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How do you measure the success of your virtual learning programs now? (Select all that apply.)

- ☐ I capture the number of people involved in the program.
- ☐ I capture reaction and perception data.
- ☐ I measure what team members know to make it successful.
- ☐ I measure what team members are doing to make it successful.
- ☐ I measure the impact of the program.
- ☐ I measure the financial ROI.
- ☐ I do not measure the success of my programs.



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Objectives

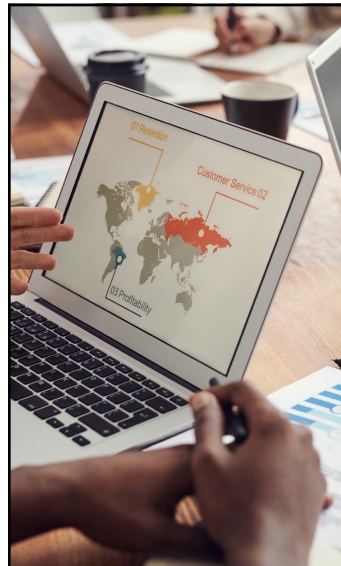
After completing this session, you will be able to:

- Identify the five levels of outcomes from virtual learning.
- Describe why virtual learning fails to deliver application and impact.
- Explain the need to deliver results, including impact and ROI, for selected virtual learning programs.
- Design virtual learning to deliver application, impact, and ROI, using design thinking principles.
- Plan next steps to ensure virtual learning delivers business value.



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Why are you pursuing impact/ROI now?

- A. Top executives are requiring impact and ROI. I must pursue this.
- B. I have pressure to justify my budget. I need to pursue this.
- C. I know I will need to demonstrate more value in the future.
- D. I want to show increased accountability for our expenditures.
- E. I want to experiment with and explore new techniques to measure program success.

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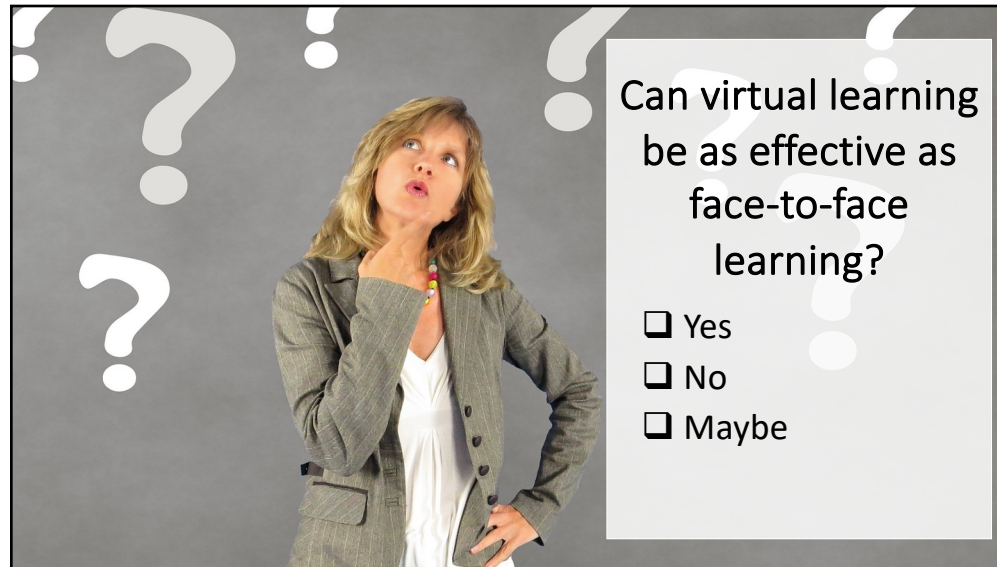
Evaluation Framework

Levels of Evaluation	Measurement Focus	Typical Measures
0. Inputs & Indicators	The input into the project in terms of scope, volume, efficiencies, costs	Participants, Hours, Costs, Timing
1. Reaction & Planned Action	Measures participant satisfaction and captures planned actions, if appropriate	Relevance, Importance, Usefulness, Appropriateness, Intent to use, Motivation to act
2. Learning & Confidence	Measures changes in knowledge, skills, and attitudes	Skills, Knowledge, Capacity, Competencies, Confidence, Contacts
3. Application & Implementation	Measures changes in behavior or actions	Extent of use, Task completion, Frequency of use, Actions completed, Success with use, Barriers to use, Enablers to use
4. Business Impact	Measures changes in business impact variables	Productivity, Revenue, Quality, Time, Efficiency, Customer Satisfaction, Employee Engagement
5. Return on Investment	Compares project benefits to the costs	Benefit-Cost Ratio (BCR), ROI%, Payback Period

Katzell developed four steps of training evaluation; Kirkpatrick wrote about four steps of training evaluation; Phillips added economic theory and operationalized the framework by adding process and standards and applying it in practice in not only learning, but the broader HR community and beyond.

