

Profit Center (23)

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% (23)	2 - EMEA (Europe, Middle East and Africa)	65.22% (15)
3 - APAC (Asia Pacific, including China)	60.87% (14)		

Response: 23

2. What is your company's core business?

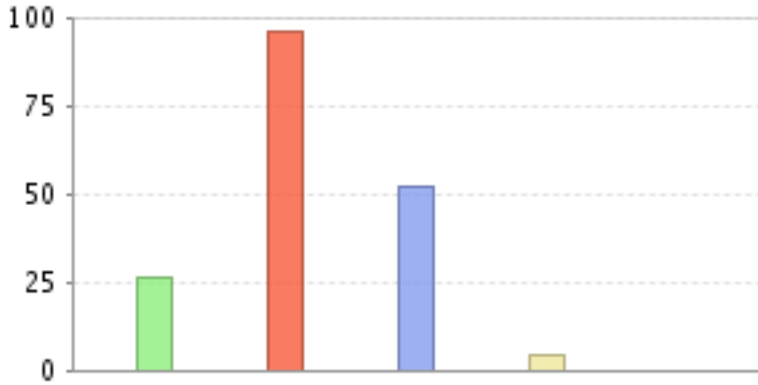


1 - Software - ERP	9.09% (2)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	22.73% (5)	4 - Software - Business Intelligence	13.64% (3)
5 - Software - Software as a Service	9.09% (2)	6 - Hardware - PC/Server maintenance	0% (0)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	13.64% (3)
9 - Hardware - Telecommunications	0% (0)	10 - Biosciences	0% (0)
11 - Other	31.82% (7)		

Mean: 6.36

Response: 22

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



1 - Hardware	26.09% (6)	2 - Software	95.65% (22)
3 - Software as a Service (SaaS)	52.17% (12)	4 - Biosciences	4.35% (1)
5 - Other	0% (0)		

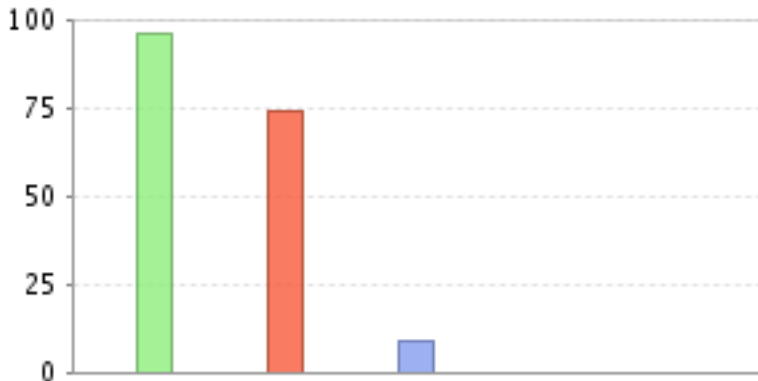
Response: 23

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

	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	52.33%	6%	30.33%	11.33%
Highest	100%	44%	56%	25%
Lowest	30%	0%	0%	0%
Standard deviation	18.48	9.93	15.44	7.91

Response: 21

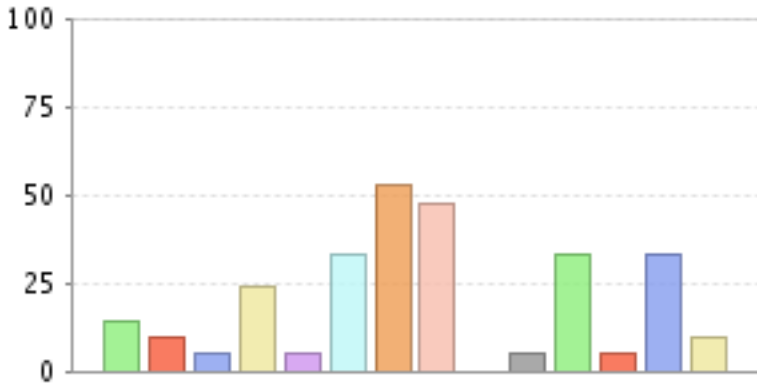
5. Which of the following represent your primary client type? Select no more than two.



1 - Large enterprise	95.65% (22)	2 - Small and medium enterprise	73.91% (17)
3 - Home office	8.7% (2)	4 - Consumer	0% (0)
5 - Other	0% (0)		

Response: 23

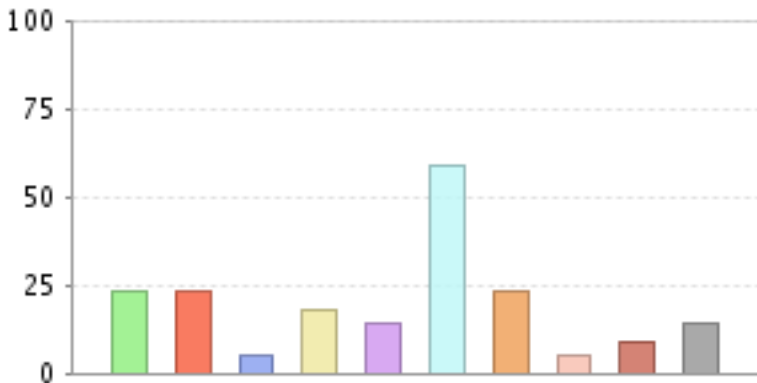
6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.



1 - Automotive	14.29% (3)	2 - Banking	9.52% (2)
3 - Education	4.76% (1)	4 - Energy	23.81% (5)
5 - Entertainment	4.76% (1)	6 - Finance	33.33% (7)
7 - Government	52.38% (11)	8 - Healthcare	47.62% (10)
9 - Insurance	0% (0)	10 - Logistics	4.76% (1)
11 - Manufacturing	33.33% (7)	12 - Retail	4.76% (1)
13 - Telecommunications	33.33% (7)	14 - Other	9.52% (2)

Response: 21

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



1 - Desktop Hardware and Software	22.73% (5)	2 - Networking and Telecommunications	22.73% (5)
3 - Office Products	4.55% (1)	4 - Computing Hardware	18.18% (4)
5 - Storage Hardware and Software	13.64% (3)	6 - Enterprise Application Software	59.09% (13)
7 - Infrastructure Software	22.73% (5)	8 - Industrial Automation	4.55% (1)
9 - Medical Technology	9.09% (2)	10 - Other	13.64% (3)

Response: 22

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



1 - \$100M or less	13.64% (3)	2 - Between \$101M and \$500M	22.73% (5)
3 - Between \$501M and \$1B	27.27% (6)	4 - More than \$1B and less than \$3B	18.18% (4)
5 - More than \$3B and less than \$10B	4.55% (1)	6 - More than \$10B and less than \$25B	4.55% (1)
7 - \$25B or more	9.09% (2)		

Mean: 3.27

Response: 22

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%	4.55% (1)	2 - 11-20%	36.36% (8)
3 - 21-30%	22.73% (5)	4 - 31-40%	13.64% (3)
5 - 41-50%	4.55% (1)	6 - >50%	18.18% (4)

Mean: 3.32

Response: 22

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



1 - 100 or less	4.35% (1)	2 - 101-1000	13.04% (3)
3 - 1001-5000	52.17% (12)	4 - 5001-10000	13.04% (3)
5 - 10001-50000	4.35% (1)	6 - More than 50000	13.04% (3)

Mean: 3.39

Response: 23

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



1 - 10 or less	21.74% (5)	2 - 11-20	8.7% (2)
3 - 21-50	39.13% (9)	4 - 51-100	4.35% (1)
5 - 101-200	13.04% (3)	6 - 201-300	13.04% (3)
7 - More than 300	0% (0)		

Mean: 3.17

Response: 23

**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.)**

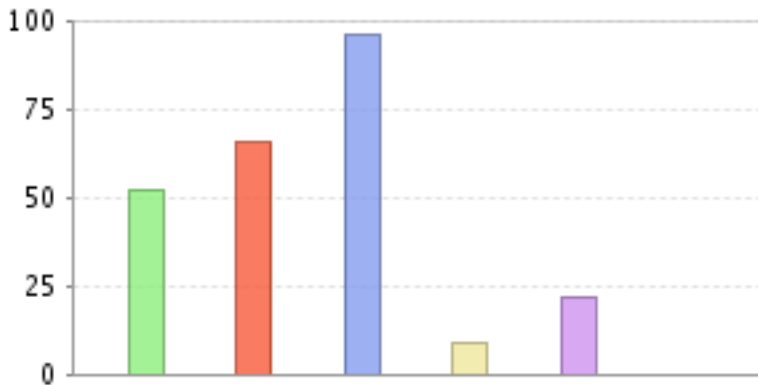


1 - It still isn't	4.35% (1)	2 - Less than 3 years	8.7% (2)
3 - 3-5 years	13.04% (3)	4 - 6-10 years	21.74% (5)
5 - More than 10 years	52.17% (12)		

Mean: 4.09

Response: 23

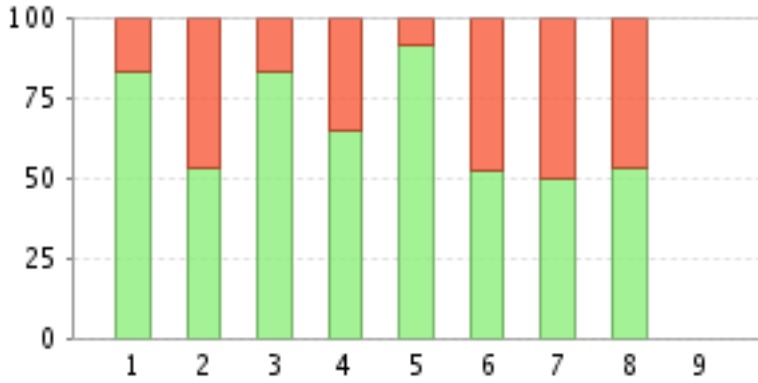
13. What are the main responsibilities of your education team? Choose all that apply.



1 - Provide product training to employees	52.17% (12)	2 - Provide product training to product channel partners	65.22% (15)
3 - Provide product training to customers	95.65% (22)	4 - Provide non-product training to employees (for example, softskills, management)	8.7% (2)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	21.74% (5)	6 - Other	0% (0)

Response: 23

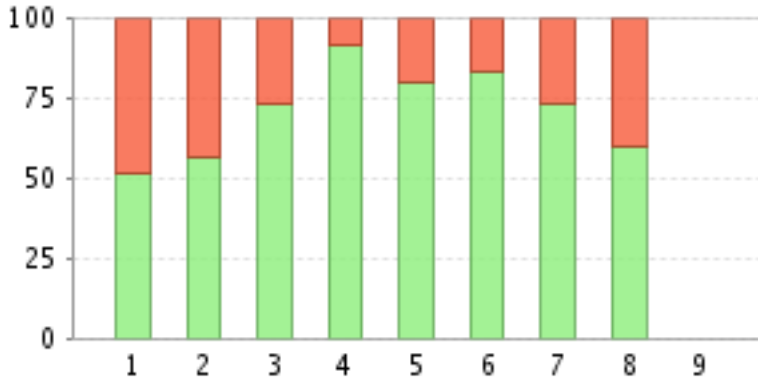
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	83.33% (5)	16.67% (1)
2 Sales - Channels/Partners	52.94% (9)	47.06% (8)
3 Technical Pre-sales - Internal staff	83.33% (10)	16.67% (2)
4 Technical Pre-sales - Channels/Partners	64.71% (11)	35.29% (6)
5 Post-sales - Internal Staff	90.91% (10)	9.09% (1)
6 Post-sales - Channels/Partners	52.38% (11)	47.62% (10)
7 Customers and/or end users	50% (20)	50% (20)
8 Universities	53.33% (8)	46.67% (7)
9 Other	0% (0)	0% (0)

Response: 23

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	51.28% (20)	48.72% (19)
2 Meeting an education profit margin target	56.67% (17)	43.33% (13)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	72.73% (8)	27.27% (3)
4 Accelerating product adoption (eg by providing training for key products earlier)	90.91% (10)	9.09% (1)
5 Reducing support liability (eg reduced support calls)	80% (4)	20% (1)
6 Achieve Partner enablement (eg certain number of trained channel partners)	83.33% (5)	16.67% (1)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	73.33% (11)	26.67% (4)
8 Driving product business (eg product sales target)	60% (3)	40% (2)
9 Other	0% (0)	0% (0)

Response: 23

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

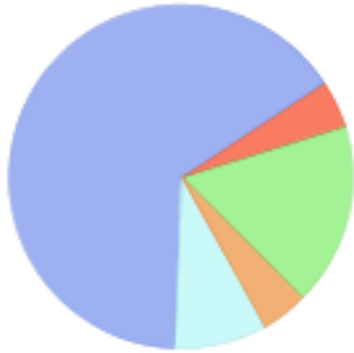


1 - Only a single team	30.43% (7)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	52.17% (12)	4 - Different education teams for other reasons	17.39% (4)
5 - Other	0% (0)		

Mean: 2.57

Response: 23

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

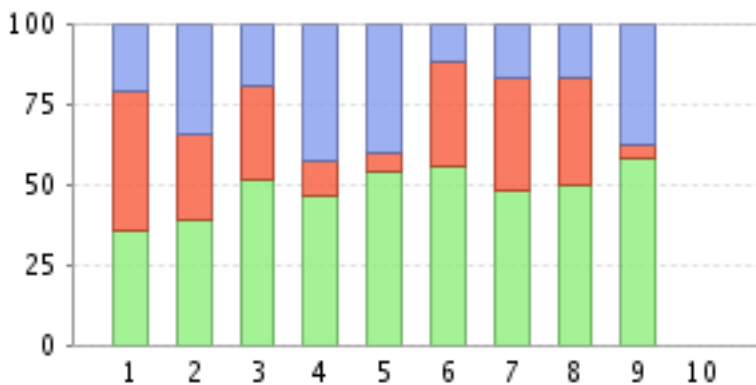


1 - Sales	17.39% (4)	2 - Marketing	4.35% (1)
3 - Services (including Consulting)	65.22% (15)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	8.7% (2)
7 - Directly to the CEO	4.35% (1)	8 - Other	0% (0)

Mean: 3.04

Response: 23

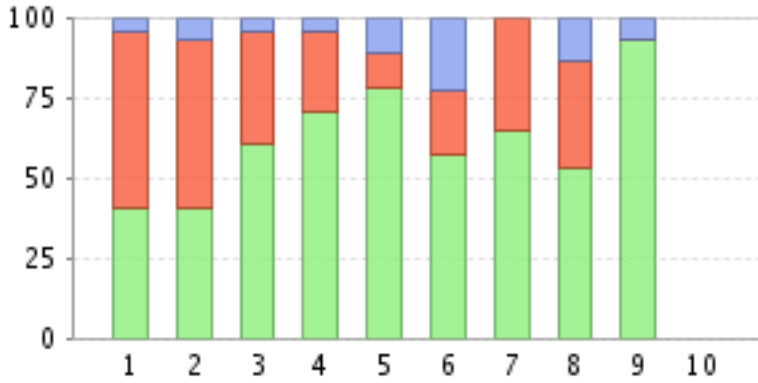
18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	35.71% (10)	42.86% (12)	21.43% (6)
2 Training Marketing	39.13% (9)	26.09% (6)	34.78% (8)
3 Training Operations and Admin Processes	51.61% (16)	29.03% (9)	19.35% (6)
4 Training Technology Infrastructure (for example, LMS)	46.43% (13)	10.71% (3)	42.86% (12)
5 Curriculum Design and Courseware Development	54.29% (19)	5.71% (2)	40% (14)
6 Course Delivery and Distribution	55.88% (19)	32.35% (11)	11.76% (4)
7 Training Partner Programs	47.83% (11)	34.78% (8)	17.39% (4)
8 User Adoption/End User Consulting Services	50% (6)	33.33% (4)	16.67% (2)
9 Certification Programs	58.33% (14)	4.17% (1)	37.5% (9)
10 Other	0% (0)	0% (0)	0% (0)

