

## Evaluating Effectiveness of Training and Development Corporate Programs: The Russian Agribusiness Context

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**Abstract :** This research is aimed to evaluate the effectiveness of T&D (Training and Development) on the example of two T&D programs for the Executive TOP Management run in 2012, 2015-2016 in Komos Group. This study is commissioned to research the effectiveness of two similar corporate T&D programs (within one company) in two periods of time (2012, 2015-2016) through evaluating the programs' effectiveness using the four-level Kirkpatrick's model of evaluating T&D programs and calculating ROI as an instrument for T&D program measuring by Phillips' formula. The research investigates the correlation of two figures: the ROI calculated and the rating percentage scale per the ROI implementation (Wagle's scale). The study includes an assessment of feedback 360 (Kirkpatrick's model) and Phillips' ROI Methodology that provides a step-by-step process for collecting data, summarizing and processing the collected information. The data is collected from the company accounting data, the HR budgets, MCFO and the company annual reports for the research periods. All analyzed data and reports are organized and presented in forms of tables, charts, and graphs. The paper also gives a brief description of some constrains of the research considered. After ROI calculation, the study reveals that ROI ranges between the average implementation (65% to 75%) by Wagle's scale that can be considered as a positive outcome. The paper also gives some recommendations how to use ROI in practice and describes main benefits of ROI implementation.

**Keywords :** ROI, organizational performance, efficacy of T&D program, employee performance

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