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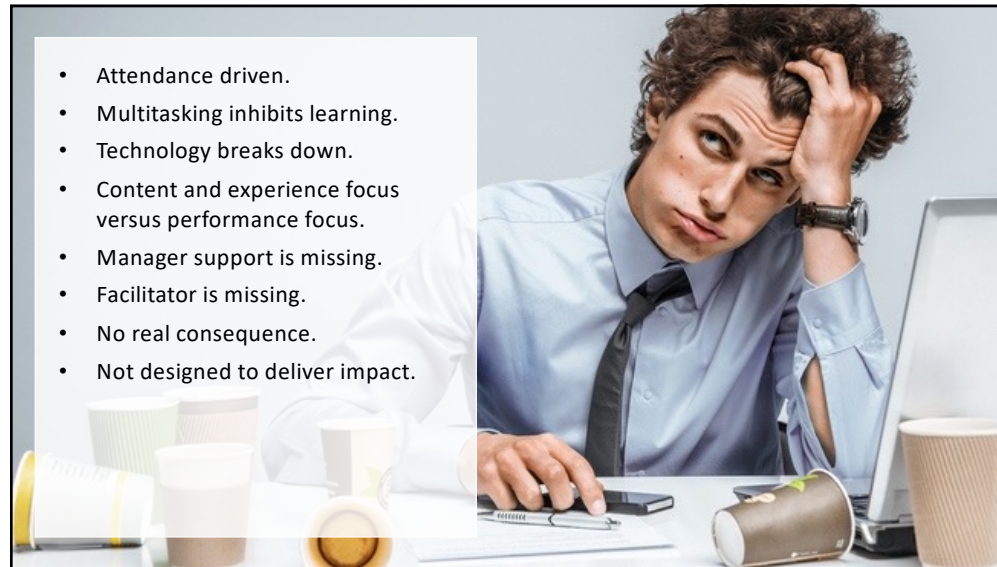
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Digital learning is the quickest growing market in the education industry, with a whopping **900%** growth since 2000.

KPMG

90% of corporations now use e-learning compared to just 4% in 1995.

KPMG, LinkedIn

Mobile learning (m-learning) is one of the fastest growing markets in e-learning, with an annual growth of **23%**.

Technavio

global corporate e-learning market size will be **\$243 billion** by 2026. With an annual growth rate of 2020 to 2026, the corporate market will be one of the biggest drivers of the e-learning industry.

Buss Wire

learning industry is projected to surpass **\$243 billion**.

world's largest airliner manufacturer as of 2019, employs over 35 countries. Through establishing an e-learning program, Airbus managed to cut down on **100,000 dollars** in additional to cost savings, the change had a positive impact on employee engagement and satisfaction levels.

Business Weekly

Yet, it's here to stay.

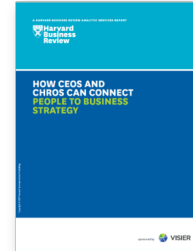
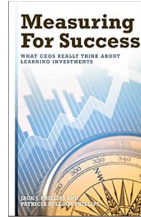
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Senior leaders want impact and ROI.

Sixty-seven percent of CEOs say they get at least a basic set of human capital metrics—but **only 24% of survey respondents** said HR also provides analytics that connect their people metrics to business metrics.

Really, the question isn't about relevance of the (HR) function or a 'seat at the table;' rather, it is **what impact has HR made on the business.**

Seventy-four percent of CEOs report that they want ROI, but only 4% get it. Ninety-six percent of CEOs want impact; only 8% receive it now.
Business impact data and ROI are the most important metrics in their decision making about the learning investment.



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How do we design virtual learning to deliver application, impact, and ROI?

