



a case study by



*Helping a global organization
understand its Corporate
Responsibility focus.*

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**CONNECT YOUR DATA,
FILTER WHAT MATTERS,
IMPRESS WITH INSIGHTS.**

HELPING A GLOBAL ORGANIZATION UNDERSTAND ITS CORPORATE RESPONSIBILITY FOCUS

Majorel was founded at the end of 2018 from the merger between the customer relationship management businesses of Bertelsmann and the Saham Group. The company is active in more than 30 countries and has over 60,000 employees worldwide. Shoma Nessar is Corporate HR Manager & Global HR Projects Manager and is based in the company's global HQ in the Netherlands. All her projects are executed at a global level and implemented across the organisation.

The challenge

In 2019, Shoma and her team undertook a major project to establish Majorel's global corporate responsibility (CR) credentials, to enable them to highlight exactly what the company stood for on its website.

To decide what was important to the different regions, the team came up with the idea of sending out a questionnaire to a target group of around 100 key internal stakeholders – those having a significant position in the company and who should be involved in defining its CR agenda.

It would have been hard for Shoma and her small, six-strong CR team to have such a detailed conversation with that number of people, so they decided a questionnaire with clear open and closed questions was the best way forward. The goal was to gain an in-depth understanding of what the most important topics were for the business, so the open questions were important to help get more detailed input from the stakeholders, as well as to allow them the ability to highlight any areas Shoma and her team might not have previously considered.

The challenge was they were not able to analyse the data by themselves, because they didn't have the tools to do it, and the amount of work would have been too much for such a small team. Shoma decided they needed to hire a third party to support them in collating and analysing the data and clustering the individual concepts. This is where they were introduced to INQQA.

"At the beginning I was skeptical about it because I didn't have the experience of working with a third party that was able to support us with these kinds of tools," says Shoma.

"BUT THEN I GOT TO KNOW THE INQQA TEAM, AND ONCE THEY'D EXPLAINED TO ME WHAT THE TOOL WAS AND WHAT IT COULD DO FOR US, IT MADE PERFECT SENSE."



ANALYSING THE DATA

Distilling responses down to a limited set of topics is one of the biggest challenges for every survey that includes open questions. For Shoma and her team this was no different, as they needed to refine input down to the four main topics that their CR program would focus on. To do that they needed to clearly understand the input from all the key stakeholders.

“I am not a technical person, but the INQQA platform was very easy to understand. It was also available in many different languages – INQQA can process answers in up to 38 different languages at the same time. This was critical for a company like Majorel where we speak a lot of languages, it meant we could use it everywhere in the world,” continues Shoma.

“Not everyone is confident expressing their views in English and some want to use their local language.” The data was very simply imported into INQQA using Excel, and after that the INQQA team walked Shoma through how to dive deeper into the responses and get the AI to learn from her expert interpretation of the data. “I think one of the best things about this tool, is that anybody from any layer in the company can understand how to use it,” says Shoma. “On top of this, the time savings from being able to analyse the open text answers so quickly and accurately was a huge benefit for us. It could take days to quantify and analyze a mixed data set like this normally, with INQQA we achieved this in around 20 minutes.”

INQQA was able to help Majorel see and understand what all the stakeholders were interested in and which topics they found most important for the business. Shoma was surprised by how the INQQA platform was able to define the thoughts of the global CR team in such detail. “For example,” she says, “we thought environment and local communities were going to be very important for us, but INQQA was able to provide a detailed view of exactly what areas within these were most important around the globe and the types of things we should look to prioritize.



“IT SURPRISED US THAT IT GAVE US SO MUCH MORE DETAIL THAN WE EXPECTED. THE ANALYSIS INQQA PROVIDED WENT ON TO FORM THE BASIS OF THE ROADMAP FOR OUR CR PROJECT. PROVIDING US WITH DETAILED INFORMATION ABOUT WHAT MATTERS MOST TO OUR PEOPLE AND WHAT THE EXPECTATIONS ARE FROM OUR CLIENTS AROUND THE WORLD,”

SHOMA SAYS. “I THINK THAT’S THE DIFFERENCE THAT INQQA MADE FOR US. FOR THE FUTURE. WE ARE NOW AS A COMPANY WORKING ON THAT ON A DAILY BASIS.”

