

Managing and Measuring for Value:

By Stephen Parry

*Centre for Business Performance
Cranfield School of Management
Cranfield, Bedfordshire MK43 0AL
Great Britain*

**Research Report for publication by
Cranfield School of Management and Fujitsu**

Extract from original research and case study: Table of Contents

The Fujitsu Case Study

DESIGNING FOR VALUE	4
SUMMARY	5
SENSE AND RESPOND AT FUJITSU	7
Leadership at all levels	8
Implementation Phases.....	8
Phase 1) Learning to Sense	9
Phase 2) Learning to Respond	9
Phase 3) Leading Change	9
Phase 4) Mobilising	9
RESULTS AT FUJITSU	10
Results beyond the confines of the call centre.....	11
Industry recognition	11
SENSE AND RESPOND – AN OVERVIEW	12
Understanding why customers call	12
Restoring Value	12
Creating Value	12
Analysing root-cost	12
Measuring end-to-end response capability.....	12
Sense and Respond operating principles.....	13
Changing the corporate culture.....	13
CONCLUSIONS : CAUTIONARY TALE	14
REFERENCES	14
BIOGRAPHY	15

Foreword

By Professor Daniel T Jones
Chairman, Lean Enterprise Academy

*Co-author of the books *The Machine that Changed the World* and *Lean Thinking*.*

Defining value correctly from the customer's perspective is the first principle of Lean Thinking. The second principle is designing and managing the whole process for delivering this value backwards from the customer, rather than forwards from the assets the provider is seeking to keep busy. Most people have a hard time moving beyond eliminating waste from existing processes. However, this pioneering research and case study demonstrates just what can be achieved from being truly customer focused.

The real significance of this research and case study is that companies start by understanding what the customer is trying to achieve – customer purpose – rather than customer satisfaction or even customer delight. Through an informed dialogue with customers, it is possible not only to enhance value but also to eliminate the need and cost of unnecessary interactions due to failures of the delivery process or in the system or product design. This sets in motion a virtuous circle from which both the customer and the provider continue to gain all the time.

It also shows the way forward in creating more rewarding work in call centres – modern-day information factories. With the different approaches outlined in this report, work becomes much more purposeful, creative and meaningful – so people stay and grow, rather than quit as soon as they can - a win-win also for employees. A deep understanding of customer purpose also comes from sharing a context with the customer. This in turn is the foundation for innovative service redesign.

Case Study – Fujitsu Services

Designing for Value

By Stephen Parry

In this case study, the introduction of 'Sense and Respond' into Fujitsu Services is outlined. The case study focuses on the work carried out in Fujitsu's contact centre environment. The philosophy, concept, approach, and the deployment of measurement systems that played a major role in the implementation are also summarised. Furthermore, the implementation process will be described and examples of gains for Fujitsu and its clients will be provided.

The main purpose of this case study is to demonstrate an alternative performance measurement and management approach to that deployed in traditional environments. The following propositions will be considered:

1. Conventionally managed organisations are increasingly failing both customers and employees, because they are designed, built and operated upon the theories of mass production.
2. Designing operations against customer-knowledge is more effective than constructing them around marketing intelligence.
3. Operational performance must be measured against how well value is created for customers; other issues are secondary.
4. The organisational shape should be driven by the ever-changing needs of the customer; therefore, it cannot be a static design.

Distinctions will also be made between:

- Value-Creation and Value-Restoration.
- Resource Measures and Performance Measures.
- 'Customer-Pull' and 'Customer-Push' organisations.

For clarity, the term 'Client(s)' will refer to corporations who contract with Fujitsu for its services. Fujitsu Services contracts with over four-hundred clients, many of which are household names. Furthermore, the service user will be referred to as the 'Customer(s)', be they corporate employees or members of the general public.

Contact centre / call centre / help-desk

Please note that 'call centre', 'contact centre' and 'Help-desk' are synonymous within this case study.

'A contact centre will be said to exist where ten or more people work exclusively or for the majority of their time in a structured telephony environment (which may also involve electronic means of customer management), including either inbound and outbound operations. The operation will usually use an ACD (automatic call distributor).'

