

Cost Recovery (10)

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% (10)	2 - EMEA (Europe, Middle East and Africa)	90% (9)
3 - APAC (Asia Pacific, including China)	90% (9)		

Response: 10

2. What is your company's core business?

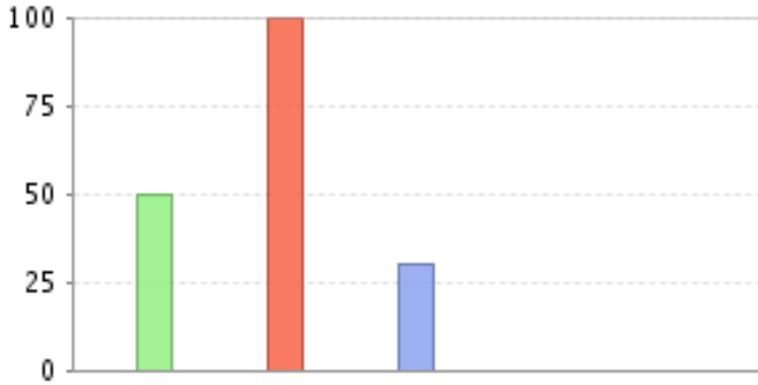


1 - Software - ERP	0% (0)	2 - Software - Data Center	20% (2)
3 - Software - IT Management	20% (2)	4 - Software - Business Intelligence	0% (0)
5 - Software - Software as a Service	10% (1)	6 - Hardware - PC/Server maintenance	0% (0)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	20% (2)
9 - Hardware - Telecommunications	0% (0)	10 - Biosciences	0% (0)
11 - Other	30% (3)		

Mean: 6.4

Response: 10

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



1 - Hardware	50% (5)	2 - Software	100% (10)
3 - Software as a Service (SaaS)	30% (3)	4 - Biosciences	0% (0)
5 - Other	0% (0)		

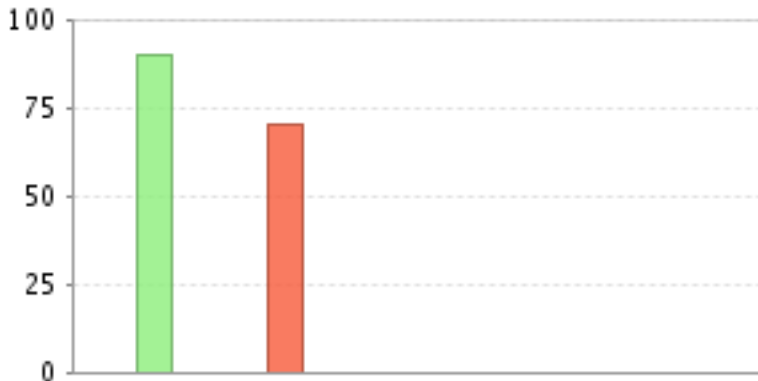
Response: 10

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	49.44%	4.22%	25%	15.78%
Highest	60%	8%	40%	40%
Lowest	40%	0%	0%	0%
Standard deviation	6.23	2.28	13.27	11.9

Response: 9

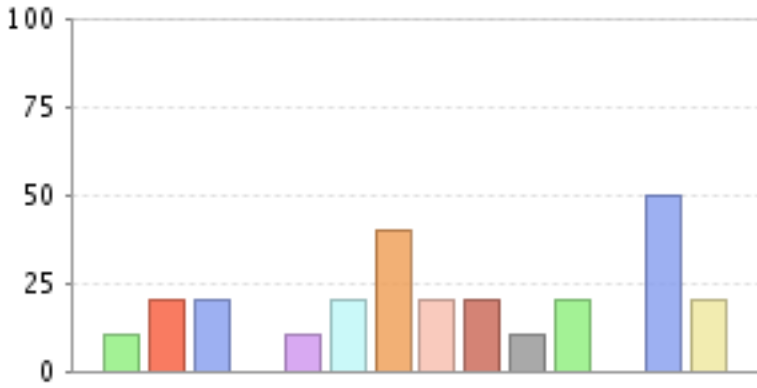
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	90% (9)	2 - Small and medium enterprise	70% (7)
3 - Home office	0% (0)	4 - Consumer	0% (0)
5 - Other	0% (0)		

Response: 10

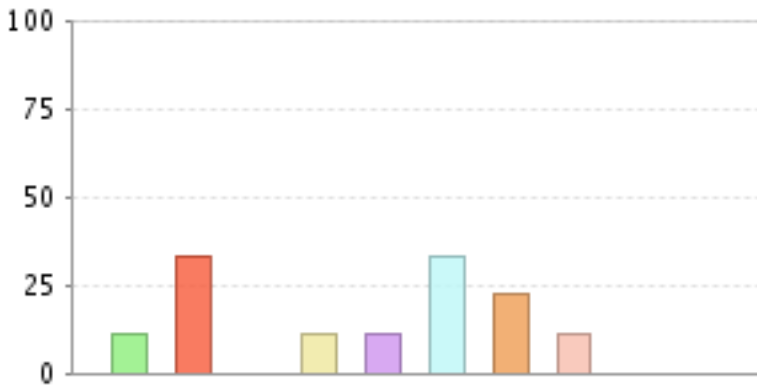
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	10% (1)	2 - Banking	20% (2)
3 - Education	20% (2)	4 - Energy	0% (0)
5 - Entertainment	10% (1)	6 - Finance	20% (2)
7 - Government	40% (4)	8 - Healthcare	20% (2)
9 - Insurance	20% (2)	10 - Logistics	10% (1)
11 - Manufacturing	20% (2)	12 - Retail	0% (0)
13 - Telecommunications	50% (5)	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	11.11% (1)	2 - Networking and Telecommunications	33.33% (3)
3 - Office Products	0% (0)	4 - Computing Hardware	11.11% (1)
5 - Storage Hardware and Software	11.11% (1)	6 - Enterprise Application Software	33.33% (3)
7 - Infrastructure Software	22.22% (2)	8 - Industrial Automation	11.11% (1)
9 - Medical Technology	0% (0)	10 - Other	0% (0)

Response: 9

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



1 - \$100M or less	22.22% (2)	2 - Between \$101M and \$500M	44.44% (4)
3 - Between \$501M and \$1B	11.11% (1)	4 - More than \$1B and less than \$3B	0% (0)
5 - More than \$3B and less than \$10B	11.11% (1)	6 - More than \$10B and less than \$25B	0% (0)
7 - \$25B or more	11.11% (1)		

Mean: 2.78

Response: 9

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

Mean: 2.7

Response: 10

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



1 - 100 or less	10% (1)	2 - 101-1000	40% (4)
3 - 1001-5000	30% (3)	4 - 5001-10000	0% (0)
5 - 10001-50000	20% (2)	6 - More than 50000	0% (0)

Mean: 2.8

Response: 10

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



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

Mean: 2.2

Response: 10

**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.)**

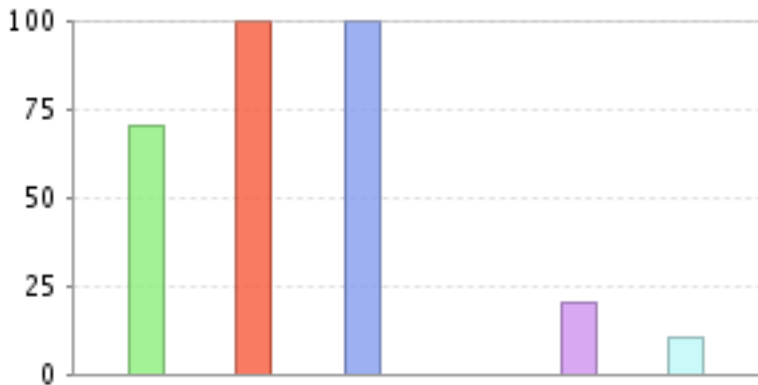


1 - It still isn't	11.11% (1)	2 - Less than 3 years	11.11% (1)
3 - 3-5 years	22.22% (2)	4 - 6-10 years	22.22% (2)
5 - More than 10 years	33.33% (3)		

Mean: 3.56

Response: 9

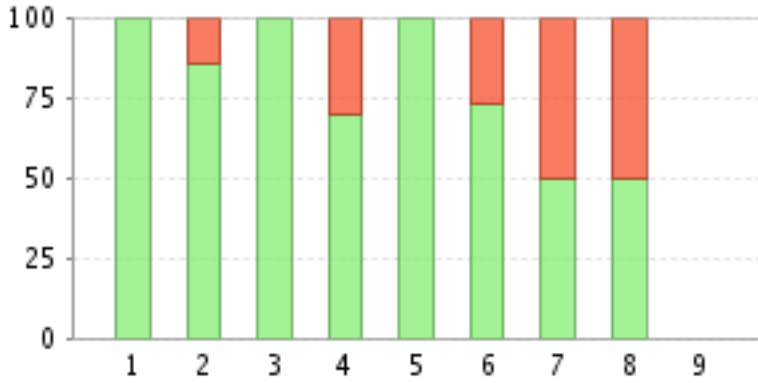
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	70% (7)	2 - Provide product training to product channel partners	100% (10)
3 - Provide product training to customers	100% (10)	4 - Provide non-product training to employees (for example, softskills, management)	0% (0)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	20% (2)	6 - Other	10% (1)

Response: 10

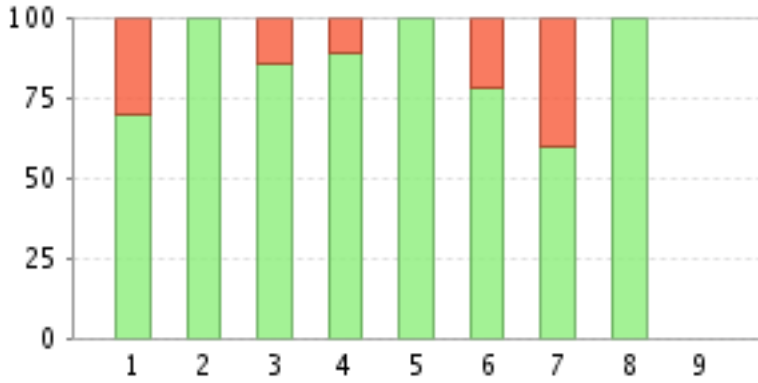
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	<input type="checkbox"/> Responsible to train	<input type="checkbox"/> Charge for Training
1 Sales - Internal staff	100% (5)	0% (0)
2 Sales - Channels/Partners	85.71% (6)	14.29% (1)
3 Technical Pre-sales - Internal staff	100% (7)	0% (0)
4 Technical Pre-sales - Channels/Partners	70% (7)	30% (3)
5 Post-sales - Internal Staff	100% (7)	0% (0)
6 Post-sales - Channels/Partners	72.73% (8)	27.27% (3)
7 Customers and/or end users	50% (8)	50% (8)
8 Universities	50% (2)	50% (2)
9 Other	0% (0)	0% (0)

Response: 10

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	70% (7)	30% (3)
2 Meeting an education profit margin target	100% (5)	0% (0)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	85.71% (6)	14.29% (1)
4 Accelerating product adoption (eg by providing training for key products earlier)	88.89% (8)	11.11% (1)
5 Reducing support liability (eg reduced support calls)	100% (4)	0% (0)
6 Achieve Partner enablement (eg certain number of trained channel partners)	77.78% (7)	22.22% (2)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	60% (3)	40% (2)
8 Driving product business (eg product sales target)	100% (2)	0% (0)
9 Other	0% (0)	0% (0)

Response: 10

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



1 - Only a single team	40% (4)	2 - Different education teams for different product businesses	10% (1)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	10% (1)	4 - Different education teams for other reasons	30% (3)
5 - Other	10% (1)		

Mean: 2.6

Response: 10

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

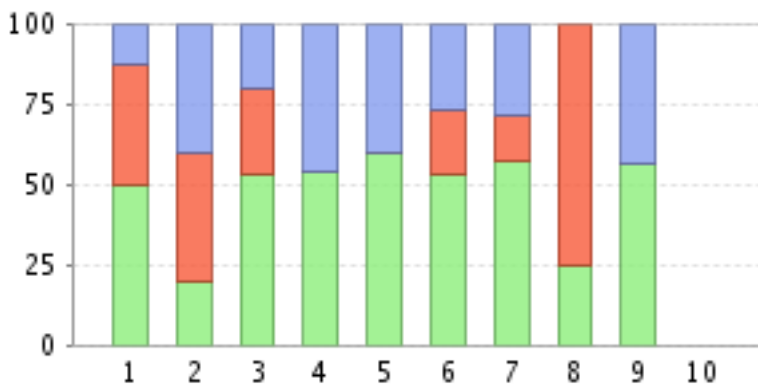


1 - Sales	20% (2)	2 - Marketing	10% (1)
3 - Services (including Consulting)	50% (5)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	0% (0)
7 - Directly to the CEO	0% (0)	8 - Other	20% (2)

Mean: 3.5

Response: 10

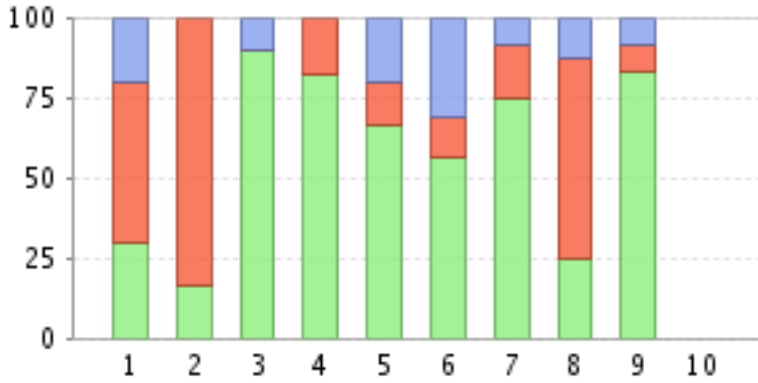
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	50% (4)	37.5% (3)	12.5% (1)
2 Training Marketing	20% (1)	40% (2)	40% (2)
3 Training Operations and Admin Processes	53.33% (8)	26.67% (4)	20% (3)
4 Training Technology Infrastructure (for example, LMS)	53.85% (7)	0% (0)	46.15% (6)
5 Curriculum Design and Courseware Development	60% (9)	0% (0)	40% (6)
6 Course Delivery and Distribution	53.33% (8)	20% (3)	26.67% (4)
7 Training Partner Programs	57.14% (8)	14.29% (2)	28.57% (4)
8 User Adoption/End User Consulting Services	25% (1)	75% (3)	0% (0)
9 Certification Programs	56.25% (9)	0% (0)	43.75% (7)
10 Other	0% (0)	0% (0)	0% (0)

