

Custom Report

Enterprise Engagement Indicator

XYZ Company



Table of Contents

EXECUTIVE OVERVIEW	2
PART ONE: EMPLOYEE ENGAGEMENT	3
ANALYSIS: EMPLOYEE ENGAGEMENT	17
PART TWO: CUSTOMER ENGAGEMENT	19
ANALYSIS: CUSTOMER ENGAGEMENT	28
PART THREE: CHANNEL ENGAGEMENT	30
ANALYSIS: CHANNEL PARTNER ENGAGEMENT	42
PART FOUR: SUPPLIER ENGAGEMENT.....	44
FINAL REMARKS & RECOMMENDATIONS	54
PART FIVE: DEMOGRAPHICS	56
FINAL REMARKS & RECOMMENDATIONS	61

EXECUTIVE OVERVIEW

Thank you for participating in the Enterprise Engagement Indicator (EEI) assessment. In this report, we breakdown your organization's scores in each of the four key components of enterprise engagement. In each section, we analyze participants' responses; summarize your score and offer thoughts and/or recommendations based on your strengths, opportunities, weaknesses and threats.

Overall, your organization scored 247.5 points out of a possible 378, placing you in the 71st percentile among organizations that have completed the EEI in the past 12 months. This is a very strong outcome and speaks well of your organization's attitudes and actions toward engaging the core groups that impact your ultimate success. Nevertheless, composite scores can be misleading, and are therefore less useful than examining each of the components. A careful component by component analysis (provided in this report) may give you additional insight into where action is most needed and will be most effective.

We hope you find the following information useful both to inform an enterprise engagement strategy today, and as a benchmark 6-12 months from now when you should take the assessment again

If you have questions about these results or would like to discuss them further, please contact us:

E-mail: Info@EnterpriseEngagement.org; **Phone:** 914-591-7600, ext. 230

PART ONE: EMPLOYEE ENGAGEMENT

In our knowledge economy, employee engagement often means the difference between success and failure. Employees that give extra effort and who connect with and dedicate themselves to the goals and success of the organization may represent the final frontier in competitive differentiation and advantage.

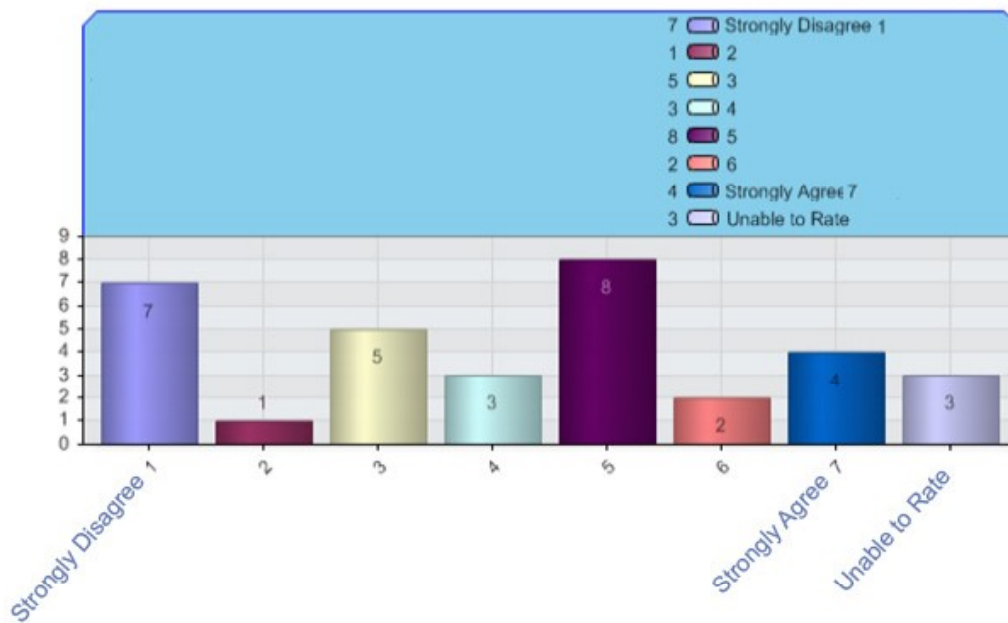
Your organization scored at total of 62.5 points out of a possible 91 in this section, please see scores for each question below followed by analysis and recommendations.

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1. My organization conducts regular (at least twice per year) employee engagement surveys (a score of 5 would represent once per year, 7, twice or more per year).

	Responses	Percent
Strongly Disagree		
1:	7	21.21%
2:	1	3.03%
3:	5	15.15%
4:	3	9.09%
5:	8	24.24%
6:	2	6.06%
Strongly Agree		
7:	4	12.12%
Unable to Rate:	3	9.09%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

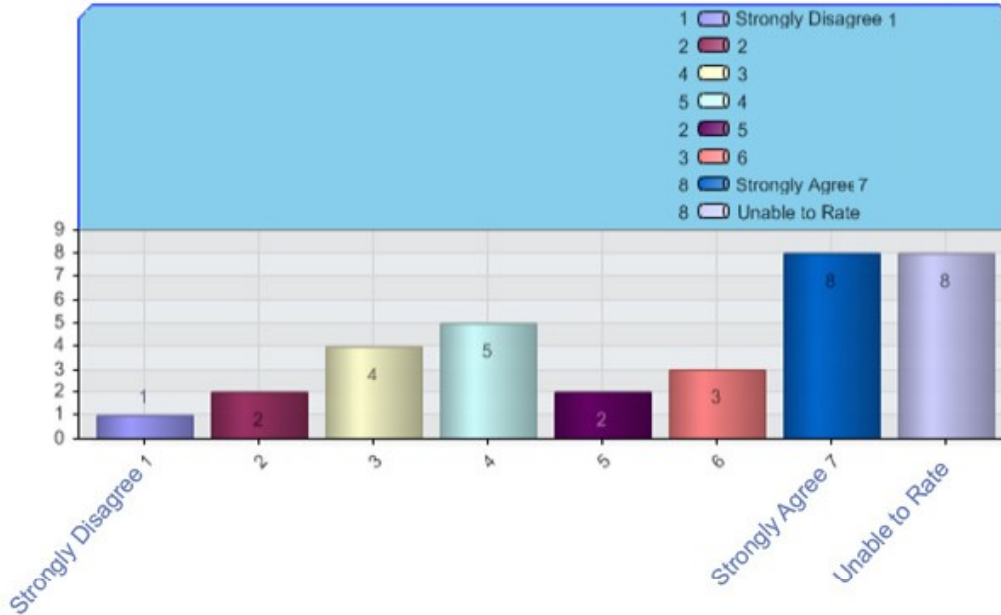


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2. *My organization promptly analyzes and benchmarks the results of our engagement surveys so that we can take fast action to address issues and continuously improve employee engagement.*

	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	2	6.06%
3:	4	12.12%
4:	5	15.15%
5:	2	6.06%
6:	3	9.09%
Strongly Agree		
7:	8	24.24%
Unable to Rate:		
	8	24.24%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

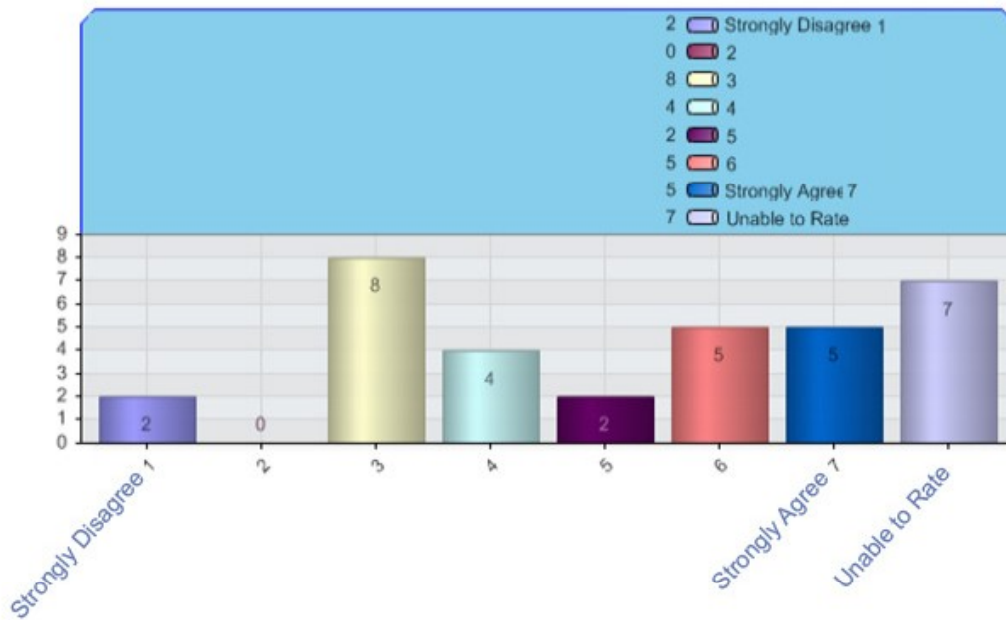


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3. My organization tasks leaders, particularly front-line managers and supervisors, with the job of tangibly improving employee engagement scores.

	Responses	Percent
Strongly Disagree		
1:	2	6.06%
2:	0	0%
3:	8	24.24%
4:	4	12.12%
5:	2	6.06%
6:	5	15.15%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	7	21.21%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

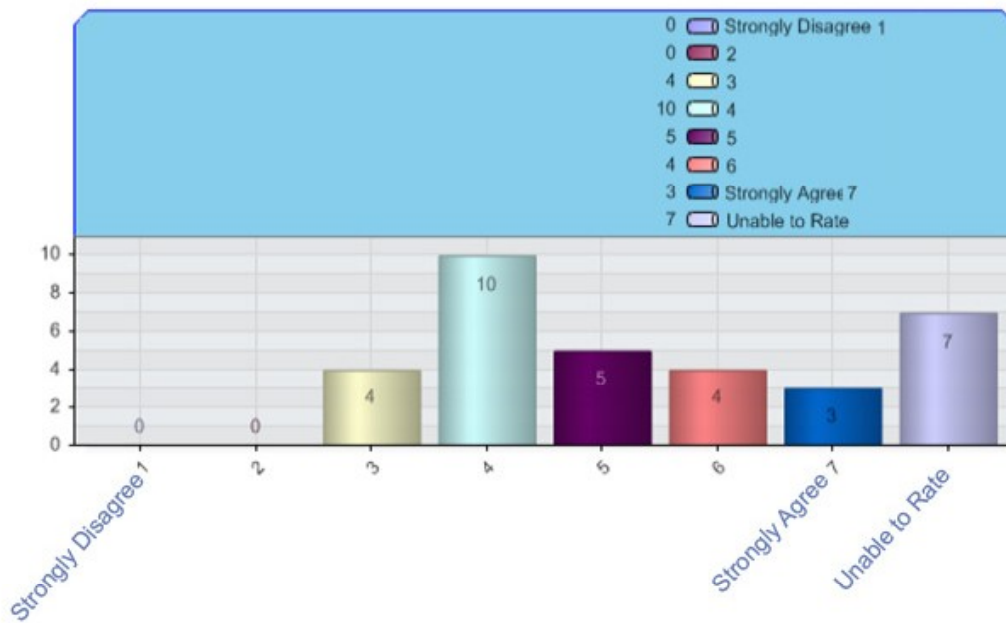


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4. *My organization holds leaders, including executives, managers and supervisors, directly accountable for the engagement levels of their reports. Their incentives, rewards and pay are directly linked to these goals.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	4	12.12%
4:	10	30.3%
5:	5	15.15%
6:	4	12.12%
Strongly Agree		
7:	3	9.09%
Unable to Rate:	7	21.21%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

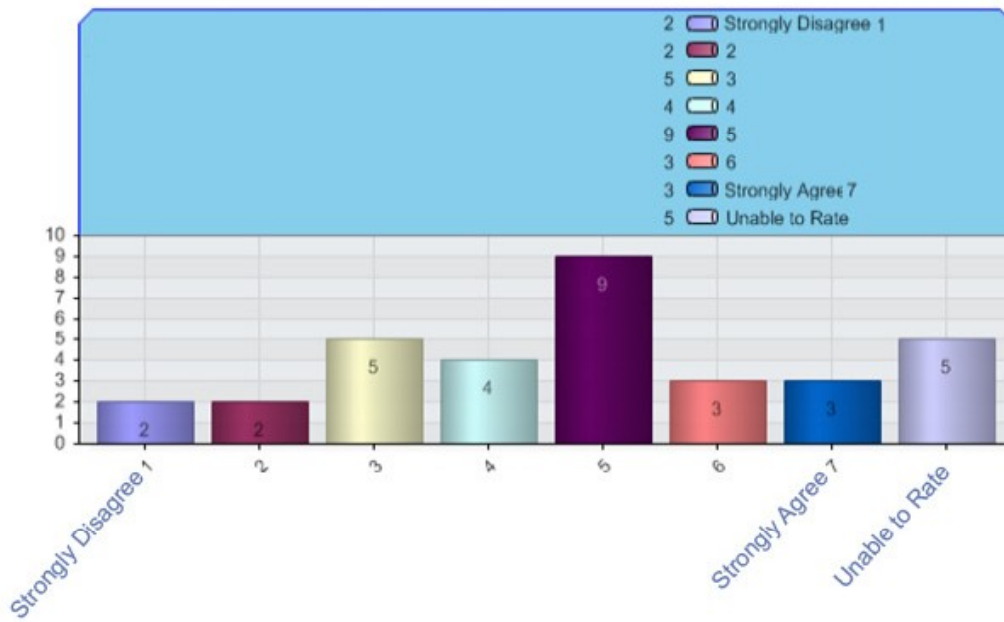


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5. *My organization measures the impact of engagement on such things as retention, absenteeism, performance and profits (and/or other metrics).*

	Responses	Percent
Strongly Disagree		
1:	2	6.06%
2:	2	6.06%
3:	5	15.15%
4:	4	12.12%
5:	9	27.27%
6:	3	9.09%
Strongly Agree		
7:	3	9.09%
Unable to Rate:	5	15.15%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

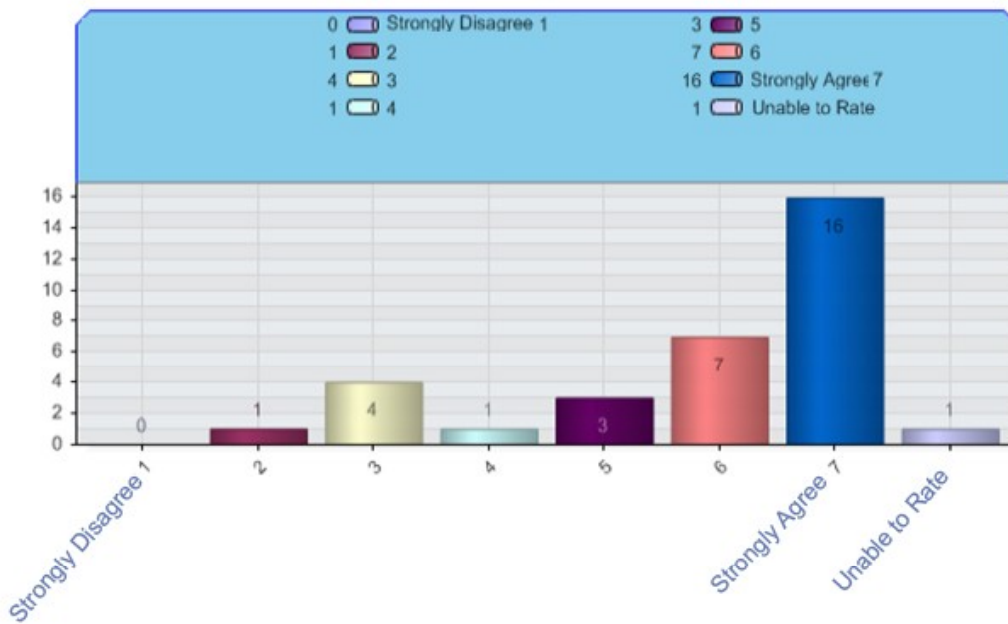


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6. *My organization believes that employee engagement is a key ingredient of success or failure.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	3.03%
3:	4	12.12%
4:	1	3.03%
5:	3	9.09%
6:	7	21.21%
Strongly Agree		
7:	16	48.48%
Unable to Rate:		
	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

