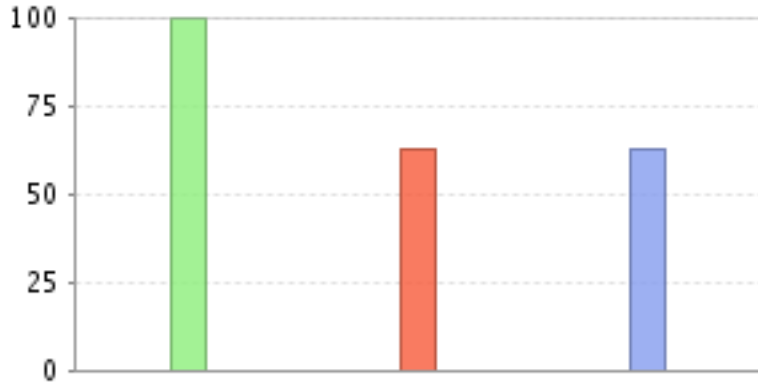


Company Revenue \$501K-\$1B (8)

1. Which region do you base your survey input on? Select all that apply (for global, select all three regions).



1 - Americas (North, Central and South America)	100% (8)	2 - EMEA (Europe, Middle East and Africa)	62.5% (5)
3 - APAC (Asia Pacific, including China)	62.5% (5)		

Response: 8

2. What is your company's core business?

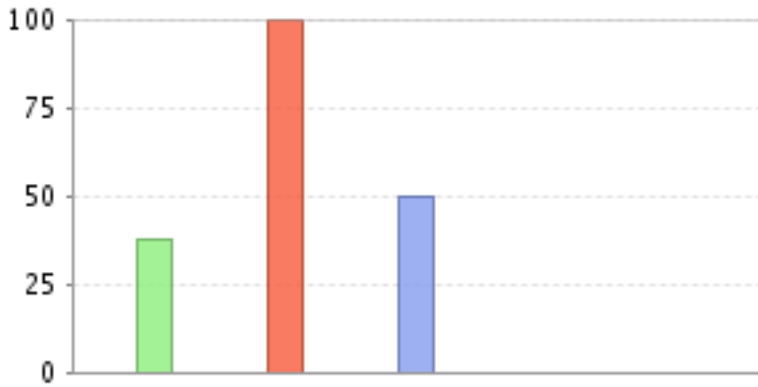


1 - Software - ERP	12.5% (1)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	12.5% (1)	4 - Software - Business Intelligence	0% (0)
5 - Software - Software as a Service	12.5% (1)	6 - Hardware - PC/Server maintenance	0% (0)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	0% (0)
9 - Hardware - Telecommunications	0% (0)	10 - Biosciences	0% (0)
11 - Other	62.5% (5)		

Mean: 8

Response: 8

**3. Which of the following describes your company ' s business?
Please choose all that apply.**



1 - Hardware	37.5% (3)	2 - Software	100% (8)
3 - Software as a Service (SaaS)	50% (4)	4 - Biosciences	0% (0)
5 - Other	0% (0)		

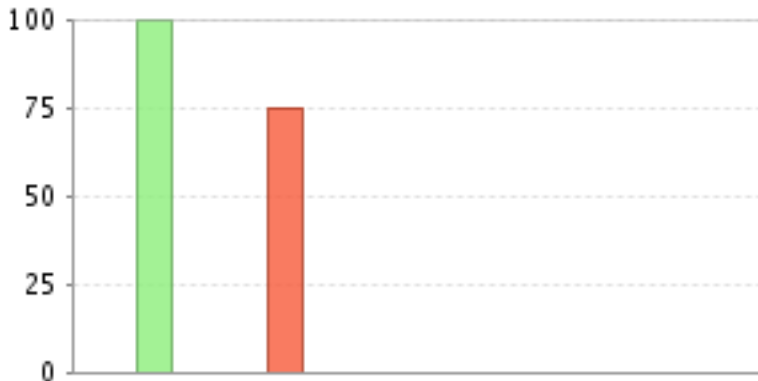
Response: 8

4. Approximately what percentage of your company ' s revenues are generated from each of the following regions? The total must be 100%. (The total will automatically correct to equal 100% once you enter a total that exceeds 100%.)

	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	52.12%	4.5%	27.12%	10%
Highest	90%	10%	40%	25%
Lowest	30%	0%	0%	0%
Standard deviation	19.47	2.98	16.5	8.6

Response: 8

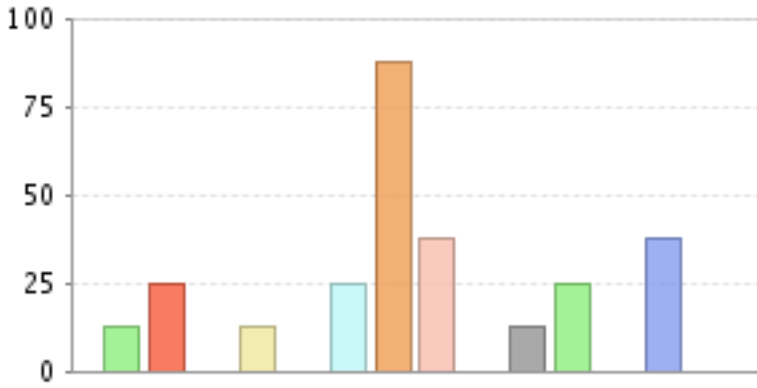
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	100% (8)	2 - Small and medium enterprise	75% (6)
3 - Home office	0% (0)	4 - Consumer	0% (0)
5 - Other	0% (0)		

Response: 8

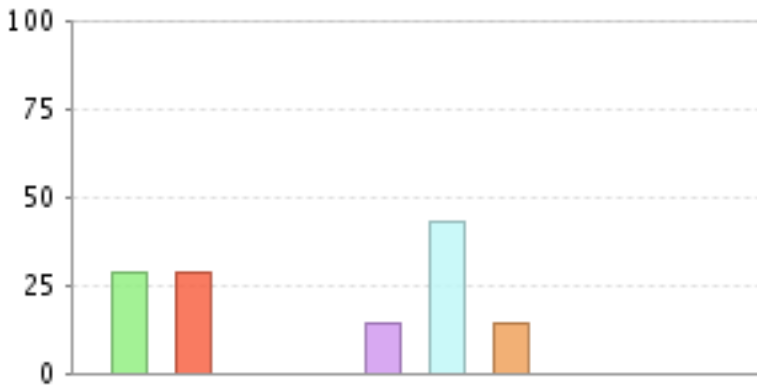
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	12.5% (1)	2 - Banking	25% (2)
3 - Education	0% (0)	4 - Energy	12.5% (1)
5 - Entertainment	0% (0)	6 - Finance	25% (2)
7 - Government	87.5% (7)	8 - Healthcare	37.5% (3)
9 - Insurance	0% (0)	10 - Logistics	12.5% (1)
11 - Manufacturing	25% (2)	12 - Retail	0% (0)
13 - Telecommunications	37.5% (3)	14 - Other	0% (0)

Response: 8

7. Which of the following solutions and technologies does your company sell? Select all that apply.



1 - Desktop Hardware and Software	28.57% (2)	2 - Networking and Telecommunications	28.57% (2)
3 - Office Products	0% (0)	4 - Computing Hardware	0% (0)
5 - Storage Hardware and Software	14.29% (1)	6 - Enterprise Application Software	42.86% (3)
7 - Infrastructure Software	14.29% (1)	8 - Industrial Automation	0% (0)
9 - Medical Technology	0% (0)	10 - Other	0% (0)

Response: 7

8. What was your company's latest reported annual revenue?



1 - \$100M or less	0% (0)	2 - Between \$101M and \$500M	0% (0)
3 - Between \$501M and \$1B	100% (8)	4 - More than \$1B and less than \$3B	0% (0)
5 - More than \$3B and less than \$10B	0% (0)	6 - More than \$10B and less than \$25B	0% (0)
7 - \$25B or more	0% (0)		

Mean: 3

Response: 8

9. Approximately what percentage of your total revenue in the most recent fiscal year came from service activities (professional services, education services, support, and so on)?



1 - 0-10%	0% (0)	2 - 11-20%	50% (4)
3 - 21-30%	25% (2)	4 - 31-40%	12.5% (1)
5 - 41-50%	0% (0)	6 - >50%	12.5% (1)

Mean: 3

Response: 8

10. How many full-time employees does your company have worldwide?



1 - 100 or less	0% (0)	2 - 101-1000	0% (0)
3 - 1001-5000	87.5% (7)	4 - 5001-10000	12.5% (1)
5 - 10001-50000	0% (0)	6 - More than 50000	0% (0)

Mean: 3.12

Response: 8

11. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



1 - 10 or less	0% (0)	2 - 11-20	12.5% (1)
3 - 21-50	62.5% (5)	4 - 51-100	12.5% (1)
5 - 101-200	12.5% (1)	6 - 201-300	0% (0)
7 - More than 300	0% (0)		

Mean: 3.25

Response: 8

**12. How long has your Education Services organization been a separate organization within your company?
(For example, on an organization chart, Education Services is displayed as its own department.)**

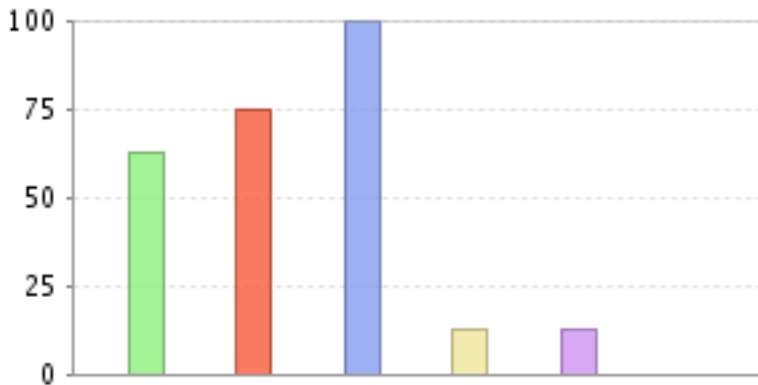


1 - It still isn't	0% (0)	2 - Less than 3 years	12.5% (1)
3 - 3-5 years	25% (2)	4 - 6-10 years	12.5% (1)
5 - More than 10 years	50% (4)		

Mean: 4

Response: 8

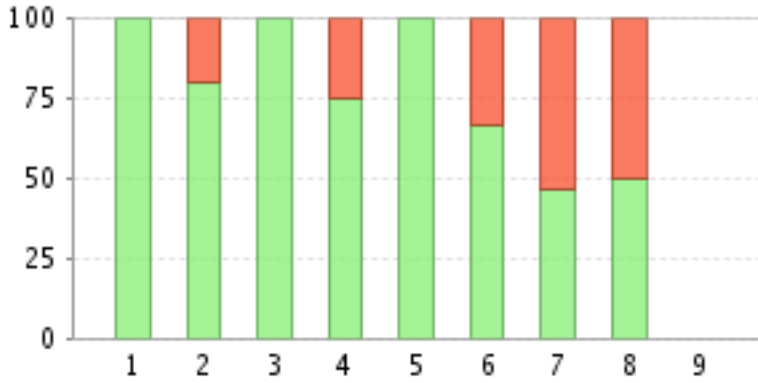
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	62.5% (5)	2 - Provide product training to product channel partners	75% (6)
3 - Provide product training to customers	100% (8)	4 - Provide non-product training to employees (for example, softskills, management)	12.5% (1)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	12.5% (1)	6 - Other	0% (0)

Response: 8

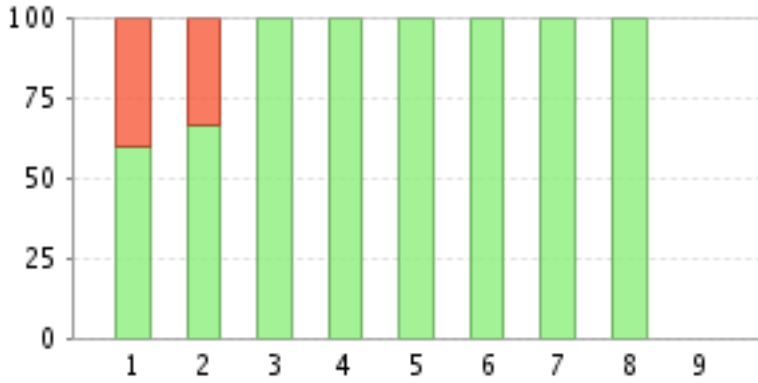
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	100% (3)	0% (0)
2 Sales - Channels/Partners	80% (4)	20% (1)
3 Technical Pre-sales - Internal staff	100% (5)	0% (0)
4 Technical Pre-sales - Channels/Partners	75% (6)	25% (2)
5 Post-sales - Internal Staff	100% (6)	0% (0)
6 Post-sales - Channels/Partners	66.67% (6)	33.33% (3)
7 Customers and/or end users	46.67% (7)	53.33% (8)
8 Universities	50% (1)	50% (1)
9 Other	0% (0)	0% (0)

Response: 8

15. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?



	Objective Assigned	Objective in bonus/incentive plan
1 Meeting an education revenue target	60% (6)	40% (4)
2 Meeting an education profit margin target	66.67% (6)	33.33% (3)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	100% (2)	0% (0)
4 Accelerating product adoption (eg by providing training for key products earlier)	100% (4)	0% (0)
5 Reducing support liability (eg reduced support calls)	100% (2)	0% (0)
6 Achieve Partner enablement (eg certain number of trained channel partners)	100% (2)	0% (0)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	100% (4)	0% (0)
8 Driving product business (eg product sales target)	100% (2)	0% (0)
9 Other	0% (0)	0% (0)

Response: 8

16. Do you have in your company a single education team or several education groups?



1 - Only a single team	12.5% (1)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	50% (4)	4 - Different education teams for other reasons	37.5% (3)
5 - Other	0% (0)		

Mean: 3.12

Response: 8

17. Into which of the following organizations or divisions does your department (Education Services) report?

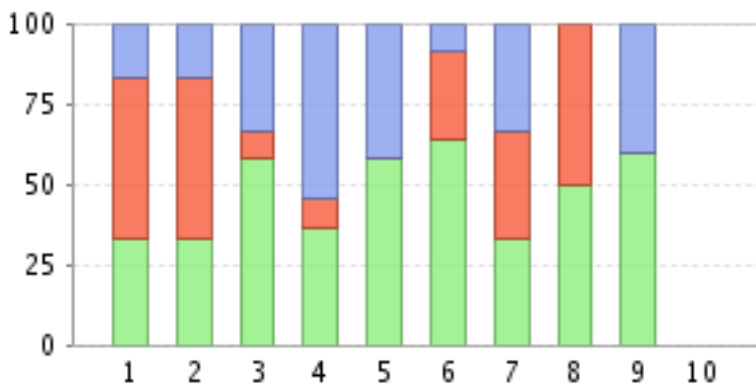


1 - Sales	12.5% (1)	2 - Marketing	12.5% (1)
3 - Services (including Consulting)	62.5% (5)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	0% (0)
7 - Directly to the CEO	12.5% (1)	8 - Other	0% (0)

