2104 Hardware (10)
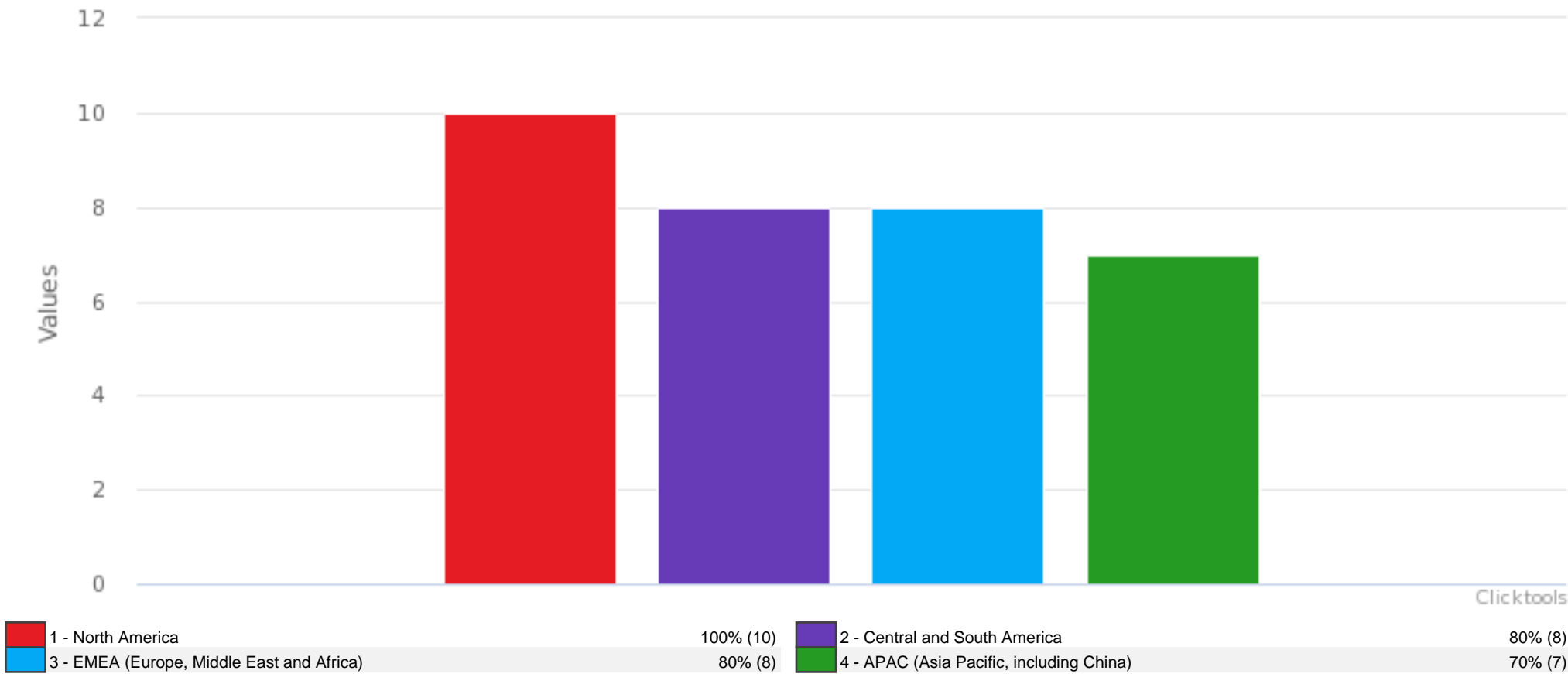
1. Which region do you base your survey input on? Select all that apply (for global, select all four regions).

|			
1 - North America	100% (10)	2 - Central and South America	80% (8)
3 - EMEA (Europe, Middle East and Africa)	80% (8)	4 - APAC (Asia Pacific, including China)	70% (7)

Response: 10

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	50.78%	5.33%	27.89%	15.89%
Highest	97%	15%	45%	35%
Lowest	30%	0%	1%	1%
Standard deviation	19.75	4.92	12.99	9.61

Response: 9

3. Which of the following describes your company's business?
Please choose all that apply.
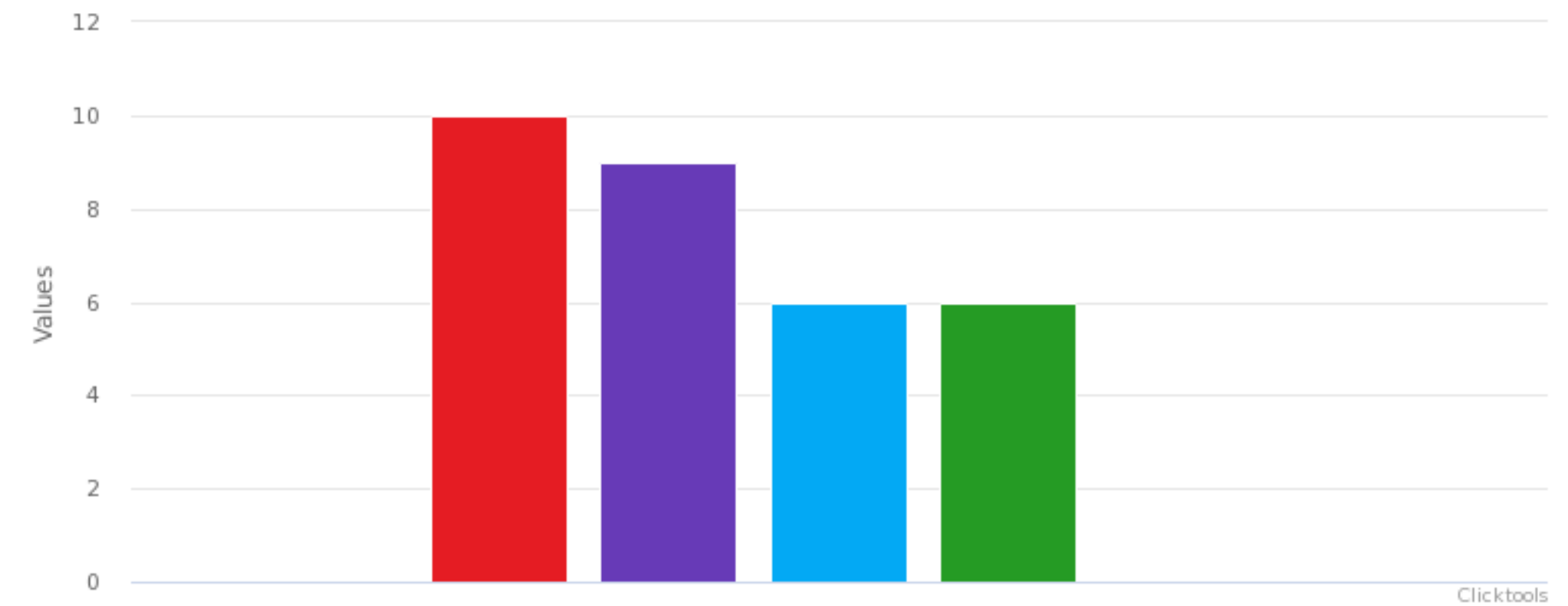
🟥 1 - Hardware	100% (10)	🟪 2 - Software	90% (9)
🟦 3 - Software as a Service (SaaS)	60% (6)	🟩 4 - Cloud	60% (6)
🟨 5 - Other	0% (0)		

Response: 10

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	18.5	25	64.17
Highest	100	100	98
Lowest	-18	-9	0
Standard deviation	42.62	39.71	49.72

Response: 6

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	32.14%	20.43%	1.43%	10%
Highest	90%	80%	10%	70%
Lowest	3%	0%	0%	0%
Standard deviation	34.12	29.83	3.78	26.46

Response: 7

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

Average	4.29
Highest	6
Lowest	2
Standard deviation	1.38

Response: 7

7. What was your company's latest reported annual revenue?
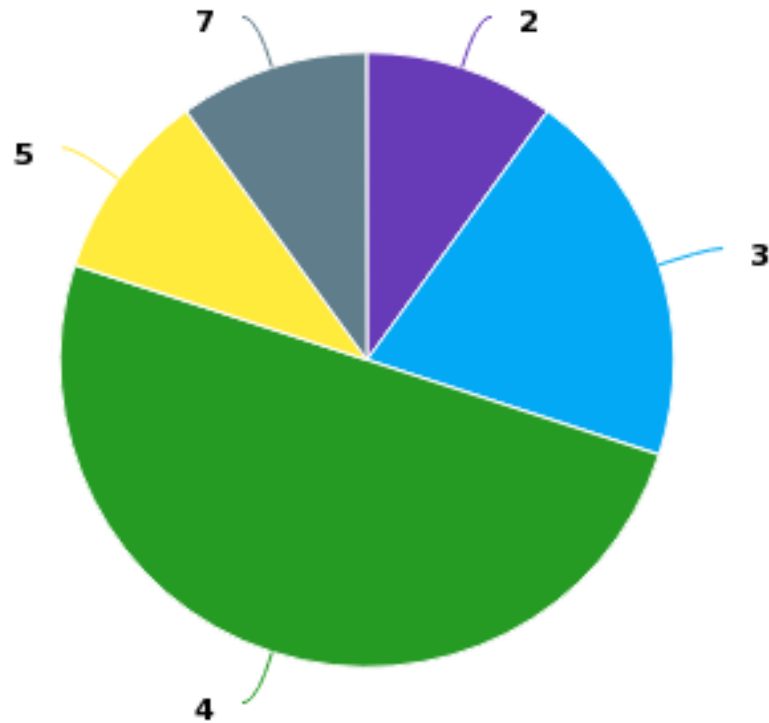
1 - $100M or less	0% (0)	2 - Between $101M and $500M	10% (1)
3 - Between $501M and $1B	20% (2)	4 - More than $1B and less than $3B	50% (5)
5 - More than $3B and less than $10B	10% (1)	6 - More than $10B and less than $25B	0% (0)
7 - $25B or more	10% (1)		

Mean: 4

Response: 10

8. How many full-time employees does your company have worldwide?
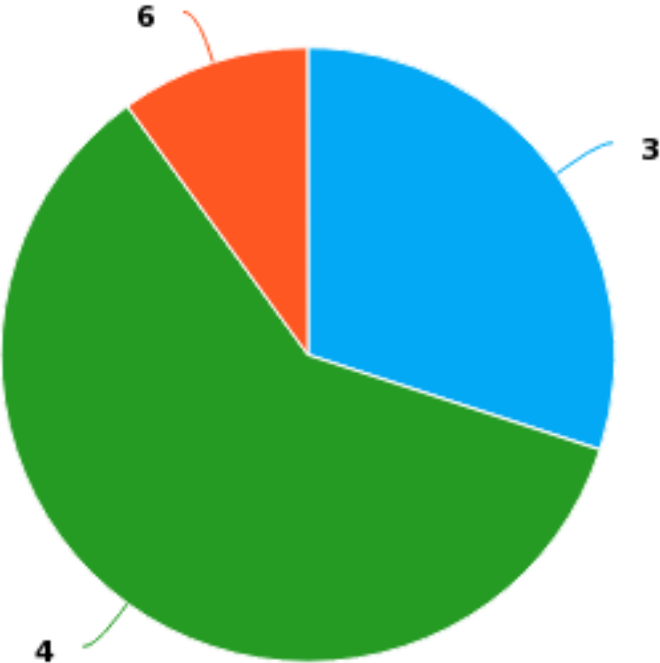
1 - 100 or less	0% (0)	2 - 101-1000	0% (0)
3 - 1001-5000	30% (3)	4 - 5001-10000	60% (6)
5 - 10001-50000	0% (0)	6 - More than 50000	10% (1)

Mean: 3.9

Response: 10

9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?
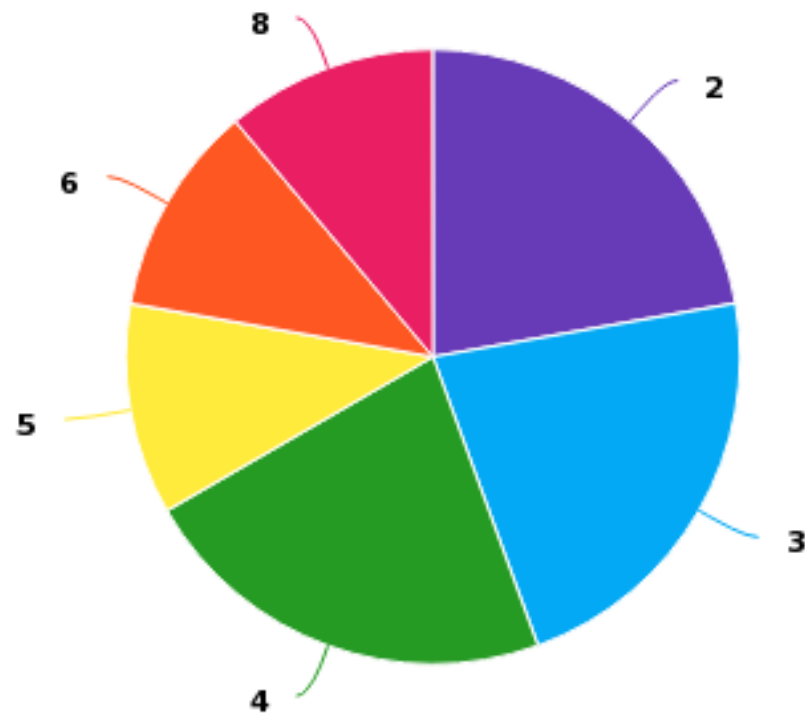
1 - 1-4	0% (0)	2 - 5-10	22.22% (2)
3 - 11-20	22.22% (2)	4 - 21-50	22.22% (2)
5 - 51-100	11.11% (1)	6 - 101-200	11.11% (1)
7 - 201-300	0% (0)	8 - More than 300	11.11% (1)

Mean: 4.11

Response: 9

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

		Responsible to train	Charge for Training
1	Sales - Internal staff	100% (3)	0% (0)
2	Sales - Channels/Partners	60% (3)	40% (2)
3	Technical Pre-sales - Internal staff	100% (5)	0% (0)
4	Technical Pre-sales - Channels/Partners	60% (6)	40% (4)
5	Post-sales - Internal Staff	88.89% (8)	11.11% (1)
6	Post-sales - Channels/Partners	61.54% (8)	38.46% (5)
7	Customers and/or end users	50% (8)	50% (8)
8	Universities/Academic Institutions	80% (4)	20% (1)
9	Other	0% (0)	0% (0)
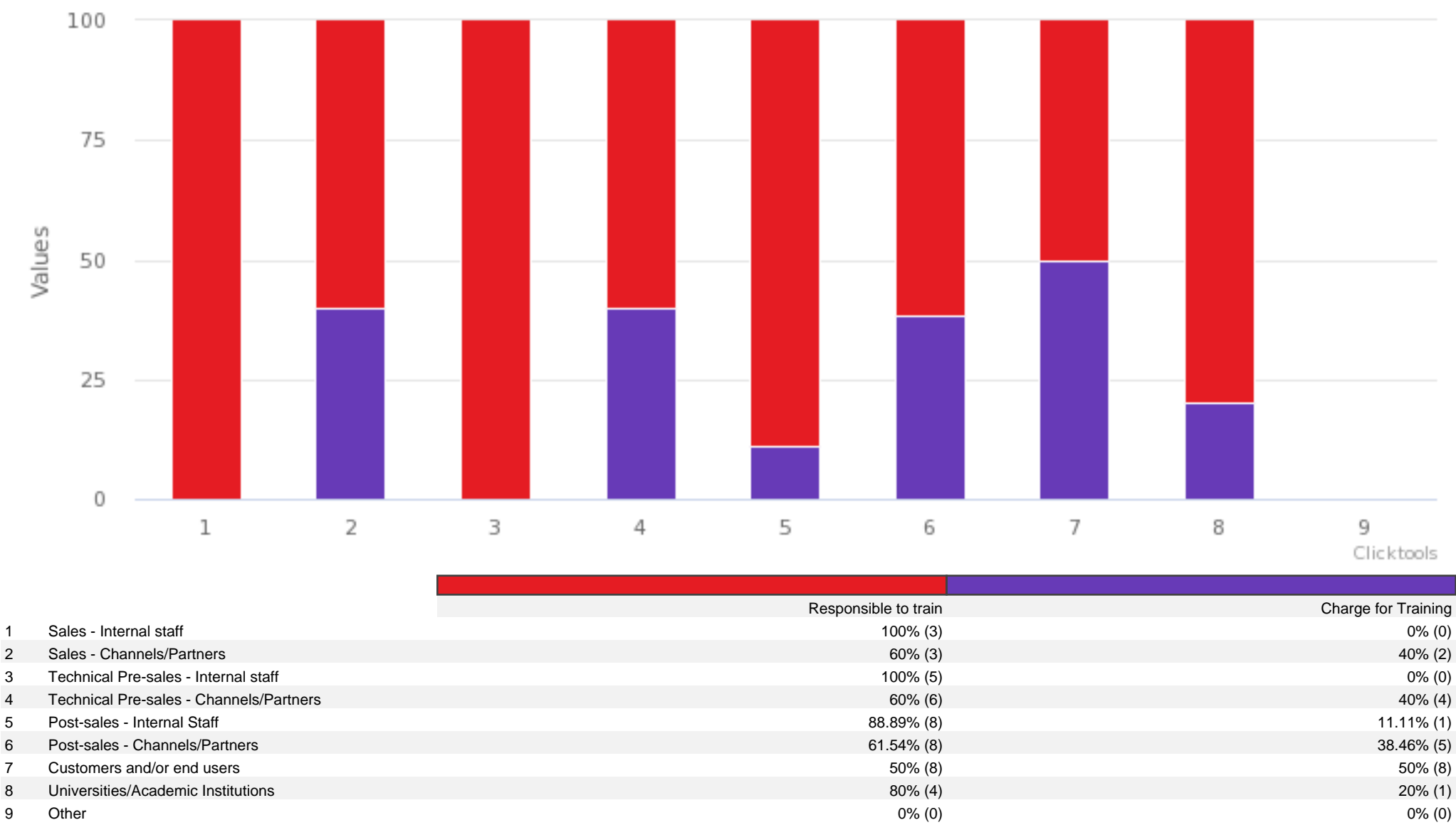
11. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?
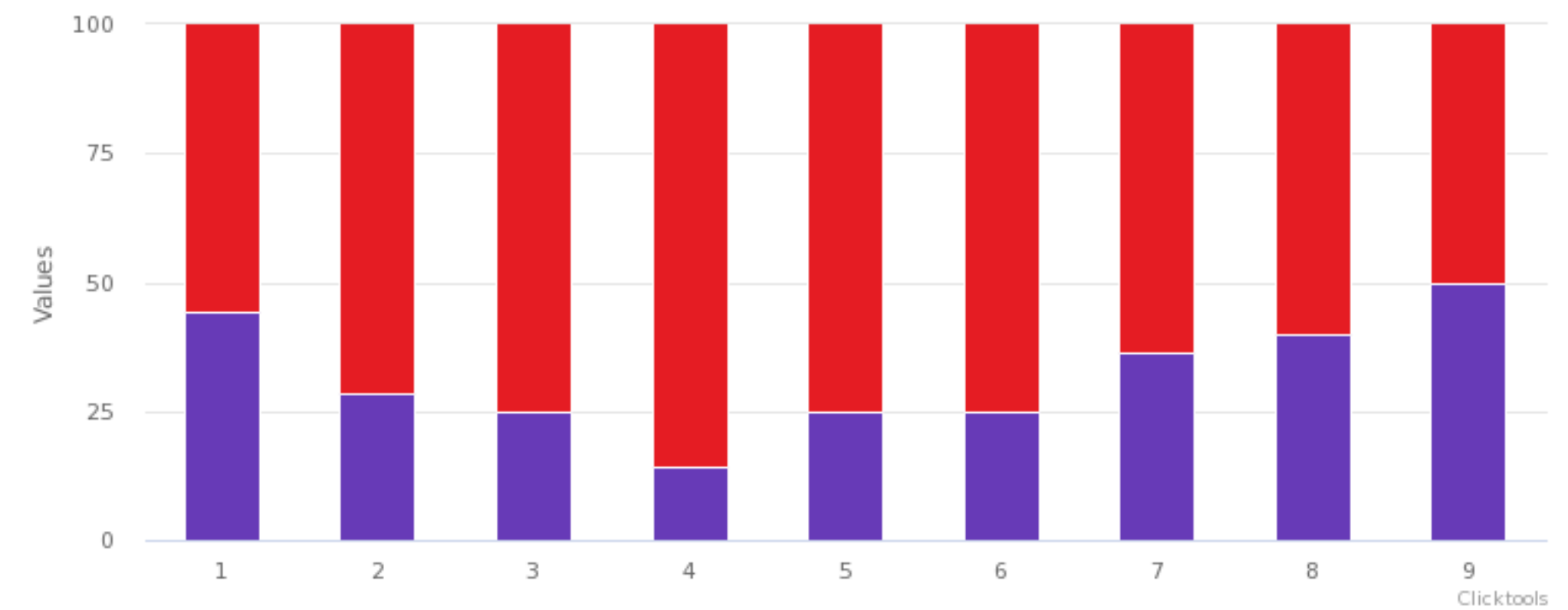
		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	55.56% (5)	44.44% (4)
2	Meeting an education profit margin target	71.43% (5)	28.57% (2)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	75% (3)	25% (1)
4	Accelerating product adoption (eg by providing training for key products earlier)	85.71% (6)	14.29% (1)
5	Reducing support liability (eg reduced support calls)	75% (3)	25% (1)
6	Achieve Partner enablement (eg certain number of trained channel partners)	75% (3)	25% (1)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	63.64% (7)	36.36% (4)
8	Driving product business (eg product sales target)	60% (3)	40% (2)
9	Other	50% (1)	50% (1)

Response: 9

12. Do you have in your company a single education team or several education groups?
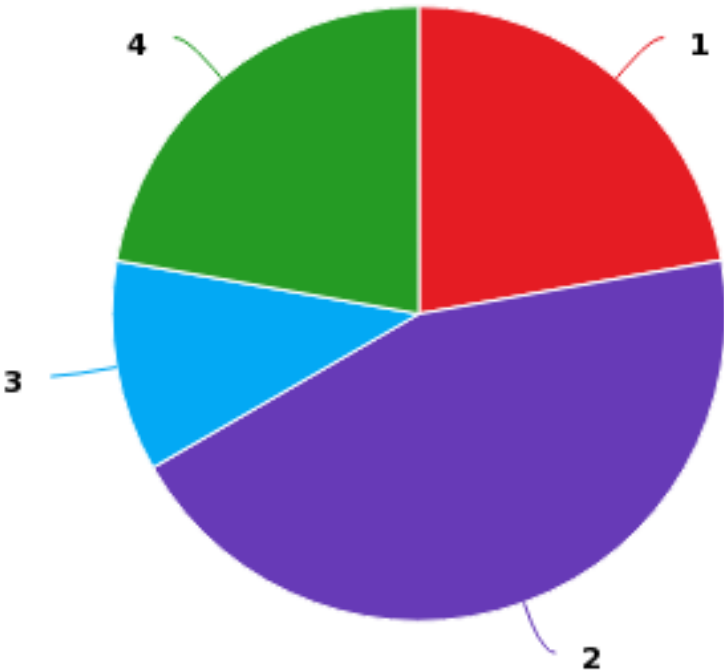
🟥	1 - Only a single team	22.22% (2)	
🟦	3 - Different education teams for different audiences (customers, partners, employees, and so on)	11.11% (1)	
🟨	5 - Other	0% (0)	
🟪	2 - Different education teams for different product businesses	44.44% (4)
🟩	4 - Different education teams for other reasons	22.22% (2)

Mean: 2.33
Response: 9

13. Into which of the following organizations or divisions does your department (Education Services) report?
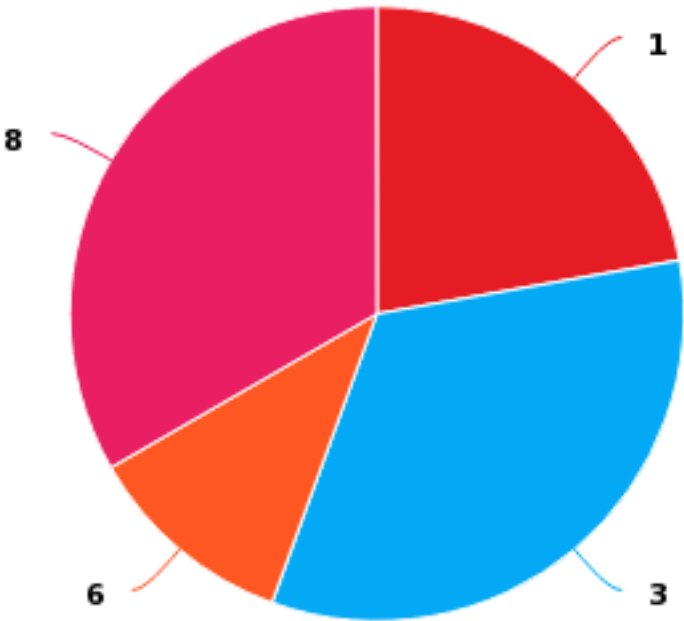
1 - Sales	22.22% (2)	2 - Marketing	0% (0)
3 - Services (including Consulting)	33.33% (3)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	11.11% (1)
7 - Directly to the CEO	0% (0)	8 - Customer Success	33.33% (3)
9 - Other	0% (0)		

Mean: 4.56

Response: 9

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

■ 1 - Training Sales	55.56% (5)	■ 2 - Training Marketing	55.56% (5)
■ 3 - Training Operations and Admin Processes	88.89% (8)	■ 4 - Training Technology Infrastructure (for example, LMS)	100% (9)
■ 5 - Curriculum Design and Courseware Development	100% (9)	■ 6 - Course Delivery and Distribution	100% (9)
■ 7 - Training Partner Programs	66.67% (6)	■ 8 - User Adoption/End User Consulting Services	22.22% (2)
■ 9 - Certification Programs	77.78% (7)	■ 10 - Other	22.22% (2)

Response: 9

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

■ 1 - No other groups provide training	0% (0)	■ 2 - R&D/Engineering	37.5% (3)
■ 3 - Product Management/Marketing	50% (4)	■ 4 - Business Operations	12.5% (1)
■ 5 - Sales	25% (2)	■ 6 - Corporate Marketing	12.5% (1)
■ 7 - Professional Services	87.5% (7)	■ 8 - Technical Support	37.5% (3)
■ 9 - Licensed education partner	50% (4)	■ 10 - Product Partner (not education authorized)	50% (4)
■ 11 - Independent 3rd parties (not education authorized)	12.5% (1)	■ 12 - Other	0% (0)

Response: 8

16. Which of the following best describes Education Services' overall primary business model?
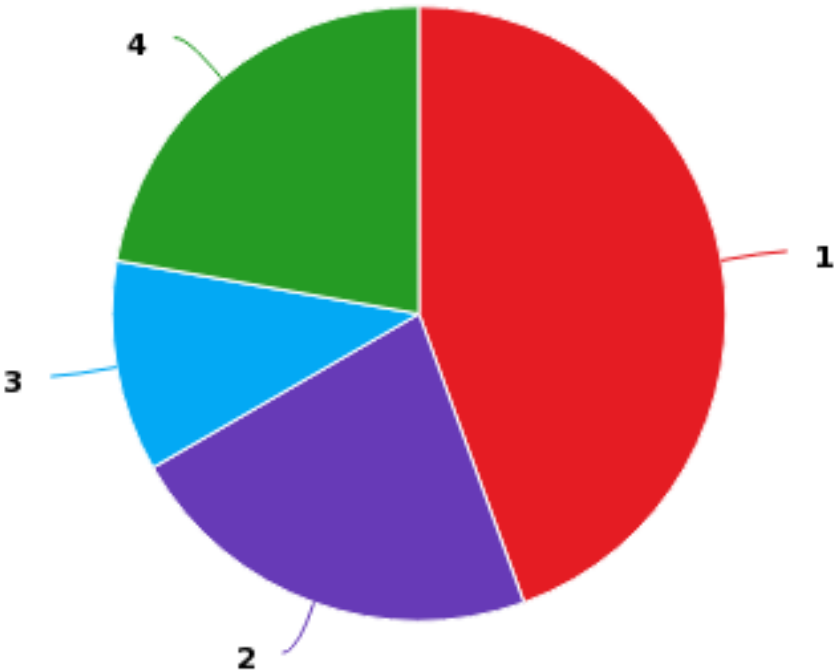
🟥	1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	44.44% (4)	
🟦	3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	11.11% (1)	
🟨	5 - Other	0% (0)	

