



VOLUME 4: CUSTOMER SERVICE
Operations Manual

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1 Our Approach To Customer Service

Customers are our life-blood and are the single most important part of our business. They have expectations of us, and we need to devote our efforts to making sure we can meet or exceed those expectations. Each customer chooses to come to our stores, and we are grateful they have selected us to provide them with entertainment. In the Flip Out world, they will experience extraordinary service and high quality products for the best possible experience.

In the first 5 minutes our customer forms the view about how the rest of the experience will be for them. Since they have deliberately come into our venue, we should assume that they have a purpose. Getting the initial experience right is one of the most important activities we do. If we get it wrong we will have to work twice as hard for much longer to create a good impression.

This section covers interaction with customers and holds recommendations on providing excellent customer services.

2 Communicating With Customers

2.1 Greeting Customers

2.1.1 *Overview with Customers*

Flip Out Trampoline Arenas are full of fun and energy. That is exactly what customers should experience when they enter a Flip Out. All staff should greet customers with enthusiasm to leave a positive impression. Staff should always:

- Open doors for customers wherever possible
- Greet the customer warmly and make them welcome, say Hello.
- Smile. Smiles are contagious.
- If customers have to wait, make eye contact with them and advise that you will be with them shortly.
- Say: "Good Morning / Afternoon, how are you today?"
- Make eye contact with customers.
- Unless a special exemptions have been granted, such as while coaching Ninjas, all staff should wear name badges whilst on duty.

2.1.2 *Building Appearance and Atmosphere*

Flip Out's must appear clean and tidy. The carpark is the first location that customers will see, so it is imperative that the car park is clean and free from rubbish. When cleaning the carpark, ensure staff use gloves and remain vigilant and visible to avoid accidents.

Flip Outs should be visible and obviously branded. Painting the building, using flags and putting up signs is recommended.

Build atmosphere by playing music, dimming lights to a safe low level and using disco lights. Ensure correct licencing is purchased to play music. The Australasian Performing Right Association (APRA) and the Phonographic Performance Company of Australia (PPCA) require fees to be paid for paying music in public places such as a Flip Out arena.

2.1.3 *Walking Through the Door*

As soon as possible when customers walk through the door they should be greeted. "Welcome to Flip Out, how are you today?" is recommended. Endeavour to upsell to parents while at reception. Inform them of any deals currently running and that the second hour is cheaper than the first. Before taking payment, ensure that parents are asked if they would like a tea or coffee.

Most importantly, customers should be actively engaged with to build up a rapport. Customers are more likely to upgrade to deals, purchase stock and return to the arena if they feel welcome. Customers who like the service and staff in Flip Out arenas will buy more.

2.1.4 *In Park Experience*

The Flip Out experience does not end once customers get through the check in process, in fact that is truly just the beginning. Staff members must be greeting parents, care givers and children. Parents love to see staff interacting with their children in a safe and respectful way. Always strive to be happy, respectful and smiling.

Staff can ask parents and children a variety of questions to keep the engaged. Staff should be encouraged to engage with parents by mentioning the following:

- How old is your child and what is their name?
- Why did you decide to visit Flip Out today?
- When is your child's birthday?

- Your child knows a lot of tricks, they would be perfect for Ninjas.
- What skills would you like to learn? You can learn that in Ninjas.

2.1.5 On Departure

When their time is up, a microphone call should be made to alert participants to hop off the trampolines. The following should be read out:

“Attention Flippers! If you have a (insert colour) wrist band, your jumping time has now finished. If you would like to continue jumping for another hour you can do so for only (insert second hour price). Please see the front counter to purchase your next hour. For those that are finishing flipping with us now, thank you for jumping with us and we look forward to seeing you next time.”

As customers leave, ask them if they enjoyed their time at Flip Out and whether they'd like to book in for another session now. Remind them that they can easily book online for their next visit to the arena. Leave the customer with *“Thank you, see you next time”*. Always aim to have the customer leave with a positive last impression.

2.2 Etiquette Online and Over the Phone

2.2.1 Answering Calls

Flip Out staff should aim to answer phone calls within three rings. Phone calls should begin with:

“Thank you for calling Flip Out (insert arena location), this is (insert your name) speaking, how may I help you?”

Smiles can be easily detected from the other side of the phone. Customers can also tell when staff are busy or multitasking. Staff should aim to be just as polite, friendly and engaging as they are when speaking to a customer in store. Get to know the customer as best as possible by asking questions about themselves, their children and family.

