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- ▶ LCLM 5002 Component 1
- ▶ Assignment : Developing and Managing Individuals and Teams

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Introduction

- ▶ Sainsburys was founded in 1869 by John James Sainsbury and his wife Mary Ann Sainsbury. It began as a dairy shop and focused on fresh quality food at excellent prices (a motto they stand with to this day). The stores popularity grew swiftly and became the most successful store. Sainsburys is one of the UK's most leading supermarket chains and in cities like Birmingham, the stores presence reflects the brand and its commitments. Stores such as Argos and Tu are now owned by Sainsburys. During the year of 2004, Sainsburys had launched their very own clothing line and had drawn more attention and customers to their company. In 2016, Argos was bought by Sainsburys combining groceries, merchandise and more, all under one roof.
- ▶ (Aluko, O. and Knight, H., 2017)



Recruitment Process Overview

- ▶ Sainsburys is undergoing a strategic transformation to elevate customer satisfaction, streamline operation and reinforce its position as a leader in the UK retail and because of this Sainsburys is in need of a Customer Experience Manager, an important role designed to drive excellence across every touchpoint of the in-store journey.
- ▶ This transformation project focuses on:
- ▶ Enhancing Day to Day Customer Journey: From car park to checkout. The goal is to deliver seamless, personalized experiences that exceed expectations and foster loyalty.
- ▶ (Gidley, J, 2008)

Job Analysis

- ▶ To lead the delivery of exceptional customer service by managing store teams, optimizing customer touchpoints, and embedding new service standards and technologies.

- ▶ Key Tasks:
 - Monitor and improve customer satisfaction metrics
 - Train and coach staff on service excellence
 - Implement digital tools for feedback and performance
 - Collaborate with store leadership to align service goals.
 - Resolve escalated customer issues and complaints

Job Analysis continue

- ▶ Skills Required:
 - Leadership and team management.
 - Customer service strategy.
 - Data analysis and performance tracking
 - Communication and conflict resolution.
 - Tech-savvy with retail systems.

Job Description

- ▶
- ▶ Job Title : Customer Experience Manager
- ▶ Location: Birmingham Store
- ▶ Salary: £38,000 - £45,000 + Benefits
- ▶ Contract Type: Full time, Permanent
- ▶ Role Summary
- ▶ As a customer Experience Manager, you will be the driving force behind Sainsburys customer transformation. You will lead a team to deliver exceptional service, implement new technologies, and ensure every customer leaves with a smile.



Job Description Continue

► Key Responsibilities

- Brilliant customer experience across all store departments.
- Lead, coach, and develop colleagues to meet service standard
- Use data to identify trends and improve service delivery.
- Manage escalations and ensure timely resolution.

► Benefits:

- 10% colleague discount at Sainsburys, Argos and Habitat.
- Annual bonus Scheme
- Pension and life insurance
- Career development opportunities



Person Specification

- ▶ Criteria:
 - Experience in retailer customer service management
 - Strong leadership and coaching skills
 - Ability to analyse data and drive improvement
 - Familiarity with digital customer feedback tools
 - Degree or qualification in business or retail
 - Passion for customer satisfaction



Interview 1

► Phone Interview

► A phone interview is a type of interview conducted over the phone rather than in person. It is often used as an initial screening step by employers to narrow down candidates before inviting them for more formal interviews.

► Features of a Phone Interview:

- Convenient and time-saving for both the interviewer and the candidate.
- Typically lasts 15 to 30 minutes, though some may go longer.
- Focuses on basic qualifications experience, and communication skills.

► (Feliz, K., 2022)



Interview 2

- ▶ **Face to Face Interview**

- ▶ Face to face interview – To build a relationship and assess individual competencies and explore the candidate's alignment with Sainsburys values and transformation goals in a focused, personalised setting.

