

## *Manhattan Strategy's Best Practices Analysis Framework:* Improving Customer Satisfaction at the Congressional Research Service




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*The Congressional Research Service engaged MSG to identify and address areas for improvement in client satisfaction, service, and communication with clients.*

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### Situation

The Library of Congress **Congressional Research Service** (CRS) has a mission to ensure that its clients—Members of Congress, their committees, and staff members—receive information to assist them in **making decisions of national importance**. To maximize its effectiveness, CRS asked the Logistics Management Institute (LMI), in collaboration with the Manhattan Strategy Group (MSG), to identify and **address areas for improvement in client satisfaction, service, and communication** with clients.

MSG researched the **best practices** of comparable legislative and other research organizations—similar in size, scope, and/or mission—to provide insight into **how CRS can improve its responsiveness and connectedness to its client base**.

### Manhattan Strategy Approach

MSG reviewed **hundreds of metrics** in secondary literature to identify and **select best-in-class legislative research organizations to mine for best practices** through in-depth primary research with key decision-makers across the globe.

MSG's research included an extensive review of secondary literature on research organizations, selection of 12 comparable organizations for analysis, and a thorough exploration of best practices. From this research, and an internal assessment of CRS, **MSG identified best practices in four key areas that contribute to client satisfaction and connectedness**, including Products and Services, Organization and Workforce Structure, Communication Mechanisms and Processes, and Awareness and Outreach.

Through its analysis of best practices at peer research organizations, MSG provided CRS insight into how to:

- **staff** its organization to deliver quality research results in an efficient, timely, and effective manner;
- establish, follow, and maintain **procedures** to ensure responsiveness to client needs; and
- employ effective **methods and mechanisms** to ensure successful communication and connection with clients.

In addition, MSG provided **targeted recommendations**, including strategies and tactics to help CRS:

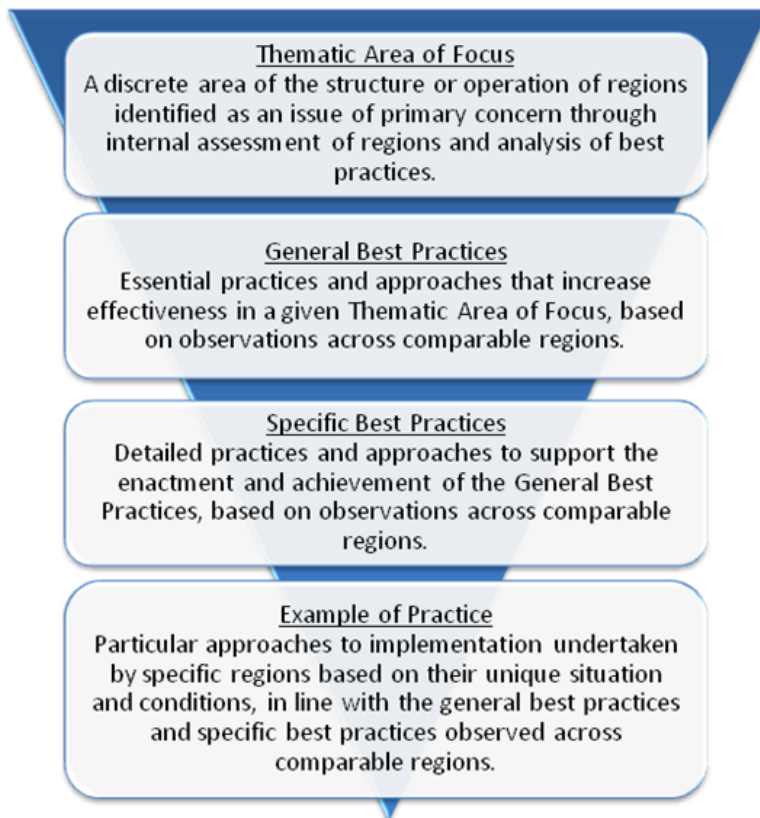
- **segment** the CRS customer base;
- **align** content and staff availability with client preferences;
- **institutionalize** customer engagement and service across the workforce; and
- **enhance visibility** to highlight value to clients.

## Best Practices Research Process



Best practice research consisted of four phases: (1) creation of the research instrument, (2) identification and selection of best practice candidate organizations, (3) secondary and primary research with the selected organizations, and (4) analysis of results and conclusions.

## MSG’s Analytical Frame for Best Practices



### Creation of Research Instrument

During the kickoff meeting, MSG developed insights into the areas of priority for CRS. In particular, MSG identified organizational concerns and issues and **where best practice research should be focused** so that CRS can appropriately implement the strategies and practices for the **highest impact**. The research focused on key issues and concerns as expressed by Members of Congress. Following the kickoff meeting, MSG developed a **research instrument** to guide best practice research.

### Selection of Best Practice Organizations

As no single legislative research organization serves as a best-in-class model comparable in all areas of operations, MSG focused research on a **broad set of organizations to generate a cross-section of insights**. During the kickoff meeting, MSG identified the **key criteria** for selecting comparable organizations and subsequently applied them to develop a target list.

From this target list, MSG selected research organization comparables that share some characteristics with CRS in **mission, size, client base, and/or scope** for screening. MSG selected these comparables on the basis of the presence of **potential best practices** in our preliminary review of secondary literature and primary research.

### Research with Selected Organizations

For the key areas of priority, the MSG team conducted **extensive secondary and primary research** with the target organizations. MSG identified and contacted potential candidates to introduce the project and to identify the appropriate individuals to serve as key inputs for our best practice data collection. Through a series of interviews with key decision makers across organizations, we generated a **multitude of ideas, insights, and practices** for each of the issue areas **organized and analyzed according to MSG’s Analytic Frame for Best Practices**.

### Results and Conclusions

From the insights generated via secondary and primary research, MSG identified **common themes** and **aligned the practices with the key issues and concerns** pertinent to CRS, potentially representing options for CRS to enhance its service responsiveness and customer satisfaction.



## Service Lines



## About Manhattan Strategy

Manhattan Strategy is a **boutique research and management consulting firm** dedicated to helping our clients achieve performance excellence. Manhattan Strategy applies **proven frameworks, custom research, best-in-class insights, and domain expertise** to measurably enhance the efficiency and effectiveness of our clients' organization.

Manhattan Strategy solutions encompass three core elements: **in-depth assessment** of the client organization, **best-practices** from comparable organizations, and **subject matter expert** analysis. Our clients believe that this holistic approach to problem-solving generates **solutions** that are **easier to implement** and deliver **quicker results**.

Manhattan Strategy delivers **custom, best-in-class solutions** tailored to the needs of our clients. Our **proprietary research** approach allows us access to **unparalleled data** that is **not available in the public domain**. While we have subject matter expertise in various domains and verticals, our business model allows for low overheads, delivering results at **very competitive costs relative to our peers**.

The Manhattan Strategy team delivers successful business, operational and financial advisory services to **Government Agencies, Fortune 500 Corporations, non-profits, and start-ups**. Our team has completed over **400 unique projects** since 2001.



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