🟪	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	22.22% (2)
🟩	4 - A hybrid depending upon the education business unit	22.22% (2)

Mean: 2.11

Response: 9

17. If your Education Services department changed its financial business model within the past 24 months, what was the change?
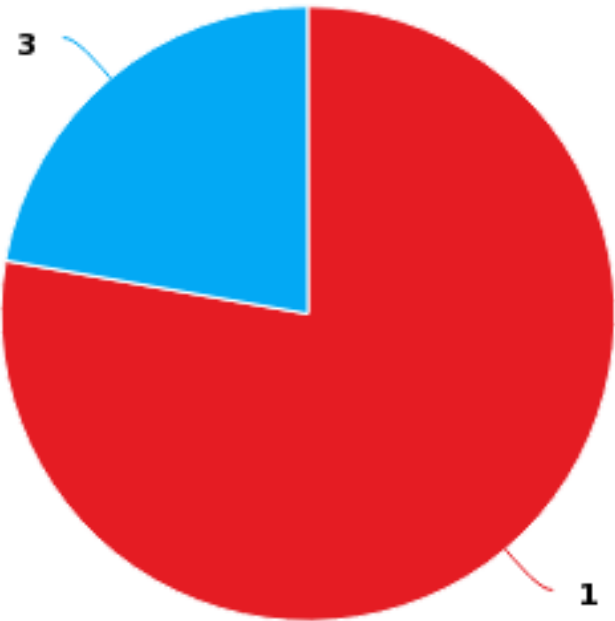
■	1 - No change	77.78% (7)	■	2 - From Profit Center to Cost Center	0% (0)
■	3 - From Profit Center to Cost Recovery	22.22% (2)	■	4 - From Cost Center to Cost Recovery	0% (0)
■	5 - From Cost Center to Profit Center	0% (0)	■	6 - From Cost Recovery to Profit Center	0% (0)
■	7 - From Cost Recovery to Cost Center	0% (0)			

Mean: 1.44

Response: 9

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

1	Not applicable	2	No revenue	3	1-5%	4	6-10%
5	11-25%	6	26-50%	7	51-75%	8	>75%
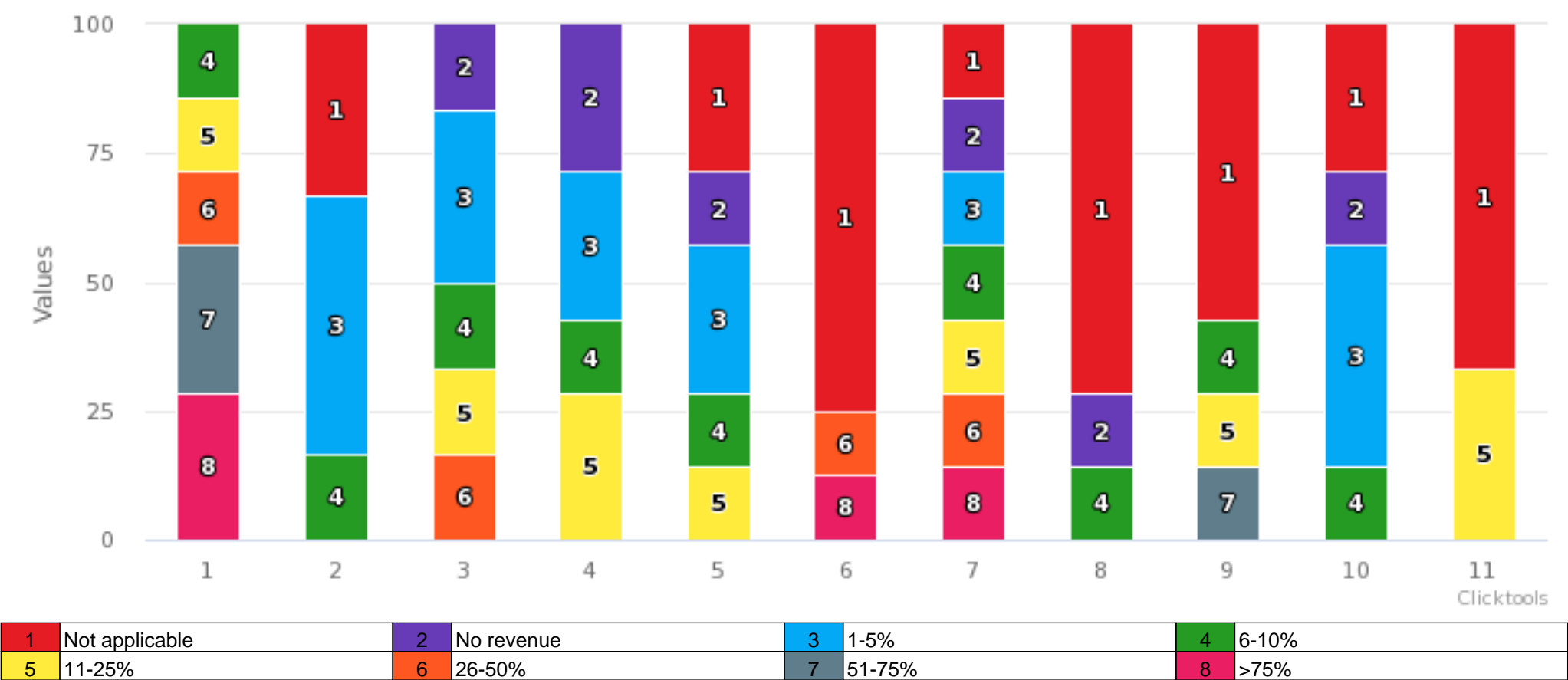
	1	2	3	4	5	6	7	8	Mean
1 Product sales - Field Sales/Account Manager	0% (0)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	14.29% (1)	28.57% (2)	28.57% (2)	6.43
2 Product Sales - Inside sales	33.33% (2)	0% (0)	50% (3)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
3 Product Channel Partners (resell)	0% (0)	16.67% (1)	33.33% (2)	16.67% (1)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	3.83
4 Services/Consulting sales	0% (0)	28.57% (2)	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	3.43
5 Maintenance renewal sales	28.57% (2)	14.29% (1)	28.57% (2)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	2.71
6 Dedicated Education Services sales reps	75% (6)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	12.5% (1)	2.5
7 Education Services coordinators/non-sales staff	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	4.14
8 Authorized Learning Partners resell (you deliver)	71.43% (5)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
9 Authorized Learning Partners sell and deliver on their paper and pay you a fee	57.14% (4)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	2.86
10 Web/e-commerce	28.57% (2)	14.29% (1)	42.86% (3)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.43
11 Other	66.67% (2)	0% (0)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.33

Response: 9

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/Cust omer Specific	Self-paced (WBT, eLearning, video)	Certific ation	Learning Consulting (learning needs/adoption)	Learning Technologi es	New learning modalities	Customization and custom development	Education Partner fees	Materials licensing/sales	Rent al fees	Subsc ription	O th er
Average	3.22%	23.78%	35.89%	7.89%	8.56%	1.22%	0%	0%	0%	5.44%	4.22%	0%	5.11%	0 %
Highest	17%	65%	95%	30%	42%	11%	0%	0%	0%	34%	33%	0%	26%	0 %
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0 %
Standard deviation	5.8	22.91	31.27	11.08	14.28	3.67	0	0	0	11.26	10.92	0	9.29	0

Response: 9

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

Average	9.86%
Highest	26%
Lowest	4%
Standard deviation	7.67

Response: 7

21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?
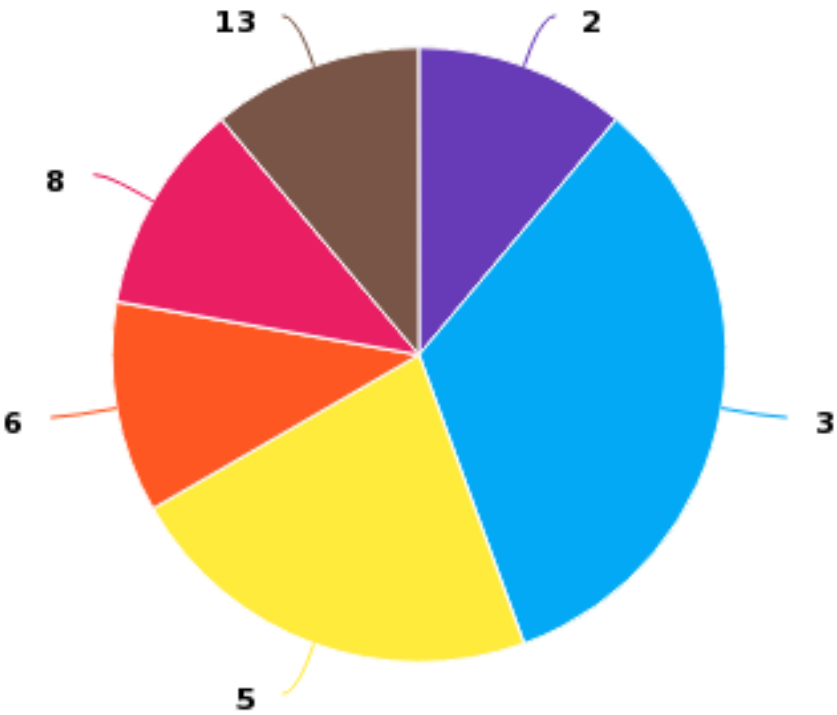
	1 - <$1m	0% (0)	2 - $1m-$2m	11.11% (1)
	3 - $2m-$3m	33.33% (3)	4 - $3m-$4m	0% (0)
	5 - $4m-$5m	22.22% (2)	6 - $5m-$7m	11.11% (1)
	7 - $7m-$10m	0% (0)	8 - $10m-$13m	11.11% (1)
	9 - $13m-$16m	0% (0)	10 - $16m-$20m	0% (0)
	11 - $20m-$30m	0% (0)	12 - $30m-$50m	0% (0)
	13 - $50m-$100m	11.11% (1)	14 - >$100m	0% (0)

Mean: 5.33

Response: 9

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

		1 No revenue		2 1-5%		3 6-10%		4 11-25%
		5 26-50%		6 51-75%		7 >75%		

		1	2	3	4	5	6	7	Mean
1	Product Customer	11.11% (1)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	77.78% (7)	6
2	Product Partner	14.29% (1)	28.57% (2)	42.86% (3)	0% (0)	0% (0)	0% (0)	14.29% (1)	3
3	Training Partner (Reseller, ATP)	50% (3)	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	16.67% (1)	3
4	Academic Alliances	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5	Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
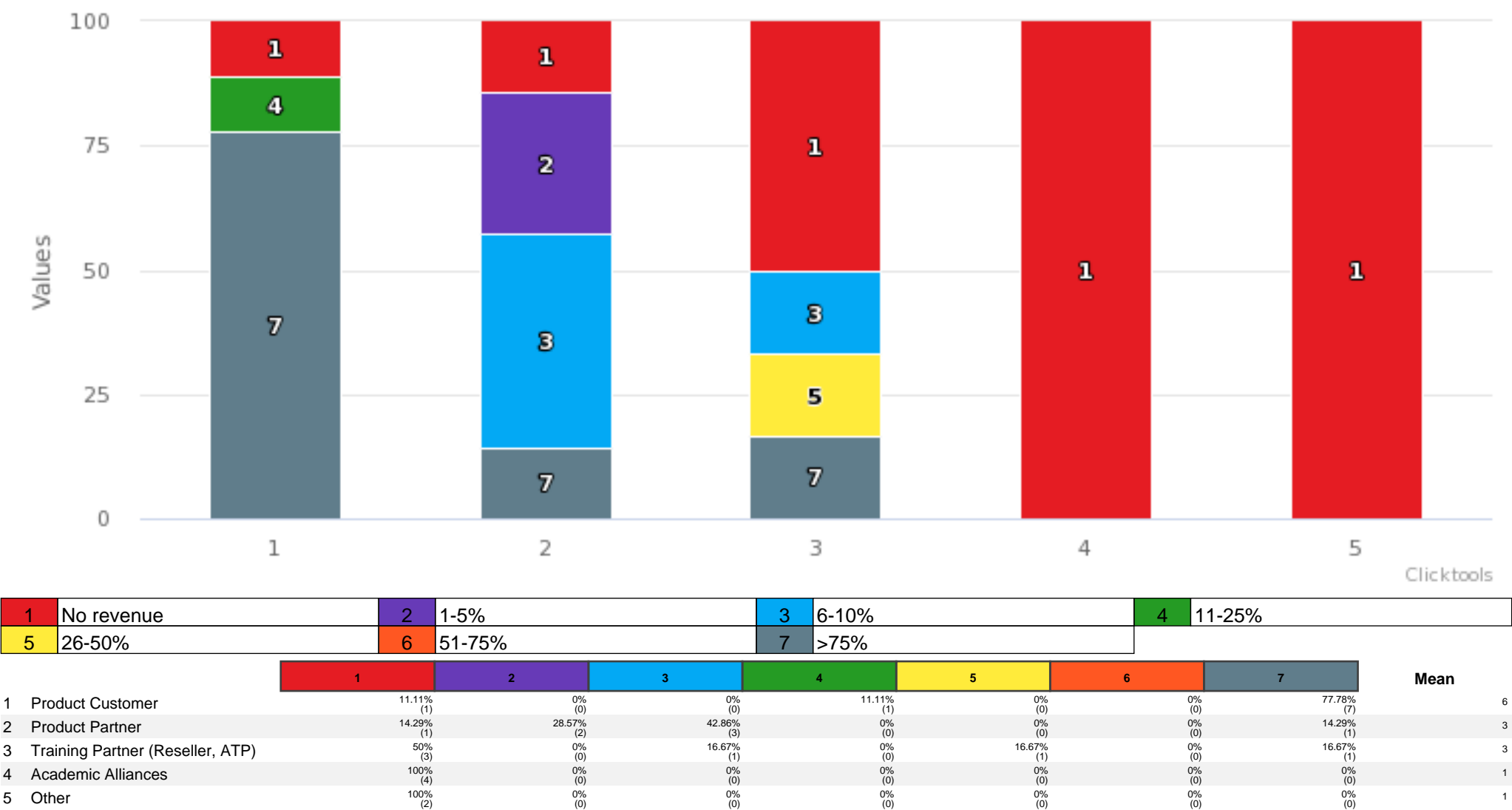
Response: 9

23. What is the ratio of Education Services revenue to total company revenue?
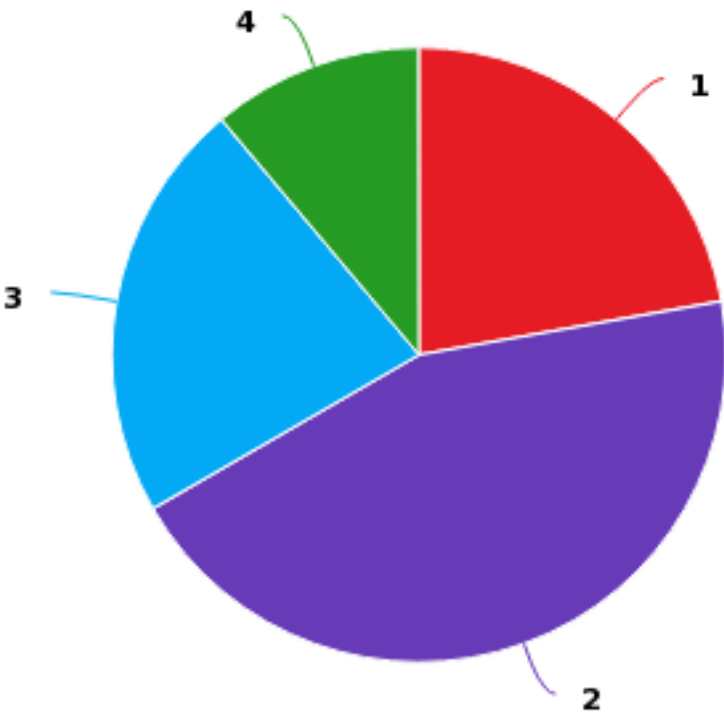
■ 1 - 0.25% or less	22.22% (2)	■ 2 - 0.25-0.5%	44.44% (4)
■ 3 - 0.5-1%	22.22% (2)	■ 4 - 1-2%	11.11% (1)
■ 5 - 2-3%	0% (0)	■ 6 - 3-4%	0% (0)
■ 7 - 5-6%	0% (0)	■ 8 - 6-8%	0% (0)
■ 9 - 8-10%	0% (0)	■ 10 - >10%	0% (0)

Mean: 2.22
Response: 9

24. What is the ratio of Education Services revenue to product revenue?
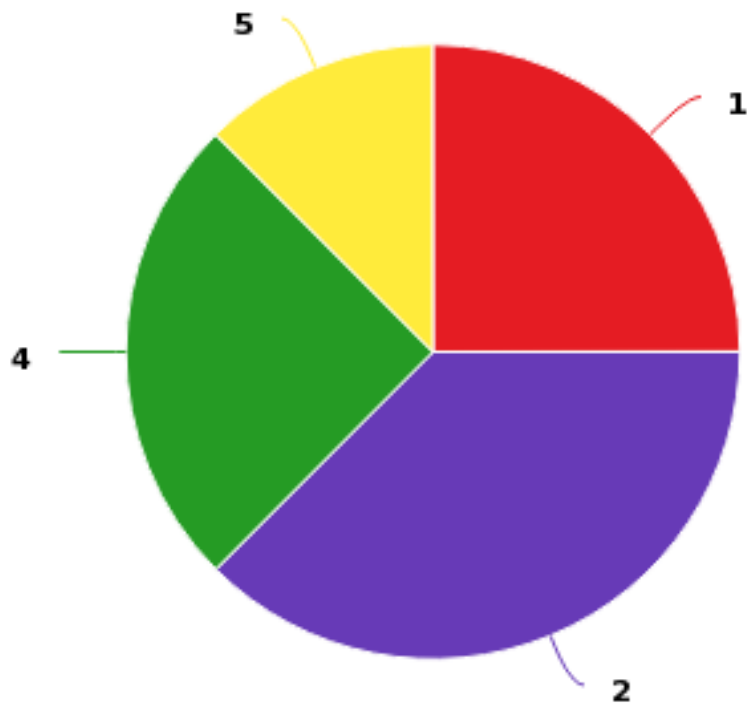
1 - 0.5% or less	25% (2)	2 - 0.25-0.5%	37.5% (3)
3 - 0.5-1%	0% (0)	4 - 1-2%	25% (2)
5 - 2-3%	12.5% (1)	6 - 3-4%	0% (0)
7 - 5-6%	0% (0)	8 - 6-8%	0% (0)
9 - 8-10%	0% (0)	10 - >10%	0% (0)

Mean: 2.62

Response: 8

25. What is the ratio of Education Services revenue to Services revenue?
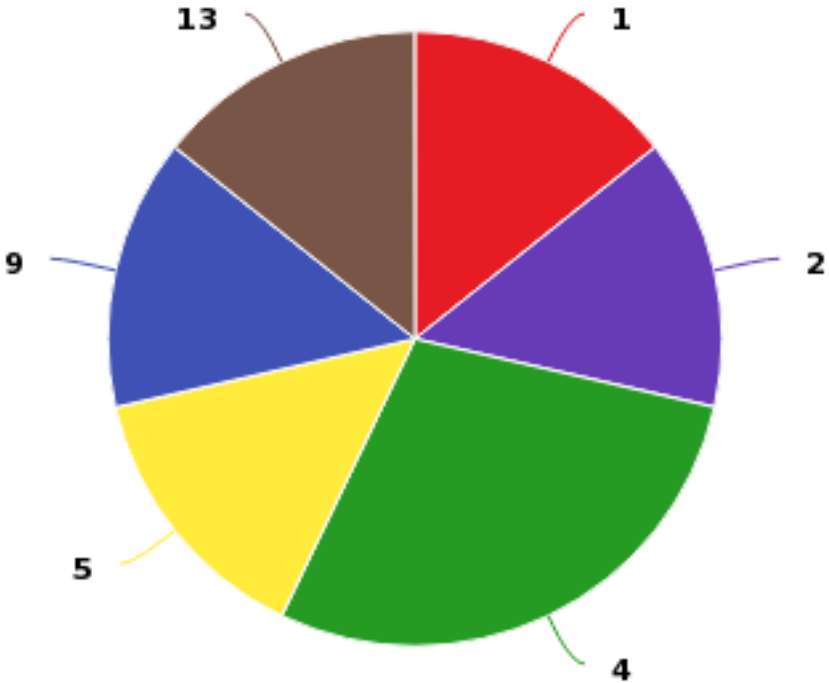
🟥	1 - 0.5% or less	14.29% (1)	🟪 2 - 0.25-0.5%	14.29% (1)
🟦	3 - 0.5-1%	0% (0)	🟩 4 - 1-2%	28.57% (2)
🟨	5 - 2-3%	14.29% (1)	🟧 6 - 3-4%	0% (0)
⬛	7 - 4-5%	0% (0)	🟥 8 - 5-6%	0% (0)
🟦	9 - 6-8%	14.29% (1)	🟦 10 - 8-10%	0% (0)
🟩	11 - 10-15%	0% (0)	🟧 12 - 15-20%	0% (0)
🟫	13 - >20%	14.29% (1)		

Mean: 5.43
Response: 7

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	-20.43	-7.57
Highest	3	20
Lowest	-78	-55
Standard deviation	27.22	25.36

Response: 7

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	13.12%	2.75%	30.38%	36%	4.25%	1.25%	2.88%	1%	4.5%
Highest	85%	10%	75%	70%	10%	9%	5%	8%	27%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	29.87	3.58	24.84	22.17	4.3	3.15	2.47	2.83	9.41

Response: 8

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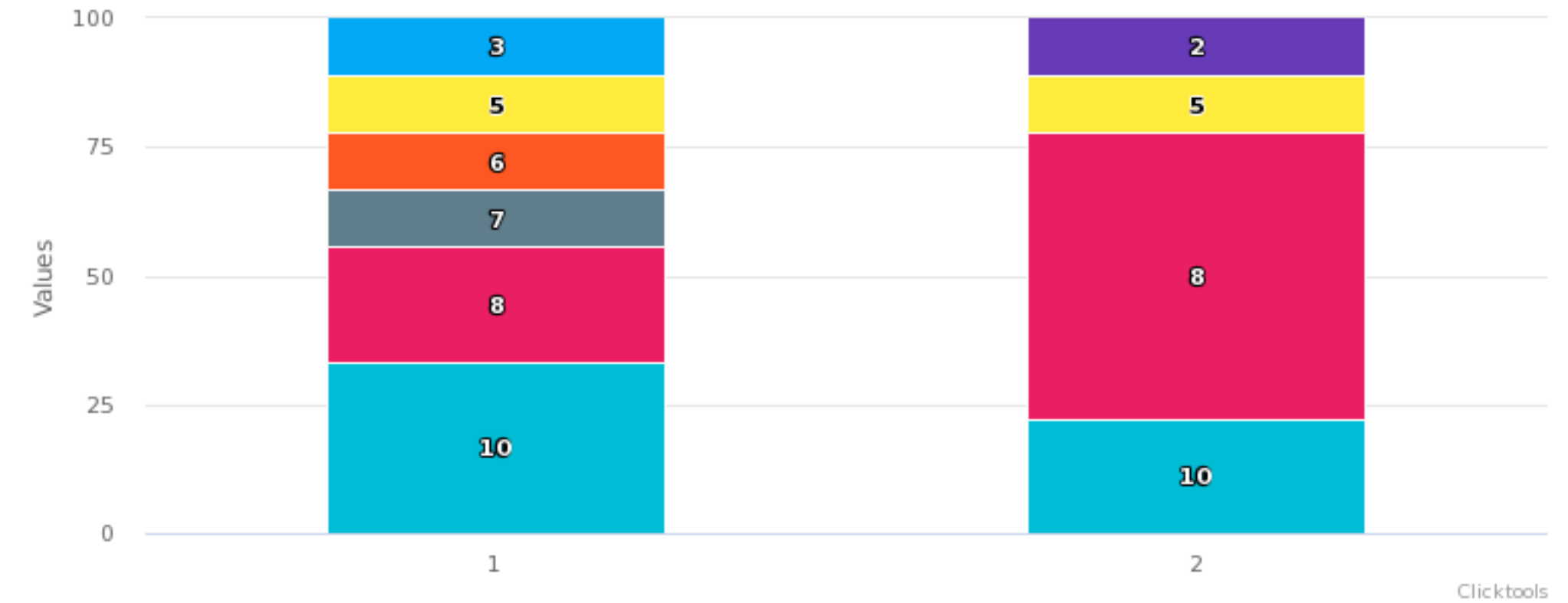
1	Negative > 10%	2	Negative 6-10%	3	Negative 1-5%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

		1	2	3	4	5	6	7	8	9	10	11	12	Mean
1	Goal	0% (0)	0% (0)	11.11% (1)	0% (0)	11.11% (1)	11.11% (1)	11.11% (1)	22.22% (2)	0% (0)	33.33% (3)	0% (0)	0% (0)	7.44
2	Achievement	0% (0)	11.11% (1)	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	55.56% (5)	0% (0)	22.22% (2)	0% (0)	0% (0)	7.44

Response: 9

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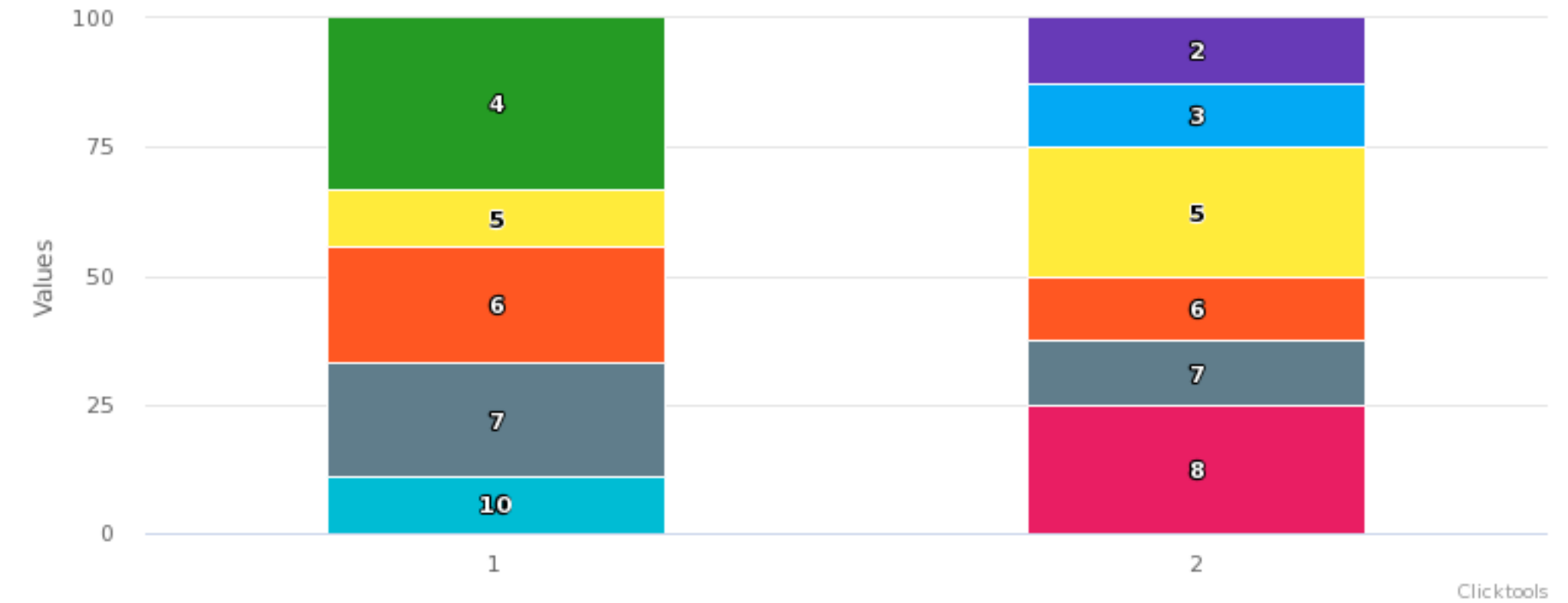
1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

		1	2	3	4	5	6	7	8	9	10	11	12	Mean
1	Goal	0%(0)	0%(0)	0%(0)	33.33%(3)	11.11%(1)	22.22%(2)	22.22%(2)	0%(0)	0%(0)	11.11%(1)	0%(0)	0%(0)	5.89
2	Achievement	0%(0)	12.5%(1)	12.5%(1)	0%(0)	25%(2)	12.5%(1)	12.5%(1)	25%(2)	0%(0)	0%(0)	0%(0)	0%(0)	5.5

