



**Programme: BA (Hons) Leadership and Management
Skills for Workplace**

Tasks 1 and 2

Student name: Ebitimi B. McQuade

Student ID: 2112488

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Experience**

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Lecturer name: Nishi Ramsurrun

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Statement of Confirmation Authority.

By the act of making this submission, the student declares that this work is mine. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where the assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. This Statement is True.

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Executive Summary

Leadership and Management Skills for Workplace -Understanding and Engaging in the Customer Experience. The model covers the importance of managing, establishing customer experience and retaining customers, as ways to improve sales and profit by creating a system for good CRM.

My report will cover factors affecting the internal and external quality system regarding my chosen Organisation and the customer management system.

The main body of my report will delineate- Customer Relation Management (CRM) of the Service Quality Model (SERVQUAL), and of Total quality management (TQM).

A brief description of the company Marks & Spencer (M&S) and what problems they are facing, the strength and weaknesses of the company. A statement of the company CRM including evidence and how the company managed these problems.

Models Review from week 8 lectures, two types of CRM Model-IDIC Model and CRM Value chain analysis, their strengths, and their weaknesses.

Model Selection Application, making a list of the CRM Models, their advantages, and disadvantages to the chosen company.

Furthermore, I will analyse and justify the CRM model discussed above which was applied to the chosen organisation and the CRM problems they face. Why is the selected model relevant to the organisation? I will show the relevance of the CRM model to the organisation I have chosen, the potential, the benefits, and the challenges in addressing the CRM problem in maintaining customer relationships 241071364 in my chosen organisation.

Here I will give my recommendations for my report, it will be based on and derived from the application which would resolve the chosen organisations' CRM, using the Quality Competitive Index

Conclusion of the key points of my report and the benefits of applying the CRM model and how my chosen company would benefit.

1. Introduction

Organization's Quality Systems and Customer Relationship Management.

The Organization Quality System refers to the Total Quality Management (TQM) or the Service Quality (ServQual) of an Organisation

The TQM is a process of detecting and reducing or eliminating errors in manufacturing. It is used to capture and evaluate the service the consumers expect, and the perception to bring together the consumer expectation and needs.

The five ServQual models are: -

- **Reliability—able to perform what you promise**
- **Assurance— employee able to inspire trust and poise**
- **Tangibility— modernisation of the workspace and the smart personnel**
- **Empathy— good attention to their customers**
- **Responsiveness— Effective service**

Marks and Spencer offer the Omnichannel CRM system at 1,253 retail outlets was provide. The result in an integrated omnichannel operation that gave all areas of the company business connected - parcels and emails, social media SMS, Web chat and web engagement expanding into full online sales support tools.

The benefits of the Omnichannel system

- **Better Service and relatively customer experience across all the board: voice, social media, SMS, email, web chat, and website. (F & S, 2015)**

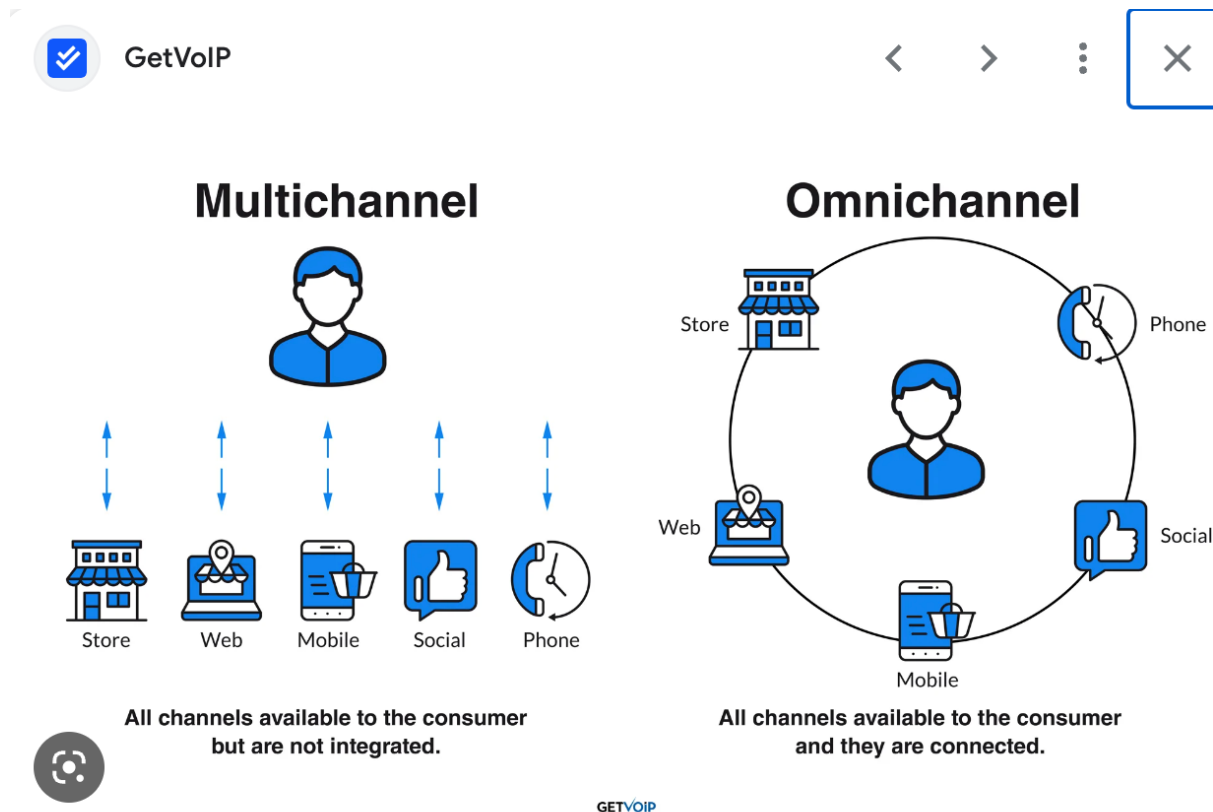
- **2-year project engaging 30 suppliers completed in 30 weeks with no interruption to normal service**
- **Effective increase in M&S revenue in the first 4 months with web chat.**

