



Measuring Matters for Success

Critical Metrics

Training Evaluation Case Study
May 4, 2010

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Context

- A global hospitality brand invested heavily in brand-related training over the last several years.
- Employees (end users of training) weren't employees of the hospitality company, most worked for franchisees across over 1700 locations
- Most of the training was delivered on-site via a variety of methods:
 - Self-paced
 - Computer-based
 - Video-based
 - Group-led
- Organizational need to demonstrate the value of this investment in terms of customer service outcomes.
 - There were over 20 training tools and resources that needed to be evaluated.
- Given distributed nature, hard to reach employee populations, and franchise orientation, challenging to know usage and understand effectiveness



What did we do?

- Questions we attempted to answer:
 - Were the training tools being used?
 - How were they being used?
 - What was the impact of using the training on knowledge, behavior, and guest experience?
 - What are the future training needs for various employee segments?
- Conducted over 75 site visits (sampled across geography, ownership structure, and performance).
- Over 120 focus groups and 90 manager interviews in a 5 week period, gathering data on usage, knowledge, and behavior from over 750 employees and 90 managers.
- Site visits were conducted by trained researchers. They were trained in the culture of the brand (experienced most of the training that they were going to evaluate). Researchers did not know the performance level of the properties they were visiting.
- Results were aggregated at the property level and linked to property level guest loyalty data and quality metrics from internal audits.



What did we measure?

- During the site visits, each researcher collected the following data:
 - Researcher observations of brand-related behavior (each researcher spent a night and a day at the property as a guest and completed a behavioral checklist)
 - Brand-related behaviors also measured through self-report measures administered during focus groups
 - Usage of various training tools and resources from manager (interviews and observations) and employee perspectives (questionnaires)
 - Managerial and employee perceptions of the effectiveness of training tools and resources (questionnaires)
 - Employee brand-related knowledge (actual knowledge tests)
 - Other contextual factors about training (managerial encouragement, communication, managerial and employee understanding of training available, etc.)



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What did we find?

