



*All Roads Lead to ROI*

# ROI Certification

*Making Human Capital Analytics Work*

A proven process to develop the capability necessary to measure the Impact and ROI for any project or program.

**ROI** INSTITUTE™

*\*This document is available in e-copy for distribution to others.*



## Why Measure Impact and ROI?

*In recent years, we have witnessed change in organizational accountability, especially toward investment in people, programs, and projects.* Project sponsors have always been concerned about the value of their initiatives. Today, this concern translates into financial impact—the actual monetary contribution from a project or program. Although monetary value is a critical concern, it is the comparison of this value with the project costs that captures stakeholders' attention—and translates to ROI.

“Show me the money” is the familiar response from individuals asked to invest (or continue to invest) in major projects and programs. At times, this response is appropriate. At other times, it is misguided; measures not subject to monetary conversion are also important, if not critical, to most projects. A balanced profile of success is needed. This profile should include qualitative and quantitative data as well as financial and non-financial outcomes.

Excluding the monetary component from a

success profile is unacceptable in this age of the “show me” generation. The monetary value is sometimes required before a project is approved. Sometimes, it is needed as the project is being implemented. Other times, it is needed after project implementation.

This issue is compounded by concern that most projects today fail to live up to expectations. A systematic process is needed that can identify barriers to, and enablers of, success and can drive organizational improvements.

The challenge lies in doing it—developing the measures of value, including monetary value, when they are needed and presenting them in a way so that stakeholders can use them:

- Before the project is implemented.
- During implementation, so that maximum value can be attained.
- During post-analysis, to assess the delivered value against the anticipated value.

The ROI Methodology™ is a process that addresses all three scenarios.

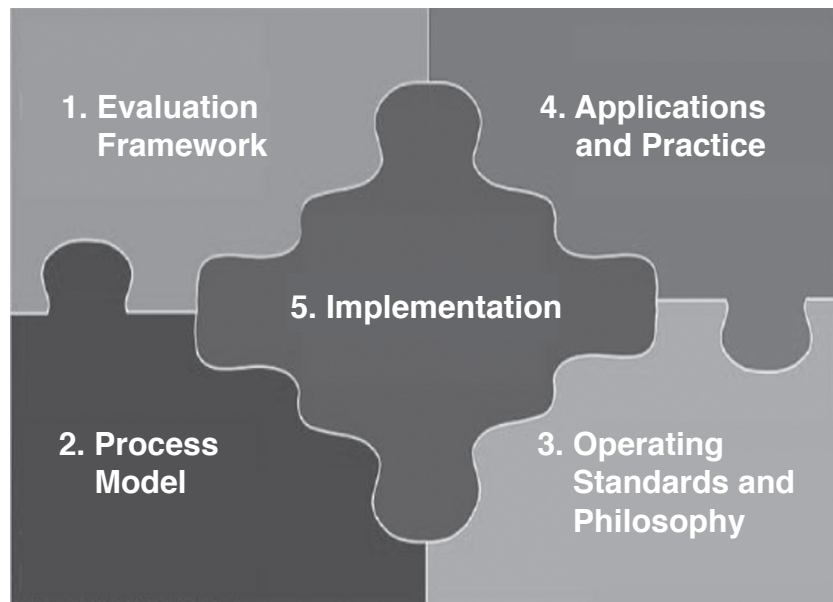
### When it comes to showing the value of your project or program:

