



SHARED VALUE

AFRICA ACADEMY

The Purpose Playbook *Pre & Post Training Comparative Analysis*

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[COHORT I]



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Pre and Post Training Questions

An independent samples T-Test was conducted on all sliding scale questions to compare the means of the pre-training and post-training samples (groups). This is a statistical test used to determine whether the Purpose Playbook training had an effect on the participants in relation to the various aspects asked about in questions 1 through 7 and question 15. By comparing the means (average score) of the Pre- and Post-Training groups, one can establish whether the training had an effect on the participants and if it did, what kind of effect it had.

On a scale from 1-10 with 1 being the least amount of knowledge and 10 being full knowledge please rate:

QUESTION 1

Your current understanding of the importance of organizational purpose for company success.

The results below indicate that the pre-training group on average, felt they had relatively strong knowledge and subsequent understanding of the importance of organisational purpose for company success. The mean for the post-training group, demonstrated that they felt they had an even stronger knowledge and understanding, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a positive effect on participants knowledge and understanding of organisational purpose. The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q1	Pre Q	11	7.5455	1.50756	.45455
	Post Q	12	9.0000	.95346	.27524

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Q1	Equal variances assumed	2.068	.165	-2.791	21	.011	-1.45455	.52110	-2.53824 -.37086
	Equal variances not assumed			-2.737	16.644	.014	-1.45455	.53138	-2.57750 -.33159



QUESTION 2

Your current understanding of how to align your corporate culture with your purpose.

The results below indicate that the pre-training group on average, felt they had relatively average understanding of how to align their corporate culture with their purpose. The mean for the post-training group, demonstrated that they felt they had quite a strong understanding, as the mean score for this group was substantially higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a substantially positive effect on participants understanding of how to align corporate culture and purpose. The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q2	Pre Q	11	5.4545	2.25227	.67909
	Post Q	12	8.5000	1.73205	.50000

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q2	Equal variances assumed	1.729	.203	-3.654	21	.001	-3.04545	.83349	-4.77879	-1.31212
	Equal variances not assumed			-3.611	18.767	.002	-3.04545	.84330	-4.81199	-1.27892

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q3	Equal variances assumed	3.652	.070	-2.958	21	.008	-2.21212	.74779	-3.76723	-.65701
	Equal variances not assumed			-2.879	14.467	.012	-2.21212	.76841	-3.85522	-.56903



On a scale from 1-10 with 1 being no ability and 10 being fully competent please rate:

QUESTION 3

Your ability to identify opportunities for your business.

The results below indicate that the pre-training group on average, felt they had above average ability to identify opportunities for their business. The mean for the post-training group, demonstrated that they felt they had quite strong abilities, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a positive effect on participants' abilities to identify opportunities. The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q3	Pre Q	11	6.4545	2.29624	.69234
	Post Q	12	8.6667	1.15470	.33333

QUESTION 4

Your ability to assess which societal challenges create risk, cost and opportunity for your business.

The results below indicate that the pre-training group on average, felt they had above average ability to assess societal challenges. The mean for the post-training group, demonstrated that they felt they had slightly stronger abilities, as the mean score for this group was higher than the pre-training group. Whilst there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a positive effect on participants' ability to assess these challenges, the difference between the two means was relatively small. The results of the statistical test, further shows that this difference is statistically significant, albeit only just.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q4	Pre Q	11	6.1818	1.77866	.53629
	Post Q	12	7.7500	1.81534	.52404

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Q4	Equal variances assumed	.169	.685	-2.089	21	.049	-1.56818	.75051	-3.12896 -.00740
	Equal variances not assumed			-2.091	20.895	.049	-1.56818	.74982	-3.12799 -.00838



QUESTION 5

Your ability to recognize societal and environmental barriers to your business.

The results below indicate that the pre-training group on average, felt they had above average ability to recognize societal and environmental barriers. The mean for the post-training group, demonstrated that they felt they had relatively strong abilities, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a substantially positive effect on participants abilities to recognize barriers. The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q5	Pre Q	11	6.0000	2.19089	.66058
	Post Q	12	8.5000	1.78377	.51493

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
Q5	Equal variances assumed	1.120	.302	-3.013	21	.007	-2.50000	.82986		-4.22579	-.77421
	Equal variances not assumed			-2.985	19.350	.008	-2.50000	.83757		-4.25090	-.74910



QUESTION 6

Your ability to analyze which company resources are required to maximize market opportunities.

