



# Show Me the Money!

IMPORTANT PROJECTS NEED  
CREDIBLE RESULTS

USE ROI INSTITUTE'S EXPERTISE AND SUPPORT  
FOR YOUR NEXT EVALUATION PROJECT

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**ROI**  Malaysia  
INSTITUTE®

# Conducting an Evaluation

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Important, expensive, and strategic projects often receive a high level of scrutiny. Supporters, sponsors, and top executives – along with critics – all want to know if the project is working. Is it a good investment? What is the impact? What is the ROI?

Fortunately, there is a credible evaluation process to accurately measure the impact and calculate the ROI of your projects. The ROI Methodology<sup>®</sup>, the most used evaluation system in the world, generates credible data that will satisfy top executives while gaining the support of the chief financial officer.

ROI Institute can help you with your evaluation study in one of the following three ways:

1

ROI Institute can conduct an independent evaluation of your important project or program. This has been accomplished extensively in more than 50 countries in all types of industries, settings, organizations, and functional areas.

2

ROI Institute and your team can work together to collaborate on the study. This collaboration may include your team completing a majority of the work with ROI Institute's coaching, advice, and assistance. Or ROI Institute can do most of the work with your observation and participation. Either way, our team will work with you to complete the evaluation study.

3

ROI Institute can teach you how to conduct a study through the ROI Certification<sup>®</sup> process. This comprehensive process teaches you how to conduct studies and provides virtual support as you progress. Upon demonstrating competency in applying the ROI Methodology, you will earn the designation of Certified ROI Professional<sup>®</sup> (CRP). More than 15,000 managers and specialists have participated in this credentialing process.



# Independent Evaluation

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An ROI evaluation study begins with planning how to collect and analyze data and report the results. This is followed by designing and implementing appropriate data collection instruments. Data are collected, tabulated, and various analyses are performed. Analysis includes isolating the effects of the program on the impact data, converting data to money, and calculating the ROI. The ROI calculation compares the net program benefits to the program costs. Intangible measures, those measures that cannot be easily and credibly converted to money but are connected to the program, are identified and captured. The evaluation ends with compiling a comprehensive report that provides the following data categories:

- 1 The reaction to the project.
- 2 The learning that was necessary to make the project a success.
- 3 How the participants (users) have made the project a success with their actions.
- 4 The impact of the project, connecting the project to important tangible and intangible measures in the organization.
- 5 The financial ROI.

The study also includes conclusions and recommendations. Barriers and enablers are identified to ensure the project is as successful as possible. Projects range from studies involving a small group of individuals to large-scale evaluations spanning multiple months or years.

The independent study may be used as an important tool in your organization as you share the results and process with your team at every step. Hundreds of organizations are successful with this process. This is an ideal way to validate the success of a program, gain knowledge about the evaluation process, and identify what needs to improve to achieve even greater results.



# Collaboration

The figure below shows the consultant's role in developing evaluation studies, ranging from performing an independent study to reviewing the completed study.



## Performing:

The consultant develops the project independently of the client and presents the impact/ROI study.



## Sharing:

There is a sharing of information along the way, so the consultant is routinely communicating, providing feedback, and explaining the methodology to the client.



## Partnering:

The consultant partners with a client so that they jointly conduct the study, each with respective duties and responsibilities.