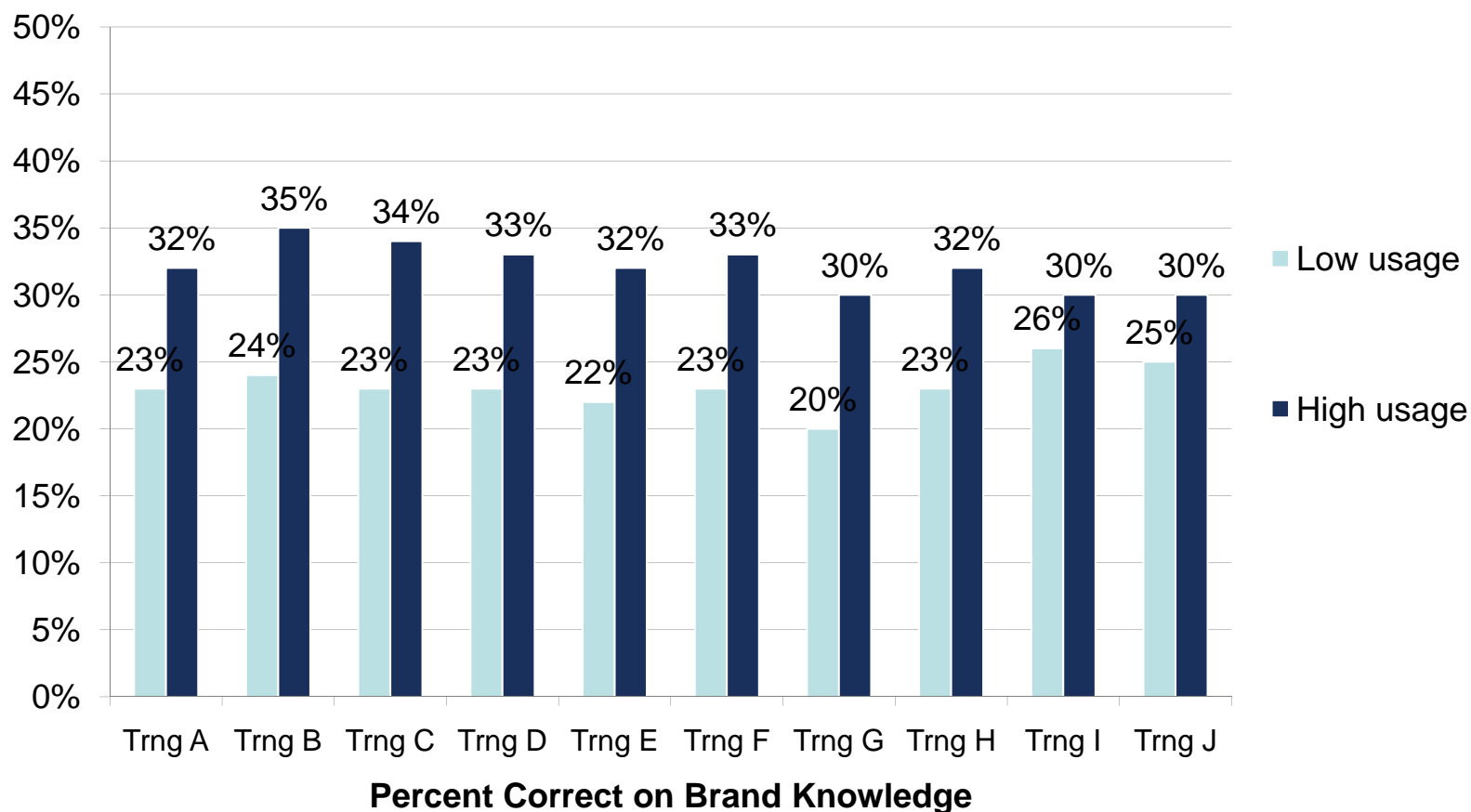


Level 1: Perceptions of training effectiveness from Managers and Employees

Most Highly Rated Tools and Resources	Managers' Mean Effectiveness Rating	Employees Usefulness Ratings (% Favorable)
Training O	9.3	76%
Training F	8.8	80%
Training A	8.5	83%
Training E	8.1	73%
Training V	7.7	73%
Training P	7.7	62%
Training H	7.5	79%
Training T	7.1	62%
Training S	6.8	77%
Training L	6.6	59%
Training R	6.5	62%
Training U	6.4	71%
Training J	6.3	64%
Training M	6.3	61%
Training G	6.3	60%
Training K	6.1	60%
Training C	5.6	64%
Training D	5.4	66%
Training N	5.4	58%
Training I	5.3	54%
Training B	5.2	65%
Training Q	4.3	51%

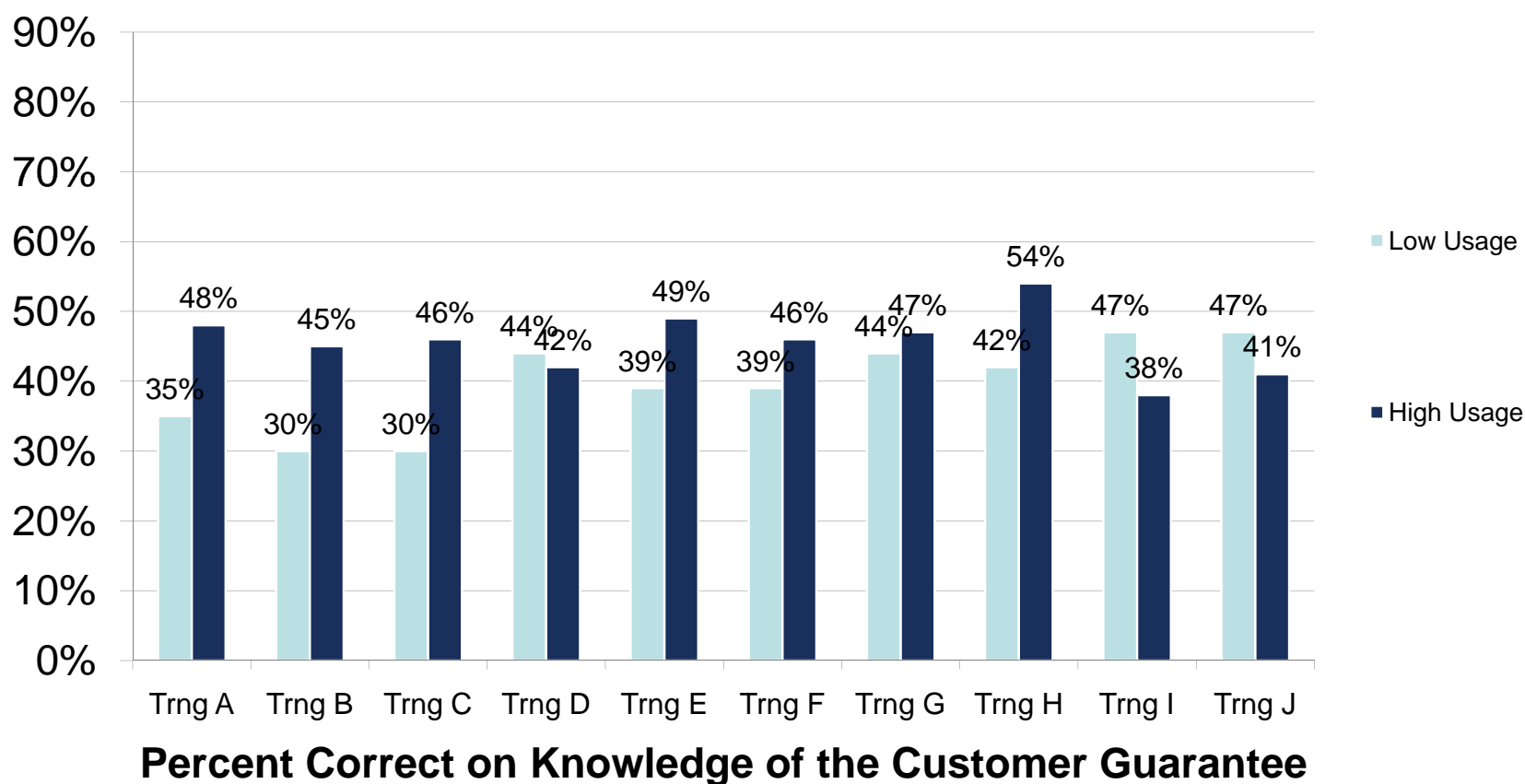
Level 2: Training Usage and Brand Knowledge

