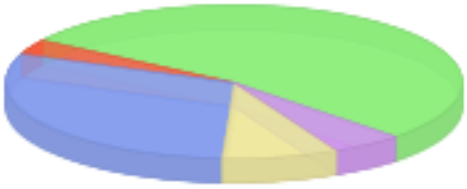
DBR Authorized Training Partner Program September 2008

Which of the following best describes your company's business?



1 - Software	53.33% (32)	2 - Hardware	3.33% (2)
3 - Software and Hardware	30% (18)	4 - Software as a Service	8.33% (5)
5 - Other	5% (3)		

Mean: 2.08

Response: 60

What was your company's annual revenue in 2007, or most recent fiscal year?

1 - $100M or less	15% (9)	2 - Between $101M and $500M	25% (15)
3 - Between $501M and $1B	18.33% (11)	4 - More than $1B and less than $3B	21.67% (13)
5 - $3B or more	20% (12)		

Mean: 3.07

Response: 60

How many full-time employees does your company have?

1 - Less than 100	1.64% (1)	2 - 101 to 1,000	19.67% (12)
3 - 1,001 to 5,000	50.82% (31)	4 - 5,001 to 10,000	11.48% (7)
5 - 10,001 to 50,000	8.2% (5)	6 - More than 50,000	8.2% (5)

Mean: 3.3

Response: 61

Which of the following best describes your training organization's primary business model?

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	57.38% (35)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	22.95% (14)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	14.75% (9)	4 - Other	4.92% (3)

Mean: 1.67

Response: 61

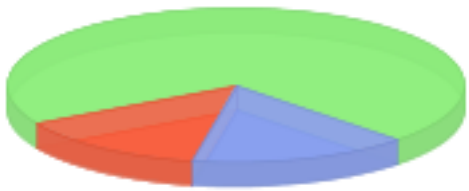
What were your training organization’s annual revenues in 2007, or most recent fiscal year?

1 - Zero (cost center)	8.93% (5)	2 - Less than $500K	16.07% (9)
3 - $500K but less than $1M	7.14% (4)	4 - $1M but less than $3M	14.29% (8)
5 - $3M but less than $5M	8.93% (5)	6 - $5M but less than $10M	8.93% (5)
7 - $10M but less than $50M	21.43% (12)	8 - $50M but less than $100M	7.14% (4)
9 - $100M or more	7.14% (4)		

Mean: 4.89

Response: 56

Comparing this financial year to the last, your training organization is training:

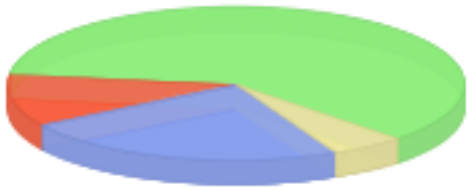


1 - More students	70.69% (41)	2 - Less students	13.79% (8)
3 - About the same	15.52% (9)		

Mean: 1.45

Response: 58

Comparing this financial year to the last, your training organization revenue is:



1 - Up	60.71% (34)	2 - Down	10.71% (6)
3 - About the same	23.21% (13)	4 - Not applicable (we don't measure it)	5.36% (3)

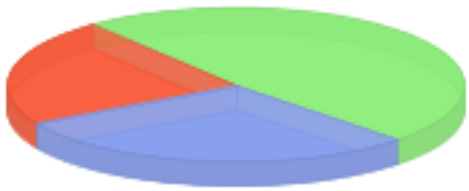
Mean: 1.73
Response: 56

Comparing this financial year to the last, your training organization margin is:

1 - Up	29.82% (17)	2 - Down	12.28% (7)
3 - About the same	38.6% (22)	4 - Not applicable (we don't measure it)	19.3% (11)

Mean: 2.47
Response: 57

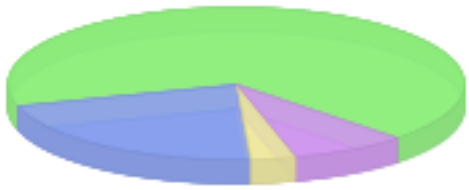
Comparing this financial year to the last, your training headcount (full-time direct employees only) is:



1 - Up	48.28% (28)	2 - Down	22.41% (13)
3 - About the same	29.31% (17)		

Mean: 1.81
Response: 58

Comparing this financial year to the last, how much non-traditional training (CBT, online, virtual classroom, self-directed, and so on) are you delivering?



1 - More	67.21% (41)	2 - Less	0% (0)
3 - About the same	21.31% (13)	4 - All (100% of our training is delivered this way)	3.28% (2)
5 - Not applicable (we do traditional classroon training only)	8.2% (5)		

Mean: 1.85

Response: 61

What is the biggest challenge you are facing at the moment?

