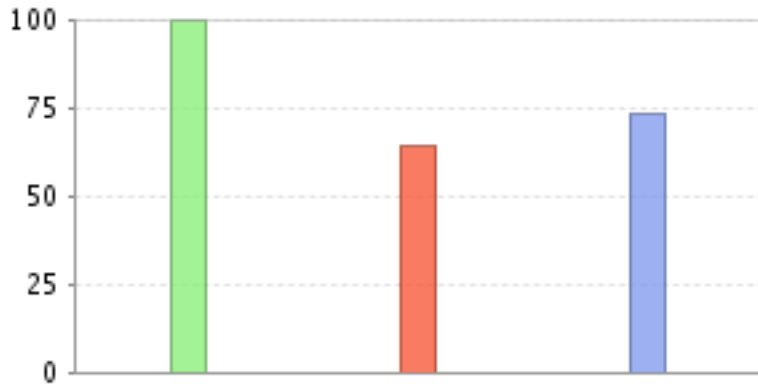


Cost Center (11)

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% (11)	2 - EMEA (Europe, Middle East and Africa)	63.64% (7)
3 - APAC (Asia Pacific, including China)	72.73% (8)		

Response: 11

2. What is your company's core business?



1 - Software - ERP	0% (0)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	9.09% (1)	4 - Software - Business Intelligence	0% (0)
5 - Software - Software as a Service	27.27% (3)	6 - Hardware - PC/Server maintenance	9.09% (1)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	0% (0)
9 - Hardware - Telecommunications	27.27% (3)	10 - Biosciences	0% (0)
11 - Other	27.27% (3)		

Mean: 7.64

Response: 11

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



1 - Hardware	54.55% (6)	2 - Software	81.82% (9)
3 - Software as a Service (SaaS)	54.55% (6)	4 - Biosciences	0% (0)
5 - Other	0% (0)		

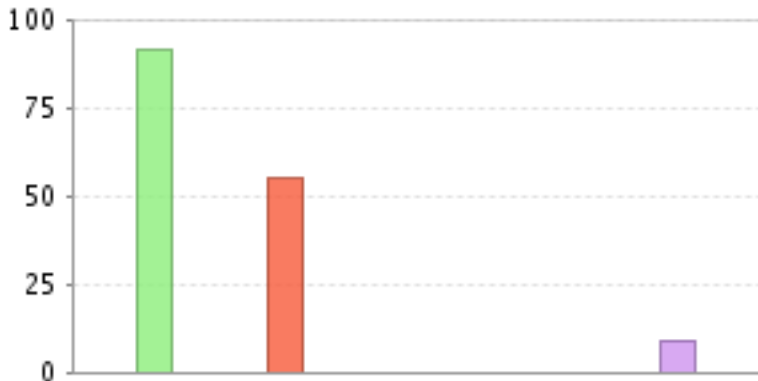
Response: 11

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	68.1%	3.1%	17.6%	11.2%
Highest	100%	10%	40%	40%
Lowest	30%	0%	0%	0%
Standard deviation	22.68	4.28	13.91	12.67

Response: 10

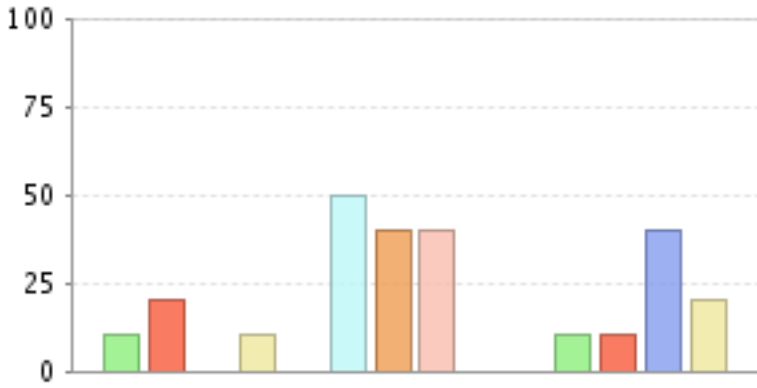
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	90.91% (10)	2 - Small and medium enterprise	54.55% (6)
3 - Home office	0% (0)	4 - Consumer	0% (0)
5 - Other	9.09% (1)		

Response: 11

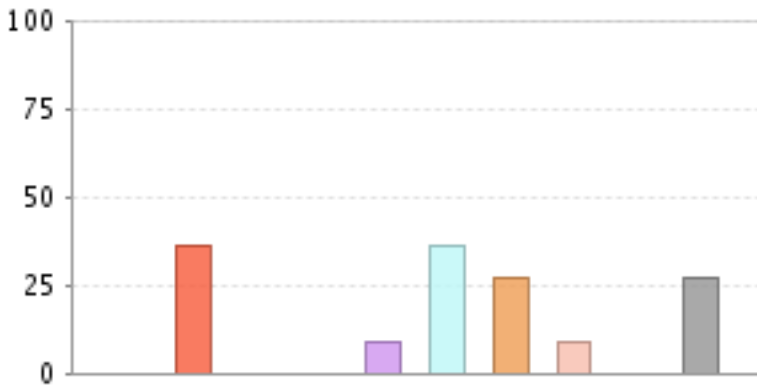
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	10% (1)	2 - Banking	20% (2)
3 - Education	0% (0)	4 - Energy	10% (1)
5 - Entertainment	0% (0)	6 - Finance	50% (5)
7 - Government	40% (4)	8 - Healthcare	40% (4)
9 - Insurance	0% (0)	10 - Logistics	0% (0)
11 - Manufacturing	10% (1)	12 - Retail	10% (1)
13 - Telecommunications	40% (4)	14 - Other	20% (2)

Response: 10

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



1 - Desktop Hardware and Software	0% (0)	2 - Networking and Telecommunications	36.36% (4)
3 - Office Products	0% (0)	4 - Computing Hardware	0% (0)
5 - Storage Hardware and Software	9.09% (1)	6 - Enterprise Application Software	36.36% (4)
7 - Infrastructure Software	27.27% (3)	8 - Industrial Automation	9.09% (1)
9 - Medical Technology	0% (0)	10 - Other	27.27% (3)

Response: 11

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



1 - \$100M or less	27.27% (3)	2 - Between \$101M and \$500M	27.27% (3)
3 - Between \$501M and \$1B	9.09% (1)	4 - More than \$1B and less than \$3B	18.18% (2)
5 - More than \$3B and less than \$10B	9.09% (1)	6 - More than \$10B and less than \$25B	9.09% (1)
7 - \$25B or more	0% (0)		

Mean: 2.82

Response: 11

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

Mean: 2.3

Response: 10

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



1 - 100 or less	0% (0)	2 - 101-1000	54.55% (6)
3 - 1001-5000	27.27% (3)	4 - 5001-10000	0% (0)
5 - 10001-50000	9.09% (1)	6 - More than 50000	9.09% (1)

Mean: 2.91

Response: 11

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



1 - 10 or less	54.55% (6)	2 - 11-20	9.09% (1)
3 - 21-50	9.09% (1)	4 - 51-100	9.09% (1)
5 - 101-200	0% (0)	6 - 201-300	9.09% (1)
7 - More than 300	9.09% (1)		

Mean: 2.55

Response: 11

**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.)**

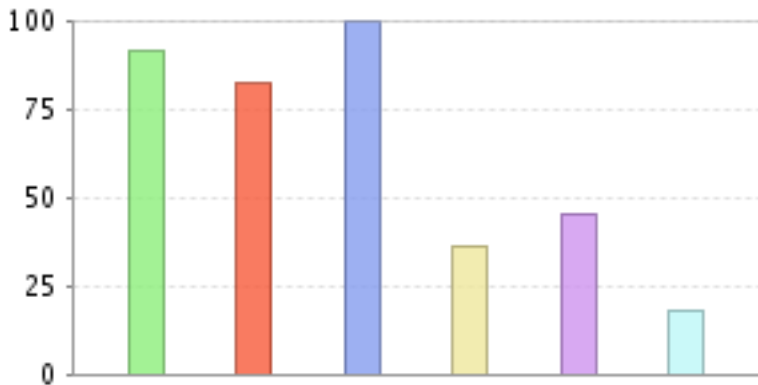


1 - It still isn't	9.09% (1)	2 - Less than 3 years	27.27% (3)
3 - 3-5 years	18.18% (2)	4 - 6-10 years	18.18% (2)
5 - More than 10 years	27.27% (3)		

Mean: 3.27

Response: 11

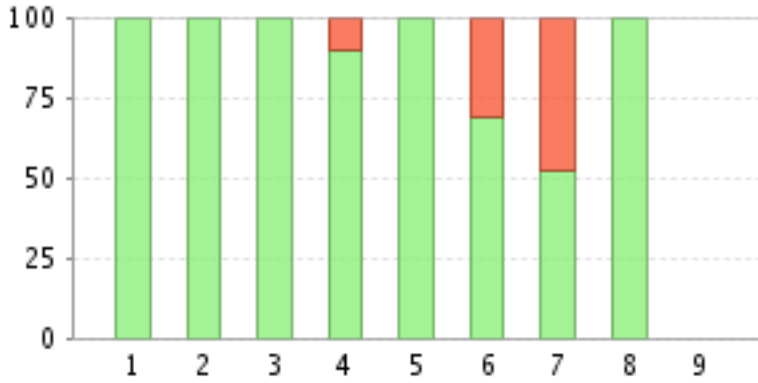
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	90.91% (10)	2 - Provide product training to product channel partners	81.82% (9)
3 - Provide product training to customers	100% (11)	4 - Provide non-product training to employees (for example, softskills, management)	36.36% (4)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	45.45% (5)	6 - Other	18.18% (2)

Response: 11

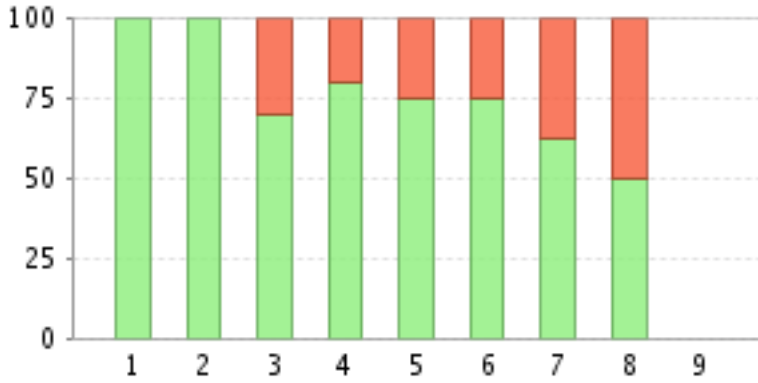
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	100% (5)	0% (0)
2 Sales - Channels/Partners	100% (4)	0% (0)
3 Technical Pre-sales - Internal staff	100% (11)	0% (0)
4 Technical Pre-sales - Channels/Partners	90% (9)	10% (1)
5 Post-sales - Internal Staff	100% (10)	0% (0)
6 Post-sales - Channels/Partners	69.23% (9)	30.77% (4)
7 Customers and/or end users	52.63% (10)	47.37% (9)
8 Universities	100% (1)	0% (0)
9 Other	0% (0)	0% (0)

Response: 11

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	100% (2)	0% (0)
2 Meeting an education profit margin target	100% (2)	0% (0)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	70% (7)	30% (3)
4 Accelerating product adoption (eg by providing training for key products earlier)	80% (8)	20% (2)
5 Reducing support liability (eg reduced support calls)	75% (9)	25% (3)
6 Achieve Partner enablement (eg certain number of trained channel partners)	75% (6)	25% (2)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	62.5% (5)	37.5% (3)
8 Driving product business (eg product sales target)	50% (2)	50% (2)
9 Other	0% (0)	0% (0)

Response: 11

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

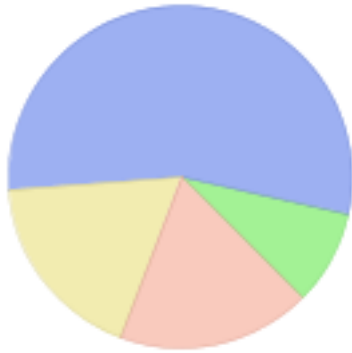


1 - Only a single team	54.55% (6)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	9.09% (1)	4 - Different education teams for other reasons	27.27% (3)
5 - Other	9.09% (1)		

Mean: 2.36

Response: 11

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

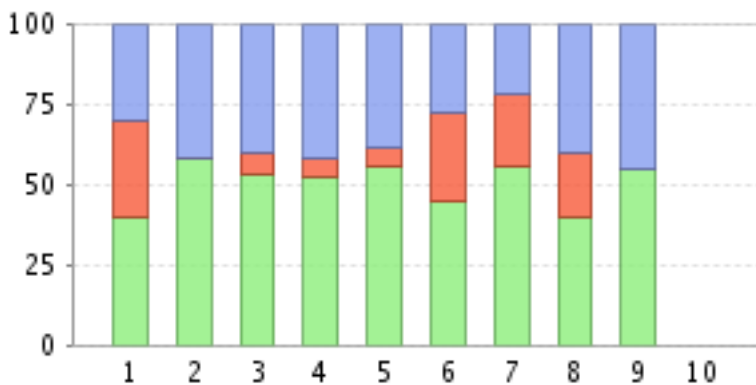


1 - Sales	9.09% (1)	2 - Marketing	0% (0)
3 - Services (including Consulting)	54.55% (6)	4 - Human Resources	18.18% (2)
5 - Engineering	0% (0)	6 - Operations	0% (0)
7 - Directly to the CEO	0% (0)	8 - Other	18.18% (2)

Mean: 3.91

Response: 11

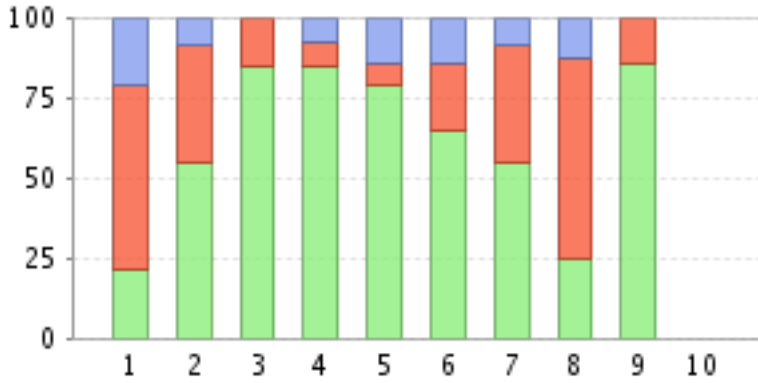
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	40% (4)	30% (3)	30% (3)
2 Training Marketing	58.33% (7)	0% (0)	41.67% (5)
3 Training Operations and Admin Processes	53.33% (8)	6.67% (1)	40% (6)
4 Training Technology Infrastructure (for example, LMS)	52.63% (10)	5.26% (1)	42.11% (8)
5 Curriculum Design and Courseware Development	55.56% (10)	5.56% (1)	38.89% (7)
6 Course Delivery and Distribution	44.44% (8)	27.78% (5)	27.78% (5)
7 Training Partner Programs	55.56% (5)	22.22% (2)	22.22% (2)
8 User Adoption/End User Consulting Services	40% (2)	20% (1)	40% (2)
9 Certification Programs	54.55% (6)	0% (0)	45.45% (5)
10 Other	0% (0)	0% (0)	0% (0)