Response: 9

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

🟥	1 - Student feedback	100% (9)	🟪 2 - Net Promoter Score	66.67% (6)
🟦	3 - Kirkpatrick Level 2 Assessments	22.22% (2)	🟩 4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	0% (0)
🟨	5 - Impact company KPIs (Kirkpatrick Level 4)	11.11% (1)	🟧 6 - Other	0% (0)
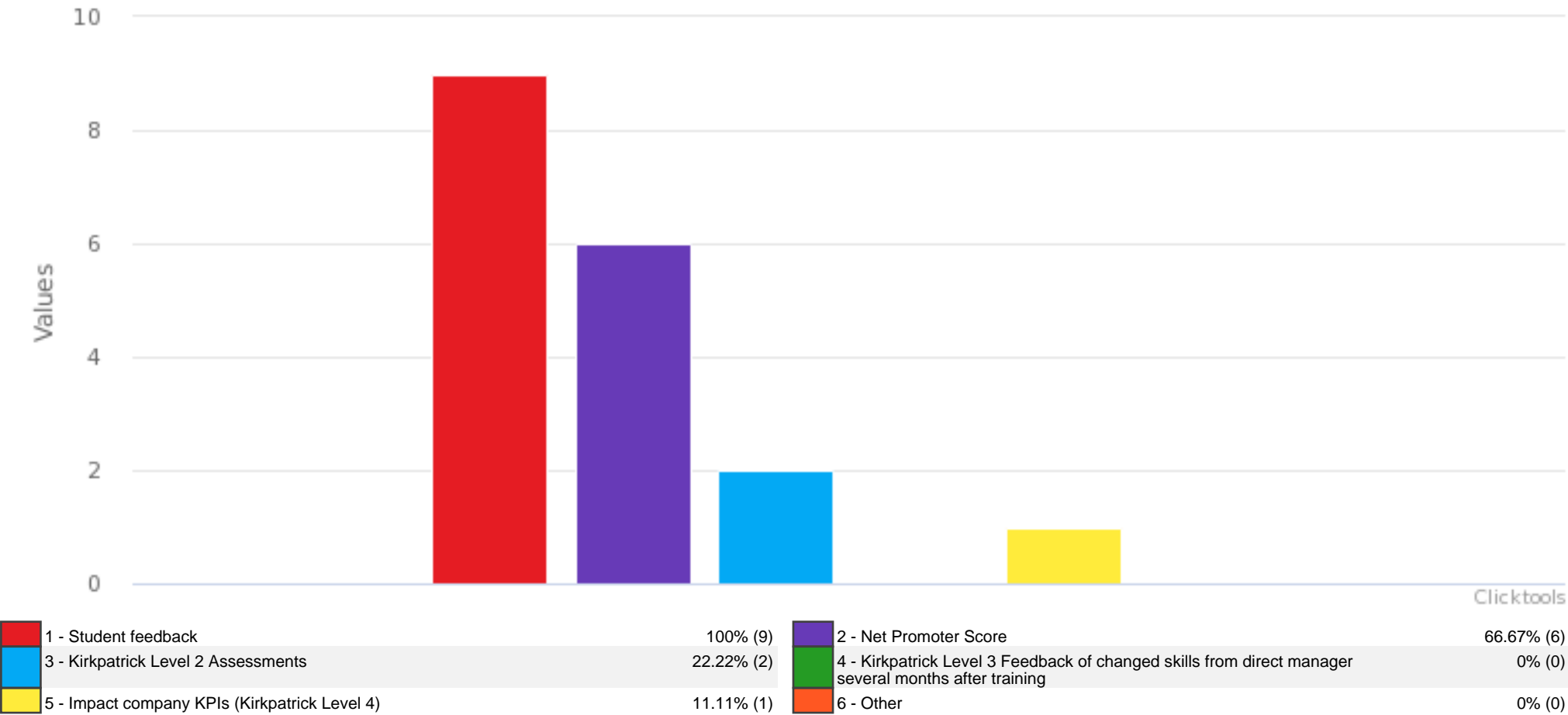
Response: 9

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)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	22.22% (2)	33.33% (3)	22.22% (2)	11.11% (1)	8
2	Course Material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	33.33% (3)	33.33% (3)	22.22% (2)	0% (0)	7.67
3	Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	0% (0)	55.56% (5)	33.33% (3)	0% (0)	8.11
4	Environment (labs, classrooms, and so on)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	11.11% (1)	22.22% (2)	44.44% (4)	11.11% (1)	11.11% (1)	7.89
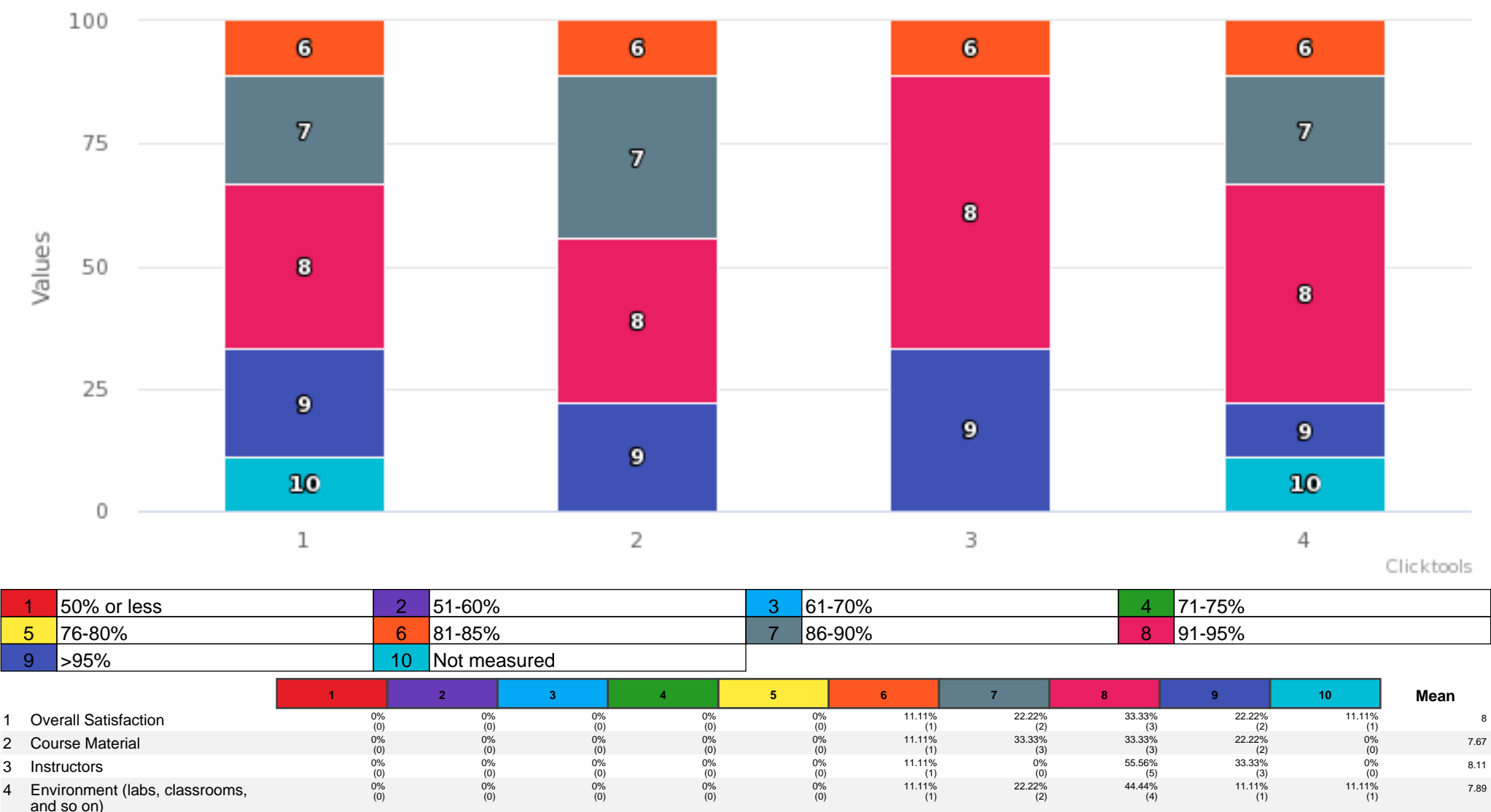
Response: 9

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%)?

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

		1	2	3	4	5	6	7	8	9	10	Mean
1	Overall Satisfaction	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	22.22% (2)	0% (0)	11.11% (1)	22.22% (2)	44.44% (4)	8.67
2	Course Material	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (3)	11.11% (1)	11.11% (1)	11.11% (1)	33.33% (3)	8
3	Environment (self-paced delivery like LMS)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	22.22% (2)	11.11% (1)	11.11% (1)	11.11% (1)	44.44% (4)	8.44

Response: 9

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

1	0-20%		2	21-40%		3	41-60%		4	61-80%
5	81-100%									

		1	2	3	4	5	Mean
1	ILT/VILT	25% (2)	12.5% (1)	25% (2)	37.5% (3)	0% (0)	2.75
2	Self-paced	66.67% (4)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	1.5
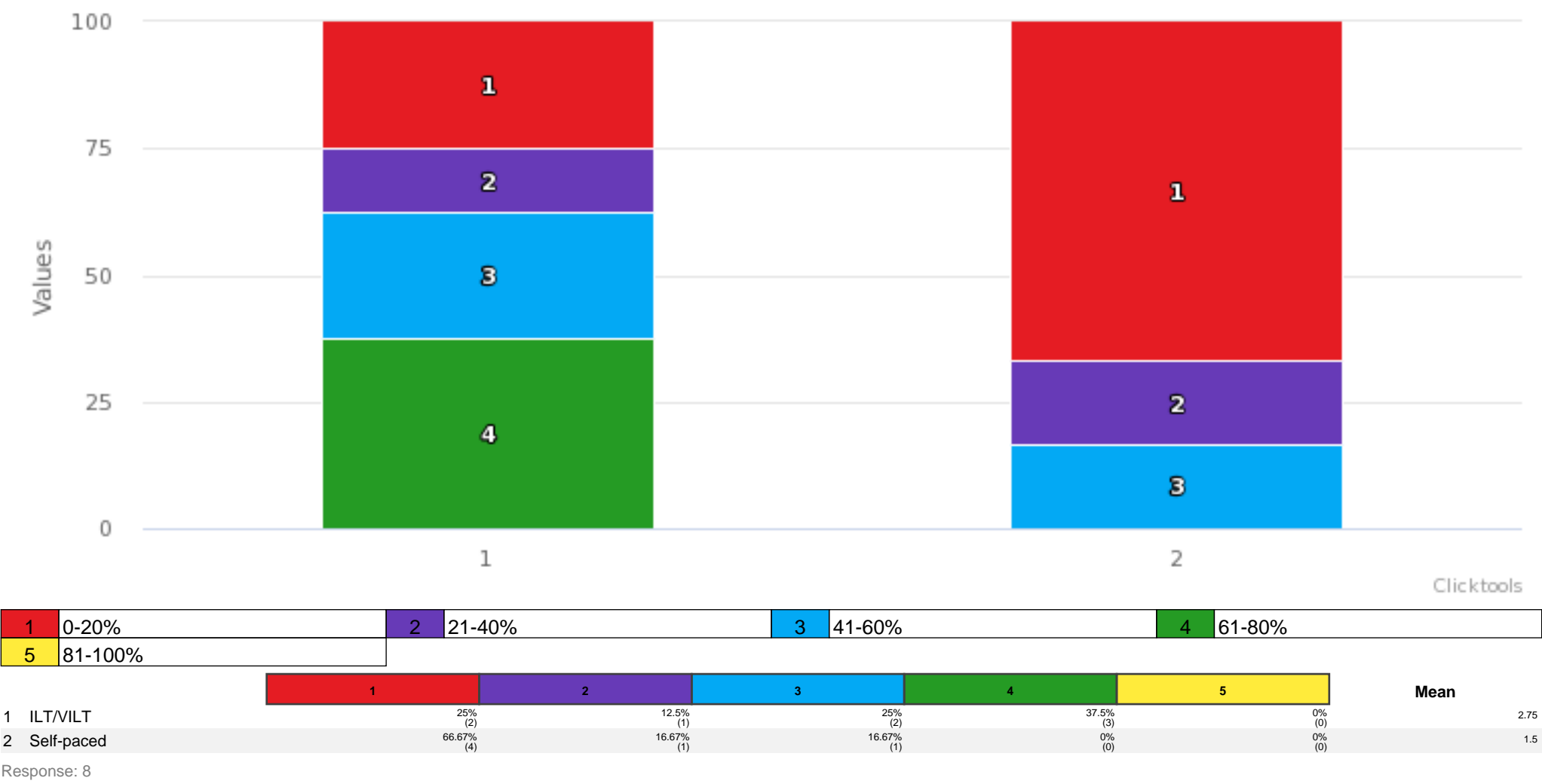
Response: 8

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

1 - We contact them within a defined number of days after the class	33.33% (3)	2 - We follow up some of the time	55.56% (5)
3 - We don't follow up and wait until they escalate	11.11% (1)	4 - Contact them yourself directly before they contact you	33.33% (3)
5 - Offer refunds if required/requested	33.33% (3)	6 - Provide credit for additional training if required/requested	66.67% (6)
7 - Consult with sales team for next steps with customer and agree who takes next steps	44.44% (4)	8 - None of these	0% (0)
9 - Other	0% (0)		

Response: 9

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

■ 1 - Subsequent product sales	11.11% (1)	■ 2 - Number and type of support tickets	33.33% (3)
■ 3 - Overall customer satisfaction	66.67% (6)	■ 4 - Degree of product adoption or use	22.22% (2)
■ 5 - Product implementation timeline (product up and running)	0% (0)	■ 6 - Customer renewals/Returning customers	22.22% (2)
■ 7 - Returning customers to training (depth of training)	44.44% (4)	■ 8 - None of these	22.22% (2)
■ 9 - Other	0% (0)		
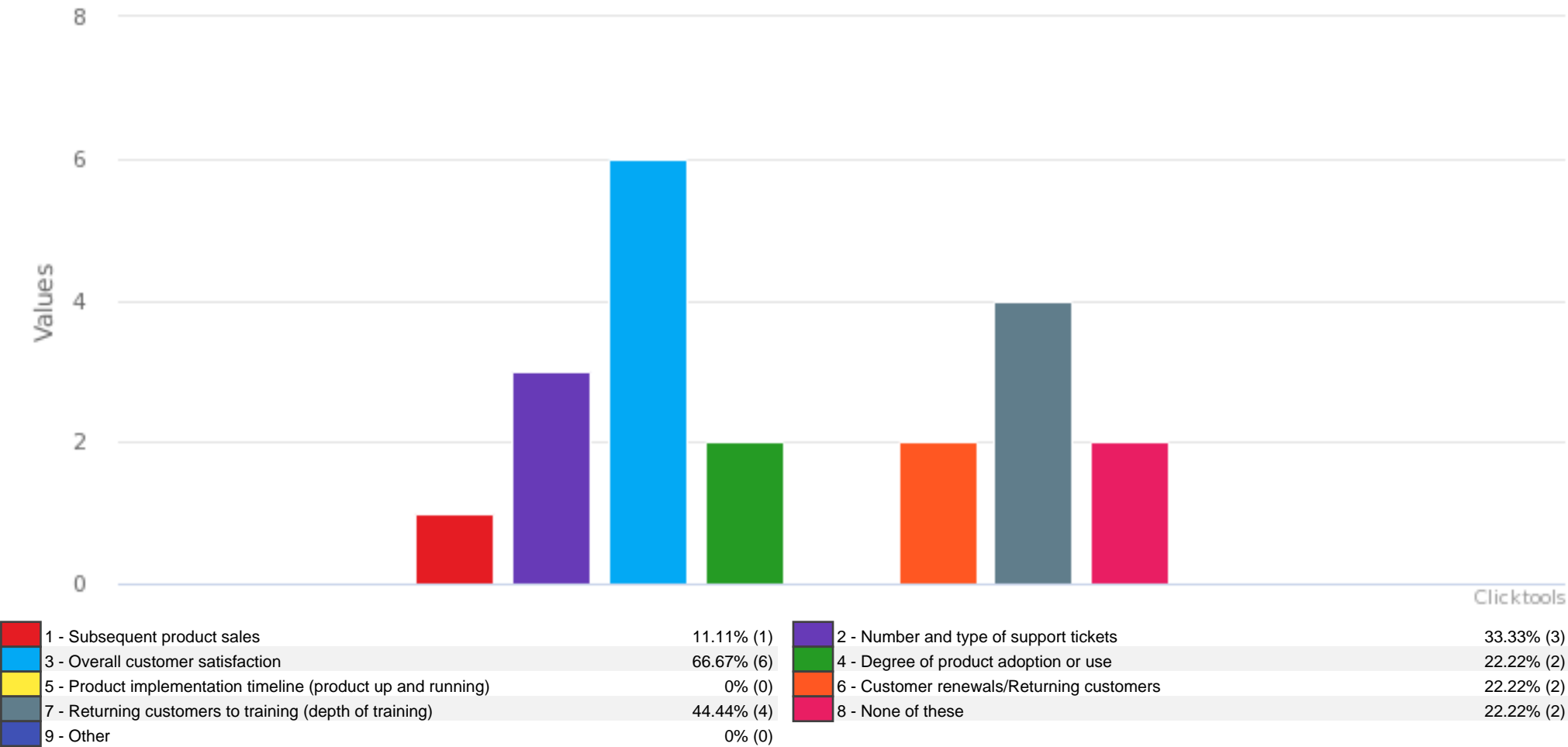
Response: 9

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

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

Response: 1

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

1	Impact on case deflections
2	Manual review of cases that are categorized as operational issues; look for trends.
3	Primarily number of tickets, level of complexity v. training

Response: 3

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

1	evals and customer interviews
2	1. Customer satisfaction surveys 2. Conversations with HPE Account Managers and customers
3	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.
4	Correlate educational survey scores with corporate survey.
5	trained / not trained v. overall CSAT scores
6	NPS

Response: 6

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

1	not measuring yet

Response: 1

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	Purely trained/not trained v. renewal

Response: 2

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

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

		1	2	3	4	5	6	Mean
1	Company overall	44.44% (4)	0% (0)	0% (0)	33.33% (3)	11.11% (1)	11.11% (1)	3
2	Education Services	33.33% (3)	0% (0)	0% (0)	0% (0)	55.56% (5)	11.11% (1)	3.78

Response: 9
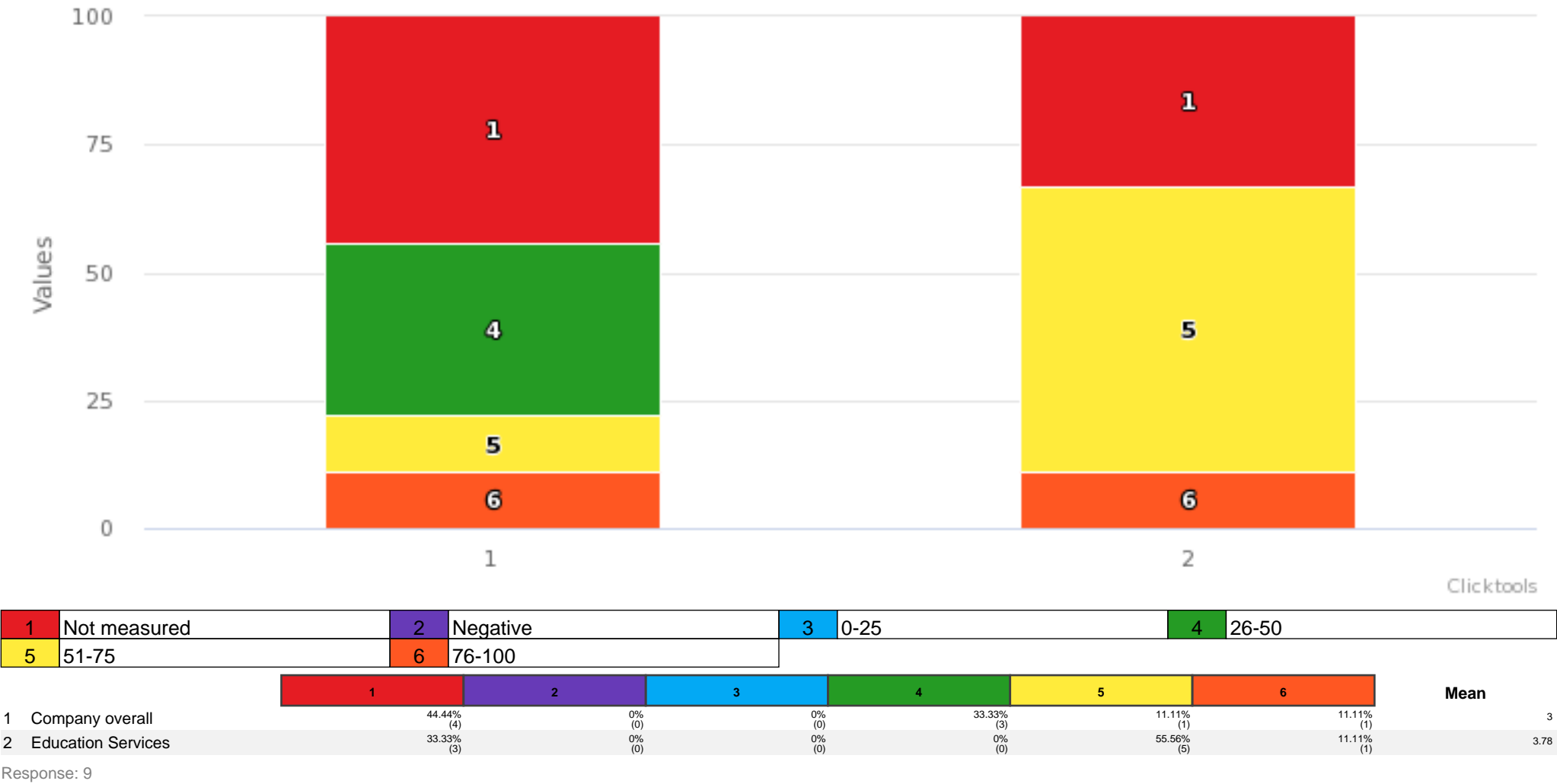
43. What is the average education services deal size when education offerings are sold together with product (single PO)?
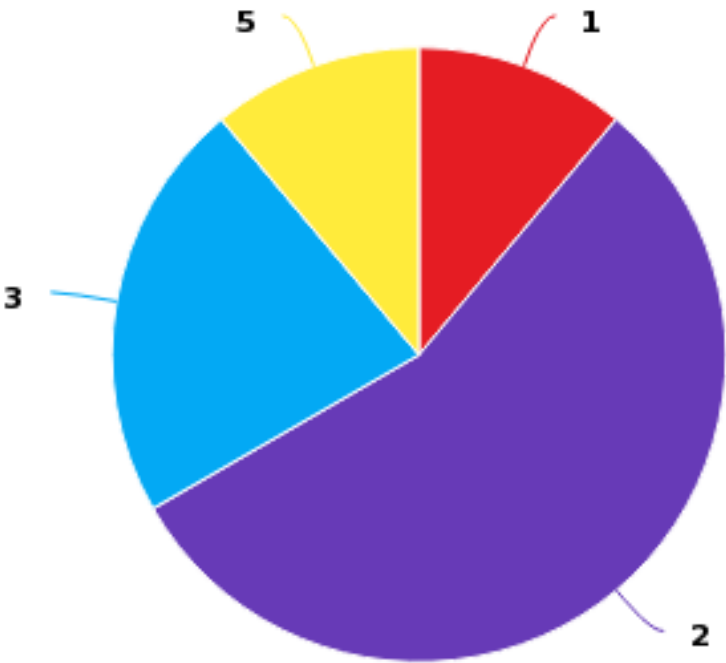
1 - Less than $5,000	11.11% (1)	2 - $5,000-$24,999	55.56% (5)
3 - $25,000-$49,999	22.22% (2)	4 - $50,000-$99,999	0% (0)
5 - $100,000-$199,999	11.11% (1)	6 - $200,000 or more	0% (0)

Mean: 2.44
Response: 9

44. What is the average education services deal size when education offerings are NOT sold together with product?
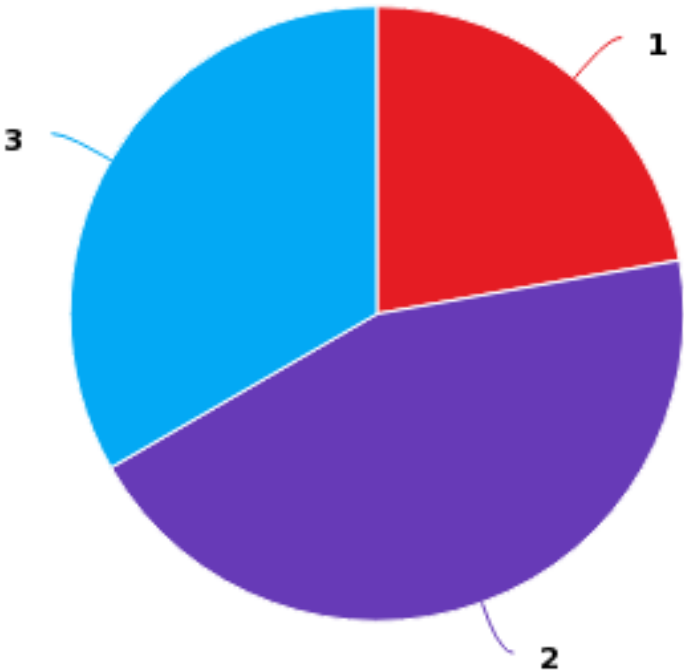
■ 1 - Less than $5,000	22.22% (2)	■ 2 - $5,000-$24,999	44.44% (4)
■ 3 - $25,000-$49,999	33.33% (3)	■ 4 - $50,000-$99,999	0% (0)
■ 5 - $100,000-$199,999	0% (0)	■ 6 - $200,000 or more	0% (0)

Mean: 2.11
Response: 9

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

1 - Product deals for a new customer	22.22% (2)	2 - Product deals with a new product for a customer	11.11% (1)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	11.11% (1)	6 - Product and/or service deals when sold as a subscription	11.11% (1)
7 - Product and/or service deals when NOT sold as a subscription	11.11% (1)	8 - None of these	77.78% (7)
9 - Other	0% (0)		

Response: 9

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% (1)
🟦	3 - Mandatory education attach is a fixed education amount independent of product costs (eg every new customer has 5k training added)	50% (1)

🟪	2 - Mandatory education attach is a defined education amount per number of product licenses (eg every 1000 licenses 5k training)	0% (0)
🟩	4 - Other	0% (0)

Mean: 2

Response: 2

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?