Response: 23

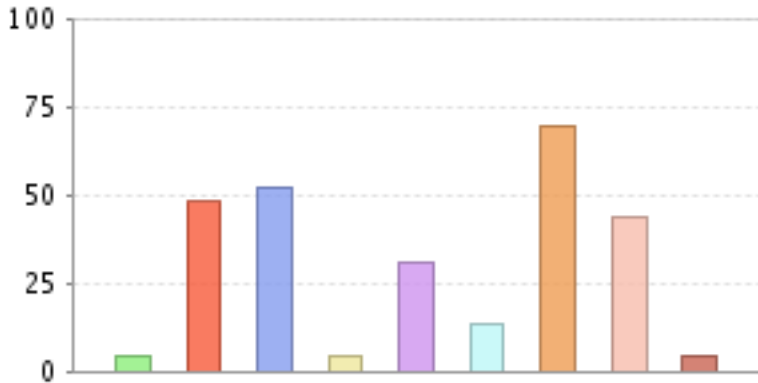
19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	40.91% (9)	54.55% (12)	4.55% (1)
2 Training Marketing	40.74% (11)	51.85% (14)	7.41% (2)
3 Training Technology Infrastructure (for example, LMS)	60.87% (14)	34.78% (8)	4.35% (1)
4 Training Operations and Admin Processes	70.83% (17)	25% (6)	4.17% (1)
5 Curriculum Design and Courseware Development	77.78% (21)	11.11% (3)	11.11% (3)
6 Course Delivery and Distribution	57.14% (20)	20% (7)	22.86% (8)
7 Training Partner Programs	64.71% (11)	35.29% (6)	0% (0)
8 User Adoption/End User Consulting Services	53.33% (8)	33.33% (5)	13.33% (2)
9 Certification Programs	93.33% (14)	0% (0)	6.67% (1)
10 Other	0% (0)	0% (0)	0% (0)

Response: 23

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	4.35% (1)	2 - R&D/Engineering	47.83% (11)
3 - Product Management/Marketing	52.17% (12)	4 - Business Operations	4.35% (1)
5 - Sales	30.43% (7)	6 - Corporate Marketing	13.04% (3)
7 - Professional Services	69.57% (16)	8 - Technical Support	43.48% (10)
9 - Other	4.35% (1)		

Response: 23

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)	100% (23)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	0% (0)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	0% (0)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 1

Response: 23

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

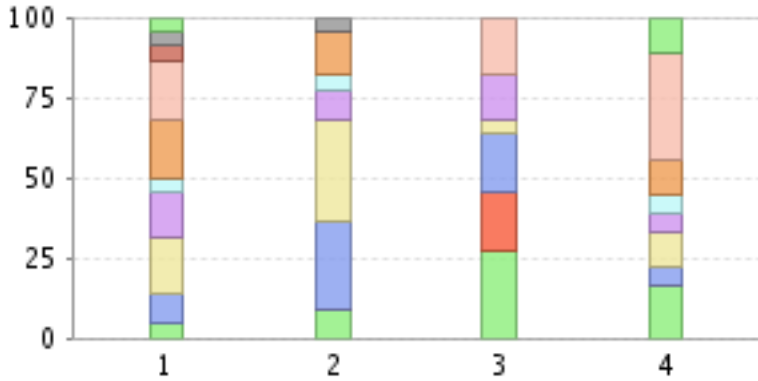


1 - No change	100% (21)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1

Response: 21

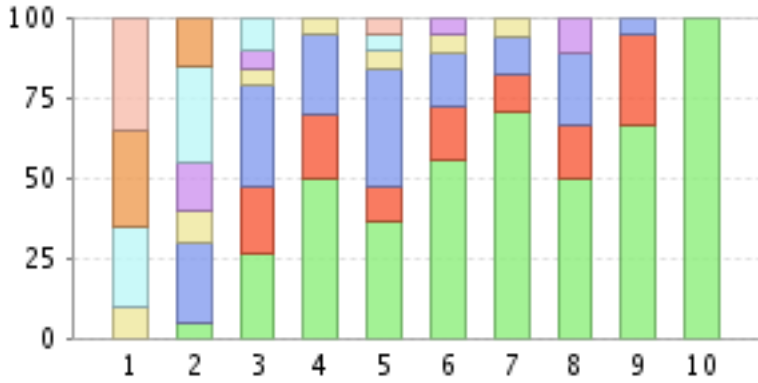
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	4.55% (1)	0% (0)	9.09% (2)	18.18% (4)	13.64% (3)	4.55% (1)	18.18% (4)	18.18% (4)	4.55% (1)	4.55% (1)	4.55% (1)	6.09
2 VILT	9.09% (2)	0% (0)	27.27% (6)	31.82% (7)	9.09% (2)	4.55% (1)	13.64% (3)	0% (0)	0% (0)	4.55% (1)	0% (0)	4.32
3 e-Learning	27.27% (6)	18.18% (4)	18.18% (4)	4.55% (1)	13.64% (3)	0% (0)	0% (0)	18.18% (4)	0% (0)	0% (0)	0% (0)	3.5
4 OVERALL IT TRAINING REVENUE	16.67% (3)	0% (0)	5.56% (1)	11.11% (2)	5.56% (1)	5.56% (1)	11.11% (2)	33.33% (6)	0% (0)	0% (0)	11.11% (2)	6.06

Response: 22

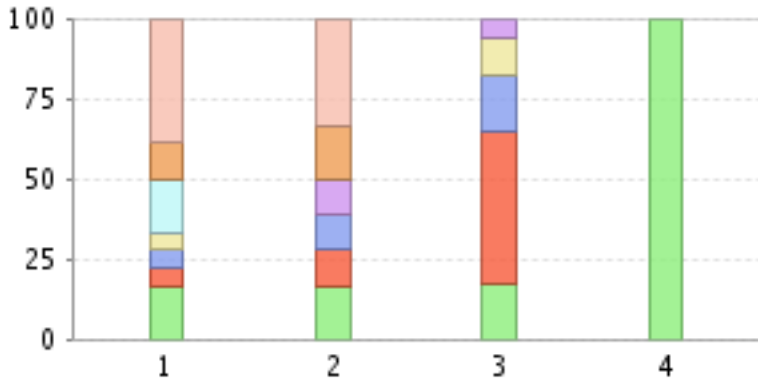
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	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)	10% (2)	0% (0)	25% (5)	30% (6)	35% (7)	6.8
2 Virtual Classroom/Synchronous Instructor-led offerings	5% (1)	0% (0)	25% (5)	10% (2)	15% (3)	30% (6)	15% (3)	0% (0)	4.8
3 Asynchronous e-Learning/web based training technology-based offerings	26.32% (5)	21.05% (4)	31.58% (6)	5.26% (1)	5.26% (1)	10.53% (2)	0% (0)	0% (0)	2.74
4 Self learning - printed matter or web-based	50% (10)	20% (4)	25% (5)	5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.85
5 Certification Exams	36.84% (7)	10.53% (2)	36.84% (7)	5.26% (1)	0% (0)	5.26% (1)	0% (0)	5.26% (1)	2.63
6 Partner relationship fees	55.56% (10)	16.67% (3)	16.67% (3)	5.56% (1)	5.56% (1)	0% (0)	0% (0)	0% (0)	1.89
7 Partner revenue sharing	70.59% (12)	11.76% (2)	11.76% (2)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.53
8 Materials licensing/sales	50% (9)	16.67% (3)	22.22% (4)	0% (0)	11.11% (2)	0% (0)	0% (0)	0% (0)	2.06
9 Rental fees	66.67% (12)	27.78% (5)	5.56% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.39
10 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 22

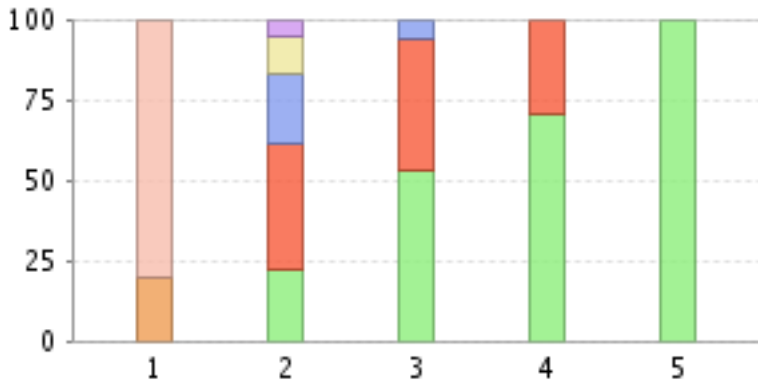
25. What percentage of total Education Services revenue comes from training the following?



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	16.67% (3)	5.56% (1)	5.56% (1)	5.56% (1)	0% (0)	16.67% (3)	11.11% (2)	38.89% (7)	5.56
2 End-users	16.67% (3)	11.11% (2)	11.11% (2)	0% (0)	11.11% (2)	0% (0)	16.67% (3)	33.33% (6)	5.11
3 Partners	17.65% (3)	47.06% (8)	17.65% (3)	11.76% (2)	5.88% (1)	0% (0)	0% (0)	0% (0)	2.41
4 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 20

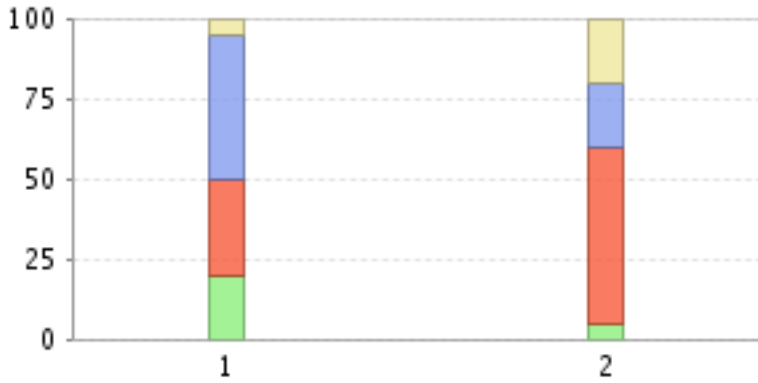
26. What percentage of total Education Services revenue comes from training the following?



	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 Product Customer	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (4)	80% (16)	7.8
2 Product Partner	22.22% (4)	38.89% (7)	22.22% (4)	11.11% (2)	5.56% (1)	0% (0)	0% (0)	0% (0)	2.39
3 Training Partner (Reseller, ATP)	52.94% (9)	41.18% (7)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.53
4 Academic Alliances	70.59% (12)	29.41% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
5 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 20

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	20% (4)	30% (6)	45% (9)	5% (1)	2.35
2 Private/onsite training	5% (1)	55% (11)	20% (4)	20% (4)	2.55

Response: 20

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



1 - 0.5% or less	10% (2)	2 - 0.5-1%	10% (2)
3 - 1-2%	40% (8)	4 - 2-3%	20% (4)
5 - 3-4%	0% (0)	6 - 5-6%	10% (2)
7 - 6-8%	5% (1)	8 - 8-10%	0% (0)
9 - >10%	5% (1)		

Mean: 3.7

Response: 20

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



1 - 0.5% or less	5.26% (1)	2 - 0.5-1%	26.32% (5)
3 - 1-2%	10.53% (2)	4 - 2-3%	26.32% (5)
5 - 3-4%	0% (0)	6 - 5-6%	15.79% (3)
7 - 6-8%	0% (0)	8 - 8-10%	10.53% (2)
9 - >10%	5.26% (1)		

Mean: 4.21

Response: 19

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

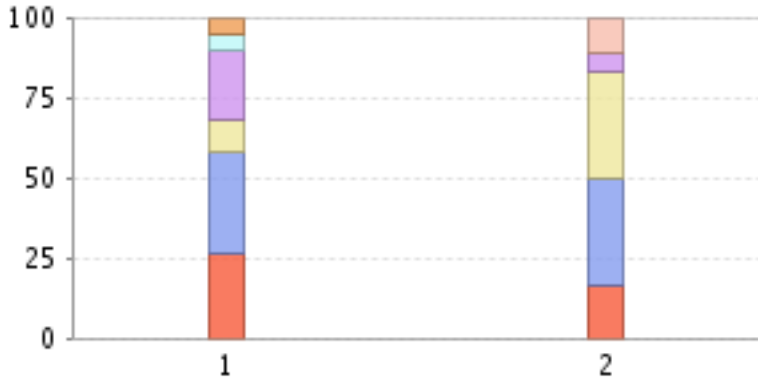


1 - <1%	5.56% (1)	2 - 1-2%	11.11% (2)
3 - 2-4%	5.56% (1)	4 - 4-7%	11.11% (2)
5 - 7-10%	11.11% (2)	6 - 10-15%	27.78% (5)
7 - 15-20%	11.11% (2)	8 - 20-30%	5.56% (1)
9 - >30%	11.11% (2)		

Mean: 5.33

Response: 18

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



	>-15%	-15%-0%	0-5%	6-10%	11-20%	21-30%	31-50%	51-100%	>100%	Mean
1 Last year	0% (0)	26.32% (5)	31.58% (6)	10.53% (2)	21.05% (4)	5.26% (1)	5.26% (1)	0% (0)	0% (0)	3.63
2 Three-year average	0% (0)	16.67% (3)	33.33% (6)	33.33% (6)	5.56% (1)	0% (0)	0% (0)	11.11% (2)	0% (0)	3.83

Response: 19

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 57.14% (12) 2 - No 42.86% (9)

Mean: 1.43

Response: 21

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

	Compensation/Payroll	Outside Services	Travel and expenses	Materials and Equipment (non-CAPEX)	Corporate allocations	Miscellaneous (office supplies and so on)	Depreciation/Amortization	Other
Average	54.85%	14.54%	12.08%	7.15%	6%	2%	2.08%	0%
Highest	80%	57%	25%	20%	13%	5%	10%	0%
Lowest	30%	0%	1%	0%	0%	0%	0%	0%
Standard deviation	15.25	15.01	8.62	5.58	4.74	2.08	2.84	0

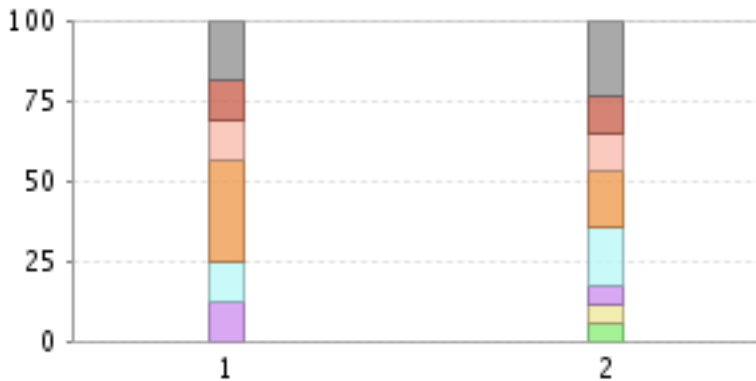
Response: 13

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

	Education Sales	Education Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administrations (scheduling, registration)	Facilities (own & rented)	Education Tools	Allocations (eg IT, telecommunications, Sales)	Other
Average	4.09%	4.18%	24.91%	35.18%	9.27%	7.27%	5.18%	2.73%	2%
Highest	20%	20%	50%	60%	15%	25%	18%	10%	22%
Lowest	0%	0%	15%	0%	0%	0%	0%	0%	0%
Standard deviation	6.64	6.19	9.9	17.08	5.46	7.2	5.56	3.69	6.63

Response: 11

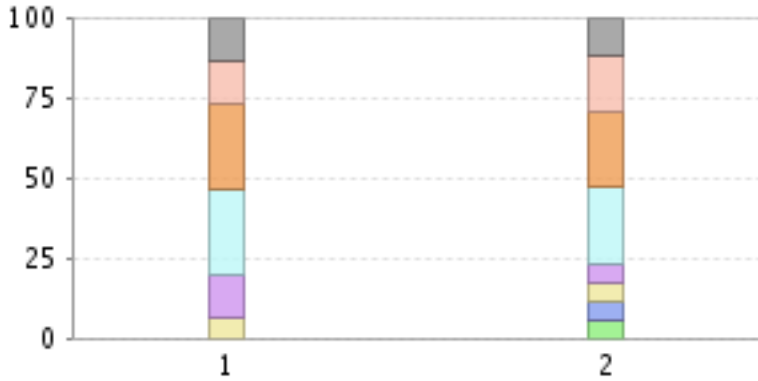
35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (2)	12.5% (2)	31.25% (5)	12.5% (2)	12.5% (2)	18.75% (3)	7.56
2 Achievement	5.88% (1)	0% (0)	0% (0)	5.88% (1)	5.88% (1)	17.65% (3)	17.65% (3)	11.76% (2)	11.76% (2)	23.53% (4)	7.24

