



M&S + inmoment

EST. 1884

The Context

Marks & Spencer has been an iconic British brand for over 130 years, boasting over 1,400 stores in more than 40 countries, £10.4 billion in annual revenue, and 32 million customers. In 2015, a new CEO came on board with a singular goal of putting customers at the heart of the business.

The Opportunity

To do this, M&S knew it must understand and deliver the right experiences across a variety of countries, cultures, and languages, through a wide mix of company-owned stores, franchise partners, and smaller, family-owned locations. The head of international operations took the lead on this gargantuan task. His first step was to move the global locations off an antiquated mystery shop model of one-visit-per-store-per-month, to the always-on, robust InMoment platform.

The Impact

The international group now operates a mature VoC programme in more than 400 locations, 20

languages, and 31 countries, including Hong Kong, Greece, Singapore, India, Spain, China, Russia, and Thailand. In the first year alone, M&S gathered more than 300,000 pieces of customer feedback, including enriched comments generated with the help of InMoment's Active Listen conversation engine. The InMoment platform analyzes all scores and comments, uncovering trends and opportunities for improvement. Store managers are armed with specific coaching plans and recommendations. Executives access custom reporting and dashboards to drive systemic changes. And thanks to sophisticated case management and alerting, customer rescue time has been reduced to under 48 hours.

In partnership with InMoment, M&S has averaged a 23 percent increase in OSAT across 11 key international markets, including an 88 percent increase in India, 40 percent in Singapore, 28 percent in Vietnam, 23 percent in Hong Kong, and 18 percent in Turkey. A financial analysis found that one key market with a 27 percent increase in OSAT realized an associated £284,000 in new annual revenue as well.

What's Next

M&S has been evolving its international business makeup to include more franchise partners and fewer company-owned stores, increasing the challenge of delivering a branded M&S experience, while at the same time flexing to the varying needs of different countries, cultures, and partners. For this next stage of their CX journey, M&S are utilizing more of InMoment's bespoke and self-serve analytics to understand this new complexity, enabling local leaders to receive targeted insights and recommendations for their individual needs.

SUMMARY

- **United view of international customer experience**
- **Targeted associate coaching**
- **£284,000 new revenue in one market alone**