

DESIGNING FOR DELIGHT:
TRACKING THE RIGHT
INDICATORS



WHAT IS A KPI?

A quantifiable measure used to evaluate the success in meeting objectives for performance.

1. Quantifiable & objective
(e.g. a count, percentage, delta)
2. Accurate
3. Crucial to achieving the goal
4. Practical to measure

RIDER HAPPINESS

Think back to the last time you were riding public transportation and you experienced a moment of delight.

Put a little differently, what are the little things that make you happy when riding MUNI / BART / AC Transit, etc?

RIDER HAPPINESS



RIDER HAPPINESS

When the bus driver
pauses just long enough
So that I make the
connection
between the 22
and the 5R.

When a fellow rider
offers to give up his / her
seat (when I'm carrying
my son in his front
carrier).

LET'S CLUSTER

How many moments of delight were enabled by something that the transit operator had direct control over?

How many moments of delight were enabled by fellow passengers / the community?

LET'S CLUSTER

Transit Operator

When the bus driver pauses
just long enough
So that I make the
connection
between the 22
and the 5R.

Fellow Passengers

When a fellow rider
offers to give up his /
her seat (when I'm
carrying my son in his
front carrier).

WHAT TRANSIT MEASURES

What are the types of KPI's that transit agencies really measure?

And why do they care about these particular metrics?

LET'S COMPARE

Is there overlap between what makes riders happy and what transit measures?

Making KPIs Real



MAKING IT REAL

1.

***Which
KPIs do
you
track?***

2.

***How do
you
track these
KPIs?***

3.

***How do
you
visualize
these KPIs?***

4.

***How do
you
celebrate
the
“winners”?***



***We just
brainstormed
these***

How do you track?



