

Breakthrough research from the Institute of Customer Service

agility in services

capabilities for difficult times

“External changes can shape businesses.
Therefore speedy response/resolution is critical
to business success.” Customer care provider

“We are very internally focused. We are
improving but need to be much more agile.”
Specialist manufacturer and retailer

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AIM Research
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Institute of Customer Service

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Executive Summary

“We’re a small business. If we don’t change fast enough, we die.”
Professional service provider

Agility is vital in today’s volatile environment; it comprises two important components:

- **responsiveness** – the ability to respond to externally-induced change
- **multi-competence** – the capability to excel simultaneously in multiple criteria so that the organisation can rapidly realign itself to meet changed customer demands

Few companies are agile

- only 22% of UK organisations studied were found to be agile, 38% were responsive
- most organisations have much to do to become agile

This report examines how organisations view agility, whether agile organisations outperform those that are not, the capabilities associated with agile organisations and how management could improve performance. Key conclusions include:

Importance of agility

- it is seen as important by most organisations
- despite this, few of the organisations studied had strategies in place

Agility and performance

- agile organisations have significantly higher productivity, sales growth and customer satisfaction than non-agile organisations
- limited impact on profitability may indicate that investment is needed to become agile
- the majority of organisations studied were customer-focused; but this may not be enough in today’s environment
- very small organisations were significantly more agile than large organisations

Capabilities associated with agile organisations

- organisations were most responsive in customer service and quality, and least responsive in cost, fast new service introduction, rapid staffing change and product/service system responsiveness
- several capabilities were significantly related to agility:
 - systems and processes**
 - IT capability
 - organisational capabilities**
 - flexible employees, job enrichment
 - shared values, aligned incentives

Becoming agile

- a roadmap is proposed which sets out a journey to move from recognising the importance, self-assessment, building the organisational capability, building agile systems and processes to deciding on the degree of investment in multi-competence
- building agility should not be seen as adopting a ‘best practice’ or tool, but as building a set of organisational and operational capabilities

Agility

Even before this recession we were experiencing an era of rapid external change. Most services were operating in an increasingly dynamic and volatile environment with increasing global competition driven by emerging economies and new technologies.

The current economic environment has accentuated this and has provided even more challenges for organisations. It has been argued that agile organisations will be better placed to meet these challenges than those that are not. Although agility and its drivers are increasingly studied in manufacturing and supply chains, there is only limited knowledge in services.

The main work has been carried out in the banking sector in the US.¹ That study found multi-competence to be a viable option for retail banks encountering increasing environmental change.

Multi-competence banks had significantly higher returns on assets than non-agile banks. However, they found that multi-competence requires greater investment in infrastructure and technology.

We therefore set out to examine whether UK service organisations are agile, if this leads to superior performance and to identify the key drivers for agility.

Agility can be defined as:

“The ability to respond rapidly and effectively to unpredictable change and turbulent markets.”

It can be seen to comprise two different but complementary capabilities:

- **responsiveness** – the ability to respond to externally-induced change; the capability to respond rapidly in processes, people and service offerings
- **multi-competence** – the capability to excel simultaneously on multiple capabilities, such as quality, delivery, flexibility and cost in a co-ordinated manner so the organisation can rapidly realign to meet changed customer demands. Multi-competence flexibility contrasts with the traditional model where excellence in some capabilities is traded-off against less cutting-edge performance in others.

This can be represented as a two-by-two matrix:

		Multi-competence	
		Low	High
Responsiveness	Low	Non-agile	Multi-competent
	High	Responsive	Agile

Agile organisations have an ability to excel simultaneously in multiple operational capabilities and to be highly responsive to a wide range of changes. There may be some advantage in being a focused agile organisation (being excellent in a narrow range of capabilities) but being very responsive to a wide range of changes within this scope. Organisations with high levels of multi-competence but low levels of responsiveness can respond well in today’s environment where customer priorities have changed rapidly, often from high quality to low price, but may be slow in responding to the impact of changes such as new products and process innovations.

¹ Menor, L.J., Roth, A.V., Mason, C.H. (2001). Agility in retail banking: A numerical taxonomy of strategic service groups. *Manufacturing and Service Operations Management* 3(4) 273-292.

Supermarket chains are examples of organisations successfully seeking multi-competence. For example, in March 2009, Sainsbury's announced that like-for-like sales, excluding fuel, rose 4.1% during a 12-week period.

This can partly be attributed to successfully meeting the needs both of quality and cost-conscious customers. The *Taste the Difference* luxury brand and *Basics* products were its best-selling ranges. This was not a short-term hit but part of a four-year turnaround strategy.

