



Return on Investment Analysis and Benefits Realization Training Course

9 – 13 November 2026
Milan

Return on Investment Analysis and Benefits Realization Training Course

Ref: 460_137007 **Date:** 9 – 13 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Return on Investment Analysis and Benefits Realization Training Course is a five-day professional course for finance professionals, business analysts, project sponsors, performance managers, and decision-makers who leave with an ROI Evaluation and Benefits Realization Report. Participants connect objectives, benefit and cost baselines, cash flows, appraisal measures, attribution, uncertainty, non-financial outcomes, and post-implementation evidence. The course replaces isolated calculations with a traceable evaluation process. Agile Leaders Training Center addresses ROI analysis and benefits realization through applied decision evidence.

Who Should Attend

- Finance teams responsible for investment appraisal, budgeting, and performance evidence
- Business-analysis functions responsible for options, assumptions, and decision requirements
- Project and programme sponsors responsible for value cases and benefit ownership
- Performance and benefits teams responsible for baselines, measures, and realization reviews
- Learning and development functions responsible for evaluating capability initiatives
- Decision-makers responsible for selecting, funding, or reviewing organizational initiatives

The course assumes participants already work with budgets, projects, performance measures, or business cases and leaves out personal investment advice and external certification preparation.

Departments and Industries

The course supports departments and industries that must justify investment choices and demonstrate realized value.

- Finance, planning, treasury, and management-accounting departments
- Strategy, transformation, portfolio, programme, and project offices
- Performance, benefits-realization, analytics, and internal-consulting teams
- Banking, insurance, professional services, and technology organizations
- Healthcare, education, infrastructure, energy, and public-service entities
- Human resources, learning, operations, procurement, and commercial functions

Learning Objectives

By the end of this course, participants will be able to:



- Build benefits and cost baselines linked to a defined decision
- Apply cash-flow, time-value, ROI, NPV, IRR, and benefit-cost calculations
- Analyze assumptions, attribution, data quality, risk, and uncertainty
- Evaluate non-financial outcomes alongside monetary evidence
- Design benefit ownership, measurement, and post-implementation review arrangements
- Produce an executive ROI evaluation and benefits-realization report

Course Agenda

Day 1: Evaluation Scope and Value Logic

- Decision Question and Evaluation Boundary
- Objectives, Options and Stakeholder Value Map
- Benefit, Disbenefit and Cost Classification
- Benefits Dependency and Ownership Map
- Evidence, Assumption and Data-Quality Register

Day 2: Cash Flows and Investment Measures

- Incremental Benefit and Fully Loaded Cost Baselines
- Cash-Flow Timing and Evaluation Horizon
- Time Value of Money and Discounting
- ROI, Payback and Benefit-Cost Ratio Calculations
- Net Present Value and Internal Rate of Return Comparison

Day 3: Attribution, Risk and Decision Uncertainty

- Counterfactual, Contribution and Attribution Logic
- Isolation of Effects and Conservative Adjustment
- Risk, Optimism Bias and Contingency Treatment
- Sensitivity, Scenario and Break-Even Analysis
- Alternative Comparison and Decision Thresholds

Day 4: Benefits Realization and Evaluation Design

- Financial and Non-Financial Outcome Measures
- Benefit Profiles, Owners and Measurement Frequency
- Transition, Adoption and Sustainment Dependencies
- Post-Implementation Review Design
- Evidence Traceability and Evaluation Governance

Day 5: ROI Reporting and Executive Decisions

- Suggested Exercise: Diagnose an ROI Evidence Pack
- Suggested Exercise: Build Cash Flows and Appraisal Measures
- Suggested Exercise: Test Attribution and Sensitivity
- Suggested Exercise: Design a Benefits Review
- Capstone Exercise: ROI Evaluation and Benefits Realization Report

Practical Exercises

Suggested activities connect financial calculations with evidence quality, benefit ownership, uncertainty, and decision communication.

- Suggested activity: define the decision question, boundary, objectives, options, benefit categories, disbenefits, cost categories, stakeholders, and evaluation horizon for a proposed initiative.
- Suggested activity: construct incremental cash flows, discount them, calculate ROI, payback, benefit-cost ratio, NPV, and IRR, then explain where each measure helps or misleads.
- Suggested activity: document the counterfactual, attribution logic, data sources, assumptions, optimism adjustments, risks, scenarios, sensitivities, and break-even points.
- Suggested activity: assemble an executive report containing the recommendation, calculation trail, non-financial outcomes, limitations, owners, measurement schedule, post-implementation review, and action triggers.

FAQs

What is return on investment analysis?

Return on investment analysis compares attributable benefits with the resources committed to an initiative. A credible analysis defines its boundary, period, baseline, counterfactual, cost scope, benefit evidence, assumptions, attribution method, uncertainties, and limitations before presenting a ratio or percentage.

How does ROI differ from NPV and IRR?

ROI expresses gain relative to cost but may not show the timing of cash flows. NPV discounts future cash flows into a present value, while IRR estimates the discount rate at which NPV becomes zero. Decision-makers should compare measures rather than treating one as universally sufficient.

What costs should an ROI evaluation include?

Cost scope can include design, procurement, implementation, technology, internal labor, training, transition, disruption, operation, maintenance, governance, risk treatment, and eventual exit. The included costs must follow the stated evaluation boundary and remain traceable to evidence.



How can benefits be attributed to an initiative?

Attribution begins with a plausible value chain and counterfactual, then considers comparison data, trends, contribution from other initiatives, participant or expert evidence, and conservative adjustments. The selected method should match the available evidence and disclose its limitations.

How are non-financial benefits handled?

Non-financial benefits should be defined with measures, baselines, targets, owners, timing, data sources, and decision relevance. They should remain visible in the evaluation when monetary conversion would be unreliable, inappropriate, or likely to hide important distributional or service outcomes.

What belongs in a post-implementation ROI review?

The review should compare forecast and actual costs, benefits, timing, adoption, operational performance, assumptions, attribution, risks, and non-financial outcomes. It should explain variances, confirm outstanding benefits, assign actions, and record lessons for future investment decisions.

Conclusion

Participants leave with an ROI Evaluation and Benefits Realization Report containing the decision boundary, options, benefit and cost baselines, cash flows, appraisal measures, attribution method, uncertainty analysis, non-financial outcomes, ownership, measurement plan, post-implementation review, and executive recommendation. The report turns a headline ROI figure into an evidence trail that managers can test, communicate, monitor, and revise as actual results emerge.