**A. Training Employees**

- Successful training programs include:
  - A multi-faceted approach: (i.e., classroom, e-learning, on-the-job)
  - Clear objectives
  - Relevant, interactive content and delivery (e.g., roleplay)
  - Frequent review

- Measurement is key, as outlined by the four levels of training evaluation defined by the Kirkpatrick Model:
  - Level 1: Reaction What the employee thought and felt about the training
  - Level 2: Learning The resulting increase in knowledge or capability, compares knowledge from before and after the training
  - Level 3: Behaviour Extent of behaviour and capability improvement and implementation/application on the job
  - Level 4: Results (includes ROI) The effects on the business or environment resulting from the trainee's performance

**B. Motivating Employees**

- Successful training programs include:
  - A multi-faceted approach: (i.e., classroom, e-learning, on-the-job)
  - Clear objectives
  - Relevant, interactive content and delivery (e.g., roleplay)
  - Frequent review

- Emphasize employee development

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**Phase I**
Digital Transformation Research & Best Practice Recommendations

- Our team leveraged MIT research databases and our networks to better understand the approach of key players in the industry, such as Starbucks and Dunkin’
- We combined our learnings with insights from The Coffee House (TCH) leadership about their progress and vision to recommend best practices for TCH to consider

**Phase II**
Building Business Leaders Deep-Dive

- Our findings and TCH’s strategic priorities emphasized the importance of developing and empowering employees to thrive during and after digital transformation
- While onsite, we interviewed TCH employees, conducted more research, and developed recommendations for how TCH can train and build leaders across their business

**Phase III**
Training Effectiveness Dashboard

- We looked at existing data, analyzed gaps in current data collection and identified opportunities for further analysis
- We built a framework for measuring future success of TCH’s new L&D programs, pinpointing key KPIs and priorities for data collection