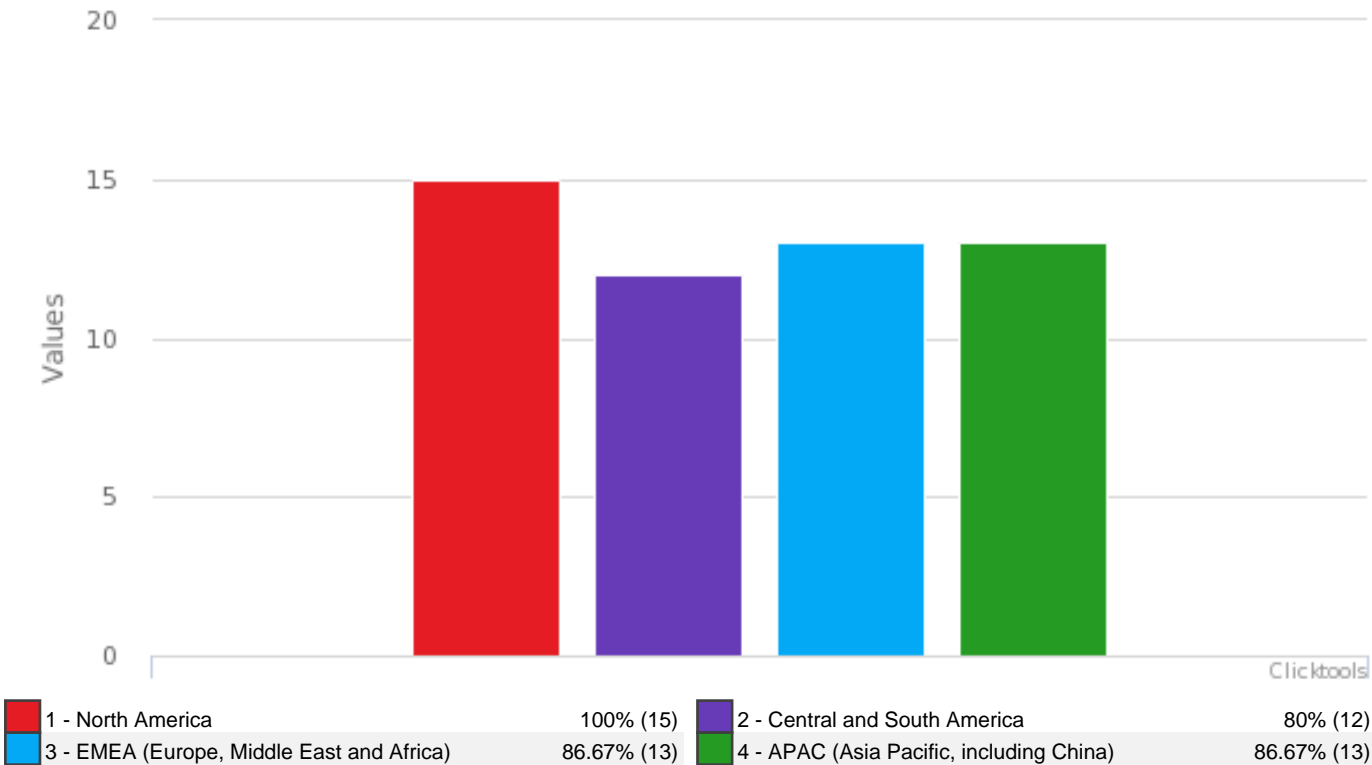


Hardware (15)

1. Which region do you base your survey input on? Select all that apply (for global, select all four regions).

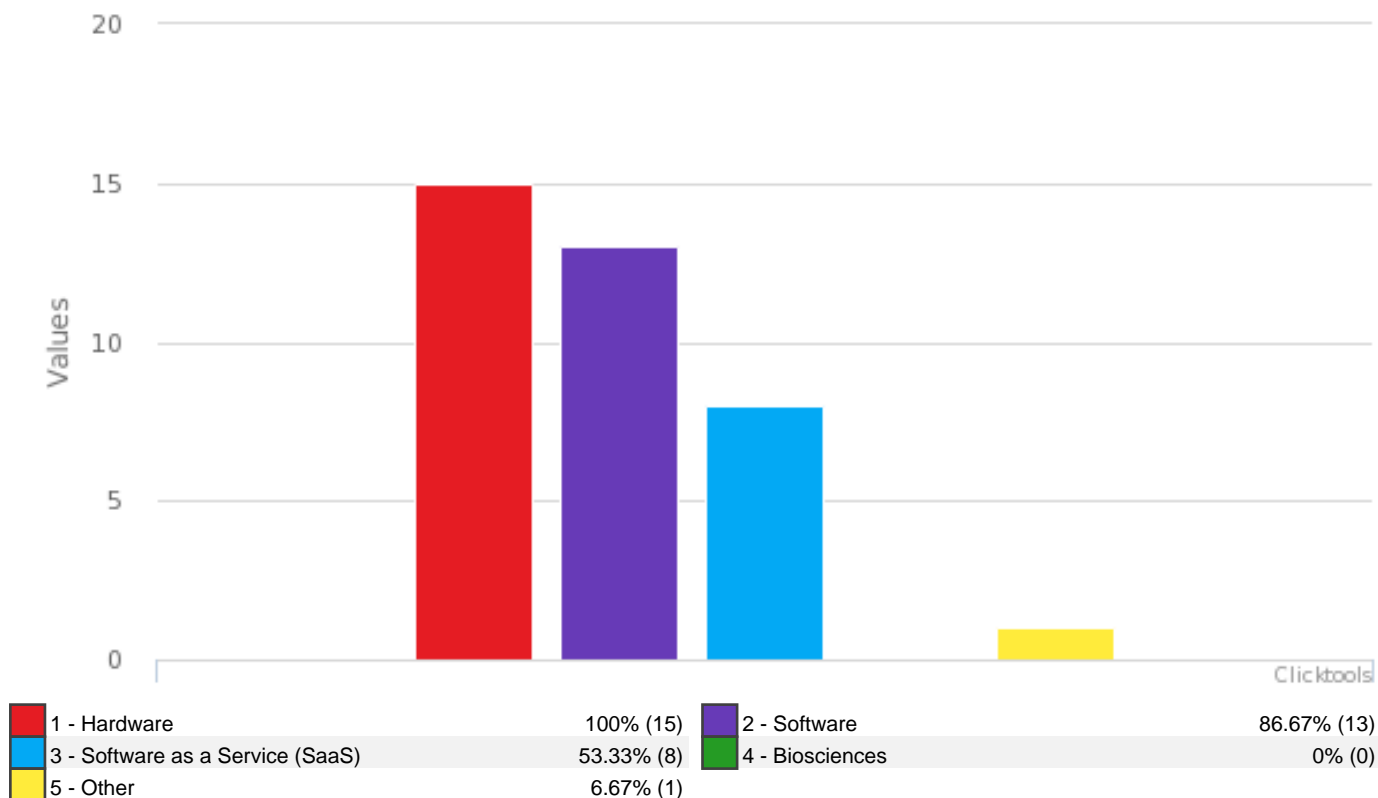


2. Approximately what percentage of your company ' s revenues are generated from each of the following regions? The total must be 100%. (The total will automatically correct to equal 100% once you enter a total that exceeds 100%.)

	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	45.64%	7.21%	31.93%	15.21%
Highest	90%	25%	50%	25%
Lowest	0%	0%	8%	0%
Standard deviation	22.79	6.76	12.84	6.94

Response: 14

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



Response: 15

4. Please provide some corporate product data:

	What was the % decline/growth rate for product business in the last fiscal business year?Value 1	What was the % decline/growth rate for product business as the average over the last three fiscal business years?	What is your % renewal rate for licenses?
Average	-2.75	4.25	10
Highest	10	30	80
Lowest	-20	-17	0
Standard deviation	9.25	11.66	24.86

Response: 12

5. Please provide some education ratios for the product business:

	What % of all customers took training?	What % of customers who renewed the product subscription completed training?	What % of customers who churned (didn't renew license) were trained?
Average	28.17%	15.67%	3%
Highest	100%	90%	20%
Lowest	1%	0%	0%
Standard deviation	36.44	29.36	6.16

Response: 12

6. How many days (6 hrs = 1 day) training on average do your customers take?

Average	6.46
Highest	24
Lowest	3
Standard deviation	6.63

Response: 13

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



1 - \$100M or less	13.33% (2)	2 - Between \$101M and \$500M	13.33% (2)
3 - Between \$501M and \$1B	20% (3)	4 - More than \$1B and less than \$3B	20% (3)
5 - More than \$3B and less than \$10B	13.33% (2)	6 - More than \$10B and less than \$25B	0% (0)
7 - \$25B or more	20% (3)		

Mean: 3.87
Response: 15

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



1 - 100 or less	0% (0)	2 - 101-1000	20% (3)
3 - 1001-5000	40% (6)	4 - 5001-10000	6.67% (1)
5 - 10001-50000	13.33% (2)	6 - More than 50000	20% (3)

Mean: 3.73
Response: 15

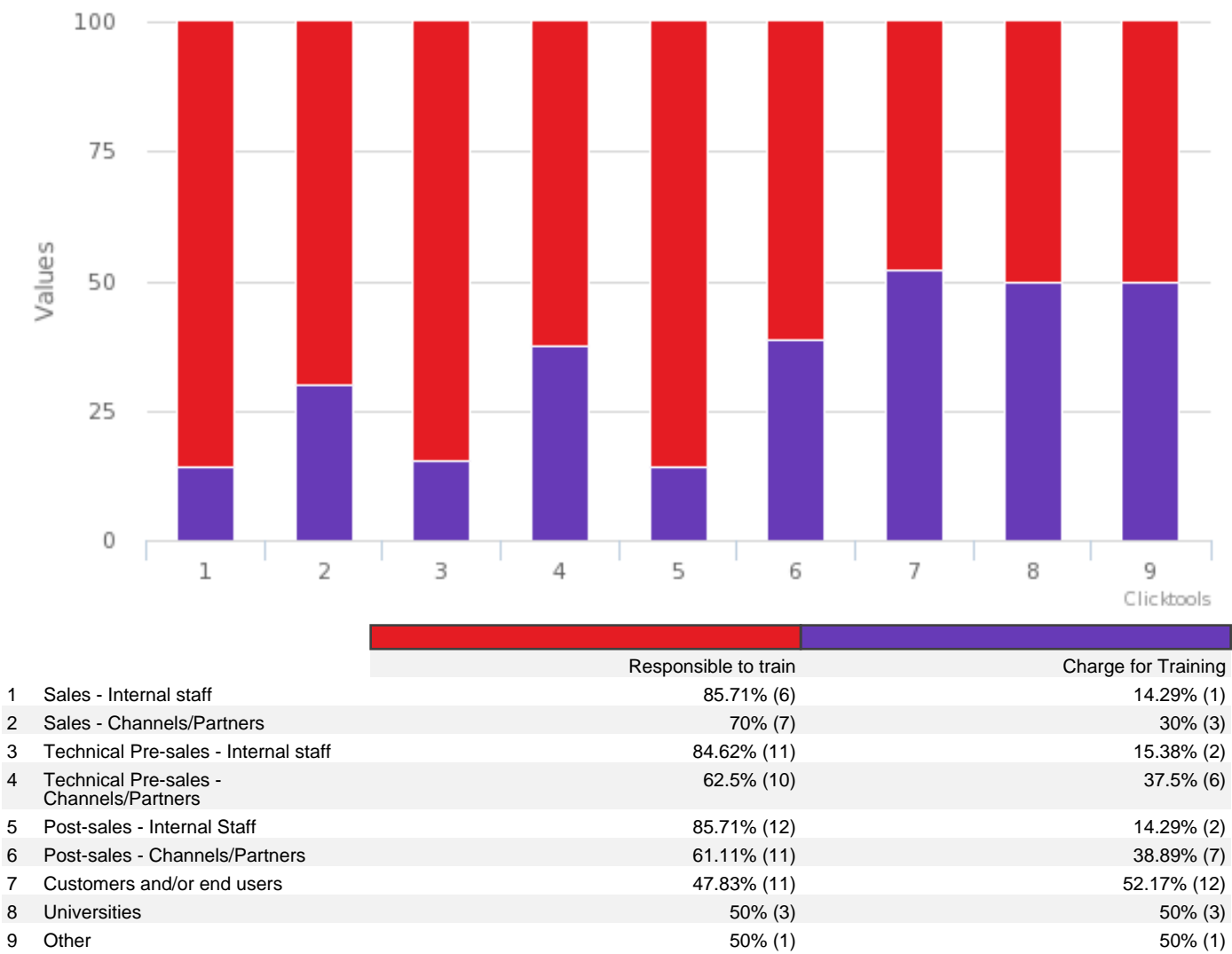
9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



Clicktools			
1 - 1-4	13.33% (2)	2 - 5-10	13.33% (2)
3 - 11-20	26.67% (4)	4 - 21-50	13.33% (2)
5 - 51-100	20% (3)	6 - 101-200	0% (0)
7 - 201-300	0% (0)	8 - More than 300	13.33% (2)

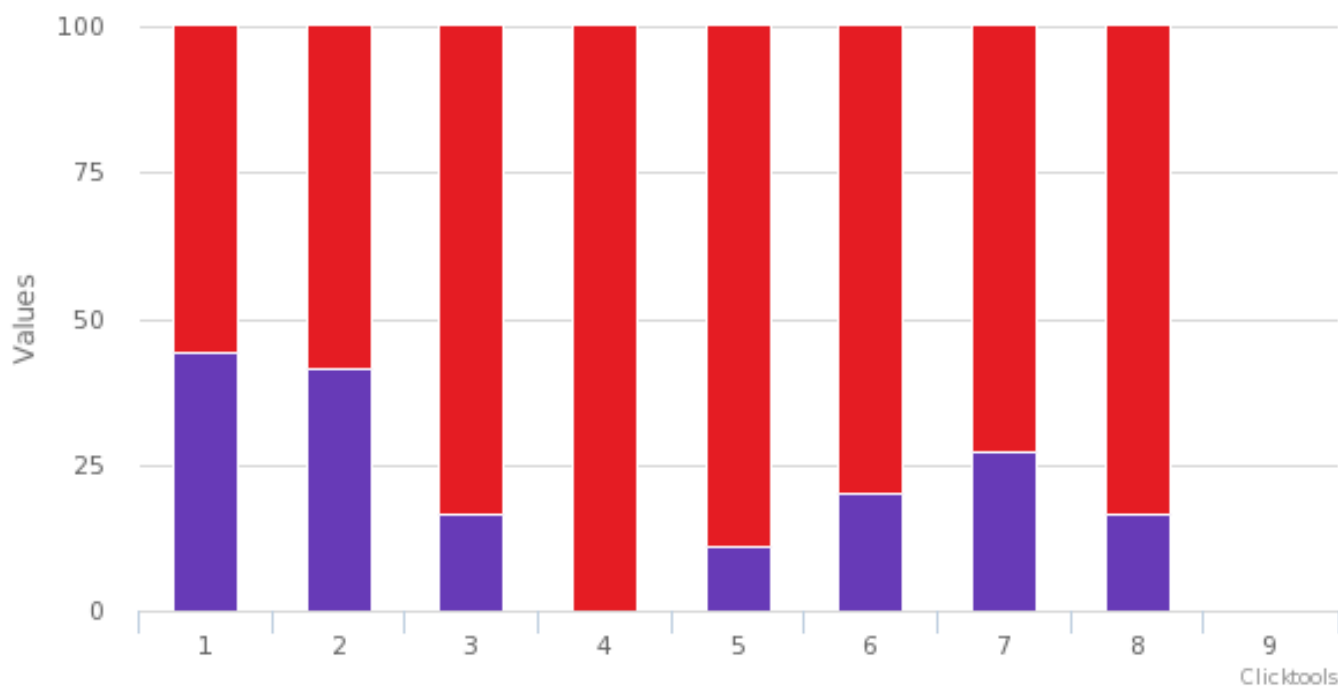
Mean: 3.8
Response: 15

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



Response: 15

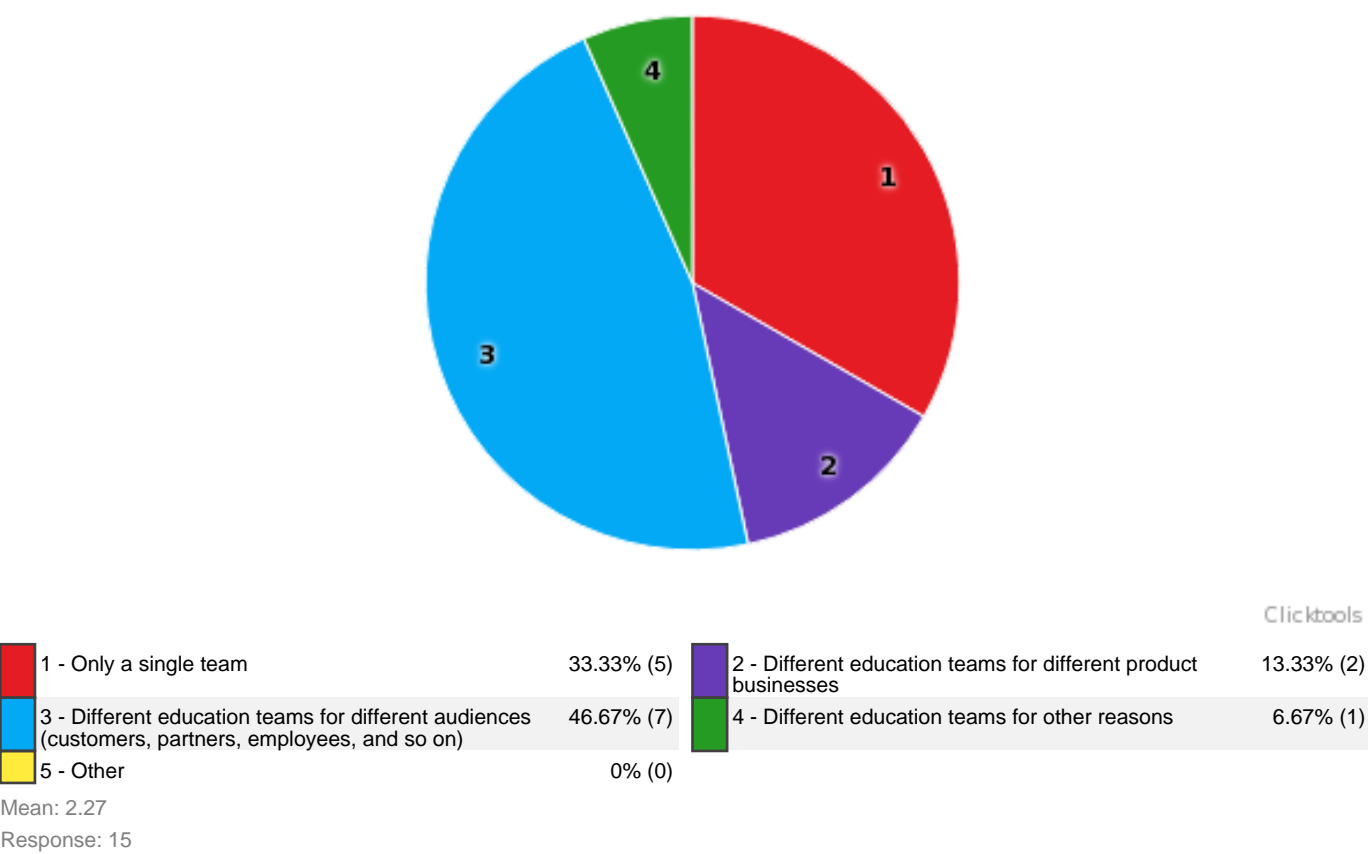
11. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?



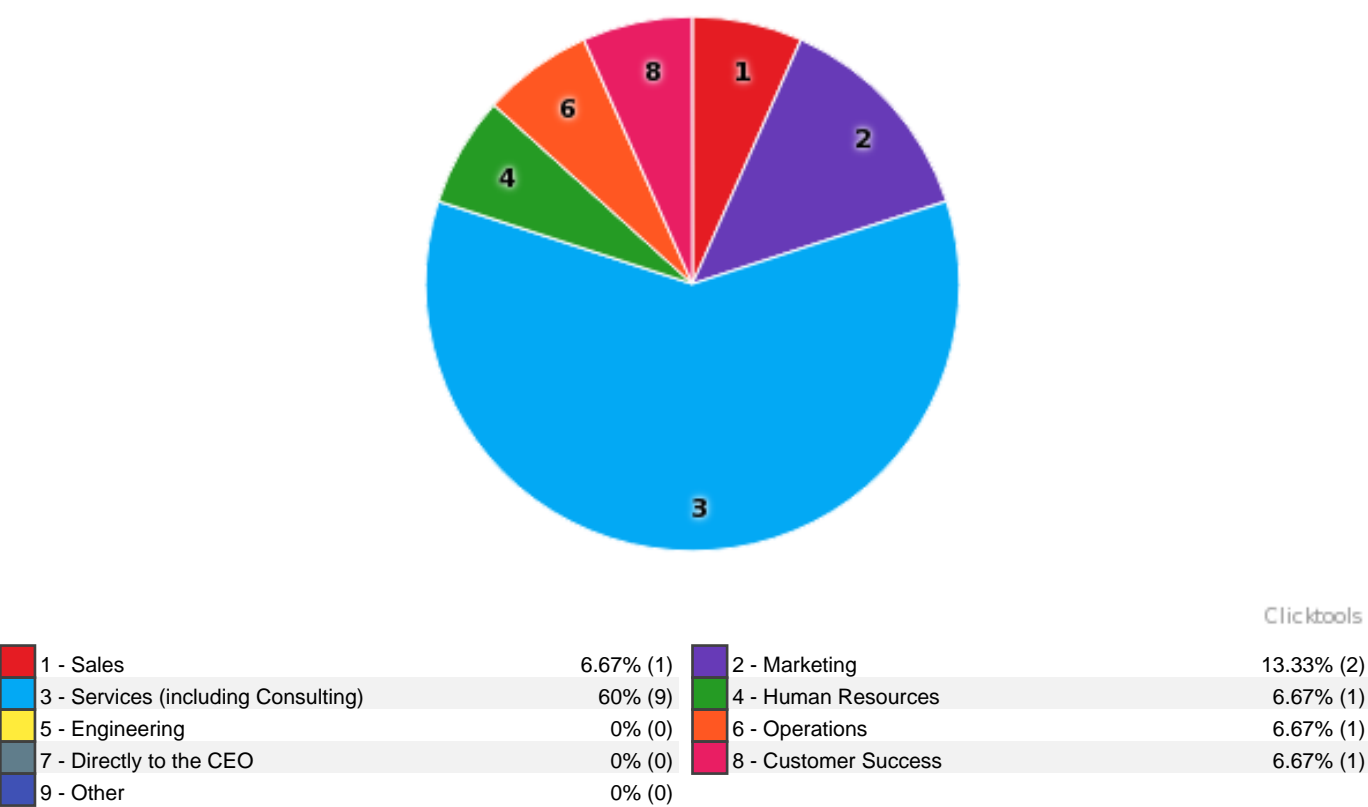
	Objective Assigned	Objective in bonus/incentive plan
1 Meeting an education revenue target	55.56% (10)	44.44% (8)
2 Meeting an education profit margin target	58.33% (7)	41.67% (5)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	83.33% (5)	16.67% (1)
4 Accelerating product adoption (eg by providing training for key products earlier)	100% (9)	0% (0)
5 Reducing support liability (eg reduced support calls)	88.89% (8)	11.11% (1)
6 Achieve Partner enablement (eg certain number of trained channel partners)	80% (8)	20% (2)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	72.73% (8)	27.27% (3)
8 Driving product business (eg product sales target)	83.33% (5)	16.67% (1)
9 Other	0% (0)	0% (0)

Response: 15

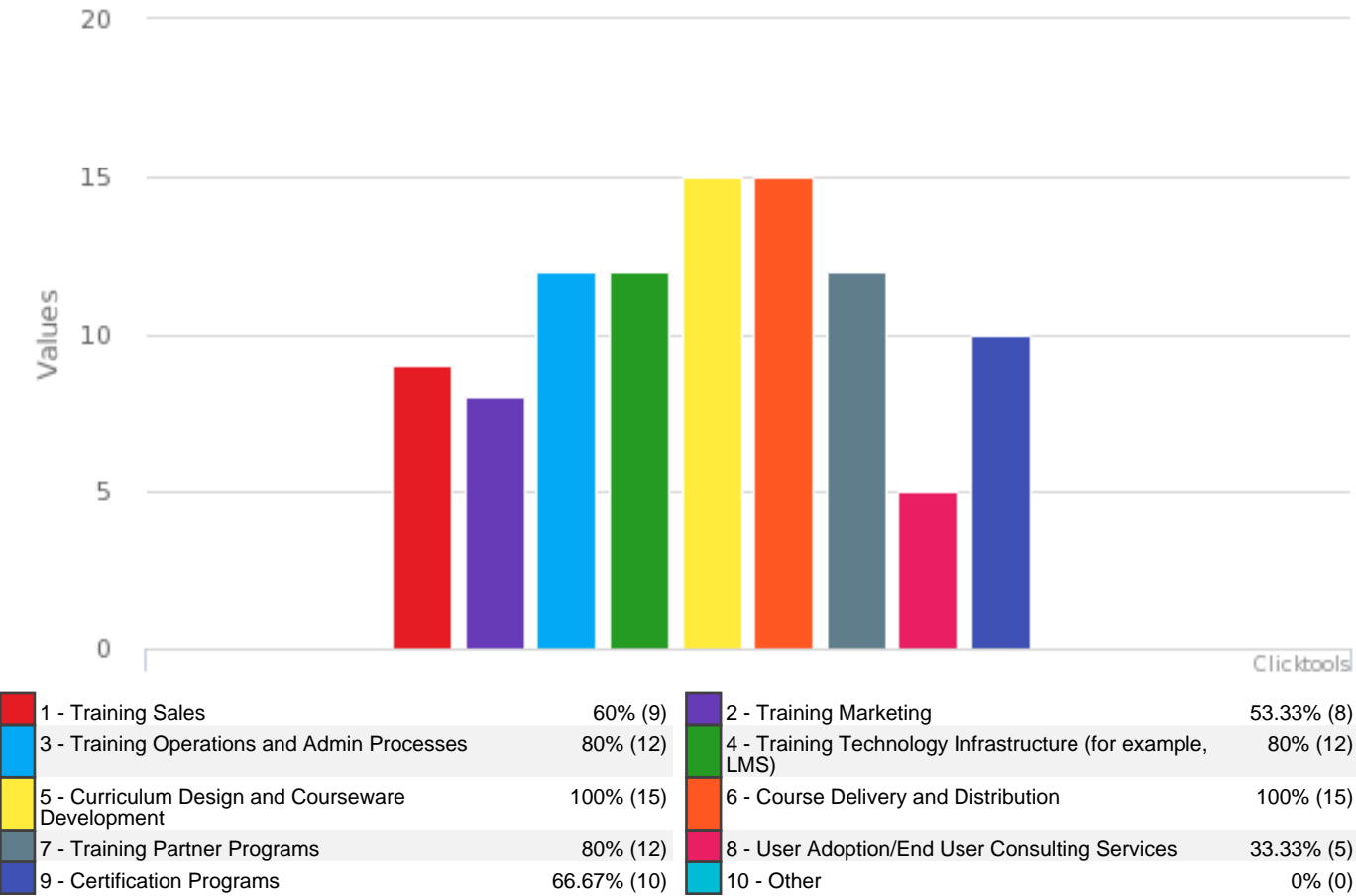
12. Do you have in your company a single education team or several education groups?



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

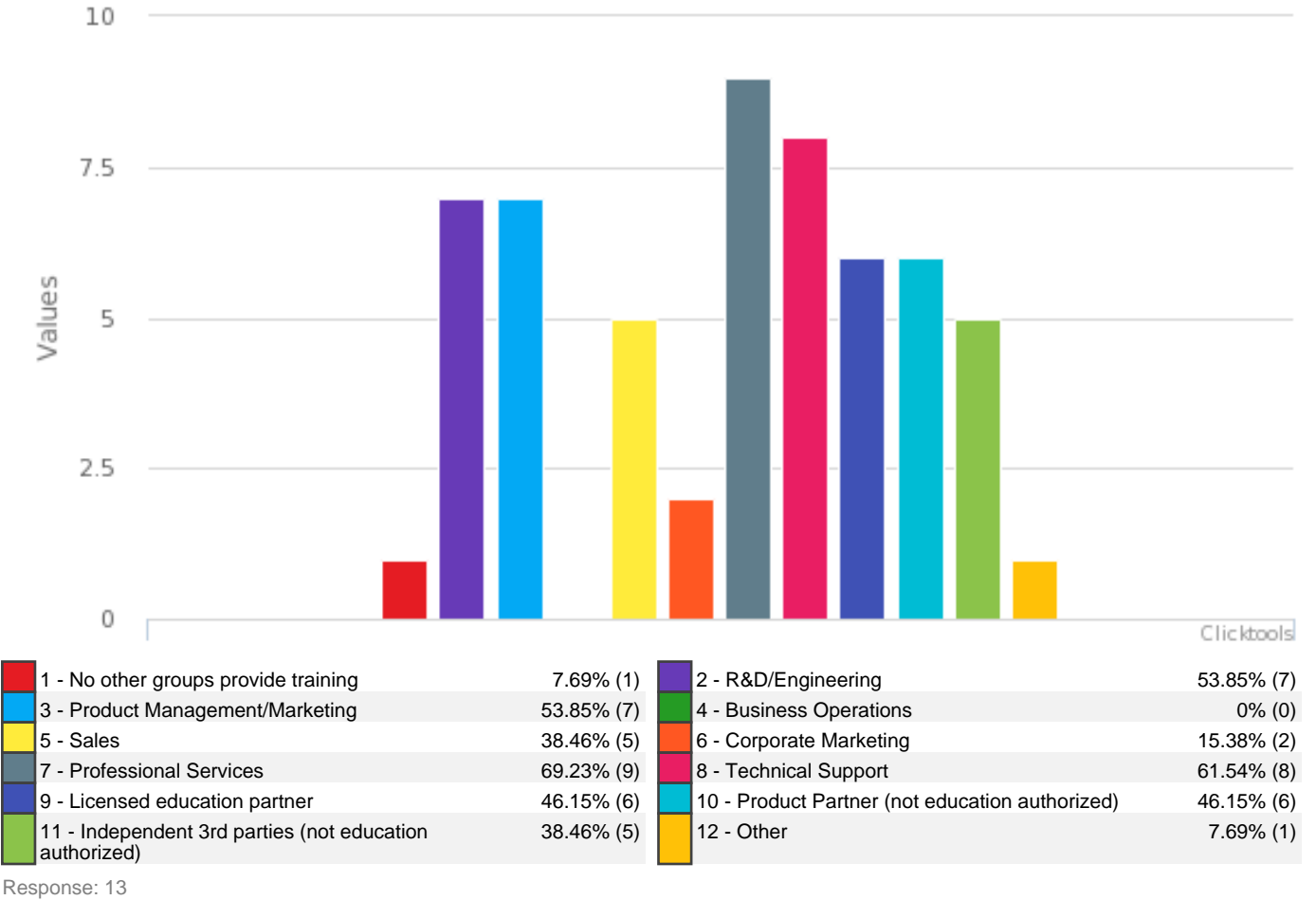


14. Which of the following functions are included as part of Education Services? Select all that apply.

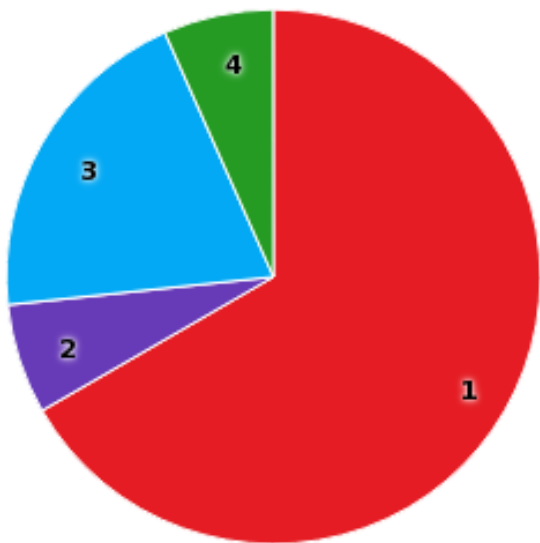


Response: 15

15. Which of the following functions, if any, provide product training or education, even informally? Select all that apply.



16. 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)	66.67% (10)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	6.67% (1)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	20% (3)	4 - A hybrid depending upon the education business unit	6.67% (1)
5 - Other	0% (0)		

Mean: 1.67
Response: 15

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



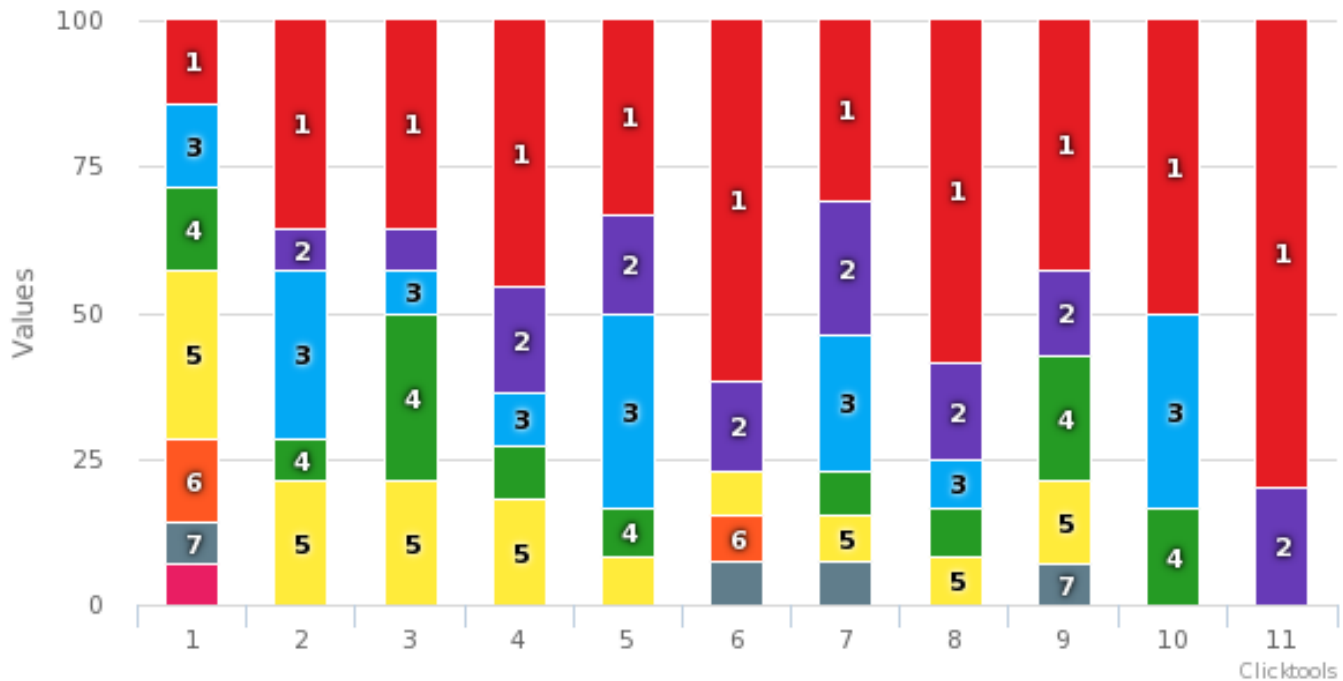
Clicktools

1 - No change	100% (15)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1

Response: 15

18. During the last fiscal year, what percentage of total Education Services revenue was generated by each of the following sales channels? Note: if you don't use a specific channel, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



1 Not applicable	2 No revenue	3 1-5%	4 6-10%
5 11-25%	6 26-50%	7 51-75%	8 >75%

	1	2	3	4	5	6	7	8	Mean
1 Product sales - Field Sales/Account Manager	14.29% (2)	0% (0)	14.29% (2)	14.29% (2)	28.57% (4)	14.29% (2)	7.14% (1)	7.14% (1)	4.5
2 Product Sales - Inside sales	35.71% (5)	7.14% (1)	28.57% (4)	7.14% (1)	21.43% (3)	0% (0)	0% (0)	0% (0)	2.71
3 Product Channel Partners (resell)	35.71% (5)	7.14% (1)	7.14% (1)	28.57% (4)	21.43% (3)	0% (0)	0% (0)	0% (0)	2.93
4 Services/Consulting sales	45.45% (5)	18.18% (2)	9.09% (1)	9.09% (1)	18.18% (2)	0% (0)	0% (0)	0% (0)	2.36
5 Maintenance renewal sales	33.33% (4)	16.67% (2)	33.33% (4)	8.33% (1)	8.33% (1)	0% (0)	0% (0)	0% (0)	2.42
6 Dedicated Education Services sales reps	61.54% (8)	15.38% (2)	0% (0)	0% (0)	7.69% (1)	7.69% (1)	7.69% (1)	0% (0)	2.31
7 Education Services coordinators/non-sales staff	30.77% (4)	23.08% (3)	23.08% (3)	7.69% (1)	7.69% (1)	0% (0)	7.69% (1)	0% (0)	2.69
8 Authorized Learning Partners resell (you deliver)	58.33% (7)	16.67% (2)	8.33% (1)	8.33% (1)	8.33% (1)	0% (0)	0% (0)	0% (0)	1.92
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	42.86% (6)	14.29% (2)	0% (0)	21.43% (3)	14.29% (2)	0% (0)	7.14% (1)	0% (0)	2.79
1 Web/e-commerce	50% (6)	0% (0)	33.33% (4)	16.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.17
0 Other	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
1									

Response: 14

19. Please indicate the percentage of the education revenue you generate per year, using the data from the last 12 months. Note: if you don't offer a specific learning service, leave it at "0".

