Winning Every Walk-in

TataSky Ltd
India

Capt. Charanjit S. Lehal

This case was prepared to serve as a basis for discussion rather than an illustration of either effective or ineffective administrative practices. Names, dates, places, and data may have been disguised at the request of the author or the organization.

Abstract

This was a training intervention that was critical and at the same time very costly in planning, implementation, and follow-through. The intervention was designed to teach three sales impacting skills to employees, and the business objective was to impact sales and monthly recharges. It was a pan-India rollout involving approximately 290 employees and 35 supervisors. The program was launched in the third quarter, and the impact was traced in the last quarter of financial year 2009–2010. The project was impacted by certain environmental factors, but an outstanding ROI of more than 300 percent was achieved.

Program Background

TataSky is a satellite television provider that has redefined the television viewing experience for thousands of families across India. The service aims to empower the Indian viewer with choice, control, and convenience. The company is a joint venture between the Tata group and BSkyB (the News Corp group). In a short time span of three years after launch (2006), it acquired more than five million customers. It created a niche as a world-class service provider.

In order to increase distribution reach as well as serve customers from within their own vicinity, the company launched a new business vertical called retail operations. This was achieved by launching small retail stores
called Experience Zone, whose aim was to provide the customer and the prospects with a unique experience. These were the key objectives for this vertical:

- to get closer to customers, both existing and potential
- to ensure consistency of business in a highly competitive landscape
- to service and retain TataSky’s existing high-quality subscriber base
- to increase ARPU (average revenue per user)
- to reduce service costs.

The stores that were initially opened did not do well. The conversion ratio was low, sales were low, and so were the subscription recharges from these stores. The main challenges were the following:

- focus on sales transactions only and hardly any focus on relationship management
- failure to leverage presence near the customer
- lack of skills needed to manage customer interactions
- low service orientation.

**Needs Assessment**

In August 2009, the vertical head interfaced with the training team. After consultations, the following needs emerged:

1. Payoff needs:
   a. The revenues to be increased by
      i. Increasing sales
      ii. Increasing subscription recharges (electronic prepaid recharge service; EPRS)

2. Business needs: The following business parameters needed to be impacted:
   a. The hard data:
      i. To increase the conversion ratio of the walk-ins
      ii. To increase sales
      iii. To increase the subscription recharge
   b. The soft data: Nothing concrete was analyzed or felt.

3. Job performance needs:
   a. To handle the customer transaction in a standardized manner
   b. To do customer profiling by asking relevant questions
Winning Every Walk-in

c. To give demonstrations in a standardized manner

4. Learning needs: To impart three skills:
   a. Meeting and greeting
   b. Understanding what the walk-in wants and needs
   c. Influencing the customer to want to buy

5. Preference needs:
   a. The intervention to be initiated by 1st October 2009
   b. All regions to be covered simultaneously
   c. To conduct classroom training and preferably use company training facilities
   d. Training to be done based on role plays

Training Solution: “Winning Every Walk-in”

Based on the above-mentioned needs, it was decided that a two-day instructor-led classroom workshop should be developed. The training would be provided to all the employees of the Experience Zones. An external training company would provide the training content and train the trainer for a set of internal trainers. An important decision was made to train all the retail operations managers (ROMs) as well all the retail operations incharges (ROIs). This decision was based on past experience in which the biggest challenge to any training program was the transfer of learned skills to the workplace. It was decided that the ROIs would ensure the transfer of skills through on-the-job coaching. It was also decided that since this would be an intervention, which is very critical for the vertical and would require a huge investment, this intervention should be tracked for return on investment. Captain Charanjit Lehal, AGM Training and Development, was appointed coordinator for the project.

EVALUATION METHODOLOGY

It was necessary that all key stakeholders, along with the training team, were clear about the present reality and what was being targeted in terms of levels on which the project would be evaluated. Everybody was confident of the levels of evaluation that had been documented in the past (Level 1, 2, and 3), so the evaluation methodology dashboard was an excellent tool to keep the focus on all levels of evaluation. Table 14.1 presents the dashboard. As mentioned in Table 14.1, Winning Every Walk-in would be the first project for which a return on investment was calculated.
## Table 14.1 Evaluation Dashboard

<table>
<thead>
<tr>
<th>Level</th>
<th>Measurement Category</th>
<th>Current Status In TataSky</th>
<th>Evaluation Targets</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Inputs and indicators: Measures inputs into program—including the number of workshops, participants, costs</td>
<td>Done for less than 25% of the programs.</td>
<td>100% tracking of workshops, number of participants attending, and the total costs incurred</td>
<td>This is to be done with the help of tracking of the attendance sheets and loading all direct and indirect costs.</td>
</tr>
<tr>
<td>1</td>
<td>Reaction and planned action: To measure reaction to and satisfaction with the facilitator, content, training environment, and overall satisfaction with the program</td>
<td>Done for 100% of the workshops conducted.</td>
<td>100%</td>
<td>This is to be done with the help of a questionnaire to be administered to the participants at the end of the program.</td>
</tr>
<tr>
<td>2</td>
<td>Application and implementation: To measure what the participants have learned in the program, namely three skills: (1) meeting and greeting, (2) understanding what the walk-in wants and needs by asking relevant questions, and (3) influencing the customer to want to buy by giving a demonstration of the product</td>
<td>Done for more than 60–70% of the training programs by way of tests and role plays.</td>
<td>100%</td>
<td>This is to be tested by way of participants doing the role plays. The facilitator is to judge the learning by observation.</td>
</tr>
<tr>
<td>3</td>
<td>Application and implementation: To measure the progress after the program—the use of the skills learnt during the program</td>
<td>Done for less than 10% of the training programs.</td>
<td>30–40%</td>
<td>This is to be done by way of an action plan sheet. The survey would be conducted for all the ROMs so as to cover all the stores.</td>
</tr>
<tr>
<td>4</td>
<td>Impact and consequences: To measure the change in the following business parameters: (a) to increase the conversion ratio of the walk-ins, (b) to increase sales, and (c) to increase the subscription recharge</td>
<td>Not done for any training program previously.</td>
<td>To track these parameters for two to three months</td>
<td>This is to be done by tracking the business data for the months of January, February, and March 2010.</td>
</tr>
<tr>
<td>5</td>
<td>Return on investment: To compare the monetary benefits of the business impact measures to the cost of program</td>
<td>Not done for any training program previously.</td>
<td>To have a positive ROI</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** ROM = retail operations manager; ROI = retail operations incharge.
Response Profile

The various participants for Winning Every Walk-in were as follows:

1. Employees of the Experience Zone stores: The person manning the store. He or she could be an employee or the owner of the store. The previous experience of this person was from the field of consumer electronics, telecommunications, or any other retail outlet. Initially the plan was to cover approximately 190 stores. Later, approximately 100 more stores were added. Thus, a total of 291 people were trained. These participants provided data for the end-of-program reaction questionnaire.

