

***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.***

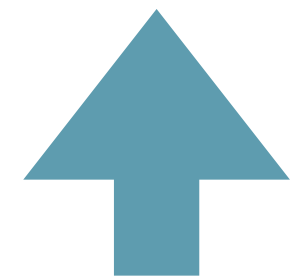
***How do  
you  
track these  
KPIs?***

***3.***

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

***4.***

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



***We just  
brainstormed  
these***

***How do you track?***

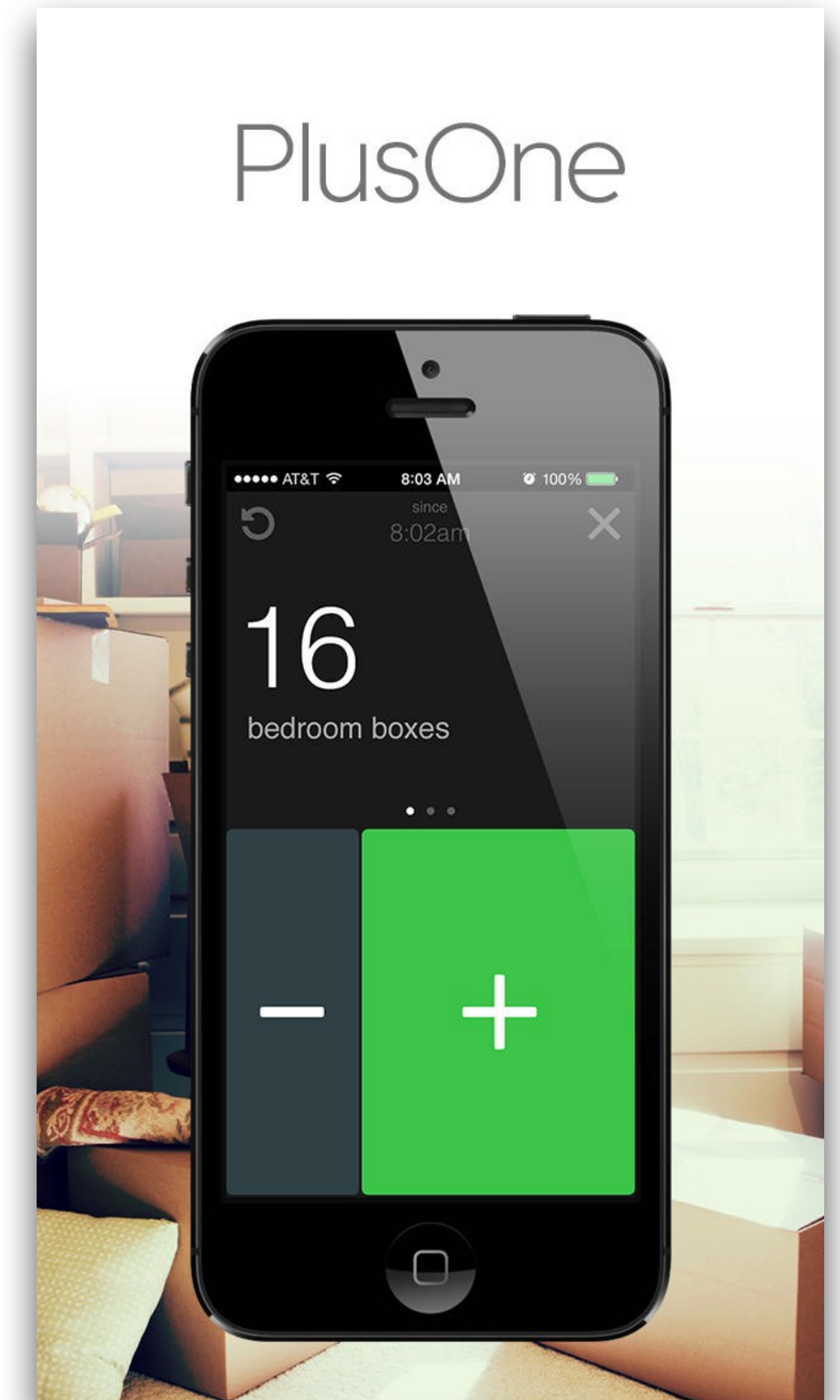
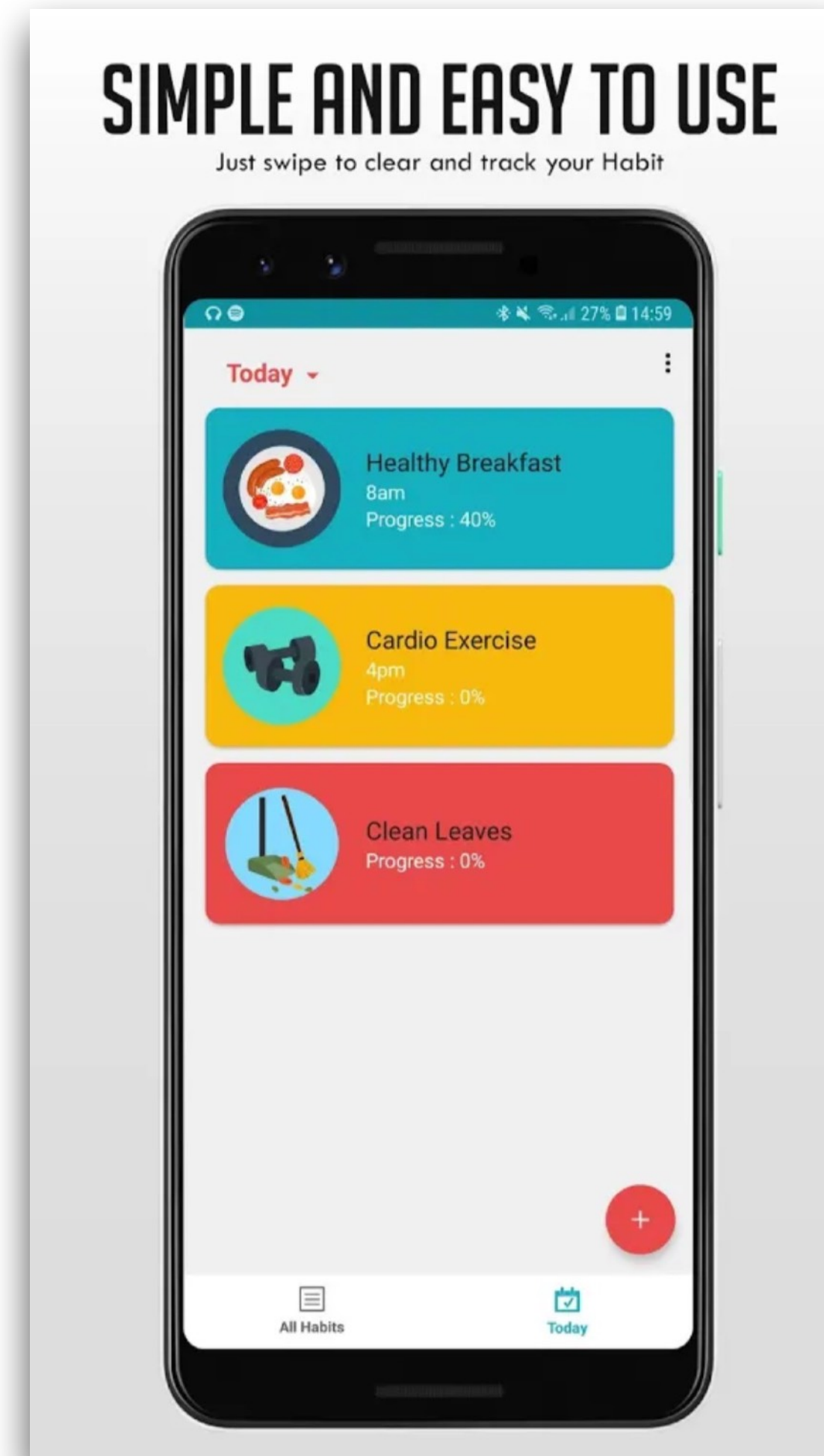
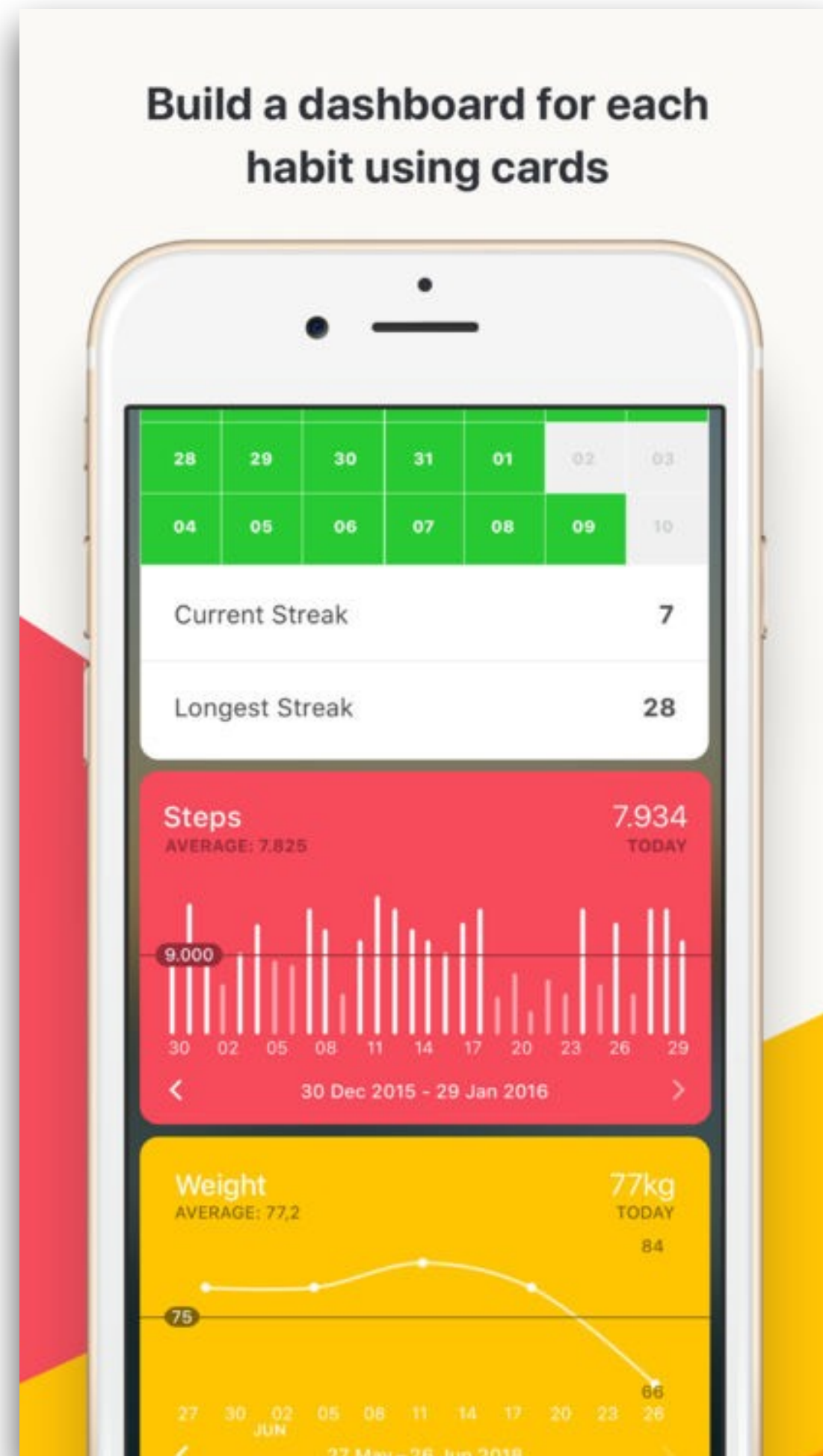
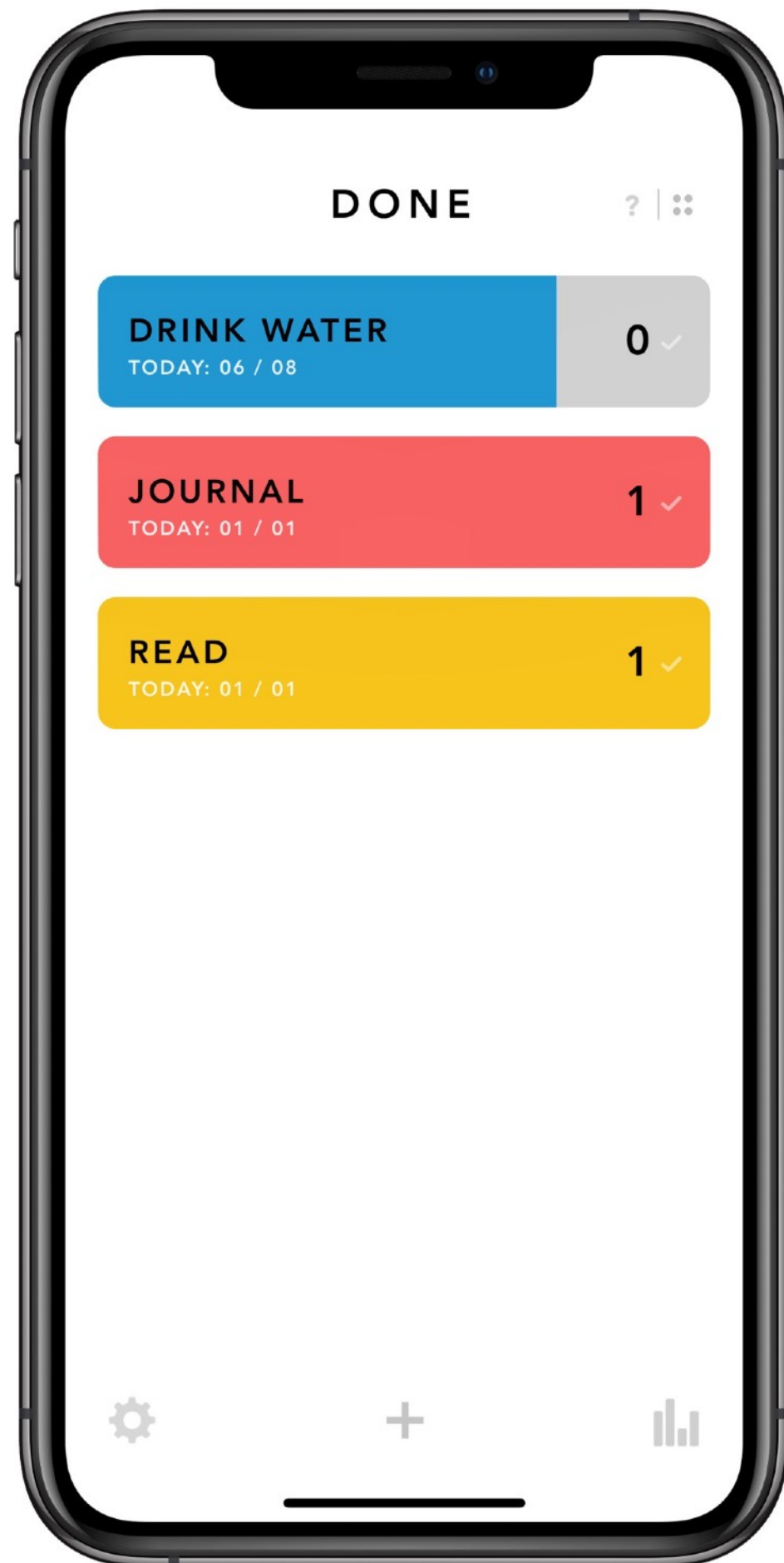




