2011 Baker's Dozen
Customer Satisfaction Ratings:

Top Learning Providers

The rankings contained within the Baker's Dozen for learning, and other service areas in *HRO Today* are based on customer survey data. The indices result from a multi-step process. *HRO Today* identified the top learning and training providers. Our survey research team then asked providers to identify customers to be surveyed. Using the *HRO Today* database, we identified other buyers to survey. Each respondent was asked about services provided, scope and scale of services, and the quality and satisfaction with the services.

Respondents provide e-mail addresses for verification, but responses are kept in strictest confidence. Once collected, information is loaded into the *HRO Today* database and analyzed to score each provider having a statistically significant sample. For this survey, we received feedback from more than 70 verified customers. The rankings are based on point assignments and weightings of questions—plus a predetermined algorithm that calculates the overall score based on breadth, scope and scale, and quality. Rankings and weightings are determined statistically, and all feedback is from customers. The ratings are not the opinions of *HRO Today* staff. We only provide a methodology, and we do not claim that our methodology is the only viable ratings program available; we do, however, vouch for its statistical validity. We hope this ranking provides you some insight into your next RFP process.

1. Raytheon Professional Services (RPS)

www.raytheon.com

A subsidiary of technology and innovation leader 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 30 languages, RPS makes training programs available anytime, anywhere.

Employees trained in 2010: More than 1 million

Key clients in 2010: N/A

Services provided:
Training:
• Strategic planning
• Design
• Development
• Delivery
• Administration
• Measurement

Outsourcing initiatives:
• Transition plans
• Governance structures
• Service level agreements
• Business impact measurements

Other services
• Globally integration
• Localization and deployment in more than 30 languages
• Develop financial business case for training outsourcing

Most important metrics:
• Cost per training event
• Availability of training at product launch
• Sales volume
• Customer/patient satisfaction
• Employee satisfaction/ proficiency
• Time to market for new product

2. General Physics Corporation (GP)

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.

www.gpworldwide.com

Employees trained in 2010: N/A

Key clients in 2010: N/A

Services provided:
Learning technology management services:
• Needs assessment, evaluation and selection
• Integration, configuration, and maintenance
• Hosting
• Help desk

Curriculum management services:
• Custom training content design and development
• Training content evaluation, selection, and sourcing
• Vendor management
• Course/program management

Operations services:
• Training administration
• and logistics
• Tuition assistance program management
• Instructor resource management
• Training delivery
• Call center

Measurement and reporting services:
• Learning analytics
• Activity, financial, and performance reporting
• Key performance indicators

Most important metrics:
• Quality
• Delivery
• Cost
• Client satisfaction

3. The Training Associates (TTA)

Established in 1994, The Training Associates (TTA) is a trainer provider specializing in recruiting, developing, and deploying high-quality trainers to businesses in all industries. As a GSA contract holder and a certified women-owned business, TTA delivers trainer staffing, consulting, and instructional design services. TTA makes it possible for organizations to quickly plan, manage, and host instructor-led or online training for any size learning project, in any subject, with minimal lead time, and without high staff overhead costs. TTA's proprietary systems, focused efficiencies, economies of scale, and comprehensive training delivery solutions enable them to offer clients guaranteed high quality learning solutions.

www.thetrainingassociates.com

Employees trained in 2010: 139,208

Key clients in 2010: N/A

Services provided:
• 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, emergencies and gaps
• Small classes and low enrollment classes
• Courseware review, development and updating

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

4. ACS, A Xerox Company

ACS, through its learning services division, is a 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. ACS learning services is closely integrated with the ACS human resource services business and provides a complete suite of HR and talent management capabilities.

Employees trained in 2010: More than 1.5 million

Key clients in 2010: Bank of New York/Mellon, BP, Credit Suisse, Delta Airlines, Ernst & Young, General Motors Europe, GlaxoSmithKline, Hertz, Motorola and Boeing

Services provided:
• Learning strategy and assessment
• Content and curriculum design and development
• Learning administration services
• Strategic sourcing services and third-party training provider management services
• Instructor and delivery management services
• Tuition reimbursement services
• Learning technology services
• Strategic training assessment
• LPO engagement process

Most important metrics:
• Customer satisfaction
• Alignment of service delivery to business impact, with metrics such as year-over-year 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

5. Intrepid Learning Solutions

Intrepid provides strategic learning services, technology-enabled learning solutions, and expert learning execution to businesses. From strategy to design and development on through to delivery, measurement and administration, we take a holistic approach. Since 1999, we have been committed to the belief that learning, when thoughtfully designed and delivered, can help businesses catalyze continued innovation and growth. Headquartered in Seattle, WA, we employ over 300 employees located in close proximity to our clients around the world.

www.intrepidls.com

Employees trained in 2010: 194,215

Key clients in 2010: N/A

Services provided:
Consulting:
• Learning strategy, analysis, and research
• Measurement
• Content design and development
• Learning technology

Technology-enabled Solutions:
• eLearning
• Mobile learning
• Virtual classroom training
• Agile web portal

Business Solutions
• Leadership and management
• Sales performance
• Customer education
• Educational marketing

Outsourcing
• Instructor delivery services
• Content design and development
• Learning technology management
• Training program management and administration

Most important metrics:
Service Metrics:
• Ratio of production hours per course hour
• Instructor utilization and proportion of e-learning to ILT
• Per course measures of completion on time, on budget, and to stakeholder specifications