The end goal of every phone call is a booking, regardless of whether this is for a jump, birthday party or classes. Staff should make every attempt to secure a booking. The Online Learning Management System, coming in June 2019, will assist staff in learning how to secure bookings. Staff should use the following tips to increase the chances of making a sale:

- Ask questions of the caller and try to build a genuine relationship
 - How old is your child?
 - What is your child's name?
 - When is your child's birthday?
- Create urgency and check availability for dates as soon as possible
 - We only have a few spots available on the weekend of Harry's birthday.
- Make it as easy as possible for the customer
 - We can book that in today and begin work on Harry's birthday party with a \$100 non-refundable deposit. We don't need exact numbers or final payment until the week of the party”
- Wait until after confirming the booking to give terms and conditions, unless requested otherwise

If a booking cannot be secured over the phone, staff should:

- Encourage the caller to book online
- Suggest a time for a call back to discuss further
- Send further information via email

- Create a sense of urgency

2.2.2 *Taking a Message*

If staff are genuinely too busy to take a phone call, they must take a message. For instance, if the phone rings while serving a customer, staff must answer, note the caller's first and last name, time of call, telephone number and nature of call. Customers should be informed there is currently a customer waiting and asked to provide a convenient time to be called back. These calls must be followed up as soon as possible. A 24 hour delay in contacting potential customers is unacceptable.

2.2.3 *Online*

Flip Out's online booking system, Roller, works exceedingly well. Customers are able to book, view jumping times and sign waivers. It is highly unlikely that staff will get calls or enquiries asking for assistance with the online booking process. Regardless, staff should familiarise themselves with the booking process from the customers point-of-view, to be able to assist if required. When serving an online booking, ensure waivers have been completed for all guests.

2.2.4 *Email*

Many enquiries come via email or through forms submitted on the Flip Out website. These are automatically forwarded to the respective arena. Emails and enquiries must be acted upon as soon as possible. Email response templates for common enquiries such as Ninjas, Birthday Parties or Group Bookings are available on the Flip Out Intranet. These should be adjusted to include the arenas details and saved to the device that emails are sent from. Some arenas choose to send email response templates to themselves and save them to a separate inbox for easy access when sending emails.

2.3 Handling Walk-In Enquiries

From time to time, staff may get walk in enquiries on classes or parties. Reception may be able to handle some of these enquiries. However, the best persons to engage with the customers would be a manager that can easily book the customer in. The procedure for handling walk-in enquiries is:

- Greet person in a warm and friendly manner.
- Find out what the person's queries are.
- If the customer service attendant understands the enquiry and can respond correctly, they should do so. If the customer service attendant cannot respond correctly, the customer should be asked to wait while they find someone that can best assist them in this area.
- All customer service attendants should be trained to respond to booking enquiries to ensure customer satisfaction.

3 The Sales Process

3.1 Signing In

Customers register and agree to the terms and conditions of Flip Out prior to participating. This is done through our booking system, Roller. Further, Roller captures customers name, age, phone number and email. This information is extremely useful for marketing purposes as well as to ensure customers have signed waiver forms.

Once confirmed that the above forms have been accurately completed, payment needs to be collected and the appropriate coloured wrist band needs to be given to the customer depending on how long the customer has paid for.

Customers must be given a safety briefing by front desk staff. Flip Out provides a safety briefing script. This can be found as an attachment to Volume 4. The customer should then be advised where they can leave their personal items.

3.2 Presenting The Experience To Customers

Once the customer has signed in and deposited their personal items in the appropriate place, an arena attendant should ideally greet the customer before they begin to jump. The attendant should reinforce the rules again and advise the customer to jump within their ability.

The trampoline attendant should make the customer feel welcome and advise them that if they need any help or assistance, they should ask any of the arena attendants.

3.3 Supervision By Parents & Guardians

Flip Out does not offer child minding services. All persons under the age of 18 years at Flip Out must be accompanied by a parent or guardian who has signed a waiver form.

Once signed, the parent of guardian must supervise the persons (under 18 years old) at all times whilst in the centre.

4 Customer Complaints

At Flip Out, we endeavour to provide an enjoyable, fun and safe experience for our customers. From time to time, customers may find our service standards lacking and wish to lodge a complaint.

Franchisees are encouraged not to be defensive when a complaint is lodged but to see it as an opportunity to improve. All complaints need to be forwarded to the centre manager regardless of whether the complaint was generated at store or head office level.

4.1 Channels For Lodging Complaints

4.1.1 *On Site*

- Customers may approach any staff member to make a complaint. Unless the complaint is minor, the customer should be informed that they feel understood and the centre manager must be found.

