

Company Revenue > \$1B (16)

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% (16)	2 - EMEA (Europe, Middle East and Africa)	87.5% (14)
3 - APAC (Asia Pacific, including China)	87.5% (14)		

Response: 16

2. What is your company's core business?

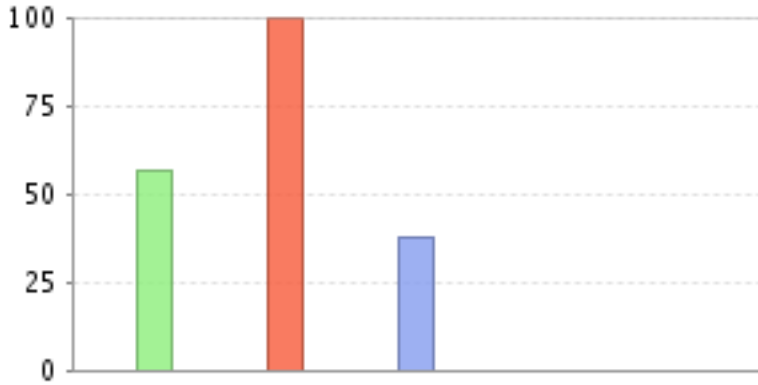


1 - Software - ERP	6.25% (1)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	31.25% (5)	4 - Software - Business Intelligence	0% (0)
5 - Software - Software as a Service	12.5% (2)	6 - Hardware - PC/Server maintenance	0% (0)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	25% (4)
9 - Hardware - Telecommunications	6.25% (1)	10 - Biosciences	0% (0)
11 - Other	18.75% (3)		

Mean: 6.25

Response: 16

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



1 - Hardware	56.25% (9)	2 - Software	100% (16)
3 - Software as a Service (SaaS)	37.5% (6)	4 - Biosciences	0% (0)
5 - Other	0% (0)		

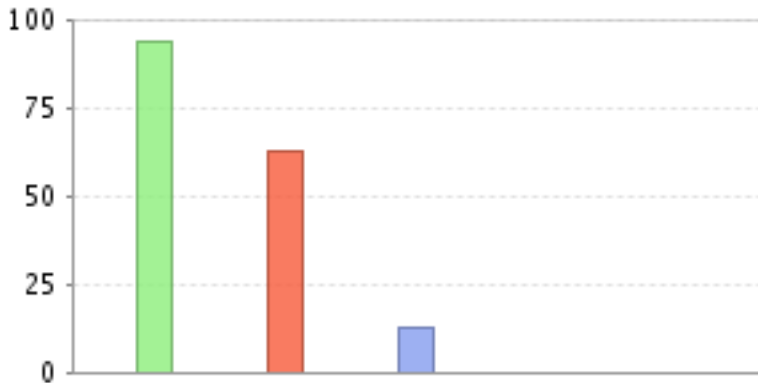
Response: 16

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	47.58%	7.25%	25.25%	19.92%
Highest	70%	44%	40%	40%
Lowest	30%	0%	0%	5%
Standard deviation	9.99	12.23	10.68	8.89

Response: 12

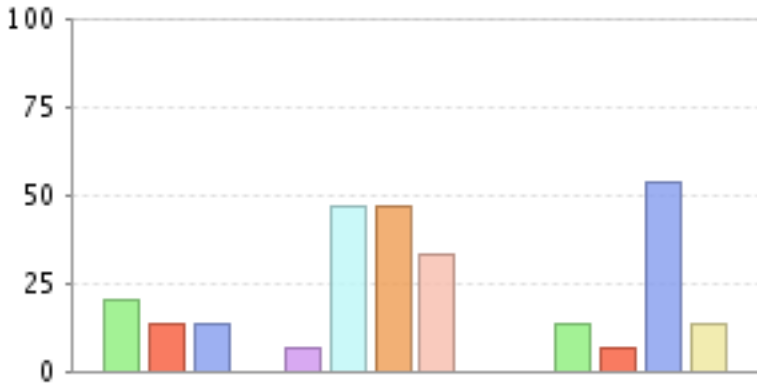
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	93.75% (15)	2 - Small and medium enterprise	62.5% (10)
3 - Home office	12.5% (2)	4 - Consumer	0% (0)
5 - Other	0% (0)		

Response: 16

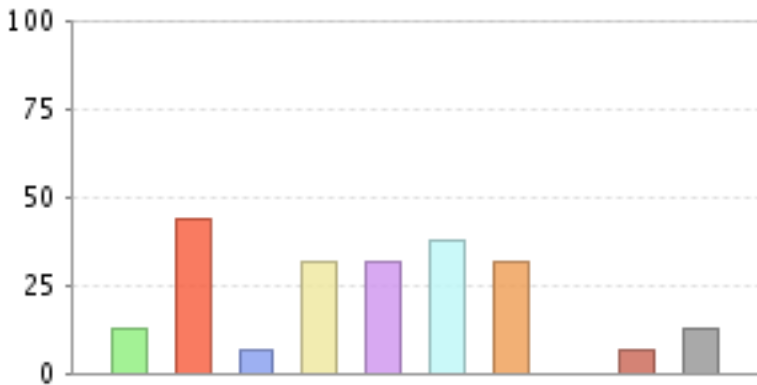
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	20% (3)	2 - Banking	13.33% (2)
3 - Education	13.33% (2)	4 - Energy	0% (0)
5 - Entertainment	6.67% (1)	6 - Finance	46.67% (7)
7 - Government	46.67% (7)	8 - Healthcare	33.33% (5)
9 - Insurance	0% (0)	10 - Logistics	0% (0)
11 - Manufacturing	13.33% (2)	12 - Retail	6.67% (1)
13 - Telecommunications	53.33% (8)	14 - Other	13.33% (2)

Response: 15

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



1 - Desktop Hardware and Software	12.5% (2)	2 - Networking and Telecommunications	43.75% (7)
3 - Office Products	6.25% (1)	4 - Computing Hardware	31.25% (5)
5 - Storage Hardware and Software	31.25% (5)	6 - Enterprise Application Software	37.5% (6)
7 - Infrastructure Software	31.25% (5)	8 - Industrial Automation	0% (0)
9 - Medical Technology	6.25% (1)	10 - Other	12.5% (2)

Response: 16

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	0% (0)	4 - More than \$1B and less than \$3B	50% (8)
5 - More than \$3B and less than \$10B	18.75% (3)	6 - More than \$10B and less than \$25B	12.5% (2)
7 - \$25B or more	18.75% (3)		

Mean: 5

Response: 16

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%	15.38% (2)	2 - 11-20%	23.08% (3)
3 - 21-30%	38.46% (5)	4 - 31-40%	15.38% (2)
5 - 41-50%	7.69% (1)	6 - >50%	0% (0)

Mean: 2.77

Response: 13

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



1 - 100 or less	0% (0)	2 - 101-1000	6.25% (1)
3 - 1001-5000	25% (4)	4 - 5001-10000	18.75% (3)
5 - 10001-50000	25% (4)	6 - More than 50000	25% (4)

Mean: 4.38

Response: 16

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



1 - 10 or less	6.67% (1)	2 - 11-20	6.67% (1)
3 - 21-50	26.67% (4)	4 - 51-100	0% (0)
5 - 101-200	20% (3)	6 - 201-300	26.67% (4)
7 - More than 300	13.33% (2)		

Mean: 4.53

Response: 15

**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.)**

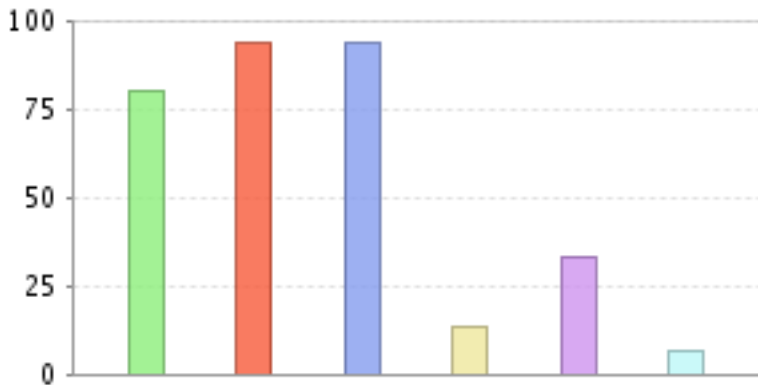


1 - It still isn't	0% (0)	2 - Less than 3 years	6.67% (1)
3 - 3-5 years	0% (0)	4 - 6-10 years	26.67% (4)
5 - More than 10 years	66.67% (10)		

Mean: 4.53

Response: 15

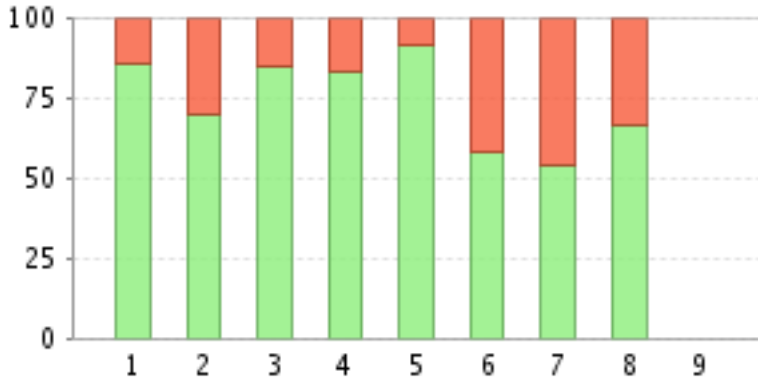
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	80% (12)	2 - Provide product training to product channel partners	93.33% (14)
3 - Provide product training to customers	93.33% (14)	4 - Provide non-product training to employees (for example, softskills, management)	13.33% (2)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	33.33% (5)	6 - Other	6.67% (1)

Response: 15

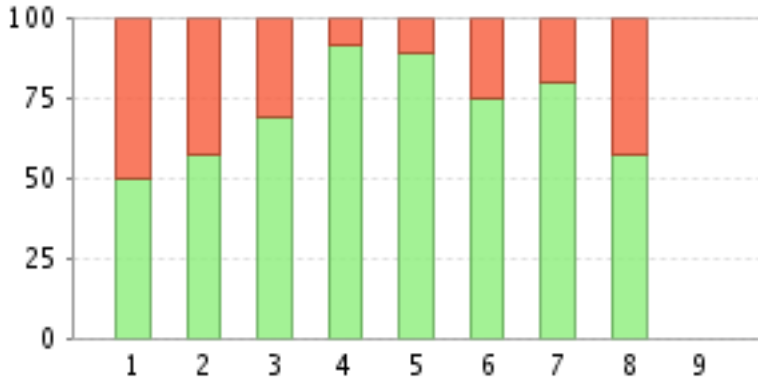
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	85.71% (6)	14.29% (1)
2 Sales - Channels/Partners	70% (7)	30% (3)
3 Technical Pre-sales - Internal staff	84.62% (11)	15.38% (2)
4 Technical Pre-sales - Channels/Partners	83.33% (10)	16.67% (2)
5 Post-sales - Internal Staff	90.91% (10)	9.09% (1)
6 Post-sales - Channels/Partners	57.89% (11)	42.11% (8)
7 Customers and/or end users	54.17% (13)	45.83% (11)
8 Universities	66.67% (6)	33.33% (3)
9 Other	0% (0)	0% (0)

Response: 15

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	50% (9)	50% (9)
2 Meeting an education profit margin target	57.14% (8)	42.86% (6)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	69.23% (9)	30.77% (4)
4 Accelerating product adoption (eg by providing training for key products earlier)	90.91% (10)	9.09% (1)
5 Reducing support liability (eg reduced support calls)	88.89% (8)	11.11% (1)
6 Achieve Partner enablement (eg certain number of trained channel partners)	75% (9)	25% (3)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	80% (8)	20% (2)
8 Driving product business (eg product sales target)	57.14% (4)	42.86% (3)
9 Other	0% (0)	0% (0)

Response: 15

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



1 - Only a single team	26.67% (4)	2 - Different education teams for different product businesses	6.67% (1)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	40% (6)	4 - Different education teams for other reasons	26.67% (4)
5 - Other	0% (0)		

Mean: 2.67

Response: 15

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

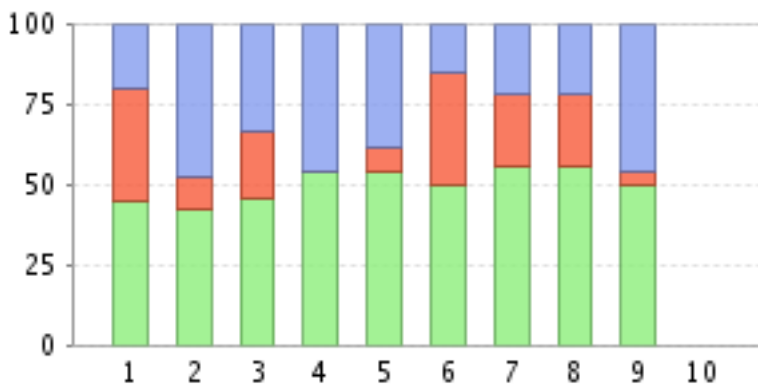


1 - Sales	20% (3)	2 - Marketing	6.67% (1)
3 - Services (including Consulting)	46.67% (7)	4 - Human Resources	13.33% (2)
5 - Engineering	0% (0)	6 - Operations	6.67% (1)
7 - Directly to the CEO	0% (0)	8 - Other	6.67% (1)

Mean: 3.2

Response: 15

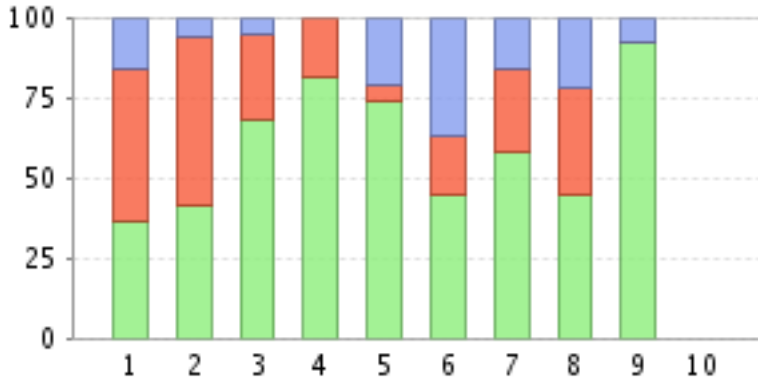
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	<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	45% (9)	35% (7)	20% (4)
2 Training Marketing	42.11% (8)	10.53% (2)	47.37% (9)
3 Training Operations and Admin Processes	45.83% (11)	20.83% (5)	33.33% (8)
4 Training Technology Infrastructure (for example, LMS)	54.17% (13)	0% (0)	45.83% (11)
5 Curriculum Design and Courseware Development	53.85% (14)	7.69% (2)	38.46% (10)
6 Course Delivery and Distribution	50% (13)	34.62% (9)	15.38% (4)
7 Training Partner Programs	55.56% (10)	22.22% (4)	22.22% (4)
8 User Adoption/End User Consulting Services	55.56% (5)	22.22% (2)	22.22% (2)
9 Certification Programs	50% (12)	4.17% (1)	45.83% (11)
10 Other	0% (0)	0% (0)	0% (0)