Response: 17

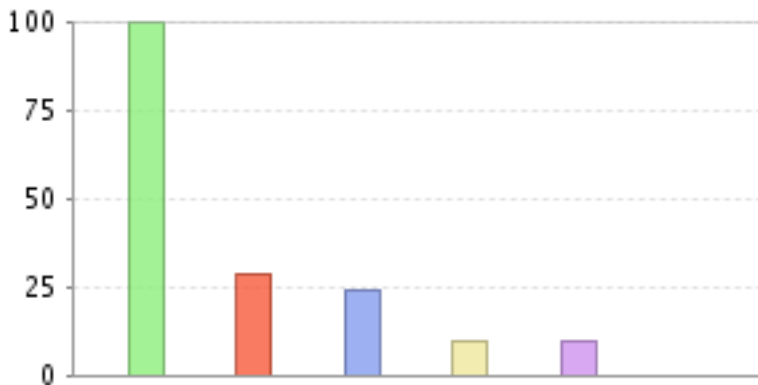
36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



	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)	0% (0)	0% (0)	6.67% (1)	13.33% (2)	26.67% (4)	26.67% (4)	13.33% (2)	0% (0)	13.33% (2)	6.8
2 Achievement	5.88% (1)	0% (0)	5.88% (1)	5.88% (1)	5.88% (1)	23.53% (4)	23.53% (4)	17.65% (3)	0% (0)	11.76% (2)	6.41

Response: 17

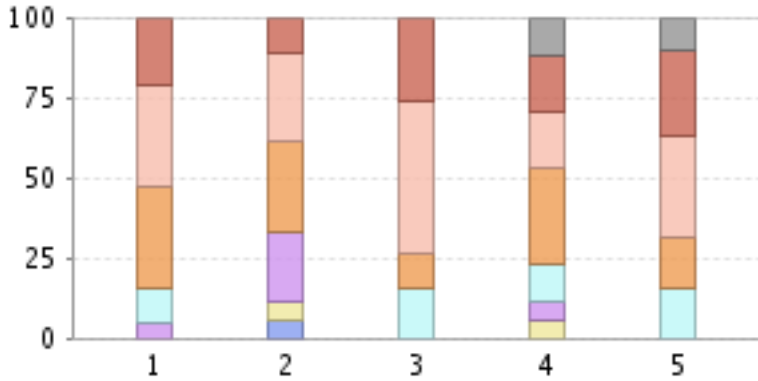
37. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (21)	2 - Net Promoter Score	28.57% (6)
3 - Kirkpatrick Level 2 Assessments	23.81% (5)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	9.52% (2)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	9.52% (2)	6 - Other	0% (0)

Response: 21

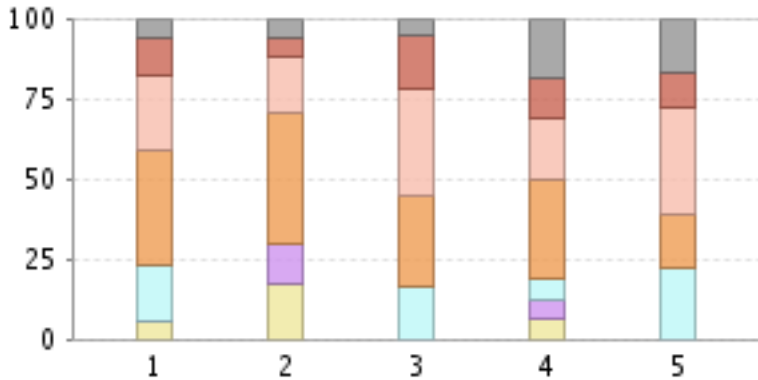
38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	5.26% (1)	10.53% (2)	31.58% (6)	31.58% (6)	21.05% (4)	0% (0)	7.53
2 Course (physical) material	0% (0)	0% (0)	5.56% (1)	5.56% (1)	22.22% (4)	0% (0)	27.78% (5)	27.78% (5)	11.11% (2)	0% (0)	6.67
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	15.79% (3)	10.53% (2)	47.37% (9)	26.32% (5)	0% (0)	7.84
4 Content (ideas)	0% (0)	0% (0)	0% (0)	5.88% (1)	5.88% (1)	11.76% (2)	29.41% (5)	17.65% (3)	17.65% (3)	11.76% (2)	7.47
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	15.79% (3)	15.79% (3)	31.58% (6)	26.32% (5)	10.53% (2)	8

Response: 19

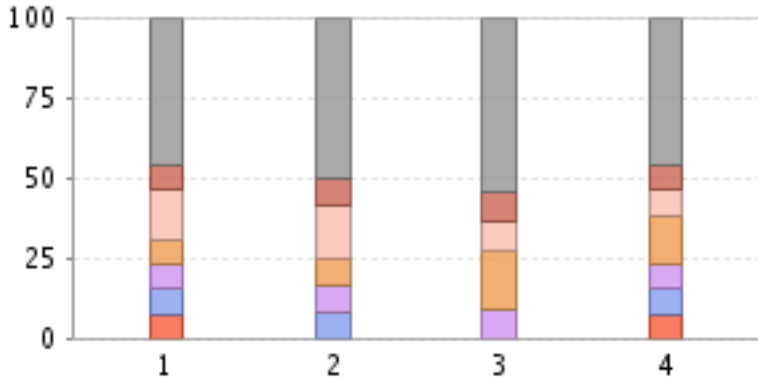
39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



	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)	5.88% (1)	0% (0)	17.65% (3)	35.29% (6)	23.53% (4)	11.76% (2)	5.88% (1)	7.29
2 Course (physical) material	0% (0)	0% (0)	0% (0)	17.65% (3)	11.76% (2)	0% (0)	41.18% (7)	17.65% (3)	5.88% (1)	5.88% (1)	6.71
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (3)	27.78% (5)	33.33% (6)	16.67% (3)	5.56% (1)	7.67
4 Content (ideas)	0% (0)	0% (0)	0% (0)	6.25% (1)	6.25% (1)	6.25% (1)	31.25% (5)	18.75% (3)	12.5% (2)	18.75% (3)	7.62
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	22.22% (4)	16.67% (3)	33.33% (6)	11.11% (2)	16.67% (3)	7.83

Response: 18

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)	7.69% (1)	7.69% (1)	0% (0)	7.69% (1)	0% (0)	7.69% (1)	15.38% (2)	7.69% (1)	46.15% (6)	7.85
2 Course (physical) material	0% (0)	0% (0)	8.33% (1)	0% (0)	8.33% (1)	0% (0)	8.33% (1)	16.67% (2)	8.33% (1)	50% (6)	8.33
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (1)	0% (0)	18.18% (2)	9.09% (1)	9.09% (1)	54.55% (6)	8.73
4 Course delivery	0% (0)	7.69% (1)	7.69% (1)	0% (0)	7.69% (1)	0% (0)	15.38% (2)	7.69% (1)	7.69% (1)	46.15% (6)	7.77

Response: 13

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



1 - 50% or less	5.26% (1)	2 - 51-60%	5.26% (1)
3 - 61-70%	36.84% (7)	4 - 71-80%	10.53% (2)
5 - 81-90%	26.32% (5)	6 - More than 90%	15.79% (3)

Mean: 3.95

Response: 19

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



1 - 50% or less	16.67% (3)	2 - 51-60%	11.11% (2)
3 - 61-70%	27.78% (5)	4 - 71-80%	5.56% (1)
5 - 81-90%	22.22% (4)	6 - More than 90%	16.67% (3)

Mean: 3.56

Response: 18

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



1 - 50% or less	83.33% (10)	2 - 51-60%	0% (0)
3 - 61-70%	8.33% (1)	4 - 71-80%	0% (0)
5 - 81-90%	8.33% (1)	6 - More than 90%	0% (0)

Mean: 1.5

Response: 12

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

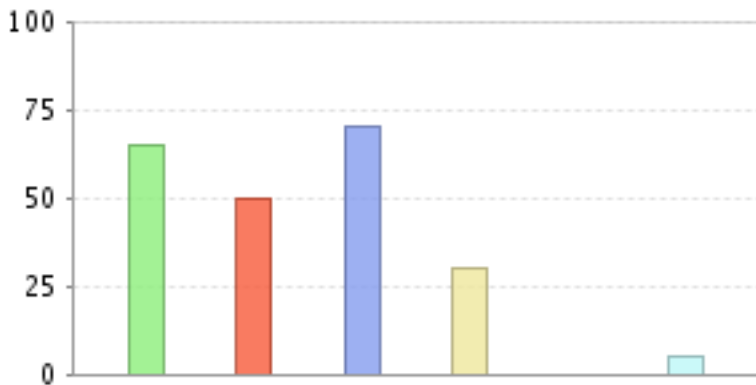


1 - We contact them within a defined number of days after the class	40% (8)	2 - We follow up some of the time	45% (9)
3 - We don't follow up and wait until they escalate	10% (2)	4 - Other	5% (1)

Mean: 1.8

Response: 20

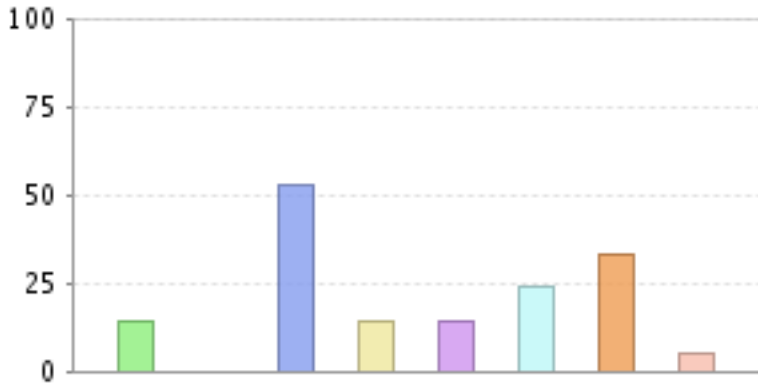
45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - Contact them yourself directly before they contact you	65% (13)	2 - Offer refunds if required/requested	50% (10)
3 - Provide credit for additional training if required/requested	70% (14)	4 - Consult with sales team for next steps with customer and agree who takes next steps	30% (6)
5 - None of these	0% (0)	6 - Other	5% (1)

Response: 20

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	14.29% (3)	2 - Number and type of support tickets	0% (0)
3 - Overall customer satisfaction	52.38% (11)	4 - Degree of product adoption or use	14.29% (3)
5 - Product implementation timeline (product up and running)	14.29% (3)	6 - Customer renewals/Returning customers	23.81% (5)
7 - None of these	33.33% (7)	8 - Other	4.76% (1)

Response: 21

47. Have you been able to demonstrate an impact?



1 - Yes	15.79% (3)	2 - Somewhat	47.37% (9)
3 - No	36.84% (7)		

Mean: 2.21

Response: 19

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

1 Do they take Advanced courses, do they subsequently kick off projects and engage with Professional Services?

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

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

- 1 Company does not yet do a Corporate Net Promoter or Annual survey.
- 2 product adoption rates
surveys
feedback
- 3 Relationship surveys for customer satisfaction
- 4 Interviews with customers; conversations with sales reps, PMs.
- 5 L1 and L3 evaluations.
- 6 Returns from Detailed Customer surveys on all aspects of company interactions
- 7 Post training surveys

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

- 1 Track students trained versus product usage growth for a given company
- 2 Correlate customer interest in a product during training and their having bought it afterwards.

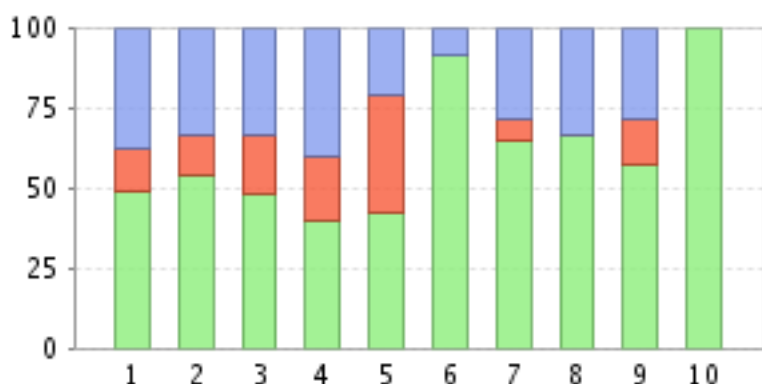
52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 project timeline
- 2 Users attend training to better understand the software and its use and capabilities allowing them to customise it and therefore implement the use of the software from an evaluation point into full production for their organisation.
- 3 Direct contact with customer management.

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

- 1 look at renewal data compared to education sold
- 2 Many customers will either attend several courses over a period of time to keep up to date with new software versions or we find customers returning to us to purchase other services from us.
- 3 Sales feedback.
- 4 Track through LMS and track business growth with customers

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



	Sells	Has Quota	Gets Commission
1 Field/Product sales	48.65% (18)	13.51% (5)	37.84% (14)
2 Inside sales	54.17% (13)	12.5% (3)	33.33% (8)
3 Services sales	48.15% (13)	18.52% (5)	33.33% (9)
4 Maintenance renewal sales	40% (2)	20% (1)	40% (2)
5 Dedicated Education Services sales representatives	42.11% (8)	36.84% (7)	21.05% (4)
6 Education Services coordinators/non-sales staff	90.91% (10)	0% (0)	9.09% (1)
7 Channel partners	64.29% (9)	7.14% (1)	28.57% (4)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	66.67% (4)	0% (0)	33.33% (2)
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	100% (2)	0% (0)	0% (0)

Response: 20

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



1 - Less than \$5,000	0% (0)	2 - \$5,000-\$24,999	42.11% (8)
3 - \$25,000-\$49,999	26.32% (5)	4 - \$50,000-\$99,999	10.53% (2)
5 - \$100,000-\$199,999	15.79% (3)	6 - \$200,000 or more	5.26% (1)

Mean: 3.16

Response: 19

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

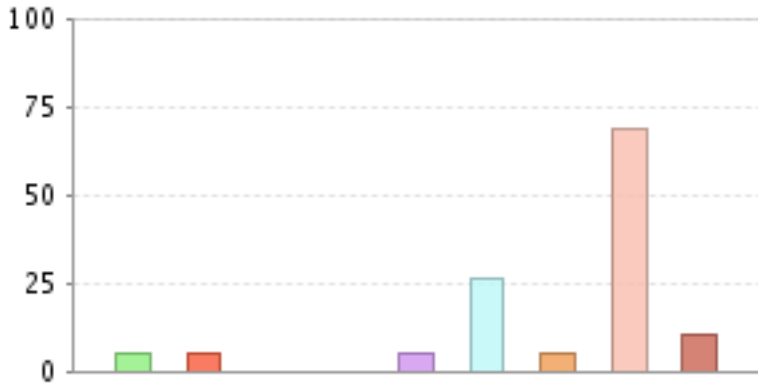


1 - Less than \$5,000	25% (5)	2 - \$5,000-\$24,999	60% (12)
3 - \$25,000-\$49,999	10% (2)	4 - \$50,000-\$99,999	5% (1)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.95

