

Business Case for the eePulse Solution

The eePulse solution drives value in a number of ways:

1. **Better data for improved decision making.** By reaching out to stakeholders on a frequent basis, via a process that is simple, fast, and confidential (thus minimizing fear of reprisal), eePulse's clients learn about today's opportunities that can bring new business and drive internal value. The eePulse suite of products uses a Pulse Survey engine to frequently capture information from stakeholders and turn that data into organizational knowledge that is immediately synthesized and given to managers who take action immediately. Examples of client wins include:

Client wins:

- Senior leader **reports saving over \$1m in two months** because he saw patterns of problems across the entire organization that he did not know existed. These were problems that could be solved quickly and resulted in faster loan processing, thus making more money for this financial institution.
- **Organization transformation completed on time and on budget.** Transformation team uses weekly data from employees to gauge success in communications, realign change as needed, communicate back to employees frequently, and make changes as needed to the transformation plan. Rumors, distractions, and problems were significantly minimized. The transformation team says the benefits are invaluable. Tangible results include market acceptance of the change effort because results are seen early, and stock price improvement as a result of the announcements.
- **Sales and customer relationship levels improve** by collecting monthly data from customers. The process minimized the number of questions asked and relied on open-ended comments to diagnose problems that were then quickly fixed
- **Call center reduces turnover by 26% in 6 months** using strategies that were not even being contemplated prior to receiving data from their employees. Managers' "best guesses" were wrong because they were planning to create interventions based on best practice vs. what employees needed.
- Hospital **improves patient satisfaction** by providing simple solutions to nurses that allow them to retain staff and motivate teams that work under high levels of stress.
- Managers choose to improve dialogue between departments in order to solve mutual problems; solution **saves company over \$300k in 3 months.**
- Company maintains **high levels of productivity in the midst of a takeover**, which originally caused huge employee distractions that caused customer service problems.
- Organization decides to reorganize based on pattern of issues that arise in data. Reorganization improves efficiency and drives more sales; **stock price improves in 6 months.**
- **Merger quickly deployed** and employees operating more efficiently and faster than ever before.

- **New leader** hits ground running and makes **major improvements within 60 days**. Staff is motivated; political problems minimized, and company is more productive.
 - **Diversity program jump started** by simply analyzing open-ended comment questions and trends for various minority groups. No specific “diversity survey” is needed, and company saves money and effort by making diversity part of their overall communication strategy.
 - Company **saves money from potential lawsuits** because employees report issues early in the “problem cycle.” Problems with ethical issues, customer problems, harassment, and deviant behaviors (that may have led to violence in the workplace) are noticed early due to patterns of comments.
 - **Consultants use the eePulse** solution to improve the diagnostic phase of their engagements. By collecting data from multiple stakeholders quickly and simply, consultants and executive coaches can improve delivery of their solutions. Consultants stay involved and analyze trend data to help clients with continuous improvement efforts.
2. ***Intervention that improves relationships with employees and customers.*** When you ask employees and customers for information, they provide data. When you listen and do something with the data, you create an intervention that people perceive to be a benefit. Employees and customers want voice; they want influence. If you give stakeholders an additional way to share their experience, they provide you with information. When you act on what they tell you and communicate back that you took action, they feel more valued. Stakeholders who feel valued are more energized, enthusiastic and engaged; they go “above and beyond.” The intervention aspect of the eePulse solution gives you a competitive advantage in your market.
 3. ***Managers become better managers.*** Managers take action because their data are believable; they receive trend data not point-in-time data. Employee comments from this week about business issues managers face today are actionable. High level survey scores (such as those you obtain from more traditional surveys) about key business initiatives are important for the corporate team but may not be actionable by individual managers. When individual managers take action, you get immediate ROI on their improvements. When managers listen to employees, they become better managers. Better managers create an improved work environment where productivity improves for all employees.
 4. ***Managers learn from each other.*** When managers take action, other managers can learn from their experience. Organizational knowledge management drives value. Part of the eePulse software suite includes an action planning module. Using this process, managers record what they perceive to be the key issues and opportunities that are present in the customer, partner, supplier, or employee reports. Managers also record actions they take and the ROI from their completed actions. Actions and ROI are shared with other managers so that everyone learns from the experience. The eePulse system can be set up to automatically provide stakeholders with

feedback when actions are complete, thus further encouraging employees to continue to share information.