Challenges

- **Inconsistent online and in-store customer experience**
- **Lack of organisation and insight into all the steps of the customer journey.**

Solution

- **Genesys Customer Experience Platform**
- **Genesys Workload Management**
- **Genesys Reporting and Analytics**
- **Genesys Digital Engagement Centre**



Omnichannel Contact Center: Everything You Need to Know

[Visit](#)

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Fig: 001

What M&S do to ensure their staff are committed

In the organization, it is a key element to keep employees motivated to improve the productivity and development of the company. They have friendly managers and supervisors, so the staff are motivated and deliver excellent customer service. Investing in internal and external talent strengthens the ability at all levels. Developing future leaders and investing in pay and well-being aids following when they complete the business-wide reward review. Staffs enjoy the social aspect of the job and so are united to achieve a common goal. They follow the theory of F.W. Taylor and Herzberg. (Mahoney, 2022)

- The company provides meaningful and challenging work
- Improve employees' lives (these include physiological needs, safety needs, belonging needs, self-esteem needs and self-actualization needs)
- Recognition (having the chance for progression and/or promotion)
- Compensation and Benefits
- Workplace Culture. (Sense of belonging)
- In 2018 they launched the first Data Academy in partnership with Decoded and upskilled over 1000 colleagues from across the business.
- This includes L7 Data Science and AL apprenticeship

How often do they change their products –

They have over 1,350 new lines in the past year including summer barbecue ranges, the 'Fresh Market Specials' range has been relaunched giving customers M&S' best quality and different everyday low prices. They have also relaunched a partnership with Costa Coffee making possible 30 M&S Food-on-move-the-move products in C..2,500 coffee shops. For example, new lunch choices, and hot meal packages.

(Marks & Spencer, 22)

Financial Position

Increase in the pace of change and investment in growth

The company assume even with the heightened uncertainties the expenditures will increase in 2021/22 by £300.2m, not including the property acquisition and disposal.

- Supply chain investment produces quick and effective operations making it possible for a faster network.
- Growth opportunities in the store estate and investing in renewal food stores
- Growth through partnerships having the full line of stores
- Investing in technology to increase the digital presence of M&S.

External Factors

- diversity and equal opportunity across the board
- Community and environmental awareness programs, for example, greenhouse gas emissions, and contributions towards the communities.
- Respecting Human rights in the UK and supporting the value internationally.
- M&S is committed to Anti-Bribery and Anti-bribery corruption

P: 33 M&S Annual Statement

The threat of new entries at M&S

- The new format of food halls in the retail parks new channel for customers to shop at M&S has increased.
- The impact of Covid-19 on city locations was reduced but gradually opened again in the High Streets.
- Complex stores and logistics networks have high levels of cold product mix
- Supply chain costly with the contractors
- The dated stock allocation system
- Waste and stock loss remain a high target

(Marks & Spencer, 22)

2. Company Context

Description of the company:

Marks and Spencer (M&S) is one of the biggest retail companies. It was founded by Michael Marks and Thomas Spencer in 1884 and headquartered in London. Since the establishment of the company, they have opened more than 1463 stores over the world.

Their products include food and edible items, home products and clothing. Marks and Spencer sell some products under their brand name. They are also listed on the London Stock Exchange.

In 2020 they employed about 80000 people, but in August 2020 the company ended 7000 jobs due to the Covid-19 pandemic. According to evaluations, their annual revenue was £ (Millions) 10,181.9 million pounds in 2020. The net profit of the company was 27.4 million pounds. Some of their competitors in the UK include Tesco, Aldi UK, John Lewis and ASDA.

Company Statement

The company is confident in its future. They want to go further and faster in their expansion and transformation plan.

- **Build on strength of M&S brand Clothing, Home and Beauty, Food**
- **Offer customers a smooth experience around the world**
- **Offer their customers expert choices while building their primary products**
- **‘Do the right thing’ is an M&S value that shows in the behaviour within their culture**
- **Sustainability and futureproofing**

(Marks & Spencer, 22)

Marks and Spencer CRM problem

In 2017 Steve Rowe (the Chairman of Marks and Spencer) set out a diagnosis of the problem faced by M&S and announced a five-year transformation Programme *Making M&S Special Again*. The first step of the programme is to restore the basics; getting the organization and substructure of the business fit for years to come. In the first phase, a substantial change was made to the leadership and to the organization, moving away from a tough corporate arrangement to a family responsible business that shares M&S values, stores, colleagues, technology, and customer data. Managers and directors were made accountable for their own division's functionality, including marketing, supply chain, and technology.

- **The grocery market shrank by 4.4% compared to the prior year for 52 weeks ended 17 April 2022 declining to 127bn (Source: Kantar)**
- **Declining sales in the grocery market due to fewer lines**
- **Higher Food chain costs due to complex store logistic network.**