The results below indicate that the pre-training group on average, felt they had above average ability to analyse which company resources are required to maximise market opportunities. The mean for the post-training group, demonstrated that they felt they had relatively strong abilities, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a substantially positive effect on participants abilities to analyse resources to maximise opportunities The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q6	Pre Q	11	5.9091	2.11918	.63896
	Post Q	12	8.2500	1.71226	.49429

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Q6	Equal variances assumed	.702	.411	-2.926	21	.008	-2.34091	.80013	-4.00487 -.67695
	Equal variances not assumed			-2.898	19.275	.009	-2.34091	.80783	-4.03008 -.65174



On a scale from 1-10 with 1 being no knowledge to 10 being full knowledge please indicate:

QUESTION 7

Your current knowledge of Shared Value.

The results below indicate that the pre-training group on average, felt they had above average knowledge of Shared Value. The mean for the post-training group, demonstrated that they felt they had strong abilities, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a substantially positive effect on participants abilities to analyse resources to maximise opportunities The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q7	Pre Q	11	6.3636	2.65604	.80083
	Post Q	12	8.9167	1.08362	.31282

Independent Samples Test

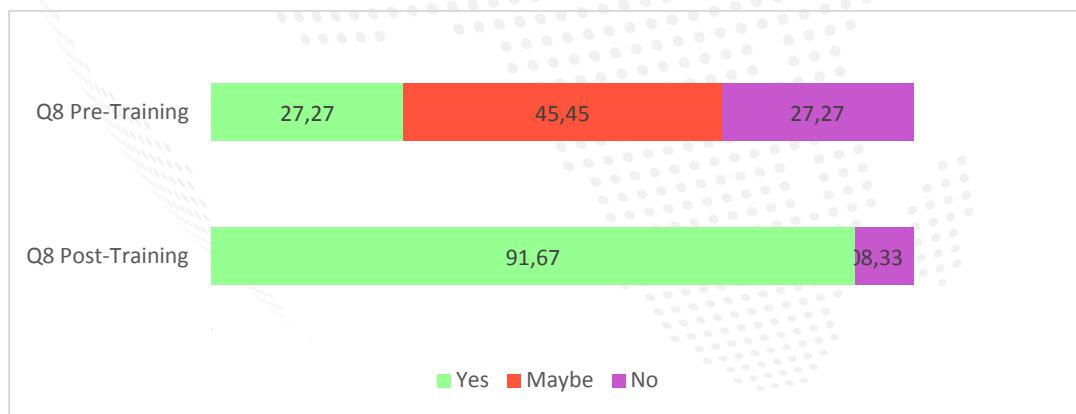
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Q7	Equal variances assumed	12.868	.002	-3.068	21	.006	-2.55303	.83217	-4.28362 -.82244
	Equal variances not assumed			-2.969	13.009	.011	-2.55303	.85975	-4.41028 -.69578



QUESTION 8

Do you know which company policies can accelerate Shared Value?

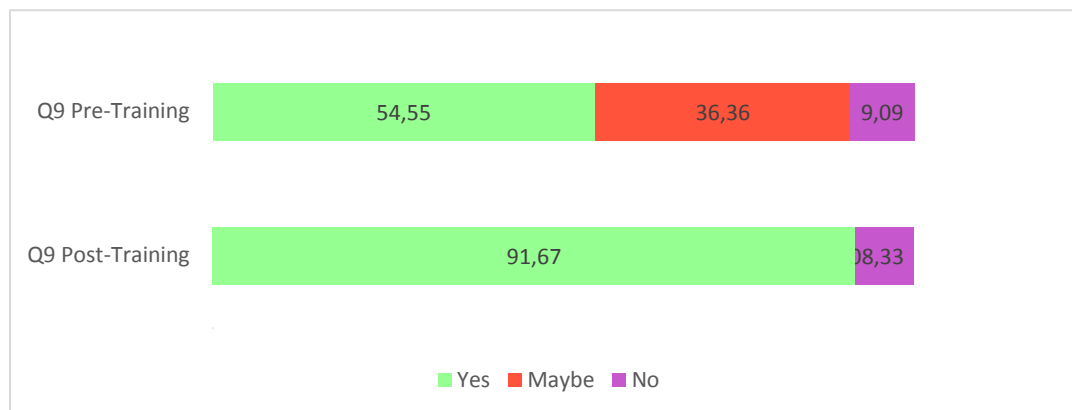
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants knew which company policies accelerated Shared Value. Before the Purpose Playbook training, under a third of participants were certain they knew which policies. Whilst under half and under a third, weren't sure or didn't know, respectively. The post-training results, shows a significant difference as just over 90% were certain they knew which policies accelerated Shared Value. This shows the training had a substantial positive effect on participant's knowledge.



