Introduction

This document highlights the effectiveness of the CFS system as both a measuring and management tool through a case study.

Mark & Spencer installed the system across a number of stores. The objective of the initiative was to gain an understanding of customer perceptions of various service delivery aspects throughout the working day.

System Accuracy

Marks & Spencer wanted to prove internally that the information gathered by the CFS system was accurate and representative. To do this they checked the system results against known factors. The system accurately reflected known situations.

Thus the system provided M&S with two things:
1. An accurate measure on which to base performance evaluation for service delivery
2. A system that would illustrate new and unexpected areas for focus and improvement.

System Use

The CFS system does not improve performance, it only measures the results. In order to drive the improvements desired, the operational changes must be made based on the results from the CFS system and staff should be held accountable.

The results were analysed and discussed weekly and various operational changes were made based on these.

A review was done after the first three months of usage. The average results for the first 6 weeks are compared with the average results of the last 6 weeks. The results speak for themselves.

Results

System Measures
The system provides measures of both answer volumes and scores. The scores are a weighted average of the answers given by each customer. This provides an easy method of comparison across both divisions and time.

- The system gathered a large, representative sample of transacting customers
- The total number of responses was significantly higher then any other available measure

- Customers appreciate the opportunity to respond with minimal effort
- No adverse reaction from staff
- Targets established
- Intense competition between business areas within stores and across stores
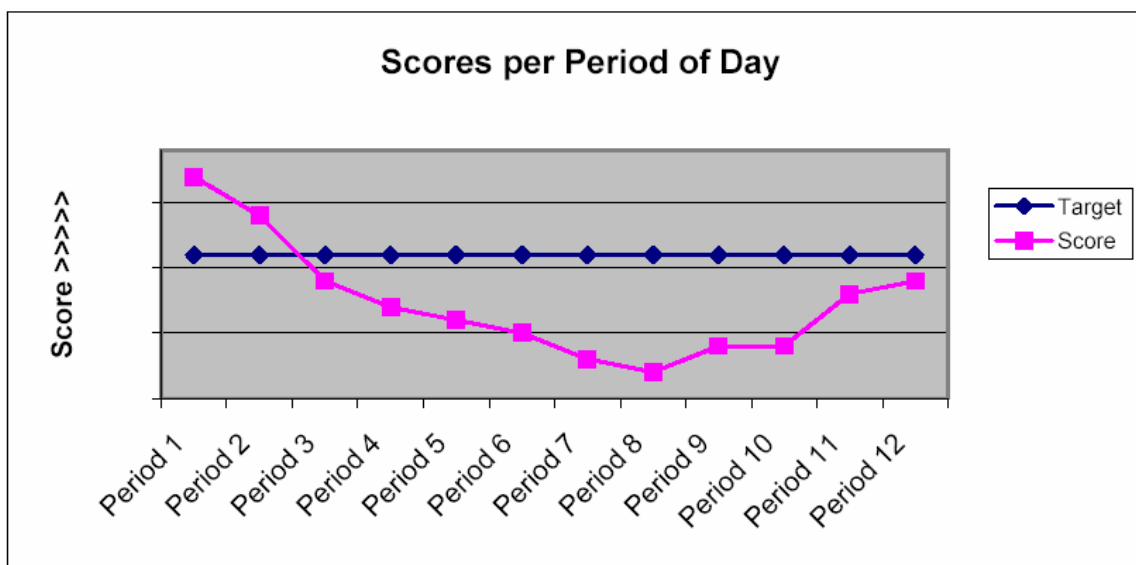
Trends

