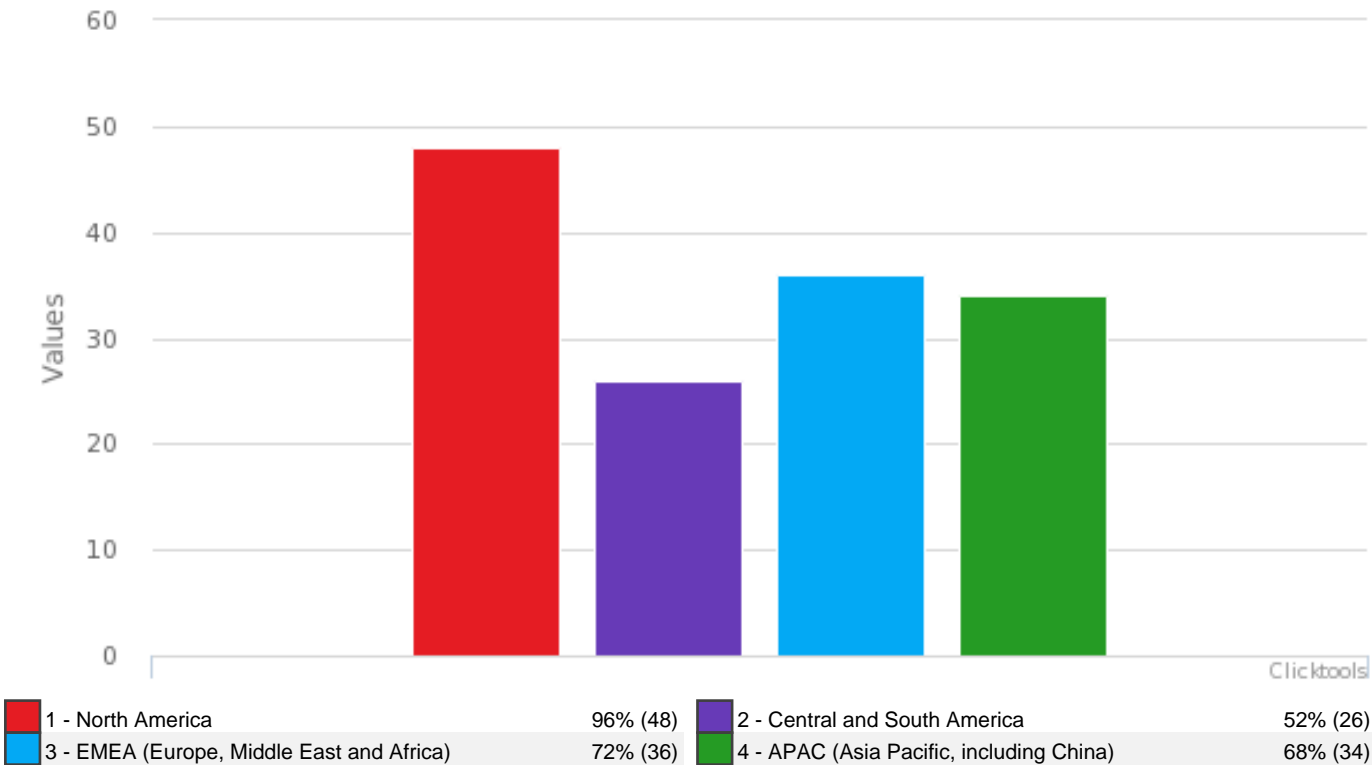


SaaS (50)

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



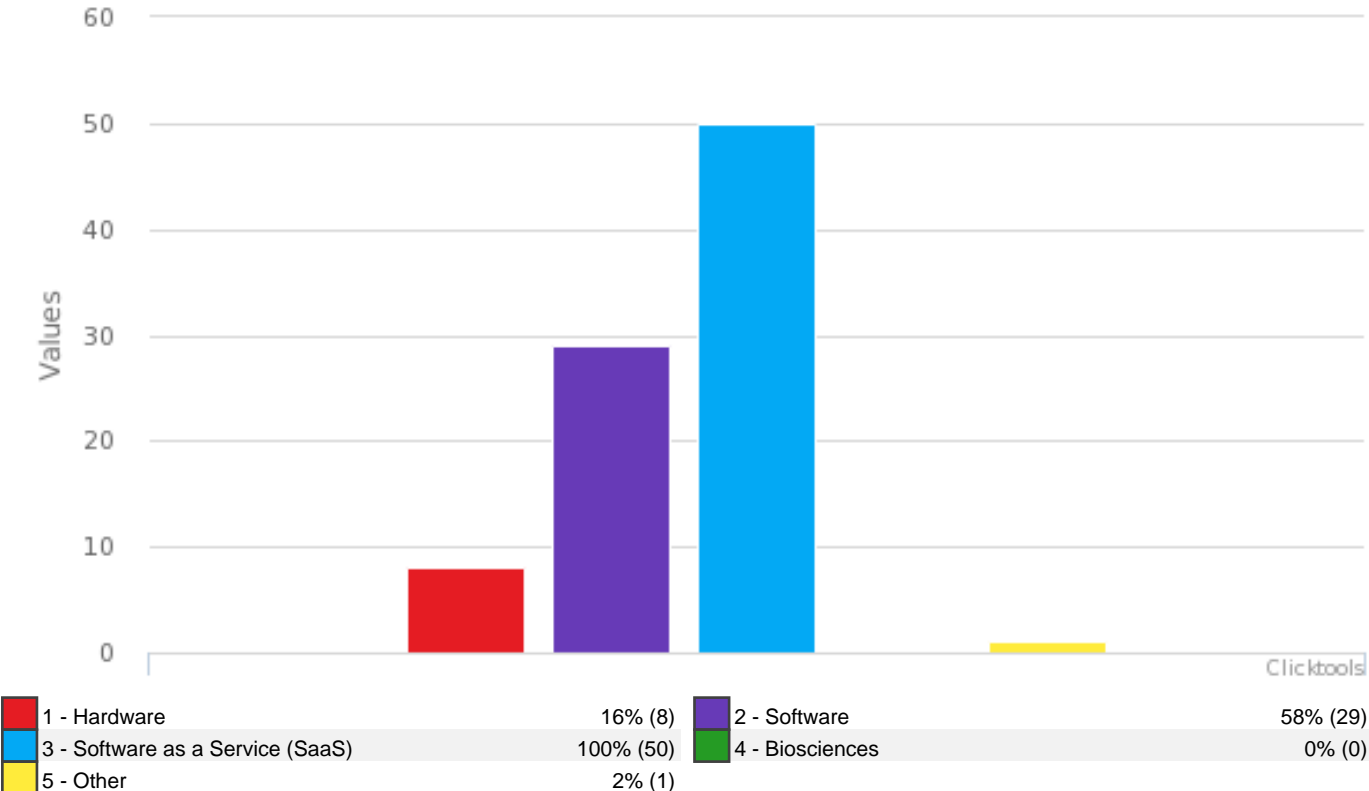
Response: 50

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	58.27%	3.38%	26.07%	12.29%
Highest	100%	15%	100%	50%
Lowest	0%	0%	0%	0%
Standard deviation	23.39	4.04	18.73	10.41

Response: 45

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



Response: 50

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	27.65	22.32	67.21
Highest	240	300	122
Lowest	-20	-17	0
Standard deviation	53.27	52.41	39.52

Response: 34

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	36.23%	33.95%	20.05%
Highest	100%	100%	100%
Lowest	1%	0%	0%
Standard deviation	31.7	36.61	30.67

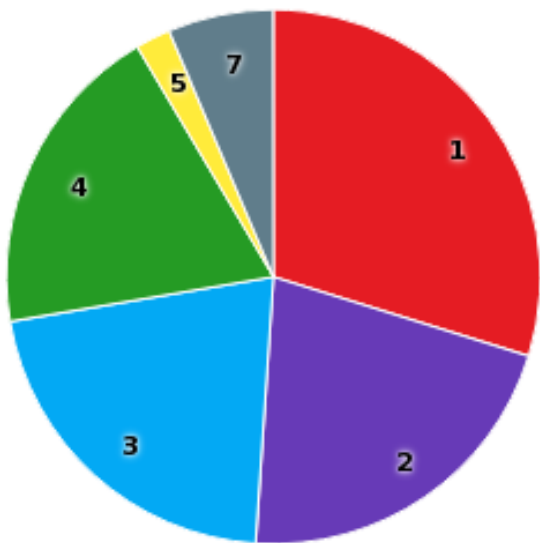
Response: 39

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

Average	4.77
Highest	35
Lowest	1
Standard deviation	6.4

Response: 43

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



1 - \$100M or less	29.79% (14)	2 - Between \$101M and \$500M	21.28% (10)
3 - Between \$501M and \$1B	21.28% (10)	4 - More than \$1B and less than \$3B	19.15% (9)
5 - More than \$3B and less than \$10B	2.13% (1)	6 - More than \$10B and less than \$25B	0% (0)
7 - \$25B or more	6.38% (3)		

Mean: 2.68  
Response: 47

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



1 - 100 or less	8% (4)	2 - 101-1000	34% (17)
3 - 1001-5000	28% (14)	4 - 5001-10000	12% (6)
5 - 10001-50000	12% (6)	6 - More than 50000	6% (3)

Mean: 3.04  
Response: 50

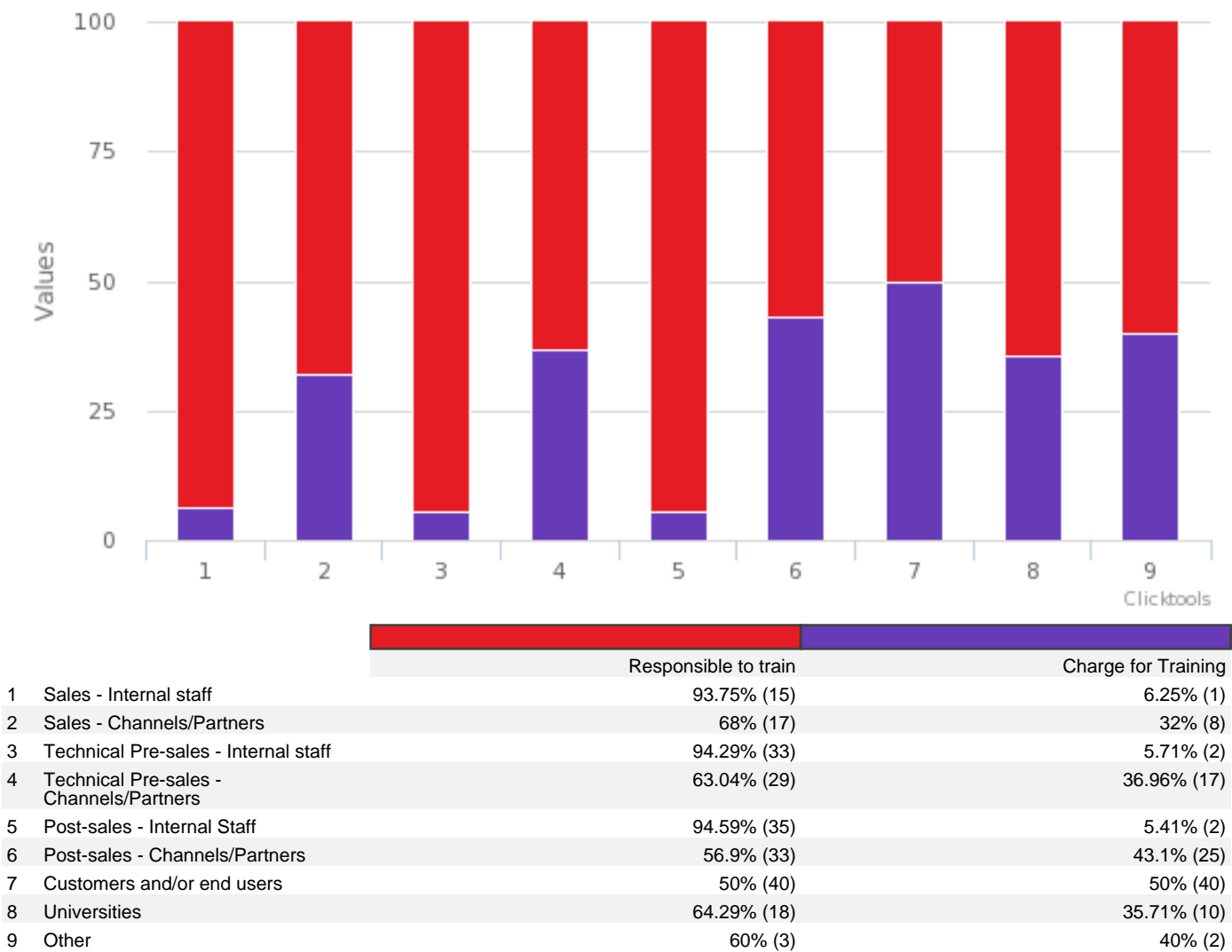
9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



				Clicktools	
1 - 1-4	22.45% (11)	2 - 5-10	20.41% (10)		
3 - 11-20	18.37% (9)	4 - 21-50	10.2% (5)		
5 - 51-100	4.08% (2)	6 - 101-200	16.33% (8)		
7 - 201-300	0% (0)	8 - More than 300	8.16% (4)		

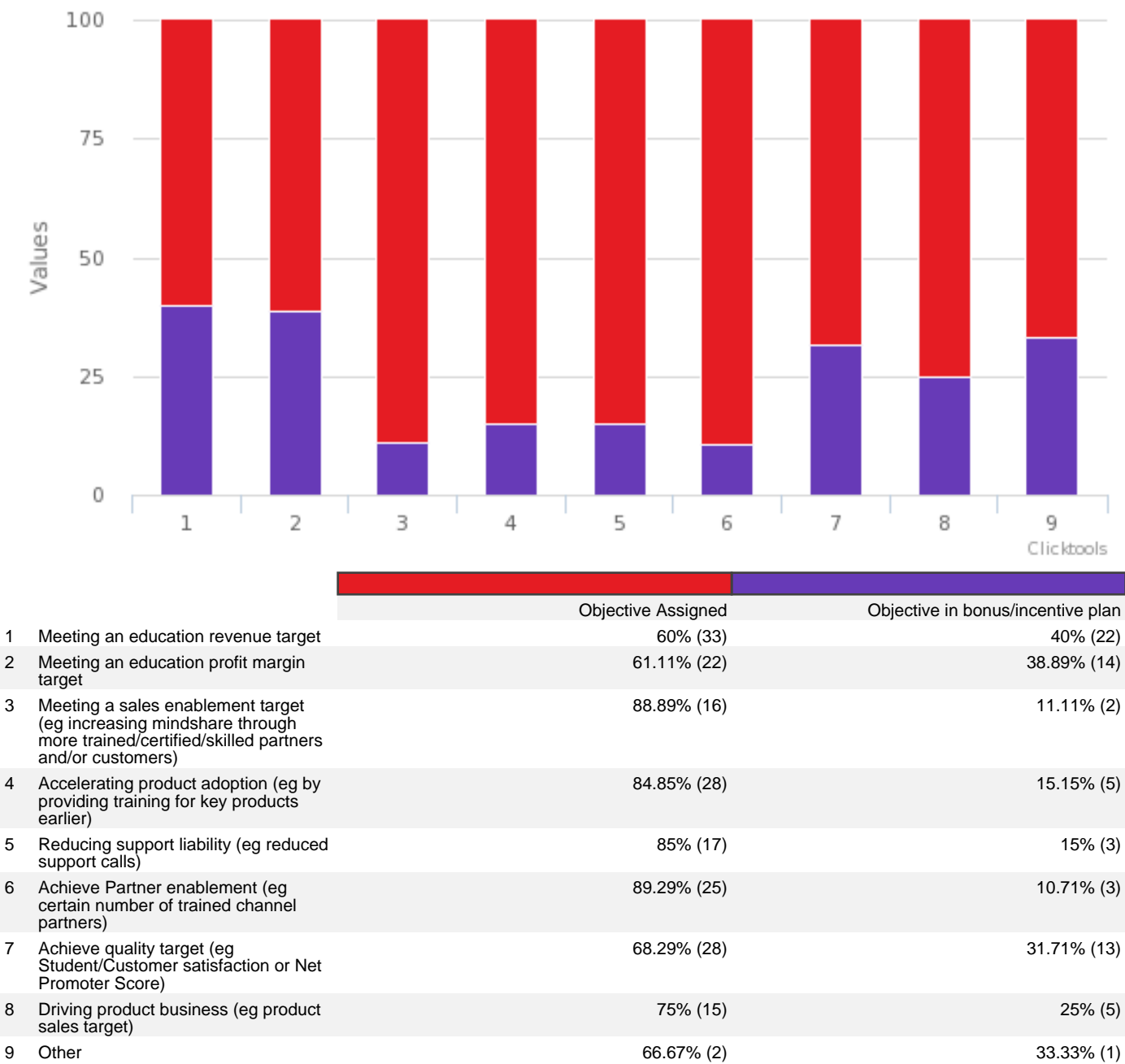
Mean: 3.43  
Response: 49

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.



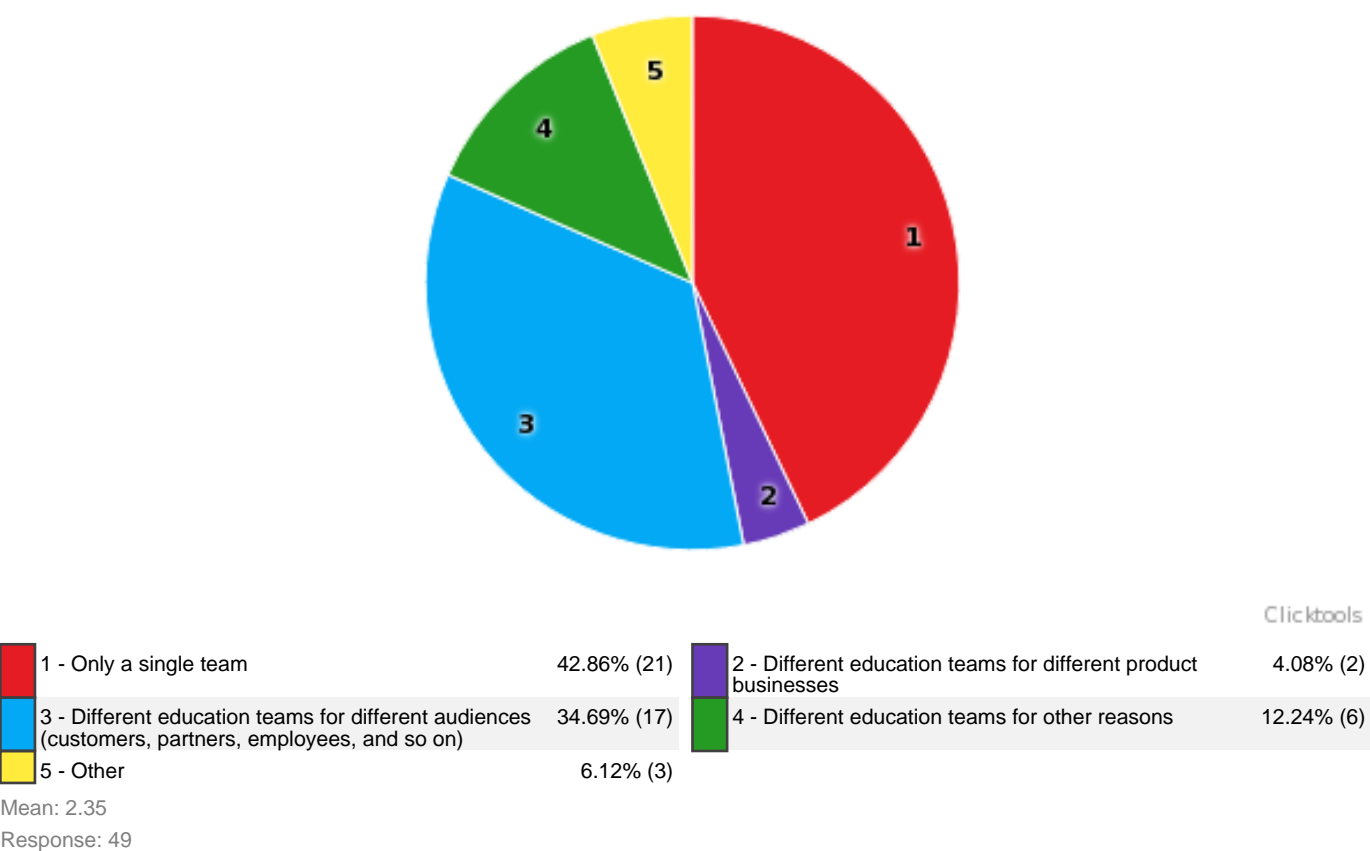
Response: 49

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?

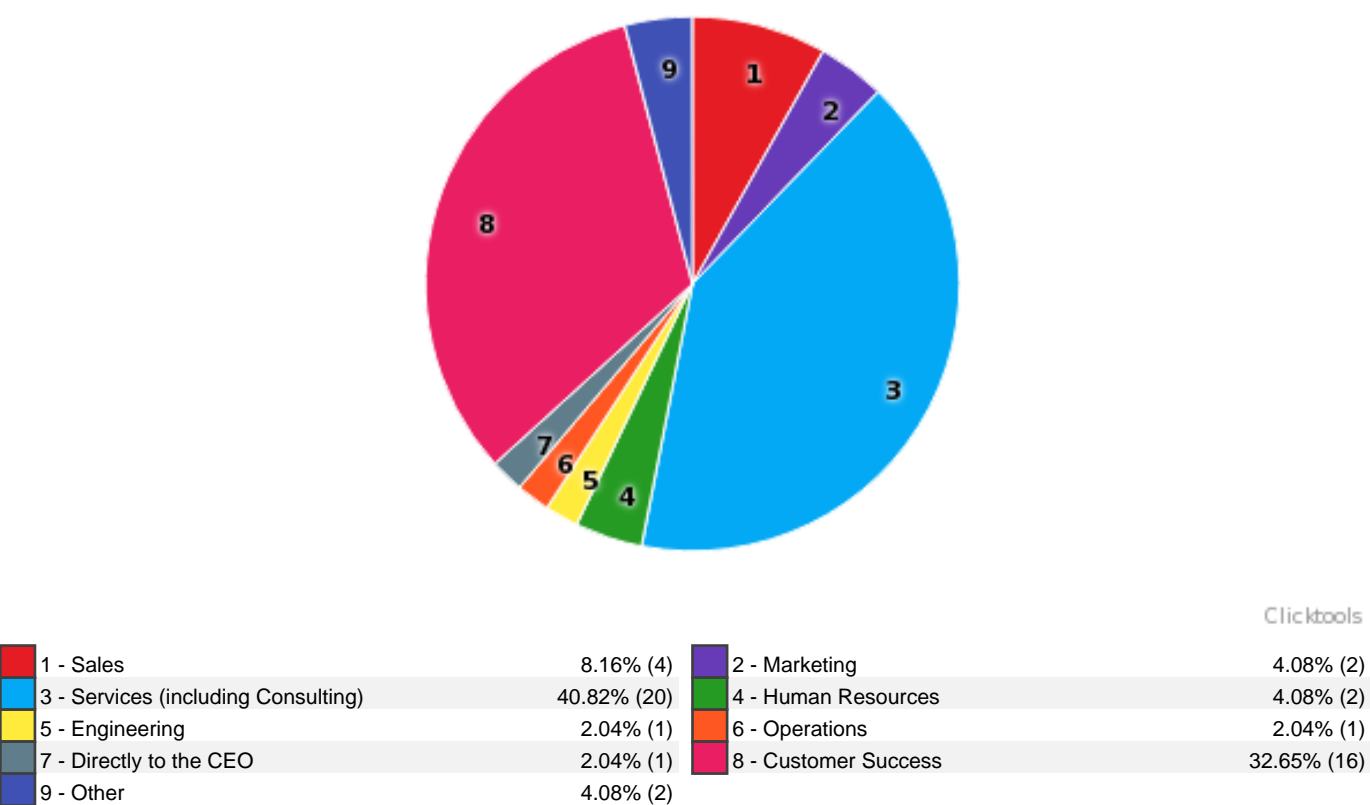


Response: 48

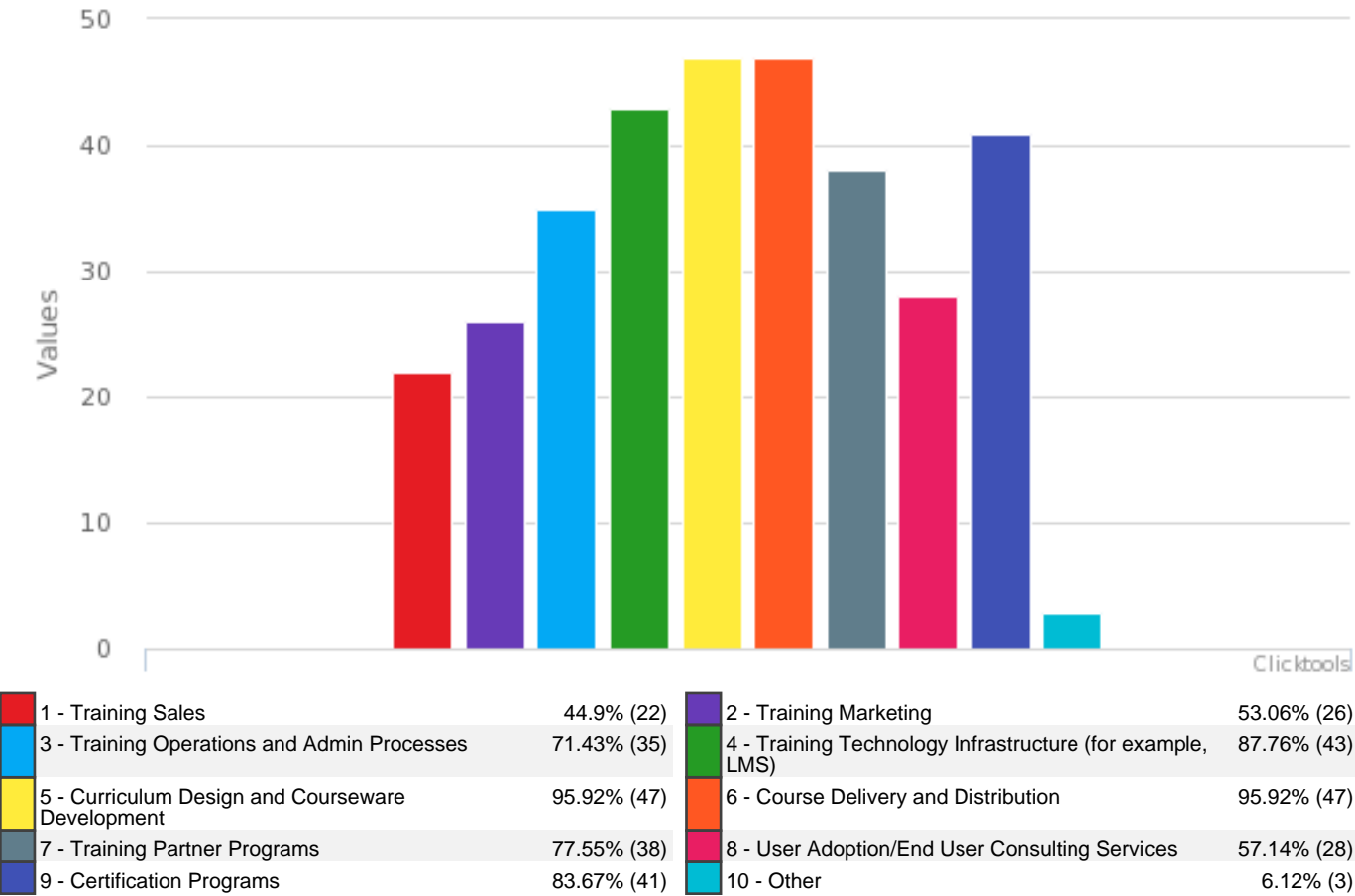
12. Do you have in your company a single education team or several education groups?



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



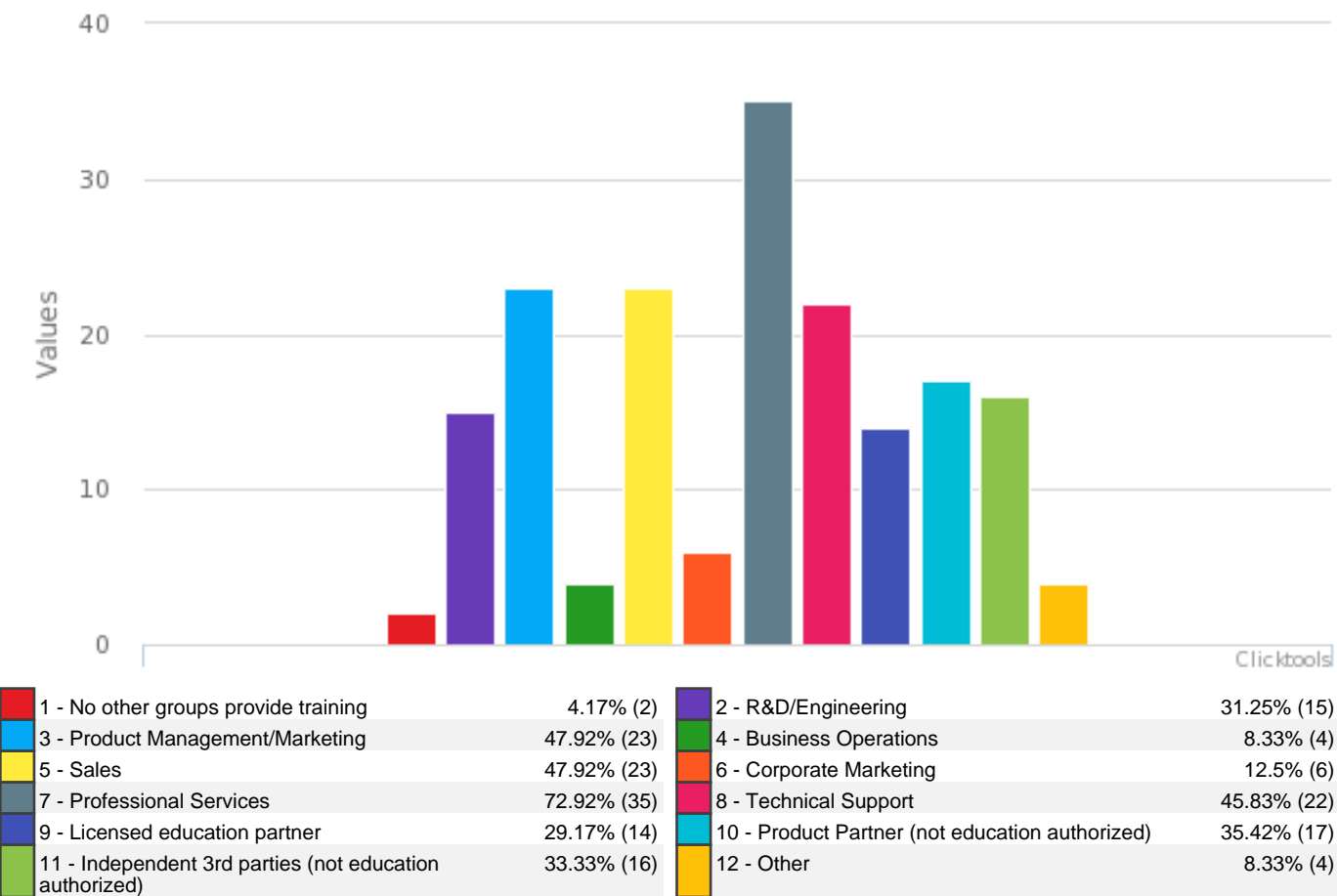
14. Which of the following functions are included as part of Education Services? Select all that apply.



Response: 49

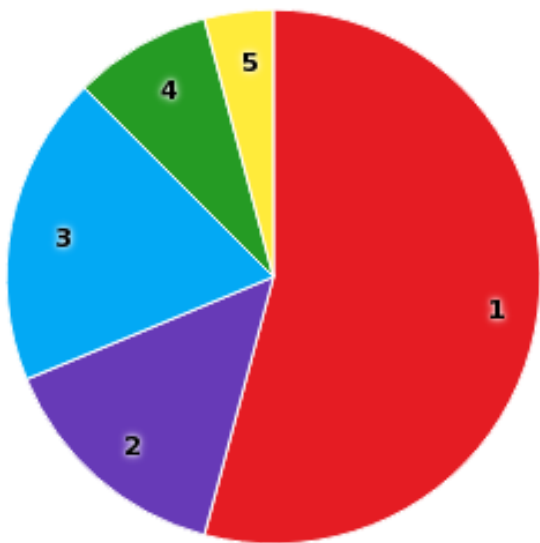


15. Which of the following functions, if any, provide product training or education, even informally? Select all that apply.



Response: 48

16. Which of the following best describes Education Services' overall primary business model?

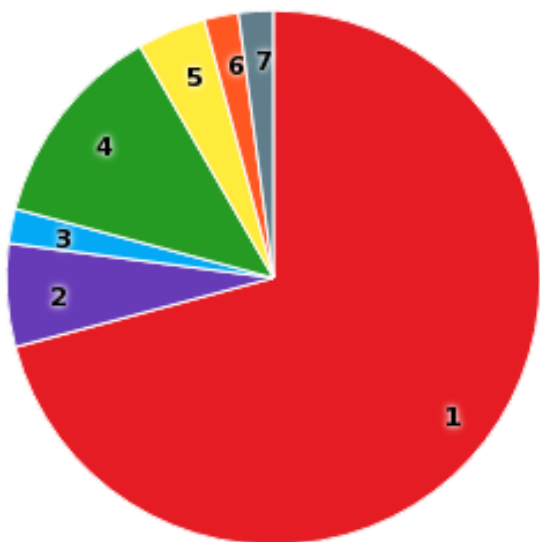


Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	54.17% (26)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	14.58% (7)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	18.75% (9)	4 - A hybrid depending upon the education business unit	8.33% (4)
5 - Other	4.17% (2)		

Mean: 1.94  
Response: 48

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



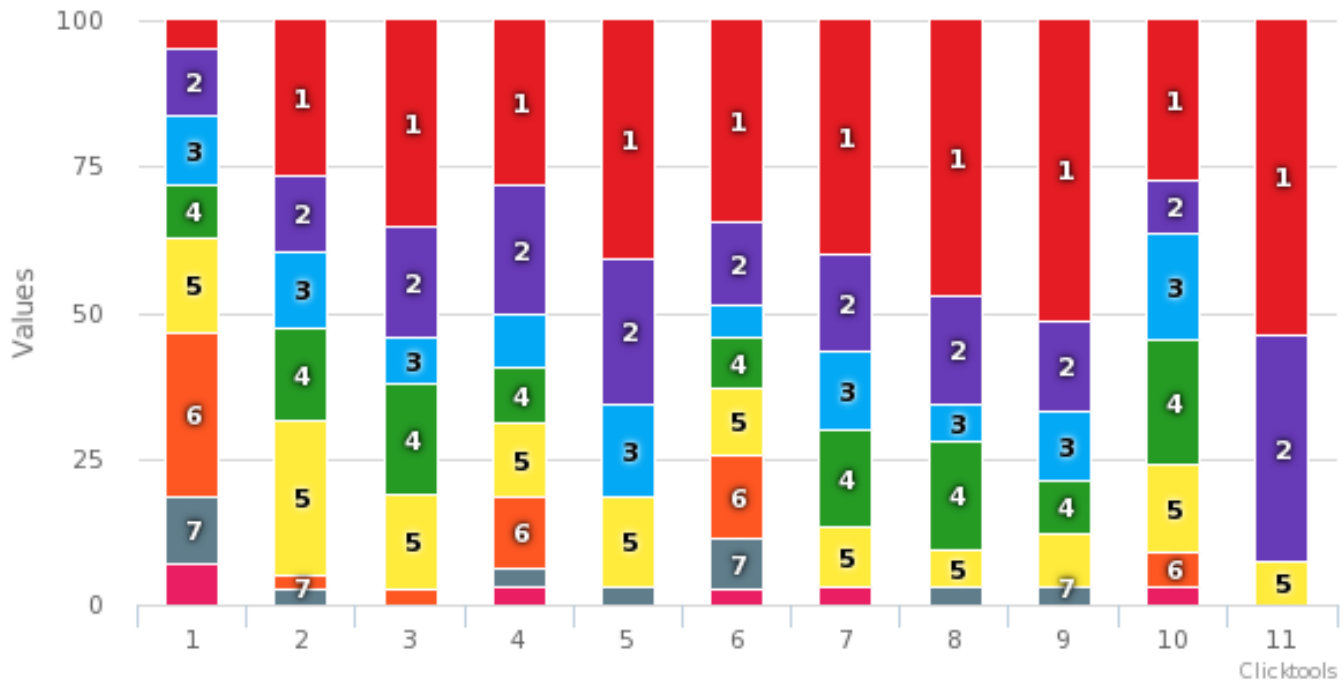
Clicktools

1 - No change	70.83% (34)	2 - From Profit Center to Cost Center	6.25% (3)
3 - From Profit Center to Cost Recovery	2.08% (1)	4 - From Cost Center to Cost Recovery	12.5% (6)
5 - From Cost Center to Profit Center	4.17% (2)	6 - From Cost Recovery to Profit Center	2.08% (1)
7 - From Cost Recovery to Cost Center	2.08% (1)		

Mean: 1.88

Response: 48

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	4.65% (2)	11.63% (5)	11.63% (5)	9.3% (4)	16.28% (7)	27.91% (12)	11.63% (5)	6.98% (3)	4.86
2 Product Sales - Inside sales	26.32% (10)	13.16% (5)	13.16% (5)	15.79% (6)	26.32% (10)	2.63% (1)	2.63% (1)	0% (0)	3.21
3 Product Channel Partners (resell)	35.14% (13)	18.92% (7)	8.11% (3)	18.92% (7)	16.22% (6)	2.7% (1)	0% (0)	0% (0)	2.7
4 Services/Consulting sales	28.12% (9)	21.88% (7)	9.38% (3)	9.38% (3)	12.5% (4)	12.5% (4)	3.12% (1)	3.12% (1)	3.22
5 Maintenance renewal sales	40.62% (13)	25% (8)	15.62% (5)	0% (0)	15.62% (5)	0% (0)	3.12% (1)	0% (0)	2.38
6 Dedicated Education Services sales reps	34.29% (12)	14.29% (5)	5.71% (2)	8.57% (3)	11.43% (4)	14.29% (5)	8.57% (3)	2.86% (1)	3.4
7 Education Services coordinators/non-sales staff	40% (12)	16.67% (5)	13.33% (4)	16.67% (5)	10% (3)	0% (0)	0% (0)	3.33% (1)	2.57
8 Authorized Learning Partners resell (you deliver)	46.88% (15)	18.75% (6)	6.25% (2)	18.75% (6)	6.25% (2)	0% (0)	3.12% (1)	0% (0)	2.31
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	51.52% (17)	15.15% (5)	12.12% (4)	9.09% (3)	9.09% (3)	0% (0)	3.03% (1)	0% (0)	2.21
10 Web/e-commerce	27.27% (9)	9.09% (3)	18.18% (6)	21.21% (7)	15.15% (5)	6.06% (2)	0% (0)	3.03% (1)	3.21
11 Other	53.85% (7)	38.46% (5)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	0% (0)	1.69

Response: 44

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	Re ntal fee s e r
Average	23.12%	15.85%	26.4%	16.85%	3.5 %	2.85%	0.4%	2.03%	0.85%	1.77%	3.45%	0.12 %
Highest	91%	80%	100%	95%	45%	30%	14%	70%	12%	25%	50%	3% 8 5 %
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0% 0 %
Standard deviation	25.81	20.29	25.92	25.21	8.04	7.87	2.22	11.14	2.41	4.91	10.37	0.51 3 . 6 6

