



Learning Analytics in Practice

Martin Roche
Education Delivery Manager
SAP UKI



THE BEST-RUN BUSINESSES RUN SAP

Agenda

- Applying the Philips ROI Model in Practice

Background

Impact Survey

Ongoing Evaluation Analysis

- Working with an External Consultancy
- Recommendations

Background – both surveys

- Beyond the evaluation sheet
- What is the real value to our customers ?
- Engaged Knowledge Advisors

Evaluations based on Kirkpatrick and Phillips methodologies

- Level 1 – Satisfaction
- Level 2 – Effectiveness
- Level 3 – Impact
- Level 4 – Results
- Level 5 - ROI

Built-in Phillips' principles of estimation, isolation, adjustment

Used researched adjustment factors for conservatism

Leveraged technology to make the process scaleable and practical

Impact Survey - Approach

- Surveyed all students in last 18 months
- iPod draw for submission
- KA Web based collection tool
- Email & follow-up call
- Results analysed by KA
- Report, plus analysis call

Compared to a benchmark of:

- Similar IT training Organisations
- EMEA region
- English language

Impact Survey - Results

769 follow-up surveys were submitted from 4,500 contacts

Satisfaction

Average satisfaction ratings were positive. 85% were satisfied or very satisfied with training (6 or 7 from 7)

Effectiveness

Positive gains in knowledge and skills

Nearly three-quarters reported significant gains in new knowledge and skills

Significantly exceeded the benchmark

Impact Survey - Results

Impact

Average ratings show solid application of the knowledge and skills acquired

83% applied the training within the first 6 weeks

68% within the first month

Significantly ahead of the benchmark

Results

Training responsible for a little over half of the improvement in Quality, Productivity and Customer Satisfaction

In line with benchmark

Impact Survey - Results

- General ROI in-line with the benchmark
- In financial terms, using cost/benefit assumptions, the ROI on the training, based on productivity gains is 4.3 to 1
- Significantly exceeded the benchmark average
 - But only 2 benchmark companies, and their details were unavailable
- Recommendations from Students
 - More training on capacity & performance management and troubleshooting
 - Add even more practical examples
 - More guidance with customers on how to apply training before and after the training event
 - Consider customising the training solution to the clients need or allowing clients to bring specific issues into the training

Impact Survey – Was it worth it ?

Costs

- \$8,500
- 30 + days work
- Misc costs e.g. iPods

Benefits

- Improved relationship with some customers
- 30% response rate (offered iPods)
- Results in line with expectations
- General confirmation of our ROI perceptions
- Marketing Angle – but some results technical and difficult to present
- Specific actions

Ongoing Eval Analysis – Aims and Constraints

Aim – get useful feedback

- Improve quality
- By Marketing, increase sales

Retain base of existing eval structure

- Maintain historical comparisons
- Feed standard data into global analysis system

Ongoing Eval Analysis - Approach

Replaced SAP online Eval system (OES) with KA website

- Trained administrators, instructors
- Launch process to get MTM into use

Modified standard OES questionnaire

- Added KA questions

Reports drawn from MTM website, after processing

Follow-up call after 3 months

- Prompt students to revisit MTM Website

Ongoing Eval Analysis

- Increased cost (\$1500 / month)
- Increased admin
- Slow / complex reporting slowed our response time to problems
- Customers commented that this was not our own tool
- Plan for eval / 3 month email / follow up prompting call – overkill, especially for multiple course attendees
- MTM questions seemed odd.....

Real examples of MTM questions....

“Given all factors, including this training, estimate how much your job performance related to the course subject matter will improve”

“Based on your response to the prior question, estimate how much of the improvement will be a direct result of the training”

The Big Issue....

Student Eval scores for traditional measures dropped substantially... from start of MTM usage

And recovered....

When we went back to OES system

What would we do differently 1/2

Consider using a UK-based organisation

- Conf calls didn't work well
- Support across time zones a big problem

Make sure advisors knew a lot about our business aims & dynamics, before even starting to plan

- Particularly – do they understand training vendors ?

Make sure we understand what measures will be in the report, what they really mean, and what the scale is

- Be prepared to challenge and test interpretation

What would we do differently 2/2

Make sure we understand exactly what the questionnaire & system would look like to students, trainers, administrators

Consider using Learning Analytics expertise, embedded in own OES product

- **Or at least stress-test external system**

Meet face-to face for planning

Dry run the programme from start to finish

What would we recommend ?

Decide - what will you do with the feedback ?

- Are there known improvements you're not yet making ?

Do the Impact Survey

- Annually

Think VERY carefully about Ongoing Evaluation studies

Sell Analytics services to end-user customers ?