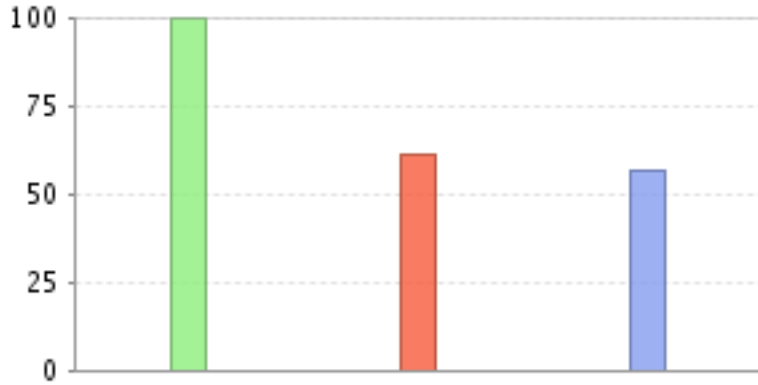


## SaaS (23)

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)	60.87% (14)
3 - APAC (Asia Pacific, including China)	56.52% (13)		

Response: 23

2. What is your company's core business?

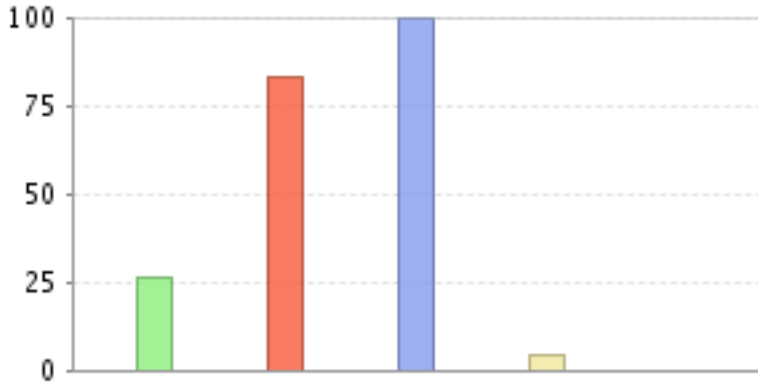


1 - Software - ERP	4.55% (1)	2 - Software - Data Center	0% (0)
3 - Software - IT Management	18.18% (4)	4 - Software - Business Intelligence	18.18% (4)
5 - Software - Software as a Service	31.82% (7)	6 - Hardware - PC/Server maintenance	4.55% (1)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	4.55% (1)
9 - Hardware - Telecommunications	0% (0)	10 - Biosciences	0% (0)
11 - Other	18.18% (4)		

Mean: 5.55

Response: 22

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



1 - Hardware	26.09% (6)	2 - Software	82.61% (19)
3 - Software as a Service (SaaS)	100% (23)	4 - Biosciences	4.35% (1)
5 - Other	0% (0)		

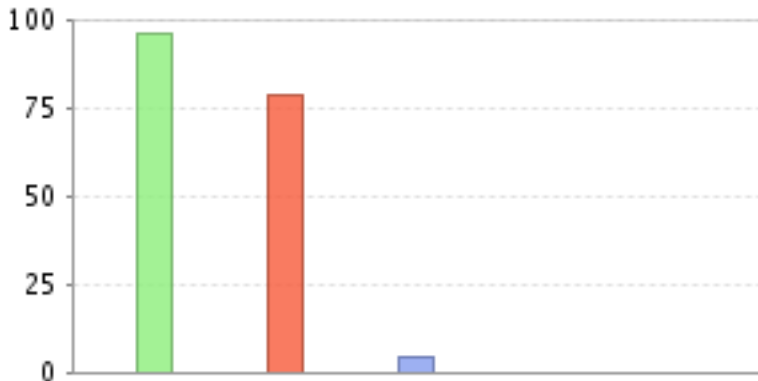
Response: 23

**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	65.2%	3.1%	23.25%	8.45%
Highest	100%	20%	50%	25%
Lowest	30%	0%	0%	0%
Standard deviation	23	4.9	15.13	8.11

Response: 20

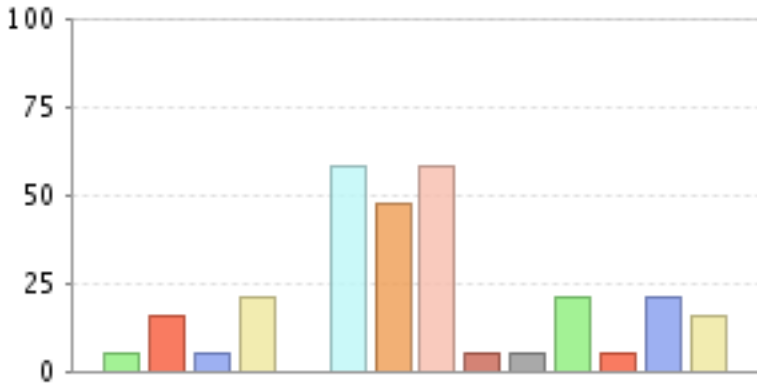
**5. Which of the following represent your primary client type? Select no more than two.**



1 - Large enterprise	95.65% (22)	2 - Small and medium enterprise	78.26% (18)
3 - Home office	4.35% (1)	4 - Consumer	0% (0)
5 - Other	0% (0)		

Response: 23

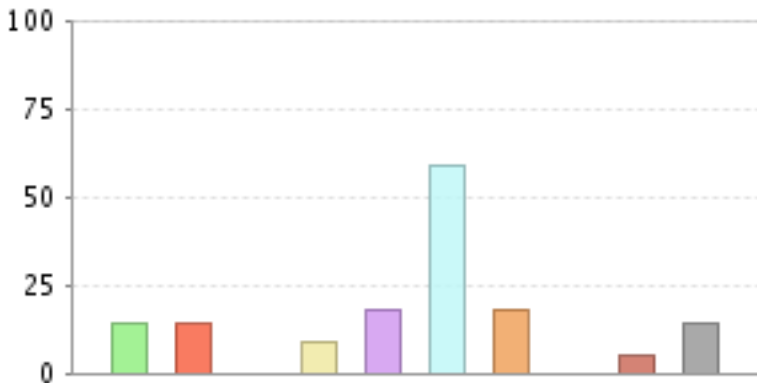
**6. What are your company ' s top three (in terms of revenue) vertical industries? Select no more than three.**



1 - Automotive	5.26% (1)	2 - Banking	15.79% (3)
3 - Education	5.26% (1)	4 - Energy	21.05% (4)
5 - Entertainment	0% (0)	6 - Finance	57.89% (11)
7 - Government	47.37% (9)	8 - Healthcare	57.89% (11)
9 - Insurance	5.26% (1)	10 - Logistics	5.26% (1)
11 - Manufacturing	21.05% (4)	12 - Retail	5.26% (1)
13 - Telecommunications	21.05% (4)	14 - Other	15.79% (3)

Response: 19

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



1 - Desktop Hardware and Software	13.64% (3)	2 - Networking and Telecommunications	13.64% (3)
3 - Office Products	0% (0)	4 - Computing Hardware	9.09% (2)
5 - Storage Hardware and Software	18.18% (4)	6 - Enterprise Application Software	59.09% (13)
7 - Infrastructure Software	18.18% (4)	8 - Industrial Automation	0% (0)
9 - Medical Technology	4.55% (1)	10 - Other	13.64% (3)

Response: 22

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



1 - \$100M or less	27.27% (6)	2 - Between \$101M and \$500M	27.27% (6)
3 - Between \$501M and \$1B	18.18% (4)	4 - More than \$1B and less than \$3B	9.09% (2)
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: 2.86

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%	23.81% (5)	2 - 11-20%	28.57% (6)
3 - 21-30%	9.52% (2)	4 - 31-40%	19.05% (4)
5 - 41-50%	0% (0)	6 - >50%	19.05% (4)

Mean: 3

Response: 21

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



1 - 100 or less	4.35% (1)	2 - 101-1000	26.09% (6)
3 - 1001-5000	43.48% (10)	4 - 5001-10000	4.35% (1)
5 - 10001-50000	13.04% (3)	6 - More than 50000	8.7% (2)

Mean: 3.22

Response: 23

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



1 - 10 or less	34.78% (8)	2 - 11-20	13.04% (3)
3 - 21-50	21.74% (5)	4 - 51-100	4.35% (1)
5 - 101-200	8.7% (2)	6 - 201-300	13.04% (3)
7 - More than 300	4.35% (1)		

Mean: 2.96

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.)**

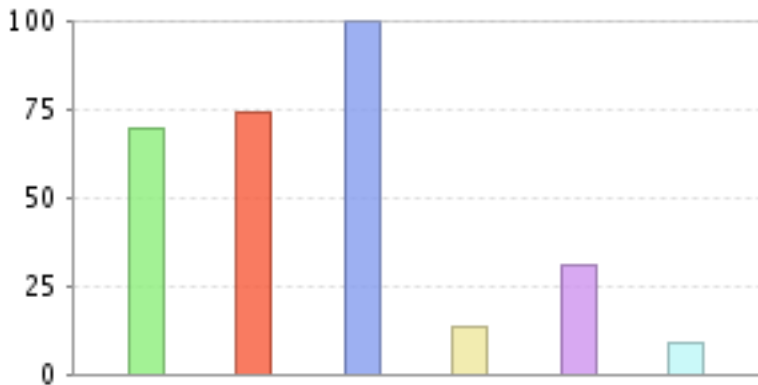


1 - It still isn't	8.7% (2)	2 - Less than 3 years	17.39% (4)
3 - 3-5 years	21.74% (5)	4 - 6-10 years	26.09% (6)
5 - More than 10 years	26.09% (6)		

Mean: 3.43

Response: 23

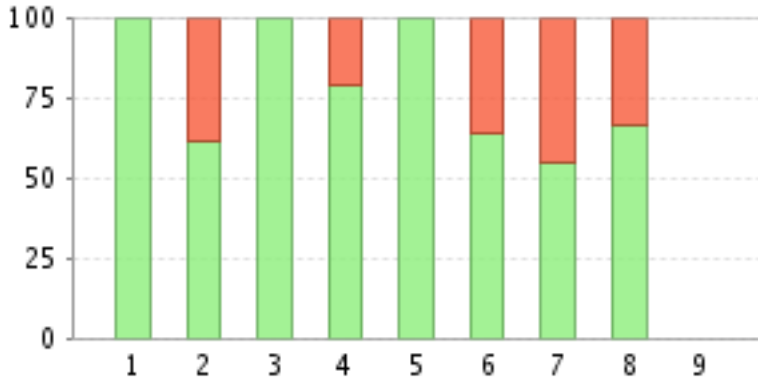
**13. What are the main responsibilities of your education team? Choose all that apply.**



1 - Provide product training to employees	69.57% (16)	2 - Provide product training to product channel partners	73.91% (17)
3 - Provide product training to customers	100% (23)	4 - Provide non-product training to employees (for example, softskills, management)	13.04% (3)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	30.43% (7)	6 - Other	8.7% (2)

Response: 23

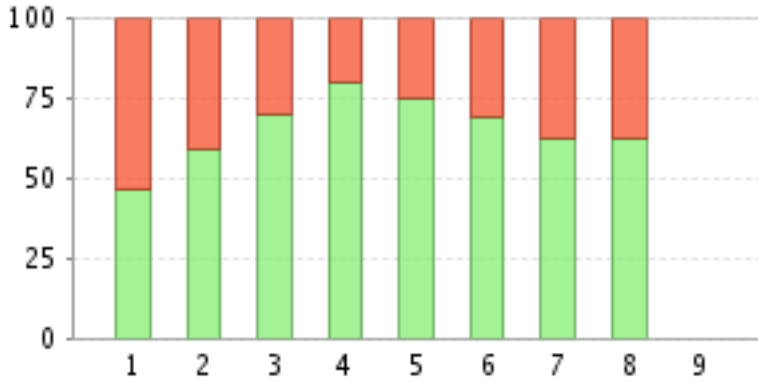
**14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.**



	Responsible to train	Charge for Training
1 Sales - Internal staff	100% (6)	0% (0)
2 Sales - Channels/Partners	61.54% (8)	38.46% (5)
3 Technical Pre-sales - Internal staff	100% (12)	0% (0)
4 Technical Pre-sales - Channels/Partners	78.57% (11)	21.43% (3)
5 Post-sales - Internal Staff	100% (12)	0% (0)
6 Post-sales - Channels/Partners	63.64% (14)	36.36% (8)
7 Customers and/or end users	55% (22)	45% (18)
8 Universities	66.67% (6)	33.33% (3)
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	46.15% (12)	53.85% (14)
2 Meeting an education profit margin target	59.09% (13)	40.91% (9)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	70% (7)	30% (3)
4 Accelerating product adoption (eg by providing training for key products earlier)	80% (12)	20% (3)
5 Reducing support liability (eg reduced support calls)	75% (9)	25% (3)
6 Achieve Partner enablement (eg certain number of trained channel partners)	69.23% (9)	30.77% (4)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	62.5% (15)	37.5% (9)
8 Driving product business (eg product sales target)	62.5% (5)	37.5% (3)
9 Other	0% (0)	0% (0)

Response: 23

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

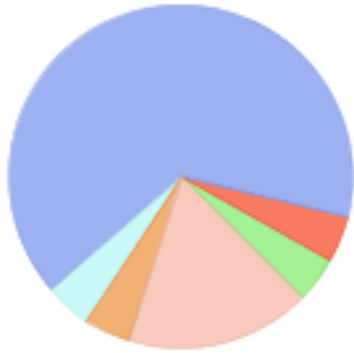


1 - Only a single team	39.13% (9)	2 - Different education teams for different product businesses	4.35% (1)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	21.74% (5)	4 - Different education teams for other reasons	34.78% (8)
5 - Other	0% (0)		

Mean: 2.52

Response: 23

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

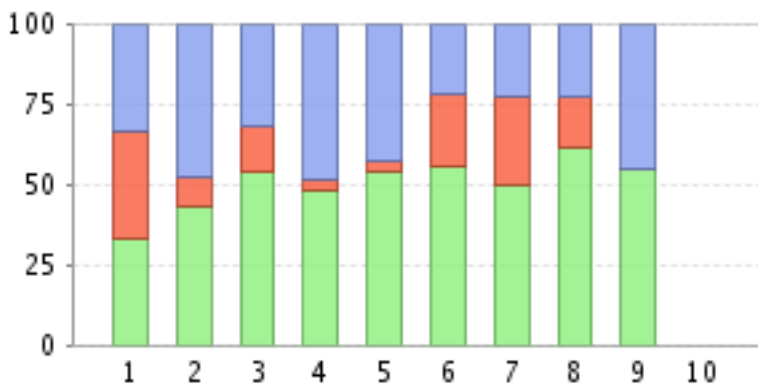


1 - Sales	4.35% (1)	2 - Marketing	4.35% (1)
3 - Services (including Consulting)	65.22% (15)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	4.35% (1)
7 - Directly to the CEO	4.35% (1)	8 - Other	17.39% (4)

Mean: 4.04

Response: 23

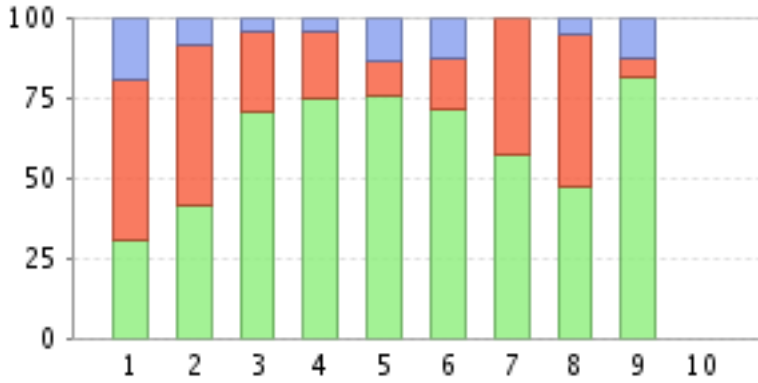
**18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.**