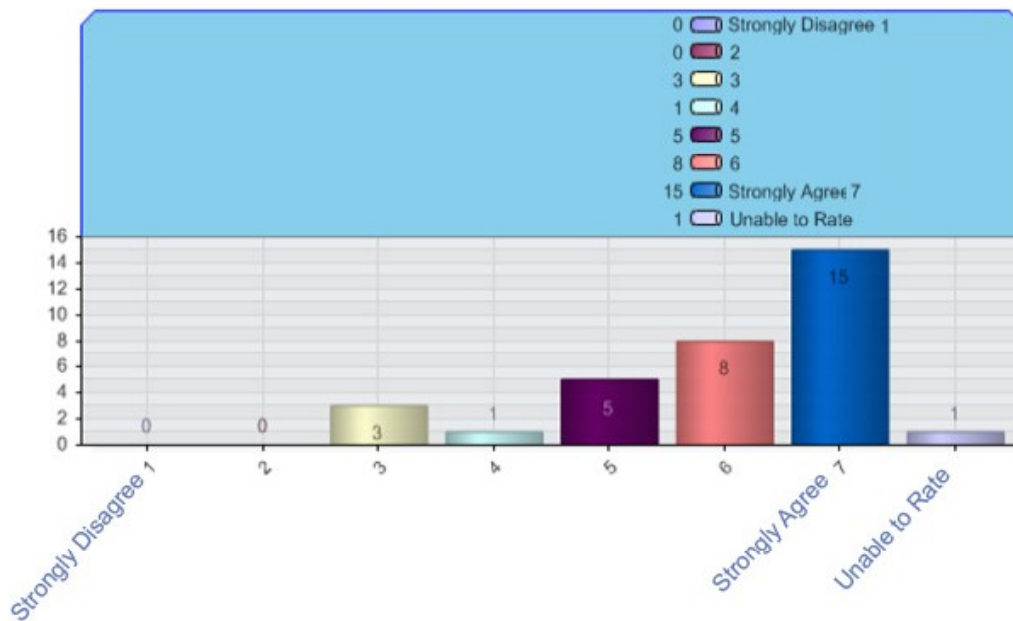


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7. *The majority of my organization's employees are dedicated to helping the organization achieve its goals and objectives.*

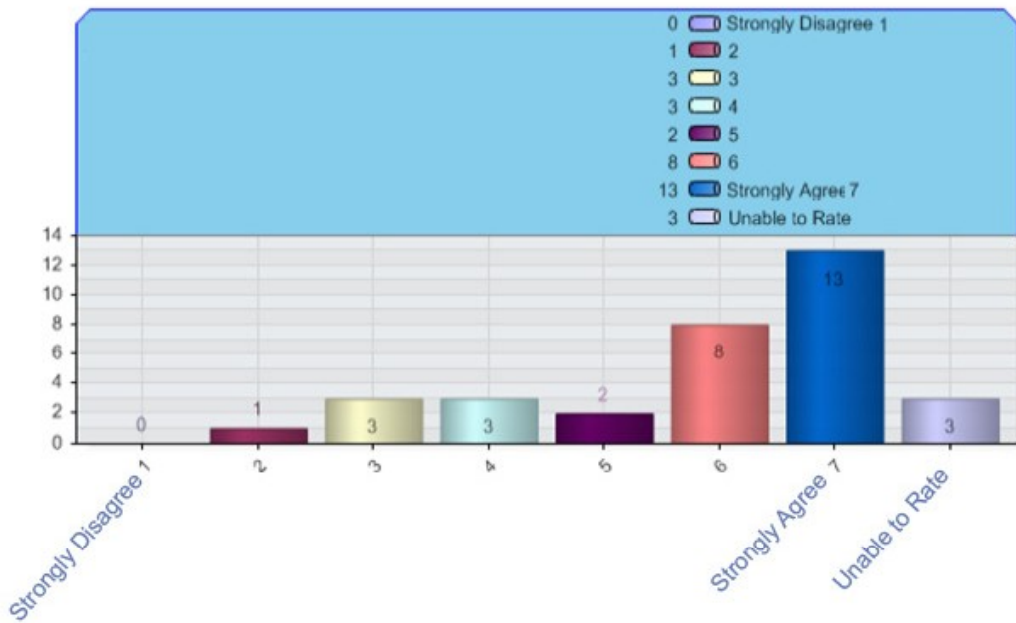
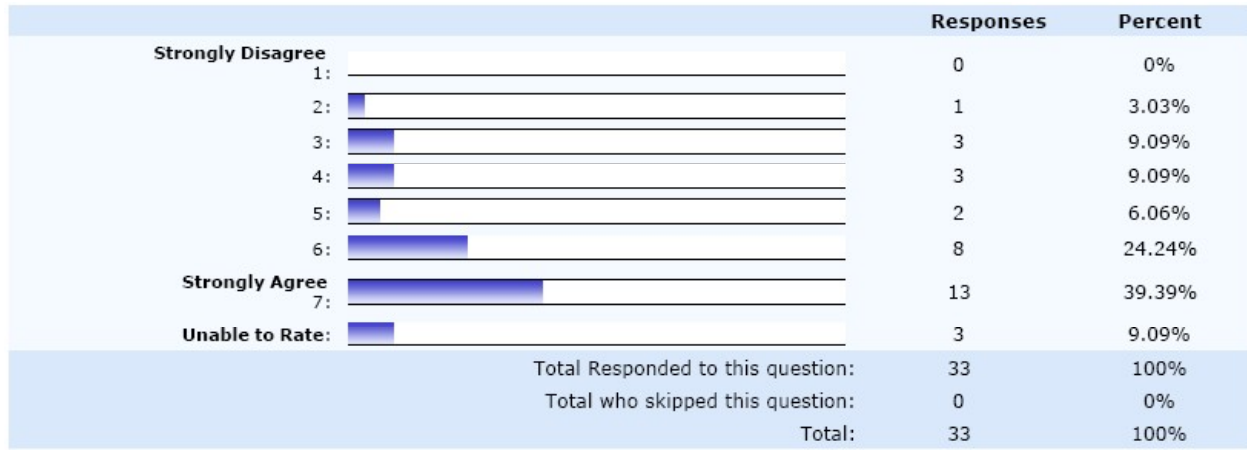
	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	3	9.09%
4:	1	3.03%
5:	5	15.15%
6:	8	24.24%
Strongly Agree		
7:	15	45.45%
Unable to Rate:	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



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8. Turnover, particularly among high performers and key talent, is lower in my organization than in the industry as a whole.

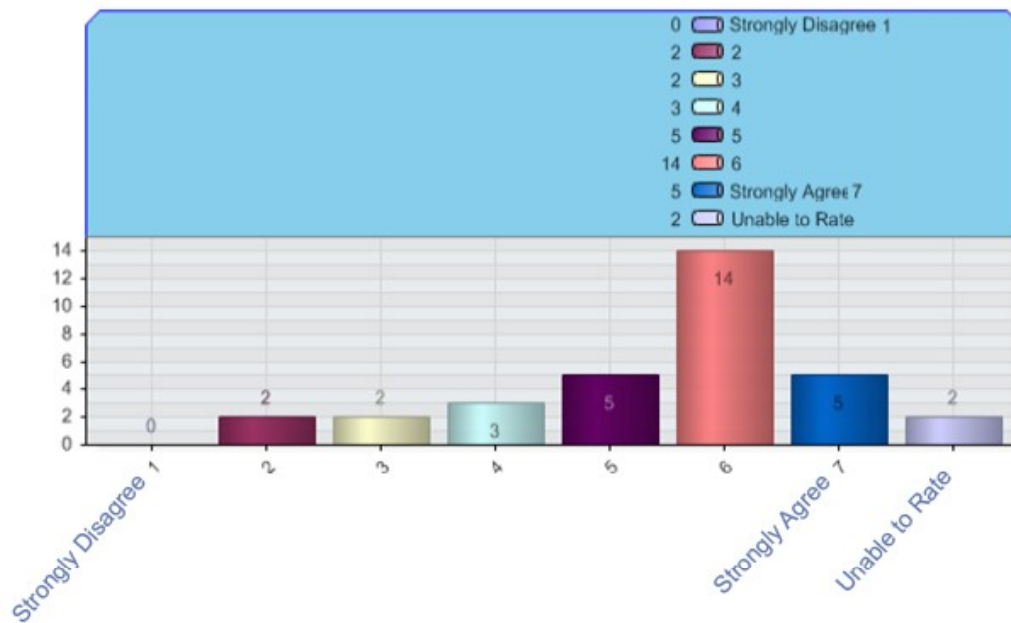


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9. *Open and honest communication exists between management/supervisors and employees in my organization.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	2	6.06%
3:	2	6.06%
4:	3	9.09%
5:	5	15.15%
6:	14	42.42%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

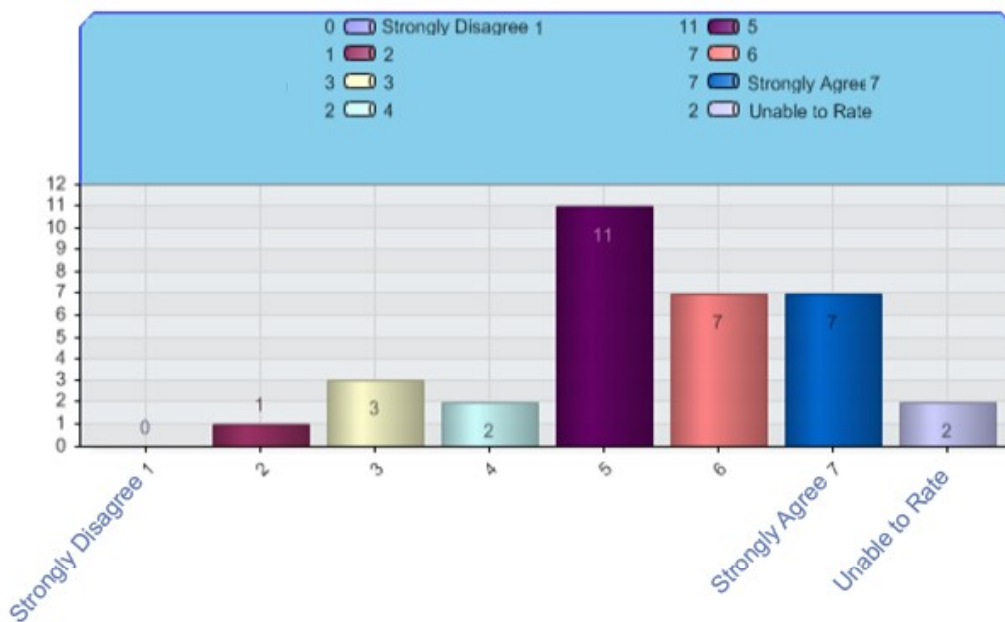


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10. My organization is known as a “Great place to Work” both inside the organization and outside.

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	3.03%
3:	3	9.09%
4:	2	6.06%
5:	11	33.33%
6:	7	21.21%
Strongly Agree		
7:	7	21.21%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

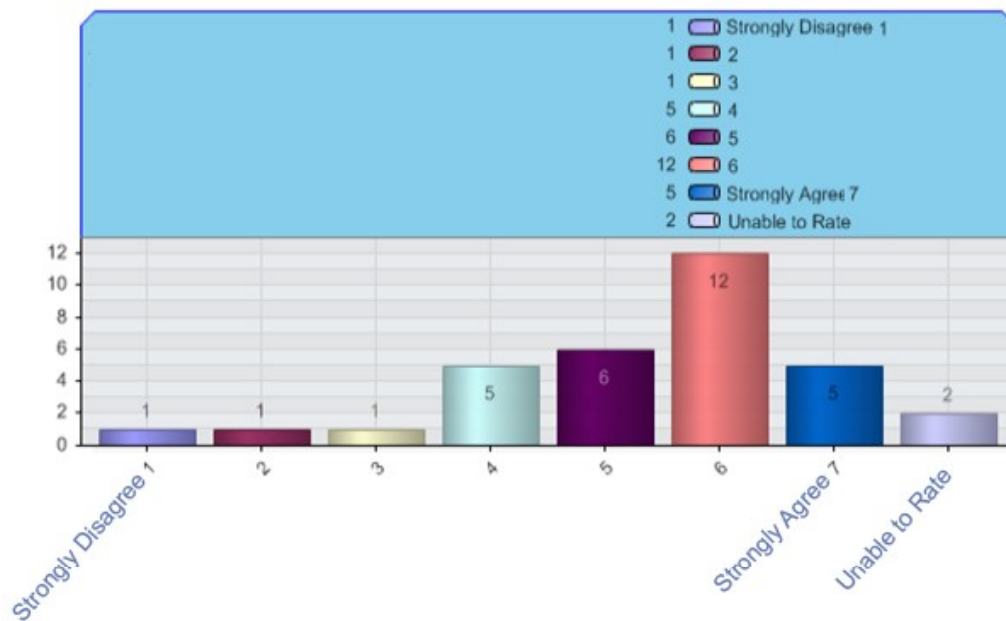


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11. Employees in my organization enthusiastically refer friends, relatives and others to open positions in the organization.

	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	1	3.03%
3:	1	3.03%
4:	5	15.15%
5:	6	18.18%
6:	12	36.36%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

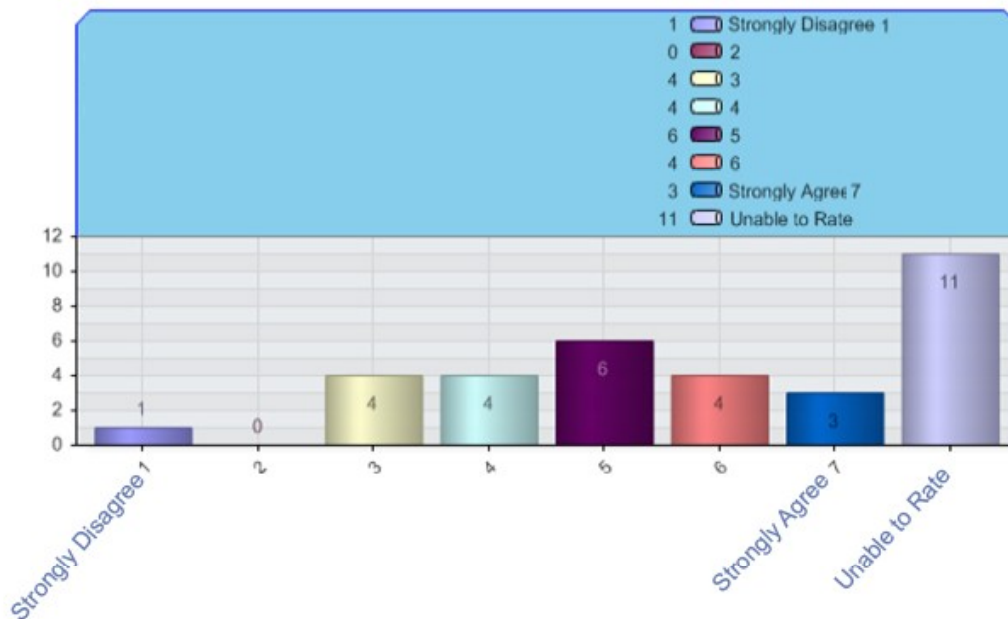


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12. My organization's employee engagement survey results consistently reveal that our employees are engaged or fully engaged. (Please score 7 if 90% or more are engaged or fully engaged, 6 if 80+%, 5 if 70+%, and so on).