Response: 20

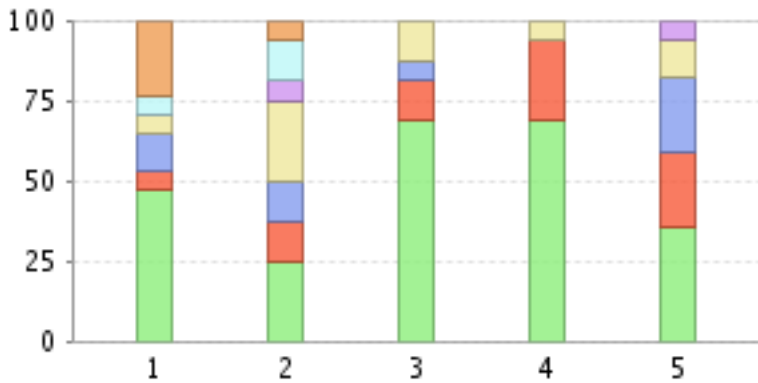
57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	5.26% (1)	2 - Product deals with a new product for a customer	5.26% (1)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	5.26% (1)	6 - Product and/or service deals when sold as a subscription	26.32% (5)
7 - Product and/or service deals when NOT sold as a subscription	5.26% (1)	8 - None of these	68.42% (13)
9 - Other	10.53% (2)		

Response: 19

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	47.06% (8)	5.88% (1)	11.76% (2)	5.88% (1)	0% (0)	5.88% (1)	23.53% (4)	3.18
2 Product and/or service deals when NOT sold as a subscription	25% (4)	12.5% (2)	12.5% (2)	25% (4)	6.25% (1)	12.5% (2)	6.25% (1)	3.38
3 Support contract deals	68.75% (11)	12.5% (2)	6.25% (1)	12.5% (2)	0% (0)	0% (0)	0% (0)	1.62
4 Support contract renewal deals	68.75% (11)	25% (4)	0% (0)	6.25% (1)	0% (0)	0% (0)	0% (0)	1.44
5 Professional Services consulting sales	35.29% (6)	23.53% (4)	23.53% (4)	11.76% (2)	5.88% (1)	0% (0)	0% (0)	2.29

Response: 17

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



1 - Recognized revenue target	37.5% (3)	2 - Bookings target	12.5% (1)
3 - Recognized revenue and bookings targets	50% (4)	4 - Neither	0% (0)
5 - Other	0% (0)		

Mean: 2.12

Response: 8

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%	66.67% (2)
3 - 11-15%	0% (0)	4 - 16-25%	0% (0)
5 - >25%	33.33% (1)		

Mean: 3

Response: 3

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)

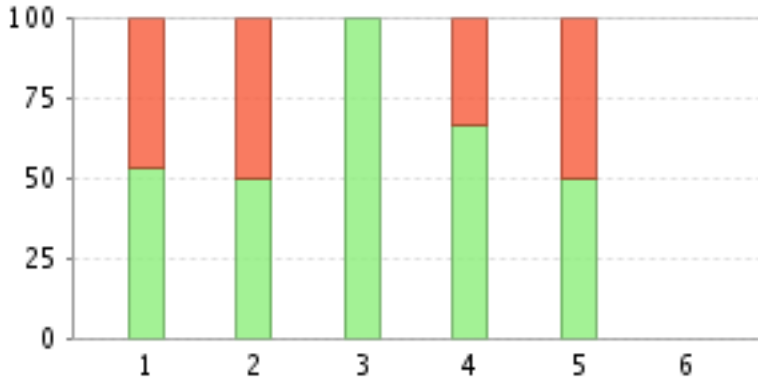
Mean: 1
Response: 4

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	53.33% (8)	46.67% (7)
2 A Business Unit Marketing organization	50% (2)	50% (2)
3 Regional Marketing organizations	100% (2)	0% (0)
4 Customer Services Marketing	66.67% (2)	33.33% (1)
5 Education Services Marketing	50% (9)	50% (9)
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?

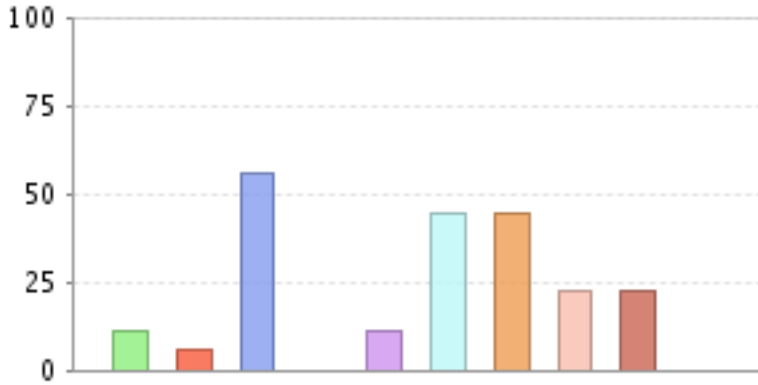


1 - Yes 42.11% (8) 2 - No 57.89% (11)

Mean: 1.58

Response: 19

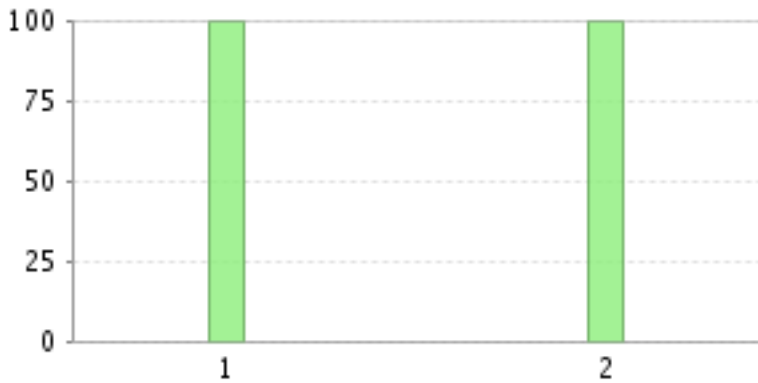
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



1 - Online advertising	11.11% (2)	2 - Telemarketing	5.56% (1)
3 - Email campaigns	55.56% (10)	4 - Printed catalog or data sheets	0% (0)
5 - Electronic catalog or data sheets	11.11% (2)	6 - Corporate/public webpage	44.44% (8)
7 - Dedicated education services webpage or portal	44.44% (8)	8 - Social media sites and followings	22.22% (4)
9 - Internal marketing to Corporate Sales	22.22% (4)	10 - Other	0% (0)

Response: 18

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



	Education Services	Product Management	Product Development	Corporate Marketing	Support Services	Professional Services	Mean
1 Identifies and Defines Offerings	100% (18)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2 Pays for the development	100% (18)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 18

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



1 - 100% (all)	11.11% (2)	2 - 75-99%	55.56% (10)
3 - 51-75%	16.67% (3)	4 - 26-50%	16.67% (3)
5 - 25% or less	0% (0)		

Mean: 2.39
Response: 18

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



1 - Education Services	100% (18)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	0% (0)

Mean: 1
Response: 18

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

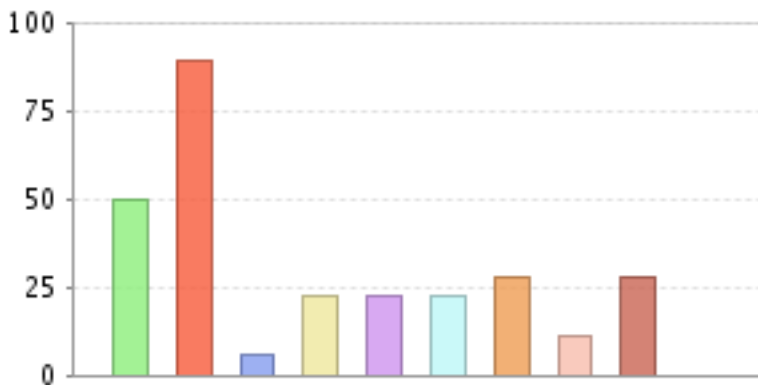


1 - Product feasibility/inception stage	5.56% (1)	2 - Product development stage	55.56% (10)
3 - Beta product availability stage	33.33% (6)	4 - General/public product availability stage	5.56% (1)
5 - Other	0% (0)		

Mean: 2.39

Response: 18

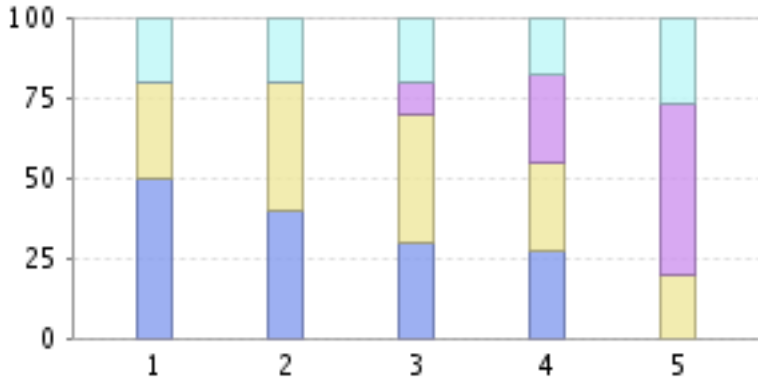
70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	50% (9)	2 - Informal exchanges of information/data with engineering and product management	88.89% (16)
3 - Formalized transfer of information processes and exchange sessions with technical publications	5.56% (1)	4 - Informal exchanges of information/data with technical publications	22.22% (4)
5 - Collect information from Support teams	22.22% (4)	6 - Collect information from Professional Services teams	22.22% (4)
7 - Collect information from Customers	27.78% (5)	8 - Collect information from Partners	11.11% (2)
9 - Collect information from Product Marketing	27.78% (5)	10 - Other	0% (0)

Response: 18

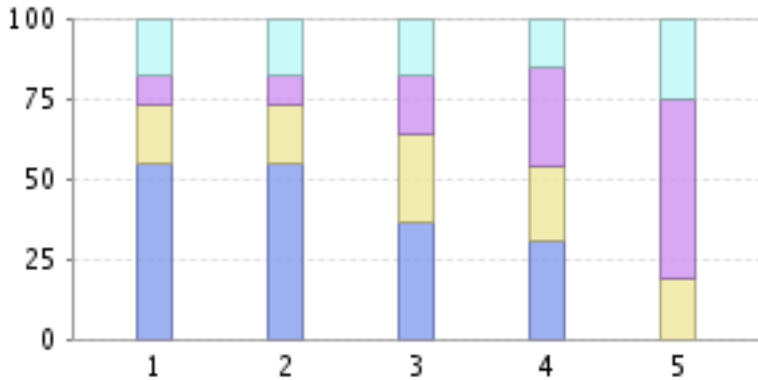
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	Alpha release	Beta release	30-45 days before GPA*	GPA*	30-45 days after GPA*	More than 45 days after GPA*	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	50% (5)	30% (3)	0% (0)	20% (2)	3.9
2 Corporate Services & Support	0% (0)	0% (0)	40% (4)	40% (4)	0% (0)	20% (2)	4
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	30% (3)	40% (4)	10% (1)	20% (2)	4.2
4 Product Channel Services & Support	0% (0)	0% (0)	27.27% (3)	27.27% (3)	27.27% (3)	18.18% (2)	4.36
5 Customers and End Users	0% (0)	0% (0)	0% (0)	20% (3)	53.33% (8)	26.67% (4)	5.07

Response: 16

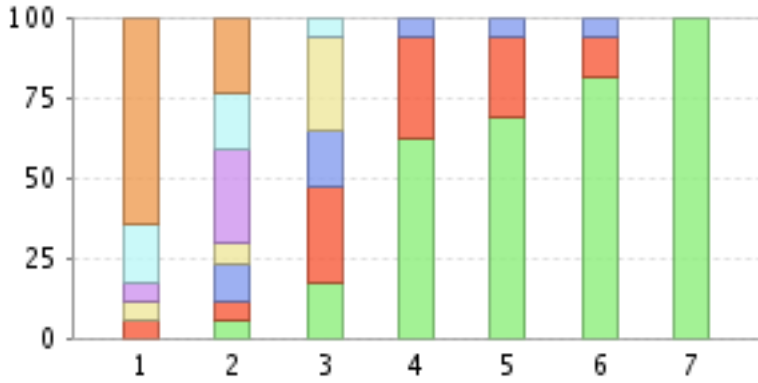
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



	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)	0% (0)	54.55% (6)	18.18% (2)	9.09% (1)	18.18% (2)	3.91
2 Corporate Services & Support	0% (0)	0% (0)	54.55% (6)	18.18% (2)	9.09% (1)	18.18% (2)	3.91
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	36.36% (4)	27.27% (3)	18.18% (2)	18.18% (2)	4.18
4 Product Channel Services & Support	0% (0)	0% (0)	30.77% (4)	23.08% (3)	30.77% (4)	15.38% (2)	4.31
5 Customers and End Users	0% (0)	0% (0)	0% (0)	18.75% (3)	56.25% (9)	25% (4)	5.06

Response: 17

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)	5.88% (1)	0% (0)	5.88% (1)	5.88% (1)	17.65% (3)	64.71% (11)	6.24
2 Virtual classroom training	5.88% (1)	5.88% (1)	11.76% (2)	5.88% (1)	29.41% (5)	17.65% (3)	23.53% (4)	4.94
3 eLearning	17.65% (3)	29.41% (5)	17.65% (3)	29.41% (5)	0% (0)	5.88% (1)	0% (0)	2.82
4 Mobile Learning (smartphones/tablets)	62.5% (10)	31.25% (5)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.44
5 Other self paced	68.75% (11)	25% (4)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.38
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	81.25% (13)	12.5% (2)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
7 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 17

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

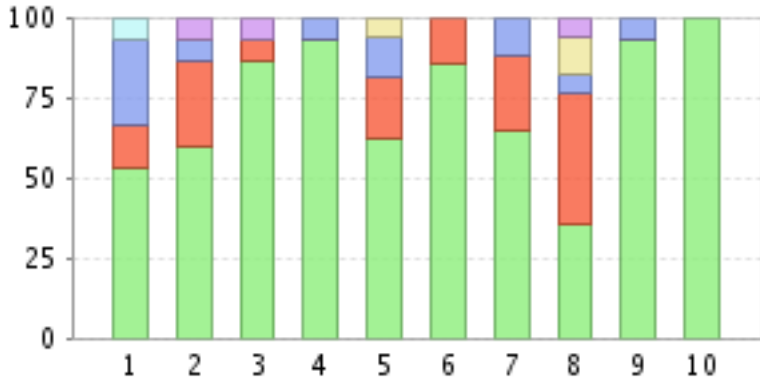


1 - 10% or less	58.82% (10)	2 - 11-25%	29.41% (5)
3 - 26-50%	5.88% (1)	4 - 51-75%	5.88% (1)
5 - >75%	0% (0)		

Mean: 1.59

Response: 17

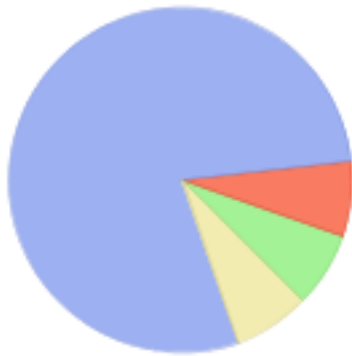
75. Which percentage of your training portfolio is localized (translation of written materials and recorded audio) to the following languages? If you don't translate, please choose "None".



