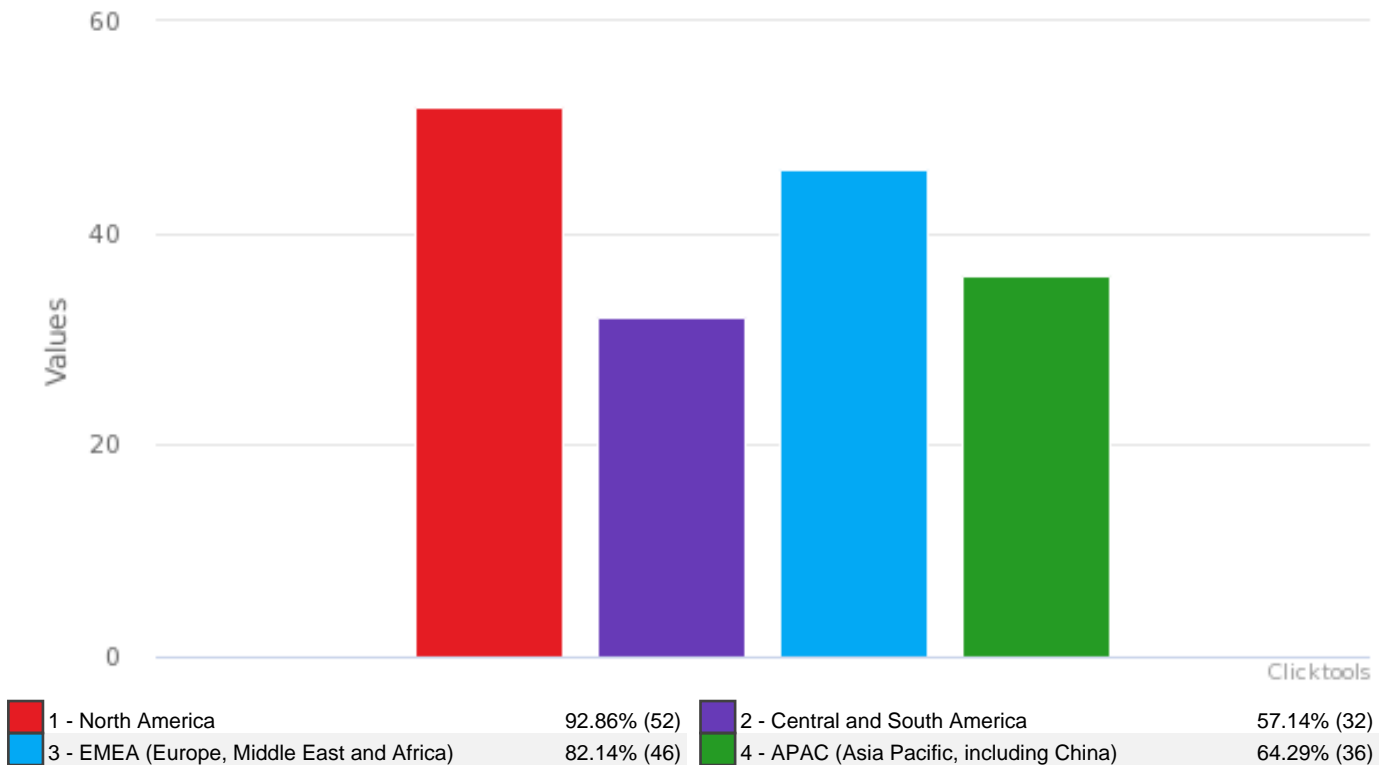


All at 210425

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



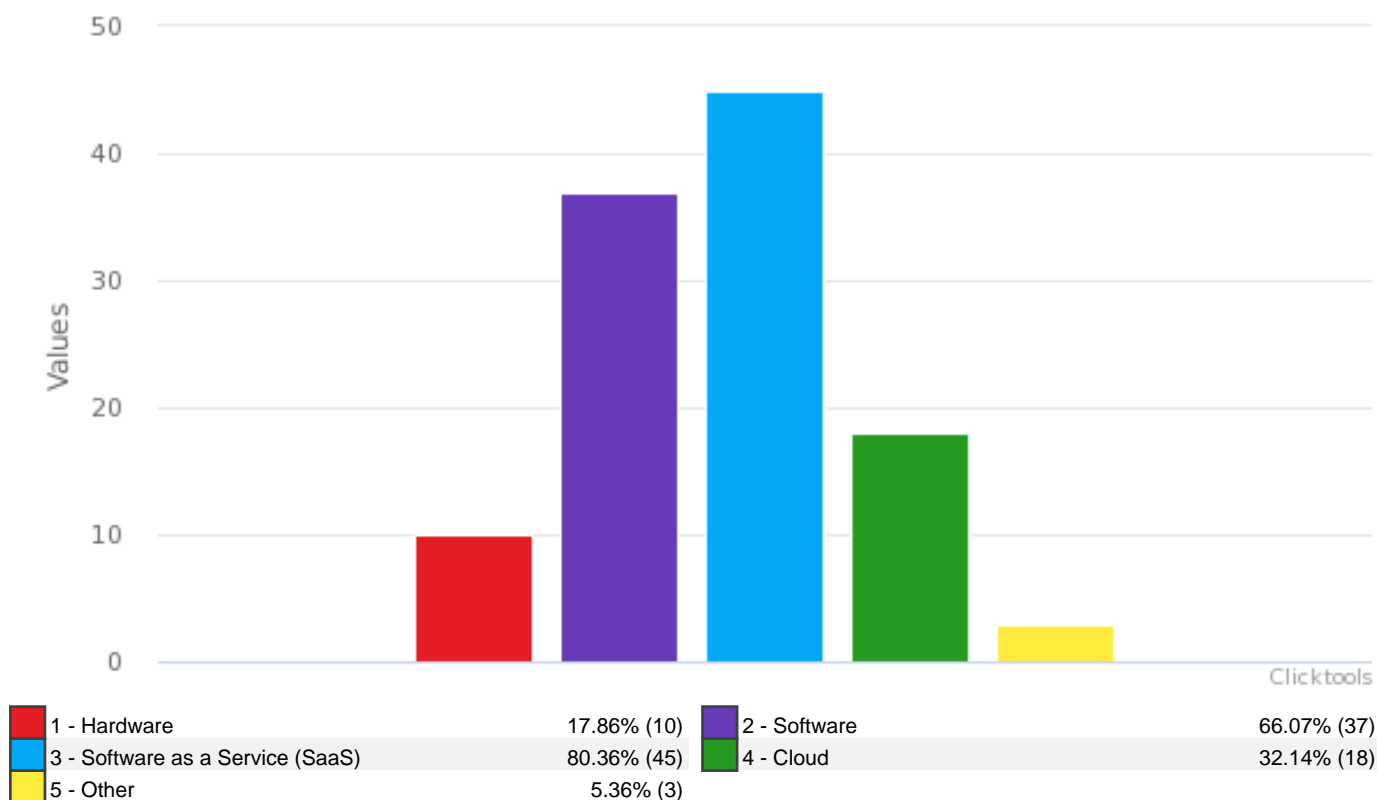
Response: 56

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	55.7%	4.22%	28.24%	11.82%
Highest	100%	15%	100%	35%
Lowest	0%	0%	0%	0%
Standard deviation	23.46	4.54	19.74	8.69

Response: 50

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



Response: 56

**4. Please provide some corporate product data (indicate decline with a minus sign and the percentage, and growth with just the percentage, both without the % sign):**

	What was the % decline/growth rate for product business in the last fiscal business year?	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	16.16	14.92	69.62
Highest	100	100	99
Lowest	-18	-9	0
Standard deviation	19.36	20.84	36.5

Response: 37

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

	What % of all product customers took training from company education team or authorized partners?	What % of all addressable learners of a product customer took training from company education team or authorized partners	What % of customers who churned (didn't renew license) were trained?	What % of customers who renewed the product subscription completed training?
Average	40.89%	21.53%	14.08%	23.17%
Highest	100%	100%	100%	100%
Lowest	0%	0%	0%	0%
Standard deviation	35.6	30.17	27.64	35.91

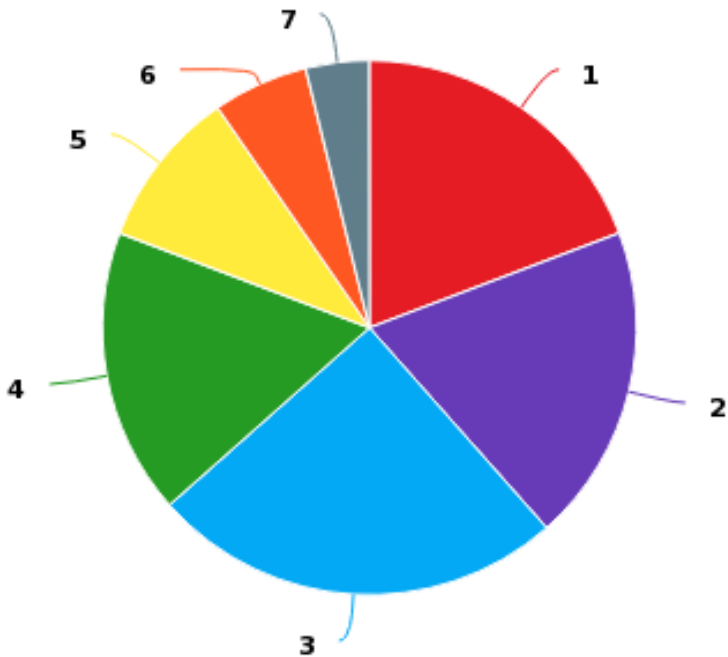
Response: 36

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

Average	5.67
Highest	48
Lowest	0
Standard deviation	7.98

Response: 43

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

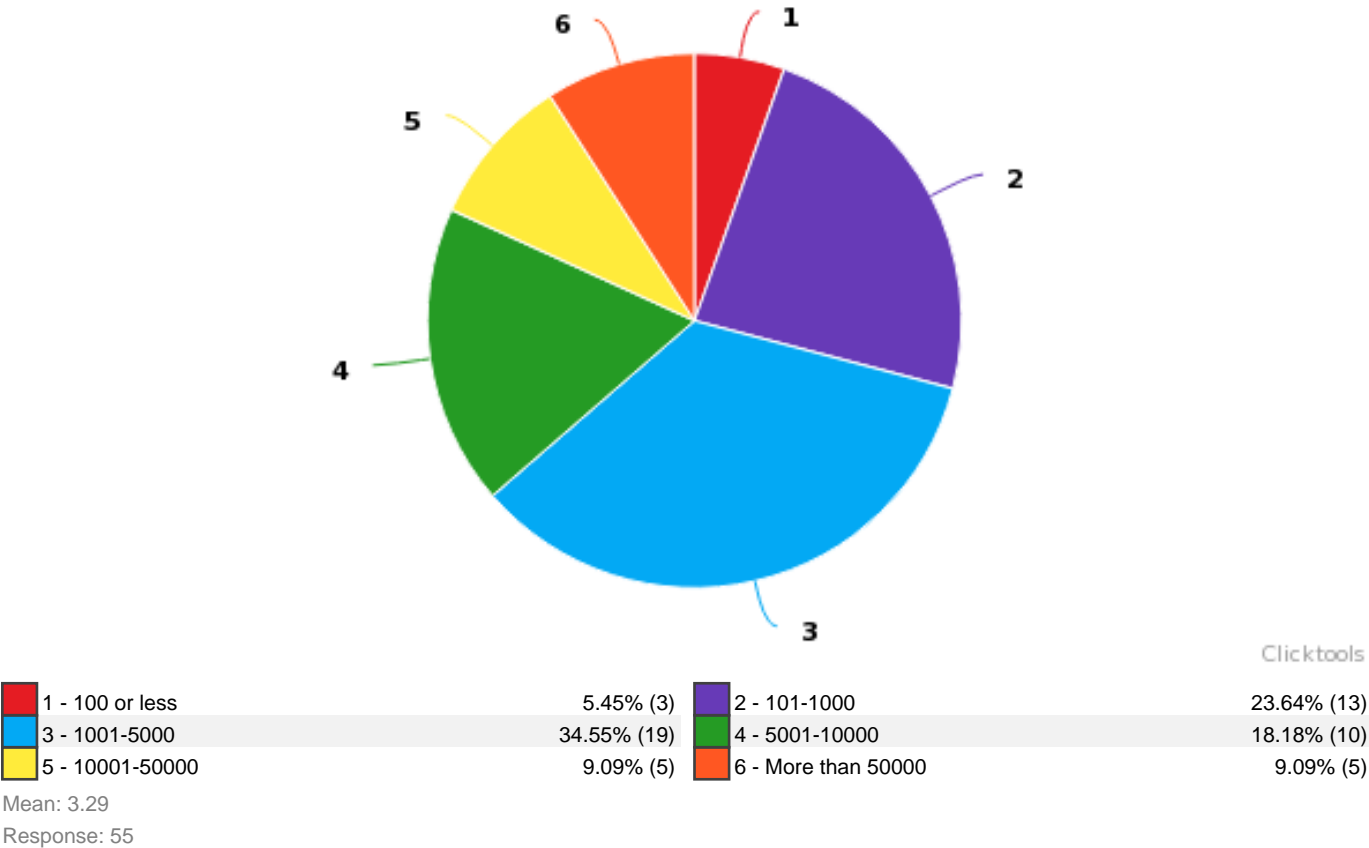


Clicktools

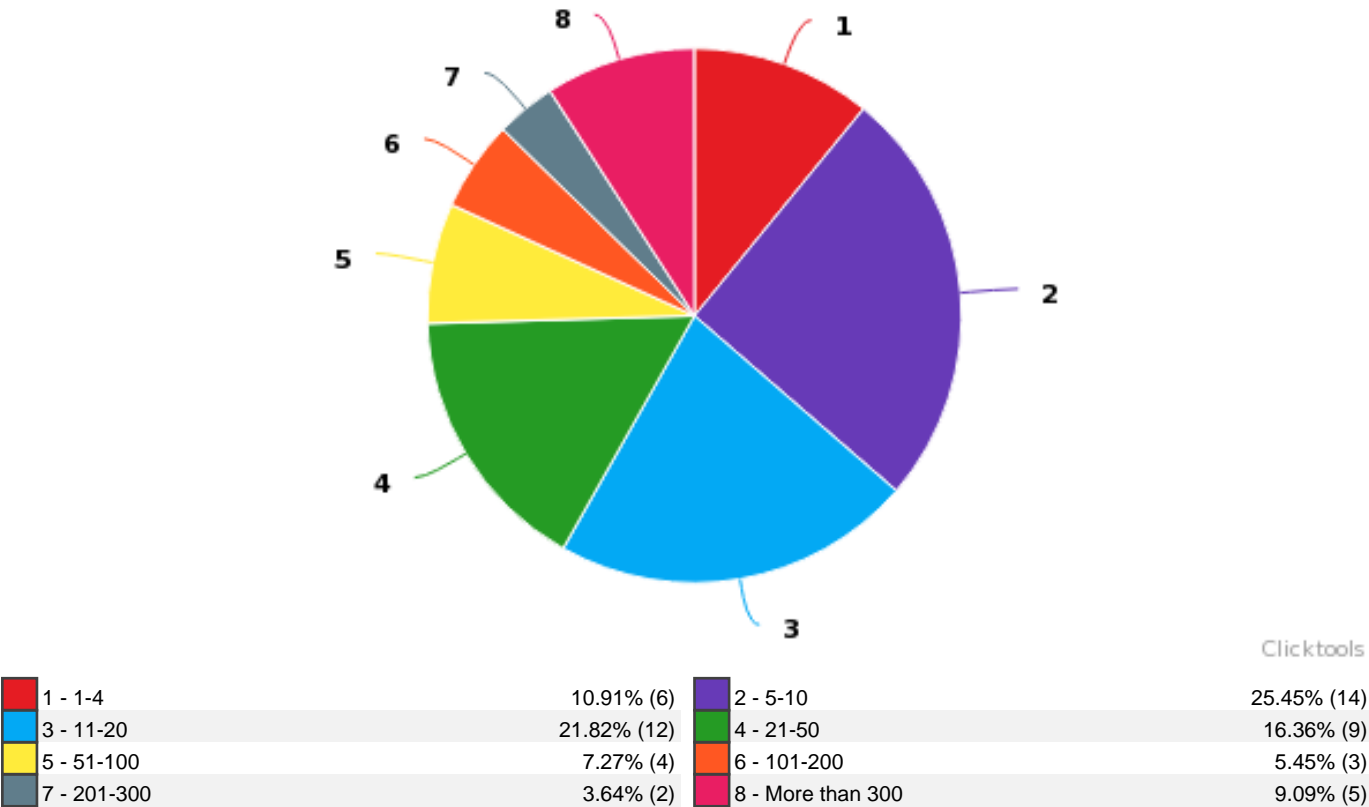
1 - \$100M or less	19.23% (10)	2 - Between \$101M and \$500M	19.23% (10)
3 - Between \$501M and \$1B	25% (13)	4 - More than \$1B and less than \$3B	17.31% (9)
5 - More than \$3B and less than \$10B	9.62% (5)	6 - More than \$10B and less than \$25B	5.77% (3)
7 - \$25B or more	3.85% (2)		

Mean: 3.12  
Response: 52

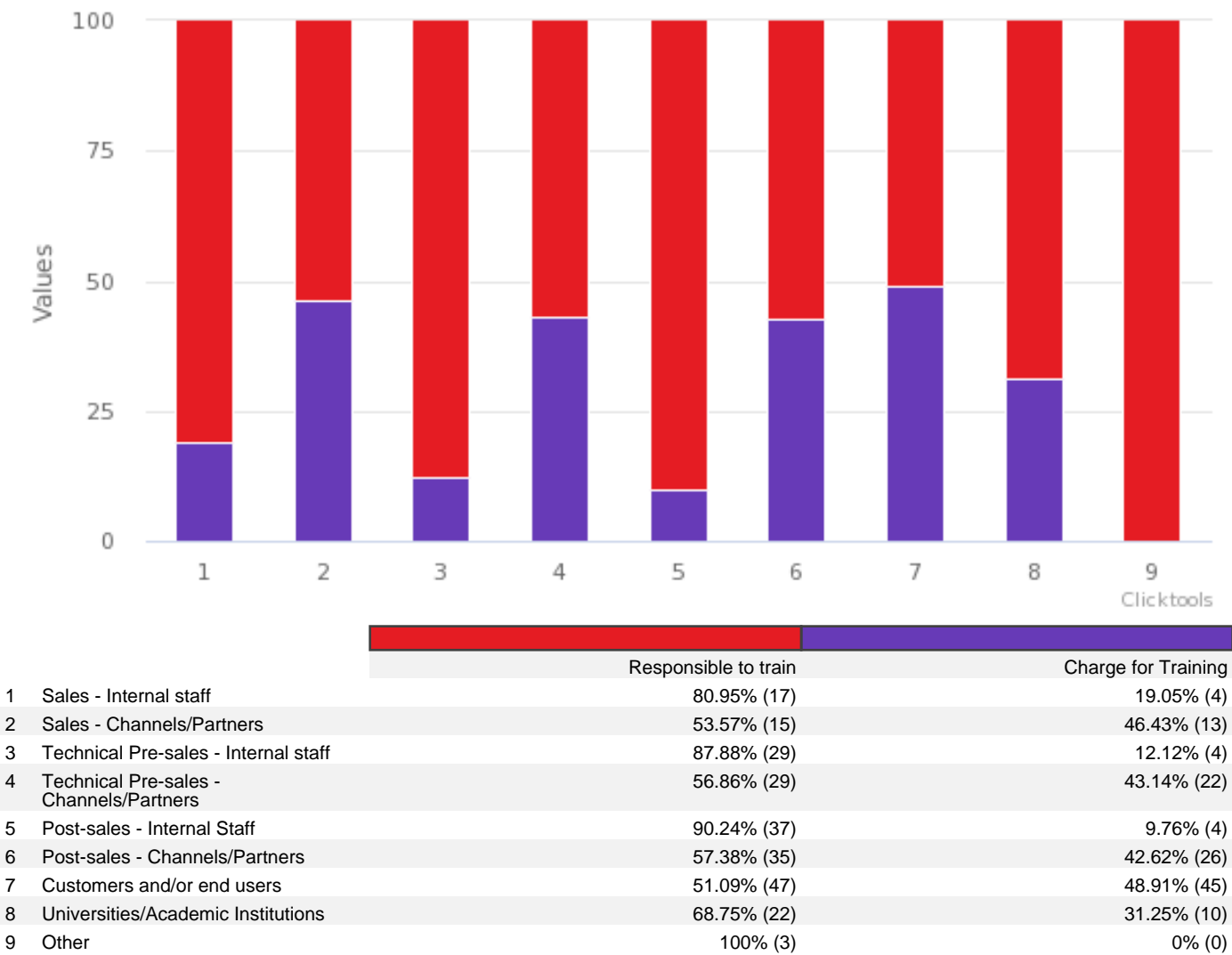
8. How many full-time employees does your company have worldwide?



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

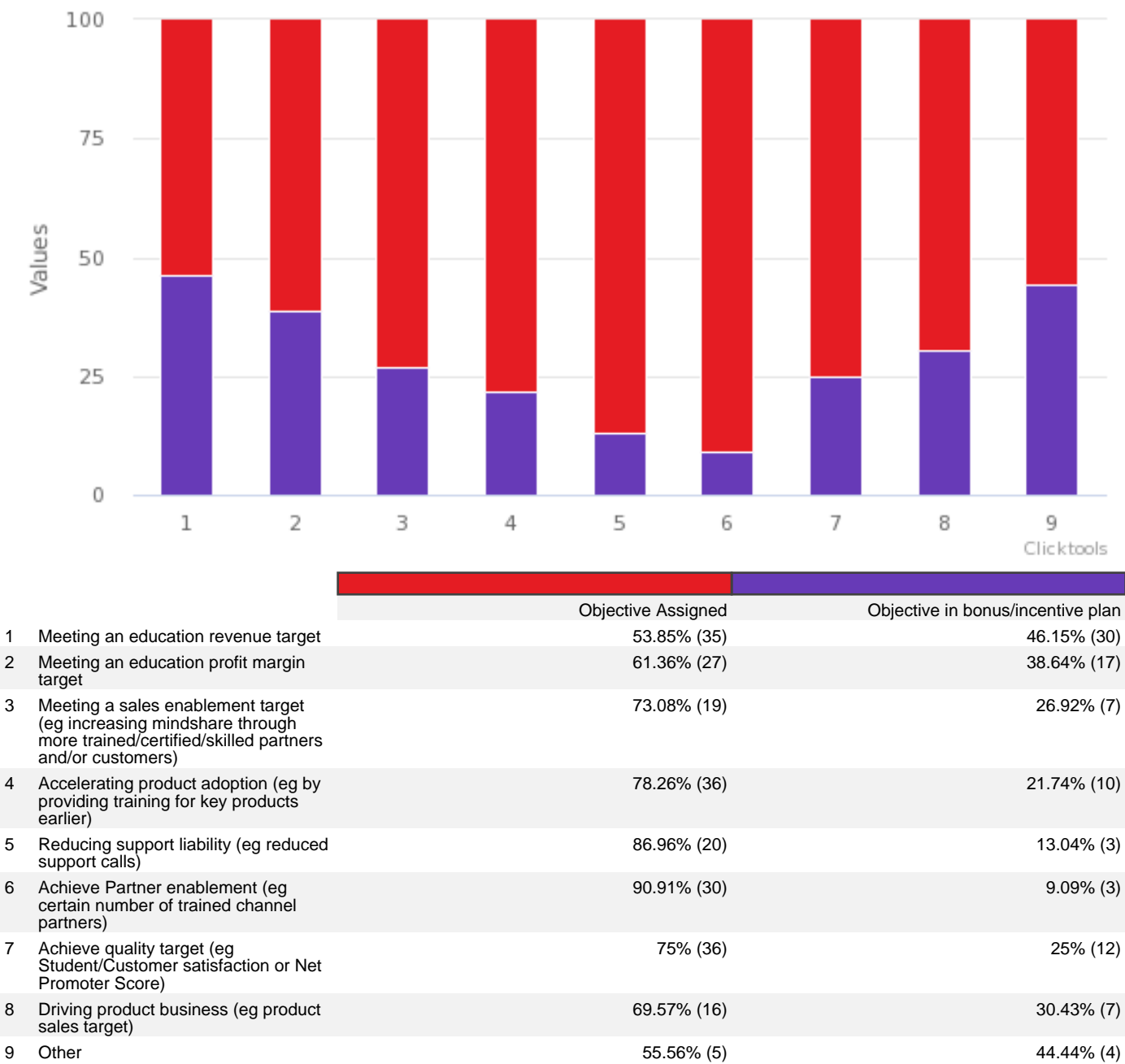


10. Which of the following groups does Education Services have responsibility to train and which ones do you charge for training? Select all that apply.



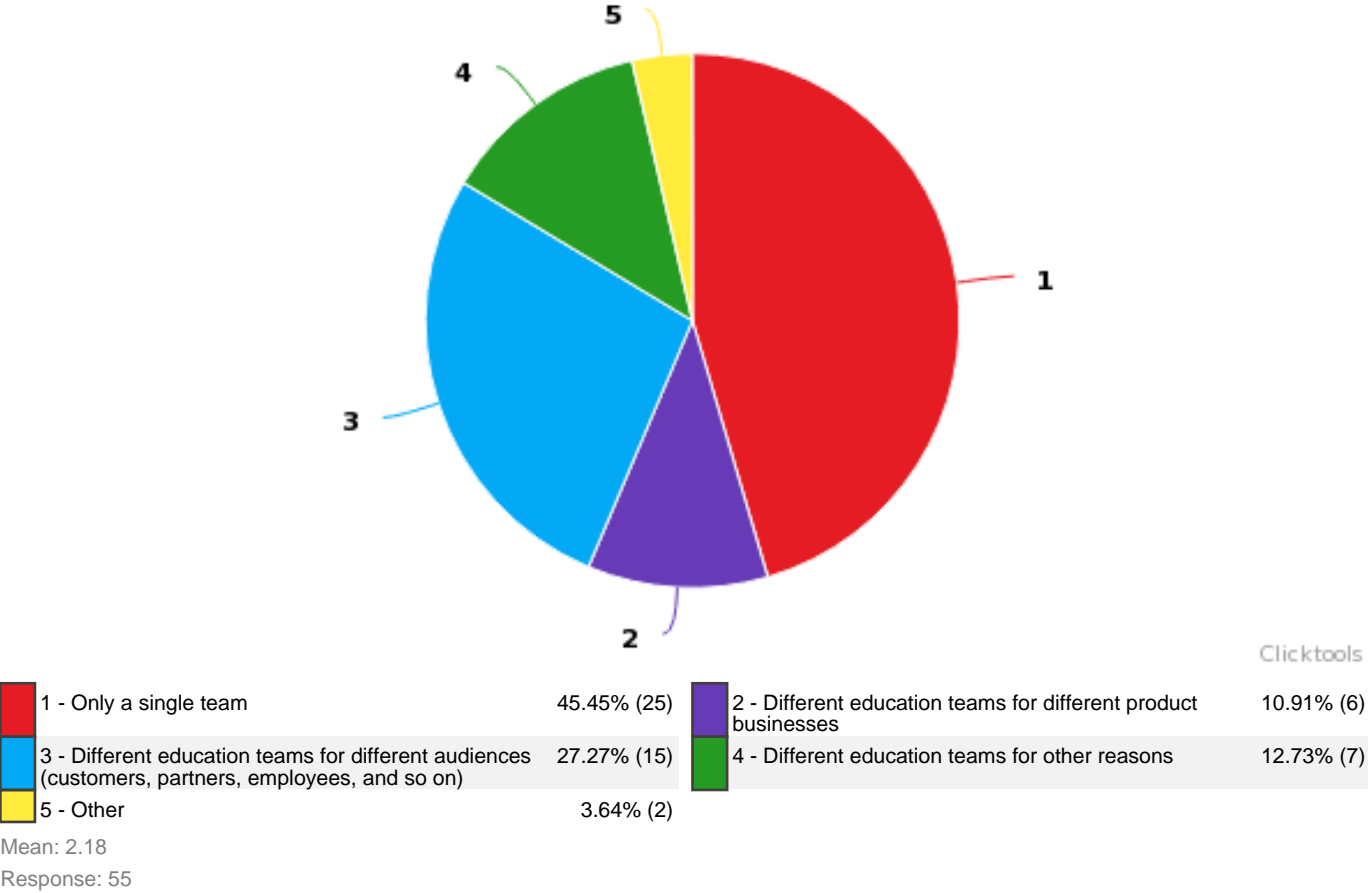
Response: 55

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?

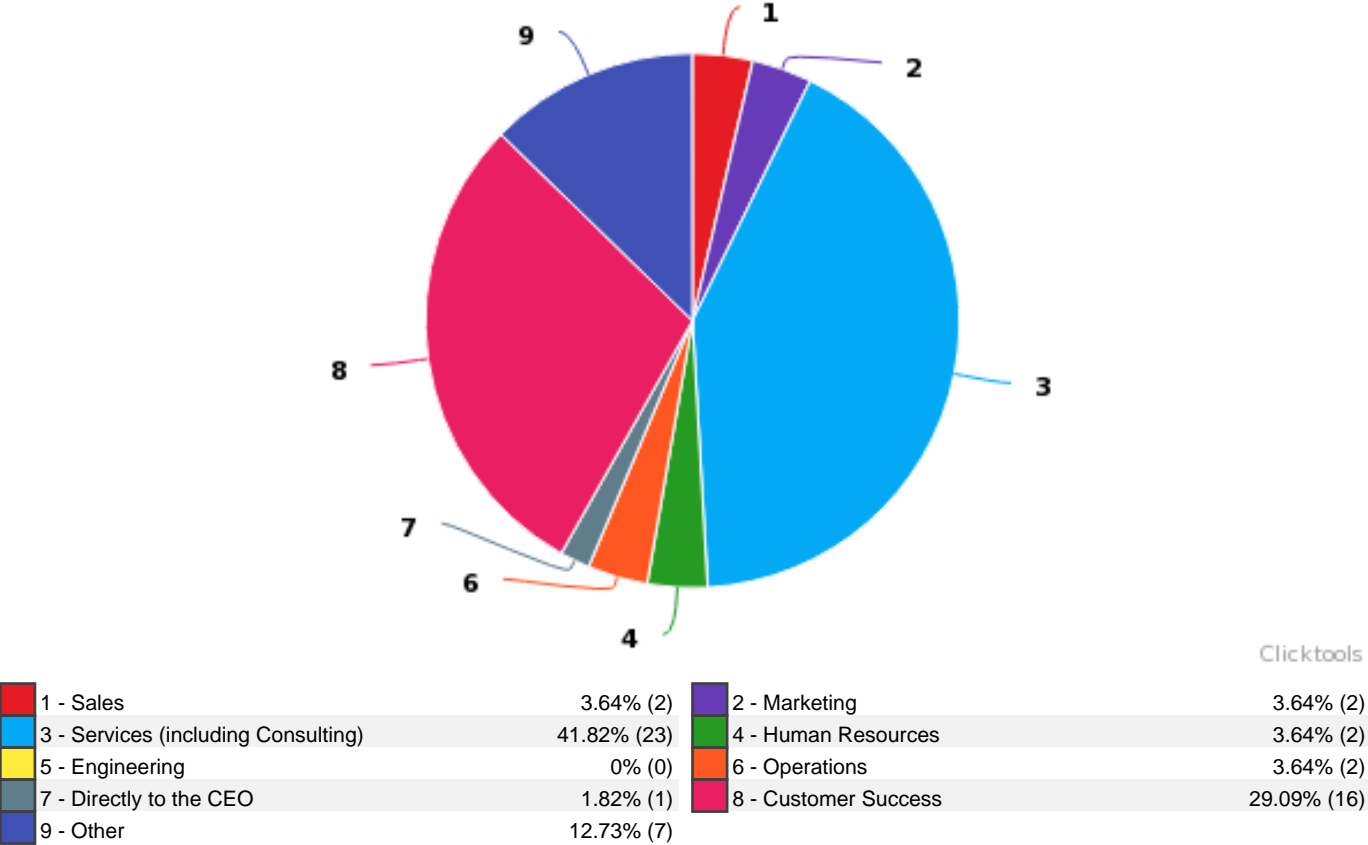


Response: 55

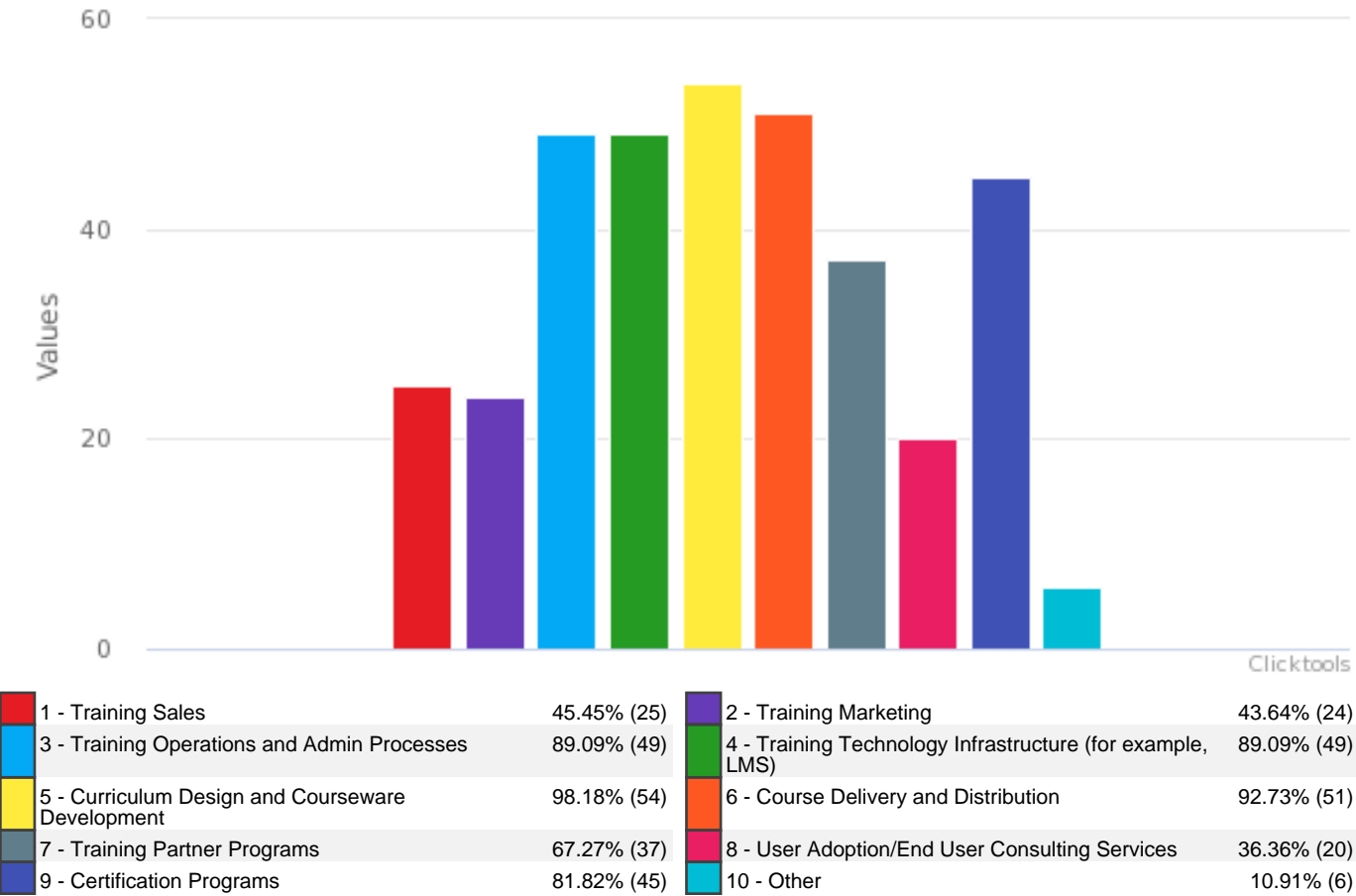
12. Do you have in your company a single education team or several education groups?



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



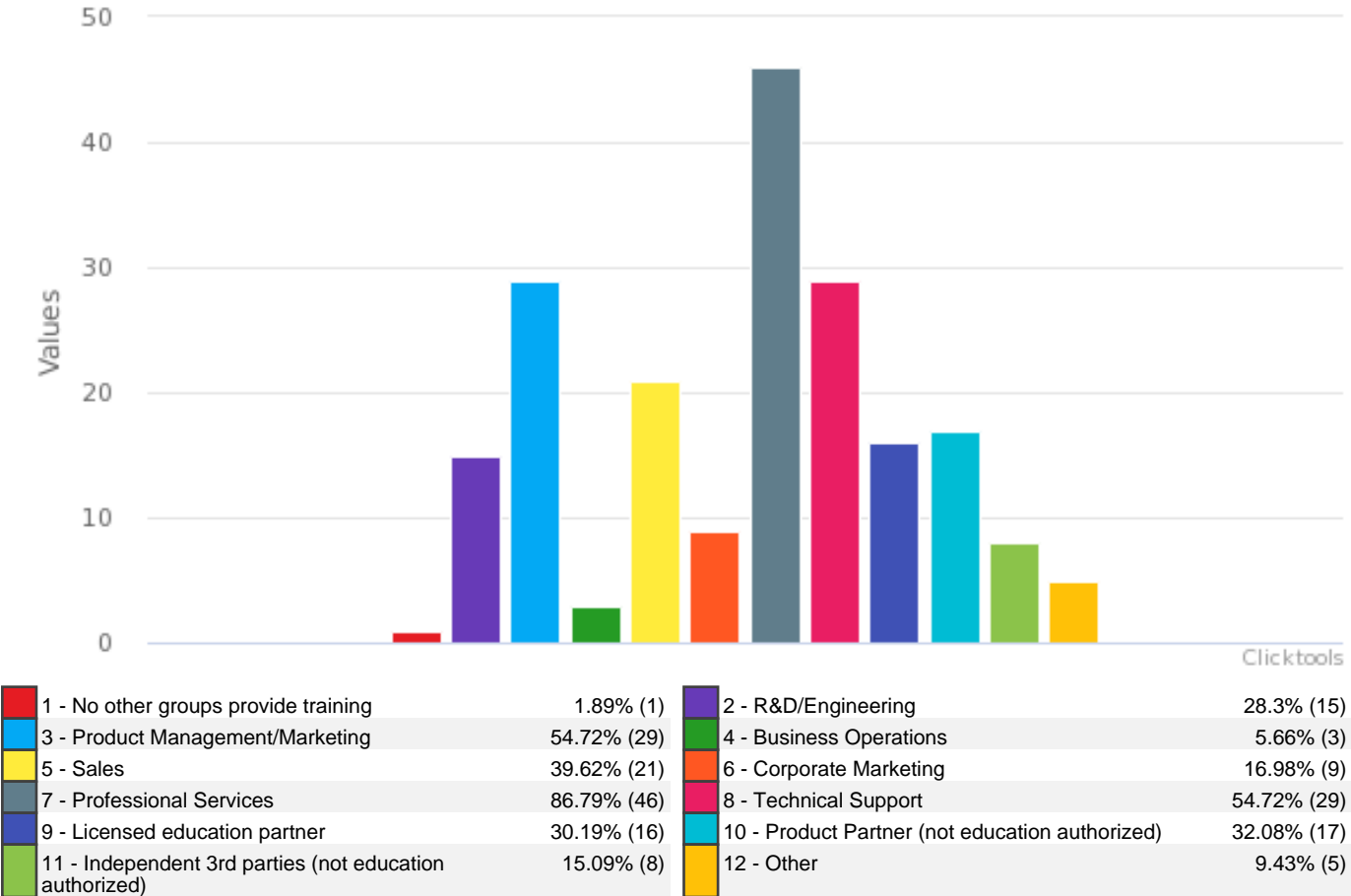
14. Which of the following functions are included as part of Education Services? Select all that apply.



Response: 55

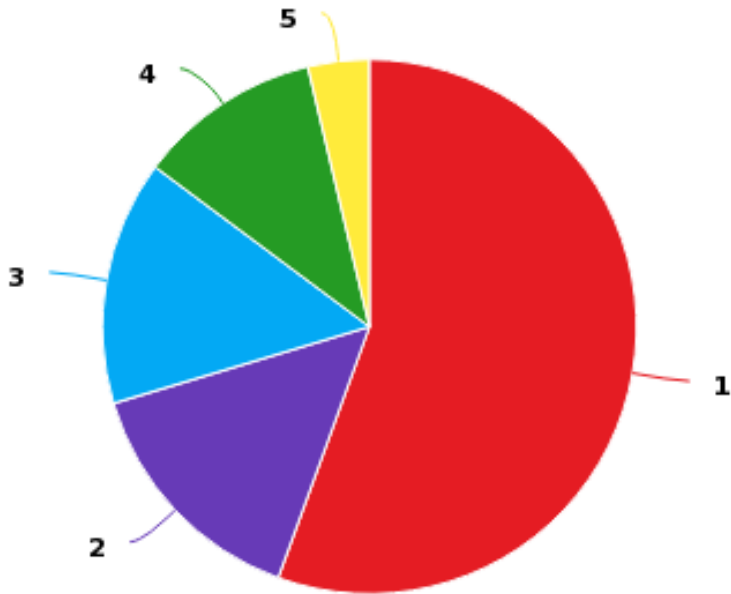


15. Which of the following functions, if any, provide product training or education, even informally? Select all that apply.



