



SHARED VALUE

AFRICA ACADEMY

The Purpose Playbook

Pre & Post Training Comparative Analysis

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[COHORT II]



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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 organisational 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	12	7.9167	1.56428	.45157
	Post Q	11	9.3636	.67420	.20328

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	1.136	.298	-2.832	21	.010	-1.44697	.51093	-2.50951 -.38443
	Equal variances not assumed			-2.922	15.222	.010	-1.44697	.49521	-2.50115 -.39279



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 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	12	5.9167	1.78164	.51432
	Post Q	11	8.4545	.68755	.20730

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
Q2	Equal variances assumed	7.518	.012	-4.425	21	.000	-2.53788	.57353	-3.73060 -1.34516
	Equal variances not assumed			-4.577	14.445	.000	-2.53788	.55452	-3.72378 -1.35198



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	12	7.4167	1.37895	.39807
	Post Q	11	9.0909	.83121	.25062

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.

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Q4	Pre Q	12	6.6667	1.77525	.51247
	Post Q	11	8.3636	1.56670	.47238

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
Q4	Equal variances assumed	.140	.712	-2.421	21	.025	-1.69697	.70093	-3.15463 - .23931
	Equal variances not assumed			-2.435	20.976	.024	-1.69697	.69697	-3.14650 - .24744



QUESTION 5

Your ability to recognise 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 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' abilities to recognize barriers, the difference between the two means was relatively small. 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	12	6.7500	1.91288	.55220
	Post Q	11	8.5455	1.29334	.38996

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
Q5	Equal variances assumed	1.405	.249	-2.611	21	.016	-1.79545	.68757	-3.22534 -.36557
	Equal variances not assumed			-2.656	19.400	.015	-1.79545	.67601	-3.20839 -.38252



QUESTION 6

Your ability to analyse 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 very 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	12	6.7500	1.91288	.55220
	Post Q	11	9.1818	.75076	.22636

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
Q6	Equal variances assumed	8.017	.010	-3.941	21	.001	-2.43182	.61703	-3.71501	-1.14863
	Equal variances not assumed			-4.075	14.555	.001	-2.43182	.59679	-3.70725	-1.15639



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 a very good 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 substantially positive effect on participants' current knowledge of Shared Value. 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	10	6.1000	1.85293	.58595
	Post Q	11	9.1818	.60302	.18182

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
Q7	Equal variances assumed	5.092	.036	-5.232	19	.000	-3.08182	.58908	-4.31478 -1.84886
	Equal variances not assumed			-5.023	10.727	.000	-3.08182	.61351	-4.43634 -1.72729

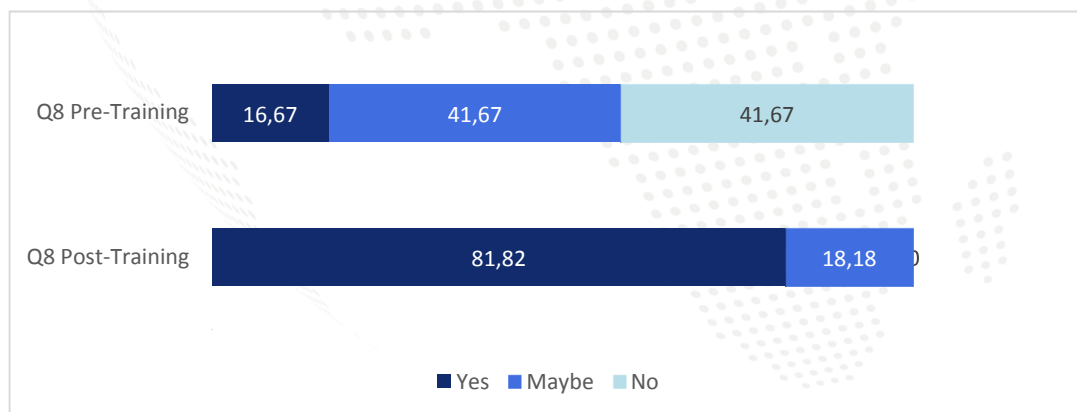




QUESTION 8

Do you know which company policies can accelerate Shared Value?