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

		1	2	3	4	5	6	7	Mean
1	Product and/or service deals when product was sold as a subscription	25% (2)	37.5% (3)	25% (2)	0% (0)	0% (0)	0% (0)	12.5% (1)	2.62
2	Product and/or service deals when product was NOT sold as a subscription	25% (2)	12.5% (1)	25% (2)	0% (0)	0% (0)	0% (0)	37.5% (3)	3.88
3	Support contract deals	50% (3)	33.33% (2)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	1.83
4	Support contract renewal deals	50% (3)	33.33% (2)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	1.83
5	Professional Services consulting sales	28.57% (2)	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	2.43

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

🟥 1 - Yes	50% (4)	🟪 2 - No	50% (4)

Mean: 1.5
Response: 8

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

1	0-10%	2	11-15%	3	16-20%	4	21-25%
5	26-30%	6	31-35%	7	more than 35%		

		1	2	3	4	5	6	7	Mean
1	Subscriptions	25% (1)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	2.25
2	ILT/VILT	0% (0)	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	2.75
3	Self-paced contents	25% (1)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	2.25
4	Other	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
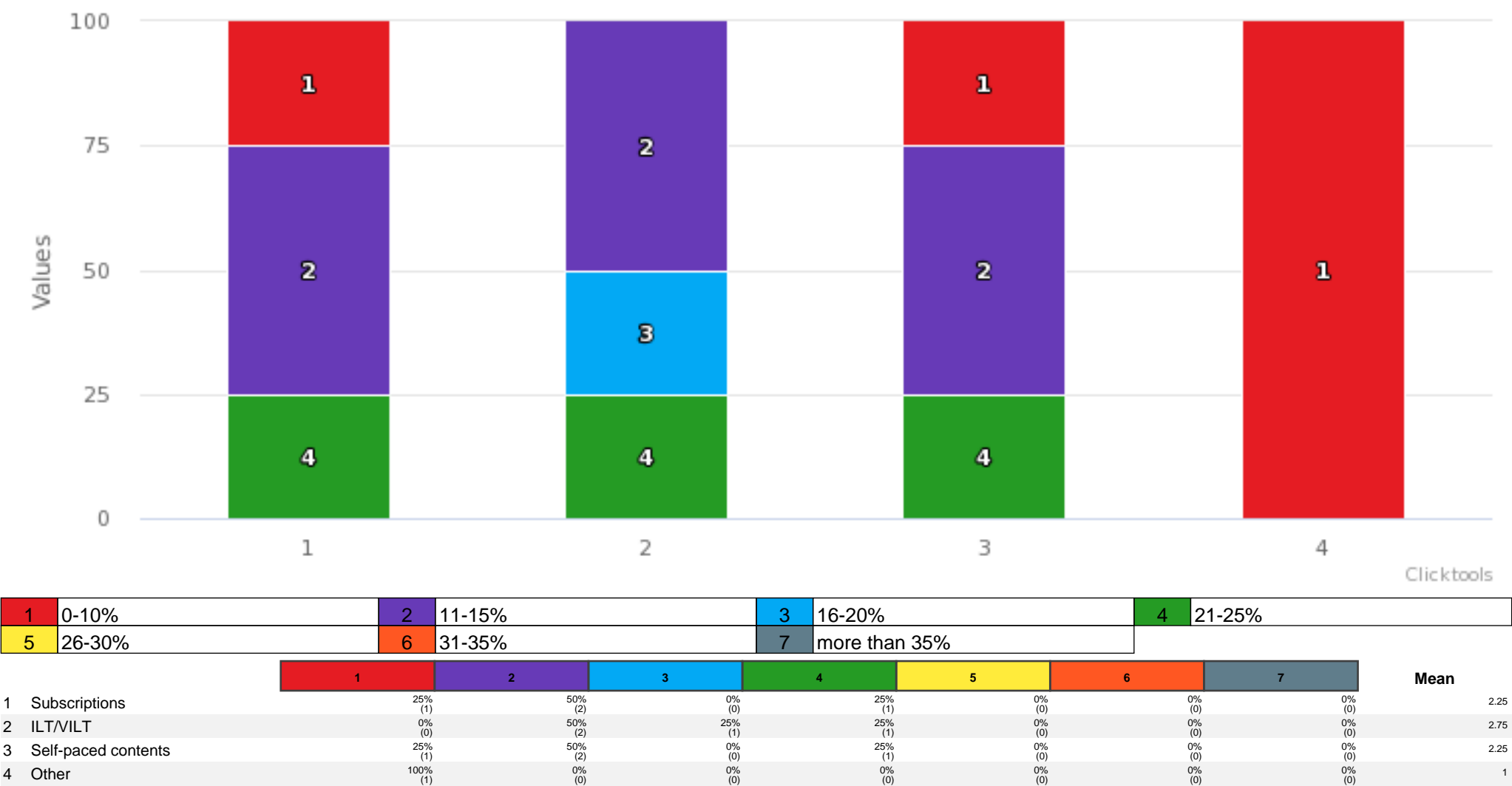
Response: 4

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

■ 1 - Corporate Marketing	33.33% (3)	■ 2 - A Business Unit Marketing organization	22.22% (2)
■ 3 - Regional Marketing organizations	22.22% (2)	■ 4 - Customer Services Marketing	11.11% (1)
■ 5 - Education Services Marketing	88.89% (8)	■ 6 - Other	0% (0)
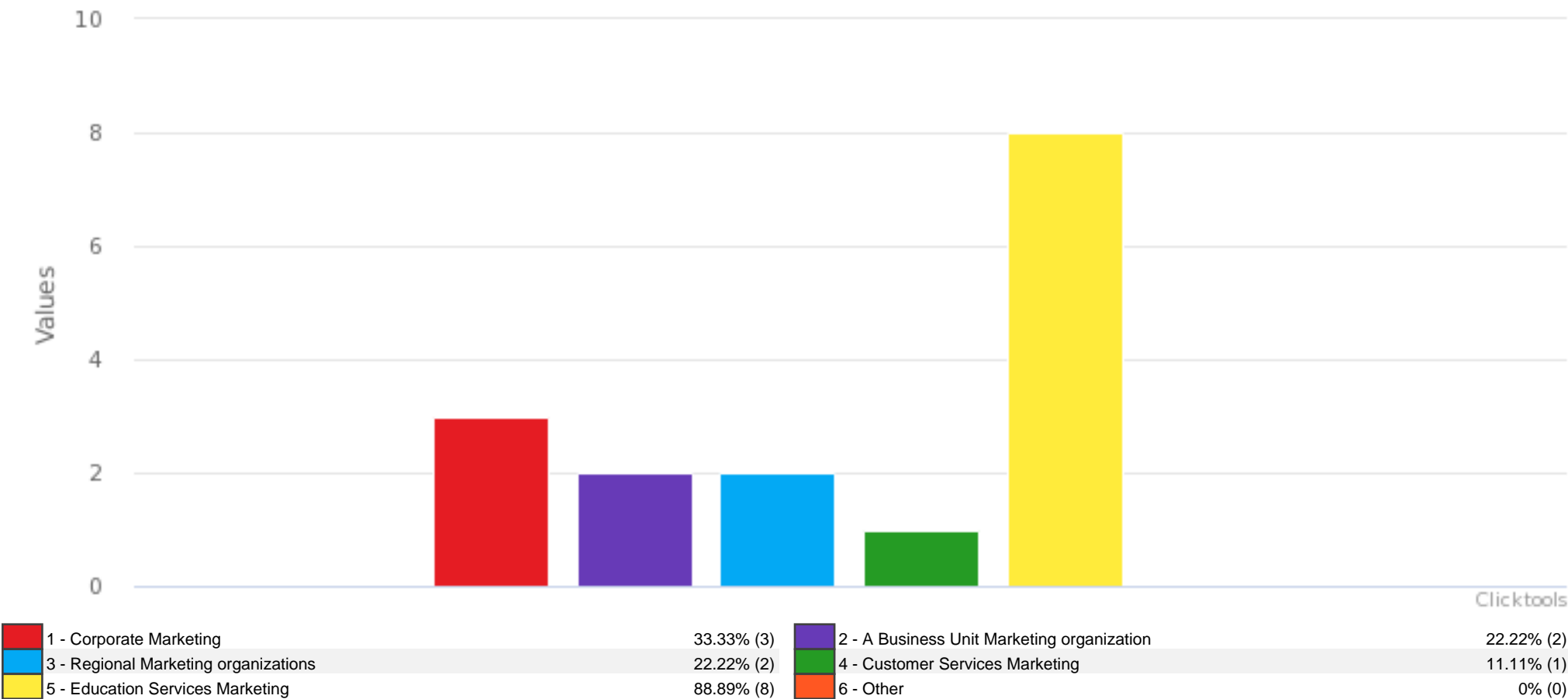
Response: 9

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.

1 - Online advertising	22.22% (2)	2 - Telemarketing	0% (0)
3 - Email campaigns	66.67% (6)	4 - Printed catalog or data sheets	11.11% (1)
5 - Electronic catalog or data sheets	11.11% (1)	6 - Corporate/public webpage	22.22% (2)
7 - Dedicated education services webpage or portal	44.44% (4)	8 - Social media sites and followings	44.44% (4)
9 - Internal marketing to Corporate Sales	44.44% (4)	10 - References (calls, case studies)	0% (0)
11 - Other	22.22% (2)		

Response: 9

53. For approximately what percentage of your company's products does Education Services provide training coverage?
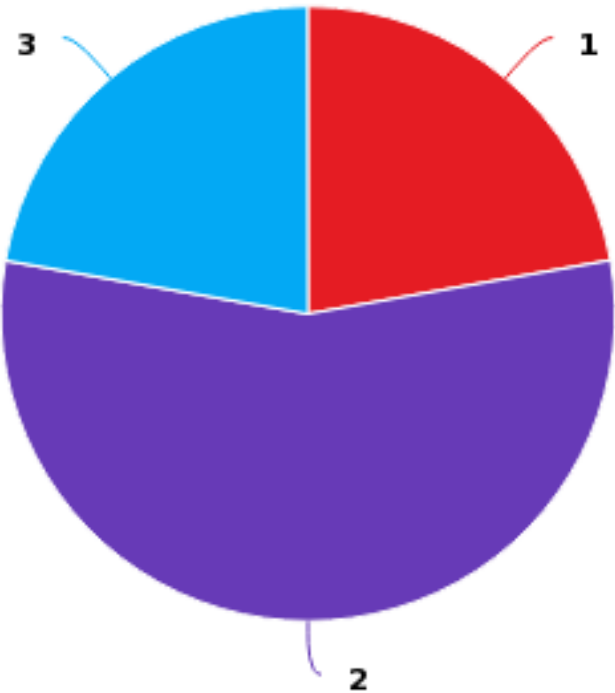
■ 1 - 100% (all)	22.22% (2)	■ 2 - 75-99%	55.56% (5)
■ 3 - 51-75%	22.22% (2)	■ 4 - 26-50%	0% (0)
■ 5 - 25% or less	0% (0)		

Mean: 2

Response: 9

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

🟥	1 - Product feasibility/inception stage	12.5% (1)	
	2 - Product development stage		37.5% (3)
🟦	3 - Beta product availability stage	25% (2)	
	4 - General/public product availability stage		12.5% (1)
🟨	5 - Other	12.5% (1)	

Mean: 2.75
Response: 8

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.

1 - Formalized transfer of information processes and exchange sessions with engineering and product management	55.56% (5)	
2 - Informal exchanges of information/data with engineering and product management	66.67% (6)	
3 - Formalized transfer of information processes and exchange sessions with technical publications	0% (0)	
4 - Informal exchanges of information/data with technical publications	44.44% (4)	
5 - Collect information from Support teams	33.33% (3)	
6 - Collect information from Professional Services teams	11.11% (1)	
7 - Collect information from Customers	22.22% (2)	
8 - Collect information from Partners	0% (0)	
9 - Collect information from Product Marketing	22.22% (2)	
10 - Other	0% (0)	

Response: 9

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).
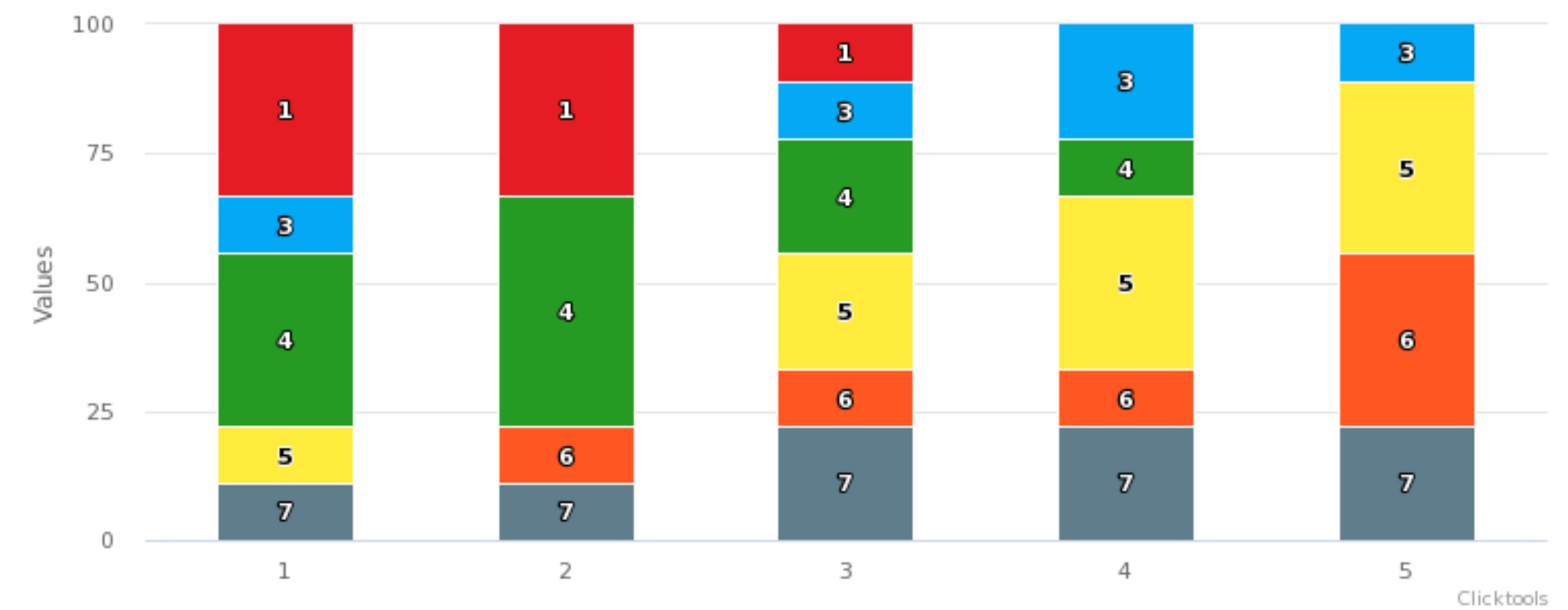

1 Not Applicable	**2** Alpha release	**3** Beta release	**4** 30-45 days before GPA*
5 GPA*	**6** 30-45 days after GPA*	**7** More than 45 days after GPA*	

|		1	2	3	4	5	6	7	Mean
1	Corporate Sales and Systems Engineering/Pre-sales	33.33% (3)	0% (0)	11.11% (1)	33.33% (3)	11.11% (1)	0% (0)	11.11% (1)	3.33
2	Corporate Services & Support	33.33% (3)	0% (0)	0% (0)	44.44% (4)	0% (0)	11.11% (1)	11.11% (1)	3.56
3	Channel Sales and Systems Engineering/Pre-sales	11.11% (1)	0% (0)	11.11% (1)	22.22% (2)	22.22% (2)	11.11% (1)	22.22% (2)	4.67
4	Product Channel Services & Support	0% (0)	0% (0)	22.22% (2)	11.11% (1)	33.33% (3)	11.11% (1)	22.22% (2)	5
5	Customers and End Users	0% (0)	0% (0)	11.11% (1)	0% (0)	33.33% (3)	33.33% (3)	22.22% (2)	5.56

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%)		
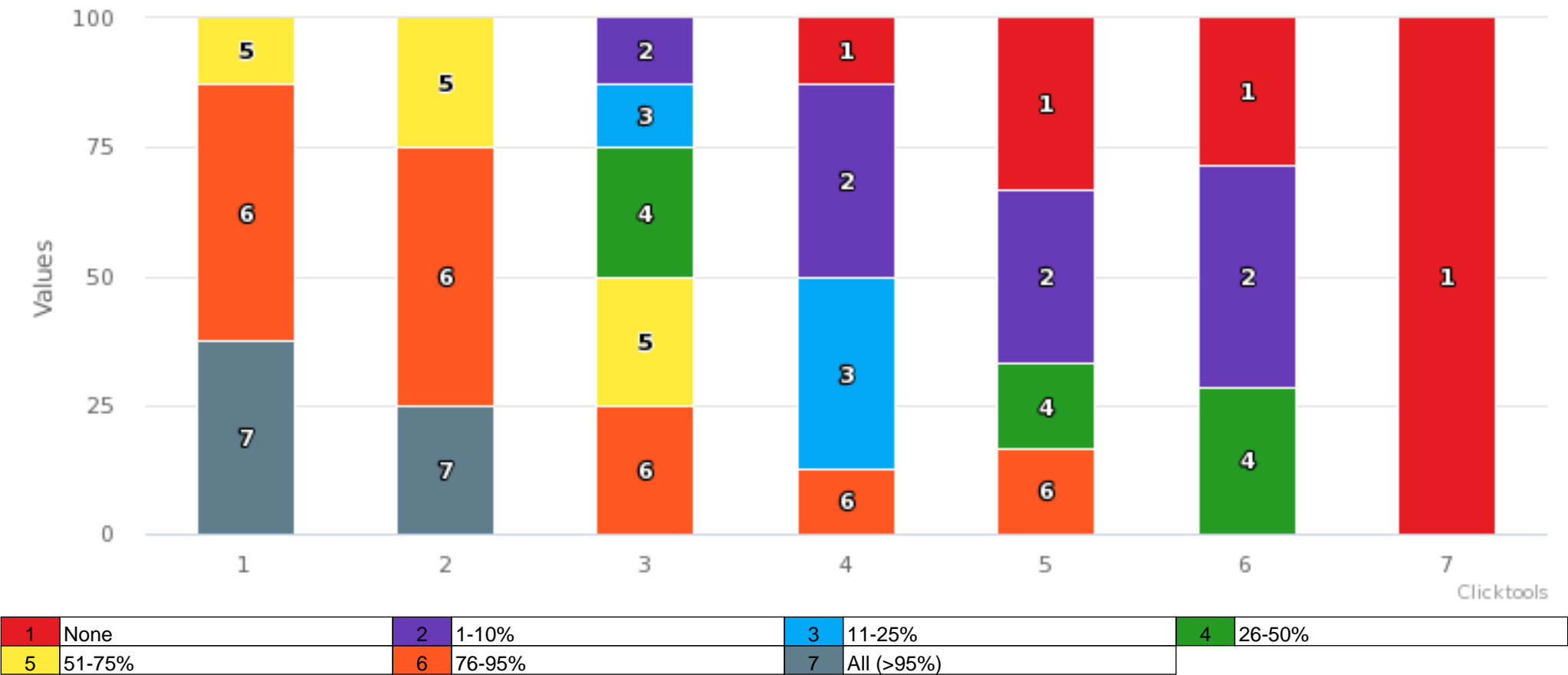
		1	2	3	4	5	6	7	Mean
1	Classroom training	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	50% (4)	37.5% (3)	6.25
2	Virtual classroom training	0% (0)	0% (0)	0% (0)	0% (0)	25% (2)	50% (4)	25% (2)	6
3	eLearning	0% (0)	12.5% (1)	12.5% (1)	25% (2)	25% (2)	25% (2)	0% (0)	4.38
4	Mobile Learning (smartphones/tablets)	12.5% (1)	37.5% (3)	37.5% (3)	0% (0)	0% (0)	12.5% (1)	0% (0)	2.75
5	Other self paced	33.33% (2)	33.33% (2)	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	2.67
6	New modalities such as social learning, gamification, microlearning	28.57% (2)	42.86% (3)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	2.29
7	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

58. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?
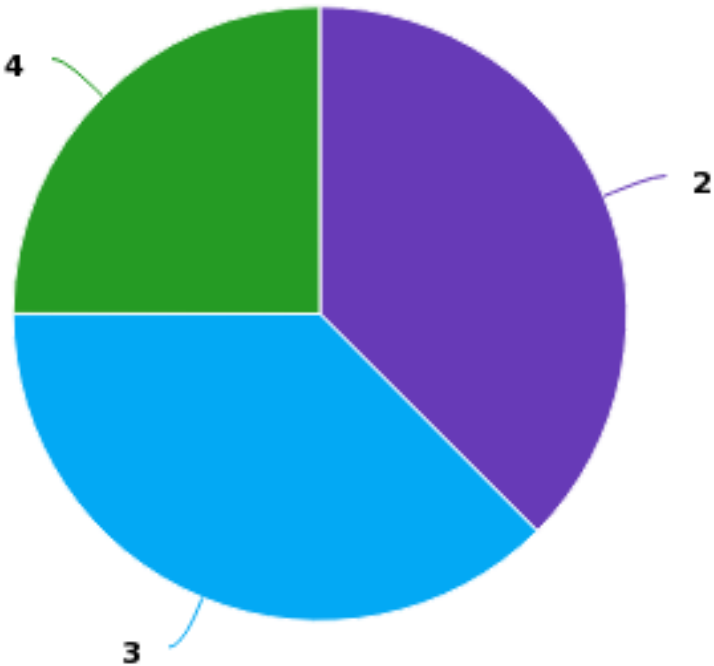
1 - None	0% (0)	2 - 10% or less	37.5% (3)
3 - 11-25%	37.5% (3)	4 - 26-50%	25% (2)
5 - 51-75%	0% (0)	6 - >75%	0% (0)

Mean: 2.88

Response: 8

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				
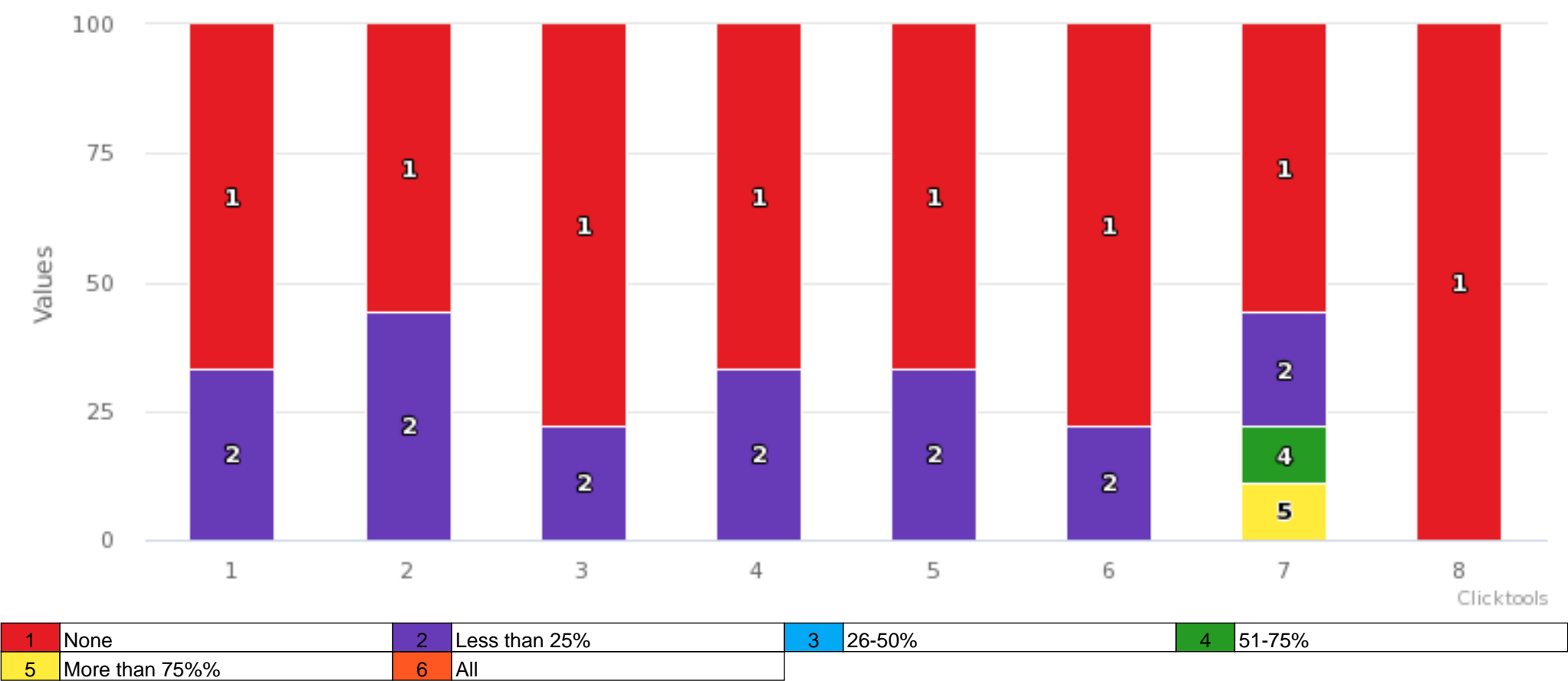
|		1	2	3	4	5	6	Mean
1	French	66.67% (6)	33.33% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
2	Spanish	55.56% (5)	44.44% (4)	0% (0)	0% (0)	0% (0)	0% (0)	1.44
3	Portugese	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
4	German	66.67% (6)	33.33% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
5	Russian	66.67% (6)	33.33% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
6	Chinese	77.78% (7)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.22
7	Japanese	55.56% (5)	22.22% (2)	0% (0)	11.11% (1)	11.11% (1)	0% (0)	2
8	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

60. Which of the following types of materials are USUALLY the first ones translated?
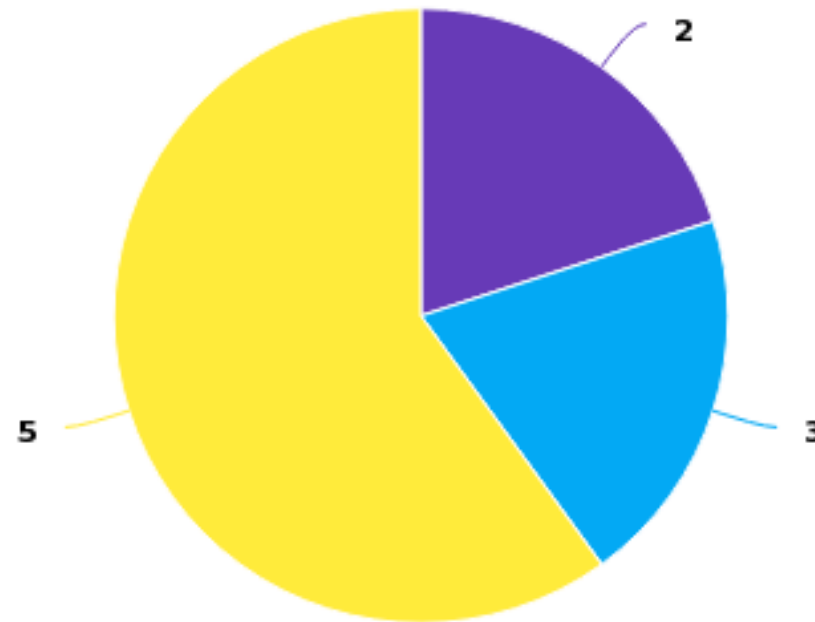
	1 - Sales training materials	0% (0)		2 - Pre-sales/Sales Engineering training materials	20% (1)
	3 - Admin training materials	20% (1)		4 - Operator training materials	0% (0)
	5 - End-user training materials	60% (3)		6 - Other	0% (0)

Mean: 4

Response: 5

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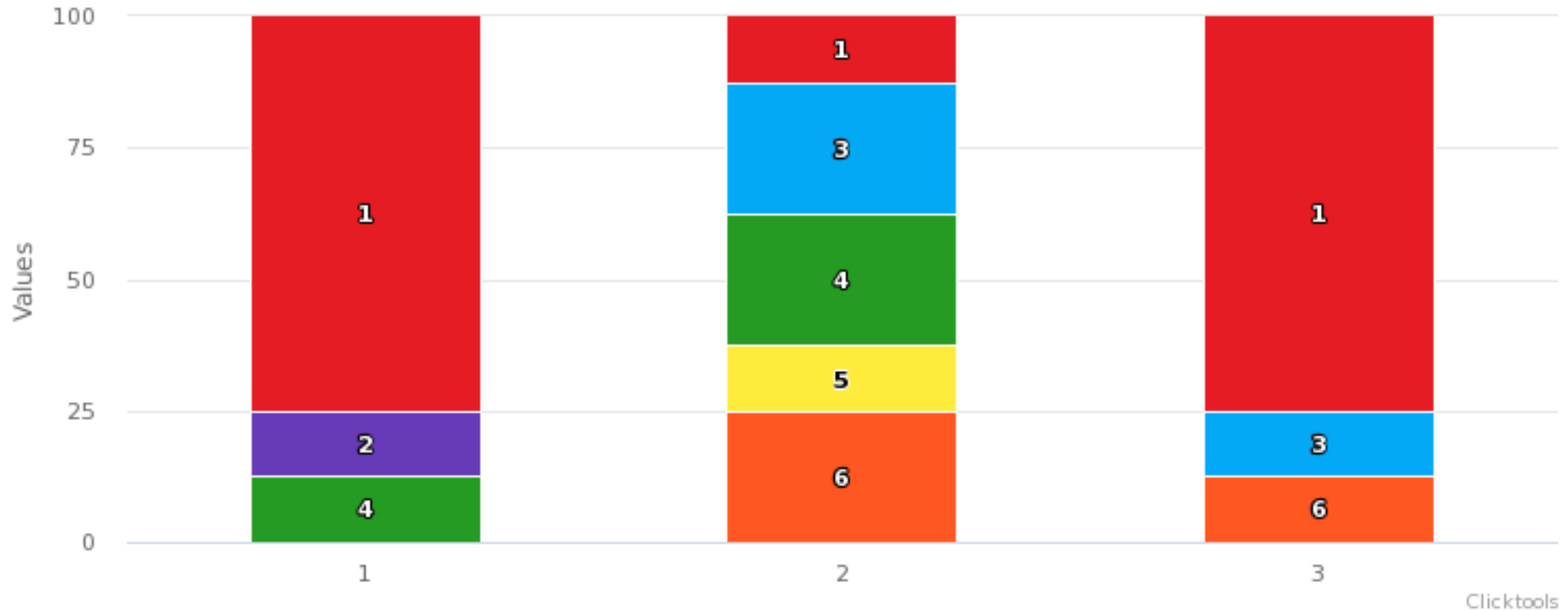
1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All			

		1	2	3	4	5	6	Mean
1	Accessibility (WCAG, 508)	75% (6)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	1.5
2	Scorm	12.5% (1)	0% (0)	25% (2)	25% (2)	12.5% (1)	25% (2)	4
3	Tin Can API	75% (6)	0% (0)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	1.88

Response: 8

62. How many full-time equivalents do you have dedicated to curriculum design and course development?
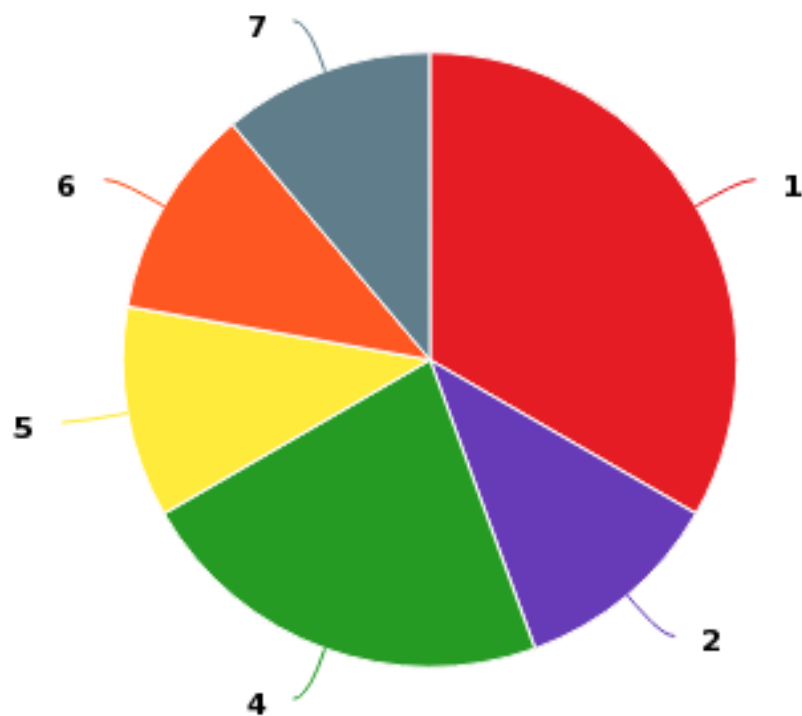
■ 1 - 1-5	33.33% (3)	■ 2 - 6-10	11.11% (1)
■ 3 - 11-15	0% (0)	■ 4 - 16-20	22.22% (2)
■ 5 - 21-30	11.11% (1)	■ 6 - 31-50	11.11% (1)
■ 7 - >50	11.11% (1)		

Mean: 3.44

Response: 9

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	12.5% (1)	0% (0)	0% (0)	0% (0)	25% (2)	0% (0)	62.5% (5)	5.75
2	Instructors or other Education Services staff	0% (0)	0% (0)	57.14% (4)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	4.57
3	Other resources within the company (SMEs)	0% (0)	62.5% (5)	0% (0)	12.5% (1)	0% (0)	25% (2)	0% (0)	3.25
4	Contractors or outsourced to an external company/partner	28.57% (2)	28.57% (2)	28.57% (2)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.71
5	Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

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.