## Coaching:

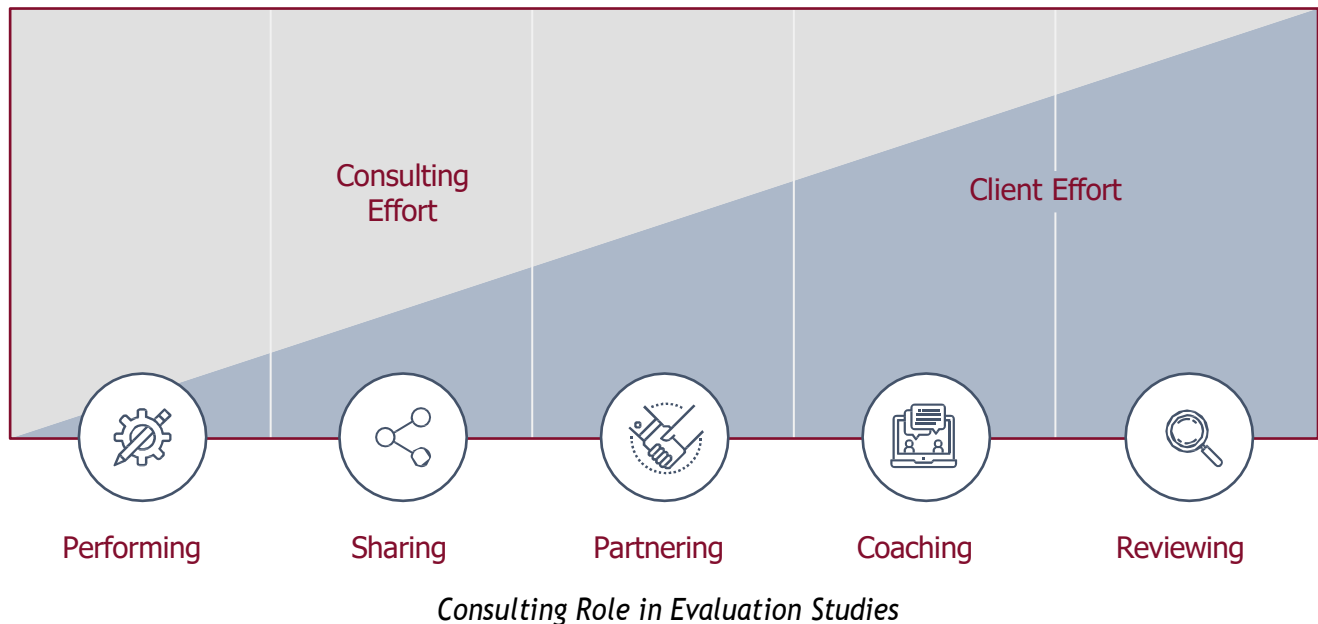
The consultant coaches the person conducting the study, usually one-on-one, through different steps of the process.



## Reviewing:

The consultant reviews the study after its completion by the client.

This figure shows the relative relationship between the consulting effort and client effort.



Regardless of the level of collaboration you choose, the outcome is a credible study completed with your participation and involvement as your team learns the ROI Methodology.



## Certification

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ROI Certification is a globally renowned process focused on measuring the true value of tough-to-measure initiatives using the ROI Methodology. Participating in ROI Certification is the most comprehensive way to gain the skills to evaluate your major projects and programs and report the results to drive organizational improvements.

The ROI Certification process includes:



### **Prework:**

Identify a project or program for evaluation and prepare participants with a basic understanding of the ROI Methodology to ensure a successful certification experience.



### **Workbook and Materials:**

A valuable, 300-page, action-oriented workbook, and several books to use as references.



### **Virtual Assistance:**

One-on-one support with your evaluation.



### **Right to Use Materials at Work:**

You have the right to reproduce our materials for use in building capability and evaluating projects within your organization.



### **Certified ROI Professional (CRP) Designation:**

Upon review and approval of your ROI study, you will earn the Certified ROI Professional (CRP) designation, a unique, sought-after credential.

## Options for ROI Certification

Several options to build evaluation capability are available. ROI Certification is the most comprehensive way to gain the skills, resources, and knowledge to measure the value, including the financial return on investment (ROI) of a wide variety of projects and programs. There are four ways to achieve ROI Certification that meet the time and budget constraints of any team.



1

### Open Enrollment ROI Certification (Five-Day Classroom Program)

Participants attend a public, five-day session. This five-day program is a comprehensive learning experience delivered in a classroom environment. This approach includes prework to help you prepare for ROI Certification; participation in the live learning sessions; a workbook, tools, templates, books, and job aids; virtual assistance to help you complete your ROI evaluation project; and the right to use and reproduce ROI Institute materials within your organization. This approach is described in more detail in our [ROI Certification Brochure](#). Upon completion of the five-day session, you will receive one-on-one, virtual support as you conduct your first impact/ROI study in your own organization.

2

### Blended Learning ROI Certification (Three-Day Classroom Program)

The blended learning certification program is designed to meet the needs of today's busy professional. This option is a blended learning approach delivered in a combination of eLearning and three, eight-hour days of detailed and intensive in-person training. The in-person training is followed by online group sessions and individual virtual support and feedback as you pursue and complete your first impact/ROI study.

3

### Internal ROI Certification

Many organizations opt to invest in an internal ROI Certification where ROI implementation involves many participants or multiple groups from different functional areas in the organization. When the number of participants reaches six to eight, it becomes cost-effective to invest in an internal certification. This approach allows for customization of content and facilitation for the organization and audience.

