

Employees Engagement Survey in OBI Russia

First experience

HR department of OBI Russia

14th of May, 2010

Agenda:

- ☐ Introduction: OBI – leading retail company
- ☐ First stage: preparation for the survey
- ☐ Second stage: carrying out the survey
- ☐ Third stage: follow-up communications
- ☐ Resume

OBI: leading European retail company

1970 Germany

1993 Italy

1994 Hungary

1995 Austria

1995 Czech Republic

1997 Poland

1998 Slovenia

1999 Switzerland

2003 Russia

2003 Bosnia&Herzegovina

2007 Croatia

2008 Ukraine

2008 Romania

- More than 520 stores in 13 countries

- About 38 000 employees worldwide

- 40 years of successful development



OBI in Russia

- **Leading DIY retailer in Russia**
- **Start of operations in 2003**
- **Currently 16 hypermarkets in 8 cities of Russia**
- **2 800 employees (incl. 240 employees in the Central office)**
- **Winner of Effie\Brand of the Year Award 2009**



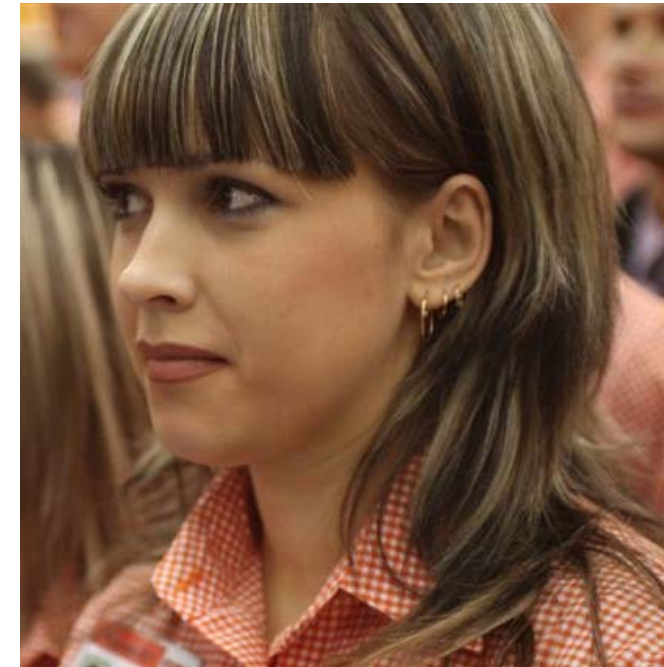
Why so important to conduct Engagement surveys?

Unique tool to measure:

- **Level of engagement = motivation**
- **Efficiency of HR function in general**
- **Progress and efficiency of all implemented initiatives**

Preparation for the engagement survey: OBI specific background

- **Employees Engagement Survey took place in OBI for the first time.**
- **Before that during several years in-house research Employees Barometer (arranged by HQ in Germany) took place. But employees didn't receive any feed-back after such surveys.**
- **About 85% of employees work in stores and don't have an access to computers.**
- **Some of stores' employees have never worked with computers at all.**



Communications before the Engagement survey

- Communications started 2 weeks before the Survey
- We used the following channels and instruments:
 - Letters on behalf of top-management
 - Staff-meetings in stores
 - Informational letters on info.boards in stores (3 different letters)
 - Remaindering articles in regular weekly on-line bulletins
 - Letters on behalf of Store managers in monthly stores' bulletins
 - Posters
 - Special images for desktops
- Key communications messages:
 - What?
 - Why?
 - When?
 - Who?
 - How?
 - Yes, it is absolutely safe and anonymous!



During the survey: what to do to keep people involved?

- In stores we prepared **personal schedules** when to pass survey for each employee + additionally we developed detailed “step-by-step” manual how to fill in questionnaires.
- In Central Office all employees received **personal invitation** to take part in the survey with the link to the questionnaire.
- We continued **updating people** about survey on a weekly basis via informational letters in stores, on-line bulletins and e-mail reminders in the Central Office.
- To control process in stores we provided stores HR specialists with **daily information** about number of filled questionnaires received.



Results: 85% return rate!!!

During the survey: main difficulties and lessons to learn

- Some stores continued to use **test link** instead of active link during the first two days. So we missed about 100 filled questionnaires. **It is necessary to double check that number of filled questionnaires corresponds with number of received questionnaires, especially during the first days.**
- Sharp decrease of received questionnaires' quantity in the Central office after the first few days of the survey. **Continues communications flow and regular reminders will help to make the process more smooth.**
- Some questions were formulated unclearly for employees. **Next time it will be necessary to make additional explanations for some questions.**



After the survey: follow-up communications

To ensure results of the Survey will be delivered to employees and will be understood by employees properly special follow-up communications plan was developed:

- Thank-you letter on behalf of HR Director right after the survey
- Letter with information on Survey's results on behalf of Managing Director
- Staff-meeting for the Central Office employees
- Article in monthly Company's bulletin
- Tailor-made workshops for managers of each function in the Central office (6 workshops totally) and 14 workshops for stores' management teams.
- Info. letters for each store with concrete results of the engagement



Resume:

- Employees Engagement Survey is important instrument for Corporate culture management and overall company efficiency. It should be done on a regular basis.
- Preferably Survey cycle should be planned in such a way to receive results before the strategic planning sessions in the beginning of the new financial year.
- To ensure success of the survey the project should be well prepared taking into account specifics of each concrete company and target audience.
- Sustain and continuous communications flow before, during and after the survey – key factor of success.
- Regular feed-back gathering during and after the survey ensures effectiveness of the process and allows to receive additional information from employees.

