

VOC Field Tool Kit

August 2016



Contents

This guide will provide field support for the VOC and includes

- VOC Goalsetting
- Role and Routines
- Reporting Guide
- Driving VOC Metrics



VOC Goalsetting

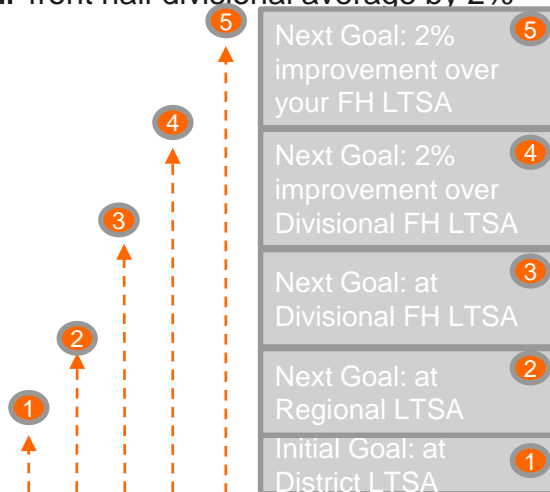


VOC Goalsetting

Our customers drive the focus of our business and striving for a continued improvement in LTSA supports a consistent customer service vision across all stores.

To continue to challenge yourself for great service, your LTSA goal will grow as you improve. The five tiers levels of performance are explained below:

- **Tier 1:** Meet your district LTSA average
- **Tier 2:** Meet your regional LTSA average
- **Tier 3:** Meet your divisional LTSA average
- **Tier 4:** Grow over the front half divisional average by 2%
- **Tier 5:** Grow over **your** front half divisional average by 2%



We will keep track of your performance over the fiscal year and formulate next steps for more specific SMART goals for your teams to deliver excellent customer service every day! Keep striving to deliver the best service by offering convenience and value to all customers.



Roles and Routines



Roles and Routines

	Weekly	Monthly	Quarterly
DM	<ul style="list-style-type: none"> Mondays: review all stores' LTSA results and discuss trends during the weekly SM meeting <ul style="list-style-type: none"> Review district ranker: recognize top performers and address stores with opportunities <ul style="list-style-type: none"> For stores with opportunities: assign responsibility with the related store at your weekly SM meeting For stores leading : celebrate success and share learnings from top performers with bottom performers Weekly Store Walks- review key drivers with SM and recognition for associate praise. 	<ul style="list-style-type: none"> Review monthly trend: <ol style="list-style-type: none"> LTSA and Key Drivers trend Top Departments with Shelf Availability Issues Frequently Used Words Cloud Review progress of SM game plan 	<ul style="list-style-type: none"> Review quarterly scores to discuss trends with SMs
SM	<ul style="list-style-type: none"> Mondays: review store performance in preparation for Tuesdays review in the weekly store leadership meeting. Review comments from previous week to address any concerns or recognize associates with store leadership. <ul style="list-style-type: none"> Review other key driver metrics and utilize 'How to Drive VOC' to improve opportunities. <ul style="list-style-type: none"> For stores with opportunities: assign responsibility with the related store at your weekly store leadership meeting For stores leading : celebrate success and discuss learnings at store leadership meeting 	<ul style="list-style-type: none"> Review monthly results: <ol style="list-style-type: none"> LTSA and Key Drivers trend Top Departments with Shelf Availability Issues Frequently Used Words Cloud Review progress of store leadership's game plan 	<ul style="list-style-type: none"> Review quarterly scores to discuss trends with store leadership team
ASM	<ul style="list-style-type: none"> Mondays: post comments from the SM on the communication board for associate recognition Review week to date performance at the Monday morning rally and leave notes for focus areas for associates who are not at the rally <ul style="list-style-type: none"> Review other key driver metrics and utilize 'How to Drive VOC' to improve opportunities. <ul style="list-style-type: none"> For areas of opportunities: challenge your DSs and follow-up on service priorities at your weekly store leadership meeting For stores leading : celebrate success and discuss learnings at store leadership meeting 	<ul style="list-style-type: none"> Review monthly results: <ol style="list-style-type: none"> LTSA and Key Drivers trend Top Departments with Shelf Availability Issues Frequently Used Words Cloud Partner with peers and DSs on the progress of the store game plan Utilize Day Part Report to identify shop trends by time of day. 	<ul style="list-style-type: none"> Prepare for quarterly meeting with store leadership team and review store progress on game plan.
DS	<p>Mondays:</p> <ul style="list-style-type: none"> All DS: review store trending and action game plans to support improvement PRO DS: review comments to assess areas of improvement FES: drive survey completes with cashiers. Coach on customer interactions to increase awareness of survey and prize. Review VOC SOP to ensure compliance. <p>Thursdays: review 'Department with Shelf Availability Issues' take action to focus on pack down and order management.</p>	<ul style="list-style-type: none"> Review monthly results: <ol style="list-style-type: none"> LTSA and Key Drivers trend Top Departments with Shelf Availability Issues Frequently Used Words Cloud Challenge associates to deliver on the store customer service game plan. Communicate progress, follow up on gaps and celebrate success. Utilize Day Part Report to identify shop trends by time of day. 	<ul style="list-style-type: none"> Prepare for quarterly meeting with store leadership team and review store progress on game plan Review comments to include recognition in associate reviews
DOM	<ul style="list-style-type: none"> Mondays: review district ranker. Recognize top performers and address opportunities. With key focus on Checkout Time SAT%, Cashier Friendliness% & Shelf Availability <ul style="list-style-type: none"> For stores with opportunities: support your stores to drive improvements with action items in collaboration with the store leadership team For stores leading : celebrate success and share learnings from top performers with bottom performers Weekly Store Walks- review focus areas from key drivers with SM and Ops ASM 	<ul style="list-style-type: none"> Review monthly progress on focused game plans with your stores 	<ul style="list-style-type: none"> Review quarterly scores to discuss trends with SMs and Ops ASM. With key focus on Checkout Time SAT%, Cashier Friendliness% & Shelf Availability