Response: 11

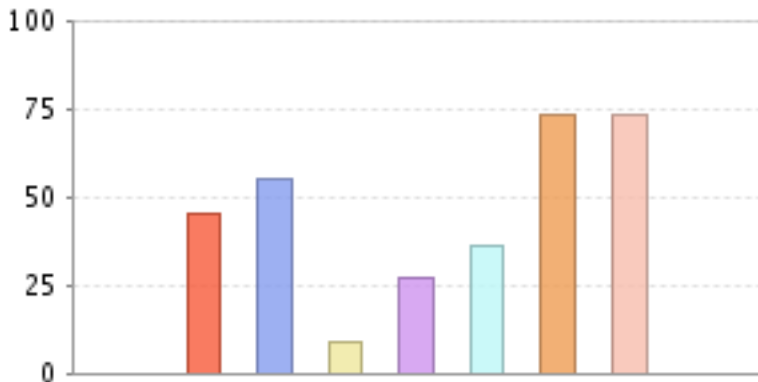
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	21.43% (3)	57.14% (8)	21.43% (3)
2 Training Marketing	54.55% (6)	36.36% (4)	9.09% (1)
3 Training Technology Infrastructure (for example, LMS)	84.62% (11)	15.38% (2)	0% (0)
4 Training Operations and Admin Processes	84.62% (11)	7.69% (1)	7.69% (1)
5 Curriculum Design and Courseware Development	78.57% (11)	7.14% (1)	14.29% (2)
6 Course Delivery and Distribution	64.29% (9)	21.43% (3)	14.29% (2)
7 Training Partner Programs	54.55% (6)	36.36% (4)	9.09% (1)
8 User Adoption/End User Consulting Services	25% (2)	62.5% (5)	12.5% (1)
9 Certification Programs	85.71% (6)	14.29% (1)	0% (0)
10 Other	0% (0)	0% (0)	0% (0)

Response: 11

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	45.45% (5)
3 - Product Management/Marketing	54.55% (6)	4 - Business Operations	9.09% (1)
5 - Sales	27.27% (3)	6 - Corporate Marketing	36.36% (4)
7 - Professional Services	72.73% (8)	8 - Technical Support	72.73% (8)
9 - Other	0% (0)		

Response: 11

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)	0% (0)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	0% (0)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	100% (11)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 3
Response: 11

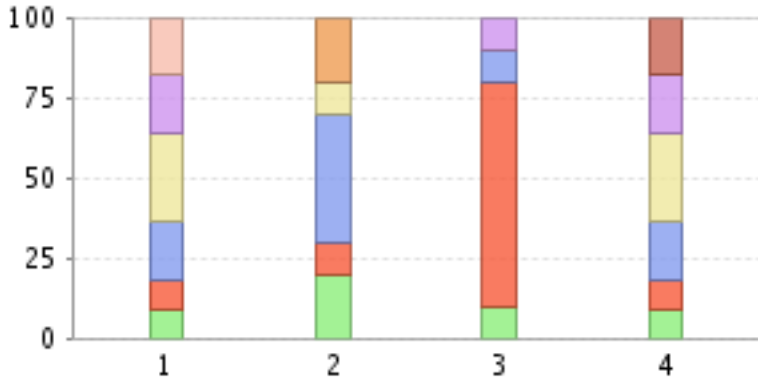
22. If your Education Services department changed its financial business model within the past 24 months, what was the change?



1 - No change	81.82% (9)	2 - From Profit Center to Cost Center	18.18% (2)
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: 1.18
Response: 11

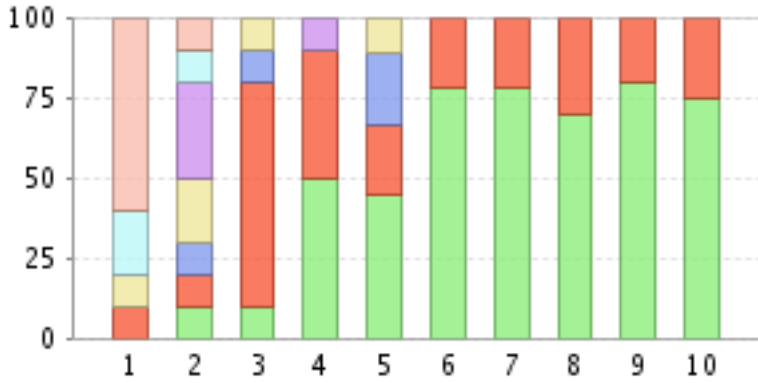
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	9.09% (1)	9.09% (1)	18.18% (2)	27.27% (3)	18.18% (2)	0% (0)	0% (0)	18.18% (2)	0% (0)	0% (0)	0% (0)	4.27
2 VILT	20% (2)	10% (1)	40% (4)	10% (1)	0% (0)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.4
3 e-Learning	10% (1)	70% (7)	10% (1)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.3
4 OVERALL IT TRAINING REVENUE	9.09% (1)	9.09% (1)	18.18% (2)	27.27% (3)	18.18% (2)	0% (0)	0% (0)	0% (0)	18.18% (2)	0% (0)	0% (0)	4.45

Response: 11

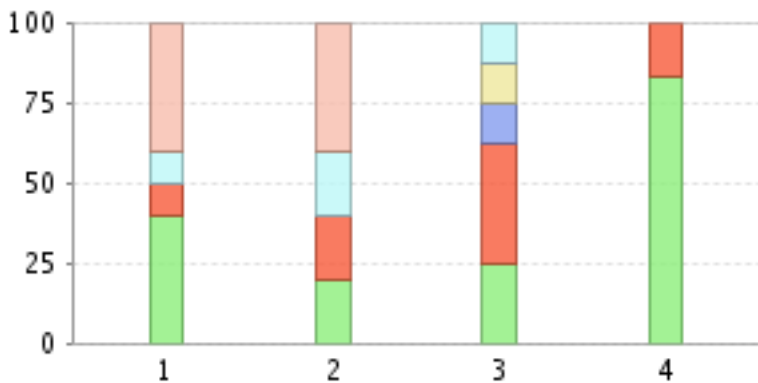
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%	Mean
1 Classroom/Instructor led offerings	0% (0)	10% (1)	0% (0)	10% (1)	0% (0)	20% (2)	0% (0)	60% (6)	6.6
2 Virtual Classroom/Synchronous Instructor-led offerings	10% (1)	10% (1)	10% (1)	20% (2)	30% (3)	10% (1)	0% (0)	10% (1)	4.3
3 Asynchronous e-Learning/web based training technology-based offerings	10% (1)	70% (7)	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
4 Self learning - printed matter or web-based	50% (5)	40% (4)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	1.8
5 Certification Exams	44.44% (4)	22.22% (2)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
6 Partner relationship fees	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
7 Partner revenue sharing	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
8 Materials licensing/sales	70% (7)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.3
9 Rental fees	80% (8)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
10 Other	75% (3)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25

Response: 11

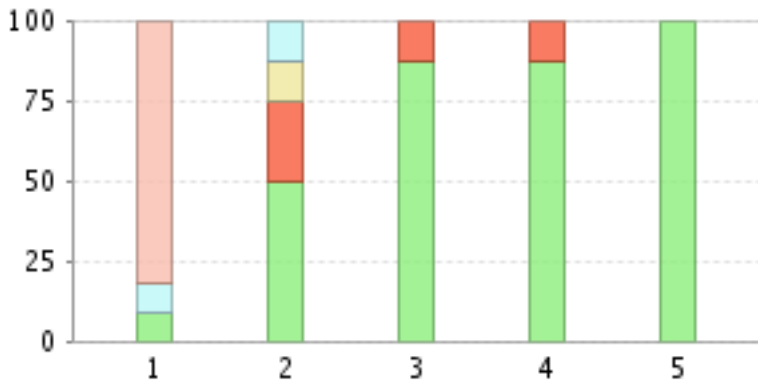
25. What percentage of total Education Services revenue comes from training the following?










	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	40% (4)	10% (1)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	40% (4)	4.4
2 End-users	20% (2)	20% (2)	0% (0)	0% (0)	0% (0)	20% (2)	0% (0)	40% (4)	5
3 Partners	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	2.62
4 Other	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17

Response: 11

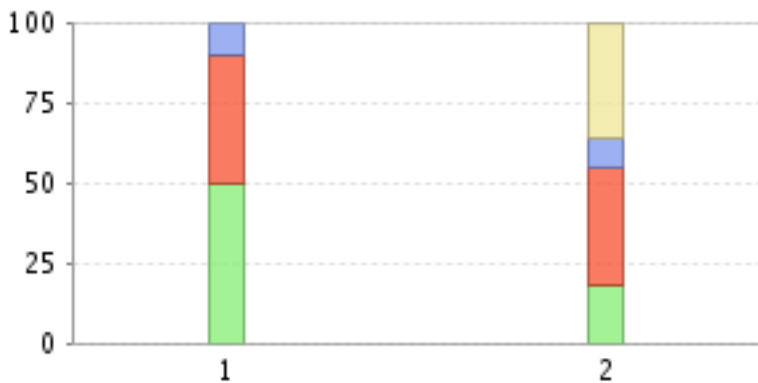
26. What percentage of total Education Services revenue comes from training the following?







									Mean
	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	
1 Product Customer	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (1)	0% (0)	81.82% (9)	7.18
2 Product Partner	50% (4)	25% (2)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	2.25
3 Training Partner (Reseller, ATP)	87.5% (7)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.12
4 Academic Alliances	87.5% (7)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.12
5 Other	100% (5)	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	50% (5)	40% (4)	10% (1)	0% (0)	1.6
2 Private/onsite training	18.18% (2)	36.36% (4)	9.09% (1)	36.36% (4)	2.64

Response: 11

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



1 - 0.5% or less	60% (6)	2 - 0.5-1%	30% (3)
3 - 1-2%	0% (0)	4 - 2-3%	10% (1)
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: 1.6

Response: 10

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



1 - 0.5% or less	60% (6)	2 - 0.5-1%	30% (3)
3 - 1-2%	10% (1)	4 - 2-3%	0% (0)
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: 1.5

Response: 10

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

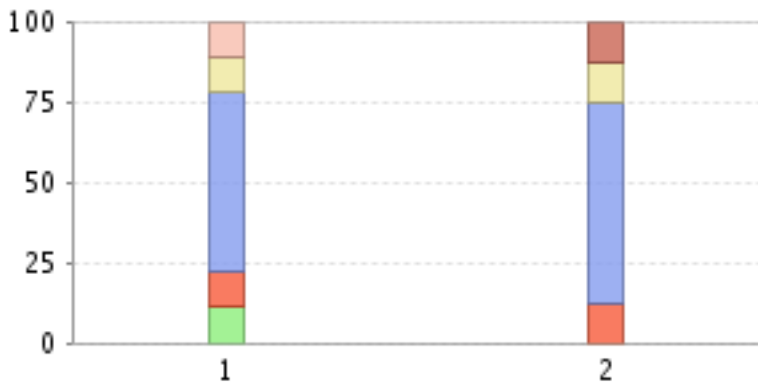


1 - <1%	20% (2)	2 - 1-2%	40% (4)
3 - 2-4%	20% (2)	4 - 4-7%	10% (1)
5 - 7-10%	0% (0)	6 - 10-15%	0% (0)
7 - 15-20%	0% (0)	8 - 20-30%	0% (0)
9 - >30%	10% (1)		

Mean: 2.9

Response: 10

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	11.11% (1)	11.11% (1)	55.56% (5)	11.11% (1)	0% (0)	0% (0)	0% (0)	11.11% (1)	0% (0)	3.33
2 Three-year average	0% (0)	12.5% (1)	62.5% (5)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.75

Response: 9

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

54.55% (6) 2 - No

45.45% (5)

Mean: 1.45

Response: 11

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	62.18%	10.64%	11.36%	7.18%	4%	3%	1.64%	0%
Highest	70%	20%	25%	25%	18%	10%	10%	0%
Lowest	50%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	7.05	6.67	7.05	8.17	6.31	3.26	3.17	0

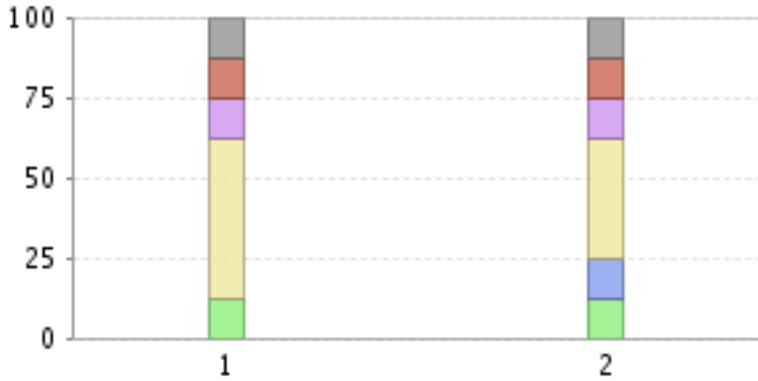
Response: 11

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	1%	1.55%	43.36%	24.36%	8.91%	1.18%	10%	6.09%	3.55%
Highest	6%	10%	80%	60%	25%	5%	40%	18%	31%
Lowest	0%	0%	11%	0%	0%	0%	0%	0%	0%
Standard deviation	2.24	3.21	20.67	18.85	6.74	1.66	10.72	7.74	9.42