Definition from the DTI report on the UK Contact Centre Industry, May 2004.

About Fujitsu Services

Fujitsu Services is one of the leading IT services companies in Europe, Middle East and Africa. It has an annual turnover of £2.4 billion (€3.9 billion), employs 15,400 people and operates in over 30 countries. It designs, builds and operates IT systems and services for customers in the financial services, telecommunications, retail, utilities and government markets. Its core strength is the delivery of IT infrastructure management and outsourcing across desktop, networking and data centre environments, together with a full range of related services, from infrastructure consulting through integration and deployment.

Summary

Sense and Respond is a new customer-centric performance management approach that has been implemented at Fujitsu. It places responsibility for customer demand at the centre of the operation. This pivotal practice identifies the causes of cost within a business and then eliminates them. By applying this new performance management system, service levels are greatly improved as are customer and employee satisfaction.

At Fujitsu, Sense and Respond combines elements of 'Systems Thinking', 'Lean Service', and 'Transformational Leadership' to produce an approach that engages front-line staff and delivers excellent results for customers. It is interesting to note that no new technologies are required, rather existing ones have been used to greater effect.

Traditional businesses designed on mass-production doctrines are content when targets are being met and, therefore, may not be aware of the poor service being delivered and the resulting customer attrition rates. The dwindling customer base and lack of contract renewals is often attributed to natural wastage, and as long as this does not exceed a prescribed level, it is generally acceptable. As a result, businesses need to generate new customers, which is more costly than maintaining the existing, loyal customer base.

Fujitsu discovered that a large proportion of calls into the organisation were preventable, often accounting for as

much as 40% to 90% of service demand. This level of demand waste is unnecessary, yet unavoidable under existing mass production system constraints.

Research and experience indicates that customer requests are generally generated from:

1. Inquiries about products or services.
2. Purchases of products or services.
3. Defects in products or services.
4. Failure to deliver products or services correctly.
5. Performance of products or services is to specification but is unsatisfactory to the customer.

Sense and Respond facilitates determining what 'value' means to the customer. It achieves this by understanding 'customer-purpose' -- why customers use a company's goods and services. In the book *Lean Thinking*, Womack and Jones (1996) ask why organisations have such difficulty defining value. Their response to this is, '*Partly because most producers want to make [and service] what they are already making and partly because many customers only know how to ask for some variant of what they are already getting*' (31). It is important to emphasise that without understanding customer purpose, any discussion about customer value is futile.

Fujitsu, like many conventional organisations today, measured customer satisfaction only against its own measures and benchmarks. In effect, organisations often measure against services that they are confident they can perform well against. Therefore, it is commonplace for the true opinion of customers to be absent, with resultant loss of innovation, improvement and customer loyalty.

With the new approach, Fujitsu places the customer as the most important part of the service process. It also recognises that true customer-knowledge (understanding what customers want and need) resides with front-line staff, as it is they who have the most contact with customers.

By accessing this intelligence, Fujitsu is capable of measuring service failures as deemed by the customer,

as opposed to the organisation. This means that Fujitsu can become proactive and raise service to a much higher level. By understanding and only delivering what customers need, and nothing else, repeat business and extended contracts can be secured; while at the same time the levels of innovation and performance are improved.

In Fujitsu, Sense and Respond encourages front-line advisors to identify the problem, fix it, and take the necessary measures to prevent it from recurring. This investigative process often results in an increase in average handle time for individual calls, which is viewed positively, as long as the number of overall calls decreases. Permanently removing unnecessary demand should not be confused with call avoidance tactics that simply replace people with technology. To many traditional contact centre managers, it will be counter-intuitive to spend more time on calls or see the first-time fix rate reducing.

Quite simply, acting on customer-knowledge leads to operational alignment with customer needs. Starting at the front-line, employees are able to create new performance measures based on purpose as defined by customers and the organisation. Then they redesign their own work to meet both needs. Knowledge generated from this new perspective and driven by the front-line

staff allows the rest of the organisation to redesign itself to meet the needs of its front-line staff and customers.