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	33.33% (7)	33.33% (7)	33.33% (7)
2 Training Marketing	43.48% (10)	8.7% (2)	47.83% (11)
3 Training Operations and Admin Processes	53.57% (15)	14.29% (4)	32.14% (9)
4 Training Technology Infrastructure (for example, LMS)	48.39% (15)	3.23% (1)	48.39% (15)
5 Curriculum Design and Courseware Development	54.29% (19)	2.86% (1)	42.86% (15)
6 Course Delivery and Distribution	55.56% (20)	22.22% (8)	22.22% (8)
7 Training Partner Programs	50% (11)	27.27% (6)	22.73% (5)
8 User Adoption/End User Consulting Services	61.54% (8)	15.38% (2)	23.08% (3)
9 Certification Programs	54.55% (12)	0% (0)	45.45% (10)
10 Other	0% (0)	0% (0)	0% (0)

Response: 23

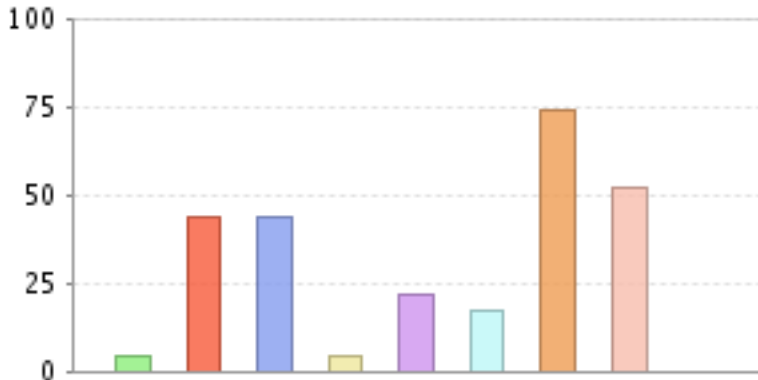
**19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.**



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	30.77% (8)	50% (13)	19.23% (5)
2 Training Marketing	41.67% (10)	50% (12)	8.33% (2)
3 Training Technology Infrastructure (for example, LMS)	70.83% (17)	25% (6)	4.17% (1)
4 Training Operations and Admin Processes	75% (18)	20.83% (5)	4.17% (1)
5 Curriculum Design and Courseware Development	75.86% (22)	10.34% (3)	13.79% (4)
6 Course Delivery and Distribution	70.97% (22)	16.13% (5)	12.9% (4)
7 Training Partner Programs	57.14% (12)	42.86% (9)	0% (0)
8 User Adoption/End User Consulting Services	47.37% (9)	47.37% (9)	5.26% (1)
9 Certification Programs	81.25% (13)	6.25% (1)	12.5% (2)
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	43.48% (10)
3 - Product Management/Marketing	43.48% (10)	4 - Business Operations	4.35% (1)
5 - Sales	21.74% (5)	6 - Corporate Marketing	17.39% (4)
7 - Professional Services	73.91% (17)	8 - Technical Support	52.17% (12)
9 - Other	0% (0)		

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)	54.55% (12)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	13.64% (3)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	27.27% (6)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	4.55% (1)		

Mean: 1.86

Response: 22

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

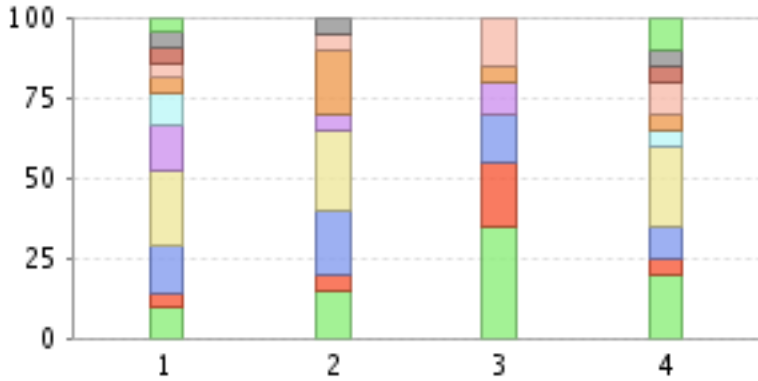


1 - No change	95.45% (21)	2 - From Profit Center to Cost Center	4.55% (1)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1.05

Response: 22

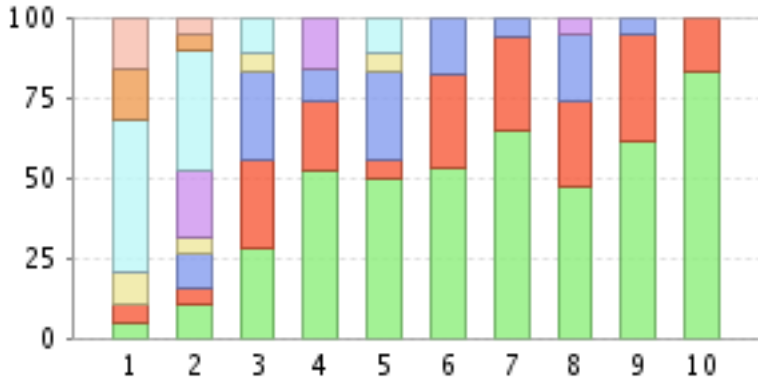
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	9.52% (2)	4.76% (1)	14.29% (3)	23.81% (5)	14.29% (3)	9.52% (2)	4.76% (1)	4.76% (1)	4.76% (1)	4.76% (1)	4.76% (1)	5
2 VILT	15% (3)	5% (1)	20% (4)	25% (5)	5% (1)	0% (0)	20% (4)	5% (1)	0% (0)	5% (1)	0% (0)	4.4
3 e-Learning	35% (7)	20% (4)	15% (3)	0% (0)	10% (2)	0% (0)	5% (1)	15% (3)	0% (0)	0% (0)	0% (0)	3.25
4 OVERALL IT TRAINING REVENUE	20% (4)	5% (1)	10% (2)	25% (5)	0% (0)	5% (1)	5% (1)	10% (2)	5% (1)	5% (1)	10% (2)	5.1

Response: 21

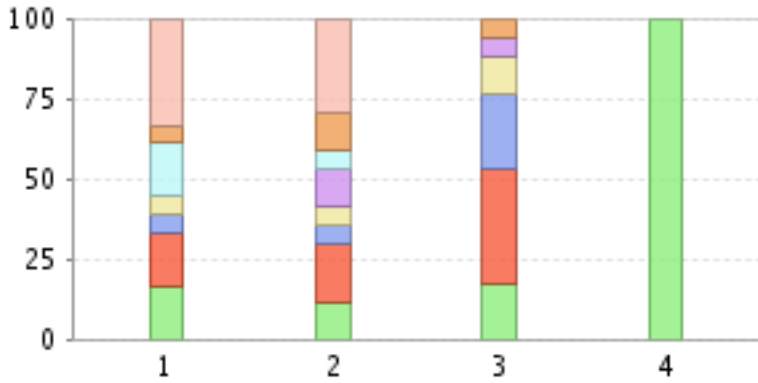
24. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%	Mean
1 Classroom/Instructor led offerings	5.26% (1)	5.26% (1)	0% (0)	10.53% (2)	0% (0)	47.37% (9)	15.79% (3)	15.79% (3)	5.79
2 Virtual Classroom/Synchronous Instructor-led offerings	10.53% (2)	5.26% (1)	10.53% (2)	5.26% (1)	21.05% (4)	36.84% (7)	5.26% (1)	5.26% (1)	4.79
3 Asynchronous e-Learning/web based training technology-based offerings	27.78% (5)	27.78% (5)	27.78% (5)	5.56% (1)	0% (0)	11.11% (2)	0% (0)	0% (0)	2.56
4 Self learning - printed matter or web-based	52.63% (10)	21.05% (4)	10.53% (2)	0% (0)	15.79% (3)	0% (0)	0% (0)	0% (0)	2.05
5 Certification Exams	50% (9)	5.56% (1)	27.78% (5)	5.56% (1)	0% (0)	11.11% (2)	0% (0)	0% (0)	2.33
6 Partner relationship fees	52.94% (9)	29.41% (5)	17.65% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.65
7 Partner revenue sharing	64.71% (11)	29.41% (5)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.41
8 Materials licensing/sales	47.37% (9)	26.32% (5)	21.05% (4)	0% (0)	5.26% (1)	0% (0)	0% (0)	0% (0)	1.89
9 Rental fees	61.11% (11)	33.33% (6)	5.56% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.44
10 Other	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17

Response: 21

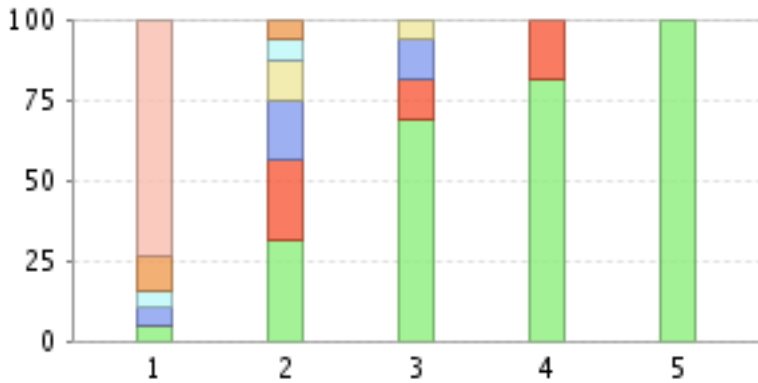
**25. What percentage of total Education Services revenue comes from training the following?**



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	16.67% (3)	16.67% (3)	5.56% (1)	5.56% (1)	0% (0)	16.67% (3)	5.56% (1)	33.33% (6)	4.94
2 End-users	11.76% (2)	17.65% (3)	5.88% (1)	5.88% (1)	11.76% (2)	5.88% (1)	11.76% (2)	29.41% (5)	5
3 Partners	17.65% (3)	35.29% (6)	23.53% (4)	11.76% (2)	5.88% (1)	0% (0)	5.88% (1)	0% (0)	2.76
4 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 19

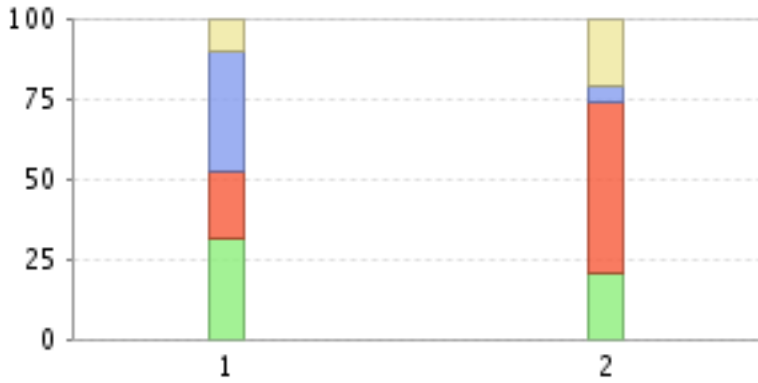
**26. What percentage of total Education Services revenue comes from training the following?**







	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 Product Customer	5.26% (1)	0% (0)	5.26% (1)	0% (0)	0% (0)	5.26% (1)	10.53% (2)	73.68% (14)	7.16
2 Product Partner	31.25% (5)	25% (4)	18.75% (3)	12.5% (2)	0% (0)	6.25% (1)	6.25% (1)	0% (0)	2.69
3 Training Partner (Reseller, ATP)	68.75% (11)	12.5% (2)	12.5% (2)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.56
4 Academic Alliances	81.25% (13)	18.75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.19
5 Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 19

**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	31.58% (6)	21.05% (4)	36.84% (7)	10.53% (2)	2.26
2 Private/onsite training	21.05% (4)	52.63% (10)	5.26% (1)	21.05% (4)	2.26

Response: 19

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



 1 - 0.5% or less	27.78% (5)	 2 - 0.5-1%	16.67% (3)
 3 - 1-2%	22.22% (4)	 4 - 2-3%	16.67% (3)
 5 - 3-4%	0% (0)	 6 - 5-6%	5.56% (1)
 7 - 6-8%	5.56% (1)	 8 - 8-10%	0% (0)
 9 - >10%	5.56% (1)		

Mean: 3.17

Response: 18

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



1 - 0.5% or less	31.25% (5)	2 - 0.5-1%	31.25% (5)
3 - 1-2%	0% (0)	4 - 2-3%	18.75% (3)
5 - 3-4%	0% (0)	6 - 5-6%	6.25% (1)
7 - 6-8%	0% (0)	8 - 8-10%	12.5% (2)
9 - >10%	0% (0)		

Mean: 3.06

Response: 16

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

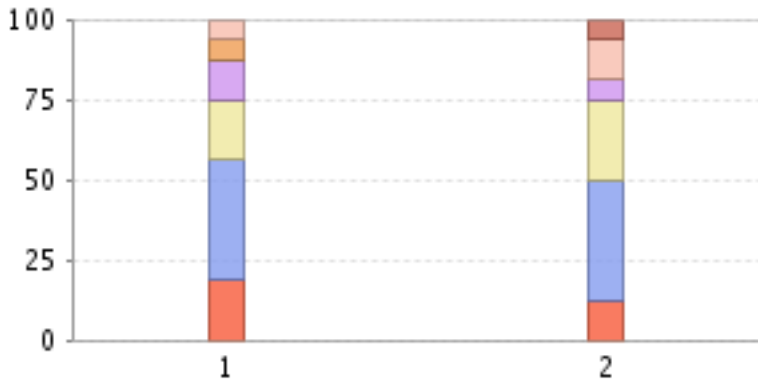


1 - <1%	11.76% (2)	2 - 1-2%	29.41% (5)
3 - 2-4%	5.88% (1)	4 - 4-7%	11.76% (2)
5 - 7-10%	11.76% (2)	6 - 10-15%	17.65% (3)
7 - 15-20%	0% (0)	8 - 20-30%	5.88% (1)
9 - >30%	5.88% (1)		

Mean: 4

Response: 17

**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)	18.75% (3)	37.5% (6)	18.75% (3)	12.5% (2)	0% (0)	6.25% (1)	6.25% (1)	0% (0)	3.81
2 Three-year average	0% (0)	12.5% (2)	37.5% (6)	25% (4)	6.25% (1)	0% (0)	0% (0)	12.5% (2)	6.25% (1)	4.25

Response: 16

**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 55% (11) 2 - No 45% (9)

Mean: 1.45

Response: 20

**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	56.77%	12.85%	11.31%	9.77%	4.92%	3%	1%	0%
Highest	80%	40%	25%	25%	18%	10%	3%	0%
Lowest	20%	0%	3%	1%	0%	0%	0%	0%
Standard deviation	17.5	11.98	7.1	7.52	5.79	2.89	1.29	0

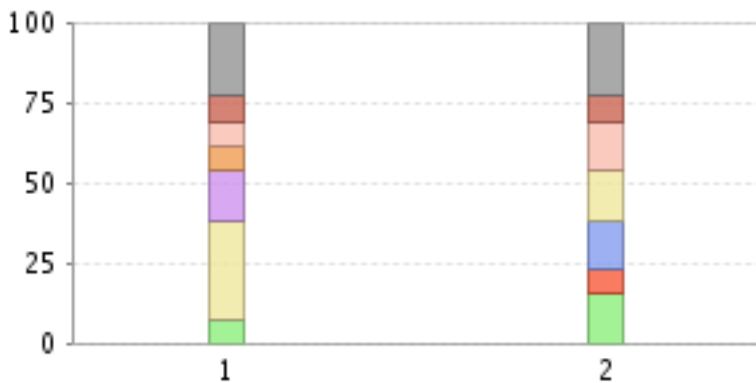
Response: 13

**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	1.09%	1.82%	40.91%	24%	10.36%	5.27%	6.64%	6.36%	3.55%
Highest	10%	10%	80%	37%	25%	25%	18%	18%	31%
Lowest	0%	0%	11%	0%	0%	0%	0%	0%	0%
Standard deviation	3.02	3.37	23.22	13.96	6.74	7.5	5.14	7.15	9.42