Roles and Routines

	Weekly	Monthly	Quarterly
SHRM	<ul style="list-style-type: none"> ▪ Mondays: review stores' LTSA% results. ▪ Thursday review comments WTD to identify and support leaders to address any concerns or recognize associates. ▪ In partnership with leadership team , recognize top performers and partner to address opportunities. ▪ Utilize Day Part Report to identify shop trends by time of day versus scheduling /coverage 	<ul style="list-style-type: none"> ▪ In partnership with the leadership team ,review half-to-date scores to identify trends.in key focus areas (Checkout Time SAT%, Cashier Friendliness% , Associate Friendliness %) to identify scheduling /coverage opportunities, training requirements & connection to VOA activities/actions ▪ Utilize Day Part Report to identify shop trends by time of day versus scheduling /coverage 	<ul style="list-style-type: none"> ▪ Review quarterly scores to follow-up on trends in key focus areas on Checkout Time SAT%, Cashier Friendliness% & Associate Friendliness %
DHRM	<ul style="list-style-type: none"> ▪ Mondays review district ranker. Recognize top performers and address opportunities. ▪ In partnership with DM identify trends key focus on Checkout Time SAT%, Cashier Friendliness% & Associate Friendliness % and opportunities to support with regard to training & scheduling 	<ul style="list-style-type: none"> ▪ For Lagging stores in your district, check in on their game plan to improve service in the store – review training completion 	<ul style="list-style-type: none"> ▪ Review quarterly scores to follow-up on trends in key focus areas on Checkout Time SAT%, Cashier Friendliness% & Associate Friendliness %



Field Reporting Guide



Field VOC Reporting

Overview

Click on report title to view instructions

Weekly Review

- **Performance Snapshot**
 - Key results for month to date among total customers (there are tabs to show Consumer and Pro results separately)
- **Customer Comments**
 - Word cloud of frequently occurring words/terms
 - Associate praise comments

Periodic Review

- **Distribution Report**
 - Full breakdown of the share of customer ratings for each metric
- **Day-part Report**
 - Identify shop trends by day of week and time of day



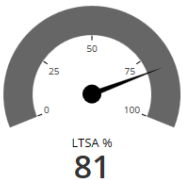
Performance Snapshot (1/2)

- Summary of all components of the VOC survey and a launch-pad to more detailed reports.

