



Transitions Optical

ASQ Presentation

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Transitions®

Transitions Optical Overview

Formed in 1990 as an independent joint venture company between PPG Industries and Essilor International to manufacture and market plastic photochromic eyeglass lenses through...

Partnerships with lens manufacturers



Capitalize on our product, distribution and brand strengths while developing leading technologies that align with material and design development

Support of trade efforts in selling Transitions® lenses



Support the entire distribution channel (labs, retail chains, and ECP)

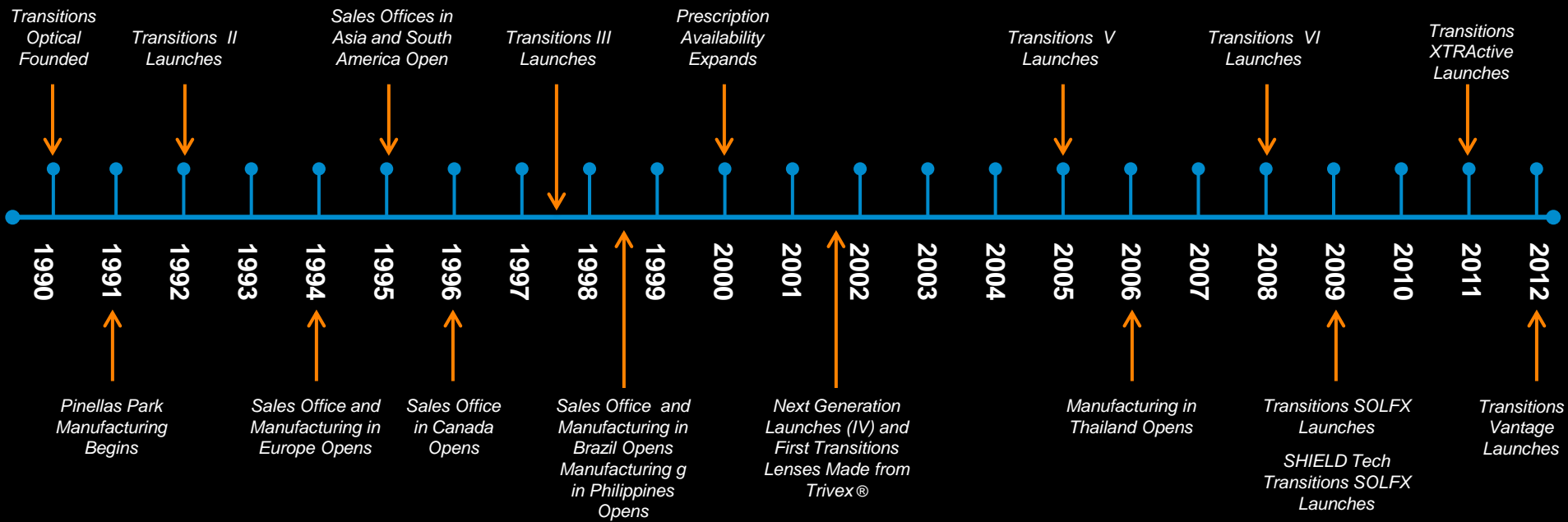
Consumer demand creation



Drive conversion, loyalty, and brand advocacy



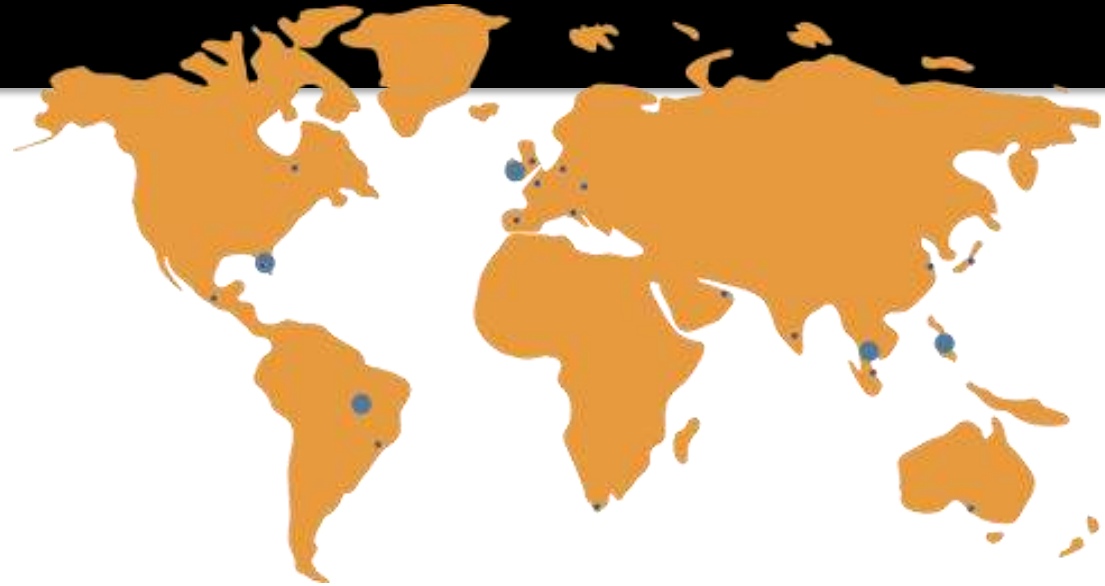
Our History



Over 1,800 Employees Globally

MANUFACTURING FACILITIES

*Florida
Brazil
Ireland
Thailand
Philippines*



SALES OFFICES

AMERICAS

*Pinellas Park, Florida
Sumare, Brazil
Cambridge, Ontario, Canada
Bogota, Colombia
Mexico City, Mexico
Buenos Aires, Argentina
Costa Rica*

