

## Total (50)

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% (50)	2 - EMEA (Europe, Middle East and Africa)	72% (36)
3 - APAC (Asia Pacific, including China)	70% (35)		

Response: 50

2. What is your company's core business?

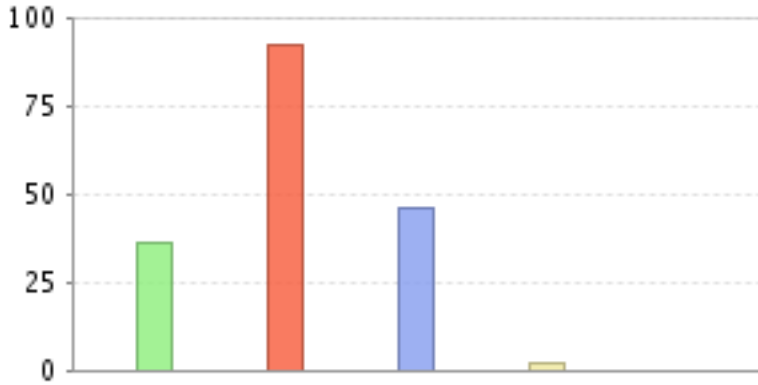


1 - Software - ERP	4.08% (2)	2 - Software - Data Center	4.08% (2)
3 - Software - IT Management	18.37% (9)	4 - Software - Business Intelligence	8.16% (4)
5 - Software - Software as a Service	14.29% (7)	6 - Hardware - PC/Server maintenance	2.04% (1)
7 - Hardware - Cloud storage	0% (0)	8 - Hardware - Networking	10.2% (5)
9 - Hardware - Telecommunications	6.12% (3)	10 - Biosciences	0% (0)
11 - Other	32.65% (16)		

Mean: 6.8

Response: 49

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



1 - Hardware	36% (18)	2 - Software	92% (46)
3 - Software as a Service (SaaS)	46% (23)	4 - Biosciences	2% (1)
5 - Other	0% (0)		

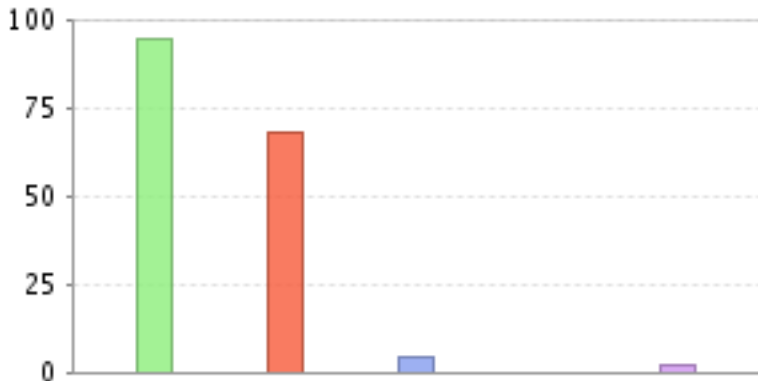
Response: 50

**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	56.98%	4.58%	25.56%	11.72%
Highest	100%	44%	56%	40%
Lowest	30%	0%	0%	0%
Standard deviation	19.52	7.39	15.17	10.07

Response: 43

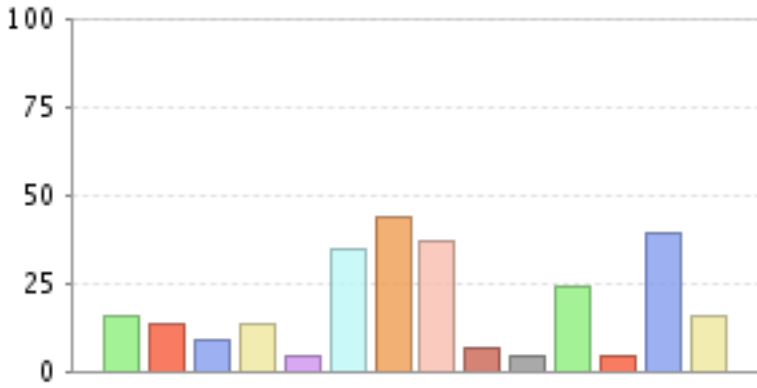
**5. Which of the following represent your primary client type? Select no more than two.**



1 - Large enterprise	94% (47)	2 - Small and medium enterprise	68% (34)
3 - Home office	4% (2)	4 - Consumer	0% (0)
5 - Other	2% (1)		

Response: 50

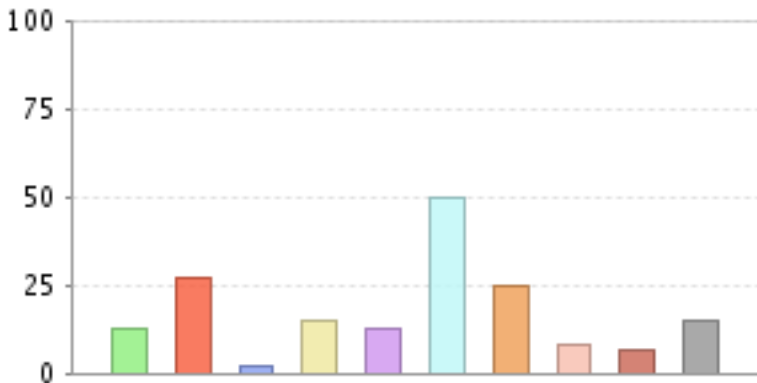
**6. What are your company's top three (in terms of revenue) vertical industries? Select no more than three.**



1 - Automotive	15.22% (7)	2 - Banking	13.04% (6)
3 - Education	8.7% (4)	4 - Energy	13.04% (6)
5 - Entertainment	4.35% (2)	6 - Finance	34.78% (16)
7 - Government	43.48% (20)	8 - Healthcare	36.96% (17)
9 - Insurance	6.52% (3)	10 - Logistics	4.35% (2)
11 - Manufacturing	23.91% (11)	12 - Retail	4.35% (2)
13 - Telecommunications	39.13% (18)	14 - Other	15.22% (7)

Response: 46

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



1 - Desktop Hardware and Software	12.5% (6)	2 - Networking and Telecommunications	27.08% (13)
3 - Office Products	2.08% (1)	4 - Computing Hardware	14.58% (7)
5 - Storage Hardware and Software	12.5% (6)	6 - Enterprise Application Software	50% (24)
7 - Infrastructure Software	25% (12)	8 - Industrial Automation	8.33% (4)
9 - Medical Technology	6.25% (3)	10 - Other	14.58% (7)

Response: 48

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



1 - \$100M or less	18.75% (9)	2 - Between \$101M and \$500M	31.25% (15)
3 - Between \$501M and \$1B	16.67% (8)	4 - More than \$1B and less than \$3B	16.67% (8)
5 - More than \$3B and less than \$10B	6.25% (3)	6 - More than \$10B and less than \$25B	4.17% (2)
7 - \$25B or more	6.25% (3)		

Mean: 2.98

Response: 48

**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%	17.02% (8)	2 - 11-20%	29.79% (14)
3 - 21-30%	23.4% (11)	4 - 31-40%	10.64% (5)
5 - 41-50%	4.26% (2)	6 - >50%	14.89% (7)

Mean: 3

Response: 47

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



1 - 100 or less	4% (2)	2 - 101-1000	28% (14)
3 - 1001-5000	42% (21)	4 - 5001-10000	8% (4)
5 - 10001-50000	10% (5)	6 - More than 50000	8% (4)

Mean: 3.16

Response: 50

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



1 - 10 or less	34.69% (17)	2 - 11-20	14.29% (7)
3 - 21-50	26.53% (13)	4 - 51-100	4.08% (2)
5 - 101-200	8.16% (4)	6 - 201-300	8.16% (4)
7 - More than 300	4.08% (2)		

Mean: 2.78

Response: 49

**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.)**

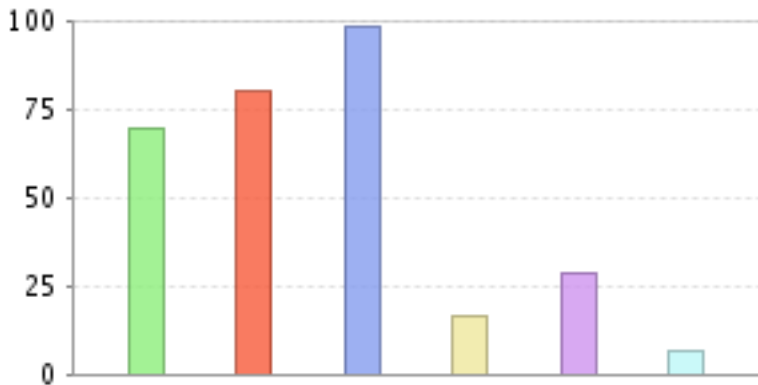


1 - It still isn't	8.33% (4)	2 - Less than 3 years	14.58% (7)
3 - 3-5 years	16.67% (8)	4 - 6-10 years	22.92% (11)
5 - More than 10 years	37.5% (18)		

Mean: 3.67

Response: 48

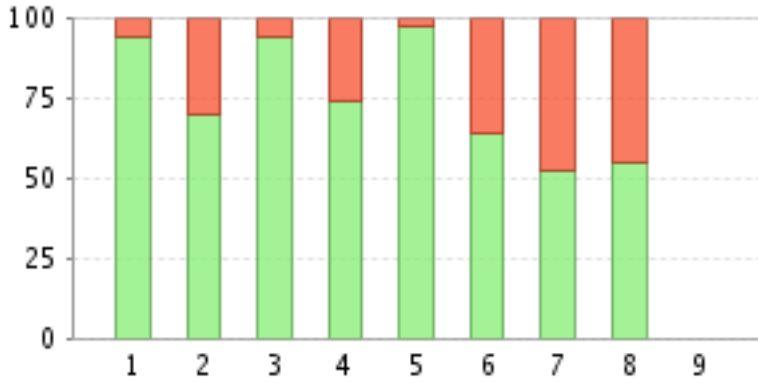
**13. What are the main responsibilities of your education team? Choose all that apply.**



1 - Provide product training to employees	69.39% (34)	2 - Provide product training to product channel partners	79.59% (39)
3 - Provide product training to customers	97.96% (48)	4 - Provide non-product training to employees (for example, softskills, management)	16.33% (8)
5 - Provide other forms of product content/collateral/job aids that help people understand your products.	28.57% (14)	6 - Other	6.12% (3)

Response: 49

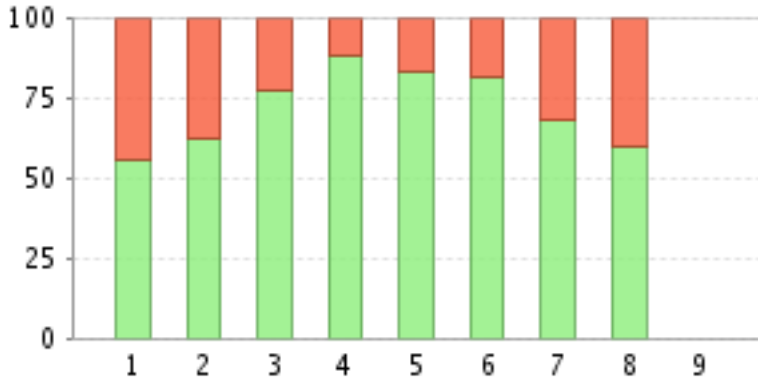
14. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



	Responsible to train	Charge for Training
1 Sales - Internal staff	94.12% (16)	5.88% (1)
2 Sales - Channels/Partners	69.7% (23)	30.3% (10)
3 Technical Pre-sales - Internal staff	93.94% (31)	6.06% (2)
4 Technical Pre-sales - Channels/Partners	73.81% (31)	26.19% (11)
5 Post-sales - Internal Staff	96.77% (30)	3.23% (1)
6 Post-sales - Channels/Partners	63.46% (33)	36.54% (19)
7 Customers and/or end users	52.44% (43)	47.56% (39)
8 Universities	55% (11)	45% (9)
9 Other	0% (0)	0% (0)

Response: 49

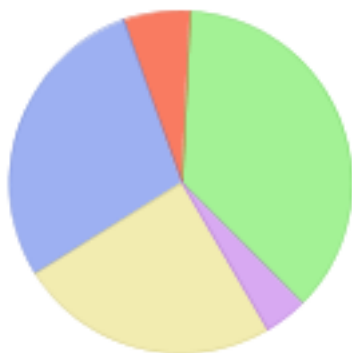
**15. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?**



	Objective Assigned	Objective in bonus/incentive plan
1 Meeting an education revenue target	55.93% (33)	44.07% (26)
2 Meeting an education profit margin target	62.22% (28)	37.78% (17)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	77.42% (24)	22.58% (7)
4 Accelerating product adoption (eg by providing training for key products earlier)	88.24% (30)	11.76% (4)
5 Reducing support liability (eg reduced support calls)	83.33% (20)	16.67% (4)
6 Achieve Partner enablement (eg certain number of trained channel partners)	81.48% (22)	18.52% (5)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	67.65% (23)	32.35% (11)
8 Driving product business (eg product sales target)	60% (9)	40% (6)
9 Other	0% (0)	0% (0)

Response: 49

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

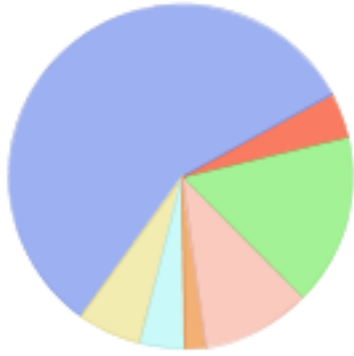


1 - Only a single team	36.73% (18)	2 - Different education teams for different product businesses	6.12% (3)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	28.57% (14)	4 - Different education teams for other reasons	24.49% (12)
5 - Other	4.08% (2)		

Mean: 2.53

Response: 49

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

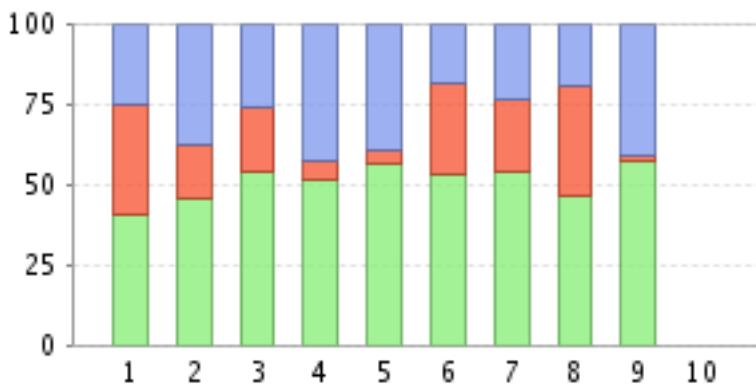


1 - Sales	16.33% (8)	2 - Marketing	4.08% (2)
3 - Services (including Consulting)	57.14% (28)	4 - Human Resources	6.12% (3)
5 - Engineering	0% (0)	6 - Operations	4.08% (2)
7 - Directly to the CEO	2.04% (1)	8 - Other	10.2% (5)

Mean: 3.41

Response: 49

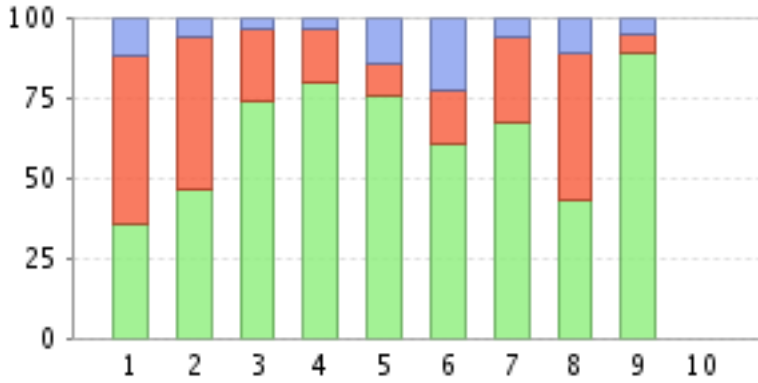
**18. Which of the following functions are included as part of Education Services; which ones are broken out by region; which ones are a single entity globally? Select all that apply.**



	Part of Education Services Team	Broken out by Region	One single entity Globally
1 Training Sales	40.38% (21)	34.62% (18)	25% (13)
2 Training Marketing	45.83% (22)	16.67% (8)	37.5% (18)
3 Training Operations and Admin Processes	53.62% (37)	20.29% (14)	26.09% (18)
4 Training Technology Infrastructure (for example, LMS)	51.47% (35)	5.88% (4)	42.65% (29)
5 Curriculum Design and Courseware Development	56.58% (43)	3.95% (3)	39.47% (30)
6 Course Delivery and Distribution	53.33% (40)	28% (21)	18.67% (14)
7 Training Partner Programs	53.7% (29)	22.22% (12)	24.07% (13)
8 User Adoption/End User Consulting Services	46.15% (12)	34.62% (9)	19.23% (5)
9 Certification Programs	57.14% (32)	1.79% (1)	41.07% (23)
10 Other	0% (0)	0% (0)	0% (0)

Response: 49

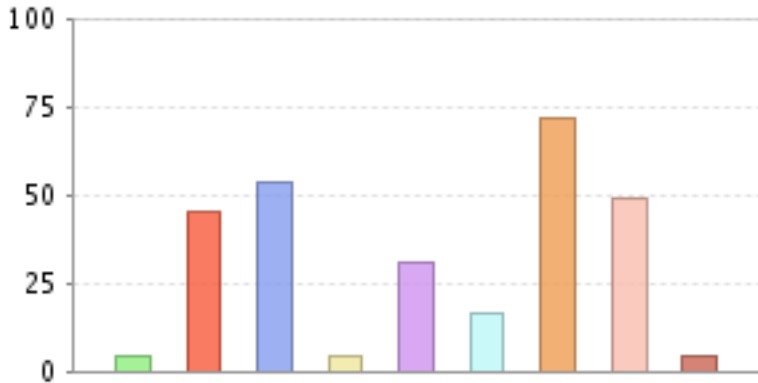
**19. Which of the following functions do you staff by only your own staff, which by training partners or external contractors, and which by a mixture of both? Select all that apply.**