2. ROIs: The first-level supervisors (nonmanager level) of the company responsible for a number of Experience Zone stores in a particular territory. They report in to the ROMs. They were the first level of the channel managers. Their main responsibilities include opening new stores, smooth functioning of the stores, customer acquisition, and subscription management. There are 30 ROIs in the system. These participants provided data for the end-of-program reaction questionnaire. They also were responsible for the action planning sheet, as well as for responding to the application and impact survey.

3. ROMs: The first-level managerial employees. These are the supervisors of the ROIs. The ROM is responsible for the stores in his or her territory. Three to six ROIs report in to one ROM. The main responsibilities of the ROM are similar to those of the ROIs. There are nine ROMs. These participants provided data for the end-of-program reaction questionnaire. They also were responsible for the action planning sheet and for responding to the application and impact survey.

4. Regional manager for retail operations: There are two regional managers, one responsible for North and East India and the other responsible for West and South India. They were responsible for responding to the application and impact survey.

5. Vice president retail operations: This individual is number two in the retail operations hierarchy.

6. Executive vice president, retail operations: This individual heads the retail operations vertical. He was responsible for providing the business data and is the main sponsor for the training program.
Chapter 14

Data Collection Procedures
A variety of data collection instruments were employed during the evaluation. These included questionnaires, observation of skill practice, action plan sheets, and business performance monitoring.

Satisfaction and Planned Action
The Level 1 feedback was collected through the feedback form. This was to be administered at the end of the workshop. The response target was 100 percent of the participants.

Learning
The training objectives were as follows:

- meeting and greeting
- understanding what the walk-in wants and needs
- influencing the customer to want to buy.

These were to be learned by role plays in the training. The facilitator was responsible for judging the ability of the participants to demonstrate all the skills at a satisfactory level. To help the participants do this, a standard script was used. The participants were to follow the script, from welcoming the walk-in to giving a demo.

For the ROIs and ROMs, an additional skill taught was on-the-job coaching. For this, there was also a standard “coaching document” that was created. The participants practiced with this document, and the same document was used in the field.

Application of Skills
The application of the skills learned during the workshop was planned to be captured through the action plan sheet. The ROMs were responsible for capturing this, and they were to compile the respective sheets for their territories. Initially, this was to be done after 45 days of training.

The action planning sheet, shown in Figure 14.1, documented the activities done by the ROIs in order to get the skills implemented by the training participants. The ROIs were supposed to coach the store employees for the three skills they had acquired during the training. Each skill was calibrated for three levels:

1. Level 1—no display of skill
2. Level 2—inconsistent display of skill
3. Level 3—consistent display of skill

This tool made the ROIs focus on the activities also in order to achieve the end result, which was ensuring that all store employees displayed the three skills consistently. It also captured the intangible benefits that they might observe.

**Business Impact**

The business impact measures were intended to be captured through the Winning Every Walk-in training ROI survey form, shown in Figure 14.2. This questionnaire was administered to a total of 30 participants via email. All but one responded. The following were the main items appearing on the questionnaire:

- What percentage of sales increase is attributable to training?
- What is the confidence level for the response?
- What percentage of recharge increase is attributable to training?
- What is the confidence level for the response?
- What are the other factors that have impacted sales and the recharge?
- What barriers, if any, did the ROM/ROI encounter that prevented this program from being more successful?
- What helped this program be successful?

The two business parameters that were targeted for impact were monthly sales as a result of improving conversion ratio of walk-ins and monthly subscription recharge. Table 14.2 presents the data collection plan, summarizing the procedures used to collect data for the Winning Every Walk-in training evaluation.

**Data Analysis**

Data analysis included the critical steps to isolate training effects from other influences, convert impact measures to money, and include fully loaded program costs.

**Method of Isolation of Training Effect**

While two impact measures were targeted by the program, monthly sales and monthly subscription recharges, it was important to account for other factors that influenced improvement in these measures. As the training was rolled out simultaneously in all regions, it was not possible to use the
### Figure 14.1 Action Plan

<table>
<thead>
<tr>
<th>Name</th>
<th>Instructor’s Signature</th>
<th>Follow-up Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Evaluation Period</th>
<th>Improvement</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>Performance</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTION STEPS: I will do this</th>
<th>END RESULT: So that</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
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<tr>
<td>3.</td>
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<tr>
<td>4.</td>
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<tr>
<td>5.</td>
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<tr>
<td>6.</td>
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<tr>
<td>7.</td>
<td></td>
</tr>
</tbody>
</table>