QUESTION 9

Do you know which company practices can accelerate Shared Value?

The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants knew which company practices accelerated Shared Value. Before the Purpose Playbook training, just over half participants were certain they knew which practices. Whilst over a third and under a tenth, weren't sure or didn't know, respectively. The post-training results, shows a significant difference as just over 90% were certain they knew which practices accelerated Shared Value. This shows the training had a substantial positive effect on participant's knowledge.

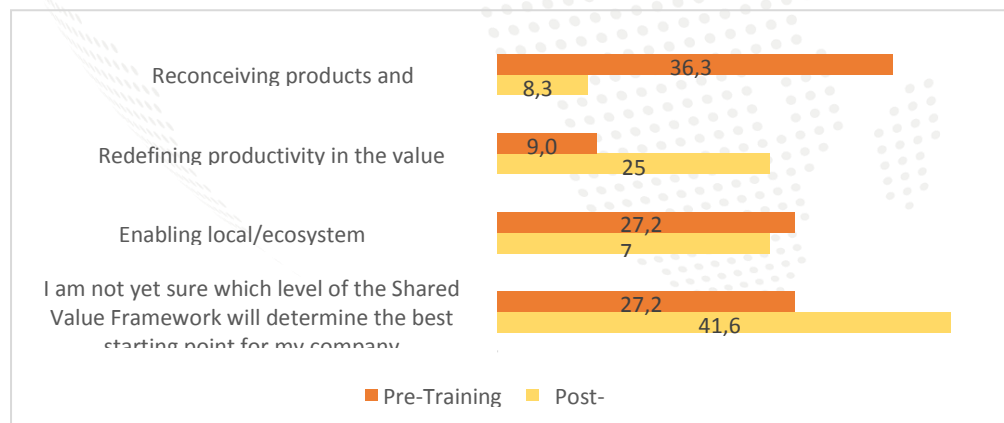




QUESTION 10

Which level of the Shared Value framework will determine the best starting point for your company?

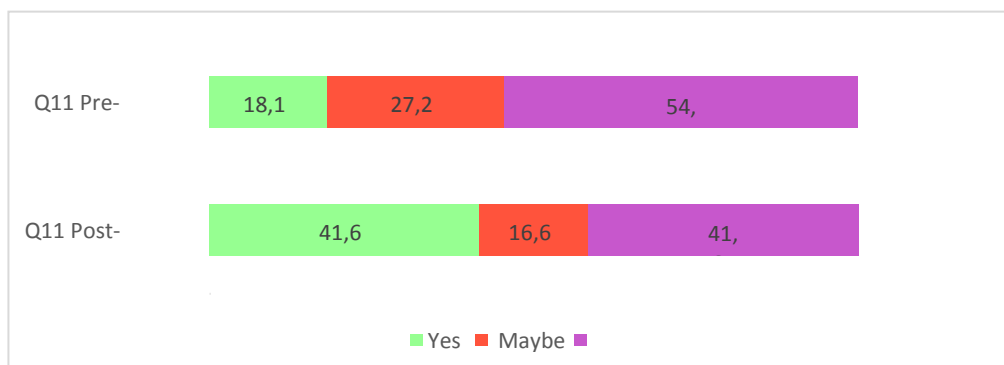
The bar graph below, demonstrates the results of the pre-training and post-training groups as to which level of the Shared Value framework participants thought would determine the best starting point for their company. Before the Purpose Playbook training, the results showed that three of the four options were relatively equally chosen by participants, with “reconceiving products and markets” as the option chosen the most often, and “redefining productivity in the value chain” the least chosen. The post-training results showed *greater uncertainty* amongst participants, as just over 40% indicated that they were not sure of the best starting point. Interestingly the option, which was most chosen by the pre-training group, was the least chosen by the post-training group.



