Hybrid (4)

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

|	1 - North America	100% (4)		2 - Central and South America	75% (3)
	3 - EMEA (Europe, Middle East and Africa)	100% (4)		4 - APAC (Asia Pacific, including China)	100% (4)
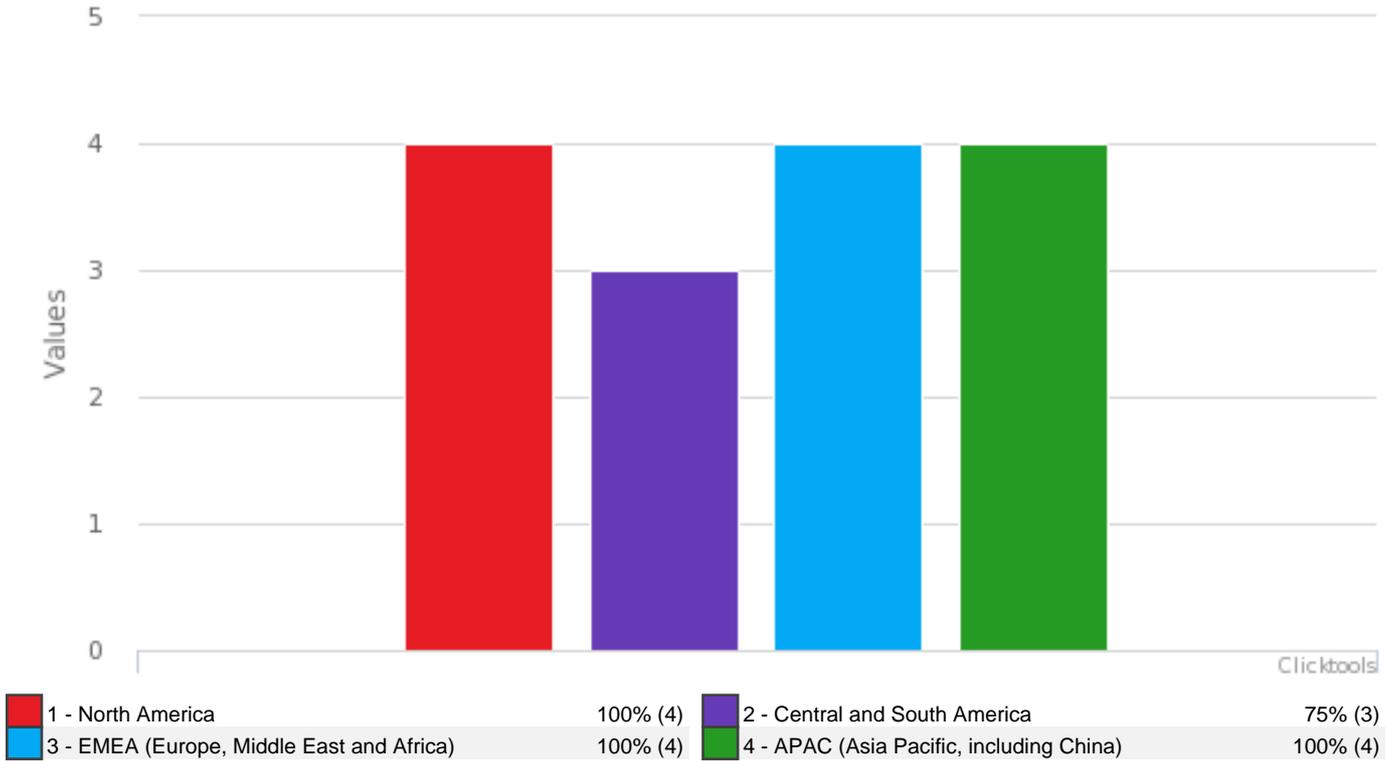
Response: 4

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	48.33%	6.67%	28.33%	16.67%
Highest	60%	15%	30%	20%
Lowest	35%	0%	25%	10%
Standard deviation	12.58	7.64	2.89	5.77

Response: 3

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

🟥 1 - Hardware	25% (1)	🟪 2 - Software	50% (2)
🟦 3 - Software as a Service (SaaS)	100% (4)	🟩 4 - Biosciences	0% (0)
🟨 5 - Other	0% (0)		
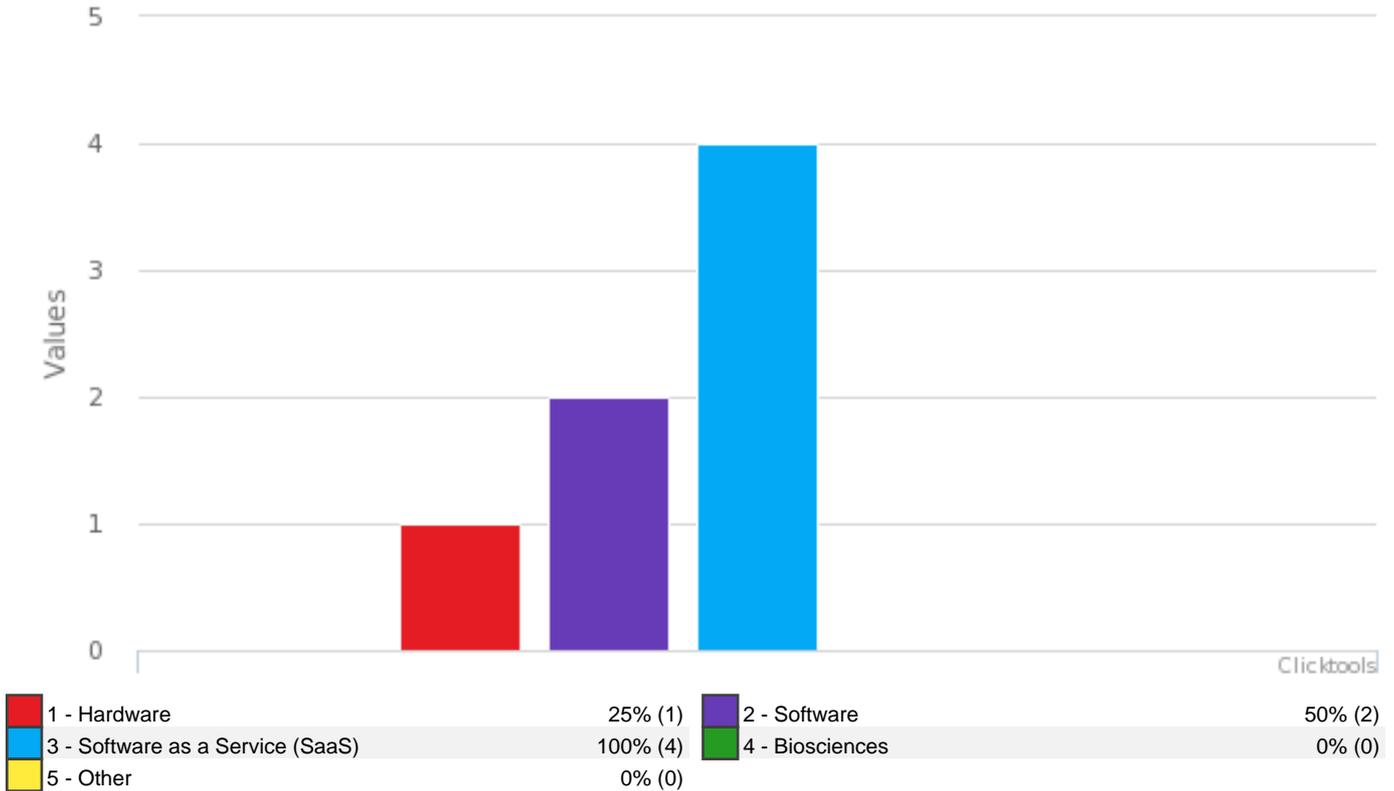
Response: 4

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	16.5	2.5	62.5
Highest	30	5	85
Lowest	3	0	40
Standard deviation	19.09	3.54	31.82

Response: 2

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	21.67%	13.67%	0%
Highest	40%	40%	0%
Lowest	5%	0%	0%
Standard deviation	17.56	22.81	0

Response: 3

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

Average	8.75
Highest	24
Lowest	3
Standard deviation	10.21

Response: 4

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

🟥 1 - $100M or less	0% (0)	🟪 2 - Between $101M and $500M	50% (1)
🟦 3 - Between $501M and $1B	0% (0)	🟩 4 - More than $1B and less than $3B	50% (1)
🟨 5 - More than $3B and less than $10B	0% (0)	🟧 6 - More than $10B and less than $25B	0% (0)
⬛ 7 - $25B or more	0% (0)		

Mean: 3

Response: 2

8. How many full-time employees does your company have worldwide?
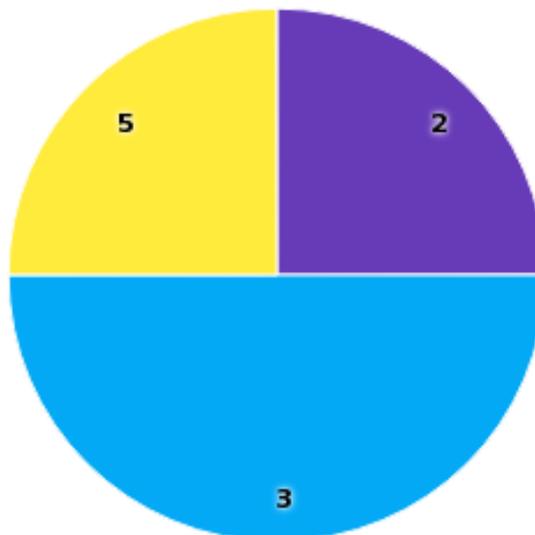
🟥 1 - 100 or less	0% (0)	🟪 2 - 101-1000	25% (1)
🟦 3 - 1001-5000	50% (2)	🟩 4 - 5001-10000	0% (0)
🟨 5 - 10001-50000	25% (1)	🟧 6 - More than 50000	0% (0)

Mean: 3.25

Response: 4

**9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?**
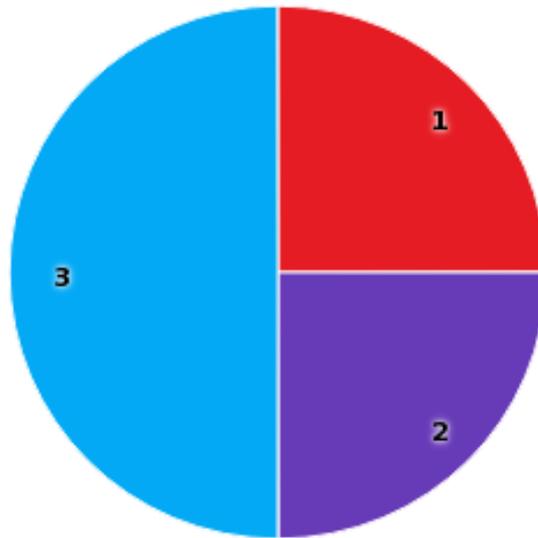
■ 1 - 1-4	25% (1)	■ 2 - 5-10	25% (1)
■ 3 - 11-20	50% (2)	■ 4 - 21-50	0% (0)
■ 5 - 51-100	0% (0)	■ 6 - 101-200	0% (0)
■ 7 - 201-300	0% (0)	■ 8 - More than 300	0% (0)

Mean: 2.25

Response: 4

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.
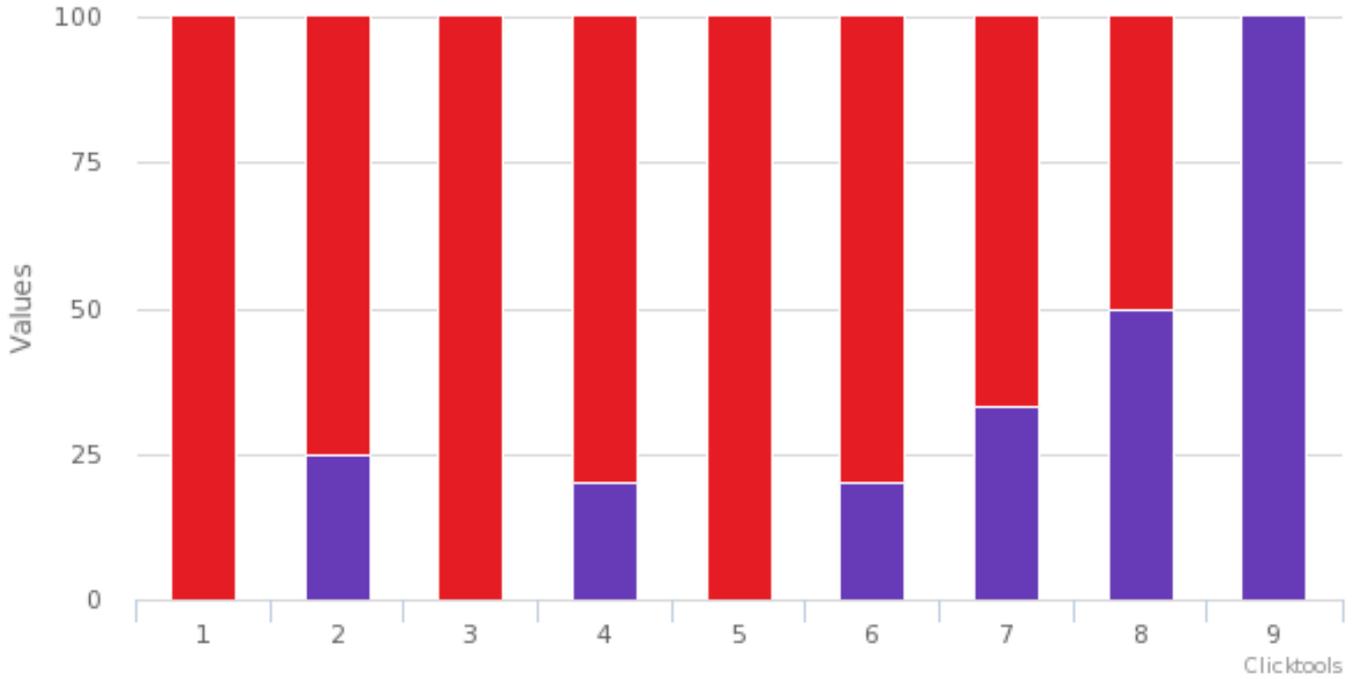
		Responsible to train	Charge for Training
1	Sales - Internal staff	100% (2)	0% (0)
2	Sales - Channels/Partners	75% (3)	25% (1)
3	Technical Pre-sales - Internal staff	100% (4)	0% (0)
4	Technical Pre-sales - Channels/Partners	80% (4)	20% (1)
5	Post-sales - Internal Staff	100% (4)	0% (0)
6	Post-sales - Channels/Partners	80% (4)	20% (1)
7	Customers and/or end users	66.67% (4)	33.33% (2)
8	Universities	50% (1)	50% (1)
9	Other	0% (0)	100% (1)

Response: 4

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?
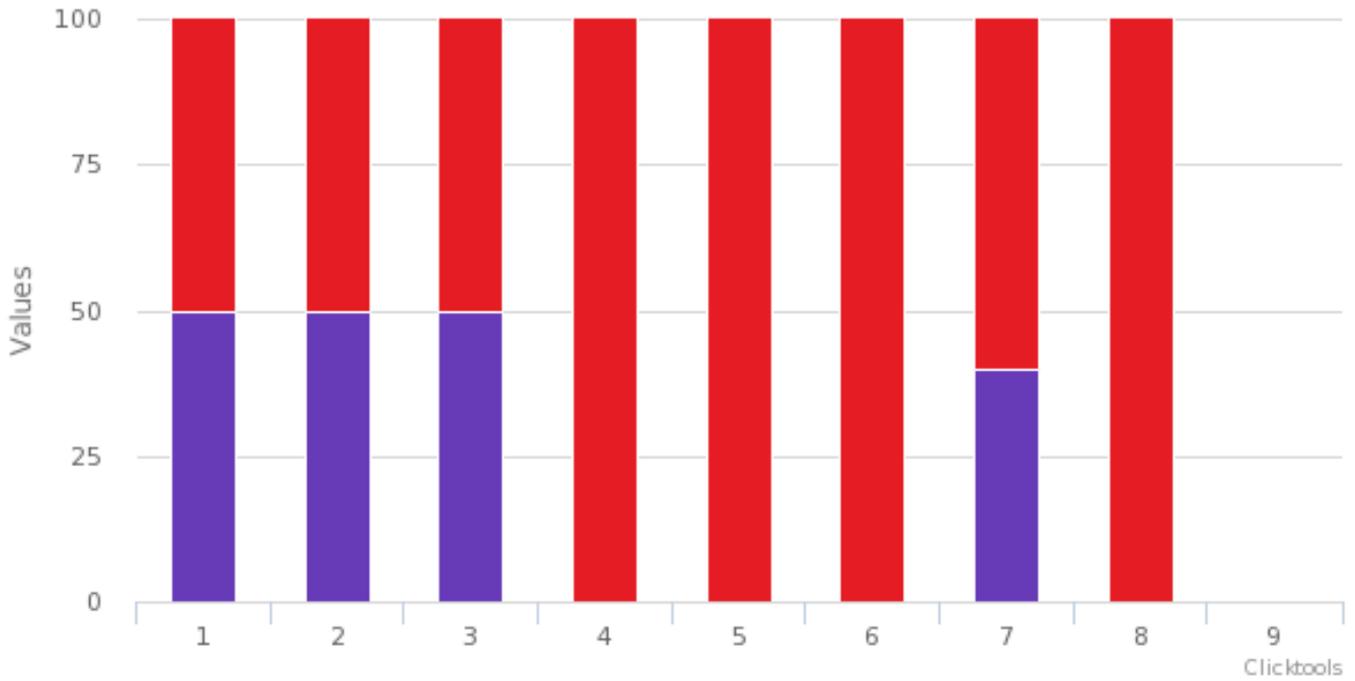
		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	50% (2)	50% (2)
2	Meeting an education profit margin target	50% (1)	50% (1)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	50% (1)	50% (1)
4	Accelerating product adoption (eg by providing training for key products earlier)	100% (1)	0% (0)
5	Reducing support liability (eg reduced support calls)	100% (2)	0% (0)
6	Achieve Partner enablement (eg certain number of trained channel partners)	100% (2)	0% (0)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	60% (3)	40% (2)
8	Driving product business (eg product sales target)	100% (1)	0% (0)
9	Other	0% (0)	0% (0)

Response: 3

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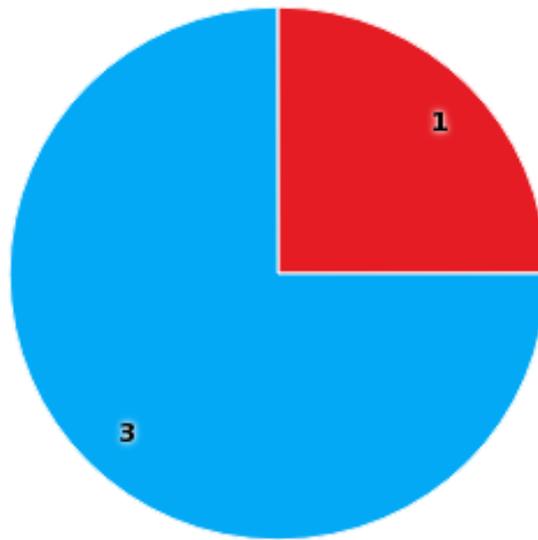

Clicktools

■ 1 - Only a single team	25% (1)	■ 2 - Different education teams for different product businesses	0% (0)
■ 3 - Different education teams for different audiences (customers, partners, employees, and so on)	75% (3)	■ 4 - Different education teams for other reasons	0% (0)
■ 5 - Other	0% (0)		

Mean: 2.5
Response: 4

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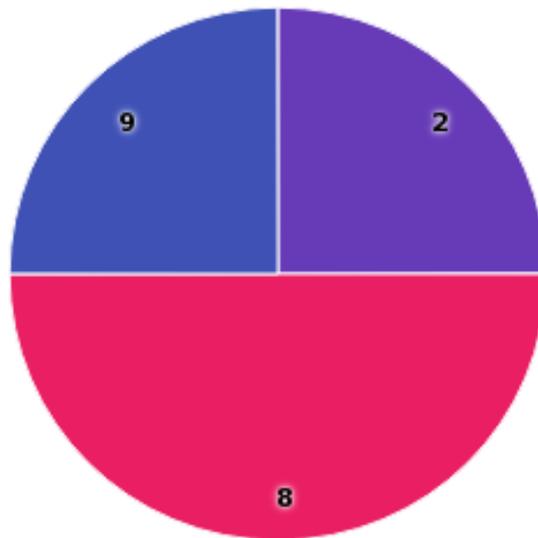
Clicktools

■ 1 - Sales	0% (0)	■ 2 - Marketing	25% (1)
■ 3 - Services (including Consulting)	0% (0)	■ 4 - Human Resources	0% (0)
■ 5 - Engineering	0% (0)	■ 6 - Operations	0% (0)
■ 7 - Directly to the CEO	0% (0)	■ 8 - Customer Success	50% (2)
■ 9 - Other	25% (1)		

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

🟥 1 - Training Sales	25% (1)	🟪 2 - Training Marketing	25% (1)
🟦 3 - Training Operations and Admin Processes	50% (2)	🟩 4 - Training Technology Infrastructure (for example, LMS)	100% (4)
🟨 5 - Curriculum Design and Courseware Development	100% (4)	🟧 6 - Course Delivery and Distribution	100% (4)
⬜ 7 - Training Partner Programs	100% (4)	🟥 8 - User Adoption/End User Consulting Services	0% (0)
🟦 9 - Certification Programs	100% (4)	🟦 10 - Other	0% (0)

Response: 4

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

1 - No other groups provide training	0% (0)	2 - R&D/Engineering	25% (1)
3 - Product Management/Marketing	75% (3)	4 - Business Operations	0% (0)
5 - Sales	75% (3)	6 - Corporate Marketing	25% (1)
7 - Professional Services	75% (3)	8 - Technical Support	75% (3)
9 - Licensed education partner	25% (1)	10 - Product Partner (not education authorized)	50% (2)
11 - Independent 3rd parties (not education authorized)	0% (0)	12 - Other	0% (0)
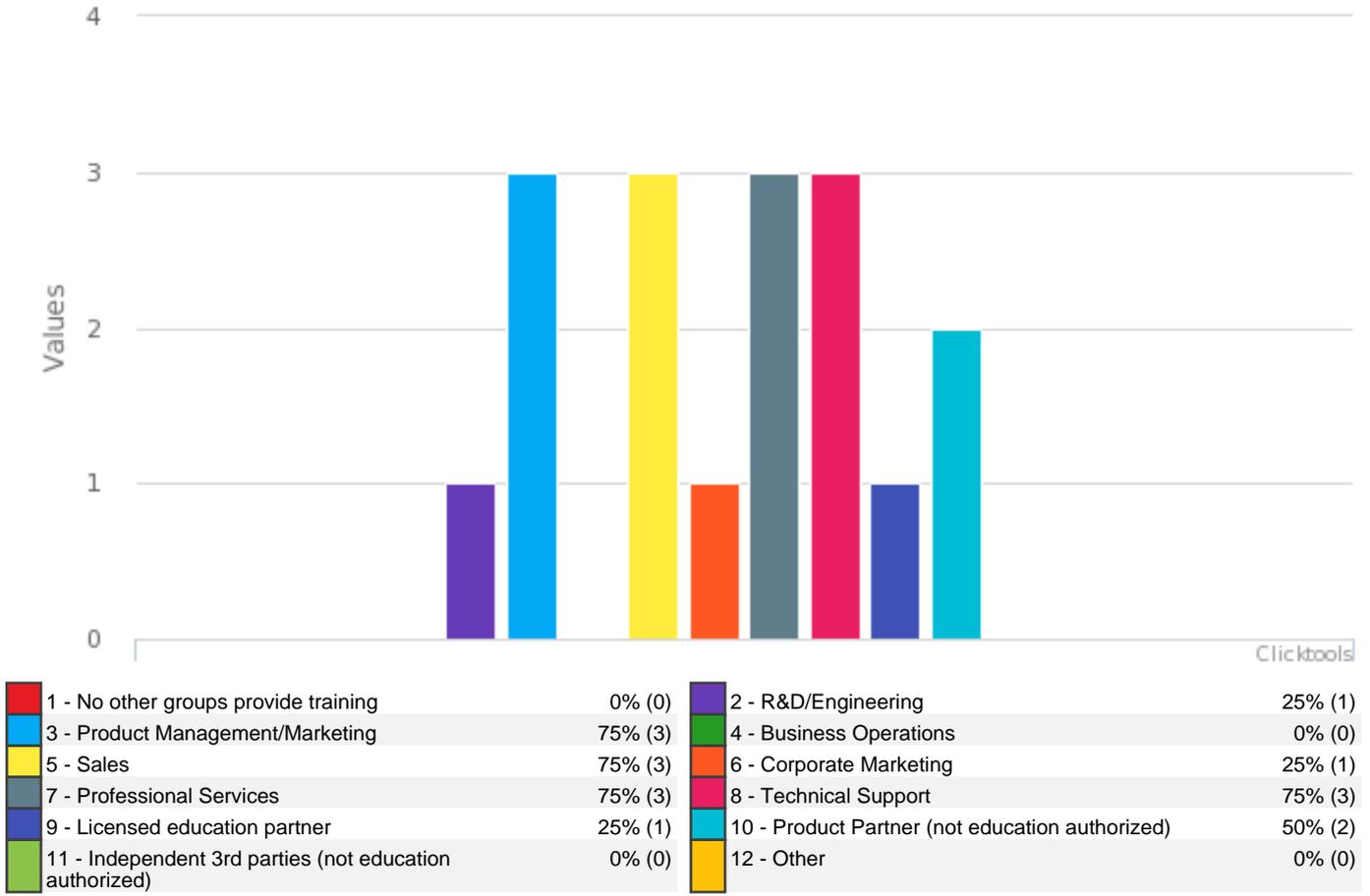
Response: 4

16. Which of the following best describes Education Services' overall primary business model?
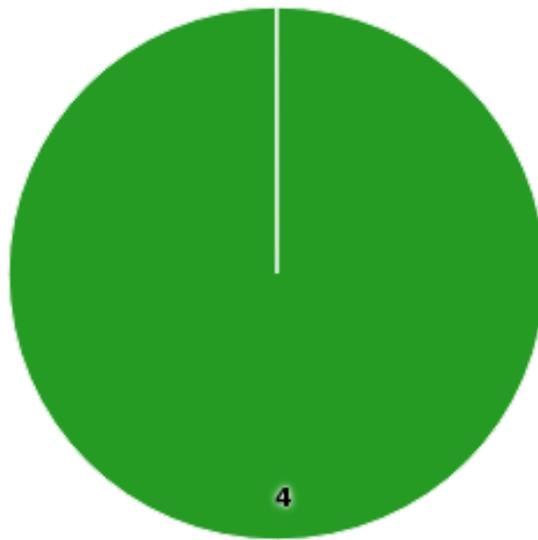
🟥 1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	0% (0)	🟪 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses) 0% (0)
🟦 3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	0% (0)	🟩 4 - A hybrid depending upon the education business unit 100% (4)
🟨 5 - Other	0% (0)	

Mean: 4

Response: 4

17. If your Education Services department changed its financial business model within the past 24 months, what was the change?
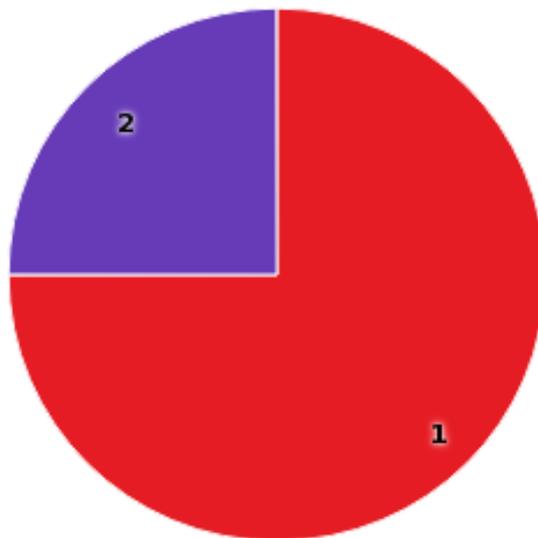
Mean: 1.25