***Make it someone's job***



# 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  
<=3 = GREEN

8:30

9:00

10:00

11 AM  
CHECK

1

1

2

SOLUTIONS:

RI PHARMACY 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	
HOMECARE	
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% <sup>oo</sup>	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% <sup>a</sup>	9% <sup>oo</sup>	8%
Target: By 2020 CO <sub>2</sub> emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes (reduction in CO <sub>2</sub> from energy per tonne of production since 2008).**	≤145.92	70.46 <sup>†</sup>	76.77 <sup>oo</sup>	83.5
WATER				
Target: Halve the water associated with the consumer use of our products by 2020 (water impact per consumer use).	(50%)	(2%) <sup>a</sup>	(2%) <sup>oo</sup>	(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 <sup>†</sup>	1.80 <sup>oo</sup>	1.85
WASTE				
Target: Halve the waste associated with the disposal of our products by 2020 (waste impact per consumer use).	(50%)	(31%) <sup>1a</sup>	(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 <sup>†</sup>	0.18 <sup>oo</sup>	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% <sup>1†</sup>	55% <sup>1oo</sup>	-
• Reducing workplace injuries and accidents [Total Recordable Frequency Rate of workplace accidents per million hours worked]**.		0.69 <sup>†</sup>	0.89 <sup>oo</sup>	1.01 <sup>a</sup>
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 <sup>™</sup>	1.26 million <sup>oo</sup>	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% <sup>†</sup>	47% <sup>oo</sup>	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 <sup>*</sup>	1.60 million	1.53 million
• Enabling smallholder farmers to access initiatives aiming to improve their agricultural practices.	0.5 million	0.75 million <sup>*</sup>	0.72 million <sup>oo</sup>	0.65 million
Baseline 2010 unless otherwise stated				



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



Inbox (1,000)

Inbox (42)

Inbox (11)

SY Metric

K-Forum

IDEO - C

The Spur

Scribd -

smile - G

leaderbo

San Fran

https://www.sfmta.com

☆

📷

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Alerts

HeadsUp: The @SF Pride 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

8884

10 Fillmore-Jackson

8884

Public recognition

« Celebrating Our Most Delightful Operators Moves SF with Pride. »

Trip Planner

e.g. 1 Market St.

>> e.g. Crissy Field

> Muni

Let's Go...

Muni

Walk

Bike

Drive & Park

Taxi

Accessibility

GettyImages-5....jpg

breed.jpg

Show All

×



***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.

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## 2. HOW WOULD YOU TRACK IT?

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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.

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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.

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**GIVE YOUR IDEA A NAME:**

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**Quick shareback**