Mean: 3.12

Response: 8

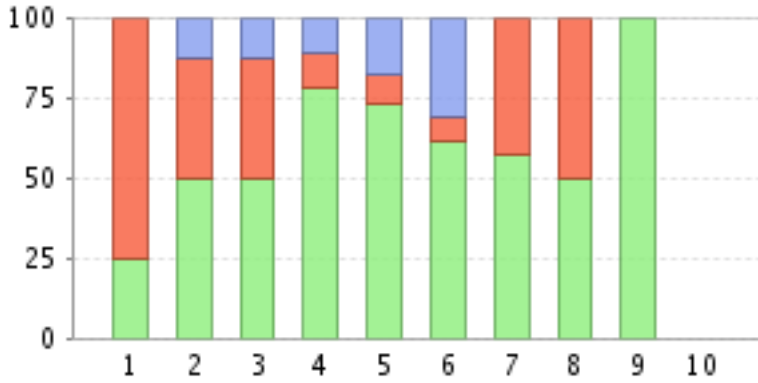
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	33.33% (2)	50% (3)	16.67% (1)
2 Training Marketing	33.33% (2)	50% (3)	16.67% (1)
3 Training Operations and Admin Processes	58.33% (7)	8.33% (1)	33.33% (4)
4 Training Technology Infrastructure (for example, LMS)	36.36% (4)	9.09% (1)	54.55% (6)
5 Curriculum Design and Courseware Development	58.33% (7)	0% (0)	41.67% (5)
6 Course Delivery and Distribution	63.64% (7)	27.27% (3)	9.09% (1)
7 Training Partner Programs	33.33% (3)	33.33% (3)	33.33% (3)
8 User Adoption/End User Consulting Services	50% (1)	50% (1)	0% (0)
9 Certification Programs	60% (6)	0% (0)	40% (4)
10 Other	0% (0)	0% (0)	0% (0)

Response: 8

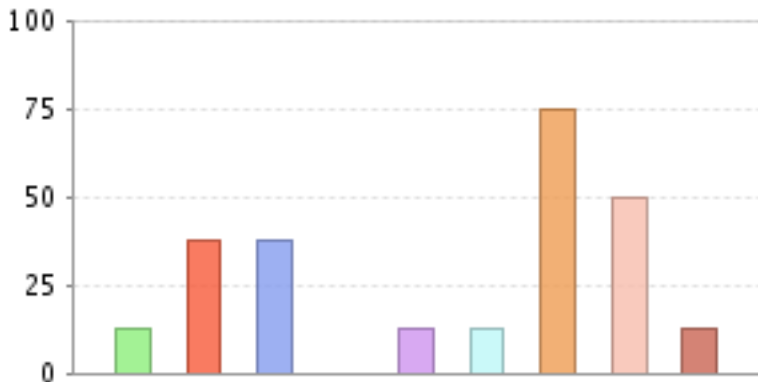
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	25% (1)	75% (3)	0% (0)
2 Training Marketing	50% (4)	37.5% (3)	12.5% (1)
3 Training Technology Infrastructure (for example, LMS)	50% (4)	37.5% (3)	12.5% (1)
4 Training Operations and Admin Processes	77.78% (7)	11.11% (1)	11.11% (1)
5 Curriculum Design and Courseware Development	72.73% (8)	9.09% (1)	18.18% (2)
6 Course Delivery and Distribution	61.54% (8)	7.69% (1)	30.77% (4)
7 Training Partner Programs	57.14% (4)	42.86% (3)	0% (0)
8 User Adoption/End User Consulting Services	50% (3)	50% (3)	0% (0)
9 Certification Programs	100% (6)	0% (0)	0% (0)
10 Other	0% (0)	0% (0)	0% (0)

Response: 8

20. Which of the following functions, if any, provide product training or education, even informally? Select all that apply.



1 - No other groups provide training	12.5% (1)	2 - R&D/Engineering	37.5% (3)
3 - Product Management/Marketing	37.5% (3)	4 - Business Operations	0% (0)
5 - Sales	12.5% (1)	6 - Corporate Marketing	12.5% (1)
7 - Professional Services	75% (6)	8 - Technical Support	50% (4)
9 - Other	12.5% (1)		

Response: 8

21. Which of the following best describes Education Services' overall primary business model?



1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	75% (6)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	12.5% (1)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	12.5% (1)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 1.38
Response: 8

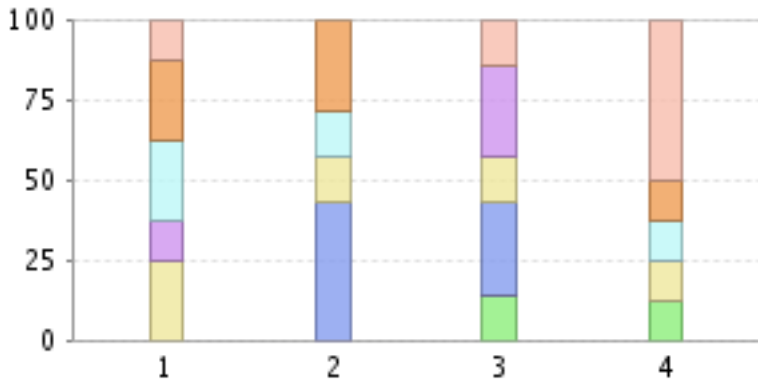
22. If your Education Services department changed its financial business model within the past 24 months, what was the change?



1 - No change	100% (7)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1
Response: 7

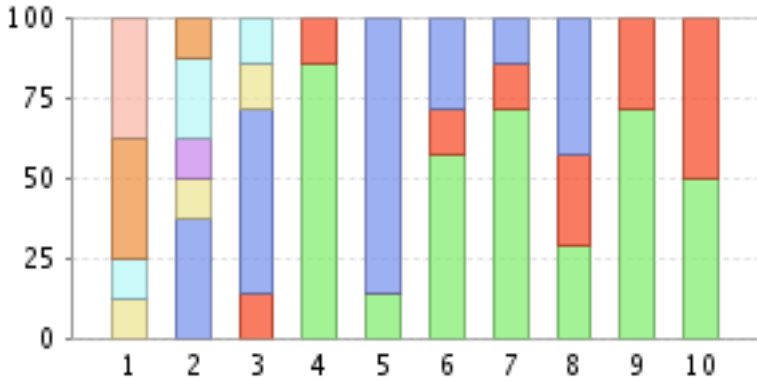
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	0% (0)	0% (0)	0% (0)	25% (2)	12.5% (1)	25% (2)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	5.88
2 VILT	0% (0)	0% (0)	42.86% (3)	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	4.71
3 e-Learning	14.29% (1)	0% (0)	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	4.14
4 OVERALL IT TRAINING REVENUE	12.5% (1)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	12.5% (1)	50% (4)	0% (0)	0% (0)	0% (0)	6.25

Response: 8

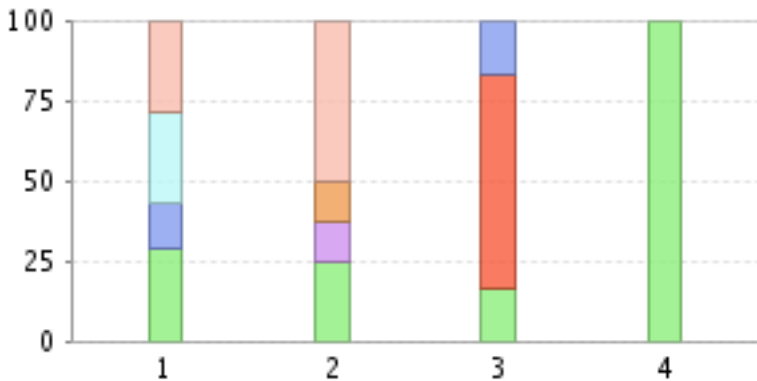
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%	Mean
1 Classroom/Instructor led offerings	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	37.5% (3)	37.5% (3)	6.88
2 Virtual Classroom/Synchronous Instructor-led offerings	0% (0)	0% (0)	37.5% (3)	12.5% (1)	12.5% (1)	25% (2)	12.5% (1)	0% (0)	4.62
3 Asynchronous e-Learning/web based training technology-based offerings	0% (0)	14.29% (1)	57.14% (4)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	3.43
4 Self learning - printed matter or web-based	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
5 Certification Exams	14.29% (1)	0% (0)	85.71% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.71
6 Partner relationship fees	57.14% (4)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
7 Partner revenue sharing	71.43% (5)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
8 Materials licensing/sales	28.57% (2)	28.57% (2)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.14
9 Rental fees	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
10 Other	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 8

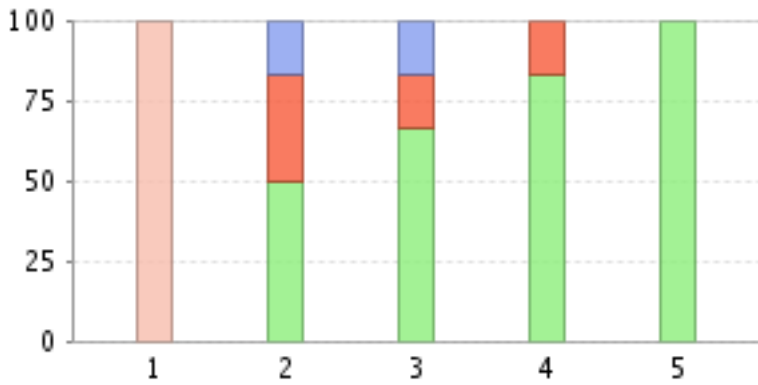
25. What percentage of total Education Services revenue comes from training the following?



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	28.57% (2)	0% (0)	28.57% (2)	4.71
2 End-users	25% (2)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	50% (4)	5.75
3 Partners	16.67% (1)	66.67% (4)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

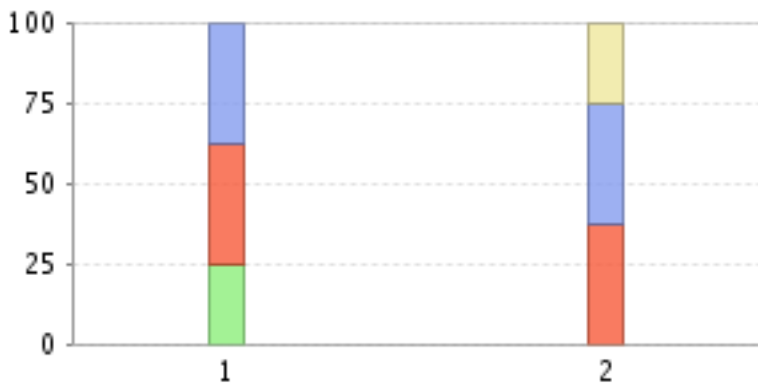
26. What percentage of total Education Services revenue comes from training the following?



	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 Product Customer	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (8)	8
2 Product Partner	50% (3)	33.33% (2)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3 Training Partner (Reseller, ATP)	66.67% (4)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4 Academic Alliances	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
5 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

27. What percentage of Education Services live instructor-led (ILT plus VILT) revenues are the following?



	<25%	26-50%	51-75%	>75%	Mean
1 Public schedule	25% (2)	37.5% (3)	37.5% (3)	0% (0)	2.12
2 Private/onsite training	0% (0)	37.5% (3)	37.5% (3)	25% (2)	2.88

Response: 8

28. What is the ratio of Education Services revenue to total company revenue?



1 - 0.5% or less	25% (2)	2 - 0.5-1%	0% (0)
3 - 1-2%	50% (4)	4 - 2-3%	25% (2)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 2.75

Response: 8

29. What is the ratio of Education Services revenue to product revenue?



1 - 0.5% or less	25% (2)	2 - 0.5-1%	25% (2)
3 - 1-2%	0% (0)	4 - 2-3%	12.5% (1)
5 - 3-4%	0% (0)	6 - 5-6%	25% (2)
7 - 6-8%	0% (0)	8 - 8-10%	12.5% (1)
9 - >10%	0% (0)		

Mean: 3.75

Response: 8

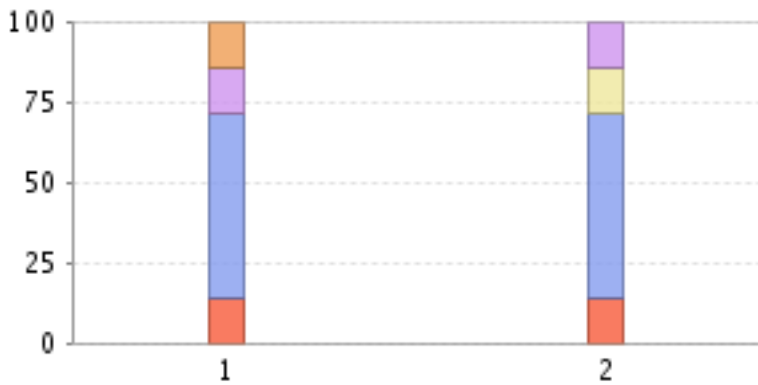
30. What is the ratio of Education Services revenue to total Services and Support revenue?



1 - <1%	0% (0)	2 - 1-2%	42.86% (3)
3 - 2-4%	0% (0)	4 - 4-7%	14.29% (1)
5 - 7-10%	14.29% (1)	6 - 10-15%	14.29% (1)
7 - 15-20%	0% (0)	8 - 20-30%	0% (0)
9 - >30%	14.29% (1)		

Mean: 4.29
Response: 7

31. What was the decline/growth rate for education services revenues in the last fiscal business year and the average over the last three fiscal business years?



	>-15%	-15%-0%	0-5%	6-10%	11-20%	21-30%	31-50%	51-100%	>100%	Mean
1 Last year	0% (0)	14.29% (1)	57.14% (4)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	3.71
2 Three-year average	0% (0)	14.29% (1)	57.14% (4)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3.29

Response: 7

32. Do your accounting practices require adherence to VSOE?
(VSOE is having revenue recognition restrictions for training pricing and discounting, to make sure that if you sell products and services together, then you have a consistent share of revenue for both.)



■ 1 - Yes 87.5% (7) ■ 2 - No 12.5% (1)
Mean: 1.12
Response: 8

33. What percentage of your budget is allocated to the following categories? This must add to 100%. (The total will automatically correct to equal 100% once you enter a total that exceeds 100%.)

	Compensation/Payroll	Outside Services	Travel and expenses	Materials and Equipment (non-CAPEX)	Corporate allocations	Miscellaneous (office supplies and so on)	Depreciation/Amortization	Other
Average	54%	10.83%	12%	6.83%	8%	2.67%	4%	0.5%
Highest	71%	20%	20%	10%	18%	5%	15%	3%
Lowest	45%	3%	3%	1%	0%	0%	0%	0%
Standard deviation	8.99	6.43	6.45	3.97	6.16	2.25	5.62	1.22

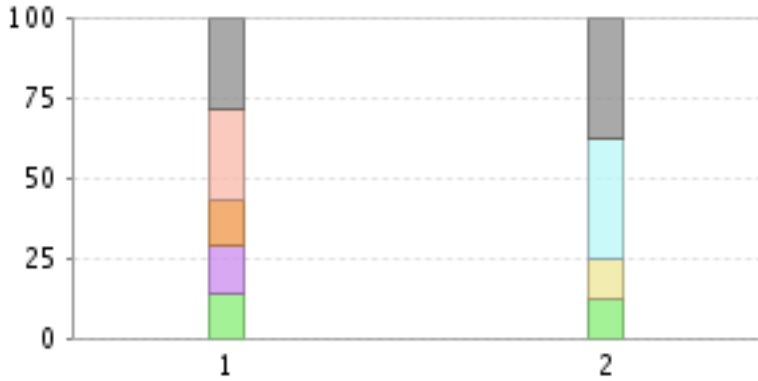
Response: 6

34. What percentage of your budget is allocated to the following categories (only education department costs, not allocations, if not differently noted)? This must add to 100%. (The total will automatically correct to equal 100% once you enter a total that exceeds 100%.)