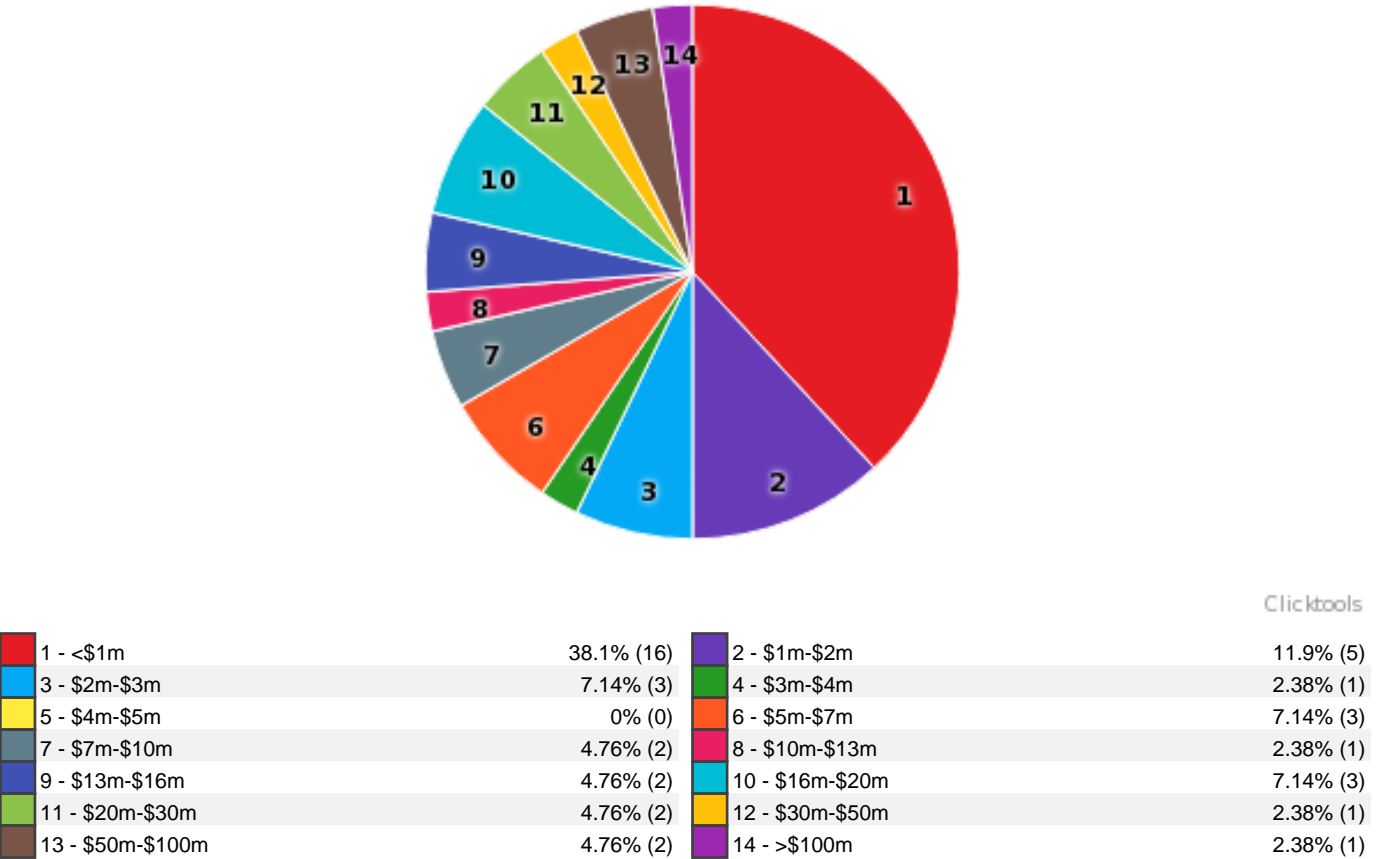
Response: 40

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

Average	41.86%
Highest	95%
Lowest	3%
Standard deviation	31.52

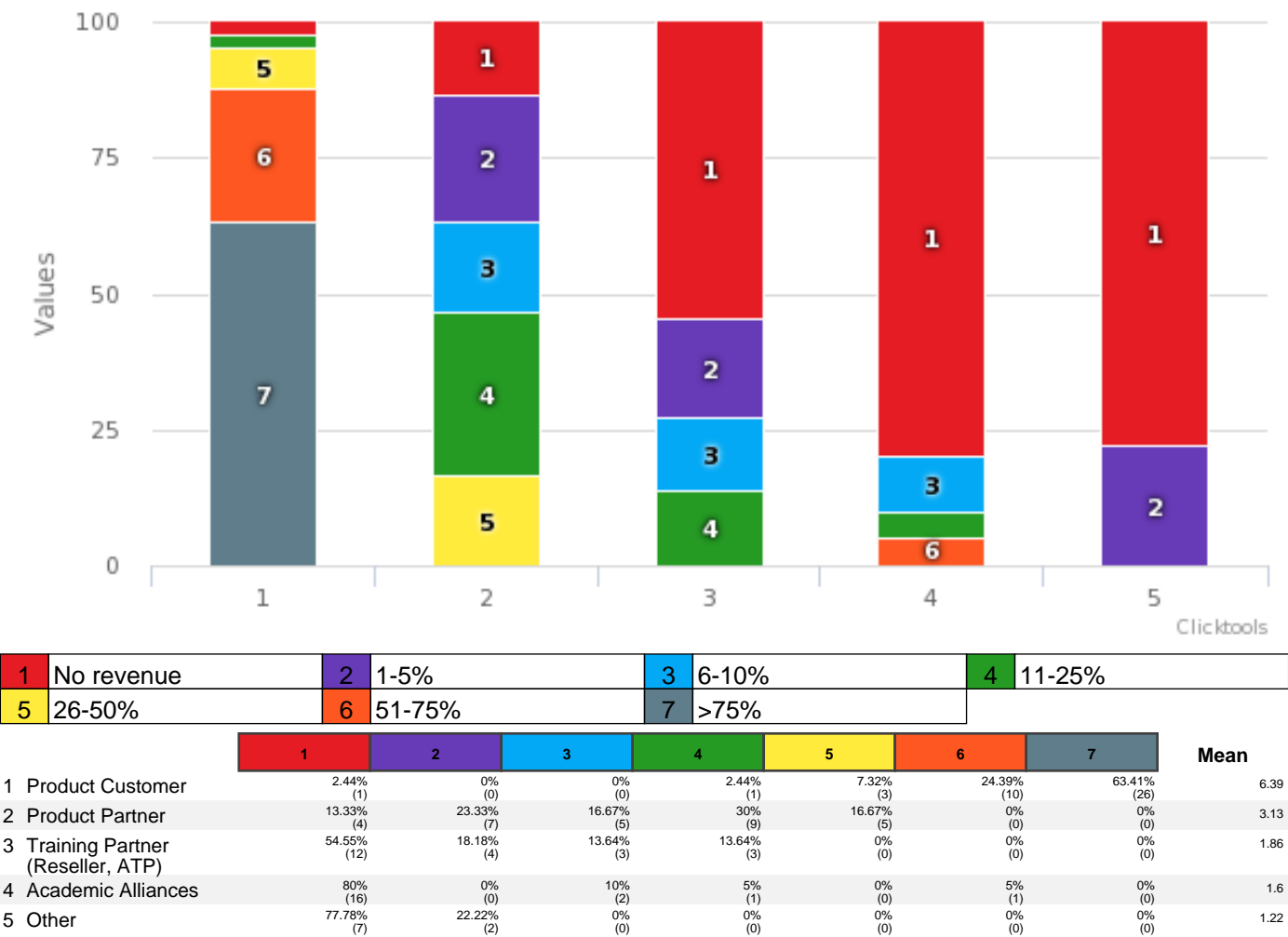
Response: 21

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



Mean: 4.79

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	46.15% (18)	2 - 0.5-1%	15.38% (6)
3 - 1-2%	12.82% (5)	4 - 2-3%	7.69% (3)
5 - 3-4%	2.56% (1)	6 - 5-6%	12.82% (5)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	2.56% (1)		

Mean: 2.59  
Response: 39

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



Clicktools

1 - 0.5% or less	35% (14)	2 - 0.5-1%	12.5% (5)
3 - 1-2%	12.5% (5)	4 - 2-3%	10% (4)
5 - 3-4%	7.5% (3)	6 - 5-6%	15% (6)
7 - 6-8%	5% (2)	8 - 8-10%	0% (0)
9 - >10%	2.5% (1)		

Mean: 3.22

Response: 40

**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	37.21	13.91
Highest	300	74
Lowest	-19	-10
Standard deviation	62.54	21.52

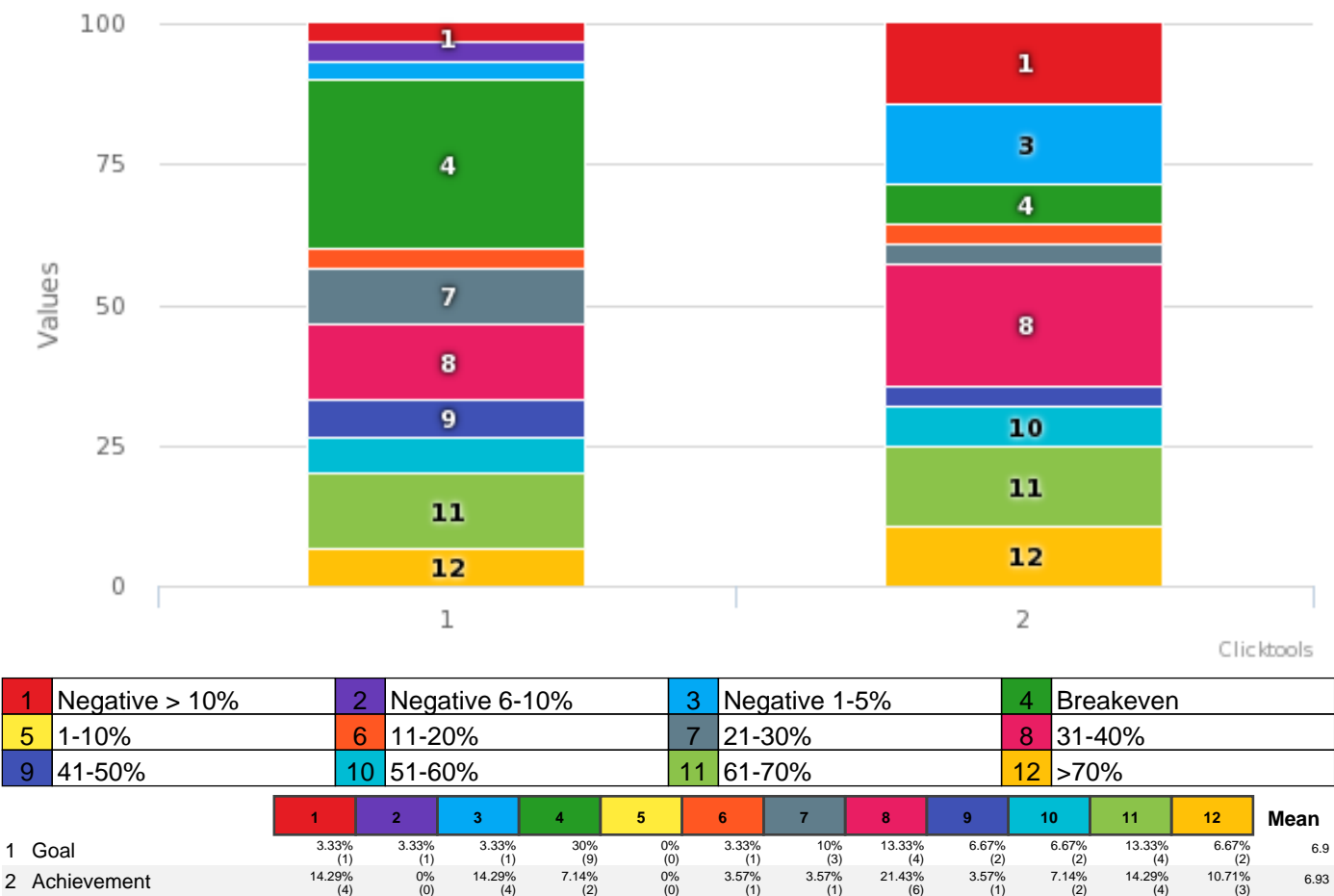
Response: 34

**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	5.19%	2.81%	33.59%	34.81%	7.24%	2.97%	8.78%	2.16%	0.22%
Highest	24%	20%	93%	75%	30%	25%	70%	15%	8%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	7.52	4.29	22.48	22.17	6.6	5.3	12.39	4.25	1.32

Response: 37

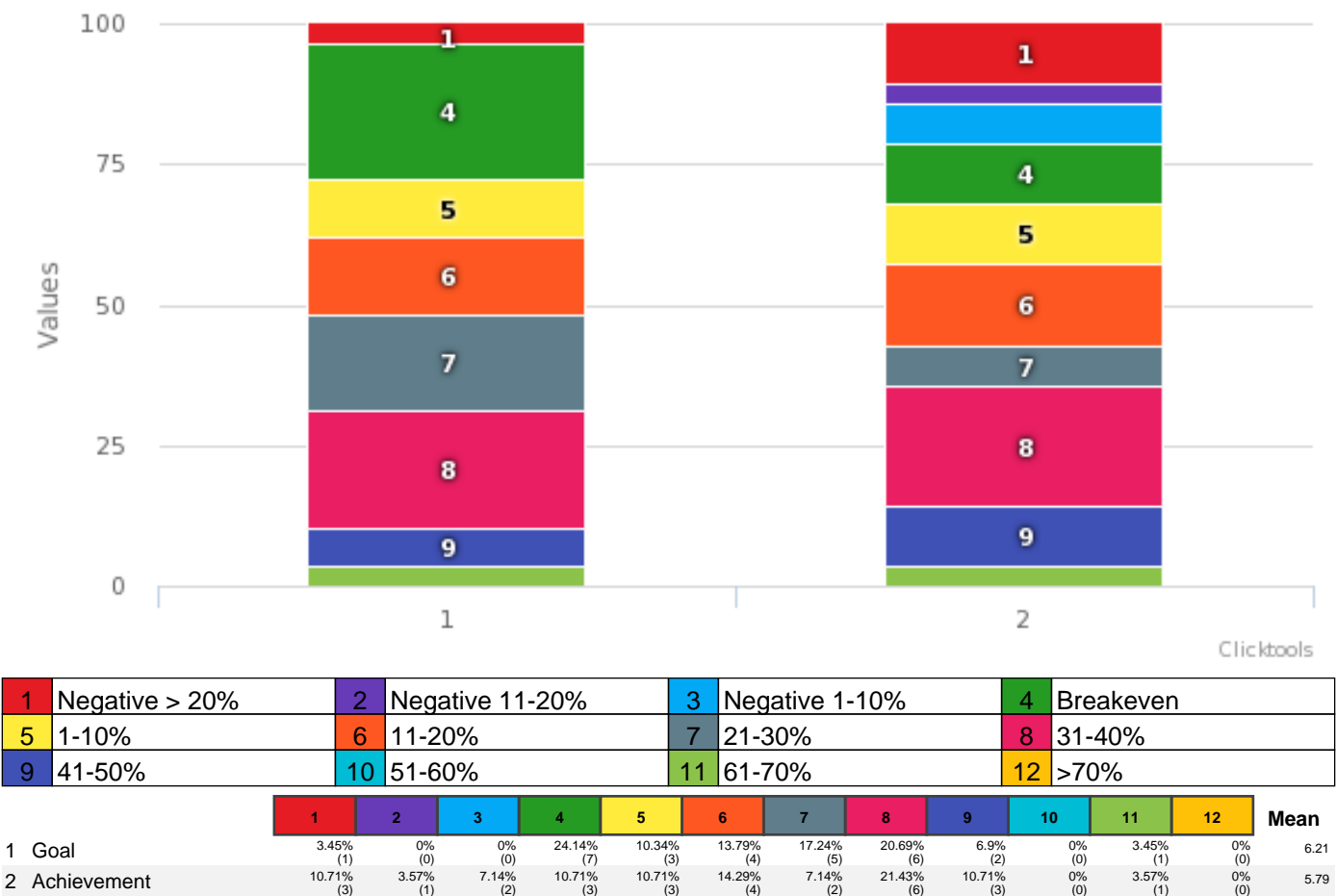
27. What was your gross margin (sometimes called delivery margin) goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



Response: 31

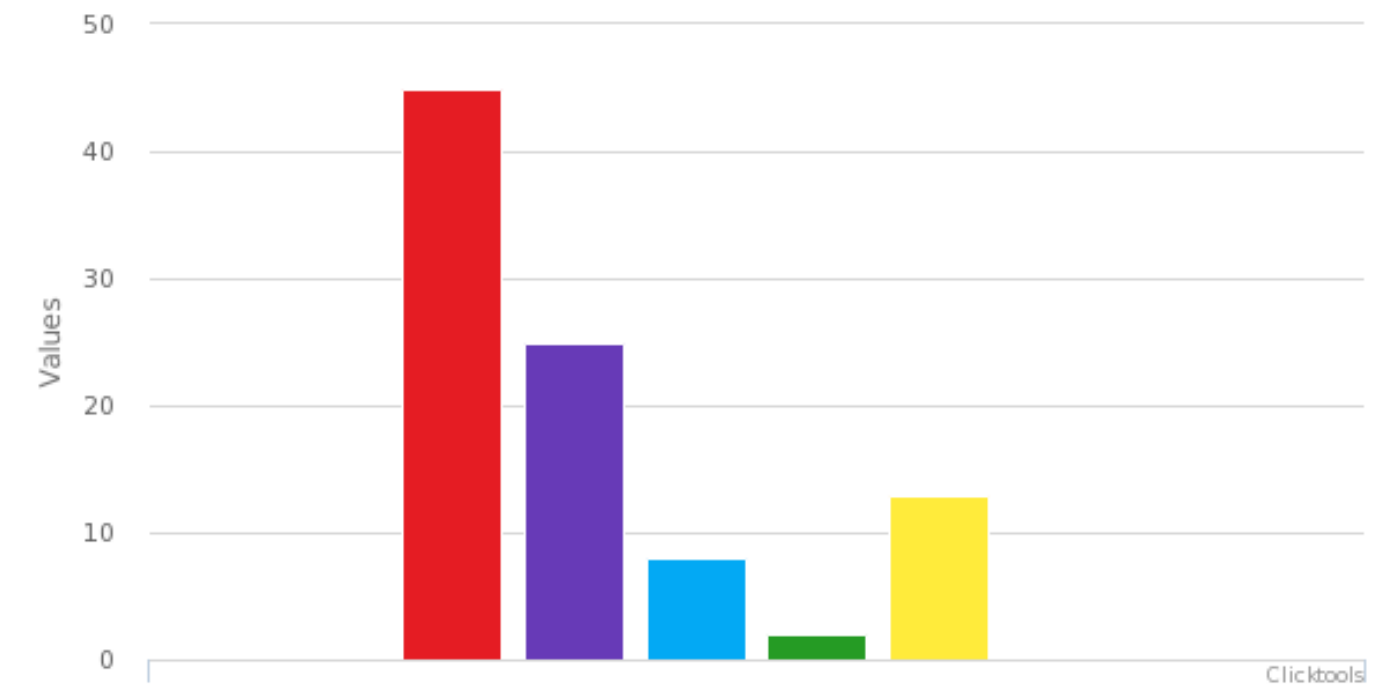


28. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



Response: 29

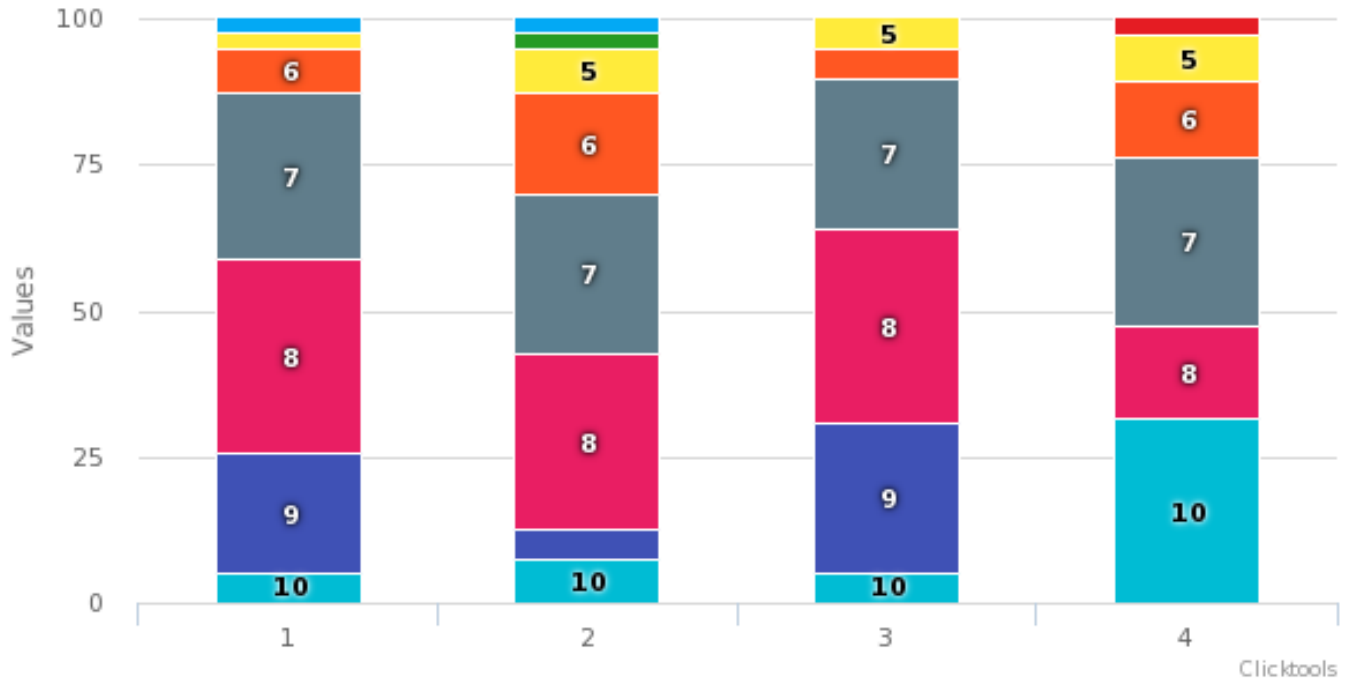
29. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (45)	2 - Net Promoter Score	55.56% (25)
3 - Kirkpatrick Level 2 Assessments	17.78% (8)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	4.44% (2)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	28.89% (13)	6 - Other	0% (0)

Response: 45

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%)?

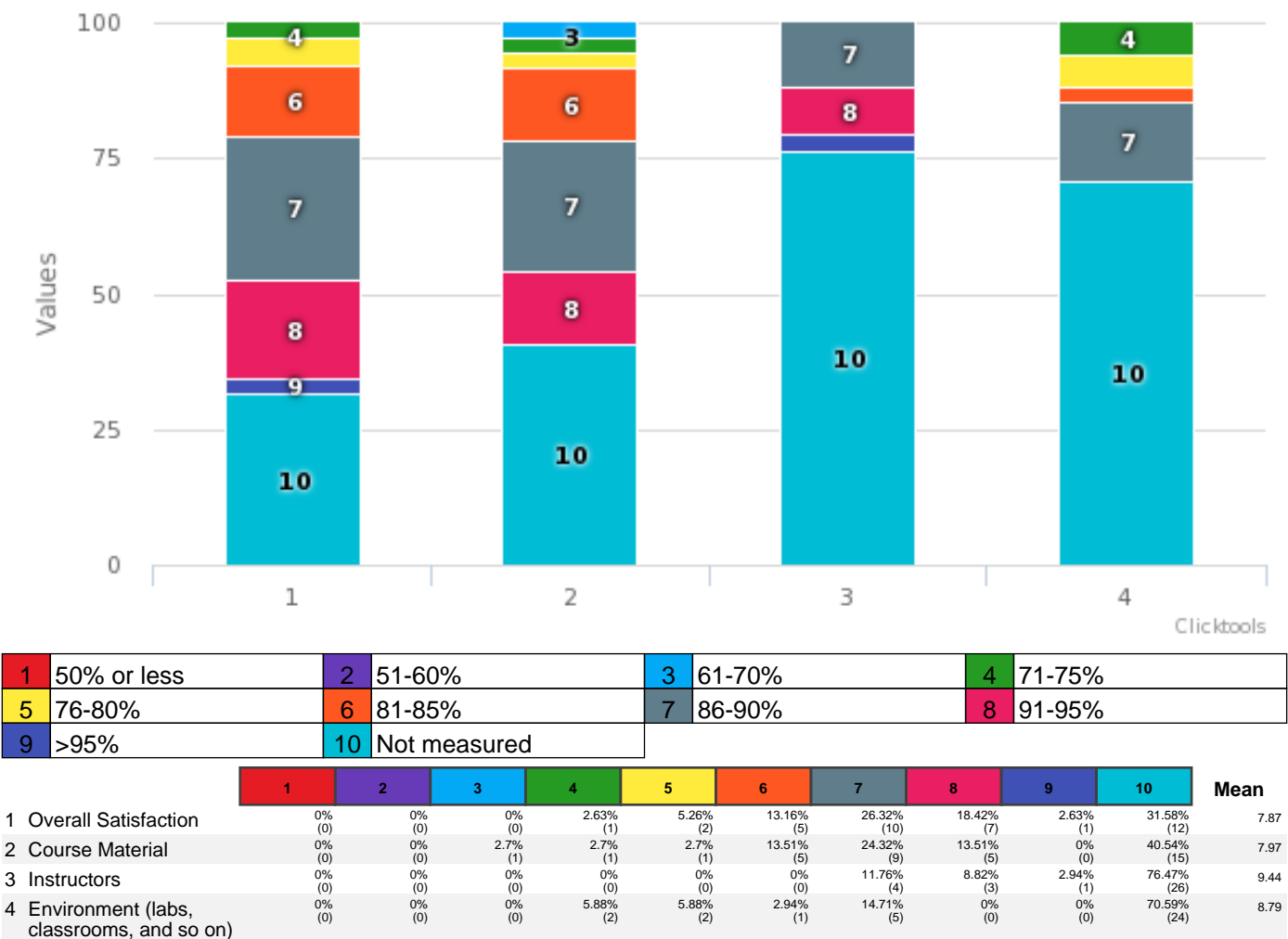


1 50% or less	2 51-60%	3 61-70%	4 71-75%
5 76-80%	6 81-85%	7 86-90%	8 91-95%
9 >95%	10 Not measured		

	1	2	3	4	5	6	7	8	9	10	Mean
1 Overall Satisfaction	0% (0)	0% (0)	2.56% (1)	0% (0)	2.56% (1)	7.69% (3)	28.21% (11)	33.33% (13)	20.51% (8)	5.13% (2)	7.67
2 Course Material	0% (0)	0% (0)	2.5% (1)	2.5% (1)	7.5% (3)	17.5% (7)	27.5% (11)	30% (12)	5% (2)	7.5% (3)	7.12
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	5.13% (2)	5.13% (2)	25.64% (10)	33.33% (13)	25.64% (10)	5.13% (2)	7.85
4 Environment (labs, classrooms, and so on)	2.63% (1)	0% (0)	0% (0)	0% (0)	7.89% (3)	13.16% (5)	28.95% (11)	15.79% (6)	0% (0)	31.58% (12)	7.66

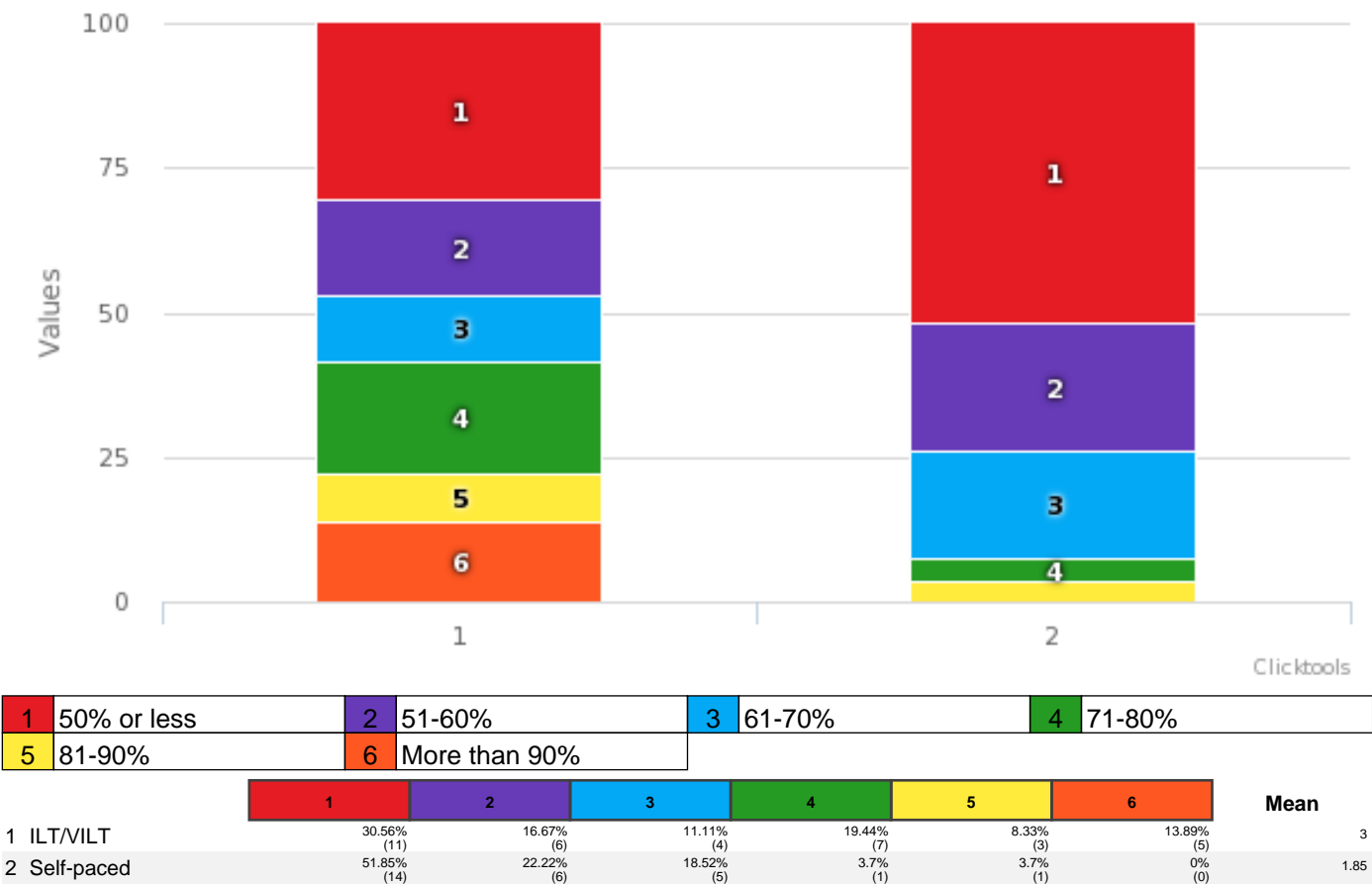
Response: 40

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%)?



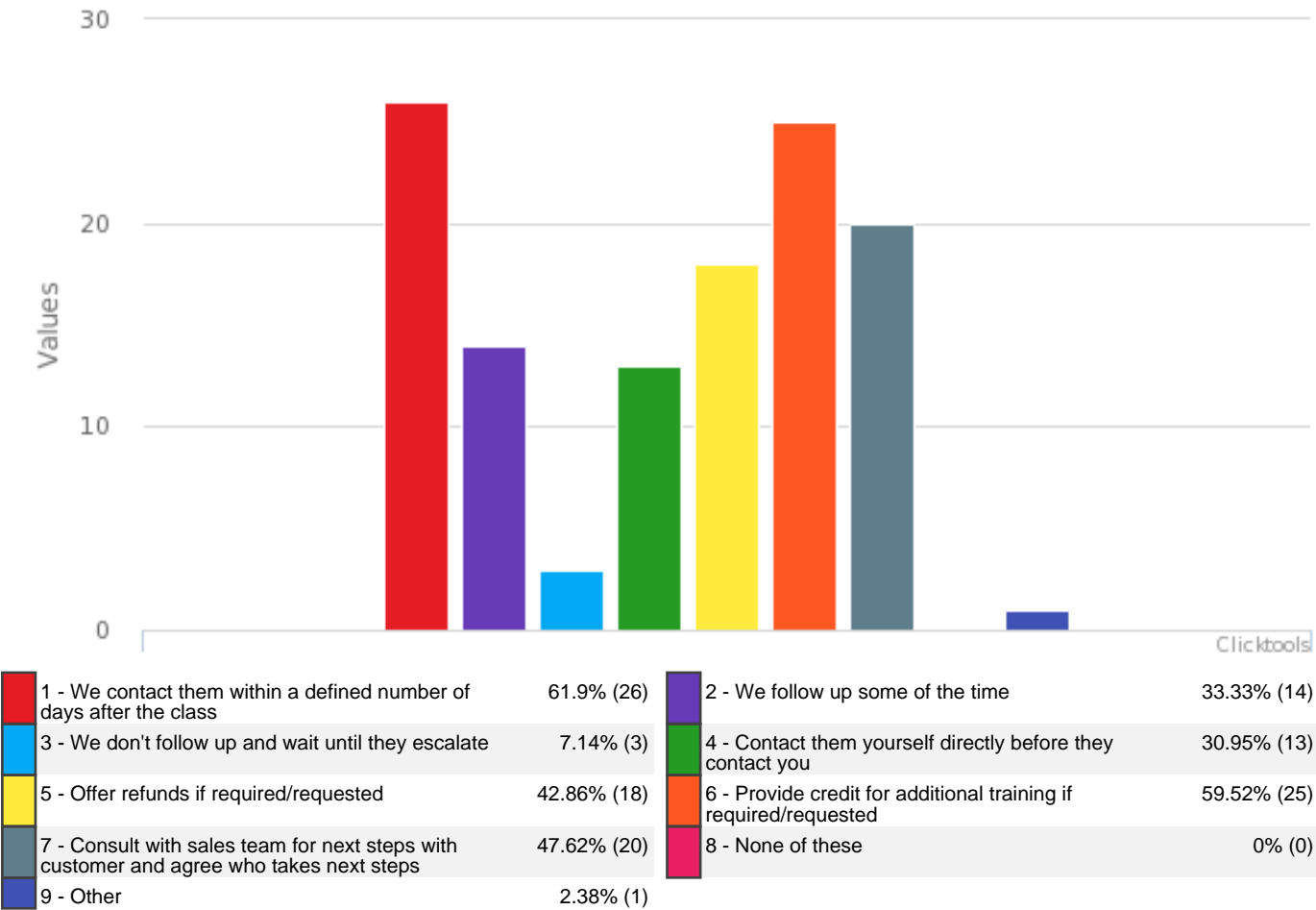
Response: 38

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



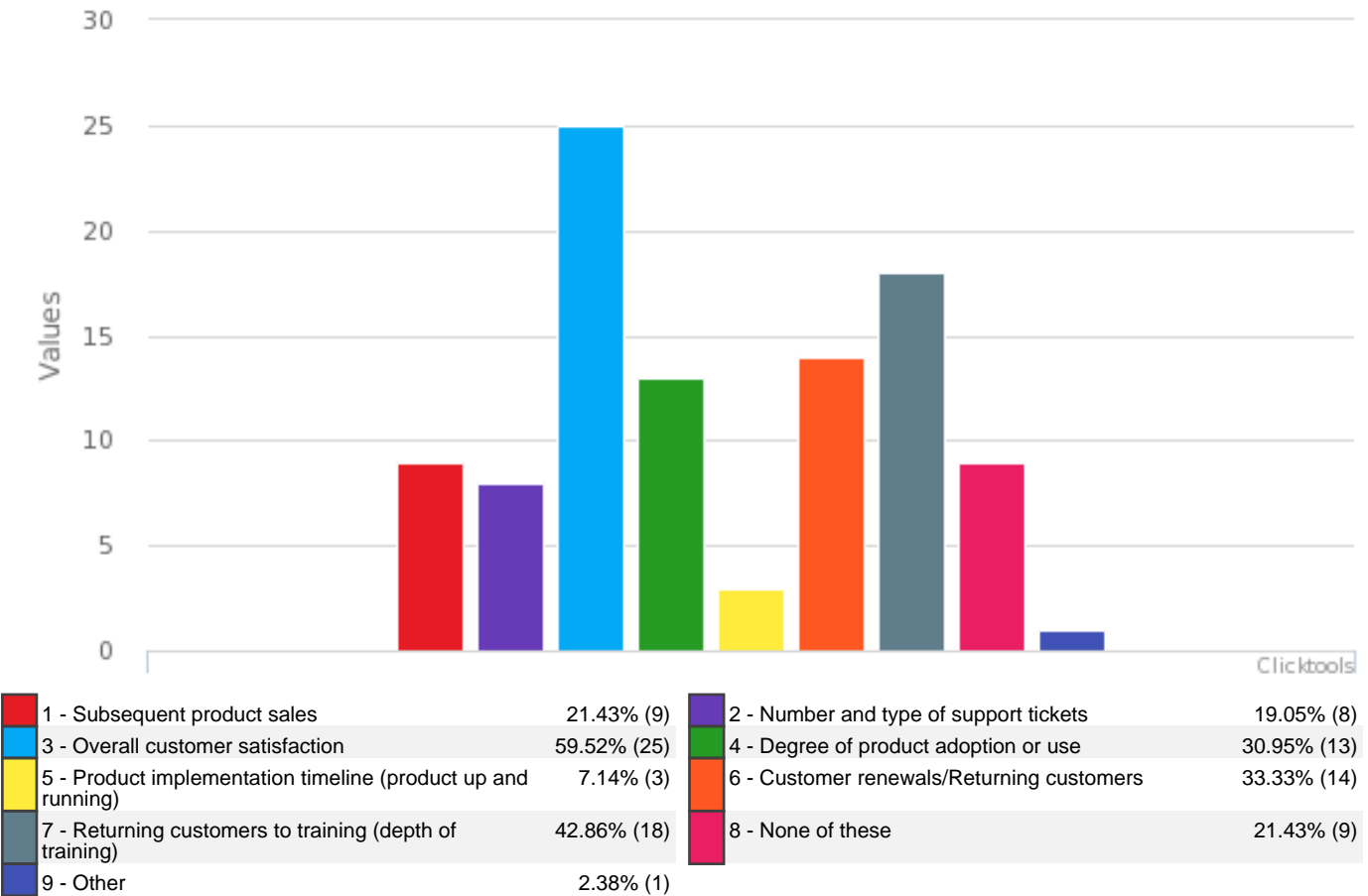
Response: 38

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



Response: 42

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 We track upsell amounts by trained vs untrained customers.
- 2 Customer Health Index / Renewal Monitoring
- 3 This is difficult due to the nature of our business.
- 4 Expansion rates
- 5 Renewal & Adoption
- 6 Number of days to expand deal; size of expand deal
- 7 Attach Rate

Response: 7

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

- 1 Customer Health Index / Renewal Monitoring
- 2 The type of requests change indicating a better knowledge of the product.
- 3 Working with a company data analyst to pull this info, do not have concrete data yet.
- 4 pull top 10 issues to see if they are training related
- 5 KB usage  
Case deflection  
CSAT
- 6 Reduction in red line

Response: 6

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

- 1 Quality Assessments
- 2 Training is an input into our customer health score.
- 3 Customer Health Index / Renewal Monitoring
- 4 Education contribution to overall NPS and services post-implementation satisfaction survey.
- 5 Customers will send new employees or students on the training, positioning the business as a more preferred partner for training services.
- 6 Working with data analyst to see if customers who have been trained have higher NPS then those that have not been trained. Have not been able to officially correlate this yet.
- 7 evaluations
- 8 Hits/usage  
CSAT  
Service renewal
- 9 annual customer survey feedback
- 10 NPS
- 11 Review if customers reporting issues have taken the recommended training.
- 12 We specifically include training in our customer CSAT surveys.
- 13 Have not tried to do this yet.
- 14 Company level surveys. Comparison of those with and without training.