QUESTION 11

Do you have a resource plan for your company?

The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants had a resource plan for their company. Before the Purpose Playbook training, just under 55% of participants did not. Whilst the other 45% had or weren’t sure. The post-training results showed a just over 40% still didn’t have, 40% had made a plan, and the remaining 20% were still unsure. Therefore, whilst the Purpose Playbook training had a positive effect on the number of participants who had developed a plan, a greater number of participants remained without or uncertain of their plan, than those who did have one.

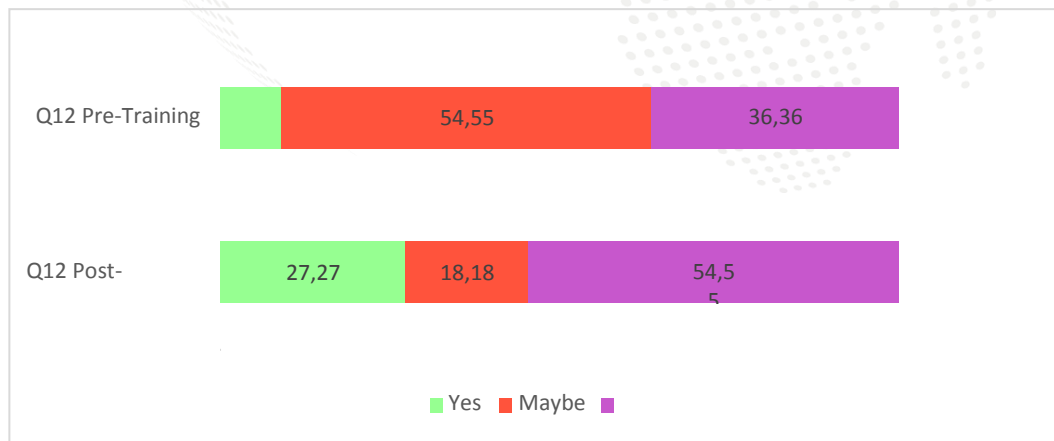




QUESTION 12

Are you satisfied with the plan as it is?

The bar graph below, demonstrates the results of the pre-training and post-training groups for whether participants were satisfied with their resource plan. Results indicated that around 55% of the pre-training group weren't sure whether they were satisfied and 35% were not. Only the remaining 10% were certain they were satisfied with their plans. The results of the post-training group demonstrated that the Purpose Playbook training did have a positive effect on participants' satisfaction. Around 55% of participants were not satisfied with their plan, and around 20% more of participants felt satisfied. The results of question 11 shows 20% more of participants having developed a plan from the pre- to post-training groups, the overall satisfaction of participants with their plans was relevant to this increase. Thus, whilst the overall satisfaction increased between the groups, this increase was not substantial as over 70% of participants remained unsatisfied or uncertain of their satisfaction.

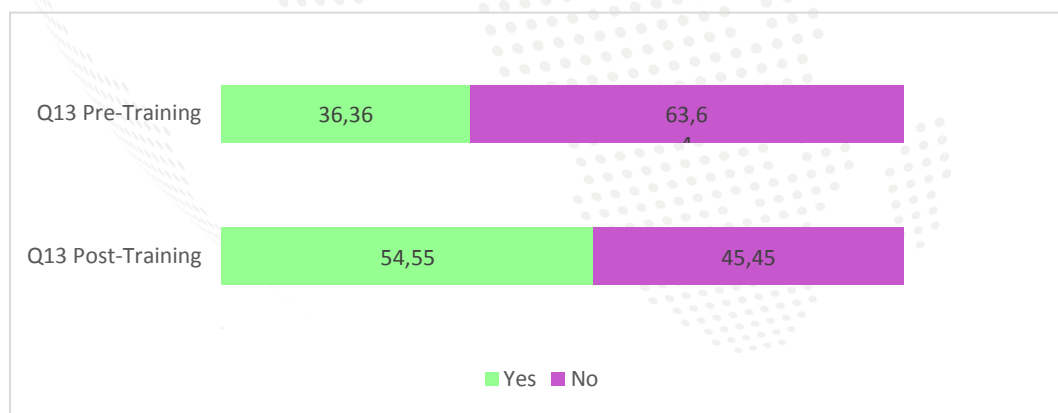




QUESTION 13

Do you have an explicit mechanism in your business for testing new ideas?