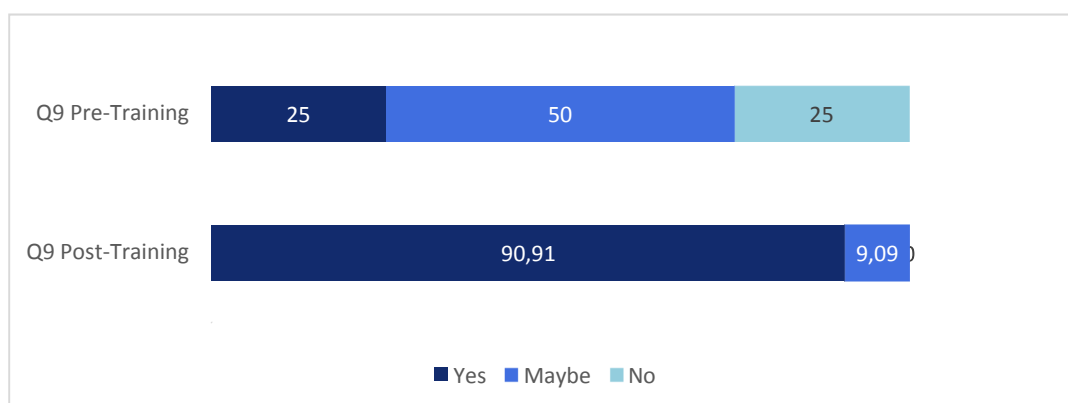
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants knew which company policies accelerated Shared Value. Before the Purpose Playbook training, about 15% were certain they knew which policies. Whilst the remaining 85% were equally unsure or didn't know. The post-training results, shows a significant difference as just over 80% 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, only a quarter of participants were certain they knew which practices. Whilst 50% and 25% 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.

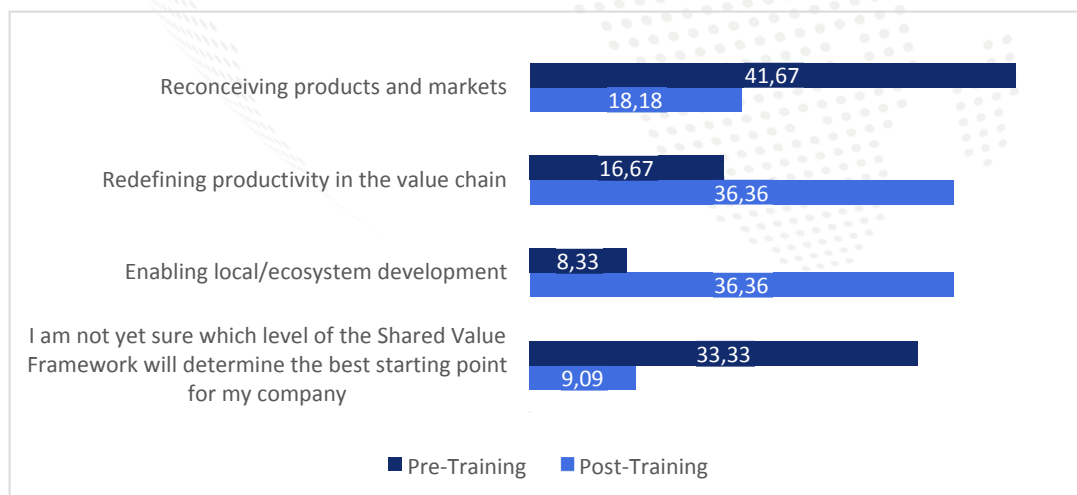




QUESTION 10

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 just over 40% identified “reconceiving products and markets” as the best starting point, whilst just under 35% weren’t sure of the best starting point. The post-training results were interesting, as the most chosen options by the pre-training group, were the least chosen by the post-training group. As just under 75% the participants of the post-training group identified “redefining productivity in the value chain” and “enabling local/eco system development” equally.

