CASE STUDY #1: New Horizons Rotterdam Center Leverages Metrics that Matter™ (MTM) to Validate Knowledge and Skills with Strategic Clients

Company Overview: New Horizons is the world’s largest independent IT training company worldwide. The New Horizons Rotterdam center started in 1999 with 2 classrooms and 6 employees. Today they have quadrupled in size by using innovative tools and working hard to deliver high quality training that returns significant on the job value to customers.

Description of Learning Programs: New Horizons Rotterdam provides both application and technical training to over 12,000 students annually.

Business Case for Using MTM: In the beginning, the goal was to streamline the evaluation process for trainers and courses. What was once done manually, taking significant time on a daily basis, is now just a single mouse click to get insightful information on the performance of products and services. Not only has MTM streamlined the evaluation process, it created unique opportunities to show clients direct results of quality and learning impact. This is a very convincing and credible element to the evaluation process and the customer relationship. In today’s economy customers are asked to do more with less and justify the choices they have made. Ultimately, MTM helps the end customer measure their investment and manage constrained resources appropriately.

MTM Success: There are several applications of MTM in the center. First, MTM is used in the pre-sales process. Measurement is stressed as a valued feature of the training solution. New Horizons Rotterdam reviews measurements and goals with the prospect and points out the importance of measurement to the success of the training. Then, once training occurs the actual measures can be reviewed against the goals set up during the pre-sales process.

On a more tactical level, MTM is used to report trainer performance on a daily basis. This helps improve the quality of training offerings through real-time, comparable metrics. The Account Executives (AE’s) review evaluations, class summaries, and client aggregate reports as critical tools in their account management process. Client reports are excellent job aides to use as pre-sales tools to differentiate the center from others. The approach is to let clients know that if you cannot measure your learning investments you cannot manage them appropriately and we help provide that service through MTM. Leveraging these measurement tools is an ideal way to build life long relationships with customers and let the client know we have a vested interest in their learning solutions.

Highlights:
- The training center is ranked in the top 11% of all IT training providers (over 1000).
- Over 86% of all clients are extremely satisfied with training compared to 76% for the benchmark database that exists within Metrics that Matter™.
- 75% of customers expect to improve on-the-job performance significantly after training, compared to 57% for the benchmark in Metrics that Matter™.
- New Horizons returns a predicted 5 to 1 benefit to cost ratio on its training from a financial ROI perspective as calculated by Metrics that Matter™ and its proprietary Human Capital ROI model.
- Key business results significantly improved by training were productivity and quality where nearly two thirds of customers predicted significant gains in this area.

These measurement successes are used to showcase value to clients and prospective clients.

Future Plans for MTM: MTM has changed the way we do business. Building and maintaining relationships grounded in value is a goal of our learning organization. The MTM tools allow our organization to back up our value proposition and marketing and communication messages with real, quantitative results. It will be a key differentiator. In the next annual budget, we anticipate more new business driven by MTM whereby 1) it was the difference in winning the training contract and 2) it is another service we can resell to our customers who want direct access to the data online.

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CASE STUDY #2: Roosevelt University Evaluates its Fully Online Program with Metrics that Matter™

Organization Overview: Roosevelt University is a metropolitan, private university committed to student success, academic quality, and social justice, with campuses in Chicago and Schaumburg, Illinois.

Description of Learning Program: Roosevelt University offers a wide variety of undergraduate, master's, and doctoral programs. Schools within Roosevelt University include: Arts and Sciences, Walter E. Heller College of Business Administration, Education, Evelyn T. Stone University College, and The Chicago College of Performing Arts. RU Online, Roosevelt University's fully online learning program, delivers certificates, degrees, and individual courses to students in the Chicagoland area as well as across the country.

Measurement Approach: Prior to implementing Metrics that Matter™ Roosevelt University's RU Online Program had begun to use a web-based surveying tool to survey students and faculty at the mid point and at the end of the semester. While the tool was easy to administer, the reporting capabilities were limited, requiring RU Online staff to conduct extensive offline analysis to view the data in the manner they required.

Roosevelt University’s RU Online Program engaged KnowledgeAdvisors for a pilot of the Metrics that Matter™ system. Several reasons for choosing KnowledgeAdvisors existed including the following:

- Tap into learning measurement experts to review and improve existing evaluation tools
- Leverage more specific learning measurement software to streamline the data collection function
- Exploit the reports that accompany the Metrics that Matter™ system to streamline offline reporting and analysis
- Provide a more timely self-service internet model to allow key stakeholders (administration and faculty) to view tabulated and aggregated results quickly
- Place into practice a more practical, scaleable, and replicable solution for ongoing student and faculty evaluation processes

KnowledgeAdvisors experts worked with RU Online staff to edit existing instruments. KnowledgeAdvisors then setup a Metrics that Matter™ account for Roosevelt that included all of the fully online courses the University wanted to measure during the pilot. Data was then collected via the Internet at the mid point of a term and then again at the end of the semester also picking up data from the faculty. The data was then stored, processed, and reported in Metrics that Matter™ in a real-time manner and accessible to administration and faculty with account access.

