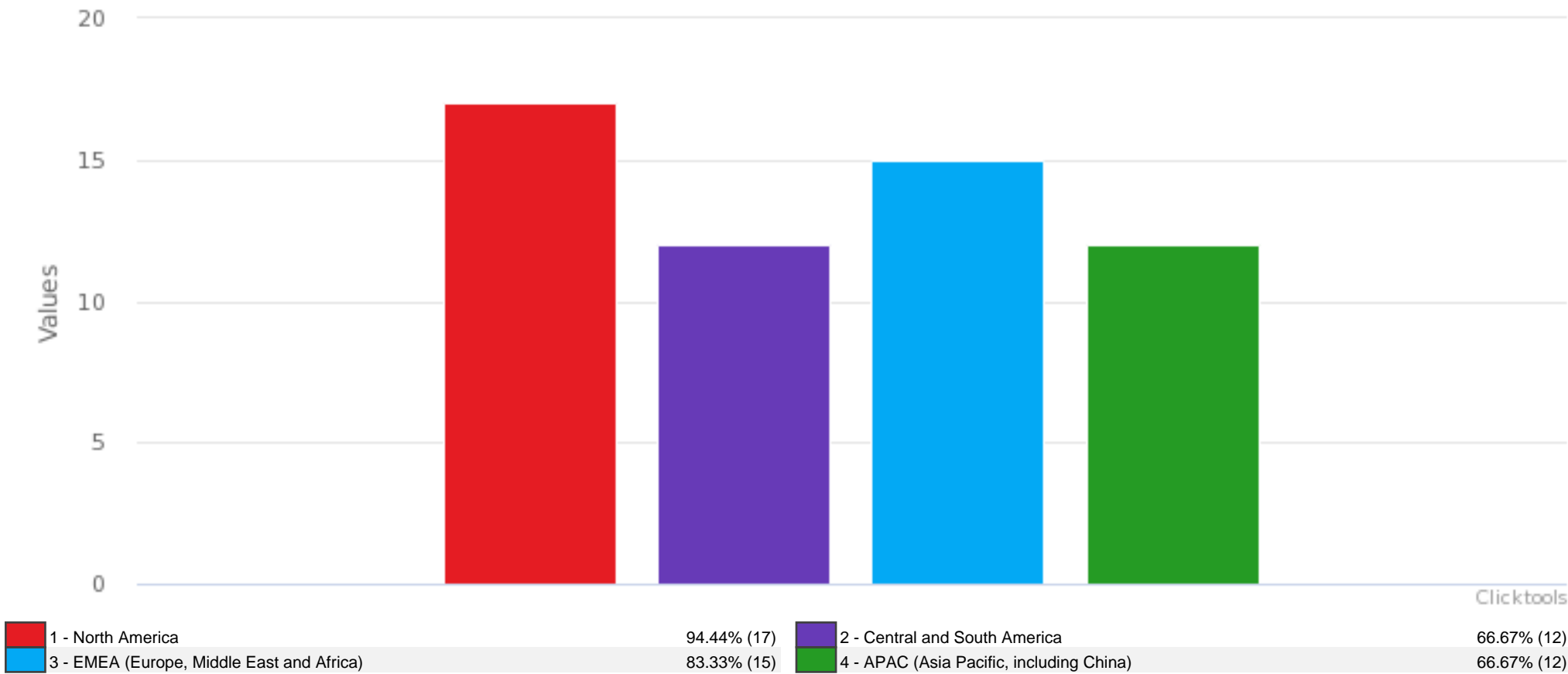


2104 Cloud (18)

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



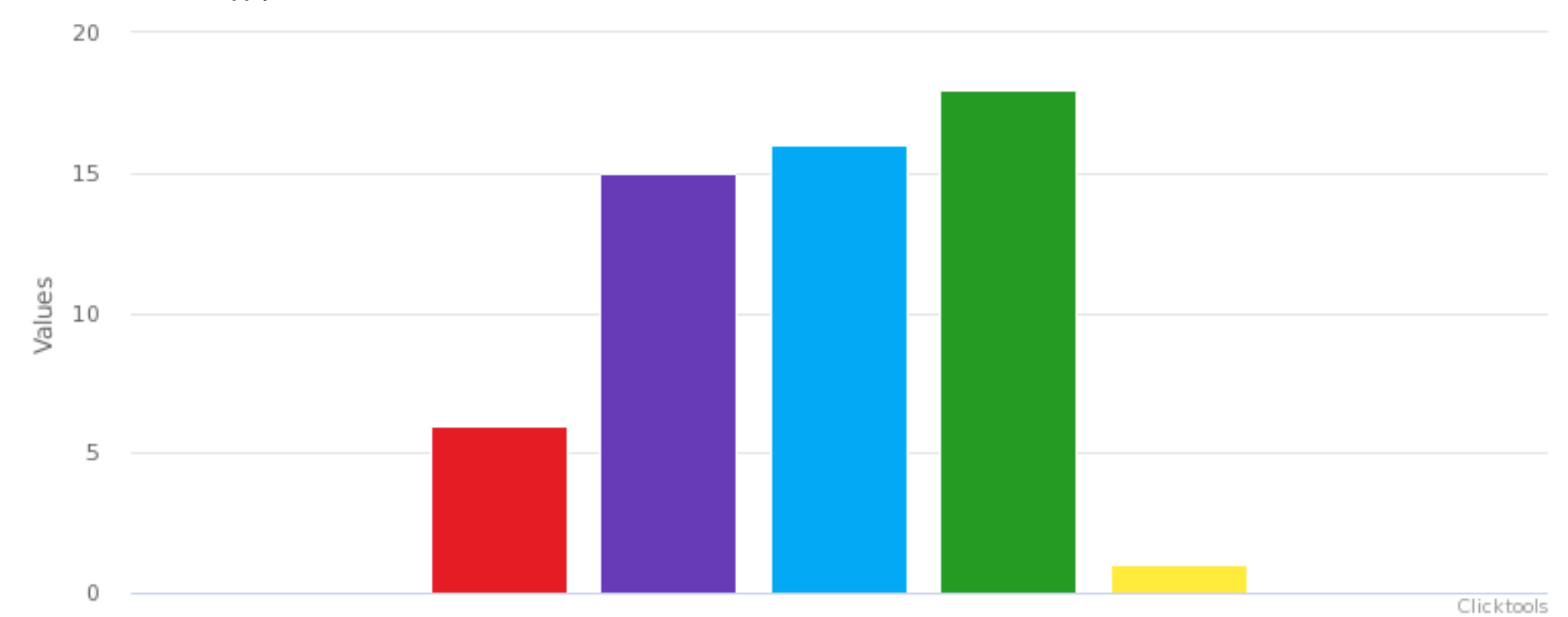
Response: 18

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	54.17%	4.67%	27.61%	13.56%
Highest	100%	15%	52%	35%
Lowest	30%	0%	0%	0%
Standard deviation	19.74	5.21	14.08	9.01

Response: 18

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



1 - Hardware	33.33% (6)	2 - Software	83.33% (15)
3 - Software as a Service (SaaS)	88.89% (16)	4 - Cloud	100% (18)
5 - Other	5.56% (1)		

Response: 18

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	15.5	20.5	51.5
Highest	100	100	98
Lowest	-18	-9	0
Standard deviation	31.53	30.63	45.79

Response: 10

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	27.56%	14.11%	3.33%	16.67%
Highest	65%	80%	20%	80%
Lowest	4%	0%	0%	0%
Standard deviation	21.83	25.14	7.07	33.17

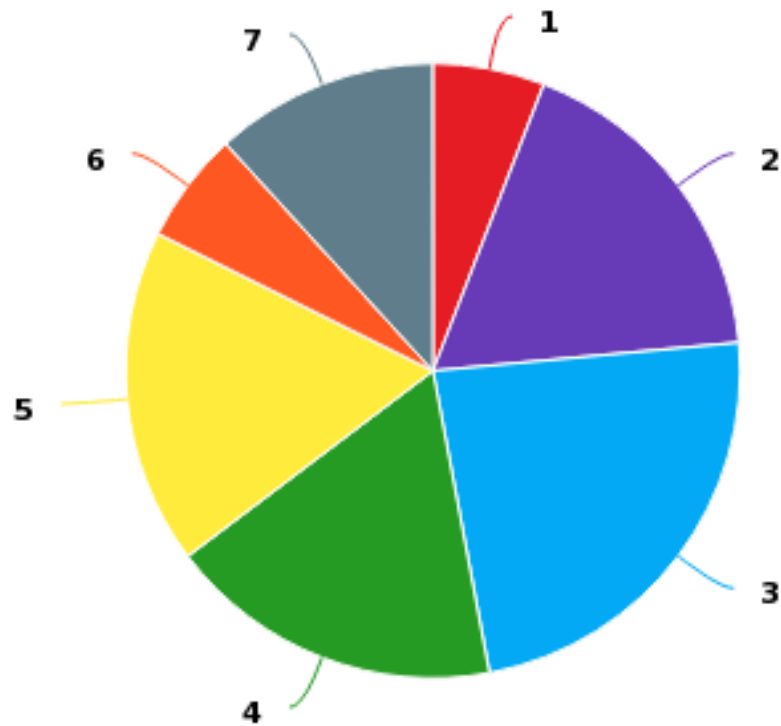
Response: 9

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

Average	5.36
Highest	25
Lowest	2
Standard deviation	6.02

Response: 14

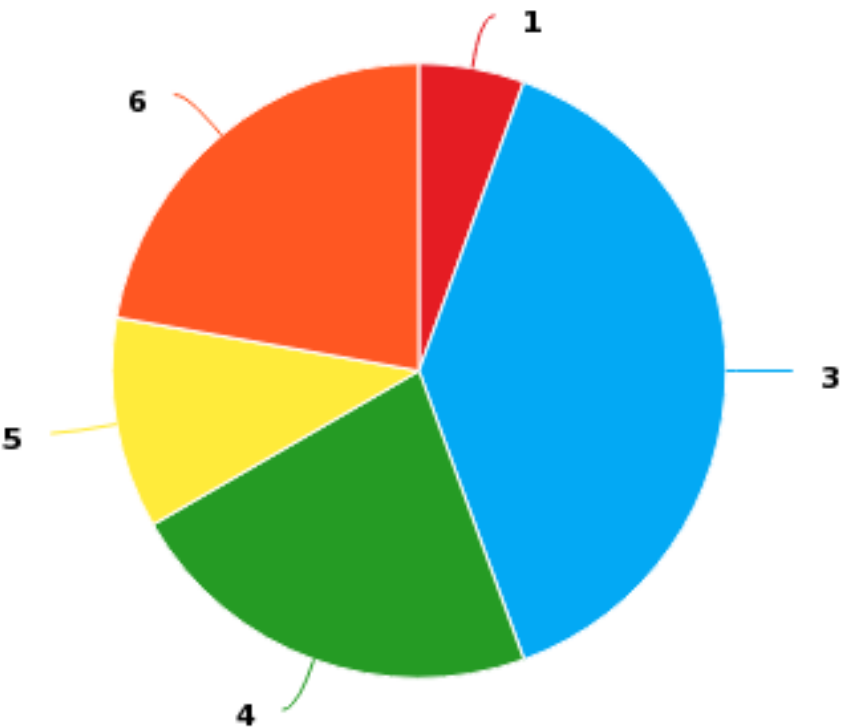
7. What was your company's latest reported annual revenue?



1 - \$100M or less	5.88% (1)	2 - Between \$101M and \$500M	17.65% (3)
3 - Between \$501M and \$1B	23.53% (4)	4 - More than \$1B and less than \$3B	17.65% (3)
5 - More than \$3B and less than \$10B	17.65% (3)	6 - More than \$10B and less than \$25B	5.88% (1)
7 - \$25B or more	11.76% (2)		

Mean: 3.88
Response: 17

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

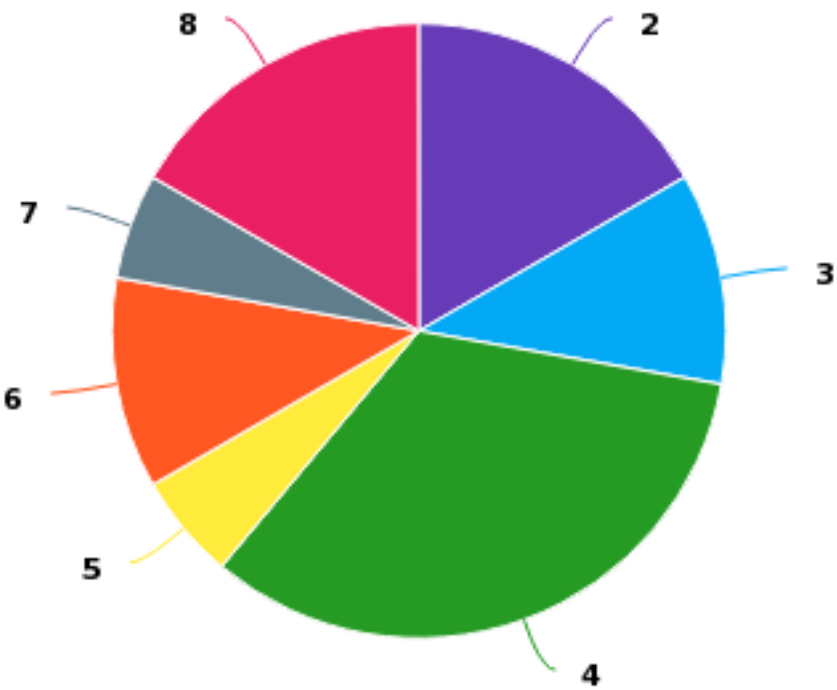


1 - 100 or less	5.56% (1)	2 - 101-1000	0% (0)
3 - 1001-5000	38.89% (7)	4 - 5001-10000	22.22% (4)
5 - 10001-50000	11.11% (2)	6 - More than 50000	22.22% (4)

Mean: 4
Response: 18

Clicktools

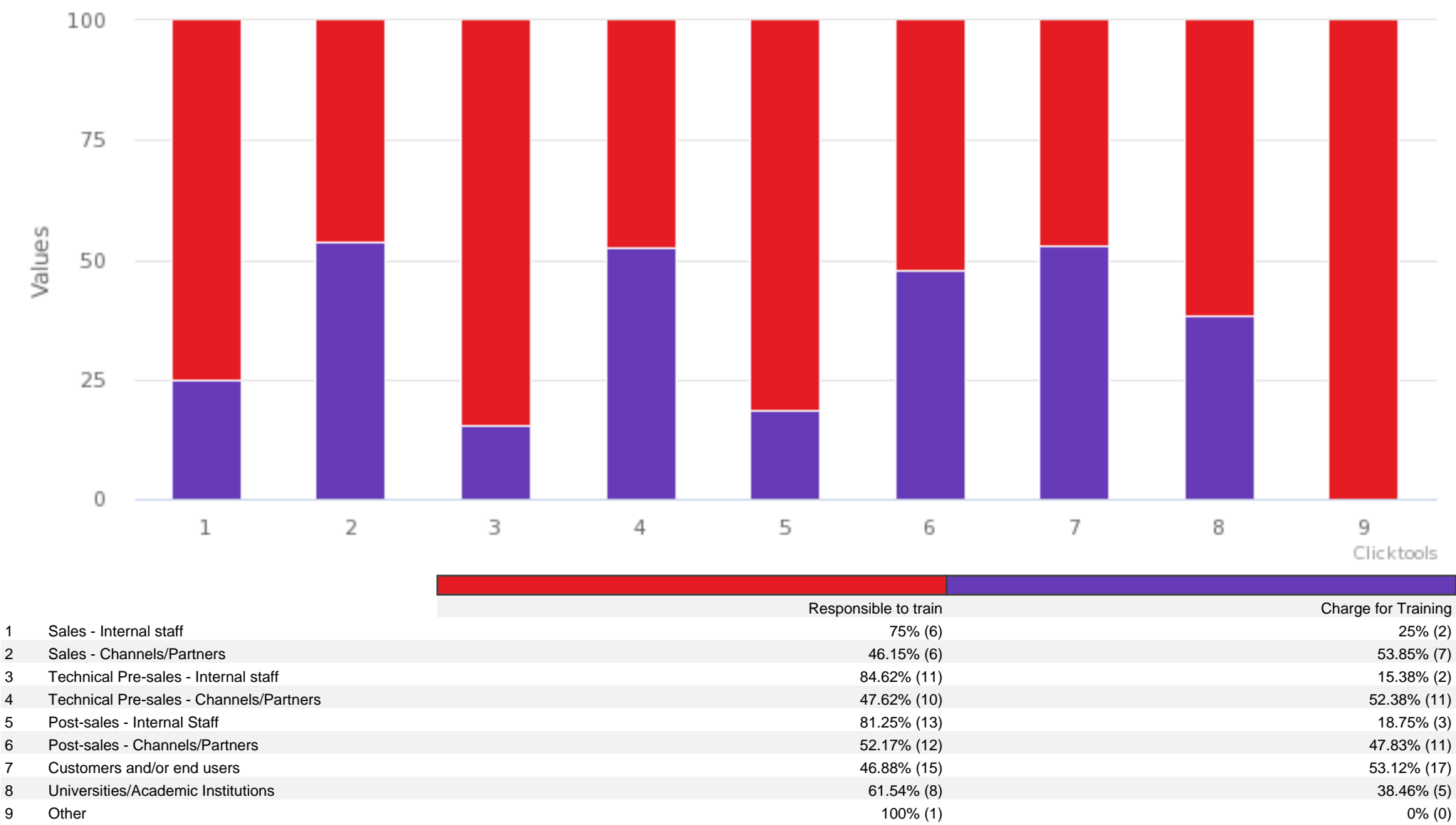
9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



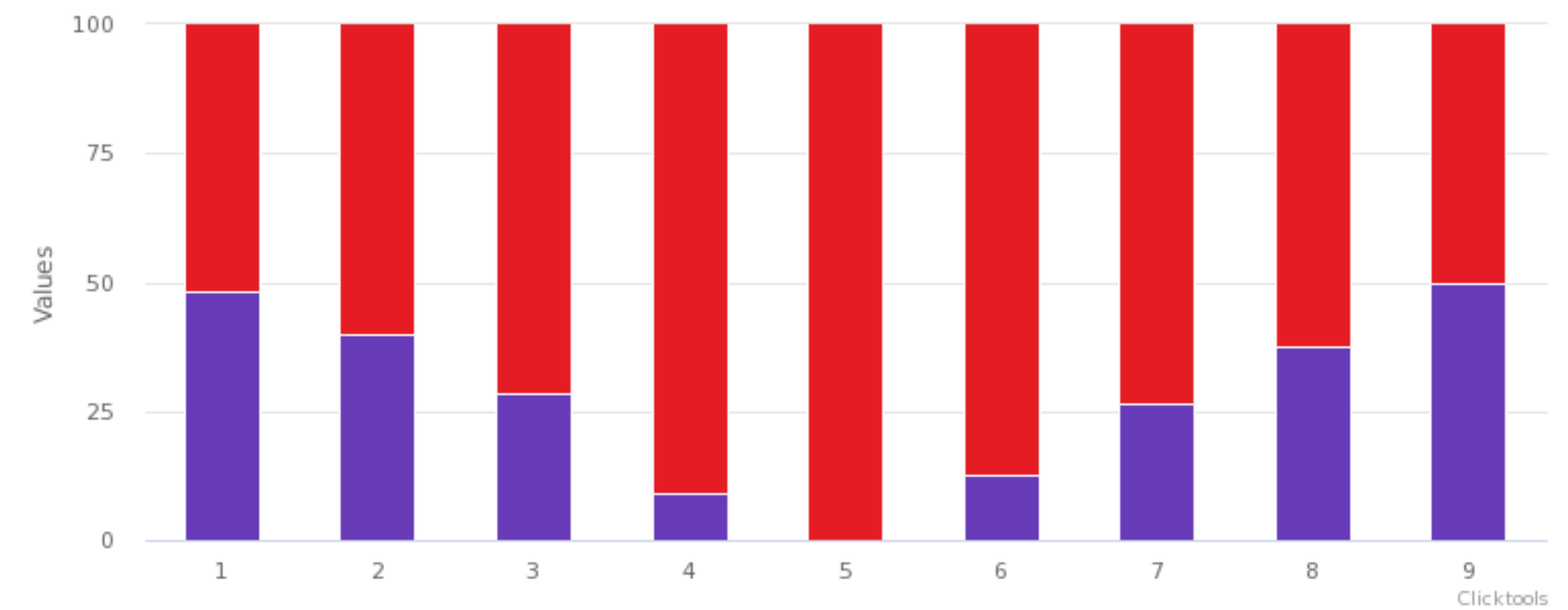
1 - 1-4	0% (0)	2 - 5-10	16.67% (3)
3 - 11-20	11.11% (2)	4 - 21-50	33.33% (6)
5 - 51-100	5.56% (1)	6 - 101-200	11.11% (2)
7 - 201-300	5.56% (1)	8 - More than 300	16.67% (3)

Mean: 4.67
Response: 18

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.



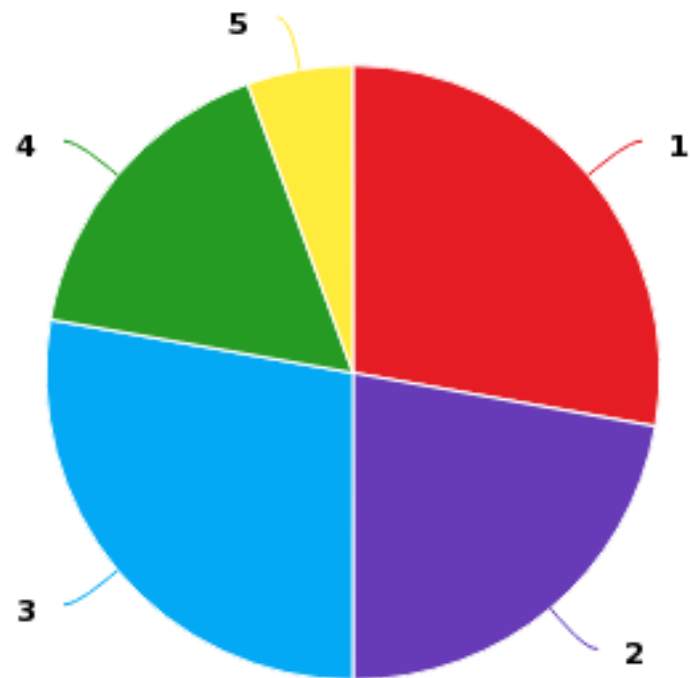
11. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?



		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	51.85% (14)	48.15% (13)
2	Meeting an education profit margin target	60% (12)	40% (8)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	71.43% (5)	28.57% (2)
4	Accelerating product adoption (eg by providing training for key products earlier)	90.91% (10)	9.09% (1)
5	Reducing support liability (eg reduced support calls)	100% (3)	0% (0)
6	Achieve Partner enablement (eg certain number of trained channel partners)	87.5% (7)	12.5% (1)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	73.33% (11)	26.67% (4)
8	Driving product business (eg product sales target)	62.5% (5)	37.5% (3)
9	Other	50% (3)	50% (3)

Response: 18

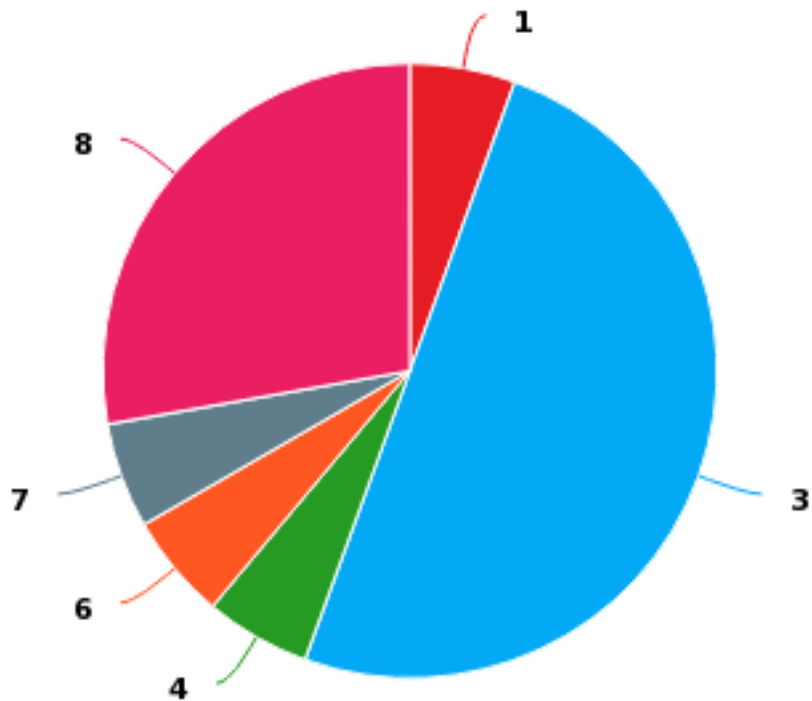
12. Do you have in your company a single education team or several education groups?



1 - Only a single team	27.78% (5)	2 - Different education teams for different product businesses	22.22% (4)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	27.78% (5)	4 - Different education teams for other reasons	16.67% (3)
5 - Other	5.56% (1)		

Mean: 2.5
Response: 18

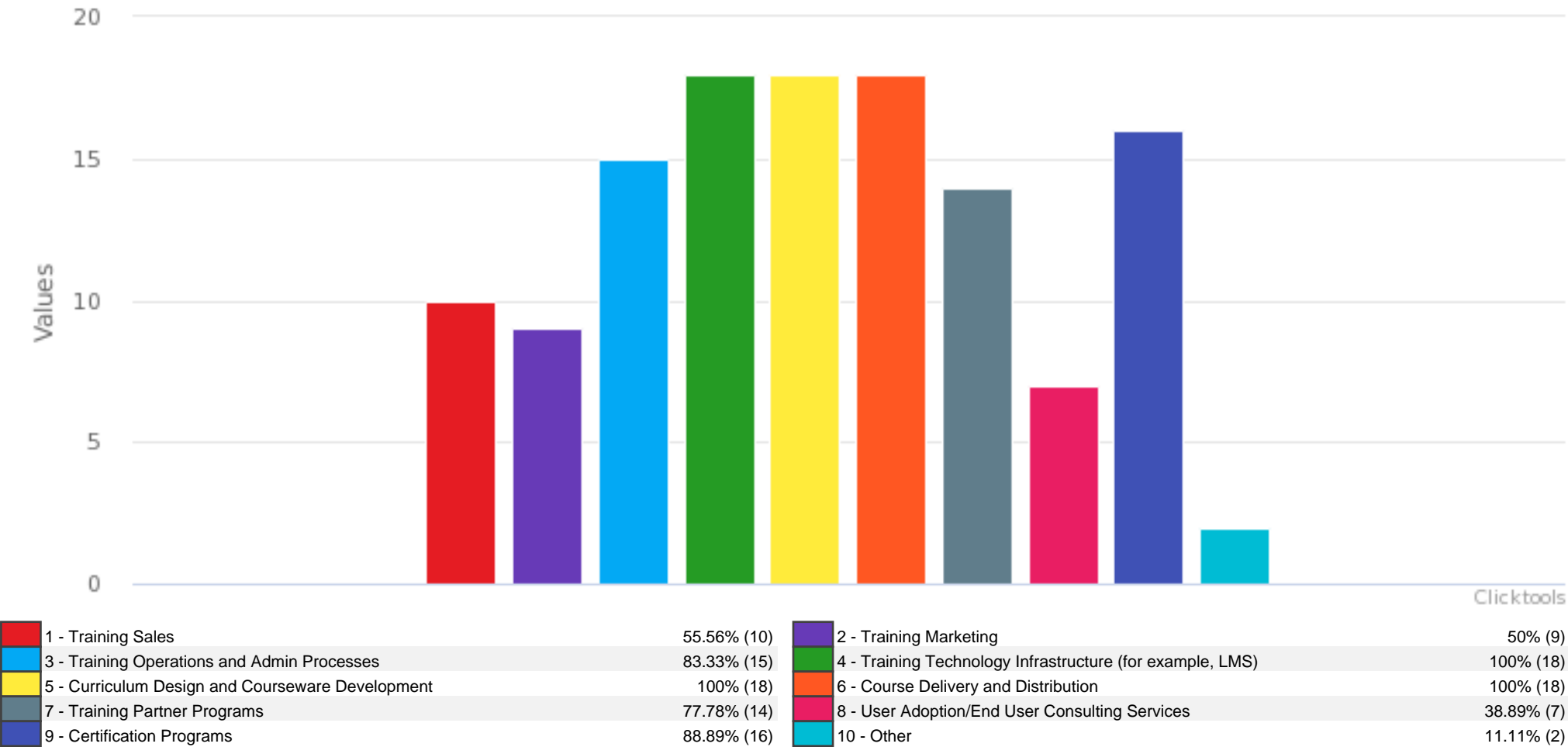
13. Into which of the following organizations or divisions does your department (Education Services) report?



1 - Sales	5.56% (1)	2 - Marketing	0% (0)
3 - Services (including Consulting)	50% (9)	4 - Human Resources	5.56% (1)
5 - Engineering	0% (0)	6 - Operations	5.56% (1)
7 - Directly to the CEO	5.56% (1)	8 - Customer Success	27.78% (5)
9 - Other	0% (0)		

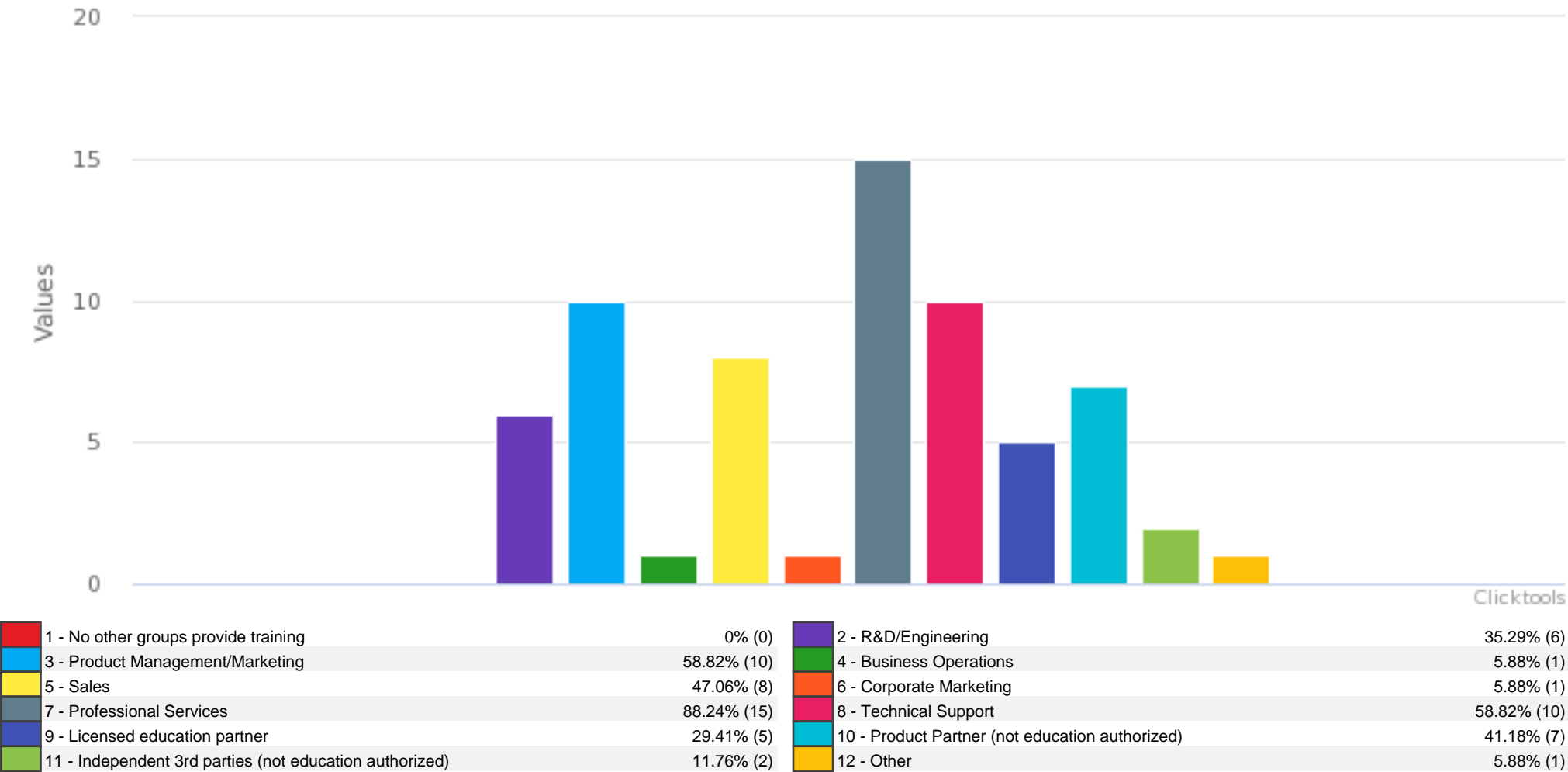
Mean: 4.72
Response: 18

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



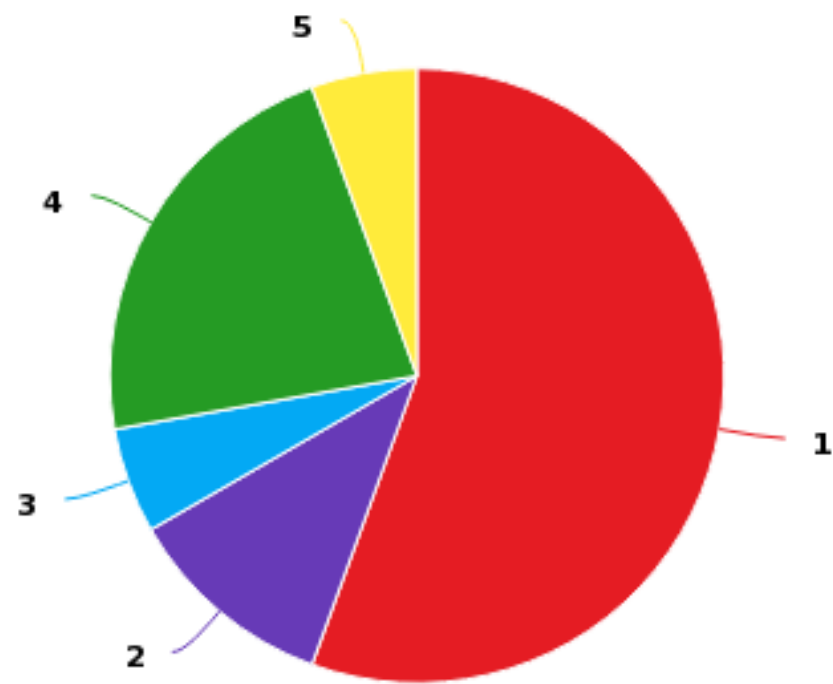
Response: 18

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



Response: 17

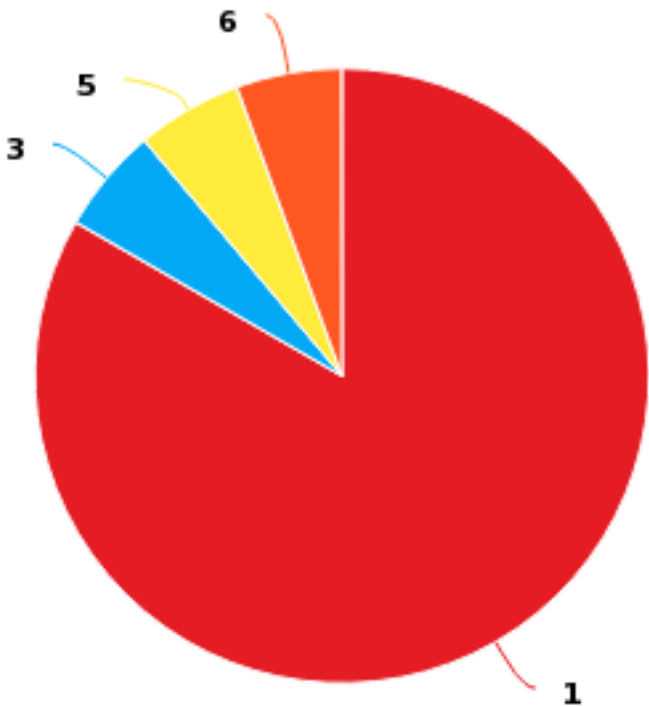
16. Which of the following best describes Education Services' overall primary business model?



<div></div> 1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	55.56% (10)	<div></div> 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	11.11% (2)
<div></div> 3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	5.56% (1)	<div></div> 4 - A hybrid depending upon the education business unit	22.22% (4)
<div></div> 5 - Other	5.56% (1)		

Mean: 2.11
Response: 18

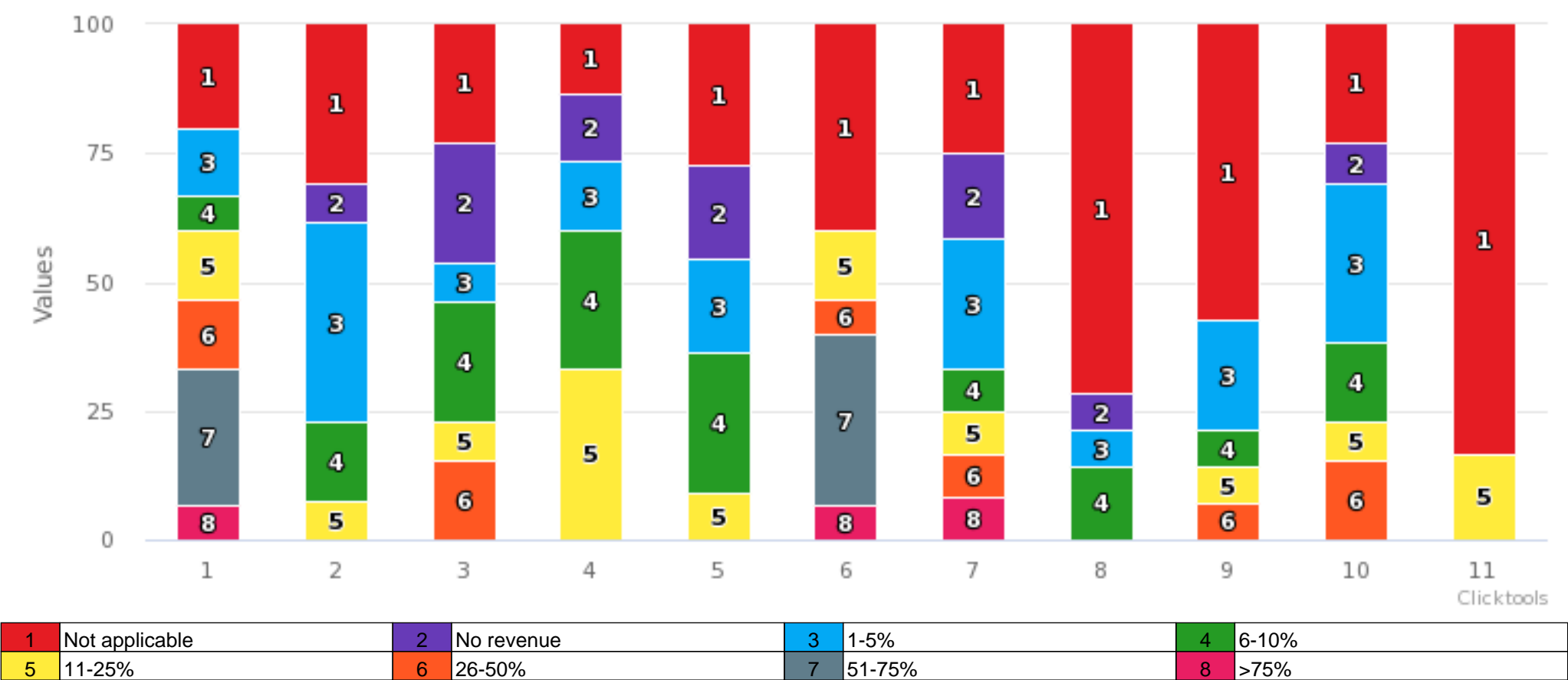
17. If your Education Services department changed its financial business model within the past 24 months, what was the change?