Evidence of online bad reviews

D

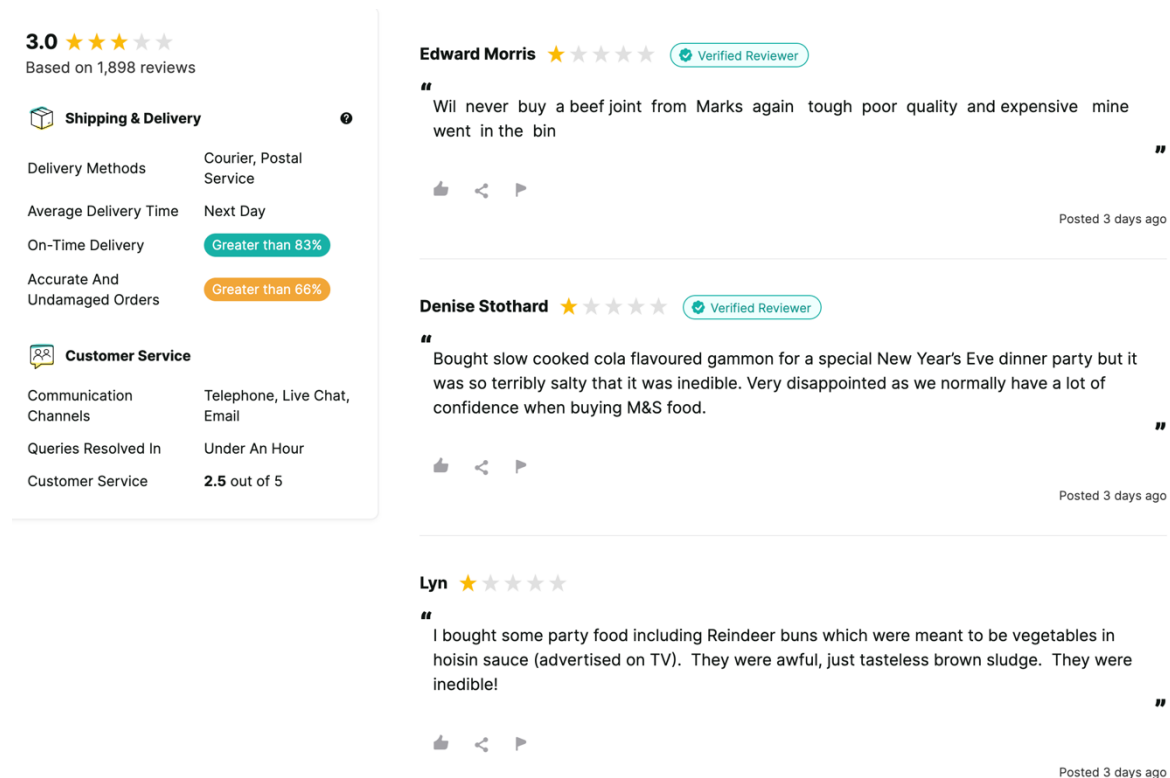


Fig: 002 from online

Marks and spencer developing good CRM

- Promote better fresher food
- “Protect the M&S magic” by investing in the quality of their own brand; innovative and fresh, easy-to-cook food while “modernising the rest” of the organisation.
- Expanding their brand by opening new lines (Ocado Retail, Costa Coffee)
- Scan & shop, digital click and collect alongside their Sparks rewards scheme all in the M&S Phone Application
- This builds omnichannel experiences and offers to give customers the decision on how they shop.

Evidence of good review

[Retail & Trade](#) > [Food & Beverage](#)

Most popular supermarket chains in the UK Q2 2022

Published by [Emma Bedford](#), Sep 28, 2022

In In the United Kingdom, M&S Food, Tesco, and Lidl were the most popular three supermarket chains in Q2 2022. M&S Food topped the ranking with 78 percent of respondents having a positive opinion of the food retailer. Tesco came in second place and was popular with 76 percent of those polled in this study.

Marks & Spencer as a grocery retailer

M&S is a mixed retailer and sometimes not even included in statistics about the [UK grocery market](#). When viewed as a grocery store, the company had a [market share](#) of slightly over three percent as of August 2021. Compared other grocery and food retailers, M&S is only a minor player on the market. Since the first of September 2020, M&S grocery products can be ordered via the online grocery store Ocado.

[Read more](#)

Most popular supermarket chains in the United Kingdom (UK) as of Q2 2022



Most popular supermarket chains in the United Kingdom (UK) as of Q2 2022



Characteristic	Share of respondents with positive opinion
M&S Food	78%
Tesco	76%
Lidl	72%
Aldi	72%
Sainsbury's	71%
Tesco Express	70%
ASDA	69%
Iceland	69%
Morrisons	67%
The Co-operative Food	63%

Showing entries 1 to 10 (10 entries in total)

© Statista 2023

Fig: 003. From Statista

The benefit to M&S addressing these the problems



Fig: 004

Screenshot: (Marks & Spencer, 22)

My SWOT analysis will discuss the internal and external factors affecting M &S.

Strength of Marks and Spencer

Global Brand

Suggestions from estimates, M&S have more than 1463 location points across the world - in Asia, Europe, and the Middle East, and 1035 of those stores are in the UK. The brand also offers online services as well as physical stores.

Recognised Brand.

M&S has been in the market for the past 136 years with many global partnerships. The brand is recognized world-wide for its quality food and clothing. M&S provides quality customer service and according to Statista, M&S is one of the most popular supermarkets in the UK.

Variety of Products

M&S deals in many products. For example, they offer many kinds of vegetables. They have great relationships with local farmers who provide fresh products. The company has over 400 suppliers, with over 500 different types of prepared vegetables, salads, and fruits.

Famous Designers' Brands

- **North Coast**
- **Autograph**
- **Portfolio**
- **Blue Harbour**

(Shaw, 2020)

Weakness of M&S

- **Declining sales**
- **Poor supply system; non-availability of products**
- **The company cannot meet customer product demand**
- **A perception that the company caters for older people and not to the young**
- **High cost due to major manual operations**

Opportunities for M&S

- **The global expansion opened countries like India, Russia, Poland**
- **M&S is far behind Amazon and eBay but can compete because of their experience and strong brand name.**
- **Management and maintenance costs (small store, lower cost, increase profit)**

Threats facing M&S

- **High competition in the UK like Tesco, John Lewis, ASDA, Sainsbury, and Gap.**
- **The company's position globally is moving downward**
- **Some of the M&S stores are shutting down since the Covid-pandemic.**

Conclusion

M&S is a very strong brand, and they have a good reputation but the threat from competitors is real. Creating customer segmentation through smaller stores and having more online presence will bring the company back to the top. (Marks & Spencer, 22)

Below is a PESTLE analysis of Marks and Spencer.

