



Global Performance Measurement



## Creating a better customer experience on a global level...

Grass Roots Performance Measurement with its network of international offices, spans the globe. We create bespoke programmes to meet the local and multi-national needs of our clients - offering a seamless service via our offices located across Europe, North America, the Middle East and India.

With more than 25 years experience of helping organisations measure performance and an international panel of over 450,000 mystery shoppers, we are currently working with global clients in the Finance, Retail, Automotive, IT/Telco and Leisure sectors.

The following case studies are just a few examples of the work we have done.



See things from a fresh perspective

## Measuring the customer journey

### **BARCLAYS** THEIR NEED

“Grass Roots has provided Barclays with a programme that has taken our knowledge of our customer’s journey to the next level. The combined use of communication, education, measurement and feedback has delivered a programme that will help us make Barclays customer service the best on the high street.”

Customer Service Manager - Network

One of the UK’s leading banks, Barclays’ competitive edge comes from the way its people personally identify and satisfy the needs of potential and existing customers. They had been telephoning customers to understand levels of satisfaction, but were conscious that this provided a limited picture of the customer experience.

### **OUR SOLUTION**

We measure the customer journey of an account holder which involves mystery shoppers opening a Barclays account and conducting ‘real’ transactions. The programme is designed to focus on the behaviours of branch staff to assess how they interact with customers whilst delivering the necessary process.

### **THE RESULT**

Branches receive regular performance updates presented in graphical form for ease of understanding. These are linked to a suite of communication and training also provided by Grass Roots. The results have been very positive with the programme providing simple to use, actionable management information.

# Measuring staff performance, identifying training needs

## BLACKTIE THEIR NEED

“Grass Roots has helped us focus on the things that really matter, they seamlessly interact with our own personnel to drive for success at every level.

It really helps to have an external view of our operations and customer service that drills down to the heart of every issue and then assists our company to resolve and grow.”

Retail Director

Blacktie is the largest gentlemen’s formal wear supplier for rental or purchase in Ireland. After years of growth the company was experiencing difficulties in key areas of business performance - high staff turnover, sales decline and customer complaints. Blacktie felt unable to reverse this trend in-house and looked to Grass Roots for a solution.

## OUR SOLUTION

After our review of the Blacktie issues, we introduced a mystery shopping programme, critically focused and weighted to the immediate specific needs of the business. Based on initial results, Grass Roots further advised the client in business change and a restructure of the company to enable it to fully address the issues and poor performance.

## THE RESULT

As a direct result of the business partnership between Grass Roots and Blacktie the following was achieved:

- A regular mystery shopping programme with consistently improving scores
- A Grass Roots designed and delivered induction training academy in use throughout the Blacktie company
- Sales growth of 46% year on year and staff turnover virtually eliminated.



# Gaining insight into our customers’ feelings

## GAME FRANCE THEIR NEED

“Grass Roots has proved to be the right partner in achieving a very challenging task.

We now know more about the feelings of our customers. What is more this has been achieved across an expanding business...”

Director of Operations

One of the leading video game retailers in the French market, GAME, took on a “double challenge”. The client was on an expansion drive - acquiring a rival’s network and revamping the newly acquired stores. Embarking on the second challenge, GAME France was looking to upgrade the level of service throughout the whole network of stores. They needed a reliable and experienced partner to measure and monitor the results of this strategy: Grass Roots.

## OUR SOLUTION

A mystery shopping programme was carried out across three waves targeting the 160 stores. The questionnaire focused on the behaviour of staff to evaluate how they looked after and served the client throughout the whole experience from entering to leaving the store. The environment and, in particular, the refurbishment in progress across the new stores was also assessed.

## THE RESULT

Expansion and Service. The mystery shopping programme enabled GAME France to get a tangible, comprehensive and accurate view of the whole network. This allowed the retailer to track the results and to identify the stores requiring attention. Thanks to the mystery shopping visits, the “double challenge” strategy is in full swing and operating according to plan.



