2008 Business Metrics DBR (57/66) 080502
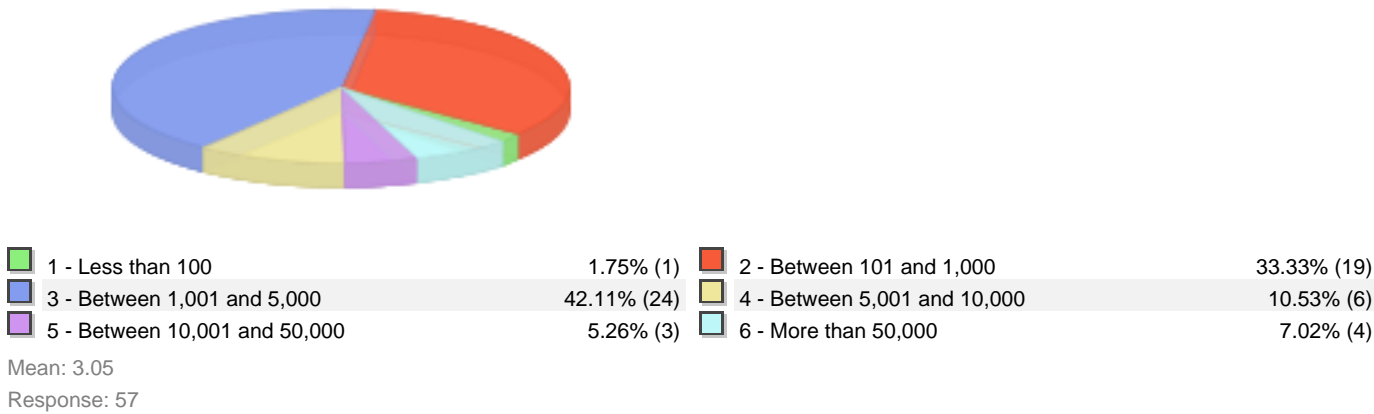
1. Which of the following best describes your company's business?

🟩 1 - Software	59.65% (34)	🟥 2 - Hardware	5.26% (3)
🟦 3 - Software and Hardware	22.81% (13)	🟨 4 - Software as a Service	8.77% (5)
🟪 5 - Other	3.51% (2)		

Mean: 1.91
Response: 57
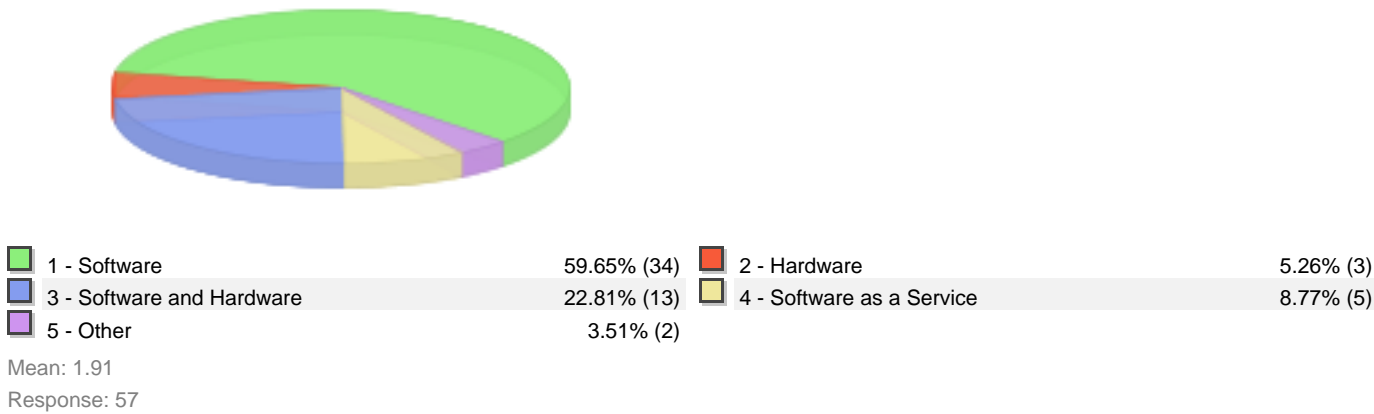
2. What were your company's annual revenues in 2007, or most recent fiscal year?

🟩 1 - Less than $100M	14.55% (8)	🟥 2 - Between $100M and $500M	32.73% (18)
🟦 3 - Between $501M and $1B	16.36% (9)	🟨 4 - Between $1B ad $3B	20% (11)
🟪 5 - More than $3B	16.36% (9)		

Mean: 2.91
Response: 55
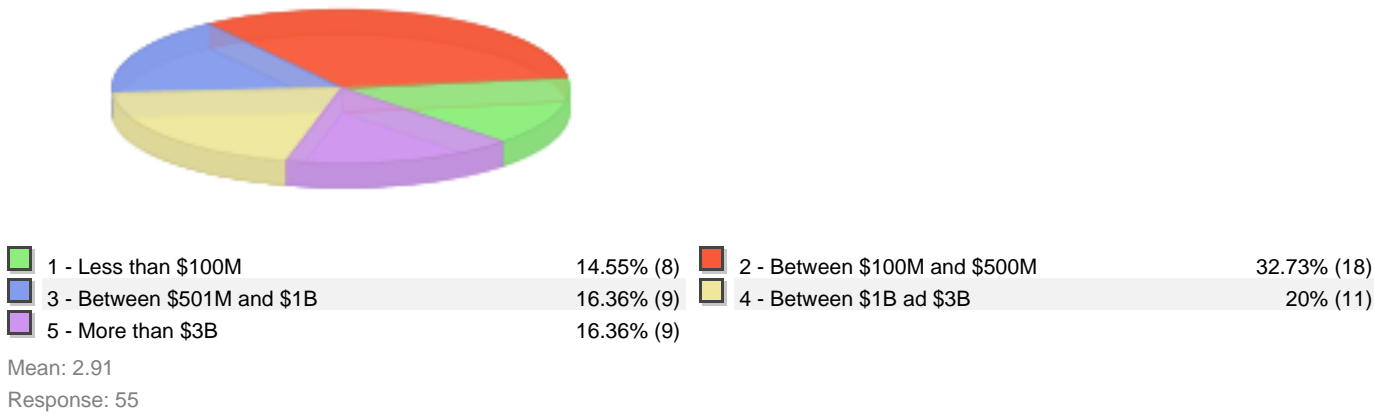
3. How many full-time employees does your company have?

|			
🟩 1 - Less than 100	1.75% (1)	🟥 2 - Between 101 and 1,000	33.33% (19)
🟦 3 - Between 1,001 and 5,000	42.11% (24)	🟨 4 - Between 5,001 and 10,000	10.53% (6)
🟪 5 - Between 10,001 and 50,000	5.26% (3)	🟦 6 - More than 50,000	7.02% (4)

Mean: 3.05
Response: 57

4. Which of the following best describes your education organization's primary business model?
NOTE: If your answer is either Cost Center or Other (or you don't answer the question), you will NOT be asked the questions in Category 2: Financial Benchmarks.

■ 1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	56.14% (32)	■ 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	21.05% (12)
■ 3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	14.04% (8)	■ 4 - Other	8.77% (5)

Mean: 1.75

Response: 57

5. Has your training organization changed business models in the last 24 months?
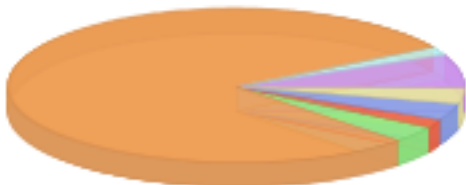
■ 1 - Profit Center to Cost Recovery	3.51% (2)	■ 2 - Cost Recovery to Profit Center	1.75% (1)
■ 3 - Cost Center to Profit Center	3.51% (2)	■ 4 - Profit Center to Cost Center	3.51% (2)
■ 5 - Cost Center to Cost Recovery	7.02% (4)	■ 6 - Cost Recovery to Cost Center	1.75% (1)
■ 7 - No Change	78.95% (45)		

Mean: 6.3

Response: 57

6. If you wish, please add comments about the change.

1	We have had a significant change in our company's business model where the majority of training will be employees for one division where we will have a high rate of hiring this year. The existing division focued on Enterprise and DSPs is still cost recovery and generates some revenue.
2	Changes are happening, starting on the partner front.
3	Reorganization that moved the education sales staff to the regional field staff. Education group taken off a P&L and primary concentration is now on development and delivery.
4	Demand required a way to validate requests; some training projects are measured through sales enablement programs while others are now cost recovery
5	Building training organization from scratch.
6	We are not exactly a cost recovery center. In other words, we only take in enough revenue right now to cover about 1/3 of our costs. However we have changed by convincing our sales force to extract more value from customers for training classes. We more than doubled our revenue from 2006 to 2007 and are expecting to increase it by about 50% again this year.

