





Methodology

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- In conducting this research a telephone methodology was employed. The 10 minute questionnaire had been utilised for many years and remained consistent to enable comparisons with previous waves.
- Throughout the fieldwork period, Millward Brown interviewers worked under direct supervision, with approximately 10% of all interviews being monitored by the Call Centre manager using remote 'listening in' facilities. This process ensures that the quality and consistency of interviewing is maintained at all times, fully complying with the standards enshrined within IQCS (Interviewer Quality control Scheme). During each shift, interviewers provided feedback on an ongoing basis so any issues arising could be resolved and dealt with in real time.
- All research conducted in compliance with the International Standard ISO 20252:2012.



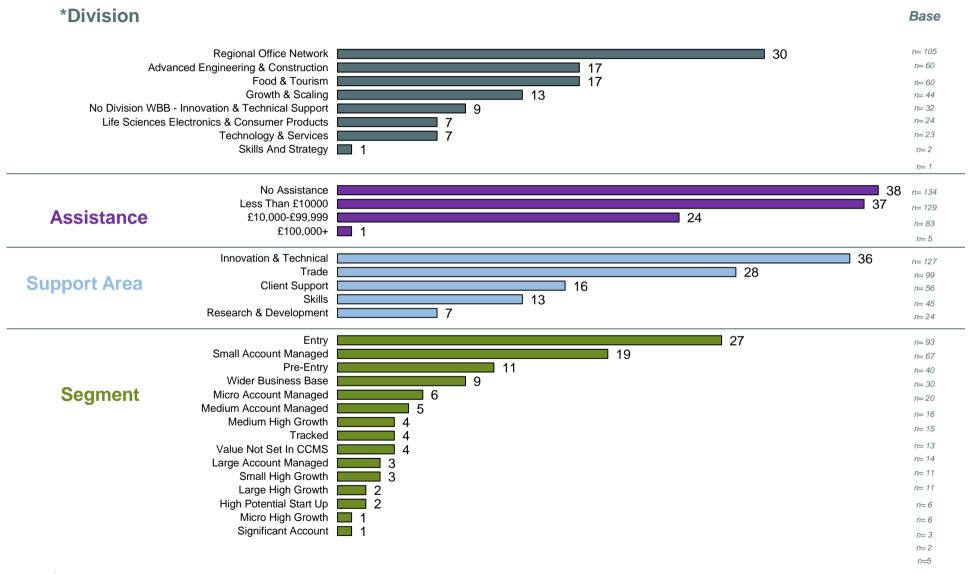


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- Some 351 interviews were completed, 197 of these were Account Managed Customers and 97 were Regional Office Customers, all who accepted a letter of offer or support between October and December 2015. A sample of 57 were the Wider Business Base who had some form of interaction with Invest NI between October and December 2015. Of the 351 participating customers and WBB, 265 Customers and 54 WBB agreed to their responses being attributable. These responses have been provided in a separate report.
- Within this report, top line scores for Account Managed Customers, Regional Office Customers and WBB are illustrated for comparison purposes.
- The data has also been broken down by level of financial assistance and support area (grant support and programme support).
- Caution should be applied when comparing some of the results due to the very small base sizes involved in some instances. They should be seen as indicative rather than conclusive.
- For example, in Q3 2015, 351 interviews were conducted so when analysing results by level of financial assistance base sizes can drop as low as 5 (those receiving £97,000+).



Analysis of Sample



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*1 company from International Investment

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Technical Note

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• **NOTE:** In some instances there may be a difference of 1% between the figures depicted on the charts and in the commentary e.g. 45% agree strongly, 45% agree slightly, but the overall agreed figure is 97%. This is due to a rounding of decimal places. In this example, the original results may have been 44.6% and 44.6% thus each rounded up to 45%. When combined this equals 97.2%, which is presented as 97%.

Executive Summary (1) – Customers

Key Performance Indicators

- In Q3 2015, satisfaction with overall service received remained high across the total sample with just over 9 in 10 (92%) claiming to be satisfied. Within this, almost two thirds (63%) were 'very satisfied' with Invest NI overall. These satisfaction results are consistent with Q2 trends.
- Overall satisfaction levels were high among Account Managed Customers with more than 9 in 10 (92%) customers expressing satisfaction with the service provided and over 3 in 5 (61%) of those stating that they were 'very satisfied'. This is a marginal increase in overall satisfaction among Account Managed Customers from Q2 (91%).
- Overall levels of satisfaction among Regional Office Customers has increased from Q2 (96% from 89%), with 7 in 10 (70%) claiming to be 'very satisfied'.
- Satisfaction levels among WBB customers has fallen slightly from Q2 (86% from 88%), with just under 3 in 5 (58%) expressing strong satisfaction.
- Consistent with previous waves, levels of satisfaction remained high across the support areas with Grant Support continuing to achieve the highest mean satisfaction score (4.68 out of a possible 5) compared with those receiving Programme Support (4.51 out of a possible 5).

Executive Summary (2) – Customers

Key Performance Indicators

- In Q3 2015, advocacy levels remain consistently high with almost 9 in 10 (89%) customers stating they would speak highly of Invest NI (89% in Q2).
- Advocacy levels were highest among Regional Office customers (93%) and has increased since Q2 (89%). Advocacy among Account Managed customers was also high (88%) remaining fairly consistent with Q2 (90%). Advocacy among WBB has also remained consistent with Q2 (86%).
- Levels of advocacy was identical among those in receipt of grand and those receiving programme support (4.34).
- Invest NI achieved a Net Promoter Score of +61 in Q3 2015, a slight decline from Q2 (+67). The Net Promoter Score is highest among Regional Office Customers (+67). The Net Promoter Score among Account Managed customers recorded a decrease from +68 in Q2 to +59 in Q3, while the Net Promoter Score among WBB also fell from +68 to +62.

Executive Summary (3) – Customers

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- More than 4 in 5 (83%) customers agreed that Invest NI was helping to develop their business, a slight decrease from Q2 (87%). Agreement is highest among Regional Office Customers (86%). Agreement among Account Managed customers (87%) had remained fairly consistent with Q2 (85%). However, there is a notable decline in agreement was recorded among WBB which has fallen to 68% in Q3 from 80% in Q2.
- In terms of support areas, the highest mean score in relation to Invest NI helping develop business was achieved among those receiving grant support (4.55) compared to programme support (4.36), both of which have decreased slightly since Q2.
- Over 9 in 10 (92%) customers agreed that Invest NI acts with professionalism and integrity, with 7 in 10 (70%) customers strongly agreeing with this sentiment. Agreement was highest among Regional Office customers with almost all (97%) agreeing, rising from trends recorded in Q2 (93%). Just over 9 in 10 (91%) Account Managed customers were in agreement that Invest NI acts with professionalism and integrity, decreasing from 98% in Q2. Agreement among WBB (86%) shows a downward trend on the Q2 level (93%).
- Mean scores across those in receipt of grant support (4.82 out of 5) continued to be higher than those receiving programme support (4.6 out of 5).
- Just under 7 in 10 (68%) customers were in agreement that Invest NI exceeded their expectations, a decline from Q2 (77%). Agreement decreased across all customer groups in Q3, most notably among WBB which fell to 62% from 79% in Q2. Agreement is highest among Regional Office customers (71%) but lower than recorded in Q2 (80%) while agreement among Account Managed customers fell to 69% in Q3 from 74% in Q2.



Executive Summary (4) – Customers

- More than four fifths (83%) of customers agreed that Invest NI delivered value to their business, remaining consistent with the Q2 level (83%). Agreement was highest among Regional Office customers (86%) with almost two thirds strongly agreeing with the statement (65%). Agreement among Account Managed customers was slightly lower (84%) decreasing from 89% in Q2. WBB had the lowest overall agreement (68%), declining substantially since Q2 (80%).
- Some 7 in 10 (71%) customers agreed that they received information on additional support programmes that are available from Invest NI. Agreement regarding receiving information on additional support increased remained consistent across both Regional Office customers (70% in Q3 from 69% in Q2) and WBB (65% in Q3 from 61% in Q1) while agreement decreased among Account Managed customers (72% in Q3 from 76% in Q2).
- More than four fifths (84%) of customers were in agreement that a realistic timescale was discussed and agreed for planned activities. Agreement among Account Managed customers (88%) shows an upward trend since Q2 (86%) while agreement among Regional Office customers remained fairly consistent (85% in Q3 from 86% in Q2). There is a more substantial decrease among WBB (70% in Q3 from 80% in Q2).
- More than 9 in 10 (92%) customers were in agreement that Invest NI treated them fairly. Agreement is highest among Regional Office customers (95%), increasing from Q2 (92%). However agreement shows a downward trend among both Account Managed customers (93% in Q3 from 97% in Q2) and WBB (84% in Q3 from 95% in Q2).

Executive Summary (5) – Customers

Key Drivers of Satisfaction

- A key drivers' analysis conducted on the monthly survey data (at beginning of the contract) revealed the seven top drivers of satisfaction were:
 - Helping to develop customers' businesses;
 - > Delivering value to customers' businesses;
 - > Tailoring solutions to meet business needs;
 - > Satisfaction with Client Executive;
 - > Discussing and agreeing a realistic timescale for planned activities;
 - > Responding to queries in a reasonable timeframe; and
 - > Being clear at the start if and how Invest NI could help customers' businesses.
- In Q3 2015, all key drivers of satisfaction achieved a mean score of no less than 4.33 out of a possible 5. The top rated drivers for Q3 included; satisfaction with the Client Executive (4.68) and responding to queries in a reasonable timeframe (4.54).

Executive Summary (6) – Customers

Detailed Performance Measures

- In Q3 2015, the average mean score for overall performance was 4.42 out of a possible 5.
- All performance areas achieved a mean score of no less than 4.31 out of a possible 5.
- The strongest performing areas were clear communication (4.59) and responding to queries in a reasonable timeframe (4.54).
- The weaker aspects of the engagement included understanding of business needs (4.31) having a partnership approach (4.32) and tailoring responses to the needs of the business (4.33).
- The mean score for the overall performance by segment were as follows:
 - Account Managed customers = 4.40
 - Regional Office customers = 4.49
 - Wider Business base = 4.34





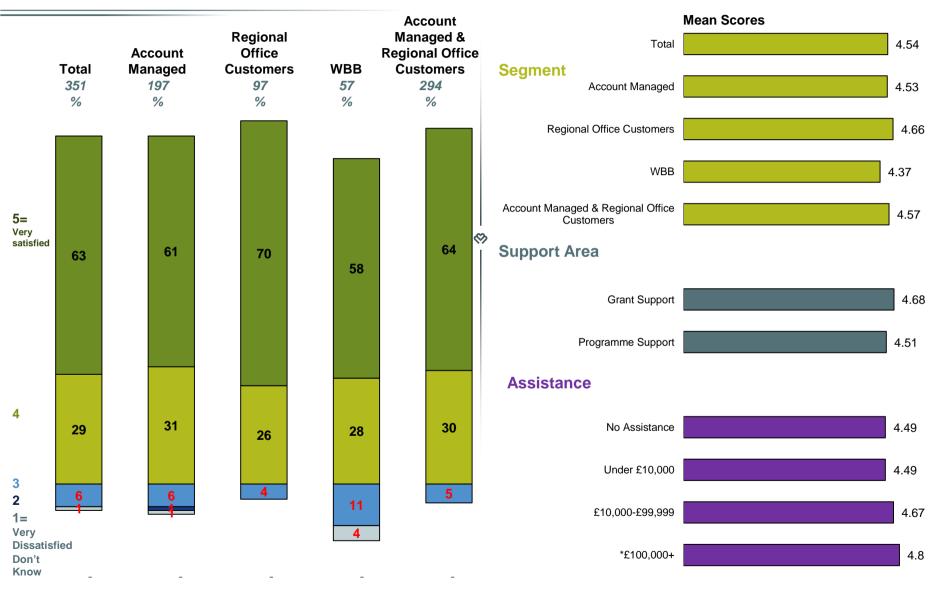
SATISFACTION





Key Performance Indicator – Satisfaction

*Small Bases = less than 50



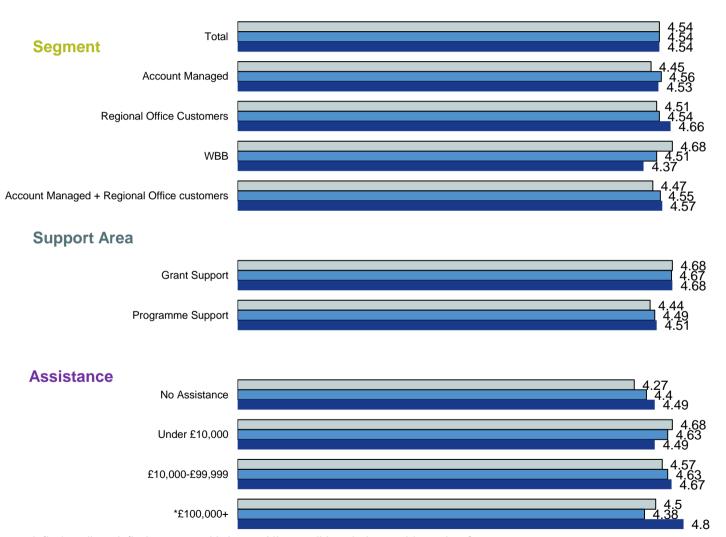
How satisfied or dissatisfied are you with Invest NI overall in relation to this project? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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Key Performance Indicator – Satisfaction