	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	0	0%
3:	4	12.12%
4:	4	12.12%
5:	6	18.18%
6:	4	12.12%
Strongly Agree		
7:	3	9.09%
Unable to Rate:	11	33.33%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

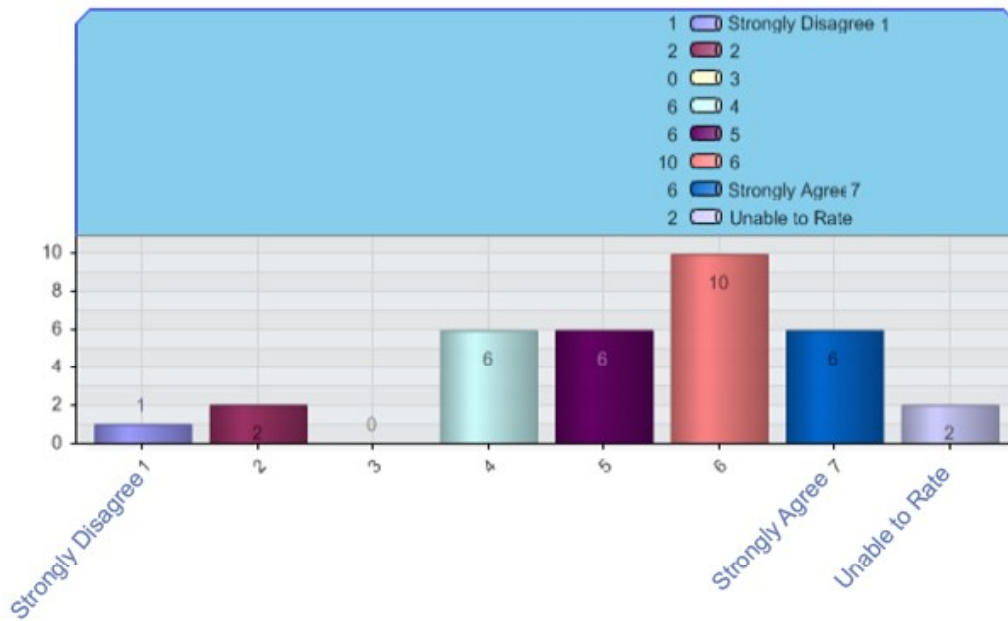


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13. My organization consistently meets or exceeds its goals, financial and/or otherwise (please choose 6 if it consistently meets, 7 if it consistently exceeds).

	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	2	6.06%
3:	0	0%
4:	6	18.18%
5:	6	18.18%
6:	10	30.3%
Strongly Agree		
7:	6	18.18%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



ANALYSIS: EMPLOYEE ENGAGEMENT

A total of 33 managers in your organization completed this part of the Enterprise Engagement Indicator. Overall, of a possible 91 points, your managers assessed your organization at 62.5 total points. Compared to the aggregate of other organizations that have taken this survey, you score in the 69th percentile, meaning your organization scores higher than 69% of the organizations that have completed this section of the EEI.

Strengths:

Your organization's management appears to believe strongly in the importance of employee engagement to the success or failure of the organization. And they appear to have done a good job of communicating that objective. Namely, employees across the organization appear highly dedicated to helping the organization achieve its goals and objectives. This dedication is reflected in their enthusiasm to refer their friends, relatives and others to open positions in the organization.

Weaknesses:

Management does not believe the organization gauges employee engagement well or regularly. Most report that employee engagement surveys are completed less than once per year. Few believe that where employee engagement surveys are conducted, the results are acted upon quickly and systematically to continuously improve the organization. For example, only about half of respondents believe that the organization measures the impact of engagement on retention, absenteeism, performance and profits. Interestingly, despite managers' strong belief that employees are generally dedicated, less than 40% believe that at least 70% of employees are engaged or highly engaged. Worse perhaps, a full third cannot answer this question, meaning that engagement surveys are not conducted or the results are not widely shared with managers.

Opportunities:

The foundation for excellence in employee engagement is in place in your organization. There is an opportunity to improve on an already good level of employee engagement. This can be best accomplished by conducting twice yearly employee engagement surveys. The results of the surveys should be analyzed at the organization level and then broken down by managerial unit (at the aggregate - not revealing individual responses). Those results should be shared with each manager and each manager should be required to produce an action plan designed to improve his/her scores among the employees that report to them. For example, if a manager's aggregate score reveals a weakness in his or her ability to develop employees and advance their careers, an action may be that that manager have individual development plans (ILPs) in place for each of his/her reports within 3 months. At the organization level, metrics should be determined and tracked. For example, how do engagement survey results correlate with top talent retention? With overall absenteeism? Etc. After this step has been taken, the organization should next calculate the hard dollar impact higher engagement scores generate across the organization.

Threats:

Currently, employee engagement surveys appear to be done inconsistently and the results insufficiently leveraged and shared. Most managers believe that fewer than 70% of the workforce is engaged and the organization has no way of knowing whether this number is increasing or decreasing. Managers believe strongly that the organization will succeed or fail based in significant part on employee engagement. They are correct. The largest threat to your organization currently is in not knowing where employee engagement is in decline and how to intervene. Following through on the opportunities listed above should gradually eliminate these threats.

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PART TWO: CUSTOMER ENGAGEMENT

Few organizations succeed and prosper in today's ultra competitive environment without customers who are both satisfied and engaged. Engaged customers bond with your organization. They identify with your organization's mission, products or services and may even form emotional attachments. Engaged customers are far more loyal than merely satisfied customers.

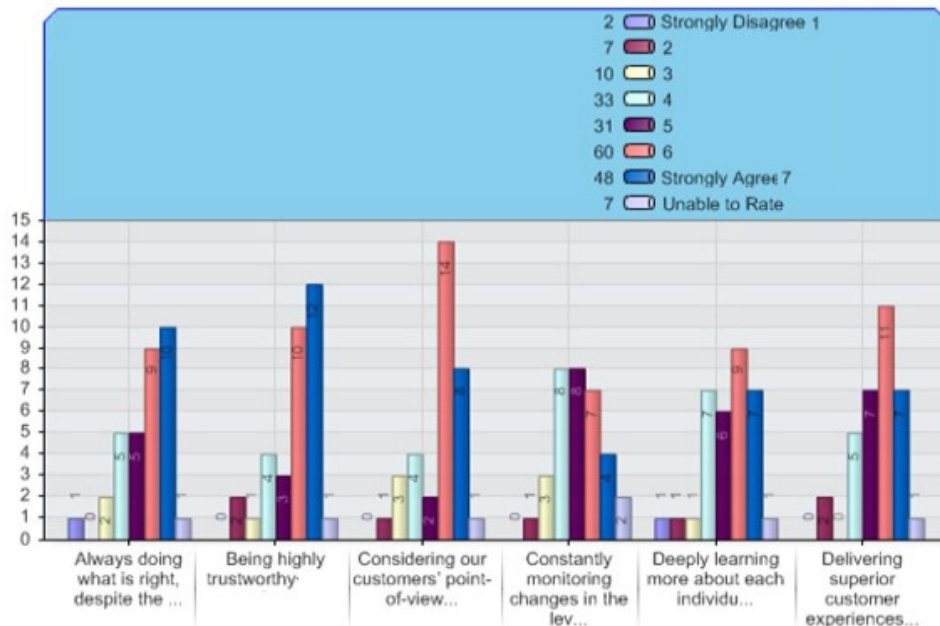
Your organization scored at total of 91 points out of a possible 153 in this section, please see scores for each question below followed by analysis and recommendations.

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1. My organization contributes to creating and nurturing customer engagement by...

	Strongly Disagree 1	2	3	4	5	6	Strongly Agree 7	Unable to Rate	Total
Always doing what is right, despite the pressure to make our current-period financial numbers	1(3.03%)	0(0%)	2(6.06%)	5(15.15%)	5(15.15%)	9(27.27%)	10(30.3%)	1(3.03%)	33
Being highly trustworthy	0(0%)	2(6.06%)	1(3.03%)	4(12.12%)	3(9.09%)	10(30.3%)	12(36.36%)	1(3.03%)	33
Considering our customers' point-of-view in every business decision we make	0(0%)	1(3.03%)	3(9.09%)	4(12.12%)	2(6.06%)	14(42.42%)	8(24.24%)	1(3.03%)	33
Constantly monitoring changes in the level of our customers' engagement	0(0%)	1(3.03%)	3(9.09%)	8(24.24%)	8(24.24%)	7(21.21%)	4(12.12%)	2(6.06%)	33
Deeply learning more about each individual customers' needs	1(3.03%)	1(3.03%)	1(3.03%)	7(21.21%)	6(18.18%)	9(27.27%)	7(21.21%)	1(3.03%)	33
Delivering superior customer experiences at every touchpoint	0(0%)	2(6.06%)	0(0%)	5(15.15%)	7(21.21%)	11(33.33%)	7(21.21%)	1(3.03%)	33
Total Responded to this question:								33	100%
Total who skipped this question:								0	0%
Total:								33	100%

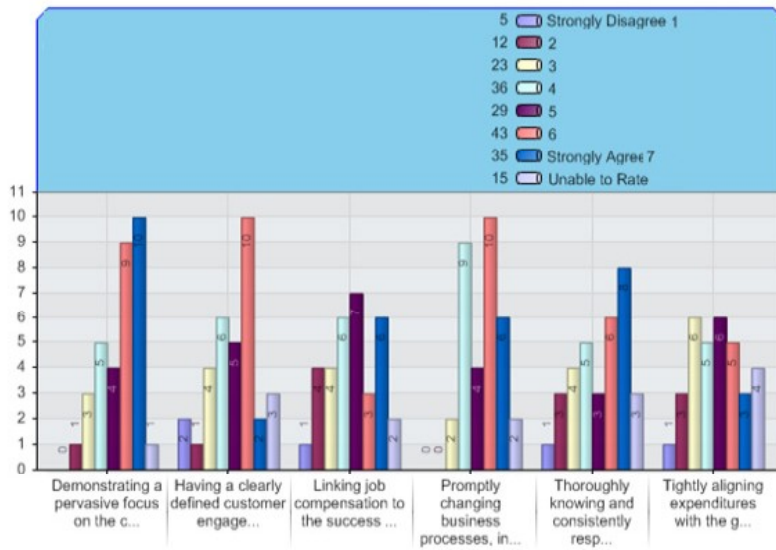


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2. *My organization contributes to creating and nurturing customer engagement by...*

	Strongly Disagree 1	2	3	4	5	6	Strongly Agree 7	Unable to Rate	Total
Demonstrating a pervasive focus on the customer	0(0%)	1(3.03%)	3(9.09%)	5(15.15%)	4(12.12%)	9(27.27%)	10(30.3%)	1(3.03%)	33
Having a clearly defined customer engagement strategy	2(6.06%)	1(3.03%)	4(12.12%)	6(18.18%)	5(15.15%)	10(30.3%)	2(6.06%)	3(9.09%)	33
Linking job compensation to the success of creating and nurturing customer engagement	1(3.03%)	4(12.12%)	4(12.12%)	6(18.18%)	7(21.21%)	3(9.09%)	6(18.18%)	2(6.06%)	33
Promptly changing business processes, in response to identified deficiencies in engaging customers	0(0%)	0(0%)	2(6.06%)	9(27.27%)	4(12.12%)	10(30.3%)	6(18.18%)	2(6.06%)	33
Thoroughly knowing and consistently respecting each individual customers' preferences	1(3.03%)	3(9.09%)	4(12.12%)	5(15.15%)	3(9.09%)	6(18.18%)	8(24.24%)	3(9.09%)	33
Tightly aligning expenditures with the goal of creating and nurturing customer engagement	1(3.03%)	3(9.09%)	6(18.18%)	5(15.15%)	6(18.18%)	5(15.15%)	3(9.09%)	4(12.12%)	33
Total Responded to this question:									33
Total who skipped this question:									0
Total:									33

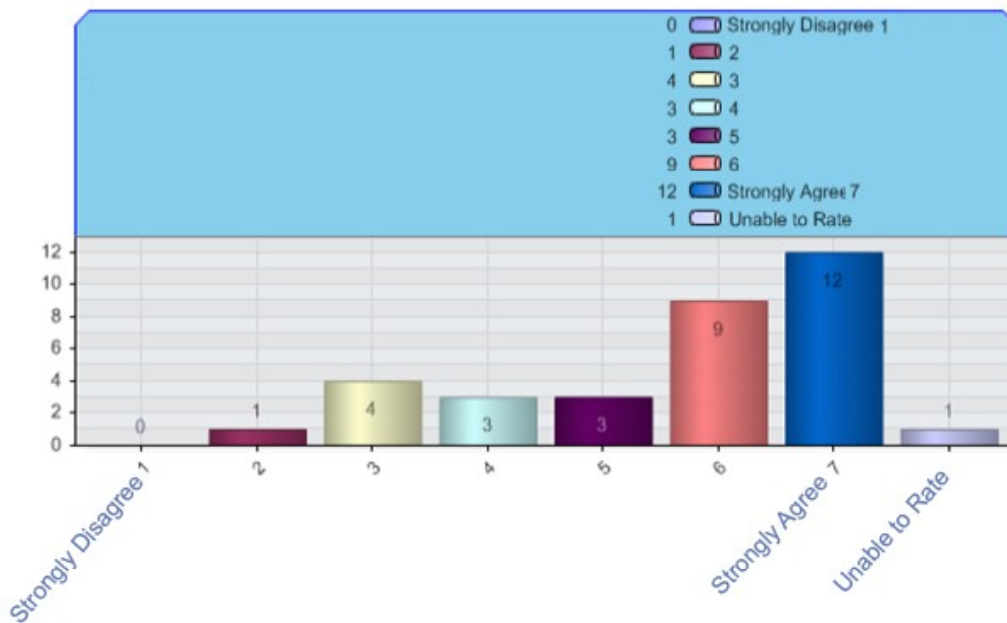


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3. *My organization believes that creating and nurturing customer engagement is critically important to its long-term success.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	3.03%
3:	4	12.12%
4:	3	9.09%
5:	3	9.09%
6:	9	27.27%
Strongly Agree		
7:	12	36.36%
Unable to Rate:	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

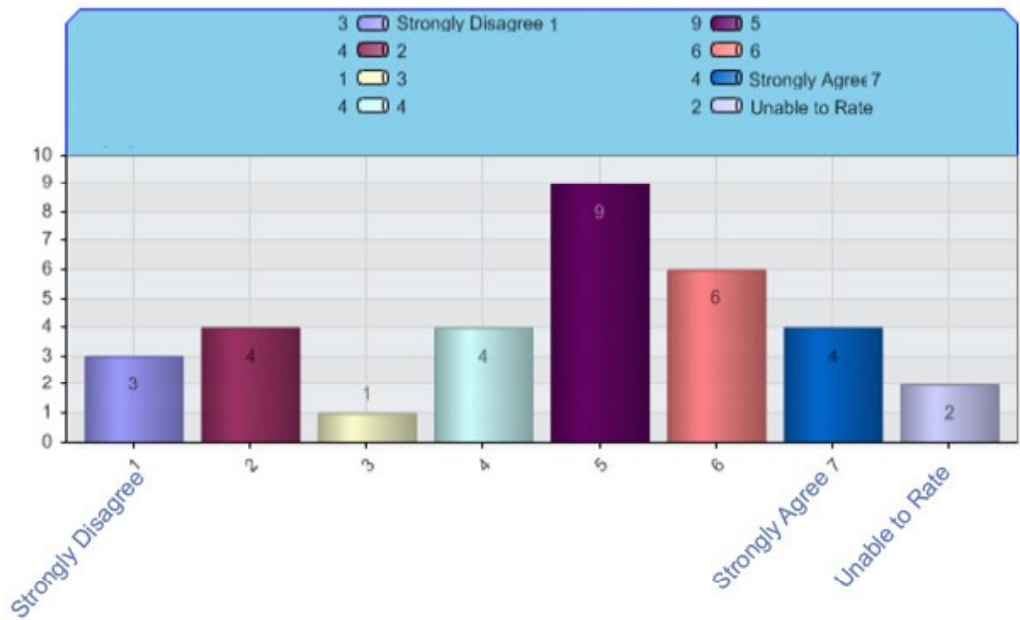


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4. *Everyone in my organization knows precisely what is meant by the term “customer engagement.”*