7. What were your training organization's annual revenues in 2007, or most recent fiscal year?

🟩 1 - Less than $1M	18.18% (8)	🟥 2 - Between $1M and $3M	22.73% (10)
🟦 3 - Between $3M and $5M	9.09% (4)	🟨 4 - Between $5M and $10M	6.82% (3)
🟪 5 - Between $10M and $50M	27.27% (12)	🟦 6 - Between $50M and $100M	9.09% (4)
🟧 7 - More than $100M	6.82% (3)		

Mean: 3.57
Response: 44

8. For your training revenue, what percentage of hardware/software license revenue is expected?

🟩 1 - < 1%	18.92% (7)	🟥 2 - 1-2%	16.22% (6)
🟦 3 - 3-5%	40.54% (15)	🟨 4 - 6-10%	13.51% (5)
🟪 5 - 11-15%	5.41% (2)	🟦 6 - > 15%	5.41% (2)

Mean: 2.86
Response: 37

9. Last year, what were your annual profit margin goals?

🟩 1 - 0%	7.69% (3)	🟥 2 - 1-2%	5.13% (2)
🟦 3 - 3-5%	5.13% (2)	🟨 4 - 6-10%	12.82% (5)
🟪 5 - 11-15%	20.51% (8)	🟦 6 - 16-20%	5.13% (2)
🟧 7 - > 20%	43.59% (17)		

Mean: 5.23
Response: 39

10. Last year, what percentage of your training revenue was derived from each of the following types of delivery method:
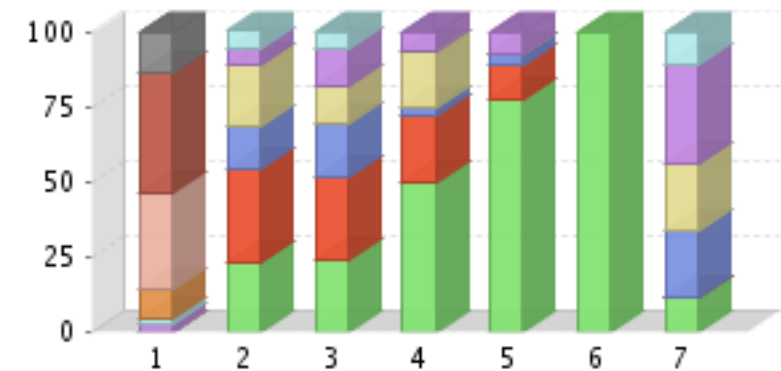
		0%	1-2%	3-5%	6-10%	11-20%	21-40%	41-60%	61-80%	81-99%	100%	Mean
1	Instructor-led (tradional classroom)	0% (0)	0% (0)	0% (0)	0% (0)	2.33% (1)	2.33% (1)	9.3% (4)	32.56% (14)	39.53% (17)	13.95% (6)	8.47
2	Instructor-led (virtual classroom)	22.86% (8)	31.43% (11)	14.29% (5)	20% (7)	5.71% (2)	5.71% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.71
3	Asynchronous e-Learning (CD, web-based, and so on)	24.24% (8)	27.27% (9)	18.18% (6)	12.12% (4)	12.12% (4)	6.06% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.79
4	Royalties from Course Material	50% (16)	21.88% (7)	3.12% (1)	18.75% (6)	6.25% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.09
5	Publications (Hardcopy of PDF)	76.92% (20)	11.54% (3)	3.85% (1)	0% (0)	7.69% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
6	Decline to respond	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7	Other	11.11% (1)	0% (0)	22.22% (2)	22.22% (2)	33.33% (3)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	4

Response: 43

11. What percentage of your margin is delivered by revenue or cost transfers?
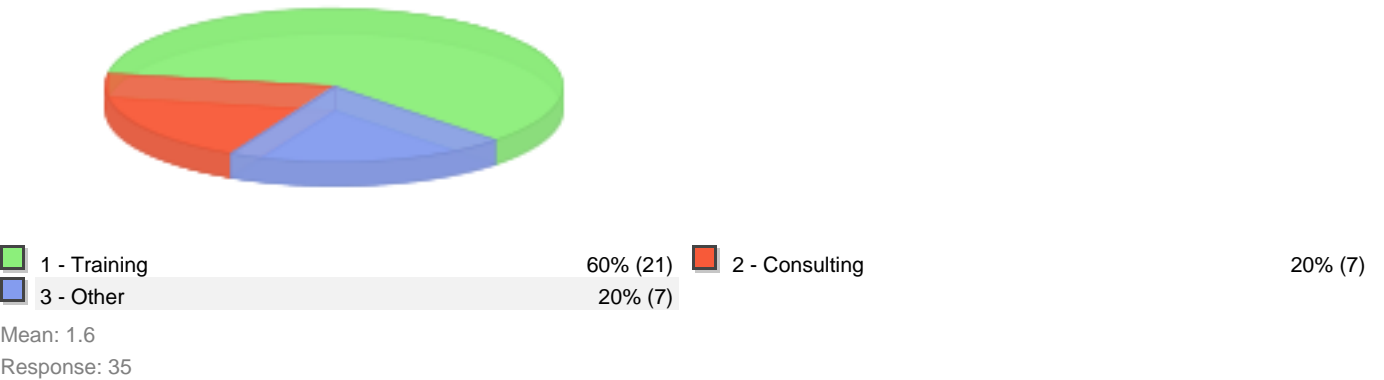

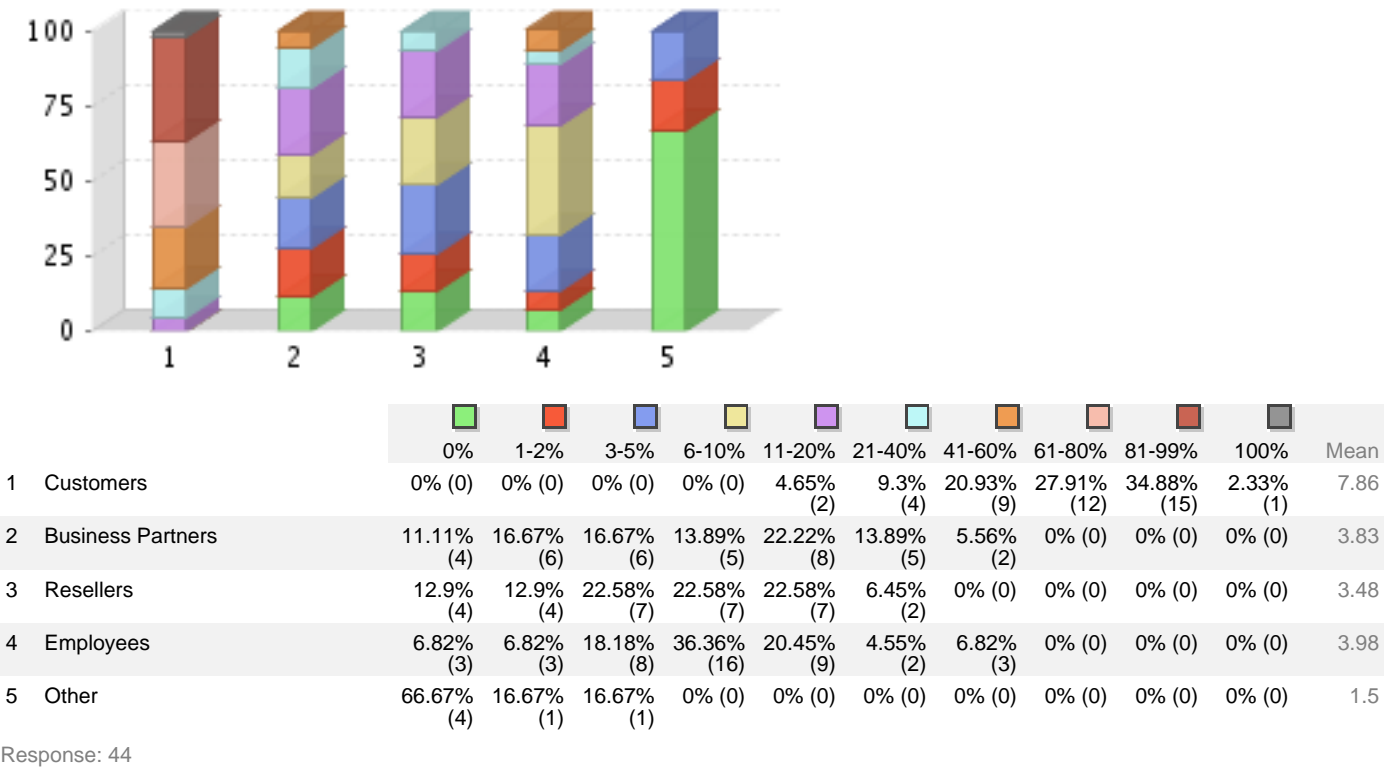|			
1 - 0%	41.03% (16)	2 - 1-2%	10.26% (4)
3 - 3-5%	12.82% (5)	4 - 6-10%	10.26% (4)
5 - 11-15%	2.56% (1)	6 - 16-20%	5.13% (2)
7 - > 20%	17.95% (7)		

Mean: 3.1
Response: 39

12. If Consulting delivers training for the Training Organization, do you recognize the revenue as training revenue or consulting revenue?