*Small Bases = less than 50

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□ April-June □ July-Sept ■ Oct-Dec

How satisfied or dissatisfied are you with Invest NI overall in relation to this project? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]





ADVOCACY

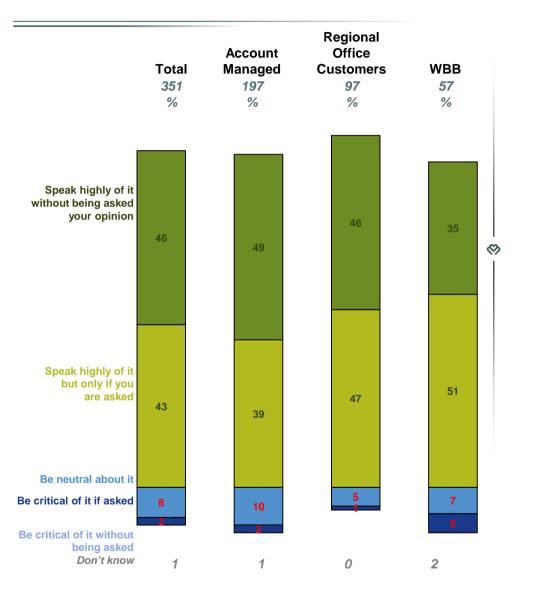


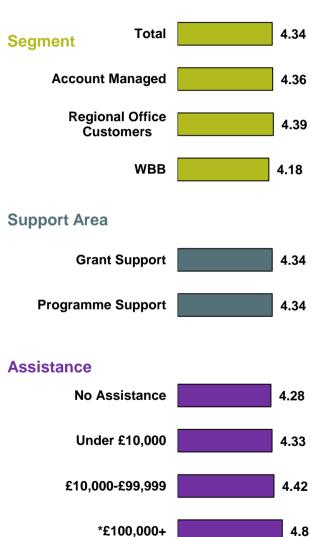


Key Performance Indicator – Advocacy

*Small Bases = less than 50

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Mean Scores

How highly would you speak about Invest NI? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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Key Performance Indicator – Advocacy

*Small Bases = less than 50





How highly would you speak about Invest NI?

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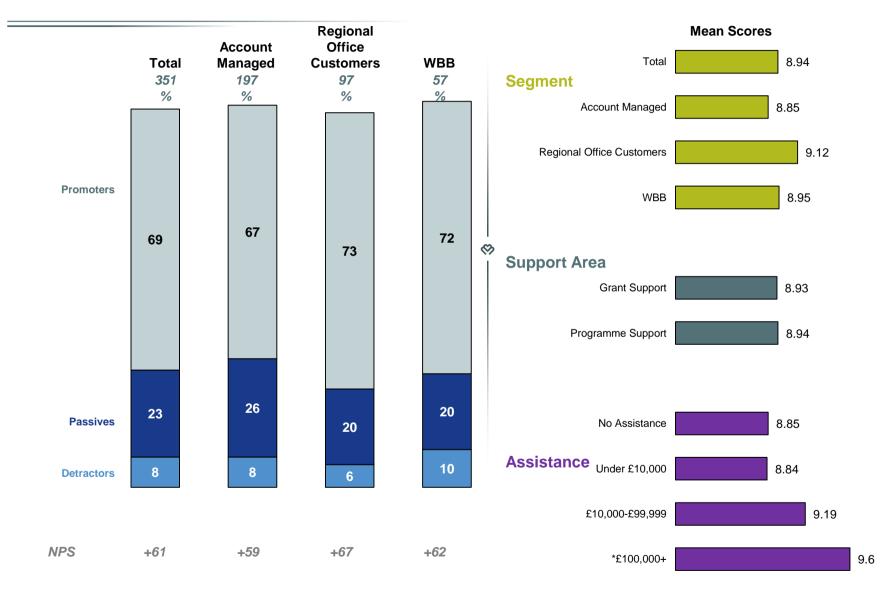
[Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]



Net Promoter Score

*Small Bases = less than 50

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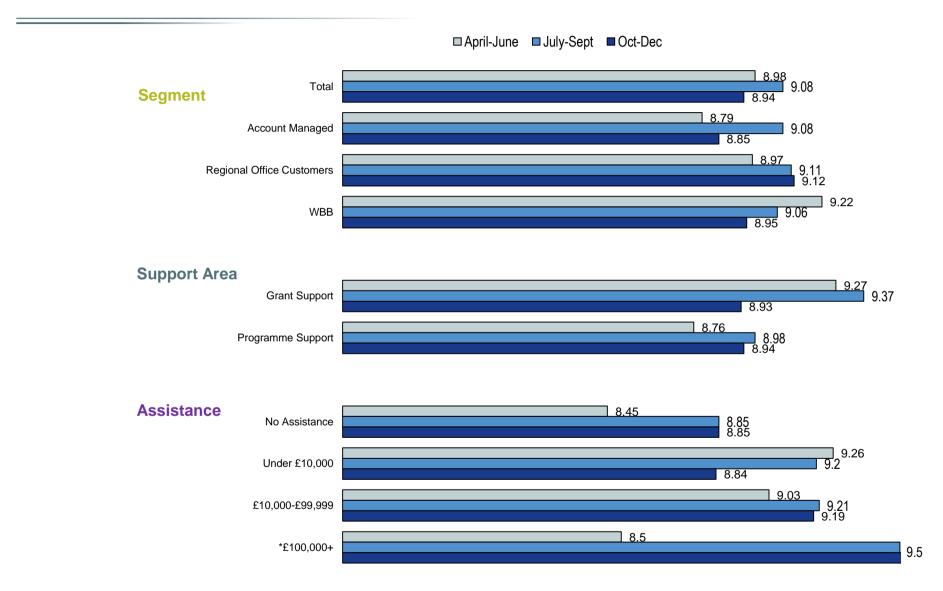
On a scale of 0 to 10 where 0 is not at all likely and 10 is extremely likely, please indicate how likely you are to recommend Invest NI to a friend or colleague? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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Net Promoter Score

*Small Bases = less than 50

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On a scale of 0 to 10 where 0 is not at all likely and 10 is extremely likely, please indicate how likely you are to recommend Invest NI to a friend or colleague? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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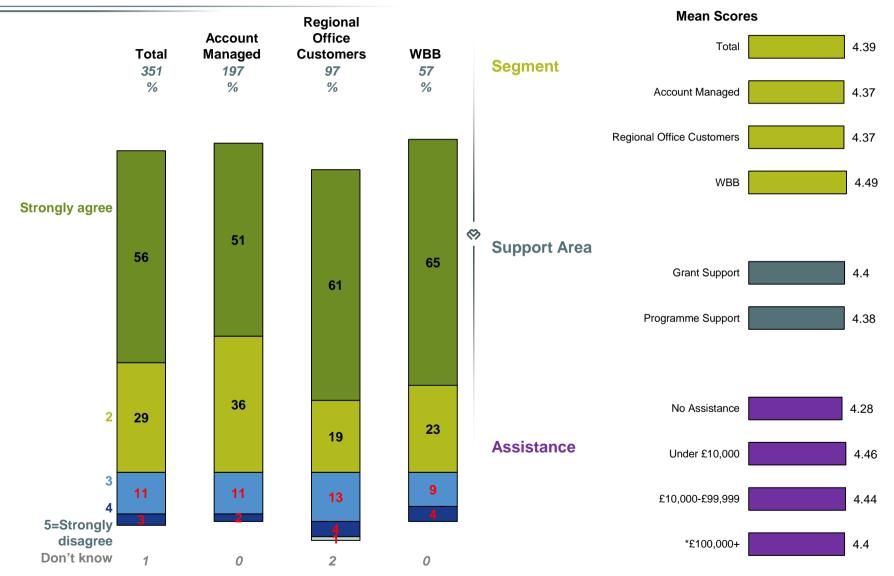
CLIENT FOCUSED





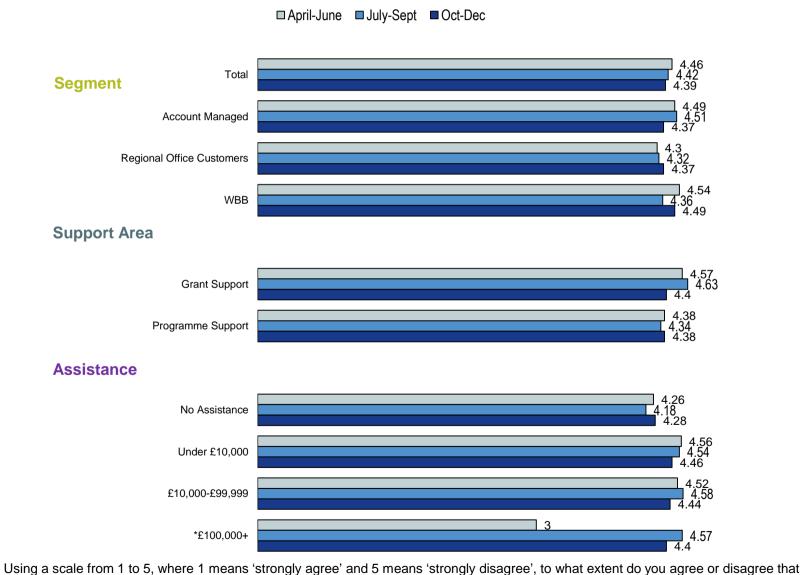
'Made it clear at the start if and how it could assist your business'

*Small Bases = less than 50



'Made it clear at the start if and how it could assist your business'

*Small Bases = less than 50

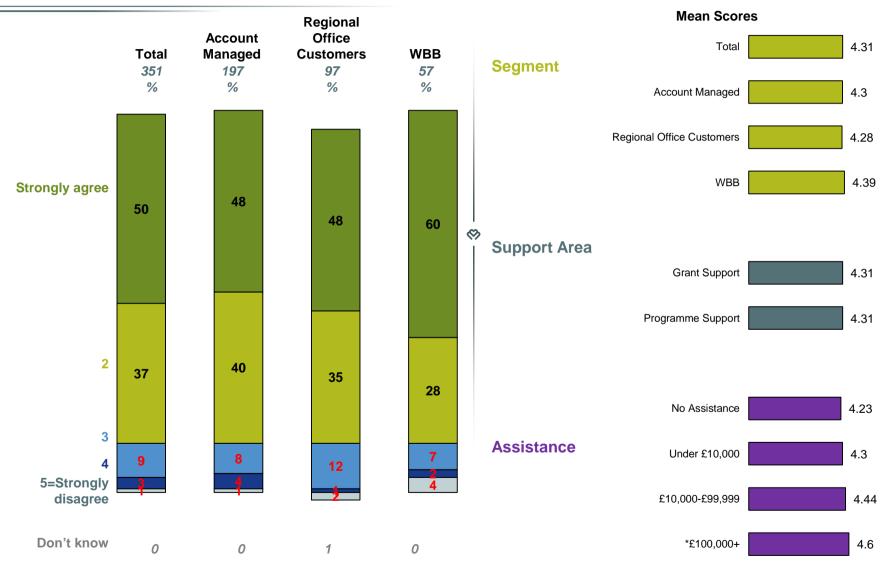


Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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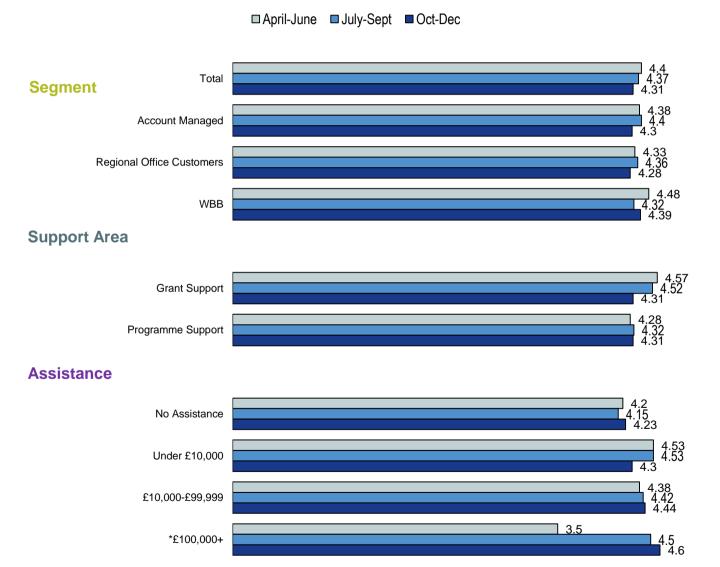
'Had sufficient understanding of your business needs'

*Small Bases = less than 50



'Had sufficient understanding of your business needs'