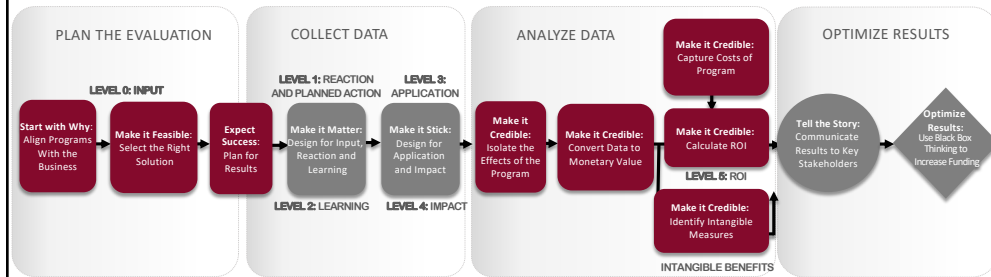


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The ROI Methodology Process Model

Designing for the Delivery of Business Results



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What is ROI?

$$\text{BCR} = \frac{\text{Project benefits}}{\text{Project costs}}$$

$$\text{ROI} = \frac{\text{Project benefits} - \text{Project costs}}{\text{Project costs}} \times 100$$



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Benefit-Cost Ratio and Return on Investment Calculations

$$\text{BCR} = \frac{\$71,760}{\$32,984}$$

$$\text{ROI} = \frac{\$71,760 - \$32,984}{\$32,984} \times 100$$



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*Benchmarking Percentages

Level	Recommended % of Programs	**Benchmarking %
0 Input	100%	100%
1 Reaction	100%	80%
2 Learning	80-90%	70%
3 Application	30%	49%
4 Impact	10%	37%
5 ROI	5%	18%

*Percentage of programs evaluated at each level per year

**Benchmarking 2020



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Characteristics of Investments Suitable for Impact & ROI

Linkage of project to operational goals and issues

Importance of project to strategic objectives

Top executive interest in the evaluation

Cost of the project

Visibility of the project

Size of target audience

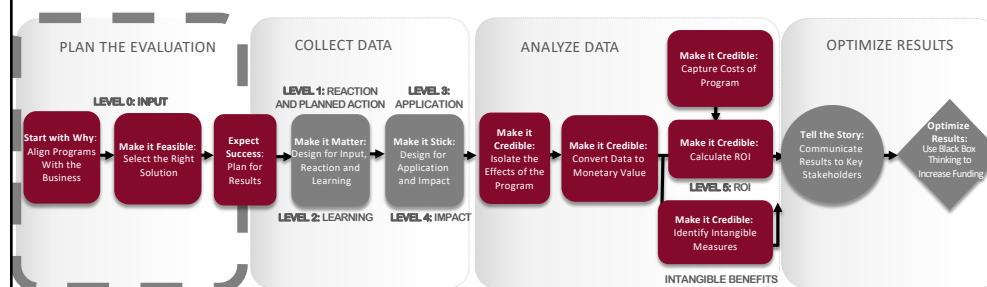
Investment of time required

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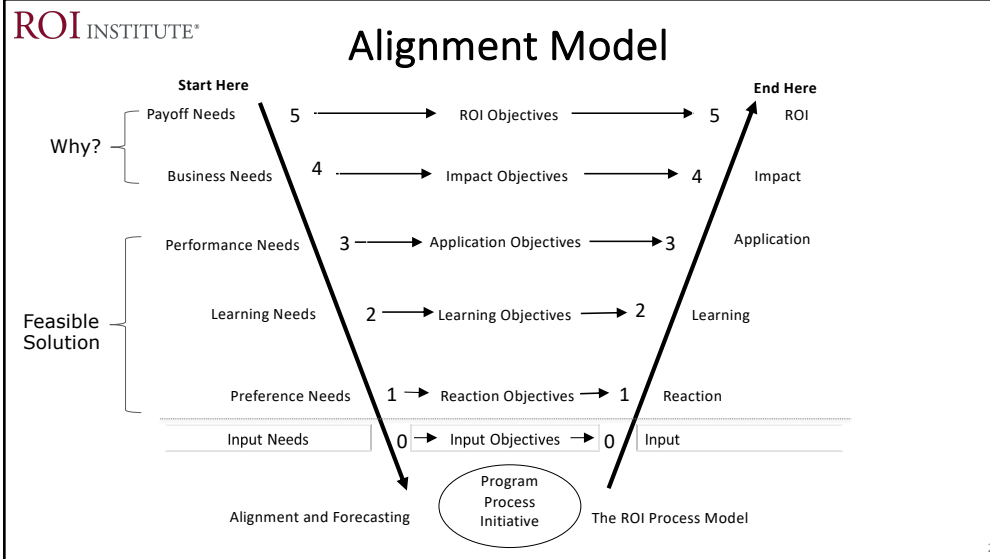
Guiding Principles