Response: 10

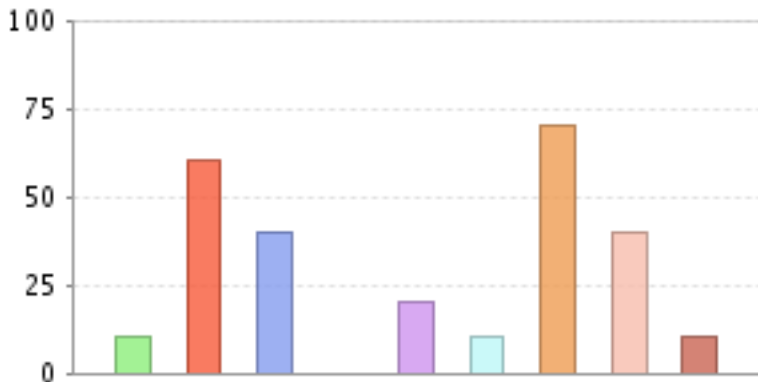
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	30% (3)	50% (5)	20% (2)
2 Training Marketing	16.67% (1)	83.33% (5)	0% (0)
3 Training Technology Infrastructure (for example, LMS)	90% (9)	0% (0)	10% (1)
4 Training Operations and Admin Processes	81.82% (9)	18.18% (2)	0% (0)
5 Curriculum Design and Courseware Development	66.67% (10)	13.33% (2)	20% (3)
6 Course Delivery and Distribution	56.25% (9)	12.5% (2)	31.25% (5)
7 Training Partner Programs	75% (9)	16.67% (2)	8.33% (1)
8 User Adoption/End User Consulting Services	25% (2)	62.5% (5)	12.5% (1)
9 Certification Programs	83.33% (10)	8.33% (1)	8.33% (1)
10 Other	0% (0)	0% (0)	0% (0)

Response: 10

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	10% (1)	2 - R&D/Engineering	60% (6)
3 - Product Management/Marketing	40% (4)	4 - Business Operations	0% (0)
5 - Sales	20% (2)	6 - Corporate Marketing	10% (1)
7 - Professional Services	70% (7)	8 - Technical Support	40% (4)
9 - Other	10% (1)		

Response: 10

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)	100% (10)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	0% (0)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 10

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

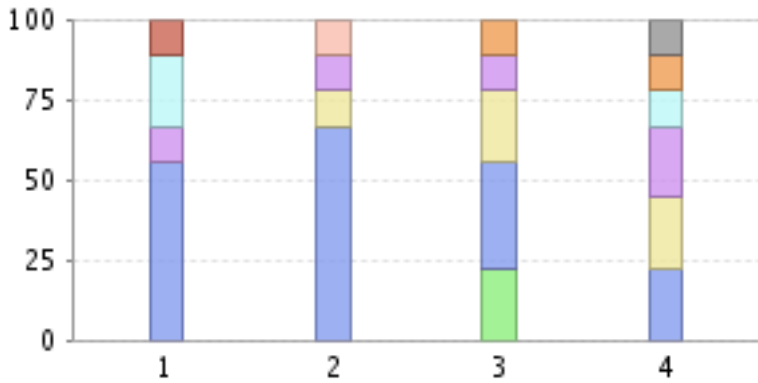


1 - No change	70% (7)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	20% (2)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	10% (1)		

Mean: 2.2

Response: 10

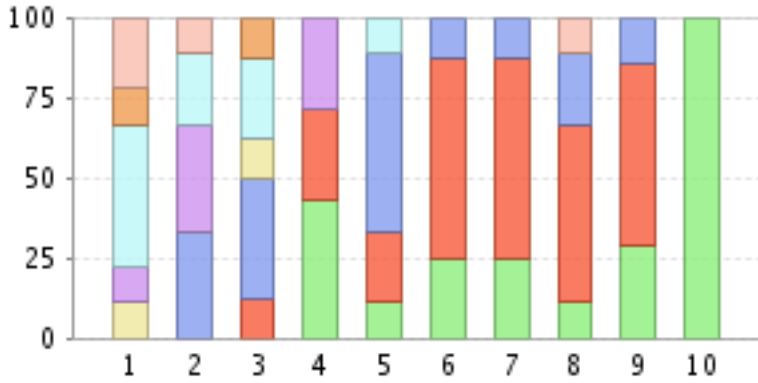
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	0% (0)	0% (0)	55.56% (5)	0% (0)	11.11% (1)	22.22% (2)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	4.56
2 VILT	0% (0)	0% (0)	66.67% (6)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	0% (0)	3.89
3 e-Learning	22.22% (2)	0% (0)	33.33% (3)	22.22% (2)	11.11% (1)	0% (0)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3.44
4 OVERALL IT TRAINING REVENUE	0% (0)	0% (0)	22.22% (2)	22.22% (2)	22.22% (2)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	11.11% (1)	0% (0)	5.22

Response: 10

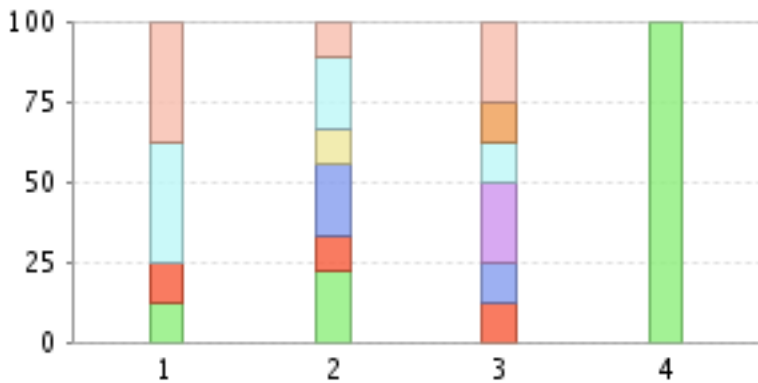
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	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)	11.11% (1)	11.11% (1)	44.44% (4)	11.11% (1)	22.22% (2)	6.22
2 Virtual Classroom/Synchronous Instructor-led offerings	0% (0)	0% (0)	33.33% (3)	0% (0)	33.33% (3)	22.22% (2)	0% (0)	11.11% (1)	4.89
3 Asynchronous e-Learning/web based training technology-based offerings	0% (0)	12.5% (1)	37.5% (3)	12.5% (1)	0% (0)	25% (2)	12.5% (1)	0% (0)	4.25
4 Self learning - printed matter or web-based	42.86% (3)	28.57% (2)	0% (0)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	2.43
5 Certification Exams	11.11% (1)	22.22% (2)	55.56% (5)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	2.89
6 Partner relationship fees	25% (2)	62.5% (5)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.88
7 Partner revenue sharing	25% (2)	62.5% (5)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.88
8 Materials licensing/sales	11.11% (1)	55.56% (5)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	2.78
9 Rental fees	28.57% (2)	57.14% (4)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.86
10 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

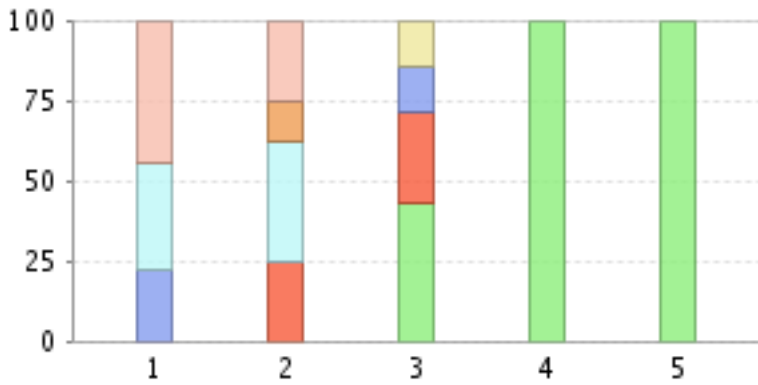
25. What percentage of total Education Services revenue comes from training the following?



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	12.5% (1)	12.5% (1)	0% (0)	0% (0)	0% (0)	37.5% (3)	0% (0)	37.5% (3)	5.62
2 End-users	22.22% (2)	11.11% (1)	22.22% (2)	11.11% (1)	0% (0)	22.22% (2)	0% (0)	11.11% (1)	3.78
3 Partners	0% (0)	12.5% (1)	12.5% (1)	0% (0)	25% (2)	12.5% (1)	12.5% (1)	25% (2)	5.5
4 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

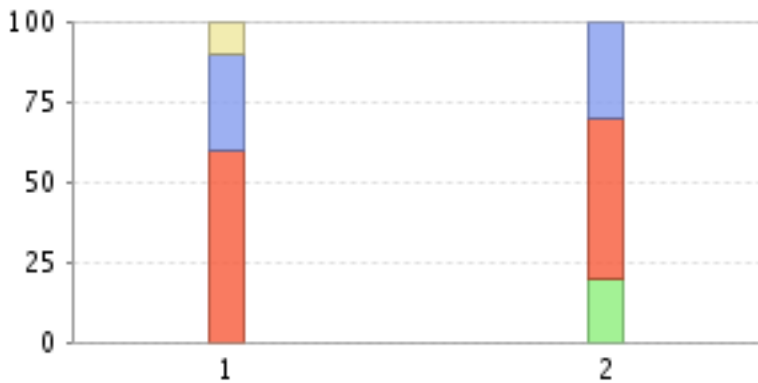
26. What percentage of total Education Services revenue comes from training the following?



									Mean
	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	
1 Product Customer	0% (0)	0% (0)	22.22% (2)	0% (0)	0% (0)	33.33% (3)	0% (0)	44.44% (4)	6.22
2 Product Partner	0% (0)	25% (2)	0% (0)	0% (0)	0% (0)	37.5% (3)	12.5% (1)	25% (2)	5.62
3 Training Partner (Reseller, ATP)	42.86% (3)	28.57% (2)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Academic Alliances	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 10

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	0% (0)	60% (6)	30% (3)	10% (1)	2.5
2 Private/onsite training	20% (2)	50% (5)	30% (3)	0% (0)	2.1

Response: 10

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



1 - 0.5% or less	70% (7)	2 - 0.5-1%	10% (1)
3 - 1-2%	10% (1)	4 - 2-3%	0% (0)
5 - 3-4%	0% (0)	6 - 5-6%	10% (1)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 1.8

Response: 10

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



1 - 0.5% or less	50% (5)	2 - 0.5-1%	30% (3)
3 - 1-2%	0% (0)	4 - 2-3%	10% (1)
5 - 3-4%	0% (0)	6 - 5-6%	10% (1)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 2.1

Response: 10

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

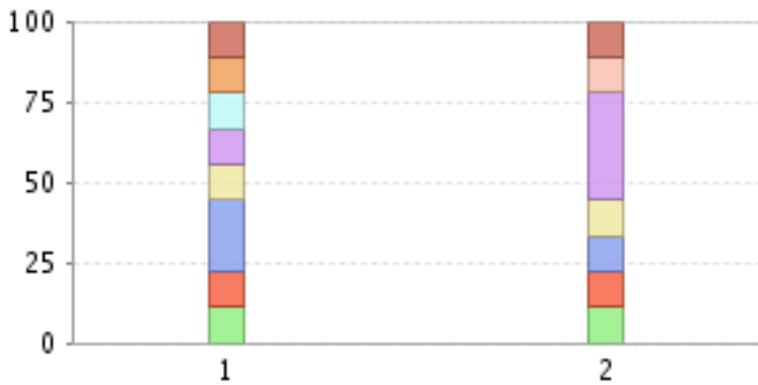


1 - <1%	20% (2)	2 - 1-2%	40% (4)
3 - 2-4%	0% (0)	4 - 4-7%	20% (2)
5 - 7-10%	0% (0)	6 - 10-15%	10% (1)
7 - 15-20%	10% (1)	8 - 20-30%	0% (0)
9 - >30%	0% (0)		

Mean: 3.1

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)	22.22% (2)	11.11% (1)	11.11% (1)	11.11% (1)	11.11% (1)	0% (0)	11.11% (1)	4.44
2 Three-year average	11.11% (1)	11.11% (1)	11.11% (1)	11.11% (1)	33.33% (3)	0% (0)	0% (0)	11.11% (1)	11.11% (1)	4.67

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 80% (8) 2 - No 20% (2)
 Mean: 1.2
 Response: 10

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	53.75%	19%	9.75%	9.75%	1.25%	1.38%	4.75%	0.38%
Highest	80%	46%	15%	25%	5%	5%	15%	3%
Lowest	20%	0%	2%	0%	0%	0%	0%	0%
Standard deviation	17.55	19.18	5.2	10.75	2.31	2.07	6.02	1.06

