



**Duke**  
INNOVATION &  
ENTREPRENEURSHIP

**SPRING &  
MULBERRY**  
EXPLORING A WORLD OF SWEET BEYOND SUGAR



# Capstone Final Client Presentation

April 14, 2022

(Faculty: Yvette Bonaparte, PhD)

# Project Description

The success of an organization is often tied to elements related to its culture

- The lack of clarity on the process of establishing an organizational culture that:
  - recognizes the values of the company
  - builds the hard processes and soft practices that reflect its values.

Deliverables for this project include:

1. Culture reviews of organizations viewed to have been successful in building their organizational culture
2. Recommendations for policies and practices to support the establishment of a culture in which individuals thrive
3. Recommendations for hiring practices and processes along with considerations related to employee retention and promotion

# Participating Students

- Kaya Alagappan
- Katie Drinkwater
- Tiffany Liu
- Ashna Ram
- Caroline Surrectt
- Justin Tandon
- Logan Welborn
- Kaylin Woodward
- Jimmy Xiao
- Alex Xu
- Elizabeth Zhang

# Agenda

## **Research/Data Gathering Summary**

- Cultural Reviews/Company Profiles
- Triangle Area Research
- Stakeholder Interviews
- Ideal Employer Survey
- Employer Value Proposition Survey (EVP)

## **Recommendations/Deliverables**

- Policies and practices to support the establishment of a culture in which individuals thrive
- Hiring practices and processes related to employee retention and promotion
- EVP suggestions

Deliverable 1: Culture reviews of organizations viewed to have been successful in building their organizational culture

# Company Cultural Reviews

Tiffany Liu, Logan Welborn, Kaylin Woodward

# Research Objectives

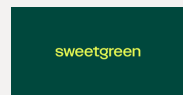
Objective: Generate company firmographic data from businesses with similarities to Spring & Mulberry

This data (**Appendix A**) included

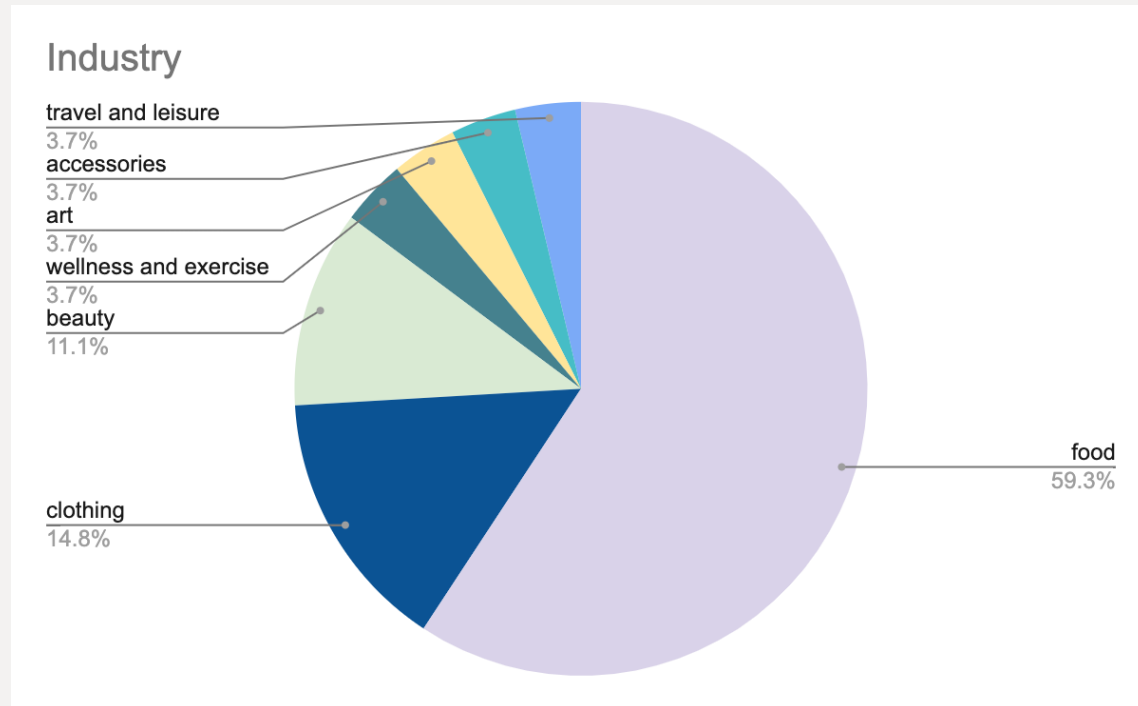
- Business information (industry, lead products, size, location, PVP, growth, mission statement, EVP, community engagement)
- Social Engagement (Instagram, TikTok, LinkedIn, Twitter, Facebook, Influencers)
- Workplace (In-Person vs Remote, Work hours, Office layout)
- Hiring Practices (Recruitment platforms, Hiring categories, Employee demographics, Training programs, Advancement opportunities, Internships, DEI policies, Feedback opportunities)
- Rewards (salary, benefits)
- Target customer

# Companies Surveyed

Chobani	Lily's Sweets	Hu Kitchen
Depop	Amy's Kitchen	Glossier
Daily Harvest	Maelys	Haus
Raaka Chocolate	Ben and Jerry's	Compartes Chocolate
Soul Cycle	Kashi	Allbirds
East Fork Pottery	Dave's Killer Bread	HelloFresh
Marc Jacobs	Warby Parker	Enjoy Life
AirBnB	Godiva	Sweetgreen
Everlane	Image Skincare	Goli Nutrition



# Company Profile Overview



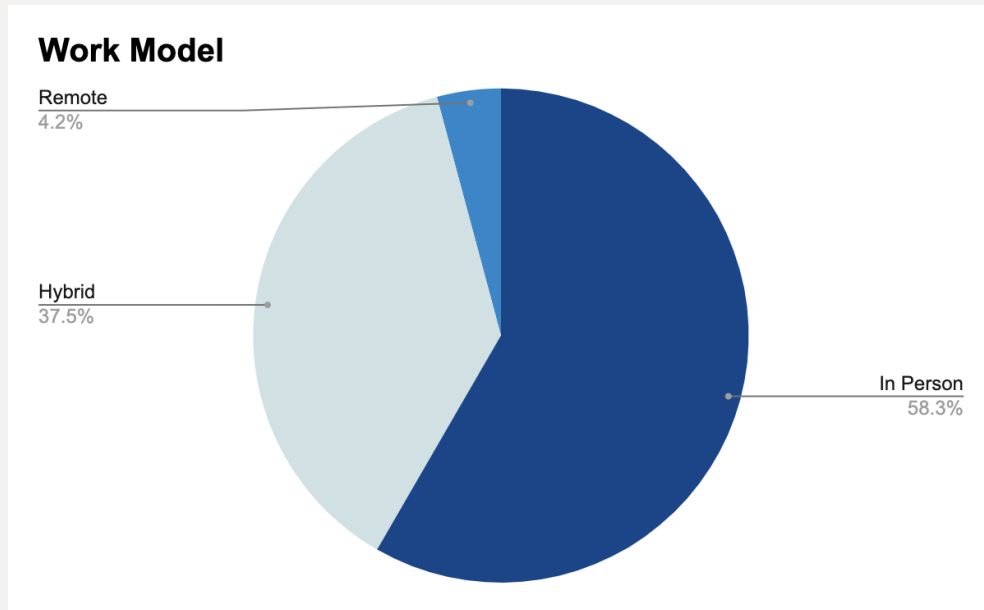
27 companies surveyed

All but **three** companies researched had a form of community engagement (i.e: philanthropy, environmental practices or sourcing, fair trade, etc.)