Response: 53

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

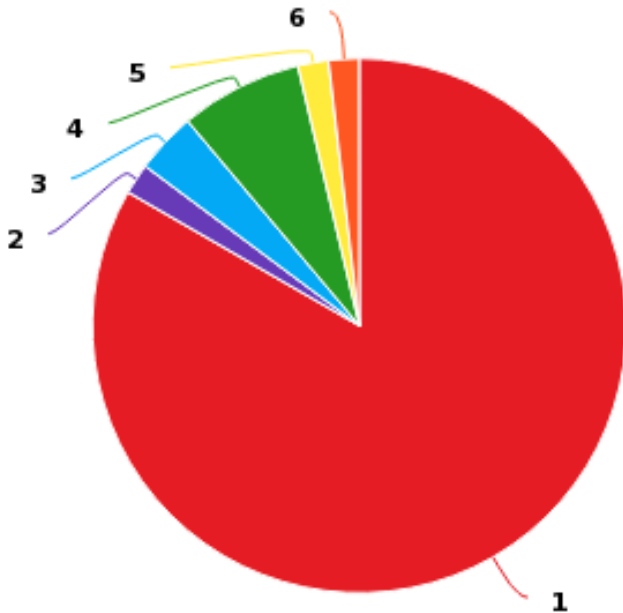


Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	55.56% (30)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	14.81% (8)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	14.81% (8)	4 - A hybrid depending upon the education business unit	11.11% (6)
5 - Other	3.7% (2)		

Mean: 1.93  
Response: 54

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



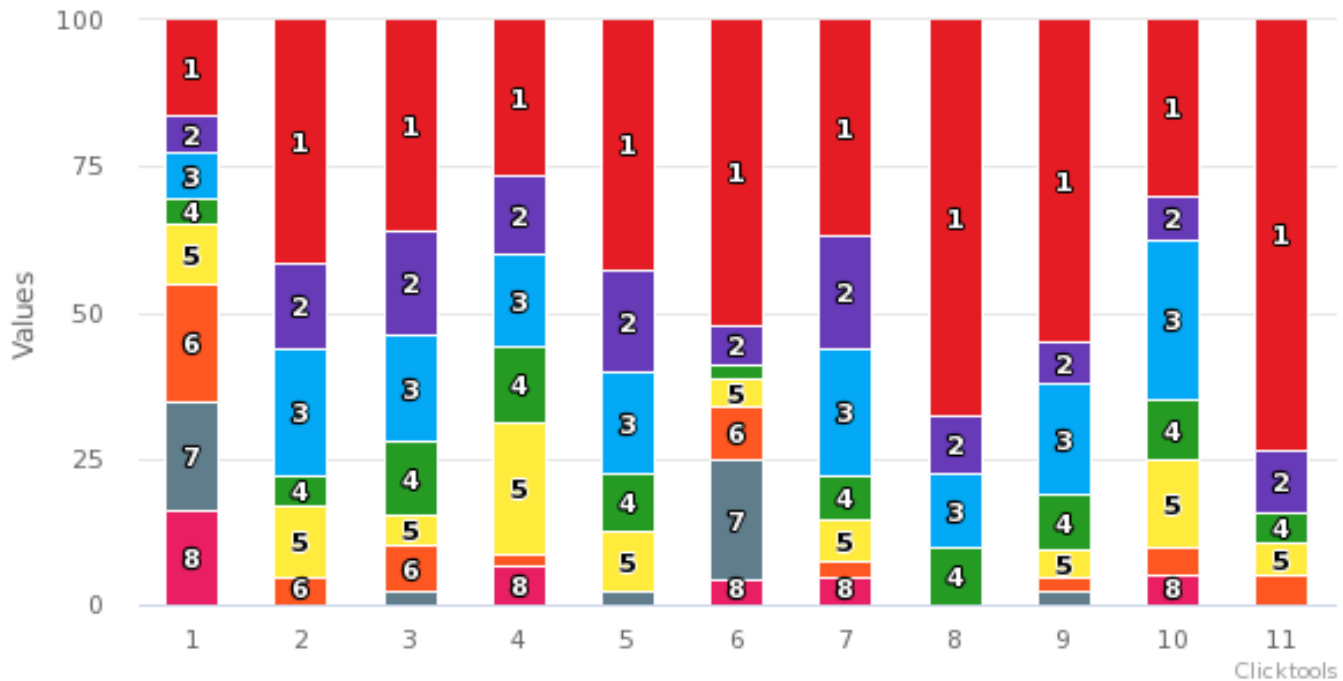
Clicktools

1 - No change	83.33% (45)	2 - From Profit Center to Cost Center	1.85% (1)
3 - From Profit Center to Cost Recovery	3.7% (2)	4 - From Cost Center to Cost Recovery	7.41% (4)
5 - From Cost Center to Profit Center	1.85% (1)	6 - From Cost Recovery to Profit Center	1.85% (1)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1.48

Response: 54

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	16.33% (8)	6.12% (3)	8.16% (4)	4.08% (2)	10.2% (5)	20.41% (10)	18.37% (9)	16.33% (8)	5.02
2 Product Sales - Inside sales	41.46% (17)	14.63% (6)	21.95% (9)	4.88% (2)	12.2% (5)	4.88% (2)	0% (0)	0% (0)	2.46
3 Product Channel Partners (resell)	35.9% (14)	17.95% (7)	17.95% (7)	12.82% (5)	5.13% (2)	7.69% (3)	2.56% (1)	0% (0)	2.67
4 Services/Consulting sales	26.67% (12)	13.33% (6)	15.56% (7)	13.33% (6)	22.22% (10)	2.22% (1)	0% (0)	6.67% (3)	3.31
5 Maintenance renewal sales	42.5% (17)	17.5% (7)	17.5% (7)	10% (4)	10% (4)	0% (0)	2.5% (1)	0% (0)	2.38
6 Dedicated Education Services sales reps	52.27% (23)	6.82% (3)	0% (0)	2.27% (1)	4.55% (2)	9.09% (4)	20.45% (9)	4.55% (2)	3.32
7 Education Services coordinators/non-sales staff	36.59% (15)	19.51% (8)	21.95% (9)	7.32% (3)	7.32% (3)	2.44% (1)	0% (0)	4.88% (2)	2.61
8 Authorized Learning Partners resell (you deliver)	67.5% (27)	10% (4)	12.5% (5)	10% (4)	0% (0)	0% (0)	0% (0)	0% (0)	1.65
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	54.76% (23)	7.14% (3)	19.05% (8)	9.52% (4)	4.76% (2)	2.38% (1)	2.38% (1)	0% (0)	2.19
10 Web/e-commerce	30% (12)	7.5% (3)	27.5% (11)	10% (4)	15% (6)	5% (2)	0% (0)	5% (2)	3.12
11 Other	73.68% (14)	10.53% (2)	0% (0)	5.26% (1)	5.26% (1)	5.26% (1)	0% (0)	0% (0)	1.74

Response: 52

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 nt a fee s	Sub scri ptio n e r	O
Average	2.9%	30.15%	25.81%	13.56%	3.81%	3.85%	0.33%	0%	1.23%	1.44%	1.1%	0%	14.081%	2%
Highest	25%	100%	95%	90%	42%	95%	16%	0%	30%	34%	33%	0%	95%	1%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	6.02	28.97	25.43	23.72	7.7	14.62	2.31	0	4.6	5.31	5.01	0	25.06	1.4

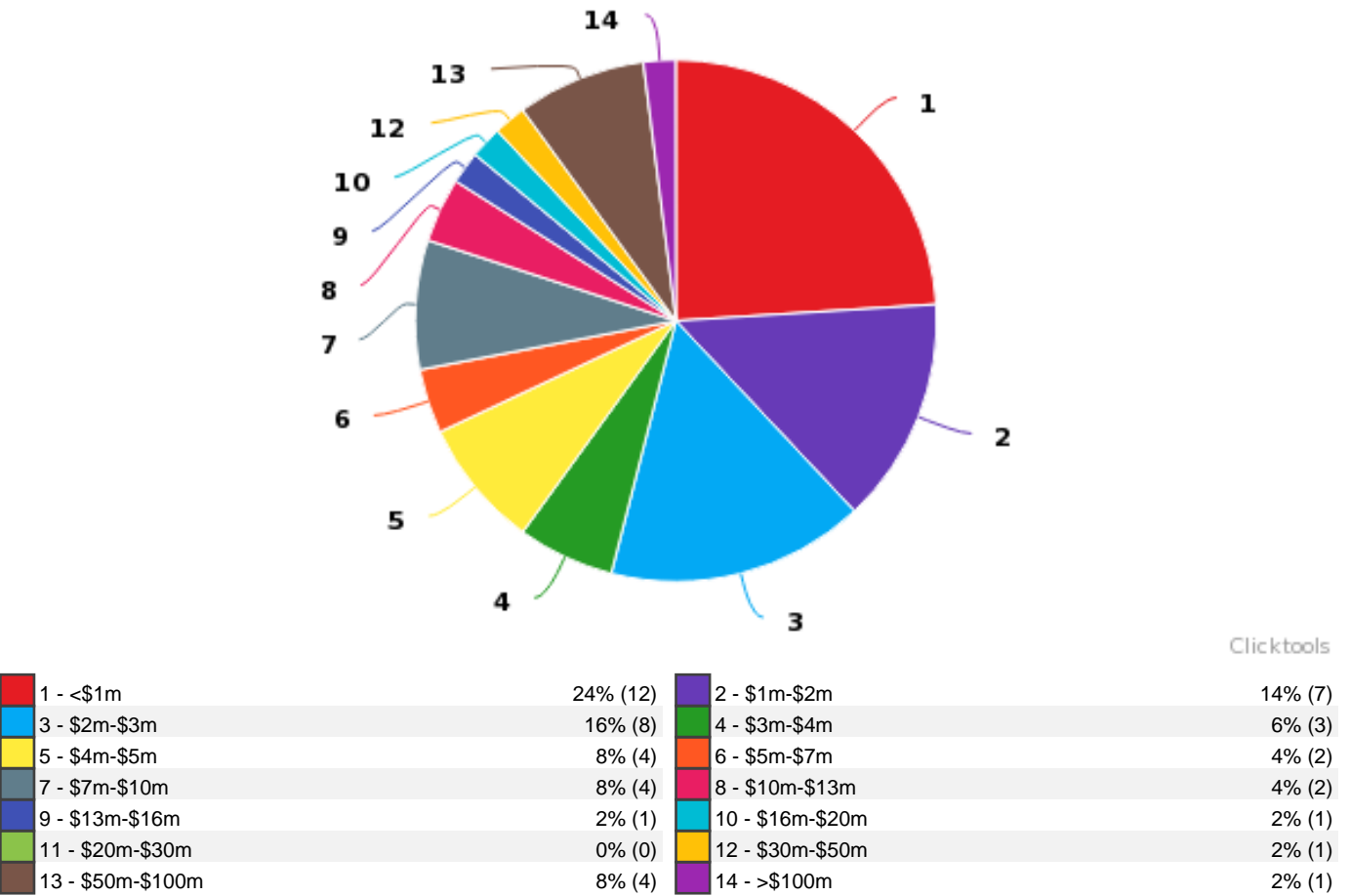
Response: 48

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

Average	20.89%
Highest	95%
Lowest	0%
Standard deviation	29.74

Response: 54

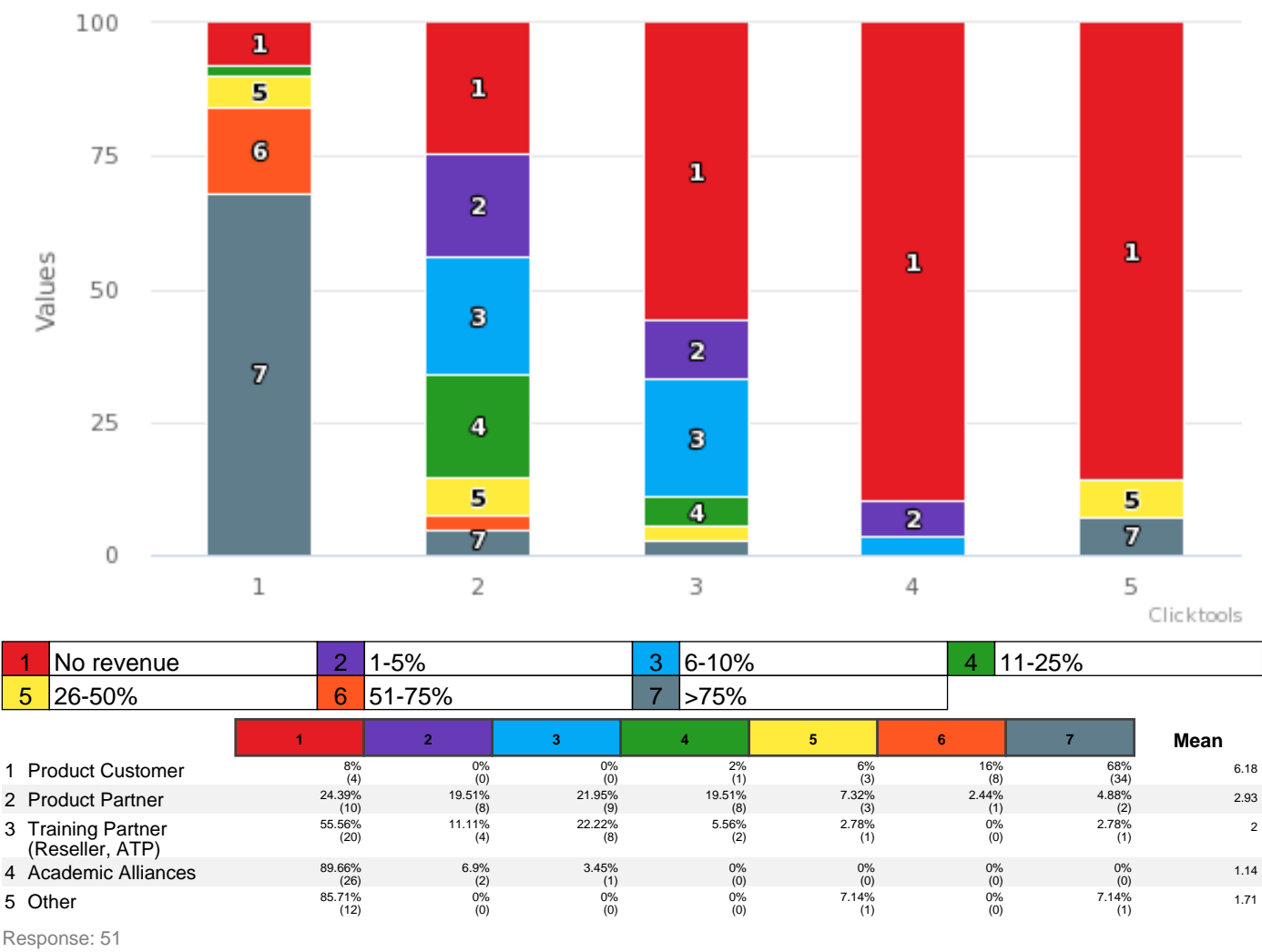
21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?



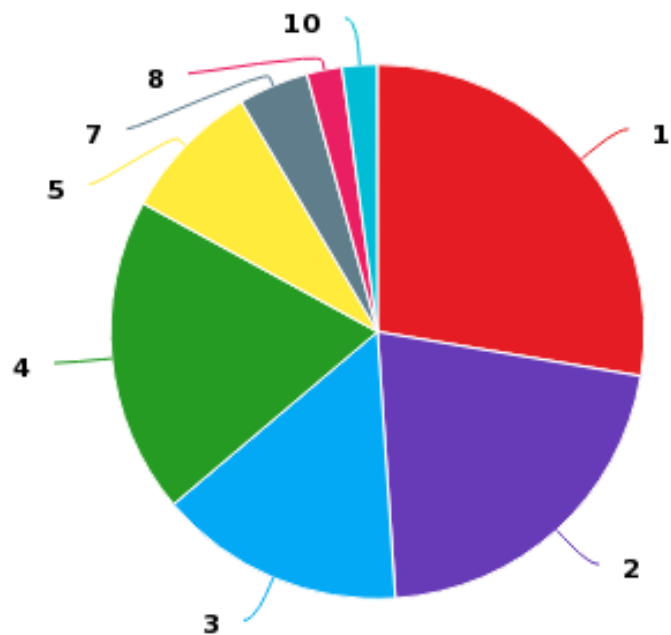
Mean: 4.7

Response: 50

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



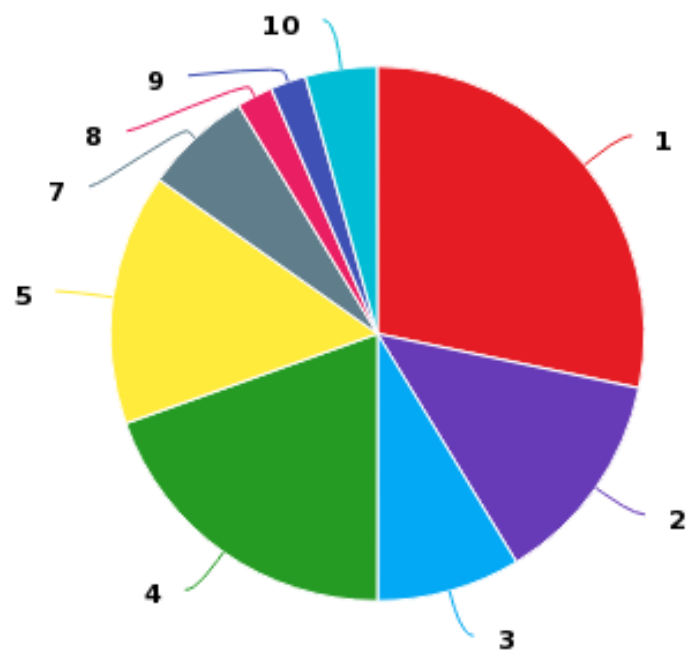
23. What is the ratio of Education Services revenue to total company revenue?



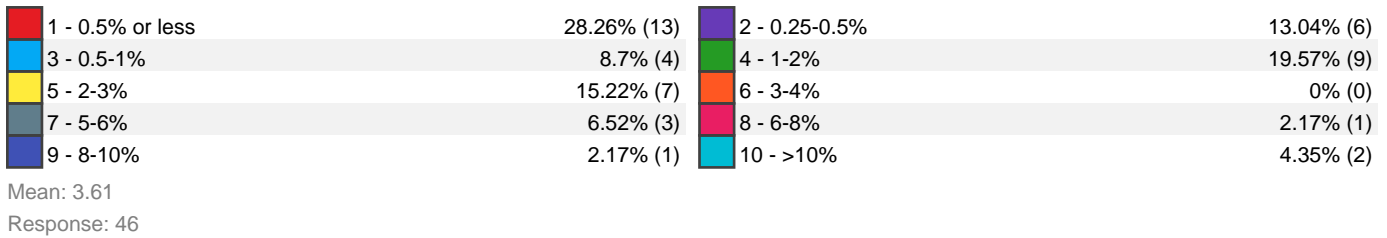
1 - 0.25% or less	27.66% (13)	2 - 0.25-0.5%	21.28% (10)
3 - 0.5-1%	14.89% (7)	4 - 1-2%	19.15% (9)
5 - 2-3%	8.51% (4)	6 - 3-4%	0% (0)
7 - 5-6%	4.26% (2)	8 - 6-8%	2.13% (1)
9 - 8-10%	0% (0)	10 - >10%	2.13% (1)

Mean: 3.02  
Response: 47

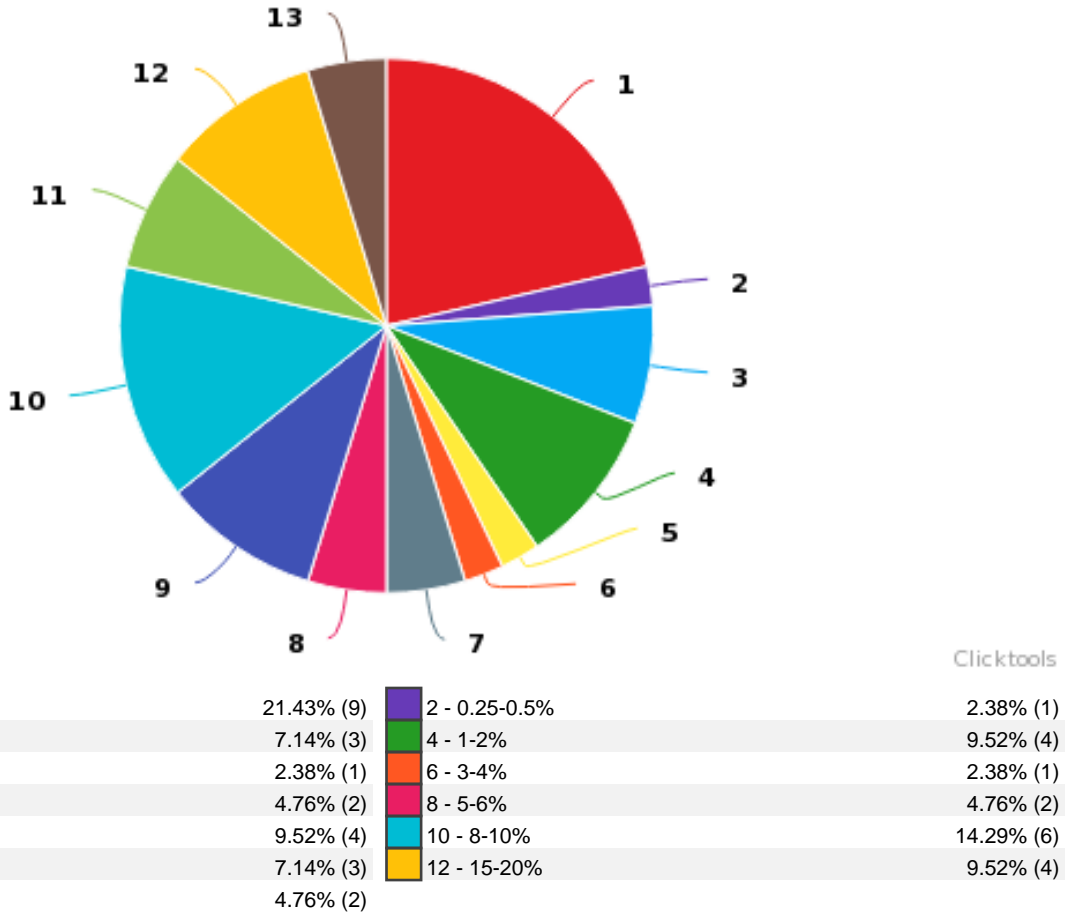
24. What is the ratio of Education Services revenue to product revenue?



Clicktools



25. What is the ratio of Education Services revenue to Services revenue?



26. 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? (Indicate decline with a minus sign and the percentage, and growth with just the percentage, both without the % sign.)

	Last year	Three-year average
Average	24.15	33.4
Highest	1,000	1,000
Lowest	-78	-55
Standard deviation	161.97	162.34

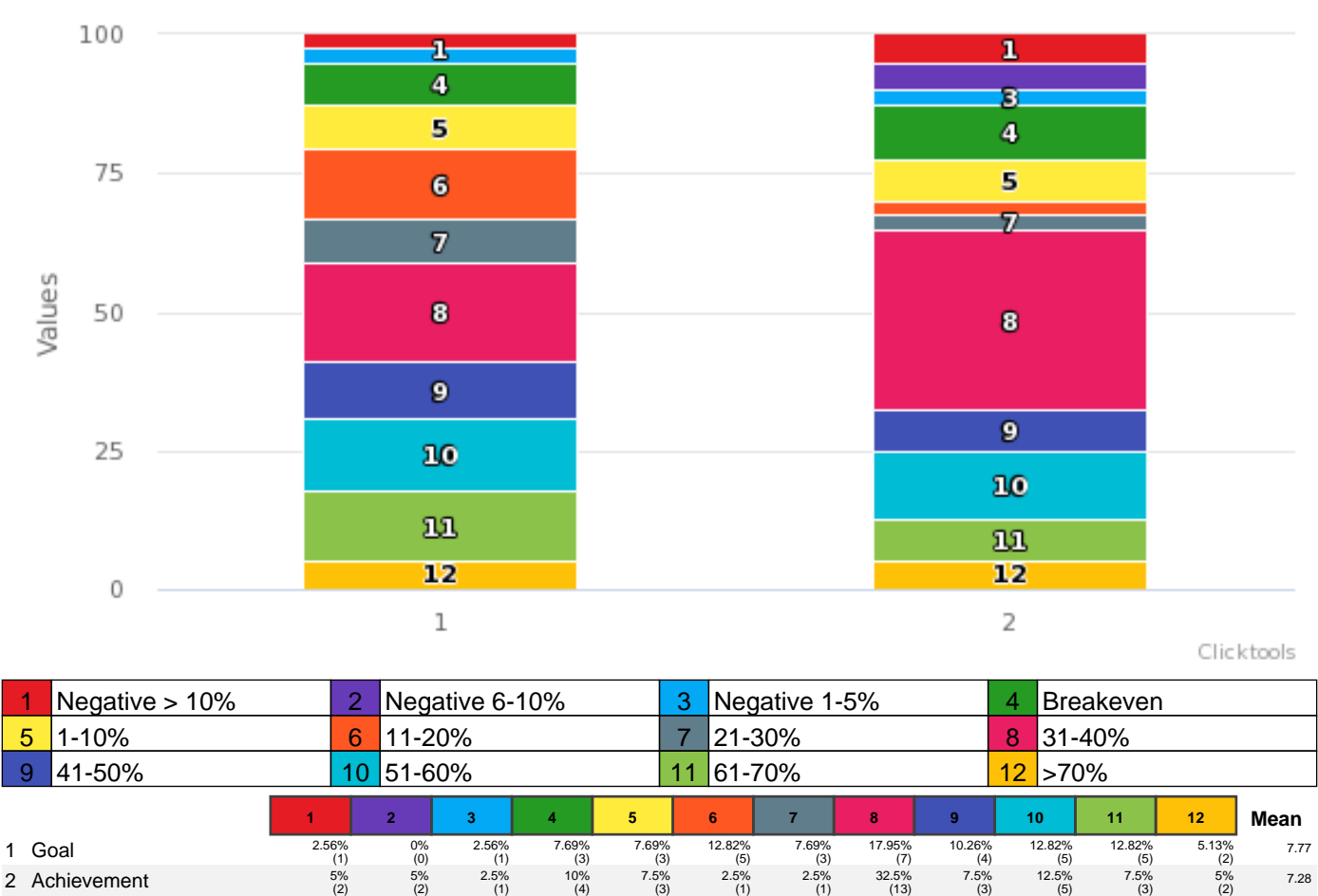
Response: 40

27. 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	7.76%	1.93%	38.83%	29.24%	6.72%	1.87%	6.83%	2.74%	2.7%
Highest	85%	15%	95%	85%	25%	30%	30%	17%	27%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	16.12	3.33	25.03	20.96	6.35	5.92	8.19	5.15	6.14

Response: 46

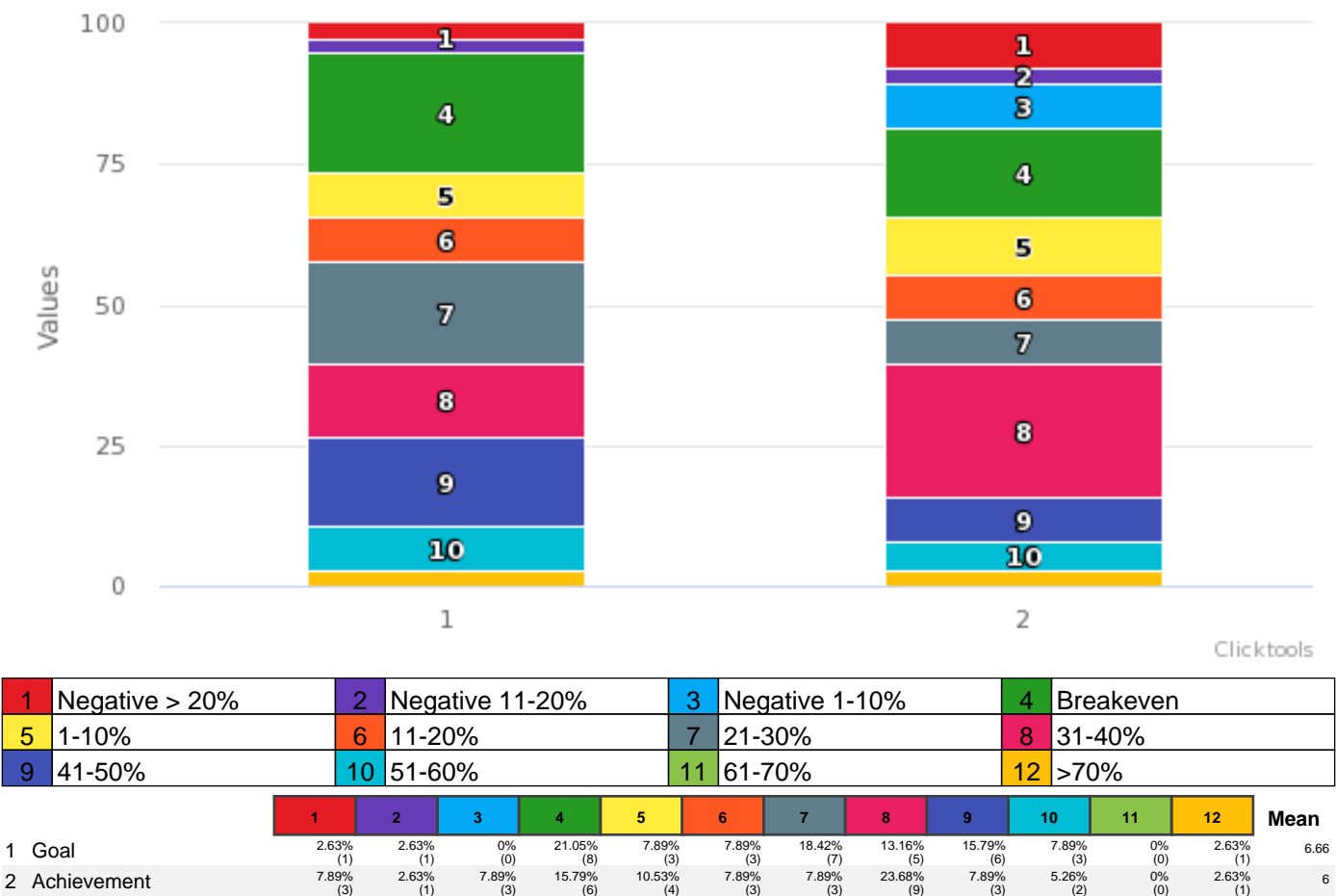
28. What was your gross margin (sometimes called delivery margin) goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



Response: 41

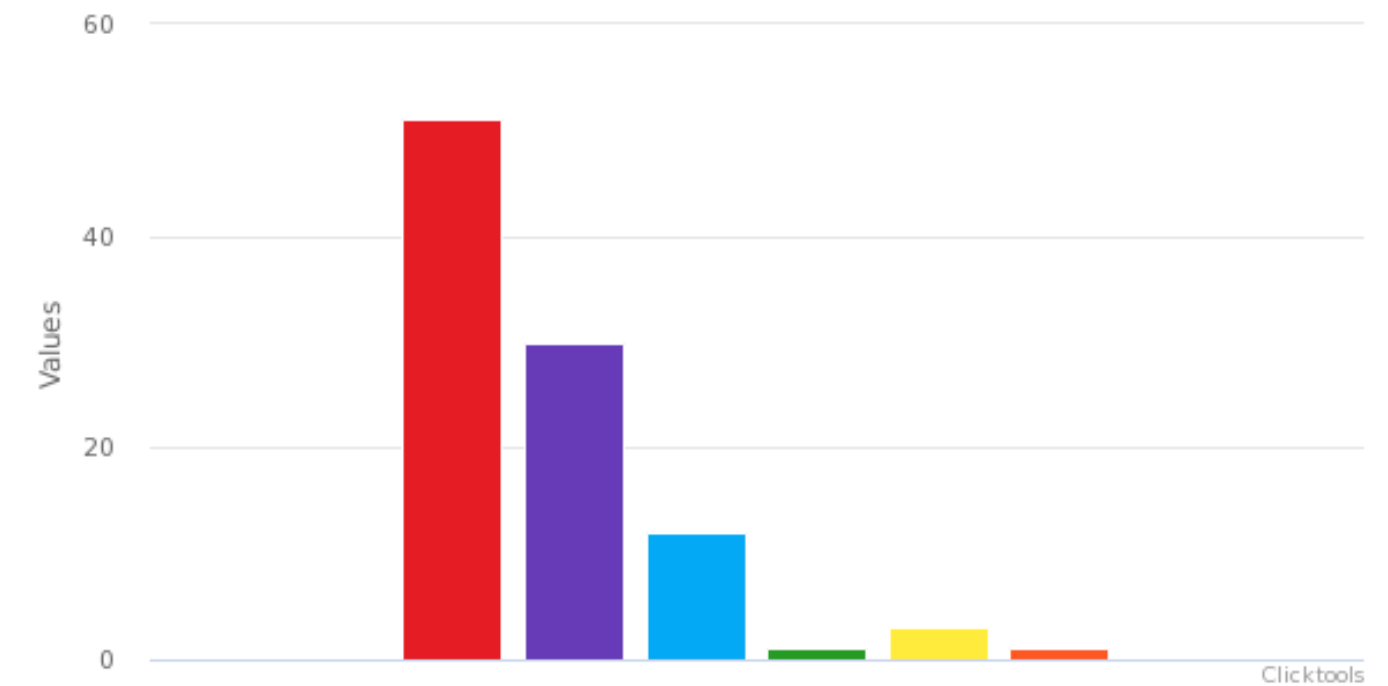


29. What was your operating margin goal and achievement in the most recent fiscal year (operating margin is revenue minus all expenses except corporate allocations)?



Response: 41

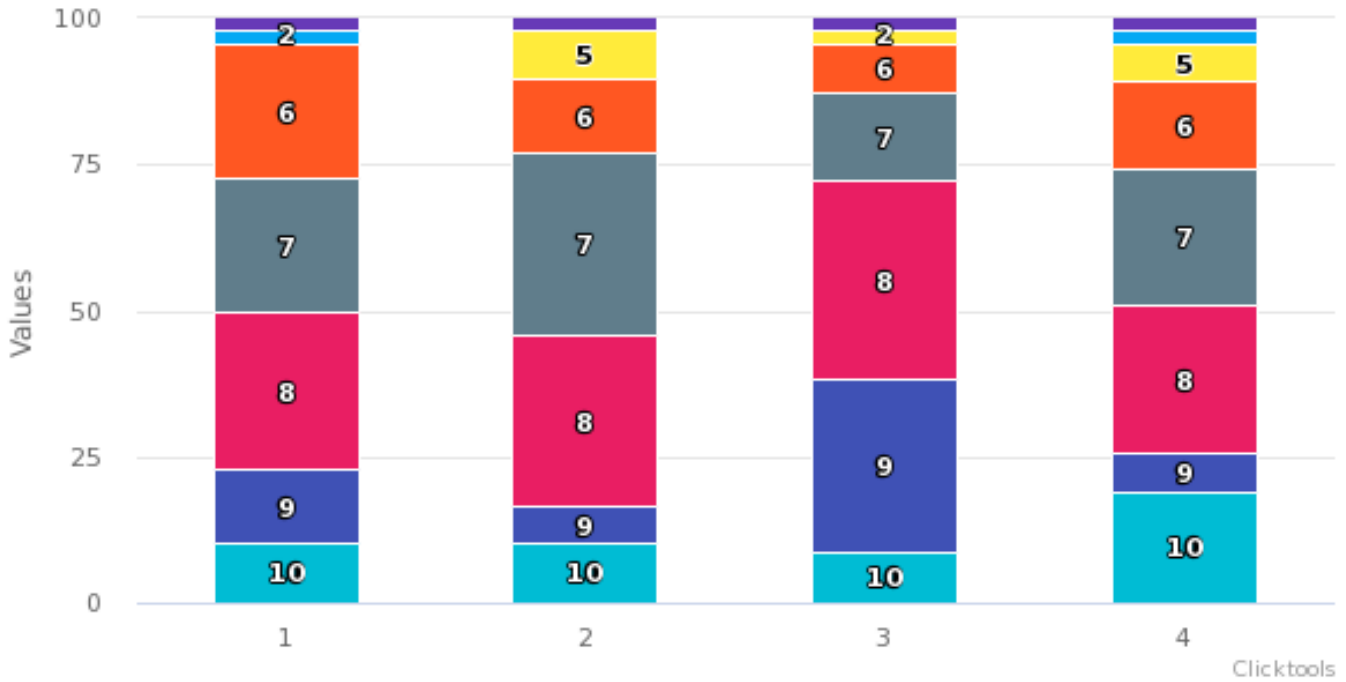
30. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	98.08% (51)	2 - Net Promoter Score	57.69% (30)
3 - Kirkpatrick Level 2 Assessments	23.08% (12)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	1.92% (1)
5 - Impact company KPIs (Kirkpatrick Level 4)	5.77% (3)	6 - Other	1.92% (1)

Response: 52

31. 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%)?

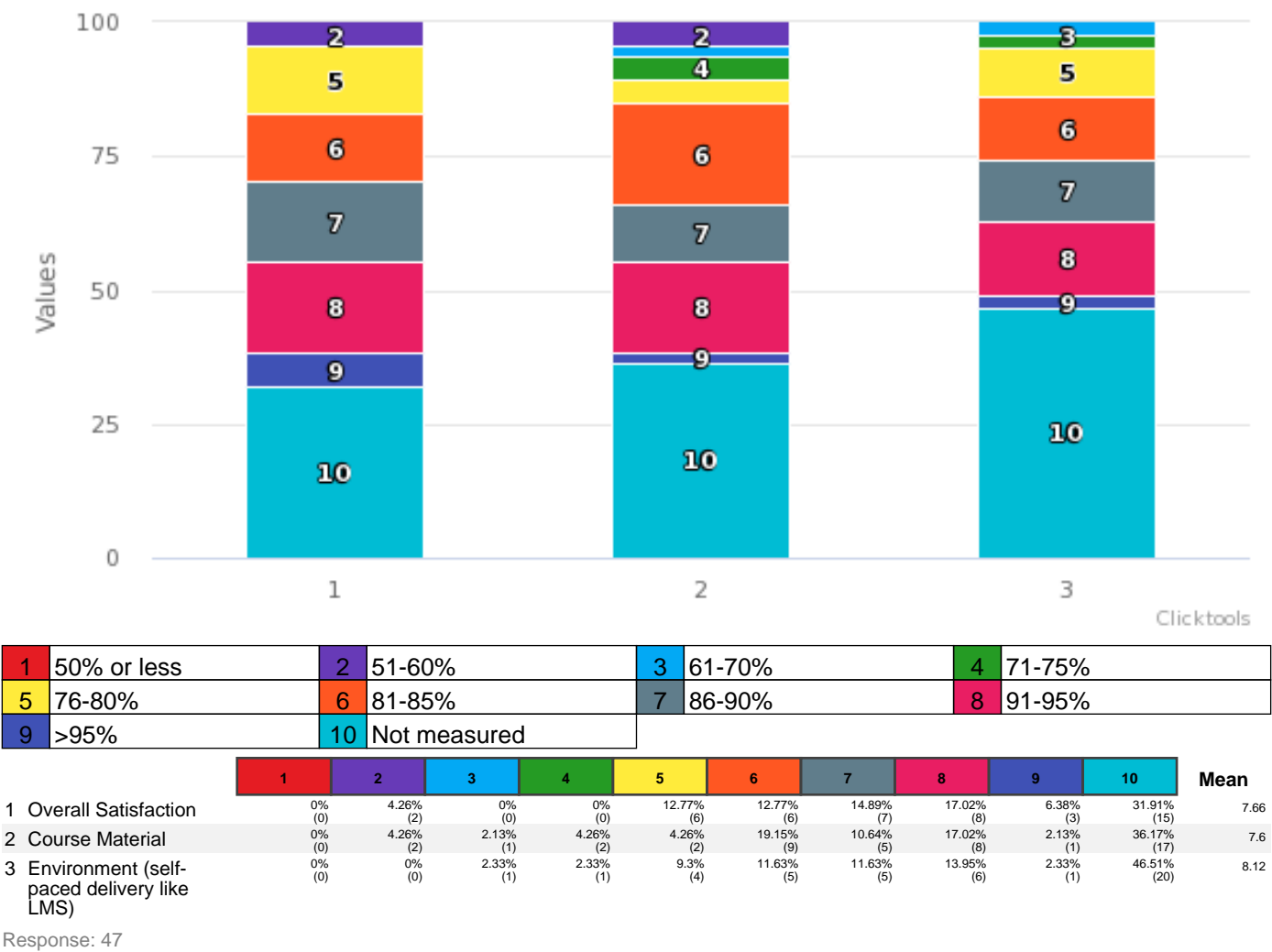


1 50% or less	2 51-60%	3 61-70%	4 71-75%
5 76-80%	6 81-85%	7 86-90%	8 91-95%
9 >95%	10 Not measured		

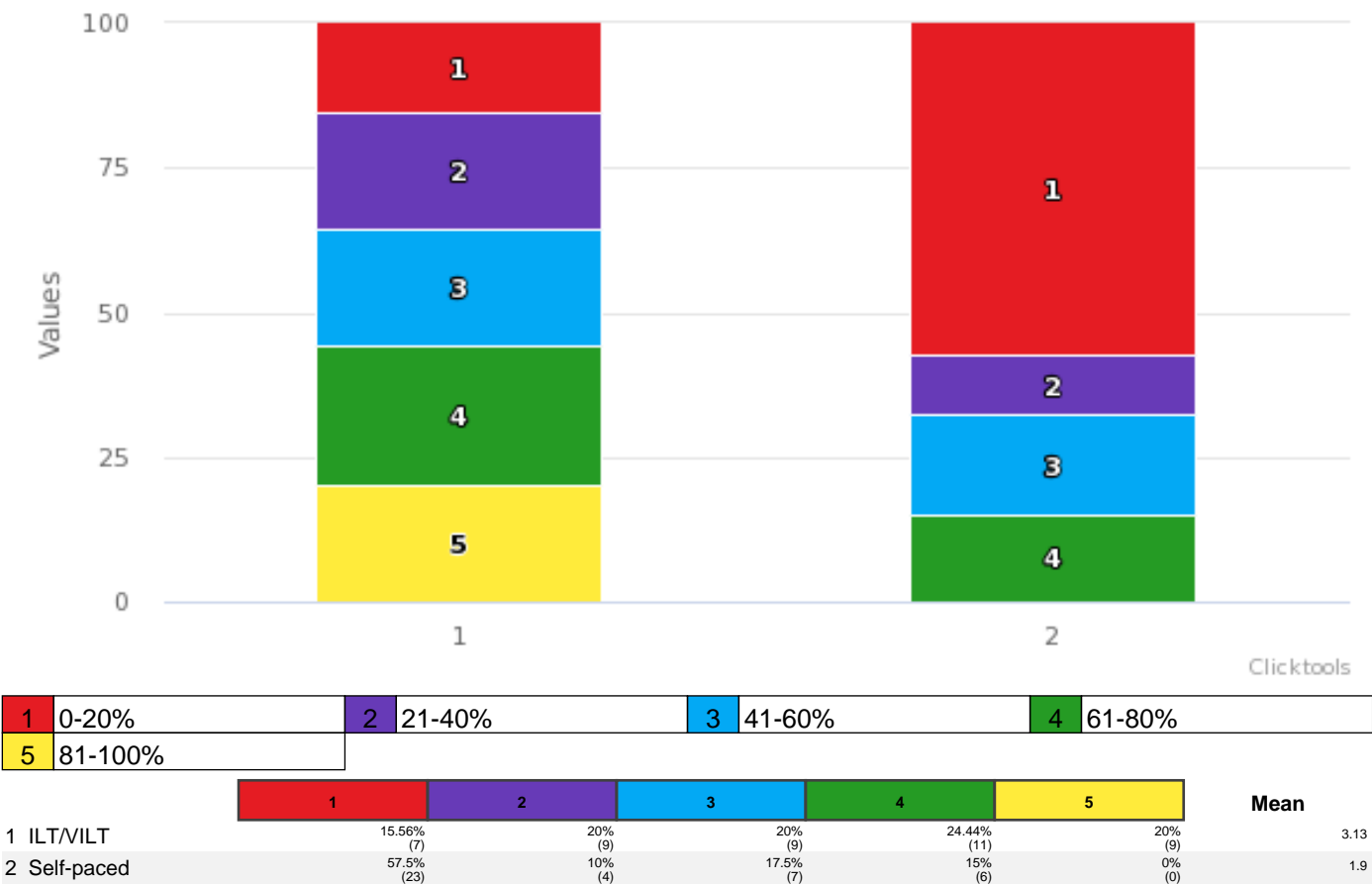
	1	2	3	4	5	6	7	8	9	10	Mean
1 Overall Satisfaction	0% (0)	2.08% (1)	2.08% (1)	0% (0)	0% (0)	22.92% (11)	22.92% (11)	27.08% (13)	12.5% (6)	10.42% (5)	7.42
2 Course Material	0% (0)	2.08% (1)	0% (0)	0% (0)	8.33% (4)	12.5% (6)	31.25% (15)	29.17% (14)	6.25% (3)	10.42% (5)	7.33
3 Instructors	0% (0)	2.13% (1)	0% (0)	0% (0)	2.13% (1)	8.51% (4)	14.89% (7)	34.04% (16)	29.79% (14)	8.51% (4)	7.96
4 Environment (labs, classrooms, and so on)	0% (0)	2.13% (1)	2.13% (1)	0% (0)	6.38% (3)	14.89% (7)	23.4% (11)	25.53% (12)	6.38% (3)	19.15% (9)	7.49

Response: 48

32. 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%)?