Response: 15

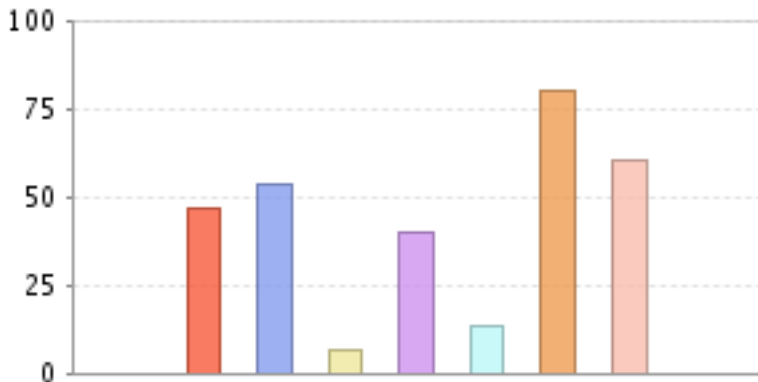
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	36.84% (7)	47.37% (9)	15.79% (3)
2 Training Marketing	41.18% (7)	52.94% (9)	5.88% (1)
3 Training Technology Infrastructure (for example, LMS)	68.42% (13)	26.32% (5)	5.26% (1)
4 Training Operations and Admin Processes	81.25% (13)	18.75% (3)	0% (0)
5 Curriculum Design and Courseware Development	73.68% (14)	5.26% (1)	21.05% (4)
6 Course Delivery and Distribution	44.44% (12)	18.52% (5)	37.04% (10)
7 Training Partner Programs	57.89% (11)	26.32% (5)	15.79% (3)
8 User Adoption/End User Consulting Services	44.44% (4)	33.33% (3)	22.22% (2)
9 Certification Programs	92.31% (12)	0% (0)	7.69% (1)
10 Other	0% (0)	0% (0)	0% (0)

Response: 15

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	0% (0)	2 - R&D/Engineering	46.67% (7)
3 - Product Management/Marketing	53.33% (8)	4 - Business Operations	6.67% (1)
5 - Sales	40% (6)	6 - Corporate Marketing	13.33% (2)
7 - Professional Services	80% (12)	8 - Technical Support	60% (9)
9 - Other	0% (0)		

Response: 15

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)	53.33% (8)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	13.33% (2)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	26.67% (4)	4 - A hybrid depending upon the education business unit	6.67% (1)
5 - Other	0% (0)		

Mean: 1.87

Response: 15

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

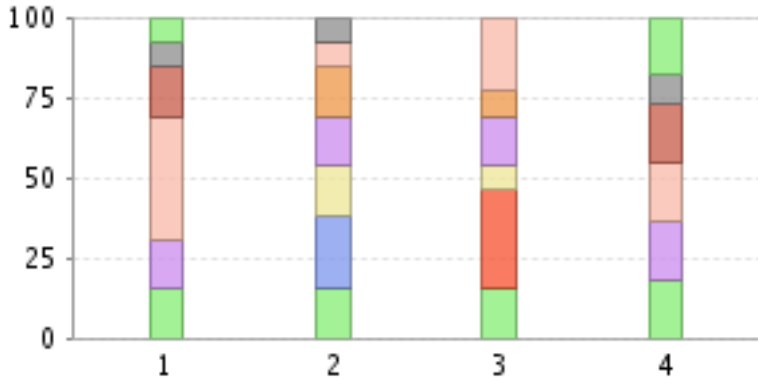


1 - No change	78.57% (11)	2 - From Profit Center to Cost Center	14.29% (2)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	7.14% (1)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1.36

Response: 14

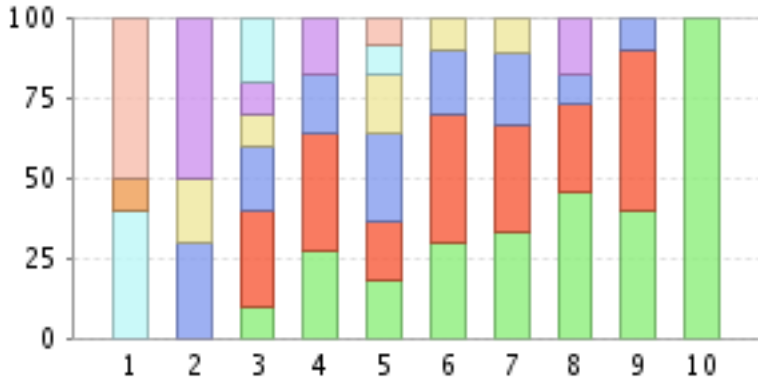
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	15.38% (2)	0% (0)	0% (0)	0% (0)	15.38% (2)	0% (0)	0% (0)	38.46% (5)	15.38% (2)	7.69% (1)	7.69% (1)	7
2 VILT	15.38% (2)	0% (0)	23.08% (3)	15.38% (2)	15.38% (2)	0% (0)	15.38% (2)	7.69% (1)	0% (0)	7.69% (1)	0% (0)	4.69
3 e-Learning	15.38% (2)	30.77% (4)	0% (0)	7.69% (1)	15.38% (2)	0% (0)	7.69% (1)	23.08% (3)	0% (0)	0% (0)	0% (0)	4.23
4 OVERALL IT TRAINING REVENUE	18.18% (2)	0% (0)	0% (0)	0% (0)	18.18% (2)	0% (0)	0% (0)	18.18% (2)	18.18% (2)	9.09% (1)	18.18% (2)	7.09

Response: 13

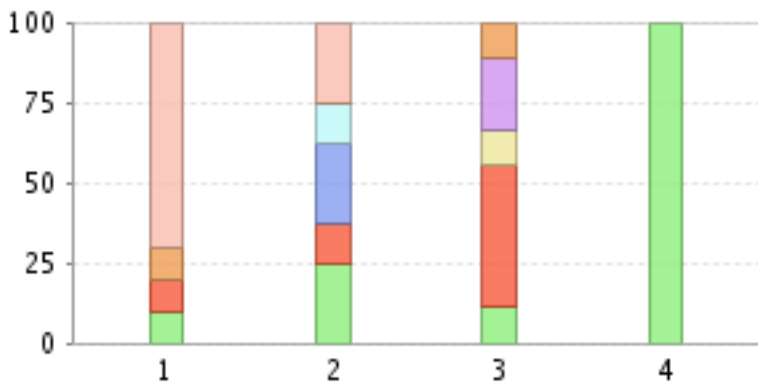
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	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)	0% (0)	0% (0)	40% (4)	10% (1)	50% (5)	7.1
2 Virtual Classroom/Synchronous Instructor-led offerings	0% (0)	0% (0)	30% (3)	20% (2)	50% (5)	0% (0)	0% (0)	0% (0)	4.2
3 Asynchronous e-Learning/web based training technology-based offerings	10% (1)	30% (3)	20% (2)	10% (1)	10% (1)	20% (2)	0% (0)	0% (0)	3.4
4 Self learning - printed matter or web-based	27.27% (3)	36.36% (4)	18.18% (2)	0% (0)	18.18% (2)	0% (0)	0% (0)	0% (0)	2.45
5 Certification Exams	18.18% (2)	18.18% (2)	27.27% (3)	18.18% (2)	0% (0)	9.09% (1)	0% (0)	9.09% (1)	3.36
6 Partner relationship fees	30% (3)	40% (4)	20% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.1
7 Partner revenue sharing	33.33% (3)	33.33% (3)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.11
8 Materials licensing/sales	45.45% (5)	27.27% (3)	9.09% (1)	0% (0)	18.18% (2)	0% (0)	0% (0)	0% (0)	2.18
9 Rental fees	40% (4)	50% (5)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.7
10 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 13

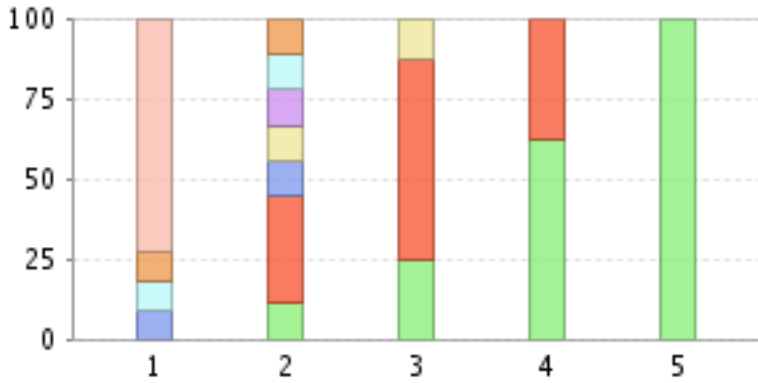
25. What percentage of total Education Services revenue comes from training the following?











	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	70% (7)	6.6
2 End-users	25% (2)	12.5% (1)	25% (2)	0% (0)	0% (0)	12.5% (1)	0% (0)	25% (2)	4
3 Partners	11.11% (1)	44.44% (4)	0% (0)	11.11% (1)	22.22% (2)	0% (0)	11.11% (1)	0% (0)	3.33
4 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 11

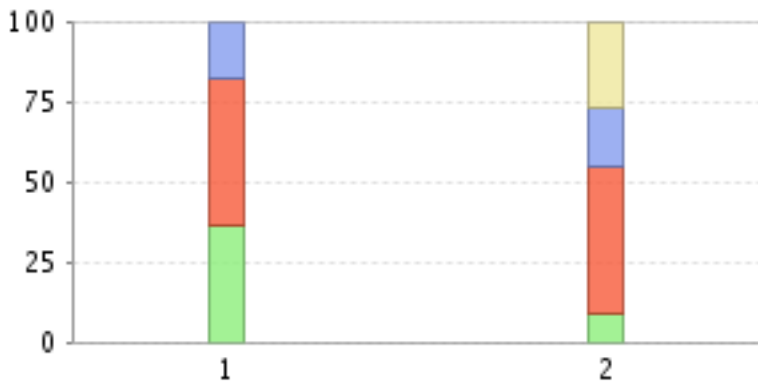
26. What percentage of total Education Services revenue comes from training the following?







									Mean
	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	
1 Product Customer	0% (0)	0% (0)	9.09% (1)	0% (0)	0% (0)	9.09% (1)	9.09% (1)	72.73% (8)	7.27
2 Product Partner	11.11% (1)	33.33% (3)	11.11% (1)	11.11% (1)	11.11% (1)	11.11% (1)	11.11% (1)	0% (0)	3.56
3 Training Partner (Reseller, ATP)	25% (2)	62.5% (5)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Academic Alliances	62.5% (5)	37.5% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.38
5 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 11

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



					Mean
	<25%	26-50%	51-75%	>75%	
1 Public schedule	36.36% (4)	45.45% (5)	18.18% (2)	0% (0)	1.82
2 Private/onsite training	9.09% (1)	45.45% (5)	18.18% (2)	27.27% (3)	2.64

Response: 11

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



1 - 0.5% or less	45.45% (5)	2 - 0.5-1%	27.27% (3)
3 - 1-2%	18.18% (2)	4 - 2-3%	0% (0)
5 - 3-4%	0% (0)	6 - 5-6%	9.09% (1)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 2.09

Response: 11

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



1 - 0.5% or less	36.36% (4)	2 - 0.5-1%	27.27% (3)
3 - 1-2%	18.18% (2)	4 - 2-3%	9.09% (1)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	9.09% (1)		

Mean: 2.64

Response: 11

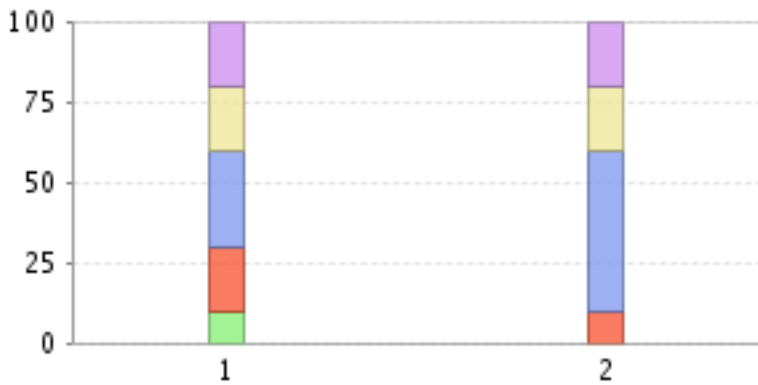
30. What is the ratio of Education Services revenue to total Services and Support revenue?



1 - <1%	11.11% (1)	2 - 1-2%	33.33% (3)
3 - 2-4%	22.22% (2)	4 - 4-7%	0% (0)
5 - 7-10%	0% (0)	6 - 10-15%	11.11% (1)
7 - 15-20%	11.11% (1)	8 - 20-30%	0% (0)
9 - >30%	11.11% (1)		

Mean: 3.89
Response: 9

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	10% (1)	20% (2)	30% (3)	20% (2)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.2
2 Three-year average	0% (0)	10% (1)	50% (5)	20% (2)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.5

Response: 10

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 66.67% (8) 2 - No 33.33% (4)
 Mean: 1.33
 Response: 12

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	58.4%	14.7%	10.6%	9.3%	2.3%	1.2%	3%	0%
Highest	80%	57%	25%	25%	14%	5%	10%	0%
Lowest	35%	0%	5%	0%	0%	0%	0%	0%
Standard deviation	13.23	18.07	7.17	9.31	4.42	2.1	3.92	0

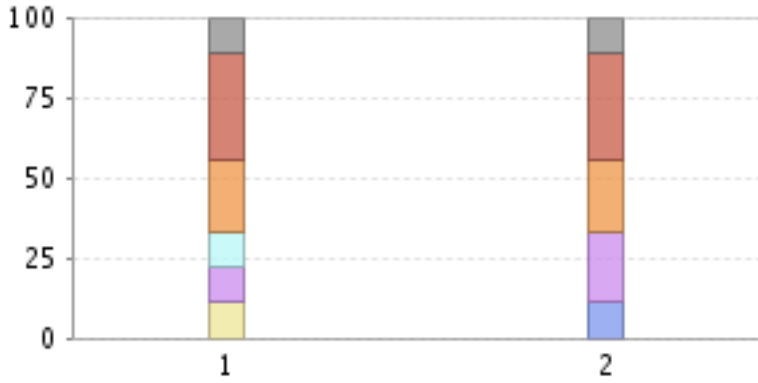
Response: 10

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	2.33%	1.56%	38.67%	30.67%	5.78%	2.44%	5.67%	4.89%	2.44%
Highest	10%	5%	80%	73%	11%	10%	10%	17%	22%
Lowest	0%	0%	15%	0%	0%	0%	0%	0%	0%
Standard deviation	3.74	2.07	21.11	26.51	4.76	3.32	4.27	6.55	7.33

Response: 9

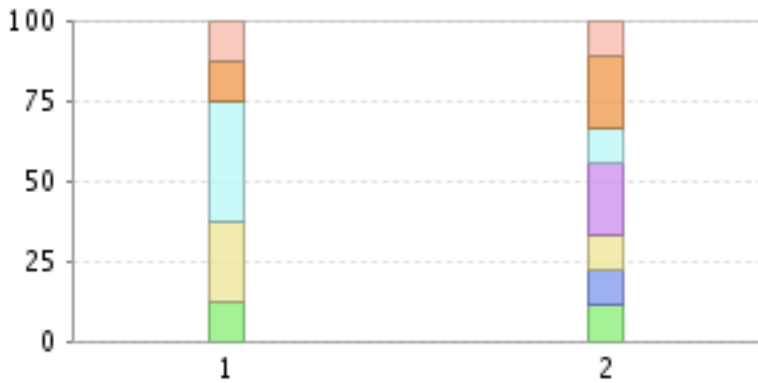
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	0% (0)	0% (0)	0% (0)	11.11% (1)	11.11% (1)	11.11% (1)	22.22% (2)	0% (0)	33.33% (3)	11.11% (1)	7.33
2 Achievement	0% (0)	0% (0)	11.11% (1)	0% (0)	22.22% (2)	0% (0)	22.22% (2)	0% (0)	33.33% (3)	11.11% (1)	7.11

