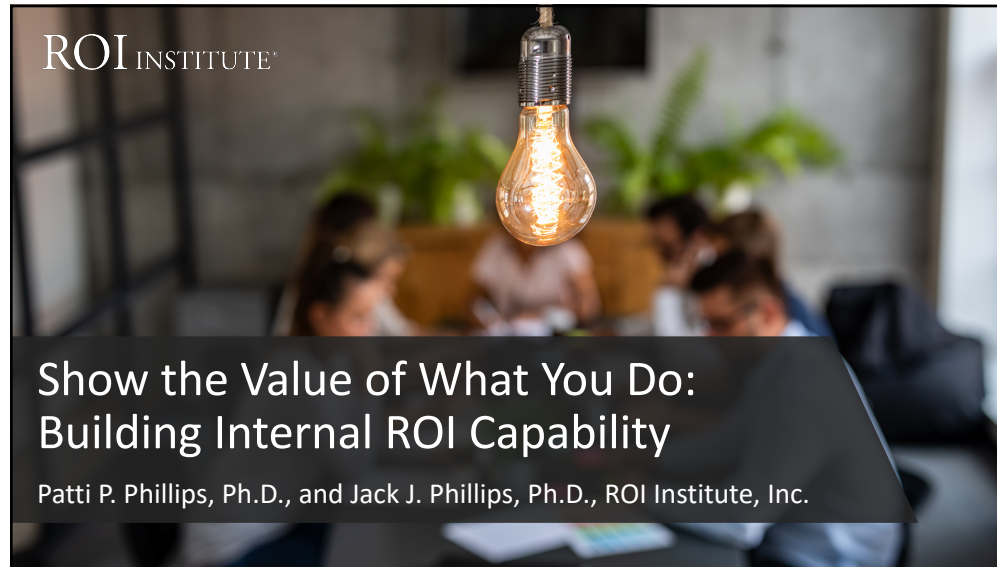




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Objectives

After attending this session, participants should be able to:

- Identify the five levels of outcomes that any project or program will deliver.
- Identify the principal benefits of using the ROI Methodology.
- Identify the best strategy for building ROI capability in your organization.



3

Resources



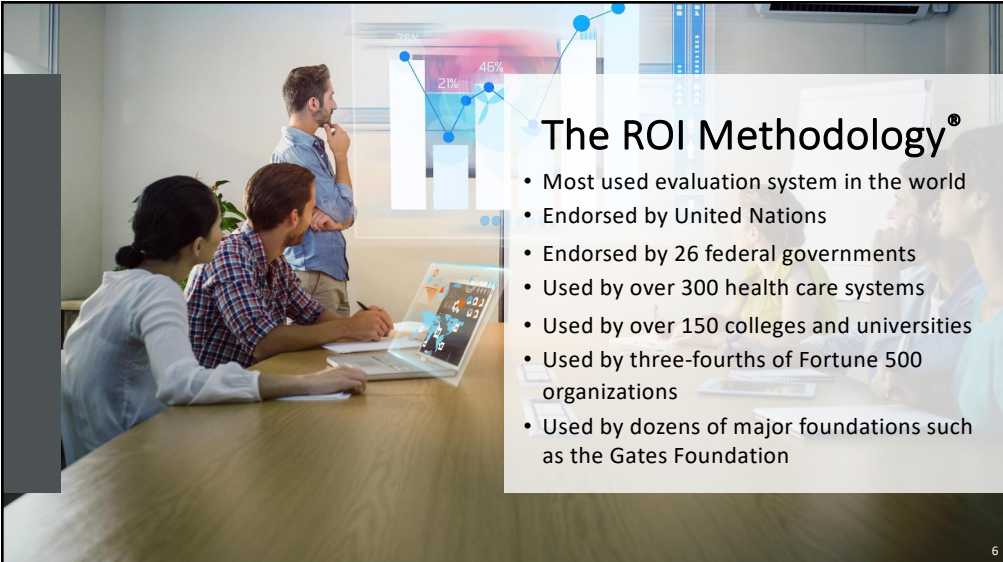
4

Why are you interested in ROI? (Select all that apply.)