Measurement Obstacles: Proving the value of Metrics that Matter™ over the existing online process was a challenge. However, the pilot program was an essential partnership between Roosevelt and KnowledgeAdvisors to prove the concept and value. The pilot clearly demonstrated value even after the mid-term data was collected and the RU Online staff and faculty could immediately see aggregated results and qualitative comments.

Measurement Successes: As a result of a healthy collaboration between Roosevelt University and KnowledgeAdvisors, the pilot program has proven to be a valuable exercise that demonstrated the impact learning measurement software can have in an academic environment.

RU Online administrators can search the system to find the top and bottom courses, curricula and programs in easy-to-view drill down reports. They can quickly determine the rank order of faculty based on student evaluation responses, and they can analyze faculty feedback specific to each course to make changes for future courses. Roosevelt also has access to a benchmark database with over 46 million data points to compare its offerings to others who use Metrics that Matter™. Future plans for Metrics that Matter™ include expanding the use of it beyond the pilot programs and continuing to improve their services and demonstrate value resulting from the measurements. This is made possible because less time is now spent deriving the measures so more time can be spent analyzing information and taking action based on the measures.
CASE STUDY #3:  
CNA Insurance Leverages Ninth House Training for Key Leadership Program and Measures It's Effectiveness with KnowledgeAdvisors Metrics that Matter™

CNA is a global insurance organization serving businesses and individuals with a broad range of insurance products and insurance-related services.

In the past year, CNA has focused its efforts on developing leaders. As a part of this critical initiative, CNA tapped the power of Ninth House Training. Ninth House leads the training and e-learning industries in providing the highest quality, most effective online business skills training available. For CNA, Ninth House was selected because of the strategic importance of the content to CNA. According to Tom Hilgart, Vice President, Organizational Development for CNA, “This training was not just another course, it was about behavior change. We felt that the Ninth House content best fit our needs to bridge the concepts we wanted to bring across in the training with the application back on the job.”

CNA then deployed KnowledgeAdvisors Metrics that Matter™ learning evaluation system to evaluate the effects of the leadership training, including the Ninth House training. KnowledgeAdvisors is a business intelligence software company with a technology that measures the impact of training investments on job and business results. The tool was deployed to measure job relevancy, confidence in application of skills, predicted and actual impact and behavior changes. “We knew what the desired effects of the training were, but the measurement tools helped us understand what was happening in reality,” commented Hilgart. The measurements were able to let CNA know that participants in the program had a 20% increase in their knowledge and skills related to leadership, that the skills learned would effect their jobs over 50% of the time, and that their effectiveness as leaders improved by over 20% based on the program. This translates into better bottom line business results for CNA. Finally, there was significant agreement amongst the participants that the training was a worthwhile investment for CNA from a monetary perspective and a resources perspective.

Overall, CNA was able to leverage effective content from Ninth House to creatively deliver leadership development solutions to its high performing employees. Because the Ninth House solution is web-based, costs were lower thus resulting in more positive benefits relative to the cost. Ninth House training was able to be combined with other innovative training deliveries deployed by CNA such as their eCampus program, making the Ninth House solution a flexible and adaptable one for CNA.

Metrics that Matter™ was a highly efficient way of leveraging technology to automate the evaluation process. By using the Internet to collect consistent and standardized data, and then automate the storage, processing and reporting of the data, CNA was able to spend more time analyzing the data. The data once analyzed, was used to improve the program as additional participants went through it, and to showcase the value of the program to the sponsors of it.

Ninth House and KnowledgeAdvisors have teamed up to help other organizations by leveraging quality Ninth House content with the analytics capabilities of Metrics that Matter™. This powerful combination will provide organizations with impactful training and a means to quantify that impact.
CASE STUDY #4:
Showing Value is Critical to Grant Thornton Learning Strategy

Company Overview: Grant Thornton is the world’s leading accounting, tax and business advisory organization dedicated to mid-size companies. Grant Thornton has 48 offices and over 3,000 partners and employees throughout the United States.