It will cover elements relating to political, economic, sociocultural, technological, legal and environmental factors of the retail company and give a recommendation.

Political Factors

- **Political benefits are massive for M&S with almost 1500 stores overseas.**
- **Brexit policies affecting the company**
- **Tax embargos affect some of the brands.**
- **Brexit led to higher costs.**

Economic Factors

- **The current market in the UK is moving down toward smaller retail stores**
- **M&S retains premium status because of the smaller retail stores' markup price**
- **Budget stores are a threat to the company**
- **Their brand has not been able to find ways to manage the threats they face.**

Sociocultural Factors

- **The factor of demoting ready meals but seeing the demand for them rising; making changes to meet this demand.**
- **Because of their long-standing household name, they are now called the brand of the youth**
- **They are revamping to meet the demand of the younger generation**

Technological Factors

- **The introduction of self-checkout-based retail**
- **The use of AI checkouts and Food chain small stores**
- **The M&S phone application (Farooq, 2019)**

- **Establishment of an e-Commerce store in the UK**

Legal Factors

- **It appears they have been in multiple disputes over the years**
- **Change in Britains' trade laws post-Brexit will affect the brand hugely.**
- **The recent legal dispute with the Frascati landlord is an example.**

Environmental Factors

- **M&S are highly concerned about the environmental effect that their brand leaves behind.**
- **They continually promote the idea of a sustainable retail industry.**
- **They take climate issues seriously, and other retail brands in the UK follow their lead on this.**
- **Similarly, they sell fair trade products helping smaller businesses to have minimal production costs and encouraging a friendly manufacturing environment.**

Concluding Pestle Analysis of M&S

- **Despite the many issues, M&S will continue to stay in business**
- **There is a huge impact from Brexit policies on M&S and if the global market reduces its operations this will reflect similarly on the company as a well-known brand in England.**

(Marks & Spencer, 22)

3. Models Review (refer to week 8 model)

3b A Critical Review of the two CRM Models - (Leonard, 2022)

The definition of Customer Relationship Management (CRM) is the kind of services you provide, the interactions you have and the details you share relating to customers' needs. A CRM model is a structure for how the company acquires and keeps them. It is vital to understand the present customer, to resolve their pain points, build their confidence in the brand and stay loyal.

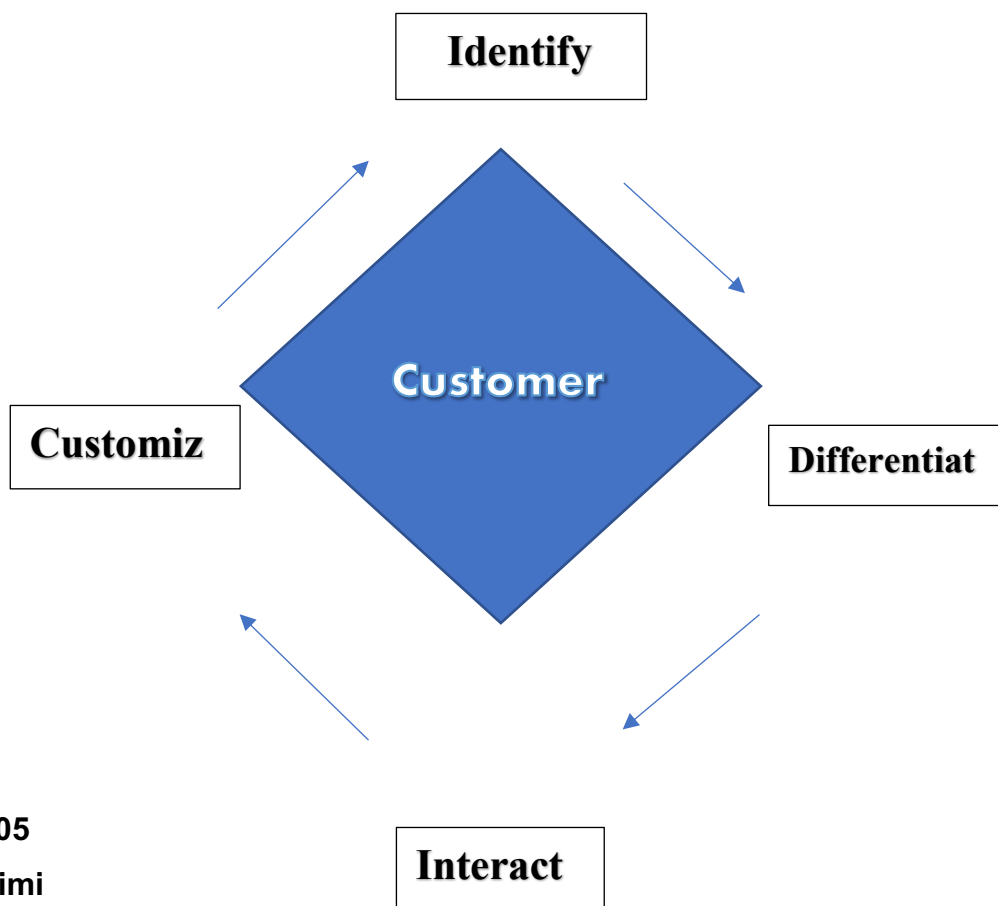


Fig:005
By: Timi

IDIC

The Identify.

To begin, one must locate a customer. This happens when there was a customer touch point, for example, the customer purchased a product or made an enquiry or filled out a survey online. The purpose of this step is to get as much information as possible about the customer.

Differentiate

The next step is to Differentiate. In this part, we want to find out how many times a customer buys from us and what products the customer likes. Are they a customer that will buy the product frequently, yearly, or periodically? What products do they buy often? Once the questions are answered, we categorize the customers into different groups. In so doing, we can work out what products, and how frequently they patronize the company. We can also work out what time of the year they patronize us the most and which customer is a valuable customer, and which is not.