Importantly, with its new Sense and Respond performance management system, Fujitsu defines its businesses in terms of the value it creates, not the products or services it produces. This shift in thinking necessitates a change of culture, where fears to discuss service failures are broken-down as are traditional management practices. As a result, Sense and Respond organisations can become highly responsive to the needs of their customers, where innovation and creativity become common practice, allowing customers to continually pull new value from the organisation.

In order to gain a deeper insight into the customer, Fujitsu fosters a new relationship between front-line staff and customers. However, while understanding customers is important, having the ability to act on this understanding is crucial. Therefore, Fujitsu also promotes a different relationship between the front-line staff and the rest of the organisation (see figure 1). As a result, company-wide transformation has occurred from the bottom up and cut across all departments with customer-knowledge ascending the command chain, which has changed the whole culture of the customer service organisation.

Figure 1 Sense and Respond puts people at the centre



Sense and Respond at Fujitsu

The central theme of the Sense and Respond approach at Fujitsu is to use the intelligence of customer-facing staff to understand the customer environment along with 'customer purpose' and turn that knowledge into a measuring system against which all services, products and operational performance is judged. Sense and Respond created an opportunity for a complete re-design of the operation and a change in the way that Fujitsu views and relates to its customers. Instrumental in creating this change was the new measuring system.

Fujitsu believes that customer focus and understanding is lost when resource measures, such as 'calls per-man per-day', 'average call-handling time' or 'first-time fix', are turned into targets for front-line staff. They go as far as saying that applying resource targets to front-line service staff is counterproductive. It is Fujitsu's belief that using resource measures as indicators of personal performance will take a toll on front-line staff. Front-line staff intuitively know they are only meeting internal targets and not serving the customer and in many cases, they manipulate the work in order to survive the measuring regime. This can lead to 'the assembly line of the mind' syndrome where staff disengage from the customer and concentrate on meeting volume-based targets.

In 1999 there was a growing realisation at Fujitsu that the traditional approach to service was failing both clients and customers alike. Operating in the IT outsourcing sector, Fujitsu found it almost impossible to differentiate itself in a very aggressive marketplace.

Functional focus resulted in a lack of cohesion and fragmentation. Many client accounts were operating at contractual obligation and no higher, while 15% were at critical levels of dissatisfaction and were unlikely to be renewed. Furthermore, the turnover of front-line call centre staff was 42%.

Fujitsu found that 40% to 90% of incoming service requests were entirely preventable. This highlighted where Fujitsu was incurring unnecessary costs, and more importantly, where it was not meeting the needs of clients and customers. The message was stark for Fujitsu. It had to look at what was creating value for customers, what was not, and then stop doing what was not creating value. It became clear that if it could identify the causes of institutional waste and remove them at the source, it could gradually decrease the time spent on waste demand and increase the time spent on value creation for the customer.

This was an opportunity not only to re-design the organisation but also to change the way Fujitsu worked with its customers and even change the service offerings. It was clear that customer satisfaction was a given. Customer success, however, became the new goal.

From Make and Sell to Sense and Respond

Leadership at all levels

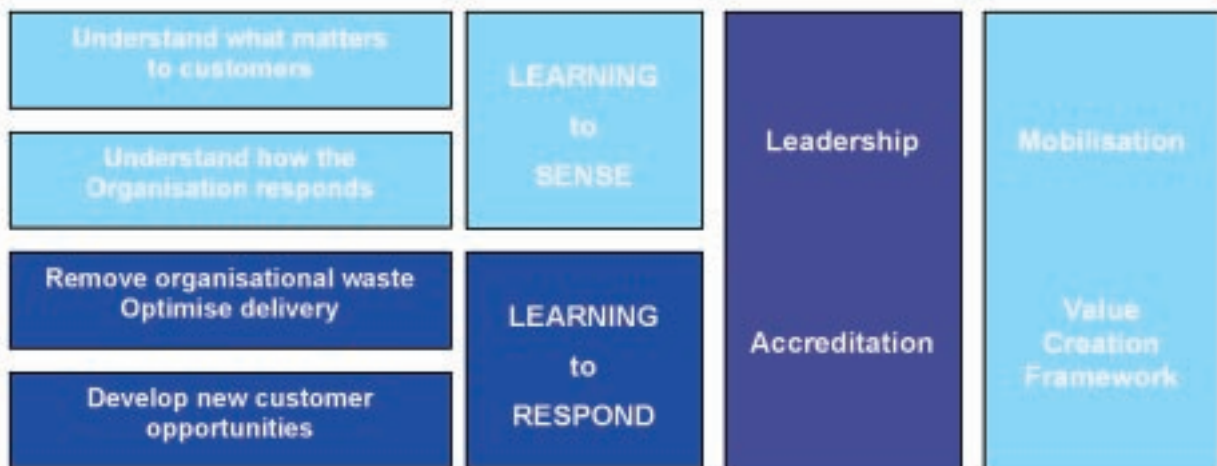
Leadership is fundamental to the success of any culture change. A full leadership discussion is beyond the scope of this case study. However, the leadership principles adopted within the Sense and Respond approach are best characterised as 'transformational' and are based on intrinsic motivation and the creation of possibilities for others to succeed in a way that provides choice, not ultimatums.