Hope is  
not a  
strategy

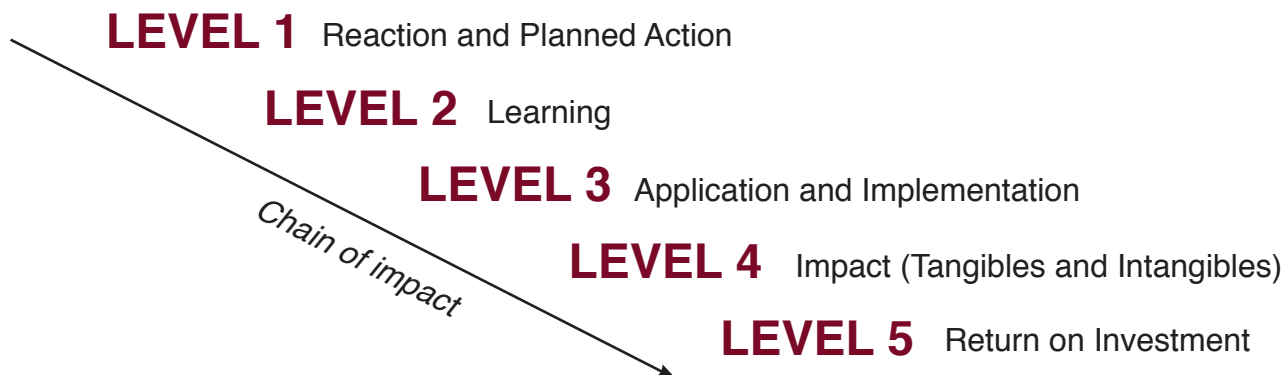
Luck is  
not a  
factor

Doing  
nothing is  
not an  
option

There are five elements to this comprehensive evaluation system.



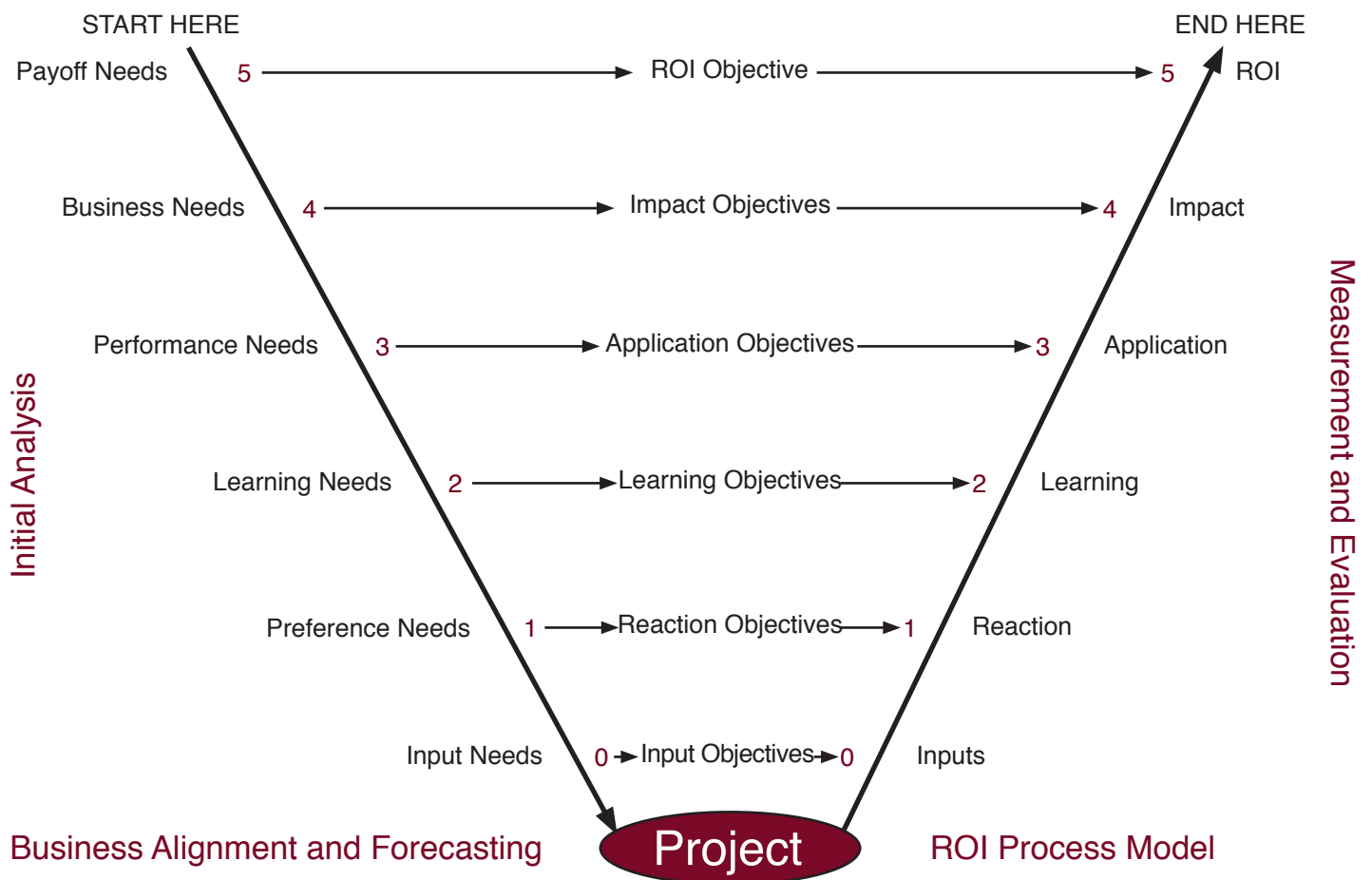
The ROI Methodology is a balanced approach to measurement that captures five levels of outcome data:



