



i n v e n t

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The ROI of
Corporate Training

September 2000

this is a word
where ...

- the companies that will flourish will be those that can obtain, manage, distribute, and uptake knowledge the fastest and cheapest
- 70% of Fortune 1000 companies cite the lack of trained employees as their #1 barrier to sustaining growth
- knowledge is the raw material that fuels the economy; the demand for skilled workers is at an all-time high

this is a world
where ...

- companies worldwide are seeking more innovative and efficient ways to deliver training to their geographically dispersed workforce
- companies and individuals everywhere are moving to the web as the vehicle for life-long learning

why is education
important?



the benefits of education :

- increased productivity
- fewer errors
- higher morale
- lower turnover rates
- retention of intellectual capital
- global consistency

the costs of inadequate education :

- higher downtime rates
- excessive overtime
- workforce replacement expense



"Education is the only ticket to success in a knowledge-based society. Education is the "big game" in the globally interdependent economy. Period."

Tom Peters

Liberation Management

challenges learners face today

- information overload is as problematic as information deficit
- incredibly rapid rate of change
- increased complexity of content
- varied and shifting skill and knowledge sets
- finite amount of time to learn

challenges companies face today

- need highly skilled workforce to be competitive
- relaying information frequently to employees, customers, and partners is mandatory for success
- training needs often driven by new product introductions, technology changes, and just in time knowledge requirements
- geographically dispersed audiences



"In the end, people are the business and the business with the best people wins the competitive battle."

Carly Fiorina

HP President and CEO

February 2000

educational realities are changing

traditional view

- education is peripheral to the organization
- instructor-led courses are the best approach
- educational requirements should be addressed as needed
- ROI is largely a non-issue

new reality

- education must be directly aligned with business goals
- a broader menu of education options is required
- every company needs a well thought-out education plan
- ROI is of paramount importance

return on investment

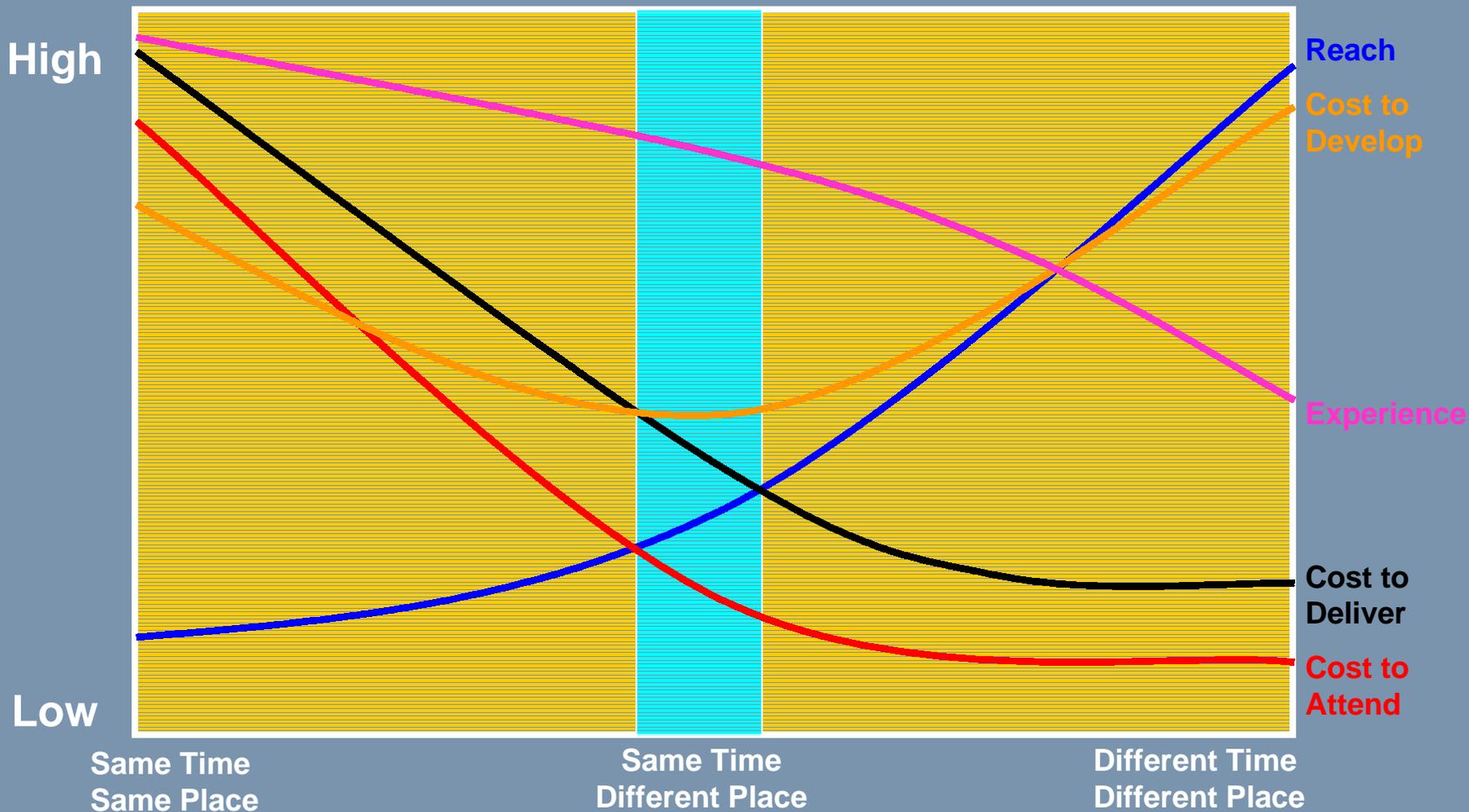
value can only be derived by a direct linkage to a business need.