Response: 4

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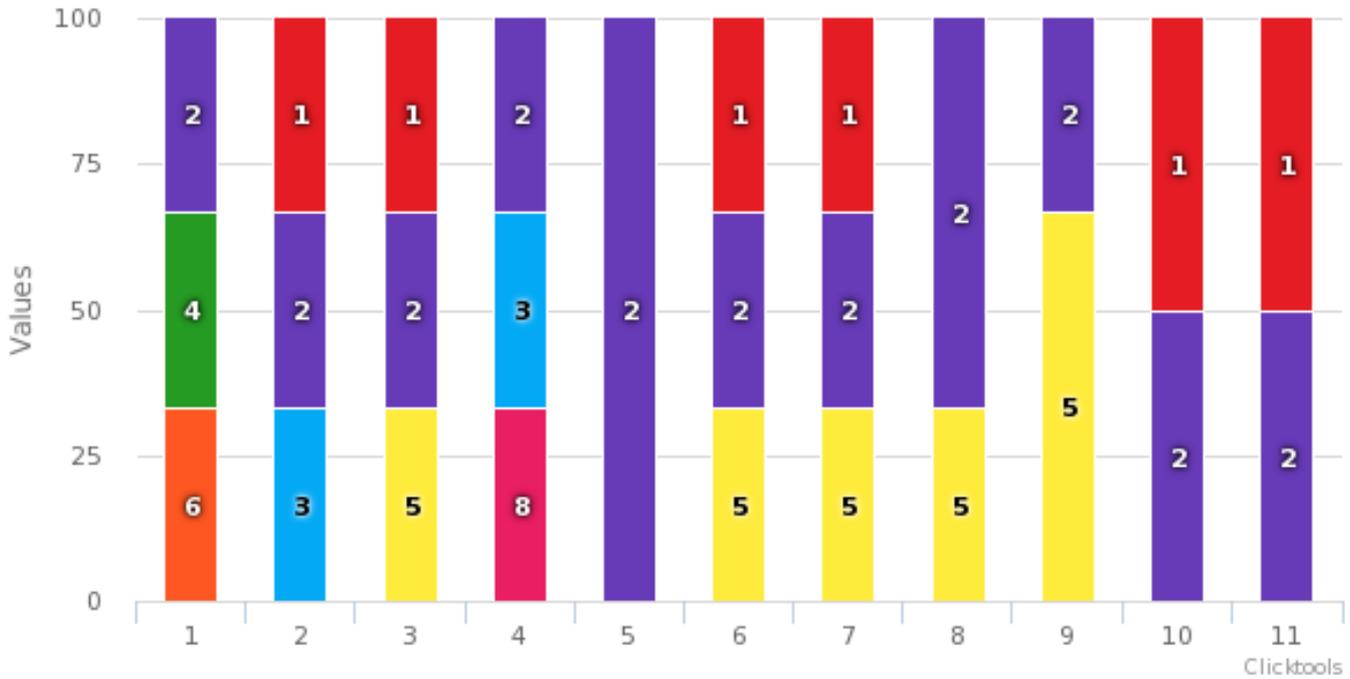
1	Not applicable	2	No revenue	3	1-5%	4	6-10%
5	11-25%	6	26-50%	7	51-75%	8	>75%

	1	2	3	4	5	6	7	8	Mean
1 Product sales - Field Sales/Account Manager	0% (0)	33.33% (1)	0% (0)	33.33% (1)	0% (0)	33.33% (1)	0% (0)	0% (0)	4
2 Product Sales - Inside sales	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Product Channel Partners (resell)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.67
4 Services/Consulting sales	0% (0)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (1)	4.33
5 Maintenance renewal sales	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
6 Dedicated Education Services sales reps	33.33% (1)	33.33% (1)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.67
7 Education Services coordinators/non-sales staff	33.33% (1)	33.33% (1)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.67
8 Authorized Learning Partners resell (you deliver)	0% (0)	66.67% (2)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	3
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	0% (0)	33.33% (1)	0% (0)	0% (0)	66.67% (2)	0% (0)	0% (0)	0% (0)	4
10 Web/e-commerce	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
11 Other	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5

Response: 3

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	Rental fees	Other
Average	17.5%	27.5%	20%	8.5%	4%	0%	0%	5%	0%	5%	12.5%	0%	0%
Highest	35%	30%	30%	10%	5%	0%	0%	10%	0%	10%	20%	0%	0%
Lowest	0%	25%	10%	7%	3%	0%	0%	0%	0%	0%	5%	0%	0%
Standard deviation	24.75	3.54	14.14	2.12	1.41	0	0	7.07	0	7.07	10.61	0	0

Response: 2

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

Average	0%
Highest	0%
Lowest	0%
Standard deviation	0

Response: 0

21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?
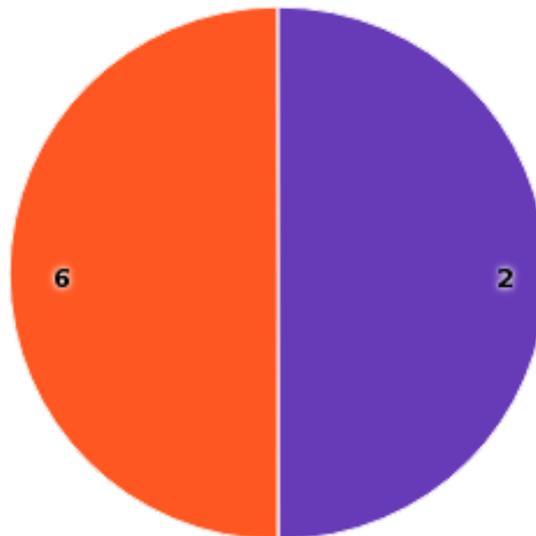
1 - <$1m	0% (0)	2 - $1m-$2m	50% (1)
3 - $2m-$3m	0% (0)	4 - $3m-$4m	0% (0)
5 - $4m-$5m	0% (0)	6 - $5m-$7m	50% (1)
7 - $7m-$10m	0% (0)	8 - $10m-$13m	0% (0)
9 - $13m-$16m	0% (0)	10 - $16m-$20m	0% (0)
11 - $20m-$30m	0% (0)	12 - $30m-$50m	0% (0)
13 - $50m-$100m	0% (0)	14 - >$100m	0% (0)

Mean: 4
Response: 2

22. What percentage of total Education Services revenue comes from training the following?
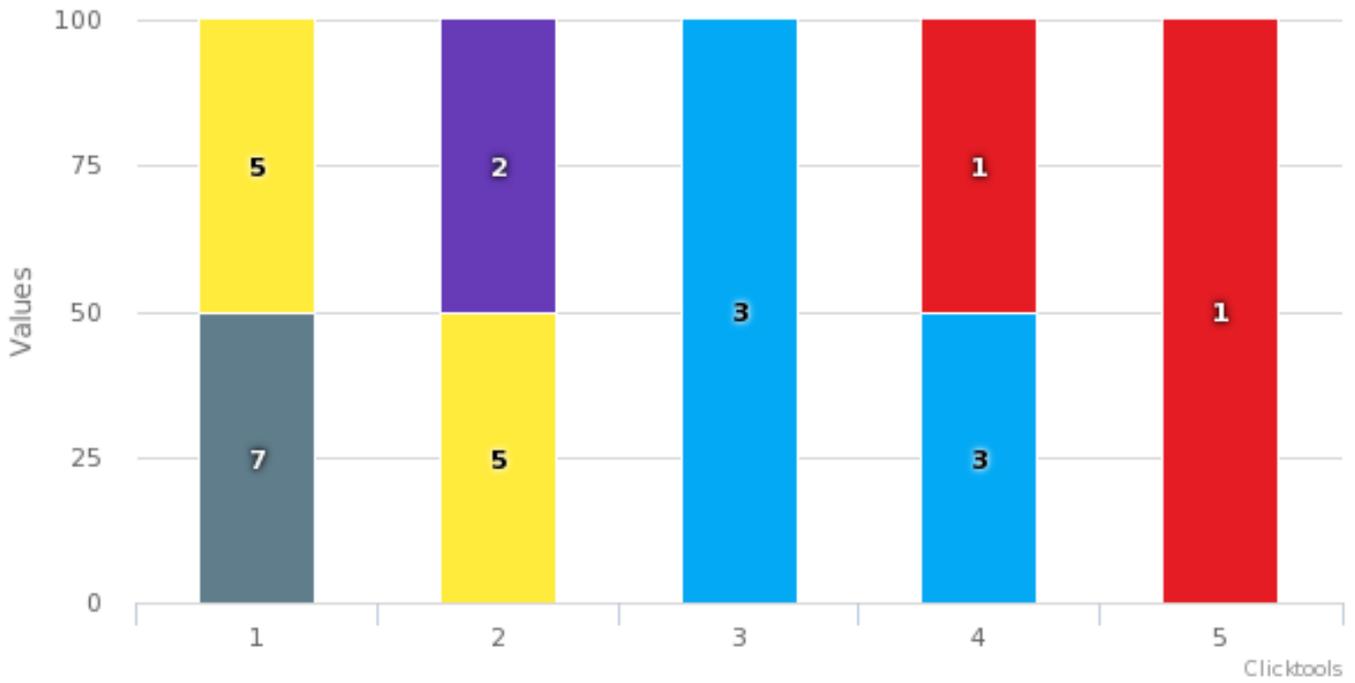
1	No revenue	2	1-5%	3	6-10%	4	11-25%
5	26-50%	6	51-75%	7	>75%		

	1	2	3	4	5	6	7	Mean
1 Product Customer	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	6
2 Product Partner	0% (0)	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	3.5
3 Training Partner (Reseller, ATP)	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3
4 Academic Alliances	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 2

23. What is the ratio of Education Services revenue to total company revenue?
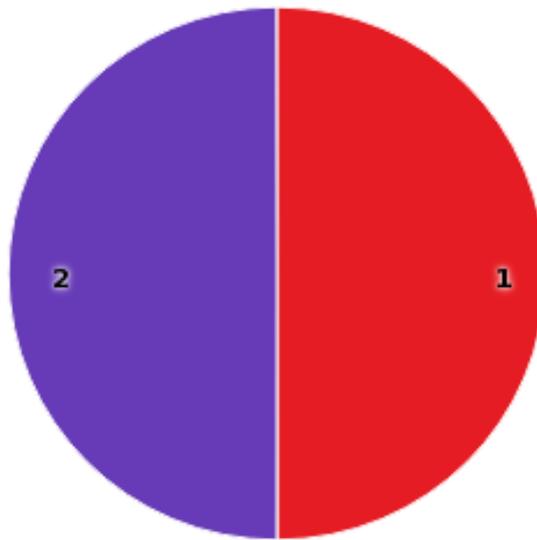
1 - 0.5% or less	50% (1)	2 - 0.5-1%	50% (1)
3 - 1-2%	0% (0)	4 - 2-3%	0% (0)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		

Mean: 1.5
Response: 2

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

■ 1 - 0.5% or less	0% (0)	■ 2 - 0.5-1%	100% (2)
■ 3 - 1-2%	0% (0)	■ 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: 2

Response: 2

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	18.5	34.5
Highest	32	66
Lowest	5	3
Standard deviation	19.09	44.55

Response: 2

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%.)

	Education Sales	Education Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administration (scheduling, registration)	Facilities (own & rented)	Education Tools	Allocations (eg IT, telecommunications, Sales)	Other
Average	5%	4%	12.5%	55%	5%	5%	2.5%	2.5%	0%
Highest	10%	5%	20%	70%	10%	10%	5%	5%	0%
Lowest	0%	3%	5%	40%	0%	0%	0%	0%	0%
Standard deviation	7.07	1.41	10.61	21.21	7.07	7.07	3.54	3.54	0

Response: 2

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)?
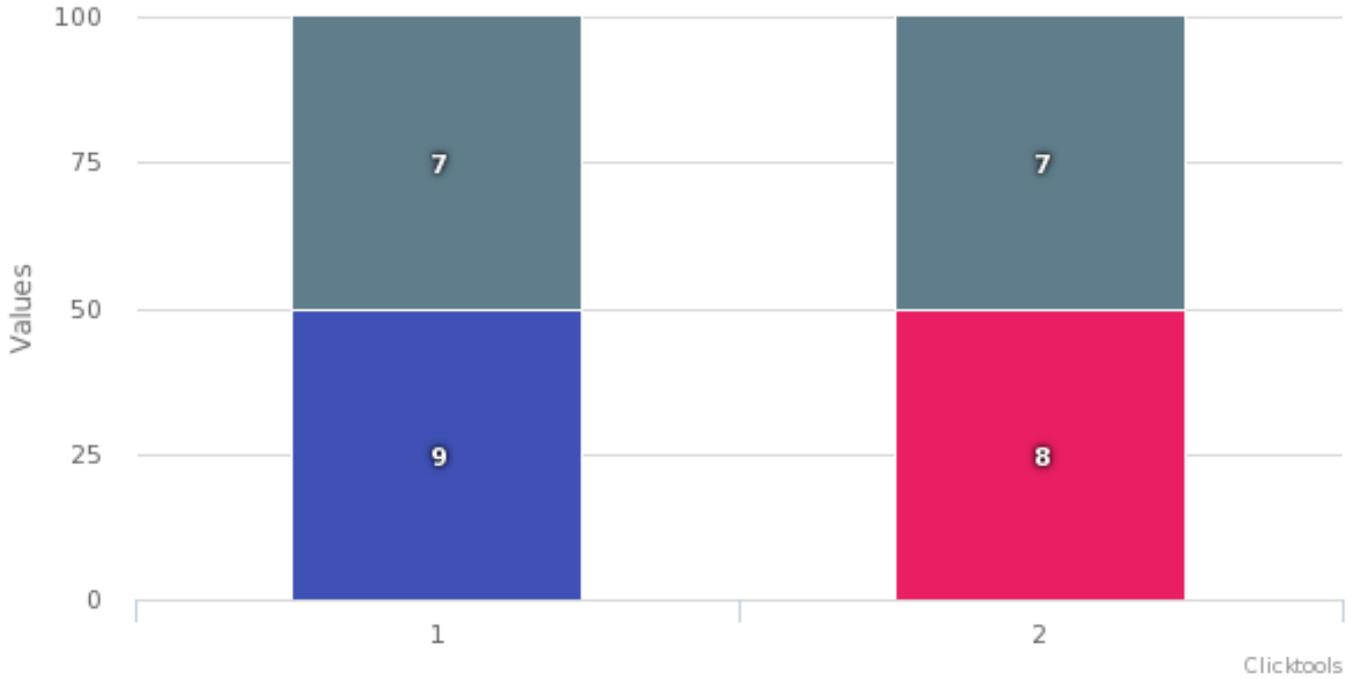
1	Negative > 10%	2	Negative 6-10%	3	Negative 1-5%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

|		1	2	3	4	5	6	7	8	9	10	11	12	Mean
1	Goal	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	50%(1)	0%(0)	50%(1)	0%(0)	0%(0)	0%(0)	8
2	Achievement	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	50%(1)	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	7.5

Response: 2

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)?
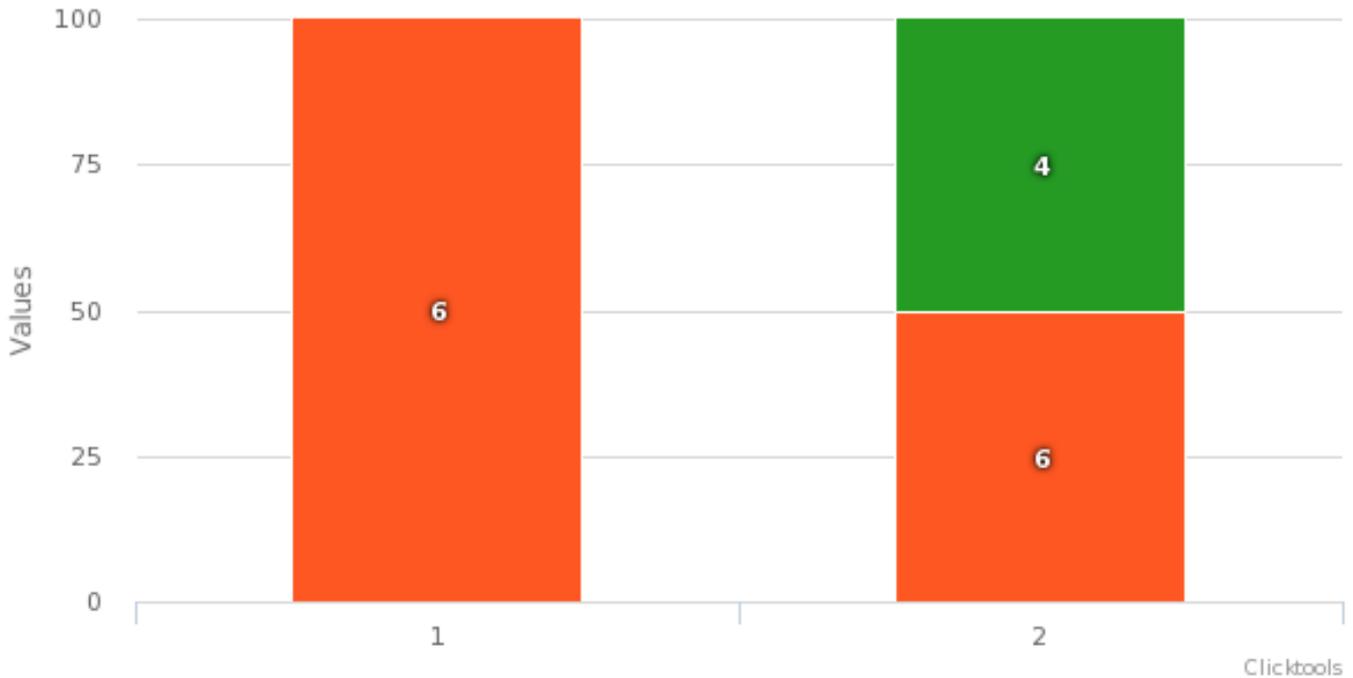
1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

	1	2	3	4	5	6	7	8	9	10	11	12	Mean
1 Goal	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
2 Achievement	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5

Response: 2

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

Response: 4

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)	50% (1)	0% (0)	50% (1)	0% (0)	8
2 Course Material	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	6.5
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	7.5
4 Environment (labs, classrooms, and so on)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	6.5

Response: 2

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%)?

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)	0% (0)	50% (1)	0% (0)	50% (1)	9
2 Course Material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	10
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	10
4 Environment (labs, classrooms, and so on)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	10

Response: 2

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

1	50% or less	2	51-60%	3	61-70%	4	71-80%
5	81-90%	6	More than 90%				
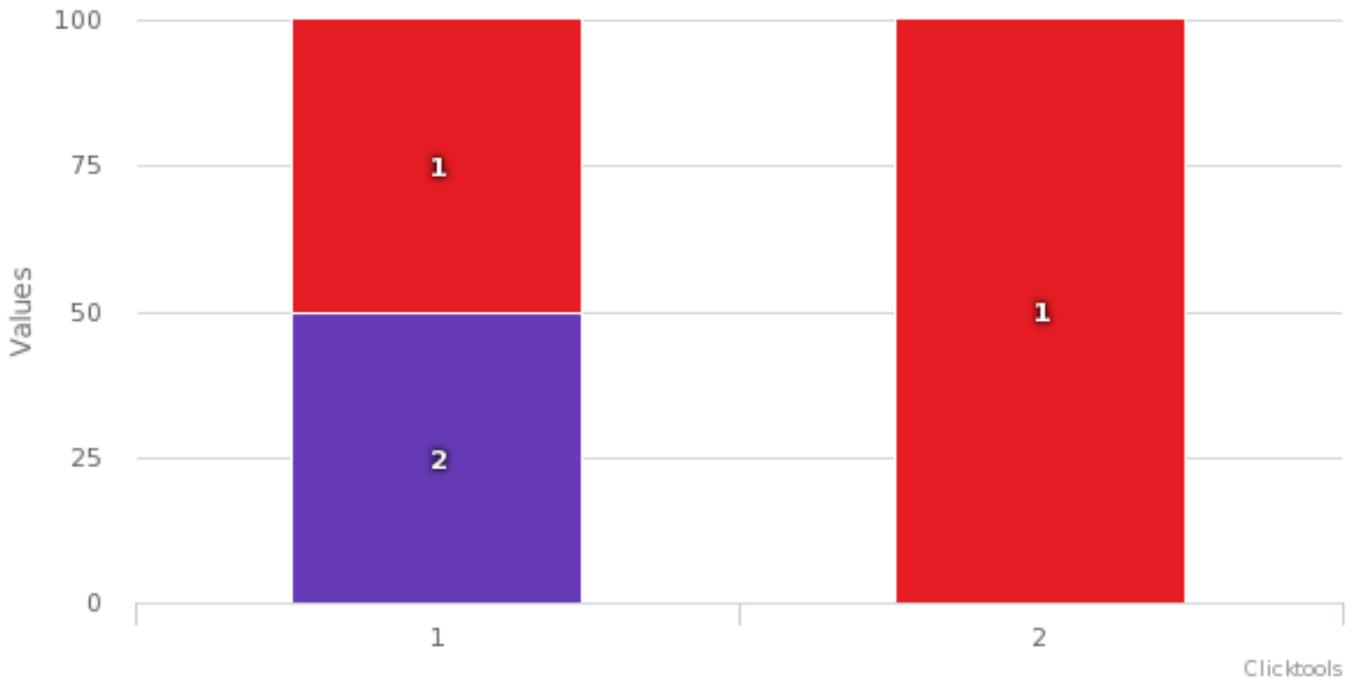
	1	2	3	4	5	6	Mean
1 ILT/VILT	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
2 Self-paced	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 2

33. Which of the following actions do you use to address client dissatisfaction? Select all that apply.
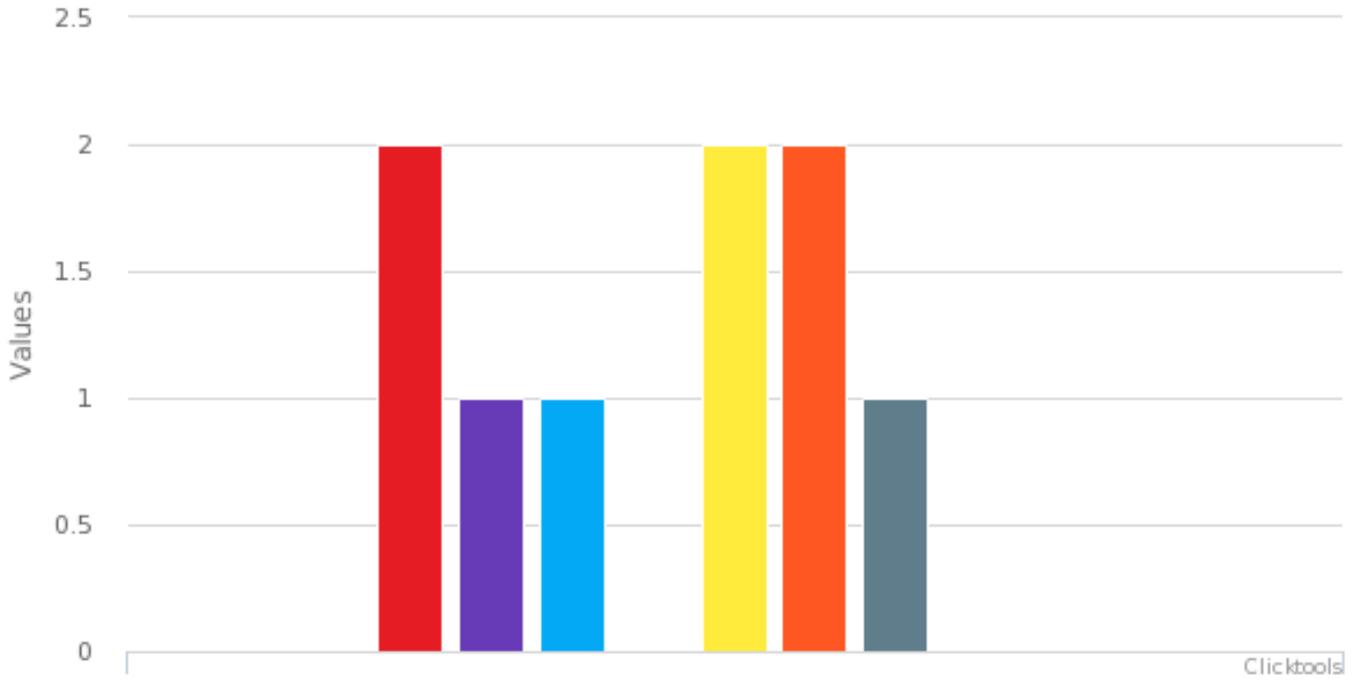
1 - We contact them within a defined number of days after the class	66.67% (2)	2 - We follow up some of the time	33.33% (1)
3 - We don't follow up and wait until they escalate	33.33% (1)	4 - Contact them yourself directly before they contact you	0% (0)
5 - Offer refunds if required/requested	66.67% (2)	6 - Provide credit for additional training if required/requested	66.67% (2)
7 - Consult with sales team for next steps with customer and agree who takes next steps	33.33% (1)	8 - None of these	0% (0)
9 - Other	0% (0)		

Response: 3

34. Which of the following do you track in order to measure the impact of your training? Select all that apply.
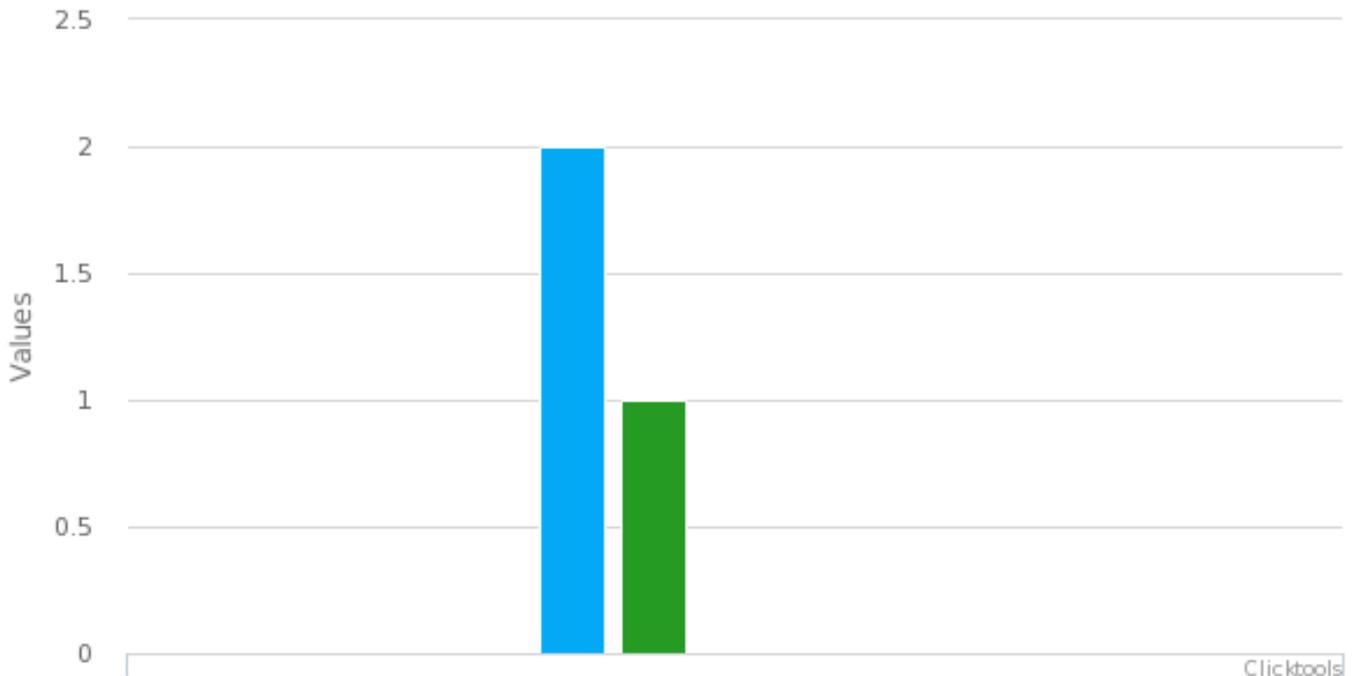
1 - Subsequent product sales	0% (0)	2 - Number and type of support tickets	0% (0)
3 - Overall customer satisfaction	100% (2)	4 - Degree of product adoption or use	50% (1)
5 - Product implementation timeline (product up and running)	0% (0)	6 - Customer renewals/Returning customers	0% (0)
7 - Returning customers to training (depth of training)	0% (0)	8 - None of these	0% (0)
9 - Other	0% (0)		