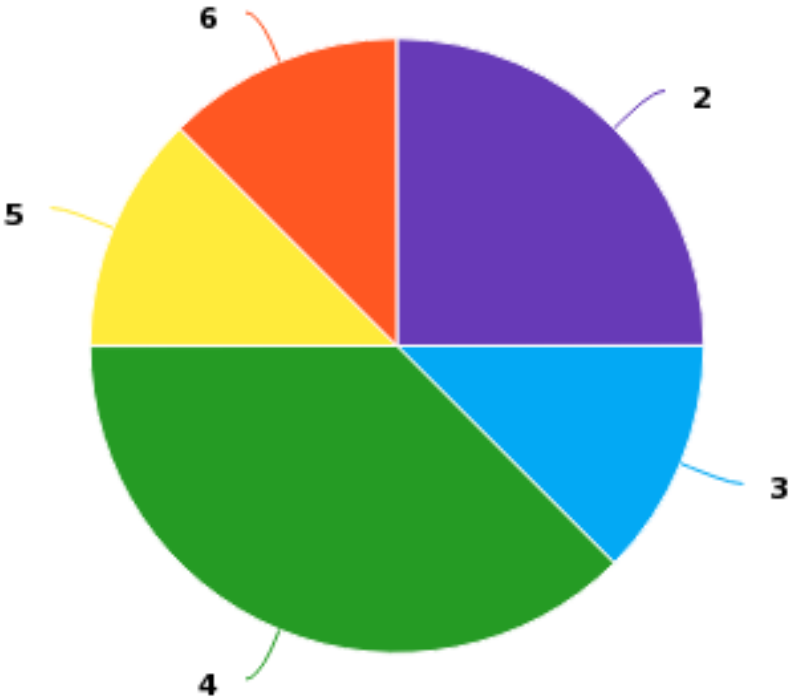|	Instructor Led (ILT)	Synchronous Distance Learning/Virtual Instructor Led (VILT)	Remote/virtual lab exercises	Asynchronous e-learning (web-based training) - page turning	Asynchronous e-learning (web-based training) - interactive	Video	Electronic or printed self-study	Other
Average	29.5	31	20	40	97.5	72.5	5	0
Highest	40	50	40	100	200	150	20	0
Lowest	20	16	0	0	20	0	0	0
Standard deviation	11	15.87	16.33	43.2	75	73.65	10	0

Response: 4

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	13.75	14.75	9	17.5	43.25	31.75	3	0
Highest	20	25	20	50	100	75	12	0
Lowest	4	3	0	0	12	0	0	0
Standard deviation	7.41	9.46	8.87	22.23	40.59	33.35	6	0

Response: 4

66. How often on average do you update courses?

🟥 1 - < 3 months	0% (0)	🟪 2 - 3-5 months	25% (2)
🟦 3 - 6-9 months	12.5% (1)	🟩 4 - 10-14 months	37.5% (3)
🟨 5 - 15-24 months	12.5% (1)	🟧 6 - > 24 months	12.5% (1)

Mean: 3.75

Response: 8

67. Which development approach do you use?

		1	2	3	4	5	Mean
1	SCRUM/Agile	50% (4)	0% (0)	25% (2)	12.5% (1)	12.5% (1)	2.38
2	Traditional (such as ADDIE)	14.29% (1)	0% (0)	28.57% (2)	42.86% (3)	14.29% (1)	3.43
3	Microlearning	12.5% (1)	12.5% (1)	25% (2)	37.5% (3)	12.5% (1)	3.25
4	User-generated content	57.14% (4)	0% (0)	14.29% (1)	28.57% (2)	0% (0)	2.14
5	Content curation	28.57% (2)	0% (0)	42.86% (3)	14.29% (1)	14.29% (1)	2.86
6	Gamification	57.14% (4)	0% (0)	28.57% (2)	14.29% (1)	0% (0)	2
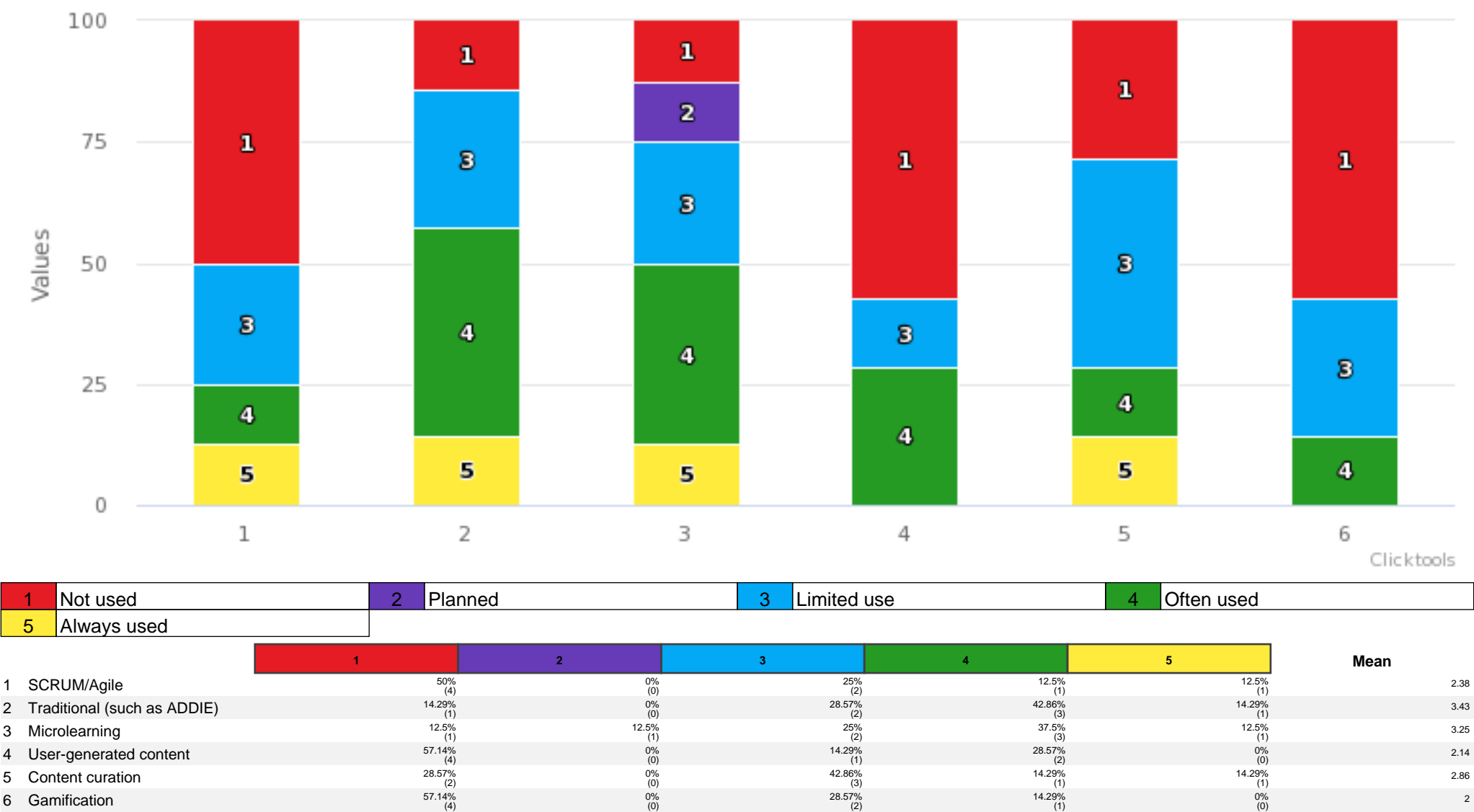
Response: 8

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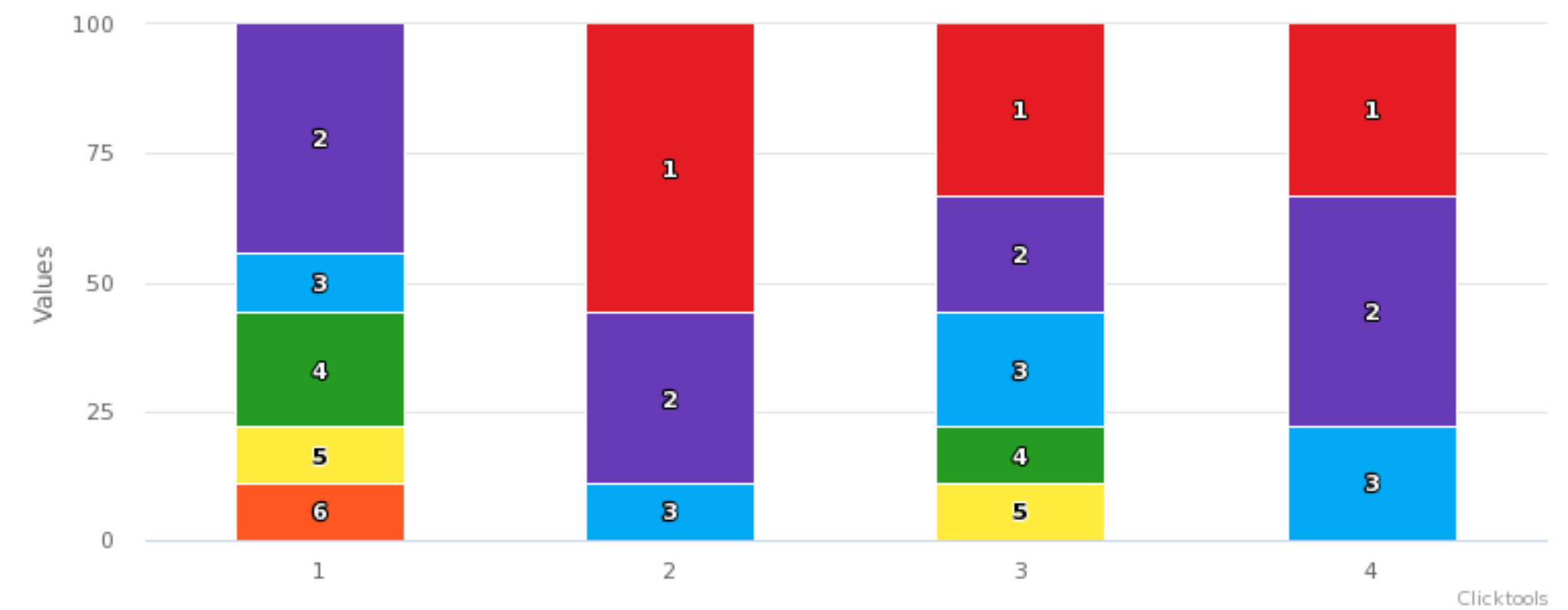
1	0	2	1-5	3	6-10	4	11-20
5	21-50	6	51-100	7	>100		

		1	2	3	4	5	6	7	Mean
1	North America	0% (0)	44.44% (4)	11.11% (1)	22.22% (2)	11.11% (1)	11.11% (1)	0% (0)	3.33
2	Central and South America	55.56% (5)	33.33% (3)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.56
3	Europe, Middle East and Africa	33.33% (3)	22.22% (2)	22.22% (2)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	2.44
4	Asia/Pacific	33.33% (3)	44.44% (4)	22.22% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.89

Response: 9

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	0% (0)	55.56% (5)	33.33% (3)	11.11% (1)	0% (0)	0% (0)	2.56
2	Other resources inside your company	0% (0)	50% (3)	16.67% (1)	16.67% (1)	16.67% (1)	0% (0)	3
3	Education Partners	14.29% (1)	28.57% (2)	28.57% (2)	14.29% (1)	0% (0)	14.29% (1)	3
4	Contract instructors/freelancers	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	2.5
5	Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
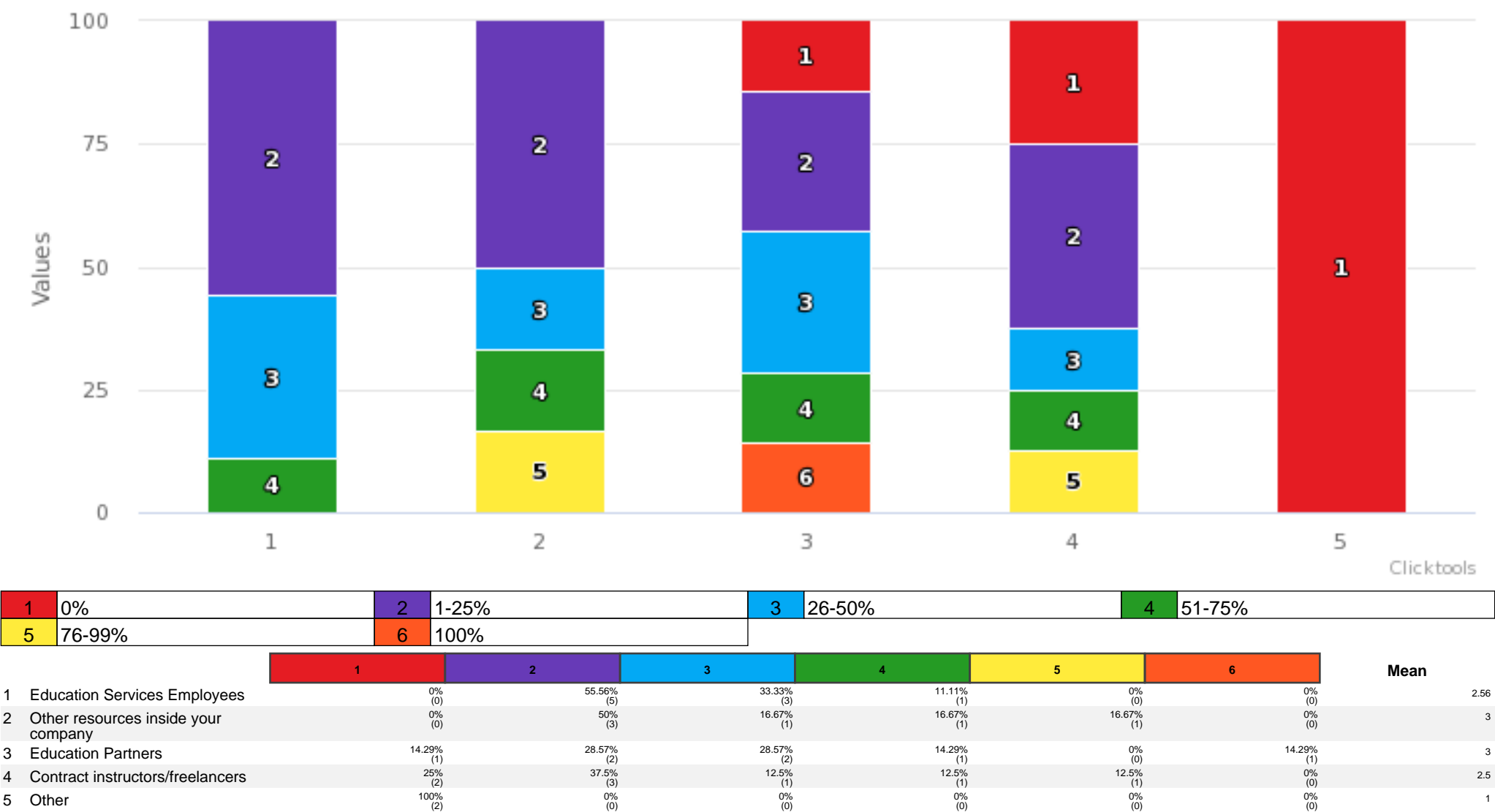
Response: 9

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	45.71%	2.14%	1.43%	15%	4%	25.29%
Highest	80%	10%	10%	25%	10%	75%
Lowest	5%	0%	0%	10%	0%	0%
Standard deviation	24.9	3.93	3.78	5.77	4.51	25.24

Response: 7

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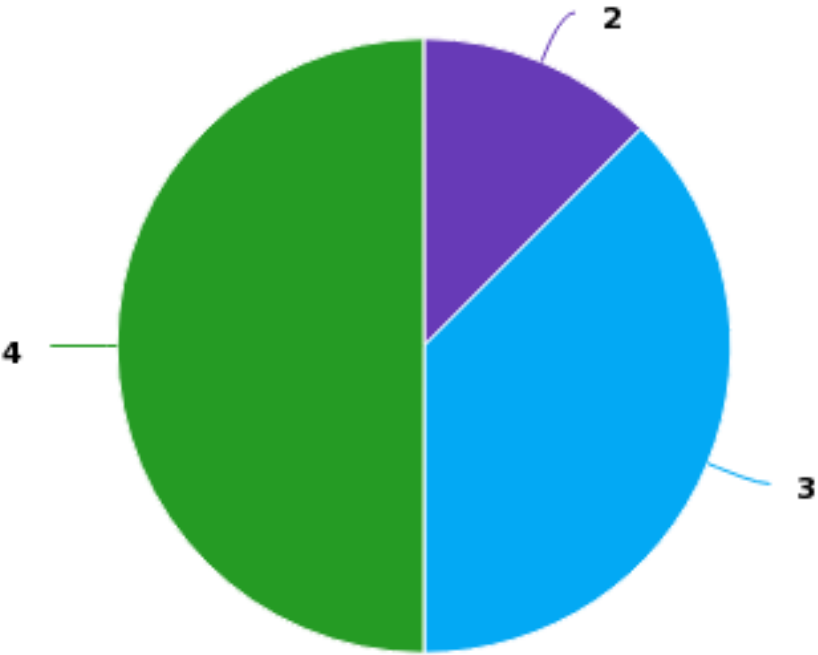
Clicktools

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

Mean: 3.38

Response: 8

72. On average, how many months does it take for newly hired instructors to start achieving utilization targets?
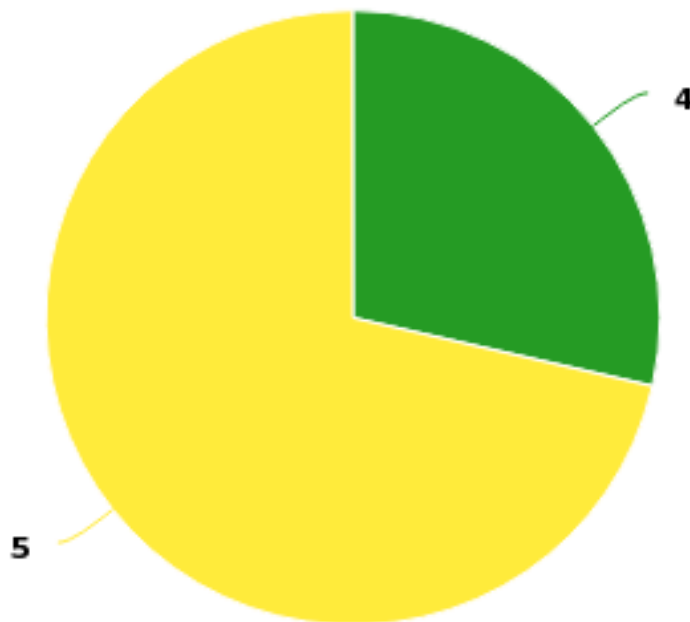
1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	0% (0)	4 - 4-6 months	28.57% (2)
5 - 7-12 months	71.43% (5)	6 - More than 12 months	0% (0)

Mean: 4.71

Response: 7

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)?
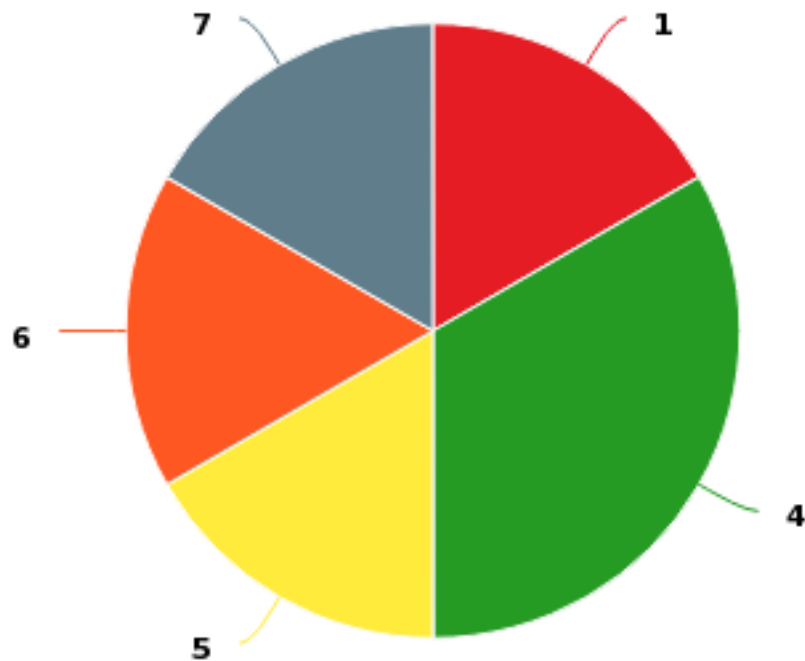
■	1 - <$100K	16.67% (1)	■ 2 - $100K-$150K	0% (0)
■	3 - $150K-$200K	0% (0)	■ 4 - $200K-$250K	33.33% (2)
■	5 - $250K-$300K	16.67% (1)	■ 6 - $300K-$400K	16.67% (1)
■	7 - >$400K	16.67% (1)		

Mean: 4.5

Response: 6

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	87.5% (7)
■ 2 - No	12.5% (1)
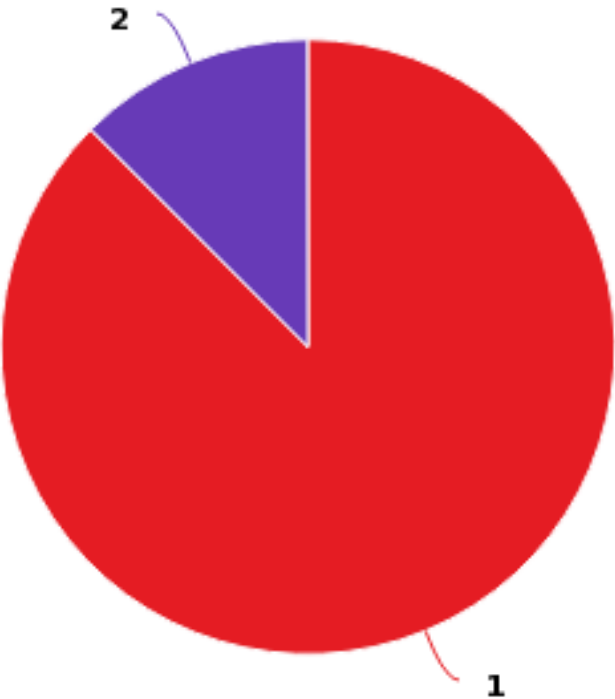
Mean: 1.12
Response: 8

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

■ 1 - Yes   25% (2)   ■ 2 - No   75% (6)
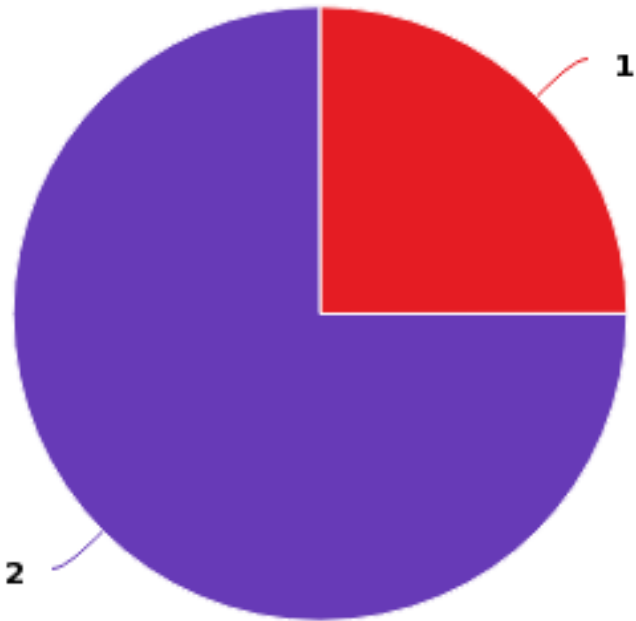
Mean: 1.75
Response: 8

