Measuring the Performance and Business Value of Product Stewardship

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Agenda

• Overview
• HP’s approach
• Shell’s approach
• Discussion
Mission: “Provide the world’s leading organizations with the practical knowledge they need to improve their performance and better service society”

Councils: Topic-focused forums for functional peers to exchange knowledge and collaborate on shared challenges
Product Stewardship & Regulatory Affairs (PSRA) Council

Forum for members to improve their Product Stewardship practices, defined as “shared responsibility for the identification, management, and communication of product health, safety, environmental information, and related issues along the entire value chain.”
## Council Members

<table>
<thead>
<tr>
<th>Company</th>
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<tbody>
<tr>
<td>3M</td>
<td>Johnson &amp; Johnson</td>
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<tr>
<td>Altria</td>
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<td>Lockheed Martin</td>
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<td>Merck</td>
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<td>DuPont</td>
<td>Procter &amp; Gamble</td>
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<td>Solvay America</td>
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<td>Ecolab</td>
<td>S.C. Johnson &amp; Son</td>
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Overview

• Why measure product stewardship performance?
• Challenges
• Recommended approach
• Metrics to consider

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https://www.conference-board.org/publications/publicationdetail.cfm?publicationid=7159
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Why Measure PS Performance?

- **Manage Capabilities**
  - Improve organizational productivity and the quality of PS work

- **Demonstrate Commitments**
  - Establish how PS fulfills its safety, environmental, legal/regulatory obligations and relevant voluntary commitments

- **Quantify Business Value**
  - Show how PS helps:
    - Bring products to the marketplace;
    - Support marketing and claims;
    - Build external relationships

- **Support PS Investments**
  - Communicate the importance of investing in PS expertise and resources, especially when new commitments arise
### Other Uses for PS Measures

<table>
<thead>
<tr>
<th>Group</th>
<th>Questions</th>
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<tbody>
<tr>
<td>Customers and Suppliers</td>
<td>- How is your company addressing issues that might affect their interests?</td>
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<tr>
<td>Government Authorities</td>
<td>- How are you fulfilling your legal and regulatory compliance obligations?</td>
</tr>
<tr>
<td>Investors/analysts, underwriters, financial auditors</td>
<td>- What are your investments in PS, and how are they helping protect and grow the business? How are PS-related business risks being managed?</td>
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<tr>
<td>Public interest groups</td>
<td>- How does your company fulfill its stewardship commitments to society?</td>
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<td>Trade associations, consultants, PS service providers</td>
<td>- Where are there opportunities to improve a sector’s stewardship performance?</td>
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Stewardship 2016

ProductStewardsConference.org + Inner Harbor, Baltimore + May 23 - 25  #Stewardship16

Product Stewardship Society
Vulnerabilities of NOT Having a Measures Program

Left undetected, poor PS performance can:

• Increase risk of fines or restrictions
• Increase risk of contractual violations, and adversely affect supplier/customer satisfaction
• Reduce market access and hinder innovation
• Harm company’s reputation
• Increase operating costs

When such PS risks arise, a quality measures program can help PS leaders identify root causes and implement appropriate corrective/preventative actions.
Broad Challenges

Measuring Intangibles
- Key aspects of a company’s stewardship work are intangible and difficult to measure
- The economic impact of some PS work can be difficult to quantify

Business Diversity
- Different businesses, products, and regions have very different stewardship needs and priorities

Control
- Stewardship considerations are only one part of a company’s business decision making
- Many aspects of stewardship performance are influenced by external forces
Practical Challenges

• Defining measures that can be applied across business units and geographies
• Balancing “leading” (predictive) measures versus “lagging” measures of past work
• Collecting quality data without diverting too many resources away from core PS work
• Creating measures that foster positive behaviors
• Protecting confidential business information, and providing appropriate legal protections
Designing a Metrics Program – Key Elements

- Clearly defined objectives
- Measures that are targeted to the objectives
- Efficient and reliable data collection processes
- Communications that meet the needs of specific audiences
Objectives – Where to Focus?

- Protect workers, customers, end users, and the environment
- Ensure Regulatory compliance
- Fulfill external commitments
- Meet market and business expectations
What’s your Purpose?

- Improve the PS organization’s ability to deliver its core regulatory and product safety work
- Ensure that you have the right expertise and resources
- Establish performance or productivity goals for the organization
- Quantify how PS contributes to business growth or protects the business
- Measure overall PS “health” of a business to help manage PS-related business risks?