a training evaluation
framework must measure
multiple dimensions

- tangible
- intangible

- changes in knowledge, skills, abilities
- changes in behavior
- changes in business results
- participant satisfaction
- compares program benefits to the costs

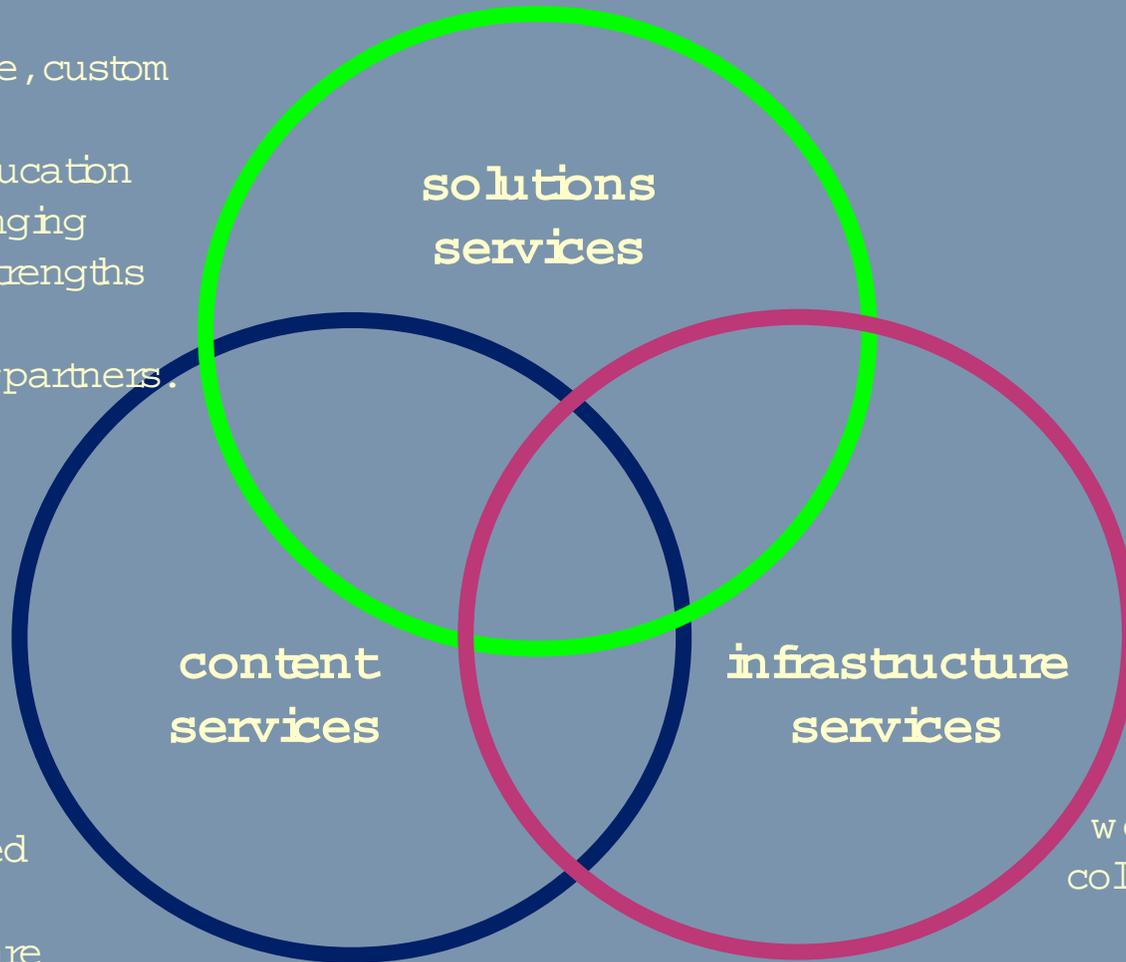
the impact of technology



hp education services integrated learning approach

HP creates comprehensive, custom developed, end-to-end education solutions - bringing together the strengths and expertise of HP and our partners.