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

1 - Printed	33.33% (3)	2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	22.22% (2)
3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	33.33% (3)	4 - Softcopy – restricted with digital right management tool	44.44% (4)
5 - Streamed content to be used via computer or tablet	22.22% (2)	6 - Other	0% (0)
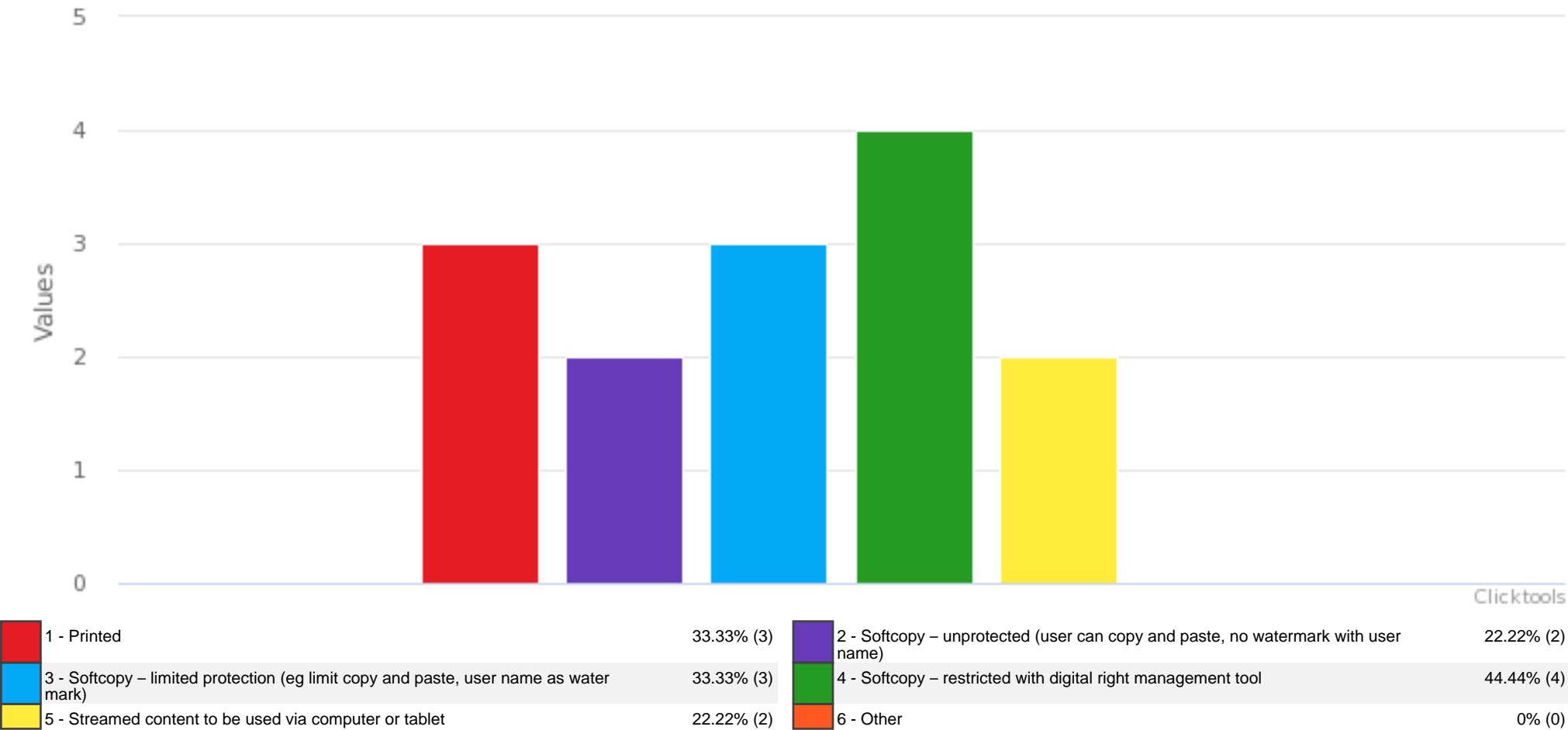
Response: 9

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

■	1 - Runs on Android, but no dedicated app	50% (3)	2 - Runs on Apple iOS, but no dedicated app	50% (3)
■	3 - Runs on Android with dedicated app	16.67% (1)	4 - Runs on Apple iOS with dedicated app	33.33% (2)
■	5 - Other	16.67% (1)		
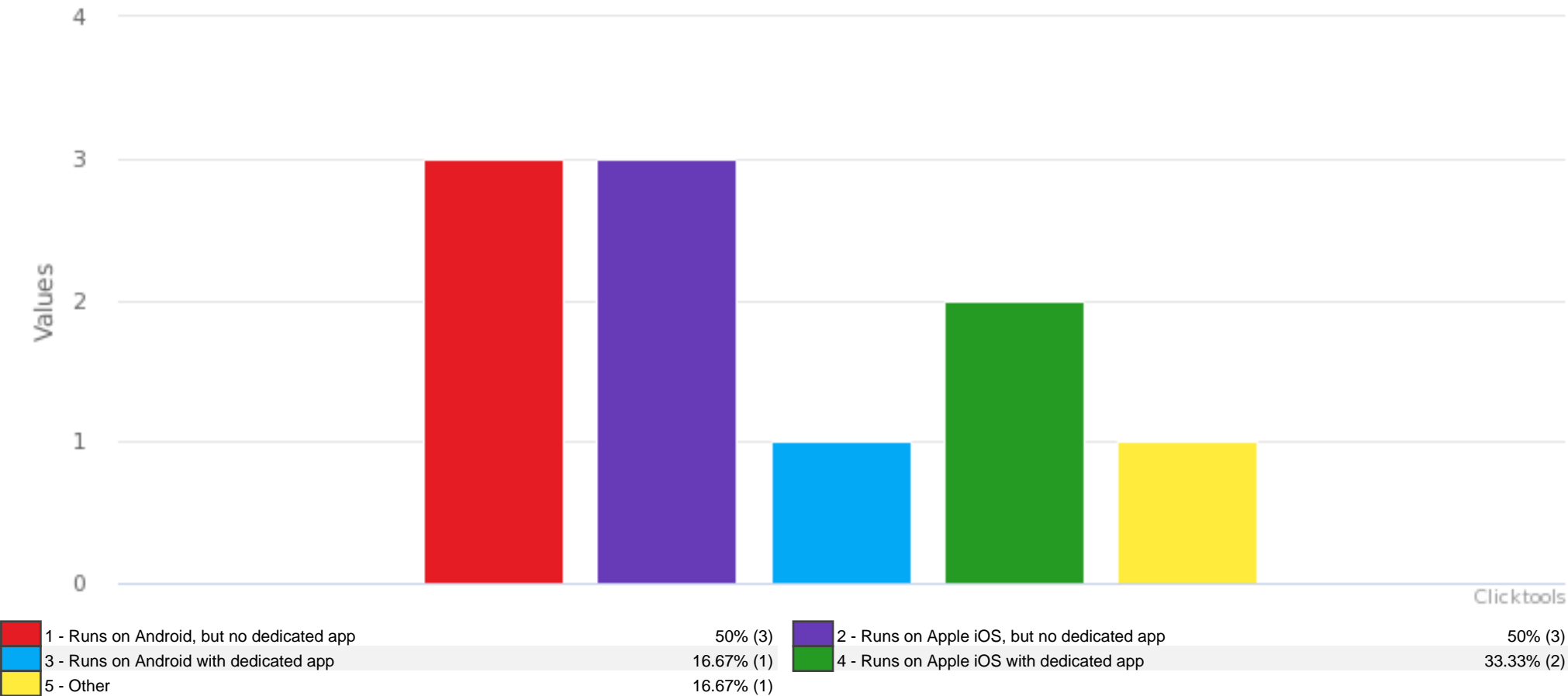
Response: 6

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

1 - Company owned training facility	66.67% (6)	2 - Company-owned non-training facility	11.11% (1)
3 - Authorized Partner Education Center	44.44% (4)	4 - Customer Site	77.78% (7)
5 - Short-term rental facility	11.11% (1)	6 - Other	0% (0)
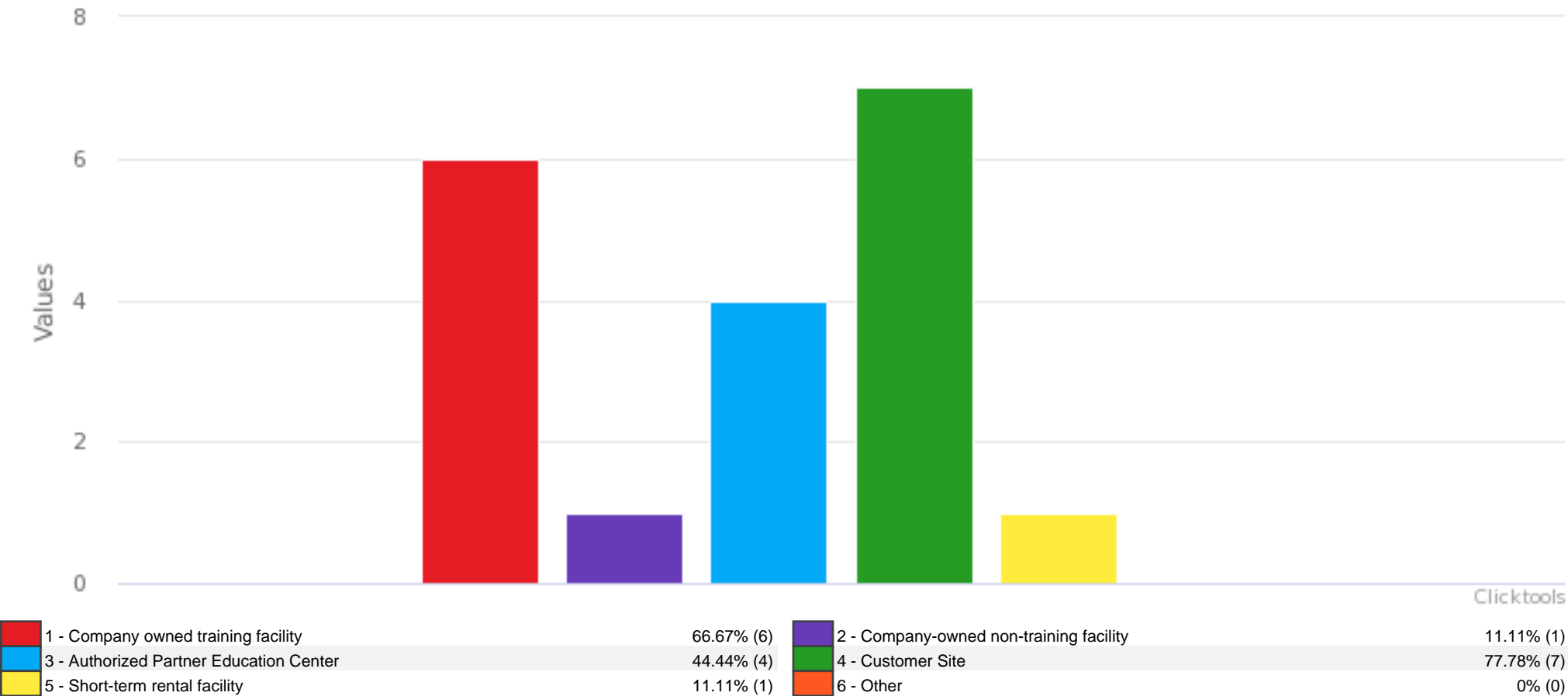
Response: 9

79. For the last fiscal year, what was the own classroom utilization achievement?
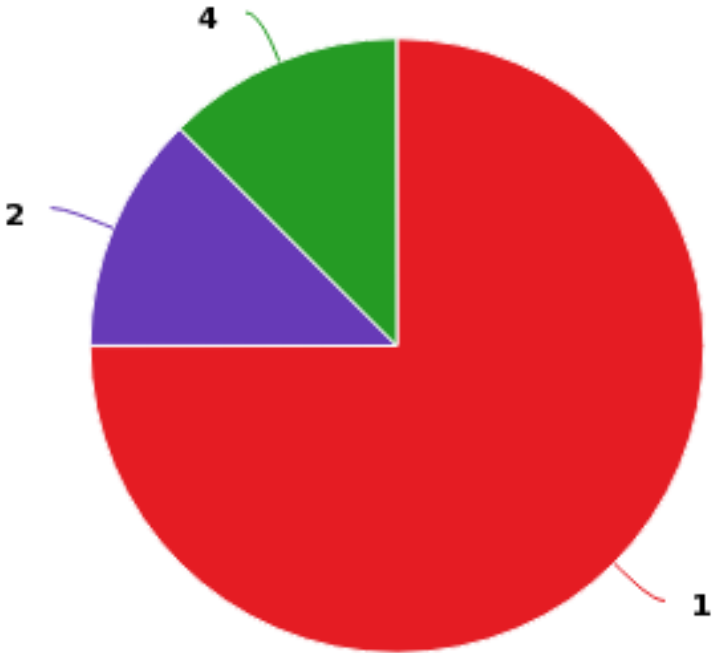
1 - <20%	75% (6)	2 - 21-30%	12.5% (1)
3 - 31-40%	0% (0)	4 - 41-50%	12.5% (1)
5 - 51-60%	0% (0)	6 - 61-70%	0% (0)
7 - >70%	0% (0)		

Mean: 1.5

Response: 8

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 <20%	2 21-30%	3 31-40%	4 41-50%
	5 >50%			

	1	2	3	4	5	Mean
1 Live instructor-led	12.5% (1)	12.5% (1)	37.5% (3)	25% (2)	12.5% (1)	3.12
2 Virtual instructor-led	12.5% (1)	37.5% (3)	25% (2)	12.5% (1)	12.5% (1)	2.75
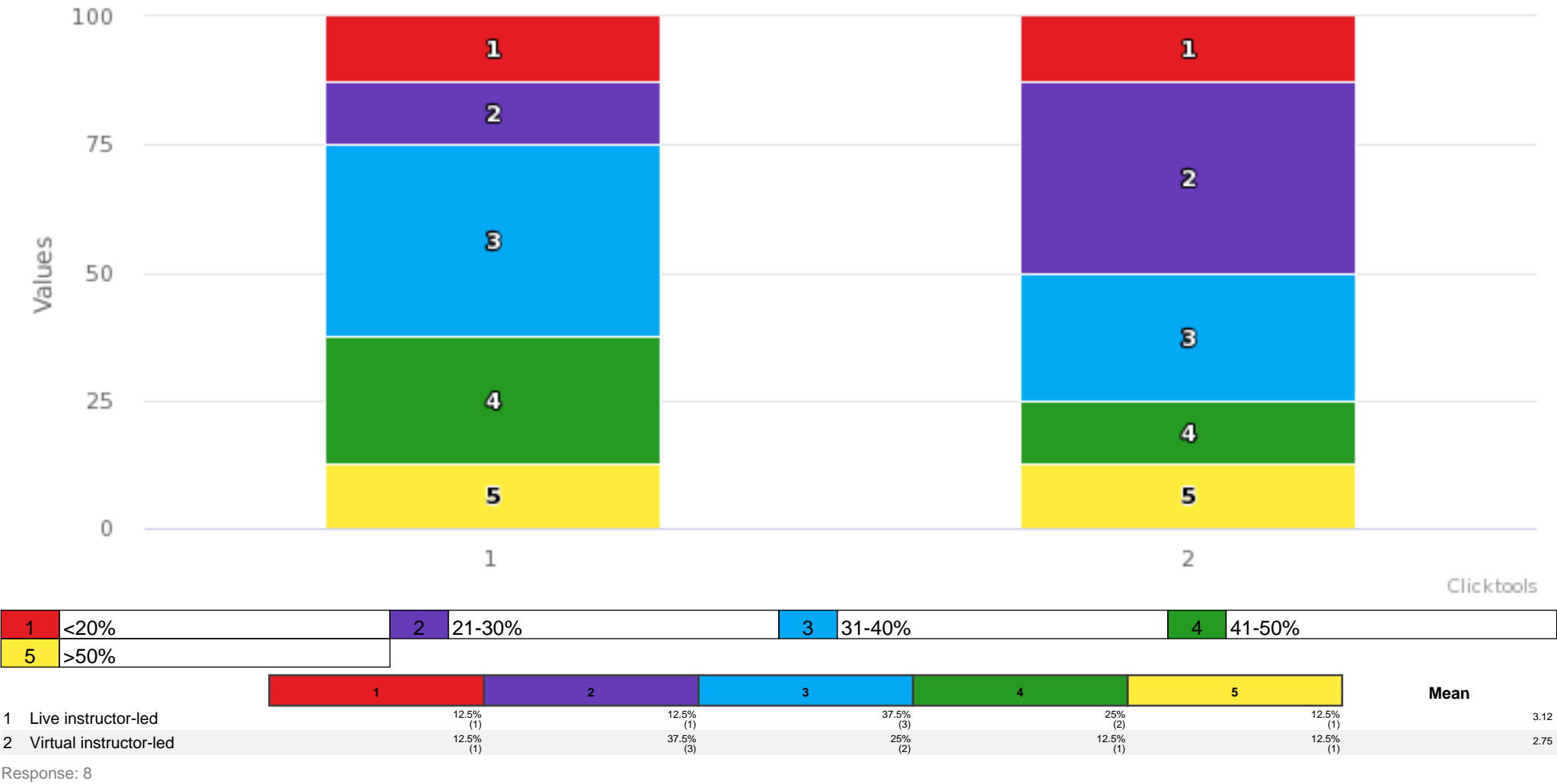
Response: 8

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

	1 - Advertise with a discount for customers	33.33% (3)	2 - Offer free or discounted seats to partners	55.56% (5)
	3 - Offer free seats for internal employees	77.78% (7)	4 - Cancel	55.56% (5)
	5 - Try to rebook on other dates	77.78% (7)	6 - Give advance warning that the class is in jeopardy	33.33% (3)
	7 - Offer alternative services	44.44% (4)	8 - Postpone the class to allow more students to enrol	66.67% (6)
	9 - Move to a date when low enrollment is less of a problem	22.22% (2)	10 - Other	0% (0)

Response: 9

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

1 - We don't have courses that require lab equipment	11.11% (1)	2 - In our own classrooms	22.22% (2)
3 - The equipment is shipped	0% (0)	4 - Remote access to our own equipment	44.44% (4)
5 - Virtualized equipment, by our own company	66.67% (6)	6 - Virtualized equipment, provided by a 3rd party vendor	33.33% (3)
7 - Other	11.11% (1)		
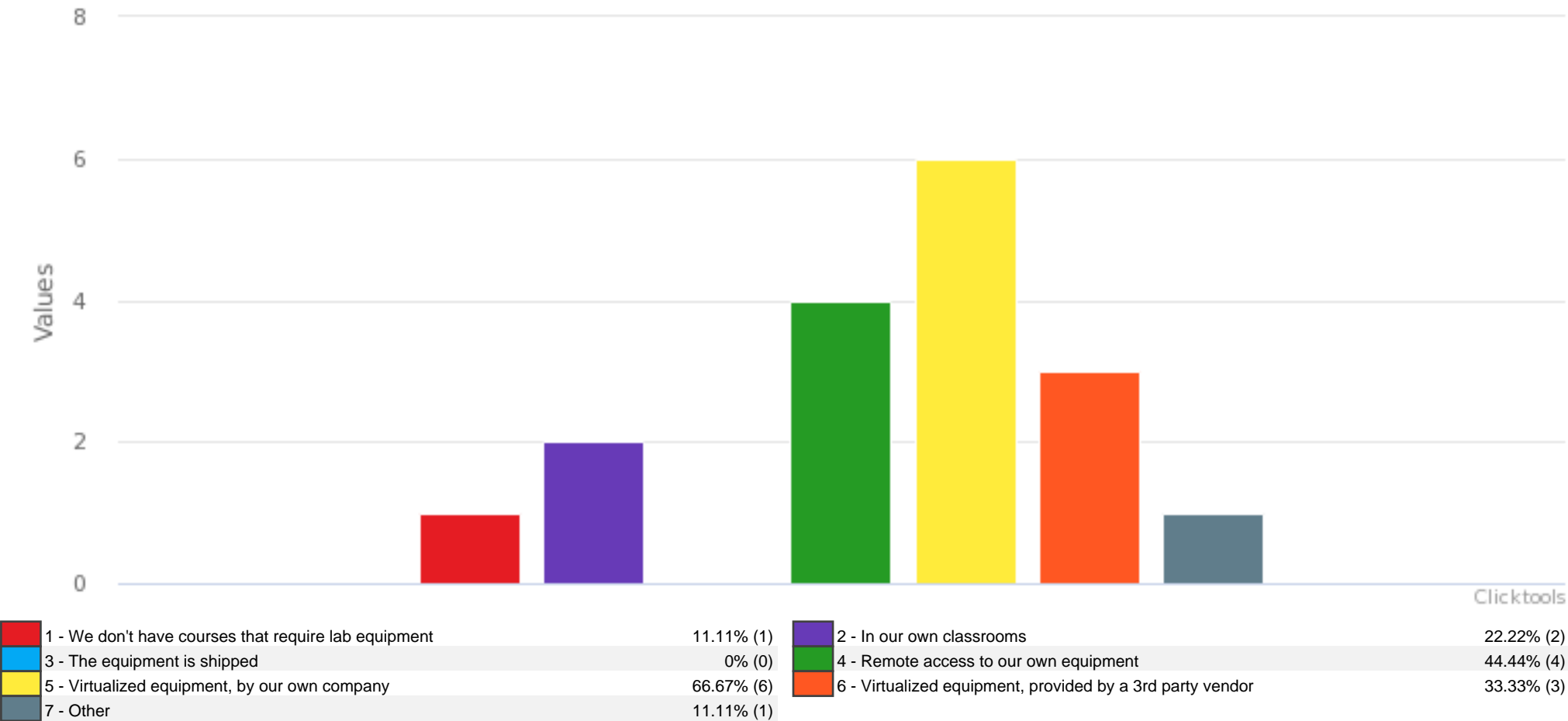
Response: 9

83. For the last fiscal year, what was the lab utilization achievement?
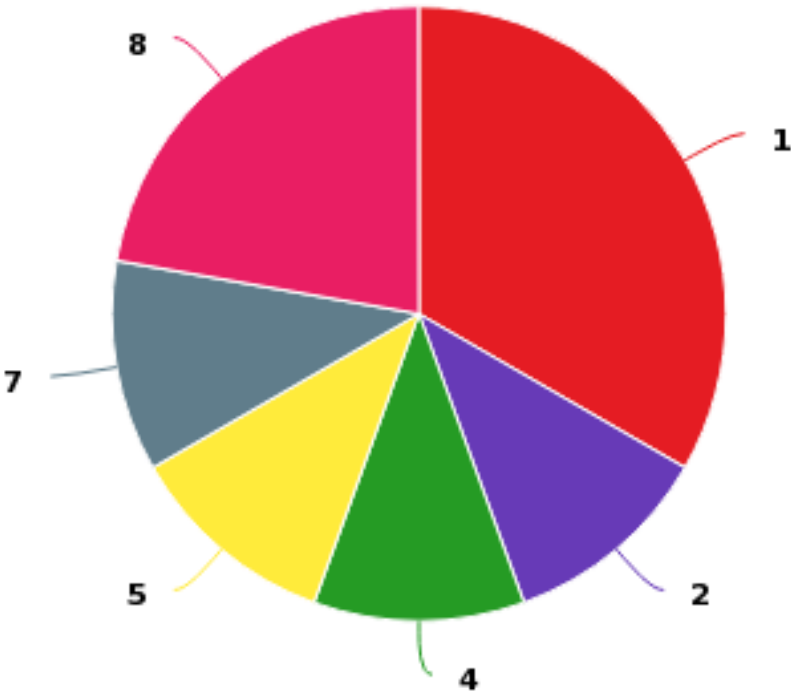
■ 1 - N/A	33.33% (3)	■ 2 - <20%	11.11% (1)
■ 3 - 21-30%	0% (0)	■ 4 - 31-40%	11.11% (1)
■ 5 - 41-50%	11.11% (1)	■ 6 - 51-60%	0% (0)
■ 7 - 61-70%	11.11% (1)	■ 8 - >70%	22.22% (2)

Mean: 4.11

Response: 9

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	0	760.43	247.14	118.29	252.86	14,784.86	9,571.43	0
Highest	0	0	4,500	1,500	800	1,200	75,000	42,000	0
Lowest	0	0	0	0	0	0	80	0	0
Standard deviation	0	0	1,675.44	558.73	300.66	464.61	27,468.02	16,409.93	0

Response: 7

85. What percentage of your classes are custom offerings (requires use of/portions of multiple existing courses) to address specific requests and needs?
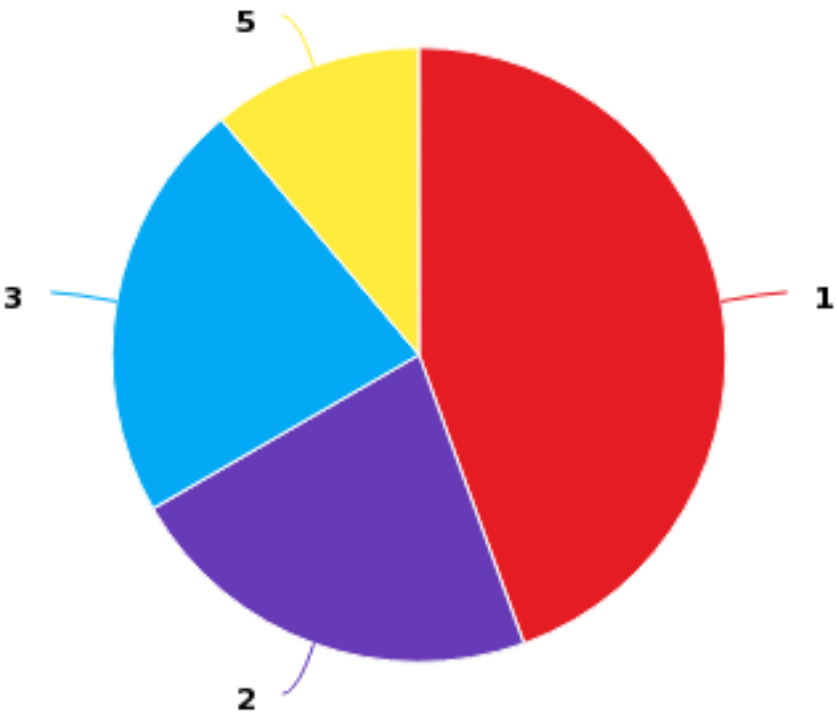
🟥 1 - <20%	44.44% (4)	🟪 2 - 26-50%	22.22% (2)
🟦 3 - 51-75%	22.22% (2)	🟩 4 - >75%	0% (0)
🟨 5 - We do not provide	11.11% (1)		

Mean: 2.11

Response: 9

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	0% (0)	2 - 16-30 days	44.44% (4)
3 - 31-45 days	55.56% (5)	4 - 46-60 days	0% (0)
5 - more than 60 days	0% (0)		

Mean: 2.56

Response: 9

87. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?
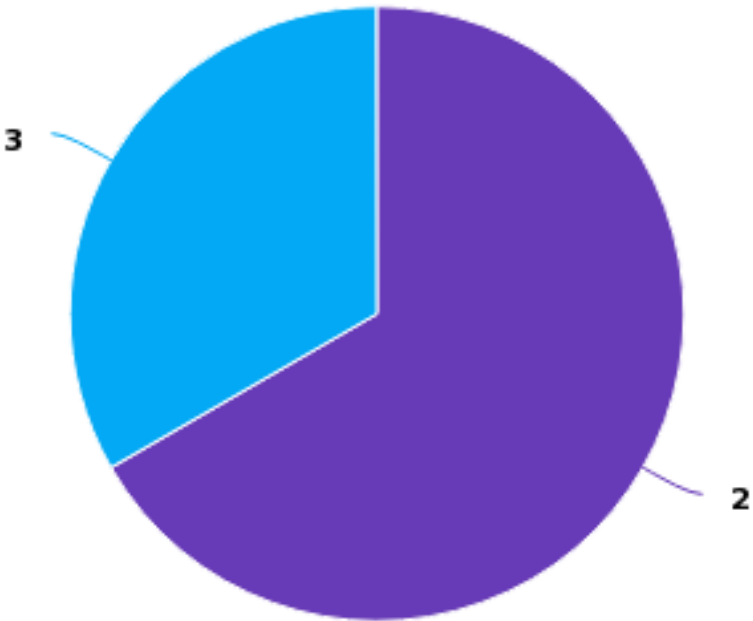
🟥 1 - 5 or less	0% (0)	🟪 2 - 6-10	66.67% (6)
🟦 3 - 11-15	33.33% (3)	🟩 4 - 16-19	0% (0)
🟨 5 - 20 or more	0% (0)		