A program can have several objectives
What’s critical is that you clearly define them.
Recommended Framework

Input Metrics
- PS Organization
- Business Scale

Core Stewardship
Work Metrics
- Output
- Quality
- Productivity
- Change Management

Business Development Metrics
- Protecting the Business
- Building the Business
- Partner Relationships
- Advocacy
- Reputation Building
- Knowledge Sharing
# Examples

## Input Metrics
- Total PS headcount, budget or “spend”
- Sales or number of markets supported

## Core Stewardship Work Metrics
- Number or percent of products with internal reviews of new materials or product initiatives
- Number of regulatory filings completed
- Percent “On-time” initiative delivery
- Audit outcomes
- Internal leadership satisfaction with PS work

## Business Development Metrics
- Proactive issue anticipation and engagement
- R&D contributions: Cost savings, speed to market, or enhanced market access produced by PS-influenced technology choices
- Outcome of engagements or collaborations with customers/suppliers to address PS-related questions
- Influencing: revenue protected or compliance costs avoided in final legislation/regulations versus estimated cost of original proposals
## Recommended “Core” Metrics

<table>
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<tr>
<th>Category</th>
<th>Sub-category</th>
<th>Recommended Metric</th>
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<tbody>
<tr>
<td>Input</td>
<td>PS Organization</td>
<td>PS budget and headcount</td>
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<td></td>
<td>Business scale</td>
<td>Total sales of products in PS-supported portfolio</td>
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<tr>
<td>Core stewardship work</td>
<td>Output</td>
<td>Number of responses to customer or supplier inquiries</td>
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<td></td>
<td>Quality</td>
<td>Audit outcomes</td>
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<td></td>
<td>Potential product safety or regulatory compliance incidents associated with PS work and their economic impacts on the business</td>
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<td></td>
<td>Productivity</td>
<td>“On-time” initiative and project delivery</td>
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<td></td>
<td>Change management</td>
<td>Speed of responding to customer/supplier inquiries relative to the expectations or service level agreements</td>
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<tr>
<td>Business value</td>
<td>Protecting the business</td>
<td>Outcomes from proactive issue anticipation, management and (e.g., avoided costs)</td>
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<tr>
<td></td>
<td>Building the business</td>
<td>Product regulatory, safety, or liability issues managed and related consequences for the business</td>
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<td></td>
<td>Managing partner relationships</td>
<td>Cost savings, speed to market, or enhanced market access due to PS influence on product claims, advertising strategies, technology choices</td>
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<td></td>
<td>Regulatory advocacy</td>
<td>Number/frequency and outcome of engagements/collaborations with customers/suppliers</td>
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<td></td>
<td></td>
<td>Outcomes of regulatory influencing programs</td>
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Data Collection and Management

**How?**
- How will each measure be quantified or described?

**How often?**
- How often do you want to gather data?
- What’s practical vs. resources?

**Who?**
- Who will be accountable for generating and collecting the data?

**Where?**
- Where will data be stored/managed?
- Who will manage it?
The “Intangibles” Challenge

Many aspects of PS work cannot be easily measured or tracked.

For example:

• Proactive issue management, such as outreach to potential critics of a new technology prior to launching a product
• Influencing new laws and regulations
• Participating in professional, governmental, and trade association activities
• Doing basic scientific research and publications
### Regulatory advocacy

- “Since 2012, we have invested 0.5 full-time FTE of time annually engaging the EU on its new XYZ directive, via our trade association. The original proposal would have cost an estimated 5 FTE of annual staff time for compliance. However, as a result of our influencing efforts, the EU has agreed that it can streamline the regulation. As a result, our estimated annual cost will be only 2 FTE.”

### Proactive issue anticipation and management

- “Prior to the launch of the XYZ initiative, we invested 0.25 FTE to meeting with US regulators and potential critics to share our safety program for the project. Recall that critics earlier attacked a similar project by one of our competitors, creating adverse publicity and negative customer feedback. Since launch, we have received very few questions about the product’s safety from prominent critics, and regulatory authorities have stood by their decision to approve the product.”
Goal
- PS business leaders are often interested in comparing performance both within the company and with other companies to assess how well the PS organization is operating

Concerns
- Identifying true peers, even internally, is difficult
- Peer companies are often competitors
- Companies have different measures and methods
- Legal concerns:
  - Protecting confidential business data
  - Comparing product safety and compliance performance can raise liability questions.

Solutions
- Collaborate via trade associations
- Use external consultants to gather data under confidentiality agreements
- Conduct confidential one-on-one interviews with PS colleagues at peer companies.
- Share findings anonymously
Communications

Define your audiences, and what they need
- PS Leadership: Organization management
- Business Leadership: Understanding how PS resources are being used, and how PS contributes to the business

Structure reporting based on purpose
- Volume/Work load, e.g., “# of regulatory filings”
- Quality, e.g., “% of filings submitted and approved on time”
- Protection, e.g., Cost savings from influencing

Visualize results
- Trend charts
- “Red/Yellow/Green” performance indicators
- Summary dashboards of key data
Metrics for Product Stewardship Performance at HP

Kathy Brewer
HP Inc. Product Portfolio
Stewardship at HP Inc.

- Stewardship is part of the Product & Services Sustainability and Compliance organization, reporting into Supply Chain Operations.
  - Product Stewardship
  - SER Operations
  - Regional SER teams
  - Worldwide Technical Regulations

SER = Social and Environmental Responsibility
Scope of Activities

- Compliance and market access
- Product design for environment
- Product take-back and recycling
- Channel and sales support
- Customer inquiries & external reporting

Separate, but closely associated, team manages Supply Chain Responsibility.
Management Request

One METRIC?!
When engineers do metrics...