Training usage is related to greater brand knowledge



Level 2: Training Usage and Knowledge of Customer Guarantee

Training usage is related to greater knowledge of the customer guarantee

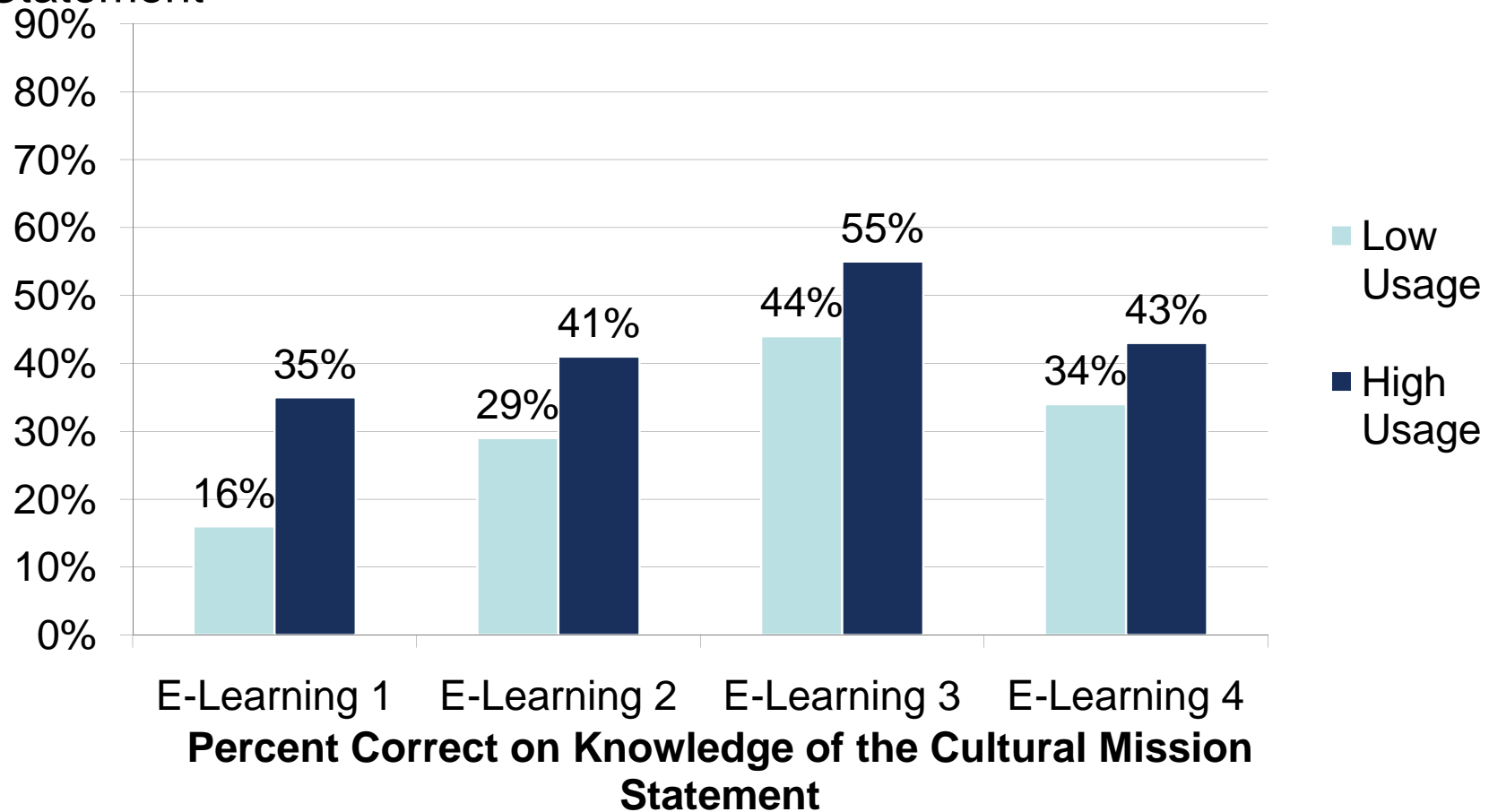


Notes: Training G most related to Customer Guarantee, Training I and J not as focused on this content area.