- (1) LTSA and Key Drivers trends
- (2) Top Departments with Shelf Availability Issues
- (3) LTSA Recent Responses Trend and Frequently Used Words Cloud

VOC Performance Snapshot - Total

Likelihood to Shop Again (LTSA)



LTSA %
81

[View More >](#) [Actions >](#)


LTSA Top Performers

	Jun	Total
0203 - LAKE WALES	100%	100%
0365 - SLIDELL	100%	100%
0378 - LA PLACE	100%	100%

LTSA Most Improved


	Current Month	Last Month	Difference
0980 - NEWARK,NJ	100%	44%	56%
6859 - HILLCROFT	100%	64%	36%
1014 - N FRESNO	92%	62%	30%

Key Drivers of LTSA



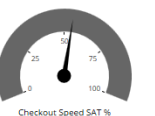
Employee/Customer Svc SAT %
58

[View More >](#) [Actions >](#)




Employee Friendliness AGREE %
71

[View More >](#) [Actions >](#)



Checkout Speed SAT %
54

[View More >](#) [Actions >](#)



Cashier Friendliness AGREE %
79

[View More >](#) [Actions >](#)

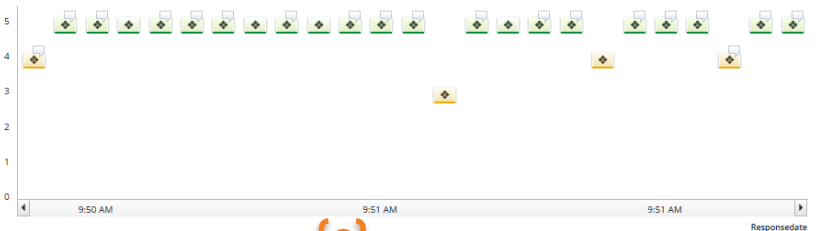
Departments with Shelf Availability Issues (2)

	Jun	Total
Garden	31%	31%
Hardware Tools	17%	17%
Lumber Building Materials	12%	12%

[View More >](#)

LTSA Recent Responses (Total Customers)

(Green = Definitely Will, Yellow = Probably Will, May or May Not, Red = Probably Will Not and Definitely Will Not)




Response date

Frequently Used Words (Total Customers)

(click on word to see complete customer comments)

acquir android borderline bot circuler cluster coloring comparado constructive cooling d'excellents Deckover differentiated directamente distinction Eden eficaz embargo empresa engages gateway golf Greensboro hoods Langley Legion matte nerve permanently Pines prominent recibida returnable rocked sheens Sidney soaking stripped superstar suspended tripped unparallelled washrooms waterproofing Xavier



Performance Snapshot (2/2)

Each chart will have a [View More](#) link that will take you to another section with more details

Chart

View More

Speedometer



[View More >](#)

Actions ▾

Ranker Report

Store	LTSA %	Employee/ Customer Svc SAT %	Employee Friendliness AGREE %	Cashier Friendliness AGREE %	Checkout Speed SAT %	Neat & Clean AGREE %	Shelf Availability AGREE %
1. 0203 - LAKE WALES (16)	100	88	88	100	94	94	88
2. 0365 - SLIDELL (13)	100	85	100	85	85	92	92
3. 0378 - LA PLACE (7)	100	57	71	86	57	71	71

(#) = Number of responses (## in Red) = less than 20 responses (hide)

Shelf Availability Issues

	Jun	Total
Garden	31%	31%
Hardware Tools	17%	17%
Lumber/Building Materials	12%	12%

[View More >](#)

Details

DEPARTMENTS WITH SHELF AVAILABILITY ISSUES	Jun	Total Fiscal Month to Date	Variance All Stores
Carpets/Flooring	5.6	5.6	5.6 -
Doors/Windows/Moulding	5.2	5.2	5.2 -
Electrical	8.4	8.4	8.4 -
Garden	31.3	31.3	31.3 -
Hardware/Tools	16.7	16.7	16.7 -
Kitchens/Bath	9.2	9.2	9.2 -
Lighting/Ceiling Fans	6.8	6.8	6.8 -
Lumber/Building Materials	12.3	12.3	12.3 -
Paint	9.1	9.1	9.1 -
Plumbing	10.0	10.0	10.0 -
Storage or Décor (such as window treatments, wallpaper, mirrors, etc)	4.8	4.8	4.8 -

Word Cloud

Airdrie Alberta Barrie **baseboards** beg Burnaby burner
 demonstration Duncan Edmonton fellows glitch £
 logically lumbyard Marlene medicine organised O

Filter Comments w/ Word

Catch All Open End

Every time I go to this store in the morning there is never a til screws, **baseboards** etcetera are a nightmare, especially whe

Catch All Open End

I needed help loading **baseboard** on the cart and then to load

Follow-up

I came in to exchange grout and get some wood **baseboards**.