Mean: 2.33

Response: 9

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

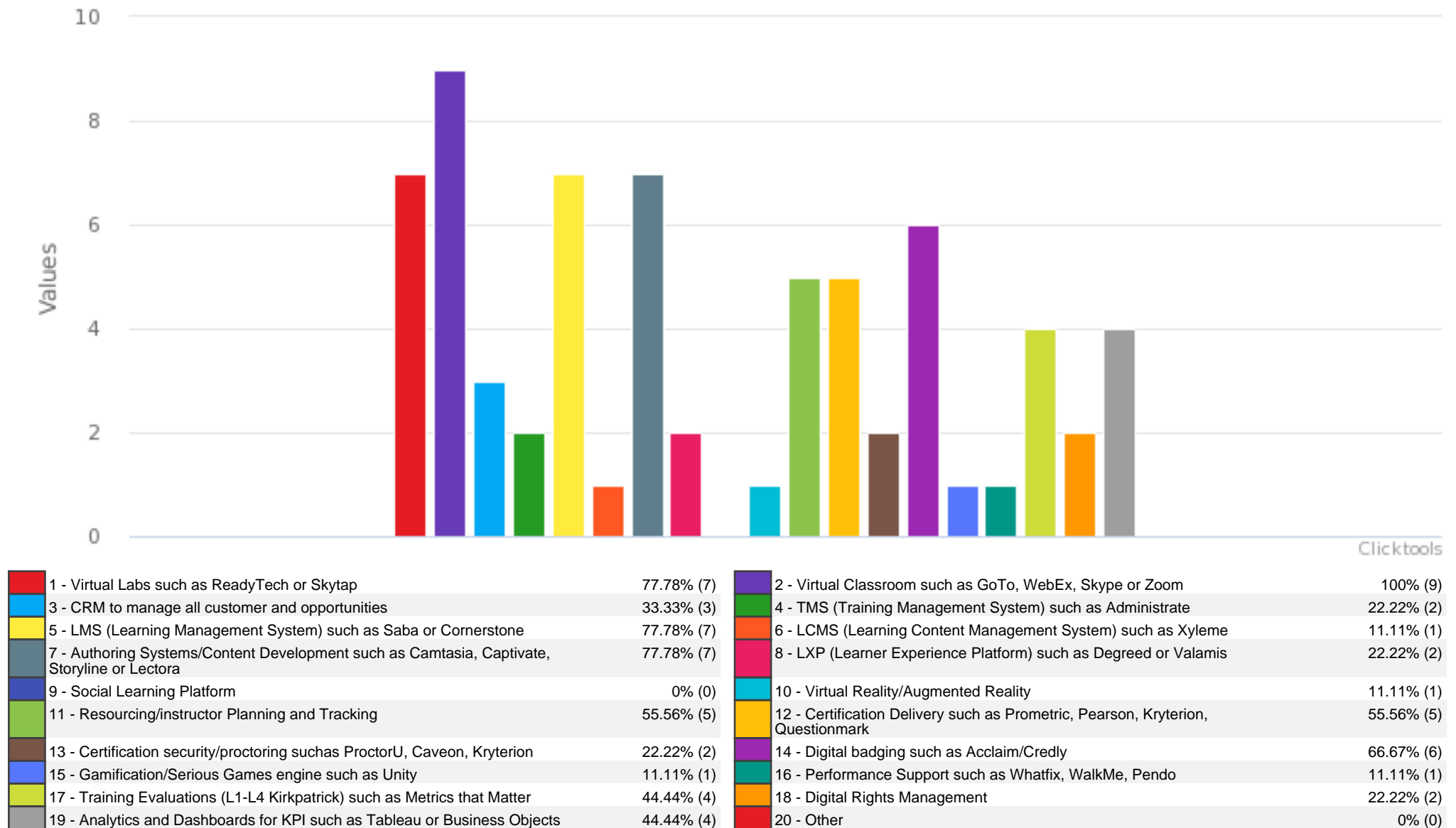|			
▇ (red)	1 - Virtual Labs such as ReadyTech or Skytap	77.78% (7)	
▇ (purple)	2 - Virtual Classroom such as GoTo, WebEx, Skype or Zoom	100% (9)	
▇ (blue)	3 - CRM to manage all customer and opportunities	33.33% (3)	
▇ (green)	4 - TMS (Training Management System) such as Administrate	22.22% (2)	
▇ (yellow)	5 - LMS (Learning Management System) such as Saba or Cornerstone	77.78% (7)	
▇ (orange)	6 - LCMS (Learning Content Management System) such as Xyleme	11.11% (1)	
▇ (gray)	7 - Authoring Systems/Content Development such as Camtasia, Captivate, Storyline or Lectora	77.78% (7)	
▇ (pink)	8 - LXP (Learner Experience Platform) such as Degreed or Valamis	22.22% (2)	
▇ (dark blue)	9 - Social Learning Platform	0% (0)	
▇ (cyan)	10 - Virtual Reality/Augmented Reality	11.11% (1)	
▇ (light green)	11 - Resourcing/instructor Planning and Tracking	55.56% (5)	
▇ (gold)	12 - Certification Delivery such as Prometric, Pearson, Kryterion, Questionmark	55.56% (5)	
▇ (brown)	13 - Certification security/proctoring suchas ProctorU, Caveon, Kryterion	22.22% (2)	
▇ (purple)	14 - Digital badging such as Acclaim/Credly	66.67% (6)	
▇ (blue)	15 - Gamification/Serious Games engine such as Unity	11.11% (1)	
▇ (teal)	16 - Performance Support such as Whatfix, WalkMe, Pendo	11.11% (1)	
▇ (yellow-green)	17 - Training Evaluations (L1-L4 Kirkpatrick) such as Metrics that Matter	44.44% (4)	
▇ (orange)	18 - Digital Rights Management	22.22% (2)	
▇ (gray)	19 - Analytics and Dashboards for KPI such as Tableau or Business Objects	44.44% (4)	
▇ (red)	20 - Other	0% (0)	

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

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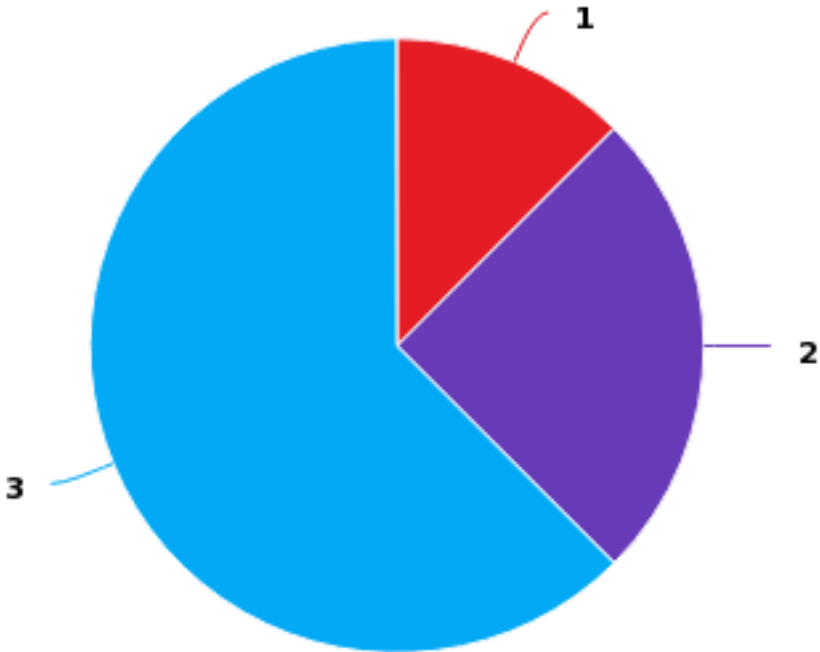
■	1 - <3%	12.5% (1)	2 - 3-6%	25% (2)
■	3 - 7-10%	62.5% (5)	4 - 11-20%	0% (0)
■	5 - 21-30%	0% (0)	6 - 31-40%	0% (0)
■	7 - 41-50%	0% (0)	8 - >50%	0% (0)

Mean: 2.5
Response: 8

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

■ 1 - Yes	55.56% (5)	■ 2 - No	44.44% (4)
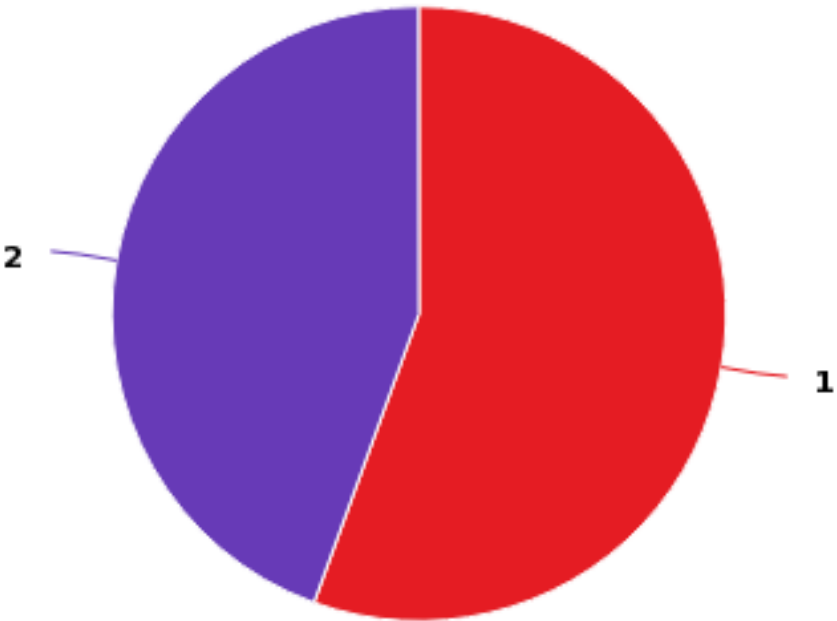
Mean: 1.44
Response: 9

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.

		Existing partner type	Primary model for all other questions
1	Delivery partner acts as additional delivery resource, invisible to customer	60% (3)	40% (2)
2	Delivery partner acts as an authorized training partner (eg sells training and delivery training in their name and pays royalty fee or other fees to you)	57.14% (4)	42.86% (3)
3	Other	0% (0)	0% (0)
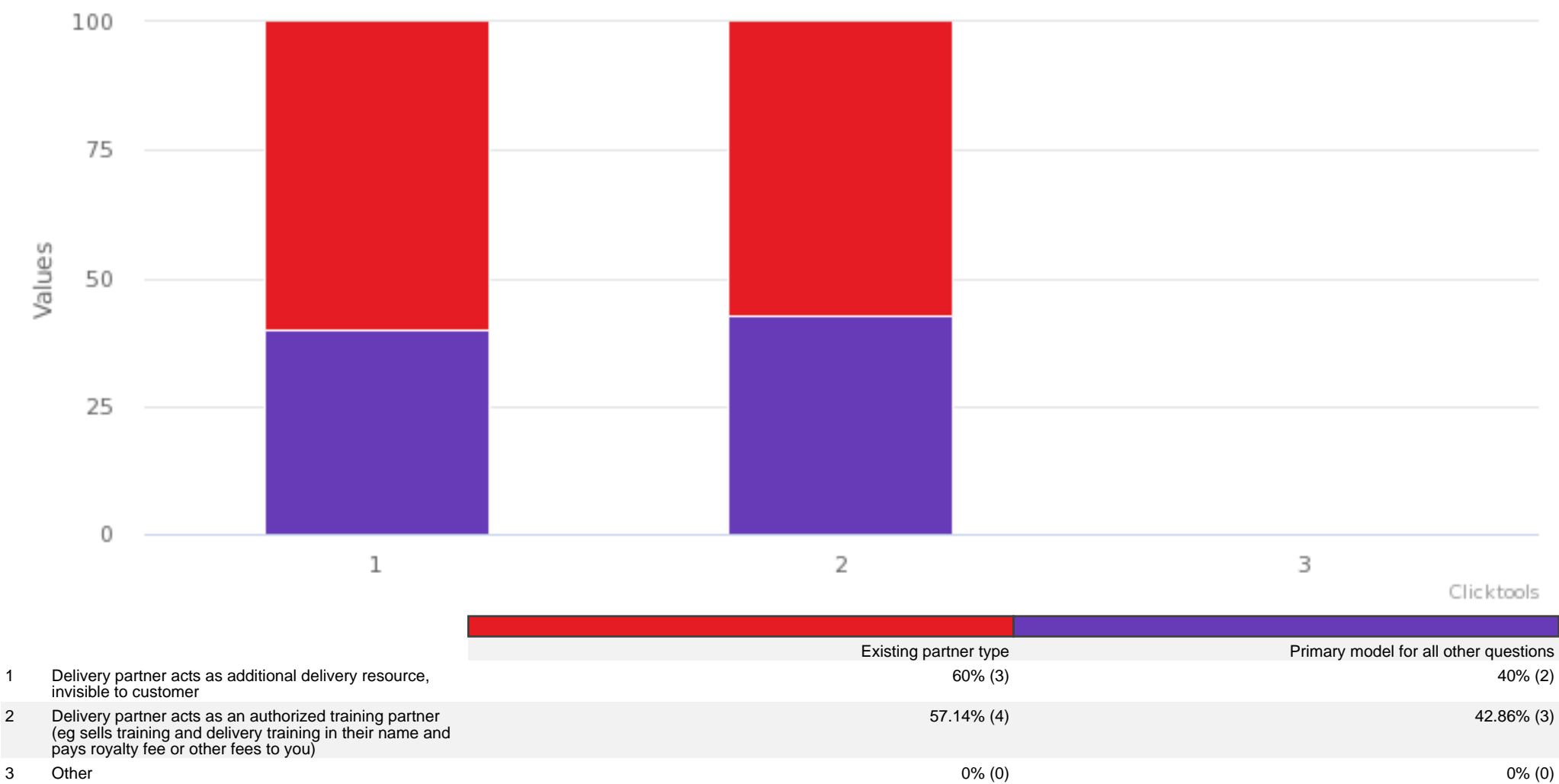
Response: 5

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

■	1 - Completely outsourced delivery	40% (2)	■	2 - Add additional bandwidth	80% (4)
■	3 - Additional skills	20% (1)	■	4 - Provide translation/localization (eg by native language speakers)	40% (2)
■	5 - Reduce travel cost/time	20% (1)	■	6 - Other	0% (0)
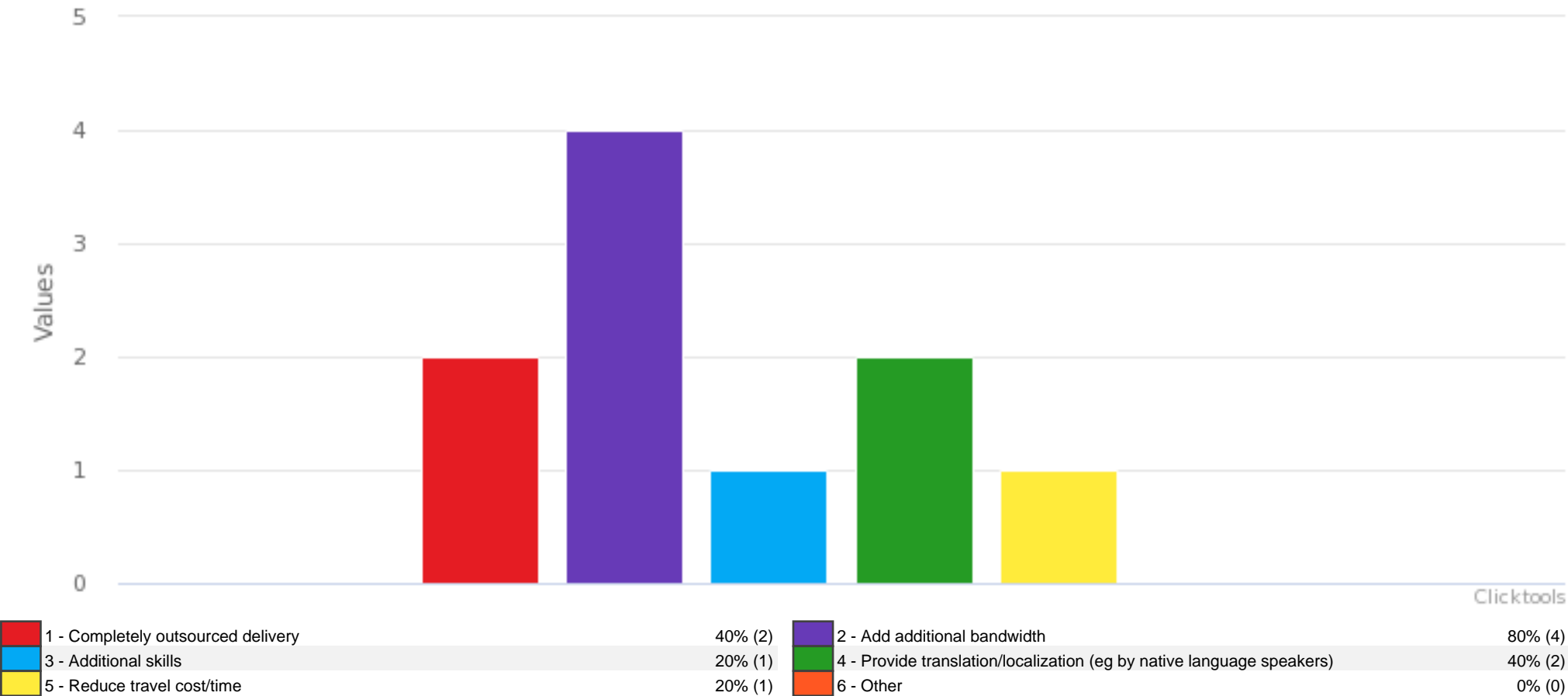
Response: 5

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	40% (2)	20% (1)	20% (1)	20% (1)	2.2
2	North America	60% (3)	0% (0)	20% (1)	20% (1)	2
3	Central and South America	40% (2)	0% (0)	40% (2)	20% (1)	2.4
4	Europe, Middle East and Africa	20% (1)	0% (0)	40% (2)	40% (2)	3
5	Asia/Pacific	20% (1)	20% (1)	40% (2)	20% (1)	2.6
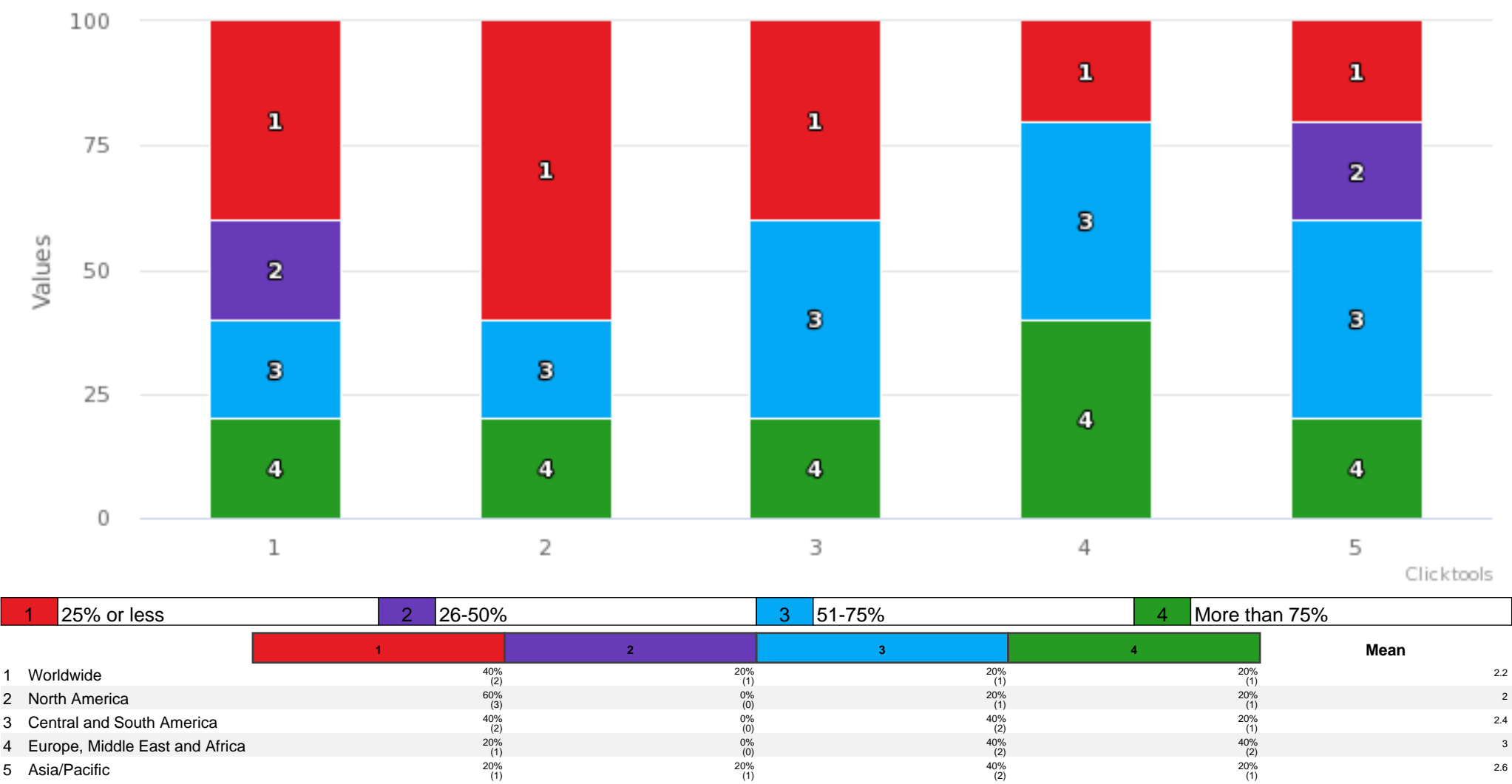
Response: 5

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

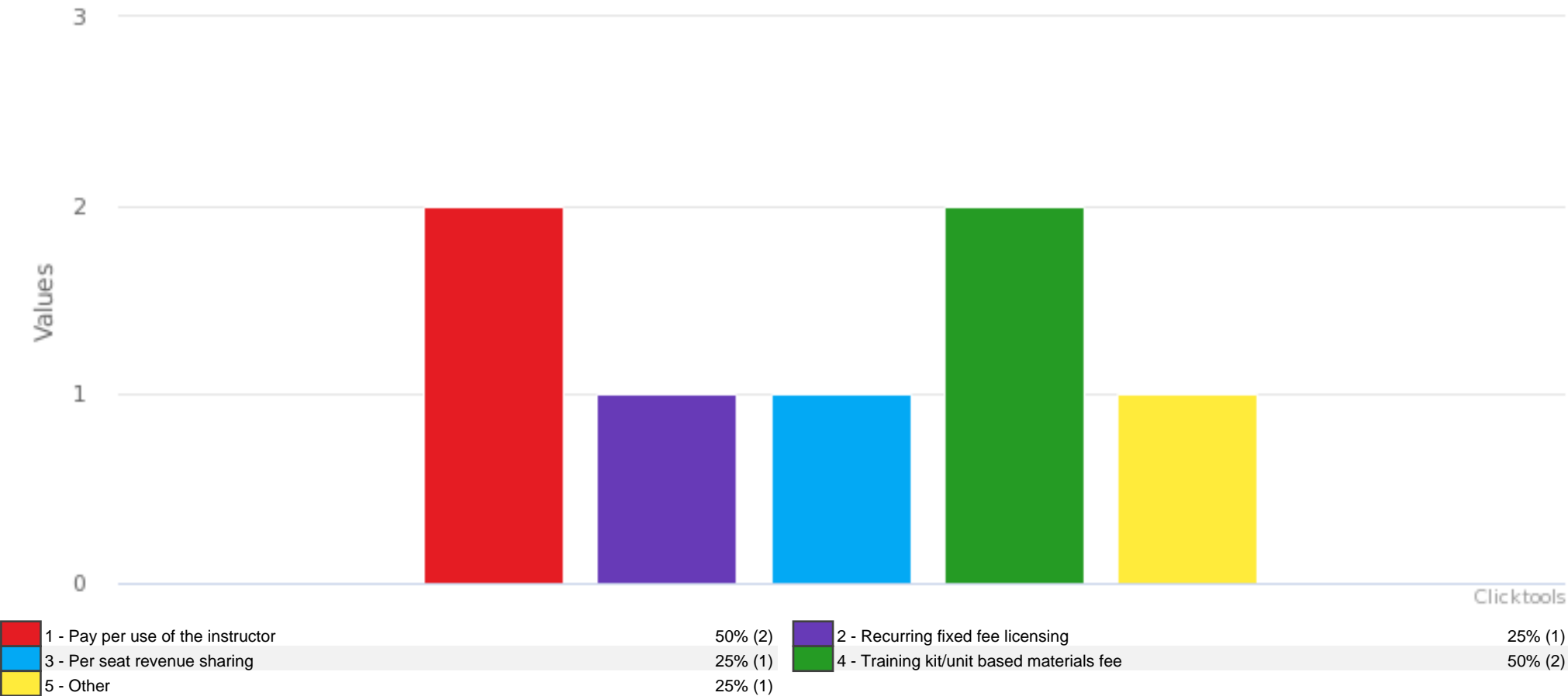|			
▮ 1 - Product Resellers/VARs	75% (3)	▮ 2 - Product Distributors/VADs	50% (2)
▮ 3 - Independent training organizations	100% (4)	▮ 4 - Services/Implementation Partners	0% (0)
▮ 5 - Individual contractors/freelancers	50% (2)	▮ 6 - Other	0% (0)
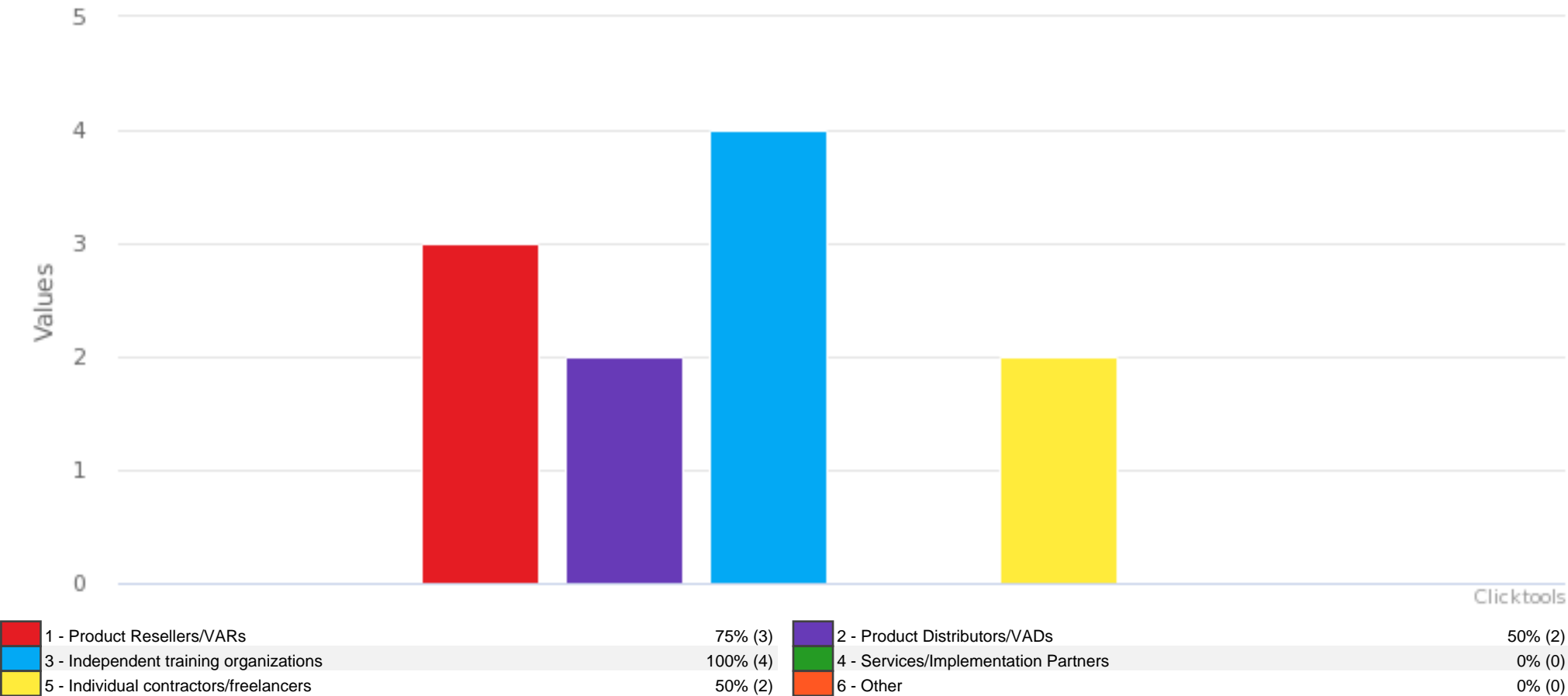
Response: 4

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	24.75	10.25	3	85.5	16.5
Highest	42	20	6	300	50
Lowest	0	0	2	12	1
Standard deviation	20.84	8.96	2	143.01	22.63

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

|			
■ 1 - Pay per use of the instructor	50% (2)	■ 2 - Recurring fixed fee licensing	25% (1)
■ 3 - Per seat revenue sharing	25% (1)	■ 4 - Training kit/unit based materials fee	50% (2)
■ 5 - Other	25% (1)		

Response: 4

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% (1)	0% (0)	33.33% (1)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	4.33
2	North America	25% (1)	25% (1)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
3	Central and South America	0% (0)	50% (2)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	3.75
4	Europe, Middle East and Africa	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	4.5
5	Asia/Pacific	0% (0)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	3.5
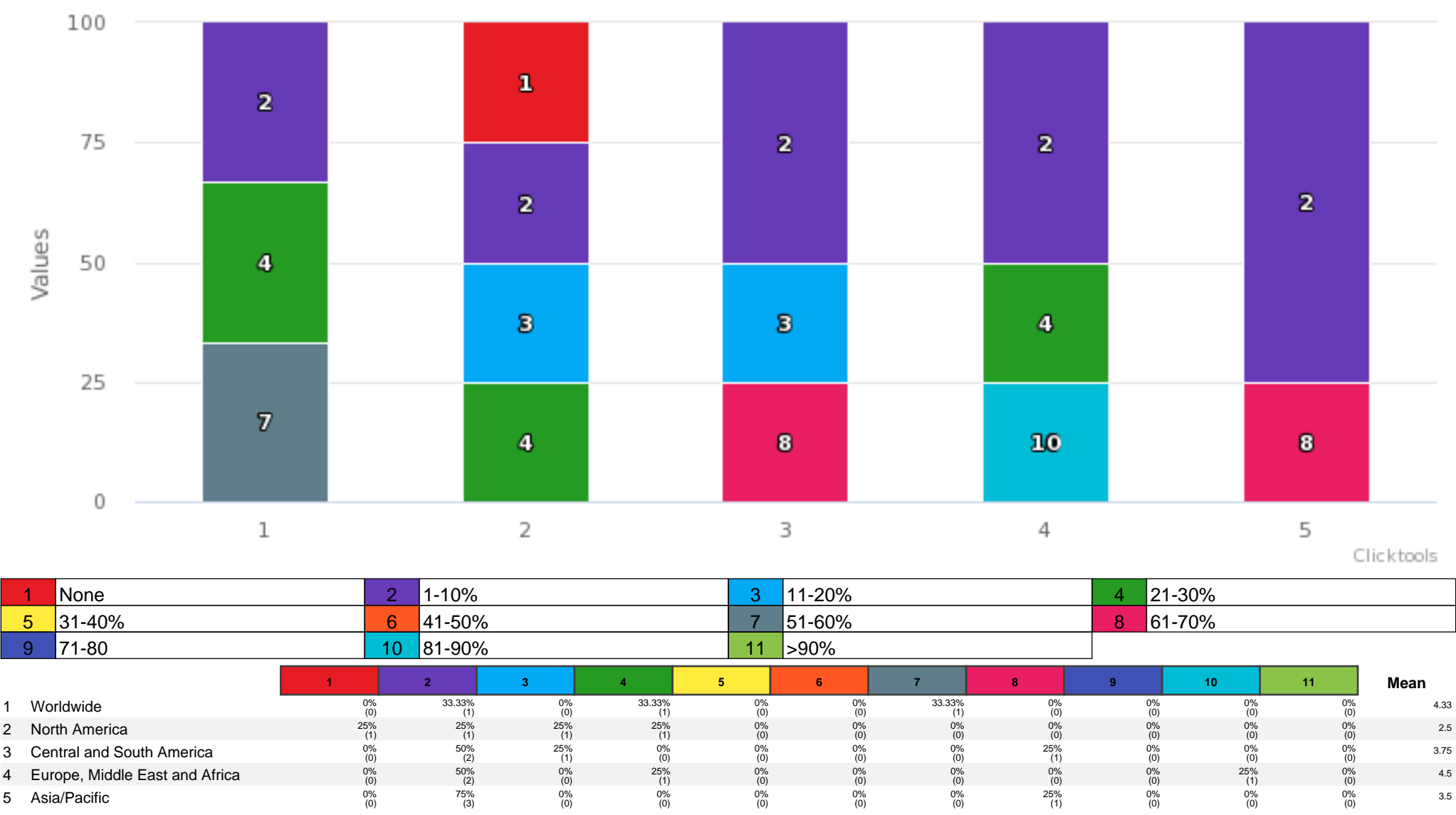
98. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?