One organisation to prosper by being agile in a time of crisis is Li and Fung, the Hong Kong-based global sourcing logistics organisation. In 2003 when SARS struck in China, Li and Fung had the capability to respond and rapidly switched sourcing and production to other countries to maintain supply to clients in the US and Europe.

This capability may be required again if major pandemics arise.

In the current economic downturn, bank lending has dried up which threatens the viability of many organisations they source from. The company has drawn on its financial capabilities to provide and arrange the necessary financing for their suppliers to ensure their supply chains are not disrupted and valuable suppliers stay in business. Li and Fung display agility both through having in place capabilities such as financing that can be rapidly brought into play when major changes take place and speed of reaction in responding to unexpected challenges.

The airline industry has suffered severely in the current climate. In June 2009 Ryanair announced a loss for the previous year as did BA a month earlier.

Much of this can be laid at the door of high fuel prices but there are at least two other factors associated with agility.

While companies such as easyJet sought to broaden their appeal to holiday passengers and business passengers, some commentators argue that airlines such as BA – through increasingly focusing on business-class travellers – are losing out to competitors like easyJet who show greater multi-competence. There is also evidence that many airlines have demonstrated limited responsiveness through not responding quickly enough to reduced loads and cut flights capacity and other costs.

A company driven by agility

Chris Moore, now chief executive officer at Domino's UK and IRL plc, first learned the importance of agility while working in Brazil in the 1980s. The high volatility of prices, currencies and supply meant that organisations had to react rapidly to such usually unanticipated changes. For example, he found that he had to put together advertising campaigns in three weeks 'from brief to broadcast'. A campaign he was involved with on his return to the UK took 10 months and gave time for a competitor to take pre-emptive action.

On joining Domino's he took with him a belief about the importance of agility. Domino's Pizza is a company driven by speed, the ability to be able to deliver a hot pizza within 30 minutes of the order being placed. It is also driven by the need to be agile both at a strategic and operational level. For example, when Sky TV announced the launch of its interactive TV services, *Open*, Domino's set out to be ready for the launch which was only three months away. This required very rapid decision-making on issues such as the nature of the platform, the installation of ISDN lines in all stores and training across all franchisees. This success led to their extensive use of online ordering today. This strategic agility required an organisation set up for rapid decision-making, with little hierarchy and, in Chris Moore's view, to be prepared to 'fire, ready, aim'.

Domino's also seeks the ability to react rapidly and effectively to the unplanned and unexpected. For example, much of England was hit by major snowstorms in early 2009. A rare event! People stayed indoors and home delivery orders rocketed by 45%. Throughout the country Domino's franchisees ramped up their delivery capacity to meet this surge in demand without compromising their quality standards and still meeting the 30-minute standard. Their capability and culture of being agile has been built into the organisation from the top through to the franchisees.

Agility in the UK

The following analysis is based on a study of 62 UK organisations. Detail of the methodology is given in Appendix 1.

Responding to external change

The majority of organisations in our study saw being able to respond to external change as vital:

Table 1

	High	Low
How important is being able to respond rapidly to external change?	53%*	7%

* = significant difference between high and low

Organisations repeatedly emphasised the importance of rapid response to external change:

“We are a small business in a rapidly changing market place and we simply have to change/evolve as rapidly as the market requires or we’ll cease to exist!”
(small specialist manufacturer)

“We have no committed client spend and a large fixed cost base as a marketing consultancy, so we respond or die.”
(marketing consultancy)

“We need to react to changes in government policy as soon as possible; also changes in demographics and customer demand.” (county council)

“Our business is driven by our consumers and customers so this is a prerequisite.” (food manufacturer)

“We are subject to constant changes at government level and have to respond immediately to ensure our customers can access effective provision and that we maintain and expand our market share.”
(further education college)

“If we don’t respond quickly it will impact SLAs, customer satisfaction and potentially competitors will take some of our business.”
(car dealership)

“We are losing market share and need to respond more quickly to retain competitive position.”
(specialist manufacturer and retailer)

“The music industry went through massive changes over the last five years. We have been slow to respond, however we can now see, finally, new effective business models.” (music industry group)

Some organisations took a more conservative view however, typically based on their business environment and context, in particular being led by government policy.

“Depends on legal/government drive, sensitivity, vulnerability.”
(district council)

“Our main business is policing and as an organisation we can rapidly provide policing response/service. This is high priority. Responding to environmental external change is a lower priority but can still be provided quickly when required. Monitoring is constant.”
(police authority)

“We have a long lead time – five-year cycle.” (gas utility)

“It is not necessary for us to lead with service offerings but to have a viable match to rival offers.”
(retailing technical support)

“Often led by government legal team/policy. This takes time to develop and therefore we are able to plan for changes.”
(public transport provider)

How agile are organisations?