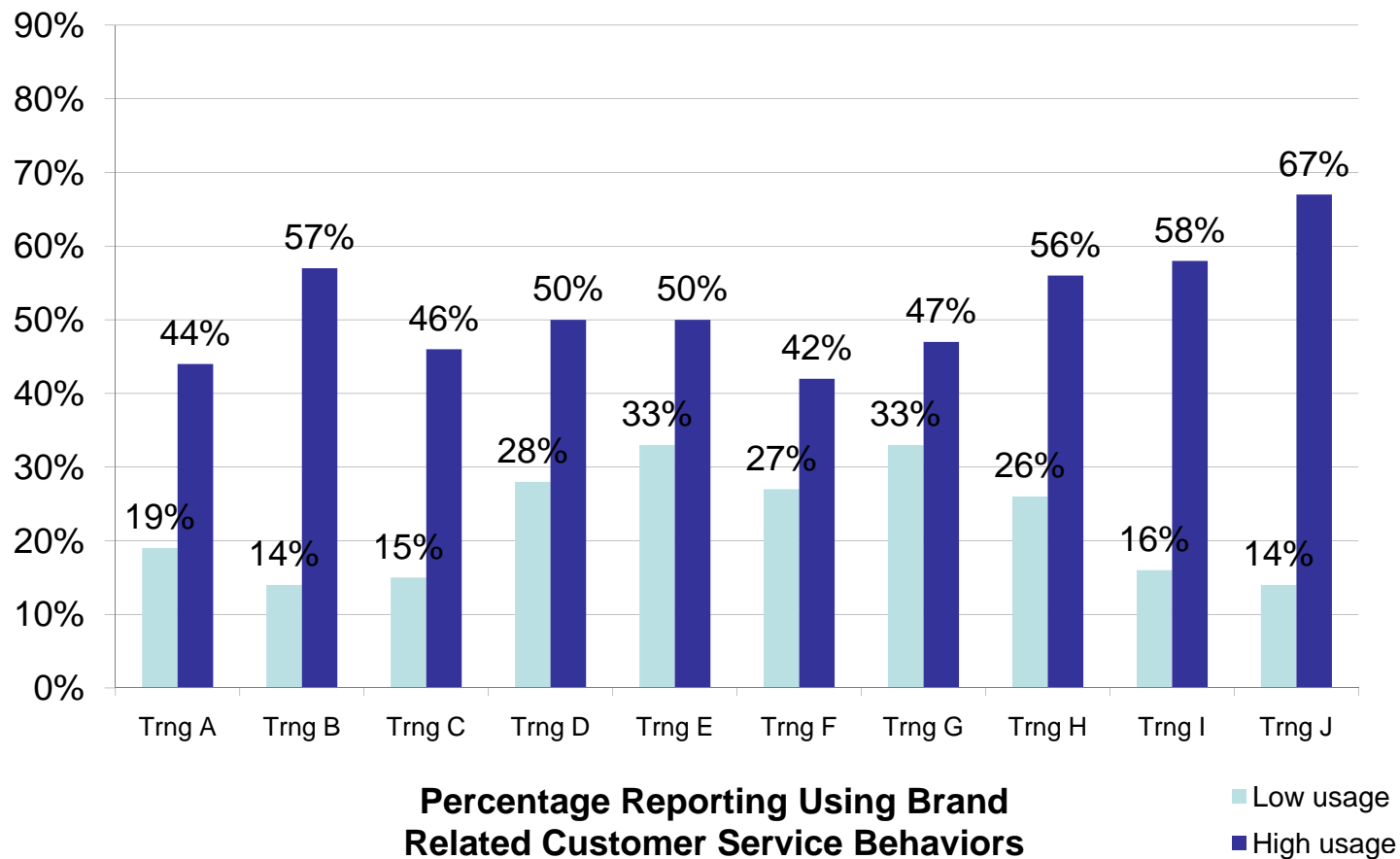
Level 2: Training Usage and Knowledge of Cultural Mission Statement

Training use is related to greater knowledge of the Cultural Mission Statement



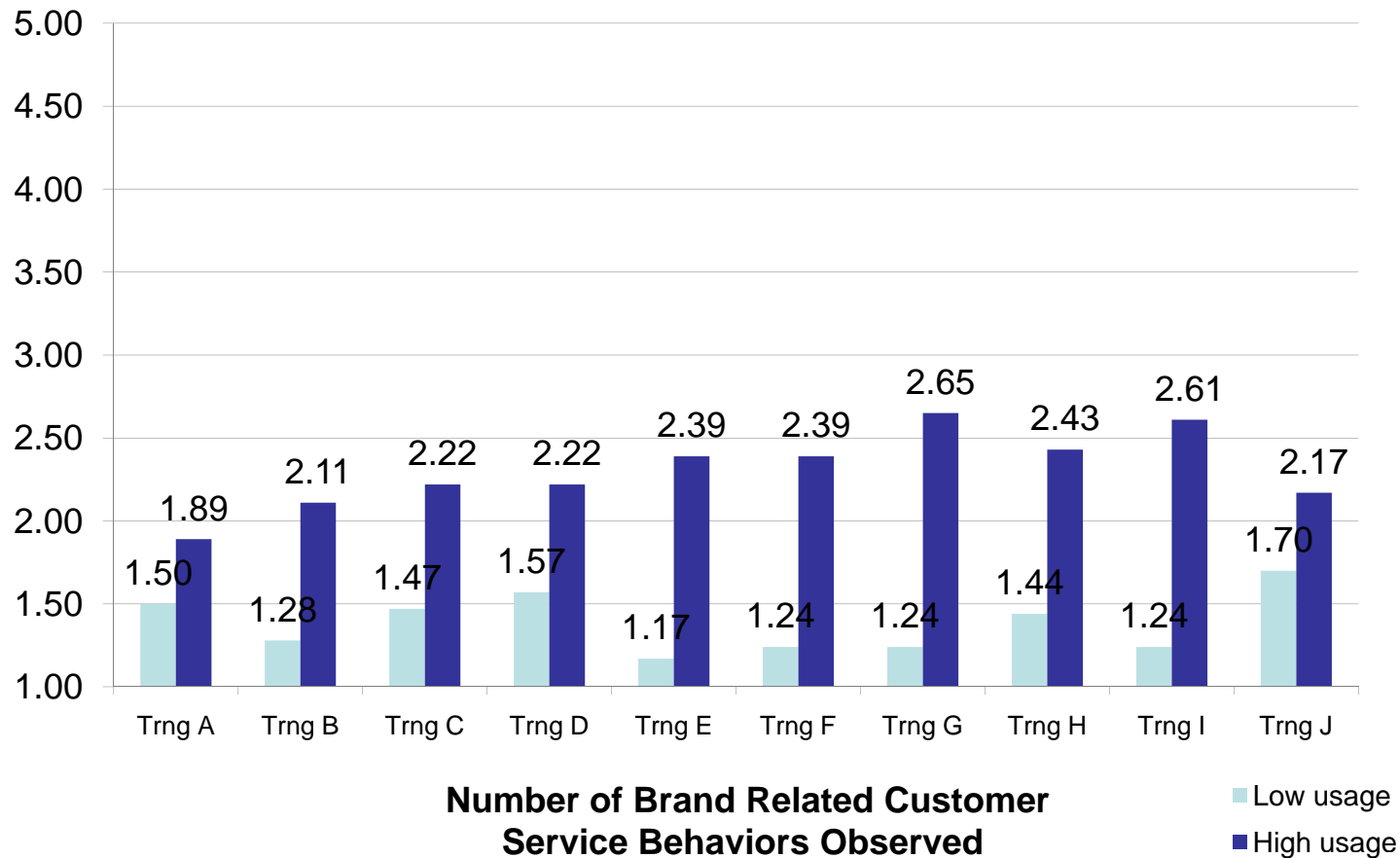


Level 3: Training Usage and Self-Reported Use of Brand Related Customer Service Behaviors