1 - No change	83.33% (15)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	5.56% (1)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	5.56% (1)	6 - From Cost Recovery to Profit Center	5.56% (1)
7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1.61
Response: 18

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	2	3	4	5	6	7	8	Mean
1 Product sales - Field Sales/Account Manager	20% (3)	0% (0)	13.33% (2)	6.67% (1)	13.33% (2)	13.33% (2)	26.67% (4)	6.67% (1)	4.73
2 Product Sales - Inside sales	30.77% (4)	7.69% (1)	38.46% (5)	15.38% (2)	7.69% (1)	0% (0)	0% (0)	0% (0)	2.62
3 Product Channel Partners (resell)	23.08% (3)	23.08% (3)	7.69% (1)	23.08% (3)	7.69% (1)	15.38% (2)	0% (0)	0% (0)	3.15
4 Services/Consulting sales	13.33% (2)	13.33% (2)	13.33% (2)	26.67% (4)	33.33% (5)	0% (0)	0% (0)	0% (0)	3.53
5 Maintenance renewal sales	27.27% (3)	18.18% (2)	18.18% (2)	27.27% (3)	9.09% (1)	0% (0)	0% (0)	0% (0)	2.73
6 Dedicated Education Services sales reps	40% (6)	0% (0)	0% (0)	0% (0)	13.33% (2)	6.67% (1)	33.33% (5)	6.67% (1)	4.33
7 Education Services coordinators/non-sales staff	25% (3)	16.67% (2)	25% (3)	8.33% (1)	8.33% (1)	8.33% (1)	0% (0)	8.33% (1)	3.25
8 Authorized Learning Partners resell (you deliver)	71.43% (10)	7.14% (1)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.64
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	57.14% (8)	0% (0)	21.43% (3)	7.14% (1)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	2.29
10 Web/e-commerce	23.08% (3)	7.69% (1)	30.77% (4)	15.38% (2)	7.69% (1)	15.38% (2)	0% (0)	0% (0)	3.23
11 Other	83.33% (5)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	1.67

Response: 17

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

	Public Live Classroom	Public Virtual Classroom	Dedicated/Customer Specific	Self-paced (WBT, eLearning, video)	Certification	Learning Consulting (learning needs/adoption)	Learning Technologies	New learning modalities	Customization and custom development	Education Partner fees	Materials licensing/sales	Rental fees	Subscription	Other
Average	2.56%	20.62%	33.31%	20.38%	6.88%	1.75%	1%	0%	1.19%	1%	0.94%	0%	8.06%	0.06%
Highest	17%	65%	95%	90%	42%	13%	16%	0%	8%	10%	10%	0%	45%	1%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	5.24	19.64	27.46	28.75	10.76	4.09	4	0	2.48	2.71	2.72	0	14.36	0.25

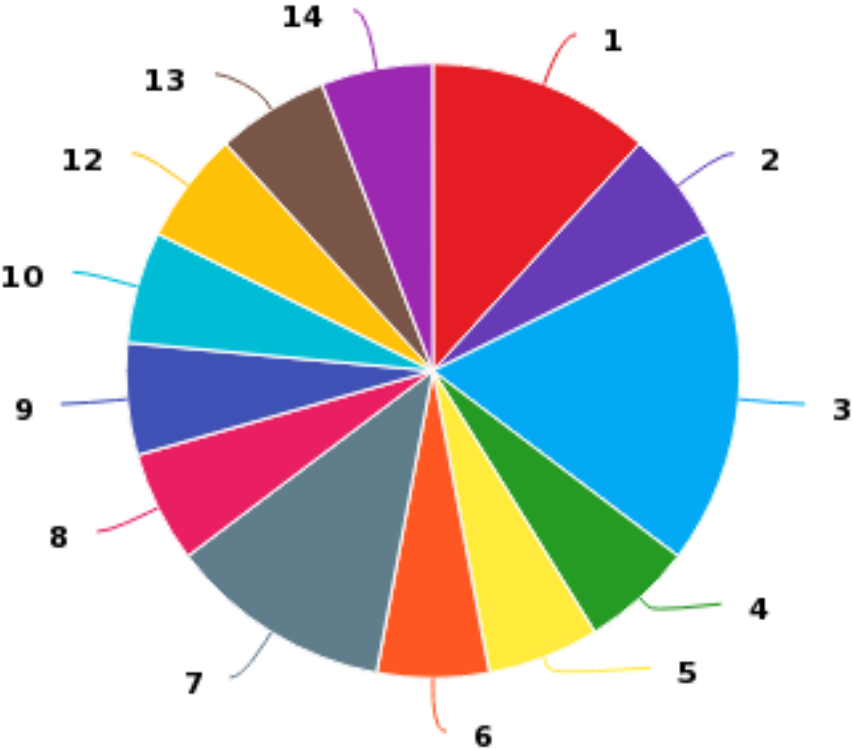
Response: 16

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

Average	33.73%
Highest	85%
Lowest	4%
Standard deviation	26.81

Response: 11

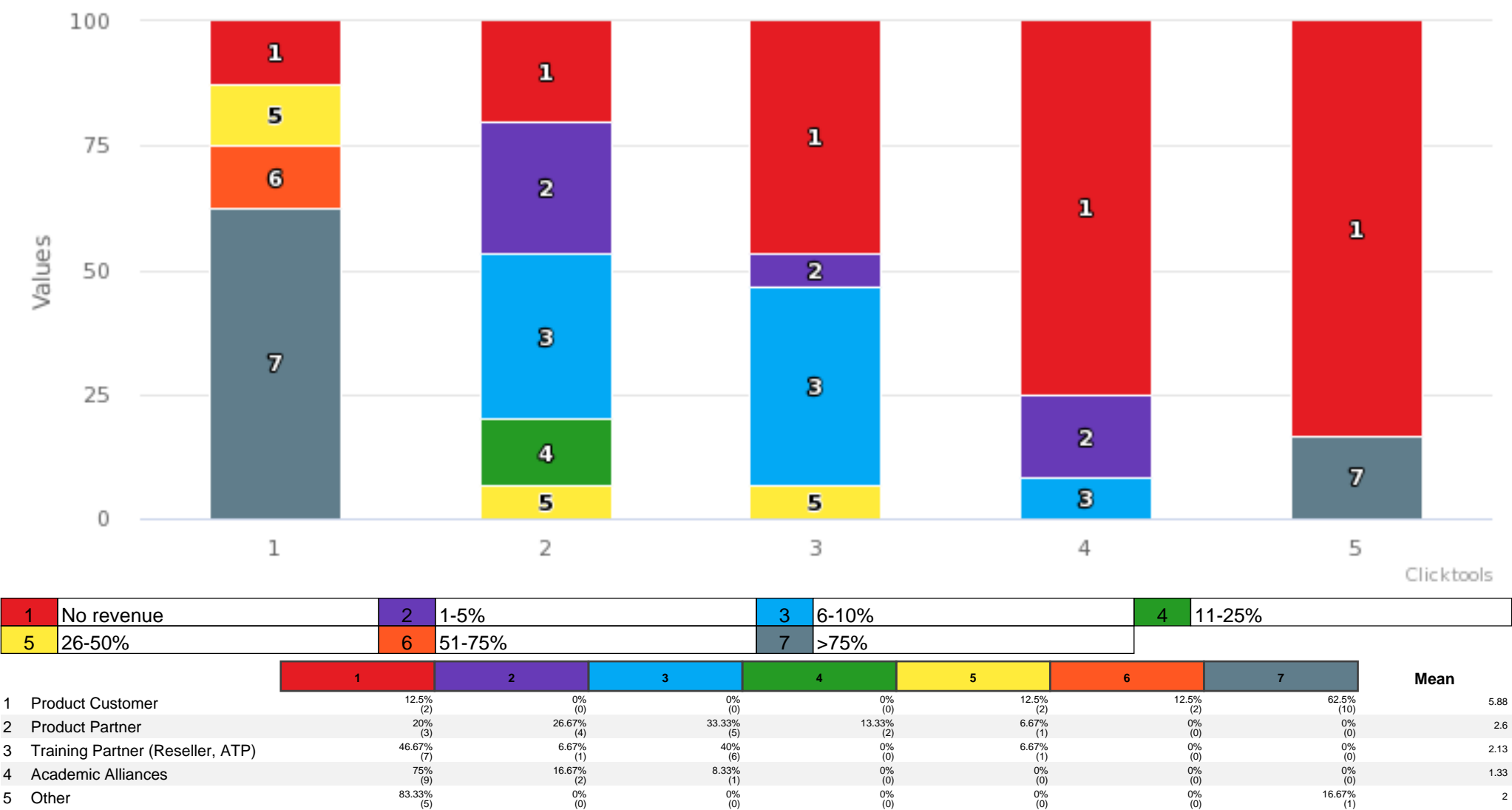
21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?



1 - <\$1m	11.76% (2)	2 - \$1m-\$2m	5.88% (1)
3 - \$2m-\$3m	17.65% (3)	4 - \$3m-\$4m	5.88% (1)
5 - \$4m-\$5m	5.88% (1)	6 - \$5m-\$7m	5.88% (1)
7 - \$7m-\$10m	11.76% (2)	8 - \$10m-\$13m	5.88% (1)
9 - \$13m-\$16m	5.88% (1)	10 - \$16m-\$20m	5.88% (1)
11 - \$20m-\$30m	0% (0)	12 - \$30m-\$50m	5.88% (1)
13 - \$50m-\$100m	5.88% (1)	14 - >\$100m	5.88% (1)

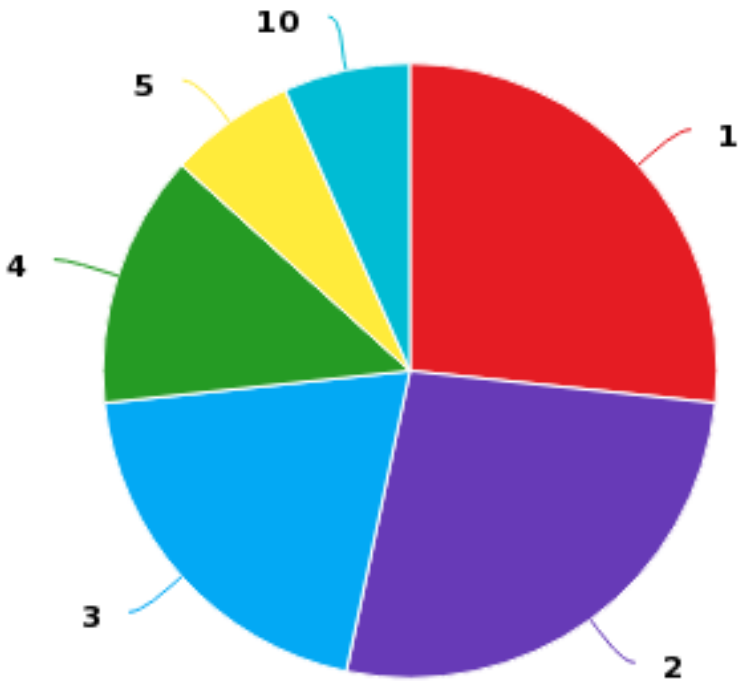
Mean: 6.35
Response: 17

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



Response: 16

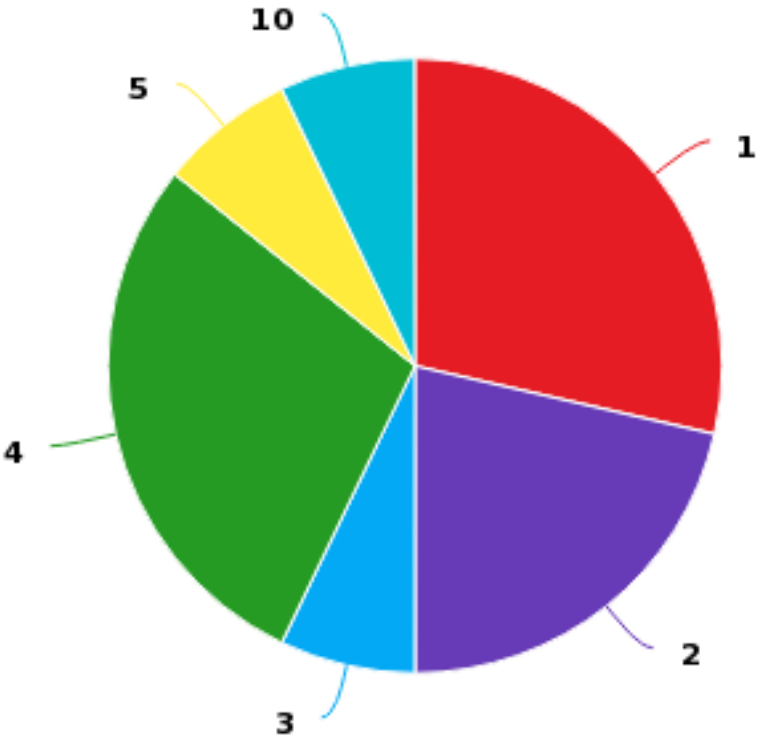
23. What is the ratio of Education Services revenue to total company revenue?



1 - 0.25% or less	26.67% (4)	2 - 0.25-0.5%	26.67% (4)
3 - 0.5-1%	20% (3)	4 - 1-2%	13.33% (2)
5 - 2-3%	6.67% (1)	6 - 3-4%	0% (0)
7 - 5-6%	0% (0)	8 - 6-8%	0% (0)
9 - 8-10%	0% (0)	10 - >10%	6.67% (1)

Mean: 2.93
Response: 15

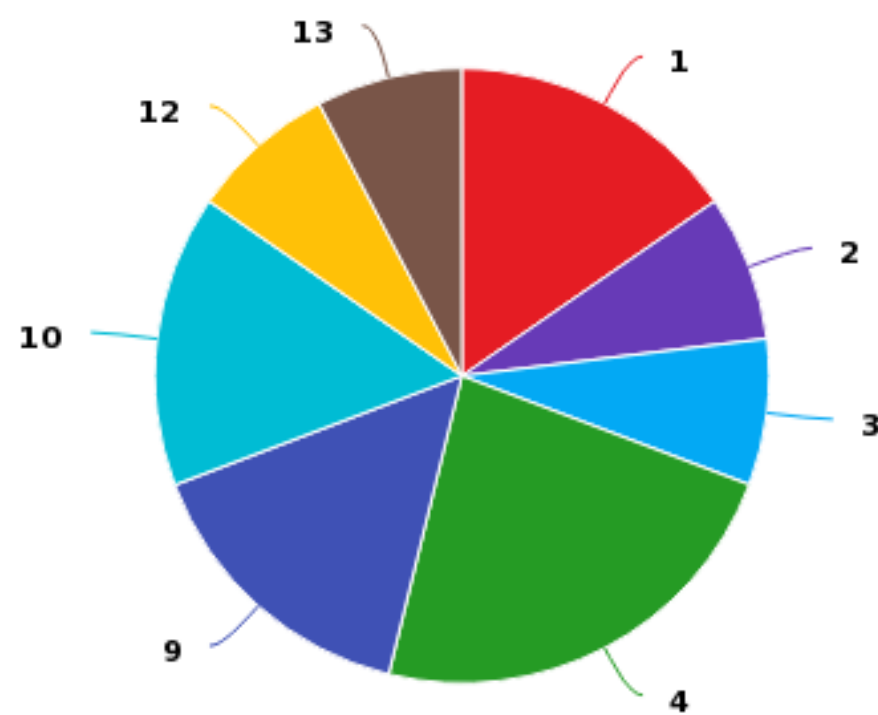
24. What is the ratio of Education Services revenue to product revenue?



1 - 0.5% or less	28.57% (4)	2 - 0.25-0.5%	21.43% (3)
3 - 0.5-1%	7.14% (1)	4 - 1-2%	28.57% (4)
5 - 2-3%	7.14% (1)	6 - 3-4%	0% (0)
7 - 5-6%	0% (0)	8 - 6-8%	0% (0)
9 - 8-10%	0% (0)	10 - >10%	7.14% (1)

Mean: 3.14
Response: 14

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



1 - 0.5% or less	15.38% (2)	2 - 0.25-0.5%	7.69% (1)
3 - 0.5-1%	7.69% (1)	4 - 1-2%	23.08% (3)
5 - 2-3%	0% (0)	6 - 3-4%	0% (0)
7 - 4-5%	0% (0)	8 - 5-6%	0% (0)
9 - 6-8%	15.38% (2)	10 - 8-10%	15.38% (2)
11 - 10-15%	0% (0)	12 - 15-20%	7.69% (1)
13 - >20%	7.69% (1)		

Mean: 6.31
Response: 13

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	69.92	79
Highest	1,000	1,000
Lowest	-78	-55
Standard deviation	293.98	290.93

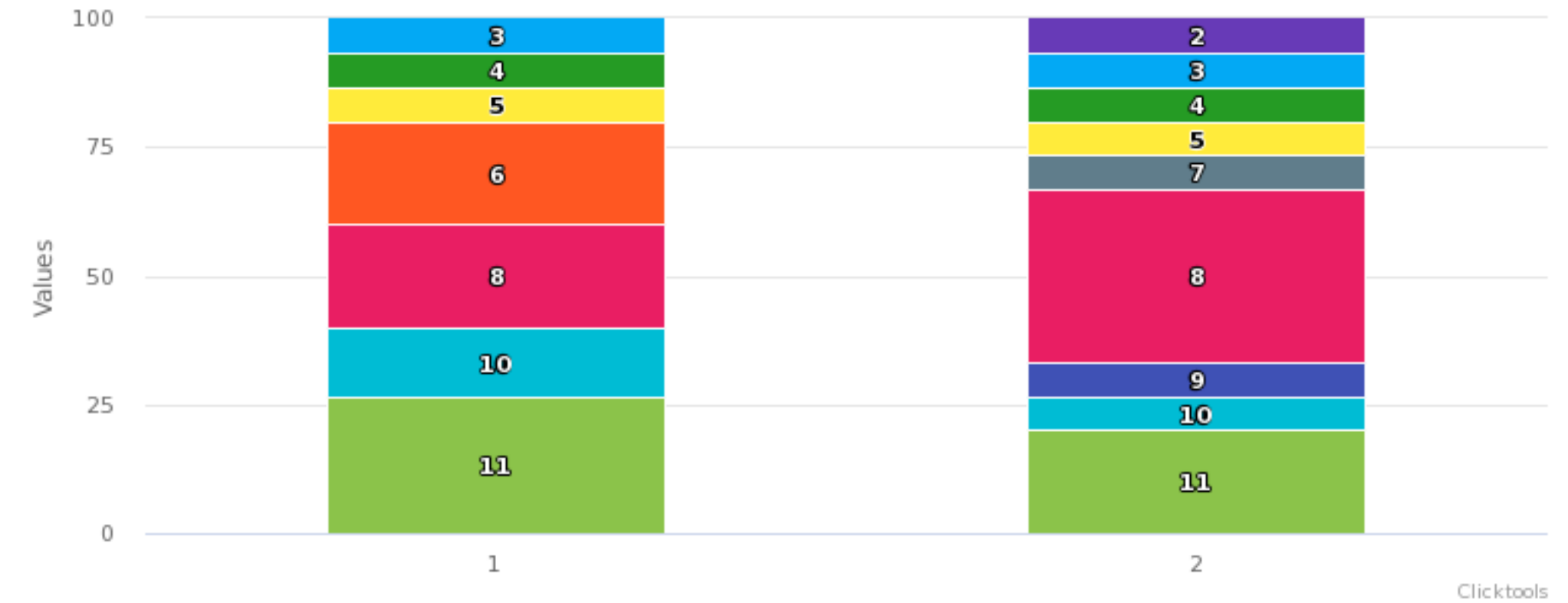
Response: 12

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	14.93%	2.8%	27.07%	30.27%	5.73%	0.27%	6.6%	3.8%	5.8%
Highest	85%	10%	80%	70%	15%	1%	28%	15%	27%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	24.25	2.98	19.82	20.31	4.43	0.46	7.88	5.23	9.37

Response: 15

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)?

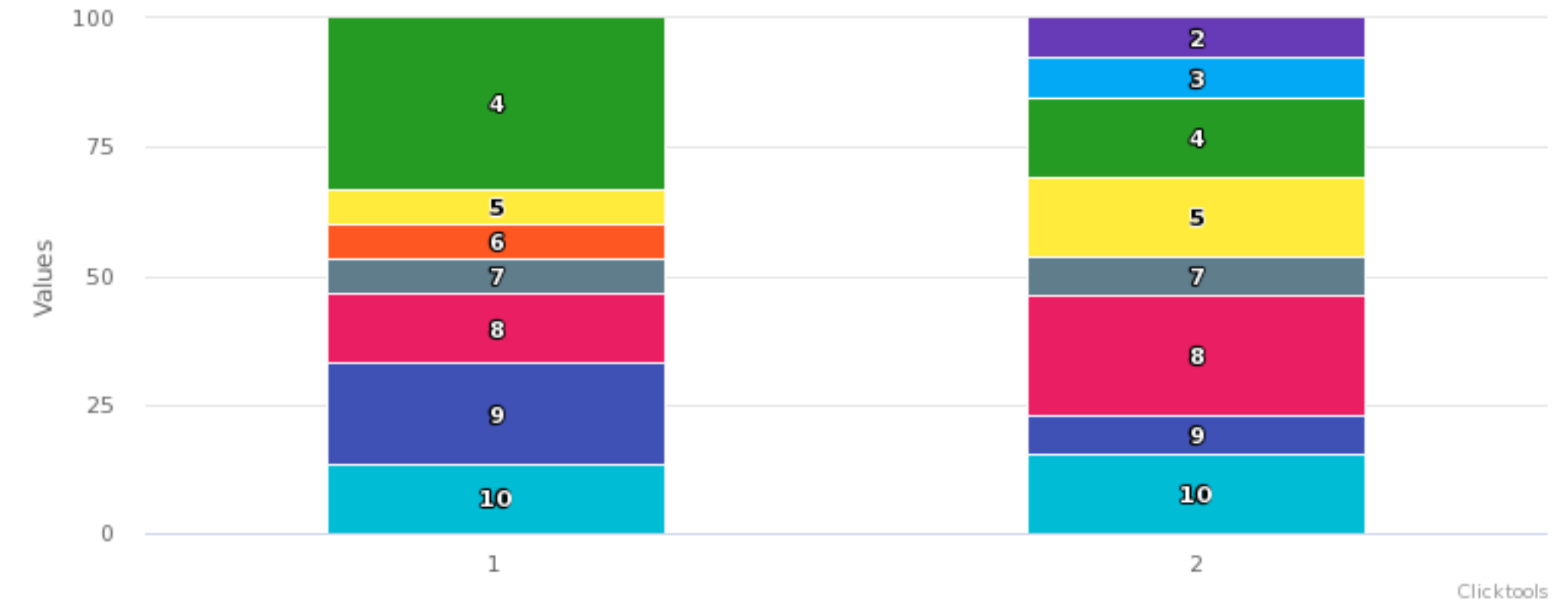


1	Negative > 10%	2	Negative 6-10%	3	Negative 1-5%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

	1	2	3	4	5	6	7	8	9	10	11	12	Mean
1 Goal	0% (0)	0% (0)	6.67% (1)	6.67% (1)	6.67% (1)	20% (3)	0% (0)	20% (3)	0% (0)	13.33% (2)	26.67% (4)	0% (0)	7.87
2 Achievement	0% (0)	6.67% (1)	6.67% (1)	6.67% (1)	6.67% (1)	0% (0)	6.67% (1)	33.33% (5)	6.67% (1)	6.67% (1)	20% (3)	0% (0)	7.53

Response: 15

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)?

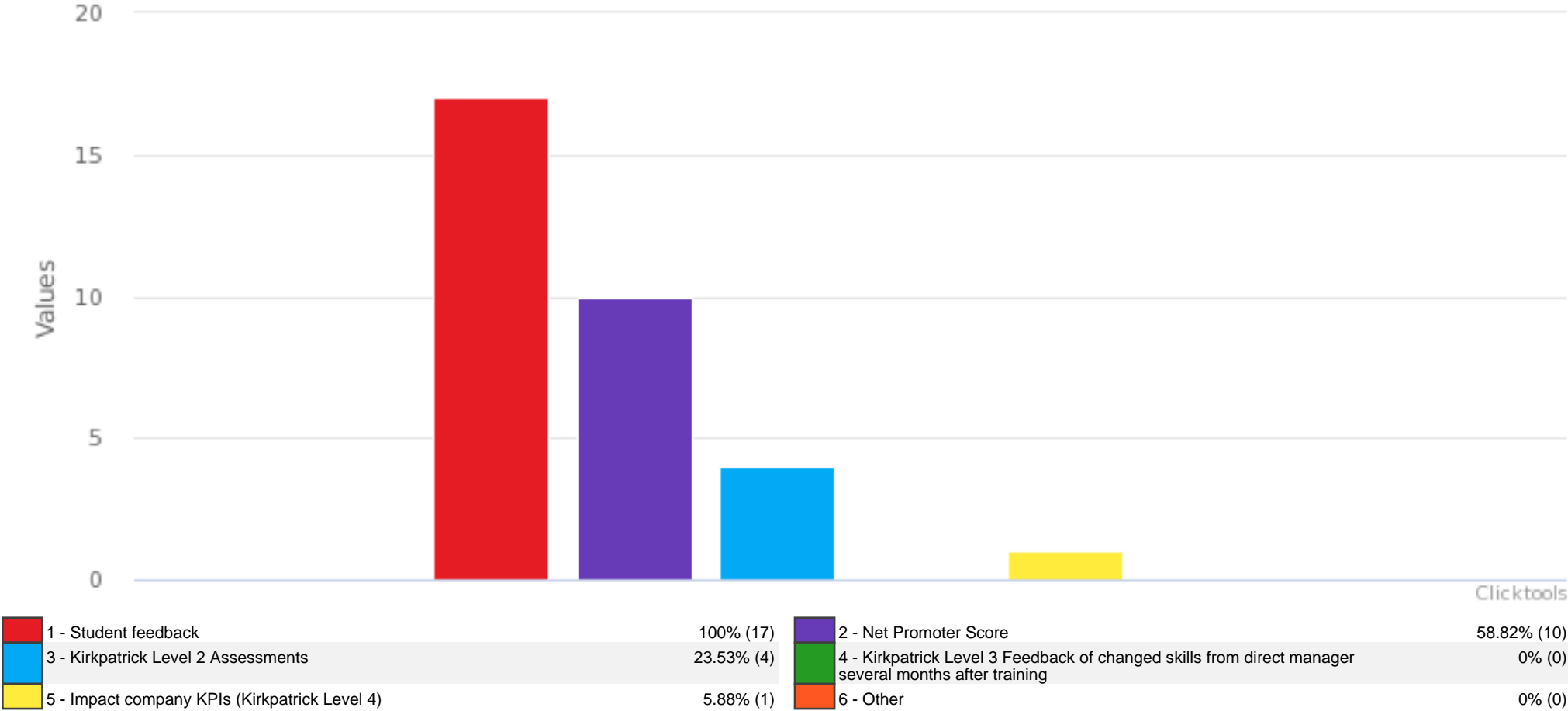


1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

	1	2	3	4	5	6	7	8	9	10	11	12	Mean
1 Goal	0% (0)	0% (0)	0% (0)	33.33% (5)	6.67% (1)	6.67% (1)	6.67% (1)	13.33% (2)	20% (3)	13.33% (2)	0% (0)	0% (0)	6.73
2 Achievement	0% (0)	7.69% (1)	7.69% (1)	15.38% (2)	15.38% (2)	0% (0)	7.69% (1)	23.08% (3)	7.69% (1)	15.38% (2)	0% (0)	0% (0)	6.38

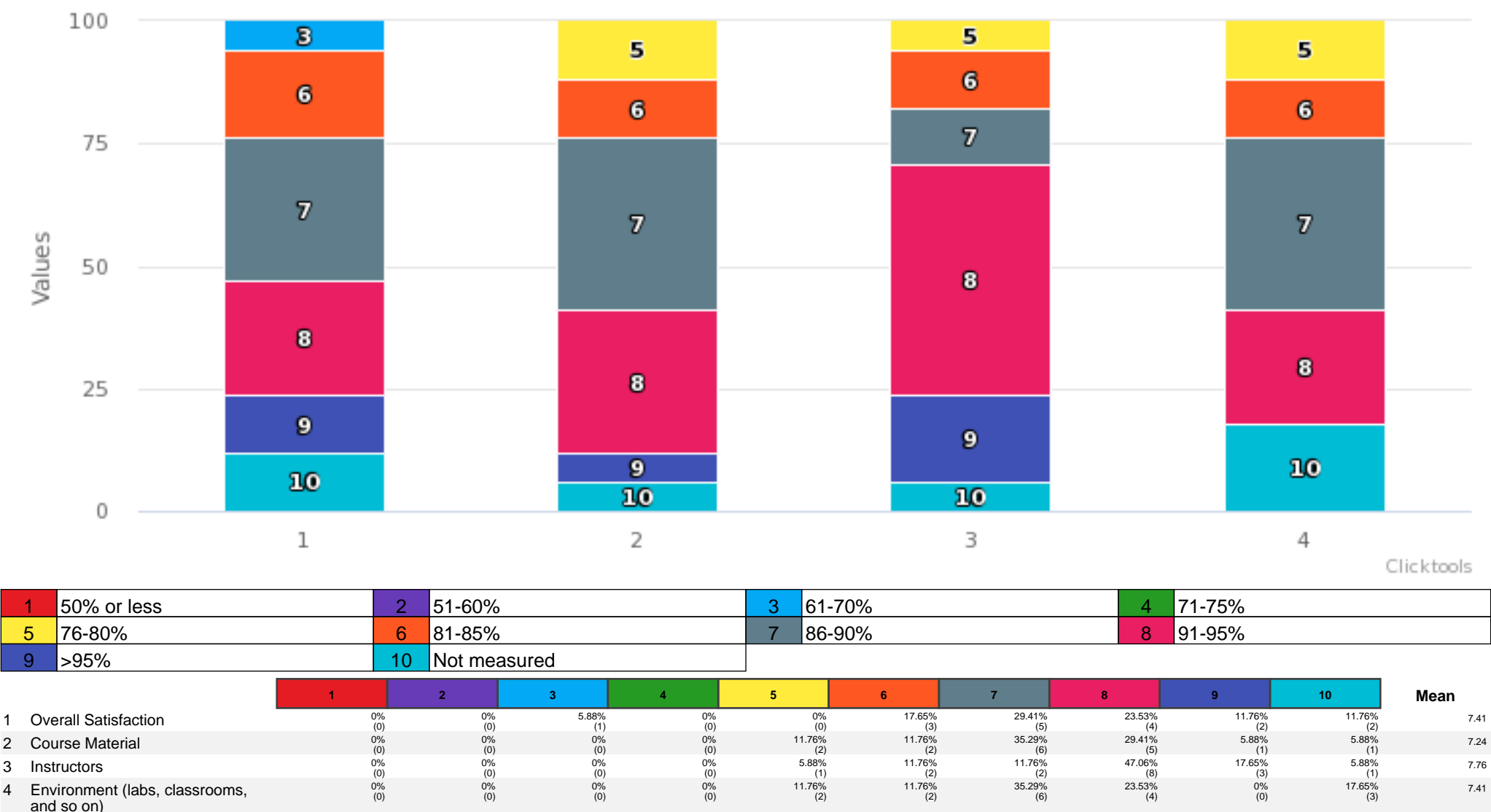
Response: 15

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



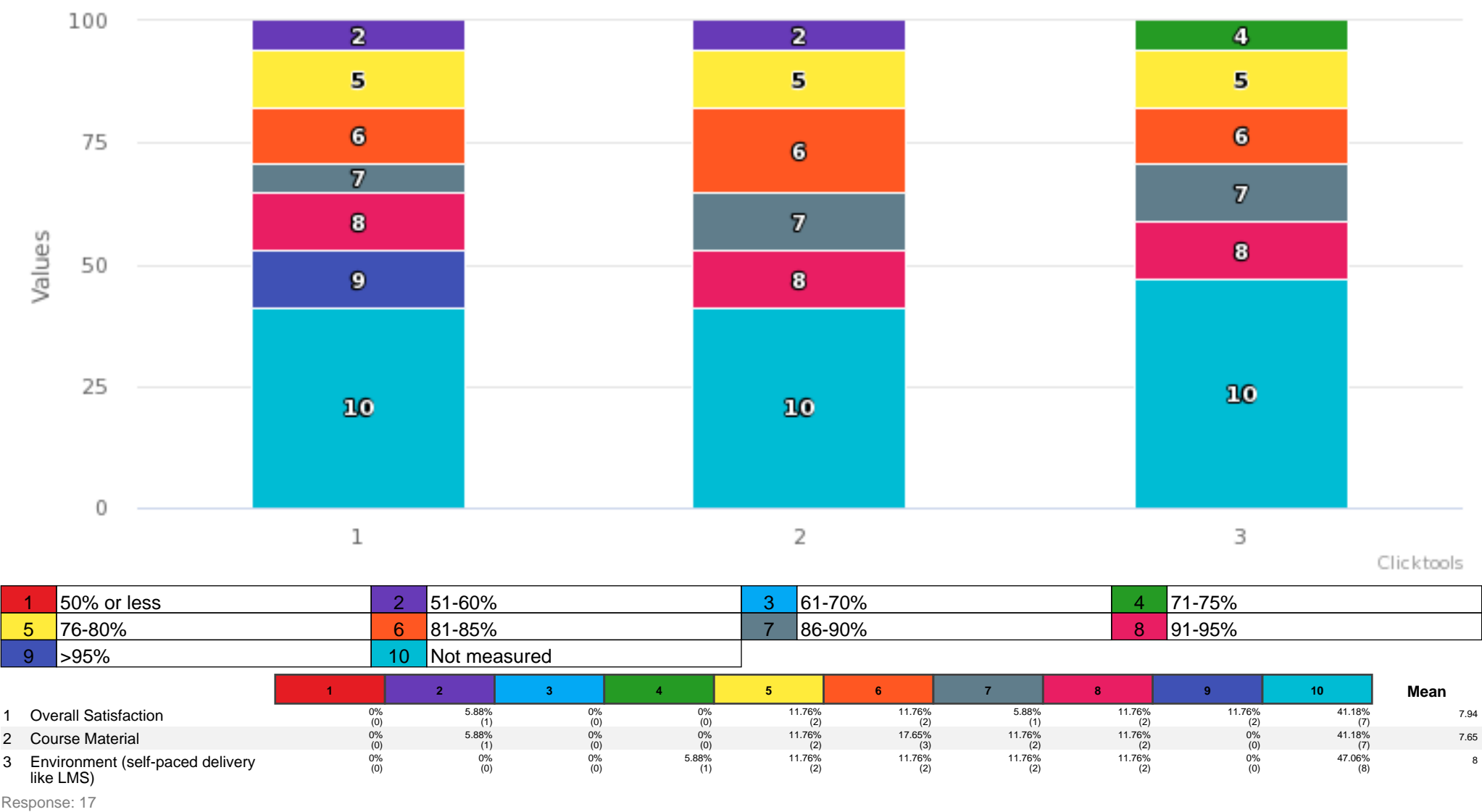
Response: 17

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%)?

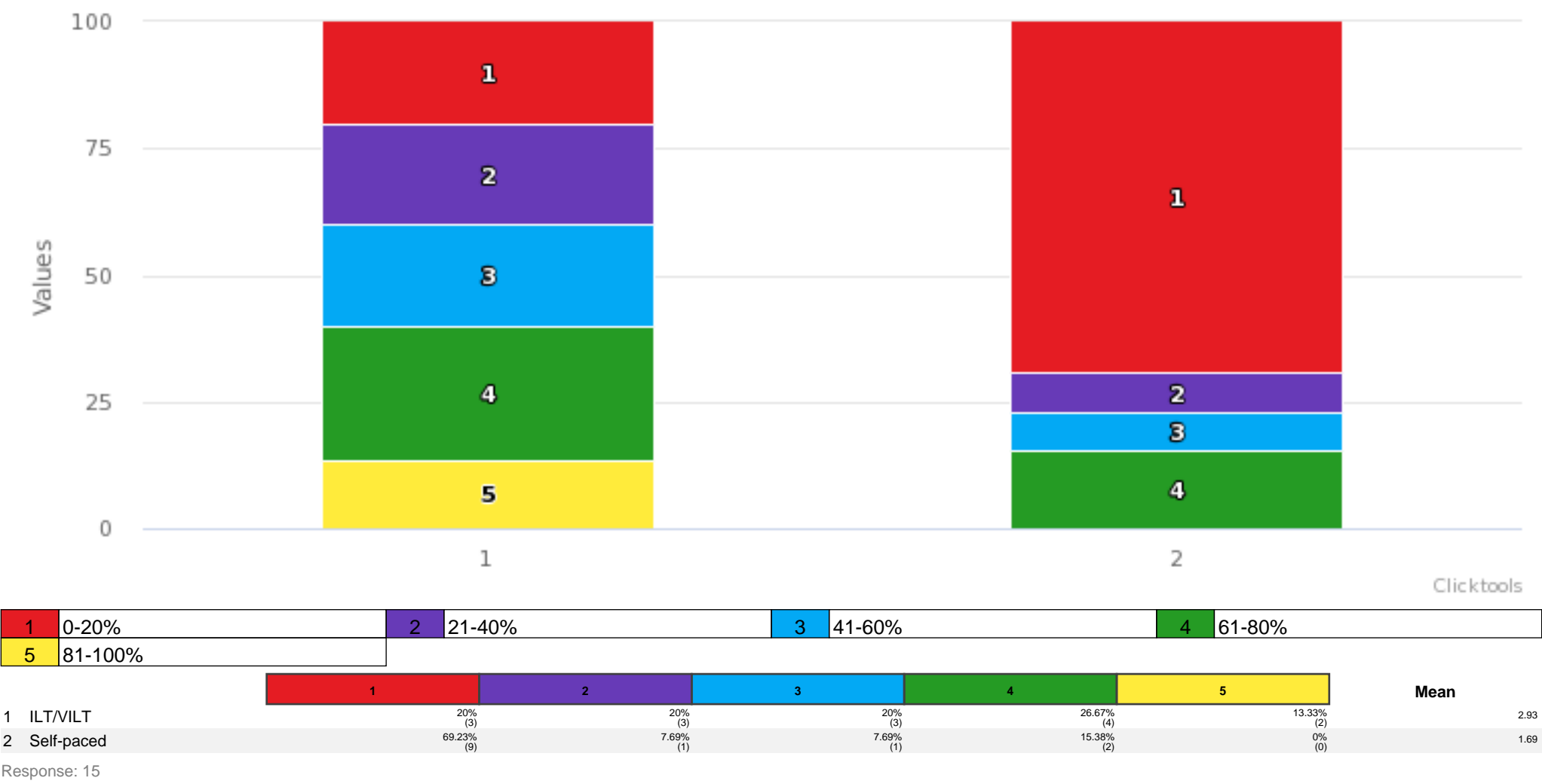


Response: 17

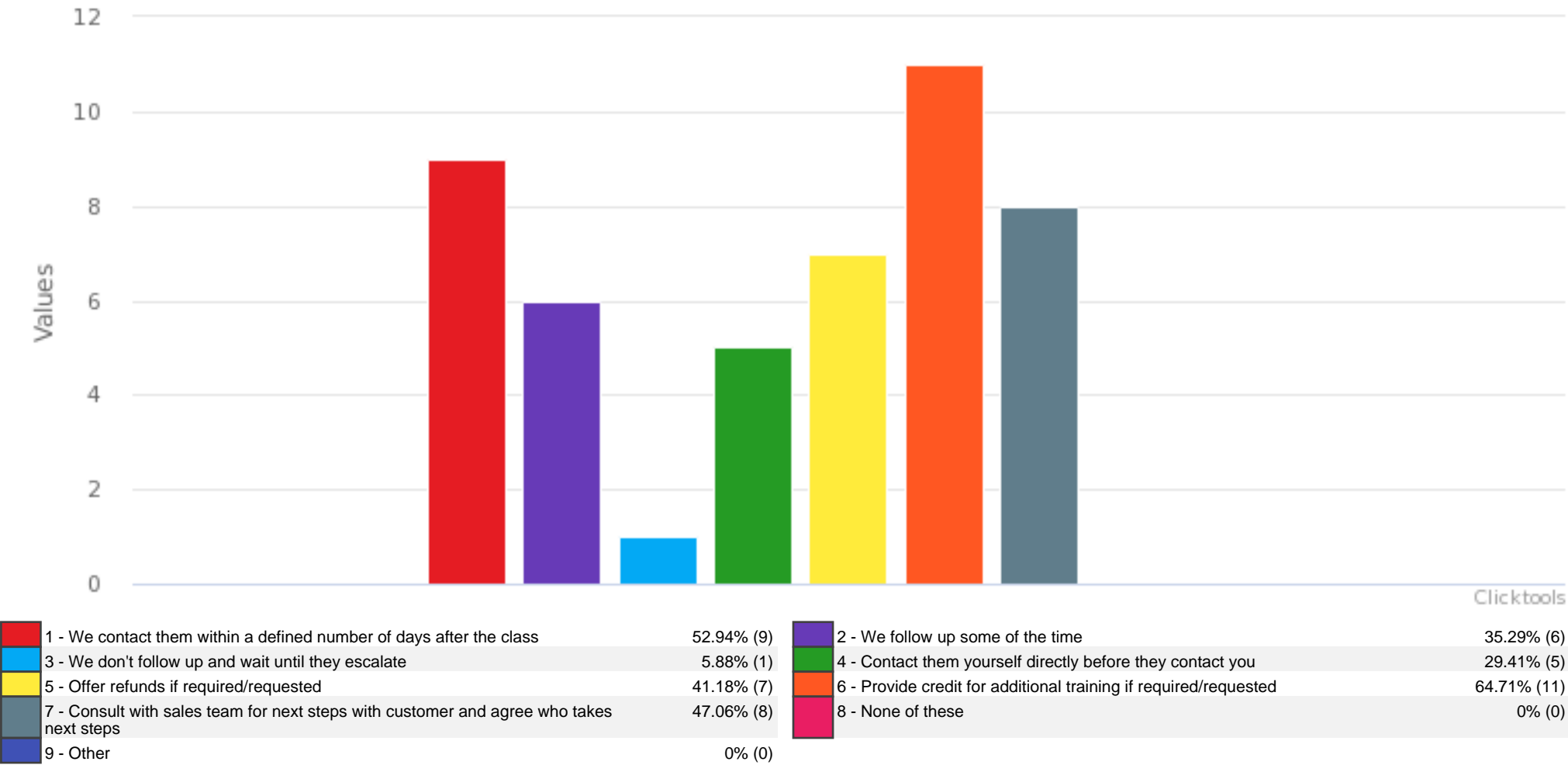
32. What is your AVERAGE rating by students for self-paced as a percentage of the scale you use (for example, 3.5 on a 5- point scale is 70%)?