1 - Training	60% (21)	2 - Consulting	20% (7)
3 - Other	20% (7)		

Mean: 1.6
Response: 35

13. When an internal chargeable resource delivers training for you and you take the revenue as training revenue, are you cross-charged the external rate or the internal rate for that resource?

1 - External	11.76% (4)	2 - Internal	55.88% (19)
3 - Other	32.35% (11)		

Mean: 2.21
Response: 34
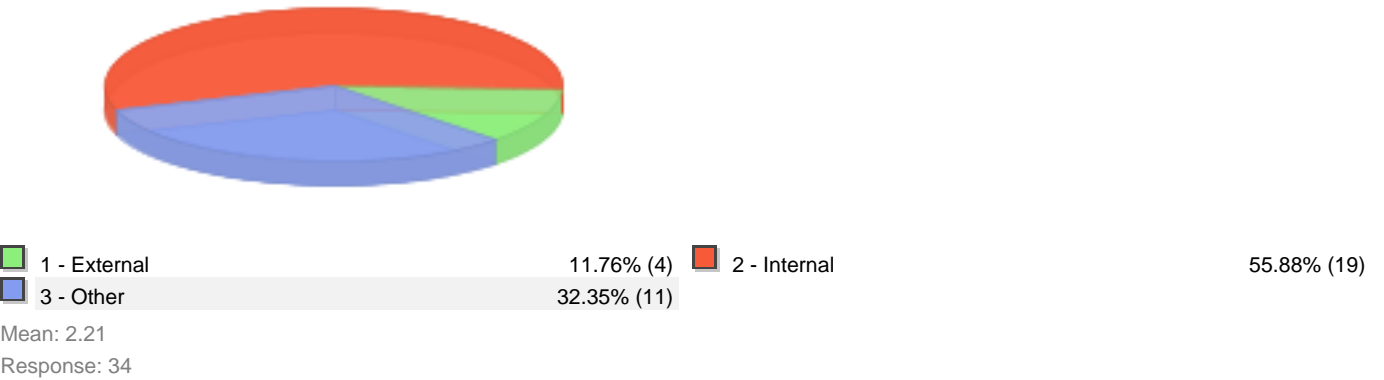
14. What percentage of students trained by your organization are the following:

		0%	1-2%	3-5%	6-10%	11-20%	21-40%	41-60%	61-80%	81-99%	100%	Mean
1	Customers	0% (0)	0% (0)	0% (0)	0% (0)	4.65% (2)	9.3% (4)	20.93% (9)	27.91% (12)	34.88% (15)	2.33% (1)	7.86
2	Business Partners	11.11% (4)	16.67% (6)	16.67% (6)	13.89% (5)	22.22% (8)	13.89% (5)	5.56% (2)	0% (0)	0% (0)	0% (0)	3.83
3	Resellers	12.9% (4)	12.9% (4)	22.58% (7)	22.58% (7)	22.58% (7)	6.45% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.48
4	Employees	6.82% (3)	6.82% (3)	18.18% (8)	36.36% (16)	20.45% (9)	4.55% (2)	6.82% (3)	0% (0)	0% (0)	0% (0)	3.98
5	Other	66.67% (4)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 44

15. Last year what percentage of your non-custom training was delivered at a customer/partner site (onsite/private training)?

1 - 0%	9.09% (4)	2 - 1-5%	13.64% (6)
3 - 6-10%	4.55% (2)	4 - 11-20%	22.73% (10)
5 - > 20%	50% (22)	6 - Decline to respond	0% (0)

Mean: 3.91

Response: 44
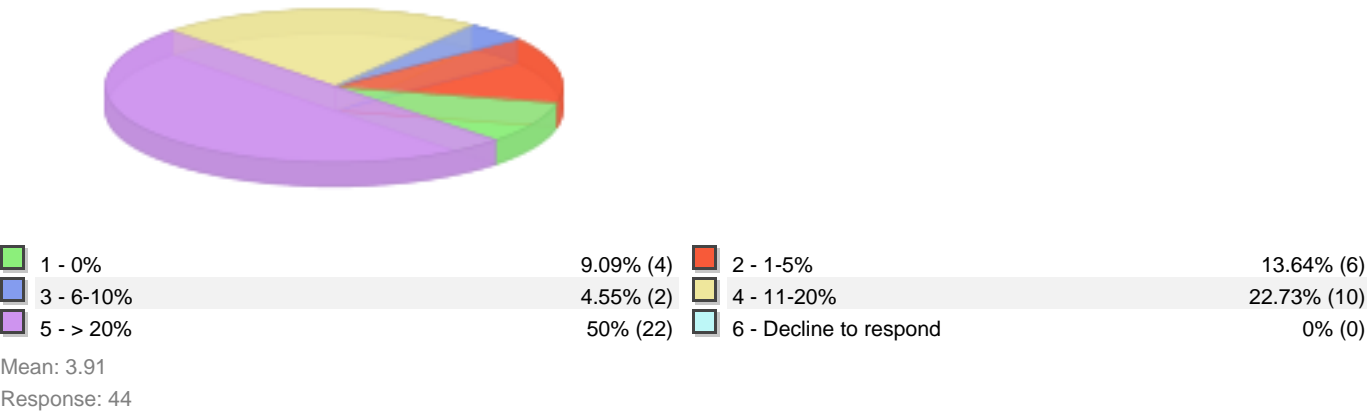
16. Last year what percentage of your customer training was customized for a particular customer/partner?

