

Developing and Producing an International Casebook

Jack and Patti Phillips, Series Editors

The Need

The ROI Methodology™

For over a decade the ROI Methodology™, originally developed Dr. Jack J. Phillips, has been used in thousands of organizations across all types of cultures. The Methodology has been documented in 15 books now published in 25 languages. The Methodology captures six types of data and represents a comprehensive evaluation methodology for human resources, learning, training, performance improvement, and consulting programs and projects. The ROI Institute is the only organization that promotes, distributes, updates, and certifies participants in the ROI Methodology. The ROI Institute provides consulting services, workshops, research, and benchmarking to over 2000 members throughout the world. Patti Phillips serves as CEO of the ROI Institute.

The Role of Case Studies

When developing competencies in the ROI Methodology, the case study method of teaching has proven to be most useful. Participants struggling with how to use the Methodology within their own setting have found case studies to be extremely useful to see how the Methodology has been applied, hopefully, in settings similar to their own. Case studies are used in a variety of ways in ROI Certification, as well as in the two day competency building ROI workshop and the one day workshop, Bottomline on ROI. In addition to their use in the classroom, case studies provide readers with an engaging account of how a specific project was undertaken, how data was collected, analyzed, and reported, and more importantly how the resulting information was used in the organization. Most of the case studies have been written by individuals who have been certified in the ROI Methodology.

Needed: Localized Case Studies

To support the ROI Methodology across cultures case studies are needed in each of the countries where the ROI Methodology is being used. ROI practitioners in those countries are asked to provide a case study detailing their particular experiences following specific guidelines. The case studies should follow the ROI Methodology, as closely as possible. Locally developed casebooks will provide professionals and practitioners in those countries a variety of case studies unique to their settings and cultural issues. They will help provide convincing evidence for those who need to see ROI successes “in their own backyards.” The ROI Methodology has proven to work in a range of cultures from third world countries to highly industrialized nations.

The Goal

The goal is to produce casebooks in the countries where the ROI Methodology has been introduced, promulgated, and implemented. The remainder of this document describes how case

studies are developed, how casebooks are produced, and what is needed to make them successful.

The Stakeholders

Several different individuals and organizations are necessary to make this project successful. These include

- the target audience who will buy the program,
- an international partner with the ROI Institute who supports the project,
- a sponsor who is willing to take a role in the financial commitment for the project,
- the issue editor who collects the case studies in the country and ensures that the content is appropriate,
- the publisher who prints the casebook,
- the distributor who takes responsibility for disseminating the casebook in the country, and
- the series editors who ensure consistency in publications and maintain standards.

Some of these roles are combined into a single stakeholder. For example, the partner and sponsor may be the same person. The publisher and distributor may be the same firm.

Target Audience

Professionals who are interested in the ROI Methodology are the target audience. For most applications and situations they will be professionals in the learning and development area, the human resources function, consulting and performance improvement process, and other related areas such as change management. Professionals are interested in accountability and more specifically how the ROI Methodology can apply in different situations. The audience does not need to have competence in the Methodology to understand the case studies nor do they have to have detailed statistical and research backgrounds. The case studies are easy to read, logically presented, and hold the interest of the reader.

Partner/Sponsor/Issue Editor

In some cases the partner in the country will serve as the sponsor and the issue editor, but they can be separate. It is preferable for the partner to take on the role of the editor. The sponsor must be willing to be involved, to promote the project, and perhaps make a financial commitment. The issue editor must be very knowledgeable with the ROI Methodology and willing to enhance these studies and select the ones that best fit the Methodology and represent the variety of studies needed for the target audience. The issue editor should have excellent editing skills and be willing to write the introductory chapter of the book underscoring the importance of ROI for that particular country and context.

Some examples may be helpful to underscore the differences in these roles. In Canada, the partner is Learning Designs Online, the sponsor is the Canadian Society for Training and Development, and the issue editor is Lynette Gillis, a principle officer in Learning Systems Online. In Holland, the partner is CINOP, the sponsor is the same, and the editor is a principle officer in that firm, Yolanda Botke. In Ireland, the partner is the Impact Measurement Centre,

the sponsor is SkillNets, an internationally funded organization that promotes training in Ireland, and the issue editor will be Gerry Doyle, director of the Impact Measurement Centre. In Puerto Rico, the partner is Casa Grande Interactive Communications, the sponsor is the Puerto Rico Chapter of ASTD, and the issue editor is Soraya Sesto, CEO of Casa Grande Interactive Communications.

