



National Business
Research Institute



Improve Employee & Customer Experience

- ✓ Expert consultants and PhD-level organizational psychologists
- ✓ Benchmark against your industry
- ✓ 35+ years of experience

Welcome to NBRI!

NBRI is a business research firm offering best-in-class solutions for your organization's employee, customer, and market research needs. We help our clients set new standards of excellence in their industries, not follow the pack with off-the-shelf products.

CORE COMPETENCIES

- ✓ **Psychological Research** =
Conduct the survey
- ✓ **Benchmarking** =
Understand the scores
- ✓ **Root Causes** =
Decide what to work on
- ✓ **Take Action** =
Achieve significant improvement!



SURVEY RESEARCH THAT PAYS FOR ITSELF!

To what extent should executives concerned with fiscal bottom lines focus on employee engagement and customer loyalty? According to extensive research (including Harter et al.), it seems the answer is a great deal.

Engaged employees are better performers who, in turn, increase both customer satisfaction and loyalty, driving financial profitability. This series of relationships is known as the *Employee-Customer Profit Chain*.

Research of numerous industries—including manufacturing, finance, retail, and hospitality—reveals that employee satisfaction accounts for 32% of the customer satisfaction experience, and that customer satisfaction drives 24% of financial performance

(Chi and Gursoy). This means that engaged employees make for happy customers who are willing to recommend your organization to others and come back to spend more themselves. In fact, researchers have found that organizations demonstrate a 4% increase in profitability when employees are highly engaged. At the business unit level, these results are even more striking: highly engaged employees, or those performing in the top quartile for satisfaction, significantly outperform those who are less engaged.

Employees and customers both hold the future of an organization in their hands, so the accurate measurement and effective management of the psychological attributes that drive employee and customer behavior are crucial to improving the financial performance of any organization.

Survey Best Practices

QUESTION WORDING

In surveys, language is everything. Composing survey questions with a universal meaning that is clear to respondents is crucial to arriving at accurate and usable results. The following are poorly composed questions, which would result in misinformation:

Employee Research

1. "My manager is always available."
(Biases the data to the negative.)
2. "Benefits are good and administered well."
(Double barrel; measures two issues.)
3. "Communication at the company is good."
(Too vague; not actionable.)
4. "The pace at work is hectic."
(Too negative; projects wrong image of the organization.)

Customer Research

1. "My account representative is always available."
(Biases the data to the negative.)
2. "Products are good and are priced well."
(Double barrel; measures two issues.)
3. "Communication from the company is good."
(Too vague; not actionable.)
4. "Customer service is too slow." (Too negative; projects wrong image of the organization.)

SCALE

A balanced scale with equal numbers of positive and negative response options



is recommended for data accuracy. If an unbalanced scale with a neutral point is used, the neutral opinion should be valued at zero because, if given a value, it will artificially bias the data to the positive, giving the false impression of higher performance. (See example above.)

DEPLOYMENT METHOD AND LANGUAGES

Deploying your survey using multiple methodologies and languages will ensure that you reach all segments of the population under study. NBRI translates into all written languages and offers every deployment method (online, telephone, and paper).

Benchmarking

Benchmarking is the process of comparing one organization's responses against those of a peer group, thereby enabling an interpretation of scores relative to others. Due to its ability to standardize performance, benchmarking data is the only way to understand the "goodness" or "badness" of survey scores. No such judgement may be made by comparing scores with the scale using techniques like *Top Box*, *Percent Favorable*, and *Mean Scores*, since the scale does not represent how people normally answer survey questions.

Benchmarking data ranges from the 1st to 100th percentile. A mean score at the 50th percentile represents *Average Performance*, the 75th percentile represents *Stretch Performance*, and the 90th percentile represents *Best-in-Class Performance*. When compared against the performance of other organizations, the same mean score may represent poor performance for one question, and great performance for another!



For example, although the mean score of the responses to the two questions, "I am satisfied with my compensation" and "My supervisor is a good coach" are identical at 3.99, when benchmarked against scores from other people, it is clear that one is a high score at the 96th percentile and one is a low at the 38th percentile.

1

Strongly
Disagree

2

Moderately
Disagree

3

Slightly
Disagree

4

Slightly
Agree

5

Moderately
Agree

6

Strongly
Agree

QUESTION A:

My supervisor is a good coach.

3.99 = 38th percentile

3.99
MEAN
38th

4.56
50th

5.18 5.64
75th 90th



2.26
50th

2.78
75th

3.64
90th

3.99
MEAN
96th

QUESTION B:

*I am satisfied with
my compensation.*

3.99 = 96th percentile

Psychological Research

SAMPLE SIZE, CONFIDENCE LEVELS & SAMPLING ERRORS

The goal of employee, customer, and market research is to gather enough opinions to establish fact. In research we deal with samples because it is rare to receive a 100% response to your survey. To ensure that the data we collect is valid, or representative

of the population under study, we must be aware of the confidence level and sampling error. The confidence level refers to the confidence that the sample represents the thinking of the whole population, and the sampling error refers to the degree to which the data *may not* represent the thinking of the whole population.