	Public Live Classroom	Public Virtual Classroom	Dedicated/ Customer Specific	Self-paced (WBT, eLearning, video)	Certification	Learning Consulting (learning needs/adoption)	Learning Technologies	New learning modalities	Customization and custom development	Education Partner fees	Materials licensing/ sales	Residual fees
Average	27.67%	16%	27.67%	10%	5.75%	2.5%	0%	0%	0.58%	3%	6.67%	0.08%
Highest	80%	80%	100%	47%	40%	29%	0%	0%	5%	25%	40%	1%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	21.65	22.36	30.13	13.25	11.31	8.35	0	0	1.51	7.5	11.74	0.29

Response: 12

20. What percentage of your total education revenue comes from subscriptions (may include several modalities)?

Average	19%
Highest	50%
Lowest	1%
Standard deviation	21.46

Response: 4

21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?



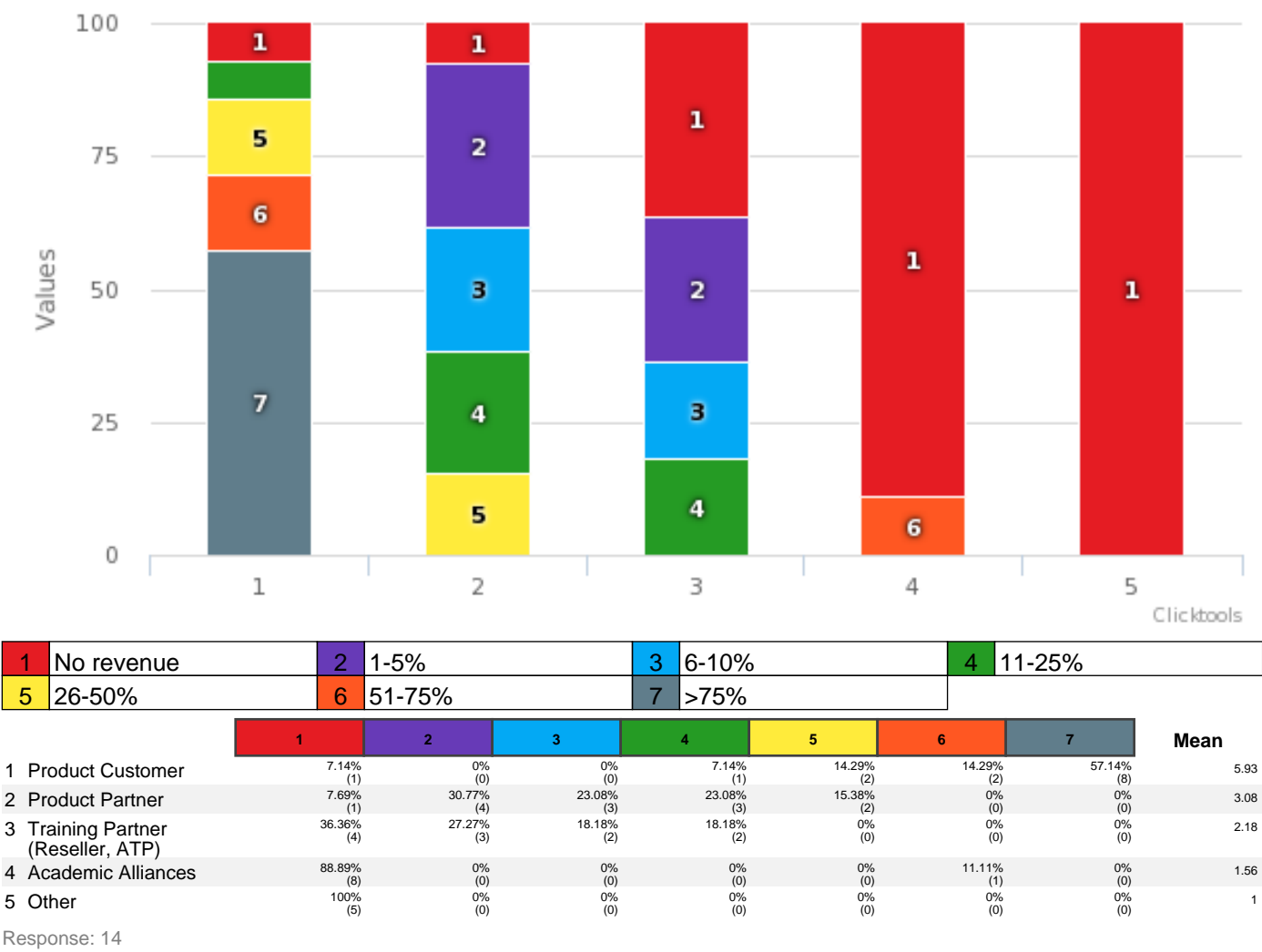
Clicktools

1 - <\$1m	28.57% (4)	2 - \$1m-\$2m	14.29% (2)
3 - \$2m-\$3m	0% (0)	4 - \$3m-\$4m	7.14% (1)
5 - \$4m-\$5m	0% (0)	6 - \$5m-\$7m	7.14% (1)
7 - \$7m-\$10m	7.14% (1)	8 - \$10m-\$13m	7.14% (1)
9 - \$13m-\$16m	7.14% (1)	10 - \$16m-\$20m	0% (0)
11 - \$20m-\$30m	0% (0)	12 - \$30m-\$50m	0% (0)
13 - \$50m-\$100m	14.29% (2)	14 - >\$100m	7.14% (1)

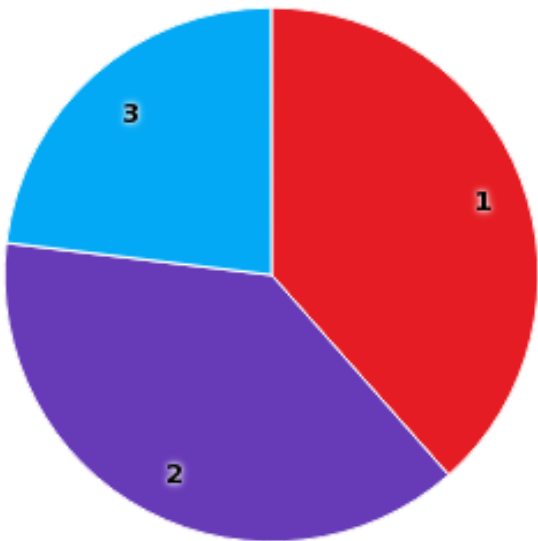
Mean: 5.86

Response: 14

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



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



Clicktools			
1 - 0.5% or less	38.46% (5)	2 - 0.5-1%	38.46% (5)
3 - 1-2%	23.08% (3)	4 - 2-3%	0% (0)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 1.85
Response: 13

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



Clicktools

1 - 0.5% or less	38.46% (5)	2 - 0.5-1%	23.08% (3)
3 - 1-2%	30.77% (4)	4 - 2-3%	7.69% (1)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 2.08

Response: 13

25. 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?

	Last year	Three-year average
Average	-1	0.11
Highest	10	6
Lowest	-25	-10
Standard deviation	11.73	5.21

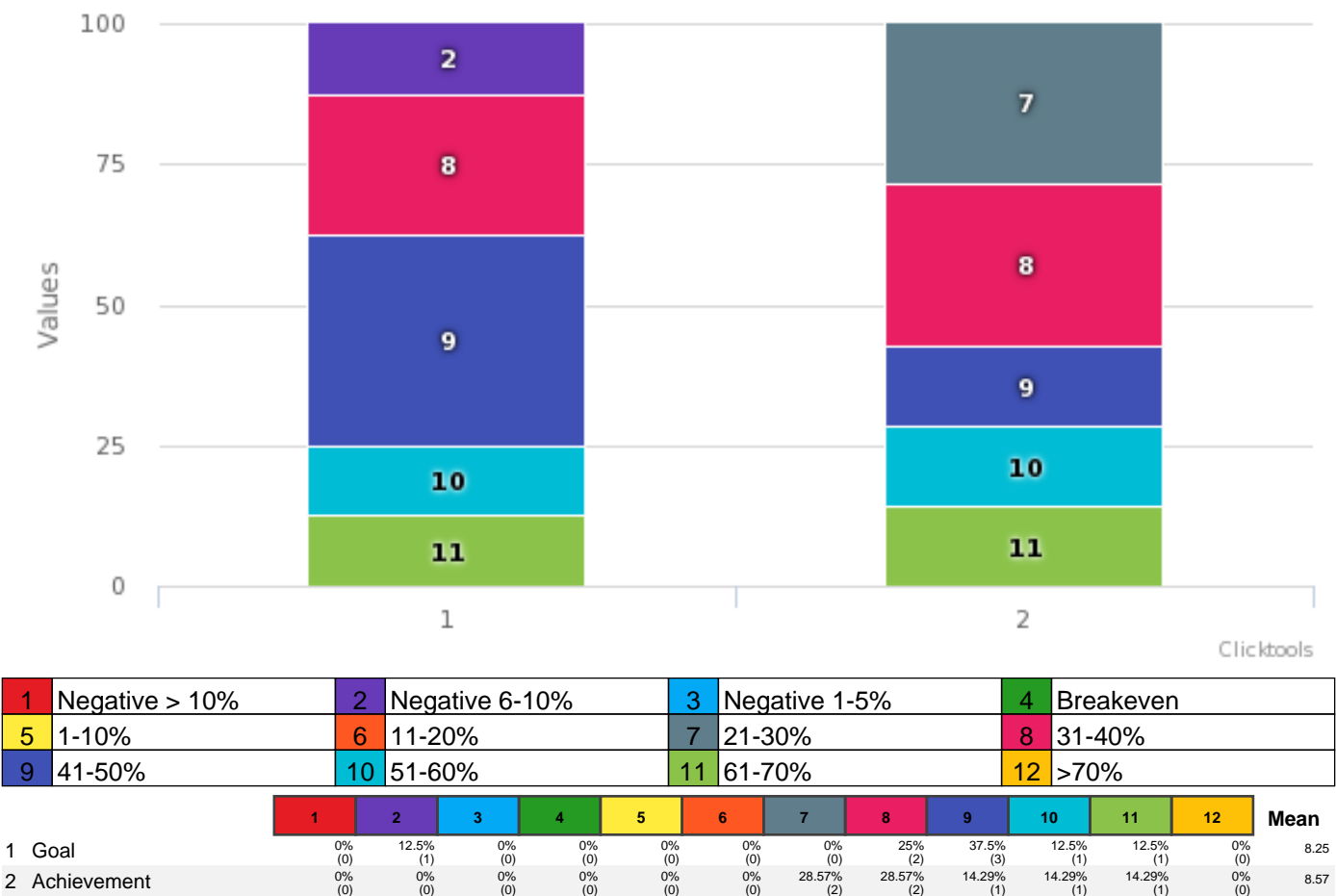
Response: 9

26. 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%.)

	Educational Sales	Educational Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administration (scheduling, registration)	Facilities (own & rented)	Educational Tools	Allocations (eg IT, telecommunications, Sales) Other
Average	5.58%	2.17%	33.08%	40.58%	7.92%	2.5%	5.75%	2.42% 0%
Highest	25%	10%	60%	70%	20%	10%	20%	15% 0%
Lowest	0%	0%	5%	20%	0%	0%	0%	0% 0%
Standard deviation	9.37	3.3	17.49	14.82	6.89	3.99	6.38	4.87 0

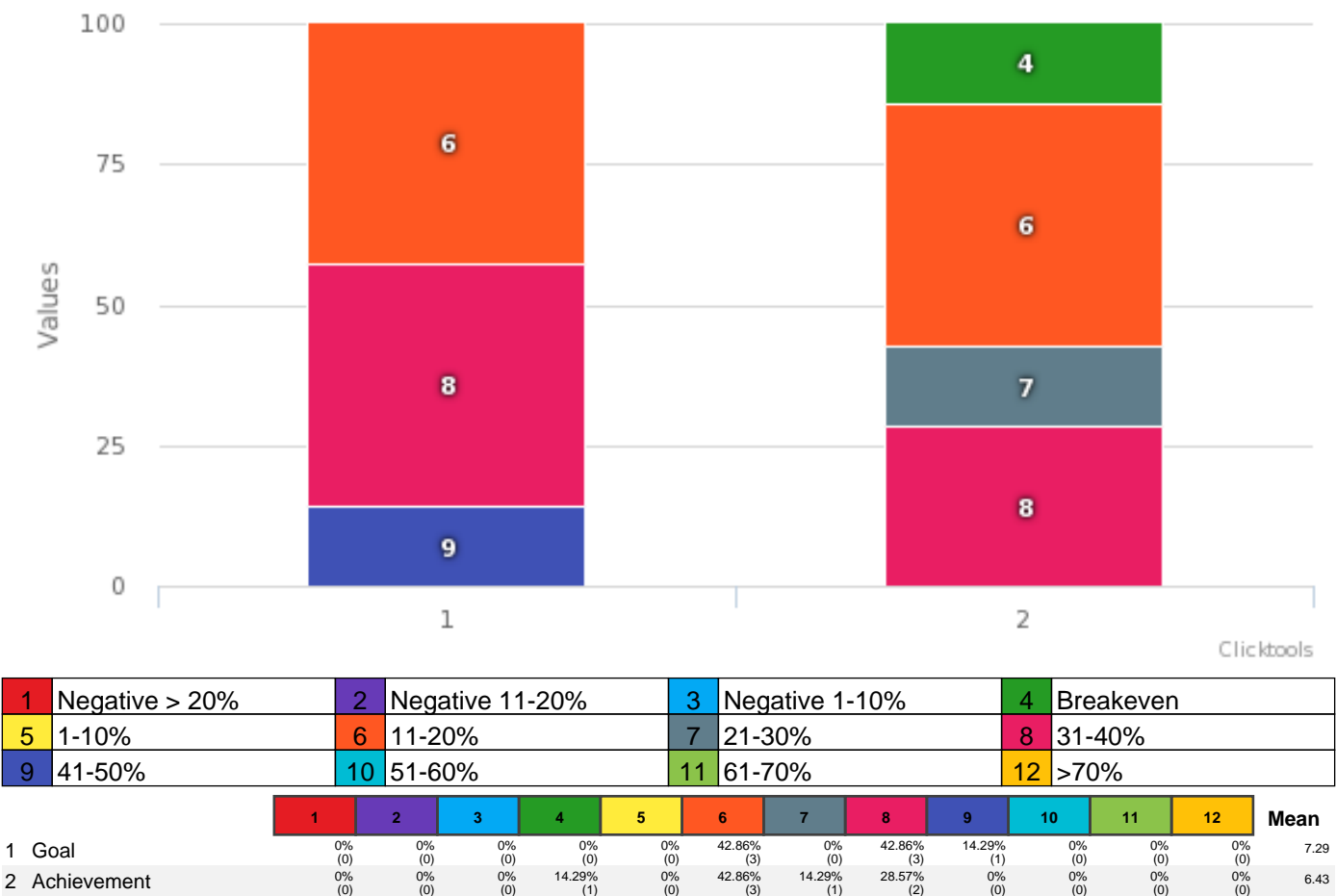
Response: 12

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



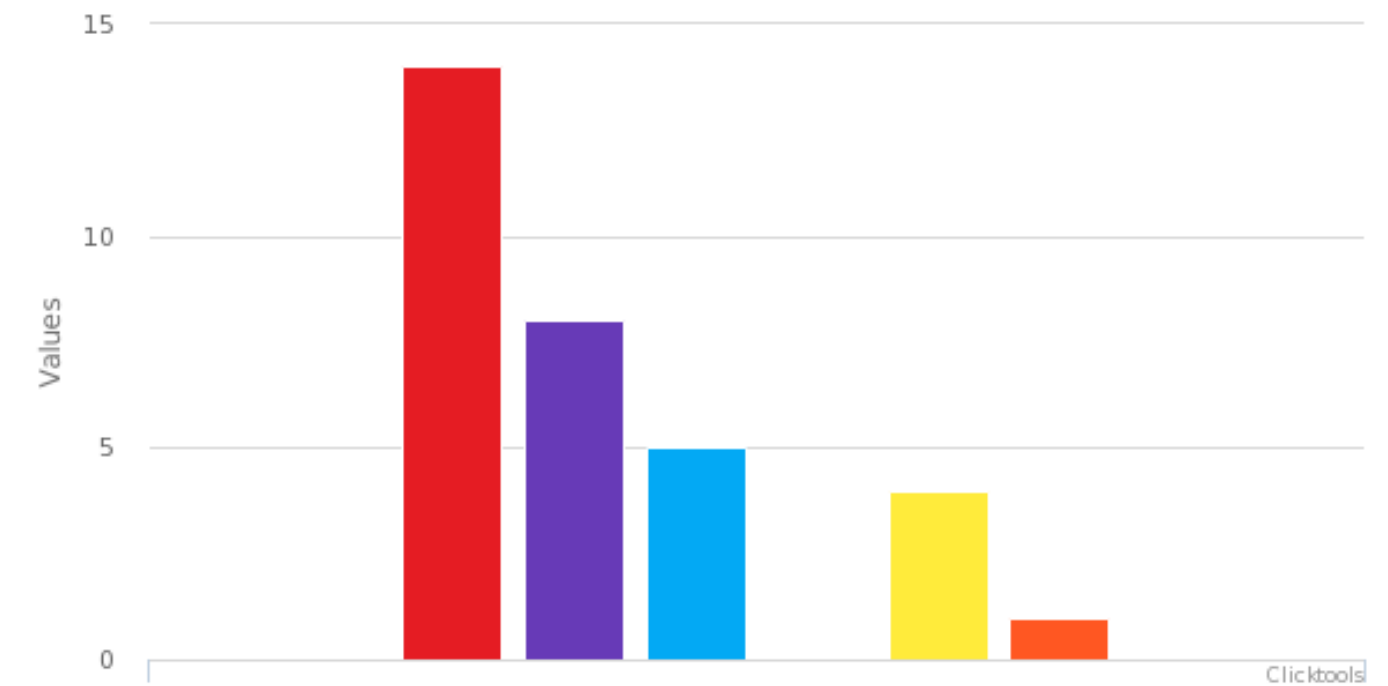
Response: 9

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



Response: 8

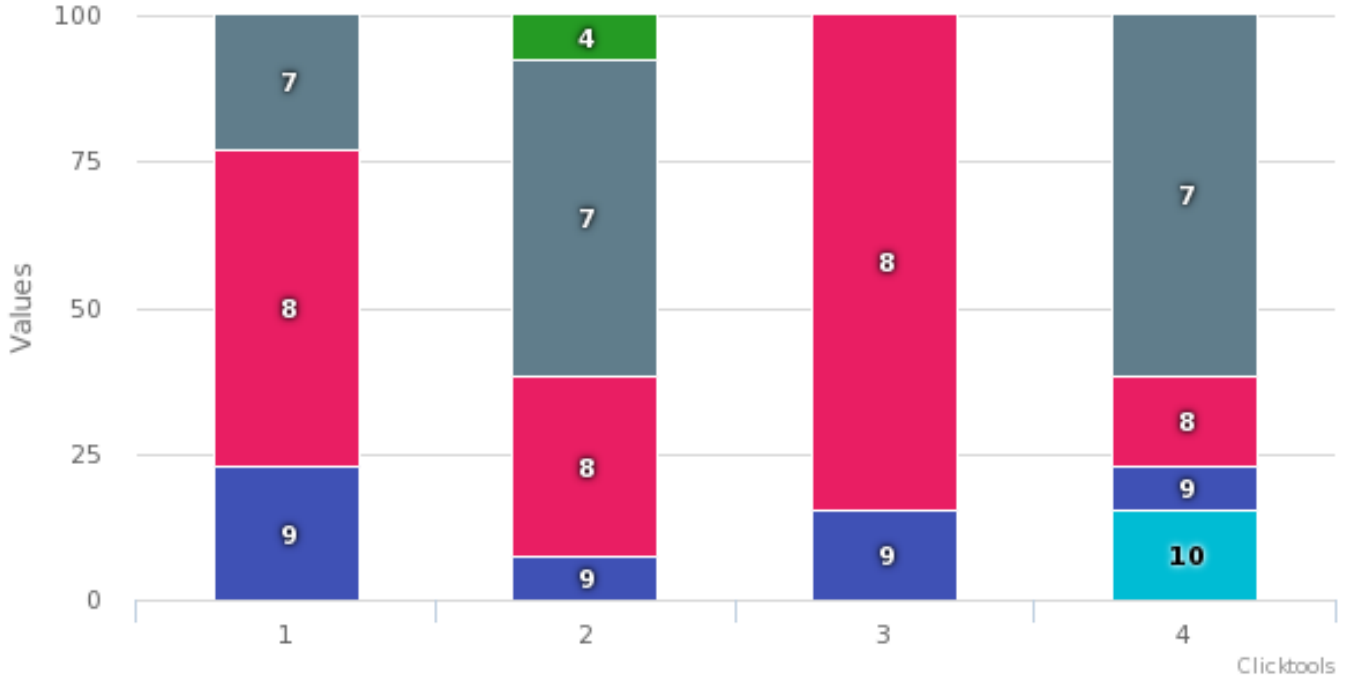
29. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (14)	2 - Net Promoter Score	57.14% (8)
3 - Kirkpatrick Level 2 Assessments	35.71% (5)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	0% (0)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	28.57% (4)	6 - Other	7.14% (1)

Response: 14

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

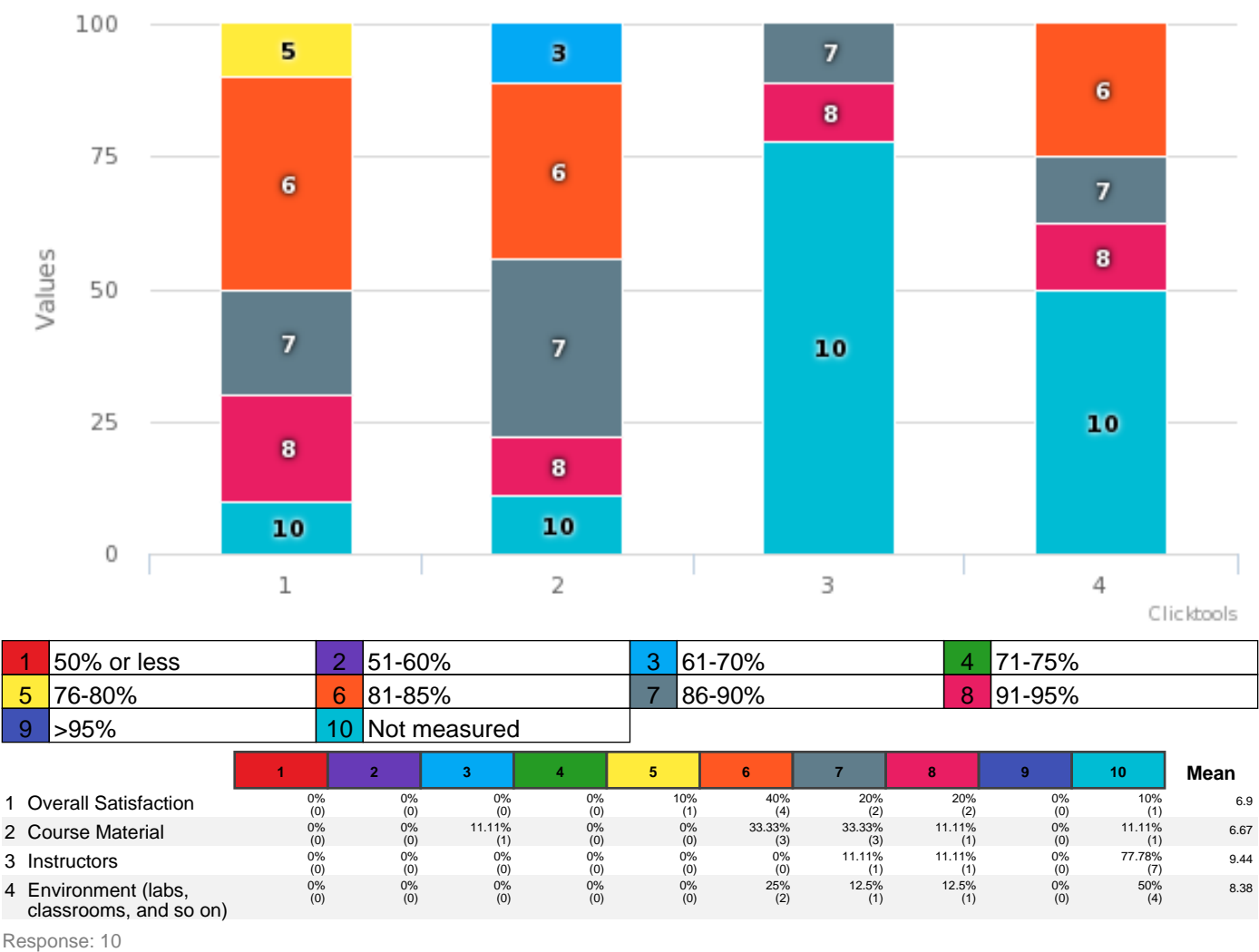


1 50% or less	2 51-60%	3 61-70%	4 71-75%
5 76-80%	6 81-85%	7 86-90%	8 91-95%
9 >95%	10 Not measured		

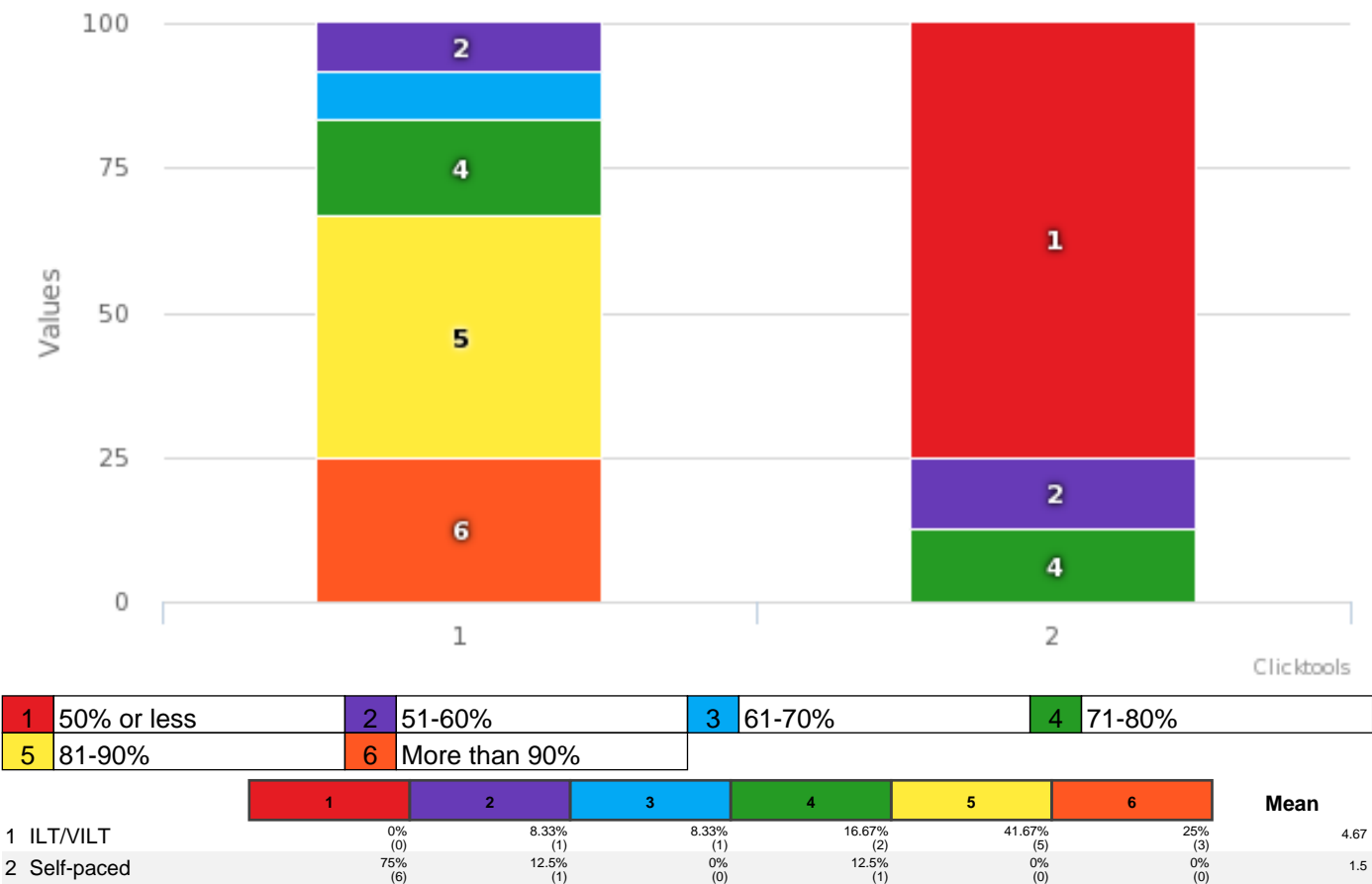
	1	2	3	4	5	6	7	8	9	10	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	23.08% (3)	53.85% (7)	23.08% (3)	0% (0)	8
2 Course Material	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	53.85% (7)	30.77% (4)	7.69% (1)	0% (0)	7.23
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	84.62% (11)	15.38% (2)	0% (0)	8.15
4 Environment (labs, classrooms, and so on)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	61.54% (8)	15.38% (2)	7.69% (1)	15.38% (2)	7.77

Response: 13

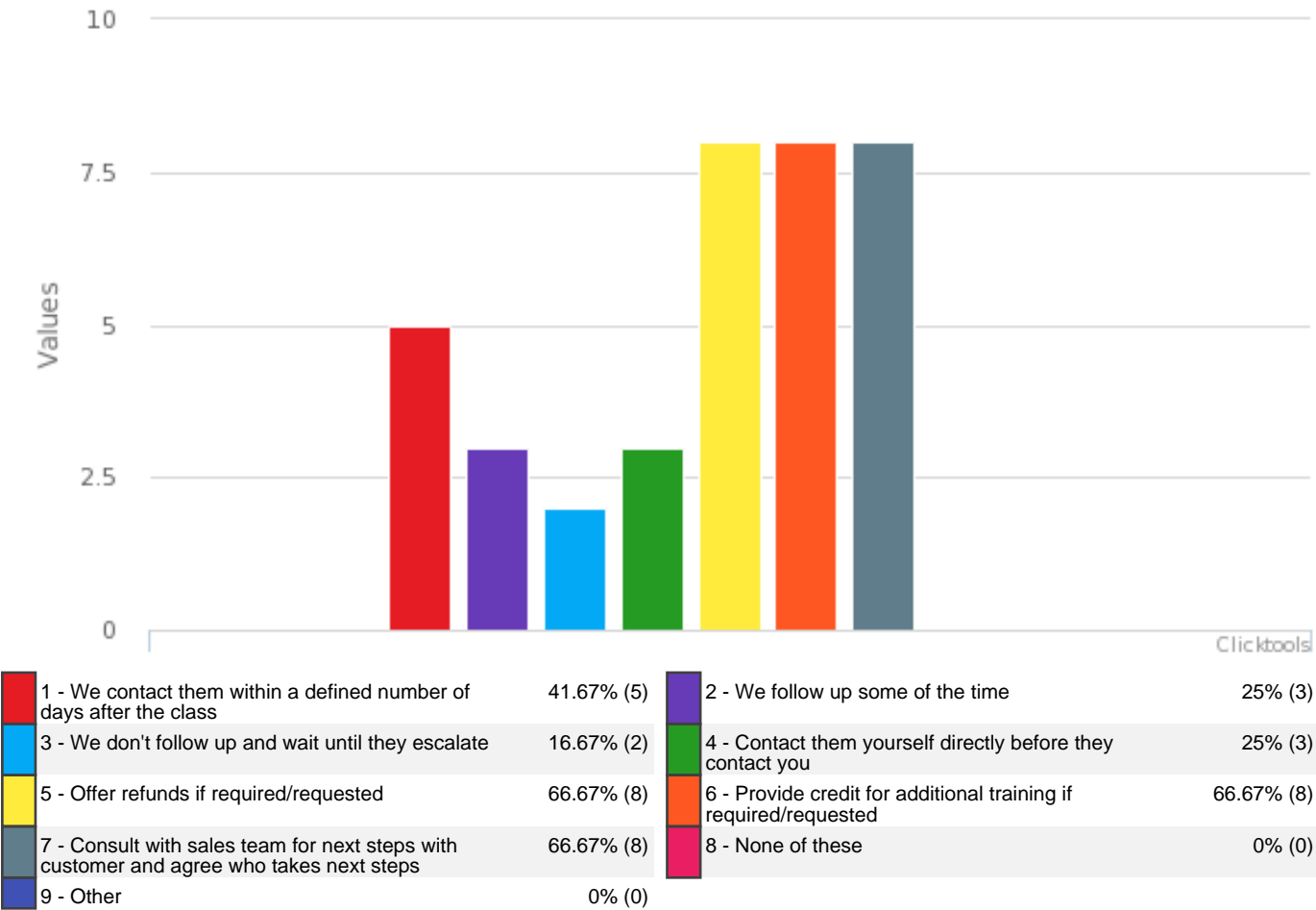
31. What is your AVERAGE rating by students for self-paced as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



32. What is your average percentage response rate for your evaluations?

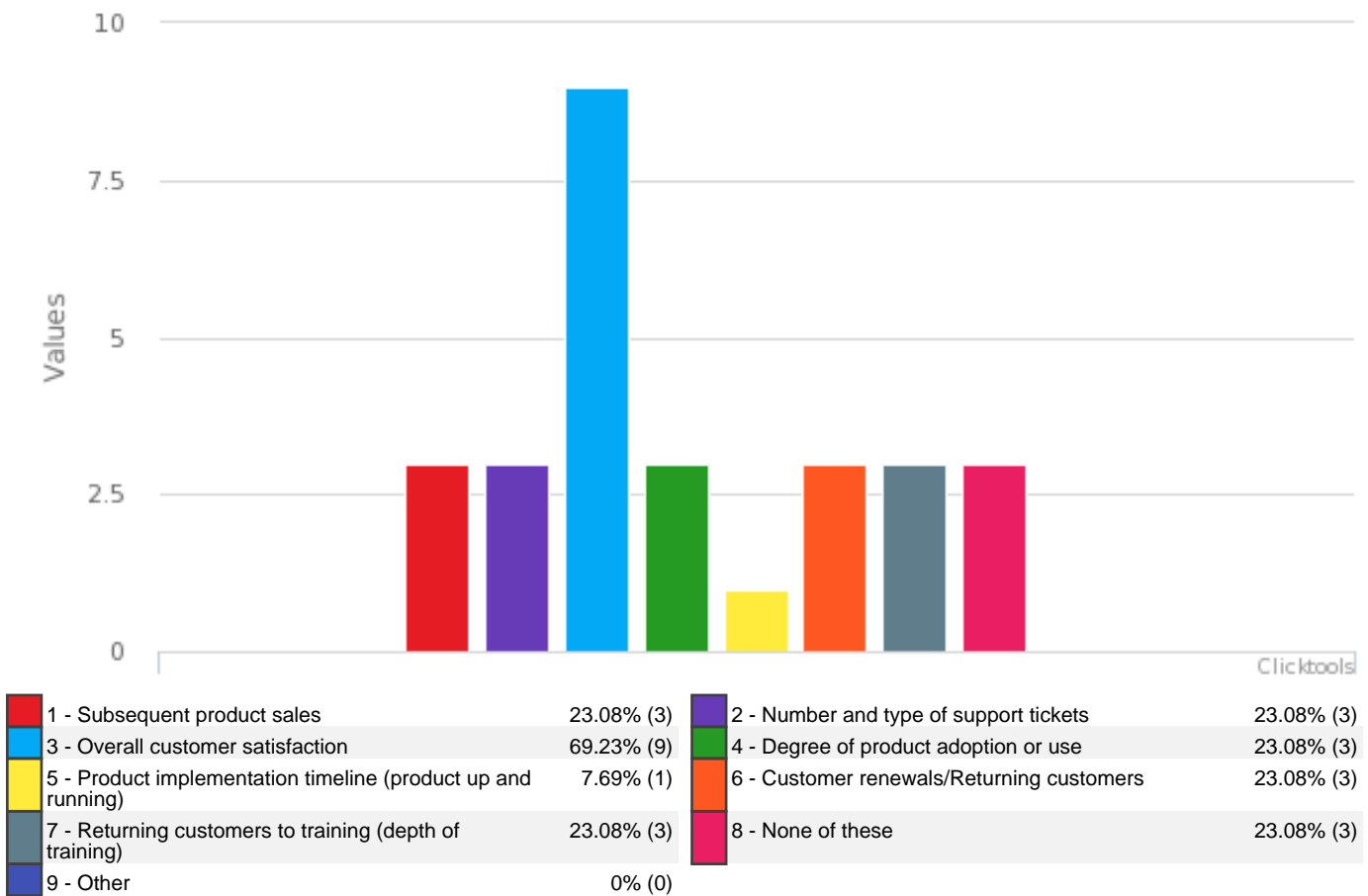


33. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



Response: 12

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



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

- 1 feedback from customer success mgrs
 - 2 We take sample customer buying patterns and compare trained/certified versus non trained
- Response: 2

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

- 1 TBD
 - 2 Occasional research completed by marketing in to tickets raised by trained vs untrained customers
- Response: 2

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

- 1 CSAT Scores and Average Handle Time Scores, and Customer Retention Scores
 - 2 Support and installation case reduction
 - 3 TBD
 - 4 Review if customers reporting issues have taken the recommended training.
 - 5 We survey students 3 months after training is finished and they are using the skills they have learned back in their environment
 - 6 Using our Qualtrics post-delivery Survey
- Response: 6

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

- 1 Sales link with us post training and must provide to secure in person training the following year
 - 2 this is covered by the questions asked on the above survey
- Response: 2

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

1 Ability to deliver training to implementation project timescales.
Lead time to delivery.

Response: 1

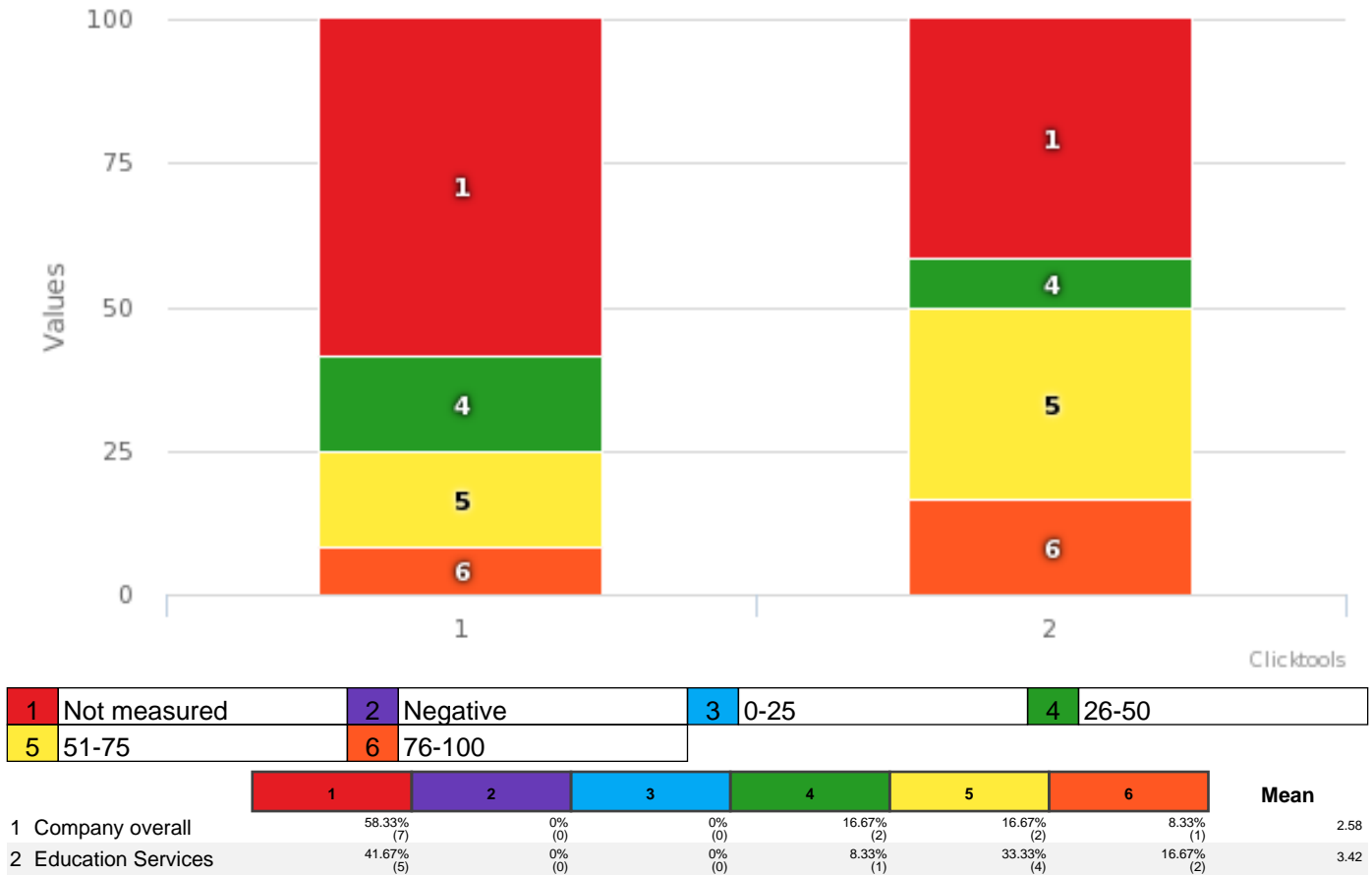
40. How do you try to measure the impact your training has on customer renewals/returning customers?