Response: 11

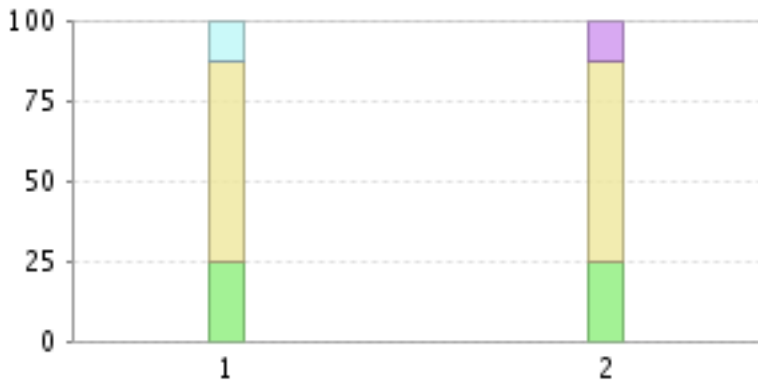
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	12.5% (1)	0% (0)	0% (0)	50% (4)	12.5% (1)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	5.12
2 Achievement	12.5% (1)	0% (0)	12.5% (1)	37.5% (3)	12.5% (1)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	5

Response: 8

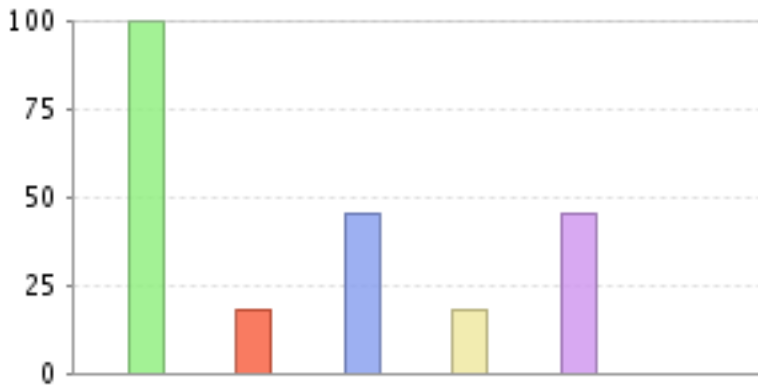
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	25% (2)	0% (0)	0% (0)	62.5% (5)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3.5
2 Achievement	25% (2)	0% (0)	0% (0)	62.5% (5)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.38

Response: 8

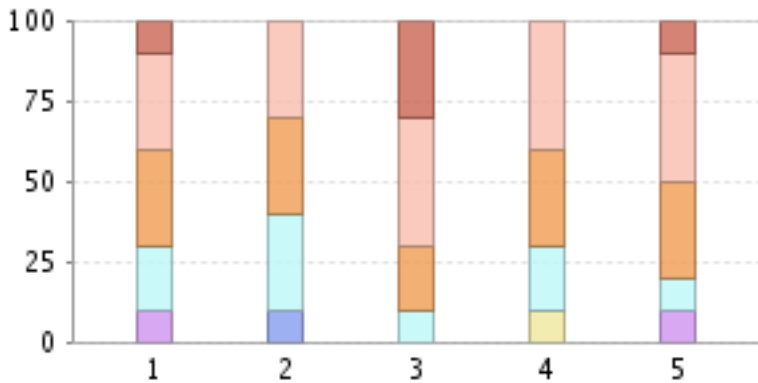
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (11)	2 - Net Promoter Score	18.18% (2)
3 - Kirkpatrick Level 2 Assessments	45.45% (5)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	18.18% (2)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	45.45% (5)	6 - Other	0% (0)

Response: 11

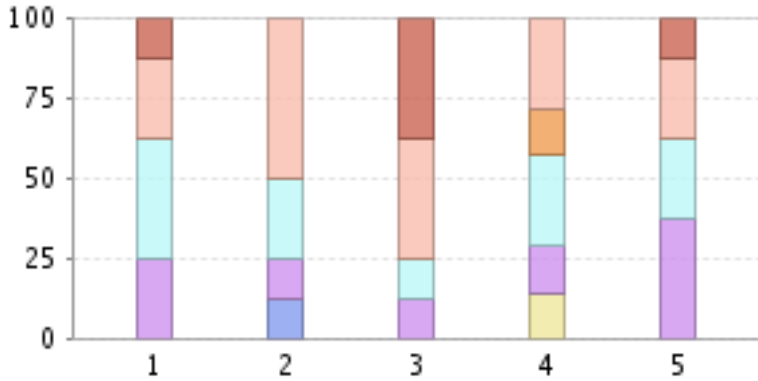
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	10% (1)	20% (2)	30% (3)	30% (3)	10% (1)	0% (0)	7.1
2 Course (physical) material	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	30% (3)	30% (3)	30% (3)	0% (0)	0% (0)	6.6
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	20% (2)	40% (4)	30% (3)	0% (0)	7.9
4 Content (ideas)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	20% (2)	30% (3)	40% (4)	0% (0)	0% (0)	6.9
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	10% (1)	30% (3)	40% (4)	10% (1)	0% (0)	7.3

Response: 10

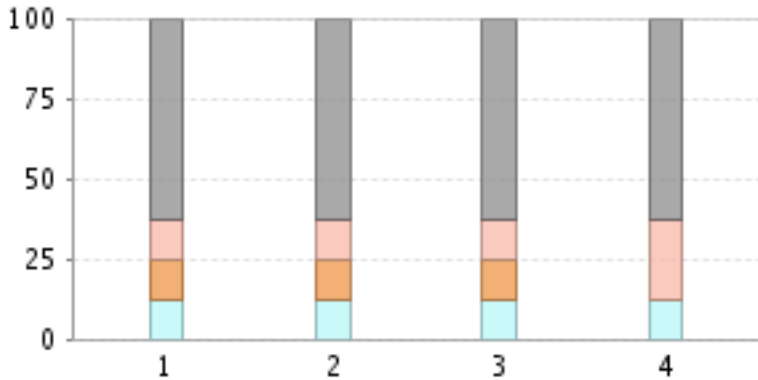
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	25% (2)	37.5% (3)	0% (0)	25% (2)	12.5% (1)	0% (0)	6.62
2 Course (physical) material	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	25% (2)	0% (0)	50% (4)	0% (0)	0% (0)	6.5
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	37.5% (3)	37.5% (3)	0% (0)	7.75
4 Content (ideas)	0% (0)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	6.29
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	37.5% (3)	25% (2)	0% (0)	25% (2)	12.5% (1)	0% (0)	6.5

Response: 8

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)	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	62.5% (5)	8.88
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	62.5% (5)	8.88
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	62.5% (5)	8.88
4 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	25% (2)	0% (0)	62.5% (5)	9

Response: 8

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



1 - 50% or less	10% (1)	2 - 51-60%	10% (1)
3 - 61-70%	40% (4)	4 - 71-80%	10% (1)
5 - 81-90%	10% (1)	6 - More than 90%	20% (2)

Mean: 3.6

Response: 10

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



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

Mean: 3.12

Response: 8

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



1 - 50% or less	62.5% (5)	2 - 51-60%	0% (0)
3 - 61-70%	12.5% (1)	4 - 71-80%	0% (0)
5 - 81-90%	0% (0)	6 - More than 90%	25% (2)

Mean: 2.5

Response: 8

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

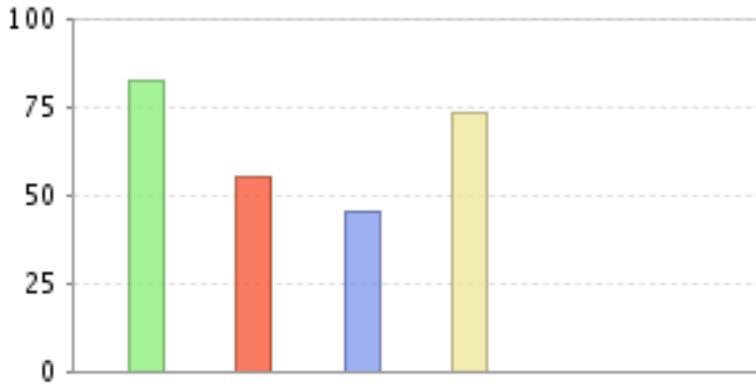


1 - We contact them within a defined number of days after the class	63.64% (7)	2 - We follow up some of the time	18.18% (2)
3 - We don't follow up and wait until they escalate	9.09% (1)	4 - Other	9.09% (1)

Mean: 1.64

Response: 11

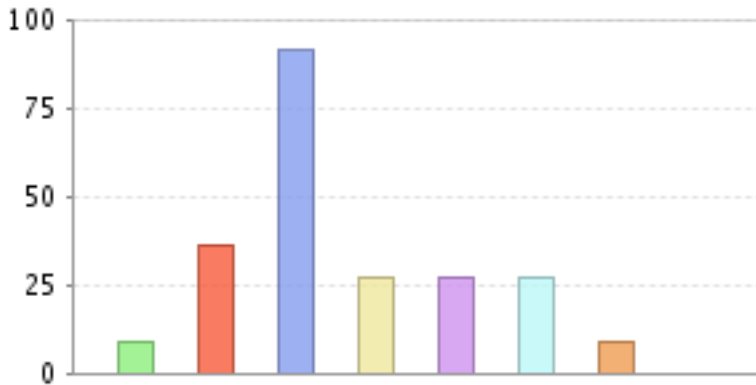
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - Contact them yourself directly before they contact you	81.82% (9)	2 - Offer refunds if required/requested	54.55% (6)
3 - Provide credit for additional training if required/requested	45.45% (5)	4 - Consult with sales team for next steps with customer and agree who takes next steps	72.73% (8)
5 - None of these	0% (0)	6 - Other	0% (0)

Response: 11

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	9.09% (1)	2 - Number and type of support tickets	36.36% (4)
3 - Overall customer satisfaction	90.91% (10)	4 - Degree of product adoption or use	27.27% (3)
5 - Product implementation timeline (product up and running)	27.27% (3)	6 - Customer renewals/Returning customers	27.27% (3)
7 - None of these	9.09% (1)	8 - Other	0% (0)

Response: 11

47. Have you been able to demonstrate an impact?



Mean: 2

Response: 11

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.
- 2 We track how many tickets a customer files before and after we recommend they take training. IE customer files a lot of tickets..support guy recommends they take a training. We also targeted install issues heavily in our free training offerings. The Support team saw a 50% reduction of support tickets with this topic, we didn't track names that took the free training but surmised it was not a total coincidence we saw the reduction.
- 3 Map number of tickets against number of trained people, adjusting for newness of installation.

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

- 1 We spent most of 2013 building out a new training department and have not started measuring impacts yet.
- 2 independent customer satisfaction report
- 3 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
- 4 Too difficult to measure with confidence.
- 5 CSAT via MTM
- 6 We ask the same question in our training survey as we do on our customer satisfaction survey.
- 7 Bi-annual customer sat surveys, 90-day follow-up calls w/select customers, number of unsolicited comments (praise or otherwise)
- 8 Include it as a question in customer surveys.
- 9 We have an annual customer survey that includes measurements on training.

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

- 1 We spent most of 2013 building out a new training department and have not started measuring impacts yet.
- 2 We have a complex program for driving adoption and how this is tracked by our Technical Account Managers.

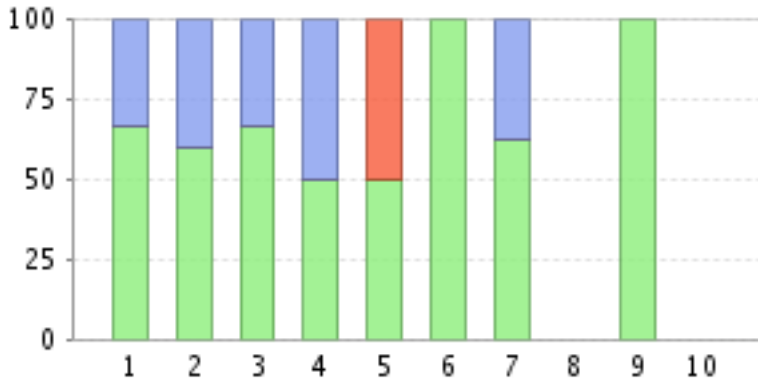
52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 Always a challenge. We work with the Enablement team to ensure training happens first. A lot of times questions are answered and by the time the Enablement team or support teams are brought in the level of questions are much more sophisticated due to quicker feature and functionality adoption.
- 2 Gauge customer turn-up to specific project milestones against average deployments of similar complexity.

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

- 1 NA
- 2 We tie customers trained to customers renewed.

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	66.67% (10)	0% (0)	33.33% (5)
2 Inside sales	60% (6)	0% (0)	40% (4)
3 Services sales	66.67% (4)	0% (0)	33.33% (2)
4 Maintenance renewal sales	50% (1)	0% (0)	50% (1)
5 Dedicated Education Services sales representatives	50% (1)	50% (1)	0% (0)
6 Education Services coordinators/non-sales staff	100% (2)	0% (0)	0% (0)
7 Channel partners	62.5% (5)	0% (0)	37.5% (3)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	0% (0)	0% (0)	0% (0)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	100% (1)	0% (0)	0% (0)
10 Other	0% (0)	0% (0)	0% (0)

Response: 10

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	40% (4)
3 - \$25,000-\$49,999	30% (3)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	30% (3)	6 - \$200,000 or more	0% (0)

Mean: 3.2

Response: 10

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

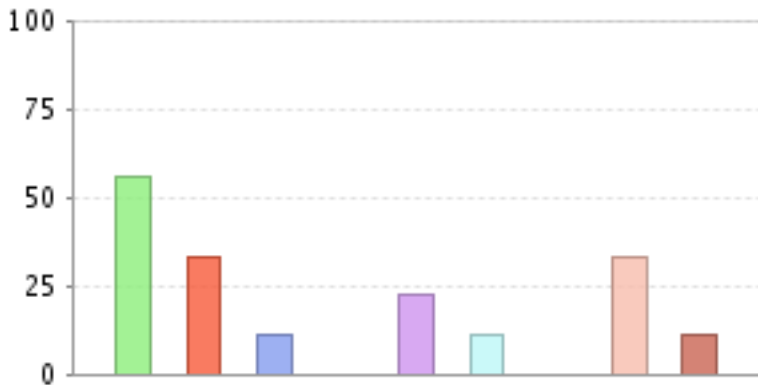


1 - Less than \$5,000	40% (4)	2 - \$5,000-\$24,999	50% (5)
3 - \$25,000-\$49,999	0% (0)	4 - \$50,000-\$99,999	10% (1)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.8

Response: 10

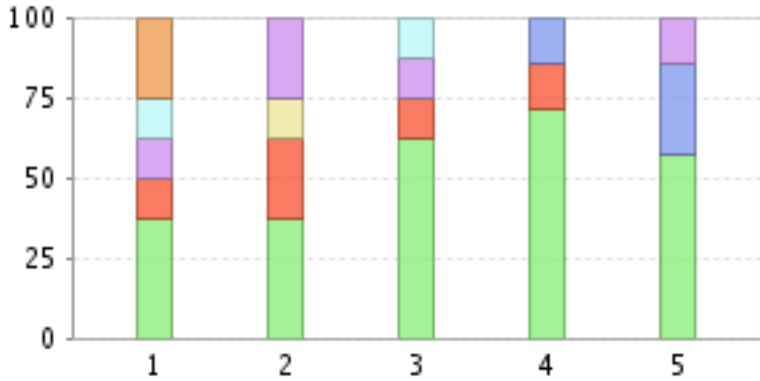
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	55.56% (5)	2 - Product deals with a new product for a customer	33.33% (3)
3 - Support contract sales	11.11% (1)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	22.22% (2)	6 - Product and/or service deals when sold as a subscription	11.11% (1)
7 - Product and/or service deals when NOT sold as a subscription	0% (0)	8 - None of these	33.33% (3)
9 - Other	11.11% (1)		

Response: 9

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	37.5% (3)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	25% (2)	3.75
2	Product and/or service deals when NOT sold as a subscription	37.5% (3)	25% (2)	0% (0)	12.5% (1)	25% (2)	0% (0)	0% (0)	2.62
3	Support contract deals	62.5% (5)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	2.25
4	Support contract renewal deals	71.43% (5)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
5	Professional Services consulting sales	57.14% (4)	0% (0)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	2.14

Response: 10

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

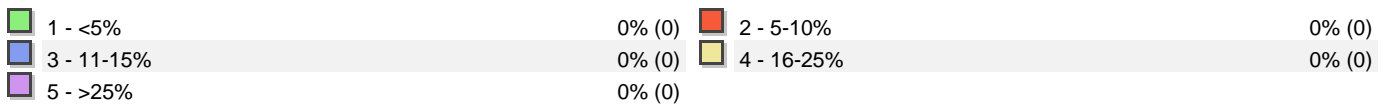


1 - Recognized revenue target	0% (0)	2 - Bookings target	100% (1)
3 - Recognized revenue and bookings targets	0% (0)	4 - Neither	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 1

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?