5. **Enterprise-wide internal communication benefits everyone.** Enterprise-wide communication improves performance, builds loyalty, and makes a company agile. For most organizations, e-mail is the only two-way source of enterprise-wide communication. The eePulse measurement and communication software suite shares critical business information from today so that employees know they are being heard, employees learn from actions taken, managers share best practice, and decision making is improved because everyone has better data. In the long-run you minimize the risk of “surprises,” and you take action on opportunities that may likely be missed by your competition. Strategic realignment and continuous change are part of your company’s DNA because you have more accurate and up-to-date information about the business. The “bottoms up” approach to communication and data is a supplement to strategic planning and execution.
6. **Improve the traditional employee survey process.** The reason most firms conduct employee surveys infrequently, such as once a year (or every 2, 3, 4 years) isn’t because they don’t need employee data; it’s because the survey process is painful and costly. You can add your traditional survey questions to the eePulse communication and measurement process and receive your data immediately. The annual survey becomes just one more set of questions. Managers get their results immediately. Managers can ask follow-up questions the next week. You can ask half the questions one week and the other half another week. You create your own metrics strategy rather than worrying about what questions to leave out and leave in the survey. You can receive corporate level survey data for strategic decisions and add questions that managers find actionable. HR is in the business of managing a strategic metrics strategy that serves both corporate needs and helps all the leaders in the organization.
7. **Open-ended employee and customer comment data provides valuable business insights.** Use open-ended comment data so you don’t have to be in the business of out-guessing your customers or employees. eePulse can automatically code the open-ended comment data so that you can respond to the key issues facing your business.
8. **Balanced score card and compliance requirements met.** Compliance requirements and balanced score card data are improved with eePulse’s data. First, you offer employees a confidential means of communicating information while, at the same time, meeting compliance requirements by allowing employees and customers to talk about issues such as ethical problems, personal harassment, and more. Second, the trend data and frequent reporting are more consistent with financial and other data reporting processes. Weekly, bi-weekly, monthly, quarterly, and annual reports are

- provided so that people data supplements other data in all reporting processes.
9. **HR is strategic.** With the eePulse data, HR is in the business of supplying leaders with detailed information about the business – pressing opportunities for growth and change – that they did not have in the past. Rather than showing up “at the table” with statistics about employee satisfaction, HR presents business data that is necessary for long-term business growth and competitive positioning. HR can continue to provide statistics on how employees “feel,” but the more compelling value proposition comes from having data from people about the business. Rather than convincing managers that employees’ feelings matter, HR is coaching leaders in ways to use their data to drive business success.
 10. **Predictive data analysis.** Sophisticated data analysis and model building that link employee data, customer data, other stakeholder data (key investors, suppliers, partners, consultants, etc.) and manager actions to ROI can be built easily and reported because all the data are collected and stored in the same data base. eePulse can use that data (and even supplement with other archival data from the organization) to build predictive models that can then be used to provide alerts to any manager.
 11. **Total stakeholder relationship management and performance management.** Frequent Pulse data is a vast improvement over 360 ratings of performance because the data is about business vs. being focused on the manager. We find that managers are more likely to take action about an issue or opportunity that presents itself; they are less defensive than when they receive performance appraisal type feedback. Coaching changes form in that coaching helps managers solve business problems, which they are motivated to pursue. Performance improvement vs. performance appraisal is an outcome of the eePulse solution.
 12. **eePulse supplements current data reporting processes.** The eePulse solution fits processes of reporting and communication that already exist. Our most successful clients add the eePulse data to their weekly, monthly, quarterly, and annual meetings or reports. Managers talk about the eePulse data at their “town hall” or “all employee” meetings; they have an eePulse section in the customer and employee newsletters or web sites. eePulse data becomes part of the way you do business vs. being an event.

Summary

eePulse's solution is based on over 17 years of rigorous academic research on what drives firm performance and long-term competitive advantage. The key to success has been transforming an academic solution into a simple process that managers use to improve business outcomes. The ease of use of the eePulse tool combined with the rigor on which it was built leads to success for clients.

Combine ease of use with rigorous research.

- ✓ eePulse uses an application service provider (ASP) business model; thus, there are no hardware or software requirements. Implementation is easy; we have implemented in 24 hours.
- ✓ Pulse surveys use “push” technology. Employees or other stakeholders receive an e-mail with an invitation to respond, which then links them to a survey that takes 2 to 5 minutes to complete.
- ✓ Managers receive notification of reports (using push technology), and they hit a link and review data. Easy-to-read executive summary and reports are provided to all managers.
- ✓ Data collection may be frequent, but manager analysis is focused on trends. Weekly quick review by managers may take 10 minutes, and monthly analysis and action planning should take 1-2 hours.
- ✓ Administrative work is done by eePulse; you outsource the “back office” work, and your internal HR team does the consulting.
- ✓ The eePulse team provides customized research and implementation support as needed.