

Hardware (18)

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% (18)	2 - EMEA (Europe, Middle East and Africa)	66.67% (12)
3 - APAC (Asia Pacific, including China)	66.67% (12)		

Response: 18

2. What is your company's core business?



1 - Software - ERP	0% (0)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	11.11% (2)	4 - Software - Business Intelligence	5.56% (1)
5 - Software - Software as a Service	5.56% (1)	6 - Hardware - PC/Server maintenance	0% (0)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	27.78% (5)
9 - Hardware - Telecommunications	16.67% (3)	10 - Biosciences	0% (0)
11 - Other	33.33% (6)		

Mean: 8.22

Response: 18

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



1 - Hardware	100% (18)	2 - Software	100% (18)
3 - Software as a Service (SaaS)	33.33% (6)	4 - Biosciences	0% (0)
5 - Other	0% (0)		

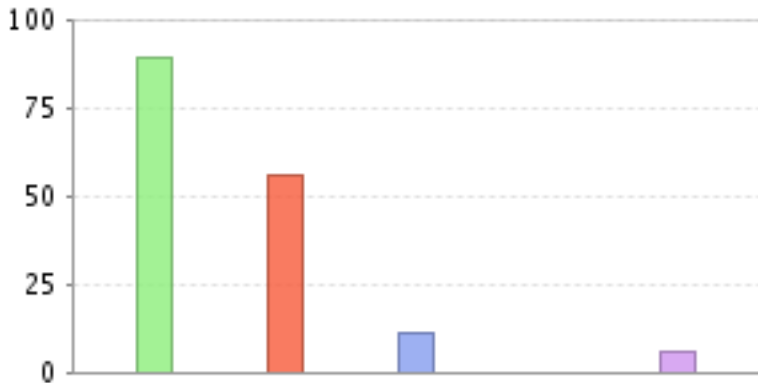
Response: 18

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	57.11%	4.22%	21.17%	14.72%
Highest	90%	10%	40%	40%
Lowest	30%	0%	0%	0%
Standard deviation	16.23	3.61	12.19	12.81

Response: 18

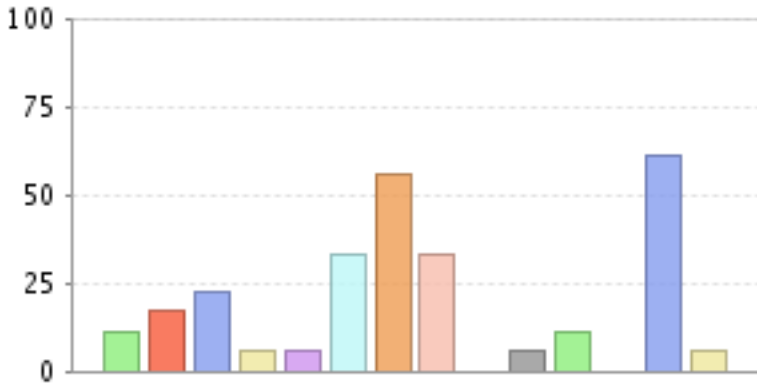
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	88.89% (16)	2 - Small and medium enterprise	55.56% (10)
3 - Home office	11.11% (2)	4 - Consumer	0% (0)
5 - Other	5.56% (1)		

Response: 18

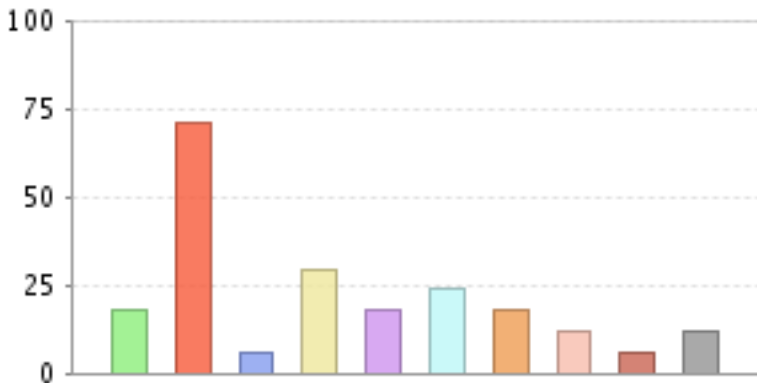
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	11.11% (2)	2 - Banking	16.67% (3)
3 - Education	22.22% (4)	4 - Energy	5.56% (1)
5 - Entertainment	5.56% (1)	6 - Finance	33.33% (6)
7 - Government	55.56% (10)	8 - Healthcare	33.33% (6)
9 - Insurance	0% (0)	10 - Logistics	5.56% (1)
11 - Manufacturing	11.11% (2)	12 - Retail	0% (0)
13 - Telecommunications	61.11% (11)	14 - Other	5.56% (1)

Response: 18

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



1 - Desktop Hardware and Software	17.65% (3)	2 - Networking and Telecommunications	70.59% (12)
3 - Office Products	5.88% (1)	4 - Computing Hardware	29.41% (5)
5 - Storage Hardware and Software	17.65% (3)	6 - Enterprise Application Software	23.53% (4)
7 - Infrastructure Software	17.65% (3)	8 - Industrial Automation	11.76% (2)
9 - Medical Technology	5.88% (1)	10 - Other	11.76% (2)

Response: 17

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



1 - \$100M or less	11.11% (2)	2 - Between \$101M and \$500M	22.22% (4)
3 - Between \$501M and \$1B	16.67% (3)	4 - More than \$1B and less than \$3B	11.11% (2)
5 - More than \$3B and less than \$10B	11.11% (2)	6 - More than \$10B and less than \$25B	11.11% (2)
7 - \$25B or more	16.67% (3)		

Mean: 3.89

Response: 18

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%	16.67% (3)	2 - 11-20%	11.11% (2)
3 - 21-30%	38.89% (7)	4 - 31-40%	11.11% (2)
5 - 41-50%	11.11% (2)	6 - >50%	11.11% (2)

Mean: 3.22

Response: 18

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



1 - 100 or less	5.56% (1)	2 - 101-1000	22.22% (4)
3 - 1001-5000	38.89% (7)	4 - 5001-10000	0% (0)
5 - 10001-50000	11.11% (2)	6 - More than 50000	22.22% (4)

Mean: 3.56

Response: 18

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



1 - 10 or less	27.78% (5)	2 - 11-20	16.67% (3)
3 - 21-50	27.78% (5)	4 - 51-100	0% (0)
5 - 101-200	5.56% (1)	6 - 201-300	11.11% (2)
7 - More than 300	11.11% (2)		

Mean: 3.17

Response: 18

**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.)**

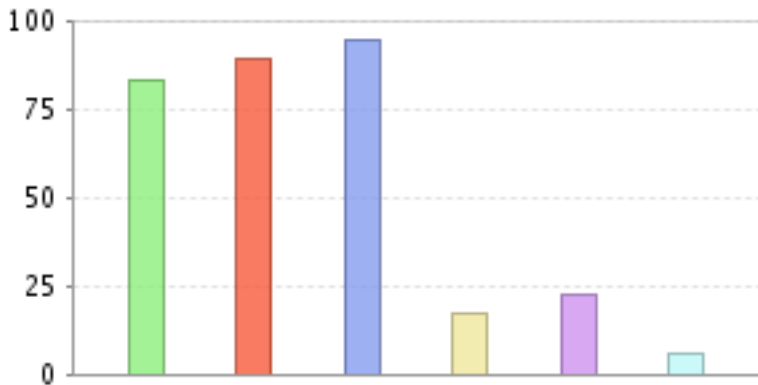


1 - It still isn't	5.88% (1)	2 - Less than 3 years	5.88% (1)
3 - 3-5 years	11.76% (2)	4 - 6-10 years	29.41% (5)
5 - More than 10 years	47.06% (8)		

Mean: 4.06

Response: 17

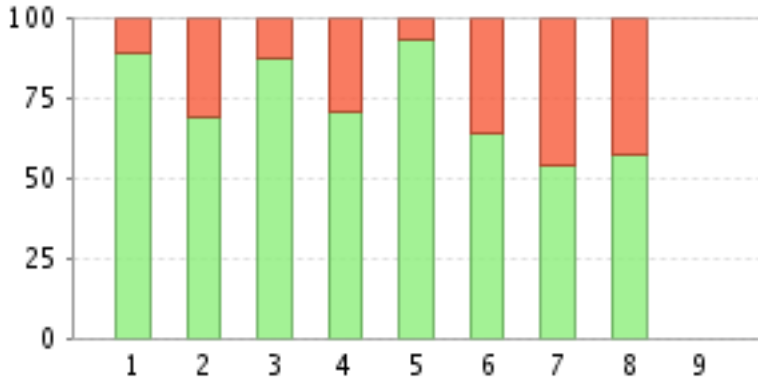
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	83.33% (15)	2 - Provide product training to product channel partners	88.89% (16)
3 - Provide product training to customers	94.44% (17)	4 - Provide non-product training to employees (for example, softskills, management)	16.67% (3)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	22.22% (4)	6 - Other	5.56% (1)

Response: 18

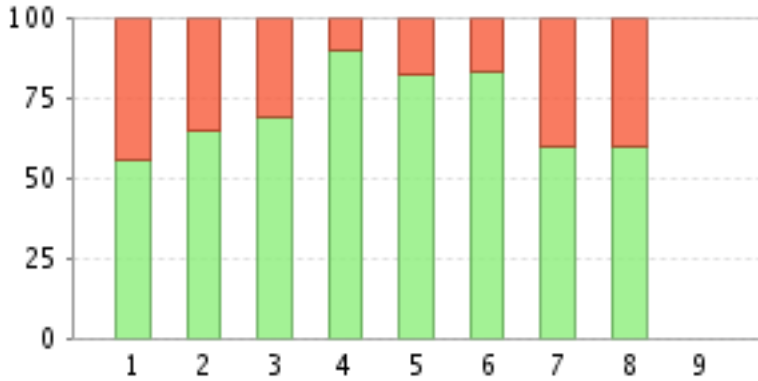
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	88.89% (8)	11.11% (1)
2 Sales - Channels/Partners	69.23% (9)	30.77% (4)
3 Technical Pre-sales - Internal staff	87.5% (14)	12.5% (2)
4 Technical Pre-sales - Channels/Partners	70.59% (12)	29.41% (5)
5 Post-sales - Internal Staff	93.33% (14)	6.67% (1)
6 Post-sales - Channels/Partners	63.64% (14)	36.36% (8)
7 Customers and/or end users	53.57% (15)	46.43% (13)
8 Universities	57.14% (4)	42.86% (3)
9 Other	0% (0)	0% (0)

Response: 18

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	55.56% (10)	44.44% (8)
2 Meeting an education profit margin target	64.29% (9)	35.71% (5)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	69.23% (9)	30.77% (4)
4 Accelerating product adoption (eg by providing training for key products earlier)	90% (9)	10% (1)
5 Reducing support liability (eg reduced support calls)	81.82% (9)	18.18% (2)
6 Achieve Partner enablement (eg certain number of trained channel partners)	83.33% (10)	16.67% (2)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	60% (6)	40% (4)
8 Driving product business (eg product sales target)	60% (3)	40% (2)
9 Other	0% (0)	0% (0)

Response: 18

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



1 - Only a single team	33.33% (6)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	33.33% (6)	4 - Different education teams for other reasons	22.22% (4)
5 - Other	11.11% (2)		

Mean: 2.78

Response: 18

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

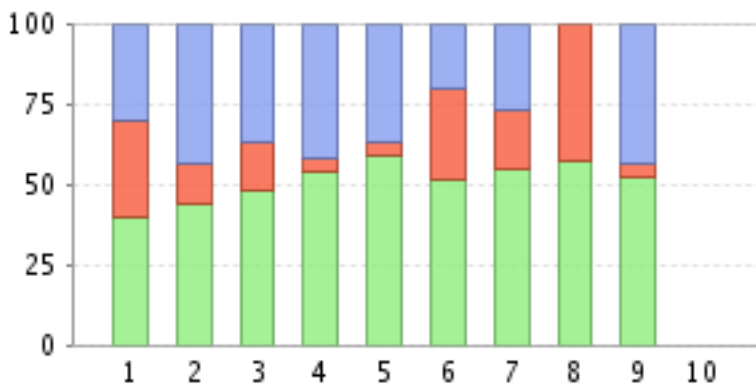


1 - Sales	16.67% (3)	2 - Marketing	5.56% (1)
3 - Services (including Consulting)	55.56% (10)	4 - Human Resources	11.11% (2)
5 - Engineering	0% (0)	6 - Operations	5.56% (1)
7 - Directly to the CEO	0% (0)	8 - Other	5.56% (1)

Mean: 3.17

Response: 18

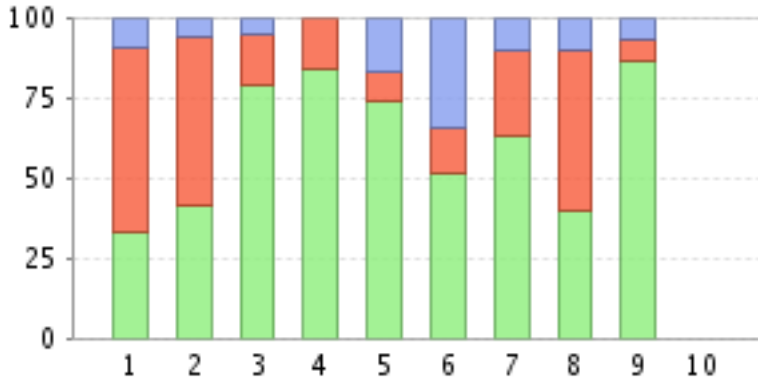
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	40% (8)	30% (6)	30% (6)
2 Training Marketing	43.75% (7)	12.5% (2)	43.75% (7)
3 Training Operations and Admin Processes	48.15% (13)	14.81% (4)	37.04% (10)
4 Training Technology Infrastructure (for example, LMS)	53.85% (14)	3.85% (1)	42.31% (11)
5 Curriculum Design and Courseware Development	59.26% (16)	3.7% (1)	37.04% (10)
6 Course Delivery and Distribution	51.72% (15)	27.59% (8)	20.69% (6)
7 Training Partner Programs	54.55% (12)	18.18% (4)	27.27% (6)
8 User Adoption/End User Consulting Services	57.14% (4)	42.86% (3)	0% (0)
9 Certification Programs	52% (13)	4% (1)	44% (11)
10 Other	0% (0)	0% (0)	0% (0)

Response: 18

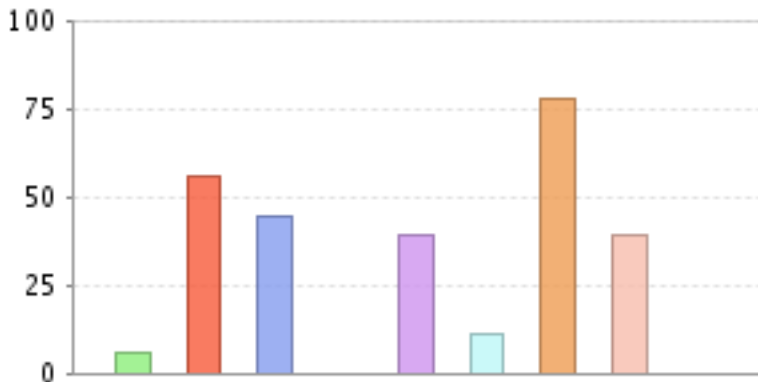
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	33.33% (7)	57.14% (12)	9.52% (2)
2 Training Marketing	41.18% (7)	52.94% (9)	5.88% (1)
3 Training Technology Infrastructure (for example, LMS)	78.95% (15)	15.79% (3)	5.26% (1)
4 Training Operations and Admin Processes	84.21% (16)	15.79% (3)	0% (0)
5 Curriculum Design and Courseware Development	73.91% (17)	8.7% (2)	17.39% (4)
6 Course Delivery and Distribution	51.72% (15)	13.79% (4)	34.48% (10)
7 Training Partner Programs	63.16% (12)	26.32% (5)	10.53% (2)
8 User Adoption/End User Consulting Services	40% (4)	50% (5)	10% (1)
9 Certification Programs	86.67% (13)	6.67% (1)	6.67% (1)
10 Other	0% (0)	0% (0)	0% (0)