Customer Comments

- Utilize the word cloud and filters to identify weekly trending topics in your store
 - Current/previous week or month
 - See comments from surveys scored outside the Top Box for a particular metric.
 - Search for other words/terms not show in word cloud

Timeperiod (1)	Previous Fiscal Week ▾	Score Filter (2)	LTSA % ▾ / 3 ▾
Reporting Date	Respondedate	Alert Filter	All Responses ▾ / All ▾
Store	All +	Search ? (3)	Search
Segments	All +		
			Reset Run

- Acknowledge associates mentioned in the VOC customer comments from the Employee Praise comments

Employee Praise

Giti was very helpful and knowledgable. She stayed with me the entire time, went to retrieve a cart for me, and generally ensured my questions were answered and I left with what I needed. She did not try to give me the hard sell. Much appreciation to Giti.

Employee Praise

Gary provided assistance on my second trip of the day because I had inadvertently picked out the wrong brand of tap. He had shown me where Moen taps were and I selected another brand. On returning, he saw me and reminded me that I had wanted Moen. Gary gave us a reduced price on the item. My wife and I had an extended conversation with Gary and thanked him for his kindness, even though the fault was totally mine. This was a second fantastic experience at the same store.



Distribution Report

- Accessed from: Key Drivers > Distribution
 - Breakdown of the share of customer ratings for each metric
- Understand the distribution of customers scoring outside the Top Box
- Direct link to comments from surveys where a Top Box rating was not provided.

THE HOME DEPOT

Performance Snapshot Comments **Key Drivers** Details Ranker Knowledge Base

Table Line Graph **Distribution**

	Extremely Satisfied	Not At All Satisfied	Total	Share of Customers Rating (%)				
				5	4	3	2	1
<i>Sample Size : 2737</i>								
KEY DRIVERS								
LTSA %			78	78	19	2	0	1
EMPLOYEES								
Employee/Customer Svc SAT %			49	49	38	9	2	2
Employee Friendliness AGREE %			66	66	24	8	1	1

For Example: this will link to the *Comments* tab for all surveys where customers rated "Very Satisfied" for *Employee/Customer Service SAT*



Day-part Report (1/2)

- Accessed from Key Drivers tab
- Add Filters
 - Segments > Consumer/Pro
 - Columns > Daypart
 - Segments > Weekday vs Weekend Purchase

The screenshot shows the 'Key Drivers' configuration interface for a report. At the top left is the Home Depot logo. The navigation bar includes 'Performance Snapshot', 'Comments', 'Key Drivers' (selected), 'Details', 'Ranker', and 'Knowledge Base'. Below the navigation bar are three tabs: 'Table' (selected), 'Line Graph', and 'Distribution'. The main configuration area is divided into two columns. The left column contains filters for 'Timeperiod' (Fiscal Month to Date), 'Reporting Date' (Responsedate), 'Store' (All), 'Pro vs Consumer' (selected), 'Weekday vs Weekend...' (selected), and 'Segments' (Add another segment). The right column contains settings for 'Columns' (circled), 'Daypart' (Daypart), 'Versus' (Versus), 'District' (District), 'Calculation' (Calculation), and 'Top Box/Most Positive (%)'. At the bottom right are 'Reset' and 'Run' buttons.

Timeperiod	Fiscal Month to Date	Columns	Daypart
Reporting Date	Responsedate	Versus	District
Store	All +	Calculation	Top Box/Most Positive (%)
Pro vs Consumer	Consumer x +		
Weekday vs Weekend...	Weekday x +		
Segments	Add another segment +		



Day-part Report (2/2)