1	Lower enrollments and delayed sales cycles. Travel budgets for our customers to travel to training are becoming more of an issue.
2	Continued increase in demand for training services coupled with flat/down headcount and budgets.
3	Economic downturn limiting funding available for clients to attend training especially if it involves travel
4	Weakening demand for paid training. Customers are looking for free training especially in AsiaPac
5	Maintaining proftablity and still maintain a top notch training program offering to all students
6	cost containment
7	Meeting needs outside our scope, scaling
8	Public classroom fill rates
9	Developing quality eLearning in a timely fashion with limited resources. Coupled with this challenge is executive managements perception that a 'powerpoint' equals eLearning, therefore should be fast and cheap to develop.
10	Finding more training partners to develop quality training for the online audience.
11	Decentralized training, outside of the formal training organization in place.
12	converting our operational infrastructure from a direct delivery business model to a partner-fulfilled delivery model: these are very different business structures that have quite different personnel and infrastructure requirements
13	econonmy
14	Increase revenue Create more CBT
15	Scaling requirements for on-site instructor led training
16	Finding candidates to fill openings
17	Managing growth
18	Scaling training to train 1000's of customer service agents, plus home-based agents and carrier partners worldwide on new product launches for 14 product lines.
19	Rebuilding our team and making sure we have the right mix of ILT, eLT etc. The ecomony is worrying as well because we know training is often the first thing that gets cut.
20	marketing and generating bookings
21	adoption of virtual training for a fee demand for onsite training is increasing
22	FDA regulated environment - delivering training on the new Quallity Management System (QMS) ahead of FDA audit. This is eLearning with quizzes and as fast as possible.
23	Providing profitable online training.
24	Decline in student attendance (busier), reduced training budgets, travel restriction for hands on courseware
25	Keeping up with the pace of software development of our core product.
26	Continuing revenue growth in a shaky economy.
27	Limited resources due to expense management
28	Maintaining revenues in a challenging economic environment.
29	travel restrictions which require we adapt as much as possible to live web delivery
30	Our company is still growing rapidly, so it's been meeting global training demand.
31	Multiple training demands from all business organizations.
32	Getting customers to see the value and budget for additional education
33	Integration of a recently acquired company into the day to day business processes and models from which we operate.
34	Keeping up with the demand
35	Producing more courseware and certifications faster.
36	Metrics (ability to easily tie training metrics to company revenue metrics)

37	The travel cuts at our customers are probably going to hit our classroom training badly in Q4.
38	Softness of public training
39	Finding good partners around the world, language issues and lack of translation funds, cultural differences in acceptable business models, hiring overseas
40	Margin pressures
41	Keeping up with new product release training and creating content for multiple audiences and delivery methods.
42	General economic headwinds are driving every team to be creative, maximize resources and prioritize.
43	developing effective CBT
44	My charter is to deliver product training (all revenue based) to support onboarding of new customers. Business is down, we lost one headcount, so training revenue is down. Management wants us to produce additional training products to generate incremental revenue (like ondemand training, webinars, etc.), but we don't have the resources to do this.
45	Building up an organization with such a small staff (2) and hiring people with the right skills (where have all the good course developers gone?).
46	Defining a consistent process for Sales to negotiate and book training orders
47	Find resources to develop content Hire people
48	Getting instructors to learn how to develop content in their non teaching times and to use best practice curriculum processes
49	Cannibalizing our direct and ATC training by creating awarenss and adoption campaigns that basically give the same training away to partners and customers.
50	the economy starting to show weakness
51	US market downturn
52	Recession is keeping people from pubilc training; doing more with less

What (if any) experience do you have with Authorized Training Partner Programs?

1) Your company has an active Authorized Training Partner Program (in other words, you are authorizing companies to provide your product training).

2) Your company does not currently have an Authorized Training Partner Program, but you as a manager have managed such a program in the past and you would like to share your experience.

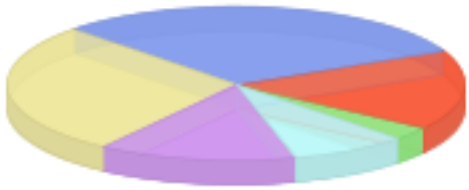
3) Your company doesn't have a program and you do not have any experience to share.

1 - 1. We have an active program	59.68% (37)	2 - 2. We don't have an active program, but I would like to share my experience	12.9% (8)
3 - 3. We don't have an active program and I don't have any experience to share	27.42% (17)		

Mean: 1.68

Response: 62

How long has your Authorized Training Partner Program existed?

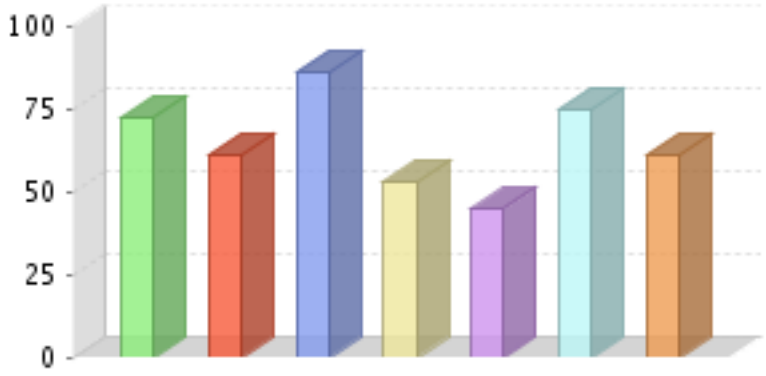


1 - We are currently planning	2.78% (1)	2 - Less than 1 year	16.67% (6)
3 - 1 year but less than 5	30.56% (11)	4 - 5 years but less than 10	27.78% (10)
5 - 10 years but less than 15	13.89% (5)	6 - 15 years or more	8.33% (3)

Mean: 3.58

Response: 36

What is the geographic reach of your Authorized Training Partner Program?