Response: 18

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	5.56% (1)	2 - R&D/Engineering	55.56% (10)
3 - Product Management/Marketing	44.44% (8)	4 - Business Operations	0% (0)
5 - Sales	38.89% (7)	6 - Corporate Marketing	11.11% (2)
7 - Professional Services	77.78% (14)	8 - Technical Support	38.89% (7)
9 - Other	0% (0)		

Response: 18

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)	35.29% (6)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	29.41% (5)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	35.29% (6)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 2

Response: 17

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

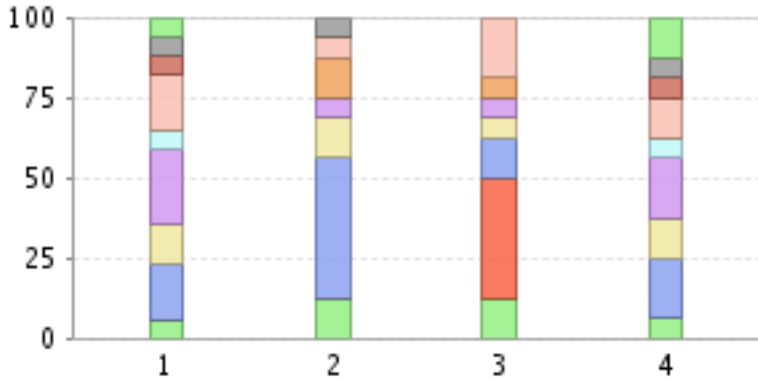


1 - No change	81.25% (13)	2 - From Profit Center to Cost Center	6.25% (1)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	6.25% (1)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	6.25% (1)		

Mean: 1.62

Response: 16

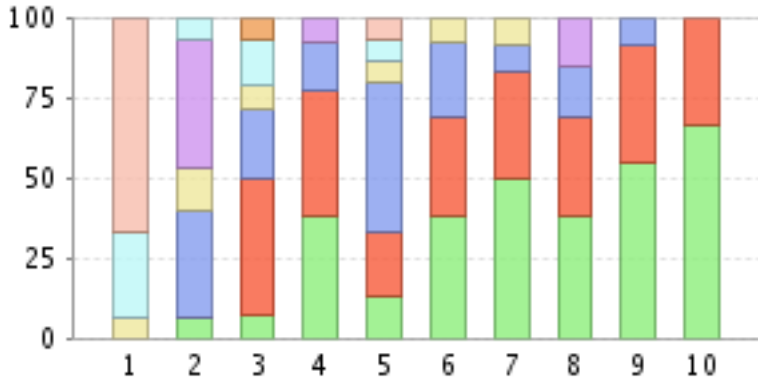
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500 K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100 M	Mean
1 ILT	5.88% (1)	0% (0)	17.65% (3)	11.76% (2)	23.53% (4)	5.88% (1)	0% (0)	17.65% (3)	5.88% (1)	5.88% (1)	5.88% (1)	5.76
2 VILT	12.5% (2)	0% (0)	43.75% (7)	12.5% (2)	6.25% (1)	0% (0)	12.5% (2)	6.25% (1)	0% (0)	6.25% (1)	0% (0)	4.25
3 e-Learning	12.5% (2)	37.5% (6)	12.5% (2)	6.25% (1)	6.25% (1)	0% (0)	6.25% (1)	18.75% (3)	0% (0)	0% (0)	0% (0)	3.75
4 OVERALL IT TRAINING REVENUE	6.25% (1)	0% (0)	18.75% (3)	12.5% (2)	18.75% (3)	6.25% (1)	0% (0)	12.5% (2)	6.25% (1)	6.25% (1)	12.5% (2)	6

Response: 17

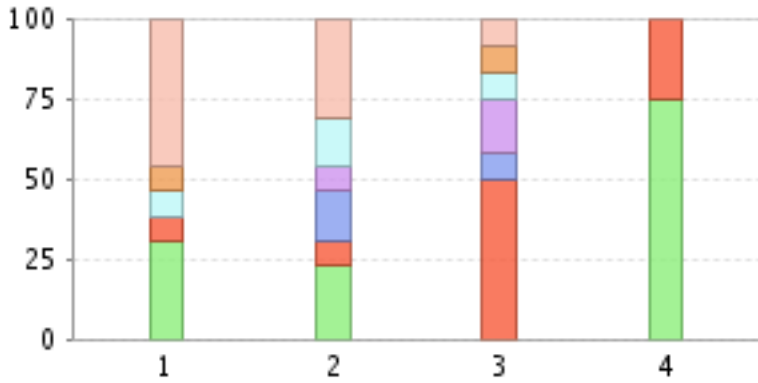
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	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)	6.67% (1)	0% (0)	26.67% (4)	0% (0)	66.67% (10)	7.2
2 Virtual Classroom/Synchronous Instructor-led offerings	6.67% (1)	0% (0)	33.33% (5)	13.33% (2)	40% (6)	6.67% (1)	0% (0)	0% (0)	4
3 Asynchronous e-Learning/web based training technology-based offerings	7.14% (1)	42.86% (6)	21.43% (3)	7.14% (1)	0% (0)	14.29% (2)	7.14% (1)	0% (0)	3.21
4 Self learning - printed matter or web-based	38.46% (5)	38.46% (5)	15.38% (2)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	2
5 Certification Exams	13.33% (2)	20% (3)	46.67% (7)	6.67% (1)	0% (0)	6.67% (1)	0% (0)	6.67% (1)	3.13
6 Partner relationship fees	38.46% (5)	30.77% (4)	23.08% (3)	7.69% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
7 Partner revenue sharing	50% (6)	33.33% (4)	8.33% (1)	8.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
8 Materials licensing/sales	38.46% (5)	30.77% (4)	15.38% (2)	0% (0)	15.38% (2)	0% (0)	0% (0)	0% (0)	2.23
9 Rental fees	54.55% (6)	36.36% (4)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.55
10 Other	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33

Response: 16

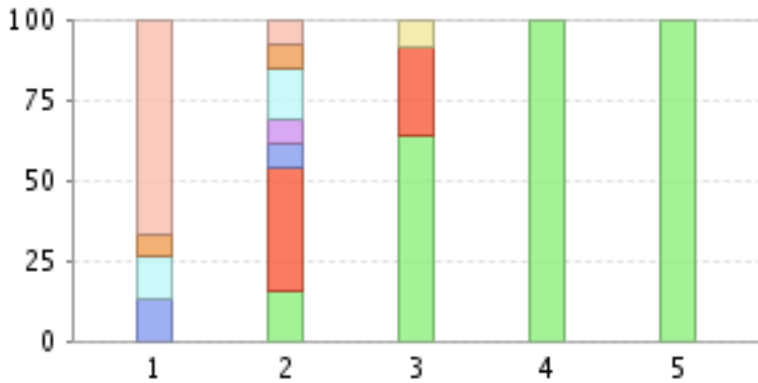
25. What percentage of total Education Services revenue comes from training the following?



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	30.77% (4)	7.69% (1)	0% (0)	0% (0)	0% (0)	7.69% (1)	7.69% (1)	46.15% (6)	5.15
2 End-users	23.08% (3)	7.69% (1)	15.38% (2)	0% (0)	7.69% (1)	15.38% (2)	0% (0)	30.77% (4)	4.62
3 Partners	0% (0)	50% (6)	8.33% (1)	0% (0)	16.67% (2)	8.33% (1)	8.33% (1)	8.33% (1)	3.83
4 Other	75% (3)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25

Response: 15

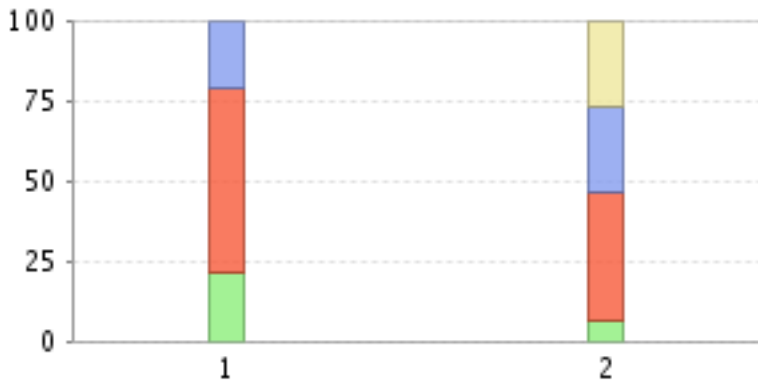
26. What percentage of total Education Services revenue comes from training the following?







	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 Product Customer	0% (0)	0% (0)	13.33% (2)	0% (0)	0% (0)	13.33% (2)	6.67% (1)	66.67% (10)	7
2 Product Partner	15.38% (2)	38.46% (5)	7.69% (1)	0% (0)	7.69% (1)	15.38% (2)	7.69% (1)	7.69% (1)	3.62
3 Training Partner (Reseller, ATP)	63.64% (7)	27.27% (3)	0% (0)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.55
4 Academic Alliances	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 15

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












	 <25%	 26-50%	 51-75%	 >75%	Mean
1 Public schedule	21.43% (3)	57.14% (8)	21.43% (3)	0% (0)	2
2 Private/onsite training	6.67% (1)	40% (6)	26.67% (4)	26.67% (4)	2.73

Response: 15

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



 1 - 0.5% or less	62.5% (10)	 2 - 0.5-1%	18.75% (3)
 3 - 1-2%	6.25% (1)	 4 - 2-3%	12.5% (2)
 5 - 3-4%	0% (0)	 6 - 5-6%	0% (0)
 7 - 6-8%	0% (0)	 8 - 8-10%	0% (0)
 9 - >10%	0% (0)		

Mean: 1.69

Response: 16

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



1 - 0.5% or less	50% (8)	2 - 0.5-1%	25% (4)
3 - 1-2%	12.5% (2)	4 - 2-3%	6.25% (1)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	6.25% (1)
9 - >10%	0% (0)		

Mean: 2.12

Response: 16

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

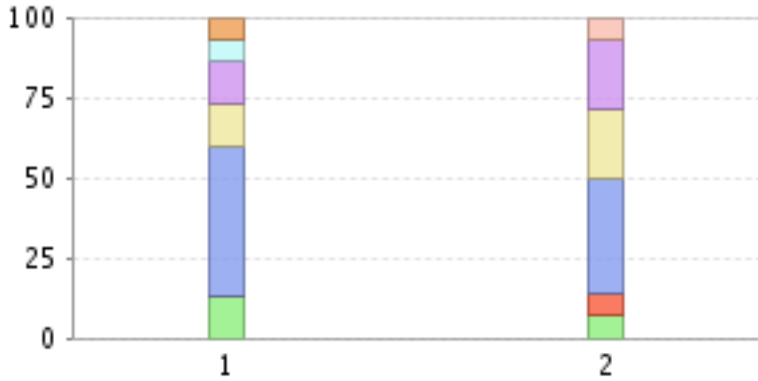


1 - <1%	21.43% (3)	2 - 1-2%	35.71% (5)
3 - 2-4%	21.43% (3)	4 - 4-7%	7.14% (1)
5 - 7-10%	7.14% (1)	6 - 10-15%	0% (0)
7 - 15-20%	0% (0)	8 - 20-30%	0% (0)
9 - >30%	7.14% (1)		

Mean: 2.86

Response: 14

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	13.33% (2)	0% (0)	46.67% (7)	13.33% (2)	13.33% (2)	6.67% (1)	6.67% (1)	0% (0)	0% (0)	3.6
2 Three-year average	7.14% (1)	7.14% (1)	35.71% (5)	21.43% (3)	21.43% (3)	0% (0)	0% (0)	7.14% (1)	0% (0)	3.79

Response: 15

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 60% (9) 2 - No 40% (6)

Mean: 1.4

Response: 15

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	59.13%	14.4%	9.33%	8.4%	3.27%	1.33%	3.6%	0.2%
Highest	80%	57%	20%	25%	18%	5%	15%	3%
Lowest	35%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	11.38	17.41	6.45	8.22	5.6	2.16	4.6	0.77

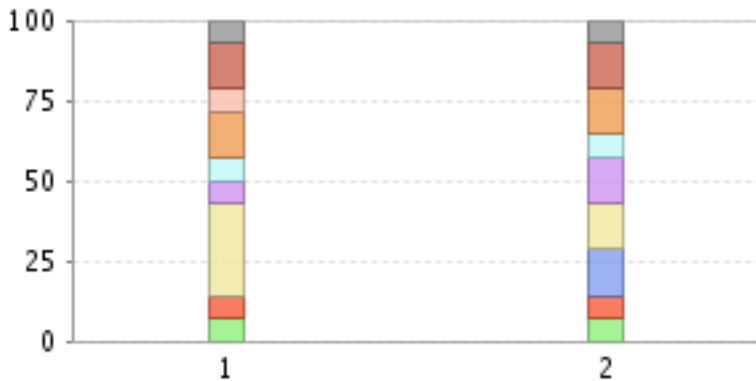
Response: 15

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	1.08%	1.46%	31%	38.92%	6.54%	1.23%	7.77%	3.77%	4.38%
Highest	6%	10%	50%	73%	15%	5%	40%	18%	31%
Lowest	0%	0%	11%	0%	0%	0%	0%	0%	0%
Standard deviation	2.14	2.93	11.38	20.04	4.84	1.92	11.29	6.11	10.05

Response: 13

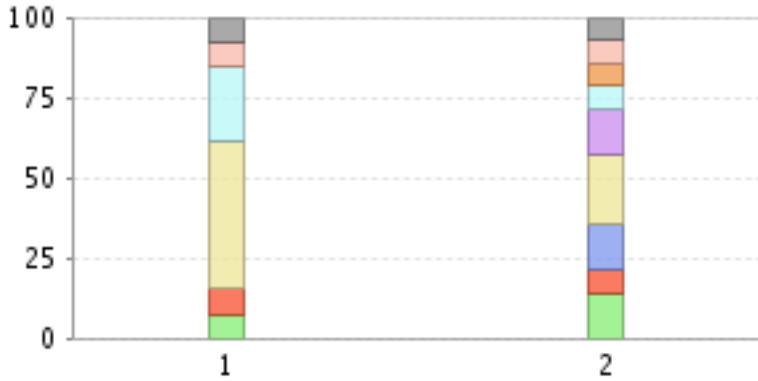
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	7.14% (1)	7.14% (1)	0% (0)	28.57% (4)	7.14% (1)	7.14% (1)	14.29% (2)	7.14% (1)	14.29% (2)	7.14% (1)	5.71
2 Achievement	7.14% (1)	7.14% (1)	14.29% (2)	14.29% (2)	14.29% (2)	7.14% (1)	14.29% (2)	0% (0)	14.29% (2)	7.14% (1)	5.36