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

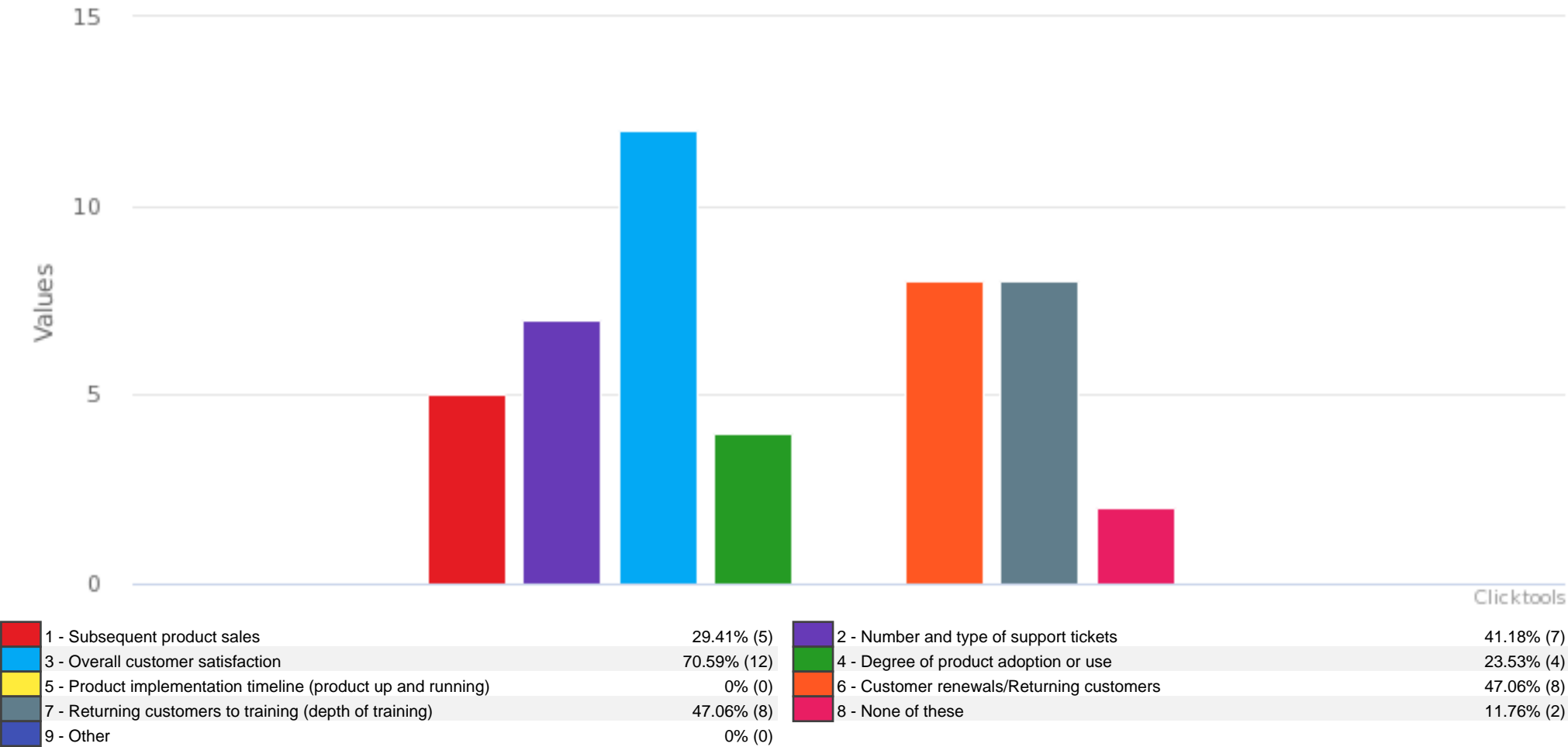


34. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



Response: 17

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



Response: 17

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

- 1 We measure the correlation between training delivery and customer ramp over a 3-6 month window.
- 2 Expansion rates

- 3 Direct statement of impact by customer
New product sales following a training event
Historic buying patterns v. training events

Response: 3

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

- 1 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
- 2 Manual review of cases that are categorized as operational issues; look for trends.
- 3 Primarily number of tickets, level of complexity v. training
- 4 Support and Education included in Customer Healthscore metric

Response: 4

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

- 1 NA
- 2 evals and customer interviews
- 3 1. Customer satisfaction surveys
2. Conversations with HPE Account Managers and customers
- 4 customer satisfaction of customers with learning activity vs. customers without learning activity
- 5 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.
- 6 trained / not trained v. overall CSAT scores
- 7 Education included in Customer Healthscore metric
- 8 Immediate post-training feedback surveys and 6-month impact surveys.

Response: 8

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

- 1 NA
- 2 comparison of adoption rates of customers with learning activity vs. customers without learning activity

Response: 2

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

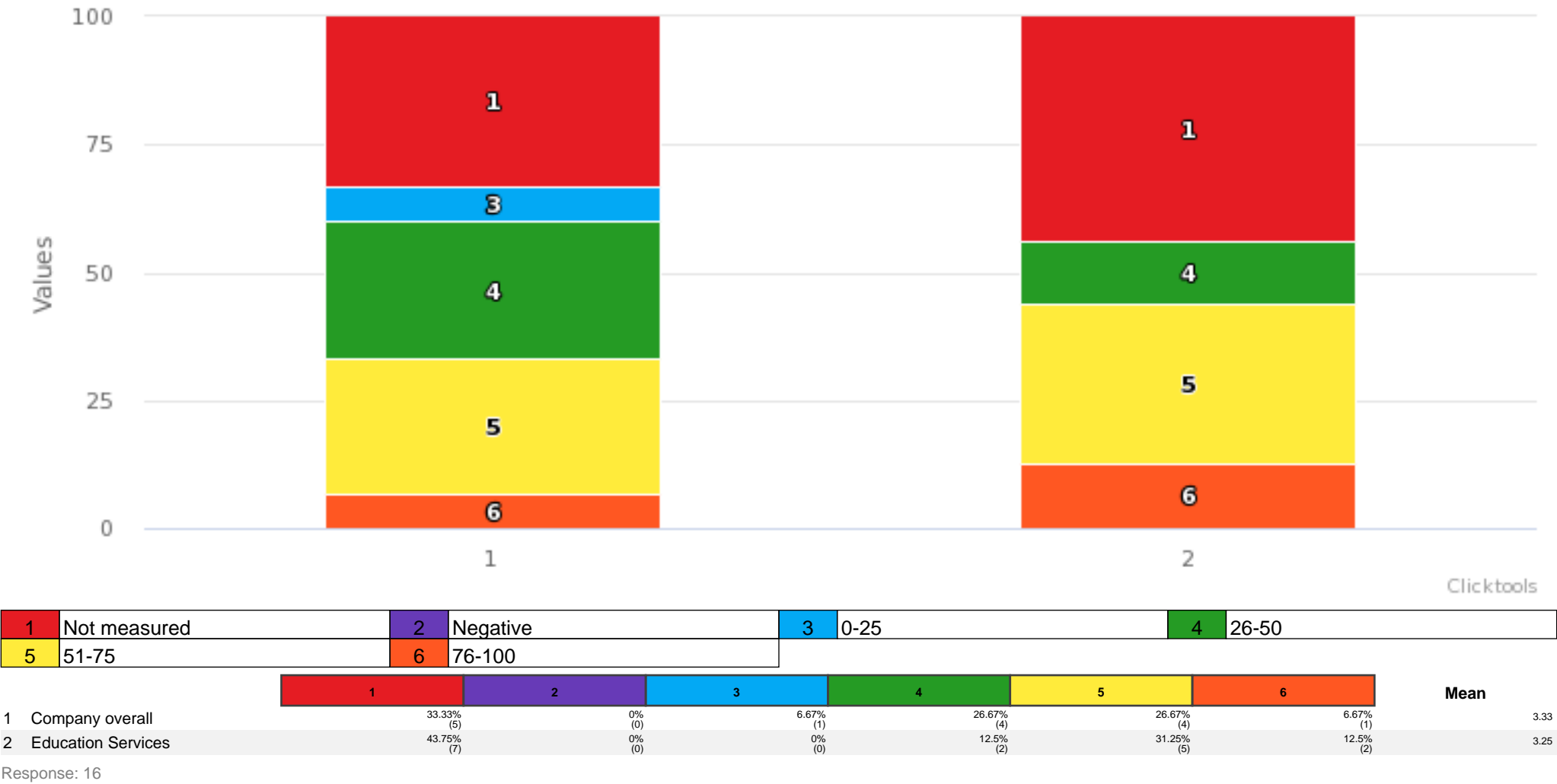
Response: 0

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

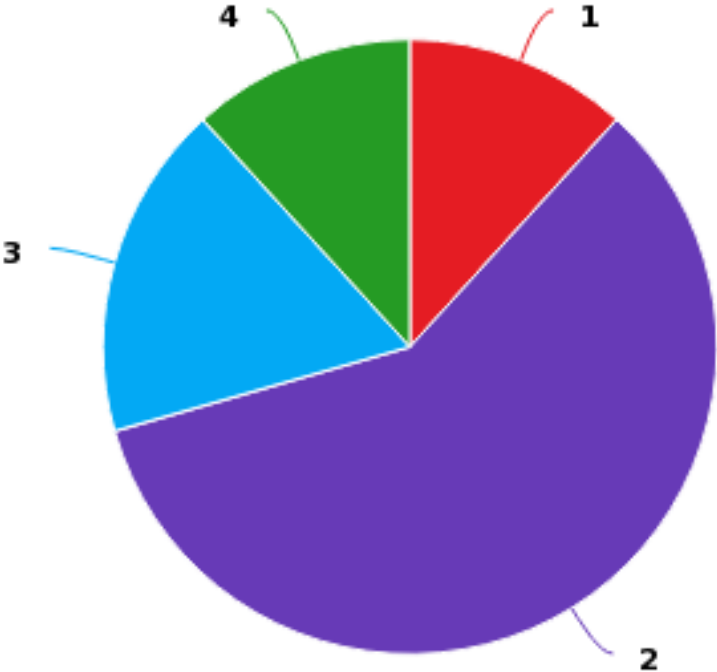
- 1 - Number of classes per year a customer takes
- 2 comparison of renewal rates of customers with learning activity vs. customers without learning activity
- 3 Purely trained/not trained v. renewal
- 4 Renewals and Expands plus Education included in Customer Healthscore metric

Response: 4

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



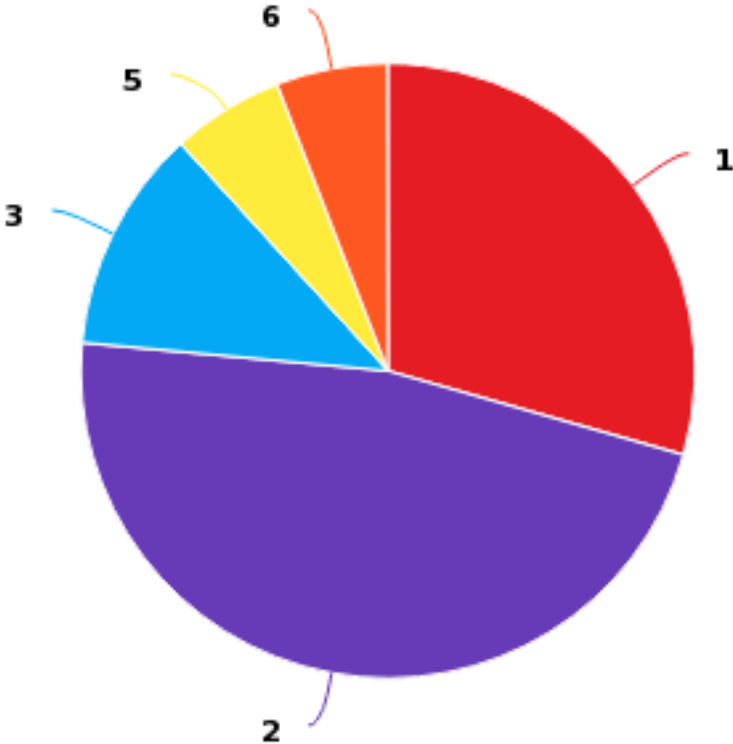
43. What is the average education services deal size when education offerings are sold together with product (single PO)?



1 - Less than \$5,000	11.76% (2)	2 - \$5,000-\$24,999	58.82% (10)
3 - \$25,000-\$49,999	17.65% (3)	4 - \$50,000-\$99,999	11.76% (2)
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)

Mean: 2.29
Response: 17

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

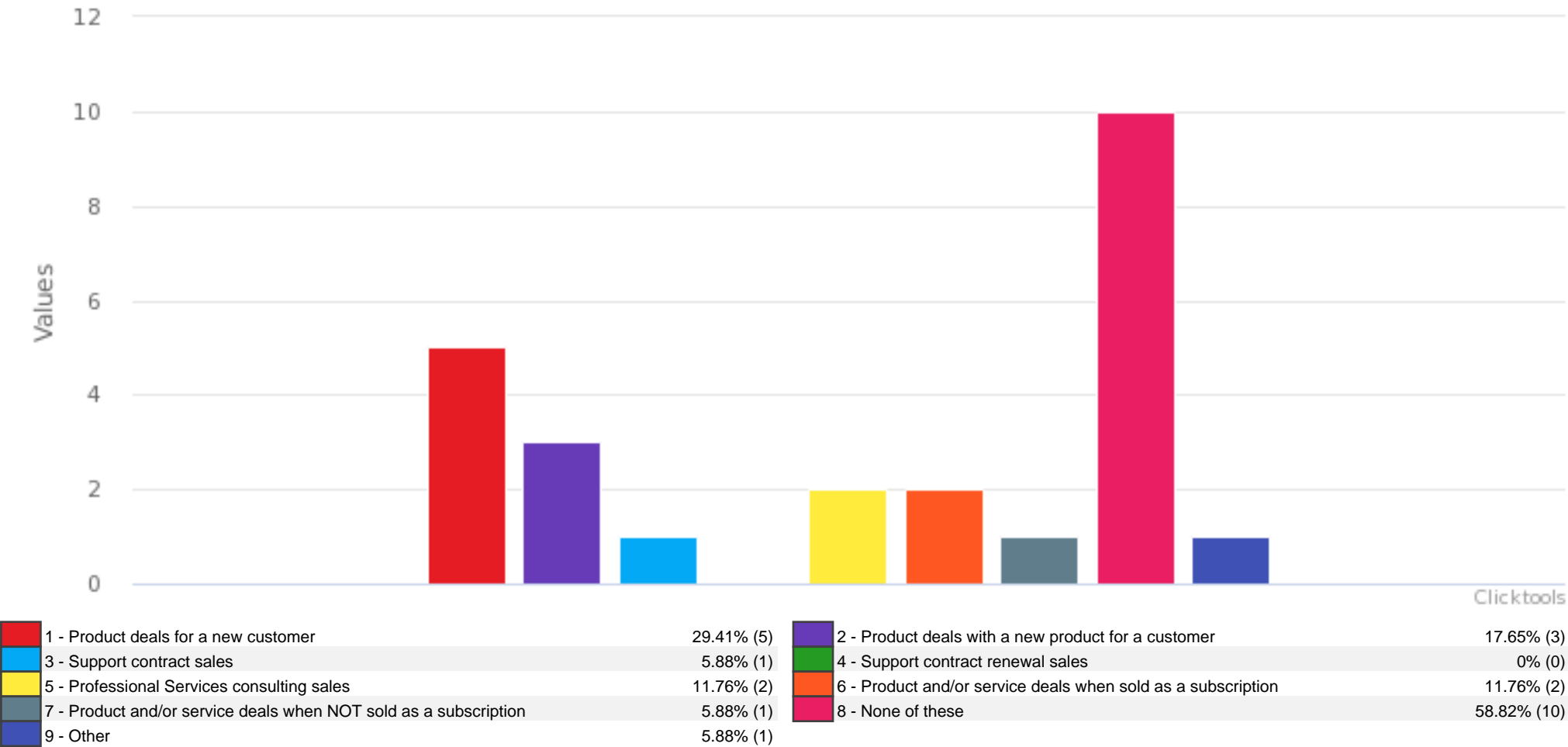


<div></div> 1 - Less than \$5,000	29.41% (5)	<div></div> 2 - \$5,000-\$24,999	47.06% (8)
<div></div> 3 - \$25,000-\$49,999	11.76% (2)	<div></div> 4 - \$50,000-\$99,999	0% (0)
<div></div> 5 - \$100,000-\$199,999	5.88% (1)	<div></div> 6 - \$200,000 or more	5.88% (1)

Mean: 2.24
Response: 17

Clicktools

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



Response: 17

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% (2)	2 - Mandatory education attach is a defined education amount per number of product licenses (eg every 1000 licenses 5k training)	0% (0)
3 - Mandatory education attach is a fixed education amount independent of product costs (eg every new customer has 5k training added)	50% (2)	4 - Other	0% (0)

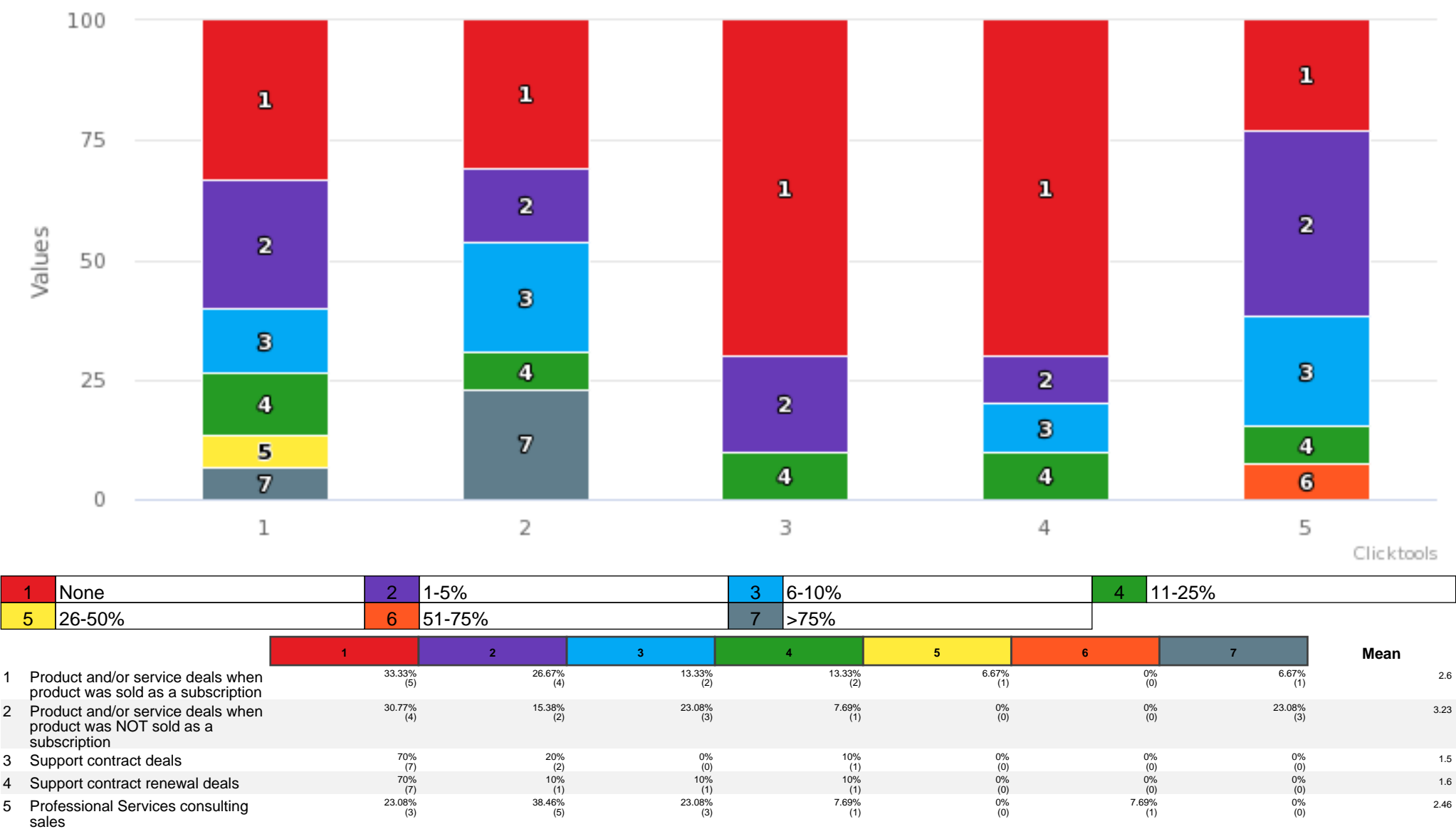
Mean: 2
Response: 4

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	5%	0%	0%
Highest	5%	0%	0%
Lowest	5%	0%	0%
Standard deviation	0	0	0

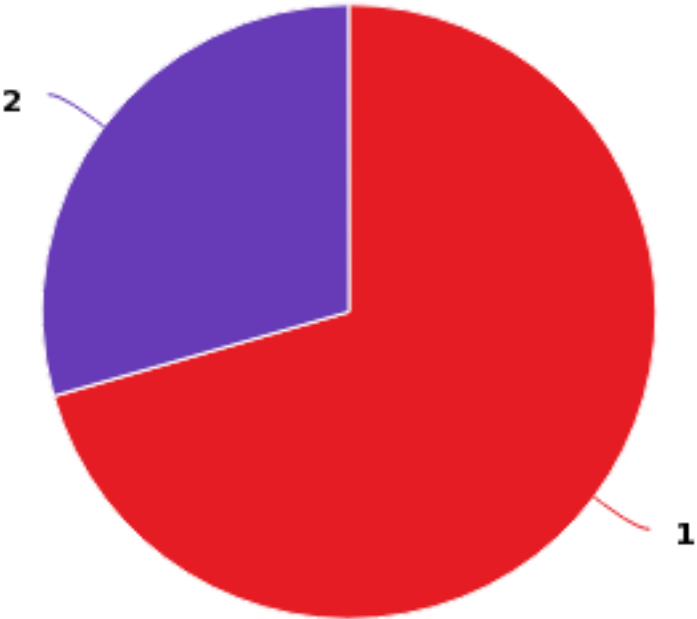
Response: 1

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?



Response: 16

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

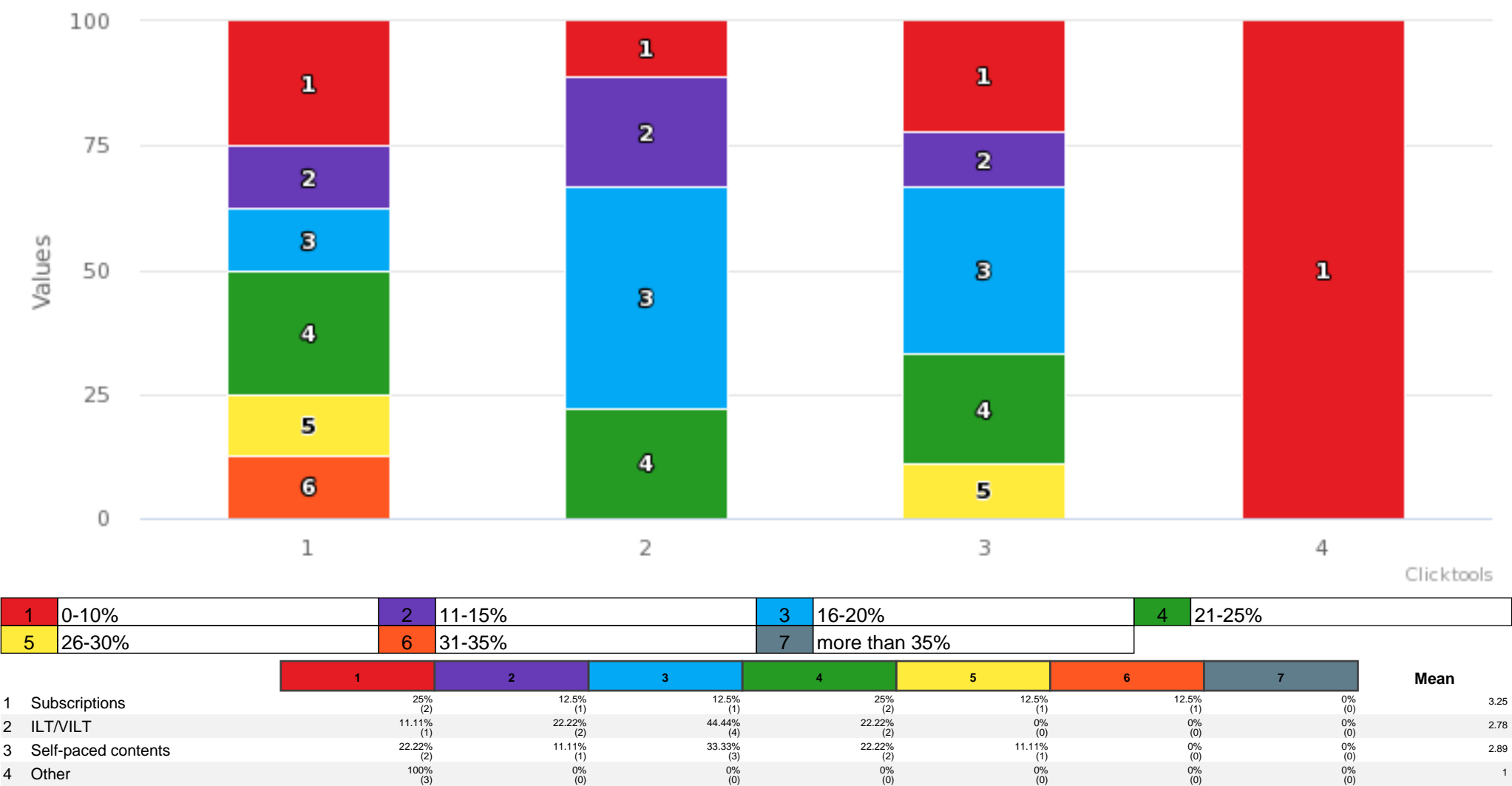


1 - Yes
Mean: 1.29
Response: 17

70.59% (12) 2 - No

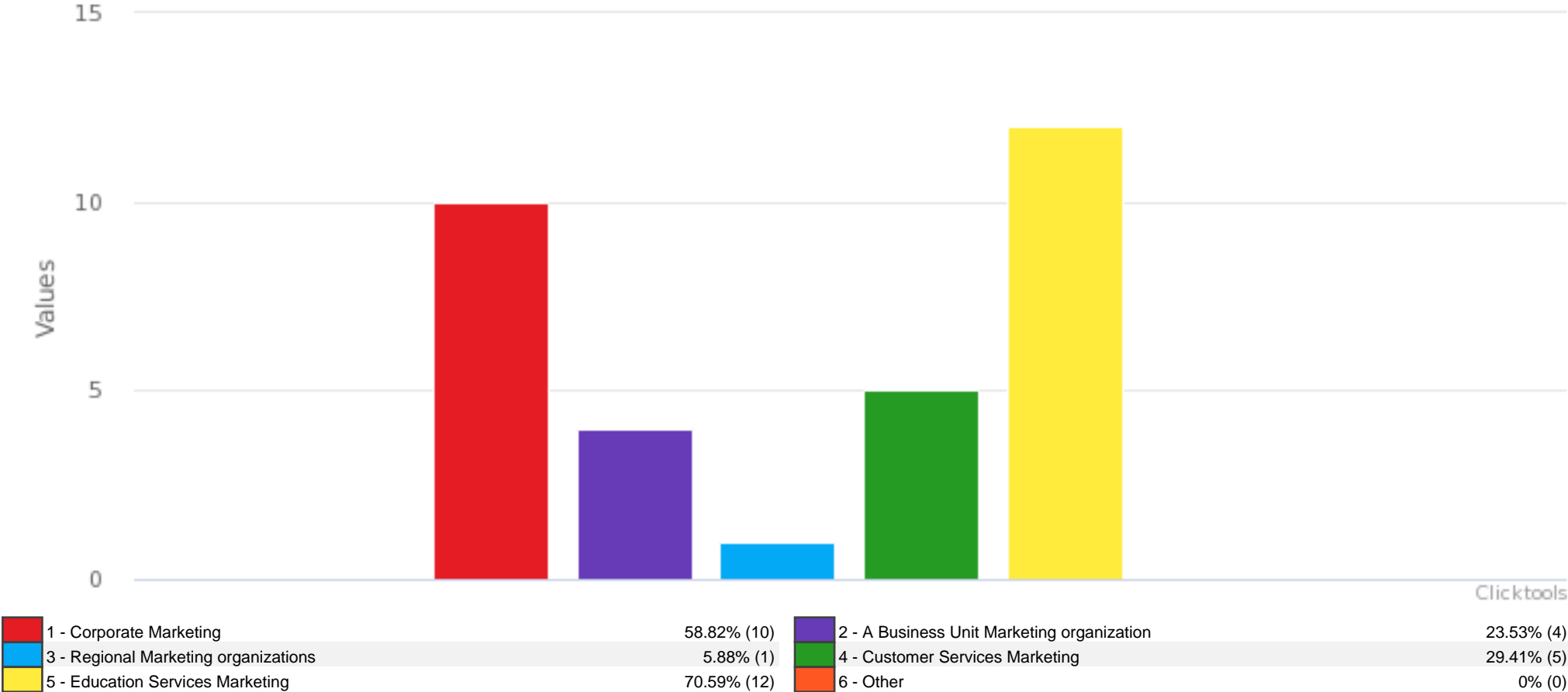
Clicktools
29.41% (5)

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



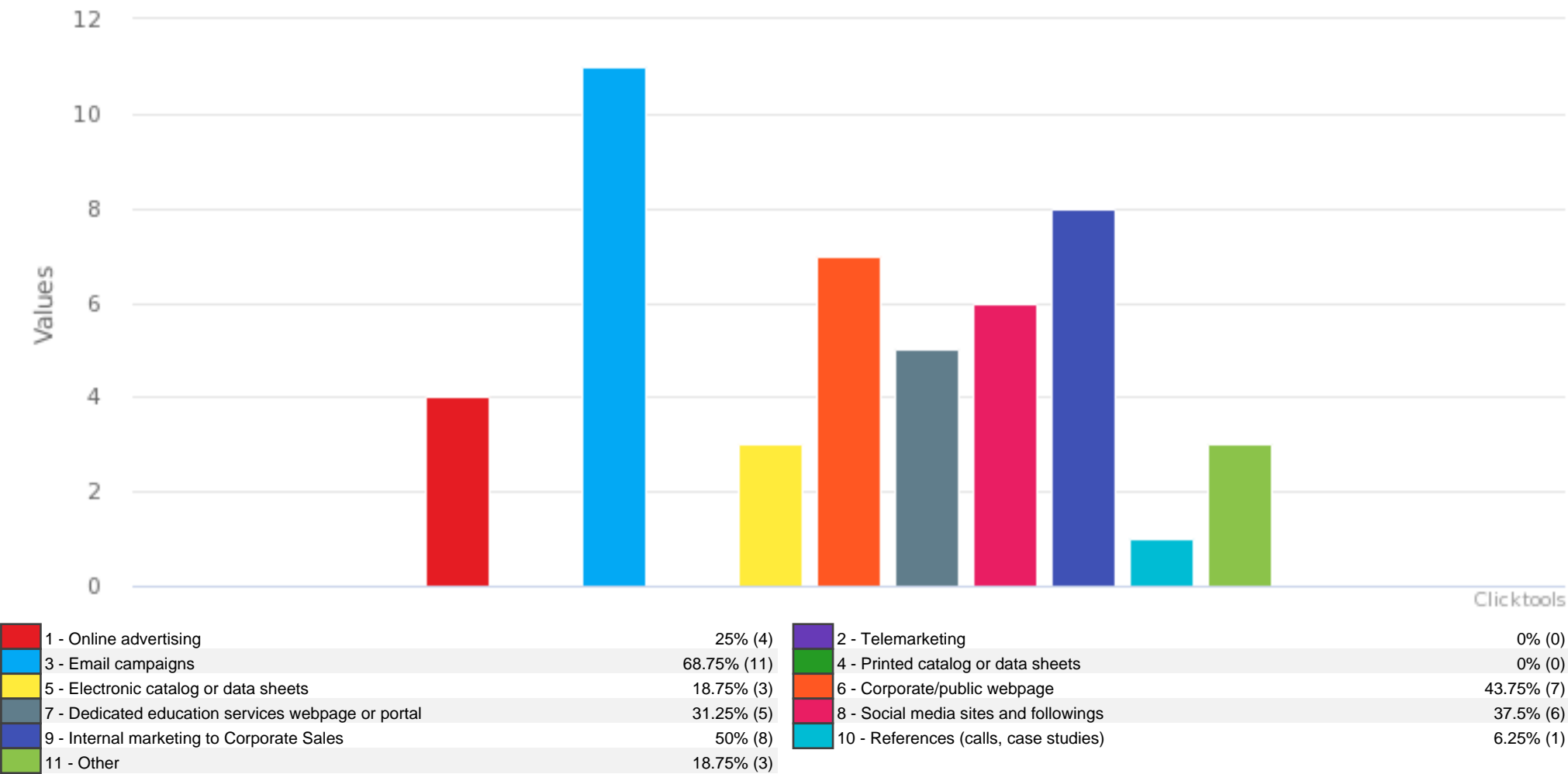
Response: 12

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



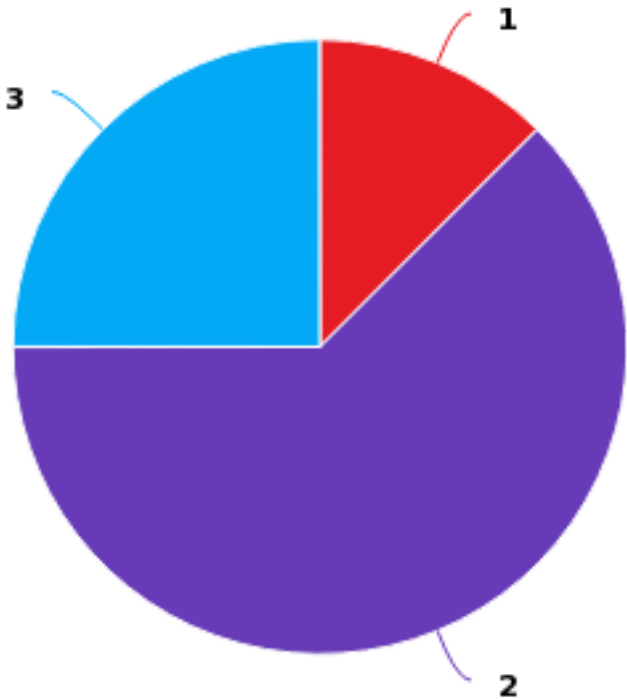
Response: 17

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: 16

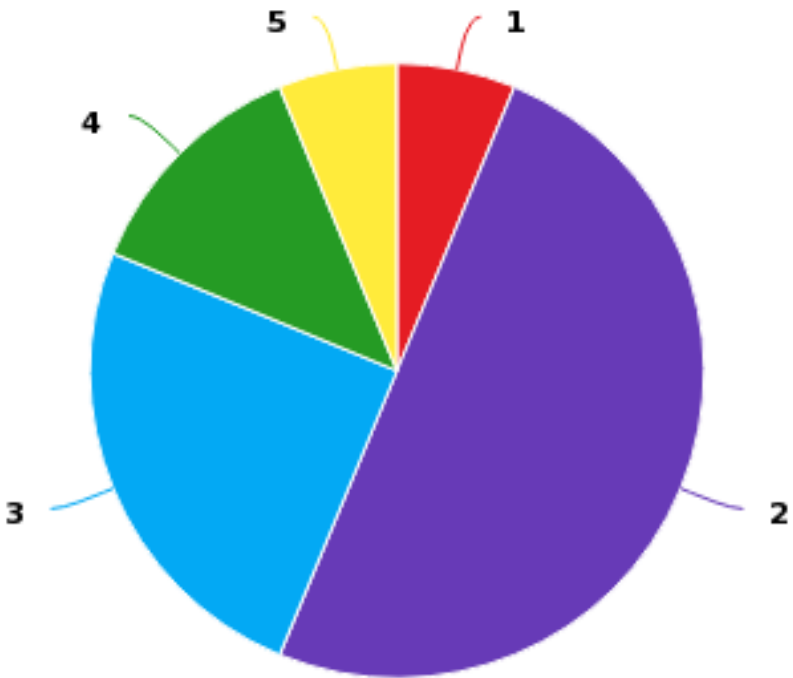
53. For approximately what percentage of your company ' s products does Education Services provide training coverage?



