

# Listening to Customers

Professor: James O. Stanworth

Team: Adidas

Lily Zeng

Cynthia Wang

Evelyn Tseng

6<sup>th</sup> Sept. 2018

Haidilao



*Hai Di Lao Hot Pot*  
海底捞火锅

# Agenda

- Objectives
- Company Profile
- Methods
- Key Success & Failure
- Q&A





# Objectives



Founded in 1994, SiChuan Haidilao Catering Co.,Ltd.is a direct-sale catering chain enterprise focusing on Sichuan style hot pot and integrating features of hot pots from various regions. Over the past years, **Haidilao Hot Pot has been dedicated to fulfilling the perfect integration of traditional Sichuan style hot pot with modern trendy dining habit, With the guidance of service differentiation strategy and taking innovation as the core value,** Haidilao changes the traditional standardized and unitary services, provides innovative and personalized featured services..

Company Profile

# Haidilao Service

- Bian Tai shr service(變態式服務)
- Most important thing-**Service**



Use iPad to  
order food





Sichuan Opera

Noodle show



NEXT MA



Nail Salon

Play Ground





Use iPad to order food  
Sichuan Opera  
Noodle show  
Nail Salon  
Play Ground  
Leather shoes  
Massage Chair



Leather shoes



Massage Chair



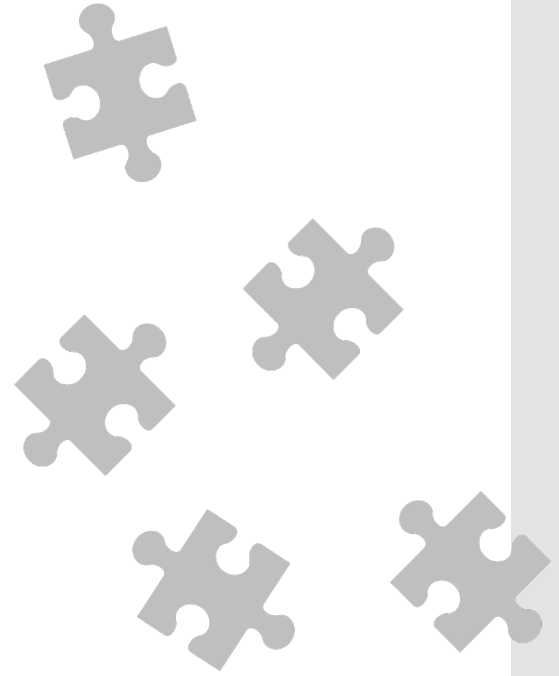
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- Objectives
- Company Profile
- **Methods**
- Key Success & Failure
- Q&A



# Methods

- Questionnaire
- Mystery Shopping
- Reviews from Website



## 海底撈火鍋顧客滿意度問卷調查

您好：

這是一份服務管理報告的調查問卷，目的在於瞭解顧客在「海底撈火鍋」的實際消費經驗及對餐廳服務品質的看法。本問卷採不具名方式，內容僅供學術分析使用，敬請安心作答，懇請您在此用餐的「經驗」與「感受」直接填寫，並請您不要遺漏任何一題。  
由衷感謝您百忙之中撥冗填寫，非常感謝您的熱心幫忙。

彰化師範大學人力資源管理碩士在職專班  
指導教授：James O. Stanworth  
研究生：Lily, Cynthia, Evelyn

\*必填

### 1、餐廳用餐環境很乾淨舒適\*

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

### 2、服務人員穿著得體、整齊清潔\*

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

### 3、菜單設計簡單易懂\*

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

## Paper forms

### 海底撈火鍋顧客滿意度問卷調查

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指導教授：James O. Stanworth  
研究生：莉婷、鈞軸、美娟

We are sophomore students for the master degree in Graduate Institute of Human Resource Management, National Changhua University of Education. We are currently carrying out a research on "The actual consumption experience of Haidilao Hot Pot and the quality of service for the restaurant". I would appreciate it if you could complete the following questionnaire. There are no right or wrong answers. This has nothing to do with your grades and scores. Please answer the questions as honestly and thoroughly as possible. The questionnaire is anonymous and the result of the questionnaire would be designed only for my research. Your answers are vital for the successful completion of my paper.