Response: 14

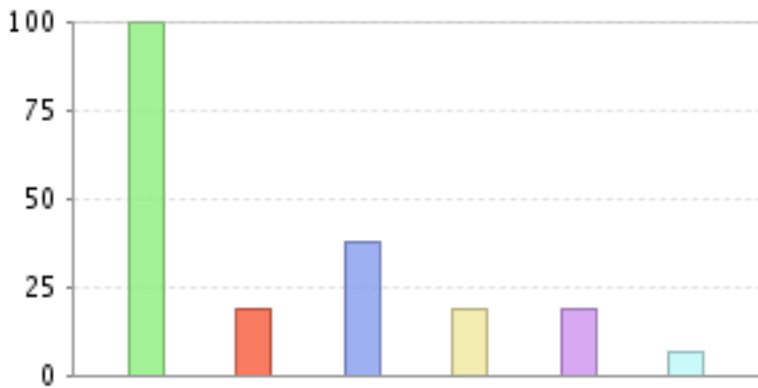
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	7.69% (1)	7.69% (1)	0% (0)	46.15% (6)	0% (0)	23.08% (3)	0% (0)	7.69% (1)	0% (0)	7.69% (1)	4.85
2 Achievement	14.29% (2)	7.14% (1)	14.29% (2)	21.43% (3)	14.29% (2)	7.14% (1)	7.14% (1)	7.14% (1)	0% (0)	7.14% (1)	4.5

Response: 14

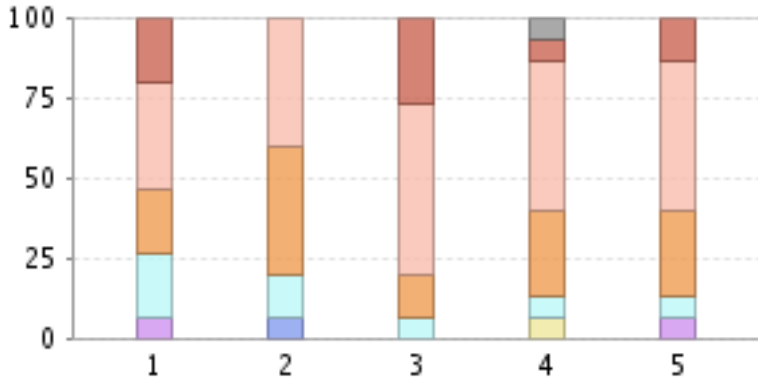
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (16)	2 - Net Promoter Score	18.75% (3)
3 - Kirkpatrick Level 2 Assessments	37.5% (6)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	18.75% (3)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	18.75% (3)	6 - Other	6.25% (1)

Response: 16

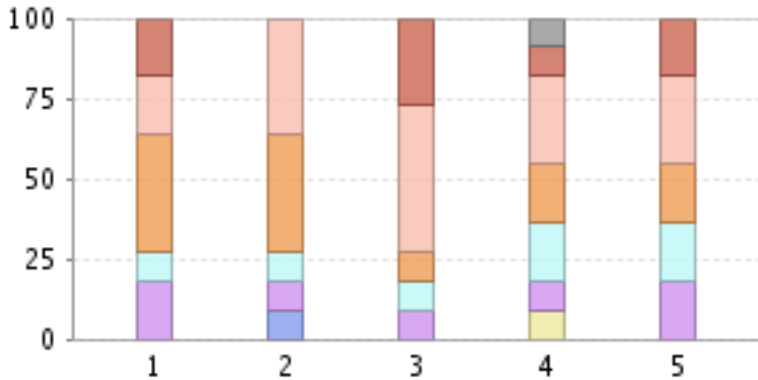
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	6.67% (1)	20% (3)	20% (3)	33.33% (5)	20% (3)	0% (0)	7.4
2 Course (physical) material	0% (0)	0% (0)	6.67% (1)	0% (0)	0% (0)	13.33% (2)	40% (6)	40% (6)	0% (0)	0% (0)	7
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	13.33% (2)	53.33% (8)	26.67% (4)	0% (0)	8
4 Content (ideas)	0% (0)	0% (0)	0% (0)	6.67% (1)	0% (0)	6.67% (1)	26.67% (4)	46.67% (7)	6.67% (1)	6.67% (1)	7.53
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	6.67% (1)	26.67% (4)	46.67% (7)	13.33% (2)	0% (0)	7.53

Response: 15

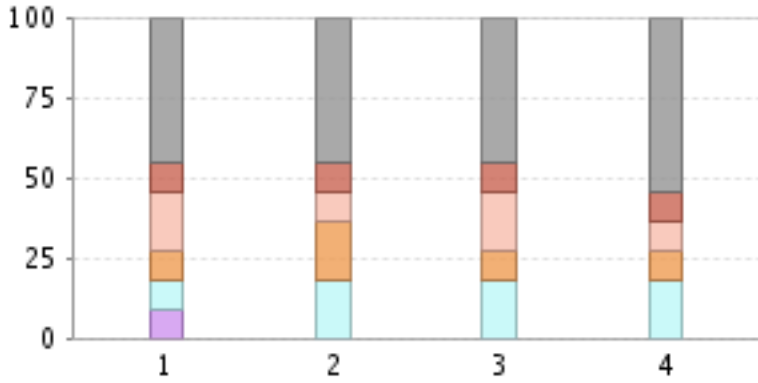
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	18.18% (2)	9.09% (1)	36.36% (4)	18.18% (2)	18.18% (2)	0% (0)	7.09
2 Course (physical) material	0% (0)	0% (0)	9.09% (1)	0% (0)	9.09% (1)	9.09% (1)	36.36% (4)	36.36% (4)	0% (0)	0% (0)	6.73
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (1)	9.09% (1)	9.09% (1)	45.45% (5)	27.27% (3)	0% (0)	7.73
4 Content (ideas)	0% (0)	0% (0)	0% (0)	9.09% (1)	9.09% (1)	18.18% (2)	18.18% (2)	27.27% (3)	9.09% (1)	9.09% (1)	7.09
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	18.18% (2)	18.18% (2)	18.18% (2)	27.27% (3)	18.18% (2)	0% (0)	7.09

Response: 11

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)	9.09% (1)	9.09% (1)	9.09% (1)	18.18% (2)	9.09% (1)	45.45% (5)	8.45
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	18.18% (2)	18.18% (2)	9.09% (1)	9.09% (1)	45.45% (5)	8.45
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	18.18% (2)	9.09% (1)	18.18% (2)	9.09% (1)	45.45% (5)	8.55
4 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	18.18% (2)	9.09% (1)	9.09% (1)	9.09% (1)	54.55% (6)	8.73

Response: 11

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



1 - 50% or less	0% (0)	2 - 51-60%	20% (3)
3 - 61-70%	26.67% (4)	4 - 71-80%	20% (3)
5 - 81-90%	20% (3)	6 - More than 90%	13.33% (2)

Mean: 3.8

Response: 15

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



1 - 50% or less	30.77% (4)	2 - 51-60%	7.69% (1)
3 - 61-70%	23.08% (3)	4 - 71-80%	23.08% (3)
5 - 81-90%	15.38% (2)	6 - More than 90%	0% (0)

Mean: 2.85

Response: 13

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



1 - 50% or less	66.67% (8)	2 - 51-60%	8.33% (1)
3 - 61-70%	8.33% (1)	4 - 71-80%	8.33% (1)
5 - 81-90%	0% (0)	6 - More than 90%	8.33% (1)

Mean: 1.92

Response: 12

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

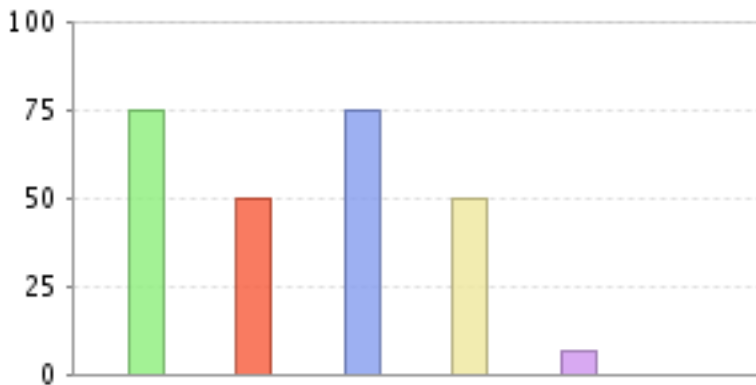


<input type="checkbox"/> 1 - We contact them within a defined number of days after the class	56.25% (9)	<input type="checkbox"/> 2 - We follow up some of the time	25% (4)
<input type="checkbox"/> 3 - We don't follow up and wait until they escalate	12.5% (2)	<input type="checkbox"/> 4 - Other	6.25% (1)

Mean: 1.69

Response: 16

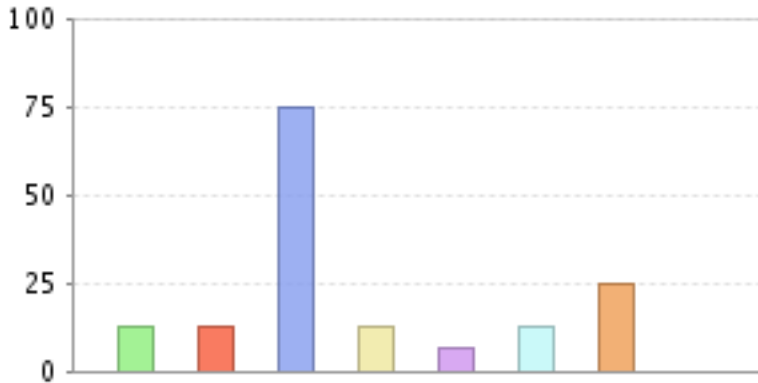
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



<input type="checkbox"/> 1 - Contact them yourself directly before they contact you	75% (12)	<input type="checkbox"/> 2 - Offer refunds if required/requested	50% (8)
<input type="checkbox"/> 3 - Provide credit for additional training if required/requested	75% (12)	<input type="checkbox"/> 4 - Consult with sales team for next steps with customer and agree who takes next steps	50% (8)
<input type="checkbox"/> 5 - None of these	6.25% (1)	<input type="checkbox"/> 6 - Other	0% (0)

Response: 16

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% (2)	2 - Number and type of support tickets	12.5% (2)
3 - Overall customer satisfaction	75% (12)	4 - Degree of product adoption or use	12.5% (2)
5 - Product implementation timeline (product up and running)	6.25% (1)	6 - Customer renewals/Returning customers	12.5% (2)
7 - None of these	25% (4)	8 - Other	0% (0)

Response: 16

47. Have you been able to demonstrate an impact?



1 - Yes	7.14% (1)	2 - Somewhat	57.14% (8)
3 - No	35.71% (5)		

Mean: 2.29

Response: 14

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 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 Measuring business results, job impact, and ROI with Level 3 surveys

6 Relationship surveys for customer satisfaction

7 Bi-annual customer sat surveys, 90-day follow-up calls w/select customers, number of unsolicited comments (praise or otherwise)

- 8 Product adoption by partners/OEMs, product sales by partners/OEMs, helping to close deals
- 9 Post training surveys

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.

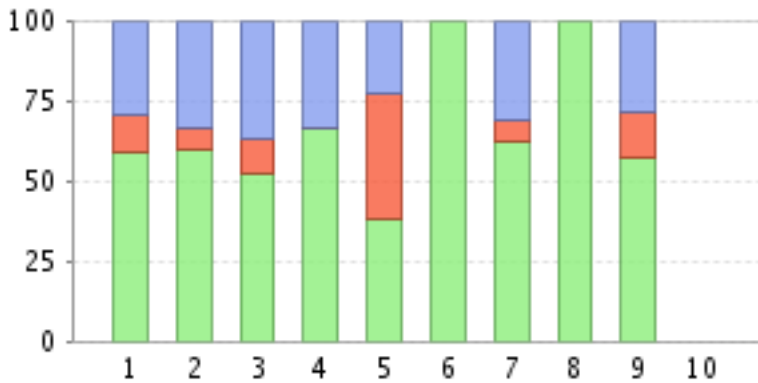
52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 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 too early to tell
- 2 Track through LMS and track business growth with customers

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



	<input type="checkbox"/> Sells	<input type="checkbox"/> Has Quota	<input type="checkbox"/> Gets Commission
1 Field/Product sales	59.26% (16)	11.11% (3)	29.63% (8)
2 Inside sales	60% (9)	6.67% (1)	33.33% (5)
3 Services sales	52.63% (10)	10.53% (2)	36.84% (7)
4 Maintenance renewal sales	66.67% (2)	0% (0)	33.33% (1)
5 Dedicated Education Services sales representatives	38.46% (5)	38.46% (5)	23.08% (3)
6 Education Services coordinators/non-sales staff	100% (6)	0% (0)	0% (0)
7 Channel partners	62.5% (10)	6.25% (1)	31.25% (5)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	100% (2)	0% (0)	0% (0)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	57.14% (4)	14.29% (1)	28.57% (2)
10 Other	0% (0)	0% (0)	0% (0)

Response: 16

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



1 - Less than \$5,000	6.25% (1)	2 - \$5,000-\$24,999	43.75% (7)
3 - \$25,000-\$49,999	18.75% (3)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	31.25% (5)	6 - \$200,000 or more	0% (0)

Mean: 3.06

Response: 16

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

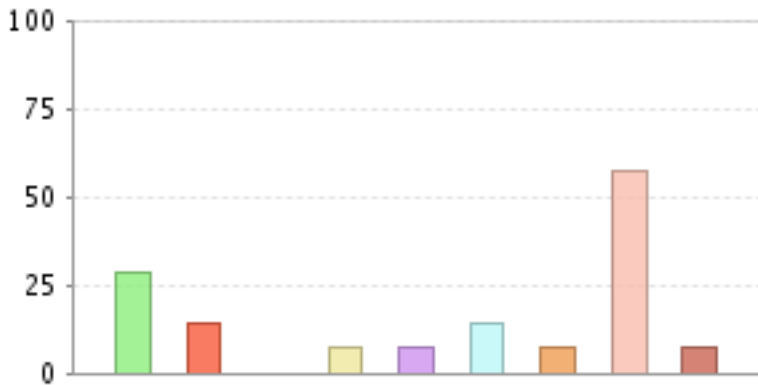


1 - Less than \$5,000	37.5% (6)	2 - \$5,000-\$24,999	43.75% (7)
3 - \$25,000-\$49,999	12.5% (2)	4 - \$50,000-\$99,999	6.25% (1)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.88

Response: 16

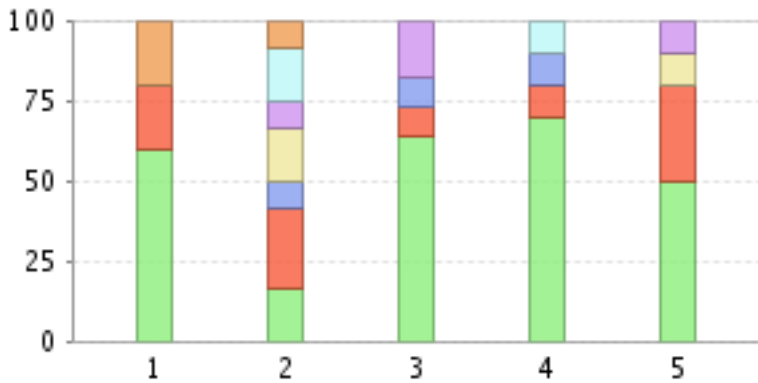
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	28.57% (4)	2 - Product deals with a new product for a customer	14.29% (2)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	7.14% (1)
5 - Professional Services consulting sales	7.14% (1)	6 - Product and/or service deals when sold as a subscription	14.29% (2)
7 - Product and/or service deals when NOT sold as a subscription	7.14% (1)	8 - None of these	57.14% (8)
9 - Other	7.14% (1)		

Response: 14

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% (6)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	2.4
2 Product and/or service deals when NOT sold as a subscription	16.67% (2)	25% (3)	8.33% (1)	16.67% (2)	8.33% (1)	16.67% (2)	8.33% (1)	3.58
3 Support contract deals	63.64% (7)	9.09% (1)	9.09% (1)	0% (0)	18.18% (2)	0% (0)	0% (0)	2
4 Support contract renewal deals	70% (7)	10% (1)	10% (1)	0% (0)	0% (0)	10% (1)	0% (0)	1.8
5 Professional Services consulting sales	50% (5)	30% (3)	0% (0)	10% (1)	10% (1)	0% (0)	0% (0)	2

