

Soft Skillet - Workplace Support Agent Case – Rishi Oberoi

The Task

You’ve just started at Soft Skillet, where we make software for the restaurant industry. You’re a support specialist who handles some of the thorniest and highest-priority problems. This is an extremely important role, as you are on the front lines of shaping the customer experience. The best people in this role think critically, use sound judgment, lead with empathy, and communicate clearly.

What does Soft Skillet do?

Soft Skillet is a (fictitious) software company within the restaurant industry. Soft Skillet previously started with a restaurant review app and has thousands of daily active users who browse restaurants.

Soft Skillet offers a variety of products, but the main one is their reservations product. This product gives restaurants an online booking management system to make their life easier when trying to fill restaurants up to capacity. Restaurants like using Soft Skillet – it makes their life much easier vs handling reservations on pen and paper.

The Ask

Below are three customer scenarios. Read each one carefully, analyze the details, follow the directions, and handle each ticket in the best way you can.

Case 1: Ticket 18

Background Information

Customer	Corso & Table Group
Contact	Caleb Williams, General Manager
Problem Type	Billing Issue
Contract renewal	11 days away

Current plan	Multi-Location · \$480/mo
Previous plan	Reservations Pro · \$320/mo
Trigger	4th location added 18 days ago

The previous email conversation:

A previous agent handled the first interaction but the customer was unsatisfied, and is now owed a response.

Caleb Williams — General Manager, Corso & Table Group

I need this sorted urgently. We just got charged \$480 this month instead of our usual \$320. No one told us adding a new location would change our billing. We're opening Corso Waterfront in two weeks and the last thing I need right now is a surprise invoice. We're also about to renew our contract — this is not a good look. I want answers today.

Jordan (support agent)

Hi Caleb, apologies for any confusion! Billing changes can take a few days to review. I've passed this on to our billing team and someone will be in touch. Thanks for your patience!

Caleb Williams

"Someone will be in touch"? I've already been waiting two days. My contract renews in under two weeks and no one can give me a straight answer. Who is actually dealing with this? Get back to me ASAP!

Your task

Respond to Caleb via email. You have reviewed the account and found the following:

- Caleb's account was on the Reservations Pro plan, which covers up to 3 locations.
- When their admin added Corso Waterfront 18 days ago, the account automatically moved to the Multi-Location plan at \$480/month.
- This charge is correct per Soft Skillet's terms of service.
- However, there was no in-app prompt or warning shown to the admin before the plan upgrade was triggered.

Write your reply to Caleb below:

Subject Re: Billing change for Corso Waterfront

Hi Caleb,

Thank you for your patience. I understand why this has been so frustrating, especially with your contract renewal approaching and Corso Waterfront opening in two weeks. Our team takes situations like this seriously, particularly when an unexpected billing change lands at such a critical time for your business, so I wanted to make sure you received a direct and complete answer.

I have now looked through the account history and can confirm what happened. Your group was previously on the Reservations Pro plan at \$320 per month, which includes up to 3 locations. When Corso Waterfront was added 18 days ago as a fourth location, the account automatically moved to the Multi-Location plan at \$480 per month. That change is what caused the increase on this month's invoice, and under Soft Skillet's current terms, the charge was applied correctly.

That said, I also confirmed that no in-app warning or upgrade prompt was shown before the plan change was triggered. I completely understand why this felt unexpected. While the billing itself aligns with the plan structure, the lack of a clear notice beforehand should have made this transition much more transparent.

I have documented that gap clearly and escalated it internally so the billing and product teams have full visibility ahead of your renewal. I will also keep ownership of this from here, so you receive a clear follow-up on any available options without having to chase for another update.

Best,
Rishi Oberoi
Workplace Support Agent
Soft Skillet

Case 2: Ticket 34

Background information

Customer	The Lending Table
Contact	Ben Johnson, Owner
Plan	Reservations Pro
Problem Type	Notifications Issue
Issue started	~5 days ago
Impact	4 canceled reservations

Customer voice message

Ben Johnson — The Lending Table · Today · 8:47 AM

"Hi, this is Ben calling from The Lending Table. I'm really frustrated — we've had four reservations canceled this week because we had no idea they were coming. Nothing came through on our end, no email, no notification in the app, nothing. I don't know if something changed or if we did something wrong but this is really bad for us — we almost turned away a party of six last night. I need someone to actually look into this and call me back. Thank you."