Response: 2

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

Response: 0

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

Response: 0

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

Response: 0

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

Response: 0

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

Response: 0

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

Response: 0

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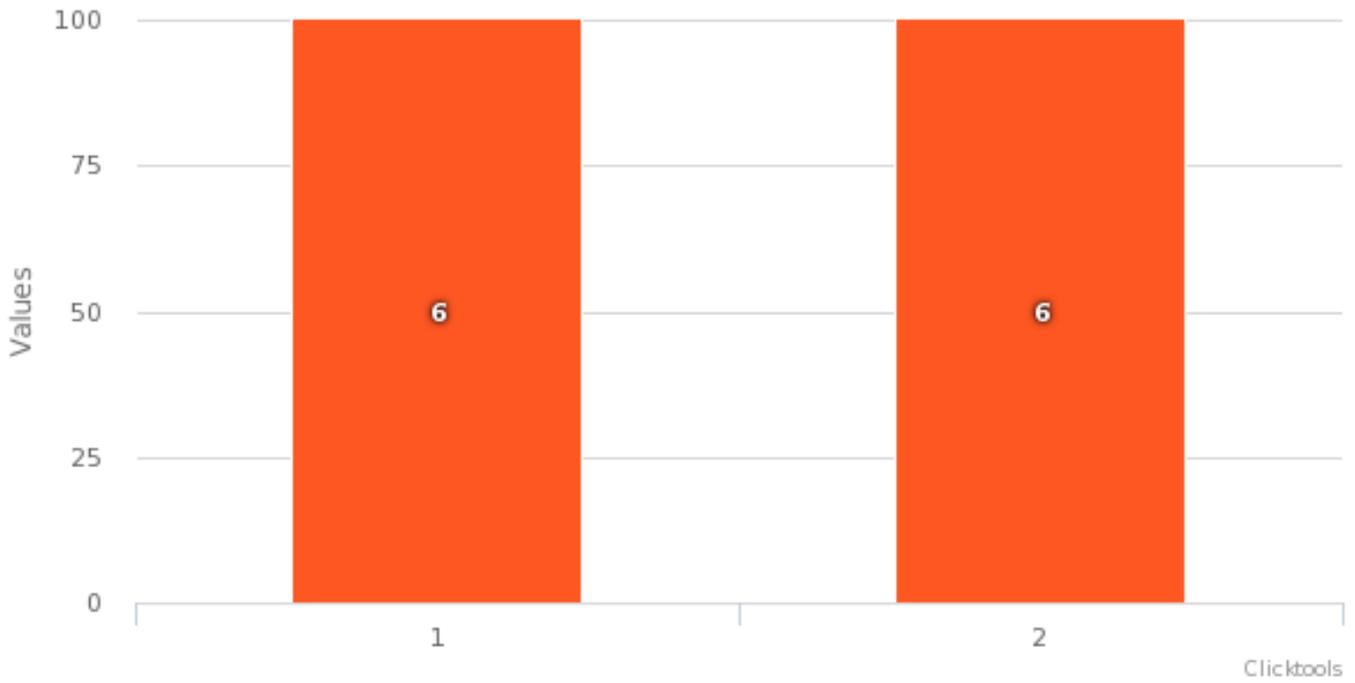

1	Not measured	**2**	Negative	**3**	0-25	**4**	26-50
5	51-75	**6**	76-100				

	1	2	3	4	5	6	Mean
1 Company overall	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	6
2 Education Services	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	6

Response: 1

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

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

Mean: 3
Response: 2

43. What is the average education services deal size when education offerings are NOT sold together with product?
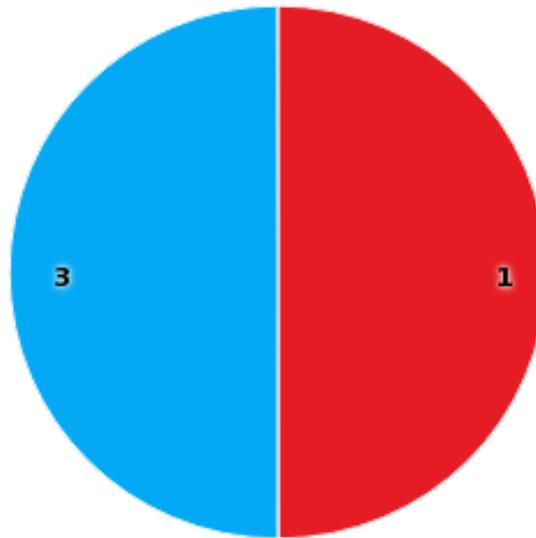
■ 1 - Less than $5,000	50% (1)	■ 2 - $5,000-$24,999	0% (0)
■ 3 - $25,000-$49,999	50% (1)	■ 4 - $50,000-$99,999	0% (0)
■ 5 - $100,000-$199,999	0% (0)	■ 6 - $200,000 or more	0% (0)

Mean: 2
Response: 2

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?

■ 1 - Mandatory education attach is an education budget as percentage of product costs	0% (0)	■ 2 - Mandatory education attach is defined training per number of product licenses	0% (0)

Response: 0

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?
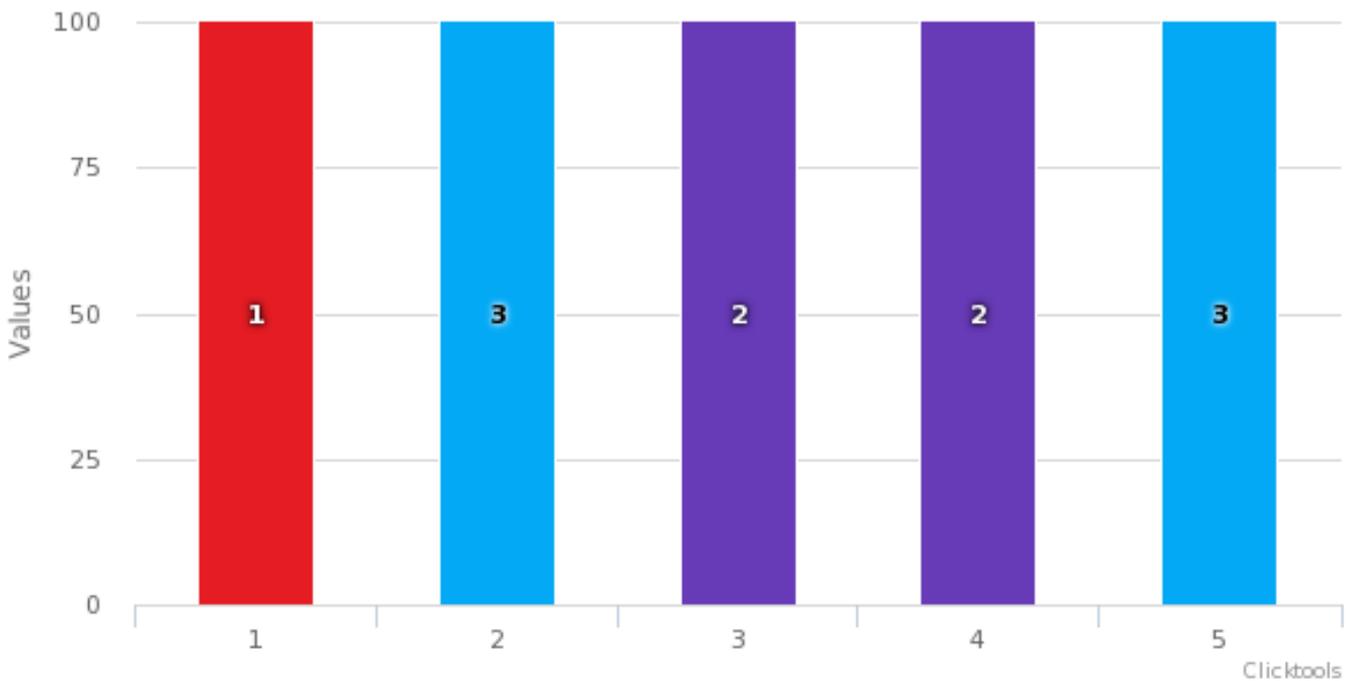
1	None	2	1-5%	3	6-10%	4	11-25%
5	26-50%	6	51-75%	7	>75%		

		1	2	3	4	5	6	7	Mean
1	Product and/or service deals when product was sold as a subscription	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2	Product and/or service deals when product was NOT sold as a subscription	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3
3	Support contract deals	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4	Support contract renewal deals	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5	Professional Services consulting sales	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3

Response: 1

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?
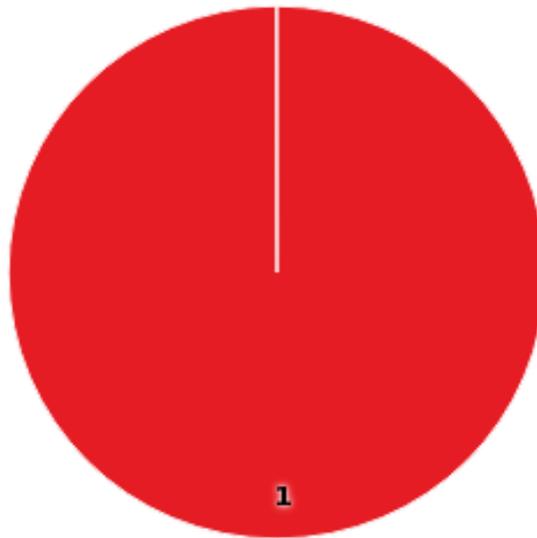
Clicktools

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

Mean: 1
Response: 2

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?
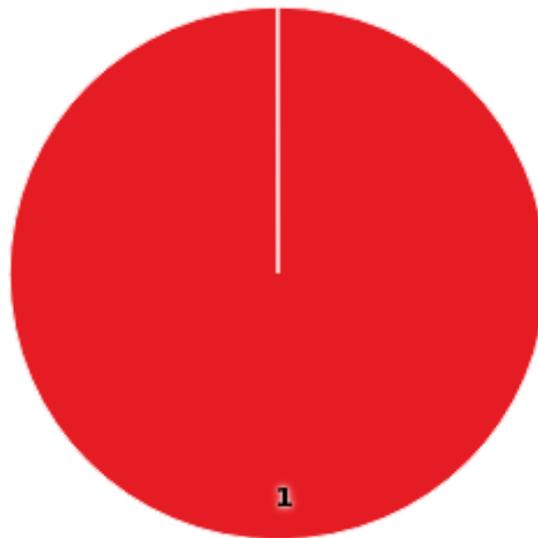
■ 1 - A percentage of your list price	100% (1)	■ 2 - Fixed price per learner per year	0% (0)

Mean: 1
Response: 1

50. Which organization is responsible for marketing Education Services offerings? Select all that apply.
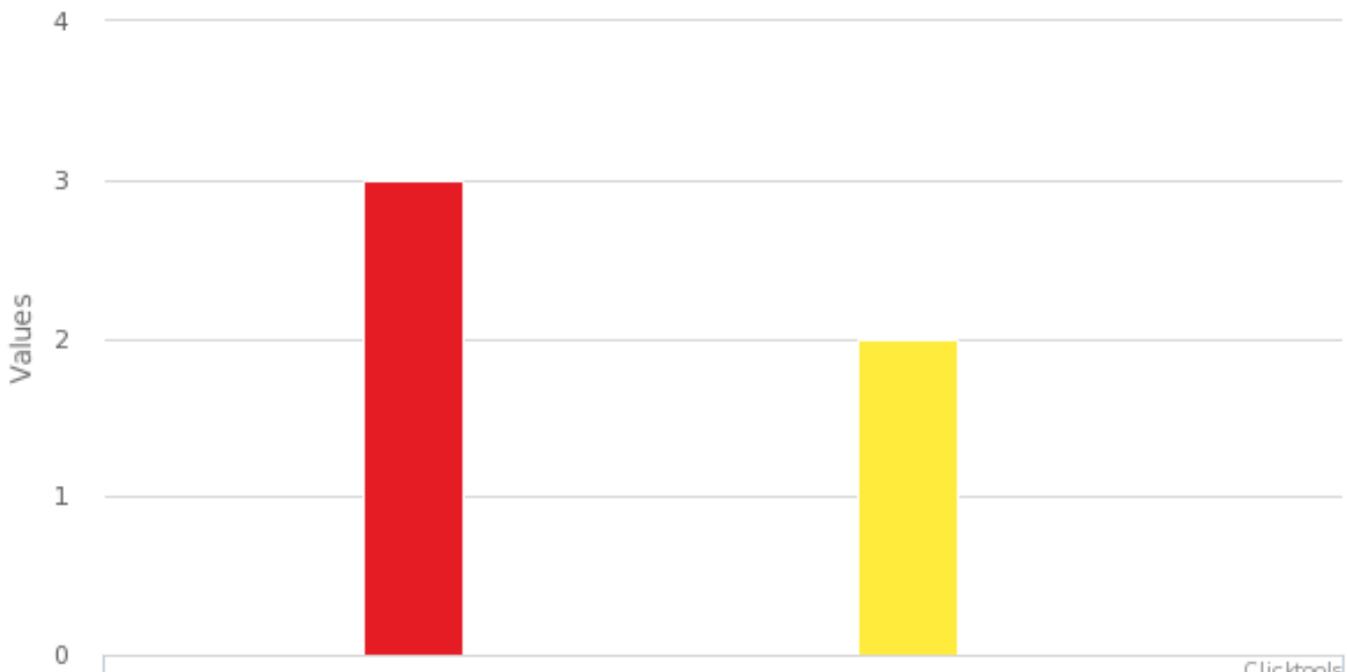
■ 1 - Corporate Marketing	100% (3)	■ 2 - A Business Unit Marketing organization	0% (0)
■ 3 - Regional Marketing organizations	0% (0)	■ 4 - Customer Services Marketing	0% (0)
■ 5 - Education Services Marketing	66.67% (2)	■ 6 - Other	0% (0)

Response: 3

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.

■	1 - Online advertising	0% (0)	■ 2 - Telemarketing	0% (0)
■	3 - Email campaigns	50% (1)	■ 4 - Printed catalog or data sheets	0% (0)
■	5 - Electronic catalog or data sheets	50% (1)	■ 6 - Corporate/public webpage	50% (1)
■	7 - Dedicated education services webpage or portal	50% (1)	■ 8 - Social media sites and followings	50% (1)
■	9 - Internal marketing to Corporate Sales	50% (1)	■ 10 - References (calls, case studies)	0% (0)
■	11 - Other	0% (0)		
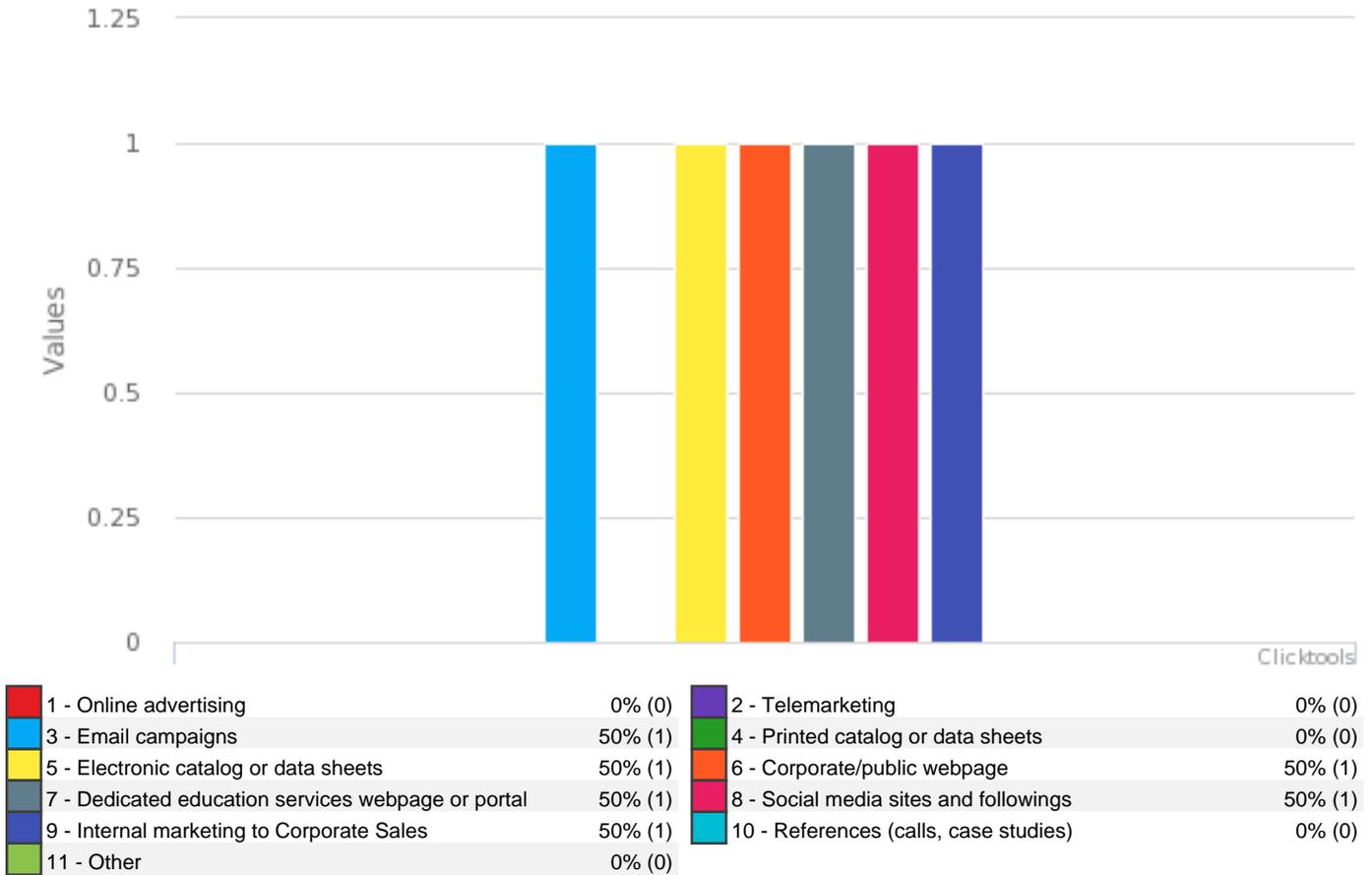
Response: 2

52. For approximately what percentage of your company's products does Education Services provide training coverage?
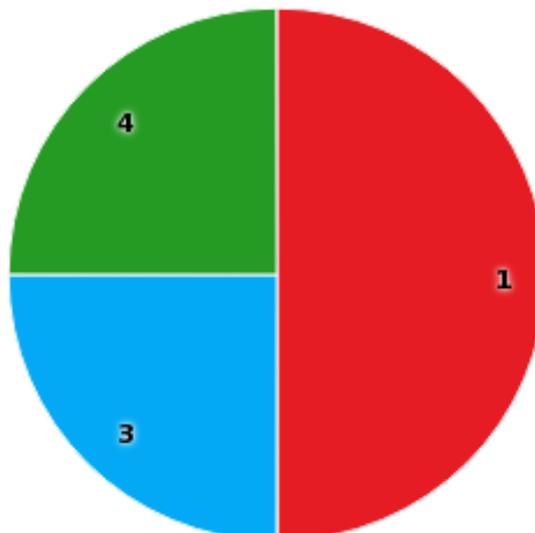
■ 1 - 100% (all)	50% (2)	■ 2 - 75-99%	0% (0)
■ 3 - 51-75%	25% (1)	■ 4 - 26-50%	25% (1)
■ 5 - 25% or less	0% (0)		

Mean: 2.25
Response: 4

53. At what stage of the product development cycle is curriculum design and course development first involved?
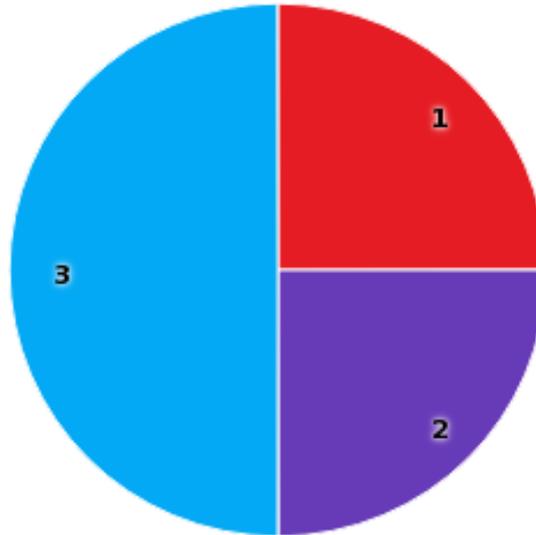
■ 1 - Product feasibility/inception stage	25% (1)	■ 2 - Product development stage	25% (1)
■ 3 - Beta product availability stage	50% (2)	■ 4 - General/public product availability stage	0% (0)
■ 5 - Other	0% (0)		

Mean: 2.25
Response: 4

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.

■	1 - Formalized transfer of information processes and exchange sessions with engineering and product management	25% (1)	2 - Informal exchanges of information/data with engineering and product management	75% (3)
■	3 - Formalized transfer of information processes and exchange sessions with technical publications	0% (0)	4 - Informal exchanges of information/data with technical publications	25% (1)
■	5 - Collect information from Support teams	0% (0)	6 - Collect information from Professional Services teams	50% (2)
■	7 - Collect information from Customers	0% (0)	8 - Collect information from Partners	0% (0)
■	9 - Collect information from Product Marketing	50% (2)	10 - Other	25% (1)

Response: 4

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).
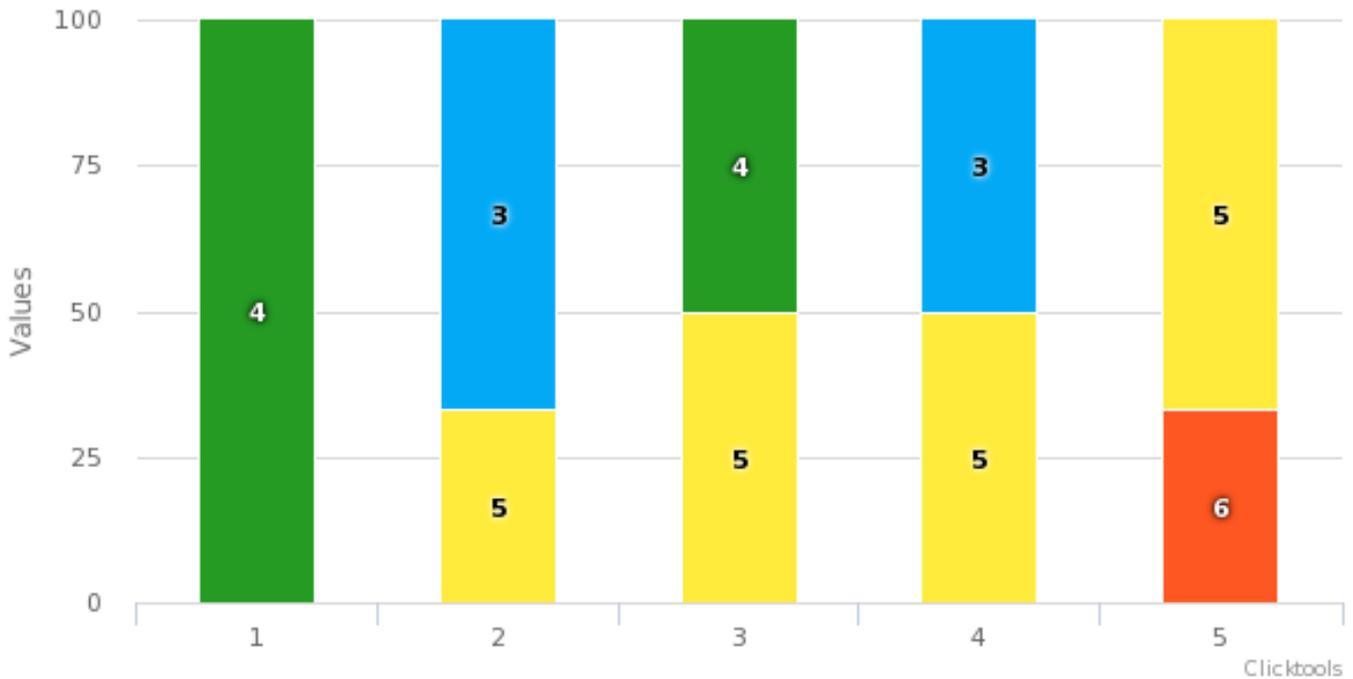
1	Not Applicable	2	Alpha release	3	Beta release	4	30-45 days before GPA*
5	GPA*	6	30-45 days after GPA*	7	More than 45 days after GPA*		

	1	2	3	4	5	6	7	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	4
2 Corporate Services & Support	0% (0)	0% (0)	66.67% (2)	0% (0)	33.33% (1)	0% (0)	0% (0)	3.67
3 Channel Sales and Systems Engineering/Pre-sales	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	4.5
4 Product Channel Services & Support	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)	4
5 Customers and End Users	0% (0)	0% (0)	0% (0)	0% (0)	66.67% (2)	33.33% (1)	0% (0)	5.33

Response: 3

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)?
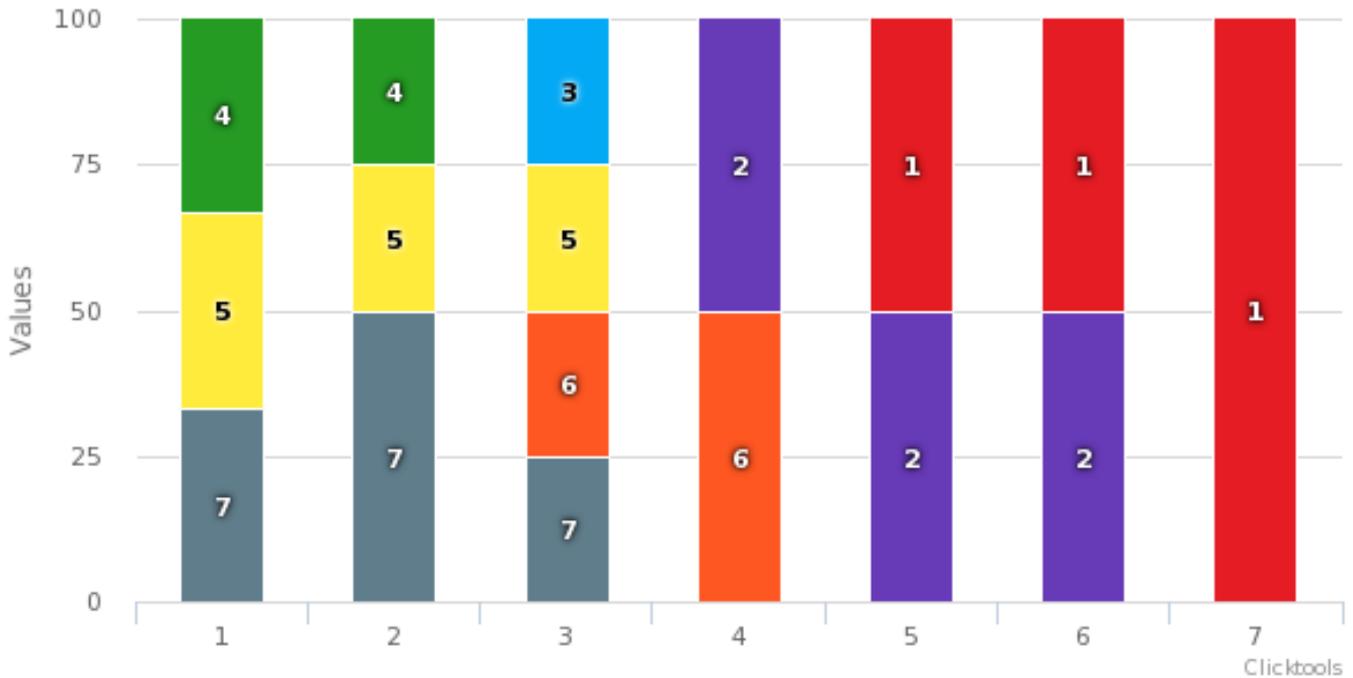
1	None	2	1-10%	3	11-25%	4	26-50%
5	51-75%	6	76-95%	7	All (>95%)		

	1	2	3	4	5	6	7	Mean
1 Classroom training	0% (0)	0% (0)	0% (0)	33.33% (1)	33.33% (1)	0% (0)	33.33% (1)	5.33
2 Virtual classroom training	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	50% (2)	5.75
3 eLearning	0% (0)	0% (0)	25% (1)	0% (0)	25% (1)	25% (1)	25% (1)	5.25
4 Mobile Learning (smartphones/tablets)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	4
5 Other self paced	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
6 New modalities such as social learning, gamification, microlearning	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
7 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 4