**EXPECTED INTANGIBLE BENEFITS:**
# Figure 14.2  Winning Every Walk-in Training ROI Survey Form

<table>
<thead>
<tr>
<th>Winning Every Walk-in Training ROI Survey</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>No opportunity to observe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. What is your current role in retail operations?</strong></td>
<td>ROI/ROM/Regional manager/any other</td>
<td></td>
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<td></td>
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<tr>
<td>Use the following scale:</td>
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<tr>
<td>1 = No change (the ROI has not been able to do the activity)</td>
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<tr>
<td>2 = Limited change (the ROI has been able to cover less than 30% of the stores)</td>
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<tr>
<td>3 = Moderate change (the ROI has been able to cover more than 50% of the stores)</td>
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<tr>
<td>4 = Much change (the ROI has been able to cover more than 80% of the stores)</td>
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<tr>
<td>5 = Very much change (the ROI has been able to cover more than 90% of the stores)</td>
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</tr>
<tr>
<td><strong>2. Please indicate the change in the application of skills of ROIs as a result of their participation in the Winning Every Walk-in workshops.</strong></td>
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</tr>
<tr>
<td>The ROI were to coach for three skills: (a) greeting, (b) questioning for customer profiling, (c) giving demonstration and closing the sale. Please don’t leave any item blank.</td>
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</tr>
<tr>
<td>a. Has been able to visit the stores that are under you?</td>
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<tr>
<td>b. Has been able to do the coaching activity at the stores?</td>
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<tr>
<td>c. Has been able to assess the performance level of employees at stores?</td>
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<tr>
<td>d. Has been able to give appropriate feedback to the EZ employee after seeing the employee interacting with the customer or through a role play?</td>
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<tr>
<td>e. Has been able to get an appropriate action plan from the EZ employee after the coaching session?</td>
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</tr>
<tr>
<td><strong>3. Taking into consideration the different factors that can influence sales, how much do you feel the Winning Every Walk-in workshop has contributed to improving the sales at the EZ?</strong> (Please provide percentage between 0–100% where 0% = none and 100% = completely.) Please consider the period of Jan and Feb 2010 only.</td>
<td></td>
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<tr>
<td><strong>4. What other factors have affected sales?</strong> Please consider the period of Jan and Feb 2010 only and provide specific information (e.g., promotional scheme, etc.) and the percentage of improvement associated with the factor (0% = none and 100% = completely).</td>
<td></td>
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<tr>
<td>Factor 1:</td>
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<tr>
<td>Factor 2:</td>
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<td></td>
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<tr>
<td>Factor 3:</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

*(Continued)*
5. What level of confidence do you place in the above estimation (0% = no confidence, 100% = certainly)?
   Please explain.

6. Taking into consideration the different factors that can influence recharge, how much do you feel the Winning Every Walk-in workshop has contributed to improving the recharges from the EZ? (Please provide percentage between 0–100% where 0% = none and 100% = completely.) Please consider the period of Jan and Feb 2010 only.

7. What other factors have affected recharge? Please consider the period of Jan and Feb 2010 only and provide specific information (e.g., promotional scheme, etc.) and the percentage of improvement associated with the factor (0% = none and 100% = completely).

   Factor 1:

   Factor 2:

   Factor 3:

8. What level of confidence do you place in the above estimation (0% = no confidence, 100% = certainly)?
   Please explain.

9. What barriers, if any, have you or your ROI encountered that prevented this program from being more successful? Please explain if possible.

10. What has helped this program be successful? Please explain.

11. Any other comments or suggestions about the program that you would like to give?

**Note:** ROM = retail operations manager; ROI = retail operations incharge.
Table 14.2  Data Collection Plan

<table>
<thead>
<tr>
<th>Level</th>
<th>Objectives</th>
<th>Measures/Data</th>
<th>Data Collection Method</th>
<th>Data Source</th>
<th>Timings</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Positive reaction</td>
<td>An overall average rating of 4 (on a scale of 1 to 5)</td>
<td>Questionnaire</td>
<td>Participants of the program</td>
<td>At the end of each workshop</td>
<td>Facilitator</td>
</tr>
<tr>
<td>2</td>
<td>Will be able to demonstrate all three skills during the role play</td>
<td>Facilitator’s rating</td>
<td>Observation of skill practice by facilitator</td>
<td>Facilitator</td>
<td>During the workshop</td>
<td>Facilitator</td>
</tr>
<tr>
<td>3</td>
<td>1. Will be able to assess all the EZs for adherence to the taught processes</td>
<td>Completion of action plan</td>
<td>Action plan sheet</td>
<td>Retail operations incharges (ROIs)</td>
<td>30–45 days after the workshop (31 December 2009)</td>
<td>Regional managers Retail operations</td>
</tr>
<tr>
<td></td>
<td>2. Will be able to bring all the employees to a consistent level of display of learned skills.</td>
<td></td>
<td></td>
<td>Retail operations managers (ROMs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1. The walk-in conversion ratio will increase</td>
<td>Monthly data from the retail operation vertical of the Experience Zones</td>
<td>Business performance monitoring</td>
<td>Office of the executive vice president, retail operations</td>
<td>45–90 days after the workshop (15 February)</td>
<td>Regional managers Retail operations</td>
</tr>
<tr>
<td></td>
<td>2. The sales will increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. The customer retention will increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>ROI</td>
<td>No objective was set for this level in the beginning. The expectation was to have a positive ROI.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Note:** ROM = retail operations manager; ROI = retail operations incharge.
control group method. Also, since there were other factors contributing to growth, the trend line analysis method could not be used.

The method used for isolating the training effect was estimation done by way of a mail-in survey. This was done for the following reasons:

- **Timing**: The data were to be collected in the month of March. All the ROMs and ROIs were busy because it was the end of the financial year.
- **Cost effectiveness**: Since it was not possible to get all the participants to one location, this was a very cost-effective method. All the participants were covered through email. The responses were received within five days.
- **Respondents’ profiles**: Since the respondents to the survey were the managers who were managing the retail operations channel, they could be trusted with their estimates, as they were the ones who were involved with the concerned business.
- **Correction applied**: Since the estimation method incorporates the correction to the estimate, required corrections were applied for all the impacted business parameters.

**Method of Data Conversion**

The data were converted into monetary values as described below.

**Sales**

- This value was worked out by the finance department. The average revenue earned from one customer is Rs.80/- (after taking into account all the costs involved). The average life for a customer is five years. Hence, the additional revenue that a new customer will bring is Rs.4,800/- (Rs.80 for 60 months).
- The company pays a subsidy of Rs.4,500/- on the set top box at the time of sale. Hence, the actual money value for one additional set top box sold is Rs.300/- (Rs.4,800 – Rs.4,500).
- These values were accepted by the retail operations vertical (the sponsoring department).

**Subscription Recharge**

This value was achieved by deducting the standard costs involved with the recharges. These are standard values given by the retail operations vertical.
The total costs were 70 percent. Hence, 70 percent of the value of subscription recharge was deducted to get the value.

**Program Costs**
The training involved buying content from an external training partner as well as getting a set of intern trainers trained for delivery. In addition, approximately 30 workshops were conducted all across India. All the indirect costs also were taken into consideration. Salaries of the company employees who participated were taken as indirect costs. These values were based on the average value as per the grades of the company employee. These values were taken from the HR department and shared with the sponsor vertical. Costs for the internal venues also were included.

