2010 Baker's Dozen Customer Satisfaction Ratings: Top Learning Providers

Last year when we surveyed the learning industry, cost reduction—driven by vendor management and BPO procurement management—was the buzz among providers. Today, cost savings continues to be the major driver, but buyers have made clear that service and organizational issues are equally important.

The great thing about outsourcing is that as the market shifts, there is a solution for every need, so if your requirements are for no-frills, low-cost service, or if you want to transform learning through a comprehensive offering, it's out there. And you can be sure that any one of the providers listed here is capable of delivering technology, administrative support, and content creation. Their solutions are highly evolved and incorporate cutting-edge technology, industry-leading best practices, and deep domain expertise.

Once again we solicited the input of current learning BPO buyers to rank the providers in the space (read on for the methodology). We

believe the best lens for viewing how well a provider delivers services is through the experience of customers already engaged in an outsourcing relationship.

We hope that the Baker's Dozen Customer Satisfaction Ratings in learning provides you the insight necessary to find the most appropriate vendor for your needs.

Ranking Methodology: Buyers were asked to participate in an online, anonymous survey regarding their experience with their current service provider. The survey instrument measured user satisfaction along with breadth of service, quality of service, and deal size. We offer deal size as a comparator for you to measure a potential provider against the scope of a program you may wish to put out to bid.

This is a standard methodology used in all of our Baker's Dozen Customer Satisfaction Ratings. *HRO Today* ranked only providers for which we were able to compile enough respondents to have statistically valid customer data.

Company	*Employees Trained (2009)	URL
1 Raytheon Professional Services	**More than 1 million***	**http://www.raytheon.com**

A subsidiary of technology giant Raytheon Company, Raytheon Professional Services, LLC (RPS), is a leader in learning services and training outsourcing. RPS helps businesses meet their critical objectives by designing, implementing, and managing efficient training solutions that align their employees, customers, and partners with business goals. With 1,000 learning professionals serving clients in more than 100 countries and 40 languages, RPS makes training programs available anytime, anywhere.

Clients: N/A

Learning Services: Strategic planning for the training function, including design, development, delivery, administration, and measurement. Designing large-scale outsourcing initiatives that include transition plans, governance structures, service level agreements, and business impact measurements. Other services include ability to help clients globally integrate their training function; a patent-pending process for redesigning and maintaining clients' training curricula; the ability to develop training programs in one language, followed by localization and deployment in more than 30 languages; the ability to help clients develop and refine their financial business case for training outsourcing; and a strong program-management discipline.

Most Important Metrics: Training processes performance metrics include cost per training event, availability of training at product launch, and business impact metrics include sales volume, customer satisfaction, and time to market for new product.

2 NIIT	**More than 1 million***	**www.niit.com**

NIIT is a global managed training services company that has been in business for 27 years. We are one of the top five global training companies in the world with $350 million in revenue, a stable and consistently profitable business, and presence in over 40 countries. We provide a flexible and scalable set of managed training services where we assume full accountability and responsibility for management and execution of one or

Company	*Employees Trained (2009)	URL

more client training processes in a long-term partnership relationship, thus enabling our clients to dramatically enhance the business impact from their investment in training, sharpen their focus on their business, and reduce their costs by 20 percent or more. Our company includes leading brands such as CognitiveArts, a global leader in custom learning design and development, and Element K, a leading provider of learning products and technologies.

Clients: Bank of America, Allstate Insurance, YUM! Brands, Philips, COUNTRY Financial, Vanguard, Deloitte, Hewitt Associates, HP, Computer Associates, Hitachi Data Systems, Invensys Process Controls, Dell, British Telecom, Cisco, and Verizon.

Workplace Screening Services: Curriculum and course design and development, global training delivery management, hosted LMS technology platform and technical support services, and training administration and operations management.

Most Important Metrics: Value, revenue growth, productivity, customer retention, profitability, costs, cycle time, and quality.

3 ACS, Inc.   **More than 1 million***   **www.acslearningservices.com**

ACS Learning Services is a leading provider of end-to-end learning outsourcing services that are integral to supporting a comprehensive talent management strategy, learning process outsourcing (LPO) engagement, or learning management system implementation.

Clients: American Express, Bank of New York/Mellon, BP, Credit Suisse, Delta Airlines, Ernst & Young, General Motors Europe, GlaxoSmithKline, Hertz, Kraft, and Motorola.

Learning Services: Learning administration services, content and curriculum services, learning administration services, strategic sourcing services, learning strategy and assessment services, content and curriculum services, learning technology services, learning for finance professionals, thought leadership, strategic training assessment, LPO engagement process, strategic sourcing services, and learning technology services.

Most Important Metrics: The alignment of service delivery to business impact, with metrics such as y/y improved costs, increased services, and scalable or available resources; learning delivery including performance improvement, retention, behavior change, speed to proficiency, and competency; incremental transactional improvements such as cost of infrastructure, service delivery and learning administration services, and resources.

