The Craveable Brands Journey Toward a Company-Wide Shift to Customer Centricity

XI FORUM

Deborah Ruka

*Head of Operations*
Oporto (Craveable Brands)

InMoment

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Craveable Brands (Craveables) is made up of separate brands (Oporto, Chicken Treat, and Red Rooster), as well as 400+ franchise partners. This means there are a lot of opinions that feed into customers and their experiences, and a lot of stakeholders interpreting data in different ways. The Craveable Brands VoC program softens the many different voices and gives the business an opportunity to hear from those that matter the most—the customer.

When Craveables launched its VoC program, it knew it would result in a major cultural shift. Because, even though the team knew customer feedback was important, the legacy actions and historic focuses taught stakeholders to avoid feedback. Believe it or not, prior to the launch of the VoC program, Craveables measured complaints per 10k customers—which taught everyone to avoid customer feedback at all costs.

After the VoC launch, Craveables has progressed with its goals. The brand was even able to launch a VoFP (Voice of Franchise Partner) to collect feedback from another valuable voice. Since launch, the brand has seen a response rate +60% and some obvious (and not so obvious insights).
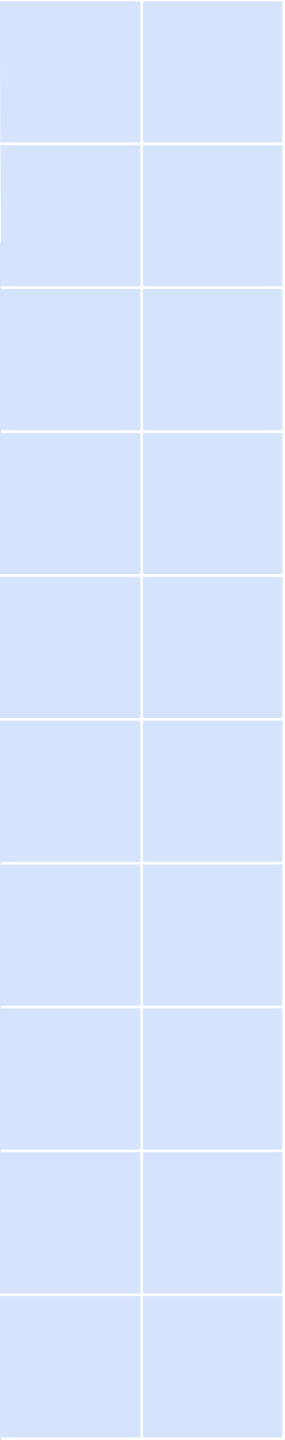
Pro Tips

1

When it Comes to Franchise Partners, Separate Them Into Tiers

It helped Craveables to separate partners into three tears—Tier 1 involved those who were getting good insights and actually using those insights to make improvements. Tier 2 includes those who weren't getting quite enough feedback to have a balanced view, and therefore couldn't effectively use feedback yet. Tier 3 was everyone else—those who were yet to see the tangible value of VoC and who were not yet engaged with the program.

2

Share the Wins

Craveables shares the positive wins with Tier 1 franchisees through listening and acting on feedback. They use stories relevant to those in Tier 2 and 3 to motivate them to achieve the same.

3

Find the Root Cause

Those who have had a blood test will know that some problems underneath the surface cannot be identified unless you actually dig into the "why" behind the problem—the same can be true for customer feedback. Without a proper test, or feedback collection tool, you might have no idea what you are deficient in, what can be improved, and where the true problems and opportunities are.
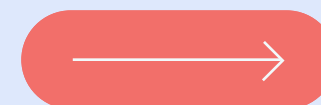
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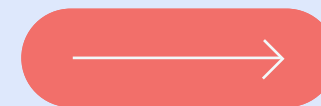
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