*Small Bases = less than 50

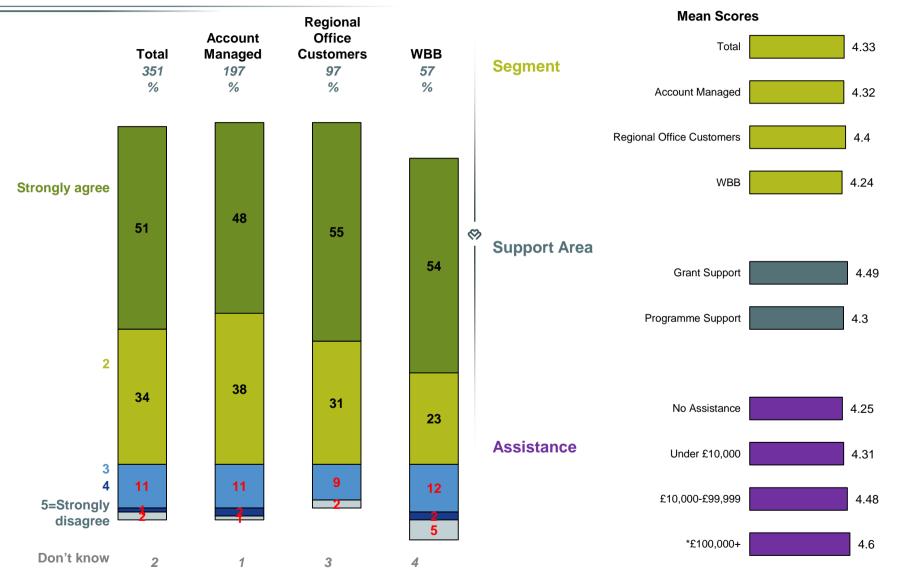


Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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'Tailored its response to meet your business needs'

*Small Bases = less than 50

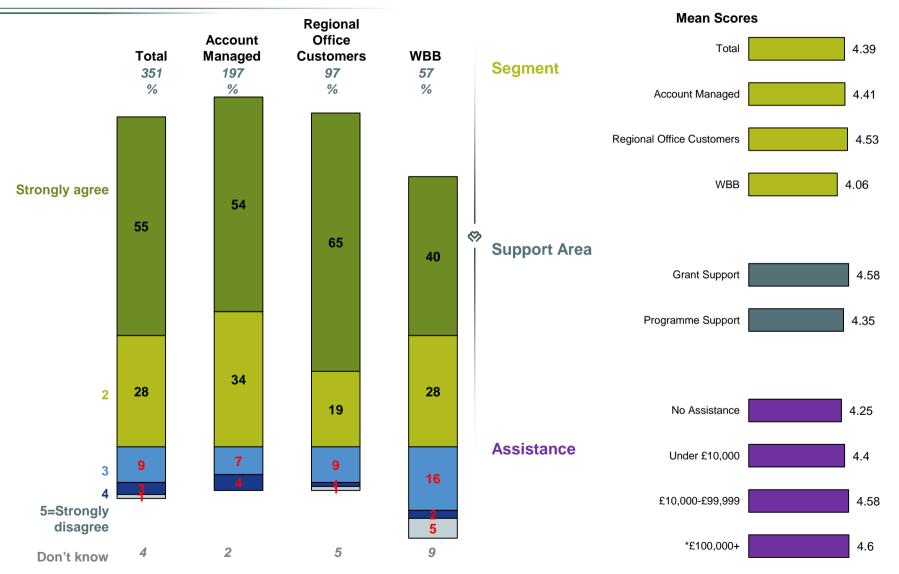


'Tailored its response to meet your business needs' *Small Bases = less than 50

> □ April-June □ July-Sept □ Oct-Dec | 4.41 | 4.41 4.33 Total Segment 4.4 4.42 4.32 Account Managed .29 .32 4.4 **Regional Office Customers** 4.5 4.51 WBB 4.24 **Support Area** 4.58 Grant Support 4.49 4.28 4.34 4.3 Programme Support Assistance 4.15 ' 4.24 4.25 No Assistance 4.54 4.57 Under £10,000 4.31 4.45 4.42 4.48 £10,000-£99,999 3.5 4.38 *£100,000+

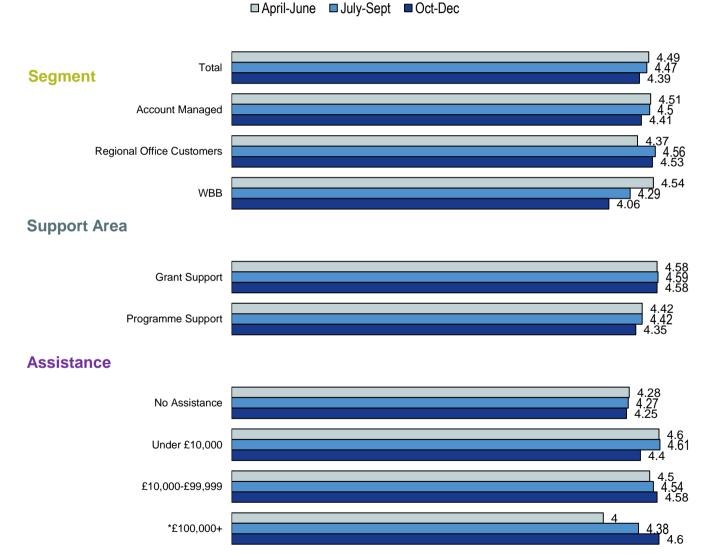
'Delivered value to your business'

*Small Bases = less than 50



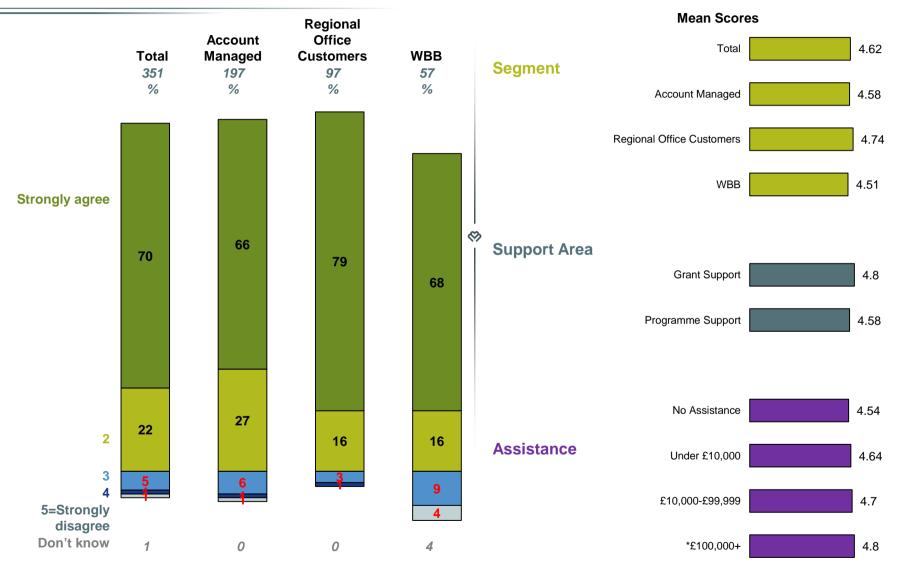
'Delivered value to your business'

*Small Bases = less than 50

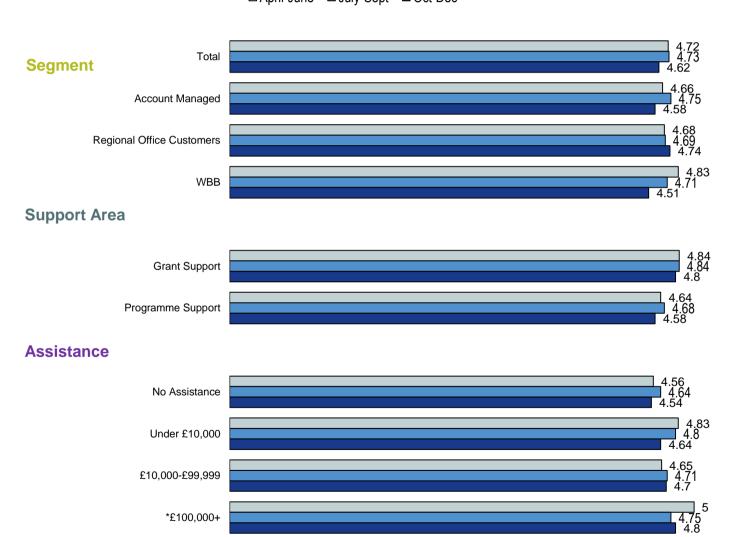


'Treated You Fairly'

*Small Bases = less than 50



'Treated You Fairly' *Small Bases = less than 50



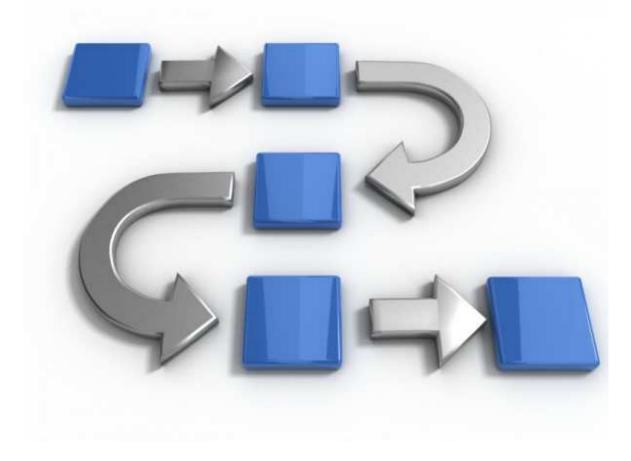
□ April-June □ July-Sept □ Oct-Dec

Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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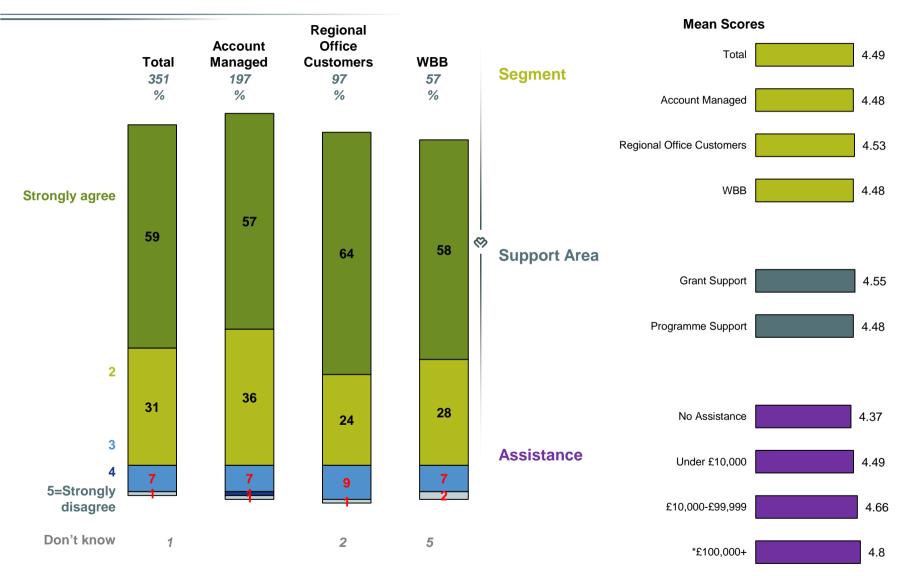
PROCESS MANAGEMENT





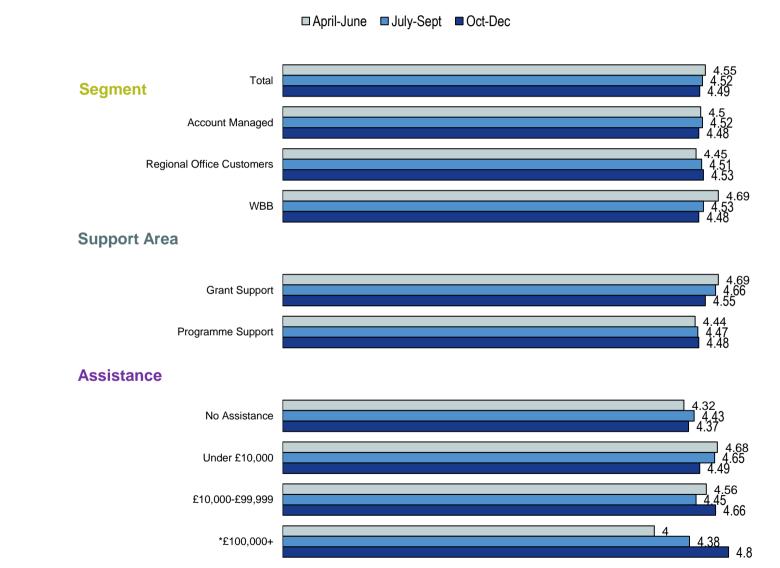
'Explained and agreed detailed requirements'