1 Marketing track license renewals of trained vs untrained customers.

2 Using our Qualtrics post-delivery Survey

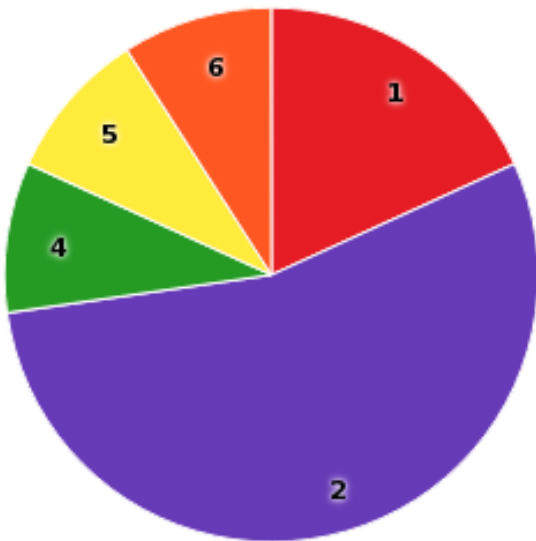
Response: 2

41. What was your Net Promotor Score (NPS) for the last measured year? (-100 to +100)



Response: 13

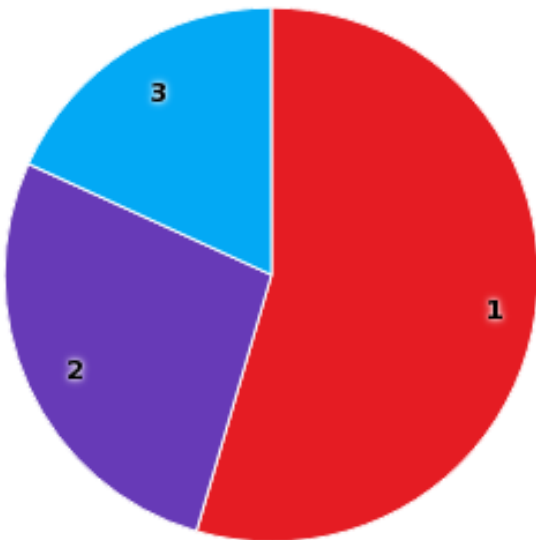
42. What is the average education services deal size when education offerings are sold together with product (single PO)?



1 - Less than \$5,000	18.18% (2)	2 - \$5,000-\$24,999	54.55% (6)
3 - \$25,000-\$49,999	0% (0)	4 - \$50,000-\$99,999	9.09% (1)
5 - \$100,000-\$199,999	9.09% (1)	6 - \$200,000 or more	9.09% (1)

Mean: 2.64
Response: 11

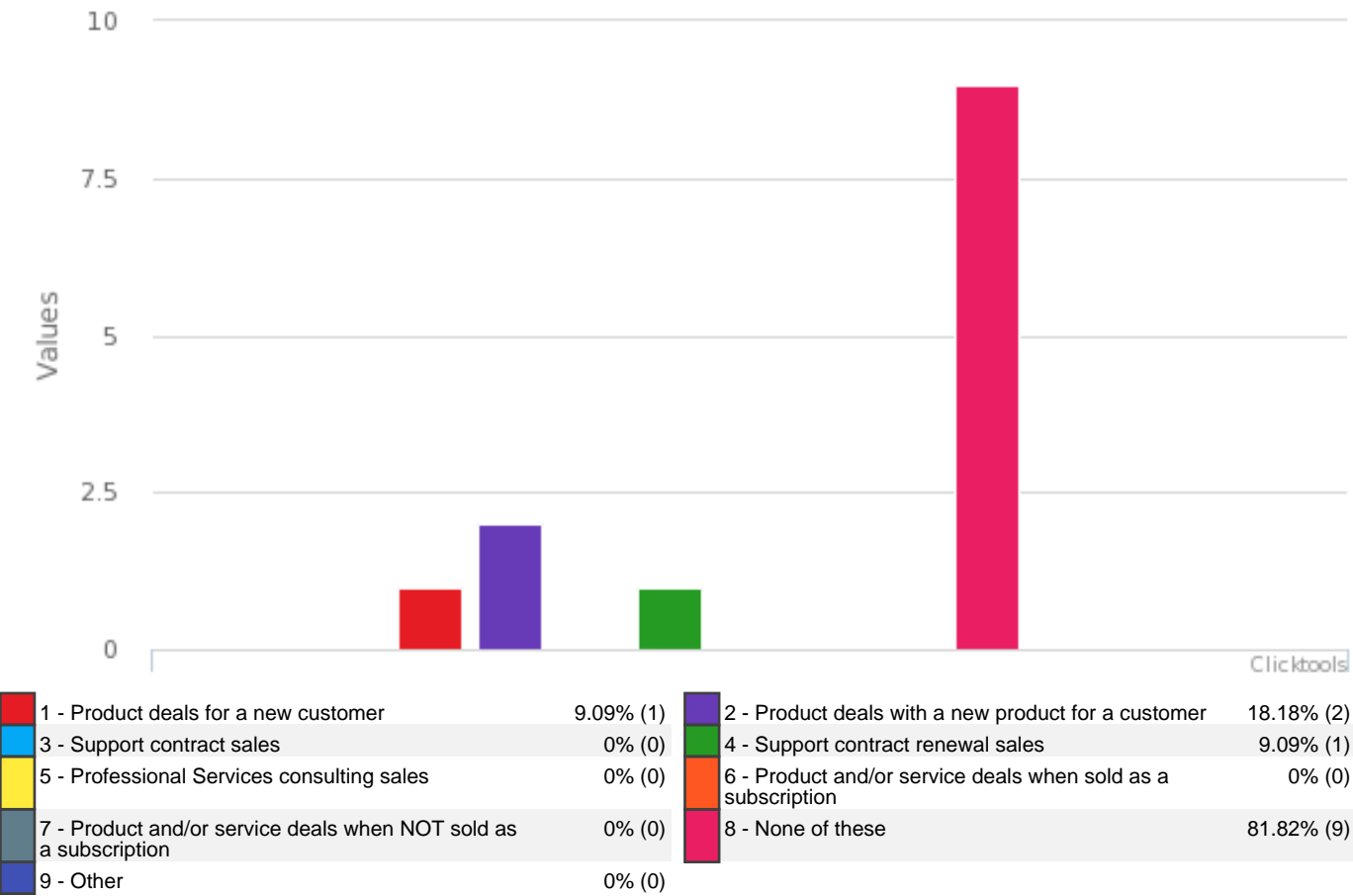
43. What is the average education services deal size when education offerings are NOT sold together with product?



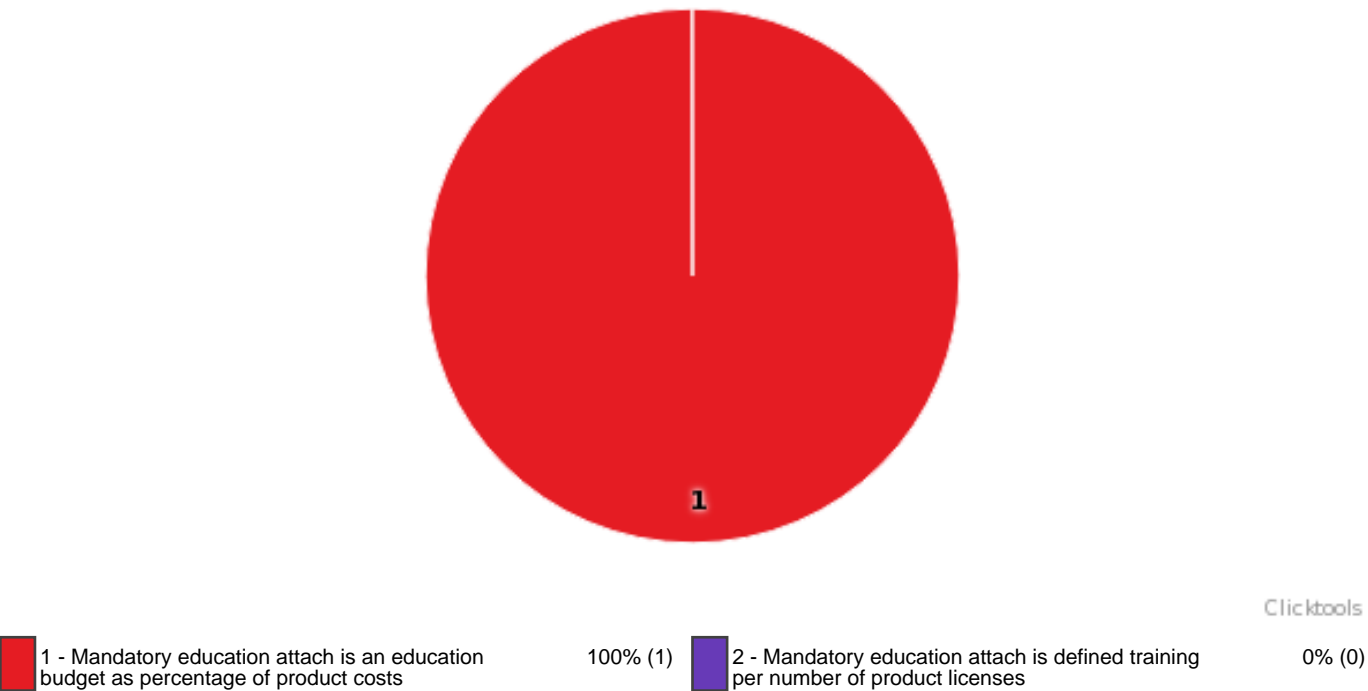
1 - Less than \$5,000	54.55% (6)	2 - \$5,000-\$24,999	27.27% (3)
3 - \$25,000-\$49,999	18.18% (2)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 1.64

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



45. If you have a mandatory attach, how do you attach?



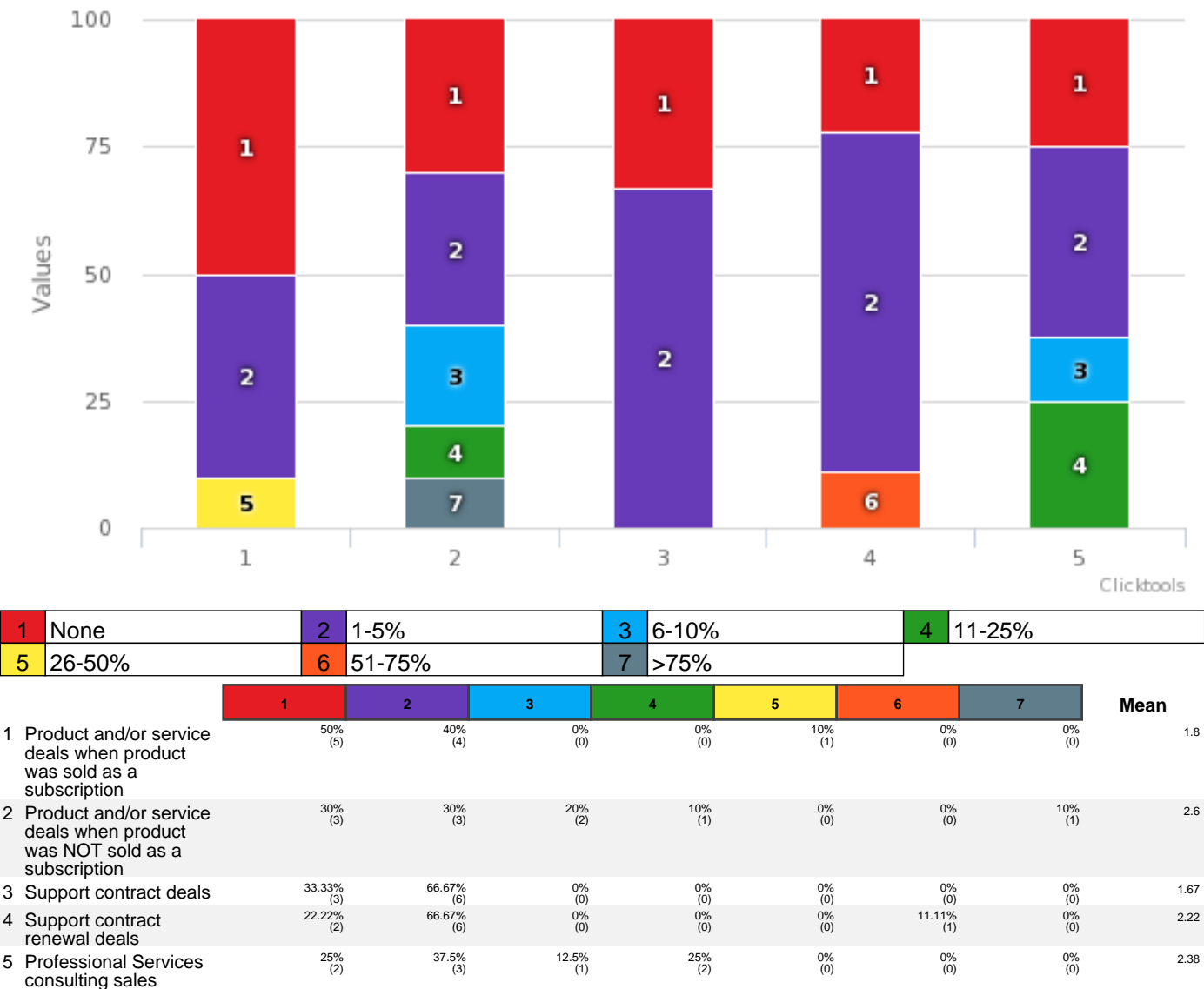
Response: 1

46. If you have a mandatory attach, how much?

	What is your education attach in % of products costs for new customer/new product?	What is your education attach in % of products costs for existing customer/renewed product?
Average	0%	0%
Highest	0%	0%
Lowest	0%	0%
Standard deviation	0	0

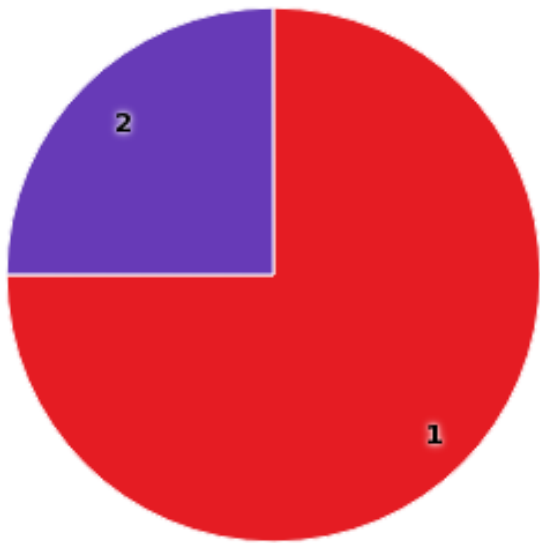
Response: 0

47. For each of the following types of sales, what percentage of the deals included an Education Services offering in the most recent fiscal year?



Response: 11

48. In your Reseller Program where Authorized Learning Partners sell and deliver ILT/VILT classes on their paper and pay you a fee, how do you charge?



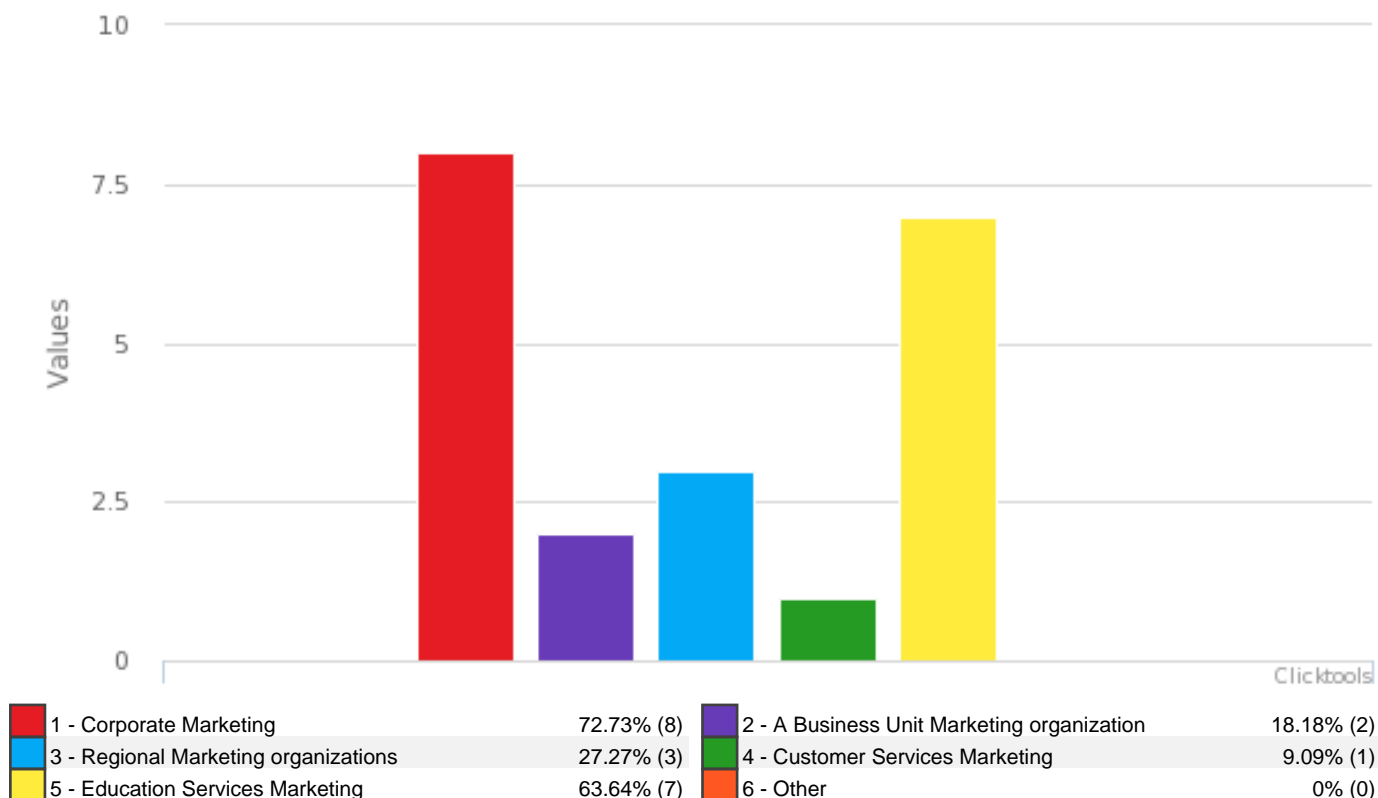
Clicktools
1 - A fixed fee for student kits and student guides 75% (3) 2 - A percentage of the student fee 25% (1)
Mean: 1.25
Response: 4

49. In your Reseller Program where Authorized Learning Partners sell Digital Learning Libraries/e-Learning/Self-paced content as subscriptions on their paper and pay you a fee, how do you charge?



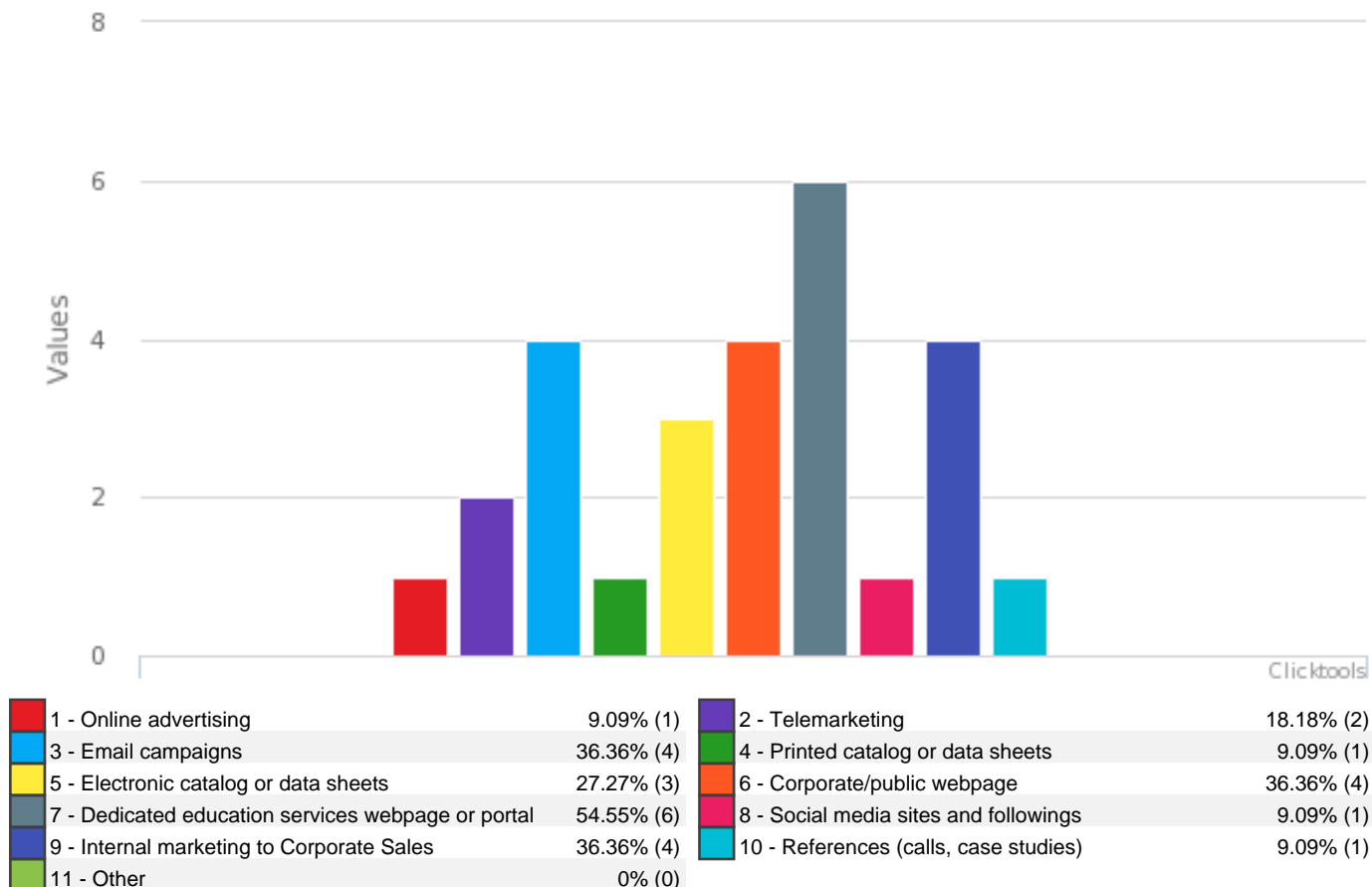
Clicktools
1 - A percentage of your list price 100% (2) 2 - Fixed price per learner per year 0% (0)
Mean: 1
Response: 2

50. Which organization is responsible for marketing Education Services offerings? Select all that apply.

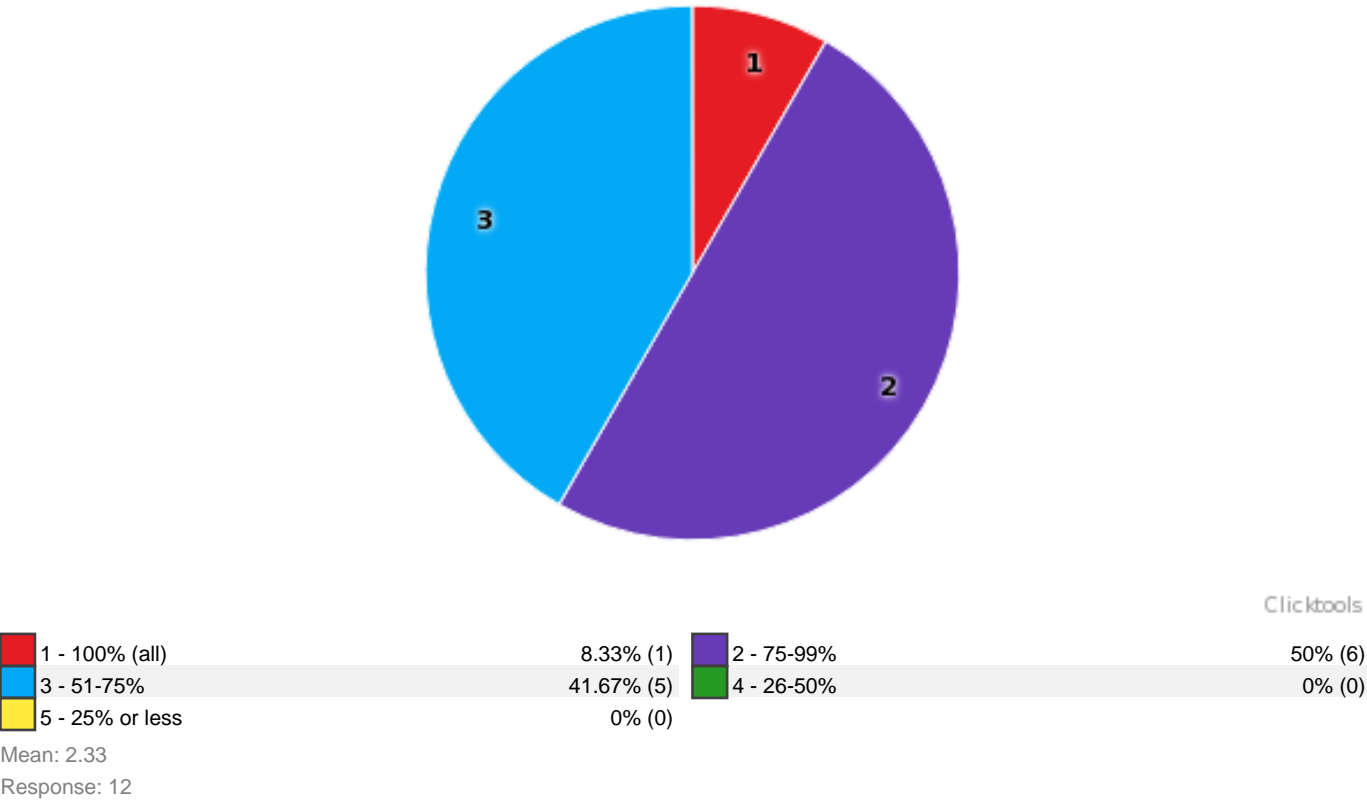


Response: 11

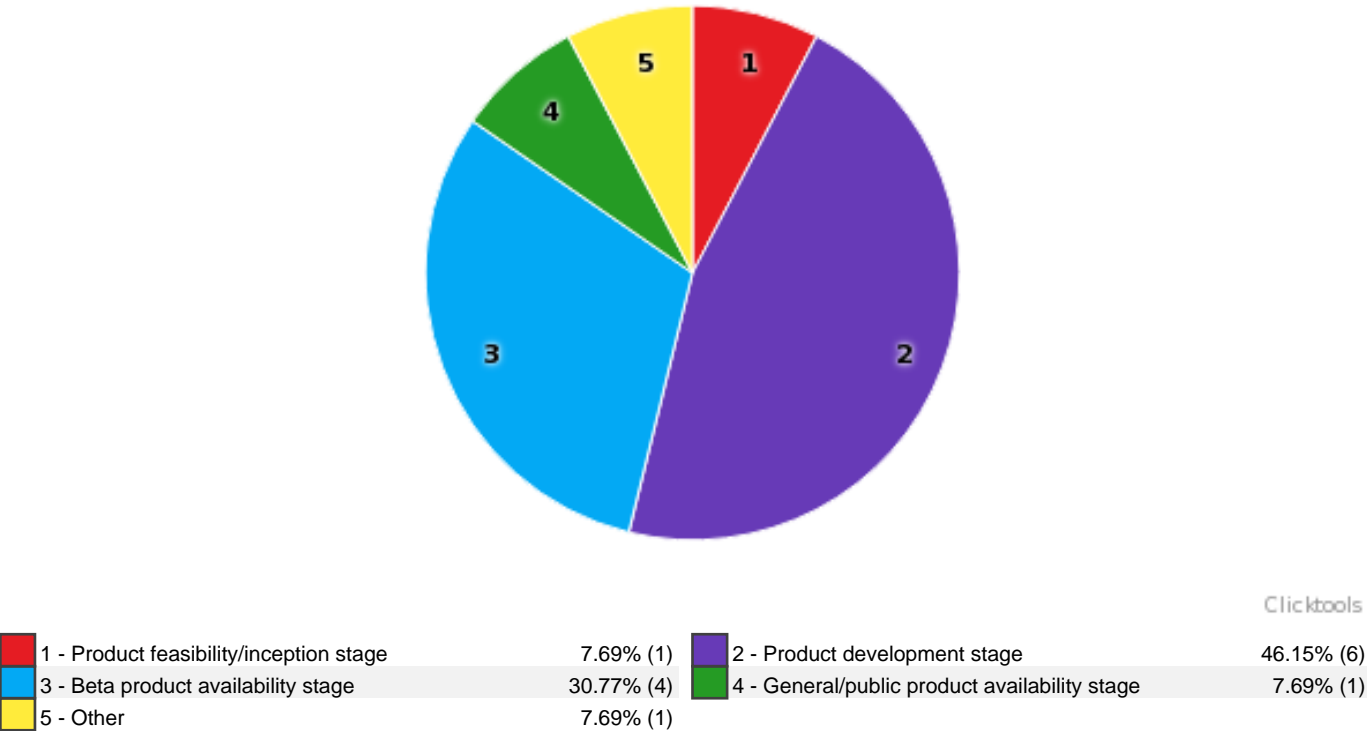
51. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