Response: 0

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



Mean: 2

Response: 1

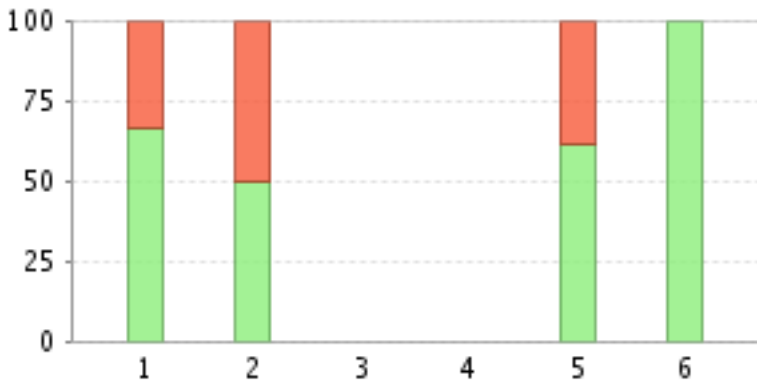
62. In your Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee, what do you charge?



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	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	66.67% (4)	33.33% (2)
2 A Business Unit Marketing organization	50% (1)	50% (1)
3 Regional Marketing organizations	0% (0)	0% (0)
4 Customer Services Marketing	0% (0)	0% (0)
5 Education Services Marketing	61.54% (8)	38.46% (5)
6 Other	100% (1)	0% (0)

Response: 10

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



1 - Yes

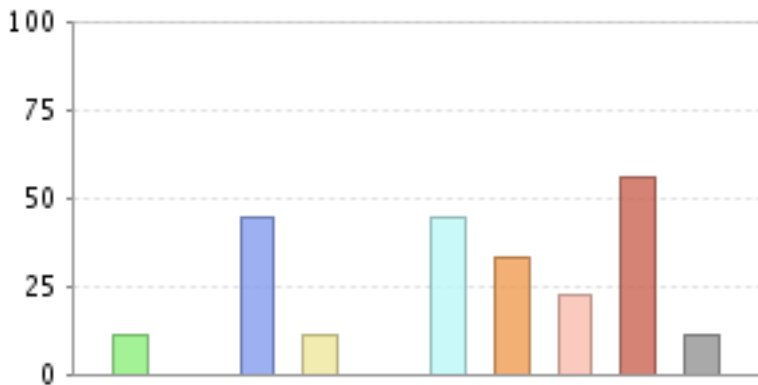
30% (3) 2 - No

70% (7)

Mean: 1.7

Response: 10

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

11.11% (1)

2 - Telemarketing

0% (0)

3 - Email campaigns

44.44% (4)

4 - Printed catalog or data sheets

11.11% (1)

5 - Electronic catalog or data sheets

0% (0)

6 - Corporate/public webpage

44.44% (4)

7 - Dedicated education services webpage or portal

33.33% (3)

8 - Social media sites and followings

22.22% (2)

9 - Internal marketing to Corporate Sales

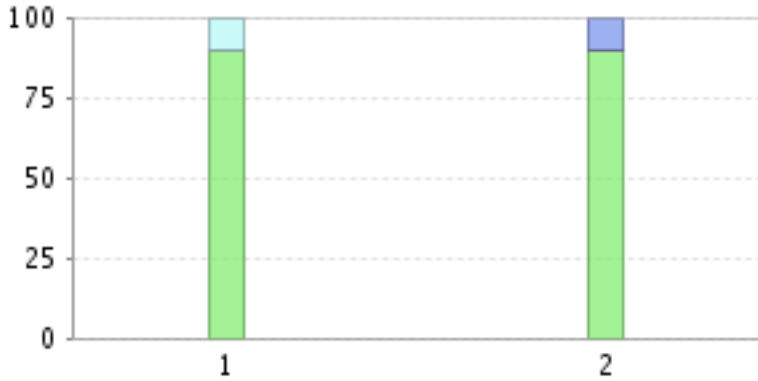
55.56% (5)

10 - Other

11.11% (1)

Response: 9

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	90% (9)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	1.5
2 Pays for the development	90% (9)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	1.2

Response: 10

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



1 - 100% (all)	60% (6)	2 - 75-99%	20% (2)
3 - 51-75%	20% (2)	4 - 26-50%	0% (0)
5 - 25% or less	0% (0)		

Mean: 1.6

Response: 10

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	90% (9)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	10% (1)

Mean: 1.5

Response: 10

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

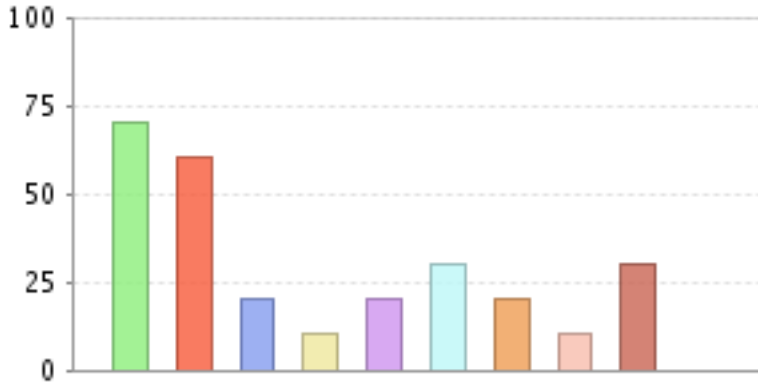


1 - Product feasibility/inception stage	10% (1)	2 - Product development stage	80% (8)
3 - Beta product availability stage	10% (1)	4 - General/public product availability stage	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 10

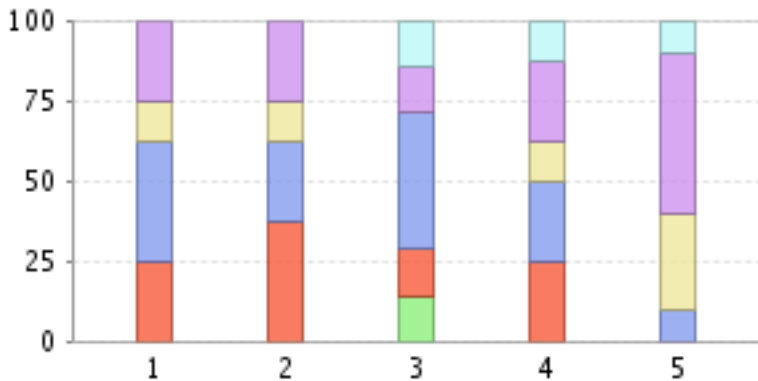
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	70% (7)	2 - Informal exchanges of information/data with engineering and product management	60% (6)
3 - Formalized transfer of information processes and exchange sessions with technical publications	20% (2)	4 - Informal exchanges of information/data with technical publications	10% (1)
5 - Collect information from Support teams	20% (2)	6 - Collect information from Professional Services teams	30% (3)
7 - Collect information from Customers	20% (2)	8 - Collect information from Partners	10% (1)
9 - Collect information from Product Marketing	30% (3)	10 - Other	0% (0)

Response: 10

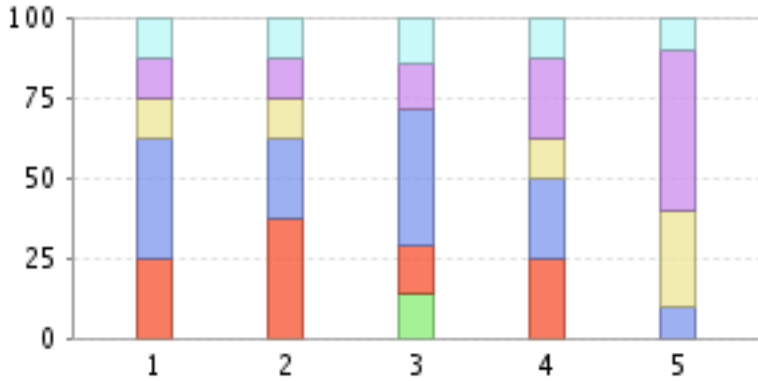
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	25% (2)	37.5% (3)	12.5% (1)	25% (2)	0% (0)	3.38
2 Corporate Services & Support	0% (0)	37.5% (3)	25% (2)	12.5% (1)	25% (2)	0% (0)	3.25
3 Channel Sales and Systems Engineering/Pre-sales	14.29% (1)	14.29% (1)	42.86% (3)	0% (0)	14.29% (1)	14.29% (1)	3.29
4 Product Channel Services & Support	0% (0)	25% (2)	25% (2)	12.5% (1)	25% (2)	12.5% (1)	3.75
5 Customers and End Users	0% (0)	0% (0)	10% (1)	30% (3)	50% (5)	10% (1)	4.6

Response: 10

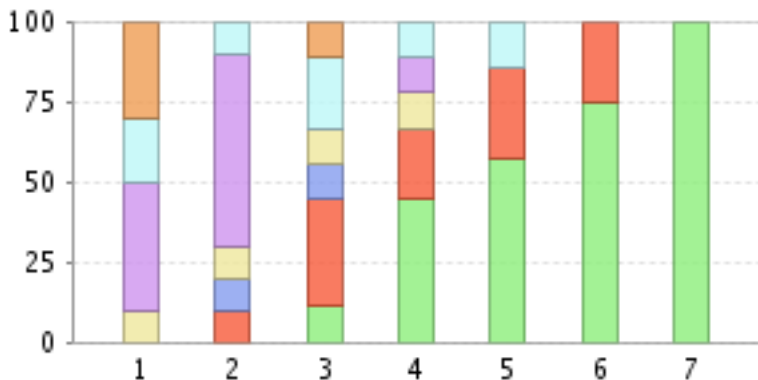
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	3.5
2 Corporate Services & Support	0% (0)	37.5% (3)	25% (2)	12.5% (1)	12.5% (1)	12.5% (1)	3.38
3 Channel Sales and Systems Engineering/Pre-sales	14.29% (1)	14.29% (1)	42.86% (3)	0% (0)	14.29% (1)	14.29% (1)	3.29
4 Product Channel Services & Support	0% (0)	25% (2)	25% (2)	12.5% (1)	25% (2)	12.5% (1)	3.75
5 Customers and End Users	0% (0)	0% (0)	10% (1)	30% (3)	50% (5)	10% (1)	4.6

Response: 10

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)	10% (1)	40% (4)	20% (2)	30% (3)	5.7
2 Virtual classroom training	0% (0)	10% (1)	10% (1)	10% (1)	60% (6)	10% (1)	0% (0)	4.5
3 eLearning	11.11% (1)	33.33% (3)	11.11% (1)	11.11% (1)	0% (0)	22.22% (2)	11.11% (1)	3.67
4 Mobile Learning (smartphones/tablets)	44.44% (4)	22.22% (2)	0% (0)	11.11% (1)	11.11% (1)	11.11% (1)	0% (0)	2.56
5 Other self paced	57.14% (4)	28.57% (2)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	2
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	75% (6)	25% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
7 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

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

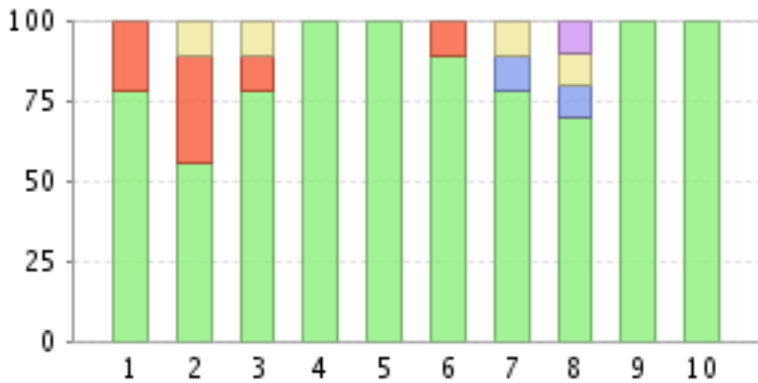


1 - 10% or less	70% (7)	2 - 11-25%	10% (1)
3 - 26-50%	0% (0)	4 - 51-75%	0% (0)
5 - >75%	20% (2)		

Mean: 1.9

Response: 10

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	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
2 Spanish	55.56% (5)	33.33% (3)	0% (0)	11.11% (1)	0% (0)	0% (0)	1.67
3 Portugese	77.78% (7)	11.11% (1)	0% (0)	11.11% (1)	0% (0)	0% (0)	1.44
4 Italian	100% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 German	100% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
6 Russian	88.89% (8)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.11
7 Chinese	77.78% (7)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	1.56
8 Japanese	70% (7)	0% (0)	10% (1)	10% (1)	10% (1)	0% (0)	1.9
9 Korean	100% (9)	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: 10