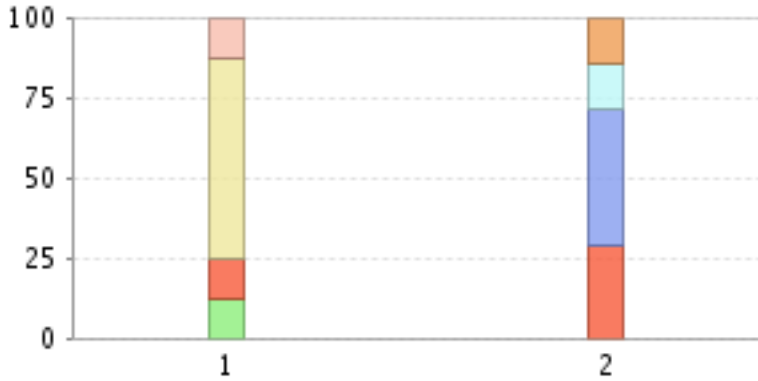
Response: 8

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%	1.2%	34.2%	49.6%	10.2%	2%	0.8%	0.2%	0.8%
Highest	3%	5%	50%	73%	30%	5%	2%	1%	4%
Lowest	0%	0%	20%	35%	0%	0%	0%	0%	0%
Standard deviation	1.41	2.17	13.39	14.17	11.63	2.12	1.1	0.45	1.79

Response: 5

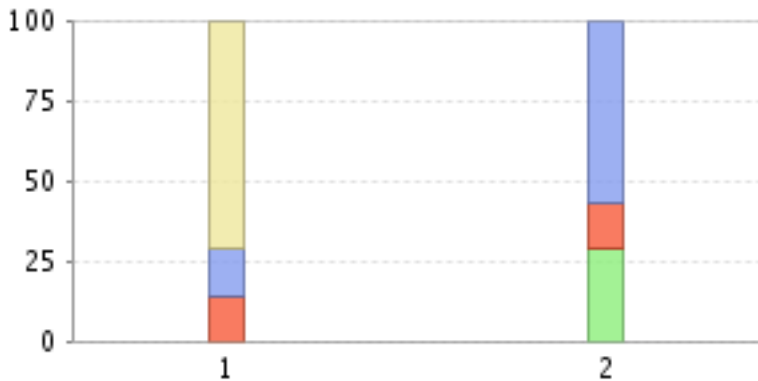
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	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)	12.5% (1)	0% (0)	62.5% (5)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	3.88
2 Achievement	0% (0)	28.57% (2)	42.86% (3)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	3.71

Response: 8

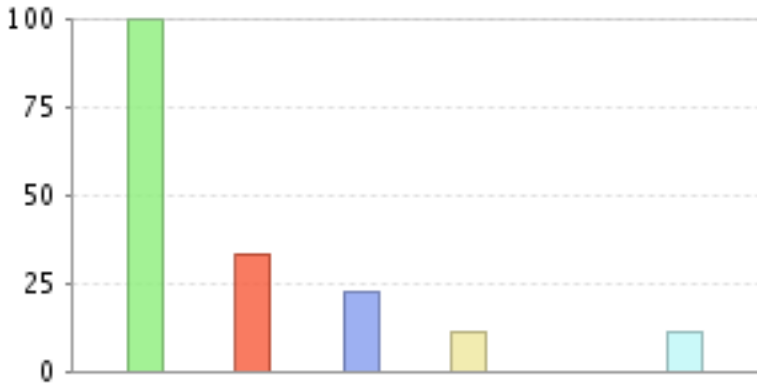
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	0% (0)	14.29% (1)	14.29% (1)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.57
2 Achievement	28.57% (2)	14.29% (1)	57.14% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.29

Response: 7

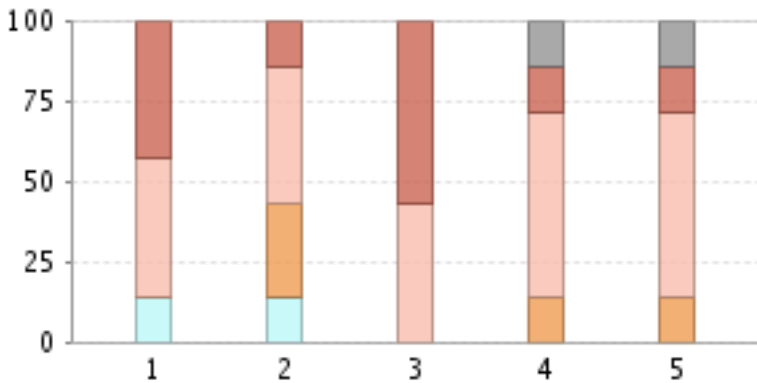
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (9)	2 - Net Promoter Score	33.33% (3)
3 - Kirkpatrick Level 2 Assessments	22.22% (2)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	11.11% (1)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	0% (0)	6 - Other	11.11% (1)

Response: 9

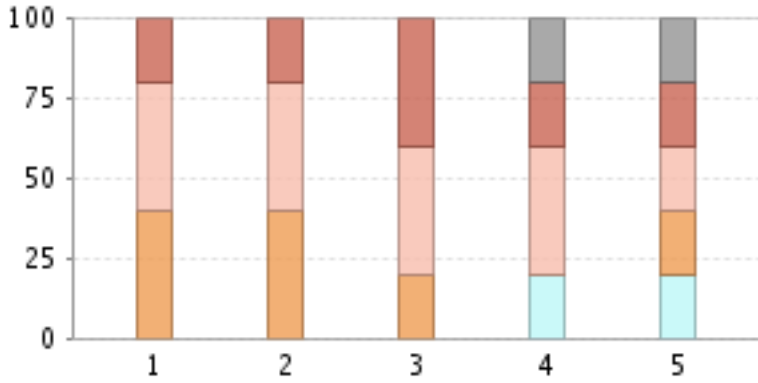
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	14.29% (1)	0% (0)	42.86% (3)	42.86% (3)	0% (0)	8.14
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	42.86% (3)	14.29% (1)	0% (0)	7.57
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	42.86% (3)	57.14% (4)	0% (0)	8.57
4 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	57.14% (4)	14.29% (1)	14.29% (1)	8.29
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	57.14% (4)	14.29% (1)	14.29% (1)	8.29

Response: 7

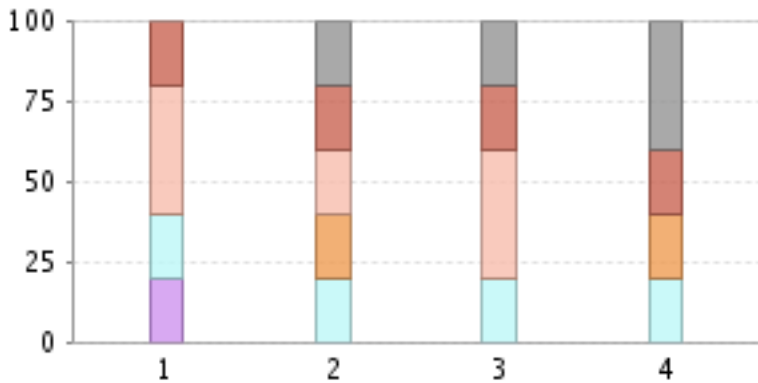
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	40% (2)	40% (2)	20% (1)	0% (0)	7.8
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	40% (2)	40% (2)	20% (1)	0% (0)	7.8
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	40% (2)	40% (2)	0% (0)	8.2
4 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	20% (1)	20% (1)	8.2
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	20% (1)	20% (1)	20% (1)	20% (1)	8

Response: 5

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)	20% (1)	20% (1)	0% (0)	40% (2)	20% (1)	0% (0)	7.2
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	20% (1)	20% (1)	20% (1)	20% (1)	8
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	20% (1)	20% (1)	8.2
4 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	20% (1)	0% (0)	20% (1)	40% (2)	8.4

Response: 5

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



1 - 50% or less	0% (0)	2 - 51-60%	14.29% (1)
3 - 61-70%	14.29% (1)	4 - 71-80%	14.29% (1)
5 - 81-90%	28.57% (2)	6 - More than 90%	28.57% (2)

Mean: 4.43

Response: 7

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



1 - 50% or less	42.86% (3)	2 - 51-60%	0% (0)
3 - 61-70%	14.29% (1)	4 - 71-80%	28.57% (2)
5 - 81-90%	14.29% (1)	6 - More than 90%	0% (0)

Mean: 2.71

Response: 7

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



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

Mean: 2

Response: 4

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

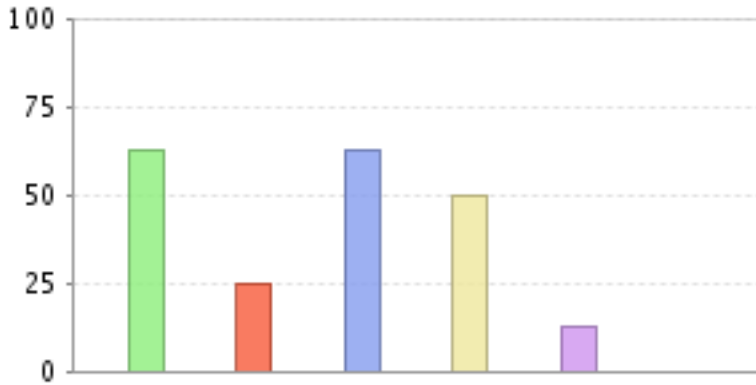


1 - We contact them within a defined number of days after the class	33.33% (3)	2 - We follow up some of the time	44.44% (4)
3 - We don't follow up and wait until they escalate	22.22% (2)	4 - Other	0% (0)

Mean: 1.89

Response: 9

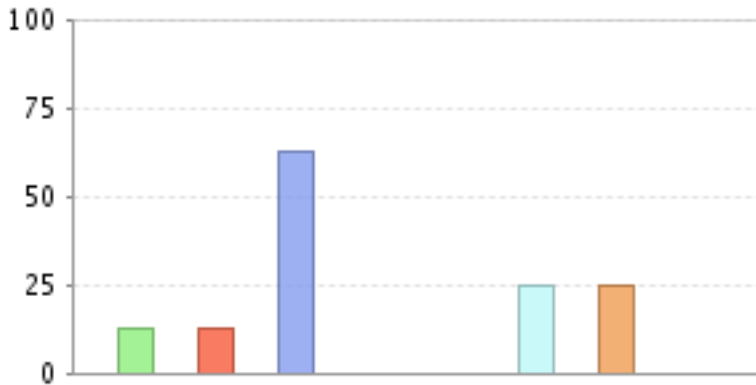
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - Contact them yourself directly before they contact you	62.5% (5)	2 - Offer refunds if required/requested	25% (2)
3 - Provide credit for additional training if required/requested	62.5% (5)	4 - Consult with sales team for next steps with customer and agree who takes next steps	50% (4)
5 - None of these	12.5% (1)	6 - Other	0% (0)

Response: 8

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



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

Response: 8

47. Have you been able to demonstrate an impact?



<input type="checkbox"/> 1 - Yes	0% (0)	<input type="checkbox"/> 2 - Somewhat	75% (6)
<input type="checkbox"/> 3 - No	25% (2)		

Mean: 2.25
Response: 8

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

1 Marketing maintain a table of who bought product and what contact they had with us prior to that.

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

1 We measure support load by customer and correlate with whether the customer has had training.

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

- 1 Measuring business results, job impact, and ROI with Level 3 surveys
- 2 NPS Score
- 3 Product adoption by partners/OEMs, product sales by partners/OEMs, helping to close deals

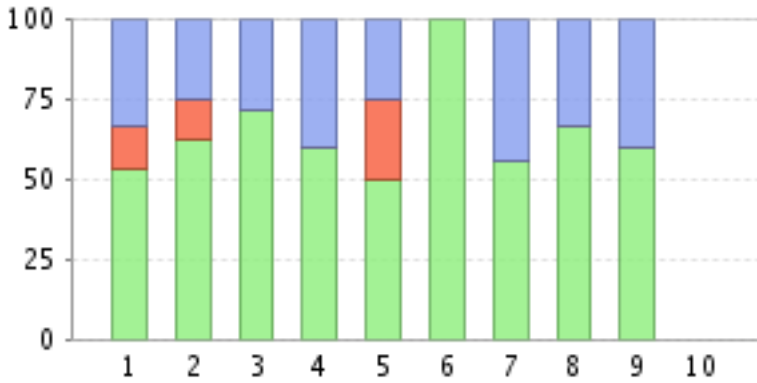
51. How do you try to measure the impact your training has on the degree of product adoption and use?

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

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

- 1 too early to tell
- 2 We monitor customer churn very closely and look at whether customers who are likely to churn have received training or not.