A. MIYAMOTO

K. DAY

C. DOLEHIDE

30 1

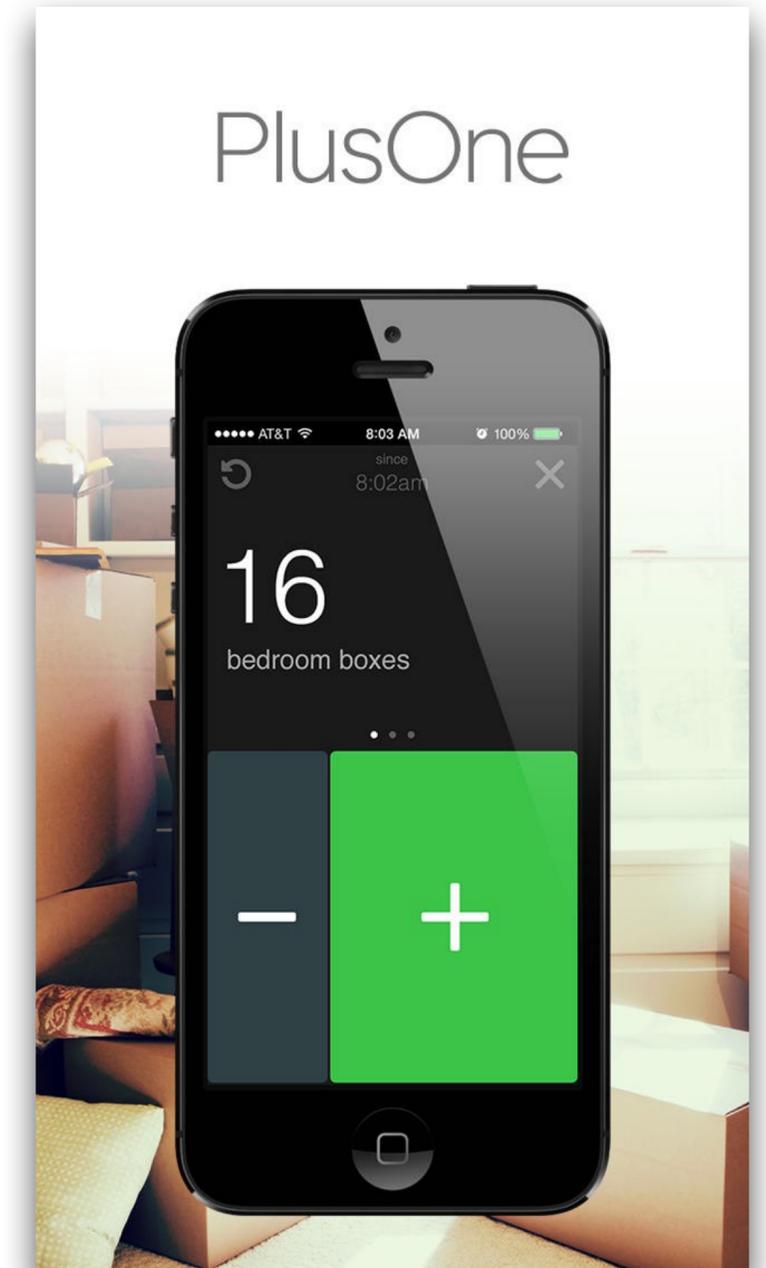
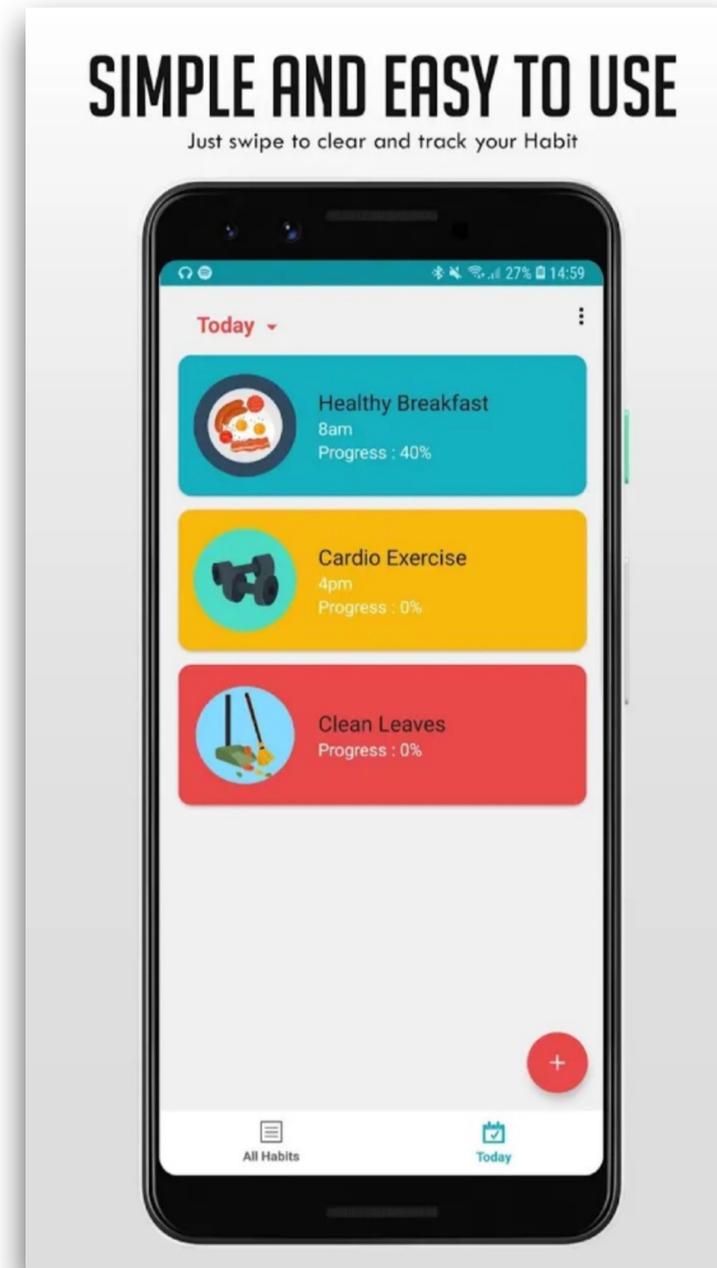