Response: 9

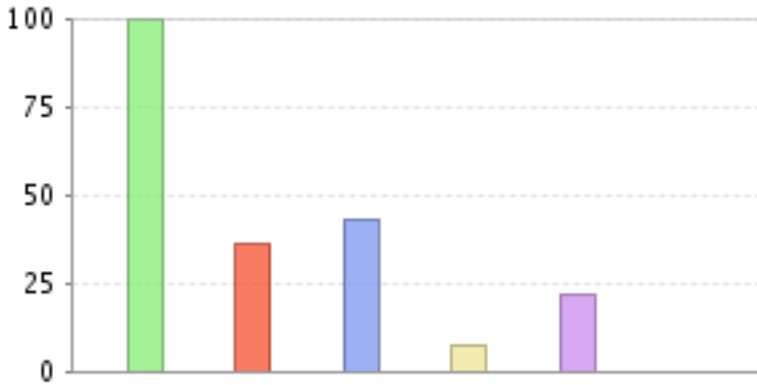
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	12.5% (1)	0% (0)	0% (0)	25% (2)	0% (0)	37.5% (3)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	5.25
2 Achievement	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	22.22% (2)	11.11% (1)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	5.11

Response: 9

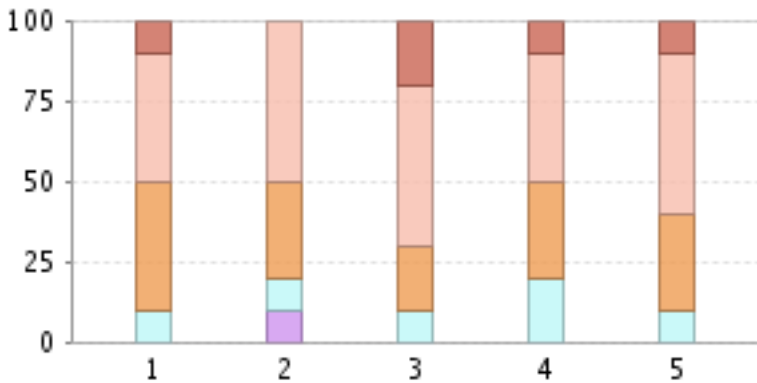
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (14)	2 - Net Promoter Score	35.71% (5)
3 - Kirkpatrick Level 2 Assessments	42.86% (6)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	7.14% (1)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	21.43% (3)	6 - Other	0% (0)

Response: 14

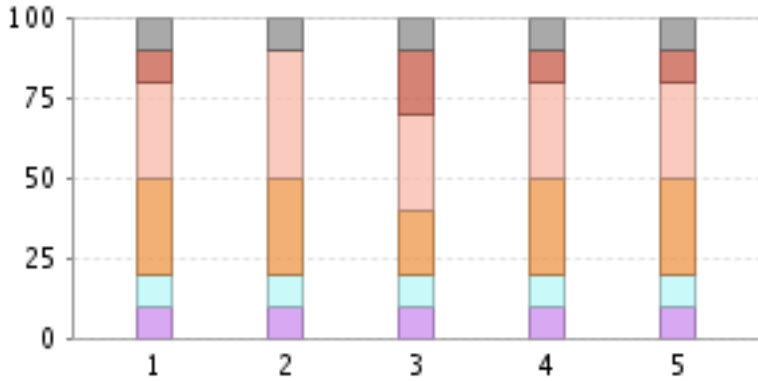
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	10% (1)	40% (4)	40% (4)	10% (1)	0% (0)	7.5
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	30% (3)	50% (5)	0% (0)	0% (0)	7.2
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	20% (2)	50% (5)	20% (2)	0% (0)	7.8
4 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	30% (3)	40% (4)	10% (1)	0% (0)	7.4
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	30% (3)	50% (5)	10% (1)	0% (0)	7.6

Response: 10

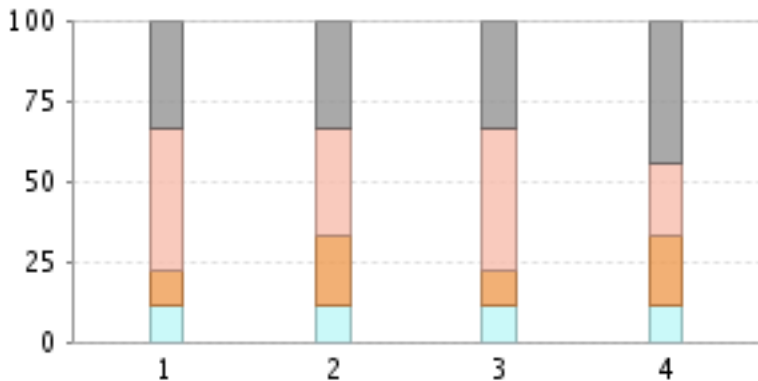
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	10% (1)	10% (1)	30% (3)	30% (3)	10% (1)	10% (1)	7.5
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	30% (3)	40% (4)	0% (0)	10% (1)	7.4
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	20% (2)	30% (3)	20% (2)	10% (1)	7.7
4 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	30% (3)	30% (3)	10% (1)	10% (1)	7.5
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	30% (3)	30% (3)	10% (1)	10% (1)	7.5

Response: 10

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)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	11.11% (1)	44.44% (4)	0% (0)	33.33% (3)	8.33
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	22.22% (2)	33.33% (3)	0% (0)	33.33% (3)	8.22
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	11.11% (1)	44.44% (4)	0% (0)	33.33% (3)	8.33
4 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	22.22% (2)	22.22% (2)	0% (0)	44.44% (4)	8.44

Response: 9

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



1 - 50% or less	0% (0)	2 - 51-60%	20% (2)
3 - 61-70%	40% (4)	4 - 71-80%	0% (0)
5 - 81-90%	20% (2)	6 - More than 90%	20% (2)

Mean: 3.8

Response: 10

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



1 - 50% or less	30% (3)	2 - 51-60%	10% (1)
3 - 61-70%	30% (3)	4 - 71-80%	10% (1)
5 - 81-90%	10% (1)	6 - More than 90%	10% (1)

Mean: 2.9

Response: 10

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



1 - 50% or less	60% (6)	2 - 51-60%	10% (1)
3 - 61-70%	20% (2)	4 - 71-80%	0% (0)
5 - 81-90%	0% (0)	6 - More than 90%	10% (1)

Mean: 2

Response: 10

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

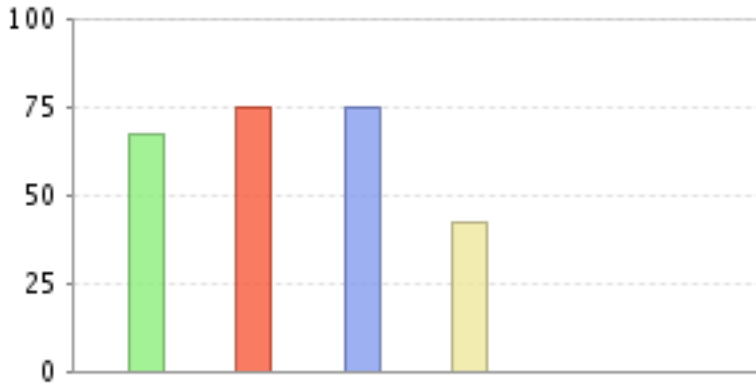


1 - We contact them within a defined number of days after the class	50% (6)	2 - We follow up some of the time	25% (3)
3 - We don't follow up and wait until they escalate	8.33% (1)	4 - Other	16.67% (2)

Mean: 1.92

Response: 12

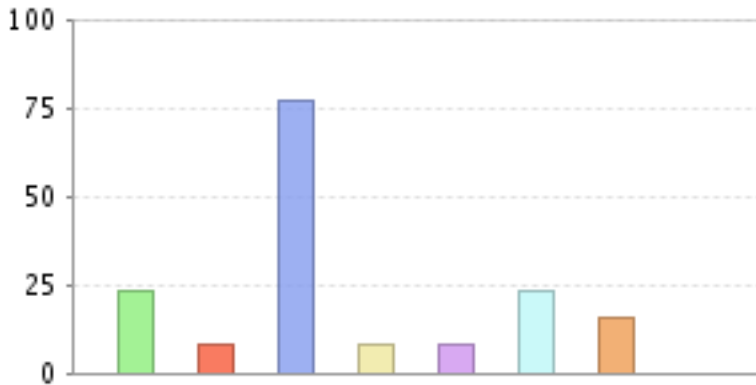
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - Contact them yourself directly before they contact you	66.67% (8)	2 - Offer refunds if required/requested	75% (9)
3 - Provide credit for additional training if required/requested	75% (9)	4 - Consult with sales team for next steps with customer and agree who takes next steps	41.67% (5)
5 - None of these	0% (0)	6 - Other	0% (0)

Response: 12

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	23.08% (3)	2 - Number and type of support tickets	7.69% (1)
3 - Overall customer satisfaction	76.92% (10)	4 - Degree of product adoption or use	7.69% (1)
5 - Product implementation timeline (product up and running)	7.69% (1)	6 - Customer renewals/Returning customers	23.08% (3)
7 - None of these	15.38% (2)	8 - Other	0% (0)

Response: 13

47. Have you been able to demonstrate an impact?



1 - Yes	20% (2)	2 - Somewhat	60% (6)
3 - No	20% (2)		

Mean: 2
Response: 10

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

1 NPI growth rates.

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

1 We cross correlate the ranking of customers who take the most training and make the most support calls. The top 80% of our training adopters produce the bottom 20% of support calls by company.

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

- 1 we just compared general customer sat and training satisfaction and correlated both, and there is a correlation, but not as significant as for sales quality or product
- 2 Too difficult to measure with confidence.
- 3 product adoption rates
surveys
feedback
- 4 CSAT via MTM
- 5 Product adoption by partners/OEMs, product sales by partners/OEMs, helping to close deals
- 6 We have an annual customer survey that includes measurements on training.
- 7 Post training surveys

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

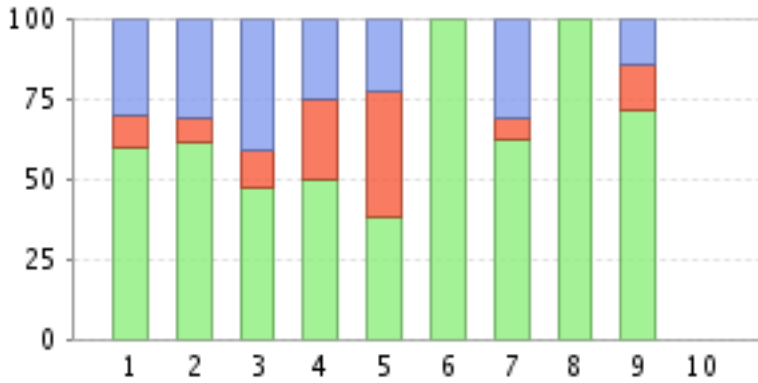
52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?




1 project timeline

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

- 1 look at renewal data compared to education sold
- 2 NA
- 3 Track through LMS and track business growth with customers

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	60% (12)	10% (2)	30% (6)
2 Inside sales	61.54% (8)	7.69% (1)	30.77% (4)
3 Services sales	47.06% (8)	11.76% (2)	41.18% (7)
4 Maintenance renewal sales	50% (2)	25% (1)	25% (1)
5 Dedicated Education Services sales representatives	38.46% (5)	38.46% (5)	23.08% (3)
6 Education Services coordinators/non-sales staff	100% (5)	0% (0)	0% (0)
7 Channel partners	62.5% (10)	6.25% (1)	31.25% (5)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	100% (3)	0% (0)	0% (0)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	71.43% (5)	14.29% (1)	14.29% (1)
10 Other	0% (0)	0% (0)	0% (0)

Response: 12

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	58.33% (7)
 3 - \$25,000-\$49,999	0% (0)	 4 - \$50,000-\$99,999	0% (0)
 5 - \$100,000-\$199,999	33.33% (4)	 6 - \$200,000 or more	8.33% (1)

Mean: 3.33

Response: 12

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

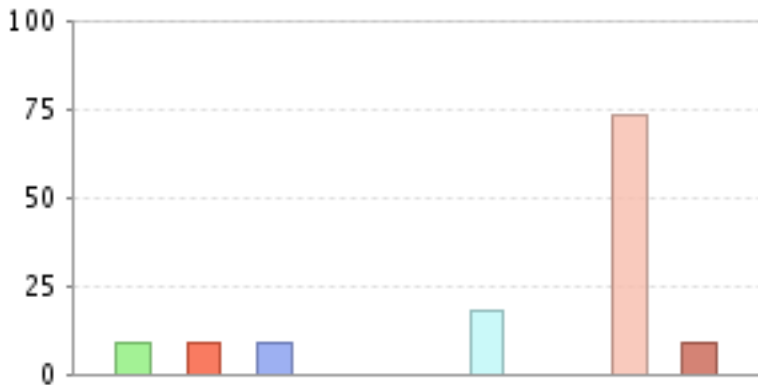


1 - Less than \$5,000	50% (6)	2 - \$5,000-\$24,999	16.67% (2)
3 - \$25,000-\$49,999	16.67% (2)	4 - \$50,000-\$99,999	16.67% (2)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 2

Response: 12

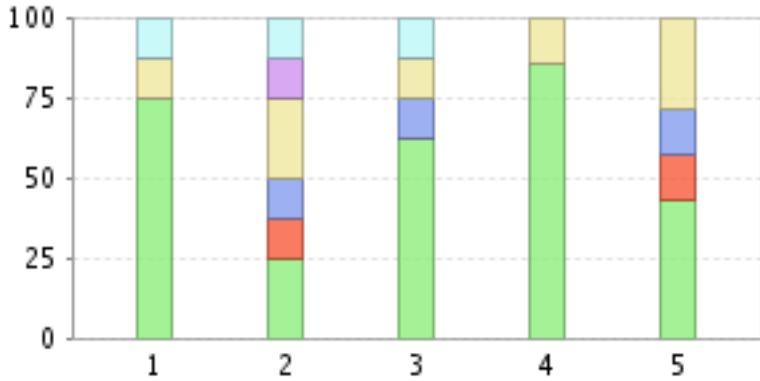
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	9.09% (1)	2 - Product deals with a new product for a customer	9.09% (1)
3 - Support contract sales	9.09% (1)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	0% (0)	6 - Product and/or service deals when sold as a subscription	18.18% (2)
7 - Product and/or service deals when NOT sold as a subscription	0% (0)	8 - None of these	72.73% (8)
9 - Other	9.09% (1)		

Response: 11

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	75% (6)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	2
2 Product and/or service deals when NOT sold as a subscription	25% (2)	12.5% (1)	12.5% (1)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	3.25
3 Support contract deals	62.5% (5)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	2.25
4 Support contract renewal deals	85.71% (6)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	1.43
5 Professional Services consulting sales	42.86% (3)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	2.29

Response: 9

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



1 - Recognized revenue target	16.67% (1)	2 - Bookings target	16.67% (1)
3 - Recognized revenue and bookings targets	50% (3)	4 - Neither	16.67% (1)
5 - Other	0% (0)		

Mean: 2.67

Response: 6

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%	50% (1)
3 - 11-15%	0% (0)	4 - 16-25%	0% (0)
5 - >25%	50% (1)		

Mean: 3.5

Response: 2

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	80% (4)	2 - A percentage of the student fee	20% (1)
---	---------	-------------------------------------	---------

Mean: 1.2

Response: 5

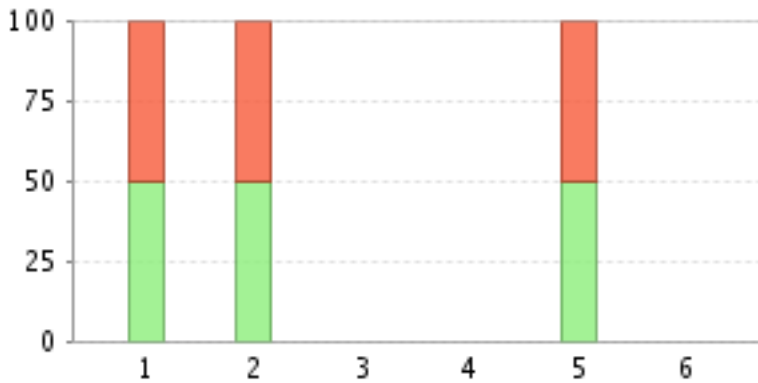
62. In your Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee, what do you charge?