1 - North America	72.22% (26)	2 - South America	61.11% (22)
3 - Europe	86.11% (31)	4 - Middle East	52.78% (19)
5 - Africa	44.44% (16)	6 - Asia/Pacific	75% (27)
7 - Japan	61.11% (22)		

Response: 36

How many authorized partners are there in your Authorized Training Partner Program?

1 - 0	0% (0)	2 - 1-10	38.89% (14)
3 - 11-50	25% (9)	4 - 51-100	16.67% (6)
5 - 101-300	11.11% (4)	6 - More than 300	8.33% (3)

Mean: 3.25

Response: 36

How many training locations are there in your Authorized Training Partner Program?

1 - 0	0% (0)	2 - 1-10	31.43% (11)
3 - 11-50	31.43% (11)	4 - 51-100	8.57% (3)
5 - 101-300	14.29% (5)	6 - 301-500	5.71% (2)
7 - More than 500	8.57% (3)		

Mean: 3.57

Response: 35

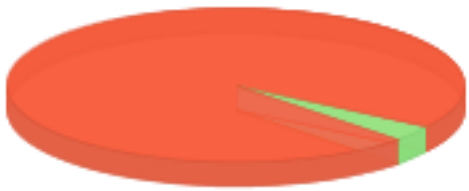
How many certifed instructors are there in your Authorized Training Partner Program?

1 - 0	2.94% (1)	2 - 1-10	32.35% (11)
3 - 11-50	23.53% (8)	4 - 51-200	23.53% (8)
5 - 201-500	14.71% (5)	6 - 501-1000	2.94% (1)
7 - More than 1000	0% (0)		

Mean: 3.24

Response: 34

What is the minimum number of certified instructors your program requires per Authorized Training Center?



1 - 0	3.12% (1)	2 - 1-2	96.88% (31)
3 - 3-5	0% (0)	4 - 6-10	0% (0)
5 - More than 10	0% (0)		

Mean: 1.97

Response: 32

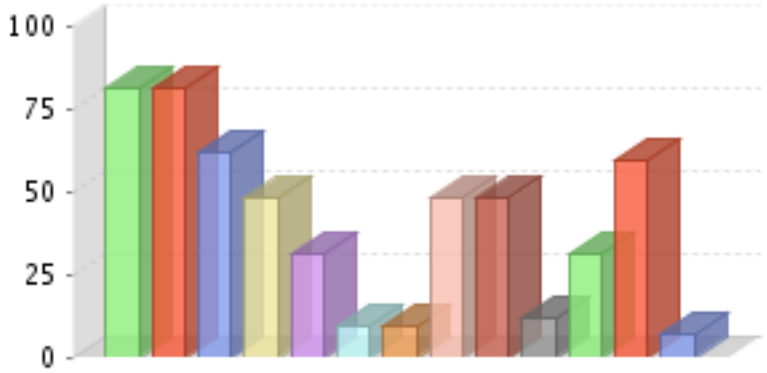
Which type(s) of training does your Authorized Training Centers deliver?

1 - Product "how to" Training only	100% (34)	2 - Sales Training only	0% (0)
3 - Both Product "how to" Training and Sales Training	0% (0)		

Mean: 1

Response: 34

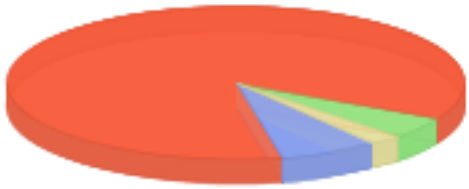
What are the reasons why your organization has an Autorized Training Program?



1 - Provide worldwide reach	80.95% (34)	2 - Scale training offerings worldwide	80.95% (34)
3 - To provide localized training and pricing	61.9% (26)	4 - To supplement our company's direct and onsite training need	47.62% (20)
5 - To provide basic courses	30.95% (13)	6 - To allow our company to concentrate on advanced and emerging technology courses	9.52% (4)
7 - To provide product training for just-in-time product sales	9.52% (4)	8 - To increase our training organization's revenue	47.62% (20)
9 - To increase our product sales	47.62% (20)	10 - To be consistent with the industry standard	11.9% (5)
11 - To increase product knowledge of partners	30.95% (13)	12 - To increase product knowledge of customers	59.52% (25)
13 - Other	7.14% (3)		

Response: 42

How is your training sold?

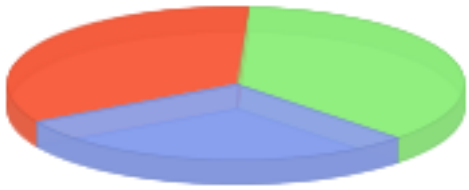


1 - Direct (my company sells ALL training directly to customers)	4.65% (2)	2 - Blended (Both my company and our partners sell training)	86.05% (37)
3 - Indirect (ONLY our partners sell training)	6.98% (3)	4 - Other	2.33% (1)

Mean: 2.07

Response: 43

If you sell training vouchers/credits, are your customers allowed to redeem those vouchers/credits in an Authorized Training Partner's class?