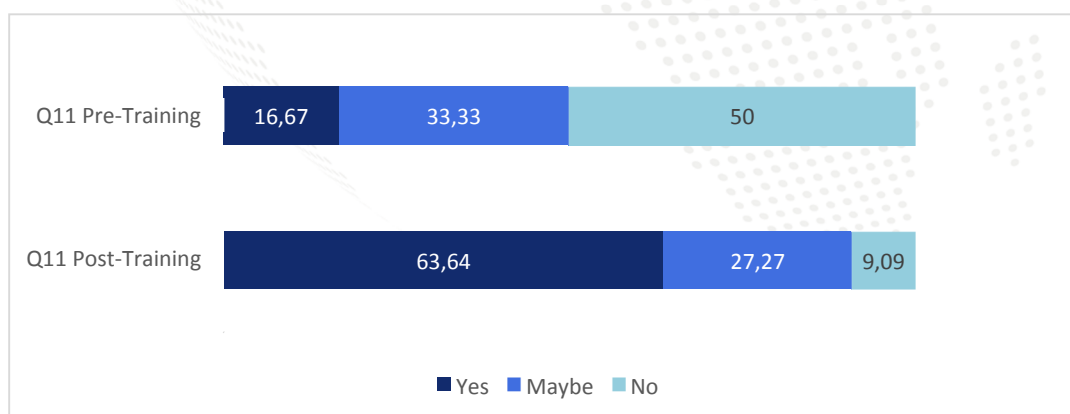




QUESTION 11

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 20% of participants had a plan. Whilst the remaining 80% weren't sure or did not have one. The post-training results showed that the Purpose Playbook training had a positive effect on participant's having a resource plan, as just under 65% of participants now had a plan, whilst the remaining 40% were still unsure or did not have one. 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.

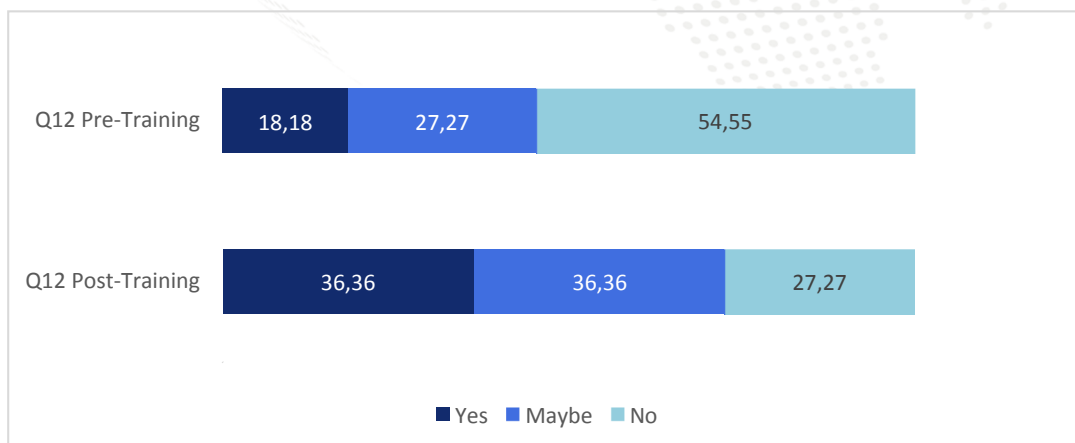




QUESTION 12

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 30% of the pre-training group weren't sure about their plans and around 55% were not satisfied. Only the remaining 15% were certain about their plans. The results of the post-training group indicated that whilst the Purpose Playbook training did have a positive effect on participants satisfaction with their plans, it was relatively small. Around 35% of participants were satisfied with their plan, with roughly 35% more of participants remaining uncertain. Taking into consideration that the results of question 11 showed about 50% 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 65% of participants remained unsatisfied or uncertain with their plans.