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	100% (1)		

Mean: 5
Response: 1

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	50% (4)	50% (4)
2 A Business Unit Marketing organization	50% (2)	50% (2)
3 Regional Marketing organizations	0% (0)	0% (0)
4 Customer Services Marketing	0% (0)	0% (0)
5 Education Services Marketing	50% (10)	50% (10)
6 Other	0% (0)	0% (0)

Response: 12

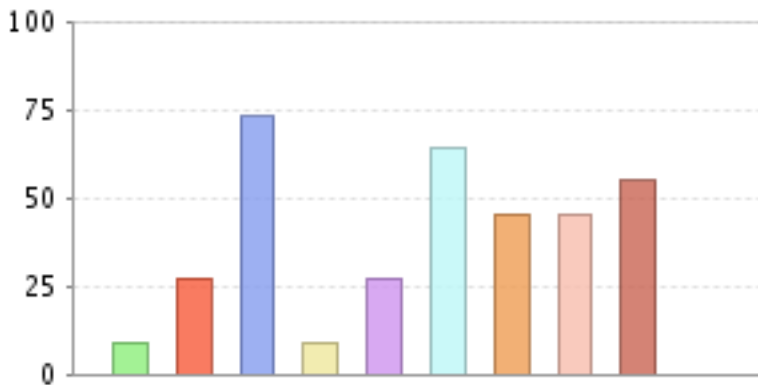
64. Is there a formalized (documented processes and procedures) go-to-market strategy for introducing new Education Services offerings?



■ 1 - Yes 58.33% (7)
 ■ 2 - No 41.67% (5)

Mean: 1.42
Response: 12

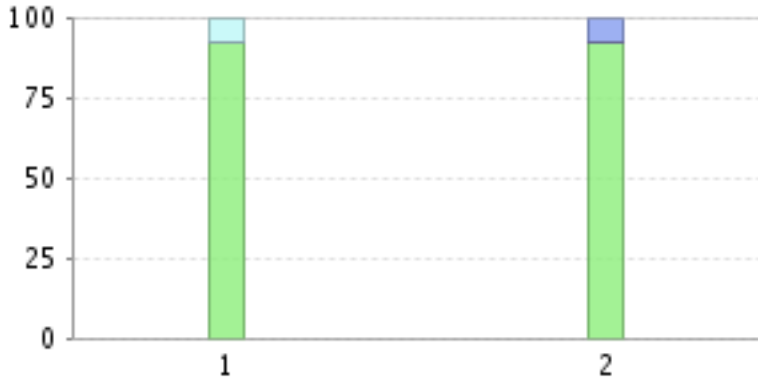
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



■ 1 - Online advertising	9.09% (1)	■ 2 - Telemarketing	27.27% (3)
■ 3 - Email campaigns	72.73% (8)	■ 4 - Printed catalog or data sheets	9.09% (1)
■ 5 - Electronic catalog or data sheets	27.27% (3)	■ 6 - Corporate/public webpage	63.64% (7)
■ 7 - Dedicated education services webpage or portal	45.45% (5)	■ 8 - Social media sites and followings	45.45% (5)
■ 9 - Internal marketing to Corporate Sales	54.55% (6)	■ 10 - Other	0% (0)

Response: 11

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	92.31% (12)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	1.38
2 Pays for the development	92.31% (12)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	1.15

Response: 13

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



1 - 100% (all)	15.38% (2)	2 - 75-99%	61.54% (8)
3 - 51-75%	7.69% (1)	4 - 26-50%	15.38% (2)
5 - 25% or less	0% (0)		

Mean: 2.23

Response: 13

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	92.31% (12)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	7.69% (1)

Mean: 1.38

Response: 13

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

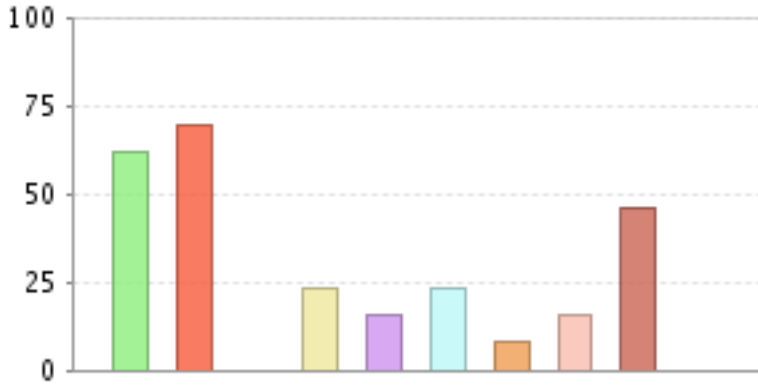


1 - Product feasibility/inception stage	30.77% (4)	2 - Product development stage	38.46% (5)
3 - Beta product availability stage	30.77% (4)	4 - General/public product availability stage	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 13

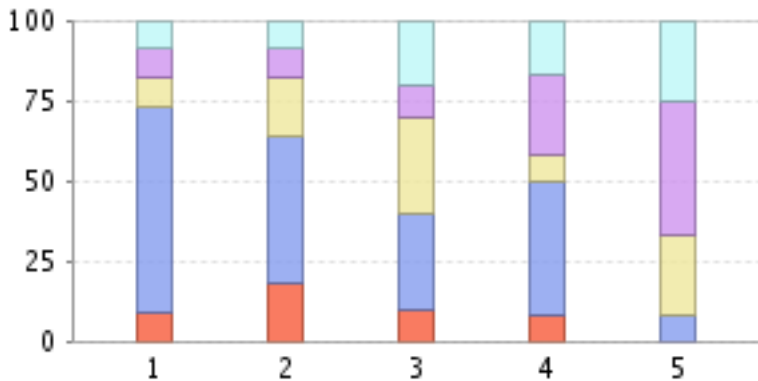
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	61.54% (8)	2 - Informal exchanges of information/data with engineering and product management	69.23% (9)
3 - Formalized transfer of information processes and exchange sessions with technical publications	0% (0)	4 - Informal exchanges of information/data with technical publications	23.08% (3)
5 - Collect information from Support teams	15.38% (2)	6 - Collect information from Professional Services teams	23.08% (3)
7 - Collect information from Customers	7.69% (1)	8 - Collect information from Partners	15.38% (2)
9 - Collect information from Product Marketing	46.15% (6)	10 - Other	0% (0)

Response: 13

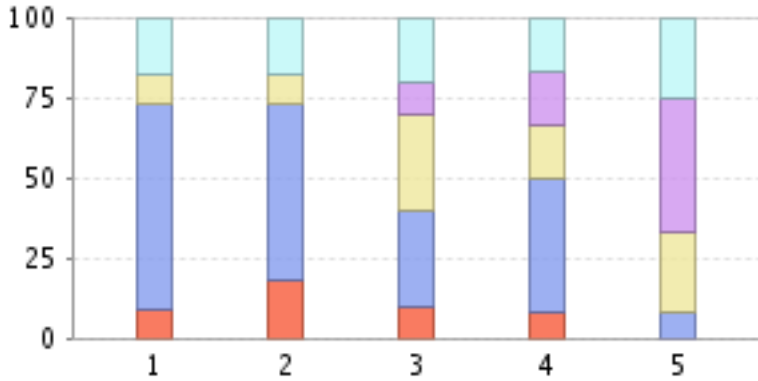
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	9.09% (1)	63.64% (7)	9.09% (1)	9.09% (1)	9.09% (1)	3.45
2 Corporate Services & Support	0% (0)	18.18% (2)	45.45% (5)	18.18% (2)	9.09% (1)	9.09% (1)	3.45
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	10% (1)	30% (3)	30% (3)	10% (1)	20% (2)	4
4 Product Channel Services & Support	0% (0)	8.33% (1)	41.67% (5)	8.33% (1)	25% (3)	16.67% (2)	4
5 Customers and End Users	0% (0)	0% (0)	8.33% (1)	25% (3)	41.67% (5)	25% (3)	4.83

Response: 13

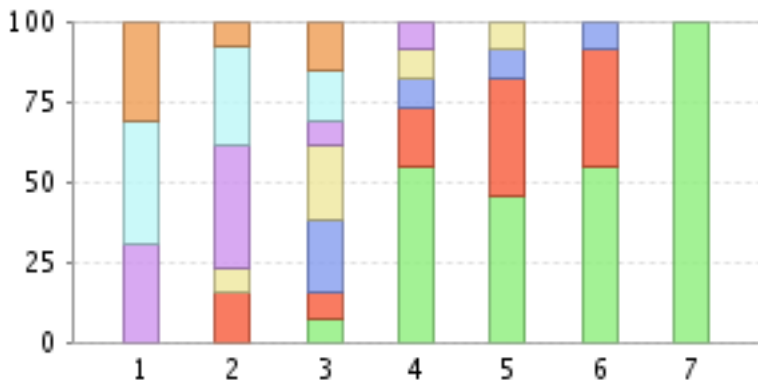
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	9.09% (1)	63.64% (7)	9.09% (1)	0% (0)	18.18% (2)	3.55
2 Corporate Services & Support	0% (0)	18.18% (2)	54.55% (6)	9.09% (1)	0% (0)	18.18% (2)	3.45
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	10% (1)	30% (3)	30% (3)	10% (1)	20% (2)	4
4 Product Channel Services & Support	0% (0)	8.33% (1)	41.67% (5)	16.67% (2)	16.67% (2)	16.67% (2)	3.92
5 Customers and End Users	0% (0)	0% (0)	8.33% (1)	25% (3)	41.67% (5)	25% (3)	4.83

Response: 13

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)	0% (0)	0% (0)	0% (0)	30.77% (4)	38.46% (5)	30.77% (4)	6
2 Virtual classroom training	0% (0)	15.38% (2)	0% (0)	7.69% (1)	38.46% (5)	30.77% (4)	7.69% (1)	4.92
3 eLearning	7.69% (1)	7.69% (1)	23.08% (3)	23.08% (3)	7.69% (1)	15.38% (2)	15.38% (2)	4.23
4 Mobile Learning (smartphones/tablets)	54.55% (6)	18.18% (2)	9.09% (1)	9.09% (1)	9.09% (1)	0% (0)	0% (0)	2
5 Other self paced	45.45% (5)	36.36% (4)	9.09% (1)	9.09% (1)	0% (0)	0% (0)	0% (0)	1.82
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	54.55% (6)	36.36% (4)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.55
7 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 13

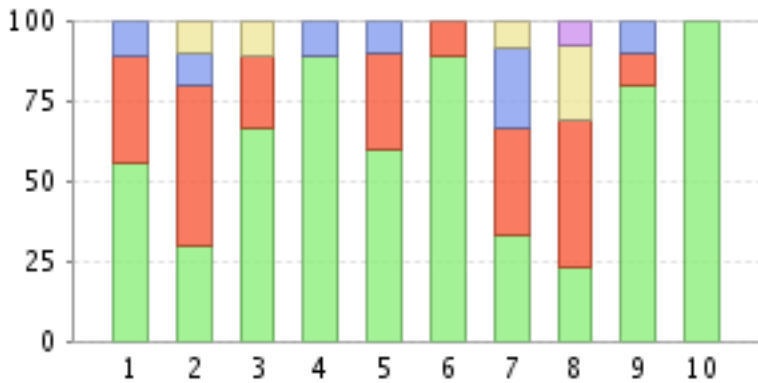
74. On average, what percentage of the training portfolio you make available previously originated from other organizations within your company (for example, technical publications)?



1 - 10% or less	61.54% (8)	2 - 11-25%	15.38% (2)
3 - 26-50%	7.69% (1)	4 - 51-75%	7.69% (1)
5 - >75%	7.69% (1)		

Mean: 1.85
Response: 13

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	55.56% (5)	33.33% (3)	11.11% (1)	0% (0)	0% (0)	0% (0)	1.56
2 Spanish	30% (3)	50% (5)	10% (1)	10% (1)	0% (0)	0% (0)	2
3 Portugese	66.67% (6)	22.22% (2)	0% (0)	11.11% (1)	0% (0)	0% (0)	1.56
4 Italian	88.89% (8)	0% (0)	11.11% (1)	0% (0)	0% (0)	0% (0)	1.22
5 German	60% (6)	30% (3)	10% (1)	0% (0)	0% (0)	0% (0)	1.5
6 Russian	88.89% (8)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.11
7 Chinese	33.33% (4)	33.33% (4)	25% (3)	8.33% (1)	0% (0)	0% (0)	2.08
8 Japanese	23.08% (3)	46.15% (6)	0% (0)	23.08% (3)	7.69% (1)	0% (0)	2.46
9 Korean	80% (8)	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	1.3
10 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 13

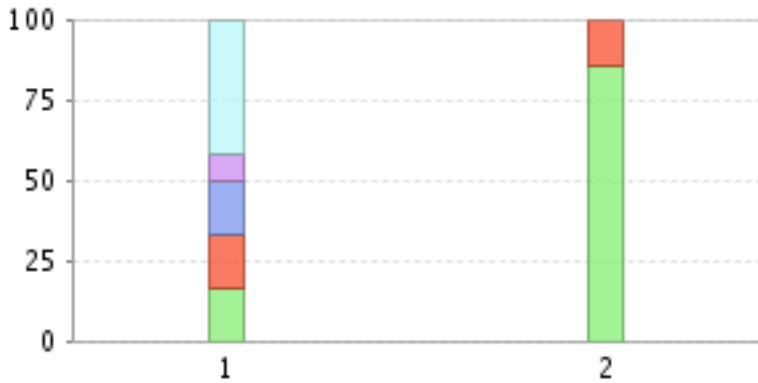
76. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	18.18% (2)	2 - Pre-sales/Sales Engineering training materials	18.18% (2)
3 - Customer/End-user training materials	63.64% (7)	4 - Other	0% (0)

Mean: 2.45
Response: 11

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	16.67% (2)	16.67% (2)	16.67% (2)	0% (0)	8.33% (1)	41.67% (5)	3.92
2 Tin Can API	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.14

Response: 12

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% (13)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 13

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

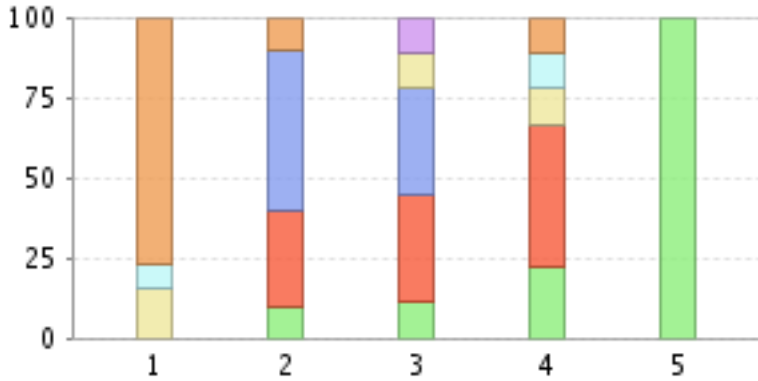


1 - 1-5	7.69% (1)	2 - 6-10	23.08% (3)
3 - 11-15	7.69% (1)	4 - 16-20	7.69% (1)
5 - >20	53.85% (7)		