4

### Guided Self-Study Program

Some individuals prefer to learn in a guided self-study environment. This option includes a combination of reading assignments, exercises, and online learning offered through ROI Institute. Guided by an ROI Institute facilitator, the participant reads the materials, books, and case studies; prepares the assignments; completes the exercises; completes a quiz; submits an impact study; and upon approval of the study, achieves certification.

## Benefits of an Impact/ROI Study

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Completing an evaluation study on a major project or program has several important benefits:

- 1 The evaluation study, conducted by ROI Institute, is an independent assessment of the success of the program, produced with ultimate credibility. It follows a commonly accepted evaluation system developed by ROI Institute.
- 2 The results can be used to build support, increase influence, and enhance commitment for future programs.
- 3 By showing an actual ROI calculation, using the same formula that a chief financial officer would use for capital expenditures, you clearly communicate to the executives that the program is a real investment – not a cost – with a positive return on that investment. Costs are frozen, eliminated, reduced, or otherwise controlled. Real investments are enhanced, maintained, or protected.
- 4 You can use the results to enhance funding in the future. Executives will support programs that are adding value and have a proven ROI.
- 5 You will have an excellent process improvement opportunity. There may be various ways to improve the program. The ROI Methodology will identify what changes are possible and provide an opportunity for process improvement if the program is not working as desired.
- 6 An ROI study profiles and recognizes a great achievement for the team. It is important to let team members know that they have a program that is not only significant and important but actually delivers a bottomline contribution to the organization.

## Why should I conduct this study if no one is asking for it?

The best time to complete an evaluation study is when it has not been requested. If a program is not working, you can correct it. If it is working, you can make it better. However, if you wait until the sponsor asks you about a program and then discover that it is not working, you are in a more difficult position. If you wait until you are required to conduct a study, you often experience a very short timeline to provide results. Also, you are defensive, and ROI is on your sponsor's agenda. The better choice is to be proactive and drive the process.

## Who completes these evaluation studies?

Impact and ROI studies are conducted by qualified ROI Institute team members, including global partners and associates. All are Certified ROI Professionals (CRPs) and experienced at not only teaching ROI but providing consulting services on ROI which include conducting ROI studies.

## What if I'm not satisfied with the study?

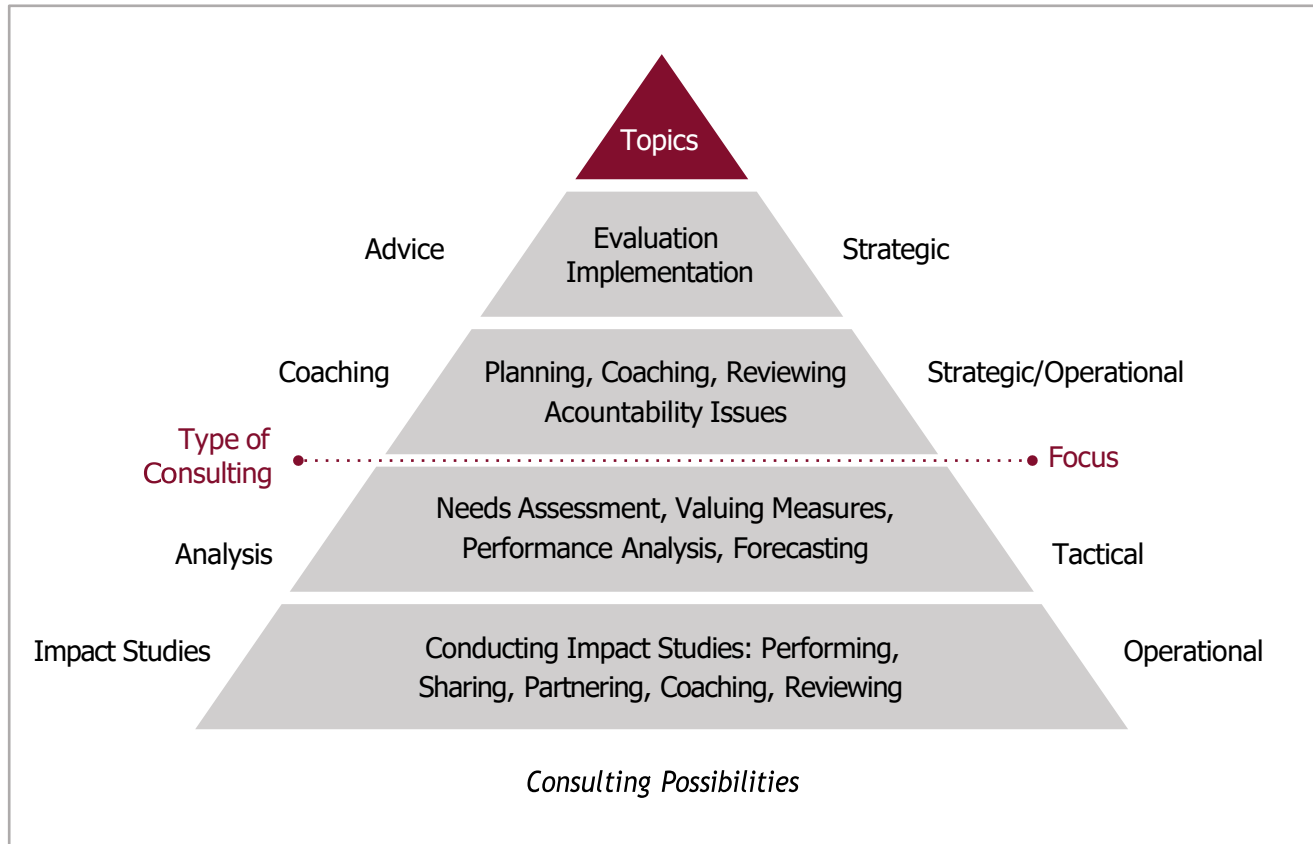
We report the results of the study whatever the outcome. Sometimes the story is negative and when that happens, data exists to support changes needed to improve results. There are lessons to be learned from the evaluation to use with the next group, session, or program. Process improvement is the key.