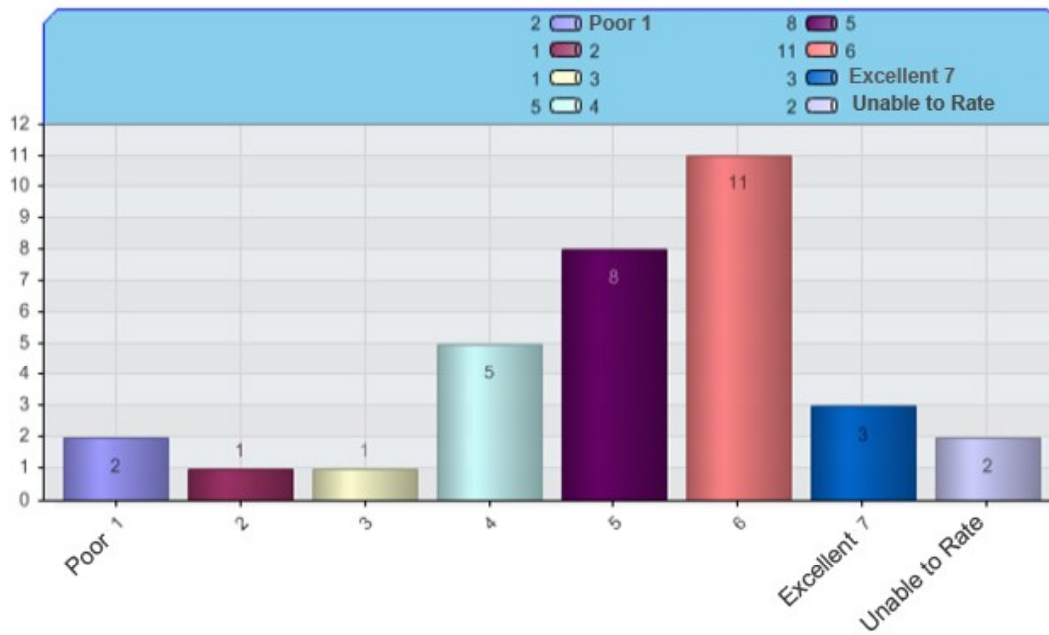
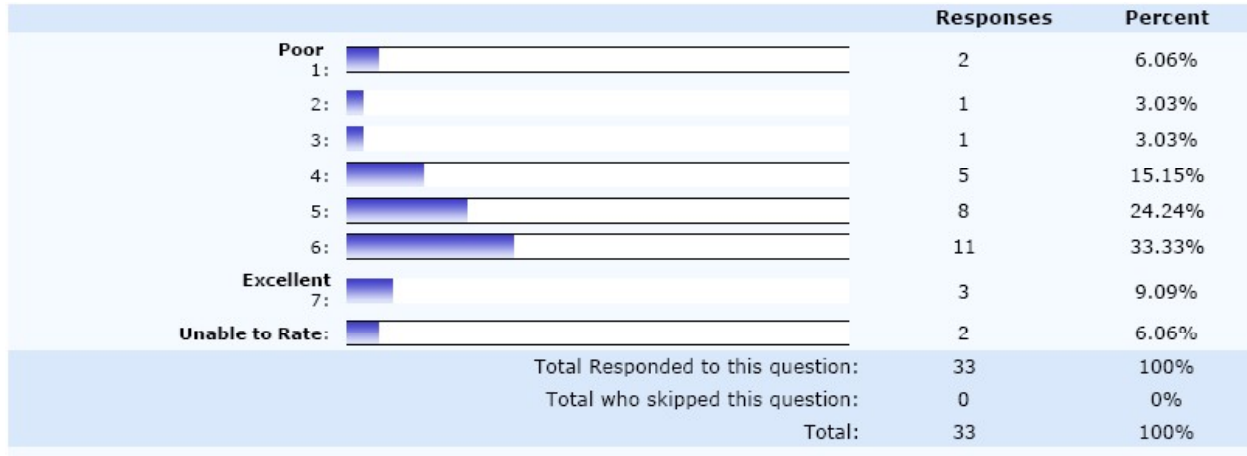
	Responses	Percent
Strongly Disagree		
1:	3	9.09%
2:	4	12.12%
3:	1	3.03%
4:	4	12.12%
5:	9	27.27%
6:	6	18.18%
Strongly Agree		
7:	4	12.12%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



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5. Today, the quality of my organization's contribution to creating and nurturing customer engagement is...

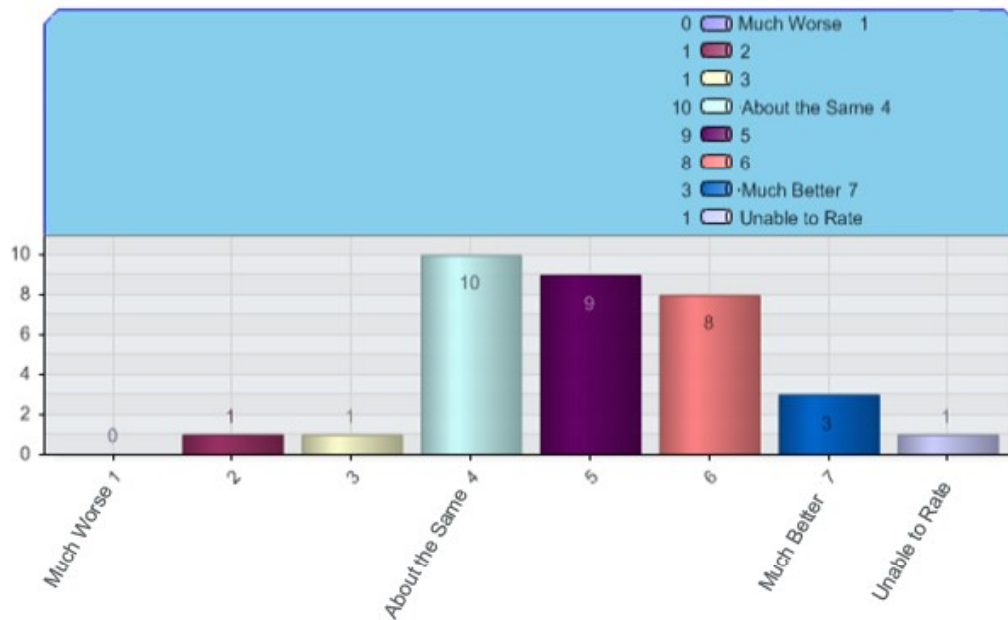


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6. As compared to 12 months ago, the quality of my organization's contribution to creating and nurturing customer engagement is now...

	Responses	Percent
Much Worse		
1:	0	0%
2:	1	3.03%
3:	1	3.03%
About the Same		
4:	10	30.3%
5:	9	27.27%
6:	8	24.24%
Much Better		
7:	3	9.09%
Unable to Rate:	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

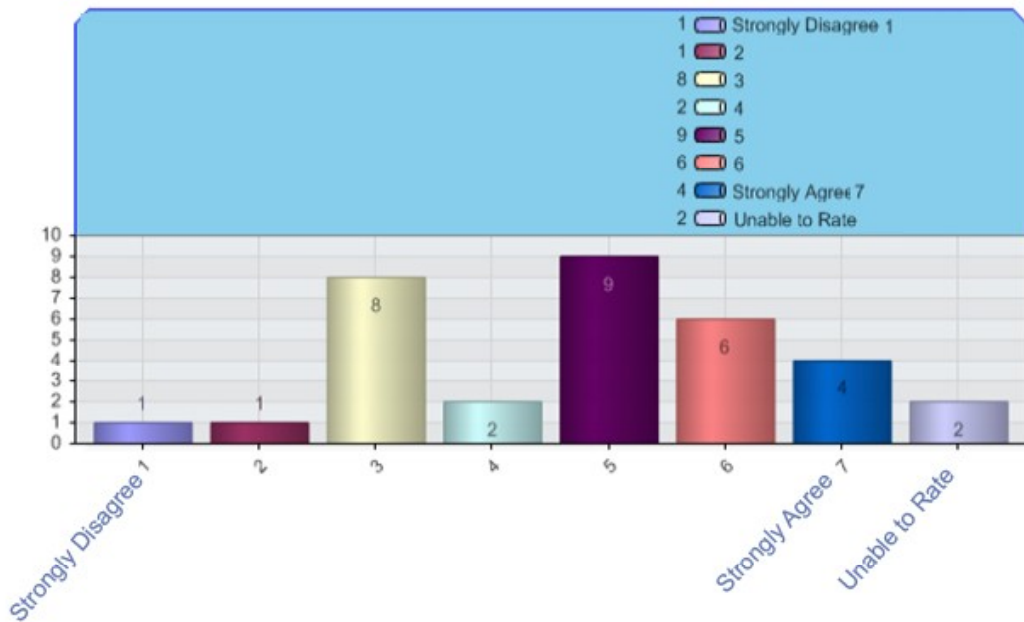


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7. *My organization thoroughly understands the drivers of customer engagement (i.e., the factors that cause the level of customers' engagement to change).*

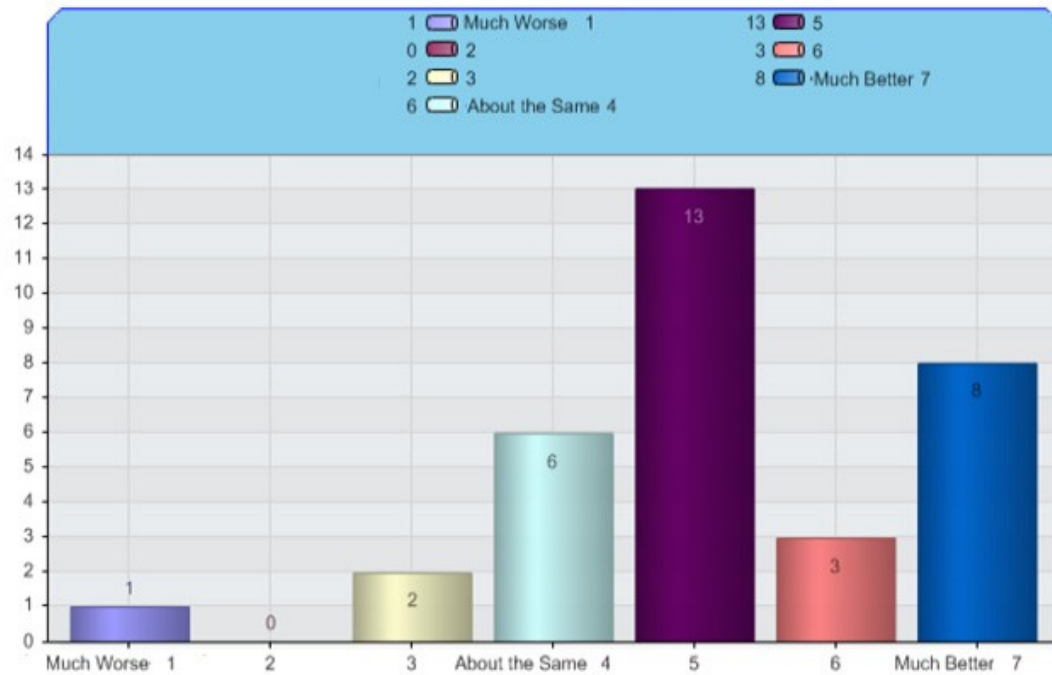
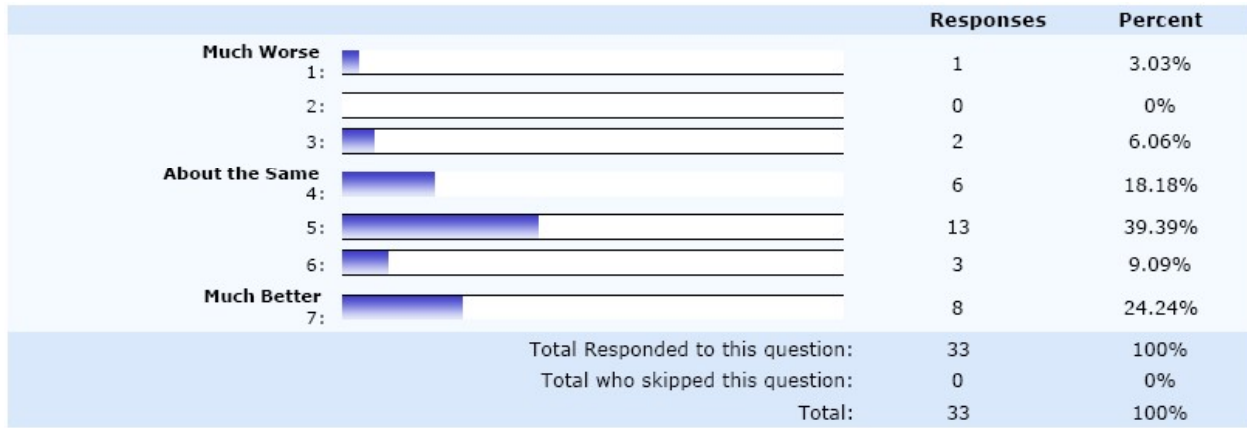
	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	1	3.03%
3:	8	24.24%
4:	2	6.06%
5:	9	27.27%
6:	6	18.18%
Strongly Agree		
7:	4	12.12%
Unable to Rate:		
	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



If you have questions about these results or would like to discuss them further, please contact us:

E-mail: Info@EnterpriseEngagement.org; Phone: 914-591-7600, ext. 230

8. As compared to major competitors, the business performance of my organization over the past 12 months has been...



ANALYSIS: CUSTOMER ENGAGEMENT

A total of 33 managers in your organization completed this part of the Enterprise Engagement Indicator. Overall, of a possible 153 points, your managers assessed your organization at 91 total points. Compared to the aggregate of other organizations that have taken this survey, you score in the 69th percentile, meaning your organization scores higher than 69% of the organizations that have completed this section of the EEI.

Strengths:

Your organization's management firmly believes that creating and nurturing customer engagement is critically important to its long-term success. Most also report that the organization has a strong and consistent commitment to making and keeping customers happy. For example, even where customer engagement might conflict with short-term profits, two-thirds of managers believe the organization will do what is right by the customer. Moreover, two-thirds believe the organization considers customers in every business decision it makes and more than half believe strongly that the organization delivers "superior customer experiences at every touch point".

Weaknesses:

There are no glaring weaknesses in the organization's approach to customer engagement. Out of 17 areas surveyed, only two yielded results of less than 5 out of 7 on the scale used. Only 25% of respondents felt strongly that the organization "Tightly aligns expenditures with the goal of creating and nurturing customer engagement." Of perhaps greater concern, less than 10% of managers believe that the "quality of my organization's contribution to creating and nurturing customer engagement is now much better than 12 months ago." Conversely, only 6% felt it was much worse. More than 80% felt it was more or less the same. Of potential concern, only about one-third of managers felt strongly that the organization is constantly monitoring changes in the level of customers' engagement.

Opportunities:

As above, the organization has both a strong commitment to customer engagement and a strong set of principles and initiatives in place to keep customer engagement high. Nevertheless, opportunities for improvement exist (see next section). It is unclear whether the organization consistently, or at least constantly, collects customer engagement data and then acts on that intelligence. This should be examined to determine if the right collection and analysis systems are in place and being acted on.

Threats:

There appears to be a general belief among managers that customer engagement levels are only holding their ground rather than improving. In this economy, any real or perceived decrease in customer commitment, particularly as perceived by the customer, is extremely dangerous. The organization should immediately determine whether the survey results accurately reflect reality as at least two managers actually believe customer engagement is getting worse. In any case, there appears to be an opportunity to improve customer engagement in that it is at best, holding steady.

If you have questions about these results or would like to discuss them further, please contact us:

E-mail: Info@EnterpriseEngagement.org; **Phone:** 914-591-7600, ext. 230

PART THREE: CHANNEL ENGAGEMENT

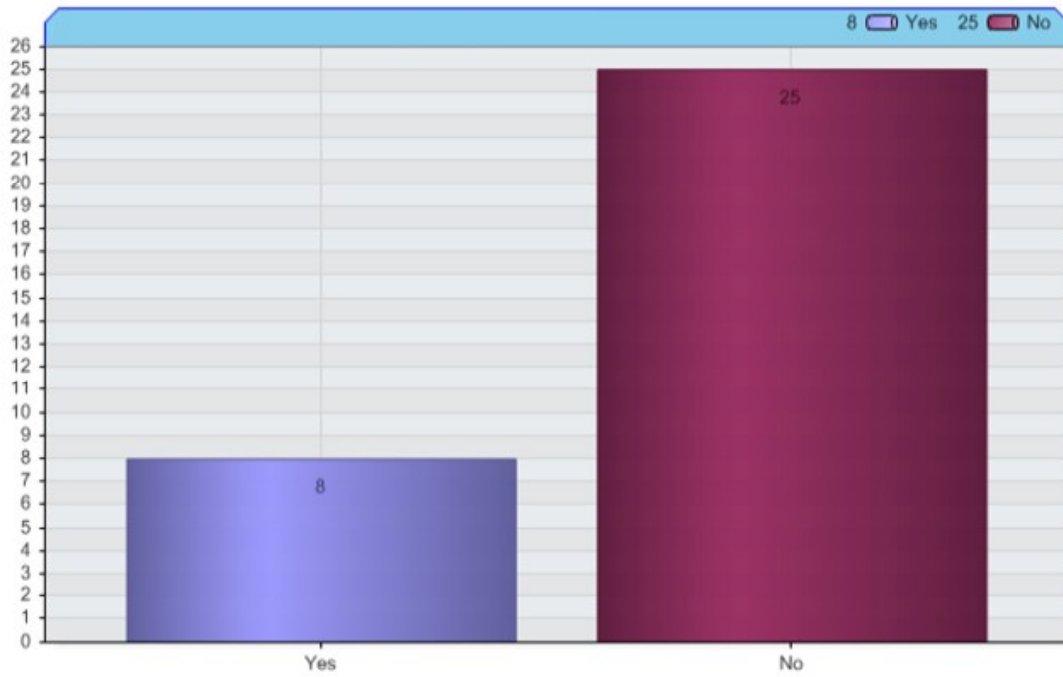
Engaging your channel is critical in today's competitive environment. Your channel's positive, proactive involvement with your organization, and on your behalf, with their customers is an important measure of your current and future business success.