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	0% (0)
🟦 3 - 11-25%	33.33% (1)	🟩 4 - 26-50%	0% (0)
🟨 5 - 51-75%	33.33% (1)	🟧 6 - >75%	33.33% (1)

Mean: 4.67

Response: 3

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".
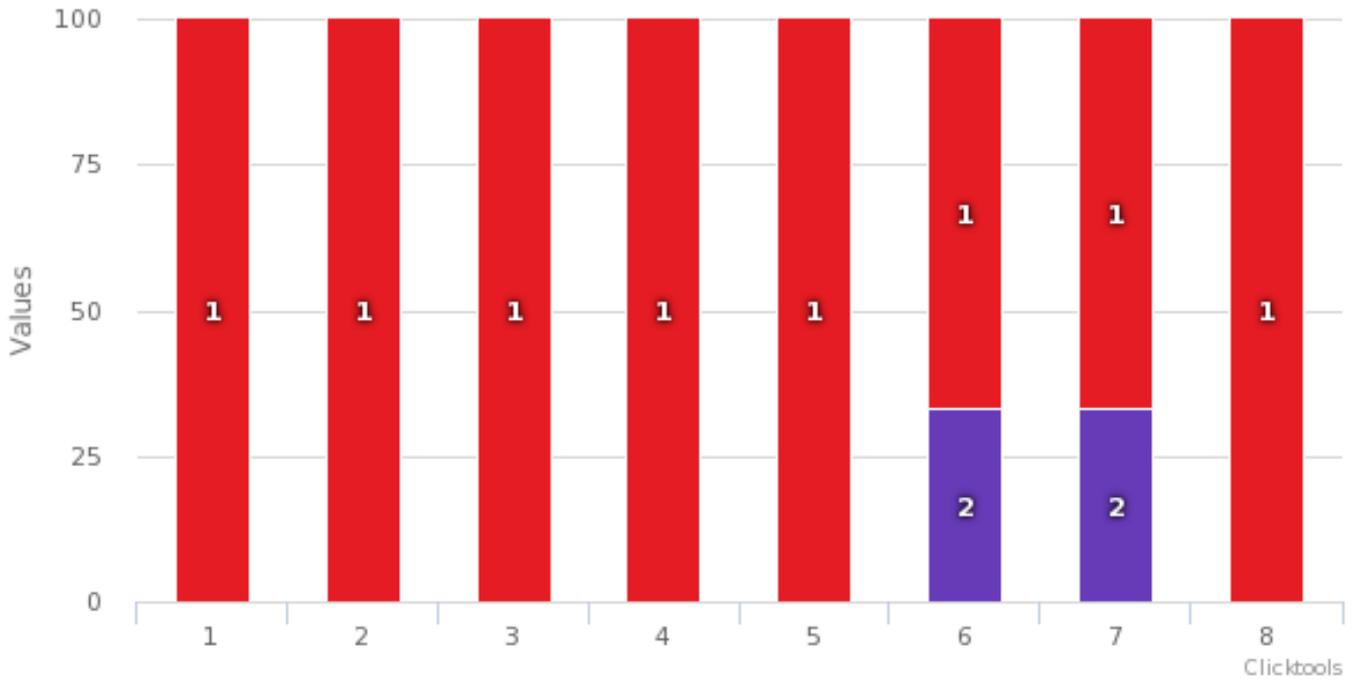

1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All				

	1	2	3	4	5	6	Mean
1 French	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2 Spanish	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
3 Portugese	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4 German	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5 Russian	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
6 Chinese	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
7 Japanese	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
8 Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 3

59. Which of the following types of materials are USUALLY the first ones translated?
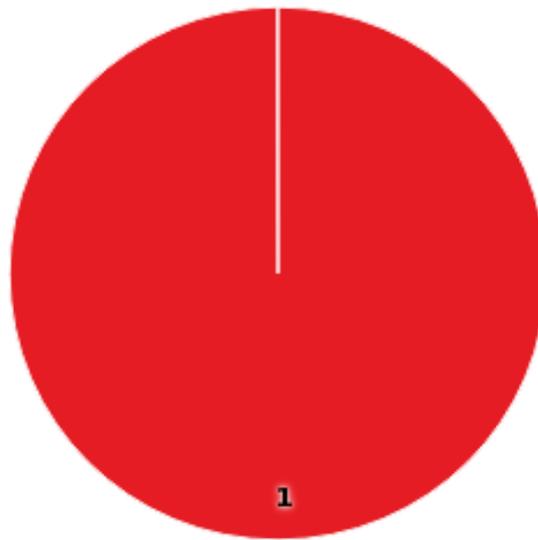
🟥 1 - Sales training materials	100% (1)	🟪 2 - Pre-sales/Sales Engineering training materials	0% (0)
🟦 3 - Admin training materials	0% (0)	🟩 4 - Operator training materials	0% (0)
🟨 5 - End-user training materials	0% (0)	🟧 6 - Other	0% (0)

Mean: 1
Response: 1

60. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".
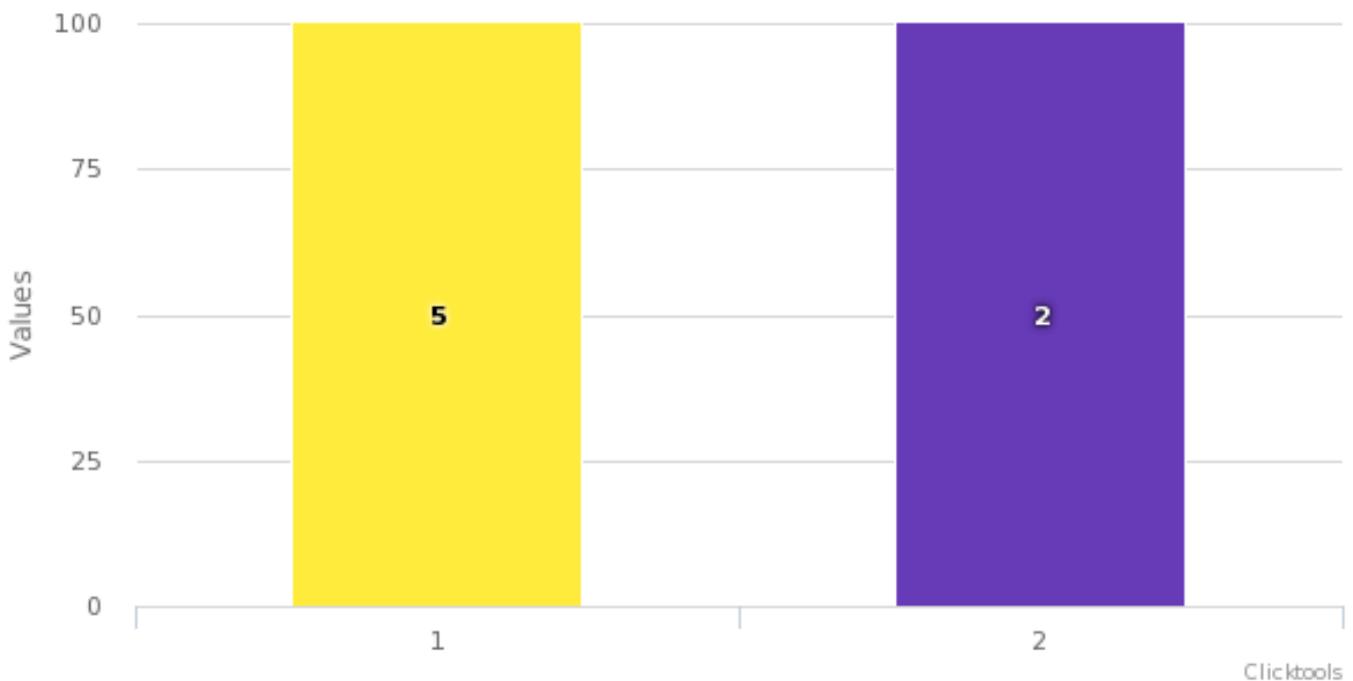
1	None	**2**	Less than 25%	**3**	26-50%	**4**	51-75%
5	More than 75%%	**6**	All				

	1	2	3	4	5	6	Mean
1 Scorm	0% (0)	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)	5
2 Tin Can API	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 1

61. How many full-time equivalents do you have dedicated to curriculum design and course development?
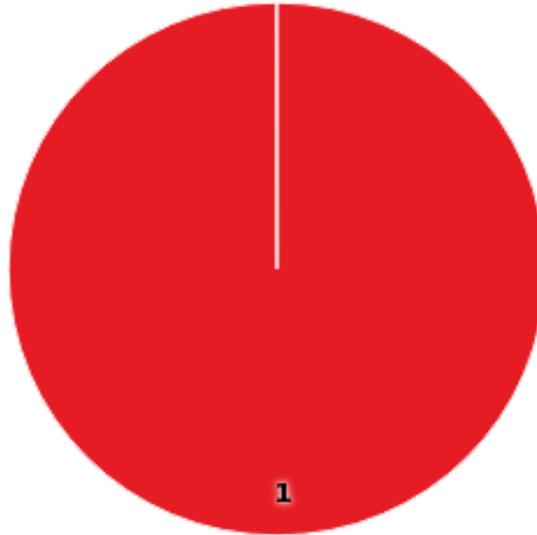
■	1 - 1-5	100% (3)	■ 2 - 6-10	0% (0)
■	3 - 11-15	0% (0)	■ 4 - 16-20	0% (0)
■	5 - 21-30	0% (0)	■ 6 - 31-50	0% (0)
■	7 - >50	0% (0)		

Mean: 1

Response: 3

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".
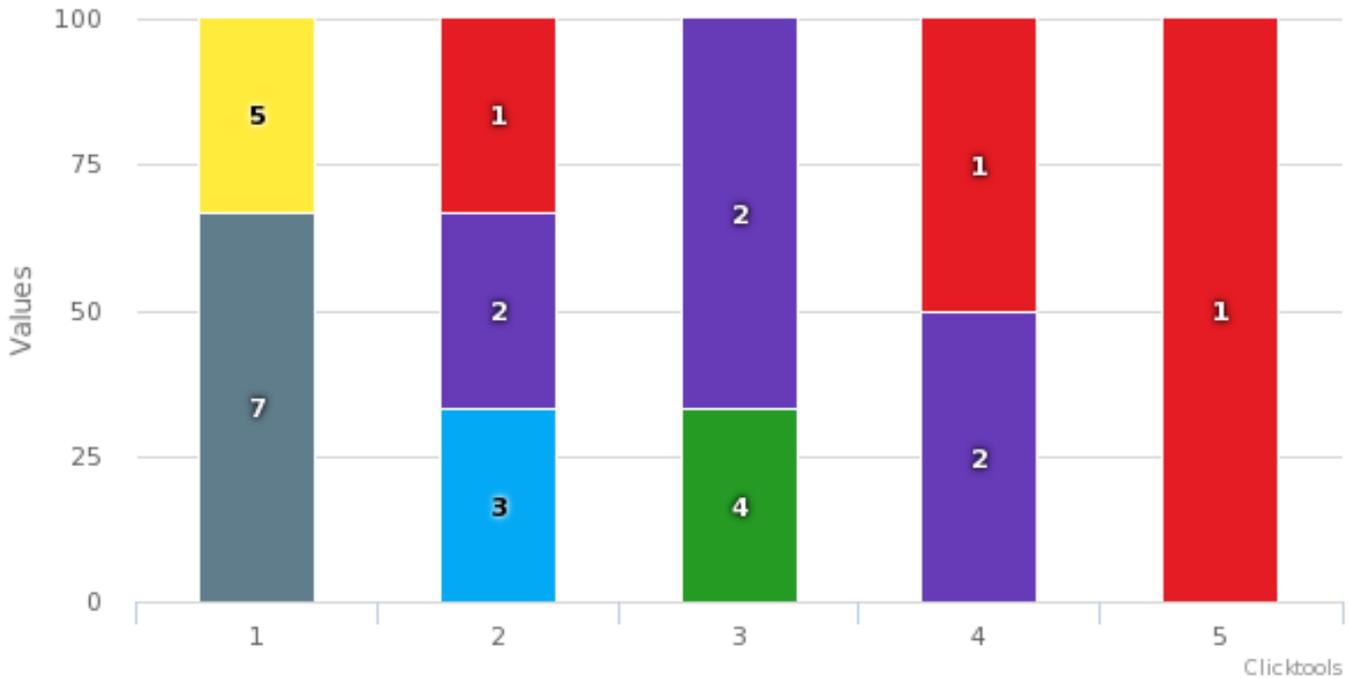
1	None	2	<10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	>50%		

|	1	2	3	4	5	6	7	Mean
1 Dedicated curriculum design and course development staff	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (1)	0% (0)	66.67% (2)	6.33
2 Instructors or other Education Services staff	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Other resources within the company (SMEs)	0% (0)	66.67% (2)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.67
4 Contractors or outsourced to an external company/partner	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 3

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	25	20	30	12.5	20	14	7.5	0
Highest	40	40	60	25	40	20	15	0
Lowest	10	0	0	0	0	8	0	0
Standard deviation	21.21	28.28	42.43	17.68	28.28	8.49	10.61	0

Response: 2

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	12.5	10	15	7.5	10	9.5	5	0
Highest	20	20	30	15	20	15	10	0
Lowest	5	0	0	0	0	4	0	0
Standard deviation	10.61	14.14	21.21	10.61	14.14	7.78	7.07	0

Response: 2

65. How often on average do you update courses?
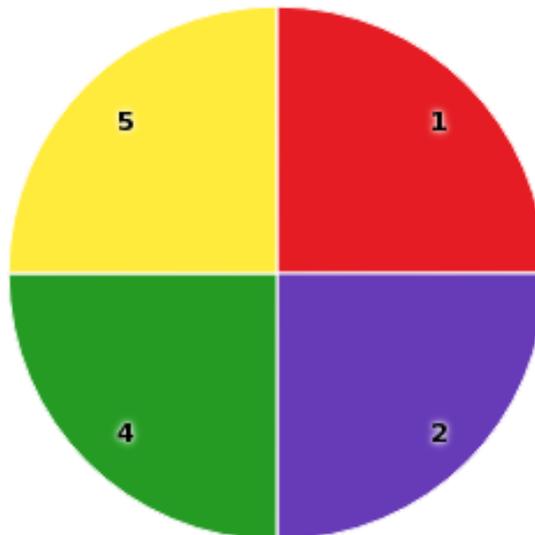
1 - < 3 months	25% (1)	2 - 3-5 months	25% (1)
3 - 6-9 months	0% (0)	4 - 10-14 months	25% (1)
5 - 15-24 months	25% (1)	6 - > 24 months	0% (0)

Mean: 3
Response: 4

**66. Which development approach do you use?**
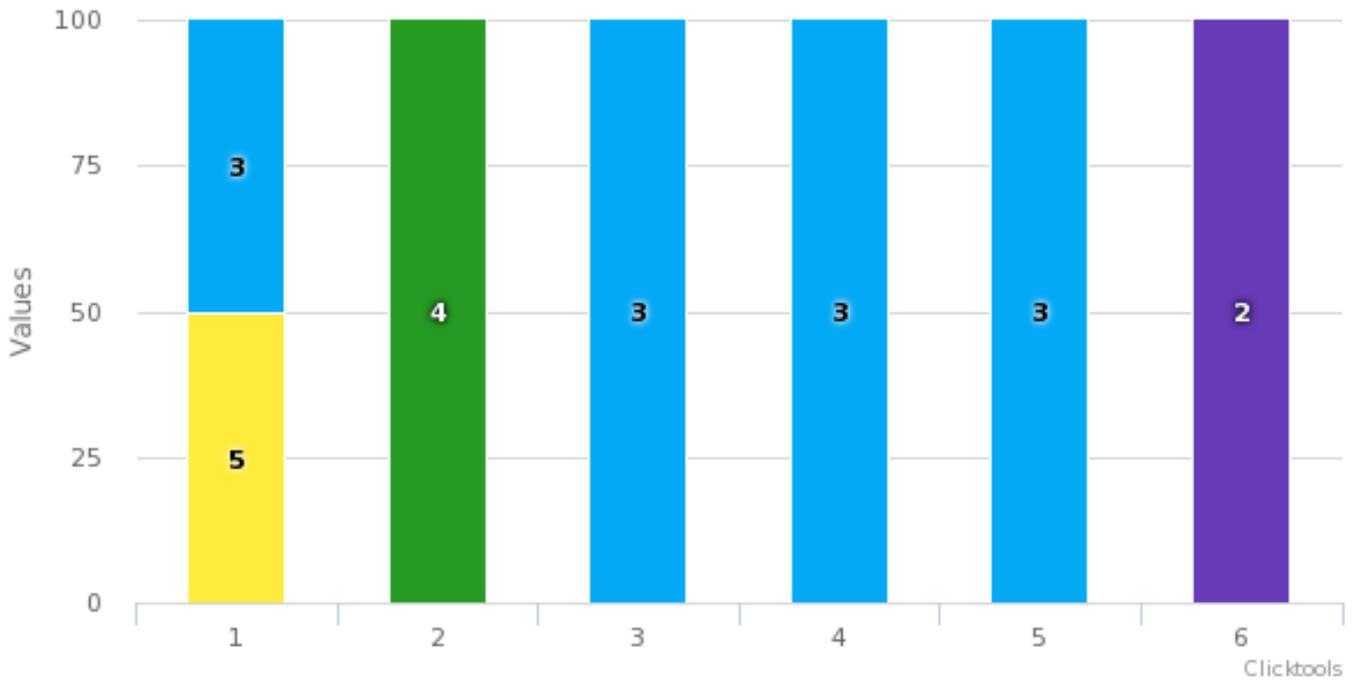
1	Not used	2	Planned	3	Limited use	4	Often used
5	Always used						

	1	2	3	4	5	Mean
1 SCRUM/Agile	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	4
2 Traditional (such as ADDIE)	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)	4
3 Microlearning	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	3
4 User-generated content	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	3
5 Content curation	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	3
6 Gamification	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	2

Response: 2

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?
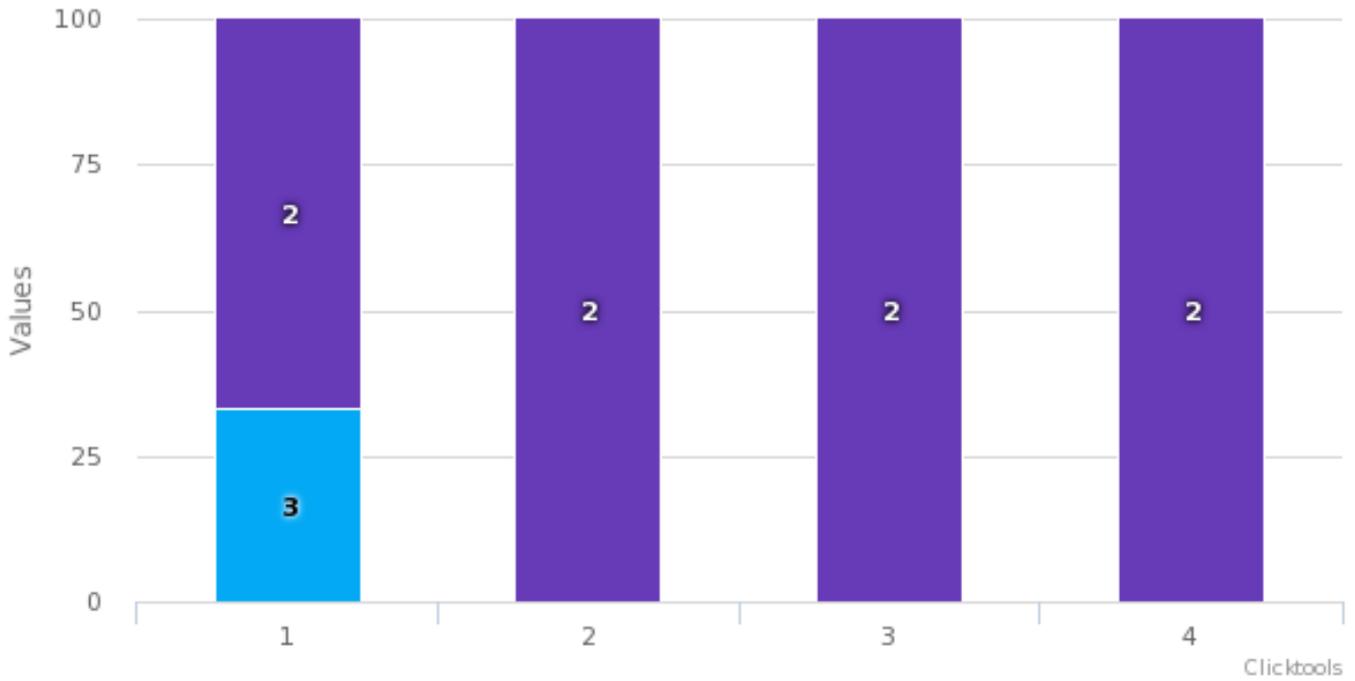
1	0	2	1-5	3	6-10	4	11-20
5	21-50	6	51-100	7	>100		

	1	2	3	4	5	6	7	Mean
1 North America	0% (0)	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
2 Central and South America	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Europe, Middle East and Africa	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Asia/Pacific	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 3

68. What percentage of your instructor-led training, both in-person and distance learning instructors, is delivered through the following personnel?
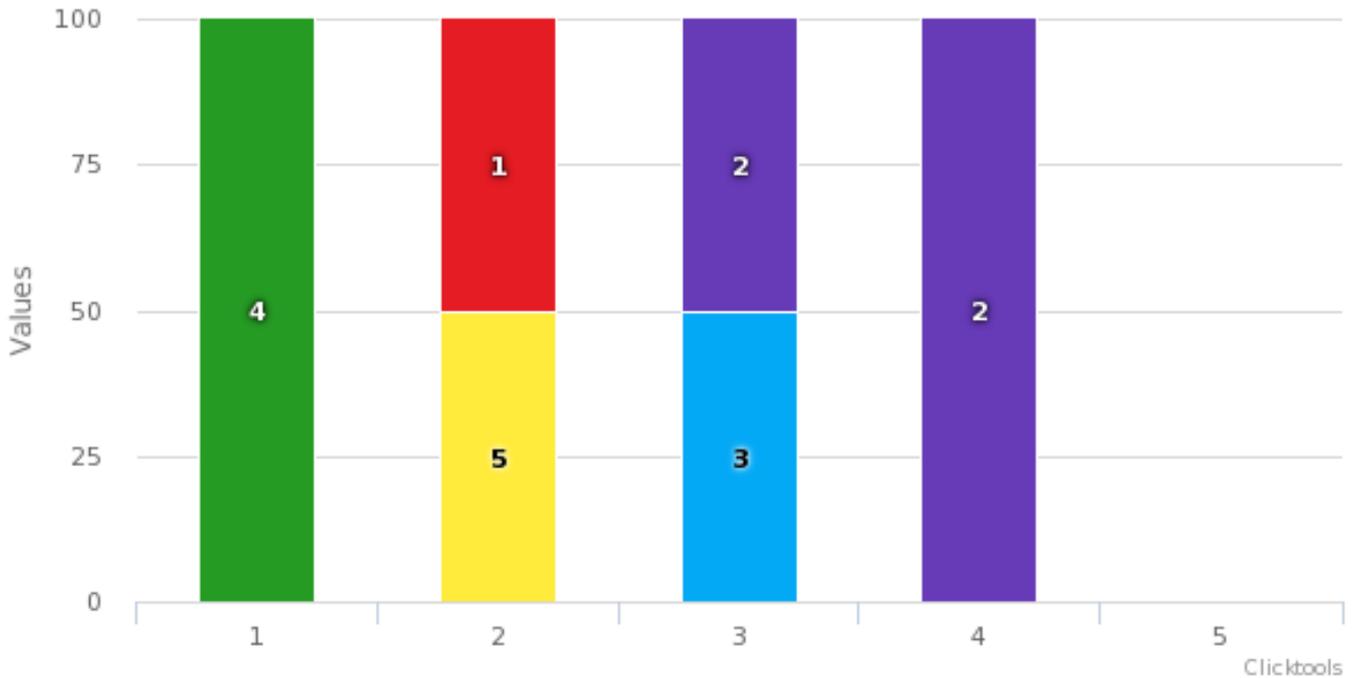
1	0%	2	1-25%	3	26-50%	4	51-75%
5	76-99%	6	100%				

	1	2	3	4	5	6	Mean
1 Education Services Employees	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	4
2 Other resources inside your company	50% (1)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	3
3 Education Partners	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	2.5
4 Contract instructors/freelancers	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Other	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0

Response: 3

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 onsites	Non-billable other (learning new topics, meetings, internal projects, holidays)
Average	55%	10%	0%	17.5%	17.5%
Highest	70%	20%	0%	20%	20%
Lowest	40%	0%	0%	15%	15%
Standard deviation	21.21	14.14	0	3.54	3.54

Response: 2

70. On average, how many months does it take for newly hired instructors to begin training independently?
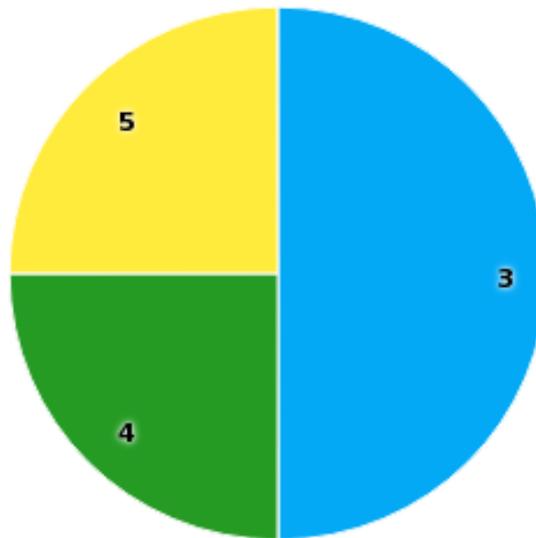
■ 1 - 1 month or less	0% (0)	■ 2 - 2 months	0% (0)
■ 3 - 3 months	50% (2)	■ 4 - 4-6 months	25% (1)
■ 5 - 7-12 months	25% (1)	■ 6 - More than 12 months	0% (0)

Mean: 3.75

Response: 4

71. On average, how many months does it take for newly hired instructors to start achieving utilization targets?
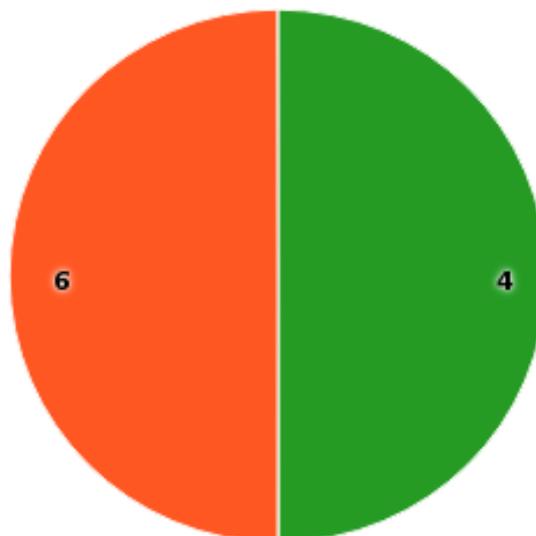
■ 1 - 1 month or less	0% (0)	■ 2 - 2 months	0% (0)
■ 3 - 3 months	0% (0)	■ 4 - 4-6 months	50% (1)
■ 5 - 7-12 months	0% (0)	■ 6 - More than 12 months	50% (1)

Mean: 5

Response: 2

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)?
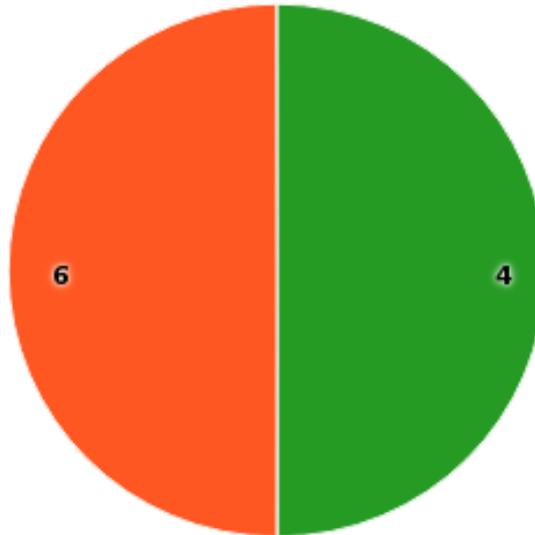
1 - <$100K	0% (0)	2 - $100K-$150K	0% (0)
3 - $150K-$200K	0% (0)	4 - $200K-$250K	50% (1)
5 - $250K-$300K	0% (0)	6 - $300K-$400K	50% (1)
7 - >$400K	0% (0)		