	Education Sales	Education Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administrations (scheduling, registration)	Facilities (own & rented)	Education Tools	Allocations (eg IT, telecommunications, Sales)	Other
Average	4.67%	4.17%	21.67%	38.83%	10.67%	4.33%	4.17%	4.5%	5.83%
Highest	20%	20%	34%	60%	15%	10%	18%	18%	31%
Lowest	0%	0%	11%	18%	6%	0%	0%	0%	0%
Standard deviation	7.79	8.01	7.55	14.69	2.94	3.56	7.05	7.31	12.43

Response: 6

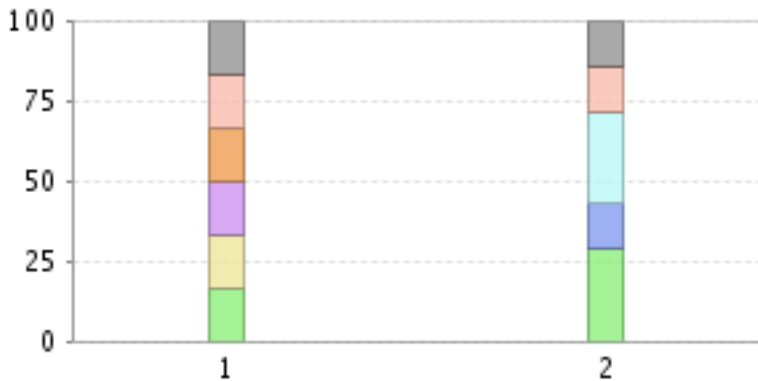
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	14.29% (1)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	0% (0)	28.57% (2)	7
2 Achievement	12.5% (1)	0% (0)	0% (0)	12.5% (1)	0% (0)	37.5% (3)	0% (0)	0% (0)	0% (0)	37.5% (3)	6.62

Response: 8

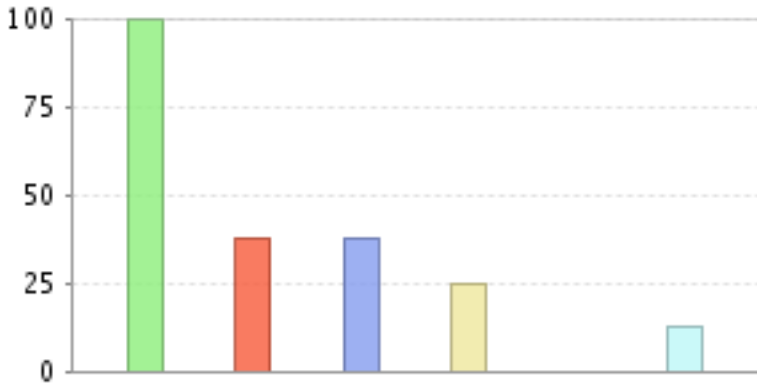
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	16.67% (1)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	0% (0)	16.67% (1)	16.67% (1)	0% (0)	16.67% (1)	5.83
2 Achievement	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	5

Response: 7

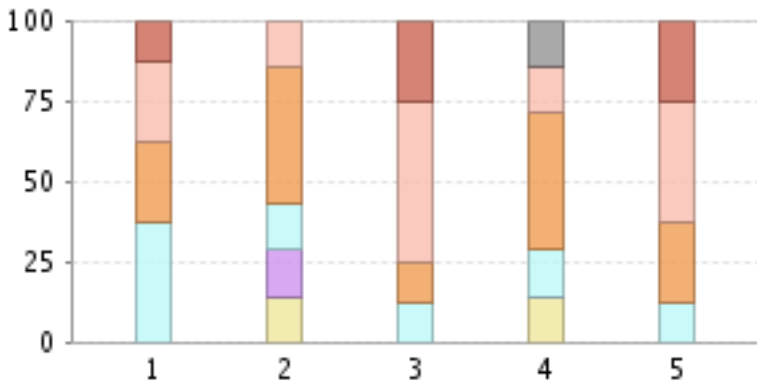
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (8)	2 - Net Promoter Score	37.5% (3)
3 - Kirkpatrick Level 2 Assessments	37.5% (3)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	25% (2)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	0% (0)	6 - Other	12.5% (1)

Response: 8

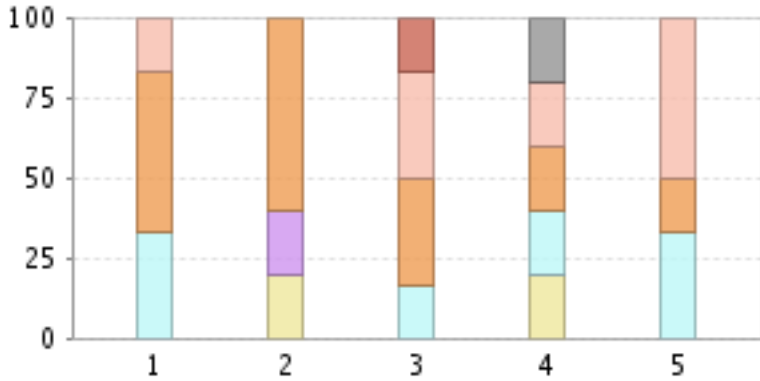
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	37.5% (3)	25% (2)	25% (2)	12.5% (1)	0% (0)	7.12
2 Course (physical) material	0% (0)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	14.29% (1)	42.86% (3)	14.29% (1)	0% (0)	0% (0)	6.29
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	50% (4)	25% (2)	0% (0)	7.88
4 Content (ideas)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	42.86% (3)	14.29% (1)	0% (0)	14.29% (1)	7
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	25% (2)	37.5% (3)	25% (2)	0% (0)	7.75

Response: 8

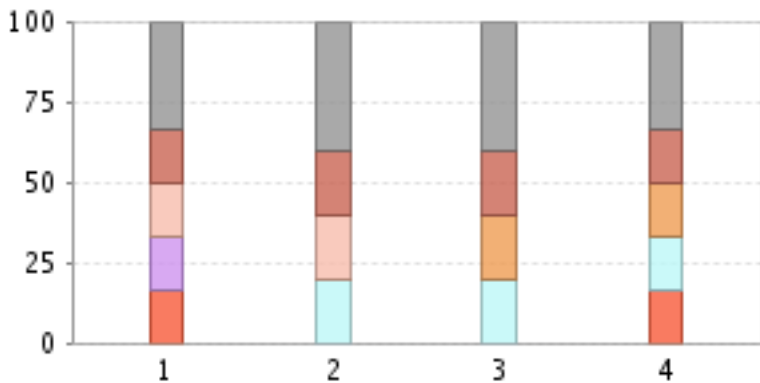
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (2)	50% (3)	16.67% (1)	0% (0)	0% (0)	6.83
2 Course (physical) material	0% (0)	0% (0)	0% (0)	20% (1)	20% (1)	0% (0)	60% (3)	0% (0)	0% (0)	0% (0)	6
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	7.5
4 Content (ideas)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	20% (1)	20% (1)	0% (0)	20% (1)	7
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (2)	16.67% (1)	50% (3)	0% (0)	0% (0)	7.17

Response: 6

40. What is your AVERAGE rating for e-Learning by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured	Mean
1 Overall Satisfaction	0% (0)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	33.33% (2)	7.33
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	20% (1)	40% (2)	8.6
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	20% (1)	0% (0)	20% (1)	40% (2)	8.4
4 Course delivery	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	0% (0)	16.67% (1)	33.33% (2)	7.33

Response: 6

41. What is your average percentage response rate for your evaluations for ILT?



1 - 50% or less	0% (0)	2 - 51-60%	12.5% (1)
3 - 61-70%	37.5% (3)	4 - 71-80%	12.5% (1)
5 - 81-90%	25% (2)	6 - More than 90%	12.5% (1)

Mean: 3.88

Response: 8

42. What is your average percentage response rate for your evaluations for VILT?



1 - 50% or less	14.29% (1)	2 - 51-60%	14.29% (1)
3 - 61-70%	14.29% (1)	4 - 71-80%	14.29% (1)
5 - 81-90%	28.57% (2)	6 - More than 90%	14.29% (1)

Mean: 3.71

Response: 7

43. What is your average percentage response rate for your evaluations for e-Learning?



1 - 50% or less	80% (4)	2 - 51-60%	0% (0)
3 - 61-70%	0% (0)	4 - 71-80%	0% (0)
5 - 81-90%	20% (1)	6 - More than 90%	0% (0)

Mean: 1.8

Response: 5

44. Do you follow up with customers who indicate they were dissatisfied with the training they received?

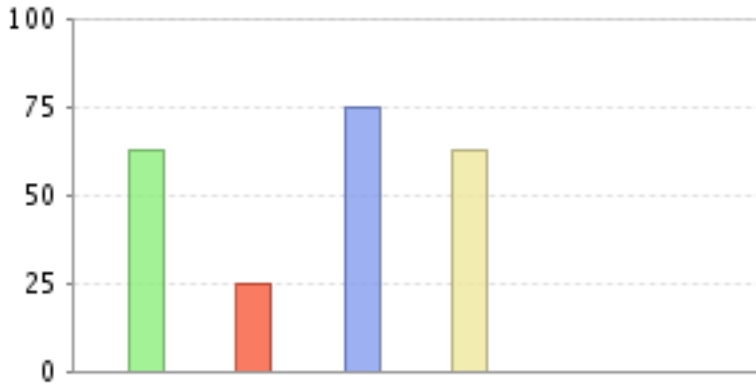


1 - We contact them within a defined number of days after the class	25% (2)	2 - We follow up some of the time	62.5% (5)
3 - We don't follow up and wait until they escalate	12.5% (1)	4 - Other	0% (0)

Mean: 1.88

Response: 8

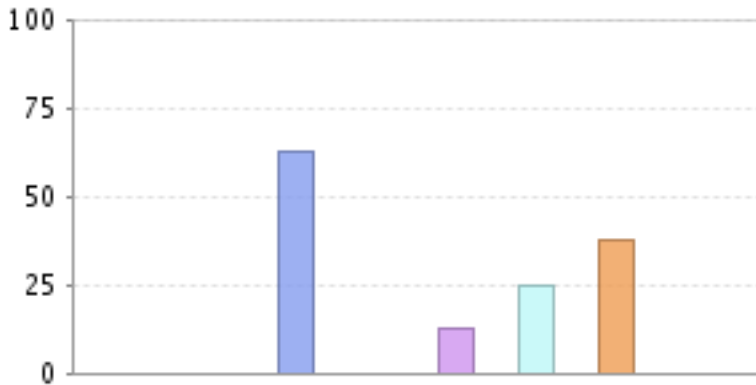
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - Contact them yourself directly before they contact you	62.5% (5)	2 - Offer refunds if required/requested	25% (2)
3 - Provide credit for additional training if required/requested	75% (6)	4 - Consult with sales team for next steps with customer and agree who takes next steps	62.5% (5)
5 - None of these	0% (0)	6 - Other	0% (0)

Response: 8

46. Which of the following do you track in order to measure the impact of your training? Select all that apply.



1 - Subsequent product sales	0% (0)	2 - Number and type of support tickets	0% (0)
3 - Overall customer satisfaction	62.5% (5)	4 - Degree of product adoption or use	0% (0)
5 - Product implementation timeline (product up and running)	12.5% (1)	6 - Customer renewals/Returning customers	25% (2)
7 - None of these	37.5% (3)	8 - Other	0% (0)

Response: 8

47. Have you been able to demonstrate an impact?



1 - Yes	12.5% (1)	2 - Somewhat	62.5% (5)
3 - No	25% (2)		

Mean: 2.12
Response: 8

48. How do you try to measure the impact your training has on subsequent product sales?

49. How do you try to measure the impact your training has on the number and type of support tickets?

50. How do you try to measure the impact your training has on overall customer satisfaction?

- 1 Company does not yet do a Corporate Net Promoter or Annual survey.
- 2 Measuring business results, job impact, and ROI with Level 3 surveys
- 3 Relationship surveys for customer satisfaction
- 4 L1 and L3 evaluations.

51. How do you try to measure the impact your training has on the degree of product adoption and use?

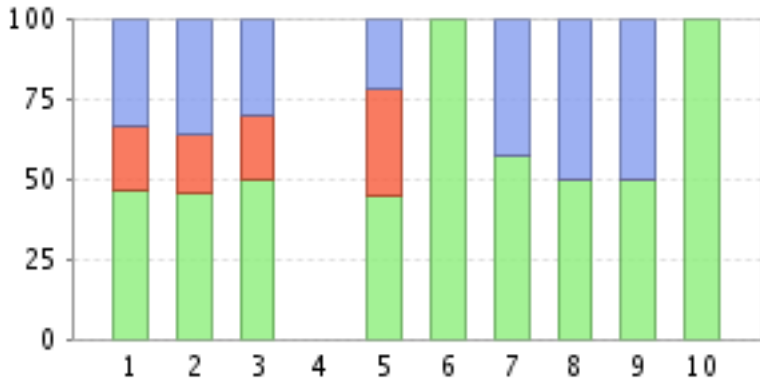
52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 Direct contact with customer management.

53. How do you try to measure the impact your training has on customer renewals/returning customers?

- 1 Sales feedback.

54. Who sells Education Services offerings and do they get a quota and commission? Select all that apply.



	Sells	Has Quota	Gets Commission
1 Field/Product sales	46.67% (7)	20% (3)	33.33% (5)
2 Inside sales	45.45% (5)	18.18% (2)	36.36% (4)
3 Services sales	50% (5)	20% (2)	30% (3)
4 Maintenance renewal sales	0% (0)	0% (0)	0% (0)
5 Dedicated Education Services sales representatives	44.44% (4)	33.33% (3)	22.22% (2)
6 Education Services coordinators/non-sales staff	100% (4)	0% (0)	0% (0)
7 Channel partners	57.14% (4)	0% (0)	42.86% (3)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	50% (2)	0% (0)	50% (2)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	50% (1)	0% (0)	50% (1)
10 Other	100% (1)	0% (0)	0% (0)

Response: 8

55. What is the average education services deal size when education offerings are sold together with product (single PO)?



1 - Less than \$5,000	0% (0)	2 - \$5,000-\$24,999	25% (2)
3 - \$25,000-\$49,999	50% (4)	4 - \$50,000-\$99,999	12.5% (1)
5 - \$100,000-\$199,999	12.5% (1)	6 - \$200,000 or more	0% (0)

Mean: 3.12

Response: 8

56. What is the average education services deal size when education offerings are NOT sold together with product?

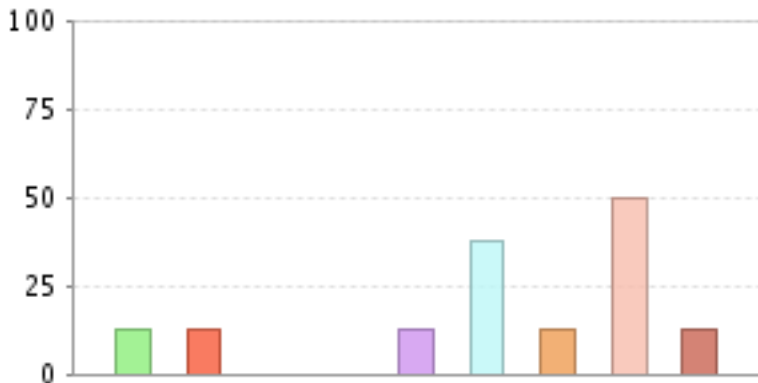


1 - Less than \$5,000	12.5% (1)	2 - \$5,000-\$24,999	87.5% (7)
3 - \$25,000-\$49,999	0% (0)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.88

Response: 8

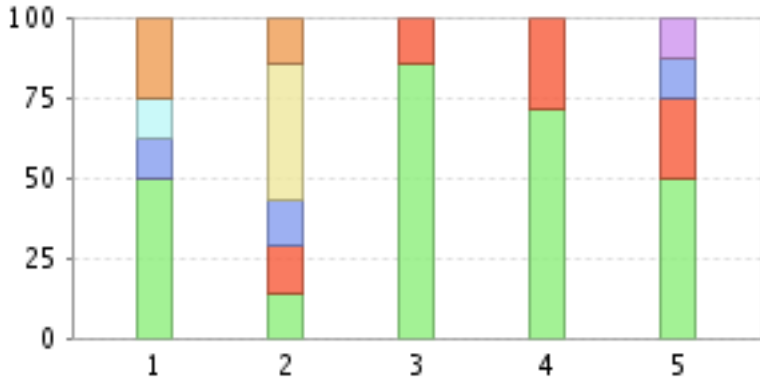
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	12.5% (1)	2 - Product deals with a new product for a customer	12.5% (1)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	12.5% (1)	6 - Product and/or service deals when sold as a subscription	37.5% (3)
7 - Product and/or service deals when NOT sold as a subscription	12.5% (1)	8 - None of these	50% (4)
9 - Other	12.5% (1)		

Response: 8

58. For each of the following types of sales, what percentage of the deals included an Education Services offering in the most recent fiscal year?