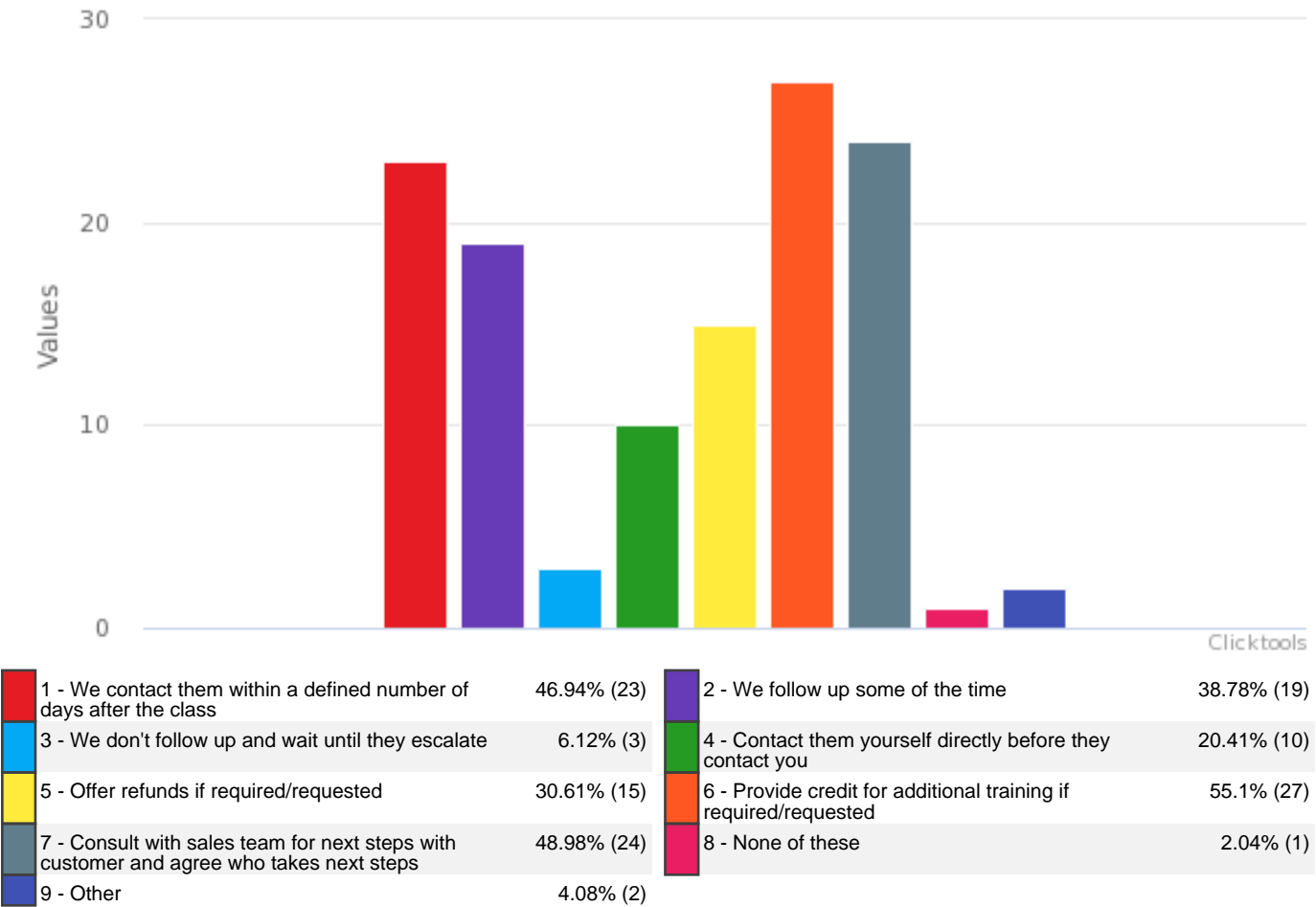


33. What is your average percentage response rate for your evaluations?



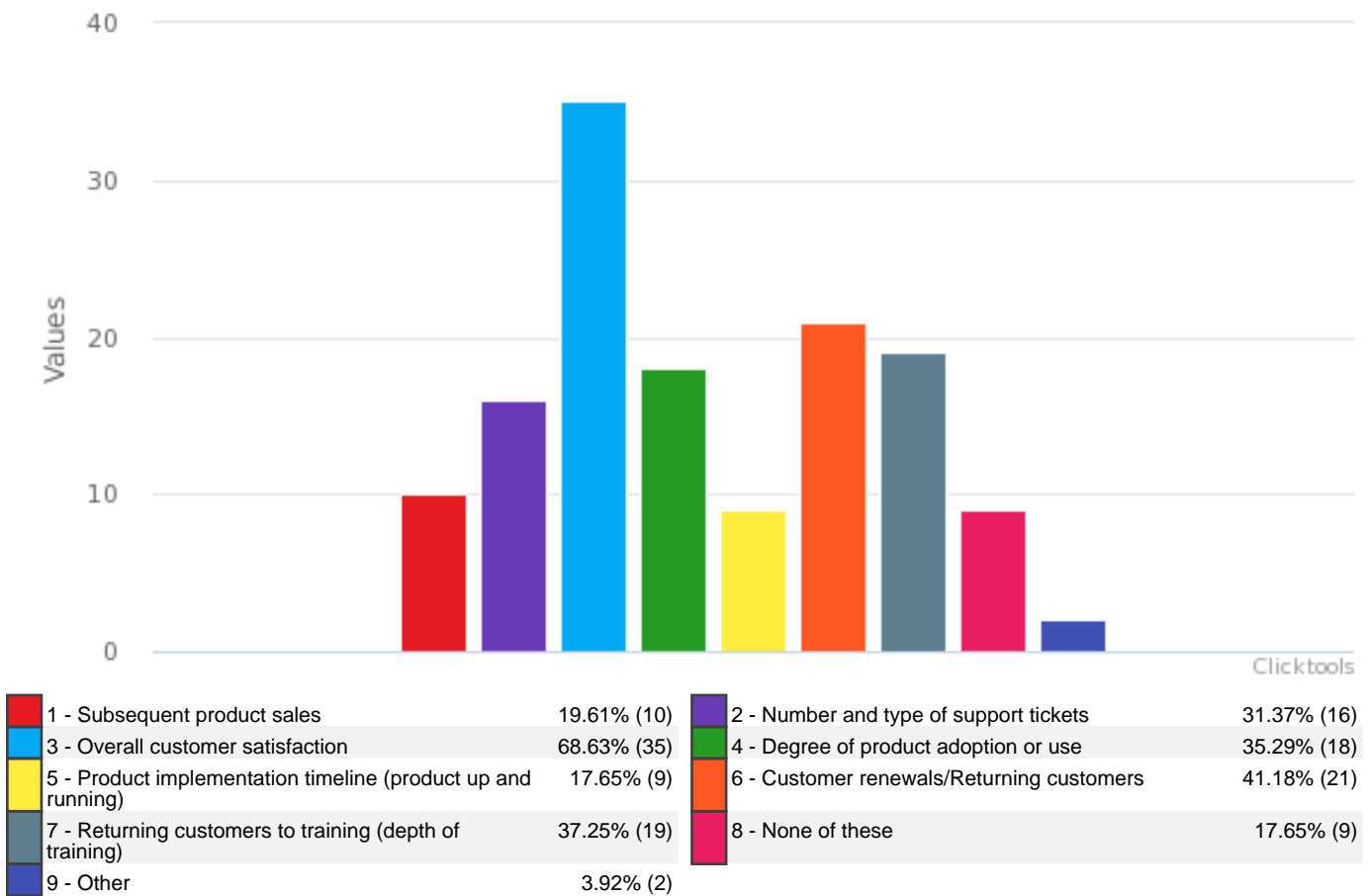
Response: 46

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



Response: 49

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



Response: 51

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

- 1 If the customer was trained or not and if the expansion of training internally led to footprint expansion
- 2 Direct statement of impact by customer  
New product sales following a training event  
Historic buying patterns v. training events
- 3 We measure the correlation between training delivery and customer ramp over a 3-6 month window.
- 4 Calculate product revenue for trained/non trained customer
- 5 Track trained vs untrained customers in the BI tool
- 6 Expansion rates
- 7 Increased sales or renewals
- 8 Track account and training correlation (low, medium, high)

Response: 8

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

- 1 cross-referenced customers with trained customers and a flag in the support ticket if they could benefit from training or not
- 2 Primarily number of tickets, level of complexity v. training
- 3 Manual review of cases that are categorized as operational issues; look for trends.
- 4 Track trained vs untrained customers in the BI tool
- 5 Support tickets are categorized by ticket type - enablement related tickets are passed on to content development and included in enablement content. Afterwards it is checked if the number of support tickets is decreasing or if further action is required on enablement content side
- 6 Lower L3 escalations
- 7 Support and Education included in Customer Healthscore metric
- 8 we don't measure this anymore. several years ago we found trained people opened more tickets, but the quality of question / engagement was better and it was typically advanced. would like to measure again this year
- 9 Impact on case deflections

Response: 9

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

- 1 overlay with company NPS to trained customers
- 2 trained / not trained v. overall CSAT scores
- 3 Company consolidated NPS
- 4 Customer Support Managers work directly with customers to ensure all training needs are covered. Also some reporting occurs
- 5 NA
- 6 CSAT scores and surveys
- 7 We haven't gotten here yet, but I believe that in 2021 we will be looking at the customer's overall NPS and will look at trained vs. untrained customers and their NPS responses.
- 8 Calculate product NPS for trained/non trained customer
- 9 NPS
- 10 Immediate post-training feedback surveys and 6-month impact surveys.
- 11 Track trained vs untrained customers in the BI tool
- 12 Adoption of product
- 13 We don't have access to data other than surveys we send out.
- 14 We are in the process of implementing NPS this year.
- 15 1. Customer satisfaction surveys  
2. Conversations with HPE Account Managers and customers
- 16 customer satisfaction of customers with learning activity vs. customers without learning activity
- 17 Post-class survey.
- 18 Tough to do, but we try through overall NPS and measuring training completions.
- 19 evals and customer interviews
- 20 Education included in Customer Healthscore metric
- 21 Track account and training correlation (low, medium, high)
- 22 we don't
- 23 Correlate educational survey scores with corporate survey.

Response: 23

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

- 1 product usage and license consumption metrics based on trained customers
- 2 NA
- 3 decreased support calls; increased customer productivity
- 4 not measuring yet
- 5 Track trained vs untrained customers in the BI tool
- 6 Customer dashboard
- 7 Training has been measured as one of the contributing factors but not as the only one.
- 8 comparison of adoption rates of customers with learning activity vs. customers without learning activity
- 9 Value Assessments (done by Customer Success Managers)
- 10 Fewer implementation problems
- 11 Track product usage against training penetration

Response: 11

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

- 1 timing of training with PS services
- 2 Track trained vs untrained customers in the BI tool
- 3 We have no way to measure this metric.
- 4 Time to Value
- 5 Faster implementation

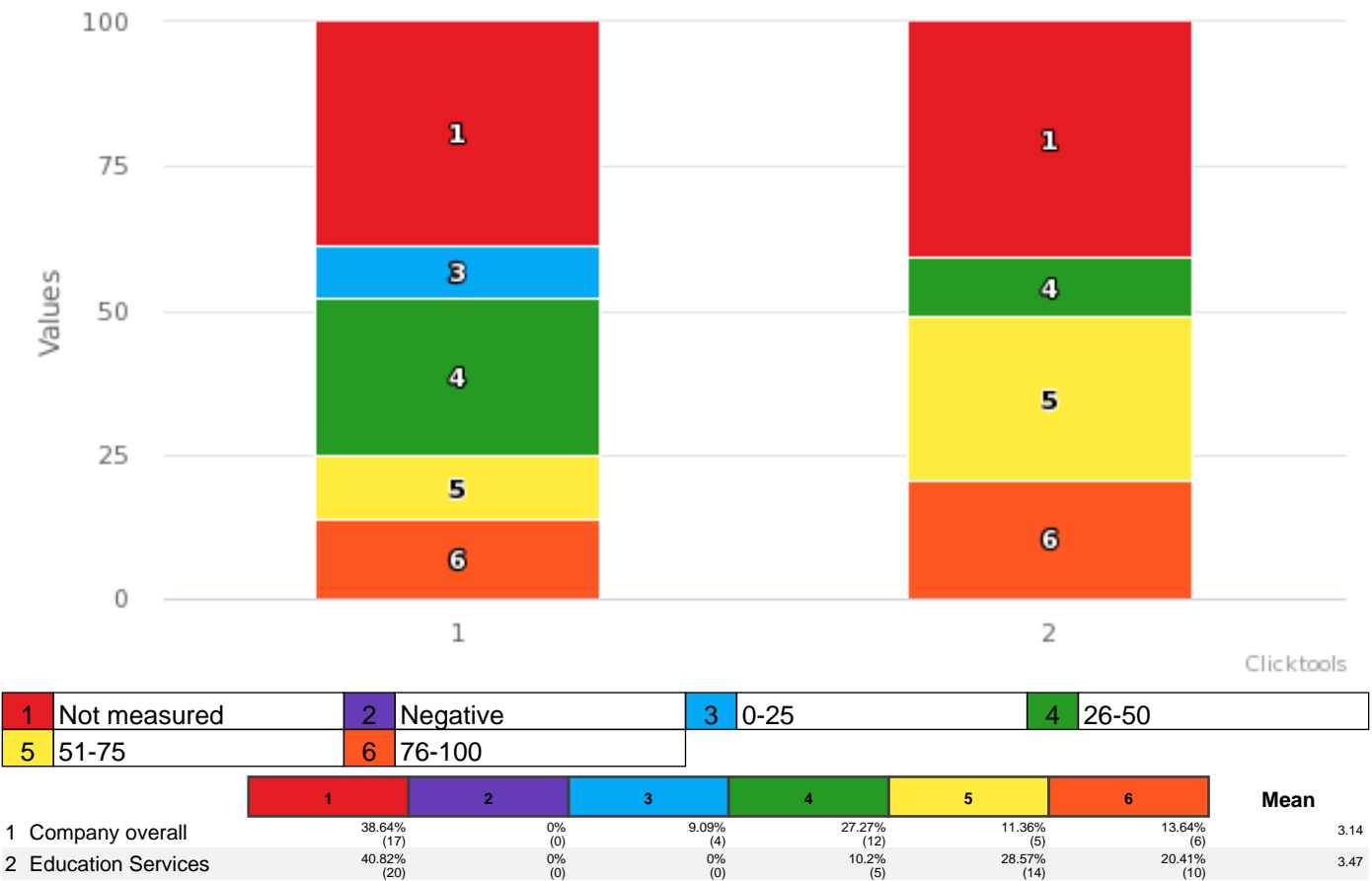
Response: 5

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

- 1 Purely trained/not trained v. renewal
- 2 Report on renewals, how much training has occurred with customer. Specifically look at non-renewals whether training occurred/offered
- 3 not really measured
- 4 Track trained vs untrained customers in the BI tool
- 5 Use of applications
- 6 - Number of classes per year a customer takes
- 7 comparison of renewal rates of customers with learning activity vs. customers without learning activity
- 8 Renewals and additional training orders
- 9 Reduced churn
- 10 Renewals and Expands plus Education included in Customer Healthscore metric
- 11 we do measure it. Pretty straight forward math to look at rolling 3 years of churn /renewal data (since 3 years is preferred contract length) and figure out who was trained or not. 10 PT renewal gain if trained and/or certified

Response: 11

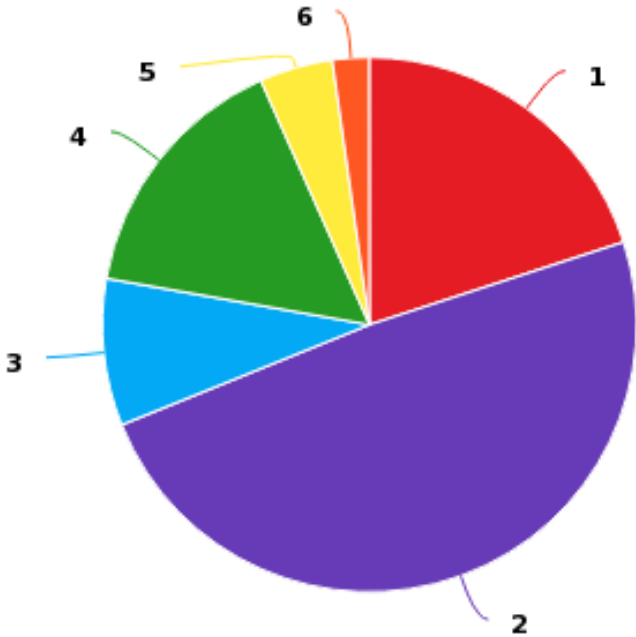
42. What was your Net Promotor Score (NPS) for the last measured year? (-100 to +100)



Response: 49



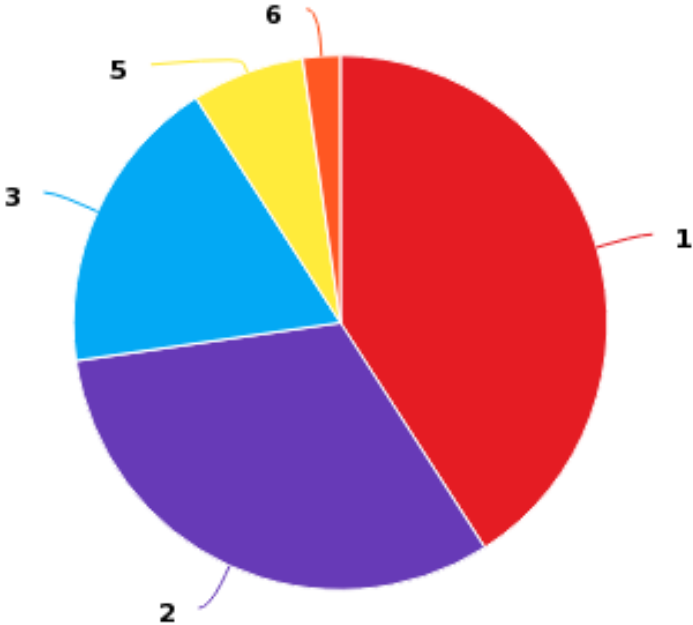
43. What is the average education services deal size when education offerings are sold together with product (single PO)?



1 - Less than \$5,000	20% (9)	2 - \$5,000-\$24,999	48.89% (22)
3 - \$25,000-\$49,999	8.89% (4)	4 - \$50,000-\$99,999	15.56% (7)
5 - \$100,000-\$199,999	4.44% (2)	6 - \$200,000 or more	2.22% (1)

Mean: 2.42  
Response: 45

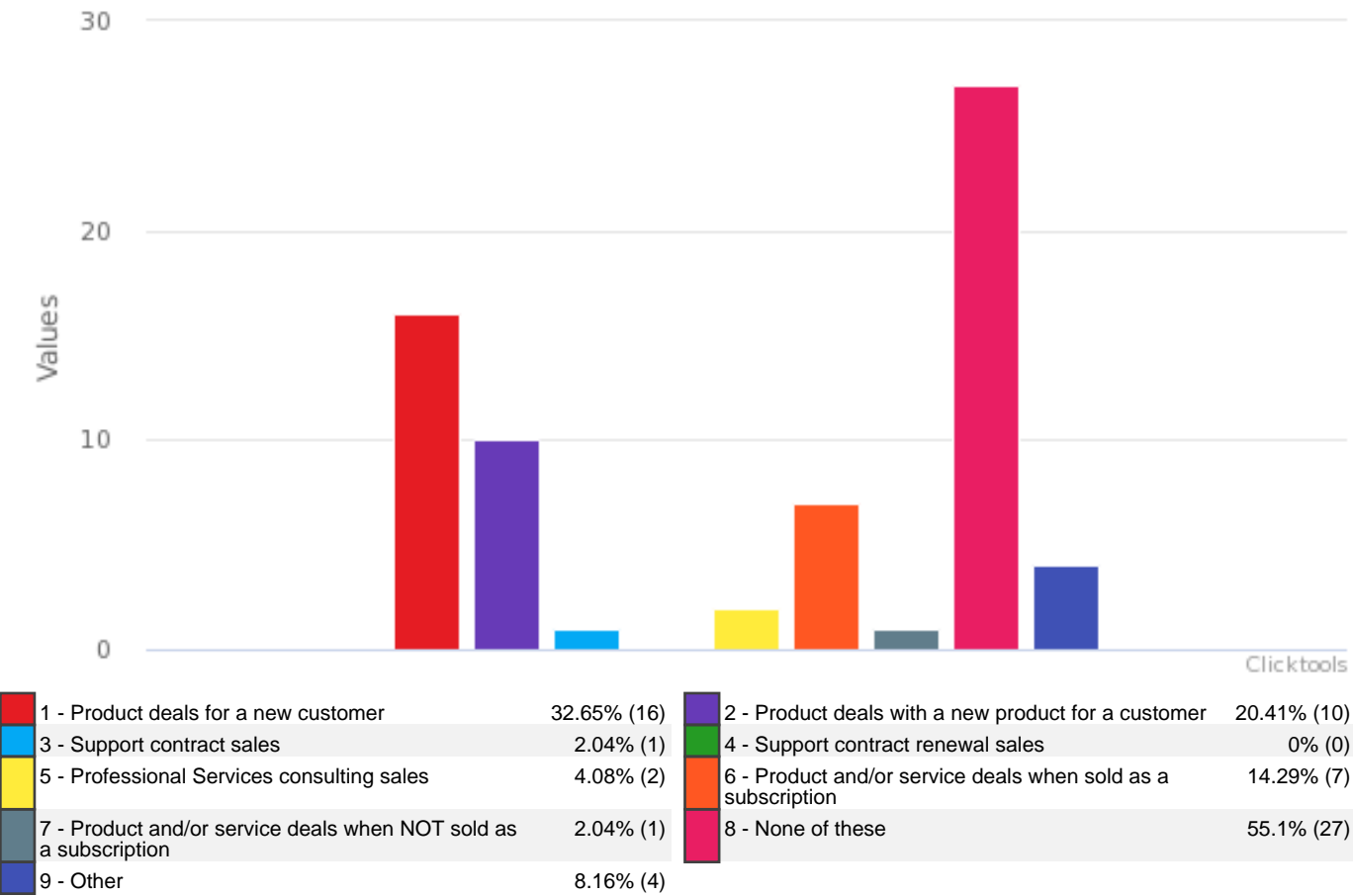
44. What is the average education services deal size when education offerings are NOT sold together with product?



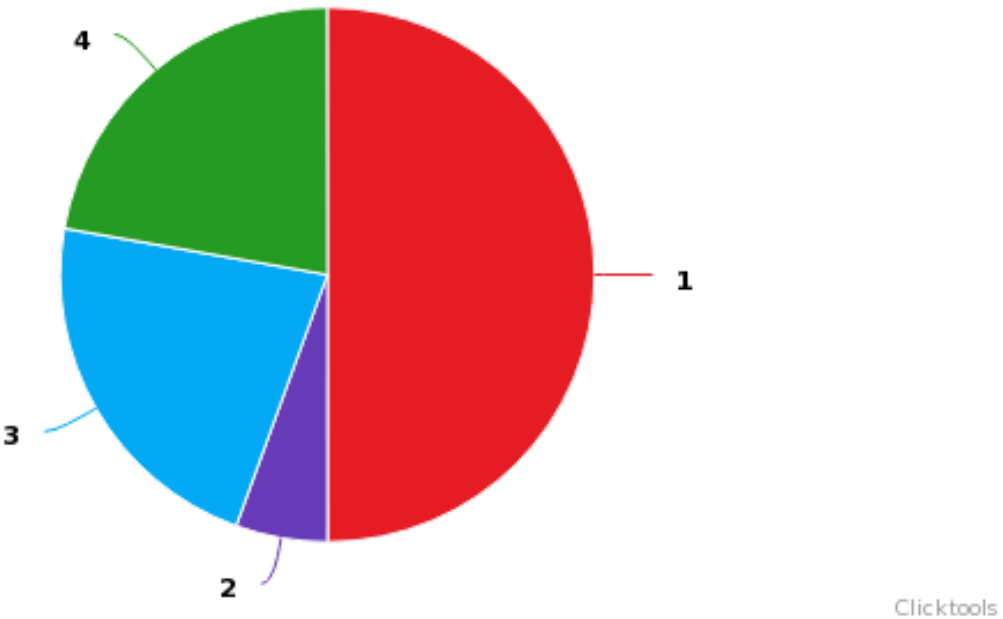
1 - Less than \$5,000	40.91% (18)	2 - \$5,000-\$24,999	31.82% (14)
3 - \$25,000-\$49,999	18.18% (8)	4 - \$50,000-\$99,999	0% (0)
5 - \$100,000-\$199,999	6.82% (3)	6 - \$200,000 or more	2.27% (1)

Mean: 2.07

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



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



1 - Mandatory education attach is percentage of product costs (eg 5% of products costs is education)	50% (9)	2 - Mandatory education attach is a defined education amount per number of product licenses (eg every 1000 licenses 5k training)	5.56% (1)
3 - Mandatory education attach is a fixed education amount independent of product costs (eg every new customer has 5k training added)	22.22% (4)	4 - Other	22.22% (4)

Mean: 2.17

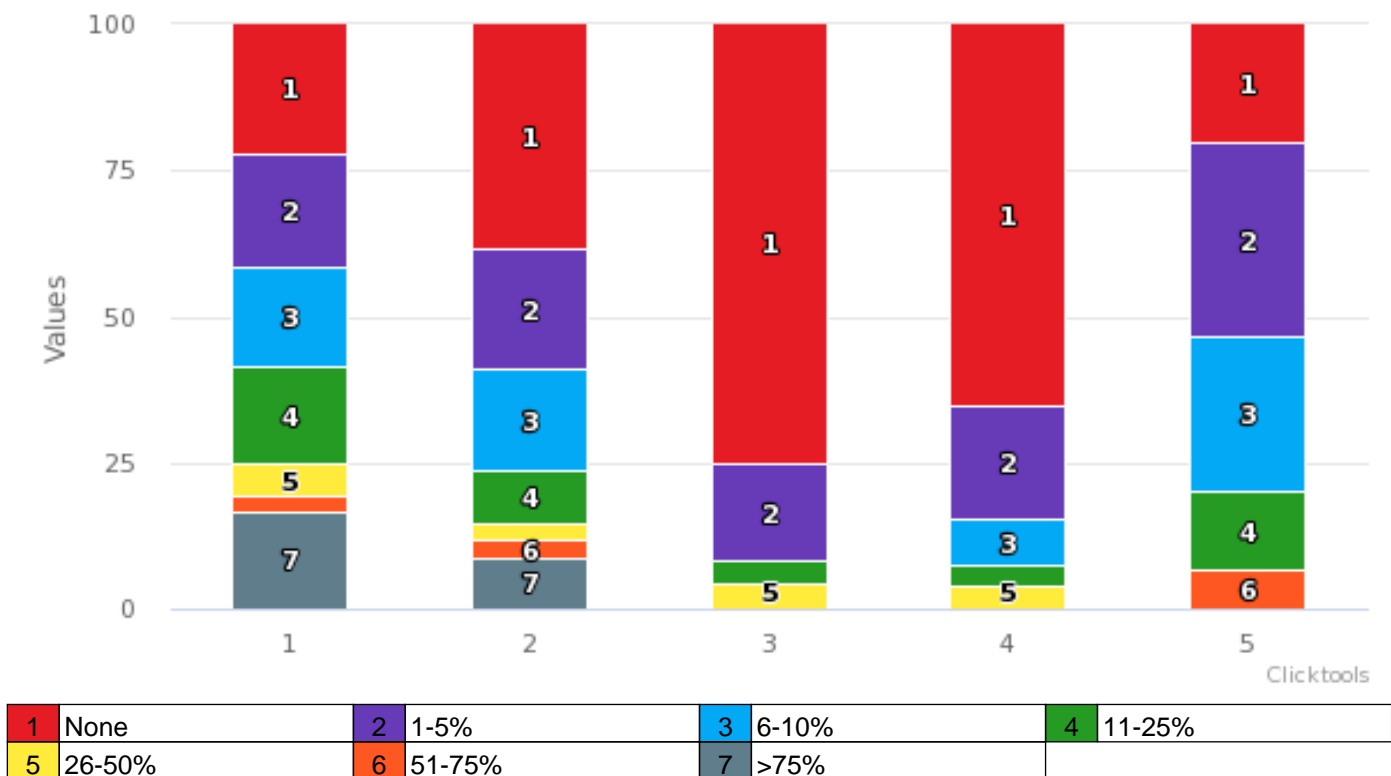
Response: 18

#### 47. 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?	Other
Average	17.64%	8.07%	7.14%
Highest	100%	98%	100%
Lowest	0%	0%	0%
Standard deviation	34.56	25.96	26.73

Response: 14

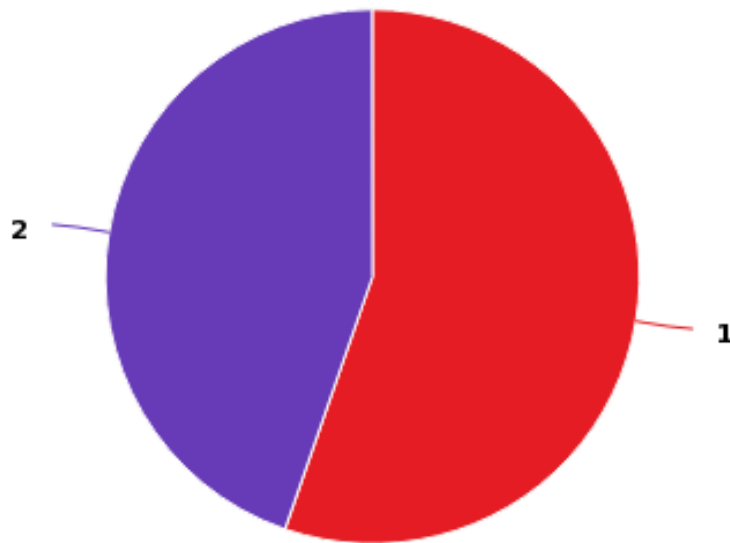
#### 48. For each of the following types of sales, what percentage of the deals included an Education Services offering in the most recent fiscal year?



	1	2	3	4	5	6	7	Mean
1 Product and/or service deals when product was sold as a subscription	22.22% (8)	19.44% (7)	16.67% (6)	16.67% (6)	5.56% (2)	2.78% (1)	16.67% (6)	3.39
2 Product and/or service deals when product was NOT sold as a subscription	38.24% (13)	20.59% (7)	17.65% (6)	8.82% (3)	2.94% (1)	2.94% (1)	8.82% (3)	2.62
3 Support contract deals	75% (18)	16.67% (4)	0% (0)	4.17% (1)	4.17% (1)	0% (0)	0% (0)	1.46
4 Support contract renewal deals	65.38% (17)	19.23% (5)	7.69% (2)	3.85% (1)	3.85% (1)	0% (0)	0% (0)	1.62
5 Professional Services consulting sales	20% (6)	33.33% (10)	26.67% (8)	13.33% (4)	0% (0)	6.67% (2)	0% (0)	2.6

Response: 40

#### 49. Do you allow company partners or education partners to resell training?



1 - Yes

55.32% (26) 2 - No

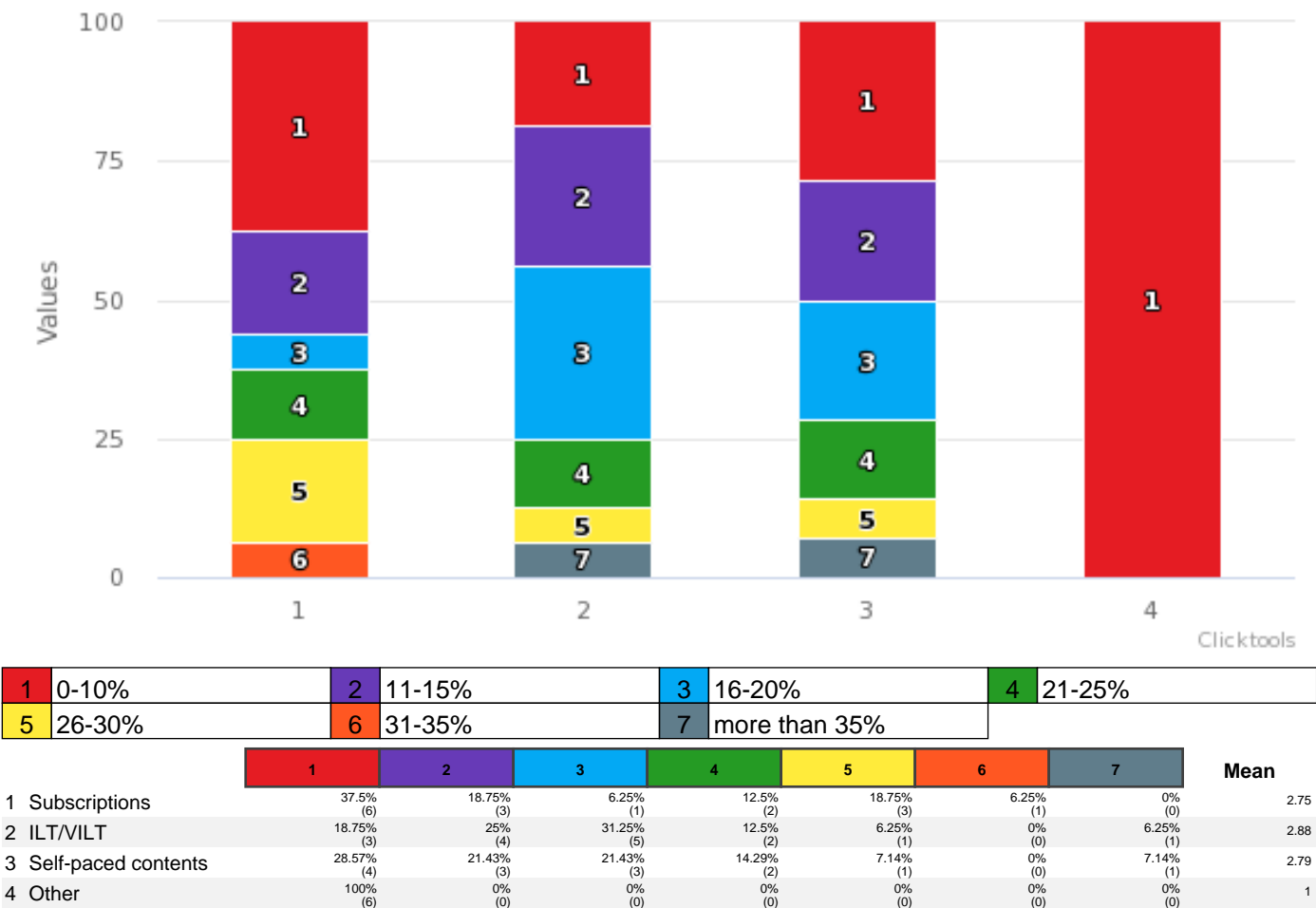
Clicktools

44.68% (21)

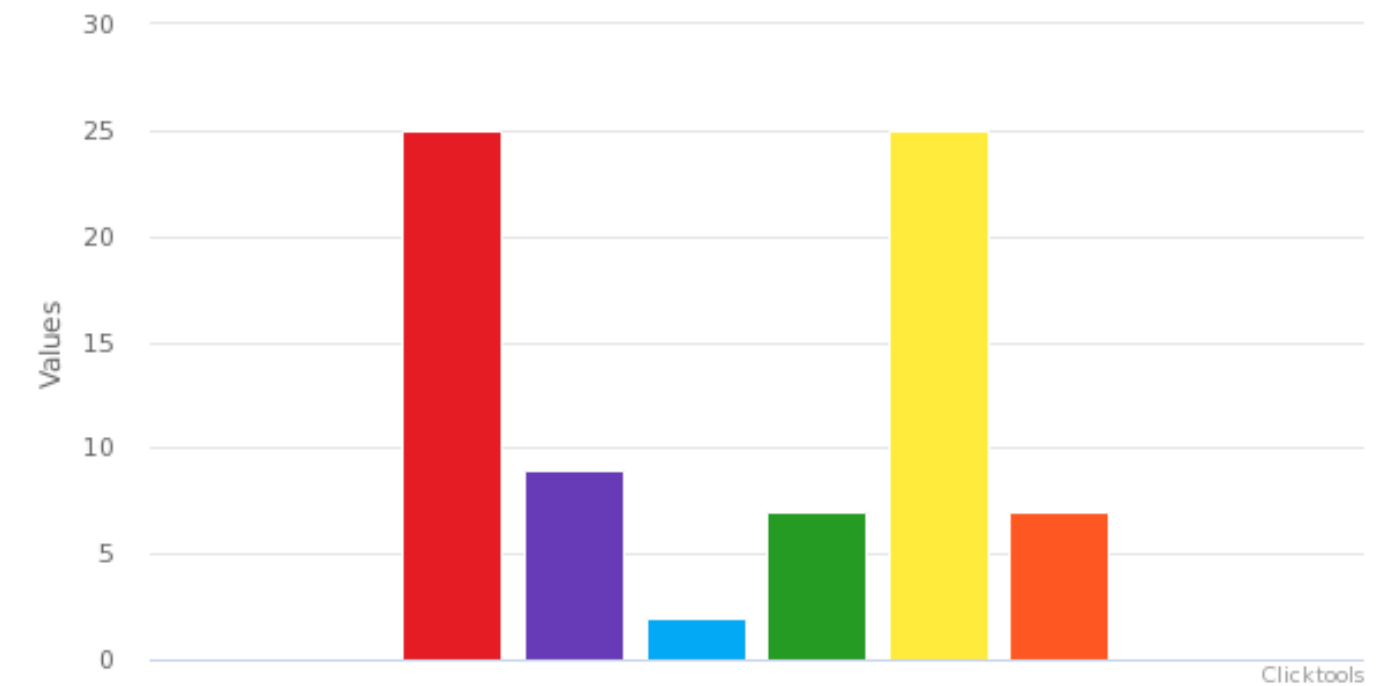
Mean: 1.45

Response: 47

50. Which resell discount do you provide to partners for the following education services?



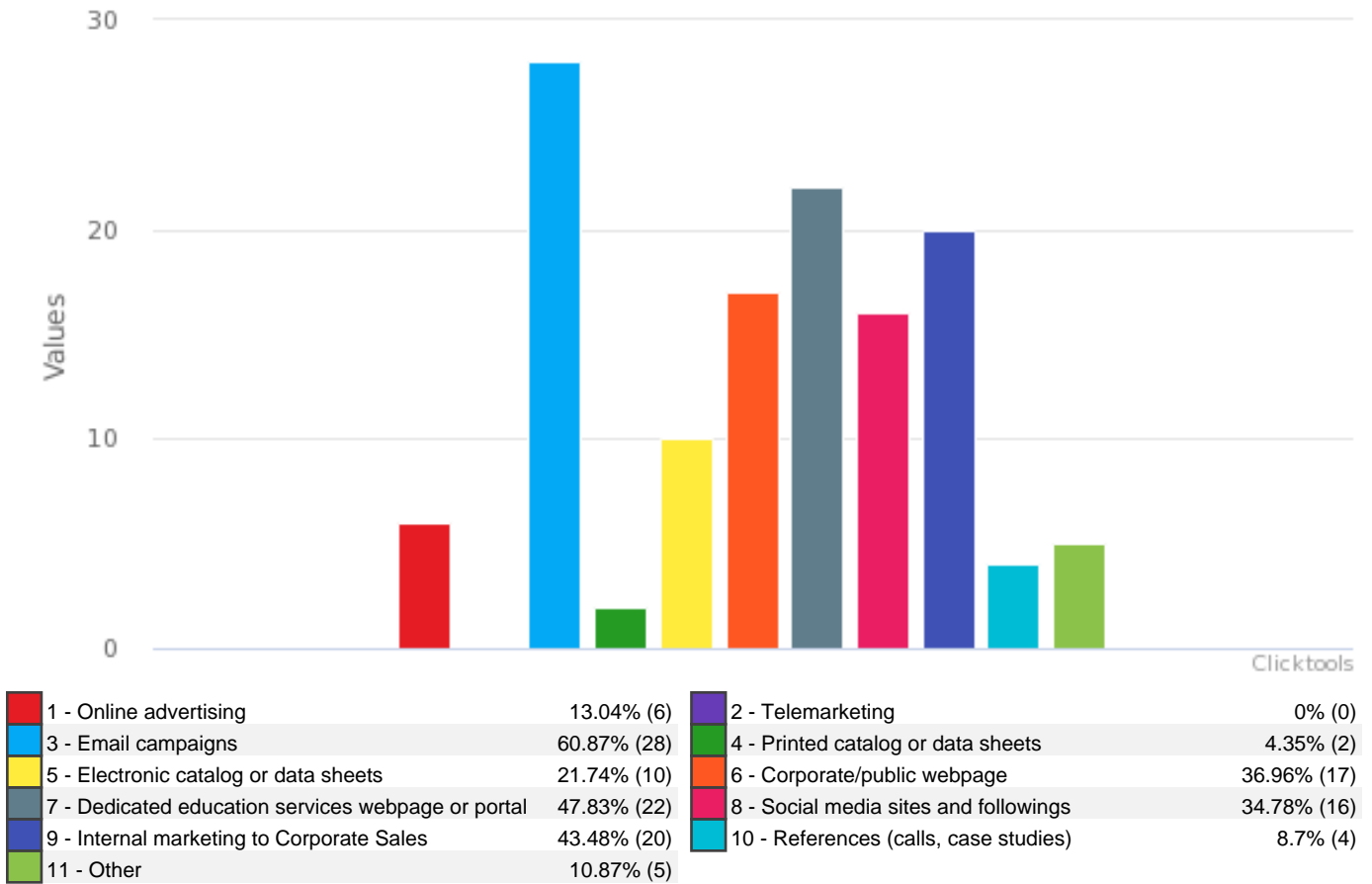
51. Which organization is responsible for marketing Education Services offerings? Select all that apply.



1 - Corporate Marketing	50% (25)	2 - A Business Unit Marketing organization	18% (9)
3 - Regional Marketing organizations	4% (2)	4 - Customer Services Marketing	14% (7)
5 - Education Services Marketing	50% (25)	6 - Other	14% (7)