We sought to evaluate organisational agility in both responsiveness and multi-competence. We asked in which areas did organisations see themselves as being responsive?

Table 2

	High responsiveness	Low responsiveness
We respond rapidly and effectively to:		
Customer complaints	54%*	8%
Customers' increasing service expectations	46%*	8%
New markets emerging	39%*	3%
Environmental and ethical pressures	36%*	2%
Market upturns and downturns	32%*	7%
Our services/products becoming outdated	31%*	10%
New competitors in our markets	29%*	3%
Changes in customer tastes and requirements	27%*	10%
Competitor product and service innovations	27%*	12%
New process/system innovations	14%	17%

* = significant difference between high and low

With the exception of response to new process/system innovations, the percentage of highly responsive organisations was significantly greater than those with low responsiveness.

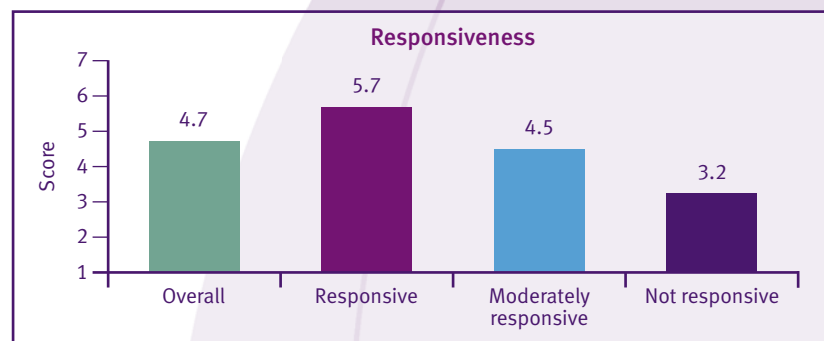
It is notable that the areas of highest responsiveness were customer complaints and expectation, indicating that these organisations were customer-led. However, in other areas the proportion of highly responsive organisations was lower.

Based on this data we categorised the responding organisations into three groups:

Responsive 36%
 Moderately responsive 47%
 Not responsive 17%

The average score for each group is shown in the bar charts.

Figure 1



Next, we examined multi-competence.

As this is the ability to excel simultaneously in multiple competitive criteria, we asked organisations to evaluate themselves against a range of factors:

Table 3

Rate your organisation’s current competitive strengths relative to its competitor/peer organisations on:	High	Low
Courteous service	56%*	7%
Handling customer complaints	54%*	5%
Convenient services	53%*	5%
Customer perceived quality	49%*	8%
Accurate information (credibility)	47%*	5%
Consistency (reliability)	46%*	7%
Empathy	46%*	7%
On-time delivery	46%*	3%
Conformance	39%*	10%
Timely information (customer responsiveness)	37%*	7%
Delivery speed	31%*	5%
Customisation of products/services	29%*	12%
Cost	27%*	10%
New service/product instruction speed	25%*	8%
Rapid staffing changes	24%	19%
Product/service system responsiveness	19%	10%

* = significant difference between high and low

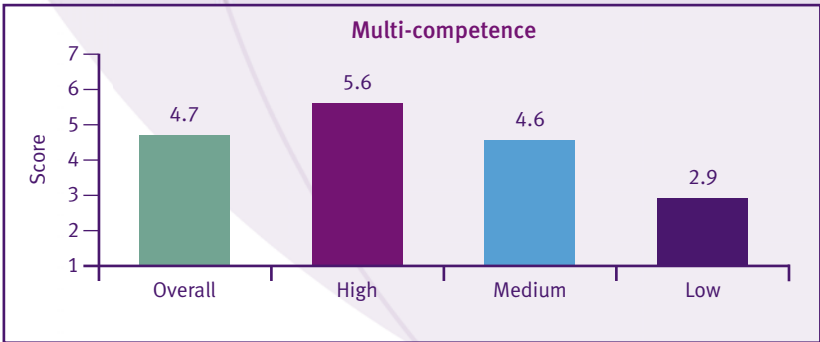
Here too, it is worth noting that the highest ratings were in customer service and quality, again indicating customer-led organisations.

Based on the data in Table 3, we categorised the respondents into three groups:

- Multi-competent 41%
- Medium 44%
- Low 15%

The average multi-competence scores for each group are shown in the bar chart (see figure 2).