The process always includes a technique to isolate the effects of the project from other influences.

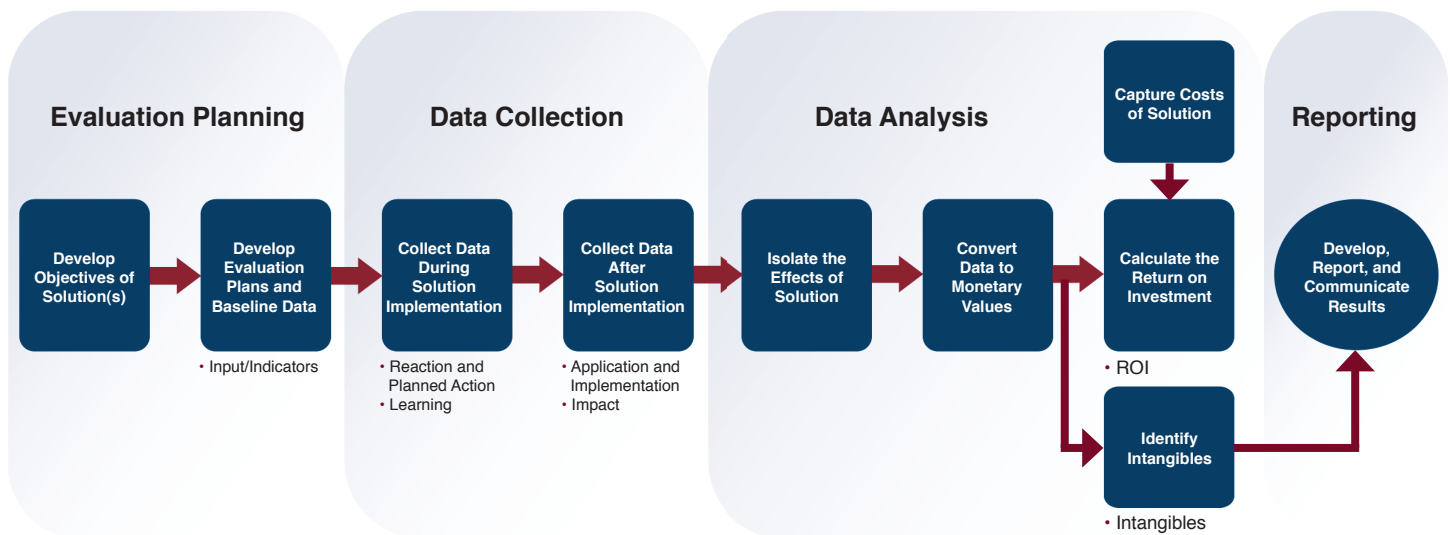
# 1. Evaluation Framework

The V-Model provides alignment, connecting needs assessment with evaluation using five levels of data.



## 2. A Process Model

The 10 steps in the ROI Methodology are logical and systematic, often labeled the enhanced logical framework.



### Addressing the Five Types of Analytics Projects

1. Converting Data to Money
2. Showing Relationships and Causation
3. Applying Predictive Models
4. Conducting Impact and ROI Analysis
5. Forecasting ROI



### 3. Operating Standards and Philosophy

To ensure consistency and replication of impact studies, operating standards, labeled guiding principles, are and applied as the process model is used to develop ROI studies.

The guiding principles serve not only to consistently address each step, but also to provide a much needed conservative approach to the analysis. A conservative approach may lower the actual ROI calculation, but it will build credibility with the target audience, including the CFO.

Each standard is approved by over 75% of users before it becomes an official guiding principle.