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 French	53.33% (8)	13.33% (2)	26.67% (4)	0% (0)	0% (0)	6.67% (1)	2
2 Spanish	60% (9)	26.67% (4)	6.67% (1)	0% (0)	6.67% (1)	0% (0)	1.67
3 Portugese	86.67% (13)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	1.33
4 Italian	93.33% (14)	0% (0)	6.67% (1)	0% (0)	0% (0)	0% (0)	1.13
5 German	62.5% (10)	18.75% (3)	12.5% (2)	6.25% (1)	0% (0)	0% (0)	1.62
6 Russian	85.71% (12)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
7 Chinese	64.71% (11)	23.53% (4)	11.76% (2)	0% (0)	0% (0)	0% (0)	1.47
8 Japanese	35.29% (6)	41.18% (7)	5.88% (1)	11.76% (2)	5.88% (1)	0% (0)	2.12
9 Korean	93.33% (14)	0% (0)	6.67% (1)	0% (0)	0% (0)	0% (0)	1.13
10 Other	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 18

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

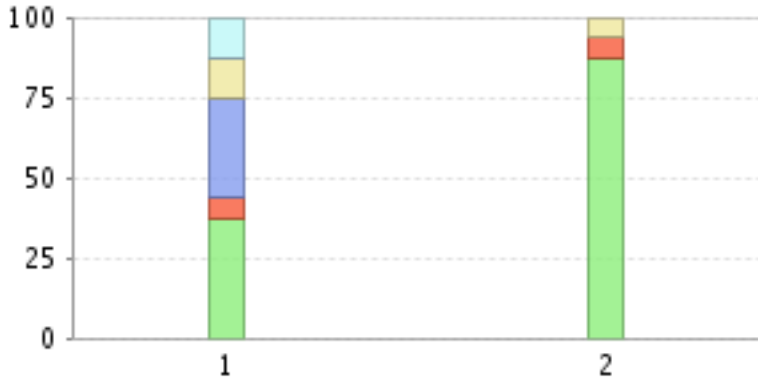


1 - Sales training materials	7.14% (1)	2 - Pre-sales/Sales Engineering training materials	7.14% (1)
3 - Customer/End-user training materials	78.57% (11)	4 - Other	7.14% (1)

Mean: 2.86

Response: 14

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	37.5% (6)	6.25% (1)	31.25% (5)	12.5% (2)	0% (0)	12.5% (2)	2.69
2 Tin Can API	87.5% (14)	6.25% (1)	0% (0)	6.25% (1)	0% (0)	0% (0)	1.25

Response: 16

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% (18)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 18

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

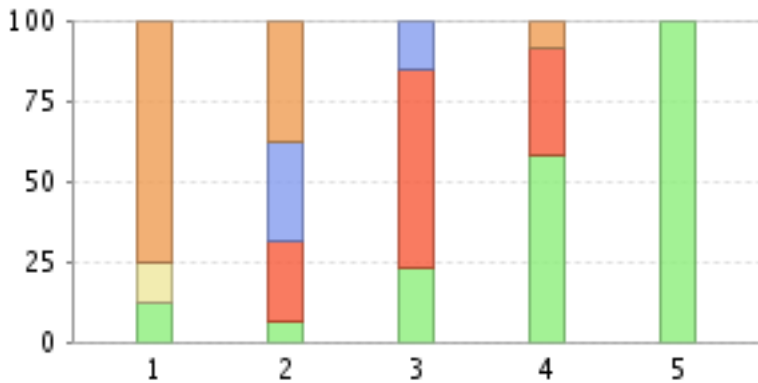


1 - 1-5	38.89% (7)	2 - 6-10	22.22% (4)
3 - 11-15	11.11% (2)	4 - 16-20	5.56% (1)
5 - >20	22.22% (4)		

Mean: 2.5

Response: 18

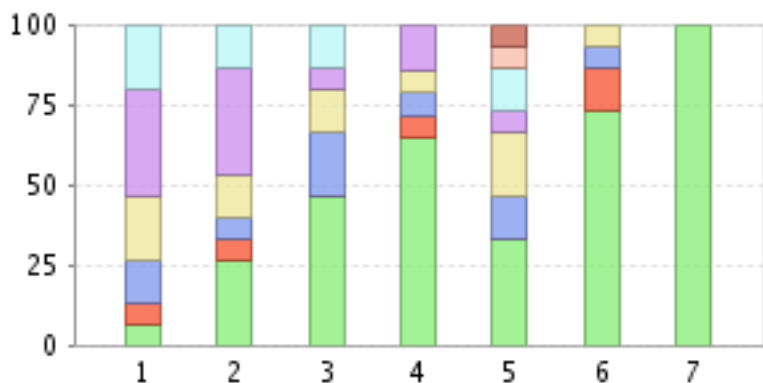
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".












	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	12.5% (2)	0% (0)	0% (0)	12.5% (2)	0% (0)	0% (0)	75% (12)	5.88
2 Instructors or other Education Services staff	6.25% (1)	25% (4)	31.25% (5)	0% (0)	0% (0)	0% (0)	37.5% (6)	4.12
3 Other resources within the company (SMEs)	23.08% (3)	61.54% (8)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.92
4 Contractors or outsourced to an external company/partner	58.33% (7)	33.33% (4)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	1.83
5 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 17

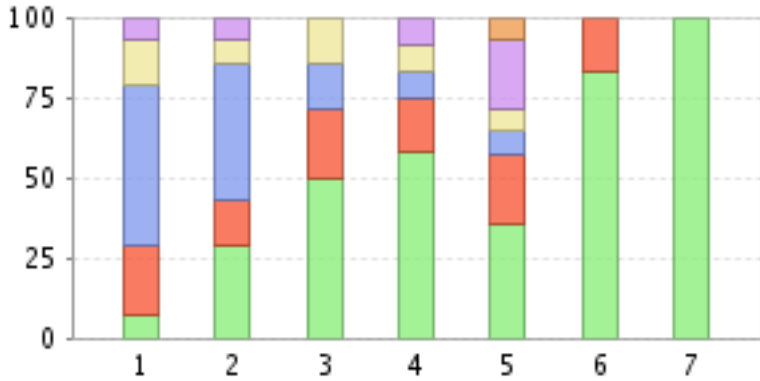
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



											Mean
		N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	
1	Instructor Led (ILT)	6.67% (1)	6.67% (1)	13.33% (2)	20% (3)	33.33% (5)	20% (3)	0% (0)	0% (0)	0% (0)	4.27
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	26.67% (4)	6.67% (1)	6.67% (1)	13.33% (2)	33.33% (5)	13.33% (2)	0% (0)	0% (0)	0% (0)	3.6
3	Remote/virtual lab exercises	46.67% (7)	0% (0)	20% (3)	13.33% (2)	6.67% (1)	13.33% (2)	0% (0)	0% (0)	0% (0)	2.73
4	Asynchronous e-learning (web-based training) - page turning	64.29% (9)	7.14% (1)	7.14% (1)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2
5	Asynchronous e-learning (web-based training) - interactive	33.33% (5)	0% (0)	13.33% (2)	20% (3)	6.67% (1)	13.33% (2)	0% (0)	6.67% (1)	6.67% (1)	3.8
6	Electronic or printed self-study	73.33% (11)	13.33% (2)	6.67% (1)	6.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.47
7	Other	100% (3)	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)	7.14% (1)	21.43% (3)	50% (7)	14.29% (2)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.93
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	28.57% (4)	14.29% (2)	42.86% (6)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
3	Remote/virtual lab exercises	50% (7)	21.43% (3)	14.29% (2)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.93
4	Asynchronous e-learning (web-based training) - page turning	58.33% (7)	16.67% (2)	8.33% (1)	8.33% (1)	8.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.92
5	Asynchronous e-learning (web-based training) - interactive	35.71% (5)	21.43% (3)	7.14% (1)	7.14% (1)	21.43% (3)	0% (0)	7.14% (1)	0% (0)	0% (0)	2.86
6	Electronic or printed self-study	83.33% (10)	16.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
7	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 14

83. How often on average do you update courses?

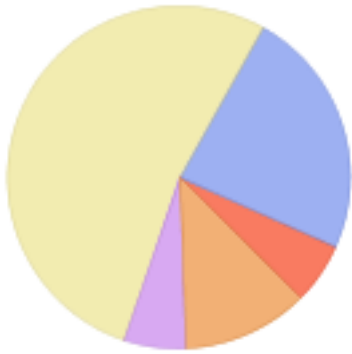


	1 - < 3 months	0% (0)		2 - 3-5 months	5.88% (1)
	3 - 6-9 months	35.29% (6)		4 - 10-14 months	35.29% (6)
	5 - 15-24 months	17.65% (3)		6 - > 24 months	5.88% (1)

Mean: 3.82

Response: 17

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

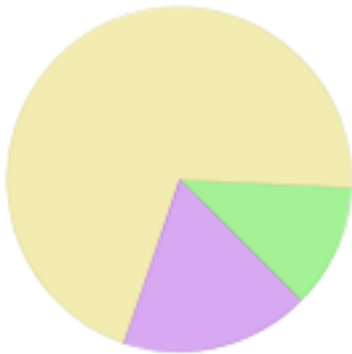


1 - 0%	0% (0)	2 - 1-10%	5.88% (1)
3 - 11-20%	23.53% (4)	4 - 21-30%	52.94% (9)
5 - 31-40%	5.88% (1)	6 - 41-50%	0% (0)
7 - >50%	11.76% (2)		

Mean: 4.06

Response: 17

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

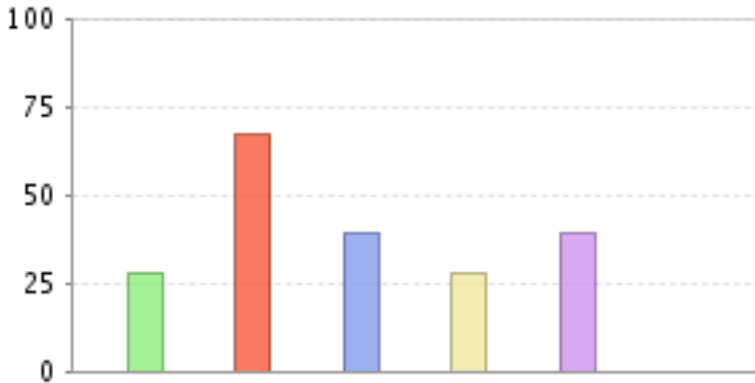


1 - Business unit product development/engineering	11.76% (2)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	70.59% (12)
5 - Other	17.65% (3)		

Mean: 3.82

Response: 17

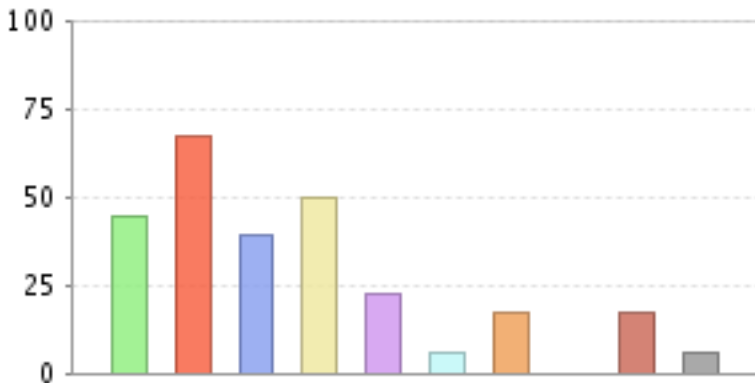
86. What are your TWO MOST important performance goals for course delivery and distribution?



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	27.78% (5)	2 - Revenue	66.67% (12)
3 - Profit Margin	38.89% (7)	4 - Number of students trained	27.78% (5)
5 - Student/Customer satisfaction	38.89% (7)	6 - Other	0% (0)

Response: 18

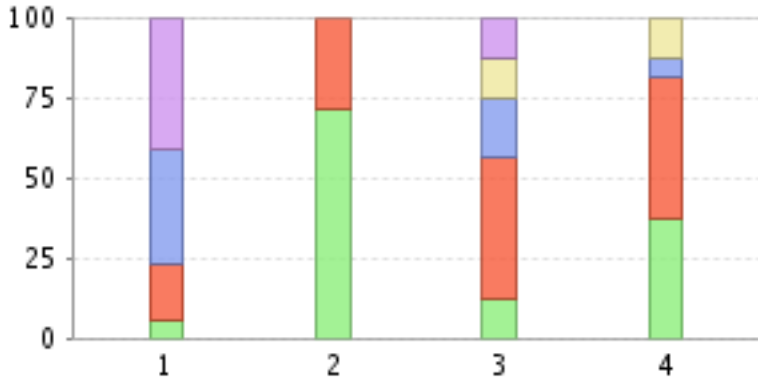
87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.



1 - Meeting thresholds for class delivery requirements	44.44% (8)	2 - Training Sales (lack of pipeline)	66.67% (12)
3 - Conflicting goals with other departments	38.89% (7)	4 - External economy	50% (9)
5 - Marketing training offerings	22.22% (4)	6 - Training/qualifying instructors	5.56% (1)
7 - Lack of (skilled) resources	16.67% (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)	16.67% (3)	10 - Other	5.56% (1)

Response: 18

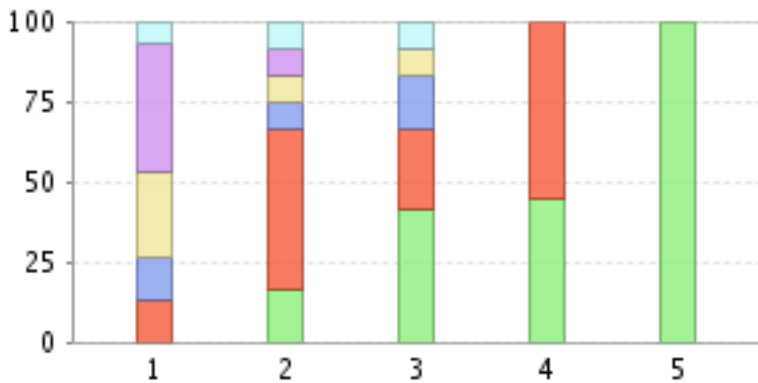
88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	5.88% (1)	17.65% (3)	35.29% (6)	0% (0)	41.18% (7)	0% (0)	0% (0)	3.53
2 Central and South America	71.43% (10)	28.57% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
3 Europe, Middle East and Africa	12.5% (2)	43.75% (7)	18.75% (3)	12.5% (2)	12.5% (2)	0% (0)	0% (0)	2.69
4 Asia/Pacific	37.5% (6)	43.75% (7)	6.25% (1)	12.5% (2)	0% (0)	0% (0)	0% (0)	1.94

Response: 17

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)	13.33% (2)	13.33% (2)	26.67% (4)	40% (6)	6.67% (1)	4.13
2 Other company/internal staff	16.67% (2)	50% (6)	8.33% (1)	8.33% (1)	8.33% (1)	8.33% (1)	2.67
3 Partners	41.67% (5)	25% (3)	16.67% (2)	8.33% (1)	0% (0)	8.33% (1)	2.25
4 Contract instructors	44.44% (4)	55.56% (5)	0% (0)	0% (0)	0% (0)	0% (0)	1.56
5 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

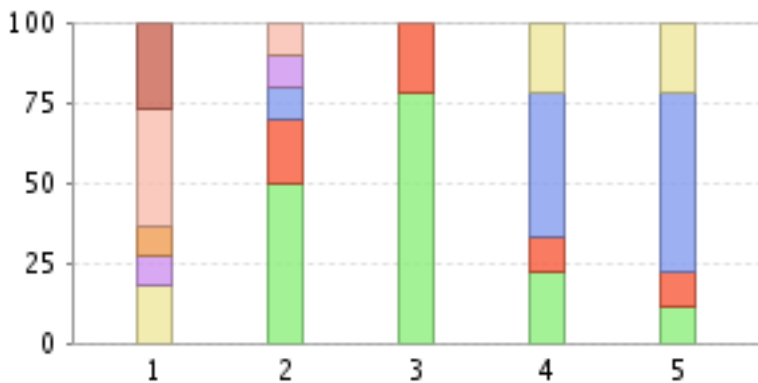
Response: 18

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



■ 1 - Yes 64.71% (11) ■ 2 - No 35.29% (6)
 Mean: 1.35
 Response: 17

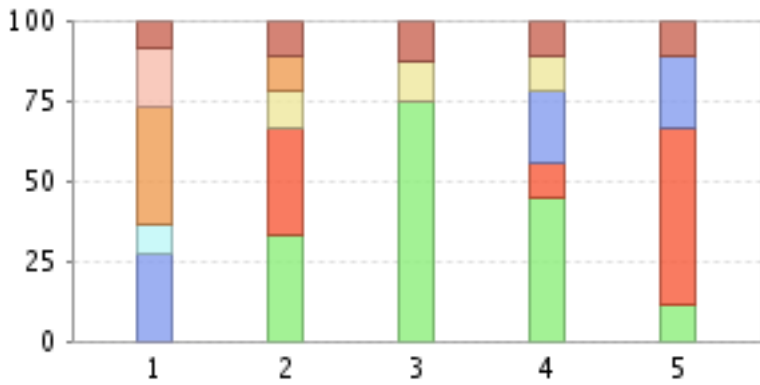
91. For the last fiscal year, what was the instructor utilization target?