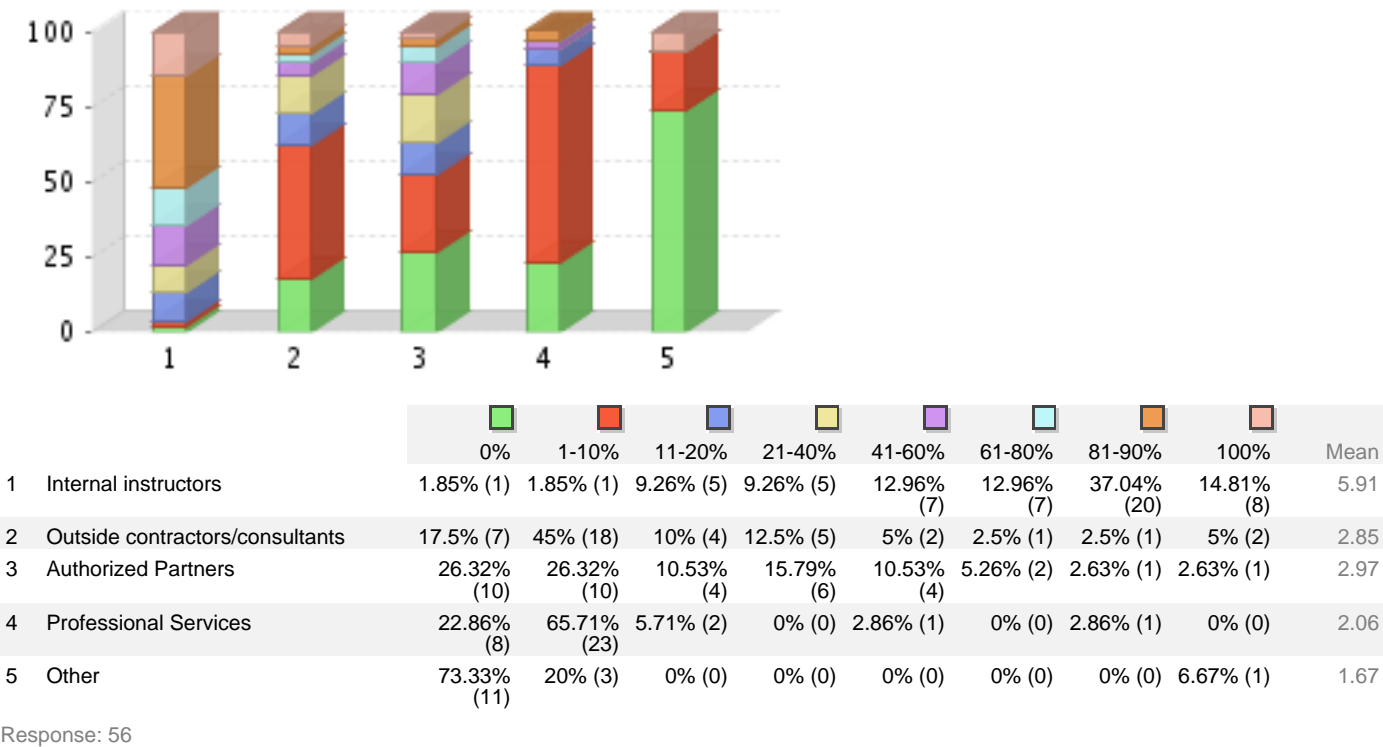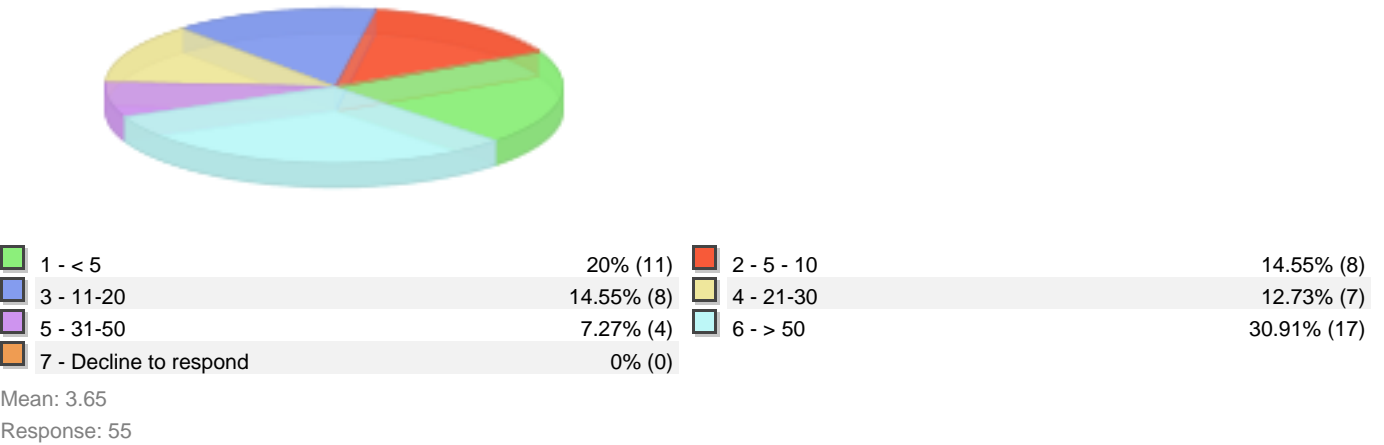|			
1 - 0%	6.82% (3)	2 - 1-5%	27.27% (12)
3 - 6-10%	15.91% (7)	4 - 11-20%	22.73% (10)
5 - > 20%	27.27% (12)	6 - Decline to respond	0% (0)

Mean: 3.36

Response: 44
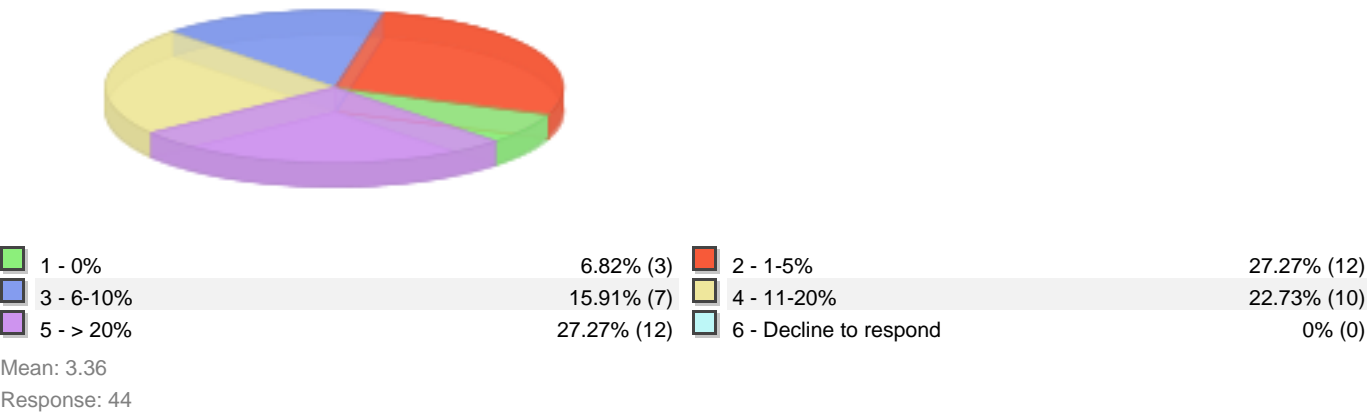
17. Last year what percentage of the training you provide was delivered through each of the following methods:

		0%	1-10%	11-20%	21-40%	41-60%	61-80%	81-90%	100%	Mean
1	Internal instructors	1.85% (1)	1.85% (1)	9.26% (5)	9.26% (5)	12.96% (7)	12.96% (7)	37.04% (20)	14.81% (8)	5.91
2	Outside contractors/consultants	17.5% (7)	45% (18)	10% (4)	12.5% (5)	5% (2)	2.5% (1)	2.5% (1)	5% (2)	2.85
3	Authorized Partners	26.32% (10)	26.32% (10)	10.53% (4)	15.79% (6)	10.53% (4)	5.26% (2)	2.63% (1)	2.63% (1)	2.97
4	Professional Services	22.86% (8)	65.71% (23)	5.71% (2)	0% (0)	2.86% (1)	0% (0)	2.86% (1)	0% (0)	2.06
5	Other	73.33% (11)	20% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	1.67

Response: 56

18. Last year what was the size of your entire training organization (including contractors and temps)?

🟩 1 - < 5	20% (11)	🟥 2 - 5 - 10	14.55% (8)
🟦 3 - 11-20	14.55% (8)	🟨 4 - 21-30	12.73% (7)
🟪 5 - 31-50	7.27% (4)	🟦 6 - > 50	30.91% (17)
🟧 7 - Decline to respond	0% (0)		