A few have tried to implement Sense and Respond by selecting the techniques and tools they feel comfortable with and ignored the leadership modules. This results in a failure to challenge the accepted wisdom of current operations and illustrates the need to develop leadership at all levels and break the traditional view that it is the responsibility of 'management' alone to challenge the thinking and working practices. Leaders at all levels address the difficult questions of integrity and alignment to purpose and provide a view of reality with data.

Implementation Phases

Fujitsu began to redesign its services with a new emphasis on people, the problem-solving process and value creation. This involved the identification of training needs, the deployment of new skills, and the reorganisation of roles and responsibilities. New key performance indicators and service-level agreements were built around the business goals and business rules of clients, not the processes and targets of Fujitsu service staff.

Commercial contracts between Fujitsu Services and its clients had to be restructured to realise mutual benefit from call reduction. Many clients are now charged for each potential user of the service, not the number of calls placed.



The implementation phases of Fujitsu's new performance management and learning system are as follows (see figure 2).

Phase 1) Learning to Sense

- View the organisation from a customer perspective.
- Evaluate value chain measurement horizontally and vertically.
- Understand front-line roles and responsibilities.

Phase 2) Learning to Respond

- Re-educate management.
- Introduce the 'Pull' theory of management.
- Replace Make and Sell mass production theories with Sense and Respond theories that incorporate Systems Thinking and Lean Production.

Phase 3) Leading Change

- Utilise transformation leadership theories.
- Employ cognitive behaviour methodology.
- Operate within a leadership and coaching framework.
- Award staff and managers with accreditations.

Phase 4) Mobilising

Create an organisation capable of designing itself against customer demand by implementing an operational framework focused on value creation:

- Provide detailed change programmes to transform the corporate infrastructure.
- Implement a business process management system, including a high-level measuring system for monitoring end-to-end business processes such as HR, training, commercial, product development, technology etc.
- Adopt transformational approaches and principles.
- Design domestic and international plans for mobilisation.
- Provide in-country support for operations.

The hierarchy within Fujitsu was essentially turned upside down. The role of managers was changed from one of authority to one of support. The central responsibility for them became the provision of the necessary knowledge and tools to allow front-line staff to handle the needs of the customer and assume responsibility for the end-to-end service, even if that service left the confines of the help desk at Fujitsu and was transferred to other client suppliers.

Many managers at Fujitsu found the Sense and Respond approach difficult to adapt to since it upset the old power structure. Some have resisted the change altogether, either because they felt unsure about the new management approach, or in some cases, because the client contract could not be changed in order to gain mutual benefit.

Eight hundred members of staff were initially trained in the Sense and Respond model. Recently, Fujitsu has taken its UK-developed model and deployed Sense and Respond into operations in South Africa, Australia, Finland, Netherlands, and Japan.