*Small Bases = less than 50



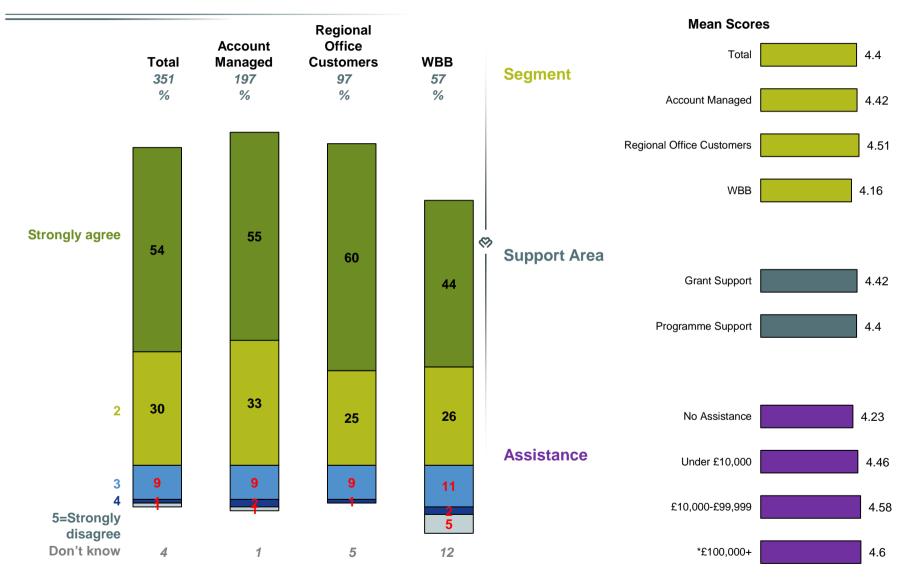
'Explained and agreed detailed requirements'

*Small Bases = less than 50



'Discussed and agreed a realistic timescale for planned activities'

*Small Bases = less than 50

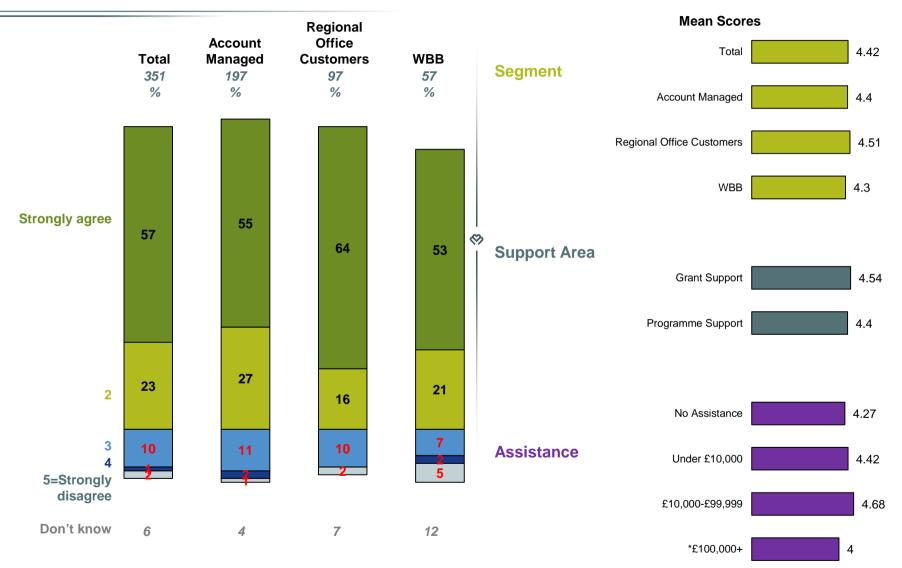


'Discussed and agreed a realistic timescale for planned activities' *Small Bases = less than 50



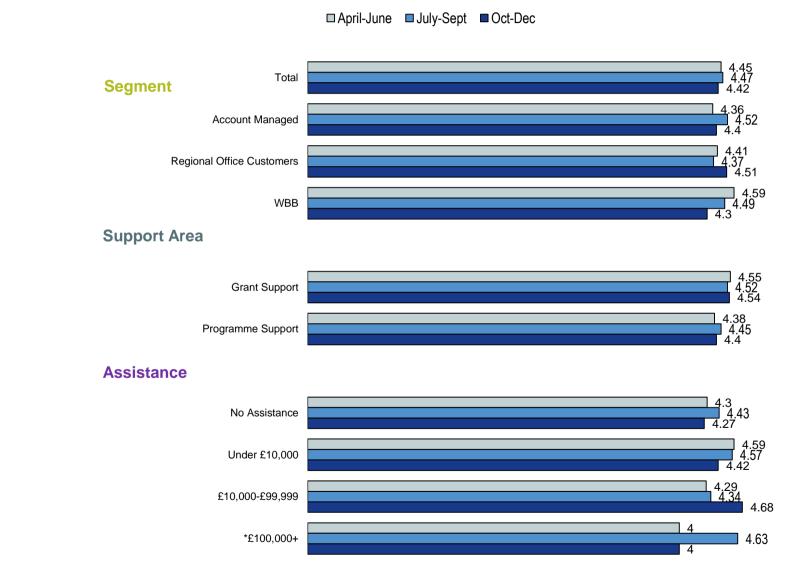
'Completed activities according to the agreed timeline'

*Small Bases = less than 50



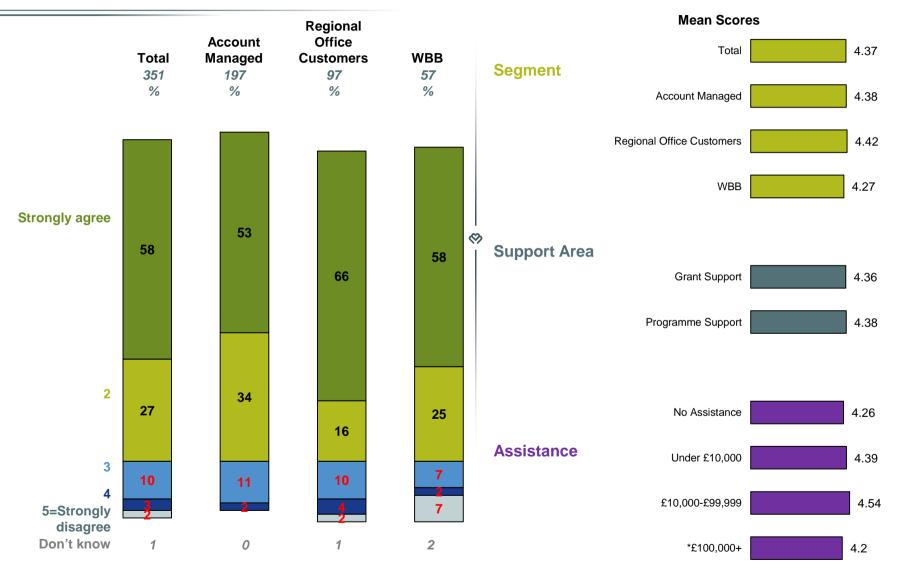
'Completed activities according to the agreed timeline'

*Small Bases = less than 50



'Was proactive in providing advice and support'

*Small Bases = less than 50



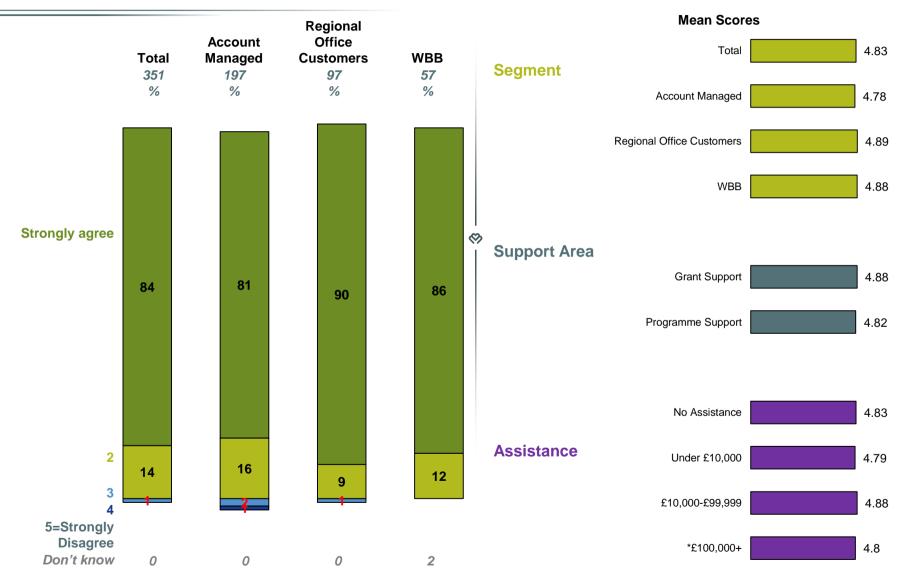
'Was proactive in providing advice and support'

*Small Bases = less than 50



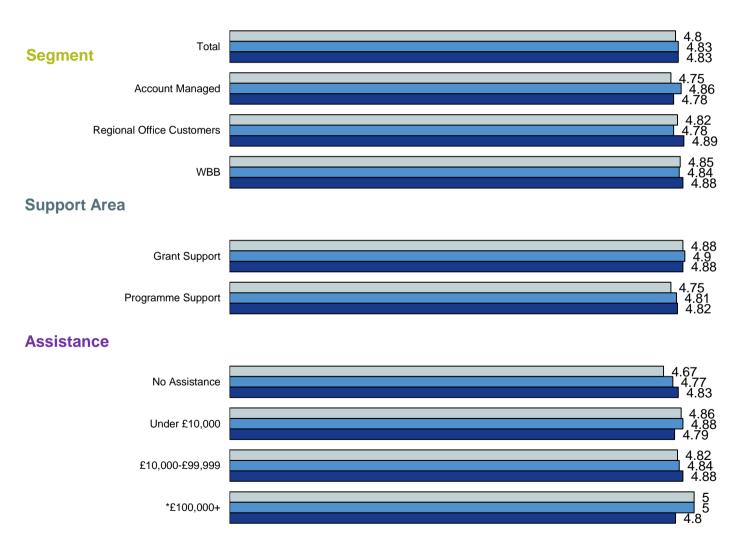
'Were Polite and Friendly'

*Small Bases = less than 50



'Were Polite and Friendly'

*Small Bases = less than 50



□ April-June □ July-Sept □ Oct-Dec



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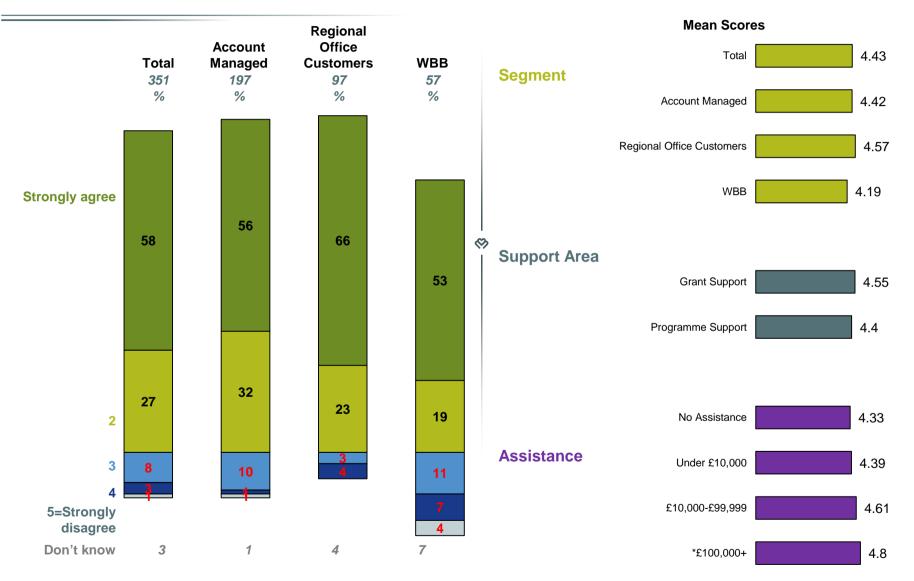
PROCESS COMMUNICATION





'Kept you informed of progress throughout the process'

*Small Bases = less than 50



'Kept you informed of progress throughout the process'