1. When a higher level evaluation is conducted, data must be collected at lower levels.
2. When an evaluation is planned for a higher level, the previous level of evaluation does not have to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, choose the most conservative alternative for calculations.
5. At least one method must be used to isolate the effects of the solution.
6. If no improvement data are available for a population or from a specific source, it is assumed that no improvement has occurred.
7. Estimates of improvements should be adjusted for the potential error of the estimate.
8. Extreme data items and unsupported claims should not be used in ROI calculations.
9. Only the first year of benefits (annual) should be used in the ROI analysis of short-term solutions.
10. Costs of the solution should be fully loaded for ROI analysis.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. The results from the ROI Methodology must be communicated to all key stakeholders.

## 4. Applications and Practice

This is the most used and implemented evaluation system in the world.



The step-by-step process for developing Impact and ROI studies for programs, projects, and solutions is being used in the following areas:

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

Over **400** case studies have been published.



## 5. Implementation

To implement the ROI Methodology and sustain its use for years requires several steps:

- Set specific goals and targets for implementation
- Determine specific roles and responsibilities for analytics, measurement, and evaluation
- Conduct meetings and formal sessions to develop awareness and capability
- Establish an internal ROI/analytics network for sharing information (if feasible)
- Conduct ROI studies routinely
- Use tools and templates to make the process easier and more efficient
- Report progress and adjust tactics
- Improve management commitment and support for the ROI Methodology
- Consider measuring the ROI on the ROI implementation

Designed for these important groups:

1

Team members who evaluate projects need a simple, user-friendly process.

2

Senior managers, sponsors, and clients who fund, initiate, and support projects need a credible outcome based on a conservative process.

3

Researchers, professors, and critics who must support the analysis need a proven process that is logical, reliable, and valid.









## Do the Math

What percent of your programs are evaluated at each level?

All programs are not evaluated to every level. How does your evaluation compare to the recommended use?

Chain of Impact

Level	Measurement Category	Current Status*	Recommended (Percent of programs evaluated at this level)	Comments About Status
	<b>Inputs</b> Measures inputs including number of programs, participants, audience, costs, and efficiencies		100%	This is being accomplished now
	<b>Reaction</b> Measures reaction to, and satisfaction with, the experience, ambiance, content, and value of the program		90-100%	Need more focus on content and perceived value
	<b>Learning</b> Measures what participants learned in the project — information, knowledge, skills, and contacts (takeaways from the program)		60-80%	Must use simple learning measures
	<b>Application and Implementation</b> Measures progress after the program— the use of information, knowledge, skills, and contacts		30%	Need more follow-up
	<b>Impact</b> Measures changes in business impact variables such as output, quality, time, and cost linked to the program		10-20%	This is the connection to business impact
	<b>ROI</b> Compares the monetary benefits of the business impact measures to the costs of the program		5-10%	The ultimate evaluation

\*Percent of programs evaluated at each level. Add your numbers, current status, and goals in each box.



## How does your current system stack up?

Compare your present system on eight dimensions.

Topic	Problem or Issue	What is Needed	ROI Methodology	Your System
Focus of use	Audit focus; punitive slant; surprise nature	Process improvement focus	Process improvement is the number one issue	
Standards	Few, if any, standards exist	Standards needed for consistency and credibility	Twelve standards accepted by users	
Types of data	Only one or two types	Need a balanced set of data	Six types of data representing quantitative, qualitative, financial, and non-financial data	
Dynamic adjustments	Not dynamic; does not allow for adjustments early in the program cycle	A dynamic process with adjustments made early and often	Adjusts for improvement at four levels at different time frames	
Connectivity	Not respectful of the chain of impact that must exist to achieve a positive impact	Data collected at each level of the chain to validate the chain	Every level has data collection and a method to isolate the program's contribution on level 3 or 4	
Approach	Activity based	Results based	Uses twelve steps for results-based approach	
Conservative nature	Analysis not very conservative	A conservative approach is needed for buy in	Very conservative: CFO and CEO friendly	
Simplicity	Not user friendly; too complex	User friendly, simple steps	Ten logical steps, an enhanced logic model	



## Certification Components

### Prework

Identify a project for ROI evaluation  
Prepare for the basics

### Workshop

Five days of content rich, interactive sessions  
The focus is on your project evaluation

### Workbook and Materials

A valuable 300-page action oriented workbook  
Several books to use as reference

### Virtual Assistance

One-on-one help with your ROI evaluation  
Review and approval of your ROI study

### Right to Use Materials at Work

You have the right to reproduce our materials and use internally with  
your clients and colleagues

## Certified ROI Professional (CRP) Designation

A unique sought-after credential

## Books to Suit Every Need

Over 50 publications to support the ROI Methodology.