4 Intrepid Learning Solutions   **213,300***   **www.intrepidls.com**

Intrepid Learning Solutions, Inc. is a provider of integrated learning solutions that drive business performance for global companies. Intrepid delivers solutions that measurably enhance an organization's capability and capacity to achieve its strategic business objectives. The company designs services and solutions to address the critical challenges facing most organizations: enabling rapid top-line growth, maximizing efficiency and cost effectiveness, and building talent for long-term competitive advantage. Founded in 1999, Intrepid is headquartered in Seattle, where a large number of clients support major local clients and corporate functions. After establishing a client base, Intrepid launched its outsourcing business to provide clients with applied best practices and ongoing operational support. Between 2003 and 2009, Intrepid has developed long-term outsourcing and managed service partnerships with some of the world's leading companies and organizations.

Clients: N/A.

Learning Services: Services include benchmarking and custom research, learning strategy, learning performance analysis, job analysis, content analysis and curricula design, content evaluation and conversion, course development, virtual classroom design, development and production, training delivery, training logistics and administration, business impact and measurement, technology selection, management, implementation and support, learning program management, and account management; solutions include customer education, learning organization optimization and ELPA, management essentials (leadership & management), sales performance improvement, and delivery managed services and optimization.

Company	*Employees Trained (2009)	URL

Most Important Metrics: Service metrics include the ratio of production hours per course hour, instructor utilization, proportion of e-learning to ILT, per-course measures of completion on time, on budget, and to stakeholder specifications; participant metrics include feedback from training participants including instructor reaction, job relevance, prediction of future business impact, and follow-up information collected from participants or managers.

5 The Training Associates (TTA)

135,154*   www.thetrainingassociates.com

TTA is a certified women-owned business, and the only trainer provider and consultant specializing in IT and professional business (soft) skills instructors for contract and full-time placement. For more than 15 years, TTA has delivered nearly 100,000 classes of varying duration worldwide, teaching more than 550,000 students in more than 9,500 different courses from its 15,000 standard and custom courses. With more than 2,000 trainers on agreement and available for immediate deployment, plus 18,000 additional trainers registered, TTA covers projects ranging from more straightforward short-term assignments at a single location to long-term, complex, geographically dispersed and multi-national initiatives.

Clients: N/A

Learning Services: Training outsourcing and vendor management, beta test and product launch activities, corporate-wide up-skilling, proprietary and standard technology roll-outs (updates and migrations), staff trainer augmentation, small classes and low-enrollment classes, courseware review, business professional (soft) skills, ILT, e-learning, and blended learning.

Most Important Metrics: Customer satisfaction surveys, requirements for Microsoft Gold Certified Partner of Learning Solutions, metrics that matter, TTA client utilization, growth and retention rates, client/channel revenue growth, new trainer recruitment stats, utilization and evaluation scores, scope and diversity of trainer skills, certification, and learning methodologies expertise.

6 General Physics (GP) Corporation

More than 1 million*   www.gpworldwide.com

GP is an international performance improvement company and a provider of workforce training and development. GP's experience includes custom content development, program delivery, and the administration and logistics of learning across the globe. Today, GP has more than 1,800 employees providing full-scale management of training for Fortune 500 companies and government agencies.

Clients: N/A

Learning Services: Learning technology management (LMS, LCMS, and portals) services including needs assessment, evaluation and selection, integration, configuration, and maintenance, hosting, and help desk; curriculum management services including custom training content design and development, training content evaluation, selection, and sourcing, vendor management, and course/program management; operations services including training administration and logistics, tuition assistance program management, instructor resource management, training delivery, and call center; and measurement and reporting services including learning analytics, activity, financial, and performance reporting, and key performance indicators.

Most Important Metrics: Quality, delivery, cost, and client satisfaction.

7 RWD Technologies, LLC

More than 8 million*   www.rwd.com

RWD is a provider of human and operational performance improvement solutions that help employers maximize the return on their investments in people, processes, technology, equipment, knowledge, and customers. Since 1988, RWD has offered a broad range of integrated products and services, which include human capital management and IT consulting services, business transformation and lean process improve-

Company	*Employees Trained (2009)	URL

ment, end-user training, change management, knowledge management and operator effectiveness management. Based in Baltimore, Maryland, RWD serves Fortune 500 and other organizations in industries such as manufacturing, energy, automotive, aerospace, healthcare, life sciences, consumer products, financial, telecommunications, services, higher education, and the public sector. RWD is privately held, with two dozen offices in the Americas, EMEA, and Asia Pacific.

Clients: N/A

Learning Services: Workforce competency, business scenario simulations, communities of practice, end-user training, ERP sustainment strategies, needs analysis, performance support, regulatory compliance, safety and maintenance programs, technical documentation, training strategy, learning solutions, blended learning strategy, eLearning content creation and delivery, hosting and help desk services, learning management system services, multimedia services, RWD uLearn™, RWD uPerform®, RWD uBenchmark™.