1. When conducting a higher-level evaluation, collect data at lower levels.
2. When planning a higher-level evaluation, the previous level of evaluation is not required to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, select the most conservative alternative for calculations.
5. Use at least one method to isolate the effects of a project.
6. If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.
7. Adjust estimates of improvement for potential errors of estimation.
8. Avoid use of extreme data items and unsupported claims when calculating ROI.
9. Use only the first year of annual benefits in ROI analysis of short-term solutions.
10. Fully load all costs of a solution, project, or program when analyzing ROI.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. Communicate the results of ROI Methodology to all key stakeholders.



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How often do you align your programs to the business?

- A. 0% Never
- B. 1-10% Rarely
- C. 11-30% Sometimes
- D. 31-50% Frequently
- E. 51-70% Often
- F. 71-99% Almost Always
- G. 100% Always

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Developing Objectives for Each Level

Levels	Focus
Level 1, Reaction	Defines specific measures of expected reaction to the program as it is revealed and communicated to the stakeholders
Level 2, Learning	Defines specific measures of improvement in knowledge, information, contacts, and skills as the participants and other stakeholders learn how to make the program successful
Level 3, Application	Defines specific measures of actions taken that define success with application and implementation of program
Level 4, Impact	Defines the specific impact measures that will change or improve as a consequence of the program's implementation
Level 5, ROI	Defines the minimum return on investment from the program, comparing program costs with monetary benefits from the program

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Matching Evaluation Levels with Objectives

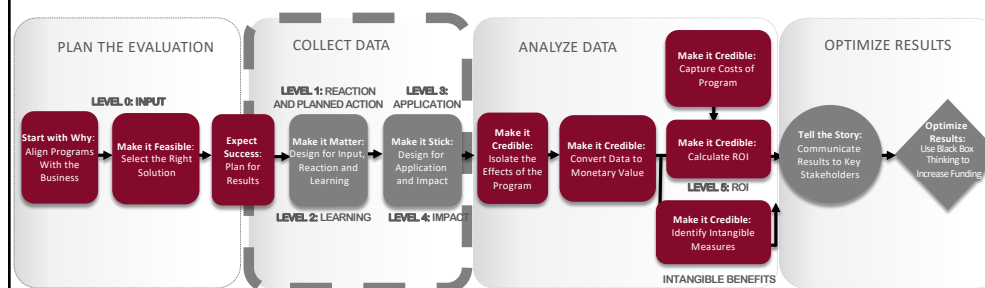
The specific objectives of a virtual leadership program are as follows. After attending this program, participants should:	Evaluation Level
Commit to make program successful.	
Be able to identify and discuss various leadership models and theories.	
Be able to select the appropriate leadership style for a particular situation.	
Serve as a positive role model for appropriate leadership behavior.	
Apply 8 out of 10 specific leadership skills every week.	
Reduce turnover from an average annual rate of 25% to an industry average of 18% in one year.	
Reduce absenteeism from a weekly average of 5% to 3% in six months	
Improve quality 15% in six months.	
Increase productivity 12% in six months.	
Deliver at least 20% return on the investment.	
1 = Reaction 2 = Learning 3 = Application 4 = Impact 5 = ROI	

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Key Actions to Design for Additional Impact—How many have you used? (Select all that apply.)

- ☐ Manager creates expectation before program.
- ☐ Manager discusses success after the program.
- ☐ Develop application and impact objectives.
- ☐ Teach to application and impact.
- ☐ Use automated reminders for application and impact.
- ☐ Organize group coaching session after the program.

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Design for Application and Impact

Timeframe

	Before	During	After
Manager			
Participant			
Facilitator/ Organizer			

*Replace role players with whomever is most influential for your program.

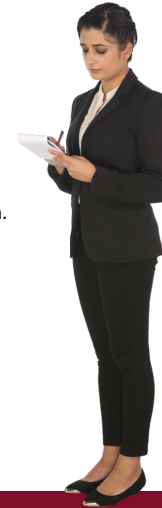
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Key Actions BEFORE the Program



- Develop application objectives for participants.
- Have participants develop customized impact objectives.
- Use performance contracts for application and impact.
- Create an application guide to enable and support the application.
- Create a job aid to use in the application.
- Have manager create expectations before the program.