Response: 13

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



1 - Recognized revenue target	16.67% (1)	2 - Bookings target	33.33% (2)
3 - Recognized revenue and bookings targets	33.33% (2)	4 - Neither	16.67% (1)
5 - Other	0% (0)		

Mean: 2.5

Response: 6

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



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

Mean: 5

Response: 1

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



1 - A fixed fee for student kits and student guides 100% (4) 2 - A percentage of the student fee 0% (0)

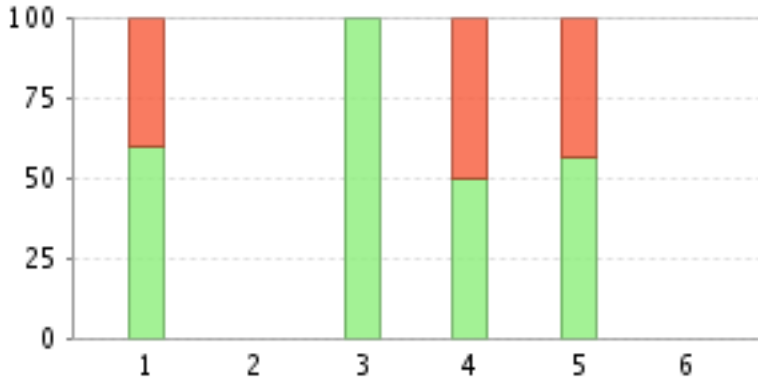
Mean: 1
Response: 4

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

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

Response: 0

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



	Has marketing Responsibility	Pays for Marketing
1 Corporate Marketing	60% (6)	40% (4)
2 A Business Unit Marketing organization	0% (0)	0% (0)
3 Regional Marketing organizations	100% (1)	0% (0)
4 Customer Services Marketing	50% (1)	50% (1)
5 Education Services Marketing	56.52% (13)	43.48% (10)
6 Other	0% (0)	0% (0)

Response: 16

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

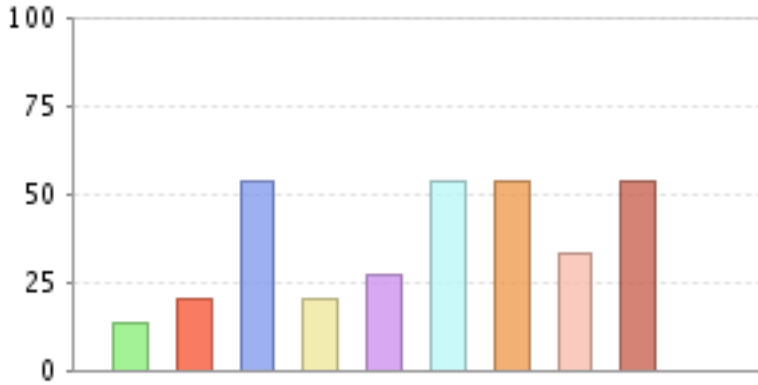


1 - Yes 43.75% (7) 2 - No 56.25% (9)

Mean: 1.56

Response: 16

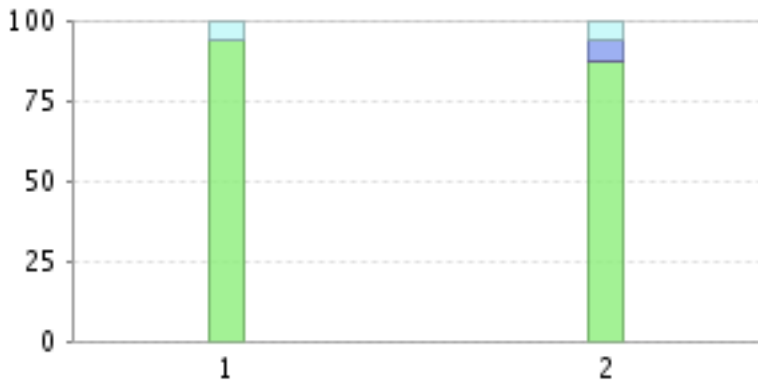
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



1 - Online advertising	13.33% (2)	2 - Telemarketing	20% (3)
3 - Email campaigns	53.33% (8)	4 - Printed catalog or data sheets	20% (3)
5 - Electronic catalog or data sheets	26.67% (4)	6 - Corporate/public webpage	53.33% (8)
7 - Dedicated education services webpage or portal	53.33% (8)	8 - Social media sites and followings	33.33% (5)
9 - Internal marketing to Corporate Sales	53.33% (8)	10 - Other	0% (0)

Response: 15

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	93.75% (15)	0% (0)	0% (0)	0% (0)	0% (0)	6.25% (1)	1.31
2 Pays for the development	87.5% (14)	0% (0)	6.25% (1)	0% (0)	0% (0)	6.25% (1)	1.44

Response: 16

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



1 - 100% (all)	18.75% (3)	2 - 75-99%	62.5% (10)
3 - 51-75%	6.25% (1)	4 - 26-50%	12.5% (2)
5 - 25% or less	0% (0)		

Mean: 2.12

Response: 16

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	93.75% (15)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	6.25% (1)

Mean: 1.31

Response: 16

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

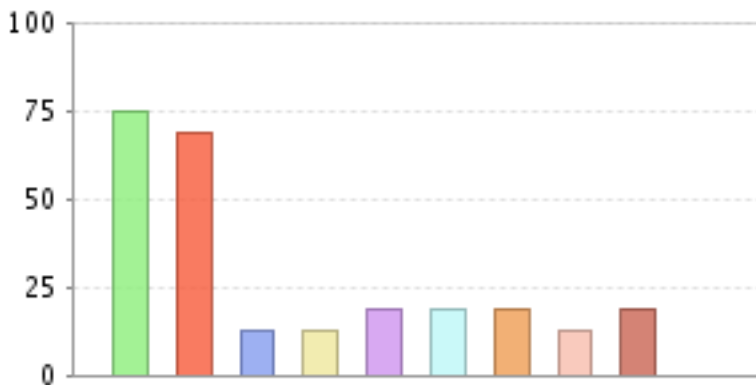


1 - Product feasibility/inception stage	31.25% (5)	2 - Product development stage	50% (8)
3 - Beta product availability stage	18.75% (3)	4 - General/public product availability stage	0% (0)
5 - Other	0% (0)		

Mean: 1.88

Response: 16

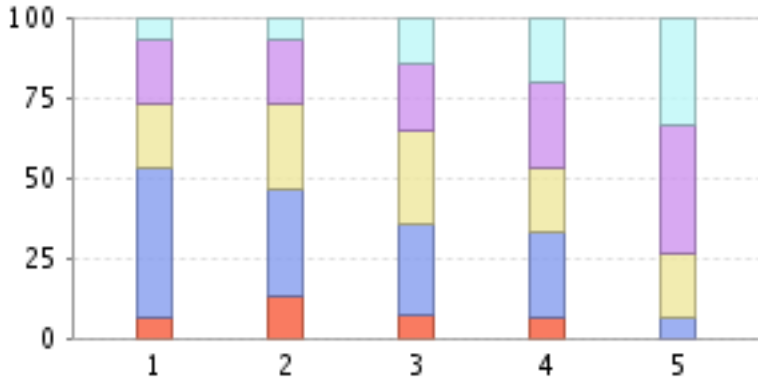
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	75% (12)	2 - Informal exchanges of information/data with engineering and product management	68.75% (11)
3 - Formalized transfer of information processes and exchange sessions with technical publications	12.5% (2)	4 - Informal exchanges of information/data with technical publications	12.5% (2)
5 - Collect information from Support teams	18.75% (3)	6 - Collect information from Professional Services teams	18.75% (3)
7 - Collect information from Customers	18.75% (3)	8 - Collect information from Partners	12.5% (2)
9 - Collect information from Product Marketing	18.75% (3)	10 - Other	0% (0)

Response: 16

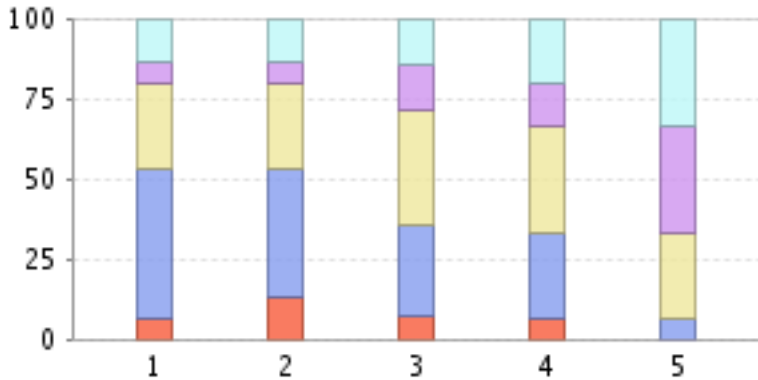
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	6.67% (1)	46.67% (7)	20% (3)	20% (3)	6.67% (1)	3.73
2 Corporate Services & Support	0% (0)	13.33% (2)	33.33% (5)	26.67% (4)	20% (3)	6.67% (1)	3.73
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	7.14% (1)	28.57% (4)	28.57% (4)	21.43% (3)	14.29% (2)	4.07
4 Product Channel Services & Support	0% (0)	6.67% (1)	26.67% (4)	20% (3)	26.67% (4)	20% (3)	4.27
5 Customers and End Users	0% (0)	0% (0)	6.67% (1)	20% (3)	40% (6)	33.33% (5)	5

Response: 16

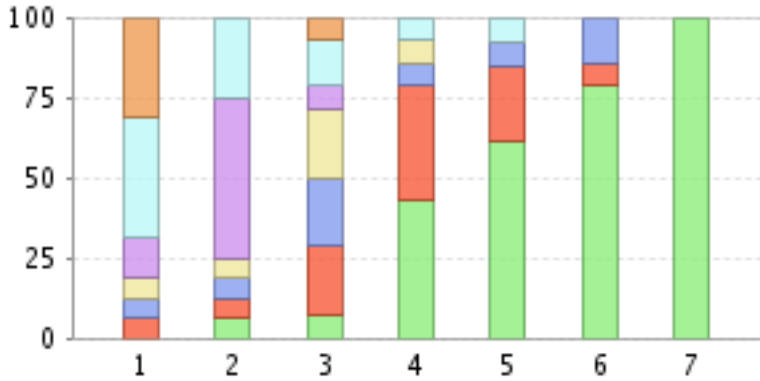
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	6.67% (1)	46.67% (7)	26.67% (4)	6.67% (1)	13.33% (2)	3.73
2 Corporate Services & Support	0% (0)	13.33% (2)	40% (6)	26.67% (4)	6.67% (1)	13.33% (2)	3.67
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	7.14% (1)	28.57% (4)	35.71% (5)	14.29% (2)	14.29% (2)	4
4 Product Channel Services & Support	0% (0)	6.67% (1)	26.67% (4)	33.33% (5)	13.33% (2)	20% (3)	4.13
5 Customers and End Users	0% (0)	0% (0)	6.67% (1)	26.67% (4)	33.33% (5)	33.33% (5)	4.93

Response: 16

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)	6.25% (1)	6.25% (1)	6.25% (1)	12.5% (2)	37.5% (6)	31.25% (5)	5.62
2 Virtual classroom training	6.25% (1)	6.25% (1)	6.25% (1)	6.25% (1)	50% (8)	25% (4)	0% (0)	4.62
3 eLearning	7.14% (1)	21.43% (3)	21.43% (3)	21.43% (3)	7.14% (1)	14.29% (2)	7.14% (1)	3.71
4 Mobile Learning (smartphones/tablets)	42.86% (6)	35.71% (5)	7.14% (1)	7.14% (1)	0% (0)	7.14% (1)	0% (0)	2.07
5 Other self paced	61.54% (8)	23.08% (3)	7.69% (1)	0% (0)	0% (0)	7.69% (1)	0% (0)	1.77
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	78.57% (11)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.36
7 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 16

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

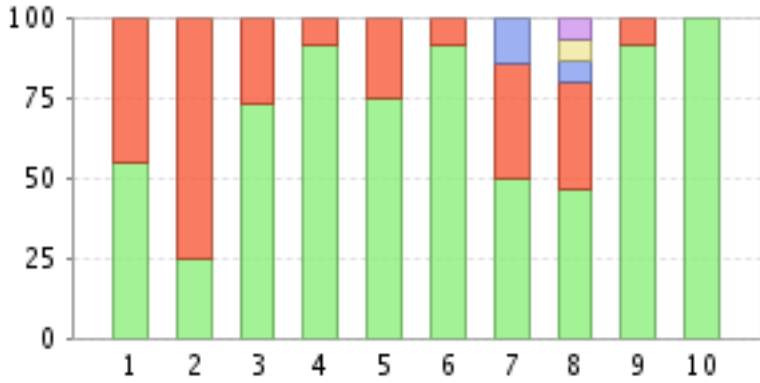


1 - 10% or less	75% (12)	2 - 11-25%	12.5% (2)
3 - 26-50%	6.25% (1)	4 - 51-75%	0% (0)
5 - >75%	6.25% (1)		

Mean: 1.5

Response: 16

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% 75%%	All	Mean
1 French	54.55% (6)	45.45% (5)	0% (0)	0% (0)	0% (0)	0% (0)	1.45
2 Spanish	25% (3)	75% (9)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
3 Portugese	72.73% (8)	27.27% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.27
4 Italian	90.91% (10)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
5 German	75% (9)	25% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
6 Russian	90.91% (10)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
7 Chinese	50% (7)	35.71% (5)	14.29% (2)	0% (0)	0% (0)	0% (0)	1.64
8 Japanese	46.67% (7)	33.33% (5)	6.67% (1)	6.67% (1)	6.67% (1)	0% (0)	1.93
9 Korean	91.67% (11)	8.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.08
10 Other	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 15

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

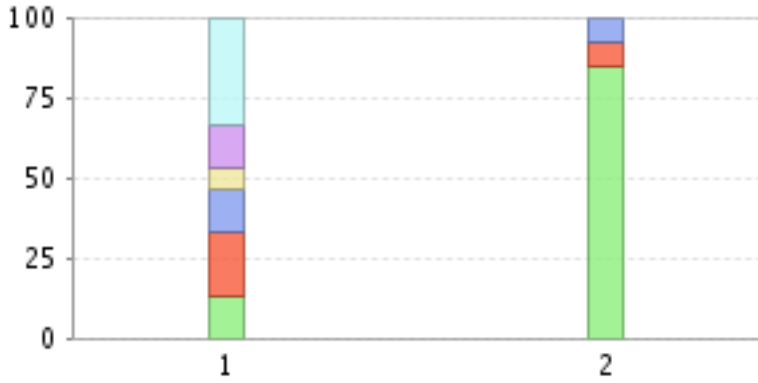


1 - Sales training materials	26.67% (4)	2 - Pre-sales/Sales Engineering training materials	13.33% (2)
3 - Customer/End-user training materials	53.33% (8)	4 - Other	6.67% (1)

Mean: 2.4

Response: 15

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	13.33% (2)	20% (3)	13.33% (2)	6.67% (1)	13.33% (2)	33.33% (5)	3.87
2 Tin Can API	84.62% (11)	7.69% (1)	7.69% (1)	0% (0)	0% (0)	0% (0)	1.23

Response: 15

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% (16)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 16

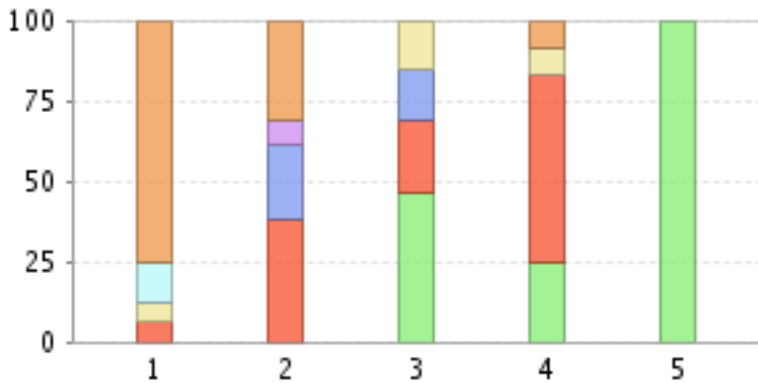
79. How many full-time equivalents do you have dedicated to curriculum design and course development?