Interact

The third stage is Interact. After the examining and grouping steps, we build and maintain a relationship by applying CRM plans to the customers by offering benefits such as a loyalty system. (Leonard, 2022)

Customize.

Now we expand on the data gained about the customer by interacting with them one-on-one to find out what they need want and expect from the company.

Further, to build and maintain the CRM to the point where the customers know they can rely on us as a company. To create constant customers, we have to continually update and innovate our products and keep them informed of the changes.

Strengths of implementing this step

Having the correct data from the customer at the start boosts understanding of the customer profile.

It is important to categorize the customers into groups. It helps the company to build a working CRM. By creating the IDIC model the company will provide good customer relationships and build a lasting CRM.

Weakness of the IDIC model

Not having the correct data for the customer.

Not doing the proper research for customer classification

Not following the IDIC model steps to completion.

CRM Value chain analysis

This model chain was developed by Michael Porter. It is used to understand and know the customer, how to interact with them, and how to keep them interested in the company's brand.

The implementation of these actions will help manage customers with ease to have more competition in the market.

The above principle is applied to the CRM model and is also applied to how a company relates to its customer. This comprises different stages to achieve the required customer relationship. (Buttle & Maklan, 2019)

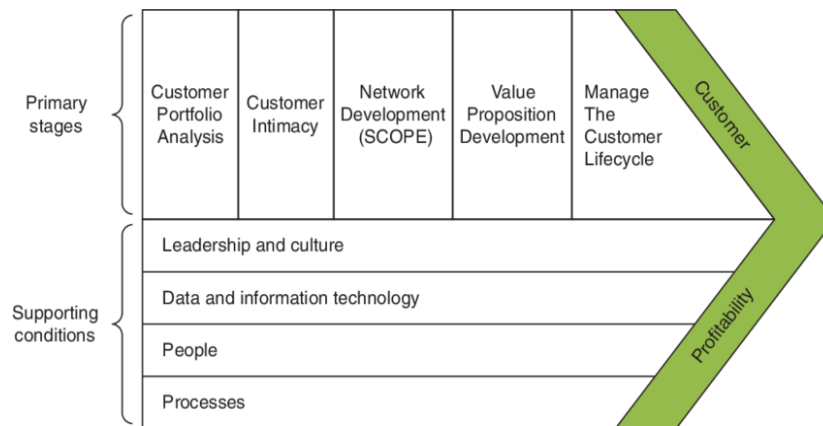


Fig:006. From online.

Customer Portfolio Analysis

The first stage of this analysis is to find the customers who create the most value for the company. In doing this the company better understands their customer to relate to their needs and wants.

Customer Identity

The next stage is to build the customer identity, for example, customer profile, history of prior services, customer requirements, what they expect from the company, both young and old and their preferences from the company. It is vital to collect the above data at the interaction point to better service the customer for them to keep patronising the business.

Networking Development

The companys' network includes all individuals involved in the relationship with the customer, the customer service team, suppliers, investors, and partners. Here we inform our partners, investors, customer service, and suppliers of the information they need to know about the customer so that the company works together as a network and provides the expected customer experience and boosts the brand.

“You cannot find a better spokesperson for your brand than a satisfied customer”. MoversTech, (2022)

Valued Proposition Development

To start a relationship with a customer it is vital to provide them with what they need, want, and expect. With the above steps completed, the company will have all the data they need to service the customer with their needs. This strategy will help to reduce process costs and improve the CRM value chain.

Relationship Management

The last step of the value chain is the lifecycle of a customer. Here we utilize the touch points of customer interaction with the product to evaluate the companys’ brand and processes to organize and structure the business to turn a valued customer into an advocate for the product.

The strengths of implementing the valued chain model

The CRM system implemented would drive customers to your business. Once the company implements the CRM value chain, it can compete with other companies. It helps the company see who their most valued customers are and where they should spend more resources to improve the CRM. It helps the company to meet the customers’ needs and expectations.

The weakness is:

Not following the necessary steps in implementing the CRM valued chain analysis to a completion

Not having a good customer Touchpoint to begin with.

Not having good Customer Service to gather as much data as possible.

4. Model Selection and Application

Analyse and justify a CRM model discussed above to apply to my companys' CRM problem. (Shruti Thakur, 2022)

Identify.

The Customer Manager section of Marks and Spencer used an omnichannel system as their CRM model with this system all areas of the company business are integrated and connected. At all the customer touch points for example SMS, email, social media, web chat, and website, the customer information is integrated into the system.

Differentiate

When all the customer information has been integrated then the team will want to know how frequently these customers visit M&S within a given time, the team would want to know what product the customer likes to buy and how frequently they buy that product. The customers will be categorized into groups the Omnichannel system is used for this purpose all the required data is entered in and the system supplies the relevant information.

Given the team has put in the required data it shows the following: when the customers buy a product, what products they buy the most, and at what time of the year do they buy this product. M &S would be able to differentiate their Valuable Customer.

Interact

The customer is called by the Customer service department to offer them Customer Sparks like M&S Loyalty rewards, M&S credit cards and some special offers to increase the customer confidence in the products and in the brand.

Customize.

At this point, the customer service department contacts the customers to create a better customer profile they would find out what the Customer needs and expectations from the company in other to build and maintain a stronger CRM, at this stage of the CRM implementation the Customers feel that they can trust the company and the company can rely on the customer also. As more data of the customer get entered the Omnichannel system it keeps up with the updates to create a continually smarter CRM.

Strengths of implementing this step to the CRM model of M&S.