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Key Actions DURING the Program



- Use action plans to detail application steps.
- Have action plans presented to the group to increase commitment.
- Teach to application and impact.
- Review Level 3 and Level 4 follow-up questionnaire in the last learning module.



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Key Technology-Enabled Actions



- Create coaching videos to use at appropriate times.
- Use apps to encourage and enable the use of content.
- Use social media groups to network for encouragement, support, and enablement.
- Post-recorded content reviews.
- Use automated reminders for application and impact.



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Actions AFTER the Program

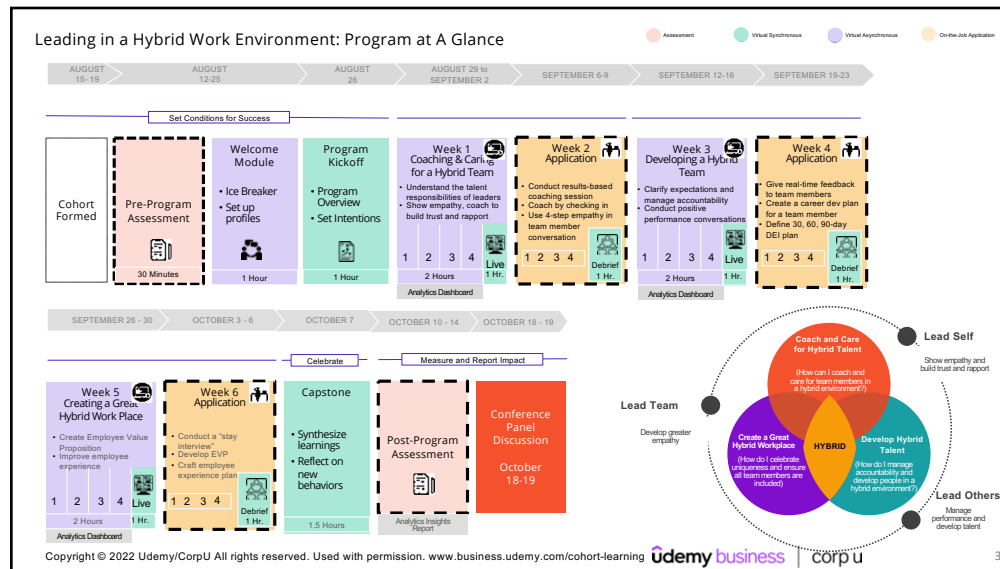


- Organize a group coaching session after the program.
- Collect action plans in a follow-up period.
- Organize follow-up sessions to share results.
- Use an on-the-job trainer to support the application.
- Provide encouragement from the manager after the program.
- Host a lessons-learned meeting after participants have used the content.
- Share successes with other participants.