1 - 1-5	31.25% (5)	2 - 6-10	25% (4)
3 - 11-15	12.5% (2)	4 - 16-20	6.25% (1)
5 - >20	25% (4)		

Mean: 2.69
Response: 16

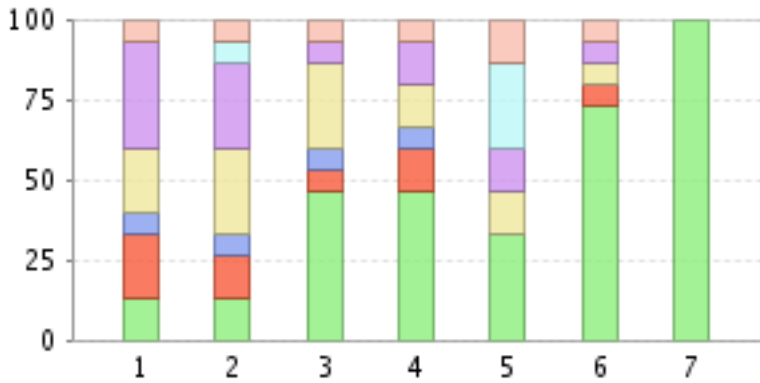
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".












	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	0% (0)	6.25% (1)	0% (0)	6.25% (1)	0% (0)	12.5% (2)	75% (12)	6.38
2 Instructors or other Education Services staff	0% (0)	38.46% (5)	23.08% (3)	0% (0)	7.69% (1)	0% (0)	30.77% (4)	4
3 Other resources within the company (SMEs)	46.15% (6)	23.08% (3)	15.38% (2)	15.38% (2)	0% (0)	0% (0)	0% (0)	2
4 Contractors or outsourced to an external company/partner	25% (3)	58.33% (7)	0% (0)	8.33% (1)	0% (0)	0% (0)	8.33% (1)	2.33
5 Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 16

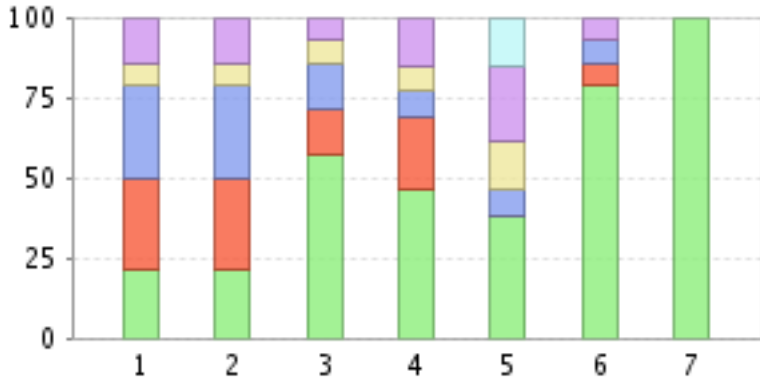
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



											Mean
		N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	
1	Instructor Led (ILT)	13.33% (2)	20% (3)	6.67% (1)	20% (3)	33.33% (5)	0% (0)	0% (0)	6.67% (1)	0% (0)	3.73
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	13.33% (2)	13.33% (2)	6.67% (1)	26.67% (4)	26.67% (4)	6.67% (1)	0% (0)	6.67% (1)	0% (0)	3.93
3	Remote/virtual lab exercises	46.67% (7)	6.67% (1)	6.67% (1)	26.67% (4)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	2.73
4	Asynchronous e-learning (web-based training) - page turning	46.67% (7)	13.33% (2)	6.67% (1)	13.33% (2)	13.33% (2)	0% (0)	0% (0)	6.67% (1)	0% (0)	2.67
5	Asynchronous e-learning (web-based training) - interactive	33.33% (5)	0% (0)	0% (0)	13.33% (2)	13.33% (2)	26.67% (4)	0% (0)	13.33% (2)	0% (0)	4.2
6	Electronic or printed self-study	73.33% (11)	6.67% (1)	0% (0)	6.67% (1)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	2
7	Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 15

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



											Mean
		N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	
1	Instructor Led (ILT)	21.43% (3)	28.57% (4)	28.57% (4)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.64
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	21.43% (3)	28.57% (4)	28.57% (4)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.64
3	Remote/virtual lab exercises	57.14% (8)	14.29% (2)	14.29% (2)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.93
4	Asynchronous e-learning (web-based training) - page turning	46.15% (6)	23.08% (3)	7.69% (1)	7.69% (1)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.23
5	Asynchronous e-learning (web-based training) - interactive	38.46% (5)	0% (0)	7.69% (1)	15.38% (2)	23.08% (3)	15.38% (2)	0% (0)	0% (0)	0% (0)	3.31
6	Electronic or printed self-study	78.57% (11)	7.14% (1)	7.14% (1)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
7	Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 14

83. How often on average do you update courses?

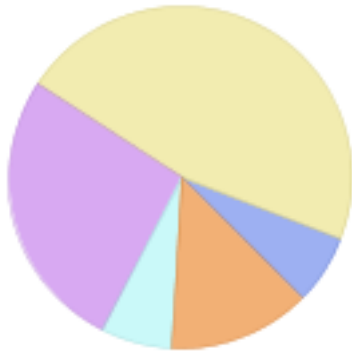


	1 - < 3 months	0% (0)		2 - 3-5 months	13.33% (2)
	3 - 6-9 months	26.67% (4)		4 - 10-14 months	40% (6)
	5 - 15-24 months	13.33% (2)		6 - > 24 months	6.67% (1)

Mean: 3.73

Response: 15

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

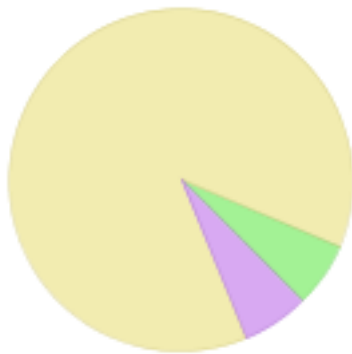


1 - 0%	0% (0)	2 - 1-10%	0% (0)
3 - 11-20%	6.67% (1)	4 - 21-30%	46.67% (7)
5 - 31-40%	26.67% (4)	6 - 41-50%	6.67% (1)
7 - >50%	13.33% (2)		

Mean: 4.73

Response: 15

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

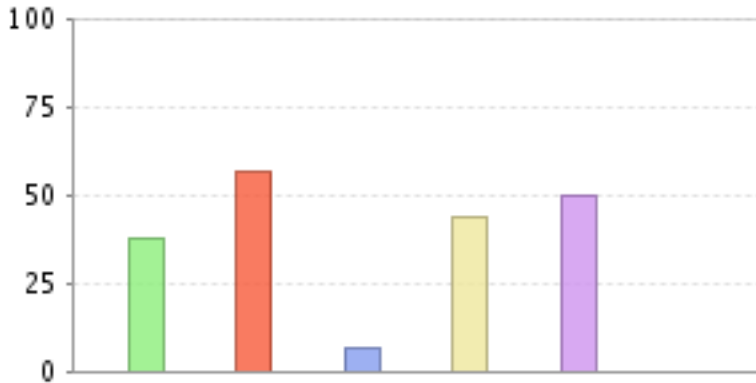


1 - Business unit product development/engineering	6.25% (1)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	87.5% (14)
5 - Other	6.25% (1)		

Mean: 3.88

Response: 16

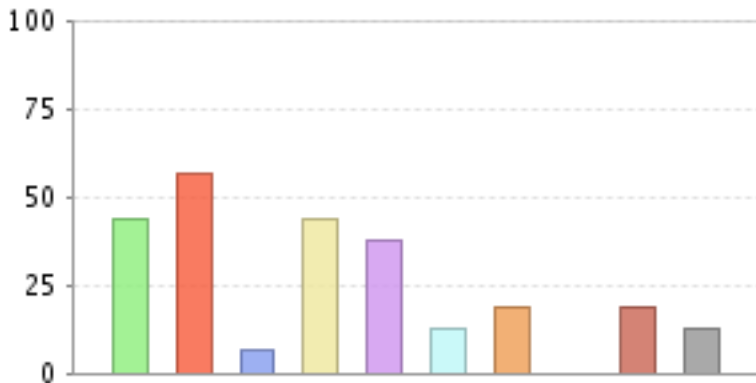
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	37.5% (6)	2 - Revenue	56.25% (9)
3 - Profit Margin	6.25% (1)	4 - Number of students trained	43.75% (7)
5 - Student/Customer satisfaction	50% (8)	6 - Other	0% (0)

Response: 16

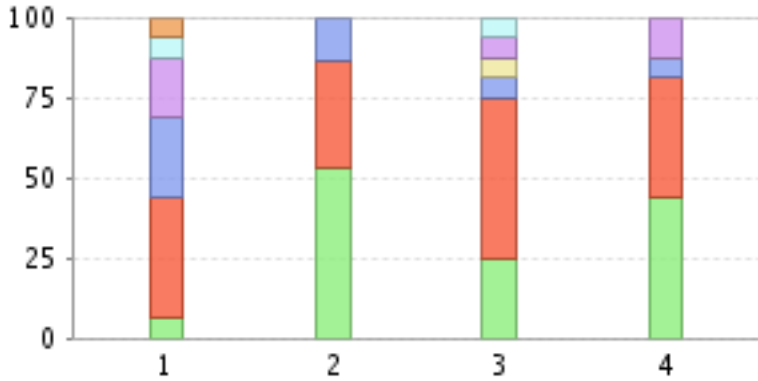
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	43.75% (7)	2 - Training Sales (lack of pipeline)	56.25% (9)
3 - Conflicting goals with other departments	6.25% (1)	4 - External economy	43.75% (7)
5 - Marketing training offerings	37.5% (6)	6 - Training/qualifying instructors	12.5% (2)
7 - Lack of (skilled) resources	18.75% (3)	8 - Availability of adequate facilities (classrooms, labs, and so on)	0% (0)
9 - Lack of working systems (LMS, Content Management System, software applications, and so on)	18.75% (3)	10 - Other	12.5% (2)

Response: 16

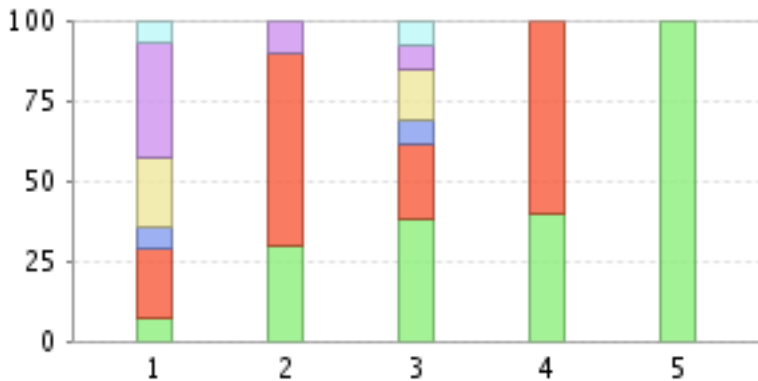
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	6.25% (1)	37.5% (6)	25% (4)	0% (0)	18.75% (3)	6.25% (1)	6.25% (1)	3.31
2 Central and South America	53.33% (8)	33.33% (5)	13.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
3 Europe, Middle East and Africa	25% (4)	50% (8)	6.25% (1)	6.25% (1)	6.25% (1)	6.25% (1)	0% (0)	2.38
4 Asia/Pacific	43.75% (7)	37.5% (6)	6.25% (1)	0% (0)	12.5% (2)	0% (0)	0% (0)	2

Response: 16

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	7.14% (1)	21.43% (3)	7.14% (1)	21.43% (3)	35.71% (5)	7.14% (1)	3.79
2 Other company/internal staff	30% (3)	60% (6)	0% (0)	0% (0)	10% (1)	0% (0)	2
3 Partners	38.46% (5)	23.08% (3)	7.69% (1)	15.38% (2)	7.69% (1)	7.69% (1)	2.54
4 Contract instructors	40% (4)	60% (6)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
5 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

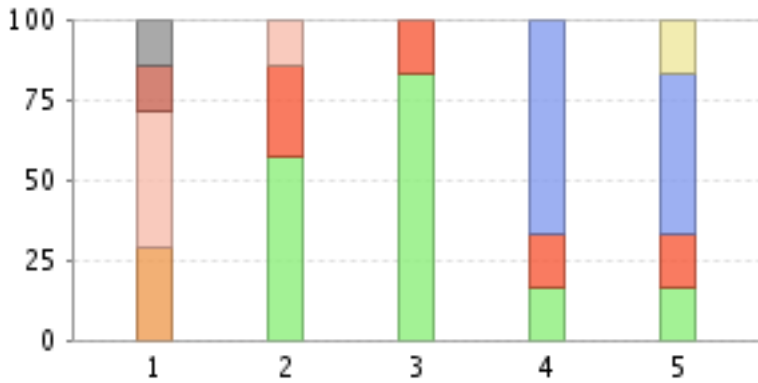
Response: 15

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



■ 1 - Yes 53.33% (8) ■ 2 - No 46.67% (7)
 Mean: 1.47
 Response: 15

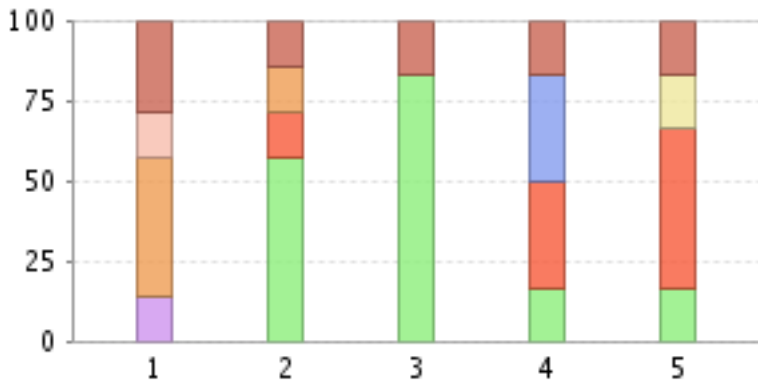
91. For the last fiscal year, what was the instructor utilization target?



	■	■	■	■	■	■	■	■	■	■	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)	28.57% (2)	42.86% (3)	14.29% (1)	14.29% (1)	8.14
2 Billable custom development	57.14% (4)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	2.29
3 Other billable	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
4 Non-billable preparation time, including travel for onsites	16.67% (1)	16.67% (1)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	16.67% (1)	16.67% (1)	50% (3)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.67

Response: 7

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)	14.29% (1)	0% (0)	42.86% (3)	14.29% (1)	28.57% (2)	7.43
2 Billable custom development	57.14% (4)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	3.14
3 Other billable	83.33% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	2.33
4 Non-billable preparation time including travel for onsites	16.67% (1)	33.33% (2)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	3.33
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	16.67% (1)	50% (3)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	3.33

Response: 7

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



1 - 1 month or less	8.33% (1)	2 - 2 months	16.67% (2)
3 - 3 months	33.33% (4)	4 - 4-6 months	41.67% (5)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.08

Response: 12

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



1 - 1 month or less	9.09% (1)	2 - 2 months	0% (0)
3 - 3 months	18.18% (2)	4 - 4-6 months	27.27% (3)
5 - 7-12 months	27.27% (3)	6 - More than 12 months	18.18% (2)

Mean: 4.18

Response: 11

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	10% (1)
3 - \$150K-\$200K	10% (1)	4 - \$200K-\$250K	20% (2)
5 - \$250K-\$300K	20% (2)	6 - \$300K-\$400K	30% (3)
7 - >\$400K	10% (1)		

Mean: 4.8

Response: 10

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?