METRIC

= %W1 (Attribute A) + %W2 (Attribute B) + %W3 (Attribute C)
Expert Advice

- Purpose of metrics is to trigger conversations and actions.
- Not all metrics can be reduced to numbers.
- Weighted metrics can hide critical information.
- Dashboards with critical attributes are preferred. If any one item is out of bounds, it triggers appropriate conversation for action.
Top Level Dashboard

• Revenue lost or delayed (current)
  – Covers both compliance and market access elements.
  – $ thresholds set for green/yellow/red

• Revenue at risk (future)
  – Takes into account pending requirements.

• % Spend against budget for take-back operations
  – Largest budget managed

• Supply Chain Responsibility key performance indicators
  – Dashboard within a dashboard

• On time bid response rate
  – Because you have to be able to sell….
Examples of Other Metrics Used

- Product - environmental performance indices
- Regulations - # new and updated (measure of workload)
- Incident management – time to resolution
- Operations – cost reductions
- Sales support – revenue enabled
- Sustainability measures:
  - Materials intensity – materials use per unit of revenue
  - Product carbon footprint
  - Product return and recycle rate
  - % Recycled content

Metrics for Product Stewardship Performance at Shell Chemical

Jason Andrews
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About Shell

We are a global group of energy and petrochemicals companies with around 92,000 employees in more than 70 countries and territories. We use advanced technologies and take an innovative approach to help build a sustainable energy future.

- **Upstream** – exploration, production and transport of crude oil, natural gas and heavy oil, wind
- **Downstream** - refining and marketing activities for oil products and chemicals, alternative energies, shipping and trading
- **Projects & Technologies** -- delivery of major projects and drives research and innovation
Shell product stewardship metrics -- why

We have a large number of stakeholders.

Most of them are interested in a limited information on PS performance, usually their (fairly narrow) issue *du jour*:

– Where is my SDS?
– When can I start to sell my product in this new market?
– How do I implement these risk management measures?
– How much is this test going to cost me?

This view (obviously) does not help business leaders and Product Stewardship managers understand the overall health and performance of the Product Stewardship organization and what we do to help the business manage risk.
Product stewardship metrics -- purpose

Product Stewardship metrics were developed for internal stakeholders in the Downstream business.

Downstream businesses include the Fuels, Lubricants and Chemicals supply chain organizations (manufacture, sales, distribution, trading, logistics).

Metrics are intended for use by:

- Business leaders who own product stewardship and product regulatory compliance risks
- Product Stewardship governance
- Product Stewardship organization
# First approach – “kitchen sink” Circa 2012

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Challenges with the kitchen sink approach

- We measured things because we could.
- The metrics’ links to our strategic goals were not explicit.
- Without a clear link to where we were going, it was difficult to know whether the metrics added value by driving the right kinds of discussion.
A balanced approach toward metrics

- Traditional financial and resource measures ($ and FTE) capture neither the scope of PS activity nor its impact.
- We sought to develop metrics, collect data and analyze it relative to each of four perspectives:
  - Learning and Growth
  - Business Process
  - Customer
  - Financial

KPI place focus on progress toward our goals

- Seamlessly align with business needs
  - Decrease incidents, especially those related to Management of Change and Non-Standard Operations
  - Show business value of well-executed product stewardship
- Operational excellence through improved systems, processes and data
  - Our most visible deliverable is the Safety Data Sheet
- Master compliance in a complex regulatory environment
  - Understand growth in regulatory burden
  - Regulatory outcomes
- Develop the best people
  - Competence (skills and behavior)
  - Skillpool health
Emerging Issues – leading indicator example

Key Developments

- Significant REACH-like activity in Korea & Taiwan
- Launch of next IARC program
Data collection

Data are collated by the people closest to the KPI:

- SDS authoring
- Regulatory and assurance
- Advocacy
- Finance
- Product stewards

Product Stewardship management review is conducted to ensure quality, consistency and accuracy of data and commentary.
Biggest challenge: Metrics on intangibles

“Some aspects of a company’s stewardship work can be clearly defined and quantified. Others are intangible and difficult to describe.”


Capturing “Business value added” is not intended to create a dollar-counting cottage industry.

Rather, the metric aims to drive the conversation about what we deliver for the business by keeping commercial interests and pragmatic risk management in mind.
How metrics are used

- The dashboard is used in conjunction with reports on annual plan and project progress, risk visual and issues matrix to understand how we are doing and what we need to be ready for.

- This information is evaluated regularly with our governance.

- The information is discussed during PS staff engagement.

- Selected business-specific data or product-specific issues are cascaded to business dashboards/leadership discussions.

- Leading indicators are evaluated further by product stewardship for business resource/readiness requirements, incident potential and potential customer impact.
Closing

• Measuring PS performance is critical part of managing stewardship work
• What’s needed varies widely
• Key priorities:
  – Clear objectives
  – Specific measures aligned to those objectives
  – Robust processes for data collection and management
  – Communications tailored to audience needs
Thank You!

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