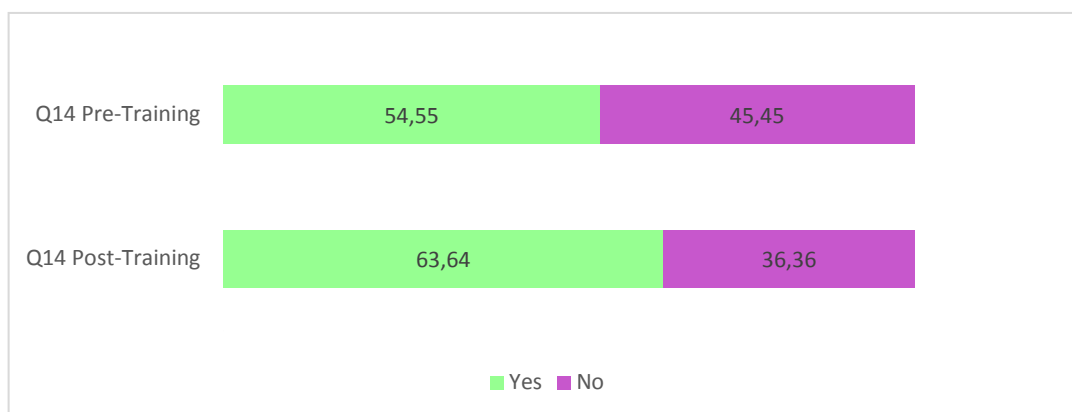
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants had an explicit mechanism for testing new business ideas. Before the Purpose Playbook training, around 35% of participants did, whilst around 65% did not. The post-training results showed just over 55% did, and 45% were still without an explicit mechanism. Therefore, the Purpose Playbook training had a positive effect on the number of participants who had a mechanism for testing new ideas. However, it is interesting to note that only just over half of the post-training group had, rather than it being the majority of participants.



QUESTION 14

Do you currently have an innovation pipeline as part of your overall business strategy?

The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants had an innovation pipeline as part of their overall business strategy. Before the Purpose Playbook training, the results showed just over 55% did, and 45% were without an innovation pipeline. The post-training results indicated a positive increase in participants who had an innovation pipeline, as around 65% had and around 35% did not.





On a scale from 1 to 10 with 1 being limited understanding and 10 being full understanding:

QUESTION 15

How well do you understand how a collaborative mindset can bring about shared value?

The results below indicate that the pre-training group on average, felt they had above average understanding of how a collaborative mindset can bring about shared value. The mean for the post-training group, demonstrated that they felt they had relatively strong understanding, as the mean score for this group was higher than the pre-training group. Therefore, there was a rise in mean score from the pre-training to post-training group, which shows that the Purpose Playbook training had a positive effect on participants understanding. The results of the statistical test, further shows that this difference is statistically significant.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q15	Pre Q	11	6.2727	2.83164	.85377
	Post Q	11	8.6364	1.80404	.54394

Independent Samples Test

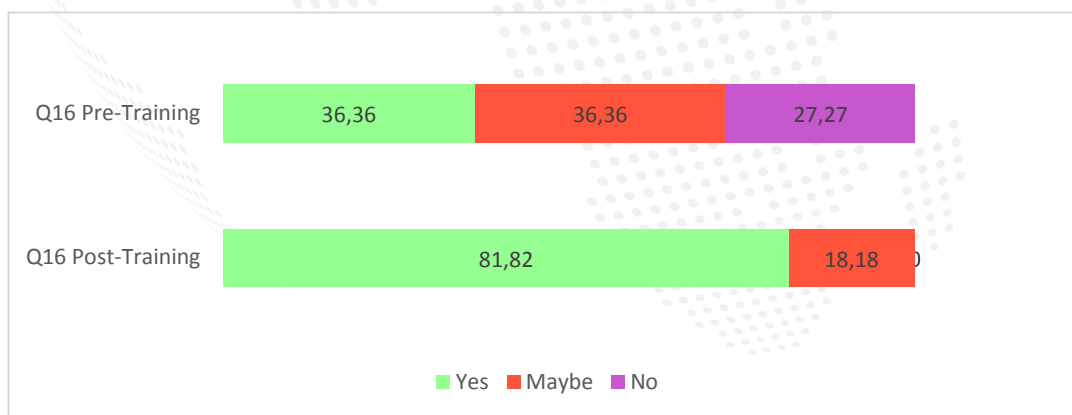
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q15	Equal variances assumed	4.979	.037	-2.335	20	.030	-2.36364	1.01232	-4.47530	-.25197
	Equal variances not assumed			-2.335	16.970	.032	-2.36364	1.01232	-4.49974	-.22754