	N/A	0-5%	6-10%	11-20%	21-40%	41-70%	>70%	Mean
1 Product and/or service deals when sold as a subscription	50% (4)	0% (0)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	25% (2)	3.38
2 Product and/or service deals when NOT sold as a subscription	14.29% (1)	14.29% (1)	14.29% (1)	42.86% (3)	0% (0)	0% (0)	14.29% (1)	3.57
3 Support contract deals	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
4 Support contract renewal deals	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
5 Professional Services consulting sales	50% (4)	25% (2)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	2

Response: 8

59. On which of the following goals are Education Services sales reps measured?



1 - Recognized revenue target	33.33% (1)	2 - Bookings target	33.33% (1)
3 - Recognized revenue and bookings targets	33.33% (1)	4 - Neither	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 3

60. In your Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver, what is the typical finder's fee you pay?



1 - <5%	0% (0)	2 - 5-10%	100% (1)
3 - 11-15%	0% (0)	4 - 16-25%	0% (0)
5 - >25%	0% (0)		

Mean: 2
Response: 1

61. In your Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee, HOW do you charge?



1 - A fixed fee for student kits and student guides	100% (1)	2 - A percentage of the student fee	0% (0)
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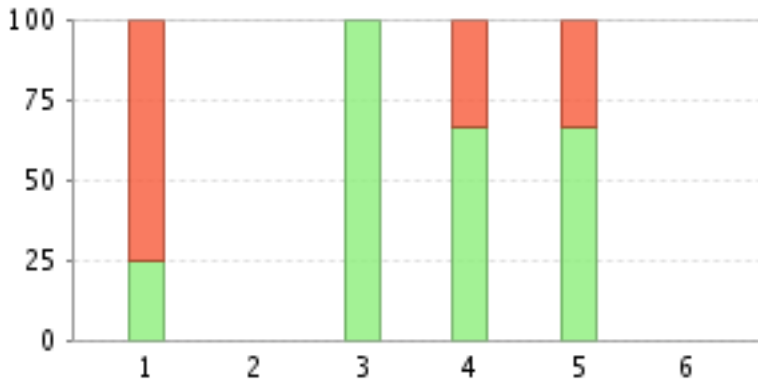
Mean: 1
Response: 1

62. In your Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee, what do you charge?

1 - <10% of the student fee	0% (0)	2 - 11-15% of the student fee	0% (0)
3 - 16-25% of the student fee	0% (0)	4 - 26-35% of the student fee	0% (0)
5 - >35% of the student fee	0% (0)		

Response: 0

63. Which organization is responsible for marketing Education Services offerings and who is responsible to pay for those marketing efforts? Select all that apply.



	Has marketing Responsibility	Pays for Marketing
1 Corporate Marketing	25% (1)	75% (3)
2 A Business Unit Marketing organization	0% (0)	0% (0)
3 Regional Marketing organizations	100% (1)	0% (0)
4 Customer Services Marketing	66.67% (2)	33.33% (1)
5 Education Services Marketing	66.67% (4)	33.33% (2)
6 Other	0% (0)	0% (0)

Response: 6

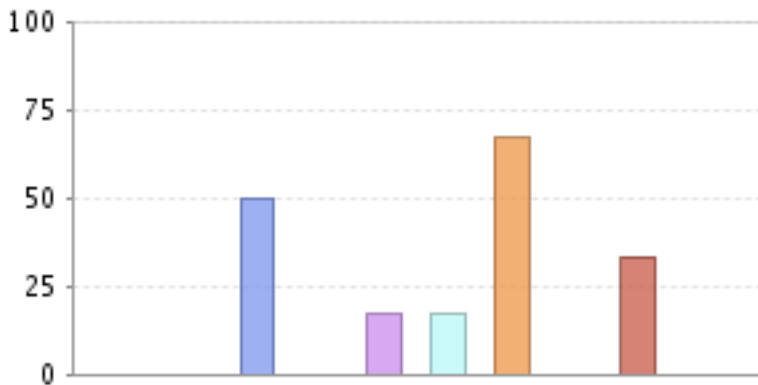
64. Is there a formalized (documented processes and procedures) go-to-market strategy for introducing new Education Services offerings?



■ 1 - Yes 42.86% (3)
 ■ 2 - No 57.14% (4)

Mean: 1.57
Response: 7

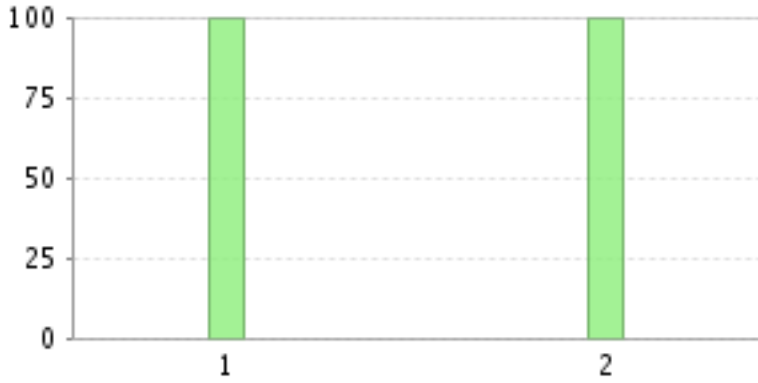
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



■ 1 - Online advertising	0% (0)	■ 2 - Telemarketing	0% (0)
■ 3 - Email campaigns	50% (3)	■ 4 - Printed catalog or data sheets	0% (0)
■ 5 - Electronic catalog or data sheets	16.67% (1)	■ 6 - Corporate/public webpage	16.67% (1)
■ 7 - Dedicated education services webpage or portal	66.67% (4)	■ 8 - Social media sites and followings	0% (0)
■ 9 - Internal marketing to Corporate Sales	33.33% (2)	■ 10 - Other	0% (0)

Response: 6

66. Who has the primary responsibility for identifying and defining new Education Services offerings/products and who pays for the development?



	Education Services	Product Management	Product Development	Corporate Marketing	Support Services	Professional Services	Mean
1 Identifies and Defines Offerings	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2 Pays for the development	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

67. For approximately what percentage of your company ' s products does Education Services provide training coverage?



1 - 100% (all)	33.33% (2)	2 - 75-99%	50% (3)
3 - 51-75%	16.67% (1)	4 - 26-50%	0% (0)
5 - 25% or less	0% (0)		

Mean: 1.83

Response: 6

68. Who has the responsibility for managing Education Services ' offerings/products through the products ' lifecycle (for example, announce training availability for a certain product)?



1 - Education Services	100% (6)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	0% (0)

Mean: 1

Response: 6

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

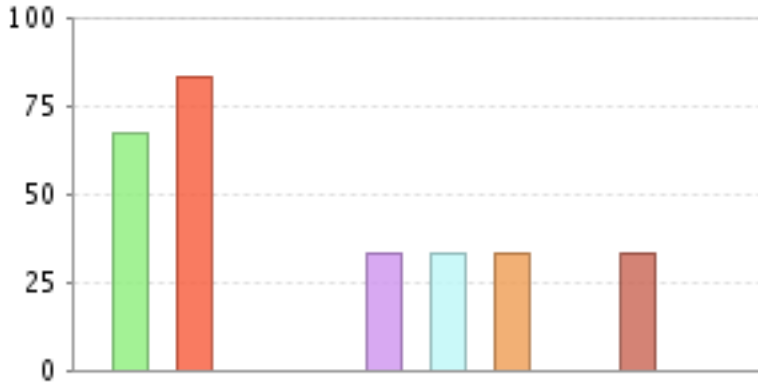


1 - Product feasibility/inception stage	16.67% (1)	2 - Product development stage	83.33% (5)
3 - Beta product availability stage	0% (0)	4 - General/public product availability stage	0% (0)
5 - Other	0% (0)		

Mean: 1.83

Response: 6

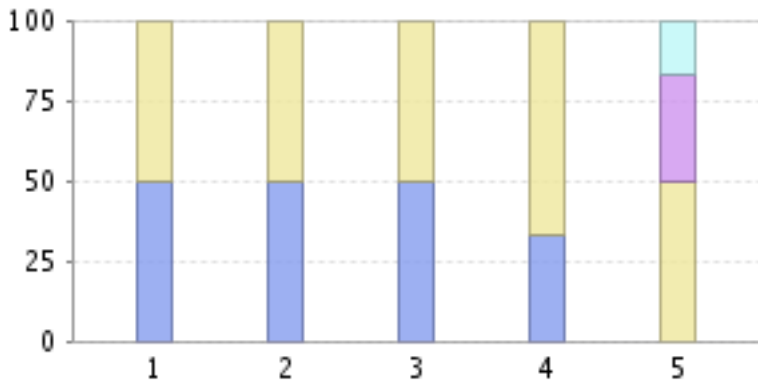
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	66.67% (4)	2 - Informal exchanges of information/data with engineering and product management	83.33% (5)
3 - Formalized transfer of information processes and exchange sessions with technical publications	0% (0)	4 - Informal exchanges of information/data with technical publications	0% (0)
5 - Collect information from Support teams	33.33% (2)	6 - Collect information from Professional Services teams	33.33% (2)
7 - Collect information from Customers	33.33% (2)	8 - Collect information from Partners	0% (0)
9 - Collect information from Product Marketing	33.33% (2)	10 - Other	0% (0)

Response: 6

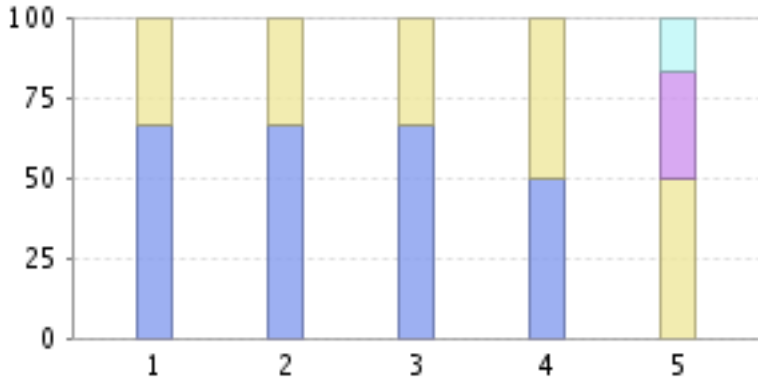
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	Alpha release	Beta release	30-45 days before GPA*	GPA*	30-45 days after GPA*	More than 45 days after GPA*	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	3.5
2 Corporate Services & Support	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	3.5
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	3.5
4 Product Channel Services & Support	0% (0)	0% (0)	33.33% (2)	66.67% (4)	0% (0)	0% (0)	3.67
5 Customers and End Users	0% (0)	0% (0)	0% (0)	50% (3)	33.33% (2)	16.67% (1)	4.67

Response: 6

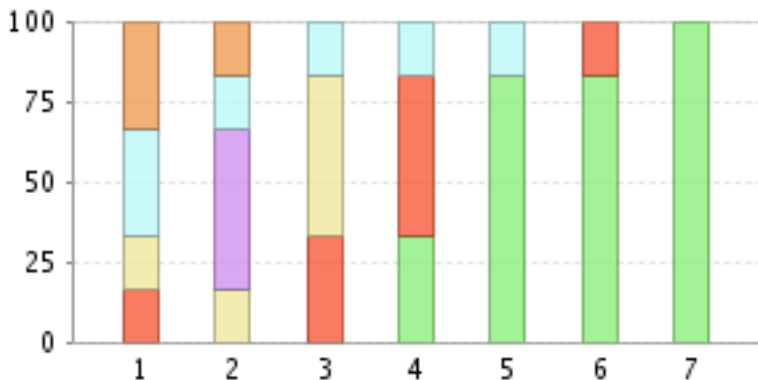
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	Alpha release	Beta release	30-45 days before GPA*	GPA*	30-45 days after GPA*	More than 45 days after GPA*	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	66.67% (4)	33.33% (2)	0% (0)	0% (0)	3.33
2 Corporate Services & Support	0% (0)	0% (0)	66.67% (4)	33.33% (2)	0% (0)	0% (0)	3.33
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	66.67% (4)	33.33% (2)	0% (0)	0% (0)	3.33
4 Product Channel Services & Support	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	3.5
5 Customers and End Users	0% (0)	0% (0)	0% (0)	50% (3)	33.33% (2)	16.67% (1)	4.67

Response: 6

73. How much of your training portfolio is available in the different delivery types (can be more than 100% as some content can be published in more than one modality)?



	None	1-10%	11-25%	26-50%	51-75%	76-95%	All (>95%)	Mean
1 Classroom training	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	33.33% (2)	33.33% (2)	5.33
2 Virtual classroom training	0% (0)	0% (0)	0% (0)	16.67% (1)	50% (3)	16.67% (1)	16.67% (1)	5.33
3 eLearning	0% (0)	33.33% (2)	0% (0)	50% (3)	0% (0)	16.67% (1)	0% (0)	3.67
4 Mobile Learning (smartphones/tablets)	33.33% (2)	50% (3)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	2.33
5 Other self paced	83.33% (5)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	1.83
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
7 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

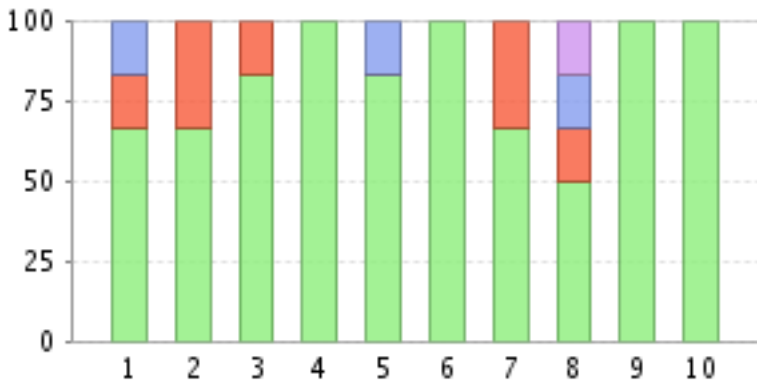
74. On average, what percentage of the training portfolio you make available previously originated from other organizations within your company (for example, technical publications)?



1 - 10% or less	66.67% (4)	2 - 11-25%	33.33% (2)
3 - 26-50%	0% (0)	4 - 51-75%	0% (0)
5 - >75%	0% (0)		

Mean: 1.33
Response: 6

75. Which percentage of your training portfolio is localized (translation of written materials and recorded audio) to the following languages? If you don't translate, please choose "None".