	■	■	■	■	■	■	■	■	■	■	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)	18.18% (2)	9.09% (1)	0% (0)	9.09% (1)	36.36% (4)	27.27% (3)	0% (0)	7.18
2 Billable custom development	50% (5)	20% (2)	10% (1)	0% (0)	10% (1)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	2.5
3 Other billable	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
4 Non-billable preparation time, including travel for onsites	22.22% (2)	11.11% (1)	44.44% (4)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.67
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	11.11% (1)	11.11% (1)	55.56% (5)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.89

Response: 11

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)	27.27% (3)	0% (0)	0% (0)	9.09% (1)	36.36% (4)	18.18% (2)	9.09% (1)	6.18
2 Billable custom development	33.33% (3)	33.33% (3)	0% (0)	11.11% (1)	0% (0)	0% (0)	11.11% (1)	0% (0)	11.11% (1)	3.22
3 Other billable	75% (6)	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	2.38
4 Non-billable preparation time including travel for onsites	44.44% (4)	11.11% (1)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	2.78
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	11.11% (1)	55.56% (5)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	2.89

Response: 11

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



1 - 1 month or less	11.76% (2)	2 - 2 months	23.53% (4)
3 - 3 months	29.41% (5)	4 - 4-6 months	29.41% (5)
5 - 7-12 months	5.88% (1)	6 - More than 12 months	0% (0)

Mean: 2.94

Response: 17

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



1 - 1 month or less	7.14% (1)	2 - 2 months	7.14% (1)
3 - 3 months	0% (0)	4 - 4-6 months	28.57% (4)
5 - 7-12 months	35.71% (5)	6 - More than 12 months	21.43% (3)

Mean: 4.43

Response: 14

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



1 - <\$100K	0% (0)	2 - \$100K-\$150K	0% (0)
3 - \$150K-\$200K	7.14% (1)	4 - \$200K-\$250K	35.71% (5)
5 - \$250K-\$300K	14.29% (2)	6 - \$300K-\$400K	21.43% (3)
7 - >\$400K	21.43% (3)		

Mean: 5.14

Response: 14

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 94.12% (16)
 ■ 2 - No 5.88% (1)

Mean: 1.06
 Response: 17

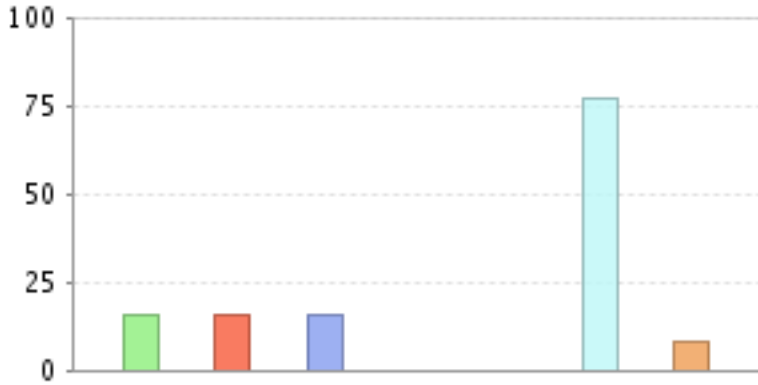
97. How do you provide student training materials for your classroom and virtual classroom deliveries?



■ 1 - Printed	50% (9)	■ 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)	16.67% (3)	■ 4 - Softcopy – restricted with digital right management tool	27.78% (5)
■ 5 - Streamed content to be used via computer or tablet	0% (0)	■ 6 - Other	5.56% (1)

Mean: 2.44
 Response: 18

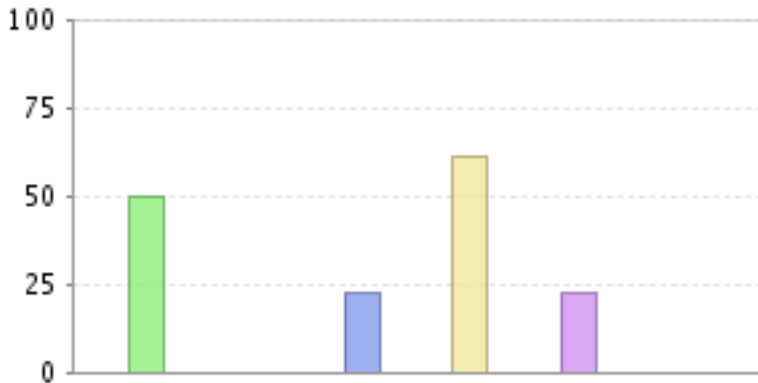
98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



1 - Android	15.38% (2)	2 - iPad full-size	15.38% (2)
3 - iPad mini	15.38% (2)	4 - Kindle	0% (0)
5 - Windows tablet	0% (0)	6 - Not for tablets	76.92% (10)
7 - Other	7.69% (1)		

Response: 13

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



1 - Company owned training facility	50% (9)	2 - Company-owned non-training facility	0% (0)
3 - Authorized Partner Education Center	22.22% (4)	4 - Customer Site	61.11% (11)
5 - Short-term rental facility	22.22% (4)	6 - Other	0% (0)

Response: 18

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



1 - <20%	14.29% (2)	2 - 21-30%	0% (0)
3 - 31-40%	14.29% (2)	4 - 41-50%	14.29% (2)
5 - 51-60%	0% (0)	6 - 61-70%	35.71% (5)
7 - >70%	21.43% (3)		

Mean: 4.79

Response: 14

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

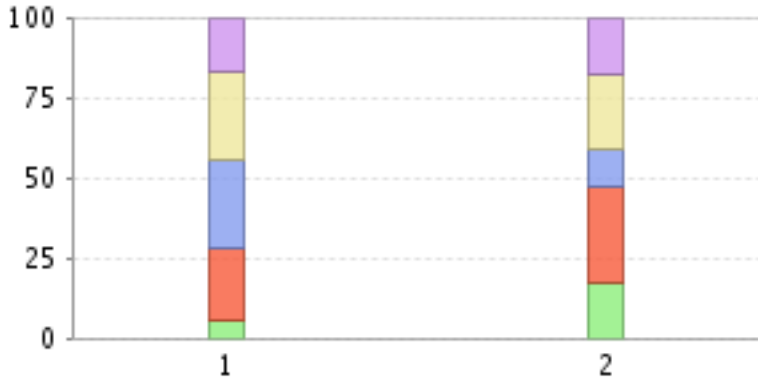


1 - <20%	14.29% (2)	2 - 21-30%	7.14% (1)
3 - 31-40%	14.29% (2)	4 - 41-50%	14.29% (2)
5 - 51-60%	0% (0)	6 - 61-70%	21.43% (3)
7 - >70%	28.57% (4)		

Mean: 4.57

Response: 14

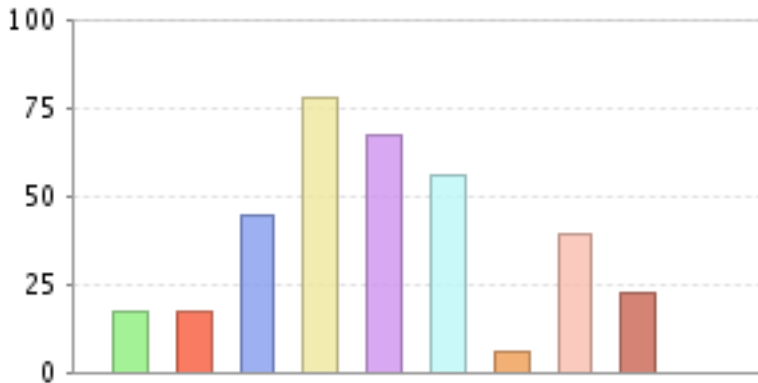
102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	5.56% (1)	22.22% (4)	27.78% (5)	27.78% (5)	16.67% (3)	3.28
2 Virtual instructor-led	17.65% (3)	29.41% (5)	11.76% (2)	23.53% (4)	17.65% (3)	2.94

Response: 18

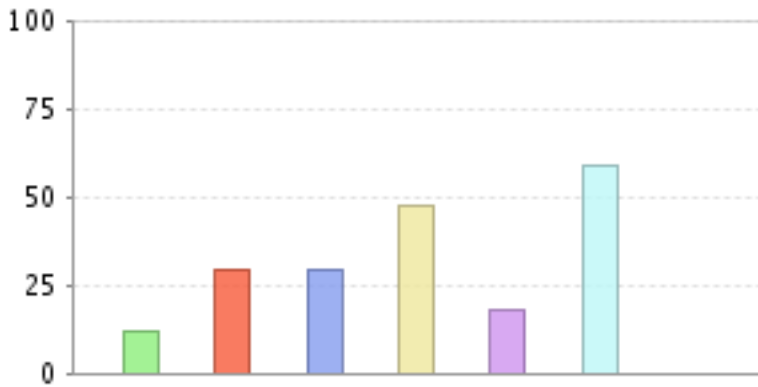
103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



1 - Advertise with a discount for customers	16.67% (3)	2 - Offer free or discounted seats to partners	16.67% (3)
3 - Offer free seats for internal employees	44.44% (8)	4 - Cancel	77.78% (14)
5 - Try to rebook on other dates	66.67% (12)	6 - Give advance warning that the class is in jeopardy	55.56% (10)
7 - Offer alternative services	5.56% (1)	8 - Postpone the class to allow more students to enrol	38.89% (7)
9 - Move to a date when low enrollment is less of a problem	22.22% (4)	10 - Other	0% (0)

Response: 18

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



1 - We don't have courses that require lab equipment	11.76% (2)	2 - In our own classrooms	29.41% (5)
3 - The equipment is shipped	29.41% (5)	4 - Remote access to our own equipment	47.06% (8)
5 - Virtualized equipment, by our own company	17.65% (3)	6 - Virtualized equipment, provided by a 3rd party vendor	58.82% (10)
7 - Other	0% (0)		

Response: 17

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



1 - N/A	35.71% (5)	2 - <20%	7.14% (1)
3 - 21-30%	0% (0)	4 - 31-40%	7.14% (1)
5 - 41-50%	7.14% (1)	6 - 51-60%	28.57% (4)
7 - 61-70%	7.14% (1)	8 - >70%	7.14% (1)

Mean: 3.93

Response: 14

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



1 - N/A	35.71% (5)	2 - <20%	7.14% (1)
3 - 21-30%	0% (0)	4 - 31-40%	7.14% (1)
5 - 41-50%	7.14% (1)	6 - 51-60%	28.57% (4)
7 - 61-70%	7.14% (1)	8 - >70%	7.14% (1)

Mean: 3.93

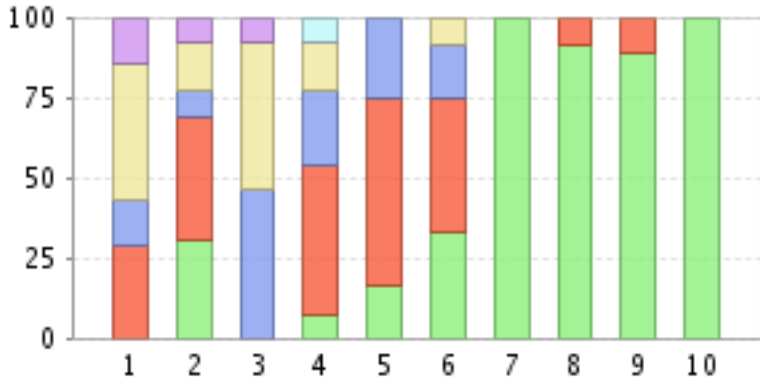
Response: 14

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	96.55	79.64	143.82	46.91	140	56.55	10,098.82	2,045.64	9,100
Highest	1,000	500	1,500	200	1,000	500	70,000	20,000	100,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	300.01	159.11	450.04	81.2	298.47	150.08	20,501.72	5,985.14	30,148.13

Response: 11

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



	None	1-10%	11-25%	26-50%	51-75%	76-95%	All (>95%)	Mean
1 Public live classroom training	0% (0)	28.57% (4)	14.29% (2)	42.86% (6)	14.29% (2)	0% (0)	0% (0)	3.43
2 Private (or dedicated) live classroom training	30.77% (4)	38.46% (5)	7.69% (1)	15.38% (2)	7.69% (1)	0% (0)	0% (0)	2.31
3 Onsite delivery (customer's location)	0% (0)	0% (0)	46.15% (6)	46.15% (6)	7.69% (1)	0% (0)	0% (0)	3.62
4 Public virtual classroom training	7.69% (1)	46.15% (6)	23.08% (3)	15.38% (2)	0% (0)	7.69% (1)	0% (0)	2.77
5 Private virtual classroom training	16.67% (2)	58.33% (7)	25% (3)	0% (0)	0% (0)	0% (0)	0% (0)	2.08
6 eLearning	33.33% (4)	41.67% (5)	16.67% (2)	8.33% (1)	0% (0)	0% (0)	0% (0)	2
7 Mobile Learning (smartphones/tablets)	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	90.91% (10)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
9 Other self paced	88.89% (8)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.11
10 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 14

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

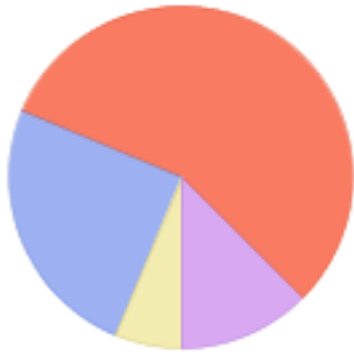


1 - <20%	35.29% (6)	2 - 26-50%	17.65% (3)
3 - 51-75%	23.53% (4)	4 - >75%	5.88% (1)
5 - We do not provide	17.65% (3)		

Mean: 2.53

Response: 17

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	56.25% (9)
3 - 31-45 days	25% (4)	4 - 46-60 days	6.25% (1)
5 - more than 60 days	12.5% (2)		

Mean: 2.75

Response: 16

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

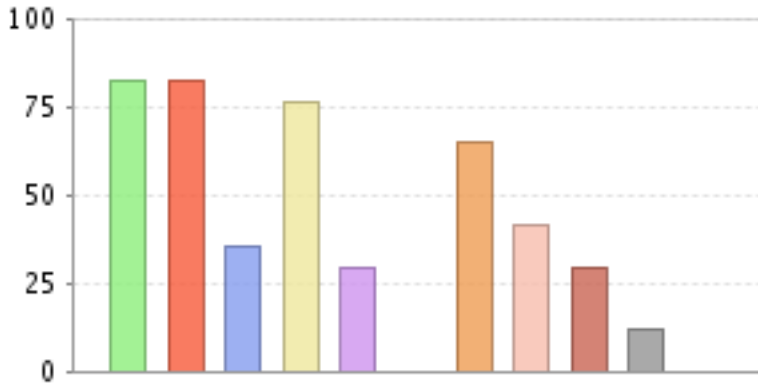


1 - 5 or less	37.5% (6)	2 - 6-10	25% (4)
3 - 11-15	12.5% (2)	4 - 16-19	18.75% (3)
5 - 20 or more	6.25% (1)		

Mean: 2.31

Response: 16

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



1 - Virtual Labs	82.35% (14)	2 - Virtual Classroom	82.35% (14)
3 - CRM to manage all customer and opportunities	35.29% (6)	4 - LMS	76.47% (13)
5 - LCMS (Learning Content Management System)	29.41% (5)	6 - Knowledge Management	0% (0)
7 - Scheduling/Utilization	64.71% (11)	8 - Certification Credentials	41.18% (7)
9 - Digital Rights Management	29.41% (5)	10 - Dashboard for KPI	11.76% (2)
11 - Other	0% (0)		

Response: 17

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



1 - <10%	47.06% (8)	2 - 11-20%	35.29% (6)
3 - 21-30%	17.65% (3)	4 - 31-40%	0% (0)
5 - 41-50%	0% (0)	6 - >50%	0% (0)

Mean: 1.71

Response: 17

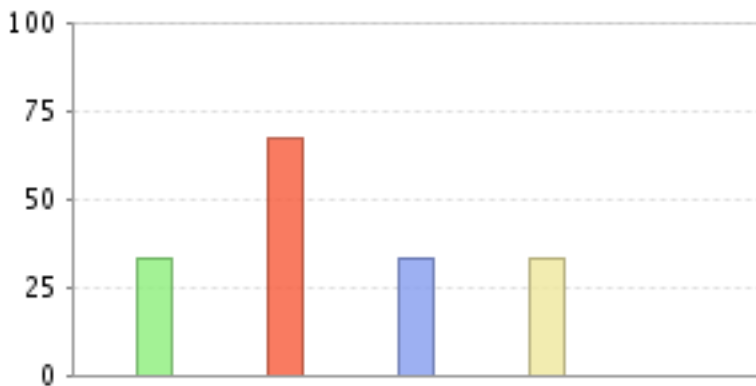
114. Does Education Services has a formal course development partner program?



