



L&D RETURN ON INVESTMENT ANALYSIS AND FEEDBACK DASHBOARD

Industrial Based Research

By Michael Oldham

Research Context



- Organisations invest heavily in Learning & Development (L&D) to enhance employee skills, performance, and business growth.
- Despite large spending, many companies struggle to measure the return on investment (ROI) effectively.
- Traditional feedback methods (surveys) offer limited insights and don't link training costs to outcomes like productivity or revenue.
- There's a growing need for data-driven decision making in organisations.
- This project will be carried out in the ITS department of the agency, where training bookings, attendance data, and delegate feedback are already collected but not yet analysed or presented in a structured way.

Literature Review

- L&D is vital for capability & growth.
- Measuring ROI is a challenge – traditional methods often limited.
- Kirkpatrick Model – reaction, learning, behaviour, results often stops at satisfaction.
- Phillips ROI Model – adds financial calculations ($\text{Net Benefits} - \text{Costs} \div \text{Costs}$).
- Financial focus, ignores morale, innovation, knowledge sharing.
- Hard to isolate training effects from external factors.



Literature Review (Continued)

- Rise of Learning Analytics – tracks engagement, skills, and performance beyond surveys.
- Interactive Dashboards – combine financial + non-financial metrics in real time.
- Already common in sales/finance but underused in L&D.
- Over-reliance on participation & satisfaction measures.
- Weak integration of qualitative + quantitative outcomes.
- Few tools linking training directly to strategic goals.



Research Problem

- Organisations invest a lot of money on Learning & Development (L&D)
- They lack effective ways to measure the return on investment (ROI)
- Training budgets not used to best potential / poorly designed programmes
- Reporting on this L&D data is not best utilised
- The project aims to tackle these issues by creating an interactive dashboard
- Better decisions and improve training investments



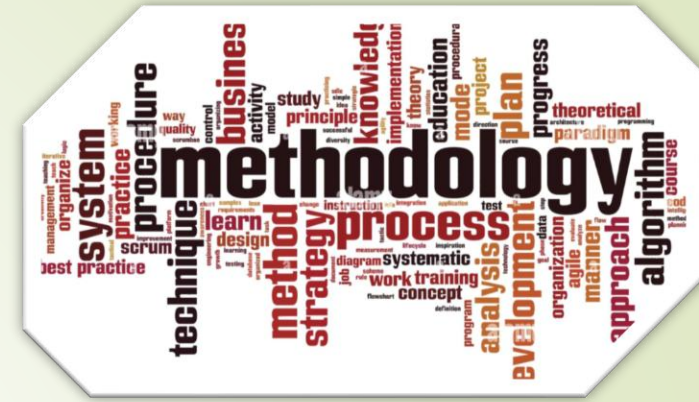
► **Aim:**

To evaluate the return on investment of training and development opportunities within the ITS department in the agency and identify the most effective way to measure and present their impact to senior management.

► **Objectives:**

1. To analyse existing training and development data within the ITS department by reviewing course bookings, participation levels, and associated costs, in order to establish a baseline for return on investment (ROI).
2. To evaluate the effectiveness of training through systematic collection and comparison of delegate feedback at different stages, identifying trends and areas for improvement.
3. To research and critically assess different methods of presenting training impact data, including written reports, visual summaries, and digital dashboards, to determine the most effective format for senior management.
4. To design and develop an interactive Power BI dashboard that integrates key metrics from bookings, feedback, and ROI analysis, providing senior leaders with clear, actionable insights.

Research Methodologies



- This research combines elements of positivism and interpretivism
- Quantitative data (Training Costs & Attendance)
- Qualitative data (Survey Feedback data focusing on people's experiences)
- Blending the methods avoids limitations from using a single philosophy
- A Deductive approach is followed starting with existing theories on ROI in training (Kirkpatrick model)
- A Case study strategy will be used focusing on the ITS department
- A Mixed method approach has been chosen to combine the quantitative and qualitative data