Response: 14

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

- 1 License Usage
- 2 We measure customer activity in our SAAS product by trained vs untrained.
- 3 We track various dimensions of product usage. We measure if the usage of these dimensions increase after training.
- 4 Customer Health Index / Renewal Monitoring
- 5 Customers will engage and adopt other services for the product within their specific needs.
- 6 training correlation with renewals, churn, downsize
- 7 Feature analytics/metrics  
Live observation
- 8 Using monitoring tools
- 9 Surveys to end users.

Response: 9

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

- 1 We track their consumption of training assets and correlate it to implementation times, etc.
- 2 We track customers trained at 30-60-90 day implementation points relative to those untrained or partially training at those milestones.

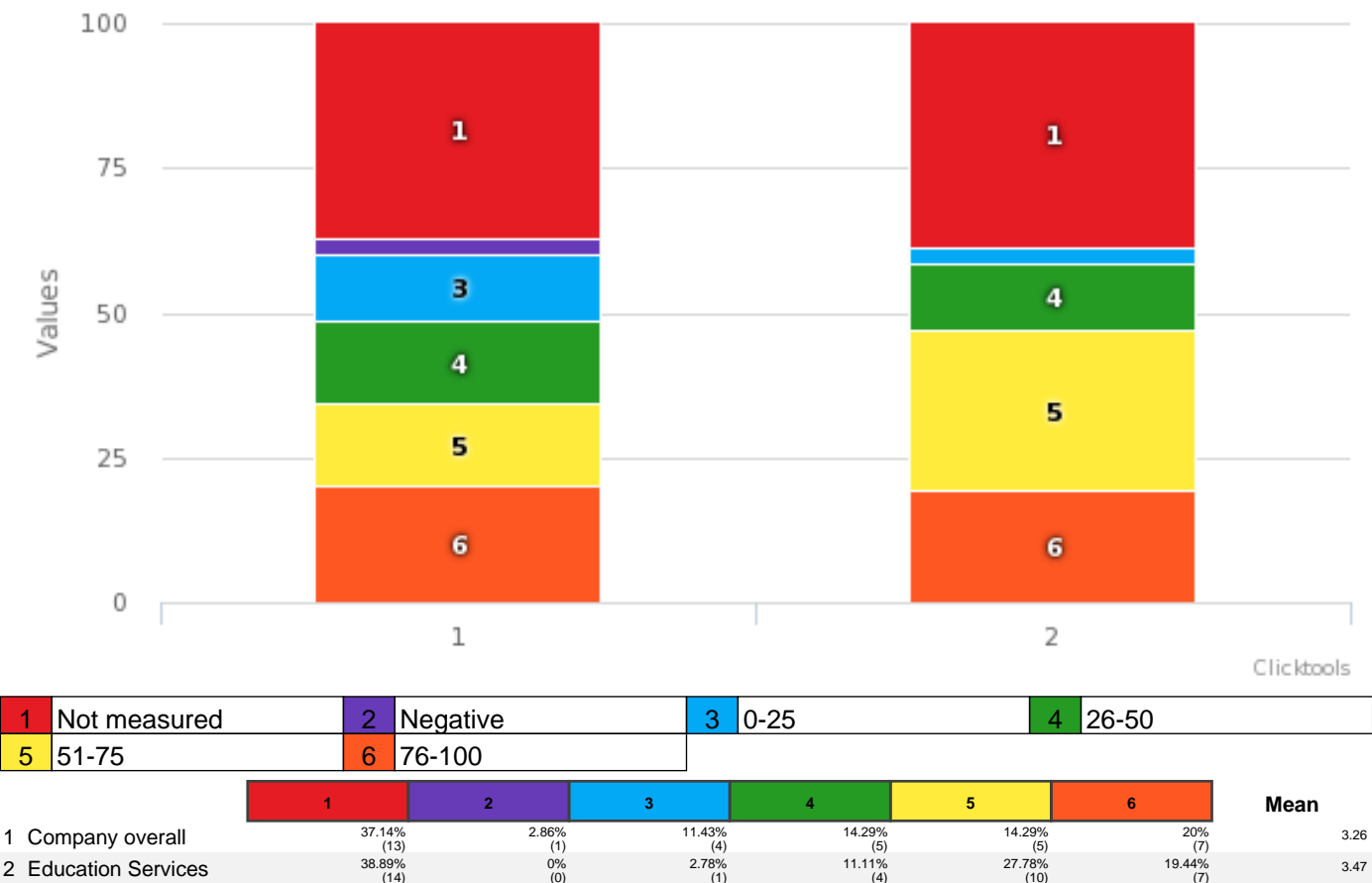
Response: 2

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

- 1 Renewal Rates
- 2 We track renewal rates for those trained vs untrained.
- 3 We measure if customers who renew/churn have been through training.
- 4 Customer Health Index / Renewal Monitoring
- 5 Training subscription renewals, follow-on or advanced training, repeat event attendance.
- 6 Good training provides Customers will confidence in the services provided; becoming a preferred partner.
- 7 Expansion rates
- 8 Same as above. We are 13 months into a newly launched subscription program, we are just getting enough data to be able to analyze and put together trends regarding this info.
- 9 training correlation with renewals, churn, downsize
- 10 Call volume  
CSAT  
Renewals
- 11 renewal rate
- 12 Churn

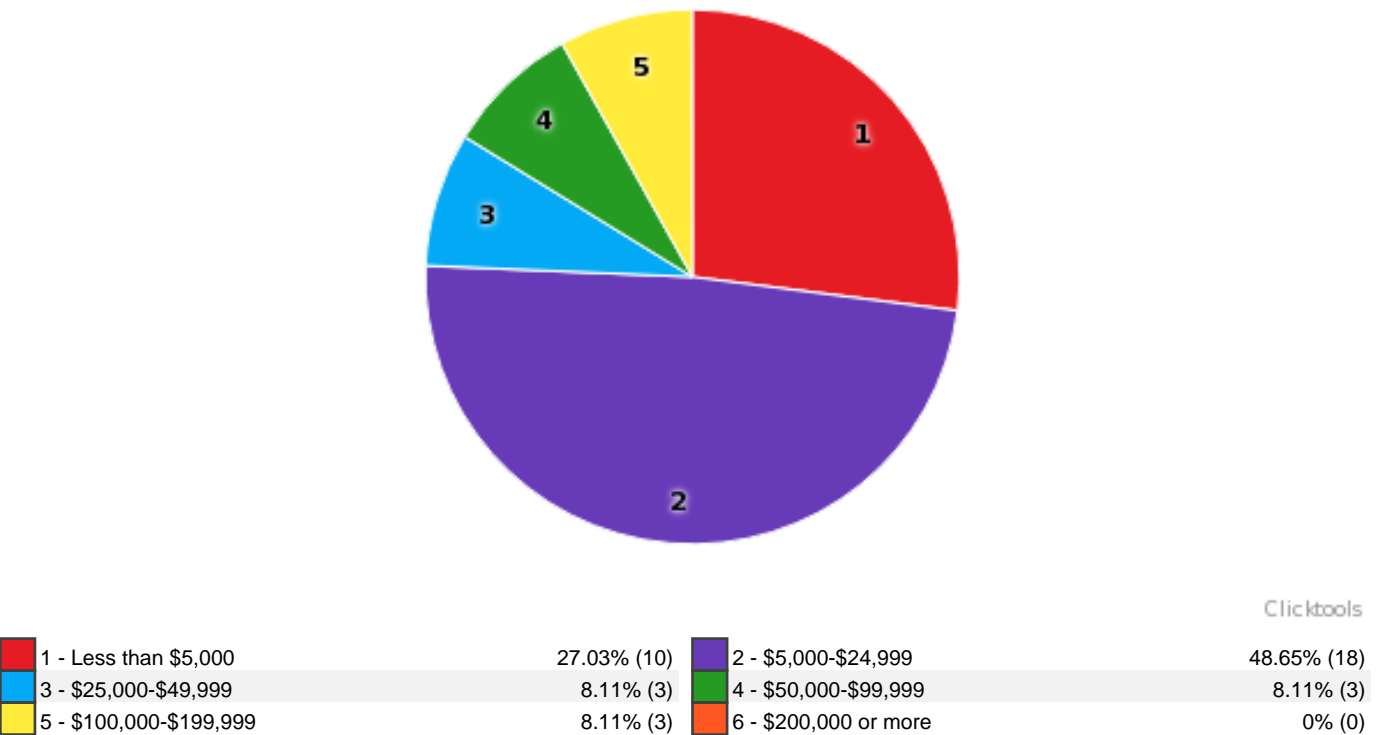
Response: 12

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



Response: 38

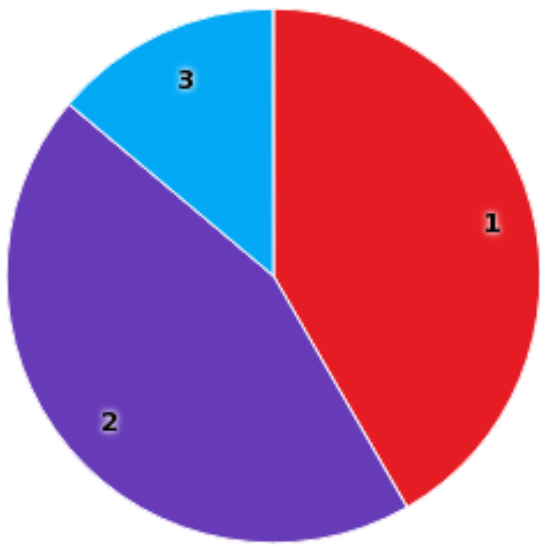
42. What is the average education services deal size when education offerings are sold together with product (single PO)?





Mean: 2.22  
Response: 37

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

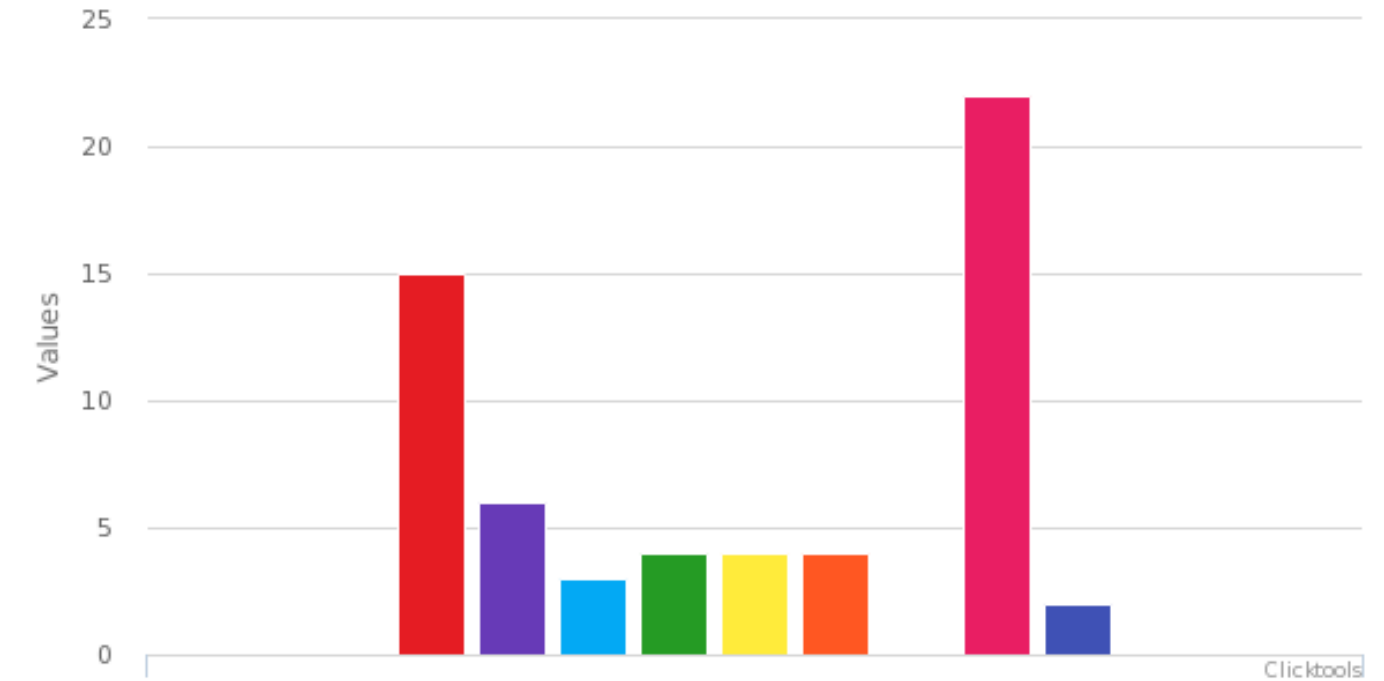


Clicktools

<div>1 - Less than \$5,000</div>	41.67% (15)	<div>2 - \$5,000-\$24,999</div>	44.44% (16)
<div>3 - \$25,000-\$49,999</div>	13.89% (5)	<div>4 - \$50,000-\$99,999</div>	0% (0)
<div>5 - \$100,000-\$199,999</div>	0% (0)	<div>6 - \$200,000 or more</div>	0% (0)

Mean: 1.72  
Response: 36

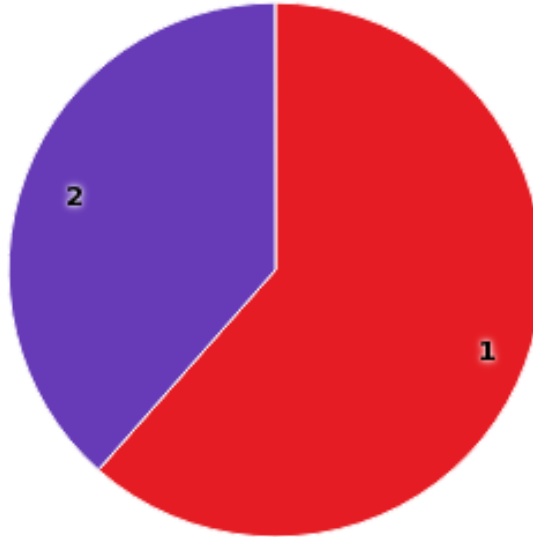
44. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



1 - Product deals for a new customer	37.5% (15)	2 - Product deals with a new product for a customer	15% (6)
3 - Support contract sales	7.5% (3)	4 - Support contract renewal sales	10% (4)
5 - Professional Services consulting sales	10% (4)	6 - Product and/or service deals when sold as a subscription	10% (4)
7 - Product and/or service deals when NOT sold as a subscription	0% (0)	8 - None of these	55% (22)
9 - Other	5% (2)		

Response: 40

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



Clicktools

1 - Mandatory education attach is an education budget as percentage of product costs	61.54% (8)	2 - Mandatory education attach is defined training per number of product licenses	38.46% (5)
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Mean: 1.38

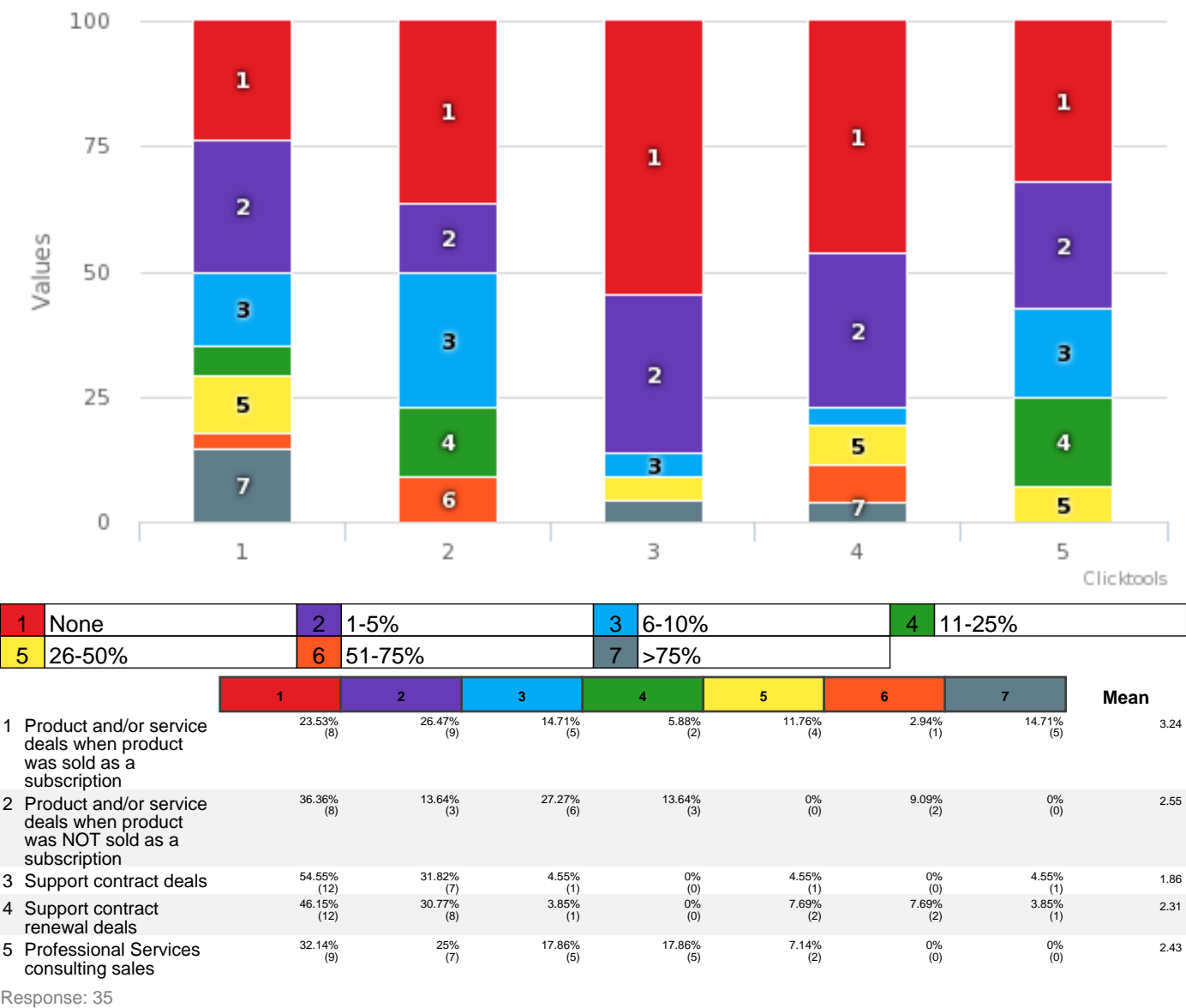
Response: 13

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

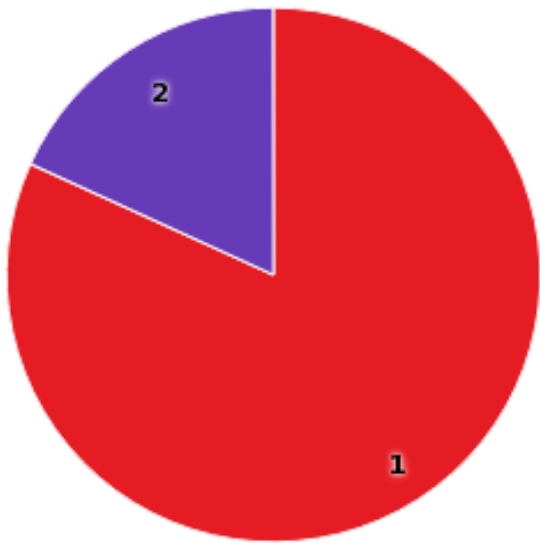
	What is your education attach in % of products costs for new customer/new product?	What is your education attach in % of products costs for existing customer/renewed product?
Average	18%	4.42%
Highest	96%	29%
Lowest	1%	0%
Standard deviation	28.02	8.17

Response: 12

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?

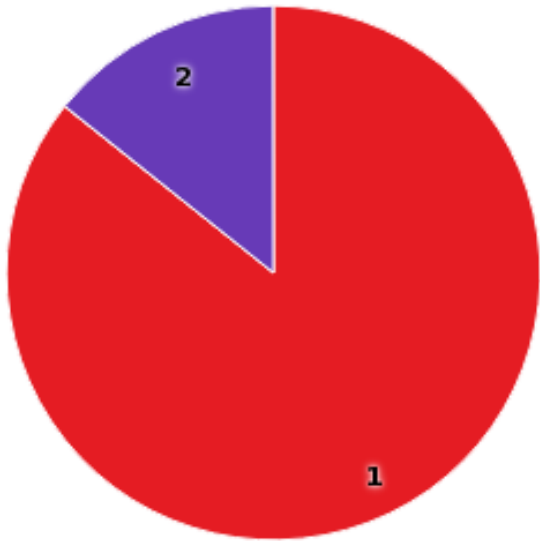


48. In your Reseller Program where Authorized Learning Partners sell and deliver ILT/VILT classes on their paper and pay you a fee, how do you charge?



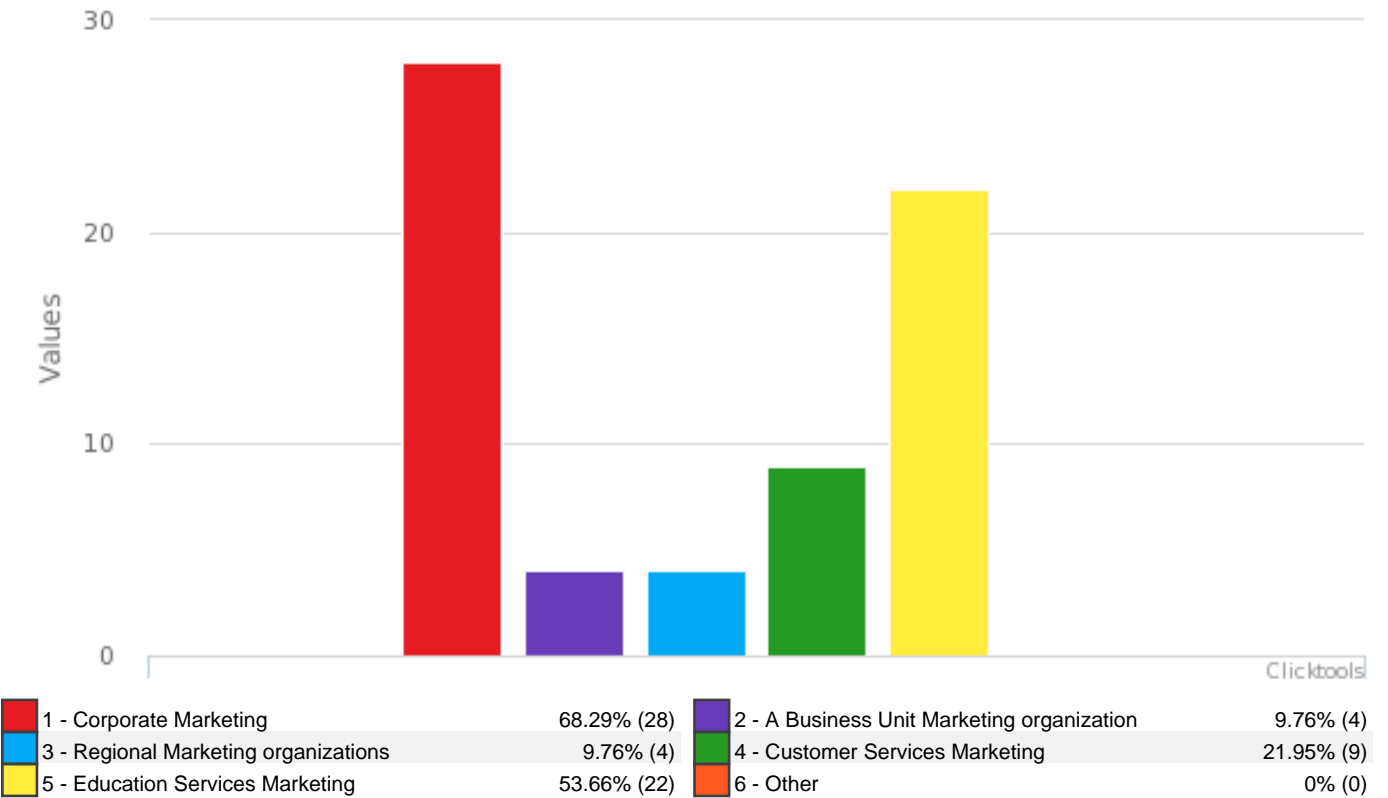
Clicktools  
1 - A fixed fee for student kits and student guides 81.82% (9) 2 - A percentage of the student fee 18.18% (2)  
Mean: 1.18  
Response: 11

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?



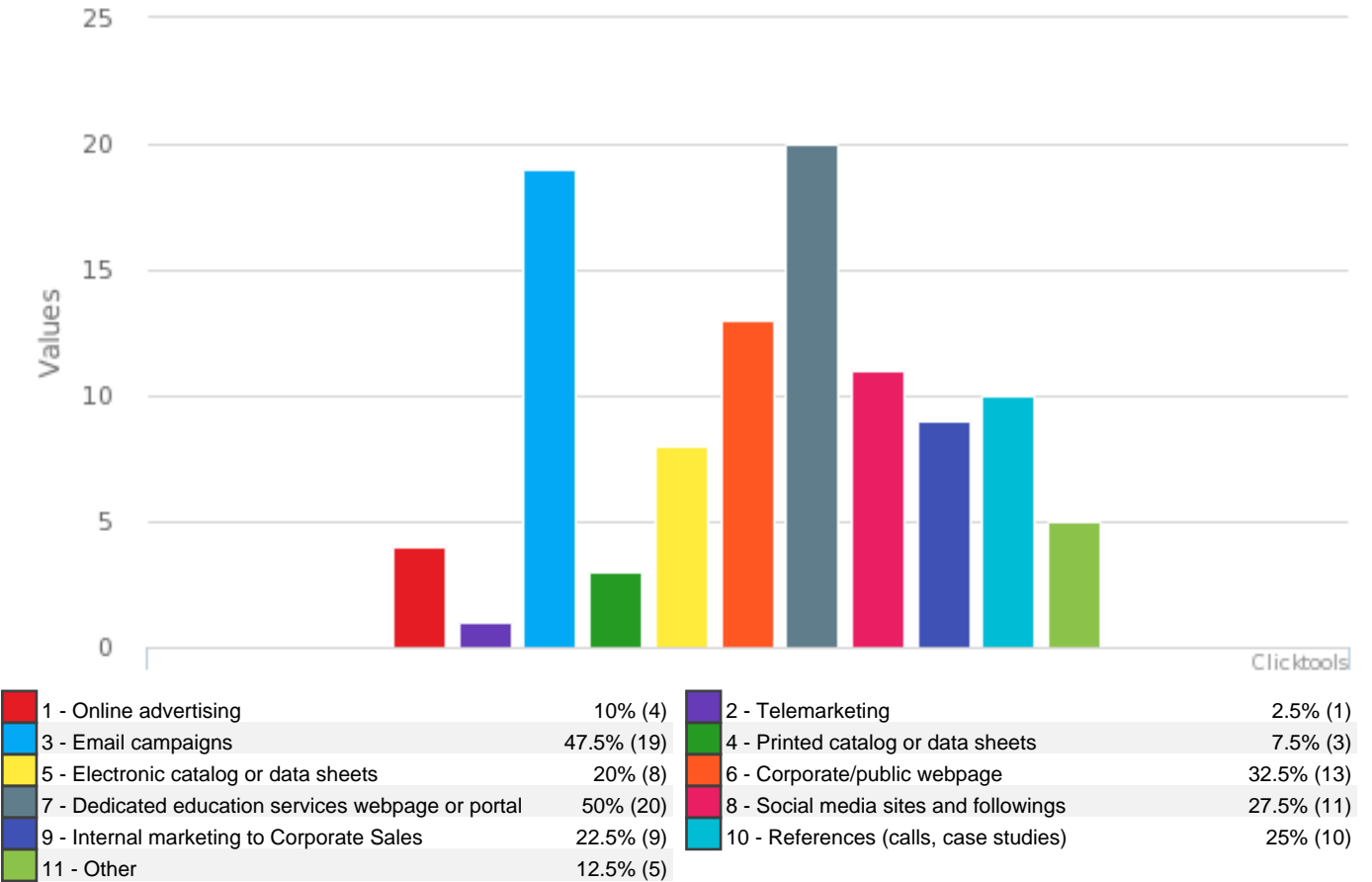
Clicktools  
1 - A percentage of your list price 85.71% (6) 2 - Fixed price per learner per year 14.29% (1)  
Mean: 1.14  
Response: 7

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

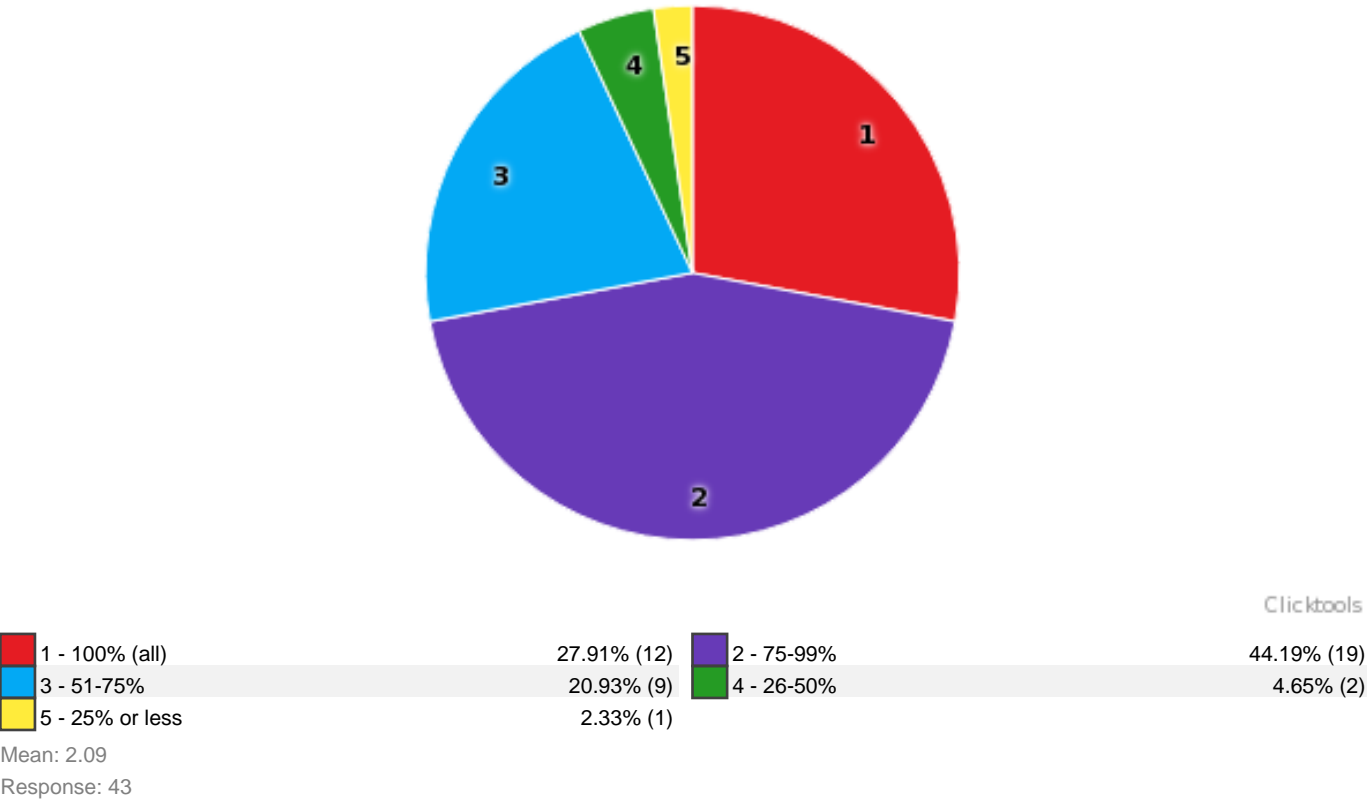


Response: 41

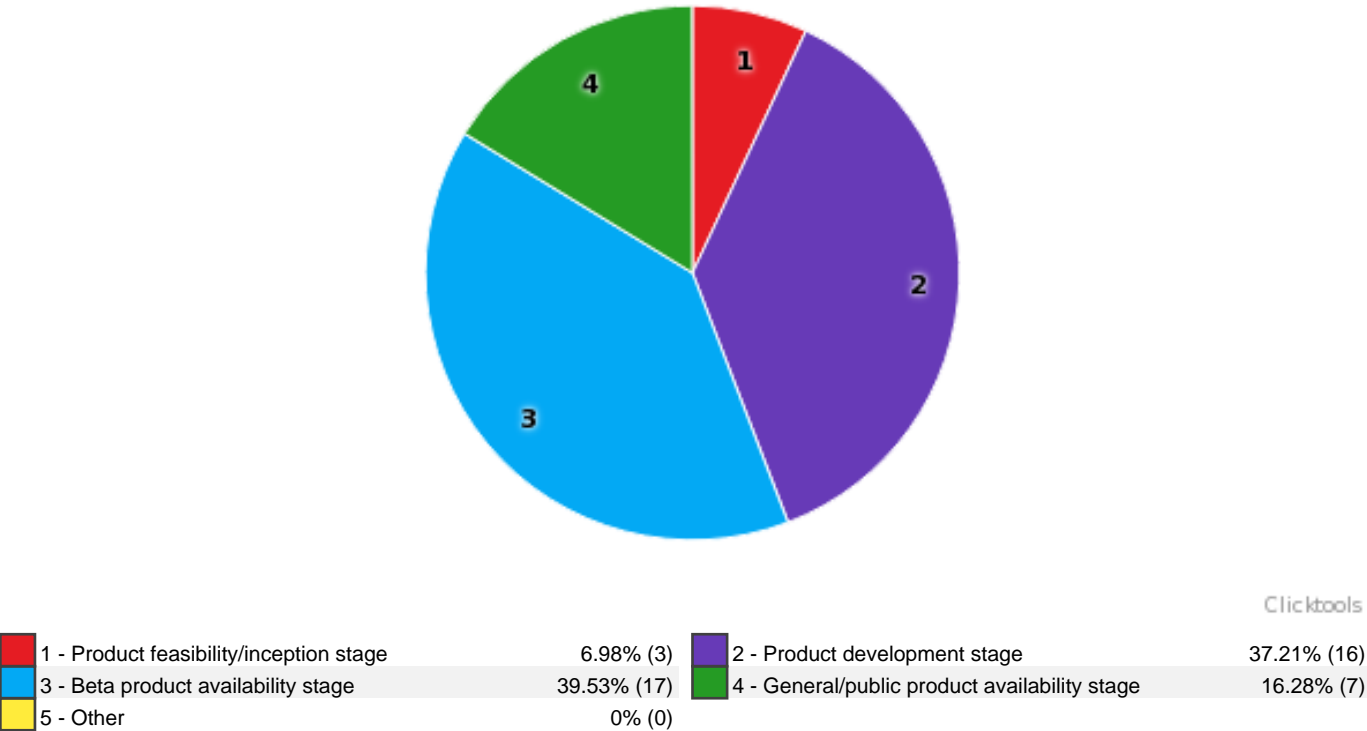
51. Which of the following marketing programs have been the most successful for you in the most recent fiscal year? Select no more than two.



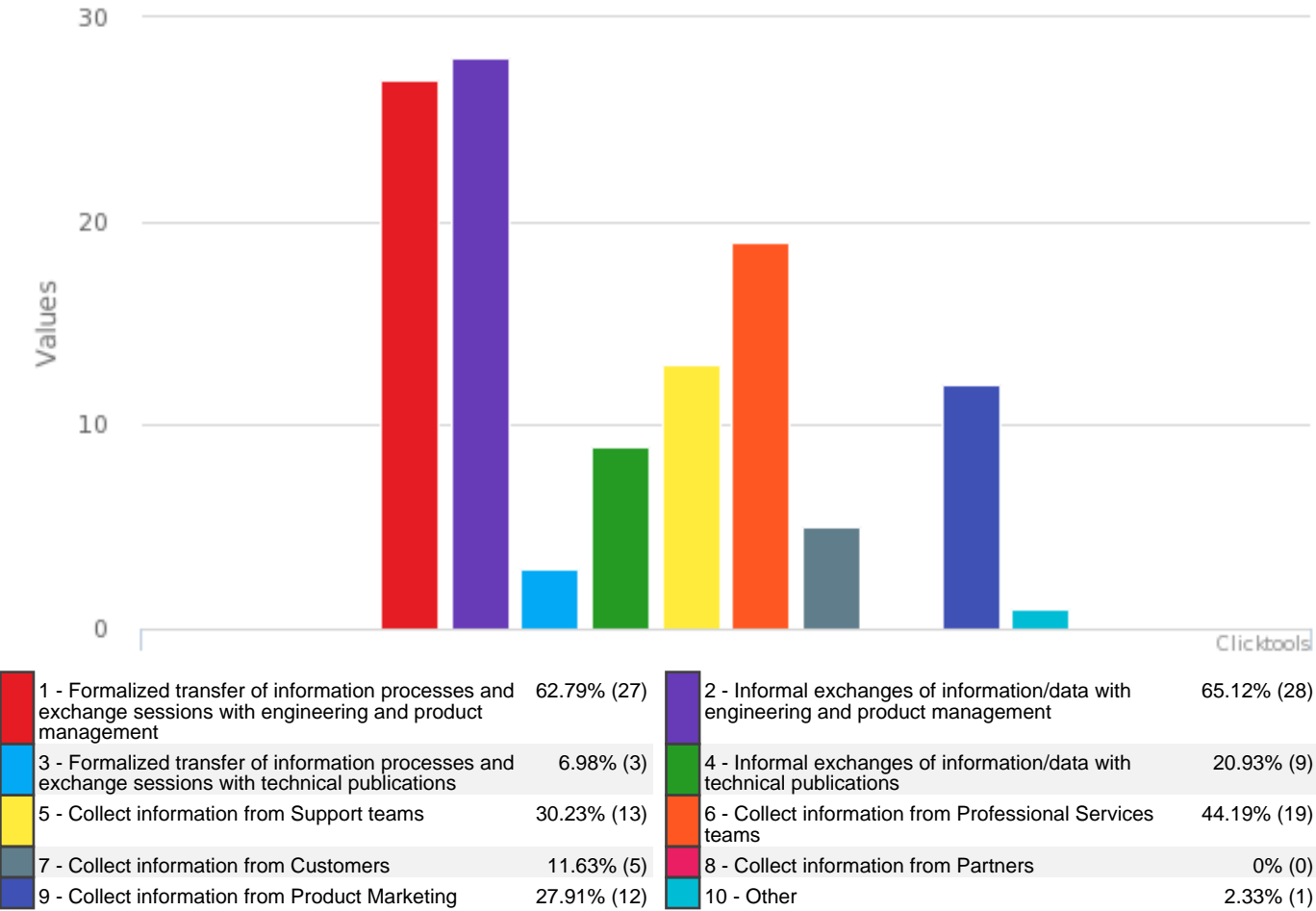
52. For approximately what percentage of your company ' s products does Education Services provide training coverage?