Results at Fujitsu

Front-line staff ultimately own the measurement system, so they drive the rest of the organisation. Womack, Jones and Roos, authors of *The Machine that Changed the World* (1990), agree with the importance of staff and assert:

'If employees are to prosper in this environment, companies must offer them a continuing variety of challenges. That way, they will feel they are honing their skills and are valued for the many kinds of expertise they have attained.' (15)

Managers become part of the support network to front-line staff in order to release the energy and potential of the whole organisation. Front-line staff begin to perform the kind of higher-level tasks that were previously thought to be totally beyond the scope of the average helpdesk employee.

Advisors have the freedom to choose how to solve a problem and meet customer needs. As a result, issues that do reach advisors are more substantial. Therefore, advisors have a chance to solve more challenging problems and gain greater satisfaction. They are rewarded for how much knowledge they create, not the number of calls they handle.

Fujitsu also supply IT help desk services to their own employees. It has removed as much as 60% of the incoming demand, reduced service operating costs by 64%, improved advisor productivity by 45%, reduced end-to-end cycle time by 70%, and employee satisfaction has increased by 30%.

Fujitsu Services is now able to offer many clients reduced annual costs because it is confident about removing demand. This approach has positively impacted customer and client satisfaction, employee satisfaction and operating costs.

With Sense and Respond, Fujitsu Services has had the following results:

- Customer satisfaction increased by 28%.
- Employee satisfaction increased by 40%.

- Staff attrition decreased from 42% to 8%.
- Operating costs reduced by 20%.
- Contract renewal and service upgrades amounting to £200m.

Roles within the call centre are constantly changing in response to the proactive actions of the people within it. This creates a dynamic culture, and feedback from advisors revealed that they are highly motivated and proud to be part of an innovative and creative organisation. Staff were asked what difference the new way of working made to them. Some of their comments are as follows:

- *It [Sense and Respond] provided a total shift in my way of thinking, getting into the customer's business and absorbing it. Putting the customer's needs first, every time. Getting rid of the waste and concentrating on delivering what matters.*
- *It [Sense and Respond] has allowed me to approach things from a different angle, look at the facts and disregard opinions and stories.*
- *I now have the courage to stand up and present data and facts to show reality and to be committed to providing opportunities for others.*
- *I have become much calmer. I can see the impact I can make without all the noise and drama.*
- *It [Sense and Respond] has given me a much broader perspective and a new focus. I now see happy customers. I can now see what will make them happy. I am to learning what matters to my customers.*
- *I discovered a new way of thinking for myself and about the role I perform and that using relevant data can assist in changing people's attitudes.*

At Fujitsu, removing preventable service calls at the source has not resulted in the reduction of staff, quite the opposite; customers have responded by outsourcing more work to Fujitsu because they see the real value in doing so. There have been no layoffs as a result of introducing this approach.

For Fujitsu, the Sense and Respond performance management model is no longer a theory. It is a way of life and a core competence. It has transformed the whole customer service organisation. Fujitsu has redesigned its activities not on market intelligence but on customer-knowledge and end-to-end performance data. Sense and Respond has become a major differentiator and positions Fujitsu as industry thought-leaders.

Results beyond the confines of the call centre

Fujitsu recognised the potential of Sense and Respond and applied it in a wider context. In addition to the call centre environment, these principles have now been applied to mobile engineering, human resource on-line services, payroll, supply chain, remote IT management and pre-contract analysis.

Clients that have embraced Sense and Respond are also reaping the benefits of working with Fujitsu. For bmi, a European airline company, Fujitsu helpdesk intelligence has managed to reduce queues at ticket offices, check-ins and boarding gates. bmi CIO Richard Dawson stated 'Over the last two years calls have been reduced by 40% and time to fix reduced by 70%'. In addition, a large government client saw customer satisfaction ratings raised from 5.2 to 8.2, a 63% increase. Furthermore, a training consultancy providing education and skills to adults reported an increase in customer satisfaction from 'acceptable' to 'highly-satisfied' in the space of just four months. Additionally, this particular client experienced:

- First-contact fix increased by 64%.
- End-to-end service cycle time reduced by 60%.
- End-to-end service costs decreased by 30%.
- Value Creation to Waste Demand ratio moved from 10:90 to 60:40.

This client is now working with Fujitsu to replace

traditional service measures with new business benefit measurements.