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	53.33% (8)	13.33% (2)	33.33% (5)
2 Inside sales	62.5% (5)	12.5% (1)	25% (2)
3 Services sales	71.43% (5)	0% (0)	28.57% (2)
4 Maintenance renewal sales	60% (3)	0% (0)	40% (2)
5 Dedicated Education Services sales representatives	50% (2)	25% (1)	25% (1)
6 Education Services coordinators/non-sales staff	100% (2)	0% (0)	0% (0)
7 Channel partners	55.56% (5)	0% (0)	44.44% (4)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	66.67% (2)	0% (0)	33.33% (1)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	60% (3)	0% (0)	40% (2)
10 Other	0% (0)	0% (0)	0% (0)

Response: 8

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



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

Mean: 2.38

Response: 8

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

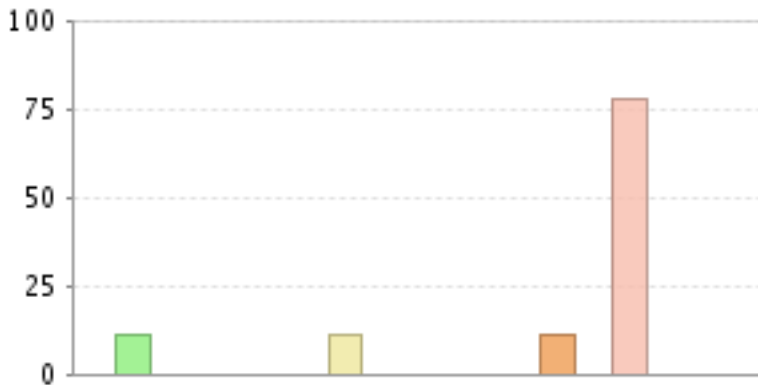


1 - Less than \$5,000	75% (6)	2 - \$5,000-\$24,999	12.5% (1)
3 - \$25,000-\$49,999	12.5% (1)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.38

Response: 8

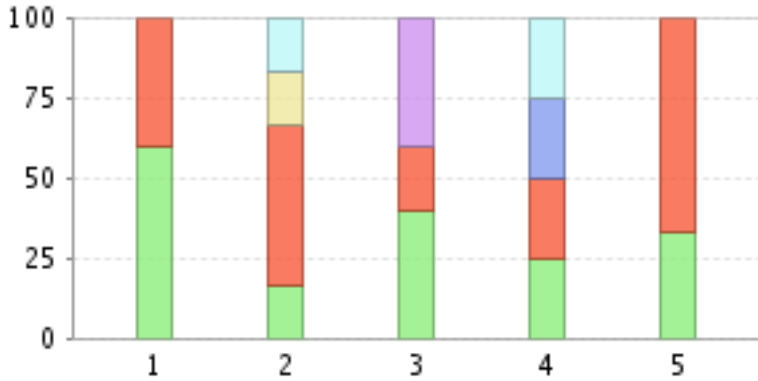
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	11.11% (1)	2 - Product deals with a new product for a customer	0% (0)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	11.11% (1)
5 - Professional Services consulting sales	0% (0)	6 - Product and/or service deals when sold as a subscription	0% (0)
7 - Product and/or service deals when NOT sold as a subscription	11.11% (1)	8 - None of these	77.78% (7)
9 - Other	0% (0)		

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	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
2 Product and/or service deals when NOT sold as a subscription	16.67% (1)	50% (3)	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	2.83
3 Support contract deals	40% (2)	20% (1)	0% (0)	0% (0)	40% (2)	0% (0)	0% (0)	2.8
4 Support contract renewal deals	25% (1)	25% (1)	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	3
5 Professional Services consulting sales	33.33% (2)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67

Response: 7

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



1 - Recognized revenue target	0% (0)	2 - Bookings target	0% (0)
3 - Recognized revenue and bookings targets	33.33% (1)	4 - Neither	66.67% (2)
5 - Other	0% (0)		

Mean: 3.67

Response: 3

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



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

Mean: 2
Response: 1

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



1 - A fixed fee for student kits and student guides	66.67% (2)	2 - A percentage of the student fee	33.33% (1)
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Mean: 1.33
Response: 3

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

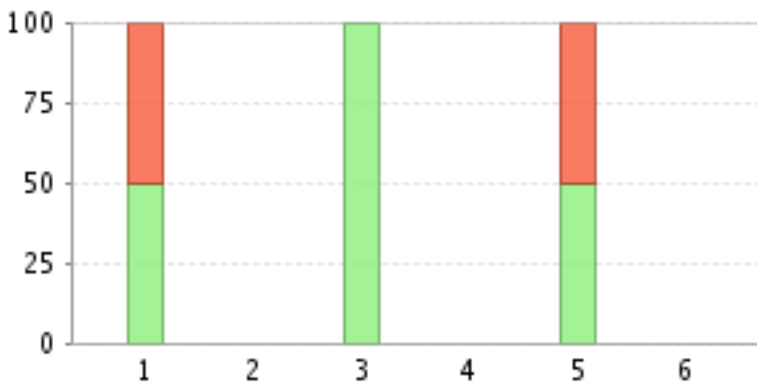


1 - <10% of the student fee	0% (0)	2 - 11-15% of the student fee	100% (1)
3 - 16-25% of the student fee	0% (0)	4 - 26-35% of the student fee	0% (0)
5 - >35% of the student fee	0% (0)		

Mean: 2

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	0% (0)	0% (0)
3 Regional Marketing organizations	100% (1)	0% (0)
4 Customer Services Marketing	0% (0)	0% (0)
5 Education Services Marketing	50% (7)	50% (7)
6 Other	0% (0)	0% (0)

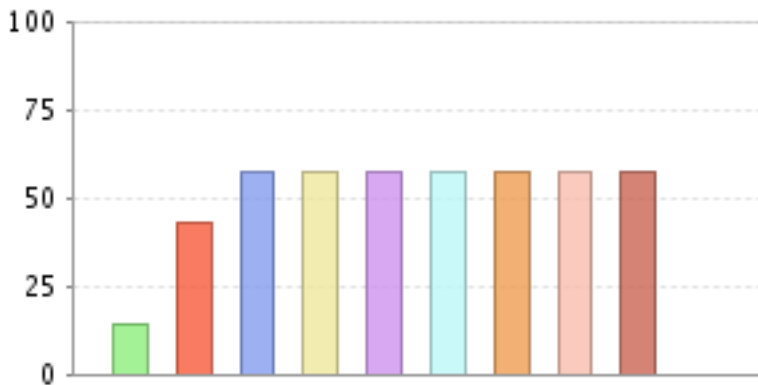
Response: 8

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



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

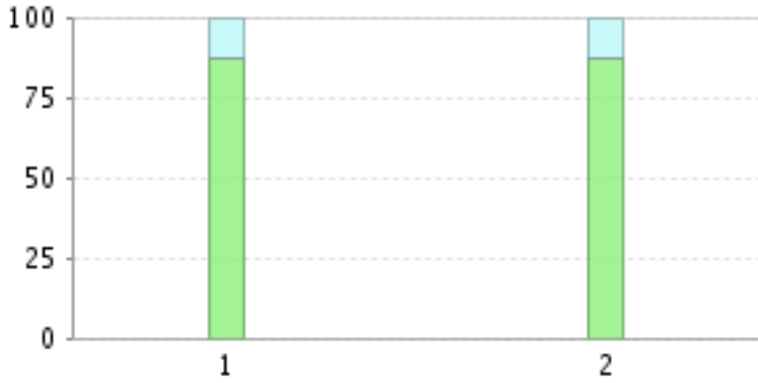
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



■ 1 - Online advertising	14.29% (1)	■ 2 - Telemarketing	42.86% (3)
■ 3 - Email campaigns	57.14% (4)	■ 4 - Printed catalog or data sheets	57.14% (4)
■ 5 - Electronic catalog or data sheets	57.14% (4)	■ 6 - Corporate/public webpage	57.14% (4)
■ 7 - Dedicated education services webpage or portal	57.14% (4)	■ 8 - Social media sites and followings	57.14% (4)
■ 9 - Internal marketing to Corporate Sales	57.14% (4)	■ 10 - Other	0% (0)

Response: 7

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	87.5% (7)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	1.62
2 Pays for the development	87.5% (7)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	1.62

Response: 8

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



1 - 100% (all)	11.11% (1)	2 - 75-99%	77.78% (7)
3 - 51-75%	11.11% (1)	4 - 26-50%	0% (0)
5 - 25% or less	0% (0)		

Mean: 2

Response: 9

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	77.78% (7)	2 - Product Management	11.11% (1)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	11.11% (1)

Mean: 1.67

Response: 9

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

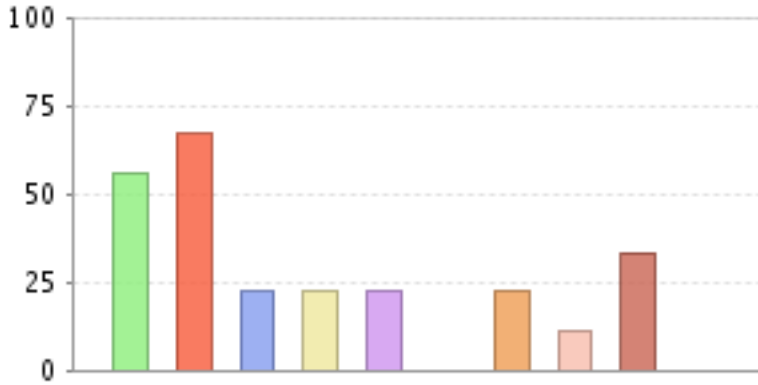


1 - Product feasibility/inception stage	37.5% (3)	2 - Product development stage	50% (4)
3 - Beta product availability stage	12.5% (1)	4 - General/public product availability stage	0% (0)
5 - Other	0% (0)		

Mean: 1.75

Response: 8

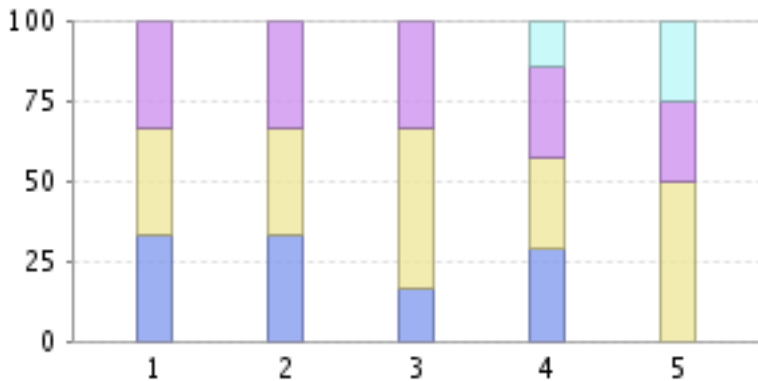
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	55.56% (5)	2 - Informal exchanges of information/data with engineering and product management	66.67% (6)
3 - Formalized transfer of information processes and exchange sessions with technical publications	22.22% (2)	4 - Informal exchanges of information/data with technical publications	22.22% (2)
5 - Collect information from Support teams	22.22% (2)	6 - Collect information from Professional Services teams	0% (0)
7 - Collect information from Customers	22.22% (2)	8 - Collect information from Partners	11.11% (1)
9 - Collect information from Product Marketing	33.33% (3)	10 - Other	0% (0)

Response: 9

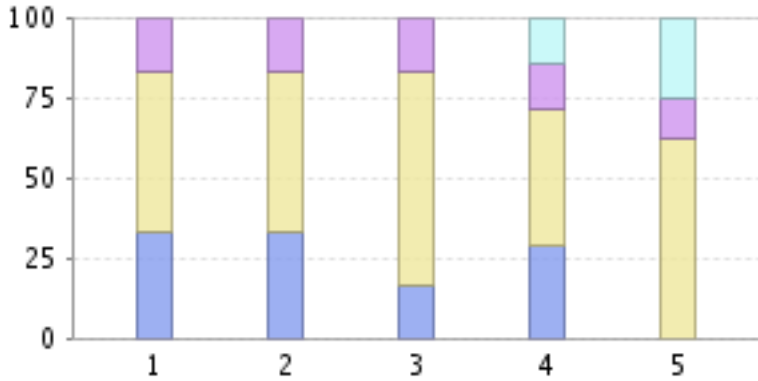
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	Alpha release	Beta release	30-45 days before GPA*	GPA*	30-45 days after GPA*	More than 45 days after GPA*	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	33.33% (2)	33.33% (2)	33.33% (2)	0% (0)	4
2 Corporate Services & Support	0% (0)	0% (0)	33.33% (2)	33.33% (2)	33.33% (2)	0% (0)	4
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	16.67% (1)	50% (3)	33.33% (2)	0% (0)	4.17
4 Product Channel Services & Support	0% (0)	0% (0)	28.57% (2)	28.57% (2)	28.57% (2)	14.29% (1)	4.29
5 Customers and End Users	0% (0)	0% (0)	0% (0)	50% (4)	25% (2)	25% (2)	4.75

Response: 8

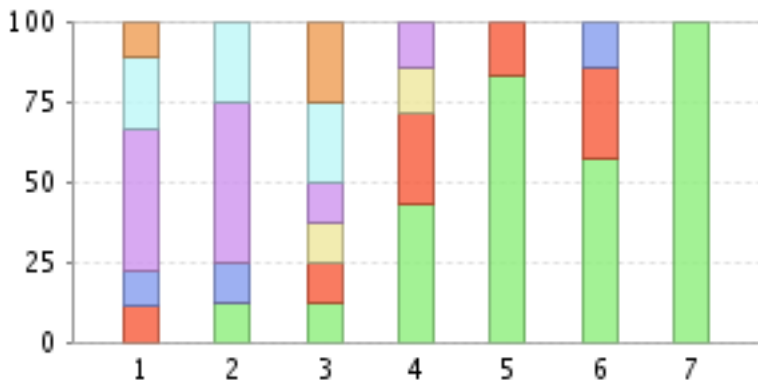
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	Alpha release	Beta release	30-45 days before GPA*	GPA*	30-45 days after GPA*	More than 45 days after GPA*	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	33.33% (2)	50% (3)	16.67% (1)	0% (0)	3.83
2 Corporate Services & Support	0% (0)	0% (0)	33.33% (2)	50% (3)	16.67% (1)	0% (0)	3.83
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	16.67% (1)	66.67% (4)	16.67% (1)	0% (0)	4
4 Product Channel Services & Support	0% (0)	0% (0)	28.57% (2)	42.86% (3)	14.29% (1)	14.29% (1)	4.14
5 Customers and End Users	0% (0)	0% (0)	0% (0)	62.5% (5)	12.5% (1)	25% (2)	4.62

Response: 8

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)	11.11% (1)	11.11% (1)	0% (0)	44.44% (4)	22.22% (2)	11.11% (1)	4.89
2 Virtual classroom training	12.5% (1)	0% (0)	12.5% (1)	0% (0)	50% (4)	25% (2)	0% (0)	4.5
3 eLearning	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	12.5% (1)	25% (2)	25% (2)	4.75
4 Mobile Learning (smartphones/tablets)	42.86% (3)	28.57% (2)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	2.29
5 Other self paced	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
7 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

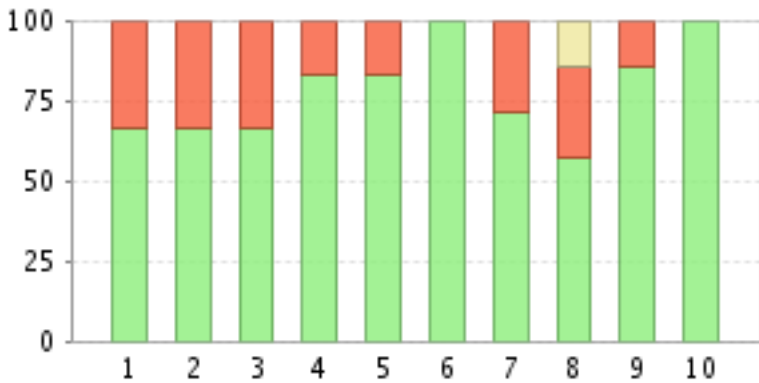
74. On average, what percentage of the training portfolio you make available previously originated from other organizations within your company (for example, technical publications)?