- **Having the correct data from the customer at the start boosts their understanding.**
- **It is important to categorize the customers into groups.**
- **It helps M&S to build a working CRM.**
- **Creating the IDIC model using the Omnichannel system will provide good customer relationships and build a lasting CRM.**

The benefits of implementing the IDIC Model using the Omnichannel

- **M&S Genesys Customer Experience platform -customer satisfaction**
- **M&S Genesys workload management-increase in sales**
- **Better Service and relatively customer experience across all the board**
- **feedback management-customer loyalty**
- **Effective increase in M&S revenue in the first 4 months with web chat.**
- **(Shruti Thakur, 2022)**

Benefits in implement the CRM Model maintaining customer relationships 24/7/364

FORGING A RESHAPED M&S MODERNISE THE REST



Fig:007

Screenshot: (Marks & Spencer, 22)

M&S 24/37/60/7 review has a lot to do with the IDIC (Omnichannel) of the company the Omnichannel is the artificial intelligence of the company. AI is an improved customer experience it creates happy customers and better upscale the companies using the system to improve their CX and increase profit.

The Chatbot is incorporated in the Omnichannel system M&S call its web chat, The software interacts with the customers through written words which are programmed within the web pages. They recently launched a Voice of the Customer programme to measure satisfaction and CX with a shot targeted survey it was implemented across about 1.5 million touchpoints online and in their stores. (Mahoney, 2022)

At M&S the system is built to answer customers' questions without the need for a customer service team.

Implementing this system has increased customer satisfaction, and reduced service costs, the Web chat can have automated conversations at a given time with a lot of their customers. It saves time and is cost-effective. (Marks & Spencer, 22) **page:34**

Challenges in implementing this CRM Model Maintain Customer Relationships 24/7/364? (Mahoney, 2022)

- **Inconsistent online and in-store customer experience**
- **Lack of organisation and insight into all the steps of the customer journey.**
- **Some customers would rather speak to the customer team than the web chat**
- **The Omnichannel web-chat system is not able not humans so robotic**

Weakness of the Omnichannel model

- **Not having the correct data for the customer.**
- **Not doing the proper research for customer classification**
- **Not following the IDIC model steps to completion.**

Evidence reviews from online sources.

3.0 ★★☆☆☆
Based on 1,898 reviews

Shipping & Delivery

Delivery Methods	Courier, Postal Service
Average Delivery Time	Next Day
On-Time Delivery	Greater than 83%
Accurate And Undamaged Orders	Greater than 66%

Customer Service

Communication Channels	Telephone, Live Chat, Email
Queries Resolved In	Under An Hour
Customer Service	2.5 out of 5

Edward Morris ★★☆☆☆ Verified Reviewer

"Will never buy a beef joint from Marks again tough poor quality and expensive mine went in the bin"

Posted 3 days ago

Denise Stothard ★★☆☆☆ Verified Reviewer

"Bought slow cooked cola flavoured gammon for a special New Year's Eve dinner party but it was so terribly salty that it was inedible. Very disappointed as we normally have a lot of confidence when buying M&S food."

Posted 3 days ago

Lyn ★★☆☆☆

"I bought some party food including Reindeer buns which were meant to be vegetables in hoisin sauce (advertised on TV). They were awful, just tasteless brown sludge. They were inedible!"

Posted 3 days ago

Fig:008

Screenshot: from online

statista 

Search Statistics 



[Retail & Trade](#) > [Food & Beverage](#)

Most popular supermarket chains in the UK Q2 2022

Published by [Emma Bedford](#), Sep 28, 2022

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[Read more](#)

Most popular supermarket chains in the United Kingdom (UK) as of Q2 2022

Fig:009 Screenshot from online: Statista

Employee Evaluation such as 360-degree feedback M&S?

Employees feel valued and appreciated having received rewards for working at M&S and being treated with respect and a cooperative culture they are able to share their views and their colleagues' voices are heard.

From the colleagues because of the pressure of managing their house costs, the board agreed to give pay rise due to the inflation for all colleagues. They also interest the colleagues with shareholders, 50% of bonus entitlements being accepted into shares required in three years. Proper training development programmes are given to the employees, so they are appreciated and satisfied to work at the company and do a good job with the customer thereby creating a chain system of employer-employees-customer-satisfaction across the board.

(Marks & Spencer, 22) page 34



Marks & Spencer
55  3.8     

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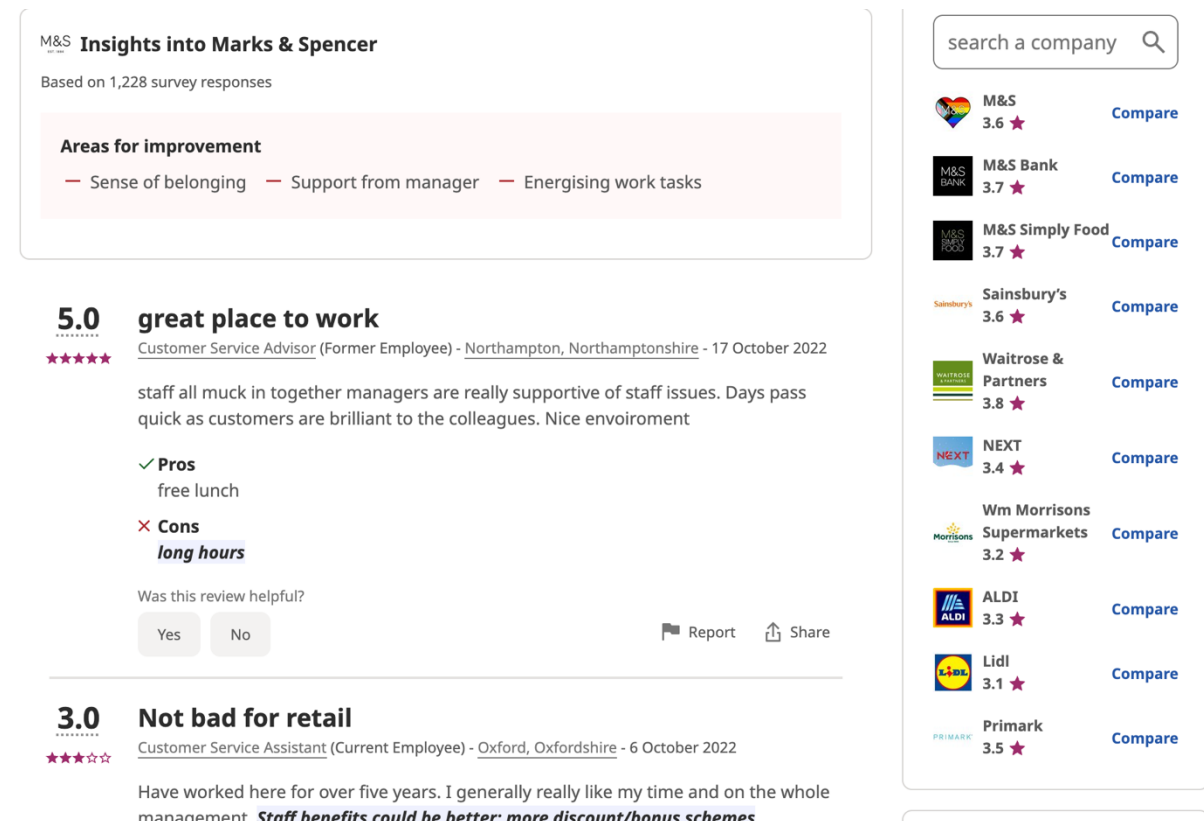