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

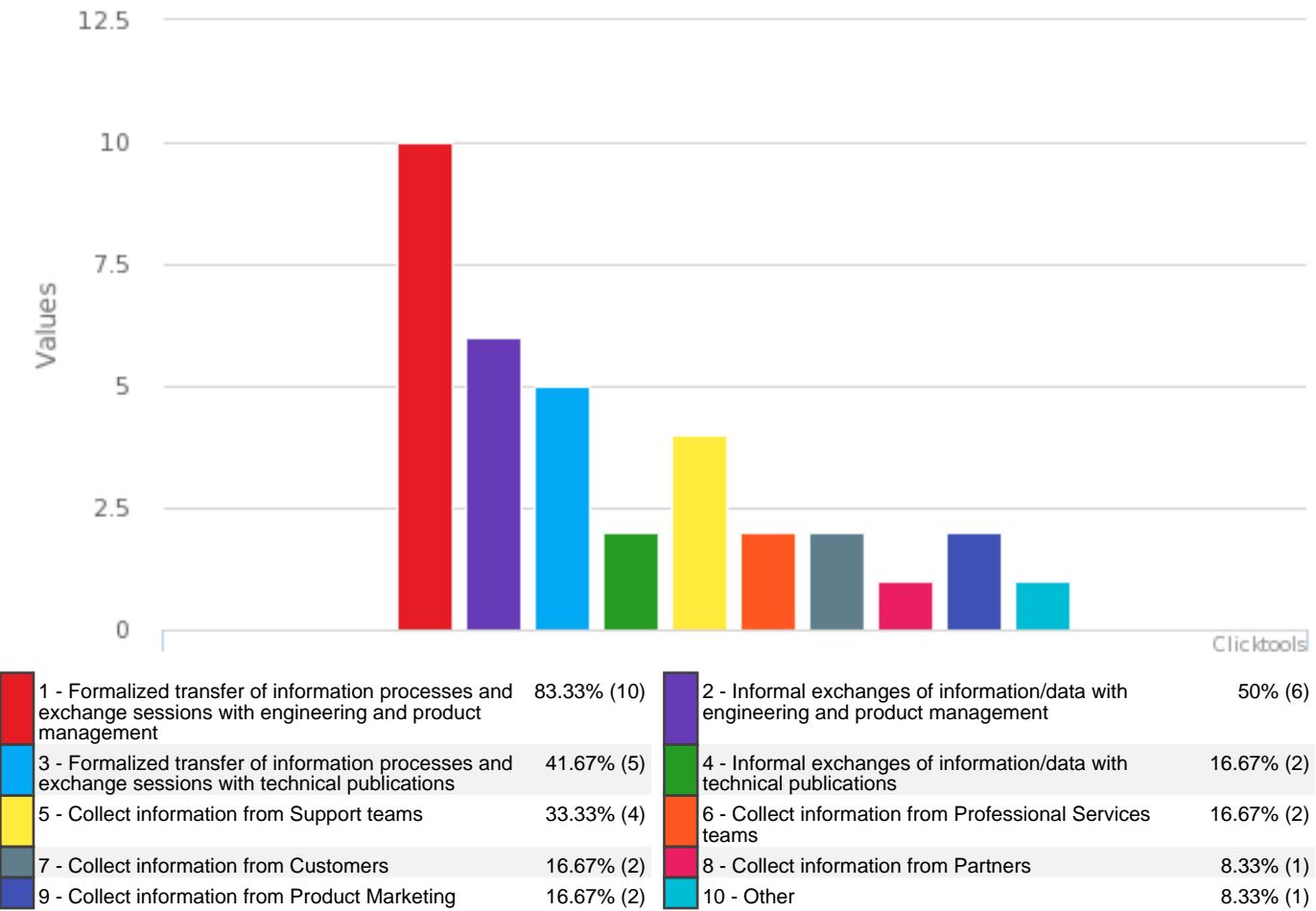


53. At what stage of the product development cycle is curriculum design and course development first involved?

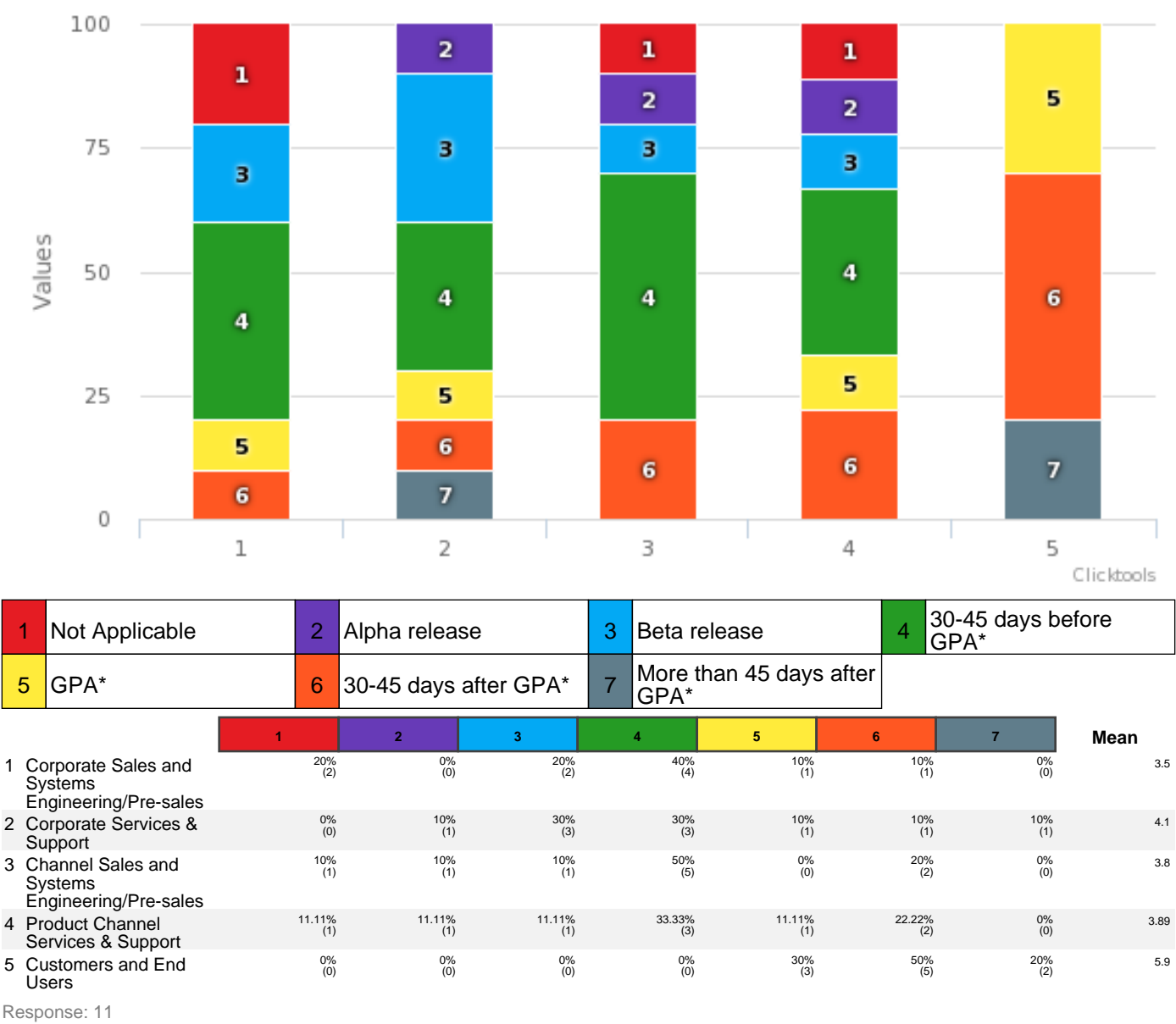


Mean: 2.62
Response: 13

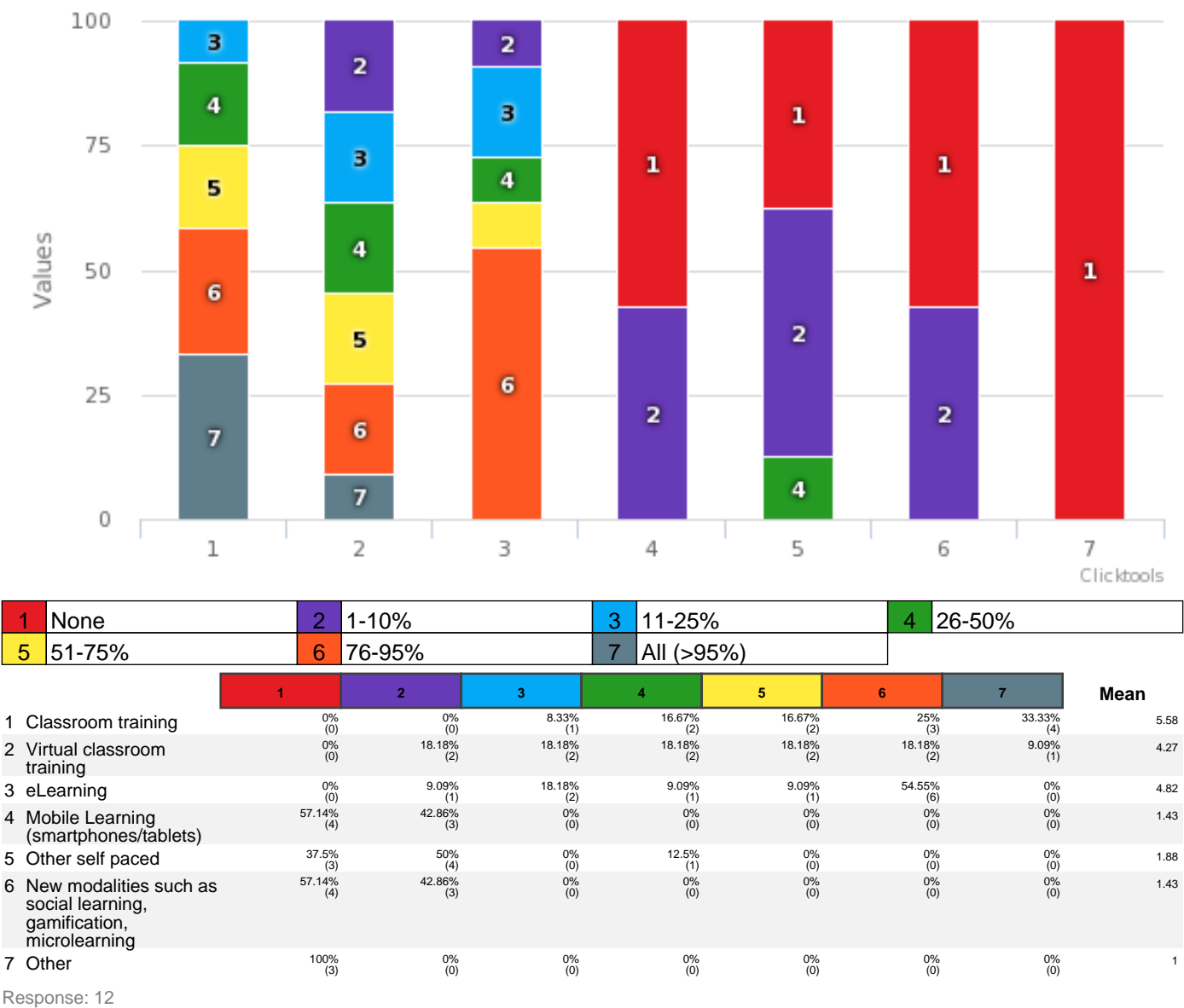
54. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



55. 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).



56. 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)?



57. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?

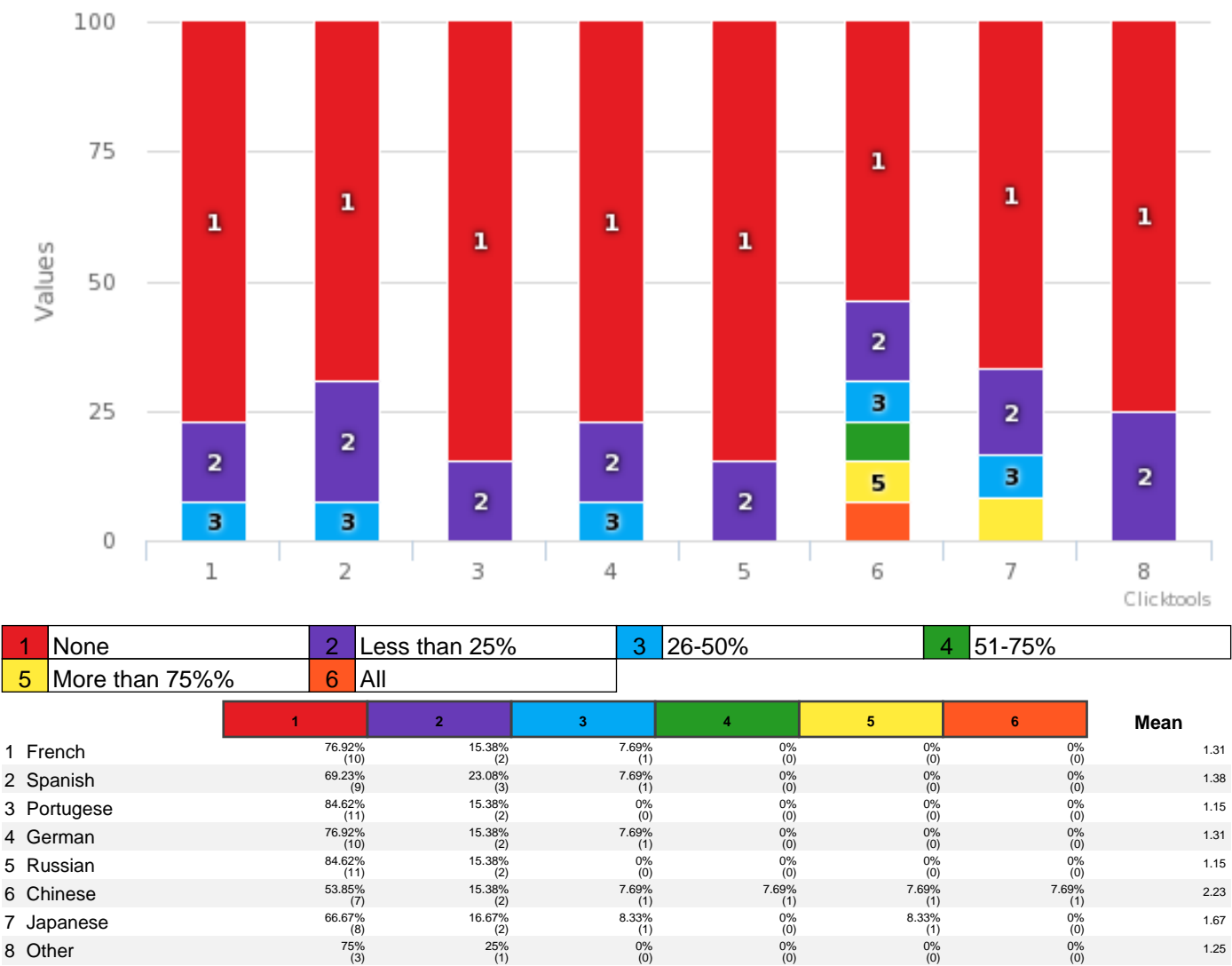


1 - None	0% (0)	2 - 10% or less	8.33% (1)
3 - 11-25%	41.67% (5)	4 - 26-50%	8.33% (1)
5 - 51-75%	25% (3)	6 - >75%	16.67% (2)

Mean: 4
Response: 12

Clicktools

58. 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".



Response: 13

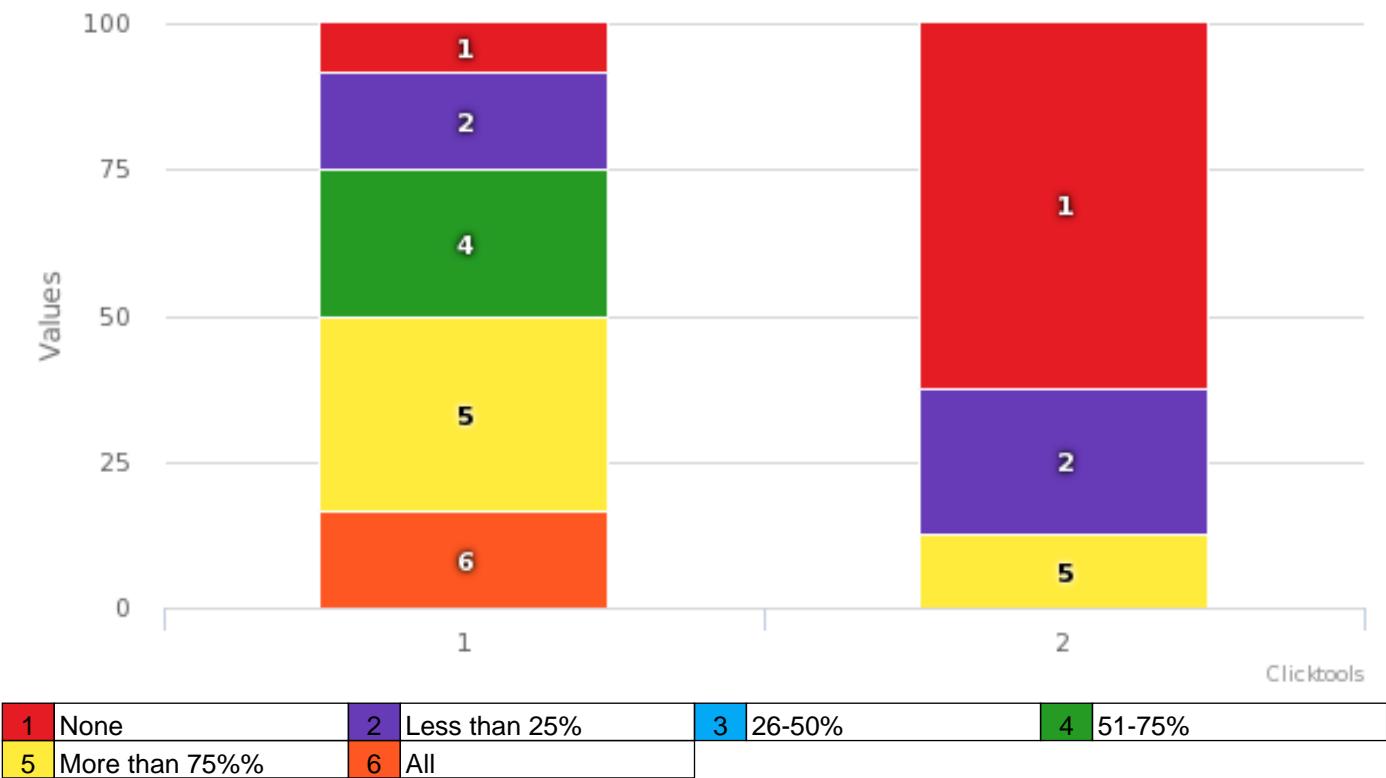
59. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	37.5% (3)	2 - Pre-sales/Sales Engineering training materials	12.5% (1)
3 - Admin training materials	12.5% (1)	4 - Operator training materials	12.5% (1)
5 - End-user training materials	0% (0)	6 - Other	25% (2)

Mean: 3
Response: 8

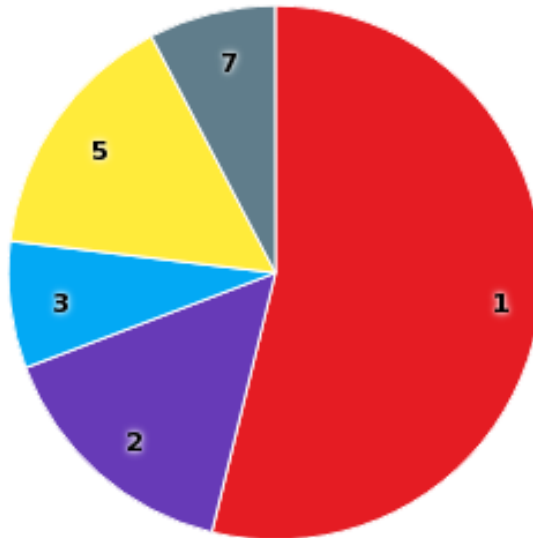
60. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	1	2	3	4	5	6	Mean
1 Scorm	8.33% (1)	16.67% (2)	0% (0)	25% (3)	33.33% (4)	16.67% (2)	4.08
2 Tin Can API	62.5% (5)	25% (2)	0% (0)	0% (0)	12.5% (1)	0% (0)	1.75

Response: 12

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

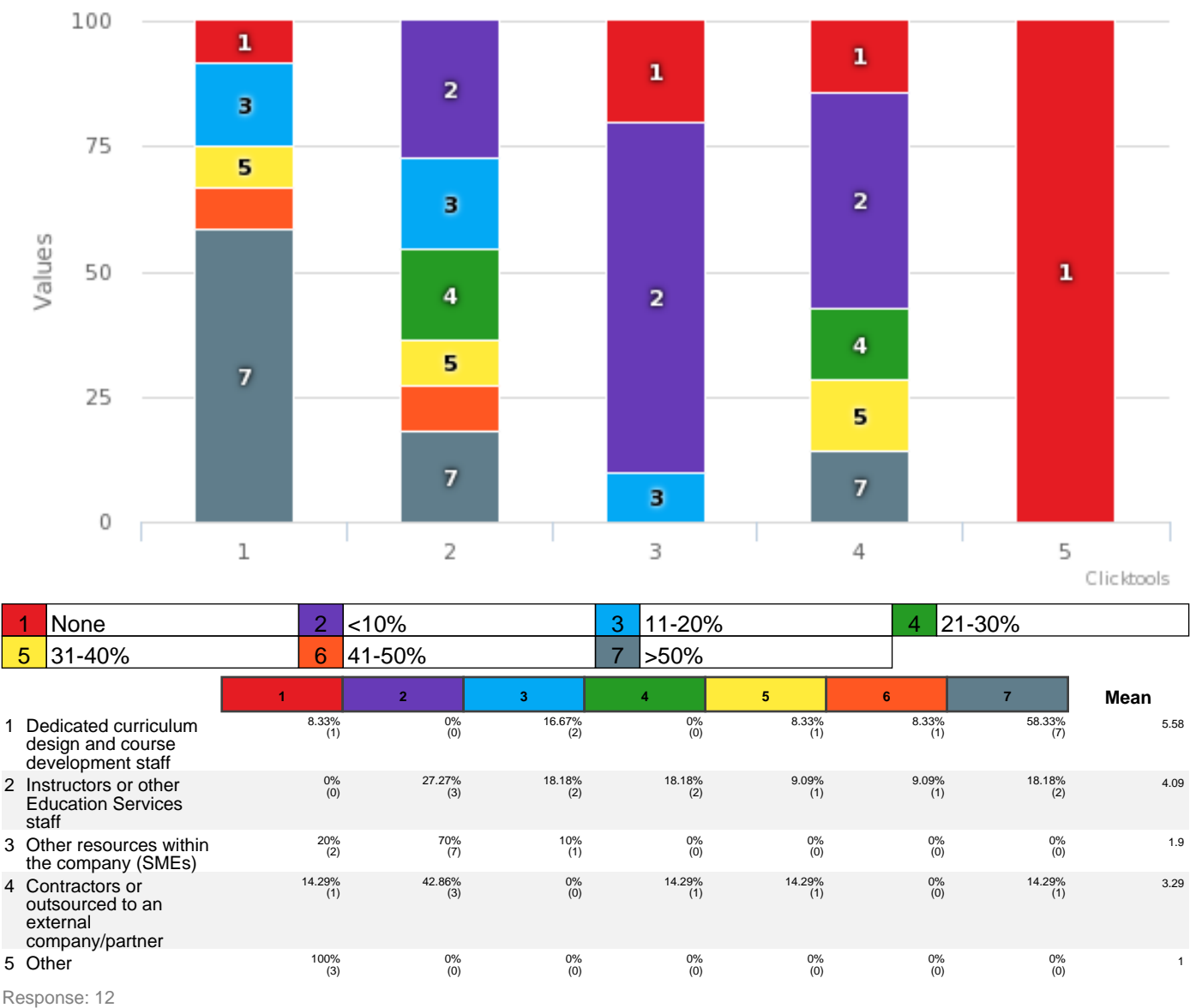


	1 - 1-5	2 - 6-10	3 - 11-15	4 - 16-20	5 - 21-30	6 - 31-50	7 - >50
	53.85% (7)	15.38% (2)	7.69% (1)	0% (0)	15.38% (2)	0% (0)	7.69% (1)

Mean: 2.38

Response: 13

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



63. 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 develop these. Enter the number of hours development per 1 hour content. If you don't develop these, leave the field empty.

For example, "45" in the category ILT means that you need 45 hours of development time to create 1 hour ILT training.

	Instructor Led (ILT)	Synchronous Distance Learning/Virtual Instructor Led (VILT)	Remote/virtual lab exercises	Asynchronous e-learning (web-based training) - page turning	Asynchronous e-learning (web-based training) - interactive	Video	Electronic or printed self-study	Other
Average	37.08	23	19.17	30.42	64.17	17.5	6.67	0
Highest	80	41	60	140	220	100	25	0
Lowest	10	0	0	0	0	0	0	0
Standard deviation	18.88	16.26	19.05	42.29	72.58	29.2	9.85	0

Response: 12

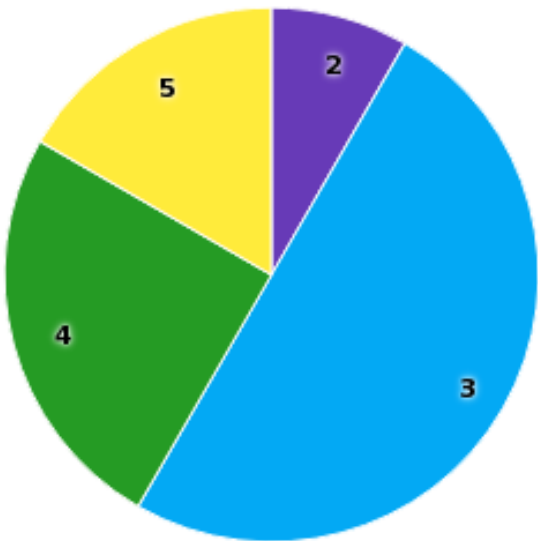
64. Estimate the amount of development time required in person hours on average for each HOUR of UPDATE class/lesson time for each of the following offering types, if you develop these. Enter the number of hours development per 1 hour content. If you don't develop these, leave the field empty.

For example, "12" in the category ILT means that you need 12 hours of development time to update 1 hour ILT training.

	Instructor Led (ILT)	Synchronous Distance Learning/Virtual Instructor Led (VILT)	Remote/virtual lab exercises	Asynchronous e-learning (web-based training) - page turning	Asynchronous e-learning (web-based training) - interactive	Video	Electronic or printed self-study	Other
Average	18.91	13.18	8.36	17.55	25.27	10.64	3.27	0
Highest	40	30	30	80	100	50	10	0
Lowest	5	0	0	0	0	0	0	0
Standard deviation	12	9.72	9.76	24.03	31.98	15.34	4.1	0

Response: 11

65. How often on average do you update courses?

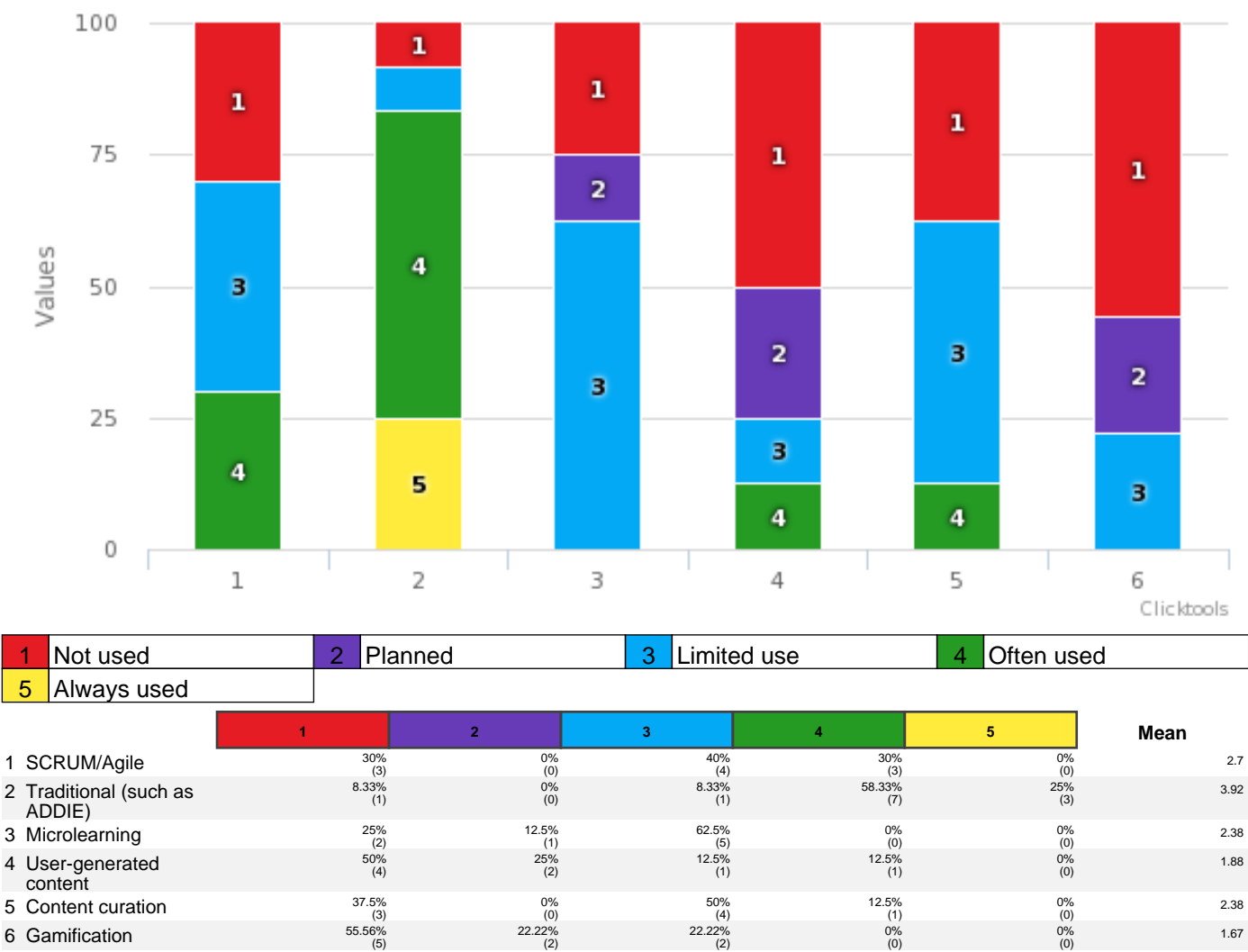


1 - < 3 months	0% (0)	2 - 3-5 months	8.33% (1)
3 - 6-9 months	50% (6)	4 - 10-14 months	25% (3)
5 - 15-24 months	16.67% (2)	6 - > 24 months	0% (0)

Mean: 3.5
Response: 12

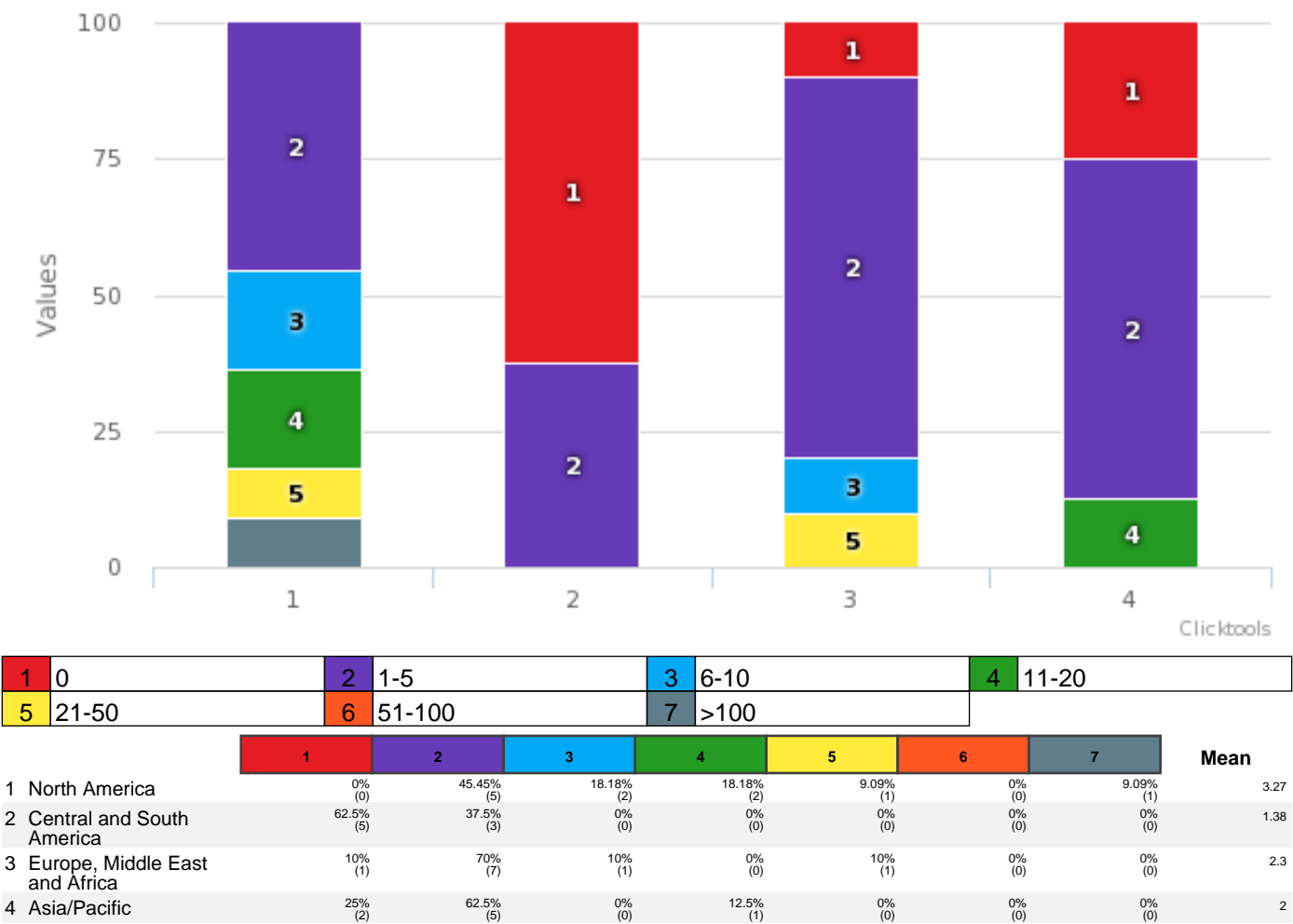
Clicktools

66. Which development approach do you use?



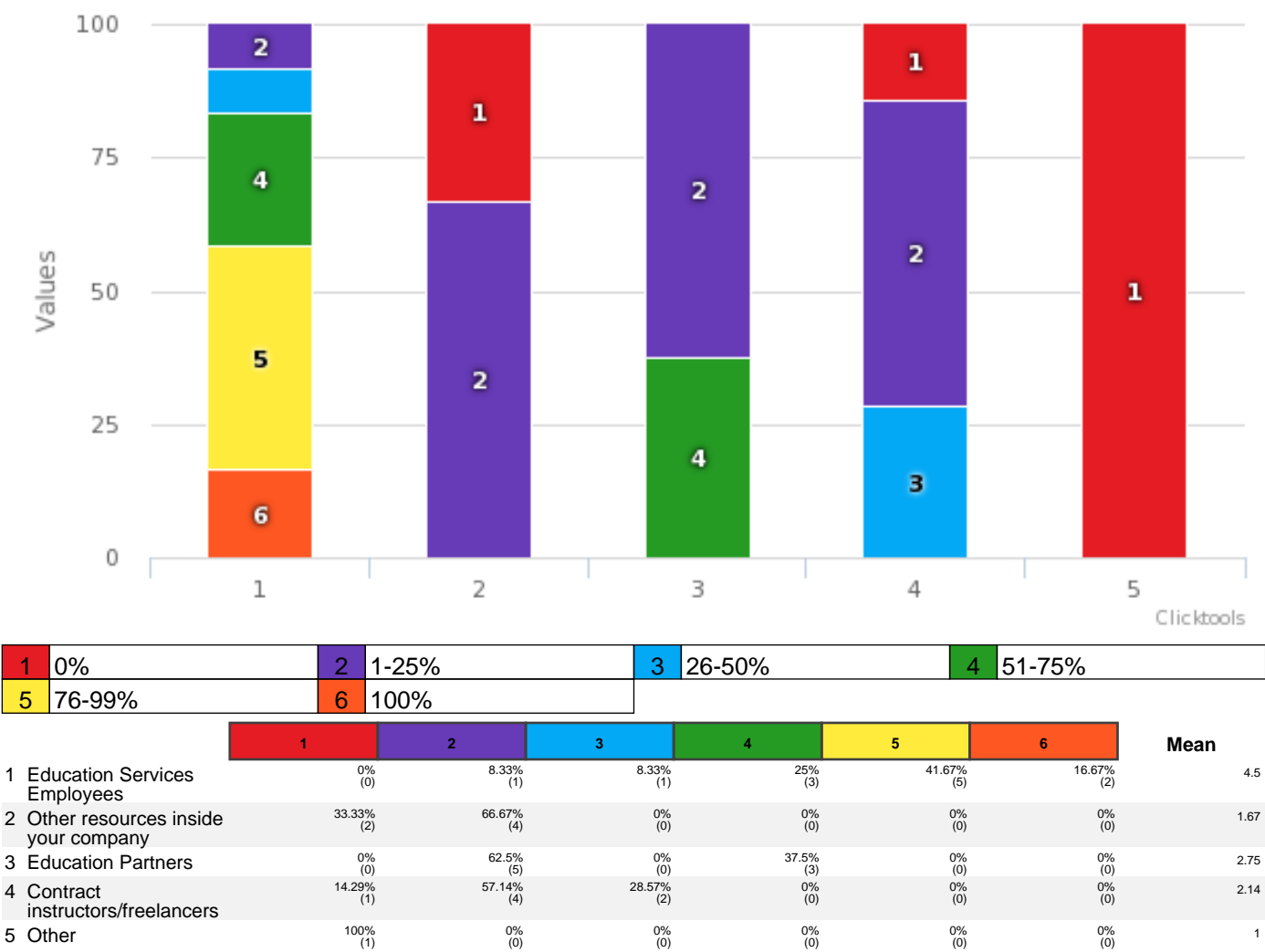
Response: 12

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



Response: 12

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



Response: 12

69. For the last fiscal year, how was the instructor time split?

	Billable delivery	Billable custom development	Other billable	Non-billable preparation time including travel for onsite	Non-billable other (learning new topics, meetings, internal projects, holidays)
Average	50.83%	7.08%	1%	16.08%	20.83%
Highest	70%	35%	7%	50%	50%
Lowest	0%	0%	0%	0%	0%
Standard deviation	19.4	11.57	2.37	14	15.35

Response: 12

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

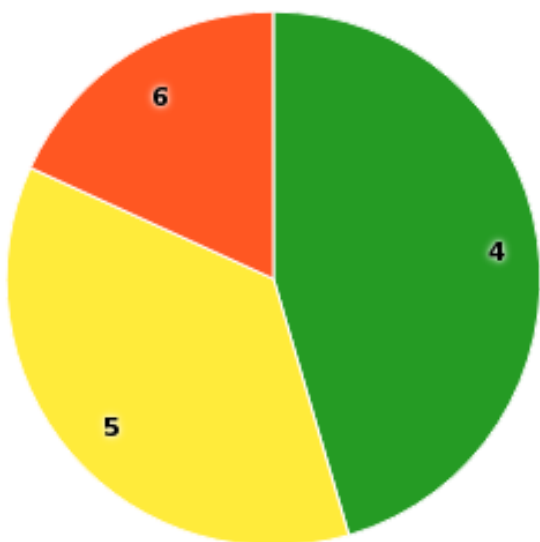


Clicktools

1 - 1 month or less	0% (0)	2 - 2 months	8.33% (1)
3 - 3 months	50% (6)	4 - 4-6 months	33.33% (4)
5 - 7-12 months	8.33% (1)	6 - More than 12 months	0% (0)

Mean: 3.42
Response: 12

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

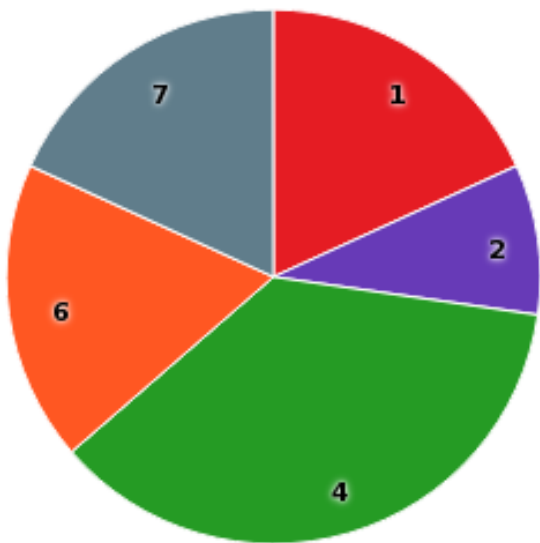


Clicktools

1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	0% (0)	4 - 4-6 months	45.45% (5)
5 - 7-12 months	36.36% (4)	6 - More than 12 months	18.18% (2)

Mean: 4.73
Response: 11

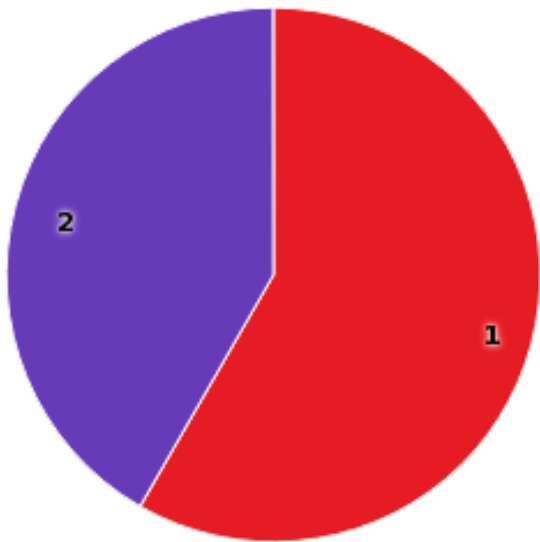
72. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