1 - 10% or less	87.5% (7)	2 - 11-25%	12.5% (1)
3 - 26-50%	0% (0)	4 - 51-75%	0% (0)
5 - >75%	0% (0)		

Mean: 1.12
Response: 8

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



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 French	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
2 Spanish	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
3 Portugese	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
4 Italian	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
5 German	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
6 Russian	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7 Chinese	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
8 Japanese	57.14% (4)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	1.71
9 Korean	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
10 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 7

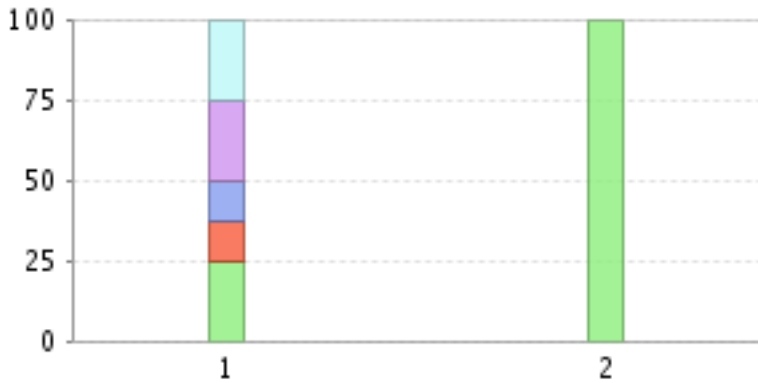
76. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	28.57% (2)	2 - Pre-sales/Sales Engineering training materials	14.29% (1)
3 - Customer/End-user training materials	57.14% (4)	4 - Other	0% (0)

Mean: 2.29
Response: 7

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	25% (2)	12.5% (1)	12.5% (1)	0% (0)	25% (2)	25% (2)	3.62
2 Tin Can API	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

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% (9)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 9

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

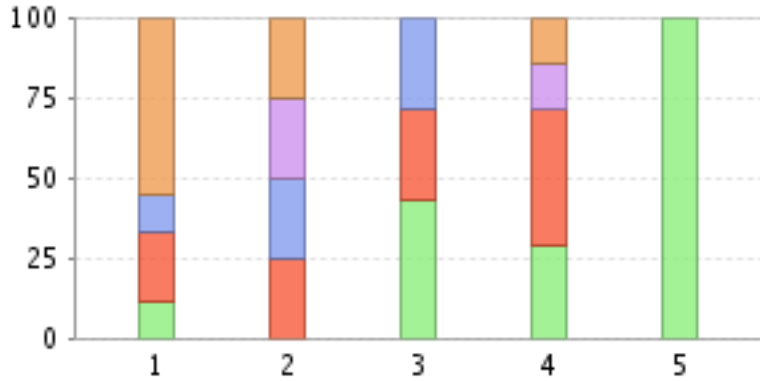


1 - 1-5	55.56% (5)	2 - 6-10	22.22% (2)
3 - 11-15	0% (0)	4 - 16-20	11.11% (1)
5 - >20	11.11% (1)		

Mean: 2

Response: 9

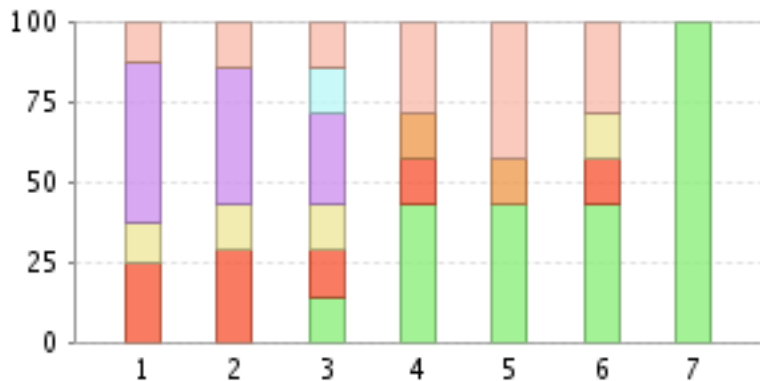
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	11.11% (1)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	0% (0)	55.56% (5)	4.78
2 Instructors or other Education Services staff	0% (0)	25% (2)	25% (2)	0% (0)	25% (2)	0% (0)	25% (2)	4.25
3 Other resources within the company (SMEs)	42.86% (3)	28.57% (2)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.86
4 Contractors or outsourced to an external company/partner	28.57% (2)	42.86% (3)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	2.86
5 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

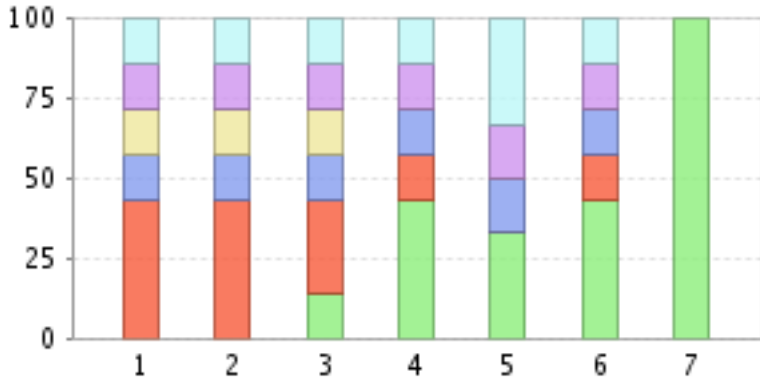
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	0% (0)	25% (2)	0% (0)	12.5% (1)	50% (4)	0% (0)	0% (0)	12.5% (1)	0% (0)	4.5
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	0% (0)	28.57% (2)	0% (0)	14.29% (1)	42.86% (3)	0% (0)	0% (0)	14.29% (1)	0% (0)	4.43
3 Remote/virtual lab exercises	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	4.43
4 Asynchronous e-learning (web-based training) - page turning	42.86% (3)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	0% (0)	4
5 Asynchronous e-learning (web-based training) - interactive	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	42.86% (3)	0% (0)	4.86
6 Electronic or printed self-study	42.86% (3)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	28.57% (2)	0% (0)	3.57
7 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

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)	0% (0)	42.86% (3)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	3.43
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	0% (0)	42.86% (3)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	3.43
3 Remote/virtual lab exercises	14.29% (1)	28.57% (2)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	3.29
4 Asynchronous e-learning (web-based training) - page turning	42.86% (3)	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	2.71
5 Asynchronous e-learning (web-based training) - interactive	33.33% (2)	0% (0)	16.67% (1)	0% (0)	16.67% (1)	33.33% (2)	0% (0)	0% (0)	0% (0)	3.67
6 Electronic or printed self-study	42.86% (3)	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	2.71
7 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 7

83. How often on average do you update courses?



1 - < 3 months	0% (0)	2 - 3-5 months	12.5% (1)
3 - 6-9 months	25% (2)	4 - 10-14 months	62.5% (5)
5 - 15-24 months	0% (0)	6 - > 24 months	0% (0)

Mean: 3.5

Response: 8

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%	28.57% (2)
5 - 31-40%	14.29% (1)	6 - 41-50%	28.57% (2)
7 - >50%	28.57% (2)		

Mean: 5.57

Response: 7

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

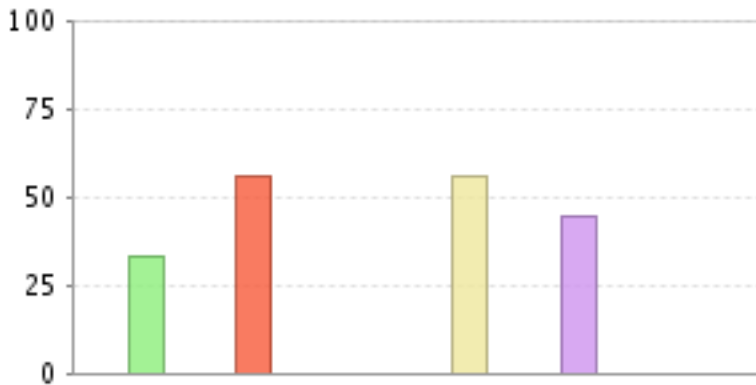


1 - Business unit product development/engineering	0% (0)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	88.89% (8)
5 - Other	11.11% (1)		

Mean: 4.11

Response: 9

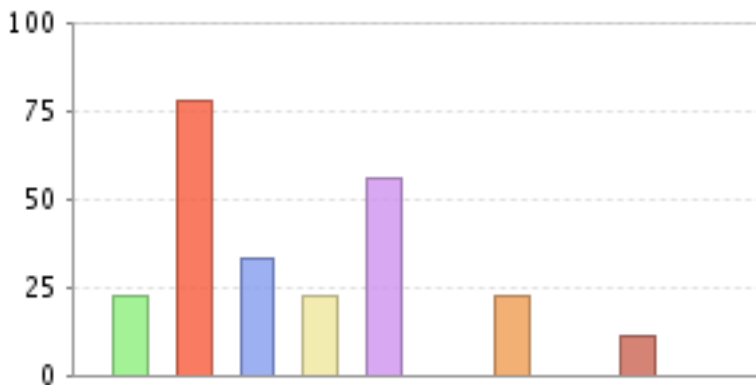
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	33.33% (3)	2 - Revenue	55.56% (5)
3 - Profit Margin	0% (0)	4 - Number of students trained	55.56% (5)
5 - Student/Customer satisfaction	44.44% (4)	6 - Other	0% (0)

Response: 9

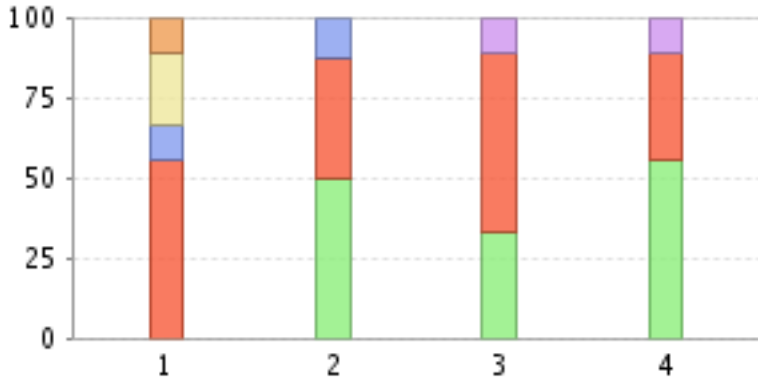
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	22.22% (2)	2 - Training Sales (lack of pipeline)	77.78% (7)
3 - Conflicting goals with other departments	33.33% (3)	4 - External economy	22.22% (2)
5 - Marketing training offerings	55.56% (5)	6 - Training/qualifying instructors	0% (0)
7 - Lack of (skilled) resources	22.22% (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)	11.11% (1)	10 - Other	0% (0)

Response: 9

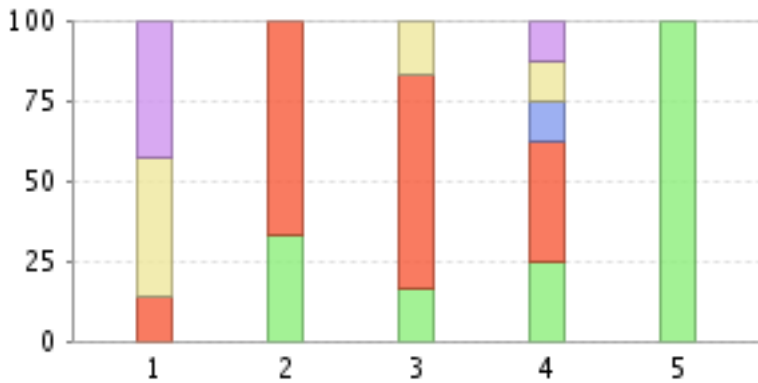
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	0% (0)	55.56% (5)	11.11% (1)	22.22% (2)	0% (0)	0% (0)	11.11% (1)	3.11
2 Central and South America	50% (4)	37.5% (3)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.62
3 Europe, Middle East and Africa	33.33% (3)	55.56% (5)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	2
4 Asia/Pacific	55.56% (5)	33.33% (3)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	1.78

Response: 9

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



	0%	1-25%	26-50%	51-75%	76-99%	100%	Mean
1 Education Services Employees	0% (0)	14.29% (1)	0% (0)	42.86% (3)	42.86% (3)	0% (0)	4.14
2 Other company/internal staff	33.33% (2)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3 Partners	16.67% (1)	66.67% (4)	0% (0)	16.67% (1)	0% (0)	0% (0)	2.17
4 Contract instructors	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	2.5
5 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

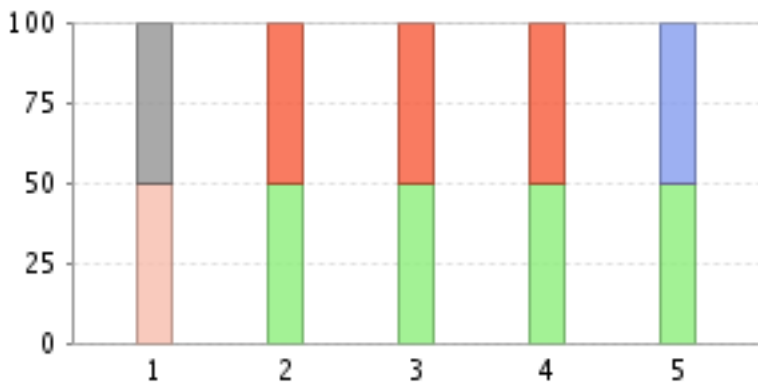
Response: 8

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

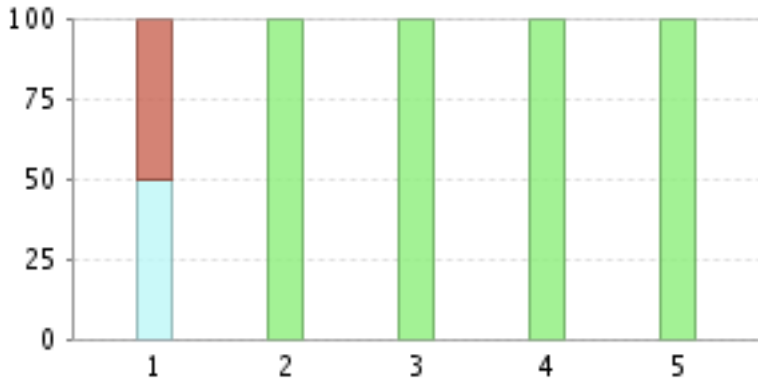
91. For the last fiscal year, what was the instructor utilization target?