■ 1 - Yes 17.65% (3)
 ■ 2 - No 82.35% (14)

Mean: 1.82
Response: 17

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



■ 1 - Completely outsourced development 33.33% (1)
 ■ 2 - Add additional bandwidth 66.67% (2)

■ 3 - Additional skills 33.33% (1)
 ■ 4 - Provide translation/localization 33.33% (1)

■ 5 - Other 0% (0)

Response: 3

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

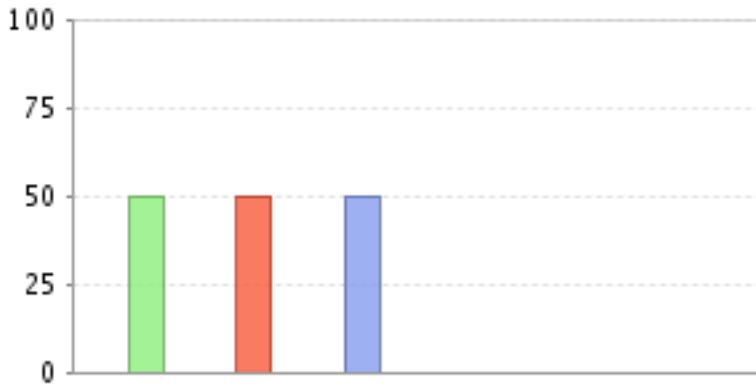


■ 1 - Yes, formalized process and procedures 66.67% (2)
 ■ 2 - Yes, but informal 33.33% (1)

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

Mean: 1.33
Response: 3

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

Response: 2

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



1 - None	33.33% (1)	2 - 1-10%	0% (0)
3 - 11-20%	0% (0)	4 - 21-30%	0% (0)
5 - 31-40%	0% (0)	6 - 41-50%	0% (0)
7 - >50%	66.67% (2)		

Mean: 5

Response: 3

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	6	0	0	0	0
Highest	6	0	0	0	0
Lowest	6	0	0	0	0
Standard deviation	0	0	0	0	0

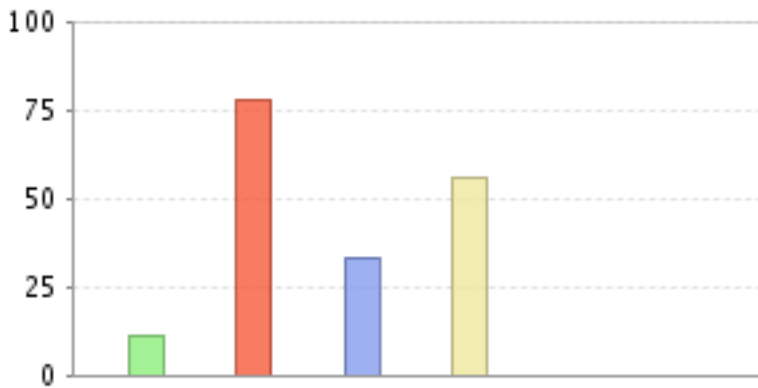
Response: 1

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



■ 1 - Yes 52.94% (9) ■ 2 - No 47.06% (8)
 Mean: 1.47
 Response: 17

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



■ 1 - Completely outsourced delivery 11.11% (1) ■ 2 - Add additional bandwidth 77.78% (7)
■ 3 - Additional skills 33.33% (3) ■ 4 - Provide translation/localization (eg by native language speakers) 55.56% (5)
■ 5 - Reduce travel cost/time 0% (0) ■ 6 - Other 0% (0)
 Response: 9

122. What is the role of the delivery partner?



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

37.5% (3)

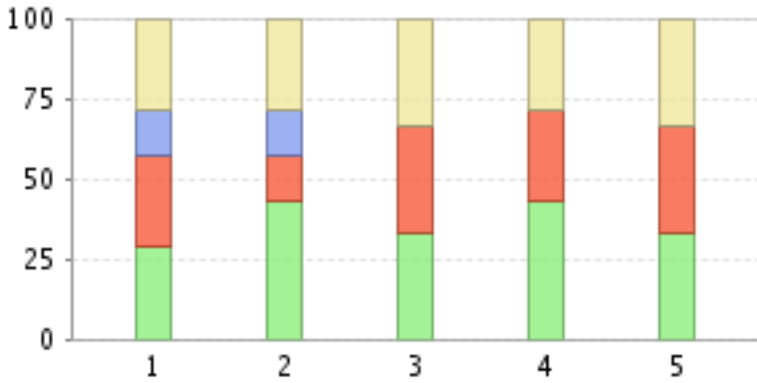
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

62.5% (5)

Mean: 1.62

Response: 8

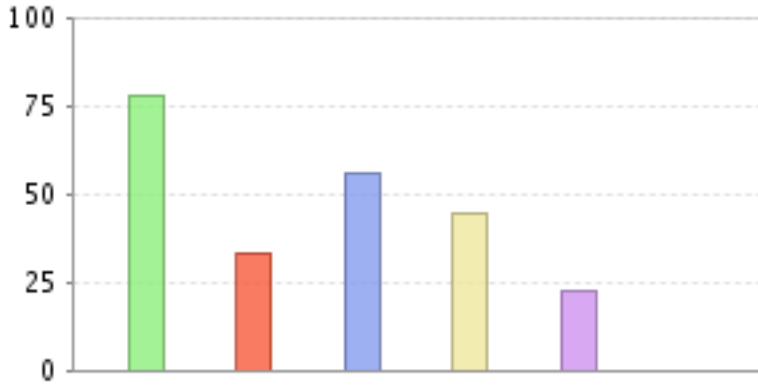
123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	28.57% (2)	28.57% (2)	14.29% (1)	28.57% (2)	2.43
2 North America	42.86% (3)	14.29% (1)	14.29% (1)	28.57% (2)	2.29
3 Central and South America	33.33% (2)	33.33% (2)	0% (0)	33.33% (2)	2.33
4 Europe, Middle East and Africa	42.86% (3)	28.57% (2)	0% (0)	28.57% (2)	2.14
5 Asia/Pacific	33.33% (2)	33.33% (2)	0% (0)	33.33% (2)	2.33

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	77.78% (7)	2 - Distributors/VADs	33.33% (3)
3 - Independent training organizations	55.56% (5)	4 - Services/Implementation Partners	44.44% (4)
5 - Individual contractors	22.22% (2)	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	72.71	22.14	1.43	7.43	3.57
Highest	440	130	6	18	12
Lowest	0	0	0	0	0
Standard deviation	162.43	47.74	2.23	7.11	5.16

Response: 7

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



1 - Delivery partner teaches with labs provided by you	22.22% (2)	2 - Delivery partner owns labs	77.78% (7)
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Mean: 1.78

Response: 9

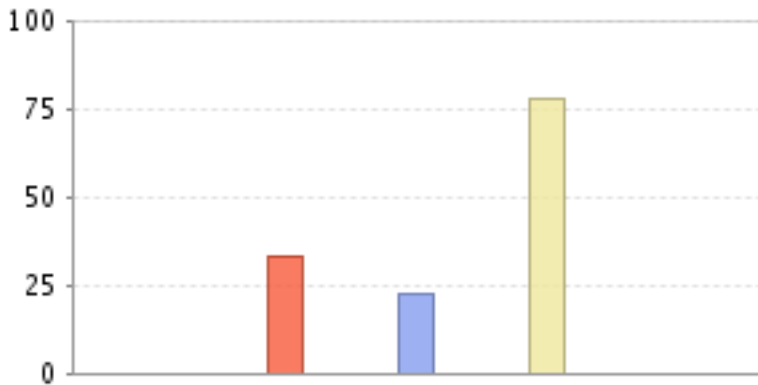
127. How does the partner set up the labs?



1 - Delivery partner purchases equipment or access from you 0% (0)
 2 - Delivery partner manages lab on its own expense 100% (9)

Mean: 2
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 0% (0)
 2 - Recurring fixed fee licensing 33.33% (3)
 3 - Per seat revenue sharing 22.22% (2)
 4 - Training kit/unit based materials fee 77.78% (7)
 5 - Other 0% (0)

Response: 9

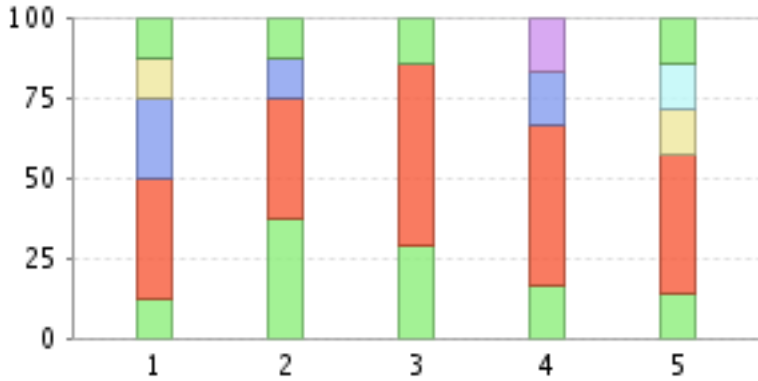
129. Do you have a revenue target for your delivery partners?



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

Mean: 1.78
Response: 9

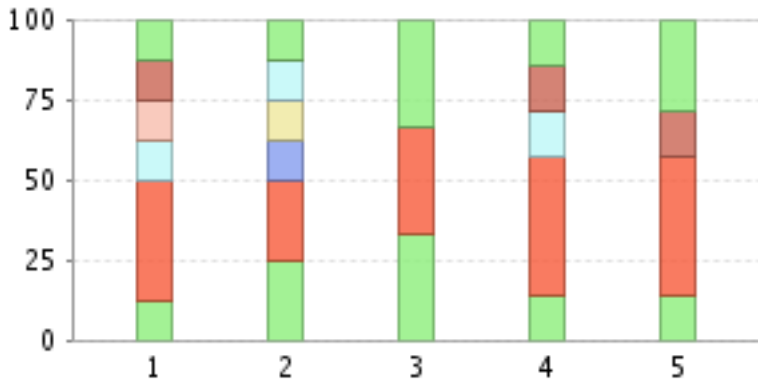
130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	12.5% (1)	37.5% (3)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.5
2 North America	37.5% (3)	37.5% (3)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	2.88
3 Central and South America	28.57% (2)	57.14% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	3
4 Europe, Middle East and Africa	16.67% (1)	50% (3)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
5 Asia/Pacific	14.29% (1)	42.86% (3)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	4

Response: 9

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



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	12.5% (1)	37.5% (3)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	5.12
2 North America	25% (2)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	3.75
3 Central and South America	33.33% (2)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (2)	4.67
4 Europe, Middle East and Africa	14.29% (1)	42.86% (3)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	4.71
5 Asia/Pacific	14.29% (1)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	28.57% (2)	5.43

Response: 9

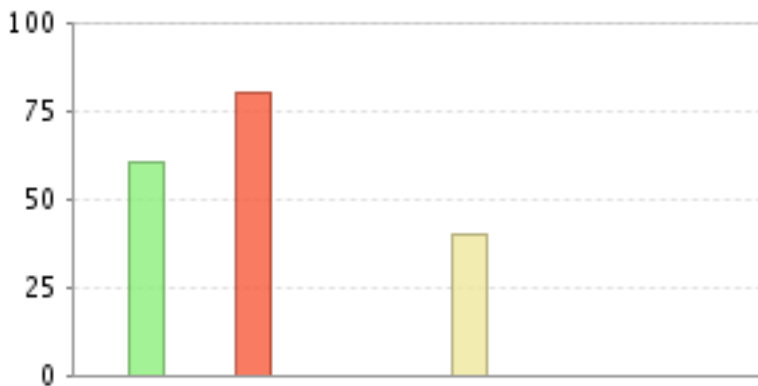
135. Do you have a formal academic partner program?



■ 1 - Yes 29.41% (5)
 ■ 2 - No 70.59% (12)

Mean: 1.71
Response: 17

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



■ 1 - Extend/expand the reach of Education Services	60% (3)	■ 2 - Establish brand/technical mindshare for future customers and users	80% (4)
■ 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	40% (2)
■ 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)

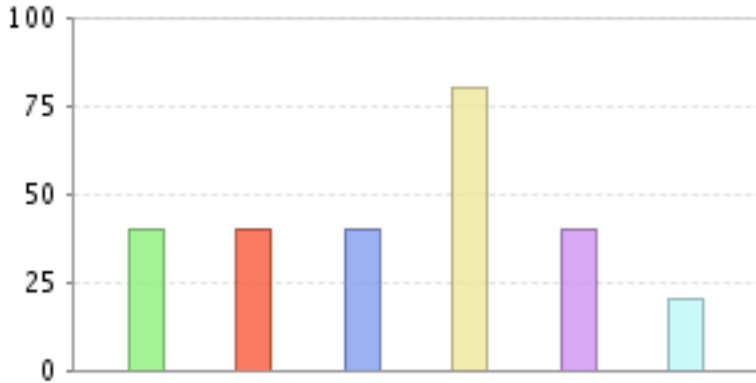
Mean: 1.6
Response: 5

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	2,682.25	78.25	5.5	74	24.5
Highest	10,000	250	20	250	80
Lowest	15	0	0	0	0
Standard deviation	4,885.19	117.47	9.71	118.75	37.39

Response: 4

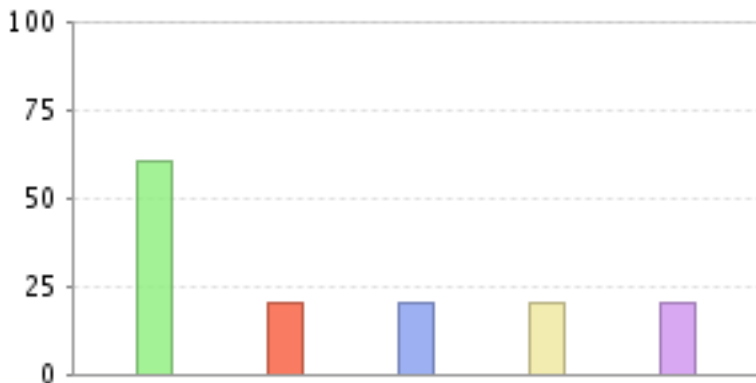
139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



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

Response: 5

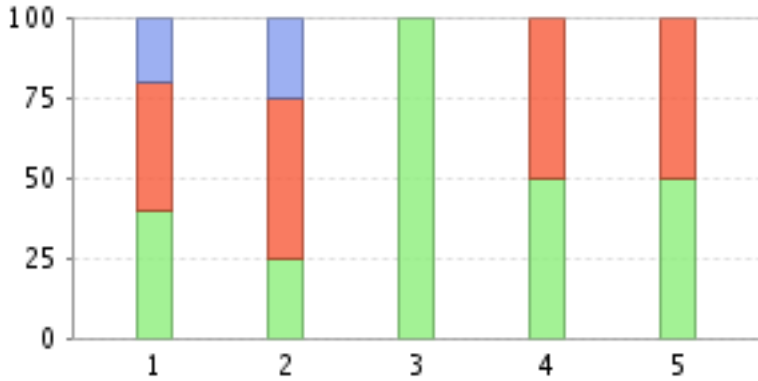
140. What is your academic partner business model? Select all that apply.