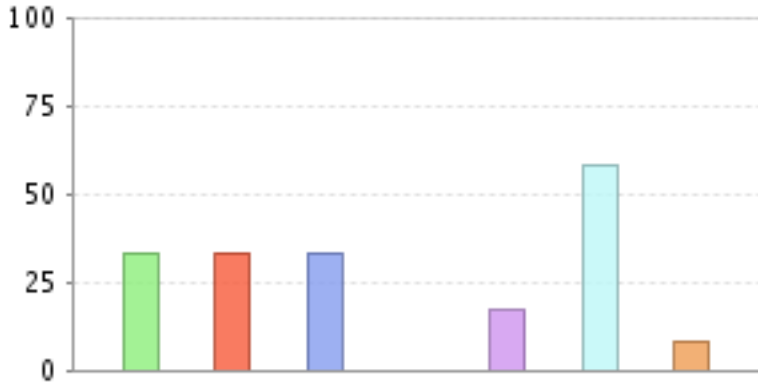
■ 1 - Yes 92.31% (12) ■ 2 - No 7.69% (1)
 Mean: 1.08
 Response: 13

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



■ 1 - Printed 33.33% (5) ■ 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name) 6.67% (1)
■ 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark) 33.33% (5) ■ 4 - Softcopy – restricted with digital right management tool 20% (3)
■ 5 - Streamed content to be used via computer or tablet 0% (0) ■ 6 - Other 6.67% (1)
 Mean: 2.67
 Response: 15

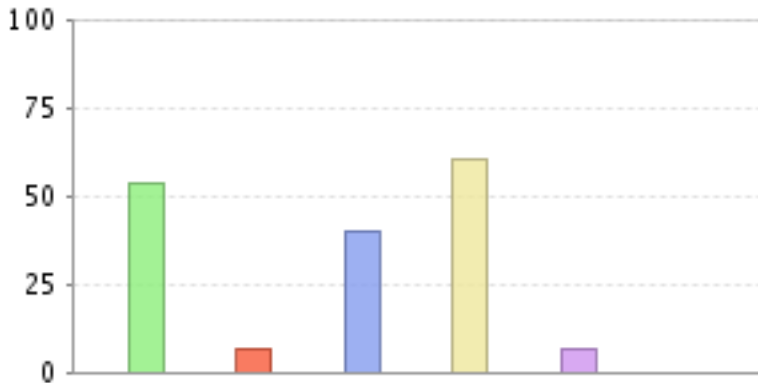
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	33.33% (4)	2 - iPad full-size	33.33% (4)
3 - iPad mini	33.33% (4)	4 - Kindle	0% (0)
5 - Windows tablet	16.67% (2)	6 - Not for tablets	58.33% (7)
7 - Other	8.33% (1)		

Response: 12

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	53.33% (8)	2 - Company-owned non-training facility	6.67% (1)
3 - Authorized Partner Education Center	40% (6)	4 - Customer Site	60% (9)
5 - Short-term rental facility	6.67% (1)	6 - Other	0% (0)

Response: 15

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



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

Mean: 4.88
Response: 8

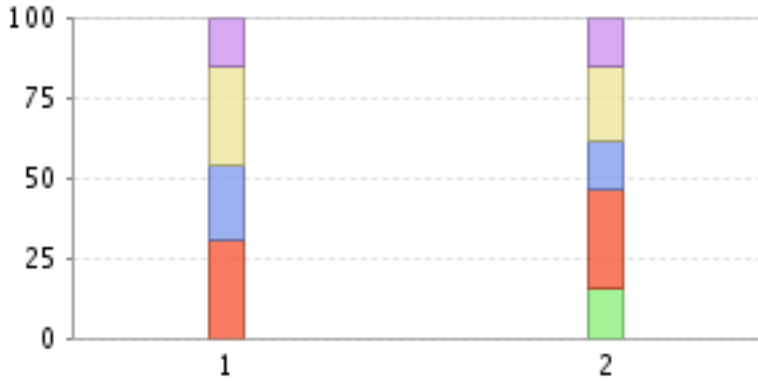
101. For the last fiscal year, what was the own classroom utilization achievement?



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

Mean: 4
Response: 8

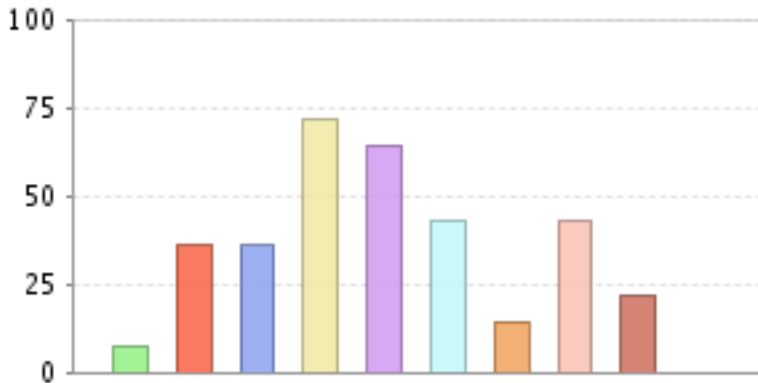
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	0% (0)	30.77% (4)	23.08% (3)	30.77% (4)	15.38% (2)	3.31
2 Virtual instructor-led	15.38% (2)	30.77% (4)	15.38% (2)	23.08% (3)	15.38% (2)	2.92

Response: 13

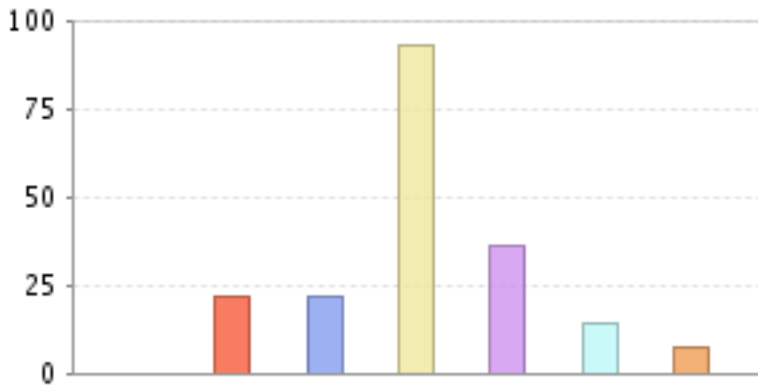
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



1 - Advertise with a discount for customers	7.14% (1)	2 - Offer free or discounted seats to partners	35.71% (5)
3 - Offer free seats for internal employees	35.71% (5)	4 - Cancel	71.43% (10)
5 - Try to rebook on other dates	64.29% (9)	6 - Give advance warning that the class is in jeopardy	42.86% (6)
7 - Offer alternative services	14.29% (2)	8 - Postpone the class to allow more students to enrol	42.86% (6)
9 - Move to a date when low enrollment is less of a problem	21.43% (3)	10 - Other	0% (0)

Response: 14

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	21.43% (3)
3 - The equipment is shipped	21.43% (3)	4 - Remote access to our own equipment	92.86% (13)
5 - Virtualized equipment, by our own company	35.71% (5)	6 - Virtualized equipment, provided by a 3rd party vendor	14.29% (2)
7 - Other	7.14% (1)		

Response: 14

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



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

Mean: 4.88

Response: 8

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



1 - N/A	22.22% (2)	2 - <20%	0% (0)
3 - 21-30%	11.11% (1)	4 - 31-40%	11.11% (1)
5 - 41-50%	11.11% (1)	6 - 51-60%	11.11% (1)
7 - 61-70%	0% (0)	8 - >70%	33.33% (3)

Mean: 4.89

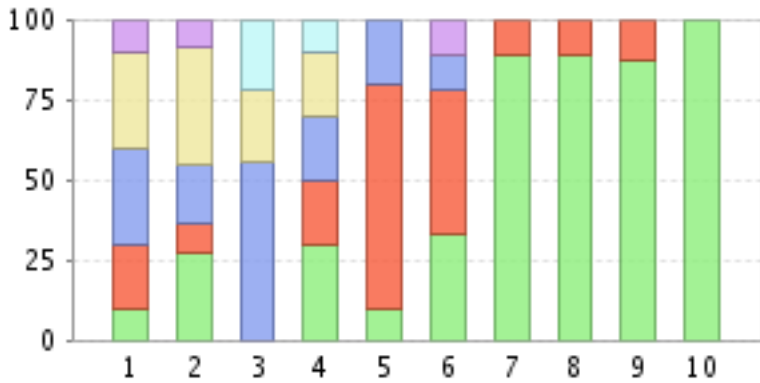
Response: 9

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	100	60	0	0	20	34	7,060	0	20,020
Highest	500	300	0	0	100	170	25,000	0	100,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	223.61	134.16	0	0	44.72	76.03	10,863.61	0	44,710.2

Response: 5

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	10% (1)	20% (2)	30% (3)	30% (3)	10% (1)	0% (0)	0% (0)	3.1
2 Private (or dedicated) live classroom training	27.27% (3)	9.09% (1)	18.18% (2)	36.36% (4)	9.09% (1)	0% (0)	0% (0)	2.91
3 Onsite delivery (customer's location)	0% (0)	0% (0)	55.56% (5)	22.22% (2)	0% (0)	22.22% (2)	0% (0)	3.89
4 Public virtual classroom training	30% (3)	20% (2)	20% (2)	20% (2)	0% (0)	10% (1)	0% (0)	2.7
5 Private virtual classroom training	10% (1)	70% (7)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.1
6 eLearning	33.33% (3)	44.44% (4)	11.11% (1)	0% (0)	11.11% (1)	0% (0)	0% (0)	2.11
7 Mobile Learning (smartphones/tablets)	88.89% (8)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.11
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	88.89% (8)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.11
9 Other self paced	87.5% (7)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.12
10 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 11

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%	30.77% (4)	2 - 26-50%	23.08% (3)
3 - 51-75%	23.08% (3)	4 - >75%	15.38% (2)
5 - We do not provide	7.69% (1)		

Mean: 2.46

Response: 13

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	8.33% (1)	2 - 16-30 days	16.67% (2)
3 - 31-45 days	41.67% (5)	4 - 46-60 days	16.67% (2)
5 - more than 60 days	16.67% (2)		

Mean: 3.17

Response: 12

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

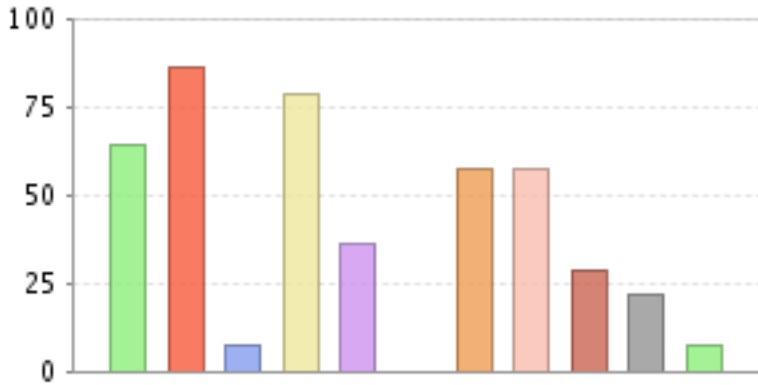


1 - 5 or less	33.33% (4)	2 - 6-10	25% (3)
3 - 11-15	25% (3)	4 - 16-19	8.33% (1)
5 - 20 or more	8.33% (1)		

Mean: 2.33

Response: 12

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



1 - Virtual Labs	64.29% (9)	2 - Virtual Classroom	85.71% (12)
3 - CRM to manage all customer and opportunities	7.14% (1)	4 - LMS	78.57% (11)
5 - LCMS (Learning Content Management System)	35.71% (5)	6 - Knowledge Management	0% (0)
7 - Scheduling/Utilization	57.14% (8)	8 - Certification Credentials	57.14% (8)
9 - Digital Rights Management	28.57% (4)	10 - Dashboard for KPI	21.43% (3)
11 - Other	7.14% (1)		

Response: 14

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



1 - <10%	35.71% (5)	2 - 11-20%	35.71% (5)
3 - 21-30%	14.29% (2)	4 - 31-40%	14.29% (2)
5 - 41-50%	0% (0)	6 - >50%	0% (0)

Mean: 2.07

Response: 14

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



■ 1 - Yes 28.57% (4)
 ■ 2 - No 71.43% (10)

Mean: 1.71
Response: 14

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



■ 1 - Completely outsourced development 25% (1)
 ■ 2 - Add additional bandwidth 75% (3)

■ 3 - Additional skills 50% (2)
 ■ 4 - Provide translation/localization 25% (1)

■ 5 - Other 0% (0)

Response: 4

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

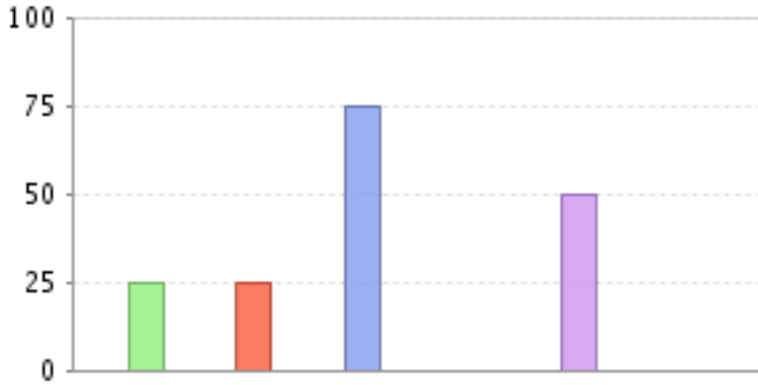


■ 1 - Yes, formalized process and procedures 75% (3)
 ■ 2 - Yes, but informal 25% (1)

■ 3 - No, no process or procedure 0% (0)

Mean: 1.25
Response: 4

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



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

Response: 4

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



1 - None	0% (0)	2 - 1-10%	0% (0)
3 - 11-20%	25% (1)	4 - 21-30%	0% (0)
5 - 31-40%	25% (1)	6 - 41-50%	0% (0)
7 - >50%	50% (2)		

Mean: 5.5

Response: 4

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

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	11	2.33	0.33	2.67	3
Highest	25	7	1	8	9
Lowest	2	0	0	0	0
Standard deviation	12.29	4.04	0.58	4.62	5.2

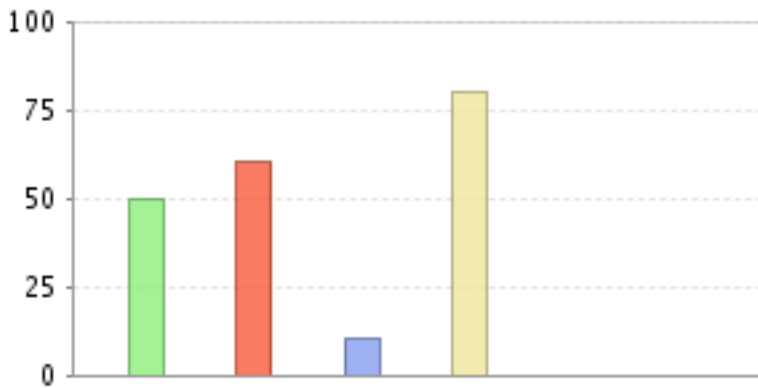
Response: 3

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



■ 1 - Yes 71.43% (10) ■ 2 - No 28.57% (4)
 Mean: 1.29
 Response: 14

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



■ 1 - Completely outsourced delivery 50% (5) ■ 2 - Add additional bandwidth 60% (6)
■ 3 - Additional skills 10% (1) ■ 4 - Provide translation/localization (eg by native language speakers) 80% (8)
■ 5 - Reduce travel cost/time 0% (0) ■ 6 - Other 0% (0)
 Response: 10