Project Planning

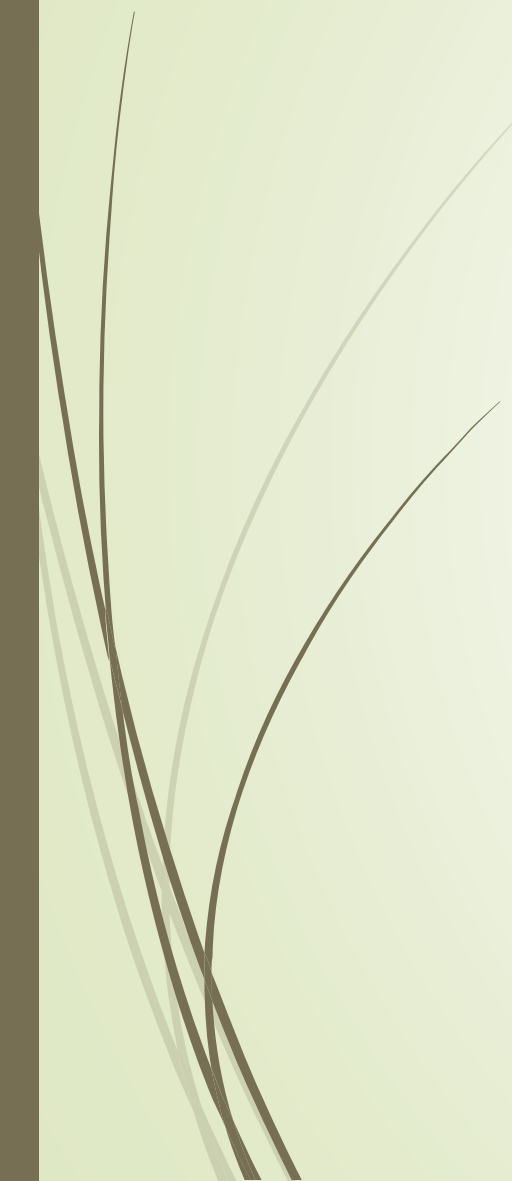


➤ Must Haves

- Integration of key data sources, training bookings, attendance records, statistical data regarding the courses, and delegate feedback.
- A functioning Power BI dashboard with clear visualisations and data points for senior management.
- Training support for users of the dashboard.
- Secure handling of sensitive staff and training data in line with data protection policies.
- Ability to filter and view data by financial year, course, department, or time period.



Project Planning



➤ Should Haves

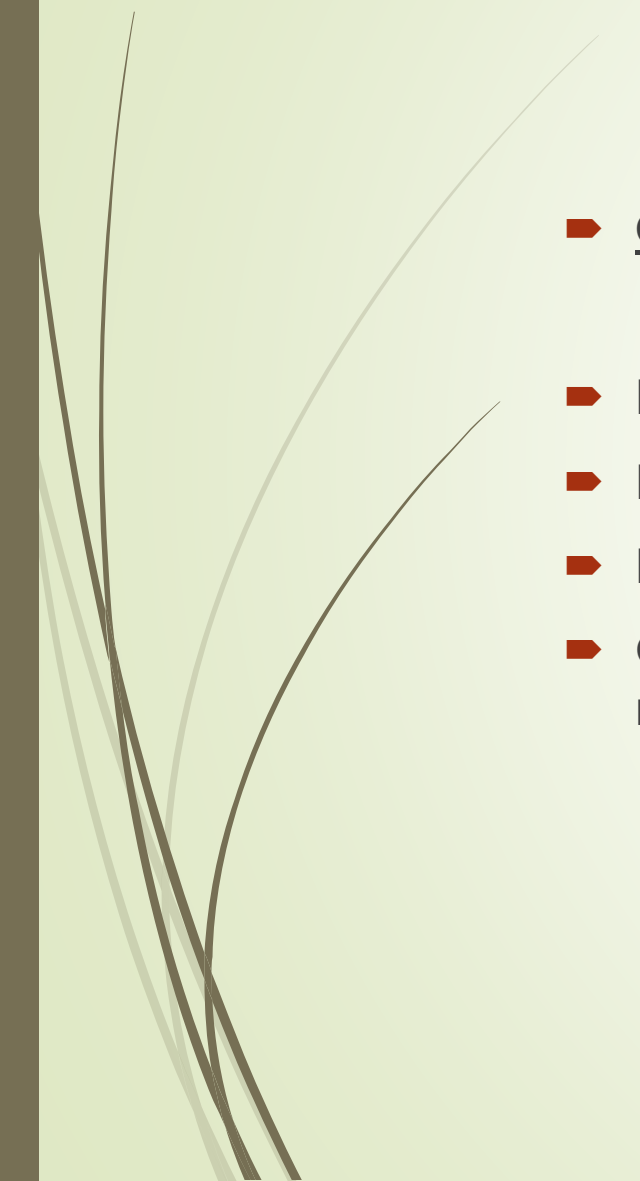
- Automated data refresh from booking and feedback systems to reduce manual updates.
- Comparative analysis of different training courses to highlight best value.
- Visual indicators to flag high or low performing programmes.