Mean: 5
Response: 2

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?
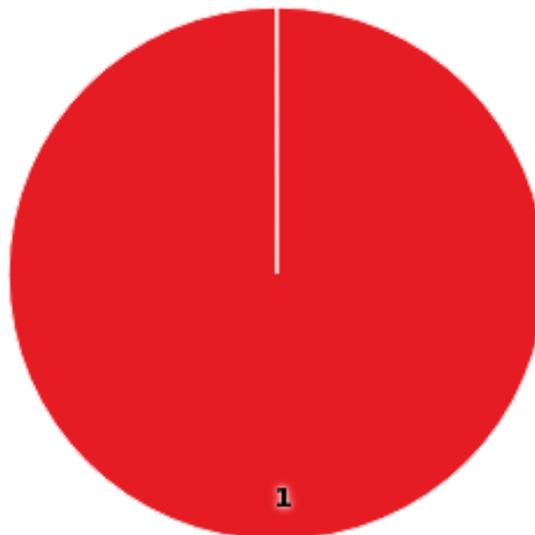
1 - Yes	100% (3)	2 - No	0% (0)

Mean: 1
Response: 3

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

Clicktools

■ 1 - Yes	66.67% (2)	■ 2 - No	33.33% (1)
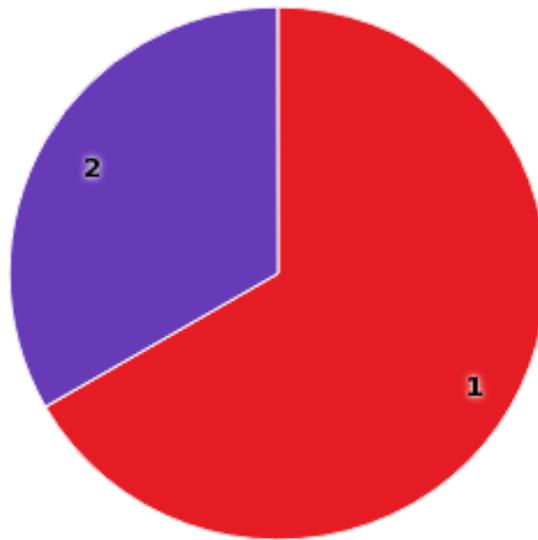
Mean: 1.33
Response: 3

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

Clicktools
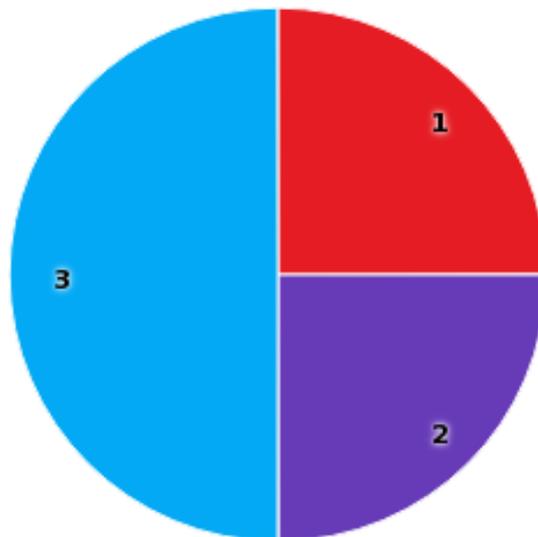
■ 1 - Printed	25% (1)	■ 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	25% (1)
■ 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	50% (2)	■ 4 - Softcopy – restricted with digital right management tool	0% (0)
■ 5 - Streamed content to be used via computer or tablet	0% (0)	■ 6 - Other	0% (0)

Mean: 2.25
Response: 4

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

🟥	1 - Runs on Android, but no dedicated app	0% (0)	🟪 2 - Runs on Apple iOS, but no dedicated app	0% (0)
🟦	3 - Runs on Android with dedicated app	100% (1)	🟩 4 - Runs on Apple iOS with dedicated app	100% (1)
🟨	5 - Other	0% (0)		
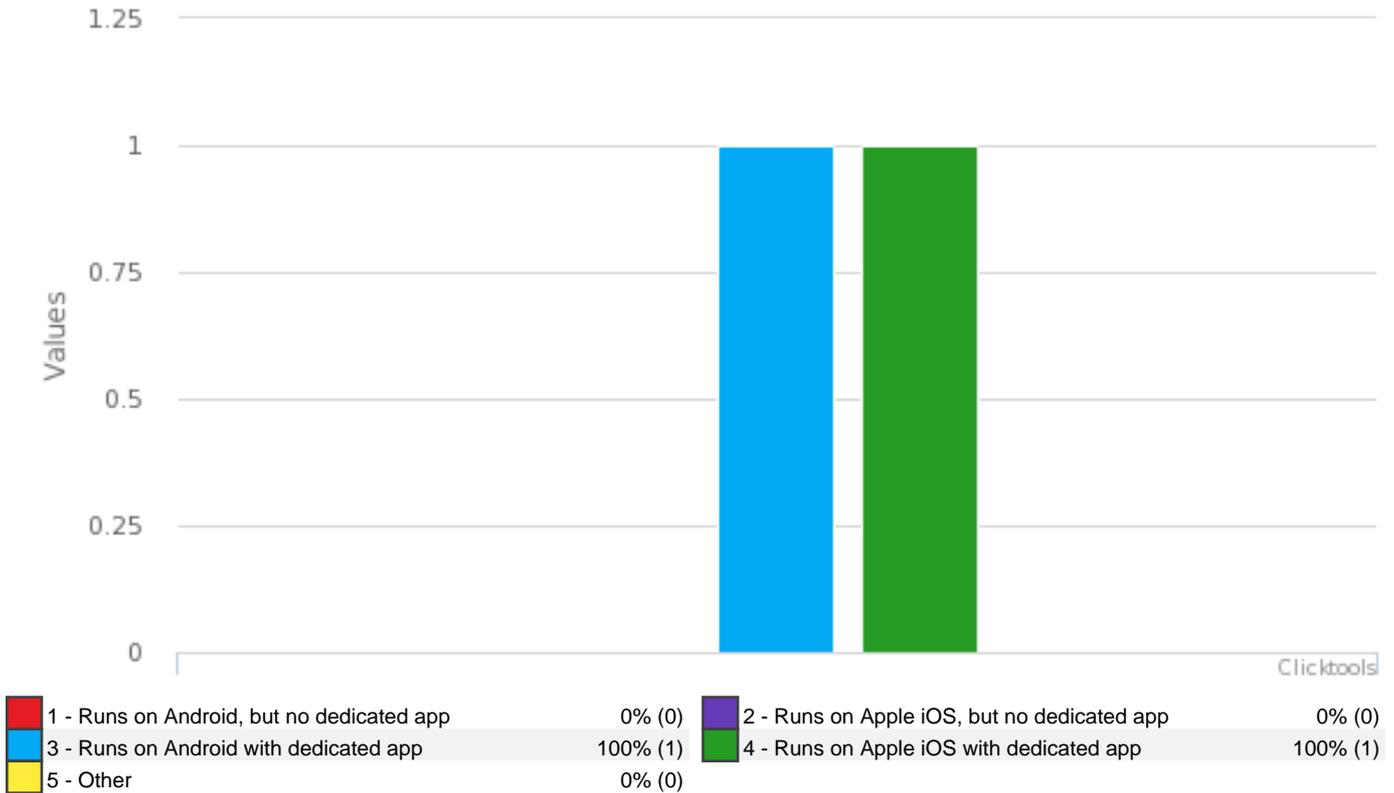
Response: 1

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

🟥	1 - Company owned training facility	66.67% (2)	🟪 2 - Company-owned non-training facility	66.67% (2)
🟦	3 - Authorized Partner Education Center	66.67% (2)	🟩 4 - Customer Site	0% (0)
🟨	5 - Short-term rental facility	0% (0)	🟧 6 - Other	0% (0)
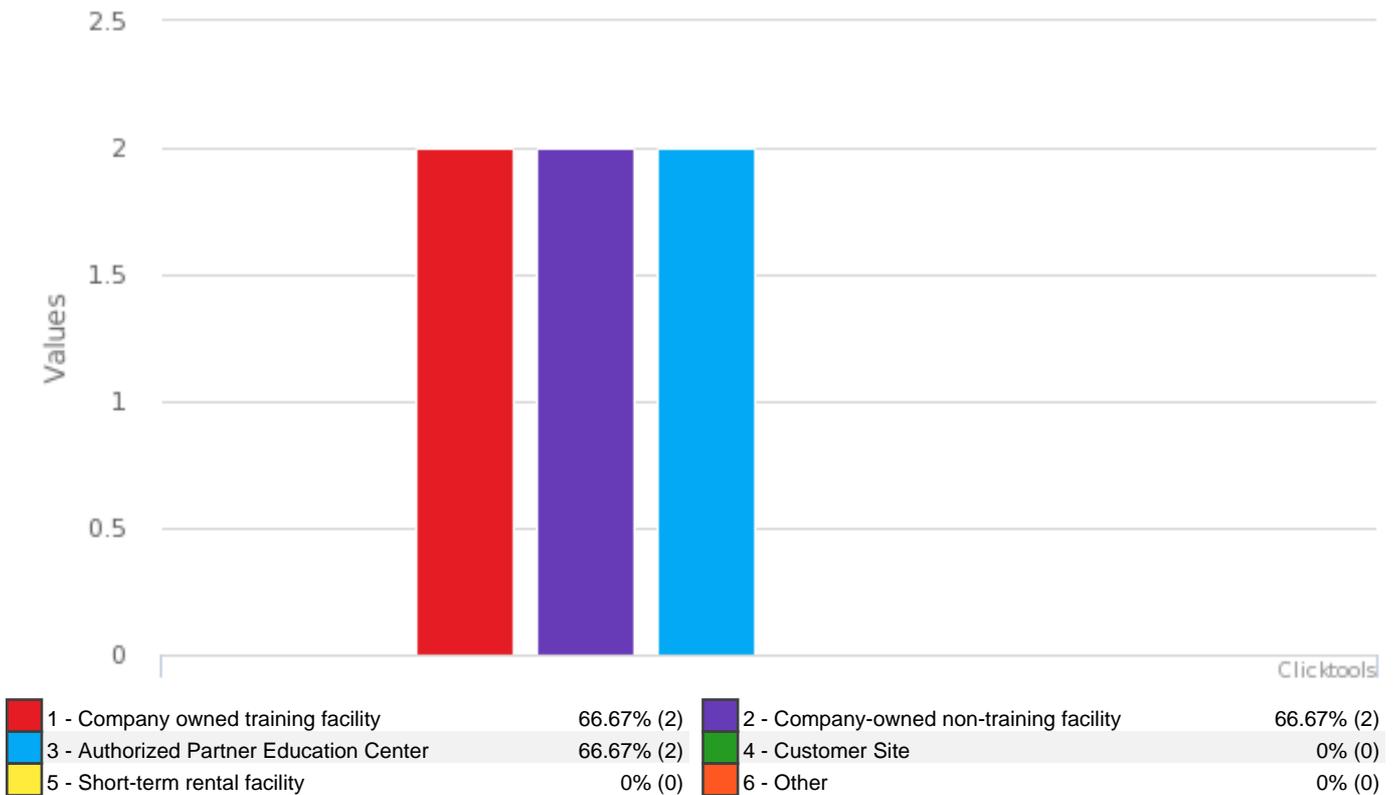
Response: 3

78. For the last fiscal year, what was the own classroom utilization achievement?
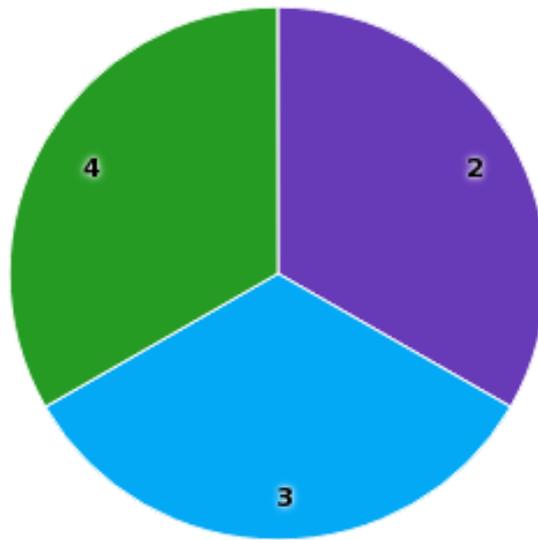
|			
🟥 1 - <20%	0% (0)	🟪 2 - 21-30%	33.33% (1)
🟦 3 - 31-40%	33.33% (1)	🟩 4 - 41-50%	33.33% (1)
🟨 5 - 51-60%	0% (0)	🟧 6 - 61-70%	0% (0)
⬜ 7 - >70%	0% (0)		

Mean: 3

Response: 3

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%)?
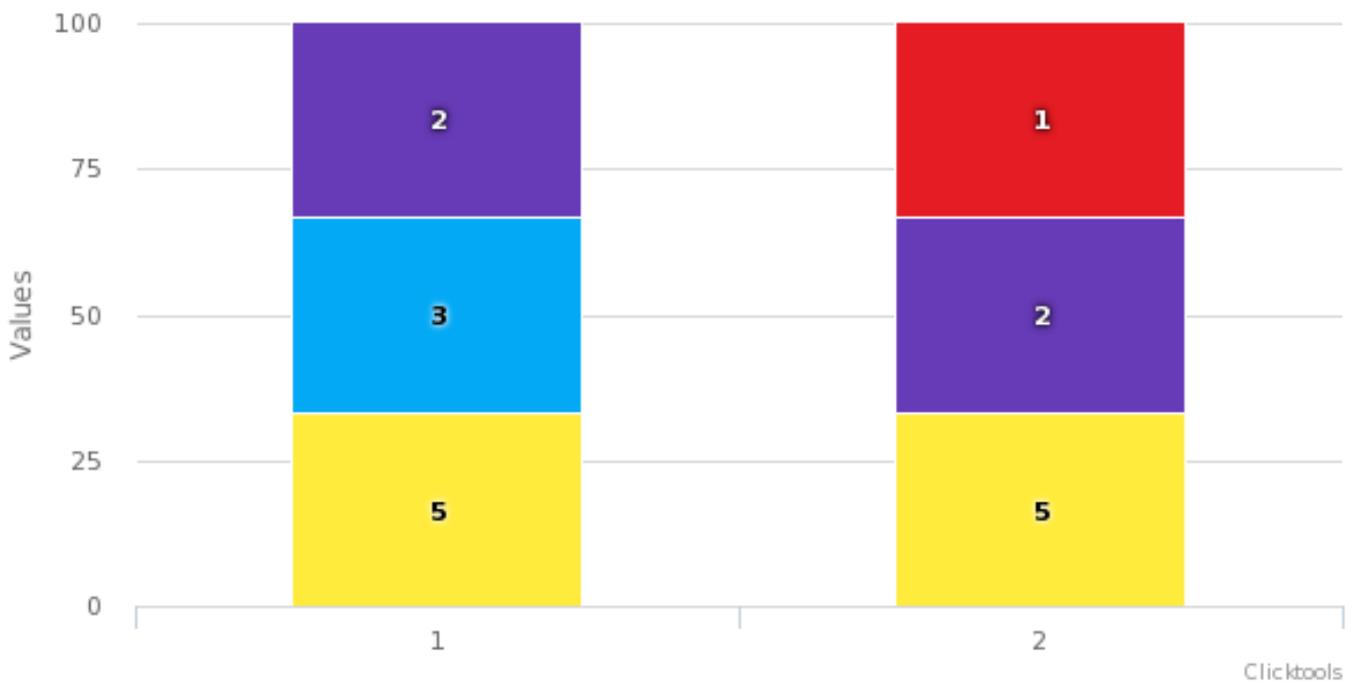
🟥 1	<20%	🟪 2	21-30%	🟦 3	31-40%	🟩 4	41-50%
🟨 5	>50%						

	1	2	3	4	5	Mean
1 Live instructor-led	0% (0)	33.33% (1)	33.33% (1)	0% (0)	33.33% (1)	3.33
2 Virtual instructor-led	33.33% (1)	33.33% (1)	0% (0)	0% (0)	33.33% (1)	2.67

Response: 3

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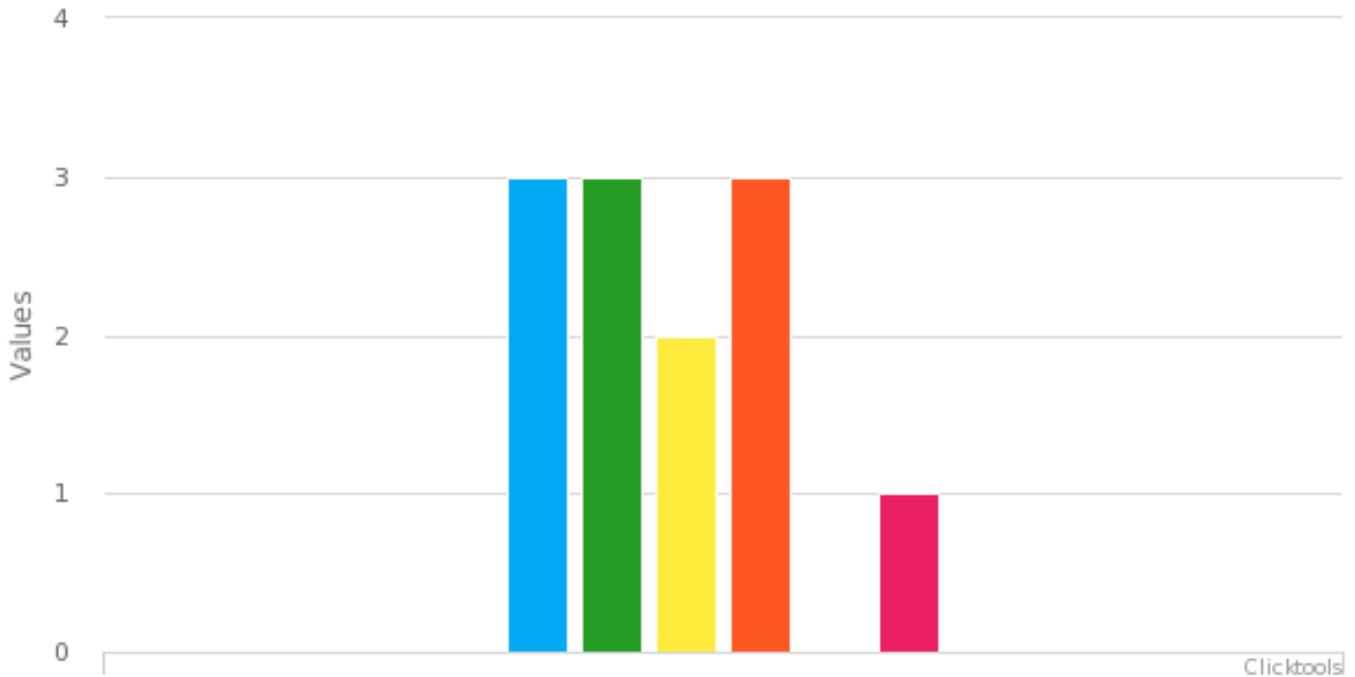

1 - Advertise with a discount for customers	0% (0)	2 - Offer free or discounted seats to partners	0% (0)
3 - Offer free seats for internal employees	100% (3)	4 - Cancel	100% (3)
5 - Try to rebook on other dates	66.67% (2)	6 - Give advance warning that the class is in jeopardy	100% (3)
7 - Offer alternative services	0% (0)	8 - Postpone the class to allow more students to enrol	33.33% (1)
9 - Move to a date when low enrollment is less of a problem	0% (0)	10 - Other	0% (0)

Response: 3

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

1 - We don't have courses that require lab equipment	0% (0)	2 - In our own classrooms	25% (1)
3 - The equipment is shipped	0% (0)	4 - Remote access to our own equipment	50% (2)
5 - Virtualized equipment, by our own company	25% (1)	6 - Virtualized equipment, provided by a 3rd party vendor	50% (2)
7 - Other	0% (0)		
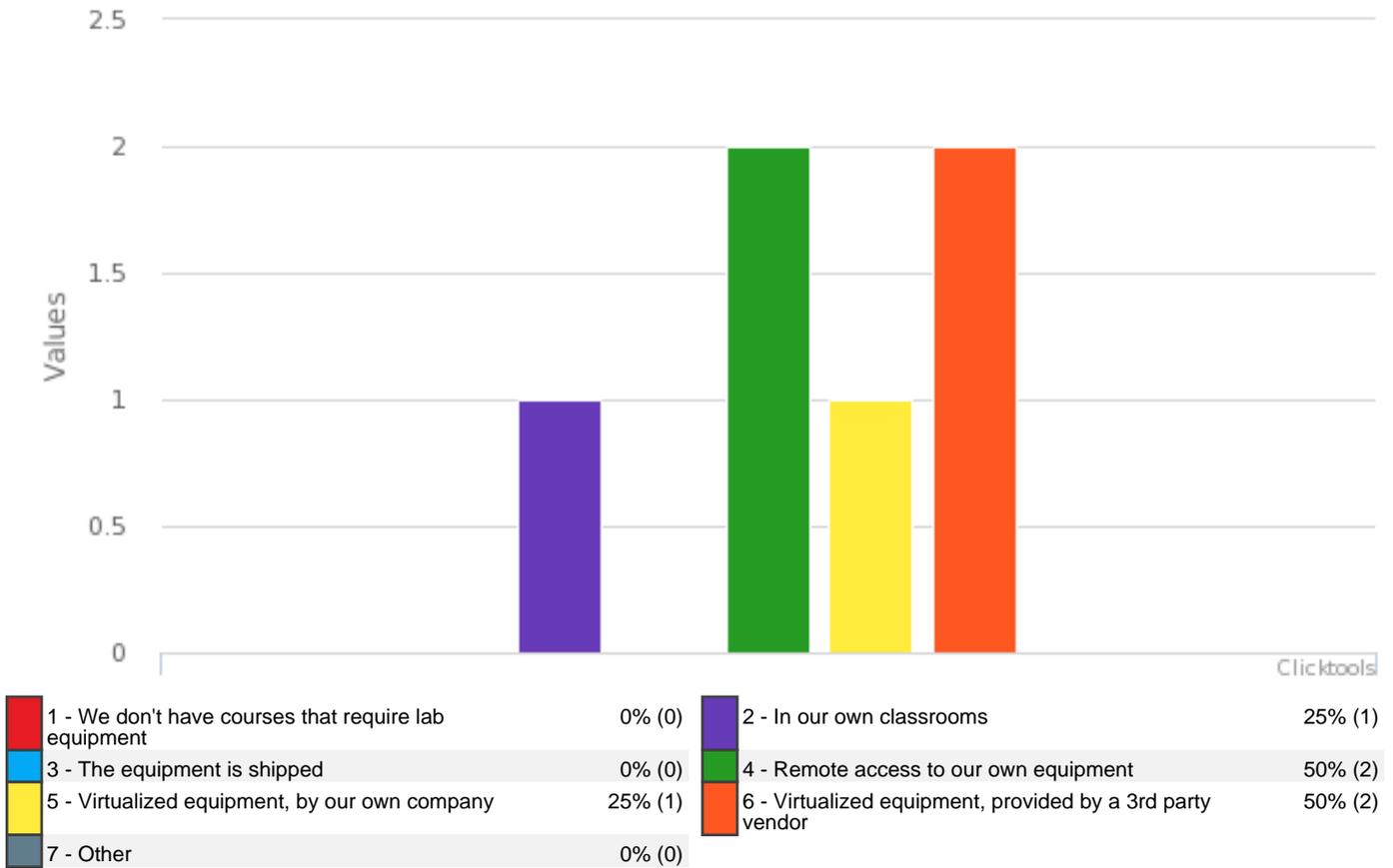
Response: 4

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

1 - N/A	33.33% (1)	2 - <20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	33.33% (1)	6 - 51-60%	33.33% (1)
7 - 61-70%	0% (0)	8 - >70%	0% (0)
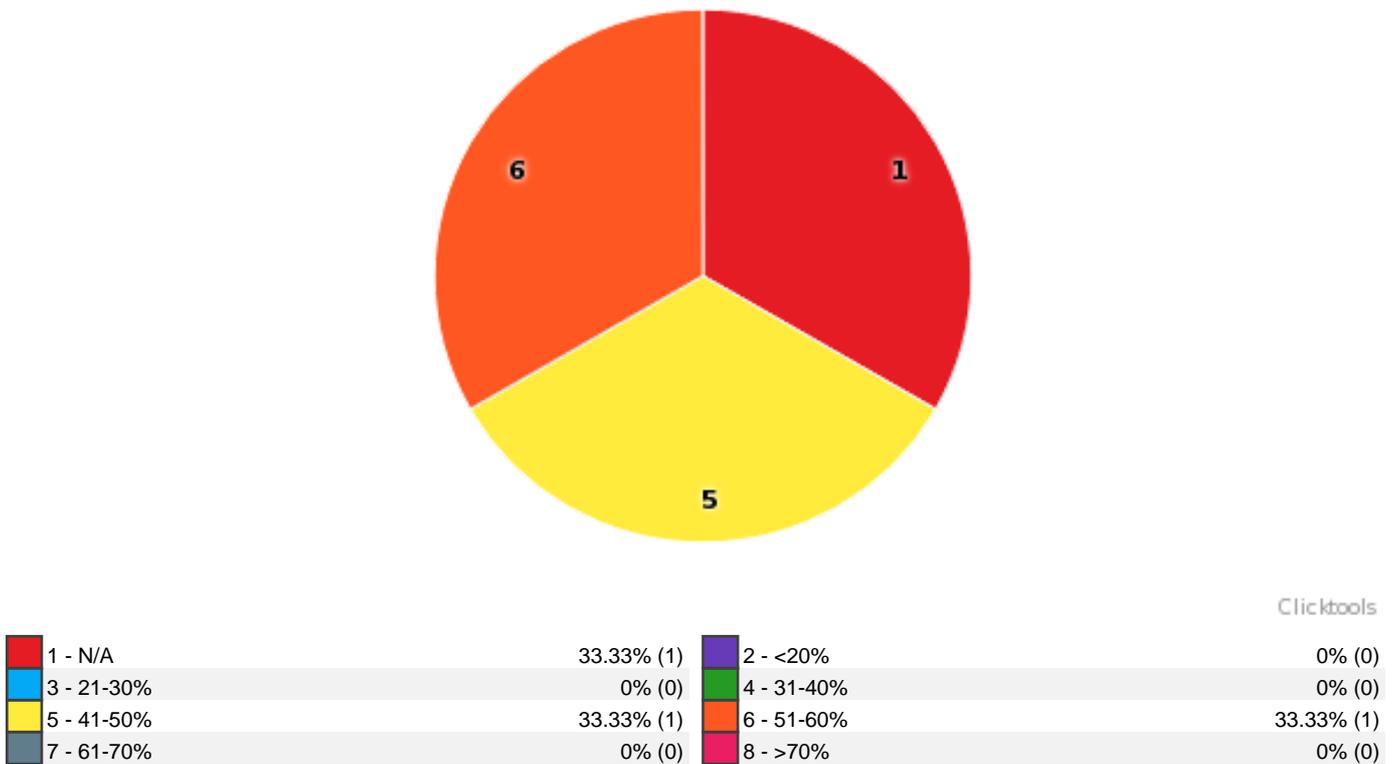
83. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

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

	Sales - Internal staff	Sales - Channels/Par tners	Technical Pre-sales - Internal Staff	Technical Pre-sales - Channels/Partners	Post-sales - Internal Staff	Post-sales - Channels/Partne rs	Customers and/or end users	Unive rsities	O th e r
Average	1,675	4,300	0	100	25	1,000	5,100	0	0
Highest	3,300	8,600	0	200	50	2,000	9,500	0	0
Lowest	50	0	0	0	0	0	700	0	0
Standard deviation	2,298.1	6,081.12	0	141.42	35.36	1,414.21	6,222.54	0	0