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 French	66.67% (4)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	0% (0)	1.5
2 Spanish	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
3 Portugese	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
4 Italian	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 German	83.33% (5)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	1.33
6 Russian	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7 Chinese	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
8 Japanese	50% (3)	16.67% (1)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	2.17
9 Korean	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
10 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

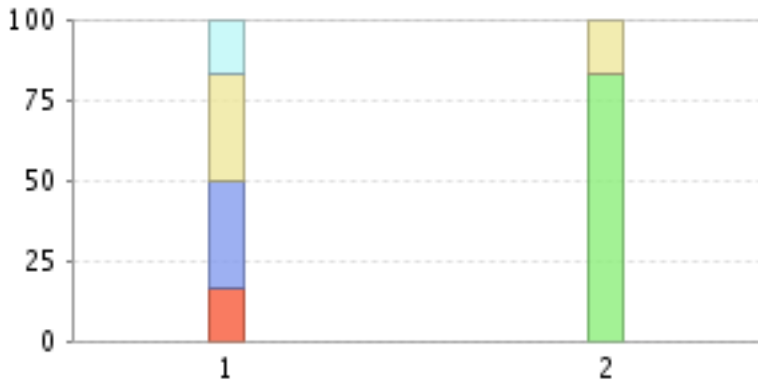
76. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	25% (1)	2 - Pre-sales/Sales Engineering training materials	0% (0)
3 - Customer/End-user training materials	75% (3)	4 - Other	0% (0)

Mean: 2.5
Response: 4

77. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 Scorm	0% (0)	16.67% (1)	33.33% (2)	33.33% (2)	0% (0)	16.67% (1)	3.67
2 Tin Can API	83.33% (5)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	1.5

Response: 6

78. Within your company, who has responsibility for curriculum design and course development of Education Services offerings?



1 - Marketing	0% (0)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Sales	0% (0)
5 - Customer Services	0% (0)	6 - Education Services	100% (6)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 6

79. How many full-time equivalents do you have dedicated to curriculum design and course development?

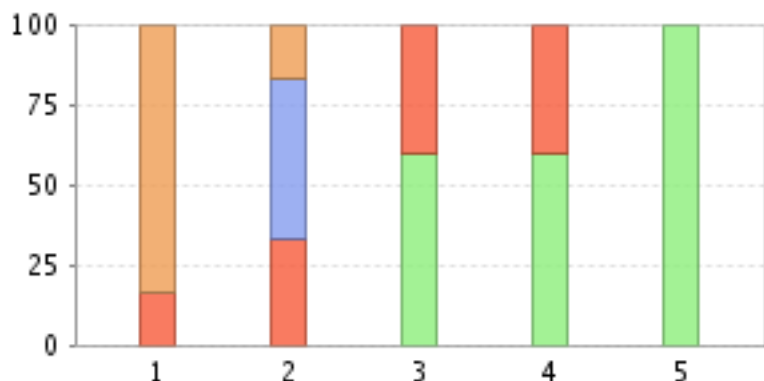


1 - 1-5	33.33% (2)	2 - 6-10	16.67% (1)
3 - 11-15	16.67% (1)	4 - 16-20	16.67% (1)
5 - >20	16.67% (1)		

Mean: 2.67

Response: 6

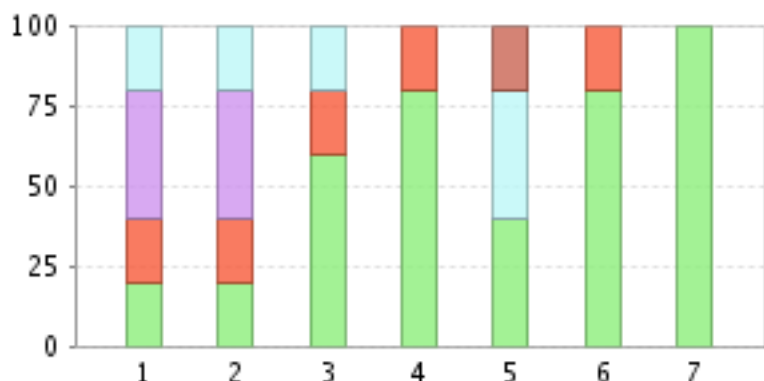
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	83.33% (5)	6.17
2 Instructors or other Education Services staff	0% (0)	33.33% (2)	50% (3)	0% (0)	0% (0)	0% (0)	16.67% (1)	3.33
3 Other resources within the company (SMEs)	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
4 Contractors or outsourced to an external company/partner	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
5 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

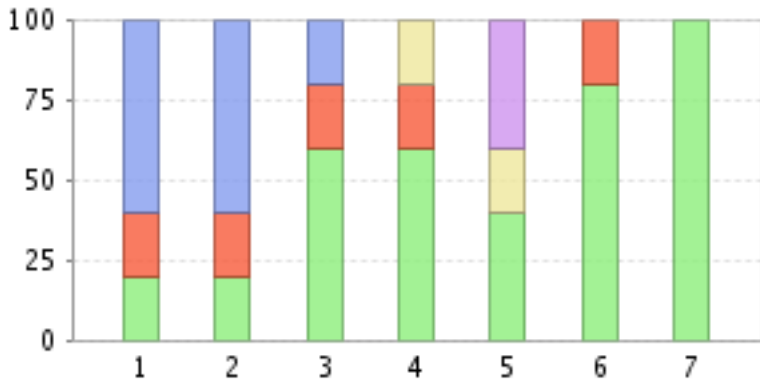
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).












	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	20% (1)	20% (1)	0% (0)	0% (0)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	3.8
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	20% (1)	20% (1)	0% (0)	0% (0)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	3.8
3 Remote/virtual lab exercises	60% (3)	20% (1)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	2.2
4 Asynchronous e-learning (web-based training) - page turning	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
5 Asynchronous e-learning (web-based training) - interactive	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	40% (2)	0% (0)	0% (0)	20% (1)	4.6
6 Electronic or printed self-study	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
7 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 5

82. Estimate the amount of development time required in person hours on average to UPDATE each HOUR of existing class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).









											Mean
		N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	
1	Instructor Led (ILT)	20% (1)	20% (1)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.4
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	20% (1)	20% (1)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.4
3	Remote/virtual lab exercises	60% (3)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
4	Asynchronous e-learning (web-based training) - page turning	60% (3)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.8
5	Asynchronous e-learning (web-based training) - interactive	40% (2)	0% (0)	0% (0)	20% (1)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.2
6	Electronic or printed self-study	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
7	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 5

83. How often on average do you update courses?



	1 - < 3 months	0% (0)		2 - 3-5 months	16.67% (1)
	3 - 6-9 months	16.67% (1)		4 - 10-14 months	50% (3)
	5 - 15-24 months	16.67% (1)		6 - > 24 months	0% (0)

Mean: 3.67

Response: 6

84. Approximately, what percentage of your total Education Services budget is allocated to curriculum design and course development?



1 - 0%	0% (0)	2 - 1-10%	0% (0)
3 - 11-20%	50% (3)	4 - 21-30%	33.33% (2)
5 - 31-40%	0% (0)	6 - 41-50%	0% (0)
7 - >50%	16.67% (1)		

Mean: 4
Response: 6

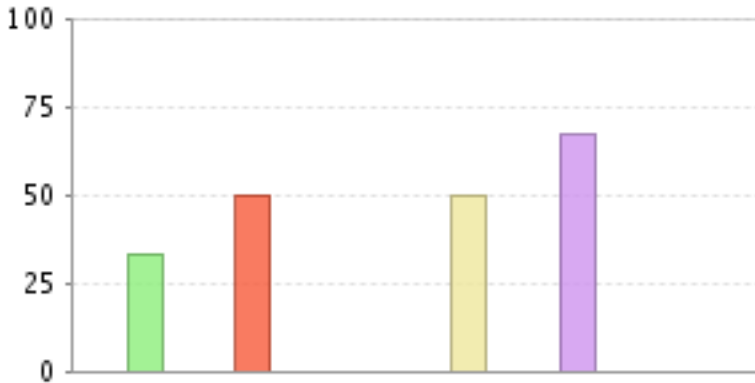
85. Who pays for any company equipment (software and/or hardware) needed for the development of your Education Services offerings?



1 - Business unit product development/engineering	0% (0)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	66.67% (4)
5 - Other	33.33% (2)		

Mean: 4.33
Response: 6

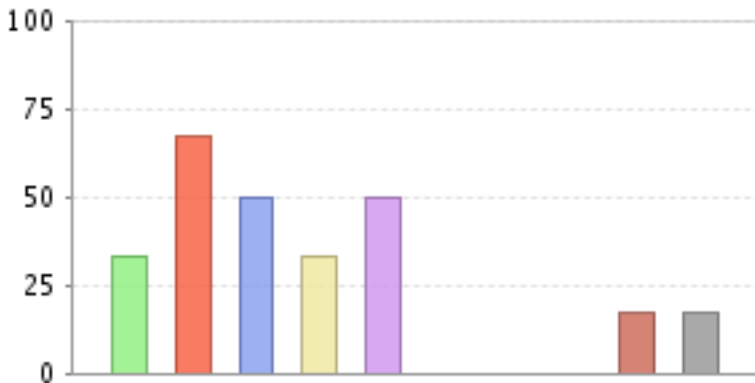
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	33.33% (2)	2 - Revenue	50% (3)
3 - Profit Margin	0% (0)	4 - Number of students trained	50% (3)
5 - Student/Customer satisfaction	66.67% (4)	6 - Other	0% (0)

Response: 6

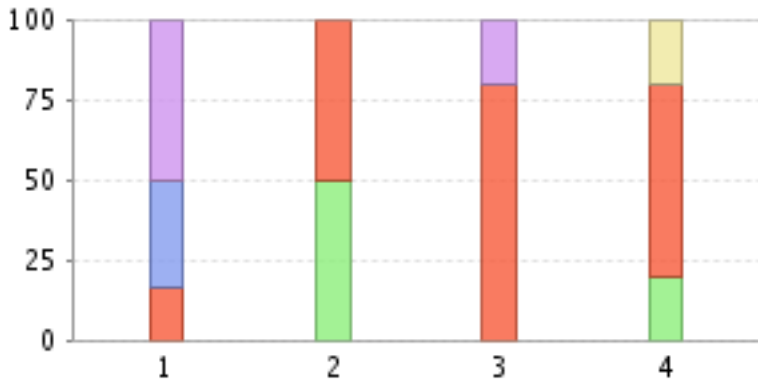
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	33.33% (2)	2 - Training Sales (lack of pipeline)	66.67% (4)
3 - Conflicting goals with other departments	50% (3)	4 - External economy	33.33% (2)
5 - Marketing training offerings	50% (3)	6 - Training/qualifying instructors	0% (0)
7 - Lack of (skilled) resources	0% (0)	8 - Availability of adequate facilities (classrooms, labs, and so on)	0% (0)
9 - Lack of working systems (LMS, Content Management System, software applications, and so on)	16.67% (1)	10 - Other	16.67% (1)

Response: 6

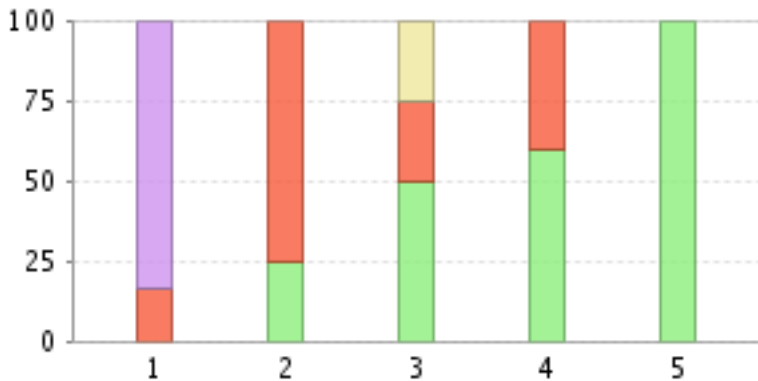
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	0% (0)	16.67% (1)	33.33% (2)	0% (0)	50% (3)	0% (0)	0% (0)	3.83
2 Central and South America	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
3 Europe, Middle East and Africa	0% (0)	80% (4)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	2.6
4 Asia/Pacific	20% (1)	60% (3)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	2.2

Response: 6

89. What percentage of your instructor-led training, both in-person and distance learning instructors, is delivered through the following personnel?



	0%	1-25%	26-50%	51-75%	76-99%	100%	Mean
1 Education Services Employees	0% (0)	16.67% (1)	0% (0)	0% (0)	83.33% (5)	0% (0)	4.5
2 Other company/internal staff	25% (1)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
3 Partners	50% (2)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	2
4 Contract instructors	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
5 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

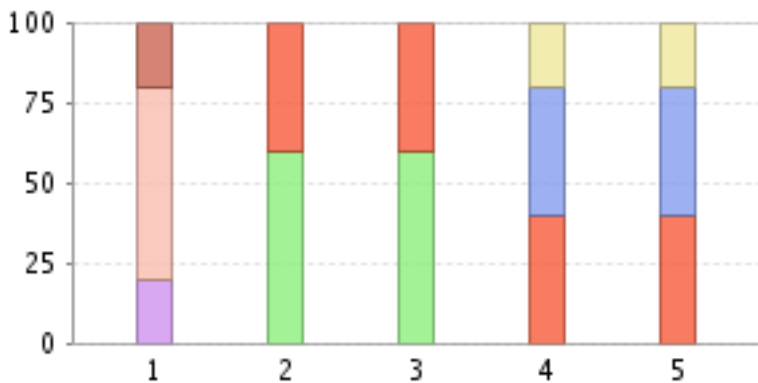
Response: 6

90. For your Education Services instructors, do you have a utilization target?



■ 1 - Yes 83.33% (5) ■ 2 - No 16.67% (1)
 Mean: 1.17
 Response: 6

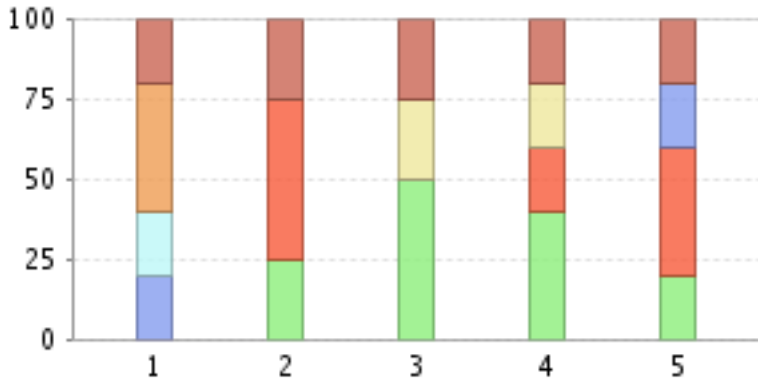
91. For the last fiscal year, what was the instructor utilization target?



	N/A	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%	Mean
1 Billable delivery	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	60% (3)	20% (1)	0% (0)	7.6
2 Billable custom development	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
3 Other billable	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
4 Non-billable preparation time, including travel for onsites	0% (0)	40% (2)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.8
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	0% (0)	40% (2)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.8

Response: 5

92. For the last fiscal year, what was the instructor utilization achievement?



	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%	Mean
1 Billable delivery	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	20% (1)	40% (2)	0% (0)	20% (1)	6.4
2 Billable custom development	25% (1)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	3.5
3 Other billable	50% (2)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	3.75
4 Non-billable preparation time including travel for onsites	40% (2)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	3.4
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	20% (1)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	3.4

Response: 5

93. On average, how many months does it take for newly hired instructors to begin training independently?



1 - 1 month or less	0% (0)	2 - 2 months	16.67% (1)
3 - 3 months	50% (3)	4 - 4-6 months	33.33% (2)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.17

Response: 6

94. On average, how many months does it take for newly hired instructors to start achieving utilization targets?



1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	16.67% (1)	4 - 4-6 months	33.33% (2)
5 - 7-12 months	33.33% (2)	6 - More than 12 months	16.67% (1)

Mean: 4.5

Response: 6

95. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?