EUROPE / MIDDLE EAST / AFRICA

*Paris, France
Cologne, Germany
Amsterdam, Netherlands
Milan, Italy
London, England
Cape Town, South Africa
Madrid, Spain
Prague, Czech Republic
Dubai, United Arab Emirates
Russia, Turkey, Belgium, Hungary
Sweden, Poland, Portugal*

ASIA / PACIFIC

*Singapore
Lonsdale, Australia
Shanghai, China
Taipei, Taiwan
Bangalore, India
Tokyo, Japan
Kuala Lumpur, Malaysia
South Korea*



Our Place In The Optical Industry



Clear



Photochromic



Labs



Dispense

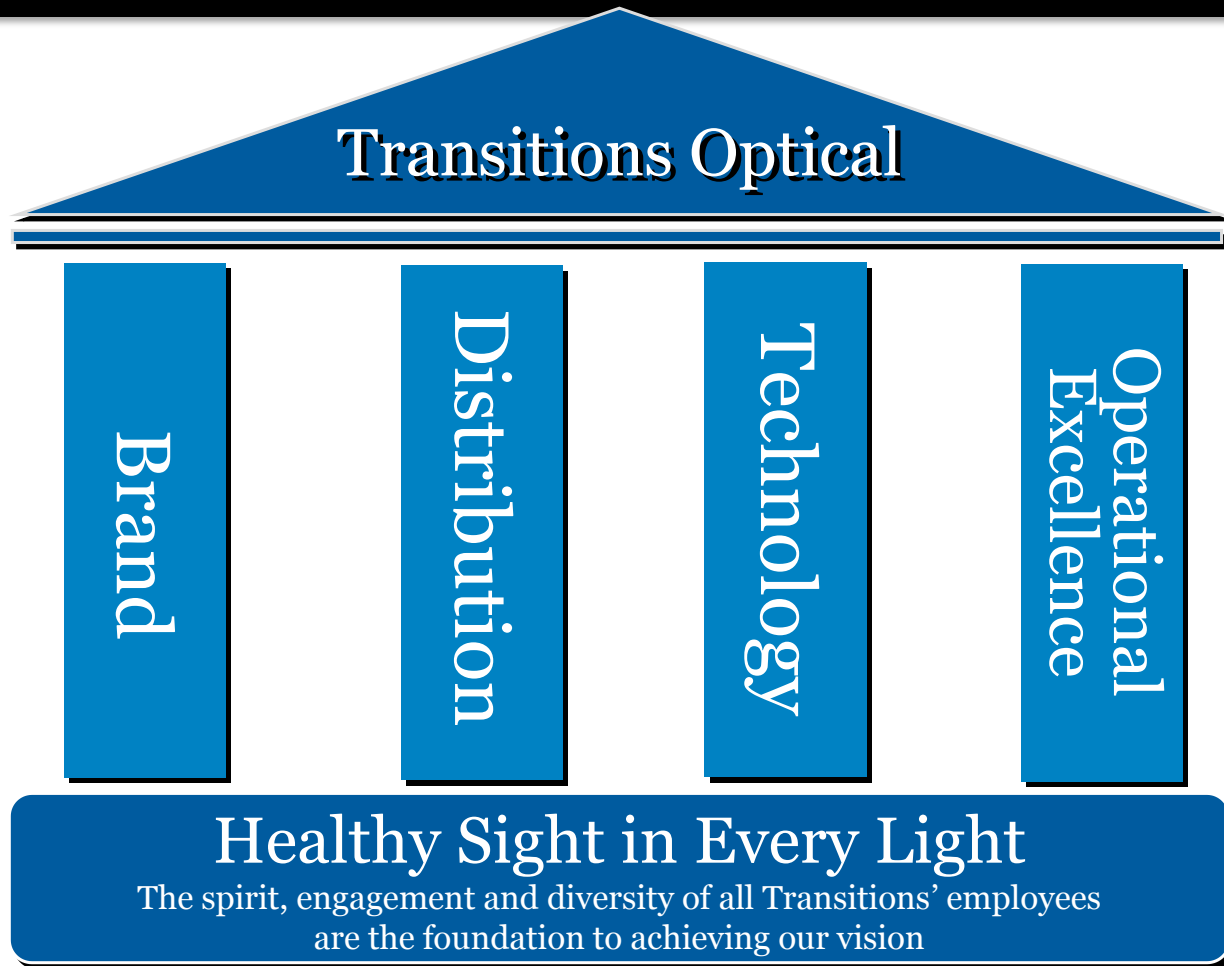
ECP in Private Practice or Mass
Merchandiser/Retail Chains



Lens Manufacturers



The Pillars of Our Strategy



A Gallup Great Workplace – Three Years in a Row!



CONGRATULATIONS TO

Transitions

One of the world's most
engaged and productive
organizations.



Driving High-Performance Through Employee Engagement

September 10, 2012

Transiti©ns®

CEO View – 2004

Company grew very fast based on technology and brand

We were not losing people out the door...

...we were losing people in the door!



Partnered with Gallup...