# OBJECTIVES

## Certification Objectives

### Reaction

Provide participants knowledge and skills that are:

- Relevant to their job
- Important to their current job success
- Immediately applicable
- New to their understanding of accountability
- Relevant to their colleagues in similar job situation

### Learning

Enable participants to:

- Describe the five critical components of a successful evaluation practice
- Identify the five levels of evaluation
- Explain the ten steps in the ROI Methodology
- Follow the twelve guiding principles
- Plan and execute an ROI evaluation project
- Calculate and explain the difference in the benefit-cost ratio (BCR) and the return on investment (ROI)
- Communicate the results of an ROI study to various stakeholders
- Implement the ROI Methodology within their organization

### Application

Support participants as they:

- Build support for the ROI Methodology in their organization
- Complete their initial ROI evaluation project
- Plan and implement future ROI projects
- Revise/update internal evaluation strategy/practice
- Brief/teach others in the ROI Methodology
- Change the way they propose, implement, and evaluate programs, processes, and initiatives

### Impact

Enable participants to realize positive consequences as a result of applying what they learn, such as:

- Improving program effectiveness
- Improving program efficiencies
- Expanding successful programs
- Redesigning or discontinuing ineffective programs



Focused

Proven

Practical

Grounded in Reality

Cost Effective

Ten reasons

# why

Endorsed by  
Top Executives  
and Organizations

Sought-after designation

Designed and Delivered  
by the Thought Leaders

Immediately Applicable

Valuable Takeaways

[ *ROI Certification is  
Unique and Powerful.* ]



# Why?

## 1. Focused.

The content is rich with examples, tools, techniques, case studies, and templates to make it easy to collect and analyze powerful data. Participants often leave this workshop indicating that this is the most important workshop in their professional career.

## 2. Proven.

The ROI Methodology is built on application and process improvement. Beginning with the first studies in the 1970s, the process has been refined, enhancements added, process models developed, and an impressive list of applications. It meets the needs for executives, professional evaluators, and users alike. Over 5,000 organizations are now using this methodology to conduct ROI Studies on all types of projects and programs.

## 3. Practical.

This workshop is not based on the success of another theory, but in practical processes. Mathematics are basic. There are no confusing theories, time-wasting trivia, and certainly no touchy-feely stuff in this workshop. Participants are taught how to use this methodology in their world, designed around their projects. They learn how to do an ROI study and they prove it after the workshop.

## 4. Grounded in reality.

When it comes to analytics and ROI, it is sometimes difficult to stay realistic or relevant. This workshop is based on a proven methodology with standards that are conservative, consistent, and credible. These standards have evolved and new ones have been added over time, all approved by the users. It has been designed, shaped, modified, and enhanced by its users. All of the examples, applications, and case studies are real situations. It is nothing but reality.

## 5. Cost effective.

When considering books, workbooks, job aids, skills acquired, five-days of valuable facilitation, on line access, the right to use materials, and the designation of Certified ROI Professional, this is a bargain. Compared to other certifications, this is the most cost-effective certification. This is not just a one-time workshop. This is an ongoing learning opportunity.





## 6. Endorsed by executives and organizations.

This methodology has been approved and endorsed by top executives and Chief Financial Officers (CFOs) in many organizations. Sometimes the CFO is involved in implementing this process in an organization. Over half of the Fortune 500 companies have endorsed this methodology. Over 20 professional associations have endorsed it, such as the Association for Talent Development (ATD), Society for Human Resource Management (SHRM), and the International Public Manager Association (IPMA) to name a few. Many non-governmental organizations have also endorsed it, such as the United Nations. Over 25 federal governments, including the USA, Mexico, Canada, UK, Singapore, Australia, Chile, Italy, and Egypt have endorsed the methodology. These endorsements are not sought, but came from those organizations after they saw the power of the methodology.