*Small Bases = less than 50



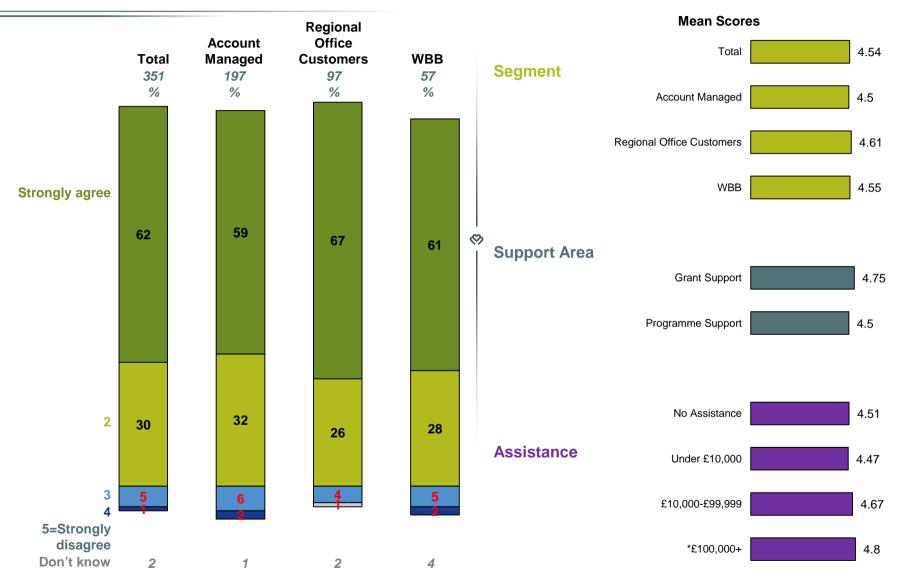
□ April-June □ July-Sept □ Oct-Dec

Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

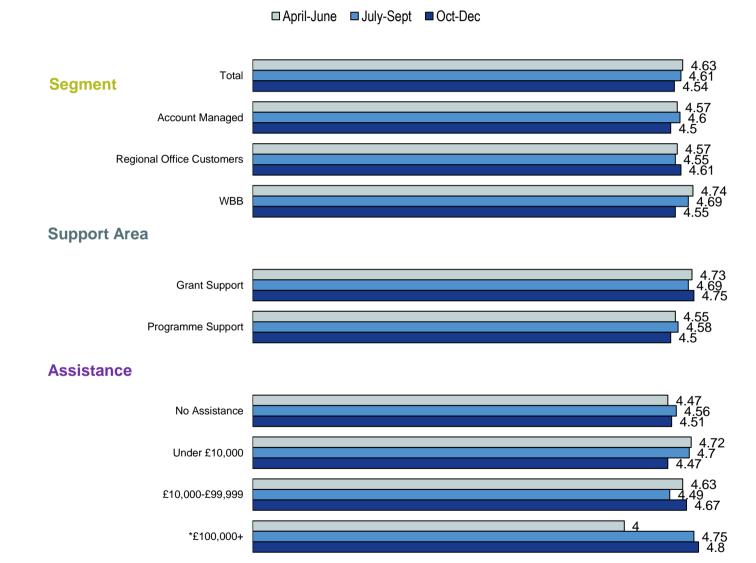
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'Responded to your queries within a reasonable timeframe'

*Small Bases = less than 50

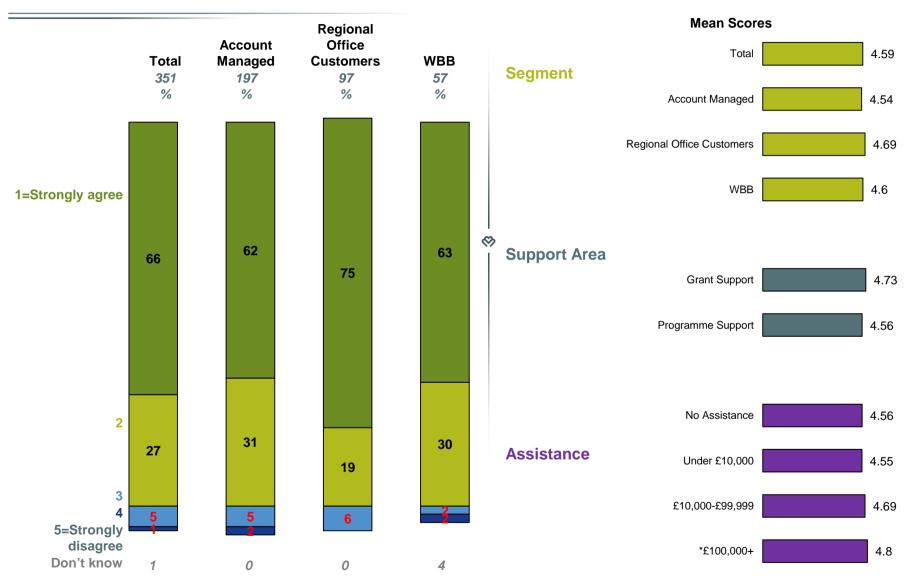


'Responded to your queries within a reasonable timeframe' *Small Bases = less than 50



'Used clear and effective communication'

*Small Bases = less than 50



'Used clear and effective communication'

*Small Bases = less than 50



Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

□ April-June □ July-Sept □ Oct-Dec



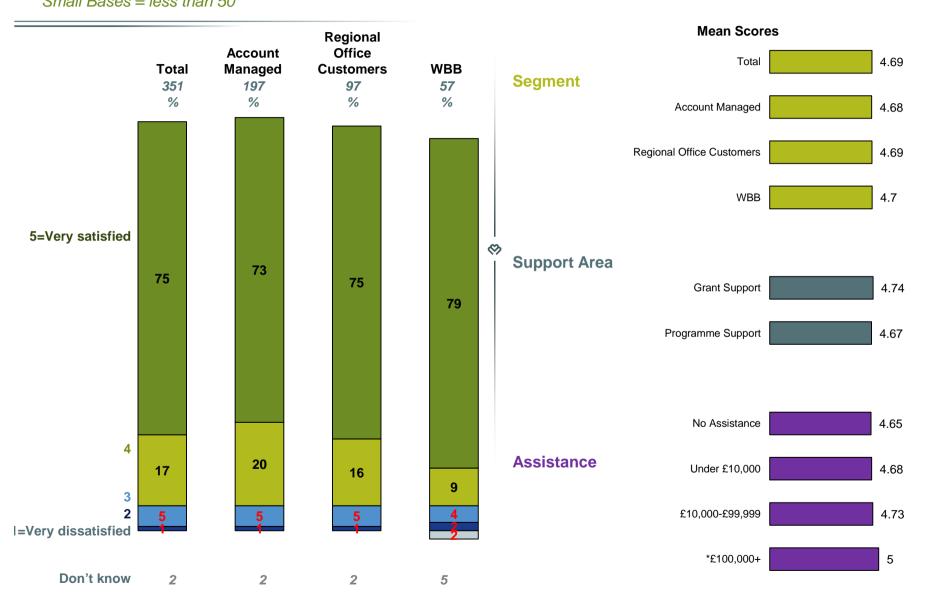
PEOPLE



Key Performance Indicator – People

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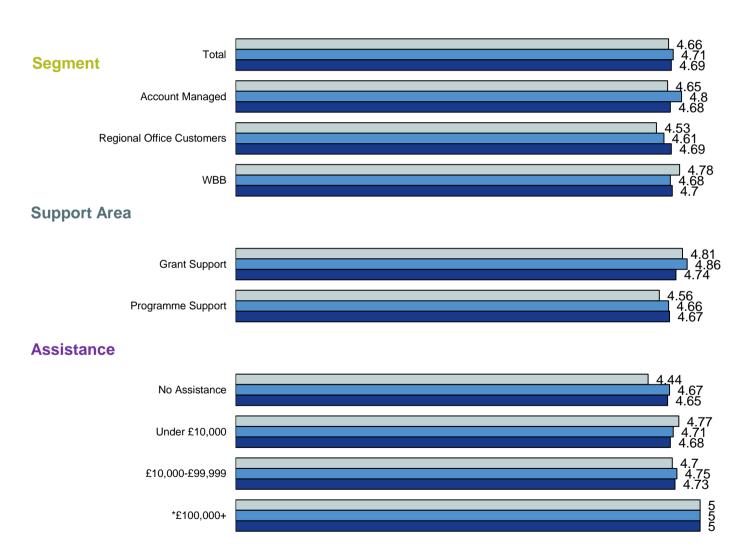
'Level of satisfaction with your Customer Executive/main Invest NI contact person' *Small Bases = less than 50



How satisfied or dissatisfied are you with your Client Executive, i.e. your main day to day contact with Invest NI? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

Key Performance Indicator – People

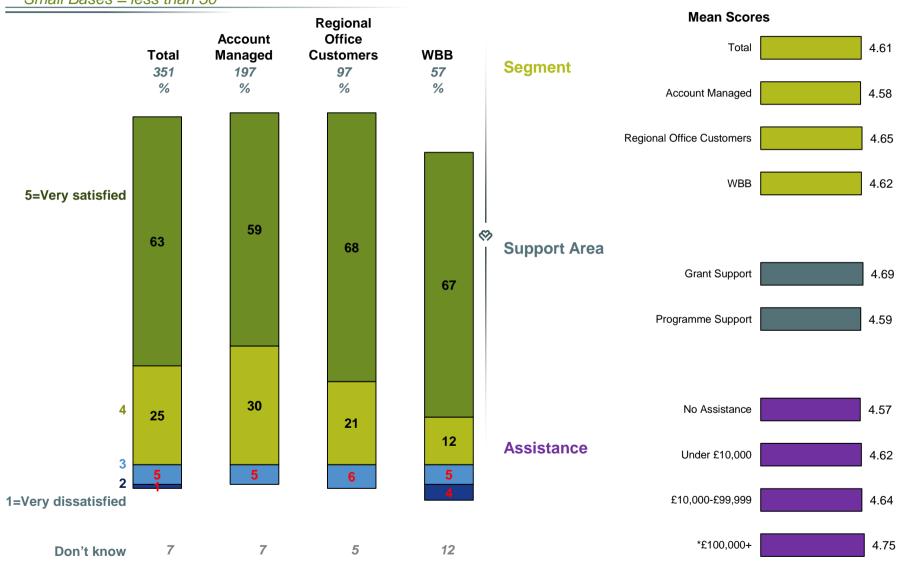
'Level of satisfaction with your Customer Executive/main Invest NI contact person' *Small Bases = less than 50



□ April-June □ July-Sept □ Oct-Dec

How satisfied or dissatisfied are you with your Client Executive, i.e. your main day to day contact with Invest NI? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

'Level of satisfaction that the team of people you worked with from Invest NI provided a seamless approach to your business during this engagement' *Small Bases = less than 50



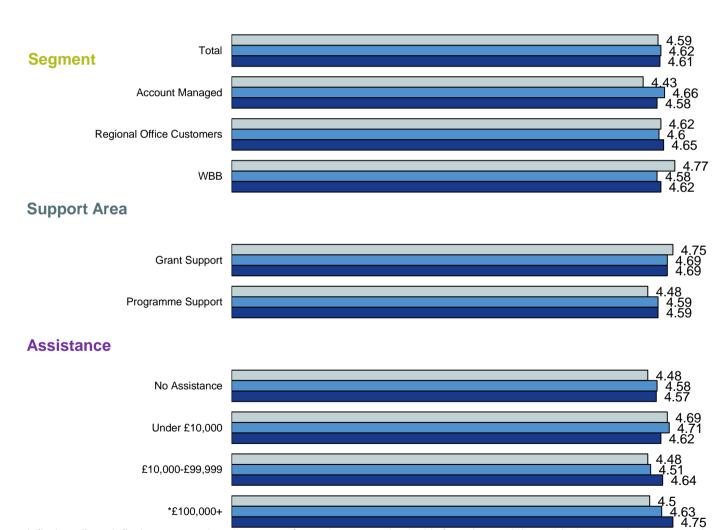
How satisfied or dissatisfied were you that the team of people you worked with from Invest NI provided a seamless approach to your business during this engagement? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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'Level of satisfaction that the team of people you worked with from Invest NI provided a seamless approach to your business during this engagement' *Small Bases = less than 50

□ April-June □ July-Sept □ Oct-Dec



How satisfied or dissatisfied were you that the team of people you worked with from Invest NI provided a seamless approach to your business during this engagement? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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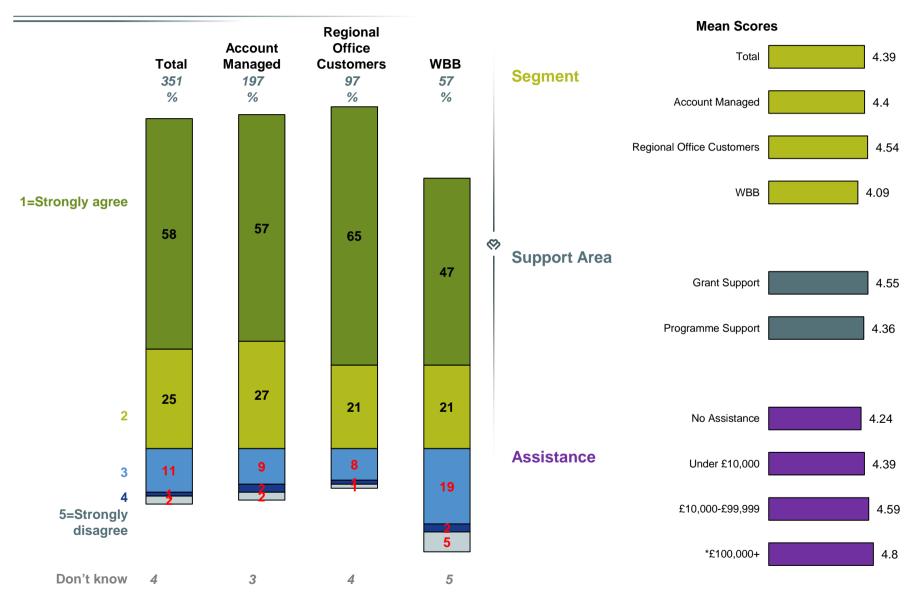
PERFORMANCE