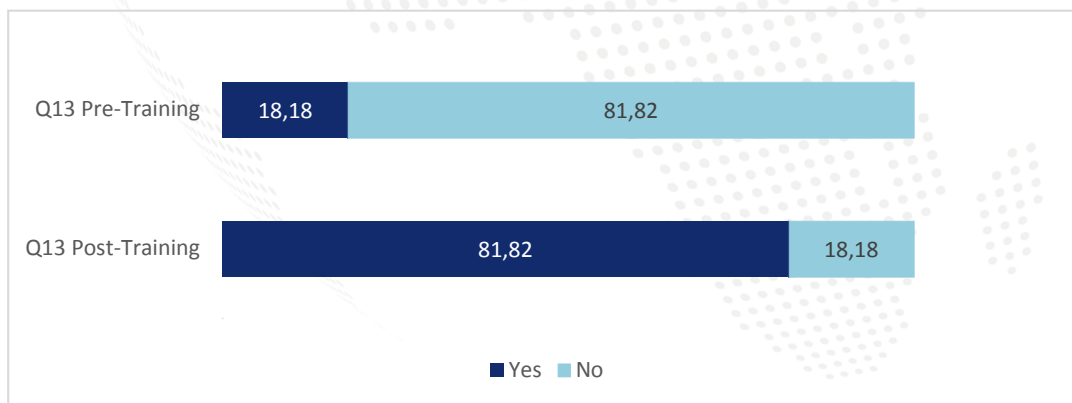




QUESTION 13

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

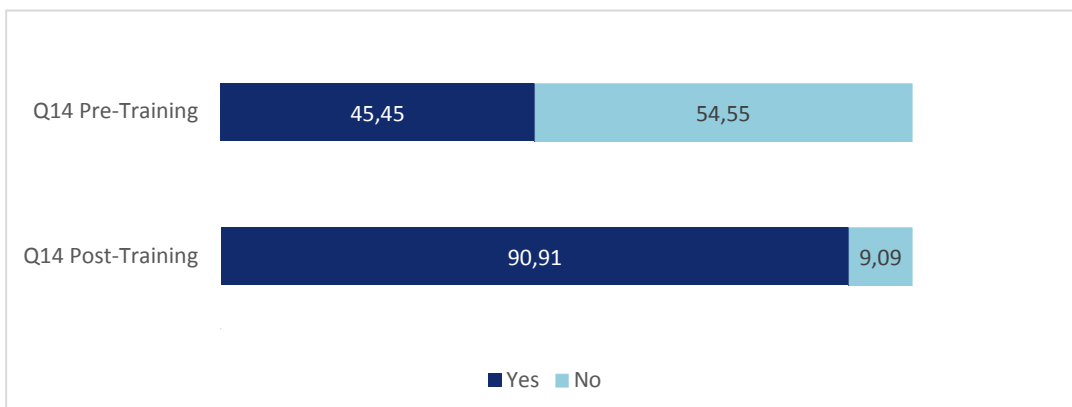
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants had an explicit mechanism for testing new business ideas. Before the Purpose Playbook training, around 20% of participants did, whilst around 80% did not. The post-training results showed just over 80% of participants did, and just under 20% were still without an explicit mechanism. Therefore, the Purpose Playbook training had a significantly positive effect on the number of participants who had a mechanism for testing new ideas.



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 45% did, and 55% were without an innovation pipeline. The post-training results indicated a significant positive increase in participants who had an innovation pipeline, as 90% now had an innovation pipeline as part of their business strategy and only 10% 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 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	10	6.7000	2.05751	.65064
	Post Q	11	9.1818	.75076	.22636