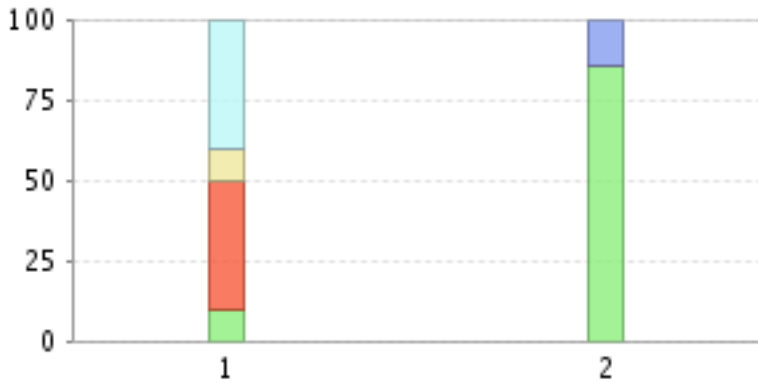
76. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	25%	(2)	2 - Pre-sales/Sales Engineering training materials	12.5%	(1)
3 - Customer/End-user training materials	37.5%	(3)	4 - Other	25%	(2)

Mean: 2.62
Response: 8

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	10% (1)	40% (4)	0% (0)	10% (1)	0% (0)	40% (4)	3.7
2 Tin Can API	85.71% (6)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	1.29

Response: 10

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% (10)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 10

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

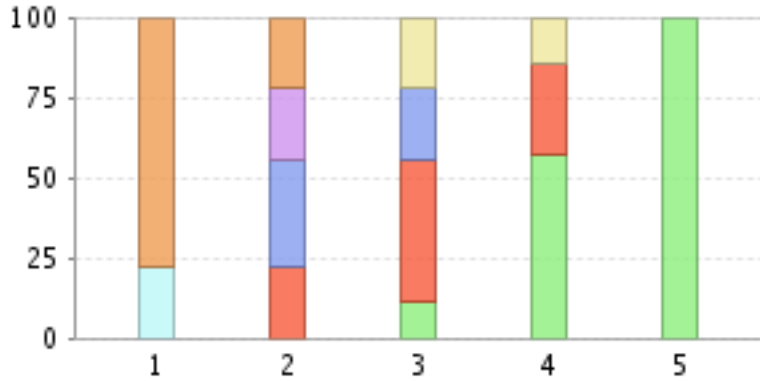


1 - 1-5	70% (7)	2 - 6-10	10% (1)
3 - 11-15	0% (0)	4 - 16-20	0% (0)
5 - >20	20% (2)		

Mean: 1.9

Response: 10

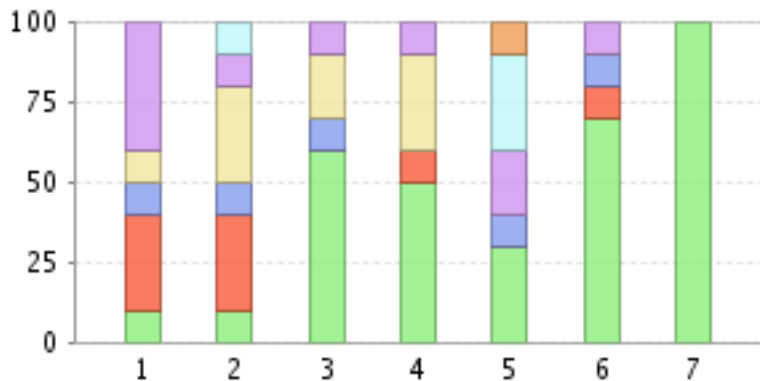
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



	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)	0% (0)	0% (0)	22.22% (2)	77.78% (7)	6.78
2 Instructors or other Education Services staff	0% (0)	22.22% (2)	33.33% (3)	0% (0)	22.22% (2)	0% (0)	22.22% (2)	4.11
3 Other resources within the company (SMEs)	11.11% (1)	44.44% (4)	22.22% (2)	22.22% (2)	0% (0)	0% (0)	0% (0)	2.56
4 Contractors or outsourced to an external company/partner	57.14% (4)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	1.71
5 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

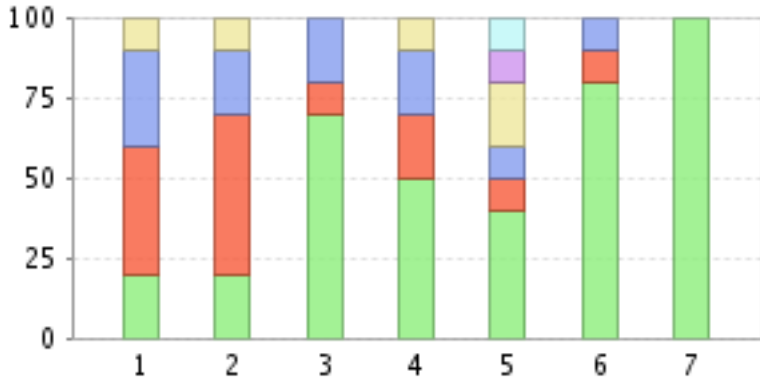
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	10% (1)	30% (3)	10% (1)	10% (1)	40% (4)	0% (0)	0% (0)	0% (0)	0% (0)	3.4
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	10% (1)	30% (3)	10% (1)	30% (3)	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	3.3
3 Remote/virtual lab exercises	60% (6)	0% (0)	10% (1)	20% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
4 Asynchronous e-learning (web-based training) - page turning	50% (5)	10% (1)	0% (0)	30% (3)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.4
5 Asynchronous e-learning (web-based training) - interactive	30% (3)	0% (0)	10% (1)	0% (0)	20% (2)	30% (3)	10% (1)	0% (0)	0% (0)	4.1
6 Electronic or printed self-study	70% (7)	10% (1)	10% (1)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.7
7 Other	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

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)	20% (2)	40% (4)	30% (3)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.3
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	20% (2)	50% (5)	20% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
3 Remote/virtual lab exercises	70% (7)	10% (1)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4 Asynchronous e-learning (web-based training) - page turning	50% (5)	20% (2)	20% (2)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.9
5 Asynchronous e-learning (web-based training) - interactive	40% (4)	10% (1)	10% (1)	20% (2)	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	2.8
6 Electronic or printed self-study	80% (8)	10% (1)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.3
7 Other	100% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

83. How often on average do you update courses?



1 - < 3 months	11.11% (1)	2 - 3-5 months	11.11% (1)
3 - 6-9 months	44.44% (4)	4 - 10-14 months	33.33% (3)
5 - 15-24 months	0% (0)	6 - > 24 months	0% (0)

Mean: 3

Response: 9

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

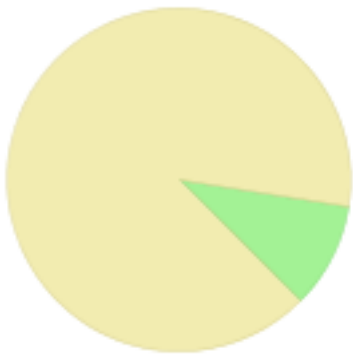


1 - 0%	0% (0)	2 - 1-10%	0% (0)
3 - 11-20%	20% (2)	4 - 21-30%	10% (1)
5 - 31-40%	50% (5)	6 - 41-50%	10% (1)
7 - >50%	10% (1)		

Mean: 4.8

Response: 10

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

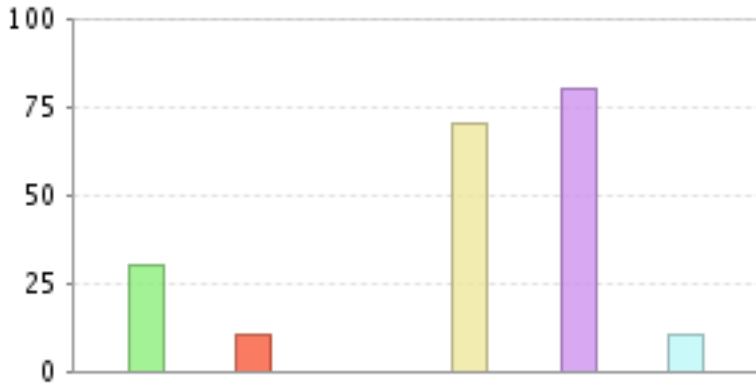


1 - Business unit product development/engineering	10% (1)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	90% (9)
5 - Other	0% (0)		

Mean: 3.7

Response: 10

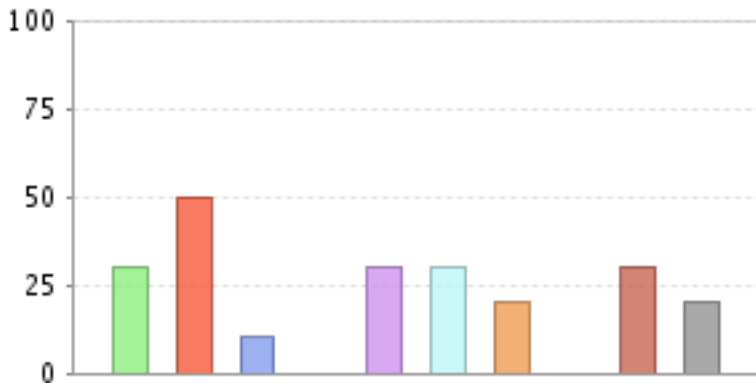
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	30% (3)	2 - Revenue	10% (1)
3 - Profit Margin	0% (0)	4 - Number of students trained	70% (7)
5 - Student/Customer satisfaction	80% (8)	6 - Other	10% (1)

Response: 10

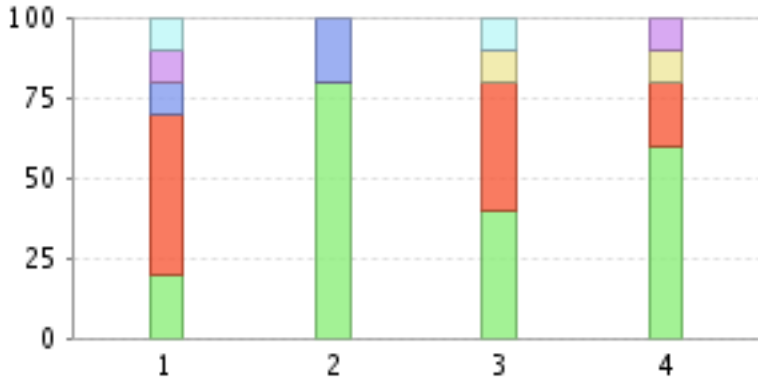
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	30% (3)	2 - Training Sales (lack of pipeline)	50% (5)
3 - Conflicting goals with other departments	10% (1)	4 - External economy	0% (0)
5 - Marketing training offerings	30% (3)	6 - Training/qualifying instructors	30% (3)
7 - Lack of (skilled) resources	20% (2)	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)	30% (3)	10 - Other	20% (2)

Response: 10

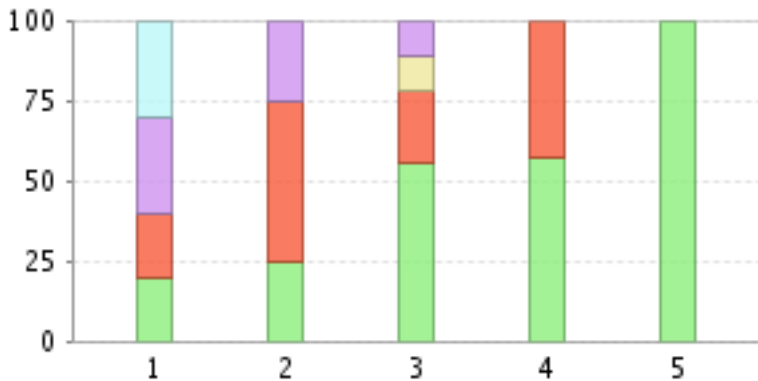
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	20% (2)	50% (5)	10% (1)	0% (0)	10% (1)	10% (1)	0% (0)	2.6
2 Central and South America	80% (8)	0% (0)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
3 Europe, Middle East and Africa	40% (4)	40% (4)	0% (0)	10% (1)	0% (0)	10% (1)	0% (0)	2.2
4 Asia/Pacific	60% (6)	20% (2)	0% (0)	10% (1)	10% (1)	0% (0)	0% (0)	1.9

Response: 10

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)	0% (0)	0% (0)	30% (3)	30% (3)	3.9
2 Other company/internal staff	25% (2)	50% (4)	0% (0)	0% (0)	25% (2)	0% (0)	2.5
3 Partners	55.56% (5)	22.22% (2)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	2
4 Contract instructors	57.14% (4)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
5 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

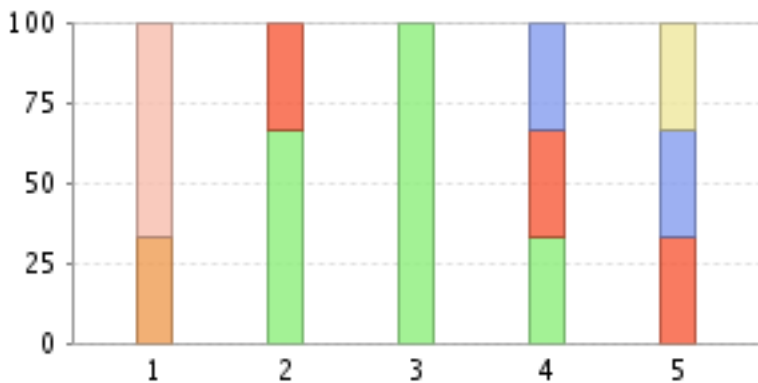
Response: 10

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



■ 1 - Yes 33.33% (3) ■ 2 - No 66.67% (6)
 Mean: 1.67
 Response: 9

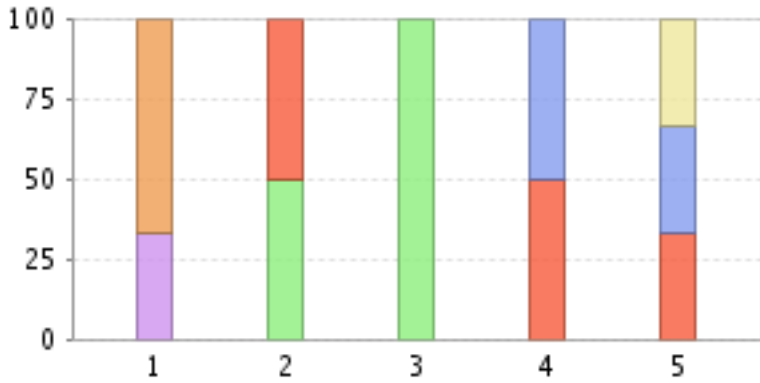
91. For the last fiscal year, what was the instructor utilization target?