Response: 11

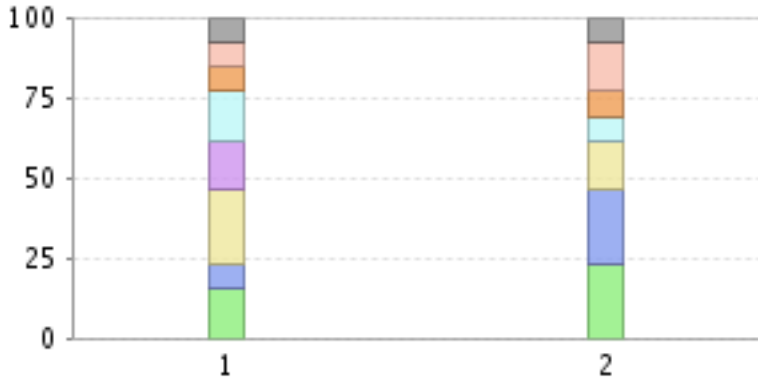
**35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?**



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	7.69% (1)	0% (0)	0% (0)	30.77% (4)	15.38% (2)	0% (0)	7.69% (1)	7.69% (1)	7.69% (1)	23.08% (3)	6.23
2 Achievement	15.38% (2)	7.69% (1)	15.38% (2)	15.38% (2)	0% (0)	0% (0)	0% (0)	15.38% (2)	7.69% (1)	23.08% (3)	5.62

Response: 13

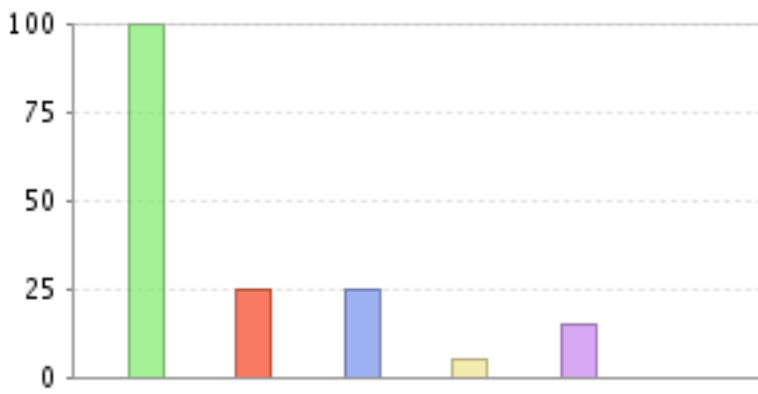
**36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?**



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	15.38% (2)	0% (0)	7.69% (1)	23.08% (3)	15.38% (2)	15.38% (2)	7.69% (1)	7.69% (1)	0% (0)	7.69% (1)	4.92
2 Achievement	23.08% (3)	0% (0)	23.08% (3)	15.38% (2)	0% (0)	7.69% (1)	7.69% (1)	15.38% (2)	0% (0)	7.69% (1)	4.54

Response: 13

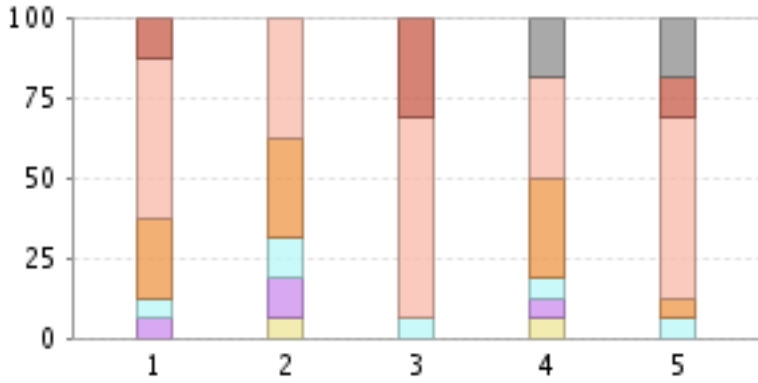
**37. How do you measure education services quality and impact? Choose all that apply.**



1 - Student feedback	100% (20)	2 - Net Promoter Score	25% (5)
3 - Kirkpatrick Level 2 Assessments	25% (5)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	5% (1)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	15% (3)	6 - Other	0% (0)

Response: 20

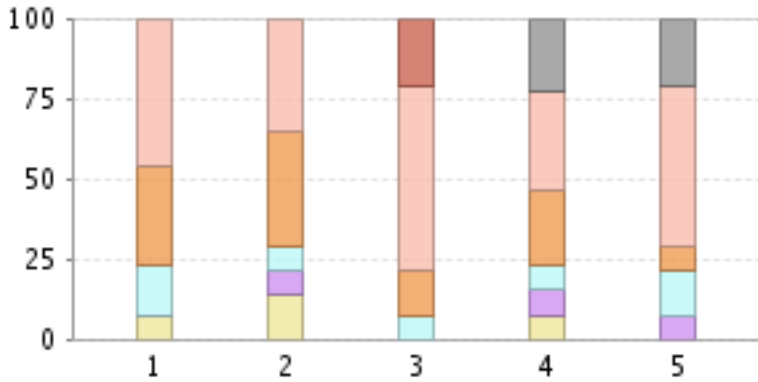
**38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?**



	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)	6.25% (1)	6.25% (1)	25% (4)	50% (8)	12.5% (2)	0% (0)	7.56
2 Course (physical) material	0% (0)	0% (0)	0% (0)	6.25% (1)	12.5% (2)	12.5% (2)	31.25% (5)	37.5% (6)	0% (0)	0% (0)	6.81
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.25% (1)	0% (0)	62.5% (10)	31.25% (5)	0% (0)	8.19
4 Content (ideas)	0% (0)	0% (0)	0% (0)	6.25% (1)	6.25% (1)	6.25% (1)	31.25% (5)	31.25% (5)	0% (0)	18.75% (3)	7.5
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.25% (1)	6.25% (1)	56.25% (9)	12.5% (2)	18.75% (3)	8.31

Response: 16

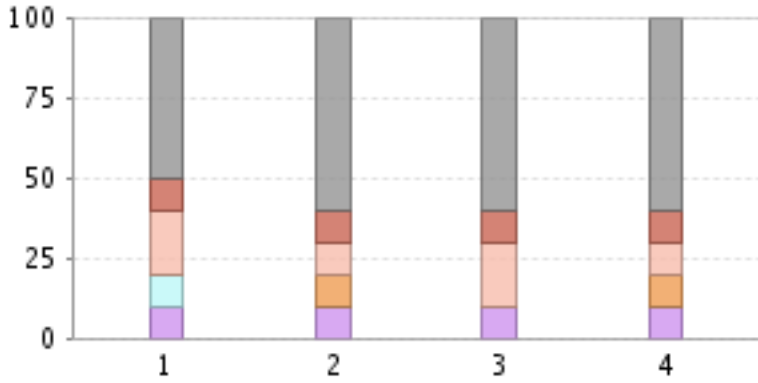
**39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?**



	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)	7.69% (1)	0% (0)	15.38% (2)	30.77% (4)	46.15% (6)	0% (0)	0% (0)	7.08
2 Course (physical) material	0% (0)	0% (0)	0% (0)	14.29% (2)	7.14% (1)	7.14% (1)	35.71% (5)	35.71% (5)	0% (0)	0% (0)	6.71
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.14% (1)	14.29% (2)	57.14% (8)	21.43% (3)	0% (0)	7.93
4 Content (ideas)	0% (0)	0% (0)	0% (0)	7.69% (1)	7.69% (1)	7.69% (1)	23.08% (3)	30.77% (4)	0% (0)	23.08% (3)	7.54
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	7.14% (1)	14.29% (2)	7.14% (1)	50% (7)	0% (0)	21.43% (3)	7.86

Response: 14

**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)	10% (1)	10% (1)	0% (0)	20% (2)	10% (1)	50% (5)	8.6
2 Course (physical) material	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	10% (1)	10% (1)	10% (1)	60% (6)	8.9
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	20% (2)	10% (1)	60% (6)	9
4 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	10% (1)	10% (1)	10% (1)	60% (6)	8.9

Response: 10

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



1 - 50% or less	6.25% (1)	2 - 51-60%	0% (0)
3 - 61-70%	31.25% (5)	4 - 71-80%	12.5% (2)
5 - 81-90%	31.25% (5)	6 - More than 90%	18.75% (3)

Mean: 4.19

Response: 16

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



1 - 50% or less	21.43% (3)	2 - 51-60%	7.14% (1)
3 - 61-70%	21.43% (3)	4 - 71-80%	7.14% (1)
5 - 81-90%	28.57% (4)	6 - More than 90%	14.29% (2)

Mean: 3.57

Response: 14

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



1 - 50% or less	77.78% (7)	2 - 51-60%	0% (0)
3 - 61-70%	0% (0)	4 - 71-80%	0% (0)
5 - 81-90%	11.11% (1)	6 - More than 90%	11.11% (1)

Mean: 2

Response: 9

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

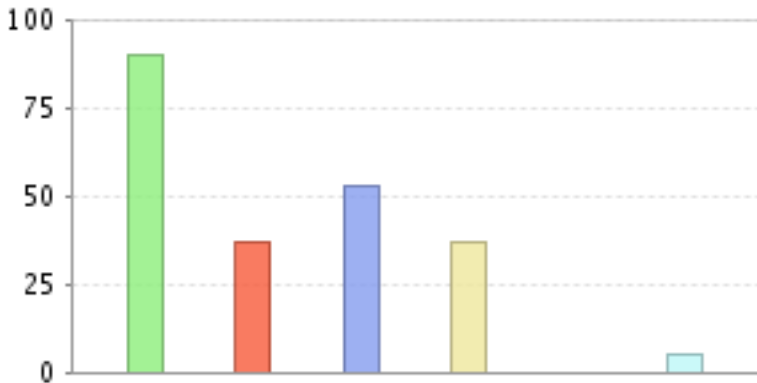


1 - We contact them within a defined number of days after the class	57.89% (11)	2 - We follow up some of the time	31.58% (6)
3 - We don't follow up and wait until they escalate	10.53% (2)	4 - Other	0% (0)

Mean: 1.53

Response: 19

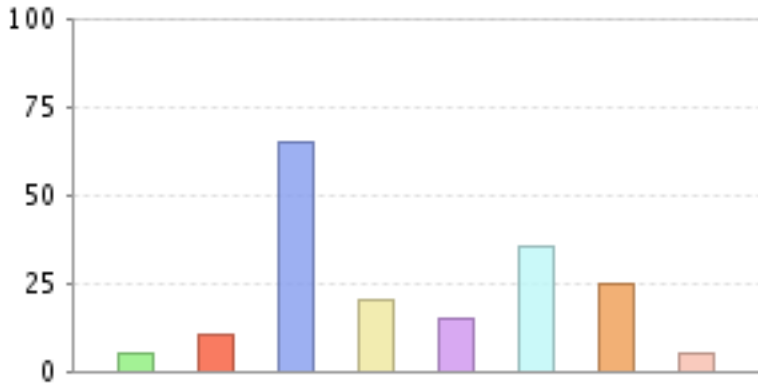
**45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.**



1 - Contact them yourself directly before they contact you	89.47% (17)	2 - Offer refunds if required/requested	36.84% (7)
3 - Provide credit for additional training if required/requested	52.63% (10)	4 - Consult with sales team for next steps with customer and agree who takes next steps	36.84% (7)
5 - None of these	0% (0)	6 - Other	5.26% (1)

Response: 19

**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	5% (1)	2 - Number and type of support tickets	10% (2)
3 - Overall customer satisfaction	65% (13)	4 - Degree of product adoption or use	20% (4)
5 - Product implementation timeline (product up and running)	15% (3)	6 - Customer renewals/Returning customers	35% (7)
7 - None of these	25% (5)	8 - Other	5% (1)

Response: 20

**47. Have you been able to demonstrate an impact?**



1 - Yes	33.33% (6)	2 - Somewhat	38.89% (7)
3 - No	27.78% (5)		

Mean: 1.94

Response: 18

**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?**

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

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

- 1 NPS Score
- 2 CSAT via MTM
- 3 Relationship surveys for customer satisfaction
- 4 We ask the same question in our training survey as we do on our customer satisfaction survey.
- 5 Interviews with customers; conversations with sales reps, PMs.
- 6 Include it as a question in customer surveys.
- 7 We have an annual customer survey that includes measurements on training.

- 8 Returns from Detailed Customer surveys on all aspects of company interactions
- 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 have a SAAS product, so we have detailed metrics on customer use. We look for spikes in usage that follow training events.
- 2 We have a complex program for driving adoption and how this is tracked by our Technical Account Managers.
- 3 Correlate customer interest in a product during training and their having bought it afterwards.

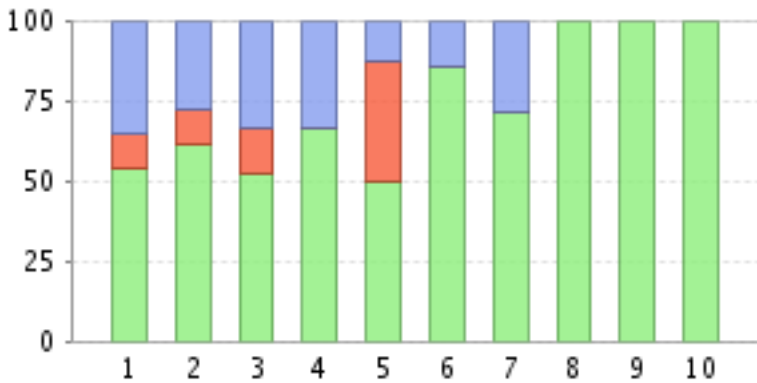
**52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?**

- 1 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.
- 2 Always a challenge. We work with the Enablement team to ensure training happens first. A lot of times questions are answered and by the time the Enablement team or support teams are brought in the level of questions are much more sophisticated due to quicker feature and functionality adoption.

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

- 1 Our company has developed software usage metrics that predict probable renewal (i.e. customers who have x% of their users actively using the product are likely to renew). So when we measure impact on adoption we can impute revenue impact from renewals.
- 2 NA
- 3 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.
- 4 We tie customers trained to customers renewed.
- 5 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	53.57% (15)	10.71% (3)	35.71% (10)
2 Inside sales	61.11% (11)	11.11% (2)	27.78% (5)
3 Services sales	52.38% (11)	14.29% (3)	33.33% (7)
4 Maintenance renewal sales	66.67% (2)	0% (0)	33.33% (1)
5 Dedicated Education Services sales representatives	50% (4)	37.5% (3)	12.5% (1)
6 Education Services coordinators/non-sales staff	85.71% (6)	0% (0)	14.29% (1)
7 Channel partners	71.43% (5)	0% (0)	28.57% (2)
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	100% (3)	0% (0)	0% (0)
10 Other	100% (3)	0% (0)	0% (0)

Response: 18

**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	56.25% (9)
3 - \$25,000-\$49,999	25% (4)	4 - \$50,000-\$99,999	6.25% (1)
5 - \$100,000-\$199,999	12.5% (2)	6 - \$200,000 or more	0% (0)

Mean: 2.75

Response: 16

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

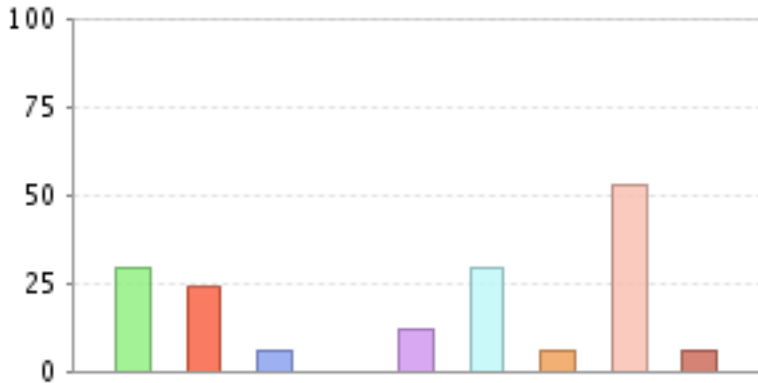


1 - Less than \$5,000	41.18% (7)	2 - \$5,000-\$24,999	47.06% (8)
3 - \$25,000-\$49,999	11.76% (2)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.71