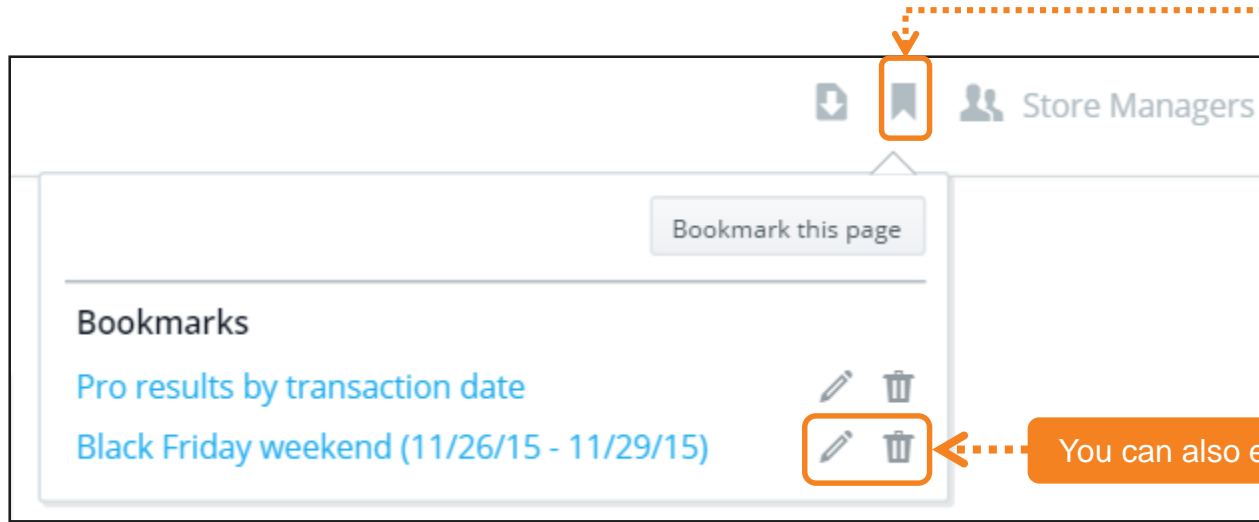
Assess:

- Shop trends by time of day
- Low and high points across each metric and down the day-parts
- Power Hour trends and lagging metrics
- Shop trends patterns that match with a specific store team or rotation
- Difference between weekday and weekend shopping patterns

	6am - 10am	10am - 2pm	2pm - 6pm	6pm - 10pm	Total Fiscal Month to Date
<i>Sample Size (Red = less than 20)</i>	51	148	103	32	35
KEY DRIVERS					
LTSA %	94	78	90	86	89
EMPLOYEES					
Employee/Customer Svc SAT %	78	56	80	71	71
Employee Friendliness AGREE %	94	56	90	86	83

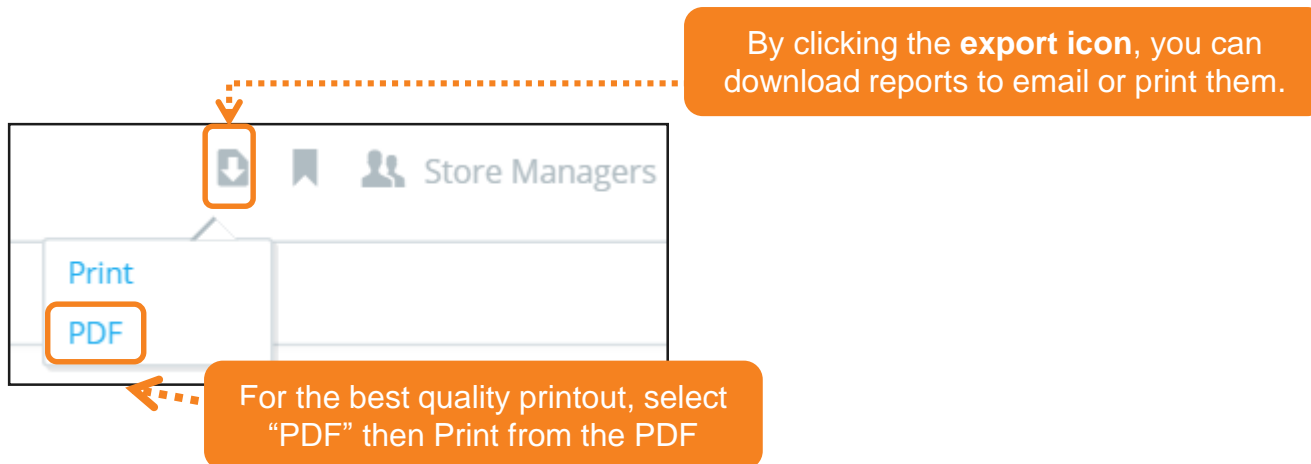


Bookmarks and Printing



You can bookmark reports for later analysis, by clicking the **bookmark icon** and naming the report. Bookmarked reports will save all filters and settings applied to the report

You can also edit and delete bookmarks.



By clicking the **export icon**, you can download reports to email or print them.