From HRM, NCUE  
Lily, Cynthia, Evelyn

第一部份 (Part I)	Most agree ←→ Most disagree
請勾選您對下列敘述的看法，請在適當的 <input type="checkbox"/> 內打v。 Please answer each question by circling one of the numbers (1 to 5) that can best indicate your opinion. The numbers stand for the following responses.	非 同 沒 不 非 常 意 同 常 意 意 見 意 意 5 4 3 2 1
1、餐廳用餐環境很乾淨舒適 The restaurant environment is very clean and comfortable.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2、服務人員穿著得體、整齊清潔 Service staff dressed neatly.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3、菜單設計簡單易懂 Menu design is simple and easy to understand.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4、提供非常美味的食物 Provide very delicious food.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5、湯頭及食材的品質良好 Good quality of soup and ingredients.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6、服務人員對菜單內容熟悉 Service personnel are familiar with the menu content.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
7、服務人員送餐速度	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
omer requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ervices provided by the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
in the restaurant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

round  
女 Female  
41-50 51 or above

或專科 University/College  
; other

lice 製造業 Manufacturing  
Freelancer 學生 Student  
; your monthly incomes?  
> NT\$50,000 NT\$50,001 or above  
any people, please?

; How many times have you been to the restaurant for the  
times or more a month  
1次 once a month  
hs  
; that you visit the restaurant?  
聚餐 Friends gathering  
; Other  
you know this restaurant?  
誌廣告 Advertisement 網站：官網、部落格、  
(CEBOOK 逛街經過 Pass by  
introduce friends to Haidilao?

at is the most attraction of Haidilao for you?

gestions

# Questionnaire



## Part I

Please answer each question by circling one of the numbers (1 to 5) that can best indicate your opinion. The numbers stand for the following responses.

Most agree <--- Most disagree

Item	5	4	3	2	1
1 \ The restaurant environment is very clean and comfortable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 \ Service staff dressed neatly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 \ Menu design is simple and easy to understand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 \ Provide very delicious food.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 \ Good quality of soup and ingredients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 \ Service personnel are familiar with the menu content.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 \ Service staff meal delivery speed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 \ Service staff respond promptly to customer requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 \ Customers are very satisfied with the services provided by the restaurant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 \ Customers have a meal and feel happy in the restaurant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Questionnaire

## Part II. Personal background

1 、 Gender

male Female

2 、 Age

20-30 31-40 41-50 51 or above

9 、 How do you know this restaurant?

words of mouth Advertisement

Official website / Blog / FACEBOOK Pass by



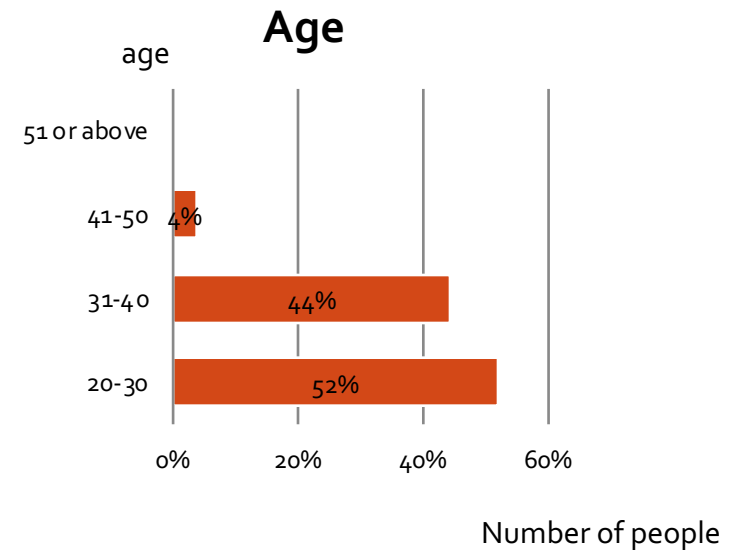
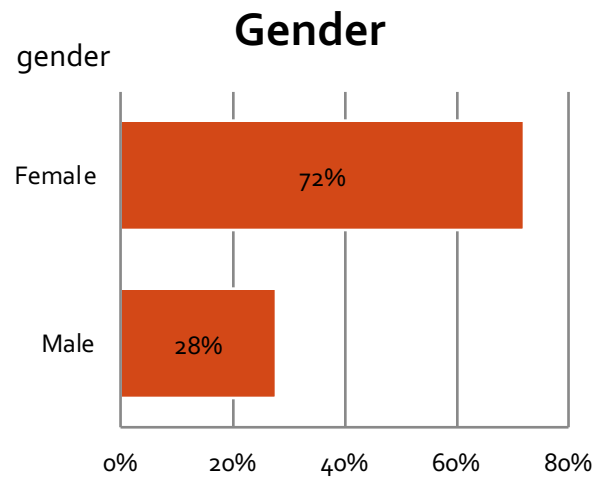
# Questionnaire