Your organization scored at total of 54 points out of a possible 70 in this section, please see scores for each question below followed by analysis and recommendations.

If you have questions about these results or would like to discuss them further, please contact us:

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1. Do you have Channel Partners in your organization?

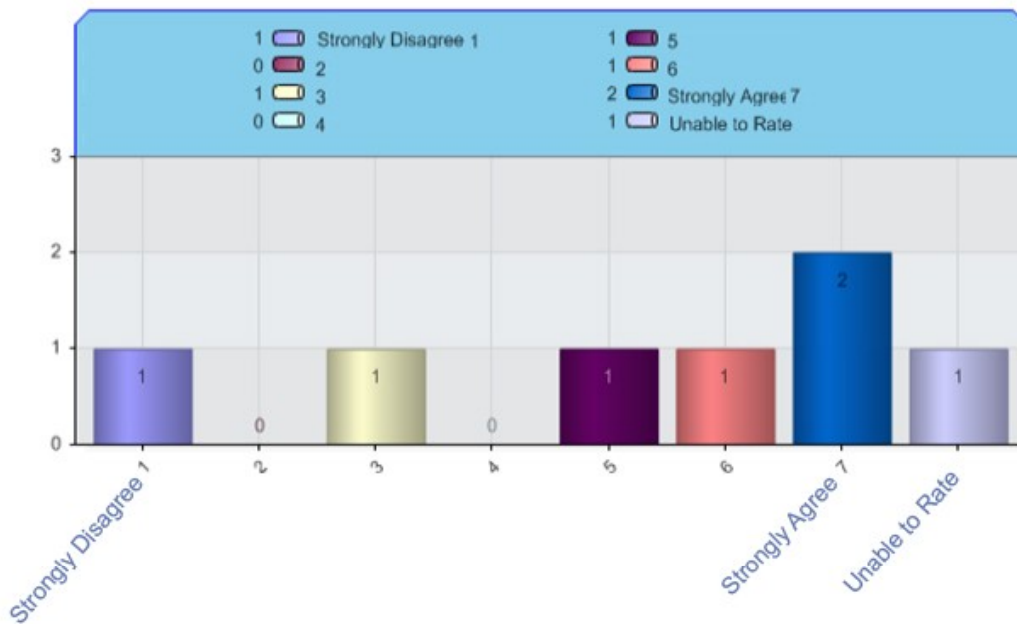


If you have questions about these results or would like to discuss them further, please contact us:

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2. *My organization has identified what channel partners specifically value in their relationship with us.*

	Responses	Percent
Strongly Disagree		
1:	1	14.29%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	1	14.29%
6:	1	14.29%
Strongly Agree		
7:	2	28.57%
Unable to Rate:		
	1	14.29%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

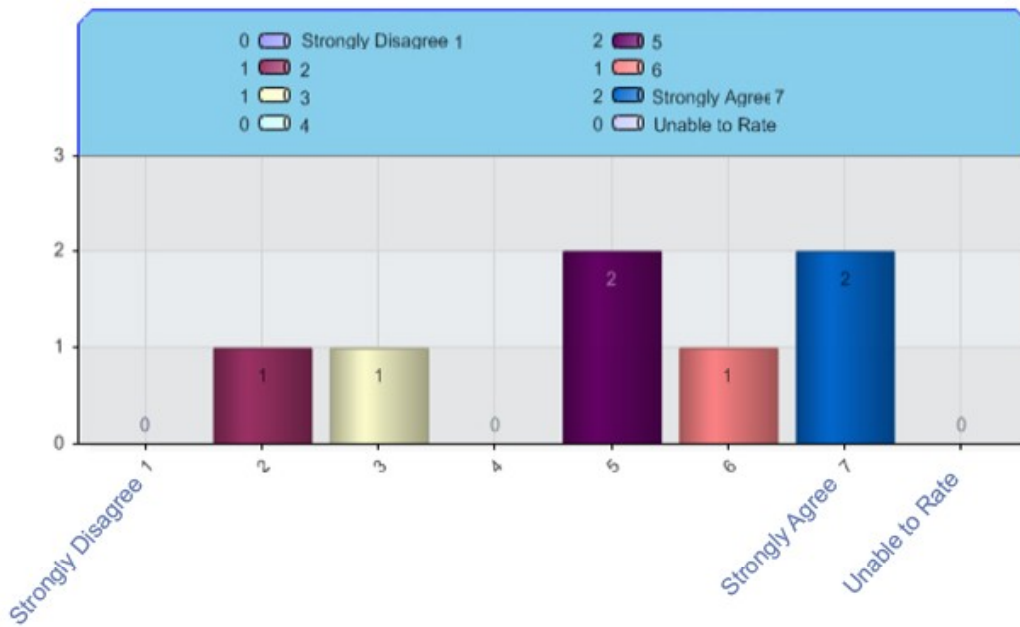


If you have questions about these results or would like to discuss them further, please contact us:

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3. *My organization's channel partners consistently provide us with valuable ideas to improve our business.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	14.29%
3:	1	14.29%
4:	0	0%
5:	2	28.57%
6:	1	14.29%
Strongly Agree		
7:	2	28.57%
Unable to Rate:	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

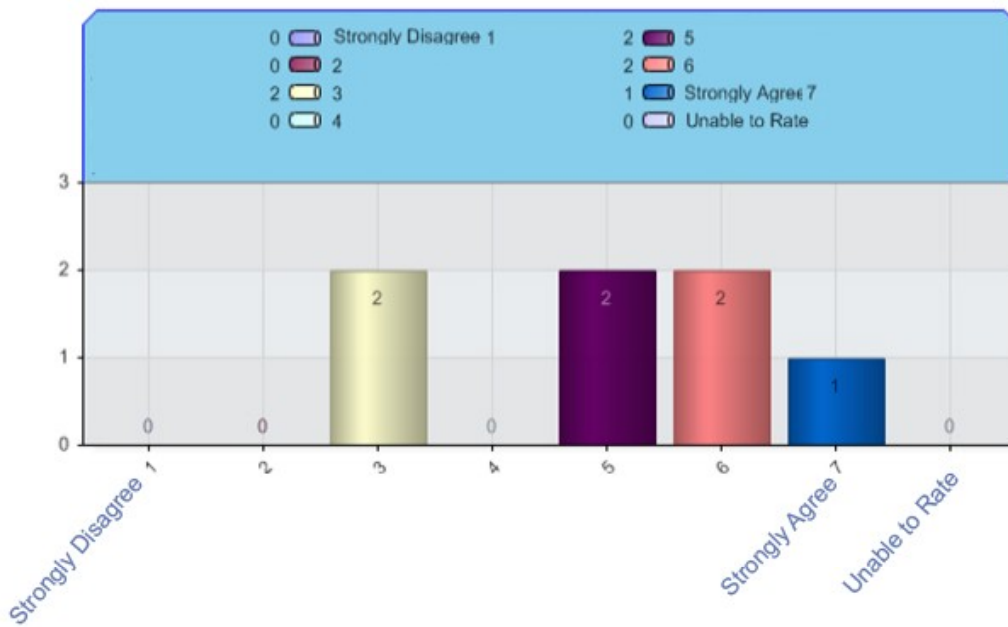


If you have questions about these results or would like to discuss them further, please contact us:

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4. *My organization consciously works with our channel partners to make their businesses more profitable.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	2	28.57%
4:	0	0%
5:	2	28.57%
6:	2	28.57%
Strongly Agree		
7:	1	14.29%
Unable to Rate:		
	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

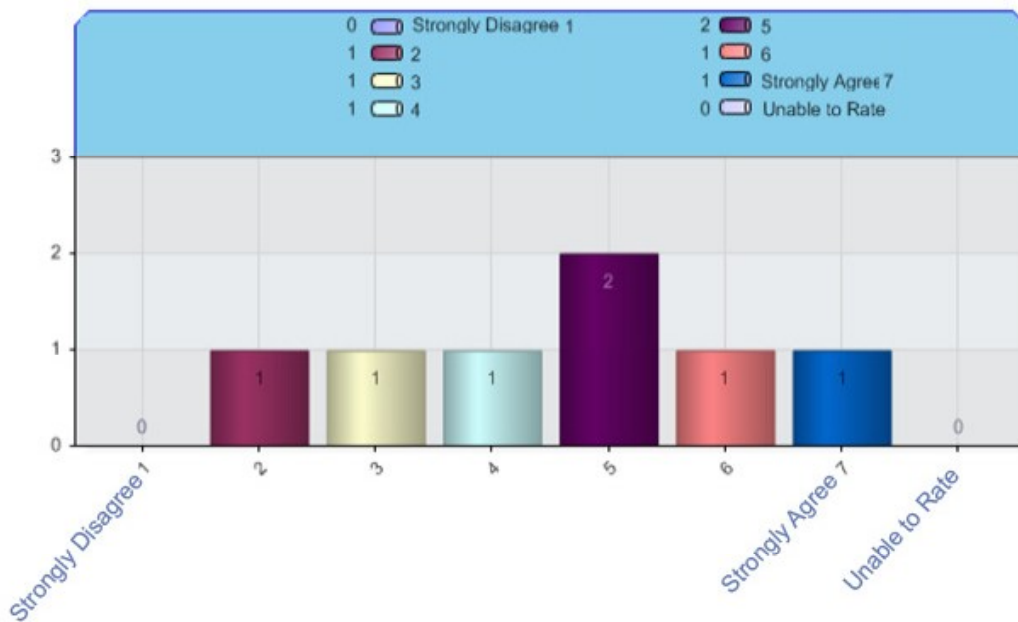


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5. *My organization has annual meetings with our channel partners to solicit constructive feedback.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	14.29%
3:	1	14.29%
4:	1	14.29%
5:	2	28.57%
6:	1	14.29%
Strongly Agree		
7:	1	14.29%
Unable to Rate:	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

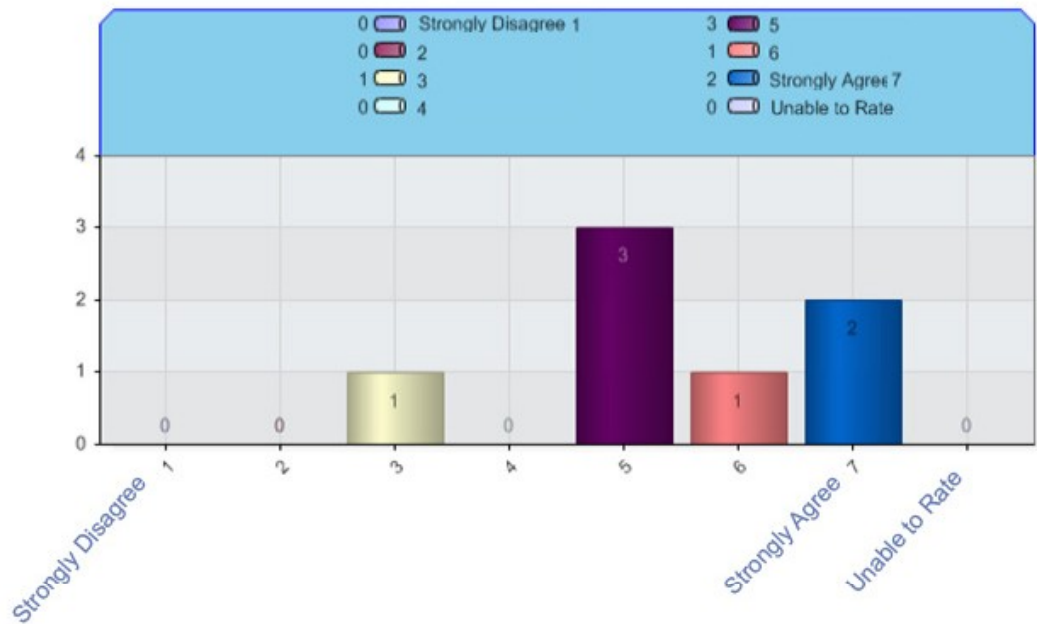


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6. *My organization views our channel partners as a positive extension of our business brand.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	3	42.86%
6:	1	14.29%
Strongly Agree		
7:	2	28.57%
Unable to Rate:	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

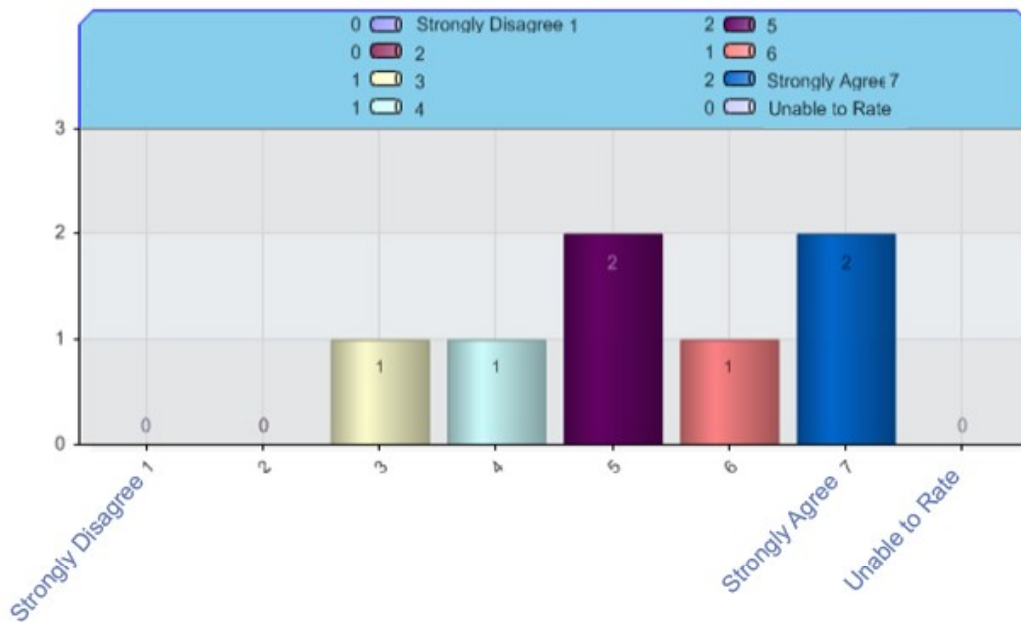


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7. *My organization's channel partners select us as much (if not more) than we select them.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	1	14.29%
4:	1	14.29%
5:	2	28.57%
6:	1	14.29%
Strongly Agree		
7:	2	28.57%
Unable to Rate:	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

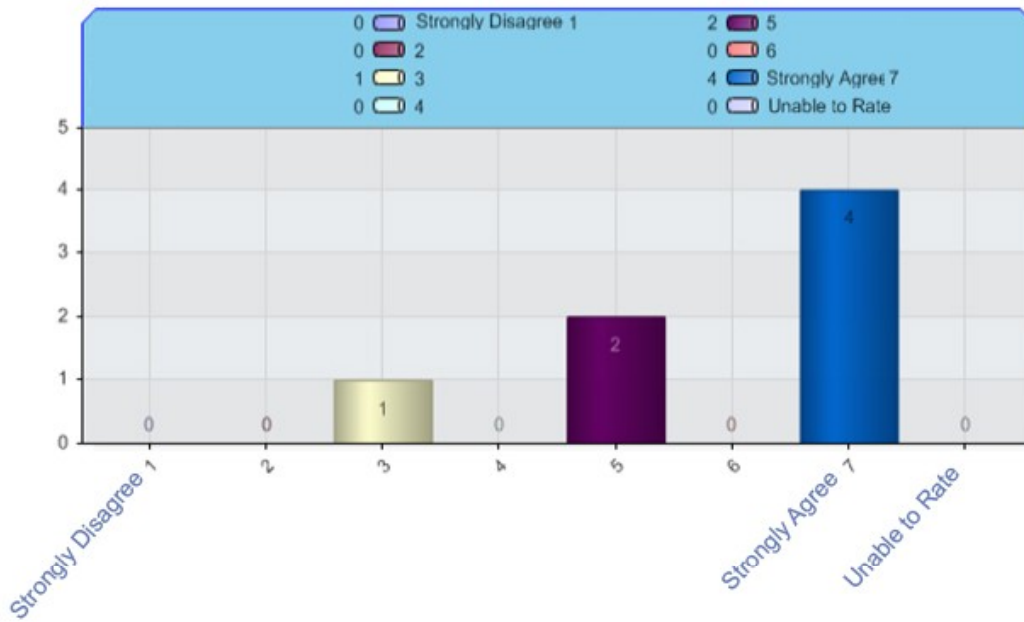


If you have questions about these results or would like to discuss them further, please contact us:

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8. My organization's channel partners implicitly trust us to treat them fairly.