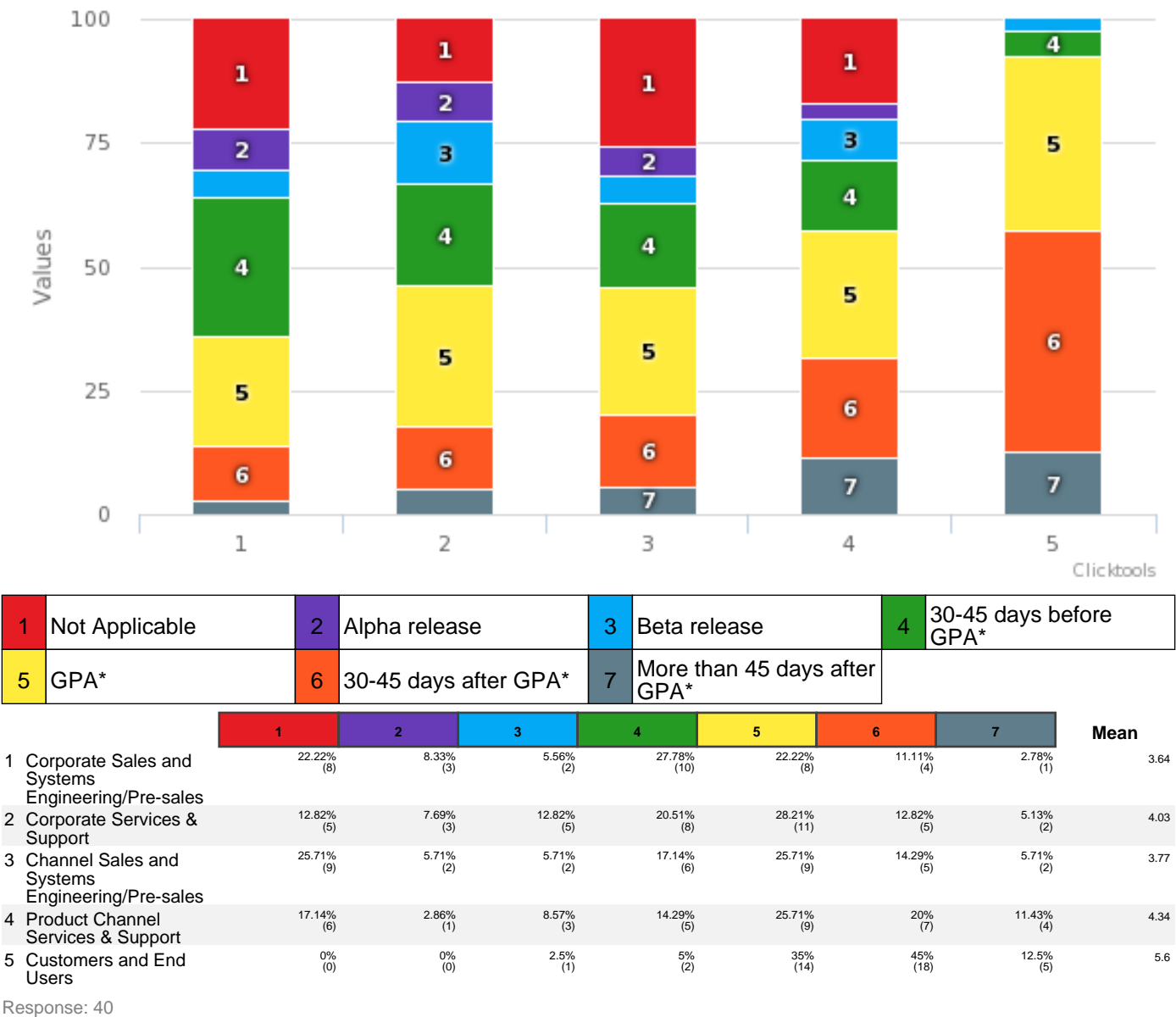
53. At what stage of the product development cycle is curriculum design and course development first involved?



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.

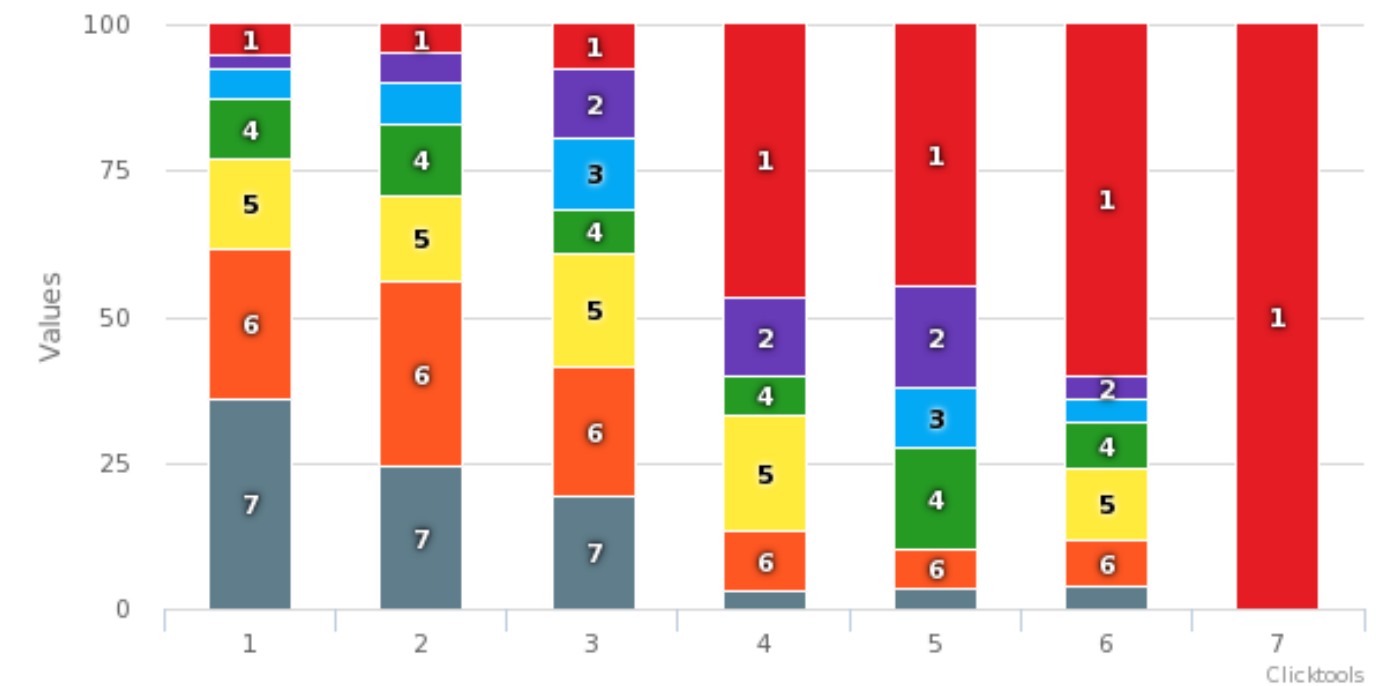


55. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (\*GPA=General Product Availability).





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)?



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	5.13% (2)	2.56% (1)	5.13% (2)	10.26% (4)	15.38% (6)	25.64% (10)	35.9% (14)	5.49
2 Virtual classroom training	4.88% (2)	4.88% (2)	7.32% (3)	12.2% (5)	14.63% (6)	31.71% (13)	24.39% (10)	5.2
3 eLearning	7.32% (3)	12.2% (5)	12.2% (5)	7.32% (3)	19.51% (8)	21.95% (9)	19.51% (8)	4.63
4 Mobile Learning (smartphones/tablets)	46.67% (14)	13.33% (4)	0% (0)	6.67% (2)	20% (6)	10% (3)	3.33% (1)	2.83
5 Other self paced	44.83% (13)	17.24% (5)	10.34% (3)	17.24% (5)	0% (0)	6.9% (2)	3.45% (1)	2.45
6 New modalities such as social learning, gamification, microlearning	60% (15)	4% (1)	4% (1)	8% (2)	12% (3)	8% (2)	4% (1)	2.48
7 Other	100% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 41

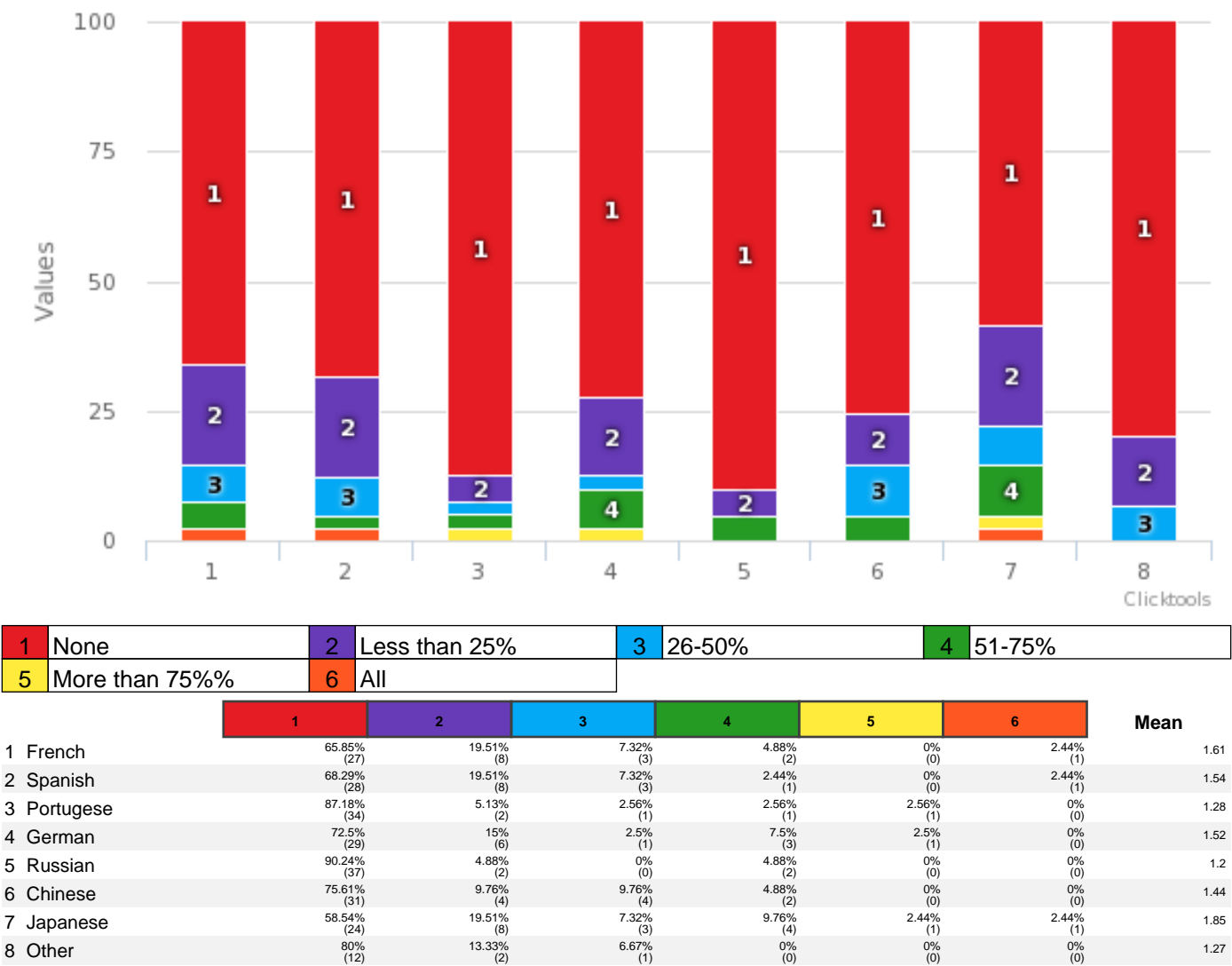
57. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?



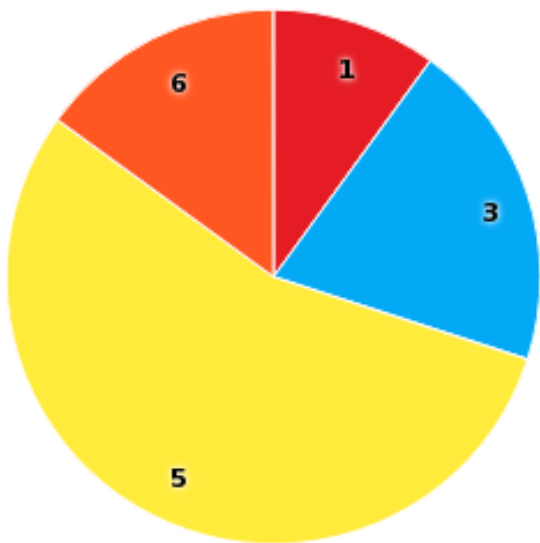
			Clicktools
1 - None	9.76% (4)	2 - 10% or less	29.27% (12)
3 - 11-25%	19.51% (8)	4 - 26-50%	21.95% (9)
5 - 51-75%	7.32% (3)	6 - >75%	12.2% (5)

Mean: 3.24  
Response: 41

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".



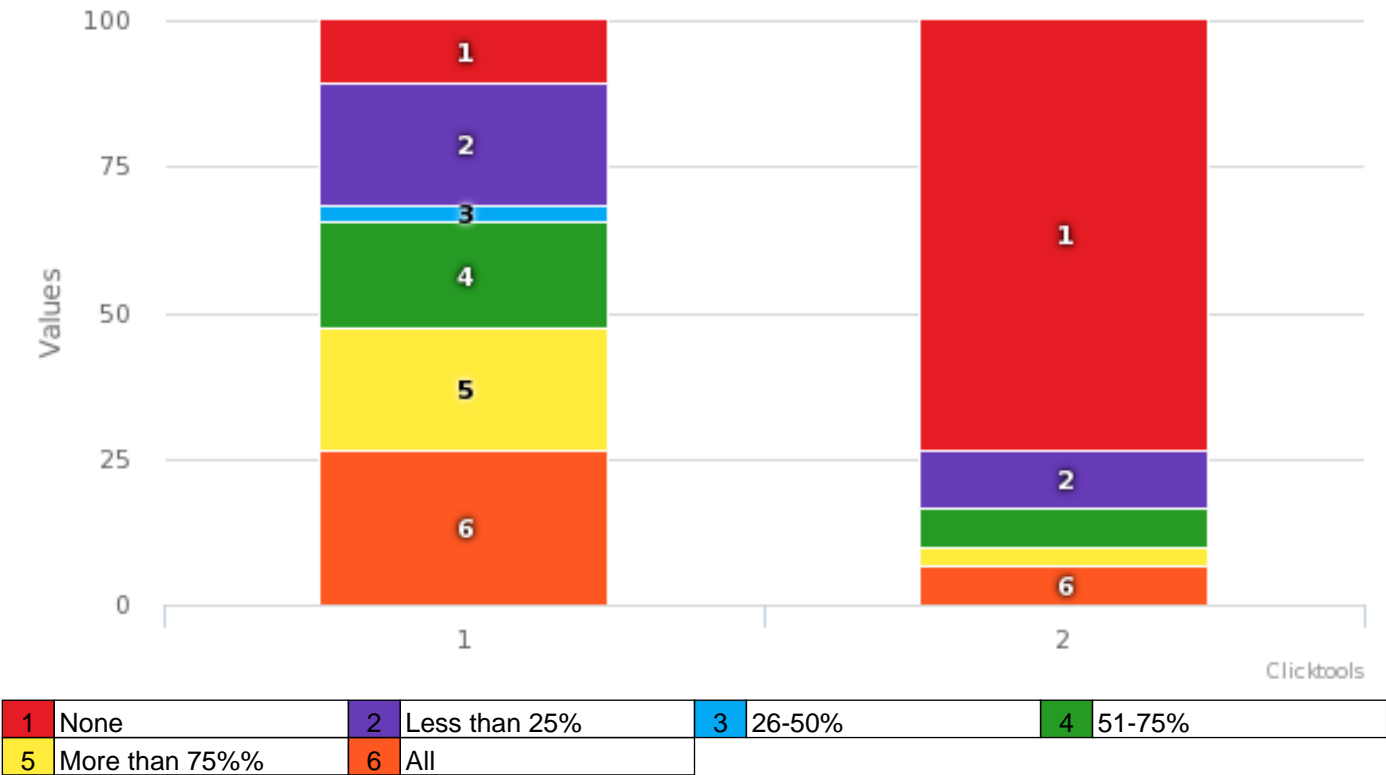
59. Which of the following types of materials are USUALLY the first ones translated?



Clicktools			
1 - Sales training materials	10% (2)	2 - Pre-sales/Sales Engineering training materials	0% (0)
3 - Admin training materials	20% (4)	4 - Operator training materials	0% (0)
5 - End-user training materials	55% (11)	6 - Other	15% (3)

Mean: 4.35  
Response: 20

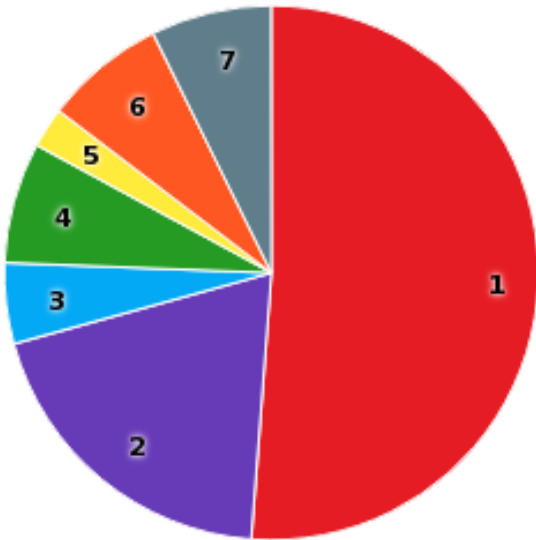
60. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	1	2	3	4	5	6	Mean
1 Scorm	10.53% (4)	21.05% (8)	2.63% (1)	18.42% (7)	21.05% (8)	26.32% (10)	3.97
2 Tin Can API	73.33% (22)	10% (3)	0% (0)	6.67% (2)	3.33% (1)	6.67% (2)	1.77

Response: 38

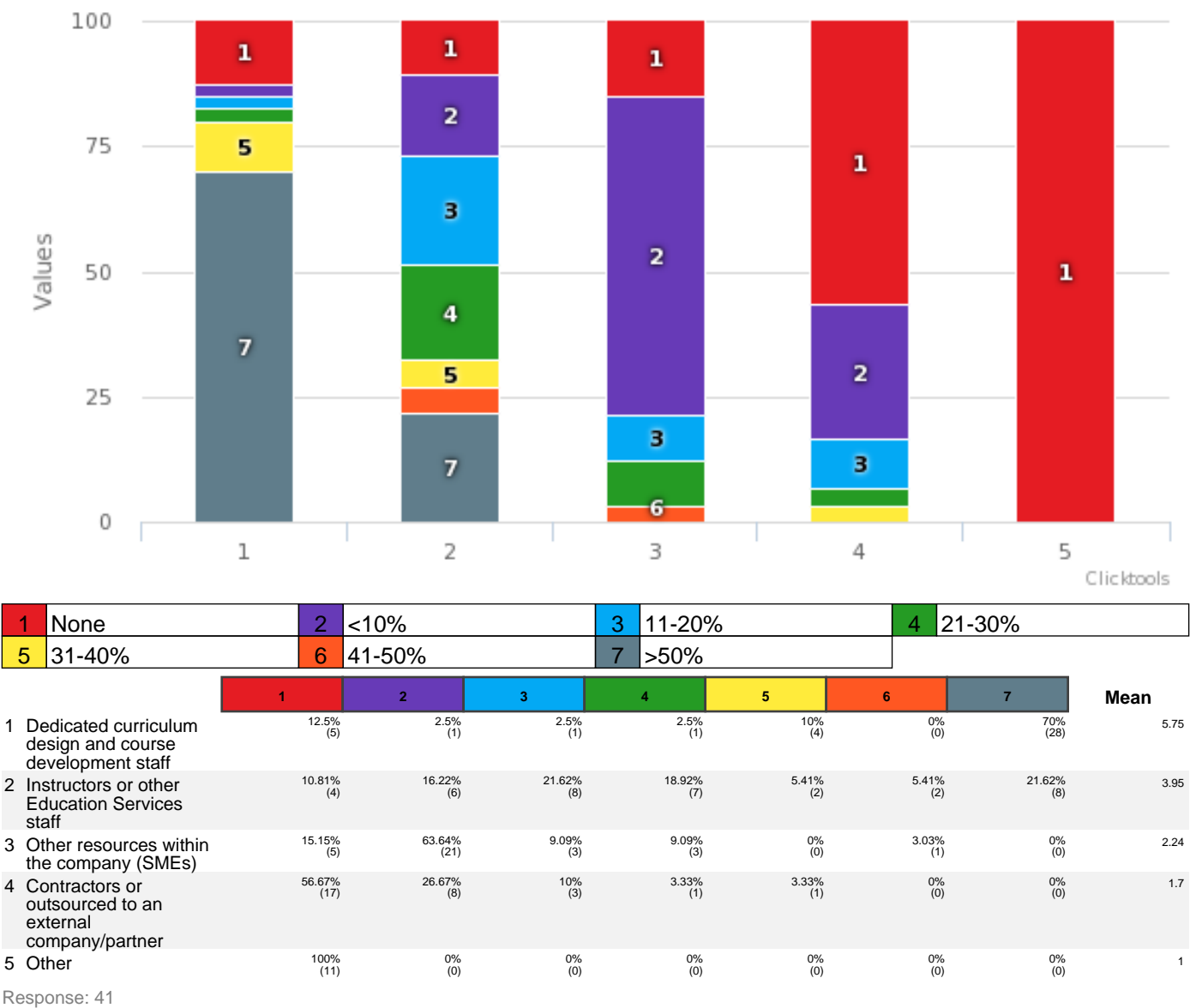
61. How many full-time equivalents do you have dedicated to curriculum design and course development?



			Clicktools
1 - 1-5	51.22% (21)	2 - 6-10	19.51% (8)
3 - 11-15	4.88% (2)	4 - 16-20	7.32% (3)
5 - 21-30	2.44% (1)	6 - 31-50	7.32% (3)
7 - >50	7.32% (3)		

Mean: 2.41  
Response: 41

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	38.97	31.59	13.22	25.69	59.19	28.84	3.62	0
Highest	200	200	80	140	300	200	62	0
Lowest	0	0	0	0	0	0	0	0
Standard deviation	37.67	39.61	21.45	38.66	83.69	41.55	11.9	0

Response: 32

**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	18.93	15.1	6.41	15.93	23.93	6.66	2.69	0
Highest	100	100	40	80	150	50	44	0
Lowest	1	0	0	0	0	0	0	0
Standard deviation	19.31	20.18	10.3	24.59	36.09	12.43	8.54	0

Response: 29

65. How often on average do you update courses?



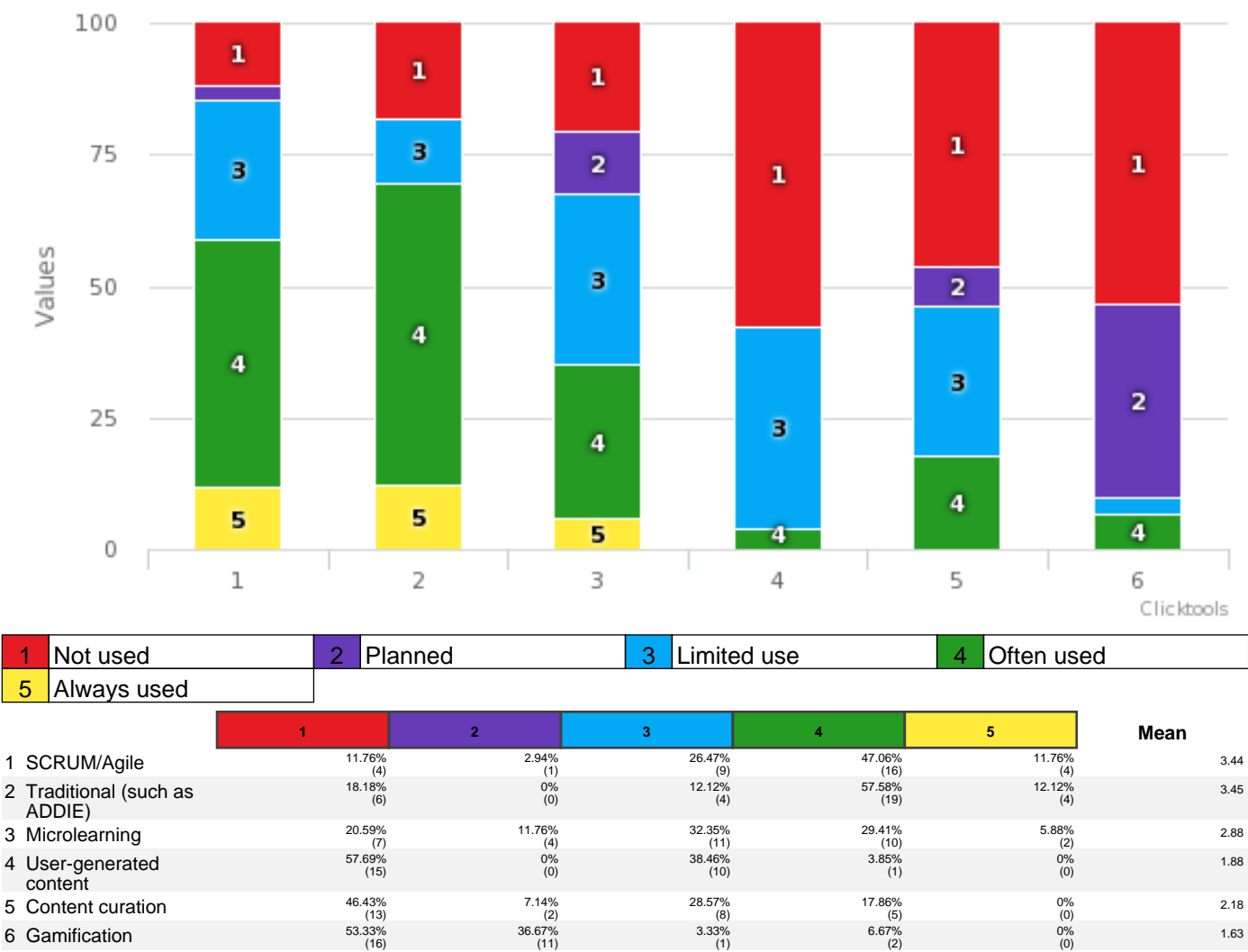
1 - < 3 months	8.11% (3)	2 - 3-5 months	21.62% (8)
3 - 6-9 months	32.43% (12)	4 - 10-14 months	16.22% (6)
5 - 15-24 months	21.62% (8)	6 - > 24 months	0% (0)

Mean: 3.22  
Response: 37

Clicktools

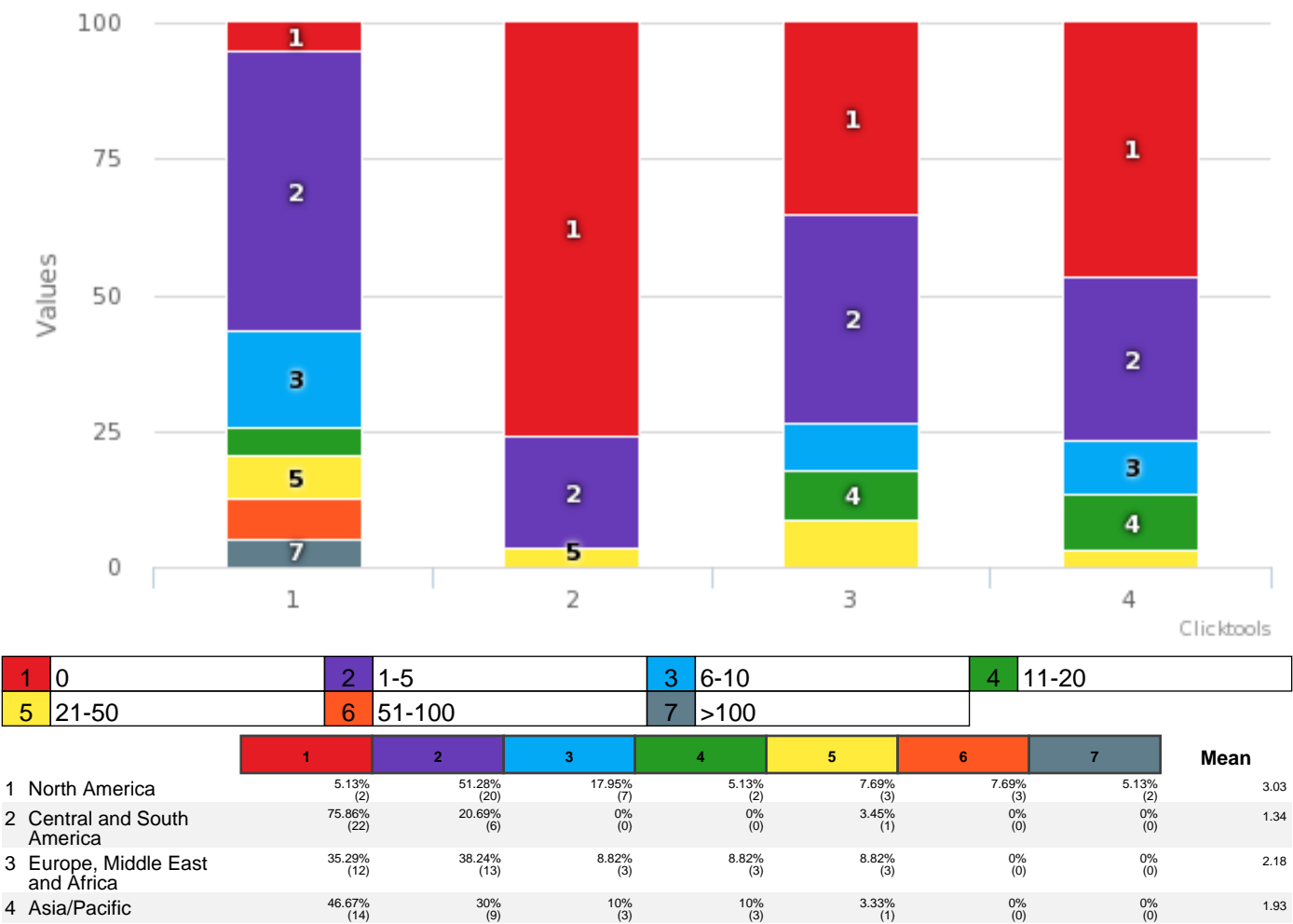


66. Which development approach do you use?



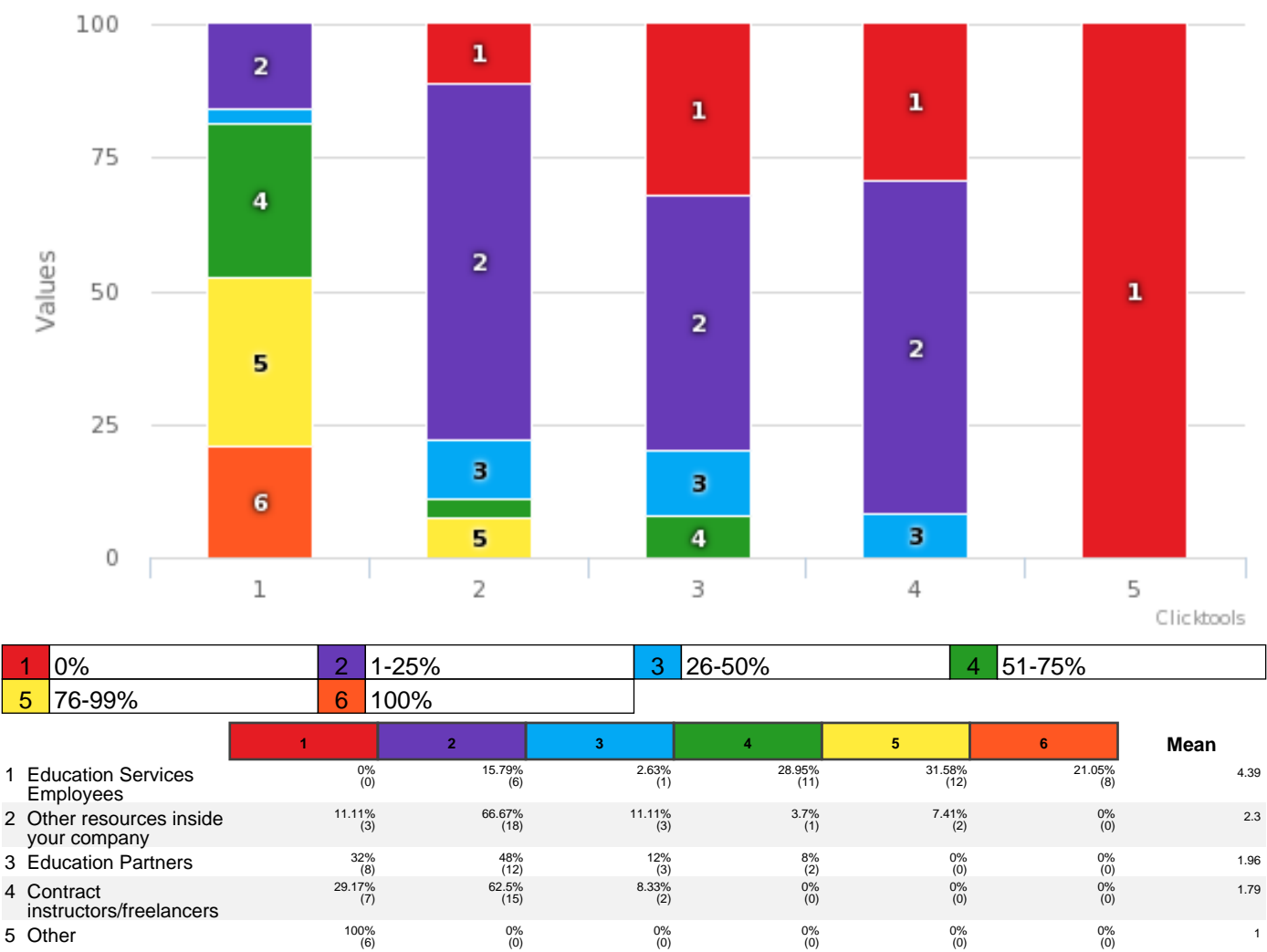
Response: 39

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: 40

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

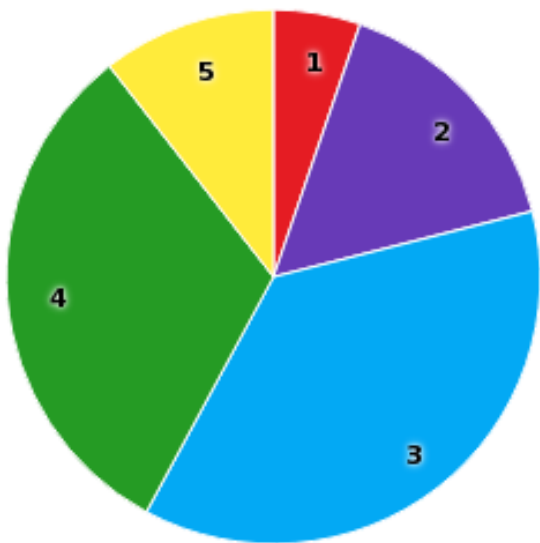


69. For the last fiscal year, how was the instructor time split?

	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	49.94%	4.89%	6.49%	14.69%	20.4%
Highest	100%	40%	98%	100%	70%
Lowest	0%	0%	0%	0%	0%
Standard deviation	22.98	9.4	17.87	17.72	17.12

Response: 35

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

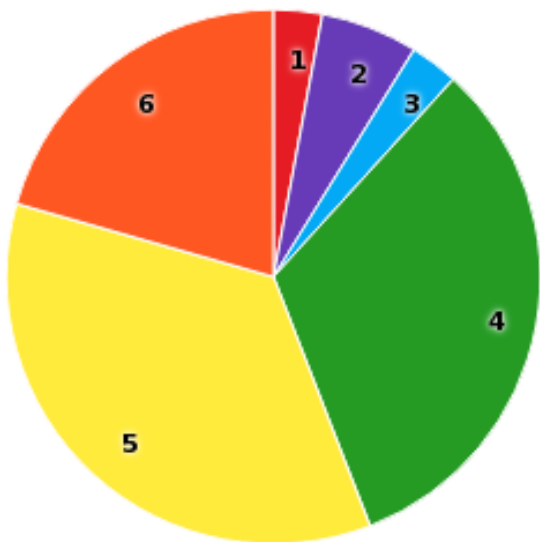


Clicktools

1 - 1 month or less	5.26% (2)	2 - 2 months	15.79% (6)
3 - 3 months	36.84% (14)	4 - 4-6 months	31.58% (12)
5 - 7-12 months	10.53% (4)	6 - More than 12 months	0% (0)

Mean: 3.26  
Response: 38

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

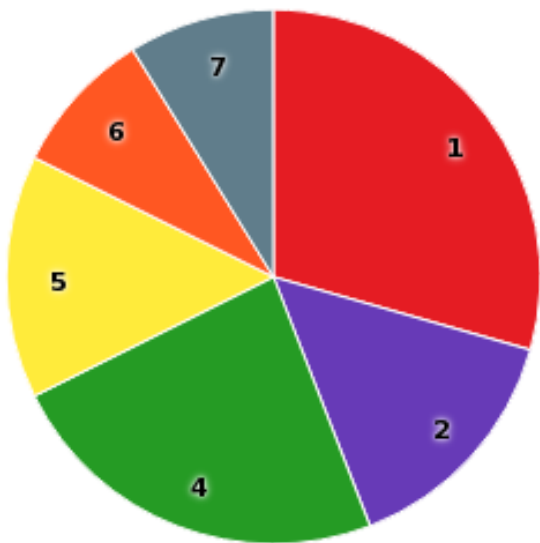


Clicktools

1 - 1 month or less	2.94% (1)	2 - 2 months	5.88% (2)
3 - 3 months	2.94% (1)	4 - 4-6 months	32.35% (11)
5 - 7-12 months	35.29% (12)	6 - More than 12 months	20.59% (7)

Mean: 4.53  
Response: 34

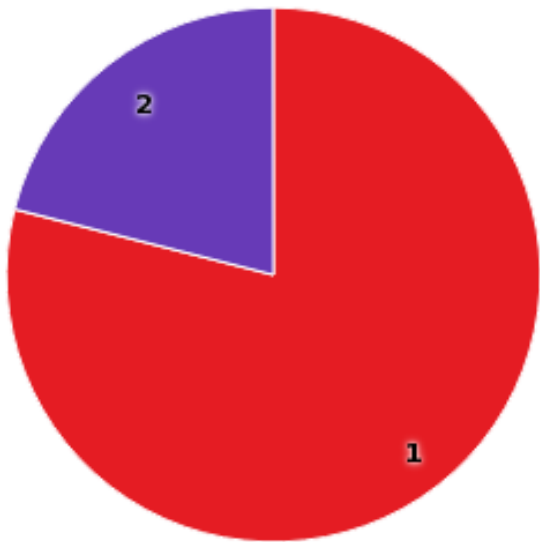
72. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



1 - <\$100K	29.41% (10)	2 - \$100K-\$150K	14.71% (5)
3 - \$150K-\$200K	0% (0)	4 - \$200K-\$250K	23.53% (8)
5 - \$250K-\$300K	14.71% (5)	6 - \$300K-\$400K	8.82% (3)
7 - >\$400K	8.82% (3)		

