

2011 Business Benchmark Survey Project





2011 Business Benchmark Survey

- Primes:
 - *Dirk Braune* – Services Trustee and Executive Sponsor - CEdMA
 - *Ed Halteman* – Survey and Analysis Expert – Survey Design and Analysis
 - *Scott Edwards* – Project Manager and Subject Matter Expert – Anthony Scott Edwards Learning
- Contributors and Project Participants:
 - *Mike Dowsey* – Administrator – CEdMA
 - *Harold Henke* – Metrics SIG Chair
 - *Metrics Special Interest Group (SIG)* – CEdMA



2011 Business Benchmark Survey

- Past CEdMA Business Benchmark Surveys
 - Performed in: 2003, 2008, 2009 & 2010
 - Surveys ranging from 40 to 100+ questions
 - 50% to 90% response rate
 - Results met with very positive response from members
- Basic improvements desired for 2011
 - Base the survey on membership defined relevant business metrics
 - Develop standard business survey which can be reused annually to provide historical comparison (e.g. by including past question items in addition to new items)
 - Define and provide an analysis of the data to show, e.g. best commercial results, best quality results, etc.
- Present results and analysis at CEdMA annual meeting in May 2011



2011 Survey Objectives and Outcomes

- Allow members to access consolidated, business relevant metrics each year with historical comparison
- Benchmarking of members own company to all CEdMA members and peer companies
- Offer members a tool and the data to provide business comparative views/results through linking of:
 - Demographic data
 - Business data
 - Functional data
- Facilitate demonstration of industry norms and accepted practices
- Provide a reference for:
 - Business contrasting
 - Operational performance analysis
 - Functional comparisons



2011 Survey Approach

- Build a living, ongoing reference tool
- Provide a functionally aligned, broad based analysis
- Provide a comparative association between like businesses
- Provide focus for educational management survey consumers and users (but not limited to):
 - Education Services/Training Executives
 - Training Sales and Marketing Management
 - Curriculum Design and Courseware Development Management
 - Global and Regional Delivery Management
 - Training Partner Programs Management
 - Certification Programs Management
- Involve Executive Council and Metrics SIG members during creation
- Build a pool of demographic questions, which can be used for all surveys, not only benchmark metrics
- Create ~120 to ~160 question survey with analysis



2011 Survey Functional Categorization

- Business Operations and Finance
- Sales and Marketing
- Curriculum Design and Courseware Development
- Course Delivery and Distribution
- Training Partner Programs
 - Development Partners
 - Commercial Delivery Partners
 - College/Vocational-Technical/Secondary School Programs
- Certification Programs
- Demographics
- Others TBD



2011 Survey Respondent Project

- Survey distribution focused on CEdMA enterprise/prime contact members
- Distribution recipient/prime is responsible for company/organizational response
- Prime encouraged to facilitate project or multiple interviews with consumer/user and functional representatives to ensure correctness and completeness of data *OR* ask different business areas to fill out different parts of survey
- No right, wrong or preconceived answers to any item
- Survey will provide an explanation/definition for certain metrics when they could be defined differently by company
- Intended only to provide a view of norms and practices
- Rigorously seek out correct and complete information in order to drive a high quality outcome



2011 Project Status

- Received input from CEEdMA
 - Received historical question pool
 - Received list (RFP) of Key Performance Indicators (KPI) of interest for current survey items
 - Researched other benchmark survey sources and items
- Created extensive topic/item list referencing:
 - Historical items
 - RFP/KPI
 - Gap items
- Created draft of new survey covering:
 - Operations & Finance
 - Sales & Marketing
 - Curriculum Design & Course Development
 - Course Delivery and Distribution
 - Training Partner Programs
 - Demographics



Operations & Finance Sample Questions

What are education services' primary business objectives? (Select no more than two)

- Meeting a revenue target
- Meeting a profit margin target
- Maximizing profit
- Increasing mindshare
- Enhancing product adoption
- Reducing support liability
- Other (specify) _____

What % of your total/regional revenue does training credits (by region) represent? [Must add to 100]

Ranges represent radio pick buttons

	< 5%	5-10	11-20	21-30	>30%	Uncertain
Worldwide						
North America						
South America						
Europe, Africa, Middle East						
Asia/Pacific Rim						

Sales and Marketing Sample Questions

Who handles the sales of education service offerings and how are those people compensated as a percent of quota?

	Responsibility		Compensation (% of quota)					
	Yes	No	0%	1-2%	3-4%	5-6%	> 6%	Uncertain
Field/Product sales								
Inside sales								
Services sales								
Maintenance renewal sales								
Dedicated education services sales representatives								
Channel partners								
Education Services third party sales partnership								
Other								

Choices and ranges represent radio pick buttons

Is there a formalized go-to-market strategy and/or process for introducing new education services offerings?

- a. Yes
- b. No
- c. Uncertain



Curriculum Design and Course Development Sample Questions

At what stage of the product development cycle is curriculum design and course development first involved?

- a. Product feasibility/inception stage
- b. Product development stage
- c. Beta product availability stage
- d. General/public product availability stage
- e. Other (specify)

For each hour of class/lesson time, please estimate the amount of development time required for each of the following offering types?

	Hours of development time				
	< 15	15-25	26-35	36-45	>45
Instructor Led					
Synchronous Distance Learning/Virtual Instructor Led					
Remote/virtual lab exercises					
Asynchronous e-learning					
Web based/printed self-study					

Course Delivery and Distribution Sample Questions

For your education services instructors, what are your company standards (targets) for the percent of their time in each of the following areas? [Must add to 100%]

- a. % Platform time
- b. % Preparation time
- c. % Course development activities
- d. % Overhead

What percentage fill rate do you require to run open enrollment (public) classes?
[Answer for each type] At least . . .

	20%	20-30%	30-40%	40-50%	>50%	Uncertain
Classroom, instructor-led						
Virtual, instructor-led						

Training Partner Programs Sample Questions

For 2010 what percent of your total classes did your delivery partners handle?
Answer for each region.

	< 25%	25-50%	50-75%	>75%	Uncertain
Worldwide					
North America					
Central and South America					
Europe, Africa, Middle East					
Asia/Pacific Rim					

Which of the following types of organizations do you allow to participate in the course delivery partner program? (Select all that apply)

- a. Resellers/VARs
- b. Distributors/VADs
- c. Independent training organizations
- d. Other (please specify)



Demographics Sample Questions

Approximately, what is the current total size (number of employees) of your education services organization?

- a. 1-5
- b. 6-15
- c. 16- 50
- d. 51-100
- e. >100
- f. Uncertain

What are your company's primary markets? (Select NO MORE THAN 2)

- a. Large Enterprise
 - b. Small and medium enterprise
 - c. Home office
 - d. Consumer
 - e. Other (please specify)
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Question/Answers/Issues

- Rough Draft is out for first review – responses due by Tuesday CoB 22 March
- Target of Monday 28 March for turnover of final survey item pool to CEEdMA Librarian
- *Likely distribution of on-line survey 04 April to entire CEEdMA organization/association with 3 weeks for responses**
- Compilation, analysis with presentation – CEEdMA Annual meeting
- Questions, answers and issues may be addressed to:
 - Scott Edwards – Principal – Anthony Scott Edwards Learning – anthonyscottedwards@live.com
 - Ed Halteman – Principal – Survey Design and Analysis – ed@survey-design-and-analysis.com

* Suggestive only – determined by CEEdMA