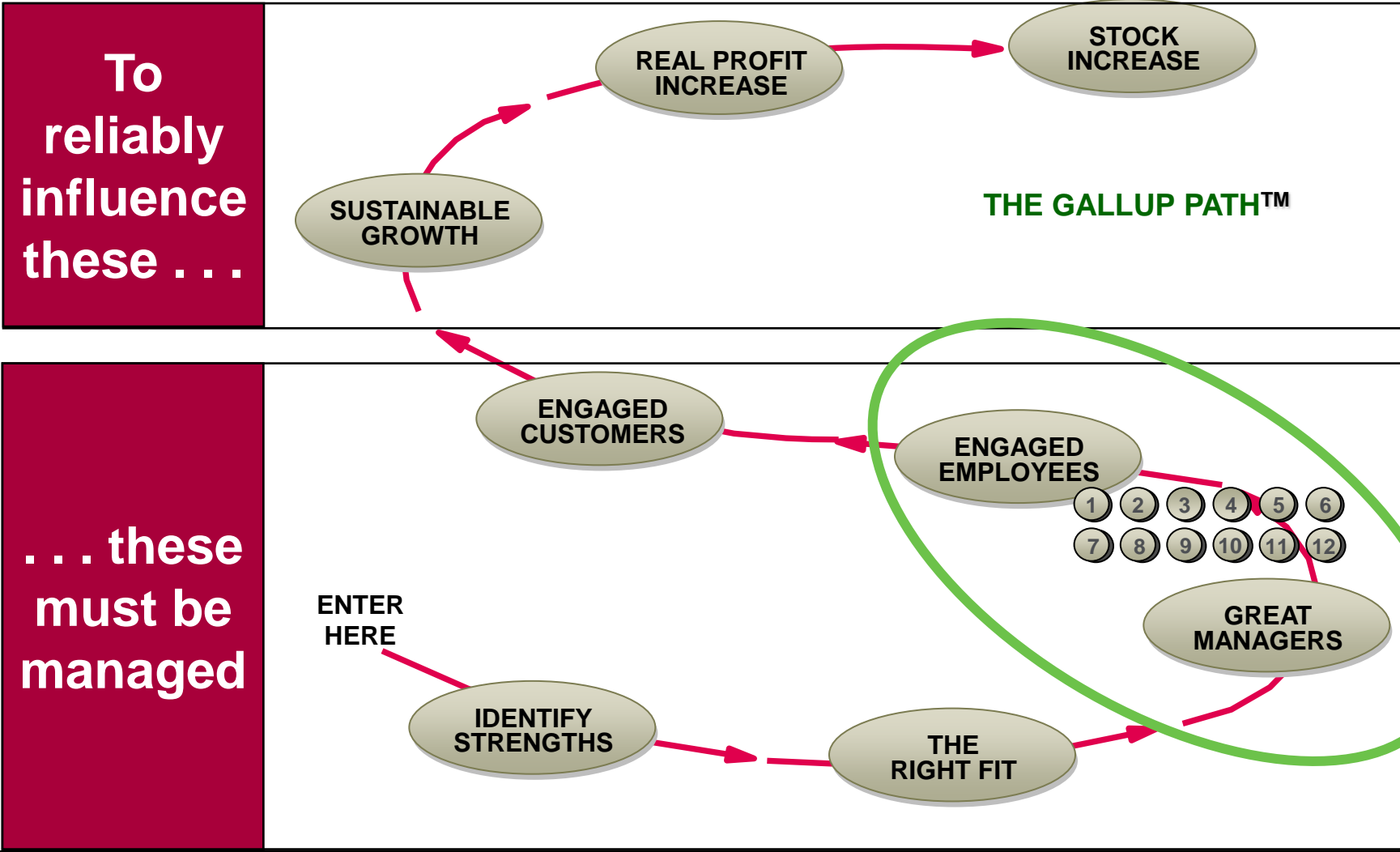


Call to Action

From Gallup...