Mean: 3.77

Response: 13

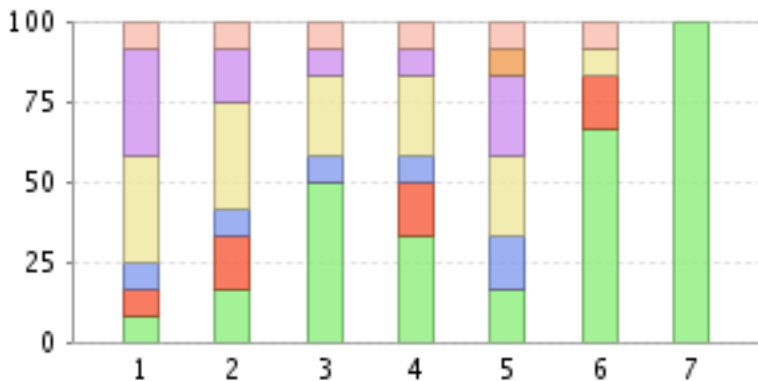
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	0% (0)	0% (0)	0% (0)	15.38% (2)	0% (0)	7.69% (1)	76.92% (10)	6.46
2 Instructors or other Education Services staff	10% (1)	30% (3)	50% (5)	0% (0)	0% (0)	0% (0)	10% (1)	2.9
3 Other resources within the company (SMEs)	11.11% (1)	33.33% (3)	33.33% (3)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	2.78
4 Contractors or outsourced to an external company/partner	22.22% (2)	44.44% (4)	0% (0)	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	3
5 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 13

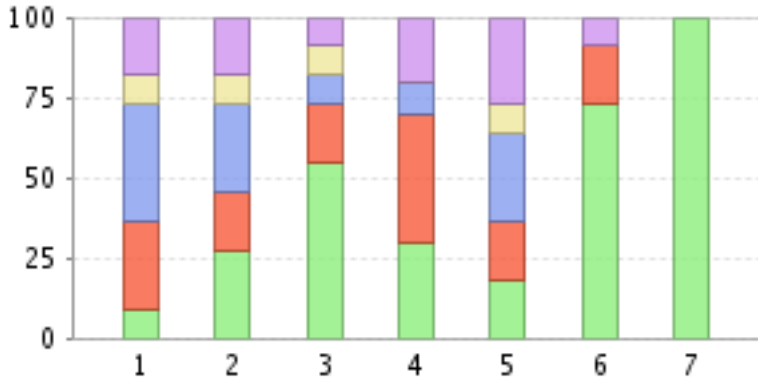
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	8.33% (1)	8.33% (1)	8.33% (1)	33.33% (4)	33.33% (4)	0% (0)	0% (0)	8.33% (1)	0% (0)	4.17
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	16.67% (2)	16.67% (2)	8.33% (1)	33.33% (4)	16.67% (2)	0% (0)	0% (0)	8.33% (1)	0% (0)	3.58
3 Remote/virtual lab exercises	50% (6)	0% (0)	8.33% (1)	25% (3)	8.33% (1)	0% (0)	0% (0)	8.33% (1)	0% (0)	2.83
4 Asynchronous e-learning (web-based training) - page turning	33.33% (4)	16.67% (2)	8.33% (1)	25% (3)	8.33% (1)	0% (0)	0% (0)	8.33% (1)	0% (0)	3
5 Asynchronous e-learning (web-based training) - interactive	16.67% (2)	0% (0)	16.67% (2)	25% (3)	25% (3)	0% (0)	8.33% (1)	8.33% (1)	0% (0)	4.17
6 Electronic or printed self-study	66.67% (8)	16.67% (2)	0% (0)	8.33% (1)	0% (0)	0% (0)	0% (0)	8.33% (1)	0% (0)	2
7 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 12

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).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	9.09% (1)	27.27% (3)	36.36% (4)	9.09% (1)	18.18% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	27.27% (3)	18.18% (2)	27.27% (3)	9.09% (1)	18.18% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.73
3 Remote/virtual lab exercises	54.55% (6)	18.18% (2)	9.09% (1)	9.09% (1)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Asynchronous e-learning (web-based training) - page turning	30% (3)	40% (4)	10% (1)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.4
5 Asynchronous e-learning (web-based training) - interactive	18.18% (2)	18.18% (2)	27.27% (3)	9.09% (1)	27.27% (3)	0% (0)	0% (0)	0% (0)	0% (0)	3.09
6 Electronic or printed self-study	72.73% (8)	18.18% (2)	0% (0)	0% (0)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.55
7 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 11

83. How often on average do you update courses?



1 - < 3 months	0% (0)	2 - 3-5 months	0% (0)
3 - 6-9 months	23.08% (3)	4 - 10-14 months	53.85% (7)
5 - 15-24 months	15.38% (2)	6 - > 24 months	7.69% (1)

Mean: 4.08

Response: 13

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

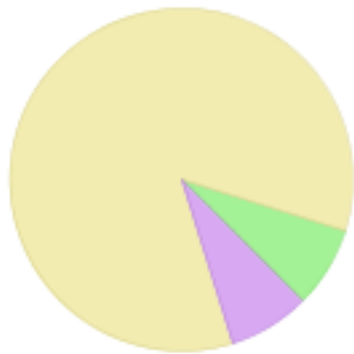


1 - 0%	0% (0)	2 - 1-10%	0% (0)
3 - 11-20%	0% (0)	4 - 21-30%	58.33% (7)
5 - 31-40%	8.33% (1)	6 - 41-50%	16.67% (2)
7 - >50%	16.67% (2)		

Mean: 4.92

Response: 12

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

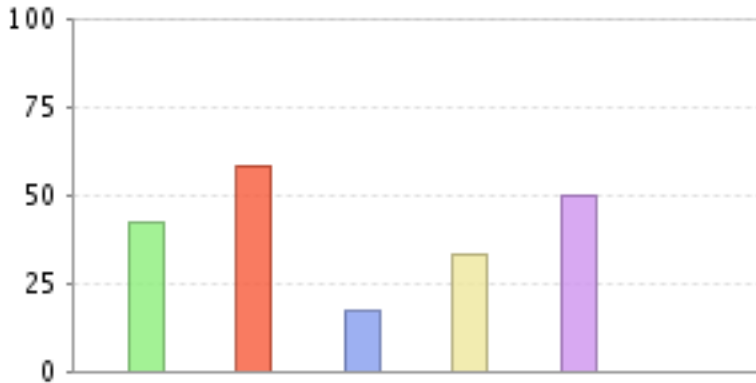


1 - Business unit product development/engineering	7.69% (1)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	84.62% (11)
5 - Other	7.69% (1)		

Mean: 3.85

Response: 13

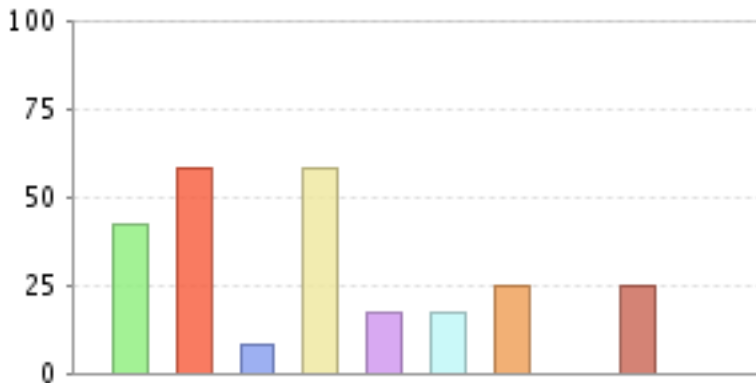
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	41.67% (5)	2 - Revenue	58.33% (7)
3 - Profit Margin	16.67% (2)	4 - Number of students trained	33.33% (4)
5 - Student/Customer satisfaction	50% (6)	6 - Other	0% (0)

Response: 12

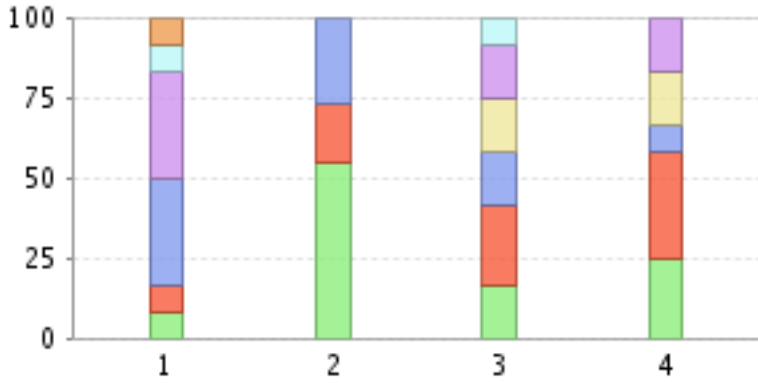
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	41.67% (5)	2 - Training Sales (lack of pipeline)	58.33% (7)
3 - Conflicting goals with other departments	8.33% (1)	4 - External economy	58.33% (7)
5 - Marketing training offerings	16.67% (2)	6 - Training/qualifying instructors	16.67% (2)
7 - Lack of (skilled) resources	25% (3)	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)	25% (3)	10 - Other	0% (0)

Response: 12

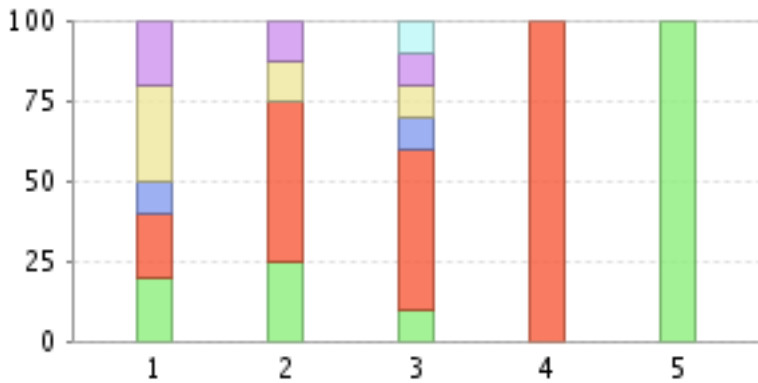
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	8.33% (1)	8.33% (1)	33.33% (4)	0% (0)	33.33% (4)	8.33% (1)	8.33% (1)	4
2 Central and South America	54.55% (6)	18.18% (2)	27.27% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.73
3 Europe, Middle East and Africa	16.67% (2)	25% (3)	16.67% (2)	16.67% (2)	16.67% (2)	8.33% (1)	0% (0)	3.17
4 Asia/Pacific	25% (3)	33.33% (4)	8.33% (1)	16.67% (2)	16.67% (2)	0% (0)	0% (0)	2.67

Response: 12

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	20% (2)	20% (2)	10% (1)	30% (3)	20% (2)	0% (0)	3.1
2 Other company/internal staff	25% (2)	50% (4)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	2.38
3 Partners	10% (1)	50% (5)	10% (1)	10% (1)	10% (1)	10% (1)	2.9
4 Contract instructors	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

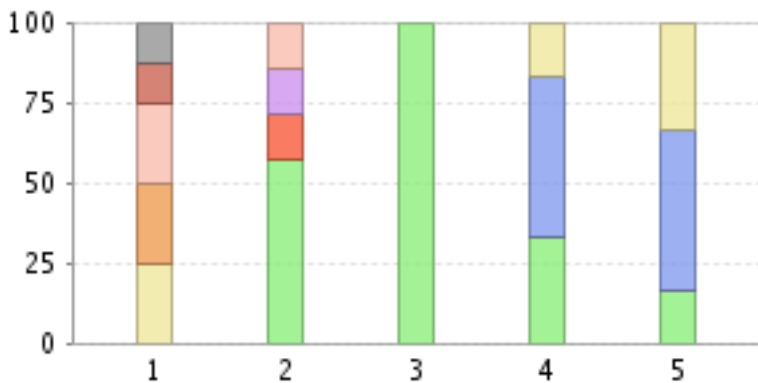
Response: 11

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



■ 1 - Yes 90.91% (10) ■ 2 - No 9.09% (1)
 Mean: 1.09
 Response: 11

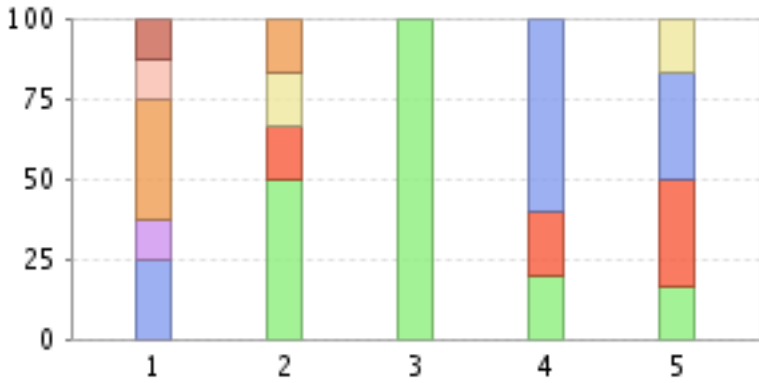
91. For the last fiscal year, what was the instructor utilization target?



	■	■	■	■	■	■	■	■	■	■	Mean
	N/A	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%	
1 Billable delivery	0% (0)	0% (0)	0% (0)	25% (2)	0% (0)	0% (0)	25% (2)	25% (2)	12.5% (1)	12.5% (1)	7.12
2 Billable custom development	57.14% (4)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	2.71
3 Other billable	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Non-billable preparation time, including travel for onsites	33.33% (2)	0% (0)	50% (3)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	16.67% (1)	0% (0)	50% (3)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3

Response: 8

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)	25% (2)	0% (0)	12.5% (1)	0% (0)	37.5% (3)	12.5% (1)	12.5% (1)	6.12
2 Billable custom development	50% (3)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	2.67
3 Other billable	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Non-billable preparation time including travel for onsites	20% (1)	20% (1)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.4
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	16.67% (1)	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5

Response: 8

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



1 - 1 month or less	33.33% (3)	2 - 2 months	11.11% (1)
3 - 3 months	22.22% (2)	4 - 4-6 months	22.22% (2)
5 - 7-12 months	11.11% (1)	6 - More than 12 months	0% (0)

Mean: 2.67

Response: 9

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



1 - 1 month or less	12.5% (1)	2 - 2 months	12.5% (1)
3 - 3 months	12.5% (1)	4 - 4-6 months	25% (2)
5 - 7-12 months	25% (2)	6 - More than 12 months	12.5% (1)

Mean: 3.75

Response: 8

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	12.5% (1)
3 - \$150K-\$200K	0% (0)	4 - \$200K-\$250K	12.5% (1)
5 - \$250K-\$300K	12.5% (1)	6 - \$300K-\$400K	25% (2)
7 - >\$400K	37.5% (3)		

Mean: 5.5

Response: 8

96. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



1 - Yes

91.67% (11) 2 - No

8.33% (1)

Mean: 1.08

Response: 12

97. How do you provide student training materials for your classroom and virtual classroom deliveries?



1 - Printed

38.46% (5)

2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)

7.69% (1)

3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)

30.77% (4)

4 - Softcopy – restricted with digital right management tool

23.08% (3)

5 - Streamed content to be used via computer or tablet

0% (0)

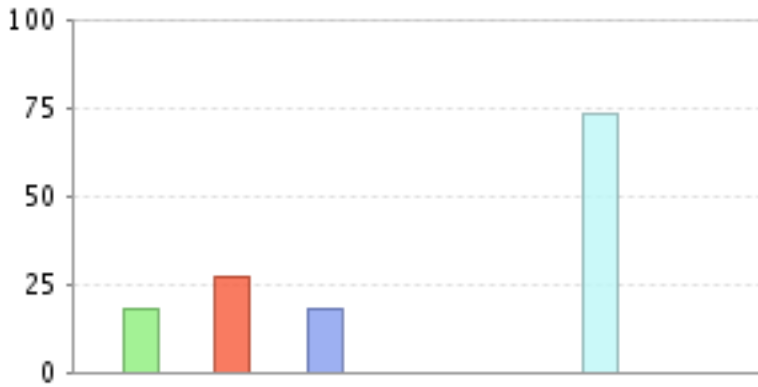
6 - Other

0% (0)