- ☐ Top executives require impact and ROI. I must pursue this.
- ☐ I have pressure to justify my budget. I need to pursue this.
- ☐ I know I will need to demonstrate more value in the future.
- ☐ I want to show increased accountability for our expenditures.
- ☐ I want to explore new techniques to measure program success.

5

5



The ROI Methodology®

- Most used evaluation system in the world
- Endorsed by United Nations
- Endorsed by 26 federal governments
- Used by over 300 health care systems
- Used by over 150 colleges and universities
- Used by three-fourths of Fortune 500 organizations
- Used by dozens of major foundations such as the Gates Foundation

6

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ROI Implementation

- ROI is implemented in more than 70 countries.
- Over 30,000 professionals have participated in two-day ROI skill building workshops.
- More than 18,000 participants have participated in ROI Certification.
- More than 7,000 CRP designations awarded.
- Over 75 books published; books translated into 38 languages.

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More than 75 Books Support the ROI Methodology



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- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management/Transfer
- Recognition/Incentives/Engagement
- Work Arrangement/Systems
- Change Management/Culture
- Talent Management/Retention
- Policies/Procedures/Processes
- Technology/Systems/IT
- Meetings/Events/Conferences
- Marketing/Advertisement/Promotion
- Organization Development/Consulting
- Project Management Solutions
- Quality/Six Sigma/Lean Engineering
- Communications/Public Relations
- Public Policy/Social Programs
- Creativity/Innovation
- Ethics/Integrity
- Safety/Health/Fitness Programs
- Environment/Sustainability
- Healthcare Initiatives
- Schools/Colleges/Universities
- Public Sector/Nonprofits
- Faith-Based Programs
- Compliance/Risk Management

ROI is Appropriate For Many Fields

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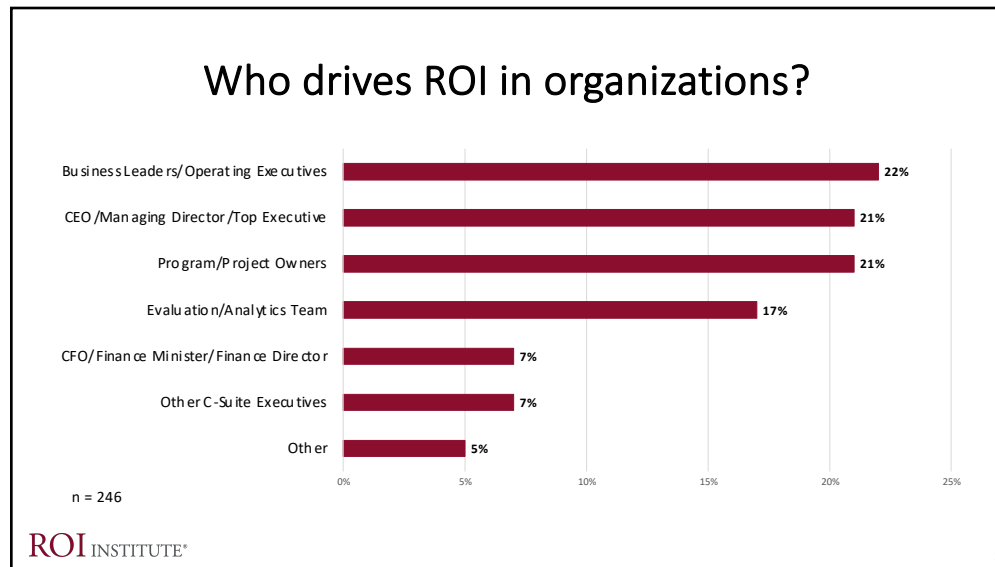
Demonstration of Value

ROI Institute and ATD research show that the data CEOs receive are not demonstrating what they want out of their talent investment. (N=96)

Measures	Currently Measure	Should Measure	Importance
Inputs and Indicators	94%	86%	6
Efficiency	78%	82%	7
Reaction	53%	22%	8
Learning	32%	28%	5
Application	11%	61%	4
Impact	8%	96%	1
ROI	4%	74%	2
Awards	40%	44%	3

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What is your experience with ROI?