Participant Metrics:
• Instructor reaction
• Job relevance

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Participant Metrics:
• Instructor reaction
• Job relevance

- Prediction of future business impact
- Follow up information collected from participants or their managers

6. Aon Hewitt

Aon Hewitt is a provider of human resource consulting and outsourcing solutions. The company partners with organizations to solve their most complex benefits, talent and related financial challenges, and improve business performance. With more than 29,000 professionals in 90 countries, Aon Hewitt designs, implements, communicates, and administers a wide range of human capital, retirement, investment management, healthcare, compensation, and talent management strategies.

www.aonhewitt.com

Employees trained in 2010: 371,500

Key clients in 2010: N/A

Services provided:
- Learning paths and certificates
- Course catalog administration
- Enrollment management
- Event scheduling and logistics, including materials ordering, pre and post work oversight, roster management, venue and catering booking
- Evaluation and assessments
- Accounting/budget management
- Sourcing

Most important metrics:
- Timeliness
- Accuracy
- Learner satisfaction (call center)
- Transactions processed
- Aggregate training hours

7. RWD Technologies

RWD Technologies is a consulting company that enables and drives successful business transformations and front-line effectiveness for *Fortune 500* companies. RWD is a leading provider of human and operational performance improvement solutions that help employers maximize the return on their investment in people, processes, technology, equipment, knowledge, and customers. Since 1988, RWD has assisted clients and partners in enhancing organizational productivity through its broad range of integrated products and services, which include human capital management and IT consulting services, business transformation and lean process improvement, end-user training, change management, knowledge management and operator effectiveness management. RWD's solutions are used in thousands of organizations globally, and in industries such as manufacturing, energy, automotive, aerospace, healthcare, life sciences, consumer products, financial, telecommunications, services, higher education and the public sector.

www.rwd.com

Employees trained in 2010: More than 8 million

Key clients in 2010: N/A

Services provided:
- Learning outsourcing
- Learning strategy development
- eLearning courseware content development and delivery
- End-user training
- Multimedia development solutions
- Knowledge management solutions
- Lean training and certification
- Performance analysis
- Performance optimization consulting
- Sales force enablement
- Social media adoption
- Talent management
- ERP sustainment
- Blended learning solutions
- Safety and risk management programs
- Performance support
- Organizational change management

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
- Increased revenue streams

through customer training
• Safety levels stabilized

8. **NIIT**

NIIT's enterprise learning solutions business delivers strategies that help clients accelerate business impact. NIIT managed training services are a suite of best-in-class training processes that enable customers to reduce costs, sharpen their business focus, and drive quantifiable results. Our managed training services deliver more relevant training to organizations, bring proven best practices into business processes, and redirect surplus training capital into core business functions. With a presence in more than 44 countries, NIIT's enterprise learning solutions business offers products and services including curriculum design and custom content development, learning administration and operations, learning delivery and management, learning technology development and administration, learning management systems, virtual labs, student retention services, and strategic assessments.

www.niit.com

Employees trained in 2010: In the millions

Key clients in 2010: N/A

Services provided:
• Managed training services
• Learning administration
• Learning content
• Learning management systems

• Learning delivery
• Learning technology
• Virtual labs
• Student retentions services
• Strategic training assessments

Most important metrics:
• Business impact
• Impact on the business
• Percent cost reduction
• Value creation
• Customer satisfaction
• Return on investment

9. **IBM**

IBM delivers 'smarter learning' that accelerates employee time to competency and speeds their time to performance. We do this by transforming your learning portfolio to achieve business objectives, optimizing your learning and performance solutions, and leveraging IBM's global capabilities to optimize return on investment.

www.ibm.com/services hroutsourcing

Employees trained in 2010: More than 1.2 million

Key clients in 2010: Sanyo Inc, TEDA, United States Army, AXA, American Airlines

Services provided:
• Learning strategy
• Learning administration
• LMS/LCMS management
• Delivery platform management
• Learning content design
  and delivery

• Mobile learning systems
• Learning technology
  integration
• Learning training delivery
• eLearning
• Learning innovation
• Thought leadership

Most important metrics:
• Achieving/exceeding
  service levels
• Providing value-add through
  the introduction of innovation
• Producing business results

10. **AchieveGlobal**

AchieveGlobal provides development in interpersonal business skills, giving companies the workforce they need for business results. Located in more than 40 countries, we offer multi-language learning solutions in the areas of customer service, leadership, and sales performance.

www.achieveglobal.com

Employees trained in 2010: 400,000

Key clients in 2010: N/A

Services provided:
• Sales
• Leadership
• Service performance
  improvement programs

Most important metrics:
• Business results
• Job impact
• Return on investment

Provider	Breadth of Service	Size of Deals	Quality of Service	Overall Score
Raytheon Professional Services (RPS)	21.25	5.50	181.50	208.25
General Physics – GP	22.44	2.94	178.29	203.67
The Training Associates (TTA)	7.37	2.76	184.68	194.81
ACS, A Xerox Company	18.97	6.05	164.81	189.83
Intrepid Learning Solutions	11.73	5.04	166.95	183.72
Aon Hewitt	13.01	6.14	158.76	177.91
RWD Technologies	9.18	2.39	156.11	167.69
NIIT	7.65	4.78	151.20	163.63
IBM	7.14	5.46	149.31	161.91
AchieveGlobal	14.57	3.30	140.10	157.97

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