	Education Services team	Other company teams	Outside Company resources
1 Training Sales	36% (18)	52% (26)	12% (6)
2 Training Marketing	46% (23)	48% (24)	6% (3)
3 Training Technology Infrastructure (for example, LMS)	73.58% (39)	22.64% (12)	3.77% (2)
4 Training Operations and Admin Processes	79.25% (42)	16.98% (9)	3.77% (2)
5 Curriculum Design and Courseware Development	75.81% (47)	9.68% (6)	14.52% (9)
6 Course Delivery and Distribution	60.56% (43)	16.9% (12)	22.54% (16)
7 Training Partner Programs	67.39% (31)	26.09% (12)	6.52% (3)
8 User Adoption/End User Consulting Services	42.86% (15)	45.71% (16)	11.43% (4)
9 Certification Programs	89.19% (33)	5.41% (2)	5.41% (2)
10 Other	0% (0)	0% (0)	0% (0)

Response: 49

**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	4.08% (2)	2 - R&D/Engineering	44.9% (22)
3 - Product Management/Marketing	53.06% (26)	4 - Business Operations	4.08% (2)
5 - Sales	30.61% (15)	6 - Corporate Marketing	16.33% (8)
7 - Professional Services	71.43% (35)	8 - Technical Support	48.98% (24)
9 - Other	4.08% (2)		

Response: 49

**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)	47.92% (23)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	20.83% (10)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	22.92% (11)	4 - A hybrid depending upon the education business unit	6.25% (3)
5 - Other	2.08% (1)		

Mean: 1.94

Response: 48

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

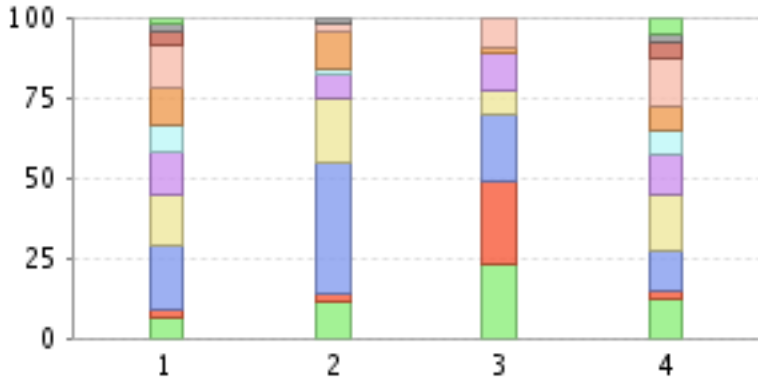


1 - No change	89.13% (41)	2 - From Profit Center to Cost Center	4.35% (2)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	4.35% (2)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	2.17% (1)		

Mean: 1.3

Response: 46

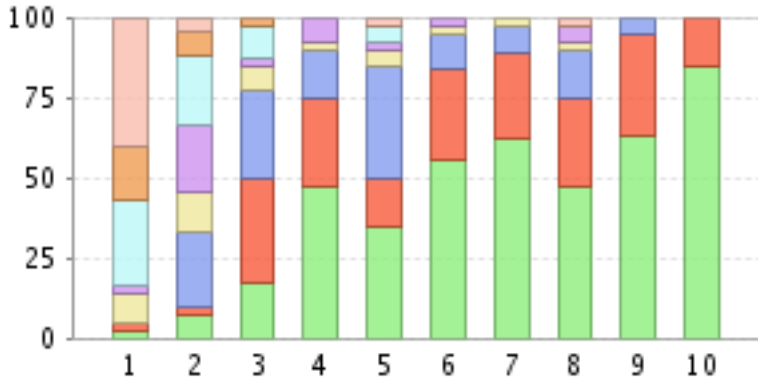
23. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	<\$500K	\$500K-\$1M	\$1M-\$3M	\$3M-\$5M	\$5M-\$10M	\$10M-\$30M	\$30M-\$50M	\$50M-\$100M	>\$100M	Mean
1 ILT	6.67% (3)	2.22% (1)	20% (9)	15.56% (7)	13.33% (6)	8.89% (4)	11.11% (5)	13.33% (6)	4.44% (2)	2.22% (1)	2.22% (1)	5.24
2 VILT	11.36% (5)	2.27% (1)	40.91% (18)	20.45% (9)	6.82% (3)	2.27% (1)	11.36% (5)	2.27% (1)	0% (0)	2.27% (1)	0% (0)	3.89
3 e-Learning	23.26% (10)	25.58% (11)	20.93% (9)	6.98% (3)	11.63% (5)	0% (0)	2.33% (1)	9.3% (4)	0% (0)	0% (0)	0% (0)	3.14
4 OVERALL IT TRAINING REVENUE	12.5% (5)	2.5% (1)	12.5% (5)	17.5% (7)	12.5% (5)	7.5% (3)	7.5% (3)	15% (6)	5% (2)	2.5% (1)	5% (2)	5.3

Response: 46

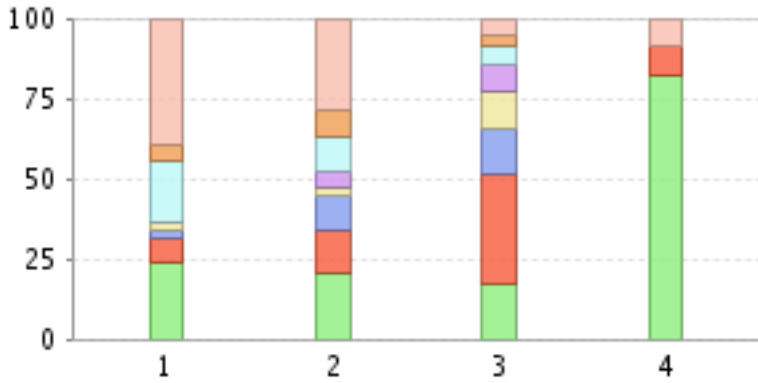
24. During your last fiscal year, what percentage of Education Services' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



	Not applicable	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%	Mean
1 Classroom/Instructor led offerings	2.38% (1)	2.38% (1)	0% (0)	9.52% (4)	2.38% (1)	26.19% (11)	16.67% (7)	40.48% (17)	6.55
2 Virtual Classroom/Synchronous Instructor-led offerings	7.14% (3)	2.38% (1)	23.81% (10)	11.9% (5)	21.43% (9)	21.43% (9)	7.14% (3)	4.76% (2)	4.55
3 Asynchronous e-Learning/web based training technology-based offerings	17.5% (7)	32.5% (13)	27.5% (11)	7.5% (3)	2.5% (1)	10% (4)	2.5% (1)	0% (0)	2.85
4 Self learning - printed matter or web-based	47.5% (19)	27.5% (11)	15% (6)	2.5% (1)	7.5% (3)	0% (0)	0% (0)	0% (0)	1.95
5 Certification Exams	35% (14)	15% (6)	35% (14)	5% (2)	2.5% (1)	5% (2)	0% (0)	2.5% (1)	2.53
6 Partner relationship fees	55.26% (21)	28.95% (11)	10.53% (4)	2.63% (1)	2.63% (1)	0% (0)	0% (0)	0% (0)	1.68
7 Partner revenue sharing	62.16% (23)	27.03% (10)	8.11% (3)	2.7% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.51
8 Materials licensing/sales	47.5% (19)	27.5% (11)	15% (6)	2.5% (1)	5% (2)	0% (0)	0% (0)	2.5% (1)	2.03
9 Rental fees	63.16% (24)	31.58% (12)	5.26% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.42
10 Other	84.62% (11)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.15

Response: 46

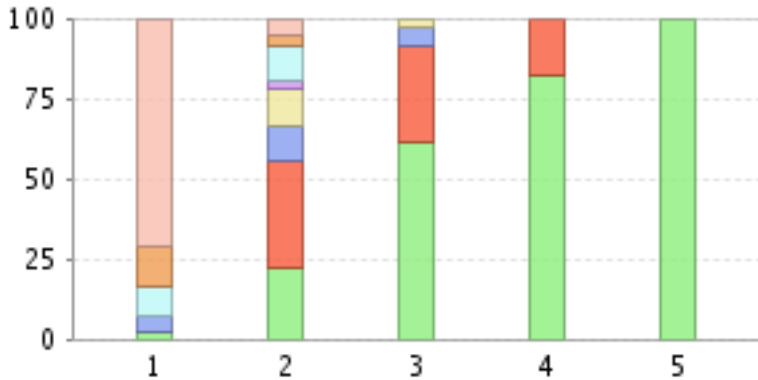
**25. What percentage of total Education Services revenue comes from training the following?**



	Zero	>10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 IT professionals	23.68% (9)	7.89% (3)	2.63% (1)	2.63% (1)	0% (0)	18.42% (7)	5.26% (2)	39.47% (15)	5.21
2 End-users	21.05% (8)	13.16% (5)	10.53% (4)	2.63% (1)	5.26% (2)	10.53% (4)	7.89% (3)	28.95% (11)	4.66
3 Partners	17.14% (6)	34.29% (12)	14.29% (5)	11.43% (4)	8.57% (3)	5.71% (2)	2.86% (1)	5.71% (2)	3.17
4 Other	81.82% (9)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (1)	1.73

Response: 43

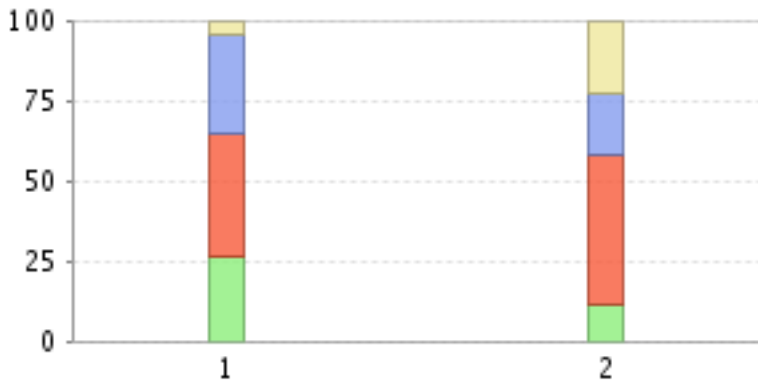
**26. What percentage of total Education Services revenue comes from training the following?**



	Zero	<10%	11-20%	21-30%	31-40%	41-50%	51-75%	>75%	Mean
1 Product Customer	2.38% (1)	0% (0)	4.76% (2)	0% (0)	0% (0)	9.52% (4)	11.9% (5)	71.43% (30)	7.29
2 Product Partner	22.22% (8)	33.33% (12)	11.11% (4)	11.11% (4)	2.78% (1)	11.11% (4)	2.78% (1)	5.56% (2)	3.11
3 Training Partner (Reseller, ATP)	61.76% (21)	29.41% (10)	5.88% (2)	2.94% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4 Academic Alliances	82.35% (28)	17.65% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.18
5 Other	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 43

**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	26.19% (11)	38.1% (16)	30.95% (13)	4.76% (2)	2.14
2 Private/onsite training	11.63% (5)	46.51% (20)	18.6% (8)	23.26% (10)	2.53

Response: 43

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



1 - 0.5% or less	35.71% (15)	2 - 0.5-1%	16.67% (7)
3 - 1-2%	23.81% (10)	4 - 2-3%	11.9% (5)
5 - 3-4%	0% (0)	6 - 5-6%	7.14% (3)
7 - 6-8%	2.38% (1)	8 - 8-10%	0% (0)
9 - >10%	2.38% (1)		

Mean: 2.69

Response: 42

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



1 - 0.5% or less	29.27% (12)	2 - 0.5-1%	26.83% (11)
3 - 1-2%	7.32% (3)	4 - 2-3%	14.63% (6)
5 - 3-4%	2.44% (1)	6 - 5-6%	9.76% (4)
7 - 6-8%	2.44% (1)	8 - 8-10%	4.88% (2)
9 - >10%	2.44% (1)		

Mean: 3.12  
Response: 41

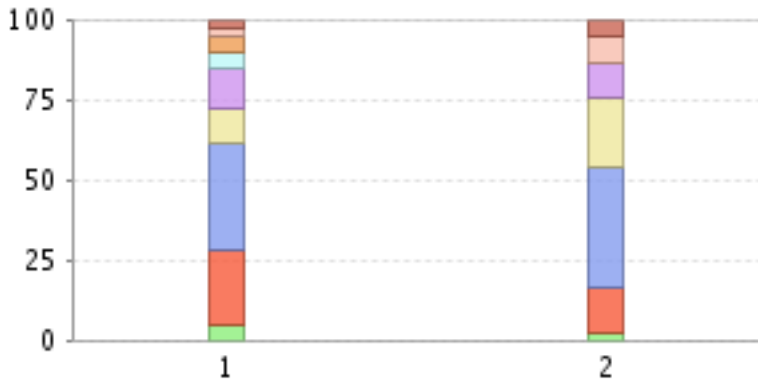
**30. What is the ratio of Education Services revenue to total Services and Support revenue?**



1 - <1%	12.5% (5)	2 - 1-2%	25% (10)
3 - 2-4%	10% (4)	4 - 4-7%	12.5% (5)
5 - 7-10%	5% (2)	6 - 10-15%	15% (6)
7 - 15-20%	10% (4)	8 - 20-30%	2.5% (1)
9 - >30%	7.5% (3)		

Mean: 4.15  
Response: 40

**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	5.13% (2)	23.08% (9)	33.33% (13)	10.26% (4)	12.82% (5)	5.13% (2)	5.13% (2)	2.56% (1)	2.56% (1)	3.67
2 Three-year average	2.7% (1)	13.51% (5)	37.84% (14)	21.62% (8)	10.81% (4)	0% (0)	0% (0)	8.11% (3)	5.41% (2)	3.97

Response: 39

**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 63.64% (28) 2 - No 36.36% (16)

Mean: 1.36

Response: 44

**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	58.35%	13.56%	11.53%	7.41%	4%	2.09%	2.47%	0.09%
Highest	87%	57%	30%	25%	18%	10%	15%	3%
Lowest	20%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	14.45	13.89	7.86	7.75	5.03	2.5	3.93	0.51

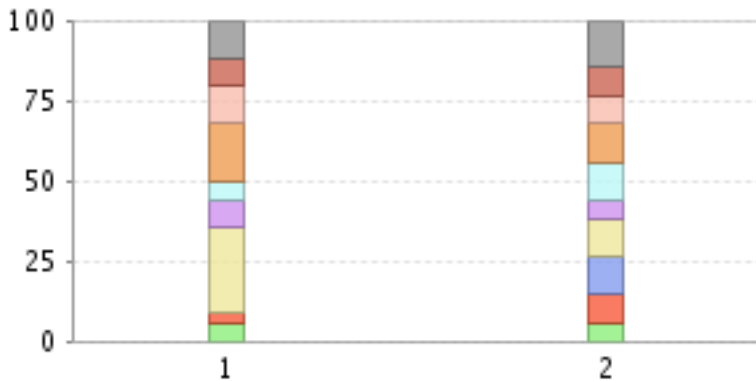
Response: 34

**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	2.41%	2.69%	32.97%	34.9%	8.93%	3.59%	6.24%	4.07%	2.24%
Highest	20%	20%	80%	73%	30%	25%	40%	18%	31%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	4.67	4.48	17.9	19.66	7.03	5.38	8.09	5.96	7.02

Response: 29

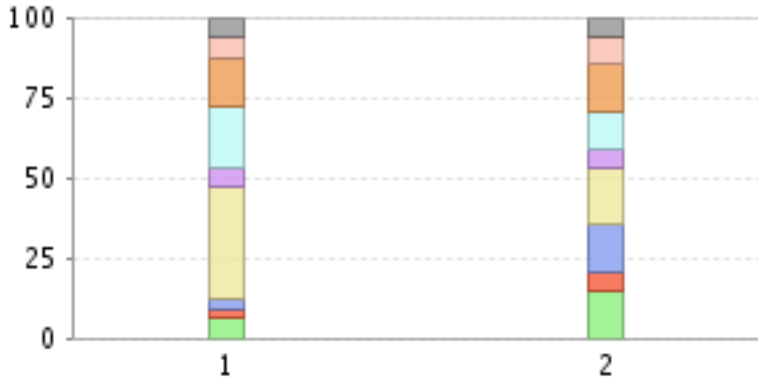
**35. What was your gross margin goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?**



	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	5.88% (2)	2.94% (1)	0% (0)	26.47% (9)	8.82% (3)	5.88% (2)	17.65% (6)	11.76% (4)	8.82% (3)	11.76% (4)	6.12
2 Achievement	5.88% (2)	8.82% (3)	11.76% (4)	11.76% (4)	5.88% (2)	11.76% (4)	11.76% (4)	8.82% (3)	8.82% (3)	14.71% (5)	5.85

Response: 35

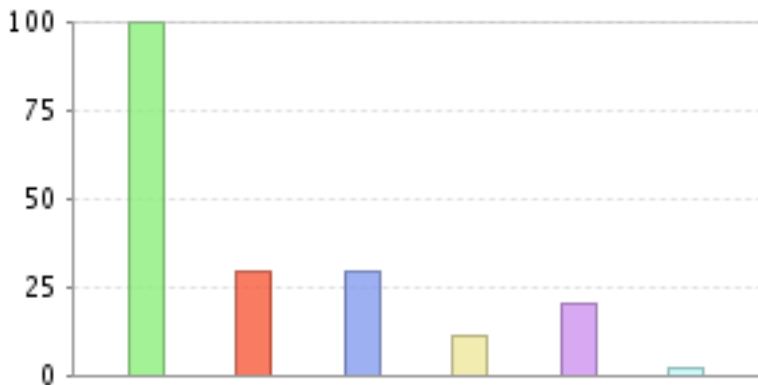
**36. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?**



	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Goal	6.25% (2)	3.12% (1)	3.12% (1)	34.38% (11)	6.25% (2)	18.75% (6)	15.62% (5)	6.25% (2)	0% (0)	6.25% (2)	5.25
2 Achievement	14.71% (5)	5.88% (2)	14.71% (5)	17.65% (6)	5.88% (2)	11.76% (4)	14.71% (5)	8.82% (3)	0% (0)	5.88% (2)	4.74