Figure 2



Agility and performance

An important question is whether agility and responsiveness are related to performance. Our analysis of the data found significant relationships with three performance outcomes. The detailed results are shown below.

1. Productivity

Organisations with high and moderately high multi-competence reported significantly higher productivity than those with low multi-competence. Responsive organisations reported significantly higher productivity than moderately or non-responsive organisations.

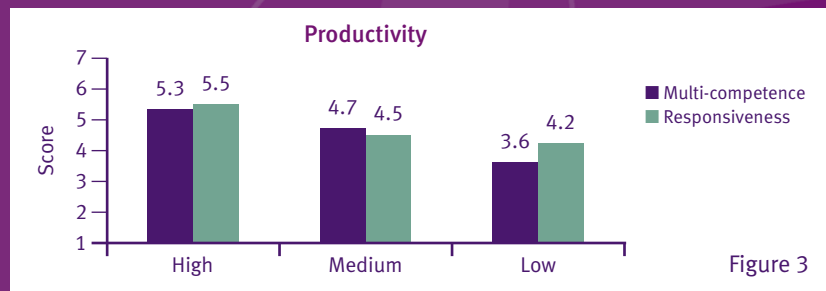


Figure 3

2. Sales Growth

Organisations with high and moderately high multi-competence reported significantly higher sales growth than those with low multi-competence.

Responsive organisations reported significantly higher sales growth than moderately or non-responsive organisations.

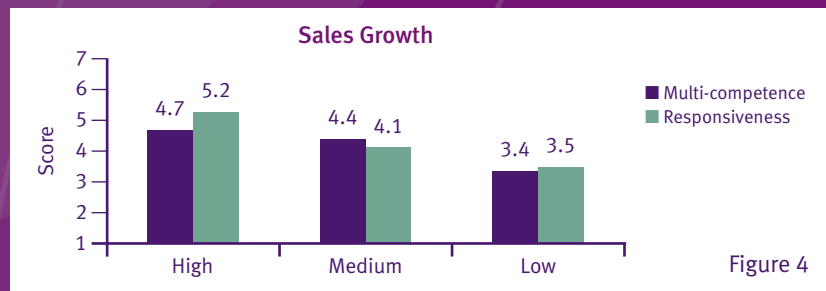


Figure 4

3. Customer Satisfaction

Organisations with high and moderately high multi-competence reported significantly higher customer satisfaction than those with low multi-competence. Responsive organisations reported significantly higher customer satisfaction than moderately or non-responsive organisations.

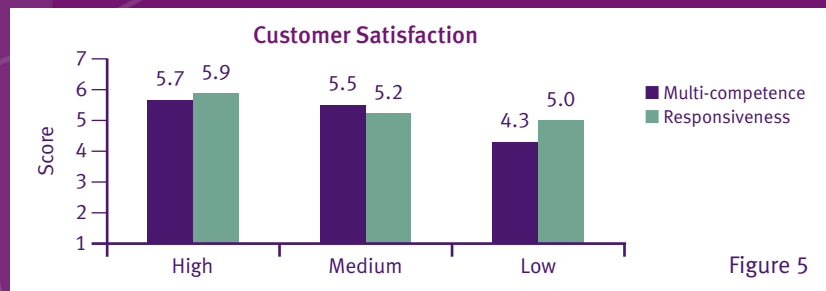


Figure 5

4. Profit Margins

Although those with high multi-competence and responsive organisations reported higher profit margins than organisations with low multi-competence and non-responsive organisations, these differences were not statistically significant.

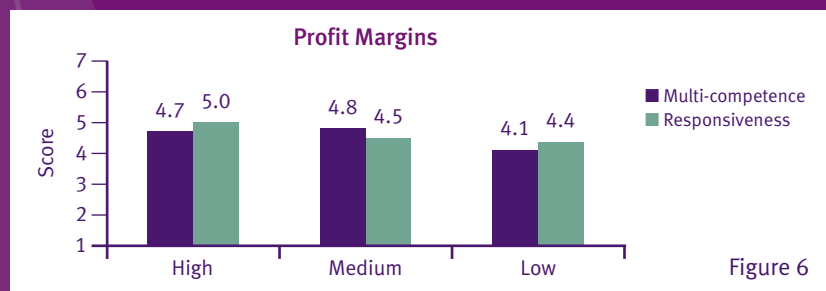


Figure 6

Becoming agile

Strategies for multi-competence and responsiveness

Although agility was considered extremely important, the number of organisations with well-developed strategies for responding to change was low (see table 4).

As might be expected, agile and highly agile organisations were significantly more likely to have explicit strategies for being agile (see figure 7).