A major barrier for the application and impact was reported as the churn of the trained employee. Hence, a provision for six batches for the employees who would be joining in place of churned employees was taken into consideration. Planning, collection, analyzing, and reporting on the evaluation was done by the coordinator, so his time loss of 26 working days on all activities was included in the program cost.

Table 14.3 presents the Return on Investment Analysis Plan summarizing the approach taken to evaluate Winning Every Walk-in.

**Assumptions (Guiding Principles/Return on Investment Interpretations)**
The following assumptions were made and followed during the project to have a consistency of approach:

1. Since the training was being conducted for a new channel, the impact of the training would be visible within two to three months.
2. The time for the project was estimated to be five to six months—that is, from training to impact on the business parameters.
3. The skills learned during the training would be applied on the job for 45 to 60 days.
4. The reports of the ROIs regarding the application of the skills in the store would be proof enough.
5. January 2010 would be the month for baselining, after which the data would be collected for the months of February and March 2010.

All the evaluation steps were in line with the 12 Guiding Principles of the ROI Methodology model described in the resources cited at the end of the document.
### Table 14.3 Return on Investment Analysis Plan

<table>
<thead>
<tr>
<th>Data Items (Usually Level 4)</th>
<th>Method for Isolation</th>
<th>Methods of Converting Data to Monetary Values</th>
<th>Cost Categories</th>
<th>Intangible Benefits</th>
<th>Communication Targets for Final Report</th>
<th>Other Influences/Issues During Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly conversion ratio</td>
<td>Participant estimate (ROMs and ROIs)</td>
<td>Standard value</td>
<td>1. Facilitation fees</td>
<td>Customer satisfaction</td>
<td>ROMs</td>
<td>Any change in market factors</td>
</tr>
<tr>
<td>Monthly sales</td>
<td></td>
<td></td>
<td>2. Program materials</td>
<td>Employee satisfaction</td>
<td>ROIs</td>
<td></td>
</tr>
<tr>
<td>Monthly subscription recharges</td>
<td></td>
<td></td>
<td>3. Market survey fees</td>
<td></td>
<td>Exec. VP</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Facility costs</td>
<td></td>
<td>Retail operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5. Participant salaries</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>6. Cost of evaluation</td>
<td></td>
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</tr>
</tbody>
</table>

*Note: ROM = retail operations manager; ROI = retail operations incharge.*
Winning Every Walk-in

this case study. The following are the examples in which one or more of
the Guiding Principles were followed:

1. Evaluation at Levels 1 and 2 (reaction and learning) was not very
   comprehensive, as evaluations at Levels 3 and 4 were being planned
   (Guiding Principle 2).

2. The most credible source of data was used for data collection. The life
term value of one customer (after accounting for all subsidies and
expenses) was taken from the finance department and agreed to by
the retail department (for whom the training was being organized).
Similarly, the net profit percentage for the electronic prepaid recharge
service (subscription recharge) value was also taken from the finance
department (Guiding Principle 3).

3. The business data were taken from the retail department, considered
   the most credible source (Guiding Principle 3).

4. While analyzing data, the most conservative estimate was taken
   (Guiding Principle 4).

5. The participant and manager’s estimate method were used to isolate
   the effects of training (Guiding Principle 5).

6. Estimates of improvement were adjusted for the potential error of
   estimate (Guiding Principle 7).

7. Only the first year of benefits (annual) were used in the ROI analysis
   (Guiding Principle 9).

8. The cost of the training intervention was fully loaded. All the direct as
   well as indirect costs were taken into account (Guiding Principle 10).

9. All the benefits that could not be converted into monetary values
   were reported as intangible benefits. Examples include increased
   franchisee commitment and increased customer satisfaction (Guiding
   Principle 11).

10. The results were shared with all the key stakeholders (Guiding
    Principle 12).

**EVALUATION RESULTS**

**Level 1: Reaction**

The target response rate for the Level 1 evaluation questionnaire was 100
percent. This was achieved. All the participants had a favorable reaction to
the program. The average feedback score for all the training workshops
Chapter 14

received through the end of the workshop feedback was 4.53 on a scale of 1 to 5. Some of the feedback was as follows:

- The idea of a script will help us to standardize practices all across.
- Content is tailor-made for the store.
- Received good tips on coaching.
- Learned the demonstration for selling effectively.
- The trainer made the training more relevant by giving appropriate examples.

Level 2: Learning

Learning data were collected during the training. All the participants learned the skills by doing role plays. The three major skills practiced were

1. Meeting and greeting the walk-in to welcome the customer
2. Understanding what the walk-in wants and needs by asking questions
3. Influencing the customer to want to buy by giving a demonstration of the product

The skills learned were important for the success of the training, as these were the vital behaviors that had been identified as critical for the success of the Experience Zone. As one of the objectives of the training was to bring standardization of practices across India, it was important that all participants learn to use the same scripts.

Similarly, for the ROIs and ROMs, it was important that they follow the same coaching document. The coaching document helped the participants learn the coaching skills needed in the classroom. The script-based learning during the training sessions helped. It was also clear to all participants what they should do after the training to achieve the business objectives.

The channel managers (ROIs and ROMs) were also clear as to what skills were required to be displayed at the stores. The scripts allowed for standardization as everyone (the Experience Zone employee, the ROI, and the ROM) was clear as to what needed to be done.

Level 3: Application and Implementation

The objectives at Level 3 were for the participant to be able to assess all the Experience Zones for adherence to the taught processes and bring all of them to a level at which they were using the skills consistently. This was to be documented by the ROIs and ROMs by way of the action plan activity sheet.
The responsibility for ensuring that the skills learned during the training were being transferred to the workplace and used consistently was given to the ROIs and ROMs. They were supposed to observe the Experience Zone employees and coach them. They were given 45 days to bring about the change. In this time period, each ROI was supposed to visit each store in his or her territory at least four or five times. Each ROI was supposed to submit an action plan to his ROM. The ROMs were to compile action plans of their territories to document the “on-the-job transfer of skills.”

The ROMs started doing that. The target for this level was a response rate of 30 to 40 percent from the managers. Seven managers out of 10 responded with their action plan sheets. Their response showed that approximately 60 to 65 percent of the Experience Zone employees had started displaying the skills at the workplace.