Most Important Metrics: Customer satisfaction, customer retention, cost savings/cost avoidance, cost efficiency, speed to competence, program utilization, instructor evaluation scores, instructor utilization, compliance levels met, fines reduced, safety level stabilized, and increased revenue streams through customer training.

8   Element K   N/A   www.elementk.com

Element K provides solutions for organizations to help develop employees, enable partners, and educate customers. Element K offers broad e-Learning, e-Reference, instructor-led, and blended content collections; custom learning program design and development; an on-demand LMS and flexible learning delivery technology; and enablement services.

Clients: N/A

Learning Services: Training products include a catalog with more than 6,000 e-Learning courses and virtual labs; 1,300 courseware books; a complete e-Reference library; and a fully hosted learning management system (KnowledgeHub) with virtual classroom capabilities. Learning services including performance consulting; custom content development; technology management (development, integration, branding, and support); learning program administration; and training delivery. In 2008, Element K upgraded KnowledgeHub with integrated web 2.0 collaboration capabilities (wikis, blogs, and discussion forums), enhanced instructor-led training event management, and advanced reporting features.

Most Important Metrics: Program delivery versus schedule and specifications, cost management, and customer satisfaction.

9   GeoLearning, Inc.   N/A   www.geolearning.com

GeoLearning's products and services are used by more than 500 corporations, government agencies, and non-profit organizations to manage and deliver a broad range of learning and development services. Its award-winning, web-based GeoMaestro and GeoExpress platforms have helped many enterprise and mid-market companies manage all forms of organizational learning—traditional classroom instruction, online training and self-directed study—and drive demonstrable business value. In addition, GeoLearning has established one of the broadest partnership networks in the industry, with more than 50 complementary, best-of-breed vendors, providing customers with a reliable, end-to-end learning and performance management solution.

Clients: N/A

Learning Services: Training administration including strategic planning; registration services; scheduling; project management; assessment and testing; vendor management; help desk (administration and learner); staff augmentation; best practices; and benchmarking. Learning content services including instructional design; content development and repurposing; graphics design; material fulfillment; portfolio management; translations and localization; content integration services; and documentation. Learning delivery covers instruction, classroom support, surveying, and feedback analysis. Technology including on-demand/SaaS LMS and LCMS; delivery platform management; e-commerce; authoring sys-

Company	*Employees Trained (2009)	URL

tems; technology integration; systems hosting; and security.

Most Important Metrics: Student/participant program evaluations; pre- and post-testing; transfer of acquired learning to intended behaviors in the work environment; business result metrics such as ROI, increased production, enhanced quality, reduced costs, increased sales, reduced accidents, compliance, etc.; measures of customer satisfaction (internal and third-party surveying); client retention rate and contract renewal rate.

10 Convergys Corporation   386,497*   www.convergys.com

Convergys provides comprehensive, HR BPO services to help organizations automate processes and improve service delivery, create a more agile workforce, and align HR strategies to the business. Convergys BPO solution streamlines administrative processes, including payroll and benefits, while delivering talent management solutions such as learning, performance management, and succession management. Learning solution services include learning strategy, content development, learning delivery, and learning administration and technology delivered to more than 385,000 employees in 66 countries and in 28 languages.

Clients: ABA, Hyatt, Deltacom, and Boston Scientific.

Learning Services: Strategy services including learning and performance consulting, supplier rationalization, and learning evaluation; content development services including ILT and e-learning development and maintenance; learning delivery services including schedule management, event logistics management, and capacity management; and administration and operations services including technology hosting and operation, user support, catalog administration, assignment, enrollment, cancellation, roster management, certification and compliance management, resource data management, billing and chargeback management, materials fulfillment management, content developer support, and managed reporting.

Most Important Metrics: Input measures that quantify the scope, cost, volume, and impact of training such as total training days/events provided, training hours per employee, cost per training day for ILT, cost per training hour for e-learning, training cost per employee, programs completed, certifications achieved, instructor utilization, facilities utilization, and Kirkpatrick Level 1-4 evaluation results.

11 The Mosiac Company   N/A*   www.themosaiccompany.com

Since 1996, The Mosaic Company has provided training development, organizational readiness, change management, and consulting services designed to improve individual and organizational performance in the workplace. The company combines performance-based analysis, practical program design and development, and multiple delivery technologies to help global companies and government agencies achieve optimal performance.

Clients: N/A.

Learning Services: Learning services include strategy development, enterprise software training, sales training, leadership and management training, safety and compliance training, systems training, and product training; training design, development, and delivery services include project and program management, front-end analysis, curriculum design, web-based training, instructor-led training, simulations and animations, performance support tools, evaluation and assessment tools, webinars and workshops, and localization.

Most Important Metrics: N/A

Numbers provided by nominee.
Note from the editors: IBM, Hewitt, and Accenture, companies that made the Baker Dozen's Customer Satisfaction Ratings last year, didn't provide sufficient customer response to develop a statically valid rating.