4.1.2 *Phone*

- Customers may call the arena to make a complaint. If possible, direct the complaint to the centre manager.
- If the centre manager is not available, record the complaint and assure the customer that the matter will be investigated and that the Centre Manager will call them within 24 hours.

4.1.3 *Online*

- If there is a provision on Flip Out's website for customers to contact the centre, some customers may choose to lodge their complaints electronically.
- An automatic response is generated, informing that all emails received will be attended to within 48 hours.
- The centre manager should check the arena email account daily and ensure that the customer is contacted within the stipulated 48 hour timeframe.

4.1.4 *Head Office*

If Head Office receives any complaint, a member of the Flip Out Head Office will investigate and forward it to the business manager at the location to manage the complaint. Head Office keeps a log of complaints in order to improve customer service in all arenas.

4.2 Managing And Resolving Complaints

4.2.1 *Handling the Complaint*

When handling customer complaints it is important to maintain professionalism at all times. Staff should always:

- Aim to please the customer
- Be courteous and genuine
- Stay cool and level headed
- Never become angry or defensive
- Speak calmly and quietly
- If the customer raises his or her voice, don't match their volume
- Empathise with the customer - aim to understand their position
- You can escalate the Flip Out Head Office if necessary

4.2.2 *Five Steps to Handle Complaints*

There are five steps to handling customer complaints:

1. Remove barriers

- Be open to comments by customers and do not respond defensively.
- Show genuine interest in the customer's concerns.
- Show the customer you wish to help them.
- Use open body language. Don't invade their space.
- Maintain eye contact.

"Mrs. Smith, I'm keen to resolve your concerns as soon as possible. We don't want any of our customers to be unhappy".

2. Listen

- Listen actively to the customer – do not interrupt them.
- Make encouraging noises and nod to indicate your understanding.
- Do not make judgmental facial expressions.
- Maintain eye contact.
- Repeat what they have told you.

"I understand you had a disappointing interaction at the cafe"

3. Identify the problem

- Find out what the problem is.
- Isolate the problem from any emotional comments.
- Show concern and acknowledge the problem.
- Do not justify or apportion blame.
- Ask open questions: what, when, where, how, why and who to uncover information, closed questions to clarify information.

"Could you please point out the staff member who you previously interacted with?"

4. Show empathy

- Be genuine in your response. Some responses could be:

"I can imagine how upset you must be."

"I can understand how disappointed you must feel."

5. Provide a solution

- Take "reasonable" steps to fix the problem.
- Do not make promises that cannot be kept.
- Always assure the customer that you wish to rectify the problem but if you can't offer a solution straight away, collect their contact details to find a solution.
- Staff should be aware of the escalation process. Within reasonable limits you should allow all of your team members to solve customer complaints directly.
- Escalating complaints is always acceptable

4.2.2 *Providing a Solution*

- A refund should only be given as a last resort. Instead offer incentives to come back, or extend the visit such as a free pass or 2 for 1 voucher.
- Avoid letting emotions influence your decision making in regards to providing a solution.
- If, as the Franchisee, you are unable to satisfactorily resolve the problem, you should escalate the problem to Head Office.
- If we have to rectify a customer problem on your behalf, we may ask you to reimburse us for any costs we incur.

4.2.3 *Recording and Reporting Customer Complaints*

Always keep detailed records of all complaints including how you handled them. This should be supplemented by all correspondence with the customer to resolve the issue. You have an obligation to report serious complaints to the Flip Out Head Office.

Serious complaints include those concerning:

- Sexual harassment
- Bullying
- Occupational health and safety
- The Franchisee
- Employment conditions
- Anything that may involve a criminal act or require the attendance of the police

5 Customer Retention

5.1 Customer Feedback

To retain customers, it is important to find out how customers rate the service at the arena. Customers may not lodge a complaint to voice their dissatisfaction, therefore it is necessary to be proactive and solicit feedback from customers. As well as revealing areas of weakness that need to be improved, customer feedback may also highlight areas of high performance.

Feedback should be gathered from customers as frequently as possible. This could be in the form of an informal discussion, online reviews or a formal customer survey. The opportune time to gather feedback in person is usually just after the customer has completed their trampoline session or booking. Managers may wish to have staff approach customers as they are leaving the trampoline area to receive feedback.

Further, the Franchisor undertakes Mystery Shopper program, wherein they call or visit the arena posing as a customer. Feedback from these calls and visits is expected to be acted upon as soon as possible.