1 - 100% (all)	12.5% (2)	2 - 75-99%	62.5% (10)
3 - 51-75%	25% (4)	4 - 26-50%	0% (0)
5 - 25% or less	0% (0)		

Mean: 2.12
Response: 16

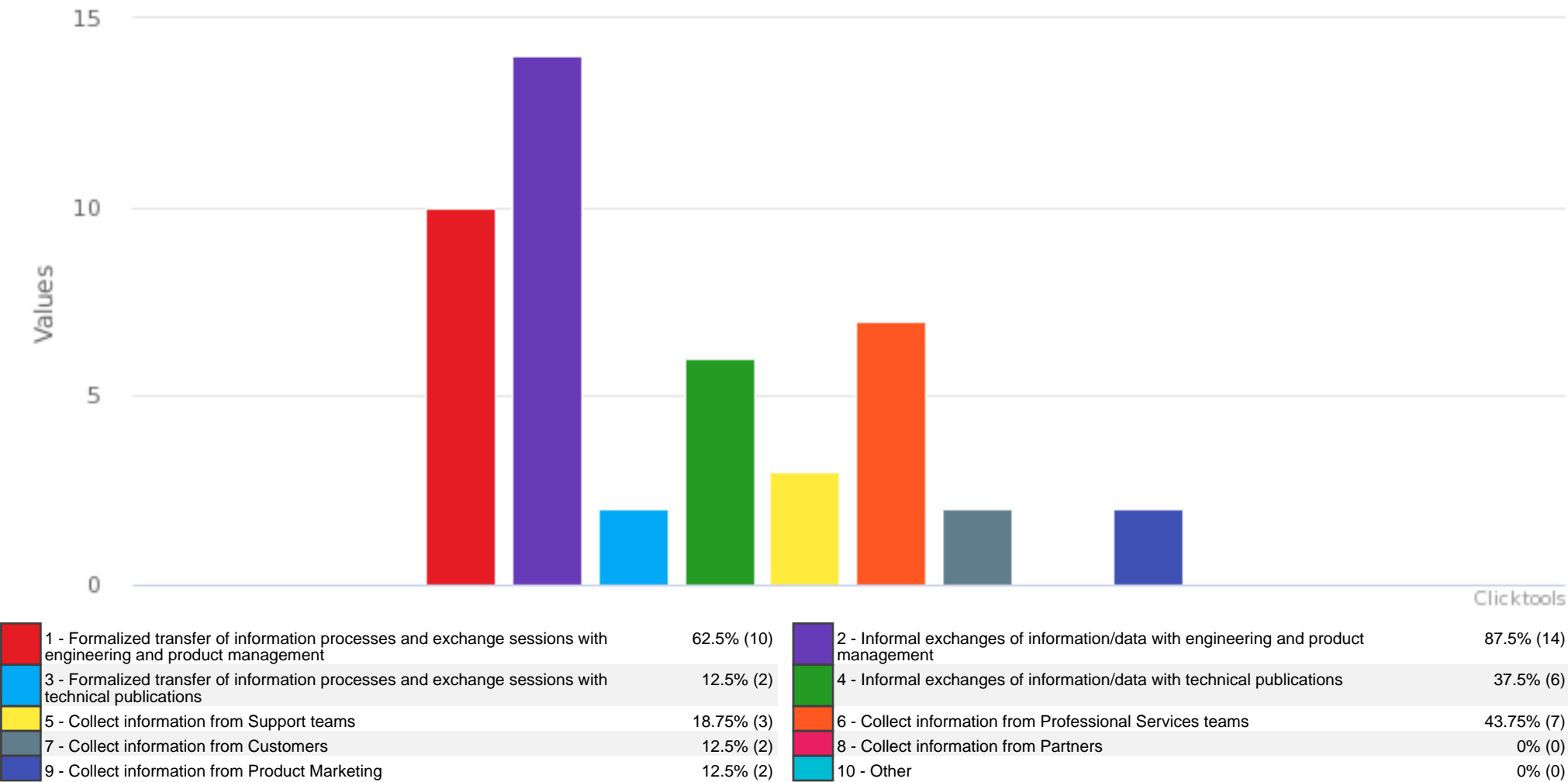
54. At what stage of the product development cycle is curriculum design and course development first involved?



1 - Product feasibility/inception stage	6.25% (1)	2 - Product development stage	50% (8)
3 - Beta product availability stage	25% (4)	4 - General/public product availability stage	12.5% (2)
5 - Other	6.25% (1)		

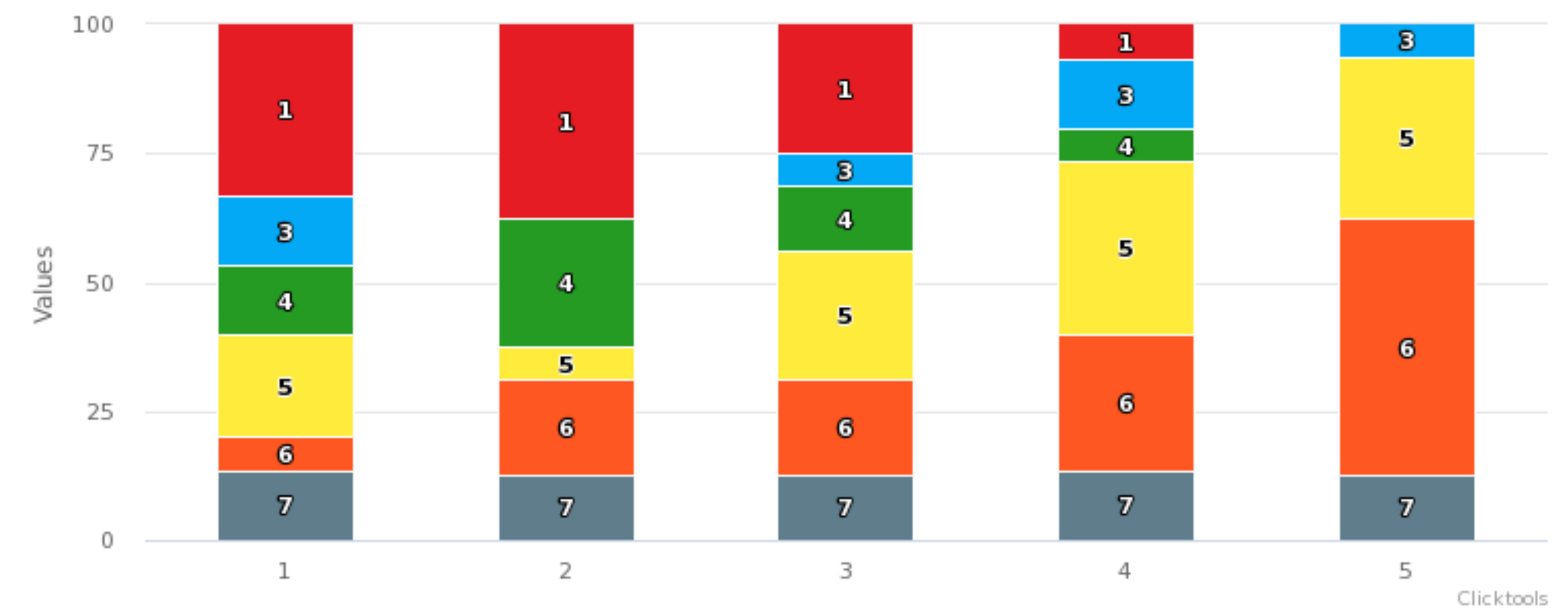
Mean: 2.62
Response: 16

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: 16

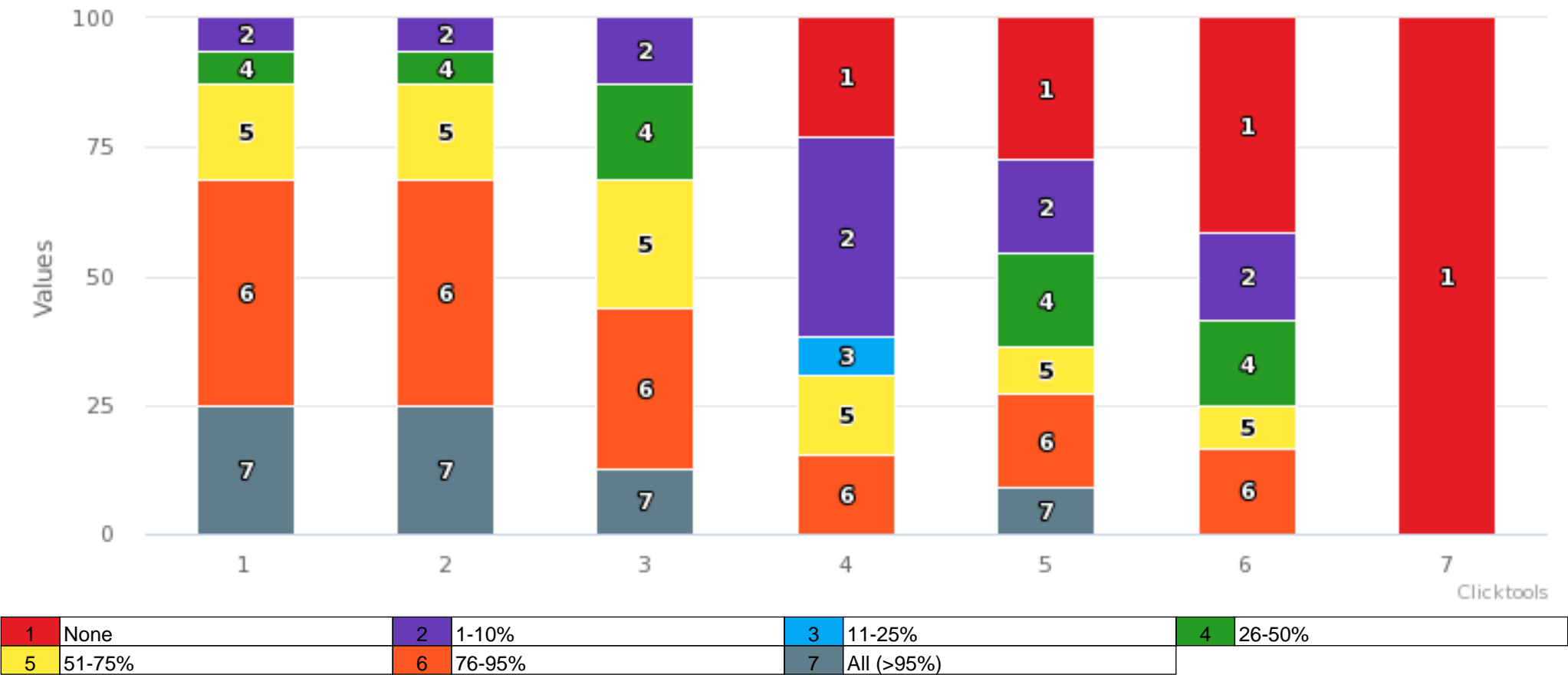
56. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



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

	1	2	3	4	5	6	7	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	33.33% (5)	0% (0)	13.33% (2)	13.33% (2)	20% (3)	6.67% (1)	13.33% (2)	3.6
2 Corporate Services & Support	37.5% (6)	0% (0)	0% (0)	25% (4)	6.25% (1)	18.75% (3)	12.5% (2)	3.69
3 Channel Sales and Systems Engineering/Pre-sales	25% (4)	0% (0)	6.25% (1)	12.5% (2)	25% (4)	18.75% (3)	12.5% (2)	4.19
4 Product Channel Services & Support	6.67% (1)	0% (0)	13.33% (2)	6.67% (1)	33.33% (5)	26.67% (4)	13.33% (2)	4.93
5 Customers and End Users	0% (0)	0% (0)	6.25% (1)	0% (0)	31.25% (5)	50% (8)	12.5% (2)	5.62

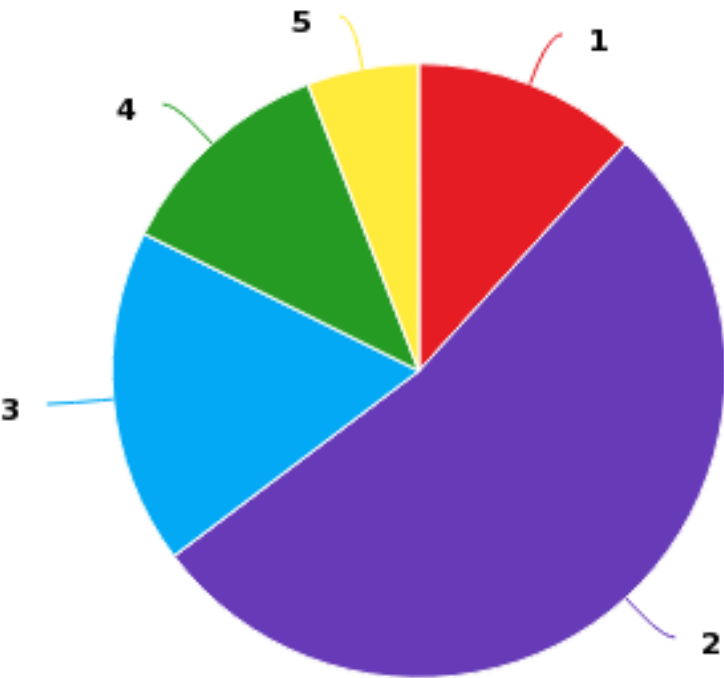
57. How much of your training portfolio is available in the different delivery types (can be more than 100% as some content can be published in more than one modality)?



	1	2	3	4	5	6	7	Mean
1 Classroom training	0% (0)	6.25% (1)	0% (0)	6.25% (1)	18.75% (3)	43.75% (7)	25% (4)	5.69
2 Virtual classroom training	0% (0)	6.25% (1)	0% (0)	6.25% (1)	18.75% (3)	43.75% (7)	25% (4)	5.69
3 eLearning	0% (0)	12.5% (2)	0% (0)	18.75% (3)	25% (4)	31.25% (5)	12.5% (2)	5
4 Mobile Learning (smartphones/tablets)	23.08% (3)	38.46% (5)	7.69% (1)	0% (0)	15.38% (2)	15.38% (2)	0% (0)	2.92
5 Other self paced	27.27% (3)	18.18% (2)	0% (0)	18.18% (2)	9.09% (1)	18.18% (2)	9.09% (1)	3.55
6 New modalities such as social learning, gamification, microlearning	41.67% (5)	16.67% (2)	0% (0)	16.67% (2)	8.33% (1)	16.67% (2)	0% (0)	2.83
7 Other	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 16

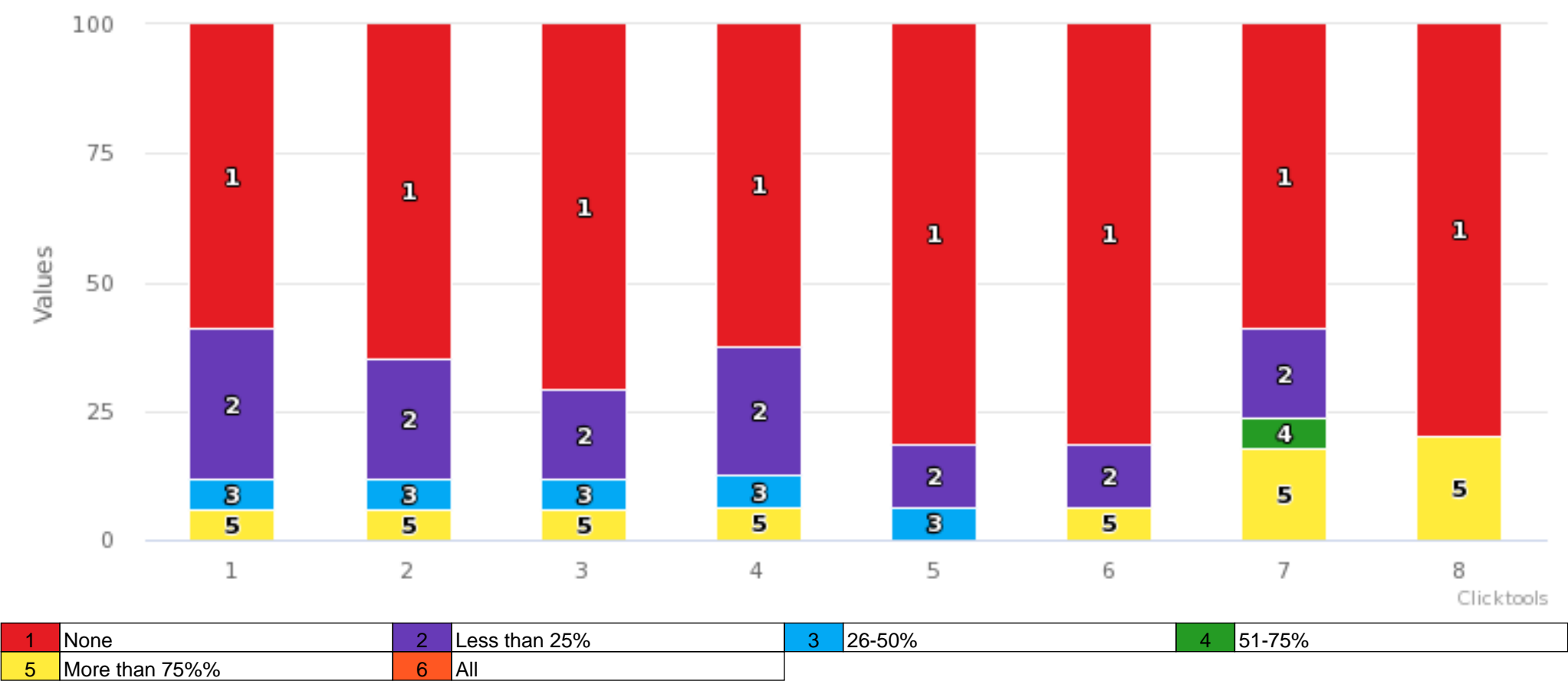
58. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?



1 - None	11.76% (2)	2 - 10% or less	52.94% (9)
3 - 11-25%	17.65% (3)	4 - 26-50%	11.76% (2)
5 - 51-75%	5.88% (1)	6 - >75%	0% (0)

Mean: 2.47
Response: 17

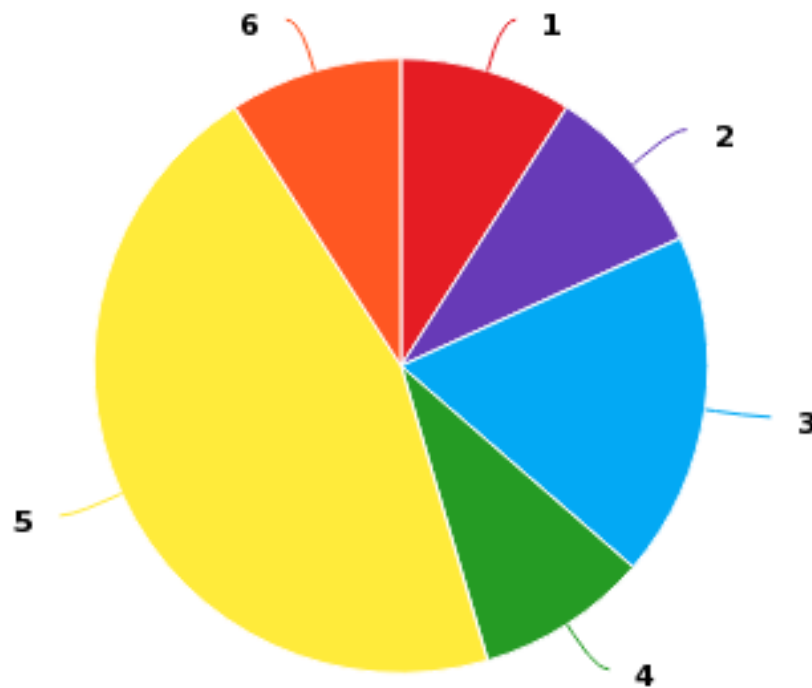
59. Which percentage of your training portfolio is localized (translation of written materials and recorded audio) to the following languages? If you don't translate, please choose "None".



	1	2	3	4	5	6	Mean
1 French	58.82% (10)	29.41% (5)	5.88% (1)	0% (0)	5.88% (1)	0% (0)	1.65
2 Spanish	64.71% (11)	23.53% (4)	5.88% (1)	0% (0)	5.88% (1)	0% (0)	1.59
3 Portugese	70.59% (12)	17.65% (3)	5.88% (1)	0% (0)	5.88% (1)	0% (0)	1.53
4 German	62.5% (10)	25% (4)	6.25% (1)	0% (0)	6.25% (1)	0% (0)	1.62
5 Russian	81.25% (13)	12.5% (2)	6.25% (1)	0% (0)	0% (0)	0% (0)	1.25
6 Chinese	81.25% (13)	12.5% (2)	0% (0)	0% (0)	6.25% (1)	0% (0)	1.38
7 Japanese	58.82% (10)	17.65% (3)	0% (0)	5.88% (1)	17.65% (3)	0% (0)	2.06
8 Other	80% (4)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	1.8

Response: 17

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



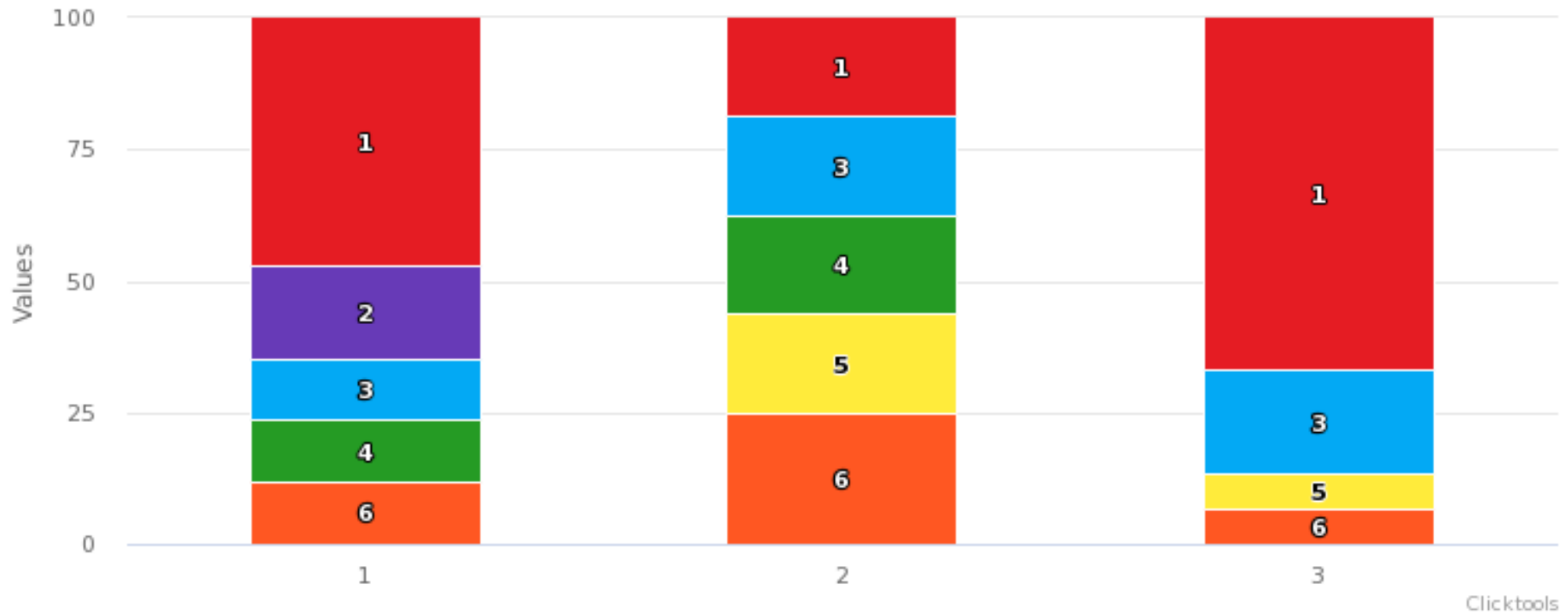
Clicktools

1 - Sales training materials	9.09% (1)	2 - Pre-sales/Sales Engineering training materials	9.09% (1)
3 - Admin training materials	18.18% (2)	4 - Operator training materials	9.09% (1)
5 - End-user training materials	45.45% (5)	6 - Other	9.09% (1)

Mean: 4

Response: 11

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

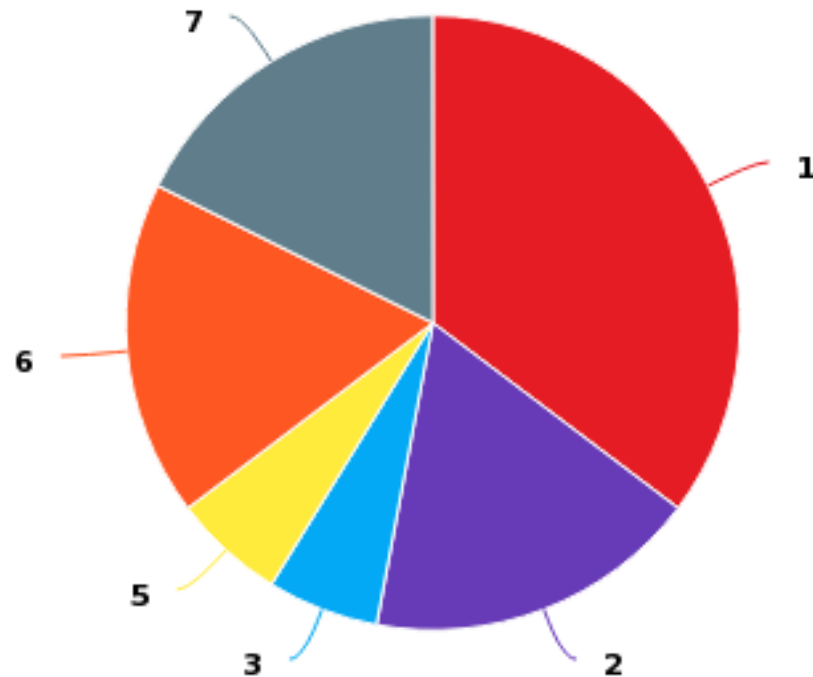


1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All				

	1	2	3	4	5	6	Mean
1 Accessibility (WCAG, 508)	47.06% (8)	17.65% (3)	11.76% (2)	11.76% (2)	0% (0)	11.76% (2)	2.35
2 Scorm	18.75% (3)	0% (0)	18.75% (3)	18.75% (3)	18.75% (3)	25% (4)	3.94
3 Tin Can API	66.67% (10)	0% (0)	20% (3)	0% (0)	6.67% (1)	6.67% (1)	2

Response: 17

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

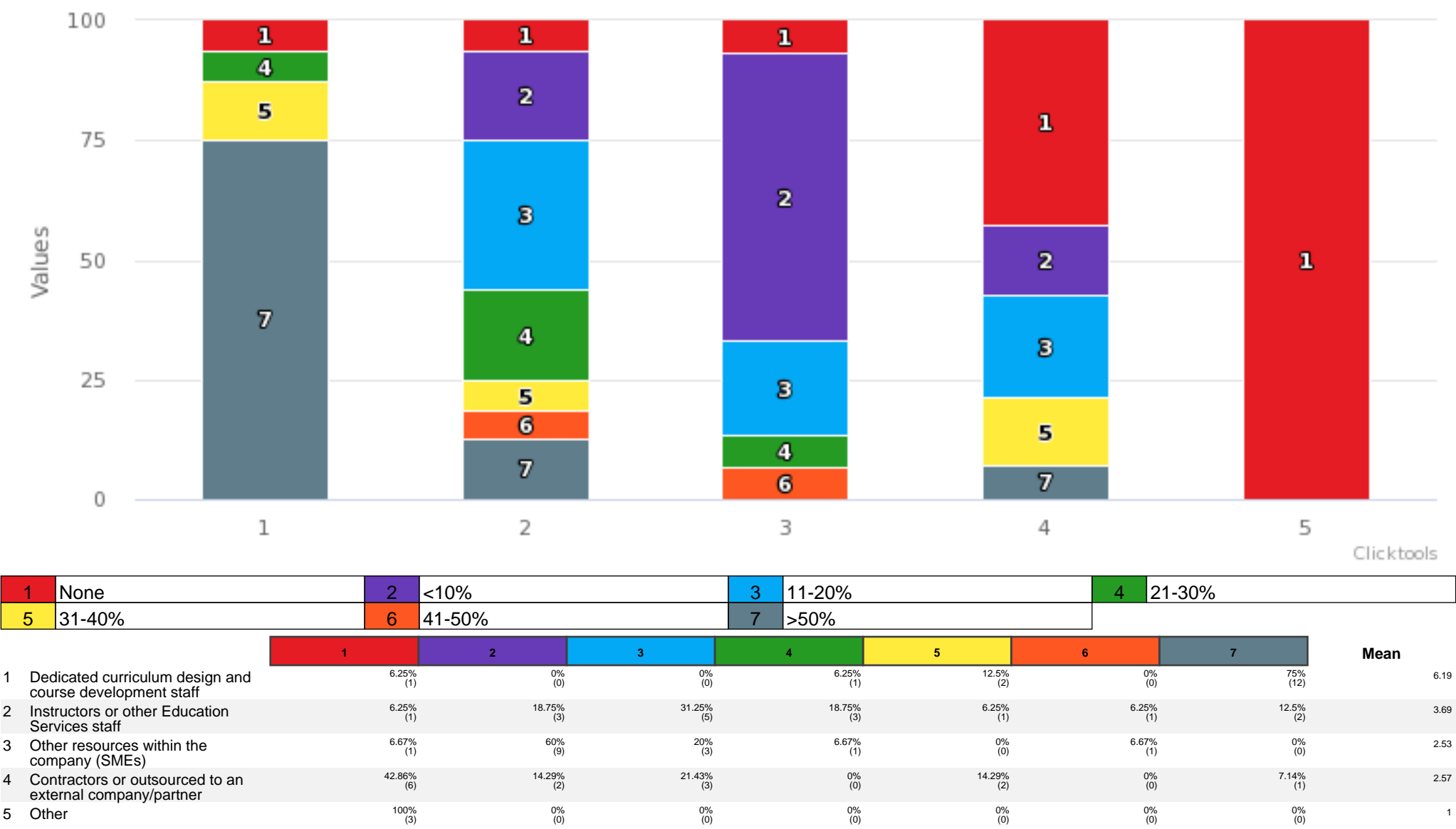


1 - 1-5	35.29% (6)	2 - 6-10	17.65% (3)
3 - 11-15	5.88% (1)	4 - 16-20	0% (0)
5 - 21-30	5.88% (1)	6 - 31-50	17.65% (3)
7 - >50	17.65% (3)		

Mean: 3.47

Response: 17

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".



Response: 17

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	39.33	38.89	29.56	19.44	135.67	46.67	11.11	0
Highest	70	70	60	70	860	190	70	0
Lowest	20	16	0	0	0	0	0	0
Standard deviation	17.34	17.94	17.94	25.53	274.93	66.06	24.21	0

Response: 9

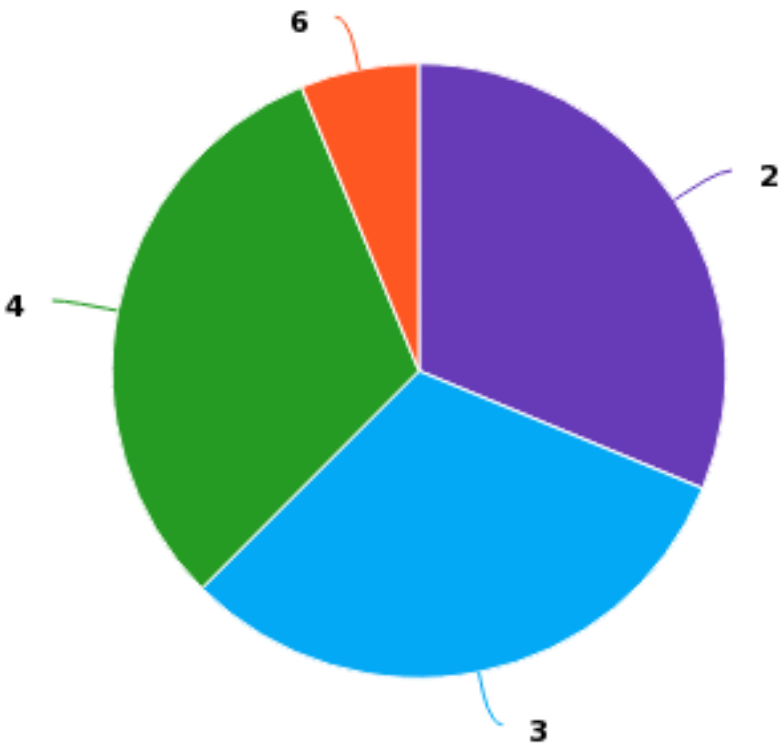
65. Estimate the amount of development time required in person hours on average for each HOUR of UPDATE class/lesson time for each of the following offering types, if you develop these. Enter the number of hours development per 1 hour content. If you don't develop these, leave the field empty.

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	16	15.89	12.44	7	15.33	16.33	2	0
Highest	35	35	40	31	46	40	10	0
Lowest	2	2	0	0	0	0	0	0
Standard deviation	12	12.13	13.64	10.49	18.17	16.58	4	0

Response: 9

66. How often on average do you update courses?



1 - < 3 months
3 - 6-9 months
5 - 15-24 months

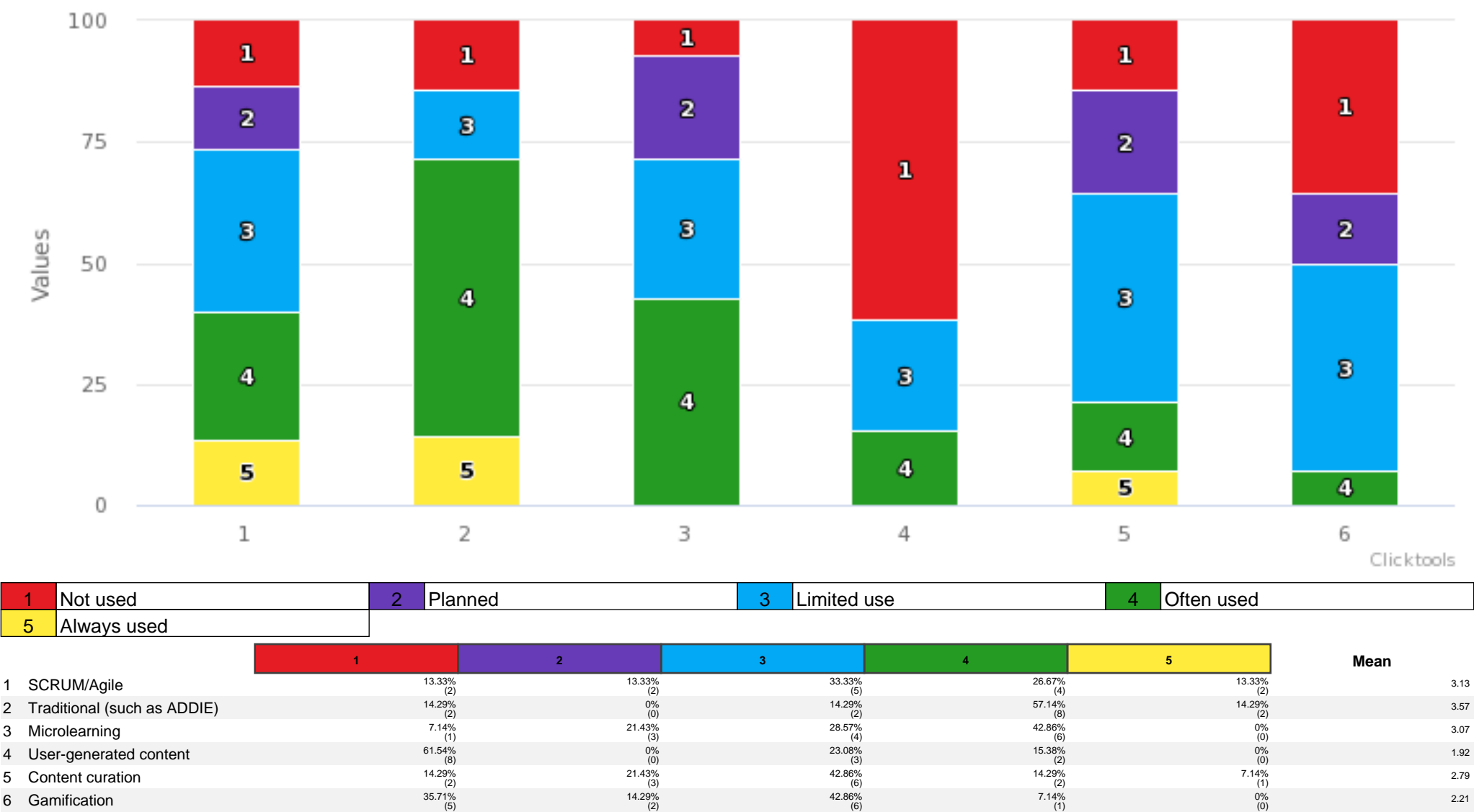
Mean: 3.19
Response: 16

0% (0)
31.25% (5)
0% (0)

2 - 3-5 months
4 - 10-14 months
6 - > 24 months

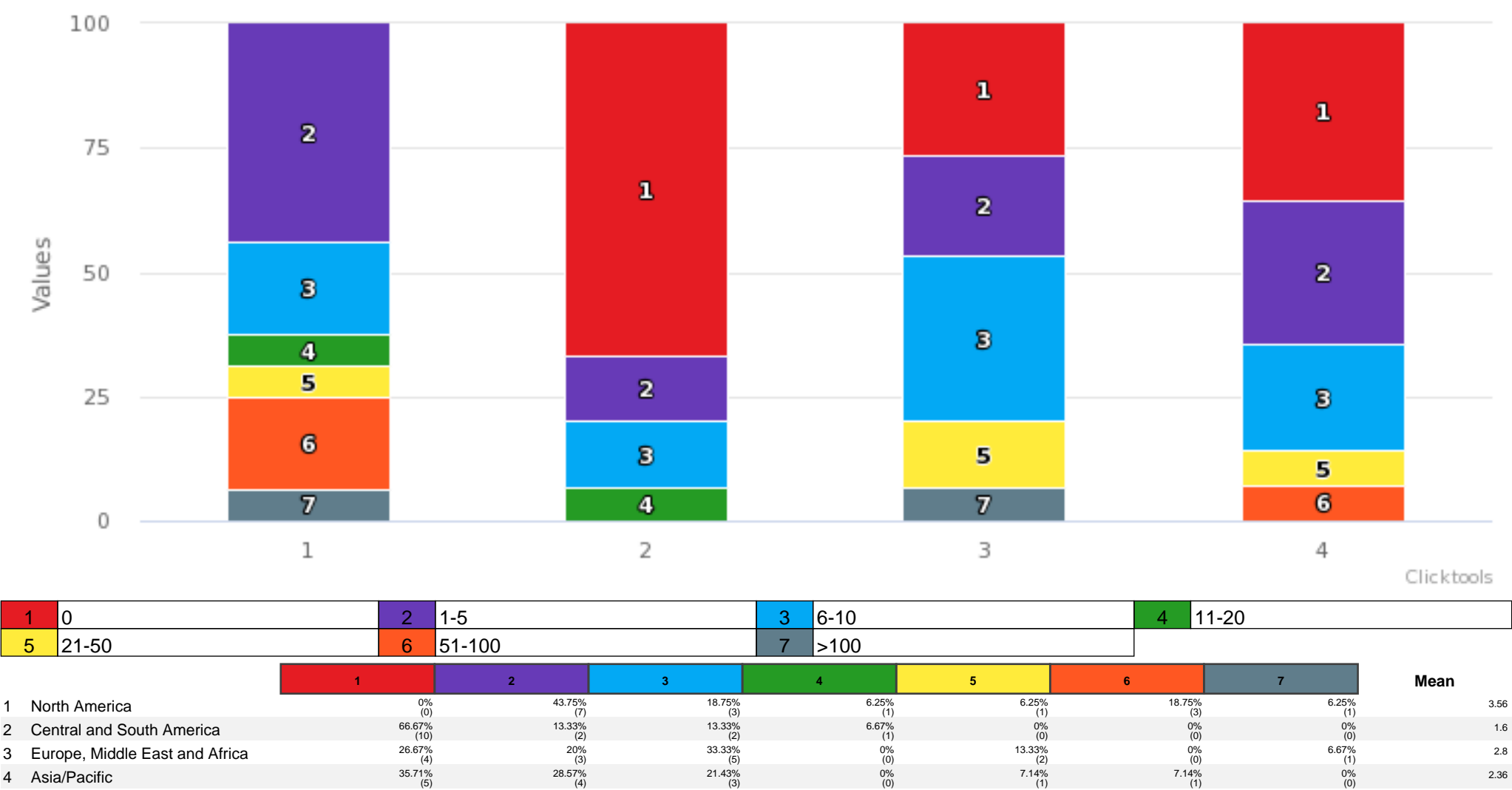
Clicktools
31.25% (5)
31.25% (5)
6.25% (1)

67. Which development approach do you use?



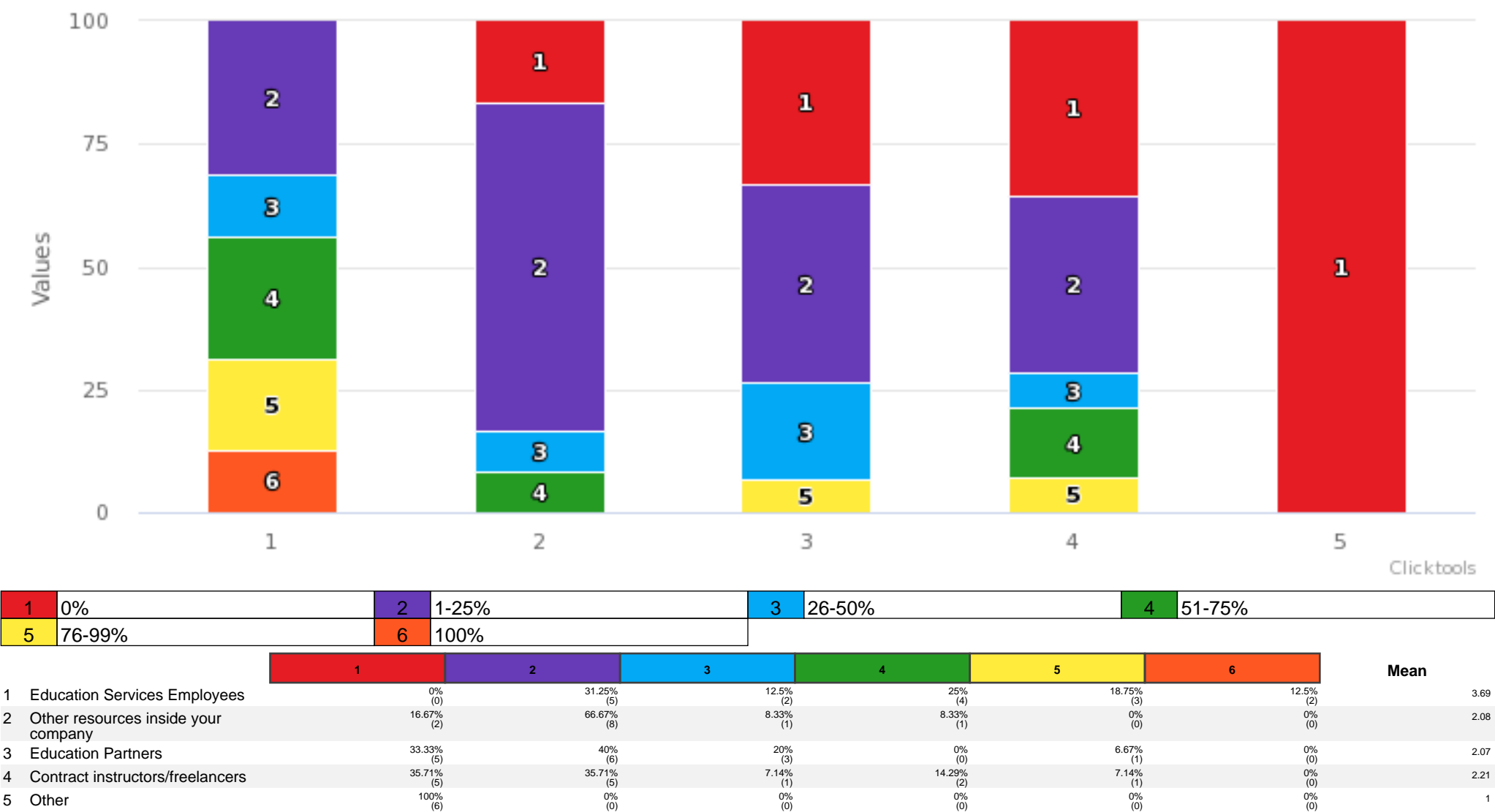
Response: 15

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?