1 - <\$100K	18.18% (2)	2 - \$100K-\$150K	9.09% (1)
3 - \$150K-\$200K	0% (0)	4 - \$200K-\$250K	36.36% (4)
5 - \$250K-\$300K	0% (0)	6 - \$300K-\$400K	18.18% (2)
7 - >\$400K	18.18% (2)		

Mean: 4.18
Response: 11

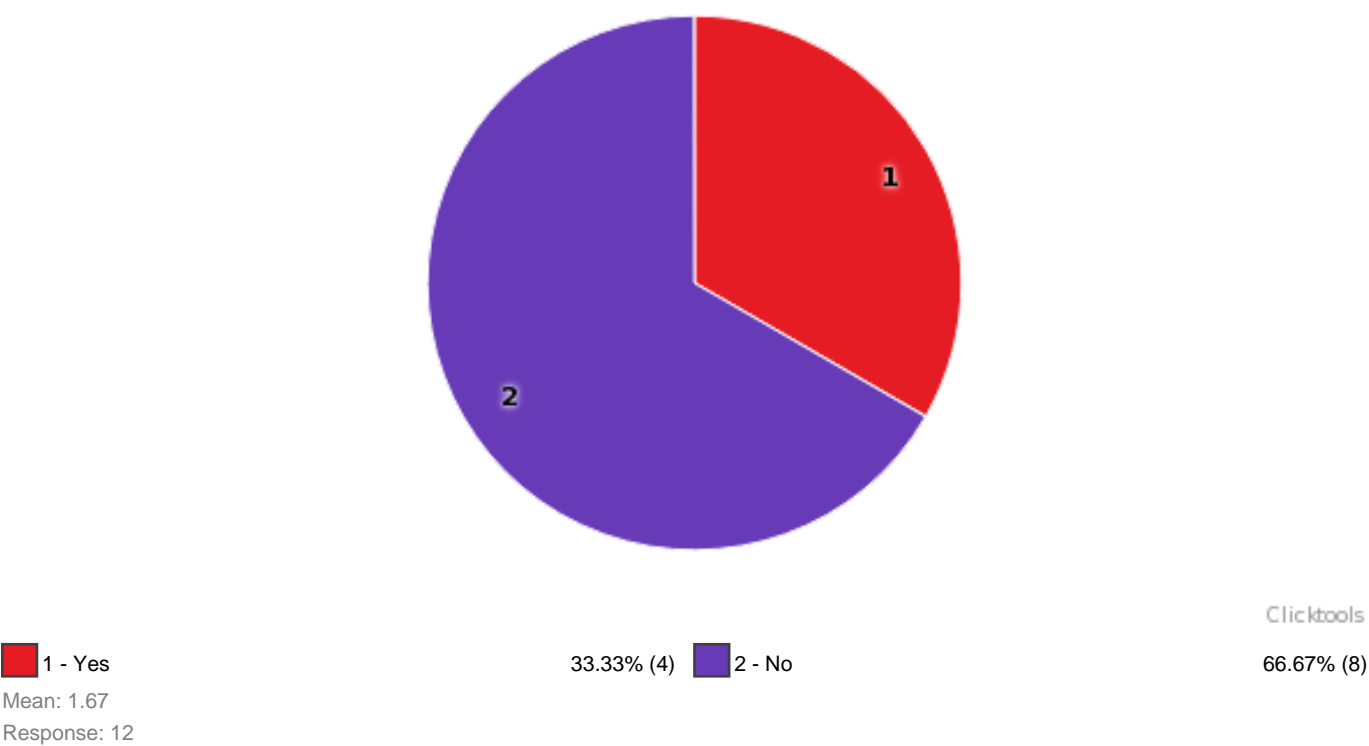
73. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



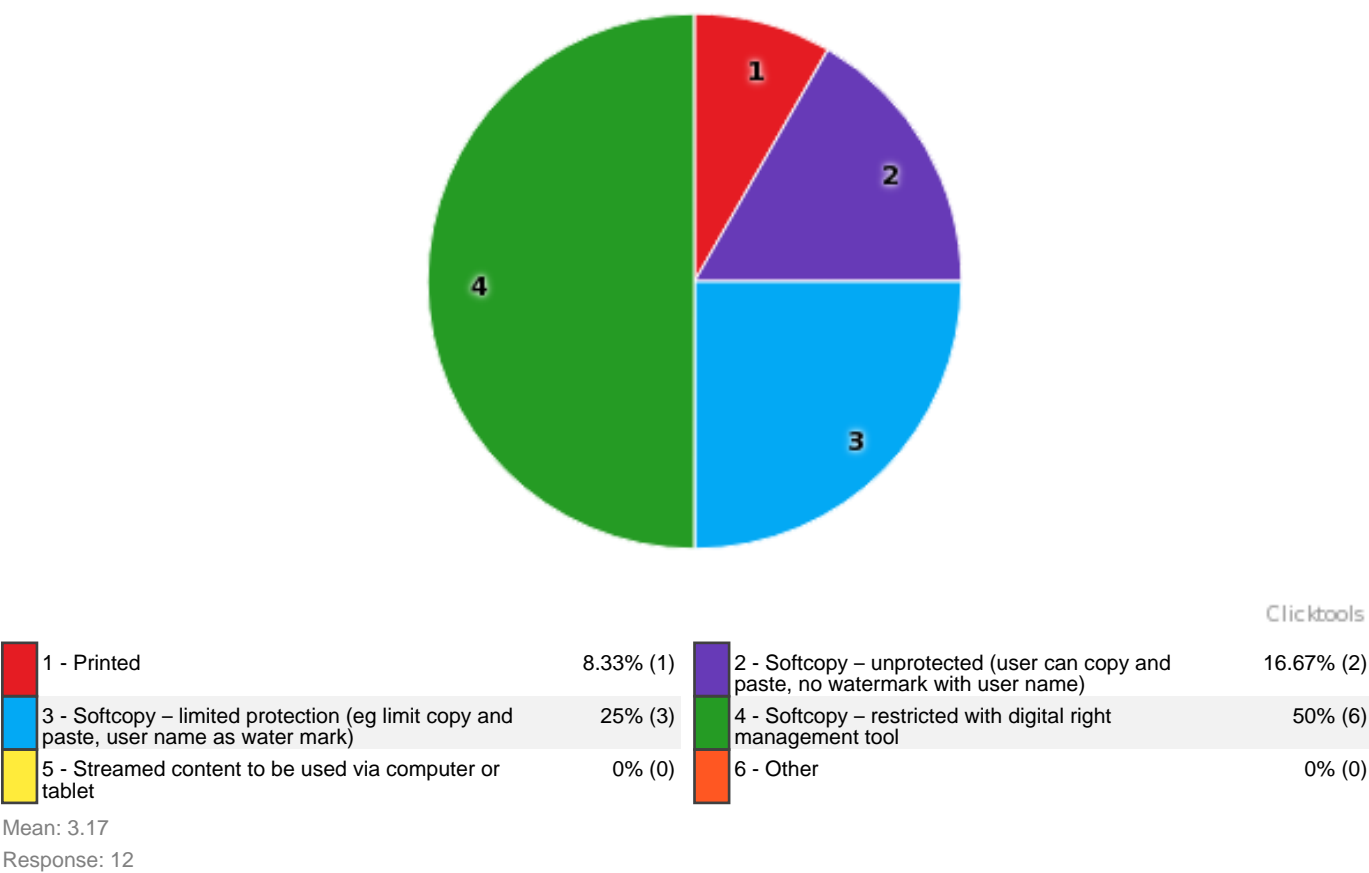
1 - Yes	58.33% (7)	2 - No	41.67% (5)
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Mean: 1.42
Response: 12

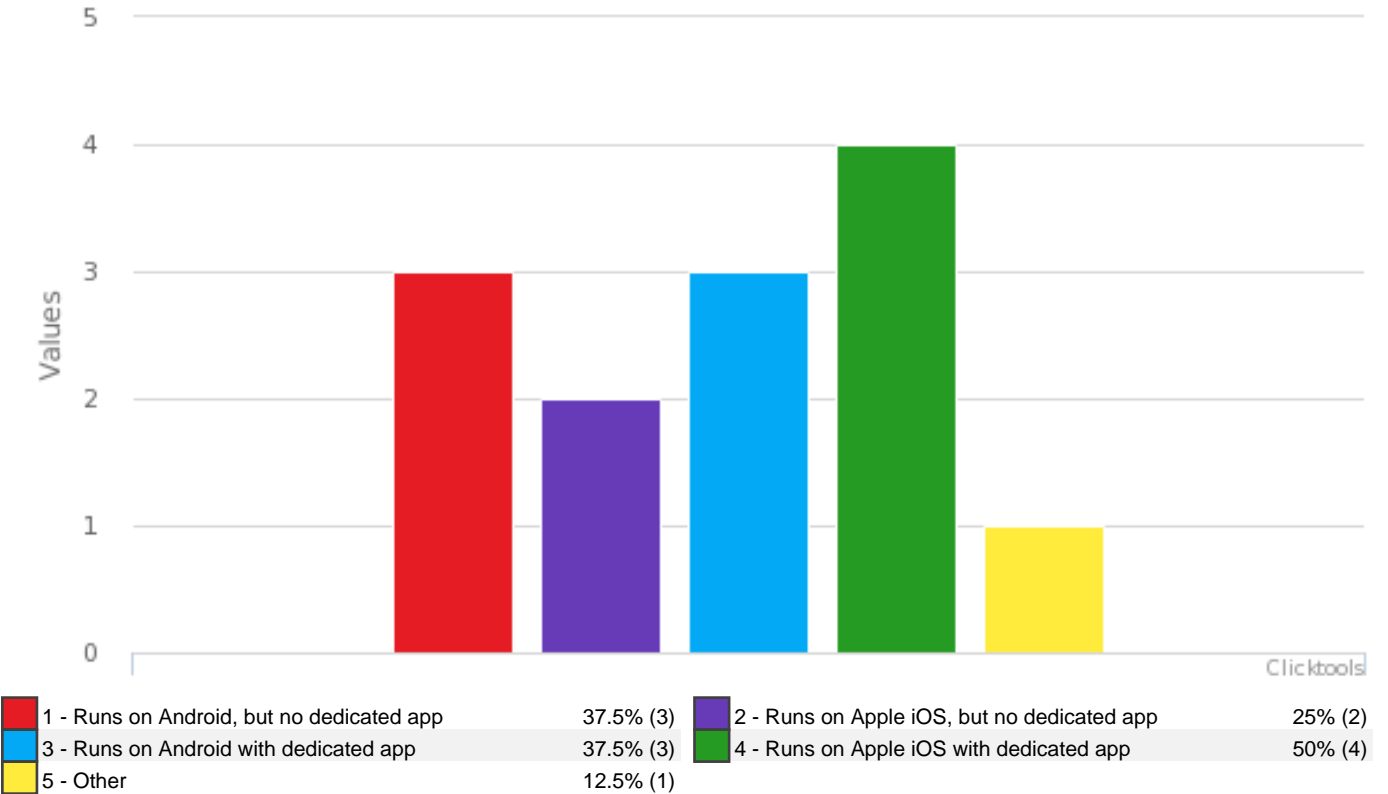
74. When delivering instructor-led training, do you mix both live and virtual audiences?



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

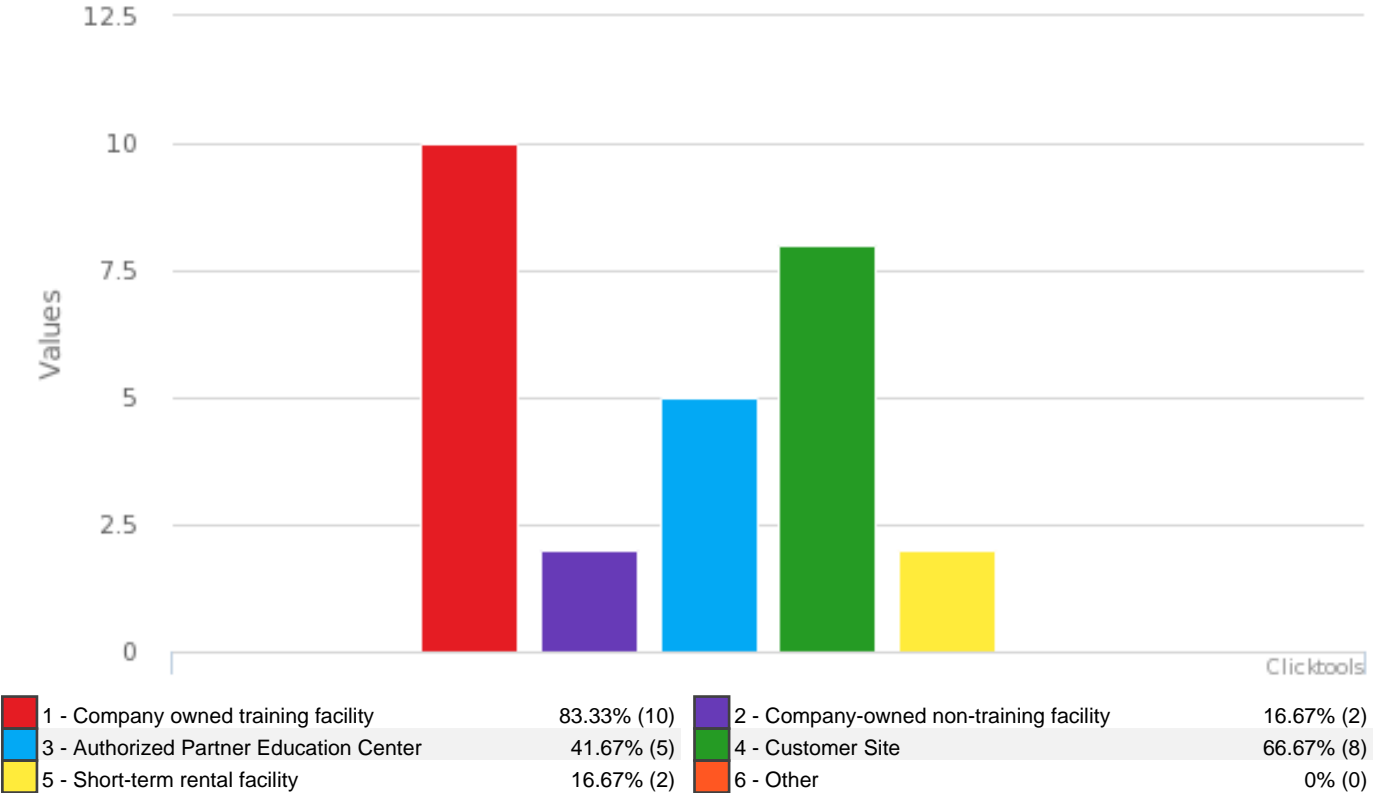


76. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



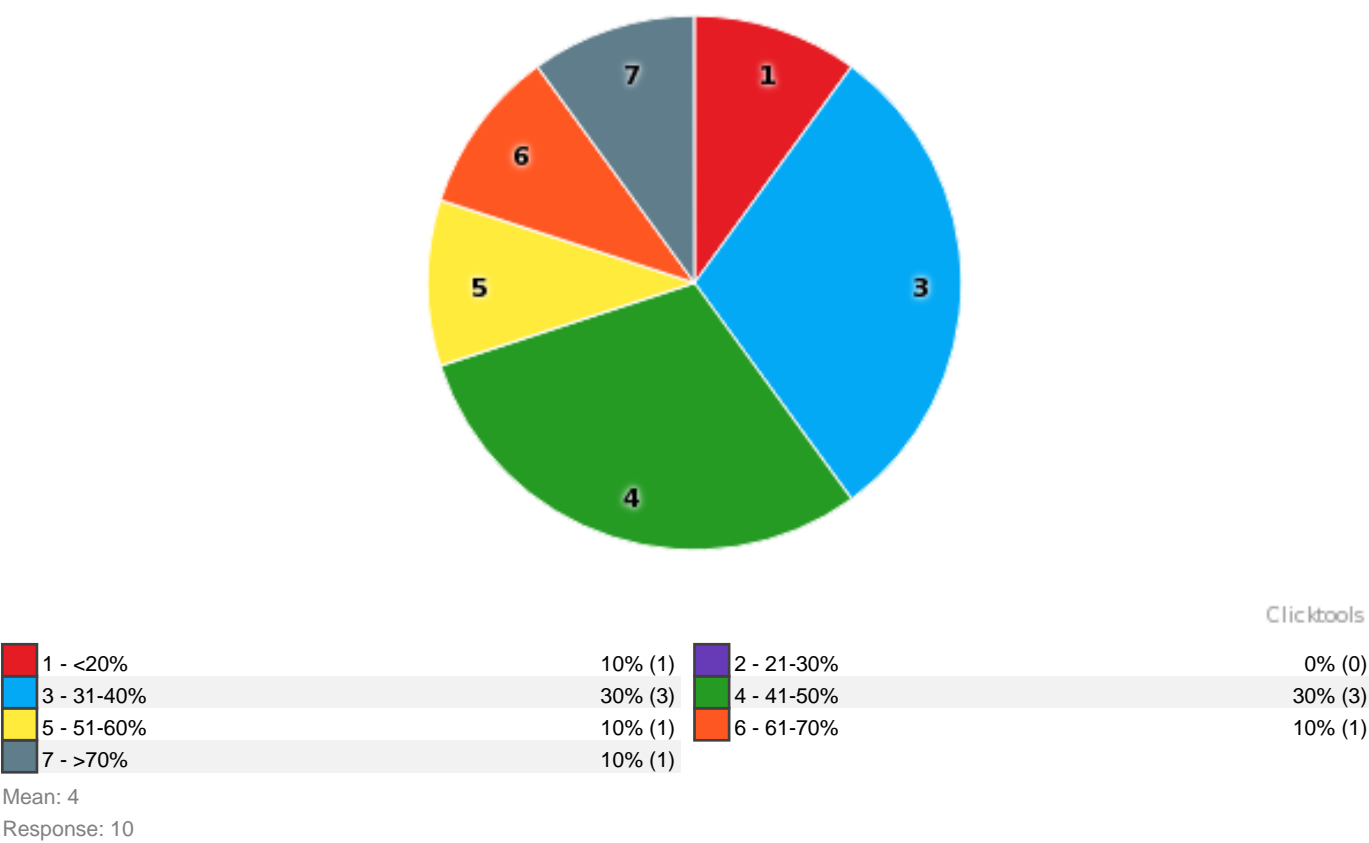
Response: 8

77. Of your current instructor-led (in-person) classes, in which classrooms are the majority delivered? Select all that apply.

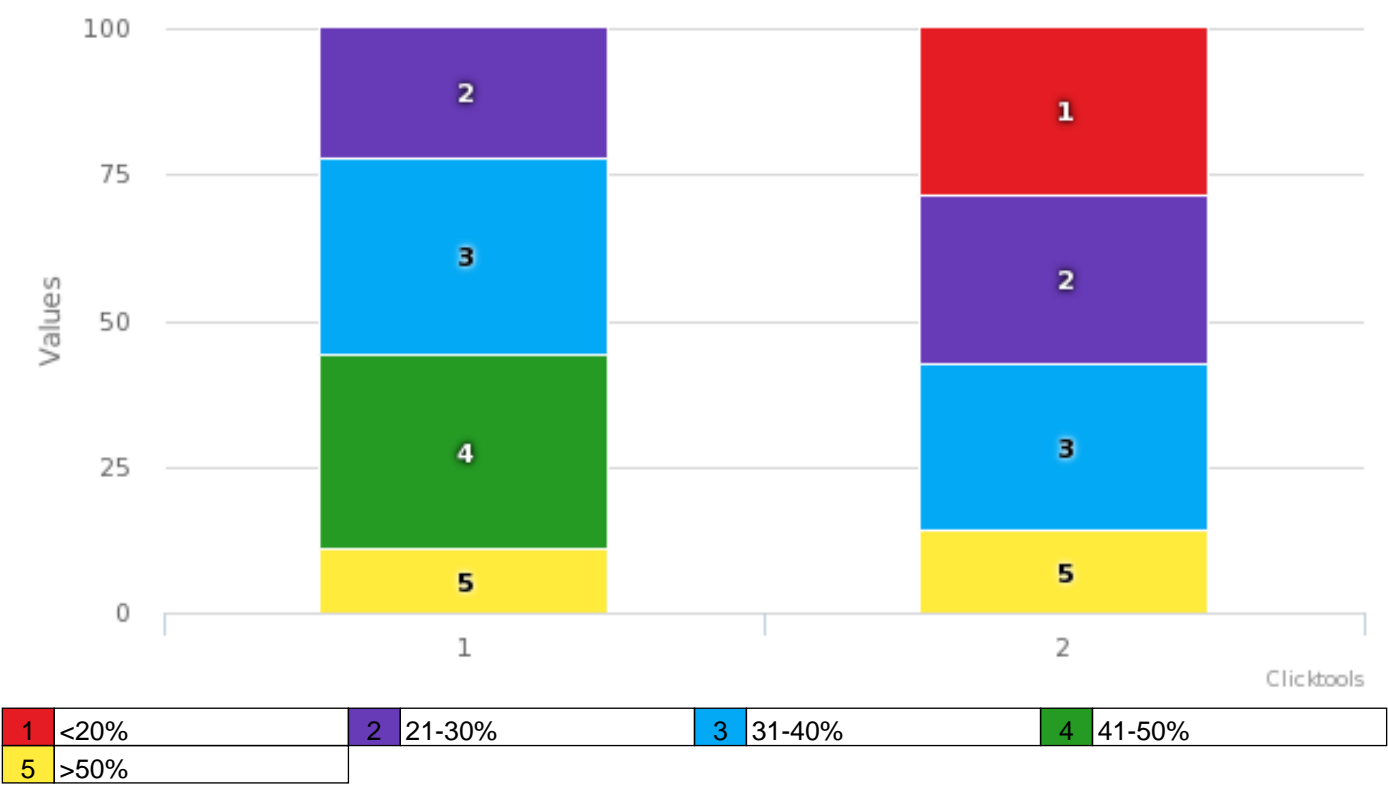


Response: 12

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



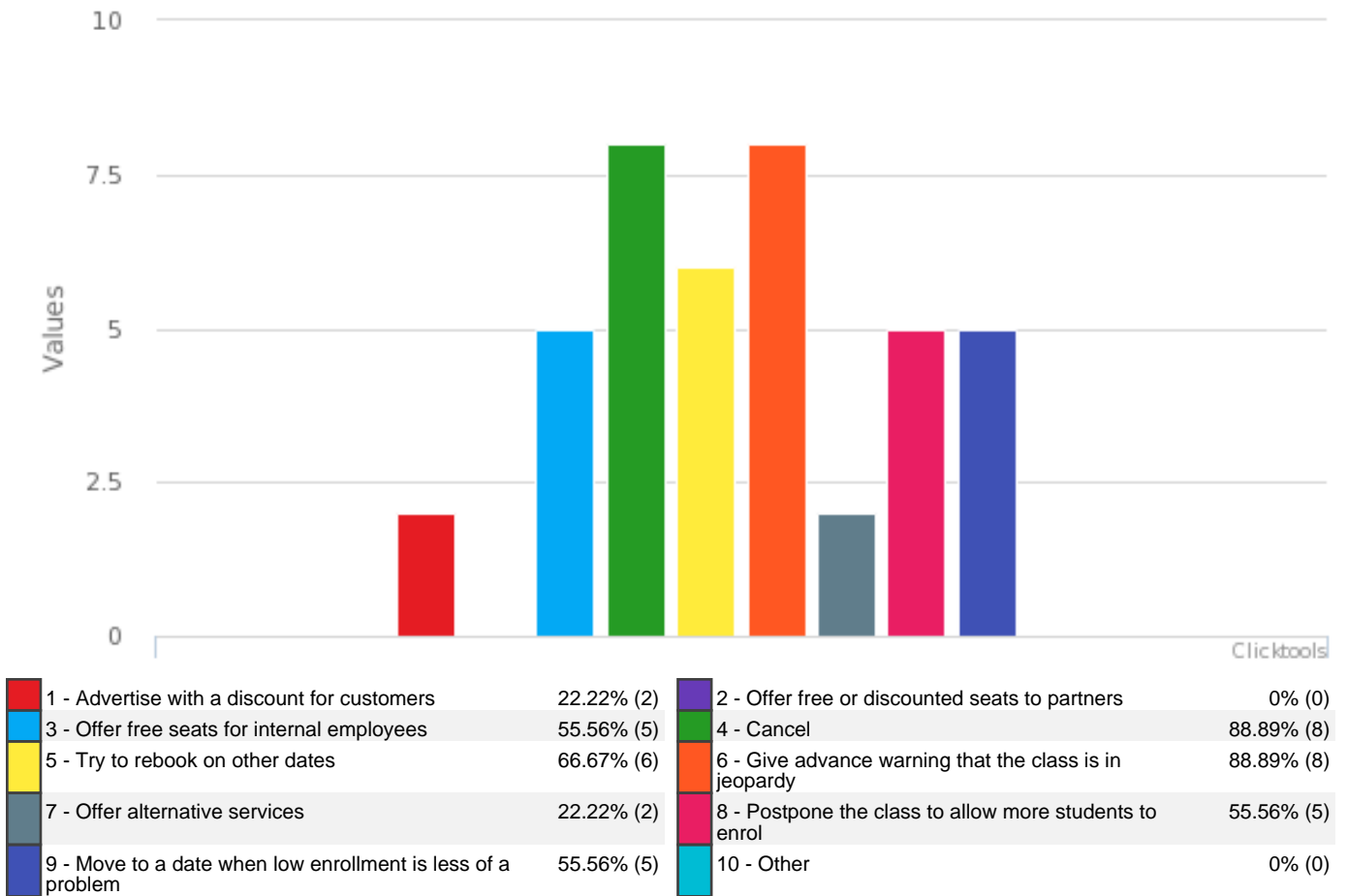
79. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	1	2	3	4	5	Mean
1 Live instructor-led	0% (0)	22.22% (2)	33.33% (3)	33.33% (3)	11.11% (1)	3.33
2 Virtual instructor-led	28.57% (2)	28.57% (2)	28.57% (2)	0% (0)	14.29% (1)	2.43

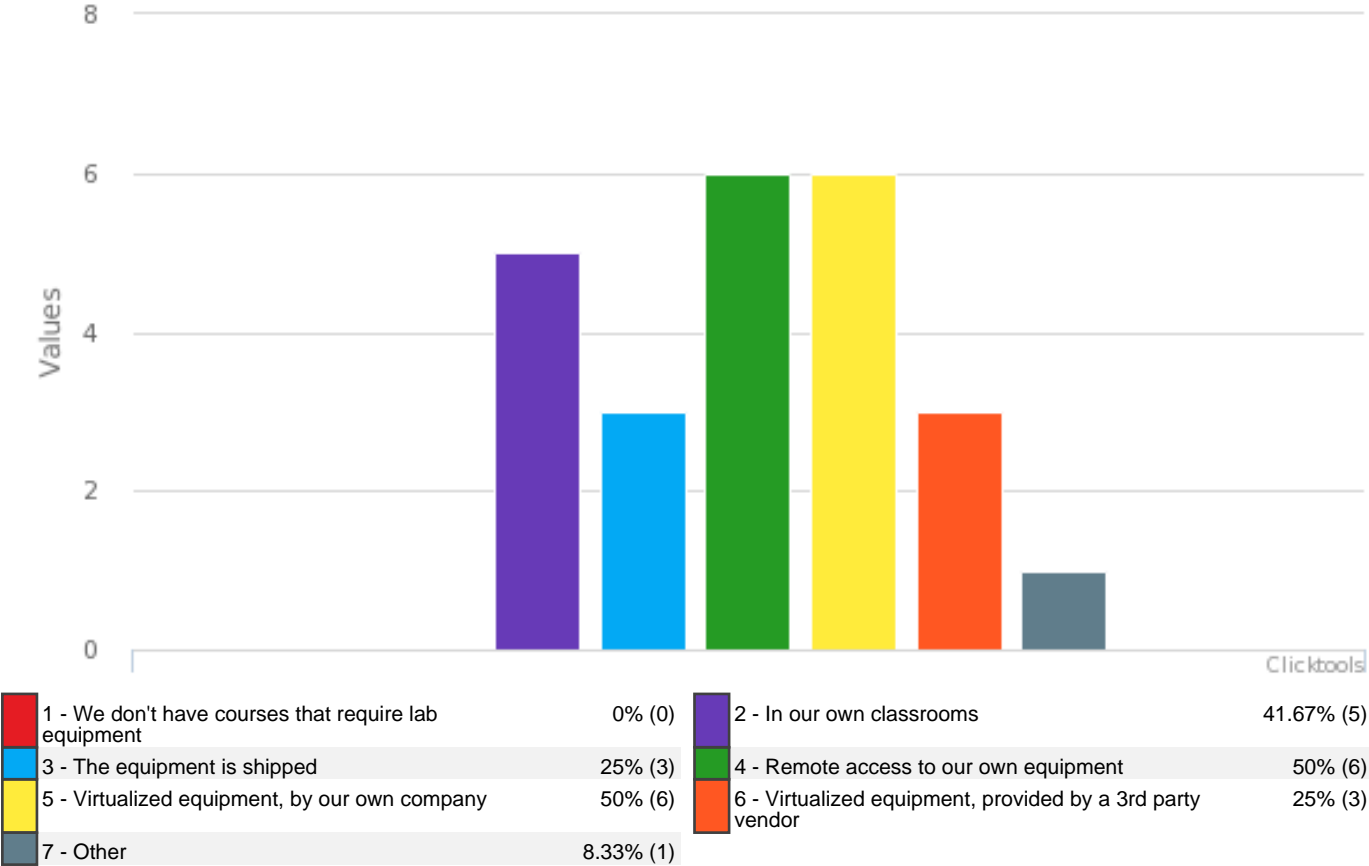
Response: 9

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



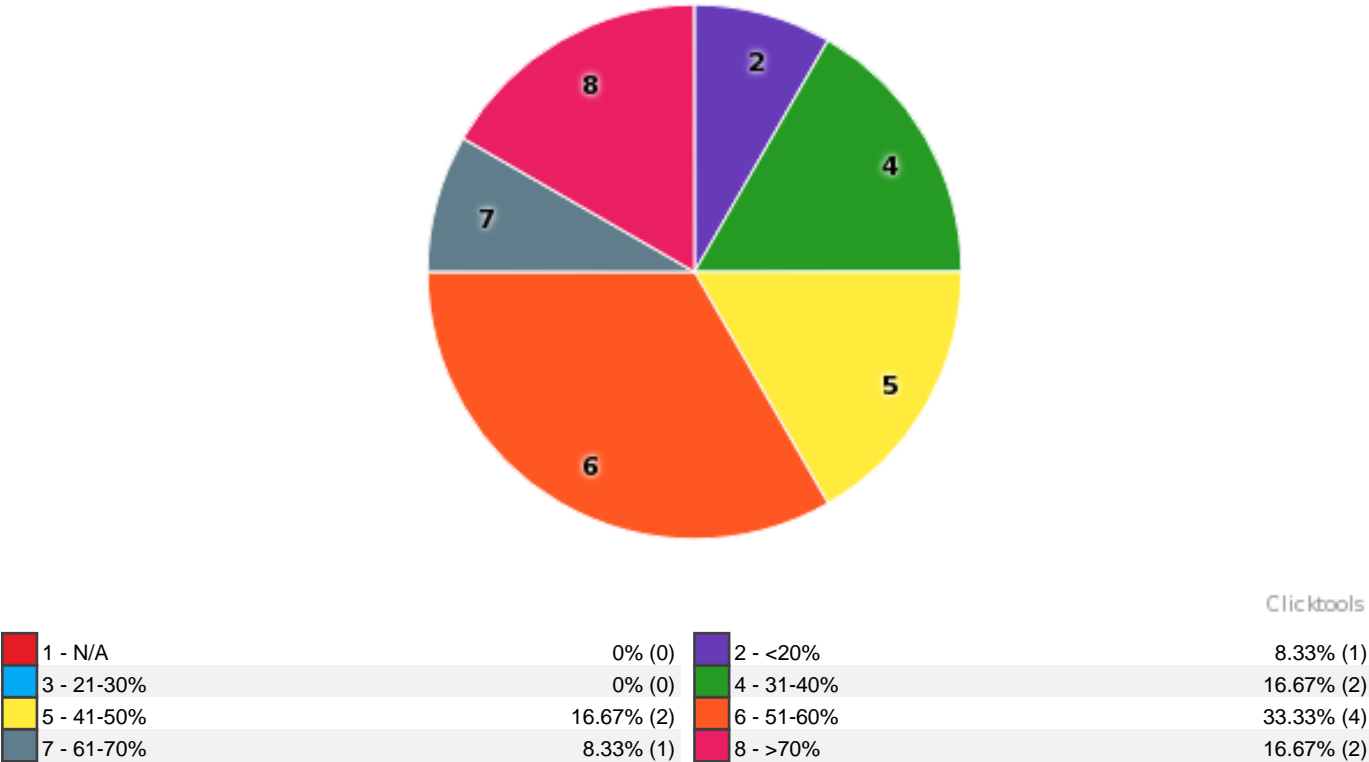
Response: 9

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



Response: 12

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



Mean: 5.58
Response: 12

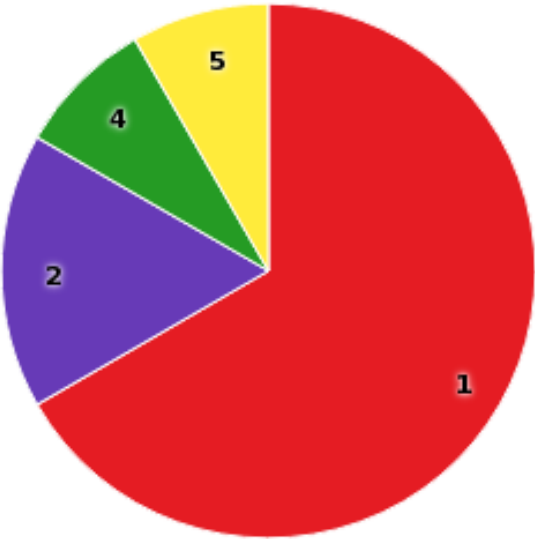
83. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

If you haven't trained that group, leave the field empty.

	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	331.5	890	68	277	1,090.1	295	7,029.9	20	0
Highest	3,300	8,600	500	1,200	10,500	2,690	45,000	200	0
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	1,043.04	2,710.66	156.4	450.38	3,307.18	845.15	14,209.12	63.25	0

Response: 10

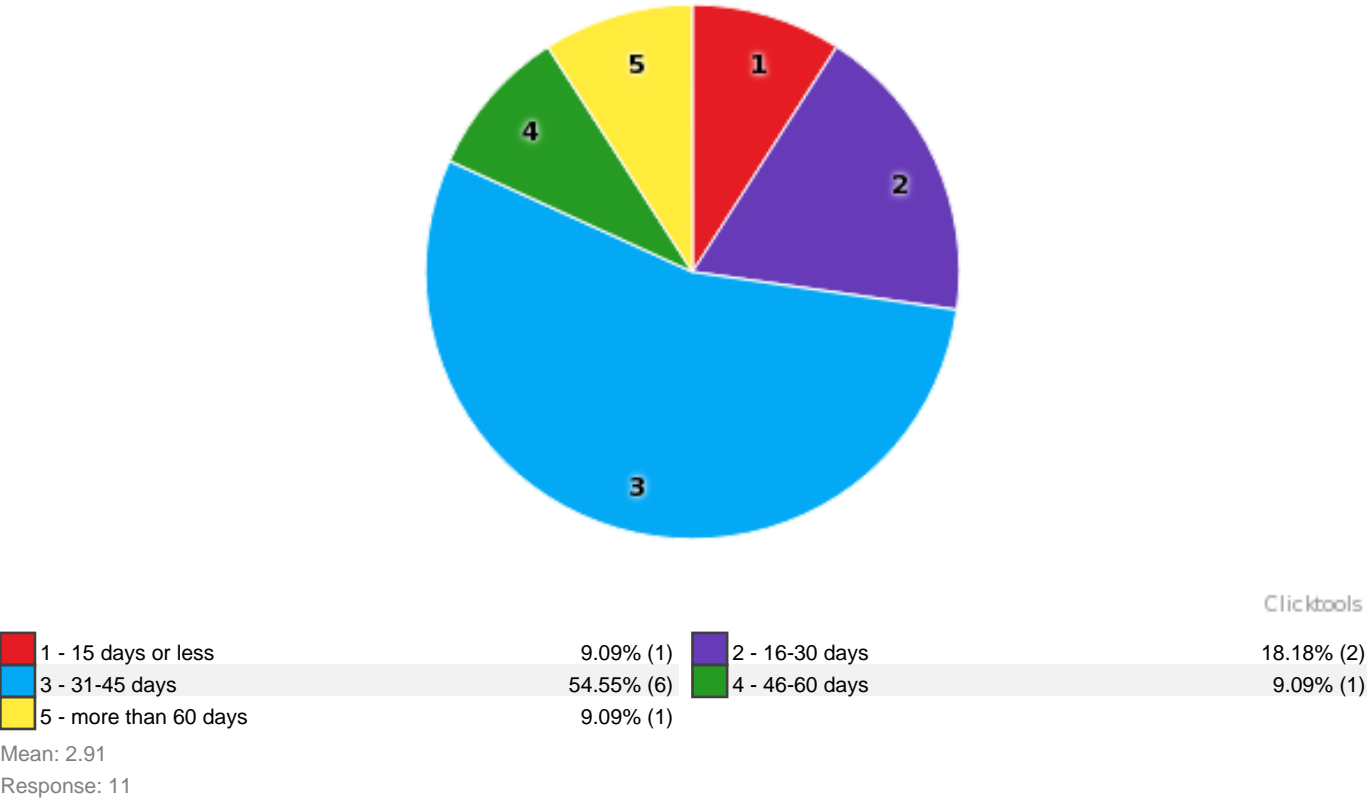
84. What percentage of your classes are custom offerings (requires use of/portions of multiple existing courses) to address specific requests and needs?