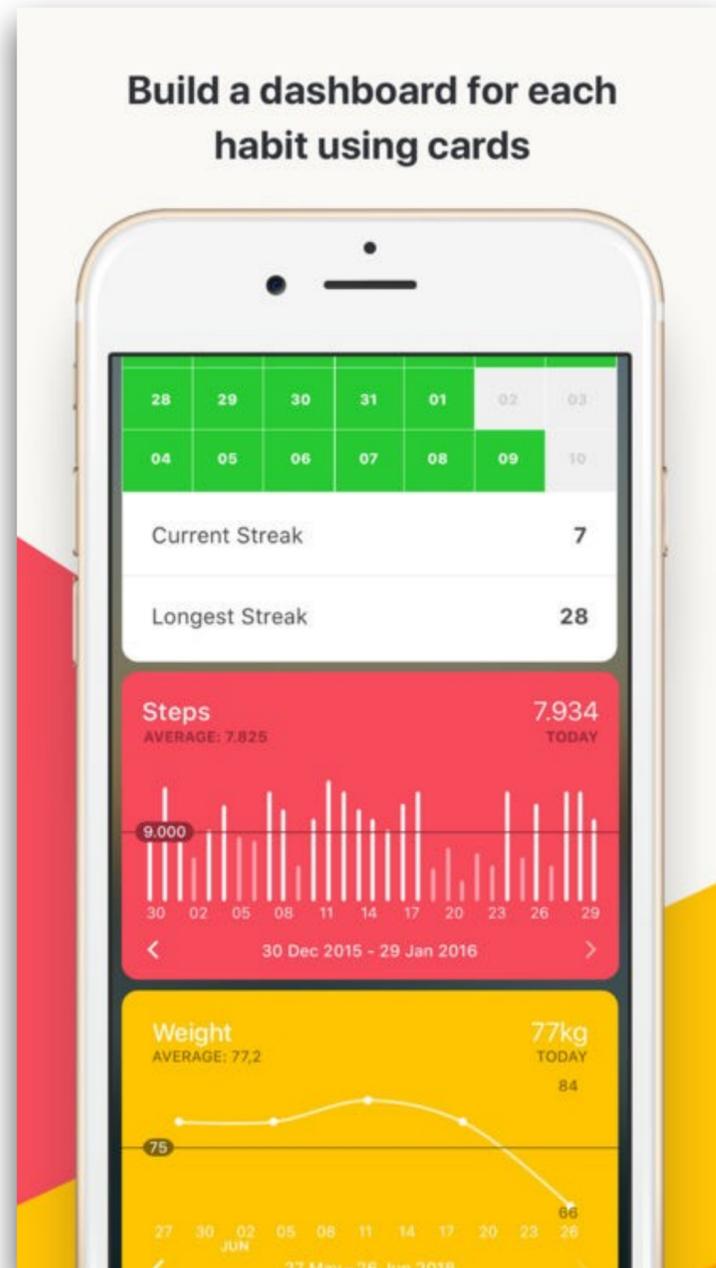
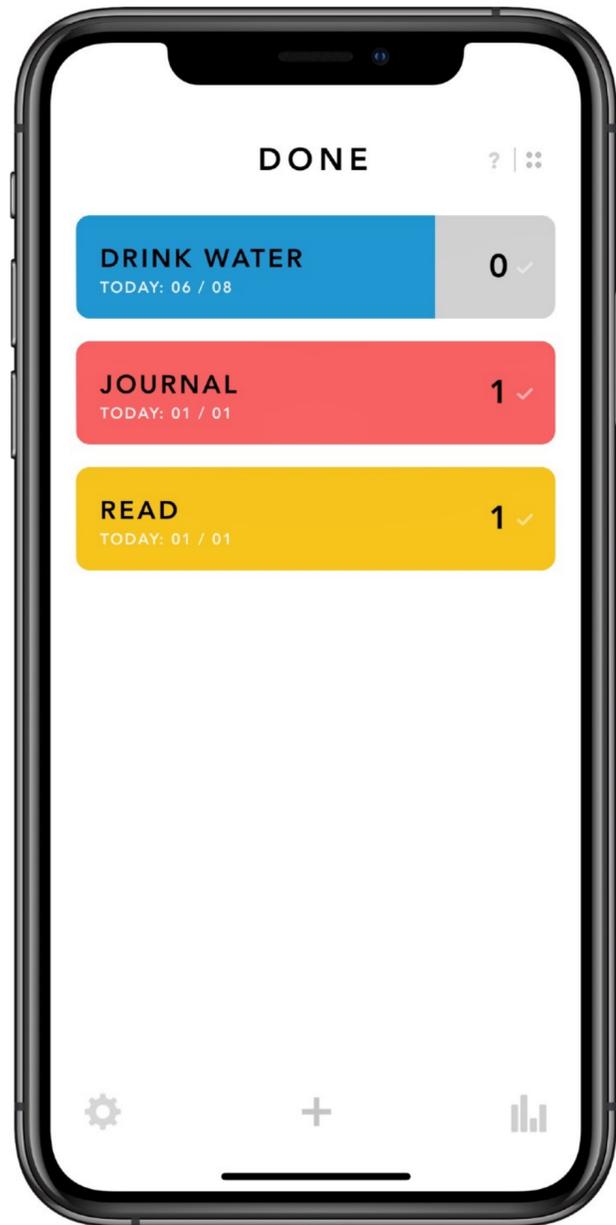
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:07