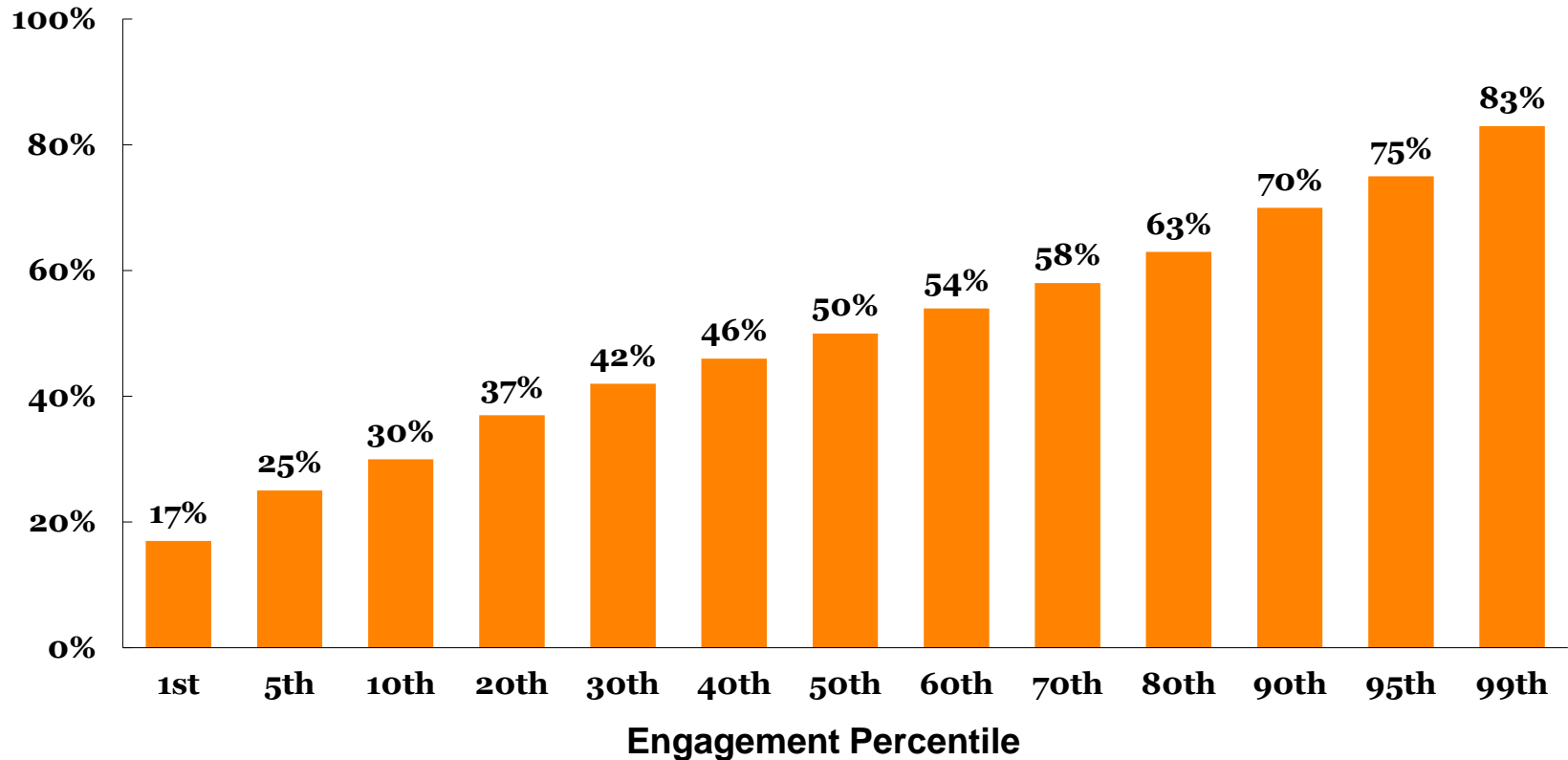
1. Don't focus all of your time on what is wrong with people...focus on what they do best
2. Engaged employees don't just happen....there is a science to it
3. Higher employee engagement contributes to bottom line

Driving Performance and Profitability



Impact of Employee Engagement on Overall Performance*

Probability of Above-Average Performance



Analysis of business units across organizations in Gallup's database

*Composite of absenteeism, turnover, shrinkage, safety, quality, customer metrics, productivity, and profitability



Gallup Engagement Hierarchy

Opportunities to learn and grow
Progress in last six months

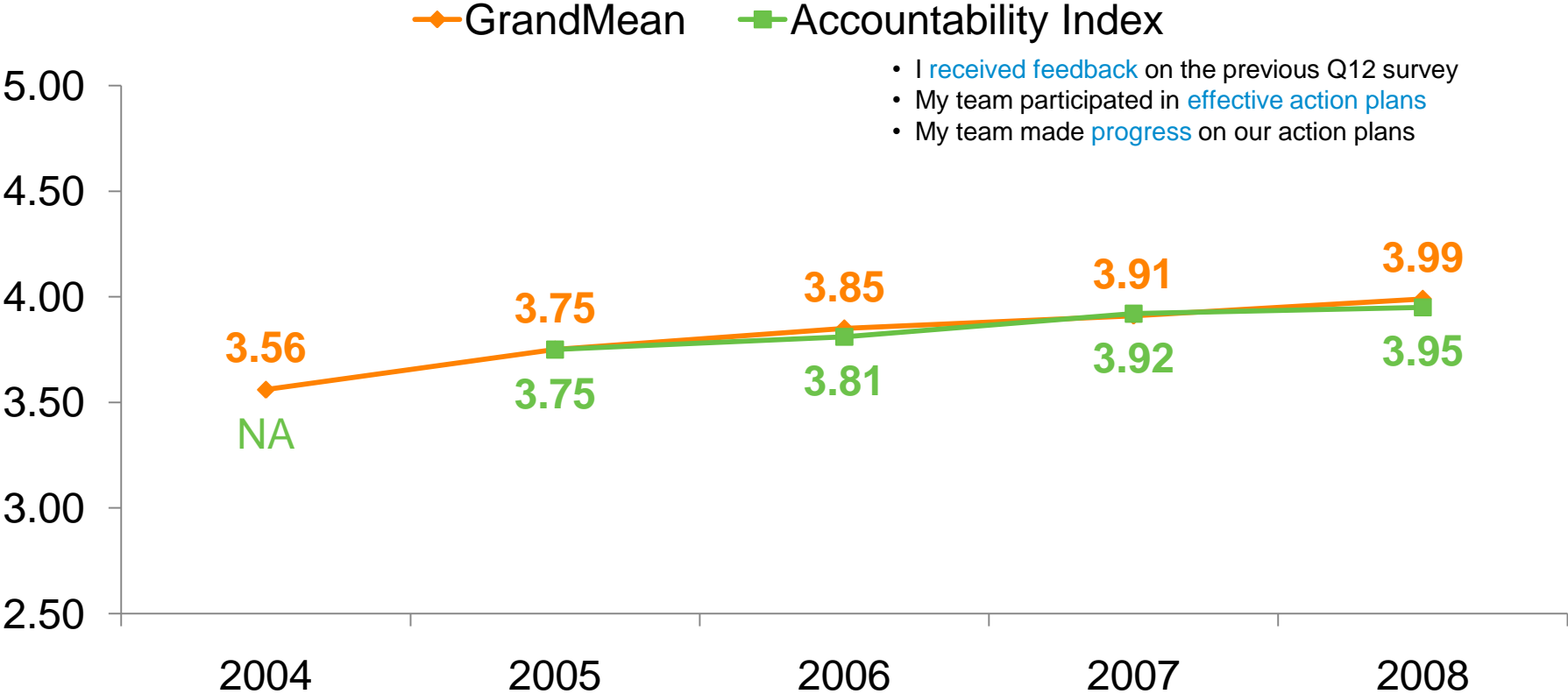
I have a best friend at work
Coworkers committed to quality
Mission/Purpose of organization
At work, my opinions seem to count