- ▶ **Structure**

- ▶ Welcome and brief overview of the role.
- ▶ Light conversation to ease nerves and establish comfort.
- ▶ (Loosveldt, G., 2012)



Interview 3

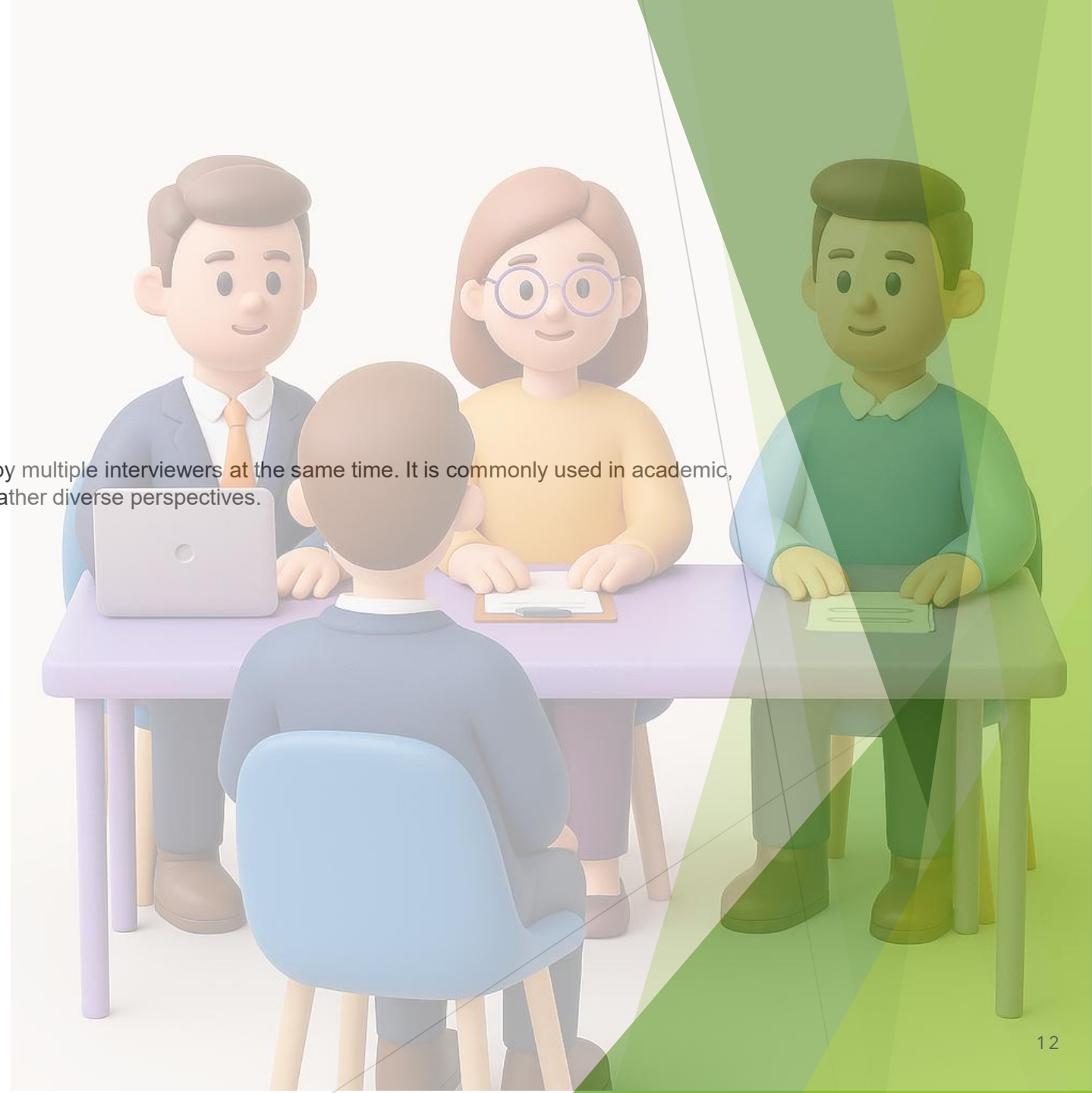
► Panel Interview

- A Panel interview is a type of interview where a candidate is questioned by multiple interviewers at the same time. It is commonly used in academic, corporate, and government setting to streamline the hiring process and gather diverse perspectives.