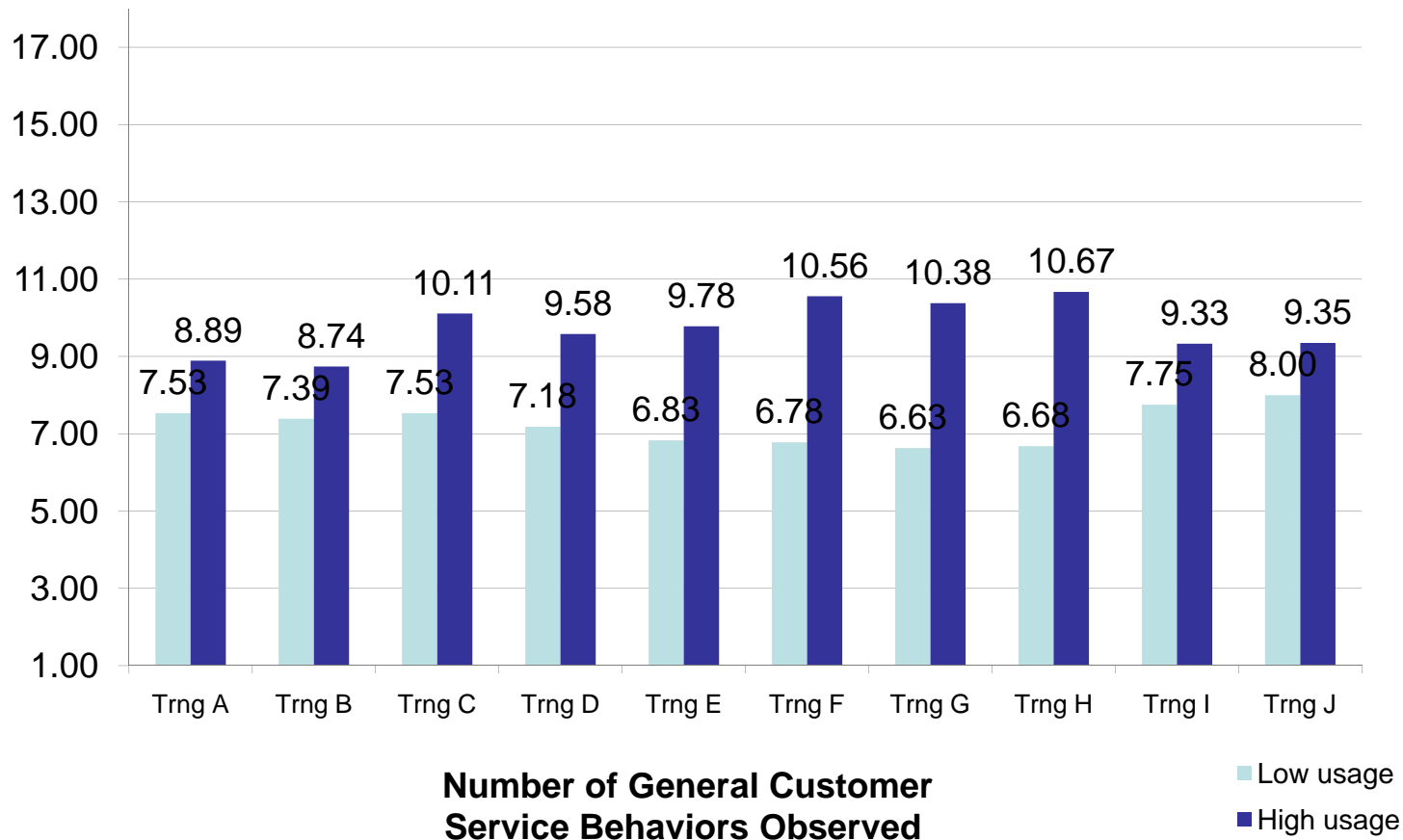


Level 3: Training Usage and Observed Use of Brand Related Customer Service Behaviors