Mean: 3.41  
Response: 34

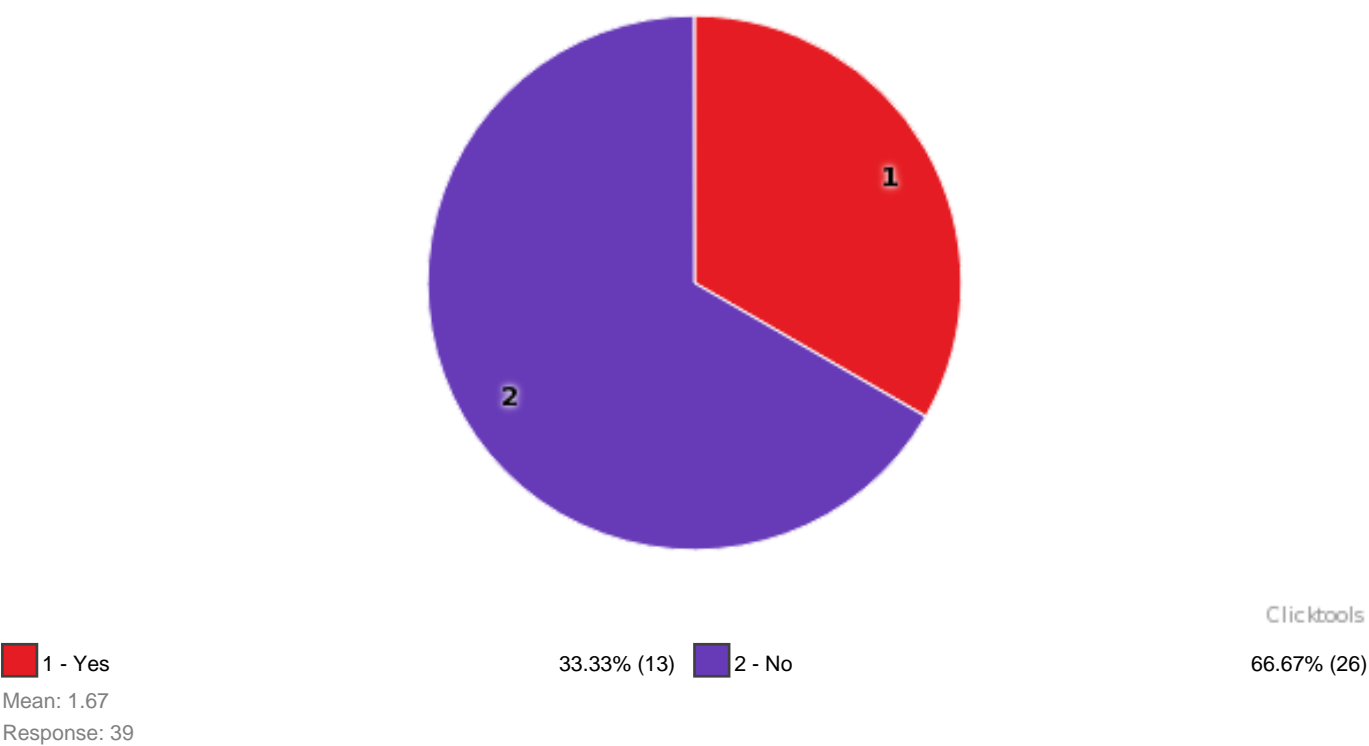
73. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



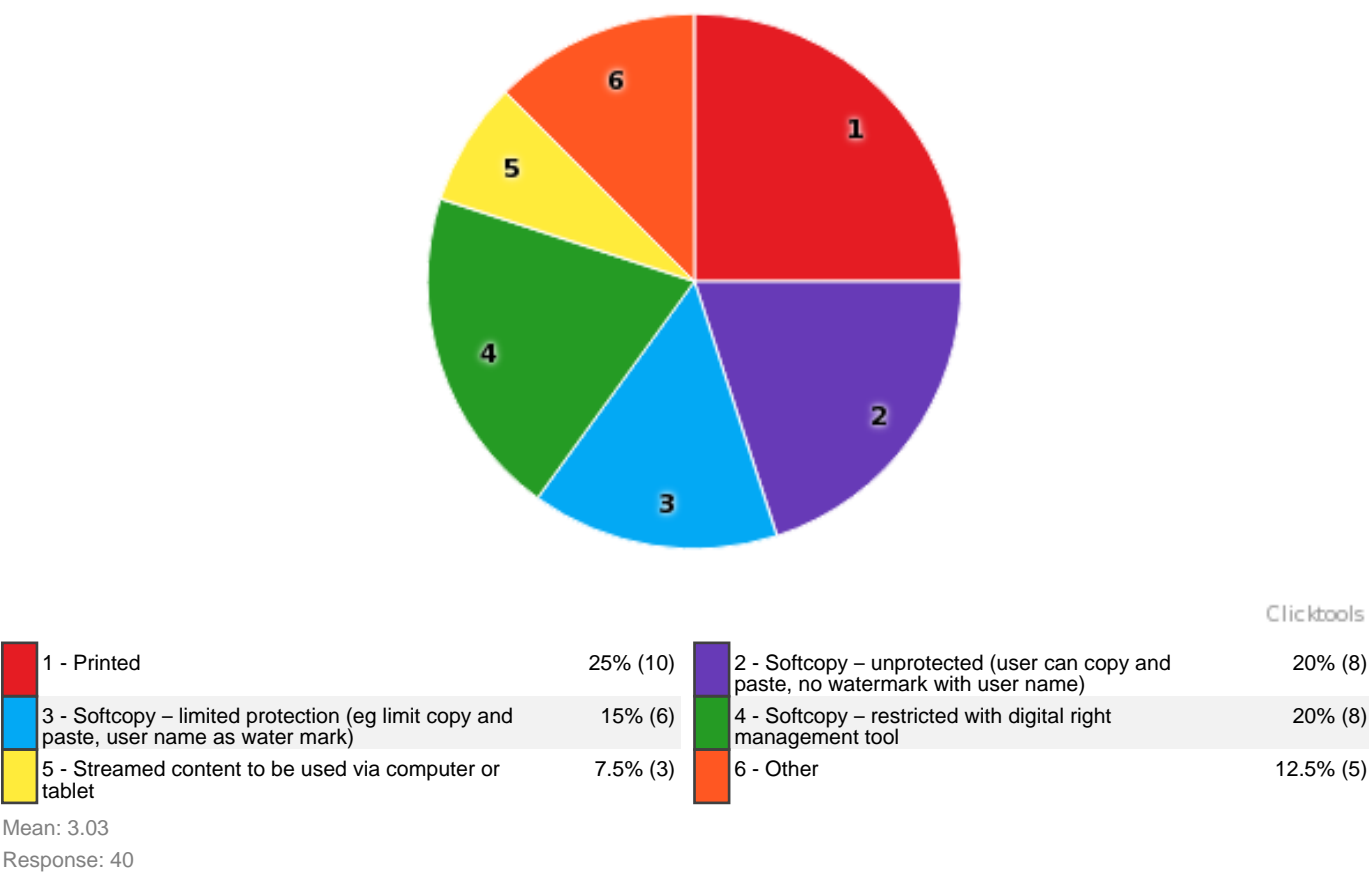
1 - Yes	78.95% (30)	2 - No	21.05% (8)
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Mean: 1.21  
Response: 38

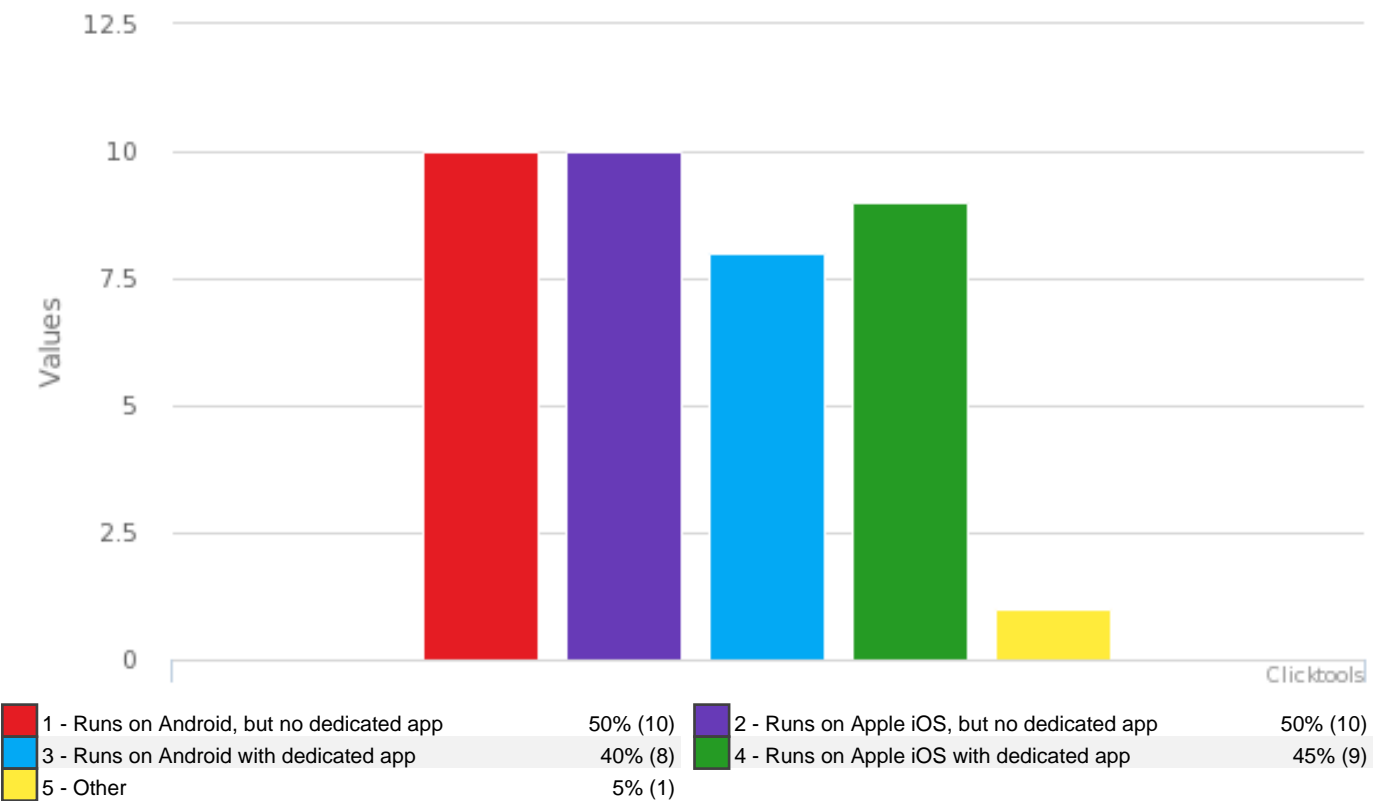
74. When delivering instructor-led training, do you mix both live and virtual audiences?



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

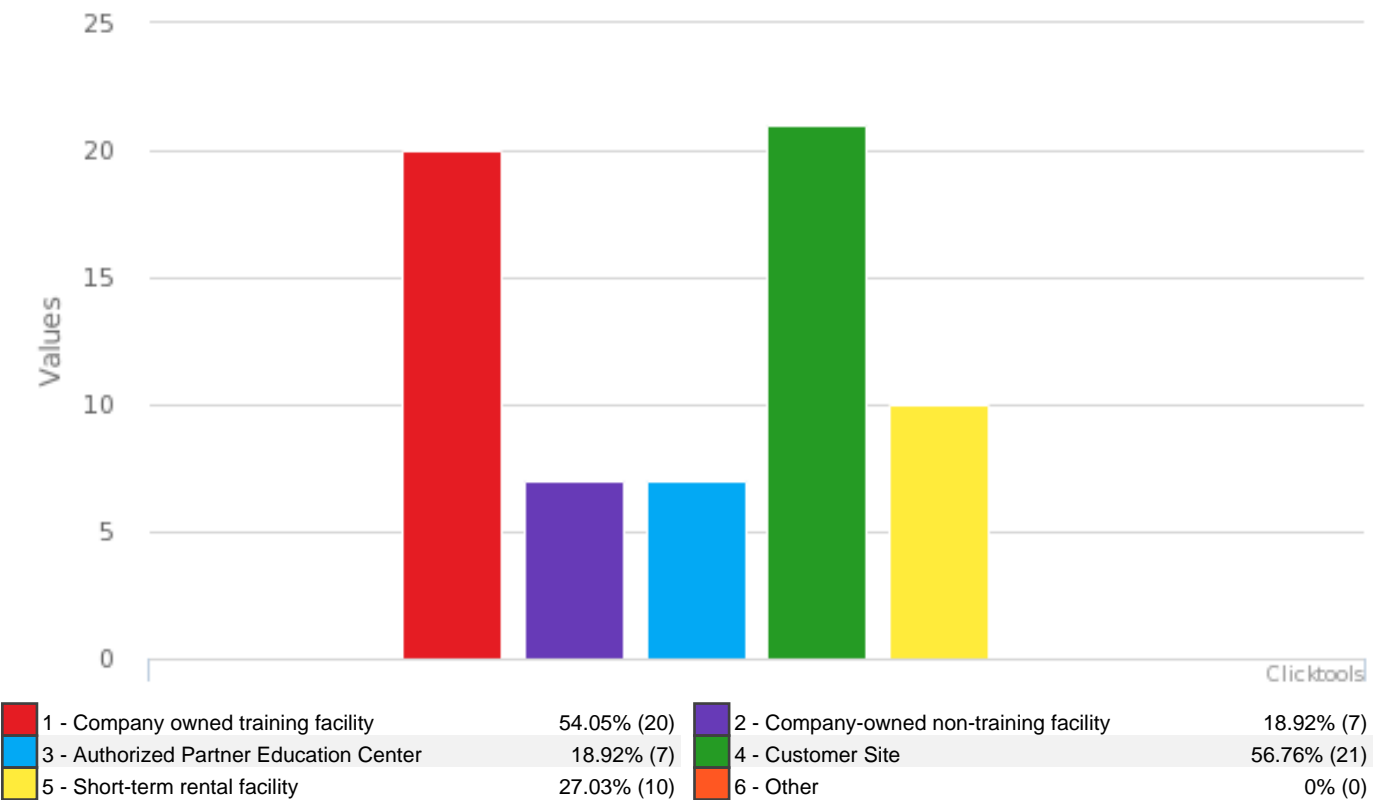


76. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



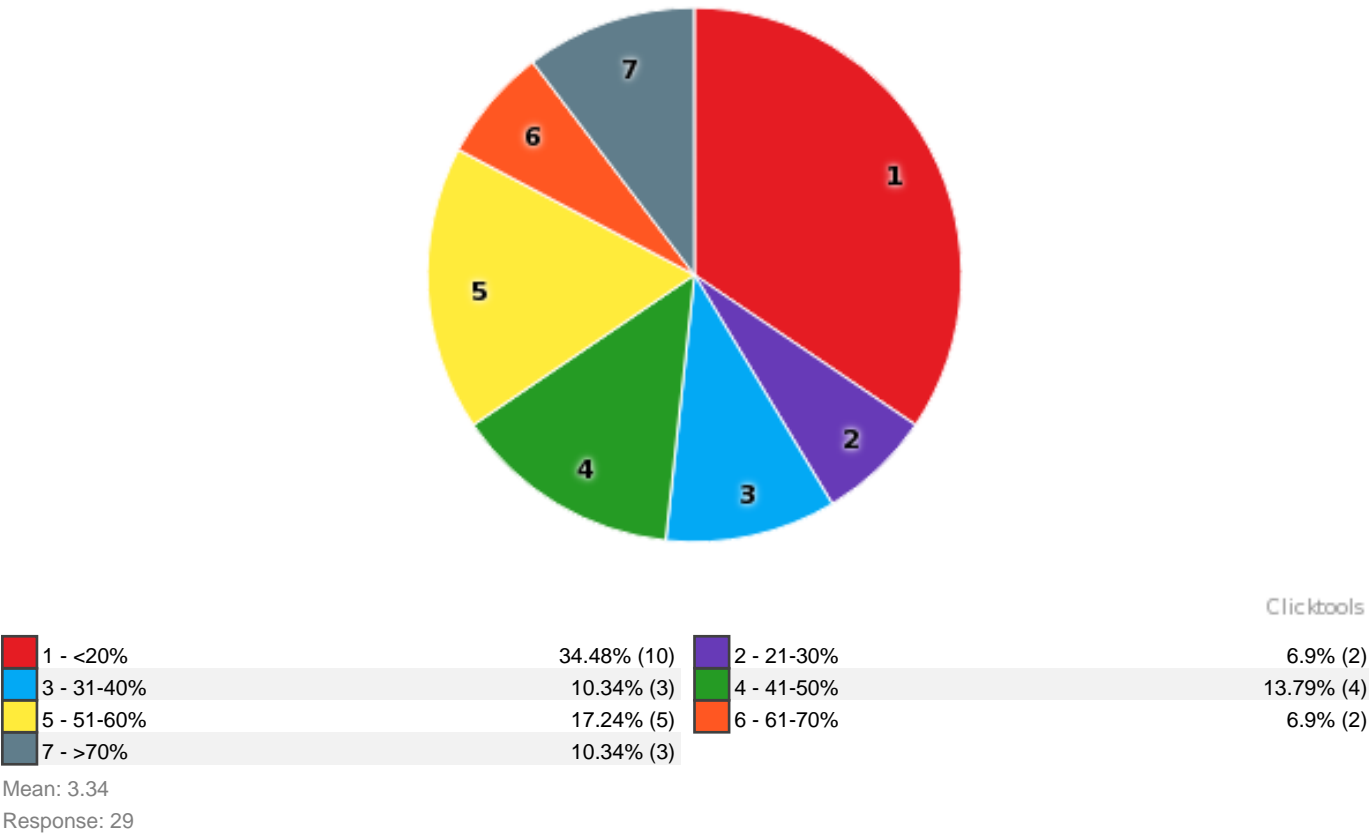
Response: 20

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

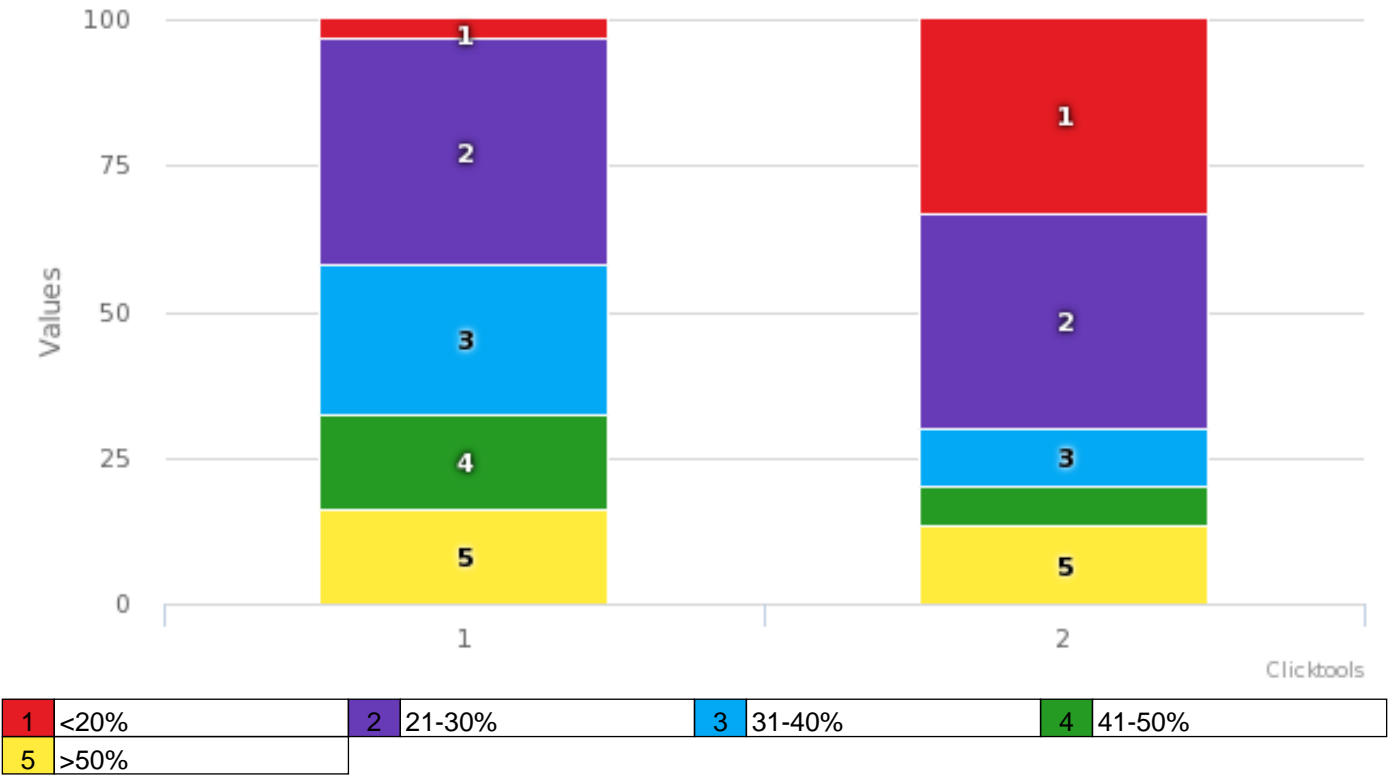


Response: 37

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%)?

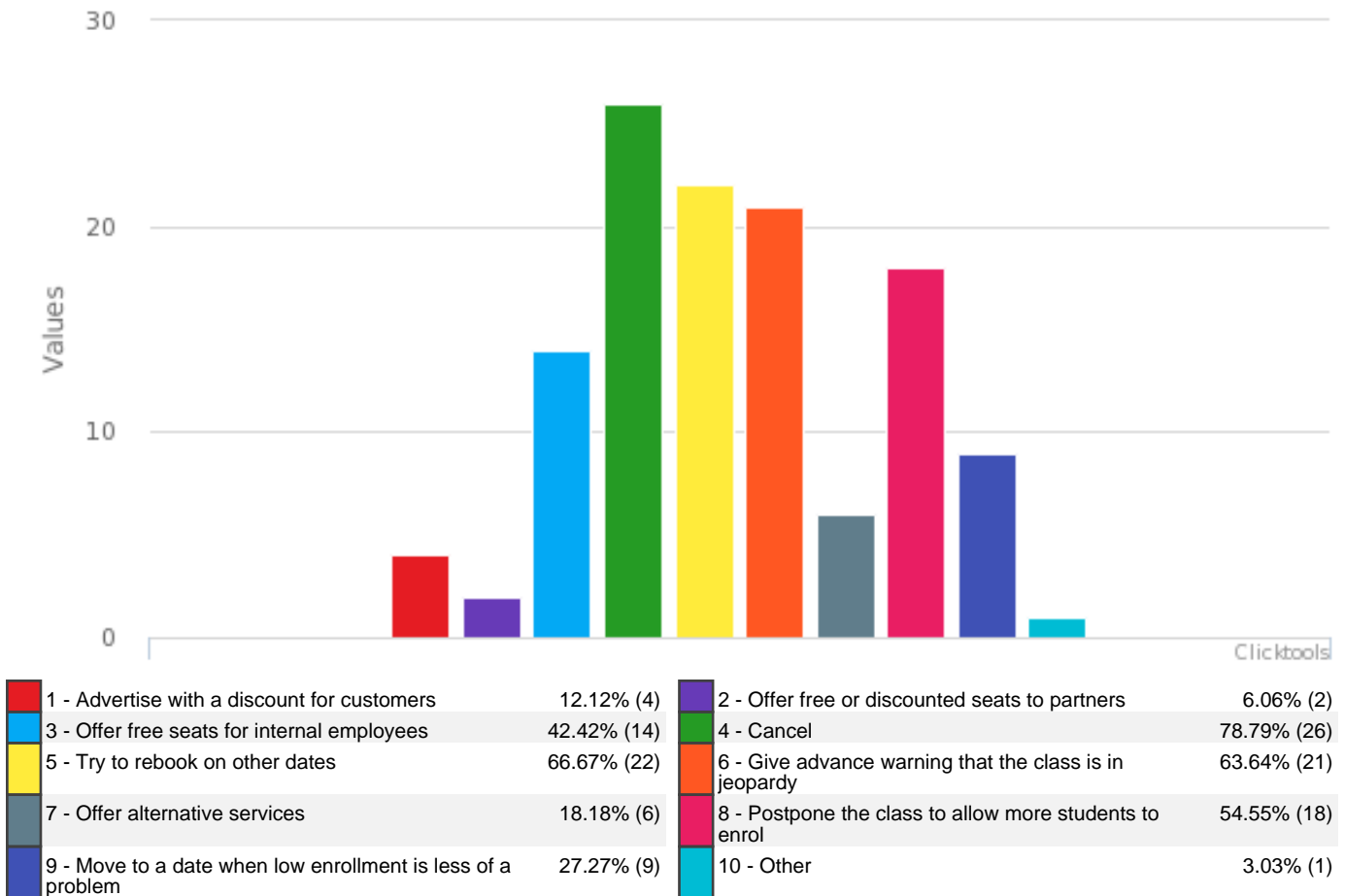




	1	2	3	4	5	Mean
1 Live instructor-led	3.23% (1)	38.71% (12)	25.81% (8)	16.13% (5)	16.13% (5)	3.03
2 Virtual instructor-led	33.33% (10)	36.67% (11)	10% (3)	6.67% (2)	13.33% (4)	2.3

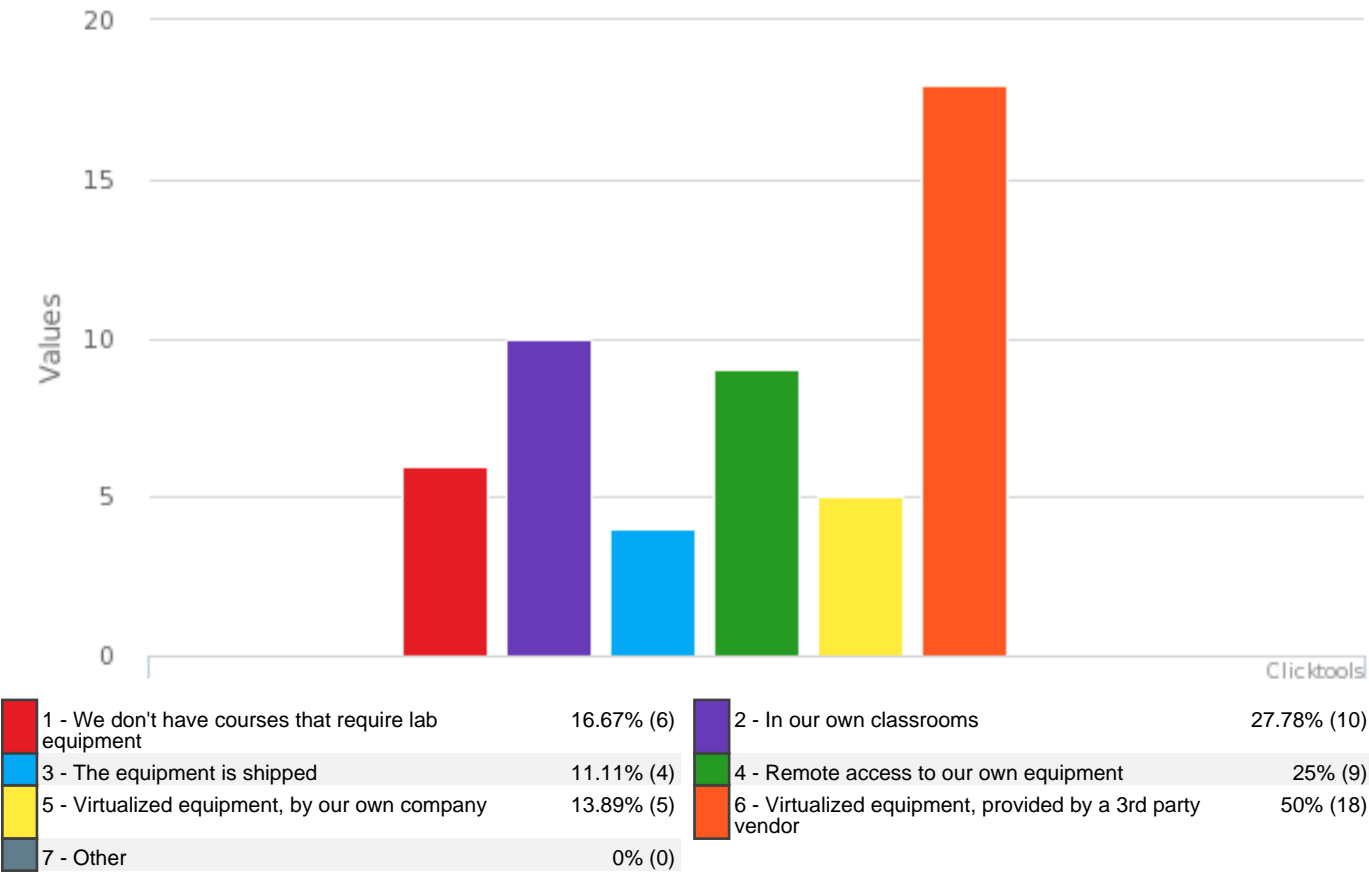
Response: 34

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



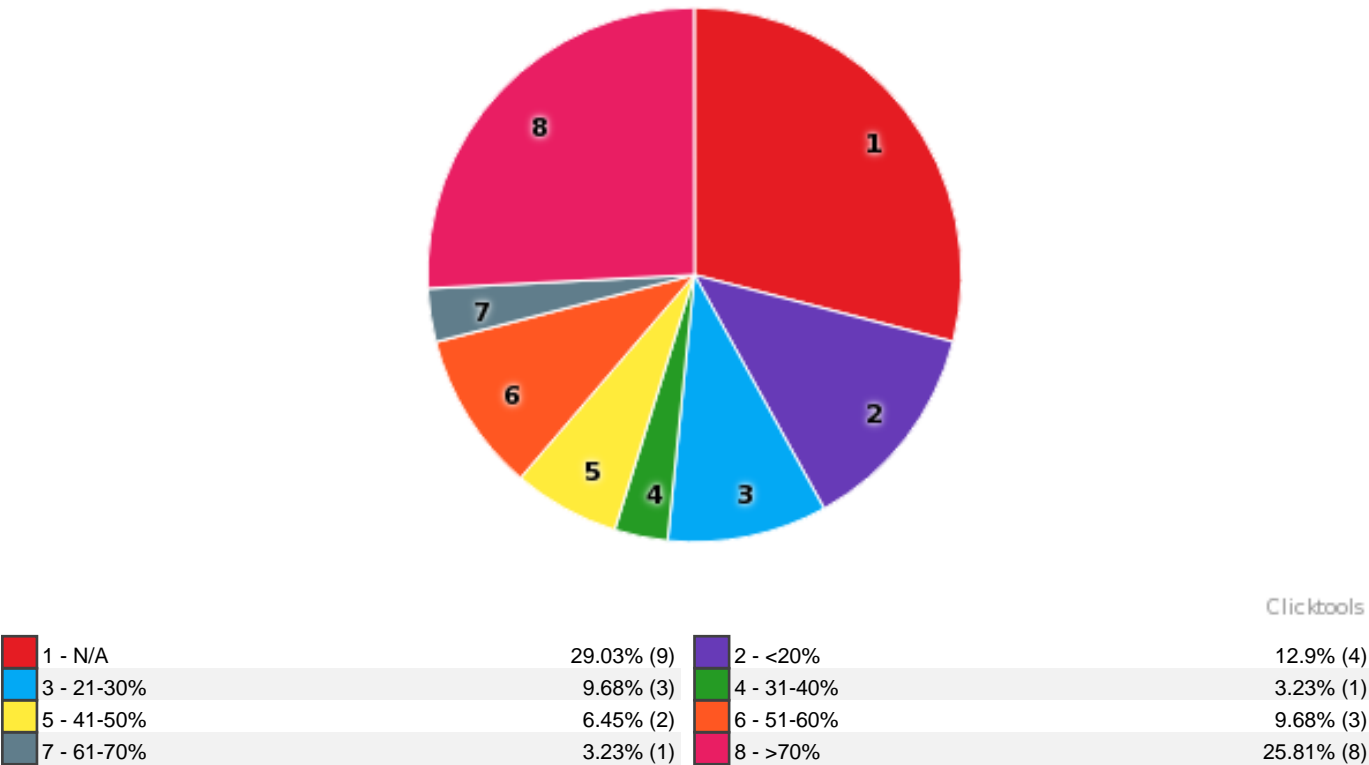
Response: 33

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



Response: 36

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



Mean: 4.16  
Response: 31

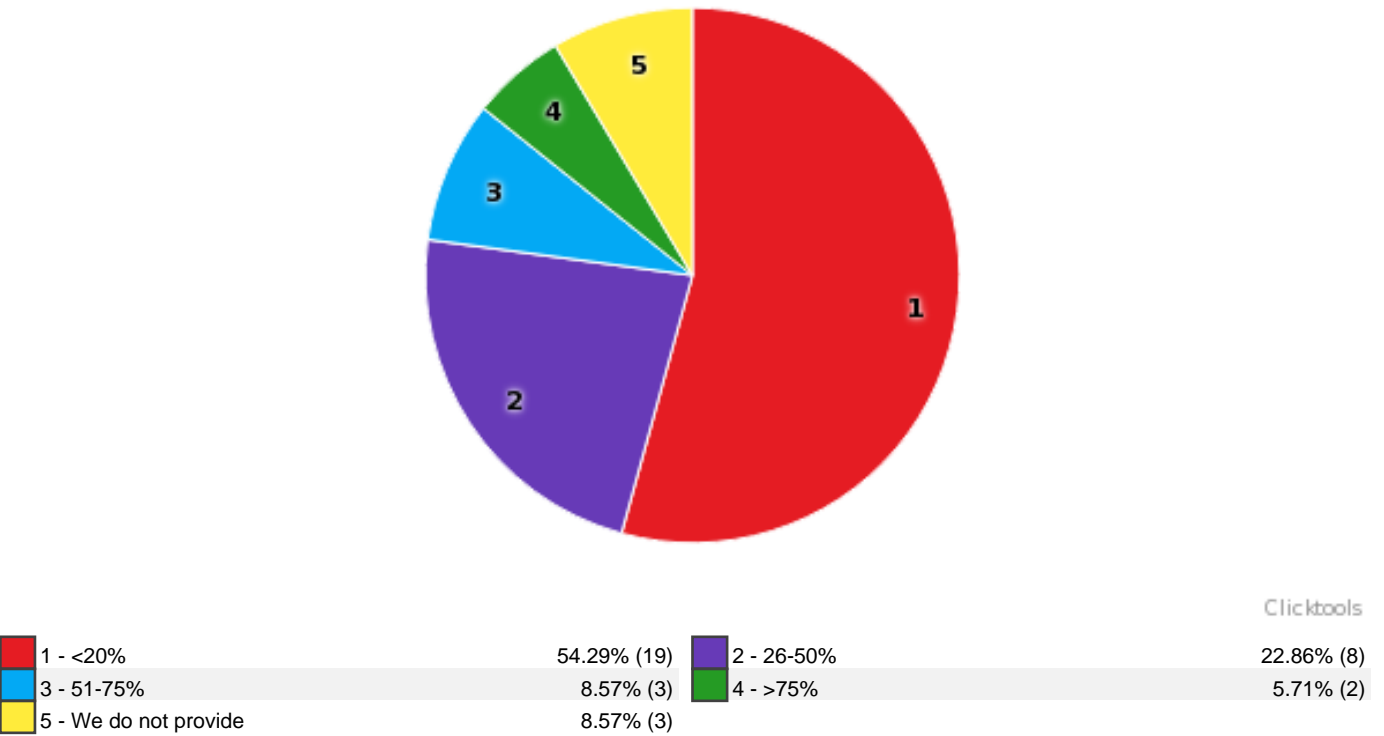
83. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

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	687.16	362.8	70.04	213.72	1,622.72	1,596.08	4,632.64	316	53.48
Highest	11,678	8,600	1,600	4,000	38,795	24,995	22,000	3,575	13,337
Lowest	0	0	0	0	0	0	50	0	0
Standard deviation	2,399.01	1,717.22	319.29	814.29	7,745.24	5,002.85	6,605.85	920.36	2,667.4

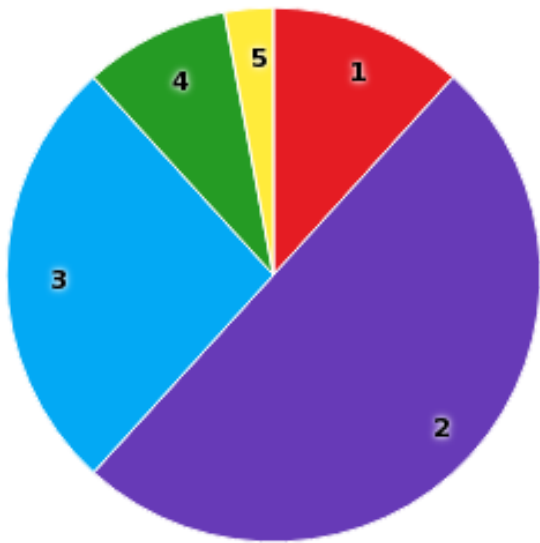
Response: 25

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



Mean: 1.91  
Response: 35

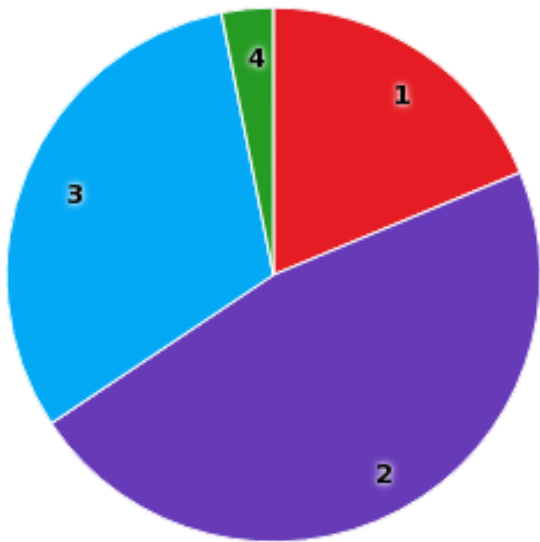
85. When delivering private training classes, what is the average backlog, or wait time, between when the onsite training is booked and the date it is delivered?