QUESTION 16

At this time can you articulate the link between the external environment, the value of partnerships and the shared value creation potential of your company?

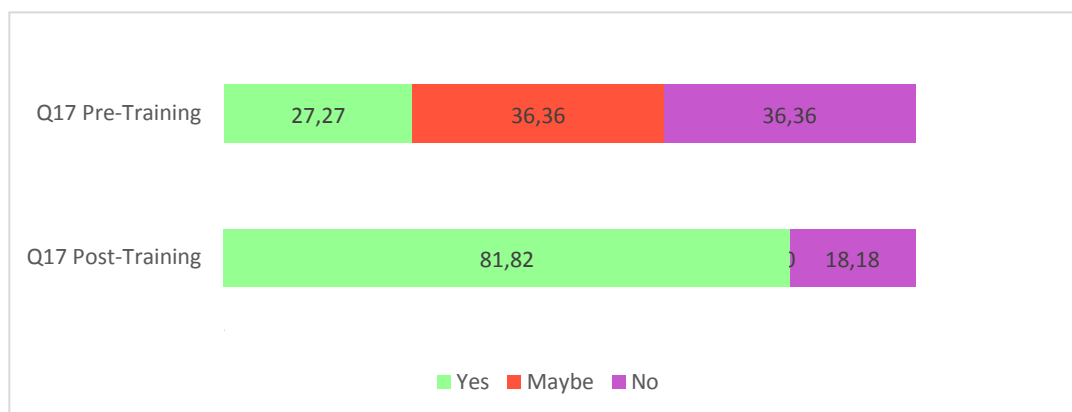
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants felt they could articulate the link between the variables. Before the Purpose Playbook training, the results showed a rather equal split of participants feeling certain, unsure and that they could not articulate the link. The Purpose Playbook training had a substantial positive increase on participant understanding, as the post-training results indicated just over 80% of participants were certain they could articulate this link, with only 20% being uncertain and no one feeling as though they couldn't at all.



QUESTION 17

Do you feel equipped to recruit the right talent to support a shared value culture?

The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants felt equipped to recruit the right talent to support a shared value culture. Before the Purpose Playbook training, the results showed a rather equal split of participants feeling certain, unsure and that they were not equipped. The Purpose Playbook training had a substantial positive increase on participant confidence, as the post-training results indicated just over 80% of participants were certain they could recruit the right talent, with 20% feeling as though they couldn't at all.

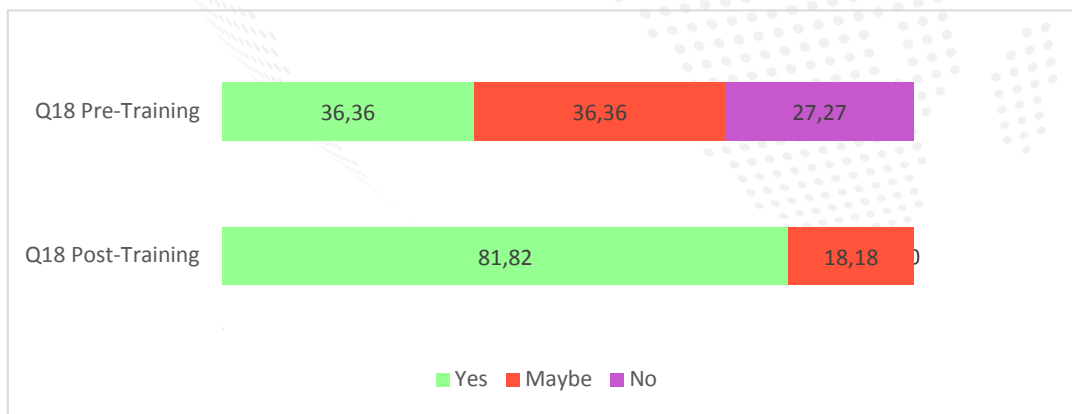




QUESTION 18

At this time to you feel equipped to build an engagement and communications plan around shared value?