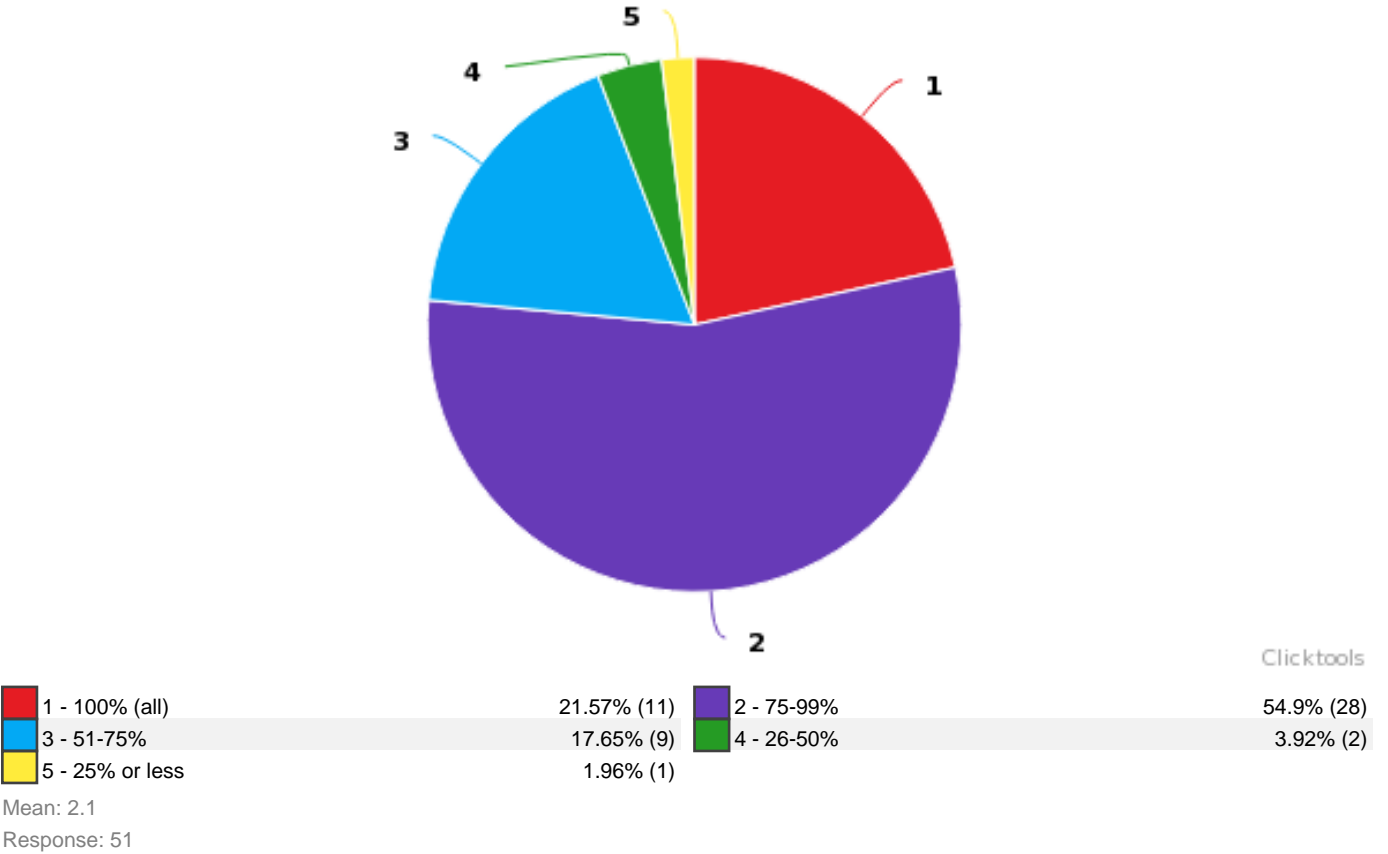
Response: 50

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

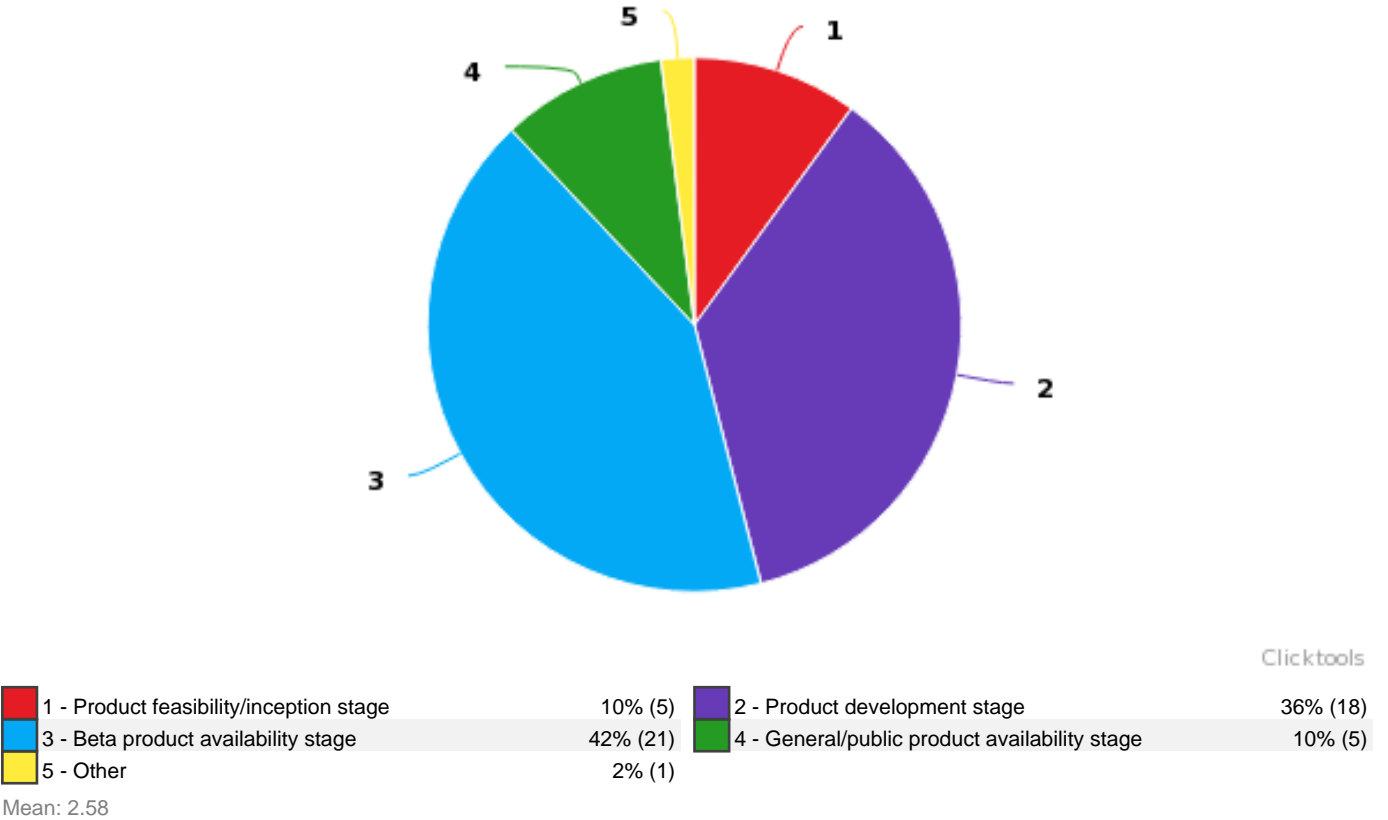


Response: 46

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

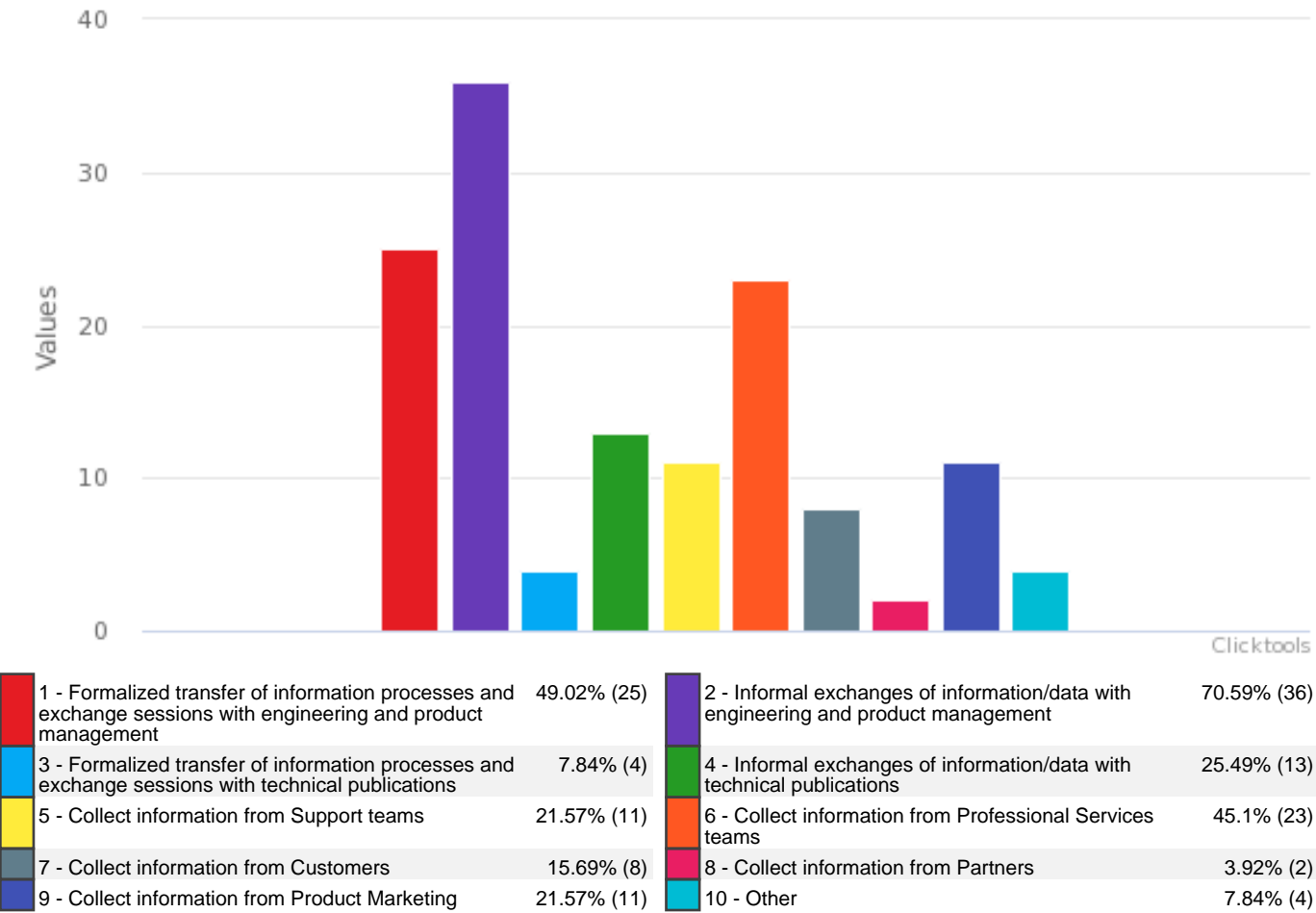


54. At what stage of the product development cycle is curriculum design and course development first involved?



Response: 50

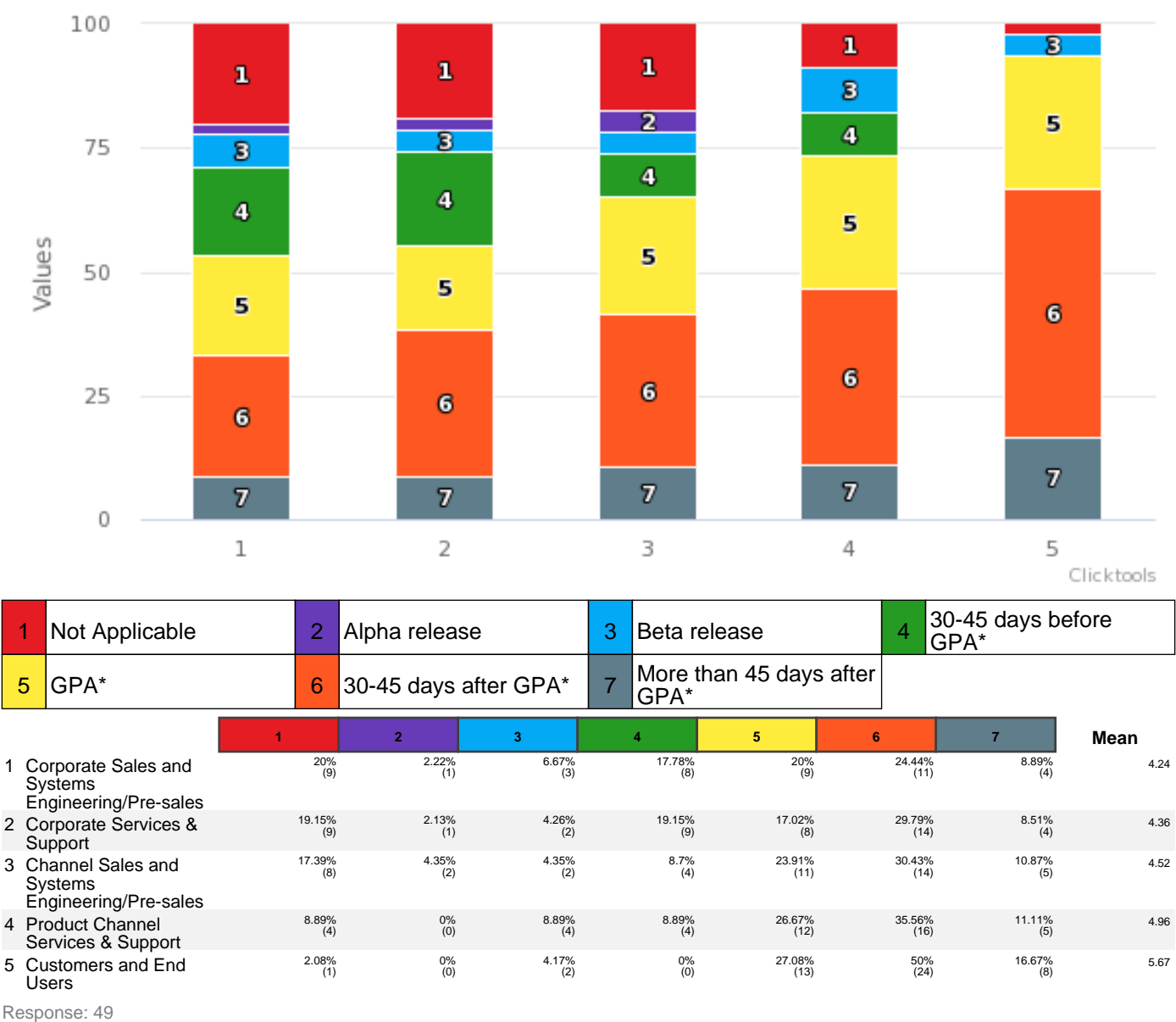
55. What are the MAIN ways your Education Services team gathers curriculum design and course development information/data required to create or update offerings? Select no more than three.



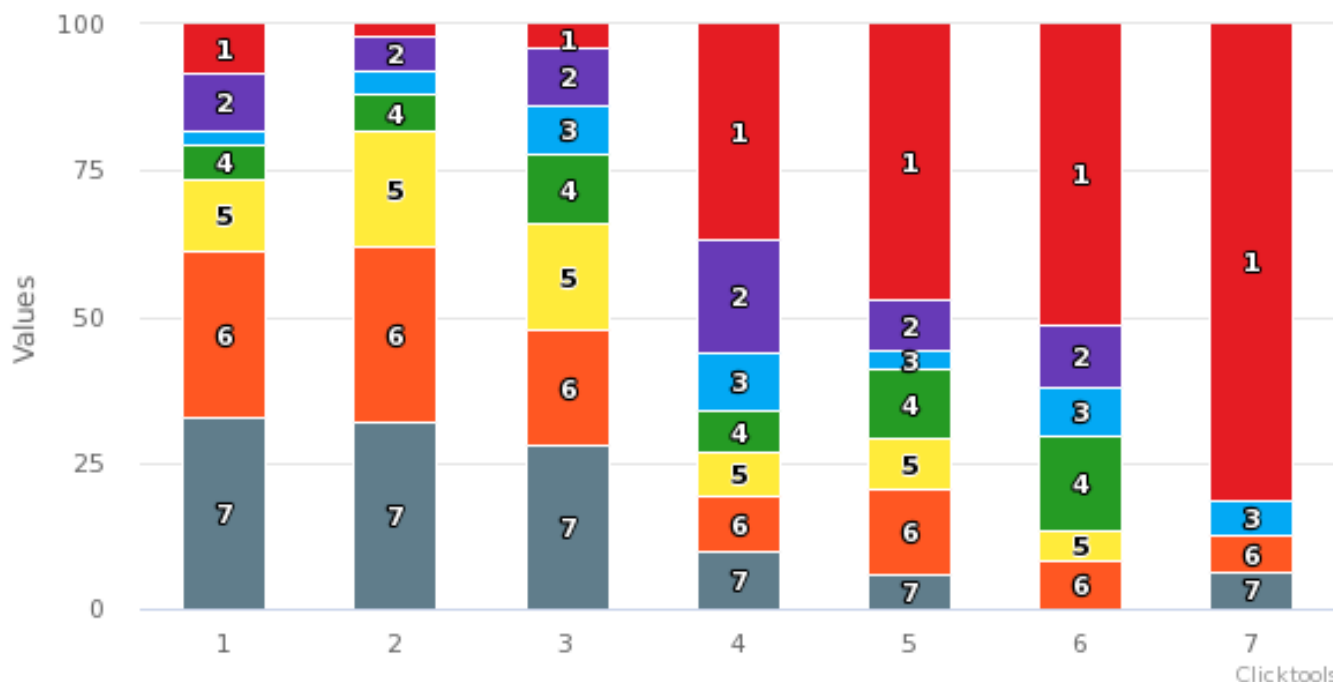
Response: 51



56. 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).



57. 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)?

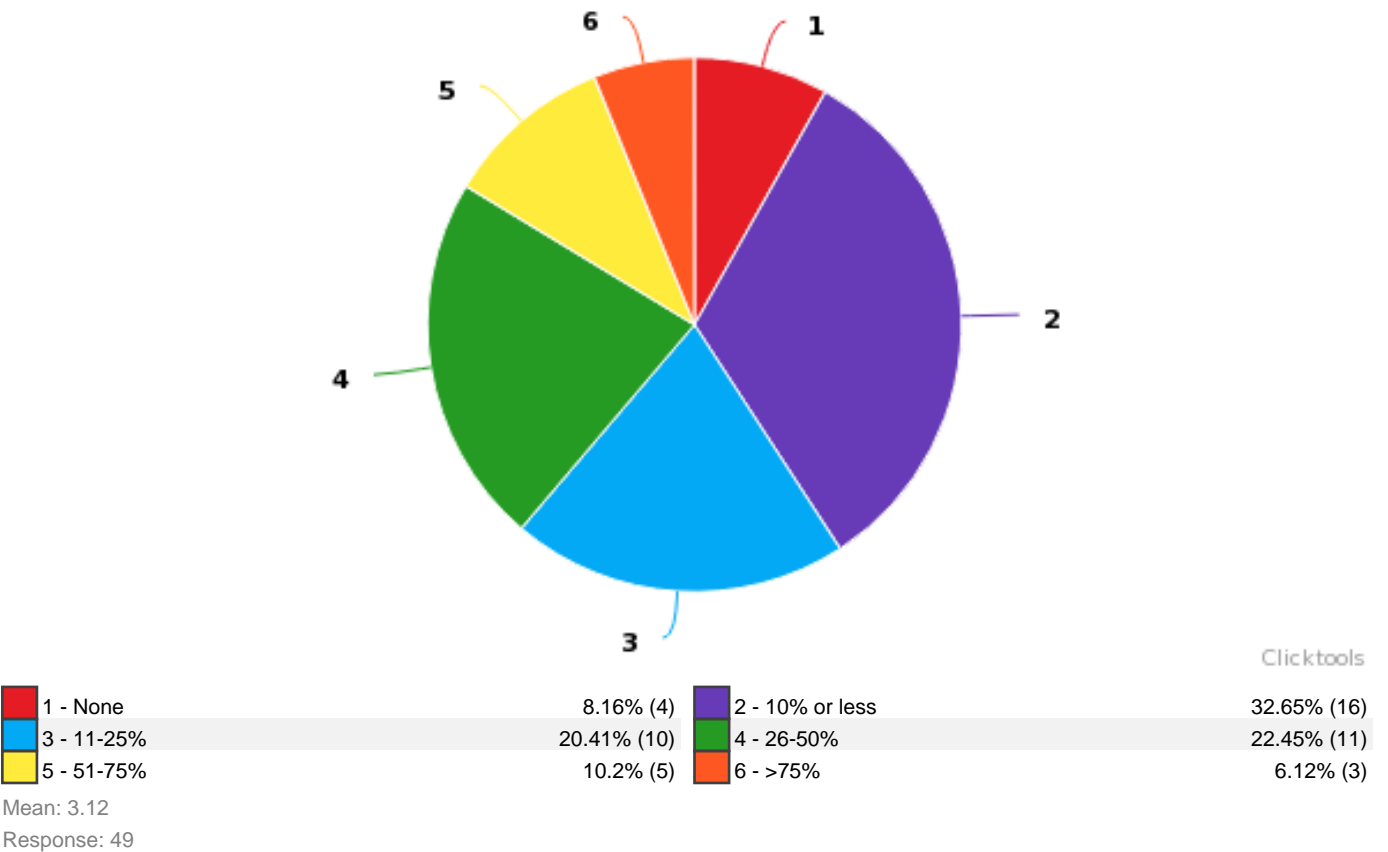


1	None	2	1-10%	3	11-25%	4	26-50%
5	51-75%	6	76-95%	7	All (>95%)		

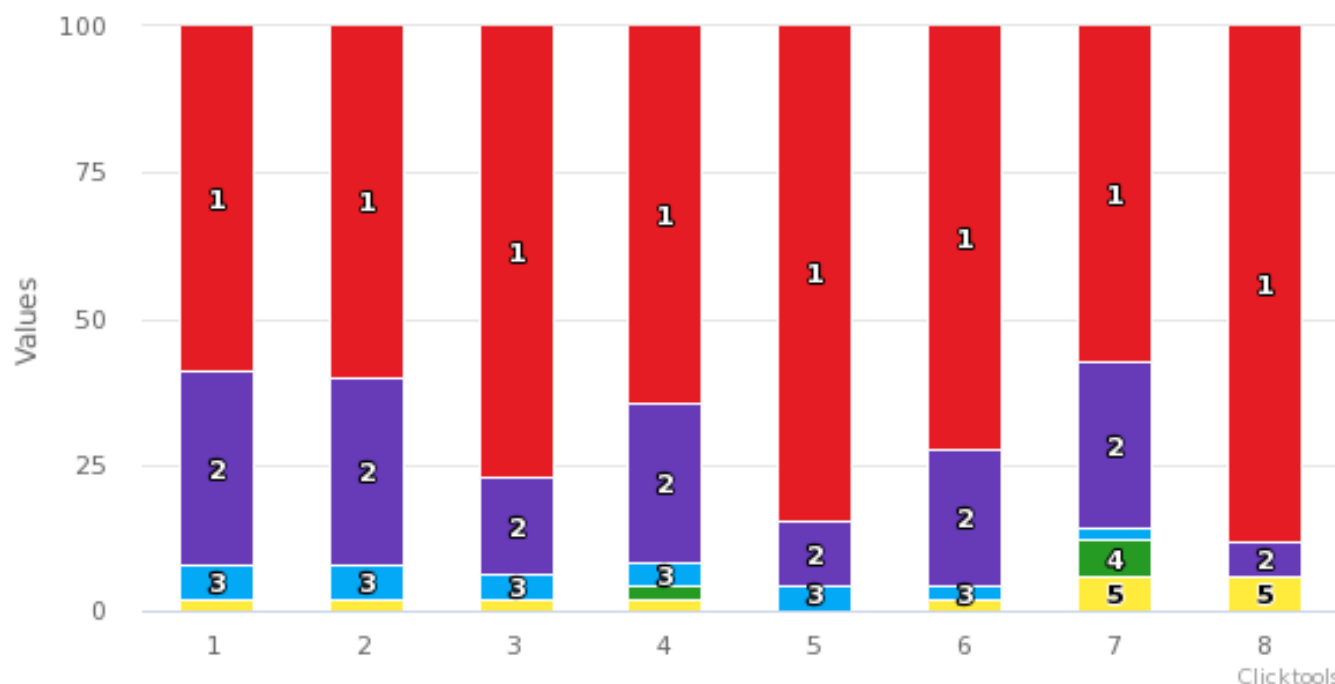
	1	2	3	4	5	6	7	Mean
1 Classroom training	8.16% (4)	10.2% (5)	2.04% (1)	6.12% (3)	12.24% (6)	28.57% (14)	32.65% (16)	5.2
2 Virtual classroom training	2% (1)	6% (3)	4% (2)	6% (3)	20% (10)	30% (15)	32% (16)	5.54
3 eLearning	4% (2)	10% (5)	8% (4)	12% (6)	18% (9)	20% (10)	28% (14)	5.02
4 Mobile Learning (smartphones/tablets)	36.59% (15)	19.51% (8)	9.76% (4)	7.32% (3)	7.32% (3)	9.76% (4)	9.76% (4)	2.98
5 Other self paced	47.06% (16)	8.82% (3)	2.94% (1)	11.76% (4)	8.82% (3)	14.71% (5)	5.88% (2)	2.94
6 New modalities such as social learning, gamification, microlearning	51.35% (19)	10.81% (4)	8.11% (3)	16.22% (6)	5.41% (2)	8.11% (3)	0% (0)	2.38
7 Other	81.25% (13)	0% (0)	6.25% (1)	0% (0)	0% (0)	6.25% (1)	6.25% (1)	1.81

Response: 51

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



59. 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".

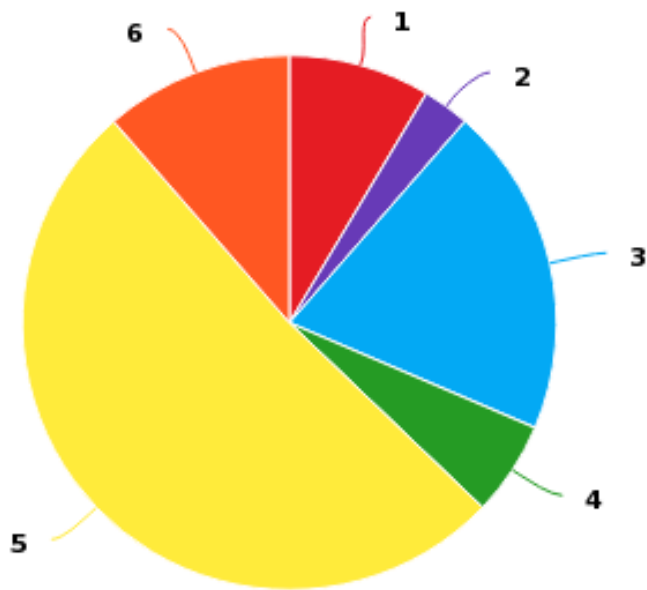


1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All				

	1	2	3	4	5	6	Mean
1 French	58.82% (30)	33.33% (17)	5.88% (3)	0% (0)	1.96% (1)	0% (0)	1.53
2 Spanish	60% (30)	32% (16)	6% (3)	0% (0)	2% (1)	0% (0)	1.52
3 Portugese	77.08% (37)	16.67% (8)	4.17% (2)	0% (0)	2.08% (1)	0% (0)	1.33
4 German	64.58% (31)	27.08% (13)	4.17% (2)	2.08% (1)	2.08% (1)	0% (0)	1.5
5 Russian	84.44% (38)	11.11% (5)	4.44% (2)	0% (0)	0% (0)	0% (0)	1.2
6 Chinese	72.34% (34)	23.4% (11)	2.13% (1)	0% (0)	2.13% (1)	0% (0)	1.36
7 Japanese	57.14% (28)	28.57% (14)	2.04% (1)	6.12% (3)	6.12% (3)	0% (0)	1.76
8 Other	88.24% (15)	5.88% (1)	0% (0)	0% (0)	5.88% (1)	0% (0)	1.29

Response: 52

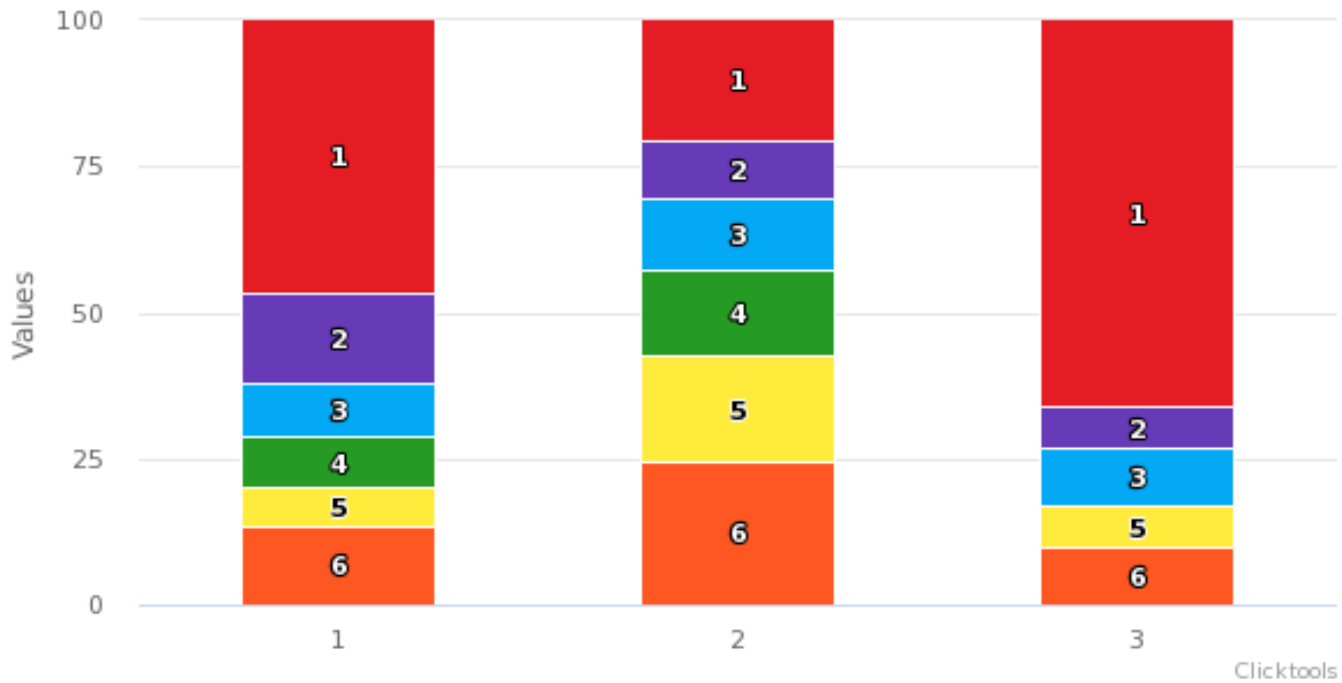
60. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	8.57% (3)	2 - Pre-sales/Sales Engineering training materials	2.86% (1)
3 - Admin training materials	20% (7)	4 - Operator training materials	5.71% (2)
5 - End-user training materials	51.43% (18)	6 - Other	11.43% (4)

Mean: 4.23  
Response: 35

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

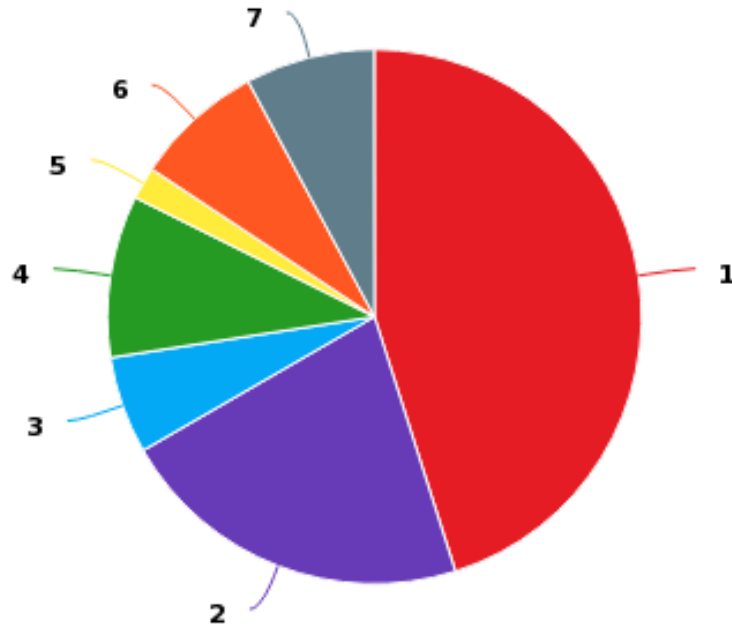


1 None	2 Less than 25%	3 26-50%	4 51-75%
5 More than 75%%	6 All		

	1	2	3	4	5	6	Mean
1 Accessibility (WCAG, 508)	46.67% (21)	15.56% (7)	8.89% (4)	8.89% (4)	6.67% (3)	13.33% (6)	2.53
2 Scorm	20.41% (10)	10.2% (5)	12.24% (6)	14.29% (7)	18.37% (9)	24.49% (12)	3.73
3 Tin Can API	65.85% (27)	7.32% (3)	9.76% (4)	0% (0)	7.32% (3)	9.76% (4)	2.05

Response: 50

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

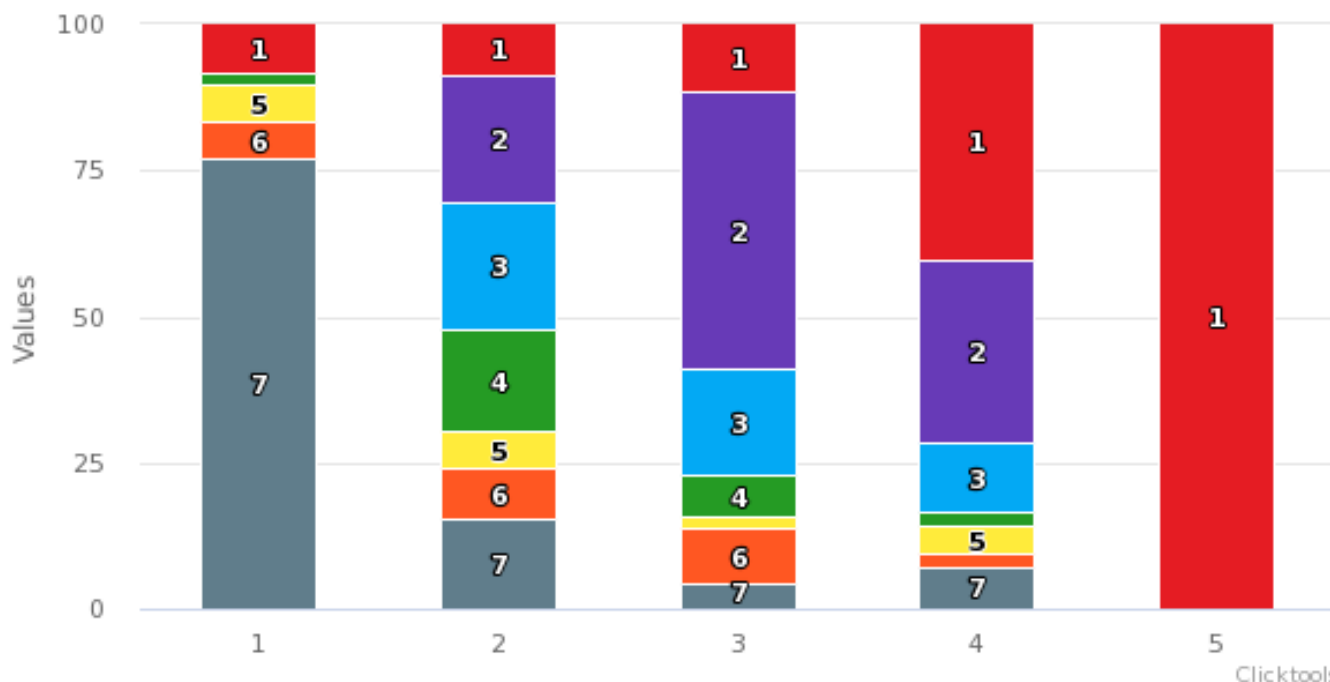


1 - 1-5	45.1% (23)	2 - 6-10	21.57% (11)
3 - 11-15	5.88% (3)	4 - 16-20	9.8% (5)
5 - 21-30	1.96% (1)	6 - 31-50	7.84% (4)
7 - >50	7.84% (4)		

Mean: 2.57

Response: 51

63. 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	8.33% (4)	0% (0)	0% (0)	2.08% (1)	6.25% (3)	6.25% (3)	77.08% (37)	6.25
2 Instructors or other Education Services staff	8.7% (4)	21.74% (10)	21.74% (10)	17.39% (8)	6.52% (3)	8.7% (4)	15.22% (7)	3.78
3 Other resources within the company (SMEs)	11.36% (5)	47.73% (21)	18.18% (8)	6.82% (3)	2.27% (1)	9.09% (4)	4.55% (2)	2.86
4 Contractors or outsourced to an external company/partner	40.48% (17)	30.95% (13)	11.9% (5)	2.38% (1)	4.76% (2)	2.38% (1)	7.14% (3)	2.36
5 Other	100% (10)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 51

64. 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	31.61	35.39	20.94	29.03	82.19	43.92	10.36	2.889
Highest	70	70	80	150	860	240	100	1.000
Lowest	0	0	0	0	0	0	0	0
Standard deviation	20.07	19.19	23.92	42.27	146.07	61.21	22.44	1.666

Response: 36

**65. 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.**

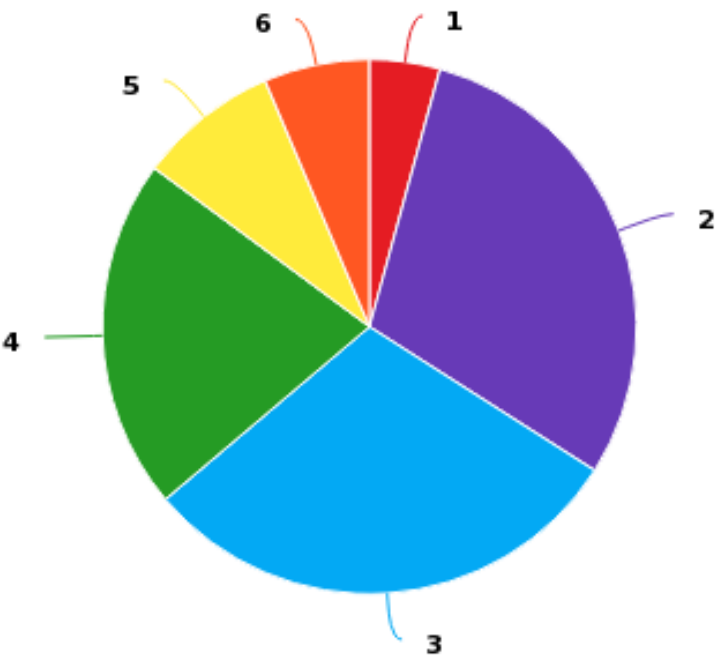
**For example, "12" in the category ILT means that you need 12 hours of development time to update 1 hour ILT training.**

	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	15.68	16.56	11.06	13.5	23.53	21.65	3.74	7.94
Highest	40	50	40	100	150	20	40	250
Lowest	0	0	0	0	0	0	0	0
Standard deviation	12.17	12.55	13.17	22.99	32.36	26.76	8.81	4.291

Response: 34



66. How often on average do you update courses?

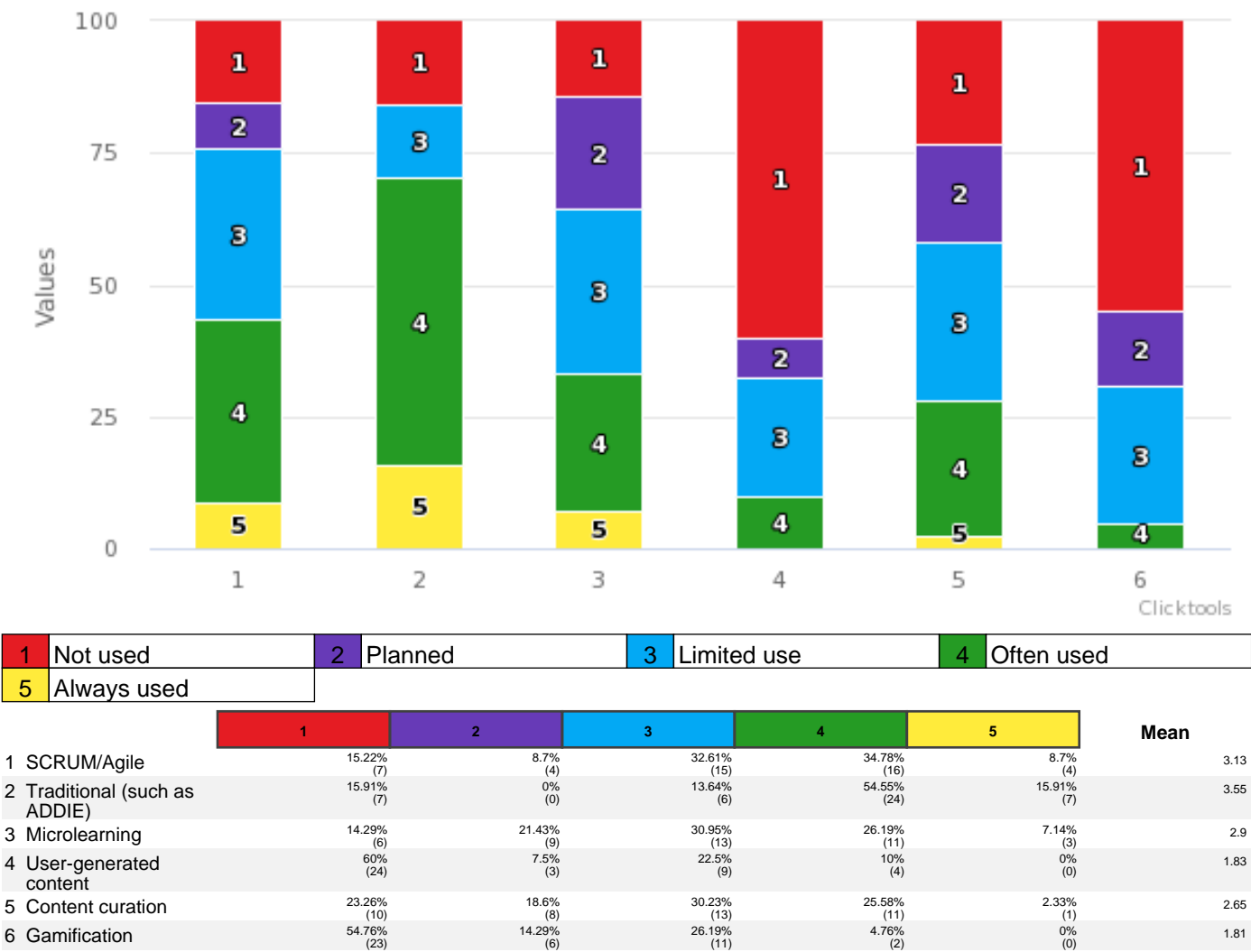


1 - < 3 months	4.26% (2)	2 - 3-5 months	29.79% (14)
3 - 6-9 months	29.79% (14)	4 - 10-14 months	21.28% (10)
5 - 15-24 months	8.51% (4)	6 - > 24 months	6.38% (3)

Mean: 3.19  
Response: 47

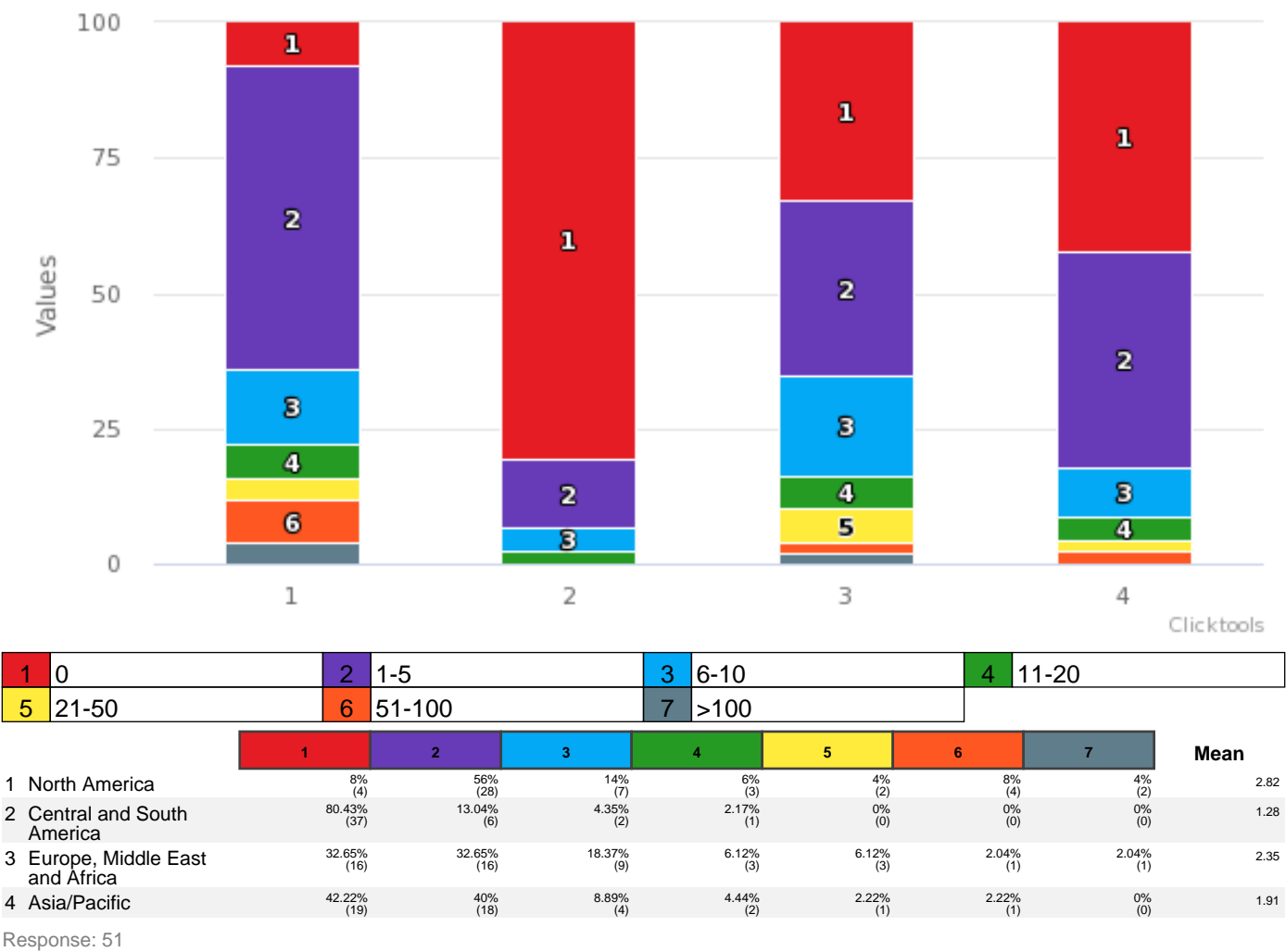
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67. Which development approach do you use?