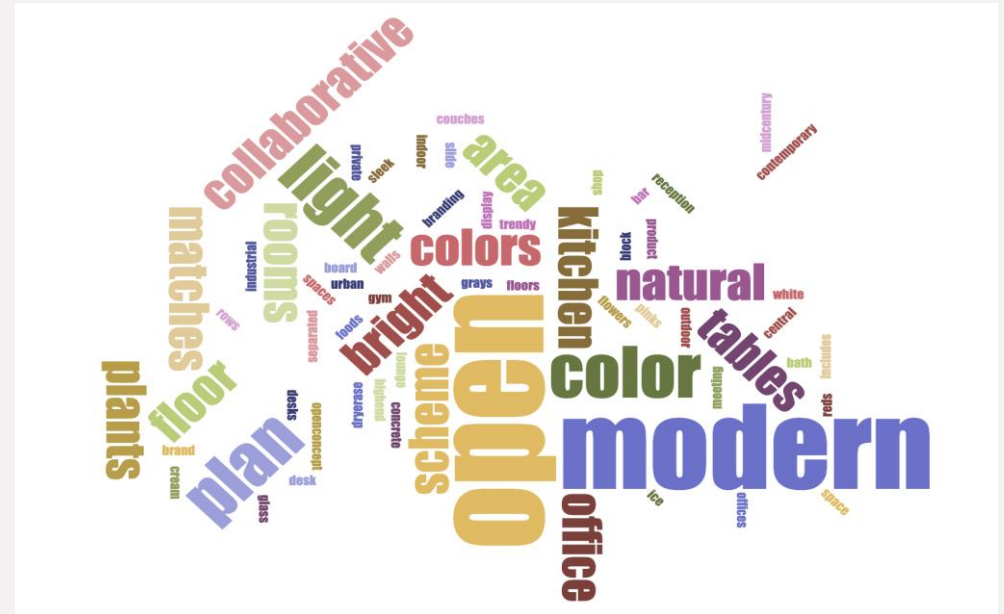
# Workplace Summary

## Work Model



Most employees had a 40 hour work week, with hours from 9 AM to 5 PM. Some companies also had retail stores where part-time employees worked 20 hours a week.

## Office Layout



Many offices had open-floor plans, where colors matched branding!

# Company Culture

## Feedback

Most companies had opportunities for feedback, but some lacked **employee to employer** feedback.



## Diversity, Equity, and Inclusion Policies and Practices

- Many companies preached values of inclusion, respect, and appreciation for diversity
- Some had formal affinity groups that met to discuss the company's best practices
- The best practice found was a feedback tool paired with employee-led resource groups that tracked BIPOC retention within the company and BIPOC experiences in the workplace

# Employee Perks

## Insurance

*Medical, dental, vision*

## Mentorship

& Career Support

## Team-Building Activities

## Parental Leave

& Return-to-Work Programs

## Employee Training/ Leadership Programs

## Fitness Benefits

*Like gym memberships!*

## Paid Vacation & Time Off

## Employee Discount

## Company Equity Rewards

Corporate salaries generally fell between \$50,000 and \$150,000

# Describing Ideal Employees



# Triangle Area Research and Stakeholder Interviews

Ashna Ram, Kaya Alagappan, Justin Tandon, Katie Drinkwater

# General Employer Trends in the Triangle

- Growing in popularity (named #1 Best City for Jobs in 2020 by Glassdoor)
- Triangle area gained between nearly 15,000 net new jobs in 2021
- 17% job growth rate in last five years
- Second-fastest growing tech hub in US, 5th largest life sciences hub in US
- 4,000 tech companies (over 60,000 employees in software development + information security)
- Most popular industries: Tech, Life Sciences, Clean Tech

# What do people in the Triangle region look for in their workplace?

- Companies that interact positively with the surrounding community
- Flexibility of remote/in-person work
- In-person option is important for new hires specifically
- Work/Life balance – a lot of people moving to triangle region also come from more urban areas and are already valuing a culture/lifestyle change

# Stakeholder Interviews: Objectives

## Objectives:

- Assess past interns' experience at S&M
- Identify push/pull factors
- Analyze overarching themes from stakeholders
- Gain insight to creative brand development through Letter A interview



# Survey Results- SWOT Analysis

## Strengths

- Innovative product and company idea → attractive for potential employees
- Flexible work schedule
- Well-connected and passionate founders
- Inclusive culture and supportive work environment
- Diverse project work and creative freedom
- Skills building and mentorship

## Weaknesses

- Not enough collaborative team meetings with other employees
- Remote structure hurts relationship-building and interest
- Need more clarity on project objectives, expectations, and urgency of tasks
- Difficult to juggle several workplace responsibilities
- Required work outside of typical working hours (9am-5pm)

## Opportunities

- Recent graduates and/or young adults looking to get into the startup space
- Company is a safe space for women in entrepreneurship → potential target market for recruitment
- Have employee teams based in similar locations to be “local” resources for work
- Student internship program and/or ambassador program

## Threats

- Startups with more established employee structures, hierarchies, and work cultures
- Not adapting to change and desirable workplace characteristics for prospective employees quickly enough
- Variability in workplace conditions due to COVID-19
- Spike in popularity of company and product may require large number of hires in a short period of time to keep up with demand

# Interview Results - Pros and Cons

## Pros

- Founders sought out feedback
- Founders shared their stories
- Transparency and good communication
- Connected with other interns
- Seamless onboarding process
- All around there is a faith in the company's success due to rebranding efforts and continued iterations of completed projects

## Cons

- Unpaid
- Some circular responsibilities
- Start-ups are inherently risky
- Difficult to be committed to a startup that is not your own
- No company-led social events to build relationships outside of working hours

# Notable Interview Statements

- Kathryn and Sarah didn't over-handle us. They let us do our thing and treated us as equals.
- I was really inspired by the way the founders talked about the company
- I felt very valued, which is something that I noticed my friends at other companies did not necessary feel.
- They really wanted our feedback and we felt like our input was taken to heart, which is something you don't see with every founder.
- I really hope that Spring & Mulberry stays true to their core values. I hope that one day, if I'm staying at a nice, luxury hotel, their products will be the ones on the shelves available to me.
- Spring & Mulberry's culture is all about employees getting the opportunity to enjoy the sweet life.

# Ideal Employer

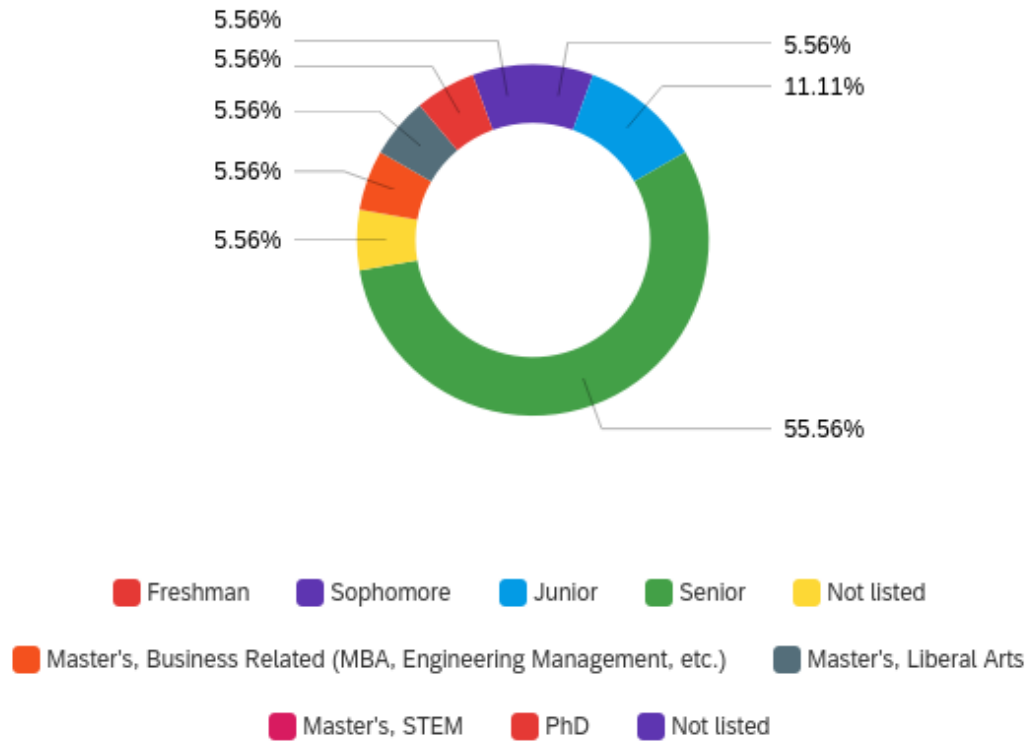
Caroline Surrett, Jimmy Xiao, Alex Xu, Elizabeth Zhang