Response: 16

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



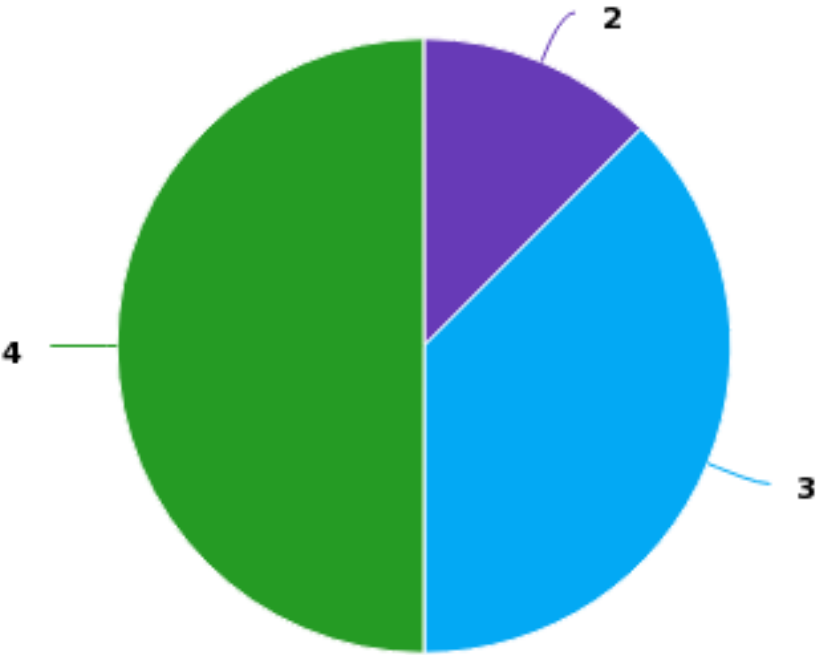
Response: 16

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	43.43%	3.93%	2.93%	19.71%	7.21%	18.86%
Highest	70%	25%	29%	50%	20%	75%
Lowest	5%	0%	0%	1%	0%	0%
Standard deviation	21.18	6.78	7.97	13.94	6.39	20.93

Response: 14

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



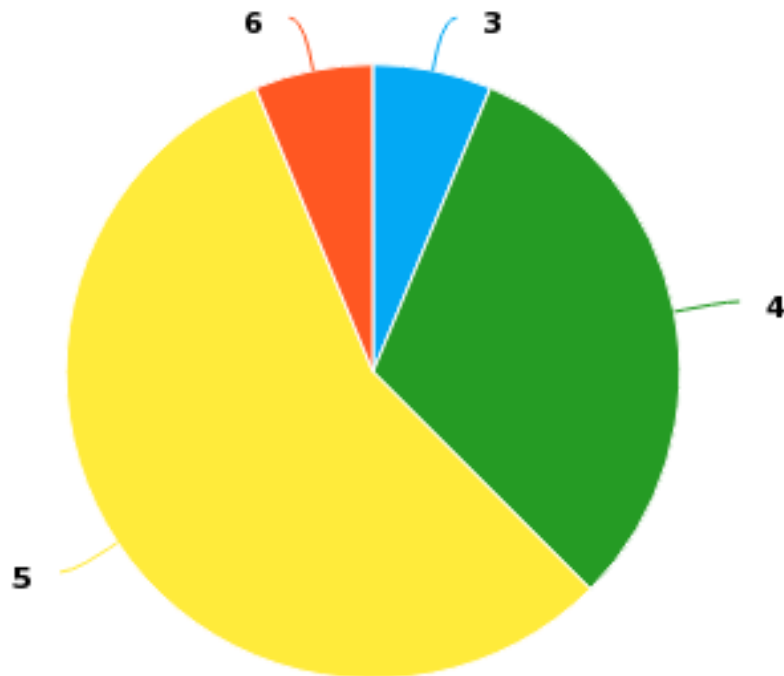
Clicktools

1 - 1 month or less	0% (0)	2 - 2 months	12.5% (2)
3 - 3 months	37.5% (6)	4 - 4-6 months	50% (8)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.38

Response: 16

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



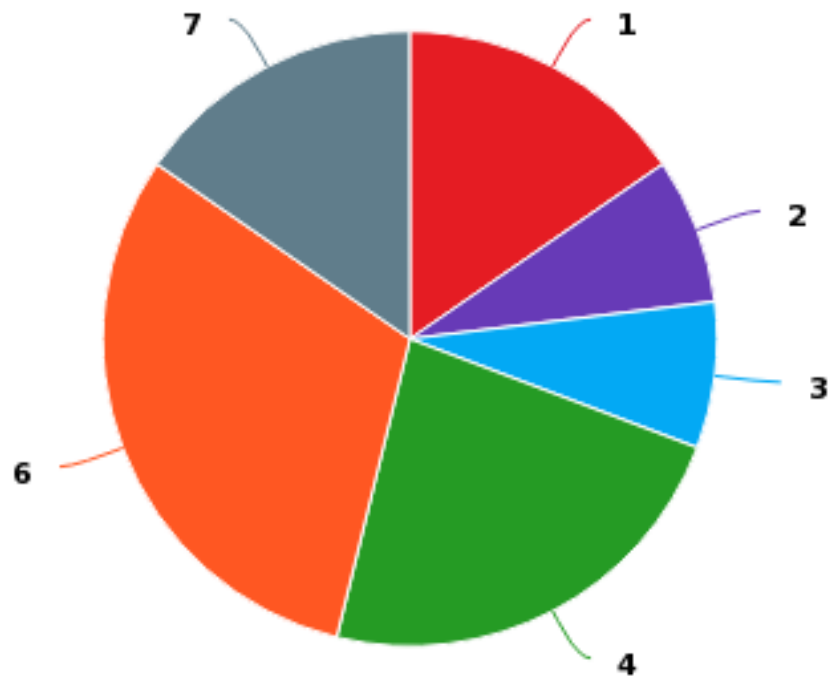
1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	6.25% (1)	4 - 4-6 months	31.25% (5)
5 - 7-12 months	56.25% (9)	6 - More than 12 months	6.25% (1)

Mean: 4.62

Response: 16

Clicktools

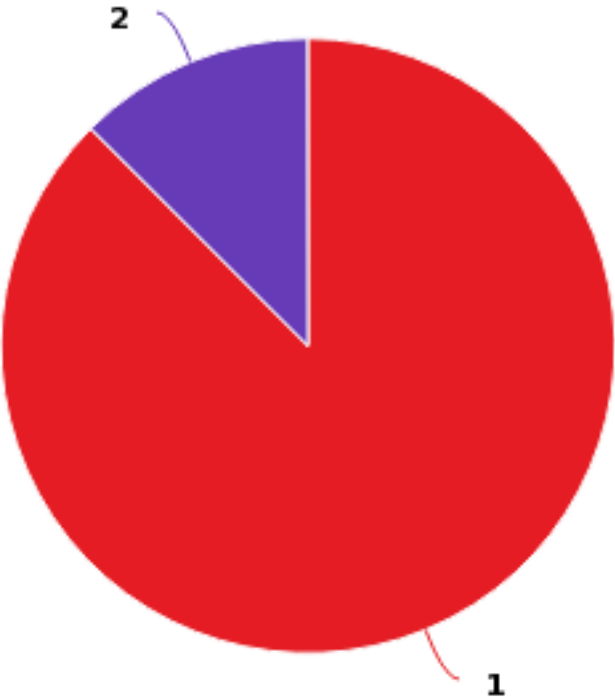
73. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



1 - <\$100K	15.38% (2)	2 - \$100K-\$150K	7.69% (1)
3 - \$150K-\$200K	7.69% (1)	4 - \$200K-\$250K	23.08% (3)
5 - \$250K-\$300K	0% (0)	6 - \$300K-\$400K	30.77% (4)
7 - >\$400K	15.38% (2)		

Mean: 4.38
Response: 13

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?

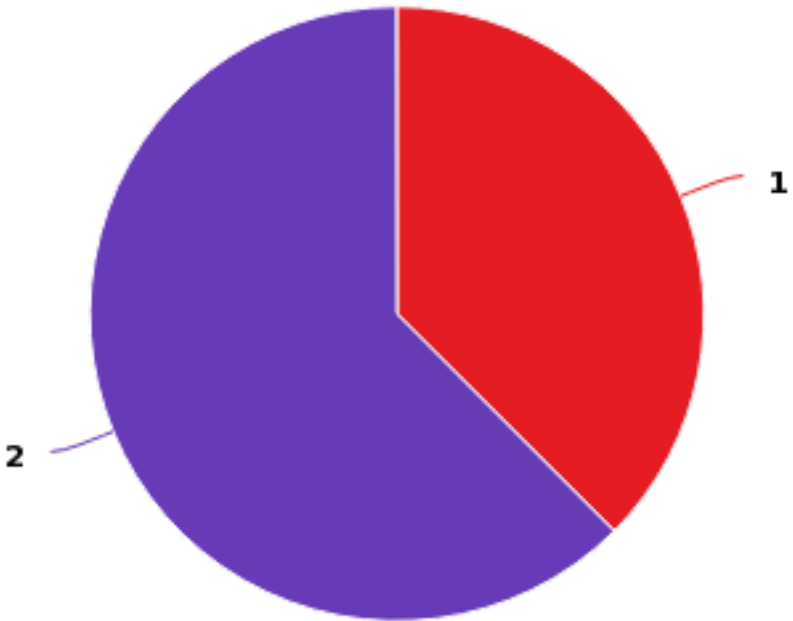


1 - Yes
Mean: 1.12
Response: 16

87.5% (14) 2 - No

Clicktools
12.5% (2)

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

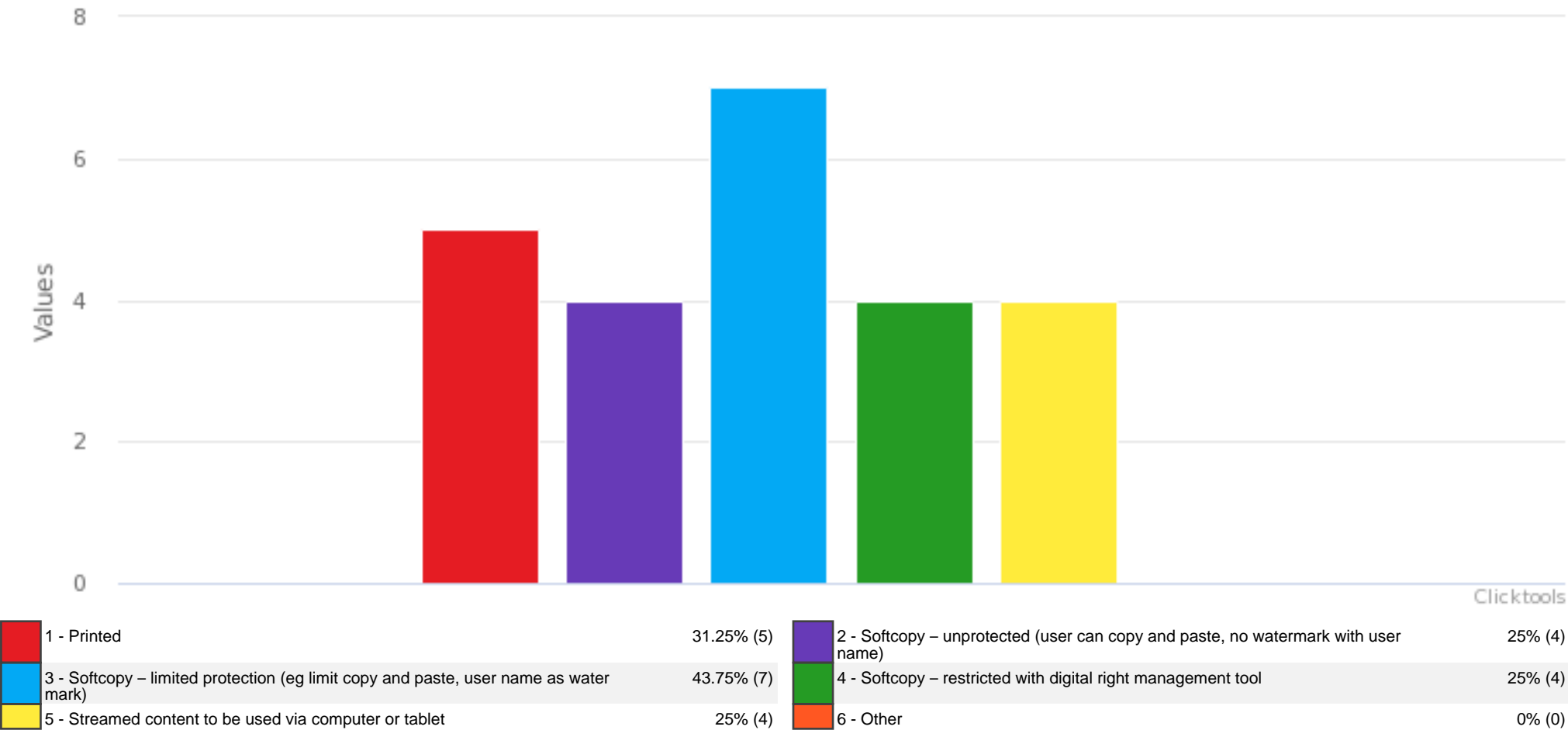


1 - Yes
Mean: 1.62
Response: 16

37.5% (6) 2 - No

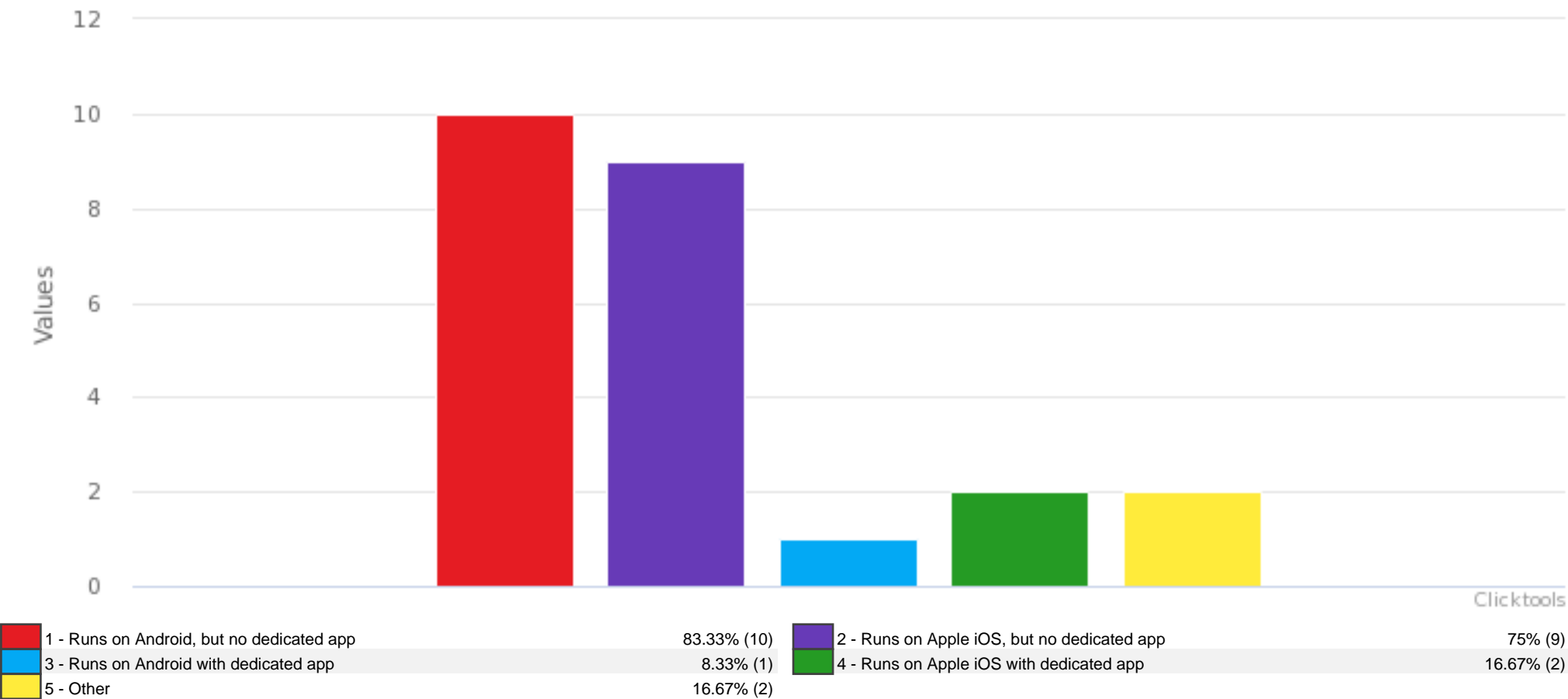
Clicktools
62.5% (10)

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



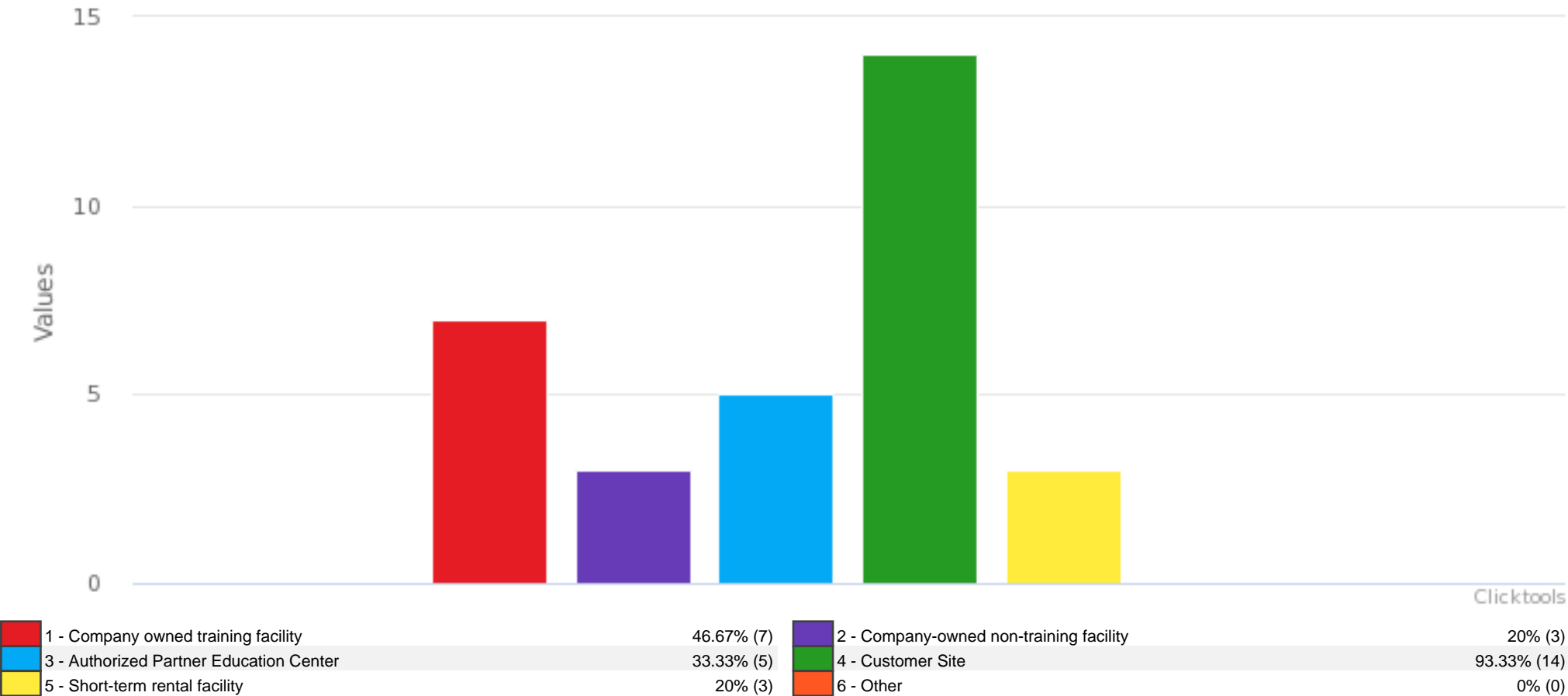
Response: 16

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



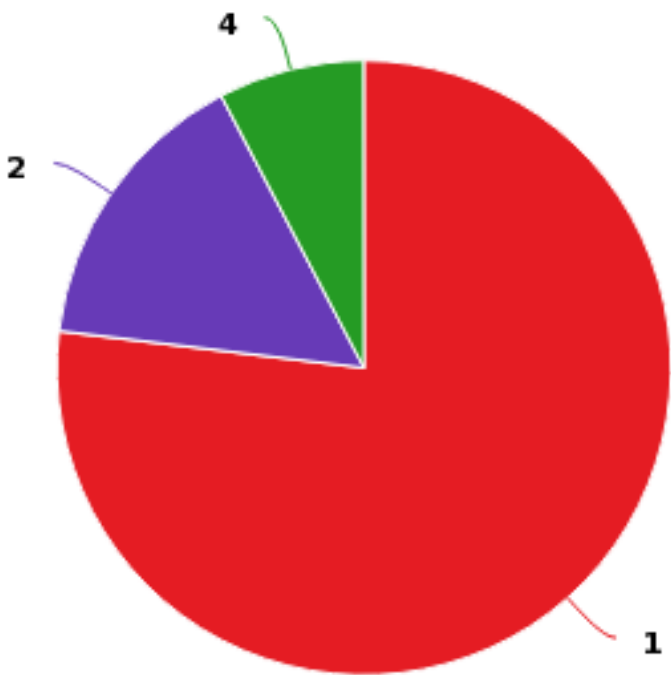
Response: 12

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



Response: 15

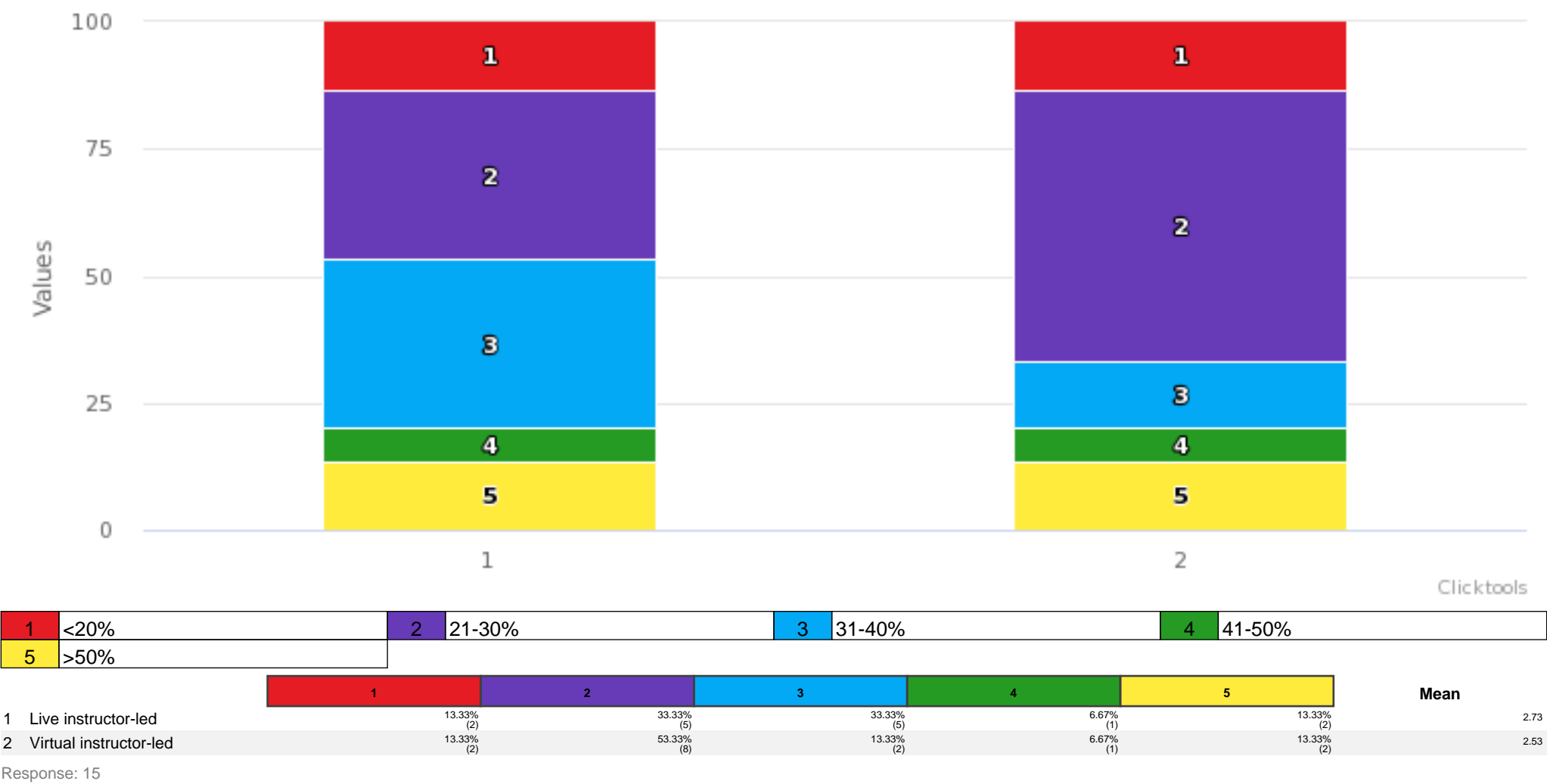
79. For the last fiscal year, what was the own classroom utilization achievement?



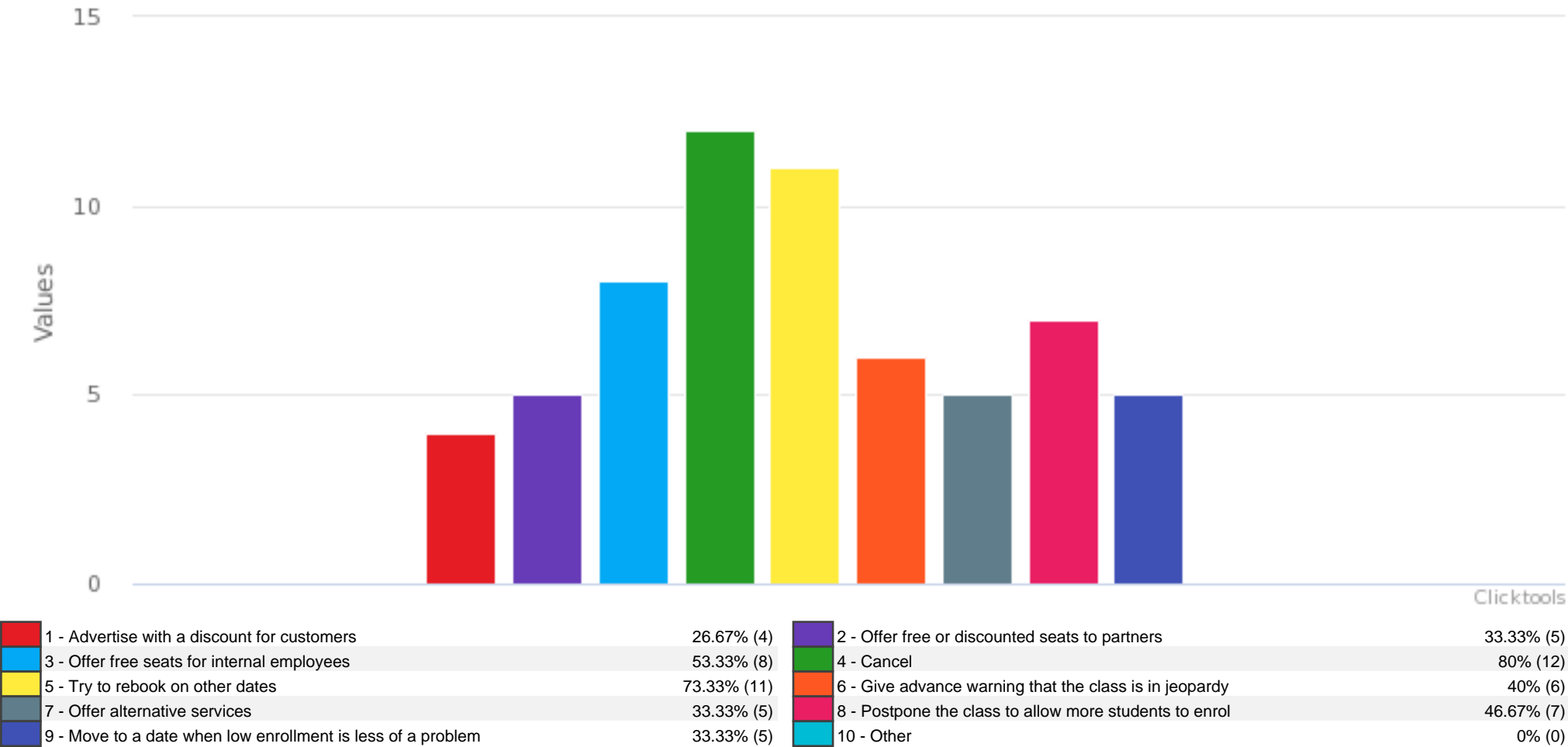
1 - <20%	76.92% (10)	2 - 21-30%	15.38% (2)
3 - 31-40%	0% (0)	4 - 41-50%	7.69% (1)
5 - 51-60%	0% (0)	6 - 61-70%	0% (0)
7 - >70%	0% (0)		

Mean: 1.38
Response: 13

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%)?

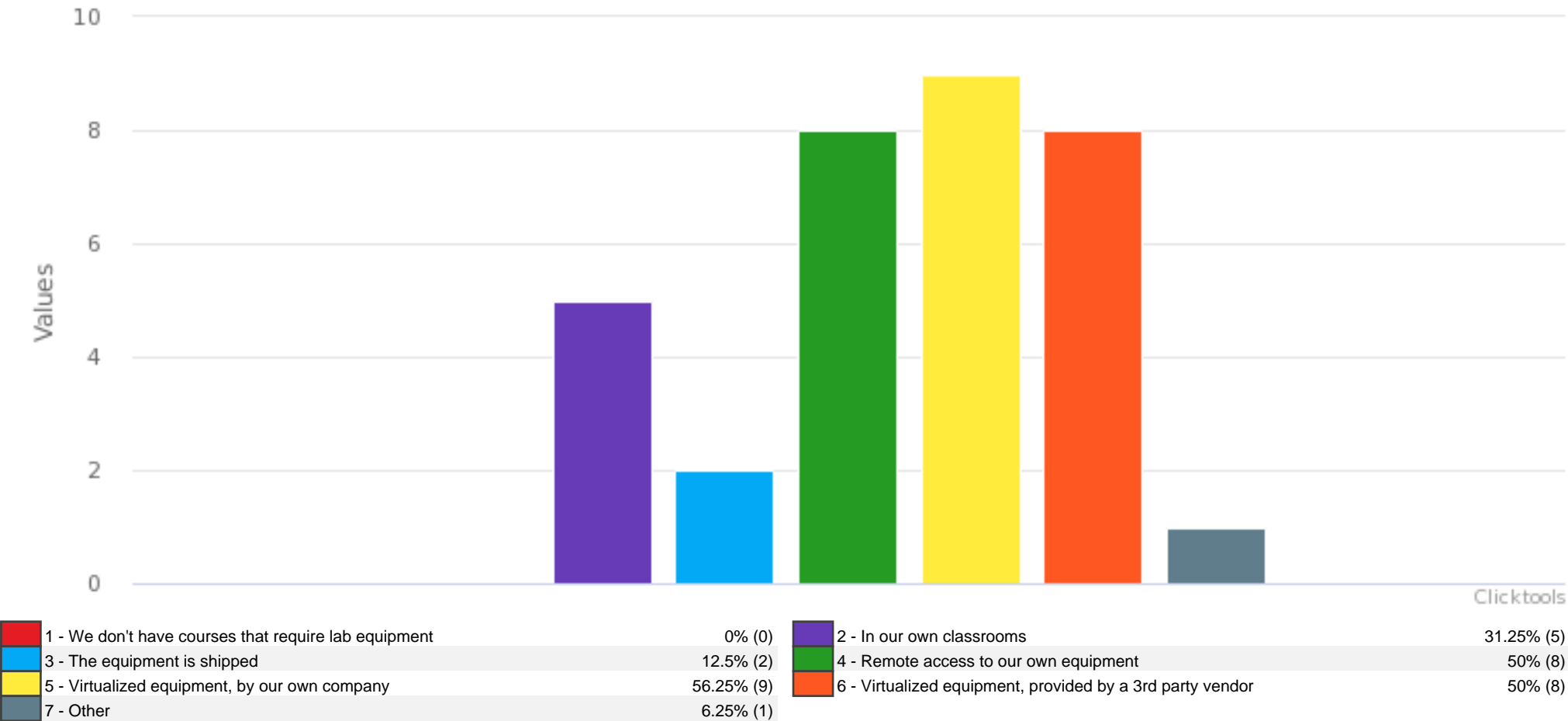


81. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.



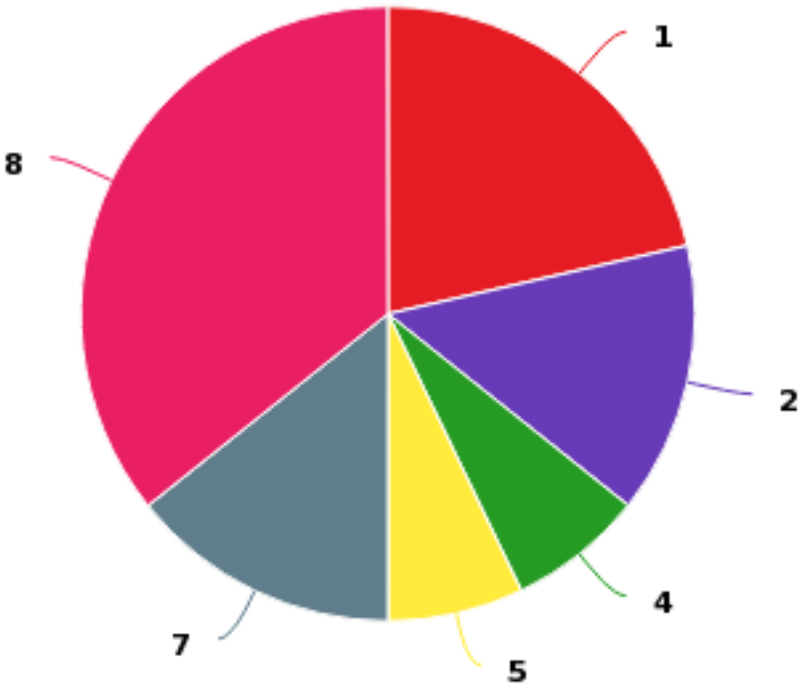
Response: 15

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



Response: 16

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



1 - N/A	21.43% (3)	2 - <20%	14.29% (2)
3 - 21-30%	0% (0)	4 - 31-40%	7.14% (1)
5 - 41-50%	7.14% (1)	6 - 51-60%	0% (0)
7 - 61-70%	14.29% (2)	8 - >70%	35.71% (5)

Mean: 5
Response: 14

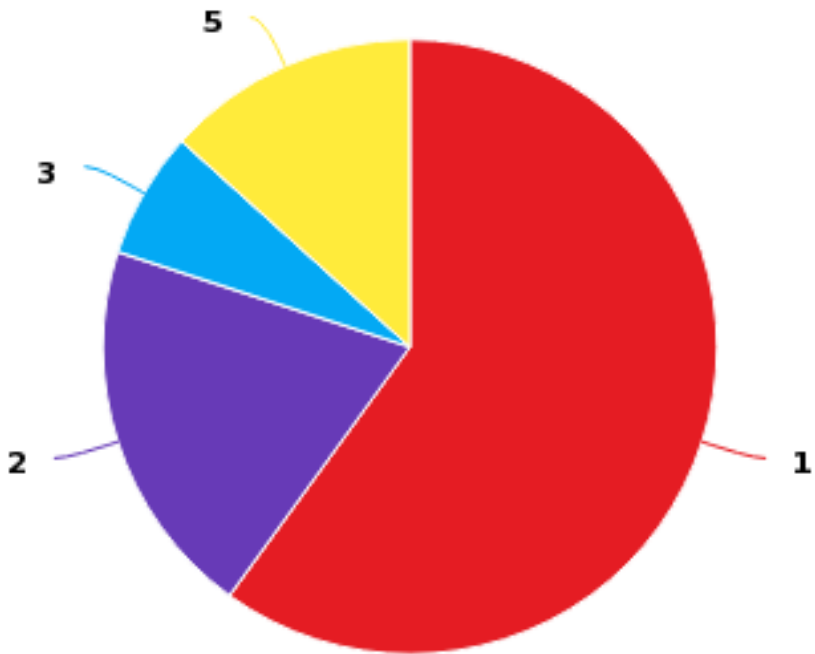
84. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

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	0.56	0	610.89	236.67	196.56	221.67	6,035.78	4,687.22	1,668.33
Highest	5	0	4,500	1,500	800	1,200	20,000	42,000	15,000
Lowest	0	0	0	0	0	0	75	0	0
Standard deviation	1.67	0	1,487.98	494.54	334.46	412.77	6,890.74	13,992.38	4,999.38

Response: 9

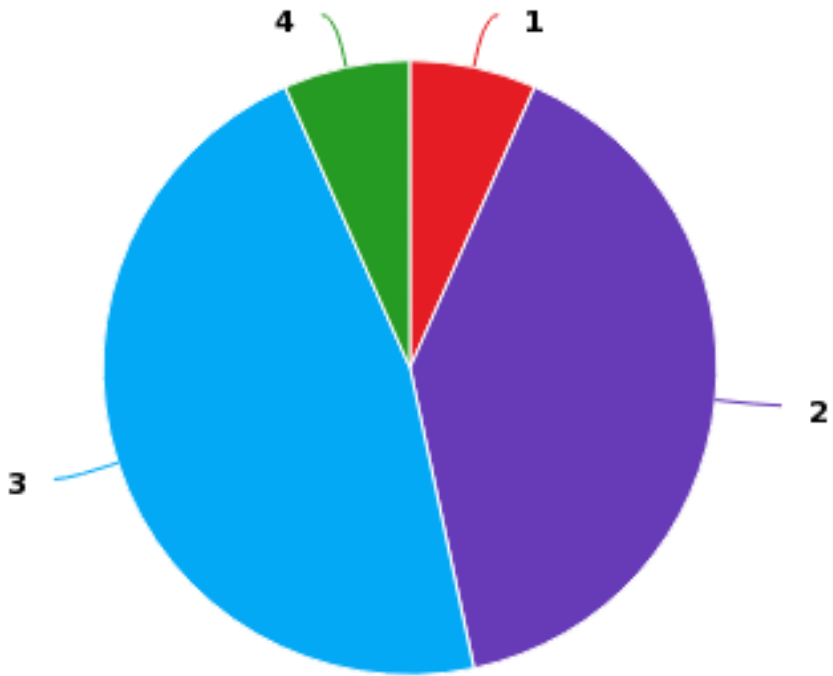
85. What percentage of your classes are custom offerings (requires use of/portions of multiple existing courses) to address specific requests and needs?