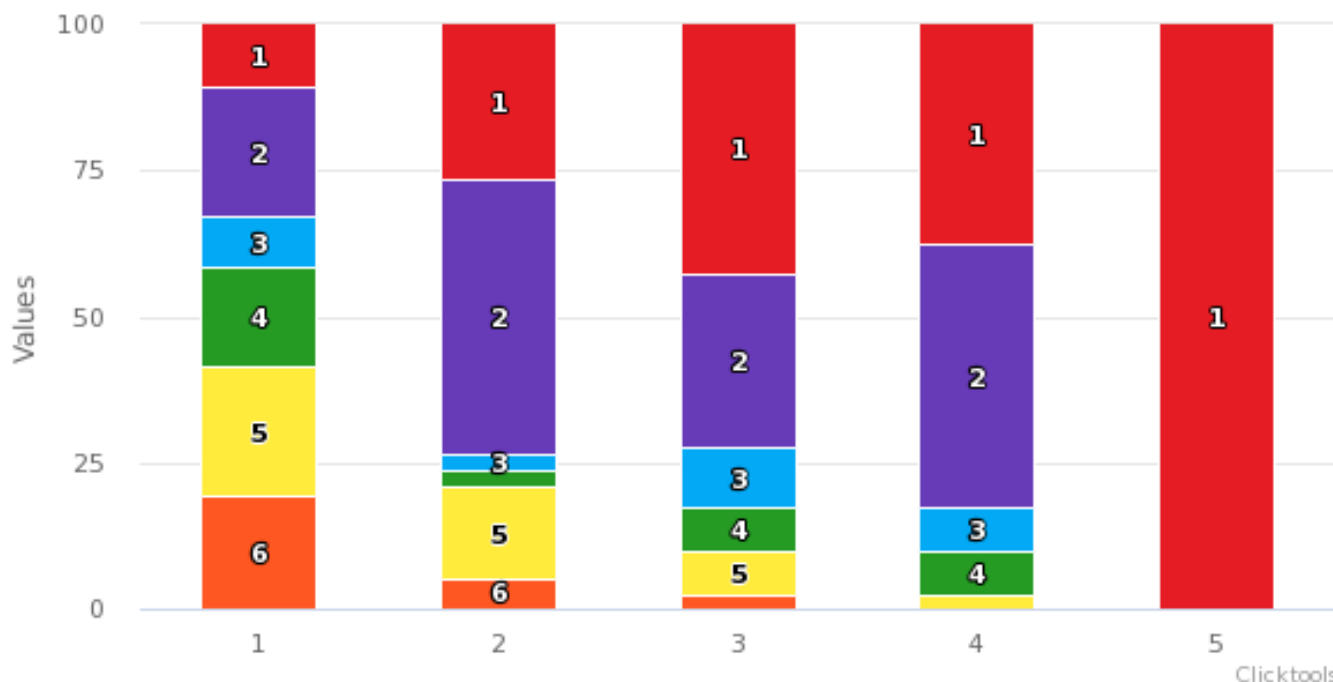


Response: 47

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



**69. 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	10.87% (5)	21.74% (10)	8.7% (4)	17.39% (8)	21.74% (10)	19.57% (9)	3.76
2 Other resources inside your company	26.32% (10)	47.37% (18)	2.63% (1)	2.63% (1)	15.79% (6)	5.26% (2)	2.5
3 Education Partners	42.5% (17)	30% (12)	10% (4)	7.5% (3)	7.5% (3)	2.5% (1)	2.15
4 Contract instructors/freelancers	37.5% (15)	45% (18)	7.5% (3)	7.5% (3)	2.5% (1)	0% (0)	1.92
5 Other	100% (13)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

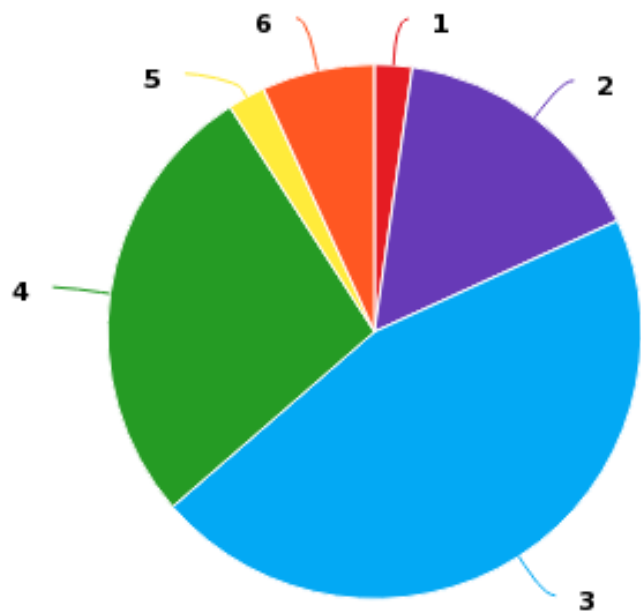
Response: 49

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

	Billable delivery	Billable custom development	Other billable	Non-billable other (learning new topics, meetings, internal projects, holidays)	Non-billable preparation time including travel for onsites	Non-billable courseware development support
Average	48.71%	2.5%	2.79%	17.24%	4.95%	19.71%
Highest	100%	25%	55%	50%	25%	75%
Lowest	0%	0%	0%	0%	0%	0%
Standard deviation	22.44	4.86	10.03	12.41	6.79	20.72

Response: 38

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

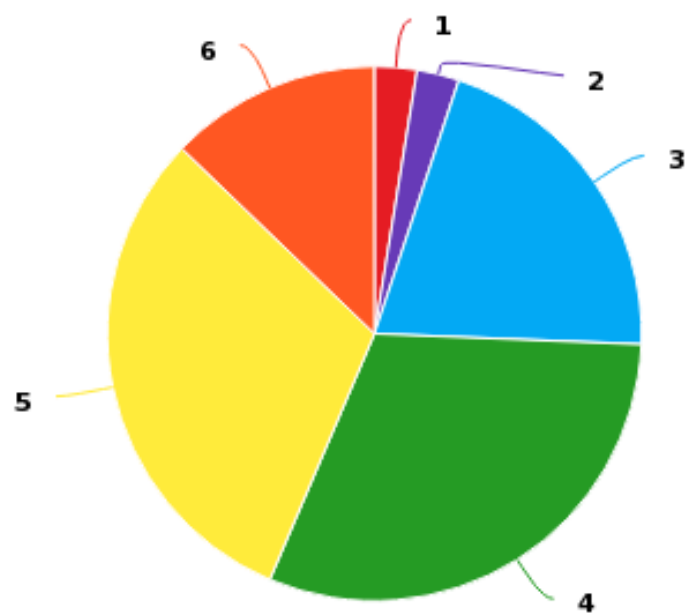


Clicktools

1 - 1 month or less	2.27% (1)	2 - 2 months	15.91% (7)
3 - 3 months	45.45% (20)	4 - 4-6 months	27.27% (12)
5 - 7-12 months	2.27% (1)	6 - More than 12 months	6.82% (3)

Mean: 3.32  
Response: 44

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

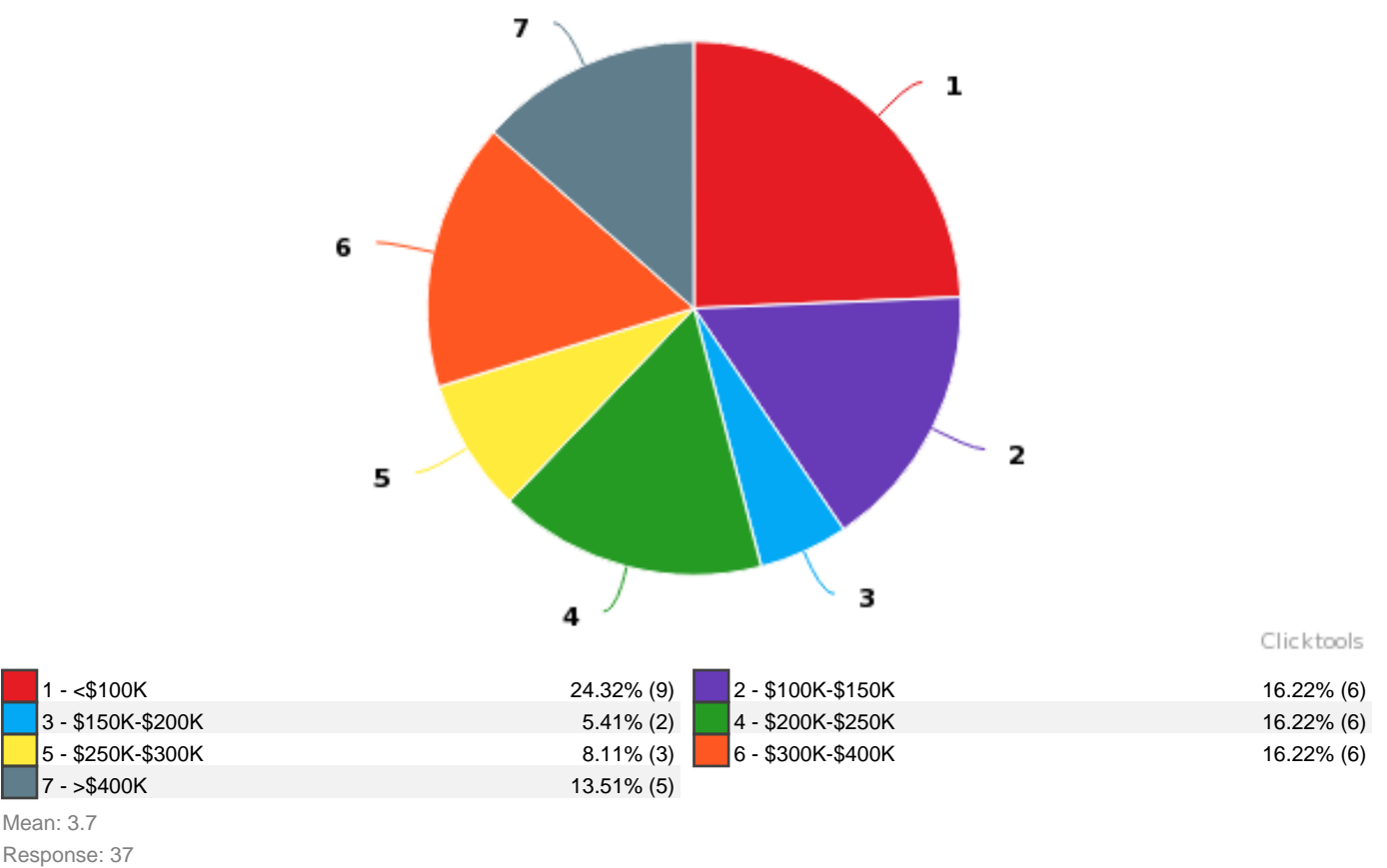


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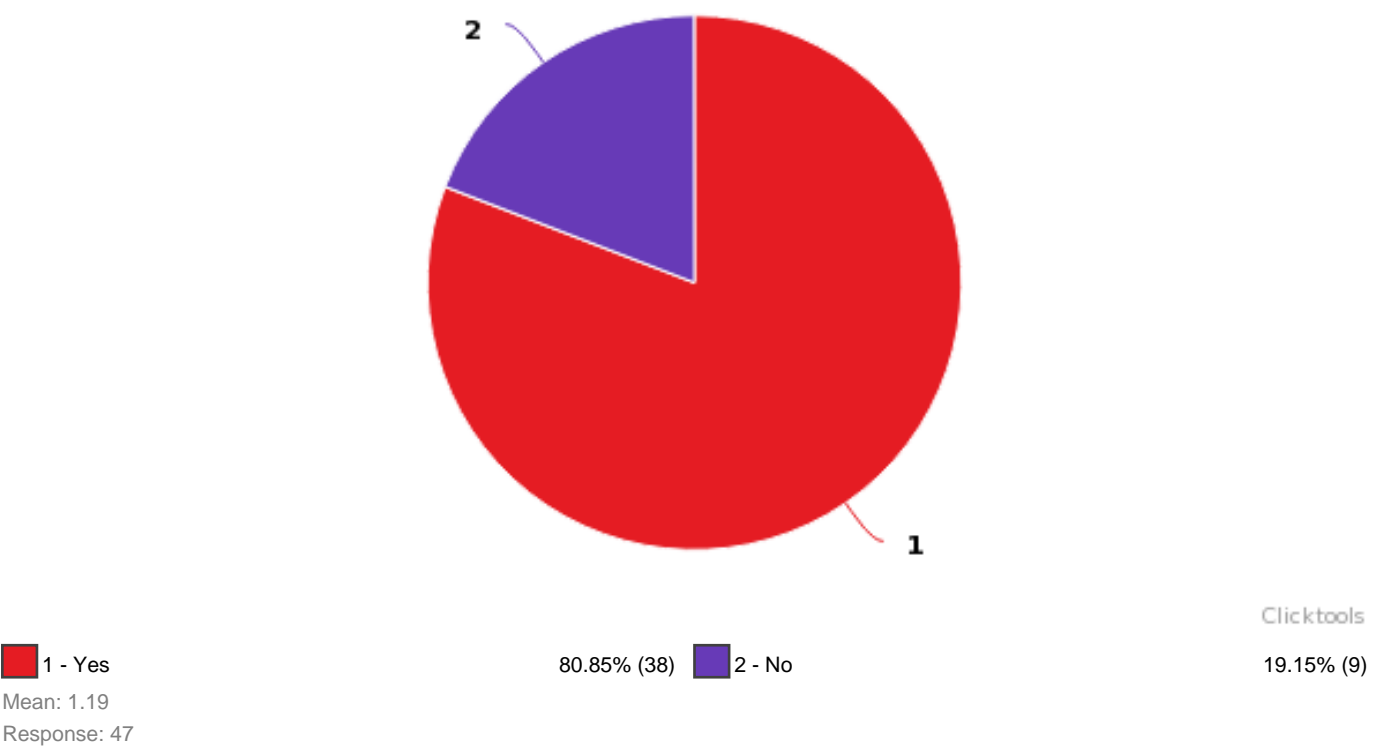
1 - 1 month or less	2.56% (1)	2 - 2 months	2.56% (1)
3 - 3 months	20.51% (8)	4 - 4-6 months	30.77% (12)
5 - 7-12 months	30.77% (12)	6 - More than 12 months	12.82% (5)

Mean: 4.23  
Response: 39

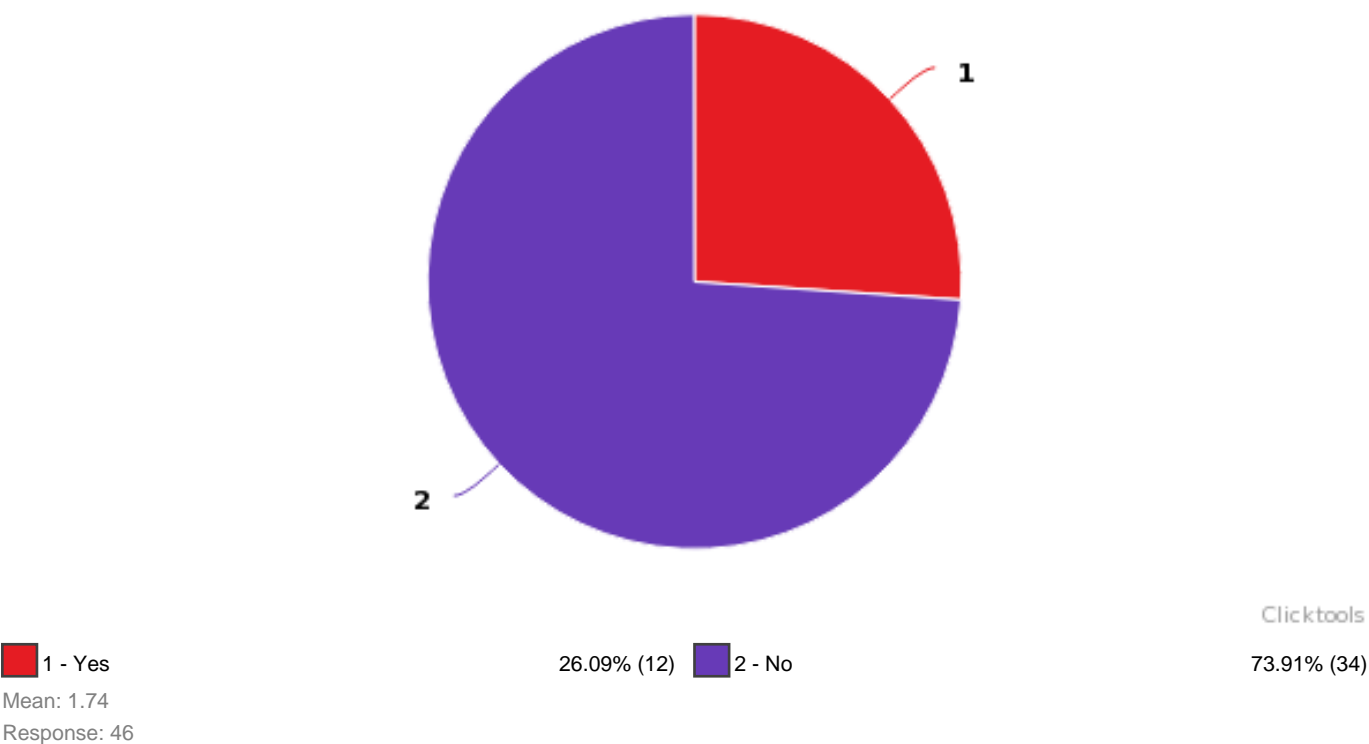
73. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



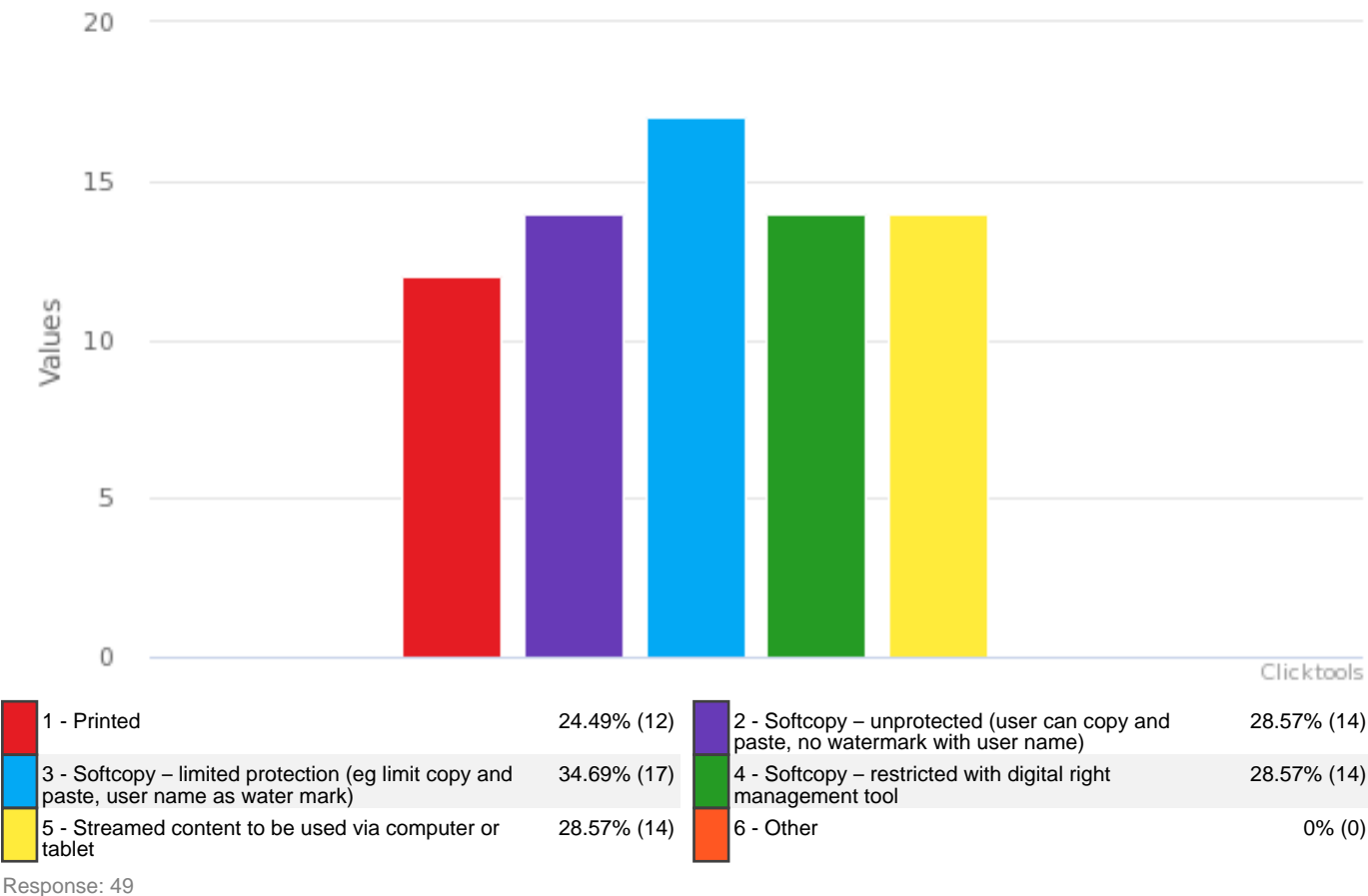
74. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



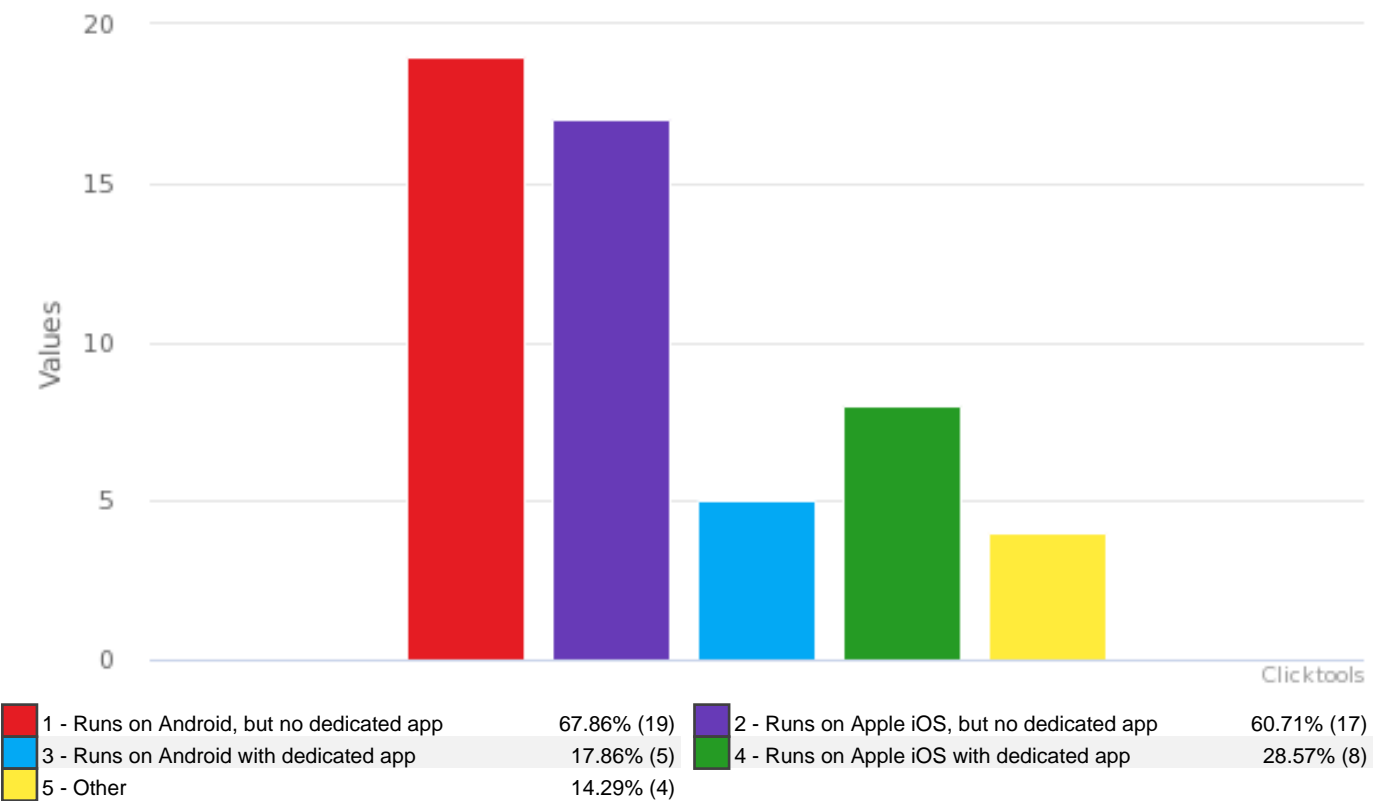
75. When delivering instructor-led training, do you mix both live and virtual audiences?



76. How do you provide student training materials for your classroom and virtual classroom deliveries?  
Choose all that apply.

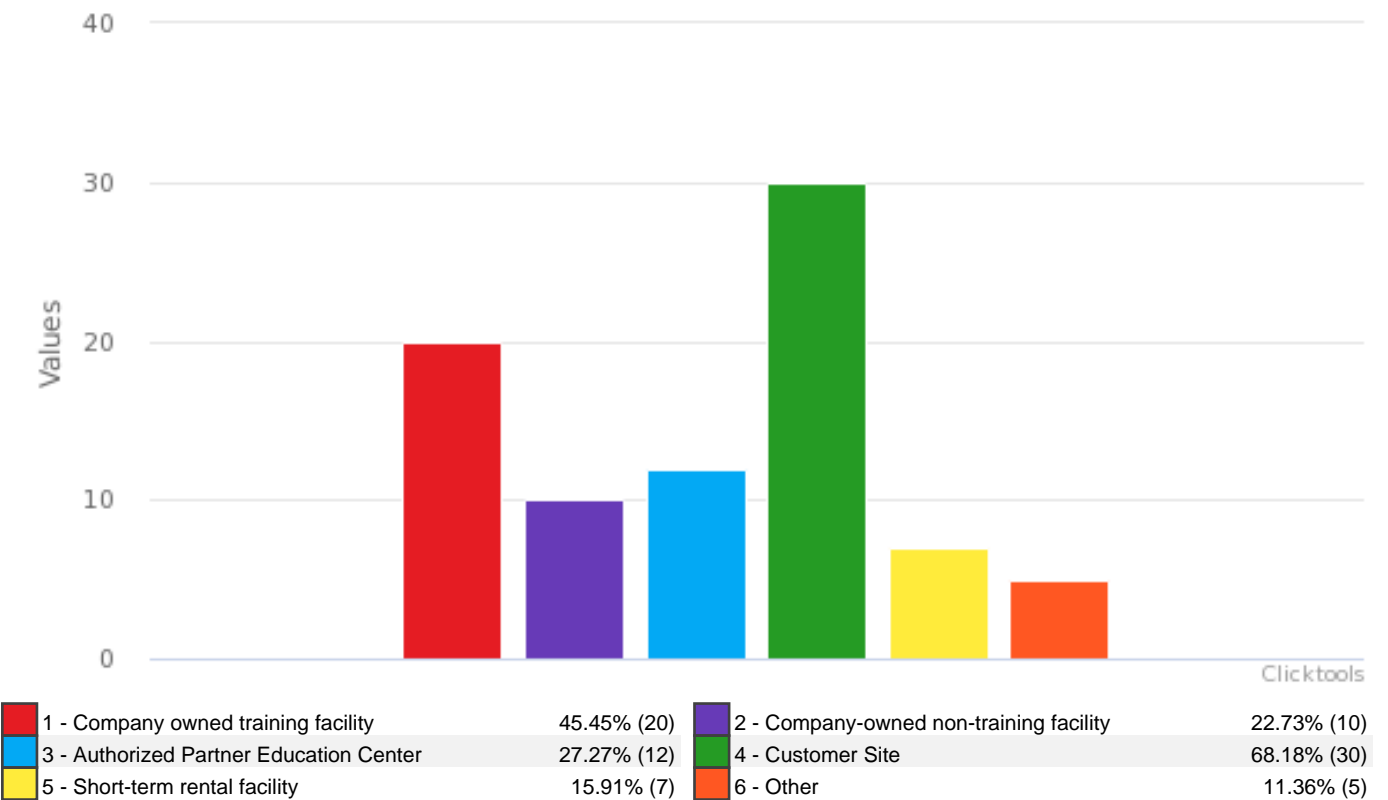


77. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



Response: 28

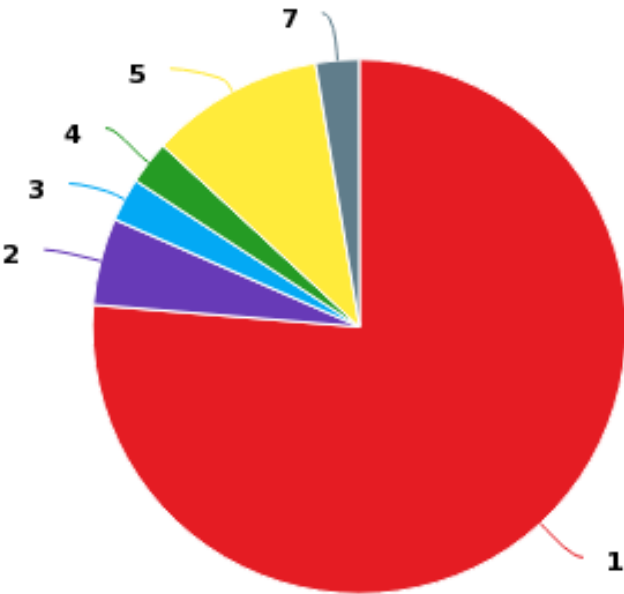
78. Of your current instructor-led (in-person) classes, in which classrooms are the majority delivered? Select all that apply.



Response: 44



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

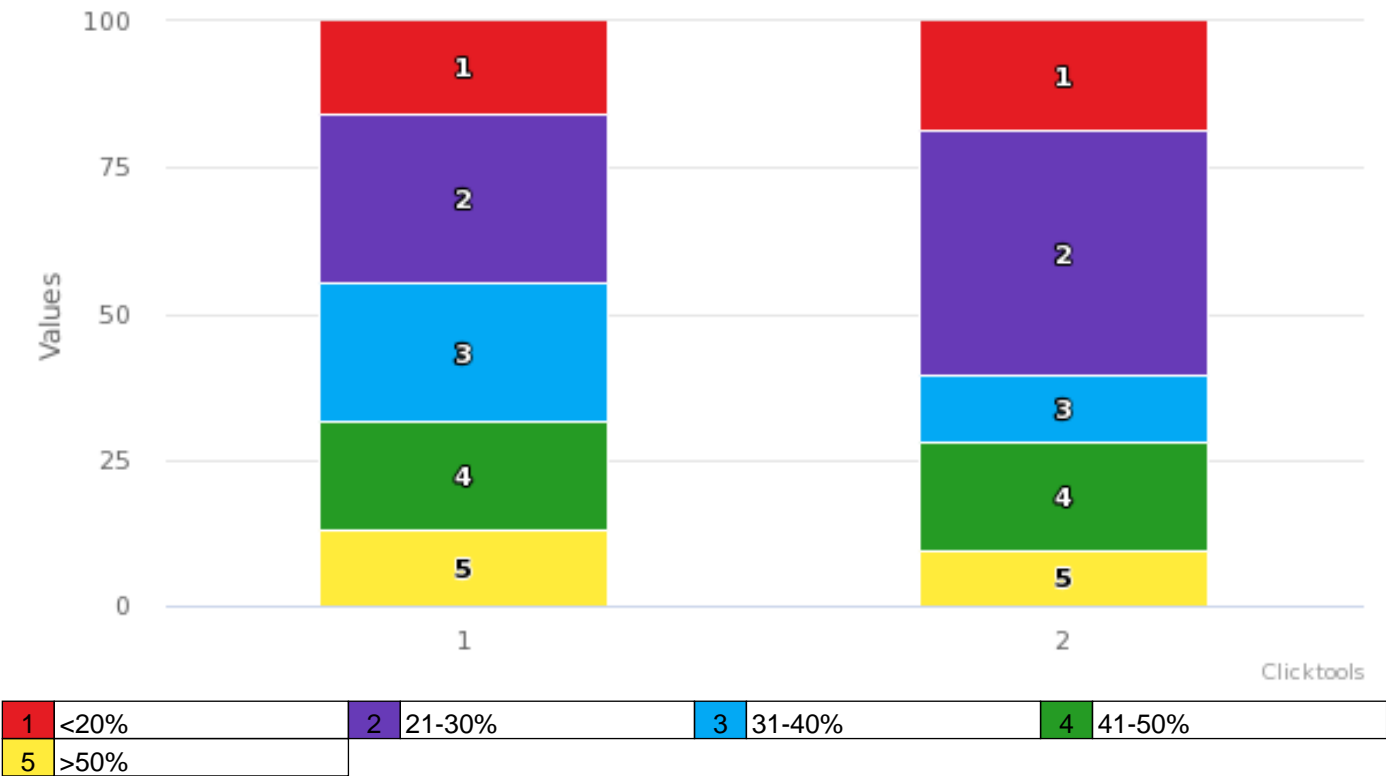


Clicktools

1 - <20%	76.32% (29)	2 - 21-30%	5.26% (2)
3 - 31-40%	2.63% (1)	4 - 41-50%	2.63% (1)
5 - 51-60%	10.53% (4)	6 - 61-70%	0% (0)
7 - >70%	2.63% (1)		

Mean: 1.76  
Response: 38

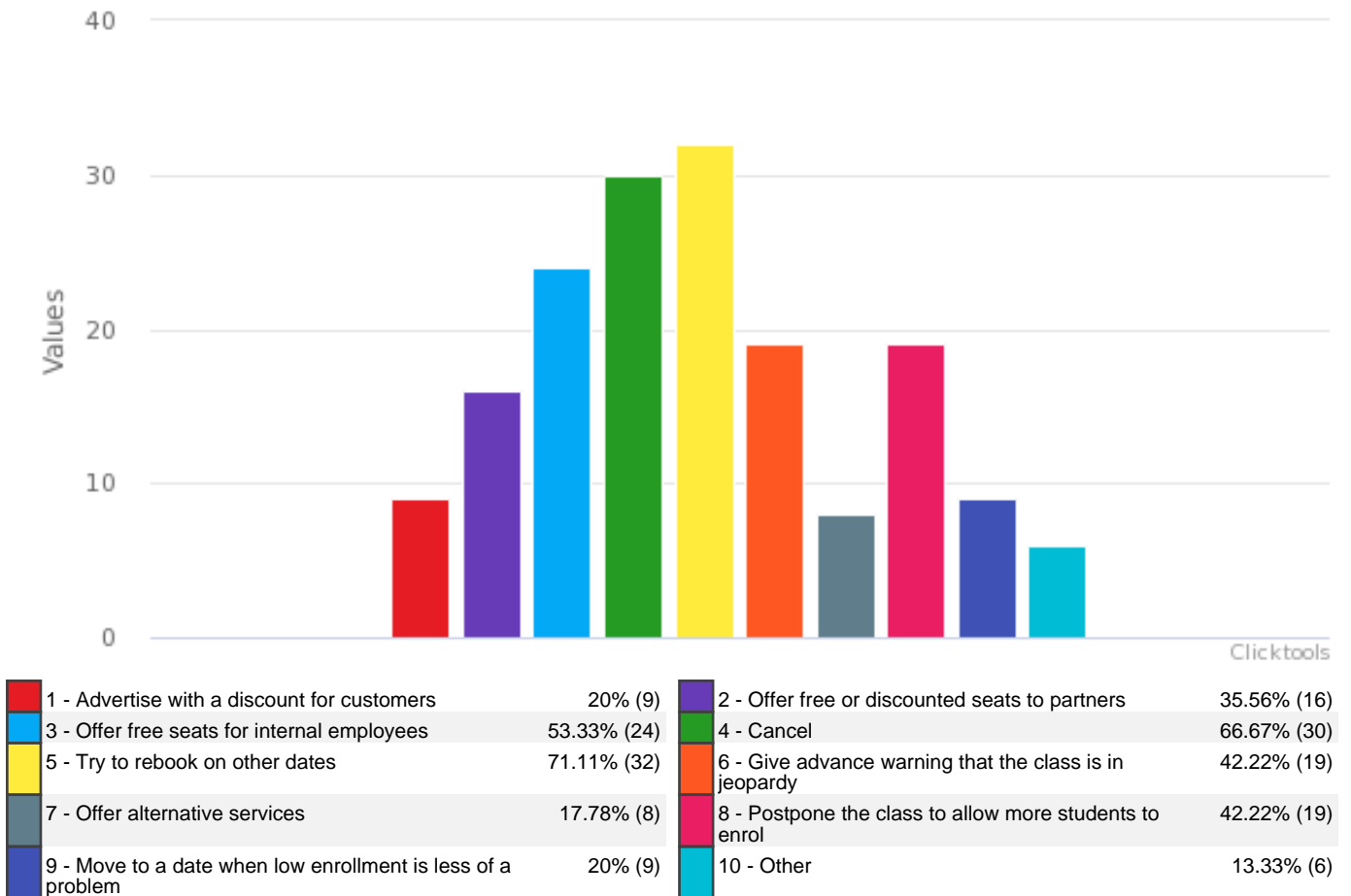
80. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	1	2	3	4	5	Mean
1 Live instructor-led	15.79% (6)	28.95% (11)	23.68% (9)	18.42% (7)	13.16% (5)	2.84
2 Virtual instructor-led	18.6% (8)	41.86% (18)	11.63% (5)	18.6% (8)	9.3% (4)	2.58

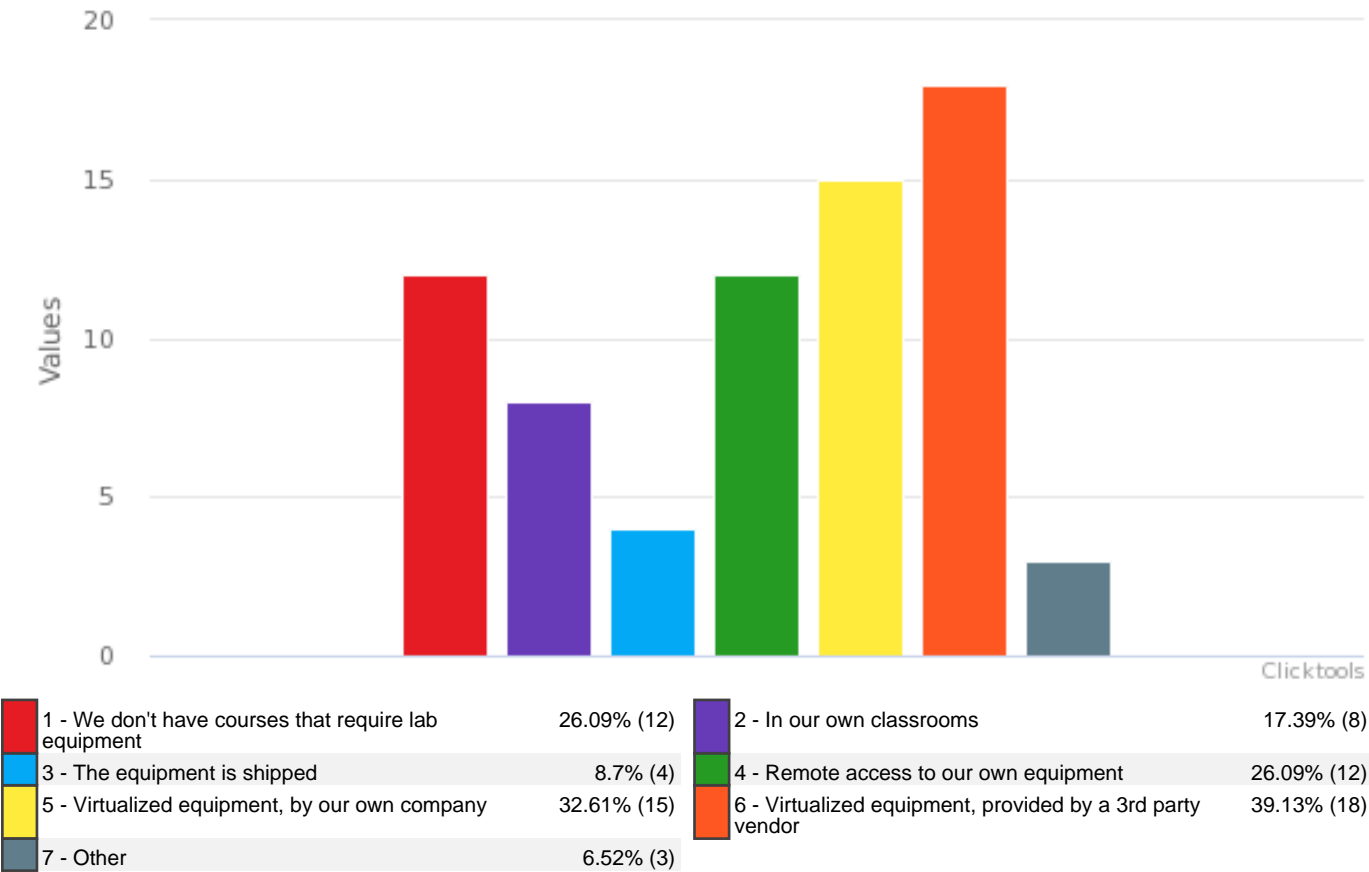
Response: 43

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

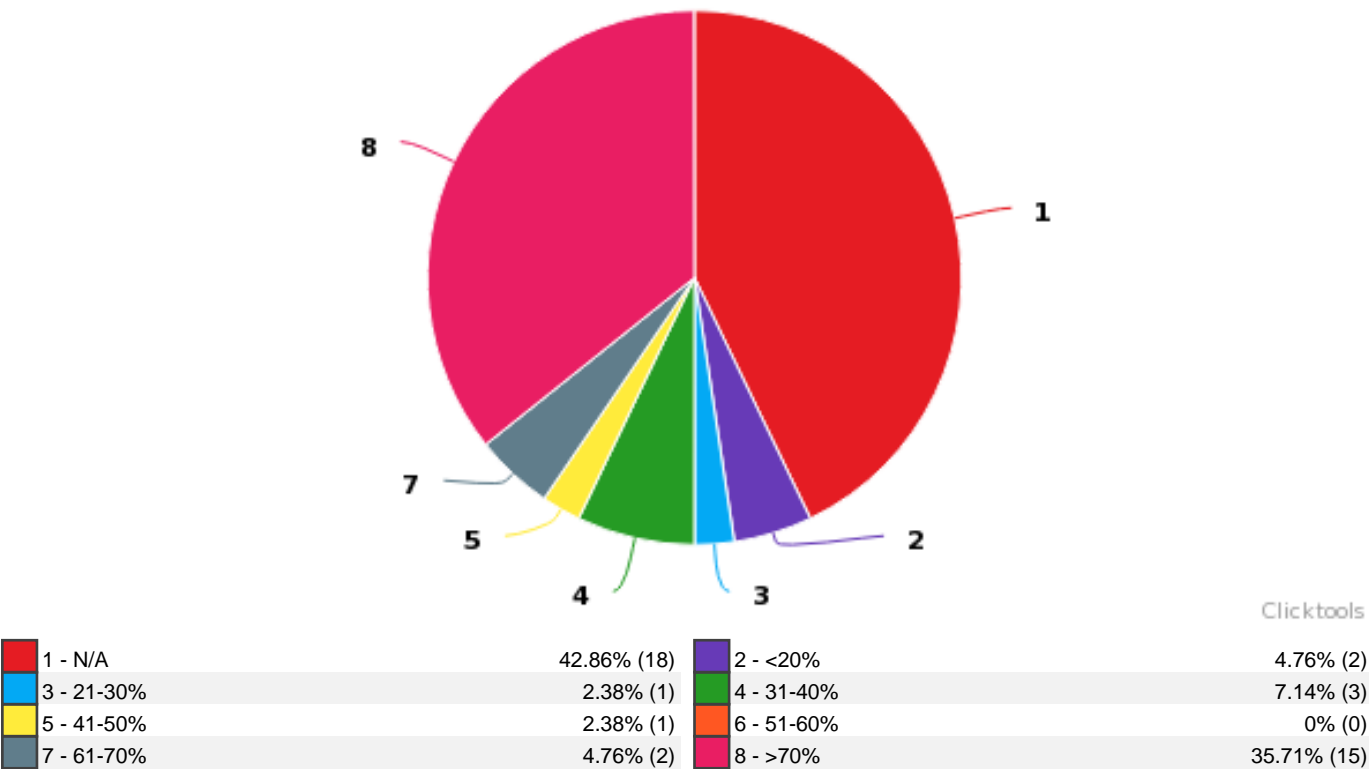


Response: 45

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



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



Mean: 4.19  
Response: 42

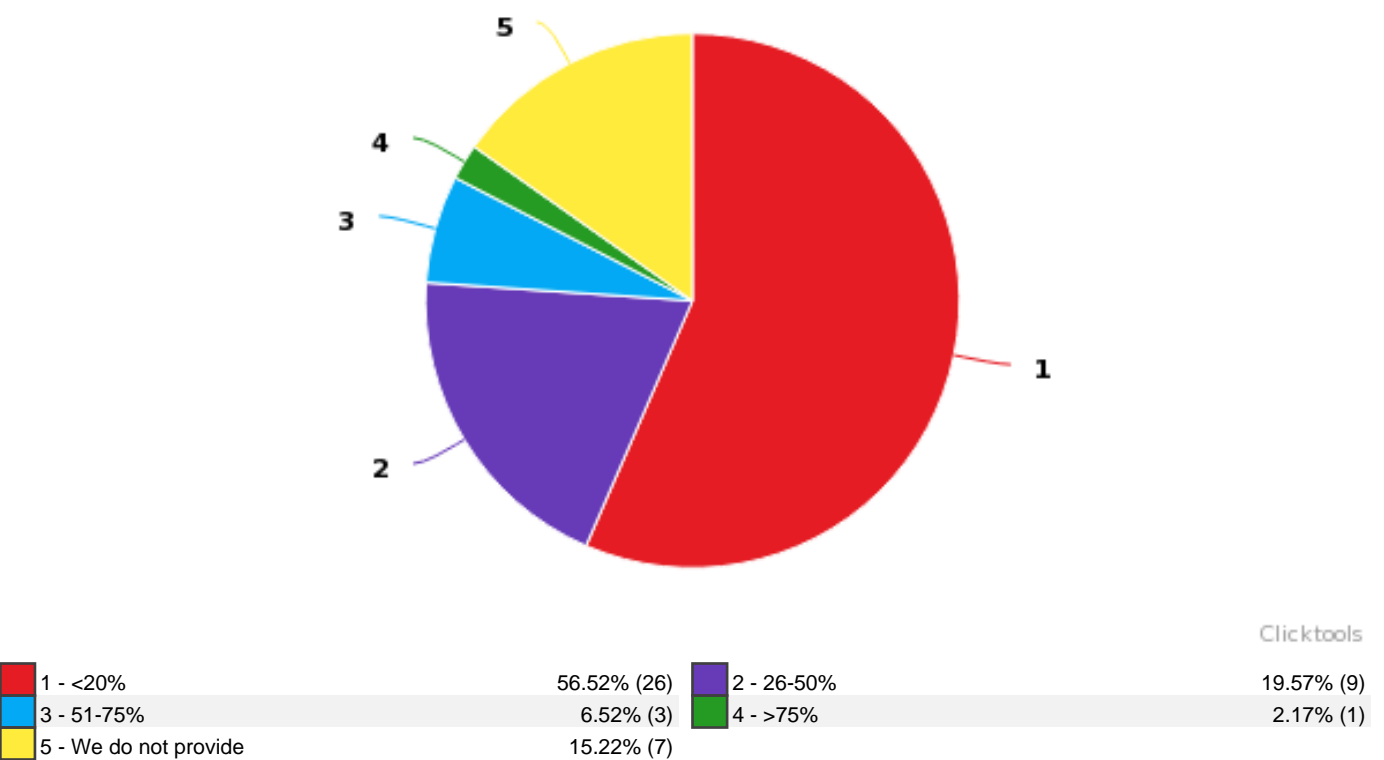
84. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

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	8.33	9.03	198.36	81.58	85.53	508.47	8,817.25	1,900.33	1,472.64
Highest	150	250	4,500	1,500	800	6,000	100,000	42,000	30,000
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	27.85	43.16	767.1	282.29	202.26	1,336.5	20,188.54	7,797.5	6,742.04

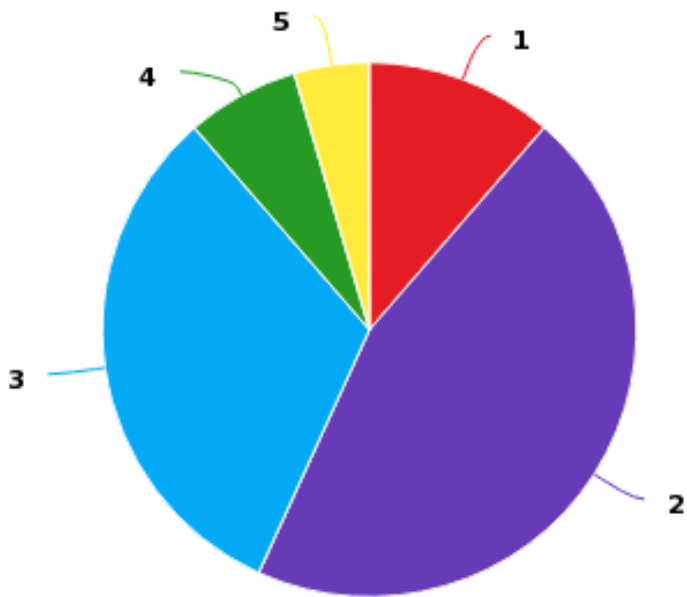
Response: 36

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



Mean: 2  
Response: 46

86. 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?