- A. No experience with it.
- B. It's been suggested, but no action has been taken.
- C. I have attempted it.
- D. I have conducted an ROI study.
- E. I wish ROI would go away.

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ROI Methodology Levels of Evaluation

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 take action
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

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What is ROI?

$$\text{BCR} = \frac{\text{Program Benefits}}{\text{Program Costs}}$$

$$\text{ROI} = \frac{\text{Benefits} - \text{Costs}}{\text{Costs}} \times 100$$



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What is ROI?

$$\text{BCR} = \frac{\$750,000}{\$425,000}$$

$$\text{ROI} = \frac{\$750,000 - \$425,000}{\$425,000} \times 100$$

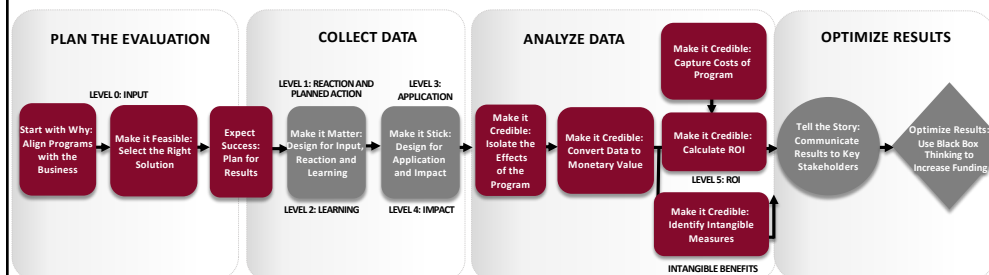


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The ROI Methodology® Process Model

Designing for the Delivery of Business Results



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**Measurement
Targets**

How are users evaluating?

Level	Recommended % of Programs	**Benchmarking %
0 Input	100%	100%
1 Reaction	90-100%	80%
2 Learning	60-90%	70%
3 Application	30-40%	49%
4 Impact	10-20%	37%
5 ROI	5-10%	18%

*Percentage of programs evaluated at each level each year
**Benchmarking 2020

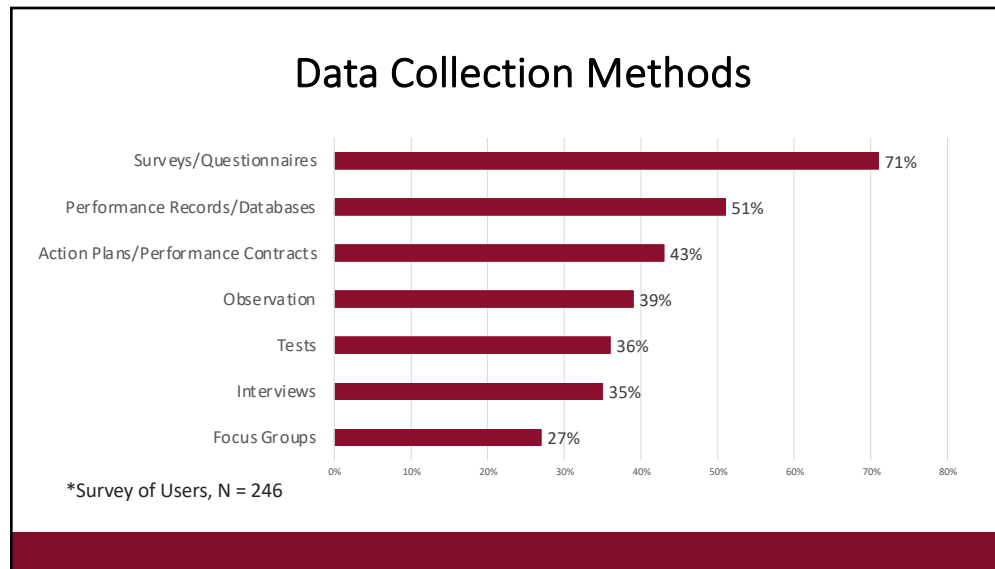
What is your status?

