



GE Coaching Policy

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Guest Experience Survey Coaching Policy

The overall aim of the Guest Experience (**GE**) Program is to gain organic insights into our guests’ experience across the Toyota Dealer Network. The GE survey allows our guests the opportunity to voice their feedback without the influence or pressure from dealership staff.

Background

In 2016, the Guest Experience team designed and distributed the Guest Experience Survey education flyer bulletin GE-15-16. This flyer was designed to assist Dealership staff in introducing the Guest Experience survey to their guests, as well as explaining the survey structure and scoring mechanism. This is not a coaching document.

Coaching is not an accepted behaviour and is strongly discouraged. A study conducted by Celsius Research in 2015 shows that in most cases, encouraging the guest to provide a specific score gives the impression that request for feedback is not genuine. This may leave the guest with a negative view of the Toyota Brand and / or Dealership. Further information from this study can be found on the Toyota Source / GE tab.

GE CHEAT SHEETS & USEFUL PRESENTATIONS/WEBLINKS	
GE Cheat Sheet: GE Calculations	Exceeded Expectations presentation
GE Cheat Sheet: Winpaq Data Integrity	Investigating our Internal Feedback: Customer Experience Feedback Surveys (Coaching)
GE Cheat Sheet: Masters Program Registration	Empathy by Brene Brown (<i>weblink</i>)
2016 GE Targets	Travel Counsellors on NPS (<i>weblink</i>)
Toyota Source - Getting Started	McKinsey Customer Experience Compendium: Creating value through transforming customer journeys
Improving Response Rates	Auto Motion - Research presentation
Passive Guests - Deep Dive Analysis	

To discourage this behaviour, a formal Guest Experience Survey Coaching Policy was introduced.

Effective 1 January 2017, we asked all Toyota Dealership staff to adhere to this Policy when promoting and discussing the GE Survey.

GE Survey Promotion

Dealerships may use any of the TMCA designed Point of Sale (POS) materials to promote the GE Survey, including the GE Survey Education Flyer. Point of Sale materials are available to order via Ad Builder. Whilst the GE Survey Education Flyers can be downloaded and printed from Toyota Source as a pdf file.

Should a Dealership wish to create their own materials (e.g. POS, letters, e-mails, and any other Dealer communications or marketing collateral) to promote the GE Survey, these materials **must not** direct or influence Guest scoring of the Dealer in the GE survey. This means the Dealer can promote or encourage Guest participation in the survey but must not refer to a desired score or offer Guests incentives based on the Dealer’s desired response.

This issue is in the regulatory spotlight and Dealers may be investigated by the Australian Competition & Consumer Commission (ACCC). Dealers who offer incentives for unbalanced positive reviews risk misleading consumers and breaching the Australian Consumer Law (as well as this Policy). For more information on the ACCC's stance, go to <https://www.accc.gov.au/media>

GE Survey Discussion

TMCA strongly supports and encourages Dealers to discuss and promote the Guest Experience survey. During these discussions, Dealers should:

- Make the conversation about the **guest** and their **experience**.
- Keep the tone positive, genuine and open
- Encourage **ALL** feedback – positive, negative or otherwise
- Respect the guest's request for privacy/ anonymity
- Explain why feedback is important and how it will be used

Conversely, during these discussions, Dealers **must not**:

- Make the conversation about the survey score or desired response
- Educate the guest on why they should give a specific score or response
- Encourage or incentivise the guest to give a specific score or response.
- Examples of this include but are not limited to:
 - Our target is to receive 10's
 - Anything less than a 'X' is a fail
 - If you are able to score us "X", we will thank you with movies passes / accessories / restaurant vouchers
 - If you cannot score us "X", please contact us before you complete the survey

Monitoring

This policy is part of the Toyota for Life standards (TFL), under TFL-3 Ethics (Guest).

Dealerships will be consistently monitored via the TFL review process to ensure compliance. Dealership found to be promoting the GE Survey using materials or practices that do not comply with this Policy will be instructed to remove materials and/or stop practices immediately.

This Policy also part of the Code of Conduct referred to in clause 9.20 of the Dealer Agreement.

Kind regards

Louida Kyranakis
Manager, Guest Experience