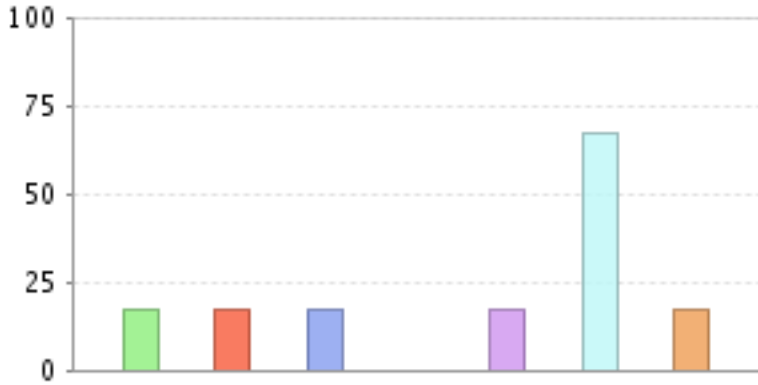


1 - <\$100K	0% (0)	2 - \$100K-\$150K	0% (0)
3 - \$150K-\$200K	0% (0)	4 - \$200K-\$250K	16.67% (1)
5 - \$250K-\$300K	16.67% (1)	6 - \$300K-\$400K	50% (3)
7 - >\$400K	16.67% (1)		

Mean: 5.67

Response: 6

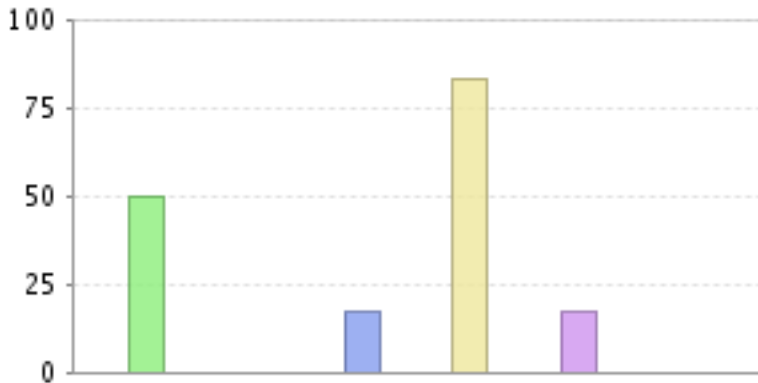
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	16.67% (1)	2 - iPad full-size	16.67% (1)
3 - iPad mini	16.67% (1)	4 - Kindle	0% (0)
5 - Windows tablet	16.67% (1)	6 - Not for tablets	66.67% (4)
7 - Other	16.67% (1)		

Response: 6

99. Of your current instructor-led (in-person) classes, in which classrooms are the majority delivered? Select no more than two.



1 - Company owned training facility	50% (3)	2 - Company-owned non-training facility	0% (0)
3 - Authorized Partner Education Center	16.67% (1)	4 - Customer Site	83.33% (5)
5 - Short-term rental facility	16.67% (1)	6 - Other	0% (0)

Response: 6

100. For the last fiscal year, what was the own classroom utilization target?



1 - <20%	16.67% (1)	2 - 21-30%	0% (0)
3 - 31-40%	50% (3)	4 - 41-50%	16.67% (1)
5 - 51-60%	0% (0)	6 - 61-70%	16.67% (1)
7 - >70%	0% (0)		

Mean: 3.33
Response: 6

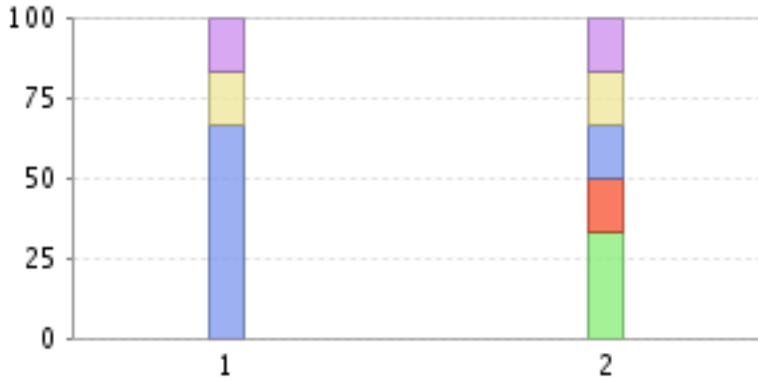
101. For the last fiscal year, what was the own classroom utilization achievement?



1 - <20%	16.67% (1)	2 - 21-30%	33.33% (2)
3 - 31-40%	33.33% (2)	4 - 41-50%	0% (0)
5 - 51-60%	0% (0)	6 - 61-70%	16.67% (1)
7 - >70%	0% (0)		

Mean: 2.83
Response: 6

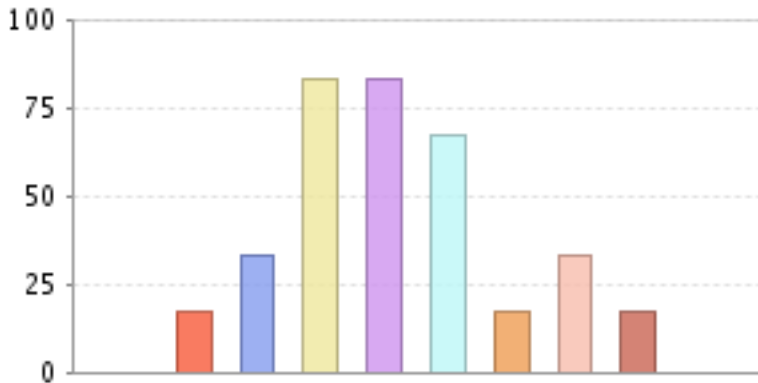
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	0% (0)	0% (0)	66.67% (4)	16.67% (1)	16.67% (1)	3.5
2 Virtual instructor-led	33.33% (2)	16.67% (1)	16.67% (1)	16.67% (1)	16.67% (1)	2.67

Response: 6

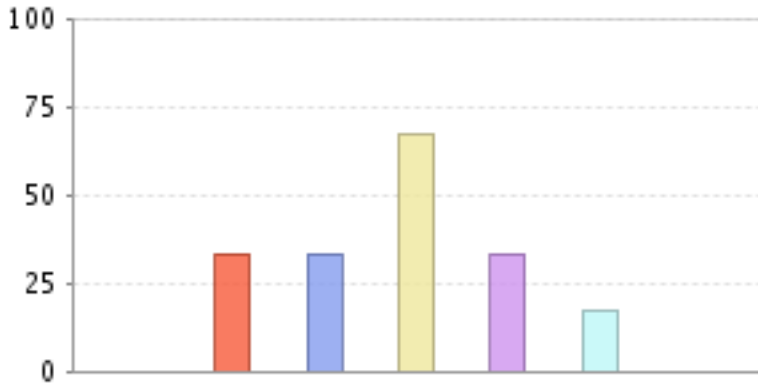
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



1 - Advertise with a discount for customers	0% (0)	2 - Offer free or discounted seats to partners	16.67% (1)
3 - Offer free seats for internal employees	33.33% (2)	4 - Cancel	83.33% (5)
5 - Try to rebook on other dates	83.33% (5)	6 - Give advance warning that the class is in jeopardy	66.67% (4)
7 - Offer alternative services	16.67% (1)	8 - Postpone the class to allow more students to enrol	33.33% (2)
9 - Move to a date when low enrollment is less of a problem	16.67% (1)	10 - Other	0% (0)

Response: 6

104. For your courses that require lab equipment, how do you manage access to the equipment?



1 - We don't have courses that require lab equipment	0% (0)	2 - In our own classrooms	33.33% (2)
3 - The equipment is shipped	33.33% (2)	4 - Remote access to our own equipment	66.67% (4)
5 - Virtualized equipment, by our own company	33.33% (2)	6 - Virtualized equipment, provided by a 3rd party vendor	16.67% (1)
7 - Other	0% (0)		

Response: 6

105. For the last fiscal year, what was the lab utilization target?



1 - N/A	40% (2)	2 - <20%	20% (1)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	0% (0)	6 - 51-60%	0% (0)
7 - 61-70%	40% (2)	8 - >70%	0% (0)

Mean: 3.6

Response: 5

106. For the last fiscal year, what was the lab utilization achievement?



1 - N/A	33.33% (2)	2 - <20%	16.67% (1)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	16.67% (1)	6 - 51-60%	0% (0)
7 - 61-70%	16.67% (1)	8 - >70%	16.67% (1)

Mean: 4

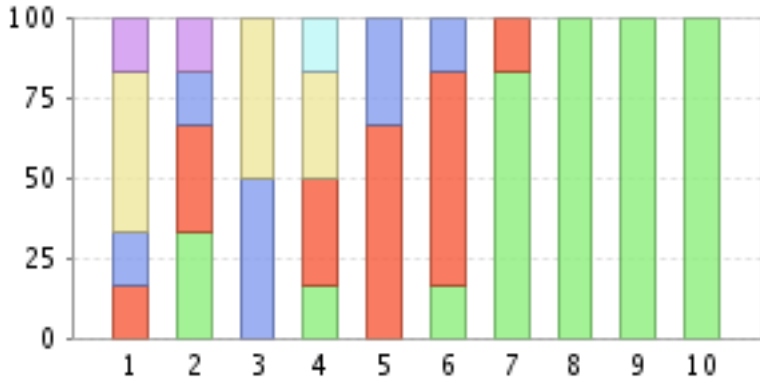
Response: 6

107. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

	Sales - Internal staff	Sales - Channels/ Partners	Technical Pre-sales - Internal Staff	Technical Pre-sales - Channels/ Partners	Post-sales - Internal Staff	Post-sales - Channels/ Partners	Customers and/or end users	Universities	Other
Average	333.33	250	500	66.67	76.67	0	8,633.33	666.67	0
Highest	1,000	500	1,500	200	200	0	12,500	2,000	0
Lowest	0	0	0	0	0	0	3,600	0	0
Standard deviation	577.35	250	866.03	115.47	107.86	0	4,563.26	1,154.7	0

Response: 3

108. For the most recent fiscal year what was the percentage you have delivered in the following delivery methods in comparison to the overall number of delivery hours?.



	None	1-10%	11-25%	26-50%	51-75%	76-95%	All (>95%)	Mean
1 Public live classroom training	0% (0)	16.67% (1)	16.67% (1)	50% (3)	16.67% (1)	0% (0)	0% (0)	3.67
2 Private (or dedicated) live classroom training	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	2.33
3 Onsite delivery (customer's location)	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	0% (0)	3.5
4 Public virtual classroom training	16.67% (1)	33.33% (2)	0% (0)	33.33% (2)	0% (0)	16.67% (1)	0% (0)	3.17
5 Private virtual classroom training	0% (0)	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
6 eLearning	16.67% (1)	66.67% (4)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
7 Mobile Learning (smartphones/tablets)	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Other self paced	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
10 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

109. What percentage of your classes are custom offerings (requires use of/portions of multiple existing courses) to address specific requests and needs?



1 - <20%	33.33% (2)	2 - 26-50%	66.67% (4)
3 - 51-75%	0% (0)	4 - >75%	0% (0)
5 - We do not provide	0% (0)		

Mean: 1.67

Response: 6

110. When delivering private training classes, what is the average backlog, or wait time, between when the onsite training is booked and the date it is delivered?



1 - 15 days or less	0% (0)	2 - 16-30 days	33.33% (2)
3 - 31-45 days	50% (3)	4 - 46-60 days	16.67% (1)
5 - more than 60 days	0% (0)		

Mean: 2.83

Response: 6

111. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?

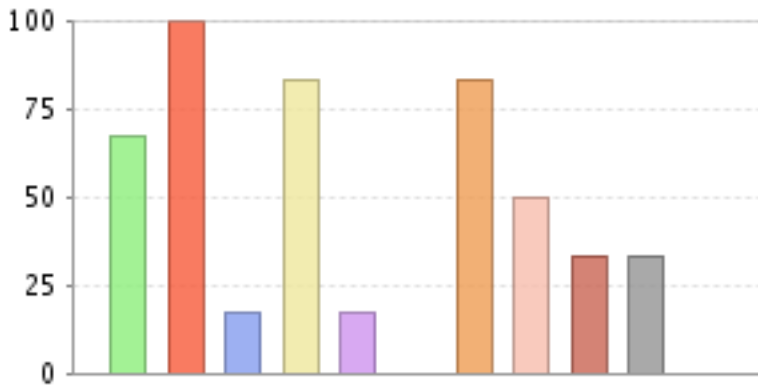


1 - 5 or less	50% (3)	2 - 6-10	33.33% (2)
3 - 11-15	16.67% (1)	4 - 16-19	0% (0)
5 - 20 or more	0% (0)		

Mean: 1.67

Response: 6

112. Which tools do you use in Education Services? Select all apply.



1 - Virtual Labs	66.67% (4)	2 - Virtual Classroom	100% (6)
3 - CRM to manage all customer and opportunities	16.67% (1)	4 - LMS	83.33% (5)
5 - LCMS (Learning Content Management System)	16.67% (1)	6 - Knowledge Management	0% (0)
7 - Scheduling/Utilization	83.33% (5)	8 - Certification Credentials	50% (3)
9 - Digital Rights Management	33.33% (2)	10 - Dashboard for KPI	33.33% (2)
11 - Other	0% (0)		

Response: 6

113. Approximately, what percentage of your expense budget is spent on these tools?



1 - <10%	66.67% (4)	2 - 11-20%	33.33% (2)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	0% (0)	6 - >50%	0% (0)

Mean: 1.33

Response: 6

114. Does Education Services has a formal course development partner program?



1 - Yes 0% (0) 2 - No 100% (6)
Mean: 2
Response: 6

115. What are the two main goals of your course development partner program?



1 - Completely outsourced development 0% (0) 2 - Add additional bandwidth 0% (0)
3 - Additional skills 0% (0) 4 - Provide translation/localization 0% (0)
5 - Other 0% (0)
Response: 0

116. Do you have a process for qualifying and or certifying your course development partners?

1 - Yes, formalized process and procedures 0% (0) 2 - Yes, but informal 0% (0)
3 - No, no process or procedure 0% (0)
Response: 0

117. Which of the following types of organizations/individuals do you allow to participate in the course development partner program? Select all that apply.