Some predicted trends were confirmed, but the scale of the issue highlighted.
- Service worse at weekends
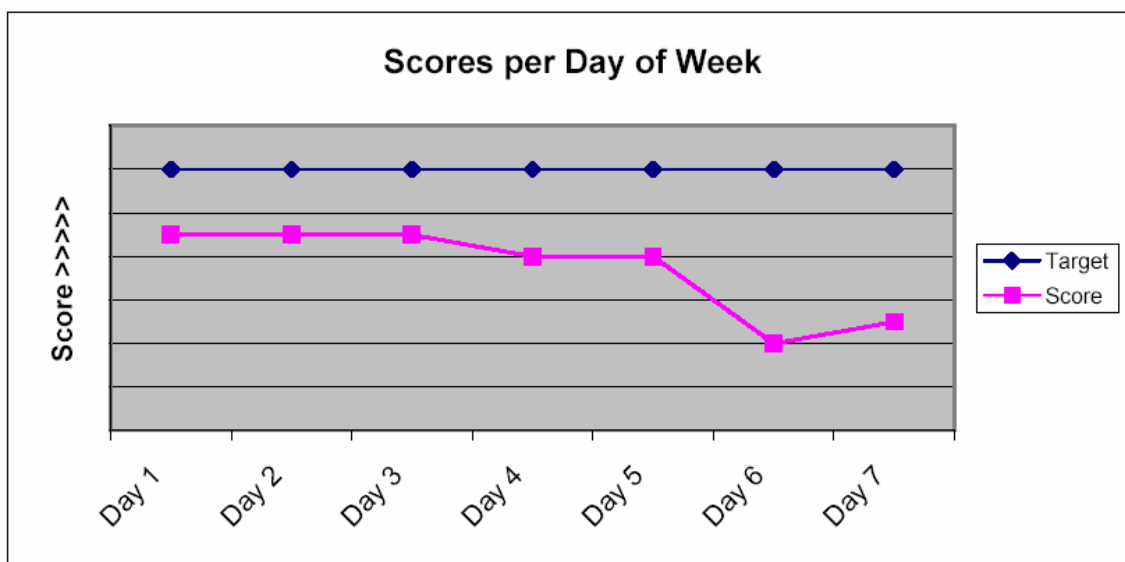
Some trends were unexpected, but data was now there the address these.
- Worst service levels at unexpected times of the day

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Operational Changes & Improvements

As an effective measure was now in place and highlighting areas for improvement, various operational changes were made and measured.

The effectiveness of the changes are illustrated in the graphs below.
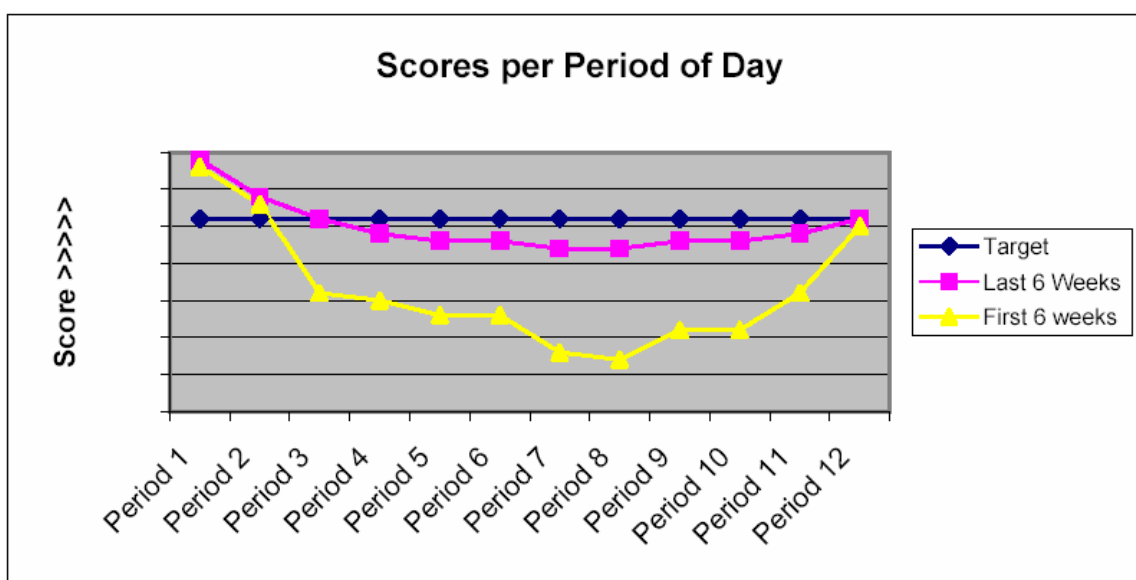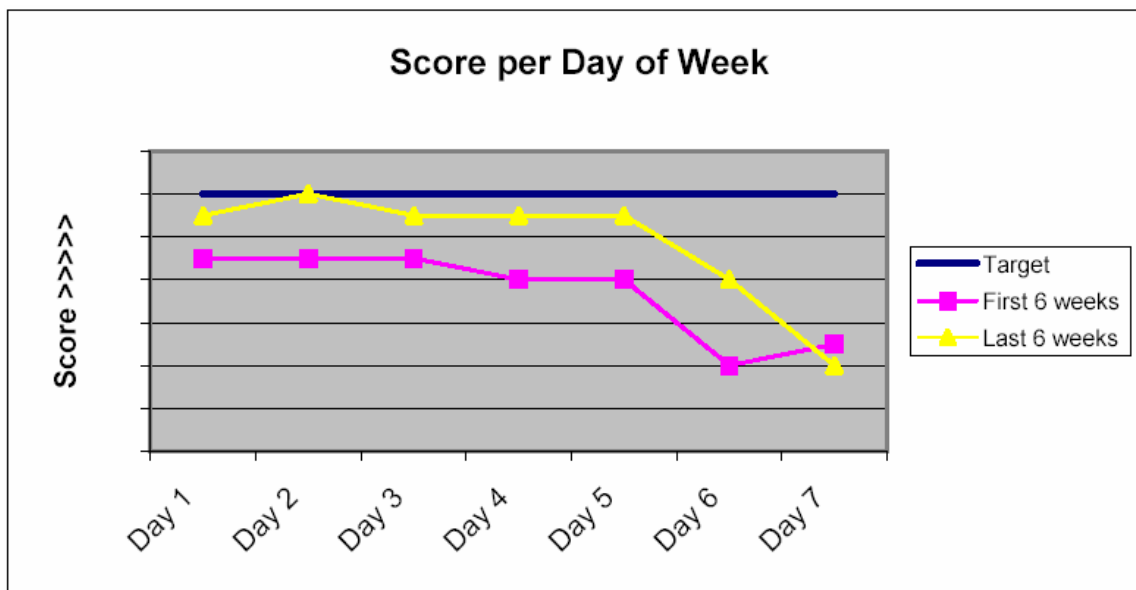
The trend is the same, but the scores across all points have improved. Notice that the difference across the periods is not as marked as previously.