Response: 34

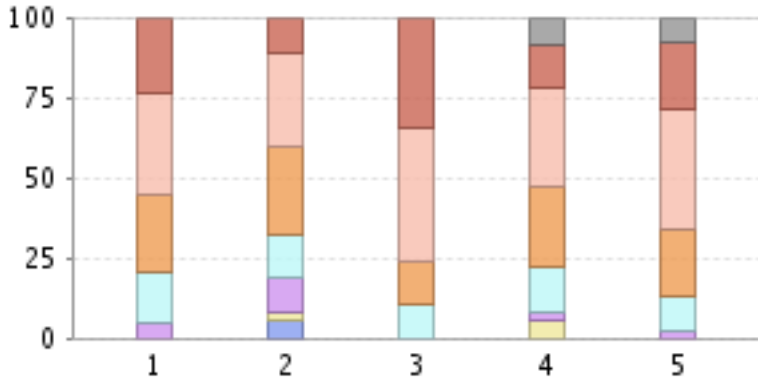
**37. How do you measure education services quality and impact? Choose all that apply.**



1 - Student feedback	100% (45)	2 - Net Promoter Score	28.89% (13)
3 - Kirkpatrick Level 2 Assessments	28.89% (13)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	11.11% (5)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	20% (9)	6 - Other	2.22% (1)

Response: 45

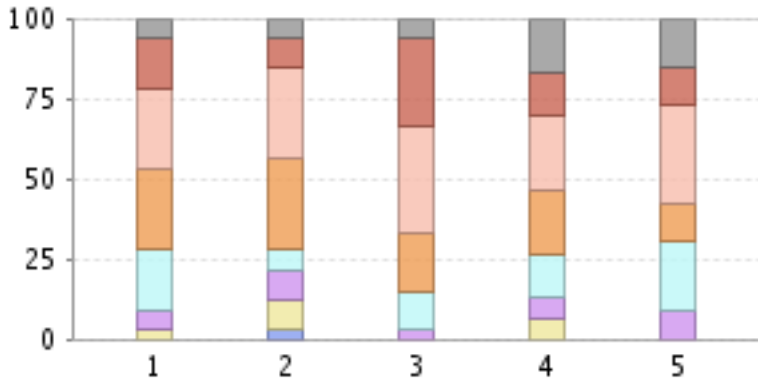
**38. What is your AVERAGE rating for ILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?**



	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	5.26% (2)	15.79% (6)	23.68% (9)	31.58% (12)	23.68% (9)	0% (0)	7.53
2 Course (physical) material	0% (0)	0% (0)	5.41% (2)	2.7% (1)	10.81% (4)	13.51% (5)	27.03% (10)	29.73% (11)	10.81% (4)	0% (0)	6.86
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10.53% (4)	13.16% (5)	42.11% (16)	34.21% (13)	0% (0)	8
4 Content (ideas)	0% (0)	0% (0)	0% (0)	5.56% (2)	2.78% (1)	13.89% (5)	25% (9)	30.56% (11)	13.89% (5)	8.33% (3)	7.47
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	2.63% (1)	10.53% (4)	21.05% (8)	36.84% (14)	21.05% (8)	7.89% (3)	7.87

Response: 38

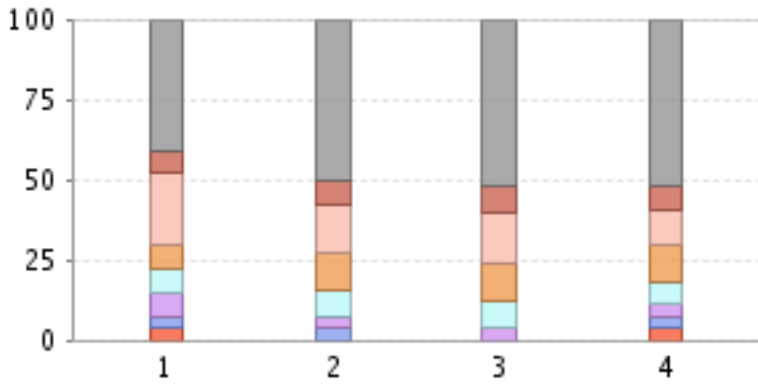
**39. What is your AVERAGE rating for VILT by students as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?**



	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)	3.12% (1)	6.25% (2)	18.75% (6)	25% (8)	25% (8)	15.62% (5)	6.25% (2)	7.34
2 Course (physical) material	0% (0)	0% (0)	3.12% (1)	9.38% (3)	9.38% (3)	6.25% (2)	28.12% (9)	28.12% (9)	9.38% (3)	6.25% (2)	7
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	3.03% (1)	12.12% (4)	18.18% (6)	33.33% (11)	27.27% (9)	6.06% (2)	7.88
4 Content (ideas)	0% (0)	0% (0)	0% (0)	6.67% (2)	6.67% (2)	13.33% (4)	20% (6)	23.33% (7)	13.33% (4)	16.67% (5)	7.53
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (3)	21.21% (7)	12.12% (4)	30.3% (10)	12.12% (4)	15.15% (5)	7.61

Response: 33

**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)	3.7% (1)	3.7% (1)	0% (0)	7.41% (2)	7.41% (2)	7.41% (2)	22.22% (6)	7.41% (2)	40.74% (11)	8.04
2 Course (physical) material	0% (0)	0% (0)	3.85% (1)	0% (0)	3.85% (1)	7.69% (2)	11.54% (3)	15.38% (4)	7.69% (2)	50% (13)	8.5
3 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	4% (1)	8% (2)	12% (3)	16% (4)	8% (2)	52% (13)	8.72
4 Course delivery	0% (0)	3.7% (1)	3.7% (1)	0% (0)	3.7% (1)	7.41% (2)	11.11% (3)	11.11% (3)	7.41% (2)	51.85% (14)	8.33

Response: 27

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



1 - 50% or less	5.26% (2)	2 - 51-60%	7.89% (3)
3 - 61-70%	31.58% (12)	4 - 71-80%	10.53% (4)
5 - 81-90%	23.68% (9)	6 - More than 90%	21.05% (8)

Mean: 4.03

Response: 38

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



1 - 50% or less	23.53% (8)	2 - 51-60%	8.82% (3)
3 - 61-70%	23.53% (8)	4 - 71-80%	11.76% (4)
5 - 81-90%	17.65% (6)	6 - More than 90%	14.71% (5)

Mean: 3.35

Response: 34

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



1 - 50% or less	72% (18)	2 - 51-60%	4% (1)
3 - 61-70%	8% (2)	4 - 71-80%	4% (1)
5 - 81-90%	4% (1)	6 - More than 90%	8% (2)

Mean: 1.88

Response: 25

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

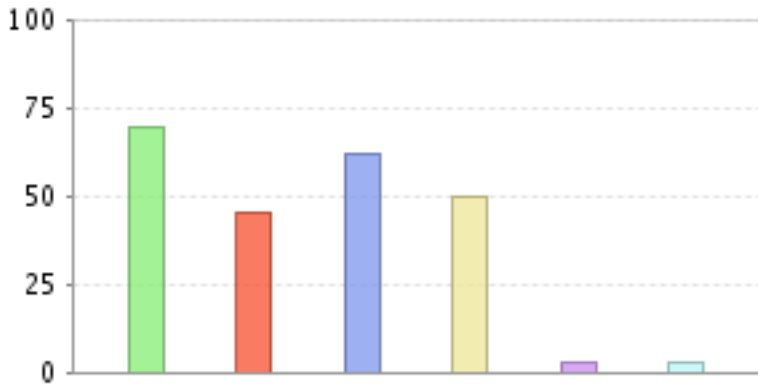


1 - We contact them within a defined number of days after the class	46.51% (20)	2 - We follow up some of the time	37.21% (16)
3 - We don't follow up and wait until they escalate	11.63% (5)	4 - Other	4.65% (2)

Mean: 1.74

Response: 43

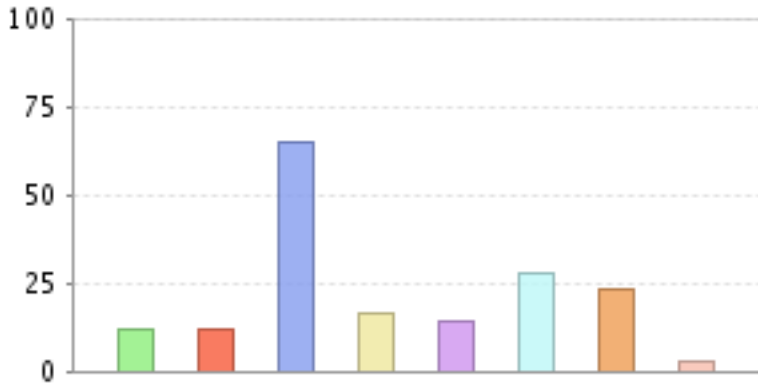
**45. Which of the following actions do you use to address client dissatisfaction? Select all that apply.**



1 - Contact them yourself directly before they contact you	69.05% (29)	2 - Offer refunds if required/requested	45.24% (19)
3 - Provide credit for additional training if required/requested	61.9% (26)	4 - Consult with sales team for next steps with customer and agree who takes next steps	50% (21)
5 - None of these	2.38% (1)	6 - Other	2.38% (1)

Response: 42

**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	11.63% (5)	2 - Number and type of support tickets	11.63% (5)
3 - Overall customer satisfaction	65.12% (28)	4 - Degree of product adoption or use	16.28% (7)
5 - Product implementation timeline (product up and running)	13.95% (6)	6 - Customer renewals/Returning customers	27.91% (12)
7 - None of these	23.26% (10)	8 - Other	2.33% (1)

Response: 43

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



1 - Yes	17.07% (7)	2 - Somewhat	53.66% (22)
3 - No	29.27% (12)		

Mean: 2.12

Response: 41

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

- Marketing maintain a table of who bought product and what contact they had with us prior to that.
- Do they take Advanced courses, do they subsequently kick off projects and engage with Professional Services?
- NPI growth rates.

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

- Map number of tickets against number of trained people, adjusting for newness of installation.
- We measure support load by customer and correlate with whether the customer has had training.
- 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.
- We cross correlate the ranking of customers who take the most training and make the most support calls. The top 80% of our training adopters produce the bottom 20% of support calls by company.

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

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

- 2 Bi-annual customer sat surveys, 90-day follow-up calls w/select customers, number of unsolicited comments (praise or otherwise)
- 3 Returns from Detailed Customer surveys on all aspects of company interactions
- 4 CSAT via MTM
- 5 product adoption rates  
surveys  
feedback
- 6 Post training surveys
- 7 Interviews with customers; conversations with sales reps, PMs.
- 8 We spent most of 2013 building out a new training department and have not started measuring impacts yet.
- 9 independent customer satisfaction report
- 10 L1 and L3 evaluations.
- 11 Include it as a question in customer surveys.
- 12 We ask the same question in our training survey as we do on our customer satisfaction survey.
- 13 Product adoption by partners/OEMs, product sales by partners/OEMs, helping to close deals
- 14 NPS Score
- 15 Too difficult to measure with confidence.
- 16 we just compared general customer sat and training satisfaction and correlated both, and there is a correlation, but not as significant as for sales quality or product
- 17 Company does not yet do a Corporate Net Promoter or Annual survey.
- 18 We have an annual customer survey that includes measurements on training.
- 19 Relationship surveys for customer satisfaction

### 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 Track students trained versus product usage growth for a given company
- 3 Correlate customer interest in a product during training and their having bought it afterwards.
- 4 We spent most of 2013 building out a new training department and have not started measuring impacts yet.
- 5 We have a complex program for driving adoption and how this is tracked by our Technical Account Managers.

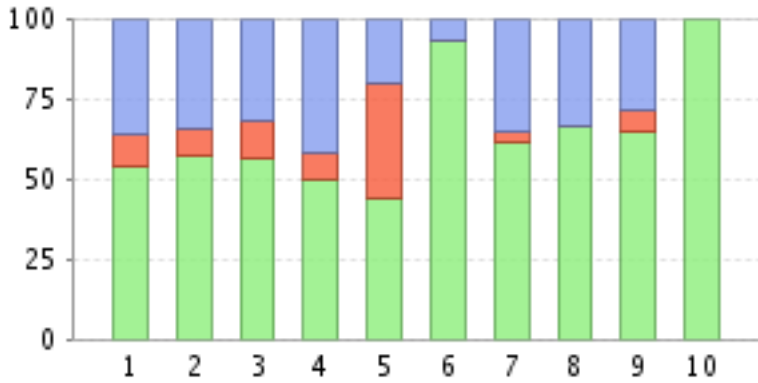
### 52. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 Gauge customer turn-up to specific project milestones against average deployments of similar complexity.
- 2 project timeline
- 3 Direct contact with customer management.
- 4 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.
- 5 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.

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

- 1 We monitor customer churn very closely and look at whether customers who are likely to churn have received training or not.
- 2 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.
- 3 NA
- 4 look at renewal data compared to education sold
- 5 Track through LMS and track business growth with customers
- 6 Product renewals by trained customers vs. renewal rate by untrained customers.
- 7 Sales feedback.
- 8 We tie customers trained to customers renewed.
- 9 too early to tell
- 10 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.

**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	53.62% (37)	10.14% (7)	36.23% (25)
2 Inside sales	56.82% (25)	9.09% (4)	34.09% (15)
3 Services sales	56.1% (23)	12.2% (5)	31.71% (13)
4 Maintenance renewal sales	50% (6)	8.33% (1)	41.67% (5)
5 Dedicated Education Services sales representatives	44% (11)	36% (9)	20% (5)
6 Education Services coordinators/non-sales staff	93.33% (14)	0% (0)	6.67% (1)
7 Channel partners	61.29% (19)	3.23% (1)	35.48% (11)
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	66.67% (6)	0% (0)	33.33% (3)
9 Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	64.29% (9)	7.14% (1)	28.57% (4)
10 Other	100% (3)	0% (0)	0% (0)

Response: 41

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



1 - Less than \$5,000	2.56% (1)	2 - \$5,000-\$24,999	43.59% (17)
3 - \$25,000-\$49,999	28.21% (11)	4 - \$50,000-\$99,999	7.69% (3)
5 - \$100,000-\$199,999	15.38% (6)	6 - \$200,000 or more	2.56% (1)

Mean: 2.97

Response: 39

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

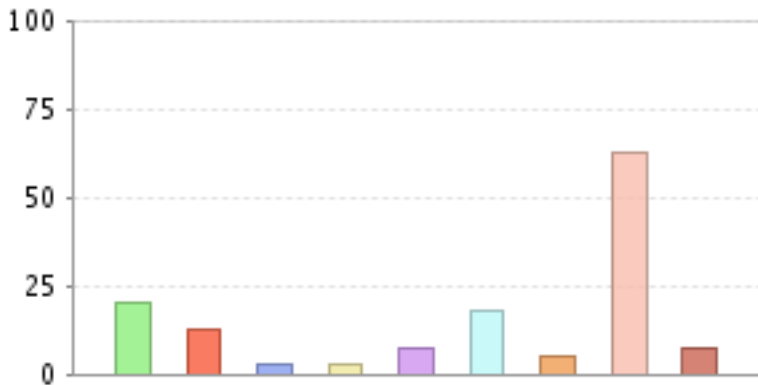


1 - Less than \$5,000	37.5% (15)	2 - \$5,000-\$24,999	50% (20)
3 - \$25,000-\$49,999	7.5% (3)	4 - \$50,000-\$99,999	5% (2)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.8

Response: 40

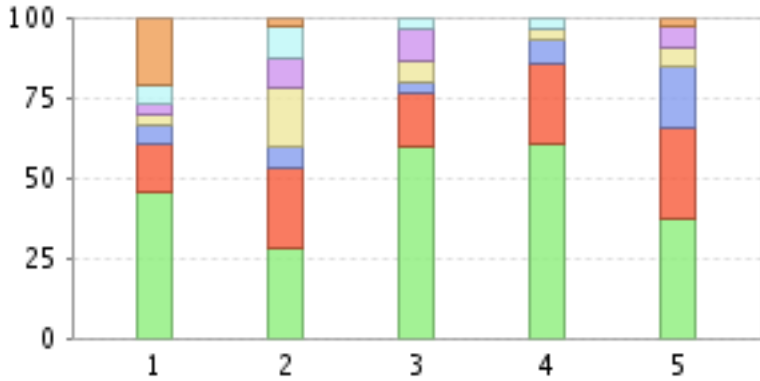
**57. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.**










1 - Product deals for a new customer	20% (8)	2 - Product deals with a new product for a customer	12.5% (5)
3 - Support contract sales	2.5% (1)	4 - Support contract renewal sales	2.5% (1)
5 - Professional Services consulting sales	7.5% (3)	6 - Product and/or service deals when sold as a subscription	17.5% (7)
7 - Product and/or service deals when NOT sold as a subscription	5% (2)	8 - None of these	62.5% (25)
9 - Other	7.5% (3)		

Response: 40

**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?**








									Mean
		N/A	0-5%	6-10%	11-20%	21-40%	41-70%	>70%	
1	Product and/or service deals when sold as a subscription	45.45% (15)	15.15% (5)	6.06% (2)	3.03% (1)	3.03% (1)	6.06% (2)	21.21% (7)	3.06
2	Product and/or service deals when NOT sold as a subscription	28.12% (9)	25% (8)	6.25% (2)	18.75% (6)	9.38% (3)	9.38% (3)	3.12% (1)	2.97
3	Support contract deals	60% (18)	16.67% (5)	3.33% (1)	6.67% (2)	10% (3)	3.33% (1)	0% (0)	2
4	Support contract renewal deals	60.71% (17)	25% (7)	7.14% (2)	3.57% (1)	0% (0)	3.57% (1)	0% (0)	1.68
5	Professional Services consulting sales	37.5% (12)	28.12% (9)	18.75% (6)	6.25% (2)	6.25% (2)	0% (0)	3.12% (1)	2.28

Response: 37

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



	1 - Recognized revenue target	25% (3)		2 - Bookings target	16.67% (2)
	3 - Recognized revenue and bookings targets	41.67% (5)		4 - Neither	16.67% (2)
	5 - Other	0% (0)			

Mean: 2.5

Response: 12

**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%	75% (3)
3 - 11-15%	0% (0)	4 - 16-25%	0% (0)
5 - >25%	25% (1)		

Mean: 2.75

Response: 4

**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% (6)	2 - A percentage of the student fee	33.33% (3)
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Mean: 1.33