For the best quality printout, select "PDF" then Print from the PDF



Driving VOC Metrics



Driving VOC Metrics

Question	Metric	What's Reported?	How to Drive	Additional
The next time you need home improvement products, how likely are you to shop at <u>this</u> Home Depot, assuming this location is convenient?	Likelihood to Shop Again (LTSA)	% Definitely Will	<p>SM and ASM Drive FIRST Behaviors:</p> <ul style="list-style-type: none"> Find a customer. Find the product. <ul style="list-style-type: none"> Walk the aisles and help the customers wherever they are. Smile and Greet all customers and associates Introduce customers to homedepot.ca via mobile app Inquire. Find out what they need. <ul style="list-style-type: none"> Have a conversation. Ask open-ended questions to understand their needs. Ask, <i>How can I help you? What project are you working on? Is this for your home or business? What else can I help you find today?</i> Respect. Be friendly. <ul style="list-style-type: none"> Stop whatever you're doing immediately, make eye contact, smile and acknowledge customers. Assist multiple customers – acknowledge all customers even if helping another. Respect their time – give them as much or as little time as they need Ensure timely order processing and check out Solve their problems completely. <ul style="list-style-type: none"> Find the answers to their questions. Use homedepot.ca You're empowered. Find ways to say "yes". Offer solutions when appropriate (TRC, Delivery, Truck Rental) Thank the customer. <ul style="list-style-type: none"> Say, <i>Thank you for shopping with us. We appreciate your business.</i> <p>Power Hours – associates should be in the aisles engaging customers and focusing on providing a clean, safe shopping environment during high traffic times (Mon-Fri 10AM-2PM and Sat-Sun 9AM-6PM)</p>	<p>LTSA:</p> <ul style="list-style-type: none"> Review customer comments that had low scores for LTSA In the Comments tab, comments can be filtered to show only responses from surveys that have low scores for <u>Comments > Filter</u>: Apply Score Filter and select lower scores (3,2,or 1) Deep-dive the distribution of scores for further insights For example, there may be a larger percentage of customers rating a 4 (A little better). In this case, customers are not completely dissatisfied with the shopping experience, but instead are on the fringe of a top box rating <u>Key Drivers > Distribution</u>: Clicking on the percentage score for each box rating will direct you to the comments of all surveys from customers who provided that score Competitor stores Reference the comments word cloud to identify whether certain competitor names are repeatedly mentioned in the comments. Or search for comments which specifically mention competitors: <u>Comments > Filter</u>
How satisfied were you with the store employees and the customer service they provided during this visit to The Home Depot?	Employee/ Customer Svc SAT	% Extremely Satisfied		
Thinking about this visit, how much do you agree or disagree that employees throughout the store were consistently friendly?	Employee Friendliness	% Strongly Agree		
Required assistance from a store employee Received assistance from a store employee	Receiving Help Needed	% of Those Who Needed Help That Got It		



Driving VOC Metrics

Question	Metric	What's Reported?	How to Drive
How satisfied were you with the time it took to checkout, from the time you got in line to the time you finished paying during this visit to The Home Depot?	Checkout Time Satisfaction	% Extremely Satisfied	<p>Ops ASM and Front End Supervisor ensure:</p> <ul style="list-style-type: none"> Cashiers stage along the racetrack and invite customers to checkout Cashiers inquire and solve issues Cashiers are thanking and inviting our customers back Cashiers are scanning all items Head cashiers and Front End Supervisor call for back up cashiers Cashiers are staffed at self-checkout and assisting when needed <p>• See the D90 – Front-End page on myApron > myDepartments Canada</p>
Thinking about this visit, how much do you agree or disagree that the cashier was friendly?	Cashier Friendliness	% Strongly Agree	<p>Ops ASM and Front End Supervisor should:</p> <ul style="list-style-type: none"> Ensure cashiers are greeting and smiling at customers Recognize cashiers of the month Recognize high scorers to coach opportunity cashiers Maintain Cashier Performance Reports Use SIMPLE FIRST +1 Cashier Observation once a month to drive consistent cashier behaviors. See the D90 – Front-End page on myApron > myDepartments Canada> Simple FIRST +1 at the Front End
Thinking about this visit, how much do you agree or disagree that the store was generally neat and clean?	Neat and Clean	% Strongly Agree	<p>SM and ASMs should ensure:</p> <ul style="list-style-type: none"> Store Readiness Checklist is being completed each day Event playbooks and promotional sign kits are executed
Thinking about this visit, how much do you agree or disagree that the store had sufficient quantities of product in-stock and on the shelves?	Shelf Availability	% Strongly Agree	<p>DSs should:</p> <ul style="list-style-type: none"> Ensure in-stock on focus classes, top SKUs by department, and events/promotions Drive in-stock through inventory accuracy