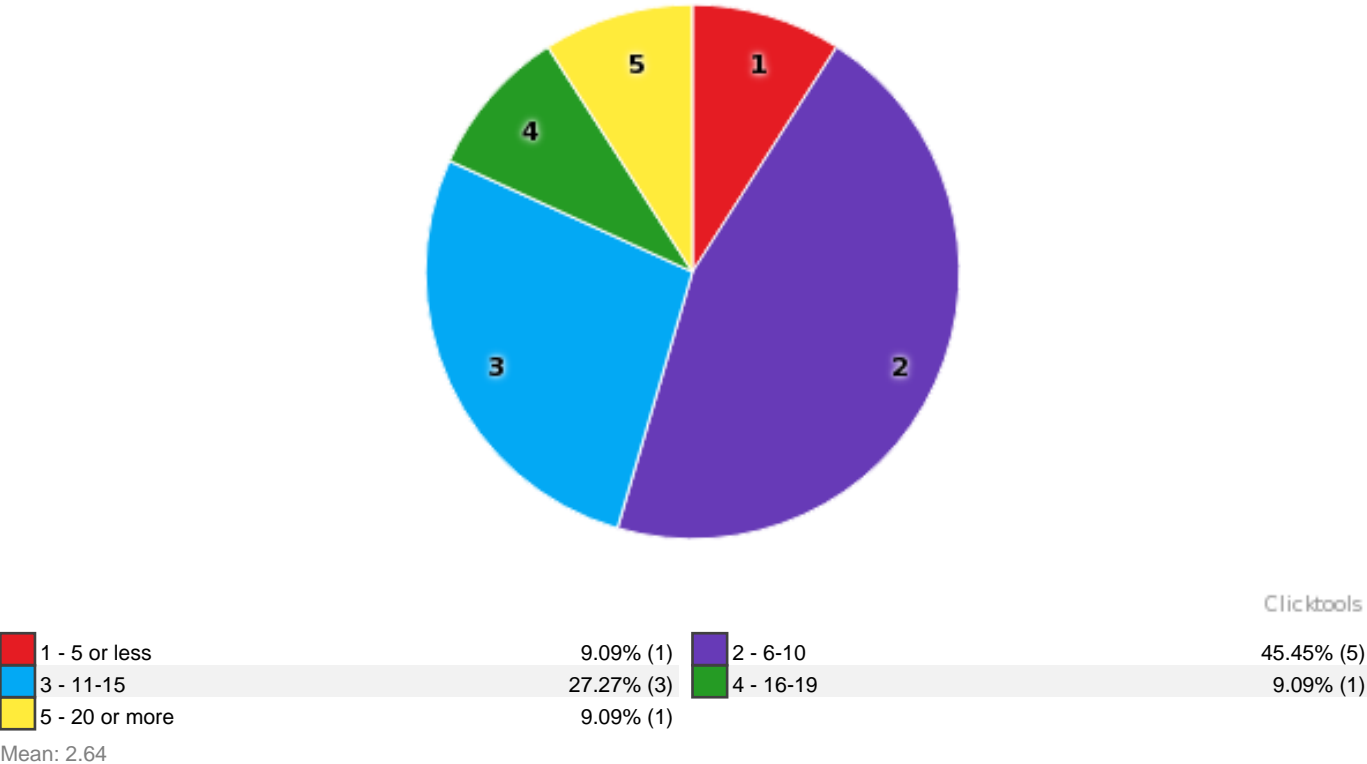
1 - <20%	66.67% (8)	2 - 26-50%	16.67% (2)
3 - 51-75%	0% (0)	4 - >75%	8.33% (1)
5 - We do not provide	8.33% (1)		

Mean: 1.75
Response: 12

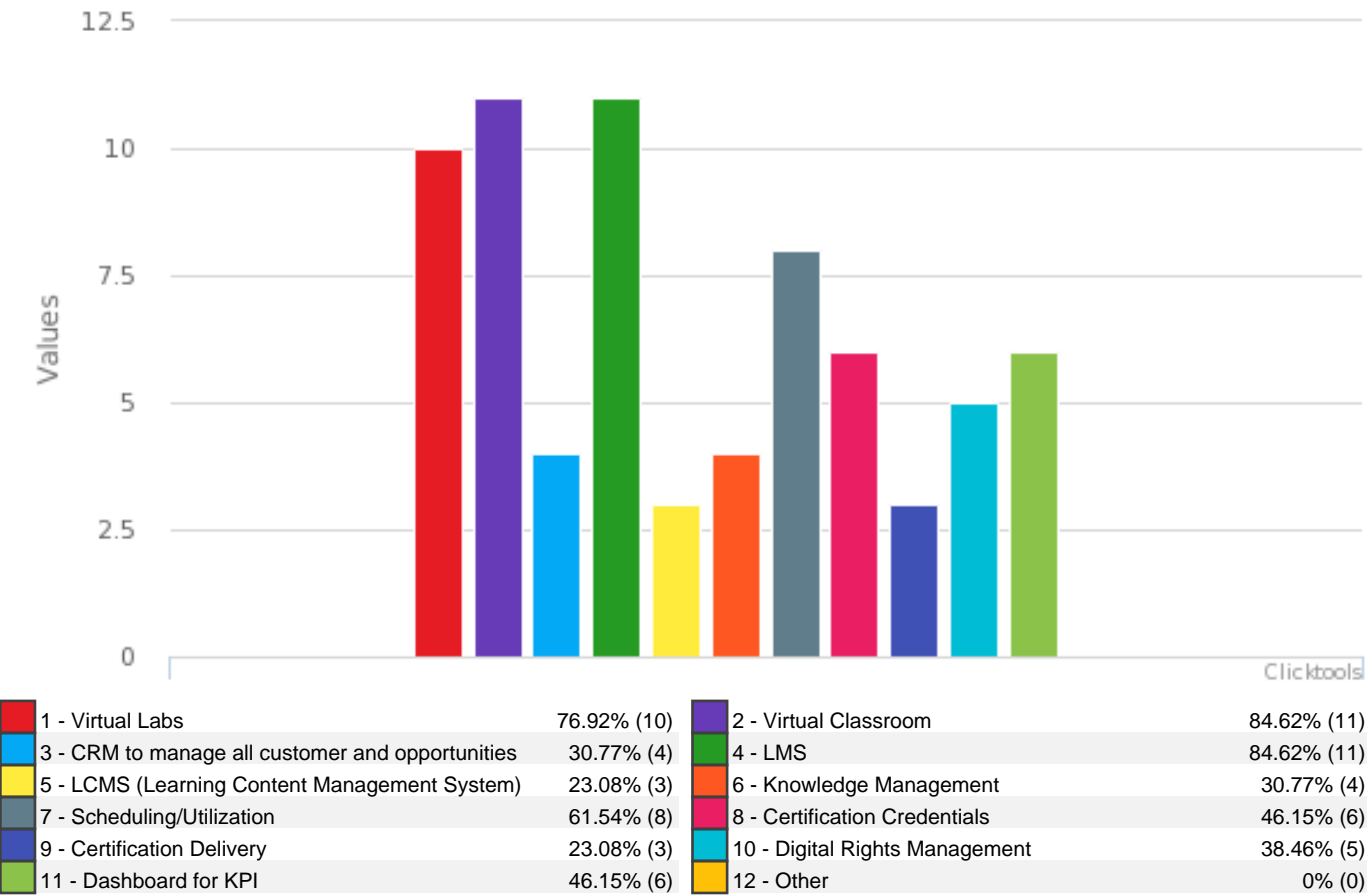
85. When delivering private training classes, what is the average backlog, or wait time, between when the onsite training is booked and the date it is delivered?



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



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



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



1 - <3%	18.18% (2)	2 - 3-6%	0% (0)
3 - 7-10%	18.18% (2)	4 - 11-20%	27.27% (3)
5 - 21-30%	27.27% (3)	6 - 31-40%	9.09% (1)
7 - 41-50%	0% (0)	8 - >50%	0% (0)

Mean: 3.73
Response: 11

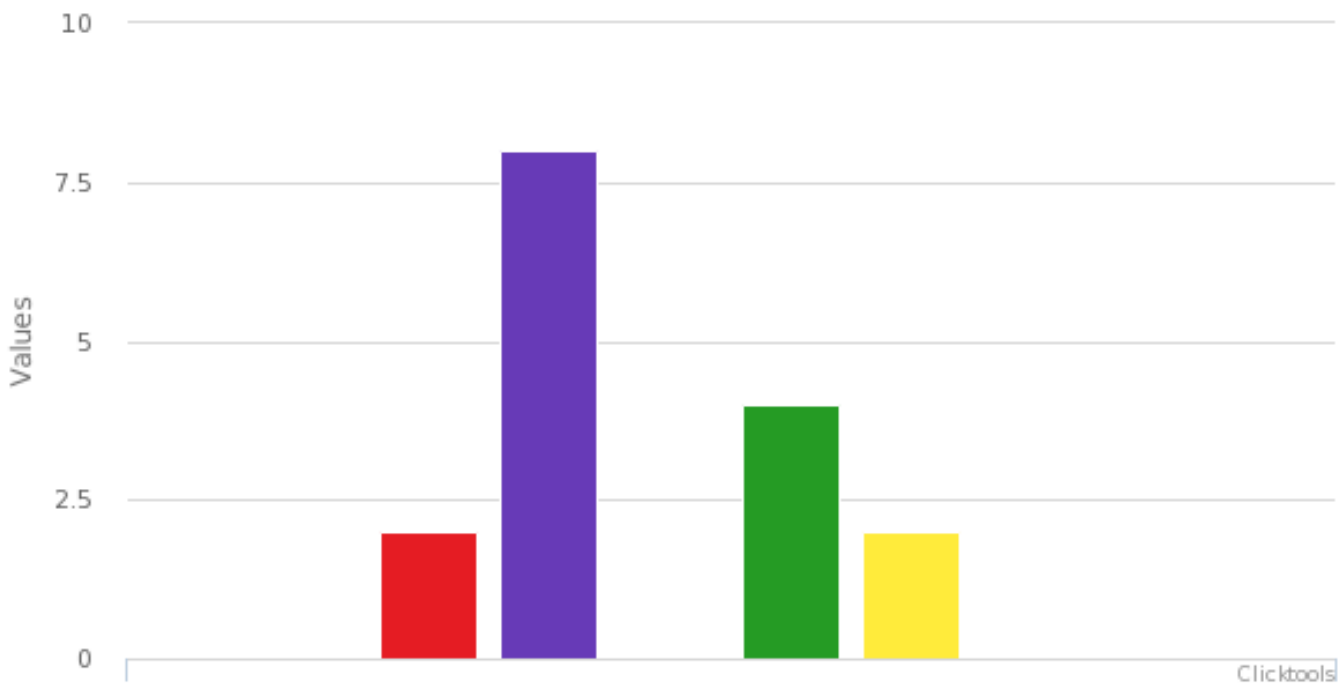
89. Does Education Services have a formal course delivery partner program, including Authorized Training Partners who sell and deliver in their name?



1 - Yes	69.23% (9)	2 - No	30.77% (4)
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Mean: 1.31
Response: 13

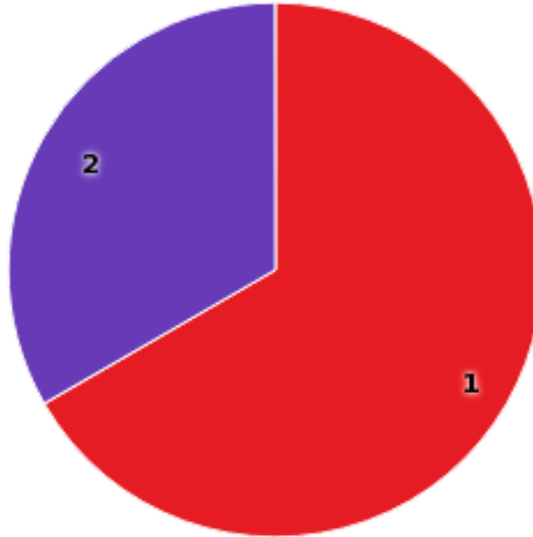
90. What are the two main goals of your course delivery partner program?



1 - Completely outsourced delivery	22.22% (2)	2 - Add additional bandwidth	88.89% (8)
3 - Additional skills	0% (0)	4 - Provide translation/localization (eg by native language speakers)	44.44% (4)
5 - Reduce travel cost/time	22.22% (2)	6 - Other	0% (0)

Response: 9

91. What is the role of the delivery partner?



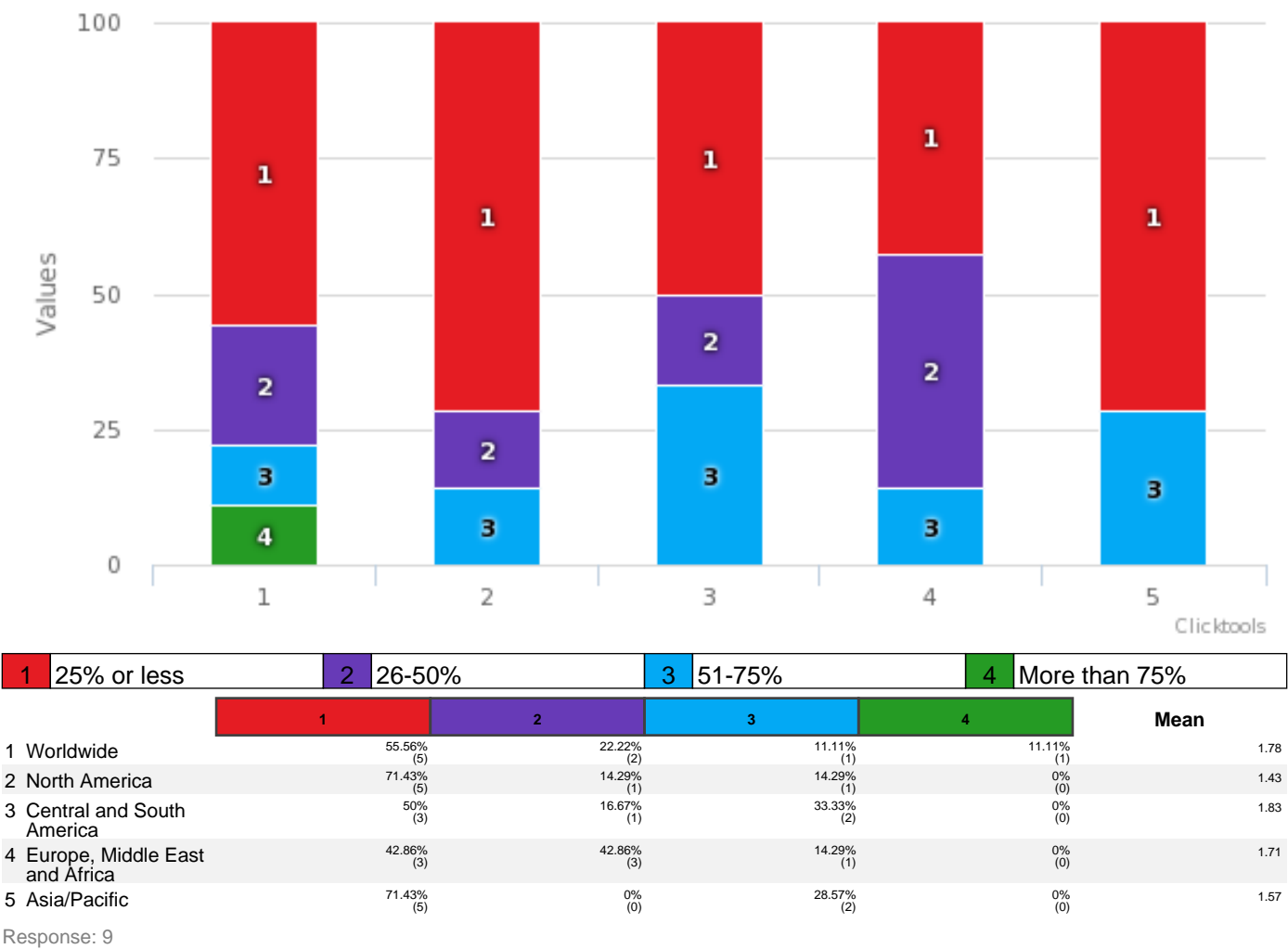
Clicktools

1 - Delivery partner acts as additional delivery resource, invisible to customer	66.67% (6)	2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)	33.33% (3)
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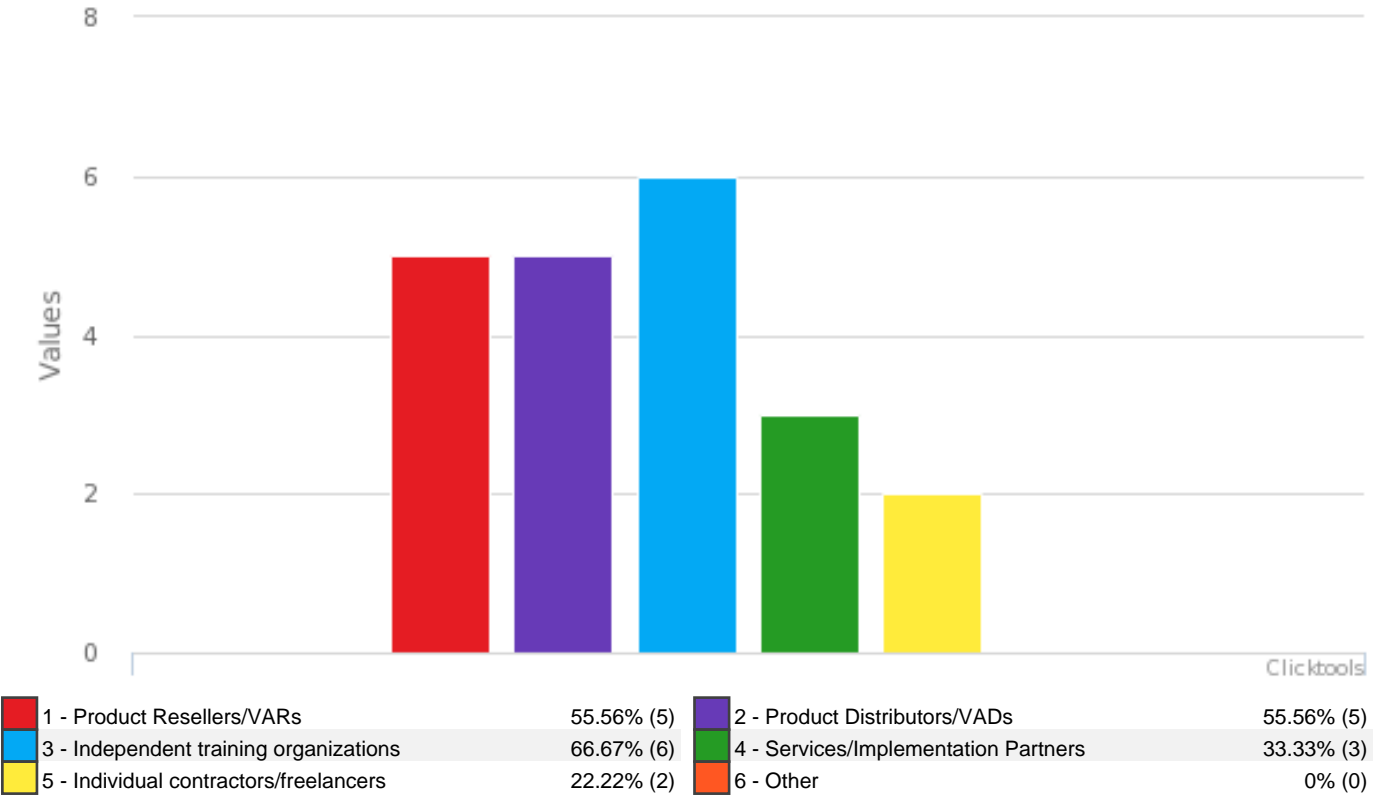
Mean: 1.33

Response: 9

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



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

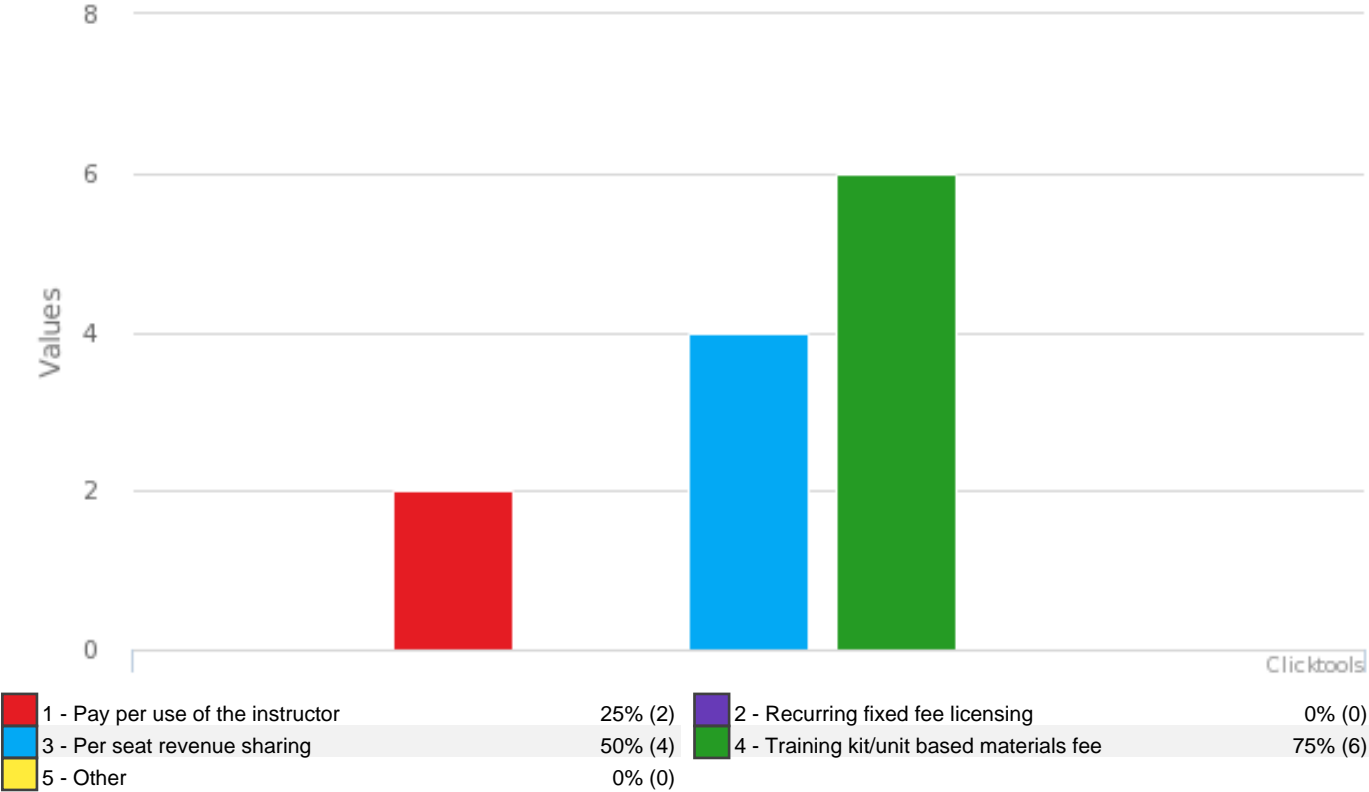


94. How many delivery partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	33.78	12.78	3.56	9.56	6.11
Highest	200	89	20	47	44
Lowest	2	0	0	0	0
Standard deviation	63.49	29.02	6.41	15.25	14.31

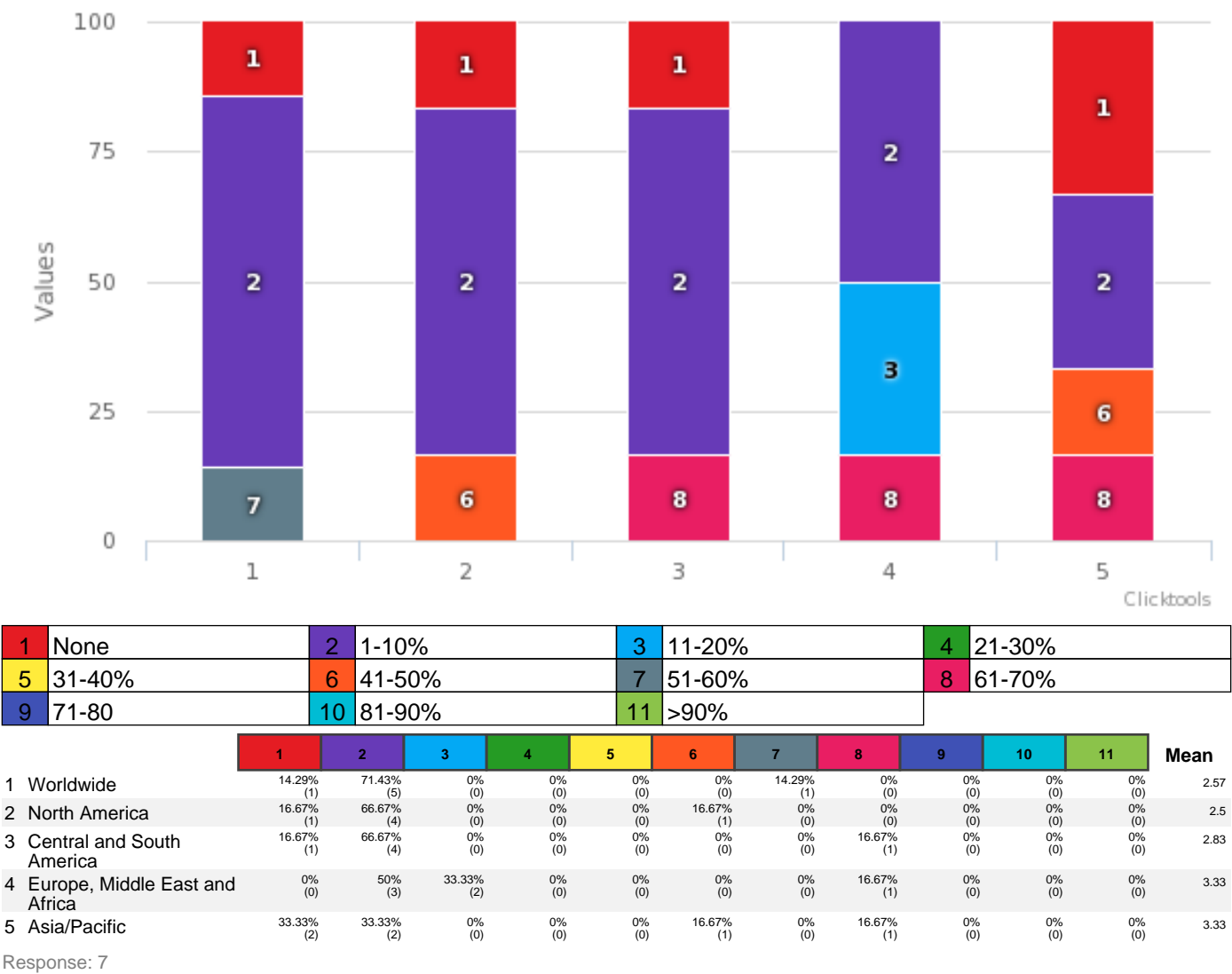
Response: 9

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

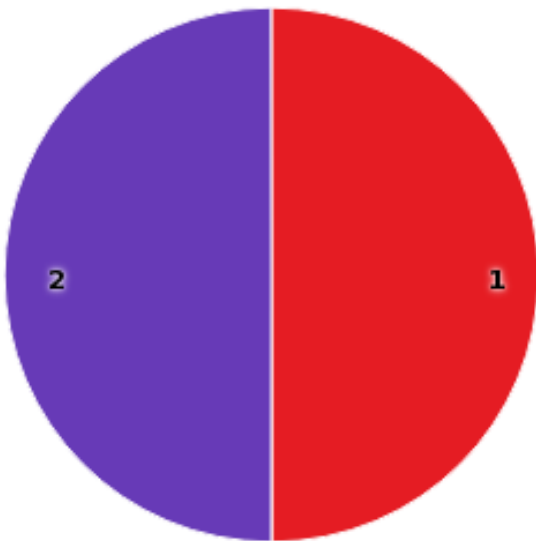


Response: 8

96. 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.



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



1 - Yes
Mean: 1.5
Response: 8

50% (4) 2 - No

Clicktools
50% (4)

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

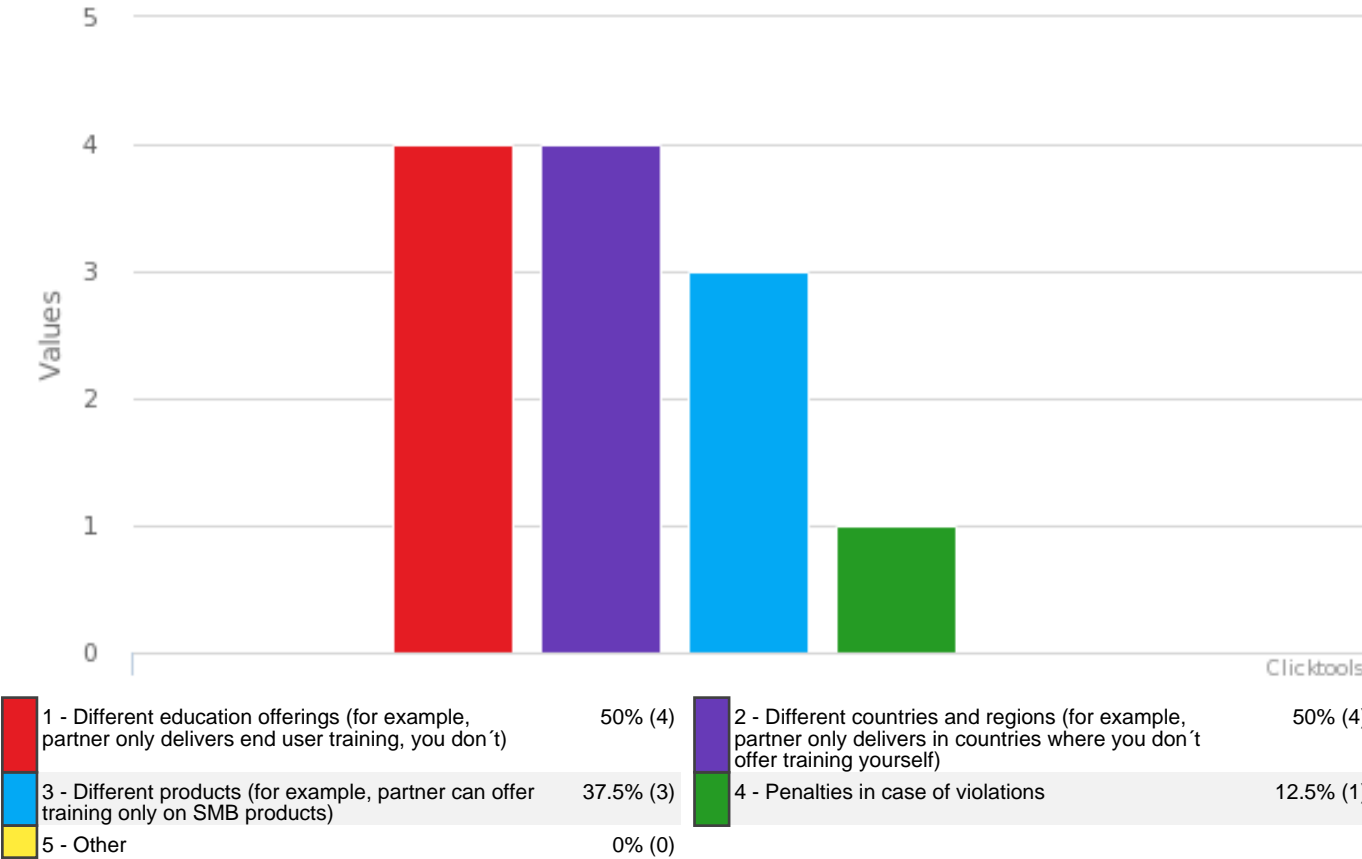


1 - Yes
Mean: 1
Response: 9

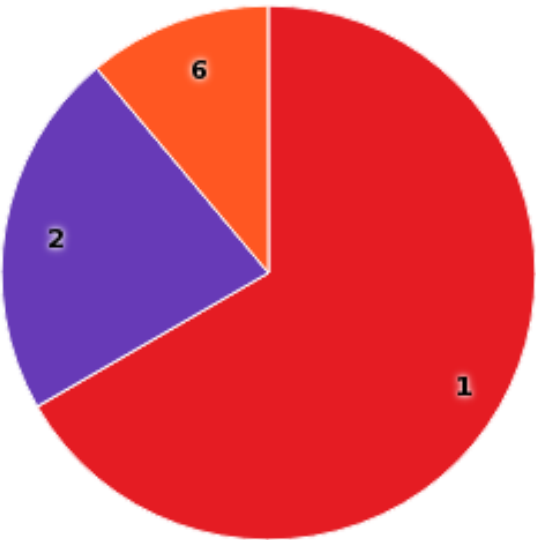
100% (9) 2 - No

Clicktools
0% (0)

99. How do you prevent competition between your training partners and your own business? Select all that apply.



100. Are your training partners allowed to customize content, and if so, what is the fee model?

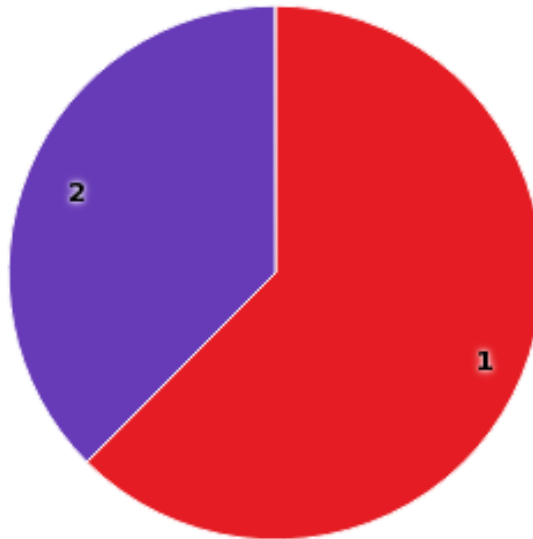


1 - No, not allowed to customize	66.67% (6)	2 - Yes, allowed, and use the same fee model as standard training	22.22% (2)
3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	4 - Yes, allowed, and use royalty fee based on volume	0% (0)
5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	6 - Other	11.11% (1)

Mean: 1.78

Response: 9

101. Are your training partners allowed to localize content, and if so, what is the fee model?



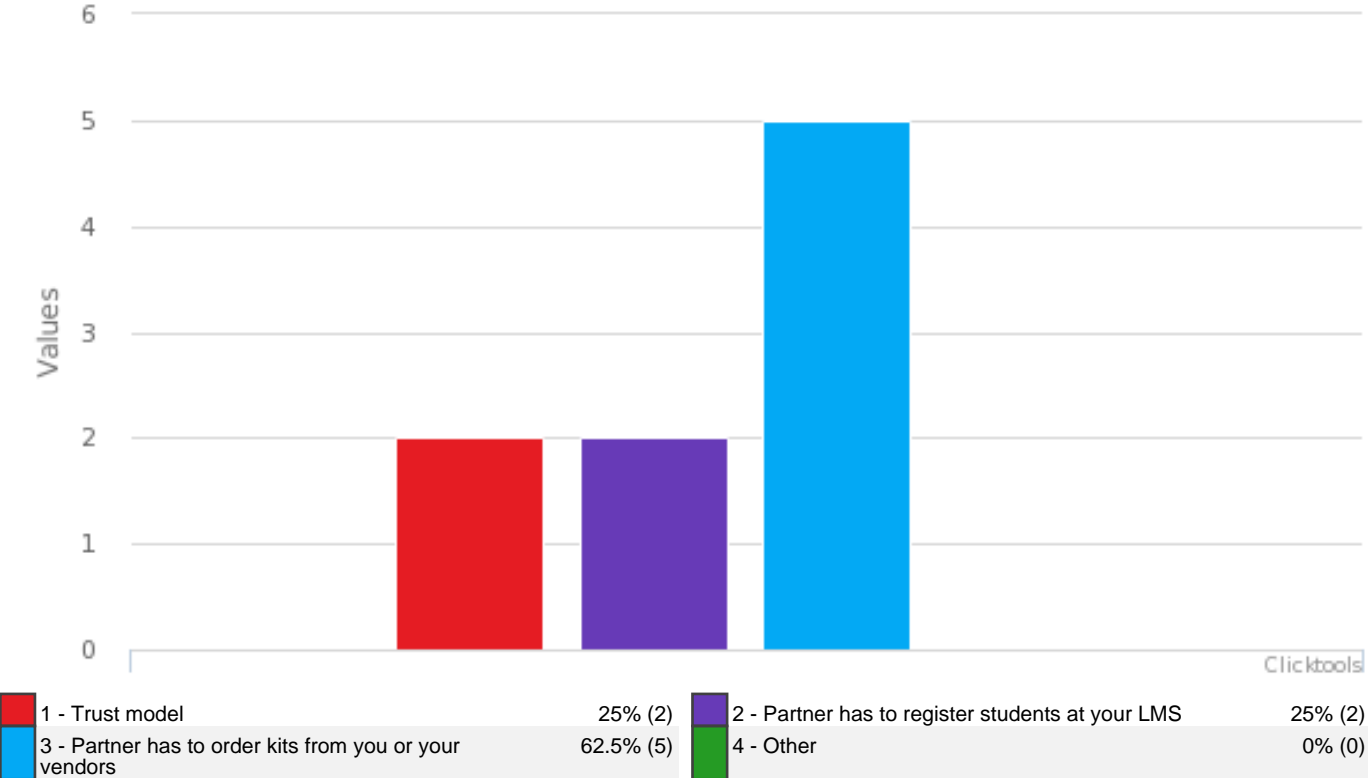
1 - No, not allowed to localize	62.5% (5)	2 - Yes, allowed, and use the same fee model as standard training	37.5% (3)
3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	4 - Yes, allowed, and use royalty fee based on volume	0% (0)
5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	6 - Other	0% (0)

