



Insights from an  
Interview with  
Kelly Gordon

CEO, Founder and Brand Building Guru  
at Romers' Burger Bar



## About Romers



When we met Kelly, Romer's Burger Bar had 4 locations, a 20% growth rate, and aggressive plans for expansion. Their brand identity was "keeping it in the neighborhood". They sourced many ingredients, including 100% certified organic beef from local farmers, and had a great selection of local microbreweries on tap. Kelly wanted to know what about the brand was most important to his customers before investing in growth.

As CEO of an expanding brand, Kelly had 3 goals . . .

1. Manage guest satisfaction in real-time
2. Get brand research costs down, and effectiveness up.
3. Get all of systems working together with data in one place

If we can be alerted to the inconsistencies at our various locations, that would prevent the majority of negative guest feedback and increase sales by an estimated 5-7%.

Romer's ROI after just 1 week of real-time feedback .

# ROI Case study

After one week - of all the tables that gave a Quick Rating...

38%

went on to give  
detailed feedback &  
receive an offer

22%

signed up for the  
VIP List

## ROI on Offers

If 25% of these customers came in to  
redeem their offer X average check  
 $\$18.65 \times$  average table size 3 =  
annual revenue increase of \$51,641

+

## ROI on VIP List

If 25% of these customers came in 1  
more time per quarter X average check  
 $\$18.65 \times$  average table size 3 =  
annual revenue increase of \$34,185

**Total annual increase based on one weeks' customer engagement  
= \$85,000**



# Romer's changes in Key Performance Indicators

- 11,961 customer reviews across 3 locations, over the first 3 months. Annualized, that's over 50,000 customer feedback surveys.
- 26% of those customers provided their contact info to receive a one-time "come back" offer by email or text.
- 35% clicked through and 21% came back to redeem the offer.
- 15% agreed to join their "Insider" or VIP customer list. 4,000-5,000 loyal customers were added to their marketing list to receive promotions.
- After one year, 51% of 14,000 customers were rating their experience and telling us specifically how we can improve their experience.
- Customer experience ratings increased from an average of 84% to 90% .
- NPS score increased by 150%, indicating more customers referring their family and friends, and deeper brand loyalty.
- 10% increase in Sales. 15% increase in Server tips.

After 6 months, we circled back to find out how he did, and what he learned. . .

Here's what Kelly said . . .

We learned more about their customers in one week by connecting directly with our customers than we did spending \$30K with a market research firm. We have been able to make some really impactful changes in our brand.

Once we had an understanding of what customers want from our brand, we started sharing that information with unit managers. By making the changes their customers asked for at the unit level, they made sure customers kept coming back.

By being responsive to customer and team feedback about problem areas, we began to realize operating efficiencies which ultimately increased sales and improved our operating margins.

## More insights from our interview . . .

Drive CX asked:

**What do you do with all that feedback?**

Kelly's answer:

We focus on the data, so we don't make decisions based on erroneous impressions or perceptions of what is the "right thing to do". For example, one of our managers was certain that having organic food was what was most important to our customers. It turned out that Organic came in 5th of the 7 variables we tested for what is most important.

Drive CX asked:

**How else have you been able to leverage that customer touchpoint?**

Kelly's answer:

The 4,000–5,000 new VIP customers are very loyal to our brand. This is our privately-owned customer list that is part of our brand equity. We can influence their behaviors with marketing offers based on what they have told us is important to them.

## More insights from our interview . . .

Drive CX asked:

**Do you ask for feedback from your frontline teams?**

Kelly's answer:

Yes. We ask a series of questions from our staff to get real feedback from real people who interact with our customers daily. We ask our team questions like, "how do our customers like our new menu" and "What are our heroes in our menu". We use this information to figure out what we need to do to keep our customers choosing us.

Drive CX asked:

**What has been the impact of involving your frontline teams in creating a better experience?**

Kelly's answer:

Our staff satisfaction is very high – above industry average. They become more willing to communicate as management responds and acknowledges their contributions.

More insights from our interview . . .

Drive CX asked:

**How do you use team feedback?**

Kelly's answer:

The worst is to ask for opinions, get a response, and do nothing. We listen to what they say and respond. We thank them for their feedback and let them know they have an impact on our success.

We understand what's important to our employees. If the team tells you it's too cold.. turn up the heat. We don't do everything they suggest, but they know they are heard.

Drive CX asked:

**What has been the impact has the analytics had on your store manager's performance?**

Kelly's answer:

Our operators can't hide. The data is the data. However, we are very careful to use this feedback as a tool, never a weapon.



## More insights from our interview . . .

Kelly's answer (cont'd):

We are able to look at customer and team satisfaction, along with other performance metrics, and compare each location and each server to our brand average. This has been great to see who are the outliers and how do we help them get their performance up, or help them leave the company. If one restaurant is different then there is something to fix.

**Drive CX asked:**

**Have you seen any improvements in employee productivity?**

Kelly's answer:

Totally! It typically takes 3 months of regular shifts to get employees into the top quartile of performance. Any time we are not turning over people and training at less than capacity, we have higher productivity. The result of working with Drive CX tools has been more people performing at a higher level, for longer.

More insights from our interview . . .

Drive CX asked:

**Has listening to your frontline teams affected your ability to attract and keep good employees?**

Kelly's answer:

No question. We have low turnover rates compared to industry standards. Success requires top down support and execution at the local level. It's not the right solution if you are only interested in getting and responding to feedback at the Head Office level.

To realize the returns, managers need to get involved with solutions at the local level. It's all about more communication and getting "hands on", in terms of responding to feedback.

It helps our unit managers understand what is in our employee's brains, and deal with that so they trust you and want to stay.

More insights from our interview . . .

Drive CX asked:

**What about your original goal of understanding how to strengthen your brand?**

Kelly's answer:

As a result of communicating with our customers and employees, we know exactly what our customers expect from us and what we need to do to deliver it. We have been able to make some really impactful changes in our brand.

Drive CX asked:

**Can you relate sales growth to your use of customer experience management software?**

Kelly's answer:

Yes, we had a location in Victoria that was struggling. The customer satisfaction trend graphs were flat. As we were able to move those customer satisfaction scores up, we saw a direct correlation between Drive CX scores and sales growth.

More insights from our interview . . .

Drive CX asked:

**How have you dealt with higher labor wage rates?**

Kelly's answer:

We have been able to see a relationship between labor margins and the ability to ask customers if their server followed the recommended “steps of service”. These are the proven steps that result in higher average guest spend. As we were able to correct behavior and get more servers following our training program steps of service, we began to see measurable increases in average check.

The other side of that – because we have been able to lower turnover with better communication, we have been able to pay higher. We use Drive CX as a tool to increase our ability to pay well with top line sales and then get more traction out of people, while at the same time treating them better so they stay longer.



## More insights from our interview . . .

Drive CX asked:

**Anything else you would like to share?**

Kelly's answer:

Drive CX is just a tool. It needs a commitment at a high level and time to internalize. The power for me is in getting information from each location about what's happening with my customers, in real-time.

Looking at it as a customer, I never take the time to do a survey after the fact. However, if I was sitting in a restaurant or in a hotel, and I got a text or email saying, "Hey Kelly, how is your experience so far?" – I would answer.

Getting comments on services when people are in the building and building relationships by solving problems while they are there is powerful. Survey after the fact is too late. We get to listen in real time and it makes such a difference to be able to respond in the moment.

What Kelly has to say about us!



“For the first time, I know what our customers are saying about us in real-time. This software really works.”

Kelly Gordon, CEO and Founder