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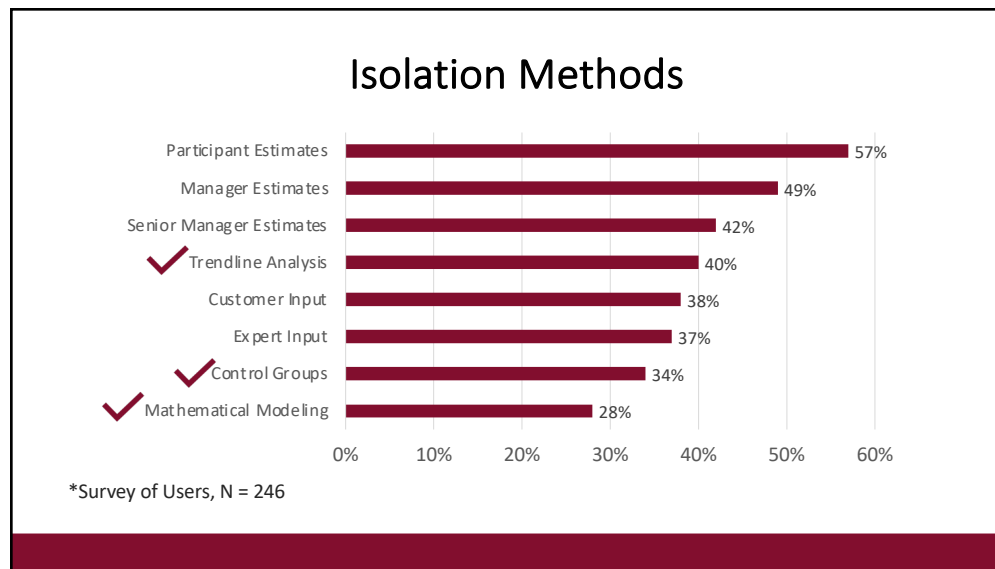
Characteristics of Programs Suitable for Impact and ROI

- Cost of the program
- Linkage of program to operational goals and issues
- Importance of program to strategic objectives
- Top executive interest in the evaluation
- Visibility of the program
- Size of target audience
- Investment of time required

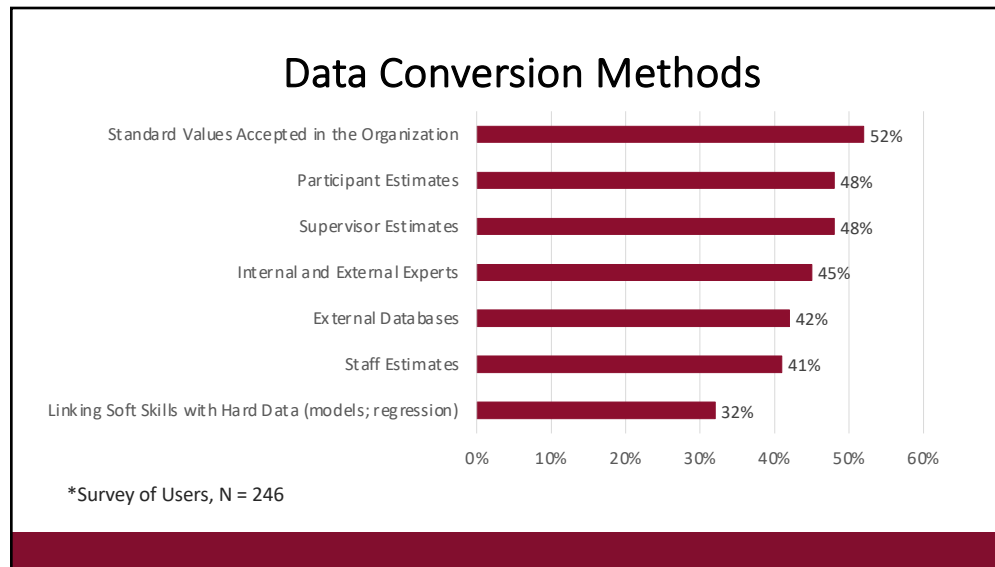
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- ### Guiding Principles
1. When conducting a higher-level evaluation, collect data at lower levels.
 2. When planning a higher-level evaluation, the previous level of evaluation is not required to be comprehensive.
 3. When collecting and analyzing 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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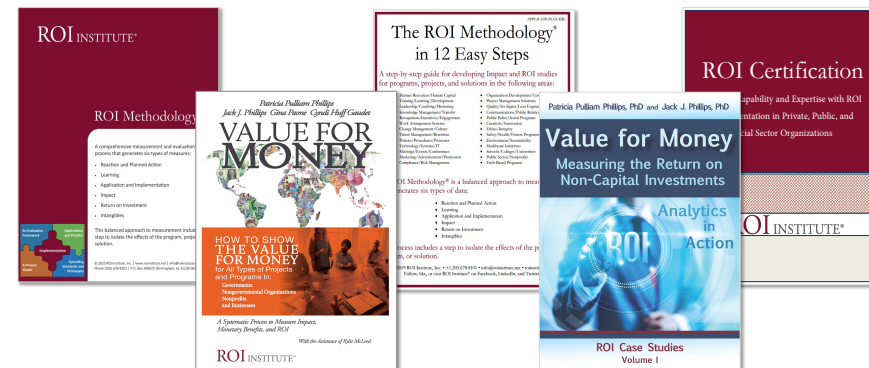
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ROI Certification Components

