



Thinking Strategically about Implementing and Measuring Programs  
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Approximately 10,000 Employees

21 Factories

12 Sales Offices

Global Context

PURINA Your Pet, Our Passion®

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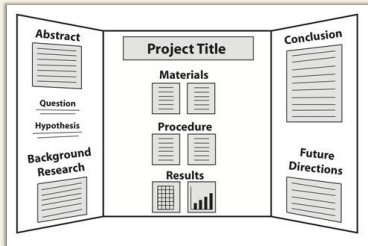
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A trip down memory lane...4<sup>th</sup> Grade



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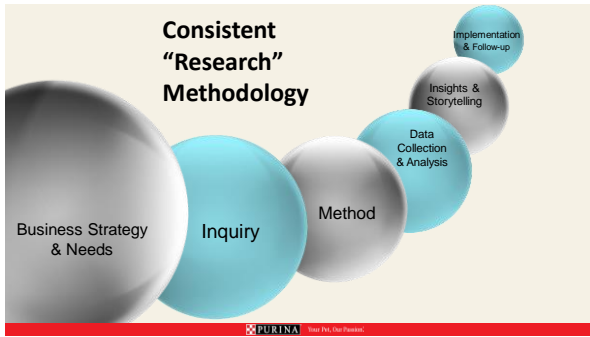
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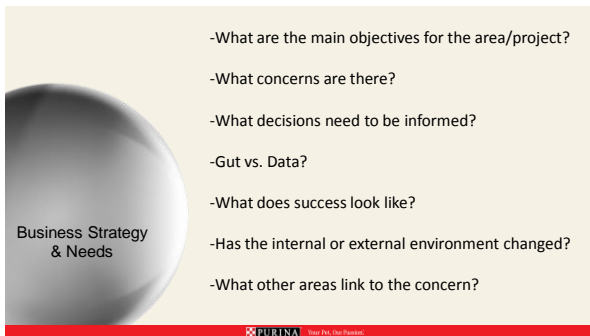
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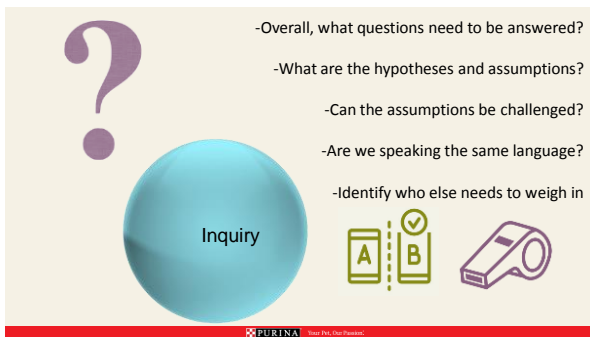
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**Experiment (pre-post)**






focus groups      surveys

data in systems      collect data

**Method**

**PURINA** Your Pet, Our Passion.

- How do you best answer the question(s)?
- What information is needed?
- Does the information exist?
- What information may still relate?

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**Common Analyses**


**Quantitative (numbers)**

- frequencies
- rates
- basic stats (average, variability)
- t-test (difference between 2 groups)
- correlation

**Qualitative (words)**

- content coding
- Chi-squared

**Data Collection & Analysis**



**# of Adoptions in Apr.**      **Rate of Adoptions in Apr.**

Animal	# of Adoptions	Rate of Adoptions
Cat	14	75%
Dog	33	15%

**PURINA** Your Pet, Our Passion.

- Analysis doesn't have to be complex
- Excel resources are easy to find (pivot tables & v-lookups)

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**Insights & Storytelling**



**Waste Sent to Landfill**



Quarter	% of non-events to landfill
Q1	43.3
Q2	43.2
Q3	43.15
Q4	43.1

Quarter	% of non-events to landfill
Q1	40.0
Q2	40.0
Q3	40.0
Q4	40.0

**PURINA** Your Pet, Our Passion.

- Know the audience
- How do all the results fit together?
- Come with a recommendation; involve others where appropriate
- Keep graphs "honest"

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- Can be a difficult step
- Replication happens in science, less in practice
- Challenge what will be done with results prior to beginning work
- What's an appropriate time to follow-up? 1 month, 1 year?