Mean: 3.65
Response: 55

19. Last year what percentage of your training organization was?

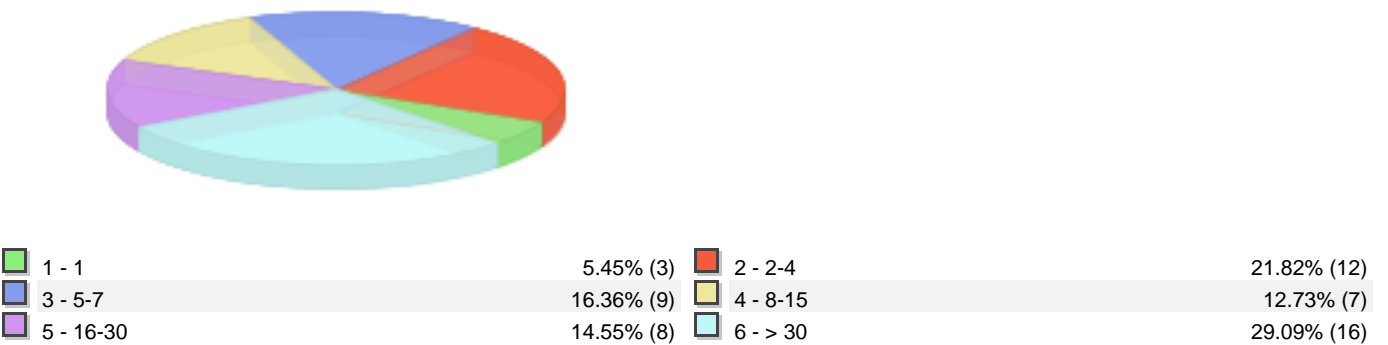|		0%	1-5%	6-10%	11-20%	21-50%	51-75%	76-99%	100%	Mean
1	Full-time	0% (0)	0% (0)	0% (0)	0% (0)	5.56% (3)	7.41% (4)	51.85% (28)	35.19% (19)	7.17
2	Contractors	15.79% (6)	26.32% (10)	10.53% (4)	28.95% (11)	15.79% (6)	0% (0)	0% (0)	2.63% (1)	3.16
3	Temporary Staff	47.83% (11)	43.48% (10)	0% (0)	8.7% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.7
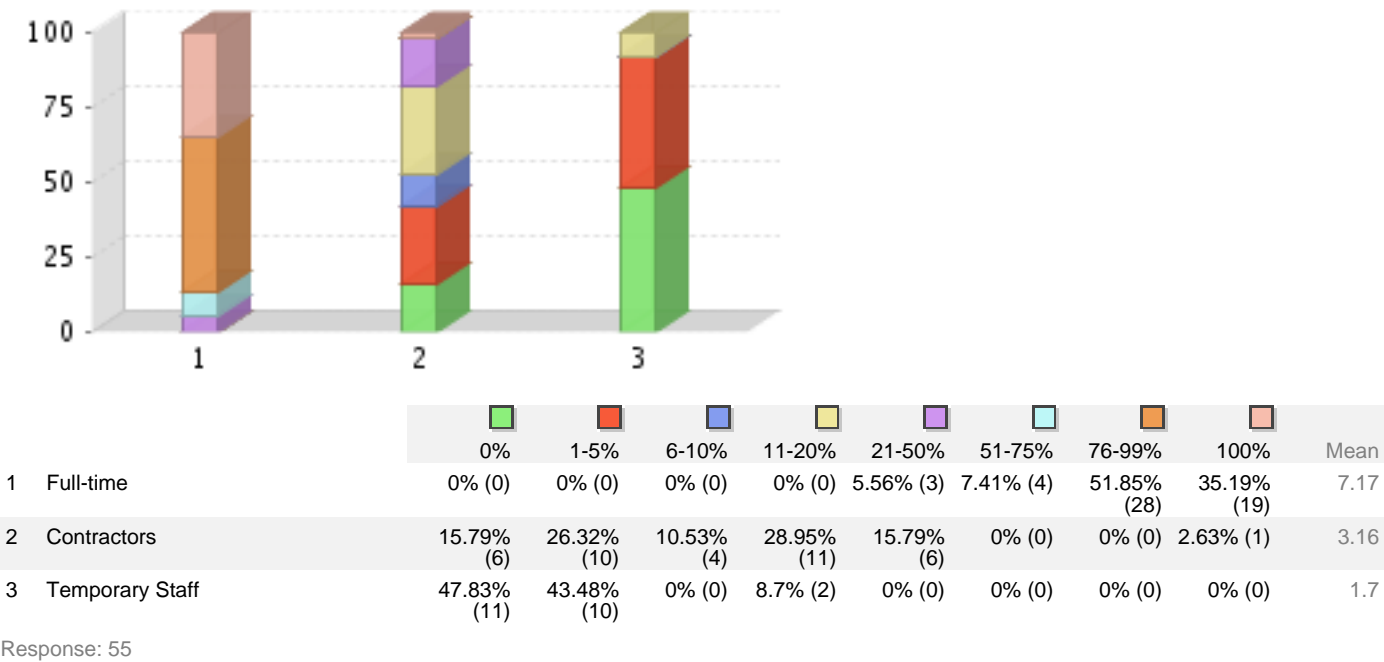
Response: 55

20. Not counting contractors or outside consultants, what percentage of the total full-time equivalent positions are assigned to each of the following job titles?

		0%	1-5%	6-10%	11-20%	21-50%	51-75%	76-99%	100%	Mean
1	Instructors	5.36% (3)	3.57% (2)	1.79% (1)	5.36% (3)	50% (28)	17.86% (10)	14.29% (8)	1.79% (1)	5.11
2	Course Developers	9.43% (5)	3.77% (2)	22.64% (12)	26.42% (14)	32.08% (17)	0% (0)	3.77% (2)	1.89% (1)	3.92
3	e-Learning Developers	28.95% (11)	28.95% (11)	15.79% (6)	10.53% (4)	13.16% (5)	0% (0)	0% (0)	2.63% (1)	2.63
4	Management	8.33% (4)	27.08% (13)	31.25% (15)	20.83% (10)	4.17% (2)	2.08% (1)	2.08% (1)	4.17% (2)	3.21
5	Marketing	38.24% (13)	41.18% (14)	8.82% (3)	5.88% (2)	5.88% (2)	0% (0)	0% (0)	0% (0)	2
6	Sales	37.14% (13)	17.14% (6)	20% (7)	14.29% (5)	5.71% (2)	0% (0)	0% (0)	5.71% (2)	2.63
7	Technical Admin Support	25.71% (9)	31.43% (11)	11.43% (4)	14.29% (5)	11.43% (4)	0% (0)	0% (0)	5.71% (2)	2.83
8	Registrars	19.51% (8)	39.02% (16)	21.95% (9)	12.2% (5)	4.88% (2)	0% (0)	0% (0)	2.44% (1)	2.56
9	Other	42.86% (12)	10.71% (3)	17.86% (5)	14.29% (4)	10.71% (3)	0% (0)	0% (0)	3.57% (1)	2.57

Response: 56

21. How many training centers do you use worldwide (include rented facilities and company owned)?

■ 1 - 1	5.45% (3)	■ 2 - 2-4	21.82% (12)
■ 3 - 5-7	16.36% (9)	■ 4 - 8-15	12.73% (7)
■ 5 - 16-30	14.55% (8)	■ 6 - > 30	29.09% (16)

Mean: 3.96
Response: 55

22. How many are company-owned?

1 - 0	9.09% (5)	2 - 1	12.73% (7)
3 - 2-4	29.09% (16)	4 - 5-7	18.18% (10)
5 - 8-15	10.91% (6)	6 - 16-30	12.73% (7)
7 - > 30	7.27% (4)		

Mean: 3.76

Response: 55

23. How many are rented?

1 - 0	35.19% (19)	2 - 1	7.41% (4)
3 - 2-4	18.52% (10)	4 - 5-7	7.41% (4)
5 - 8-15	7.41% (4)	6 - 16-30	9.26% (5)
7 - > 30	14.81% (8)		

Mean: 3.31

Response: 54

24. How many Authorized Training Partner companies deliver training for you?

1 - 0	41.07% (23)	2 - 1	8.93% (5)
3 - 2-4	7.14% (4)	4 - 5-7	7.14% (4)
5 - 8-15	7.14% (4)	6 - 16-30	8.93% (5)
7 - > 30	19.64% (11)		

Mean: 3.36

Response: 56

25. Please indicate the classroom utilization in percentages for the following activities:
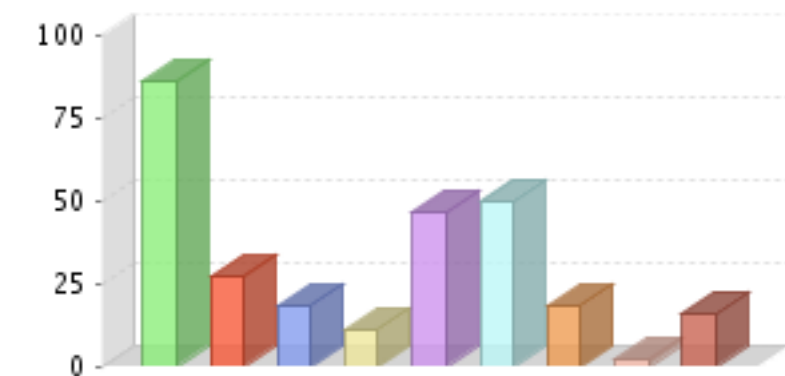