1 - <20%	60% (9)	2 - 26-50%	20% (3)
3 - 51-75%	6.67% (1)	4 - >75%	0% (0)
5 - We do not provide	13.33% (2)		

Mean: 1.87
Response: 15

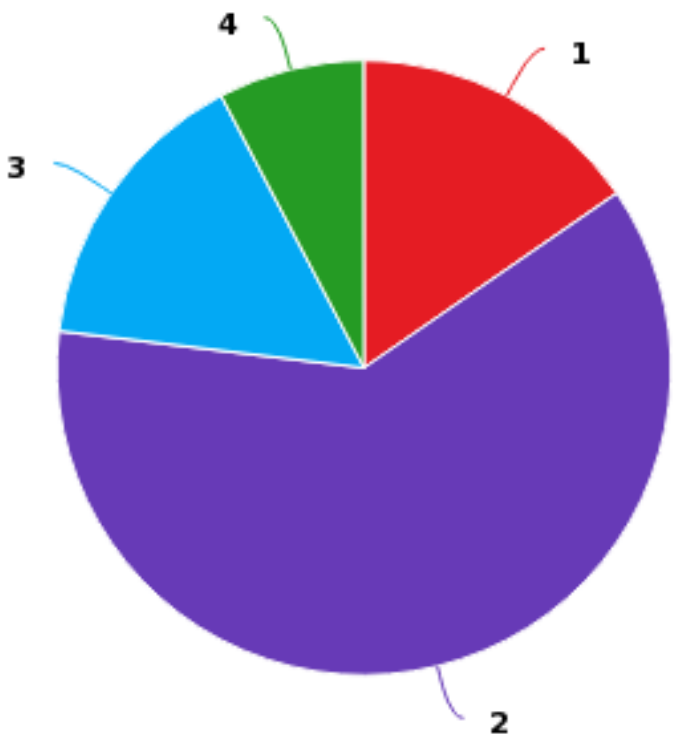
86. When delivering private training classes, what is the average backlog, or wait time, between when the onsite training is booked and the date it is delivered?



1 - 15 days or less	6.67% (1)	2 - 16-30 days	40% (6)
3 - 31-45 days	46.67% (7)	4 - 46-60 days	6.67% (1)
5 - more than 60 days	0% (0)		

Mean: 2.53
Response: 15

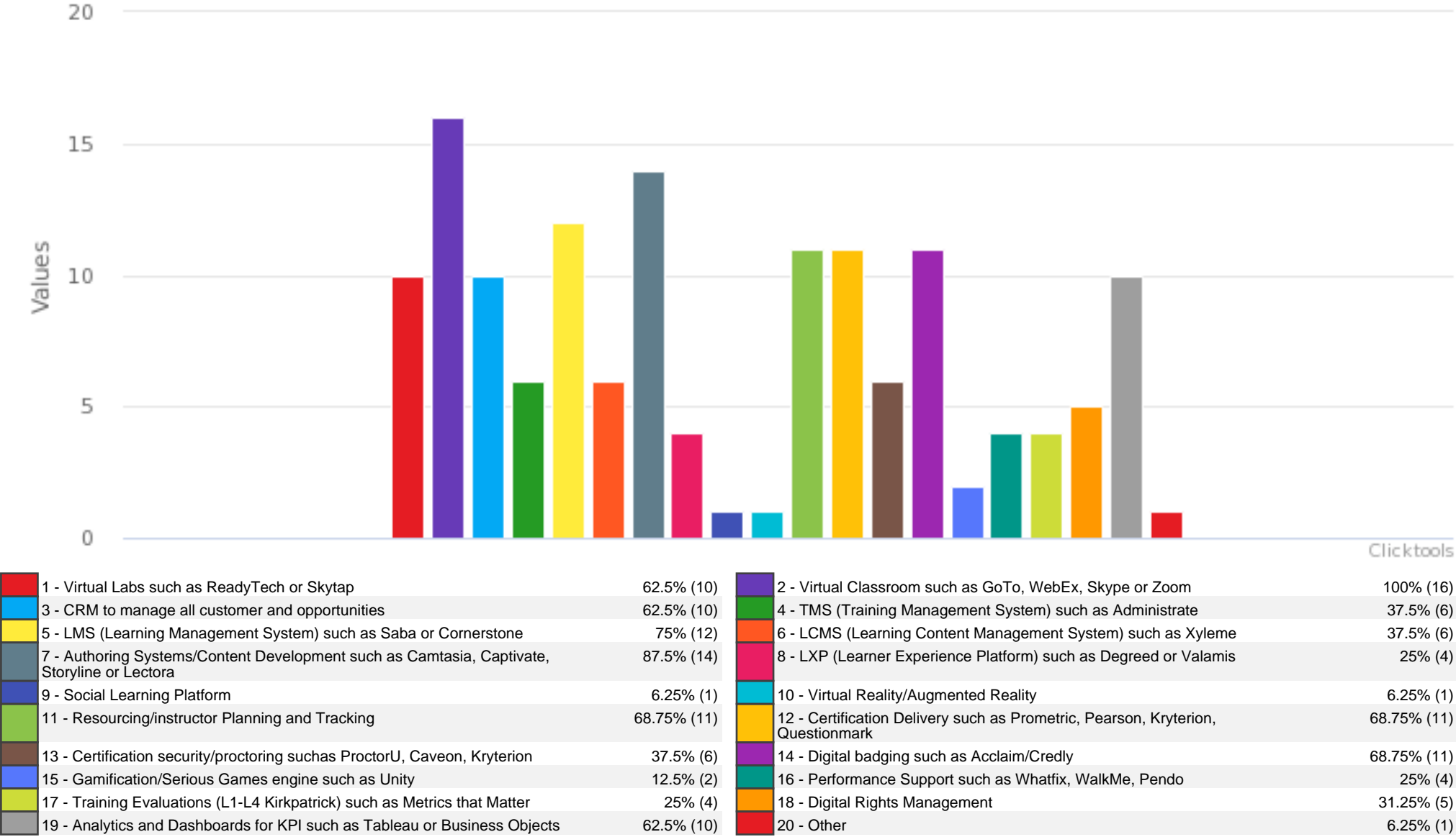
87. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?



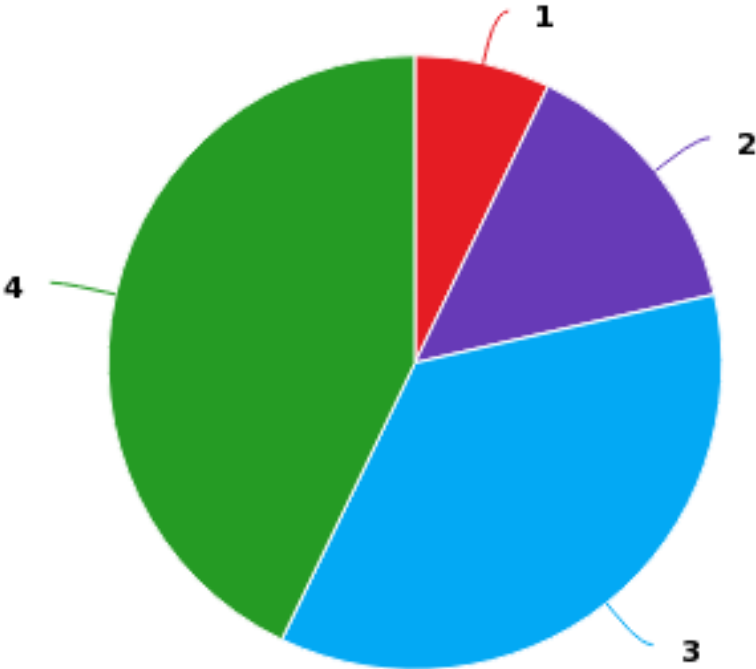
1 - 5 or less	15.38% (2)	2 - 6-10	61.54% (8)
3 - 11-15	15.38% (2)	4 - 16-19	7.69% (1)
5 - 20 or more	0% (0)		

Mean: 2.15
Response: 13

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



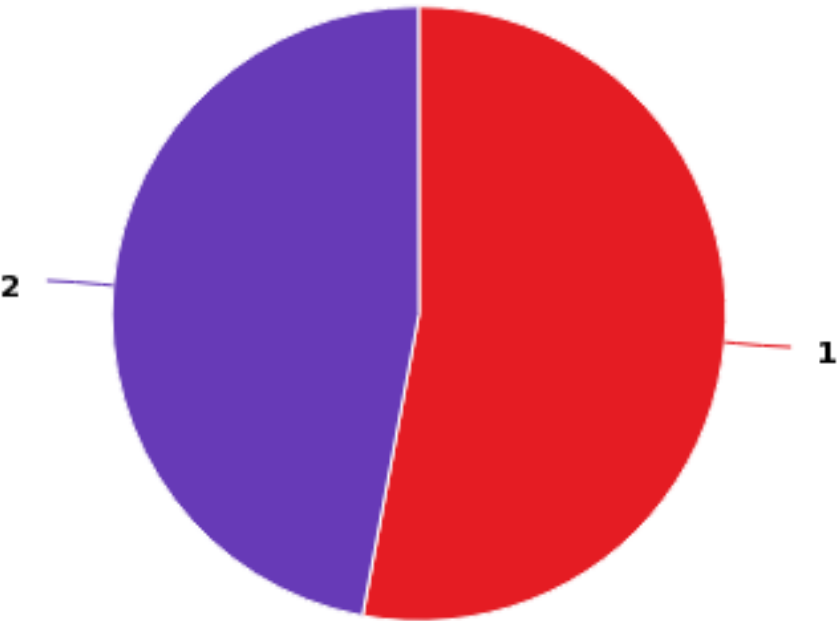
89. Approximately, what percentage of your expense budget is spent on these tools?



1 - <3%	7.14% (1)	2 - 3-6%	14.29% (2)
3 - 7-10%	35.71% (5)	4 - 11-20%	42.86% (6)
5 - 21-30%	0% (0)	6 - 31-40%	0% (0)
7 - 41-50%	0% (0)	8 - >50%	0% (0)

Mean: 3.14
Response: 14

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

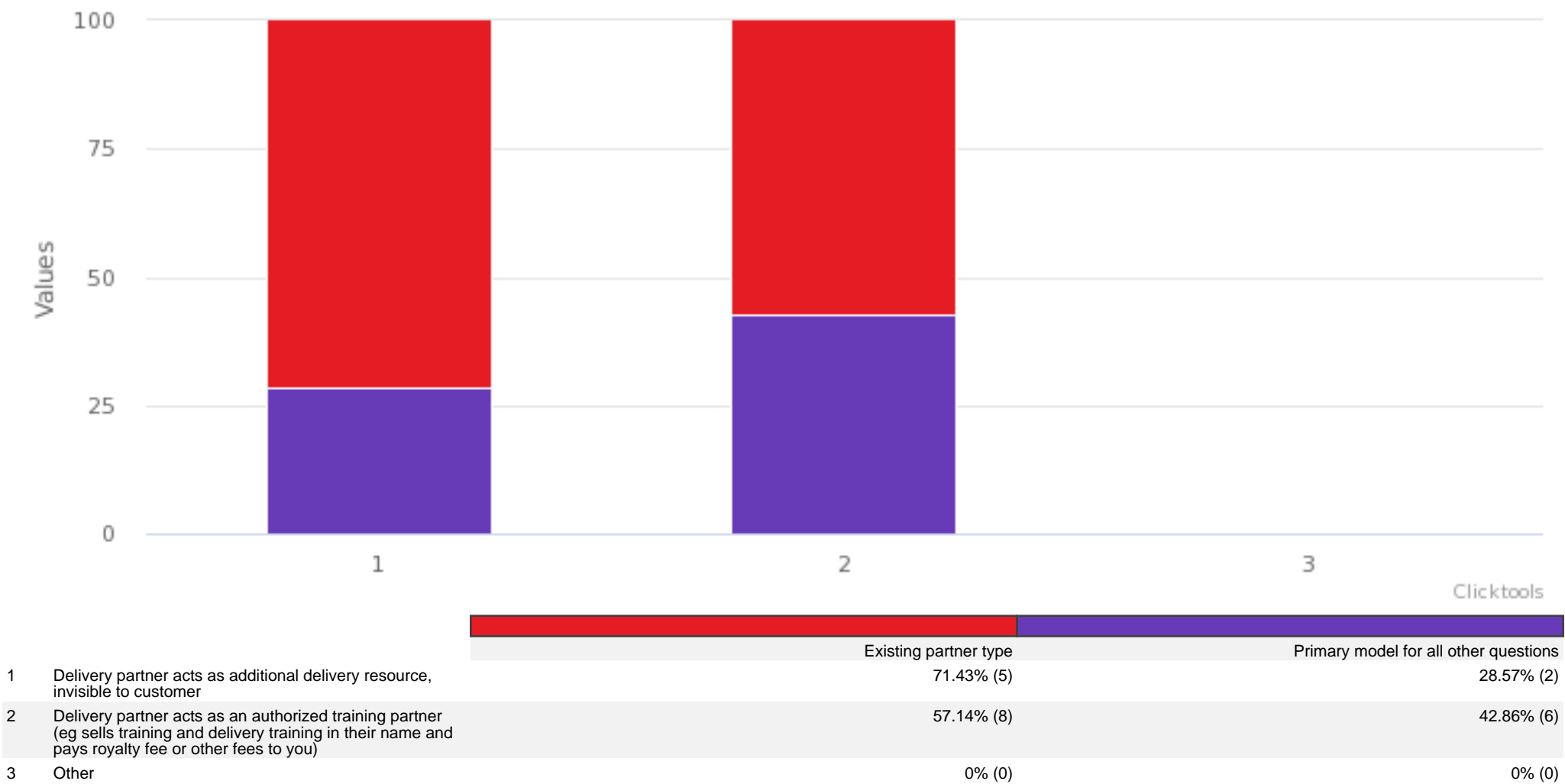


1 - Yes
Mean: 1.47
Response: 17

52.94% (9) 2 - No

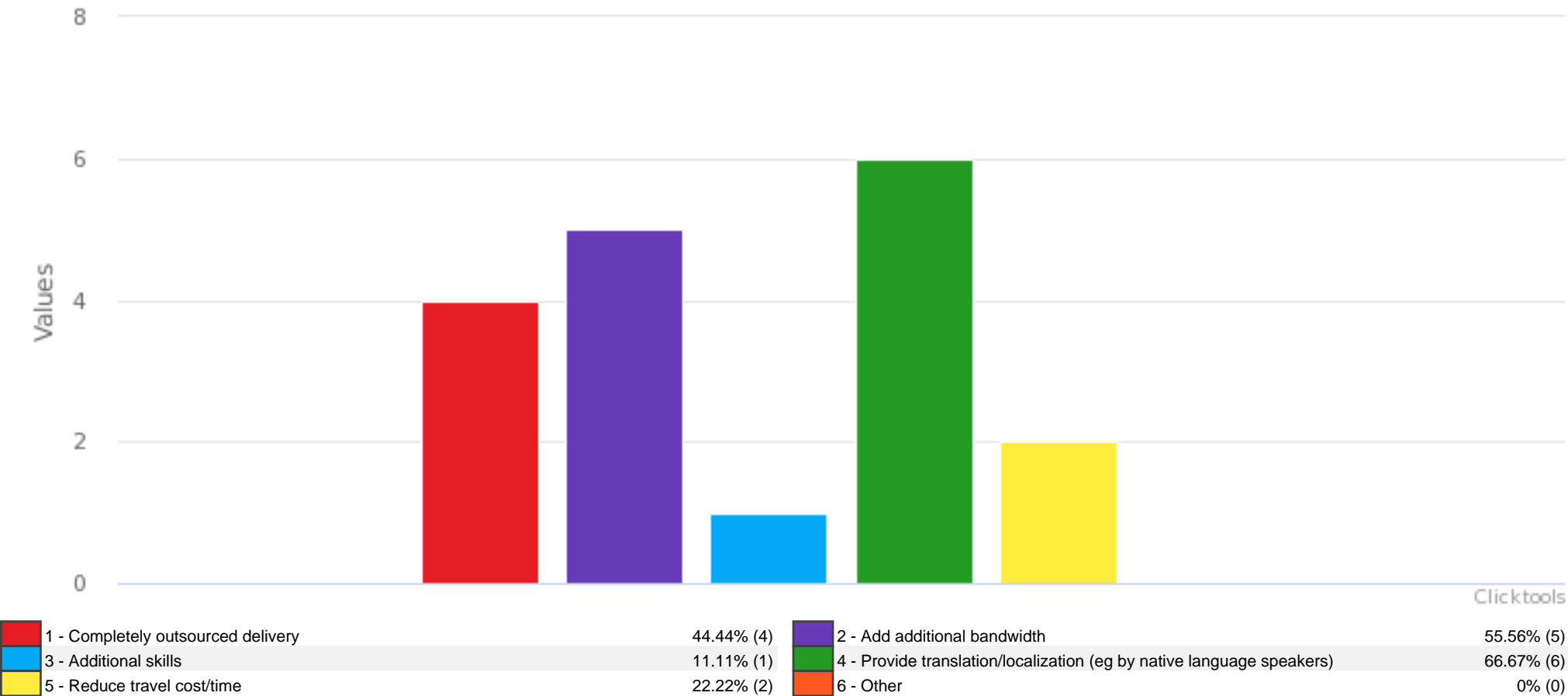
Clicktools
47.06% (8)

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.



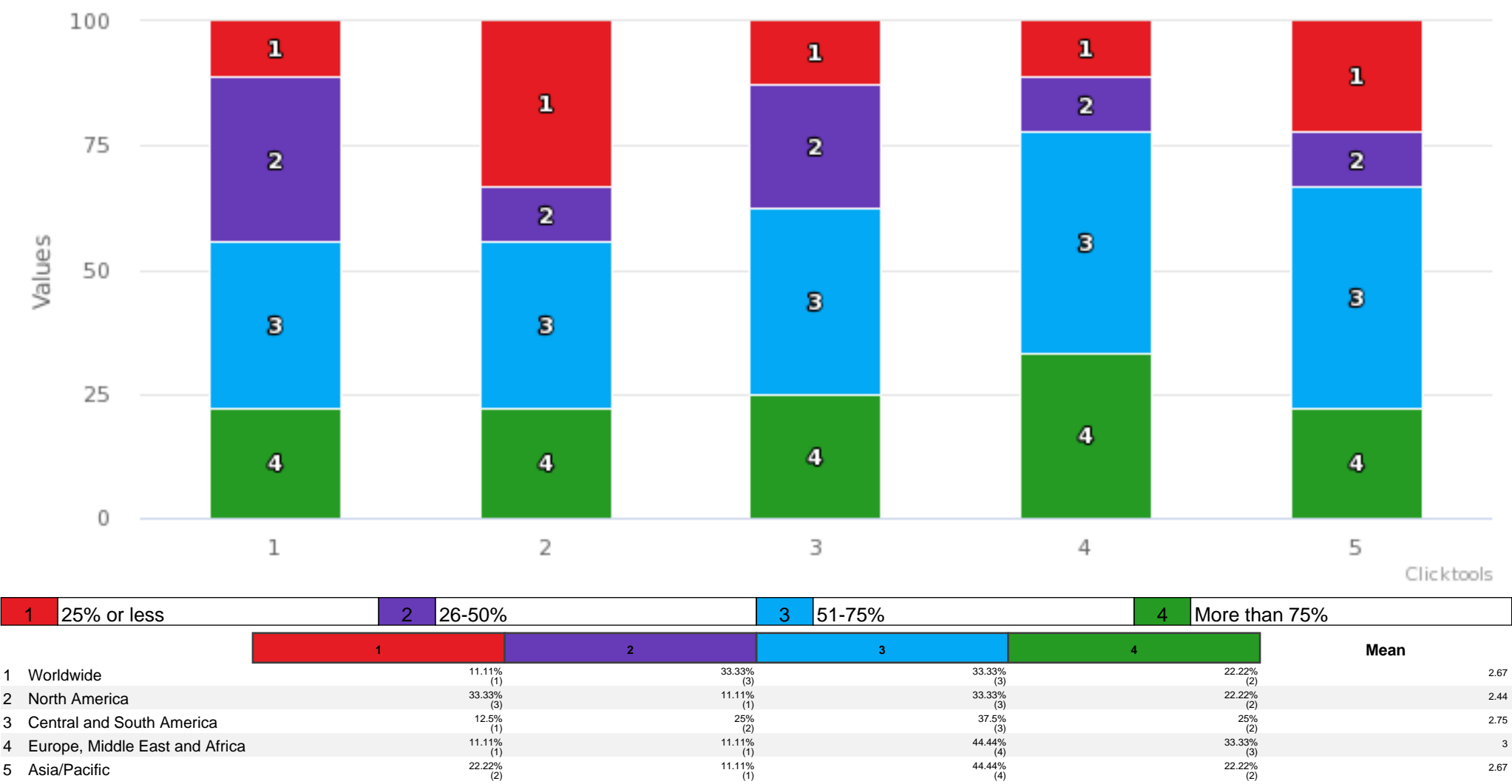
Response: 9

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



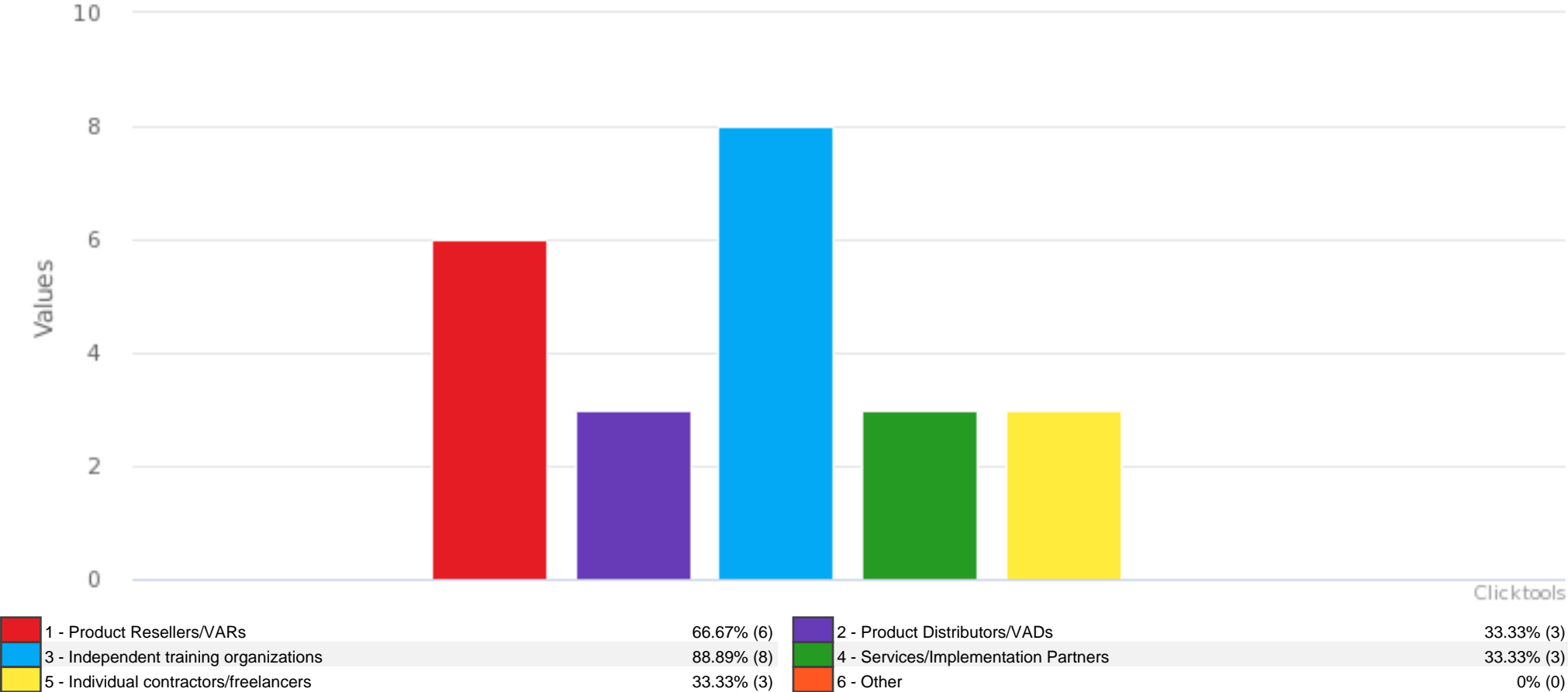
Response: 9

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



Response: 9

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



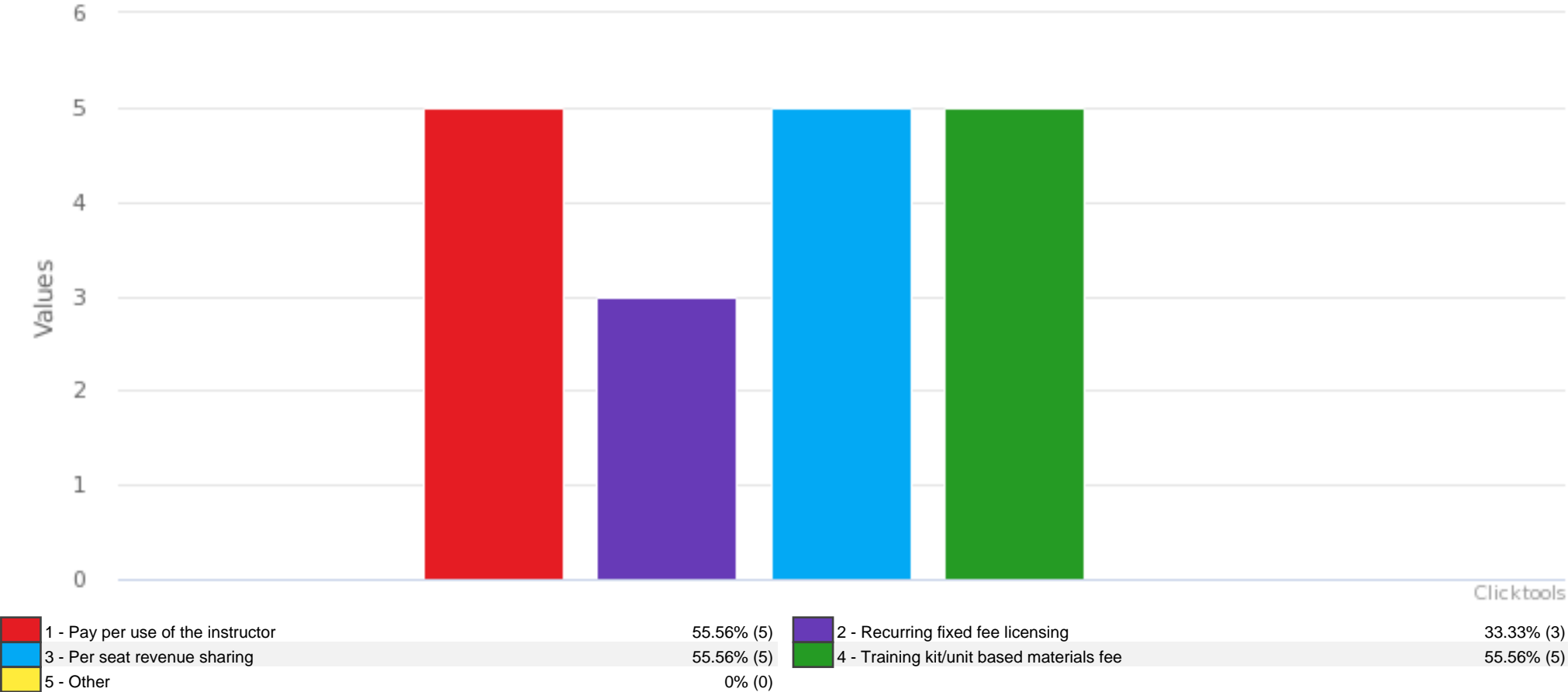
Response: 9

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	18.43	4.86	3.57	52.57	12.14
Highest	42	15	10	300	50
Lowest	0	0	0	3	1
Standard deviation	16.05	5.52	3.36	109.24	17.08

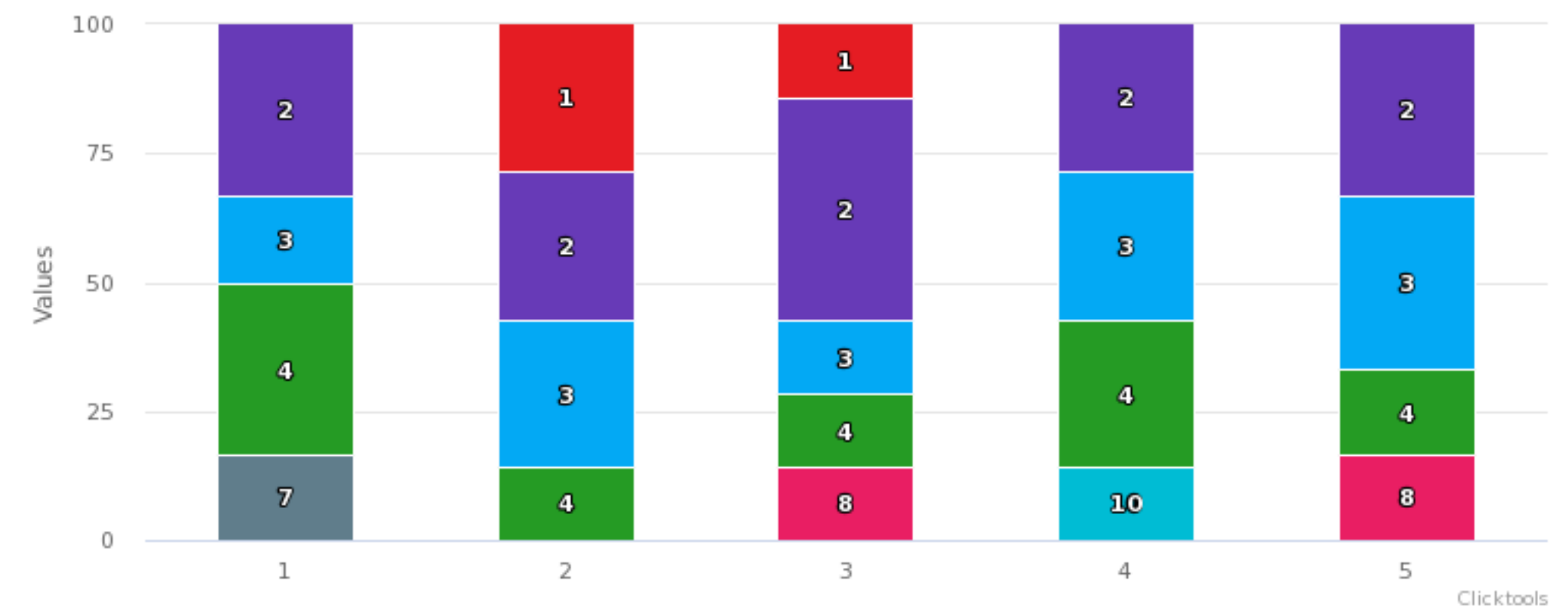
Response: 7

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



Response: 9

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.

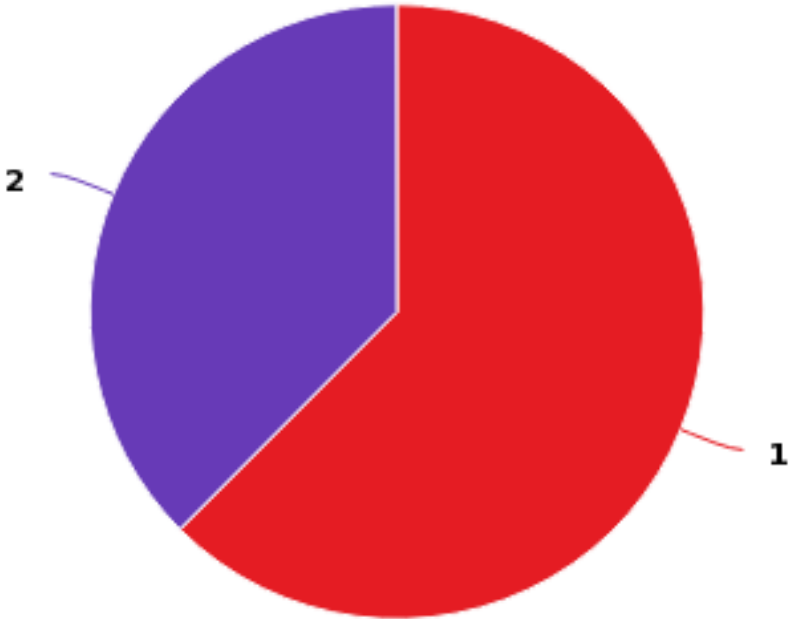


1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80%	10	81-90%	11	>90%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Worldwide	0% (0)	33.33% (2)	16.67% (1)	33.33% (2)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3.67
2 North America	28.57% (2)	28.57% (2)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.29
3 Central and South America	14.29% (1)	42.86% (3)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	3.14
4 Europe, Middle East and Africa	0% (0)	28.57% (2)	28.57% (2)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	4
5 Asia/Pacific	0% (0)	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	3.67

Response: 7

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

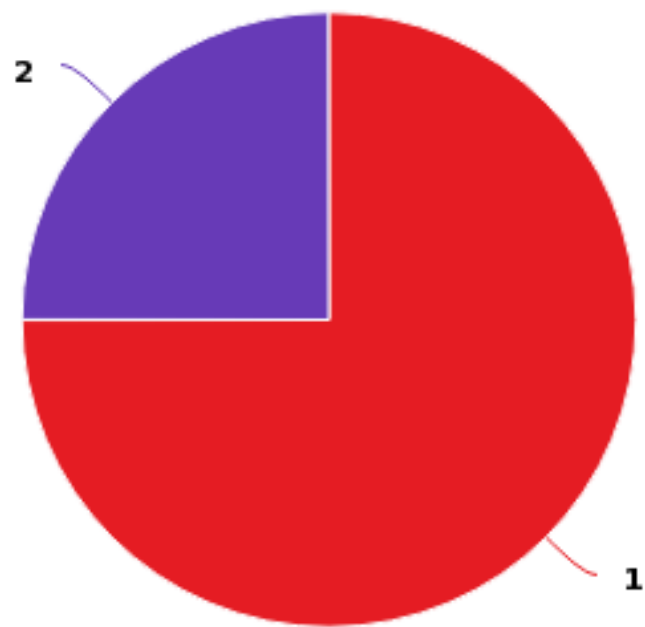


1 - Yes
Mean: 1.38
Response: 8

2 - No

Clicktools
37.5% (3)

99. Do you allow Delivery partners to resell subscriptions?

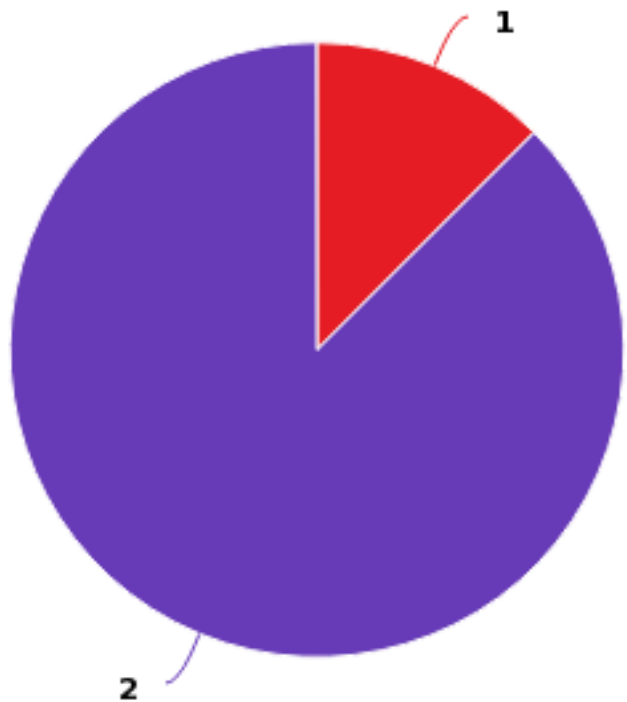


1 - Yes
Mean: 1.25
Response: 8

75% (6) 2 - No

Clicktools
25% (2)

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



1 - Yes

Mean: 1.88

Response: 8

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

1 - Same fee
3 - 74-50%

Response: 0

0% (0)

0% (0)

2 - 99-75%

4 - Less than 50%

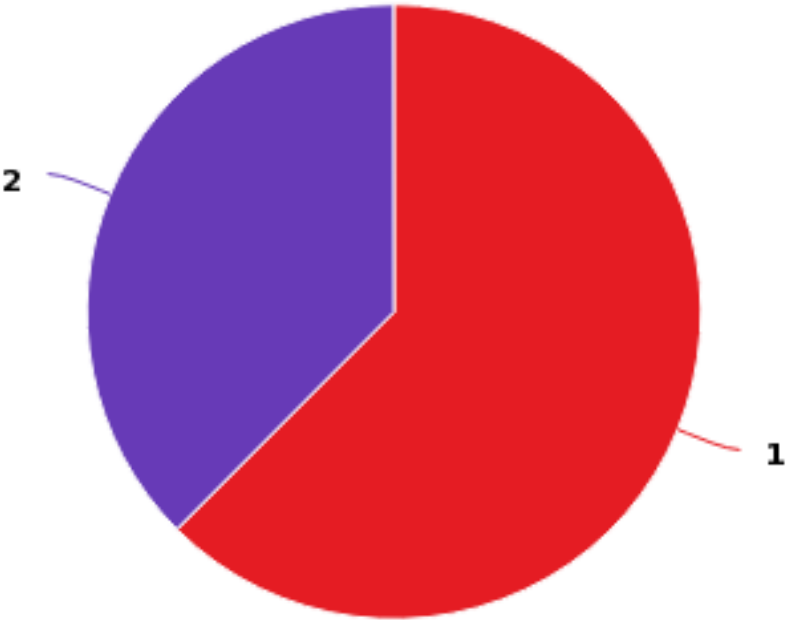
0% (0)