## 7. Sought-after designation.

The Certified ROI Professional (CRP) is now a sought-after designation in many professional fields, particularly the Human Capital area. Since the first 5-day certification was conducted in 1995, over 10,000 managers and professionals have participated in ROI Certification, with 4,000 actual CRPs. This certification is a work-product certification so that the employers and clients know that participants can conduct an ROI study. Certified ROI Professionals report that they have been able to translate this designation into new job assignments, new responsibilities, promotions, and salary increases. Some have indicated that certification has been a factor in keeping the job in the face of layoffs.

## 8. Design and delivered by thought leaders.

This workshop was designed by the founders of ROI Institute, Jack and Patti Phillips and it is delivered by senior executives of ROI Institute. The workshop is constantly updated. Jack and/or Patti are usually involved in each of the certification workshops, along with other team members. Each facilitator has years of experience in using ROI in top organizations, extensive publications, and consulting experience with a variety of audiences.

## 9. Immediately applicable.

The tools, processes, and skills learned in this workshop can be applied immediately. Some participants make adjustments during the workshop, modifying the process, policies, and practices of their respective organizations. The ROI Methodology can be used to evaluate existing programs or new programs. Ideally, the time to start the evaluation process is at the beginning of a program.

## 10. Valuable takeaways.

Participants have many takeaways, including: 4-5 books provided tailored to the participants industry or application, a detailed workbook with places for notes and actions, models and application guides, 15-20 case studies in the area of their interest, at least a dozen articles, archived webinars, templates, and downloadable tools. Research generated by ROI Institute is available to participants at no cost and membership in the ROI Institute exclusive members-only website is provided at no charge.



## ROI by the Numbers



**10,000**

professionals have  
participated in  
ROI Certification

**4,000**

Certified  
ROI Professionals

**5,000**

organizations have  
implemented the  
ROI Methodology

**30,000**

professionals have  
participated in two-day  
ROI skill-building workshops



ROI  
implemented  
in  
**65**  
Countries



over  
**50**  
books translated into  
**38** languages to  
support this  
methodology



**74%**  
of CEOs  
want to see the  
ROI from programs

**11%**

of Leadership  
Development Programs  
are evaluated at the ROI level



ROI Certification Celebrating 20 Years  
1995-2015



# Benefits of ROI

The use of the ROI Methodology has grown substantially. Initially, the process became popular through publications and networking among a small group of practitioners. In 1993, the ROI Institute was organized to bring information to the global community. The ROI Institute has made a significant impact in over 5,000 organizations using the methodology. Users report a variety of impacts and consequences after using the methodology for several years.

## IMPROVE PROJECTS

The number-one benefit of using the ROI Methodology is that projects and programs are improved with the use of results. This is the principle focus of the methodology; data are collected to show how the project should change to increase success. When projects are not delivering the value needed, i.e., a negative ROI, the data indicate what needs to change to deliver the proper business value. Some users report their application of the process has led to the removal of unnecessary programs.

## ENHANCE RELATIONSHIPS

Collecting data to show the value of projects and programs is one of the best ways to enhance relationships and earn a “seat at the table.” To be effective in an organization, users must work with a variety of clients and stakeholders. Productive relationships with key managers must be developed. Many users of the methodology indicate that relationships with business partners have improved. As one manager in a brewery in Europe stated, “Presenting an ROI impact study was the first time I had an intelligent business discussion with the CEO, and it made a tremendous difference in our relationship going forward.”

## IMPROVE IMAGE

When data reveal the success of various projects and programs at the impact and ROI levels, the image begins to change. Some organizational functions have a reputation for not contributing value. (Human resources, communications, consulting, change management, public relations, ethics, and compliance are often viewed this way.) Users report the image of the function has been enhanced considerably with the use of ROI, graduating from the perception of an activity-based cost center to a results-based investment center.

## SECURE FUNDING

Additional funds are often attributed directly to the use of the ROI Methodology. Some budgets have increased in the face of budget reductions in other parts of the organization. One tool and small appliance maker reported a two-fold increase in the budget based on the use of ROI. A large, well known insurance company quadrupled its budget in two years with the ROI Methodology. Some users have been able to secure funding with an ROI forecast on a pre-program basis.