Response: 9

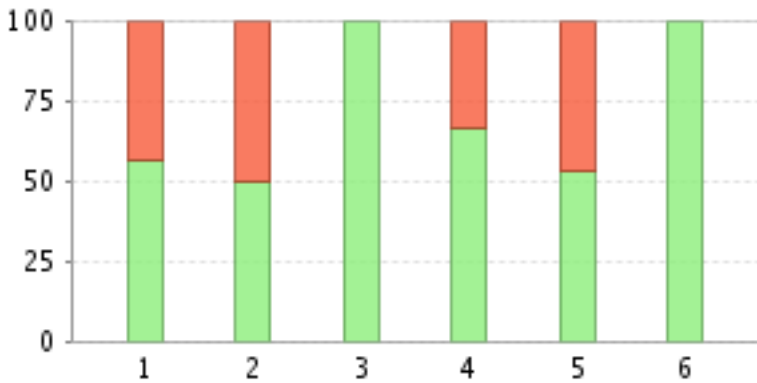
**62. In your Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee, what do you charge?**



1 - <10% of the student fee	0% (0)	2 - 11-15% of the student fee	33.33% (1)
3 - 16-25% of the student fee	33.33% (1)	4 - 26-35% of the student fee	0% (0)
5 - >35% of the student fee	33.33% (1)		

Mean: 3.33  
Response: 3

**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	56.67% (17)	43.33% (13)
2 A Business Unit Marketing organization	50% (3)	50% (3)
3 Regional Marketing organizations	100% (3)	0% (0)
4 Customer Services Marketing	66.67% (2)	33.33% (1)
5 Education Services Marketing	52.94% (27)	47.06% (24)
6 Other	100% (1)	0% (0)

Response: 37

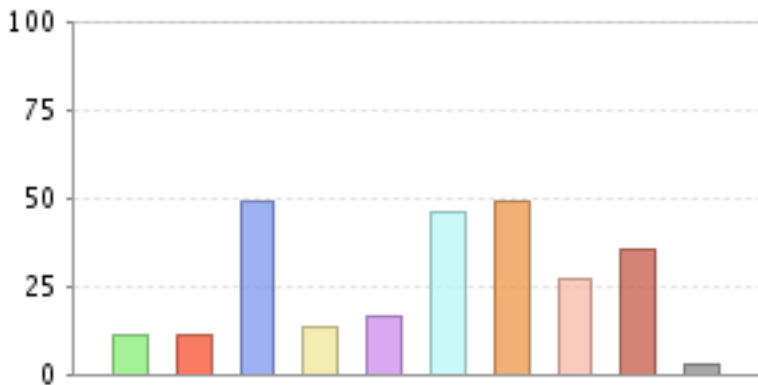
**64. Is there a formalized (documented processes and procedures) go-to-market strategy for introducing new Education Services offerings?**



■ 1 - Yes 34.15% (14)
 ■ 2 - No 65.85% (27)

Mean: 1.66  
Response: 41

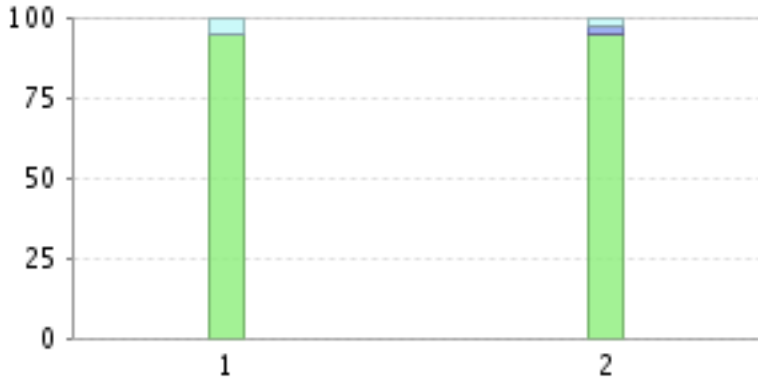
**65. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.**



<span style="color: green;">■</span> 1 - Online advertising	10.81% (4)	<span style="color: red;">■</span> 2 - Telemarketing	10.81% (4)
<span style="color: blue;">■</span> 3 - Email campaigns	48.65% (18)	<span style="color: yellow;">■</span> 4 - Printed catalog or data sheets	13.51% (5)
<span style="color: purple;">■</span> 5 - Electronic catalog or data sheets	16.22% (6)	<span style="color: cyan;">■</span> 6 - Corporate/public webpage	45.95% (17)
<span style="color: orange;">■</span> 7 - Dedicated education services webpage or portal	48.65% (18)	<span style="color: pink;">■</span> 8 - Social media sites and followings	27.03% (10)
<span style="color: brown;">■</span> 9 - Internal marketing to Corporate Sales	35.14% (13)	<span style="color: grey;">■</span> 10 - Other	2.7% (1)

Response: 37

**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	95% (38)	0% (0)	0% (0)	0% (0)	0% (0)	5% (2)	1.25
2 Pays for the development	95% (38)	0% (0)	2.5% (1)	0% (0)	0% (0)	2.5% (1)	1.17

Response: 40

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



1 - 100% (all)	26.83% (11)	2 - 75-99%	51.22% (21)
3 - 51-75%	14.63% (6)	4 - 26-50%	7.32% (3)
5 - 25% or less	0% (0)		

Mean: 2.02

Response: 41

**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	92.68% (38)	2 - Product Management	2.44% (1)
3 - Product Development	0% (0)	4 - Corporate Marketing	0% (0)
5 - Support Services	0% (0)	6 - Professional Services	4.88% (2)

Mean: 1.27

Response: 41

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

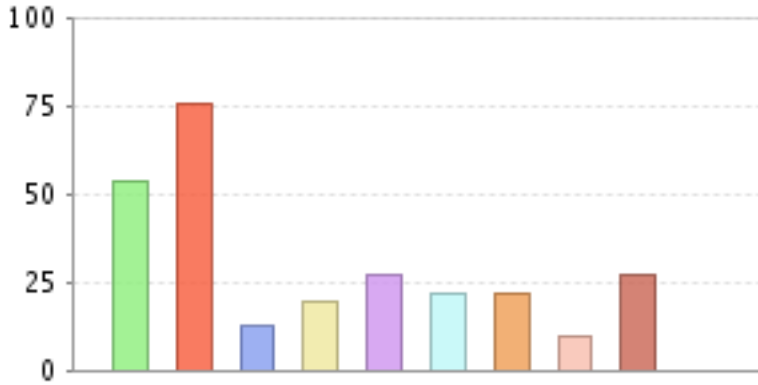


1 - Product feasibility/inception stage	12.5% (5)	2 - Product development stage	62.5% (25)
3 - Beta product availability stage	22.5% (9)	4 - General/public product availability stage	2.5% (1)
5 - Other	0% (0)		

Mean: 2.15

Response: 40

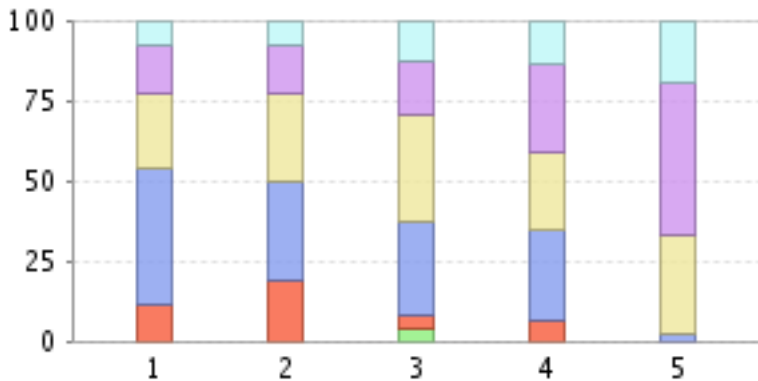
**70. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.**



1 - Formalized transfer of information processes and exchange sessions with engineering and product management	53.66% (22)	2 - Informal exchanges of information/data with engineering and product management	75.61% (31)
3 - Formalized transfer of information processes and exchange sessions with technical publications	12.2% (5)	4 - Informal exchanges of information/data with technical publications	19.51% (8)
5 - Collect information from Support teams	26.83% (11)	6 - Collect information from Professional Services teams	21.95% (9)
7 - Collect information from Customers	21.95% (9)	8 - Collect information from Partners	9.76% (4)
9 - Collect information from Product Marketing	26.83% (11)	10 - Other	0% (0)

Response: 41

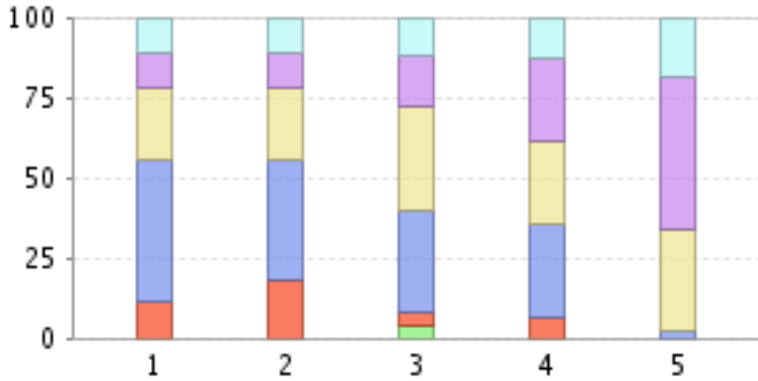
**71. If there is a new hardware product or software release, when is curriculum design and course development REQUIRED to provide training materials for each of the following groups? Select the timeframe for each group (\*GPA=General Product Availability).**



	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)	11.54% (3)	42.31% (11)	23.08% (6)	15.38% (4)	7.69% (2)	3.65
2 Corporate Services & Support	0% (0)	19.23% (5)	30.77% (8)	26.92% (7)	15.38% (4)	7.69% (2)	3.62
3 Channel Sales and Systems Engineering/Pre-sales	4.17% (1)	4.17% (1)	29.17% (7)	33.33% (8)	16.67% (4)	12.5% (3)	3.92
4 Product Channel Services & Support	0% (0)	6.9% (2)	27.59% (8)	24.14% (7)	27.59% (8)	13.79% (4)	4.14
5 Customers and End Users	0% (0)	0% (0)	2.78% (1)	30.56% (11)	47.22% (17)	19.44% (7)	4.83

Response: 37

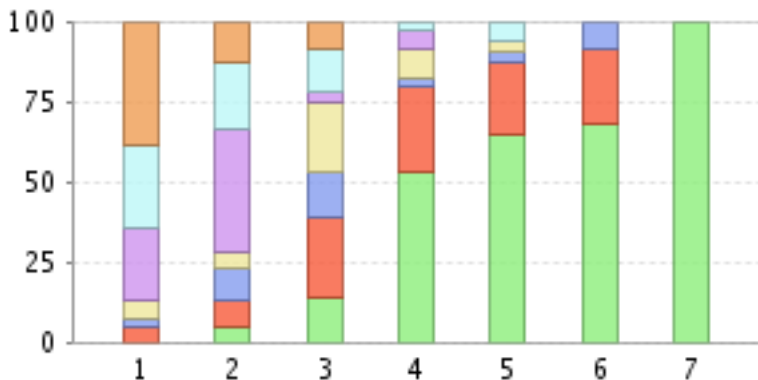
72. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (\*GPA=General Product Availability).



	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)	11.11% (3)	44.44% (12)	22.22% (6)	11.11% (3)	11.11% (3)	3.67
2 Corporate Services & Support	0% (0)	18.52% (5)	37.04% (10)	22.22% (6)	11.11% (3)	11.11% (3)	3.59
3 Channel Sales and Systems Engineering/Pre-sales	4% (1)	4% (1)	32% (8)	32% (8)	16% (4)	12% (3)	3.88
4 Product Channel Services & Support	0% (0)	6.45% (2)	29.03% (9)	25.81% (8)	25.81% (8)	12.9% (4)	4.1
5 Customers and End Users	0% (0)	0% (0)	2.63% (1)	31.58% (12)	47.37% (18)	18.42% (7)	4.82

Response: 39

73. How much of your training portfolio is available in the different delivery types (can be more than 100% as some content can be published in more than one modality)?



	None	1-10%	11-25%	26-50%	51-75%	76-95%	All (>95%)	Mean
1 Classroom training	0% (0)	5.13% (2)	2.56% (1)	5.13% (2)	23.08% (9)	25.64% (10)	38.46% (15)	5.77
2 Virtual classroom training	5.13% (2)	7.69% (3)	10.26% (4)	5.13% (2)	38.46% (15)	20.51% (8)	12.82% (5)	4.77
3 eLearning	13.89% (5)	25% (9)	13.89% (5)	22.22% (8)	2.78% (1)	13.89% (5)	8.33% (3)	3.5
4 Mobile Learning (smartphones/tablets)	52.94% (18)	26.47% (9)	2.94% (1)	8.82% (3)	5.88% (2)	2.94% (1)	0% (0)	1.97
5 Other self paced	64.52% (20)	22.58% (7)	3.23% (1)	3.23% (1)	0% (0)	6.45% (2)	0% (0)	1.71
6 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	67.65% (23)	23.53% (8)	8.82% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.41
7 Other	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 40

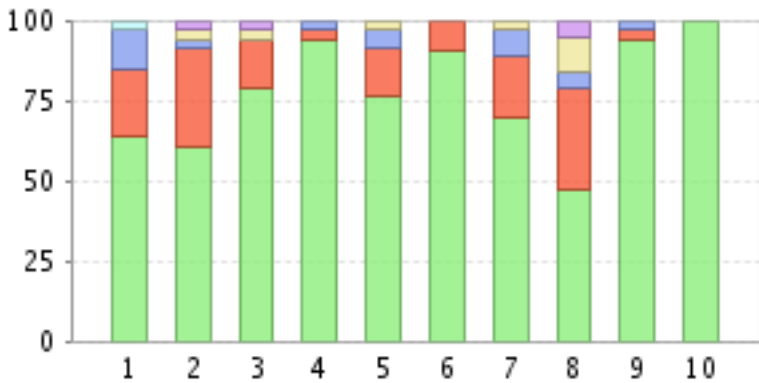
**74. On average, what percentage of the training portfolio you make available previously originated from other organizations within your company (for example, technical publications)?**



1 - 10% or less	71.79% (28)	2 - 11-25%	17.95% (7)
3 - 26-50%	2.56% (1)	4 - 51-75%	2.56% (1)
5 - >75%	5.13% (2)		

Mean: 1.51  
Response: 39

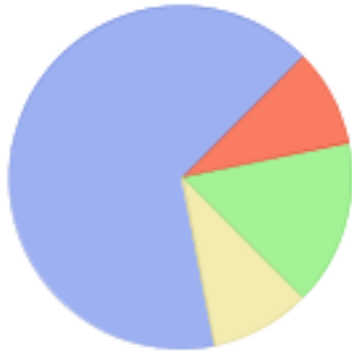
**75. Which percentage of your training portfolio is localized (translation of written materials and recorded audio) to the following languages? If you don't translate, please choose "None".**



	None	Less than 25%	26-50%	51-75%	More than 75%	All	Mean
1 French	63.64% (21)	21.21% (7)	12.12% (4)	0% (0)	0% (0)	3.03% (1)	1.61
2 Spanish	60.61% (20)	30.3% (10)	3.03% (1)	3.03% (1)	3.03% (1)	0% (0)	1.58
3 Portugese	78.79% (26)	15.15% (5)	0% (0)	3.03% (1)	3.03% (1)	0% (0)	1.36
4 Italian	93.94% (31)	3.03% (1)	3.03% (1)	0% (0)	0% (0)	0% (0)	1.09
5 German	76.47% (26)	14.71% (5)	5.88% (2)	2.94% (1)	0% (0)	0% (0)	1.35
6 Russian	90.62% (29)	9.38% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
7 Chinese	69.44% (25)	19.44% (7)	8.33% (3)	2.78% (1)	0% (0)	0% (0)	1.44
8 Japanese	47.37% (18)	31.58% (12)	5.26% (2)	10.53% (4)	5.26% (2)	0% (0)	1.95
9 Korean	94.12% (32)	2.94% (1)	2.94% (1)	0% (0)	0% (0)	0% (0)	1.09
10 Other	100% (17)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 39

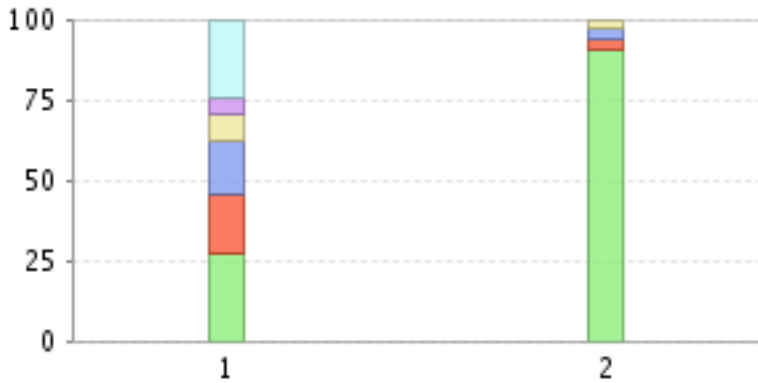
**76. Which of the following types of materials are USUALLY the first ones translated?**



1 - Sales training materials	15.62% (5)	2 - Pre-sales/Sales Engineering training materials	9.38% (3)
3 - Customer/End-user training materials	65.62% (21)	4 - Other	9.38% (3)

Mean: 2.69  
Response: 32

**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	27.03% (10)	18.92% (7)	16.22% (6)	8.11% (3)	5.41% (2)	24.32% (9)	3.19
2 Tin Can API	90.32% (28)	3.23% (1)	3.23% (1)	3.23% (1)	0% (0)	0% (0)	1.19

Response: 38

**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	2.44% (1)	4 - Sales	0% (0)
5 - Customer Services	0% (0)	6 - Education Services	97.56% (40)
7 - Technical publications and documentation	0% (0)	8 - Other	0% (0)