Pework	Identify a project or program for ROI evaluation. Prepare for the basics.
Comprehensive Learning Program	Engage in content-rich, interactive sessions that focus on your evaluation project.
Materials	Utilize a 300-page action-oriented workbook, several reference books, and job aids.
Virtual Assistance through Weekly Live Group Coaching	Seek help with your ROI evaluation, identifying barriers and enablers to success.
ROI Academy Library	Access dozens of tools, templates, and job aids in members-only portal.
Right to Use Materials	Receive reproducible ROI materials to use internally with clients and colleagues.
Certified ROI Professional (CRP)	After study is approved, join more than 6,000 others who hold this unique credential.

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ROI Certification Materials

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How do you report and submit your evaluation study?

It ranges from a presentation in group coaching to a detailed report.

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Benefits of an Internal Approach

- Focus on your issues
- More efficient
- More cost effective
- More success (higher CRP rate)
- Networking: internal ROI network
- Faster implementation
- Build a culture of accountability

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Ways to Build Capability through ROI Certification

- On Demand
- Live Virtual
- In Person (Open Enrollment)
- In Person (Internal)
- Blended (Internal)

← Most Effective

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Key Challenges in Developing Capability

- You don't want to be a lonely voice in the woods.
- You can't measure your way to success.
- You need to design for impact.
- It takes a village.
- Delivering results is a team sport.

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Show the Value of What You Do

- 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.
- Improve projects with process improvement.
- Identify inefficient projects that need to be redesigned or eliminated.
- Identify successful projects that can be implemented in other areas.

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What are your concerns about the ROI Methodology? (Select all that apply.)

- ☐ No concerns.
- ☐ It's too complicated.
- ☐ It takes too long.
- ☐ It's too expensive.
- ☐ No one is asking for this.

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SCAN ME



Scan the QR code to access resources from today's session.

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ROI INSTITUTE®

Need an ROI study on an important program or project?

ROI Certification is the Solution!

By attending ROI Certification, participants will:

- Build serious measurement and evaluation capability.
- Participate in live weekly coaching with ROI Institute leaders.
- Complete an ROI evaluation study on an important program.
- Earn the Certified ROI Professional® (CRP) designation.
- Join a Network of more than 6,000 ROI professionals.




Webinar attendees receive 10% off registration fee.
Use code ROI10 at checkout.

Visit <https://www.roiinstituteacademy.com/ROI-Certification-Options> for details.
To discuss internal options contact andy@roiinstitute.net.



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ROI Boot Camp
 September 27, 2023, and November 8, 2023
 9:00 am - 3:00 pm CST
 Also available On-Demand

During ROI Boot Camp, participants will learn about:

- The benefits and barriers of using ROI
- The five levels of evaluation
- The 12 steps in the ROI Methodology
- The 12 guiding principles
- Collecting data at multiple levels
- Isolating the effects of your programs
- Converting data to money
- Calculating ROI

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 ONLINE ACADEMY

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