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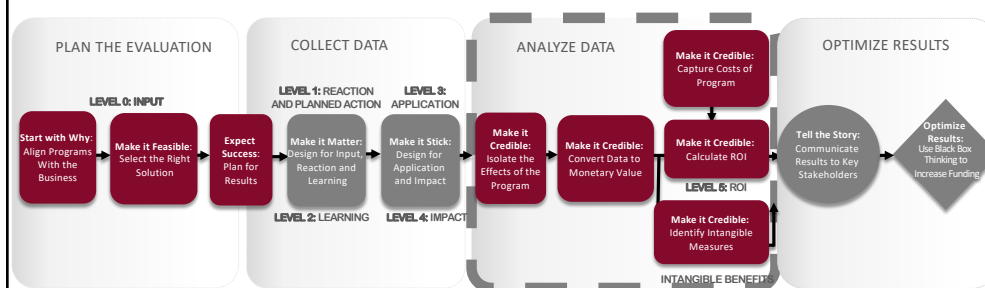
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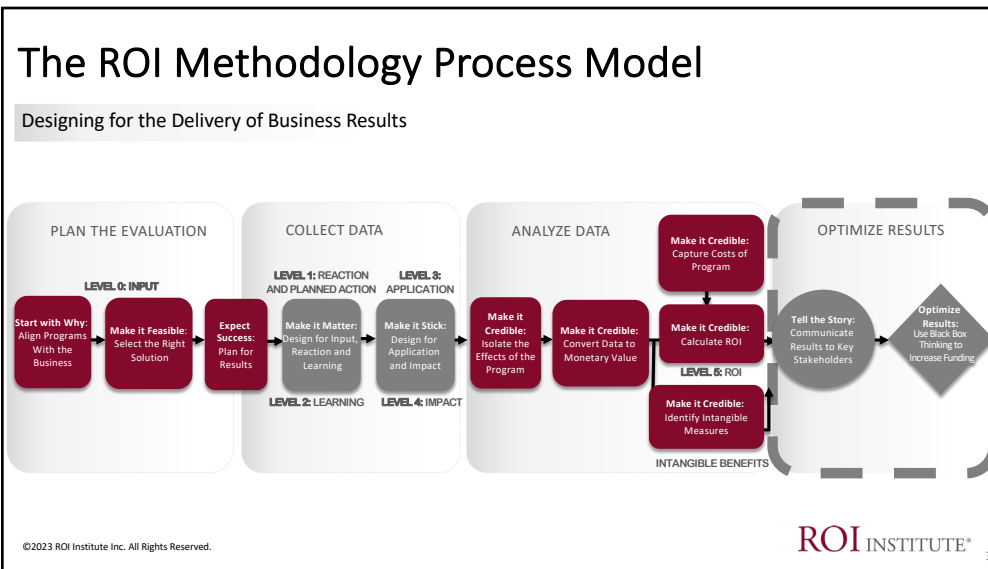
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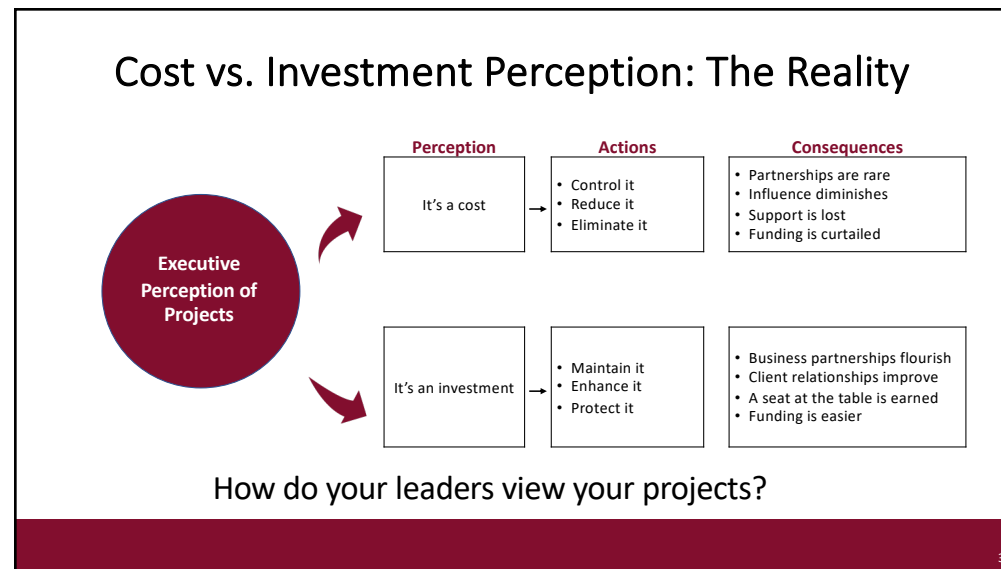


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Transoft: Start with Why	
Payoff Opportunity	- Potential increase in revenue from ProfitPro \$1,000 to \$3,000 per upgrade for 12,000+ users - Maintain competitive advantage
Business Needs	Upgrade sales to existing customers
Performance Needs	- Demonstrate new features - Describe business case for upgrading - Demonstrate how upgrades will lead to greater profitability - Implementation and support
Learning Needs	- Rationale for upgrade - Key features - Upgrade contribution to client profitability
Preference Needs	- Flexible solution - Accessible to 200 sales reps across US - Avoid cost of travel and time off job

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Virtual Learning Solution

- Five modules
- Target first 25 Sales Representatives taking the program
- Content was relevant
- Five quiz questions per module
- Immediate use of skills expected
- Routine use of each major skill within one month
- Sales should occur within three weeks
- Associates should reach \$10,000 in sales per month
- Objectives set for all five levels
- Target ROI: 20%