Mean: 2.38

Response: 13

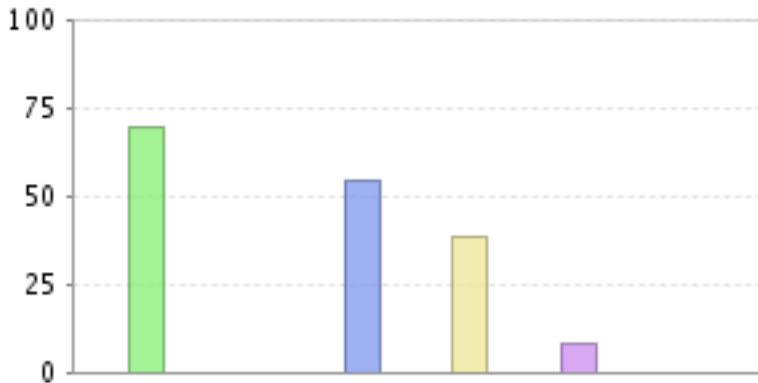
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	18.18% (2)	2 - iPad full-size	27.27% (3)
3 - iPad mini	18.18% (2)	4 - Kindle	0% (0)
5 - Windows tablet	0% (0)	6 - Not for tablets	72.73% (8)
7 - Other	0% (0)		

Response: 11

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	69.23% (9)	2 - Company-owned non-training facility	0% (0)
3 - Authorized Partner Education Center	53.85% (7)	4 - Customer Site	38.46% (5)
5 - Short-term rental facility	7.69% (1)	6 - Other	0% (0)

Response: 13

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



1 - <20%	0% (0)	2 - 21-30%	0% (0)
3 - 31-40%	0% (0)	4 - 41-50%	0% (0)
5 - 51-60%	0% (0)	6 - 61-70%	57.14% (4)
7 - >70%	42.86% (3)		

Mean: 6.43
Response: 7

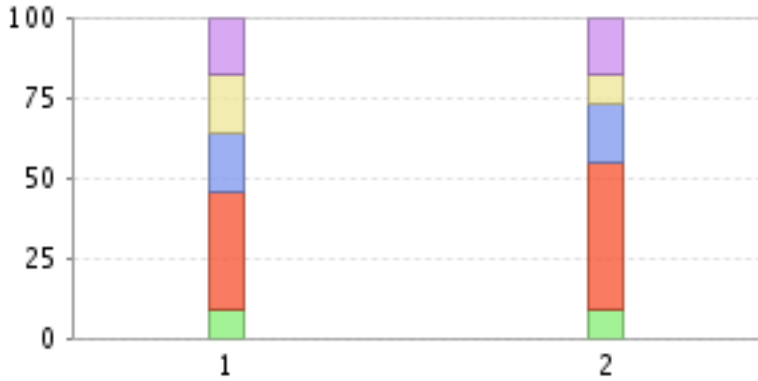
101. For the last fiscal year, what was the own classroom utilization achievement?



1 - <20%	0% (0)	2 - 21-30%	0% (0)
3 - 31-40%	14.29% (1)	4 - 41-50%	0% (0)
5 - 51-60%	0% (0)	6 - 61-70%	42.86% (3)
7 - >70%	42.86% (3)		

Mean: 6
Response: 7

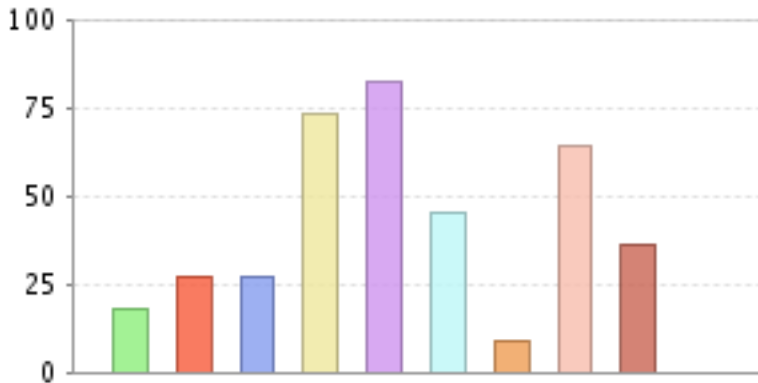
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	9.09% (1)	36.36% (4)	18.18% (2)	18.18% (2)	18.18% (2)	3
2 Virtual instructor-led	9.09% (1)	45.45% (5)	18.18% (2)	9.09% (1)	18.18% (2)	2.82

Response: 11

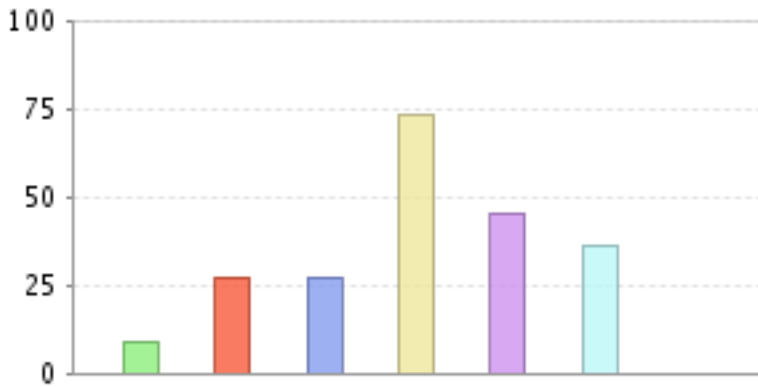
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



1 - Advertise with a discount for customers	18.18% (2)	2 - Offer free or discounted seats to partners	27.27% (3)
3 - Offer free seats for internal employees	27.27% (3)	4 - Cancel	72.73% (8)
5 - Try to rebook on other dates	81.82% (9)	6 - Give advance warning that the class is in jeopardy	45.45% (5)
7 - Offer alternative services	9.09% (1)	8 - Postpone the class to allow more students to enrol	63.64% (7)
9 - Move to a date when low enrollment is less of a problem	36.36% (4)	10 - Other	0% (0)

Response: 11

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	9.09% (1)	2 - In our own classrooms	27.27% (3)
3 - The equipment is shipped	27.27% (3)	4 - Remote access to our own equipment	72.73% (8)
5 - Virtualized equipment, by our own company	45.45% (5)	6 - Virtualized equipment, provided by a 3rd party vendor	36.36% (4)
7 - Other	0% (0)		

Response: 11

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



1 - N/A	25% (2)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	12.5% (1)
5 - 41-50%	0% (0)	6 - 51-60%	37.5% (3)
7 - 61-70%	0% (0)	8 - >70%	25% (2)

Mean: 5

Response: 8

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



1 - N/A	25% (2)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	12.5% (1)
5 - 41-50%	0% (0)	6 - 51-60%	37.5% (3)
7 - 61-70%	0% (0)	8 - >70%	25% (2)

Mean: 5

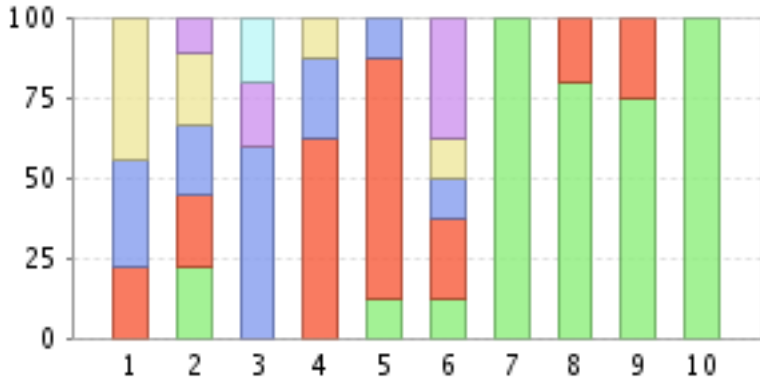
Response: 8

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	91.67	66.67	155.67	245.33	166.67	83.33	19,575.17	3,416.67	16,683.33
Highest	500	300	884	1,272	1,000	500	70,000	20,000	100,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	201.04	121.11	357.37	509.28	408.25	204.12	26,386.17	8,126.6	40,816.68

Response: 6

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)	22.22% (2)	33.33% (3)	44.44% (4)	0% (0)	0% (0)	0% (0)	3.22
2 Private (or dedicated) live classroom training	22.22% (2)	22.22% (2)	22.22% (2)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	2.78
3 Onsite delivery (customer's location)	0% (0)	0% (0)	60% (3)	0% (0)	20% (1)	20% (1)	0% (0)	4
4 Public virtual classroom training	0% (0)	62.5% (5)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	2.5
5 Private virtual classroom training	12.5% (1)	75% (6)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
6 eLearning	12.5% (1)	25% (2)	12.5% (1)	12.5% (1)	37.5% (3)	0% (0)	0% (0)	3.38
7 Mobile Learning (smartphones/tablets)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
9 Other self paced	75% (3)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
10 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

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%	27.27% (3)	2 - 26-50%	9.09% (1)
3 - 51-75%	36.36% (4)	4 - >75%	18.18% (2)
5 - We do not provide	9.09% (1)		

Mean: 2.73

Response: 11

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	40% (4)
3 - 31-45 days	30% (3)	4 - 46-60 days	10% (1)
5 - more than 60 days	20% (2)		

Mean: 3.1

Response: 10

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

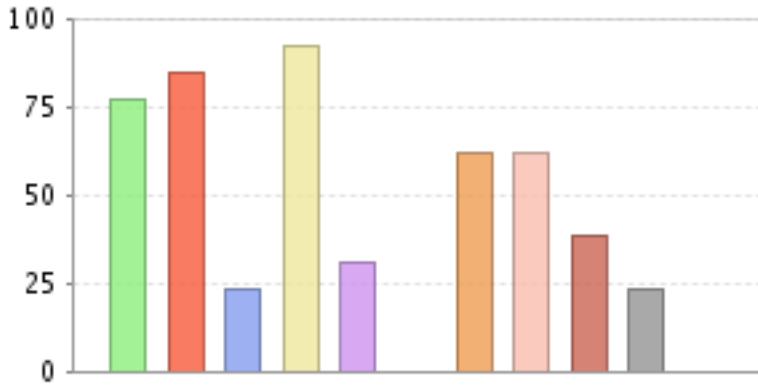


1 - 5 or less	20% (2)	2 - 6-10	30% (3)
3 - 11-15	30% (3)	4 - 16-19	10% (1)
5 - 20 or more	10% (1)		

Mean: 2.6

Response: 10

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



1 - Virtual Labs	76.92% (10)	2 - Virtual Classroom	84.62% (11)
3 - CRM to manage all customer and opportunities	23.08% (3)	4 - LMS	92.31% (12)
5 - LCMS (Learning Content Management System)	30.77% (4)	6 - Knowledge Management	0% (0)
7 - Scheduling/Utilization	61.54% (8)	8 - Certification Credentials	61.54% (8)
9 - Digital Rights Management	38.46% (5)	10 - Dashboard for KPI	23.08% (3)
11 - Other	0% (0)		

Response: 13

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



1 - <10%	33.33% (4)	2 - 11-20%	41.67% (5)
3 - 21-30%	16.67% (2)	4 - 31-40%	8.33% (1)
5 - 41-50%	0% (0)	6 - >50%	0% (0)

Mean: 2

Response: 12

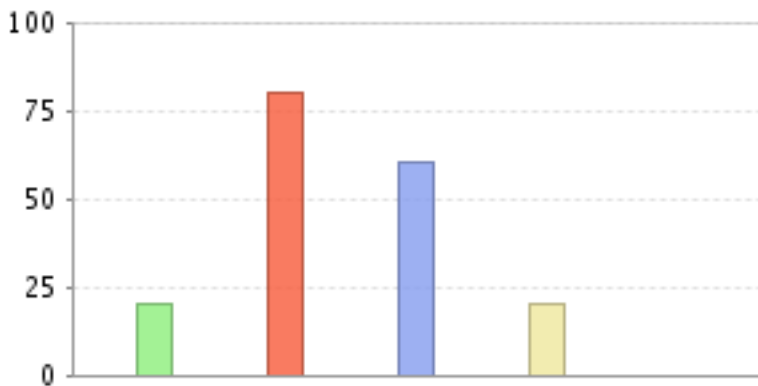
114. Does Education Services has a formal course development partner program?



■ 1 - Yes 38.46% (5)
 ■ 2 - No 61.54% (8)

Mean: 1.62
Response: 13

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



■ 1 - Completely outsourced development	20% (1)	■ 2 - Add additional bandwidth	80% (4)
■ 3 - Additional skills	60% (3)	■ 4 - Provide translation/localization	20% (1)
■ 5 - Other	0% (0)		

Response: 5

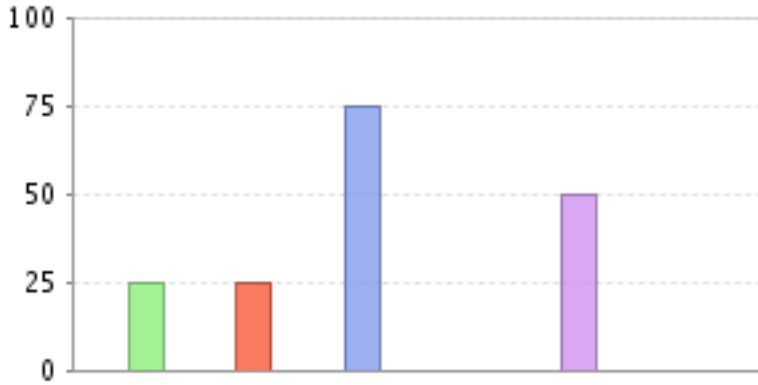
116. Do you have a process for qualifying and or certifying your course development partners?



■ 1 - Yes, formalized process and procedures	60% (3)	■ 2 - Yes, but informal	40% (2)
■ 3 - No, no process or procedure	0% (0)		

Mean: 1.4
Response: 5

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



1 - Resellers/VARs	25% (1)	2 - Distributors/VADs	25% (1)
3 - Independent training organizations	75% (3)	4 - Professional development companies	0% (0)
5 - Individual contractors, translators or editors	50% (2)	6 - Other	0% (0)

Response: 4

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



1 - None	20% (1)	2 - 1-10%	0% (0)
3 - 11-20%	20% (1)	4 - 21-30%	0% (0)
5 - 31-40%	20% (1)	6 - 41-50%	0% (0)
7 - >50%	40% (2)		

Mean: 4.6

Response: 5

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	11	2.33	0.33	2.67	3
Highest	25	7	1	8	9
Lowest	2	0	0	0	0
Standard deviation	12.29	4.04	0.58	4.62	5.2

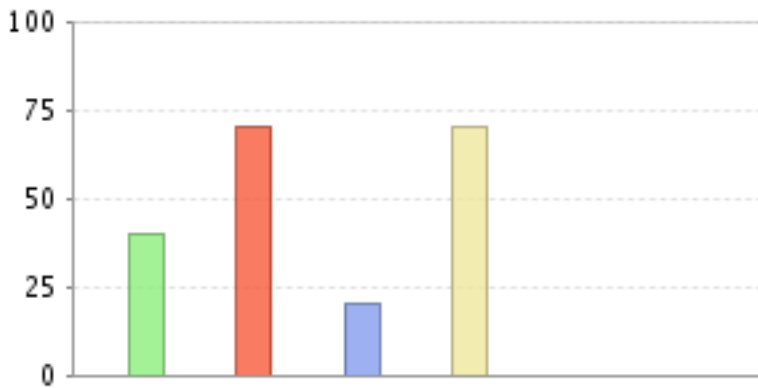
Response: 3

120. Does Education Services have a formal course delivery partner program, including Authorized Training Partners who sell and deliver in their name?