Mean: 5.93

Response: 41

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

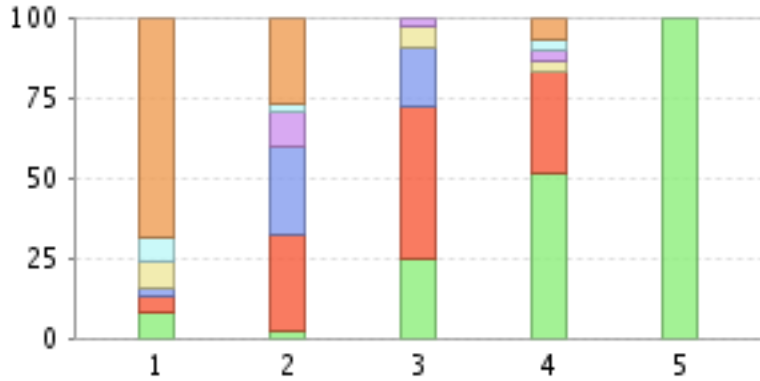


1 - 1-5	48.78% (20)	2 - 6-10	21.95% (9)
3 - 11-15	4.88% (2)	4 - 16-20	4.88% (2)
5 - >20	19.51% (8)		

Mean: 2.24

Response: 41

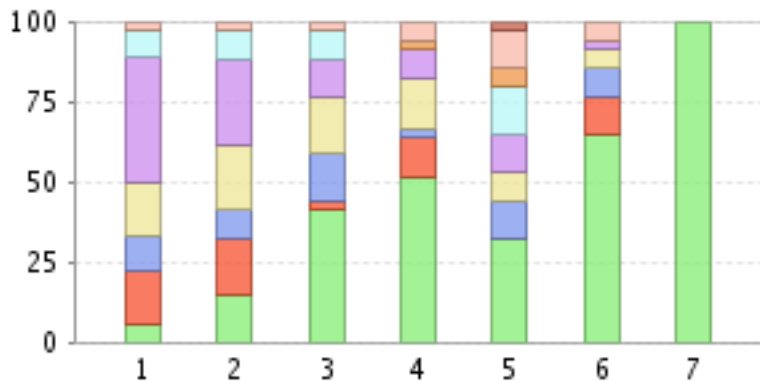
80. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%	Mean
1 Dedicated curriculum design and course development staff	7.89% (3)	5.26% (2)	2.63% (1)	7.89% (3)	0% (0)	7.89% (3)	68.42% (26)	5.84
2 Instructors or other Education Services staff	2.7% (1)	29.73% (11)	27.03% (10)	0% (0)	10.81% (4)	2.7% (1)	27.03% (10)	4.03
3 Other resources within the company (SMEs)	25% (8)	46.88% (15)	18.75% (6)	6.25% (2)	3.12% (1)	0% (0)	0% (0)	2.16
4 Contractors or outsourced to an external company/partner	51.72% (15)	31.03% (9)	0% (0)	3.45% (1)	3.45% (1)	3.45% (1)	6.9% (2)	2.14
5 Other	100% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 40

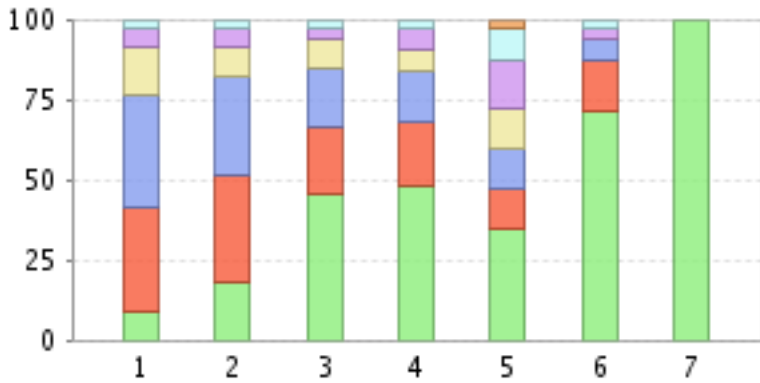
81. Estimate the amount of development time required in person hours on average for each HOUR of NEW class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).



	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	Mean
1 Instructor Led (ILT)	5.56% (2)	16.67% (6)	11.11% (4)	16.67% (6)	38.89% (14)	8.33% (3)	0% (0)	2.78% (1)	0% (0)	4.06
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	14.71% (5)	17.65% (6)	8.82% (3)	20.59% (7)	26.47% (9)	8.82% (3)	0% (0)	2.94% (1)	0% (0)	3.68
3 Remote/virtual lab exercises	41.18% (14)	2.94% (1)	14.71% (5)	17.65% (6)	11.76% (4)	8.82% (3)	0% (0)	2.94% (1)	0% (0)	2.97
4 Asynchronous e-learning (web-based training) - page turning	51.52% (17)	12.12% (4)	3.03% (1)	15.15% (5)	9.09% (3)	0% (0)	3.03% (1)	6.06% (2)	0% (0)	2.61
5 Asynchronous e-learning (web-based training) - interactive	32.35% (11)	0% (0)	11.76% (4)	8.82% (3)	11.76% (4)	14.71% (5)	5.88% (2)	11.76% (4)	2.94% (1)	4.12
6 Electronic or printed self-study	64.71% (22)	11.76% (4)	8.82% (3)	5.88% (2)	2.94% (1)	0% (0)	0% (0)	5.88% (2)	0% (0)	2
7 Other	100% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 36

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



											Mean
		N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200	
1	Instructor Led (ILT)	8.82% (3)	32.35% (11)	35.29% (12)	14.71% (5)	5.88% (2)	2.94% (1)	0% (0)	0% (0)	0% (0)	2.85
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	18.18% (6)	33.33% (11)	30.3% (10)	9.09% (3)	6.06% (2)	3.03% (1)	0% (0)	0% (0)	0% (0)	2.61
3	Remote/virtual lab exercises	45.45% (15)	21.21% (7)	18.18% (6)	9.09% (3)	3.03% (1)	3.03% (1)	0% (0)	0% (0)	0% (0)	2.12
4	Asynchronous e-learning (web-based training) - page turning	48.39% (15)	19.35% (6)	16.13% (5)	6.45% (2)	6.45% (2)	3.23% (1)	0% (0)	0% (0)	0% (0)	2.13
5	Asynchronous e-learning (web-based training) - interactive	34.38% (11)	12.5% (4)	12.5% (4)	12.5% (4)	15.62% (5)	9.38% (3)	3.12% (1)	0% (0)	0% (0)	3.03
6	Electronic or printed self-study	70.97% (22)	16.13% (5)	6.45% (2)	0% (0)	3.23% (1)	3.23% (1)	0% (0)	0% (0)	0% (0)	1.58
7	Other	100% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 34

83. How often on average do you update courses?



	1 - < 3 months	2.63% (1)		2 - 3-5 months	10.53% (4)
	3 - 6-9 months	36.84% (14)		4 - 10-14 months	36.84% (14)
	5 - 15-24 months	10.53% (4)		6 - > 24 months	2.63% (1)

Mean: 3.5

Response: 38

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

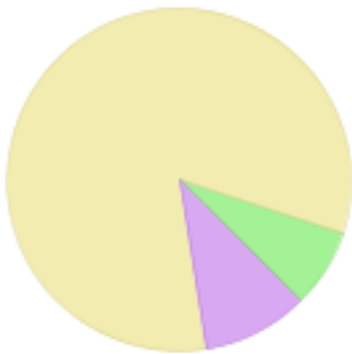


1 - 0%	0% (0)	2 - 1-10%	2.63% (1)
3 - 11-20%	15.79% (6)	4 - 21-30%	36.84% (14)
5 - 31-40%	21.05% (8)	6 - 41-50%	10.53% (4)
7 - >50%	13.16% (5)		

Mean: 4.61

Response: 38

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

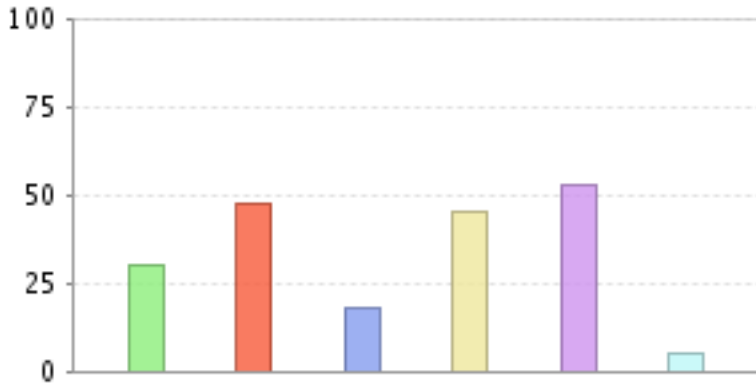


1 - Business unit product development/engineering	7.5% (3)	2 - Sales	0% (0)
3 - Marketing	0% (0)	4 - Education Services	82.5% (33)
5 - Other	10% (4)		

Mean: 3.88

Response: 40

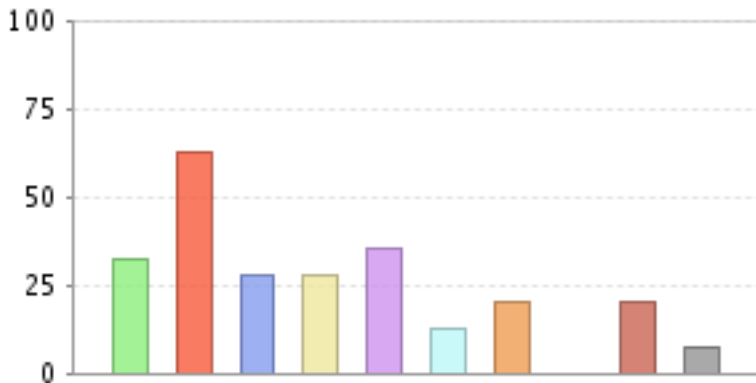
**86. What are your TWO MOST important performance goals for course delivery and distribution?**



1 - Efficient utilization of resources (instructors, classrooms, lab facilities, and so on)	30% (12)	2 - Revenue	47.5% (19)
3 - Profit Margin	17.5% (7)	4 - Number of students trained	45% (18)
5 - Student/Customer satisfaction	52.5% (21)	6 - Other	5% (2)

Response: 40

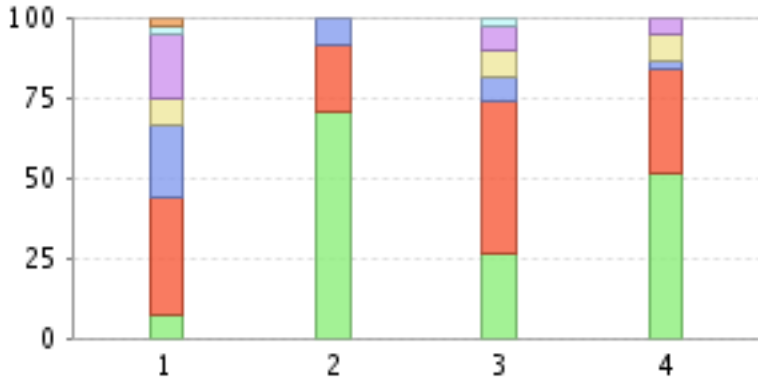
**87. What are the biggest obstacles to meeting your performance goals? Select NO MORE than three.**



1 - Meeting thresholds for class delivery requirements	32.5% (13)	2 - Training Sales (lack of pipeline)	62.5% (25)
3 - Conflicting goals with other departments	27.5% (11)	4 - External economy	27.5% (11)
5 - Marketing training offerings	35% (14)	6 - Training/qualifying instructors	12.5% (5)
7 - Lack of (skilled) resources	20% (8)	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)	20% (8)	10 - Other	7.5% (3)

Response: 40

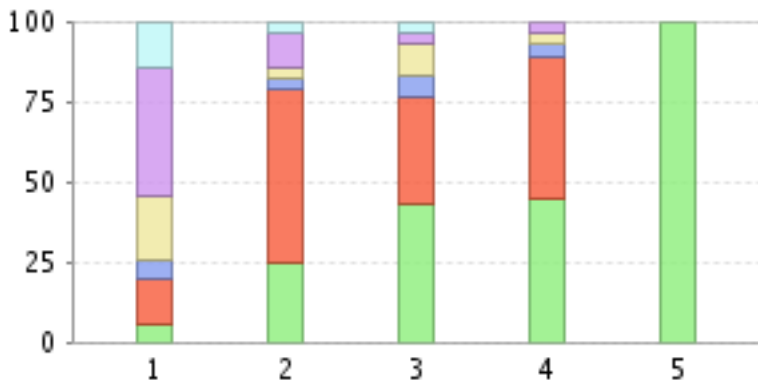
**88. Approximately, how many full-time equivalents inside Education Services do you have working in course distribution and delivery in each of the following regions?**



	0	1-5	6-10	11-20	21-50	51-100	>100	Mean
1 North America	7.69% (3)	35.9% (14)	23.08% (9)	7.69% (3)	20.51% (8)	2.56% (1)	2.56% (1)	3.15
2 Central and South America	70.59% (24)	20.59% (7)	8.82% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.38
3 Europe, Middle East and Africa	26.32% (10)	47.37% (18)	7.89% (3)	7.89% (3)	7.89% (3)	2.63% (1)	0% (0)	2.32
4 Asia/Pacific	51.35% (19)	32.43% (12)	2.7% (1)	8.11% (3)	5.41% (2)	0% (0)	0% (0)	1.84

Response: 39

**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	5.71% (2)	14.29% (5)	5.71% (2)	20% (7)	40% (14)	14.29% (5)	4.17
2 Other company/internal staff	25% (7)	53.57% (15)	3.57% (1)	3.57% (1)	10.71% (3)	3.57% (1)	2.32
3 Partners	43.33% (13)	33.33% (10)	6.67% (2)	10% (3)	3.33% (1)	3.33% (1)	2.07
4 Contract instructors	44.44% (12)	44.44% (12)	3.7% (1)	3.7% (1)	3.7% (1)	0% (0)	1.78
5 Other	100% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

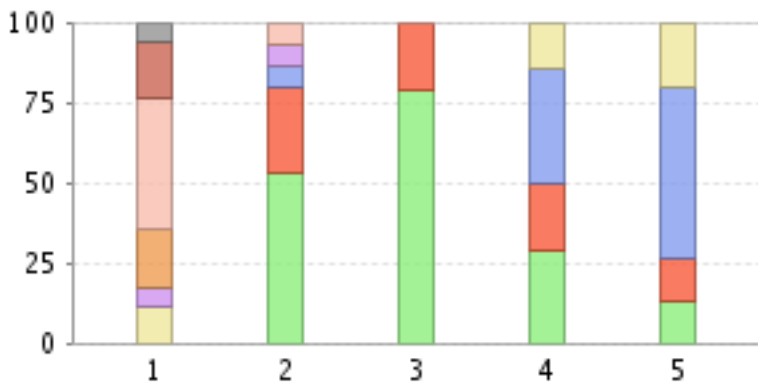
Response: 39

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



■ 1 - Yes 48.72% (19)
■ 2 - No 51.28% (20)  
 Mean: 1.51  
 Response: 39

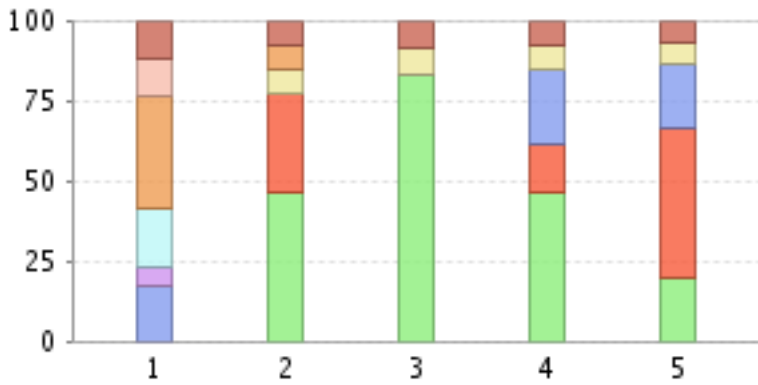
**91. For the last fiscal year, what was the instructor utilization target?**



	<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)	11.76% (2)	5.88% (1)	0% (0)	17.65% (3)	41.18% (7)	17.65% (3)	5.88% (1)	7.47
2 Billable custom development	53.33% (8)	26.67% (4)	6.67% (1)	0% (0)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	0% (0)	2.13
3 Other billable	78.57% (11)	21.43% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.21
4 Non-billable preparation time, including travel for onsites	28.57% (4)	21.43% (3)	35.71% (5)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.36
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	13.33% (2)	13.33% (2)	53.33% (8)	20% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.8

Response: 17

**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)	17.65% (3)	0% (0)	5.88% (1)	17.65% (3)	35.29% (6)	11.76% (2)	11.76% (2)	6.35
2 Billable custom development	46.15% (6)	30.77% (4)	0% (0)	7.69% (1)	0% (0)	0% (0)	7.69% (1)	0% (0)	7.69% (1)	2.62
3 Other billable	83.33% (10)	0% (0)	0% (0)	8.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	1.92
4 Non-billable preparation time including travel for onsites	46.15% (6)	15.38% (2)	23.08% (3)	7.69% (1)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	2.46
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	20% (3)	46.67% (7)	20% (3)	6.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	2.6

Response: 17

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



1 - 1 month or less	9.09% (3)	2 - 2 months	18.18% (6)
3 - 3 months	27.27% (9)	4 - 4-6 months	39.39% (13)
5 - 7-12 months	6.06% (2)	6 - More than 12 months	0% (0)

Mean: 3.15

Response: 33

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



1 - 1 month or less	3.85% (1)	2 - 2 months	3.85% (1)
3 - 3 months	11.54% (3)	4 - 4-6 months	23.08% (6)
5 - 7-12 months	38.46% (10)	6 - More than 12 months	19.23% (5)

Mean: 4.46

Response: 26

**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	3.57% (1)	2 - \$100K-\$150K	10.71% (3)
3 - \$150K-\$200K	10.71% (3)	4 - \$200K-\$250K	21.43% (6)
5 - \$250K-\$300K	17.86% (5)	6 - \$300K-\$400K	17.86% (5)
7 - >\$400K	17.86% (5)		