Effect of Management & Accountability

As discussed, improvement is really achieved only when staff are held accountable for the results. This accountability should be achieved by incorporating the CFS scores in the staff performance evaluation measures.
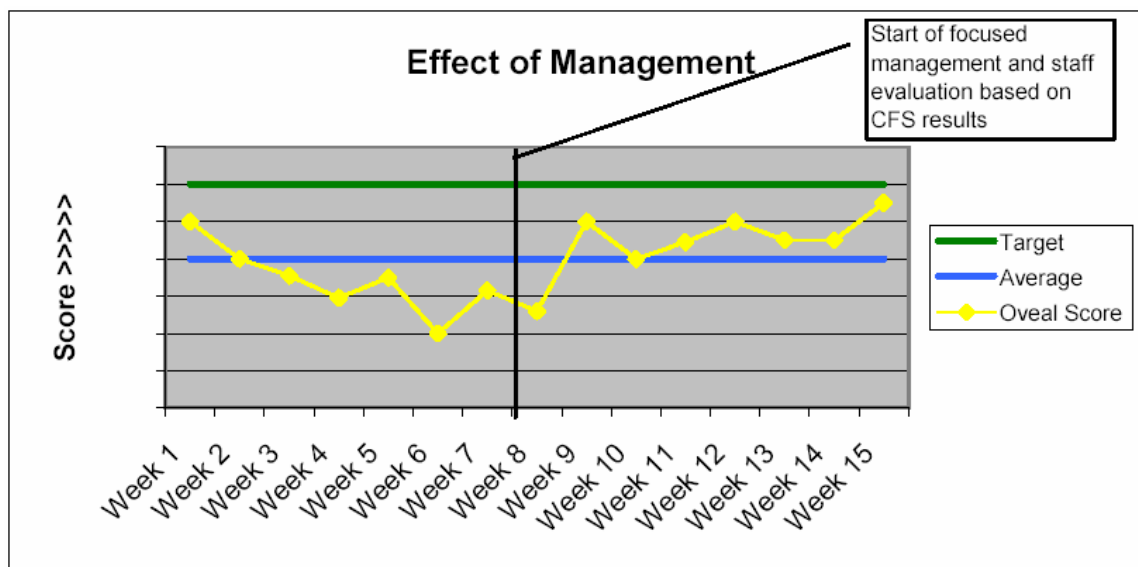
Conclusion

The CFS system delivers accurate, real time data. This provides a measure for all operating hours and divisions.

The structure of the information allows for easy comparison between divisions and stores which engenders a competitive environment suited to driving improvement.

Real improvements have been made by basing operational changes on the measures provided by the system.

The system is a *measurement* tool. Improvement can only be made if management uses the information and drives the improvement process.