Response: 2

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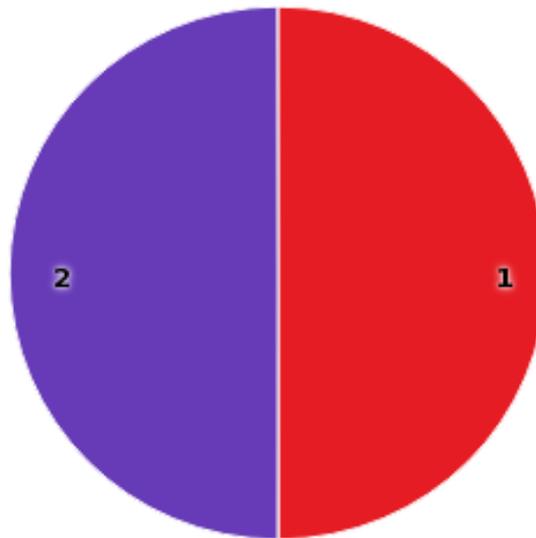
Clicktools

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

Mean: 1.5
Response: 2

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?
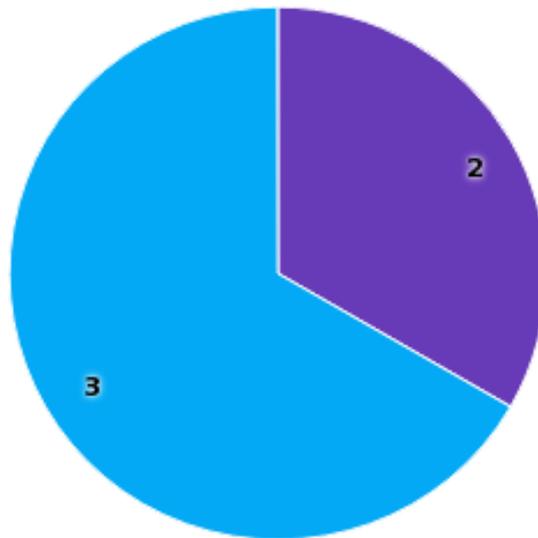
■ 1 - 15 days or less	0% (0)	■ 2 - 16-30 days	33.33% (1)
■ 3 - 31-45 days	66.67% (2)	■ 4 - 46-60 days	0% (0)
■ 5 - more than 60 days	0% (0)		

Mean: 2.67

Response: 3

86. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?
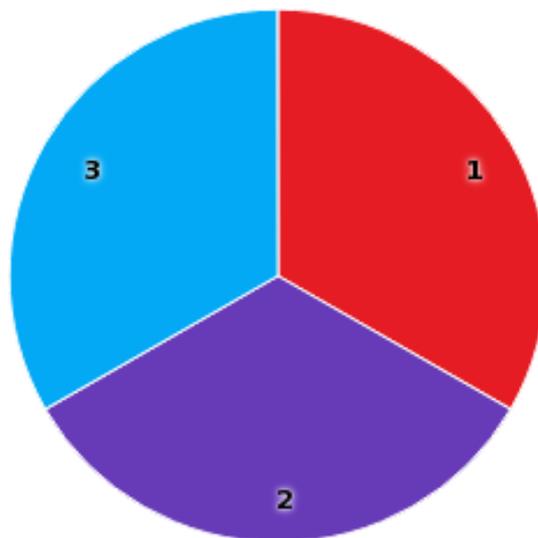
■ 1 - 5 or less	33.33% (1)	■ 2 - 6-10	33.33% (1)
■ 3 - 11-15	33.33% (1)	■ 4 - 16-19	0% (0)
■ 5 - 20 or more	0% (0)		

Mean: 2

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

🟥 1 - Virtual Labs	100% (4)	🟪 2 - Virtual Classroom	100% (4)
🟦 3 - CRM to manage all customer and opportunities	100% (4)	🟩 4 - LMS	100% (4)
🟨 5 - LCMS (Learning Content Management System)	0% (0)	🟧 6 - Knowledge Management	25% (1)
🟦 7 - Scheduling/Utilization	0% (0)	🟥 8 - Certification Credentials	75% (3)
🟦 9 - Certification Delivery	25% (1)	🟦 10 - Digital Rights Management	25% (1)
🟩 11 - Dashboard for KPI	50% (2)	🟨 12 - Other	0% (0)
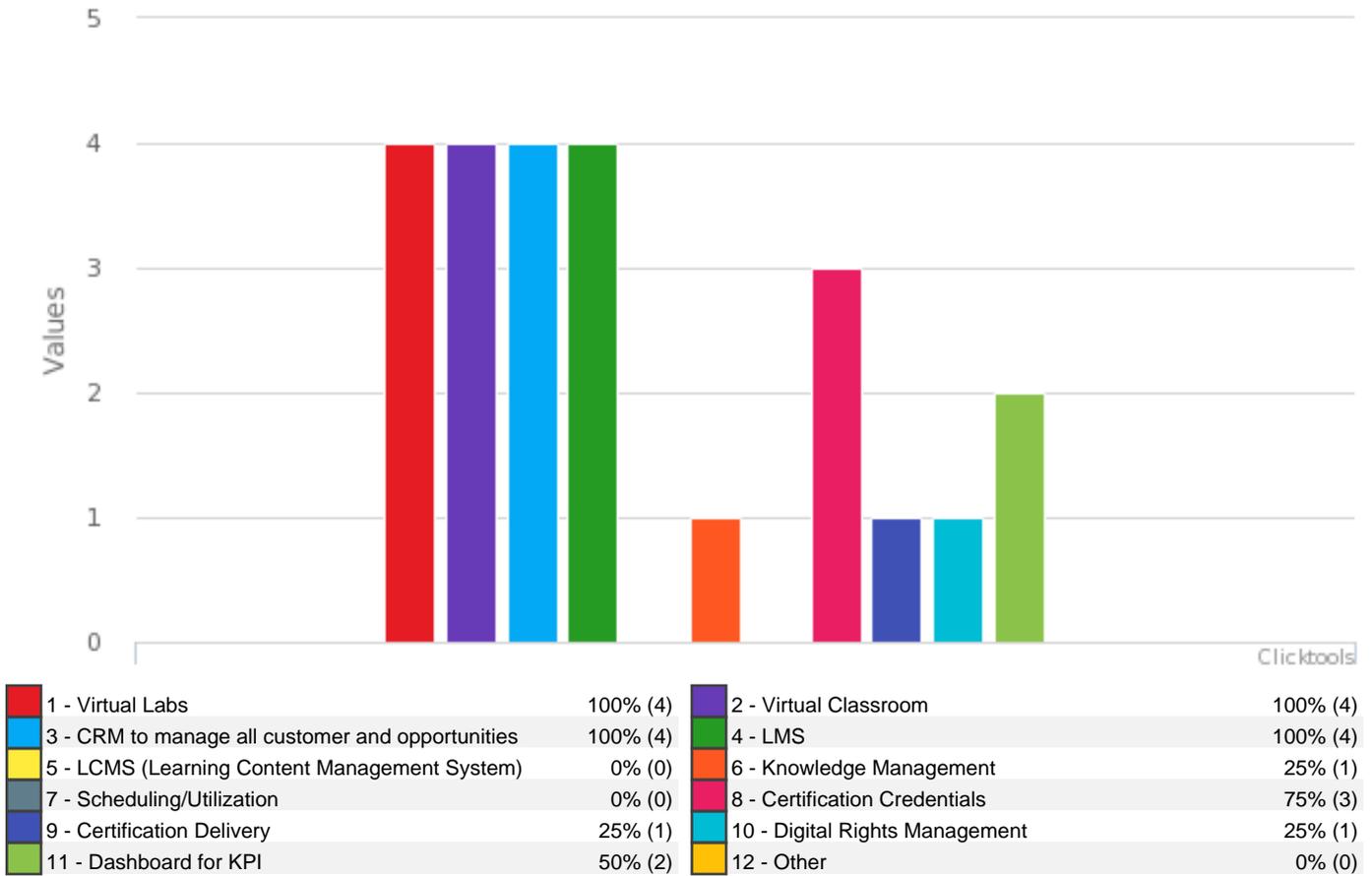
Response: 4

88. Approximately, what percentage of your expense budget is spent on these tools?
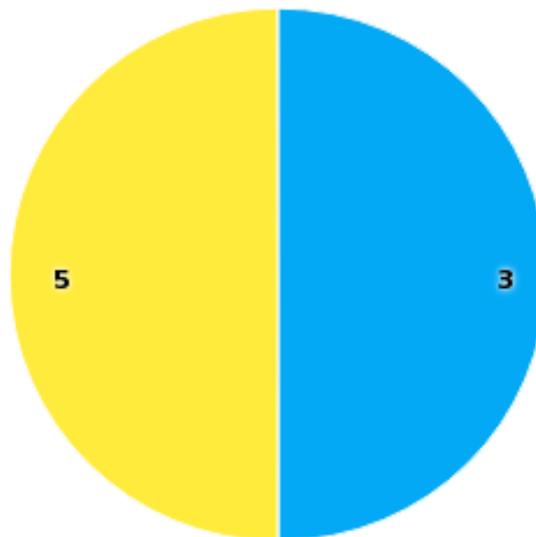
1 - <3%	0% (0)	2 - 3-6%	0% (0)
3 - 7-10%	50% (1)	4 - 11-20%	0% (0)
5 - 21-30%	50% (1)	6 - 31-40%	0% (0)
7 - 41-50%	0% (0)	8 - >50%	0% (0)

Mean: 4

Response: 2

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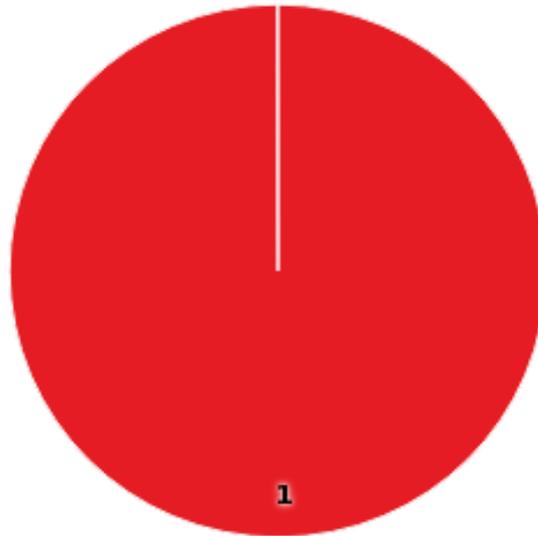
Clicktools

1 - Yes	100% (3)	2 - No	0% (0)

Mean: 1

Response: 3

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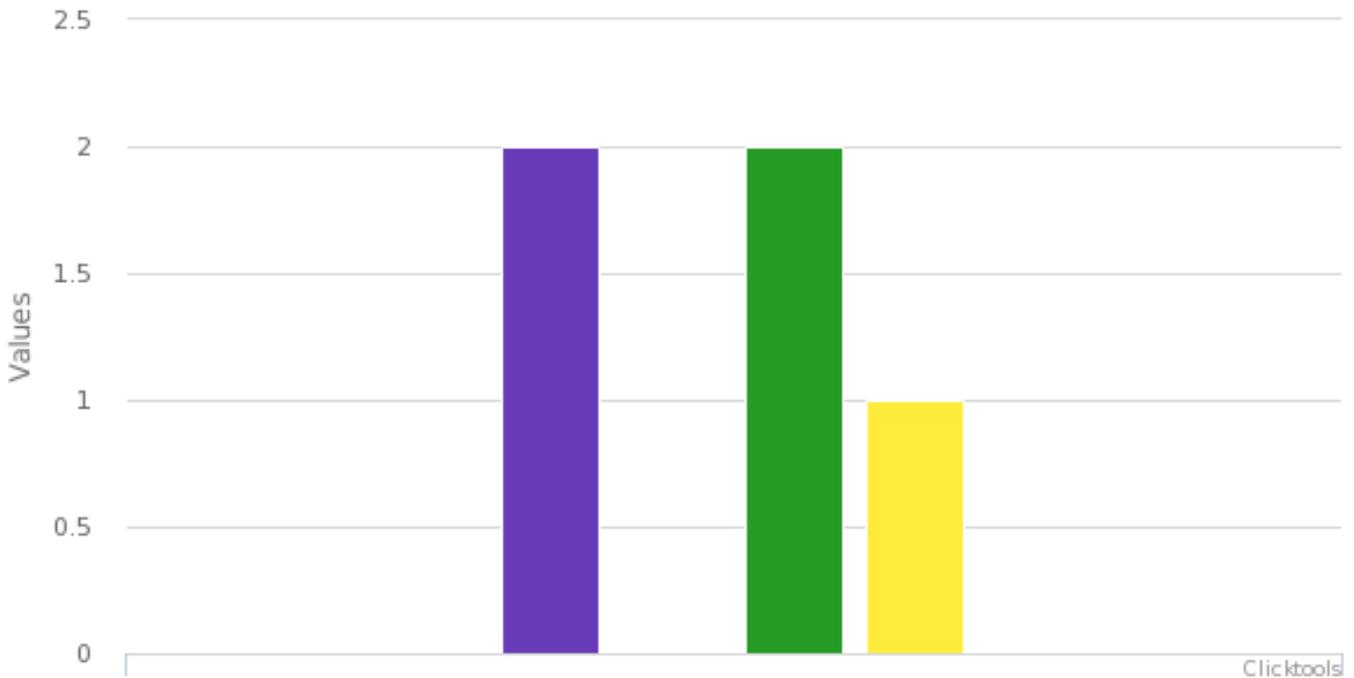
Clicktools

|			
■ 1 - Completely outsourced delivery	0% (0)	■ 2 - Add additional bandwidth	66.67% (2)
■ 3 - Additional skills	0% (0)	■ 4 - Provide translation/localization (eg by native language speakers)	66.67% (2)
■ 5 - Reduce travel cost/time	33.33% (1)	■ 6 - Other	0% (0)

Response: 3

91. What is the role of the delivery partner?
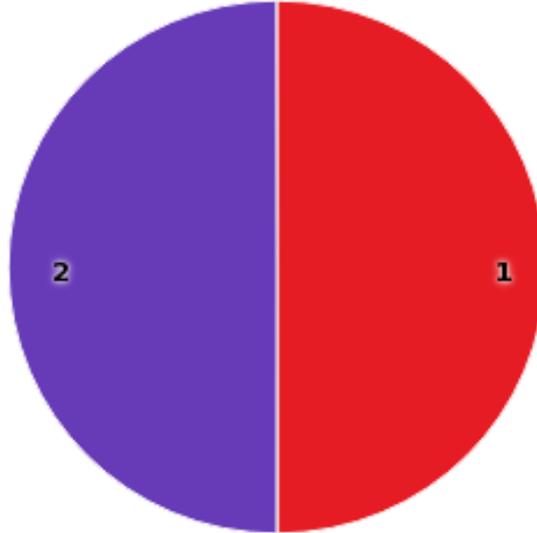
■ 1 - Delivery partner acts as additional delivery resource, invisible to customer	50% (1)	■ 2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)	50% (1)

Mean: 1.5
Response: 2

92. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.
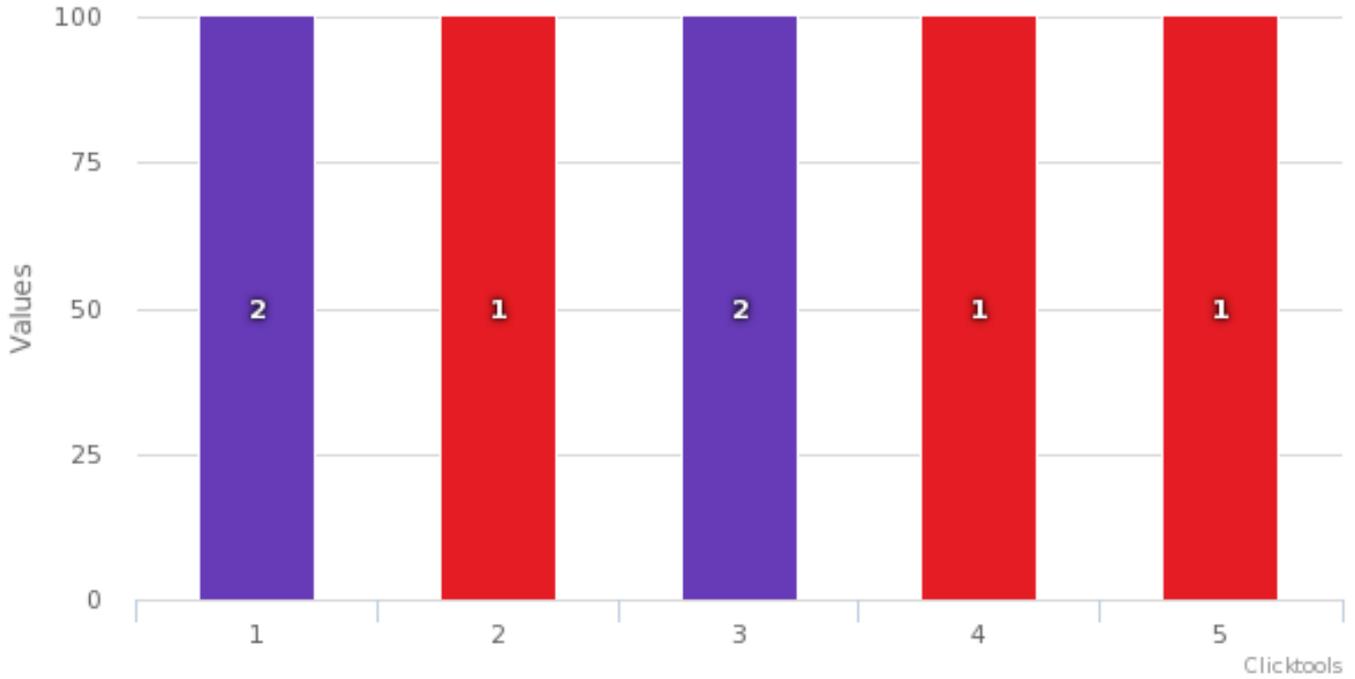
	1	25% or less	2	26-50%	3	51-75%	4	More than 75%

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

Response: 3

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


■ 1 - Product Resellers/VARs	0% (0)	■ 2 - Product Distributors/VADs	50% (1)
■ 3 - Independent training organizations	100% (2)	■ 4 - Services/Implementation Partners	50% (1)
■ 5 - Individual contractors/freelancers	0% (0)	■ 6 - Other	0% (0)
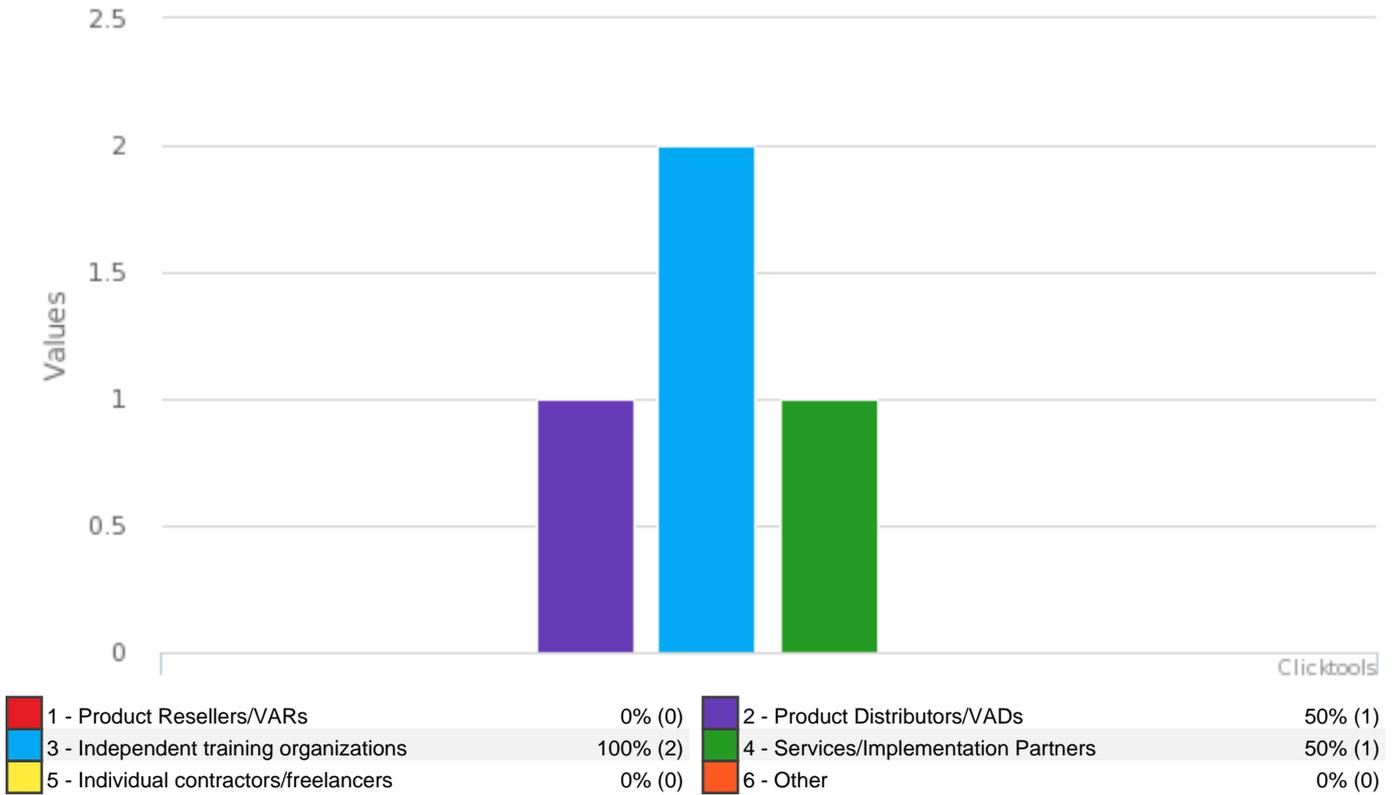
Response: 2

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	4	0.33	0.67	2	1.67
Highest	6	1	2	2	3
Lowest	0	0	0	2	0
Standard deviation	3.46	0.58	1.15	0	1.53

Response: 3

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

■ 1 - Pay per use of the instructor	50% (1)	■ 2 - Recurring fixed fee licensing	0% (0)
■ 3 - Per seat revenue sharing	50% (1)	■ 4 - Training kit/unit based materials fee	100% (2)
■ 5 - Other	0% (0)		

Response: 2
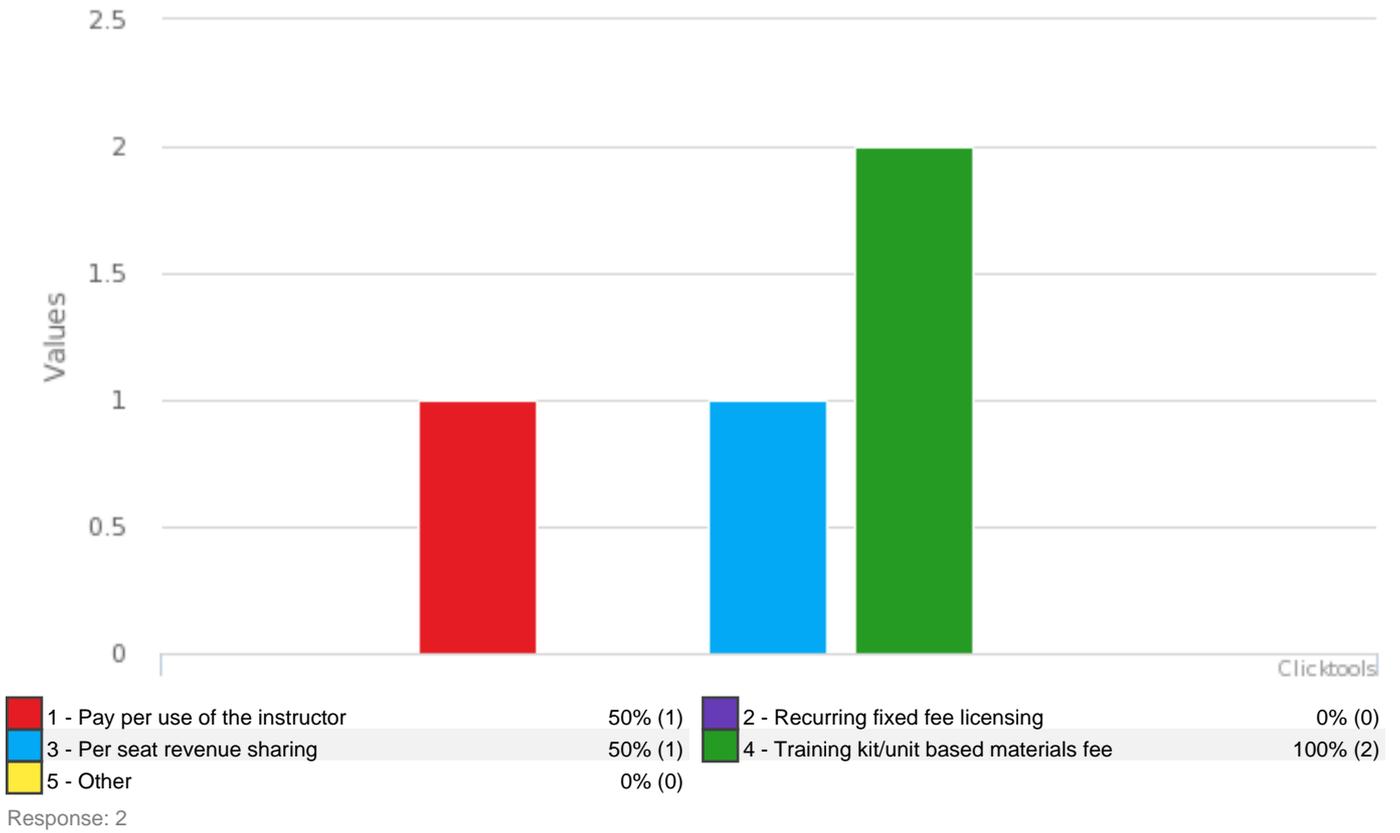
96. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.

