

Highlighting Pathways to Equity and Engagement using our DE+I Insights to Action Analytics Platform

Driven by its own core values and renewed conversations regarding racial inequity & injustice in 2020, Monday Night Brewing, an award-winning food and beverage company, decided to take concrete steps regarding DE&I. The organization's goal was to take a hands-on approach to tailor its immediate steps and future planning to meet the encompassing DE&I related needs of its own employees as well as corporate responsibility of driving societal change. Having previously won an award as one of the 'best places to work' in a major city, the organization wanted to make sure its approach addressed the many challenges of 2020.

The client engaged Clarkston to support the administration and analysis of a diversity, equity, and inclusion focused employee survey aimed at understanding employee engagement and the customer experience through a DE&I lens. The survey was a tool to support immediate changes as well as guide their plans for 2021 and beyond. By tailoring the 'Insights to Actions' tool, Clarkston provided statistically based insights into the role of variables such as gender, race, location, work role, tenure, and others in across work outcomes such as pay, promotions, hiring, recruiting, and benefits. Leveraging the organizational network analysis, Clarkston was able to map both formal and informal employee networks to assess how 'connectedness' of employees can factor into retention and overall job satisfaction. The network maps also provided a subsequent blueprint for the execution of internal endeavors, knowledge transfers, attrition analysis, and succession planning.

By analyzing the survey results, Clarkston was also able to make customized recommendations regarding representation, pathways to leadership, collaboration, community, and culture categories ranked by effort to implement & return on value. By using employee insights that are position, race, age, and gender agnostic, the organization has taken a data-driven, employee-centric approach to driving organizational transformation, staying true to its core beliefs and taking tangible steps to honor its corporate responsibility.

Consumer Products Case Study

PROJECT OVERVIEW



COMPANY:



Monday Night Brewing

INDUSTRY:



Food & Beverage

EMPLOYEES:



100

PRIMARY OBJECTIVES:

- Gain insights into current employee perception of DE&I practices
- Improve the understanding of formal and informal coworker networks and how it relates to metrics such as pay satisfaction, promotion progression, engagement and employee tenure
- Develop a foundation for shaping organizational practices and policies in the future
- Create a holistic strategic plan including planned actions for people & culture that is based on employee voices

RESOLUTION:

- Customized the Clarkston ‘Insights to Action’ DE+I diagnostic survey to include client requirements relating to internal employee networks and inclusivity of marketing messages and customer engagements
- Analyzed survey results in Power BI to:
 - Compare employee representation (race/gender) to local customer population demographics
 - Identify areas of opportunity
 - Assess any gaps in expected and actual outcomes as it relates to of race and gender in pay, promotion, and attrition
- Provided tailored recommendations based on survey analysis weighted by value to the client and effort to implement
- Exposed potential homogeneous silos within the organization regarding employee tenure, race, and location
- Provided key recommendations across representation, pathways to leadership, collaboration, community, and culture categories ranked by effort & return on value

KEY BENEFITS:

- Protected the confidentiality of employees by serving as an unbiased 3rd party and providing end-end management of survey results and analysis.
- Provided validity to the results by utilizing Clarkston’s proprietary ‘Insights to Action’ platform
- Leveraged network analysis to map employee networks based on collaboration and information flow and tying connections to job satisfaction and attrition, aiding in navigating specific efforts, knowledge transfers, and traceability
- Supplemented future planning with employee centric insights that are position-agnostic and confidential
- Consolidated insights and perceptions from all areas of the organization
- Provided an opportunity to leverage the intersection of all employees to provide a more tailored customer experience and holistic marketing message
- Created a baseline to compare future growth to better understand the effectiveness of future endeavors

89%

Survey response rate of 89% exceeded the average response rate for organizations of their size (75%) and organizational goal of a 85% response rate.

10+

Provided over 10 data-backed, customized recommendations customized to employee insights and mapped by impact and effort .

+7% and -14%

Identified for each additional formal and informal connection an employee has, they are ~7% more likely to have reported getting a pay raise and ~14% less likely to report thinking about leaving the company.

“One of the things we really love about Clarkston is that they, like us, are data-driven. Clarkston’s platform provided an opportunity for us to uncover some of our organizational blindspots and also to understand where some of our strengths were as an organization, and then provide an action plan from there.”

-JEFF HECK, CEO + CO-FOUNDER,
MONDAY NIGHT BREWING