Although we cannot guarantee the outcome, we can guarantee that our study will follow a proven methodology and we will be transparent and ethical at each step. If you are not satisfied with our service, there is no charge. We work hard to deliver a good product and good service. That is what you will receive.



## Other Consulting Services

In addition to evaluation studies, ROI Institute consultants provide assistance with assessment, measurement, analytics, and evaluation to individuals and organizations. The figure below shows the types of consulting we offer.



### Analysis

Needs assessment studies are typical. A performance analysis is often needed to determine the cause of a particular problem or the value of an opportunity and make sure that the problem or opportunity is aligned with the business. Additional analysis may be necessary to determine the proper solution (or solutions) to improve business measures.

Analysis also involves developing forecasts for specific projects. Both impact and ROI can be forecasted in advance of any program development or implementation.

Placing a monetary value on measures such as employee turnover, customer complaints, or customer satisfaction are possible tasks as well.

Additionally, analysis involves developing relationships between variables and developing predictive models.

## Coaching

An ROI coach provides support in developing an evaluation strategy, planning ROI implementation, and reviewing progress. These can be very important, strategic-level meetings involving the functional executive, depending upon the target audience. A coach may be necessary when the ROI implementation plan is executed, or a progress report is required to serve as a measure of success with implementation. Coaching is an option that can be added to ROI Certification to enhance completion of the Certified ROI Professional (CRP)



We provide clients a complete range of services tailored to meet their unique needs. There are different fees connected to each service. The ROI Institute philosophy is to transfer as much capability to the client as possible.

## Advice

A variety of options are available with ROI Institute's advice services. For example, we can assist you in establishing a strategic plan for implementing ROI in your organization, or we can help you develop and implement the actual evaluation of your specific project or program. In some cases, our consultant may provide advice on a variety of approaches to make your program evaluation or ROI implementation even more successful. In other situations, the consultant may review your existing evaluation progress, steps, data, and outcomes to bring additional accountability to the selected solutions.





Begin the ROI journey.

## About ROI Institute Consulting Services

ROI Institute’s consulting services provide assistance with assessment, measurement, analytics, and evaluation to individuals and organizations. Our core offering is conducting impact and ROI studies on various projects and programs. ROI Institute provides an independent assessment of a project, measuring reaction, learning, application, impact, ROI, and intangibles. Program effects on improved measures are isolated, and barriers and enablers are identified to reflect how the project can be more successful.

Have a project that's difficult to evaluate or convert to money?  
ROI Institute offers a variety of consulting services to fit your needs.

Contact us today!



**ROI INSTITUTE®**  
*All Roads Lead to ROI!*

**CONTACT US**



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