1 - Yes	36.59% (15)	2 - No	34.15% (14)
3 - We do not sell training credits/vouchers	29.27% (12)		

Mean: 1.93

Response: 41

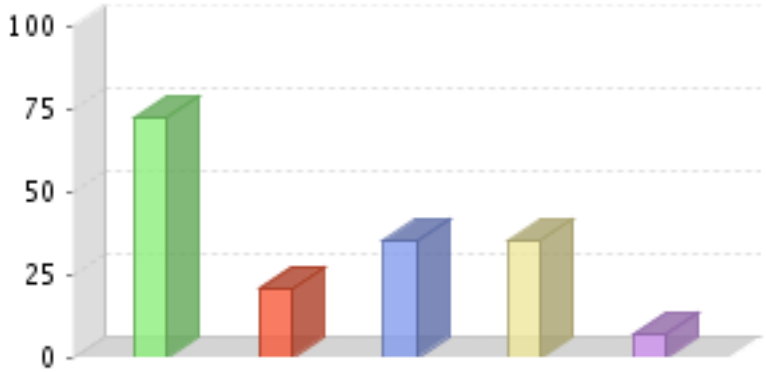
Which delivery model do you use with your Authorized Training Partners?

1 - Our Authorized Training Partners deliver all of the product training	58.14% (25)	2 - Our Authorized Training Partners deliver only the basic product training	25.58% (11)
3 - Our Authorized Training Partners deliver only the advanced product training	0% (0)	4 - Other	16.28% (7)

Mean: 1.74

Response: 43

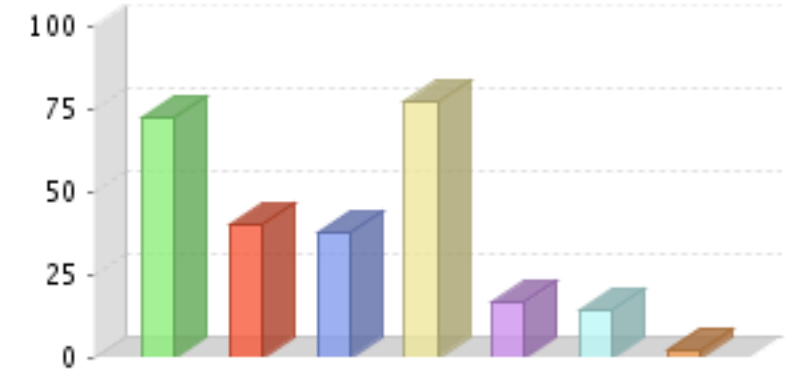
How does your organization register students for training at your Authorized Training Partners?



1 - The partner handles its own registrations	72.09% (31)	2 - We handle registrations for the partner	20.93% (9)
3 - The student registers online using the partner's website	34.88% (15)	4 - The student registers online using our website	34.88% (15)
5 - Other	6.98% (3)		

Response: 43

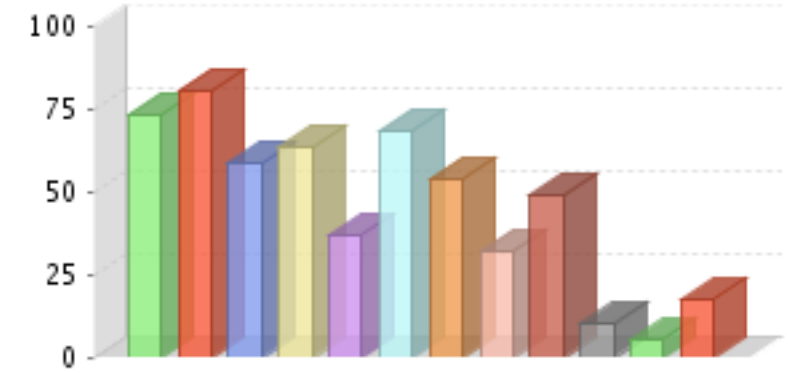
What type(s) of company do you authorize as Authorized Training Partners?



1 - Resellers of your products	72.09% (31)	2 - Distributors of your products	39.53% (17)
3 - System Integrators	37.21% (16)	4 - Independent Training Organizations	76.74% (33)
5 - Universities, Colleges or Trade Scools	16.28% (7)	6 - Individuals	13.95% (6)
7 - Other	2.33% (1)		

Response: 43

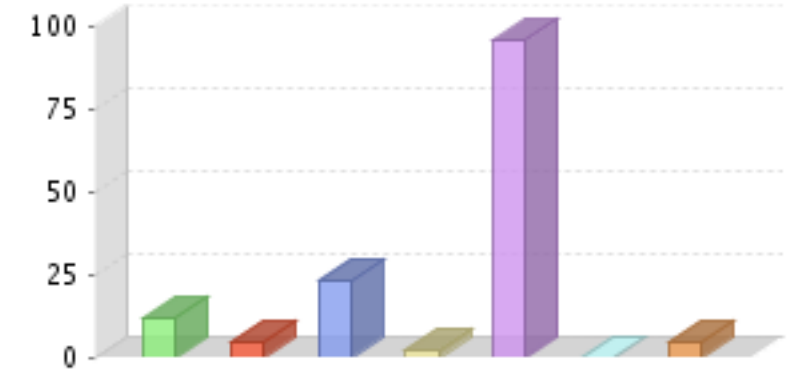
In your company, what are the requirements for becoming an Authorized Training Partner?



