The Investing in People Project
These results are reported in Investing in People, a three-year federally funded research study, to determine the quantifiable return on investment from corporate training to the bottom line. This groundbreaking study was conducted for the Canadian Society for Training and Development (CSTD) in 11 corporations, government departments and not for profit organizations from across Canada, by Lynette Gillis Ph.D. and Alan Bailey.

“The return on investment case studies will not only quantify the business benefits of workforce development but will provide the tools and the resulting best practices for Canadian employers to apply in their own organizations.”
Lynn Johnston, President CSTD

For more information about the project go to www.cstd.ca and the Research section.

The Study Results
The 558% return on investment to WestJet, from training team leaders in the Smarter Meetings management system, was the highest ROI, at the lowest cost, in the shortest time, of the 11 workforce development solutions assessed in the study.

The total cost to WestJet, for training the 82 managers who participated in the Smarter Meetings program, was $36,781.74. This included the costs of program development, the e-learning technology licenses from OneSmartWorld and the salaries for WestJet employees and facilitators involved in the training program. For every dollar invested, $6.58 was returned to WestJet in time saved, for a net annual gain of $242,169 or a 558% ROI. For information on the top 5 performance results from the study, see the second page of this document.

The Smarter Meetings Management System
Smarter Meetings is an advanced productivity improvement system for teams and enterprises looking to save meeting time, improve collaborative teamwork and accelerate innovation. Developed by OneSmartWorld, Smarter Meetings gives team leaders, project managers and executives an easy to learn, comprehensive suite of online tools and resources to plan and run meetings that help people get on to the same page quickly to work smarter and produce remarkable results together.

Bob Wiele, President and Founder of OneSmartWorld, developed the Smarter Meetings system. “Our Smarter Meetings program hit a critical need at WestJet that many progressive organizations have – how to help leaders build collaborative teams and engage their talented people to get more high quality work done, in less time.”

To learn more about the Smarter Meetings system of online tools, team leader facilitator training and how it can help your organization, please go to www.smartermeetings.com or call us at 1.800.38.SMART (387.6278)
# Investing in People

## A Highlights Summary of the Top Five

<table>
<thead>
<tr>
<th>Rank</th>
<th>Organization</th>
<th>ROI Project</th>
<th>Parameters</th>
<th>% Return on Investment</th>
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</thead>
</table>
| #1   | WestJet          | Meeting Facilitator Training using the OneSmartWorld Smarter Meetings Management System | • 82 Team Leaders  
• Half-day workshop  
• $454 per person       | 558%                                                                  |
| #2   | Logitech         | Implementing a Blended elearning Training Program for New Hire Support Agents | • 162 New Call Centre Support Agents  
• Two-day workshop  
• $526 per person       | 214%                                                                  |
| #3   | BDC              | Coaching Program for Bank Managers                                         | • 120 Branch Managers  
• Blended learning program combining webinars and classroom training  
• $3500 per person       | 74%                                                                   |
| #4   | Dillon Consulting| Project Management Training                                                | • 38 Project Managers  
• Two-day training  
• $1069 per person       | 28%                                                                   |
| #5   | Northern Mines   | Six Sigma Yellow Belt Training                                             | • 33 Project Managers  
• Two-day workshop  
• $923 per person       | -100%                                                                |