NBRI recommends a 95% Confidence Level / 5% Sampling Error for most studies.

CONFIDENCE LEVEL / SAMPLING ERROR

POPULATION SIZE	99% / 5%	99% / 3%	95% / 5%	RESPONSE RATE
50	47	49	45	90%
100	88	95	80	80%
500	286	394	218	43.6%
1,000	400	649	278	27.8%

NEEDED % NEEDED



ANALYSES

Due to the fact that this is psychological data, NBRI conducts additional analyses to provide keen insight into the thinking of employees, customers, and markets. In addition to the usual descriptive statistics, such as *N*, *Top Box*, *Percent Favorable*, *Mean Score* and *Benchmark Score*, NBRI provides clients with the following inferential statistics:

- ✓ Correlations (*r*) & Stepwise, Linear Regression Analyses (*r*²)
- ✓ Random Forest with Managed Machine Learning
- ✓ Psychological Path Analysis

NBRI's Root Cause Analysis

Clients' demand for assistance with the selection of action items led NBRI to develop the **Root Cause Analysis**. The Root Cause Analysis employs inferential statistics to determine which survey questions are most crucial to focus on and predicts behavior in the population should changes in those scores be attained. When appropriate interventions improve the root causes, then improvements in employee, customer, or market behavior occur in the most expedient manner possible, driving up financial performance.

EMPLOYEE EXPERIENCE ROOT CAUSES

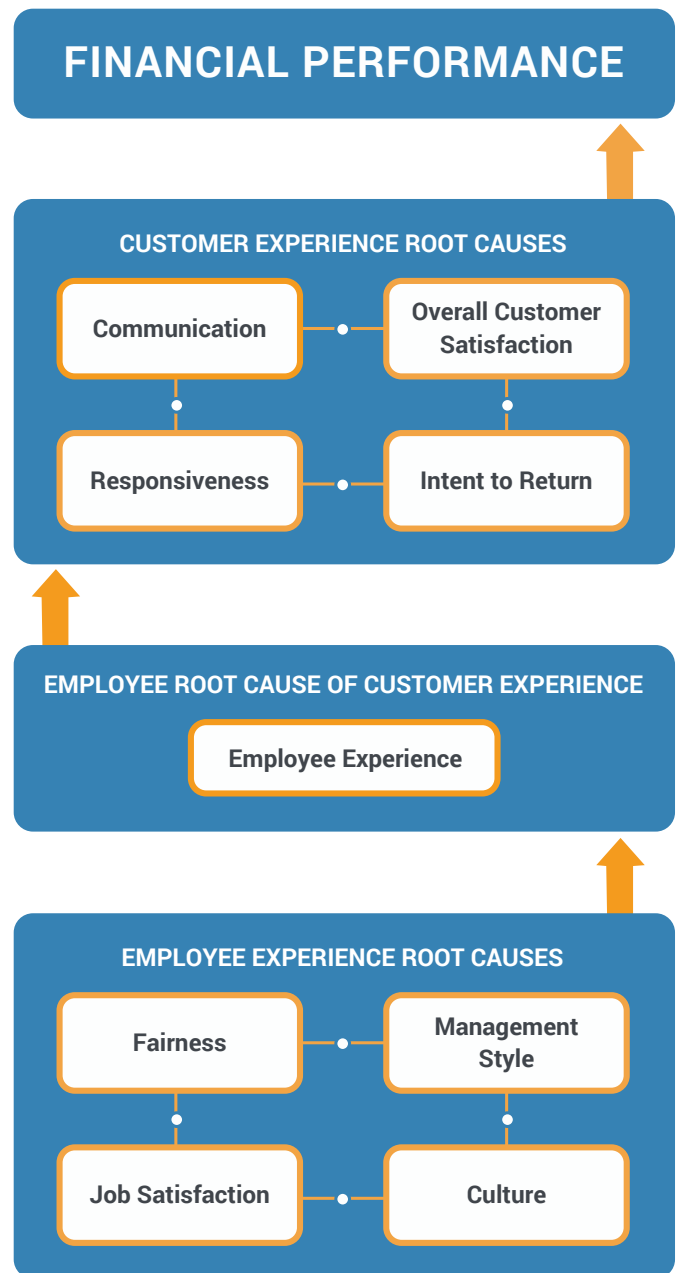
Employee Experience is the sum total of all the touch points employees have with their employers, from the time of being candidates to becoming alumni.