Mean: 4.64

Response: 28

**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 86.11% (31) ■ 2 - No 13.89% (5)  
 Mean: 1.14  
 Response: 36

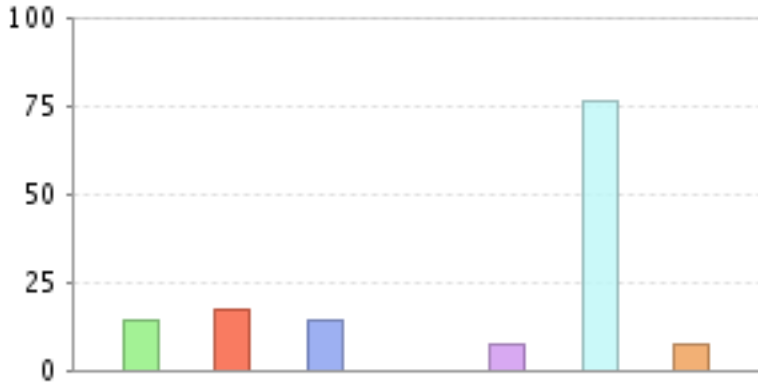
**97. How do you provide student training materials for your classroom and virtual classroom deliveries?**



<span style="color: green;">■</span> 1 - Printed	38.46% (15)	<span style="color: red;">■</span> 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	7.69% (3)
<span style="color: blue;">■</span> 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	25.64% (10)	<span style="color: yellow;">■</span> 4 - Softcopy – restricted with digital right management tool	17.95% (7)
<span style="color: purple;">■</span> 5 - Streamed content to be used via computer or tablet	0% (0)	<span style="color: cyan;">■</span> 6 - Other	10.26% (4)

Mean: 2.64  
 Response: 39

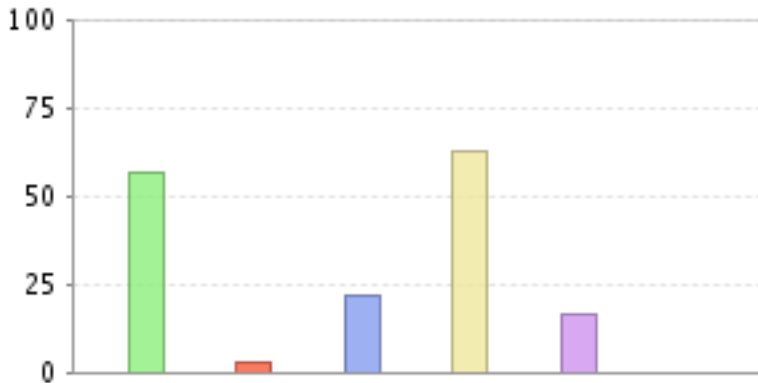
**98. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.**



1 - Android	13.79% (4)	2 - iPad full-size	17.24% (5)
3 - iPad mini	13.79% (4)	4 - Kindle	0% (0)
5 - Windows tablet	6.9% (2)	6 - Not for tablets	75.86% (22)
7 - Other	6.9% (2)		

Response: 29

**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	56.76% (21)	2 - Company-owned non-training facility	2.7% (1)
3 - Authorized Partner Education Center	21.62% (8)	4 - Customer Site	62.16% (23)
5 - Short-term rental facility	16.22% (6)	6 - Other	0% (0)

Response: 37

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



1 - <20%	17.39% (4)	2 - 21-30%	0% (0)
3 - 31-40%	13.04% (3)	4 - 41-50%	17.39% (4)
5 - 51-60%	8.7% (2)	6 - 61-70%	30.43% (7)
7 - >70%	13.04% (3)		

Mean: 4.43

Response: 23

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

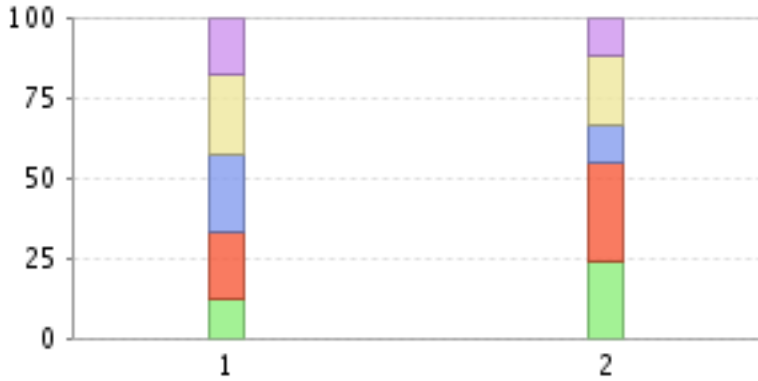


1 - <20%	18.18% (4)	2 - 21-30%	13.64% (3)
3 - 31-40%	18.18% (4)	4 - 41-50%	9.09% (2)
5 - 51-60%	4.55% (1)	6 - 61-70%	18.18% (4)
7 - >70%	18.18% (4)		

Mean: 3.95

Response: 22

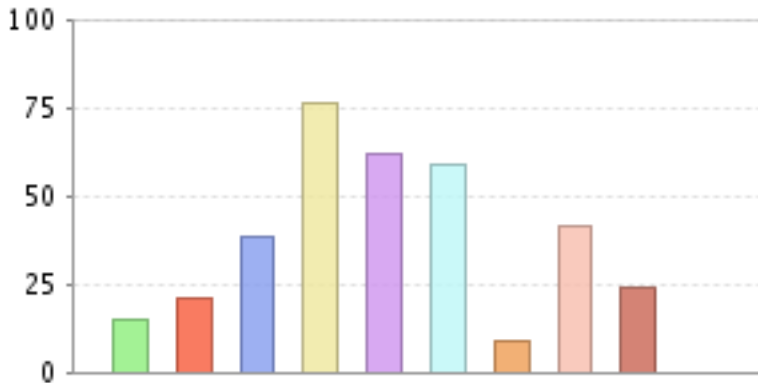
**102. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?**



	<20%	21-30%	31-40%	41-50%	>50%	Mean
1 Live instructor-led	12.12% (4)	21.21% (7)	24.24% (8)	24.24% (8)	18.18% (6)	3.15
2 Virtual instructor-led	24.24% (8)	30.3% (10)	12.12% (4)	21.21% (7)	12.12% (4)	2.67

Response: 34

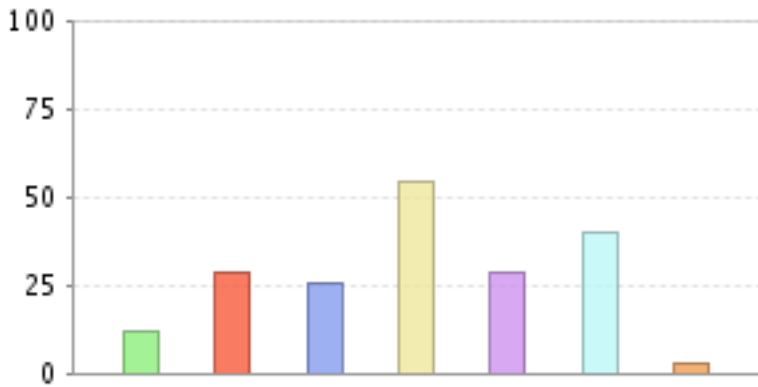
**103. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.**



1 - Advertise with a discount for customers	14.71% (5)	2 - Offer free or discounted seats to partners	20.59% (7)
3 - Offer free seats for internal employees	38.24% (13)	4 - Cancel	76.47% (26)
5 - Try to rebook on other dates	61.76% (21)	6 - Give advance warning that the class is in jeopardy	58.82% (20)
7 - Offer alternative services	8.82% (3)	8 - Postpone the class to allow more students to enrol	41.18% (14)
9 - Move to a date when low enrollment is less of a problem	23.53% (8)	10 - Other	0% (0)

Response: 34

**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	11.43% (4)	2 - In our own classrooms	28.57% (10)
3 - The equipment is shipped	25.71% (9)	4 - Remote access to our own equipment	54.29% (19)
5 - Virtualized equipment, by our own company	28.57% (10)	6 - Virtualized equipment, provided by a 3rd party vendor	40% (14)
7 - Other	2.86% (1)		

Response: 35

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



1 - N/A	40.74% (11)	2 - <20%	3.7% (1)
3 - 21-30%	0% (0)	4 - 31-40%	14.81% (4)
5 - 41-50%	3.7% (1)	6 - 51-60%	14.81% (4)
7 - 61-70%	7.41% (2)	8 - >70%	14.81% (4)

Mean: 3.85

Response: 27

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



1 - N/A	39.29% (11)	2 - <20%	3.57% (1)
3 - 21-30%	3.57% (1)	4 - 31-40%	10.71% (3)
5 - 41-50%	7.14% (2)	6 - 51-60%	14.29% (4)
7 - 61-70%	3.57% (1)	8 - >70%	17.86% (5)

Mean: 3.89

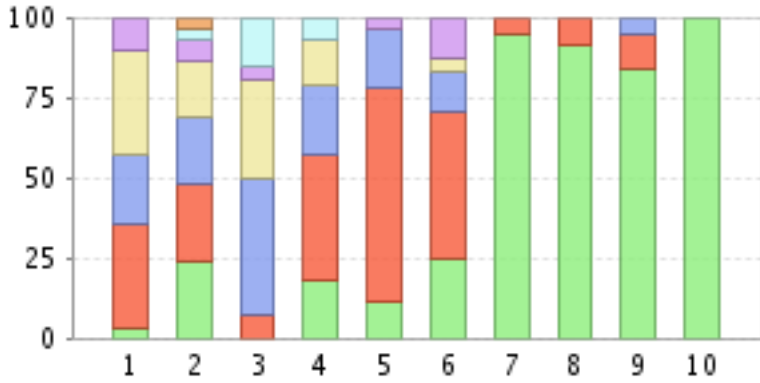
Response: 28

**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	82.63	62.05	134.11	107.11	88.63	41.84	8,378.32	1,184.58	5,268.42
Highest	1,000	500	1,500	1,272	1,000	500	70,000	20,000	100,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	249.77	137.39	387.05	291.76	231.93	119.27	16,293.08	4,580.08	22,940.31

Response: 19

**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	3.57% (1)	32.14% (9)	21.43% (6)	32.14% (9)	10.71% (3)	0% (0)	0% (0)	3.14
2 Private (or dedicated) live classroom training	24.14% (7)	24.14% (7)	20.69% (6)	17.24% (5)	6.9% (2)	3.45% (1)	3.45% (1)	2.83
3 Onsite delivery (customer's location)	0% (0)	7.69% (2)	42.31% (11)	30.77% (8)	3.85% (1)	15.38% (4)	0% (0)	3.77
4 Public virtual classroom training	17.86% (5)	39.29% (11)	21.43% (6)	14.29% (4)	0% (0)	7.14% (2)	0% (0)	2.61
5 Private virtual classroom training	11.11% (3)	66.67% (18)	18.52% (5)	0% (0)	3.7% (1)	0% (0)	0% (0)	2.19
6 eLearning	25% (6)	45.83% (11)	12.5% (3)	4.17% (1)	12.5% (3)	0% (0)	0% (0)	2.33
7 Mobile Learning (smartphones/tablets)	95% (19)	5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.05
8 Web 2.0/collaborative technologies (blogs, wikis, YouTube, Facebook, Twitter)	90.91% (20)	9.09% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
9 Other self paced	84.21% (16)	10.53% (2)	5.26% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.21
10 Other	100% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 31

**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%	51.43% (18)	2 - 26-50%	17.14% (6)
3 - 51-75%	14.29% (5)	4 - >75%	8.57% (3)
5 - We do not provide	8.57% (3)		

Mean: 2.06

Response: 35

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



1 - 15 days or less	8.82% (3)	2 - 16-30 days	52.94% (18)
3 - 31-45 days	23.53% (8)	4 - 46-60 days	5.88% (2)
5 - more than 60 days	8.82% (3)		

Mean: 2.53

Response: 34

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

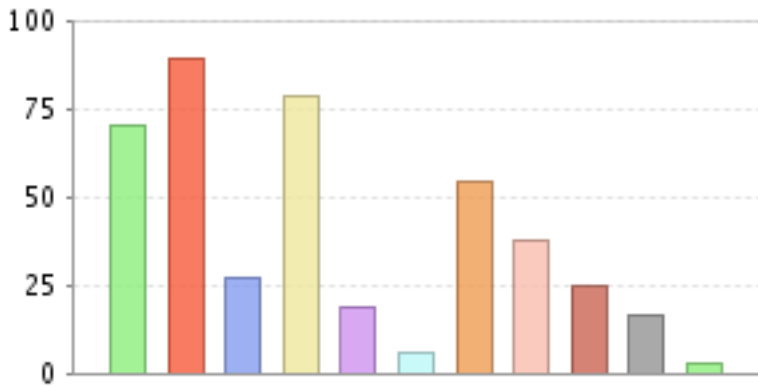


1 - 5 or less	30.3% (10)	2 - 6-10	33.33% (11)
3 - 11-15	24.24% (8)	4 - 16-19	9.09% (3)
5 - 20 or more	3.03% (1)		

Mean: 2.21

Response: 33

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



1 - Virtual Labs	70.27% (26)	2 - Virtual Classroom	89.19% (33)
3 - CRM to manage all customer and opportunities	27.03% (10)	4 - LMS	78.38% (29)
5 - LCMS (Learning Content Management System)	18.92% (7)	6 - Knowledge Management	5.41% (2)
7 - Scheduling/Utilization	54.05% (20)	8 - Certification Credentials	37.84% (14)
9 - Digital Rights Management	24.32% (9)	10 - Dashboard for KPI	16.22% (6)
11 - Other	2.7% (1)		

Response: 37

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



1 - <10%	45.71% (16)	2 - 11-20%	34.29% (12)
3 - 21-30%	11.43% (4)	4 - 31-40%	5.71% (2)
5 - 41-50%	0% (0)	6 - >50%	2.86% (1)

Mean: 1.89

Response: 35

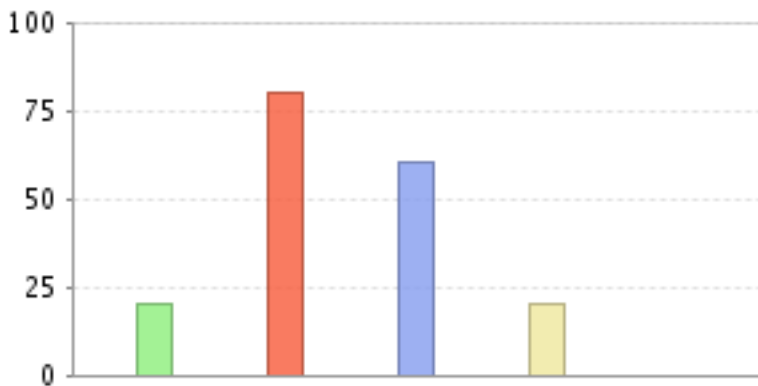
**114. Does Education Services has a formal course development partner program?**



■ 1 - Yes 13.51% (5) 
 ■ 2 - No 86.49% (32)

Mean: 1.86  
Response: 37

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



<span style="color: green;">■</span> 1 - Completely outsourced development	20% (1)	<span style="color: red;">■</span> 2 - Add additional bandwidth	80% (4)
<span style="color: blue;">■</span> 3 - Additional skills	60% (3)	<span style="color: yellow;">■</span> 4 - Provide translation/localization	20% (1)
<span style="color: purple;">■</span> 5 - Other	0% (0)		

Response: 5

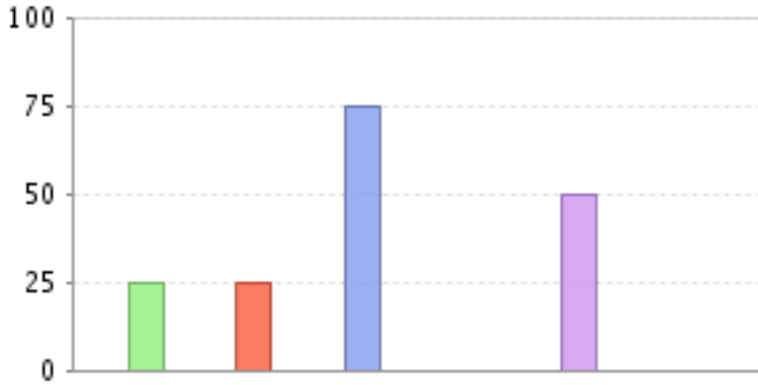
**116. Do you have a process for qualifying and or certifying your course development partners?**



<span style="color: green;">■</span> 1 - Yes, formalized process and procedures	60% (3)	<span style="color: red;">■</span> 2 - Yes, but informal	40% (2)
<span style="color: blue;">■</span> 3 - No, no process or procedure	0% (0)		

Mean: 1.4  
Response: 5

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



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

Response: 4

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



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

Mean: 4.6

Response: 5

**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	8.25	1.75	0.25	2	2.25
Highest	25	7	1	8	9
Lowest	0	0	0	0	0
Standard deviation	11.44	3.5	0.5	4	4.5

Response: 4

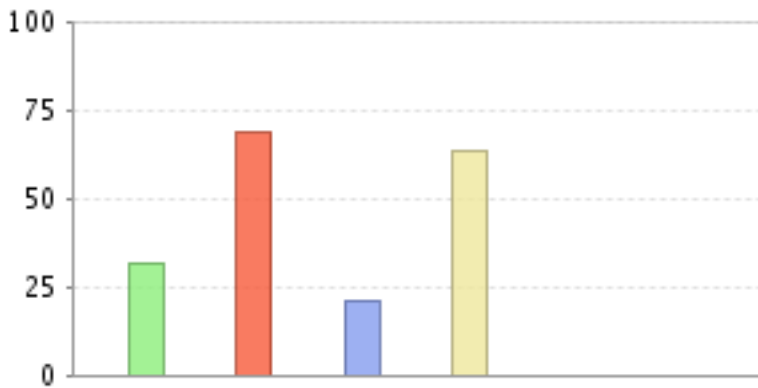
**120. Does Education Services have a formal course delivery partner program, including Authorized Training Partners who sell and deliver in their name?**



■ 1 - Yes 55.56% (20) 
 ■ 2 - No 44.44% (16)