1 - 15 days or less	11.76% (4)	2 - 16-30 days	50% (17)
3 - 31-45 days	26.47% (9)	4 - 46-60 days	8.82% (3)
5 - more than 60 days	2.94% (1)		

Mean: 2.41  
Response: 34

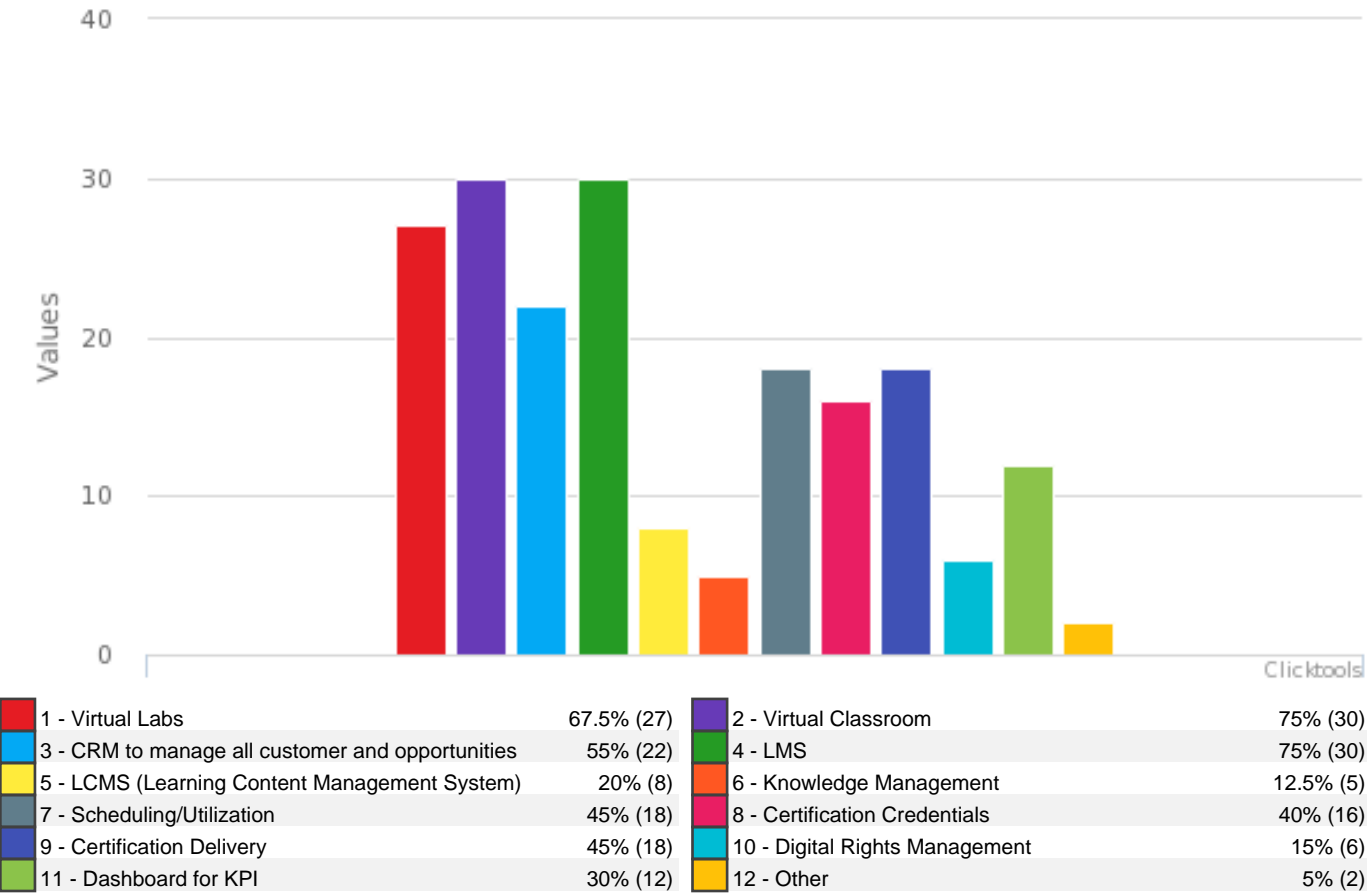
86. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?



1 - 5 or less	18.75% (6)	2 - 6-10	46.88% (15)
3 - 11-15	31.25% (10)	4 - 16-19	3.12% (1)
5 - 20 or more	0% (0)		

Mean: 2.19

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



Response: 40

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



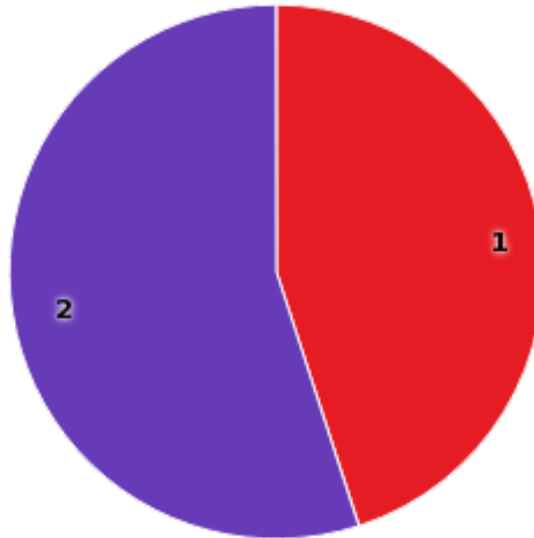
Clicktools

1 - <3%	23.53% (8)	2 - 3-6%	11.76% (4)
3 - 7-10%	23.53% (8)	4 - 11-20%	23.53% (8)
5 - 21-30%	8.82% (3)	6 - 31-40%	2.94% (1)
7 - 41-50%	2.94% (1)	8 - >50%	2.94% (1)

Mean: 3.18

Response: 34

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



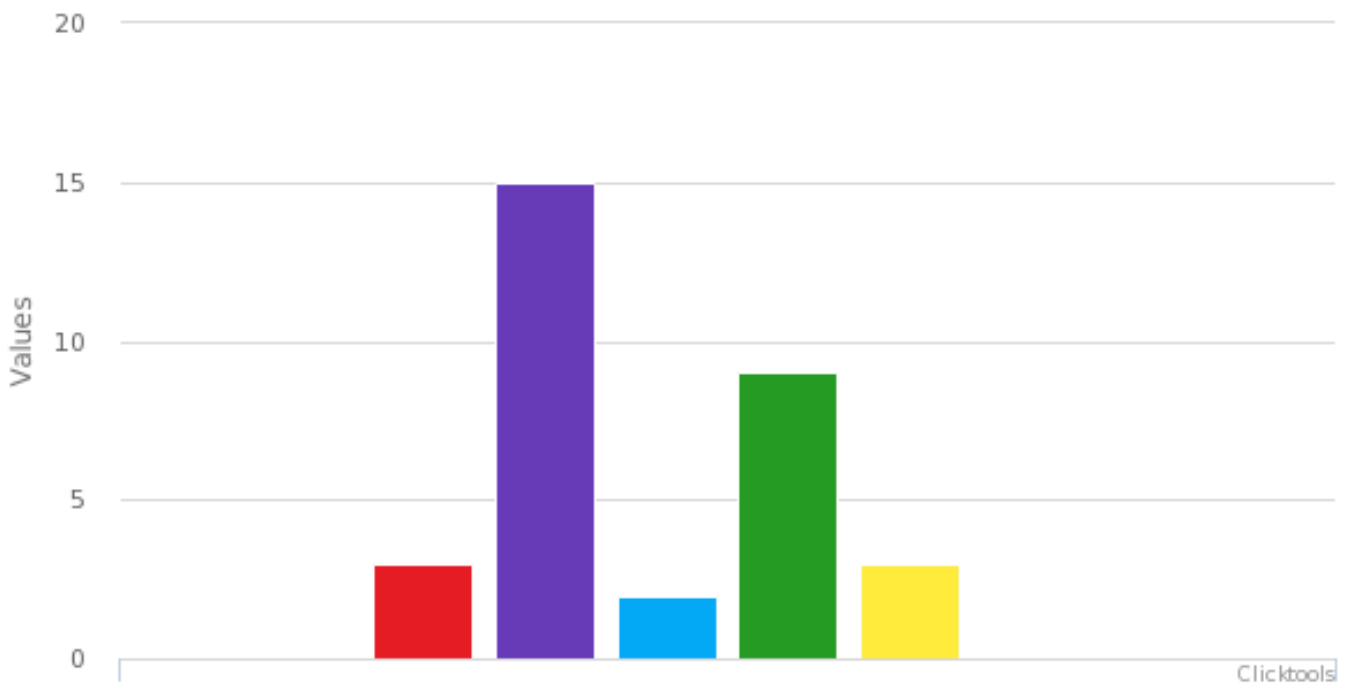
Clicktools

1 - Yes	45% (18)	2 - No	55% (22)
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Mean: 1.55

Response: 40

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



Clicktools

1 - Completely outsourced delivery	17.65% (3)	2 - Add additional bandwidth	88.24% (15)
3 - Additional skills	11.76% (2)	4 - Provide translation/localization (eg by native language speakers)	52.94% (9)
5 - Reduce travel cost/time	17.65% (3)	6 - Other	0% (0)

Response: 17

### 91. What is the role of the delivery partner?



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

37.5% (6)

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

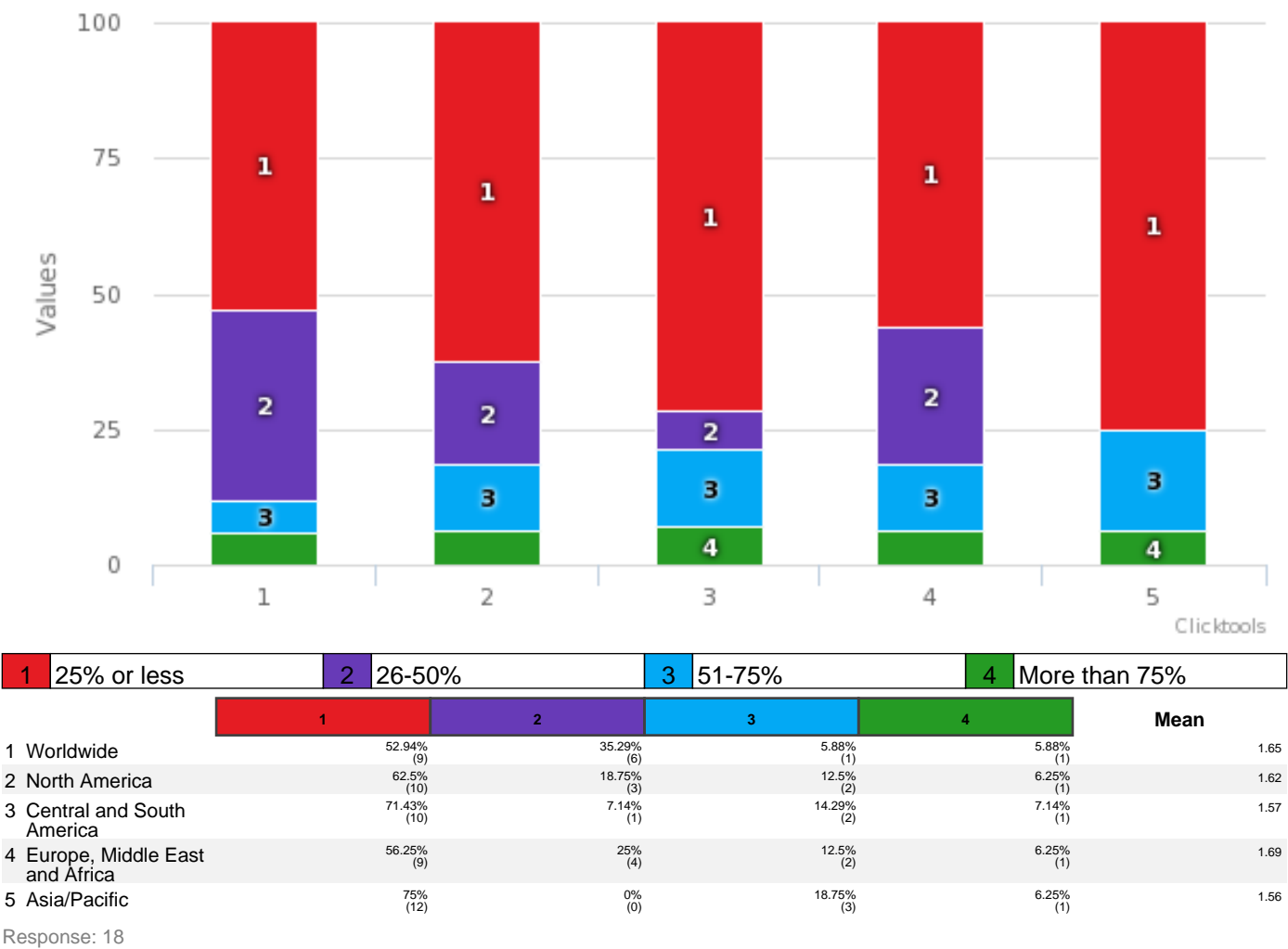
Clicktools

62.5% (10)

Mean: 1.62

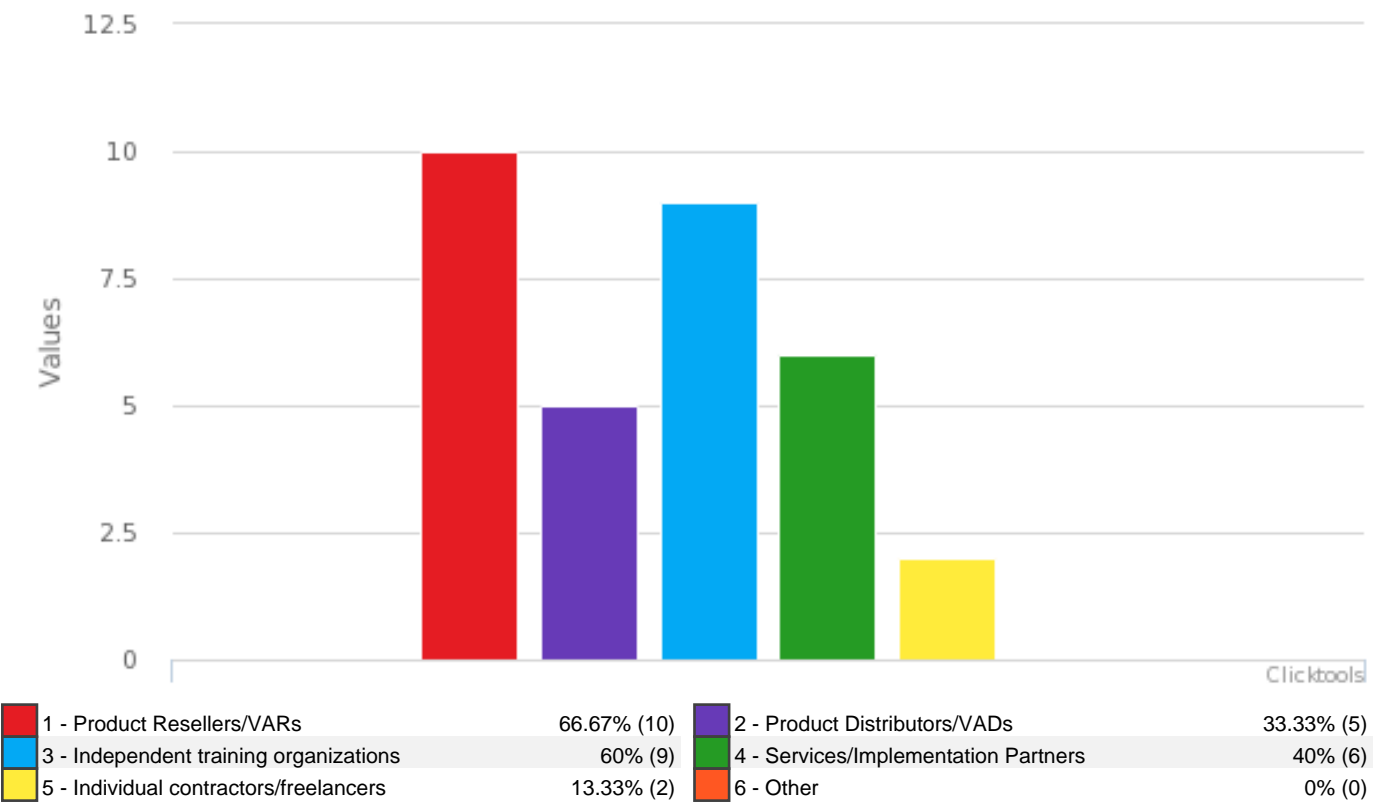
Response: 16

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.

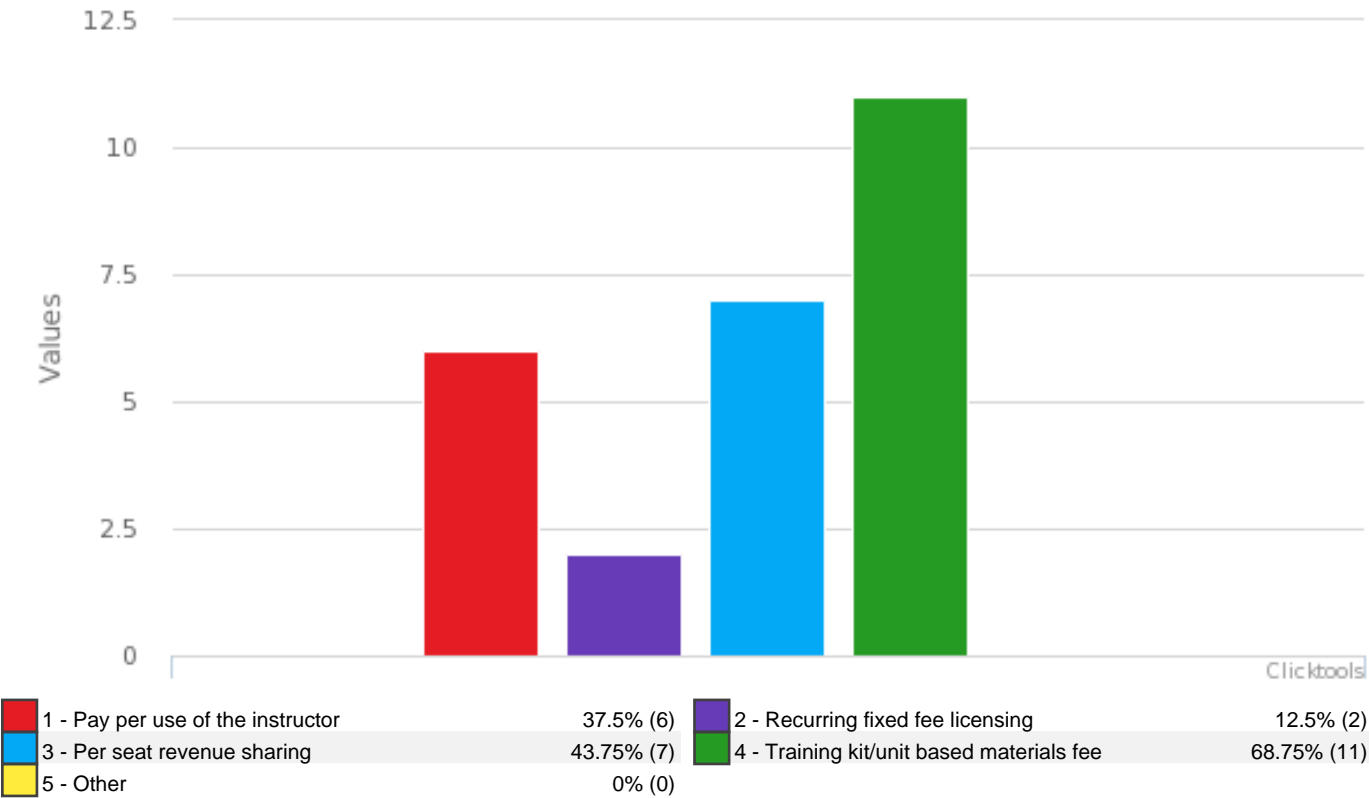


94. How many delivery partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	17.18	6.12	2.18	12.24	9.88
Highest	125	30	20	76	99
Lowest	0	0	0	0	0
Standard deviation	31.18	9.89	4.8	20.43	23.46

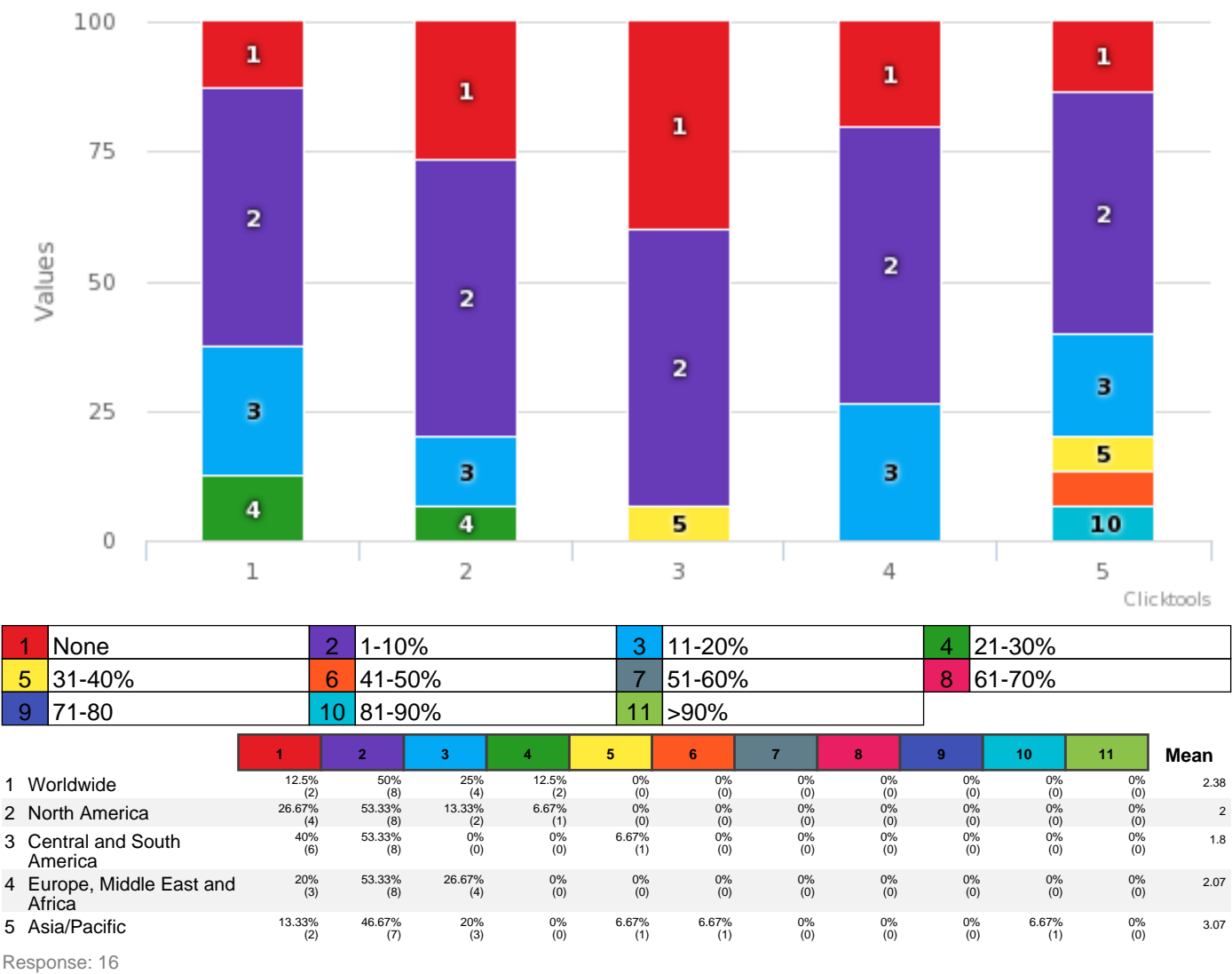
Response: 17

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

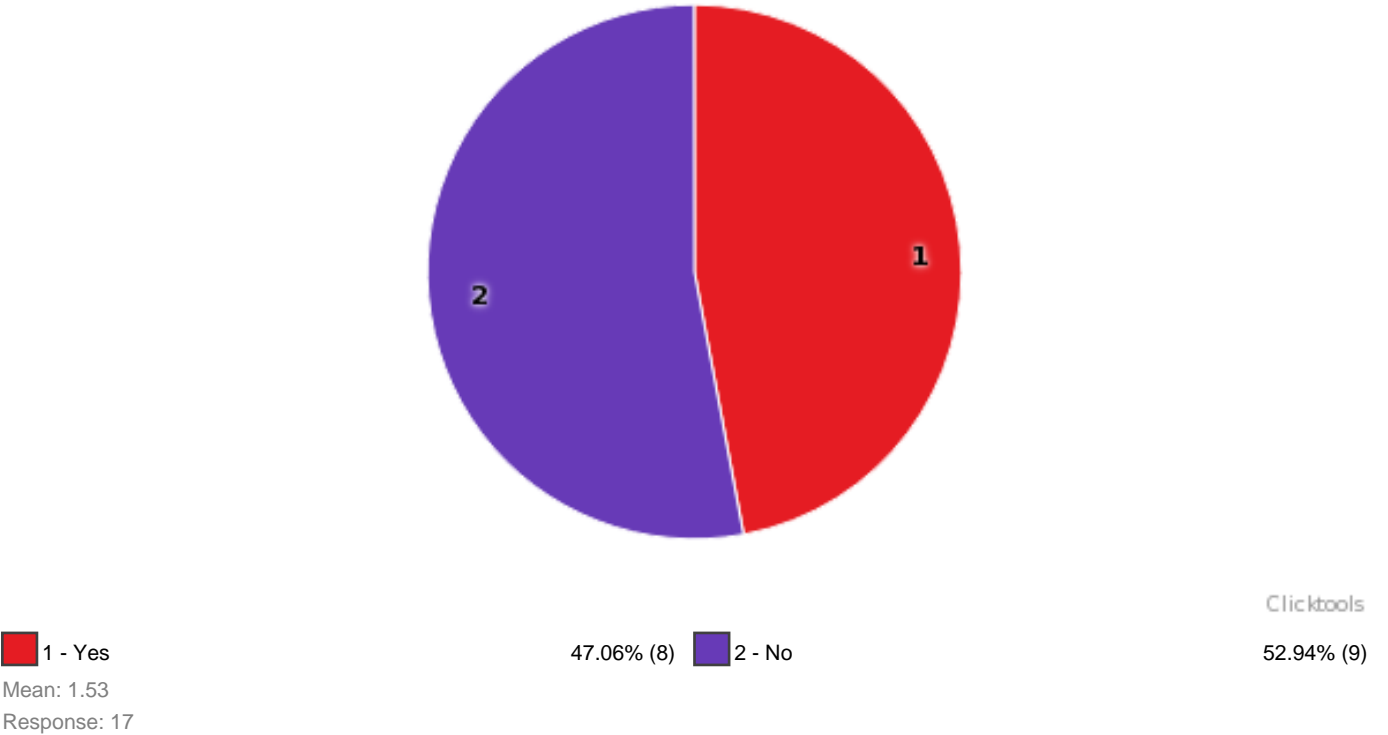


Response: 16

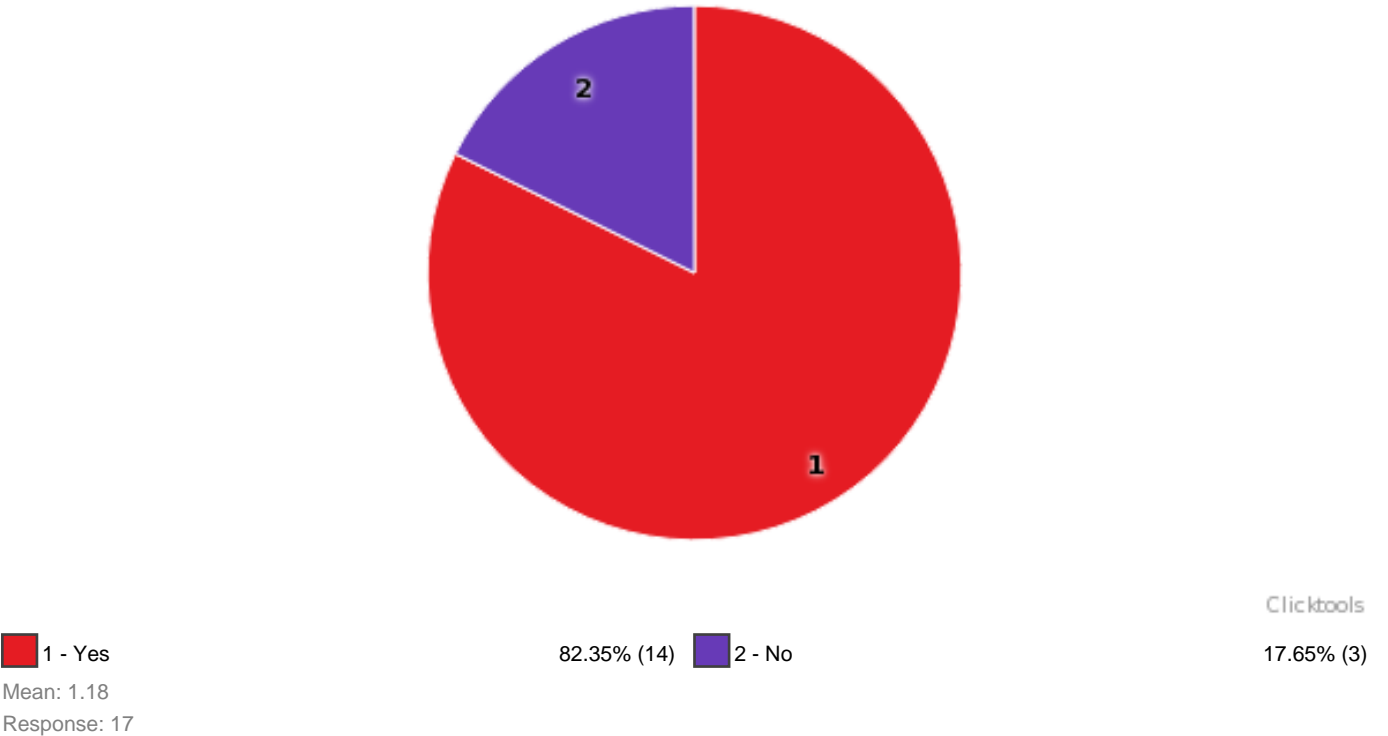
96. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



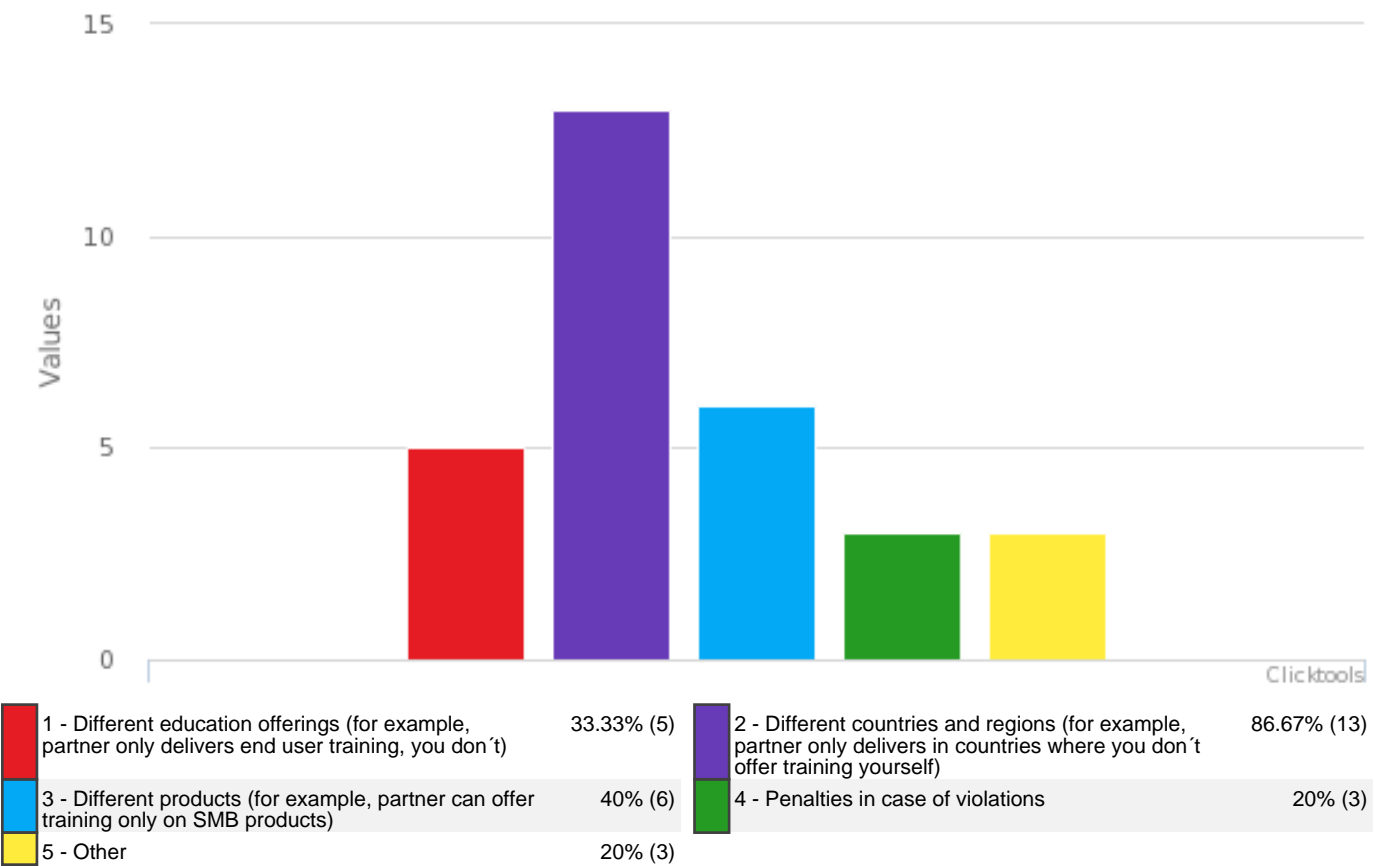
97. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?



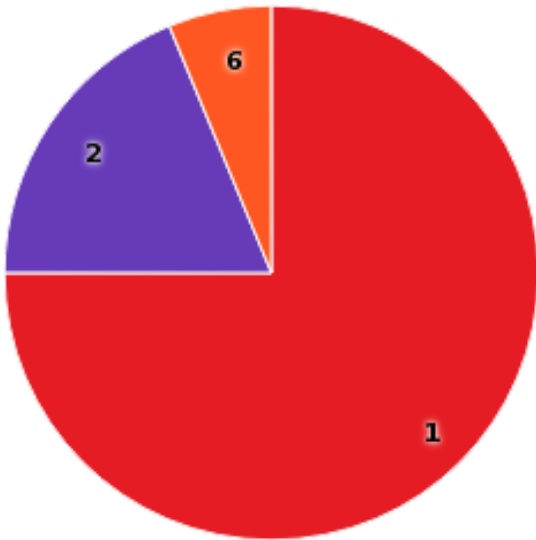
98. Do you require course delivery partner organizations to participate in a formal class evaluation process?