To understand how employee experience impacts performance in your workplace, we examine four key constructs: *fairness*, *job satisfaction*, *management style*, and *culture*. Fairness fosters positive attitudes and behaviors that benefit the organization. A high level of job satisfaction leads to a more motivated and engaged workforce who enjoy their roles within the organization. Secure managerial relations with employees foster a stable and supportive environment that allows good employee experience to take root. And a healthy and productive culture engenders a sense of security and belonging that is critical to developing strong organizational commitment.

In our analyses, we examine the specific items that facilitate these factors—or “root causes”—by employing high-level statistical analyses that are appropriate for psychological datasets.

CUSTOMER EXPERIENCE ROOT CAUSES

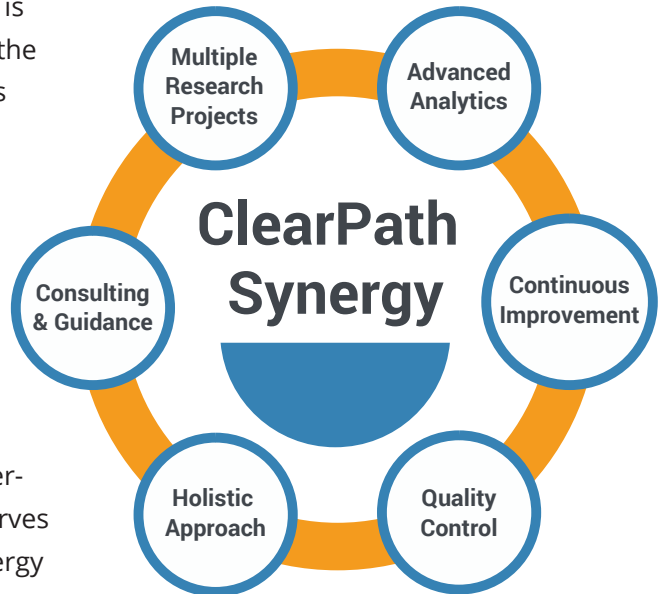
Customer Experience is driven by four key factors: *communication*, *responsiveness*, *overall customer satisfaction*, and *intent to return*. These four items are singled out as root causes because they capture the totality of the customer experience and the relative enthusiasm and devotion the customer has for remaining with the organization. By understanding the factors that most strongly influence positive customer experiences and patronage, an organization can enhance its competitive edge and profitability.



ClearPath Synergy

ClearPath Synergy is an advanced feedback system that is created, deployed, analyzed, and acted upon to increase the effectiveness of all of your research projects. The whole is greater than the sum of the parts!

When different parts of an organization conduct surveys without communicating with one another, there is a lack of quality control and wastefulness on many levels. Economies of scale are unrealized, which wastes money, and surveyed populations may overlap and become over-surveyed, which decreases data quality. Different vendors will provide their own processes, personnel, report formats, etc., which all present learning curves and can result in wasted time and money. ClearPath Synergy solves these problems.