In the case of a leading Fujitsu client that decided to share its IT infrastructure outsourcing between many suppliers, it initially awarded Fujitsu its helpdesk contract. Using Sense and Respond, the helpdesk staff observed 30% of the incoming demand was a direct result of third parties failing to meet customer needs. When action was taken on the data, incoming calls were reduced by 24% in one month. Fujitsu later went on to win the client's entire IT business.

Industry recognition

At the 2003 National Business Awards, Sense and Respond was awarded Best Customer Service Strategy.

At the 2002 National Business Awards, Fujitsu were finalists in the Customer Focus Category.

In 2001, Fujitsu was awarded the European Call Centre of the Year award for the best people development programme.

Sense and Respond – An Overview

Sense and Respond organisations establish exactly the products and services the customer wants and sets about delivering specifically to customer 'pull' when they need it. The Sense and Respond performance management approach is a systematic, controlled approach to re-routing the corporate plumbing (also known as 'the system') of processes, technology, reporting, job design, products and services in order to meet the needs of customers. All end-to-end processes are designed to be a natural reflection of customer needs and remain fluid, mirroring customer demand.

Understanding why customers call

Understanding the customer context in which products and services are used provides the organisation with information as to 'Why' the *customer* transacts, whereas most reporting systems fail to record this information and only capture 'How' the organisation transacts.

Understanding the real needs of customers and the multiple uses they make of company products and services provides a rich source of information against which to design new offerings. In addition, it provides performance data against which to make improvements.

Restoring Value

At the heart of Sense and Respond is the unique classification of customer demand. Most companies believe that the customer-facing part of their business is creating value for customers. Quite the reverse is true in many organisations, because the incoming service demand is not creating value, merely restoring it.

Value-restoration demand is generated when a service or product has failed. The result is a call to a helpdesk or call centre where the problem is resolved and the status quo is regained. Most organisations think that restoring value is all there is to customer service; they consider themselves successful when they can do that for 90% of the calls. Most often, they never seek out why the users have problems in the first place, a practice that actually helps to sustain organisational cost. In effect, this

institutionalises 'corporate waste'. This situation is exacerbated when organisations automate or send corporate waste off-shore, creating even more frustration for the customer. This may also explain why many companies do not see the expected returns on their investments in Customer-Relationship-Management technologies.

Creating Value

Value-creation is provided in response to customers' requests for service where nothing is actually broken or wrong. For example, customers may ask questions like, 'May I have more information?', 'Can you tell me how to get more out of my product or service?', or 'Which product is better?'

A critical measure for any company is the ratio between Value-Creation and Value-Restoration. Understanding how well the organisation creates value – or not, reveals genuine operational capability and provides insights to improvement. Changing the nature of demand from Value-Restoration to Value-Creation creates more meaningful work for employees, while creating more profitable business for the organisation.

Analysing root-cost

Why, on many occasions, when the root cause of preventable demand is well understood, is no action taken? It is because a 'root-cost' analysis is required to build a business case for change. When organisations see the cost of institutional waste to their business and the business impact costs to their clients and consumers, informed, justified and meaningful actions can be taken.

Measuring end-to-end response capability

The end-to-end process, from call arrival to the final delivery of products or services, must create customer value. Therefore, understanding how the combined efforts of teams and departments effectively deliver

against customer demands and expectations becomes fundamental to the success of any enterprise.

Cross-functional or end-to-end measures also facilitate the development of continuous flow in response to customer demand by identifying when work stops moving due to batching and queuing delays that result from functional designs. (Service speed without continuity is waste). End-to-end measures also provide contact centres with an effective means of measuring improvement. This, combined with robust process management, will enable the organisation to serve customers better and more cost effectively.

The end-to-end 'customer-value' measures, when applied to all functions, allow front-line staff and managers to focus on a common objective. More importantly, the front-line staff and managers are all using the same customer-knowledge against which to make decisions. Jamshid Gharajedaghi, author of *Systems Thinking: Managing Chaos and Complexity* observes, '*The emerging knowledge worker is one who is not only competent in his/her vocation but is ultimately aware of the total context and overall process within which he/she collaborates*'.(96).