1 - Dedicating classroom(s)/hardware	73.17% (30)	2 - Having employed certified instructor(s)	80.49% (33)
3 - Having contract certified instructor(s)	58.54% (24)	4 - Supplying authorized courseware for each student	63.41% (26)
5 - Teaching a minimum number of students per year	36.59% (15)	6 - Having students complete online evaluations	68.29% (28)
7 - Submitting quarterly class enrollment reports	53.66% (22)	8 - Submitting quarterly sales goals	31.71% (13)
9 - Paying an annual renewal fee	48.78% (20)	10 - Being authorized to sell your company's product(s)	9.76% (4)
11 - Visiting my company a specifc number of times during the year	4.88% (2)	12 - Other	17.07% (7)

Response: 41

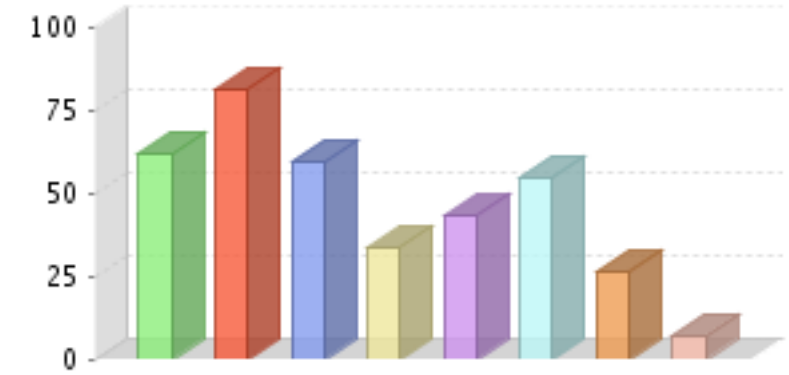
Which department(s) in your company determines who is allowed to be an Authorized Training Partner?



1 - Sales	11.63% (5)	2 - Marketing	4.65% (2)
3 - Partner Management	23.26% (10)	4 - Professional/Consulting Services	2.33% (1)
5 - Education Services	95.35% (41)	6 - Customer/Technical Support	0% (0)
7 - Other	4.65% (2)		

Response: 43

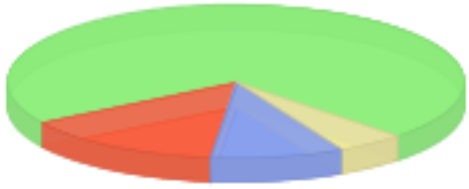
Based upon your experience, what were the reason(s) why an Authorized Training Partner could become unauthorized?



1 - Didn't reach the minimum sales and teaching requirements	61.9% (26)	2 - Didn't reach the minimum customer satisfaction criteria	80.95% (34)
3 - Chose not to renew	59.52% (25)	4 - Didn't submitt required reports	33.33% (14)
5 - Didn’t pay the fees	42.86% (18)	6 - Wanted to create “competing” courseware	54.76% (23)
7 - Weren’t willing to have students complete online evaluations	26.19% (11)	8 - Other	7.14% (3)

Response: 42

How many levels does your Authorized Training Partner Program have?



1 - 1	71.43% (30)	2 - 2	14.29% (6)
3 - 3	9.52% (4)	4 - 4 or more	4.76% (2)

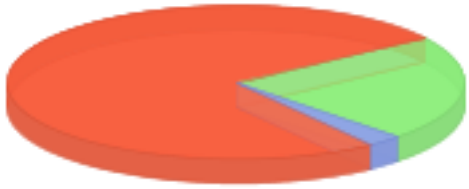
Mean: 1.48

Response: 42

Please explain how your levels are organized.

1	4 tiers of partners depending on whether they teach in-house, connected to institutions of higher education, for commercial purposes, or are considered "strategic" business partners for our Training needs
2	Actually, I wasn't too sure what you meant by 'level'. My interpretation of this question is certification levels. We certify them on the product knowledge level as Associate, Professional and Master. This is dependent on passing tests for each level.
3	The levels where role based
4	Techincal and End User training
5	Based on partner revenues: • A: $80,000 and above • B: $35,000 to $79,999 • C: $15,000 to $34,999 • D: up to $14,999
6	Premier and standard
7	Public Locations and On-Site providers On-Site only providers
8	Primary Markets Emerging Markets
9	we have two types of programs really, not necessarily levels. We have Authorized Training Centers (course kit model) and Authorized Training Partners (reseller model)
10	Level 1, Level 2, etc...
11	We are moving to a tierd program where the top level will be only independent ATCs so that we avoid all channel conflict. The second tier will be top level Distributors and Resellers, as well as some smaller independents to cover their regional customer needs. The third tier will be small Resellers that want to offer training to their partners but don't have the infrastructure. They will "contract" with Tier One to conduct this training.

Which type of Authorized Training Partner Program model do you have?

