



## Klaas Toes

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Klaas Toes is program director for the Human Capital Analytics Council at The Conference Board. He also led its former Big Data Working Group.

Toes is the founder and CEO of the ROI Institute Europe. He has spent more than 30 years helping companies and governments implement their human capital strategies. During the early days of his career, he realized there was a lack of available solutions for measuring and expressing the value of corporate learning programs in tangible financial terms. This motivated him to found his company in 1998.

He gathered a group of clients, including ABN AMRO, Microsoft, Peugeot, and Sodexo—all of whom were early adopters of learning analytics—to help his company build a human capital analytics solution that was validated and approved by both science (Amsterdam University, VU) and business. In 2012 he published the book *De Waarde van Leren* (The Value of Learning).