SERVE CLOCK

Make it someone's job

Use an app



Use physical tokens



How do you visualize?

PERFORMANCE BOARD

APR 1

A scoreboard

TOTAL # PATIENTS

CHARTS INE-CLEANED

DRUGS MADE DAY BEFORE

8:30 DRUGS READY

REASONS:

GEM @ 4PM, PRE-CLEAR
NOT

58

17

6/7

>1 = RED
<=1 = GREEN

>2 = RED
<=2 = GREEN

>3 = RED
<=2 = GREEN

8:30

9:00

10:00

11 AM CHECK

1

1

2

SOLUTIONS:

RI PHARMACIST TO HELP CLEAR 4PM GEMS

NEED TRIGGER: PROCESS!

3 PM CHECK

<1 PM

1 PM

2 PM

0

0

2

A website

Distance of Running this week



Pearl Rogers

14mi



Jane Gardner

36mi



Francis Tucker

12.7mi

Join the leaderboard. Download the **SlideRight** App available on the App Store & Google Play Store.



Victoria Gibson

8.4mi



Ann Tucker

8.2mi



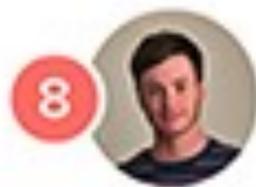
Dennis Vargas

7.5mi



Ryan Patterson

7.3mi



Roy Walters

7mi

In an annual report

UNILEVER ANNUAL REPORT

Sustainability and workforce measures are displayed alongside financial measures (pages 7 and 6 respectively) in Unilever's 2018 Annual Report.

OUR PERFORMANCE

FINANCIAL PERFORMANCE

GROWING THE BUSINESS

GROUP

TURNOVER GROWTH Turnover growth averaged 0.6% over five years
UNDERLYING SALES GROWTH* Underlying sales growth averaged 3.3% over five years
UNDERLYING VOLUME GROWTH* Underlying volume growth averaged 1.3% over five years
OPERATING MARGIN Operating margin averaged 17.3% over five years
UNDERLYING OPERATING MARGIN* Underlying operating margin has steadily increased over five years
FREE CASH FLOW* Unilever has generated free cash flow of €23.0 billion over five years

DIVISIONS

BEAUTY & PERSONAL CARE

Turnover
Turnover growth
Underlying sales growth
Operating margin
Underlying operating margin

FOODS & REFRESHMENT

Turnover
Turnover growth
Underlying sales growth
Operating margin
Underlying operating margin

HEALTHCARE

Turnover
Turnover growth
Underlying sales growth
Operating margin
Underlying operating margin

* Key Financial Indicators.