Response: 17

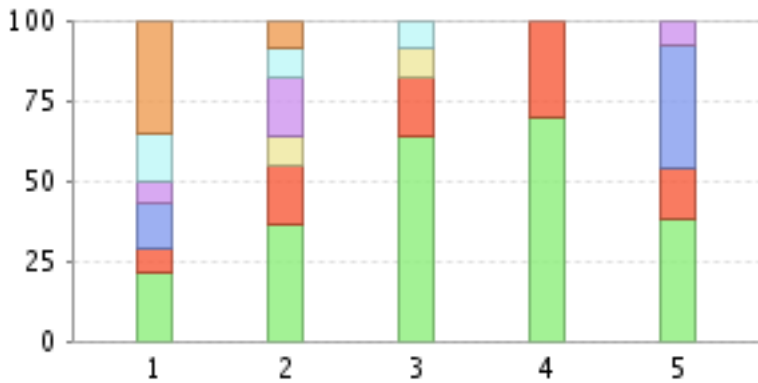
**57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.**



1 - Product deals for a new customer	29.41% (5)	2 - Product deals with a new product for a customer	23.53% (4)
3 - Support contract sales	5.88% (1)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	11.76% (2)	6 - Product and/or service deals when sold as a subscription	29.41% (5)
7 - Product and/or service deals when NOT sold as a subscription	5.88% (1)	8 - None of these	52.94% (9)
9 - Other	5.88% (1)		

Response: 17

**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	21.43% (3)	7.14% (1)	14.29% (2)	0% (0)	7.14% (1)	14.29% (2)	35.71% (5)	4.5
2 Product and/or service deals when NOT sold as a subscription	36.36% (4)	18.18% (2)	0% (0)	9.09% (1)	18.18% (2)	9.09% (1)	9.09% (1)	3.18
3 Support contract deals	63.64% (7)	18.18% (2)	0% (0)	9.09% (1)	0% (0)	9.09% (1)	0% (0)	1.91
4 Support contract renewal deals	70% (7)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.3
5 Professional Services consulting sales	38.46% (5)	15.38% (2)	38.46% (5)	0% (0)	7.69% (1)	0% (0)	0% (0)	2.23

Response: 15

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



1 - Recognized revenue target	20% (1)	2 - Bookings target	20% (1)
3 - Recognized revenue and bookings targets	40% (2)	4 - Neither	20% (1)
5 - Other	0% (0)		

Mean: 2.6  
Response: 5

**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 66.67% (2)
 ■ 2 - A percentage of the student fee 33.33% (1)

Mean: 1.33  
Response: 3

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



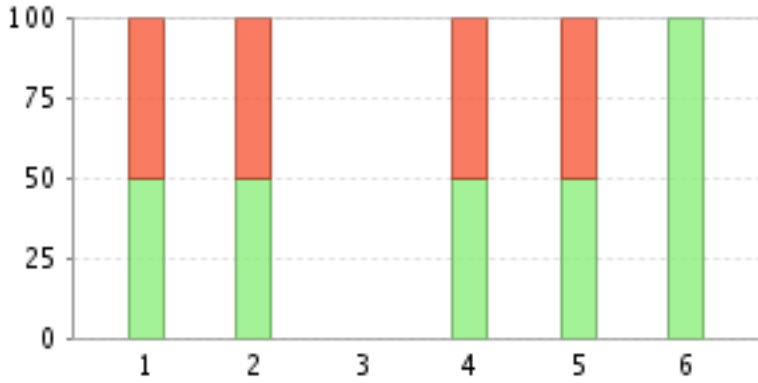
■ 1 - <10% of the student fee 0% (0)
 ■ 2 - 11-15% of the student fee 0% (0)

■ 3 - 16-25% of the student fee 0% (0)
 ■ 4 - 26-35% of the student fee 0% (0)

■ 5 - >35% of the student fee 100% (1)

Mean: 5  
Response: 1

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



	Has marketing Responsibility	Pays for Marketing
1 Corporate Marketing	50% (8)	50% (8)
2 A Business Unit Marketing organization	50% (2)	50% (2)
3 Regional Marketing organizations	0% (0)	0% (0)
4 Customer Services Marketing	50% (1)	50% (1)
5 Education Services Marketing	50% (10)	50% (10)
6 Other	100% (1)	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

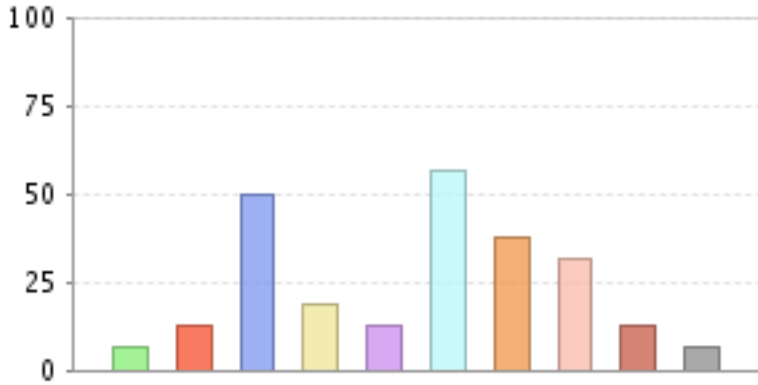
44.44% (8) 2 - No

55.56% (10)

Mean: 1.56

Response: 18

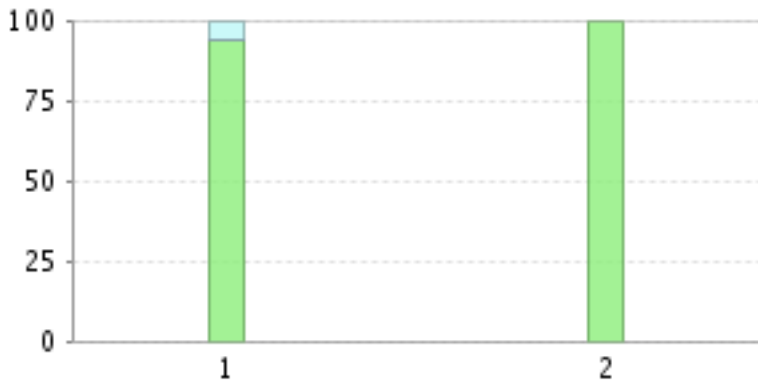
65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



1 - Online advertising	6.25% (1)	2 - Telemarketing	12.5% (2)
3 - Email campaigns	50% (8)	4 - Printed catalog or data sheets	18.75% (3)
5 - Electronic catalog or data sheets	12.5% (2)	6 - Corporate/public webpage	56.25% (9)
7 - Dedicated education services webpage or portal	37.5% (6)	8 - Social media sites and followings	31.25% (5)
9 - Internal marketing to Corporate Sales	12.5% (2)	10 - Other	6.25% (1)

Response: 16

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	94.12% (16)	0% (0)	0% (0)	0% (0)	0% (0)	5.88% (1)	1.29
2 Pays for the development	100% (17)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 17

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



1 - 100% (all)	35.29% (6)	2 - 75-99%	29.41% (5)
3 - 51-75%	23.53% (4)	4 - 26-50%	11.76% (2)
5 - 25% or less	0% (0)		

Mean: 2.12

Response: 17

**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	94.12% (16)	2 - Product Management	0% (0)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	5.88% (1)

Mean: 1.29

Response: 17

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

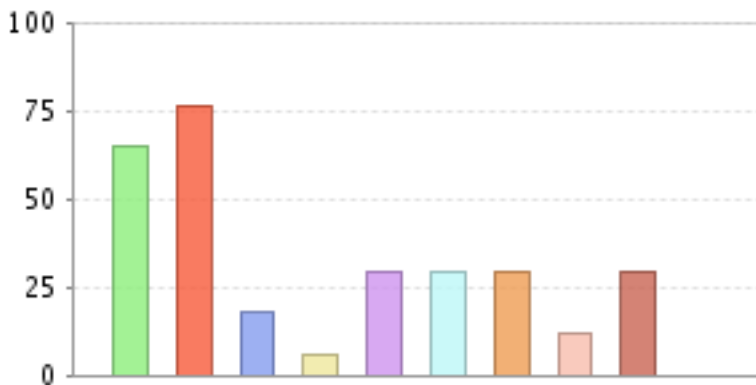


1 - Product feasibility/inception stage	5.88% (1)	2 - Product development stage	76.47% (13)
3 - Beta product availability stage	11.76% (2)	4 - General/public product availability stage	5.88% (1)
5 - Other	0% (0)		

Mean: 2.18

Response: 17

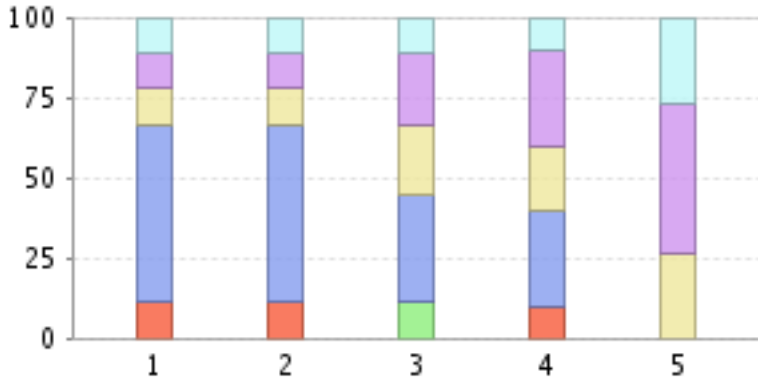
**70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.**



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	64.71% (11)	2 - Informal exchanges of information/data with engineering and product management	76.47% (13)
3 - Formalized transfer of information processes and exchange sessions with technical publications	17.65% (3)	4 - Informal exchanges of information/data with technical publications	5.88% (1)
5 - Collect information from Support teams	29.41% (5)	6 - Collect information from Professional Services teams	29.41% (5)
7 - Collect information from Customers	29.41% (5)	8 - Collect information from Partners	11.76% (2)
9 - Collect information from Product Marketing	29.41% (5)	10 - Other	0% (0)

Response: 17

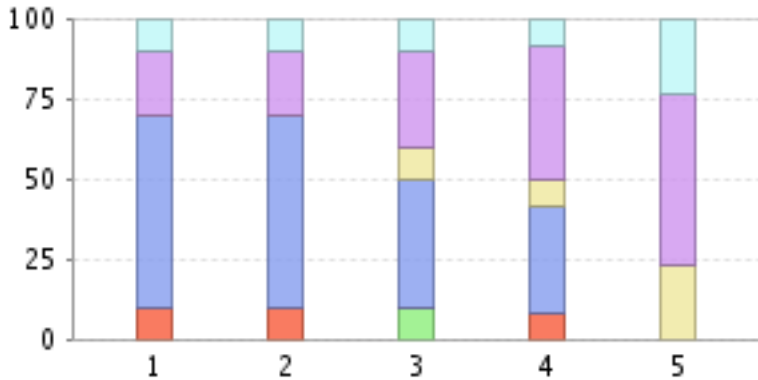
71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (\*GPA=General Product Availability).



	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)	11.11% (1)	55.56% (5)	11.11% (1)	11.11% (1)	11.11% (1)	3.56
2 Corporate Services & Support	0% (0)	11.11% (1)	55.56% (5)	11.11% (1)	11.11% (1)	11.11% (1)	3.56
3 Channel Sales and Systems Engineering/Pre-sales	11.11% (1)	0% (0)	33.33% (3)	22.22% (2)	22.22% (2)	11.11% (1)	3.78
4 Product Channel Services & Support	0% (0)	10% (1)	30% (3)	20% (2)	30% (3)	10% (1)	4
5 Customers and End Users	0% (0)	0% (0)	0% (0)	26.67% (4)	46.67% (7)	26.67% (4)	5

Response: 15

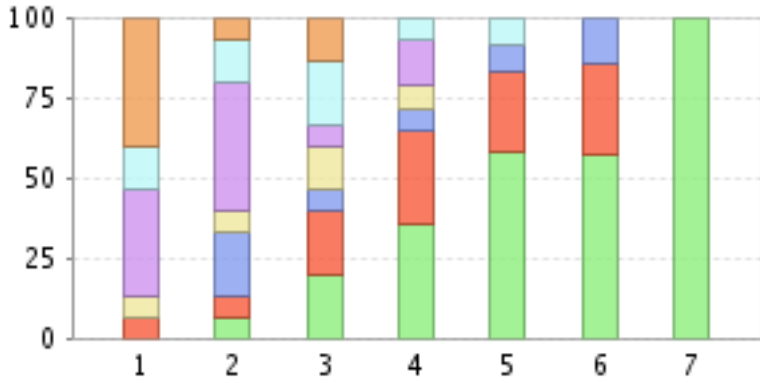
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (\*GPA=General Product Availability).



	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)	10% (1)	60% (6)	0% (0)	20% (2)	10% (1)	3.6
2 Corporate Services & Support	0% (0)	10% (1)	60% (6)	0% (0)	20% (2)	10% (1)	3.6
3 Channel Sales and Systems Engineering/Pre-sales	10% (1)	0% (0)	40% (4)	10% (1)	30% (3)	10% (1)	3.8
4 Product Channel Services & Support	0% (0)	8.33% (1)	33.33% (4)	8.33% (1)	41.67% (5)	8.33% (1)	4.08
5 Customers and End Users	0% (0)	0% (0)	0% (0)	23.53% (4)	52.94% (9)	23.53% (4)	5

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)	6.67% (1)	0% (0)	6.67% (1)	33.33% (5)	13.33% (2)	40% (6)	5.67
2 Virtual classroom training	6.67% (1)	6.67% (1)	20% (3)	6.67% (1)	40% (6)	13.33% (2)	6.67% (1)	4.33
3 eLearning	20% (3)	20% (3)	6.67% (1)	13.33% (2)	6.67% (1)	20% (3)	13.33% (2)	3.8
4 Mobile Learning (smartphones/tablets)	35.71% (5)	28.57% (4)	7.14% (1)	7.14% (1)	14.29% (2)	7.14% (1)	0% (0)	2.57
5 Other self paced	58.33% (7)	25% (3)	8.33% (1)	0% (0)	0% (0)	8.33% (1)	0% (0)	1.83
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	57.14% (8)	28.57% (4)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
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)?**

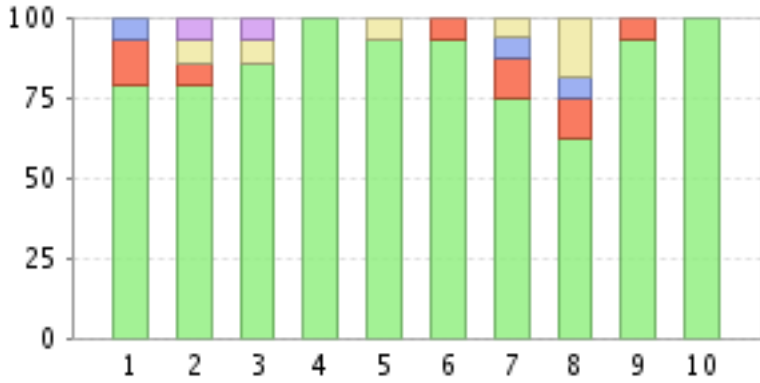


1 - 10% or less	87.5% (14)	2 - 11-25%	6.25% (1)
3 - 26-50%	0% (0)	4 - 51-75%	0% (0)
5 - >75%	6.25% (1)		

Mean: 1.31

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%	All	Mean
1 French	78.57% (11)	14.29% (2)	7.14% (1)	0% (0)	0% (0)	0% (0)	1.29
2 Spanish	78.57% (11)	7.14% (1)	0% (0)	7.14% (1)	7.14% (1)	0% (0)	1.57
3 Portuguese	85.71% (12)	0% (0)	0% (0)	7.14% (1)	7.14% (1)	0% (0)	1.5
4 Italian	100% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 German	92.86% (13)	0% (0)	0% (0)	7.14% (1)	0% (0)	0% (0)	1.21
6 Russian	92.86% (13)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.07
7 Chinese	75% (12)	12.5% (2)	6.25% (1)	6.25% (1)	0% (0)	0% (0)	1.44
8 Japanese	62.5% (10)	12.5% (2)	6.25% (1)	18.75% (3)	0% (0)	0% (0)	1.81
9 Korean	93.33% (14)	6.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.07
10 Other	100% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 17