Item	Dimensions surfaced
5. Provide very delicious food.	Professionalism
6. Good quality of soup and ingredients.	Professionalism
7. Service personnel are familiar with the menu content.	Professionalism
3. Menu design is simple and easy to understand.	Comfortableness
7. Service staff meal delivery speed.	Active service
8. Service staff respond promptly to customer requests.	Active service
2. Service staff dressed neatly.	Respect



# Questionnaire

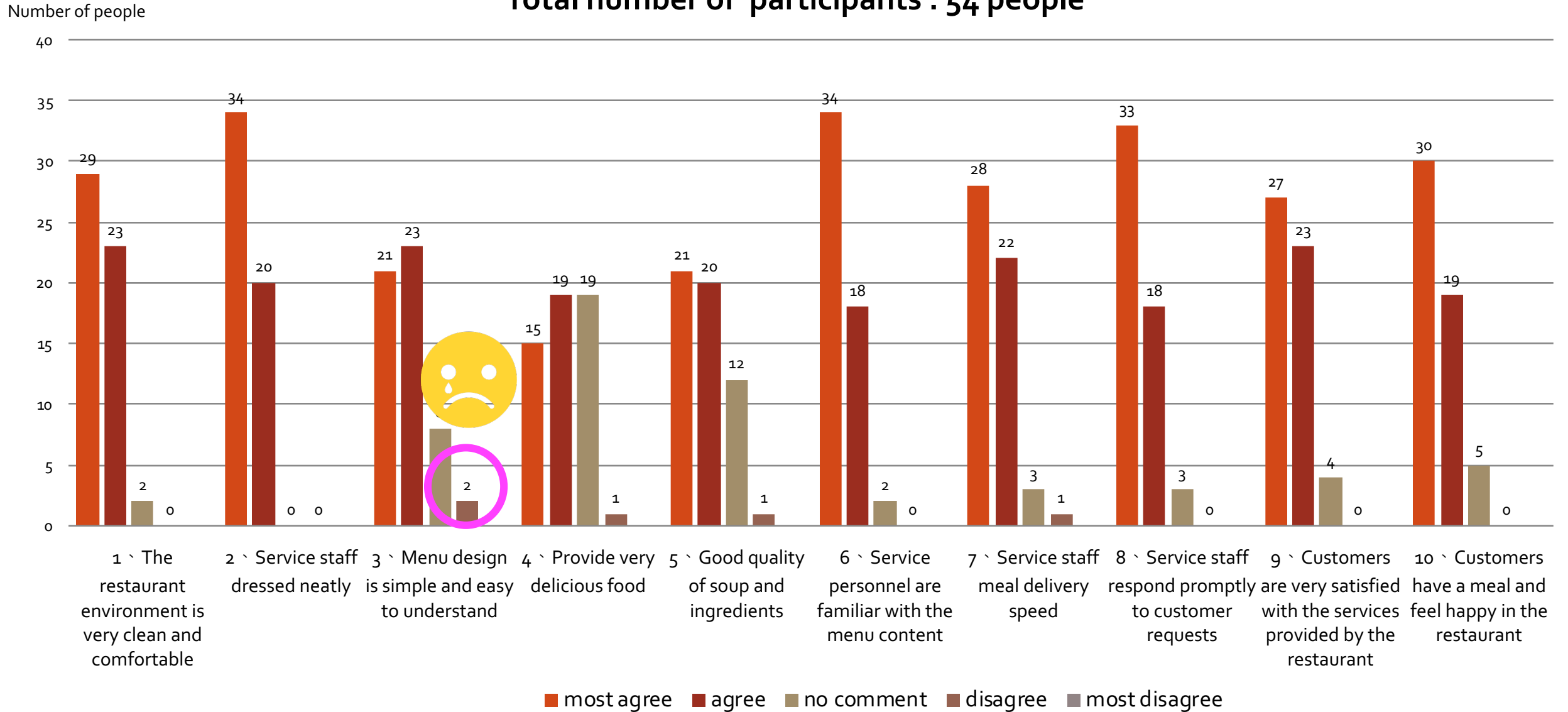
## Personal background



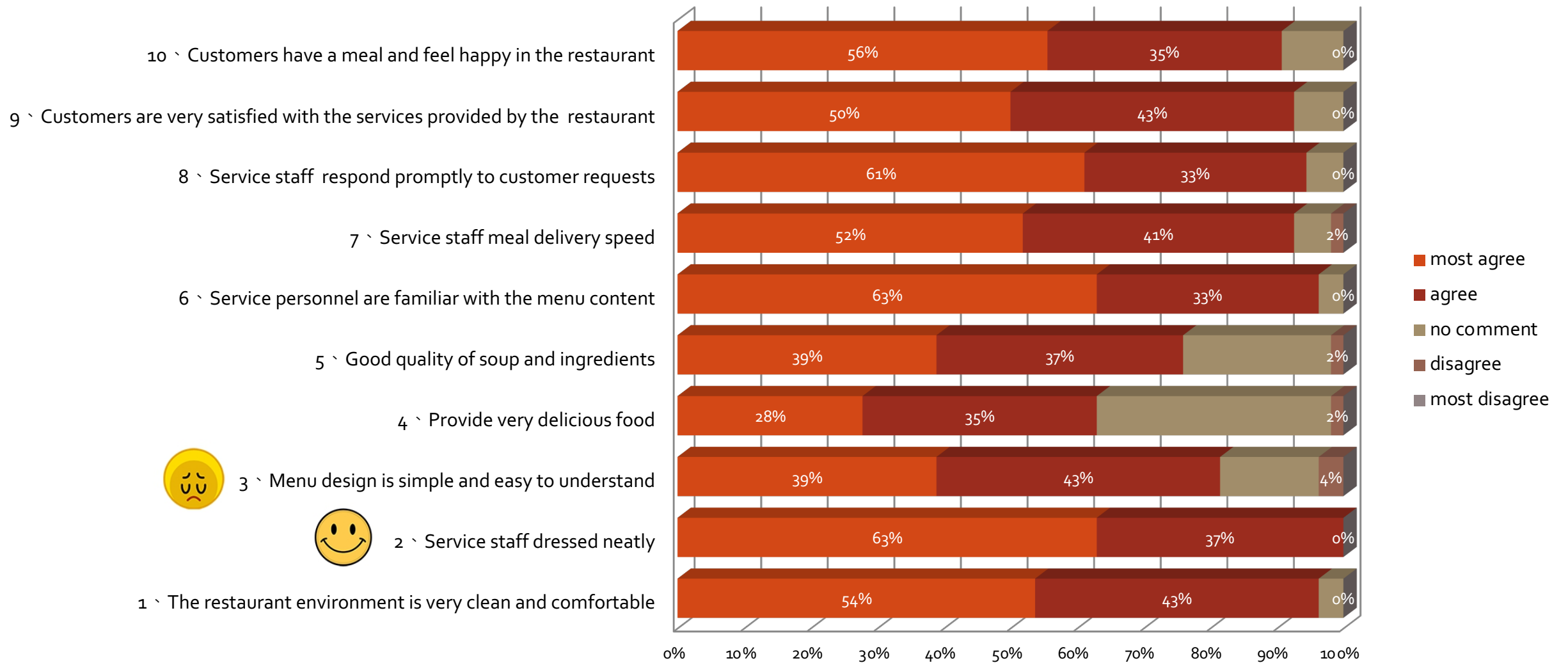
- Total number of participants: 54 people