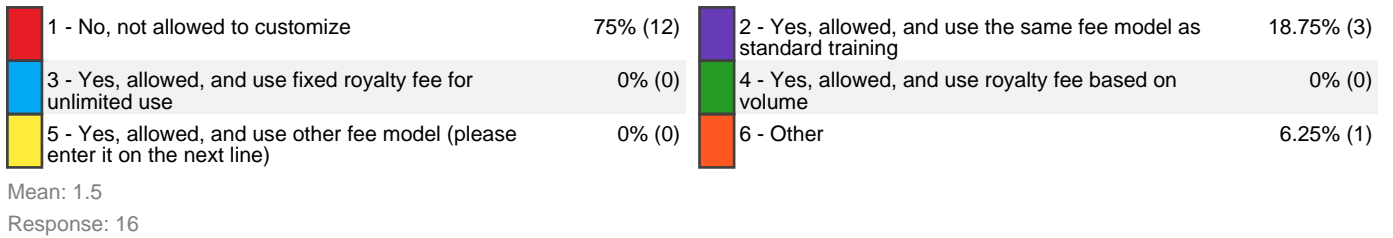


99. How do you prevent competition between your training partners and your own business? Select all that apply.

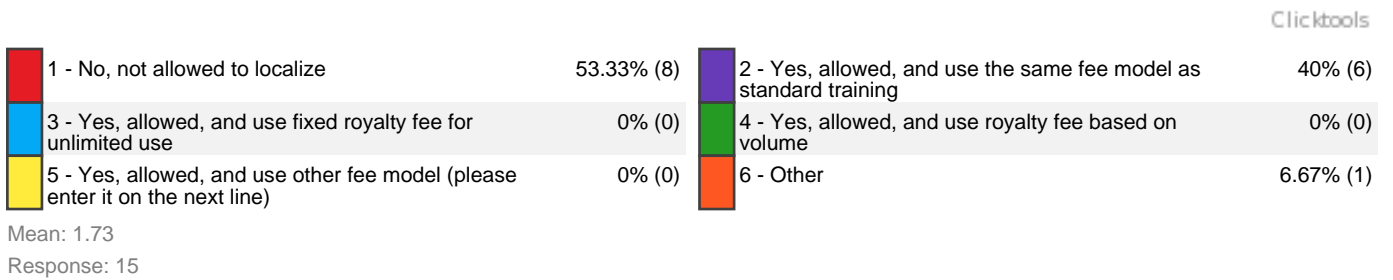
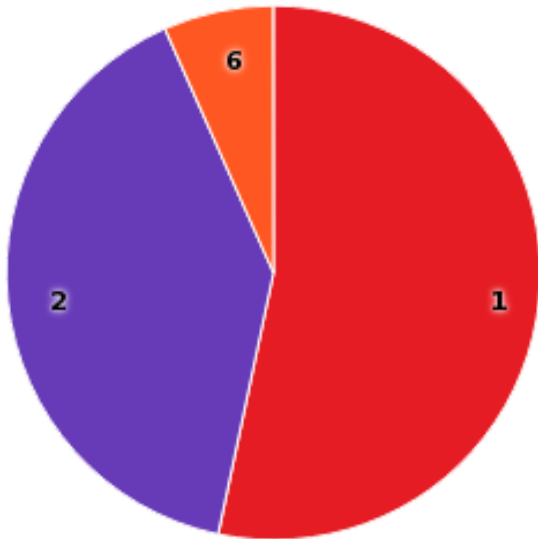


100. Are your training partners allowed to customize content, and if so, what is the fee model?

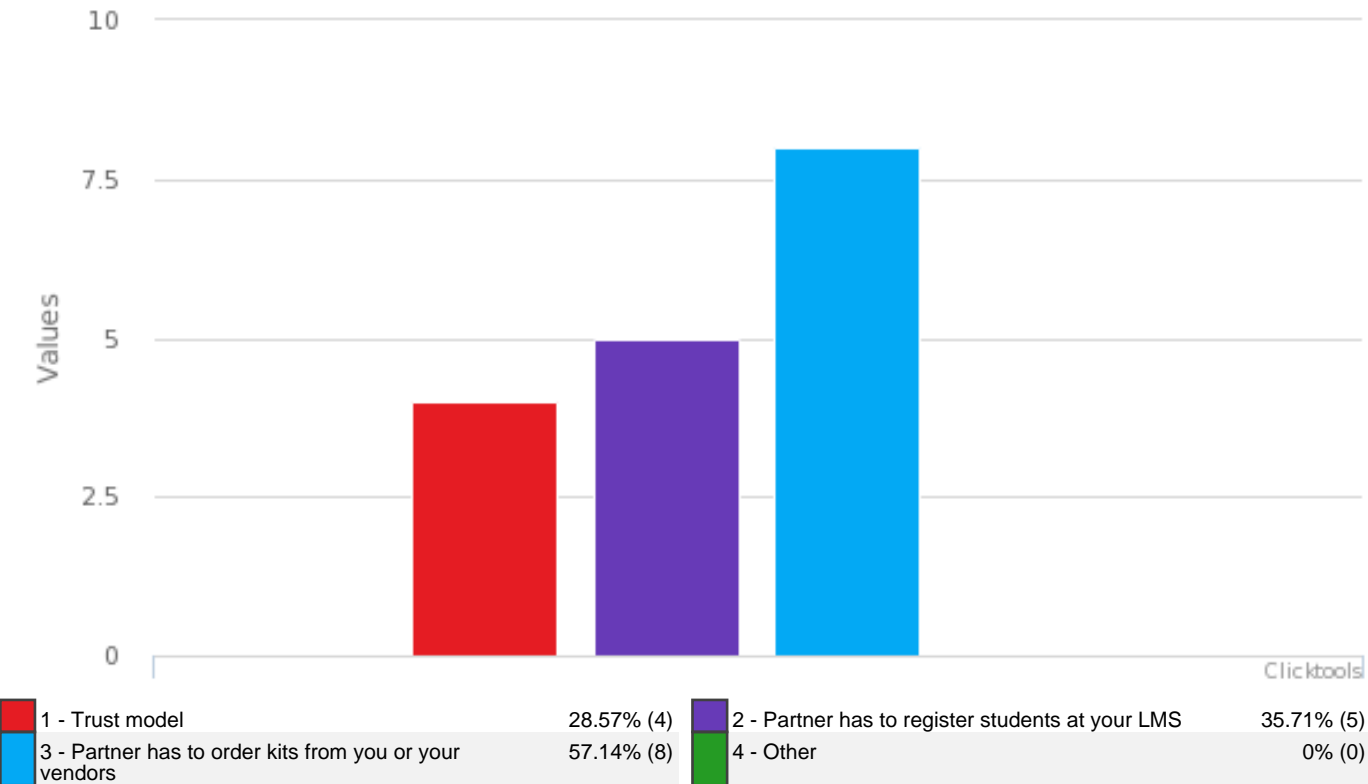




101. Are your training partners allowed to localize content, and if so, what is the fee model?

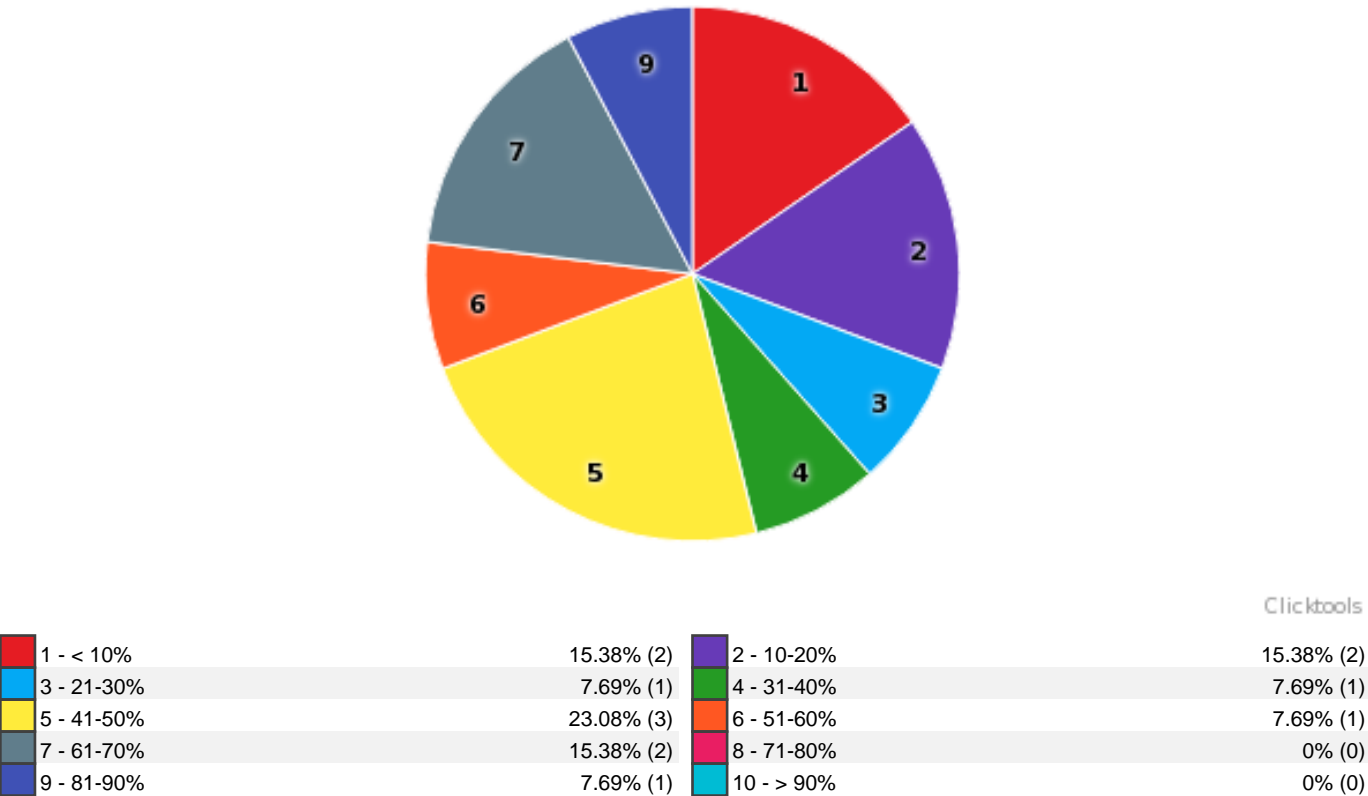


102. How do you track compliance for kit models? Select all that apply.



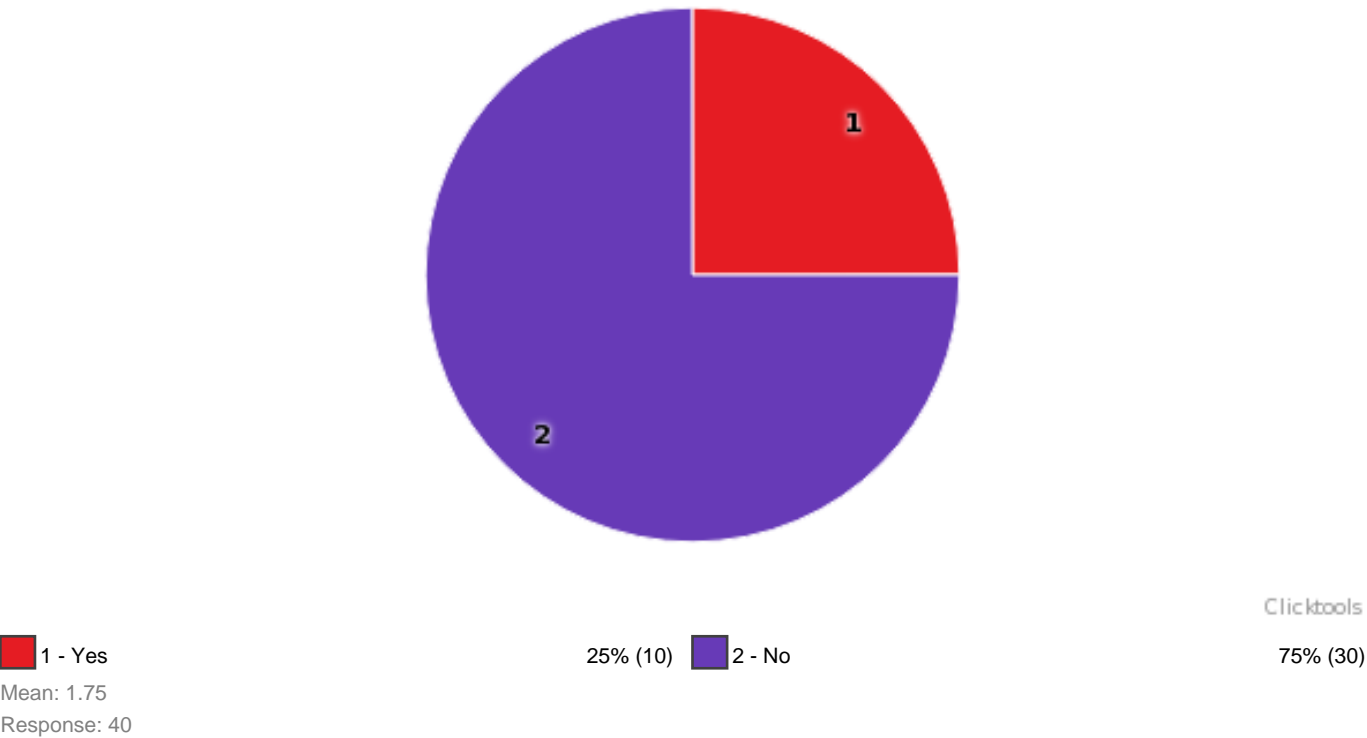
Response: 14

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)?

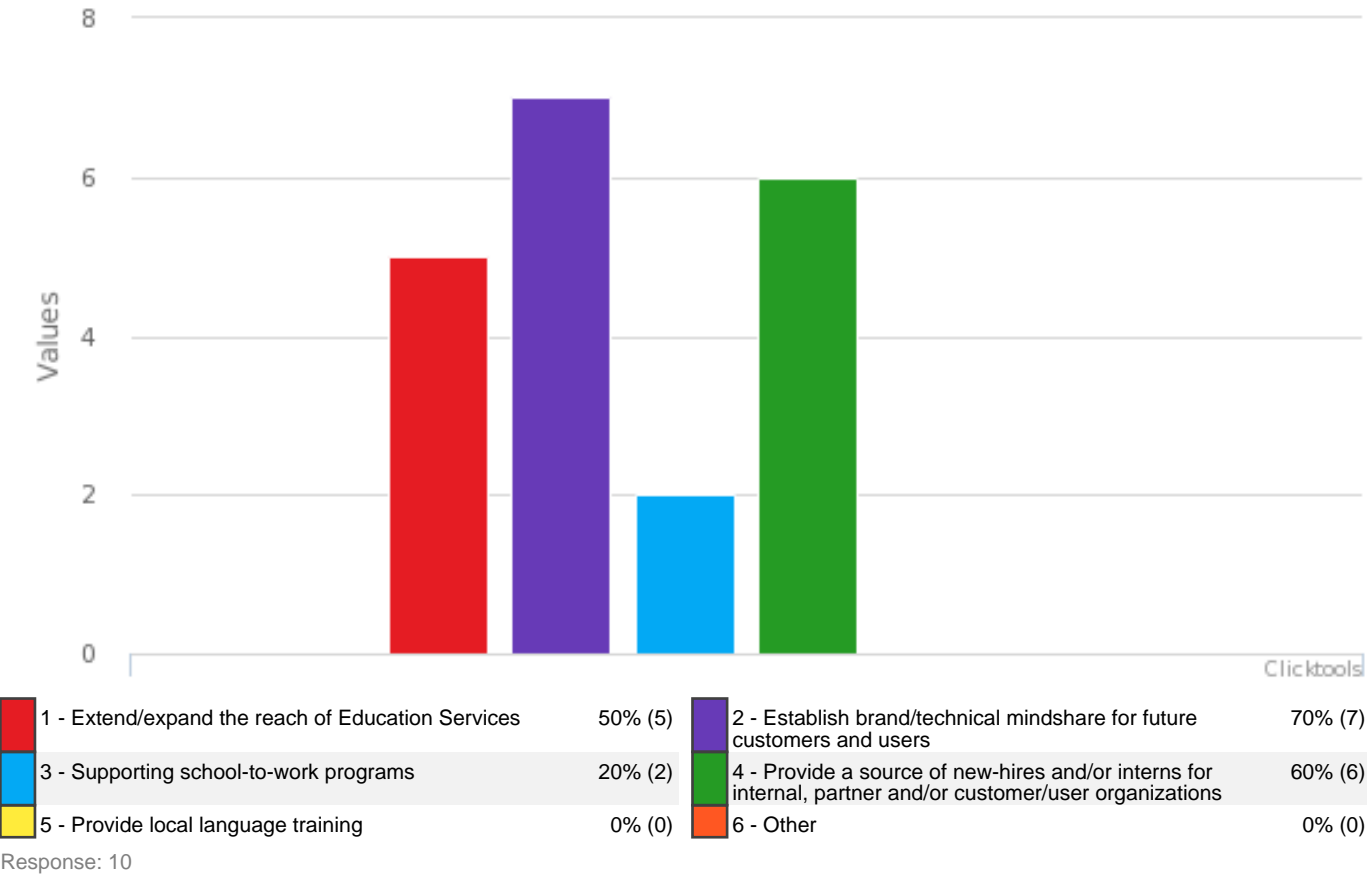


Mean: 4.38

104. Do you have a formal academic partner program?

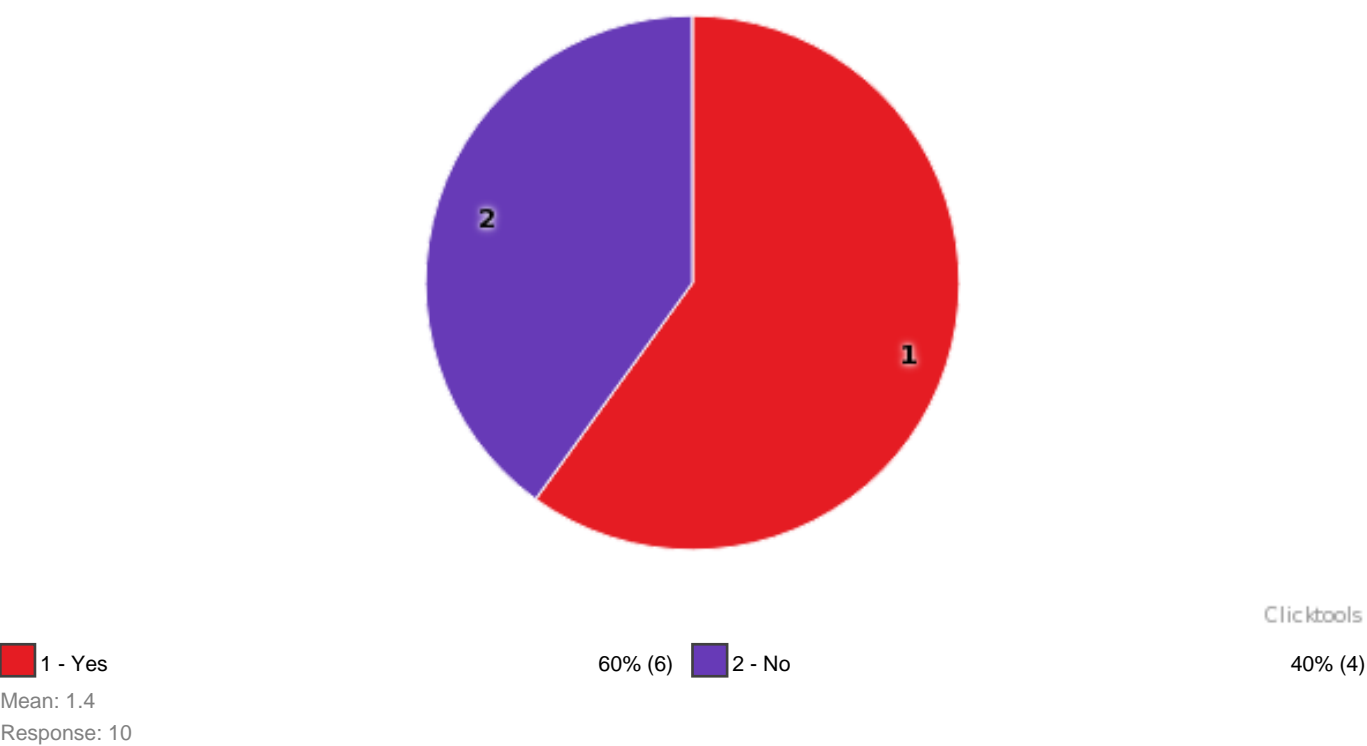


105. What are the two main goals of your academic partner program?





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

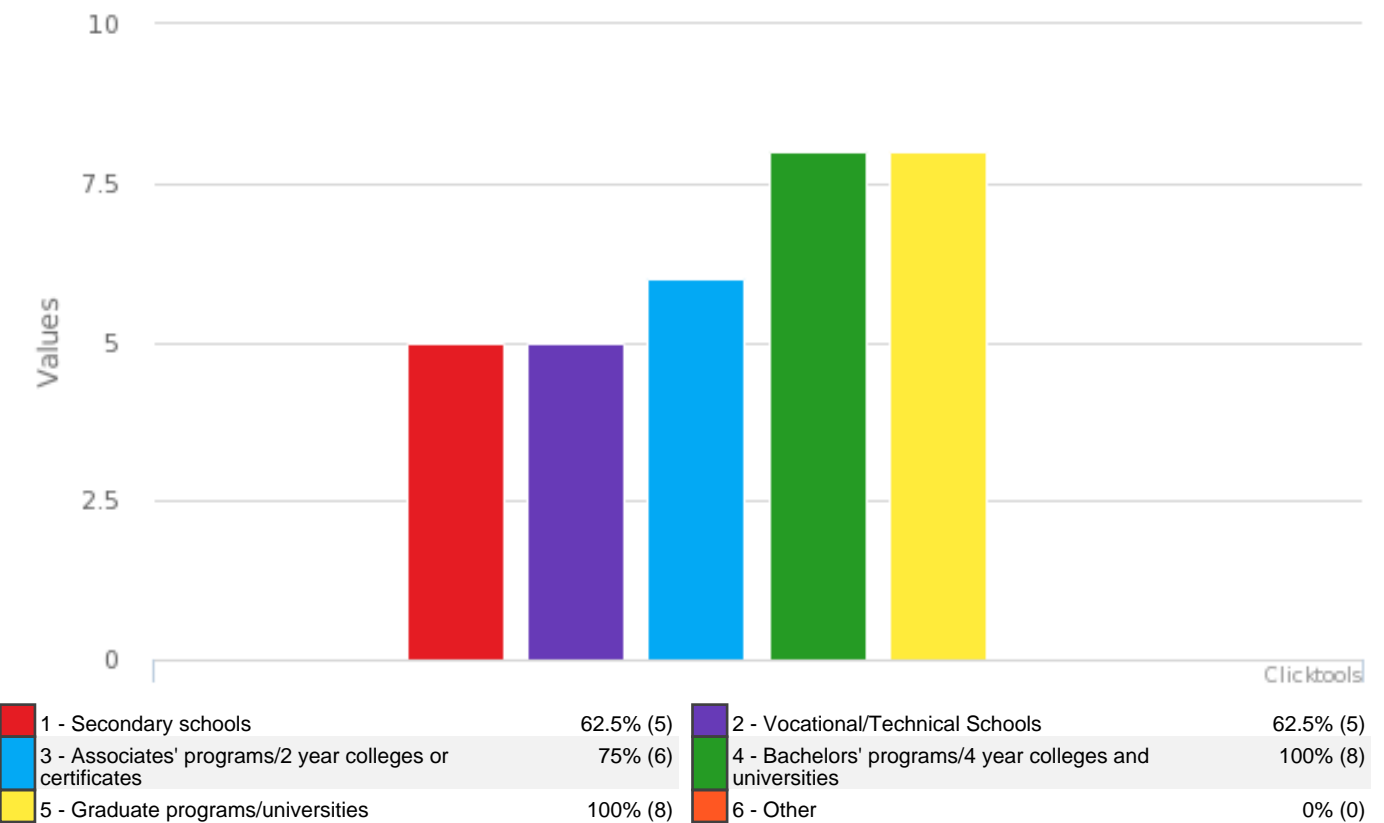


107. How many academic partners do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	1,042.43	160.86	41.86	111.29	235.14
Highest	3,500	572	227	469	1,479
Lowest	0	0	0	0	0
Standard deviation	1,464.69	231.4	83.66	181.48	549.59

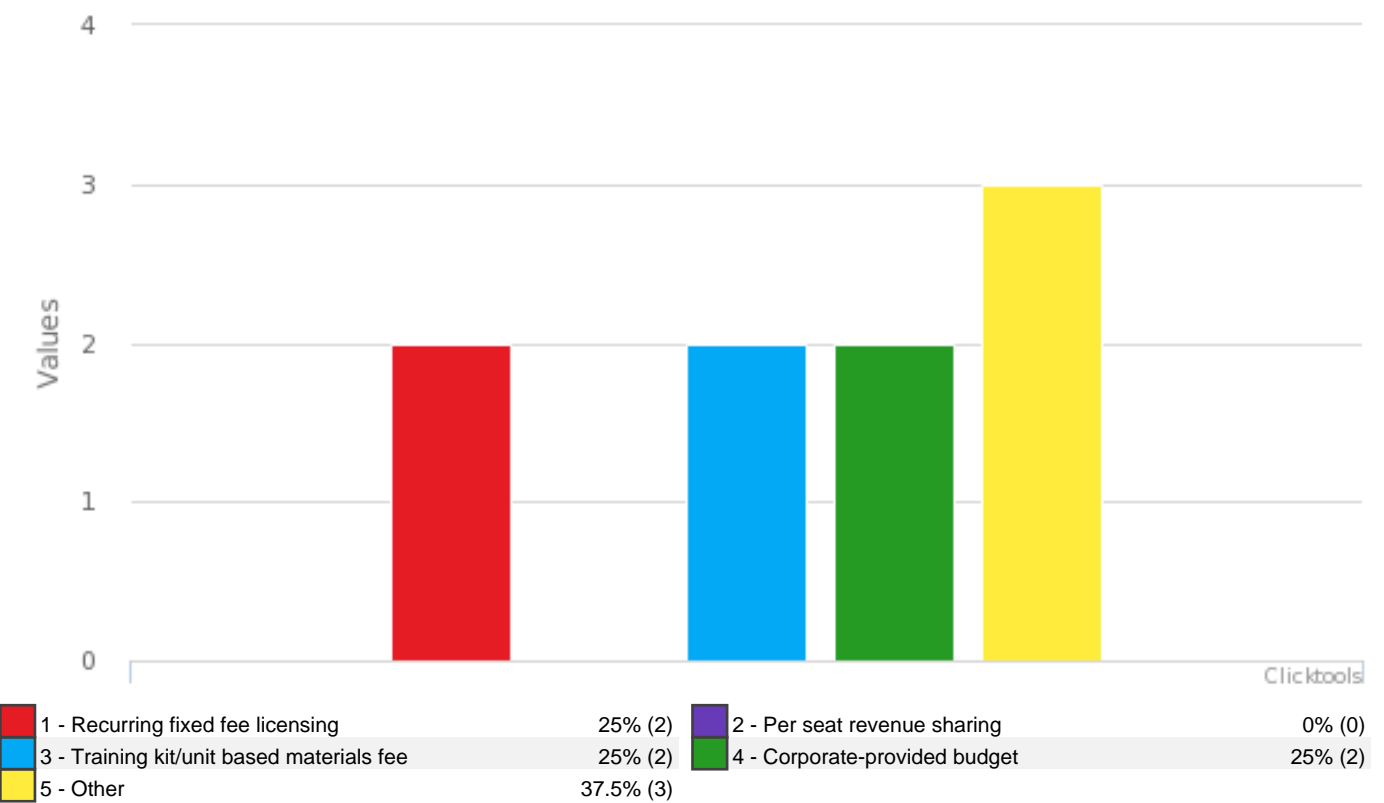
Response: 7

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



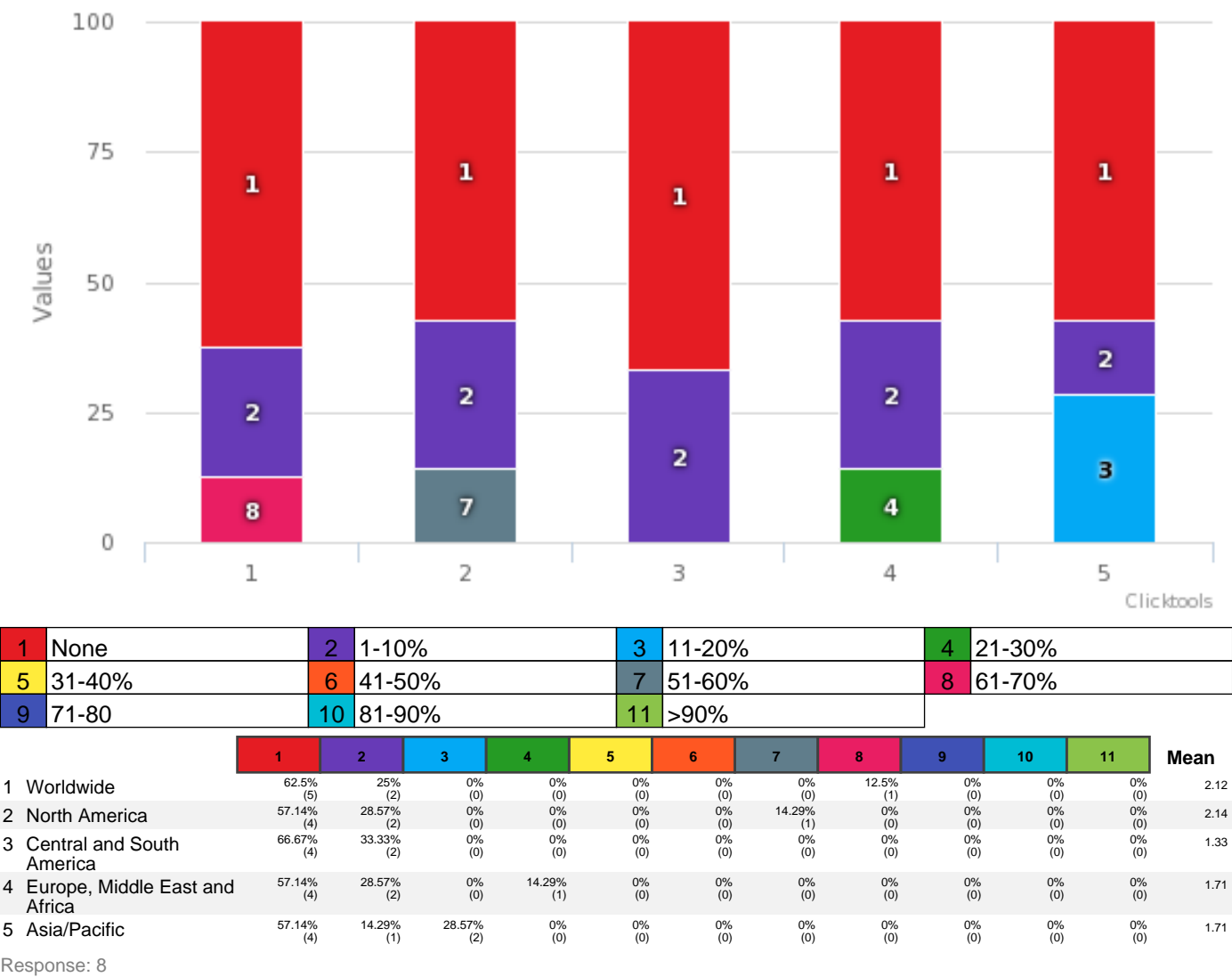
Response: 8

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

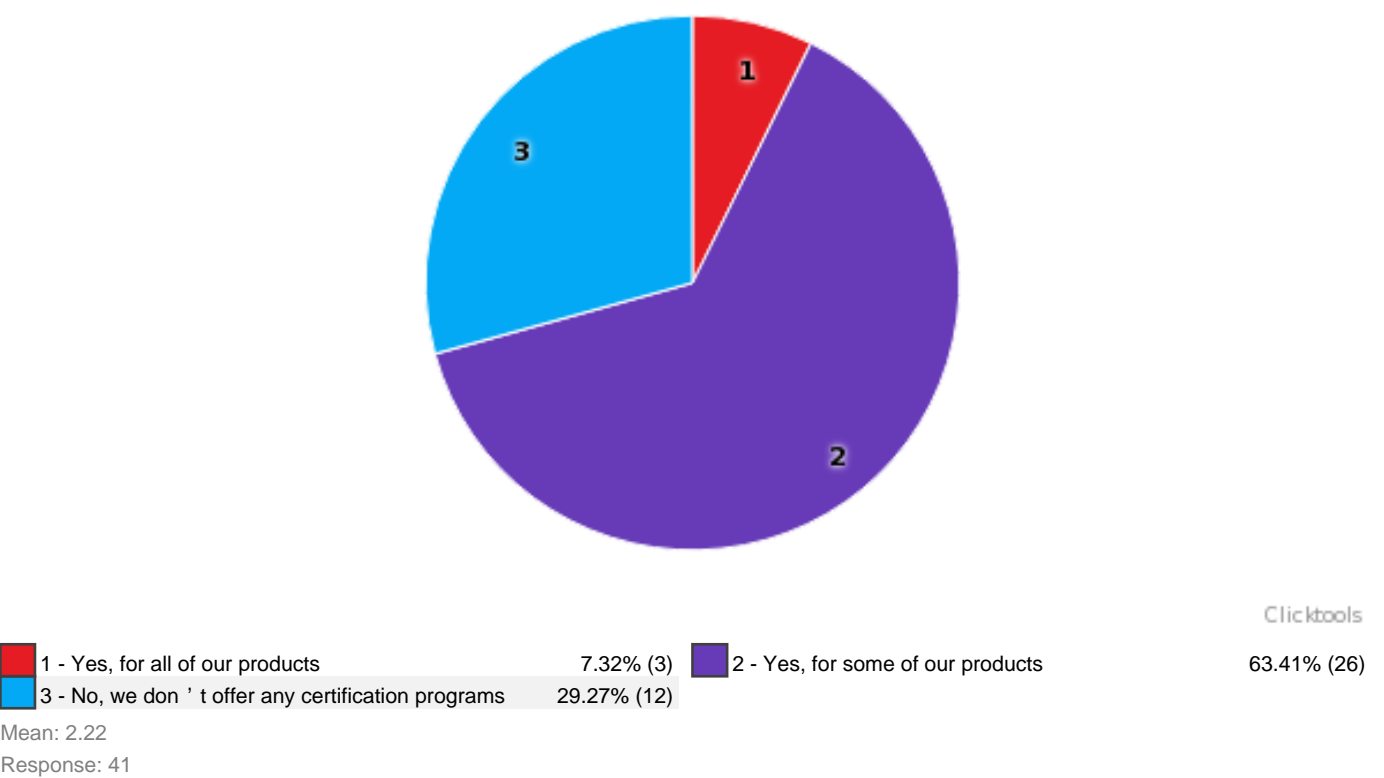


Response: 8

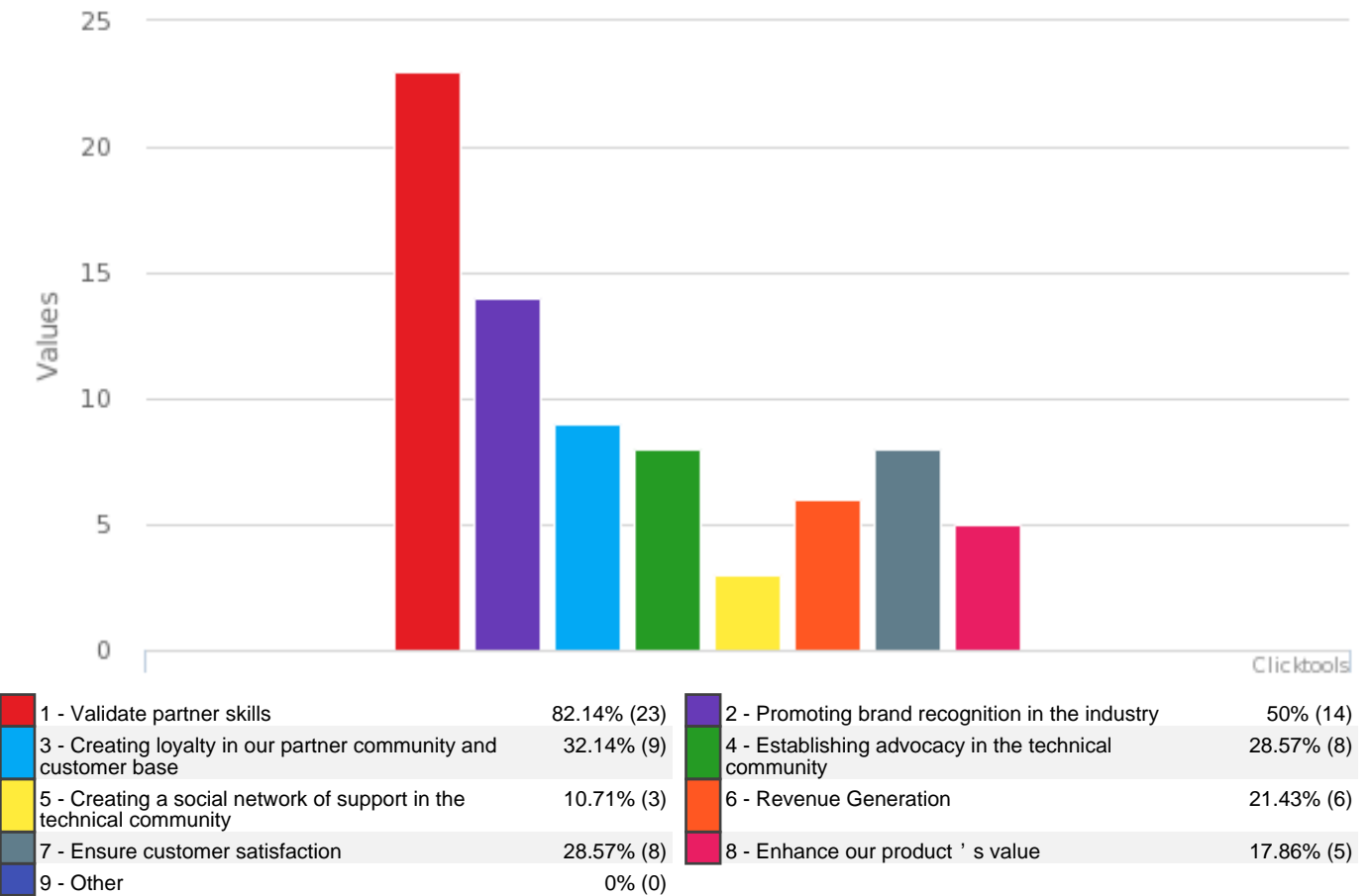
110. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate? Answer for worldwide and each region.



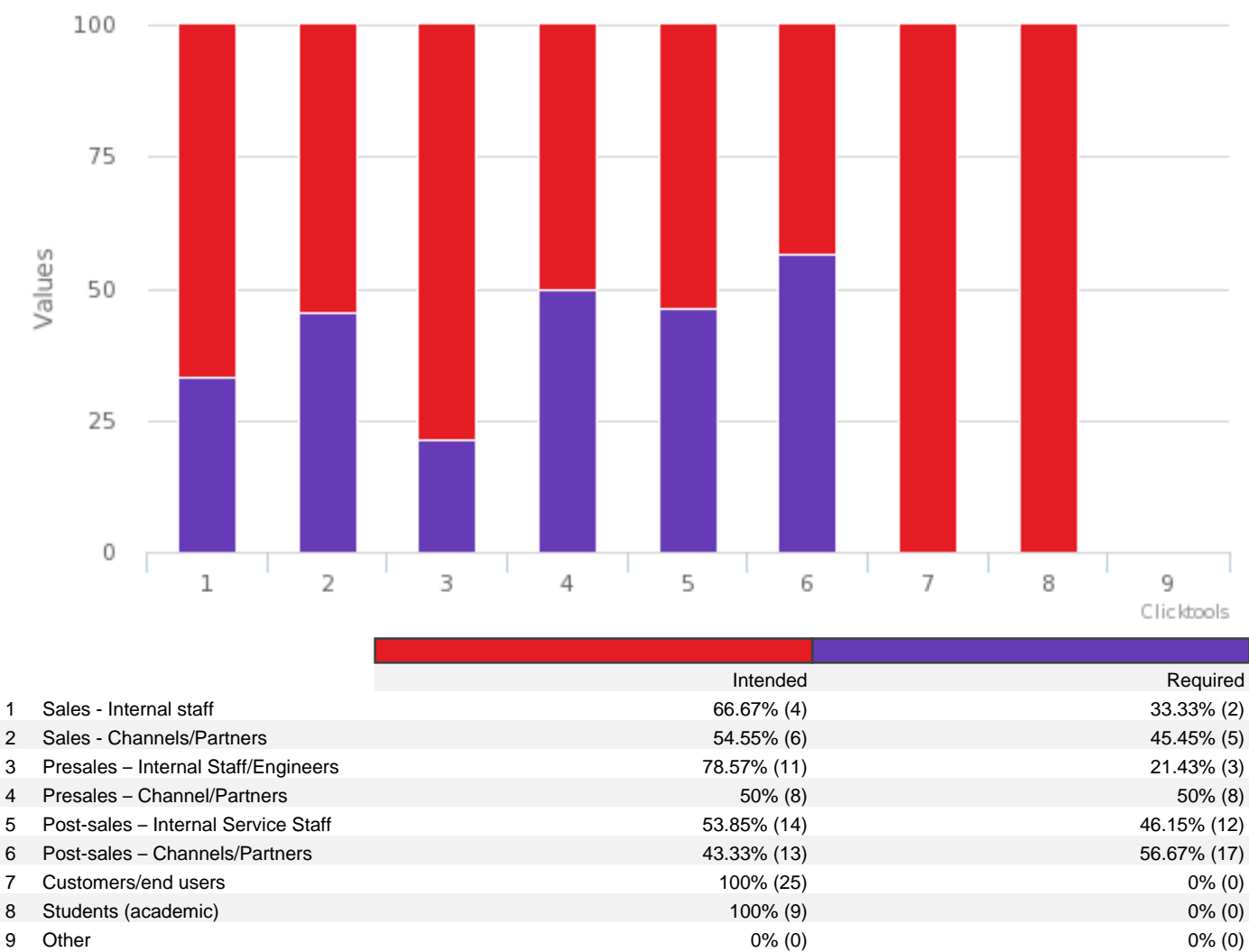
111. Does your company offer a professional certification program on your products and technology?



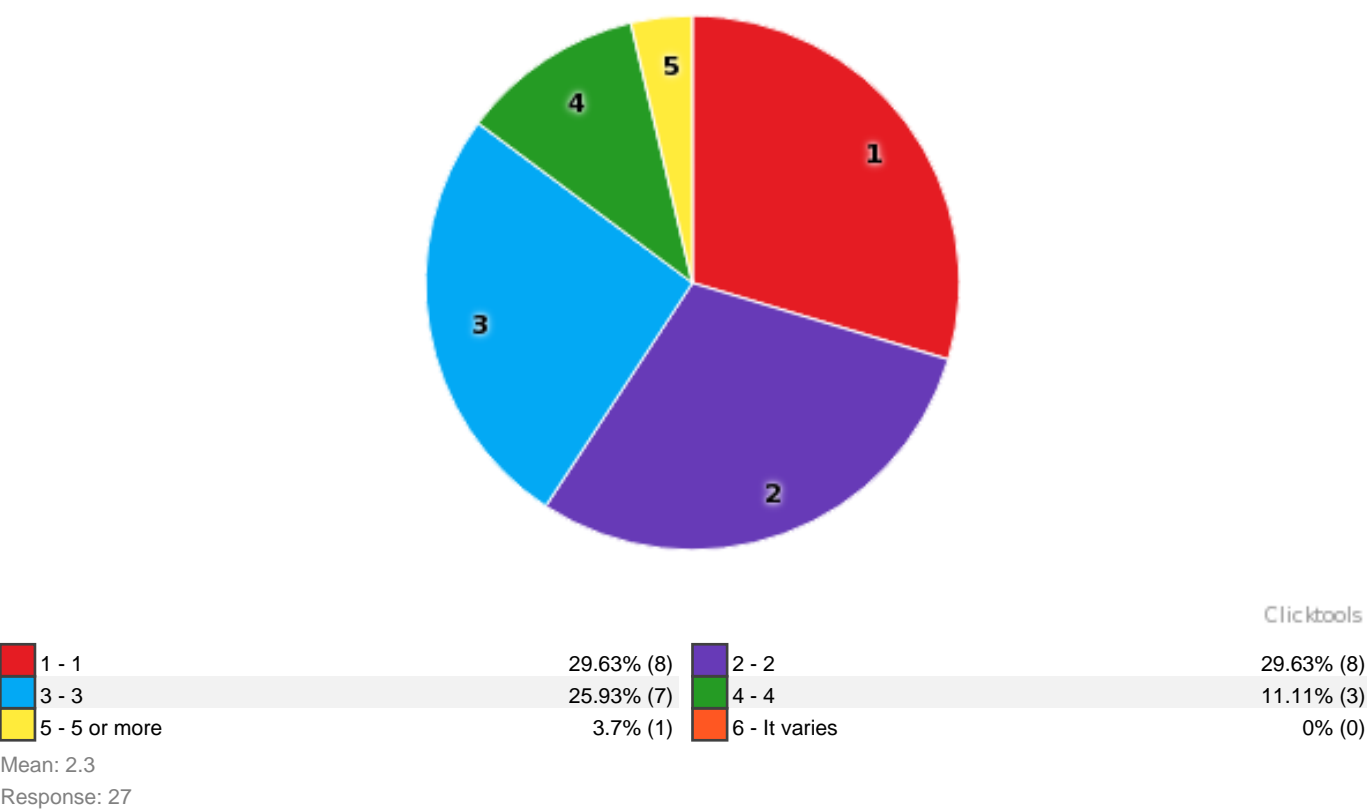
112. What are the three main goals for your certification programs?