Armed with this knowledge, action can be taken to reshape, in a customer relevant way, the targets, rewards, resources, and co-ordination of all functions around a common set of objectives. This ultimately transforms the corporate culture.

Removing unnecessary work through the insights and effort of front-line staff frees up time, which can be filled with higher-level tasks, usually performed by senior level staff further down the value stream. Alternatively, the organisation can serve more customers at no additional cost or headcount, providing the company with significant productivity gains.

When introducing this new perspective, understanding what matters to customers is paramount. Turning customer-purpose information into a new measuring system to drive and monitor the end-to-end organisational performance is essential.

Sense and Respond operating principles

- *Manage the organisation as 'one system'.*
- *Capture and understand 'why' customers transact.*
- *Measure the value creation to restoration ratio.*
- *Deliver against customer purpose in every step of the value chain.*
- *Apply end-to-end measures along the value chain.*
- *Create continuous flow by eradicating batch and queue.*
- *Measure front-line staff on creating value, managers on creating capability.*
- *Measure individual performance against customer success.*
- *Those who record data should also analyse and act on the data.*
- *Engage in the relentless elimination of corporate waste.*
- *Sense when customers 'pull' service and respond on-demand.*

Changing the corporate culture

Culture change using the Sense and Respond approach happens in weeks and months, not years and decades. Creating an enterprise focussed on customers is the key to corporate success going forward. While many organisations recognise this fact, very few are able to move fast enough because of their ingrained systems and processes. Sense and Respond assists in overcoming these problems and releases businesses from the shackles of standard practices and existing thinking. The spiralling cost of client and customer acquisition makes this type of approach a cost-effective option. Customer-centricity is the Holy Grail for today's successful businesses; therefore, every decision needs to be measured in terms of customer value creation.

Conclusions :

Cautionary Tale

References

Sense and Respond is not a set of tools to be selected from when particular business issues arise. It is not a set of procedures or quick fix techniques; rather it is a philosophy that has created a:

- new management approach.
- set of principles.
- complete logic.

This is supported and underpinned with a/an:

- holistic, scaleable, enterprise value management framework.
- transformation and management re-education approach.
- set of lean-service diagnostic tools and models.
- effective end-to-end measuring system.
- individual accreditation scheme.
- operational accreditation scheme.

Sense and Respond provides a set of new management models designed to gain a deep understanding of customer needs (sensing), and creating unique customer-value measures that will enable the business to determine how well-or not, the whole organisation responds to its customers. It is simply an end-to-end approach.

Its three principal components are people (customers), people (staff) and people (management), and its distinguishing characteristic is its use of human intelligence.

Gharajedaghi, Jamshid. *Systems Thinking: Managing Chaos and Complexity: A platform for designing business architecture*.

Butterworth-Heinemann: Boston, 1999.

Womack, James P. and Daniel T. Jones. *Lean thinking: Banish waste and create wealth in your organisation*.
Simon and Schuster: New York, 1996.

Womack, James P., Daniel T. Jones and Daniel Roos. *The Machine that Changed the World*.
Simon and Schuster: New York, 1990.

Biography:

Stephen Parry

Stephen's career in service centre operations spans over 15 years, during which time he has been responsible for designing, building and operating large scale international call centres in various sectors such as: IT Services, Retail Direct-Marketing and Financial Services.

Over the last nine years, he has developed Sense and Respond in order to rapidly transform and sustain customer-focussed service centre operations.

In 1999 Fujitsu adopted this approach when Stephen was appointed Head of Corporate Services.

In 2001, he was personally awarded the European Call Centre of the year award for Innovation and Creativity, while Fujitsu was awarded the European Call Centre of the Year award for the best people development programme.

In 2002 Sense and Respond took Fujitsu to the finals in the UK National Business awards for Customer Focus, and in 2003, it won the 2003 Best Customer Service Strategy in the National Business Awards.

As a leading industry thinker in progressive organisational design and management, Stephen regularly lectures at leading business schools and universities such as: Cambridge-MIT Institute, Aston Business School, and Cranfield School of Management.

For the full research and case study documents contact

Stephen Parry

Phone: 07838 114 997

Email: SGParry@AOL.com