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	2	28.57%
6:	0	0%
Strongly Agree		
7:	4	57.14%
Unable to Rate:	0	0%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

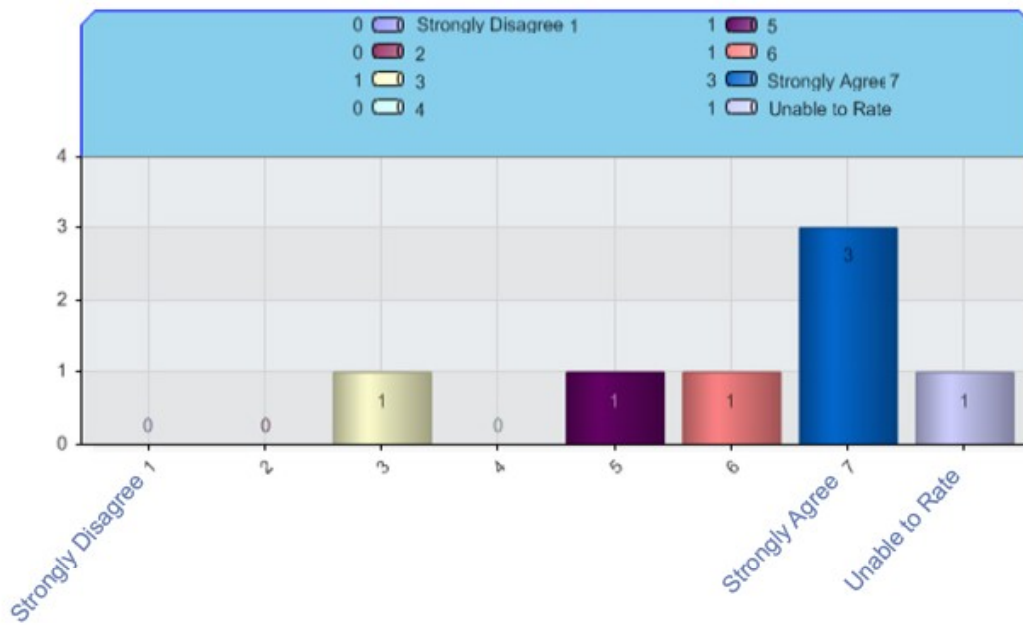


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9. *My organization believes our relationship with our channel partners is among the best in the industry.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	1	14.29%
6:	1	14.29%
Strongly Agree		
7:	3	42.86%
Unable to Rate:		
	1	14.29%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

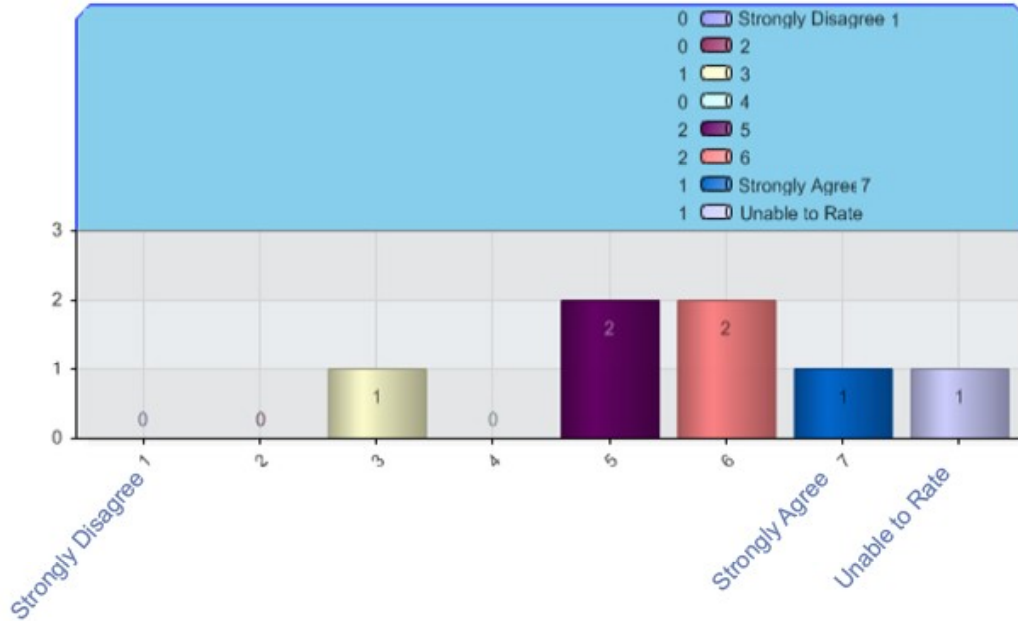


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10. The measure of my organization's channel partners is a composite, with current volume as only one of these measures.

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	2	28.57%
6:	2	28.57%
Strongly Agree		
7:	1	14.29%
Unable to Rate:	1	14.29%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%

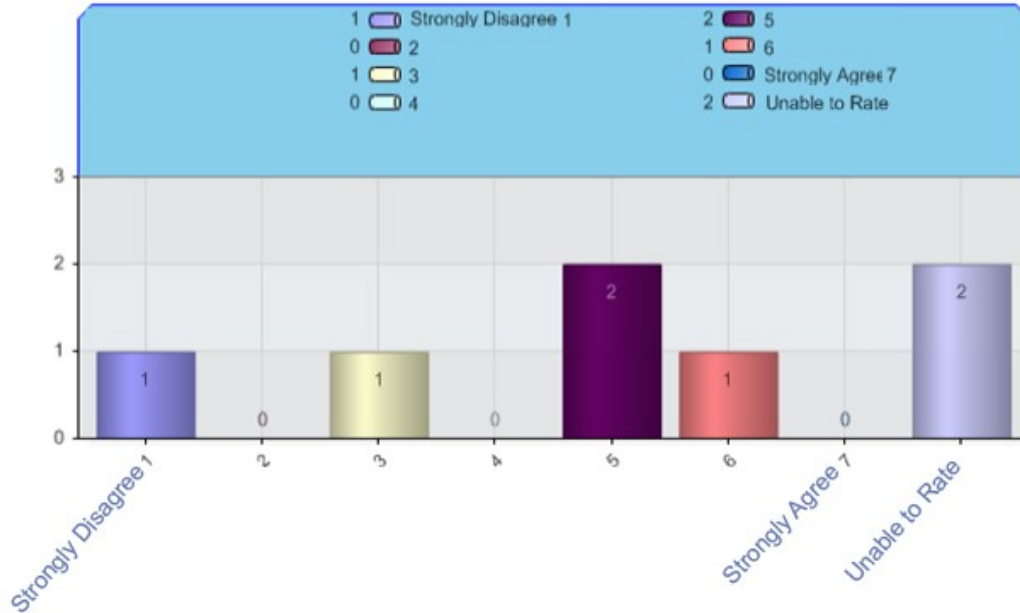


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11. My organization takes very seriously our annual “voice of the channel” survey. (score 1 if you don’t do such a survey)

	Responses	Percent
Strongly Disagree		
1:	1	14.29%
2:	0	0%
3:	1	14.29%
4:	0	0%
5:	2	28.57%
6:	1	14.29%
Strongly Agree		
7:	0	0%
Unable to Rate:	2	28.57%
Total Responded to this question:		7 21.21%
Total who skipped this question:		26 78.79%
Total:		33 100%



ANALYSIS: CHANNEL PARTNER ENGAGEMENT

A total of 7 managers in your organization completed this part of the Enterprise Engagement Indicator. Overall, of a possible 70 points, your managers assessed your organization at 54 total points. Compared to the aggregate of other organizations that have taken this survey, you score in the 76th percentile, meaning your organization scores higher than 76% of the organizations that have completed this section of the EEI.

Strengths:

Though very few managers completed this part of the survey, those that did were generally very positive about the organizations engagement of channel partners. Only 2 of 10 areas examined yielded scores of less than 5/7. Strengths include the trust managers believe channel partners have in the organization and its positive relationships with channel partners, judged to be the best in the industry by more than half of respondents. In part, this high level of trust and its very positive relationships may be based on the organization's strong commitment to its channel partners to make their businesses more profitable.

Weaknesses:

It isn't clear whether the organization conducts surveys or other analyses to determine channel partner engagement. Four of seven respondents were either unsure or did not believe such initiatives are taking place. There appears also to be some reticence among respondents where brand alignment is concerned, almost half believing that the organization does not commit strongly to promoting its partners brands.

Opportunities:

The organization should determine first whether channel partner engagement is being systematically measured and monitored. If not, the first opportunity and priority is to do so. Following this, the organization should develop metrics to determine whether channel partner

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engagement is improving or not and where and how channel partner engagement impacts key measures in the organization such as sales, revenue and profitability.

Threats:

No immediate threats are apparent. Managers believe that the organization is among the best in its industry where relationships with channel partners are concerned. As above, the organization may have no other evidence to test this belief and should, at minimum, devise a channel partner engagement instrument, disseminate it and analyze the results.

If you have questions about these results or would like to discuss them further, please contact us:

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PART FOUR: SUPPLIER ENGAGEMENT

In many ways, your suppliers are the lifeblood of your organization. You are their customer and they should seek to engage you, yet you should also be sure that they identify with your success and are treated like valuable partners. Organizations that engage their suppliers are rewarded, for example, when materials are in short supply or last minute requests are necessary.

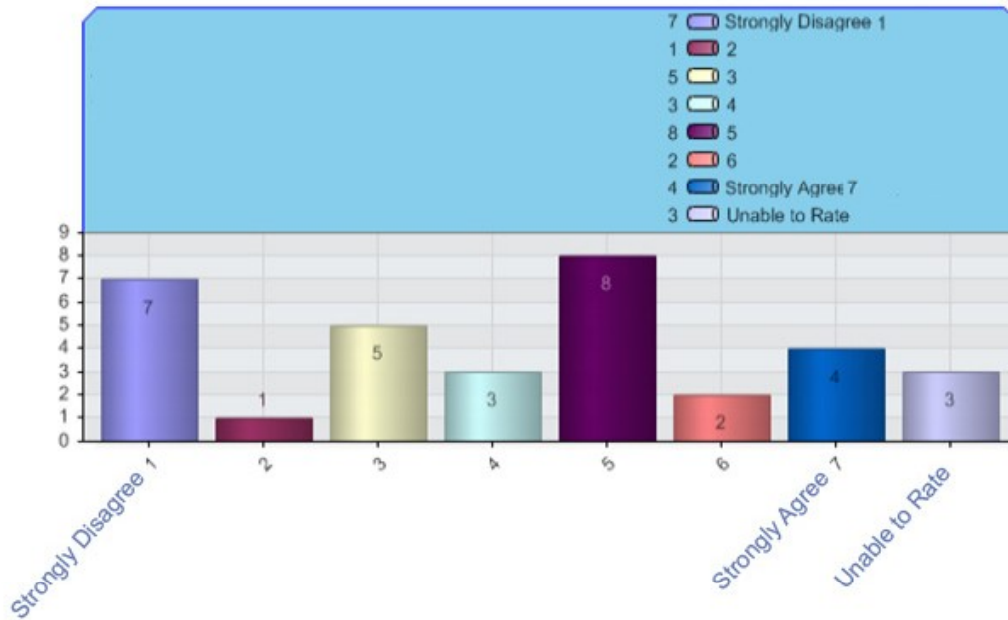
Your organization scored at total of 40 points out of a possible 63 in this section, please see scores for each question below followed by analysis and recommendations.

If you have questions about these results or would like to discuss them further, please contact us:

E-mail: Info@EnterpriseEngagement.org; Phone: 914-591-7600, ext. 230

1. My organization views and treats suppliers as vital components of the extended team.

	Responses	Percent
Strongly Disagree		
1:	7	21.21%
2:	1	3.03%
3:	5	15.15%
4:	3	9.09%
5:	8	24.24%
6:	2	6.06%
Strongly Agree		
7:	4	12.12%
Unable to Rate:	3	9.09%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

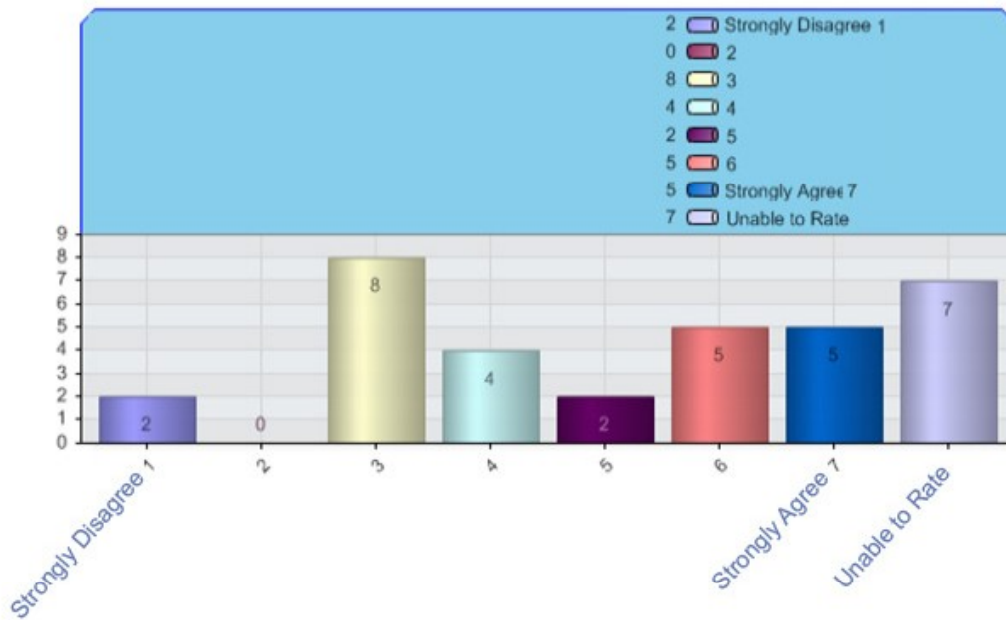


If you have questions about these results or would like to discuss them further, please contact us:

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2. *My organization's suppliers often provide us with valuable ideas to improve our business.*

	Responses	Percent
Strongly Disagree		
1:	2	6.06%
2:	0	0%
3:	8	24.24%
4:	4	12.12%
5:	2	6.06%
6:	5	15.15%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	7	21.21%
Total Responded to this question:		33
Total who skipped this question:		0
Total:		33