The application and implementation were also captured during the Winning Every Walk-in ROI survey. The ROIs were able to perform coaching at more than 80 percent of the stores. Ninety-five percent of the population of ROIs, ROMs, and regional managers responded. They reported the following:

- The ROIs were able to visit and coach more than 80 percent of the stores identified for coaching.
- The ROIs were able to give feedback to approximately 80 percent of the stores.
- The ROIs were able to get appropriate action plans after coaching from approximately 70 percent of the store employees.

The successes of the implementation phase included the following:

- The skills learned during the training.
- The coaching done by the ROIs at the stores, which helped the store employees to overcome a very big hurdle—their old way of doing business.
- The use of standard scripts and steps, which also helped in quicker transfer of skills at the workplace.

The enablers reported through the action plan included the following:

- Effective probing led to more recharges.
- Standardized scripts helped in other aspects, such as field sales activities.
The confidence of the franchisees increased when they saw success due to the skills learned.

The major barriers during the implementation phase included:

- The initial hesitation on the part of the employees to follow a script. They felt that this made the whole deal very bookish.
- The addition of approximately 100 stores. The ROIs had to focus on the opening of the new stores and were thus unable to give sufficient time to coaching for some time.
- The churn of employees at the store. This is still a major concern. These recommendations are based on the experiences of the implementation phase:
  - The churn of employees needs to be controlled.
  - For every region, some selected ROIs can be trained to conduct a shorter version of the training. This needs to be done to take care of the employee churn problem.
  - Batches for the new joinees should be held at regular intervals.
  - The span of control of the ROI should be kept manageable (depending upon the territory).
  - Sufficient time should be given for the implementation phase. Any addition (significant numbers) should be done when consistency of operations has been achieved.

**Level 4: Business Impact and Consequences**

The following business objectives were targeted to be impacted:

- increase monthly sales
- increase the monthly subscription recharge.

The above parameters were to be tracked from the business dashboards of the retail operations vertical. These data were to be taken from the executive vice president’s office. The impact data were collected through the Winning Every Walk-in training ROI survey.

Table 14.4 shows the number of boxes sold in January, February, and March and the average improvement.

The training was conducted in the months of October, November, and December 2009. Table 14.5 shows the percentage of incremental change for sales and subscription recharges attributable to training. This was done through the Winning Every Walk-in training ROI survey. Table 14.6 is the
A brief profile of each role holder is given in the response profile paragraph. In this survey, each responder was asked to attribute what percentage of the business parameter growth was attributable to training (survey items 2 and 5). After that, each participant was asked to tell how confident he or she was in attributing a percentage of growth to training (survey items 4 and 7). The same survey also asked the participants to list other factors that affected the growth of the two business parameters. The following factors also affected sales and subscription recharge:

1. A promotional scheme was implemented that waived the installation fee.
2. A new incentive scheme was launched that was focused on facilitating subscription recharge.
3. The Experience Zone owners started using Tele Callers. The telemarketing helped the subscription recharge as well as sales.
4. The Experience Zone also started doing outdoor activities. This included doing demonstrations at customers’ homes or at shopping malls.

### Table 14.4  Number of Boxes Sold in January, February, and March

<table>
<thead>
<tr>
<th>Month</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>Average Increment</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boxes sold</td>
<td>7,558</td>
<td>8,827</td>
<td>14,128</td>
<td>1,269</td>
<td>Although the average is greater, we have taken the lower value (increment of February over January).</td>
</tr>
</tbody>
</table>

### Table 14.5  Reported Improvements

<table>
<thead>
<tr>
<th>Business Parameter</th>
<th>January 2010</th>
<th>February 2010</th>
<th>Increment (February over January)</th>
<th>March 2010</th>
<th>Increment (March over January)</th>
<th>Average Increment (Keeping the Lowest Figure)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boxes sold</td>
<td>7,558</td>
<td>8,827</td>
<td>1,269</td>
<td>14,128</td>
<td>6,570</td>
<td>1,269 boxes</td>
</tr>
<tr>
<td>Subscription recharge</td>
<td>48,308,569.00</td>
<td>55,401,497.00</td>
<td>7,092,928</td>
<td>59,236,679</td>
<td>10,928,110</td>
<td>Rs.7,092,928</td>
</tr>
<tr>
<td>Name</td>
<td>Sales Attributable to Training (%)</td>
<td>Confidence Level (%)</td>
<td>EPRS Attributable to Training (%)</td>
<td>Confidence Level (%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------</td>
<td>----------------------</td>
<td>-----------------------------------</td>
<td>----------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sudhir (ROI)</td>
<td>40</td>
<td>80</td>
<td>70</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sathish (ROI)</td>
<td>40</td>
<td>80</td>
<td>20</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kalyan (ROM)</td>
<td>20</td>
<td>100</td>
<td>20</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chellapathy (ROI)</td>
<td>50</td>
<td>75</td>
<td>60</td>
<td>80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanjay Jadon (ROM)</td>
<td>50</td>
<td>85</td>
<td>40</td>
<td>95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tirumal (ROI)</td>
<td>35</td>
<td>80</td>
<td>70</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jitendar Ahuja (ROI)</td>
<td>35</td>
<td>80</td>
<td>30</td>
<td>90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. P. Sharma (ROI)</td>
<td>20</td>
<td>80</td>
<td>20</td>
<td>80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anant Londhe (ROI)</td>
<td>38</td>
<td>75</td>
<td>30</td>
<td>85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dinesh G. (ROI)</td>
<td>50</td>
<td>100</td>
<td>35</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kalyan S. (ROI)</td>
<td>50</td>
<td>100</td>
<td>40</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manas B. (ROI)</td>
<td>40</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mani G. (ROI)</td>
<td>40</td>
<td>100</td>
<td>45</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Khushnud (ROM)</td>
<td>40</td>
<td>100</td>
<td>35</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mansing (ROM)</td>
<td>30</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vinod S. (ROI)</td>
<td>10</td>
<td>100</td>
<td>30</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milind P. (ROI)</td>
<td>30</td>
<td>100</td>
<td>40</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pravin G. (ROI)</td>
<td>30</td>
<td>100</td>
<td>40</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arun Upadhyay (ROI)</td>
<td>50</td>
<td>80</td>
<td>100</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suresh Goyal (ROI)</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harpreet (ROM)</td>
<td>70</td>
<td>100</td>
<td>50</td>
<td>90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balwant Vaghela (ROI)</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anup Lobo (ROI)</td>
<td>35</td>
<td>80</td>
<td>40</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shilpi (ROM)</td>
<td>15</td>
<td>95</td>
<td>20</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The return on investment was calculated as detailed in the ROI model. The most appropriate formula to evaluate training and performance improvement investments uses net benefits divided by cost. The ratio is usually expressed as a percentage when the fractionalized values are multiplied by 100. In formula form, the return on investment becomes

\[
ROI = \frac{\text{Net Training Benefits}}{\text{Training Costs}} \times 100
\]

Net benefits are training benefits minus training costs.