	■	■	■	■	■	■	■	■	■	■	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)	0% (0)	50% (1)	0% (0)	50% (1)	9
2 Billable custom development	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
3 Other billable	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4 Non-billable preparation time, including travel for onsites	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 2

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)	0% (0)	50% (1)	0% (0)	0% (0)	50% (1)	7.5
2 Billable custom development	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
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	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 2

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



1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	33.33% (2)	4 - 4-6 months	66.67% (4)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.67

Response: 6

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



1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	0% (0)	4 - 4-6 months	20% (1)
5 - 7-12 months	60% (3)	6 - More than 12 months	20% (1)

Mean: 5

Response: 5

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	40% (2)
3 - \$150K-\$200K	20% (1)	4 - \$200K-\$250K	20% (1)
5 - \$250K-\$300K	20% (1)	6 - \$300K-\$400K	0% (0)
7 - >\$400K	0% (0)		

Mean: 3.2

Response: 5

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

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



■ 1 - Printed 28.57% (2) ■ 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name) 0% (0)
■ 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark) 57.14% (4) ■ 4 - Softcopy – restricted with digital right management tool 14.29% (1)
■ 5 - Streamed content to be used via computer or tablet 0% (0) ■ 6 - Other 0% (0)
 Mean: 2.57
 Response: 7

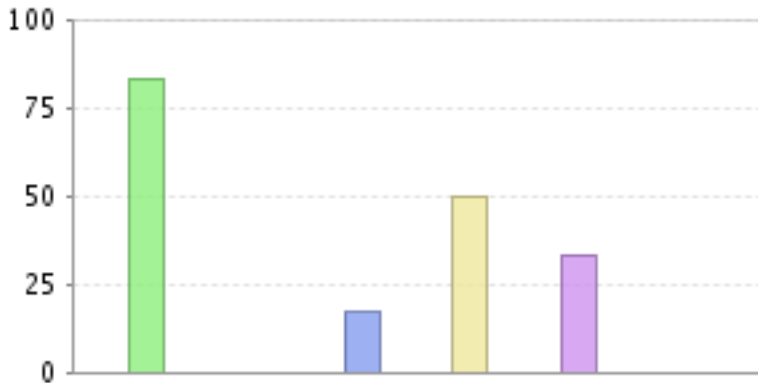
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	0% (0)	2 - iPad full-size	0% (0)
3 - iPad mini	0% (0)	4 - Kindle	0% (0)
5 - Windows tablet	0% (0)	6 - Not for tablets	100% (5)
7 - Other	0% (0)		

Response: 5

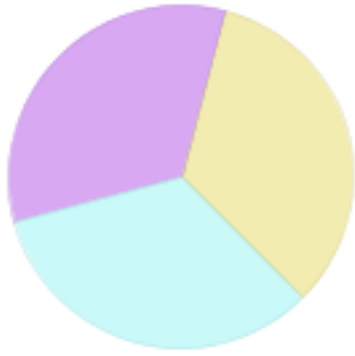
99. Of your current instructor-led (in-person) classes, in which classrooms are the majority delivered? Select no more than two.



1 - Company owned training facility	83.33% (5)	2 - Company-owned non-training facility	0% (0)
3 - Authorized Partner Education Center	16.67% (1)	4 - Customer Site	50% (3)
5 - Short-term rental facility	33.33% (2)	6 - Other	0% (0)

Response: 6

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%	33.33% (1)
5 - 51-60%	33.33% (1)	6 - 61-70%	33.33% (1)
7 - >70%	0% (0)		

Mean: 5
Response: 3

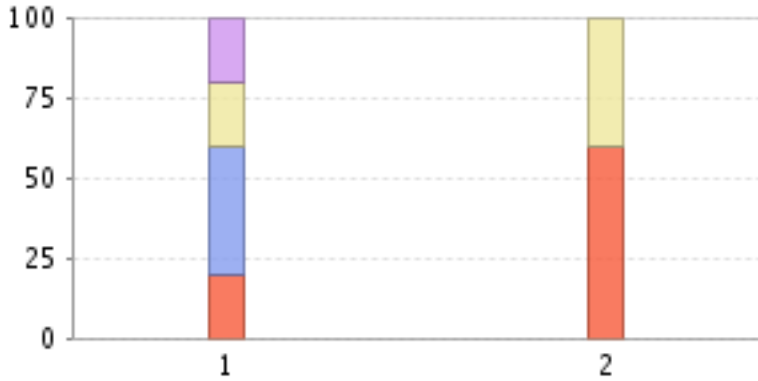
101. For the last fiscal year, what was the own classroom utilization achievement?



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

Mean: 3.33
Response: 3

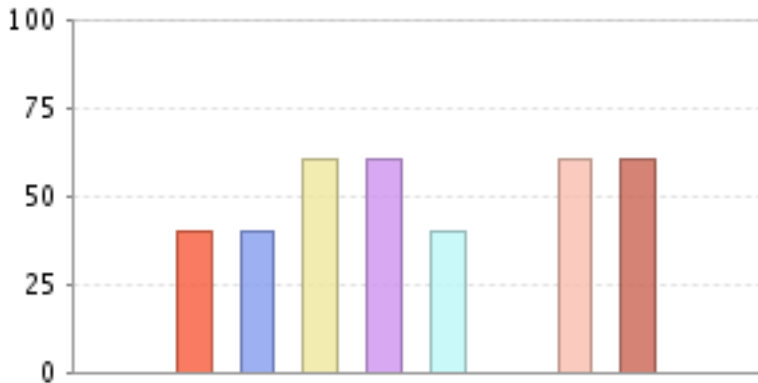
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	0% (0)	20% (1)	40% (2)	20% (1)	20% (1)	3.4
2 Virtual instructor-led	0% (0)	60% (3)	0% (0)	40% (2)	0% (0)	2.8

Response: 5

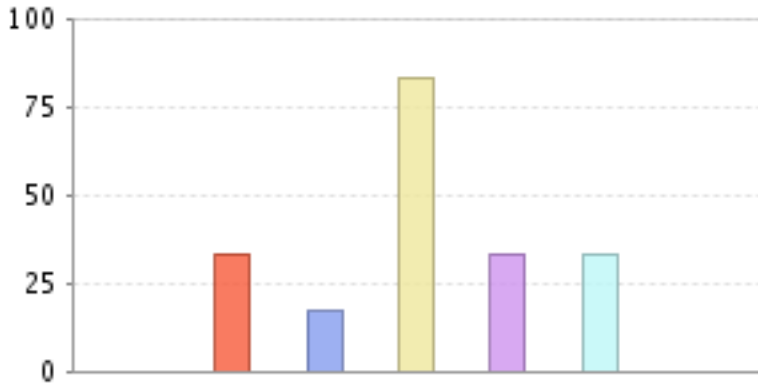
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



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

Response: 5

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



1 - We don't have courses that require lab equipment	0% (0)	2 - In our own classrooms	33.33% (2)
3 - The equipment is shipped	16.67% (1)	4 - Remote access to our own equipment	83.33% (5)
5 - Virtualized equipment, by our own company	33.33% (2)	6 - Virtualized equipment, provided by a 3rd party vendor	33.33% (2)
7 - Other	0% (0)		

Response: 6

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



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

Mean: 5

Response: 4

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



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

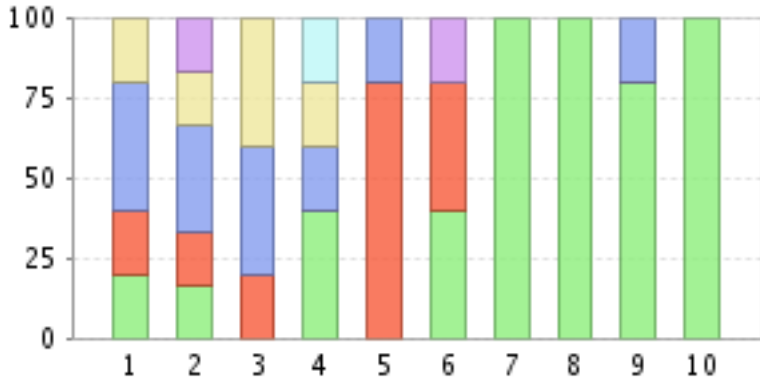
Mean: 4.5
Response: 4

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	0	0	10	100	52	85	375	2.5	0
Highest	0	0	20	200	100	170	500	5	0
Lowest	0	0	0	0	4	0	250	0	0
Standard deviation	0	0	14.14	141.42	67.88	120.21	176.78	3.54	0

Response: 2

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	20% (1)	20% (1)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	2.6
2 Private (or dedicated) live classroom training	16.67% (1)	16.67% (1)	33.33% (2)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	3
3 Onsite delivery (customer's location)	0% (0)	20% (1)	40% (2)	40% (2)	0% (0)	0% (0)	0% (0)	3.2
4 Public virtual classroom training	40% (2)	0% (0)	20% (1)	20% (1)	0% (0)	20% (1)	0% (0)	3
5 Private virtual classroom training	0% (0)	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
6 eLearning	40% (2)	40% (2)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	2.2
7 Mobile Learning (smartphones/tablets)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Other self paced	80% (4)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
10 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

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



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

Mean: 1.33

Response: 6

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



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

Mean: 3

Response: 6

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

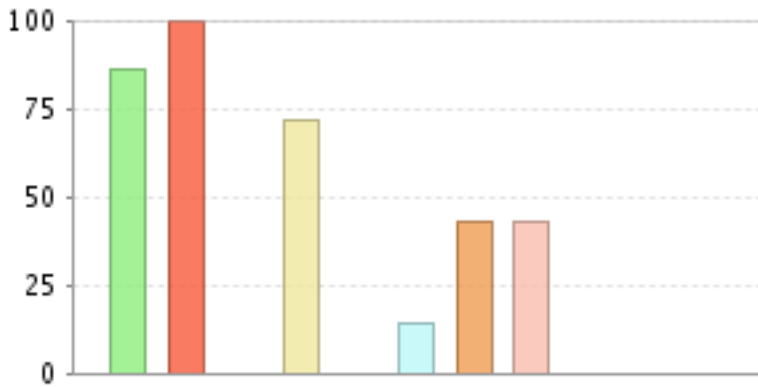


1 - 5 or less	33.33% (2)	2 - 6-10	50% (3)
3 - 11-15	16.67% (1)	4 - 16-19	0% (0)
5 - 20 or more	0% (0)		

Mean: 1.83

Response: 6

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



1 - Virtual Labs	85.71% (6)	2 - Virtual Classroom	100% (7)
3 - CRM to manage all customer and opportunities	0% (0)	4 - LMS	71.43% (5)
5 - LCMS (Learning Content Management System)	0% (0)	6 - Knowledge Management	14.29% (1)
7 - Scheduling/Utilization	42.86% (3)	8 - Certification Credentials	42.86% (3)
9 - Digital Rights Management	0% (0)	10 - Dashboard for KPI	0% (0)
11 - Other	0% (0)		

Response: 7

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



1 - <10%	28.57% (2)	2 - 11-20%	42.86% (3)
3 - 21-30%	0% (0)	4 - 31-40%	14.29% (1)
5 - 41-50%	0% (0)	6 - >50%	14.29% (1)

Mean: 2.57

Response: 7

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



1 - Yes 0% (0) 2 - No 100% (7)
Mean: 2
Response: 7

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



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

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

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

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



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

Response: 0

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

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

Response: 0

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

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

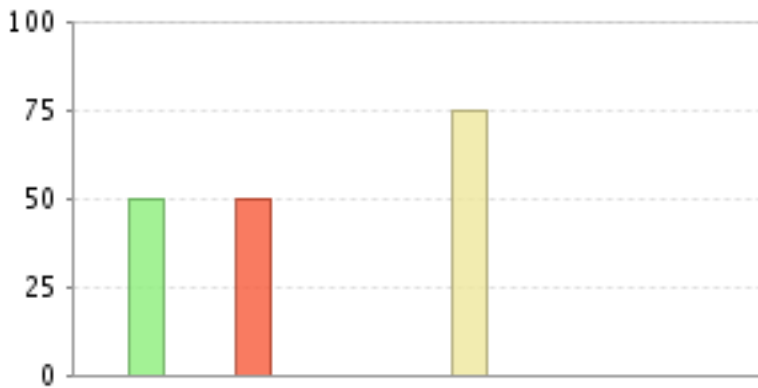
Response: 0

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



■ 1 - Yes 71.43% (5) ■ 2 - No 28.57% (2)
 Mean: 1.29
 Response: 7

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



■ 1 - Completely outsourced delivery 50% (2) ■ 2 - Add additional bandwidth 50% (2)
■ 3 - Additional skills 0% (0) ■ 4 - Provide translation/localization (eg by native language speakers) 75% (3)
■ 5 - Reduce travel cost/time 0% (0) ■ 6 - Other 0% (0)
 Response: 4