Someone at work encourages my development
Supervisor/Someone at work cares
Recognition last seven days
Do what I do best every day

I have materials and equipment I need
I know what is expected of me



Transitions Results 2004-08





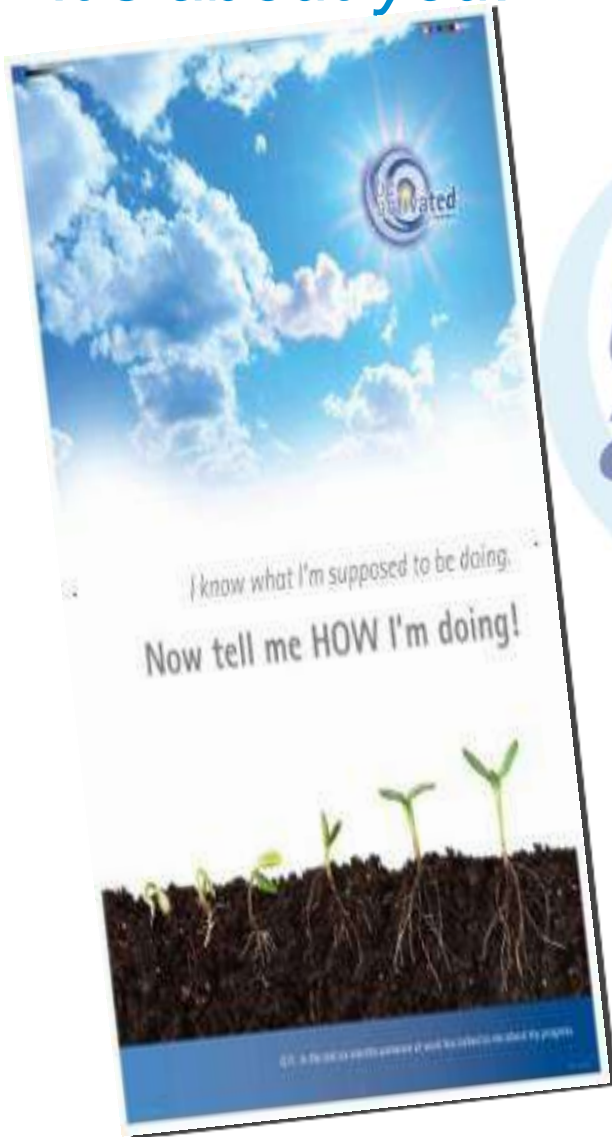
2008 - Notable time in journey...

Identified systemic barriers to success

- Education
- Marketing engagement
- Improved communications
- Accountability & Action Planning



It's about you!



Improved communications

- Drove frequent, transparent communications
- Led with strong leadership team accountability focus
- Continued Be Activated messages
- Conducted global employee videocasts
- Re-introduced North America business updates
- Held employee roundtables with key executives
- Hosted employee focus groups with 140 global participants to guide future communications improvement



Increased Accountability

Accountability Index

- I received feedback on the previous Q12 survey
- My team participated in effective action planning sessions
- My team made progress on our action plans

Manager PLP Goals

- Provide feedback to direct reports on survey results by March 31, 2009.
- Create and install team action plan to the engagement website by March 31, 2009.
- Implement action plan and demonstrate progress during year.