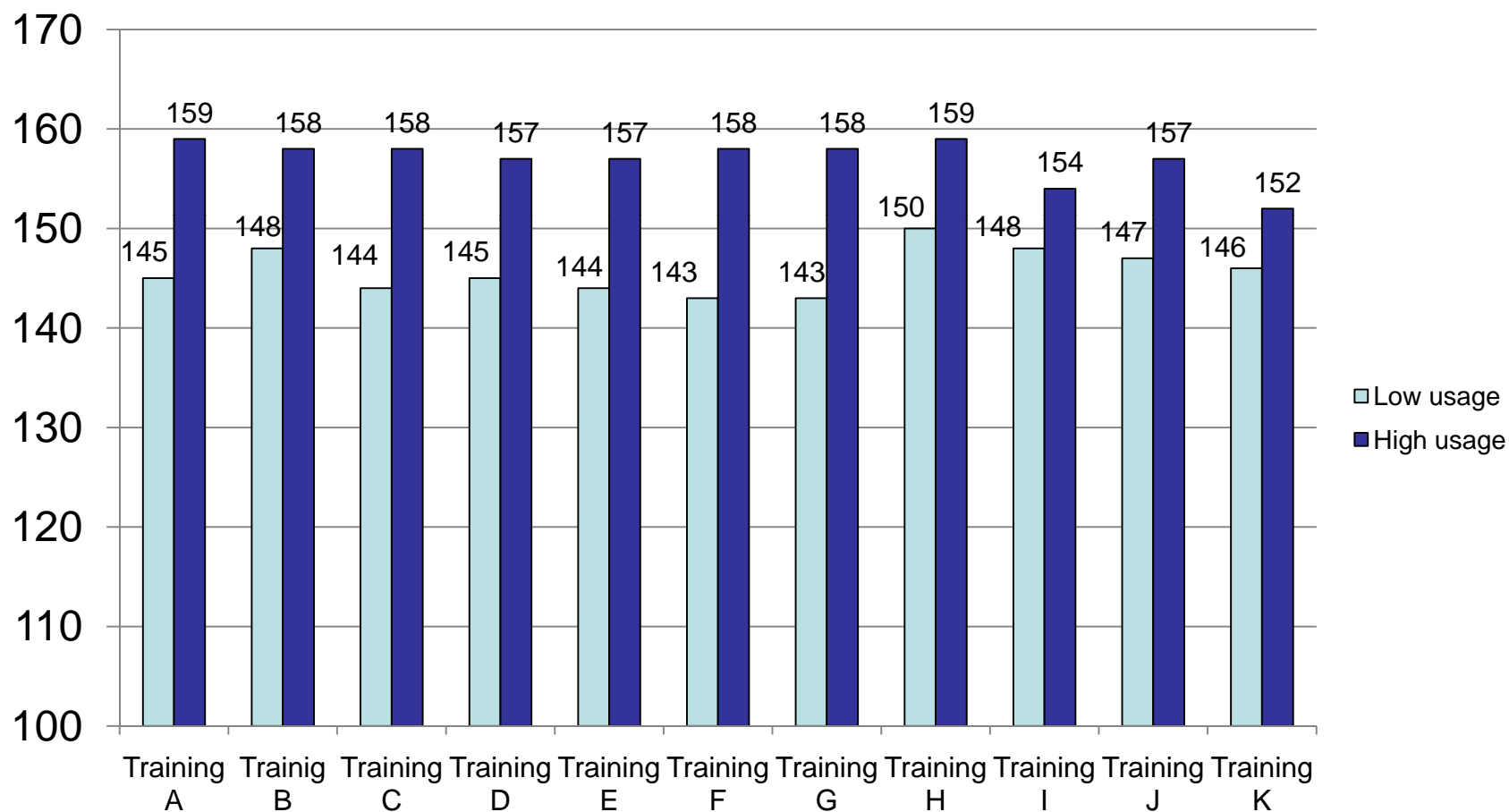




Level 3: Training Usage and Observed Use of General Customer Service Behaviors

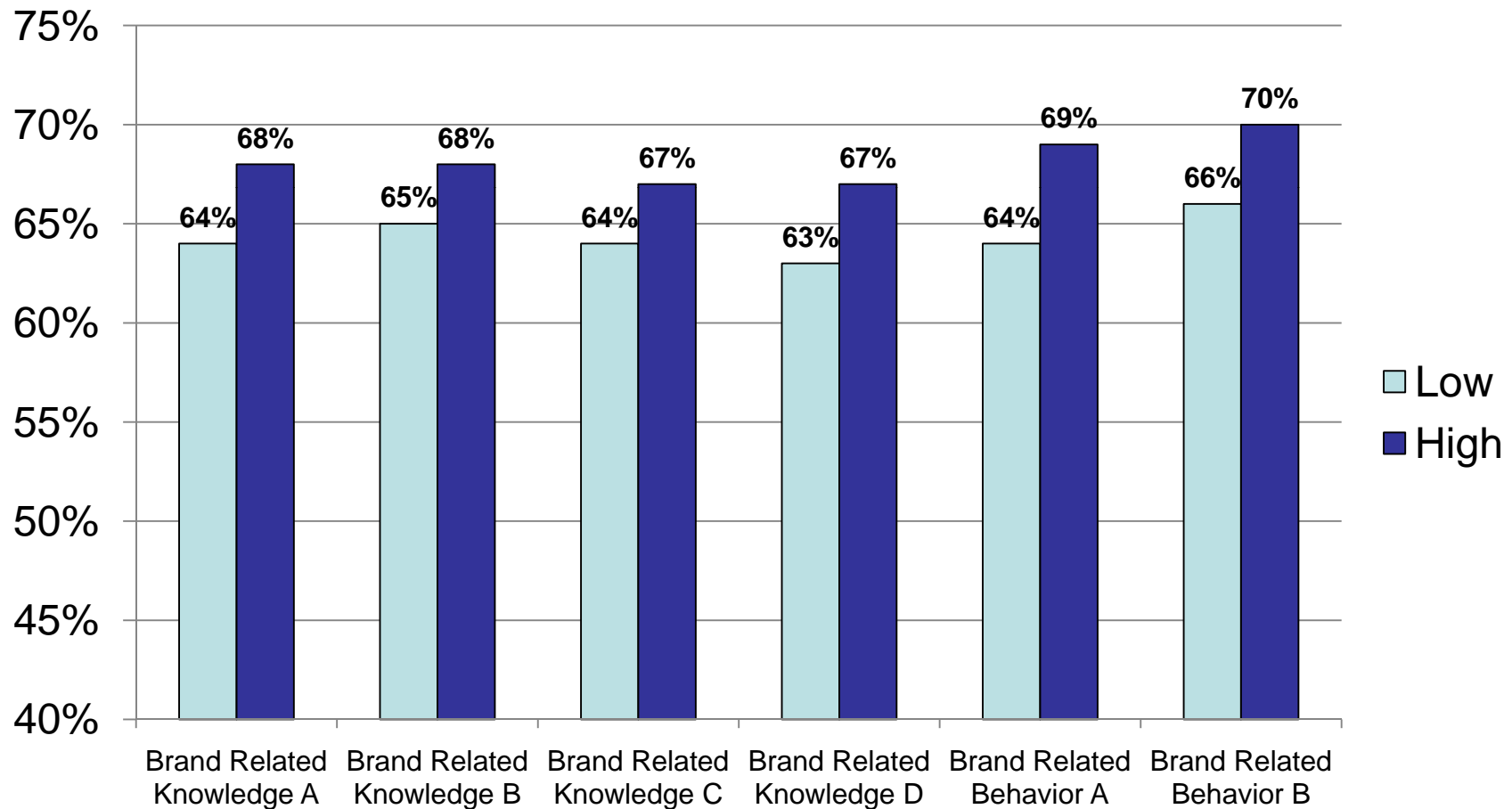


