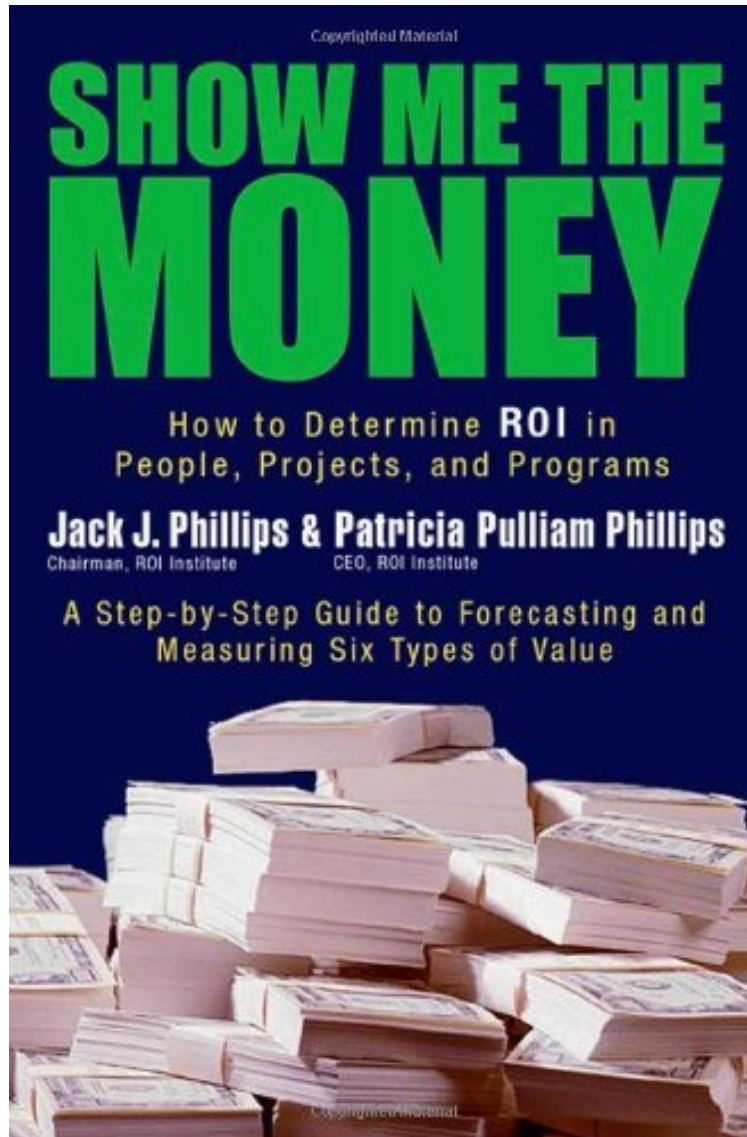


[Pdf free] Show Me the Money: How to Determine ROI in People, Projects, and Programs

Show Me the Money: How to Determine ROI in People, Projects, and Programs

Jack J Phillips Ph.d, Patricia Pulliam Phillips
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Jack J Phillips Ph.d, Patricia Pulliam Phillips : Show Me the Money: How to Determine ROI in People, Projects, and Programs before purchasing it in order to gauge whether or not it would be worth my time, and all praised Show Me the Money: How to Determine ROI in People, Projects, and Programs:

5 of 5 people found the following review helpful. Show Me the Money By James Downey I hear the term ROI often enough but rarely see it calculated. It is said that business is all about numbers-- financial statements, stock prices, bonus plans--but then there are IT projects, with budgets that are clear enough (or at least large enough) but monetary

returns that often get taken for granted. With this anomaly in mind, I picked up *Show Me the Money* by Jack J. Phillips and Patricia Pulliam Phillips. Although dry and weak on examples, *Show Me the Money* provides a practical framework for calculating ROI. The book breaks the calculations into several levels: * Buy-in* Learning* Application* Impact* Monetary value of impact. The first three levels of metrics do not measure ROI itself, rather a project's ability to deliver ROI. Without organizational buy-in, without the learning of new skills, without the actual application of new processes, a project cannot deliver value. And so it is essential to set objectives for these metrics, measure them at appropriate times during the project, adjust to the feedback, and evaluate them at some point after project completion. These objectives for buy-in, learning, and application should be framed to deliver the desired impact, which itself must be measured. In measuring impact, you must decide upon the appropriate units and methods of data collection. The units may be just about anything relevant to financial results: sales revenue, cost, productivity, errors, employee turnover. By giving multiple approaches to data collection, the authors challenge a common assumption and insist that anything can be measured. Finally, apply monetary values to the units, subtract project costs, and calculate ROI. For details on monetary values, please see the book. But let me point out an obvious suggestion that often goes overlooked by IT decision makers: partner with the accounting department. Those folks may either know the values or have a good sense about how to obtain them. If you want to introduce ROI calculations as a best practice into your organization, this book is a good starting point.

0 of 0 people found the following review helpful.
Highly Limited Usefulness, Given That This Book Totally Ignores Applied Information Economics
By curiousgeorgette100
This book purports to describe a process for determining the value of a project, as well as a method for doing so. As regards the process, this book has some, albeit limited, usefulness (how to collect information and from whom, how to communicate results and to whom, etc.). But as regards the method, this book is not useful at all. A much more useful and credible method is Douglas Hubbard's *Applied Information Economics*, described in part in Hubbard's book "How to Measure Anything: Finding the Value of 'Intangibles' in Business." If you need to choose between the two books, go for Hubbard's book without any hesitation.

0 of 1 people found the following review helpful.
Show Me the Money: How to Determine ROI in People, Projects, and Programs [Hardcover]
By Edward Mallard
The Phillips', the world's leading experts on ROI strategy, distill their years of experience and research into proven tools for determining the value of any project before, during, and after implementation. They present a comprehensive method for measuring the hard-to-measure, and placing monetary value on the hard-to-value. They even show how to measure and place value on "intangible" qualities like leadership, creativity, customer loyalty, employee engagement, and more. Developed in an easy-to-read format and fortified with case studies, checklists, tips, and tools, this work clarifies and resolves the mystery surrounding the allocation of monetary value. It gives change agents everything they need to provide detailed evaluations of the potential and actual financial benefits of any project or program.

From IT to HR, from boardroom to shop floor, increased accountability for achieving high-value results for new initiatives is the norm in every organization. The Phillips', the world's leading experts on ROI strategy, distill their years of experience and research into proven tools for determining the value of any project before, during, and after implementation. They present a comprehensive method for measuring the hard-to-measure, and placing monetary value on the hard-to-value. They even show how to measure and place value on "intangible" qualities like leadership, creativity, customer loyalty, employee engagement, and more. Developed in an easy-to-read format and fortified with case studies, checklists, tips, and tools, this work clarifies and resolves the mystery surrounding the allocation of monetary value. It gives change agents everything they need to provide detailed evaluations of the potential and actual financial benefits of any project or program.

About the Author Jack Phillips, Ph.D., is the founder of Performance Resources Organization, now the world's leading consulting firm specializing in accountability issues. The author or editor of more than 200 books and 100 articles, including *The Handbook of Training Evaluation and Measurement*, he has served as a bank president, Fortune 500 training and development manager, and professor of management at a major state university. His clients in 20 countries include such internationally respected companies as ATT, Federal Express, Lockheed Martin, Motorola, and Xerox.