The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants felt they could build an engagement and communications plan around Shared Value. Before the Purpose Playbook training, the results showed a rather equal split of participants feeling certain, unsure and that they could build this plan. The Purpose Playbook training had a substantial positive increase on participants feeling equipped, as the post-training results indicated just over 80% of participants were certain they could build this plan, with only 20% being uncertain and no one feeling as though they couldn't at all.





QUESTION 19

What do you hope to achieve during this training programme?

The tables below demonstrate the two main themes that recurred in both the pre- and post-training groups responses as to what they would like to achieve during the Purpose Playbook training programme. Participants in both groups mentioned the acquisition and mastering of knowledge and skills pertaining to business management and Shared Value. These basis of participants answers remained the same before and after the programme.

PRE-TRAINING	
Themes	Quotes
Knowledge	<ul style="list-style-type: none"> • “I hope to understand completely the idea [of Shared Value]” • “Understand in detail the Shared Value Business Management Concept” • “Learn/understanding shared value indepth & from an NGO under public sector” • “To really understand the share value” • “Increase my knowledge in creating a shared value company that is sustainable” • “I hope to understand the concept of shared value and apply it in my organization. To make Shared Value the core drive of our overall business strategy.” • “All principles and methods for shared value” • “Better understanding how to implement the Shared Value concept in our business”
Skills	<ul style="list-style-type: none"> • “...and implement of shared value system in my business” • “...be able to integrate the concept in every aspect of my Organisation's operation and impact activities.” • “...how to link our organisation purpose to share value.” • “...and how to put that into practice.” • “Be able to build my company on the shared value concept” • “Ways to use shared value to mobilize resources” • “Business management skills”



POST-TRAINING	
Themes	Quotes
Knowledge	<ul style="list-style-type: none"> • “I hope to gain good working knowledge of shared value practice in corporate organization in order to equip myself fully for implement within my organization and also be able to instill the idea in the organization framework for employees to learn from.” • “Knowledge about recycling waste” • “Gain deep understanding of Shared Value principles” • “An entrepreneurial mindset that appreciates shared value” • “Equipped in crafting the Purpose of my organisation and understanding the leadership disposition needed to drive a purpose-led organisation.”
Skills	<ul style="list-style-type: none"> • “...and apply them long-term in my organization” • “Gaining the skills to provide support services to startups that I consult to integrate shared value in their growth and operations. “ • “Ability to implement the various shared values strategies learnt” • “Be able to apply all that I have learnt for a better shared value company • “To be able to build a strong culture and practices that will enhance a share value environment.” • “Attaining the ability to develop a coherent Shared Value Business Strategy for my organisation.” • “Be able to include the concept of shared value in my company”



QUESTION 20

How did you hear about shared value?

The tables below include the sources that participants in the pre- and post-training groups heard about the Purpose Playbook training programme. The sources remained the same between both groups, except for one. Colleagues and Shared Value / Shift Impact was the most mentioned source in the pre-training group, whilst Shared Value / Shift Impact was the most mentioned in the post-training group.

PRE-TRAINING	
Sources	Responses
Social Media	1
Colleague	3
GrassRoot Hub	1
Tiekie Barnard	1
Shared Value / Shift Impact	3
Sopact	1
n/a	1
Total	11

POST-TRAINING	
Sources	Responses
Social Media	1
Colleague	2
GrassRoot Hub	2
Tiekie Barnard	2
Shared Value / Shift Impact	3
n/a	2
Total	12



In Conclusion

The results of the pre-post training analysis suggest that the intervention impacted positively on the participants' knowledge across a variety of content areas covered by the training. The results suggest that learning took place.

The next step would be to engage in a more qualitative evaluation of the participants' work and organisational practices. This level of evaluation attempts to assess if the increased knowledge has resulted in any behaviour change that has impacted positively on their businesses.