Level 4: Training usage and Quality Assurance Audit Ratings





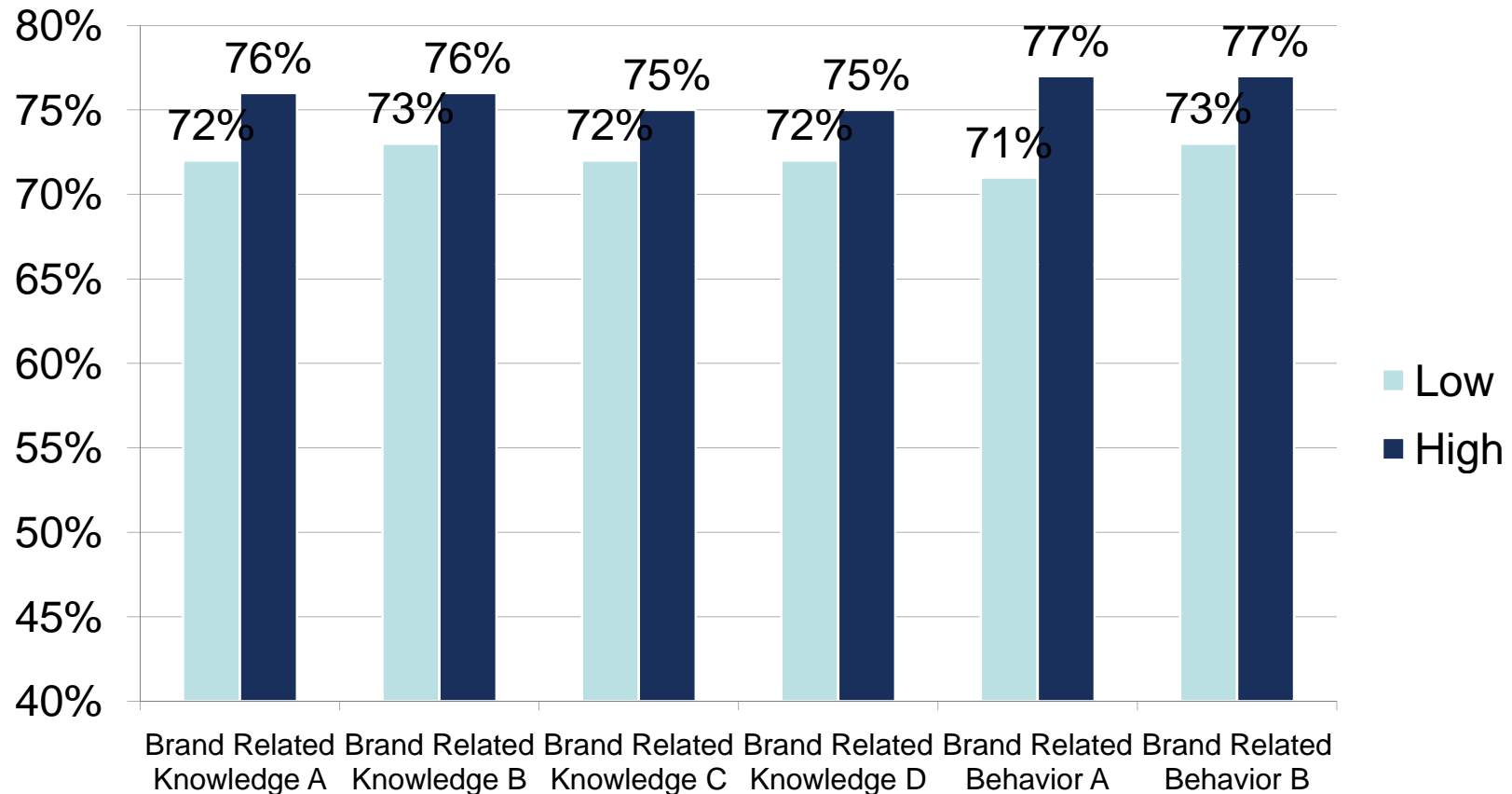
Level 4: Brand Knowledge and Behaviors are Related to Higher Guest Loyalty Ratings





