SYMERSE · ROI WORKSHEET

The cost of how you train today.

Your figures in, the cost of the status quo out. Nothing on this sheet is a Symerse result. Leave a box blank if you do not hold the number. The spreadsheet version does the sums for you: symerse.com/evidence.

1. Your figures.

	FIGURE	YOURS	UNIT	WHERE TO FIND IT
A	People trained a year in the roles in scope		people	New starters and people moving role.
B	Hours of onboarding per person in those roles		hours	Until a person works without close supervision.
C	Loaded hourly cost		€ per hour	Salary plus employer costs and overheads.
D	Trainer days a year on this training		days	Trainers or subject experts delivering it.
E	Trainer's day rate		€ per day	Internal cost or external rate.
F	Deviations a year in the roles in scope		deviations	From your quality system.
G	Your own cost per deviation		€	Investigation, CAPA, delay, product loss. Check it against page 2.

2. What the status quo costs a year.

H	Onboarding time		€	A × B × C
I	Trainer time		€	D × E
J	Deviations		€	F × G
K	**Total a year**		**€**	**H + I + J**

3. Your assumptions.

> Set these yourself. They are your assumptions about what training could change, not Symerse figures. We never fill them in.

L	Share of onboarding hours you expect to save		%	
M	Share of deviations you expect to avoid		%	Not the 80% human-error share on page 2.
N	Trainer days you expect to save a year		days	
O	What the training would cost a year		€	From the quote you are weighing up.

4. What your assumptions are worth a year.

P	Onboarding time saved		€	H × L
Q	Deviation cost avoided		€	J × M
R	Trainer time saved		€	N × E
S	**Total a year, on your assumptions**		**€**	**P + Q + R**
T	Net of the training cost		€	S − O
U	Months to pay back		months	O ÷ S × 12

Industry figures, not Symerse results.

Other people's figures, with the year and a link. Use them to sense-check your own numbers, not to replace them. Links checked 6 November 2026.

FIGURE	SOURCE	YEAR	WHAT IT MEANS FOR YOUR WORKSHEET
Over 80% of process deviations in pharma are attributed to human error.	PwC Belgium, Reducing human error in the pharma quality environment	2025	A causal factor, not a root cause. Not the share training avoids (box M).
A deviation typically costs EUR 22,000 to 48,000, and up to EUR 880,000 with product loss.	PwC Belgium, same report	2025	Check your own cost per deviation (box G) against it.
Lonza cut human-error-related deviations and non-conformities by more than 40% across 13 sites with an error prevention system.	Bodmann et al., CHIMIA 70(9)	2016	Evidence that a structured programme can move the number. Not a Symerse result.

What Symerse measures.

Symerse does not estimate your savings. It records what your people did: every decision each pair made in a scored exercise, their reasons, the marks on four dimensions, where the cohort got stuck, and a course record per person. That is the evidence of judgement you can set beside the figures above.