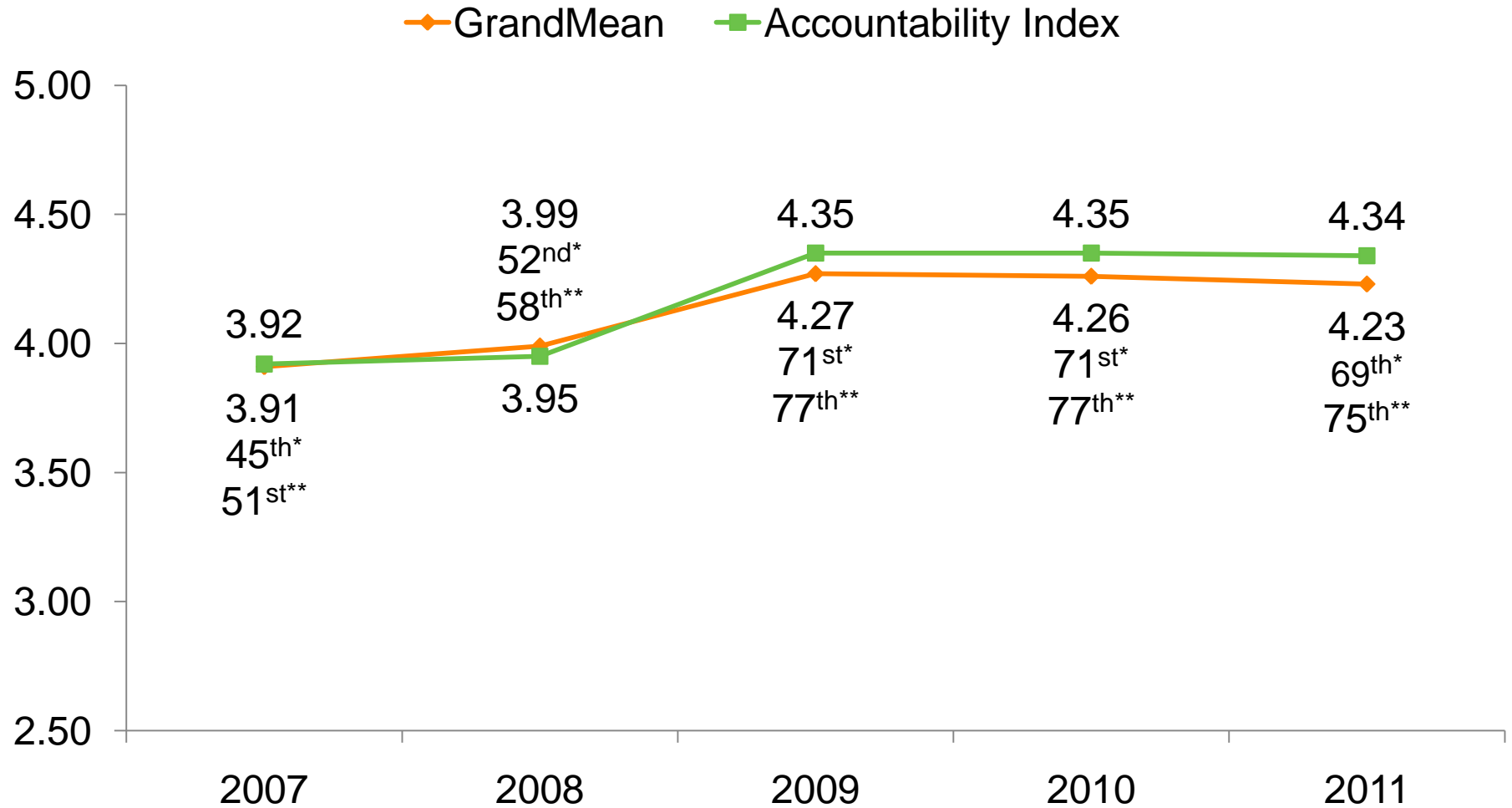
More than 97% of teams created an action plan in 2009





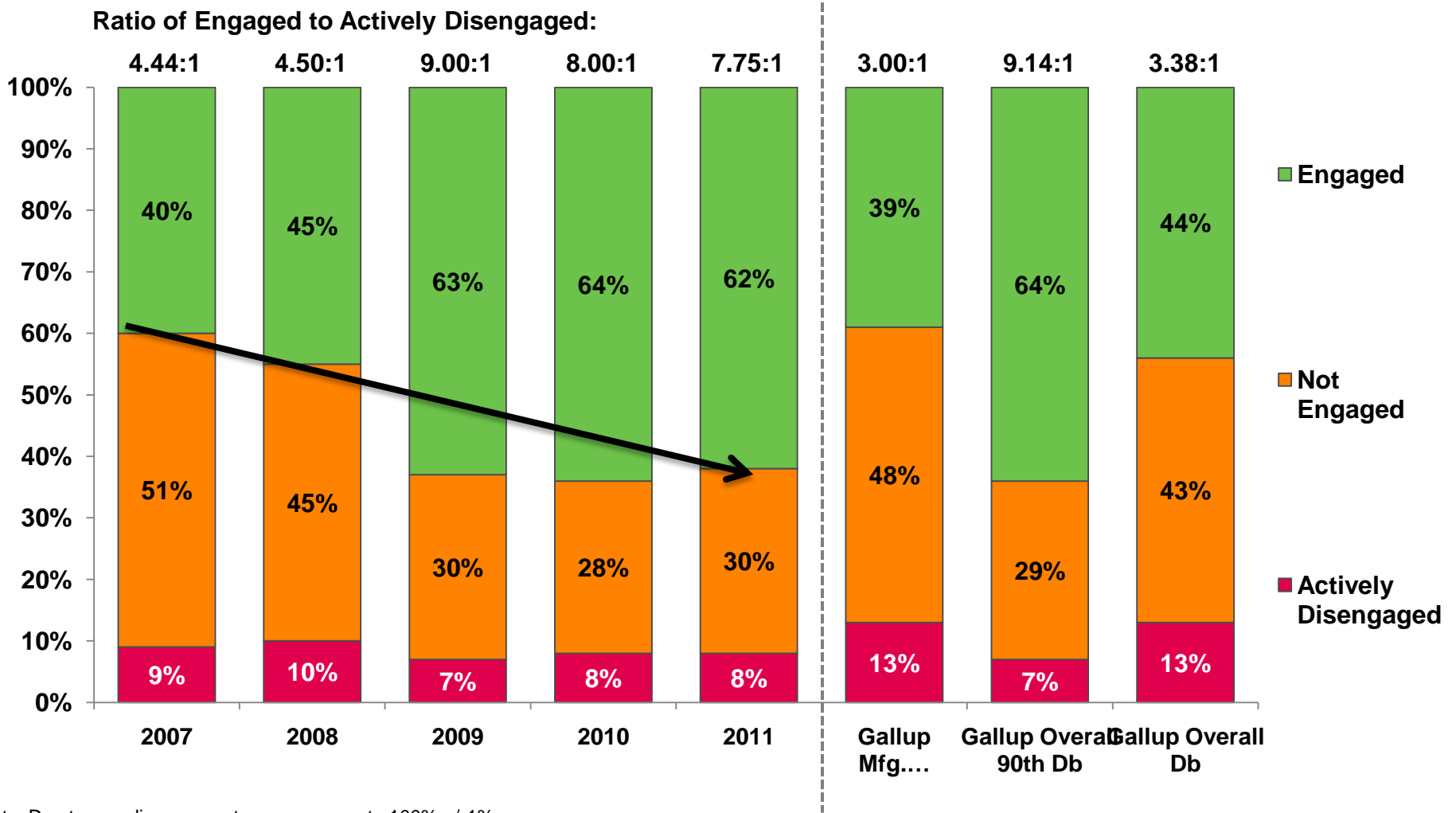
Transitions Results - 2007 to present...

