

2023 Return on investment

Leadership Group	PER HEAD			TOTALS				
	Cost of hiring externally and retaining for relevant tracking period for group (B)	Cost of program, including cost of ready-now successor (based promotability per segment) (C)	Saving vs hiring externally (D) (Col B minus Col C)	Number of program participants who were promoted (E)	Total cost if program participants were hired externally (F) (Col B x Col E)	Total cost of program (G) (Col C x Col E)	Savings generated by program (H) (Col F minus Col G)	ROI per program (Col H divided by Col G)
FFW 3: Top 300 Leaders	€ 163.194	€ 116.355	€ 46.839	9	€ 1.468.749	€ 1.047.199	€ 421.550	40%
FFW 2: Change Leaders	€ 54.076	€ 39.909	€ 14.167	33	€ 1.776.403	€ 1.311.026	€ 465.377	35%
FFW: Front-line Leaders	€ 16.022	€ 14.058	€ 1.965	52	€ 834.450	€ 732.128	€ 102.322	14%
TOTAL	€ 233.293	€ 170.323	€ 62.970	94	€ 4.079.602	€ 3.090.353	€ 989.249	32%