Your task

[Lending Table Users & Notifications](#) has two tabs:

- Users & settings — a list of staff on the account and their current notification preferences
- Notification log — a record of all reservation notifications sent over the past 7 days

Cross-reference both tabs to identify the root cause of Ben's issue before recording your response. Then, record a voice response back to him with a proper explanation of what happened and how to fix the issue.

Paste the link your voice response to Ben below using [Vocaroo](#):

<https://voca.ro/12KalMnlliXJ>

Case 3: Ticket 23

Background information

Customer	Valeria's Kitchen
Contact	Devin Hester, General Manager
Problem Type	Feature Issue
Plan	Reservations Pro
Waitlist status	Enabled
People on waitlist	2
Offer window	30 minutes

About the waitlist feature

Soft Skillet's waitlist feature allows diners to join a waitlist for a fully booked restaurant. When a cancellation occurs, the system automatically contacts the next person on the waitlist and gives them a set window of time to confirm the spot. If they don't respond in time, the offer moves to the next person in the queue.

Additional product context

Soft Skillet also offers a cancellation fee setting under Reservations Pro. When enabled, diners are charged a \$10 fee if they cancel within 24 hours of their reservation. The fee is designed to

reduce last-minute cancellations. Restaurants that use it typically see fewer cancellations, but some also report a small reduction in overall booking volume as diners are deterred by the fee.

The previous chat conversation

A previous agent handled the first interaction but the customer came back unsatisfied. You are taking over the thread and will follow up via email.

Devin Hester — General Manager, Valeria's Kitchen

We turned on the waitlist feature two weeks ago because we kept getting last-minute cancellations and losing covers. I assumed that when someone cancels, the system automatically moves the next person on the waitlist into that slot — so the table always gets filled. But we've had five cancellations this week and three of those tables went unfilled. Three of the cancellations also came in less than 90 minutes before the reservation. Does this feature actually guarantee a fill or not? Because right now it seems like it only works sometimes.

Sam (support agent)

Hi Devin, sorry to hear the waitlist isn't working as expected! I've escalated this to our technical team to investigate. We'll follow up via email as soon as we have more information.

Devin Hester

It's been three days and we had another busy Saturday go by with empty tables. I still don't have a straight answer — does the waitlist automatically fill the spot when someone cancels, yes or no? I get that it worked twice but I don't understand why it didn't work the other three times. If there's something I'm missing I need someone to explain it to me clearly.

Your task

Write your email reply to Devin as the agent taking over this ticket. You have checked the account and found the following:

- All 5 cancellations triggered waitlist offers to everyone in the queue
- 2 of the 5 offers were accepted and those tables were filled
- The remaining 3 offers were not accepted within the 30-minute offer window
- 3 of the 5 cancellations that weren't filled came in less than 45 minutes before the reservation time, the two that were filled came in 4 hours before the reservation.
- At the time of each cancellation, only 2 people were on the waitlist

Write your response to Devin below:

Subject Re: Waitlist behaviour for recent cancellations

Hi Devin,

I am sorry this took so long to reach you, especially after another busy Saturday with empty tables. I understand why you wanted a direct answer here, and our team takes that impact seriously. I have checked the recent waitlist activity on your account closely so I can give you a clear explanation of what happened and the most practical next steps for Valeria's Kitchen.

The direct answer is no — the waitlist does not guarantee that every cancelled reservation will be filled automatically. What it does do is automatically send an offer to the diners currently in the queue when a spot opens. In your case, all 5 recent cancellations triggered waitlist offers correctly. Of those, 2 were accepted and the tables were filled, while the remaining 3 offers expired because no one accepted within the 30-minute offer window.

The main factor here was timing. The 2 offers that were accepted were sent around 4 hours before the reservation, which gave diners enough time to respond and make plans. The 3 unfilled cancellations came in less than 45 minutes before the reservation time, which makes acceptance much less likely. At each of those points, there were also only 2 people on the waitlist, so the system had a very limited pool to work from.

Based on that pattern, there are two changes I would recommend. First, I would look at ways to build a deeper waitlist for peak periods, so there are more diners available when a cancellation happens. Second, I would consider enabling the \$10 cancellation fee setting, which often helps reduce short-notice cancellations. The tradeoff is that it can slightly lower overall booking volume, so it is best used where protecting high-demand covers matters most.

I would also be glad to help you review the best setup for Valeria's Kitchen based on your reservation pattern, so we can improve the chances of filling those spots going forward.

Best,
Rishi Oberoi
Workplace Support Agent
Soft Skillet