Results 2007-2011

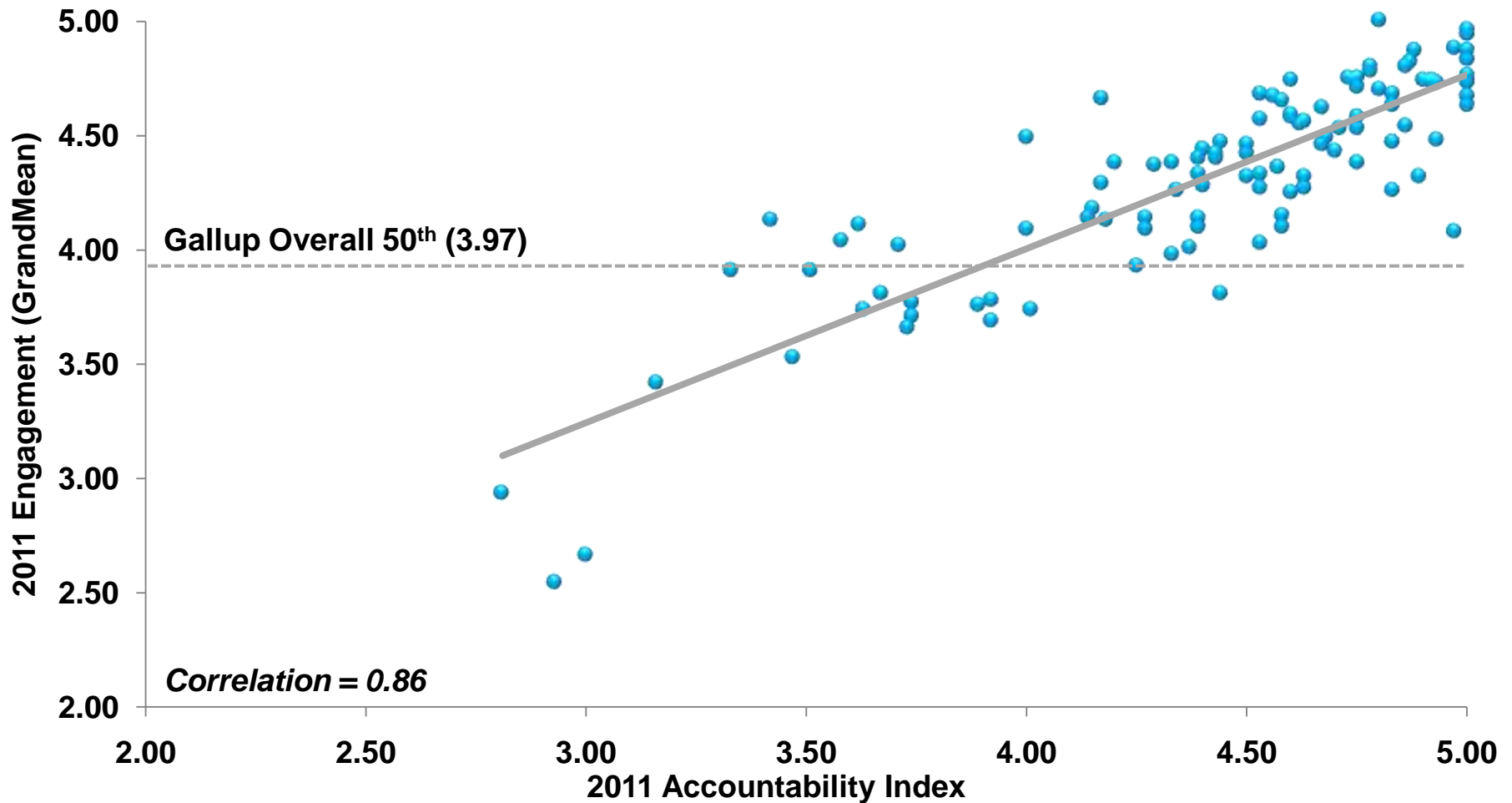


Note: GrandMean percentiles based on Gallup's 2011 Q12 Overall* and Manufacturing** Databases

Huge step change from 2008 to 2009 – Maintained!