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

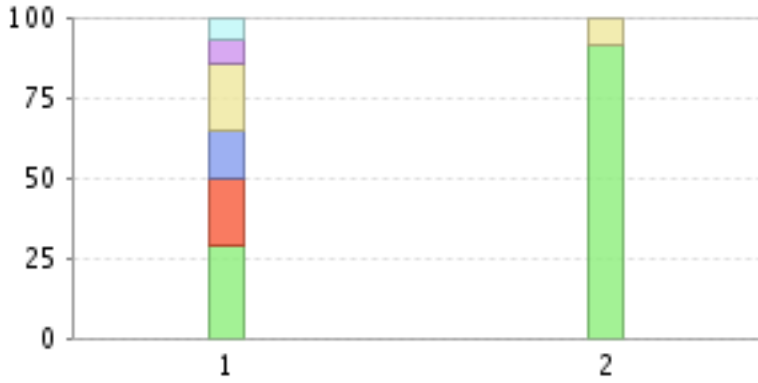


1 - Sales training materials	18.18% (2)	2 - Pre-sales/Sales Engineering training materials	18.18% (2)
3 - Customer/End-user training materials	45.45% (5)	4 - Other	18.18% (2)

Mean: 2.64

Response: 11

77. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 Scorm	28.57% (4)	21.43% (3)	14.29% (2)	21.43% (3)	7.14% (1)	7.14% (1)	2.79
2 Tin Can API	90.91% (10)	0% (0)	0% (0)	9.09% (1)	0% (0)	0% (0)	1.27

Response: 14

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% (17)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 6

Response: 17

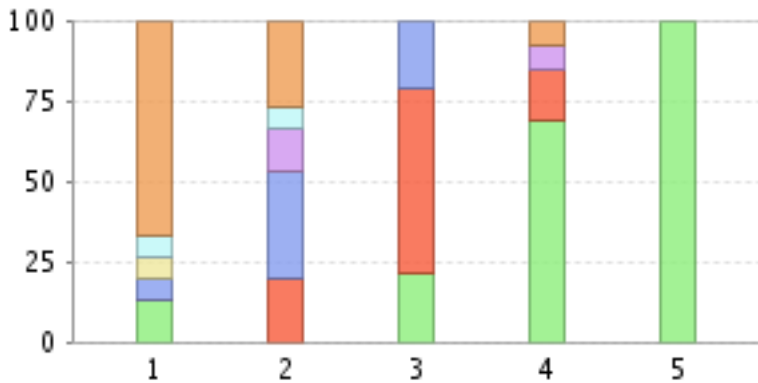
**79. How many full-time equivalents do you have dedicated to curriculum design and course development?**



1 - 1-5	58.82% (10)	2 - 6-10	11.76% (2)
3 - 11-15	5.88% (1)	4 - 16-20	0% (0)
5 - >20	23.53% (4)		

Mean: 2.18  
Response: 17

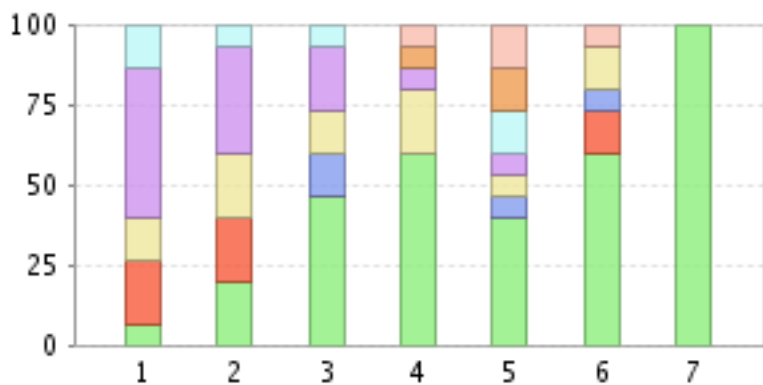
**80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".**



	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	13.33% (2)	0% (0)	6.67% (1)	6.67% (1)	0% (0)	6.67% (1)	66.67% (10)	5.67
2 Instructors or other Education Services staff	0% (0)	20% (3)	33.33% (5)	0% (0)	13.33% (2)	6.67% (1)	26.67% (4)	4.33
3 Other resources within the company (SMEs)	21.43% (3)	57.14% (8)	21.43% (3)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Contractors or outsourced to an external company/partner	69.23% (9)	15.38% (2)	0% (0)	0% (0)	7.69% (1)	0% (0)	7.69% (1)	1.92
5 Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 17

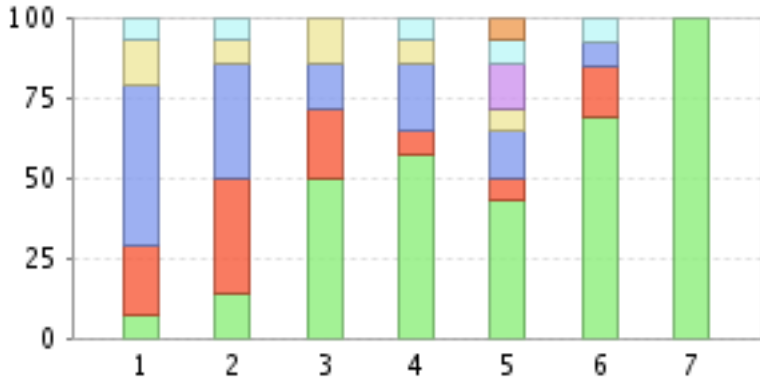
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	6.67% (1)	20% (3)	0% (0)	13.33% (2)	46.67% (7)	13.33% (2)	0% (0)	0% (0)	0% (0)	4.13
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	20% (3)	20% (3)	0% (0)	20% (3)	33.33% (5)	6.67% (1)	0% (0)	0% (0)	0% (0)	3.47
3 Remote/virtual lab exercises	46.67% (7)	0% (0)	13.33% (2)	13.33% (2)	20% (3)	6.67% (1)	0% (0)	0% (0)	0% (0)	2.8
4 Asynchronous e-learning (web-based training) - page turning	60% (9)	0% (0)	0% (0)	20% (3)	6.67% (1)	0% (0)	6.67% (1)	6.67% (1)	0% (0)	2.73
5 Asynchronous e-learning (web-based training) - interactive	40% (6)	0% (0)	6.67% (1)	6.67% (1)	6.67% (1)	13.33% (2)	13.33% (2)	13.33% (2)	0% (0)	4
6 Electronic or printed self-study	60% (9)	13.33% (2)	6.67% (1)	13.33% (2)	0% (0)	0% (0)	0% (0)	6.67% (1)	0% (0)	2.13
7 Other	100% (5)	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).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	7.14% (1)	21.43% (3)	50% (7)	14.29% (2)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	3
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	14.29% (2)	35.71% (5)	35.71% (5)	7.14% (1)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	2.64
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	57.14% (8)	7.14% (1)	21.43% (3)	7.14% (1)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	2.07
5 Asynchronous e-learning (web-based training) - interactive	42.86% (6)	7.14% (1)	14.29% (2)	7.14% (1)	14.29% (2)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	2.93
6 Electronic or printed self-study	69.23% (9)	15.38% (2)	7.69% (1)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	1.69
7 Other	100% (7)	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	5.88% (1)	2 - 3-5 months	11.76% (2)
3 - 6-9 months	47.06% (8)	4 - 10-14 months	23.53% (4)
5 - 15-24 months	5.88% (1)	6 - > 24 months	5.88% (1)

Mean: 3.29

Response: 17

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

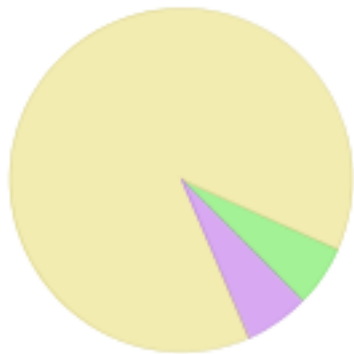


1 - 0%	0% (0)	2 - 1-10%	6.25% (1)
3 - 11-20%	18.75% (3)	4 - 21-30%	37.5% (6)
5 - 31-40%	18.75% (3)	6 - 41-50%	6.25% (1)
7 - >50%	12.5% (2)		

Mean: 4.38

Response: 16

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

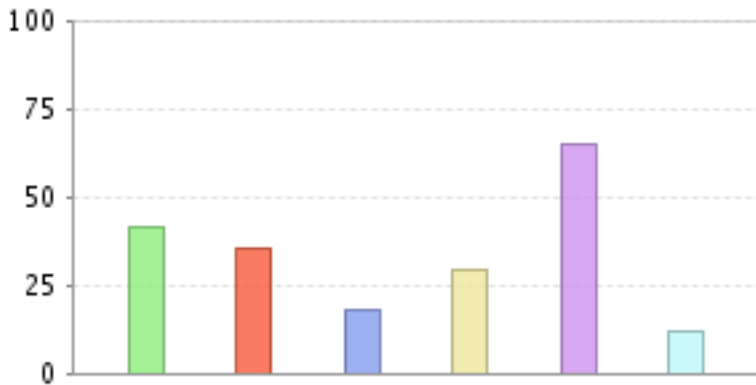


1 - Business unit product development/engineering	5.88% (1)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	88.24% (15)
5 - Other	5.88% (1)		

Mean: 3.88

Response: 17

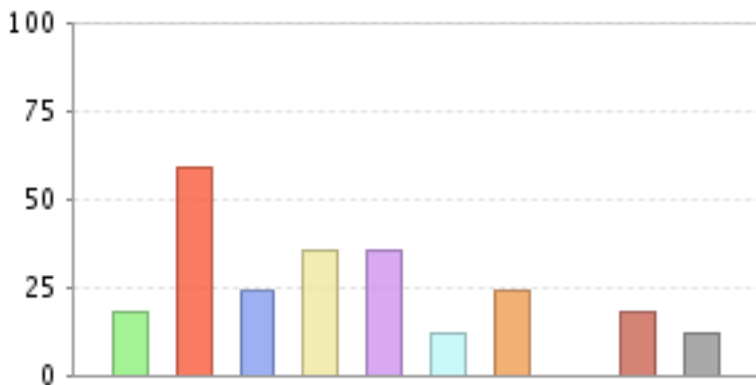
**86. What are your TWO MOST important performance goals for course delivery and distribution?**



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	41.18% (7)	2 - Revenue	35.29% (6)
3 - Profit Margin	17.65% (3)	4 - Number of students trained	29.41% (5)
5 - Student/Customer satisfaction	64.71% (11)	6 - Other	11.76% (2)

Response: 17

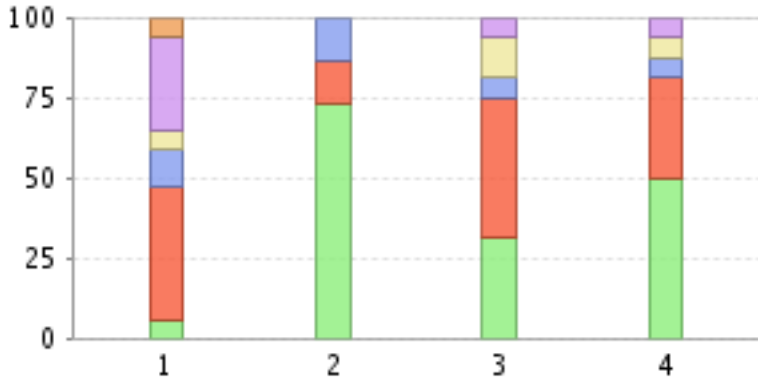
**87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.**



1 - Meeting thresholds for class delivery requirements	17.65% (3)	2 - Training Sales (lack of pipeline)	58.82% (10)
3 - Conflicting goals with other departments	23.53% (4)	4 - External economy	35.29% (6)
5 - Marketing training offerings	35.29% (6)	6 - Training/qualifying instructors	11.76% (2)
7 - Lack of (skilled) resources	23.53% (4)	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)	17.65% (3)	10 - Other	11.76% (2)

Response: 17

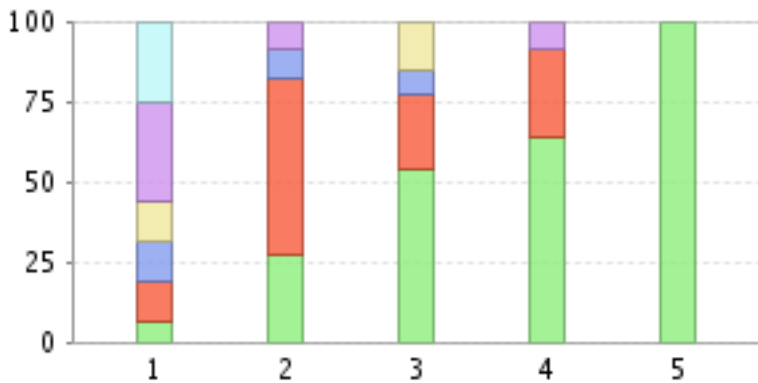
**88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?**



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	5.88% (1)	41.18% (7)	11.76% (2)	5.88% (1)	29.41% (5)	0% (0)	5.88% (1)	3.35
2 Central and South America	73.33% (11)	13.33% (2)	13.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
3 Europe, Middle East and Africa	31.25% (5)	43.75% (7)	6.25% (1)	12.5% (2)	6.25% (1)	0% (0)	0% (0)	2.19
4 Asia/Pacific	50% (8)	31.25% (5)	6.25% (1)	6.25% (1)	6.25% (1)	0% (0)	0% (0)	1.88

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	6.25% (1)	12.5% (2)	12.5% (2)	12.5% (2)	31.25% (5)	25% (4)	4.25
2 Other company/internal staff	27.27% (3)	54.55% (6)	9.09% (1)	0% (0)	9.09% (1)	0% (0)	2.09
3 Partners	53.85% (7)	23.08% (3)	7.69% (1)	15.38% (2)	0% (0)	0% (0)	1.85
4 Contract instructors	63.64% (7)	27.27% (3)	0% (0)	0% (0)	9.09% (1)	0% (0)	1.64
5 Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

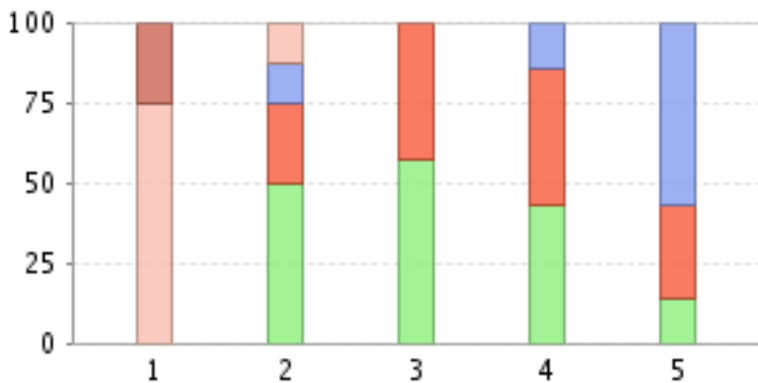
Response: 16

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



■ 1 - Yes 56.25% (9)
■ 2 - No 43.75% (7)  
 Mean: 1.44  
 Response: 16

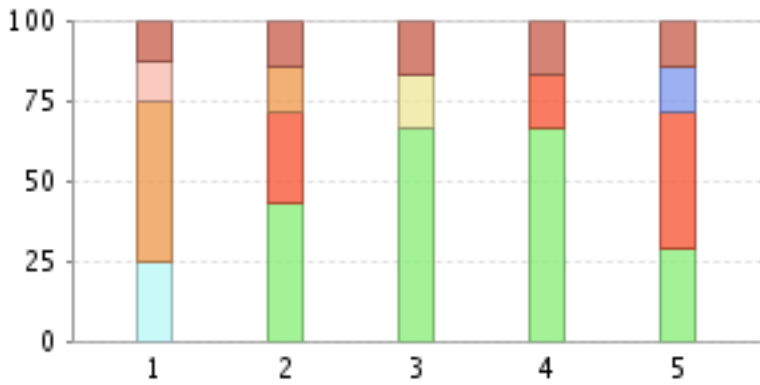
**91. For the last fiscal year, what was the instructor utilization target?**