Independent Samples Test

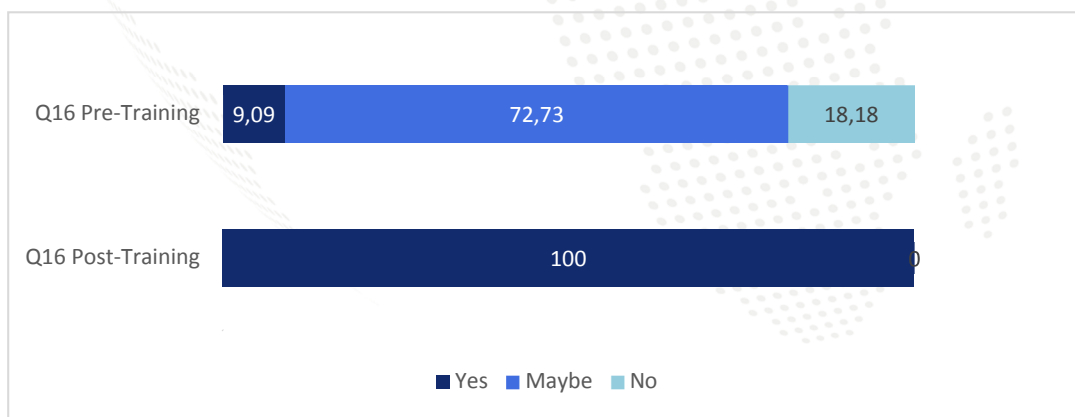
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
Q15	Equal variances assumed	15.235	.001	-3.744	19	.001	-2.48182	.66291	-3.86932 -1.09432
	Equal variances not assumed			-3.603	11.163	.004	-2.48182	.68889	-3.99536 -.96828



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?

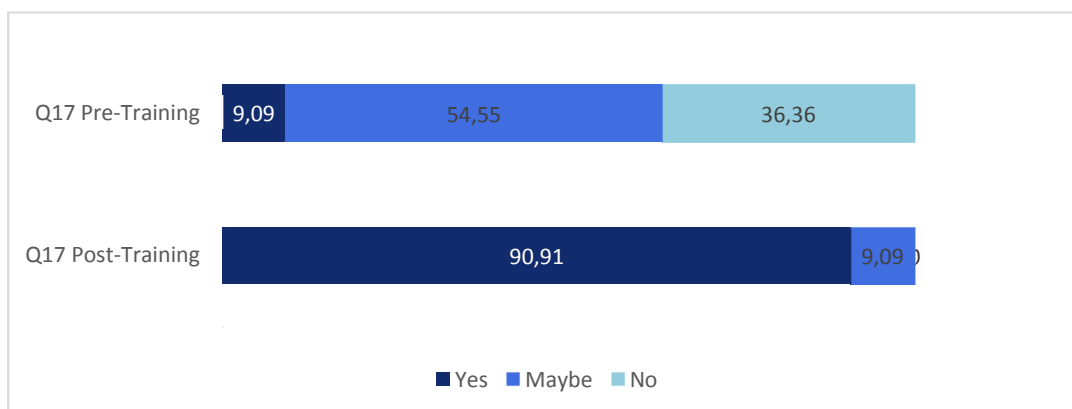
The bar graph below, demonstrates the results of the pre-training and post-training groups as to whether participants felt they could articulate the link between the variables. Before the Purpose Playbook training, the results showed the majority of participants were unsure (70%) that they could articulate the link, with 20% feeling they could not and only 10% positive they could. The Purpose Playbook training had a substantial positive increase on participant understanding, as the post-training results indicated just over 100% of participants were certain they could articulate this link.



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 90% of participants were uncertain or felt as though they were not equipped to recruit the right talent to support a shared value culture. The Purpose Playbook training had a substantial positive increase on participant confidence, as the post-training results indicated just over 90% of participants were certain they could recruit the right talent, with 10% feeling uncertain.