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

Response: 5

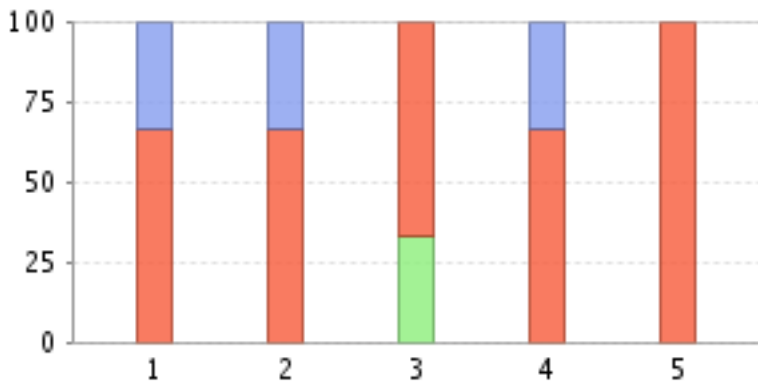
141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	40% (2)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.8
2 North America	25% (1)	50% (2)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South America	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Europe, Middle East and Africa	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asia/Pacific	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

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)	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
2 North 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
3 Central and South 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
4 Europe, Middle East and Africa	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
5 Asia/Pacific	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 3

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

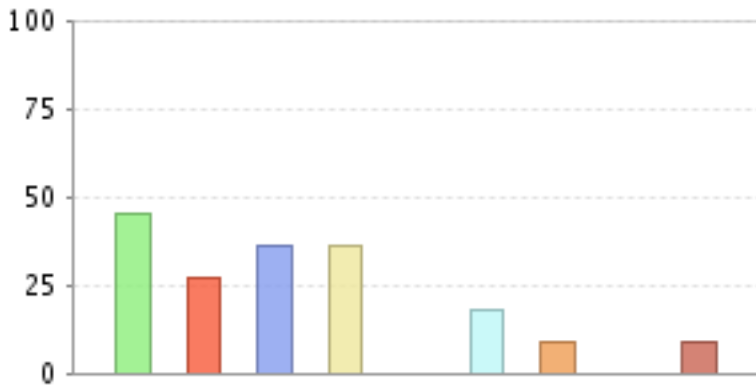


1 - Yes, for all of our products	5.88% (1)	2 - Yes, for some of our products	58.82% (10)
3 - No, we don't offer any certification programs	35.29% (6)		

Mean: 2.29

Response: 17

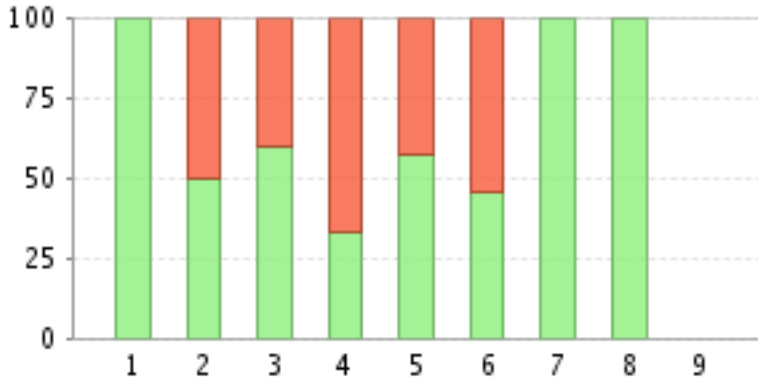
146. What are the two main goals for your certification programs?



1 - Validate partner skills	45.45% (5)	2 - Promoting brand recognition in the industry	27.27% (3)
3 - Creating loyalty in our partner community and customer base	36.36% (4)	4 - Establishing advocacy in the technical community	36.36% (4)
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	0% (0)
9 - Other	9.09% (1)		

Response: 11

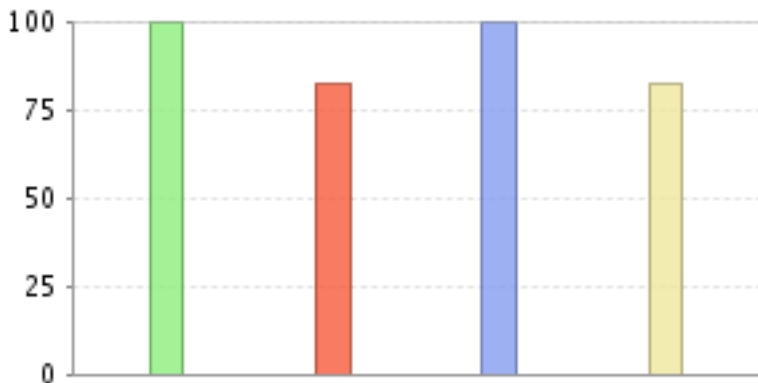
147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.



	Intended	Required
1 Sales - Internal staff	100% (3)	0% (0)
2 Sales - Channels/Partners	50% (3)	50% (3)
3 Presales – Internal Staff/Engineers	60% (3)	40% (2)
4 Presales – Channel/Partners	33.33% (2)	66.67% (4)
5 Post-sales – Internal Service Staff	57.14% (4)	42.86% (3)
6 Post-sales – Channels/Partners	45.45% (5)	54.55% (6)
7 Customers/end users	100% (10)	0% (0)
8 Students (academic)	100% (4)	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	81.82% (9)
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	9.09% (1)	2 - 2	36.36% (4)
3 - 3	36.36% (4)	4 - 4	9.09% (1)
5 - 5 or more	9.09% (1)	6 - It varies	0% (0)

Mean: 2.73

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	10% (1)
3 - No, you can go directly to the top tier or any point in-between	40% (4)		

Mean: 1.9

Response: 10

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



1 - Must re-certify annually	0% (0)	2 - 2 Years	45.45% (5)
3 - 3-4 years	18.18% (2)	4 - 5 years or more	0% (0)
5 - Certifications never expire	27.27% (3)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	9.09% (1)	8 - Other	0% (0)

Mean: 3.45

Response: 11

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

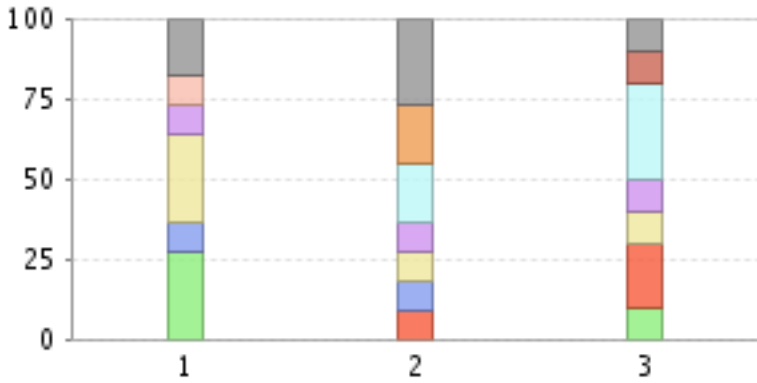


1 - Less than a year	0% (0)	2 - 1-2 years	0% (0)
3 - 2-3 years	18.18% (2)	4 - 3-4 years	27.27% (3)
5 - 4-5 years	9.09% (1)	6 - 5-9 years	9.09% (1)
7 - 10 years or more	36.36% (4)		

Mean: 5.18

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?	27.27% (3)	0% (0)	9.09% (1)	27.27% (3)	9.09% (1)	0% (0)	0% (0)	9.09% (1)	0% (0)	18.18% (2)	4.64
2 Were issued since start of the certification program?	0% (0)	9.09% (1)	9.09% (1)	9.09% (1)	9.09% (1)	18.18% (2)	18.18% (2)	0% (0)	0% (0)	27.27% (3)	6.36
3 Are valid currently?	10% (1)	20% (2)	0% (0)	10% (1)	10% (1)	30% (3)	0% (0)	0% (0)	10% (1)	10% (1)	5.1

Response: 11

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

Average	256,943.88
Highest	2,000,000
Lowest	101
Standard deviation	704,510.88

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	45.45% (5)
3 - No, we have no plans	18.18% (2)		

Mean: 1.82

Response: 11

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

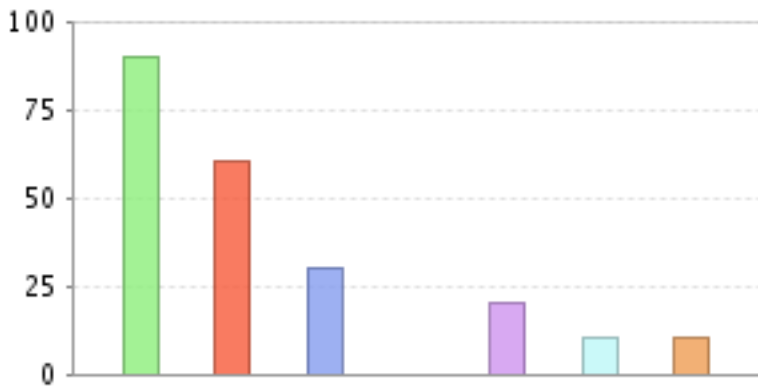


1 - Yes, certain training is required	9.09% (1)	2 - Yes, training is available/suggested but is not required	81.82% (9)
3 - No	9.09% (1)		

Mean: 2

Response: 11

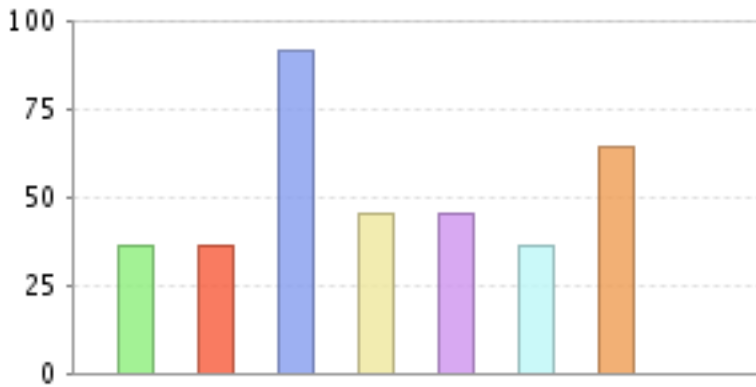
157. In what form is the preparatory study/training distributed? Select all that apply.



1 - Vendor prepared, authorized instructor led training	90% (9)	2 - Vendor prepared e-learning	60% (6)
3 - Vendor prepared self-study materials	30% (3)	4 - Third party prepared and delivered instructor led training and/or e-learning	0% (0)
5 - Commercially available study/reading materials	20% (2)	6 - Publically available academic programs	10% (1)
7 - Other	10% (1)		

Response: 10

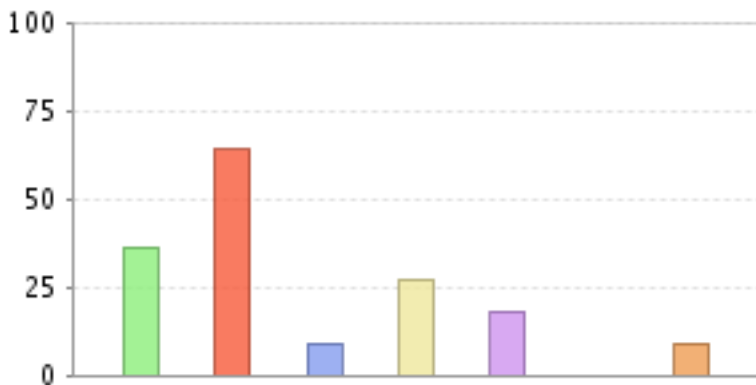
158. Who participates in the development of your certification exams? Select all that apply.



1 - Individuals with pre-existing certification	36.36% (4)	2 - Industry recognized technical experts	36.36% (4)
3 - Education Services staff	90.91% (10)	4 - Other company staff	45.45% (5)
5 - Partner staff	45.45% (5)	6 - Customers/end users	36.36% (4)
7 - Professional consultants and/or organizations	63.64% (7)	8 - Other	0% (0)

Response: 11

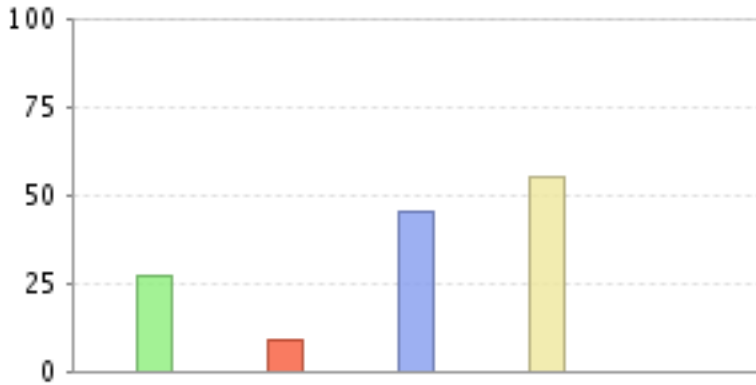
159. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	36.36% (4)	2 - Proctored computer-based exam(s)	63.64% (7)
3 - Un-proctored computer-based exam(s)	9.09% (1)	4 - Proctored Online/web delivered computer-based exam(s)	27.27% (3)
5 - Unproctored Online/web delivered computer-based exam(s)	18.18% (2)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	9.09% (1)		

Response: 11

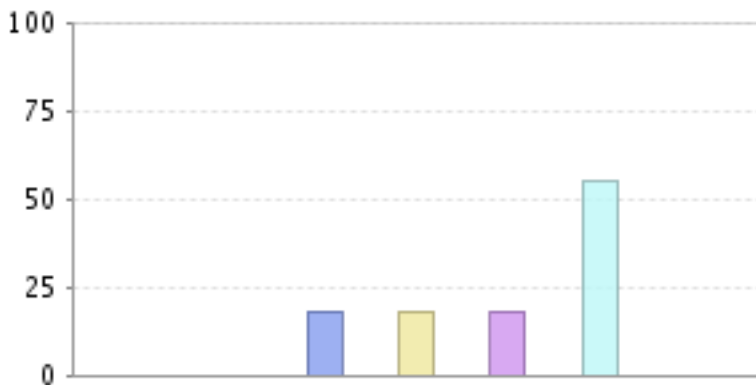
160. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	27.27% (3)	2 - Authorized Training Partner training and testing centers	9.09% (1)
3 - Third party training and testing centers	45.45% (5)	4 - Electronically, over the web	54.55% (6)
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	18.18% (2)	4 - Discounted or free retake voucher	18.18% (2)
5 - Rescoring of exam	18.18% (2)	6 - None of the above	54.55% (6)
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	18.18% (2)
3 - No	36.36% (4)		

Mean: 1.91
Response: 11

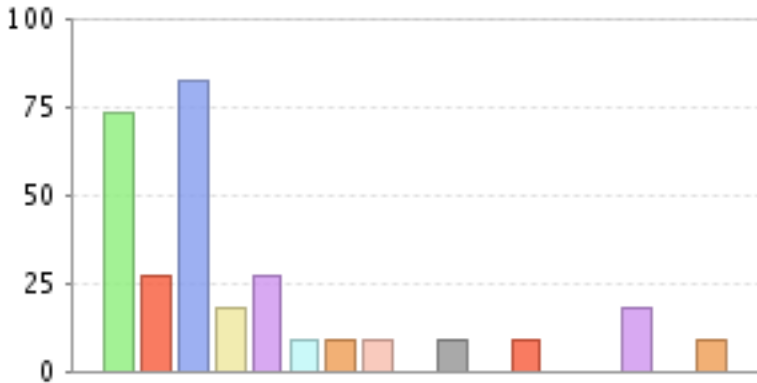
163. How many FTE equivalent employees in your organization perform certification-related activities?



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

Mean: 2.7
Response: 10

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



1 - Logos	72.73% (8)	2 - Hard copy (paper) certificates	27.27% (3)
3 - Soft copy (electronic) certificates	81.82% (9)	4 - Letters of recognition	18.18% (2)
5 - Branded Merchandise (shirts, hats, and so on)	27.27% (3)	6 - Online store for branded merchandise	9.09% (1)
7 - Early access to new product information	9.09% (1)	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	9.09% (1)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	9.09% (1)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	18.18% (2)	16 - Free training when products they are certified on are updated	0% (0)
17 - Other	9.09% (1)		

Response: 11

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



1 - Yes	45.45% (5)	2 - No	54.55% (6)
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Mean: 1.55
Response: 11

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