Fig:010 (Mahoney, 2022)

Screenshot online: Mark & Spencer page

financial Report regarding M&S?

They had a 3-year plan to focus on supporting the stages of the company transformation, setting the business up for the long-term sustaining the value of growth and managing to meet the expectations of the various stakeholders. UK business rate release of £59.8m, (2020/21: £172.2m) helped to recompense the continuous loss of trade from lower footstep in the clothing and home department in the UK, and in the food hospitality business closed half of the year. Legal profit from tax in addition to the total charge for correcting items of £131.2m. below is the full report. (Marks & Spencer, 22)

FINANCIAL REVIEW



“**DESPITE THE NEAR-TERM CHALLENGES, THE BUSINESS IS BETTER SET UP BOTH FINANCIALLY AND OPERATIONALLY TO INVEST FOR THE FUTURE.**”

Eoin Tonge, Chief Financial Officer

FINANCIAL SUMMARY

52 weeks ended	2 Apr 22	27 Mar 21 ¹	28 Mar 20	Change vs 20/21 %	Change vs 19/20 %
Group statutory revenue	10,885.1	8,961.5	10,181.9	21.5	6.9
Group sales before adjusting items	10,909.0	8,972.7	10,181.9	21.6	7.1
UK Food	6,639.6	5,994.8	6,028.2	10.8	10.1
UK Clothing & Home	3,332.2	2,198.6	3,209.1	51.6	3.8
International	937.2	779.3	944.6	20.3	-0.8
Group operating profit/(loss) before adjusting items	709.0	209.7	590.7	238.1	20.0
UK Food	277.8	213.6	236.7	30.1	17.4
UK Clothing & Home	330.7	(129.4)	223.9	n/a	47.7
International	73.6	45.1	110.7	63.2	-33.5
M&S Bank and Services	13.0	2.0	16.8	550.0	-22.6
Share of result in associates and joint ventures	13.9	78.4	2.6	-82.3	434.6
Interest payable on lease liabilities	(115.6)	(122.5)	(133.4)	-5.6	-13.3
Net financial interest	(70.5)	(45.6)	(54.2)	54.6	30.1
Profit before tax & adjusting items	522.9	41.6	403.1	1,157.0	29.7
Adjusting items	(131.2)	(242.8)	(335.9)	-46.0	-60.9
Profit/(loss) before tax	391.7	(201.2)	67.2	n/a	482.9
Profit/(loss) after tax	309.0	(194.4)	27.4	n/a	1,027.7
Basic earnings/(loss) per share	15.7p	(9.8)p	1.3p	n/a	1,107.7
Adjusted basic earnings/(loss) per share	21.7p	1.1p	16.7p	1,872.7	29.9
Dividend per share	-	-	3.9p	n/a	n/a
Net debt	£2.70bn	£3.52bn	£3.95bn	-23.3	-31.6

1. 2020/21 was a 53-week year and comparative periods are on a 52-week basis. To aid understanding, we have presented the unaudited 52 weeks to 27 March 2021; however, net debt is given on a 53-week basis.

Notes:

There are a number of non-CAAP measures and alternative profit measures ("APMs") discussed within this announcement, and a glossary and reconciliation to statutory measures is provided at the end of this report. Adjusted results are consistent with how business performance is measured internally and presented to aid comparability of performance. Refer to the adjusting items table below for further details.

Given the exceptional nature of financial results last year due to the impact of Covid, all comparatives within this Financial Review are given against 2019/20 unless otherwise stated.

In the current period, we have introduced a new APM: 'sales'. All references to sales throughout this document are statutory revenue plus the gross value of consignment sales excluding VAT. Where third-party branded goods are sold on a consignment basis, only the commission receivable is included in statutory revenue. This new measure has been introduced given the Group's focus on launching and growing third-party brands and is consistent with how the business performance is reported and assessed by the Board and the Executive Committee.

Fig: 011 - Screenshot: (Marks & Spencer, 22) page-36

5. Recommendation

QCI. (Quality Competitive Index) (Starkey & Woodcock, 2002)

In this section, I have chosen to recommend in general how to apply Quality Competitive Index (QCI)

It starts with the external environment of the customer from the top: considering the customer pain points, the business goals, and other elements which could affect when the customers are ready to buy, communicate with the sales team and as a result affect the CX if the customer experience is affected then it will affect their position. There are many activities involved in maintaining customer relations and the QCI model is one of these activities that would help in maintaining it, it works with the people and the technology to get the system started.