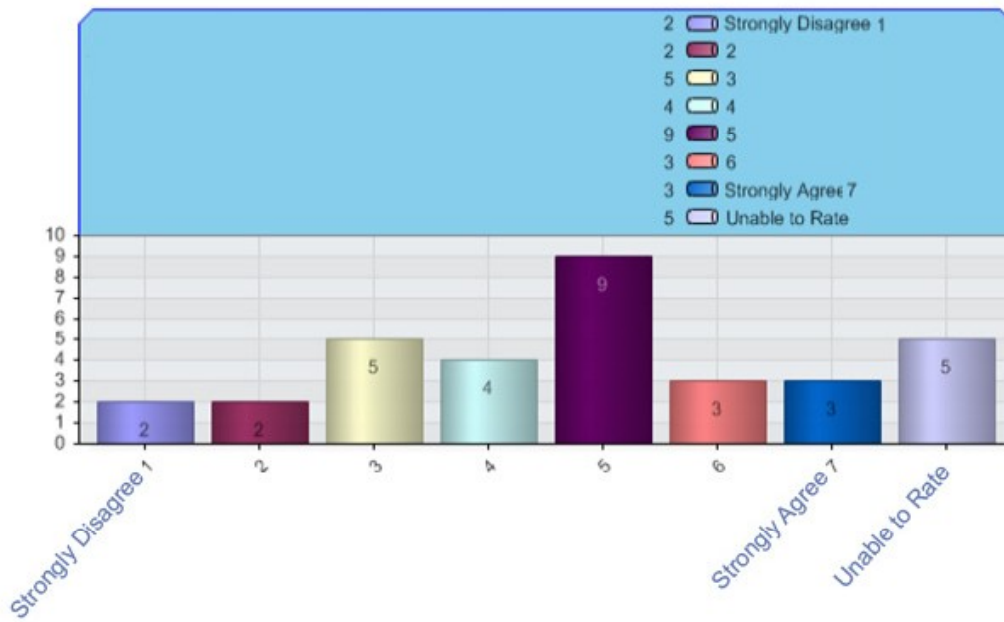


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3. *My organization consciously works with our suppliers to improve their service to us and make them better partners.*

	Responses	Percent
Strongly Disagree		
1:	2	6.06%
2:	2	6.06%
3:	5	15.15%
4:	4	12.12%
5:	9	27.27%
6:	3	9.09%
Strongly Agree		
7:	3	9.09%
Unable to Rate:	5	15.15%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

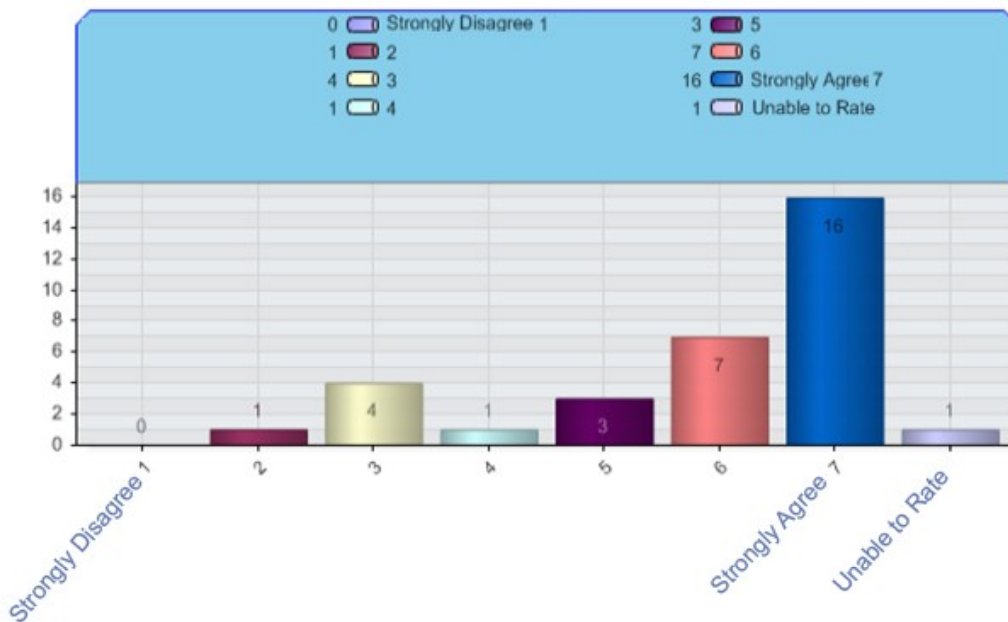


If you have questions about these results or would like to discuss them further, please contact us:

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4. *My organization’s suppliers know our business and share in our successes; they celebrate our wins, identify with our challenges and generally behave like they are part of our extended team.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	3.03%
3:	4	12.12%
4:	1	3.03%
5:	3	9.09%
6:	7	21.21%
Strongly Agree		
7:	16	48.48%
Unable to Rate:		
	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

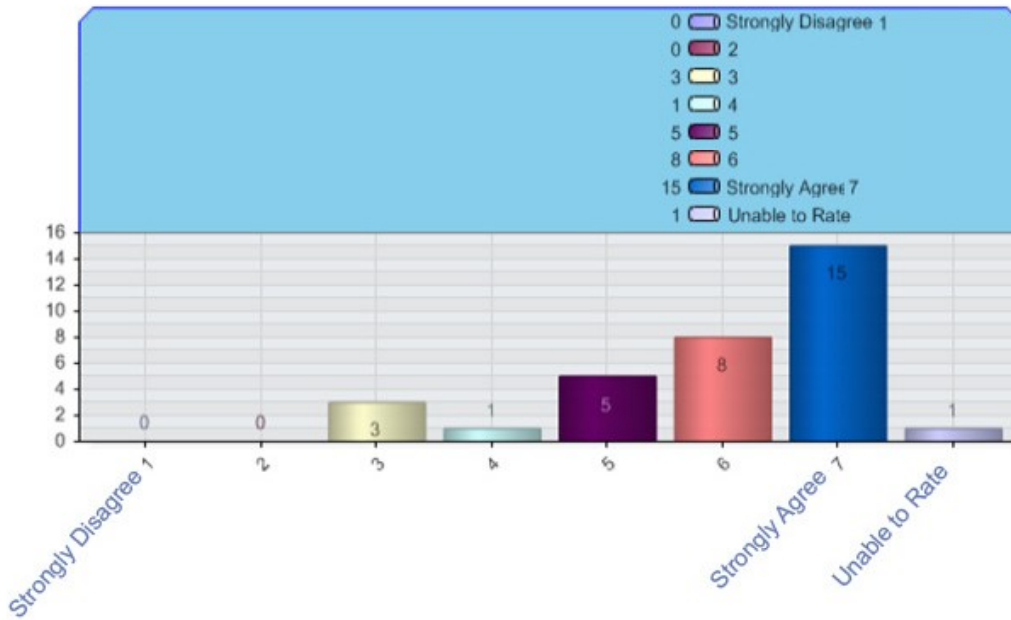


If you have questions about these results or would like to discuss them further, please contact us:

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5. *My organization's suppliers implicitly trust us to treat them fairly.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	0	0%
3:	3	9.09%
4:	1	3.03%
5:	5	15.15%
6:	8	24.24%
Strongly Agree		
7:	15	45.45%
Unable to Rate:		
	1	3.03%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

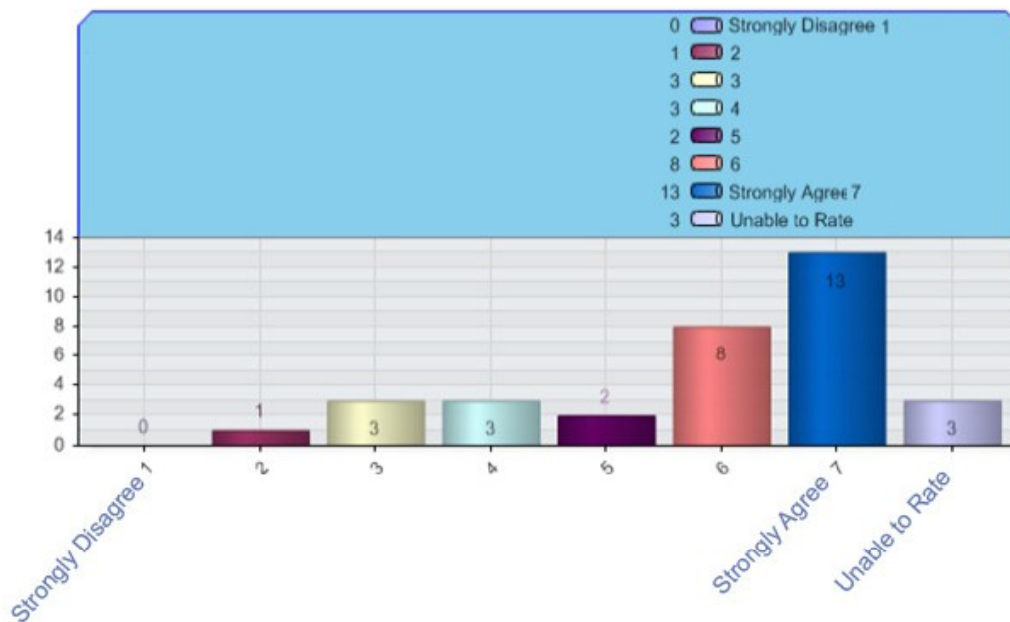


If you have questions about these results or would like to discuss them further, please contact us:

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6. *My organization believes our relationships with our suppliers are among the best in the industry.*

	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	1	3.03%
3:	3	9.09%
4:	3	9.09%
5:	2	6.06%
6:	8	24.24%
Strongly Agree		
7:	13	39.39%
Unable to Rate:		
	3	9.09%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%

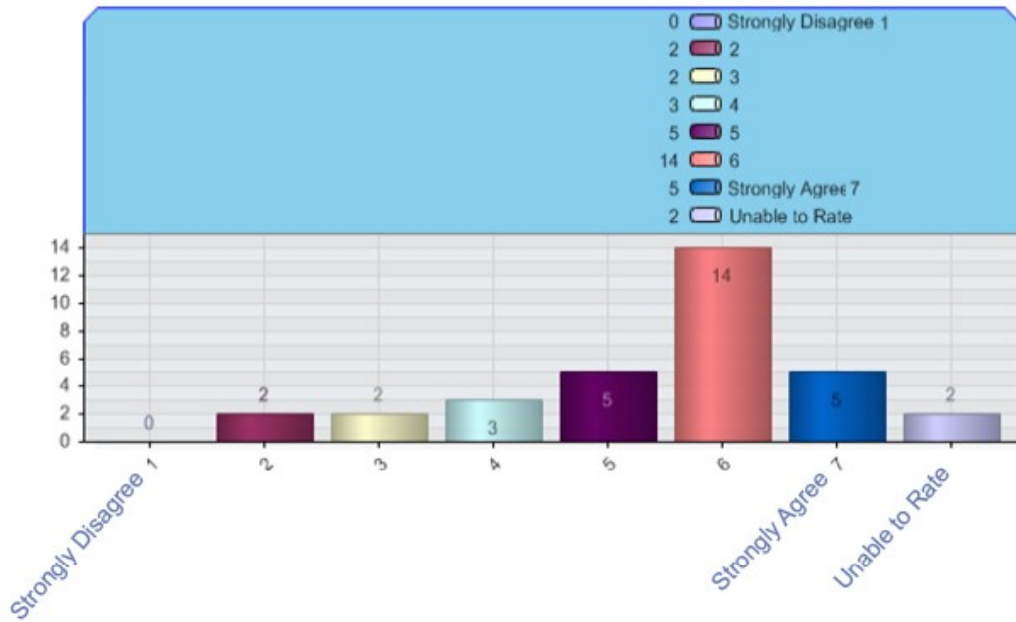


If you have questions about these results or would like to discuss them further, please contact us:

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7. *Our suppliers' performance and commitment is essential to our competitive advantage.*

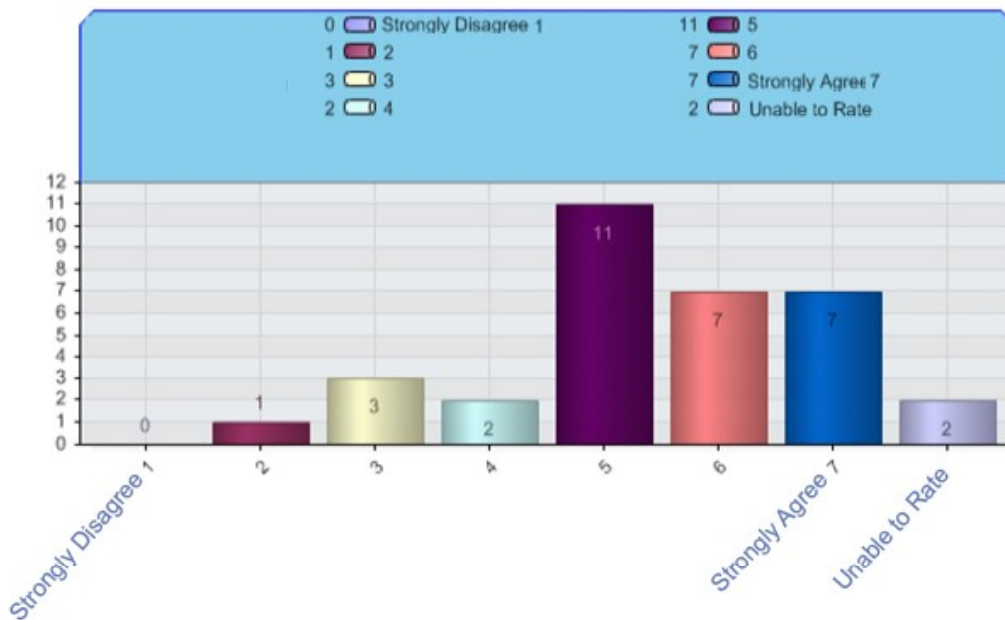
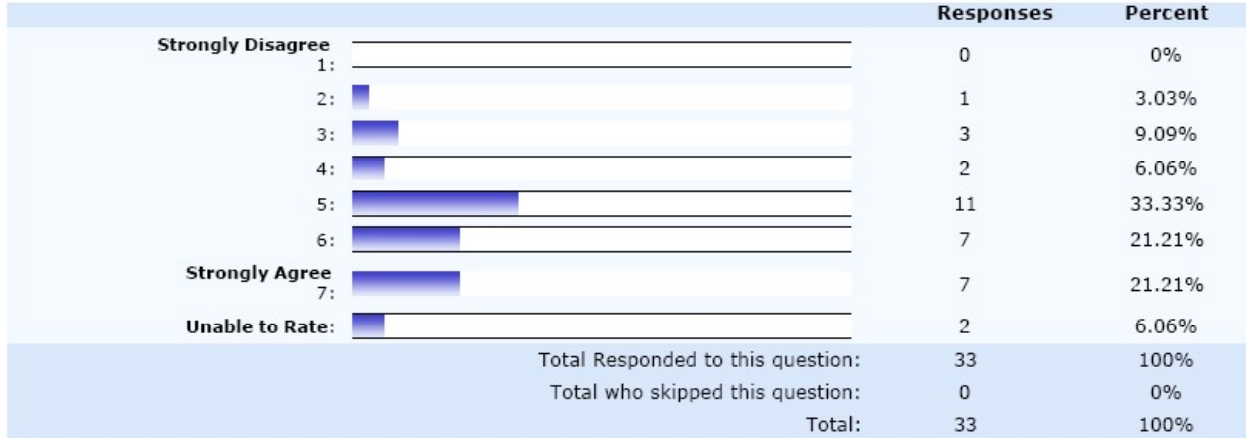
	Responses	Percent
Strongly Disagree		
1:	0	0%
2:	2	6.06%
3:	2	6.06%
4:	3	9.09%
5:	5	15.15%
6:	14	42.42%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



If you have questions about these results or would like to discuss them further, please contact us:

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8. *When push comes to shove, our suppliers will bend over backwards to get us what we need, when we need it.*

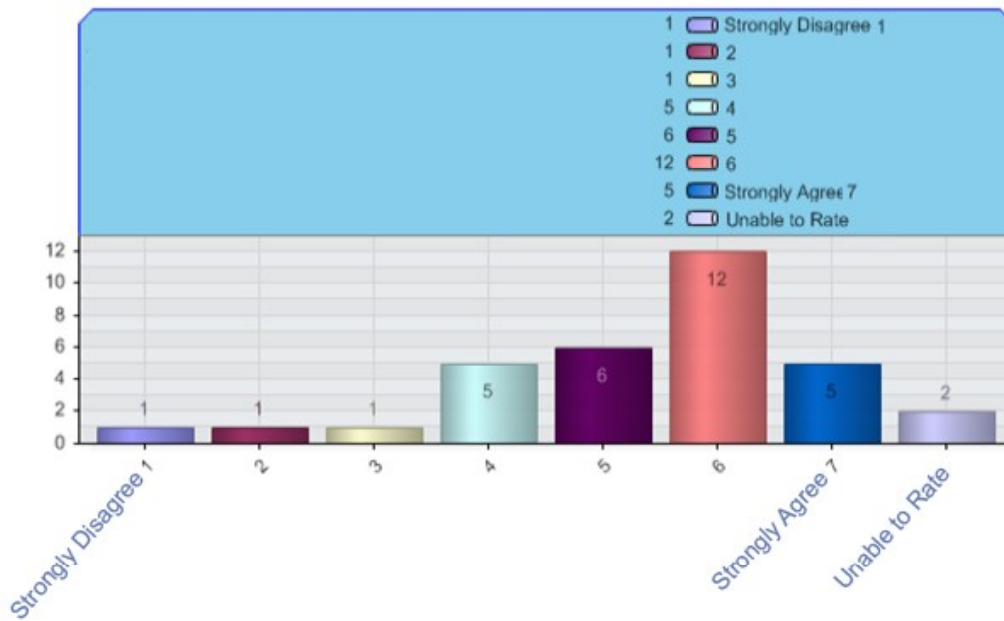


If you have questions about these results or would like to discuss them further, please contact us:

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9. *If something is in high demand and/or short supply, we are supplied ahead of our suppliers' other clients.*

	Responses	Percent
Strongly Disagree		
1:	1	3.03%
2:	1	3.03%
3:	1	3.03%
4:	5	15.15%
5:	6	18.18%
6:	12	36.36%
Strongly Agree		
7:	5	15.15%
Unable to Rate:	2	6.06%
Total Responded to this question:		33 100%
Total who skipped this question:		0 0%
Total:		33 100%



ANALYSIS: SUPPLIER ENGAGEMENT

A total of 33 managers in your organization completed this part of the Enterprise Engagement Indicator. Overall, of a possible 63 points, your managers assessed your organization at 40 total points. Compared to the aggregate of other organizations that have taken this survey, you score in the 64th percentile, meaning your organization scores higher than 64% of the organizations that have completed this section of the EEI.