### Level 5: Return on Investment

The return on investment was calculated as detailed in the ROI model. The most appropriate formula to evaluate training and performance improvement investments uses net benefits divided by cost. The ratio is usually expressed as a percentage when the fractionalized values are multiplied by 100. In formula form, the return on investment becomes

\[
ROI = \frac{\text{Net Training Benefits}}{\text{Training Costs}} \times 100
\]

Net benefits are training benefits minus training costs.
**Monetary Benefits**

The monetary benefit for the project was determined by calculating values on improvement in sales and recharge subscriptions. A step-by-step process was used to calculate the annual benefit for each measure. For example, the details of converting sales to annual monetary benefits is shown below.

1. The number of boxes sold in the months of January, February, and March are shown in Table 14.4.

2. The average increase in sales (number of boxes) after the training was 1,269.

3. There was a 20 percent churn of the customer (in the first month). Hence, the number of boxes sold after deducting the churn is

\[
\frac{(1,269 \times 20)}{100} = 1,016
\]

4. The percentage increase in sales attributable to the training is 36 percent. Hence, additional boxes sold due to training will be

\[
\frac{(1,016 \times 36)}{100} = 365
\]

5. The monetary value of one new connection (one additional box sold) is calculated as follows:
   a. The lifetime value of one connection is calculated for average revenue of Rs.80 for five years. Hence, the value for one box is

   \[
   80 \times 12 \times 5 = \text{Rs.}4,800
   \]
   b. On each box, at the time of sale, the company gives a subsidy of Rs.4,500/–
   c. Hence, the adjusted value for one new customer acquired or one new box sold is

   \[
   \text{Rs.}4,800 - \text{Rs.}4,500 = \text{Rs.}300/–
   \]

6. Therefore, the total value of the additional 365 boxes sold is

\[
365 \times 300 = \text{Rs.}109,500/– \text{ per month}
\]

7. The annualized value of increased sales =

\[
\text{Rs.}109,500 \times 12 = \text{Rs.}1,314,000/–
\]

Similar steps were used to calculate the value of improvement in subscription recharges. In summary, the monetary benefits of the two measures are as follows:

1. The value of increased sales of boxes was calculated as

\[
\text{Rs.}109,500/– \text{ per month}
\]
2. The annualized value of increased sales was
   \[ Rs.109,500 \times 12 = Rs.1,314,000/- \]

3. The value of increased subscription recharge is
   \[ Rs.787,315.00/- \text{ per month} \]

4. The annualized value of increase in recharge is
   \[ Rs.787,315 \times 12 = Rs.9,447,780.09 = Rs.9,447,780/- \]
   The total benefit is the sum of increased sales and recharge value.
   Therefore, the total benefit is
   \[ Rs.1,314,000 + Rs.9,447,780 = Rs.10,761,780/- \]

**Program Costs**
As described earlier, a fully loaded cost profile was used to ensure all program costs were captured. Table 14.7 presents the costs incurred for the Winning Every Walk-in training program.

**Return on Investment and Benefit/Cost Ratio (BCR) Calculations**

\[
\text{ROI} = \frac{\text{Net Program Benefits}}{\text{Training Costs}} \times 100
\]

Net Program Benefits = Rs. Total Benefits – Total Costs

\[
\text{Net Program Benefits} = Rs.10,761,780 - Rs.2,621,600 = Rs.8,140,180
\]

Total Program Costs = Rs.2,621,600

Return on Investment (%) = \((Rs.8,140,180/Rs.2,621,600) \times 100 = 310.50\%\)

Return on Investment (%) = 310\%

This means that for every rupee invested, TataSky received Rs.3.10/- in return after the cost of the program had been recovered.

BCR compares the annual economic benefits of the program with the costs of the program. This method compares the benefits of the program with the costs using a simple ratio. In formula form, the ratio is

\[
\text{BCR} = \frac{\text{Program Benefits}}{\text{Program Costs}}
\]

\[
\text{BCR} = 10,761,780/2,621,600
\]

\[
\text{BCR} = 4.10:1
\]

This means that for every rupee spent on the program, Rs.4.10 are returned in benefits.
Table 14.7 Total Costs Incurred

<table>
<thead>
<tr>
<th>Ser. No</th>
<th>The Cost Category</th>
<th>Value (in Indian Rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Facilitation fees for the master trainer</td>
<td>200,000</td>
</tr>
<tr>
<td>2.</td>
<td>The cost for the content</td>
<td>1,200,000</td>
</tr>
<tr>
<td>3.</td>
<td>The cost for the market survey</td>
<td>25,000</td>
</tr>
<tr>
<td>4.</td>
<td>Participants’ salaries (as per managerial grades):</td>
<td></td>
</tr>
<tr>
<td></td>
<td>M1: 2 participants (@ Rs.10,000 per day)</td>
<td>40,000</td>
</tr>
<tr>
<td></td>
<td>M2: 2 participants (@ Rs.7,000 per day)</td>
<td>28,000</td>
</tr>
<tr>
<td></td>
<td>M3: 2 participants (@ Rs.4,000 per day)</td>
<td>16,000</td>
</tr>
<tr>
<td></td>
<td>M4: 10 participants (@ Rs.2,800 per day)</td>
<td>56,000</td>
</tr>
<tr>
<td></td>
<td>M5: 22 participants (@ Rs.1,400 per day)</td>
<td>61,600</td>
</tr>
<tr>
<td>5.</td>
<td>Cost of internal venue for the six batches done for the company staff (ROIs and the ROMs). This included rent of venue and food.</td>
<td>150,000</td>
</tr>
<tr>
<td>6.</td>
<td>Cost of the 25 training batches for the Experience Zone employees (@ Rs.25,000 per batch). This included rent of venue and food.</td>
<td>625,000</td>
</tr>
<tr>
<td>7.</td>
<td>Cost of planning, collection, analyzing, and reporting the evaluation</td>
<td>70,000</td>
</tr>
<tr>
<td>8.</td>
<td>Cost of six refresher batches—required to tackle the employee churn (@ Rs.25,000 per batch)</td>
<td>150,000</td>
</tr>
<tr>
<td><strong>Total costs for the training program</strong></td>
<td></td>
<td><strong>2,621,600</strong></td>
</tr>
</tbody>
</table>

Note: ROM = retail operations manager; ROI = retail operations incharge.