■ 1 - Yes 83.33% (10)
■ 2 - No 16.67% (2)
 Mean: 1.17
 Response: 12

121. What are the two main goals of your course delivery partner program?



■ 1 - Completely outsourced delivery 40% (4)
■ 2 - Add additional bandwidth 70% (7)
■ 3 - Additional skills 20% (2)
■ 4 - Provide translation/localization (eg by native language speakers) 70% (7)
■ 5 - Reduce travel cost/time 0% (0)
■ 6 - Other 0% (0)
 Response: 10

122. What is the role of the delivery partner?



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

55.56% (5)

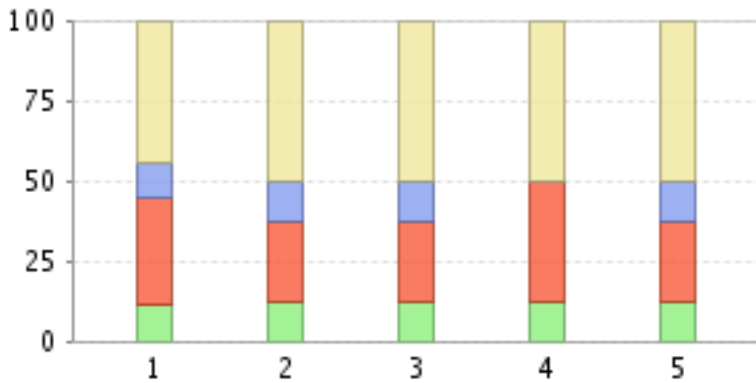
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

44.44% (4)

Mean: 1.44

Response: 9

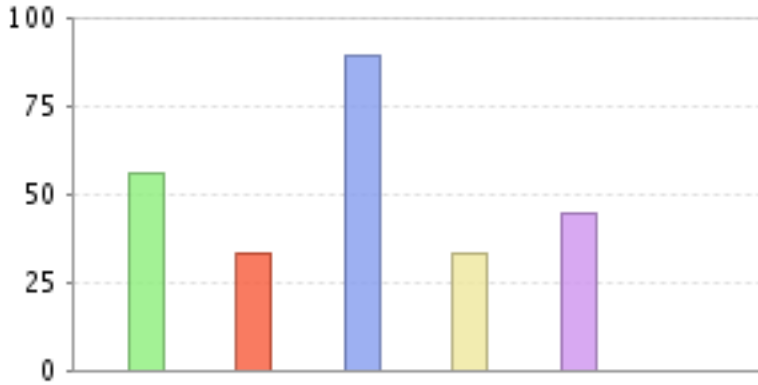
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	<input type="checkbox"/> 25% or less	<input type="checkbox"/> 26-50%	<input type="checkbox"/> 51-75%	<input type="checkbox"/> More than 75%	Mean
1 Worldwide	11.11% (1)	33.33% (3)	11.11% (1)	44.44% (4)	2.89
2 North America	12.5% (1)	25% (2)	12.5% (1)	50% (4)	3
3 Central and South America	12.5% (1)	25% (2)	12.5% (1)	50% (4)	3
4 Europe, Middle East and Africa	12.5% (1)	37.5% (3)	0% (0)	50% (4)	2.88
5 Asia/Pacific	12.5% (1)	25% (2)	12.5% (1)	50% (4)	3

Response: 9

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	55.56% (5)	2 - Distributors/VADs	33.33% (3)
3 - Independent training organizations	88.89% (8)	4 - Services/Implementation Partners	33.33% (3)
5 - Individual contractors	44.44% (4)	6 - Other	0% (0)

Response: 9

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	63.62	4.25	1.5	8	5.75
Highest	440	9	6	18	12
Lowest	0	0	0	0	0
Standard deviation	152.53	4.06	2	6.52	4.98

Response: 8

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



1 - Delivery partner teaches with labs provided by you	55.56% (5)	2 - Delivery partner owns labs	44.44% (4)
--	------------	--------------------------------	------------

Mean: 1.44

Response: 9

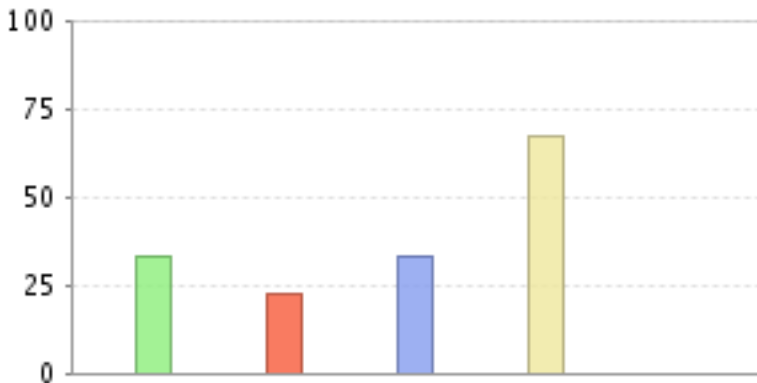
127. How does the partner set up the labs?



- 1 - Delivery partner purchases equipment or access from you 22.22% (2)
- 2 - Delivery partner manages lab on its own expense 77.78% (7)

Mean: 1.78
Response: 9

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



- 1 - Pay per use of the instructor 33.33% (3)
- 2 - Recurring fixed fee licensing 22.22% (2)
- 3 - Per seat revenue sharing 33.33% (3)
- 4 - Training kit/unit based materials fee 66.67% (6)
- 5 - Other 0% (0)

Response: 9

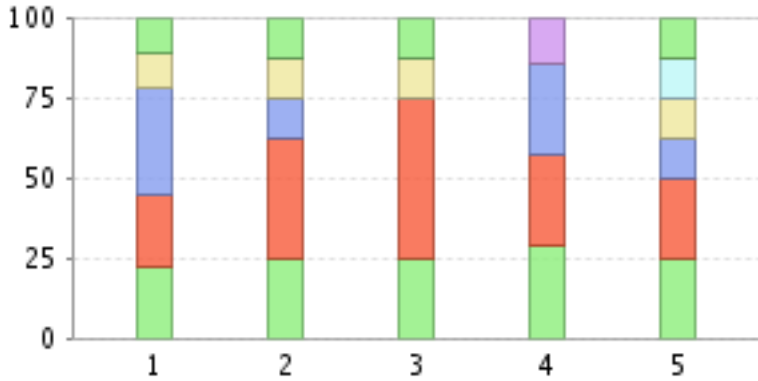
129. Do you have a revenue target for your delivery partners?



- 1 - Yes 22.22% (2)
- 2 - No 77.78% (7)

Mean: 1.78
Response: 9

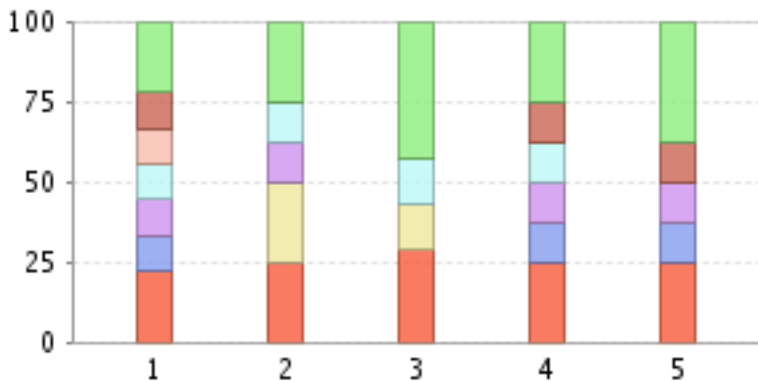
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean	
1 Worldwide	22.22% (2)	22.22% (2)	33.33% (3)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	3.33
2 North America	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.25
3 Central and South America	25% (2)	50% (4)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.12
4 Europe, Middle East and Africa	28.57% (2)	28.57% (2)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.43
5 Asia/Pacific	25% (2)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.75

Response: 9

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)	22.22% (2)	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	22.22% (2)	6.33
2 North America	0% (0)	25% (2)	0% (0)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	25% (2)	5.62
3 Central and South America	0% (0)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	42.86% (3)	6.71
4 Europe, Middle East and Africa	0% (0)	25% (2)	12.5% (1)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	0% (0)	25% (2)	6.12
5 Asia/Pacific	0% (0)	25% (2)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	37.5% (3)	6.75

Response: 9

132. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?



■ 1 - Yes 55.56% (5)
 ■ 2 - No 44.44% (4)

Mean: 1.44
Response: 9

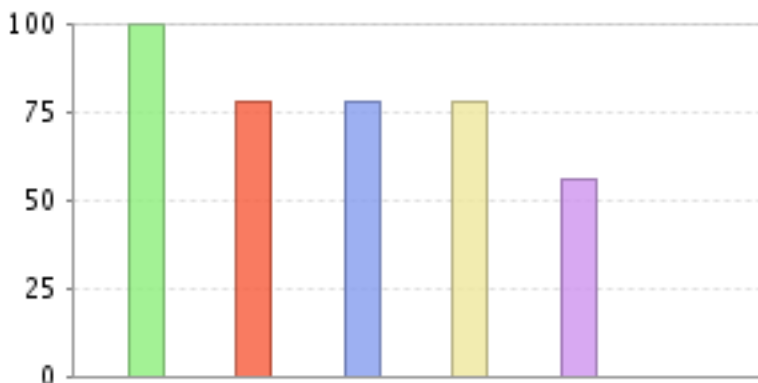
133. Do you require course delivery partner organizations to participate in a formal class evaluation process?



■ 1 - Yes 88.89% (8)
 ■ 2 - No 11.11% (1)

Mean: 1.11
Response: 9

134. Which of the following does your delivery partner evaluation process measure? Select all that apply.



■ 1 - Overall satisfaction	100% (9)	■ 2 - Instructor Delivery	77.78% (7)
■ 3 - Classroom facilities	77.78% (7)	■ 4 - Lab facilities	77.78% (7)
■ 5 - Materials quality	55.56% (5)	■ 6 - Other	0% (0)

Response: 9

135. Do you have a formal academic partner program?



■ 1 - Yes 61.54% (8)
 ■ 2 - No 38.46% (5)

Mean: 1.38
Response: 13

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



■ 1 - Extend/expand the reach of Education Services	42.86% (3)	■ 2 - Establish brand/technical mindshare for future customers and users	85.71% (6)
■ 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	57.14% (4)
■ 5 - Provide local language training	0% (0)	■ 6 - Other	0% (0)

Response: 7

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



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

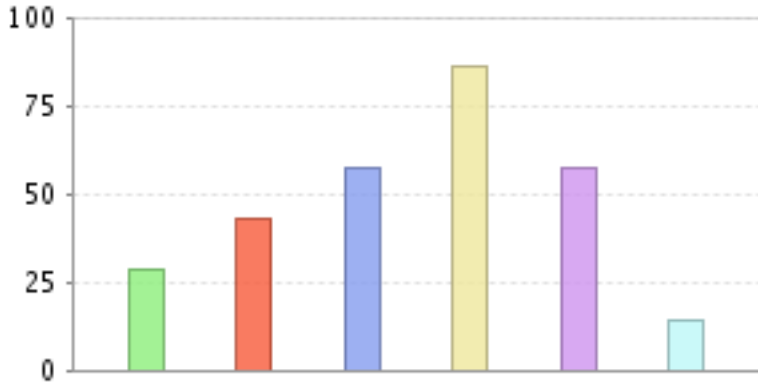
Mean: 1.57
Response: 7

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	1,954.83	52.33	3.67	49.33	16.33
Highest	10,000	250	20	250	80
Lowest	0	0	0	0	0
Standard deviation	3,960.93	99.46	8.04	99.6	31.6

Response: 6

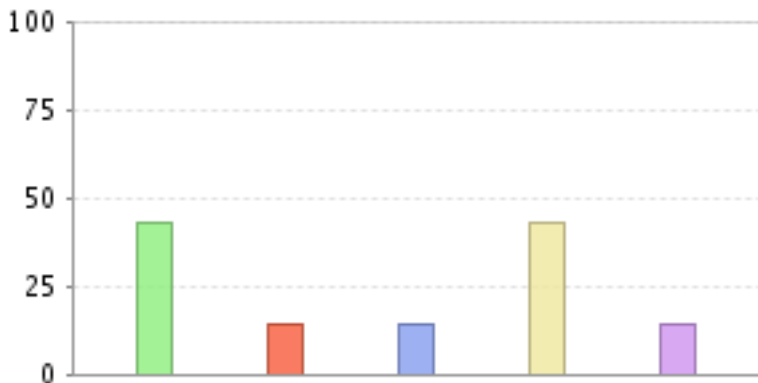
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



1 - Secondary schools	28.57% (2)	2 - Vocational/Technical Schools	42.86% (3)
3 - Associates' programs/2 year colleges or certificates	57.14% (4)	4 - Bachelors' programs/4 year colleges and universities	85.71% (6)
5 - Graduate programs/universities	57.14% (4)	6 - Other	14.29% (1)

Response: 7

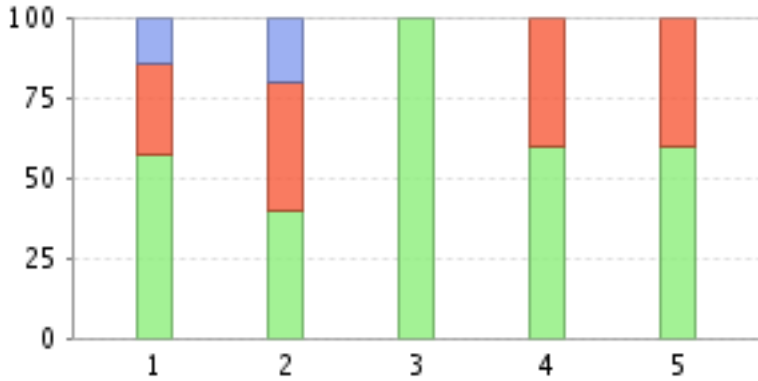
140. What is your academic partner business model? Select all that apply.



1 - Recurring fixed fee licensing	42.86% (3)	2 - Per seat revenue sharing	14.29% (1)
3 - Training kit/unit based materials fee	14.29% (1)	4 - Corporate-provided budget	42.86% (3)
5 - Other	14.29% (1)		

Response: 7

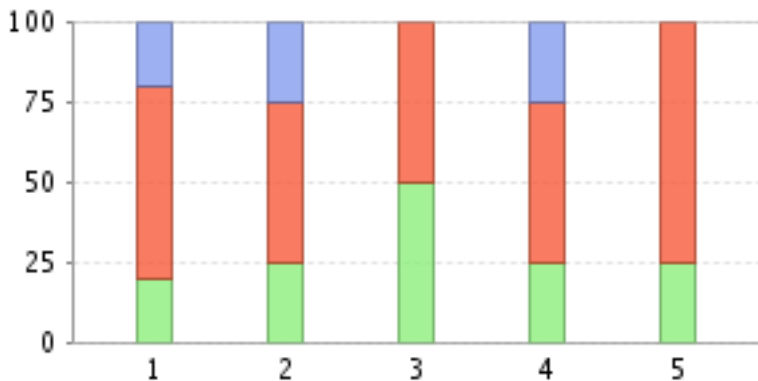
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
2 North America	40% (2)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.8
3 Central and South America	100% (5)	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	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
5 Asia/Pacific	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4

Response: 7

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	20% (1)	60% (3)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	25% (1)	50% (2)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South America	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4 Europe, Middle East and Africa	25% (1)	50% (2)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	25% (1)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75

Response: 5

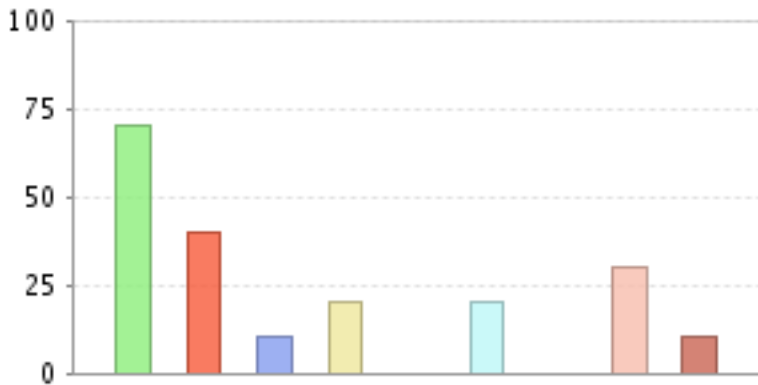
145. Does your company offer a professional certification program on your products and technology?