0% (0)

Clicktools

87.5% (7)

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

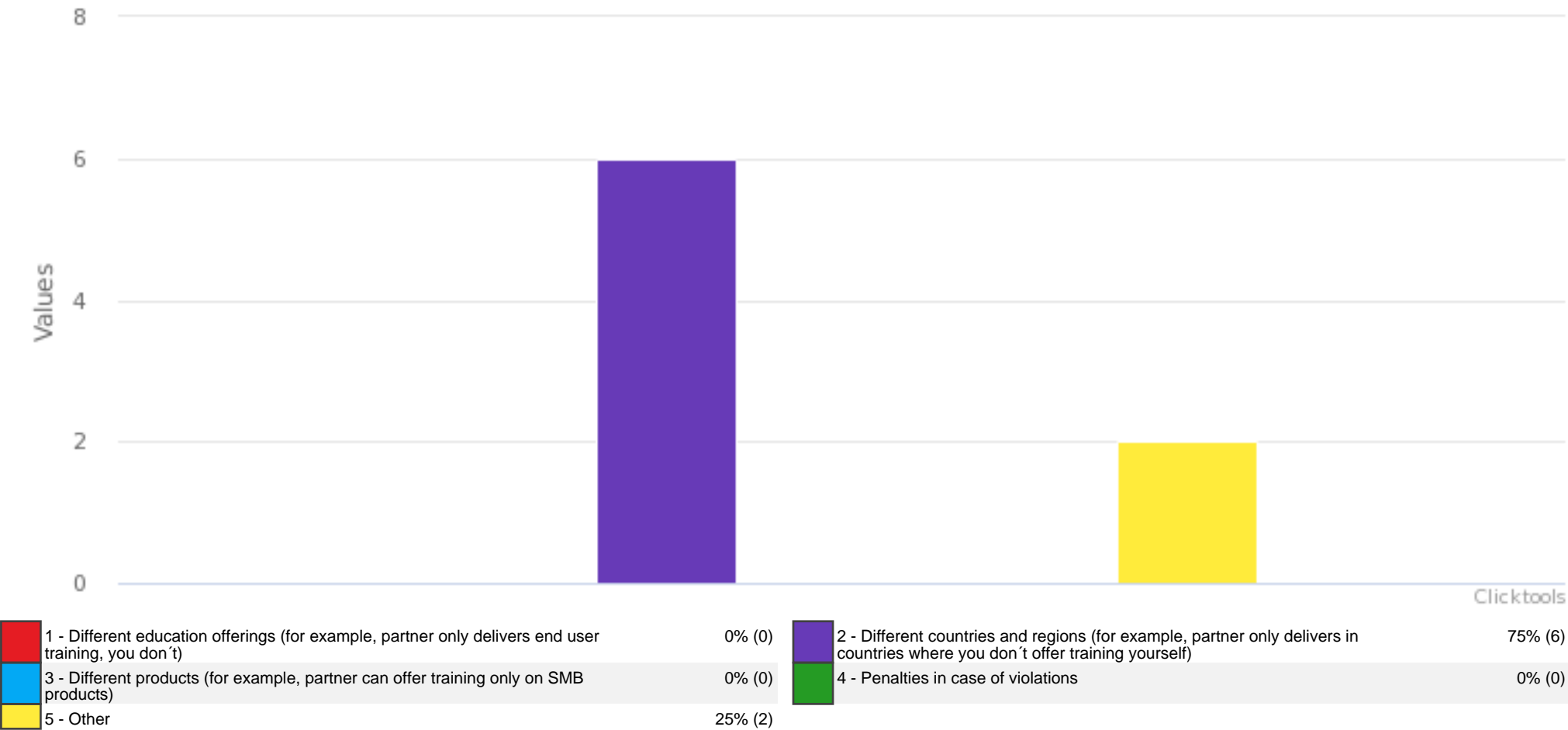


1 - Yes
Mean: 1.38
Response: 8

2 - No
62.5% (5)

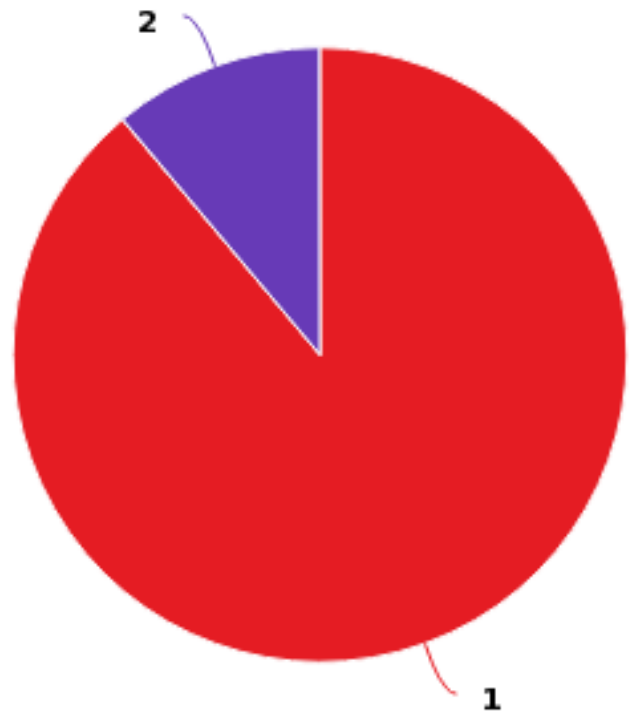
Clicktools
37.5% (3)

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



Response: 8

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

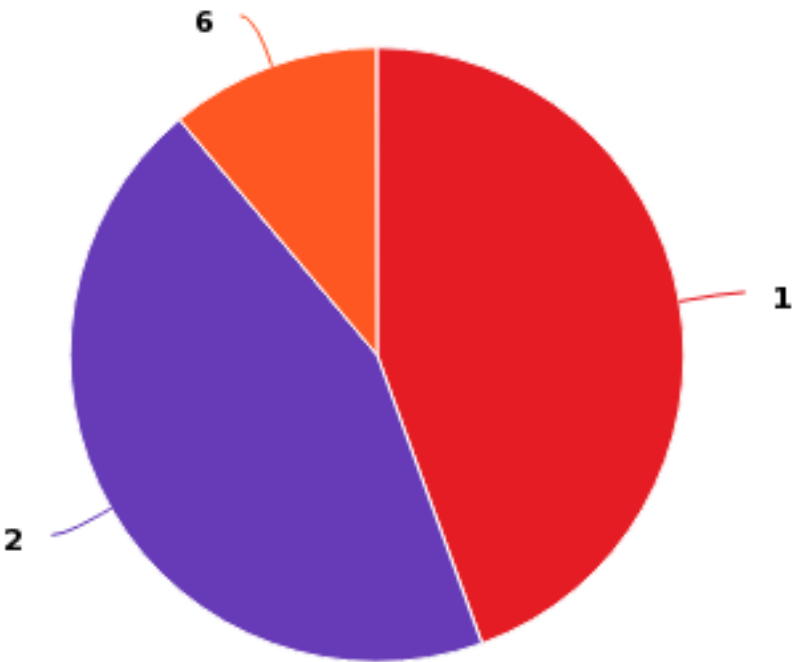


<div></div> 1 - No, not allowed to customize	88.89% (8)	<div></div> 2 - Yes, allowed, and use the same fee model as standard training	11.11% (1)
<div></div> 3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	<div></div> 4 - Yes, allowed, and use royalty fee based on volume	0% (0)
<div></div> 5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	<div></div> 6 - Other	0% (0)

Mean: 1.11
Response: 9

Clicktools

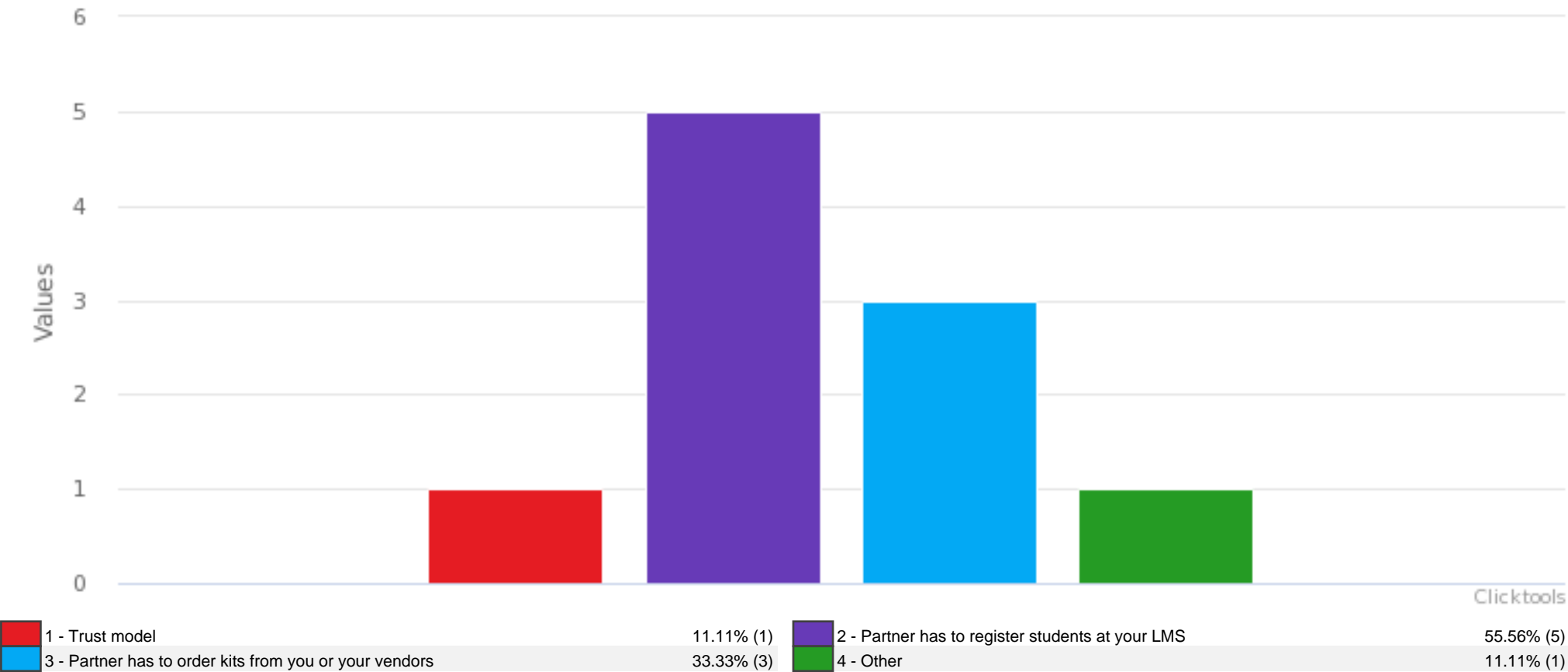
105. Are your training partners allowed to localize content, and if so, what is the fee model?



1 - No, not allowed to localize	44.44% (4)	2 - Yes, allowed, and use the same fee model as standard training	44.44% (4)
3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	4 - Yes, allowed, and use royalty fee based on volume	0% (0)
5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	6 - Other	11.11% (1)

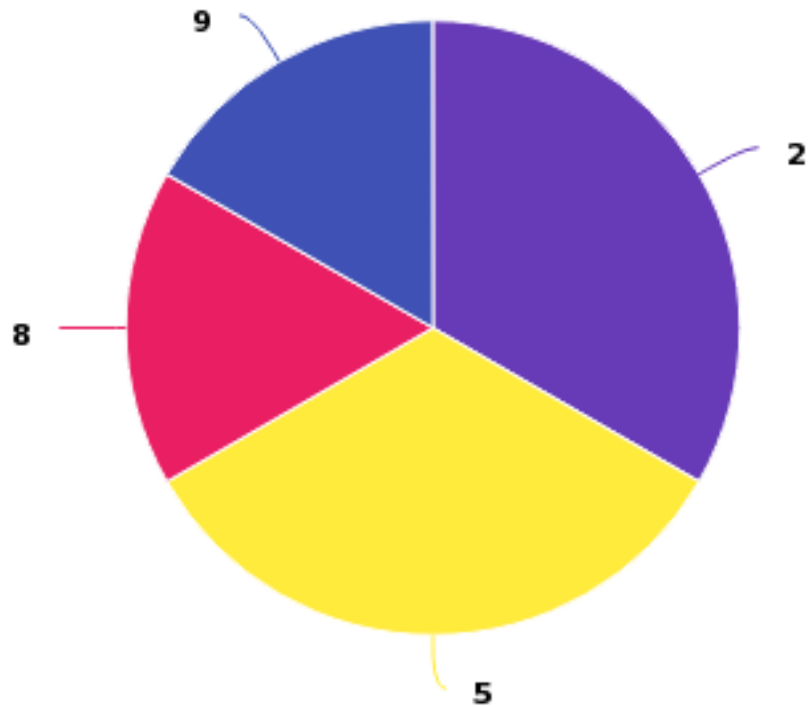
Mean: 2
Response: 9

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



Response: 9

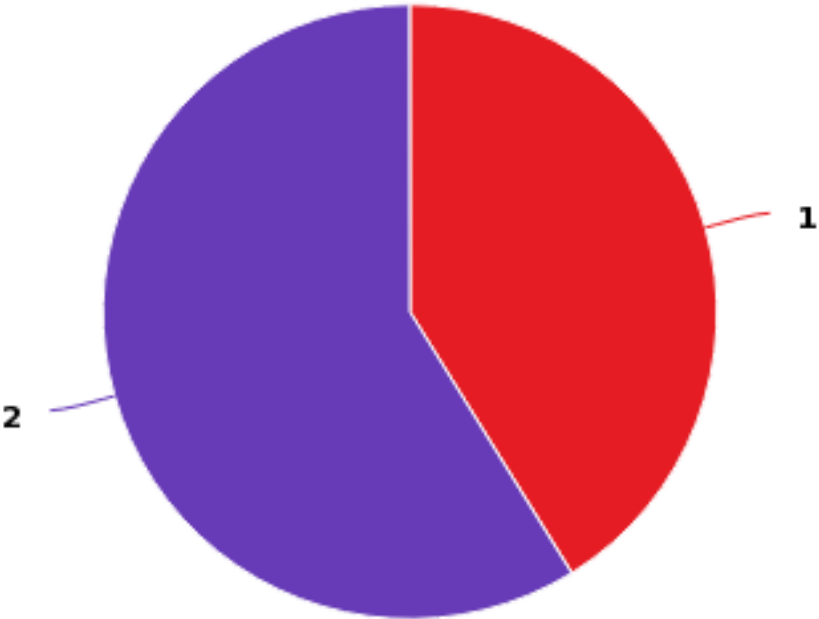
107. What is the level of profitability of your training partner program (in terms of operating margin – all delivery costs and all admin/ops/general costs)?



1 - < 10%	0% (0)	2 - 10-20%	33.33% (2)
3 - 21-30%	0% (0)	4 - 31-40%	0% (0)
5 - 41-50%	33.33% (2)	6 - 51-60%	0% (0)
7 - 61-70%	0% (0)	8 - 71-80%	16.67% (1)
9 - 81-90%	16.67% (1)	10 - > 90%	0% (0)

Mean: 5.17
Response: 6

108. Do you have a formal academic program?

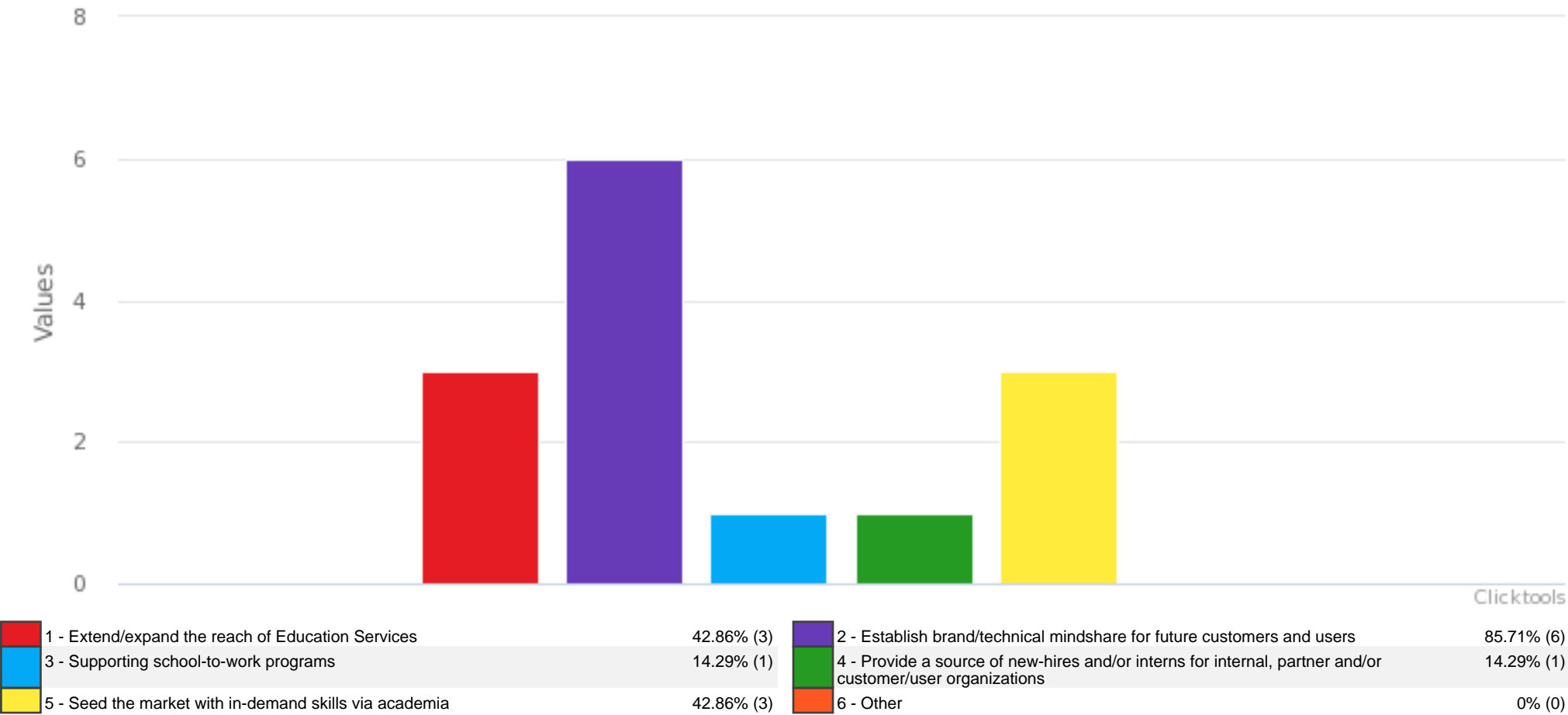


1 - Yes
Mean: 1.59
Response: 17

41.18% (7) 2 - No

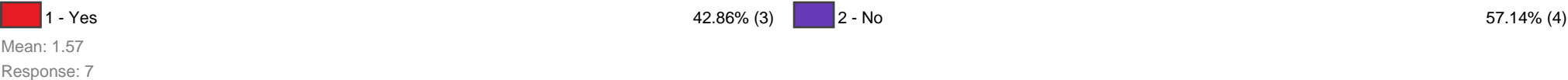
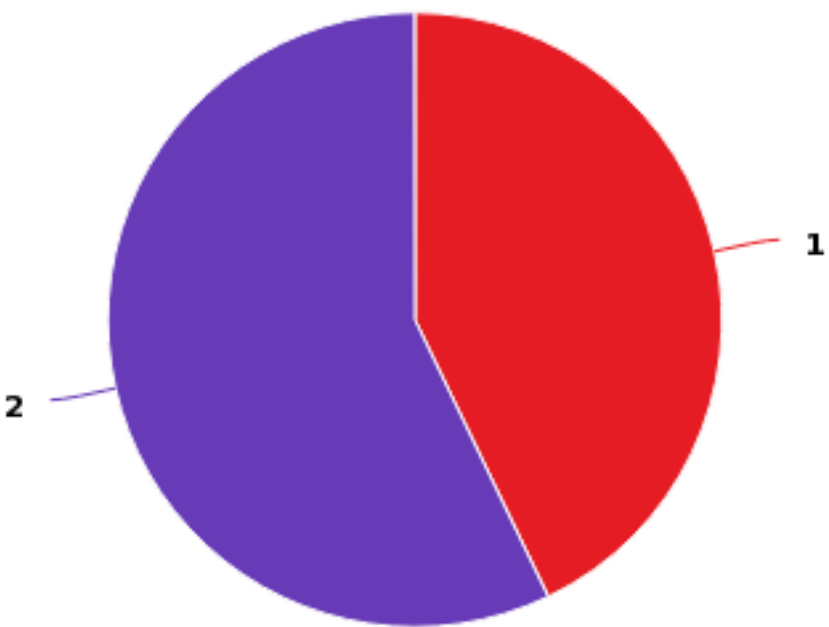
Clicktools
58.82% (10)

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



Response: 7

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



Mean: 1.57

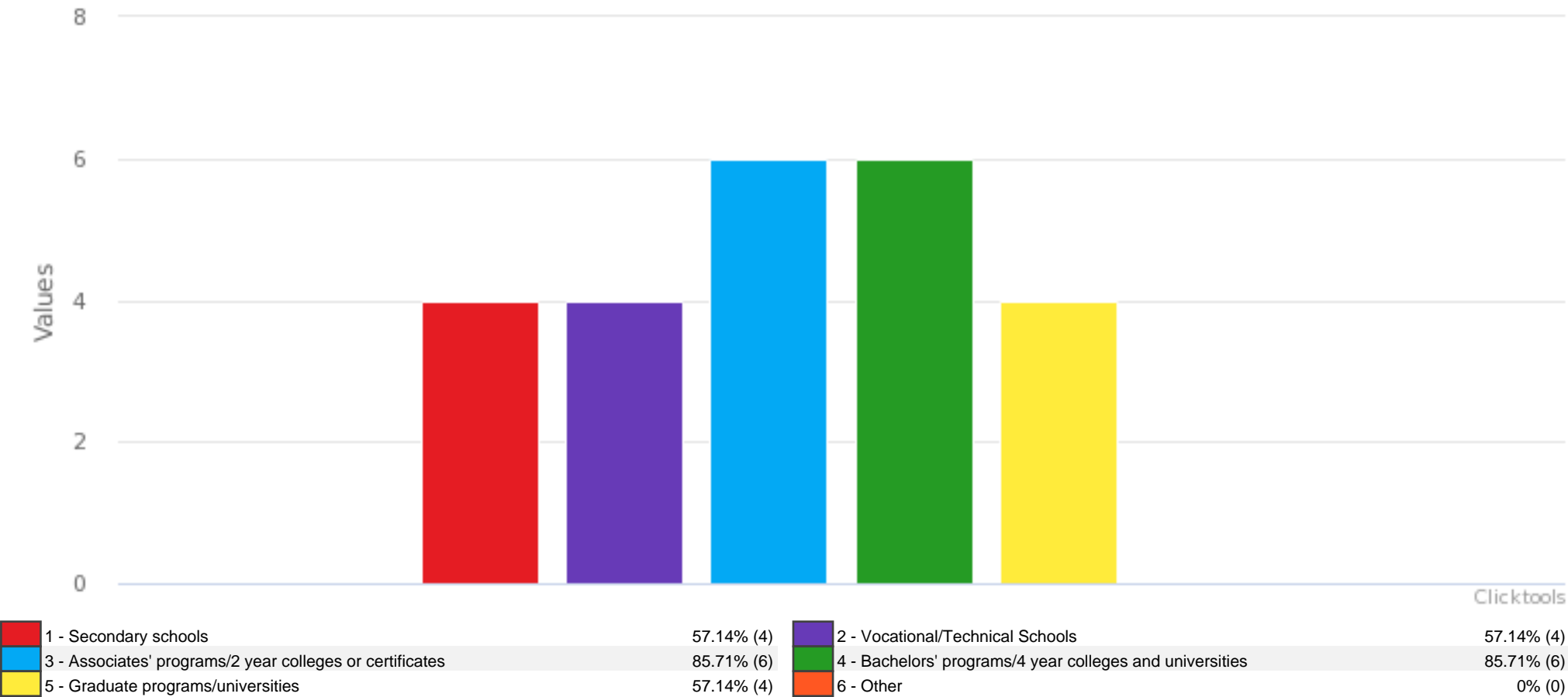
Response: 7

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	1,057.75	150.25	25	75	50
Highest	3,000	600	100	300	200
Lowest	1	0	0	0	0
Standard deviation	1,410.15	299.83	50	150	100

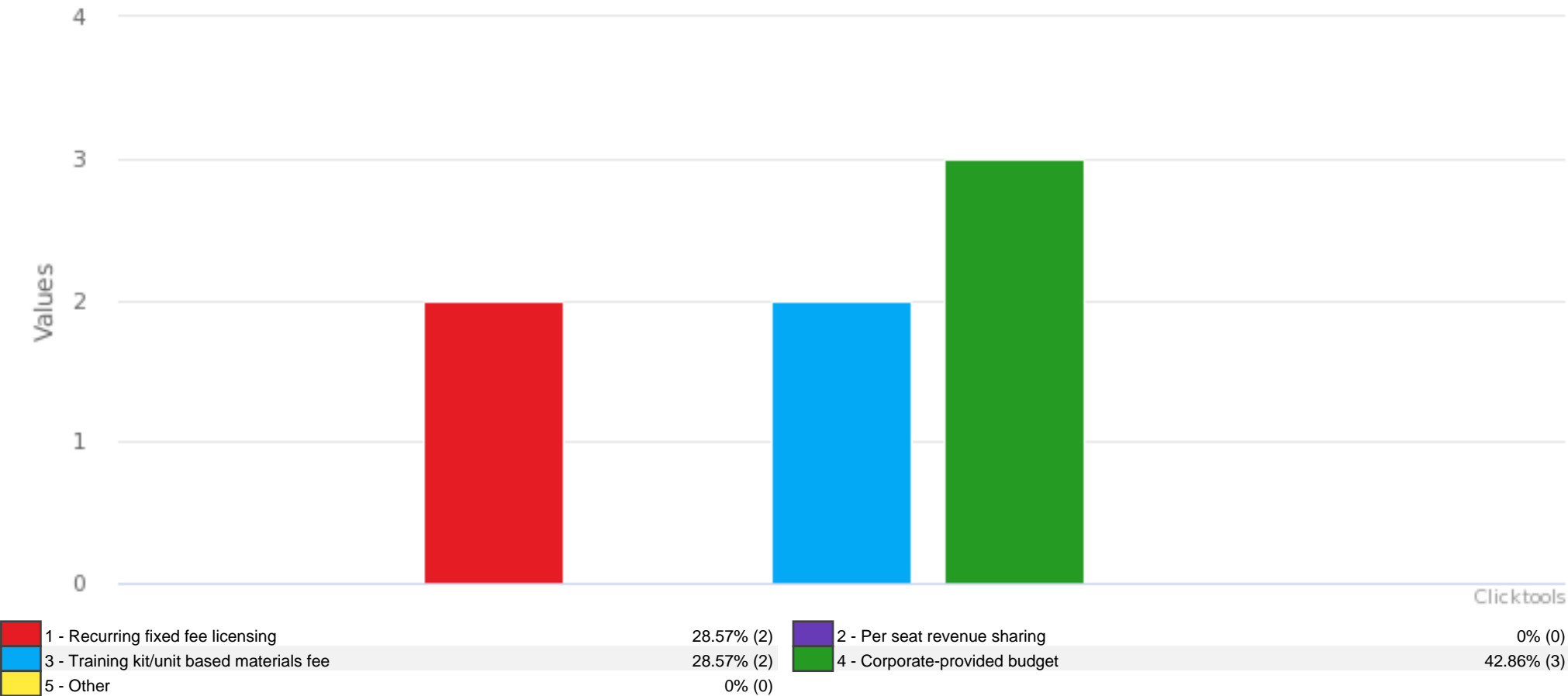
Response: 4

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



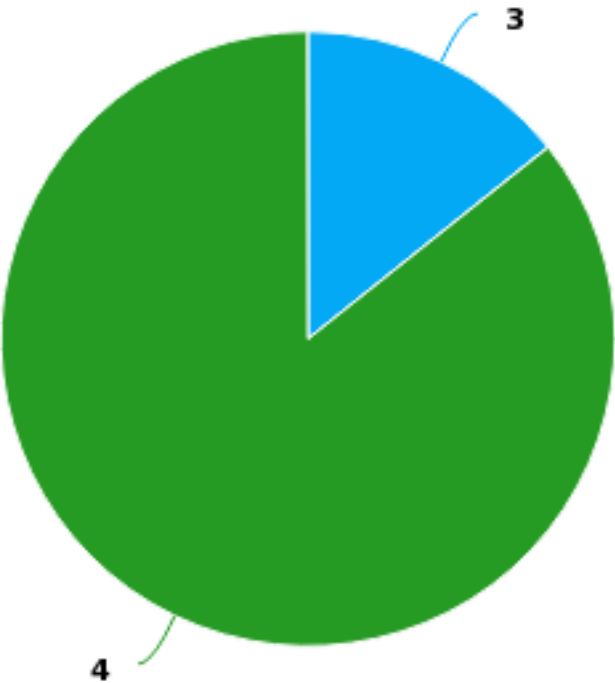
Response: 7

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



Response: 7

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

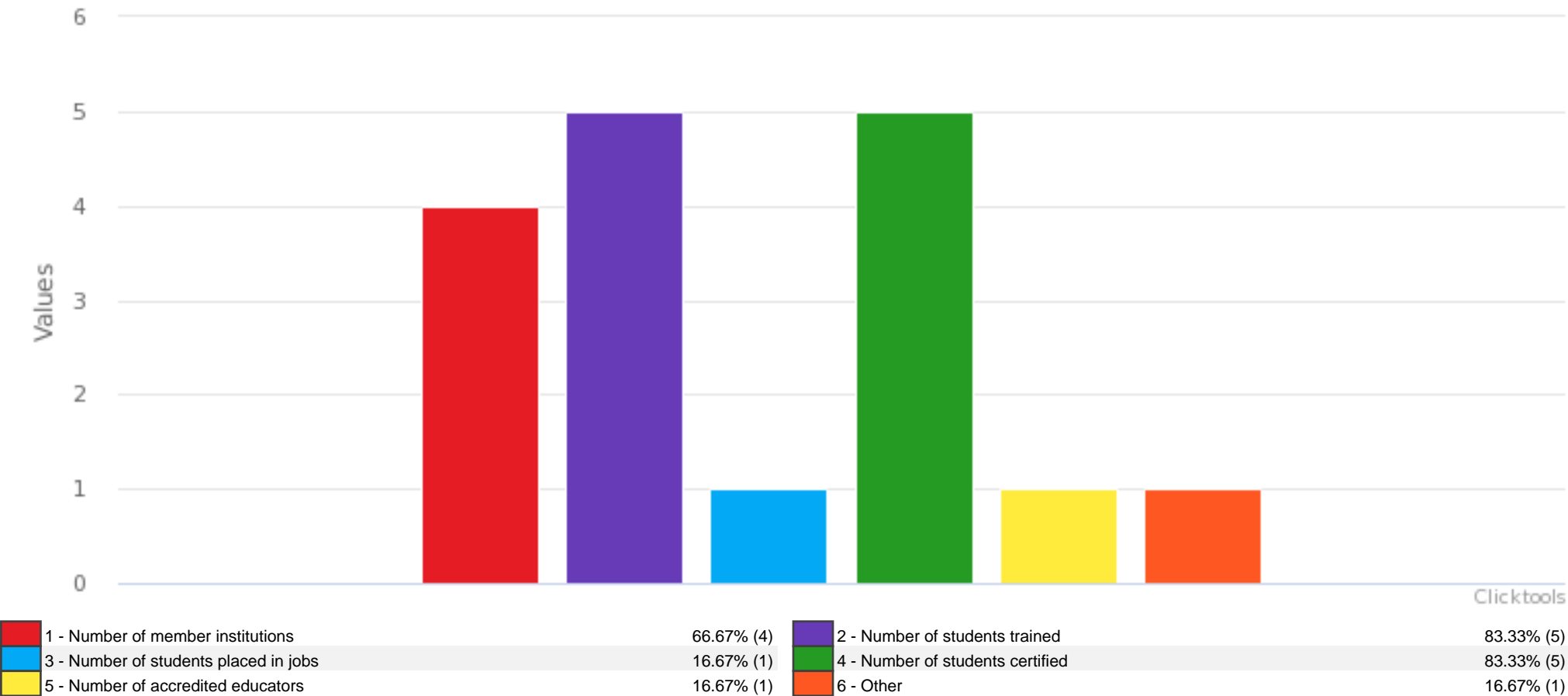


1 - We use third-party partners for business development	0% (0)	2 - We use third-party partners for train-the-trainer	0% (0)
3 - We use third-party partners for business development and train-the-trainer	14.29% (1)	4 - We do not use third-party partners for these	85.71% (6)

Mean: 3.86

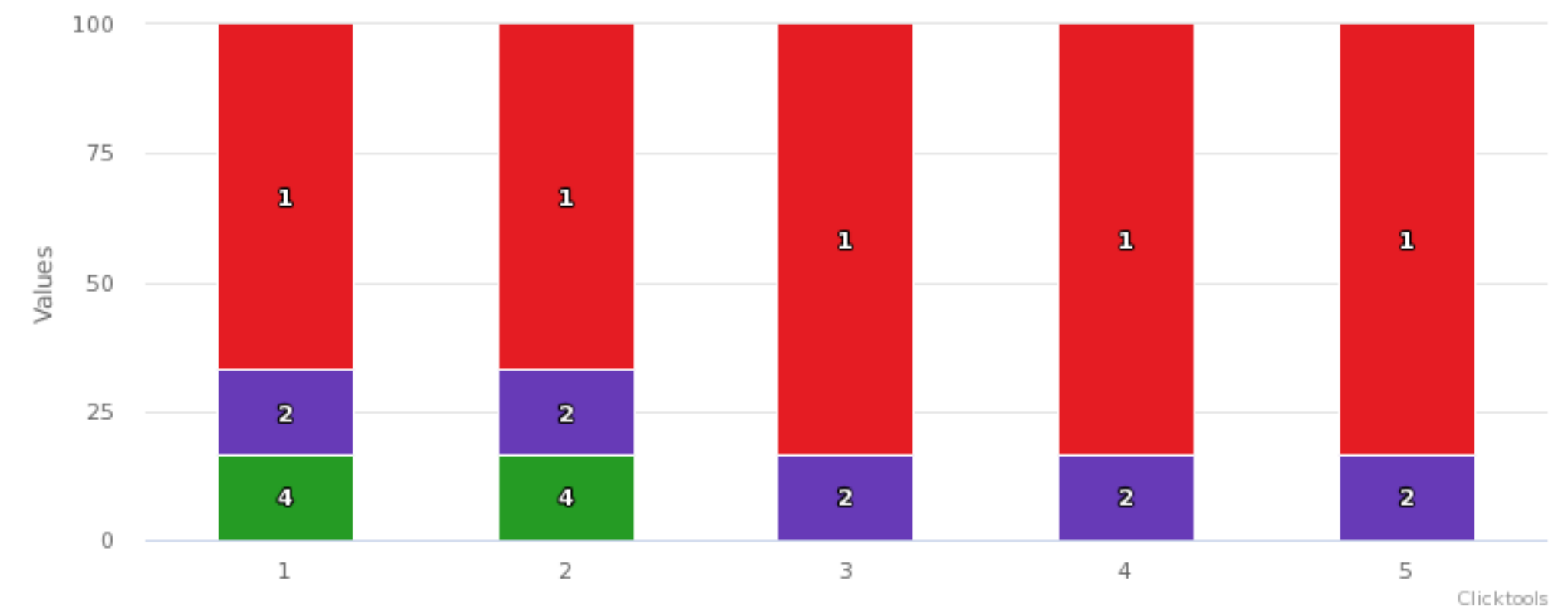
Response: 7

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



Response: 6

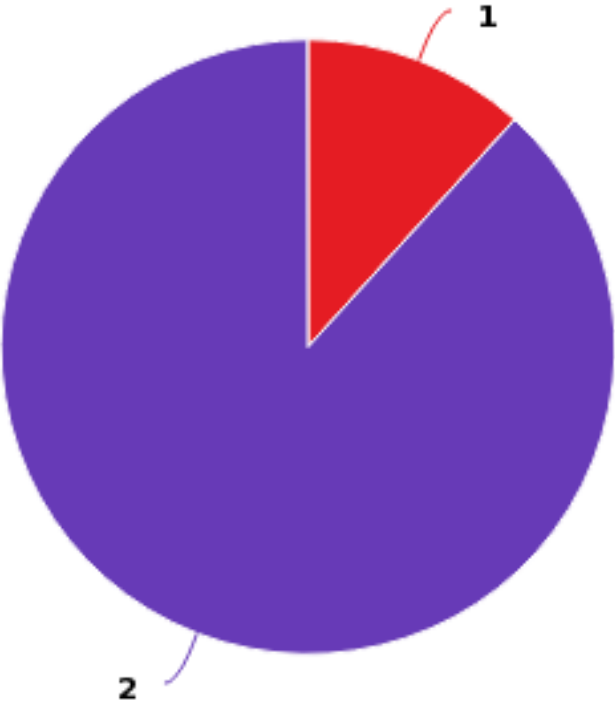
116. For the most recent fiscal year, what percentage of your total training revenue does your academic program generate? Answer for worldwide and each region.