122. What is the role of the delivery partner?



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

66.67% (6)

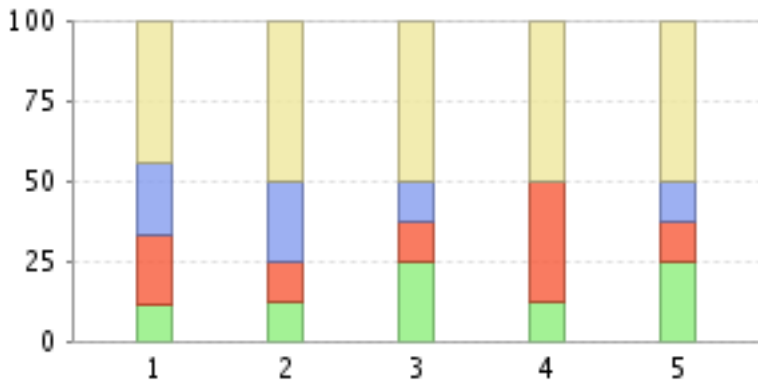
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

33.33% (3)

Mean: 1.33

Response: 9

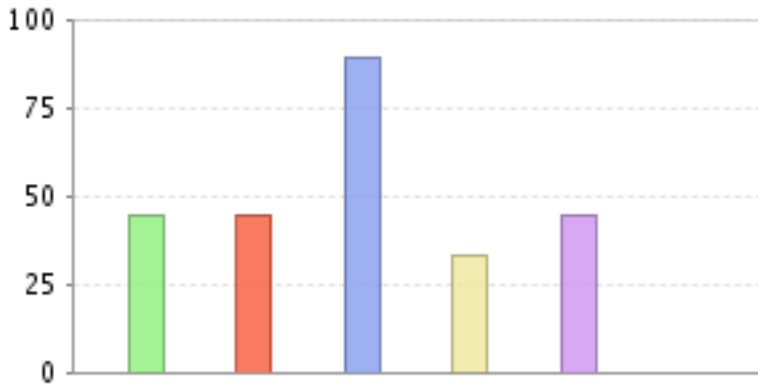
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	11.11% (1)	22.22% (2)	22.22% (2)	44.44% (4)	3
2 North America	12.5% (1)	12.5% (1)	25% (2)	50% (4)	3.12
3 Central and South America	25% (2)	12.5% (1)	12.5% (1)	50% (4)	2.88
4 Europe, Middle East and Africa	12.5% (1)	37.5% (3)	0% (0)	50% (4)	2.88
5 Asia/Pacific	25% (2)	12.5% (1)	12.5% (1)	50% (4)	2.88

Response: 9

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



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

Response: 9

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

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	69.25	5.12	1.75	10	5.12
Highest	440	16	6	36	15
Lowest	1	0	0	0	0
Standard deviation	151.68	5.87	2.19	12.22	6.01

Response: 8

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



1 - Delivery partner teaches with labs provided by you	55.56% (5)	2 - Delivery partner owns labs	44.44% (4)
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Mean: 1.44

Response: 9

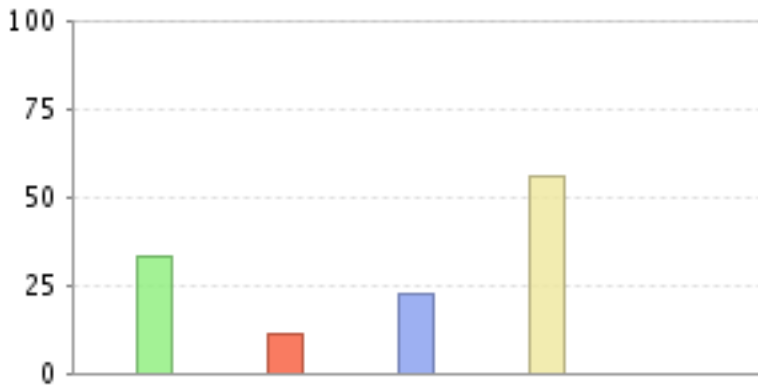
127. How does the partner set up the labs?



- 1 - Delivery partner purchases equipment or access from you 44.44% (4)
- 2 - Delivery partner manages lab on its own expense 55.56% (5)

Mean: 1.56
Response: 9

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



- 1 - Pay per use of the instructor 33.33% (3)
- 2 - Recurring fixed fee licensing 11.11% (1)
- 3 - Per seat revenue sharing 22.22% (2)
- 4 - Training kit/unit based materials fee 55.56% (5)
- 5 - Other 0% (0)

Response: 9

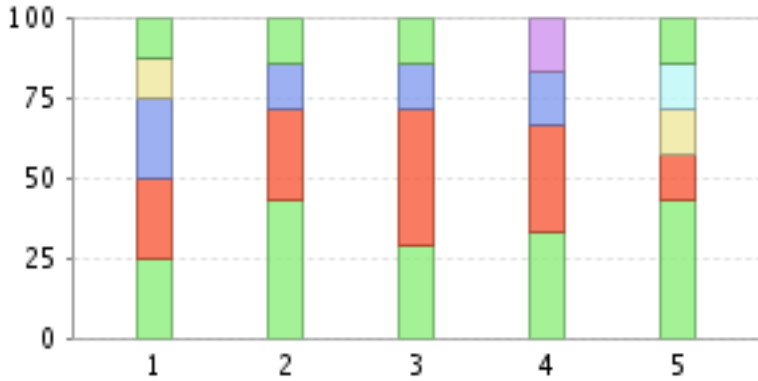
129. Do you have a revenue target for your delivery partners?



- 1 - Yes 33.33% (3)
- 2 - No 66.67% (6)

Mean: 1.67
Response: 9

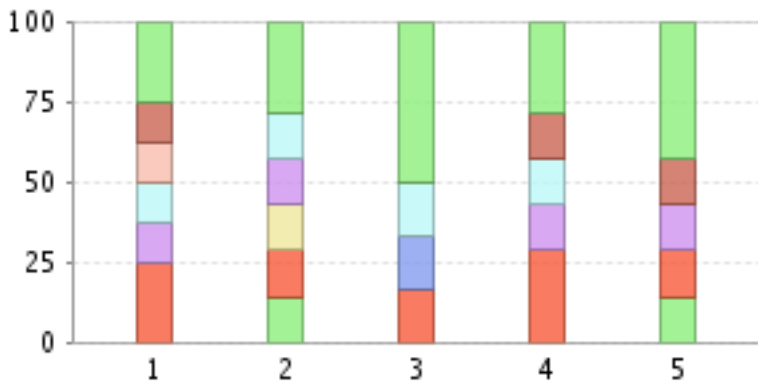
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	25% (2)	25% (2)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.38
2 North America	42.86% (3)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	3
3 Central and South America	28.57% (2)	42.86% (3)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	3.14
4 Europe, Middle East and Africa	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
5 Asia/Pacific	42.86% (3)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	3.71

Response: 8

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)	25% (2)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	25% (2)	6.75
2 North America	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	5.71
3 Central and South America	0% (0)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	50% (3)	7.33
4 Europe, Middle East and Africa	0% (0)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	28.57% (2)	6.57
5 Asia/Pacific	14.29% (1)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	42.86% (3)	7.14

Response: 8

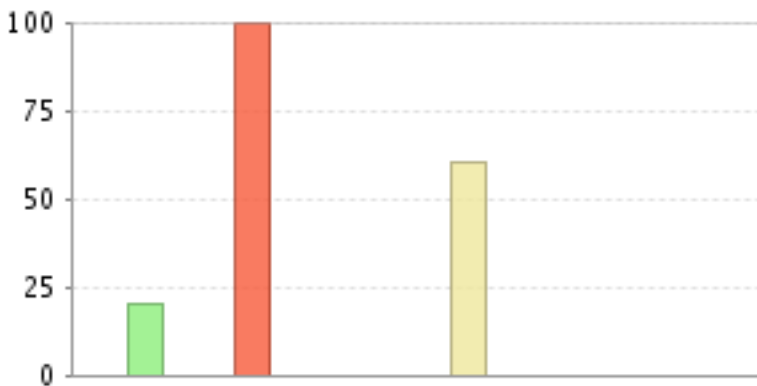
135. Do you have a formal academic partner program?



■ 1 - Yes 35.71% (5)
 ■ 2 - No 64.29% (9)

Mean: 1.64
Response: 14

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



■ 1 - Extend/expand the reach of Education Services	20% (1)	■ 2 - Establish brand/technical mindshare for future customers and users	100% (5)
■ 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	60% (3)
■ 5 - Provide local language training	0% (0)	■ 6 - Other	0% (0)

Response: 5

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



■ 1 - Yes 40% (2)
 ■ 2 - No 60% (3)

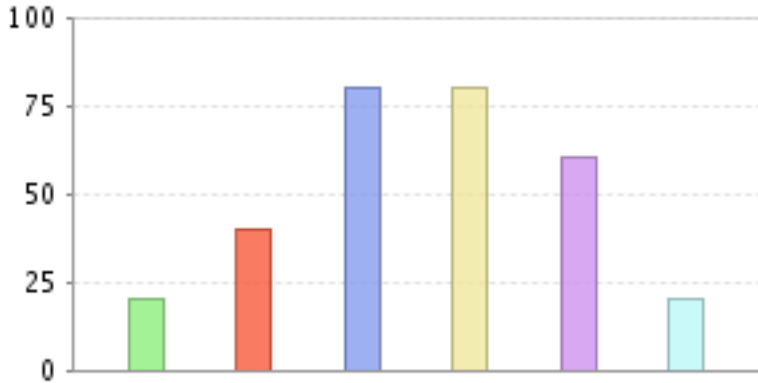
Mean: 1.6
Response: 5

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	2,781.25	16	0.75	10.75	3.75
Highest	10,000	58	2	41	13
Lowest	11	0	0	0	0
Standard deviation	4,832.93	28.14	0.96	20.19	6.24

Response: 4

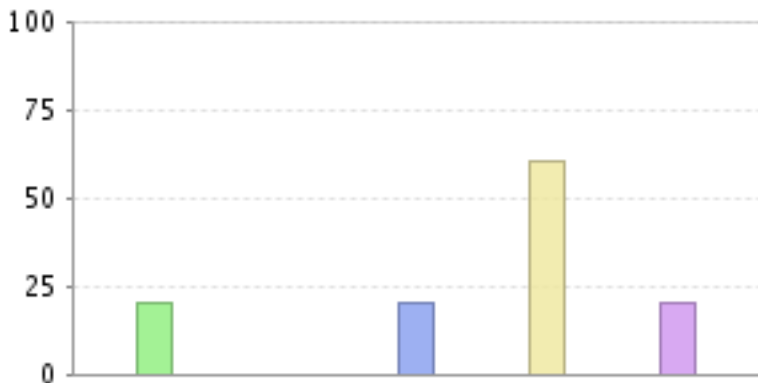
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



1 - Secondary schools	20% (1)	2 - Vocational/Technical Schools	40% (2)
3 - Associates' programs/2 year colleges or certificates	80% (4)	4 - Bachelors' programs/4 year colleges and universities	80% (4)
5 - Graduate programs/universities	60% (3)	6 - Other	20% (1)

Response: 5

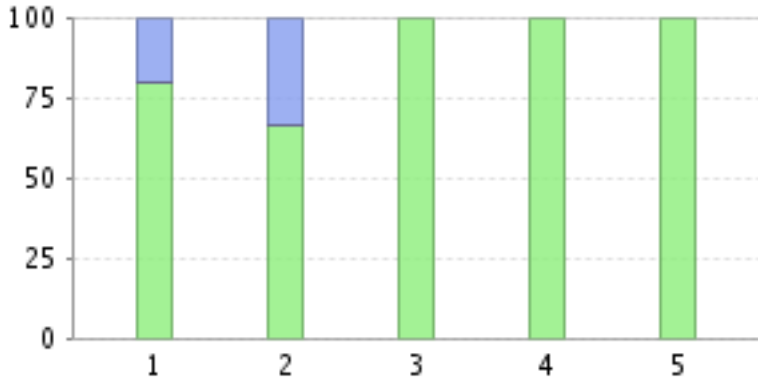
140. What is your academic partner business model? Select all that apply.



1 - Recurring fixed fee licensing	20% (1)	2 - Per seat revenue sharing	0% (0)
3 - Training kit/unit based materials fee	20% (1)	4 - Corporate-provided budget	60% (3)
5 - Other	20% (1)		

Response: 5

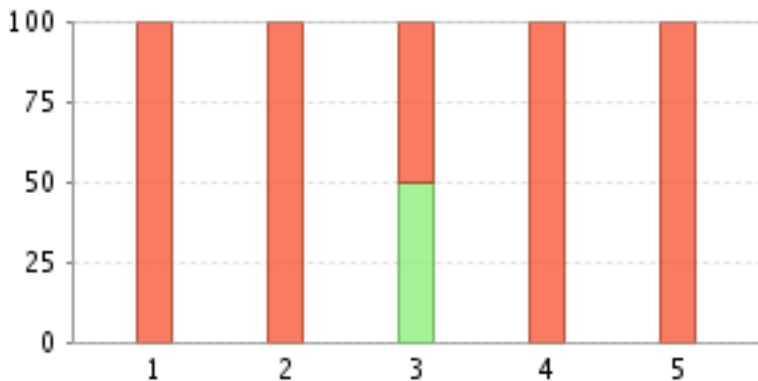
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	80% (4)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
2 North America	66.67% (2)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3 Central and South America	100% (3)	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% (3)	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% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 5

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% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South 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
4 Europe, Middle East and Africa	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

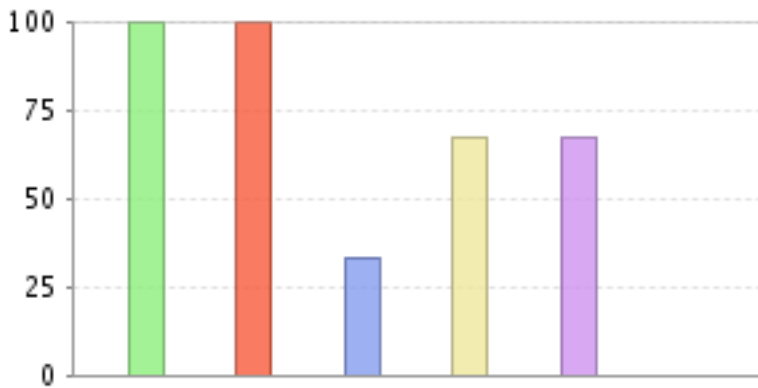
Response: 3

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



■ 1 - Yes 40% (2) ■ 2 - No 60% (3)
 Mean: 1.6
 Response: 5

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



■ 1 - Overall satisfaction 100% (3) ■ 2 - Instructor Delivery 100% (3)
■ 3 - Classroom facilities 33.33% (1) ■ 4 - Lab facilities 66.67% (2)
■ 5 - Materials quality 66.67% (2) ■ 6 - Other 0% (0)
 Response: 3

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

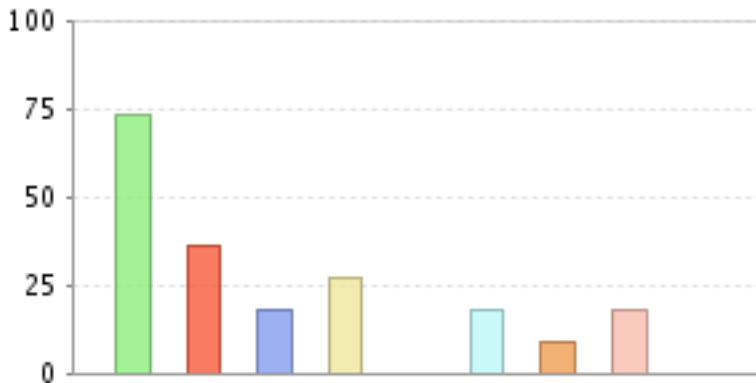


1 - Yes, for all of our products	14.29% (2)	2 - Yes, for some of our products	64.29% (9)
3 - No, we don't offer any certification programs	21.43% (3)		

Mean: 2.07

Response: 14

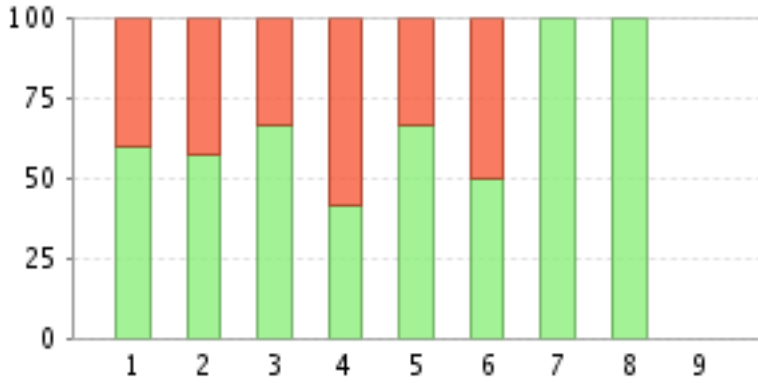
146. What are the two main goals for your certification programs?