122. What is the role of the delivery partner?



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

75% (3)

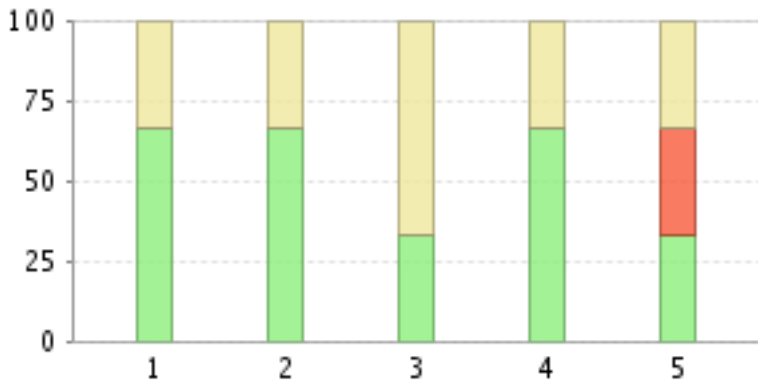
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

25% (1)

Mean: 1.25

Response: 4

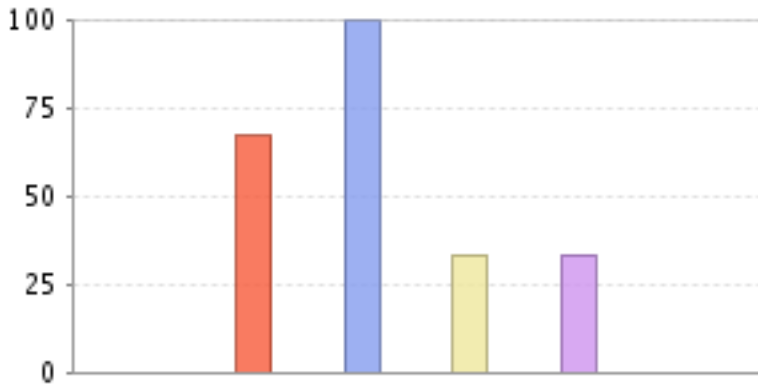
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	66.67% (2)	0% (0)	0% (0)	33.33% (1)	2
2 North America	66.67% (2)	0% (0)	0% (0)	33.33% (1)	2
3 Central and South America	33.33% (1)	0% (0)	0% (0)	66.67% (2)	3
4 Europe, Middle East and Africa	66.67% (2)	0% (0)	0% (0)	33.33% (1)	2
5 Asia/Pacific	33.33% (1)	33.33% (1)	0% (0)	33.33% (1)	2.33

Response: 3

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	0% (0)	2 - Distributors/VADs	66.67% (2)
3 - Independent training organizations	100% (3)	4 - Services/Implementation Partners	33.33% (1)
5 - Individual contractors	33.33% (1)	6 - Other	0% (0)

Response: 3

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	6	1	1	2.67	1.33
Highest	8	2	1	3	3
Lowest	4	0	1	2	0
Standard deviation	2	1	0	0.58	1.53

Response: 3

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



1 - Delivery partner teaches with labs provided by you	100% (3)	2 - Delivery partner owns labs	0% (0)
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Mean: 1

Response: 3

127. How does the partner set up the labs?

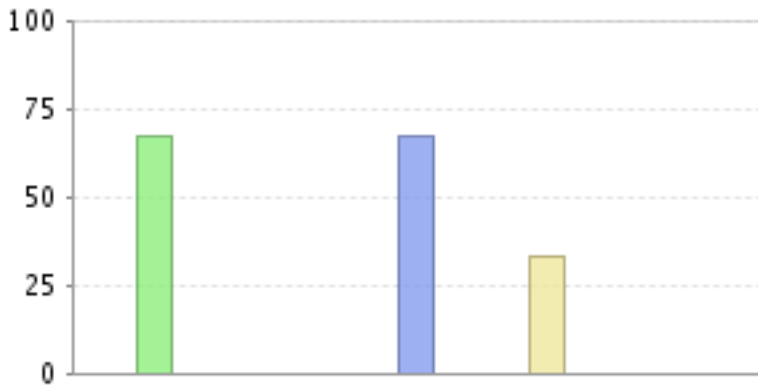


1 - Delivery partner purchases equipment or access from you 100% (3)
 2 - Delivery partner manages lab on its own expense 0% (0)

Mean: 1

Response: 3

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



1 - Pay per use of the instructor 66.67% (2)
 2 - Recurring fixed fee licensing 0% (0)

3 - Per seat revenue sharing 66.67% (2)
 4 - Training kit/unit based materials fee 33.33% (1)

5 - Other 0% (0)

Response: 3

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

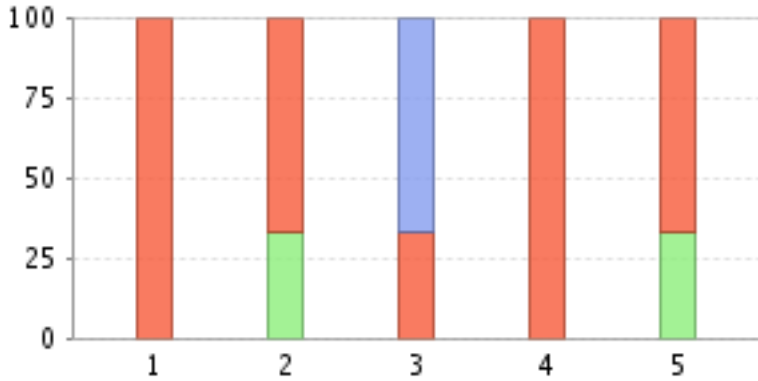


1 - Yes 0% (0)
 2 - No 100% (3)

Mean: 2

Response: 3

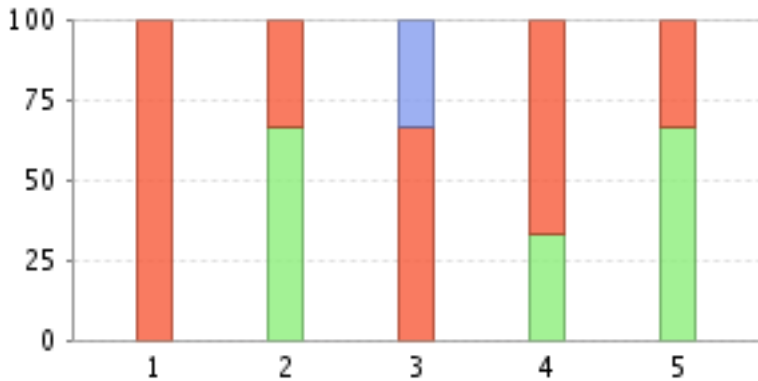
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	33.33% (1)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3 Central and South America	0% (0)	33.33% (1)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.67
4 Europe, Middle East and Africa	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	33.33% (1)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67

Response: 3

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



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
3 Central and South America	0% (0)	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
4 Europe, Middle East and Africa	33.33% (1)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
5 Asia/Pacific	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33

Response: 3

135. Do you have a formal academic partner program?



■ 1 - Yes 14.29% (1)
 ■ 2 - No 85.71% (6)

Mean: 1.86
Response: 7

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



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

Response: 1

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



■ 1 - Yes 0% (0)
 ■ 2 - No 100% (1)

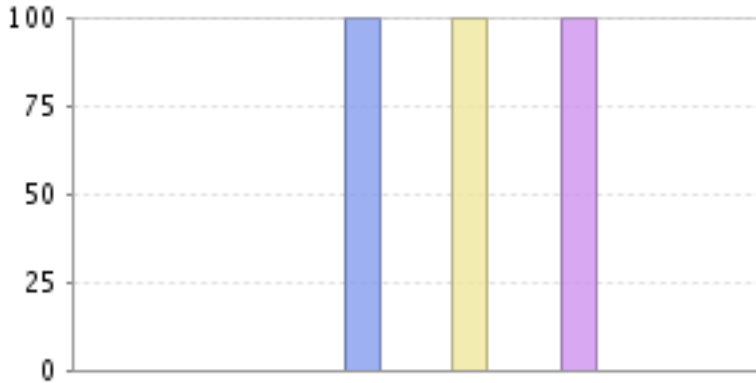
Mean: 2
Response: 1

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

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	1,000	0	0	0	0
Highest	1,000	0	0	0	0
Lowest	1,000	0	0	0	0
Standard deviation	0	0	0	0	0

Response: 1

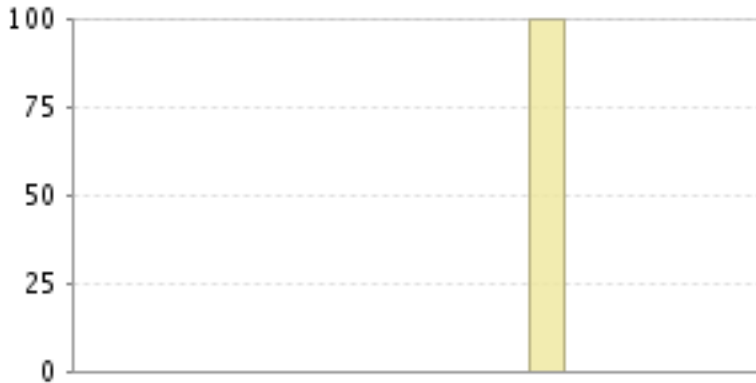
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



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

Response: 1

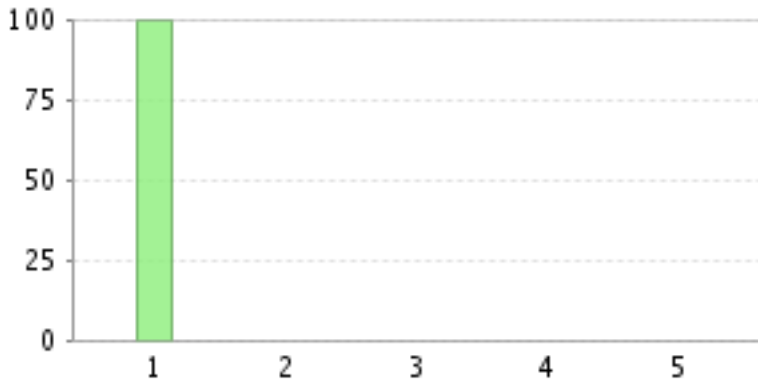
140. What is your academic partner business model? Select all that apply.



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

Response: 1

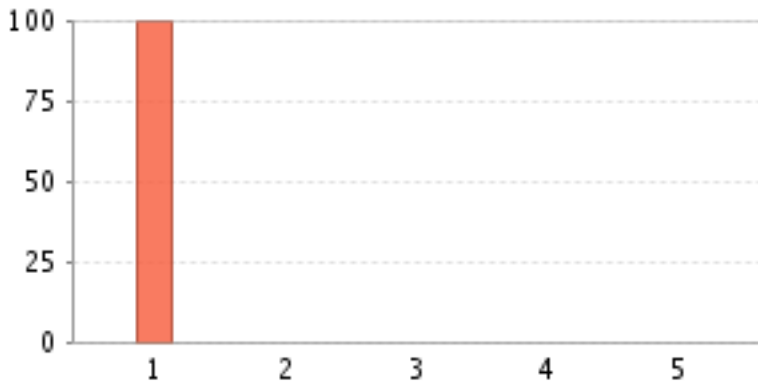
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



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

Response: 1

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



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

Response: 1

143. Do you require academic training partner organizations to participate in a formal class evaluation process?



1 - Yes

0% (0) 2 - No

100% (1)

Mean: 2

Response: 1

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



1 - Overall satisfaction

0% (0)

2 - Instructor Delivery

0% (0)

3 - Classroom facilities

0% (0)

4 - Lab facilities

0% (0)

5 - Materials quality

0% (0)

6 - Other

0% (0)

Response: 0

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

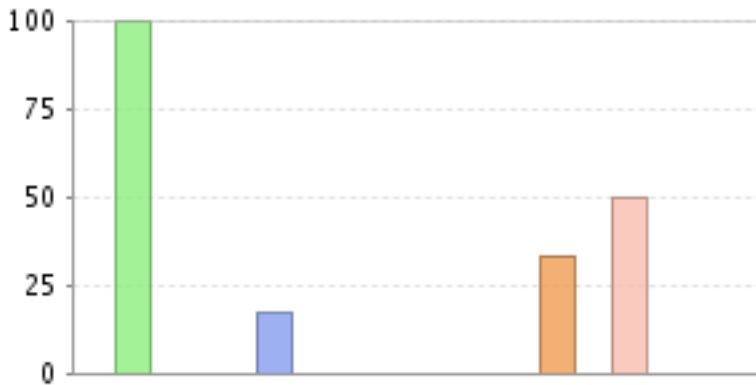


1 - Yes, for all of our products	28.57% (2)	2 - Yes, for some of our products	57.14% (4)
3 - No, we don't offer any certification programs	14.29% (1)		

Mean: 1.86

Response: 7

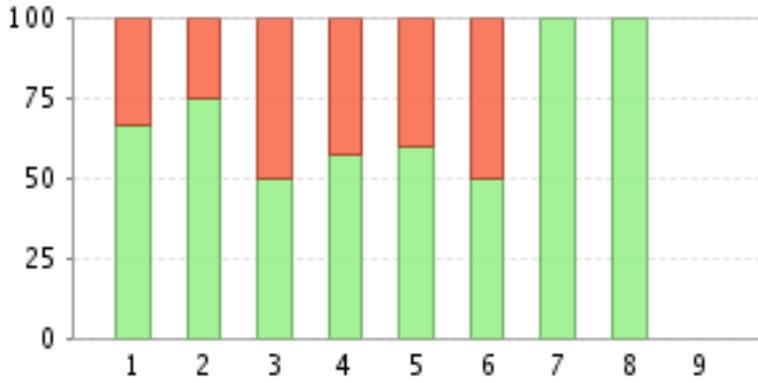
146. What are the two main goals for your certification programs?