Strengths:

Your organization scores higher than almost two thirds of all others that have completed this assessment in the past year. Your respondents are particularly confident that suppliers are seen and treated as vital components of success in your organization. They see them as vital to competitive advantage and accordingly, your managers believe suppliers to your organization feel they are being treated fairly and enjoy among the best relationships in the industry. Importantly, your managers believe that when push comes to shove, your suppliers will do what it takes to meet your needs.

Weaknesses:

Though a strong belief in the importance of good supplier relationships exists, respondents do not believe the organization has developed truly committed suppliers at this stage. In particular, very few believe that suppliers behave as though they are part of the extended team. Respondents are neutral as to whether your organization receives preferential treatment from its suppliers.

Opportunities:

The organization enjoys a much stronger than average awareness of the importance of suppliers to its overall success. Supplier engagement is the most overlooked of our four categories, largely because many organizations maintain the attitude that suppliers should

compete for their business and be happy to get it. While certainly true, organizations that go beyond this posture, to develop relationships with their suppliers – making them invested and engaged contributors – will reap significant rewards.

Your organization is well poised to move beyond its current respect and appreciation for suppliers toward attitudes and actions that will cause them to identify with your mission and objectives and share in your success. This doesn't mean paying more than others for the same goods or services, it may include referring good suppliers to help them grow their businesses, working with them to discuss how they can be better partners to your organization, inviting and listening to their feedback and suggestions about your business and, importantly, formally recognizing them and the role they play in your success.

Threats:

Your managers are neutral in their assessment of whether suppliers treat your organization with favoritism over others they may supply – including your competitors. If competitors have better engaged the suppliers you share, they may receive deeper discounts, better delivery times, superior deliverables (for example, temporary staffing firms may reserve the best contractors for others) and perhaps business referrals to them and not you.

Even putting the above aside, the full potential of your business cannot be realized without the full engagement of your suppliers, a condition which does not exist today.

If you have questions about these results or would like to discuss them further, please contact us:

E-mail: Info@EnterpriseEngagement.org; *Phone:* 914-591-7600, ext. 230

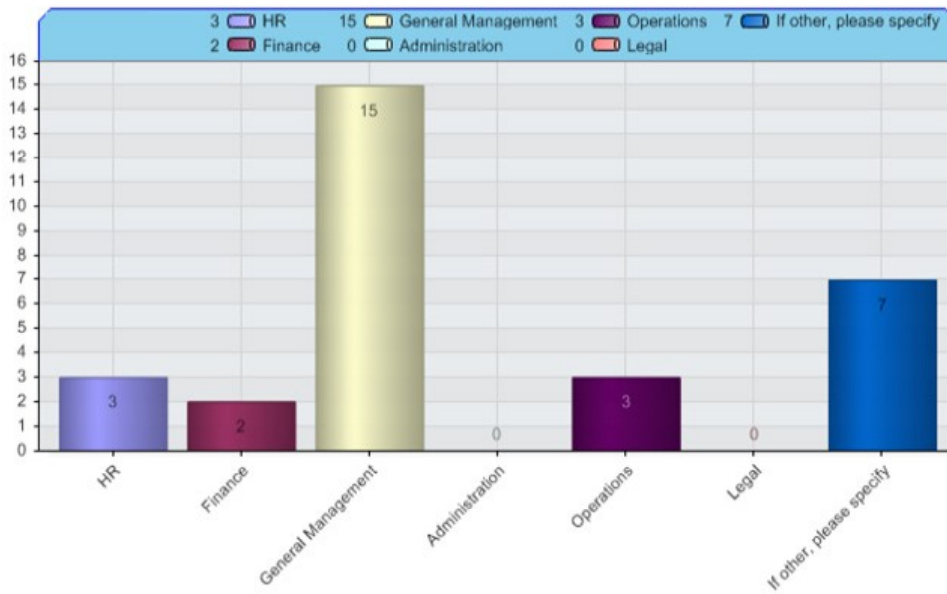
PART FIVE: DEMOGRAPHICS

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10. Your Role

	Responses	Percent
HR:	3	10%
Finance:	2	6.67%
General Management:	15	50%
Administration:	0	0%
Operations:	3	10%
Legal:	0	0%
If other, please specify :	7	23.33%
Total Responded to this question:		30 90.91%
Total who skipped this question:		3 9.09%
Total:		33 100%



Response for Others

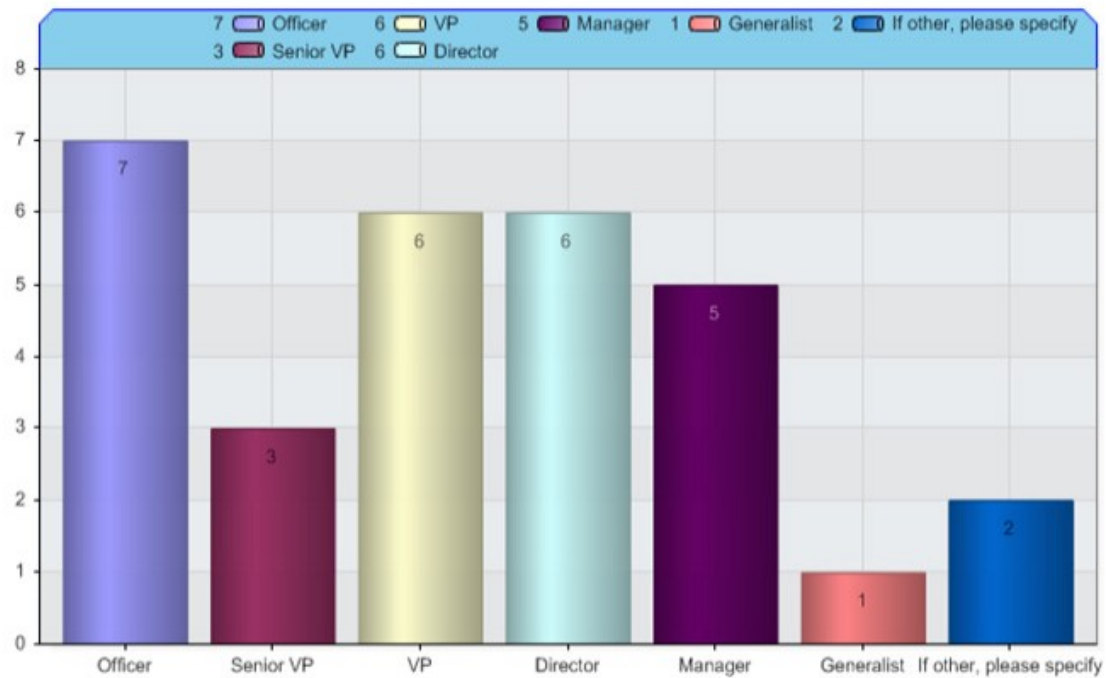
Response	Comments
1	BusDev
2	Editorial
3	Sales
4	marketing
5	consultant
6	Rewards & recognition
7	Consultant

If you have questions about these results or would like to discuss them further, please contact us:

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11. Your Level

	Responses	Percent
Officer:	7	23.33%
Senior VP:	3	10%
VP:	6	20%
Director:	6	20%
Manager:	5	16.67%
Generalist:	1	3.33%
If other, please specify :	2	6.67%
Total Responded to this question:		30 90.91%
Total who skipped this question:		3 9.09%
Total:		33 100%



Response for Others

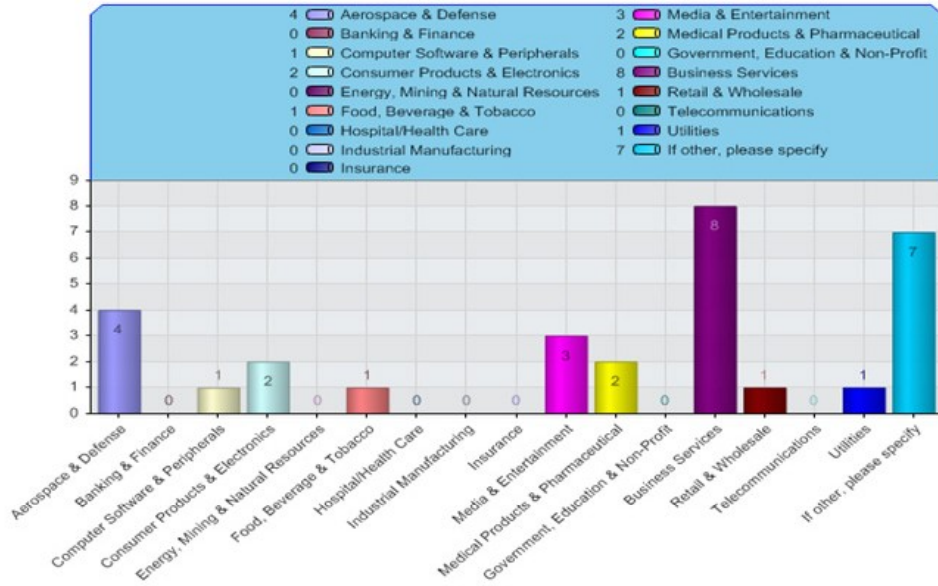
Response	Comments
1	Principal
2	Consultant

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12. Your Industry

	Responses	Percent
Aerospace & Defense:	4	13.33%
Banking & Finance:	0	0%
Computer Software & Peripherals:	1	3.33%
Consumer Products & Electronics:	2	6.67%
Energy, Mining & Natural Resources:	0	0%
Food, Beverage & Tobacco:	1	3.33%
Hospital/Health Care:	0	0%
Industrial Manufacturing:	0	0%
Insurance:	0	0%
Media & Entertainment:	3	10%
Medical Products & Pharmaceutical:	2	6.67%
Government, Education & Non-Profit:	0	0%
Business Services:	8	26.67%
Retail & Wholesale:	1	3.33%
Telecommunications:	0	0%
Utilities:	1	3.33%
If other, please specify :	7	23.33%
Total Responded to this question:		30 90.91%
Total who skipped this question:		3 9.09%
Total:		33 100%



Response for Others

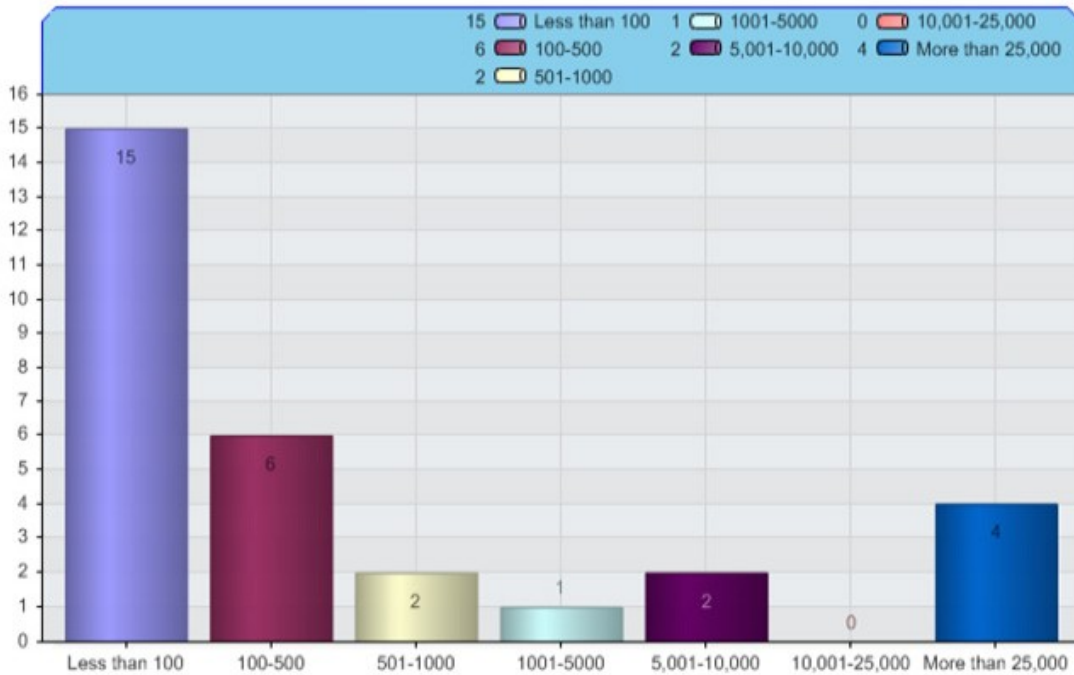
Response	Comments
1	happiness consultant
2	Consulting
3	travel
4	sales education
5	Marketing
6	Performance Management
7	communications

If you have questions about these results or would like to discuss them further, please contact us:

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13. Number of employees in your organization worldwide

	Responses	Percent
Less than 100:	15	50%
100-500:	6	20%
501-1000:	2	6.67%
1001-5000:	1	3.33%
5,001-10,000:	2	6.67%
10,001-25,000:	0	0%
More than 25,000:	4	13.33%
Total Responded to this question:		30
Total who skipped this question:		3
Total:		33
		90.91%
		9.09%
		100%



FINAL REMARKS & RECOMMENDATIONS

A thread of consistency runs through the results in at least two areas. First, managers are generally optimistic and positive about the organization's employee, customer, channel partner and supplier engagement levels. Indeed, the organization ranks significantly higher than average in all four areas. It is not surprising then that more than 30% of respondents believe the organization consistently meets or exceeds its goals, financial and/or otherwise and almost 20% believe it consistently exceeds goals in these areas. Moreover, less than 10% of respondents believe that as compared to competitors, business performance is much worse than 12 months ago; conversely, 25% believe that it is much better.

The second theme is less encouraging. Our results indicate that engagement surveys and/or other assessment instruments are not used consistently and where they are, the results are not shared extensively nor are they properly leveraged through deep analysis, metrics and action plans.

Despite the organization's strong results, there are several clear areas for rapid improvement as documented in each section. Beyond better measurement and tracking of results, the organization can realize significant gains by leveraging managers themselves in all levels of engagement. Action plans to improve engagement should be considered at the manager level.

Managers should be recognized and rewarded based on their ability to demonstrate stronger employee, customer, channel partner and supplier engagement.

Report compiled and authored by



MyVirtusPartner

www.myvirtualpartner.net