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Let's apply examples

### 1. Digital Intervention within Maintenance



- What are the main objectives for the area/project? *More time to work; less time returning to desk by providing a tablet for on the run info search*
- What concerns are there?
- What decisions need to be informed? *Cost of the program, expand to others if ROI is there*
- Gut vs. Data?
- What does success look like? *Positive experience, recommend to others, using time best*
- Has the internal or external environment changed? *Digitalization a major trend*
- What other areas link to the concern? *Leadership support? Readiness of worker?*

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### 1. Digital Intervention within Maintenance



- How many X back to the office?
  - Why do you go back?
  - How long to get back?
  - How does tablet help?
  - Should we expand program?
- Challenge: who should pilot device?
- survey based; no actual tracking available
  - experiment Pre-Post
  - with a control group!
  - time in between

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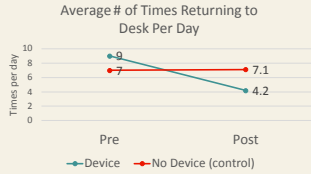
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### 1. Digital Intervention within Maintenance

Data Collection & Analysis

Insights & Storytelling

- Survey platform via email
- 2 surveys (pre-post)
- frequencies
- averages
- t-test
- content coding




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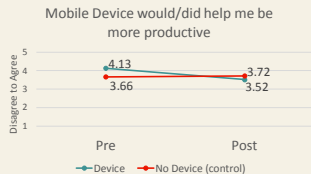
### 1. Digital Intervention within Maintenance

Data Collection & Analysis

Insights & Storytelling

Implementation & Follow-up

- Survey Platform via email
- 2 surveys (pre-post)
- frequencies
- averages
- t-test
- content coding




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### 2. Cultural Change Effort



Business Strategy & Needs

- What are the main objectives for the area/project? **An effort started with top leaders to change the way we traditionally work**
- What concerns are there?
- What decisions need to be informed?
- Gut vs. Data?
- What does success look like? **Want behavior change at all levels**
- Has the internal or external environment changed? **Competitive Intensity**
- What other areas link to the concern?

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## 2. Cultural Change Effort-Agility



-Have behaviors changed?  
 -What does success look like?  
 -Assumptions: top leaders vs. all associates?



-survey based  
 -monthly random sample  
 -understand role  
   -decisions  
   -cross-functional work  
   -information sharing  
   -meeting effectiveness  
   -behavior change  
 -what is success (open-end)

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## 2. Cultural Change Effort-Agility



% favorable to survey questions  
 Areas of the organization



Top Leader Visibility

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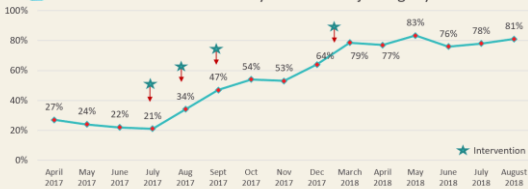
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## 2. Cultural Change Effort-Agility



I understand what my role is in Project Agility.




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Any questions so far?

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### Industry Questions and Programs

**Thought Starters**

- Determining new revenue streams:
  - Related to animals
  - Not related to animals
- Evaluating special event fundraising
- Defining Market Saturation for
  - Adoptions
  - Direct mail campaigns
- How can we recruit veterinarians?
- Effectiveness of social media outlets on adoptions?
- How to retain quality volunteers?

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### Activity

<p>On your own: 10 minutes</p> <p>What questions or programs do you have on your horizon?</p> <p>Select 1 or 2 and answer the questions to each step of the research method</p>	<p>In small groups 20 minutes</p> <p>Share your question or program as well as initial thinking on measuring it</p> <p>Build on each others ideas</p> <p>What challenges are there?</p>	<p>Volunteers to share with the whole group? 5-10 minutes</p> 
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Closing Thoughts

"Let our advance worrying become advance thinking and planning." ~ Winston Churchill

"If you don't know where you are going. How can you expect to get there?" ~ Basil S. Walsh

"What gets measured, gets managed" ~Peter Drucker

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