Mean: 1.44  
Response: 36

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



<span style="color: green;">■</span> 1 - Completely outsourced delivery	31.58% (6)	<span style="color: red;">■</span> 2 - Add additional bandwidth	68.42% (13)
<span style="color: blue;">■</span> 3 - Additional skills	21.05% (4)	<span style="color: yellow;">■</span> 4 - Provide translation/localization (eg by native language speakers)	63.16% (12)
<span style="color: purple;">■</span> 5 - Reduce travel cost/time	0% (0)	<span style="color: cyan;">■</span> 6 - Other	0% (0)

Response: 19

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



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

55.56% (10)

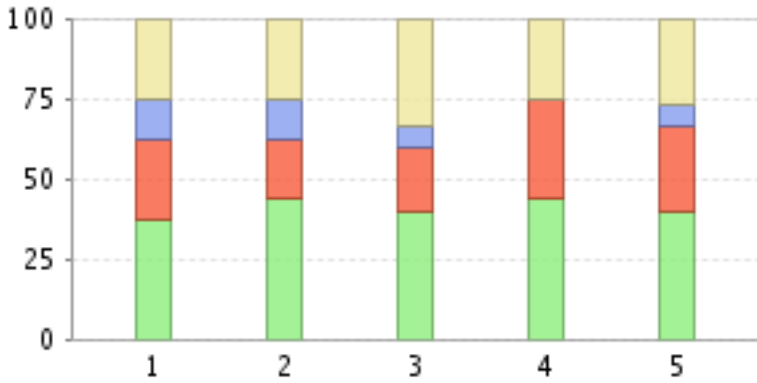
2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

44.44% (8)

Mean: 1.44

Response: 18

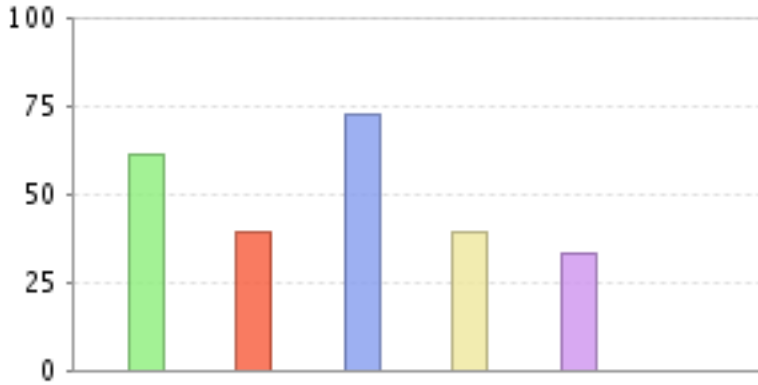
**123. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.**



	25% or less	26-50%	51-75%	More than 75%	Mean
1 Worldwide	37.5% (6)	25% (4)	12.5% (2)	25% (4)	2.25
2 North America	43.75% (7)	18.75% (3)	12.5% (2)	25% (4)	2.19
3 Central and South America	40% (6)	20% (3)	6.67% (1)	33.33% (5)	2.33
4 Europe, Middle East and Africa	43.75% (7)	31.25% (5)	0% (0)	25% (4)	2.06
5 Asia/Pacific	40% (6)	26.67% (4)	6.67% (1)	26.67% (4)	2.2

Response: 18

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	61.11% (11)	2 - Distributors/VADs	38.89% (7)
3 - Independent training organizations	72.22% (13)	4 - Services/Implementation Partners	38.89% (7)
5 - Individual contractors	33.33% (6)	6 - Other	0% (0)

Response: 18

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	38.44	11.44	1.12	7.81	4.31
Highest	440	130	6	36	15
Lowest	0	0	0	0	0
Standard deviation	108.63	31.97	1.71	9.33	5.19

Response: 16

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



1 - Delivery partner teaches with labs provided by you	38.89% (7)	2 - Delivery partner owns labs	61.11% (11)
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Mean: 1.61

Response: 18

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

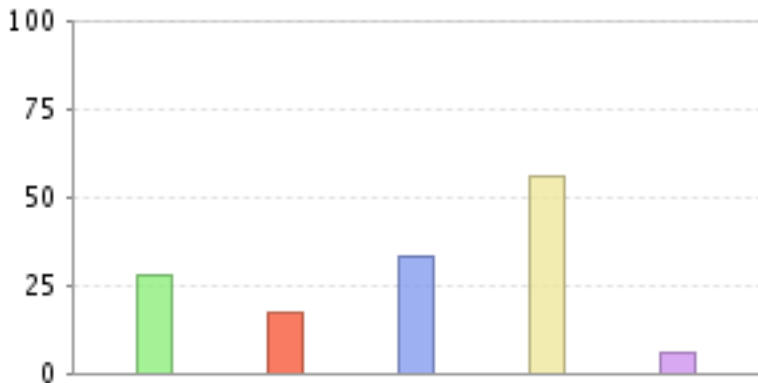


1 - Delivery partner purchases equipment or access from you 27.78% (5)  2 - Delivery partner manages lab on its own expense 72.22% (13)

Mean: 1.72

Response: 18

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



1 - Pay per use of the instructor 27.78% (5)  2 - Recurring fixed fee licensing 16.67% (3)  
 3 - Per seat revenue sharing 33.33% (6)  4 - Training kit/unit based materials fee 55.56% (10)  
 5 - Other 5.56% (1)

Response: 18

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

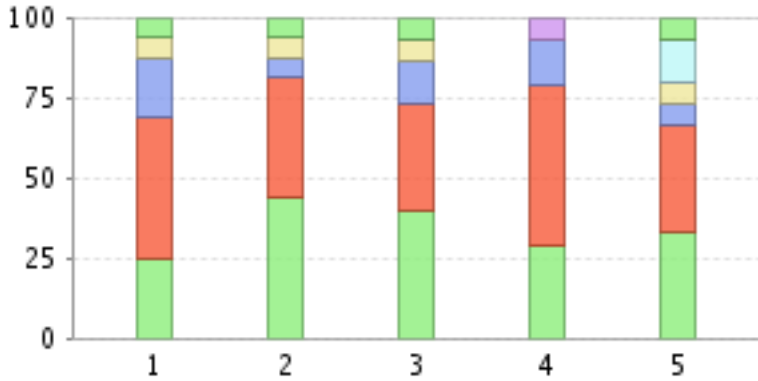


1 - Yes 16.67% (3)  2 - No 83.33% (15)

Mean: 1.83

Response: 18

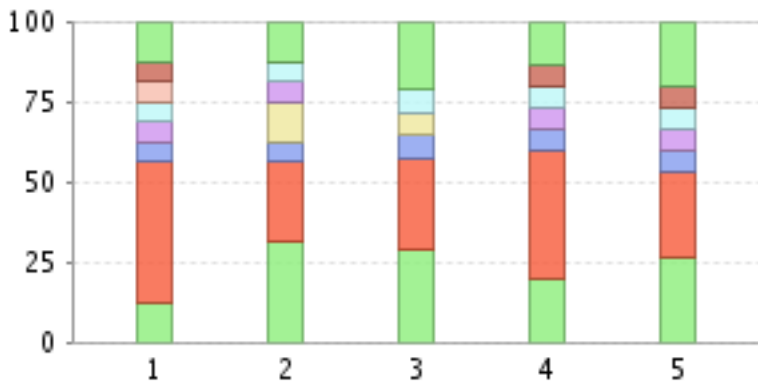
**130. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.**



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80	81-90%	>90%	Mean
1 Worldwide	25% (4)	43.75% (7)	18.75% (3)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.25% (1)	2.62
2 North America	43.75% (7)	37.5% (6)	6.25% (1)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.25% (1)	2.31
3 Central and South America	40% (6)	33.33% (5)	13.33% (2)	6.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	2.47
4 Europe, Middle East and Africa	28.57% (4)	50% (7)	14.29% (2)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.07
5 Asia/Pacific	33.33% (5)	33.33% (5)	6.67% (1)	6.67% (1)	0% (0)	13.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	6.67% (1)	3

Response: 17

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



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80	81-90%	>90%	Mean
1 Worldwide	12.5% (2)	43.75% (7)	6.25% (1)	0% (0)	6.25% (1)	6.25% (1)	0% (0)	6.25% (1)	6.25% (1)	0% (0)	12.5% (2)	4.31
2 North America	31.25% (5)	25% (4)	6.25% (1)	12.5% (2)	6.25% (1)	6.25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (2)	3.56
3 Central and South America	28.57% (4)	28.57% (4)	7.14% (1)	7.14% (1)	0% (0)	7.14% (1)	0% (0)	0% (0)	0% (0)	0% (0)	21.43% (3)	4.14
4 Europe, Middle East and Africa	20% (3)	40% (6)	6.67% (1)	0% (0)	6.67% (1)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	13.33% (2)	4
5 Asia/Pacific	26.67% (4)	26.67% (4)	6.67% (1)	0% (0)	6.67% (1)	6.67% (1)	0% (0)	0% (0)	6.67% (1)	0% (0)	20% (3)	4.53

Response: 17

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



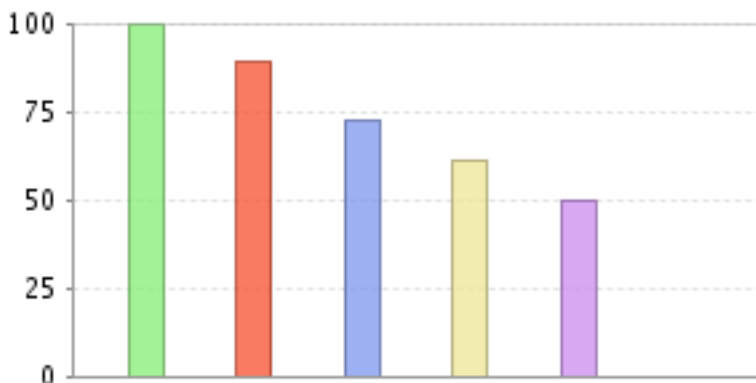
■ 1 - Yes 33.33% (6) ■ 2 - No 66.67% (12)  
 Mean: 1.67  
 Response: 18

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



■ 1 - Yes 88.89% (16) ■ 2 - No 11.11% (2)  
 Mean: 1.11  
 Response: 18

**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% (18)	<span style="color: red;">■</span> 2 - Instructor Delivery	88.89% (16)
<span style="color: blue;">■</span> 3 - Classroom facilities	72.22% (13)	<span style="color: yellow;">■</span> 4 - Lab facilities	61.11% (11)
<span style="color: purple;">■</span> 5 - Materials quality	50% (9)	<span style="color: cyan;">■</span> 6 - Other	0% (0)

Response: 18

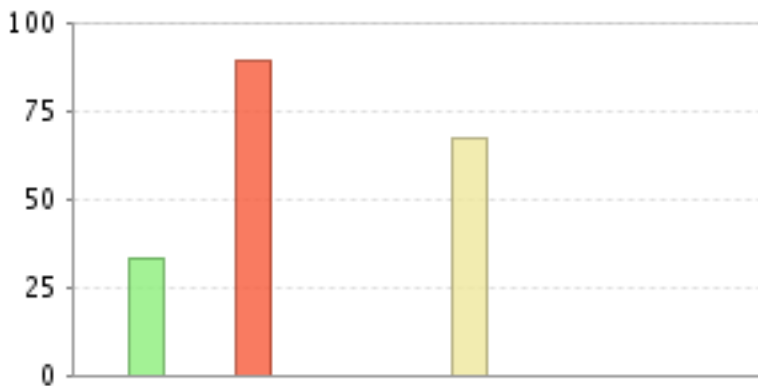
**135. Do you have a formal academic partner program?**



■ 1 - Yes 27.03% (10) 
 ■ 2 - No 72.97% (27)

Mean: 1.73  
Response: 37

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



<span style="color: green;">■</span> 1 - Extend/expand the reach of Education Services	33.33% (3)	<span style="color: red;">■</span> 2 - Establish brand/technical mindshare for future customers and users	88.89% (8)
<span style="color: blue;">■</span> 3 - Supporting school-to-work programs	0% (0)	<span style="color: yellow;">■</span> 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	66.67% (6)
<span style="color: purple;">■</span> 5 - Provide local language training	0% (0)	<span style="color: cyan;">■</span> 6 - Other	0% (0)

Response: 9

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



■ 1 - Yes 44.44% (4) 
 ■ 2 - No 55.56% (5)

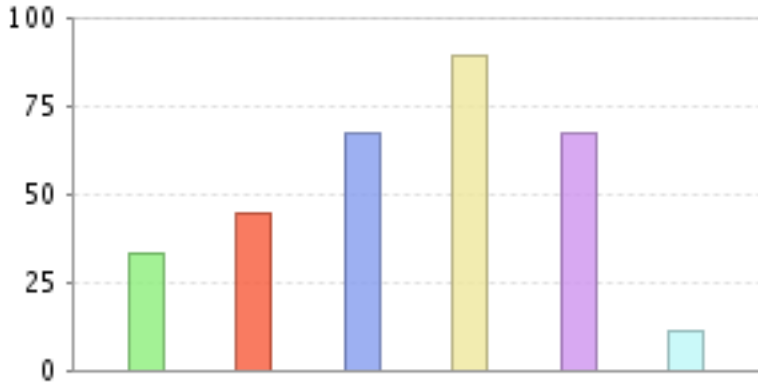
Mean: 1.56  
Response: 9

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

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	1,592.5	40	2.88	37.25	12.5
Highest	10,000	250	20	250	80
Lowest	0	0	0	0	0
Standard deviation	3,424.39	87.12	6.96	87.1	27.64

Response: 8

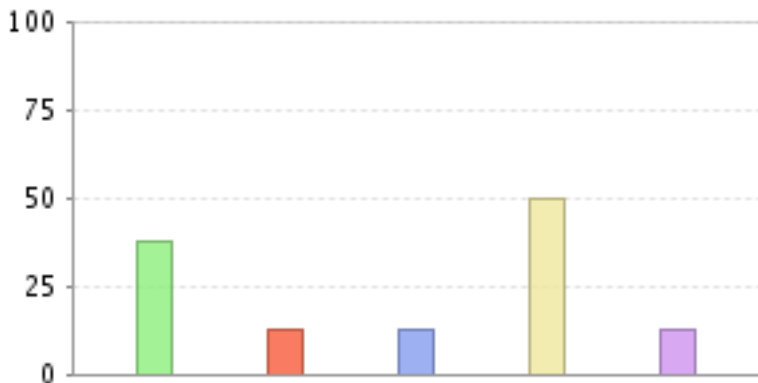
**139. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.**



1 - Secondary schools	33.33% (3)	2 - Vocational/Technical Schools	44.44% (4)
3 - Associates' programs/2 year colleges or certificates	66.67% (6)	4 - Bachelors' programs/4 year colleges and universities	88.89% (8)
5 - Graduate programs/universities	66.67% (6)	6 - Other	11.11% (1)

Response: 9

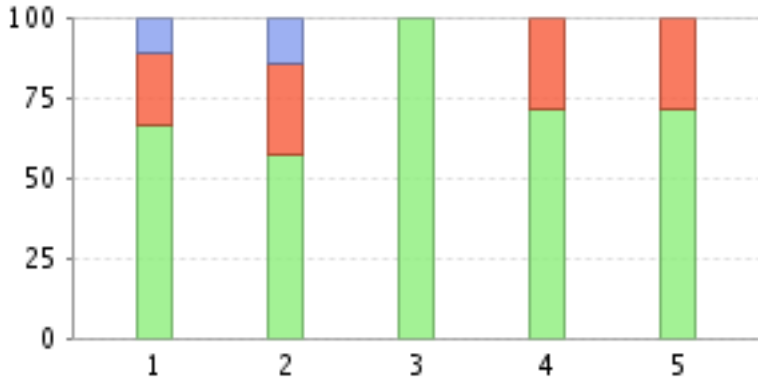
**140. What is your academic partner business model? Select all that apply.**



1 - Recurring fixed fee licensing	37.5% (3)	2 - Per seat revenue sharing	12.5% (1)
3 - Training kit/unit based materials fee	12.5% (1)	4 - Corporate-provided budget	50% (4)
5 - Other	12.5% (1)		

Response: 8

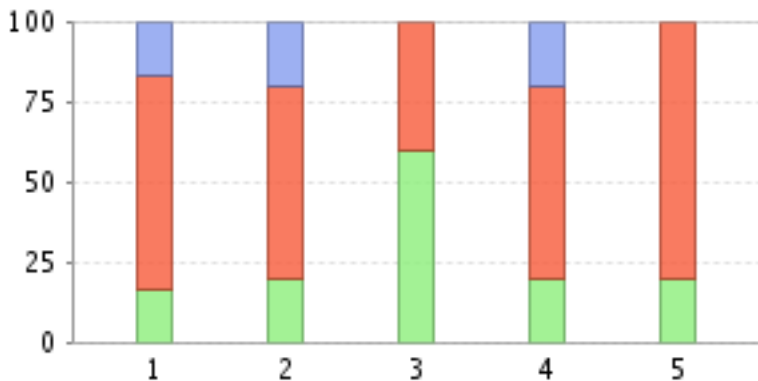
**141. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate for Education Services? Answer for worldwide and each region.**



	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	>90%	Mean
1 Worldwide	66.67% (6)	22.22% (2)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.44
2 North America	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
3 Central and South America	100% (7)	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	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
5 Asia/Pacific	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29

Response: 9

**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	16.67% (1)	66.67% (4)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
2 North America	20% (1)	60% (3)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South America	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
4 Europe, Middle East and Africa	20% (1)	60% (3)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	20% (1)	80% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.8

Response: 6

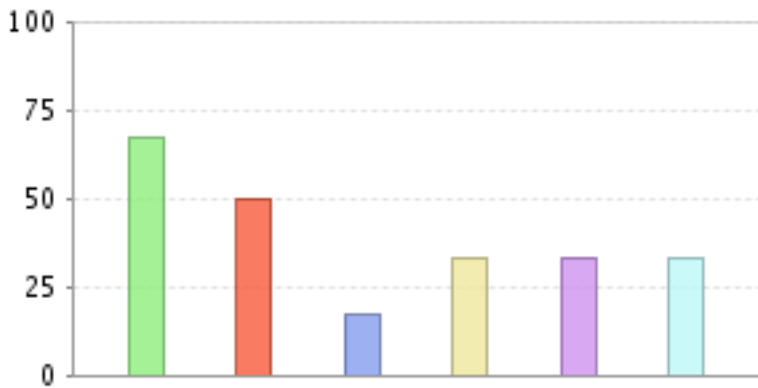
**143. Do you require academic training partner organizations to participate in a formal class evaluation process?**