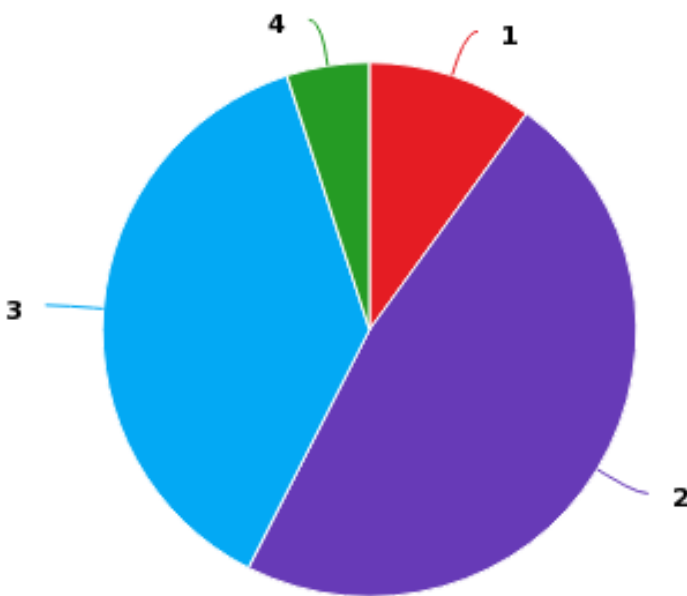


Clicktools

1 - 15 days or less	11.36% (5)	2 - 16-30 days	45.45% (20)
3 - 31-45 days	31.82% (14)	4 - 46-60 days	6.82% (3)
5 - more than 60 days	4.55% (2)		

Mean: 2.48  
Response: 44

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

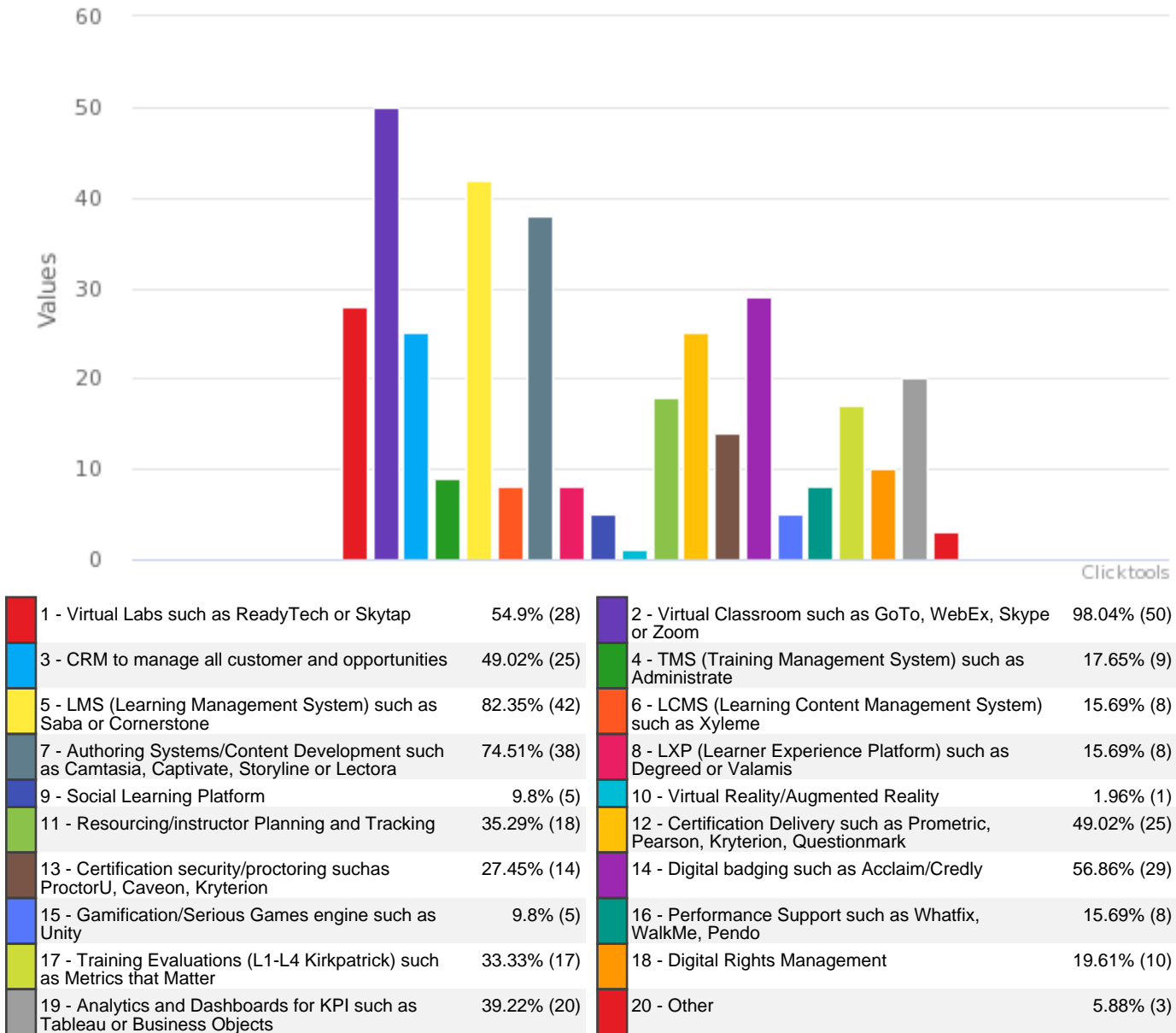


Clicktools

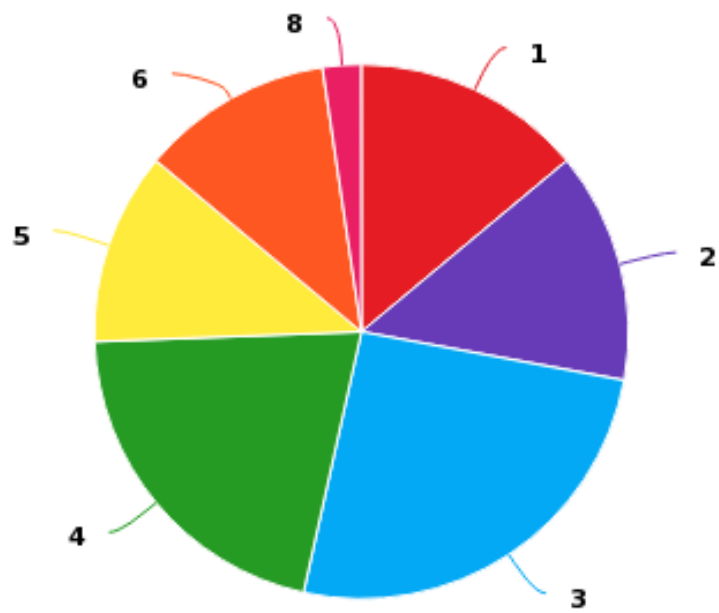
1 - 5 or less	10% (4)	2 - 6-10	47.5% (19)
3 - 11-15	37.5% (15)	4 - 16-19	5% (2)
5 - 20 or more	0% (0)		

Mean: 2.38

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



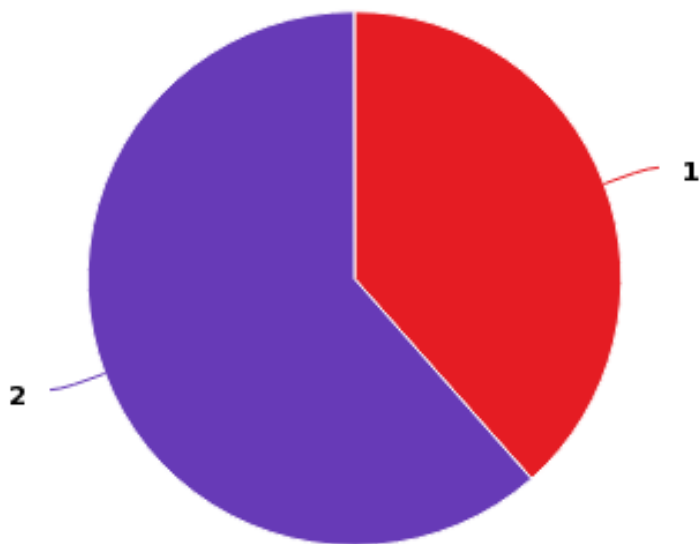
89. Approximately, what percentage of your expense budget is spent on these tools?



Clicktools			
1 - <3%	13.95% (6)	2 - 3-6%	13.95% (6)
3 - 7-10%	25.58% (11)	4 - 11-20%	20.93% (9)
5 - 21-30%	11.63% (5)	6 - 31-40%	11.63% (5)
7 - 41-50%	0% (0)	8 - >50%	2.33% (1)

Mean: 3.49  
Response: 43

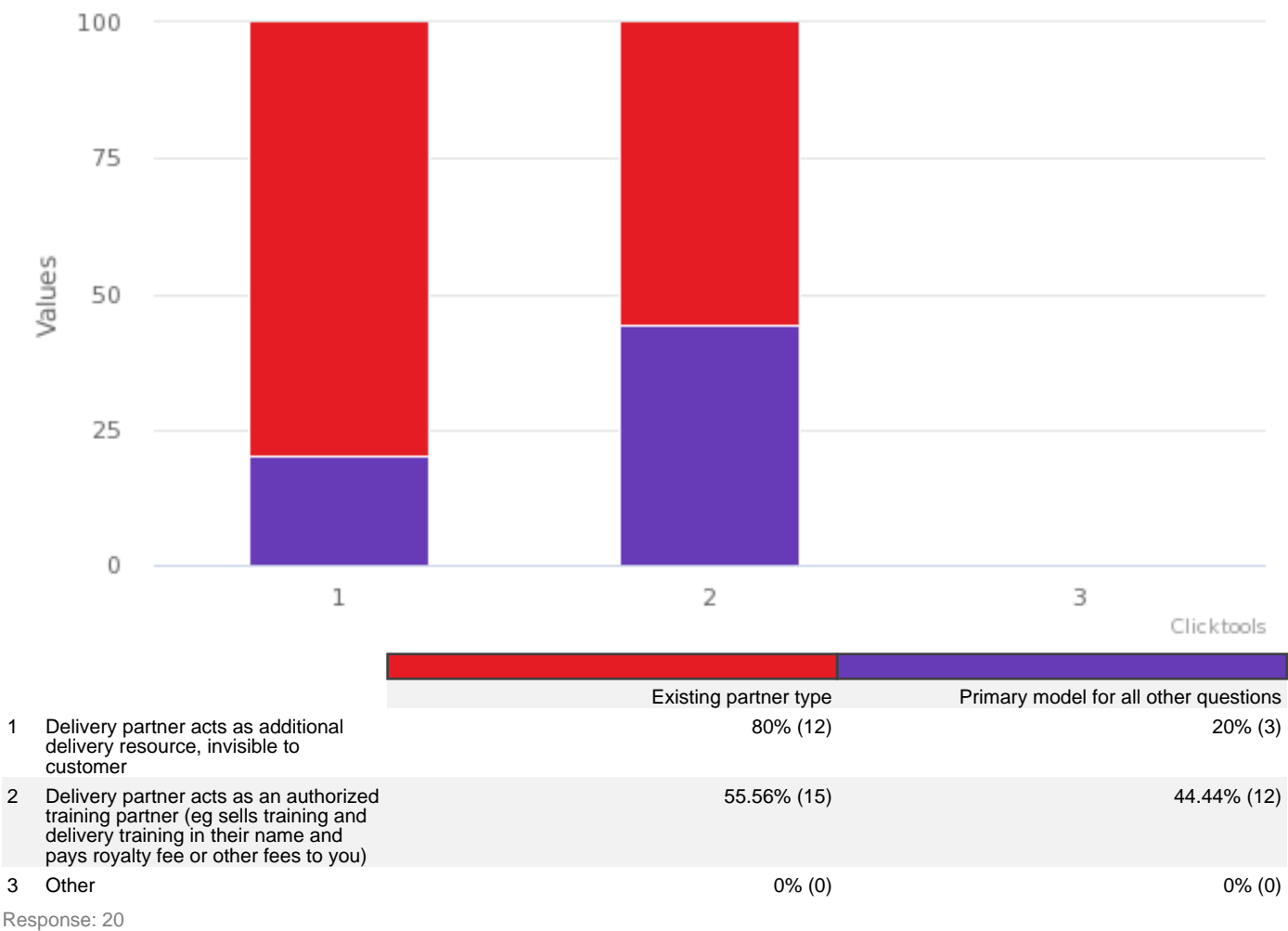
90. Does Education Services have a formal course delivery partner program, including Authorized Training Partners who sell and deliver in their name?



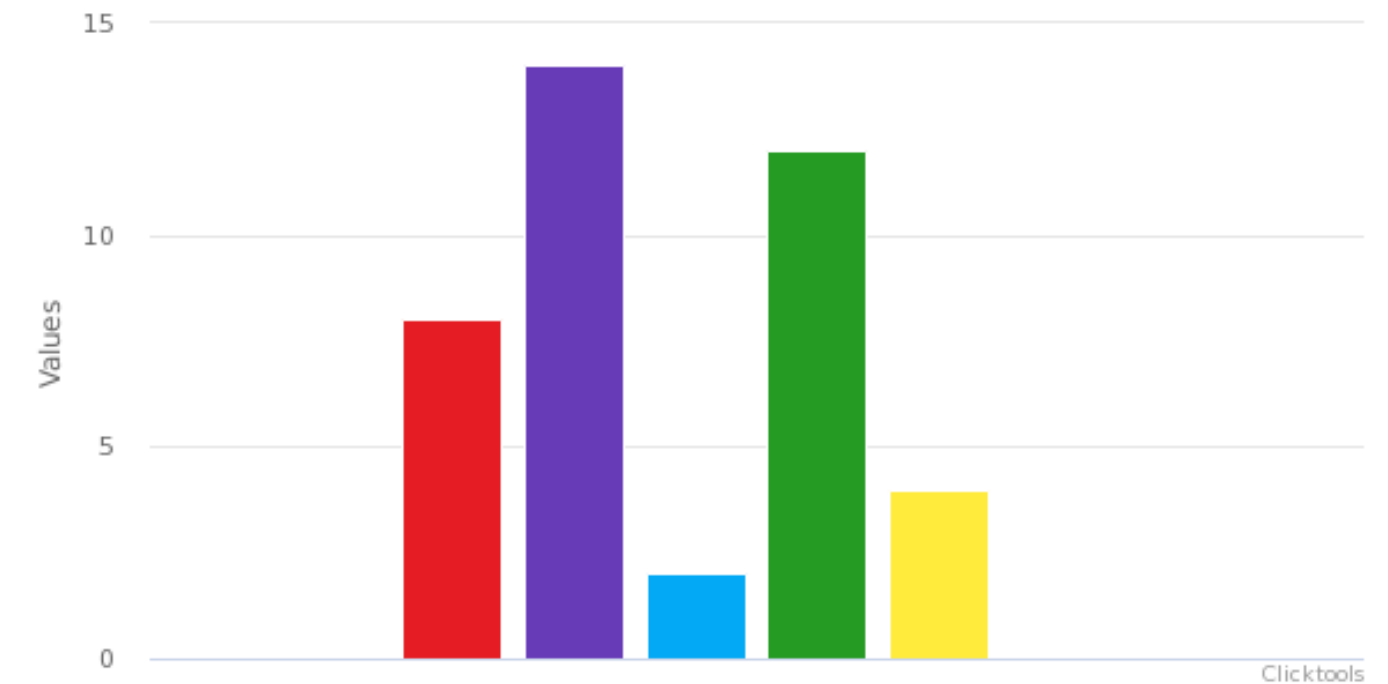
Clicktools			
1 - Yes	38.46% (20)	2 - No	61.54% (32)

Mean: 1.62  
Response: 52

91. What type of delivery partner do you have? If you have more than one, please select one which you answer all following questions for.



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

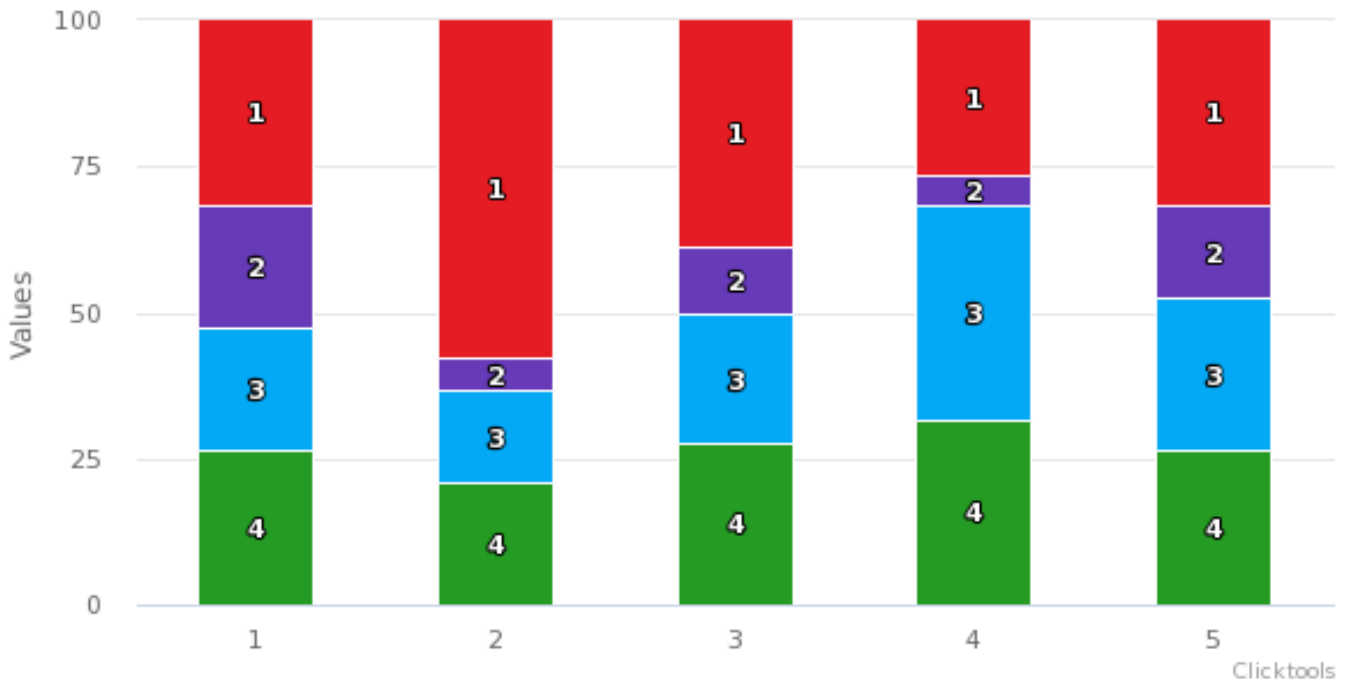




1 - Completely outsourced delivery	40% (8)	2 - Add additional bandwidth	70% (14)
3 - Additional skills	10% (2)	4 - Provide translation/localization (eg by native language speakers)	60% (12)
5 - Reduce travel cost/time	20% (4)	6 - Other	0% (0)

Response: 20

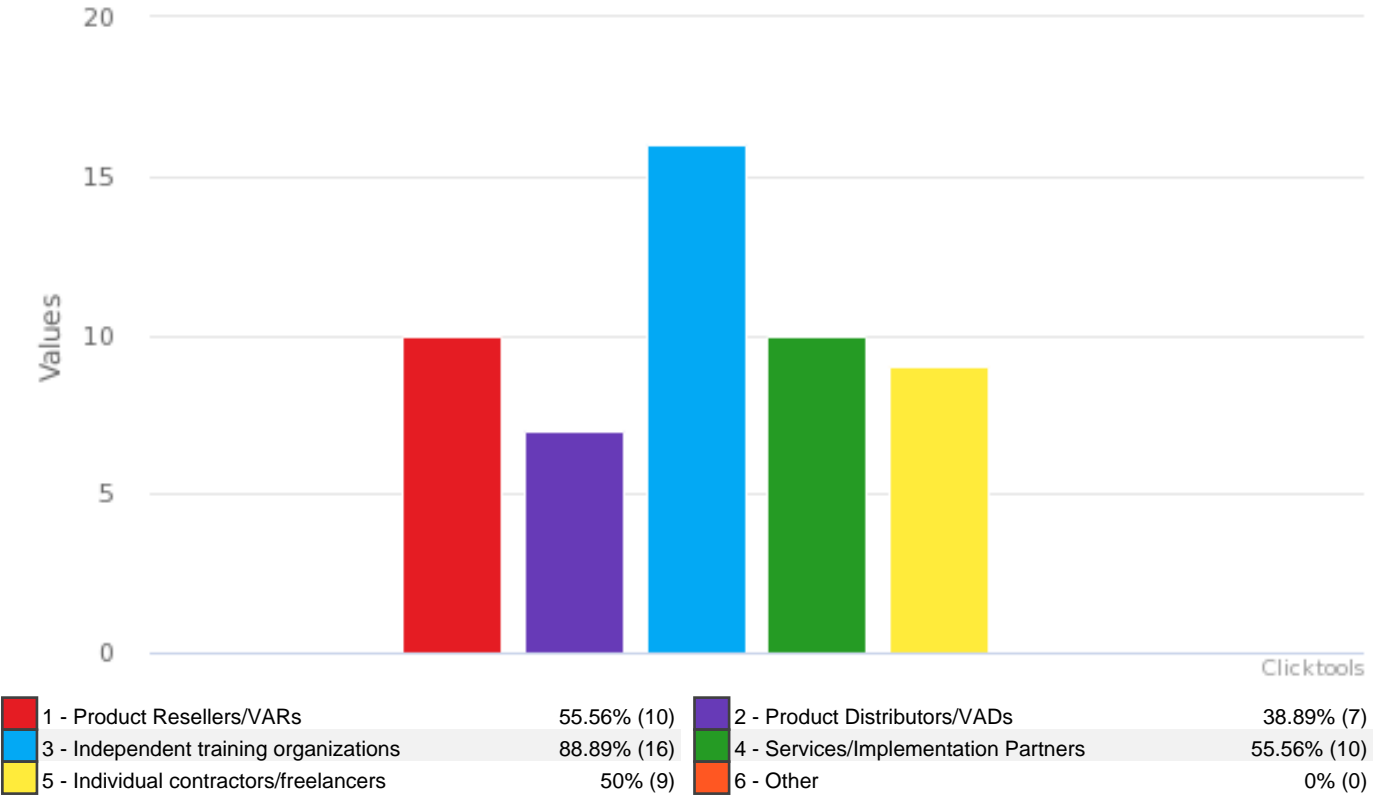
**93. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.**



	1 25% or less	2 26-50%	3 51-75%	4 More than 75%	
	1	2	3	4	Mean
1 Worldwide	31.58% (6)	21.05% (4)	21.05% (4)	26.32% (5)	2.42
2 North America	57.89% (11)	5.26% (1)	15.79% (3)	21.05% (4)	2
3 Central and South America	38.89% (7)	11.11% (2)	22.22% (4)	27.78% (5)	2.39
4 Europe, Middle East and Africa	26.32% (5)	5.26% (1)	36.84% (7)	31.58% (6)	2.74
5 Asia/Pacific	31.58% (6)	15.79% (3)	26.32% (5)	26.32% (5)	2.47

Response: 20

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

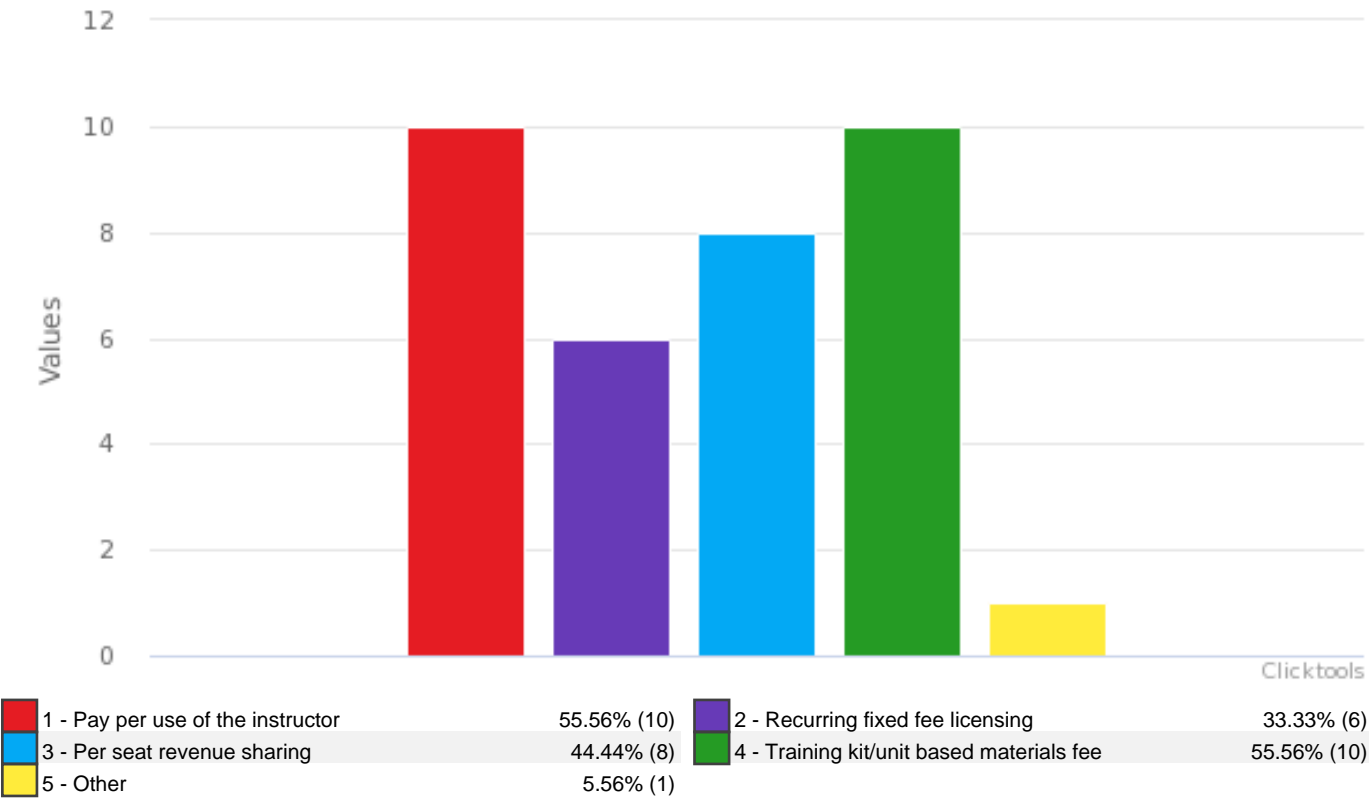


95. How many delivery partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	33.44	8.19	3.38	33.75	8.69
Highest	170	50	10	300	50
Lowest	0	0	0	0	0
Standard deviation	51.76	12.75	3.24	73.31	11.99

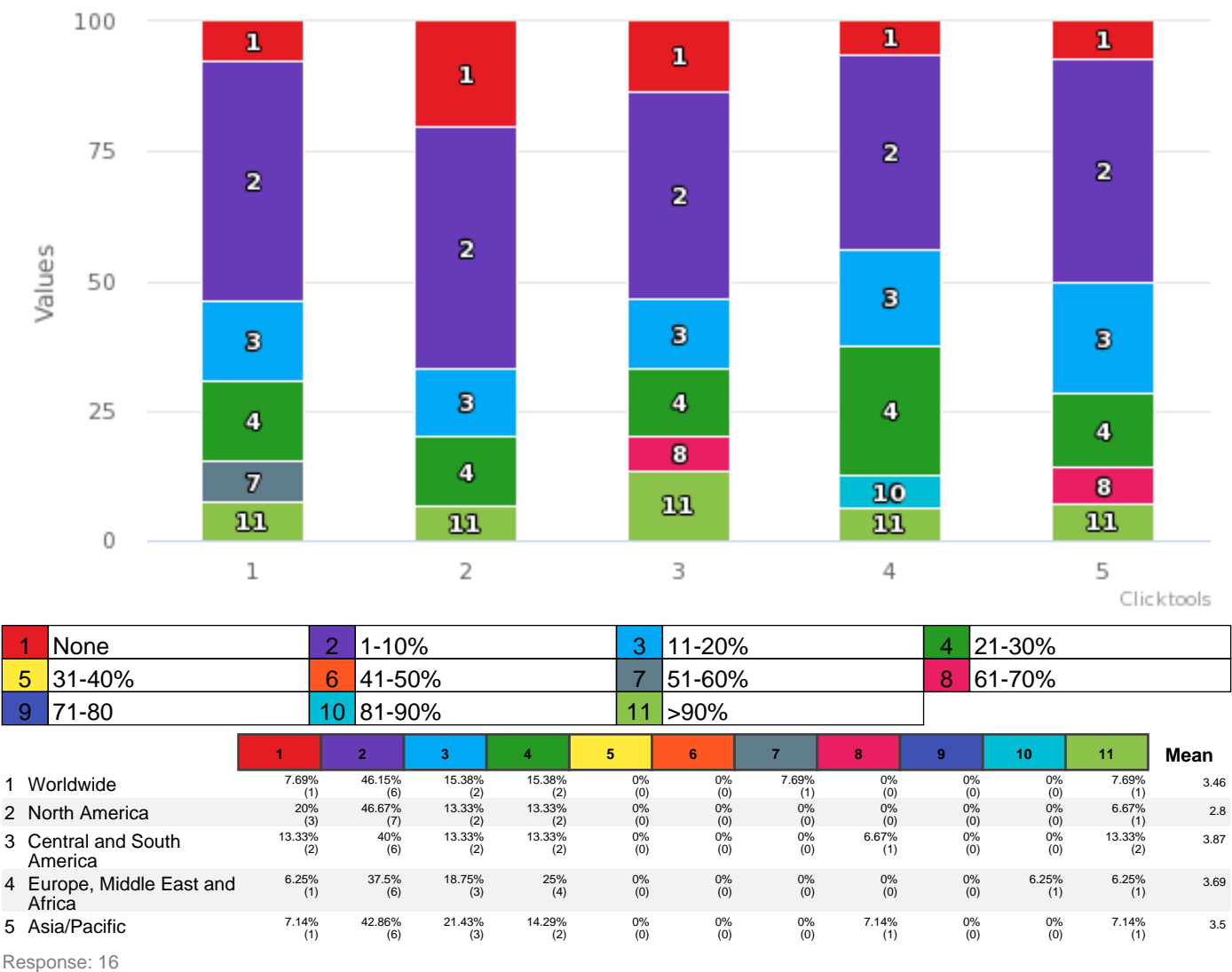
Response: 16

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

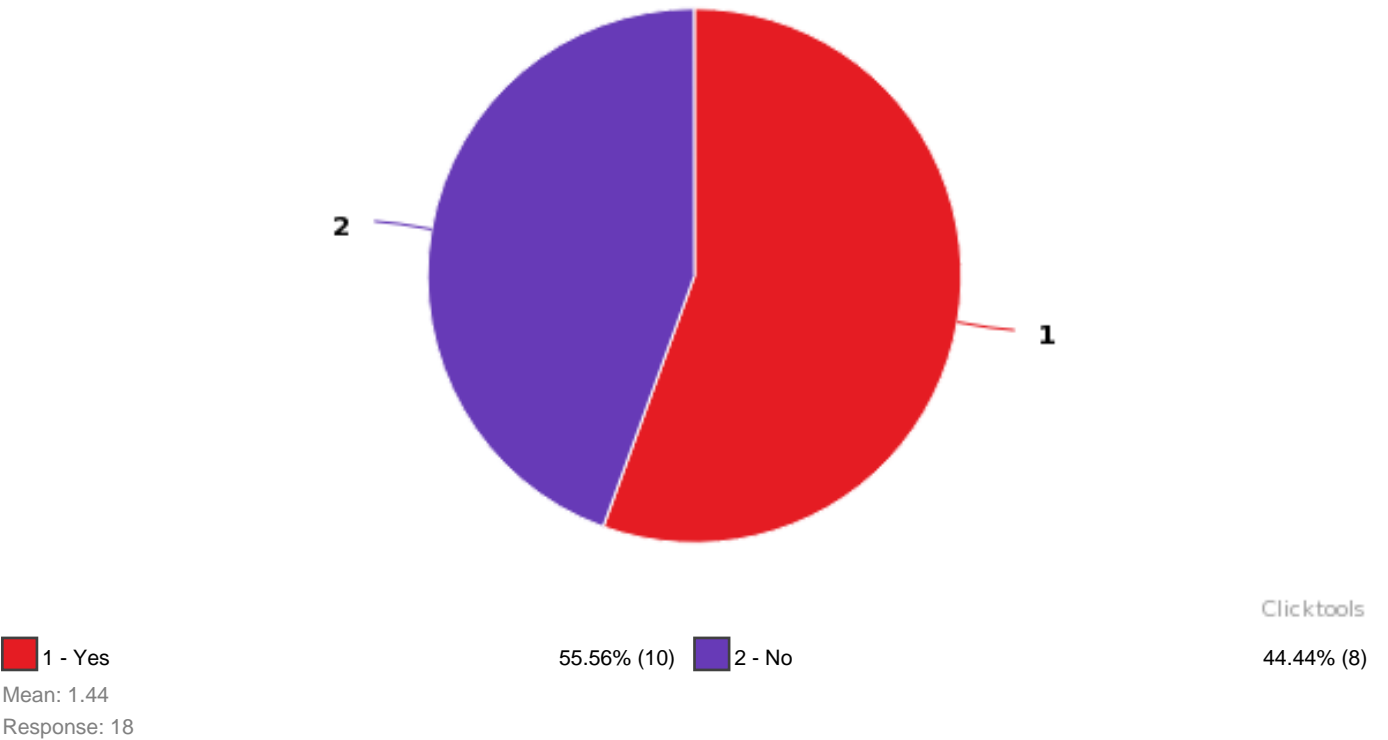


Response: 18

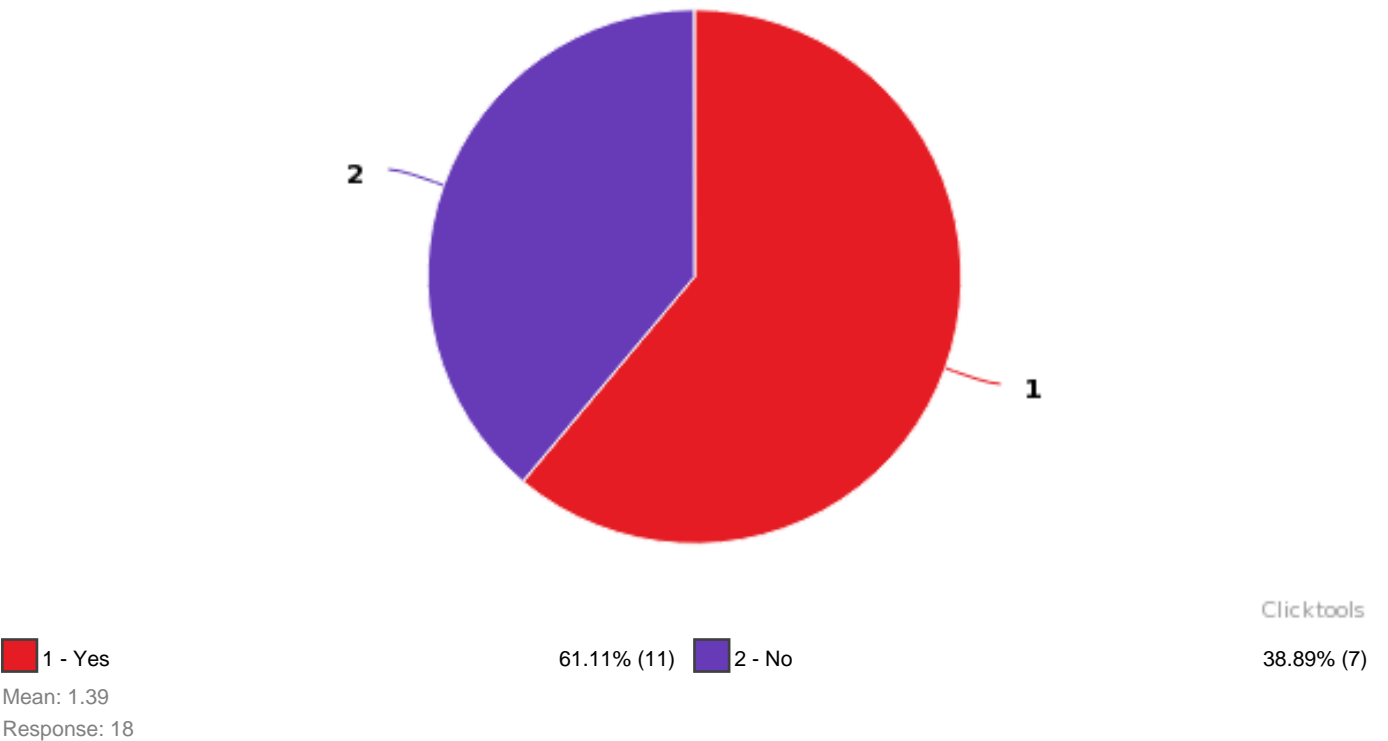
97. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



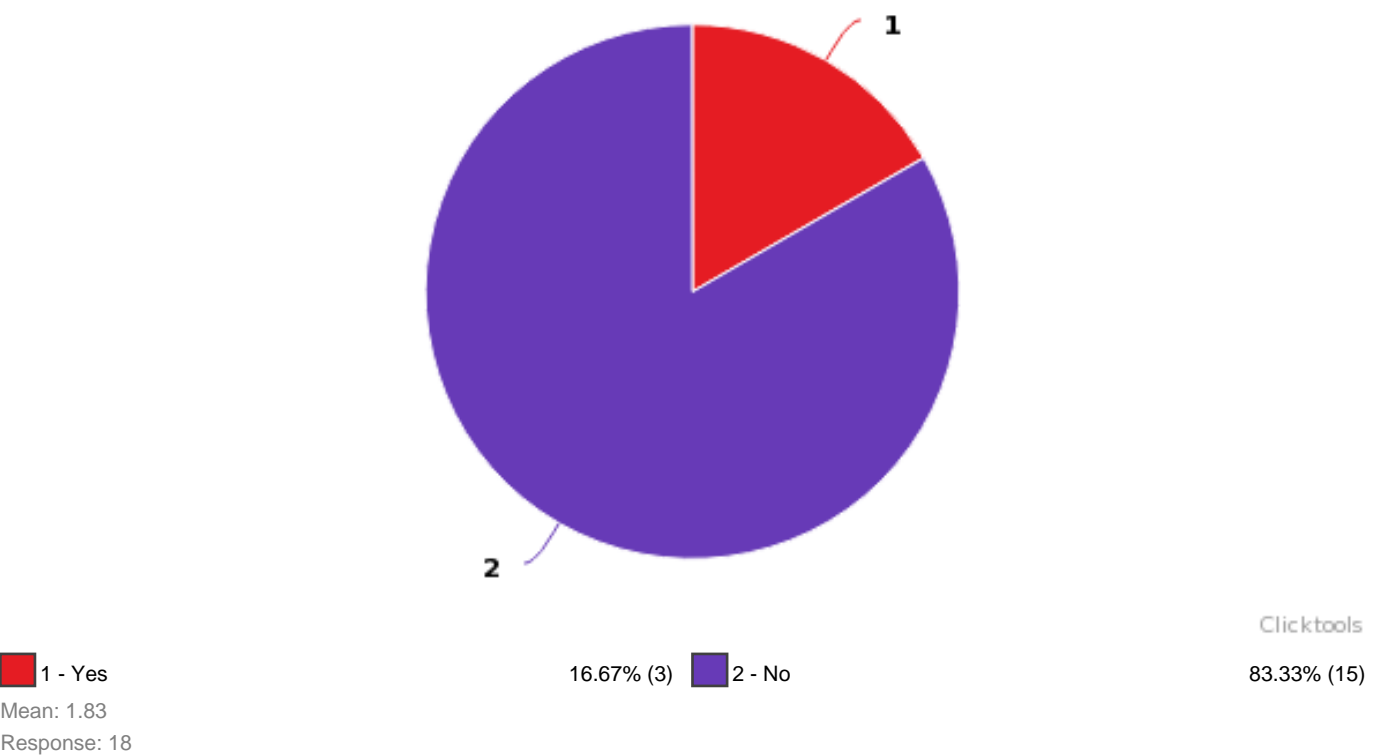
98. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?



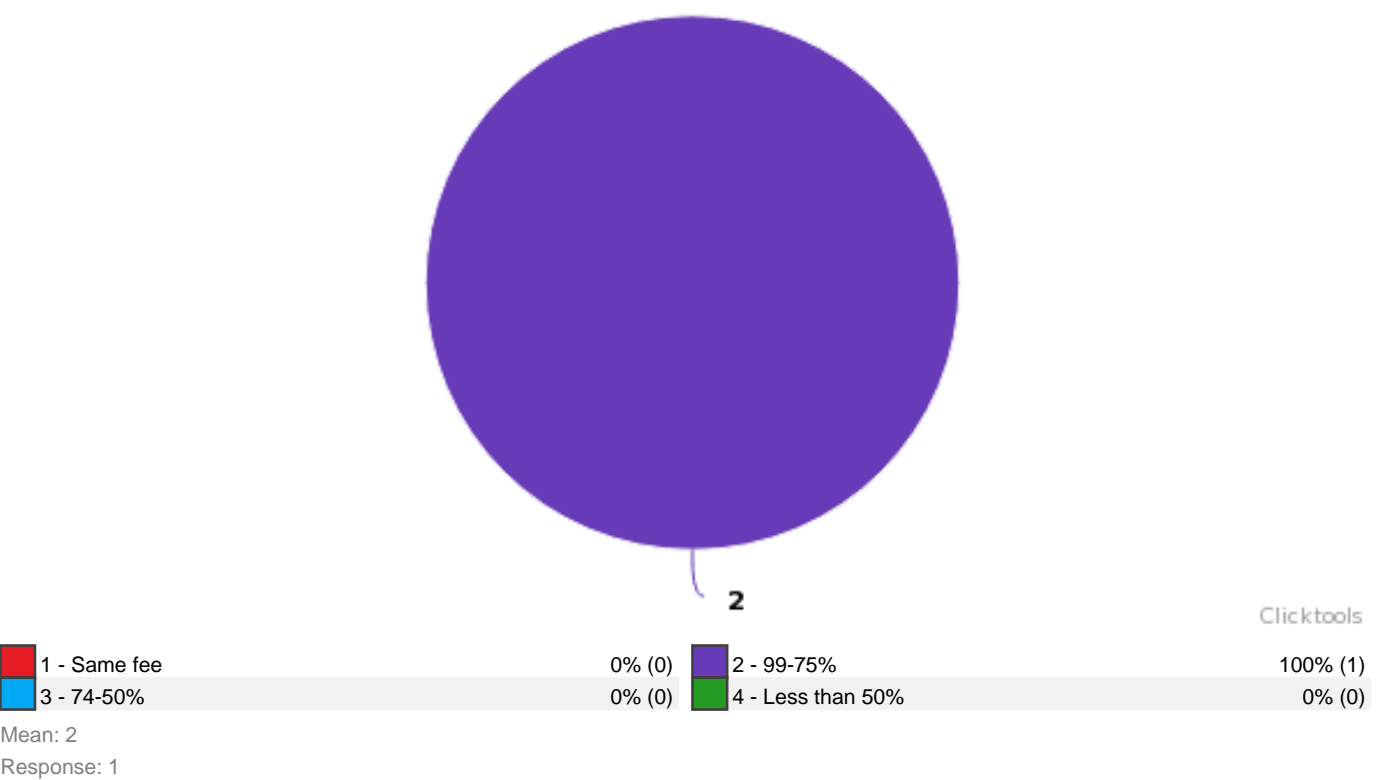
99. Do you allow Delivery partners to resell subscriptions?



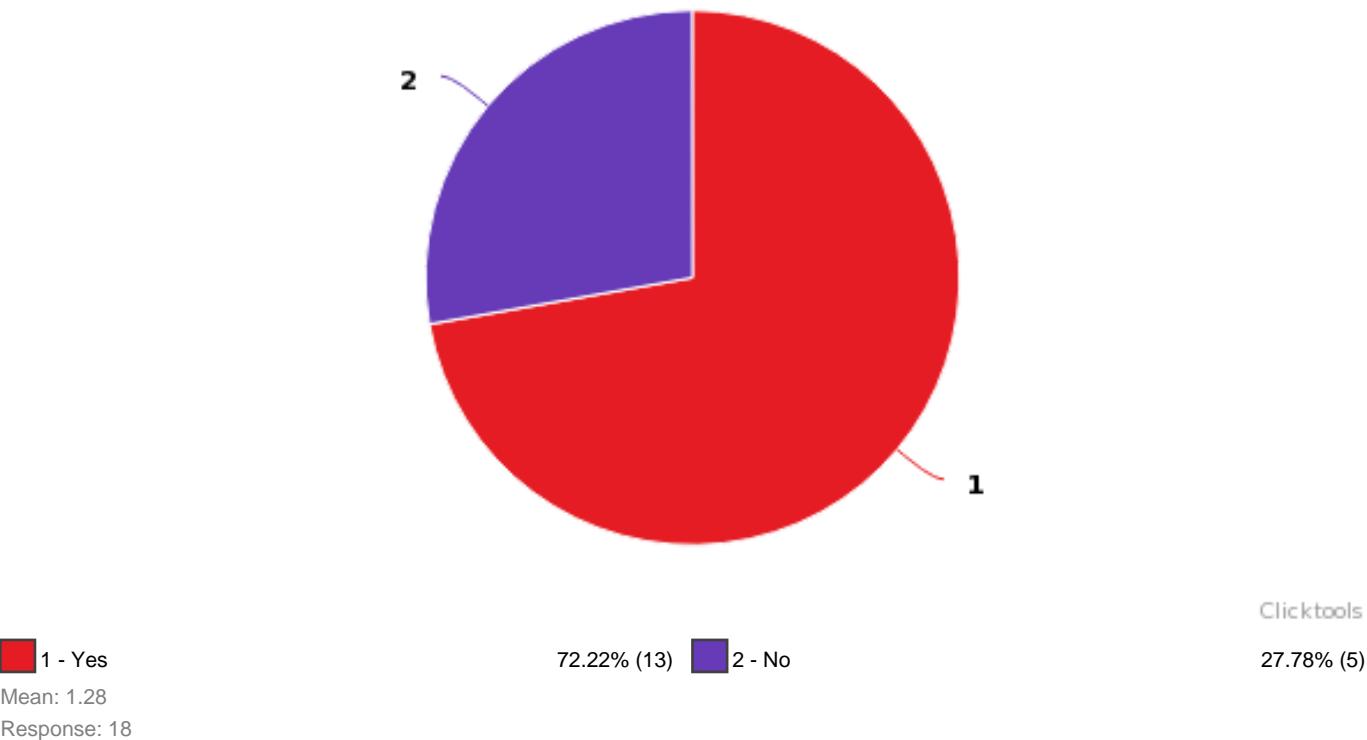
100. Do you allow channel partners and customers/end users to use subscriptions also for delivery partner delivered contents?