	■	■	■	■	■	■	■	■	■	■	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)	0% (0)	0% (0)	0% (0)	33.33% (1)	66.67% (2)	0% (0)	0% (0)	7.67
2 Billable custom development	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
3 Other billable	100% (3)	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% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	0% (0)	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3

Response: 3

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)	0% (0)	0% (0)	33.33% (1)	0% (0)	66.67% (2)	0% (0)	0% (0)	6.33
2 Billable custom development	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
3 Other billable	100% (2)	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	0% (0)	50% (1)	50% (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)	0% (0)	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3

Response: 3

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



1 - 1 month or less	14.29% (1)	2 - 2 months	14.29% (1)
3 - 3 months	14.29% (1)	4 - 4-6 months	57.14% (4)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.14

Response: 7

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

Mean: 4.17

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	12.5% (1)	2 - \$100K-\$150K	12.5% (1)
3 - \$150K-\$200K	12.5% (1)	4 - \$200K-\$250K	0% (0)
5 - \$250K-\$300K	12.5% (1)	6 - \$300K-\$400K	25% (2)
7 - >\$400K	25% (2)		

Mean: 4.62

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

77.78% (7) 2 - No

22.22% (2)

Mean: 1.22

Response: 9

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



1 - Printed

30% (3)

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

20% (2)

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

20% (2)

4 - Softcopy – restricted with digital right management tool

10% (1)

5 - Streamed content to be used via computer or tablet

0% (0)

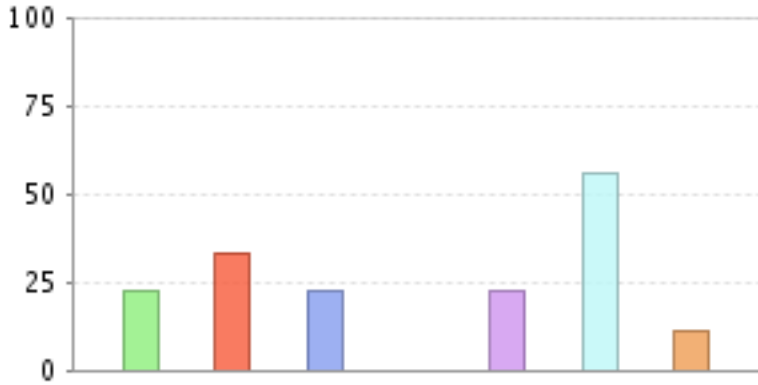
6 - Other

20% (2)

Mean: 2.9

Response: 10

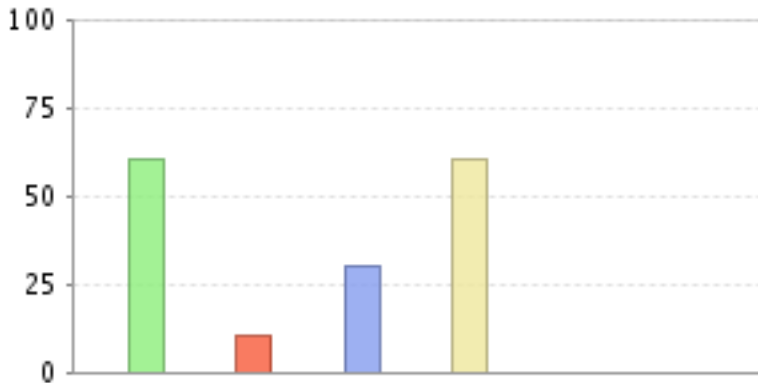
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	22.22% (2)	2 - iPad full-size	33.33% (3)
3 - iPad mini	22.22% (2)	4 - Kindle	0% (0)
5 - Windows tablet	22.22% (2)	6 - Not for tablets	55.56% (5)
7 - Other	11.11% (1)		

Response: 9

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	60% (6)	2 - Company-owned non-training facility	10% (1)
3 - Authorized Partner Education Center	30% (3)	4 - Customer Site	60% (6)
5 - Short-term rental facility	0% (0)	6 - Other	0% (0)

Response: 10

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



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

Mean: 3.8

Response: 5

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

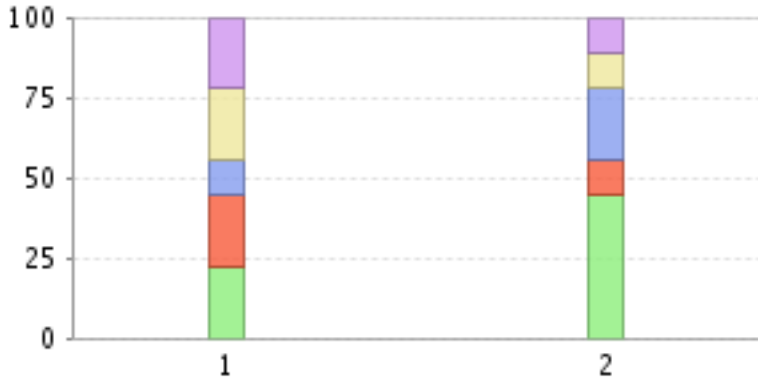


1 - <20%	25% (1)	2 - 21-30%	25% (1)
3 - 31-40%	25% (1)	4 - 41-50%	0% (0)
5 - 51-60%	0% (0)	6 - 61-70%	25% (1)
7 - >70%	0% (0)		

Mean: 3

Response: 4

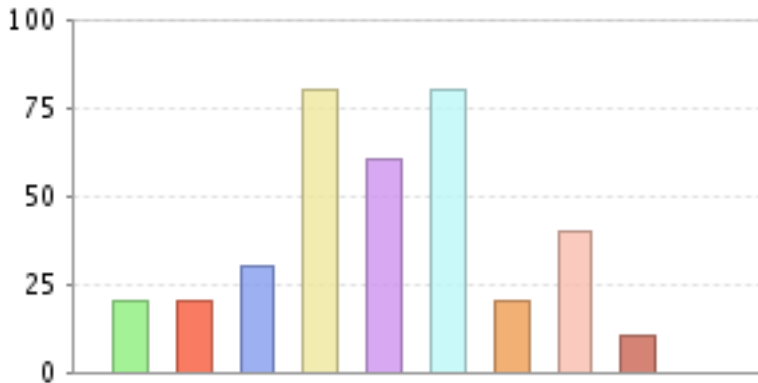
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	22.22% (2)	22.22% (2)	11.11% (1)	22.22% (2)	22.22% (2)	3
2 Virtual instructor-led	44.44% (4)	11.11% (1)	22.22% (2)	11.11% (1)	11.11% (1)	2.33

Response: 9

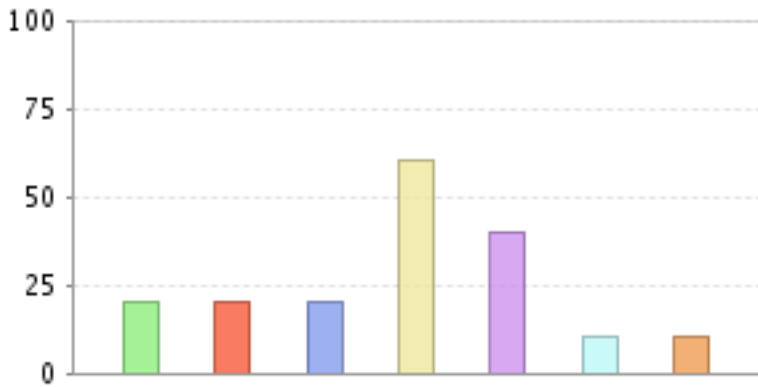
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



1 - Advertise with a discount for customers	20% (2)	2 - Offer free or discounted seats to partners	20% (2)
3 - Offer free seats for internal employees	30% (3)	4 - Cancel	80% (8)
5 - Try to rebook on other dates	60% (6)	6 - Give advance warning that the class is in jeopardy	80% (8)
7 - Offer alternative services	20% (2)	8 - Postpone the class to allow more students to enrol	40% (4)
9 - Move to a date when low enrollment is less of a problem	10% (1)	10 - Other	0% (0)

Response: 10

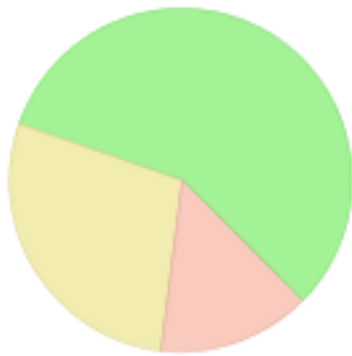
104. For your courses that require lab equipment, how do you manage access to the equipment?



1 - We don't have courses that require lab equipment	20% (2)	2 - In our own classrooms	20% (2)
3 - The equipment is shipped	20% (2)	4 - Remote access to our own equipment	60% (6)
5 - Virtualized equipment, by our own company	40% (4)	6 - Virtualized equipment, provided by a 3rd party vendor	10% (1)
7 - Other	10% (1)		

Response: 10

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



1 - N/A	57.14% (4)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	28.57% (2)
5 - 41-50%	0% (0)	6 - 51-60%	0% (0)
7 - 61-70%	0% (0)	8 - >70%	14.29% (1)

Mean: 2.86

Response: 7

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



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

Mean: 3.38

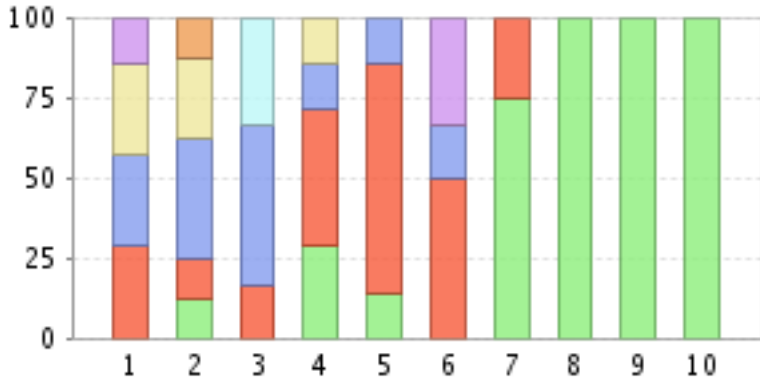
Response: 8

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	169.33	101	295.33	424.67	3.33	1	11,683.67	0	0
Highest	500	300	884	1,272	10	3	25,000	0	0
Lowest	0	0	0	0	0	0	100	0	0
Standard deviation	286.39	172.35	509.8	733.81	5.77	1.73	12,540.1	0	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)	28.57% (2)	28.57% (2)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	3.29
2 Private (or dedicated) live classroom training	12.5% (1)	12.5% (1)	37.5% (3)	25% (2)	0% (0)	0% (0)	12.5% (1)	3.38
3 Onsite delivery (customer's location)	0% (0)	16.67% (1)	50% (3)	0% (0)	0% (0)	33.33% (2)	0% (0)	3.83
4 Public virtual classroom training	28.57% (2)	42.86% (3)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	2.14
5 Private virtual classroom training	14.29% (1)	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
6 eLearning	0% (0)	50% (3)	16.67% (1)	0% (0)	33.33% (2)	0% (0)	0% (0)	3.17
7 Mobile Learning (smartphones/tablets)	75% (3)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Other self paced	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
10 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

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%	66.67% (6)	2 - 26-50%	11.11% (1)
3 - 51-75%	0% (0)	4 - >75%	22.22% (2)
5 - We do not provide	0% (0)		

Mean: 1.78

Response: 9

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	22.22% (2)	2 - 16-30 days	44.44% (4)
3 - 31-45 days	33.33% (3)	4 - 46-60 days	0% (0)
5 - more than 60 days	0% (0)		

Mean: 2.11

Response: 9

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

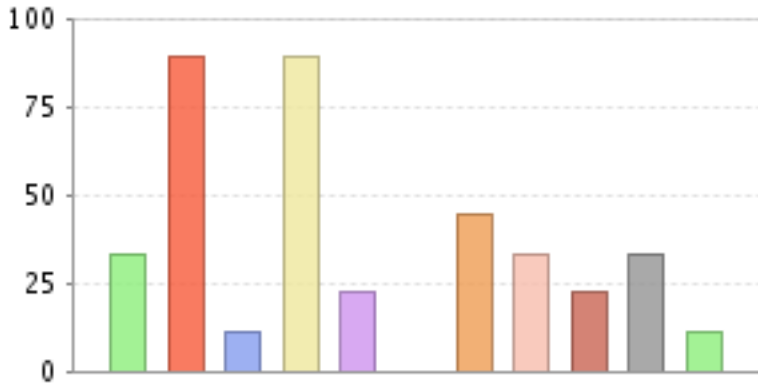


1 - 5 or less	22.22% (2)	2 - 6-10	44.44% (4)
3 - 11-15	33.33% (3)	4 - 16-19	0% (0)
5 - 20 or more	0% (0)		

Mean: 2.11

Response: 9

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



1 - Virtual Labs	33.33% (3)	2 - Virtual Classroom	88.89% (8)
3 - CRM to manage all customer and opportunities	11.11% (1)	4 - LMS	88.89% (8)
5 - LCMS (Learning Content Management System)	22.22% (2)	6 - Knowledge Management	0% (0)
7 - Scheduling/Utilization	44.44% (4)	8 - Certification Credentials	33.33% (3)
9 - Digital Rights Management	22.22% (2)	10 - Dashboard for KPI	33.33% (3)
11 - Other	11.11% (1)		

Response: 9

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



1 - <10%	44.44% (4)	2 - 11-20%	33.33% (3)
3 - 21-30%	11.11% (1)	4 - 31-40%	11.11% (1)
5 - 41-50%	0% (0)	6 - >50%	0% (0)

Mean: 1.89

Response: 9

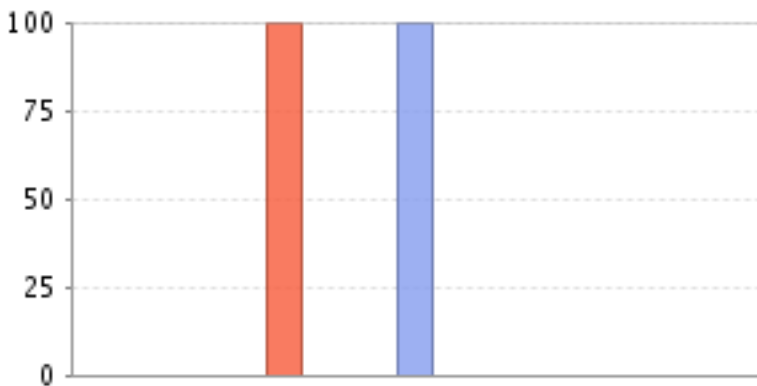
114. Does Education Services has a formal course development partner program?



