

## Case study

### Finding the source of employee engagement

Faced with rising competition, Africa's largest food, general merchandise and clothing retailer needed to sharpen up delivery of its premium brand promise and revitalise staff engagement and productivity. The solution would start with input from a nationwide employee engagement survey.

#### The challenge

The client's overall objective in commissioning the survey was to engage staff and managers across 800 stores nationwide and open dialogue that would connect employees to brand values and delivery standards.

- Developing an effective survey method presented several challenges:
  - Multi-cultural, multi-lingual response group
  - Varying literacy levels
  - Limited computer access

#### Our involvement

We customised the eValue® Strategic Organisational Survey to the client's unique circumstances. The results would provide an objective perspective on corporate culture and levels of employee engagement.

- Conducted interviews and focus groups with management, staff and union representatives. Also conducted secondary research.
- Designed a detailed 98-point questionnaire and reporting structure aligned to a series of defined strategic goals.
- Built in customised response scales to client specifications.
- Questionnaire blended the eValue online survey with a mirror image paper-based form.
- Distributed, collected, collated and scanned 7 000 paper-based surveys and merged these into the eValue system, together with a further 2 000 online responses.
- Descriptive and statistical reports were compiled instantly.

eValue® Employee Engagement Survey  
**Healthcare Industry**

#### Results

- The survey revealed significant insights about internal communications, training, performance management and leadership in certain regions, as suggested by further statistical key driver analysis.
- Instant survey results allowed for fast interventions and corrective actions in key areas of employee concern.
- Overall conclusion: Company rated highly as a 'great place to work', with scope for improvement in matching employee needs and professional development.



#### Vital statistics

**Number of participants:**  
10 000 - 20 000

14 Stibitz Street, Westlake, 7945,  
Cape Town, South Africa  
T +27 21 700 5203  
[www.evalueinsights.com](http://www.evalueinsights.com)