Despite the lack of explicit strategies many organisations indicated that they had departments and processes for monitoring markets and other changes.

“Everything we do is driven by customer insight with a business-wide focus on test-do-learn. We encourage the challenger mentality.” (telecom provider)

“Our internal communication systems, management groups and quality systems group ensure that there are good conduits for spotting or reporting on external change and implementing the necessary measures to address it.” (further education college)

Table 4

	High	Low
To what degree do you have explicit strategies for being responsive to external change?	20%	22%

“The strategies include environmental scanning techniques to help us identify impact on our core business.” (police authority)

“Regular customer feedback, surveys and work groups. Also have a business improvement team using 6 Sigma methodology and an innovations director/senior manager.” (car dealership)

“We have a strategy unit and people responsible for innovation and product development to respond to customer demand.” (publisher)

“Our structure, cost management and NBD skills are more core and implicit than any ‘new’ tactics/strategies. It’s fair to say we have upped our game on the former over the last year.” (market research provider)

Others indicated that their processes were informal:

“We are a small company and can respond very fast, but always in an ad hoc manner.” (professional services provider)

“Too small to have explicit strategies; in the CEO’s head!” (tour operator)

“We don’t have many recorded strategies as we flex our processes to suit each customer’s requirements.” (professional service provider)

“Driving change is part of our DNA; nothing stands still in this organisation.” (food manufacturer)

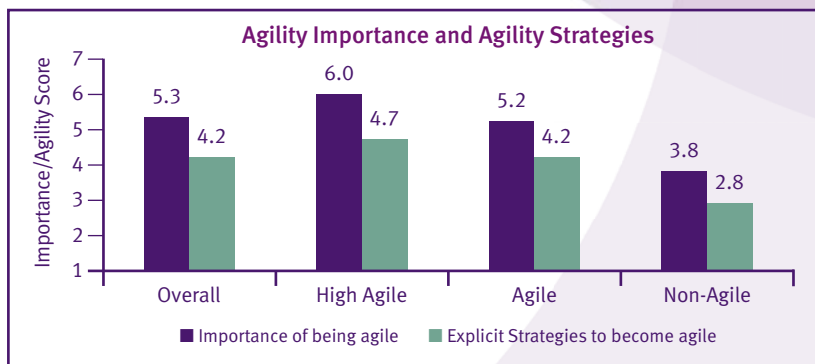
“No formal process – but we are looking at competitors frequently.” (retailing technical support)

Others indicated the need for change:

“We have permanent arrangements for regularly reviewing key strategic and tactical indicators such as demand, supply, market price, etc. In regard to the recent recession/depression in our customer base and now in our supply base, we were ill-prepared to effectively respond in many areas of our business.” (building material supplier)

“It’s limited to us. So we are very internally-focused. We are improving but need to be much more agile.” (specialist manufacturer and retailer)

Figure 7



Capabilities for agility

If organisations are to develop agility, then apart from a strategy it also requires the development of appropriate capabilities. We first asked respondents how they responded to external changes.

Table 5

	High	Low
To respond to these external changes:		
We can maintain our service quality when we change our services or systems	47%*	8%
Our workforce is flexible	39%*	12%
We can develop new services rapidly	36%*	14%
We can develop or change our internal organisation rapidly and effectively	27%	24%
We can develop or change our business processes/systems rapidly and effectively	20%	19%

* = significant difference between high and low

Three important capabilities emerged: service quality, a flexible workforce and rapid new service development. It was also evident that only a limited number had the ability to change organisation or business processes rapidly.

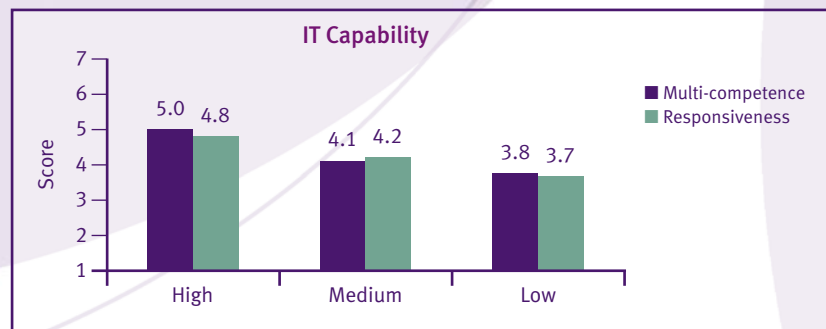
Agility and responsiveness is potentially driven by a range of capabilities from people to systems. We found significant relationships in four of these: IT usage, shared values, job enrichment and incentive policies.