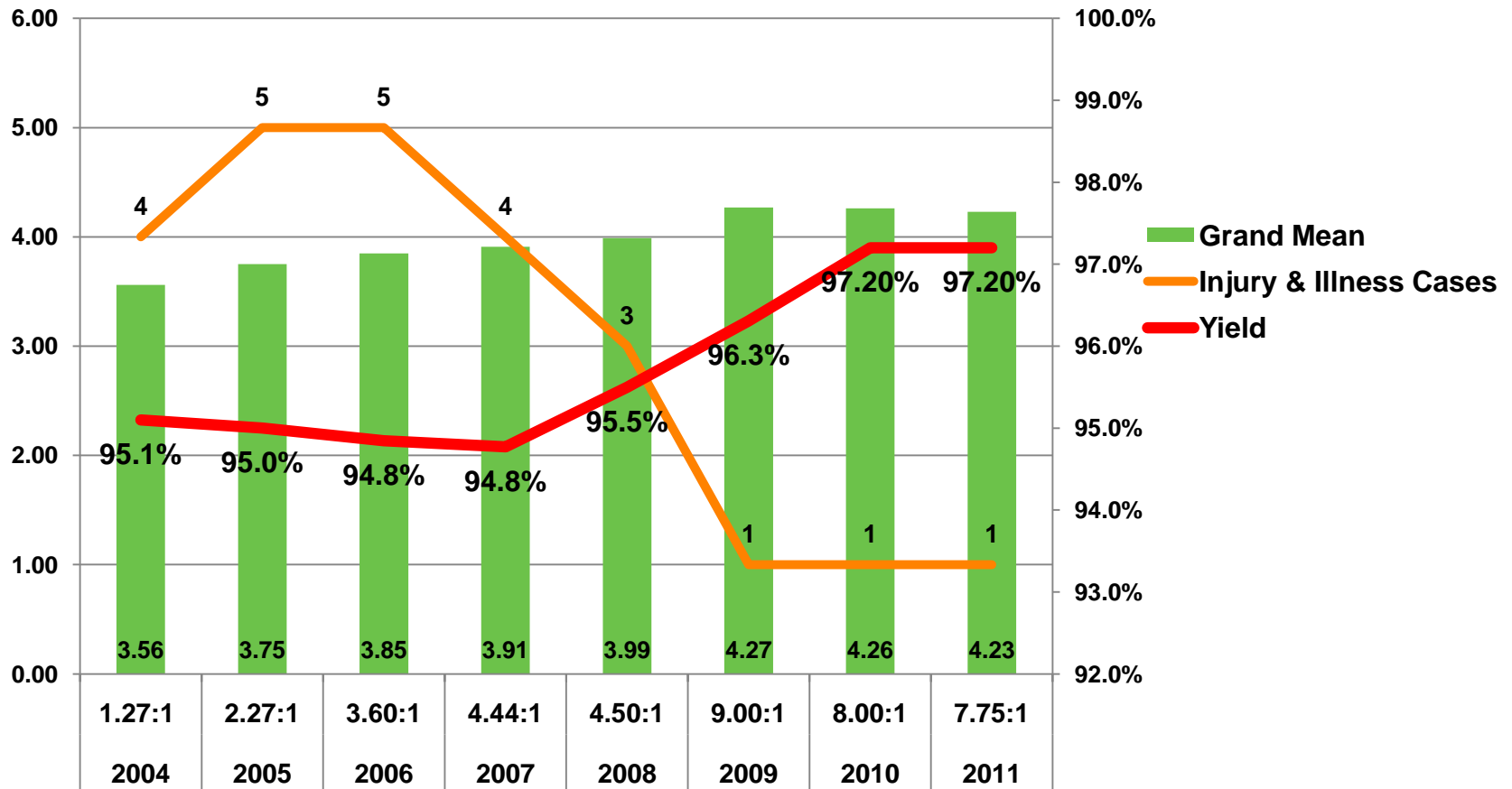
Transitions: Correlation Between Engagement and Accountability 2011



Note: Only workgroups with both Accountability Index and GrandMean scores shown (108 workgroups)

Engagement Drives Performance

Global Safety and Yield Improvements



Key Drivers of Success

- Leadership buy in – see value to business
- Manager education – one on one dialogue has impact
- Transparent, frequent communications builds trust
- Market engagement process – why invest in this effort?
- Accountability



The Biggest Drivers of Engagement

When an employee strongly agrees to the item belowthey are “x” times more likely to be engaged
My organization is committed to building the strengths of each associate.	27.0
My team has made progress on the goals set during our action planning sessions after the last employee engagement survey.	19.1
My team participated in effective action planning sessions following our organization's last administration of the employee engagement survey.	16.5
My organization cares about my overall wellbeing.	15.7
There is open communication throughout all levels of the organization.	14.6
I feel I know what is going on within this organization.	13.4
I have a clear understanding about the future direction of my organization.	10.5
I received feedback on the previous employee engagement survey conducted at my organization.	9.8

Questions?