Mean: 1.38

Response: 8

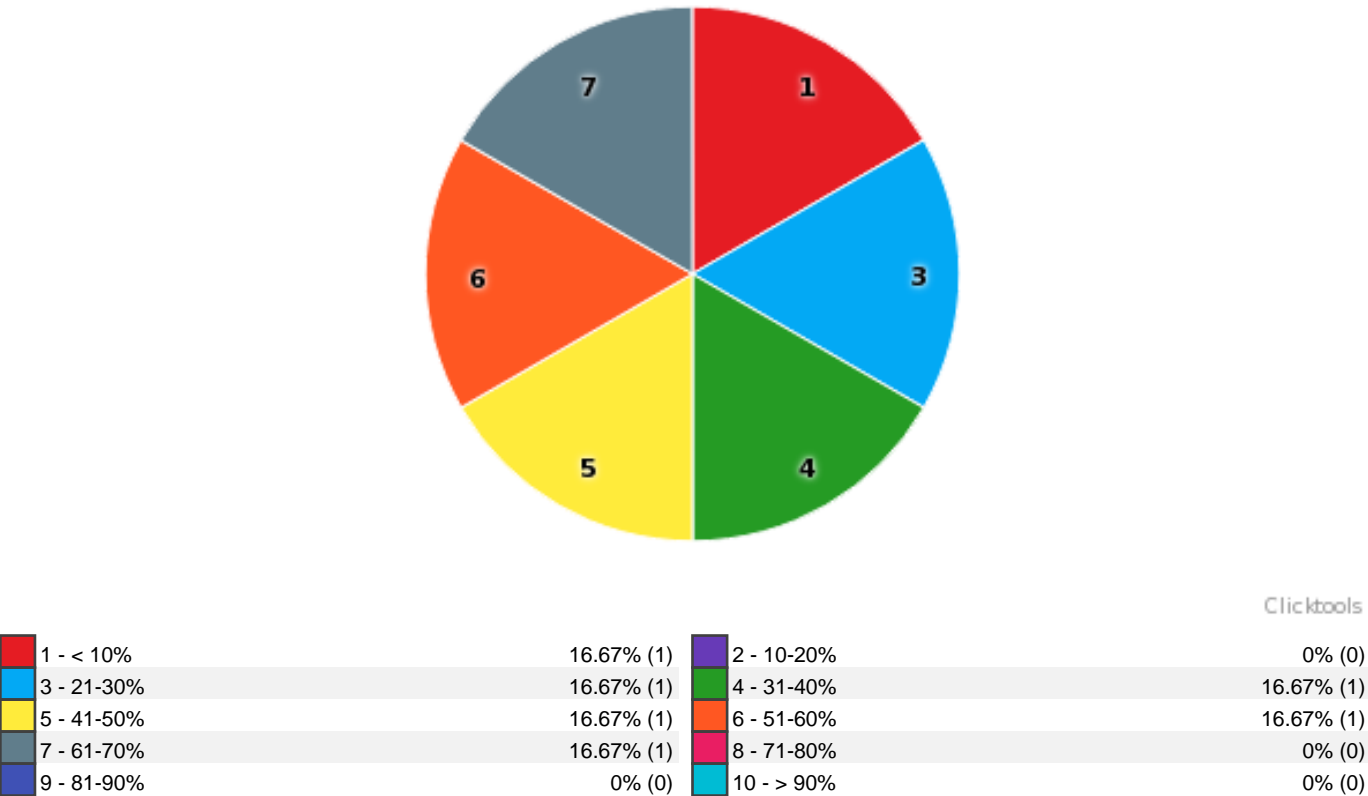
Clicktools

102. How do you track compliance for kit models? Select all that apply.



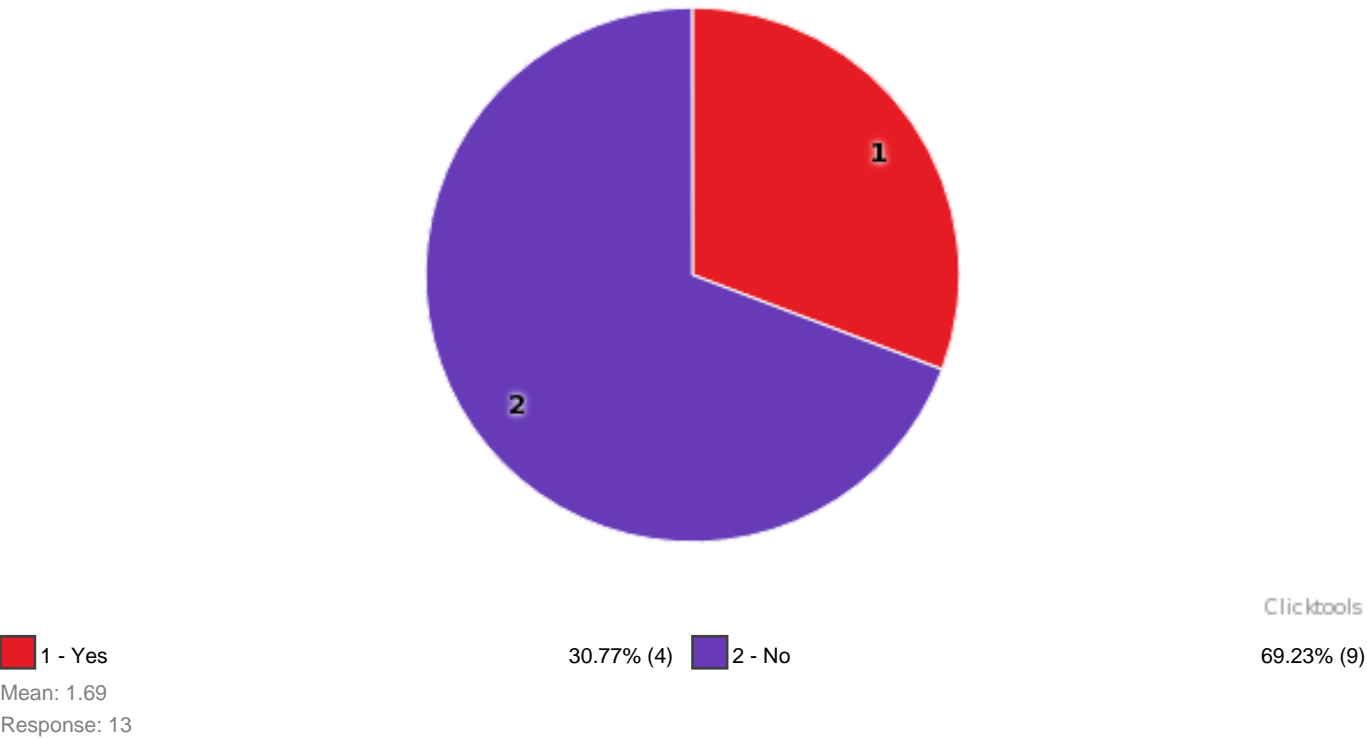
Response: 8

103. What is the level of profitability of your training partner program (in terms of operating margin – all delivery costs and all admin/ops/general costs)?

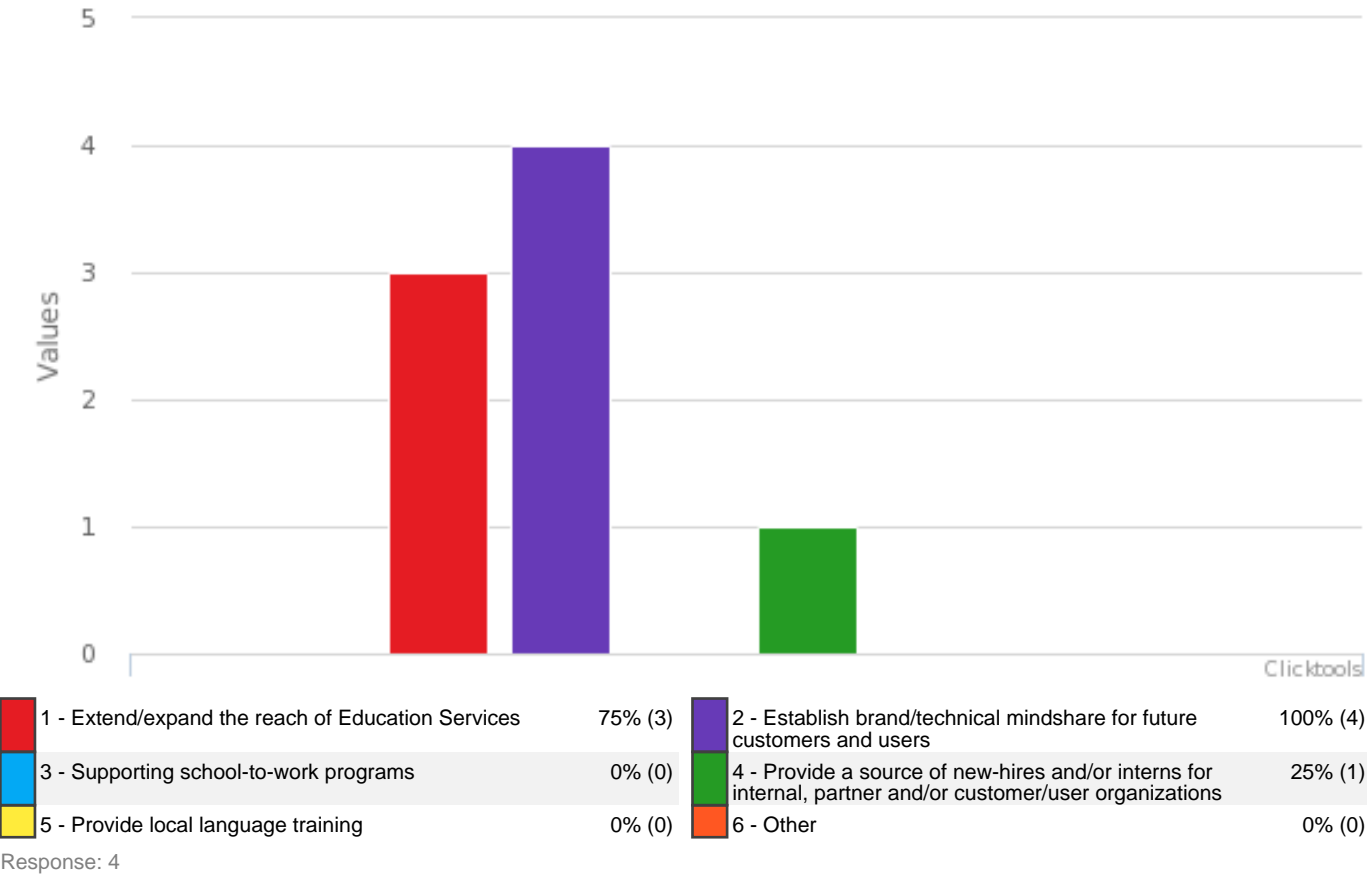


Mean: 4.33

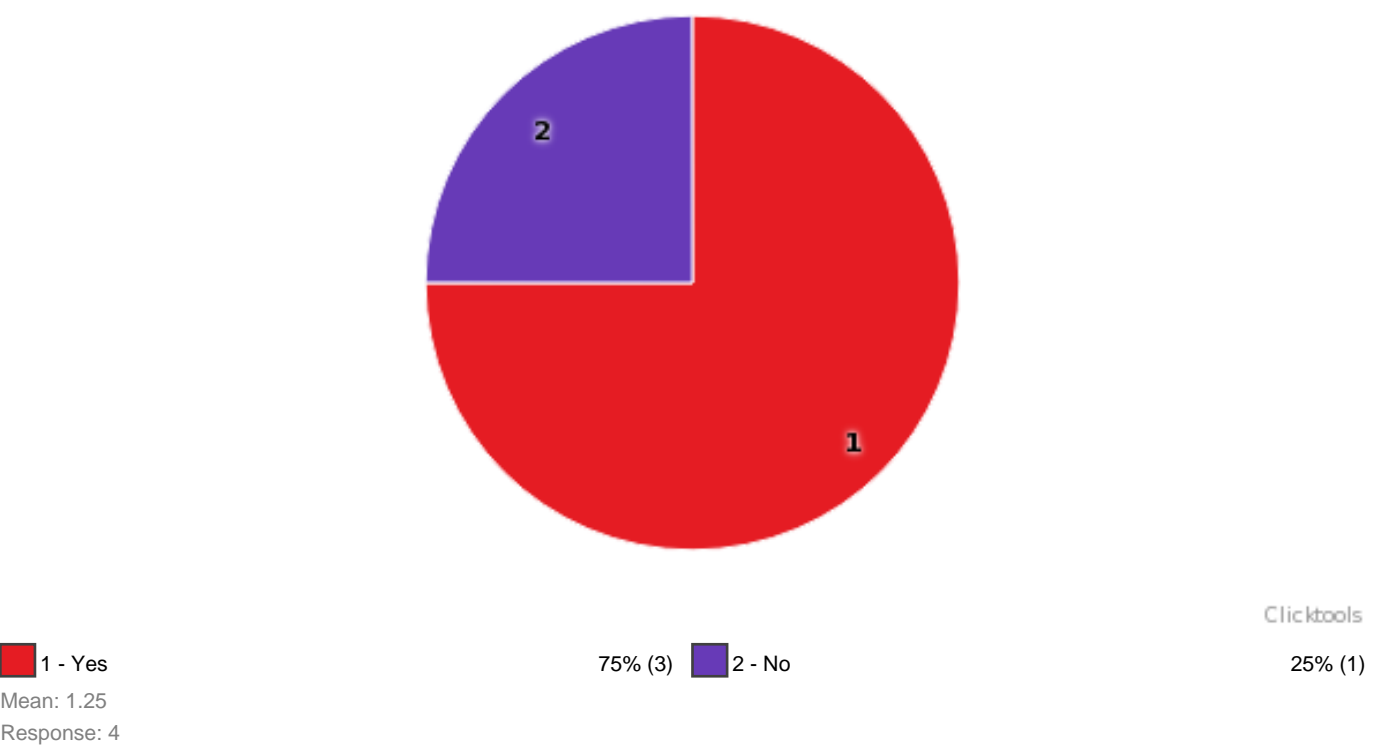
104. Do you have a formal academic partner program?



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



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

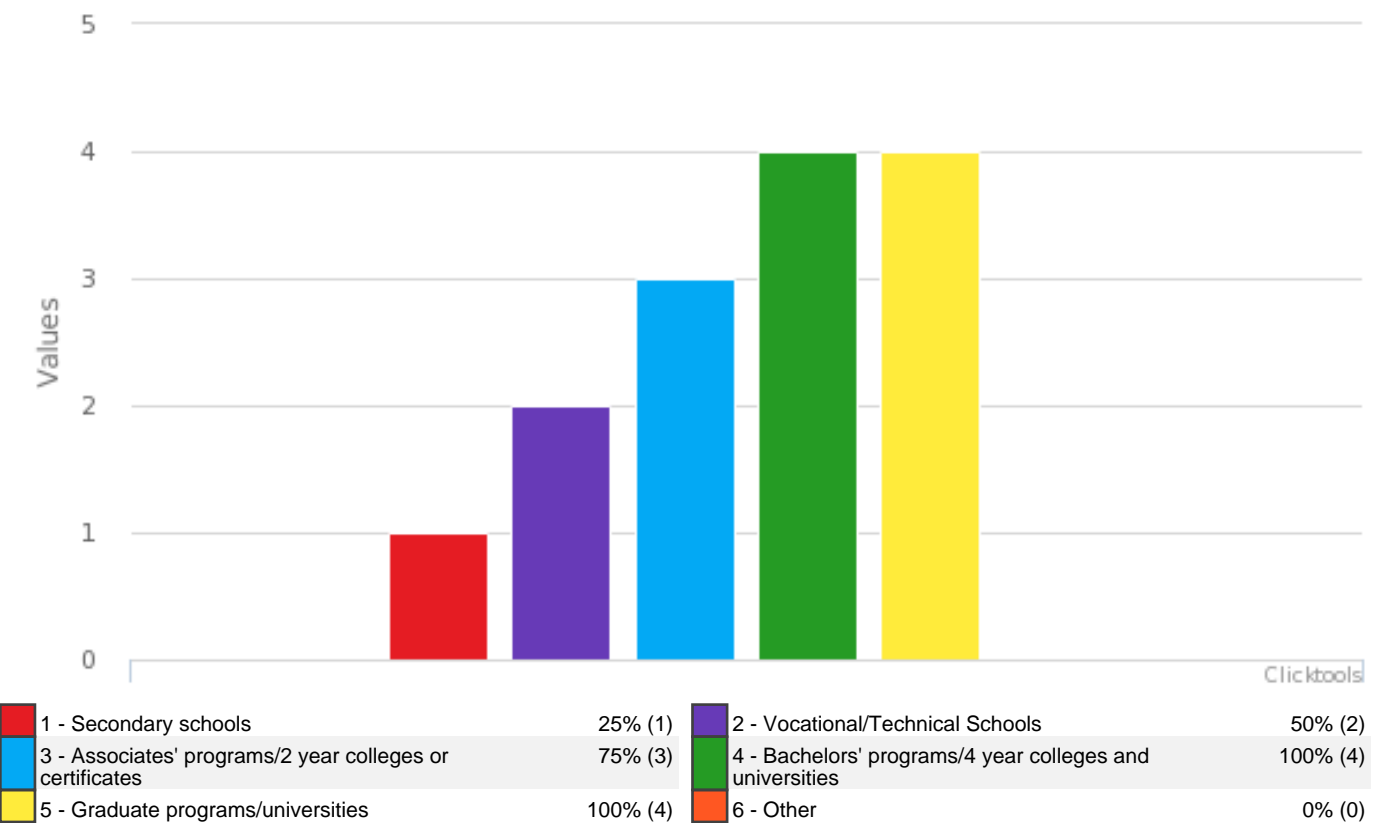


107. How many academic partners do you have worldwide and in each region?

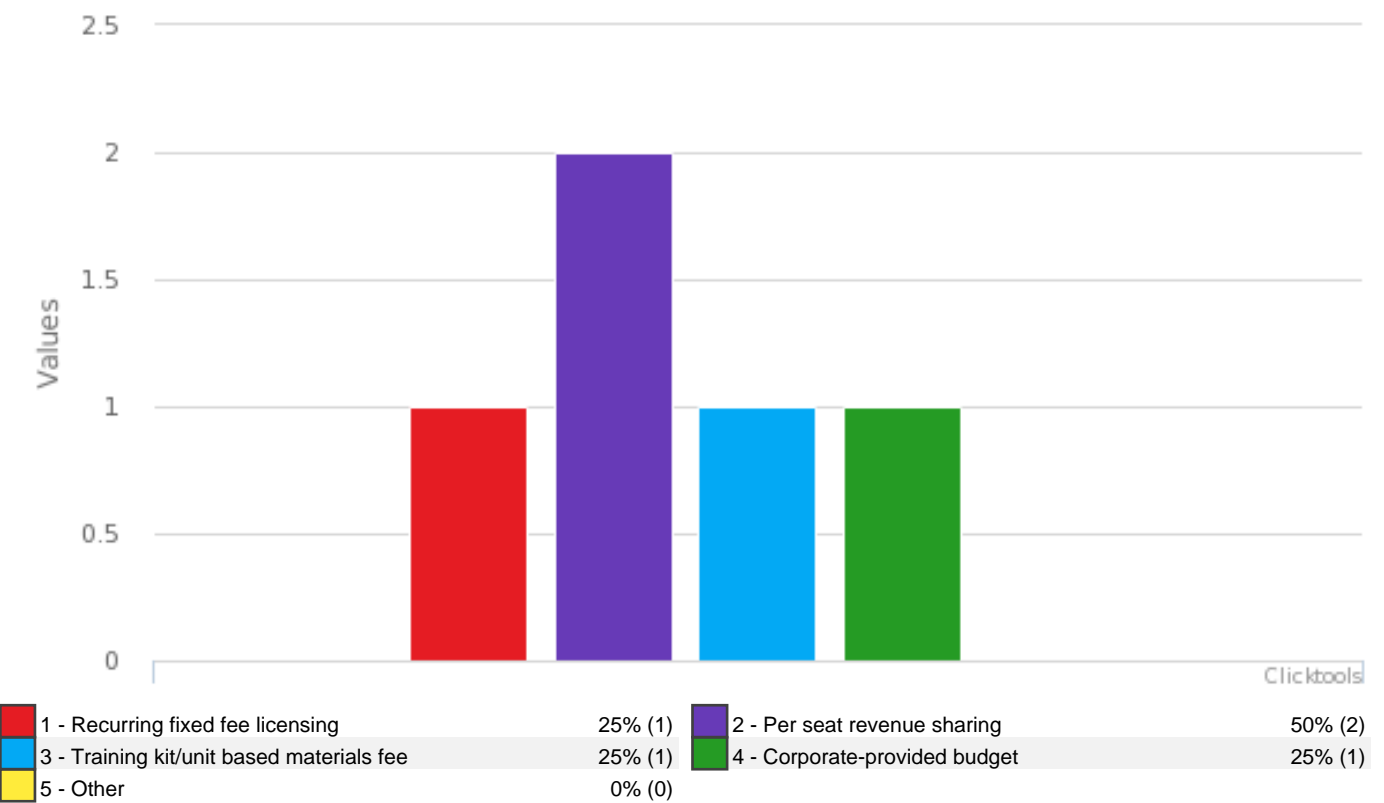
	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	887	243	69.25	179.75	396
Highest	2,747	572	227	469	1,479
Lowest	0	0	0	0	0
Standard deviation	1,296.01	289.24	107.78	225.99	723.46

Response: 4

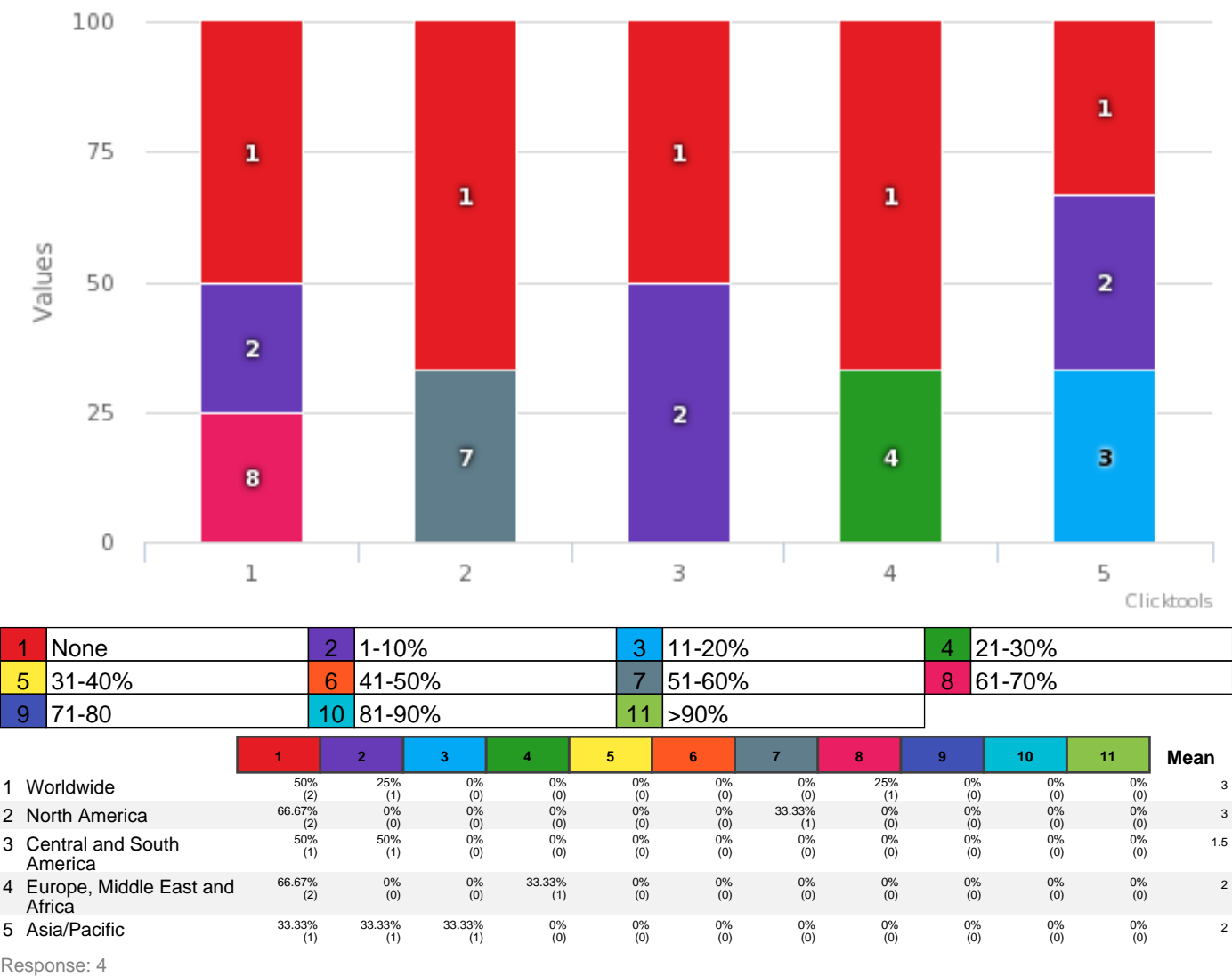
108. Which of the following types of academic organizations and programs are allowed to participate in your academic partner program? Select all that apply.



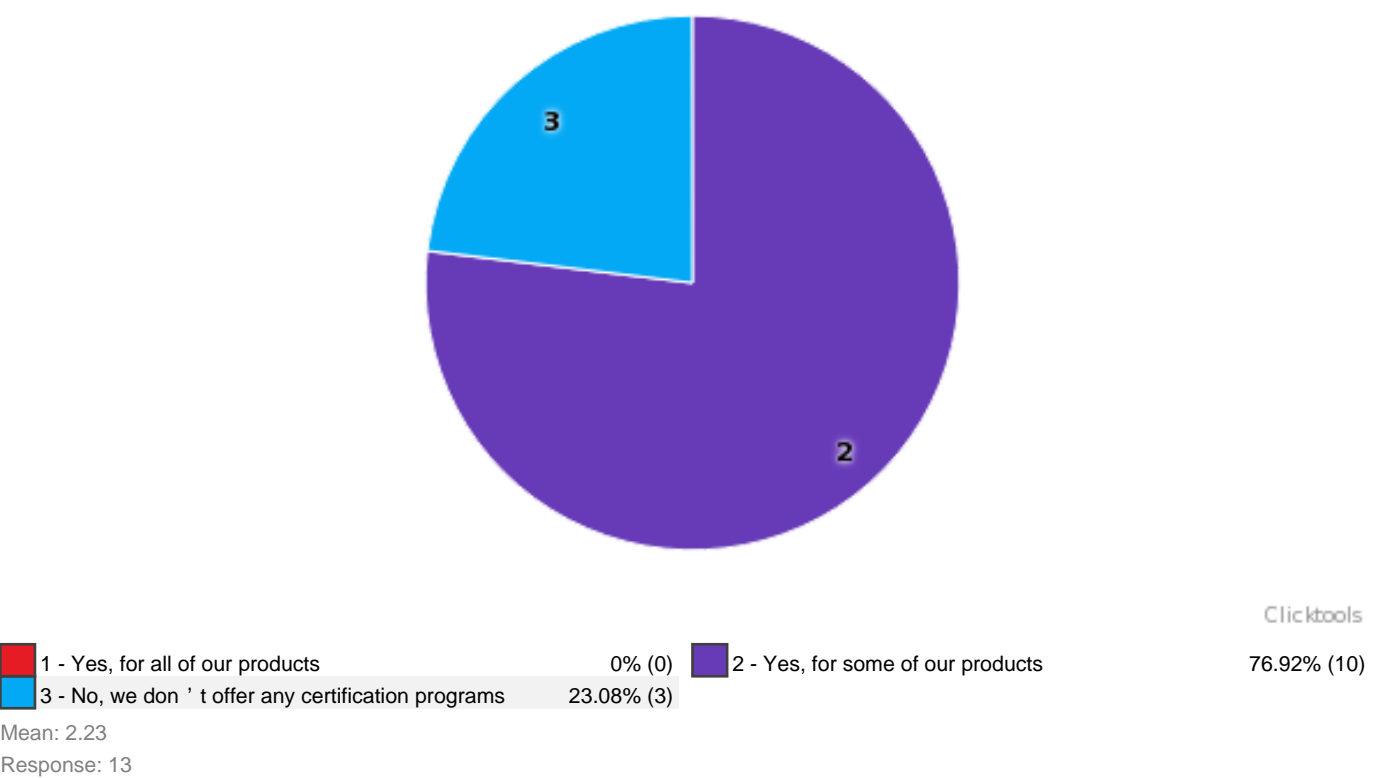
109. What is your academic partner business model? Select all that apply.



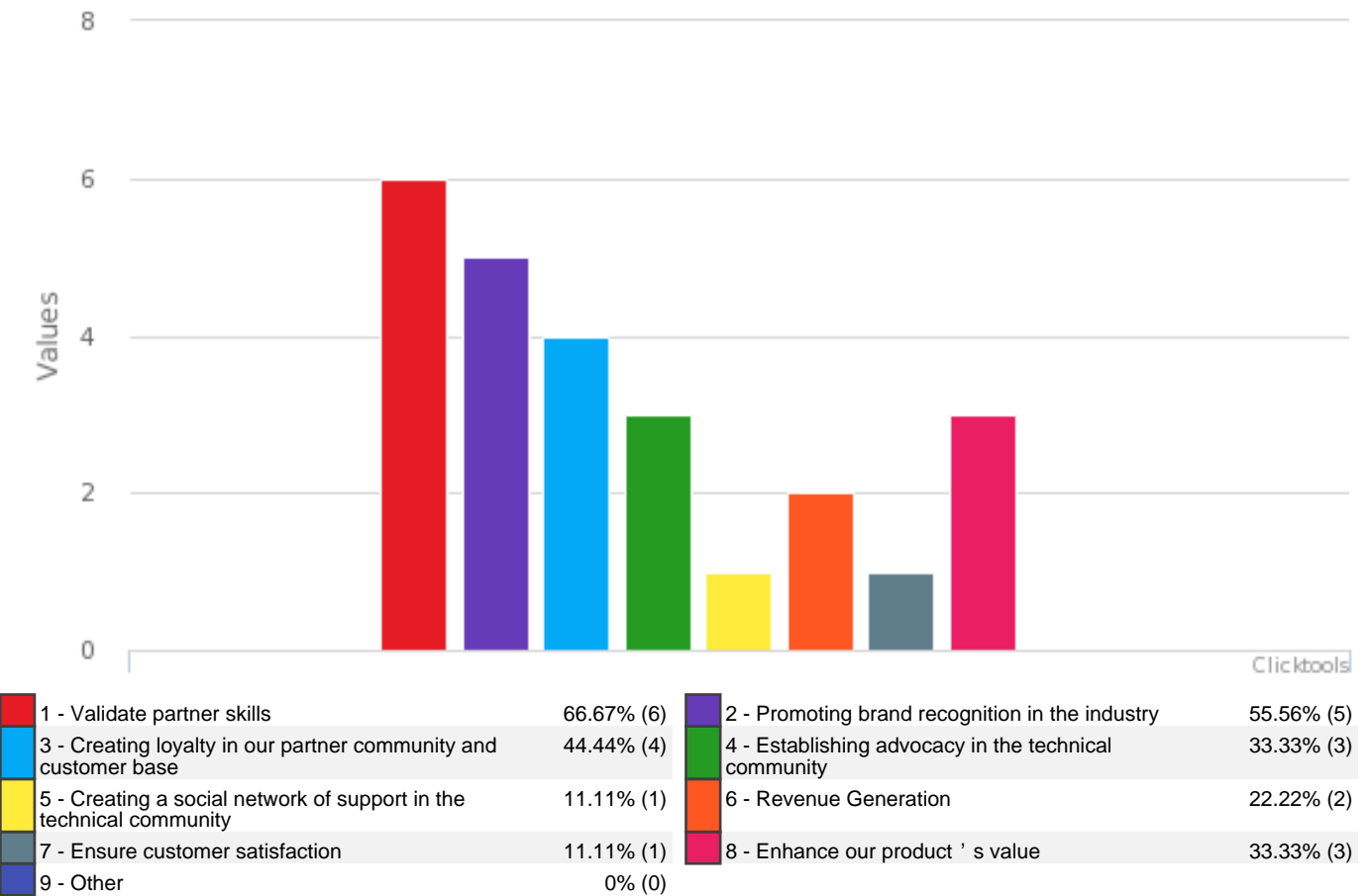
110. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate? Answer for worldwide and each region.



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

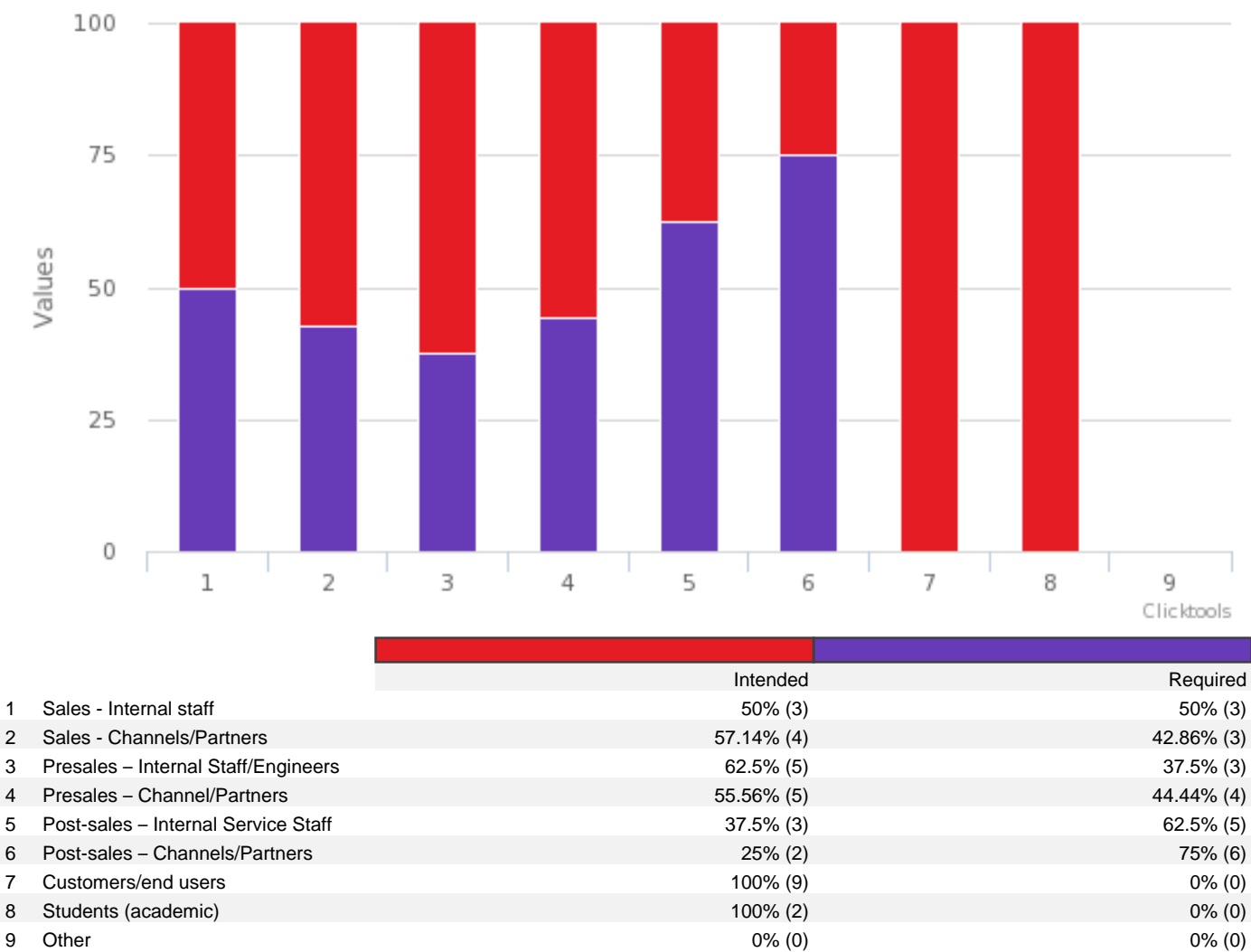


112. What are the three main goals for your certification programs?



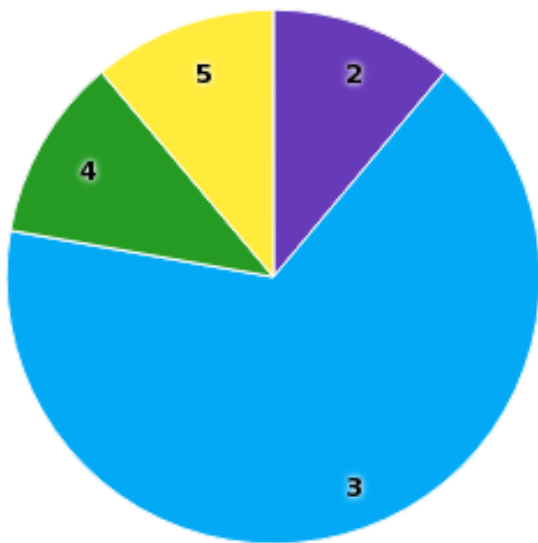
Response: 9

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



Response: 9

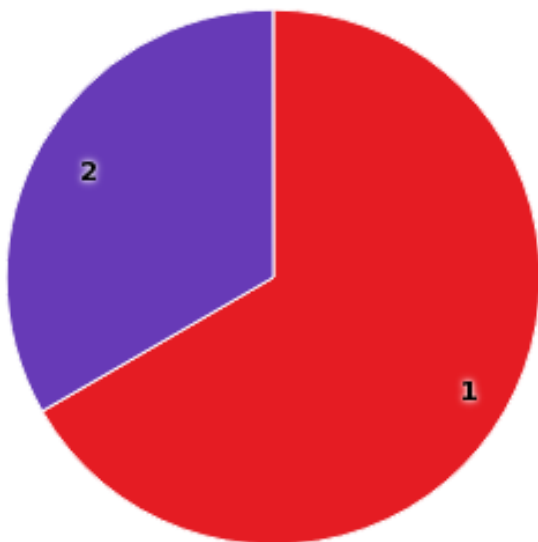
114. How many certification tiers (levels) do most of your programs offer?