Intangible Benefits

The following were the other benefits. These benefits were documented in the action planning sheet and the Winning Every Walk-in training ROI survey.

- The confidence of the Experience Zone employees increased due to the training. This was reflected in all the activities of the store. The morale of the Experience Zone employees as well as that of the owners increased. The effect was noticeable, but since we could not
measure the difference in confidence pre- and post-training, this was reported as an intangible benefit.

- The skills learned were applied in other activities as well. The outdoor demonstration effectiveness increased. The Experience Zone started doing more mini-dish demonstrations. We could not establish a method to monetize this benefit and hence kept it as an intangible benefit.

- Better customer management at the stores reduced the incoming call load at the contact center. As we could not use any method to isolate the effect, we decided to keep it as an intangible benefit.

- Better handling of customers during the time of sale also ensured that they recharged for the first month more regularly. This reduced the casual churn of customers due to not recharging their accounts in time. Here again, since we could not find a way to isolate this particular effect of training, we decided to list it as an intangible benefit.

In addition, the ROIs received skilled on-the-job coaching. This will help in better channel management.

**Issues and Barriers Regarding Feedback Responses**

As with all evaluations, there are often challenges with data collection. Some of the issues regarding feedback response are as follows.

- The Level 1 feedback was to be obtained at the end of each workshop. All the facilitators ensured that this was done.

- Action planning was not intended to be done at the end of the workshop. The action planning was intended only for company staff. The managers were to compile it for their respective territories. The target was to get a 40 percent response rate. Managers were to report how many stores had been covered by their ROIs. Approximately 70 percent of the managers responded. The trend reported from across India showed that the Experience Zone employees had started using the skills learned at the store. This was being facilitated by on-the-job coaching done by the ROIs during their visits to the stores. Some challenges were reported:
  - an initial hesitancy on the part of employees to follow the script and the process
  - employee churn.
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These issues were overcome by the sheer persistence of the ROIs. Also, once the employees started following the script and their initial hesitancy was gone, they started becoming more and more comfortable. By the first week of February, approximately 60 percent of the stores were showing usage of skills.

- Operational challenge: In January, another challenge arose when management decided to add another 100 stores. As the ROMs and ROIs became busy with opening the stores, they could not devote the requisite time to coaching the Experience Zone employees to become more consistent in using the skills. But the experience gained by the ROIs in on-the-job coaching enabled them to take on these additional stores. One additional month was given to ROIs to bring them to a level at which the Experience Zone employees started using the skills at their workplace.

- Implementation and impact: This was planned to be done through the Winning Every Walk-in training ROI survey. The ROIs and ROMs were to provide the responses, and the target was a 95 percent response rate. The response rate was 95 percent, and no major challenge was faced in collecting the responses. The active involvement of the vertical leadership, that is, the regional managers and the vertical head, was responsible for getting the responses.

COMMUNICATION STRATEGY

All the important stakeholders were kept informed of the results at various stages; they were closely involved and hence understood the chain of impact. That is why all the data from the field (the action planning sheet and the Winning Every Walk-in training ROI survey) were documented and received from the field in time. The training team was constantly keeping a close watch on the chain of impact (Table 14.8).

As part of the communication strategy, the following events deserve mention:

- The learning during the training was to happen through role plays. Although the facilitators did a good job, there was no standardized document to capture the learning. There could have been a Role Play Observation Sheet, which would have brought standardization to the learning process.
During the implementation phase, management decided to add approximately 100 more stores. This posed a challenge to on-the-job coaching. The training team brought this to the notice of the client. The implementation phase was increased by a month.

During the implementation phase, the details of the walk-ins at the stores were not captured. Hence, the training team and the client agreed that walk-in conversion data would not be reported; only sales and subscription data would be reported for the impact.

As the chain of impact was understood by all concerned stakeholders, the chain of impact from reaction objectives to learning objectives to implementation objectives to impact objectives and lastly to return-on-investment objectives was achieved. Although in one or two instances the chain was put to the test, timely action by the concerned stakeholders kept the chain of impact intact.

The above calculations are based on the ROI model and the 12 Guiding Principles.

### Table 14.8 Chain of Impact

<table>
<thead>
<tr>
<th>Level</th>
<th>Measurement Focus</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1—Reaction</td>
<td>Participants had a positive reaction to the program.</td>
<td>Average reaction of the feedback</td>
</tr>
<tr>
<td>2—Learning</td>
<td>The participants acquired the three skills. The ROIs also acquired the coaching skills.</td>
<td>Facilitator’s observation</td>
</tr>
<tr>
<td>3—Application</td>
<td>The participants applied the skills at their workplace. The ROIs observed the employees using the new skills and coached the employees whenever they were not displaying the learned skills.</td>
<td>The activities done in the field were captured on the action plan sheet.</td>
</tr>
<tr>
<td>4—Impact</td>
<td>The two business objectives were impacted in the desired manner. There was an increase in sales as well as subscription recharges. There were other intangible benefits as well.</td>
<td>Business data for the parameters were observed for three months.</td>
</tr>
<tr>
<td>5—ROI</td>
<td>The benefits of the program exceeded the total costs incurred.</td>
<td>ROI and BCR calculated as per the ROI model</td>
</tr>
</tbody>
</table>