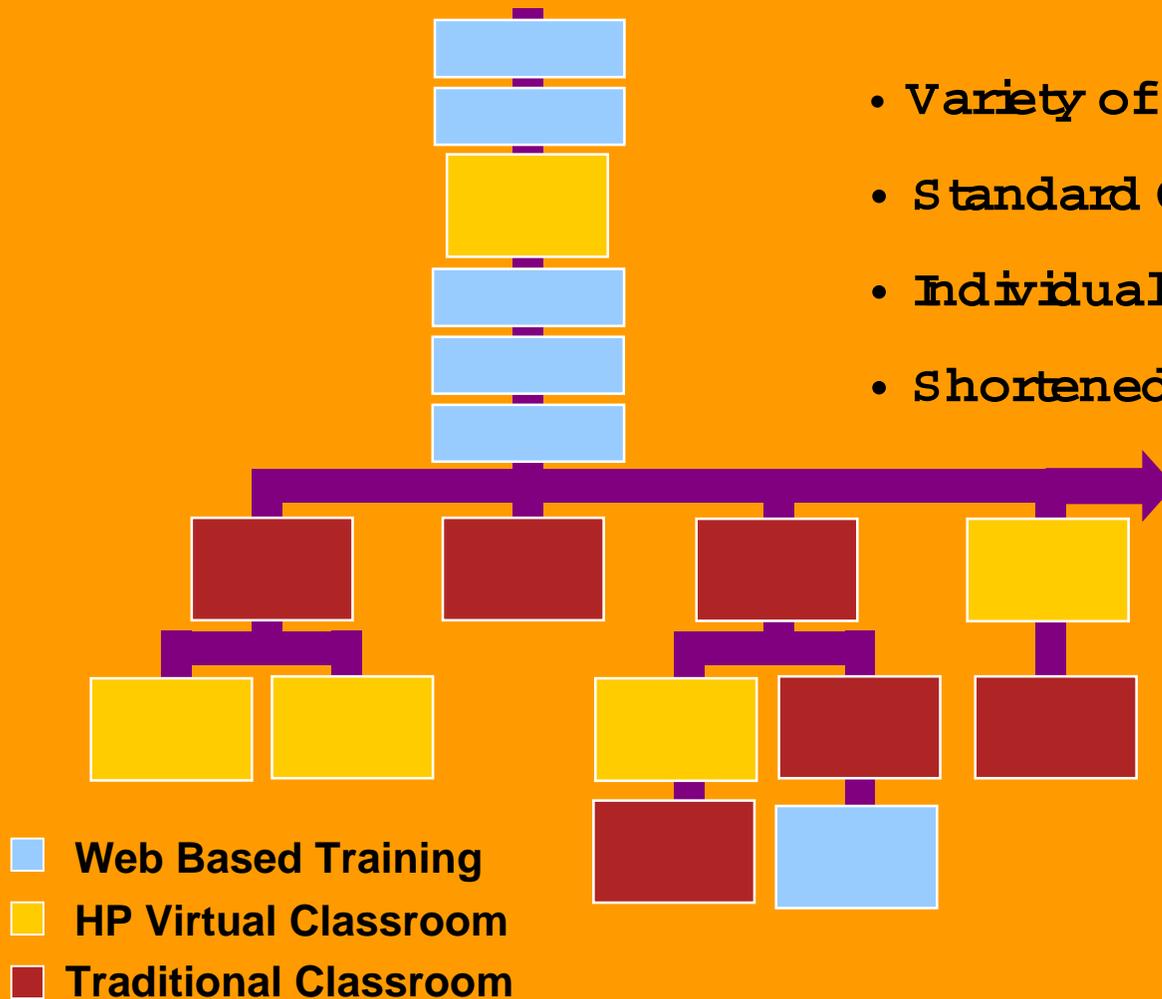
For more than 25 years, HP has offered high quality IT Professional training. Classroom-based and web-based delivery options are available globally.



HP's solid reputation in technical infrastructure is the foundation for our hosted, web-based training, collaborative delivery capabilities and learning management systems.

Example: Integrated Learning Curricula Design the Optimum Learning Experience

- Variety of learning methods
- Standard Curriculum Paths
- Individual Skill Assessments
- Shortened time in class



keys to success in training

- adapt instruction more completely and precisely to the learner requirements
- balance learner interest and competencies with educational objectives and cost
- adapt to varied and changing learner needs and diverse contexts
- provide a global context for learning

hp's integrated learning
model



inventing new ways
to learn in an e-services
world



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