# Ideal Employer Market Research

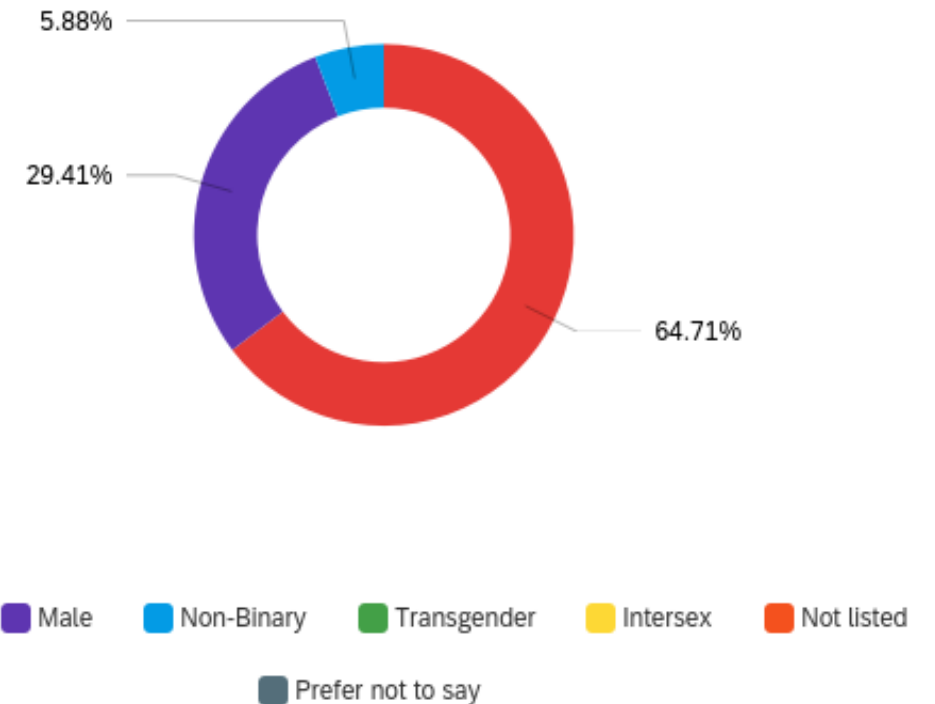
- Purpose: Conduct research about expectations, pull factors, and other considerations when job searching
  - Surveying “target” employees (by client’s definitions) and relevance to job openings (e.g. students eligible for internship)
- Method:
  - Qualtrics Survey (See **Appendix B** for a survey walkthrough)
  - Targeting
    - I&E Students
    - Duke Business Oriented Women
    - Individual students in our networks with entrepreneurial interests
  - N = 37
- Data Collecting:
  - Job Attribute Importance Ranking
  - Importance of values alignment
  - Demographics
  - Ideal workplace description

# Response Demographics

Program / Year of Study (demographic information is optional)

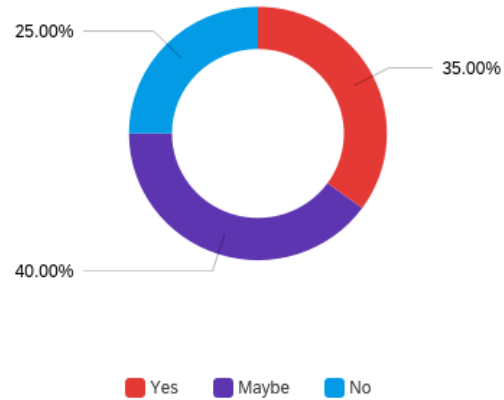


Gender (demographic information is optional)



# Company Experiences

Q2 - Would you consider working for a startup after graduation?



Q3 - What is attractive to you about the start-up environment?

What is attractive to you about the start-up environment?

Lots are focused on social impact. Also the opportunity to do lots of kinds of work in one role

It is fresh and exciting and offers something different than a traditional 9-5 office job. I like the idea of doing something new or different every day.

Hands-on experience, creativity

Opportunity for ownership and impact

the excitement of starting something new

The ability to leave a lasting impact on a company that is in its early development stages

The start-up environment is fast paced and usually intimate which allows for better connections to be built with my coworkers.

Cutting edge technology and new opportunities

innovation, cutting edge ideas and smaller company sizes

The flexibility of the workplace, the ability to move up in ranks, and the opportunity for working on cool things.

Fast-paced, lots of opportunities to learn and do things that are cross functional



# Company Experiences

## Q4 - Can you describe the most positive experience you have had with an employer?

Can you describe the most positive experience you have had with an employer...

I had a TA job with periodic check ins that were really helpful. They didn't happen too often but were a valuable time for training and feedback.

I was given the freedom (and responsibility) to tackle writing a grant on my own, knowing that I had support from my boss if I needed it. I felt supported but trusted.

strong mentorship

Encouraging employer

My most positive experience with an employer was being included in developing training for the team.

Helped me solve issues I brought up to them when very stressed about project, very understanding

don't have one

The most positive experience I have had is with a manager who scheduled weekly check-ins with me to talk not only about work but about my mental and physical wellbeing.

I was valued by my employer and got a raise.

Surprise free food event

They gave me both health insurance and gym benefits

they stayed with me after hours to help explain a topic i was struggling with

When I was struggling with learning new tasks and my employer acted as a mentor and guided me. It made me acclimate to the work environment easier

This is more about a positive experience with a manager, but once I was working remotely and had a power outage at my home. my manager was very understanding and flexible in the whole process.

## Q5 - Can you describe the most negative experience you have had with an employer?

Can you describe the most negative experience you have had with an employer...

I did an internship where my boss only gave me one small task at a time and would disappear. I felt unproductive when I didn't have anything to do. There were very limited opportunities for feedback.

I was asked to do something outside of my job description and outside of my scheduled hours.

no guidance, unclear expectations

Emotional employer

The most negative experience I have had with an employer was being asked to do 15+ hours of free labor per week with little to no communication between myself and my supervisor.

Piled on a lot of work without knowing how much it was

don't have one

Reaching out to a manager and getting ghosted

I was fired for trying to be proactive.

Declined expense report

I was paid less than advertised or promised

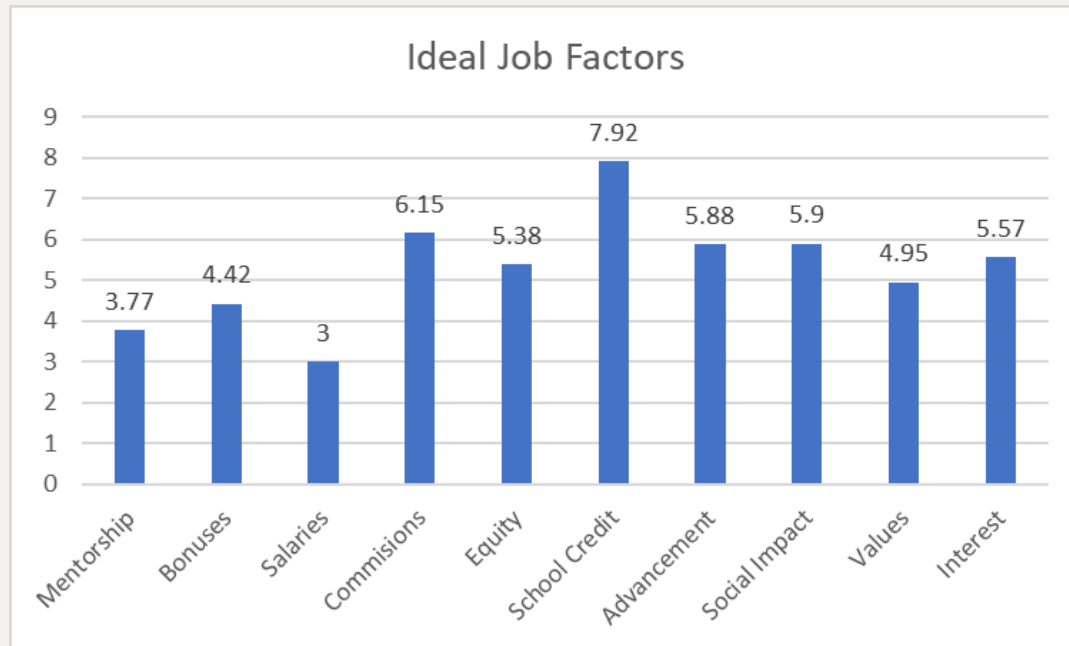
being unresponsive

I don't really have one.