■ 1 - Yes, for all of our products	7.69% (1)	■ 2 - Yes, for some of our products	69.23% (9)
■ 3 - No, we don't offer any certification programs	23.08% (3)		

Mean: 2.15
Response: 13

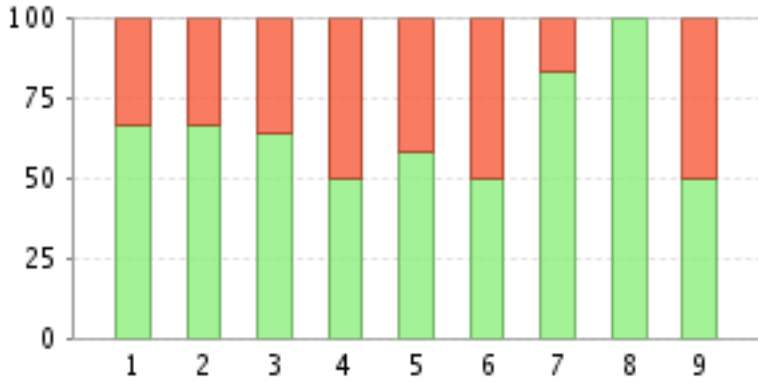
146. What are the two main goals for your certification programs?



■ 1 - Validate partner skills	70% (7)	■ 2 - Promoting brand recognition in the industry	40% (4)
■ 3 - Creating loyalty in our partner community and customer base	10% (1)	■ 4 - Establishing advocacy in the technical community	20% (2)
■ 5 - Creating a social network of support in the technical community	0% (0)	■ 6 - Revenue Generation	20% (2)
■ 7 - Ensure customer satisfaction	0% (0)	■ 8 - Enhance our product's value	30% (3)
■ 9 - Other	10% (1)		

Response: 10

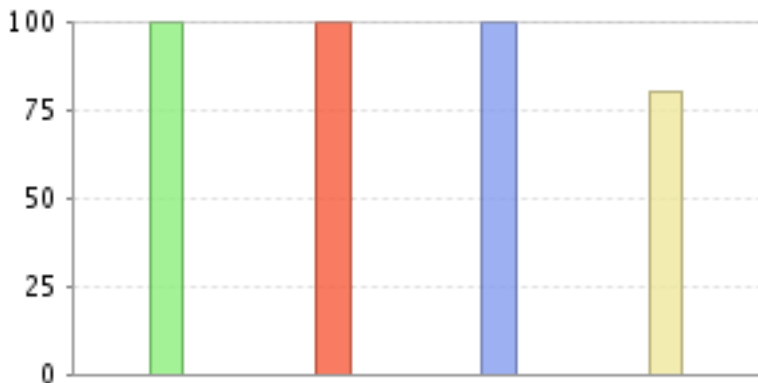
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	66.67% (4)	33.33% (2)
2 Sales - Channels/Partners	66.67% (4)	33.33% (2)
3 Presales – Internal Staff/Engineers	63.64% (7)	36.36% (4)
4 Presales – Channel/Partners	50% (6)	50% (6)
5 Post-sales – Internal Service Staff	58.33% (7)	41.67% (5)
6 Post-sales – Channels/Partners	50% (9)	50% (9)
7 Customers/end users	83.33% (10)	16.67% (2)
8 Students (academic)	100% (5)	0% (0)
9 Other	50% (1)	50% (1)

Response: 10

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



1 - North America	100% (10)	2 - Central and South America	100% (10)
3 - Europe, Middle East and Africa	100% (10)	4 - Asia/Pacific	80% (8)

Response: 10

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



1 - 1	10% (1)	2 - 2	10% (1)
3 - 3	30% (3)	4 - 4	30% (3)
5 - 5 or more	10% (1)	6 - It varies	10% (1)

Mean: 3.5

Response: 10

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



1 - Yes, for all tiers	40% (4)	2 - Yes, but only for some tiers	30% (3)
3 - No, you can go directly to the top tier or any point in-between	30% (3)		

Mean: 1.9

Response: 10

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



1 - Must re-certify annually	0% (0)	2 - 2 Years	30% (3)
3 - 3-4 years	20% (2)	4 - 5 years or more	0% (0)
5 - Certifications never expire	30% (3)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	20% (2)	8 - Other	0% (0)

Mean: 4.1

Response: 10

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

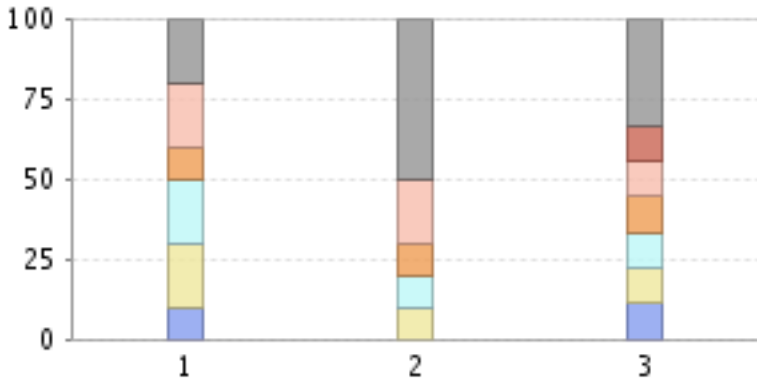


1 - Less than a year	0% (0)	2 - 1-2 years	10% (1)
3 - 2-3 years	20% (2)	4 - 3-4 years	0% (0)
5 - 4-5 years	0% (0)	6 - 5-9 years	10% (1)
7 - 10 years or more	60% (6)		

Mean: 5.6

Response: 10

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?	0% (0)	0% (0)	10% (1)	20% (2)	0% (0)	20% (2)	10% (1)	20% (2)	0% (0)	20% (2)	6.6
2 Were issued since start of the certification program?	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	10% (1)	10% (1)	20% (2)	0% (0)	50% (5)	8.3
3 Are valid currently?	0% (0)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	11.11% (1)	11.11% (1)	33.33% (3)	7.44

Response: 10

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

Average	386,383.34
Highest	2,000,000
Lowest	500
Standard deviation	796,183.06

Response: 6

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



1 - Yes, it's live	20% (2)	2 - No, but we're developing it	40% (4)
3 - No, we have no plans	40% (4)		

Mean: 2.2

Response: 10

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

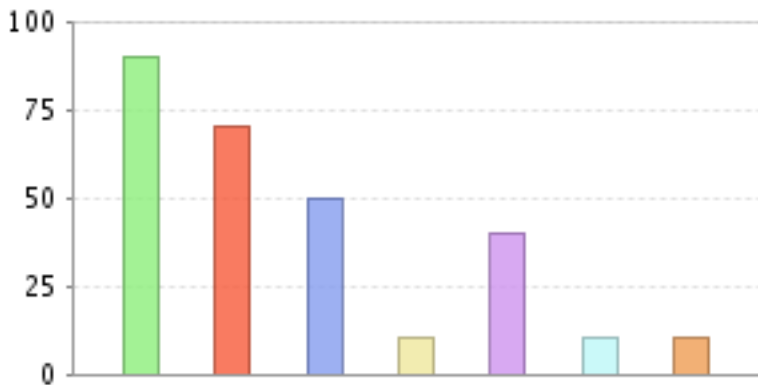


<input type="checkbox"/> 1 - Yes, certain training is required	0% (0)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	90% (9)
<input type="checkbox"/> 3 - No	10% (1)		

Mean: 2.1

Response: 10

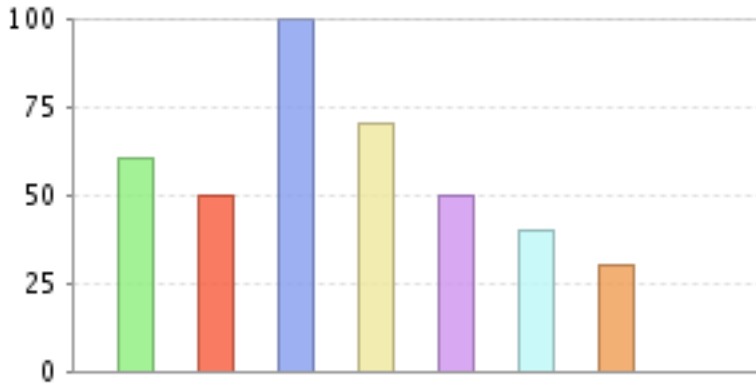
157. In what form is the preparatory study/training distributed? Select all that apply.



<input type="checkbox"/> 1 - Vendor prepared, authorized instructor led training	90% (9)	<input type="checkbox"/> 2 - Vendor prepared e-learning	70% (7)
<input type="checkbox"/> 3 - Vendor prepared self-study materials	50% (5)	<input type="checkbox"/> 4 - Third party prepared and delivered instructor led training and/or e-learning	10% (1)
<input type="checkbox"/> 5 - Commercially available study/reading materials	40% (4)	<input type="checkbox"/> 6 - Publically available academic programs	10% (1)
<input type="checkbox"/> 7 - Other	10% (1)		

Response: 10

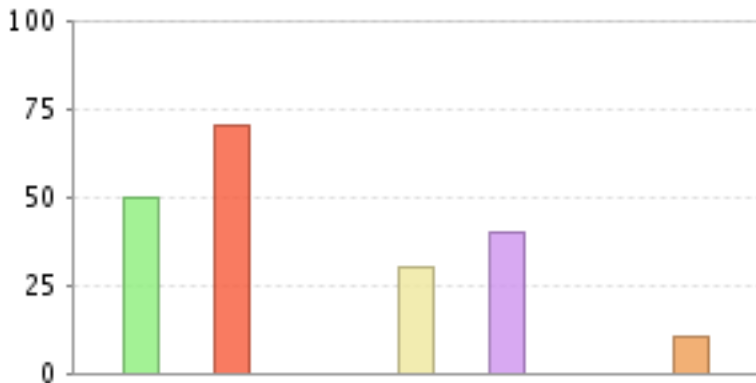
158. Who participates in the development of your certification exams? Select all that apply.



1 - Individuals with pre-existing certification	60% (6)	2 - Industry recognized technical experts	50% (5)
3 - Education Services staff	100% (10)	4 - Other company staff	70% (7)
5 - Partner staff	50% (5)	6 - Customers/end users	40% (4)
7 - Professional consultants and/or organizations	30% (3)	8 - Other	0% (0)

Response: 10

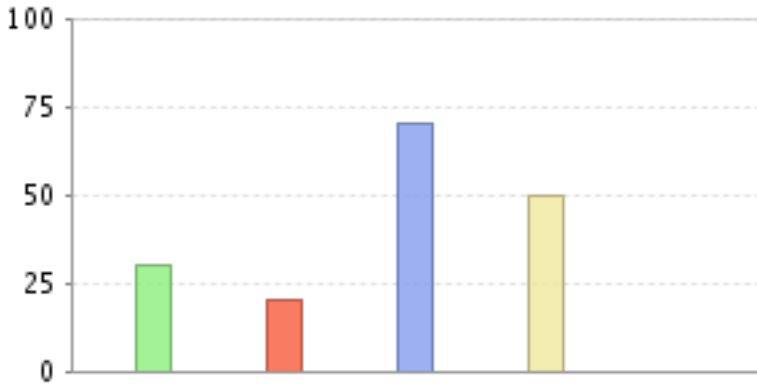
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	50% (5)	2 - Proctored computer-based exam(s)	70% (7)
3 - Un-proctored computer-based exam(s)	0% (0)	4 - Proctored Online/web delivered computer-based exam(s)	30% (3)
5 - Unproctored Online/web delivered computer-based exam(s)	40% (4)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	10% (1)		

Response: 10

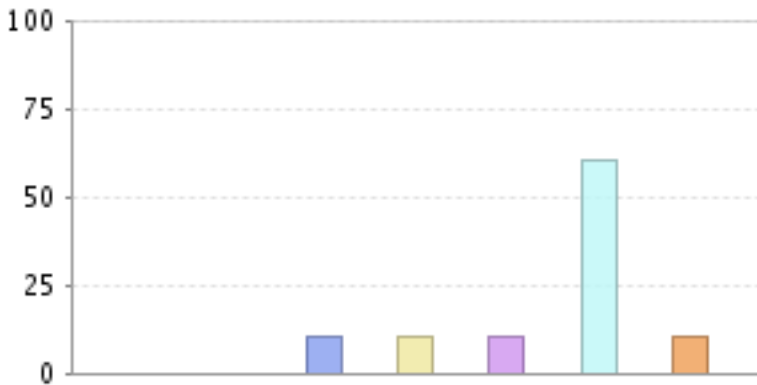
160. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	30% (3)	2 - Authorized Training Partner training and testing centers	20% (2)
3 - Third party training and testing centers	70% (7)	4 - Electronically, over the web	50% (5)
5 - Other	0% (0)		

Response: 10

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	10% (1)	4 - Discounted or free retake voucher	10% (1)
5 - Rescoring of exam	10% (1)	6 - None of the above	60% (6)
7 - Other	10% (1)		

Response: 10

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



1 - Yes, a formal program	70% (7)	2 - Yes, but it is informal	20% (2)
3 - No	10% (1)		

Mean: 1.4
Response: 10

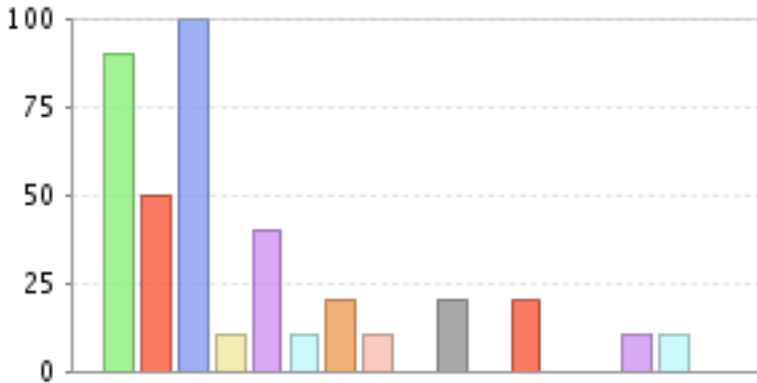
163. How many FTE equivalent employees in your organization perform certification-related activities?



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

Mean: 3.4
Response: 10

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



1 - Logos	90% (9)	2 - Hard copy (paper) certificates	50% (5)
3 - Soft copy (electronic) certificates	100% (10)	4 - Letters of recognition	10% (1)
5 - Branded Merchandise (shirts, hats, and so on)	40% (4)	6 - Online store for branded merchandise	10% (1)
7 - Early access to new product information	20% (2)	8 - Access to organization subject matter experts	10% (1)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	20% (2)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	20% (2)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	10% (1)	16 - Free training when products they are certified on are updated	10% (1)
17 - Other	0% (0)		

Response: 10

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



1 - Yes	60% (6)	2 - No	40% (4)
---------	---------	--------	---------

Mean: 1.4

Response: 10

Generated using [clicktools](#) on Thursday May 15 2014 22:20:49