- | | | | |
|---|--------|---|--------|
| <input type="checkbox"/> 1 - Resellers/VARs | 0% (0) | <input type="checkbox"/> 2 - Distributors/VADs | 0% (0) |
| <input type="checkbox"/> 3 - Independent training organizations | 0% (0) | <input type="checkbox"/> 4 - Professional development companies | 0% (0) |
| <input type="checkbox"/> 5 - Individual contractors, translators or editors | 0% (0) | <input type="checkbox"/> 6 - Other | 0% (0) |

Response: 0

118. What percentage of your course offerings are developed by these?

- | | | | |
|-------------------------------------|--------|-------------------------------------|--------|
| <input type="checkbox"/> 1 - None | 0% (0) | <input type="checkbox"/> 2 - 1-10% | 0% (0) |
| <input type="checkbox"/> 3 - 11-20% | 0% (0) | <input type="checkbox"/> 4 - 21-30% | 0% (0) |
| <input type="checkbox"/> 5 - 31-40% | 0% (0) | <input type="checkbox"/> 6 - 41-50% | 0% (0) |
| <input type="checkbox"/> 7 - >50% | 0% (0) | | |

Response: 0

119. How many development partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	0	0	0	0	0
Highest	0	0	0	0	0
Lowest	0	0	0	0	0
Standard deviation	0	0	0	0	0

Response: 0

122. What is the role of the delivery partner?



1 - Delivery partner acts as additional delivery resource, invisible to customer

75% (3)

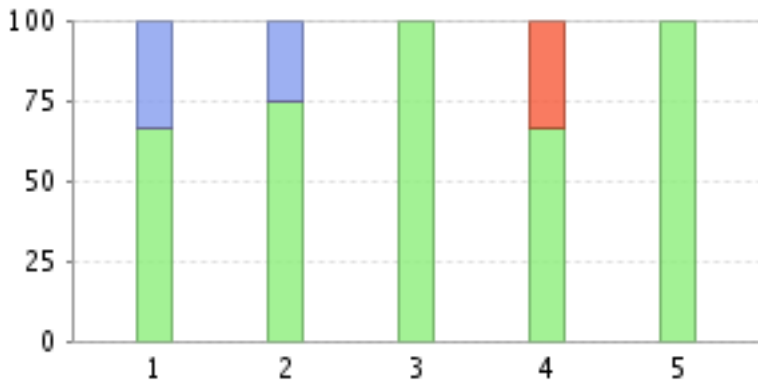
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

25% (1)

Mean: 1.25

Response: 4

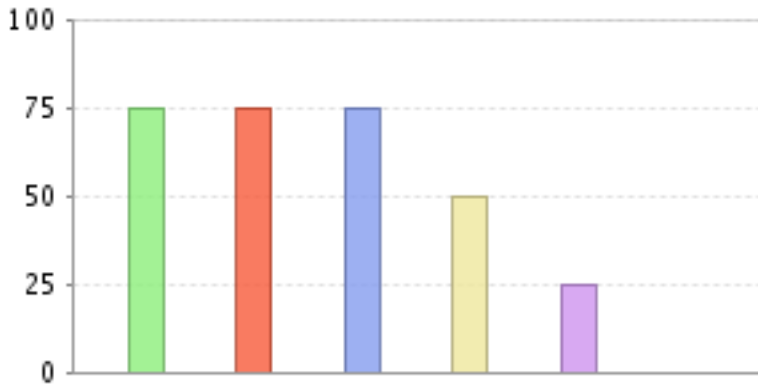
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	66.67% (2)	0% (0)	33.33% (1)	0% (0)	1.67
2 North America	75% (3)	0% (0)	25% (1)	0% (0)	1.5
3 Central and South America	100% (3)	0% (0)	0% (0)	0% (0)	1
4 Europe, Middle East and Africa	66.67% (2)	33.33% (1)	0% (0)	0% (0)	1.33
5 Asia/Pacific	100% (3)	0% (0)	0% (0)	0% (0)	1

Response: 4

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



1 - Resellers/VARs	75% (3)	2 - Distributors/VADs	75% (3)
3 - Independent training organizations	75% (3)	4 - Services/Implementation Partners	50% (2)
5 - Individual contractors	25% (1)	6 - Other	0% (0)

Response: 4

125. How many delivery partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	21.75	36.5	1.25	12.5	4
Highest	71	130	4	36	15
Lowest	0	0	0	0	0
Standard deviation	33.21	62.79	1.89	16.34	7.35

Response: 4

126. For classroom delivery with labs, how does the partner access labs?



1 - Delivery partner teaches with labs provided by you	25% (1)	2 - Delivery partner owns labs	75% (3)
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Mean: 1.75

Response: 4

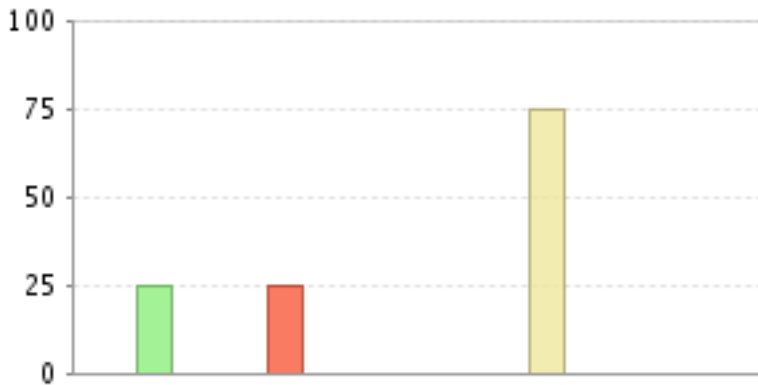
127. How does the partner set up the labs?



1 - Delivery partner purchases equipment or access from you 50% (2)
 2 - Delivery partner manages lab on its own expense 50% (2)

Mean: 1.5
Response: 4

128. Which of the following does your delivery partner business model include? Select all that apply.



1 - Pay per use of the instructor 25% (1)
 2 - Recurring fixed fee licensing 25% (1)

3 - Per seat revenue sharing 0% (0)
 4 - Training kit/unit based materials fee 75% (3)

5 - Other 0% (0)

Response: 4

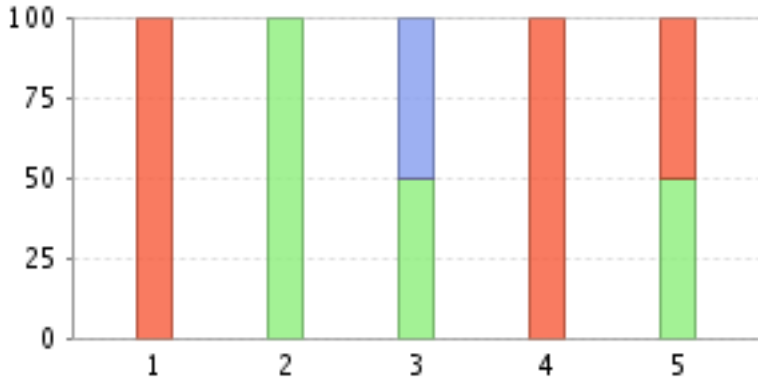
129. Do you have a revenue target for your delivery partners?



1 - Yes 25% (1)
 2 - No 75% (3)

Mean: 1.75
Response: 4

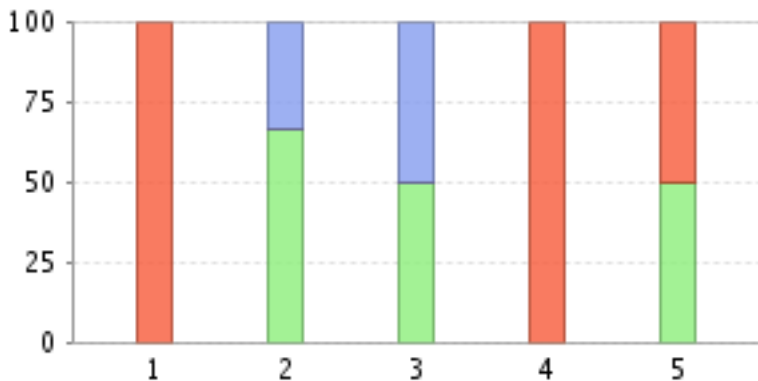
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
3 Central and South America	0%	0%	50% (1)	0%	0%	0%	0%	0%	0%	0%	0%	2
4 Europe, Middle East and Africa	0%	100% (2)	0%	0%	0%	0%	0%	0%	0%	0%	0%	2
5 Asia/Pacific	0%	50% (1)	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.5

Response: 3

131. For the most recent fiscal year, what was the percentage of students trained through your delivery partners? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	66.67% (2)	0% (0)	33.33% (1)	0%	0%	0%	0%	0%	0%	0%	0%	1.67
3 Central and South America	0%	0%	50% (1)	0%	0%	0%	0%	0%	0%	0%	0%	2
4 Europe, Middle East and Africa	0%	100% (2)	0%	0%	0%	0%	0%	0%	0%	0%	0%	2
5 Asia/Pacific	0%	50% (1)	0%	0%	0%	0%	0%	0%	0%	0%	0%	1.5

Response: 3

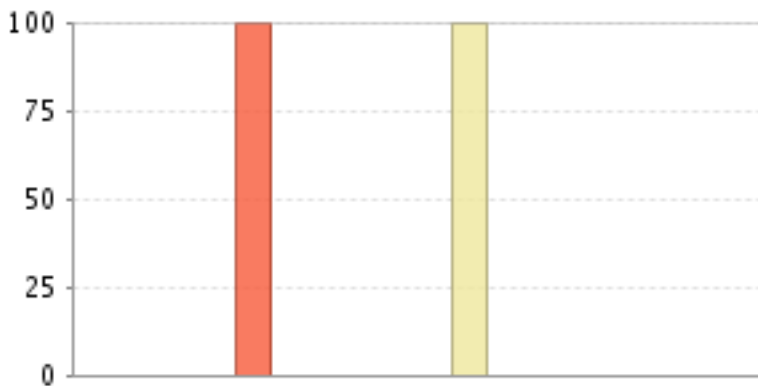
135. Do you have a formal academic partner program?



■ 1 - Yes 16.67% (1)
 ■ 2 - No 83.33% (5)

Mean: 1.83
Response: 6

136. What are the two main goals of your academic partner program?



■ 1 - Extend/expand the reach of Education Services	0% (0)	■ 2 - Establish brand/technical mindshare for future customers and users	100% (1)
■ 3 - Supporting school-to-work programs	0% (0)	■ 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	100% (1)
■ 5 - Provide local language training	0% (0)	■ 6 - Other	0% (0)

Response: 1

137. Does Education Services assist with integrating course content into existing academic curricula?



■ 1 - Yes 100% (1)
 ■ 2 - No 0% (0)

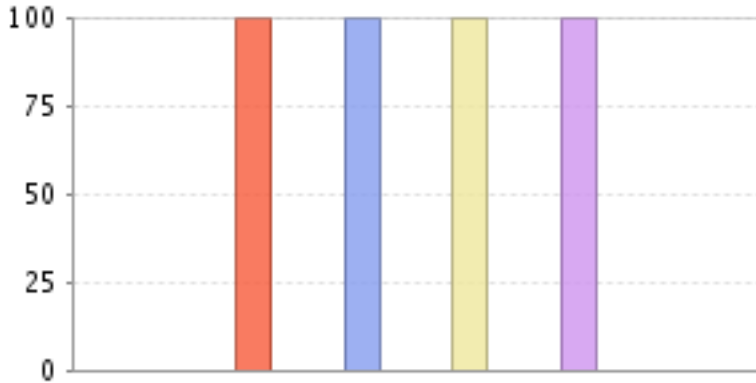
Mean: 1
Response: 1

138. How many academic partners do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	11	6	1	2	2
Highest	11	6	1	2	2
Lowest	11	6	1	2	2
Standard deviation	0	0	0	0	0

Response: 1

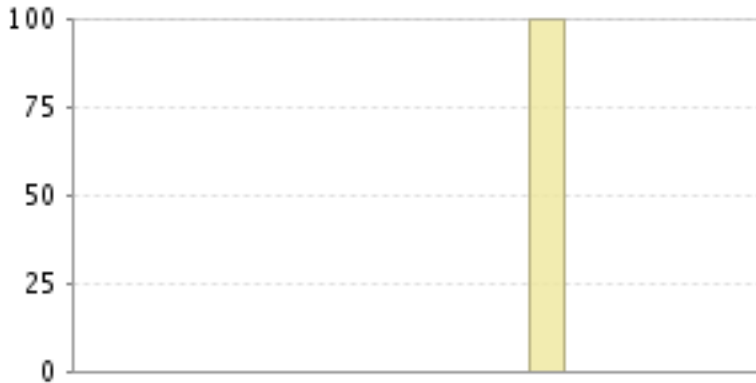
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



<input type="checkbox"/> 1 - Secondary schools	0% (0)	<input checked="" type="checkbox"/> 2 - Vocational/Technical Schools	100% (1)
<input checked="" type="checkbox"/> 3 - Associates' programs/2 year colleges or certificates	100% (1)	<input checked="" type="checkbox"/> 4 - Bachelors' programs/4 year colleges and universities	100% (1)
<input checked="" type="checkbox"/> 5 - Graduate programs/universities	100% (1)	<input type="checkbox"/> 6 - Other	0% (0)

Response: 1

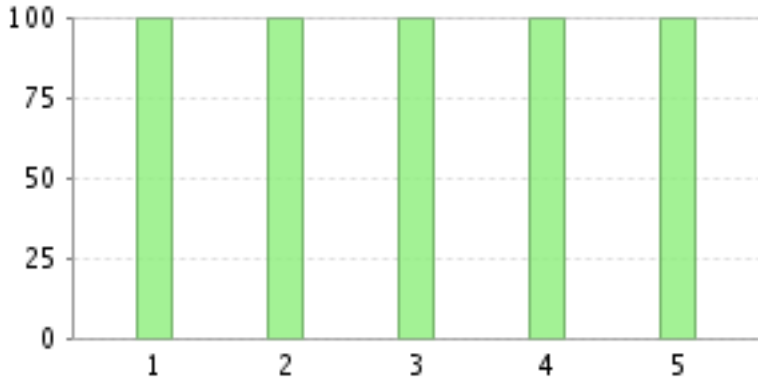
140. What is your academic partner business model? Select all that apply.



<input type="checkbox"/> 1 - Recurring fixed fee licensing	0% (0)	<input type="checkbox"/> 2 - Per seat revenue sharing	0% (0)
<input type="checkbox"/> 3 - Training kit/unit based materials fee	0% (0)	<input checked="" type="checkbox"/> 4 - Corporate-provided budget	100% (1)
<input type="checkbox"/> 5 - Other	0% (0)		

Response: 1

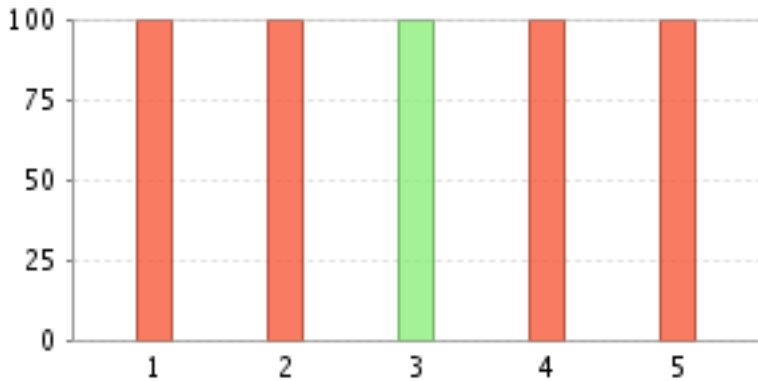
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2 North America	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
3 Central and South America	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Europe, Middle East and Africa	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 Asia/Pacific	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 1

142. For the most recent fiscal year, what was the percentage of students trained through your academic partners? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South America	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Europe, Middle East and Africa	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 1

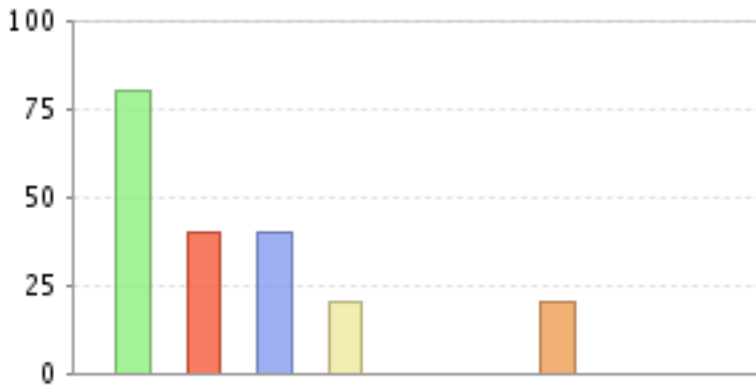
145. Does your company offer a professional certification program on your products and technology?