		0%	1-5%	6-10%	11-20%	21-30%	31-50%	51-75%	> 75%	Mean
1	Delivering instructor-led classes	1.85% (1)	0% (0)	3.7% (2)	5.56% (3)	7.41% (4)	16.67% (9)	20.37% (11)	44.44% (24)	6.7
2	Delivering product demos	44.12% (15)	38.24% (13)	8.82% (3)	2.94% (1)	2.94% (1)	2.94% (1)	0% (0)	0% (0)	1.91
3	Application development	74.07% (20)	14.81% (4)	7.41% (2)	3.7% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.41
4	Testing "Certification"	58.62% (17)	10.34% (3)	17.24% (5)	10.34% (3)	3.45% (1)	0% (0)	0% (0)	0% (0)	1.9
5	Internal Company Functions	16.28% (7)	39.53% (17)	16.28% (7)	13.95% (6)	6.98% (3)	2.33% (1)	0% (0)	4.65% (2)	2.86
6	Other	71.43% (10)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	7.14% (1)	7.14% (1)	0% (0)	2

Response: 54

26. What is your instructor utilization model in percentages of the following:

		0%	1-5%	6-10%	11-20%	21-30%	31-50%	50-75%	> 75%	Mean
1	Platform time	0% (0)	2.08% (1)	2.08% (1)	0% (0)	4.17% (2)	37.5% (18)	43.75% (21)	10.42% (5)	6.46
2	Preparation time	0% (0)	20.45% (9)	40.91% (18)	20.45% (9)	15.91% (7)	2.27% (1)	0% (0)	0% (0)	3.39
3	Course Development activities	4.26% (2)	31.91% (15)	31.91% (15)	12.77% (6)	10.64% (5)	4.26% (2)	4.26% (2)	0% (0)	3.23
4	Learning new courses	2.17% (1)	28.26% (13)	43.48% (20)	19.57% (9)	6.52% (3)	0% (0)	0% (0)	0% (0)	3
5	Employee development	2.44% (1)	48.78% (20)	36.59% (15)	7.32% (3)	2.44% (1)	2.44% (1)	0% (0)	0% (0)	2.66
6	Down time	15.79% (6)	57.89% (22)	26.32% (10)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.11
7	Other	70% (14)	5% (1)	10% (2)	5% (1)	0% (0)	5% (1)	0% (0)	5% (1)	2

Response: 54

27. How do you sell your education offerings?

|			
1 - Product Sales Force	85.71% (48)	2 - Dedicated Education Sales Force	26.79% (15)
3 - Dedicated Telesales	17.86% (10)	4 - Cross Functional Telesales	10.71% (6)
5 - Professional Services	46.43% (26)	6 - Authorized Partners	50% (28)
7 - VAR channel	17.86% (10)	8 - Don't sell education	1.79% (1)
9 - Other	16.07% (9)		

Response: 56

28. Last year what marketing program was most successful at driving business?

1	free posters to attendees
2	No programs conducted.
3	email and direct calls from Training reps
4	We have only the LMS for customers to proactively request training.
5	Web Site
6	course catalog and web site
7	Sales spiffs
8	SOA thought-leadership campaign attached to company events
9	Cross sell into other vendor
10	NA
11	None
12	Marketing Campaign to Product Sales Reps - Certification Package that Contained the Desktop product and Training Dollars - Simplified to include in product proposals
13	Product Sales Force
14	Special promotions that include training discounts
15	new product launches and associated training
16	Bundles
17	Annual and Regional User Group Events
18	1:1 meetings with sales
19	Our Authorized Training Partners and a certification fast track program
20	Web
21	Passbook/Token driven sales
22	website
23	We are implementing our first marketing program in June of this year.
24	Announcement/Discount eMail Blasts
25	Regular Friday elearning demos and custom dev. presentations
26	IPO
27	end user training brouchers
28	Internal contests/Spiffs
29	Direct sales at major accounts
30	Seasonal, two for one or 50% off second person, delivering education at key company wide marketing events. Direct and target marketing
31	Training packages tied to certification
32	None
33	Company eNewsletter email blast - Training was in the headline
34	Web site
35	Promo, buy 1 get 1 in for free
36	packaging as part of SOW

37	Newsletter, Promotional roadshows

29. Last year what marketing program was least successful at driving business?

1	No programs conducted.
2	Free one day seminars
3	Paper-based data sheets
4	webinars
5	newsletters and seasonal promotions
6	Anything that Marketing created
7	NA
8	None
9	Advertising discount on the developers technical forum
10	VAR channel
11	Training bundles that included specific course titles
12	not tied or integrated with programs or incentives or certification or anything
13	Discounts
14	University partnership for co-op training in Florida
15	email blitz
16	Direct Mail
17	company conferences
18	N/A
19	Free Certification Voucher programs
20	email campaign for new course
21	Special bundles (i.e. Buy 1, get 20% off another)
22	Too many discounts, marketing too broad of audiences.
23	annual subscriptions
24	None
25	Not applicable
26	Give aways (gift card)
27	not packaging with SOW

30. Do you have a certification or "authorization" program?
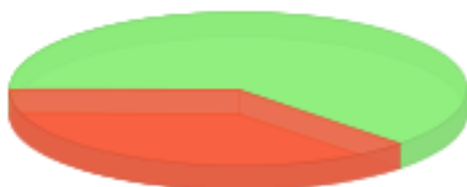
☐ 1 - Yes	62.5% (35)	☐ 2 - No	37.5% (21)

Mean: 1.38
Response: 56

31. Do you have an online training registration system?

☐ 1 - Yes	83.93% (47)	☐ 2 - No	16.07% (9)

Mean: 1.16
Response: 56

32. Do you use an online tool to market upcoming or new courses?

☐ 1 - Yes	51.79% (29)	☐ 2 - No	48.21% (27)

Mean: 1.48
Response: 56
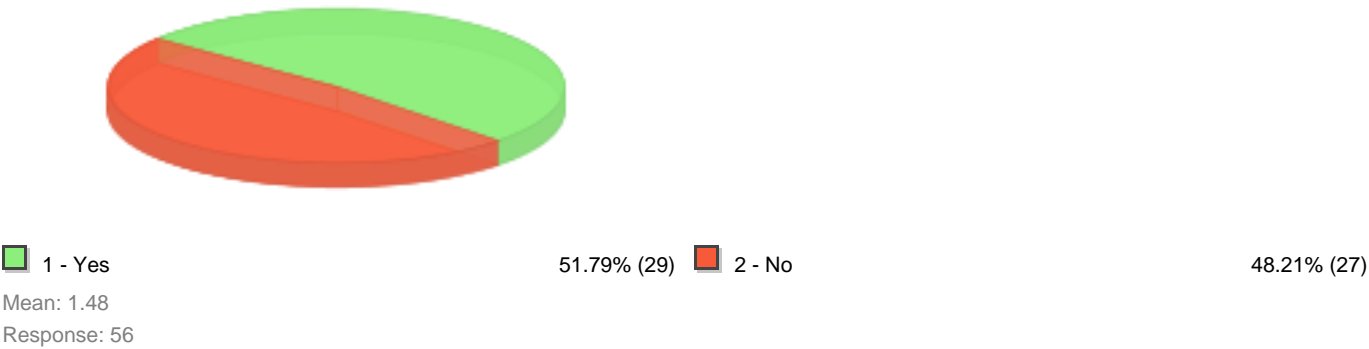
33. What percentage of your total revenue is represented by your marketing budget?

☐ 1 - 0%	30.77% (16)	☐ 2 - 1-5%	46.15% (24)
☐ 3 - 6-10%	19.23% (10)	☐ 4 - 11-20%	0% (0)
☐ 5 - > 20%	3.85% (2)		

Mean: 2
Response: 52
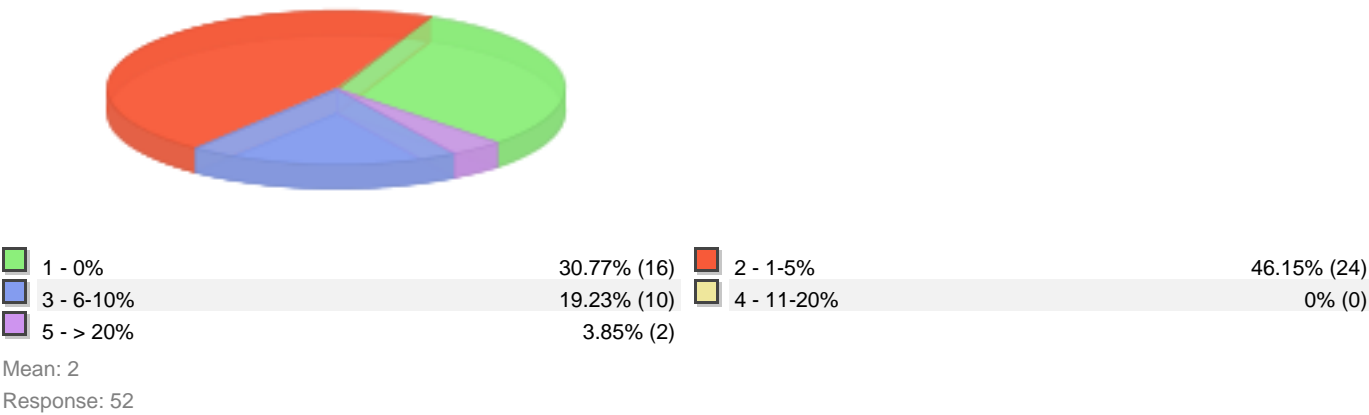
34. How are the expenses for employee education covered within your Company?