# Check'n Reflect - a new mystery shopping experience

## GANT THEIR NEED

“Grass Roots created a truly innovative tool. The first wave was a great experience and raised our employees to the next level of service. The combination of measurement and education is an impressive step to service excellence.”

Sales and Marketing Manager

The story began in 1914 when Bernard Gant left the Ukraine for the U.S. 90 years on, Gant represents a brand with a global following. Grass Roots conducted traditional mystery shopping across all stores in Germany for two years. A satisfactory level of service was achieved, but further improvement was required.

## OUR SOLUTION

Grass Roots created an innovation in mystery shopping: Check'n Reflect

1. Communication - The new programme is presented to all store managers during training sessions.
2. Self Evaluation - Four weeks before the Check'n Reflect wave, each employee completes a self-evaluation and sends it to Grass Roots. This ensures that the questionnaire is at the forefront of employees' minds when interacting with customers.
3. Check'n Reflect - Mystery shoppers visit the GANT stores and observe staff behaviour. On leaving, they complete the questionnaire and then return to review their findings with the respective employee. This way the store receives immediate feedback on the customer experience.
4. Presentation of the Results - During training sessions the employee self-evaluations are compared with actual Check'n Reflect results enabling the team to focus on areas for improvement.

## THE RESULT

The Check'n Reflect programme is very successful; GANT Germany has improved customer service and stores are able to focus daily on their service standards.



# Understanding the customer experience, improving performance

## THE CHEESECAKE FACTORY THEIR NEED

For The Cheesecake Factory in the USA, every aspect of a customer visit affects satisfaction levels, loyalty, and recommendations. To maintain a high level of service, the company needed to know how all its staff interact with, and provide service to its customers. The Cheesecake Factory was particularly interested in customer service at the restaurant's bar area.

## OUR SOLUTION

We selected mystery shoppers to match The Cheesecake Factory's bar customer profile. These shoppers visited restaurant locations to test the attention and service given to customers visiting the bar area and to evaluate bartender product knowledge.

## THE RESULT

Our rapid and clear summaries enabled central management to identify pockets of best practice and make comparisons with its main competition. The results were very positive for The Cheesecake Factory achieving a high total score of 90% and out-performing competition in traditionally more difficult areas of service such as "answering customer questions" and "meeting customer needs."

Because measurements such as these give a timely and accurate reflection of service levels, The Cheesecake Factory is able to maintain, and improve, its customer satisfaction.



# Measuring consistency with global brand standards

## CLINIQUE THEIR NEED

“Thanks to the whole Grass Roots India team for this detailed and professional work.”

Regional Education Manager - ME, Africa and India

In the last 40 years Clinique has established a dermatological heritage with a commitment to bringing women around the globe an unparalleled experience in skin care. With the mission to bring the same customer experience in India, Clinique recruited well educated consultants and provided intensive training. It therefore become imperative to measure consultant performance on a regular basis to ensure that “Brand Standards” were met, and that they were consistent across the globe.

## OUR SOLUTION

We developed a mystery shopping programme with a two-fold aim, firstly to assess the service offered by consultants, and secondly to evaluate the products on offer. Mystery shoppers are selected that meet the client’s prestige customer profile. The visit utilises the client’s global questionnaire in order to maintain consistency. Scenarios have been developed to provide an unbiased and natural observation.

## THE RESULT

The results of the mystery shopping visits are consolidated and presented as colourful, graphical reports. These reports highlight where consultants are performing well and where there are areas for improvement - driven by our recommendation to reward exceptional consultants and to consider additional training for those where weaknesses have been identified.



# Contact us....

In addition to Head Office, we have Grass Roots Performance Measurement offices in Ireland, France, Germany, Spain, India, United Arab Emirates and the United States. Coverage within these offices enables us to deliver international measurement programmes.

For more information on how we can help you in these countries, please contact:

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