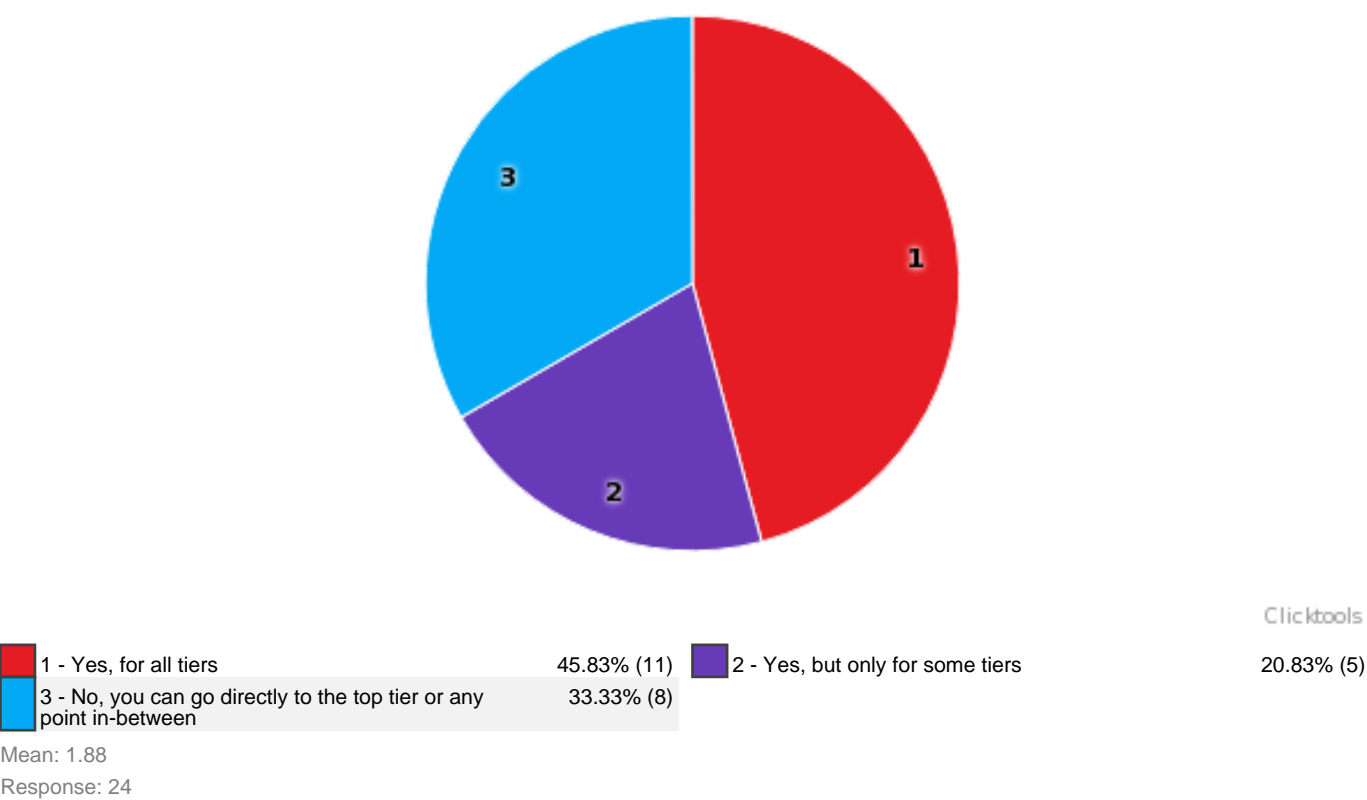
113. Who is the intended/required audience for your certification programs and for whom is it required?  
Select all that apply.



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



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



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



Clicktools			
1 - Must re-certify annually	11.11% (3)	2 - 2 Years	22.22% (6)
3 - 3-4 years	3.7% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	25.93% (7)	6 - Varies by certification	14.81% (4)
7 - Only valid for a product version	18.52% (5)	8 - Other	3.7% (1)

Mean: 4.44  
Response: 27

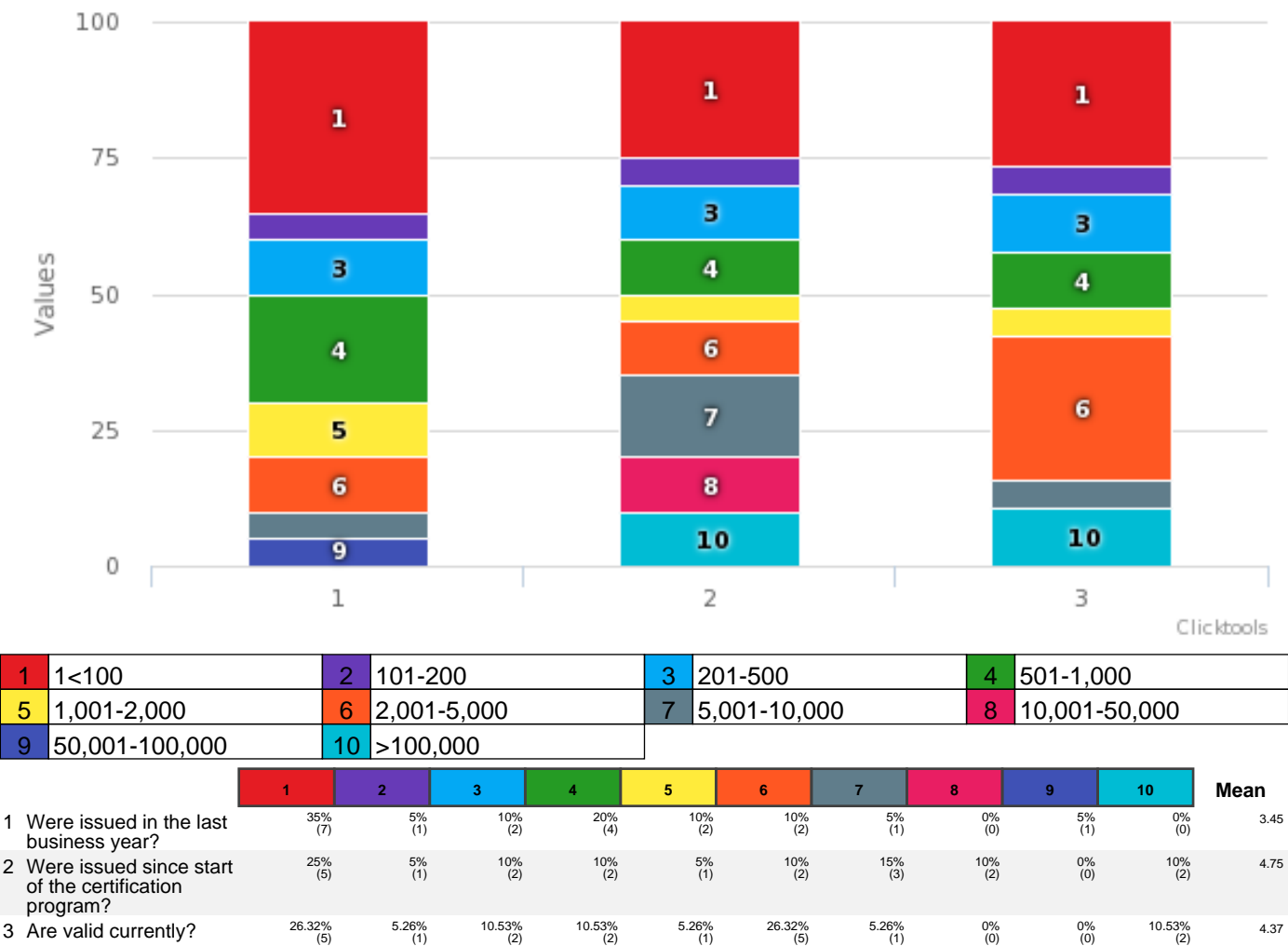
117. For how many years have you offered a certification program?



Clicktools			
1 - Less than a year	11.54% (3)	2 - 1-2 years	11.54% (3)
3 - 2-3 years	7.69% (2)	4 - 3-4 years	0% (0)
5 - 4-5 years	7.69% (2)	6 - 5-9 years	38.46% (10)
7 - 10 years or more	23.08% (6)		

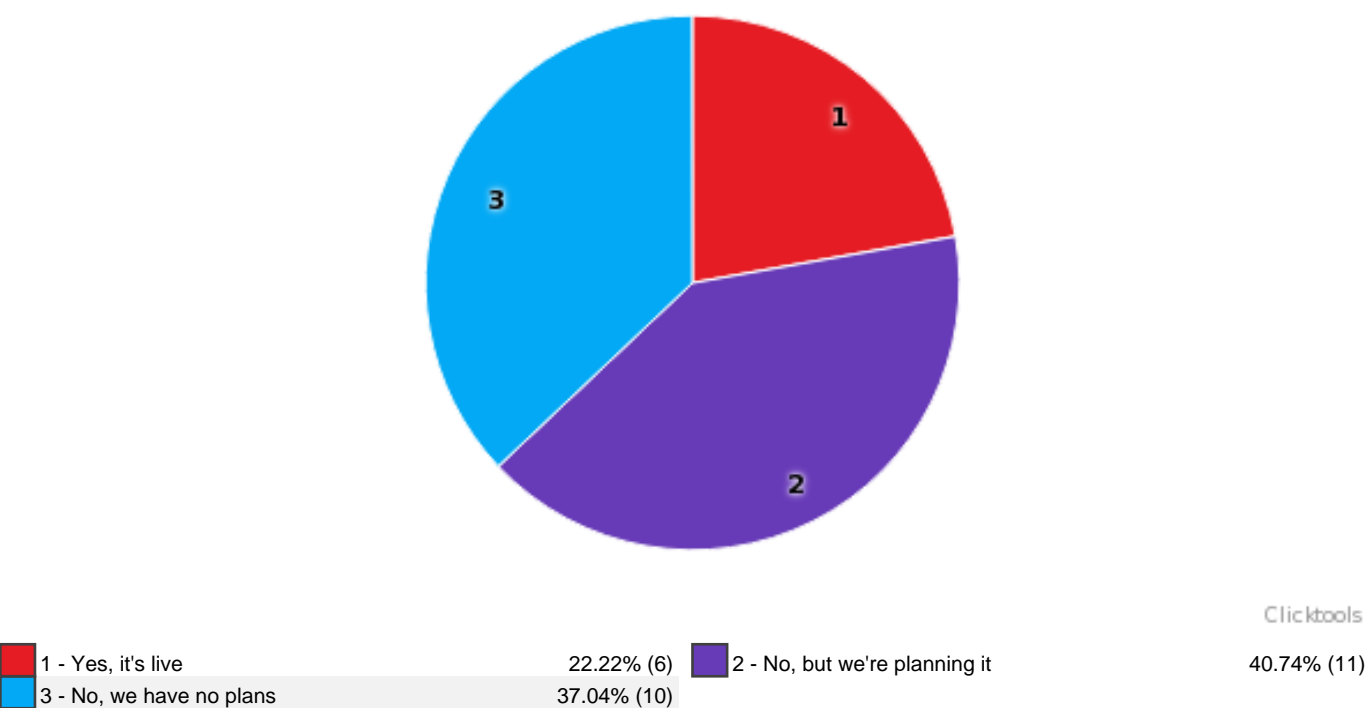
Mean: 4.88

118. How many certifications:



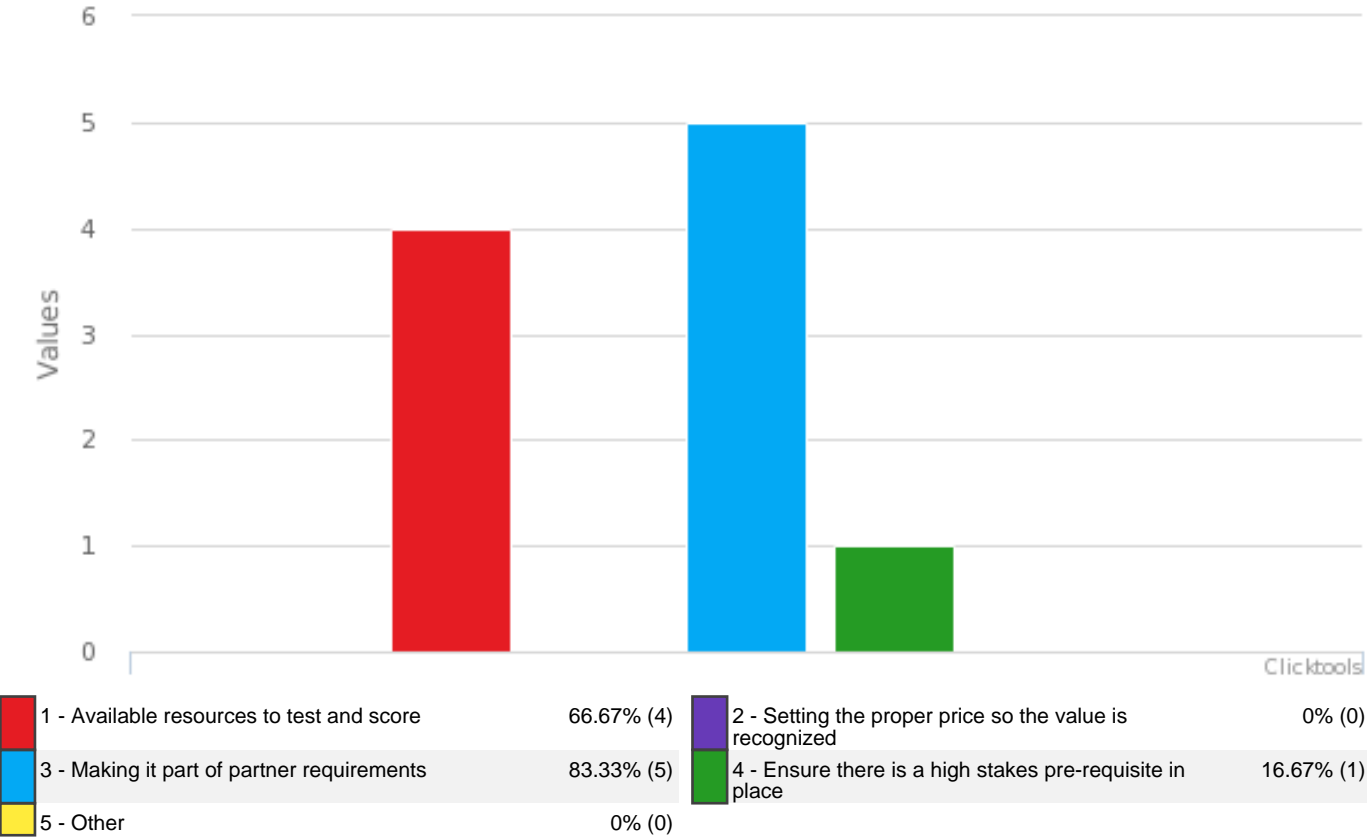


119. Does your certification program include Performance-Based Testing?



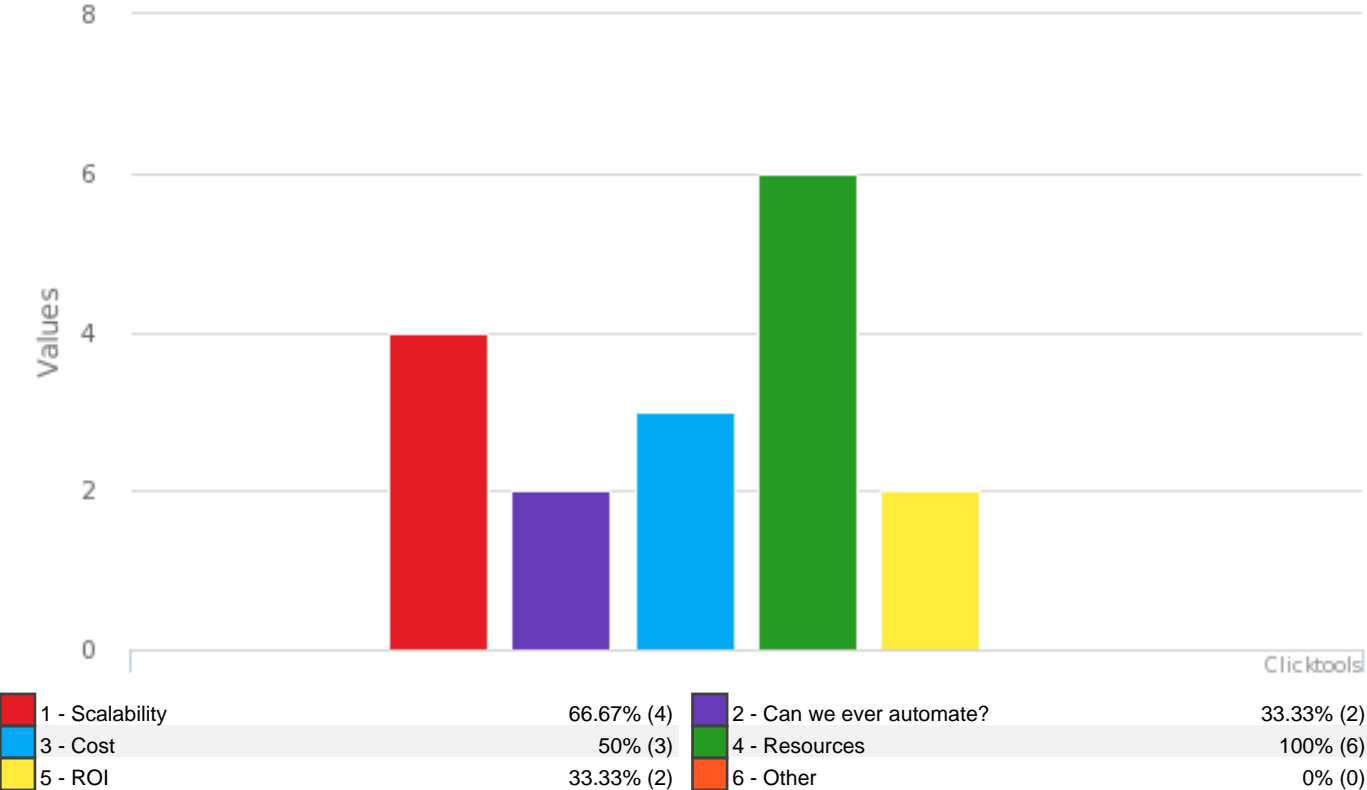
Mean: 2.15  
Response: 27

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



Response: 6

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



Response: 6

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

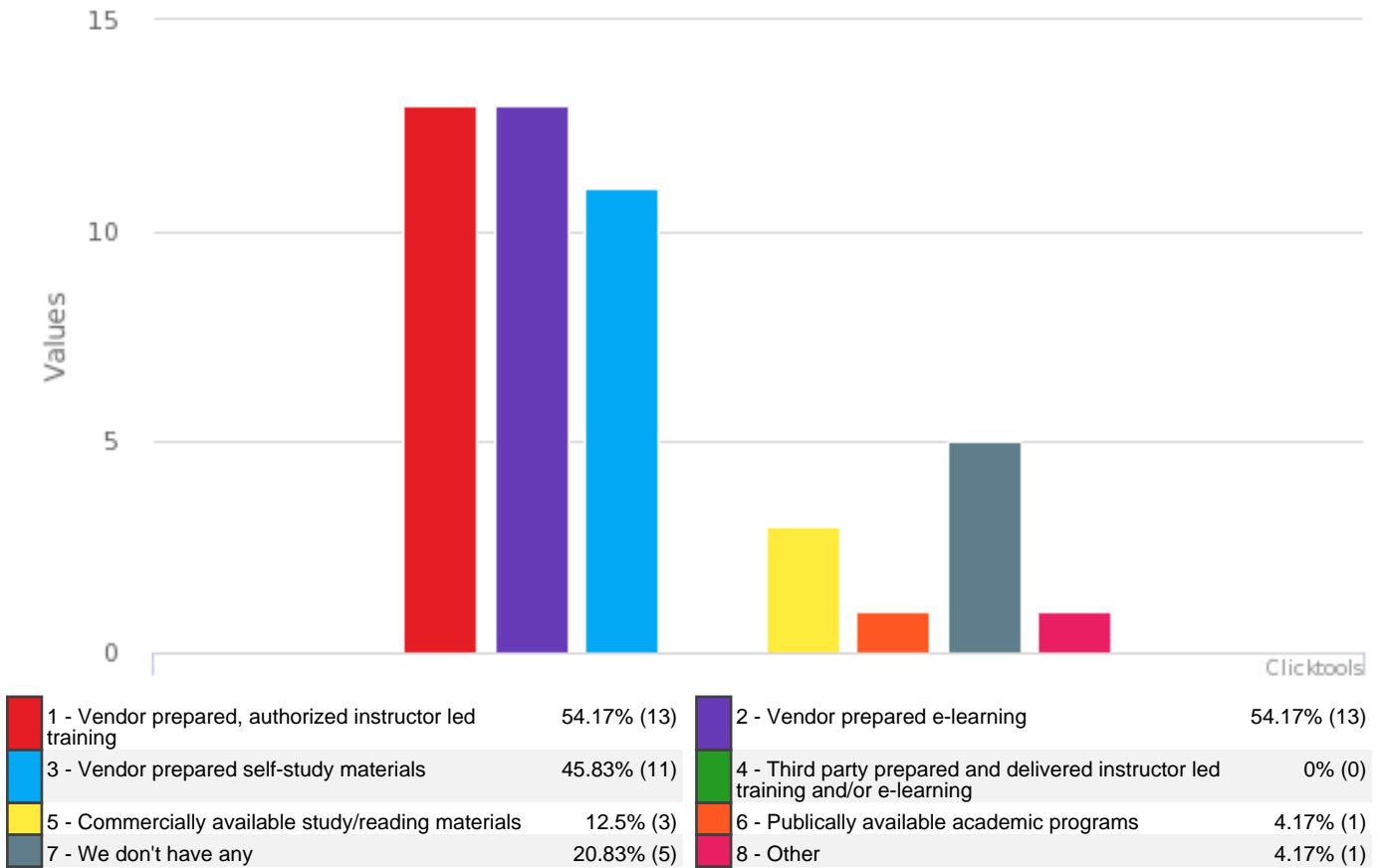
- 1

We recommend this in two ways:  
1. As a makeup exam internally / for partners who dont pass the knowledge exam  
2. As an option for "champions" at customers who want to go beyond the knowledge assessment  
3. As a requirement for certain customer-facing internal roles
- 2

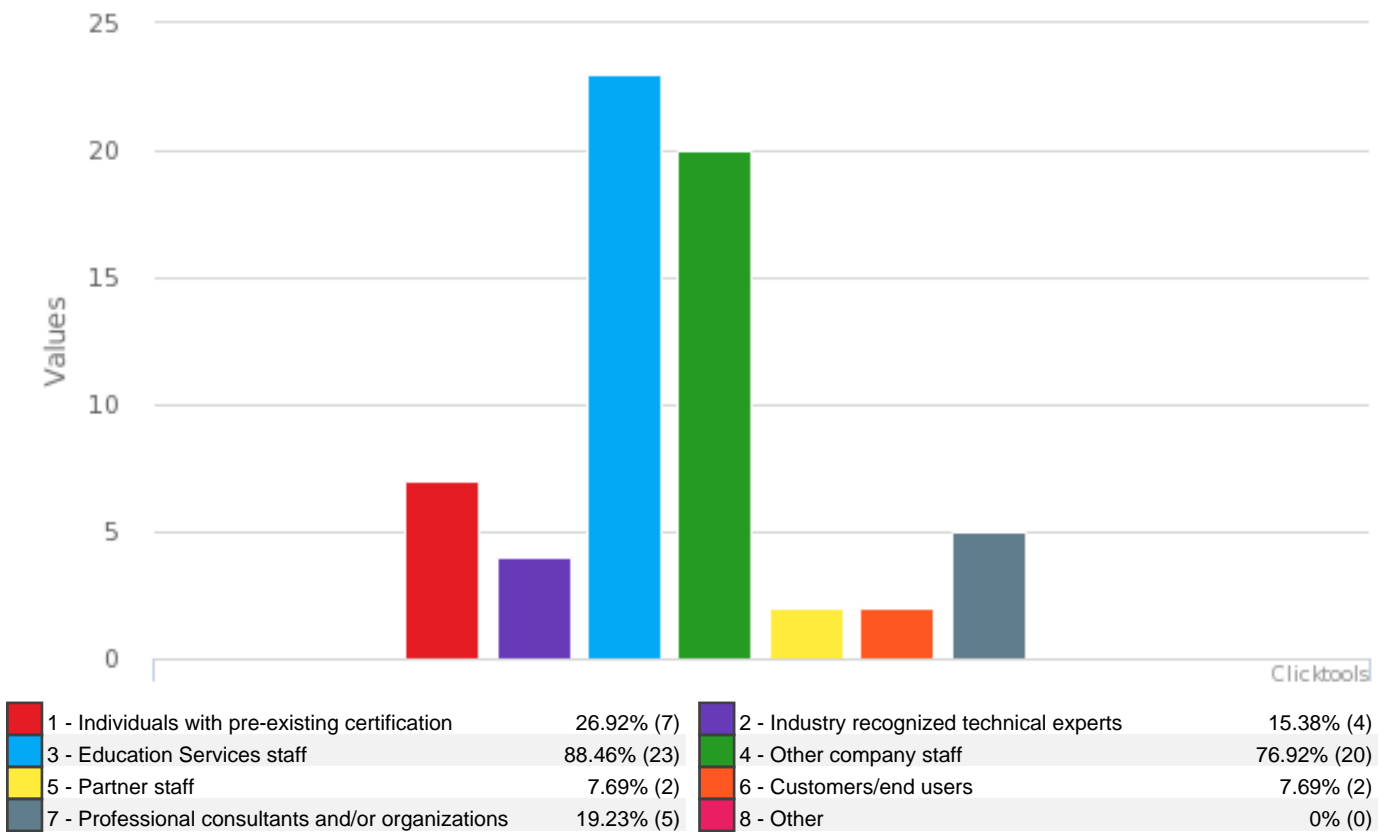
Revenue/Certification attempts decreased significantly when we moved from multiple choice to performance based. Strong marketing which validates the certification's role in customer satisfaction, career advancement, and selection of partner resources is helpful. Automating the grading to avoid scaling issues is also a best practice.

Response: 2

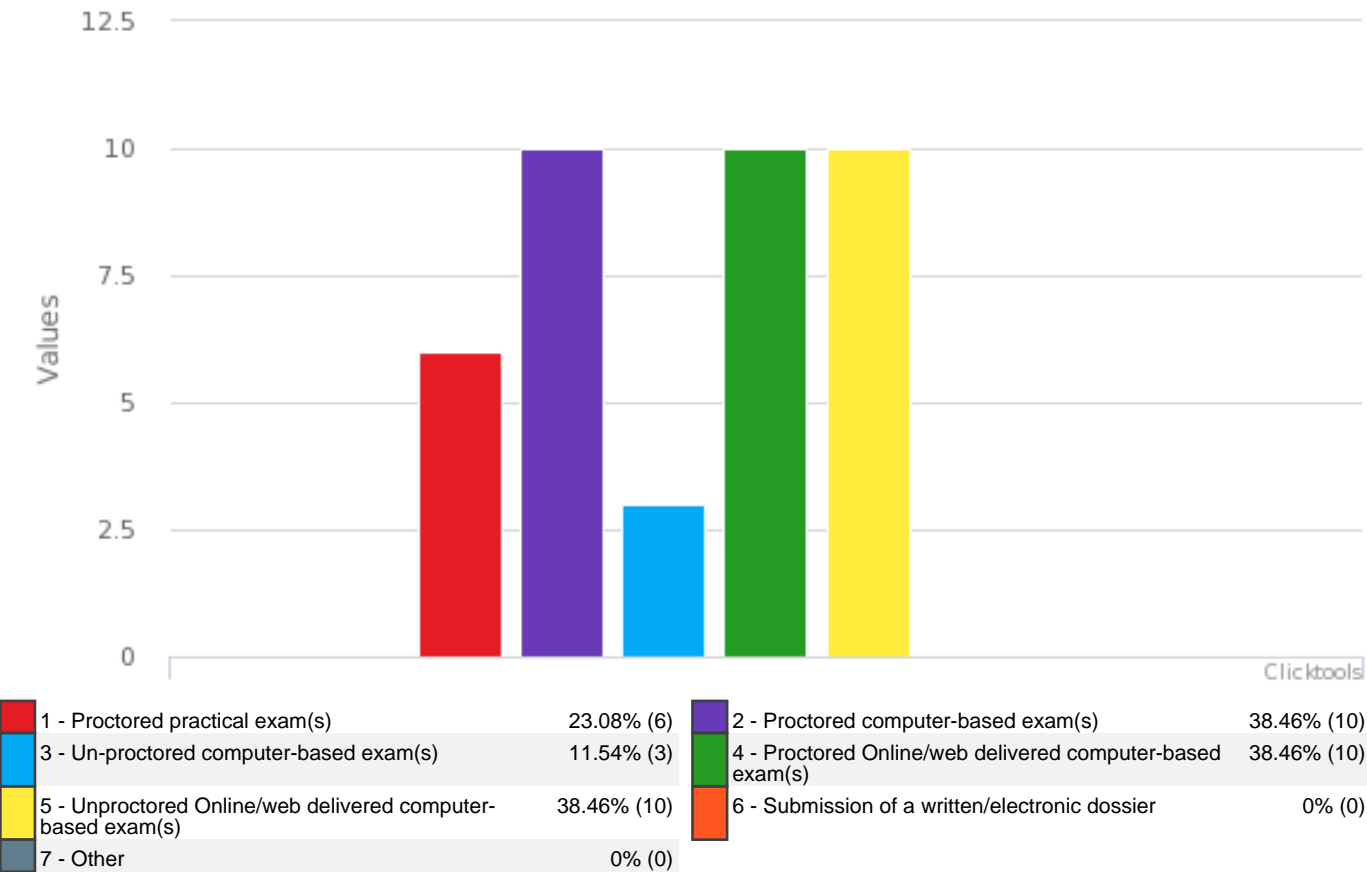
**123. In what form is any preparatory study/training distributed? Select all that apply.**



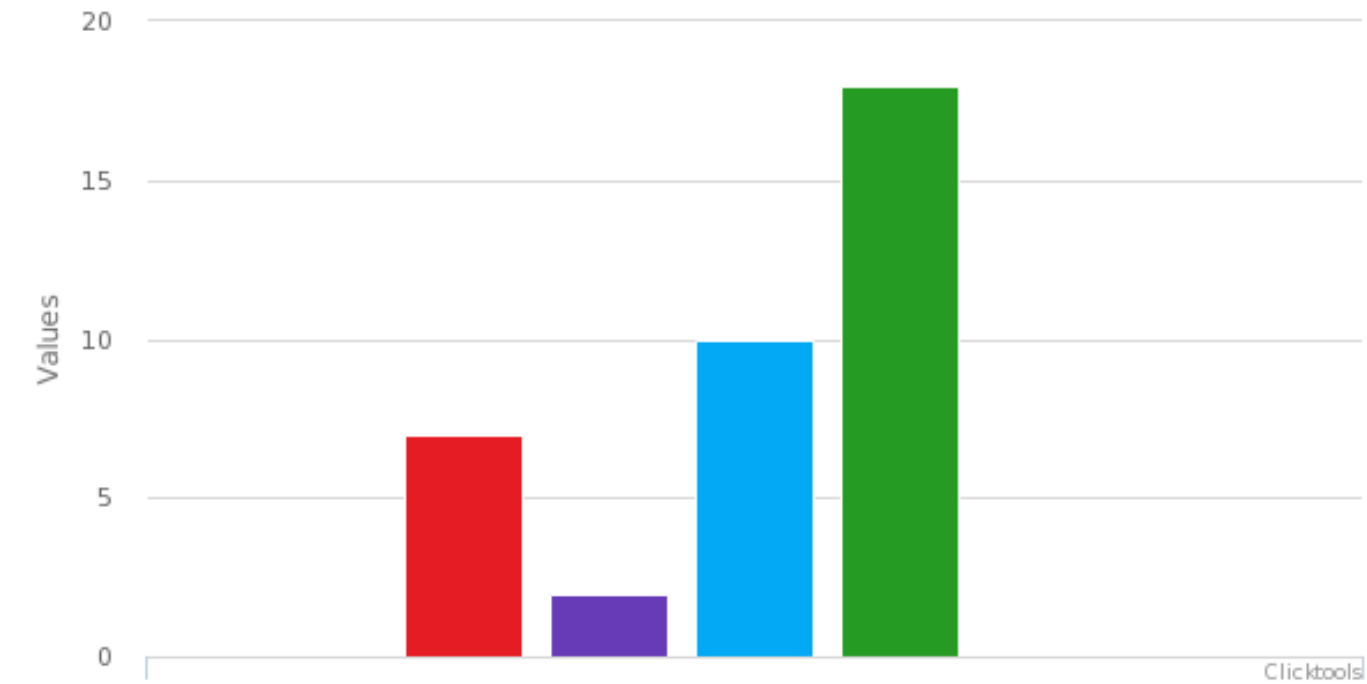
**124. Who participates in the development of your certification exams? Select all that apply.**



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



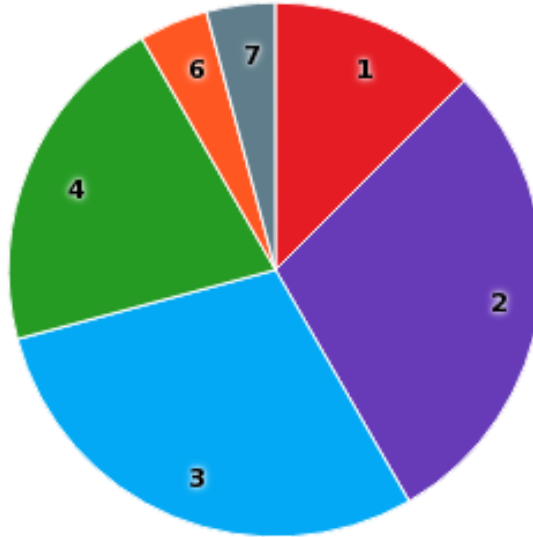
126. How do you deliver/distribute your certification exams? Select all that apply.



1 - Our company training and testing centers	26.92% (7)	2 - Authorized Training Partner training and testing centers	7.69% (2)
3 - Third party training and testing centers	38.46% (10)	4 - Electronically, over the web	69.23% (18)
5 - Other	0% (0)		

Response: 26

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



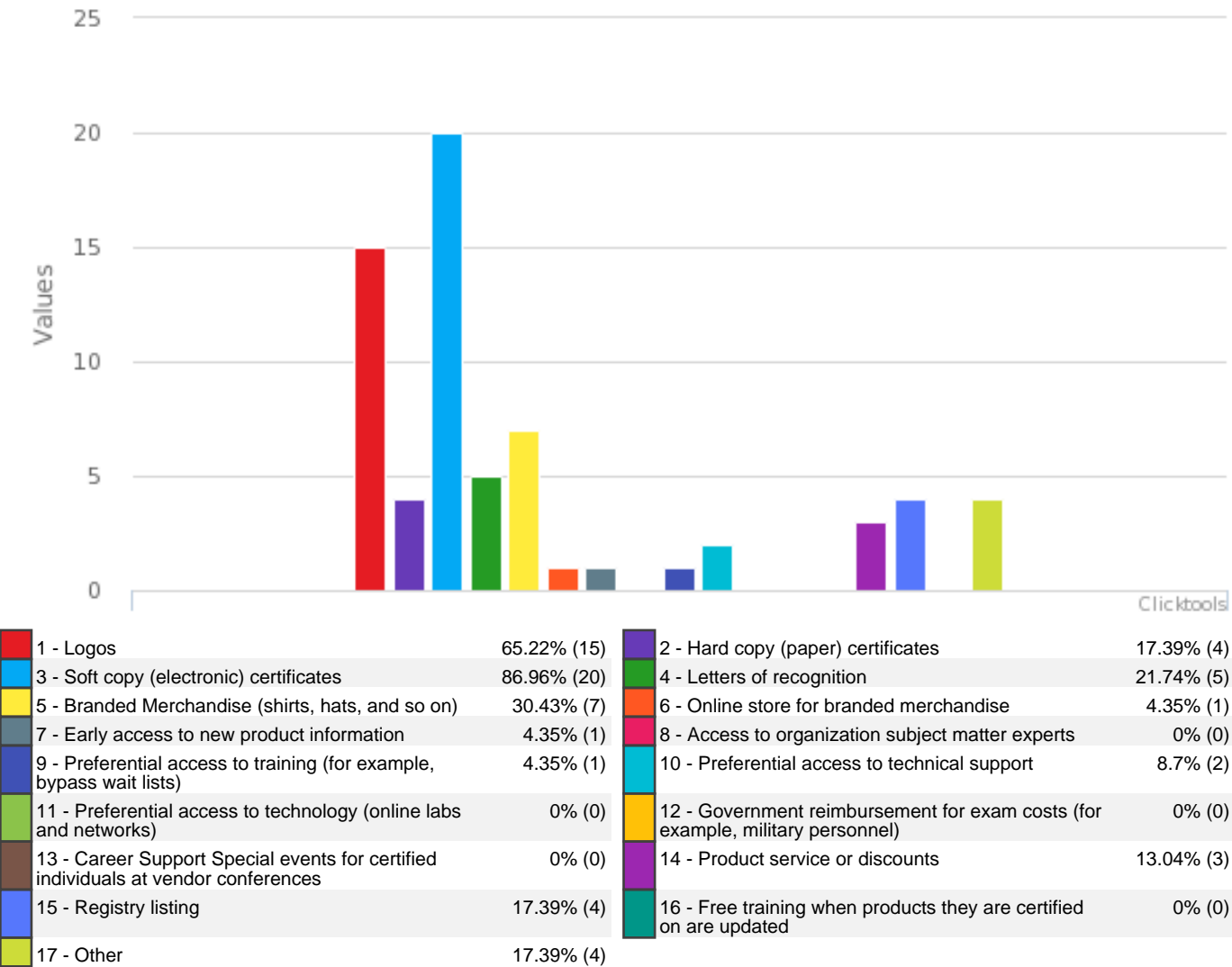
Clicktools

1 - None	12.5% (3)	2 - 1	29.17% (7)
3 - 2-3	29.17% (7)	4 - 4-5	20.83% (5)
5 - 6-10	0% (0)	6 - 11-20	4.17% (1)
7 - 21-40	4.17% (1)	8 - >40	0% (0)

Mean: 2.96

Response: 24

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



Response: 23