CHANGING PERCEPTIONS

Shoma admits that prior to using INQQA she was anxious about not having too many open questions because it would be so hard to analyze and draw conclusions from them. But that soon changed.

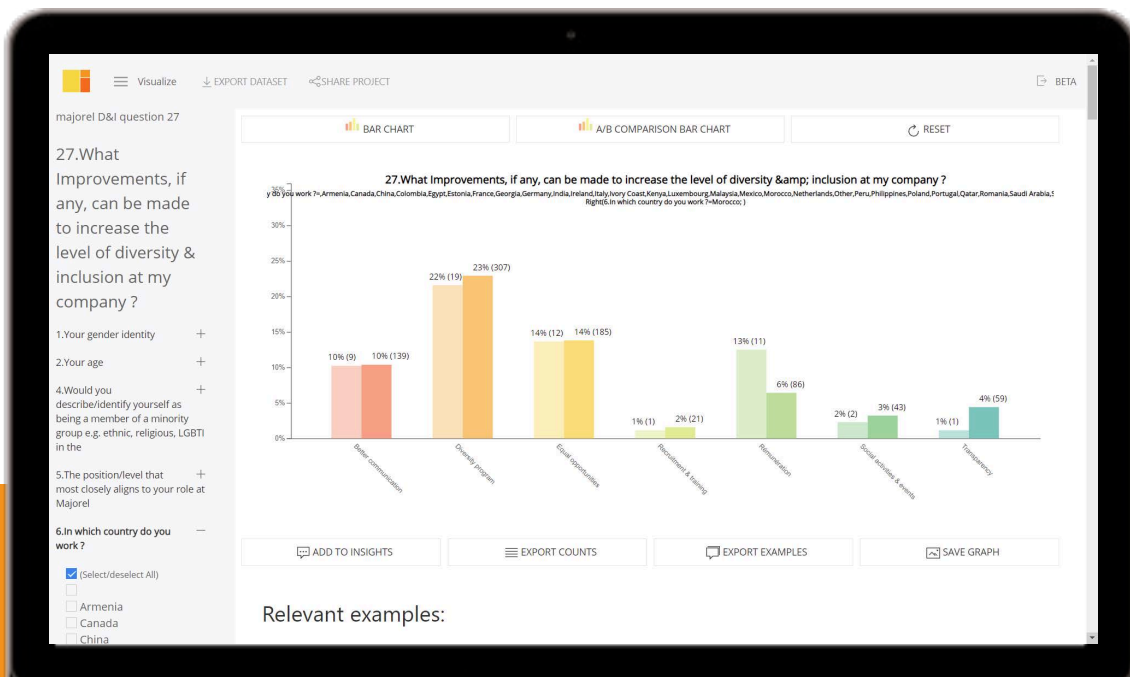
“At least half of the questions were open questions, but to be honest, when I saw the analysis that INQQA gave us on those questions, I would certainly not be afraid to rely more heavily on open questions in the future. INQQA was able to easily cluster topics and make a good, detailed analysis of the open questions for us,” she adds. “This allowed me to see, for example, not only that 30% of people were saying that they wanted to focus on environment and local communities, but also to go deeper than that. I could easily dive down and read individual responses if I needed to.”

Delivering results

Shoma concludes: “INQQA has provided us with a very good and valuable service. They guided us every step of the way and delivered exactly what they promised and what we hoped to get from the project from the start: to make a good analysis of the data we gathered, and to reach an informed conclusion on the key topics for our corporate responsibility.”

Thanks to INQQA, Majorel was able to understand what topics were important for the company to focus on from a CR perspective, what the opinions of the stakeholders were and what percentages were in favour of certain topics. This enabled the company to move forward with its CR program which is now published on its website and supported by all the key stakeholders around the globe.

In fact, Majorel was so happy with the results that INQQA has also been used highly successfully by the regional team in Morocco for a questionnaire with responses from around 8,000 people, mixing mostly Arabic, French and English.



“Bruno and his team are very professional. They were open and transparent from the start. That’s one of the most important things for me, because I work with a lot of third parties and sometimes the expectation management is not set from the start. With INQQA we knew what we could expect, and what the results were going to be.”

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