



Case Study – Global Industrial Distribution Company

Brief

This company has engaged Digital Opinion since 2005 to conduct pan-European customer and employee surveys. In 2009 the brief was to integrate the two and design a process to:

- Measure the level of customer and employee satisfaction
- Measure change over time
- Identify the key drivers of customer satisfaction and employee engagement
- Identify links between the two.

Industry: Industrial Distribution
Geography: 15 Countries Worldwide
Employees: 2,500
Goal: To improve customer satisfaction, employee engagement and business performance
Solution: Employee Engagement Programme

Scale and Scope

We designed a bespoke questionnaire for each survey, translated into 11 languages and hosted them online.

Response

We provided a real time response monitoring system covering 15 countries and achieved on target response for both surveys.

Reporting

We provided a suite of interactive reports online and in Excel format which enabled the client to cut the customer data by country and customer, product and service categories; and the employee data by country, business unit and demographic category. All showed mean score, % favourable, respondent count, and change since previous surveys. On top of that we provided a written interpretation (Research Report).



Our analysis pinpointed a number of issues which were having a negative impact on customer satisfaction, employee engagement and business performance across the group. Our principal recommendations related to improving the sales penetration index (an innovative measure of sales performance based on the ratio of sales to opportunity across 11 product categories in 15 countries), improving customer management processes, and aligning HR initiatives with the latter in terms of product knowledge, training and performance management.

These recommendations were presented to the Group management team.

The Survey Success Model

Each presentation was followed by a day long workshop which:

1. Explored the issues behind our recommendations and focused on their implications for the business
2. Focused on winning a commitment to acting on the recommendations
3. Ended with a force field analysis to evaluate the barriers to change.

It is expected that the post-workshop actions will successfully address the issues we highlighted enabling the Group to extend market share in all its markets.

Survey Success Model