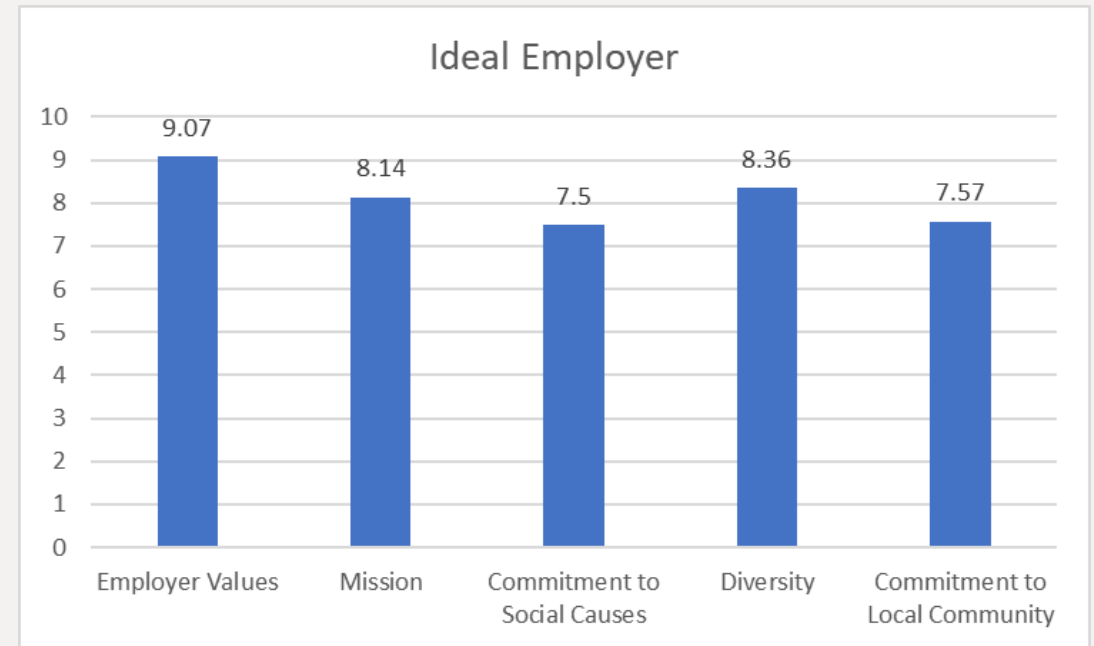
A negative experience was that the work assigned to me was not what the job description included.



# Ideal Job/Employer Values



(Lower is better)



(Higher is better)

See **Appendix C** for more information on this data.

# Key Findings

- Ideal work environment
  - 79% responses mentioned a "**welcoming**", "**friendly**", "**collaborative**" environment
  - 36% wanted an office layout that was **organized** and **open** with **sunlight**
  - 36% valued **employer autonomy** and **flexible hours**
  - 27% desired **easy-going** coworkers and manager who is **involved with employee growth**
- Why startup?
  - 27% wanted to leave a lasting impact on the company
  - 36% mentioned excitement, fast pace
  - 55% attracted to cutting-edge products and opportunities to learn new and "cool things"

Deliverable 2: Policies and practices to support the establishment of a culture in which individuals thrive

# Employer Value Proposition

Caroline Surrett and Kaylin Woodward

with contributions from full team

# Employer Value Proposition: What is it?

EVP is "like a deal or agreement – in exchange for the skills, talents, and experiences that you will bring to the organization, this is what you will get in return. The EVP is how you distinguish your organization from your competition. Another way to think of the EVP is like a Customer Value Proposition."

Jacobs, Jamie; Crockett, Hema. *Designing Exceptional Organizational Cultures* (p. 127). Kogan Page. Kindle Edition

# EVP Key Words & Themes

## Food



- Ethical
- Real impact
- Wellbeing

## Beauty



- Women-led
- Innovative

## Clothing



- Change
- Ethical

## Art



- Community
- Value-driven
- People first
- Shared vision

## Travel & Leisure



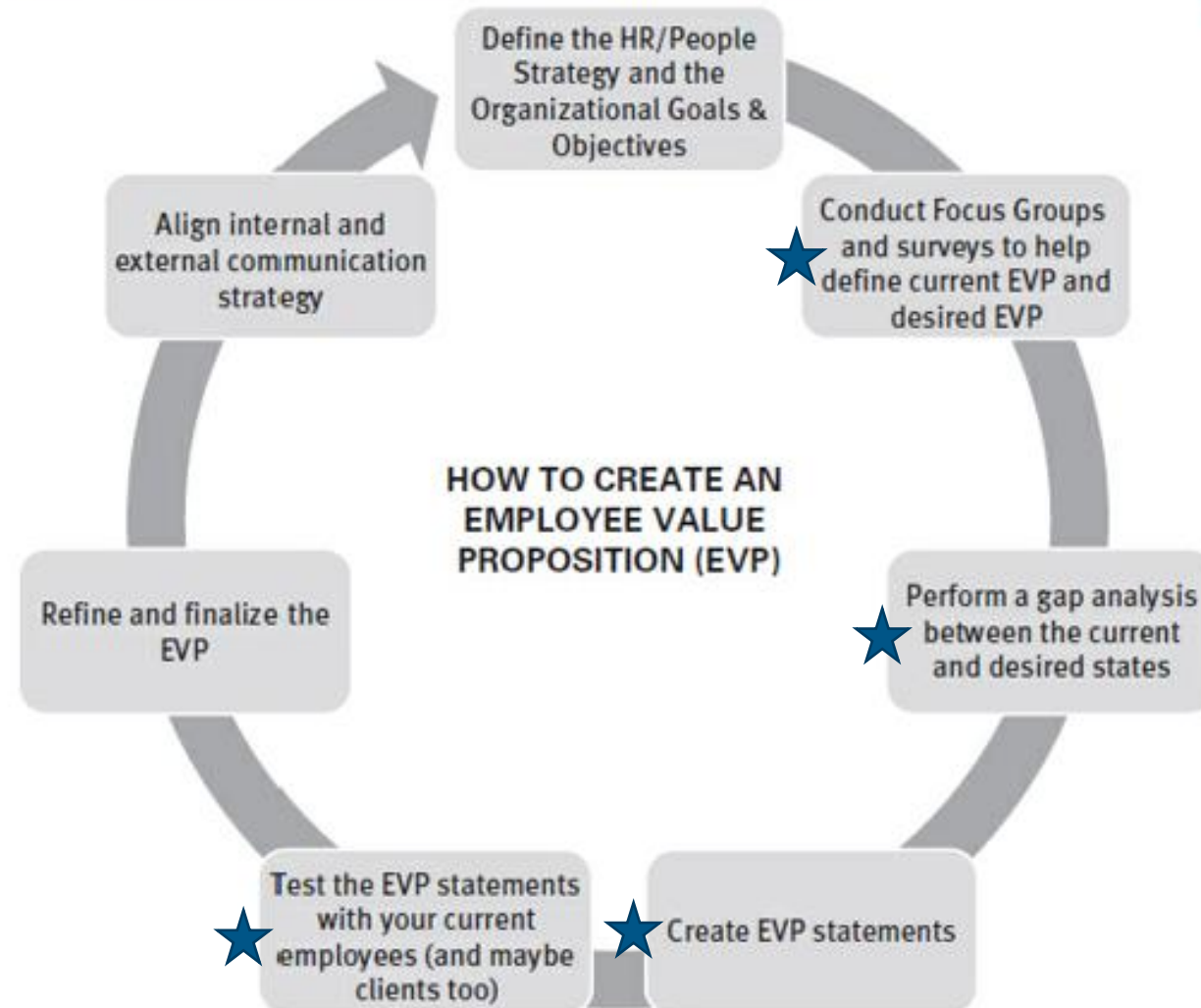
- Economic impact
- Belonging
- Opening eyes to world