## IMPLEMENT NEW PROJECTS

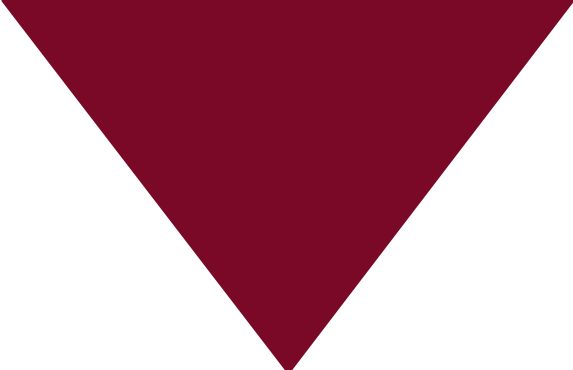
Some users evaluate a pilot program to determine if that program should be implemented in other areas. Capturing five levels of data creates a much better database for decision making. For example, a large retailer uses this methodology to show the value of projects before they are implemented throughout all of its stores. Using a pilot group of 20-25 stores, the company compares the results with a similar group and makes the decision to implement the program based on its complete profile of success, including ROI. This lowers the risk associated with the decision to implement.

## BUILD SUPPORT

Support of projects and programs is an area of concern for more project leaders and program directors. Additional support is almost always needed, particularly from middle-level managers. When the ROI Methodology is used, these managers have more data about the success of programs. When programs and projects drive impact and ROI data, managers will support the effort.

## IMPROVE YOURSELF

Many users report personal success as a result of using the ROI Methodology. Some receive a promotion. A general manager in a Latin American retail store chain was promoted to her position after implementing the methodology in HR. Another professional reported she was able to keep her job during a restructuring and downsizing at a large computer company. A government professional reported she was able to secure a new job as a result of completing ROI Certification.



“There is no more important measure than business impact. Jack and Patti Phillips not only use their years of experience in measuring impact, but also their vast network of contacts to arrive at 10 easy steps anyone can follow.”

-Kevin Oakes  
CEO

Institute for Corporate Productivity (i4cp)

“Clearly the Phillips are the established experts, and they offer tested, step-by-step ways to succeed and gain the necessary organizational support for learning. We are proud to use their methods and tools in our courses to allow our learners to obtain ROI certification as part of our masters and doctoral programs. I recommend this method to anyone interested in proving the value of learning.”

-Michael J. Offerman  
President  
Capella University

“The Phillipses and the ROI Institute have made me a believer-- so much so that I had one of our companies develop a keypad system that not only provides the usual audience response services we are known for, but also has ROI Methodology templates and calculations built right into the software. I not only believe in this process... I am staking my business on it.”

- James J. McNamara  
Chairman and CEO  
iDNA, Inc.

## Everybody's **talking** about **ROI**

“Throughout my 40-year business career, I have recognized that alignment is the most common ailment of poor performing organizations. It is one thing to talk about it and another thing to do it. The Phillips have laid out a clear and practical map for converting wishes to reality.”

-Dr. Jac Fitz-Enz  
CEO

Human Capital Source

“Jack and Patti Phillips unravel the mystery of measurement by presenting a balanced set of measures that show the full impact of programs, including bottom-line measures such as business impact and ROI.”

-Stephen R. Covey

Author of “The 7 Habits of Highly Effective People”

“In a tough economy, being able to prove HR's value in real dollars and cents is critical to keeping our seat at the table and getting precious budget dollars. Jack and Patti present one of the most powerful tools in any HR professional's toolkit in a straightforward, usable, and insightful way. Their common sense, step-by-step approach allows professionals of all skill levels and backgrounds to begin to realize and demonstrate HR's role as a revenue enhancing organization!”

-Jim Black, MBA, MBL, SPHR  
Director, Human Resources  
T-Mobile, USA



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“Kudos to Jack and Patti Phillips for providing a logical, systematic project evaluation framework that incorporates both financial and key non financial elements affecting an investment decision.

-Hank Walker

Partner

Andrade/Walker Consulting

Former CEO of a large Catholic health system

“Not measuring the impact of leadership development is like dieting without weighing-in. This outstanding book offers a very logical and practical approach to measuring the impact of leadership development.”