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

Mean: 1.78
Response: 9

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



■ 1 - Completely outsourced development	0% (0)	■ 2 - Add additional bandwidth	100% (2)
■ 3 - Additional skills	100% (2)	■ 4 - Provide translation/localization	0% (0)
■ 5 - Other	0% (0)		

Response: 2

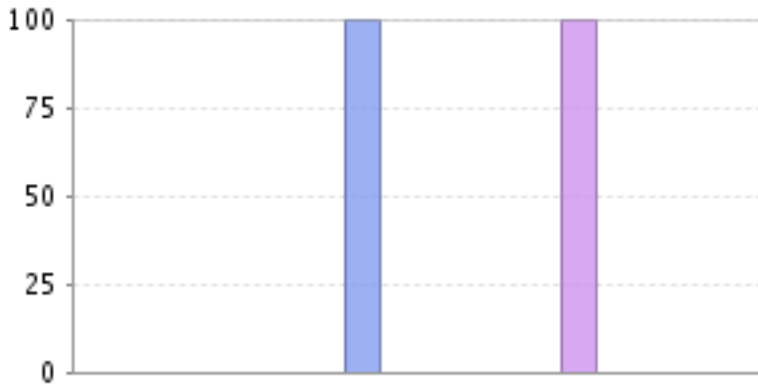
116. Do you have a process for qualifying and or certifying your course development partners?



■ 1 - Yes, formalized process and procedures	50% (1)	■ 2 - Yes, but informal	50% (1)
■ 3 - No, no process or procedure	0% (0)		

Mean: 1.5
Response: 2

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	0% (0)	2 - Distributors/VADs	0% (0)
3 - Independent training organizations	100% (2)	4 - Professional development companies	0% (0)
5 - Individual contractors, translators or editors	100% (2)	6 - Other	0% (0)

Response: 2

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



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

Mean: 4

Response: 2

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	13.5	3.5	0.5	4	4.5
Highest	25	7	1	8	9
Lowest	2	0	0	0	0
Standard deviation	16.26	4.95	0.71	5.66	6.36

Response: 2

122. What is the role of the delivery partner?



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

60% (3)

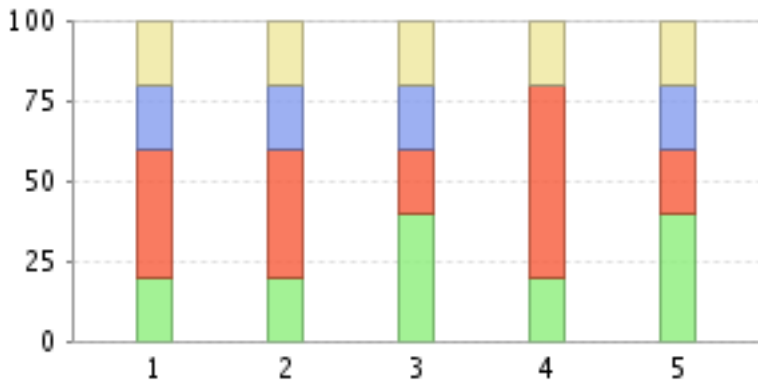
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

40% (2)

Mean: 1.4

Response: 5

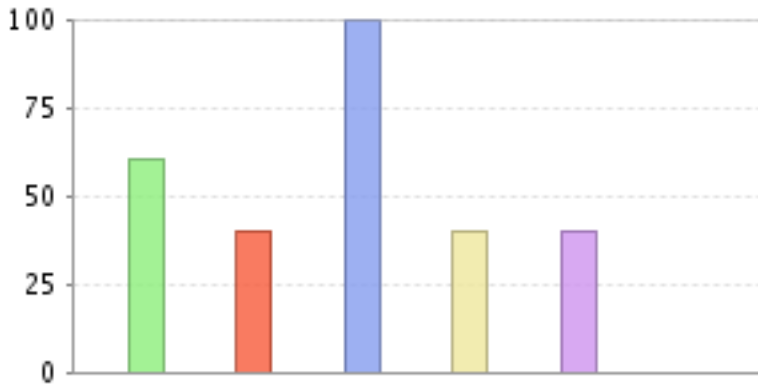
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	20% (1)	40% (2)	20% (1)	20% (1)	2.4
2 North America	20% (1)	40% (2)	20% (1)	20% (1)	2.4
3 Central and South America	40% (2)	20% (1)	20% (1)	20% (1)	2.2
4 Europe, Middle East and Africa	20% (1)	60% (3)	0% (0)	20% (1)	2.2
5 Asia/Pacific	40% (2)	20% (1)	20% (1)	20% (1)	2.2

Response: 5

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	60% (3)	2 - Distributors/VADs	40% (2)
3 - Independent training organizations	100% (5)	4 - Services/Implementation Partners	40% (2)
5 - Individual contractors	40% (2)	6 - Other	0% (0)

Response: 5

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	15	4.8	1	11.8	6.8
Highest	71	16	4	36	15
Lowest	0	0	0	0	0
Standard deviation	31.33	6.91	1.73	14.46	6.61

Response: 5

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



1 - Delivery partner teaches with labs provided by you	40% (2)	2 - Delivery partner owns labs	60% (3)
--	---------	--------------------------------	---------

Mean: 1.6

Response: 5

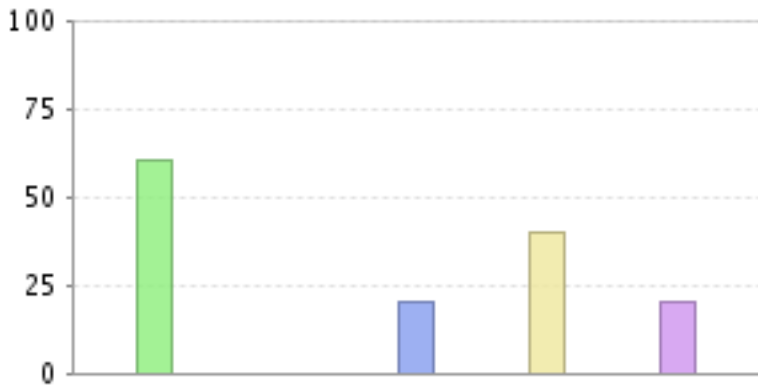
127. How does the partner set up the labs?



- 1 - Delivery partner purchases equipment or access from you 40% (2)
- 2 - Delivery partner manages lab on its own expense 60% (3)

Mean: 1.6
Response: 5

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



- 1 - Pay per use of the instructor 60% (3)
- 2 - Recurring fixed fee licensing 0% (0)
- 3 - Per seat revenue sharing 20% (1)
- 4 - Training kit/unit based materials fee 40% (2)
- 5 - Other 20% (1)

Response: 5

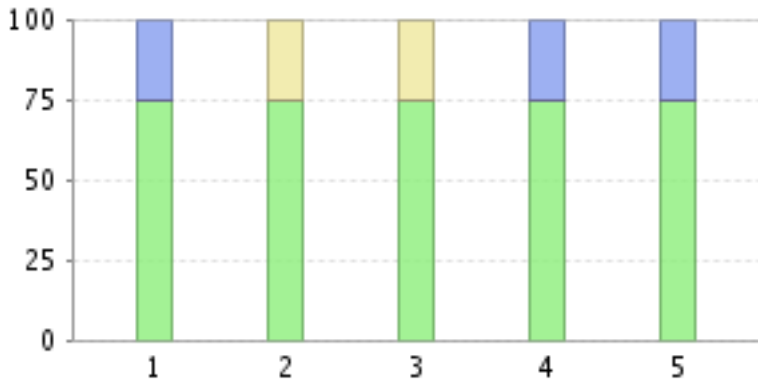
129. Do you have a revenue target for your delivery partners?



- 1 - Yes 20% (1)
- 2 - No 80% (4)

Mean: 1.8
Response: 5

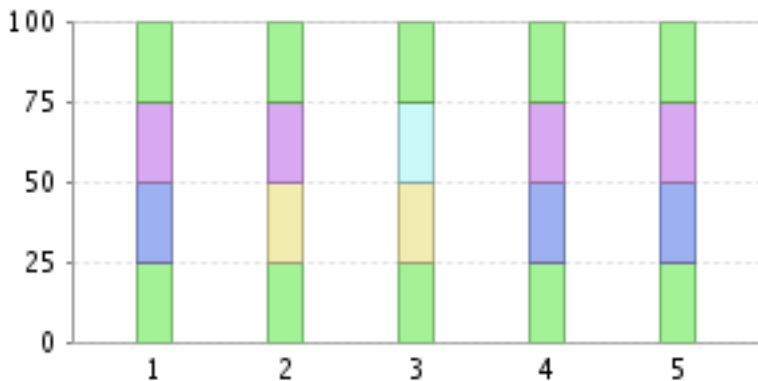
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	75% (3)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
2 North America	75% (3)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
3 Central and South America	75% (3)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
4 Europe, Middle East and Africa	75% (3)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asia/Pacific	75% (3)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 4

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	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	5
2 North America	25% (1)	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	5.25
3 Central and South America	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	5.5
4 Europe, Middle East and Africa	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	5
5 Asia/Pacific	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	5

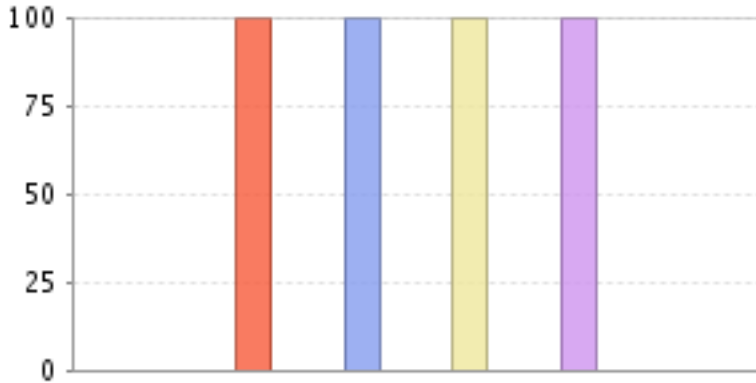
Response: 4

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	5.5	3.5	0.5	1	1
Highest	11	6	1	2	2
Lowest	0	1	0	0	0
Standard deviation	7.78	3.54	0.71	1.41	1.41

Response: 2

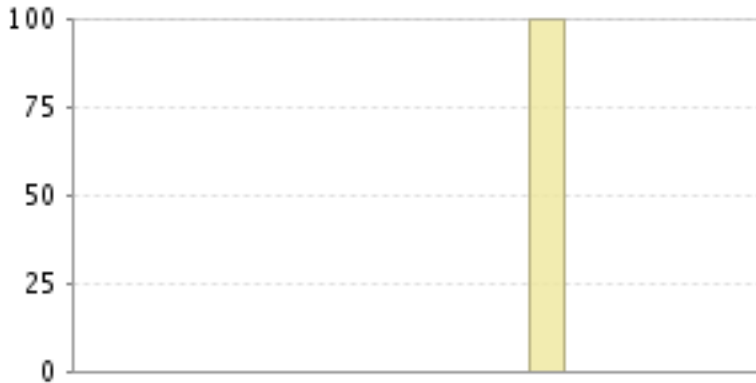
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



- 1 - Secondary schools 0% (0)
- 2 - Vocational/Technical Schools 100% (2)
- 3 - Associates' programs/2 year colleges or certificates 100% (2)
- 4 - Bachelors' programs/4 year colleges and universities 100% (2)
- 5 - Graduate programs/universities 100% (2)
- 6 - Other 0% (0)

Response: 2

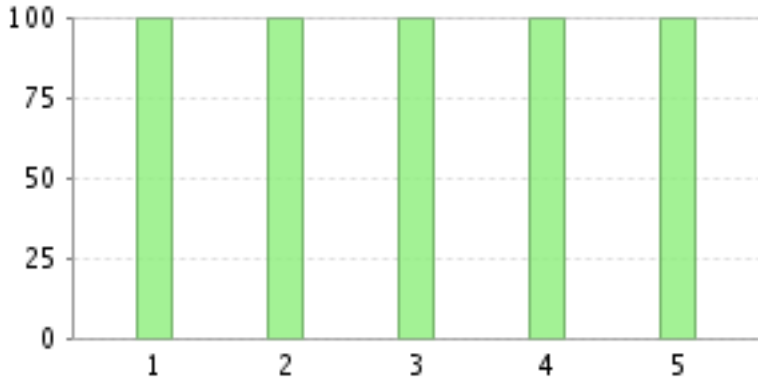
140. What is your academic partner business model? Select all that apply.



- 1 - Recurring fixed fee licensing 0% (0)
- 2 - Per seat revenue sharing 0% (0)
- 3 - Training kit/unit based materials fee 0% (0)
- 4 - Corporate-provided budget 100% (2)
- 5 - Other 0% (0)

Response: 2

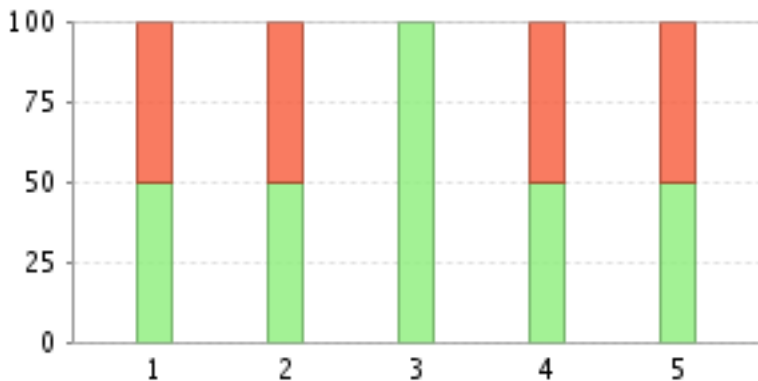
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	100% (2)	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% (2)	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% (2)	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% (2)	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% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 2

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	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
2 North America	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
3 Central and South America	100% (2)	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	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asia/Pacific	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 2

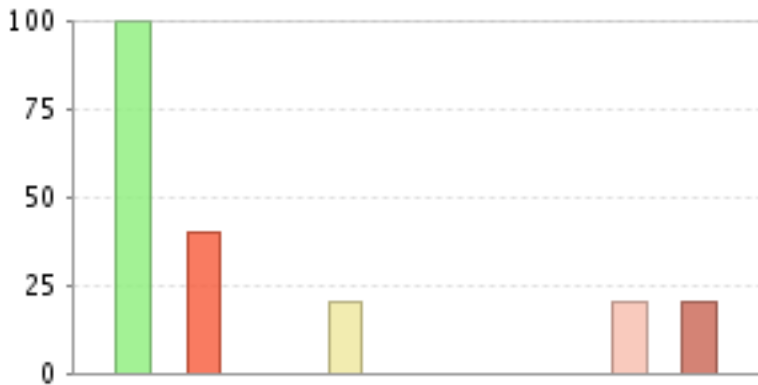
145. Does your company offer a professional certification program on your products and technology?