UNILEVER SUSTAINABLE LIVING PLAN

	TARGET	2018	2017	2016
IMPROVING HEALTH & WELL-BEING				
BIG GOAL: By 2020 we will help more than a billion people take action to improve their health and well-being. See page 13.				
HEALTH & HYGIENE Target: By 2020 we will help more than a billion people to improve their health and hygiene. This will help reduce the incidence of life-threatening diseases like diarrhoea.	1 billion	653 million	601 million	538 million
NUTRITION Target: By 2020 we will double (ie up to 60%) the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.	60%	48%	39% ⁰⁰	35%
REDUCING ENVIRONMENTAL IMPACT				
BIG GOAL: By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business. See pages 13 to 14.				
GREENHOUSE GASES Target: Halve the greenhouse gas impact of our products across the lifecycle (from the sourcing of the raw materials to the greenhouse gas emissions linked to people using our products) by 2030 (greenhouse gas impact per consumer use).*	(50%)	6% ⁰	9% ⁰⁰	8%
Target: By 2020 CO ₂ emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes (reduction in CO ₂ from energy per tonne of production since 2008).**	≤145.92	70.46 [†]	76.77 ⁰⁰	83.5
WATER Target: Halve the water associated with the consumer use of our products by 2020 (water impact per consumer use).	(50%)	(2%) ⁰	(2%) ⁰⁰	(7%)
Target: By 2020 water abstraction by our global factory network will be at or below 2008 levels despite significantly higher volumes (reduction in water abstraction per tonne of production since 2008).**	≤2.97	1.67 [†]	1.80 ⁰⁰	1.85
WASTE Target: Halve the waste associated with the disposal of our products by 2020 (waste impact per consumer use).	(50%)	(31%) ¹⁰	(29%)	(28%)
Target: By 2020 total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes (reduction in total waste per tonne of production since 2008).**	≤7.91	0.20 [†]	0.18 ⁰⁰	0.35
SUSTAINABLE SOURCING Target: By 2020 we will source 100% of our agricultural raw materials sustainably [% of tonnes purchased].	100%	56%	56%	51%
ENHANCING LIVELIHOODS				
BIG GOAL: By 2020 we will enhance the livelihoods of millions of people as we grow our business. See page 14.				
FAIRNESS IN THE WORKPLACE				
Target: By 2020 we will advance human rights across our operations and extended supply chain, by:				
• Sourcing 100% of procurement spend from suppliers meeting the mandatory requirements of the Responsible Sourcing Policy [% of spend of suppliers meeting the Policy].	100%	61% ^{††}	55% ¹⁰⁰	-
• Reducing workplace injuries and accidents [Total Recordable Frequency Rate of workplace accidents per million hours worked]**.		0.69 [†]	0.89 ⁰⁰	1.01 ⁰
OPPORTUNITIES FOR WOMEN				
Target: By 2020 we will empower 5 million women, by:				
• Promoting safety for women in communities where we operate.				
• Enhancing access to training and skills [number of women].	5 million	1.85 million [™]	1.26 million ⁰⁰	0.92 million
• Expanding opportunities in our value chain [number of women].				
• Building a gender-balanced organisation with a focus on management [% of managers that are women]**.	50%	49% [†]	47% ⁰⁰	46%
INCLUSIVE BUSINESS				
Target: By 2020 we will have a positive impact on the lives of 5.5 million people by:				
• Enabling small-scale retailers to access initiatives aiming to improve their income [number of small-scale retailers].	5 million	1.73 million [*]	1.60 million	1.53 million
• Enabling smallholder farmers to access initiatives aiming to improve their agricultural practices.	0.5 million	0.75 million [*]	0.72 million ⁰⁰	0.65 million

Baseline 2010 unless otherwise stated

***How do you celebrate
or reward?***

Alerts HeadsUp: The @SFpride Parade is this Sunday, 10:30 a.m., along Market btwn Beale and 8th. Downtown #SFMuni bus svc... <https://t.co/KuprFczX9j> (More: 15 in last 24hrs) [Subscribe](#)



Trip Planner e.g. 1 Market St. >> e.g. Crissy Field > Muni [Let's Go...](#)

- Muni
- Walk
- Bike
- Drive & Park
- Taxi
- Accessibility

AN EXAMPLE



A smile from a rider

AN EXAMPLE

A phone call from the mayor

OK! Let's prototype.

OK! Let's prototype.

Two rules:

- 1. We need to test this next week***
- 2. You're budget is \$1000***

Find a partner and grab a worksheet to share.

DESIGNING A DELIGHT KPI:

1. DELIGHT KPI

Choose a KPI from the brainstorm.

2. HOW WOULD YOU TRACK IT?

Sketch your tracking approach

3. HOW DO YOU DISPLAY OR CELEBRATE?

Describe how the transit agency and / or riders could display or celebrate achievements around the KPI.

Sketch how this might work

4. HOW TO REWARD

Determine how hitting a KPI target could be rewarded in a novel, ideally non-monetary way.

GIVE YOUR IDEA A NAME:

Quick shareback