1 - Validate partner skills	100% (6)	2 - Promoting brand recognition in the industry	0% (0)
3 - Creating loyalty in our partner community and customer base	16.67% (1)	4 - Establishing advocacy in the technical community	0% (0)
5 - Creating a social network of support in the technical community	0% (0)	6 - Revenue Generation	0% (0)
7 - Ensure customer satisfaction	33.33% (2)	8 - Enhance our product's value	50% (3)
9 - Other	0% (0)		

Response: 6

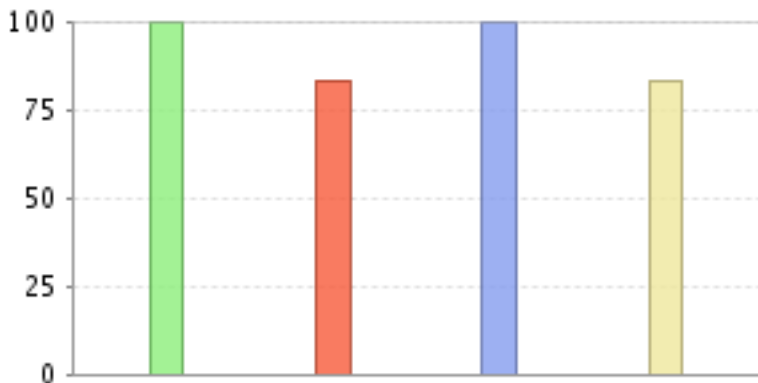
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	66.67% (2)	33.33% (1)
2 Sales - Channels/Partners	75% (3)	25% (1)
3 Presales – Internal Staff/Engineers	50% (2)	50% (2)
4 Presales – Channel/Partners	57.14% (4)	42.86% (3)
5 Post-sales – Internal Service Staff	60% (3)	40% (2)
6 Post-sales – Channels/Partners	50% (3)	50% (3)
7 Customers/end users	100% (5)	0% (0)
8 Students (academic)	100% (2)	0% (0)
9 Other	0% (0)	0% (0)

Response: 5

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



1 - North America	100% (6)	2 - Central and South America	83.33% (5)
3 - Europe, Middle East and Africa	100% (6)	4 - Asia/Pacific	83.33% (5)

Response: 6

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



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

Mean: 3

Response: 5

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



1 - Yes, for all tiers	33.33% (2)	2 - Yes, but only for some tiers	0% (0)
3 - No, you can go directly to the top tier or any point in-between	66.67% (4)		

Mean: 2.33

Response: 6

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



1 - Must re-certify annually	0% (0)	2 - 2 Years	20% (1)
3 - 3-4 years	0% (0)	4 - 5 years or more	0% (0)
5 - Certifications never expire	80% (4)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	0% (0)	8 - Other	0% (0)

Mean: 4.4

Response: 5

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

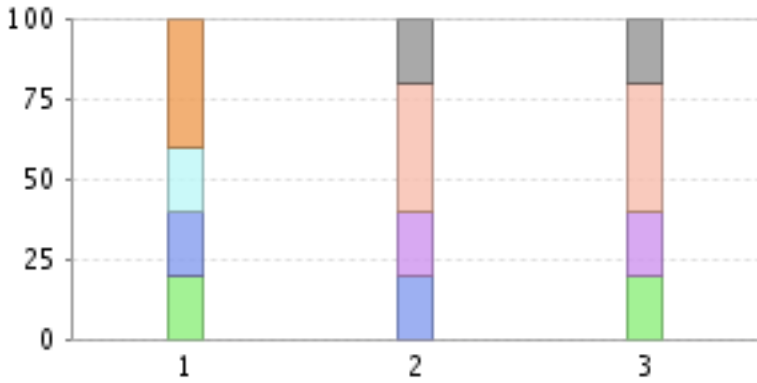


1 - Less than a year	0% (0)	2 - 1-2 years	16.67% (1)
3 - 2-3 years	16.67% (1)	4 - 3-4 years	16.67% (1)
5 - 4-5 years	0% (0)	6 - 5-9 years	16.67% (1)
7 - 10 years or more	33.33% (2)		

Mean: 4.83

Response: 6

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)	20% (1)	0% (0)	0% (0)	20% (1)	40% (2)	0% (0)	0% (0)	0% (0)	4.8
2 Were issued since start of the certification program?	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	40% (2)	0% (0)	20% (1)	6.8
3 Are valid currently?	20% (1)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	40% (2)	0% (0)	20% (1)	6.4

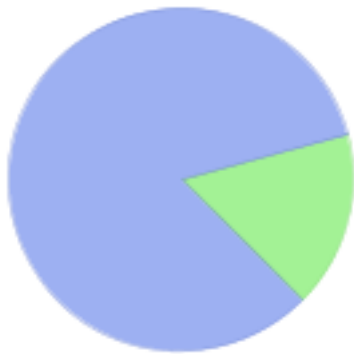
Response: 5

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

Average	13,135
Highest	21,355
Lowest	1,050
Standard deviation	10,690.04

Response: 3

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



1 - Yes, it's live	16.67% (1)	2 - No, but we're developing it	0% (0)
3 - No, we have no plans	83.33% (5)		

Mean: 2.67

Response: 6

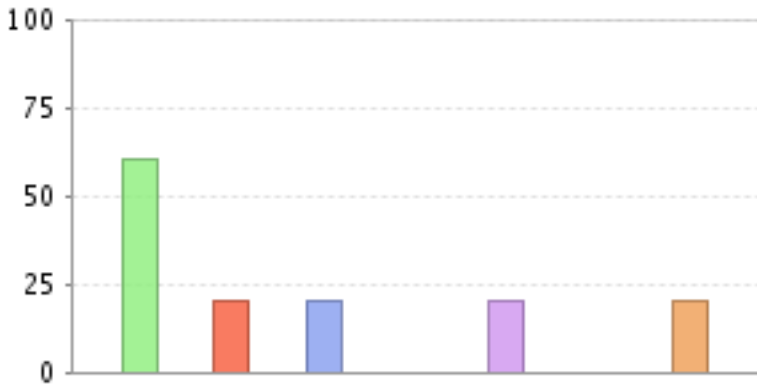
156. Does your certification program include a recommended formalized course of study?



<input type="checkbox"/> 1 - Yes, certain training is required	0% (0)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	66.67% (4)
<input type="checkbox"/> 3 - No	33.33% (2)		

Mean: 2.33
Response: 6

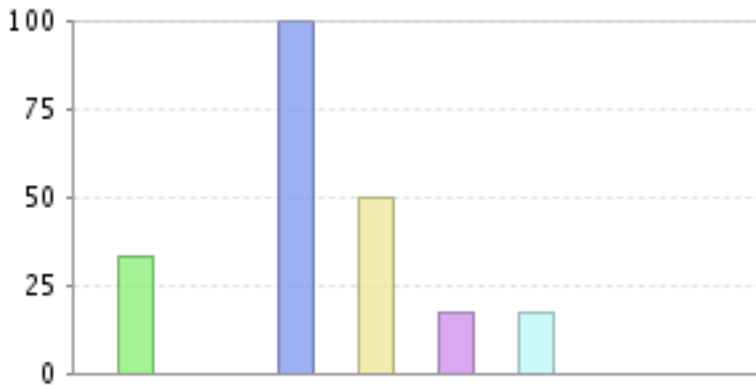
157. In what form is the preparatory study/training distributed? Select all that apply.



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

Response: 5

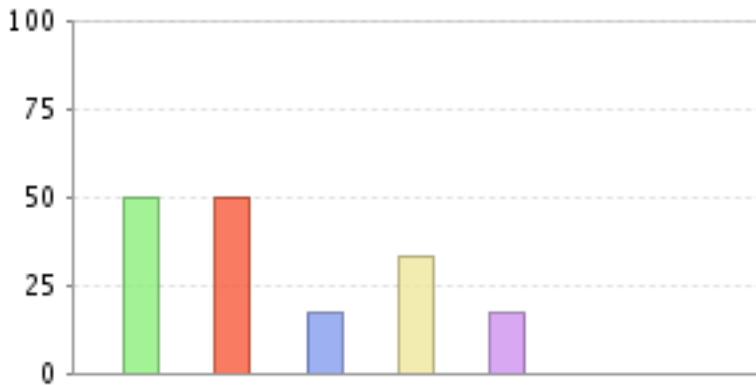
158. Who participates in the development of your certification exams? Select all that apply.



1 - Individuals with pre-existing certification	33.33% (2)	2 - Industry recognized technical experts	0% (0)
3 - Education Services staff	100% (6)	4 - Other company staff	50% (3)
5 - Partner staff	16.67% (1)	6 - Customers/end users	16.67% (1)
7 - Professional consultants and/or organizations	0% (0)	8 - Other	0% (0)

Response: 6

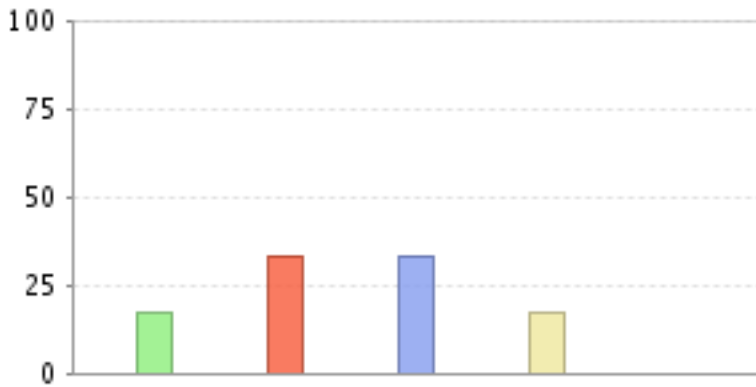
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	50% (3)	2 - Proctored computer-based exam(s)	50% (3)
3 - Un-proctored computer-based exam(s)	16.67% (1)	4 - Proctored Online/web delivered computer-based exam(s)	33.33% (2)
5 - Unproctored Online/web delivered computer-based exam(s)	16.67% (1)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	0% (0)		

Response: 6

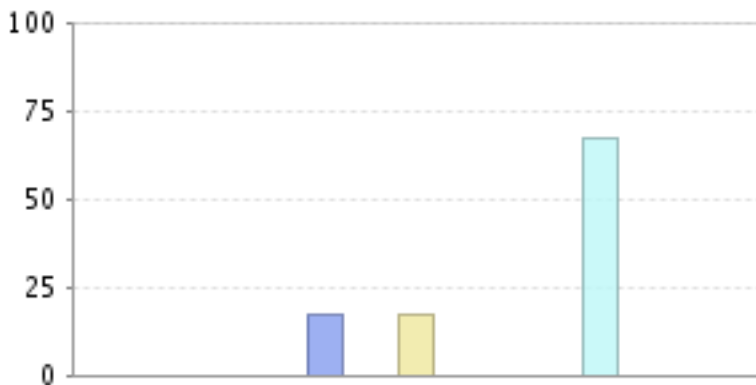
160. How do you deliver/distribute your certification exams? Select all that apply.



- | | | | |
|---|------------|---|------------|
| <input type="checkbox"/> 1 - Our company training and testing centers | 16.67% (1) | <input type="checkbox"/> 2 - Authorized Training Partner training and testing centers | 33.33% (2) |
| <input type="checkbox"/> 3 - Third party training and testing centers | 33.33% (2) | <input type="checkbox"/> 4 - Electronically, over the web | 16.67% (1) |
| <input type="checkbox"/> 5 - Other | 0% (0) | | |

Response: 6

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 | 16.67% (1) | <input type="checkbox"/> 4 - Discounted or free retake voucher | 16.67% (1) |
| <input type="checkbox"/> 5 - Rescoring of exam | 0% (0) | <input type="checkbox"/> 6 - None of the above | 66.67% (4) |
| <input type="checkbox"/> 7 - Other | 0% (0) | | |

Response: 6

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



1 - Yes, a formal program	33.33% (2)	2 - Yes, but it is informal	33.33% (2)
3 - No	33.33% (2)		

Mean: 2
Response: 6

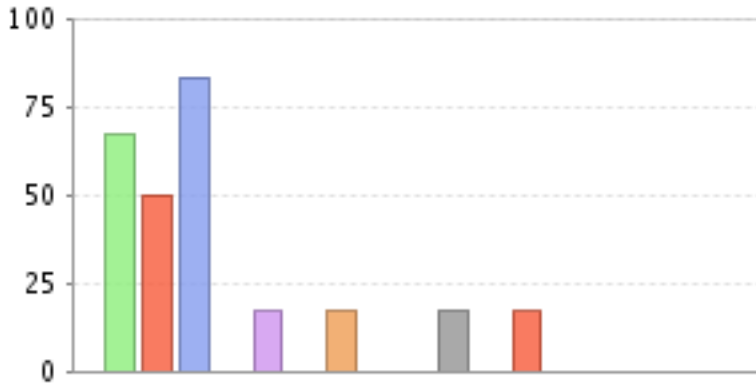
163. How many FTE equivalent employees in your organization perform certification-related activities?



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

Mean: 2.4
Response: 5

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



1 - Logos	66.67% (4)	2 - Hard copy (paper) certificates	50% (3)
3 - Soft copy (electronic) certificates	83.33% (5)	4 - Letters of recognition	0% (0)
5 - Branded Merchandise (shirts, hats, and so on)	16.67% (1)	6 - Online store for branded merchandise	0% (0)
7 - Early access to new product information	16.67% (1)	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	16.67% (1)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	16.67% (1)
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	0% (0)
17 - Other	0% (0)		

Response: 6

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



1 - Yes	33.33% (2)	2 - No	66.67% (4)
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Mean: 1.67
Response: 6

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