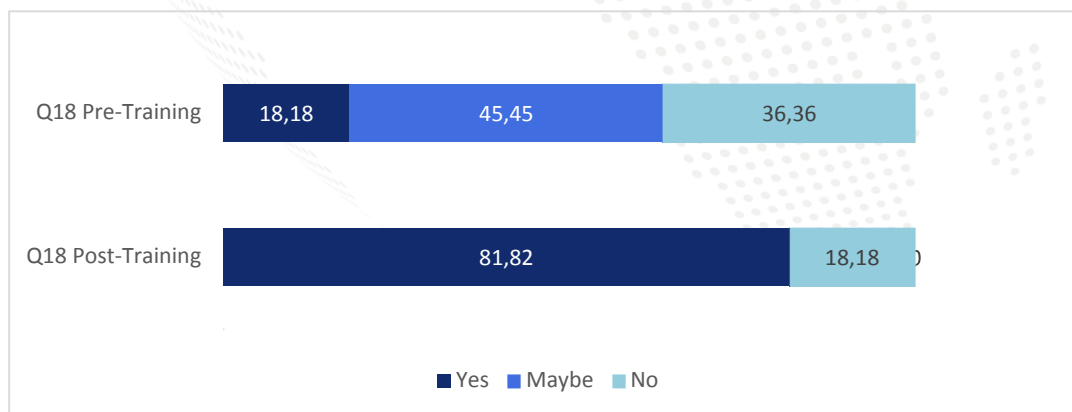




QUESTION 18

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 just over 80% of participants felt uncertain that they could build this plan or that they were not equipped at all. 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. The basis of participants' answers remained the same before and after the programme, however, there was a greater emphasis placed on the acquisition of actionable skills in the post-test participants' desired achievements.

PRE-TRAINING	
Themes	Quotes
Knowledge	<ul style="list-style-type: none"> • "To learn more about who and what to include in my community business plan to make it successful and an opportunity to get a mentor, equity partner, network, or funding to help make the business a success." • "Understanding the relevance of shared value." • "To gain more knowledge, ideas, and innovations and advise on the how to manage..." • "Learn as much as we can about Shared Value and how to create it." • "More and new ideas on how to run my company." • "Learning more about shared value and how to connect it with the entire business model. Learn new ways for market expansion and network. Exchange knowledge with other like-minded entrepreneurs on the programme."
Skills	<ul style="list-style-type: none"> • "Appreciate the essence of valued culture." • "...and develop your business aligned with the shared value initiative." • "Creating value for society by identifying needs and challenges." • "I hope to build business networks, to collaborate with other businesses across Africa and also learn how to handle my business operations efficiently." • "Learn how to leverage on available resources to maximize on market opportunities, Identify barriers and risks that Aafri Fudi might face and create a counteractive plan, Create a corporate culture that aligns with Aafri Fudi's purpose, Learn about Shared Value Framework and how to apply them at Aafri Fudi, Create a resource plan for Aafri Fudi, Create a hiring strategy to hire the right talents, Network, learn and share with other business leaders, Create innovation pipeline and business strategy." • "To learn how to increase productivity and strengthen our company"



POST-TRAINING	
Themes	Quotes
Knowledge	<ul style="list-style-type: none"> • “Understand shared value...” • “To have a clear understanding of the concept.” • “New insights to improve my business strategy for socioeconomic impact and business growth.” • “More about sustainability linked with shared value.”
Skills	<ul style="list-style-type: none"> • “Ability to lead to a better life for my clients and stakeholders.” • “How shared value can help one built its company ability to set the organization fully functional.” • “To identify societal problems, and be able solve them through business and help it grow.” • “...and be able to implement it as it had been a set goal for my team.” • “Alignment my company shared value with purpose vision and mission and get everyone on board have an understanding of the concept in practice.” • “Access to Investors and grants that can assist in setting systems.” • “I learnt a lot”



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. “Colleagues” were the most identified source in the pre-training group, whilst social media was the most identified source in the post-training group.

PRE-TRAINING	
Sources	Responses
Social Media	2
Colleague	3
Agricultural Network	2
Tiekie Barnard / Vuyo Letseke	1
An Organisation (Shared Impact, Open Capital)	2
Personal Relationship	1
n/a	1
Total	12

POST-TRAINING	
Sources	Responses
Social Media	3
Colleague	2
Agricultural Network	2
Tiekie Barnard / Vuyo Letseke	1
An Organisation	1
Personal Relationship	1
n/a	1
Total	11



In Conclusion

The results of the second pre-post training analysis suggest that the Purpose Playbook 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.