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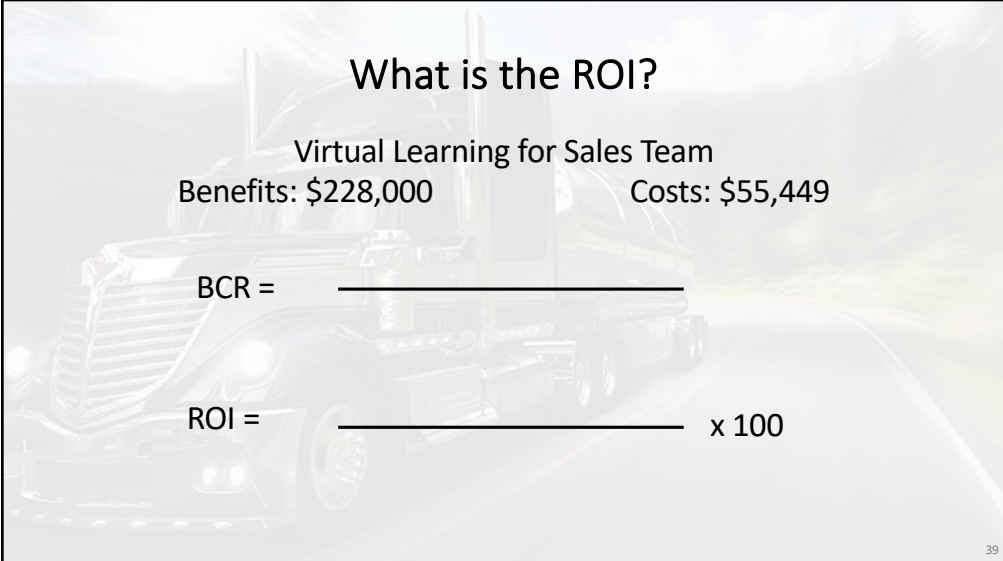
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Time to test
your
knowledge!



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What is the ROI?

Virtual Learning for Sales Team

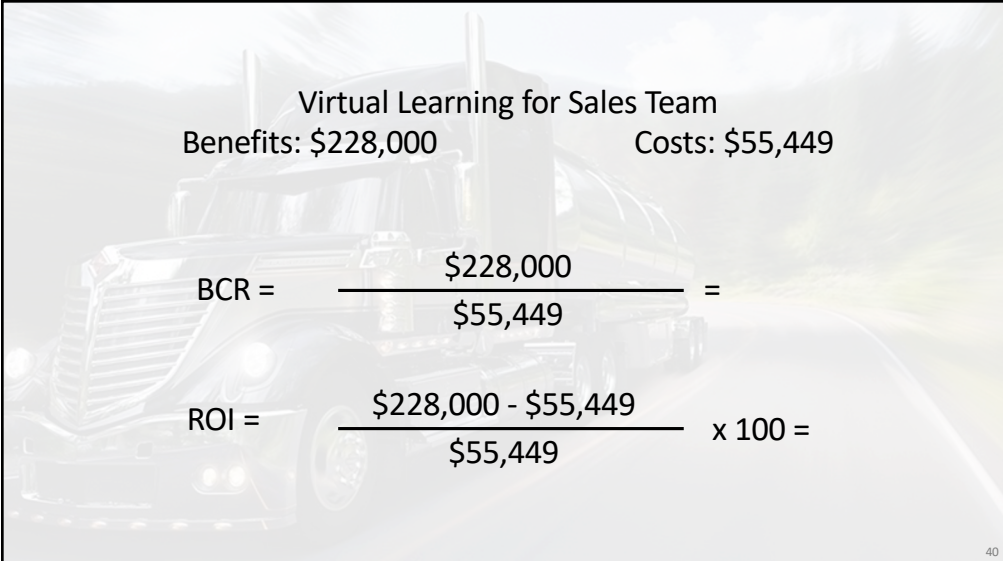
Benefits: \$228,000 Costs: \$55,449

BCR = _____

ROI = _____ x 100

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Virtual Learning for Sales Team