Project Planning

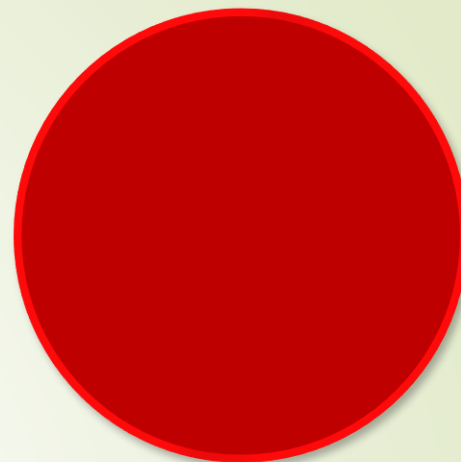


➤ Could Haves

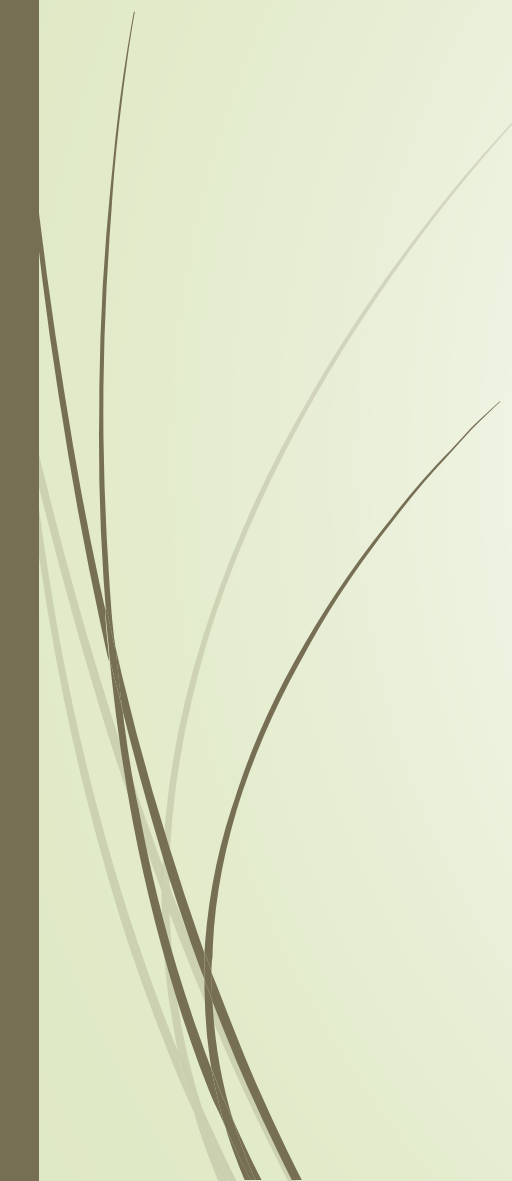
- Predictive analytics to forecast training impact and ROI over time.
 - Export options (PDF / PowerPoint / Excel) directly from the dashboard.
 - Historical trend data
 - Customisable dashboard views for different user groups (HR and senior management).
- 