# Employer Value Proposition: Why does it matter?

*An EVP establishes the value of the company to an employee as well as the value of an employee to a company, benefiting both parties. When looking at Spring & Mulberry specifically, **having a detailed EVP can help the startup gain traction, popularity, and hopefully place the company well as a competitor in the sweets market.** Additionally, with an increasing rate of unhappy employees across the country, **a strong EVP for a new company is not just an aspiration, but a requirement.***

- excerpt from a team member reflection paper

## Figure 6.1 Creating an EVP



# EVP Survey

**EVP #1:** We live the sweet life at Company X by:

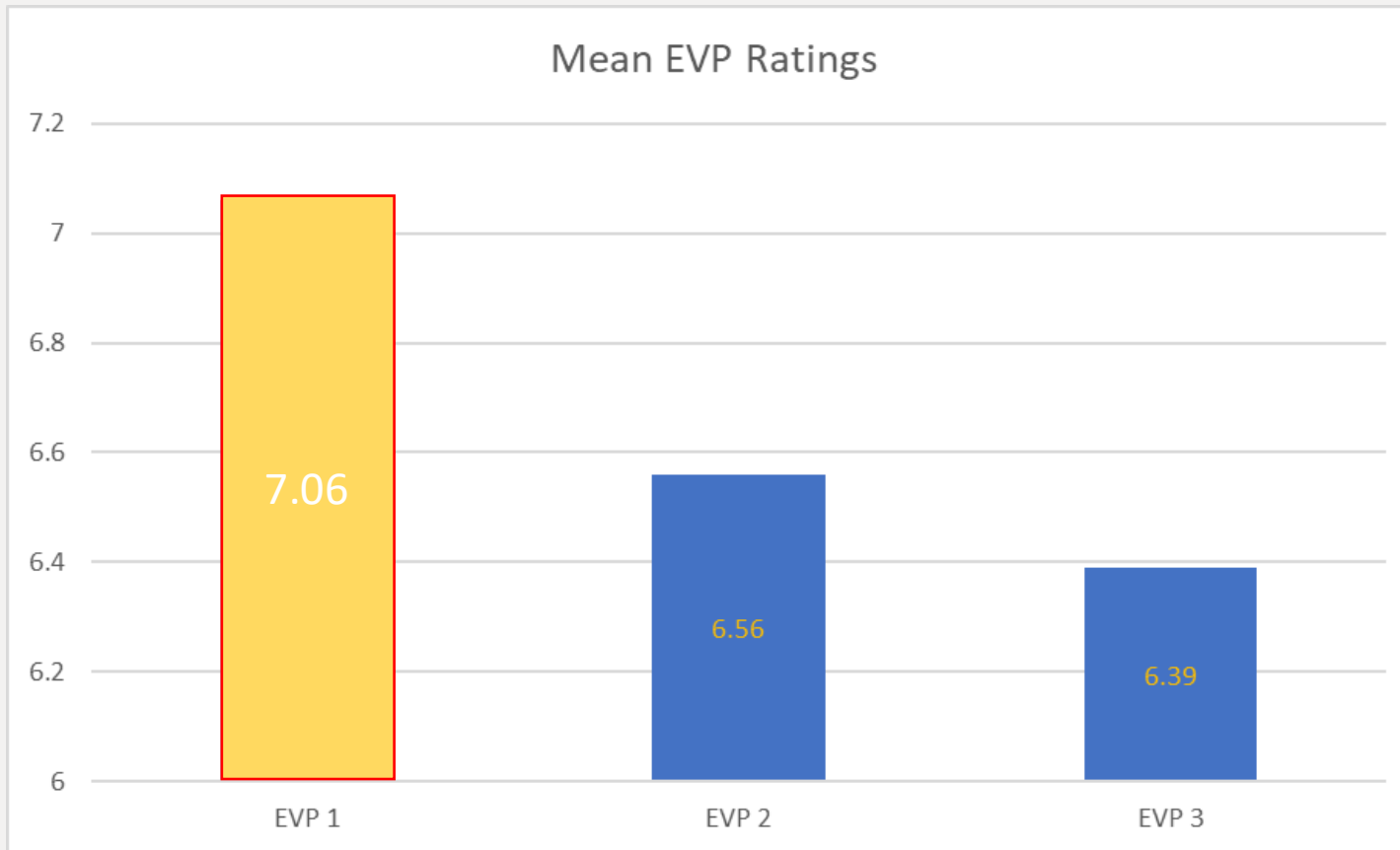
- Building a new world of wellness through equitably sourced date-sweetened treats
- Allowing time for what matters most both in and outside of the workplace
- Expressing gratitude for our employees, our community, and the joys in our life In an innovative environment that strives to provide equal opportunity and cultivate leadership in individuals.

**EVP #2:** At Company X, you can have it all. Join us in our mission to reimagine wellness and indulgence through a healthy work-life balance based on individual growth, creative freedom, and flexibility.

**EVP #3:** At Company X, you can have it all. Join us in a women-led company to reimagine wellness and indulgence through a healthy work-life balance based on individual growth, creative freedom, and flexibility.



**Q1 - EVP #1:** We live the sweet life at Company X by: -Building a new world of wellness through equitably sourced date-sweetened treats -Allowing time for what matters most both in and outside of the workplace -Expressing gratitude for our employees, our community, and the joys in our life In an innovative environment that strives to provide equal opportunity and cultivate leadership in individuals.