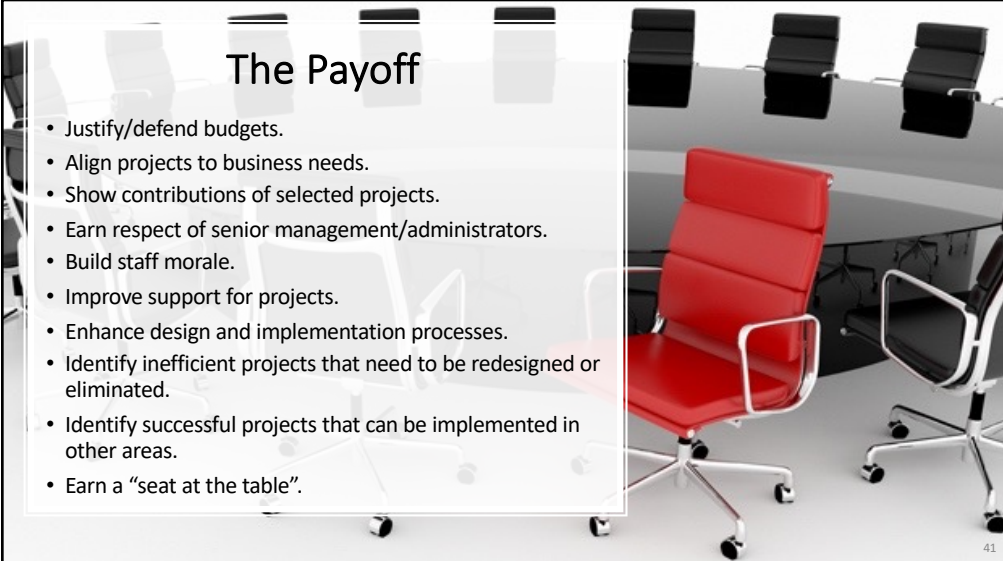
Benefits: \$228,000 Costs: \$55,449

BCR = $\frac{\$228,000}{\$55,449}$ =

ROI = $\frac{\$228,000 - \$55,449}{\$55,449}$ x 100 =

40

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The Payoff

- Justify/defend budgets.
- Align projects to business needs.
- Show contributions of selected projects.
- Earn respect of senior management/administrators.
- Build staff morale.
- Improve support for projects.
- Enhance design and implementation processes.
- Identify inefficient projects that need to be redesigned or eliminated.
- Identify successful projects that can be implemented in other areas.
- Earn a “seat at the table”.

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Be Proactive

Remember, when it comes to delivering results:

- Hope is not a strategy.
- Luck is not a factor.
- Doing nothing is not an option.

Change is inevitable.
Progress is optional.

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SCAN ME



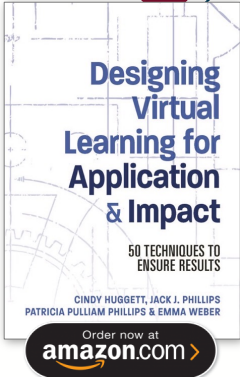
Scan the QR code to [access resources](#) from today's session.

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Virtual learning is here to stay—and it must add value to an organization, otherwise it's a waste of time and resources.

Get serious about delivering business impact with your virtual learning programs. [This book](#) will show you how.



Designing Virtual Learning for Application & Impact

50 TECHNIQUES TO ENSURE RESULTS

CINDY HUGGETT, JACK J. PHILLIPS
PATRICIA PULLIAM PHILLIPS & EMMA WEBER

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And the Winners are....

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- Advance your professional skills and improve organization outcomes.

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SCAN ME



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ROI Learning Center

Hosted by Training Magazine Network
Created by ROI Institute, Inc.

Four realities occur in today's learning and development environment, globally.

1. Most top executives want learning and development to be aligned with the business.
2. The concept of ROI is familiar to most people.
3. Connecting learning and development to the business is not that difficult.
4. Thousands of L&D professionals are routinely doing this.

The ROI Learning Center provides tools, templates, and case studies to help prepare you for success in today's environment. Our goal is to take the mystery out of the ROI process.

Start at Level 1 and explore each level at your own pace. Each of the five levels will bring you closer to calculating the ROI of your program or project. There is also a calculator to help you calculate ROI when you have the appropriate data.

<https://www.trainingmagnetwork.com/roilearningcenter>



Level 1 Reaction

Level 2 Learning

Level 3 Application

Level 4 Impact

Level 5 ROI

ROI Calculator



Patti Phillips, Ph.D.
CEO,
ROI Institute

Jack Phillips, Ph.D.
Chairman,
ROI Institute

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Questions?

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Jack@roiinstitute.net

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Patti P. Phillips, Ph.D., and Jack J. Phillips, Ph.D.
Co-Founders, ROI Institute, Inc.

Value Creation

- We are accountability, evaluation, and measurement thought leaders.
- We work across industries and sectors to help all professionals achieve success.

ROI Methodology

- We developed the ROI Methodology as a comprehensive system to measure the success of any type of endeavor.
- The methodology is the most used evaluation system in the world because it's a credible, CEO-friendly, and is a user-centered process.

Training Excellence

- We have trained more than 50,000 managers and professionals.
- Almost 20,000 individuals have participated in ROI Certification.

Awards & Recognition

- Top 50 Coaches in the World
- 2022 ATD Thought Leader Award Recipients