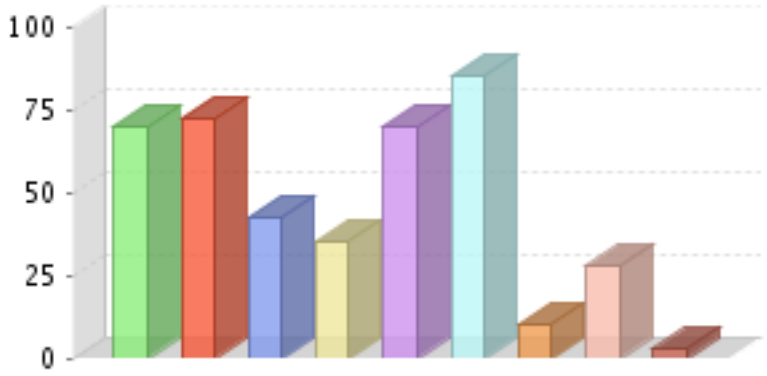


1 - We have an “open” program and authorize any training partner who meets the criteria anywhere in their region or worldwide.	21.95% (9)	2 - We have a “closed” program and maintain dedicated locations and only add partners as market demand dictates.	75.61% (31)
3 - Oher	2.44% (1)		

Mean: 1.8

Response: 41

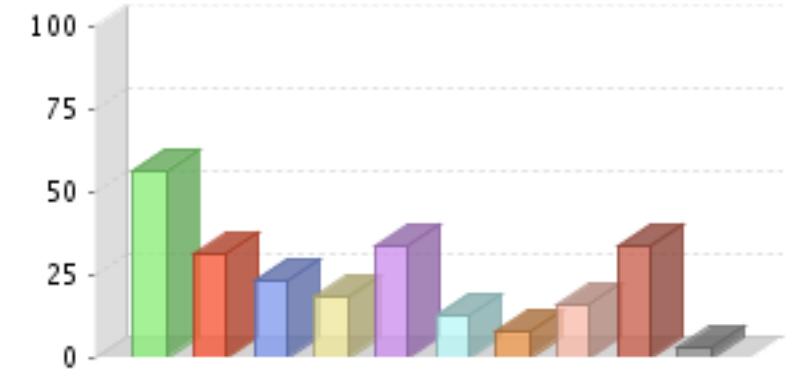
Which metrics do you use to measure your program’s success?



1 - Number of courses delivered	70% (28)	2 - Amount of revenue	72.5% (29)
3 - YOY revenue growth	42.5% (17)	4 - Profitability	35% (14)
5 - Number of students trained	70% (28)	6 - Customer satisfaction	85% (34)
7 - Knowledge transfer	10% (4)	8 - Quality implementation	27.5% (11)
9 - Other	2.5% (1)		

Response: 40

Into which languages (if any) do you translate your coursware for international Authorized Training Centers?



1 - None (we do not translate)	56.41% (22)	2 - French	30.77% (12)
3 - German	23.08% (9)	4 - Italian	17.95% (7)
5 - Spanish	33.33% (13)	6 - Portugese	12.82% (5)
7 - Russian	7.69% (3)	8 - Chinese	15.38% (6)
9 - Japanese	33.33% (13)	10 - Other	2.56% (1)

Response: 39

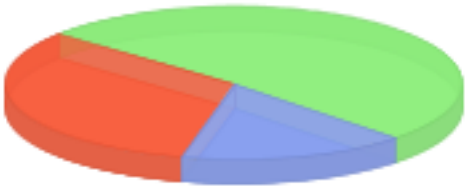
If your training partners do any translation, how are they compensated?'

1 - They do not translate	67.57% (25)	2 - We pay them for their work	8.11% (3)
3 - We give them compensation in the form of product or student kits	8.11% (3)	4 - They do this as a condition of being part of the program	8.11% (3)
5 - Other	8.11% (3)		

Mean: 1.81

Response: 37

Does your company offer varying discount levels per region to Authorized Training Partners?



1 - Yes	51.35% (19)	2 - No	32.43% (12)
3 - My company does not discount courseware for Authorized Training Partners	16.22% (6)		

Mean: 1.65

Response: 37

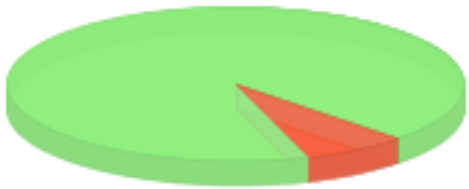
Does your company offer varying revenue requirements for Authorized Training Partners per region?

1 - Yes	54.29% (19)	2 - No	22.86% (8)
3 - My company does not offer varying revenue reqirements to Authorized Training Partners	22.86% (8)		

Mean: 1.69

Response: 35

Do you provide courseware for your Authorized Training Centers?

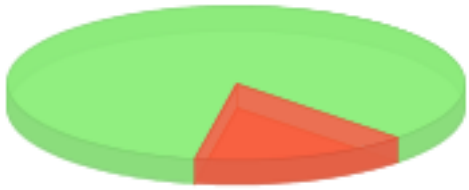


1 - Yes	92.68% (38)	2 - No	7.32% (3)

Mean: 1.07

Response: 41

Do you provide instructor manuals for certified instructors in your Authorized Training Centers?