'The Invest NI team is helping to develop my business'

*Small Bases = less than 50



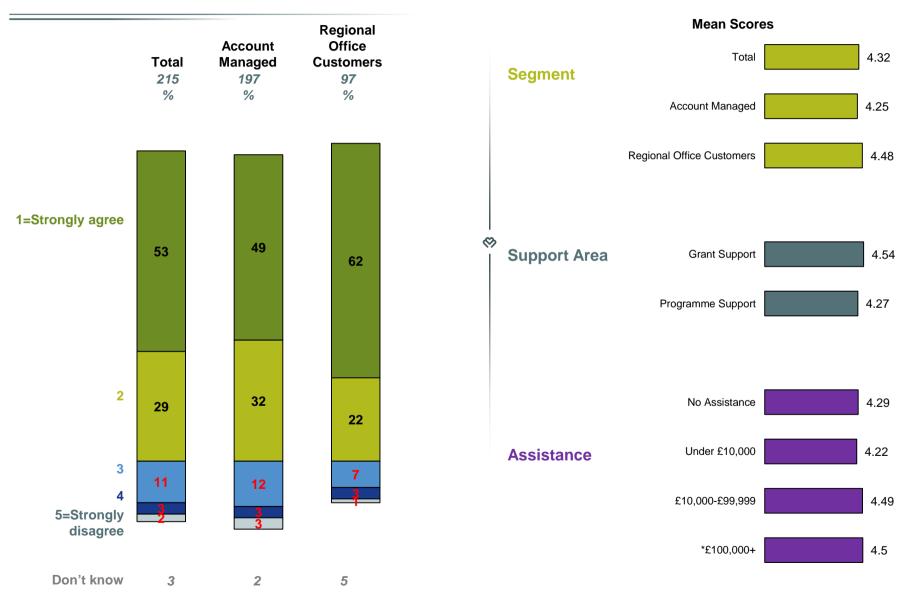
'The Invest NI team is helping to develop my business'

*Small Bases = less than 50



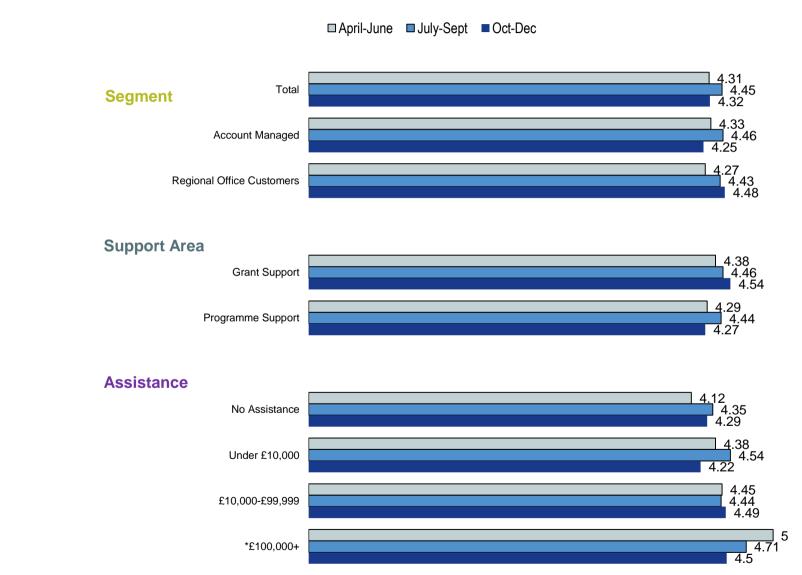
'I view Invest NI as a strategic partner supporting my business'

*Small Bases = less than 50



'I view Invest NI as a strategic partner supporting my business'

*Small Bases = less than 50

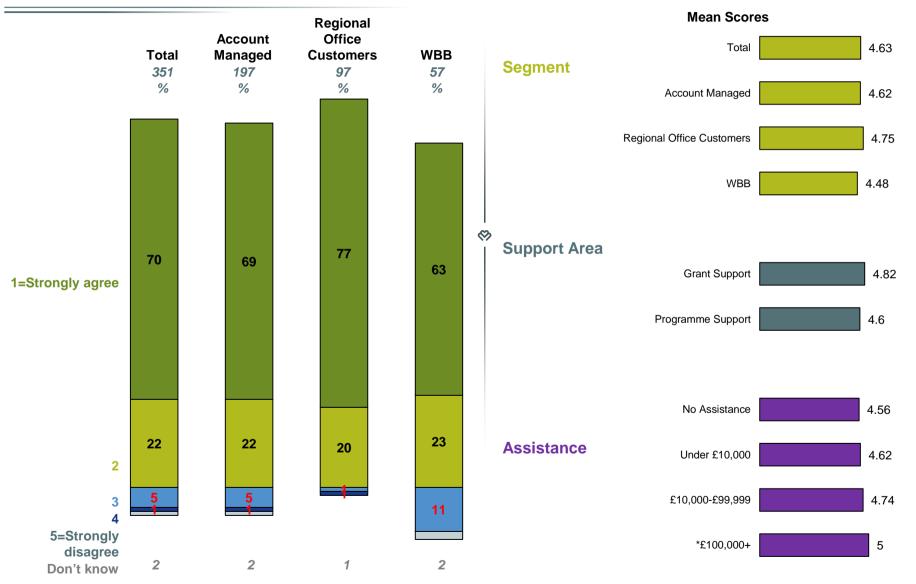


Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 294 Oct-Dec '15 (197 Account Managed and 97 Regional Office Customers)]

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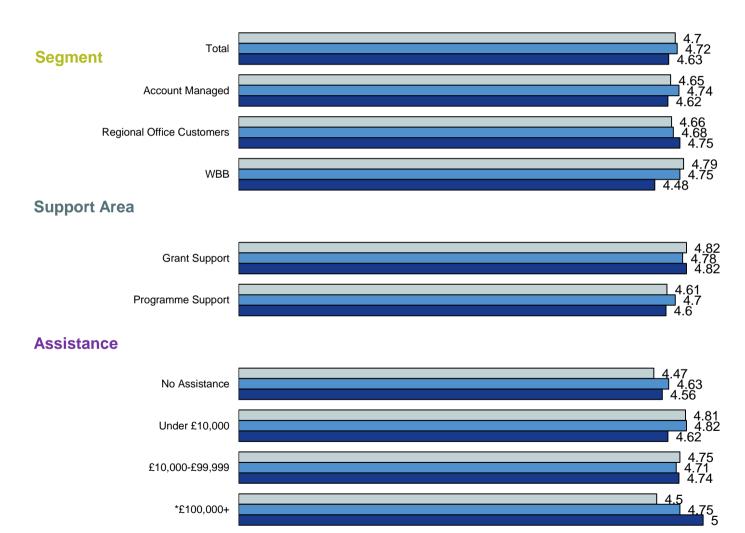
'Invest NI acts with professionalism and integrity'

*Small Bases = less than 50



'Invest NI acts with professionalism and integrity'

*Small Bases = less than 50



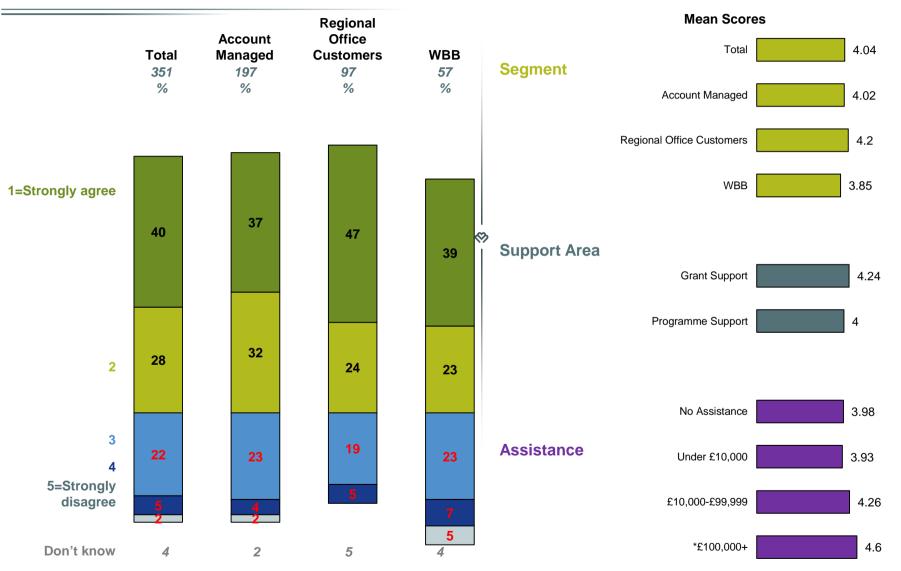
□ April-June □ July-Sept □ Oct-Dec

Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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'Invest NI exceeded my expectations'

*Small Bases = less than 50



Programme Support

'Invest NI exceeded my expectations'

*Small Bases = less than 50

Image: April-June
July-Sept
Oct-Dec

Total
4,16

Yes
4,23

Account Managed
3,97

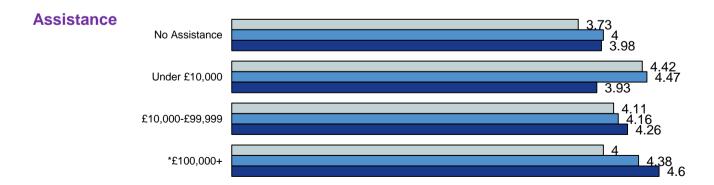
Account Managed
4,02

Regional Office Customers
4,26

WBB
3,85

Support Area
4,36

Grant Support
4,24

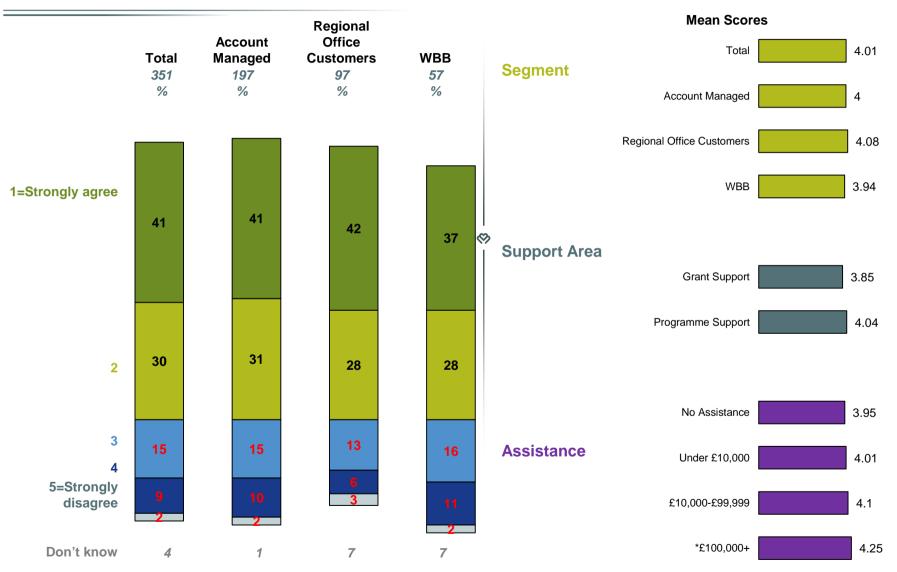


Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

<u>3.</u>96

4.18

'I received information on additional support programmes that are available from Invest NI' *Small Bases = less than 50

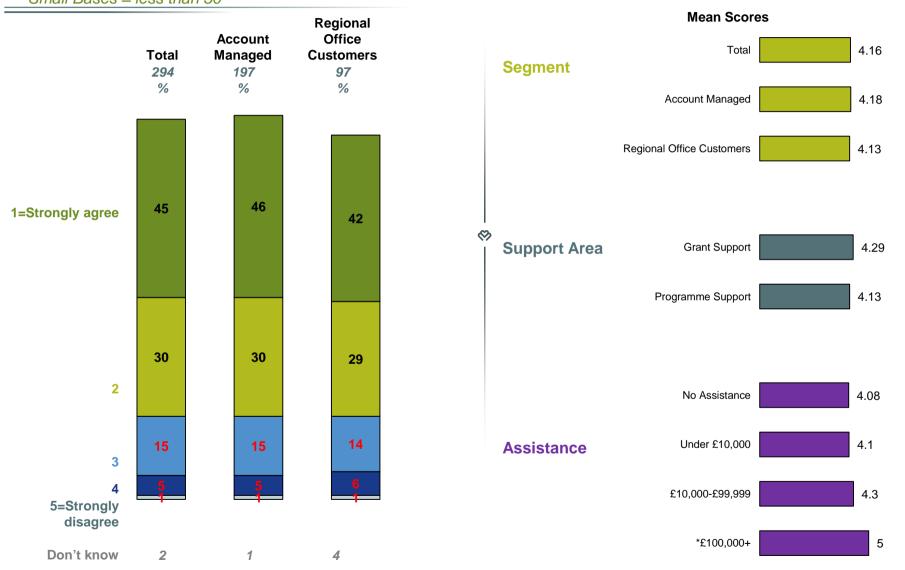


'I received information on additional support programmes that are available from Invest NI' *Small Bases = less than 50