☐ 1 - Included in expense budget	52.73% (29)	☐ 2 - Cost Relief	10.91% (6)
☐ 3 - Expense budget, but the P&L calucation	5.45% (3)	☐ 4 - We don't provide employee training	5.45% (3)
☐ 5 - Charge back	3.64% (2)	☐ 6 - Allocation funds the program	5.45% (3)
☐ 7 - Other	16.36% (9)		

Mean: 2.78
Response: 55
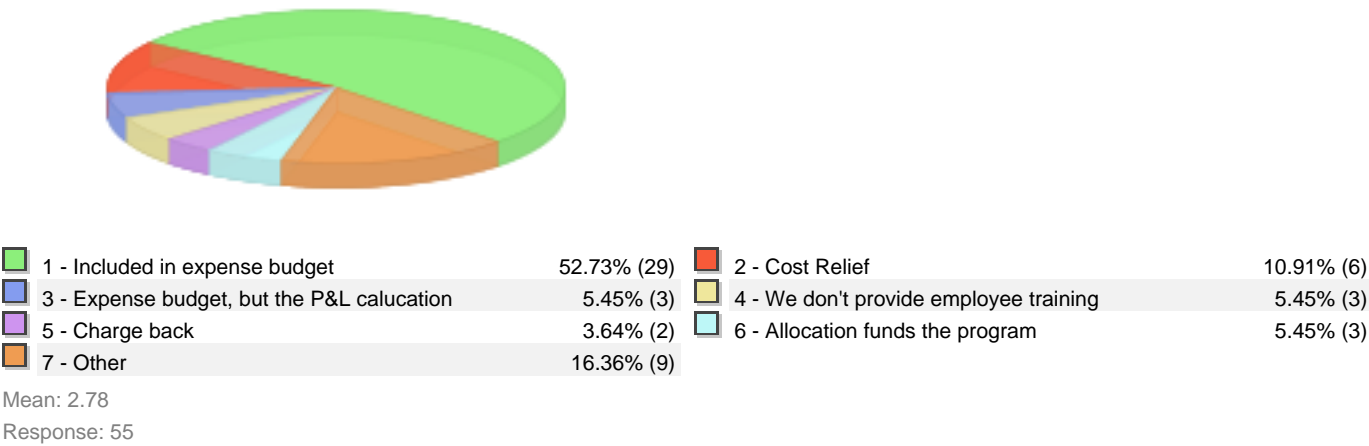
35. What percentage of your course development costs plus exam development costs are carried on the P&L?

☐ 1 - 100%	74.19% (23)	☐ 2 - 80%	3.23% (1)
☐ 3 - 60%	0% (0)	☐ 4 - 40%	3.23% (1)
☐ 5 - 20%	6.45% (2)	☐ 6 - 0%	12.9% (4)

Mean: 2.03
Response: 31
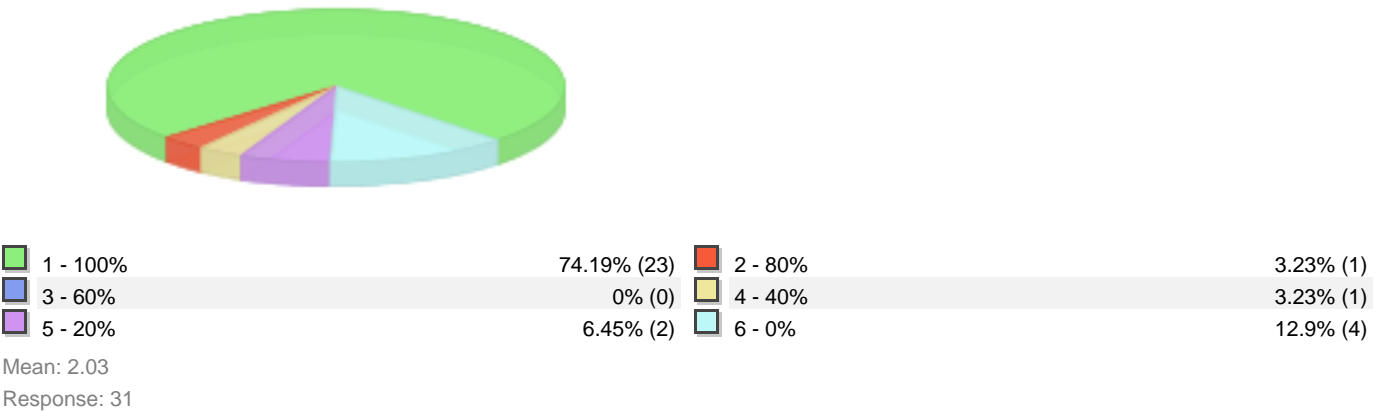
36. What other departments also fund courses and exam development?

☐ 1 - Product Development	20% (11)	☐ 2 - Product Marketing	10.91% (6)
☐ 3 - Sales	5.45% (3)	☐ 4 - Product Support	3.64% (2)
☐ 5 - None	61.82% (34)	☐ 6 - Other	20% (11)

Response: 55
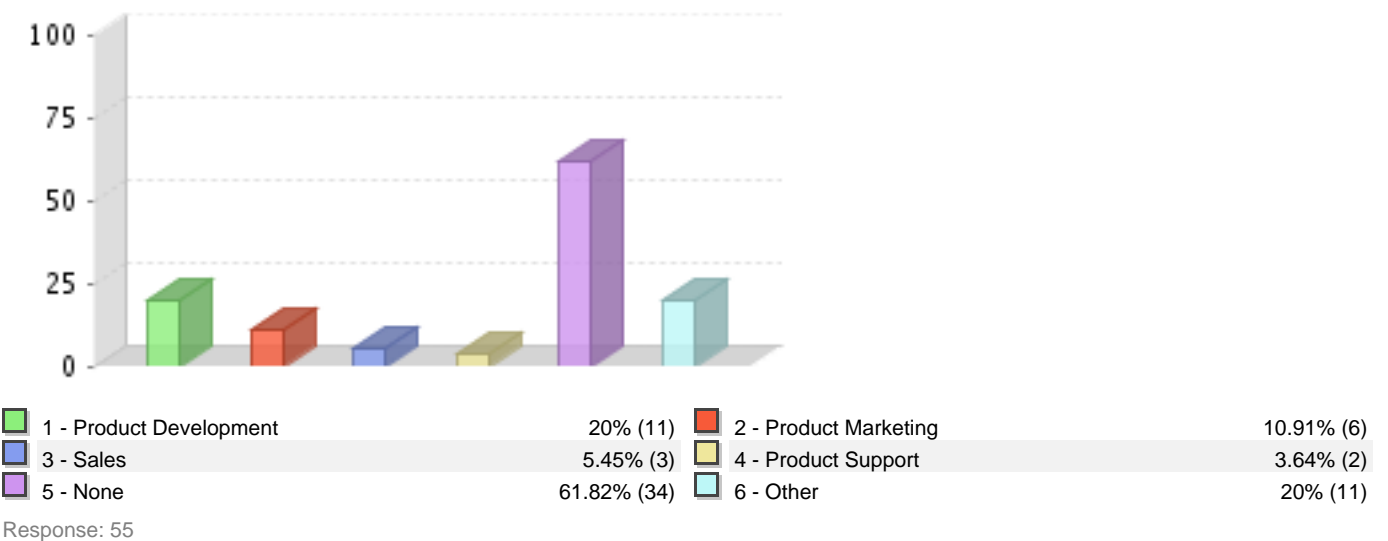
37. If you allow other departments to subsidize your training delivery rather than charging the full price (for example, to partners), do you transfer cost or transfer revenue?