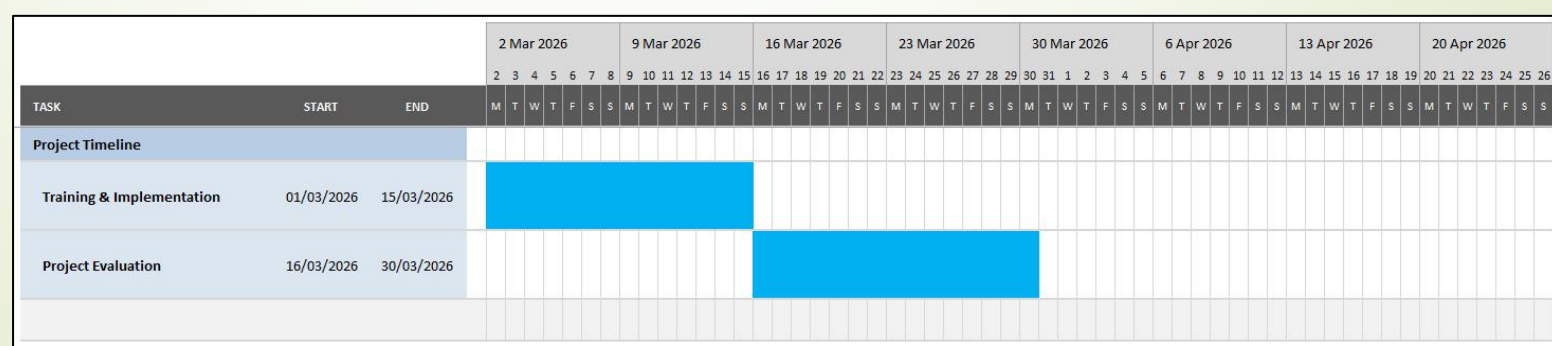
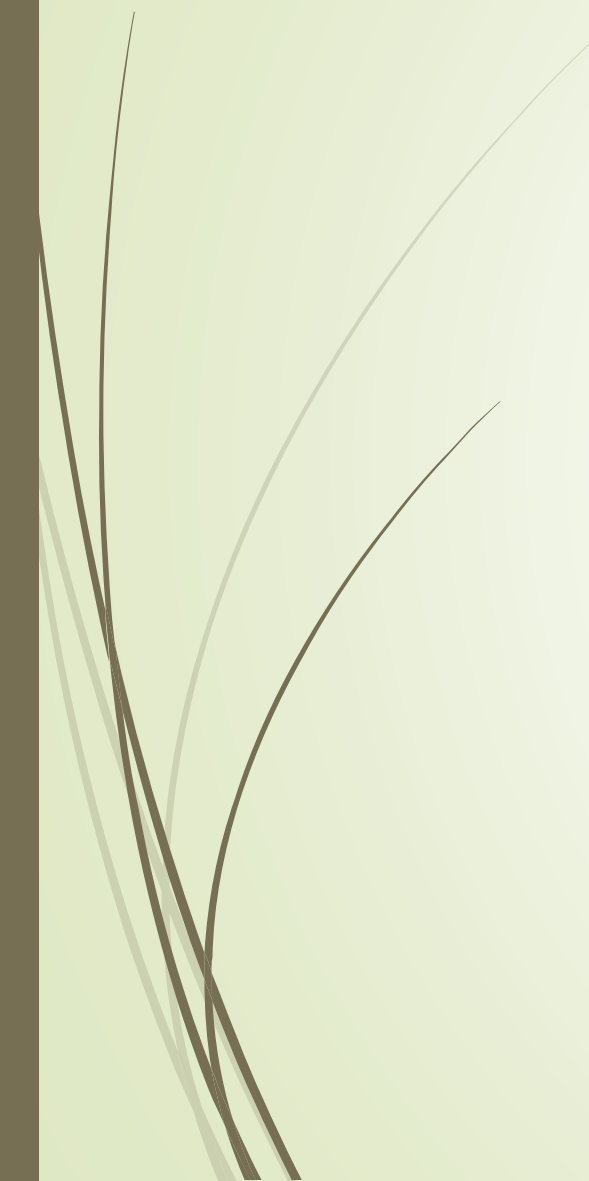


Project Planning



Won't Haves

- Full integration with all wider HR systems.
 - Mobile app version of the dashboard.
 - Advanced machine learning models for prediction
- 





Project Impact & Limitations

Impact:

- Provides senior management with clear, evidence and insights on training ROI.
- Combines financial and non-financial outcomes in one dashboard, enabling better strategic decisions.
- Encourages a stronger link between training, employee development, and organisation goals.

Limitations:

- Dependent on quality and extensiveness of available training and feedback data.
- ROI calculations may not fully capture ongoing improvements or changes in employee skills.
- Time constraints mean advanced features like predictive analytics are not included.
- Outcomes are dependent on stakeholder engagement and willingness to use the interactive tool



Thanks for listening