IT Capability

The ability to be agile can come from systems and processes. As can be seen, few had high capabilities for rapidly and effectively changing business processes and systems. This probably reflects on the difficulty of doing this.

Therefore it's important to have the IT capability to enable systems and processes to be responsive in the first place. Our data indicated that both multi-competent and responsive organisations had significantly higher levels of IT capability than others.

Figure 8



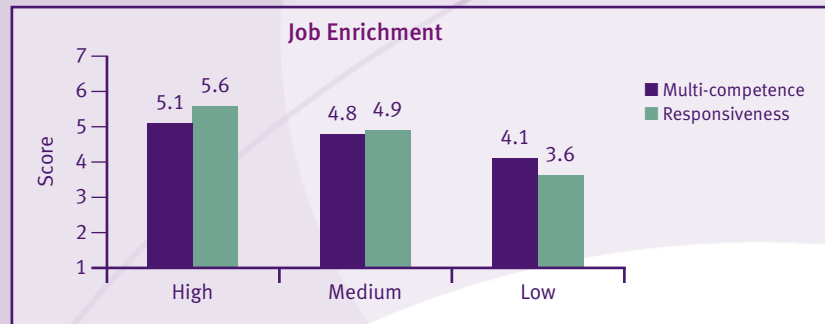
The other main areas where there are potentially important capabilities are those associated with people:

Job Enrichment

Job enrichment occurs in organisations where employees:

- are held accountable for problem-solving from start to finish
- have many opportunities to use various and complex skills
- have discretion on how problems should be solved, and
- can tell whether they have done a good job.

Figure 9

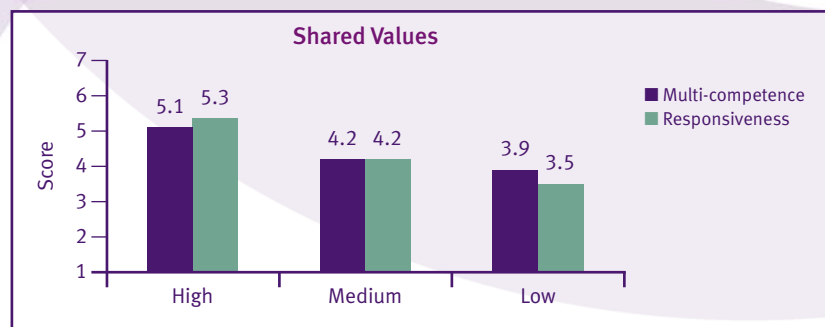


Our data indicated this had a particularly strong relationship to both responsiveness and multi-competence, with non-responsive organisations and those with low multi-competence having significantly lower levels of job enrichment.

Shared Values

Another potential organisational driver of agility is the widespread sharing of values across an organisation. Our analysis found that both multi-competent and responsive organisations had significantly higher levels of shared values than other organisations.

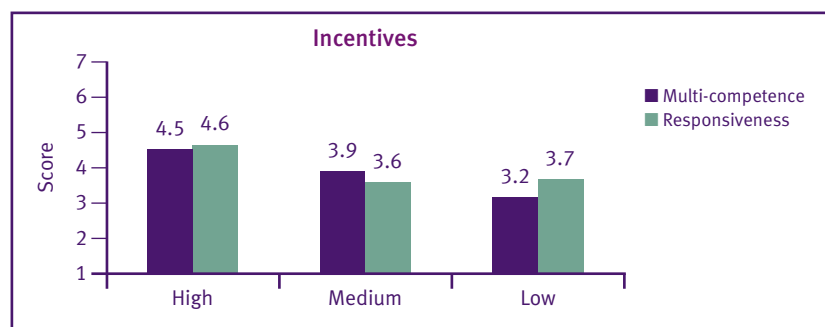
Figure 10



Incentives

Increasingly, organisations are looking to incentives as one way to align the objectives of individuals with those of their organisation. Our analysis found that both multi-competent and responsive organisations had significantly higher levels of alignment of incentives than other organisations.

Figure 11



Is small beautiful?

It is often argued that small companies are much swifter to react than larger ones because of their ability to make decisions quickly. We found some evidence of this. Companies with under 100 employees were significantly more agile than organisations with over 5,000 people.

Conclusions

There is a clear consensus that in today’s environment agility is a vital capability and that most organisations have much to do to become agile. Our respondents repeatedly emphasised the importance of rapid response to external change, often indicating that unless they were able to do so they might cease to exist.