	<span style="color: green;">■</span>	<span style="color: red;">■</span>	<span style="color: blue;">■</span>	<span style="color: yellow;">■</span>	<span style="color: purple;">■</span>	<span style="color: cyan;">■</span>	<span style="color: orange;">■</span>	<span style="color: pink;">■</span>	<span style="color: brown;">■</span>	<span style="color: grey;">■</span>	Mean
	N/A	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%	
1 Billable delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	75% (6)	25% (2)	0% (0)	8.25
2 Billable custom development	50% (4)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	2.38
3 Other billable	57.14% (4)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
4 Non-billable preparation time, including travel for onsites	42.86% (3)	42.86% (3)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	14.29% (1)	28.57% (2)	57.14% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.43

Response: 8

**92. For the last fiscal year, what was the instructor utilization achievement?**



	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%	Mean
1 Billable delivery	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (2)	50% (4)	12.5% (1)	12.5% (1)	7.12
2 Billable custom development	42.86% (3)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	3.29
3 Other billable	66.67% (4)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	2.83
4 Non-billable preparation time including travel for onsites	66.67% (4)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	2.5
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	28.57% (2)	42.86% (3)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.86

Response: 8

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



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

Mean: 3

Response: 14

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



1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	20% (2)	4 - 4-6 months	10% (1)
5 - 7-12 months	40% (4)	6 - More than 12 months	30% (3)

Mean: 4.8

Response: 10

**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	8.33% (1)	2 - \$100K-\$150K	0% (0)
3 - \$150K-\$200K	16.67% (2)	4 - \$200K-\$250K	25% (3)
5 - \$250K-\$300K	16.67% (2)	6 - \$300K-\$400K	8.33% (1)
7 - >\$400K	25% (3)		

Mean: 4.67

Response: 12

**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 86.67% (13) ■ 2 - No 13.33% (2)  
 Mean: 1.13  
 Response: 15

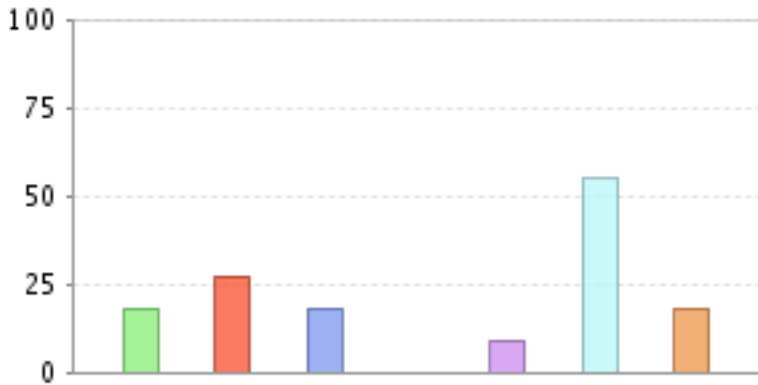
**97. How do you provide student training materials for your classroom and virtual classroom deliveries?**



<span style="color: green;">■</span> 1 - Printed	25% (4)	<span style="color: red;">■</span> 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	6.25% (1)
<span style="color: blue;">■</span> 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	12.5% (2)	<span style="color: yellow;">■</span> 4 - Softcopy – restricted with digital right management tool	31.25% (5)
<span style="color: purple;">■</span> 5 - Streamed content to be used via computer or tablet	0% (0)	<span style="color: cyan;">■</span> 6 - Other	25% (4)

Mean: 3.5  
 Response: 16

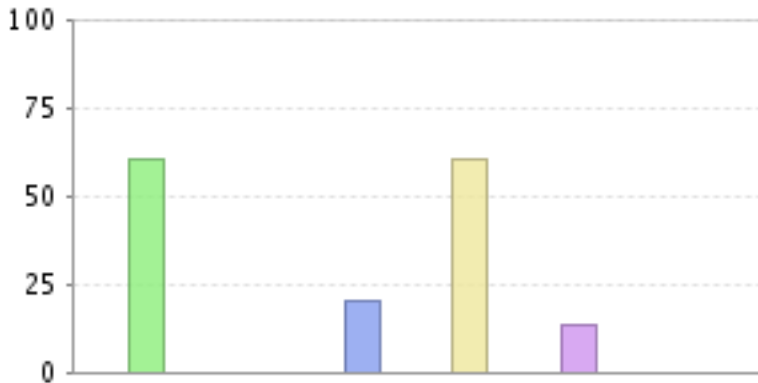
**98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.**



1 - Android	18.18% (2)	2 - iPad full-size	27.27% (3)
3 - iPad mini	18.18% (2)	4 - Kindle	0% (0)
5 - Windows tablet	9.09% (1)	6 - Not for tablets	54.55% (6)
7 - Other	18.18% (2)		

Response: 11

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



1 - Company owned training facility	60% (9)	2 - Company-owned non-training facility	0% (0)
3 - Authorized Partner Education Center	20% (3)	4 - Customer Site	60% (9)
5 - Short-term rental facility	13.33% (2)	6 - Other	0% (0)

Response: 15

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



1 - <20%	16.67% (2)	2 - 21-30%	0% (0)
3 - 31-40%	16.67% (2)	4 - 41-50%	16.67% (2)
5 - 51-60%	16.67% (2)	6 - 61-70%	25% (3)
7 - >70%	8.33% (1)		

Mean: 4.25

Response: 12

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

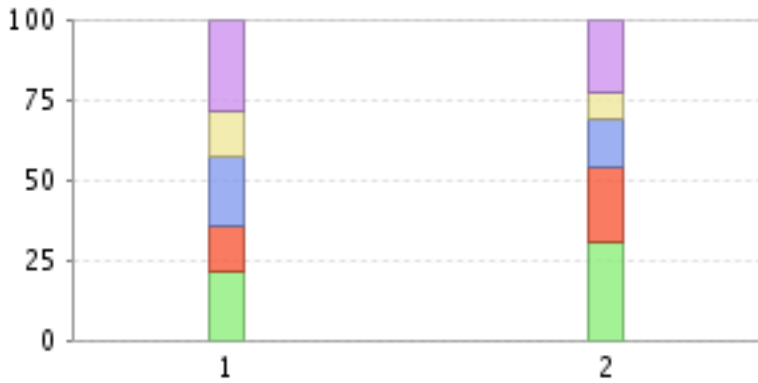


1 - <20%	18.18% (2)	2 - 21-30%	9.09% (1)
3 - 31-40%	18.18% (2)	4 - 41-50%	18.18% (2)
5 - 51-60%	9.09% (1)	6 - 61-70%	9.09% (1)
7 - >70%	18.18% (2)		

Mean: 3.91

Response: 11

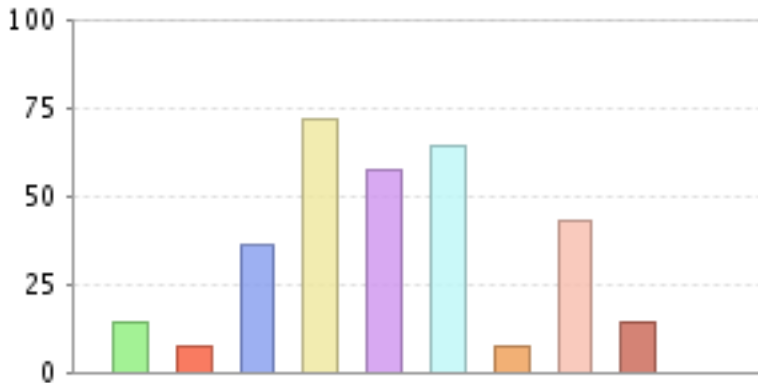
**102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?**



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	21.43% (3)	14.29% (2)	21.43% (3)	14.29% (2)	28.57% (4)	3.14
2 Virtual instructor-led	30.77% (4)	23.08% (3)	15.38% (2)	7.69% (1)	23.08% (3)	2.69

Response: 14

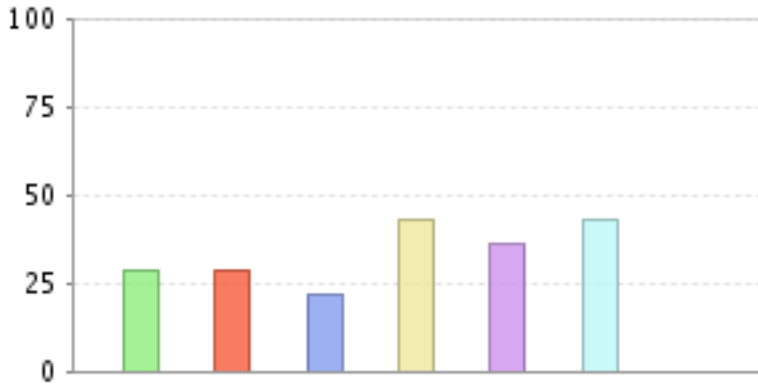
**103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.**



1 - Advertise with a discount for customers	14.29% (2)	2 - Offer free or discounted seats to partners	7.14% (1)
3 - Offer free seats for internal employees	35.71% (5)	4 - Cancel	71.43% (10)
5 - Try to rebook on other dates	57.14% (8)	6 - Give advance warning that the class is in jeopardy	64.29% (9)
7 - Offer alternative services	7.14% (1)	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	14.29% (2)	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	28.57% (4)	2 - In our own classrooms	28.57% (4)
3 - The equipment is shipped	21.43% (3)	4 - Remote access to our own equipment	42.86% (6)
5 - Virtualized equipment, by our own company	35.71% (5)	6 - Virtualized equipment, provided by a 3rd party vendor	42.86% (6)
7 - Other	0% (0)		

Response: 14

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



1 - N/A	45.45% (5)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	18.18% (2)
5 - 41-50%	9.09% (1)	6 - 51-60%	9.09% (1)
7 - 61-70%	9.09% (1)	8 - >70%	9.09% (1)

Mean: 3.55

Response: 11

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



1 - N/A	41.67% (5)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	16.67% (2)
5 - 41-50%	8.33% (1)	6 - 51-60%	8.33% (1)
7 - 61-70%	8.33% (1)	8 - >70%	16.67% (2)

Mean: 3.92

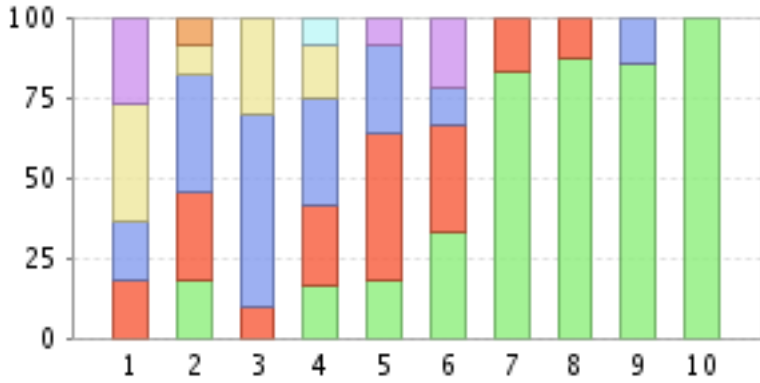
Response: 12

**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	2.22	3.22	102	154.44	35.56	13.89	3,170.89	0.22	11,111.11
Highest	8	20	884	1,272	250	100	9,951	2	100,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	3.42	6.63	293.29	420.33	82.37	32.93	4,244.64	0.67	33,333.34

Response: 9

**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)	18.18% (2)	18.18% (2)	36.36% (4)	27.27% (3)	0% (0)	0% (0)	3.73
2 Private (or dedicated) live classroom training	18.18% (2)	27.27% (3)	36.36% (4)	9.09% (1)	0% (0)	0% (0)	9.09% (1)	2.82
3 Onsite delivery (customer's location)	0% (0)	10% (1)	60% (6)	30% (3)	0% (0)	0% (0)	0% (0)	3.2
4 Public virtual classroom training	16.67% (2)	25% (3)	33.33% (4)	16.67% (2)	0% (0)	8.33% (1)	0% (0)	2.83
5 Private virtual classroom training	18.18% (2)	45.45% (5)	27.27% (3)	0% (0)	9.09% (1)	0% (0)	0% (0)	2.36
6 eLearning	33.33% (3)	33.33% (3)	11.11% (1)	0% (0)	22.22% (2)	0% (0)	0% (0)	2.44
7 Mobile Learning (smartphones/tablets)	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	87.5% (7)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.12
9 Other self paced	85.71% (6)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
10 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 12

**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%	80% (12)	2 - 26-50%	6.67% (1)
3 - 51-75%	6.67% (1)	4 - >75%	0% (0)
5 - We do not provide	6.67% (1)		

Mean: 1.47

Response: 15

**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	13.33% (2)	2 - 16-30 days	46.67% (7)
3 - 31-45 days	26.67% (4)	4 - 46-60 days	6.67% (1)
5 - more than 60 days	6.67% (1)		

Mean: 2.47

Response: 15

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

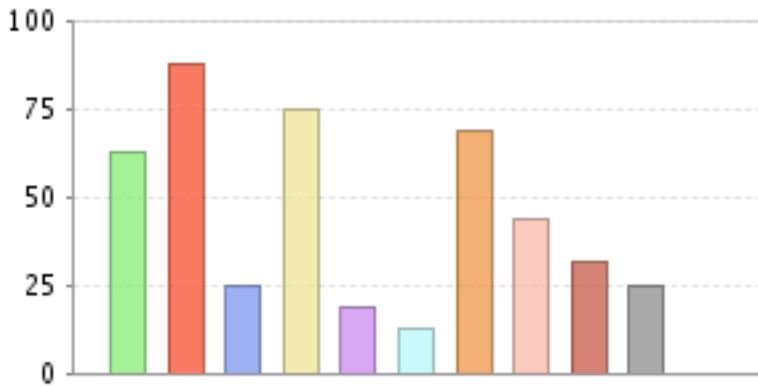


1 - 5 or less	42.86% (6)	2 - 6-10	28.57% (4)
3 - 11-15	7.14% (1)	4 - 16-19	14.29% (2)
5 - 20 or more	7.14% (1)		

Mean: 2.14

Response: 14

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



1 - Virtual Labs	62.5% (10)	2 - Virtual Classroom	87.5% (14)
3 - CRM to manage all customer and opportunities	25% (4)	4 - LMS	75% (12)
5 - LCMS (Learning Content Management System)	18.75% (3)	6 - Knowledge Management	12.5% (2)
7 - Scheduling/Utilization	68.75% (11)	8 - Certification Credentials	43.75% (7)
9 - Digital Rights Management	31.25% (5)	10 - Dashboard for KPI	25% (4)
11 - Other	0% (0)		

Response: 16

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



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

Mean: 1.67

Response: 15

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



1 - Yes 6.25% (1) 2 - No 93.75% (15)  
Mean: 1.94  
Response: 16

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



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

Response: 1

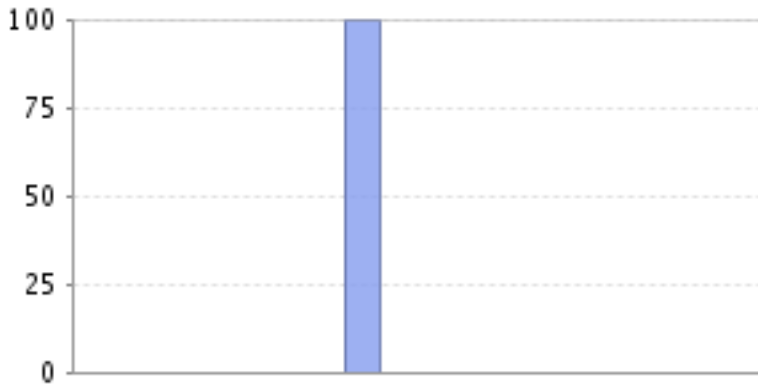
**116. Do you have a process for qualifying and or certifying your course development partners?**



1 - Yes, formalized process and procedures 100% (1) 2 - Yes, but informal 0% (0)  
3 - No, no process or procedure 0% (0)

Mean: 1  
Response: 1

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



<input type="checkbox"/> 1 - Resellers/VARs	0% (0)	<input type="checkbox"/> 2 - Distributors/VADs	0% (0)
<input checked="" type="checkbox"/> 3 - Independent training organizations	100% (1)	<input type="checkbox"/> 4 - Professional development companies	0% (0)
<input type="checkbox"/> 5 - Individual contractors, translators or editors	0% (0)	<input type="checkbox"/> 6 - Other	0% (0)