Description of Learning Strategy: Grant Thornton’s learning vision and strategy has five unique themes. First, Grant Thornton University (GTU) leverages multiple-delivery channels to train the workforce in a real-time, convenient and cost-effective manner. Secondly, the design and development team strives to create compelling content that educates in a memorable way. Thirdly, Grant Thornton is focused on creating a continuous learning culture that embeds knowledge sharing and learning into the Firm’s core fabric. Fourthly, GTU’s strategy calls for proactively showing the value of learning to its stakeholders, focusing on effectiveness, impact and ROI. Finally, GTU focuses on strategic impact ensuring that learning and measurement are linked to business strategy.

Business Objectives of the Strategy: The Grant Thornton learning vision and strategy aims to create a strong and cohesive link to the lines of business that support and fund the training. A keen understanding of stakeholders and their business needs drives GTU processes day to day. The strategy reaches broadly across multiple stakeholders from senior management to staff accountants to recruiters. Having a well-articulated learning strategy helps differentiate Grant Thornton and enables it to attract world-class talent and assure professional excellence in client services.

Measurement Approach: GTU began using Metrics that Matter (MTM) as a pilot. It was used to measure several types of training such as virtual classrooms, face-to-face conferences, and on-demand web-based learning. Using a balanced scorecard of key performance indicators, GTU collected data at the end of training that evaluated reactions and forecasted effectiveness, impact, results and ROI. In one case, Grant Thornton used MTM to evaluate the ROI on a New Managers Development Conference. The quantified results tabulated using the MTM system clearly showed a positive return on investment, reinforcing the program’s contribution to business results.

Measurement Obstacles: Prior to full integration of MTM with the learning management system, the evaluation process involved a large amount of administration. With the integration, administration has been reduced dramatically. MTM saves time by automatically collecting, storing, processing and reporting the data that previously was done manually.

Measurement Successes: In the first year since implementation, MTM has been used to process evaluations from over 2600 participants in live webcasts and over 600 participants in GTU conferences and classroom programs. Over 70 programs from tax, assurance, industry and Firmwide segments have been evaluated. GTU uses the system to monitor the performance of learning programs on a regular basis. The measurements have helped showcase the value of learning programs to stakeholders. MTM also helps ensure GTU continues to stay on the leading-edge of delivering high quality, innovative and impactful learning solutions to its workforce. The next evolution for GTU will involve measuring the effectiveness of a new Leadership program and working with the finance group to continue to develop financial metrics tied to learning.
CASE STUDY #5:  
EATON CORPORATION’S COMPREHENSIVE, AUTOMATED APPROACH TO LEARNING ANALYTICS

Case Study 
SOURCE: KnowledgeAdvisors

Company Overview: Eaton Corporation is an international manufacturer. Eaton University is responsible for the training and development needs of thousands of employees.

Description of Learning Program: Eaton Corporation operates a diverse corporate university training its employees on a variety of subjects. The University deploys a combination of web-based/self-paced training and traditional training and utilizes in-house as well as external training providers to offer the best solutions to its employees.

Business Objectives of the Program: Eaton University is the centralized employee development entity within Eaton Corporation. The University is the primary provider of learning and development programs and initiatives. Eaton University is the thought leader within Eaton deploying the most innovative and timely learning services to Eaton employees to help improve job performance and productivity.

Measurement Approach: Eaton University initiated a completely automated, scaleable, and replicable solution to measure their learning investments. Metrics that Matter™ is fully integrated with Eaton’s learning management system. Because of this integration, Eaton spends no time administering Metrics that Matter™. Instead data collection is seamless and completely automated. Data collection instruments are sent to learners at two points in time and sent to participant managers when the participant is back on the job. All the data collected through these instruments is then automatically stored, processed and reported. Eaton University is then able to logon to a website and pull information that can be aggregated and filtered. On a monthly basis Eaton receives custom reports that provide additional detail to manage its business. On a quarterly basis Eaton runs a score card that provides over 30 key performance indicators covering satisfaction, learning effectiveness, job impact, business impact, and quantitative ROI. This score card is run using various learning methodologies so that senior management can understand the impact of learning on the organization.

Measurement Obstacles: Integration between systems required appropriate and detailed project management to implement on schedule. The integration was done on time and on budget. This was attributable to appropriate teamwork from Eaton University, KnowledgeAdvisors, and the learning management system integrator. Appropriate communication to the stakeholders on a comprehensive strategy was also challenging. However, Eaton University planned and executed on many programs to market and communicate the measurement strategy to everyone that would be affected by the process.

Measurement Successes: Since implementing Metrics that Matter™ Eaton University has been able to monitor all of their training investments in a seamless and automated manner. The administrative time saved in the measurement process is significant. The standardized reports and easy to use online system permit users looking to glean metrics on learning with a solution that is efficient and effective to use. A very bright spot with the success of the tool is that the decentralized learning units at various manufacturing locations were able to see the value of the measurement solution that Eaton University implemented and are now rolling out their own versions of the tool for the training they conduct at the local sites.

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