1 - Validate partner skills	72.73% (8)	2 - Promoting brand recognition in the industry	36.36% (4)
3 - Creating loyalty in our partner community and customer base	18.18% (2)	4 - Establishing advocacy in the technical community	27.27% (3)
5 - Creating a social network of support in the technical community	0% (0)	6 - Revenue Generation	18.18% (2)
7 - Ensure customer satisfaction	9.09% (1)	8 - Enhance our product's value	18.18% (2)
9 - Other	0% (0)		

Response: 11

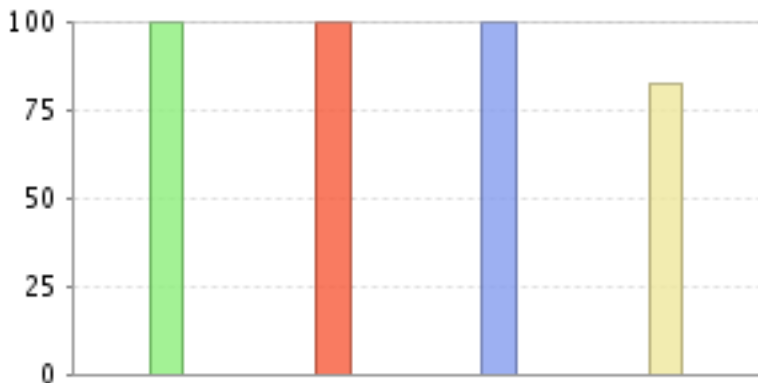
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	60% (3)	40% (2)
2 Sales - Channels/Partners	57.14% (4)	42.86% (3)
3 Presales – Internal Staff/Engineers	66.67% (6)	33.33% (3)
4 Presales – Channel/Partners	41.67% (5)	58.33% (7)
5 Post-sales – Internal Service Staff	66.67% (8)	33.33% (4)
6 Post-sales – Channels/Partners	50% (8)	50% (8)
7 Customers/end users	100% (11)	0% (0)
8 Students (academic)	100% (6)	0% (0)
9 Other	0% (0)	0% (0)

Response: 11

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



1 - North America	100% (11)	2 - Central and South America	100% (11)
3 - Europe, Middle East and Africa	100% (11)	4 - Asia/Pacific	81.82% (9)

Response: 11

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



1 - 1	18.18% (2)	2 - 2	9.09% (1)
3 - 3	36.36% (4)	4 - 4	18.18% (2)
5 - 5 or more	9.09% (1)	6 - It varies	9.09% (1)

Mean: 3.18

Response: 11

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



1 - Yes, for all tiers	50% (5)	2 - Yes, but only for some tiers	20% (2)
3 - No, you can go directly to the top tier or any point in-between	30% (3)		

Mean: 1.8

Response: 10

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



1 - Must re-certify annually	9.09% (1)	2 - 2 Years	36.36% (4)
3 - 3-4 years	18.18% (2)	4 - 5 years or more	0% (0)
5 - Certifications never expire	36.36% (4)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	0% (0)	8 - Other	0% (0)

Mean: 3.18

Response: 11

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

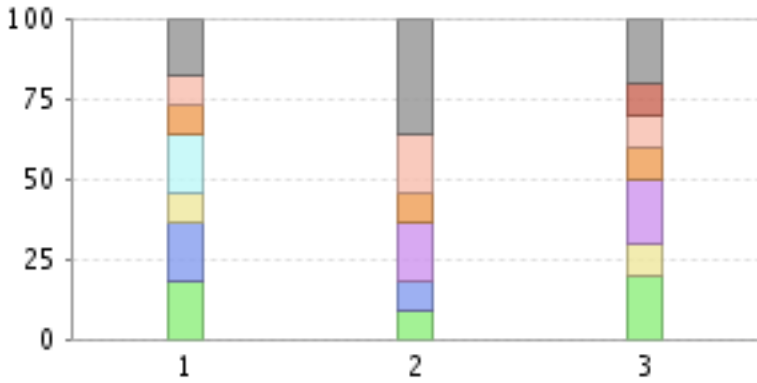


1 - Less than a year	0% (0)	2 - 1-2 years	27.27% (3)
3 - 2-3 years	9.09% (1)	4 - 3-4 years	9.09% (1)
5 - 4-5 years	0% (0)	6 - 5-9 years	0% (0)
7 - 10 years or more	54.55% (6)		

Mean: 5

Response: 11

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?	18.18% (2)	0% (0)	18.18% (2)	9.09% (1)	0% (0)	18.18% (2)	9.09% (1)	9.09% (1)	0% (0)	18.18% (2)	5.36
2 Were issued since start of the certification program?	9.09% (1)	0% (0)	9.09% (1)	0% (0)	18.18% (2)	0% (0)	9.09% (1)	18.18% (2)	0% (0)	36.36% (4)	7
3 Are valid currently?	20% (2)	0% (0)	0% (0)	10% (1)	20% (2)	0% (0)	10% (1)	10% (1)	10% (1)	20% (2)	6

Response: 11

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

Average	258,986.25
Highest	2,000,000
Lowest	40
Standard deviation	703,684.81

Response: 8

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



1 - Yes, it's live	36.36% (4)	2 - No, but we're developing it	18.18% (2)
3 - No, we have no plans	45.45% (5)		

Mean: 2.09

Response: 11

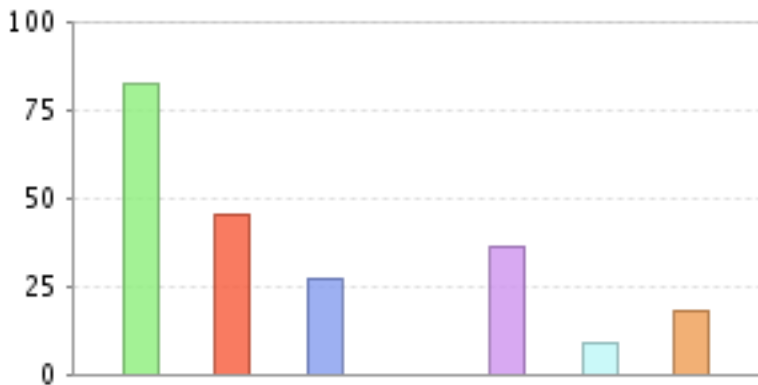
156. Does your certification program include a recommended formalized course of study?



<input type="checkbox"/> 1 - Yes, certain training is required	9.09% (1)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	72.73% (8)
<input type="checkbox"/> 3 - No	18.18% (2)		

Mean: 2.09
Response: 11

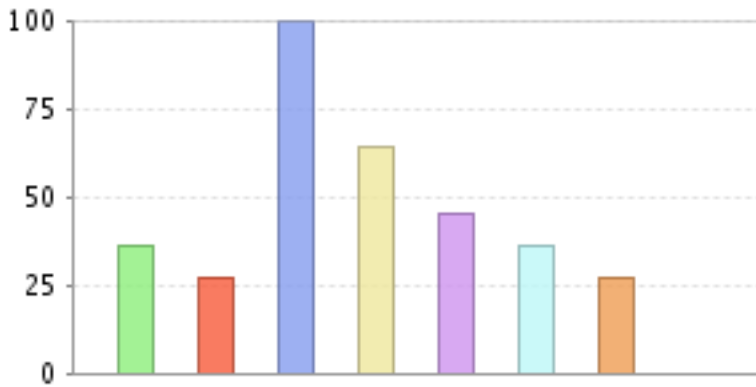
157. In what form is the preparatory study/training distributed? Select all that apply.



<input type="checkbox"/> 1 - Vendor prepared, authorized instructor led training	81.82% (9)	<input type="checkbox"/> 2 - Vendor prepared e-learning	45.45% (5)
<input type="checkbox"/> 3 - Vendor prepared self-study materials	27.27% (3)	<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	36.36% (4)	<input type="checkbox"/> 6 - Publically available academic programs	9.09% (1)
<input type="checkbox"/> 7 - Other	18.18% (2)		

Response: 11

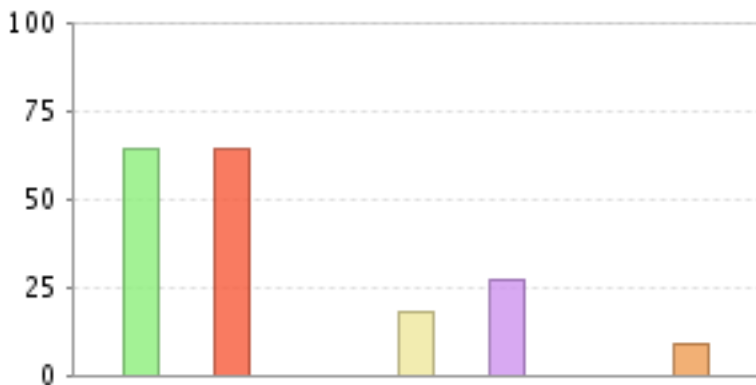
158. Who participates in the development of your certification exams? Select all that apply.



1 - Individuals with pre-existing certification	36.36% (4)	2 - Industry recognized technical experts	27.27% (3)
3 - Education Services staff	100% (11)	4 - Other company staff	63.64% (7)
5 - Partner staff	45.45% (5)	6 - Customers/end users	36.36% (4)
7 - Professional consultants and/or organizations	27.27% (3)	8 - Other	0% (0)

Response: 11

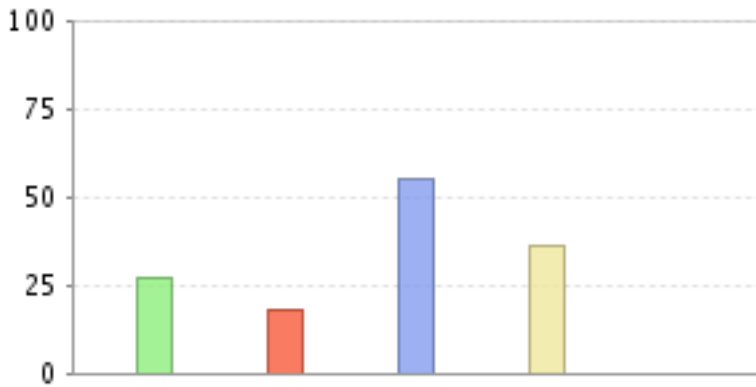
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	63.64% (7)	2 - Proctored computer-based exam(s)	63.64% (7)
3 - Un-proctored computer-based exam(s)	0% (0)	4 - Proctored Online/web delivered computer-based exam(s)	18.18% (2)
5 - Unproctored Online/web delivered computer-based exam(s)	27.27% (3)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	9.09% (1)		

Response: 11

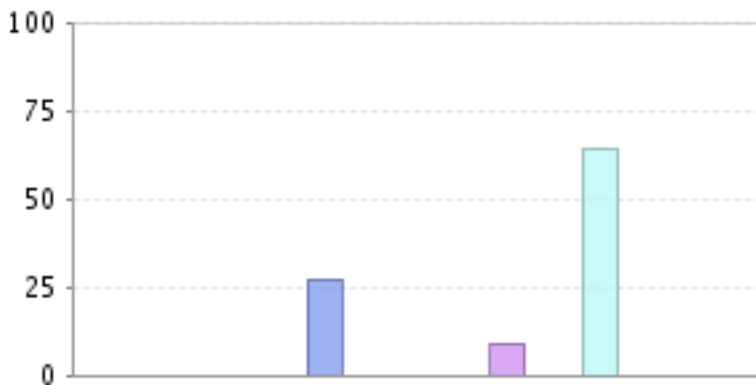
160. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	27.27% (3)	2 - Authorized Training Partner training and testing centers	18.18% (2)
3 - Third party training and testing centers	54.55% (6)	4 - Electronically, over the web	36.36% (4)
5 - Other	0% (0)		

Response: 11

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



1 - Follow up consulting (including retake assistance)	0% (0)	2 - Details of the items that were correct or incorrect	0% (0)
3 - Additional training or certification prep materials	27.27% (3)	4 - Discounted or free retake voucher	0% (0)
5 - Rescoring of exam	9.09% (1)	6 - None of the above	63.64% (7)
7 - Other	0% (0)		

Response: 11

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



1 - Yes, a formal program	45.45% (5)	2 - Yes, but it is informal	36.36% (4)
3 - No	18.18% (2)		

Mean: 1.73
Response: 11

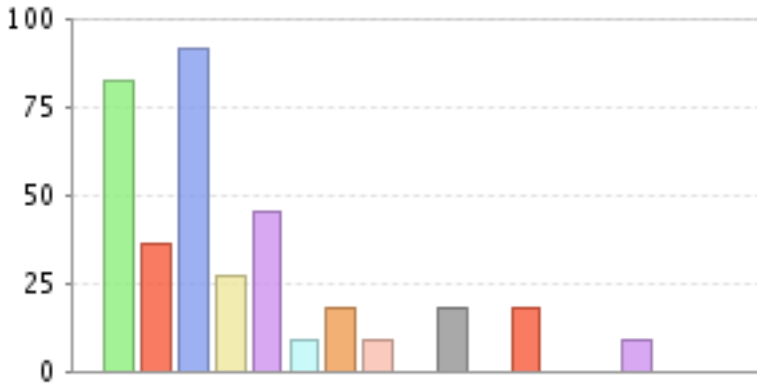
163. How many FTE equivalent employees in your organization perform certification-related activities?



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

Mean: 3.1
Response: 10

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



1 - Logos	81.82% (9)	2 - Hard copy (paper) certificates	36.36% (4)
3 - Soft copy (electronic) certificates	90.91% (10)	4 - Letters of recognition	27.27% (3)
5 - Branded Merchandise (shirts, hats, and so on)	45.45% (5)	6 - Online store for branded merchandise	9.09% (1)
7 - Early access to new product information	18.18% (2)	8 - Access to organization subject matter experts	9.09% (1)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	18.18% (2)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	18.18% (2)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	9.09% (1)	16 - Free training when products they are certified on are updated	0% (0)
17 - Other	0% (0)		

Response: 11

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



1 - Yes	63.64% (7)	2 - No	36.36% (4)
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Mean: 1.36

Response: 11

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