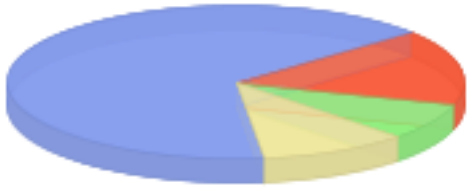


1 - Yes	84.62% (33)	2 - No	15.38% (6)

Mean: 1.15

Response: 39

What sponsoring company “courtesy” requirements do you require from your Authorized Training Partners?

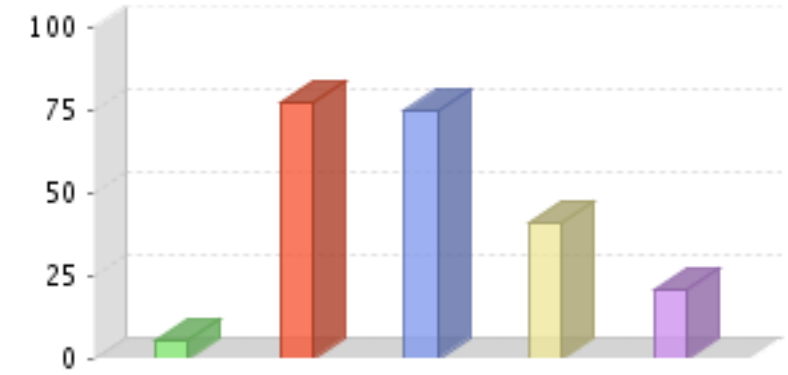


1 - They must provide a specified number of free seats for our company	7.89% (3)	2 - They must provide seats on an “as needed” basis	15.79% (6)
3 - None	65.79% (25)	4 - Other	10.53% (4)

Mean: 2.79

Response: 38

If you require the instructors who teach at your Authorized Training Partners to be certified, what does this instructor certification process entail?



1 - We do not require formal certification	5.13% (2)	2 - Formal training and certification in the topic(s) to be taught	76.92% (30)
3 - Attend Train-the-Trainer training	74.36% (29)	4 - Achieving a certain customer satisfaction score within a certain period	41.03% (16)
5 - Other	20.51% (8)		

Response: 39

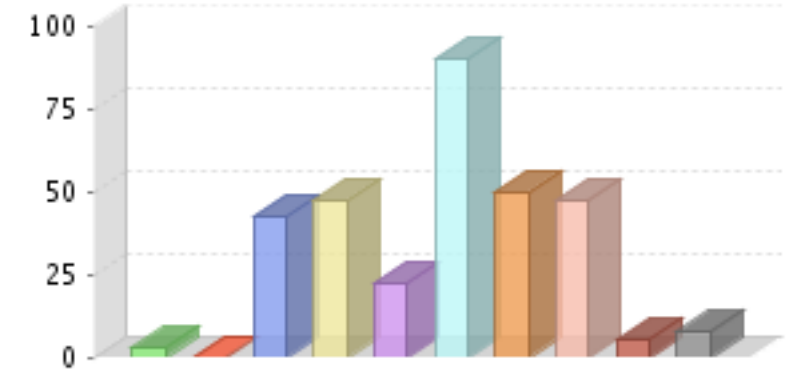
Do you allow instructors to teach independently of an Authorized Training Partner?

1 - Yes	30% (12)	2 - No	70% (28)

Mean: 1.7

Response: 40

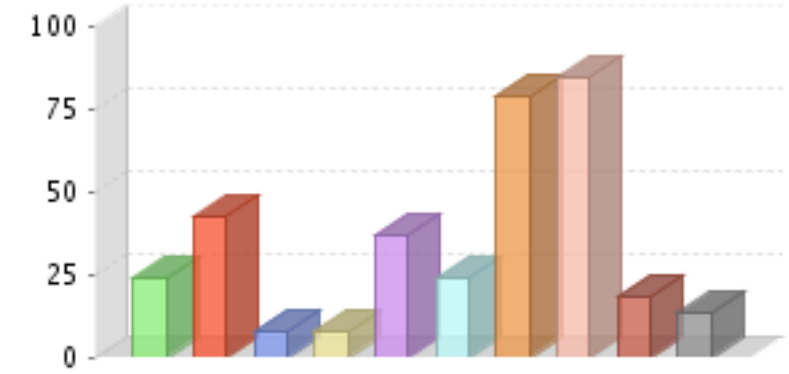
Do you require your Authorized Training Partners to complete any of the following actions:



1 - Allocate marketing funds for promotional materials	2.5% (1)	2 - Purchase a set amount of product licenses	0% (0)
3 - Require a set number of certified instructors	42.5% (17)	4 - Annual re-certification	47.5% (19)
5 - Product release certification	22.5% (9)	6 - Sign a contract	90% (36)
7 - Submit a business plan	50% (20)	8 - Submit quarterly metric reports	47.5% (19)
9 - Visit my company a specific number of times during a given time period	5% (2)	10 - Other	7.5% (3)

Response: 40

What benefits does your company provide your Authorized Training Partners?