1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80	10	81-90%	11	>90%		

		1	2	3	4	5	6	7	8	9	10	11	Mean
1	Worldwide	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4
2	North America	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3	Central and South America	100% (1)	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	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5	Asia/Pacific	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2

Response: 1

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

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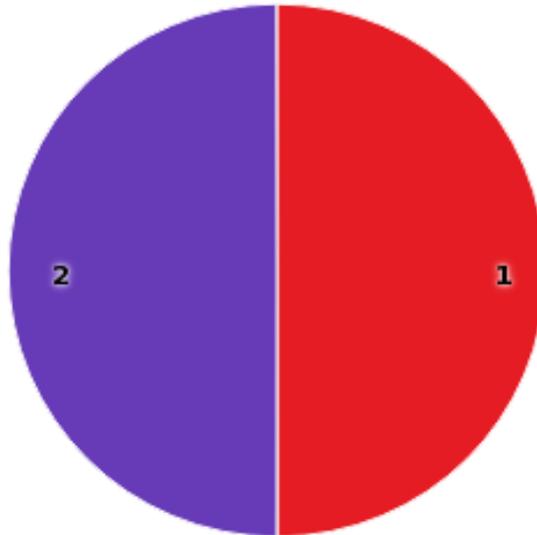
Mean: 1.5
Response: 2

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

■ 1 - Yes	100% (2)	■ 2 - No	0% (0)
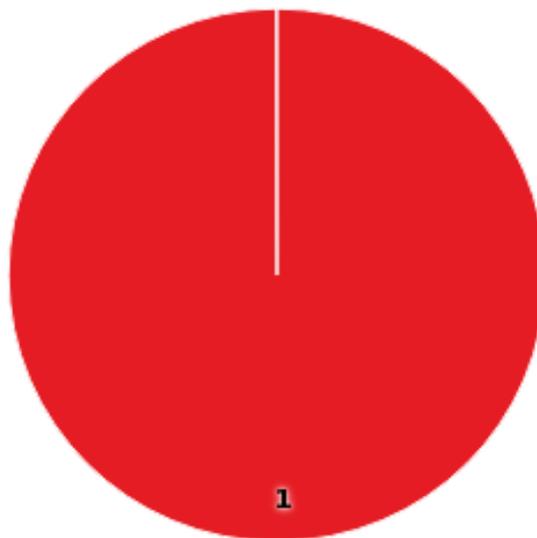
Mean: 1
Response: 2

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

1 - Different education offerings (for example, partner only delivers end user training, you don´t)	0% (0)	
2 - Different countries and regions (for example, partner only delivers in countries where you don´t offer training yourself)	100% (2)	
3 - Different products (for example, partner can offer training only on SMB products)	0% (0)	
4 - Penalties in case of violations	50% (1)	
5 - Other	0% (0)	
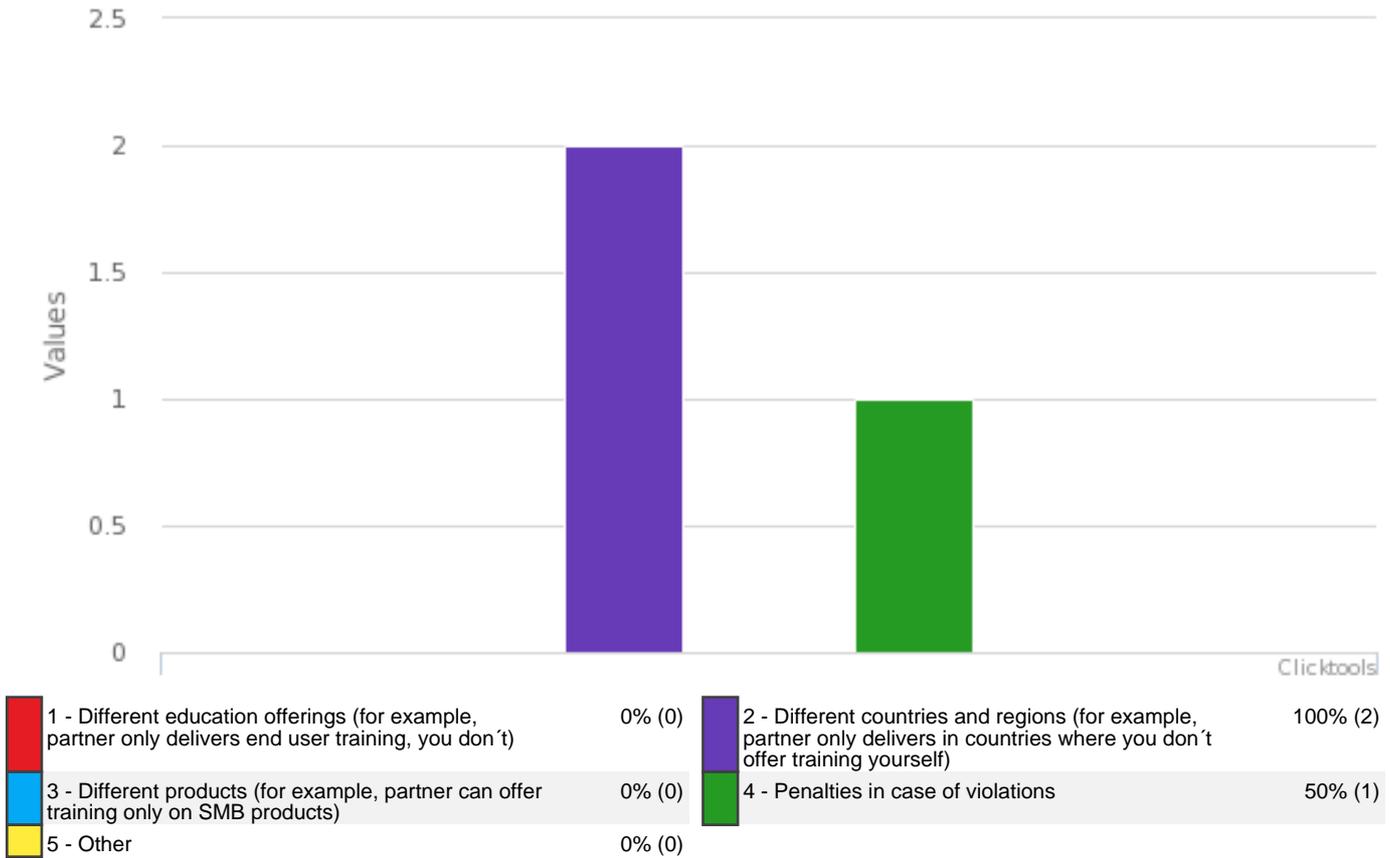
Response: 2

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

🟥	1 - No, not allowed to customize	100% (3)	🟪	2 - Yes, allowed, and use the same fee model as standard training	0% (0)
🟦	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

Response: 3

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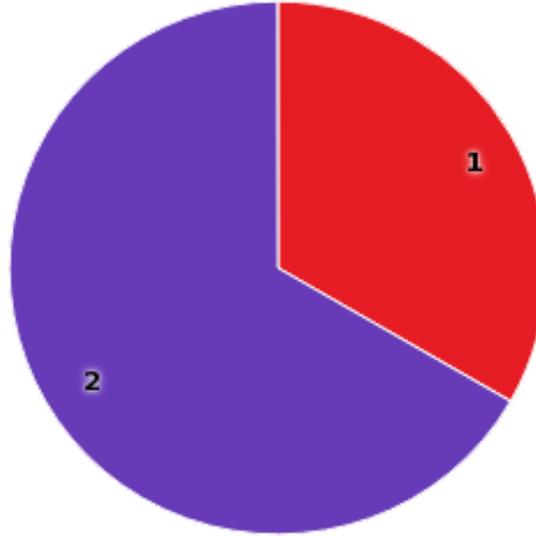


Clicktools

|				
🟥	1 - No, not allowed to localize	33.33% (1)	🟪	2 - Yes, allowed, and use the same fee model as standard training	66.67% (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	0% (0)

Mean: 1.67

Response: 3

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

|			
1 - Trust model	0% (0)	2 - Partner has to register students at your LMS	0% (0)
3 - Partner has to order kits from you or your vendors	100% (2)	4 - Other	0% (0)
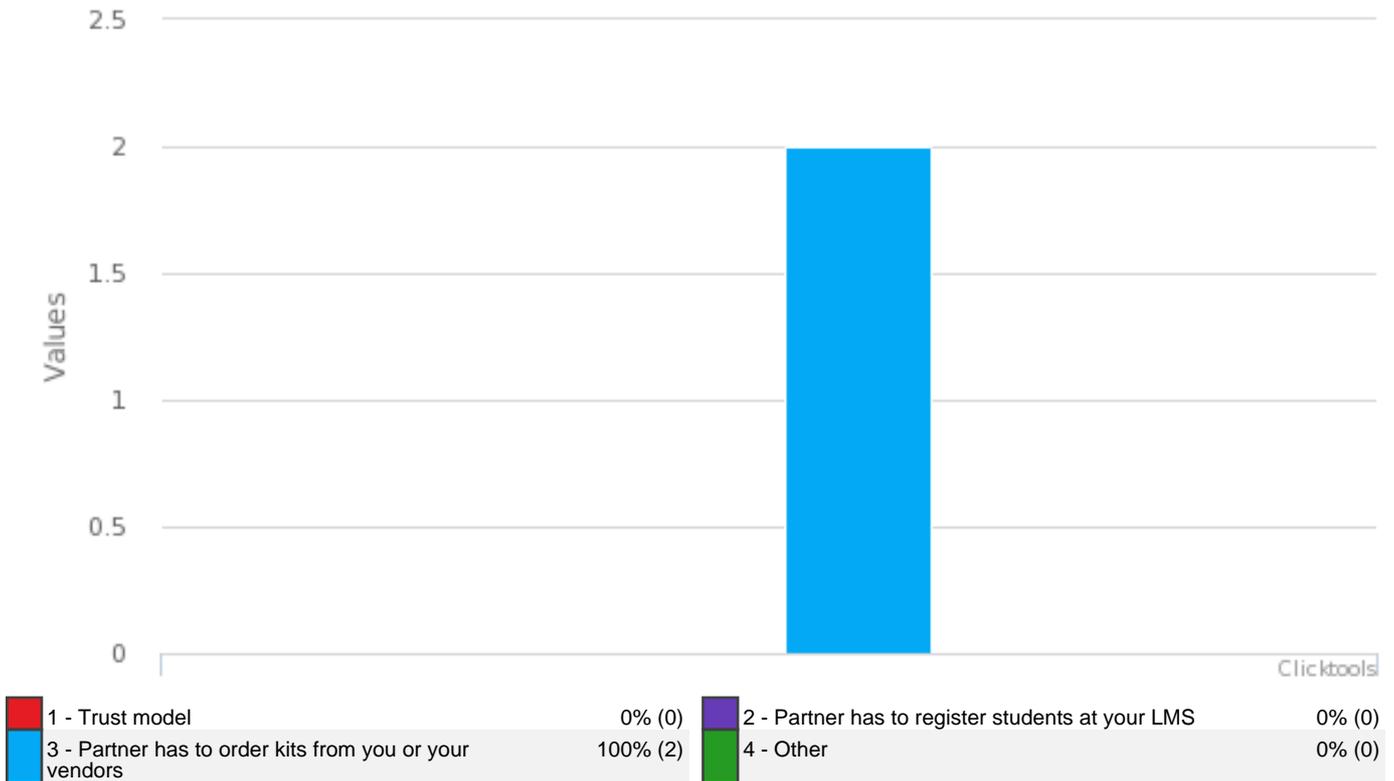
Response: 2

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)?

|			
1 - < 10%	0% (0)	2 - 10-20%	0% (0)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	100% (1)	6 - 51-60%	0% (0)
7 - 61-70%	0% (0)	8 - 71-80%	0% (0)
9 - 81-90%	0% (0)	10 - > 90%	0% (0)
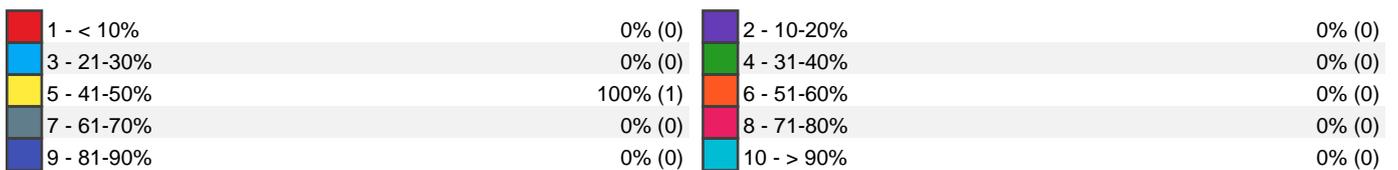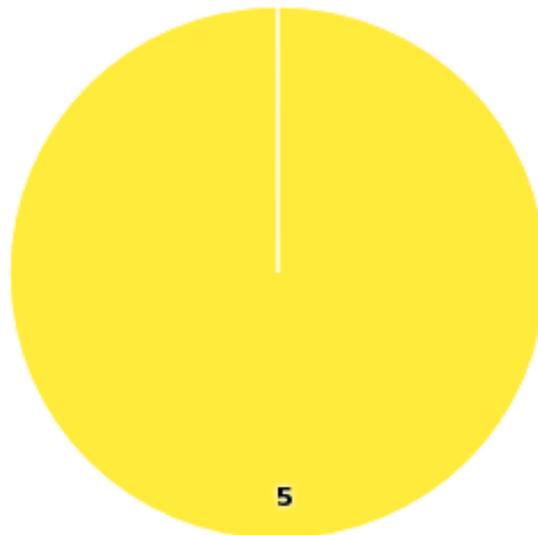
Mean: 5

104. Do you have a formal academic partner program?

| ■ 1 - Yes | 0% (0) | ■ 2 - No | 100% (4) |

Mean: 2

Response: 4

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

■ 1 - Extend/expand the reach of Education Services	0% (0)	■ 2 - Establish brand/technical mindshare for future customers and users	0% (0)
■ 3 - Supporting school-to-work programs	0% (0)	■ 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	0% (0)
■ 5 - Provide local language training	0% (0)	■ 6 - Other	0% (0)

Response: 0

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

| ■ 1 - Yes | 0% (0) | ■ 2 - No | 0% (0) |

Response: 0

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

Response: 0

108. 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	0% (0)	■ 2 - Vocational/Technical Schools	0% (0)
■ 3 - Associates' programs/2 year colleges or certificates	0% (0)	■ 4 - Bachelors' programs/4 year colleges and universities	0% (0)
■ 5 - Graduate programs/universities	0% (0)	■ 6 - Other	0% (0)

Response: 0

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

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

Response: 0

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.

1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80	10	81-90%	11	>90%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Worldwide	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0
2 North America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0
3 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0
4 Europe, Middle East and Africa	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0
5 Asia/Pacific	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0

Response: 0

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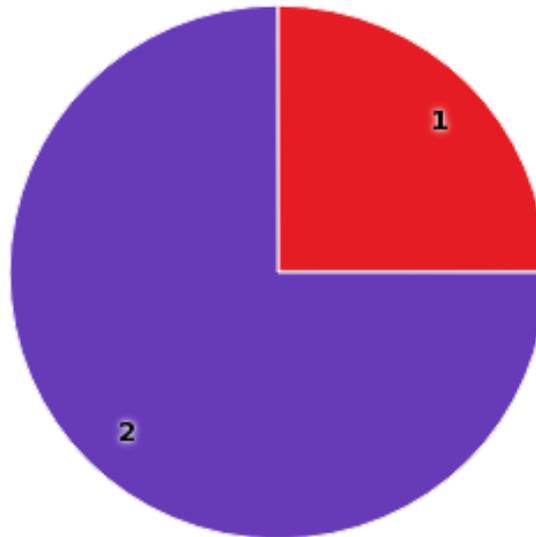

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■ 1 - Yes, for all of our products	25% (1)	■ 2 - Yes, for some of our products	75% (3)
■ 3 - No, we don't offer any certification programs	0% (0)		

Mean: 1.75

Response: 4

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

|					
🟥	1 - Validate partner skills		75% (3)		
🟪	2 - Promoting brand recognition in the industry		50% (2)		
🟦	3 - Creating loyalty in our partner community and customer base		0% (0)		
🟩	4 - Establishing advocacy in the technical community		25% (1)		
🟨	5 - Creating a social network of support in the technical community		0% (0)		
🟧	6 - Revenue Generation		25% (1)		
⬜	7 - Ensure customer satisfaction		25% (1)		
🟥	8 - Enhance our product's value		0% (0)		
🟦	9 - Other		0% (0)		
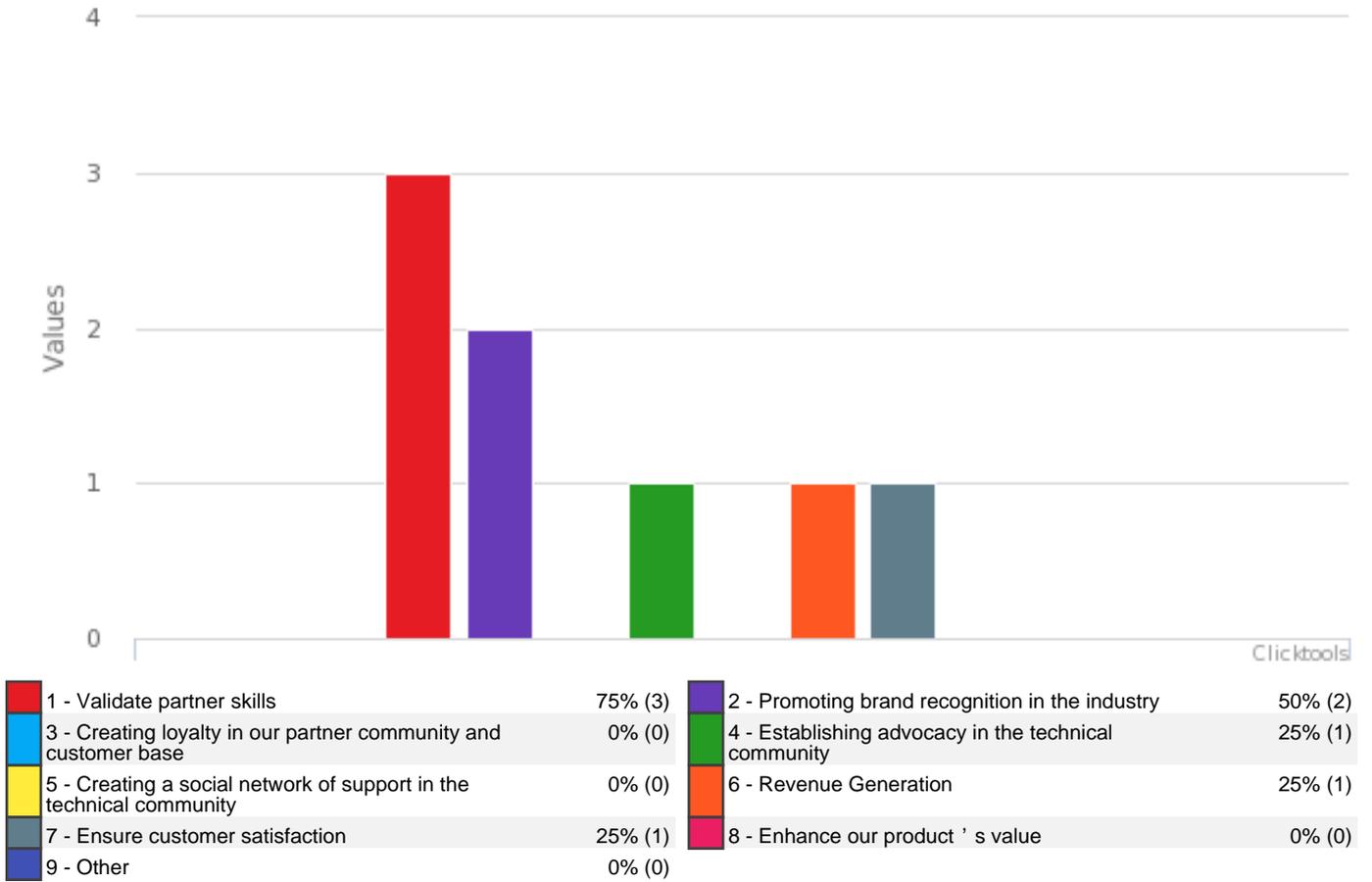
Response: 4

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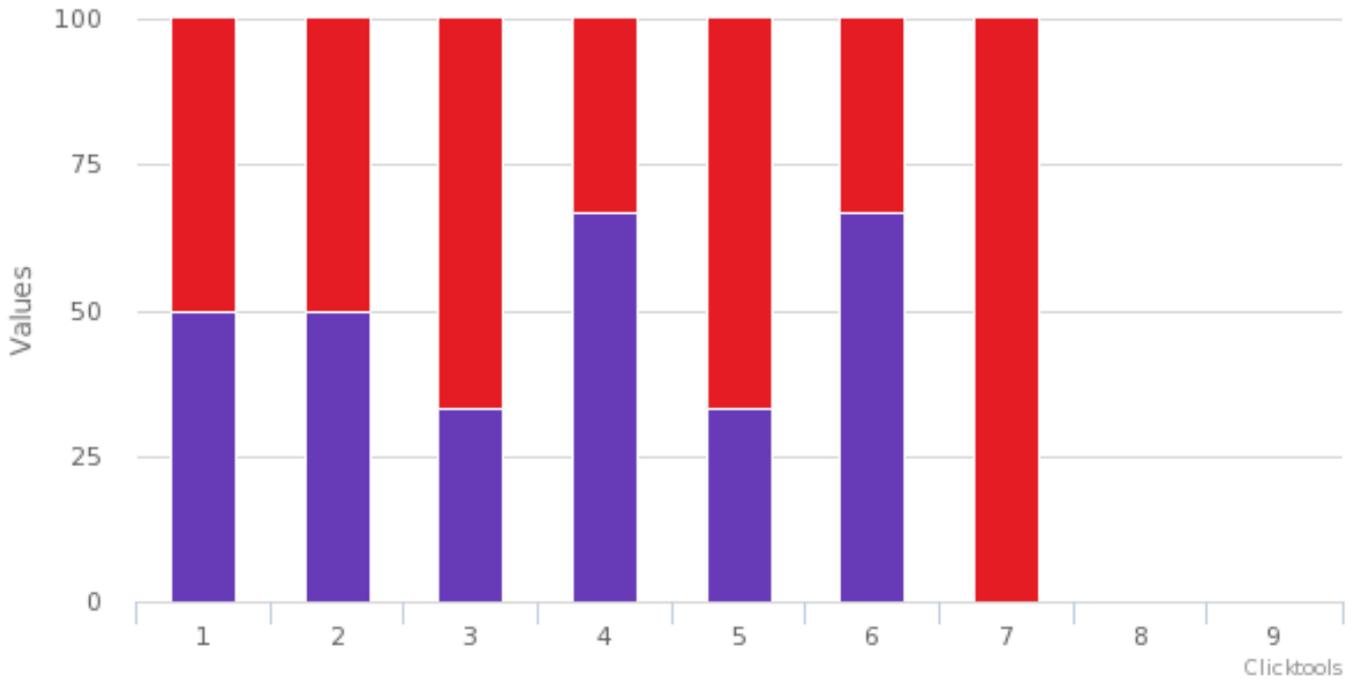


		Intended	Required
1	Sales - Internal staff	50% (1)	50% (1)
2	Sales - Channels/Partners	50% (2)	50% (2)
3	Presales – Internal Staff/Engineers	66.67% (2)	33.33% (1)
4	Presales – Channel/Partners	33.33% (1)	66.67% (2)
5	Post-sales – Internal Service Staff	66.67% (2)	33.33% (1)
6	Post-sales – Channels/Partners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

Response: 3

114. How many certification tiers (levels) do most of your programs offer?
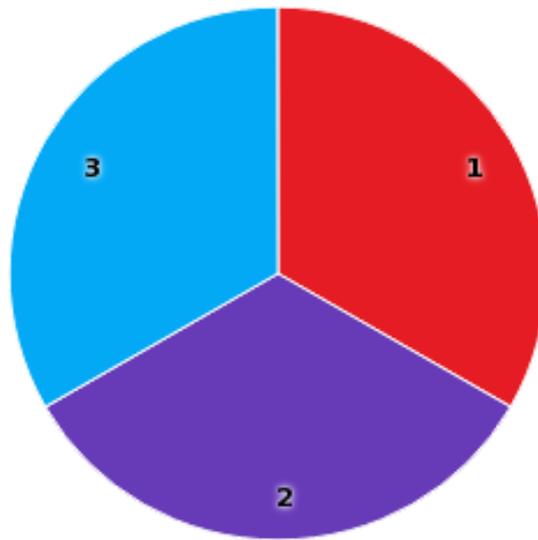
■ 1 - 1	33.33% (1)	■ 2 - 2	33.33% (1)
■ 3 - 3	33.33% (1)	■ 4 - 4	0% (0)
■ 5 - 5 or more	0% (0)	■ 6 - It varies	0% (0)

Mean: 2

Response: 3

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

■ 1 - Yes, for all tiers	0% (0)	■ 2 - Yes, but only for some tiers	50% (1)
■ 3 - No, you can go directly to the top tier or any point in-between	50% (1)		

Mean: 2.5

Response: 2

116. For how long are your certifications valid before requiring a renewal?
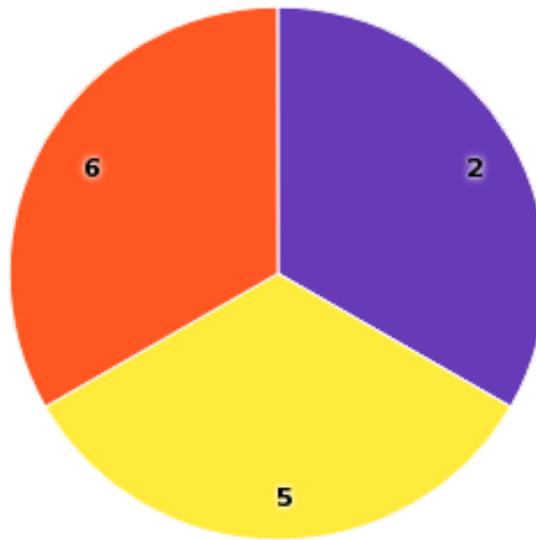
🟥 1 - Must re-certify annually	0% (0)	🟪 2 - 2 Years	33.33% (1)
🟦 3 - 3-4 years	0% (0)	🟩 4 - 5 years or more	0% (0)
🟨 5 - Certifications never expire	33.33% (1)	🟧 6 - Varies by certification	33.33% (1)
⬛ 7 - Only valid for a product version	0% (0)	🟥 8 - Other	0% (0)

Mean: 4.33
Response: 3

**117. For how many years have you offered a certification program?**
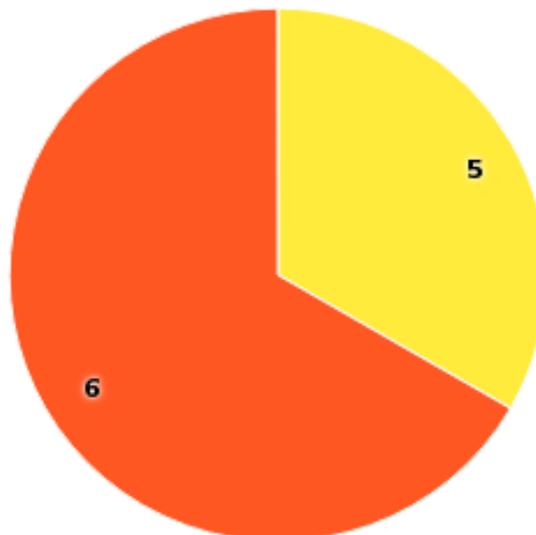
🟥 1 - Less than a year	0% (0)	🟪 2 - 1-2 years	0% (0)
🟦 3 - 2-3 years	0% (0)	🟩 4 - 3-4 years	0% (0)
🟨 5 - 4-5 years	33.33% (1)	🟧 6 - 5-9 years	66.67% (2)
⬛ 7 - 10 years or more	0% (0)		

Mean: 5.67

118. How many certifications:
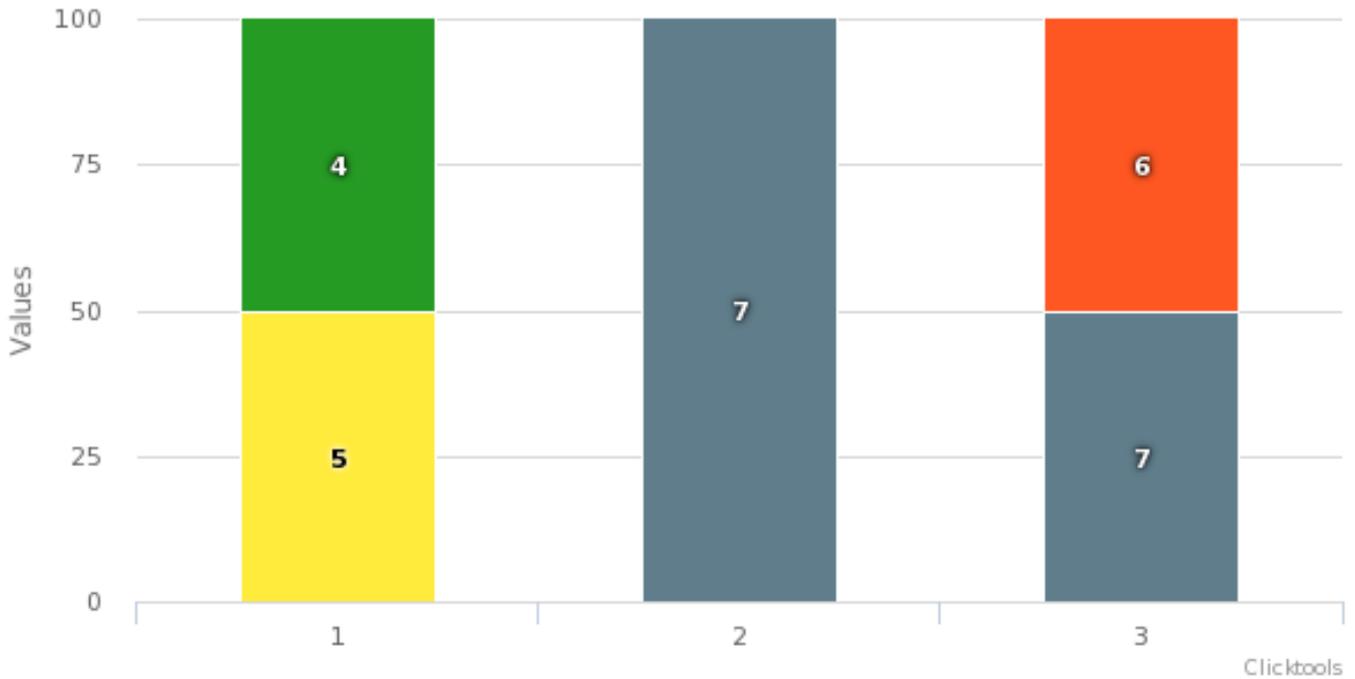
1	1<100	2	101-200	3	201-500	4	501-1,000
5	1,001-2,000	6	2,001-5,000	7	5,001-10,000	8	10,001-50,000
9	50,001-100,000	10	>100,000				

