

Consumer Products Case Study

PROJECT OVERVIEW

CLARKSTON
CONSULTING

Unlocking Diversity & Inclusion Organizational Insights

The client owns and operates a large chain of essentials stores, newsstands, specialty and luxury brands stores across the United States and Canada. Anchored by a few core brands, the business owns and manages nearly 1,000 retail stores in almost 100 locations.

The client sought to take targeted, intentional action to drive demonstrable improvement in diversity and inclusion (D+I) across the business. After kicking off a taskforce for this initiative, the client determined a need to survey the workforce to determine the company climate as it pertains to diversity and inclusion in the organization and guide goal development for the 2020 plan. Clarkston was engaged to provide guidance on this survey, ultimately creating and administering the survey, as well as analyzing the results and findings for review with leadership.

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COMPANY:



Global retailer

PRODUCTS + SERVICES:



Markets convenience products and specialty brands

INDUSTRY:



Retail

PRIMARY OBJECTIVES:

- Customize Clarkston's baseline *Diversity and Inclusion Climate Survey* to the client's specific needs and objectives to understand how employees at all levels of the organization perceive and experience the client's D+I climate in corporate and retail locations across North America.
- Facilitate survey communications and execution as a third-party administrator to promote transparency, authenticity, and confidentiality of survey responses.
- Conduct multipronged analysis of the survey data using methods from descriptive, predictive, and qualitative analysis, uncovering key insights and opportunities that will inform the client's 2020 Diversity and Inclusion Strategy.

RESOLUTION:

- **DEVELOPED CUSTOM DIVERSITY & INCLUSION CLIMATE SURVEY** – The Clarkston team developed a custom diversity survey based on D+I best practices and the client's goal to better understand employee sentiment, engagement, job attitudes, work relationships, and perspectives on the D+I climate within the organization. The survey focused on the following markers: gender self-identification, race/ethnicity self-identification, work role, and age.
- **EXECUTION OF THE DIVERSITY SURVEY** – Clarkston administered the D+I Climate Survey to over 3,000 employees across the client organization and supported the client's D+I leadership team in creating a "Launch to Results" communication plan including communication from leadership, timed survey reminders, and messaging for sharing results and findings – with an eye toward clarity, transparency, and authenticity in all internal communications.
- **DELIVERY OF KEY INSIGHTS** – Clarkston presented results based on its unique blended D+I research methodology, combining: (1) descriptive insights based on respondent data; (2) predictive analytics focusing on pay raises, attrition, and promotions; and (3) qualitative analysis of employee written feedback. Clarkston also delivered a custom-built interactive dashboard displaying results and findings for the client's future use. The team prepared key areas of focus and recommended actions to solidify the client's 2020 Diversity and Inclusion Strategy.

KEY BENEFITS:

- Established a framework for assessing equity among talent management processes (e.g. promotions, pay raises, and attrition), particularly how they affect various intersections of work roles, racial/ethnic identity groups, and gender identity groups.
- Analyzed qualitative feedback for sentiment and richness, coding survey comments by valence/tone and theme to discover the mental models through which employees understand the client organization's D+I climate and identify chief areas of concern and opportunity.
- Incorporated findings in a comprehensive action plan for the client to leverage in their 2020 Diversity and Inclusion Strategy.
- Designed and built a custom interactive analytics dashboard to allow the client to continually track progress along the survey's D+I climate indicators and establish a rigorous and routine internal assessment practice.

28%

ACCORDING TO A RECENT SURVEY, ONLY 28 PERCENT OF CHIEF DIVERSITY OFFICERS BELIEVE THAT CURRENT FORMAL EMPLOYEE SURVEYS ARE DRIVING DIVERSITY AND INCLUSION STRATEGY EFFECTIVELY. TOO FEW ORGANIZATIONS ARE RELYING ON SURVEY FINDINGS TO CREATE ACTION AND CHANGE RELATIVE TO D+I STRATEGY.