Response: 1

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



<input type="checkbox"/> 1 - None	0% (0)	<input type="checkbox"/> 2 - 1-10%	0% (0)
<input type="checkbox"/> 3 - 11-20%	0% (0)	<input type="checkbox"/> 4 - 21-30%	0% (0)
<input type="checkbox"/> 5 - 31-40%	0% (0)	<input type="checkbox"/> 6 - 41-50%	0% (0)
<input checked="" type="checkbox"/> 7 - >50%	100% (1)		

Mean: 7

Response: 1

**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

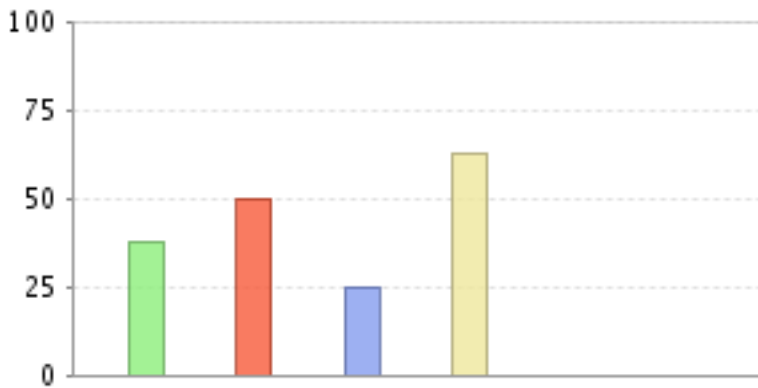
Response: 1

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



■ 1 - Yes 50% (8) ■ 2 - No 50% (8)  
 Mean: 1.5  
 Response: 16

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



■ 1 - Completely outsourced delivery 37.5% (3) ■ 2 - Add additional bandwidth 50% (4)  
■ 3 - Additional skills 25% (2) ■ 4 - Provide translation/localization (eg by native language speakers) 62.5% (5)  
■ 5 - Reduce travel cost/time 0% (0) ■ 6 - Other 0% (0)  
 Response: 8

**122. What is the role of the delivery partner?**



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

50% (4)

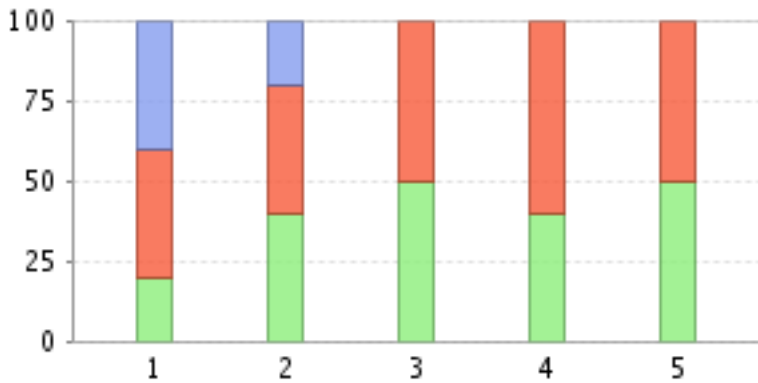
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

50% (4)

Mean: 1.5

Response: 8

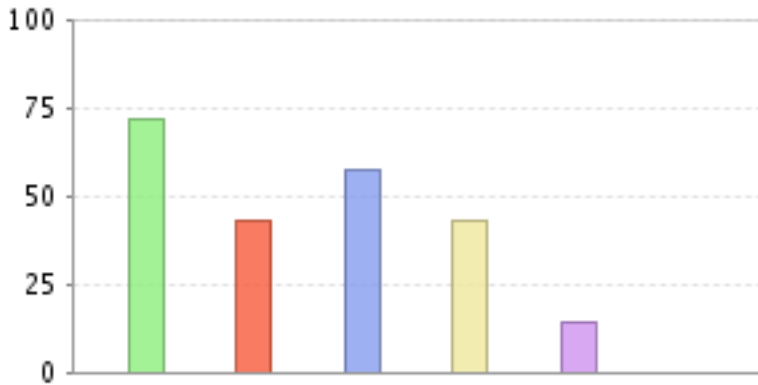
**123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.**



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	20% (1)	40% (2)	40% (2)	0% (0)	2.2
2 North America	40% (2)	40% (2)	20% (1)	0% (0)	1.8
3 Central and South America	50% (2)	50% (2)	0% (0)	0% (0)	1.5
4 Europe, Middle East and Africa	40% (2)	60% (3)	0% (0)	0% (0)	1.6
5 Asia/Pacific	50% (2)	50% (2)	0% (0)	0% (0)	1.5

Response: 7

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	71.43% (5)	2 - Distributors/VADs	42.86% (3)
3 - Independent training organizations	57.14% (4)	4 - Services/Implementation Partners	42.86% (3)
5 - Individual contractors	14.29% (1)	6 - Other	0% (0)

Response: 7

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	85.17	24.5	0.83	8.67	4.17
Highest	440	130	4	36	15
Lowest	0	0	0	0	0
Standard deviation	176.14	52.07	1.6	14.28	6.65

Response: 6

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



1 - Delivery partner teaches with labs provided by you	14.29% (1)	2 - Delivery partner owns labs	85.71% (6)
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Mean: 1.86

Response: 7

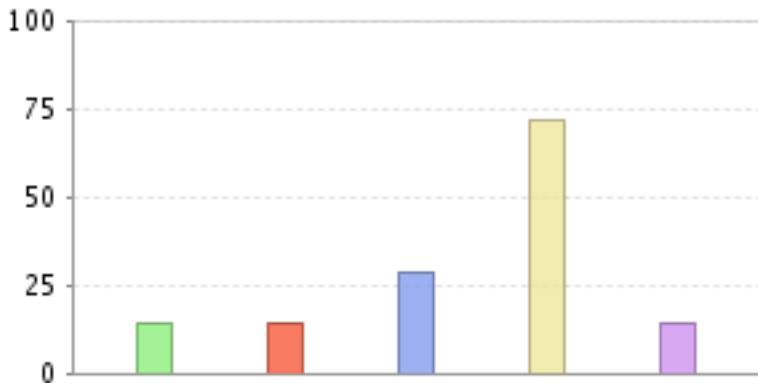
**127. How does the partner set up the labs?**



1 - Delivery partner purchases equipment or access from you 14.29% (1)
  2 - Delivery partner manages lab on its own expense 85.71% (6)

Mean: 1.86  
Response: 7

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



1 - Pay per use of the instructor 14.29% (1)
  2 - Recurring fixed fee licensing 14.29% (1)

3 - Per seat revenue sharing 28.57% (2)
  4 - Training kit/unit based materials fee 71.43% (5)

5 - Other 14.29% (1)

Response: 7

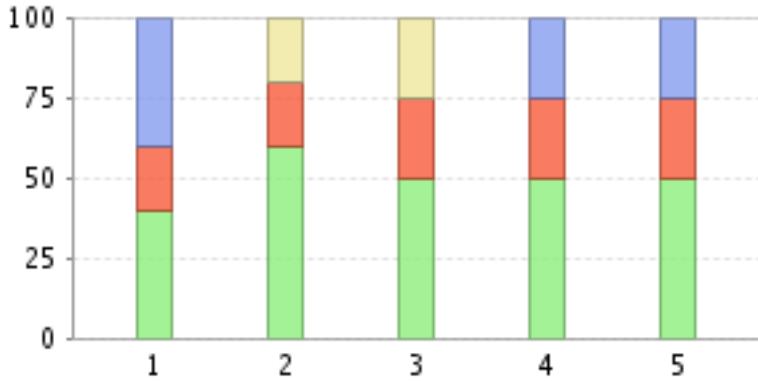
**129. Do you have a revenue target for your delivery partners?**



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

Mean: 1.86  
Response: 7

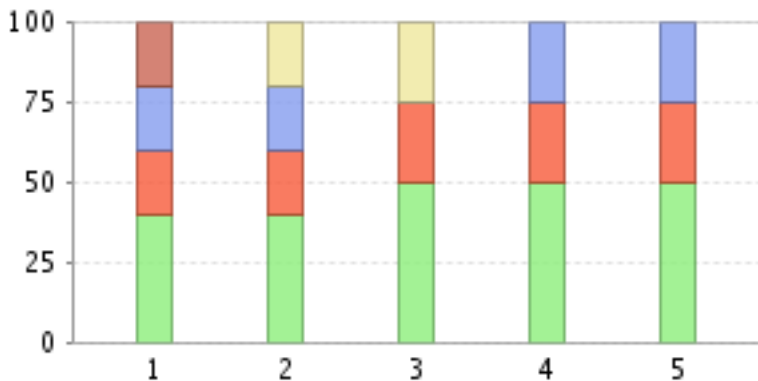
**130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.**



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	40% (2)	20% (1)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	60% (3)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.8
3 Central and South America	50% (2)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Europe, Middle East and Africa	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
5 Asia/Pacific	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75

Response: 6

**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	40% (2)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	3.2
2 North America	40% (2)	20% (1)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
3 Central and South America	50% (2)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Europe, Middle East and Africa	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
5 Asia/Pacific	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75

Response: 6

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



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

Mean: 1.86  
Response: 7

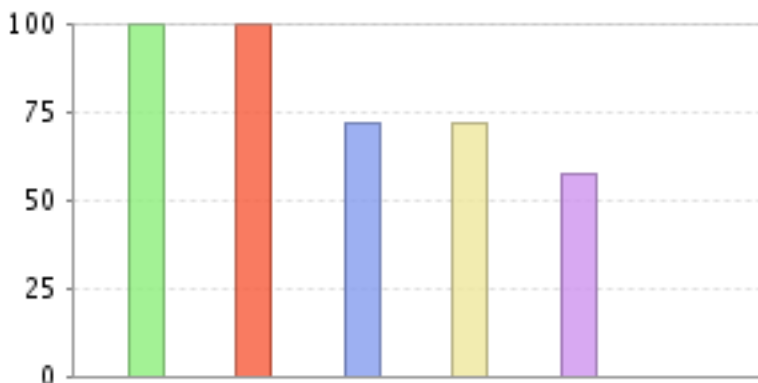
**133. Do you require course delivery partner organizations to participate in a formal class evaluation process?**



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

Mean: 1.14  
Response: 7

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



<span style="color: green;">■</span> 1 - Overall satisfaction	100% (7)	<span style="color: red;">■</span> 2 - Instructor Delivery	100% (7)
<span style="color: blue;">■</span> 3 - Classroom facilities	71.43% (5)	<span style="color: yellow;">■</span> 4 - Lab facilities	71.43% (5)
<span style="color: purple;">■</span> 5 - Materials quality	57.14% (4)	<span style="color: cyan;">■</span> 6 - Other	0% (0)

Response: 7

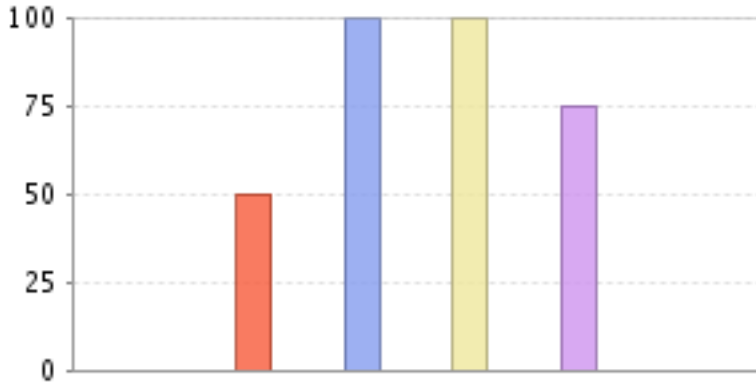


**138. How many academic partners do you have worldwide and in each region?**

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	2,752.75	1.75	0.25	0.5	0.5
Highest	10,000	6	1	2	2
Lowest	0	0	0	0	0
Standard deviation	4,854.19	2.87	0.5	1	1

Response: 4

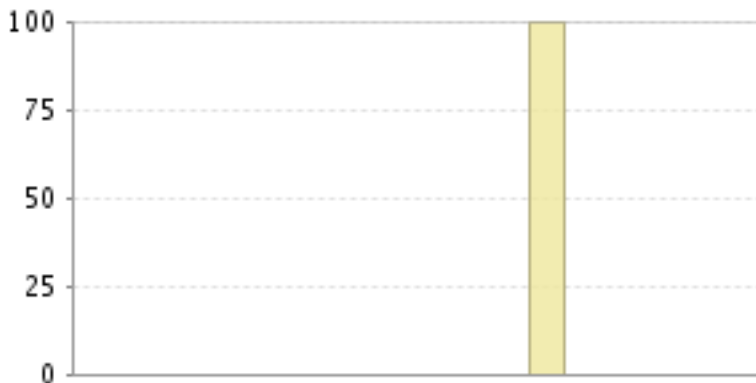
**139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.**



<input type="checkbox"/> 1 - Secondary schools	0% (0)	<input type="checkbox"/> 2 - Vocational/Technical Schools	50% (2)
<input type="checkbox"/> 3 - Associates' programs/2 year colleges or certificates	100% (4)	<input type="checkbox"/> 4 - Bachelors' programs/4 year colleges and universities	100% (4)
<input type="checkbox"/> 5 - Graduate programs/universities	75% (3)	<input type="checkbox"/> 6 - Other	0% (0)

Response: 4

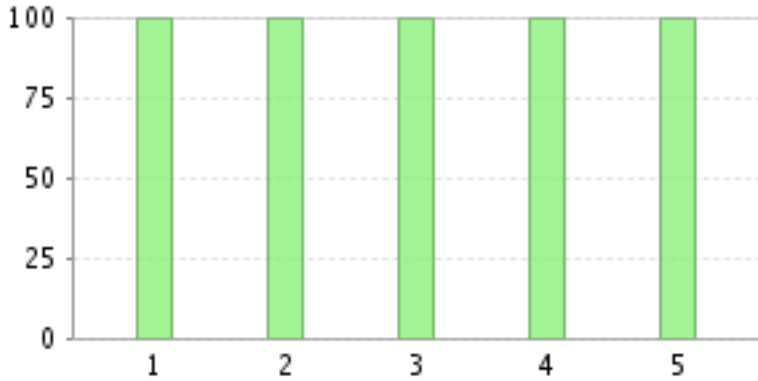
**140. What is your academic partner business model? Select all that apply.**



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

Response: 4

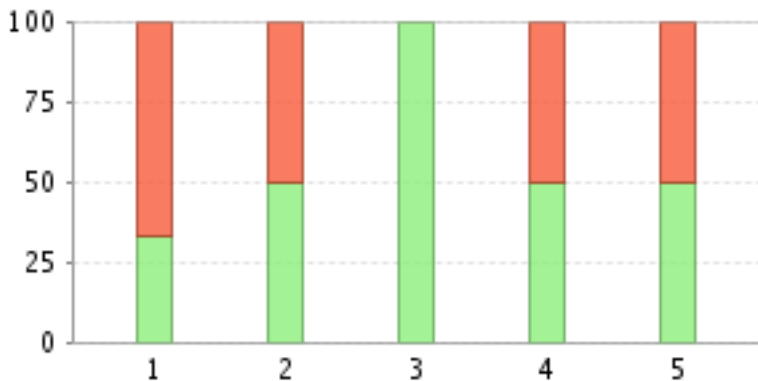
**141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.**



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

Response: 4

**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	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
2 North America	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
3 Central and South America	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 Europe, Middle East and Africa	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asia/Pacific	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 3



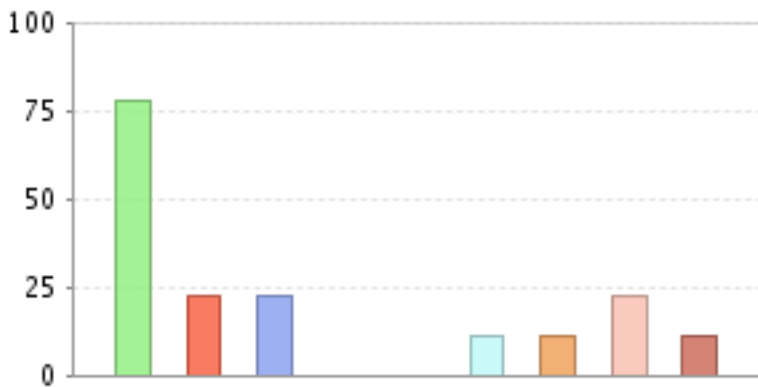
**145. Does your company offer a professional certification program on your products and technology?**