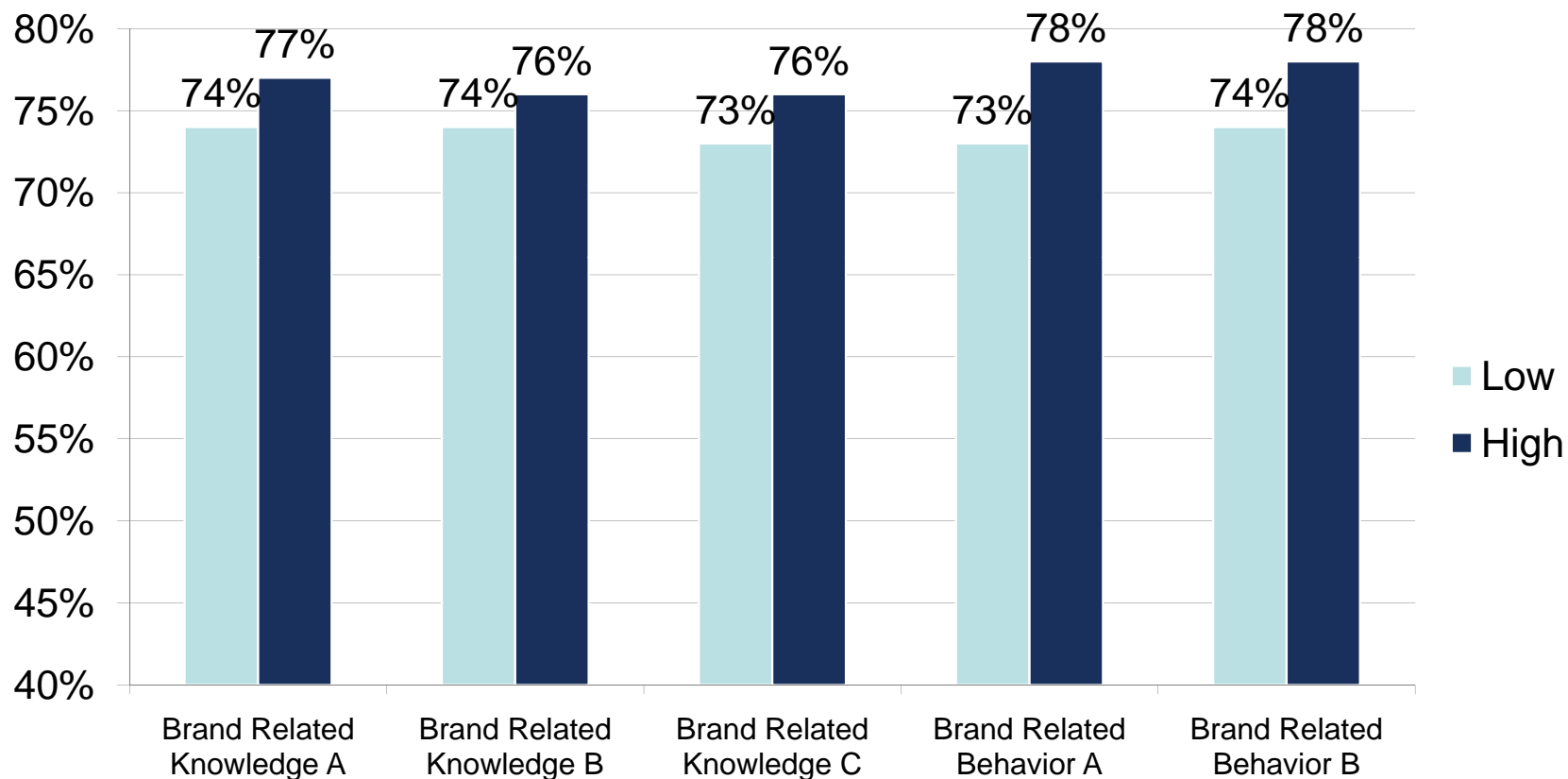
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Level 4: Brand Knowledge and Behaviors are Related to Higher “Return to Property” Ratings





Level 4: Brand Knowledge and Behaviors are Related to Higher “Recommend Property” Ratings





Impact on the Organization

- The organization was surprised by some of the findings (low usage and knowledge), but embraced them
 - Substantial interest among senior leadership
- Presented results as a case study to general GM population
- Spurred further interest in training, especially refresher training among longer tenured employees
- Second round of evaluations conducted in Canada and Latin America



Key Take-Aways

- Challenges while in the field:
 - Tools were already deployed, but usage was highly variable
 - Locations not always willing to participate and few mechanisms to compel participation
 - Pilot to make sure it works
 - Collecting data from hard to reach employee populations
 - Collect as much data from as many sources that you can
 - Ethnographic methods proved to be very useful for non-experimental training evaluation
 - Client context matters



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Questions



Additional Evaluation Level 2 of In-Person Workshops

Workshop	PRE Average	POST Average	PRE-POST Difference
Workshop A (PRE n=14; POST n=41)	2.6	3.9	1.3
Workshop B (PRE n=8; POST n=27)	2.9	4.1	1.2
Workshop C (PRE n=26; POST n=13)	2.9	4.0	1.1
Workshop D (PRE n=33; POST n=98)	2.4	3.5	1.1
Workshop E (PRE n=67; POST n=57)	2.8	3.7	.9
Workshop F (PRE n=24; POST n=25)	3.3	4.1	.8
Workshop G (PRE n=22; POST n=69)	3.1	3.9	.8
Workshop H (PRE n=22; POST n=54)	3.3	3.9	.6
Workshop I (PRE n=13; POST n=69)	3.6	4.05	.5
Average Across Workshops	3.0	3.9	.9

1 = No Knowledge
2 = Little Knowledge
3 = Moderate Knowledge
4 = Considerable Knowledge
5 = Enormous Knowledge



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Thanks

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