1 - Marketing funds for promotional materials	23.68% (9)	2 - Product licenses	42.11% (16)
3 - Access to a business planning tool	7.89% (3)	4 - Access to a sales reporting tool	7.89% (3)
5 - Access to customer satisfaction tool	36.84% (14)	6 - Access to a scheduler	23.68% (9)
7 - Development and shipping of instructor materials	78.95% (30)	8 - Train-the-Trainer events	84.21% (32)
9 - Hardware	18.42% (7)	10 - Other	13.16% (5)

Response: 38

How much revenue did you receive from your Authorized Training Partner Program in 2007, or most recent fiscal year?

1 - Zero	11.11% (3)	2 - Less than $250K	25.93% (7)
3 - $250K but less than $500K	11.11% (3)	4 - $500K but less than $1M	11.11% (3)
5 - $1M but less than $3M	11.11% (3)	6 - $3M but less than $5M	3.7% (1)
7 - $5M but less than $10M	7.41% (2)	8 - $10M but less than $50M	14.81% (4)
9 - $50M but less than $100M	0% (0)	10 - $100M or more	3.7% (1)

Mean: 4.26

Response: 27

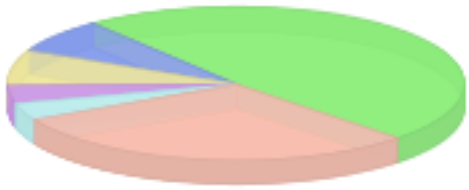
Traditionally, what percentage of your total training revenue is driven by the Authorized Training Partner Program?

1 - Less than 10%	39.29% (11)	2 - 11-25%	32.14% (9)
3 - 26-50%	17.86% (5)	4 - 51-75%	7.14% (2)
5 - 76-95%	0% (0)	6 - More than 95%	3.57% (1)

Mean: 2.07

Response: 28

Assuming that you use a royalty model (where you require a percentage of the list price), traditionally what percentage do you charge Authorized Training Partners?



1 - We do not use a royaly model	48.15% (13)	2 - 5% or under	0% (0)
3 - 6-10%	7.41% (2)	4 - 11-15%	7.41% (2)
5 - 16-20%	3.7% (1)	6 - 21-25%	3.7% (1)
7 - 26-30%	0% (0)	8 - More than 31%	29.63% (8)

Mean: 3.78

Response: 27

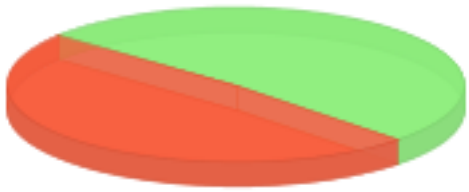
Assuming that you use a product purchase model (where you are selling a courseware "kit" to the Authorized Training Partner), traditionally how have you charged?

1 - We do not use this model	39.29% (11)	2 - Cost of student materials	7.14% (2)
3 - Cost of student materials plus a fixed %	21.43% (6)	4 - A fixed amount regardless of the cost of the materials	17.86% (5)
5 - There is no charge for our training materials	7.14% (2)	6 - Other	7.14% (2)

Mean: 2.68

Response: 28

Do you charge a “sign-up” fee for Authorized Training Partners?



1 - Yes	51.61% (16)	2 - No	48.39% (15)

Mean: 1.48

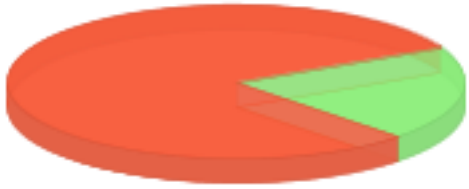
Response: 31

Do you charge a yearly administration fee for Authorized Training Partners?

1 - Yes	35.48% (11)	2 - No	64.52% (20)

Mean: 1.65
Response: 31

Do you charge a “sign-up” fee for the instructors of Authorized Training Partners?



1 - Yes	20% (6)	2 - No	80% (24)

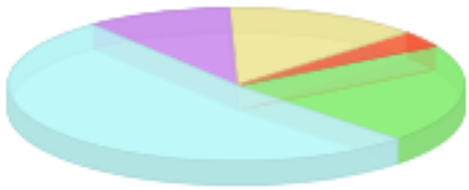
Mean: 1.8
Response: 30

Do you charge a yearly administration fee for the instructors of Authorized Training Partners?

1 - Yes	16.13% (5)	2 - No	83.87% (26)

Mean: 1.84
Response: 31

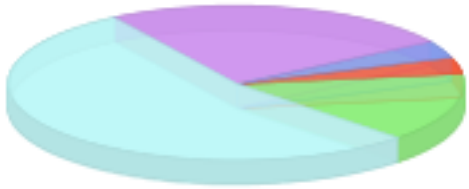
If Authorized Training Partners are required to purchase hardware for the program, traditionally what funding/discount do you provide them?



1 - None	20.69% (6)	2 - up to 25%	3.45% (1)
3 - 26-50%	0% (0)	4 - 51-75%	13.79% (4)
5 - 76-100%	10.34% (3)	6 - Not applicable	51.72% (15)

Mean: 4.45
Response: 29

If Authorized Training Partners are required to purchase software or licenses for the program, traditionally what funding/discount do you provide them?



1 - None	14.29% (4)	2 - up to 25%	3.57% (1)
3 - 26-50%	3.57% (1)	4 - 51-75%	0% (0)
5 - 76-100%	25% (7)	6 - Not applicable	53.57% (15)

Mean: 4.79

Response: 28