There was a mixed picture on how responsive and agile organisations were. True agility requires both rapid response and having the ability to excel simultaneously in multiple criteria so that the organisation can rapidly respond to changing customer demands. Only 22% of the organisations were agile – showing capability to be both highly responsive and multi-competent. However, 36% were highly responsive and 40% were multi-competent, so there is much potential for agility (see table 6).

The study found a number of insights into the area of agility. Responsiveness varied considerably depending on the context. There were high levels of responsiveness to customer complaints and increasing customer service expectations; however in areas such as responding to new process/systems and competitor product and service innovations, responsiveness was disappointingly low.

Similarly, there were high levels of customer service capabilities, but again disappointingly low levels of capabilities in cost, new service product introduction speed, rapid staffing changes and product/service system responsiveness.

Table 6

		Multi-competence	
		Low	High
Responsiveness	Low	Non-agile 46%	Multi-competent 18%
	High	Responsive 14%	Fully-agile 22%

It can be argued that the areas and capabilities which are particularly important in helping organisations become more agile are precisely those where the scores were lowest! The data in our study was consistent with organisations being customer-focused. However, is this enough in today’s environment? High levels of customer focus and service may be a necessary, but not a sufficient condition for agility.

Government control and regulation would seem to impact on how organisations view agility. We found that public sector and regulated industries (for example, utilities) were as agile as other organisations. One part was being responsive to customers and environment changes. In addition, multi-competence was needed so they can react rapidly to government policy or regulation changes.

Although small can be beautiful, with smaller organisations on average more agile than larger ones, there is still potential in most to be more responsive and multi-competent.

A roadmap for agility

Our research has shown that agility is both important and achievable. We suggest a four-step route to achieve agility.

1. Diagnosing the level of agility

Knowing where you stand is an important precursor to action. Organisations should ask themselves:

How prepared are we to be able to respond rapidly to unexpected change and turbulent markets?

To help answer this question we provide a simple diagnostic tool report in Appendix 2. Getting a cross section of employees to answer this will provide the foundations for a discussion within the organisation.

2. Identify where agility is most needed

Most organisations are responsive in certain areas such as changing customer expectations, new and emerging markets, market upturns and downturns, and services becoming outdated, though few have high levels of responsiveness in a wide range of areas.

Our data indicates that product, service and new process/system innovations is an area where few firms are highly responsive. An important question to ask is: Where do we need to be more responsive? Given our resources – which should we prioritise?

Many organisations have some degree of multi-competence – they have the capability to excel simultaneously on a number of different criteria. Organisations need to address a number of questions. First, in which areas are we operationally excellent? Are these sufficient so that the organisation can rapidly realign itself to meet changed customer demands? If not, in what further areas should we be developing capabilities for excellence? If we need to develop new or enhanced capabilities, what are the implications for investment and how should we prioritise these?

3. Creating the agile organisation

Many of the capabilities for flexibility come from the organisation and its people. Our research identified four areas for action:

1. building shared values – as the Domino's example illustrates, agility can come from making sure that all employees and others such as suppliers and franchisees share the customer-led agility values
2. developing employees who are willing to respond rapidly and are willing and capable of responding to a wide set of customer demands. This is in turn facilitated by...
3. ensuring there is an environment where employees are supported and motivated
4. aligning the incentives of individual employees with the organisation's objectives.

4. Building agile processes and systems

Agility requires fast, up to date information and responsive systems. Effective use of systems and information technology can potentially be an important facilitator of agility. Agility should be one of the design criteria for IT systems and business processes.

Conclusion

Agility is widely recognised as being vital in today's economically volatile environment. Our survey indicates that most organisations recognise this but few have strategies to become agile and nearly half were non-agile. The findings indicate that agile organisations perform better on a number of dimensions, though becoming agile also has associated costs. This report has identified some factors that can potentially support agility and sets out a four-step path to becoming more agile.

Appendix 1

Data collection and analysis

The findings in this report are based on a survey of 64 people in a range of organisations in the UK. The survey document was developed using current academic literature on agility and performance. It was administered in late 2008 and early 2009. The responses included both qualitative responses and answers to a range of questions on a 1-7 scale.

In the presentation of the results we categorise as 'high' those that responded 6 or 7 on a 1-7 scale and 'low'* as those that responded 1 or 2 on a 1-7 scale. Where we say significantly higher or significantly lower, these figures are based on a statistical *chi square tests* or *t tests* indicating a significance level of *p .01* or better.

Data collection

The questionnaire was created based on previous service agility literature. A preliminary survey and interviews among 15 London Business School (LBS) MBA students were conducted to refine the questionnaire.