1 - Yes, for all of our products	0%	(0)	2 - Yes, for some of our products	56.25%	(9)
3 - No, we don't offer any certification programs	43.75%	(7)			

Mean: 2.44  
Response: 16

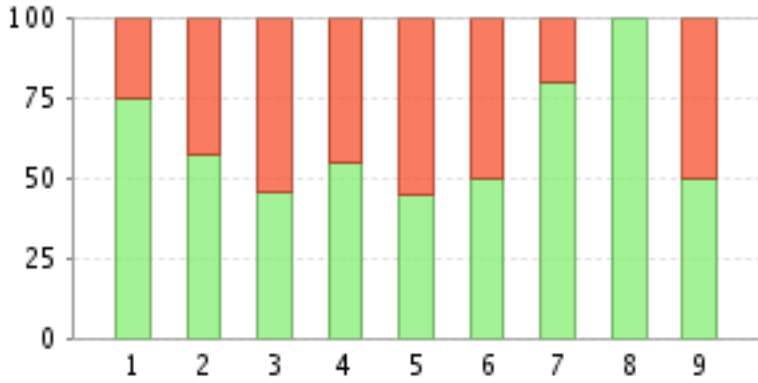
**146. What are the two main goals for your certification programs?**



1 - Validate partner skills	77.78%	(7)	2 - Promoting brand recognition in the industry	22.22%	(2)
3 - Creating loyalty in our partner community and customer base	22.22%	(2)	4 - Establishing advocacy in the technical community	0%	(0)
5 - Creating a social network of support in the technical community	0%	(0)	6 - Revenue Generation	11.11%	(1)
7 - Ensure customer satisfaction	11.11%	(1)	8 - Enhance our product's value	22.22%	(2)
9 - Other	11.11%	(1)			

Response: 9

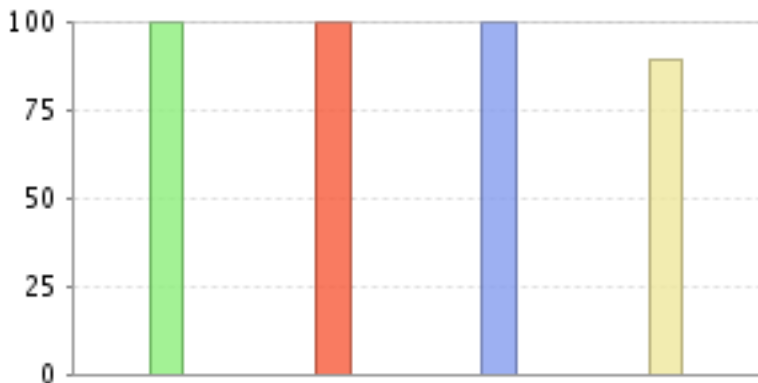
**147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.**



	Intended	Required
1 Sales - Internal staff	75% (3)	25% (1)
2 Sales - Channels/Partners	57.14% (4)	42.86% (3)
3 Presales – Internal Staff/Engineers	45.45% (5)	54.55% (6)
4 Presales – Channel/Partners	54.55% (6)	45.45% (5)
5 Post-sales – Internal Service Staff	44.44% (4)	55.56% (5)
6 Post-sales – Channels/Partners	50% (6)	50% (6)
7 Customers/end users	80% (8)	20% (2)
8 Students (academic)	100% (3)	0% (0)
9 Other	50% (1)	50% (1)

Response: 9

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



1 - North America	100% (9)	2 - Central and South America	100% (9)
3 - Europe, Middle East and Africa	100% (9)	4 - Asia/Pacific	88.89% (8)

Response: 9

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



1 - 1	22.22% (2)	2 - 2	22.22% (2)
3 - 3	22.22% (2)	4 - 4	11.11% (1)
5 - 5 or more	11.11% (1)	6 - It varies	11.11% (1)

Mean: 3  
Response: 9

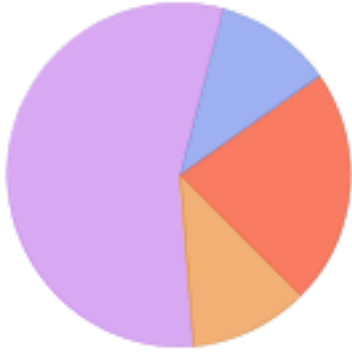
**150. Are your tiers progressive (that is, you must achieve one level to progress to the next)?**



1 - Yes, for all tiers	25% (2)	2 - Yes, but only for some tiers	12.5% (1)
3 - No, you can go directly to the top tier or any point in-between	62.5% (5)		

Mean: 2.38  
Response: 8

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



1 - Must re-certify annually	0% (0)	2 - 2 Years	22.22% (2)
3 - 3-4 years	11.11% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	55.56% (5)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	11.11% (1)	8 - Other	0% (0)

Mean: 4.33

Response: 9

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

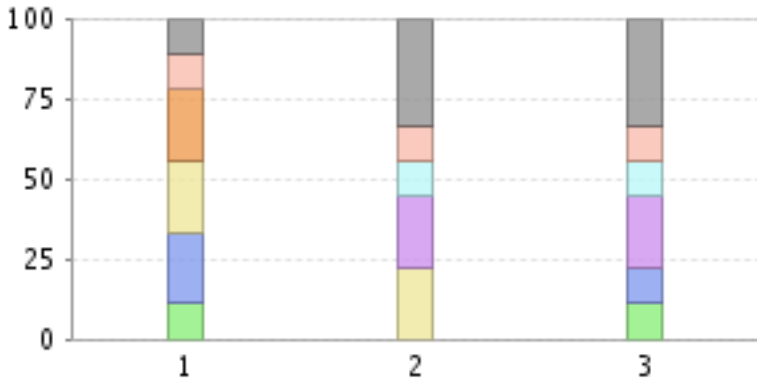


1 - Less than a year	0% (0)	2 - 1-2 years	0% (0)
3 - 2-3 years	33.33% (3)	4 - 3-4 years	11.11% (1)
5 - 4-5 years	0% (0)	6 - 5-9 years	33.33% (3)
7 - 10 years or more	22.22% (2)		

Mean: 5

Response: 9

**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?	11.11% (1)	0% (0)	22.22% (2)	22.22% (2)	0% (0)	0% (0)	22.22% (2)	11.11% (1)	0% (0)	11.11% (1)	5.22
2 Were issued since start of the certification program?	0% (0)	0% (0)	0% (0)	22.22% (2)	22.22% (2)	11.11% (1)	0% (0)	11.11% (1)	0% (0)	33.33% (3)	6.89
3 Are valid currently?	11.11% (1)	0% (0)	11.11% (1)	0% (0)	22.22% (2)	11.11% (1)	0% (0)	11.11% (1)	0% (0)	33.33% (3)	6.44

Response: 9

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

Average	379,392.5
Highest	2,000,000
Lowest	200
Standard deviation	799,916.94

Response: 6

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



1 - Yes, it's live	11.11% (1)	2 - No, but we're developing it	22.22% (2)
3 - No, we have no plans	66.67% (6)		

Mean: 2.56

Response: 9

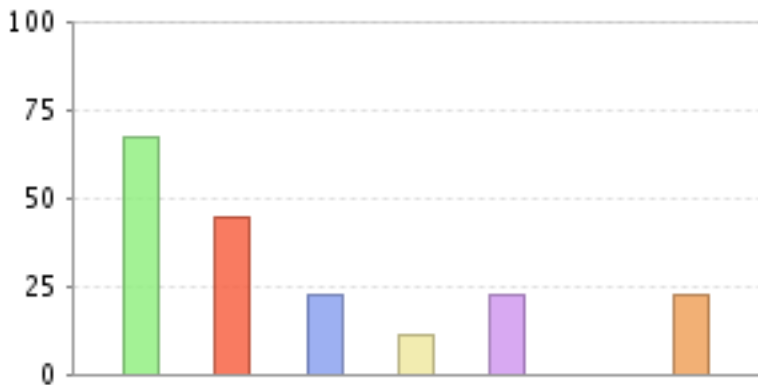
**156. Does your certification program include a recommended formalized course of study?**



1 - Yes, certain training is required	0% (0)	2 - Yes, training is available/suggested but is not required	88.89% (8)
3 - No	11.11% (1)		

Mean: 2.11  
Response: 9

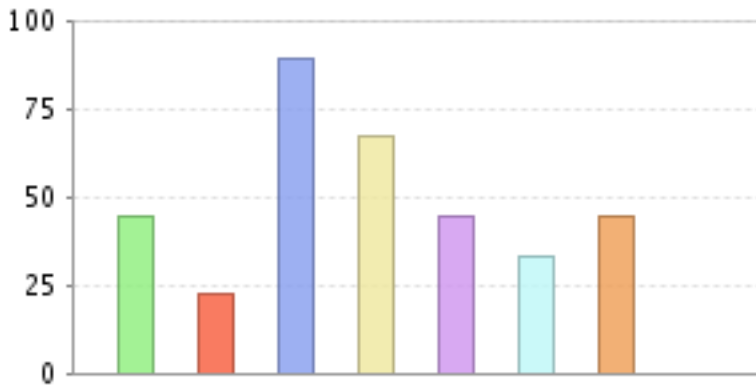
**157. In what form is the preparatory study/training distributed? Select all that apply.**



1 - Vendor prepared, authorized instructor led training	66.67% (6)	2 - Vendor prepared e-learning	44.44% (4)
3 - Vendor prepared self-study materials	22.22% (2)	4 - Third party prepared and delivered instructor led training and/or e-learning	11.11% (1)
5 - Commercially available study/reading materials	22.22% (2)	6 - Publically available academic programs	0% (0)
7 - Other	22.22% (2)		

Response: 9

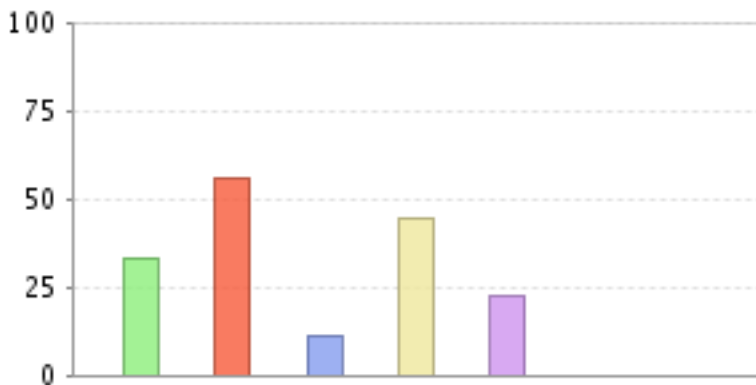
**158. Who participates in the development of your certification exams? Select all that apply.**



1 - Individuals with pre-existing certification	44.44% (4)	2 - Industry recognized technical experts	22.22% (2)
3 - Education Services staff	88.89% (8)	4 - Other company staff	66.67% (6)
5 - Partner staff	44.44% (4)	6 - Customers/end users	33.33% (3)
7 - Professional consultants and/or organizations	44.44% (4)	8 - Other	0% (0)

Response: 9

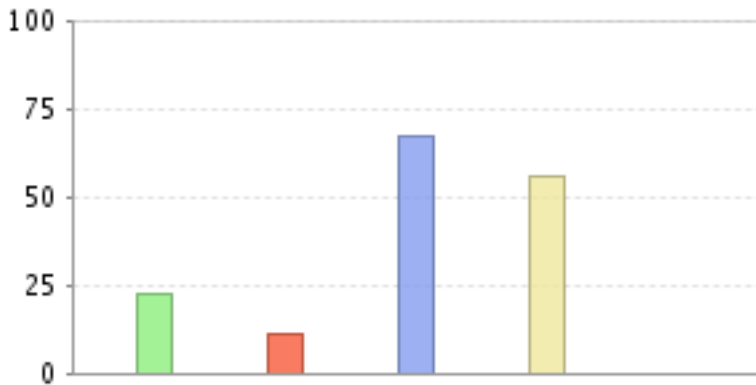
**159. How are your certification exams administered? Select all that apply.**



1 - Proctored practical exam(s)	33.33% (3)	2 - Proctored computer-based exam(s)	55.56% (5)
3 - Un-proctored computer-based exam(s)	11.11% (1)	4 - Proctored Online/web delivered computer-based exam(s)	44.44% (4)
5 - Unproctored Online/web delivered computer-based exam(s)	22.22% (2)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	0% (0)		

Response: 9

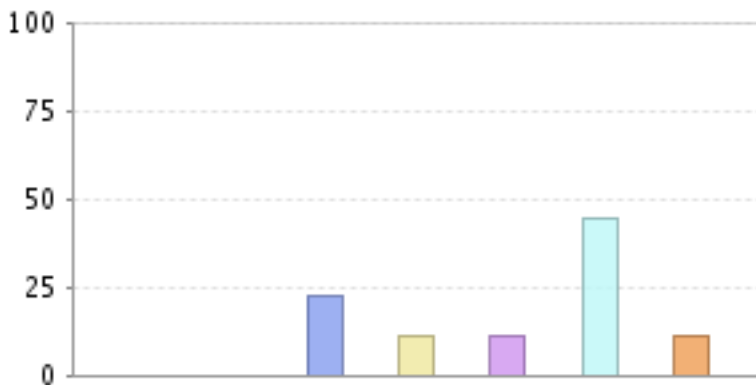
**160. How do you deliver/distribute your certification exams? Select all that apply.**



1 - Our company training and testing centers	22.22% (2)	2 - Authorized Training Partner training and testing centers	11.11% (1)
3 - Third party training and testing centers	66.67% (6)	4 - Electronically, over the web	55.56% (5)
5 - Other	0% (0)		

Response: 9

**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	22.22% (2)	4 - Discounted or free retake voucher	11.11% (1)
5 - Rescoring of exam	11.11% (1)	6 - None of the above	44.44% (4)
7 - Other	11.11% (1)		

Response: 9

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



1 - Yes, a formal program	55.56% (5)	2 - Yes, but it is informal	22.22% (2)
3 - No	22.22% (2)		

Mean: 1.67  
Response: 9

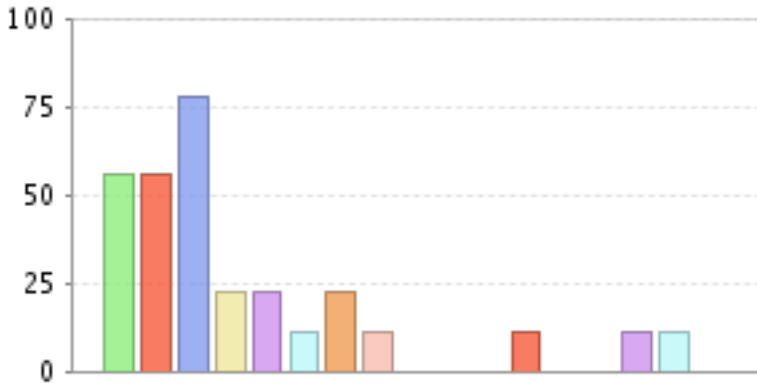
**163. How many FTE equivalent employees in your organization perform certification-related activities?**



1 - 1	25% (2)	2 - 2-3	25% (2)
3 - 4-5	0% (0)	4 - 6-10	25% (2)
5 - 11-20	12.5% (1)	6 - 21-40	12.5% (1)
7 - >40	0% (0)		

Mean: 3.12  
Response: 8

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



1 - Logos	55.56% (5)	2 - Hard copy (paper) certificates	55.56% (5)
3 - Soft copy (electronic) certificates	77.78% (7)	4 - Letters of recognition	22.22% (2)
5 - Branded Merchandise (shirts, hats, and so on)	22.22% (2)	6 - Online store for branded merchandise	11.11% (1)
7 - Early access to new product information	22.22% (2)	8 - Access to organization subject matter experts	11.11% (1)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	0% (0)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	11.11% (1)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	11.11% (1)	16 - Free training when products they are certified on are updated	11.11% (1)
17 - Other	0% (0)		

Response: 9

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



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

Response: 9

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