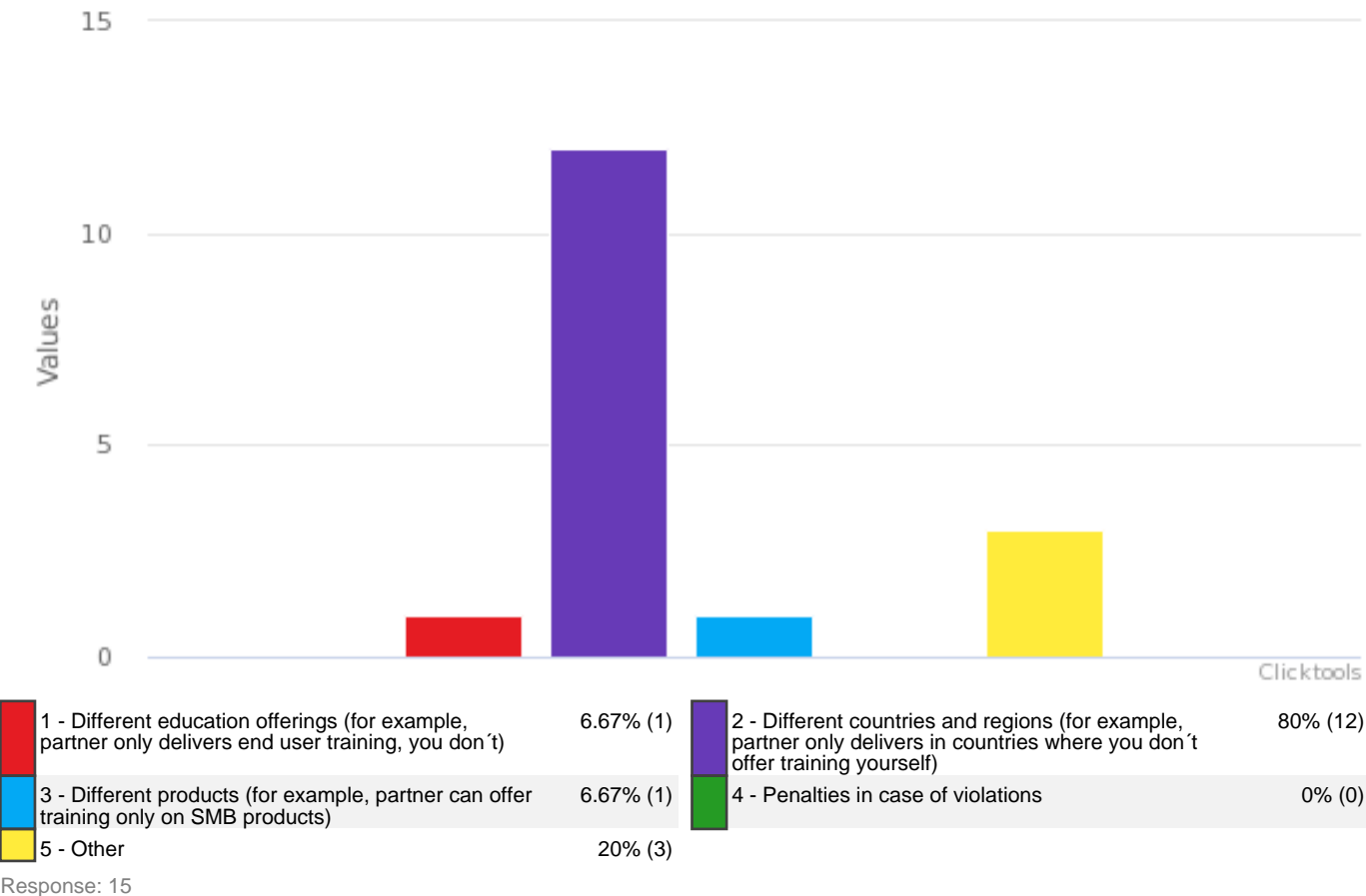
101. How much do pay delivery partners for subscription delivery as % of their normal fees?



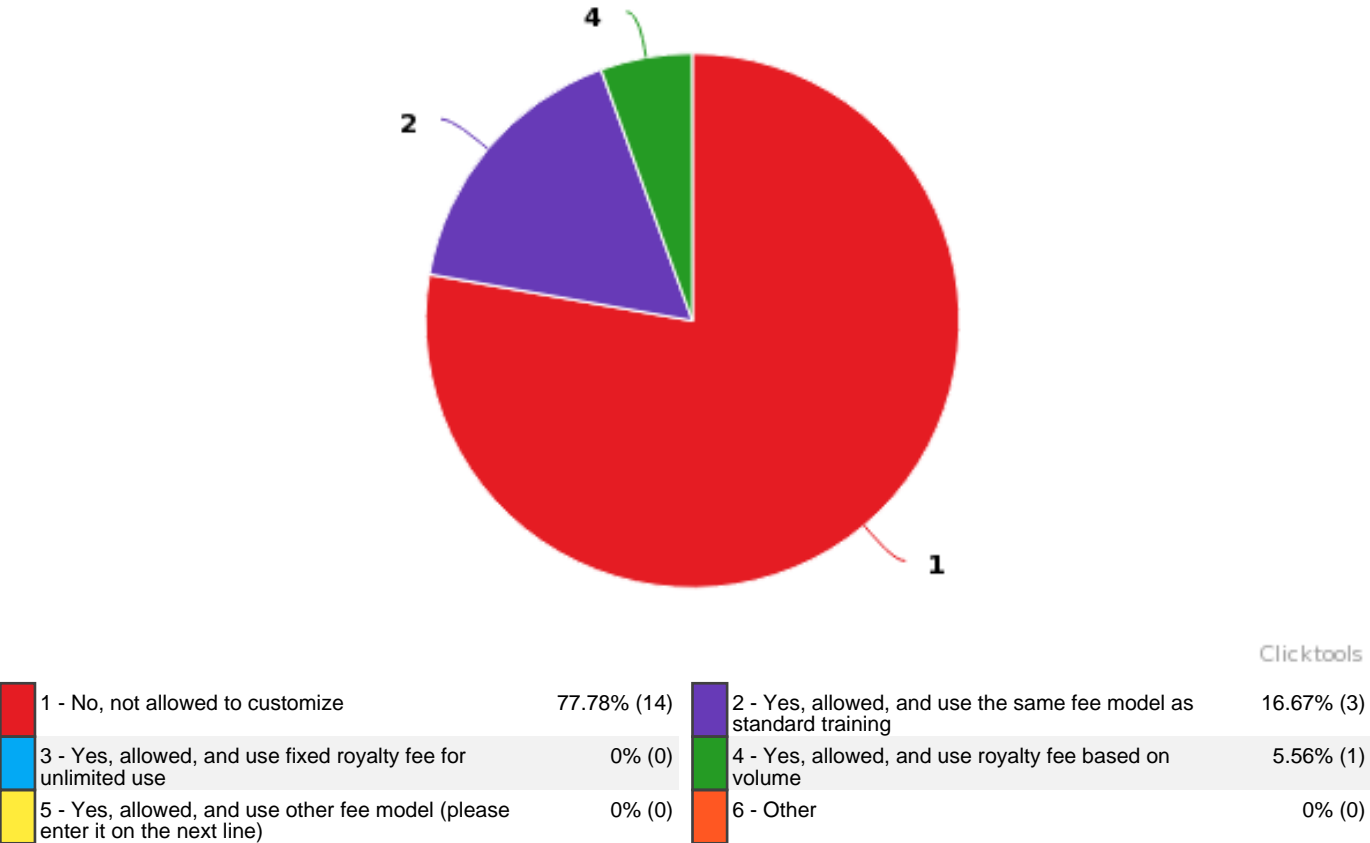
102. Do you require course delivery partner organizations to participate in a formal class evaluation process?



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

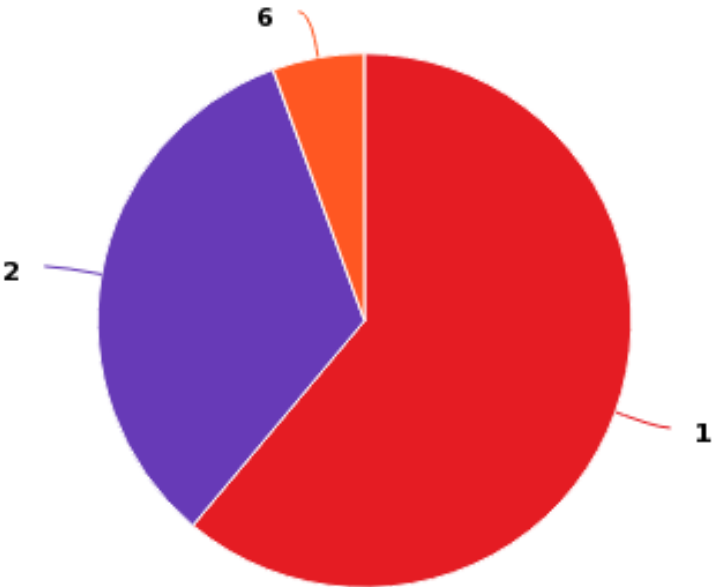


104. Are your training partners allowed to customize content, and if so, what is the fee model?



Mean: 1.33  
Response: 18

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



Clicktools

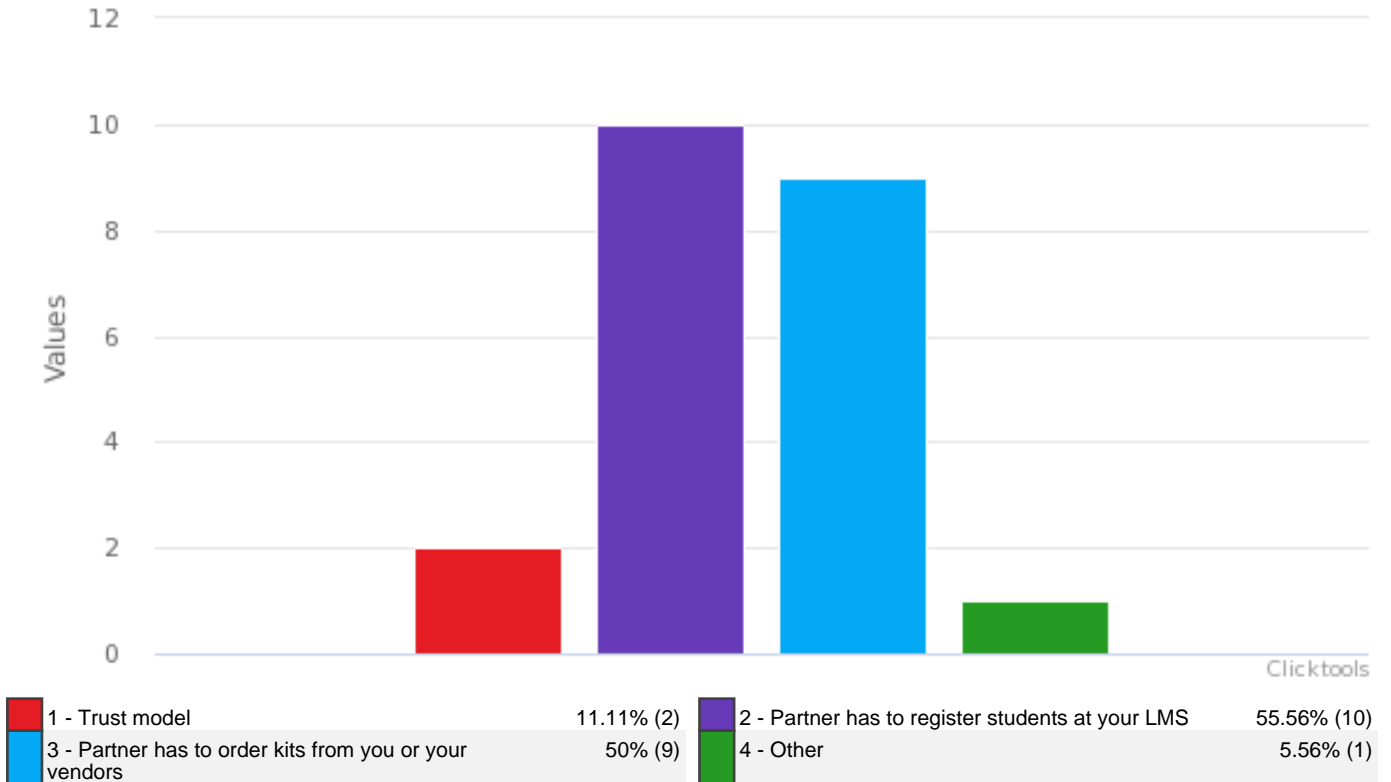


1 - No, not allowed to localize	61.11% (11)	2 - Yes, allowed, and use the same fee model as standard training	33.33% (6)
3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	4 - Yes, allowed, and use royalty fee based on volume	0% (0)
5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	6 - Other	5.56% (1)

Mean: 1.61

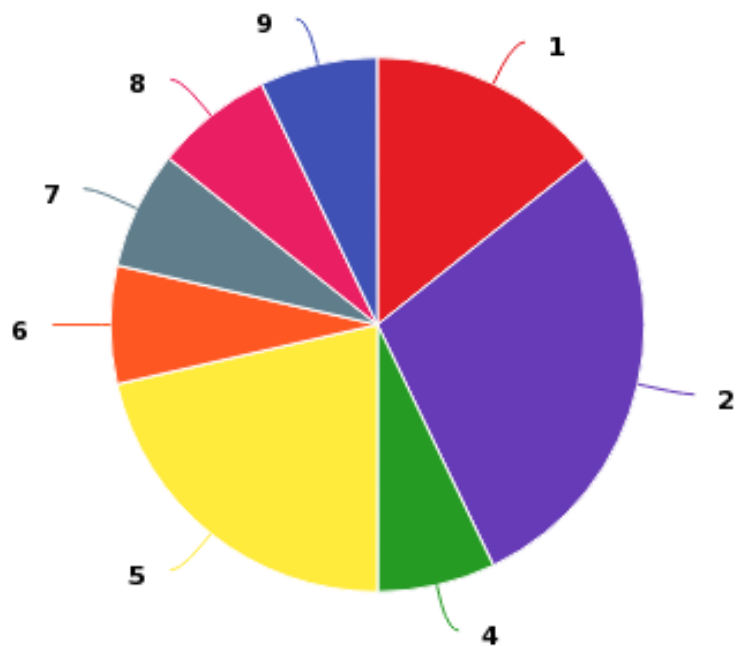
Response: 18

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



Response: 18

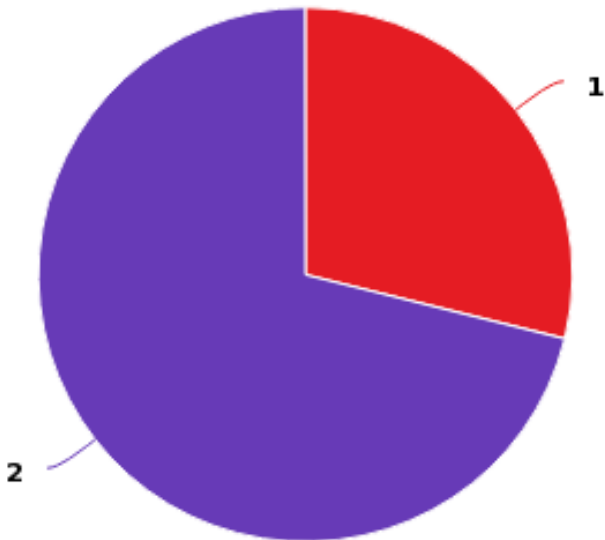
107. What is the level of profitability of your training partner program (in terms of operating margin – all delivery costs and all admin/ops/general costs)?



1 - < 10%	14.29% (2)	2 - 10-20%	28.57% (4)
3 - 21-30%	0% (0)	4 - 31-40%	7.14% (1)
5 - 41-50%	21.43% (3)	6 - 51-60%	7.14% (1)
7 - 61-70%	7.14% (1)	8 - 71-80%	7.14% (1)
9 - 81-90%	7.14% (1)	10 - > 90%	0% (0)

Mean: 4.21  
Response: 14

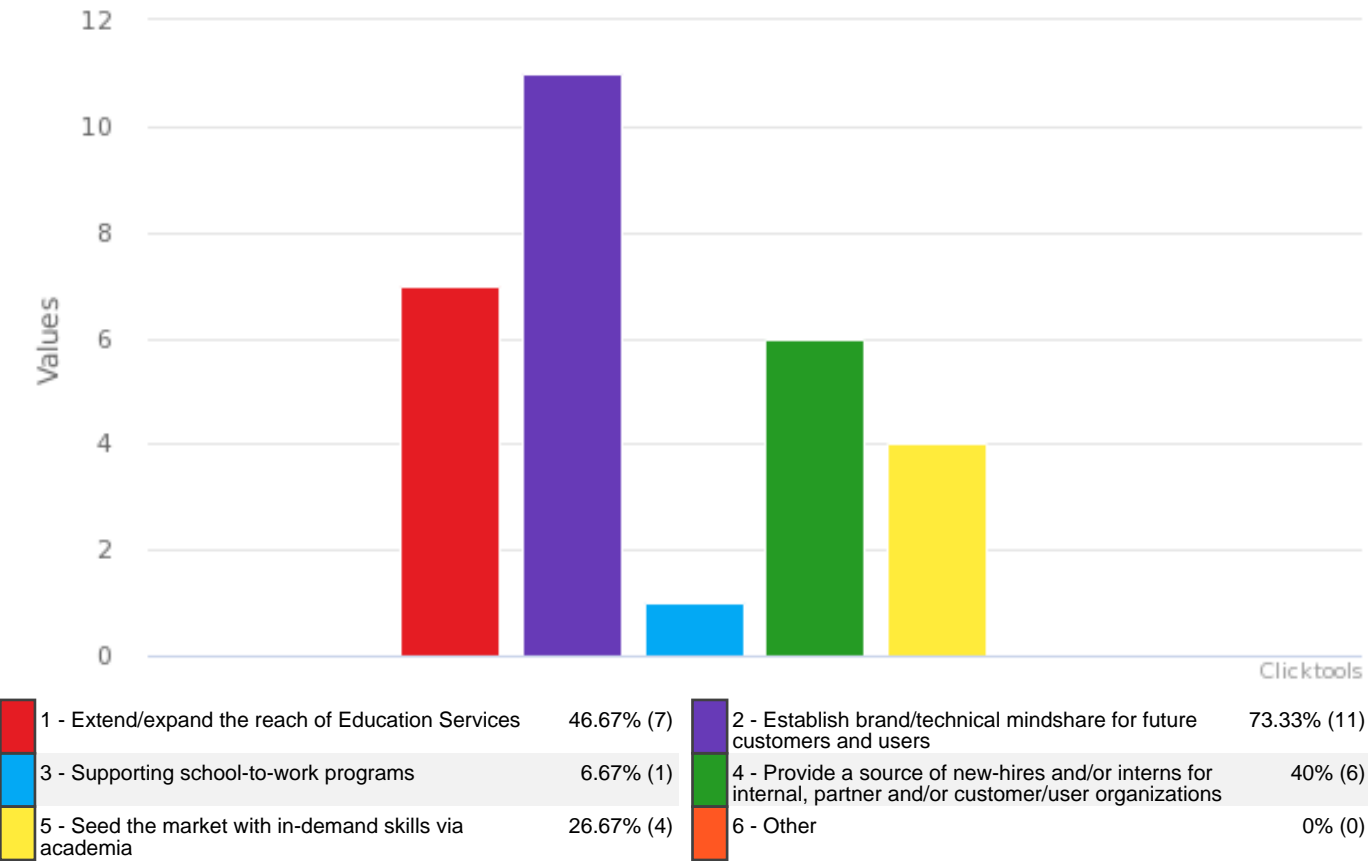
108. Do you have a formal academic program?



1 - Yes	28.85% (15)	2 - No	71.15% (37)
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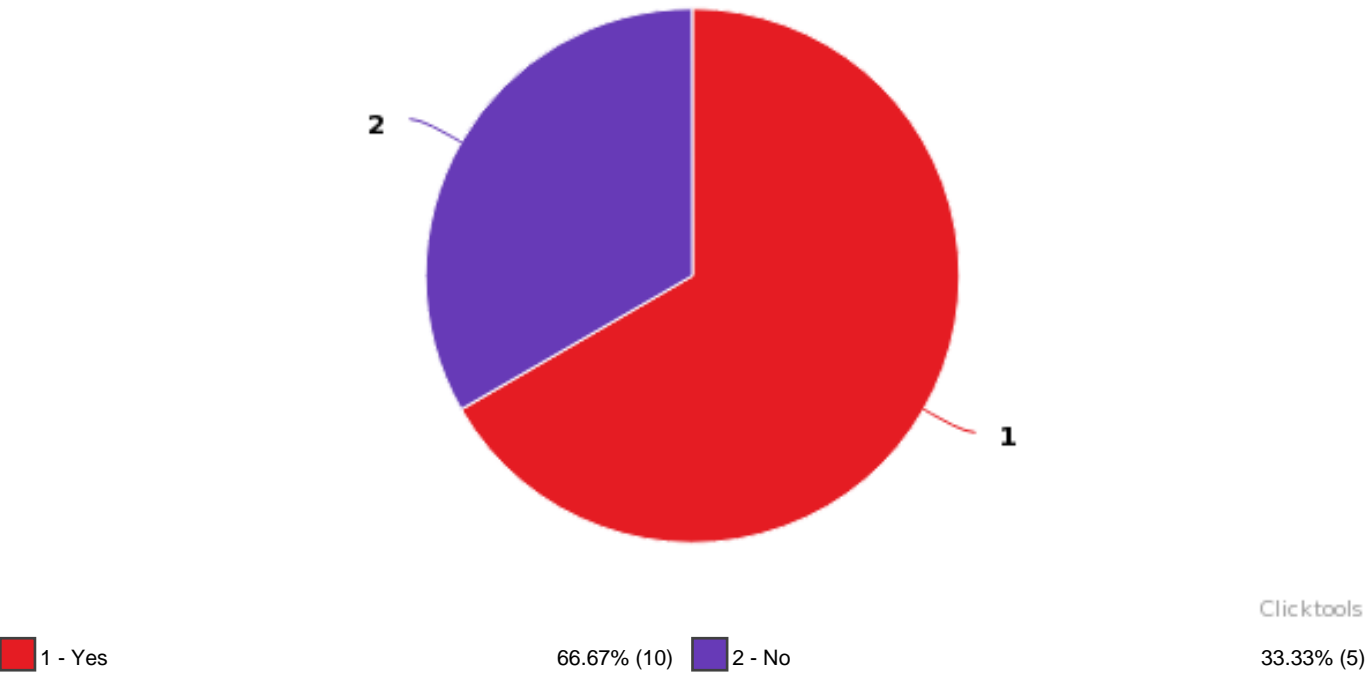
Mean: 1.71  
Response: 52

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



Response: 15

110. Does your customer and partner education team assist with integrating course content into existing academic curricula?



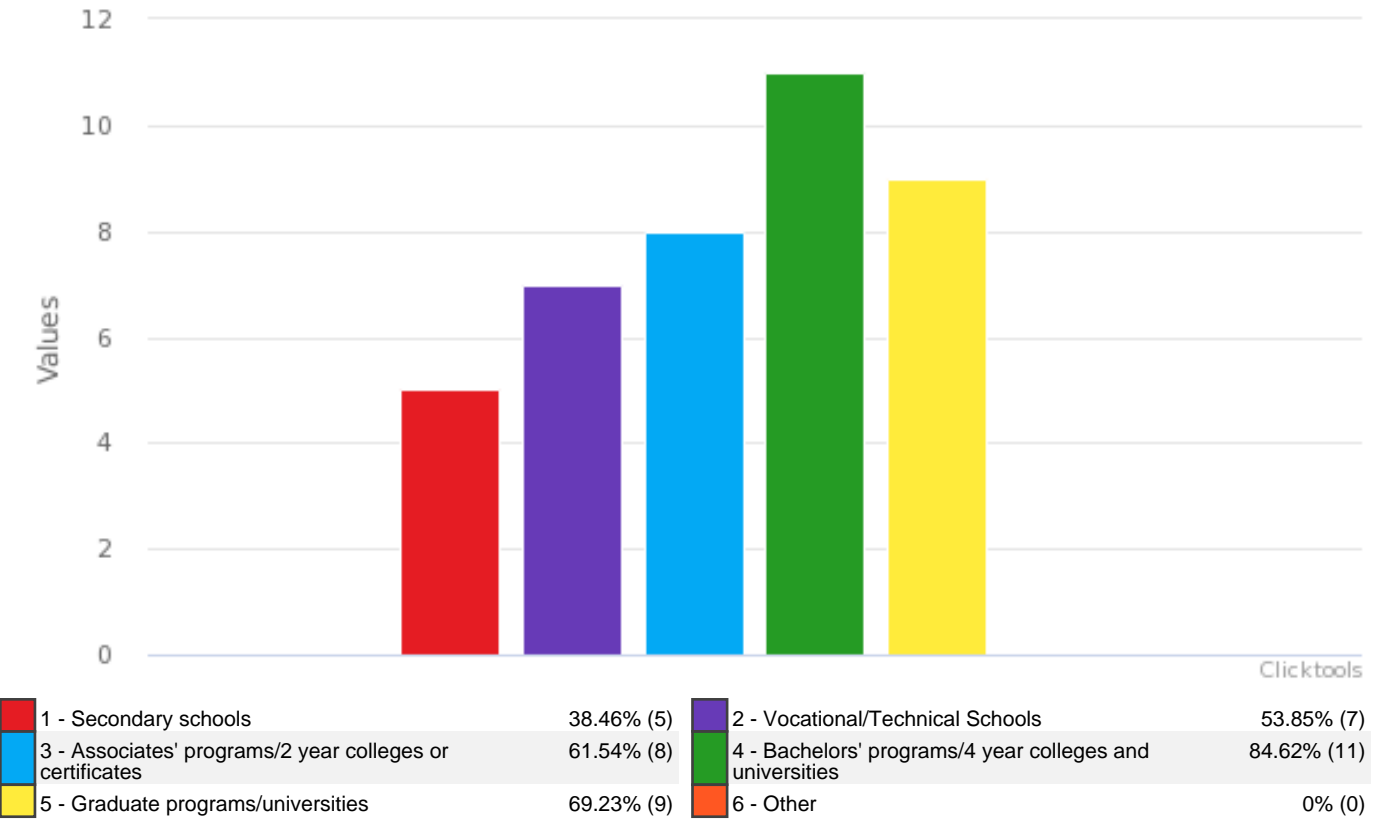
Mean: 1.33  
Response: 15

111. How many academic program members do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	486.9	96.8	14.2	42.5	27
Highest	3,000	600	100	300	200
Lowest	1	0	0	0	0
Standard deviation	965.29	207.91	32.64	96.74	63.6

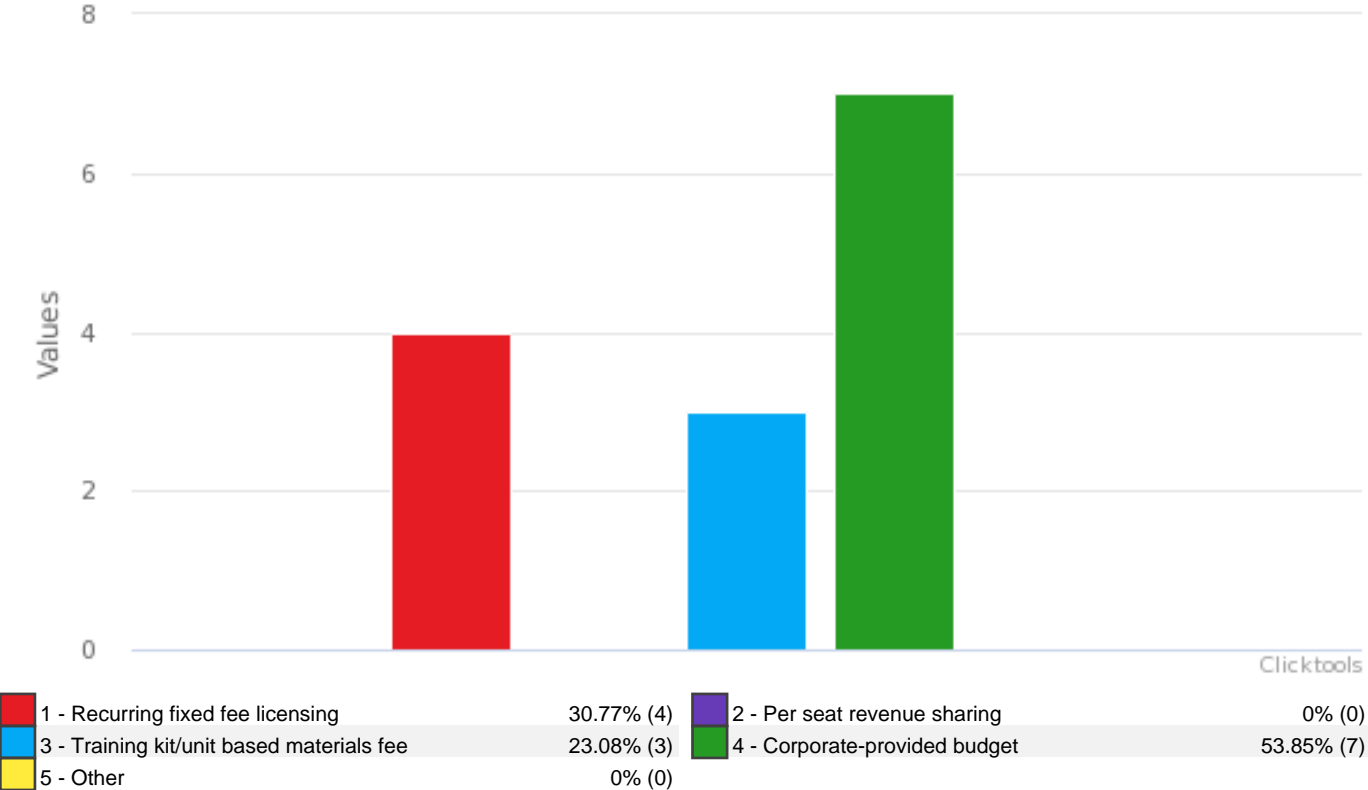
Response: 10

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



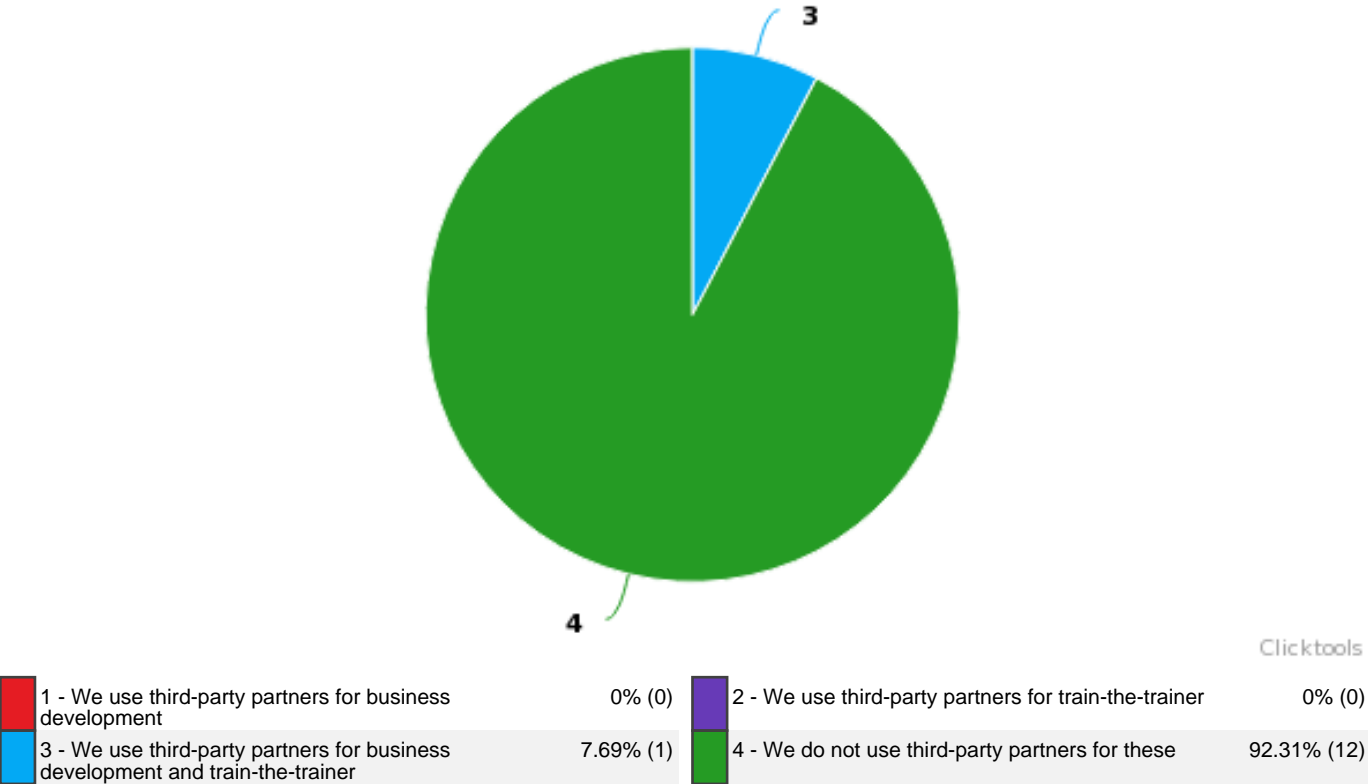
Response: 13

113. What is your academic program business model? Select all that apply.



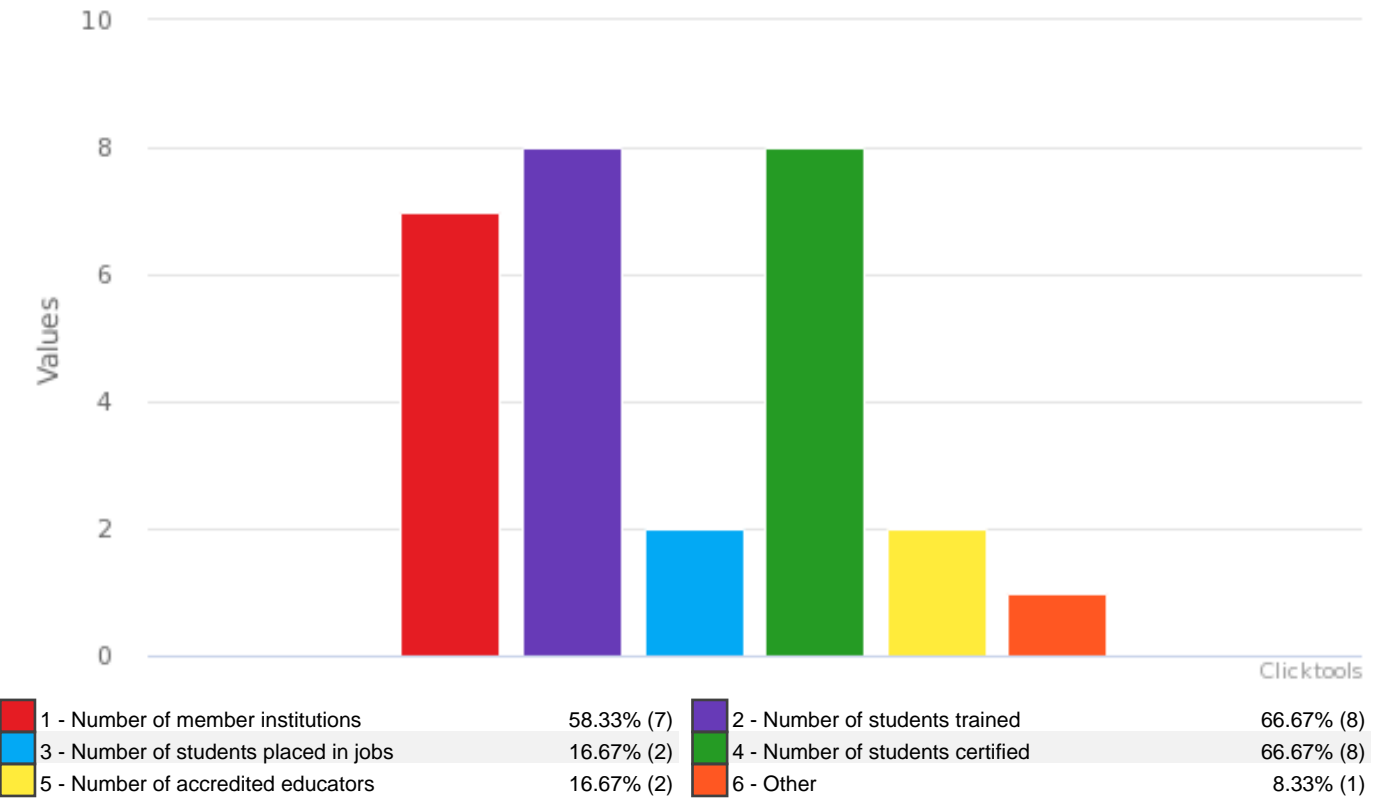
Response: 13

114. Do you use any third-party partners for business development or train-the-trainer purposes as part of your academic program:



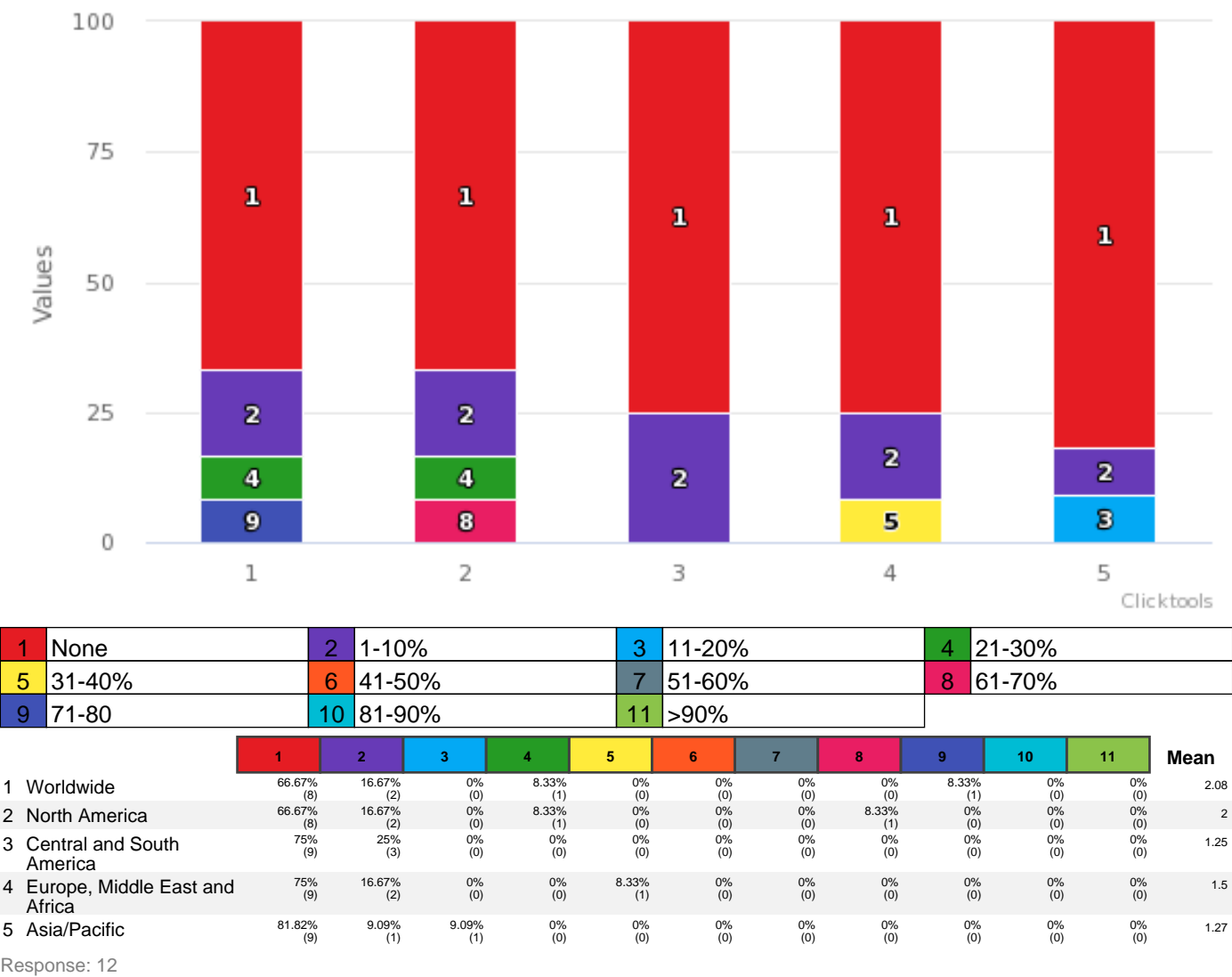
Mean: 3.92  
Response: 13

115. What are your key measures of success/key performance indicators (KPIs)? Please select all that apply.

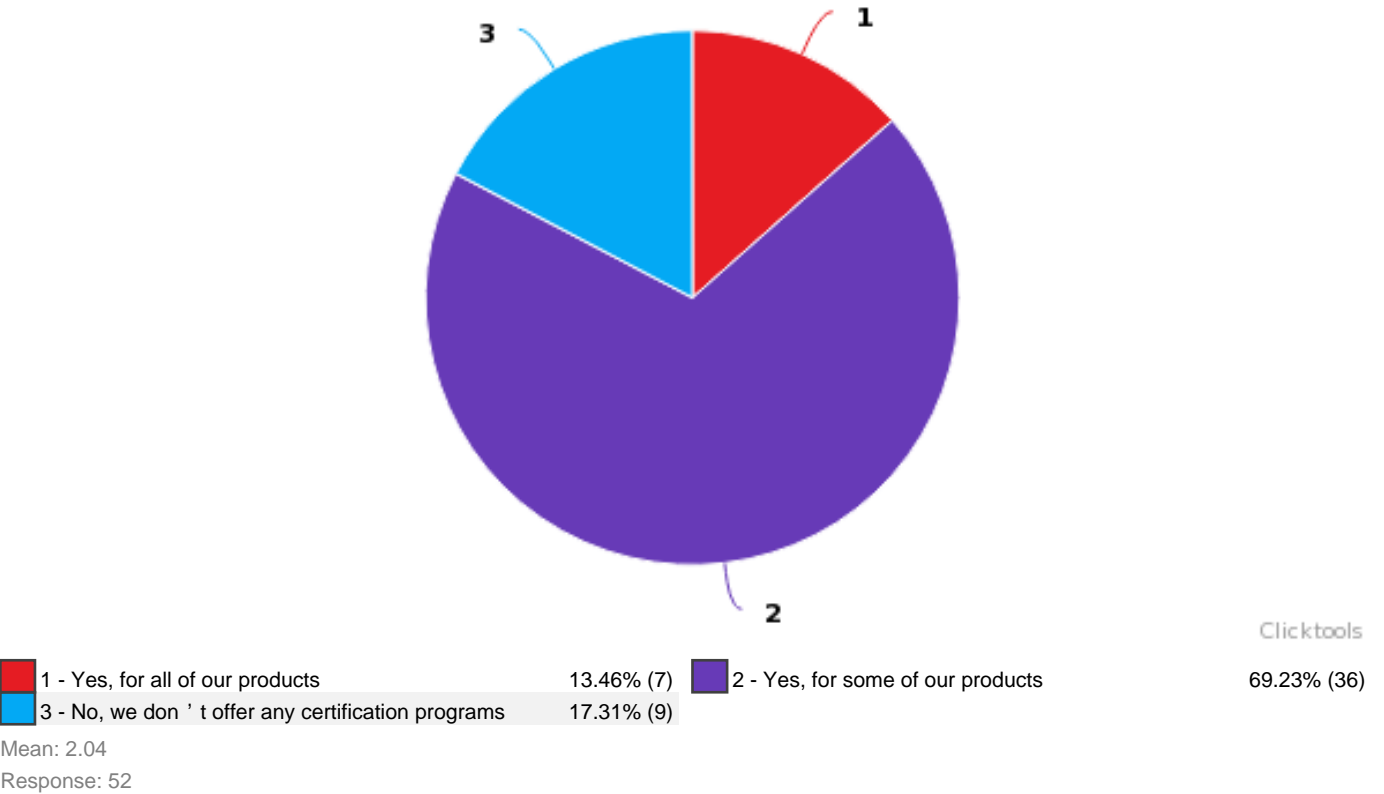


Response: 12

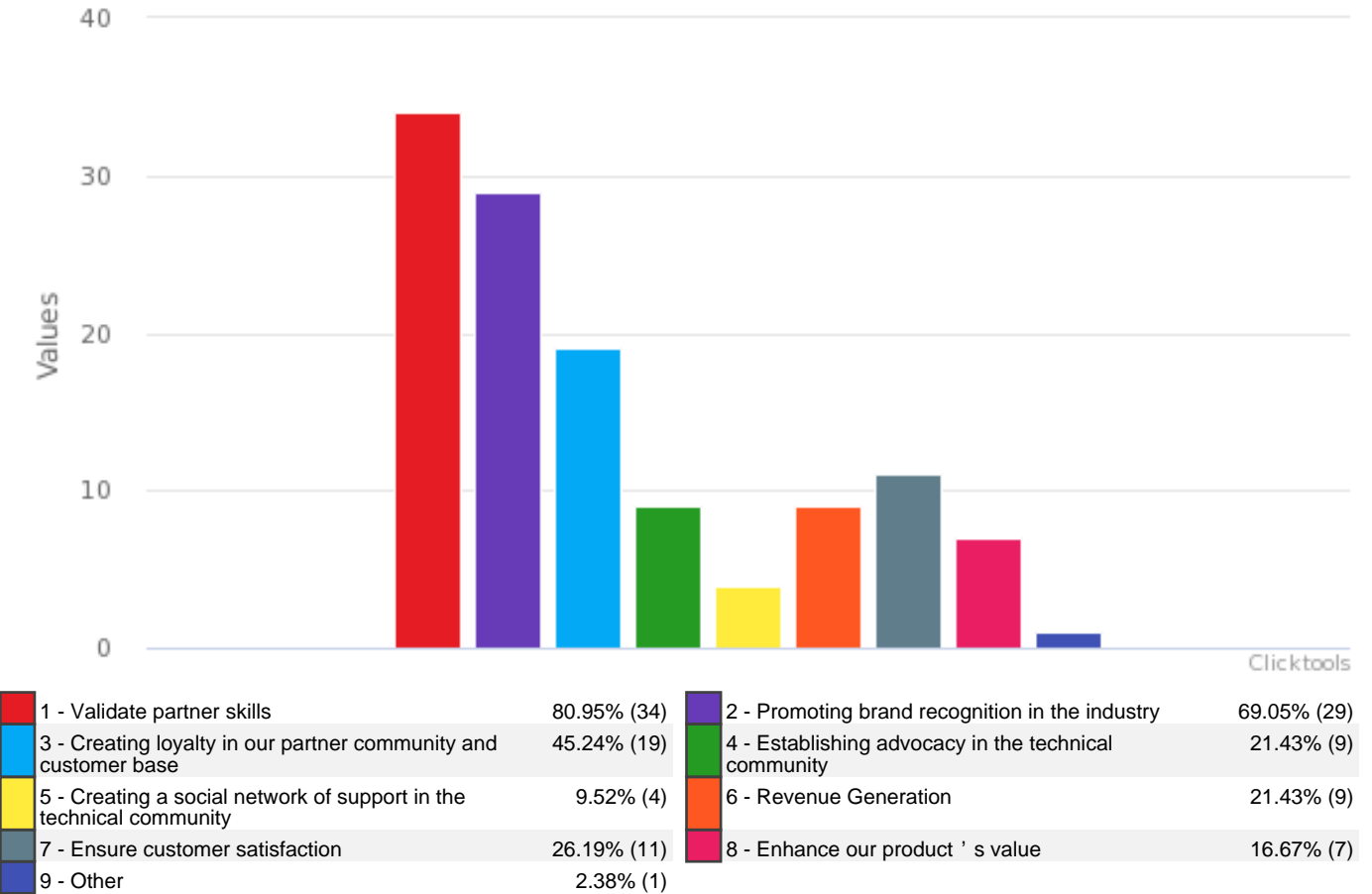
116. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate? Answer for worldwide and each region.