► The Panel includes:

- **The hiring manager:** who focuses on role- specific skills and team fit.
- **HR representative:** Evaluates cultural fit and compliance.
- **Subject matter experts:** Asses technical or specialized knowledge.
- **Potential colleague**

- (Dixon, M., Wang, S., 2002 et al)



Strategic Use of Questioning Techniques for a Customer Experience Manager

1. Understanding Customer Needs and Pain Points:

- **Open-ended questions** like “What could have been improved today?” this is a way of allowing customers to reveal concerns freely
- **Probing questions** help disguise root causes: “ Can you explain to me more about what events occurred at the checkout.

▶ 2. Improving Staff Engagement and Accountability:

- **Reflective questions** during team debriefs-”How did that brief interaction make the client feel?”-build empathy and service awareness.
- **Clarifying questions** ensure alignment: “So you’re stating that the situation was to do with the self-checkout system, correct?”

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Strategic Use of Questioning Techniques For a customer Experience Manager

► 3. Driving Continuous Improvement:

- **Scenario-Based questions** spark innovation: “If we had to reduce queue waiting times by 50%, then what would you then suggest?”
- **Funnel questioning** helps narrow down operational issues: “Which department received the most complaints this week? Was it due to stock availability or service delays?”

► 4. Handling Complaint and Conflict Resolution

- **Closed questions** confirm facts and information: “Did the customer speak to a team member before leaving the superstore?”
- **Empathetic questioning** builds rapport: “How did that experience affect your shopping trip?”

Strategic Use of Questioning Techniques for a Customer Experience Manager

► 5. Training and Coaching Staff

- **Socratic questioning** encourages critically vital thinking such as: “Why do you think the customer reacted the way?”
- **Leading questions** guide best practices: ” would not offer a replacement immediately have resolved the issue swifter?”
- (Buchanan Hill, J., 2016)

Comparison and Contrast between a telephone interview and an online interview: What they both have in common.

- ▶ Both interview format aim to:
 - Evaluate leadership, communication and leadership skills.
 - Assess the candidate's ability to handle complaints, motivate teams , and improve customer satisfaction.
 - Include scenario-based questions, behavioral independent tests and discussions about past experiences.
 - Require preparation, professional and clearly pure articulation of ideas.
- ▶ (Peasgood, T., Bourke, M., et al, 2023)

Contrast Key Differences

Feature	Face to Face Interview	Online Interview
Setting	In store or office environment	Conducted via video platforms(e.g., teams, zoom meeting calls)
Interaction Quality	Full body language , presence and eye contact	Limited non- verbal cues; relies on tone and clarity
Technology Use	Minimal amount of tech required	Requires stable internet, webcam, and software.
Candidate Experience	Immersive; candidate visualises store culture firsthand	Convenient; no travel required
Assessment Realism	Easier to simulate pure live customer schedule	Role-play may feel less active and dynamic.
Flexibility	Fixed location and schedule	More flexible timing and location.
Impression Building	Stronger personal connection possible.	Harder to convey charisma and presence virtually in comparison to face to face.
Distraction Risk	Controlled Setting, fewer interruptions	Home environment may reveal distractions.

Implications For The Role

- ▶ Face to Face interviews are ideal for examining how candidates interact in a retail environment , dealing with live customer issues and fit into store culture.
- ▶ Online interviews are useful for initial screening, remote candidates assessing digital communication – especially if the role involves managing online feedback or digital and virtual customer service channels including zoom , skype etc

Conclusion

► In conclusion, both **Face to Face and Online Interviews** serve as effective tools for evaluating candidates for the role of **Customer Experience Manager**, but they differ significantly in delivery, interaction, and assessment style. **Face to Face interviews** offer richer accuracy and interpersonal engagement and a more immersive and better understanding of the store environment, making them ideal for gauging real- world customer service and pristine skills. **Online interviews**, on the other hand, provide a vast range of flexibility and convenience, while testing a candidate's digital communication and adaptability-skills increasingly relevant in today's hybrid retail landscape.

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