**Note:** ROI = retail operations incharge; BCR = benefit/cost ratio.
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- All the direct as well as indirect costs were loaded.
- The method of isolation used was estimation by the participants and their managers, as the other available methods could not be used.
- The training was to be rolled out for all regions; the control group method could not be used.
- There were other factors that impacted the targeted parameters such as the incentive scheme and wavering of the installation charges. Hence trend analysis could not be used.
- Participants’ and their managers’ estimate methods were used to isolate the effects of training (Guiding Principle 5).
- The estimates of improvement were adjusted for the potential error of estimate (Guiding Principle 7).
- The most credible source of data was used for data collection. The lifetime value of one customer (after accounting for all subsidies and expenses) was taken from the finance department and agreed to by the retail department (for whom the training was being organized). Similarly, the net profit percentage for the EPRS (subscription recharge) value was also taken from the finance department (Guiding Principle 3).
- The business data were taken from the retail department (Guiding Principle 3).
- While analyzing data, the most conservative estimate was taken (Guiding Principle 4).
- Only the first year of benefits (annual) was used in the ROI analysis (Guiding Principle 9).
- All the benefits that could not be converted into monetary values were reported as intangible benefits; examples include increased franchisee commitment and increased customer satisfaction (Guiding Principle 11).
- The results were shared with all the key stakeholders (Guiding Principle 12).

The Winning Every Walk-in program was a success, as all the objectives of the program were met. It received positive reactions from the participants when they attended the program. The participants learned the skills they needed. The skills were implemented at the workplace by the Experience Zone employees. They were duly assisted in this by the ROIs who observed them, gave them relevant feedback, and encouraged them
to practice the skills at the workplace. When applied at the workplace, the skills impacted the business by way of increased sales and an increase in subscription recharges. There were other intangible benefits, such as increased confidence of the employees, use of the skills in other activities, and better life cycle management of the customers at the Experience Zone itself. This reduced the load at the customer contact centers and affected the cost of managing the customers in a positive way.

The following were the target percentages for the various levels and the results achieved:

1. Reaction: The target for the reaction questionnaire was to get responses from 100 percent of the participants. The expectation was to receive an overall average feedback of more than 4 on a scale of 1 to 5. It included all the Experience Zone employees who attended the program, all the ROIs, and all the ROMs. This was achieved for all the workshops. The average feedback received was 4.53 for all the workshops.

2. Action planning: The target was to receive responses from 40 percent of the ROIs and ROMs. Responses were received from approximately 70 percent of the population for ROIs and ROMs. They reported that the skills were being displayed at approximately 60 percent of the stores. This was achieved within 50 to 60 days after the training.

3. Application and impact sheet: Approximately 95 percent of the population of ROIs, ROMs, and regional managers responded. They reported the following:
   - The ROIs were able to visit more than 80 percent of the stores for coaching.
   - The ROIs were able to give feedback to approximately 80 percent of the stores.
   - The ROIs were able to get appropriate action plans after coaching from approximately 70 percent of the store employees.

4. Impact: Monthly sales increased by 16 percent; out of this, 37 percent was attributable to training. The monthly subscription recharge increased by 14 percent, out of which 36 percent was attributable to training.

5. Return on investment: A return on investment of 310 percent was achieved. This means that for every rupee invested, TataSky received Rs.3.10/- in return after the cost of the program had been recovered.
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The BCR for the program was 4.10:1. This means that for every rupee spent on the program, Rs. 4.10 were returned in benefits. There were benefits that could not be converted into monetary values. They were important benefits, though, and hence were reported as intangible benefits:

- The confidence of the Experience Zone employees increased due to training.
- The skills learned were applied to other activities as well, such as outdoor sales and mini-dish demonstrations.
- The better customer management at the stores reduced the incoming call load at the contact center.
- The ROIs have been trained in on-the-job coaching skills. They will be able to better manage their channels. Also, when new stores are added in the future, they will be able to coach the newly inducted employees on the job.
- The casual churn of customers was reduced.

LESSONS LEARNED

The following are the recommendations for the future based on the findings of the present project:

1. For Level 1 evaluation: The questions should have been more focused on the relevance of the program, willingness to implement what had been taught and what could keep the participants from using the knowledge and skills used, and the participants’ recommendation of the program to colleagues.

2. For Level 2 evaluation: Although participants learned the skills through role playing, there was no documentation of the observations of the facilitators. There should be a document to capture the comments of the facilitators. It could also capture the participants who were not up to the mark or weak in displaying the skills so that they could be supported by on-the-job coaching. This was a weak link in the chain of impact.

3. For Level 3 evaluation: Action planning should have been done in consultation with the participants’ supervisors. This would have ensured more support for the implementation.

Refresher training could also be planned for the weak participants who did not display the skills at the workplace.
4. For Level 4 evaluation: The data for this level were captured. The objectives were output focused. The walk-in conversion ratio also should have been captured so that all three parameters agreed upon at the time of objective settings could have been tracked.

Although there was good coordination between the training and retail operations teams, more coordination during and after the training was implemented should have been there. Also, the addition of approximately 100 stores made it difficult for the ROIs to coach the Experience Zone employees. Such things could be avoided in the future. Enough time should be given to the implementation phase. This was a weak link in the chain of impact.

**RESOURCES**

The following resources were referred to during various stages of the project.


**QUESTIONS FOR DISCUSSION**

1. Please enumerate the strengths and weaknesses of the case study.

2. The ROI model provides for flexibility. Please comment in the context of the case study.

3. Can you identify major external and internal operational and other challenges that left their impact? Relate it to your industry.
4. What are the cultural issues that impacted the study? Does your region or country have certain beliefs or practices that can have an impact?

5. Kindly comment on the role of the business function during the intervention.

ABOUT THE AUTHOR

Captain Charanjit S. Lehal is a management and organization development (OD) professional dedicated to helping individuals, teams, and organizations with change. Charanjit has 20 years of work experience in business, civil services, and the military. He applies this varied experience to co-create value for individuals and teams through learning and development interventions. He is a certified facilitator for Influencer Training, Crucial Conversations, Crucial Confrontations, Precision Questioning and Answering & Situation Leadership, and 4 Disciplines of Execution.

Captain Charanjit is a certified executive coach. His specialties include aligning training with business (Certified ROI practitioner), engaging high performers (executive coaching), and learning and development in the field of communication, leadership, culture, and change management in organizations.

Captain Charanjit can be reached at captlehal@gmail.com and +91119971617111. He is based in New Delhi, India.