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

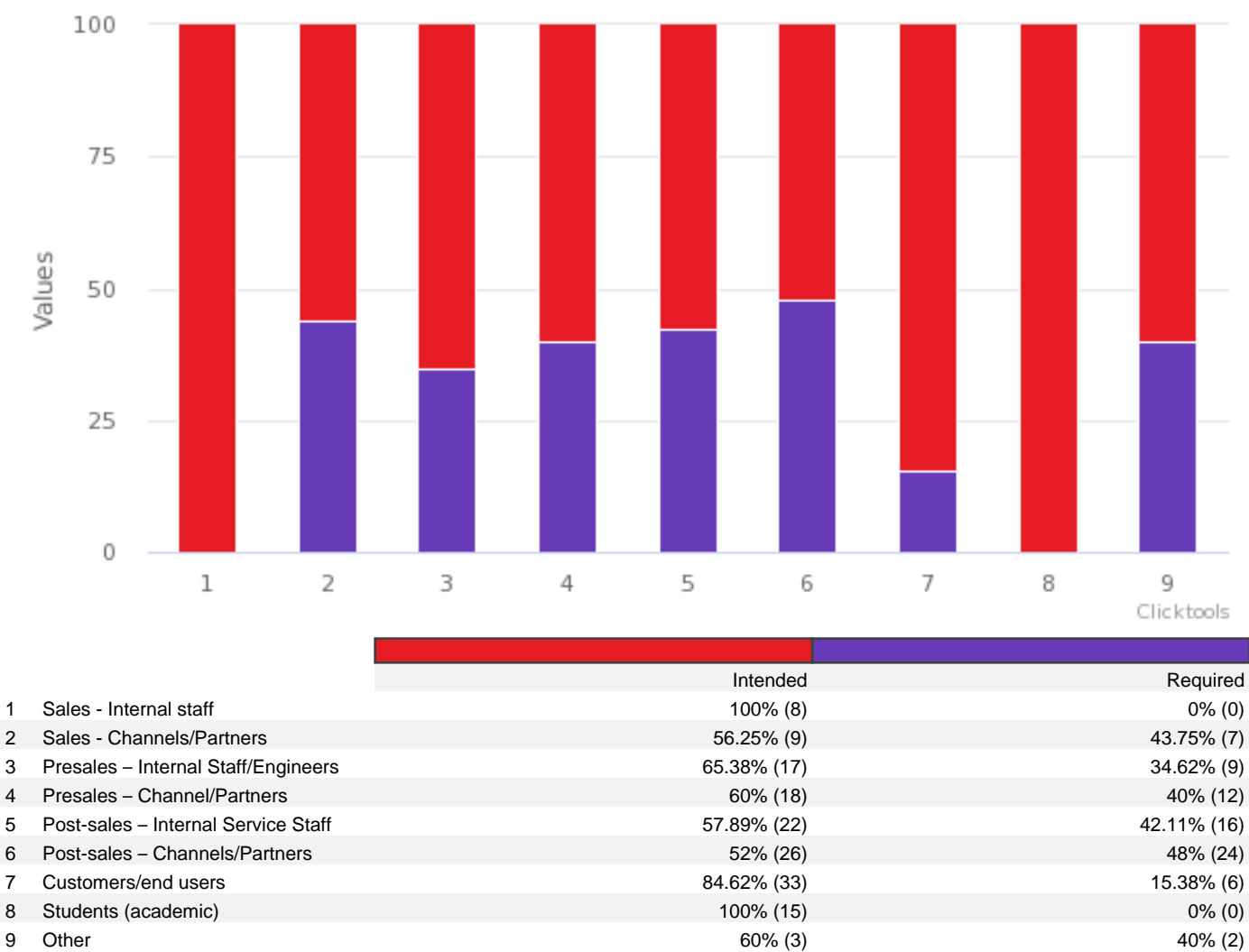


118. What are the three main goals for your certification programs?

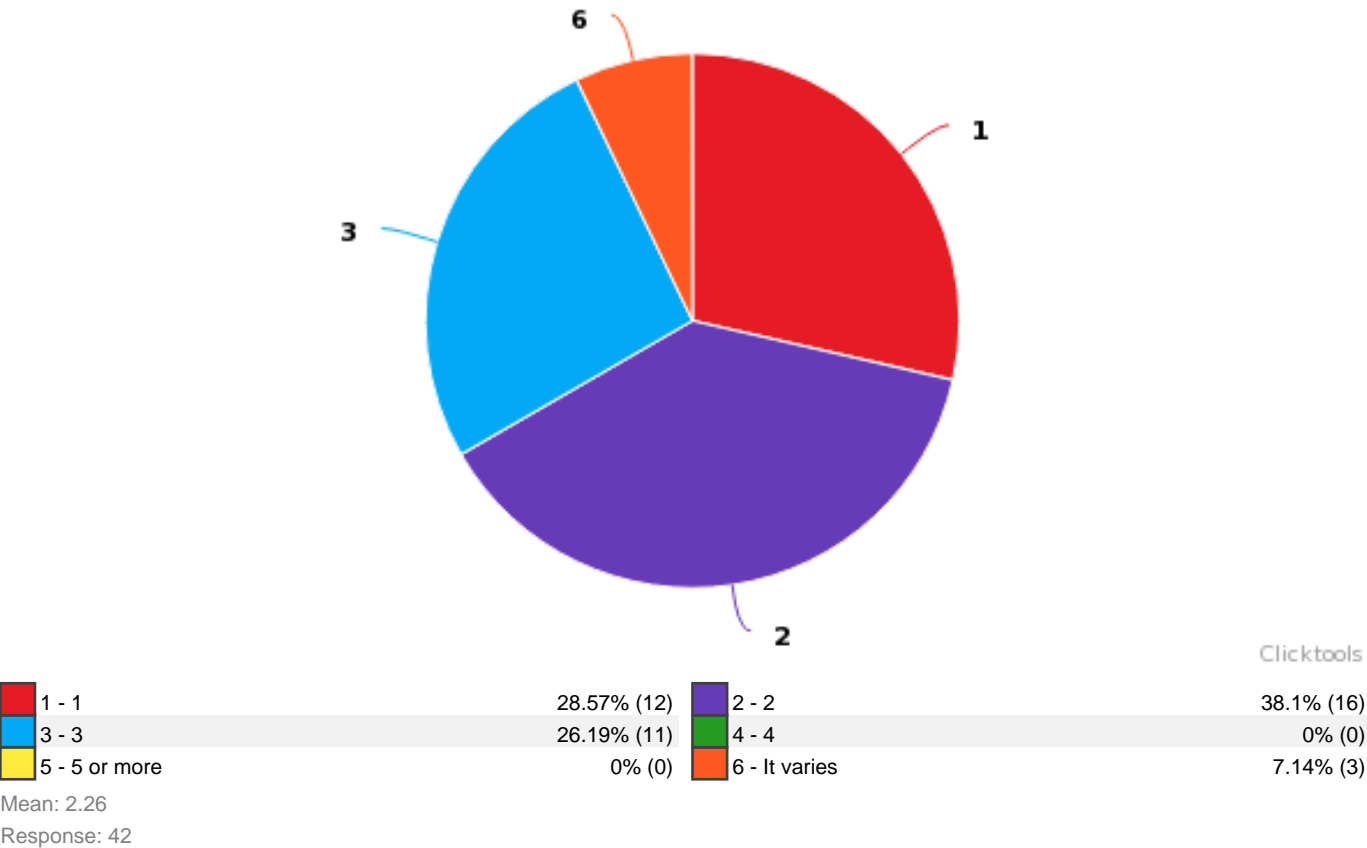




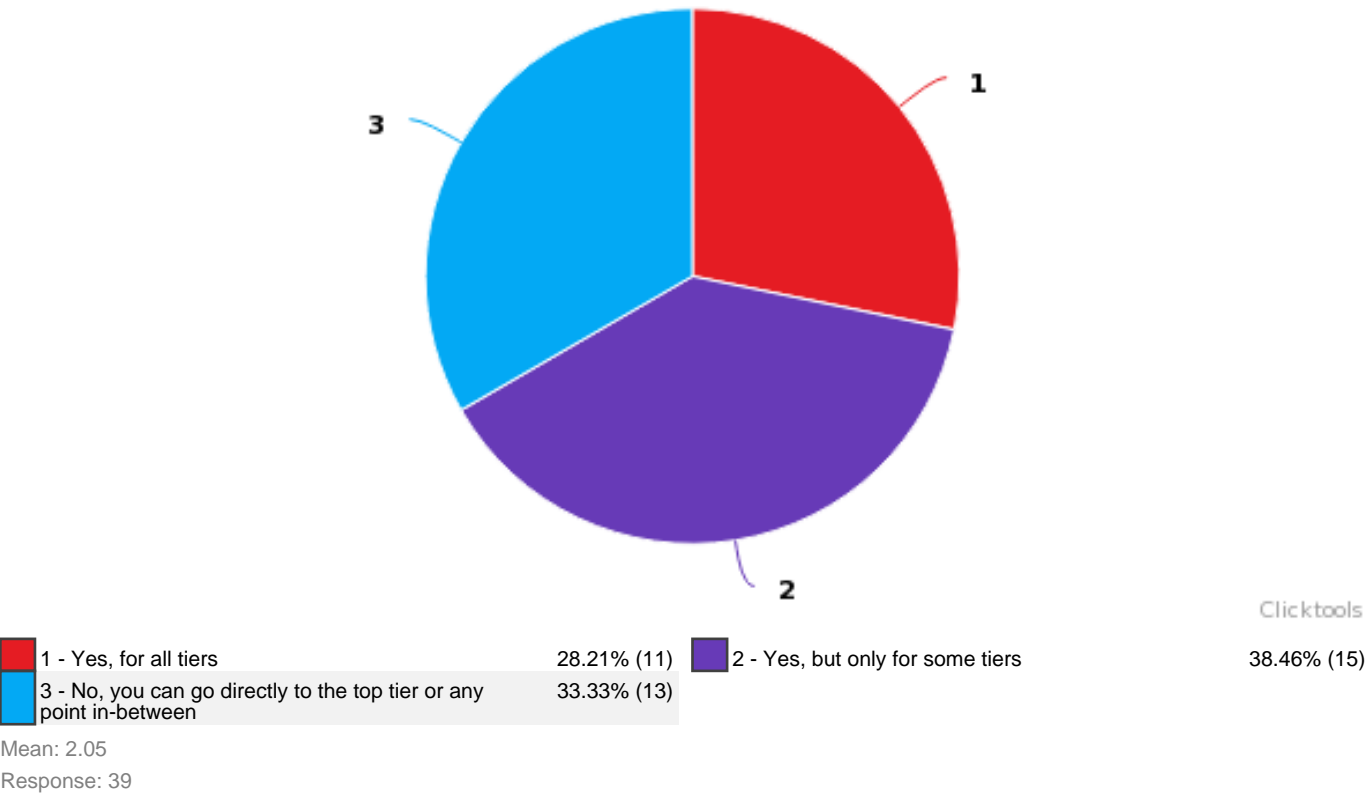
119. Who is the intended/required audience for your certification programs and for whom is it required?  
Select all that apply.



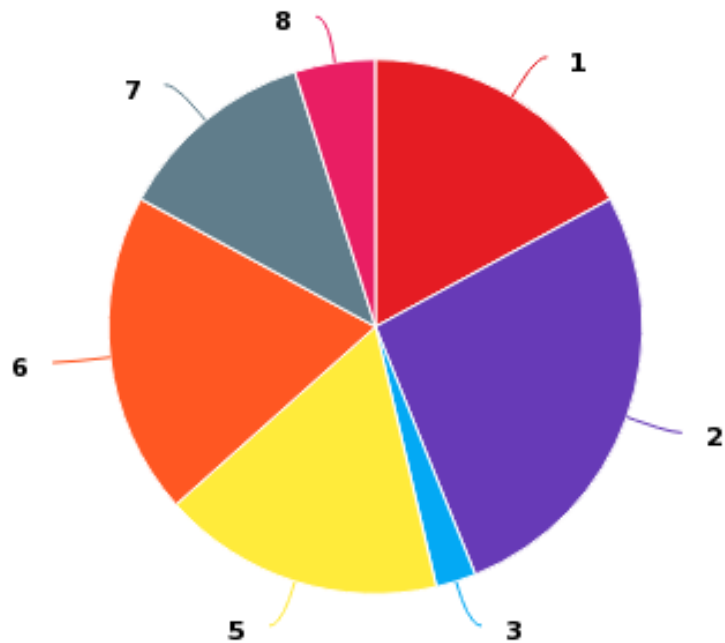
120. How many certification tiers (levels) do most of your programs offer?



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



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

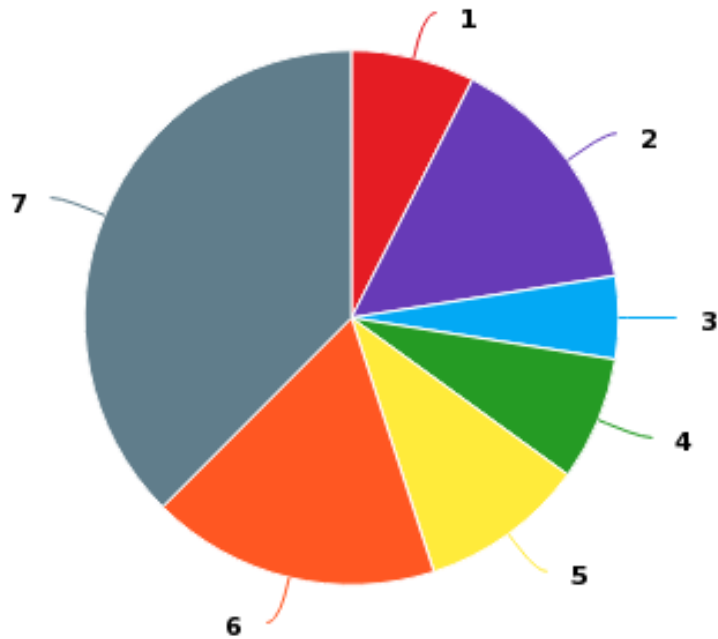


Clicktools

1 - Must re-certify annually	17.07% (7)	2 - 2 Years	26.83% (11)
3 - 3-4 years	2.44% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	17.07% (7)	6 - Varies by certification	19.51% (8)
7 - Only valid for a product version	12.22% (5)	8 - Other	4.88% (2)

Mean: 4.05  
Response: 41

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

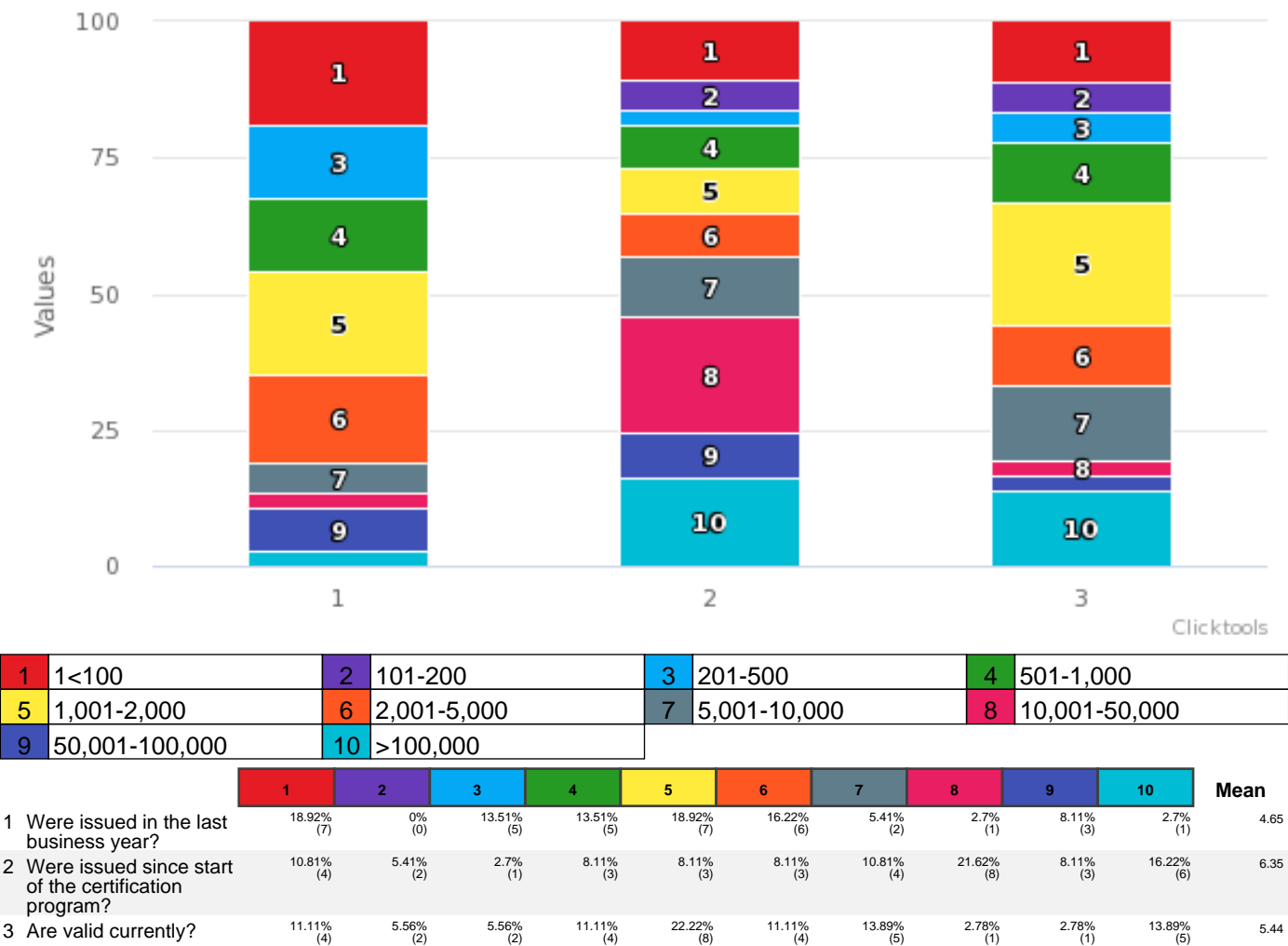


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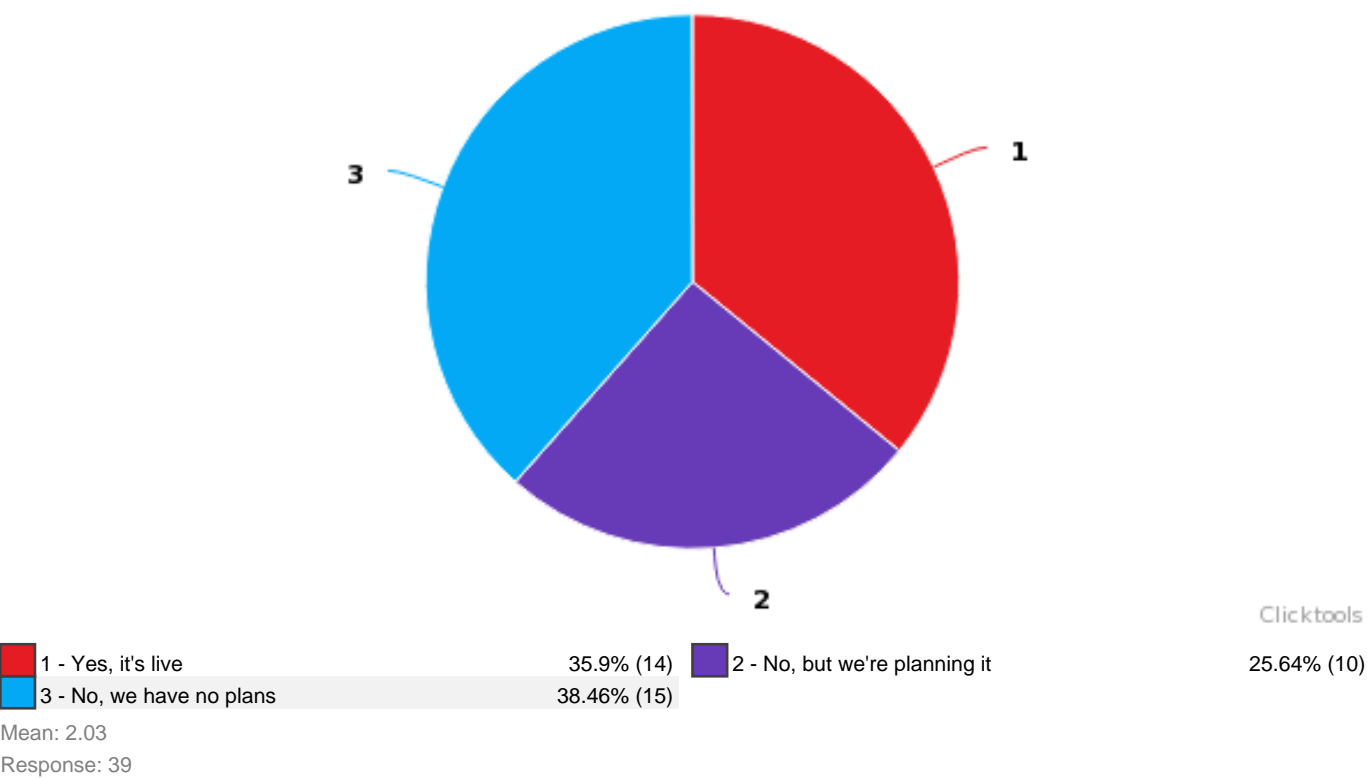
1 - Less than a year	7.5% (3)	2 - 1-2 years	15% (6)
3 - 2-3 years	5% (2)	4 - 3-4 years	7.5% (3)
5 - 4-5 years	10% (4)	6 - 5-9 years	17.5% (7)
7 - 10 years or more	37.5% (15)		

Mean: 5

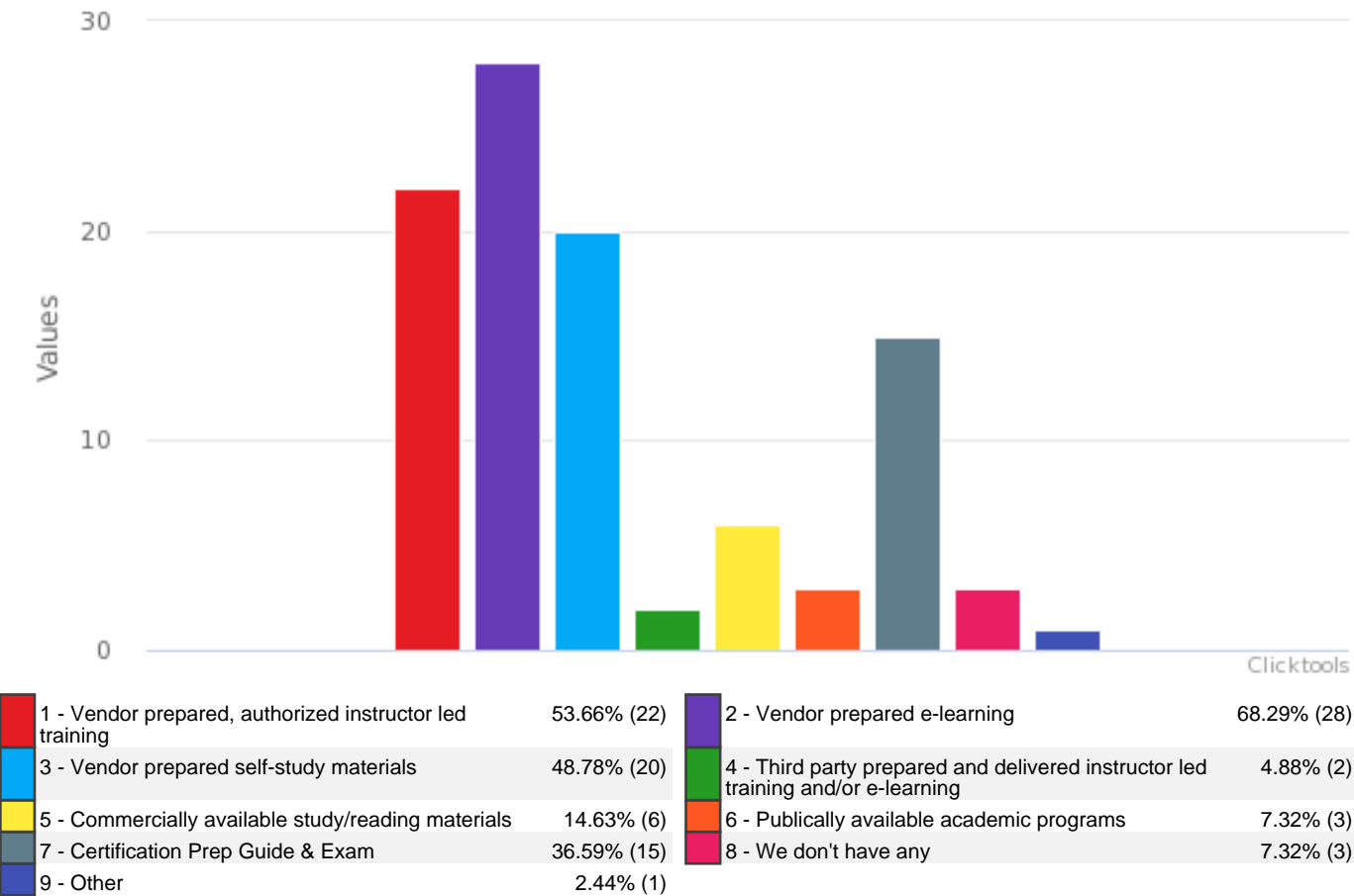
124. How many certifications:



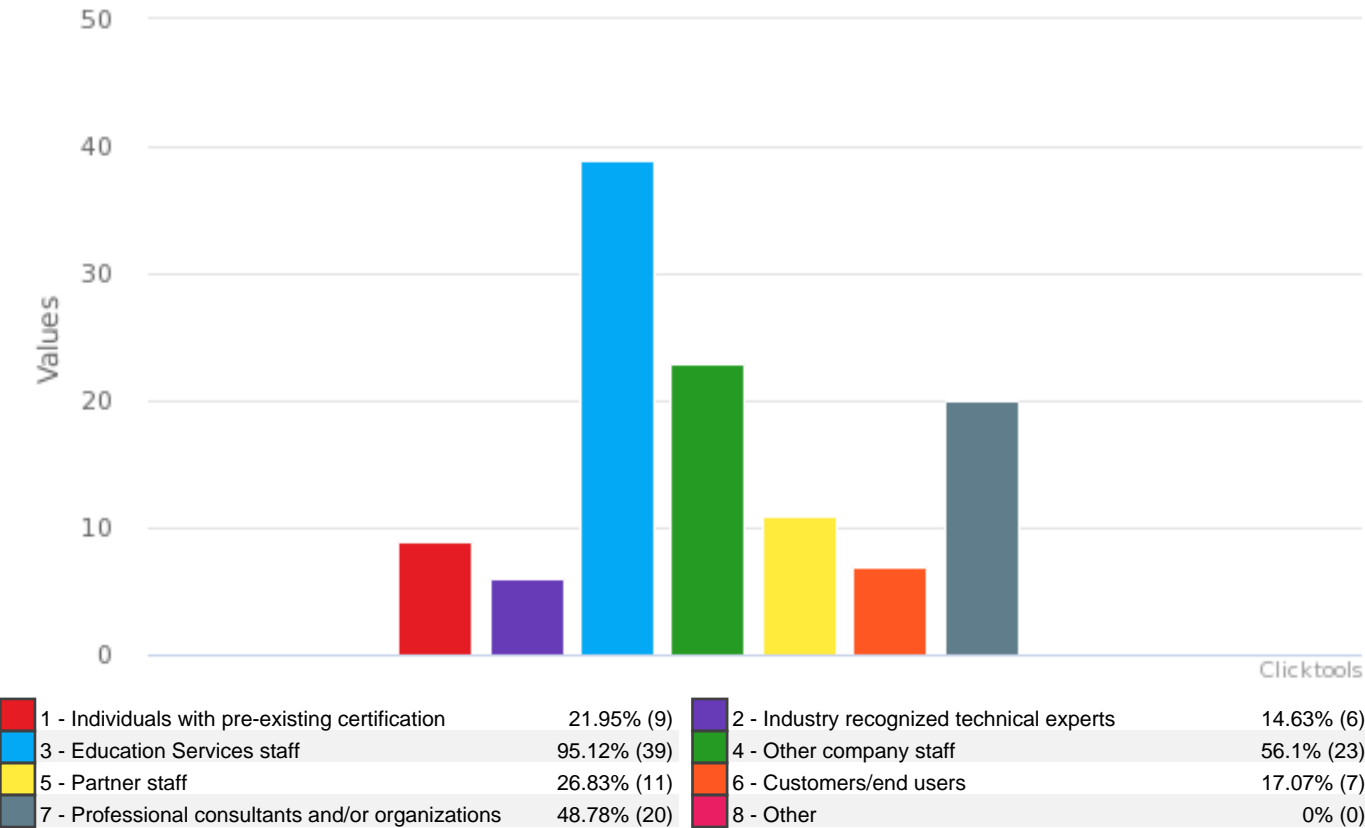
125. Does your certification program include Performance-Based Testing?



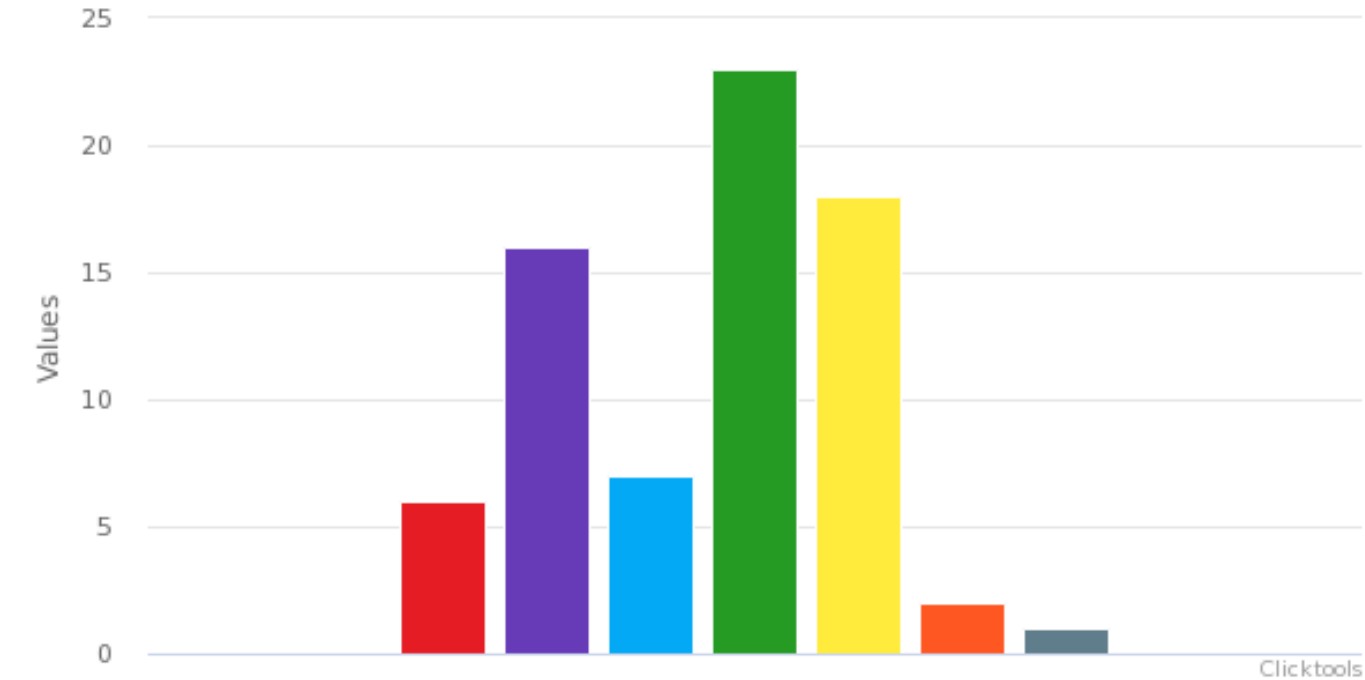
126. In what form is any preparatory study/training distributed? Select all that apply.



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



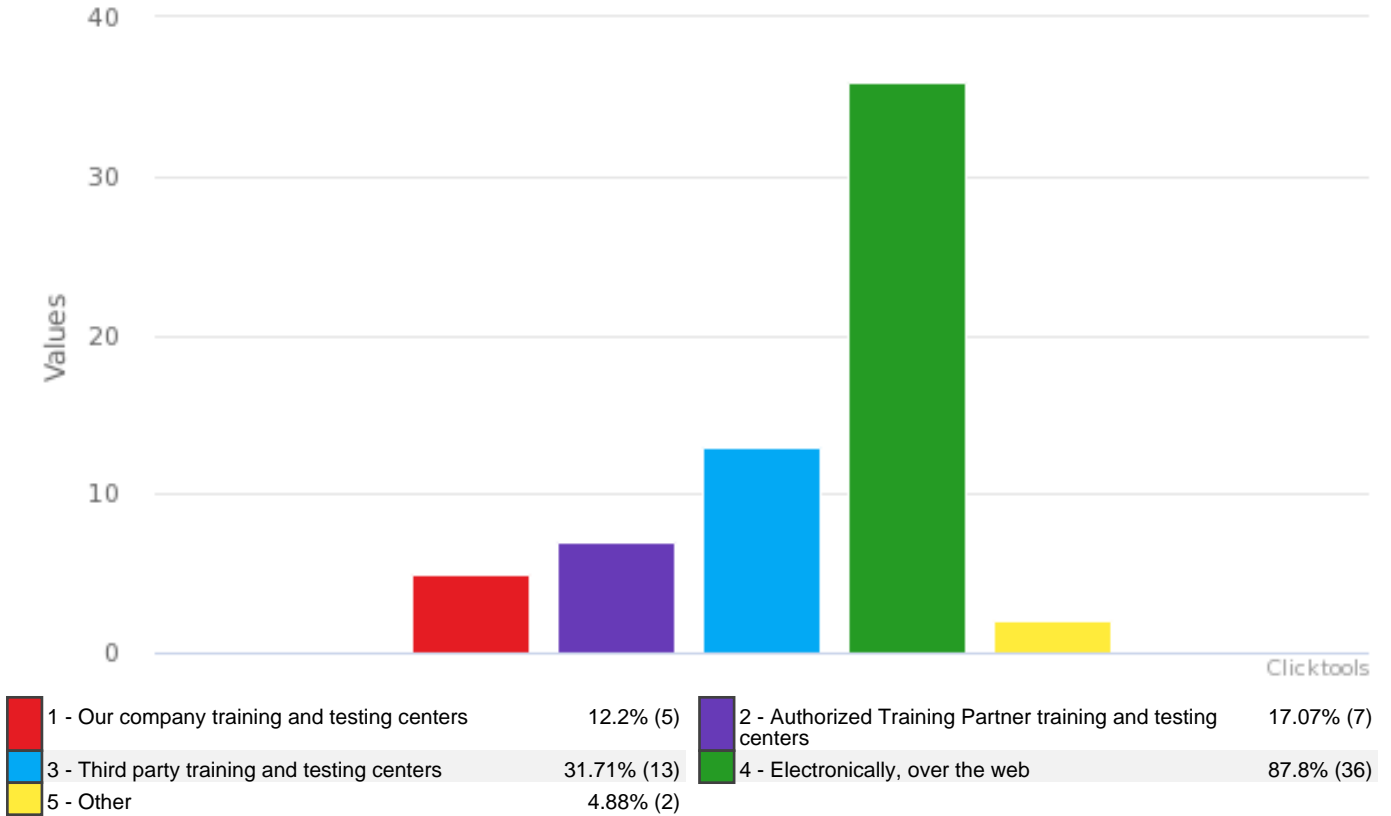
128. How are your certification exams administered? Select all that apply.



1 - Proctored practical exam(s)	14.63% (6)	2 - Proctored computer-based exam(s)	39.02% (16)
3 - Un-proctored computer-based exam(s)	17.07% (7)	4 - Proctored Online/web delivered computer-based exam(s)	56.1% (23)
5 - Unproctored Online/web delivered computer-based exam(s)	43.9% (18)	6 - Submission of a written/electronic dossier	4.88% (2)
7 - Other	2.44% (1)		

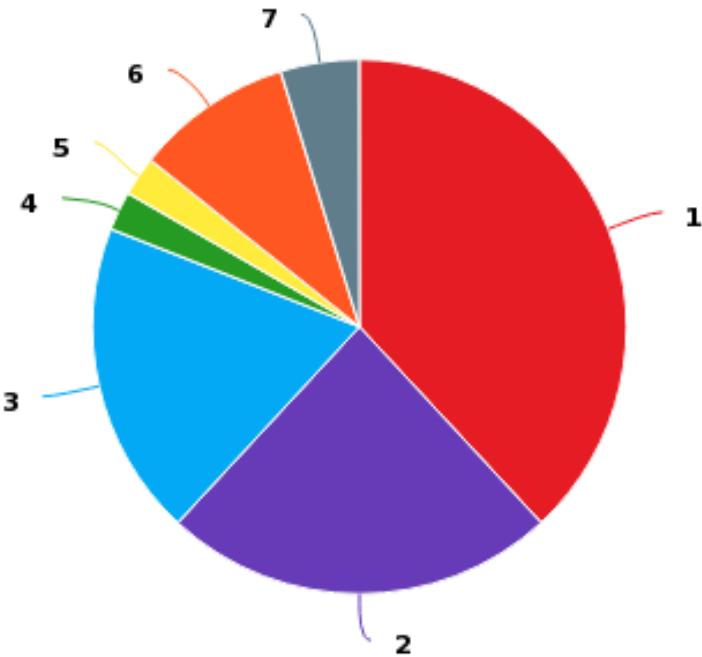
Response: 41

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



Response: 41

130. How many FTE equivalent employees in your organization are dedicated to certification?

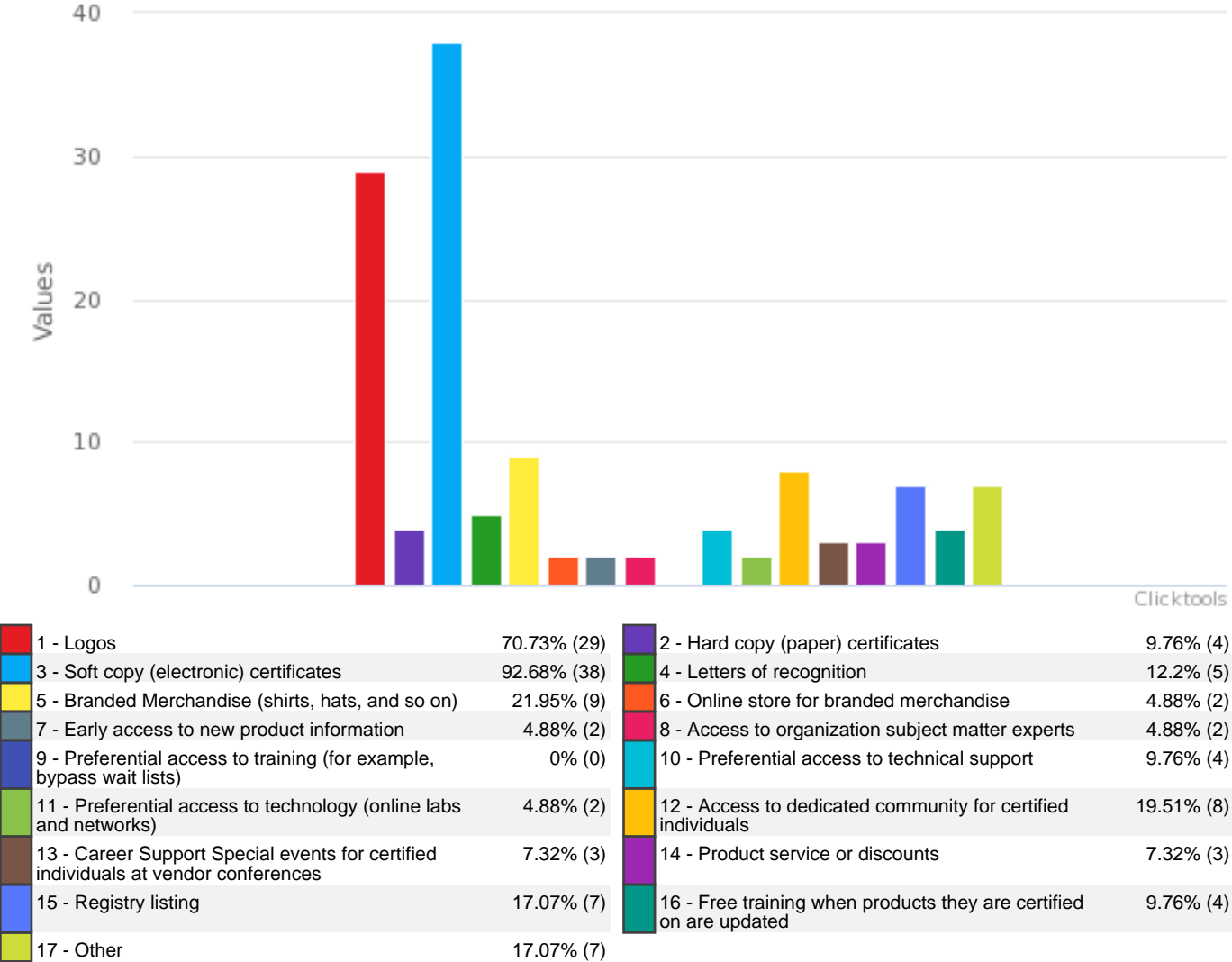


1 - None	38.1% (16)	2 - 1	23.81% (10)
3 - 2-3	19.05% (8)	4 - 4-5	2.38% (1)
5 - 6-10	2.38% (1)	6 - 11-20	9.52% (4)
7 - 21-40	4.76% (2)	8 - >40	0% (0)

Mean: 2.55  
Response: 42



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



Response: 41