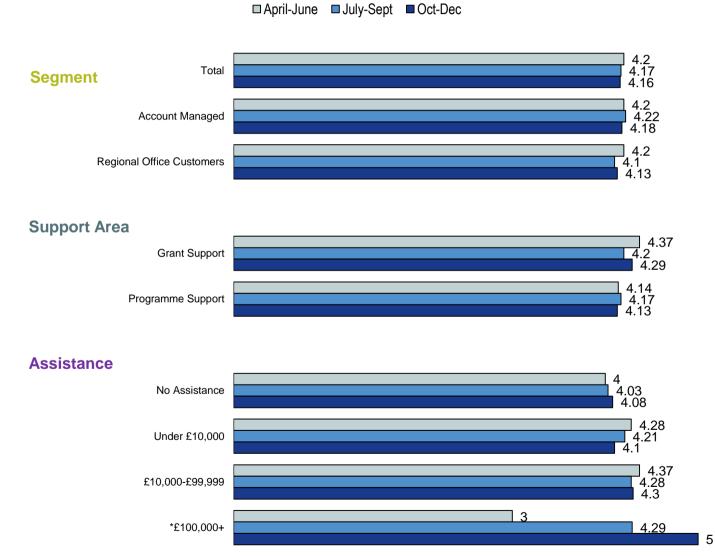


□ April-June □ July-Sept □ Oct-Dec

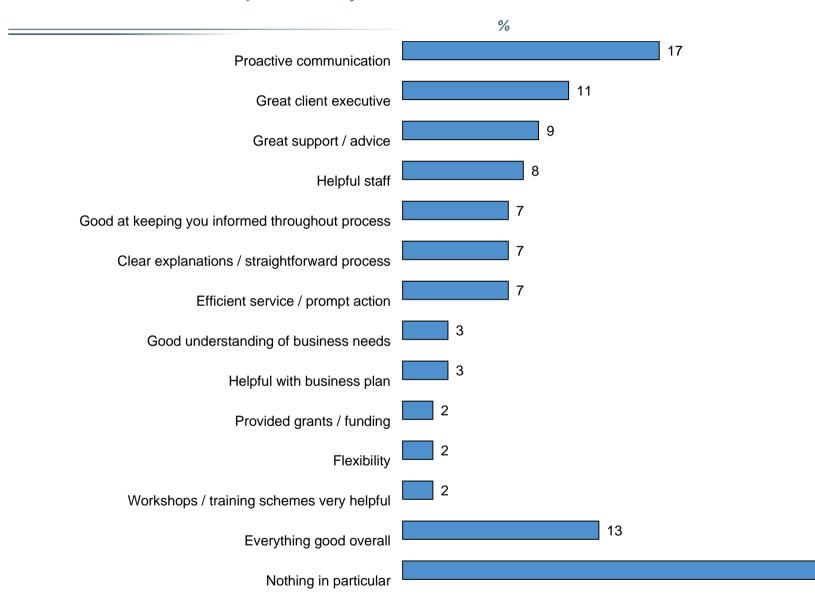
'I am clear on my business development journey with Invest NI in terms of future support services that I am considering using' *Small Bases = less than 50



'I am clear on my business development journey with Invest NI in terms of future support services that I am considering using' *Small Bases = less than 50



'What Invest NI did particularly well'

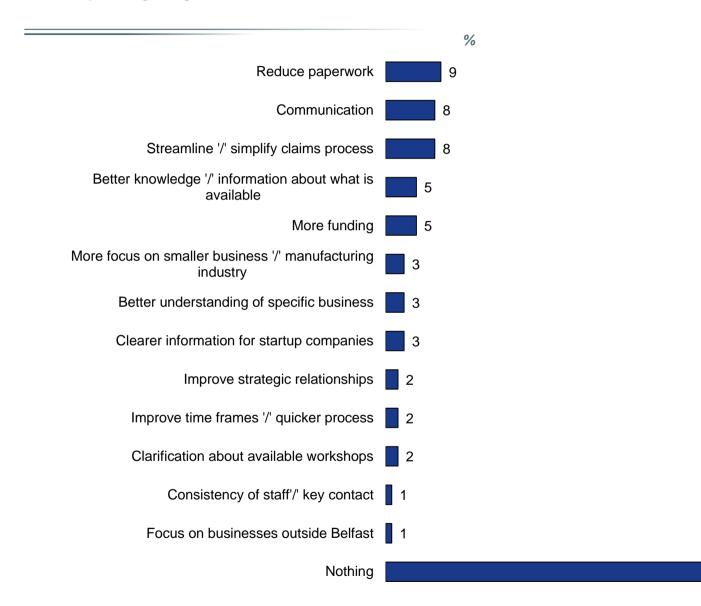


Is there anything that you think Invest NI did particularly well in the lead up to your offer of assistance? [Base: Oct-Dec '15 (351 Customers & WBB in Receipt of Offer)]

SillwardBrown

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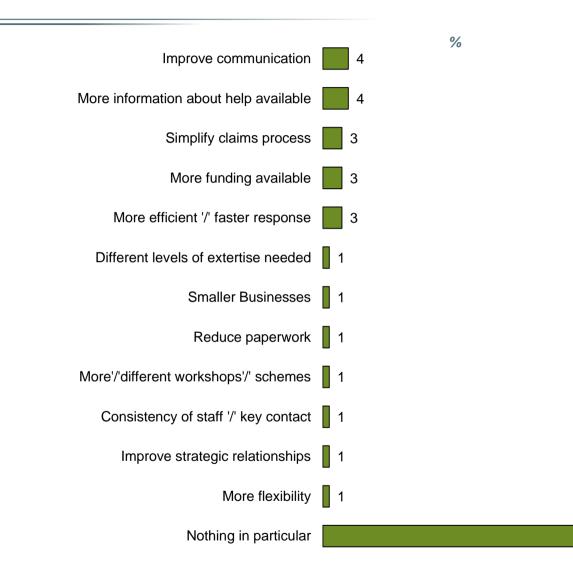
'Anything organisation could do to improve the overall service they provide'



Thinking about your recent personal experience of Invest NI is there anything you think the organisation could do to improve the overall service they provide? [Base: Oct-Dec '15 (351 Customers & WBB in Receipt of Offer)]

63

'Anything organisation could have done better'

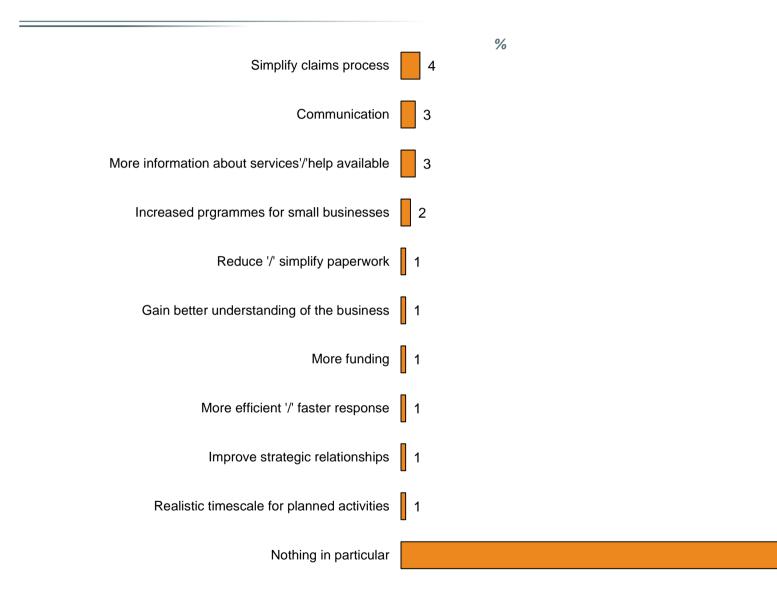


83

Thinking about your recent personal experience of Invest NI is there anything you think the organisation could have done better? [Base: Oct-Dec '15 (351 Customers & WBB in Receipt of Offer)]



'Anything organisation could have done differently'

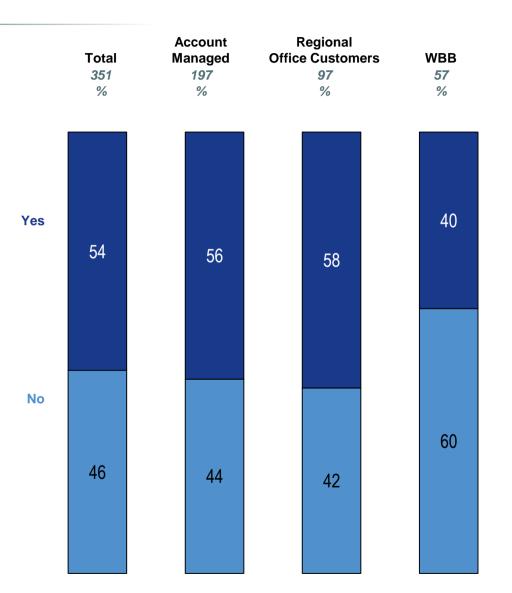


Thinking about your recent personal experience of Invest NI is there anything you think the organisation could have done differently? [Base: Oct-Dec '15 (351 Customers & WBB in Receipt of Offer)]

Solution MillwardBrown

86

Actively Discussing Application for Additional Support



Are you actively discussing an application for additional support services at present? [Base: [Base: 351 Oct-Dec '15 (197 Account Managed, 97 Regional Office Customers and 57 WBB)]

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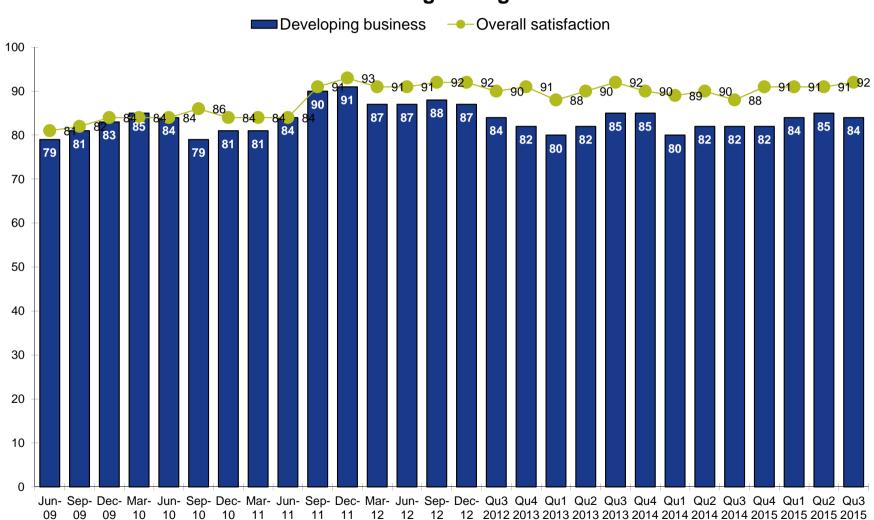