n = 18

**Comments:**

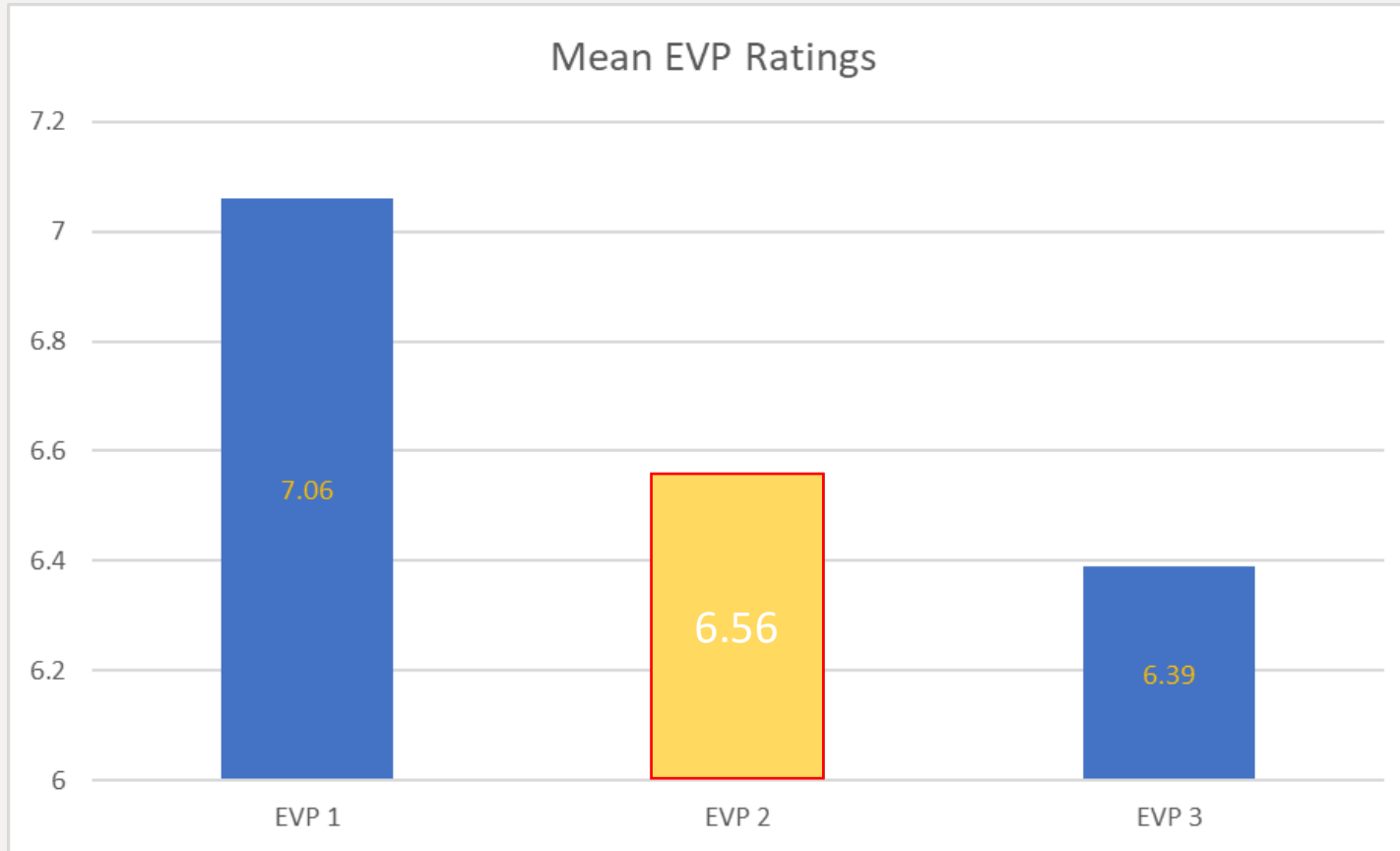
"I liked the bullet-point layout of EVP1 but not the statements about sweetness."

"It was the most thorough"

"It seemed the most concrete"

"EVP 1 is a little too long to be impactful."

**Q2 - EVP #2:** At Company X, you can have it all. Join us in our mission to reimagine wellness and indulgence through a healthy work-life balance based on individual growth, creative freedom, and flexibility.



n = 18

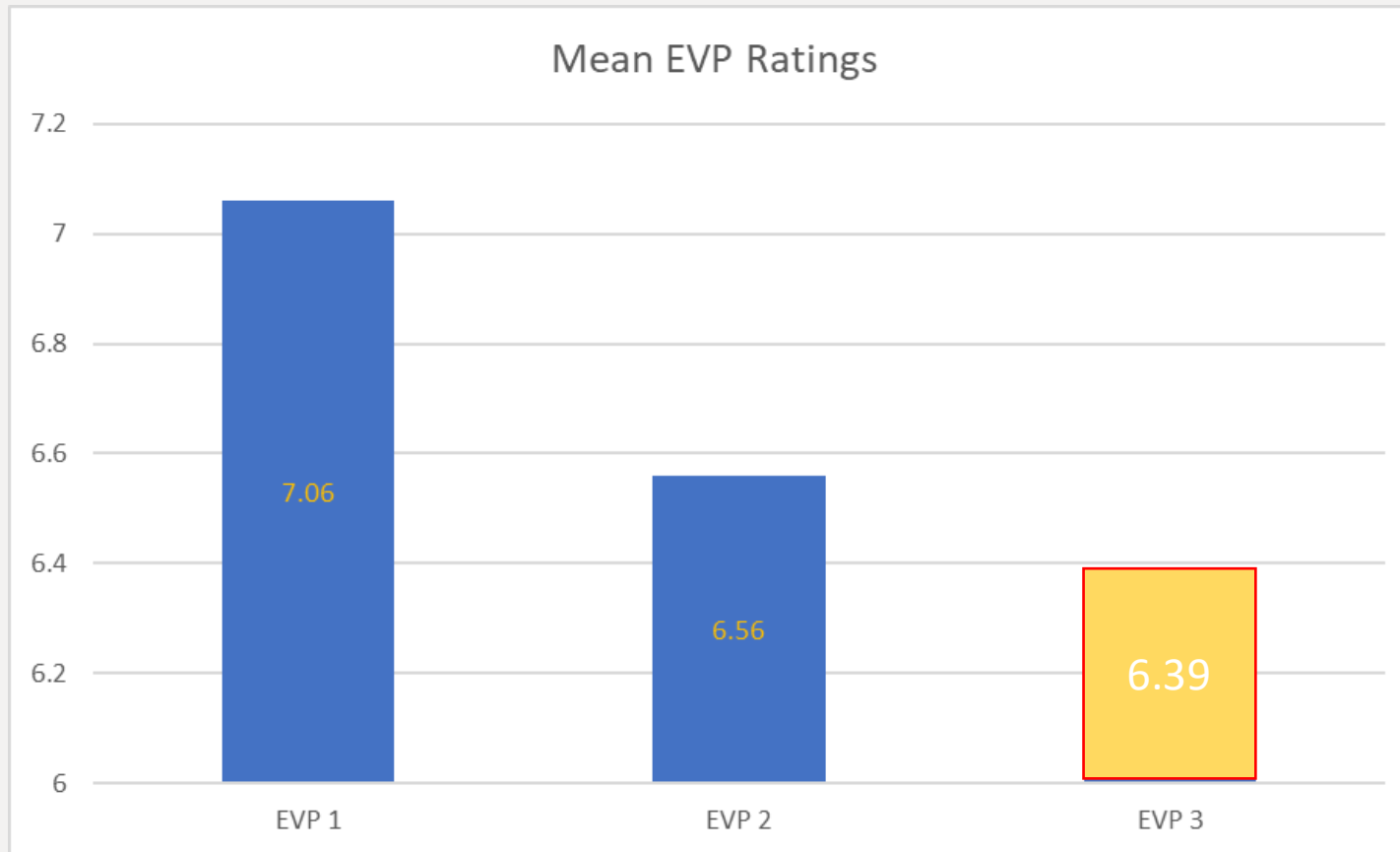
### Comments:

"#2 and #3 just had a lot of buzzwords. I like to hear tangible details on why I should work at a company."

"I liked EVP 2 the most because it is direct concise and shows that the Company is open to people from all sorts of backgrounds/genders/races."

"I like the mention of the mission and gratitude in the 2nd one, but it was missing the individual growth and creative freedom parts of flexibility "

**Q3 - EVP #3:** At Company X, you can have it all. Join us in a women-led company to reimagine wellness and indulgence through a healthy work-life balance based on individual growth, creative freedom, and flexibility.



n = 18

**Comments:**

"#2 and #3 just had a lot of buzzwords. I like to hear tangible details on why I should work at a company."

"Work-life balance is important to me, so I ranked that highest. The fact that the company is woman-led is cool but does not serve as a significant attractant."

**Deliverable 3:** Hiring practices and processes along with considerations related to employee retention and promotion

# Strategies and Tactics

Full Team

# Hiring Practices and Processes: **Expanding Networks**

Target upperclassmen in colleges (with a local focus) by widening network of university contacts

- I. Reach out to university career centers to identify job fair opportunities
- II. Establish a presence on digital hiring platforms (Handshake, LinkedIn, Indeed, etc.)
- III. Establish contacts with university stakeholders (professor, club leadership, etc.) to advertise job openings
- IV. Target social impact organizations at universities

# Hiring Practices and Processes: **Expanding Networks**

Expanding network of local university partners:

- Shaw University
- Saint Augustine's University
- NCCU
- NC State
- Meredith College
- Duke
- UNC
- William Peace University

# Hiring Practices and Processes: Standardization

Standardize qualifications and requirements so that recruitment and selection processes are based on a fair evaluation from a diverse group of evaluators.