-Dave Ulrich

Professor

University of Michigan, Ross School of Business

“Wow, I redesign sales training for a living, and here’s a rare tool every sales executive should own. The charts alone are spectacular and can be used to quickly implement an analysis before and after your programs are run.”

-Dan Seidman

CEO

Got Influence?

Author, *The Ultimate Guide to Sales Training*

“Caroline Hubble has been extra patient with many questions in the nine months of doing my study. This was by far my biggest project at work and at home (other than raising a teenager, haha) but it was very fulfilling. I learned a lot, it has helped me in my career, and has helped other learning professionals in my company. I am encouraging others to take the ROI classes and get certified.”

-Amandita Johnson

Performance Consultant

Marketing University

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## Locations and Contact Information

For more information or to register online, visit [www.roiinstitute.net](http://www.roiinstitute.net) or call (205) 678-8101.

### Public Certifications

ROI Certification is held publicly at least 12 times a year in the USA. Every session is usually hosted by an organization. These workshops are in different regions, sometimes with a particular area of focus. All public sessions are open to any functional area. See the website for a complete list.

### Internal Certifications

In the USA, most certifications are conducted in house, customized to the client's type of projects and special needs. For more information, contact [www.roiinstitute.net](http://www.roiinstitute.net).

### International Certifications

At least 20 certifications are offered in countries outside the USA through our partner network. See the website for a schedule.

### Fee

\$3,995

Visit [www.roiinstitute.net](http://www.roiinstitute.net) to learn about substantial discounts for early-bird registration, hosting, and group rates.

### Online Support

At the end of the workshop, participants will be granted online access to the ROI Institute Members Site, where they can access videos, articles, case studies, presentations, assessments, and an interactive message board.

### Continuing Professional Education

Continuing education units (CEUs) are available for many professional associations. For example, ROI Institute is an approved provider of HRCI credits. ROI Certification can also be submitted as a non-provider for continuing education units (CEUs) for other professionals designations.

### Cancellation Policy

Registrants who notify us of their cancellation more than two weeks prior to the workshop will have the option to apply the full amount of their tuition to a future ROI Certification course or receive partial refund. Fee is transferable to another participant from the same organization

## VISION

To become the global authority on measurement and evaluation of all types of projects and programs, including measuring the financial ROI.

## MISSION

To develop, refine, and support the use of analytics in all types of applications and settings by building serious capability in individuals who become Certified ROI Professionals.

### **Patti Phillips, Ph.D.**

President and CEO – leads the application and implementation of ROI Methodology worldwide.

### **Jack J. Phillips, Ph.D.**

Chairman – developed the ROI Methodology in the 1970s and instills it in latest applications for the 21st century.

### **Plus ...**

More than 100 ROI certified consultants provide coaching, consulting and workshops in more than 65 countries around the world.

## ROI Institute, Inc.

## SERVICES

Workshops – Learning experiences to meet your needs:

- Five-day certification workshop (Public and Internal)
- 1, 2, or 3 day workshops (Public and Internal)
- Online and self-study options available

Consulting – Working with private businesses and public sector organizations, offering a range of services from developing complete impact studies to coaching organizations through all levels of measurement and evaluation, including ROI.

Publishing – Books and articles are available to professionals, practitioners, academics and students. We often request contributions of case studies, tools, templates and success stories for inclusion in our books.

Partners – Our strategic partnerships yield mutual and collaborative delivery of services. Our international partnerships foster the implementation of the ROI Methodology around the world.

Website and Internet Activities – [www.roiinstitute.net](http://www.roiinstitute.net) provides information about the ROI Institute, the ROI Methodology, ROI Certification workshops, and so much more, including a wealth of resources on accountability, measurement and evaluation. ROI Institute members, who have completed the ROI Certification workshop, gain access to our Members Only website with even more information and resources supporting ROI implementation. The ROI Resource Center provides books, case studies, research reports, briefing papers, tools, templates, and specialty items.

## Core Competencies



Teaching



Consulting



Research



Writing



Speaking



[ *roiinstitute.net* ]

Certification

Workshops

Consulting

Books

Case Studies

Research

Your Source **for**

Articles

Tools/Templates

Webinars

Conference  
Presentations

Videos

# ROI INSTITUTE™

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