ROLLING AVERAGES





Satisfaction and key driver variables: INI is helping to develop my business

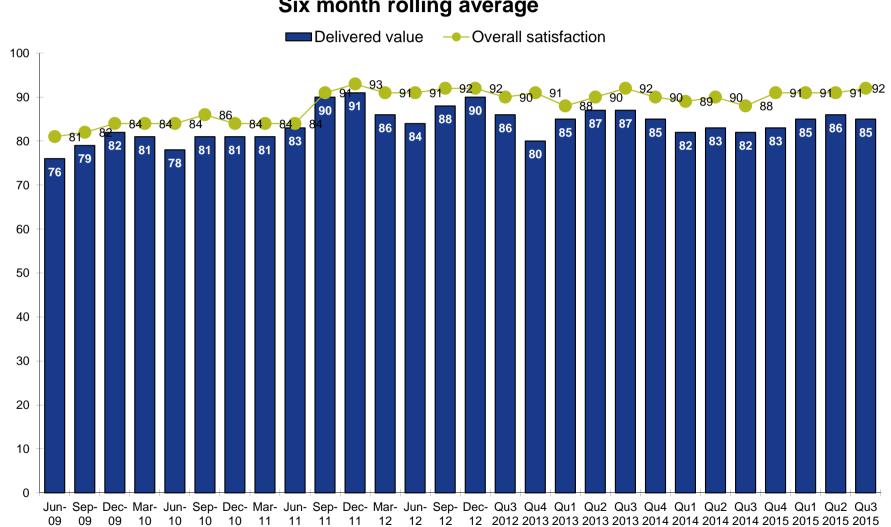


Six month rolling average

Ш



Satisfaction and key driver variables: INI delivered value to my business

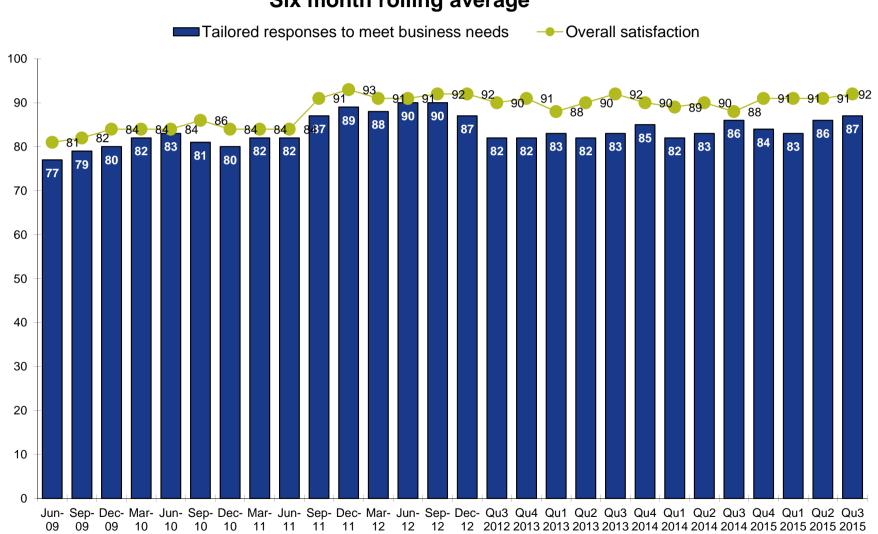


Ш

Six month rolling average

MillwardBrown

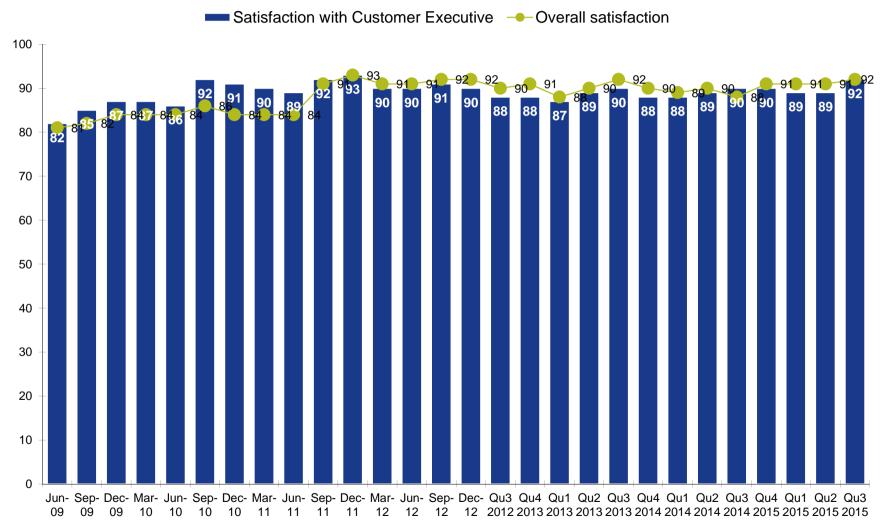
Satisfaction and key driver variables: INI tailored their responses to meet your business needs



Six month rolling average

MillwardBrown

Satisfaction and key driver variables: Satisfaction with Client Executive

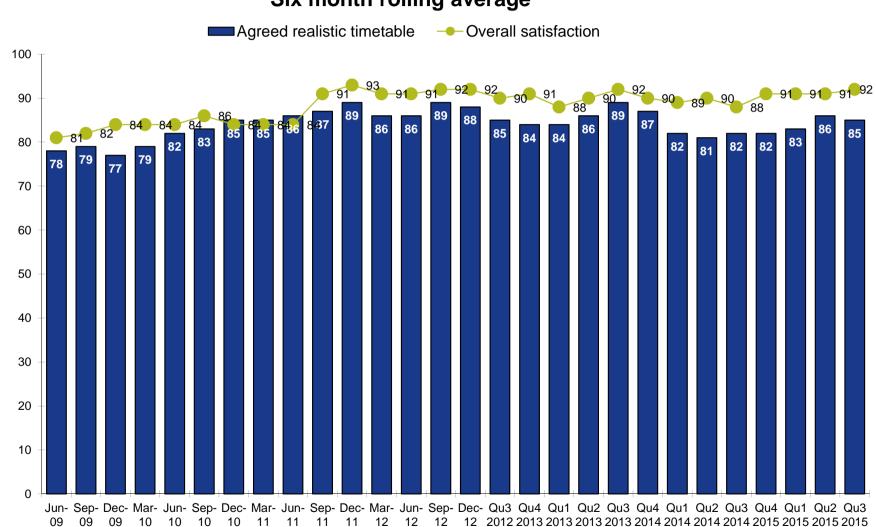


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Six month rolling average



Satisfaction and key driver variables: INI discussed and agreed a realistic timetable for planned activities

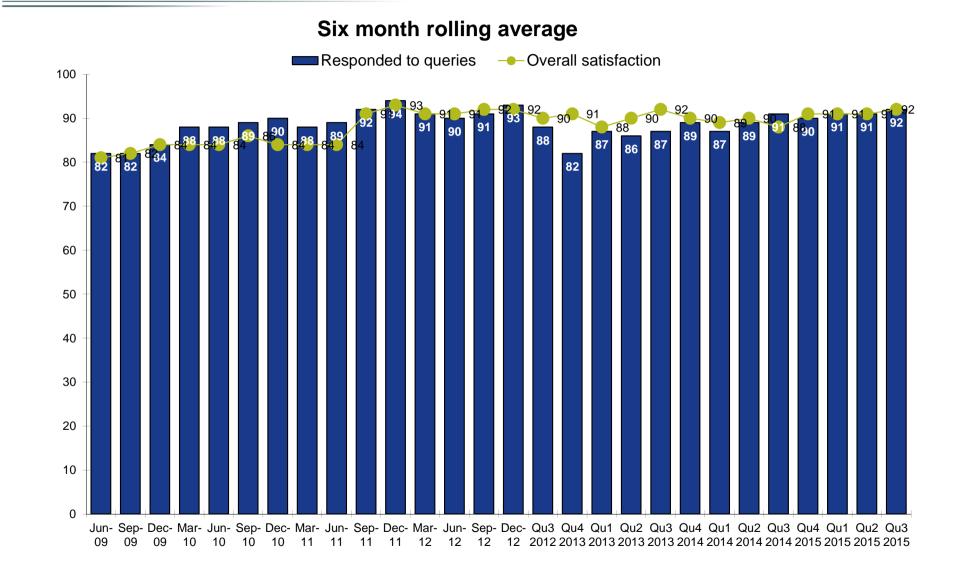


Ш

Six month rolling average



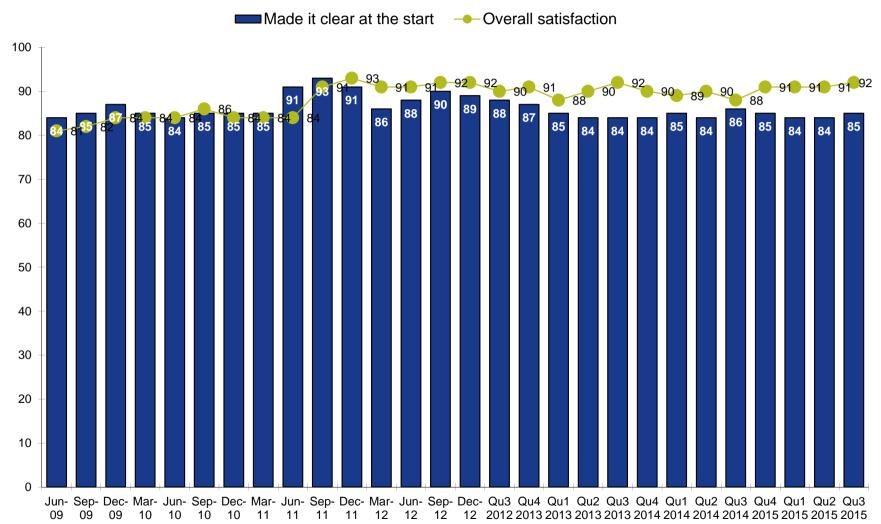
Satisfaction and key driver variables: INI responded to your queries within a reasonable timeframe



Ш



Satisfaction and key driver variables: INI made it clear at the start if and how they could assist your business



Ш

Six month rolling average

😵 MillwardBrown



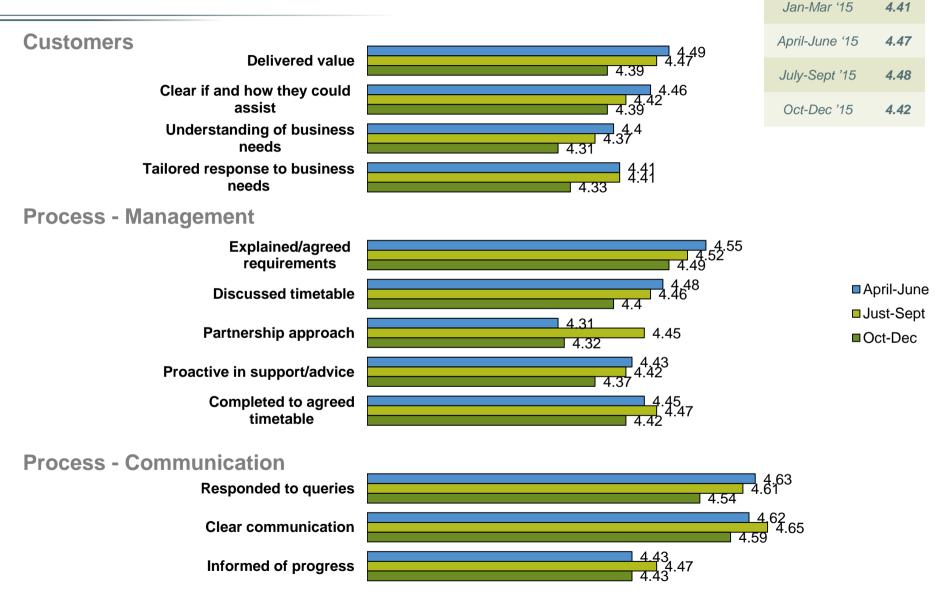
Ш

DETAILED PERFORMANCE MEASURES





Performance Overall



Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...? [Base: 351 Oct-Dec '15]



Average Rating

4.41

Jan-Mar '15 4.34 4.51 45 1.41 **Delivered value** April-June '15 **Customers** 4.44 4.49 4.51 .37 July-Sept '15 4.50 Clear if and how they could assist +.38 4.4 4.3 Oct-Dec '15 4.40 Understanding of business needs Tailored response to business 4.4 4.42 1.32 needs **Process - Management** 4.5 4.52 4.48 **Explained/agreed requirements** ■ April-June **Discussed timetable** □ July-Sept 1.33 4.46 .25 Partnership approach ■ Oct-Dec 4.39 4.41 4.38 Proactive in support/advice .36 4.52 4.4 **Completed to agreed timetable Process - Communication** 4.57 4.6 1.5 **Responded to queries** 4.61 4.64 4.54 **Clear communication**

Informed of progress 1.42 1.42

Performance by Segment: Account Managed Customers

Base = 197

Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...?

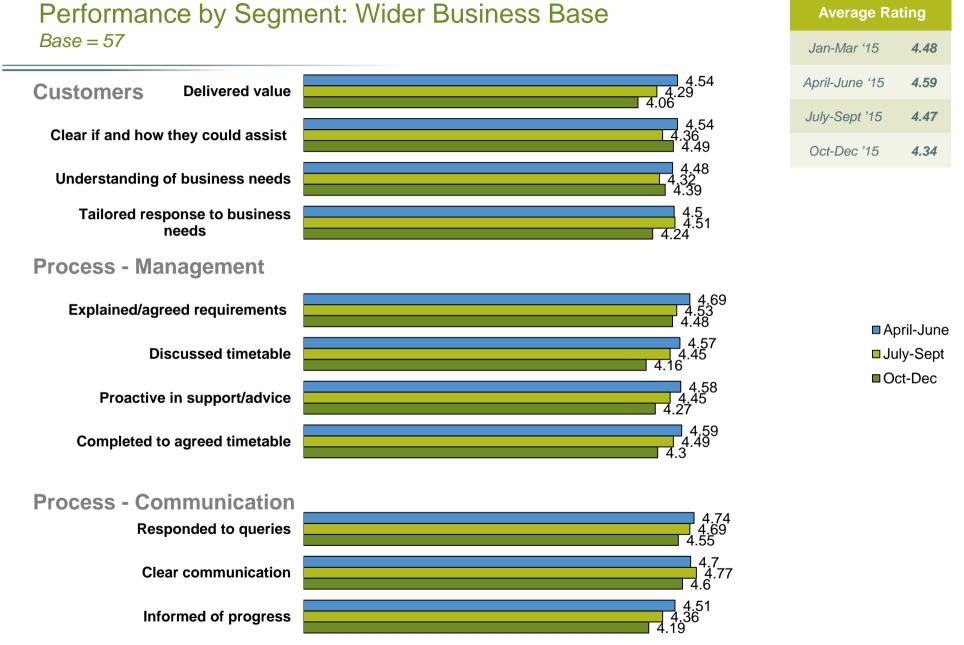


Average Rating



Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...?





Using a scale from 1 to 5, where 1 means 'strongly agree' and 5 means 'strongly disagree', to what extent do you agree or disagree that Invest NI ...?

