
Training Impact Evaluation and Return on Investment Course

18 – 22 October 2027
Tokyo





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Ref: 176_16462 **Date:** 18 – 22 October 2027 **Location:** Tokyo **Fees:** 6900 GBP

Programme Summary

Training impact evaluation and return on investment is a one-week training course for learning, HR and finance leaders at advanced level, culminating in an impact and ROI evaluation plan for a programme their organisation funds. Most evaluation still stops at satisfaction forms and attendance counts. The approach moves from evaluation models and data planning to isolating effects, converting results to money, costing and reporting value to executives. Mars Training Centre UK delivers this programme in training impact evaluation.

The Business Case

Without evidence of what changed, learning budgets are cut on opinion and effective initiatives are lost alongside weak ones. Leaders who plan evaluation before delivery, separate the effect of learning from other influences and express results in terms executives use can defend, redirect or stop spending with confidence.

- Learning Spend Allocation: Shifts towards programmes with demonstrated behaviour and business results.
- Executive Confidence in L&D: Rises as reports use credible, conservative monetary evidence.
- Programme Waste: Falls as low-impact initiatives are redesigned or retired early.

Principles and Evidence Base

- Kirkpatrick Model: The four levels of reaction, learning, behaviour and results frame the evaluation chain in Session 1.
- Phillips ROI Methodology: Its fifth level and evaluation steps structure isolation, conversion and costing in Sessions 3 and 4.
- Isolation Techniques: Control groups, trend-line analysis and adjusted participant and manager estimates separate the training effect in Session 3.
- Benefit-Cost Ratio and ROI Formula: Net benefits over fully loaded costs set the financial test applied in Session 4.

Intended Participants

- Leaders who approve or defend the annual learning and development budget.
- Managers responsible for designing evaluation of high-cost or strategic programmes.
- HR heads who report people investment results to boards and executive committees.
- Finance partners who review business cases and post-investment results for learning.



The programme serves corporate learning functions, government training institutes, banking and energy companies, and healthcare providers.

Learning Outcomes

1. Participants will be able to construct an evaluation plan that links programme objectives to Kirkpatrick levels and business measures.
2. Participants will be able to design data collection instruments and timing for behaviour and results evidence.
3. Participants will be able to select and defend an isolation technique suited to a given programme and data set.
4. Participants will be able to convert business outcomes to monetary value and tabulate fully loaded programme costs.
5. Participants will be able to calculate and interpret ROI and benefit-cost ratio alongside intangible benefits.
6. Participants will be able to justify continue, redesign or stop decisions in an executive impact report.

Programme Structure

Day 1: Training Impact Evaluation Models and Alignment

What chain of evidence links a learning programme to business results?

- Kirkpatrick Four Levels and the Chain of Impact
- Phillips Fifth Level and the ROI Process Model
- Business Needs Analysis and Objective Setting at Each Level
- Selecting Programmes Worth Evaluating at ROI Level
- Stakeholder Expectations for Learning Evidence

Day 2: Evaluation Planning and Data Collection

Which data, from whom and when, will show behaviour change and results?

- Data Collection Plan and ROI Analysis Plan Templates
- Follow-Up Questionnaires, Interviews and Focus Groups
- Action Plans and Performance Contracts With Managers
- Using LMS, HRIS and Operational Records as Evidence
- Response Rates, Timing and Data Quality Controls

Day 3: Isolating the Effects of Learning

How much of the observed improvement is due to the programme?



- Control Group and Comparison Group Designs
- Trend-Line Analysis and Forecasting Methods
- Participant and Manager Estimates With Confidence Adjustment
- Accounting for Other Influences on Performance
- Conservative Standards for Credible Claims

Day 4: Monetary Conversion, Costing and ROI Calculation

What is the financial value of the improvement, and what did it cost?

- Standard Values, Expert Input and Historical Cost Data
- Fully Loaded Cost Tally: Design, Delivery, Time and Overheads
- ROI Percentage and Benefit-Cost Ratio Calculation
- Intangible Benefits: Engagement, Teamwork and Customer Perception
- Forecast ROI for Proposed Programmes

Day 5: Reporting Return on Investment to Executives

Is the impact and ROI evaluation plan credible and ready to present?

- Learning Analytics Dashboards for Executive Audiences
- Applying Day 3 Isolation Results to a Live Case
- Linking Day 2 Data Plans to Day 4 Monetary Values
- Communicating Results From Day 1 Objectives to Decision-Makers
- Impact and ROI Evaluation Plan Completion

Methodology

The programme relies on a data-led format. Participants work with sample evaluation data sets from manufacturing, banking and public service programmes, applying each step of the evaluation process to a programme they bring.

- Suggested activity: Building a data collection plan for a leadership development programme.
- Suggested activity: Applying trend-line analysis and adjusted estimates to sales training results.
- Suggested activity: Presenting a two-page impact report to a mock executive committee.

Capstone Output

Each participant completes an impact and ROI evaluation plan for a programme their organisation funds. It sets objectives at each level, the data collection and isolation approach, conversion and cost assumptions, a forecast ROI and the reporting format. It is used to brief sponsors before delivery.



Frequently Asked Questions

Is the training impact evaluation and return on investment programme suitable for finance partners?

Yes. It is set at advanced level for learning, HR and finance leaders and assumes familiarity with programme budgets and basic spreadsheet analysis.

Which models does training impact evaluation in this course rest on?

It rests on the Kirkpatrick Model, the Phillips ROI Methodology, recognised isolation techniques and the ROI and benefit-cost ratio formulas.

How is the impact and ROI evaluation plan from training impact evaluation used at work?

You can use it to agree evaluation scope with sponsors, commission data collection and present a credible return on investment case after delivery.