- I. Ensure that robust job descriptions are developed and are available to candidates and employees
- II. Standardized application questions and clear communication around requirements (as outlined in job descriptions)
- III. Evaluators of diverse backgrounds
- IV. Consistent branding across consumers, applicants, and employees
- V. Going back to values: *Foster Openness*

# Hiring Practices and Processes: Standardization

## **I. Availability of robust job descriptions**

- Defining responsibilities of the role
  - Job scope, hours and flexibility, mentorship
- Setting expectations as a member of the company
  - Values
  - Company culture



# Hiring Practices and Processes: Standardization

## II. Standardized application process

### Structured Interviews

- Asking all candidates the same questions in the same order
- Standardized interview questions

### Data-Proofing Process

- Prevents unconscious bias
- Testing fit objectively

### Work Samples

- Assessment-based
- Asks candidates to explain how they would go about doing a certain task or solving a company-specific problem

\*Fair Hiring 101: Your Go-To Manual for Inclusive Recruitment, [\*Be Applied\*](#)

# Hiring Practices and Processes: **Standardization**

## **Standardized Interview Questions**

Focus on "mission and values alignment" rather than "culture fit"

- *Does the applicant see the value in what Spring and Mulberry is doing?*

Examples:

- What are you hoping to get out of this role? How does it contribute to your longer-term ambitions?
- Why do you want to join the team? Why now?

# Hiring Practices and Processes: Standardization

**What is a company whose values and mission you admire? How do you think their mission translates to the work or product they offer for customers, and is it effective?**



- No real effort made



- Picks a company purely based on aesthetics and no real alignment to mission statement
- Does not talk about the human-centered aspects of company



- Picks a company that has a strong mission statement and makes sense in the context of interviewee's argument
- Describes the mission in detail and why it is relevant to the customer/product
- Connects the company to Spring and Mulberry

# Hiring Practices and Processes: **Standardization**

## **III. Evaluators with diverse backgrounds**

- Cultural – race/ethnicity
- Knowledge – specialization/area of focus within the company
- Personal – traits, personality, interests

*Exploring a world of sweet beyond sugar.*

# SPRING & MULBERRY

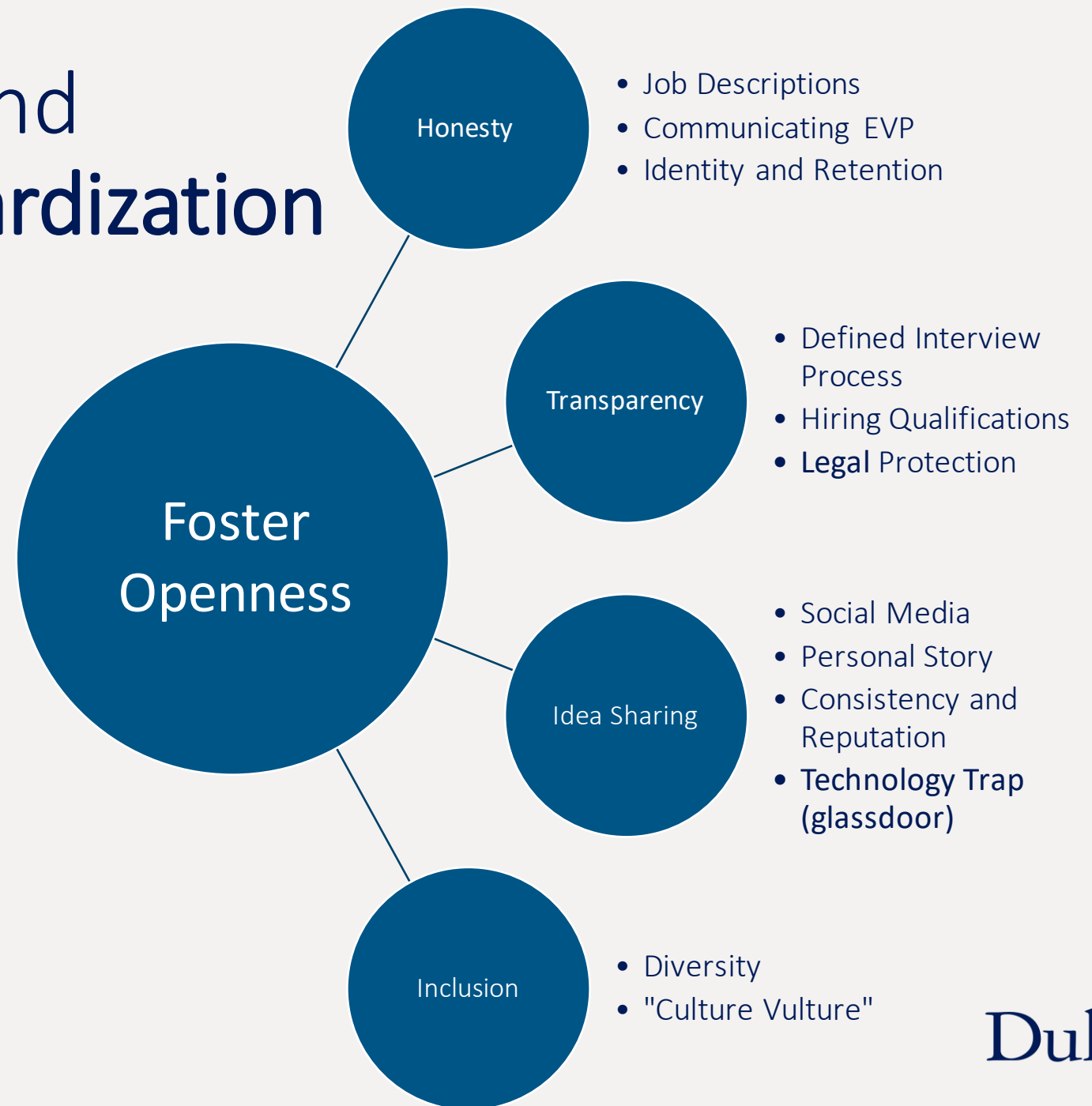
Hiring Practices  
and Processes:  
*Standardization*

## **IV. Consistent branding**

Aligning employee brand with customer brand  
Technology Trap  
Recruitment manual

# Hiring Practices and Processes: Standardization

## V. Going back to values:



# Hiring Practices: Values Based Recruiting (VBR)

- VBR attracts candidates based on values and behaviors
  - Frames competencies/skills in terms of values
- As a social impact focused company, values and ethics are paramount

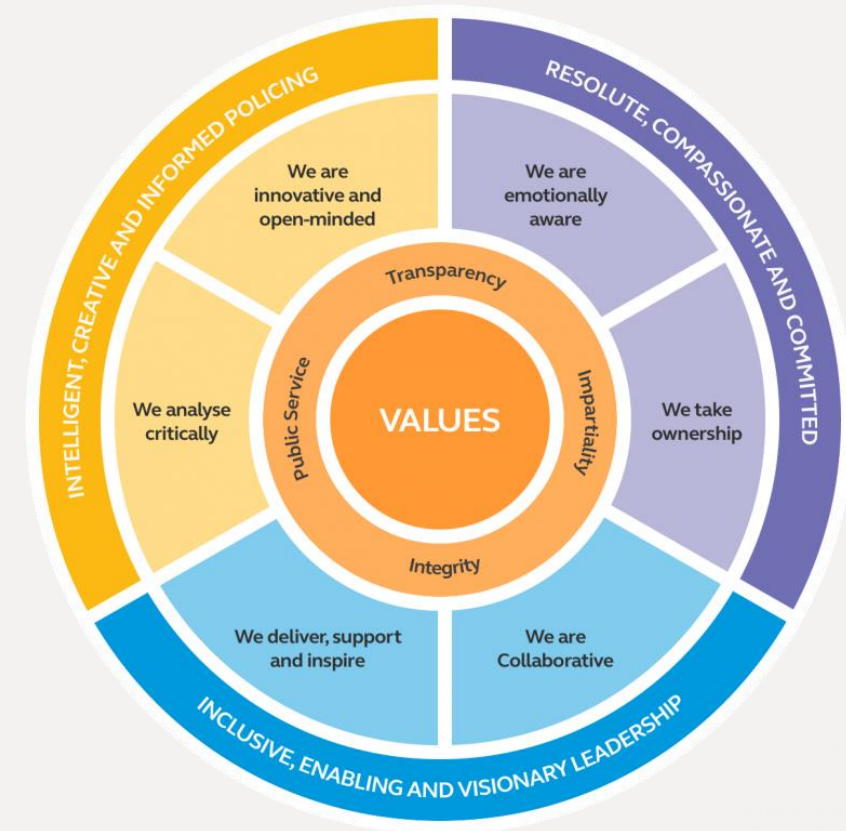
## Why is it important?