☐ 1 - Transfer cost	17.86% (10)	☐ 2 - Transfer revenue	5.36% (3)
☐ 3 - We don't do this	69.64% (39)	☐ 4 - Other	7.14% (4)

Mean: 2.66
Response: 56
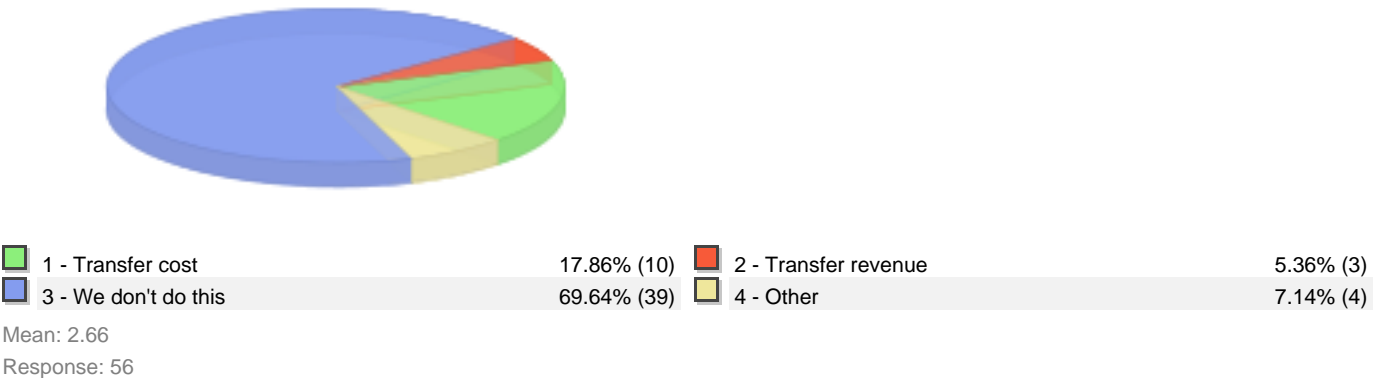
38. What do you consider to be the most difficult obstacle in developing effective training programs?

1 - Sufficient time/resources	55.36% (31)	2 - Creating effective curriculum	3.57% (2)
3 - Getting others to see the value of training	14.29% (8)	4 - Cost of development	3.57% (2)
5 - Finding good developers	5.36% (3)	6 - Selling training	10.71% (6)
7 - Other	7.14% (4)		

Mean: 2.61

Response: 56

39. As a CEdMA member, you realize the value of the organization, so please rate each of these important benefits that you receive:
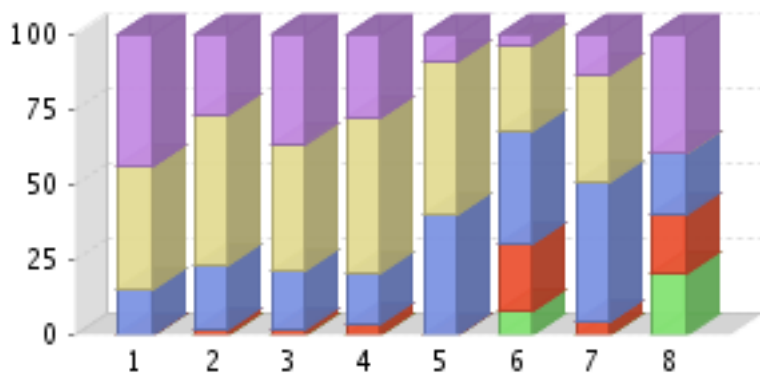
		Waste of time	Poor	Average	Good	Excellent	Mean
1	Networking among peers	0% (0)	0% (0)	14.81% (8)	40.74% (22)	44.44% (24)	4.3
2	CEdMA Goldmine (Document Repository)	0% (0)	1.92% (1)	21.15% (11)	50% (26)	26.92% (14)	4.02
3	CEdMA Mailing List (including Ask the Members)	0% (0)	1.92% (1)	19.23% (10)	42.31% (22)	36.54% (19)	4.13
4	Benchmarks/Survey Results	0% (0)	3.77% (2)	16.98% (9)	50.94% (27)	28.3% (15)	4.04
5	CEdMA Newsletter	0% (0)	0% (0)	39.62% (21)	50.94% (27)	9.43% (5)	3.7
6	CEdMA Job Board	7.55% (4)	22.64% (12)	37.74% (20)	28.3% (15)	3.77% (2)	2.98
7	CEdMA Special Interest Groups	0% (0)	3.92% (2)	47.06% (24)	35.29% (18)	13.73% (7)	3.59
8	Other	20% (1)	20% (1)	20% (1)	0% (0)	40% (2)	3.2

Response: 55

40. Please describe your experience with CEdMA (constructive feedback and praise are welcome).

1	Best value for the money. Some questions were difficult to answer because they assumed certain organization/positioning of training.
2	This organization is focused on the true issues for managing training. I have learned from my peers, networked for advise, tested my ideas, and searched on Goldmine as my first stop in researching training related issues. SIGs are useful for specific issues. This is the most useful organization I have ever belonged to because it stays current on the issues, not rehashing them every year.
3	The value of hearing experiences from people in very similar business models is enormous.
4	The IT Training industry needs to refresh and update itself, which means CEdMA has a place in helping build the profession and progress it.
5	I am very new, and still trying to maximize the opportunities that CEdMA provjdes. So far, it has been very worthwhile and I look forward to becoming more participative in 2008.
6	So far so good! Wish I had found you sooner.
7	New member, have not had the opportunity to really get involved yet.
8	Recent member and have found the 'goldmine' to be very worthwhile.
9	keep up the good work!

10	I think that when you ask for percentages regarding associate time it's too nebulous because everyone calculates percentages differently. Instead, ask in terms of days (how may platform days per month etc) or give the forumula for calc percentage since some subtract out vacation, holidays and others do not.
11	We value CEdMA for it's ability to attract and retain members that are focused on customer "for profit" training in the high tech industry. The best value we find is in sharing experiences and challenges in our market with knowledgeable professionals, the Goldmine resources and of course, the surveys such as this one. We also appreciate the volunteers who run the organization. They do a great job of keeping the group going and organizing a wealth of information for our consumption and use. Great Job!
12	It continues to improve every year. Would like board to consider holding conferences the last week of the quarter. This is a bad time to do training usually so would be more open to attend the conference. The first month of the quarter is the worst time to get away.
13	Lots of useful questions and networking opportunities
14	With respect to question 38, the job board would be more useful if were maintained to have current openings. I have seen some pretty old jobs listed.
15	I just wish I could spend more time with CEdMA and SIGs ... I am not able to leverage half of what you offere -- but I keep trying.
16	Great job--this is a fantastic organization. It's reassuring to know I can always ask the group and/or dig through the Goldmine to look for new information or data to back up my decisions.
17	Very good.
18	Good progress in the organization around getting a variety of opinions and view points on things. Like seeing better mix of greater experience versus lesser experience managing training businesses. Organization has gotten a little too dogmatic in its approach and therefore lost some of the true industry comparison value -- this could be improved by returning to more frequently "pushed out" surveys covering sensitive topics versus shutting down the questions that come in through the ask the members forum. This organization should be doing a lot more surveying and reporting of trends and results. The above DBR did not begin to address items that newer members absolutely need some guidance on.
19	Great organization...
20	I'm mostly a regressive. I liked CEdMA better when there was more email traffic and dual-sited conferences, and less worry about legal liability and growing the number of members. On the other hand, the conference I attended a year ago had presentations of much more substance than we used to have. The increased emphasis on rigor and data, and decreased focus on co-miserating is a very good thing.
21	Love the relevancy of networking with peers in the same industry. As I work in a startup with a team of one employee, it's an invaluable way fr me to learn from others!
22	I have found CEdMA to be very valuable as a way to network with peers, bounce ideas off the entire community and learn new business practices and development techniques.
23	Outstanding organization. I use it all the time and the peer interaction is priceless.
24	CEdMA is an invaluable resource. There is no other place on the planet where I can ask hundreds of my peers (education managers) a question and receive nearly immediate feedback representing the best practices discovered over hundreds-of person-year's worth of experience. The contacts I have made as a member and as a board-member are the best contacts in my entire network. I cannot imagine running a training business without the guidance and collective wisdom available in CEdMA.
25	Several of the questions on this survey were difficult to interpret. CEdMA sometimes uses jargon that is assumed everyone knows but I don't.
26	I highly value CEdMA. I feel the email exchange between members is the greatest value.
27	Outstanding Organization - Sharing is the way ---
28	Good:-)
29	Consider this organization to be a fantastic source for information sharing and gathering.