1 - 1	0% (0)	2 - 2	11.11% (1)
3 - 3	66.67% (6)	4 - 4	11.11% (1)
5 - 5 or more	11.11% (1)	6 - It varies	0% (0)

Mean: 3.22
Response: 9

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



1 - Yes, for all tiers	66.67% (6)	2 - Yes, but only for some tiers	33.33% (3)
3 - No, you can go directly to the top tier or any point in-between	0% (0)		

Mean: 1.33
Response: 9

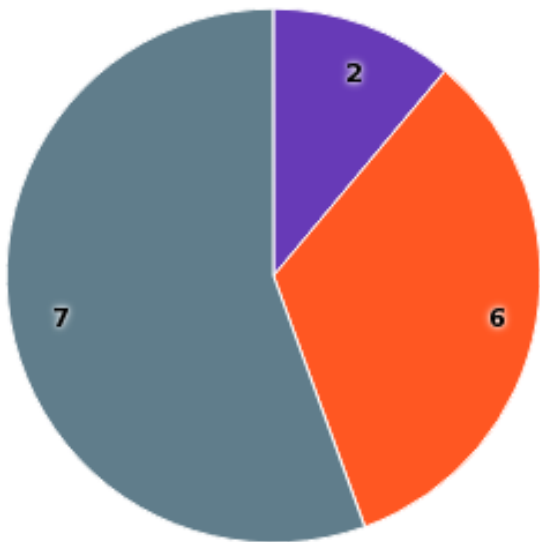
116. For how long are your certifications valid before requiring a renewal?



Clicktools			
1 - Must re-certify annually	0% (0)	2 - 2 Years	44.44% (4)
3 - 3-4 years	11.11% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	0% (0)	6 - Varies by certification	44.44% (4)
7 - Only valid for a product version	0% (0)	8 - Other	0% (0)

Mean: 3.89
Response: 9

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

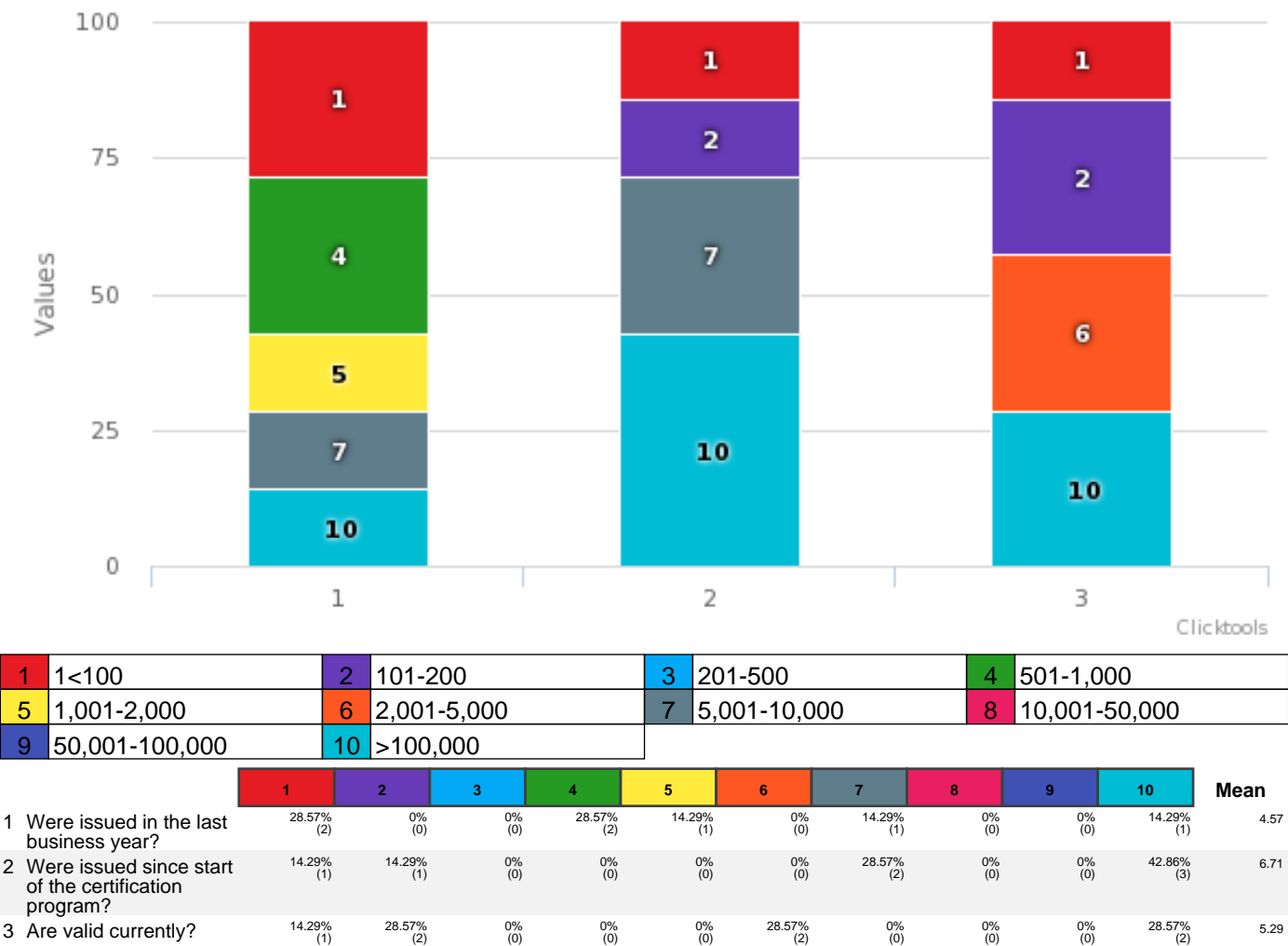


Clicktools			
1 - Less than a year	0% (0)	2 - 1-2 years	11.11% (1)
3 - 2-3 years	0% (0)	4 - 3-4 years	0% (0)
5 - 4-5 years	0% (0)	6 - 5-9 years	33.33% (3)
7 - 10 years or more	55.56% (5)		

Mean: 6.11

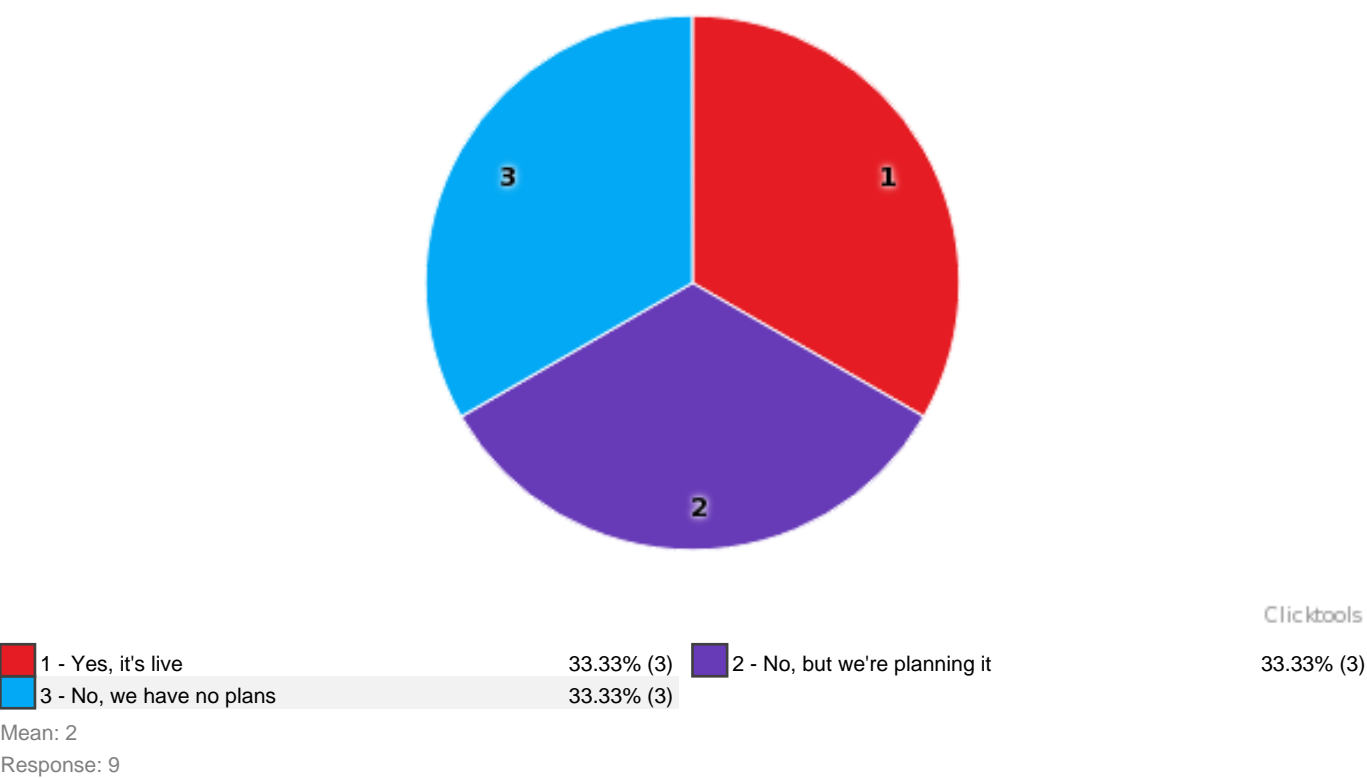
Response: 9

118. How many certifications:

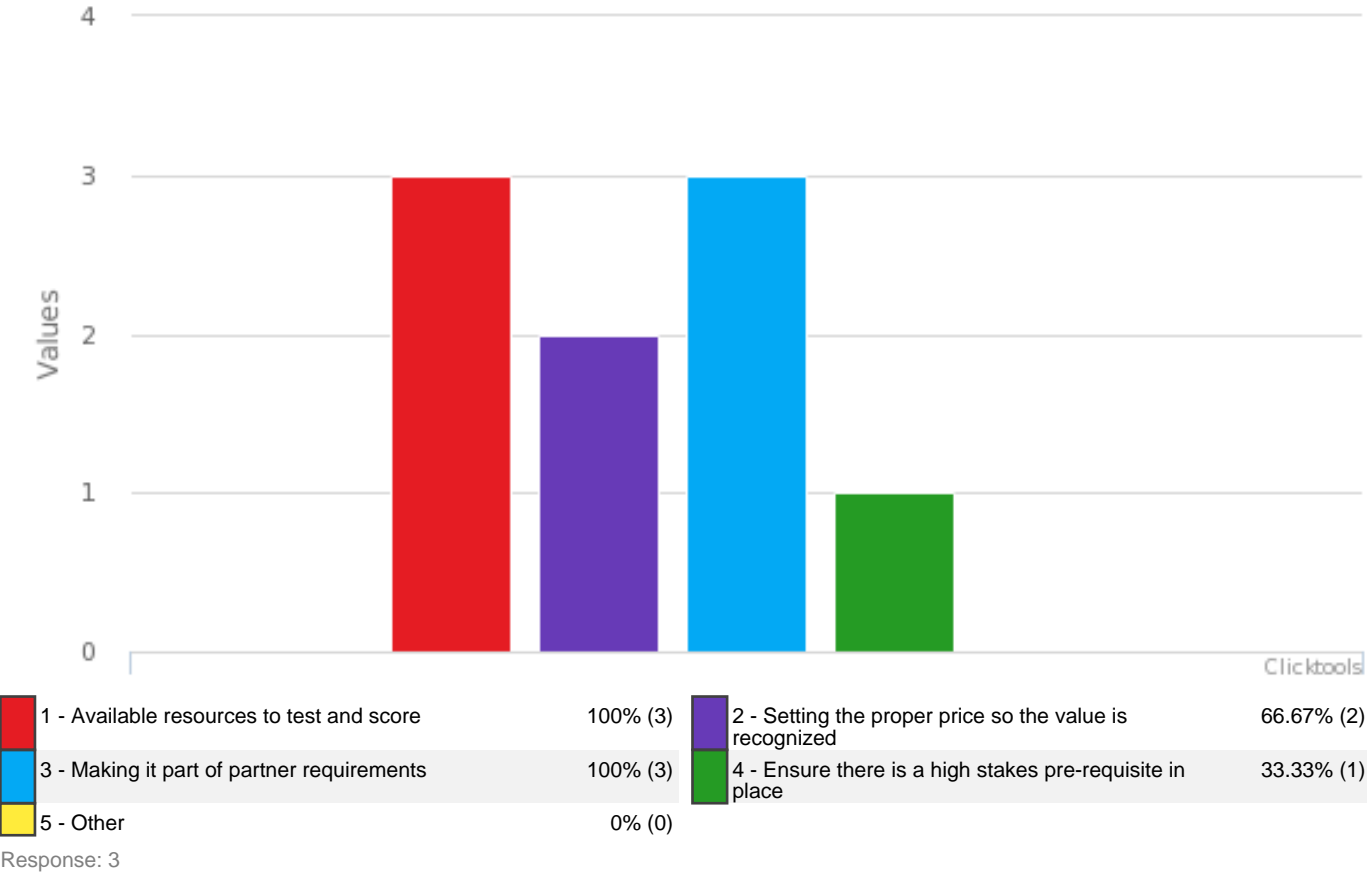


Response: 7

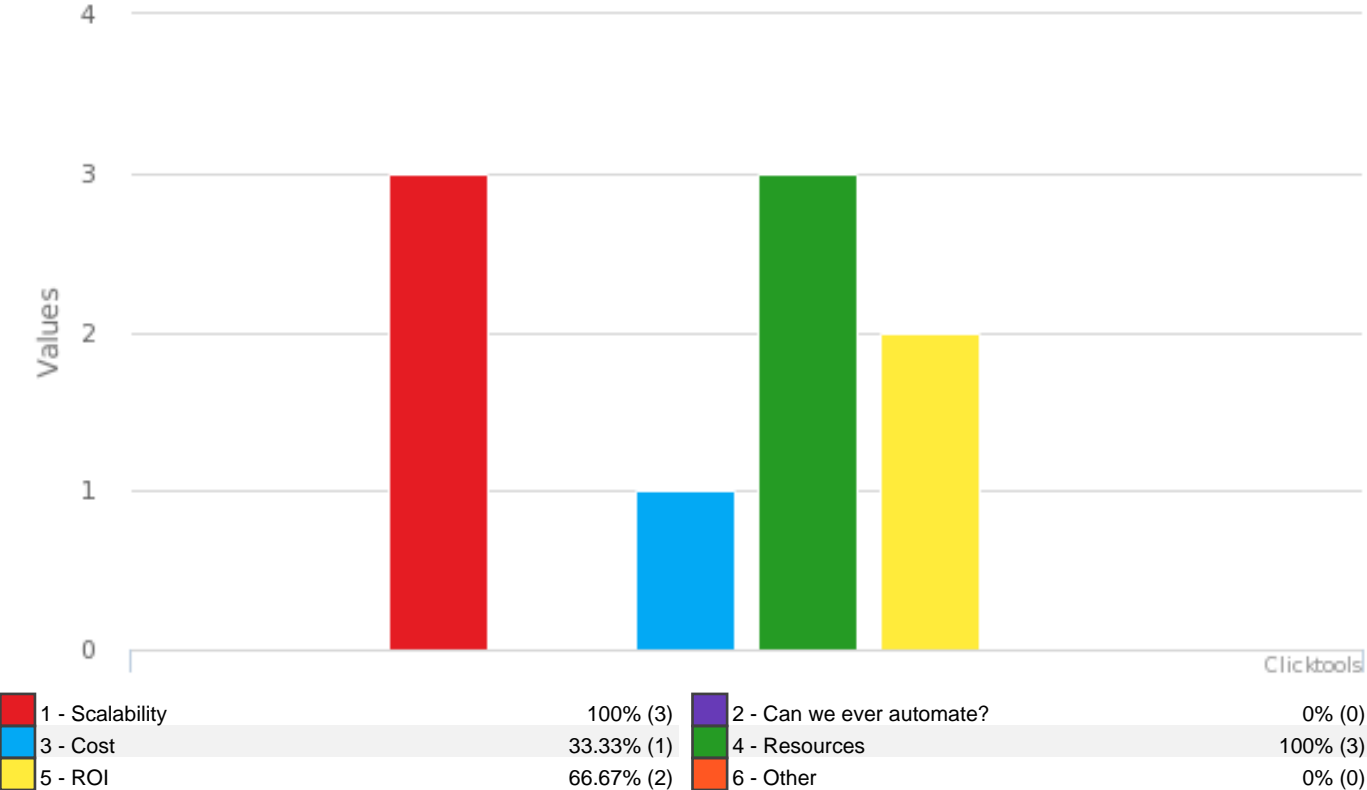
119. Does your certification program include Performance-Based Testing?



120. What are the key factors for success for performance exams? Select all that apply.



121. What are the major concerns? Select all that apply.



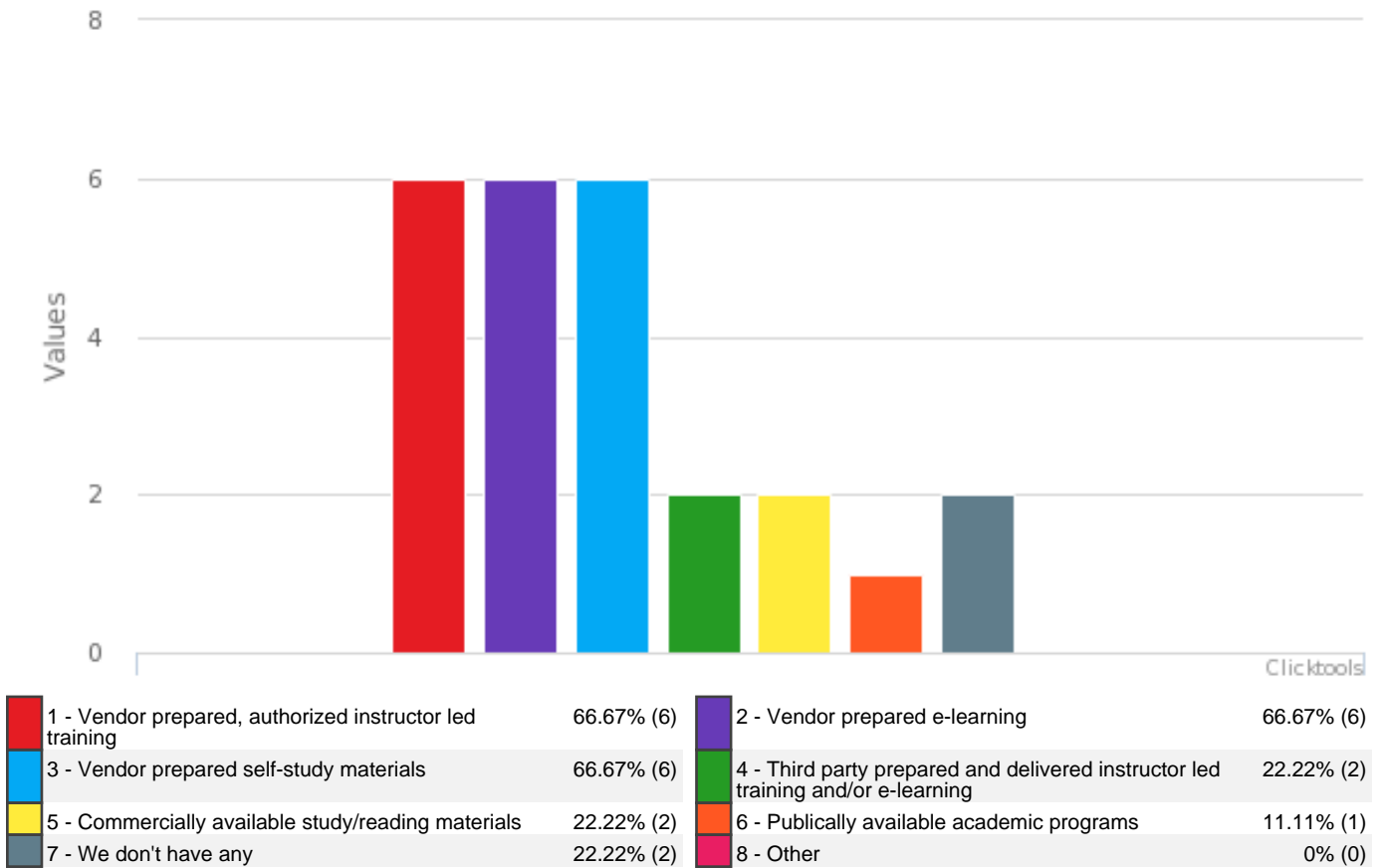
Response: 3

122. What are the best practices on performance-based testing that you can share?

- 1 the activities included in this type of exam question should align to the activities testers are required to perform in their job
- 2 Combining with key symposiums at which both applicants and SMEs participate.
A portion of performance testing done remotely using technologies such as MyRoom

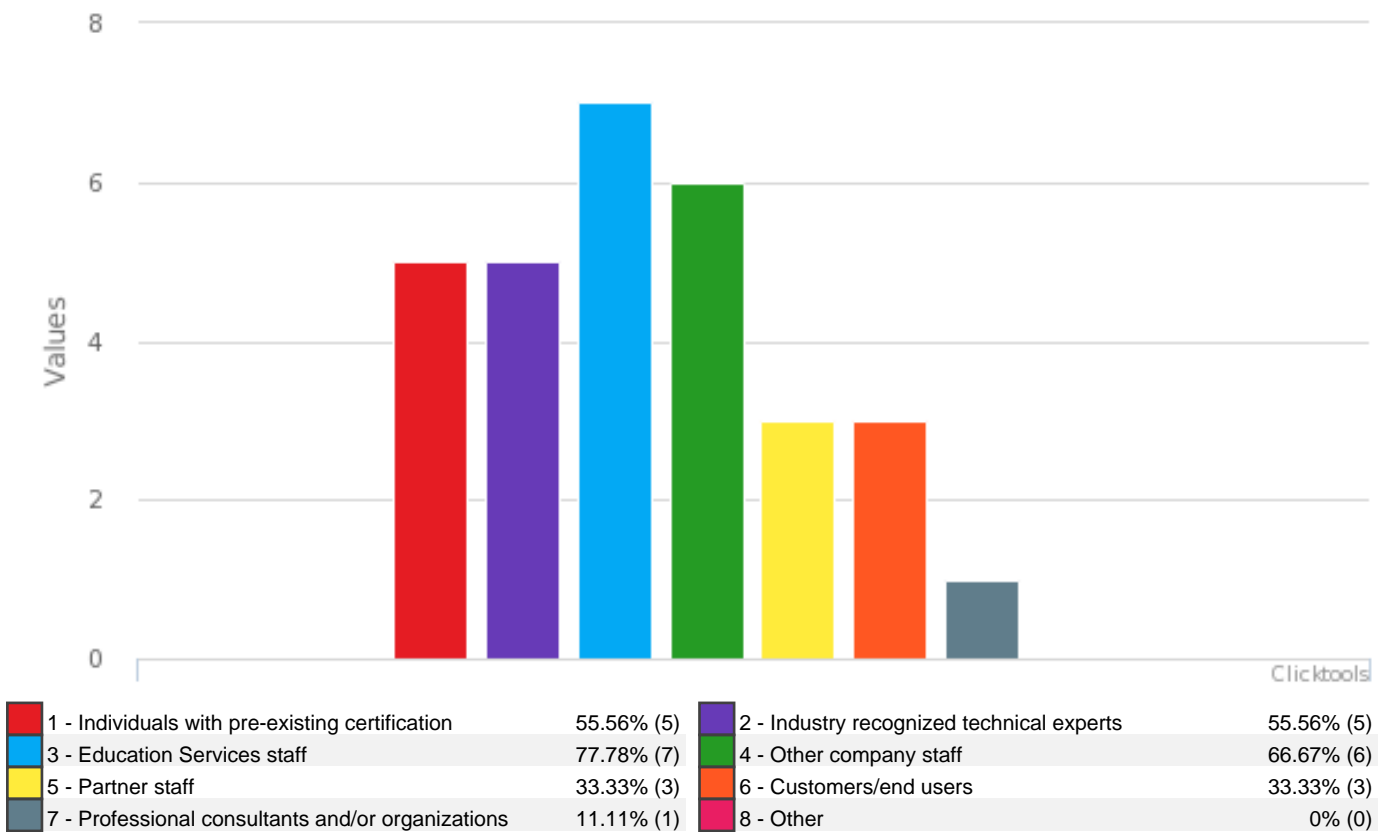
Response: 2

123. In what form is any preparatory study/training distributed? Select all that apply.

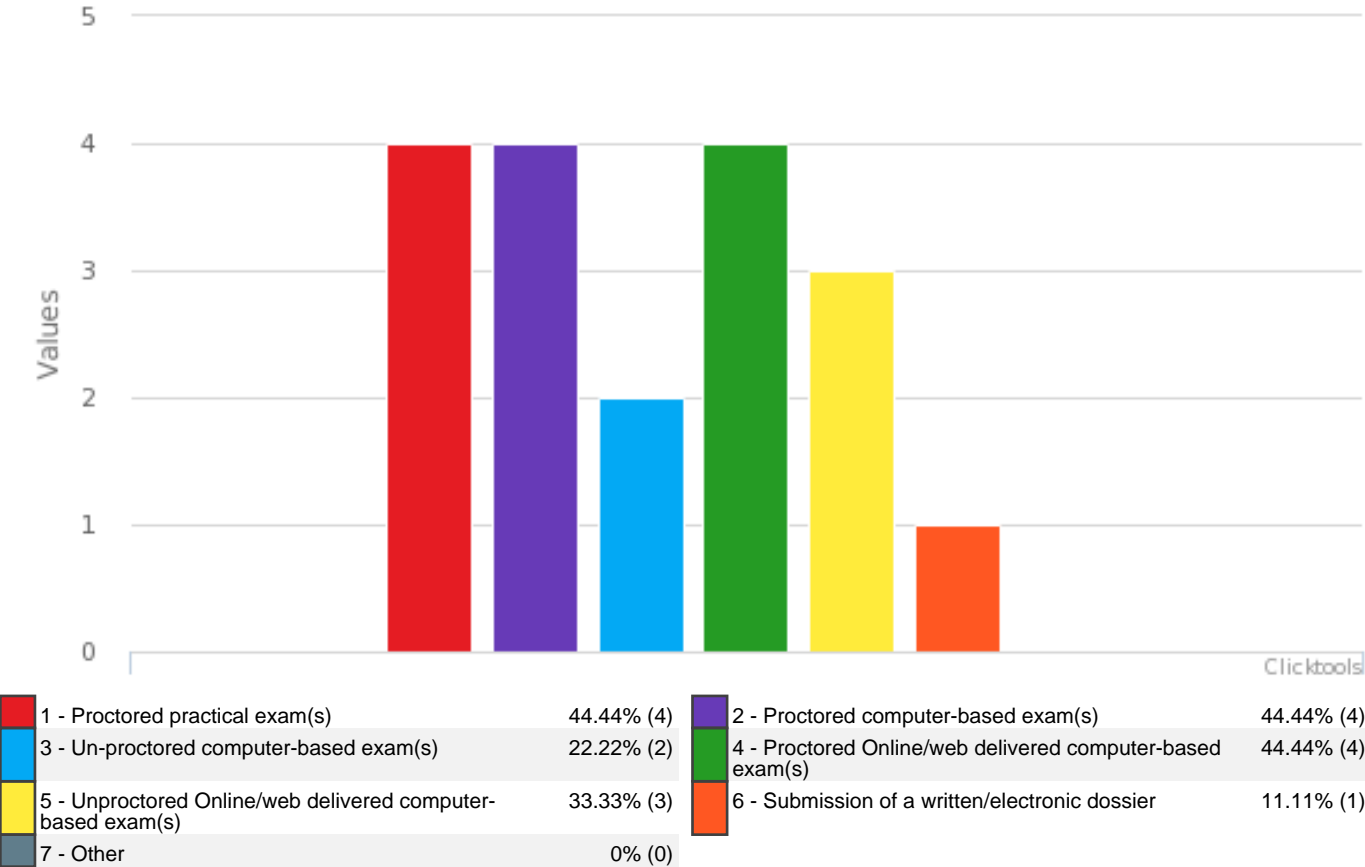


Response: 9

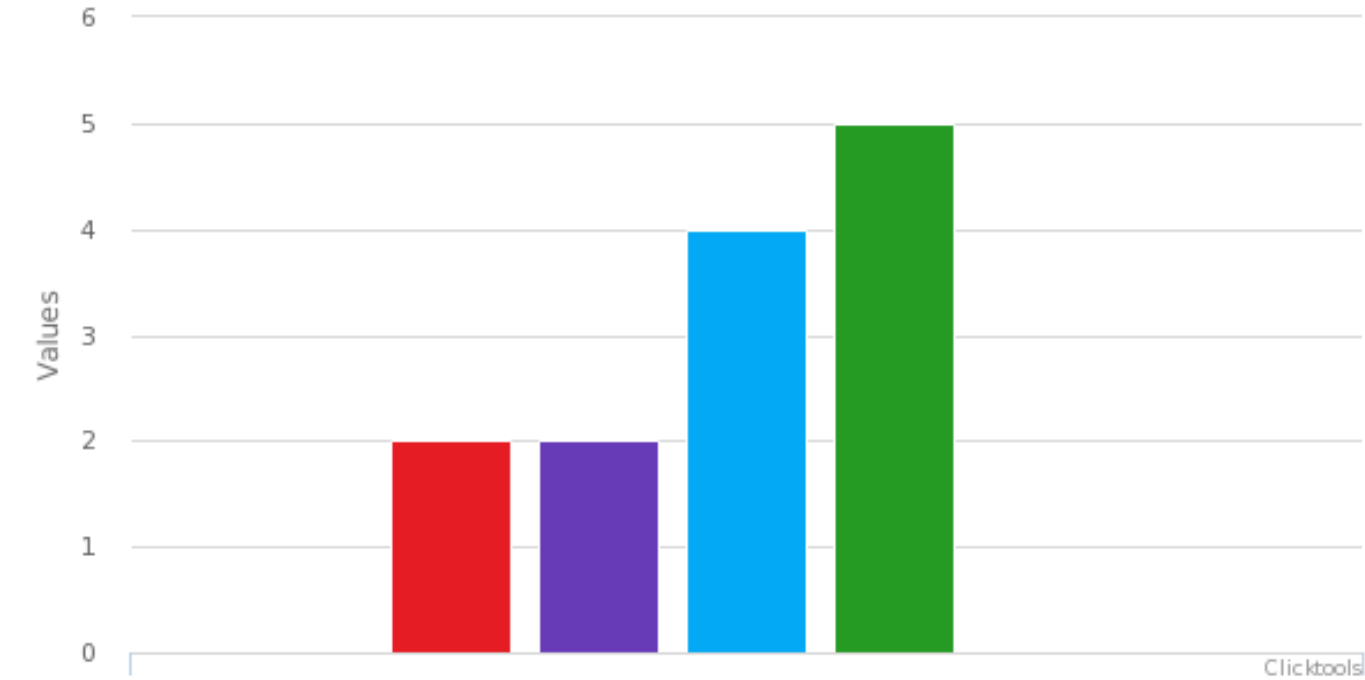
124. Who participates in the development of your certification exams? Select all that apply.



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



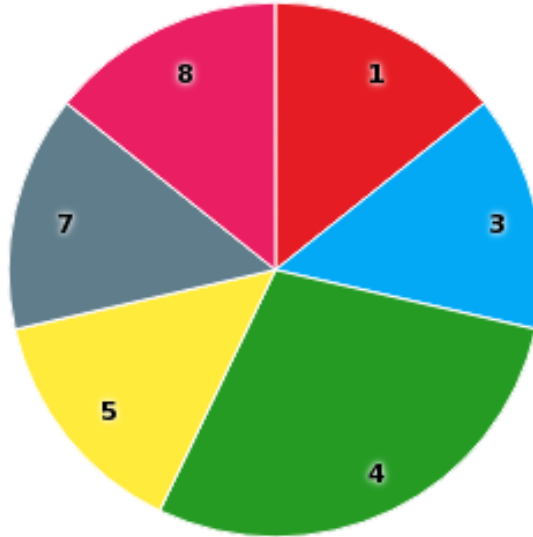
126. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	22.22% (2)	2 - Authorized Training Partner training and testing centers	22.22% (2)
3 - Third party training and testing centers	44.44% (4)	4 - Electronically, over the web	55.56% (5)
5 - Other	0% (0)		

Response: 9

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



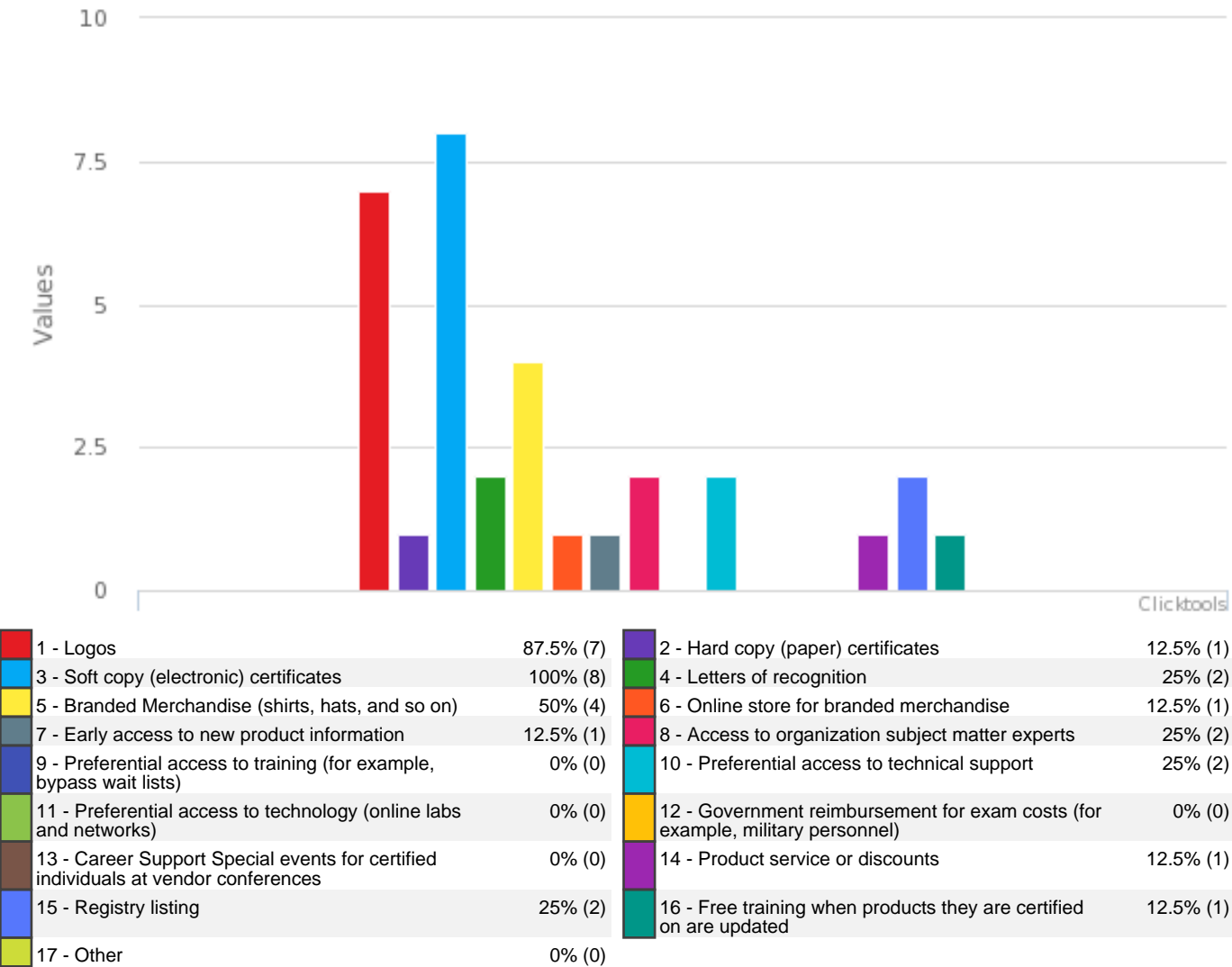
Clicktools

1 - None	14.29% (1)	2 - 1	0% (0)
3 - 2-3	14.29% (1)	4 - 4-5	28.57% (2)
5 - 6-10	14.29% (1)	6 - 11-20	0% (0)
7 - 21-40	14.29% (1)	8 - >40	14.29% (1)

Mean: 4.57

Response: 7

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



Response: 8