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

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Worldwide	66.67% (4)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
2 North America	66.67% (4)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3 Central and South America	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
4 Europe, Middle East and Africa	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
5 Asia/Pacific	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17

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

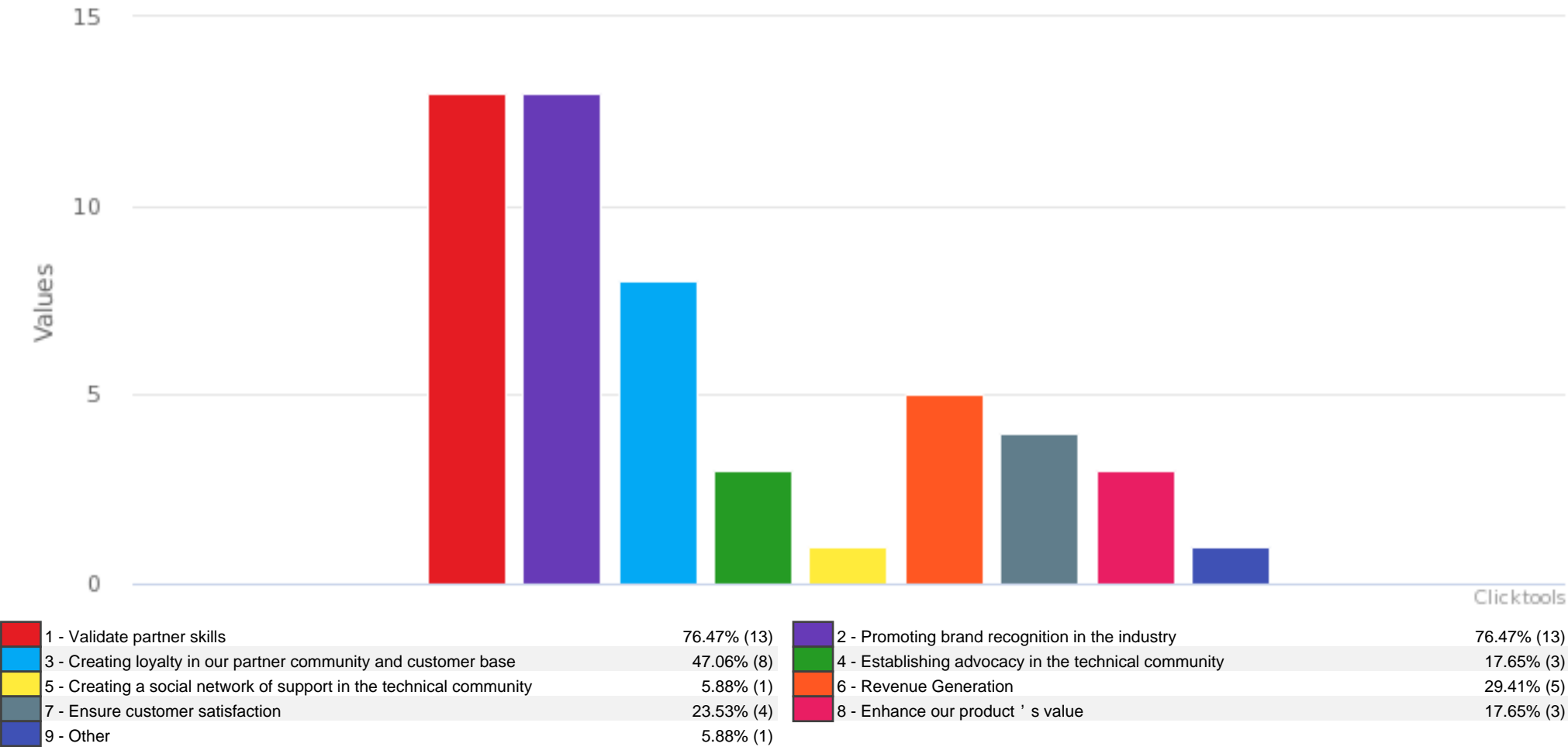


1 - Yes, for all of our products	11.76% (2)	2 - Yes, for some of our products	88.24% (15)
3 - No, we don ' t offer any certification programs	0% (0)		

Mean: 1.88
Response: 17

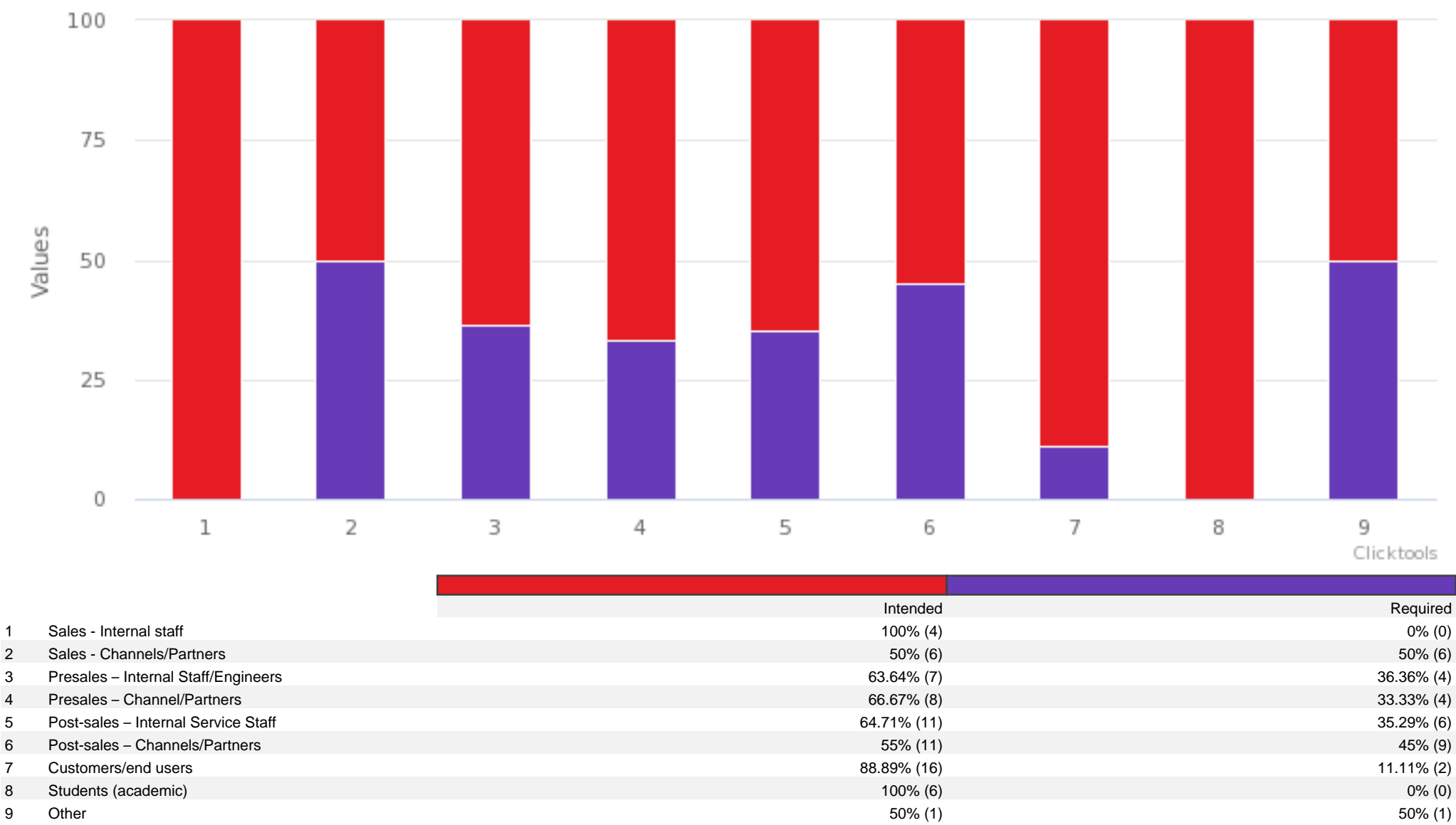
Clicktools

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

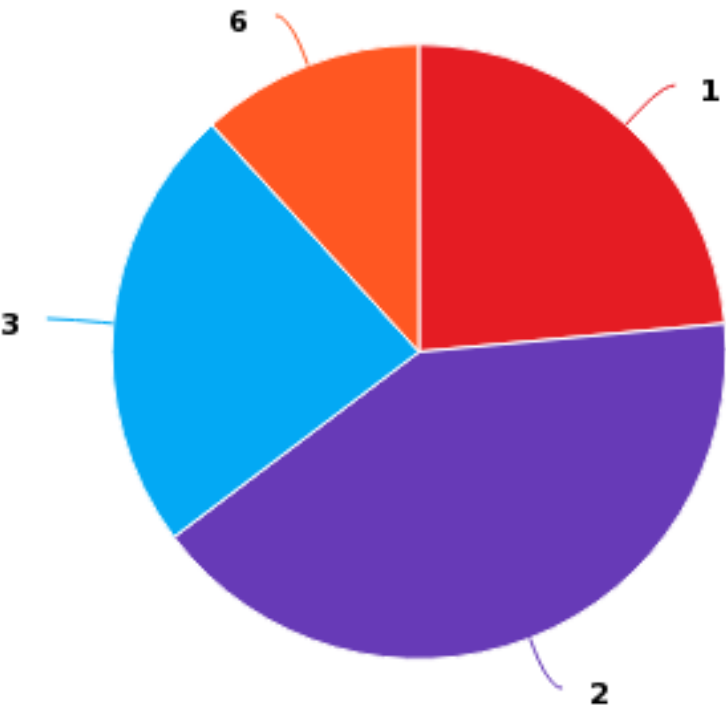


Response: 17

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



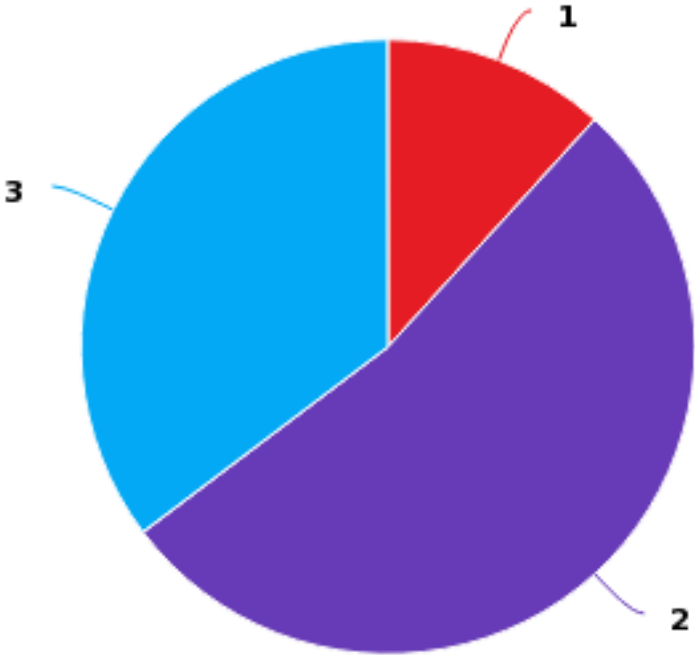
120. How many certification tiers (levels) do most of your programs offer?



<div></div> 1 - 1	23.53% (4)	<div></div> 2 - 2	41.18% (7)
<div></div> 3 - 3	23.53% (4)	<div></div> 4 - 4	0% (0)
<div></div> 5 - 5 or more	0% (0)	<div></div> 6 - It varies	11.76% (2)

Mean: 2.47
Response: 17

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

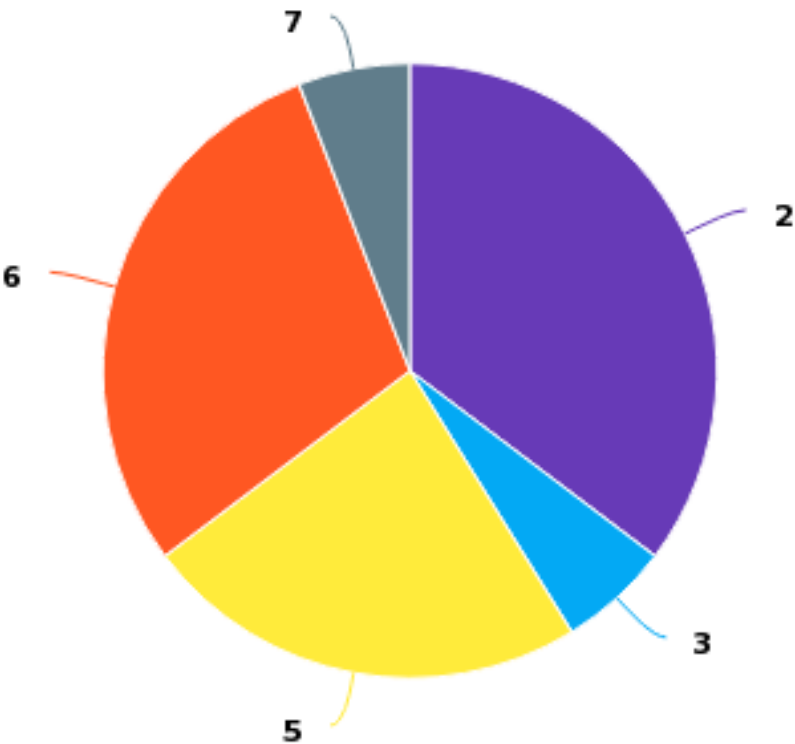


1 - Yes, for all tiers	11.76% (2)	2 - Yes, but only for some tiers	52.94% (9)
3 - No, you can go directly to the top tier or any point in-between	35.29% (6)		

Mean: 2.24
Response: 17

Clicktools

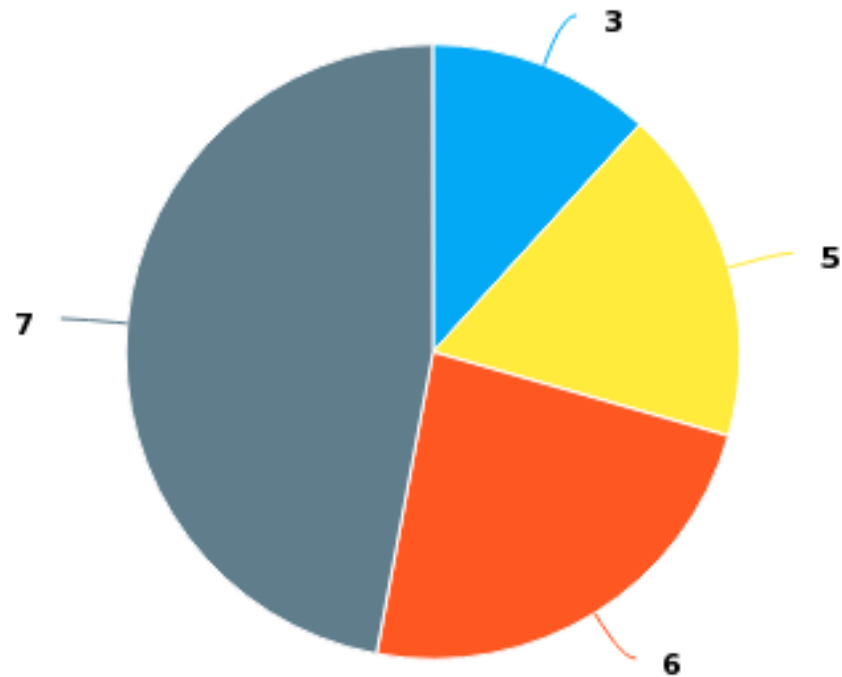
122. For how long are your certifications valid before requiring a renewal?



1 - Must re-certify annually	0% (0)	2 - 2 Years	35.29% (6)
3 - 3-4 years	5.88% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	23.53% (4)	6 - Varies by certification	29.41% (5)
7 - Only valid for a product version	5.88% (1)	8 - Other	0% (0)

Mean: 4.24
Response: 17

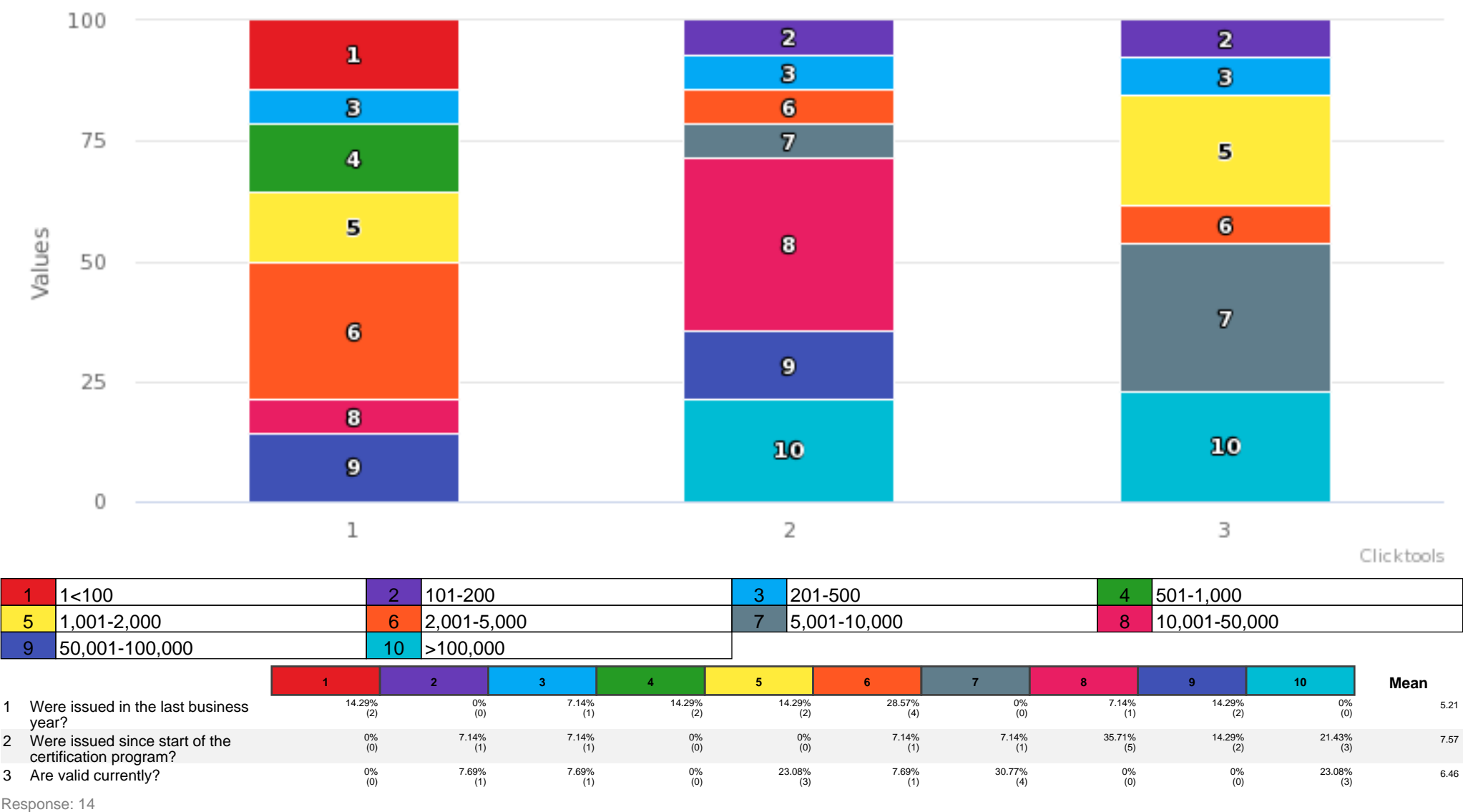
123. For how many years have you offered a certification program?



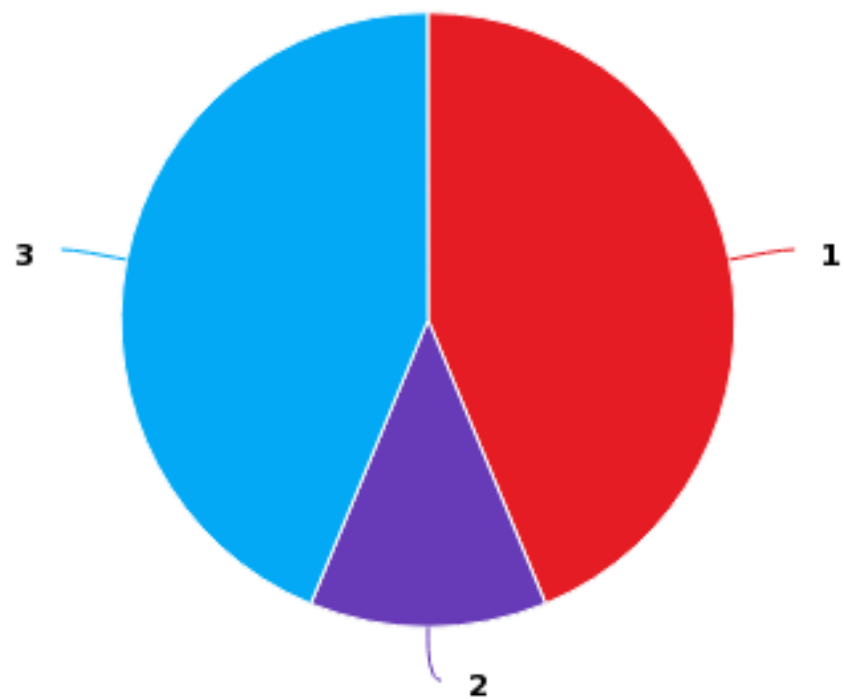
1 - Less than a year	0% (0)	2 - 1-2 years	0% (0)
3 - 2-3 years	11.76% (2)	4 - 3-4 years	0% (0)
5 - 4-5 years	17.65% (3)	6 - 5-9 years	23.53% (4)
7 - 10 years or more	47.06% (8)		

Mean: 5.94
Response: 17

124. How many certifications:



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

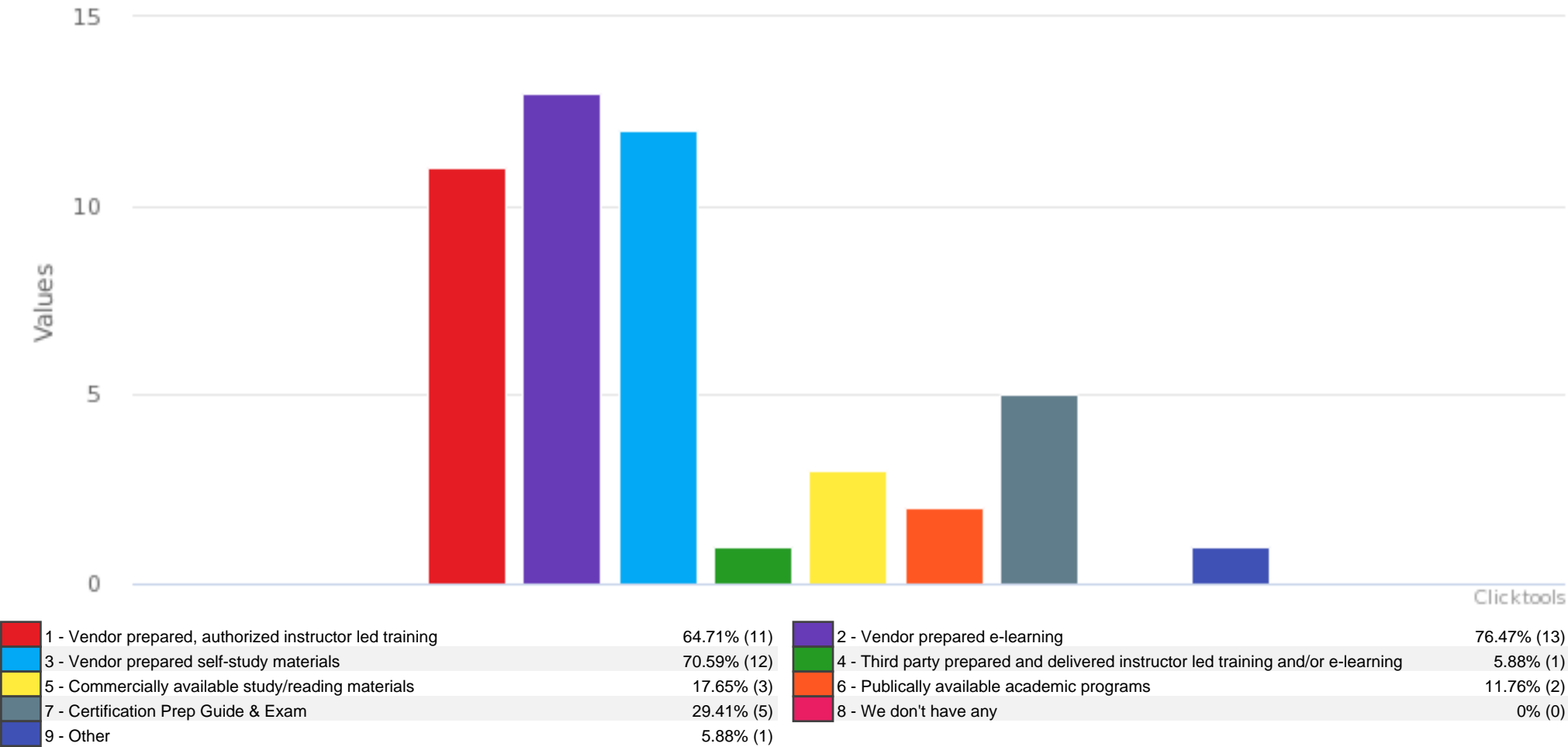


1 - Yes, it's live	43.75% (7)	2 - No, but we're planning it	12.5% (2)
3 - No, we have no plans	43.75% (7)		

Mean: 2
Response: 16

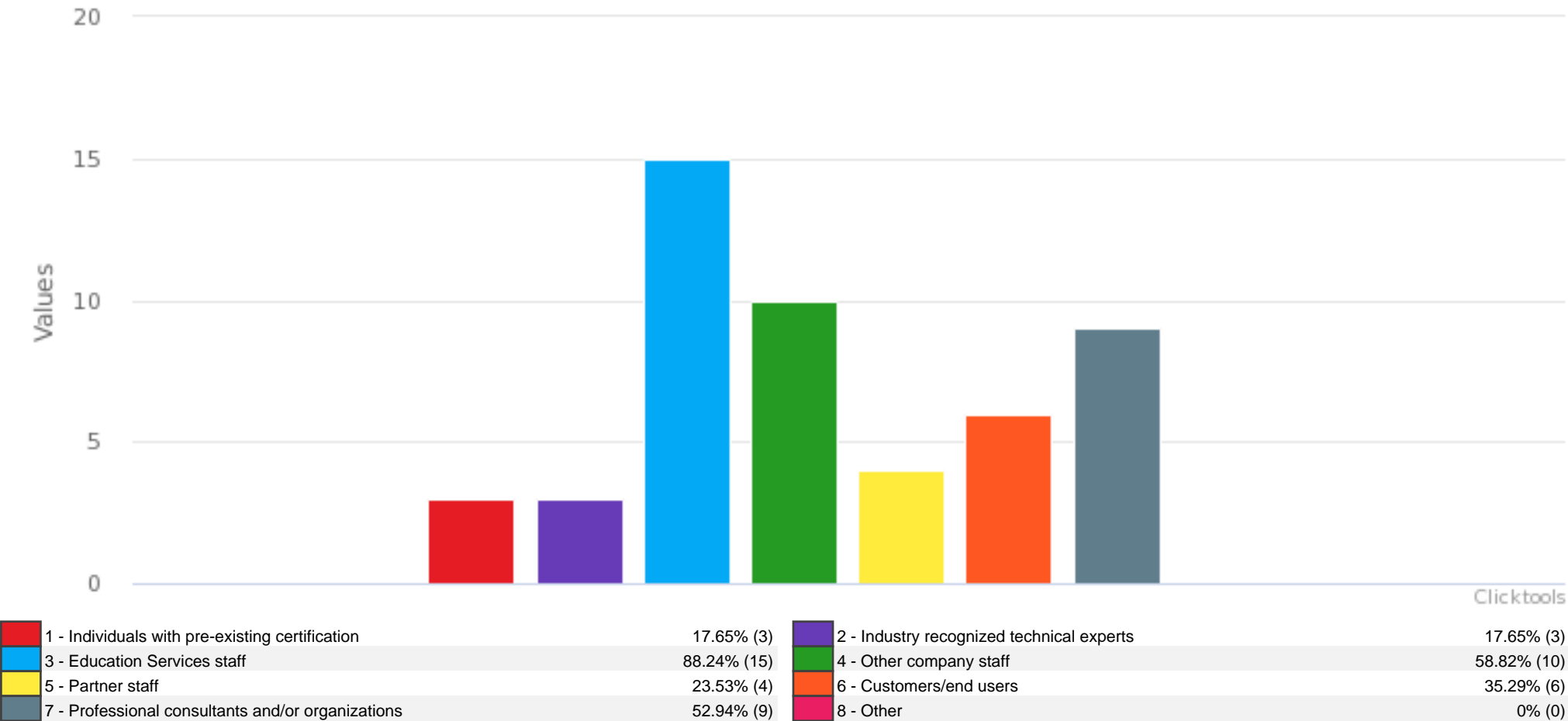
Clicktools

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



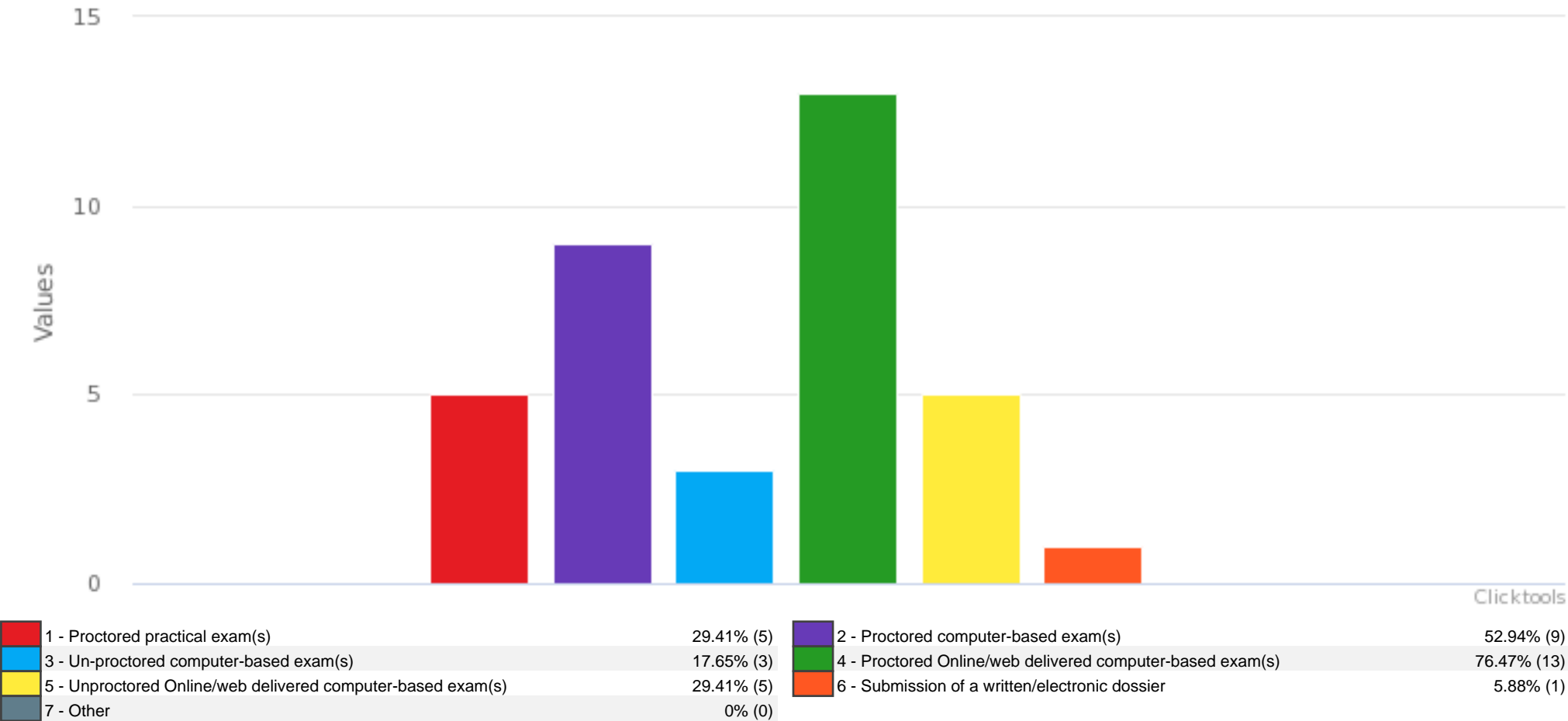
Response: 17

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



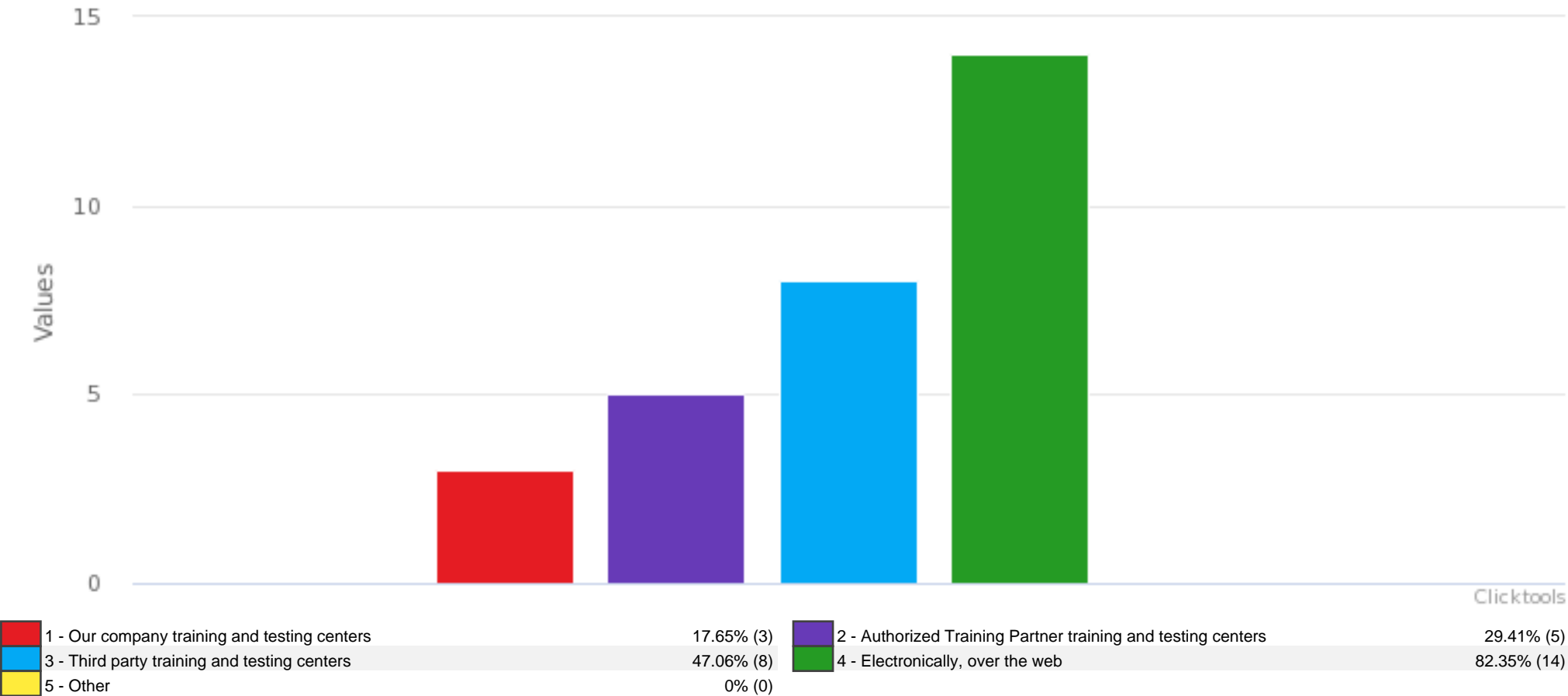
Response: 17

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



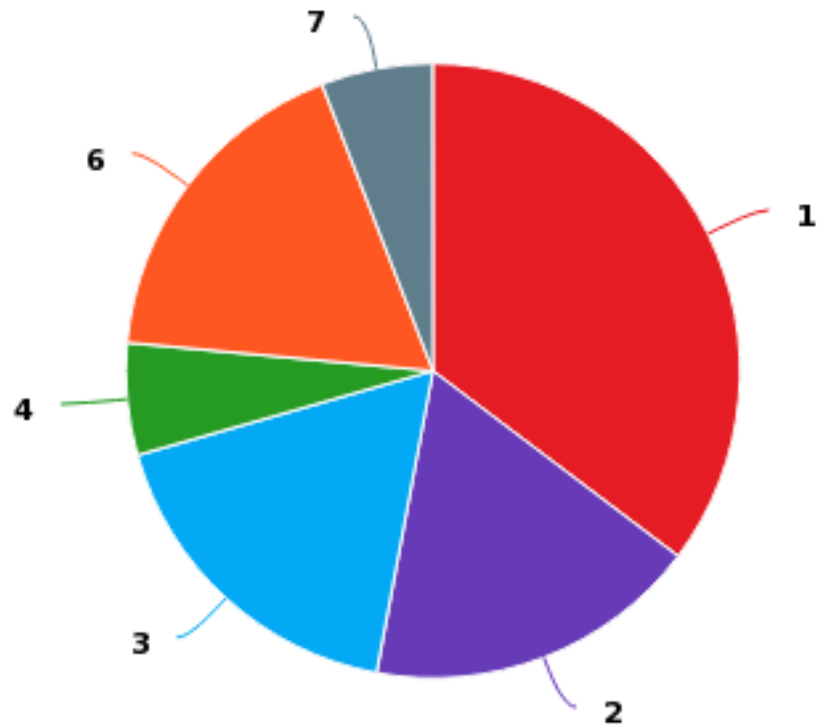
Response: 17

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



Response: 17

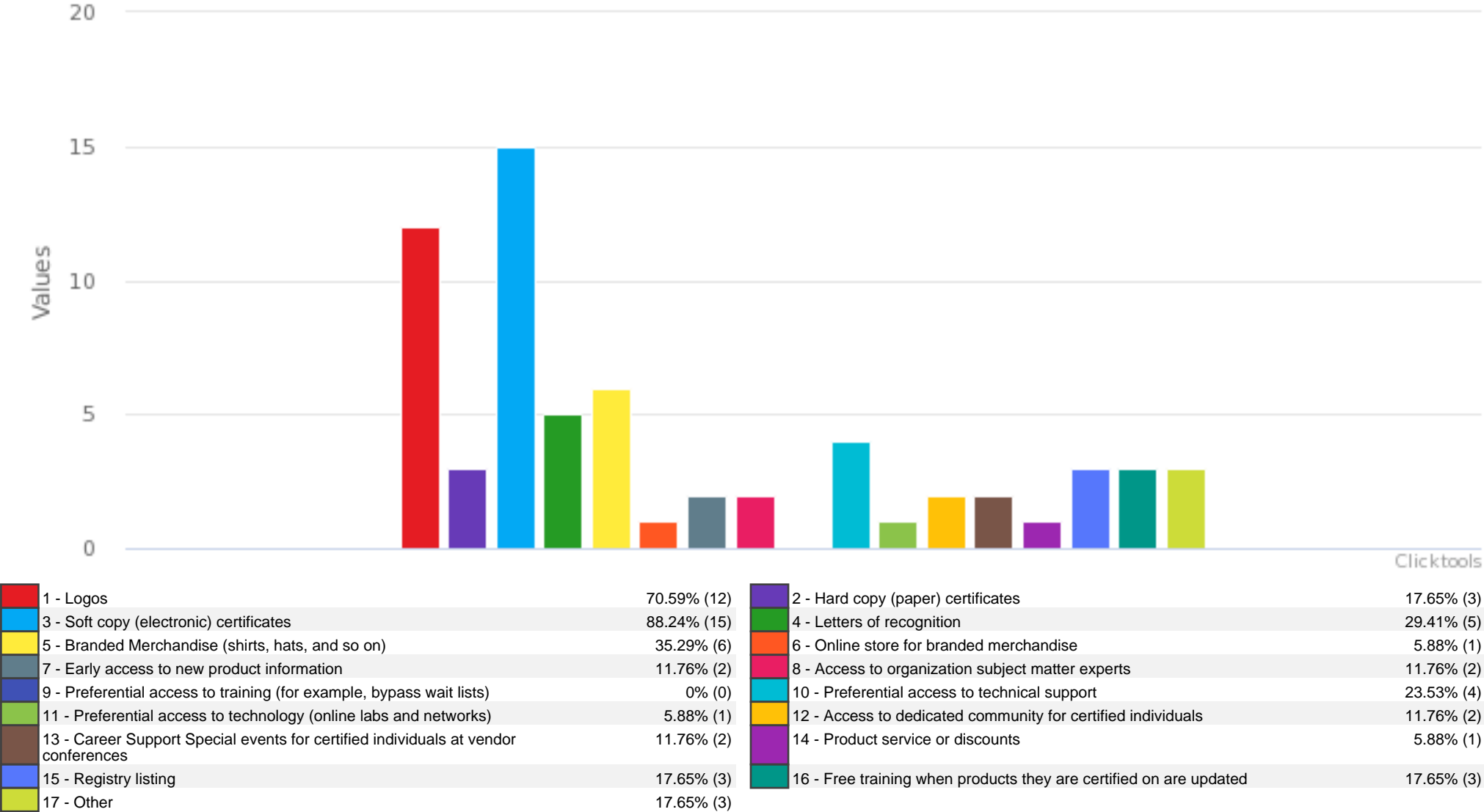
130. How many FTE equivalent employees in your organization are dedicated to certification?



1 - None	35.29% (6)	2 - 1	17.65% (3)
3 - 2-3	17.65% (3)	4 - 4-5	5.88% (1)
5 - 6-10	0% (0)	6 - 11-20	17.65% (3)
7 - 21-40	5.88% (1)	8 - >40	0% (0)

Mean: 2.94
Response: 17

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



Response: 17