	1	2	3	4	5	6	7	8	9	10	Mean
1 Were issued in the last business year?	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.5
2 Were issued since start of the certification program?	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	7
3 Are valid currently?	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)	0% (0)	6.5

Response: 2

119. Does your certification program include Performance-Based Testing?
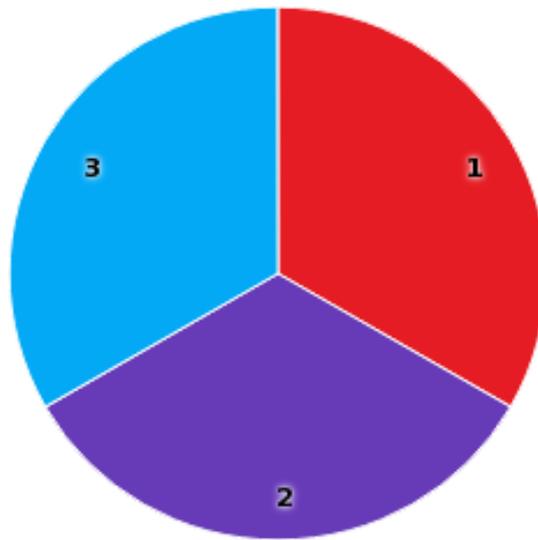
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🟥	1 - Yes, it's live	33.33% (1)	🟪 2 - No, but we're planning it	33.33% (1)
🟦	3 - No, we have no plans	33.33% (1)		

Mean: 2
Response: 3

120. What are the key factors for success for performance exams? Select all that apply.
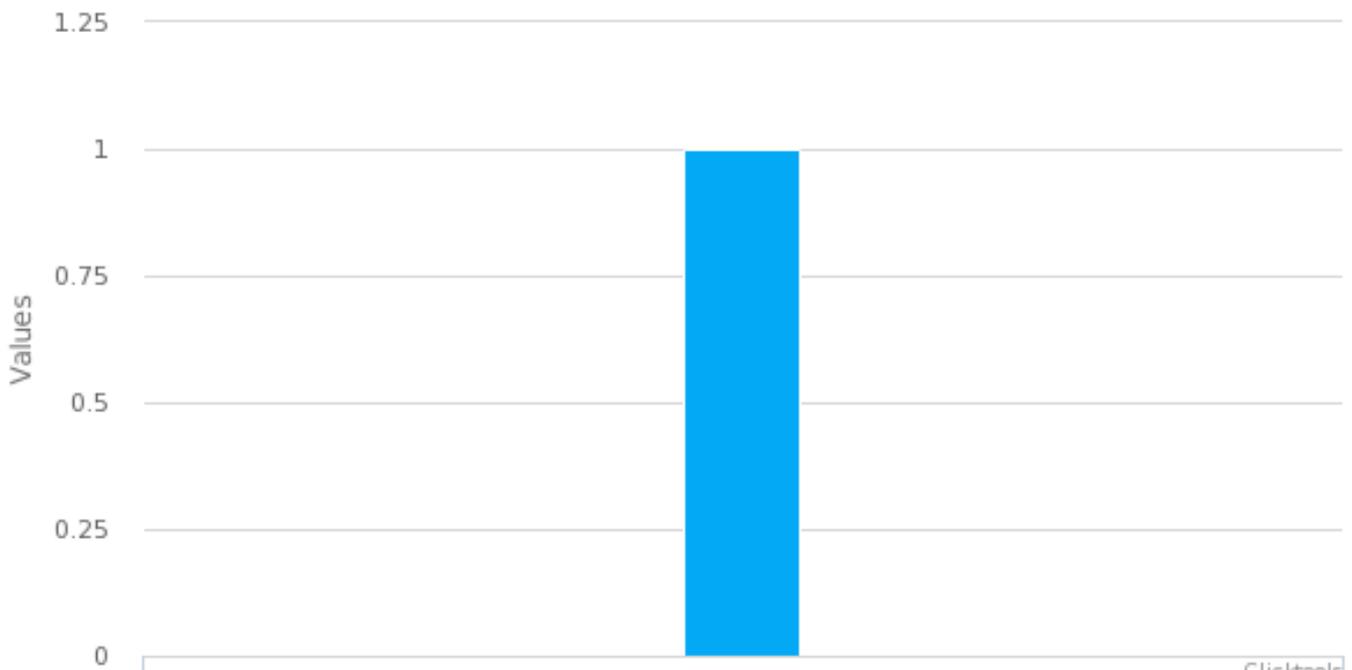
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🟥	1 - Available resources to test and score	0% (0)	🟪 2 - Setting the proper price so the value is recognized	0% (0)
🟦	3 - Making it part of partner requirements	100% (1)	🟩 4 - Ensure there is a high stakes pre-requisite in place	0% (0)
🟨	5 - Other	0% (0)		

Response: 1

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

|			
🟥 1 - Scalability	100% (1)	🟪 2 - Can we ever automate?	0% (0)
🟦 3 - Cost	100% (1)	🟩 4 - Resources	100% (1)
🟨 5 - ROI	0% (0)	🟧 6 - Other	0% (0)
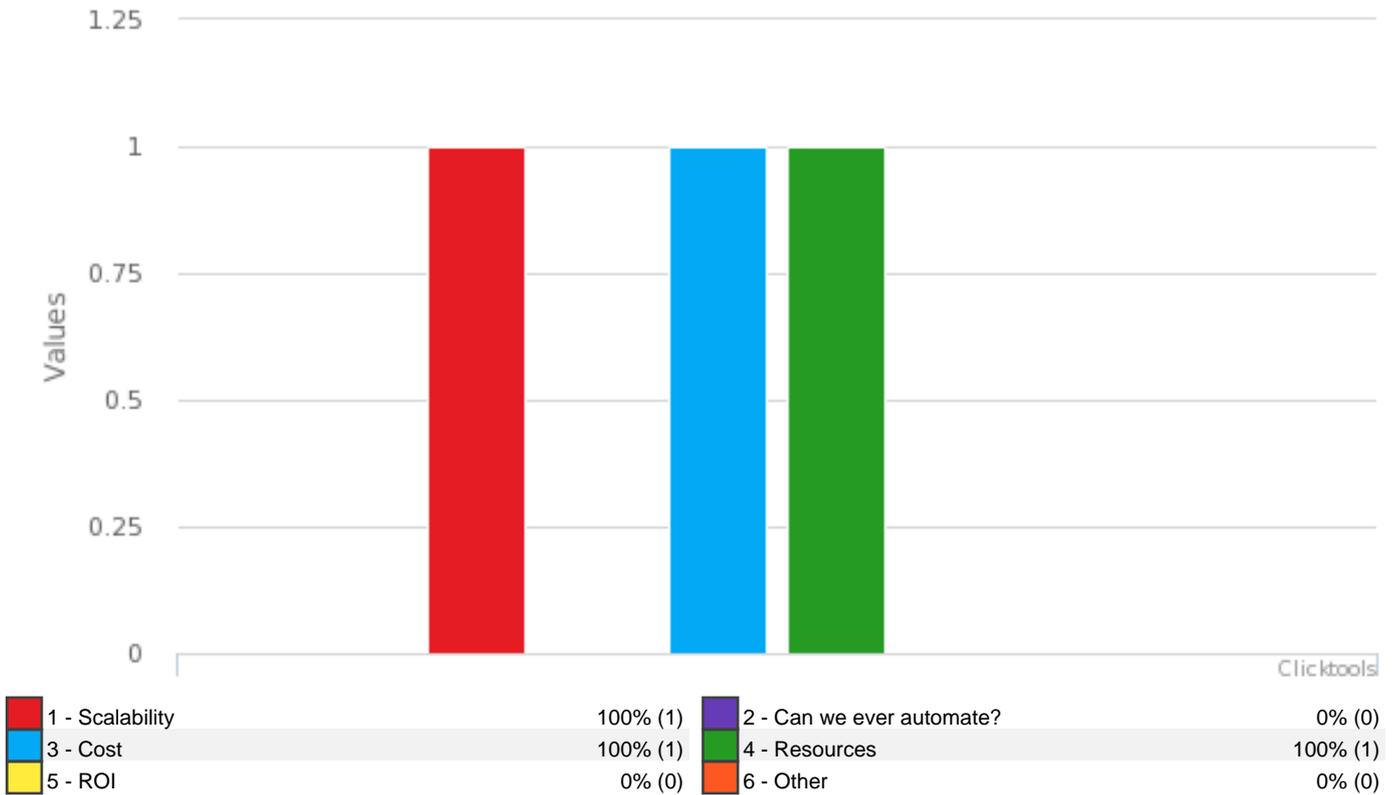
Response: 1

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

Response: 0

123. In what form is any preparatory study/training distributed? Select all that apply.
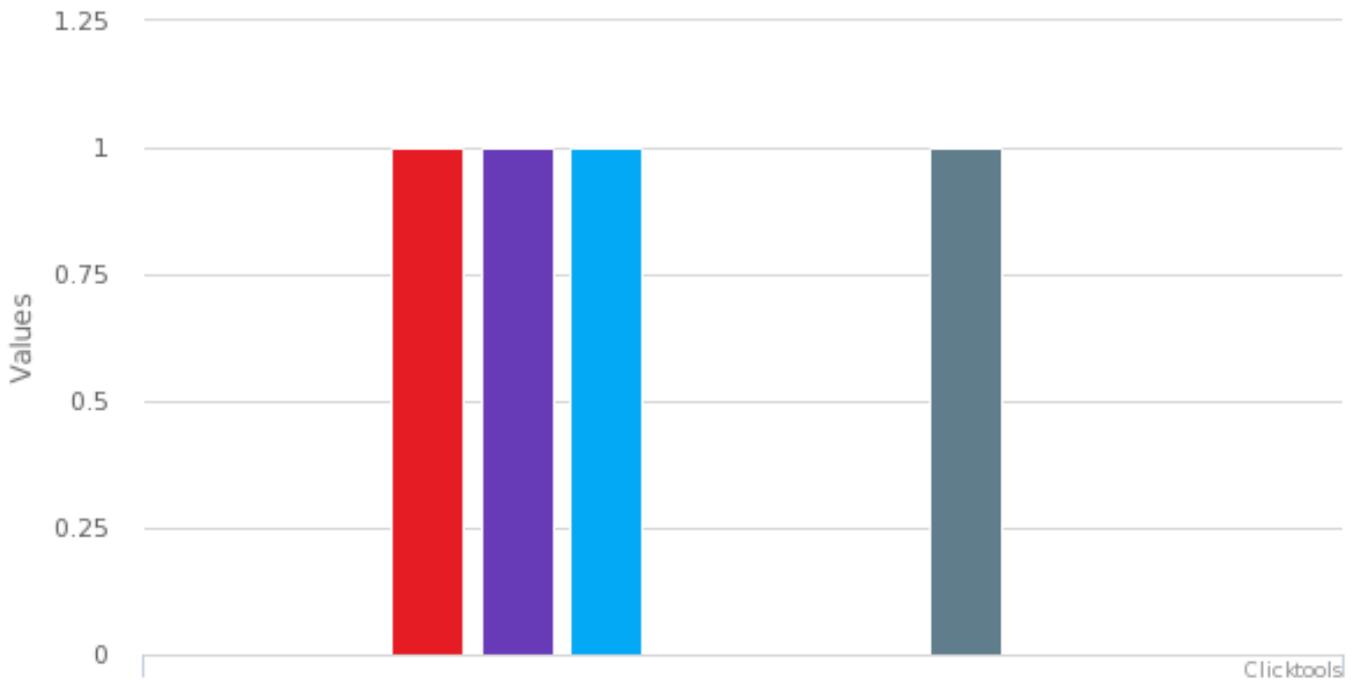
■	1 - Vendor prepared, authorized instructor led training	50% (1)	■ 2 - Vendor prepared e-learning	50% (1)
■	3 - Vendor prepared self-study materials	50% (1)	■ 4 - Third party prepared and delivered instructor led training and/or e-learning	0% (0)
■	5 - Commercially available study/reading materials	0% (0)	■ 6 - Publically available academic programs	0% (0)
■	7 - We don't have any	50% (1)	■ 8 - Other	0% (0)

Response: 2

124. Who participates in the development of your certification exams? Select all that apply.
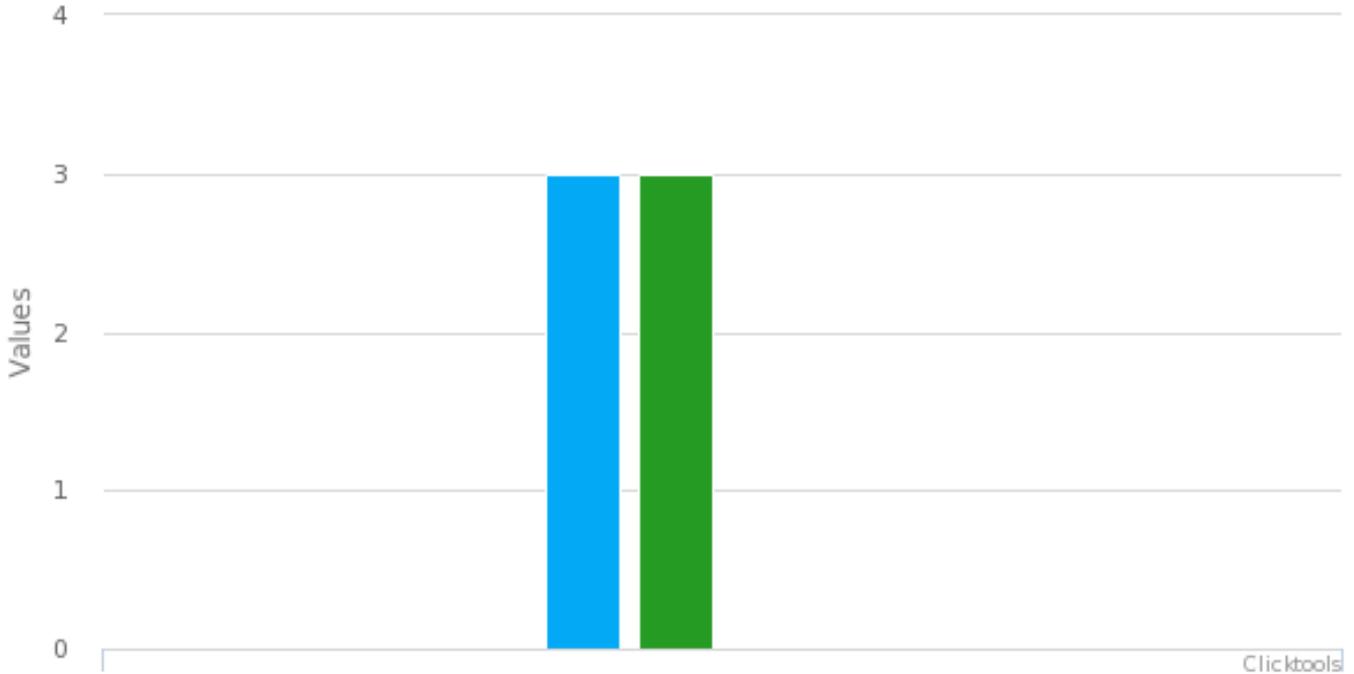
■	1 - Individuals with pre-existing certification	0% (0)	■ 2 - Industry recognized technical experts	0% (0)
■	3 - Education Services staff	100% (3)	■ 4 - Other company staff	100% (3)
■	5 - Partner staff	0% (0)	■ 6 - Customers/end users	0% (0)
■	7 - Professional consultants and/or organizations	0% (0)	■ 8 - Other	0% (0)

Response: 3

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

■ 1 - Proctored practical exam(s)	33.33% (1)	■ 2 - Proctored computer-based exam(s)	0% (0)
■ 3 - Un-proctored computer-based exam(s)	0% (0)	■ 4 - Proctored Online/web delivered computer-based exam(s)	33.33% (1)
■ 5 - Unproctored Online/web delivered computer-based exam(s)	66.67% (2)	■ 6 - Submission of a written/electronic dossier	0% (0)
■ 7 - Other	0% (0)		
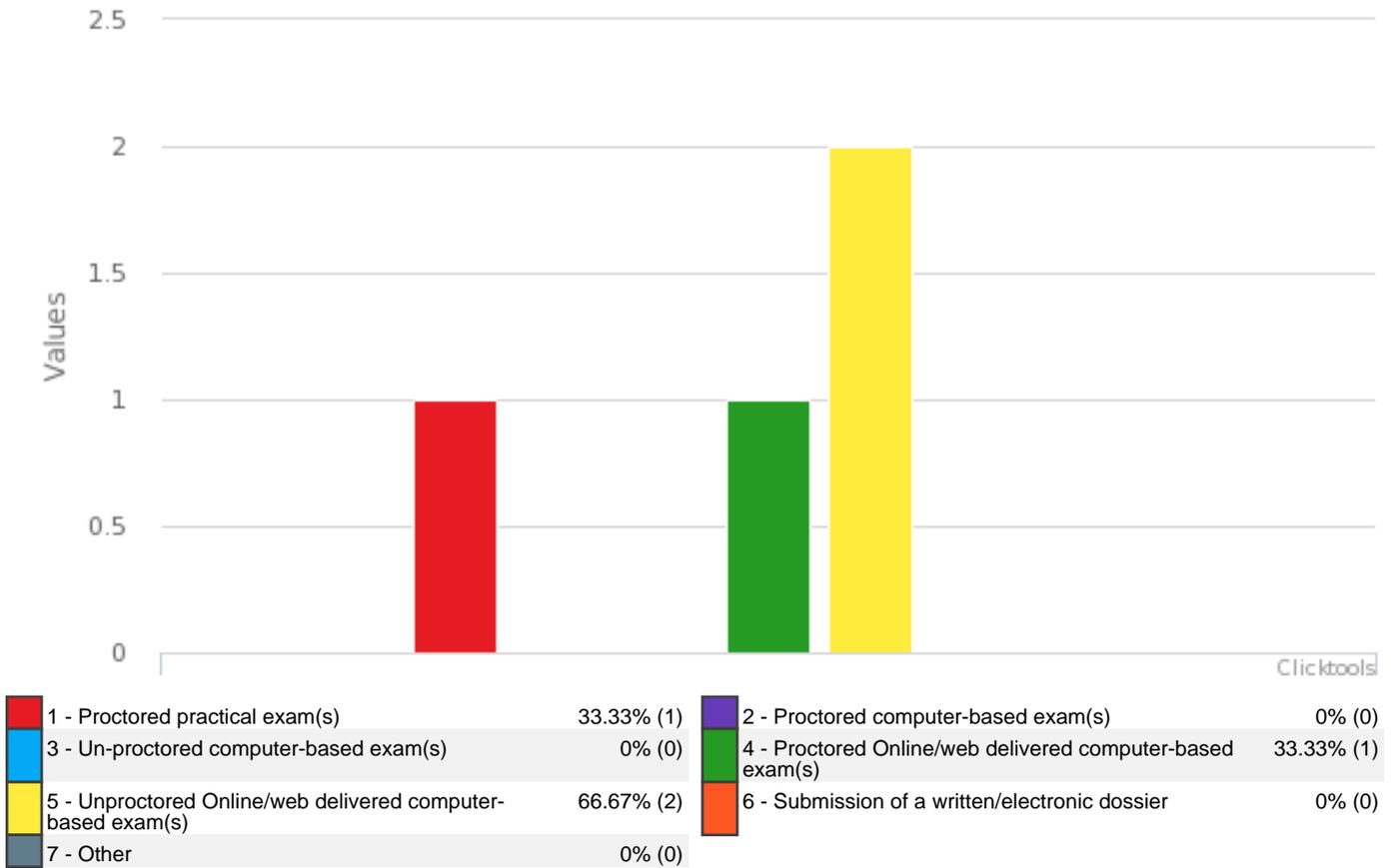
Response: 3

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

■ 1 - Our company training and testing centers	0% (0)	■ 2 - Authorized Training Partner training and testing centers	0% (0)
■ 3 - Third party training and testing centers	66.67% (2)	■ 4 - Electronically, over the web	66.67% (2)
■ 5 - Other	0% (0)		
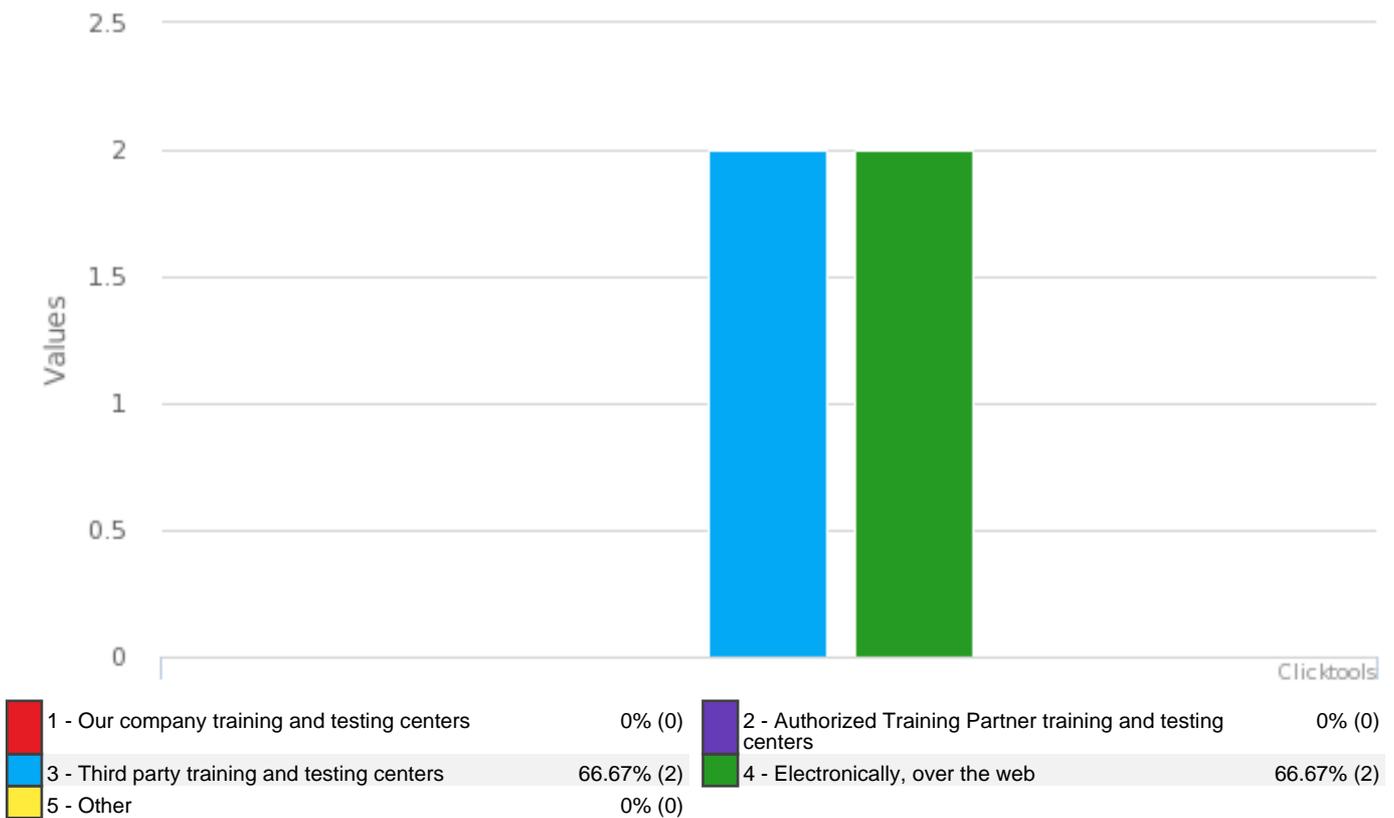
127. How many FTE equivalent employees in your organization perform certification-related activities?

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1 - None	0% (0)	2 - 1	33.33% (1)
3 - 2-3	33.33% (1)	4 - 4-5	33.33% (1)
5 - 6-10	0% (0)	6 - 11-20	0% (0)
7 - 21-40	0% (0)	8 - >40	0% (0)

Mean: 3

Response: 3

128. Which of the following benefits do your certified individuals receive? Select all that apply.
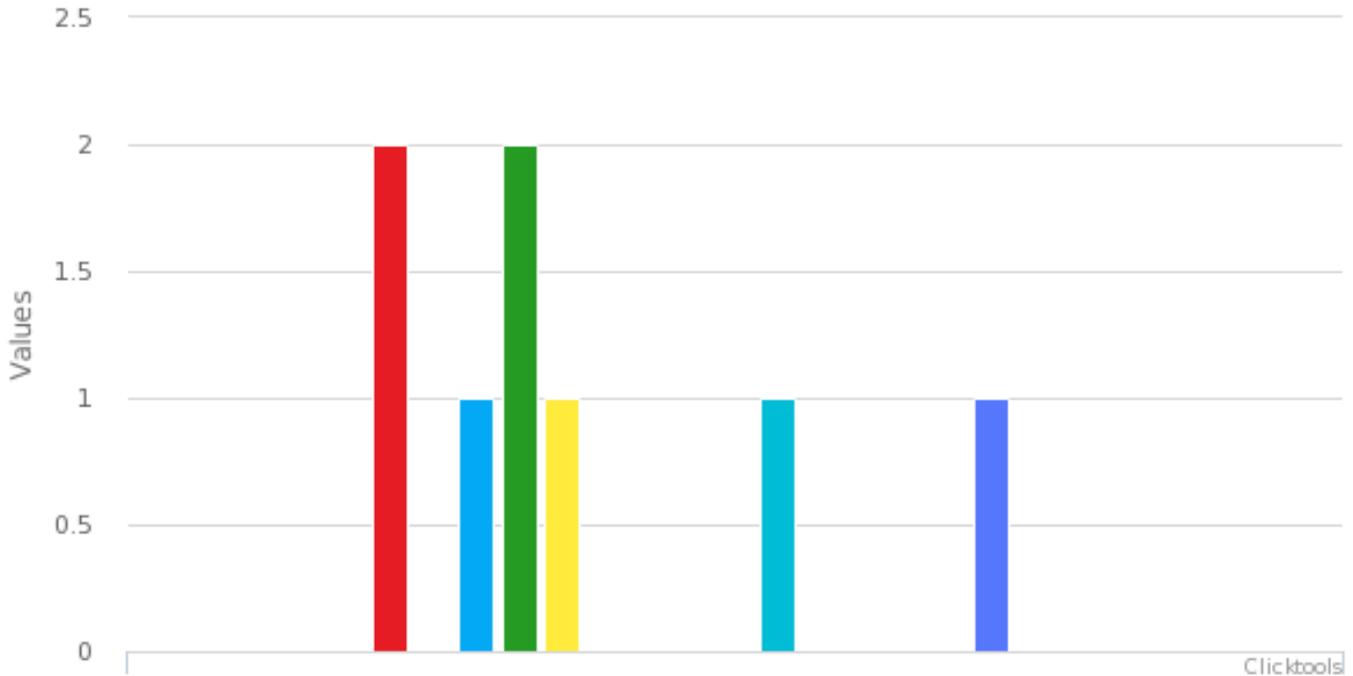
1 - Logos	100% (2)	2 - Hard copy (paper) certificates	0% (0)
3 - Soft copy (electronic) certificates	50% (1)	4 - Letters of recognition	100% (2)
5 - Branded Merchandise (shirts, hats, and so on)	50% (1)	6 - Online store for branded merchandise	0% (0)
7 - Early access to new product information	0% (0)	8 - Access to organization subject matter experts	0% (0)
9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	50% (1)
11 - Preferential access to technology (online labs and networks)	0% (0)	12 - Government reimbursement for exam costs (for example, military personnel)	0% (0)
13 - Career Support Special events for certified individuals at vendor conferences	0% (0)	14 - Product service or discounts	0% (0)
15 - Registry listing	50% (1)	16 - Free training when products they are certified on are updated	0% (0)
17 - Other	0% (0)		

Response: 2