It is imperative that we encourage our customers to voice their concerns within the restaurant itself so our restaurant management have the opportunity to resolve the problem then and there.





Employee Training

A very important part of our department's remit is working with restaurant employees to give them the tools and resources they need to deal with complaints effectively. Training starts as part of their Basic Shift Management course. We teach them the four step method to complaint handling and give them advice on how to deal with all types of customer feedback, for example a basic nutritional enquiry or a service issue. Most importantly, we encourage our employees to recognise a dissatisfied customer and diffuse potential complaints. We also make the session interactive with role-plays and break-out groups.

This initial training is followed up throughout the careers of our restaurant employees to ensure they are always aware of the importance of customer care and retention.

Along with our managers, we spend time with other Head Office support departments teaching them how to deliver effective customer service both within the business and to external suppliers.

Regional Links

At McDonald's, individual restaurants fall within geographical regions for management purposes, and we have mirrored this approach in the customers services arena in order to support individual managers in aspects of complaint reduction and customer care. Each restaurant manager is assigned to a particular customer services region and is encouraged to liaise with that region in order to fulfil their particular customer services needs. In turn, our regional teams are heavily focussed on supplying each restaurant with reports and analysis to assist them in identifying key areas of improvement.





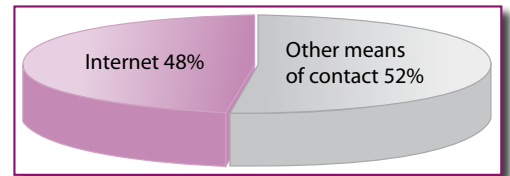
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Technology

Using the technology we have in place, we are able to receive and record customer feedback in a variety of ways. Every customer contact, be it by internet, phone or letter, is captured onto a customer services database which is also used by other major retailers in the customer service industry. By properly using our technology, we are able to ensure that each and every customer receives an accurate, personal and timely response.

As evident in the below graph, the largest single feedback channel is the internet.

The 'Contact Us' page was introduced onto the McDonald's website in 2000 and ever since then it has been the most favoured way for our customers to provide feedback. As the chart above indicates, on average 48% of our customer contacts are received this way. The fact that this percentage is steadily increasing can be attributed to the general increase in internet usage and the ease, speed and simplicity this feedback channel provides.



The remainder of contacts are received by letter and telephone. These contacts are then coded to reflect the type of feedback being given, a system that then enables us to analyse and report on this information. Letters are received into the department, manually logged and carefully coded to reflect the main cause of concern or query. The telephone calls we receive are sent through an automatic call divert system to ensure that they are tracked, monitored and timed. Unlike other systems, after the initial welcome message there are no further messages, menus or queues. The customer or restaurant employee is put straight through to a member of the Customer Services team for assistance.

Finally, one of the most important benefits of customer feedback is that it can be used and fed back into the business. The Customer Services department sits on many company cross-functional projects and promotions, acting as the customer's advocate and ensuring that we implement truly customer led initiatives. It is essential that we keep on listening to and valuing the most important part of our business – our customers!



Talking points

1. Why do McDonald's welcome feedback from customers?
2. How do McDonald's encourage customer feedback?
3. Why do McDonald's train their employees to handle complaints?
4. Why is it important to the business that all employees are trained in customer care?



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