The model has 3 divisions

- **Acquisition**

In this section, we focus on acquiring customers, from customer touchpoints, from leads, from a sales point, their websites, inquiry, and we collect all the necessary information we can about the customers. We then integrated and segmented into groups.

- **Retention**

In this step we will do our home on the customers we find out what they need and want from us, what kind of products they buy, and when they buy it, we can establish this process by one call, doing a short survey. The information collected can be analysed to understand our customers more and to know the pain point of the customer.

- **Penetration**

With the last step, we have established all the different aspects of customer needs and expectations to increase customer relationships we will now manage the customer by penetrating the market by providing all the information we got from the customer leveraging the demand and making them our loyal customer

creating customer satisfaction by doing rewards programs, customer voice programmes. Marketing programs to drive sales.

Strength

- The above can be used by any company to get acquire and retain customers.
- Maintain the CRM creating valuable customers.
- Penetrate the market and establish a customer life cycle.

Weakness

- Not having all the customer information at the first step
- The customer service team is not well-established in the CRM model
- Not following the retention step there for not segmenting the customers into different categories.

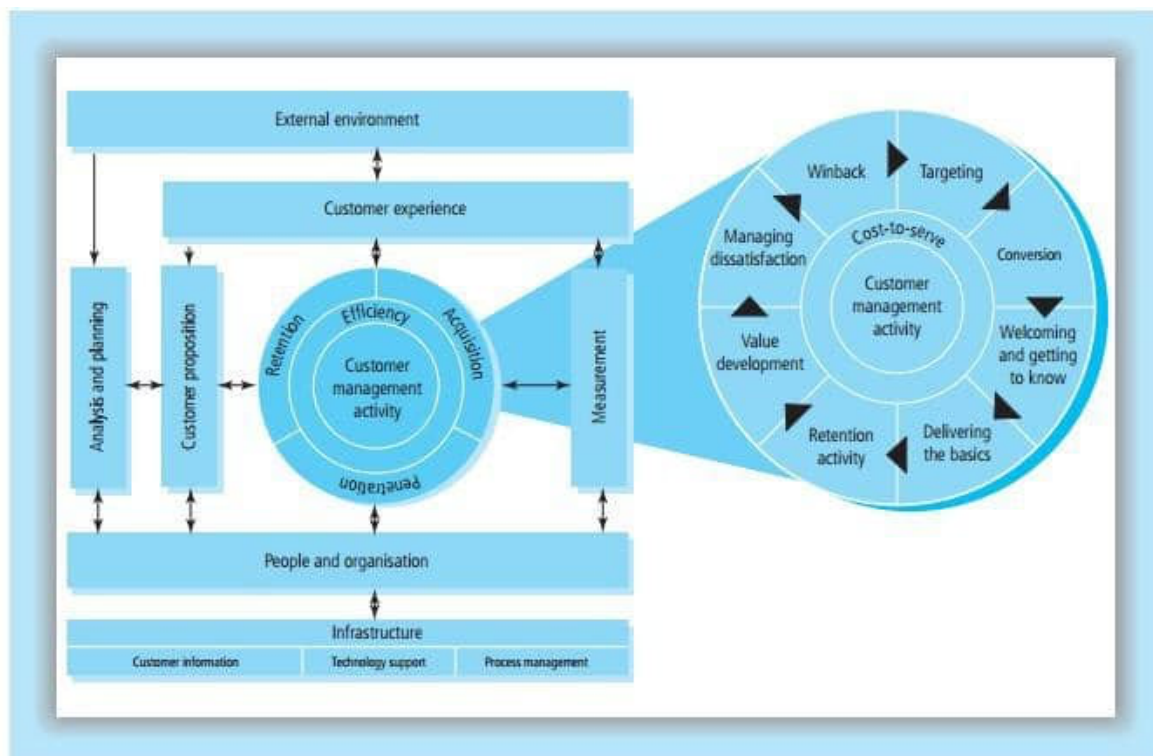


Diagram: 012 QCI Model online by- (Starkey & Woodcock, 2002)

6. Conclusion

Introducing my report with Total Quality Management a way of detecting and reducing errors in manufacturing, it is a system used to capture and evaluate the service the consumer expects. The CRM system Marks and Spencer uses their strengths and weaknesses.

I discussed briefly the company, a well-known brand name in the UK their products include Food and edibles, Clothing and Home, having over 1463 stores over the world with about 80,000 employees, a revenue of £10,181.9 million in 2020, competitor: Aldi, Tesco, and John Lewis.

I also discussed the Model review of 2 CRM models IDIC and Value Chain Model. These 2-model analysis strategic steps a company can take to get customer information re-segment and get more information thereby creating a valuable customer penetrate the market with the needs and wants of the customer.

Similarly, I wrote about, applying IDIC Model to Marks and Spencer, and how this model can benefit them the strengthen and weaknesses. Some of the benefits include the Web Chat system creating good CRM and Customer satisfaction across the board, on the other hand, it is also creating a challenge of inconsistency.

Part of my report included the 360 degrees of employee feedback, they are valued, appreciated and have good pay compared to the employees of their competitors, continuous development and training programs. A happy employee makes happy customers.

Lastly, I recommend applying the QCI model with the Omnichannel system following the strategy Marks and Spencer brand name will be known in every household in the UK and across the board. (Leonard, 2022)

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8. Appendix

Glossary of Terms:

Model is a generic term to include theories, frameworks, principles, techniques and tools of marketing, relationship marketing, and CRM.

CRM- Customer Relations Management

TQM- Total Quality Management

ServQual- Service Quality

IDIC- identify, Differentiate, Interact and Customise

QCI- Quality Competitive Index

CX- Customer Experience

AI- Artificial Intelligence