JOIN OUR CLIENT LIST

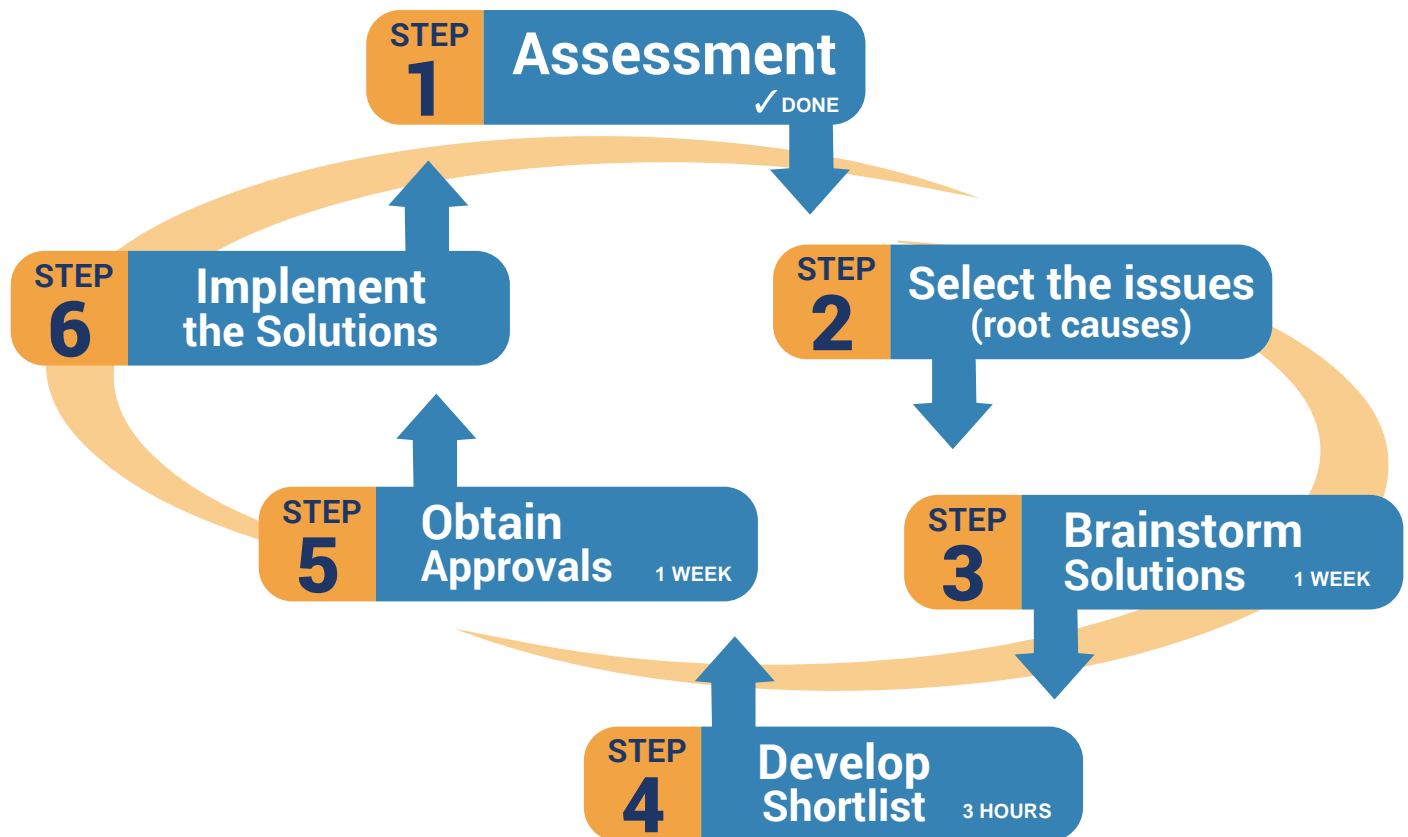
					
					
					
					

ClearPath Action

Clients rave about NBRI's **ClearPath Action** process and often utilize it in non-survey-related problem solving applications because it is so powerful. Rather than ending the role of employees when the survey cycle ends, we involve them in brainstorming solutions to improve survey scores. This way, we get all hands on deck, and management says loud and clear, "We heard you, and we value you!" Employees are empowered and the organization is synergized. Plus, when action plan items are approved, it is the employees who implement the very suggestions they recommended!

When executives are presented with recommendations, they decide which will be approved, which will be delayed, and which will be denied. Executive sponsors are appointed within the company to oversee each root cause and ensure that the approved items are actually implemented. When followed as prescribed, clients move from Step 3 to Step 6 within 3 weeks.

Division of labor speeds up the process, takes the burden off of executives, empowers employees, and increases ROI!





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Survey Vendor Checklist

✓ Ask survey vendors the right questions

✓ Measure vendors equally

✓ Improve your vendor selection process

SURVEY VENDOR QUALIFICATIONS

NBRI

OTHER

OTHER

CORE COMPETENCIES

Scientific Psychological Research	✓		
Benchmarking by NAICS/ ISIC Code(s)	✓ Over 10.5 billion responses		
Root Cause Analysis	✓		
Taking Action	✓		
Full-Service Survey Research	✓ Turnkey		
Survey Research Experience	✓ 35+ years, 30,000+ clients		

PROJECT TEAM

Organizational Psychologist	✓		
Research Consultant	✓		
Project Manager	✓ Single point of contact		
NBRI Executive Sponsor	✓ VP-level or above		

TOOLS

Free Education	✓ Videos, webinars, white papers, e-books		
Online Platform	✓		

SURVEY DESIGN

Question Database Consulting	✓		
Custom Questions	✓		
Standard Surveys	✓ Many		
Validated Questions	✓ 1000s		

SURVEY VENDOR QUALIFICATIONS

NBRI

OTHER

OTHER

SURVEY DEPLOYMENT

Multiple Deployment Types	✓ Paper, online, telephone, mobile devices		
Global Surveys	✓		
Multiple Languages	✓ Any written language		
Manage Confidence Level & Sampling Error	✓		
Ensure Data is Valid for all Reporting Groups	✓		

REPORTING

Dashboard	✓		
Standard Reports	✓		
Custom Reports	✓		
Client-Generated Reports	✓		
Reports by Demographic	✓		
Instant Email Alerts	✓		
Executive Summary	✓		
Results Presentations	✓ On-site or webcast with organizational psychologist		

TAKING ACTION

Process Training	✓		
Employee Brainstorming	✓		
Short List of Best Recommendations	✓		
Obtain Executive Approvals	✓		
Implement Solutions to Root Causes	✓		

PRICING

Volume	✓		
Competitive	✓		
Multi-Year	✓		



National Business Research Institute

*The number one provider of employee, customer,
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