Data for this study was obtained from a survey of Institute of Customer Service members and LBS alumni conducted from June 2008 to January 2009. The questionnaire was sent to 300 Institute members and 100 LBS alumni with position titles of manager or above. An online survey was used for all Institute members and LBS alumni in June 2008 and January 2009 respectively.

A survey by mail was used for non-respondent Institute members in November 2008. A total of 62 responses were received: 50 from the online survey and 12 from the mail survey. The response rate is 15.5%. In total, 59 responses were included in the final statistical analysis. Three responses were dropped due to a large percentage of unanswered items.²

The demographic data on the responding organisations is shown in the following tables:

Appendix Table 1: Sectors of responding organisations

Sector	number of responses	percentage
Automotive	5	8.5
Energy and Utility	2	3.4
Financial Service	6	10.2
Non-profit and Public Sector	13	22.0
Retail	9	15.3
Services	17	28.8
Telecommunication	5	8.5
Others	2	3.4

² Statistical tests indicated that there no problems with multi-collinearity or common method bias.

Appendix Table 2: Employment size of responding organisations

Number of employees	number of responses	percentage
Less than 100	14	23.7
100-500	12	20.3
501-1000	7	11.9
1001-5000	10	16.9
More than 5000	16	27.1

Appendix Table 3: Number of branches of responding organisations

Number of branches	number of responses	percentage
Less than 10	29	49.2
10-50	10	16.9
51-100	6	10.2
101-500	10	16.9
More than 500	4	6.8

Appendix Table 4: Turnover of responding organisations

Turnover (£ million)	number of responses	percentage
Less than 10	15	25.4
10-50	8	13.6
51-100	4	6.8
101-500	14	23.7
More than 500	16	27.1

Limitations of this study

As with all surveys, there are a number of limitations. First, and most importantly, the statistically significant relationships found in this research do not prove causality; the relationship may be due to other causes. Second, the sample size was relatively small; in particular this limited our ability to explore sectoral differences. Third, there may be some selection bias in the results resulting from the sample frame. For example, most respondents were members of the Institute of Customer Service and as such may have greater focus on and performance in customer service and related areas than a broader sample of UK organisations. Fourth, both the performance measures and the capabilities were self reports and we were unable to cross-check them.

Appendix 2

Diagnostic

To use this diagnostic, rate your organisation on each of the questions below. The recommended process is to form a team representing different departments and including both management and frontline employees. Each person should rate independently, then to meet as a team to reach a consensus.

Evaluate responsiveness

Rate yourself on a scale of 1 (totally disagree) to 10 (totally agree)

We can respond rapidly to:

Customer complaints	1	2	3	4	5	6	7	8	9	10
Market upturns and downturns	1	2	3	4	5	6	7	8	9	10
New competitors in our market	1	2	3	4	5	6	7	8	9	10
Changes in customer tastes and requirements	1	2	3	4	5	6	7	8	9	10
Competitor product and service innovations	1	2	3	4	5	6	7	8	9	10
New process/system innovations	1	2	3	4	5	6	7	8	9	10

Average score ____

Evaluate multi-competence

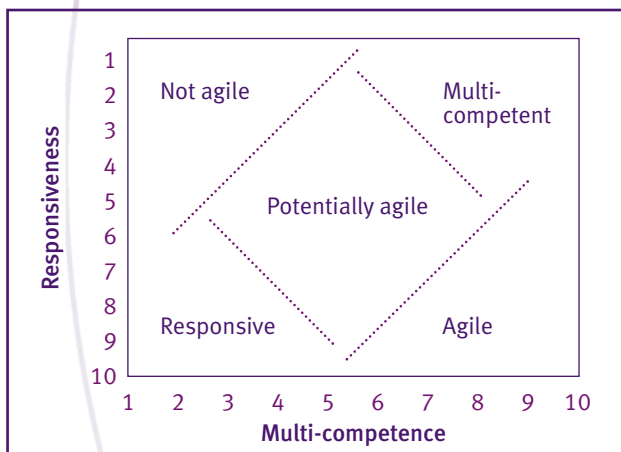
Rate yourself on a scale of 1 (totally disagree) to 10 (totally agree)

We have excellence in the core competitive dimensions* in our business/markets	1	2	3	4	5	6	7	8	9	10
We have excellence in other competitive dimensions	1	2	3	4	5	6	7	8	9	10
We have deliberately built capabilities to support this	1	2	3	4	5	6	7	8	9	10
We have been able to respond to changed or new customer needs	1	2	3	4	5	6	7	8	9	10

Average score ____

*competitive dimensions include areas such as customer service, quality, low cost/price, speed of response, flexibility, product/service range

Plot your average scores on the figure below:



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