1 - Yes, for all of our products	16.67% (1)	2 - Yes, for some of our products	66.67% (4)
3 - No, we don't offer any certification programs	16.67% (1)		

Mean: 2
Response: 6

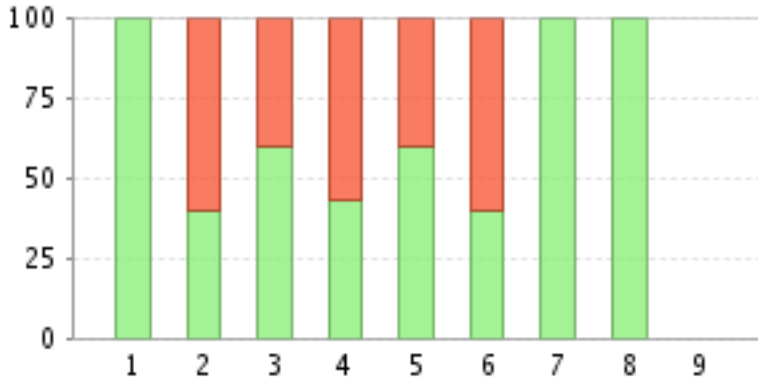
146. What are the two main goals for your certification programs?



1 - Validate partner skills	80% (4)	2 - Promoting brand recognition in the industry	40% (2)
3 - Creating loyalty in our partner community and customer base	40% (2)	4 - Establishing advocacy in the technical community	20% (1)
5 - Creating a social network of support in the technical community	0% (0)	6 - Revenue Generation	0% (0)
7 - Ensure customer satisfaction	20% (1)	8 - Enhance our product's value	0% (0)
9 - Other	0% (0)		

Response: 5

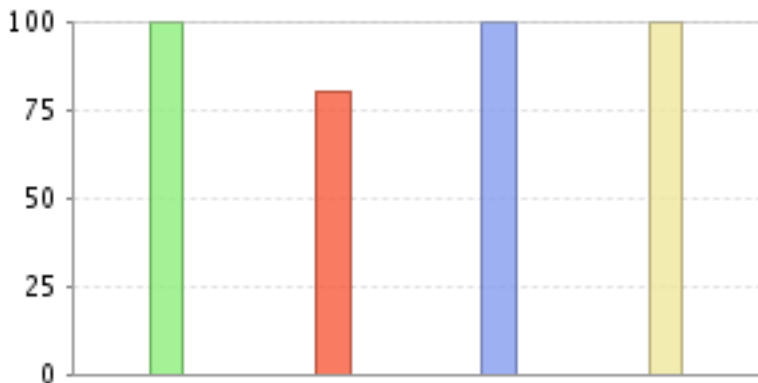
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	100% (2)	0% (0)
2 Sales - Channels/Partners	40% (2)	60% (3)
3 Presales – Internal Staff/Engineers	60% (3)	40% (2)
4 Presales – Channel/Partners	42.86% (3)	57.14% (4)
5 Post-sales – Internal Service Staff	60% (3)	40% (2)
6 Post-sales – Channels/Partners	40% (2)	60% (3)
7 Customers/end users	100% (5)	0% (0)
8 Students (academic)	100% (1)	0% (0)
9 Other	0% (0)	0% (0)

Response: 5

148. In which of the following regions do you deliver your certification exams? Select all that apply.



1 - North America	100% (5)	2 - Central and South America	80% (4)
3 - Europe, Middle East and Africa	100% (5)	4 - Asia/Pacific	100% (5)

Response: 5

149. How many certification tiers (levels) do most of your programs offer?



1 - 1	20% (1)	2 - 2	60% (3)
3 - 3	20% (1)	4 - 4	0% (0)
5 - 5 or more	0% (0)	6 - It varies	0% (0)

Mean: 2

Response: 5

150. Are your tiers progressive (that is, you must achieve one level to progress to the next)?



1 - Yes, for all tiers	75% (3)	2 - Yes, but only for some tiers	0% (0)
3 - No, you can go directly to the top tier or any point in-between	25% (1)		

Mean: 1.5

Response: 4

151. For how long are your certifications valid before requiring a renewal?



1 - Must re-certify annually	0% (0)	2 - 2 Years	40% (2)
3 - 3-4 years	0% (0)	4 - 5 years or more	0% (0)
5 - Certifications never expire	40% (2)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	20% (1)	8 - Other	0% (0)

Mean: 4.2

Response: 5

152. For how many years have you offered a certification program?

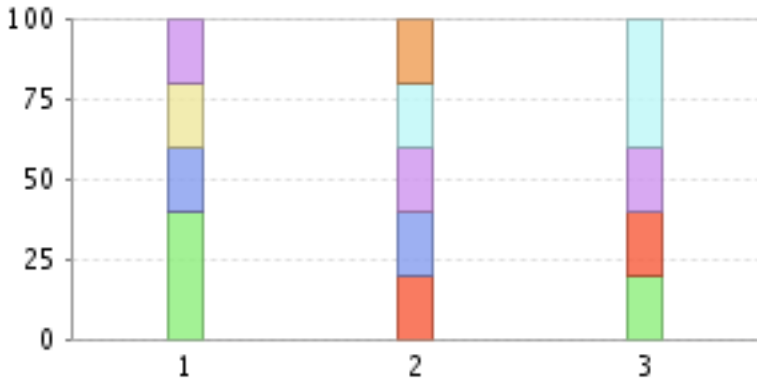


1 - Less than a year	0% (0)	2 - 1-2 years	0% (0)
3 - 2-3 years	40% (2)	4 - 3-4 years	40% (2)
5 - 4-5 years	20% (1)	6 - 5-9 years	0% (0)
7 - 10 years or more	0% (0)		

Mean: 3.8

Response: 5

153. How many certifications:



	1<100	101-200	201-500	501-1,000	1,001-2,000	2,001-5,000	5,001-10,000	10,001-50,000	50,001-100,000	>100,000	Mean
1 Were issued in the last business year?	40% (2)	0% (0)	20% (1)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.8
2 Were issued since start of the certification program?	0% (0)	20% (1)	20% (1)	0% (0)	20% (1)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	4.6
3 Are valid currently?	20% (1)	20% (1)	0% (0)	0% (0)	20% (1)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	4

Response: 5

154. How many total individuals do you have certified at the present?

Average	1,633.67
Highest	2,500
Lowest	101
Standard deviation	1,331.09

Response: 3

155. Does your certification program include Performance-Based Testing?



1 - Yes, it's live	40% (2)	2 - No, but we're developing it	20% (1)
3 - No, we have no plans	40% (2)		

Mean: 2

Response: 5

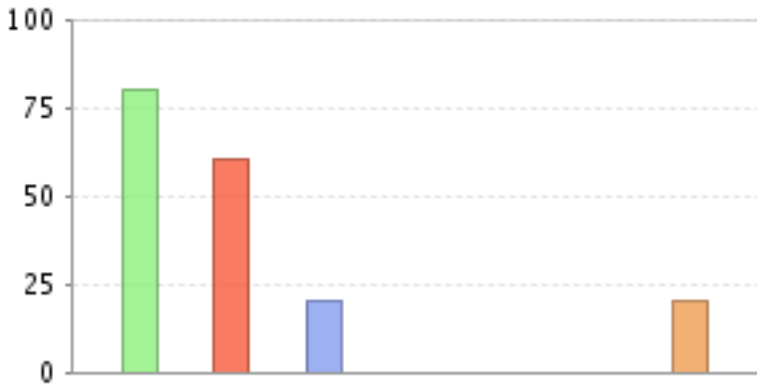
156. Does your certification program include a recommended formalized course of study?



<input type="checkbox"/> 1 - Yes, certain training is required	0% (0)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	100% (5)
<input type="checkbox"/> 3 - No	0% (0)		

Mean: 2
Response: 5

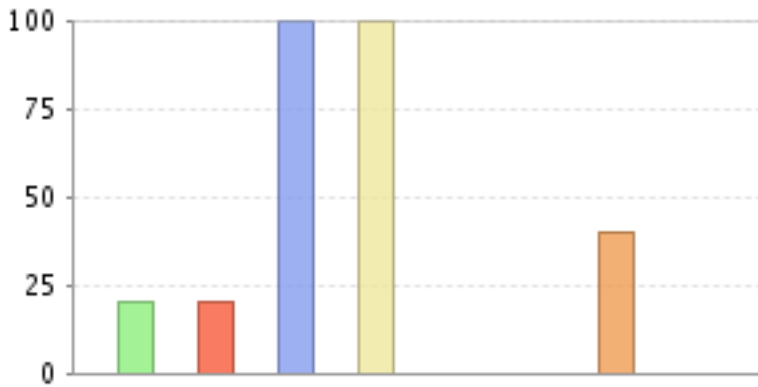
157. In what form is the preparatory study/training distributed? Select all that apply.



<input type="checkbox"/> 1 - Vendor prepared, authorized instructor led training	80% (4)	<input type="checkbox"/> 2 - Vendor prepared e-learning	60% (3)
<input type="checkbox"/> 3 - Vendor prepared self-study materials	20% (1)	<input type="checkbox"/> 4 - Third party prepared and delivered instructor led training and/or e-learning	0% (0)
<input type="checkbox"/> 5 - Commercially available study/reading materials	0% (0)	<input type="checkbox"/> 6 - Publically available academic programs	0% (0)
<input type="checkbox"/> 7 - Other	20% (1)		

Response: 5

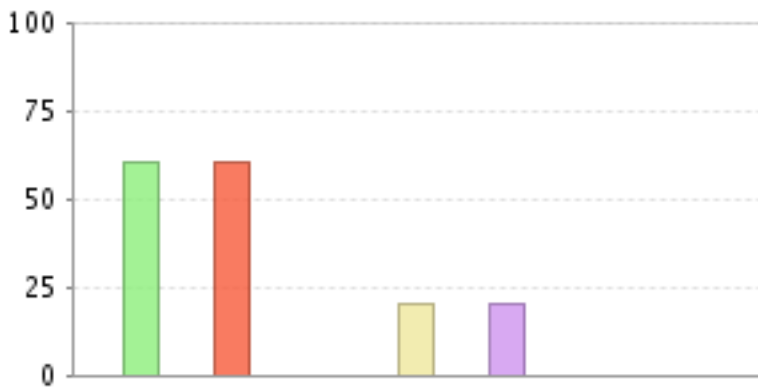
158. Who participates in the development of your certification exams? Select all that apply.



1 - Individuals with pre-existing certification	20% (1)	2 - Industry recognized technical experts	20% (1)
3 - Education Services staff	100% (5)	4 - Other company staff	100% (5)
5 - Partner staff	0% (0)	6 - Customers/end users	0% (0)
7 - Professional consultants and/or organizations	40% (2)	8 - Other	0% (0)

Response: 5

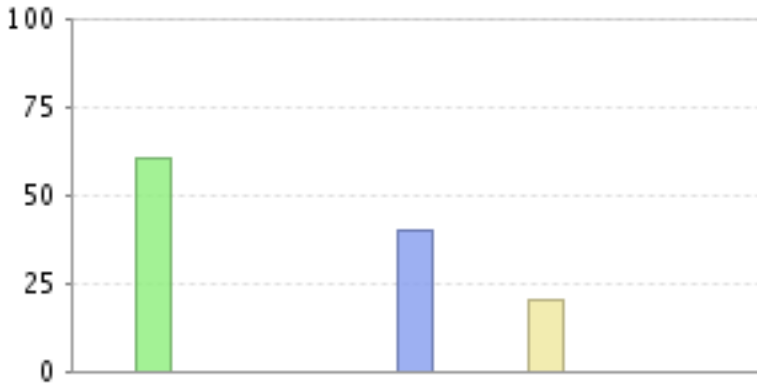
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	60% (3)	2 - Proctored computer-based exam(s)	60% (3)
3 - Un-proctored computer-based exam(s)	0% (0)	4 - Proctored Online/web delivered computer-based exam(s)	20% (1)
5 - Unproctored Online/web delivered computer-based exam(s)	20% (1)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	0% (0)		

Response: 5

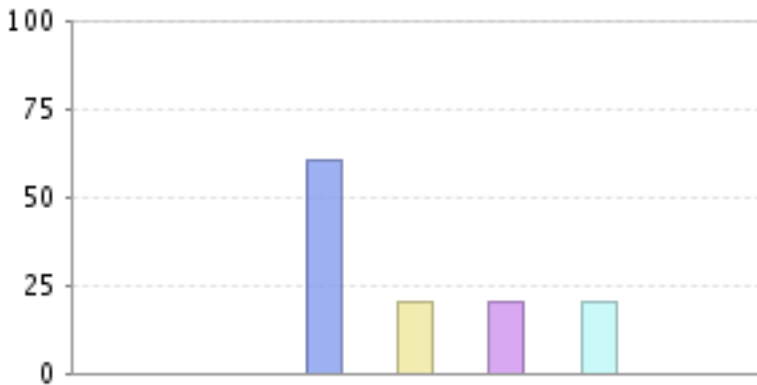
160. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	60% (3)	2 - Authorized Training Partner training and testing centers	0% (0)
3 - Third party training and testing centers	40% (2)	4 - Electronically, over the web	20% (1)
5 - Other	0% (0)		

Response: 5

161. When a candidate fails an exam, which of the following do you offer if requested? Select all that apply.



1 - Follow up consulting (including retake assistance)	0% (0)	2 - Details of the items that were correct or incorrect	0% (0)
3 - Additional training or certification prep materials	60% (3)	4 - Discounted or free retake voucher	20% (1)
5 - Rescoring of exam	20% (1)	6 - None of the above	20% (1)
7 - Other	0% (0)		

Response: 5

162. Do you have a test security and fraud prevention program in place?



1 - Yes, a formal program	20% (1)	2 - Yes, but it is informal	40% (2)
3 - No	40% (2)		

Mean: 2.2
Response: 5

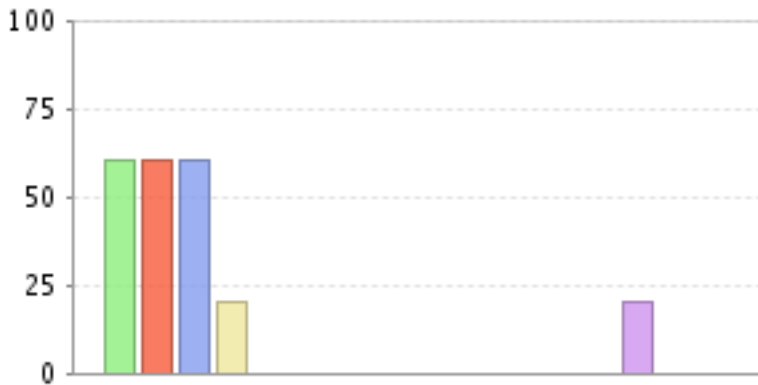
163. How many FTE equivalent employees in your organization perform certification-related activities?



1 - 1	20% (1)	2 - 2-3	80% (4)
3 - 4-5	0% (0)	4 - 6-10	0% (0)
5 - 11-20	0% (0)	6 - 21-40	0% (0)
7 - >40	0% (0)		

Mean: 1.8
Response: 5

164. Which of the following benefits do your certified individuals receive? Select all that apply.



1 - Logos	60% (3)	2 - Hard copy (paper) certificates	60% (3)
3 - Soft copy (electronic) certificates	60% (3)	4 - Letters of recognition	20% (1)
5 - Branded Merchandise (shirts, hats, and so on)	0% (0)	6 - Online store for branded merchandise	0% (0)
7 - Early access to new product information	0% (0)	8 - Access to organization subject matter experts	0% (0)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	0% (0)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	0% (0)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	20% (1)	16 - Free training when products they are certified on are updated	0% (0)
17 - Other	0% (0)		

Response: 5

165. Do you sponsor an online community for company-certified individuals?



1 - Yes	20% (1)	2 - No	80% (4)
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Mean: 1.8

Response: 5

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