- Honestly communicate and reflect the company you are to applicants
- Relaying clear values and expectations will build and protect your company reputation
- Culture fit vs culture add

# Hiring Practices: Values Based Hiring (VBH)

## Tactics to employ VBH:

- Infuse values into hiring standardization practices mentioned previously
- Competency-Values Framework
- Revise job descriptions and posting to clearly communicate values
- Leverage a third party for screening and interviewing
  - Hiring firms, assessment centers, online assessments





# Summary of Deliverables/Recommendations

Deliverable 1: Culture reviews of organizations viewed to have been successful in building their organizational culture

- Diversity equity and inclusion
- Physical and social space
- Compensation and perks

Deliverable 2: Recommendations for policies and practices to support the establishment of a culture in which individuals thrive

- Values alignment
- EVP

Deliverable 3: Recommendations for hiring practices and processes along with considerations related to employee retention and promotion

- Expanding networks
- Standardization
- Values-based practices (recruiting and hiring)

**Thank You!**

# Appendixes

# Appendix A: Firmographics Data Collection Form

## Company Firmographics

### Business

Industry: \_\_\_\_\_ Lead Products: \_\_\_\_\_

Size (# of employees): \_\_\_\_\_ Location (HQ): \_\_\_\_\_

Product Value Proposition: \_\_\_\_\_ % Yearly Growth: \_\_\_\_\_

Mission Statement: \_\_\_\_\_

EVP: \_\_\_\_\_

Community Engagement (e.g. community engagement, philanthropy, ethical/environmental practices or sourcing, fair trade, etc): \_\_\_\_\_

### Social Engagement

Instagram Followers: \_\_\_\_\_ Twitter Followers: \_\_\_\_\_

TikTok Followers: \_\_\_\_\_ Facebook Followers: \_\_\_\_\_

LinkedIn Followers: \_\_\_\_\_ Influencers/Ambassadors: \_\_\_\_\_

### Office

Workplace: In-person / Remote/ Hybrid Office: Yes / No

Typical Work Hours: \_\_\_\_\_

Describe the Office Layout: \_\_\_\_\_

### Hiring Practices

Recruitment Platforms/Databases: \_\_\_\_\_

Hiring Categories: \_\_\_\_\_

New Employee Training Program: Yes / No Internships Available: Yes / No

Opportunities for advancement: Yes / No

Retention Rate (by %): \_\_\_\_%

Opportunities for feedback

Employee to Employer: Yes / No

Employer to Employee: Yes / No

Employee Demographics (by %)

Race/Ethnicity

White/Caucasian: \_\_\_\_%

Black: \_\_\_\_%

Hispanic: \_\_\_\_%

American Indian/  
Alaska Native: \_\_\_\_%

Age

18-25: \_\_\_\_%

25-35: \_\_\_\_%

35-45: \_\_\_\_%

45-55: \_\_\_\_%

55-65: \_\_\_\_%

65+: \_\_\_\_%

Education

Completed Some High School: \_\_\_\_%

High School Graduate: \_\_\_\_%

College Graduate: \_\_\_\_%

Graduate School Degree: \_\_\_\_%

Describe any DEI Policies: \_\_\_\_\_

Comments from Past Employees: \_\_\_\_\_

### Rewards

Average Salary: \_\_\_\_\_

Overtime Pay: Yes/No

Benefits Offered (e.g. bonus program, stock ownership option, vacation days, maternity leave, activities, gym membership, etc): \_\_\_\_\_

### Target Customer

Gender: \_\_\_\_\_ Age Range: \_\_\_\_\_ Profession: \_\_\_\_\_

Socio-Economic Status: \_\_\_\_\_ Location (Rural, Suburban, Urban): \_\_\_\_\_

Education: \_\_\_\_\_ Family Life Cycle (Single, Married, Young Parent, etc): \_\_\_\_\_

# Appendix B: Ideal Employer Market Research Survey Walkthrough

Program / Year of Study

Demographic information is optional

Duke Undergraduate

Freshman

Sophomore

Junior

Senior

Not listed

Duke Graduate

Master's, Business Related (MBA, Engineering Management, etc.)

Master's, Liberal Arts

Master's, STEM

## What is your gender?

Demographic information is optional

Female

Male

Non-Binary

Transgender

Intersex

Not listed

Prefer not to say



How would you describe your ideal workplace?

Would you consider working for a startup after graduation?

Yes

Maybe

No

How would you describe your ideal workplace?

Would you consider working for a startup after graduation?

Yes

Maybe

No



Can you describe the most **positive** experience you have had with an employer?

Can you describe the most **negative** experience you have had with an employer?

Can you describe the most **positive** experience you have had with an employer?

Can you describe the most **negative** experience you have had with an employer?

When thinking about your ideal job, rank the following factors in order of their importance (with 1 being most important, 10 being least important):

- 1 salaries
- 2 equity
- 3 bonuses
- 4 commissions
- 5 school credit
- 6 upward mobility/advancement in the company
- 7 social impact
- 8 values alignment
- 9 interest in content of role/industry
- 10 mentorship

When thinking about your ideal employer, indicate the extent to which you agree with each statement using a scale of 1 – 10, with 10 indicating that you strongly agree and 1 indicating that you strongly disagree.

0 1 2 3 4 5 6 7 8 9 10

My ideal employer's mission statement is important to me

My ideal employer's values are important to me

It is important that my ideal employer illustrates a commitment to making a difference in its local community

It is important to me that my ideal employer's commitment to social causes align with those that are important to me

It is important that my ideal employer illustrates diversity within its workforce

How did you find this survey?

I&E Listserv

Word of Mouth/Referral

Class

Other

(Optional) If you are willing to be contacted further for your input, please provide your email below.

# Appendix C: Ideal Job/Employer Values

Q6 - When thinking about your ideal job, rank the following factors in order of their importance (with 1 being most important, 10 being least important):

#	Field	Minimum	Maximum	Mean
1	mentorship	1.00	10.00	3.77
2	bonuses	1.00	8.00	4.42
3	salaries	1.00	6.00	3.00
4	commissions	3.00	9.00	6.15
5	equity	2.00	10.00	5.38
6	school credit	5.00	10.00	7.92
7	upward mobility/advancement in the company	1.00	9.00	5.88
8	social impact	2.00	9.00	5.90
9	values alignment	1.00	9.00	4.95
10	interest in content of role/industry	1.00	10.00	5.57

Q7 - When thinking about your ideal employer, indicate the extent to which you agree with each statement using a scale of 1 – 10, with 10 indicating that you strongly agree and 1 indicating that you strongly disagree.

#	Field	Minimum	Maximum	Mean
2	My ideal employer's values are important to me	8.00	10.00	9.07
1	My ideal employer's mission statement is important to me	6.00	10.00	8.14
4	It is important to me that my ideal employer's commitment to social causes align with those that are important to me	4.00	10.00	7.50
5	It is important that my ideal employer illustrates diversity within its workforce	7.00	10.00	8.36
3	It is important that my ideal employer illustrates a commitment to making a difference in its local community	4.00	10.00	7.57