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

Mean: 1.67  
Response: 9

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



<span style="color: green;">■</span> 1 - Overall satisfaction	66.67% (4)	<span style="color: red;">■</span> 2 - Instructor Delivery	50% (3)
<span style="color: blue;">■</span> 3 - Classroom facilities	16.67% (1)	<span style="color: yellow;">■</span> 4 - Lab facilities	33.33% (2)
<span style="color: purple;">■</span> 5 - Materials quality	33.33% (2)	<span style="color: cyan;">■</span> 6 - Other	33.33% (2)

Response: 6

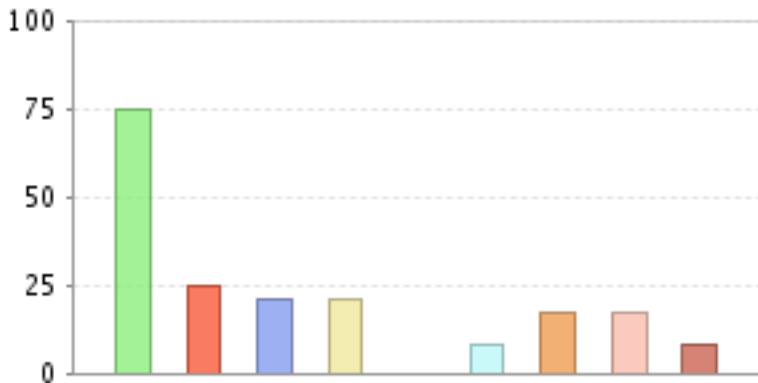
**145. Does your company offer a professional certification program on your products and technology?**



<span style="color: green;">■</span> 1 - Yes, for all of our products	13.51% (5)	<span style="color: red;">■</span> 2 - Yes, for some of our products	51.35% (19)
<span style="color: blue;">■</span> 3 - No, we don't offer any certification programs	35.14% (13)		

Mean: 2.22  
Response: 37

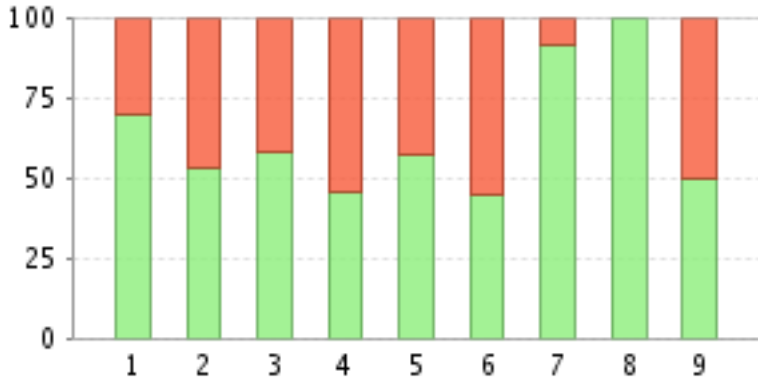
**146. What are the two main goals for your certification programs?**



<span style="color: green;">■</span> 1 - Validate partner skills	75% (18)	<span style="color: red;">■</span> 2 - Promoting brand recognition in the industry	25% (6)
<span style="color: blue;">■</span> 3 - Creating loyalty in our partner community and customer base	20.83% (5)	<span style="color: yellow;">■</span> 4 - Establishing advocacy in the technical community	20.83% (5)
<span style="color: purple;">■</span> 5 - Creating a social network of support in the technical community	0% (0)	<span style="color: cyan;">■</span> 6 - Revenue Generation	8.33% (2)
<span style="color: orange;">■</span> 7 - Ensure customer satisfaction	16.67% (4)	<span style="color: pink;">■</span> 8 - Enhance our product's value	16.67% (4)
<span style="color: brown;">■</span> 9 - Other	8.33% (2)		

Response: 24

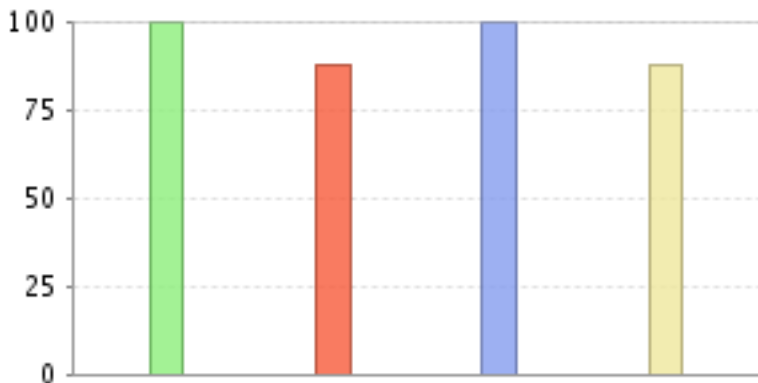
**147. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.**



	Intended	Required
1 Sales - Internal staff	70% (7)	30% (3)
2 Sales - Channels/Partners	53.33% (8)	46.67% (7)
3 Presales – Internal Staff/Engineers	57.89% (11)	42.11% (8)
4 Presales – Channel/Partners	45.83% (11)	54.17% (13)
5 Post-sales – Internal Service Staff	57.14% (12)	42.86% (9)
6 Post-sales – Channels/Partners	44.83% (13)	55.17% (16)
7 Customers/end users	91.67% (22)	8.33% (2)
8 Students (academic)	100% (7)	0% (0)
9 Other	50% (1)	50% (1)

Response: 23

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



1 - North America	100% (24)	2 - Central and South America	87.5% (21)
3 - Europe, Middle East and Africa	100% (24)	4 - Asia/Pacific	87.5% (21)

Response: 24

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



1 - 1	21.74% (5)	2 - 2	26.09% (6)
3 - 3	30.43% (7)	4 - 4	13.04% (3)
5 - 5 or more	4.35% (1)	6 - It varies	4.35% (1)

Mean: 2.65

Response: 23

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



1 - Yes, for all tiers	40.91% (9)	2 - Yes, but only for some tiers	18.18% (4)
3 - No, you can go directly to the top tier or any point in-between	40.91% (9)		

Mean: 2

Response: 22

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



1 - Must re-certify annually	4.35% (1)	2 - 2 Years	30.43% (7)
3 - 3-4 years	8.7% (2)	4 - 5 years or more	0% (0)
5 - Certifications never expire	39.13% (9)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	17.39% (4)	8 - Other	0% (0)

Mean: 4.09

Response: 23

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

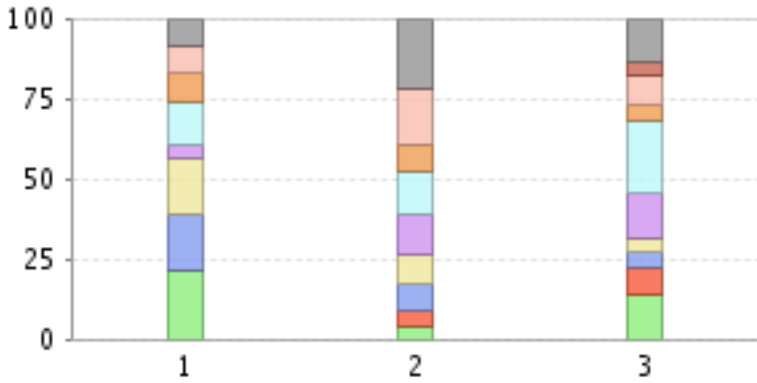


1 - Less than a year	0% (0)	2 - 1-2 years	12.5% (3)
3 - 2-3 years	25% (6)	4 - 3-4 years	16.67% (4)
5 - 4-5 years	4.17% (1)	6 - 5-9 years	16.67% (4)
7 - 10 years or more	25% (6)		

Mean: 4.62

Response: 24

**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?	21.74% (5)	0% (0)	17.39% (4)	17.39% (4)	4.35% (1)	13.04% (3)	8.7% (2)	8.7% (2)	0% (0)	8.7% (2)	4.61
2 Were issued since start of the certification program?	4.35% (1)	4.35% (1)	8.7% (2)	8.7% (2)	13.04% (3)	13.04% (3)	8.7% (2)	17.39% (4)	0% (0)	21.74% (5)	6.35
3 Are valid currently?	13.64% (3)	9.09% (2)	4.55% (1)	4.55% (1)	13.64% (3)	22.73% (5)	4.55% (1)	9.09% (2)	4.55% (1)	13.64% (3)	5.5

Response: 23

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

Average	146,874.75
Highest	2,000,000
Lowest	40
Standard deviation	498,036.91

Response: 16

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



1 - Yes, it's live	25% (6)	2 - No, but we're developing it	33.33% (8)
3 - No, we have no plans	41.67% (10)		

Mean: 2.17

Response: 24

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

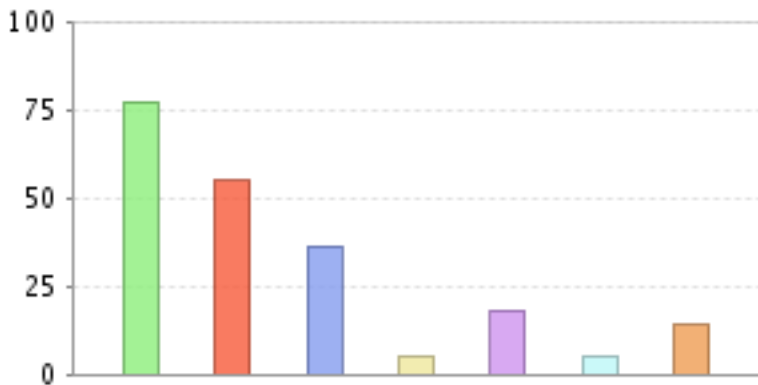


<input type="checkbox"/> 1 - Yes, certain training is required	12.5% (3)	<input type="checkbox"/> 2 - Yes, training is available/suggested but is not required	75% (18)
<input type="checkbox"/> 3 - No	12.5% (3)		

Mean: 2

Response: 24

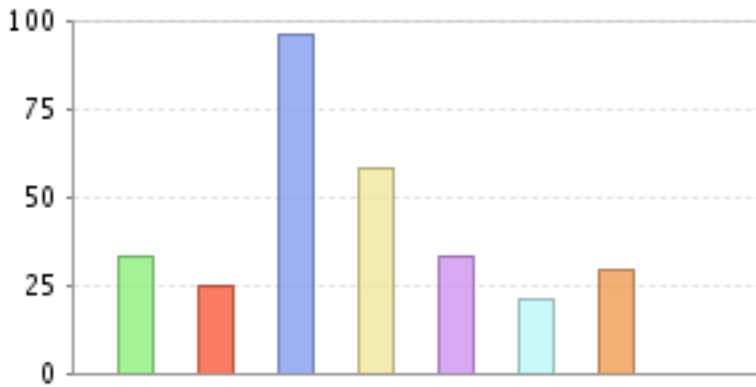
**157. In what form is the preparatory study/training distributed? Select all that apply.**



<input type="checkbox"/> 1 - Vendor prepared, authorized instructor led training	77.27% (17)	<input type="checkbox"/> 2 - Vendor prepared e-learning	54.55% (12)
<input type="checkbox"/> 3 - Vendor prepared self-study materials	36.36% (8)	<input type="checkbox"/> 4 - Third party prepared and delivered instructor led training and/or e-learning	4.55% (1)
<input type="checkbox"/> 5 - Commercially available study/reading materials	18.18% (4)	<input type="checkbox"/> 6 - Publically available academic programs	4.55% (1)
<input type="checkbox"/> 7 - Other	13.64% (3)		

Response: 22

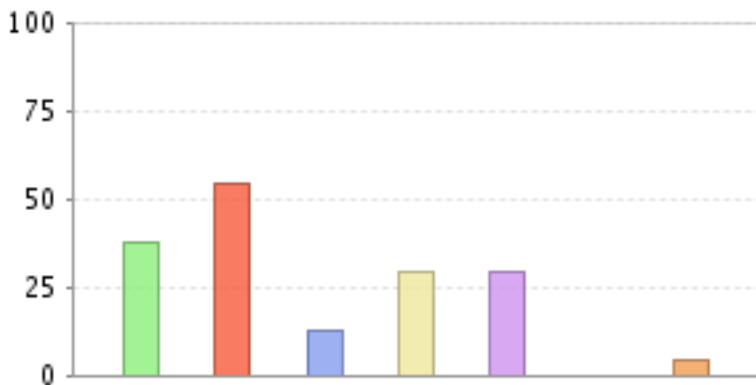
**158. Who participates in the development of your certification exams? Select all that apply.**



1 - Individuals with pre-existing certification	33.33% (8)	2 - Industry recognized technical experts	25% (6)
3 - Education Services staff	95.83% (23)	4 - Other company staff	58.33% (14)
5 - Partner staff	33.33% (8)	6 - Customers/end users	20.83% (5)
7 - Professional consultants and/or organizations	29.17% (7)	8 - Other	0% (0)

Response: 24

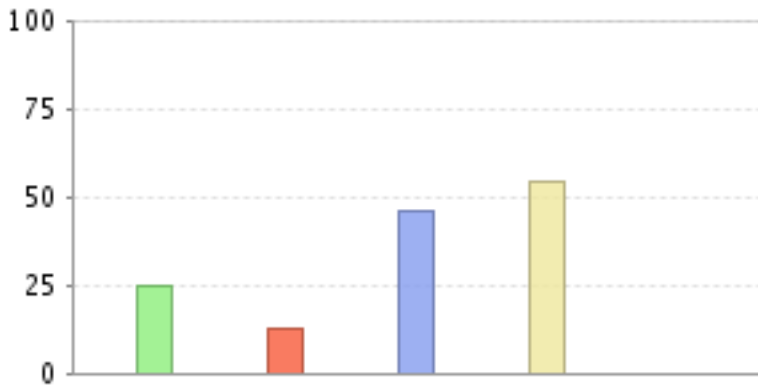
**159. How are your certification exams administered? Select all that apply.**



1 - Proctored practical exam(s)	37.5% (9)	2 - Proctored computer-based exam(s)	54.17% (13)
3 - Un-proctored computer-based exam(s)	12.5% (3)	4 - Proctored Online/web delivered computer-based exam(s)	29.17% (7)
5 - Unproctored Online/web delivered computer-based exam(s)	29.17% (7)	6 - Submission of a written/electronic dossier	0% (0)
7 - Other	4.17% (1)		

Response: 24

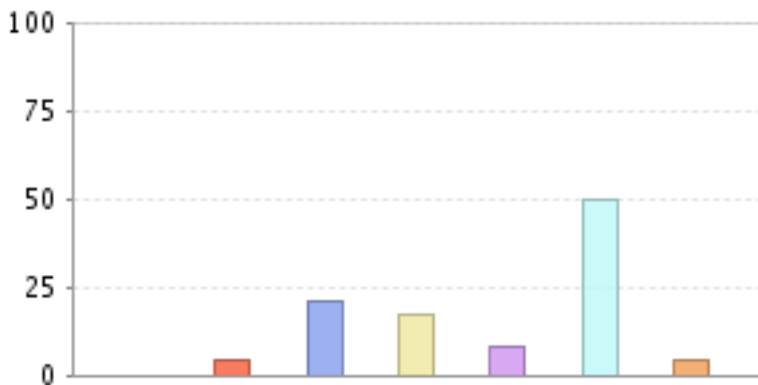
**160. How do you deliver/distribute your certification exams? Select all that apply.**



1 - Our company training and testing centers	25% (6)	2 - Authorized Training Partner training and testing centers	12.5% (3)
3 - Third party training and testing centers	45.83% (11)	4 - Electronically, over the web	54.17% (13)
5 - Other	0% (0)		

Response: 24

**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	4.17% (1)
3 - Additional training or certification prep materials	20.83% (5)	4 - Discounted or free retake voucher	16.67% (4)
5 - Rescoring of exam	8.33% (2)	6 - None of the above	50% (12)
7 - Other	4.17% (1)		

Response: 24

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



1 - Yes, a formal program	37.5% (9)	2 - Yes, but it is informal	25% (6)
3 - No	37.5% (9)		

Mean: 2

Response: 24

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

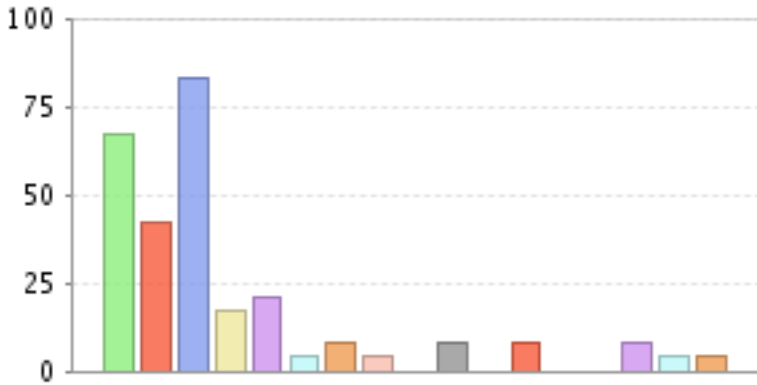


1 - 1	31.82% (7)	2 - 2-3	27.27% (6)
3 - 4-5	9.09% (2)	4 - 6-10	13.64% (3)
5 - 11-20	9.09% (2)	6 - 21-40	9.09% (2)
7 - >40	0% (0)		

Mean: 2.68

Response: 22

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



1 - Logos	66.67% (16)	2 - Hard copy (paper) certificates	41.67% (10)
3 - Soft copy (electronic) certificates	83.33% (20)	4 - Letters of recognition	16.67% (4)
5 - Branded Merchandise (shirts, hats, and so on)	20.83% (5)	6 - Online store for branded merchandise	4.17% (1)
7 - Early access to new product information	8.33% (2)	8 - Access to organization subject matter experts	4.17% (1)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	8.33% (2)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	8.33% (2)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	8.33% (2)	16 - Free training when products they are certified on are updated	4.17% (1)
17 - Other	4.17% (1)		

Response: 24

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



1 - Yes	33.33% (8)	2 - No	66.67% (16)
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Mean: 1.67

Response: 24

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