Publisher/Distributor

The casebook must be printed and published in the country of origin. In some situations, an existing publisher may be involved and will include the casebook with other titles published in that country. Sometimes the partner may print the volume and be involved in the funding. The distribution has to be primarily local. Sometimes the sponsor will be the distributor as illustrated in the examples above. In some cases the distributor could be an independent book distributor who is contracted to handle the distribution. The partner, the sponsor, and the ROI Institute must select the best available distribution method for the casebook. To reach markets outside the country, the ROI Institute will arrange for the book to be available to its members. In addition other professional organizations will probably pick up the casebooks and offer them to their members or customers.

Series Editors

The series editors ensure that there is consistency across countries and enforce the standards necessary for the success of the publications. Jack and Patti Phillips will serve as series editors utilizing the experience and expertise in organizing and directing ASTD's most ambitious publishing project, a 31 book series of case studies, "In Action."

Process

Step 1: Reach an Agreement

This step involves reaching an agreement between the parties to develop a case study book in that country. This also involves reaching agreement on distribution network and financial arrangements. All parties will sign the publishing agreement.

Step 2: Select Financing Option

Several financing options are available:

- A. The partner would provide complete financing for the project and bear all of the expenses. The partner would be responsible for all publishing and printing costs as well as promotion and distribution. The partner would receive the revenues and take all the financial risks. For the right to use the Institute's name and the involvement of the institute in editorial guidance, the ROI Institute would be compensated in one of two ways: a one time payment to ROI Institute of \$2000 or a 10% royalty for each of the sales.
- B. The second financial option is a shared investment where the sponsor puts up part of the money and the ROI Institute provides the remainder. Using the same ratio as their

investment, the ROI Institute and the sponsor would split profits after all expenses are deducted.

- C. The ROI Institute would bear all of the expenses, including the cost for distribution and collection. The issue editor would receive a 10% royalty. The ROI Institute would retain the rest of the funds

Step 3: Finalize the Guidelines

Specific guidelines for the case studies are attached, but may be modified slightly for the different countries and cultures. They should be finalized as the next step.

Step 4: Notify Potential Authors

A request for case studies must be made in a variety of different channels to get the information to likely authors. This could be arranged as an email to individuals interested in ROI or practitioners certified in that country. In some cases the membership lists of a partner or sponsoring organization or a client list of the partner may be appropriate. In addition ROI Institute members in those countries would also be possibilities. International partners and the ROI Institute might post a call for case studies on their websites.

Step 5: Collect the Case Studies at a Predetermined Time

Collect the case studies at a predetermined time insuring that the individuals have followed the basic guidelines in the document.

Step 6: Edit the Case Studies Suitable for Publication

The issue editor would conduct a careful editing to ensure consistency, accuracy, flow, and presentation. The series editors, with the help of the editorial manager, will ensure that case studies are appropriate. When the language of publication is other than English, this role would be short-circuited with most of the responsibility resting upon with the partner. The third editing would be with the publisher if a publisher is involved. It is important that the material be accurate, sound, and presented in a very professional way. This may require the use of a free lance editor to ensure that these standards are met.

Step 7: Publish the book and make it available to customers.

Step 8: Promote the Book in a Variety of Channels

The book should be promoted through an assortment of channels to maximize sales. This may require some discounted pricing for certain key members or clients and other pricing for the general public.

Step 9: Distribute the Book

Ensure that the books are properly distributed in the country.

The Standards

The following standards must be adhered to in the development of the casebooks.

Appearance

It is important the appearance of the books be very similar so that each book's inclusion in the series is clearly recognizable. The books must be approximately the same size, page length, format, and type. Also, the presentations of charts, graphs, tables, and figures should be similar and following specific guidelines for references and citations.

Content Guidelines

The books must have a similar presentation in terms of topic, issues, flow, structure, and content. These are contained in the guidelines. This standard protects the integrity of the series and the use of ROI.

Pricing

Although pricing may vary slightly from country to country, all books should be in a similar price range. The books will be paperback to keep the costs low.

Promotion

These books must be promoted openly and fairly in the country where they are published. There should be no selective, restrictive distribution (e.g., just to the clients of the sponsor). The book should be used to promote the ROI Methodology throughout the country (and to others outside the country). Promotion will be allowed and even encouraged in other countries and other cultures.

Distribution

Distribution must be in the country where the book is published. Local professionals must be able to purchase the book there and have it delivered in that country at a reasonable price.

Summary

This is an ambitious but needed professional publishing project. The interest in the ROI Methodology continues to grow and this series will enable professionals in a variety of fields – in different cultures and countries – to see the ROI process at work in their particular settings. It is anticipated that this series may be ultimately promoted or sponsored by an international publishing company. Until then, we will work with the guidelines contained herein.