

**Discussion:** Training

**Subject:** Guaranteeing a personalised response to customers

**Proposed title:**

NO TRAINING WITHOUT MEASUREMENT

To define a system of indicators that allow for the measurement of training activity results based on the performance achieved and according to reward systems, both individual and team, to be tested on specific cases and progressively applied to all employees.

#### **Brief context**

The need to measure training, or to calculate the return on investment made on resources, is certainly strongly felt in the FS Group.

In 2016, a preliminary experiment was carried out with regards to the main Trenitalia project for training levels and costs "focused on the customer", directed towards the personnel of the Regional Passenger Division.

In particular, in order to verify the effectiveness of the training, the company decided to correlate customer satisfaction parameters, measured quarterly, with training in order to verify its impact, in particular on results related to public information items and the overall assessment of the services used.

The correlating results, monitored for the entire duration of the training process, will therefore form the basis for the definition of a Group evaluation method.

#### **Proposal**

We intend to test a methodology for measuring the effectiveness of training in the "training and change" project regarding Customer Experience. Measurement tools and **KPIs** will be determined to evaluate training effectiveness.

In terms of customer experience, the training and change project is a field of strategic experimentation that will allow us to evaluate how the accompaniment and training process effects the culture, behaviour and therefore the performance of people who constitute physical touch points in regards to a Customer's travel experience.

Together with the owners of the processes, a system of indicators will be defined to measure the results of training activities based on the performance achieved, and on the basis of rewarding systems, both individual and team, to be tested on specific cases before possible expansion to larger populations.



The project is in the study phase, regarding both the architecture and the intervention model. The first results are expected in the first quarter of 2018.