# Total number of participants : 54 people



# Service quality



※The highest is service staff dressed neatly : 99%

※The lowest is that menu design is simple and easy to understand : 4%

# Customer satisfaction

# Mystery Shopping



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2016年11月號

神祕客也拿考題來一探究竟

## 收服台灣人的海底撈服務

文 / 王一芝 攝影 / 賴永祥 2016-10-27

瀏覽數 401,250+



LINE



AA

2015年9月，以「地球人拒絕不了的服務」名滿中國的火鍋店「海底撈」，開了第一家台灣分店。

至今海底撈台灣只開一家店，未達《遠見》調查「連鎖餐飲」業七家直營店以上的標準，但為了解服務水準，《遠見》還是派出神祕客，拿著今年連鎖餐飲業考題一探究竟。

結果連神祕客也沒想到，海底撈台灣店竟拿下92分，不但贏了今年連鎖餐飲業冠軍8.75分，更攻上跨業態榜首。神祕客猶記，打電話預訂當天座位時，服務員徐先生聽到神祕客準備替家人慶生，特別關心人數、時間等細節，晚餐訂位已滿，除表達歉意，仍親切建議由一位家人到場取號候位。

入店坐定位後，神祕客向服務人員反應聞到桌面有異味，服務人員陳詩婕特別請同事重新擦拭，耐心找出桌面異味原因並說明。

# Mystery Shopping



Audit Form			
Audit time	年 月 日		
<b>Audit project and score</b>	project ( score )	content	score
	Reception(20)	1.Smiley face, intimate greetings	
		2. Enthusiastic guidance, ask carefully	
		3. Detailed answer, friendly service	
		4. Intimate behavior	
	Service(20)	1. Service immediacy	
		2. Professional commentary	
		3.Review carefully and clear notification	
	Customer complaints and complaint handling(10)	1. Listening skills	
		2. complaint handling	
		Total score	

# Reviews from Website

## 海底撈 台中大遠百店

行車路線

儲存

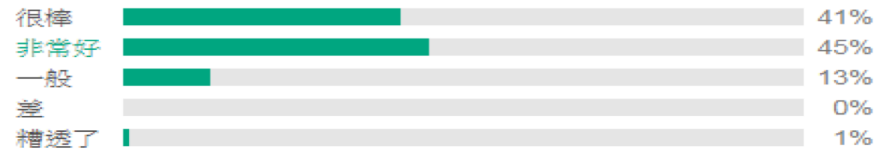
4.1 ★★★★★ 1,245 則 Google 評論

火鍋店

 tripadvisor 貓途鷹

4.5 

172 則評論



4.4

4.4 (滿分為 5)   
根據 335 位用戶的意見

Google comment

Tripadvisor

Facebook

# Reviews from Website

- Tripadvisor



Muyyee  
柬埔寨  
1



2018年4月19日 透過行動裝置

Taiwan hot pot soup



“Good voice.”

Yummy hot pot to recommend plus very good service and you also can enjoys some entertainment during your dining.



# Reviews from Website

- Google comment



Oreo Hung

在地嚮導 · 205 則評論 · 63 張相片

★★★★☆ 6 個月前



“Bad voice.”

Too expensive for foods, Everything has to pay.  
(drinks. Sauce)  
But excellent service.



# Agenda

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- Company Profile
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- Key Success & Failure
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# Key Success & Failure Points



## Key Success Point

- Service-entertainment.
- To encourage employees create and provide innovative ideas, methods; once opinion is approved, will offer a bonus to the proposer.
- A mature employee benefit and promotion system ,strengthen team coherence and build up good working atmosphere.

## Key Failure Point

- Food's price is very high.
- Service become a hype, and insufficient improvement in the quality of ingredients.

# Agenda



- Q&A