1 - Yes, for all of our products	11.11% (1)	2 - Yes, for some of our products	44.44% (4)
3 - No, we don't offer any certification programs	44.44% (4)		

Mean: 2.33
Response: 9

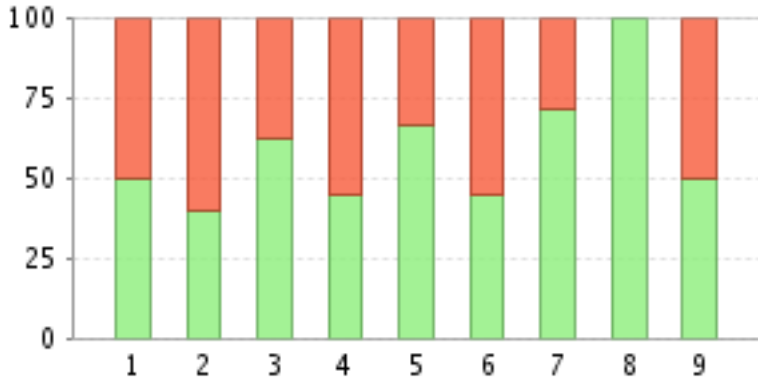
146. What are the two main goals for your certification programs?



1 - Validate partner skills	100% (5)	2 - Promoting brand recognition in the industry	40% (2)
3 - Creating loyalty in our partner community and customer base	0% (0)	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	0% (0)	8 - Enhance our product's value	20% (1)
9 - Other	20% (1)		

Response: 5

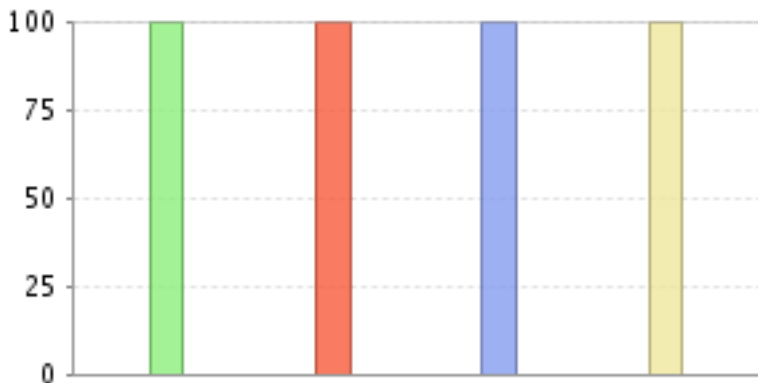
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	50% (2)	50% (2)
2 Sales - Channels/Partners	40% (2)	60% (3)
3 Presales – Internal Staff/Engineers	62.5% (5)	37.5% (3)
4 Presales – Channel/Partners	44.44% (4)	55.56% (5)
5 Post-sales – Internal Service Staff	66.67% (4)	33.33% (2)
6 Post-sales – Channels/Partners	44.44% (4)	55.56% (5)
7 Customers/end users	71.43% (5)	28.57% (2)
8 Students (academic)	100% (1)	0% (0)
9 Other	50% (1)	50% (1)

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	100% (5)
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	40% (2)	2 - 2	0% (0)
3 - 3	20% (1)	4 - 4	40% (2)
5 - 5 or more	0% (0)	6 - It varies	0% (0)

Mean: 2.6

Response: 5

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



1 - Yes, for all tiers	25% (1)	2 - Yes, but only for some tiers	50% (2)
3 - No, you can go directly to the top tier or any point in-between	25% (1)		

Mean: 2

Response: 4

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



1 - Must re-certify annually	20% (1)	2 - 2 Years	20% (1)
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

Response: 5

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

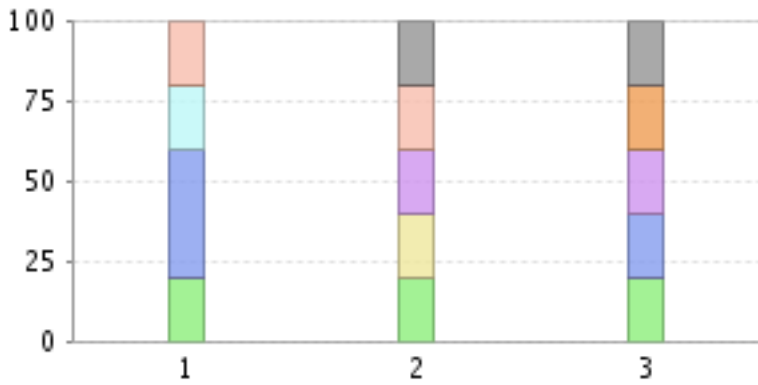


1 - Less than a year	0% (0)	2 - 1-2 years	40% (2)
3 - 2-3 years	40% (2)	4 - 3-4 years	0% (0)
5 - 4-5 years	0% (0)	6 - 5-9 years	20% (1)
7 - 10 years or more	0% (0)		

Mean: 3.2

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?	20% (1)	0% (0)	40% (2)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	4.2
2 Were issued since start of the certification program?	20% (1)	0% (0)	0% (0)	20% (1)	20% (1)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	5.6
3 Are valid currently?	20% (1)	0% (0)	20% (1)	0% (0)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	20% (1)	5.2

Response: 5

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

Average	63,260
Highest	250,000
Lowest	40
Standard deviation	124,497.91

Response: 4

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



1 - Yes, it's live	20% (1)	2 - No, but we're developing it	20% (1)
3 - No, we have no plans	60% (3)		

Mean: 2.4

Response: 5

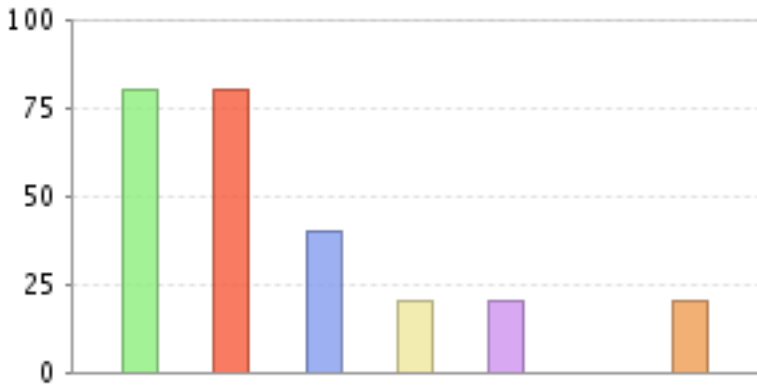
156. Does your certification program include a recommended formalized course of study?



<input type="checkbox"/> 1 - Yes, certain training is required	20% (1)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	80% (4)
<input type="checkbox"/> 3 - No	0% (0)		

Mean: 1.8
Response: 5

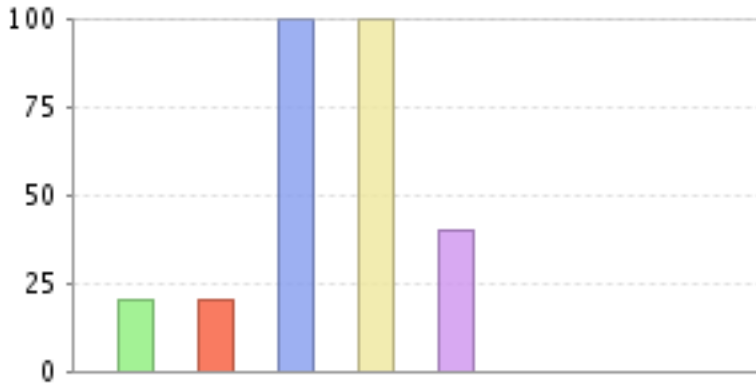
157. In what form is the preparatory study/training distributed? Select all that apply.



<input type="checkbox"/> 1 - Vendor prepared, authorized instructor led training	80% (4)	<input type="checkbox"/> 2 - Vendor prepared e-learning	80% (4)
<input type="checkbox"/> 3 - Vendor prepared self-study materials	40% (2)	<input type="checkbox"/> 4 - Third party prepared and delivered instructor led training and/or e-learning	20% (1)
<input type="checkbox"/> 5 - Commercially available study/reading materials	20% (1)	<input type="checkbox"/> 6 - Publically available academic programs	0% (0)
<input type="checkbox"/> 7 - Other	20% (1)		

Response: 5

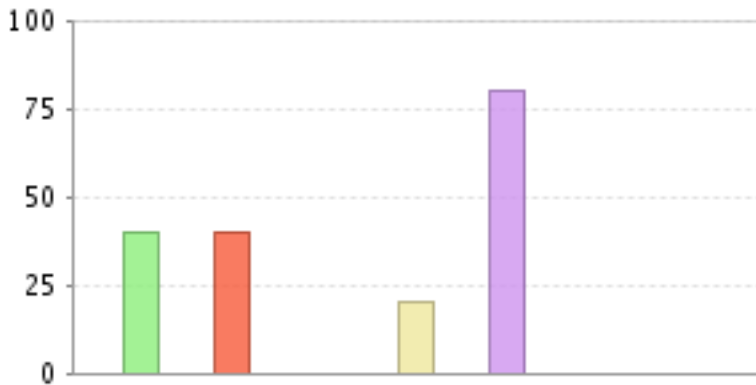
158. Who participates in the development of your certification exams? Select all that apply.



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	40% (2)	6 - Customers/end users	0% (0)
7 - Professional consultants and/or organizations	0% (0)	8 - Other	0% (0)

Response: 5

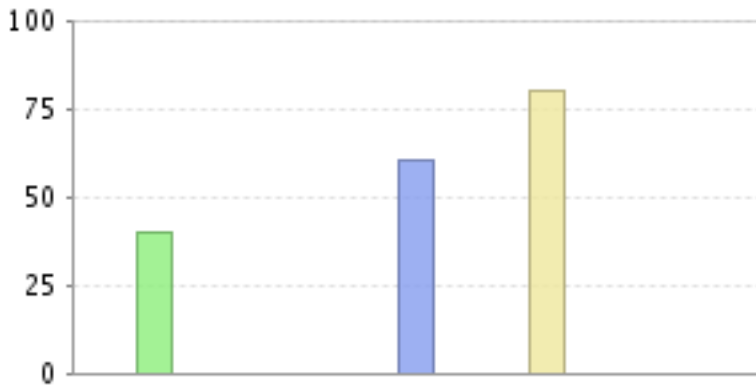
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	40% (2)	2 - Proctored computer-based exam(s)	40% (2)
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)	80% (4)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	0% (0)		

Response: 5

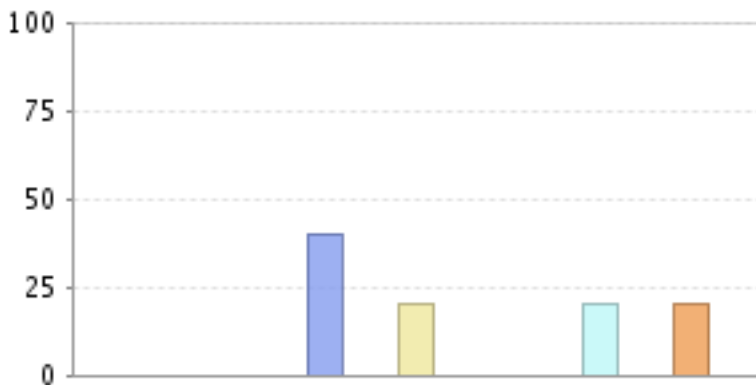
160. How do you deliver/distribute your certification exams? Select all that apply.



- | | | | |
|---|---------|---|---------|
| <input type="checkbox"/> 1 - Our company training and testing centers | 40% (2) | <input type="checkbox"/> 2 - Authorized Training Partner training and testing centers | 0% (0) |
| <input type="checkbox"/> 3 - Third party training and testing centers | 60% (3) | <input type="checkbox"/> 4 - Electronically, over the web | 80% (4) |
| <input type="checkbox"/> 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.



- | | | | |
|--|---------|--|---------|
| <input type="checkbox"/> 1 - Follow up consulting (including retake assistance) | 0% (0) | <input type="checkbox"/> 2 - Details of the items that were correct or incorrect | 0% (0) |
| <input type="checkbox"/> 3 - Additional training or certification prep materials | 40% (2) | <input type="checkbox"/> 4 - Discounted or free retake voucher | 20% (1) |
| <input type="checkbox"/> 5 - Rescoring of exam | 0% (0) | <input type="checkbox"/> 6 - None of the above | 20% (1) |
| <input type="checkbox"/> 7 - Other | 20% (1) | | |

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

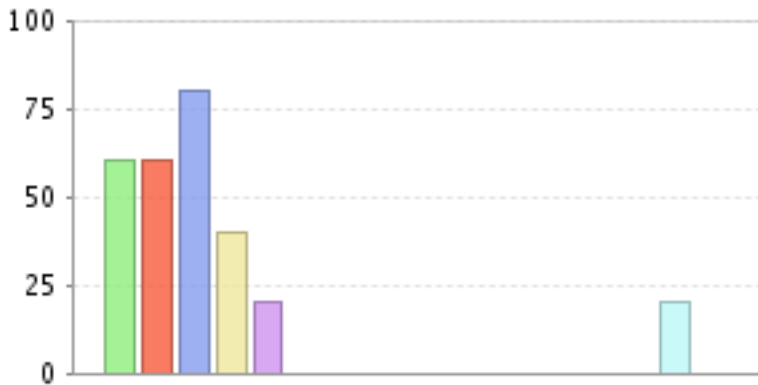
163. How many FTE equivalent employees in your organization perform certification-related activities?



1 - 1	20% (1)	2 - 2-3	60% (3)
3 - 4-5	0% (0)	4 - 6-10	20% (1)
5 - 11-20	0% (0)	6 - 21-40	0% (0)
7 - >40	0% (0)		

Mean: 2.2
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	80% (4)	4 - Letters of recognition	40% (2)
5 - Branded Merchandise (shirts, hats, and so on)	20% (1)	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	0% (0)	16 - Free training when products they are certified on are updated	20% (1)
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)
---------	---------	--------	---------

Mean: 1.8

Response: 5

Generated using [clicktools](#) on Thursday May 15 2014 22:38:48