■ 1 - Yes	80% (4)	■ 2 - No	20% (1)
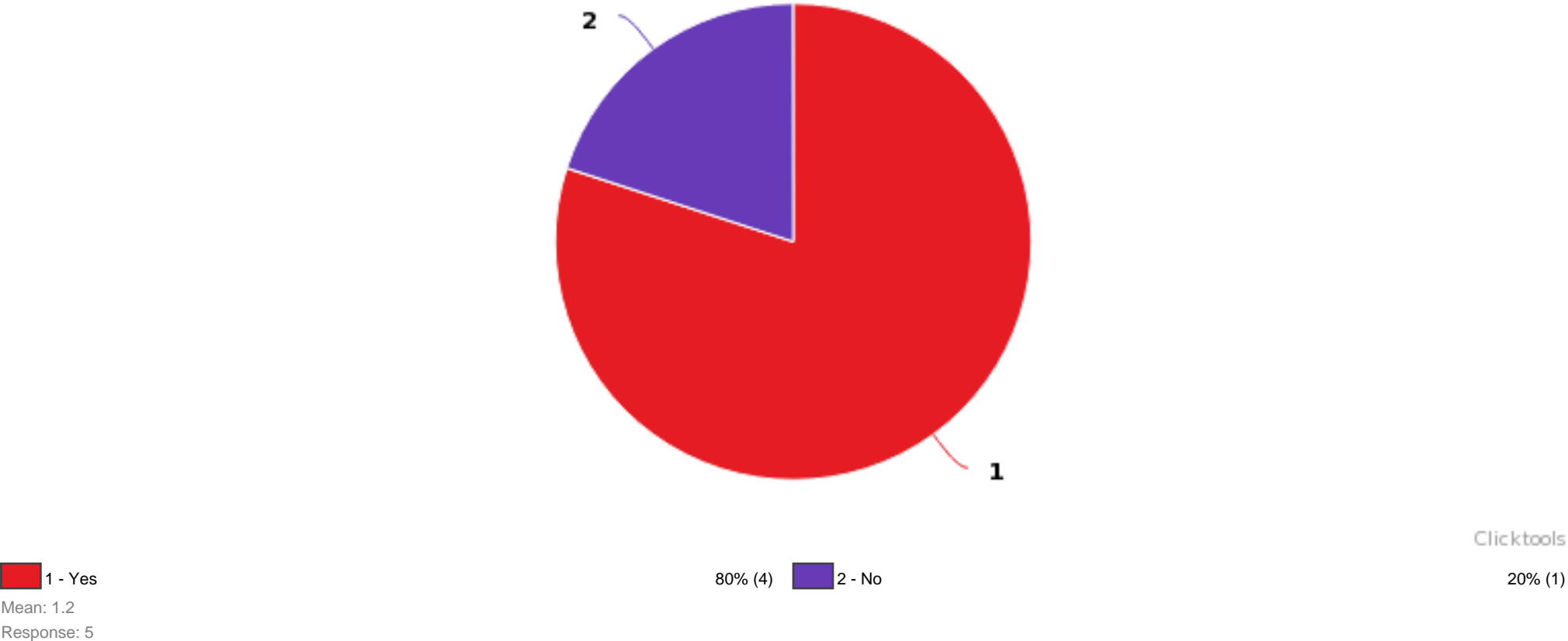
Mean: 1.2
Response: 5

99. Do you allow Delivery partners to resell subscriptions?
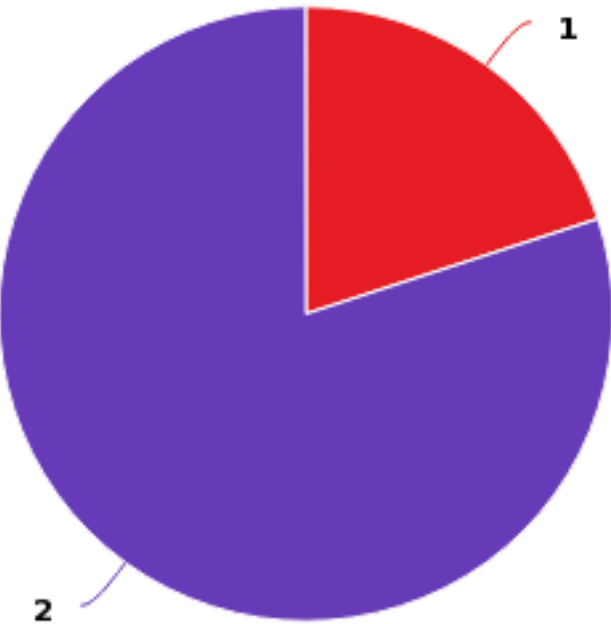
🟥 1 - Yes	60% (3)	🟪 2 - No
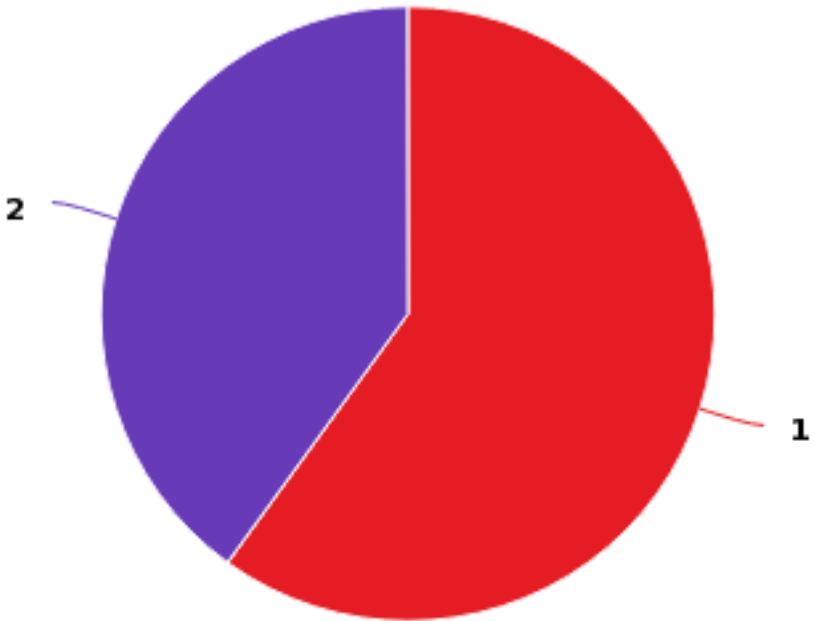
Mean: 1.4
Response: 5

40% (2)

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

■ 1 - Yes	20% (1)	■ 2 - No	80% (4)

Mean: 1.8
Response: 5

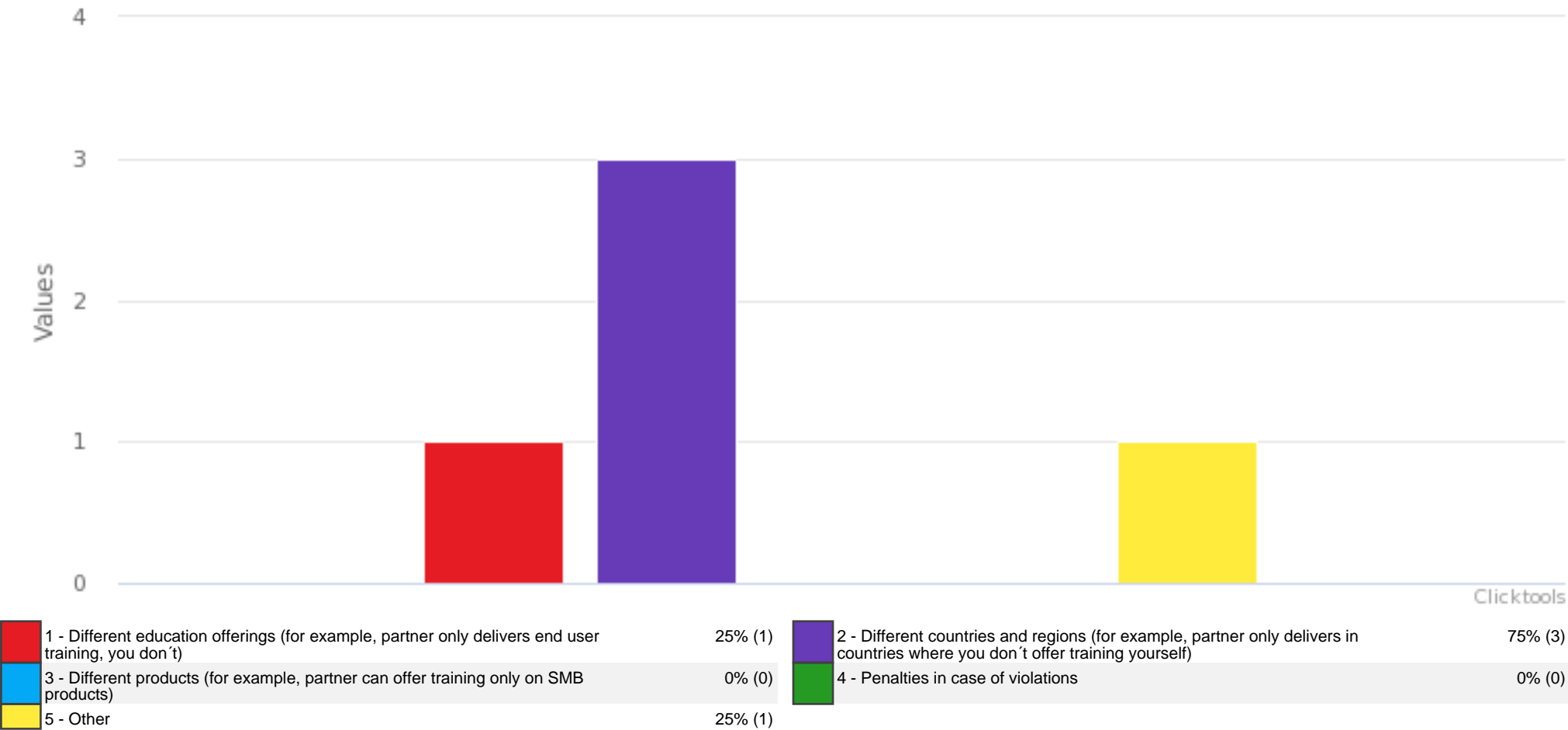**101. How much do pay delivery partners for subscription delivery as % of their normal fees?**

■ 1 - Same fee	0% (0)	■ 2 - 99-75%	0% (0)
■ 3 - 74-50%	0% (0)	■ 4 - Less than 50%	0% (0)

Response: 0

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

1

Clicktools

■ 1 - Yes		100% (5)	■ 2 - No	0% (0)

Mean: 1
Response: 5
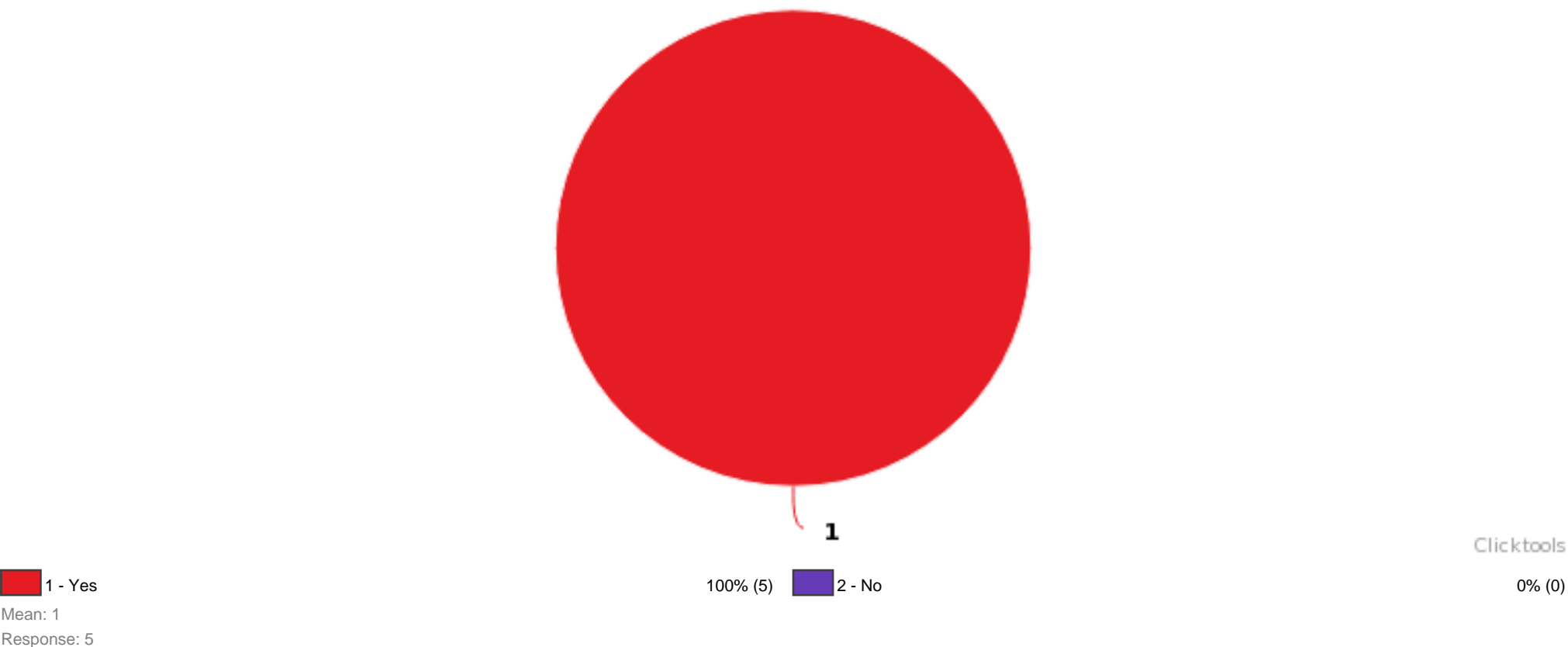
103. How do you prevent competition between your training partners and your own business? Select all that apply.

🟥	1 - Different education offerings (for example, partner only delivers end user training, you don´t)	25% (1)	🟪 2 - Different countries and regions (for example, partner only delivers in countries where you don´t offer training yourself)	75% (3)
🟦	3 - Different products (for example, partner can offer training only on SMB products)	0% (0)	🟩 4 - Penalties in case of violations	0% (0)
🟨	5 - Other	25% (1)		

Response: 4

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

1
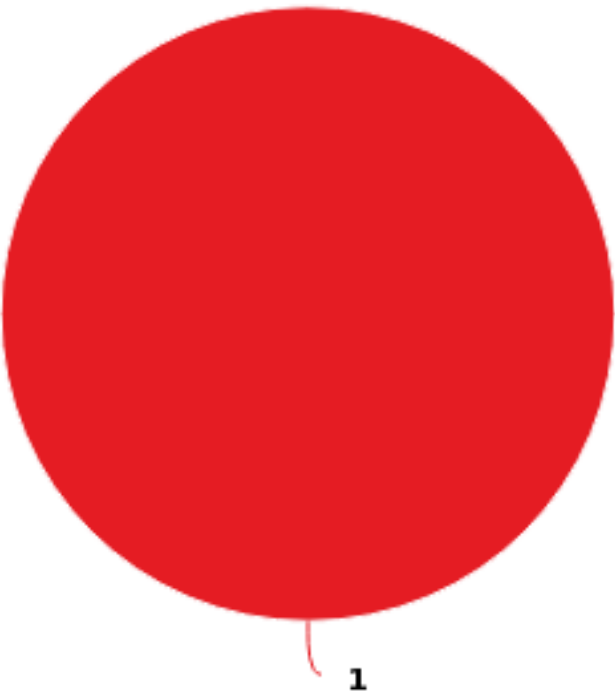
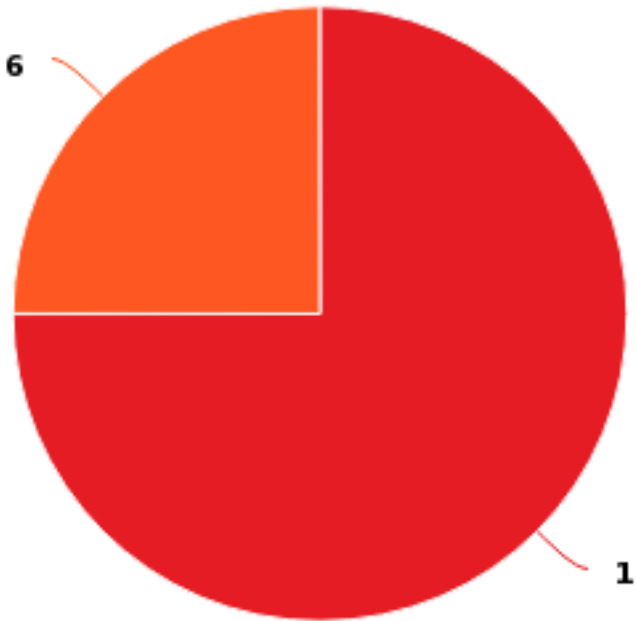|			
🟥 1 - No, not allowed to customize	100% (4)	🟪 2 - Yes, allowed, and use the same fee model as standard training	0% (0)
🟦 3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	🟩 4 - Yes, allowed, and use royalty fee based on volume	0% (0)
🟨 5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	🟧 6 - Other	0% (0)

Mean: 1

Response: 4

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

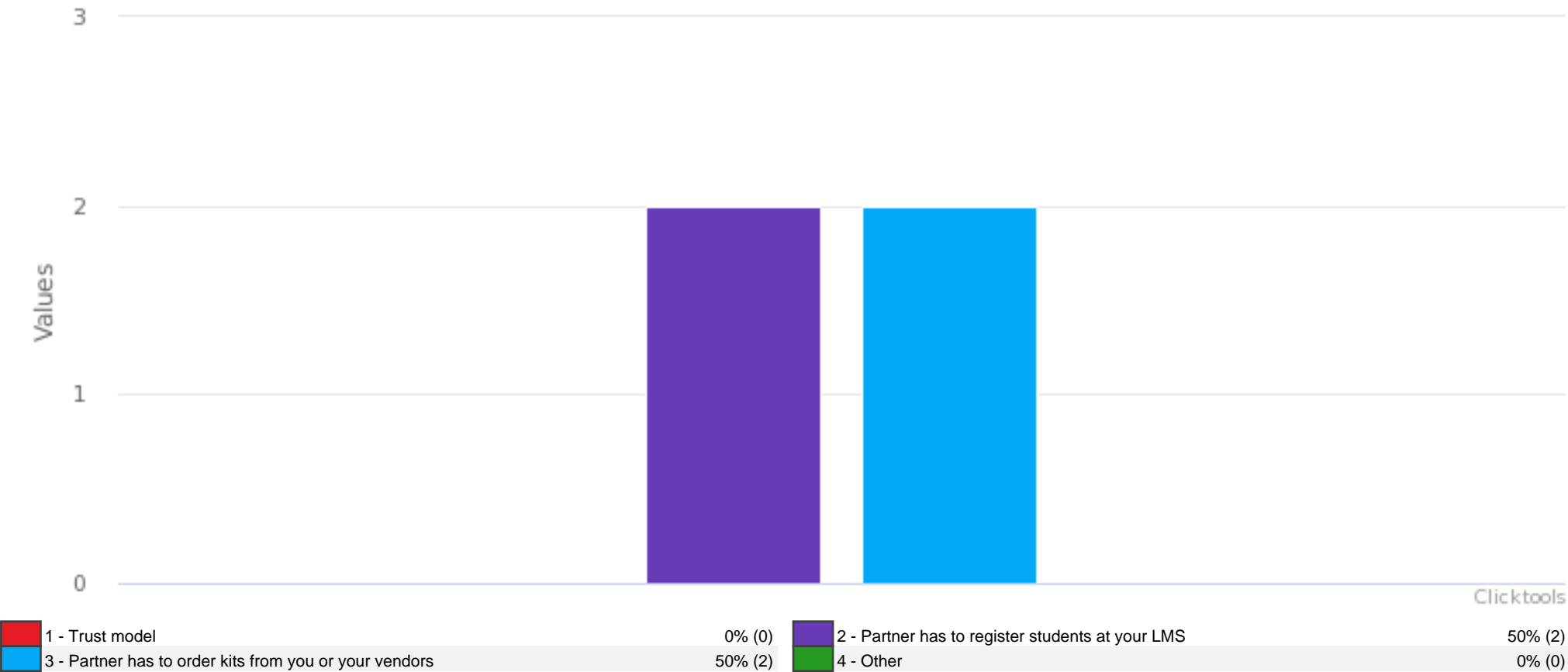|			
■ 1 - No, not allowed to localize	75% (3)	■ 2 - Yes, allowed, and use the same fee model as standard training	0% (0)
■ 3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	■ 4 - Yes, allowed, and use royalty fee based on volume	0% (0)
■ 5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	■ 6 - Other	25% (1)

Mean: 2.25
Response: 4

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

🟥 1 - Trust model	0% (0)	🟪 2 - Partner has to register students at your LMS	50% (2)
🟦 3 - Partner has to order kits from you or your vendors	50% (2)	🟩 4 - Other	0% (0)

Response: 4

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)?
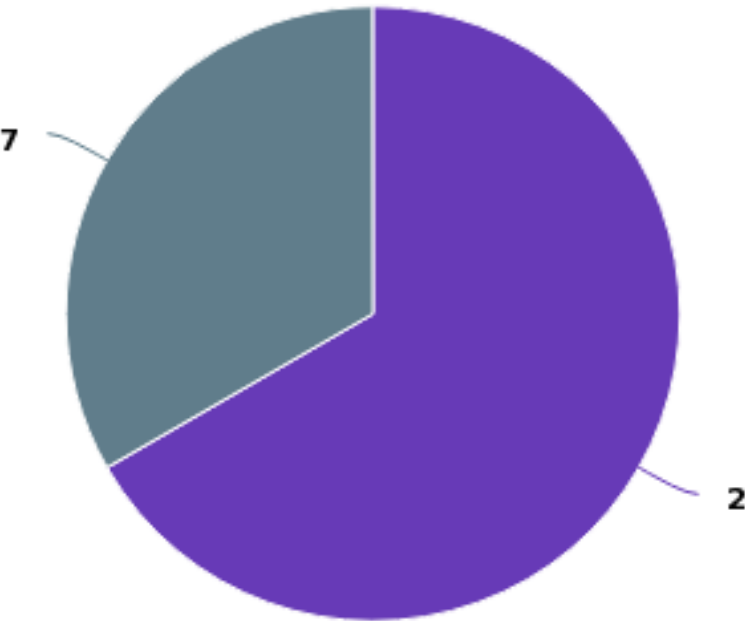
■ 1 - < 10%	0% (0)	■ 2 - 10-20%	66.67% (2)
■ 3 - 21-30%	0% (0)	■ 4 - 31-40%	0% (0)
■ 5 - 41-50%	0% (0)	■ 6 - 51-60%	0% (0)
■ 7 - 61-70%	33.33% (1)	■ 8 - 71-80%	0% (0)
■ 9 - 81-90%	0% (0)	■ 10 - > 90%	0% (0)

Mean: 3.67

Response: 3

108. Do you have a formal academic program?
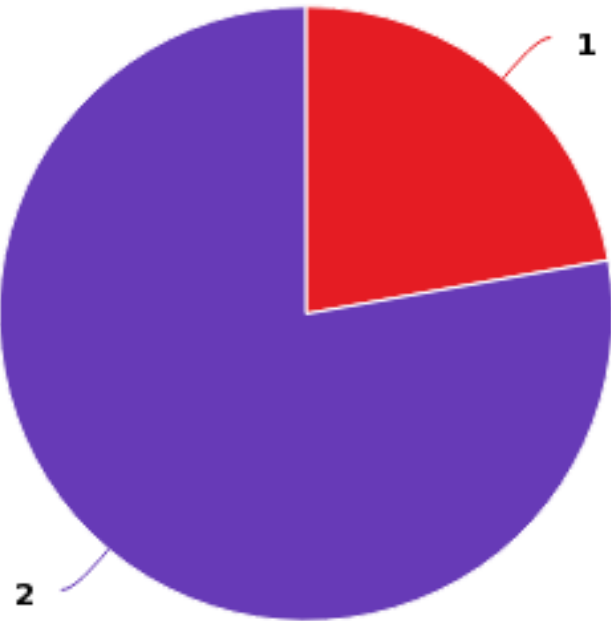
■ 1 - Yes	22.22% (2)	■ 2 - No
		77.78% (7)

Mean: 1.78
Response: 9

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

■	1 - Extend/expand the reach of Education Services	50% (1)	
■	2 - Establish brand/technical mindshare for future customers and users	100% (2)	
■	3 - Supporting school-to-work programs	0% (0)	
■	4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	0% (0)	
■	5 - Seed the market with in-demand skills via academia	50% (1)	
■	6 - Other	0% (0)	
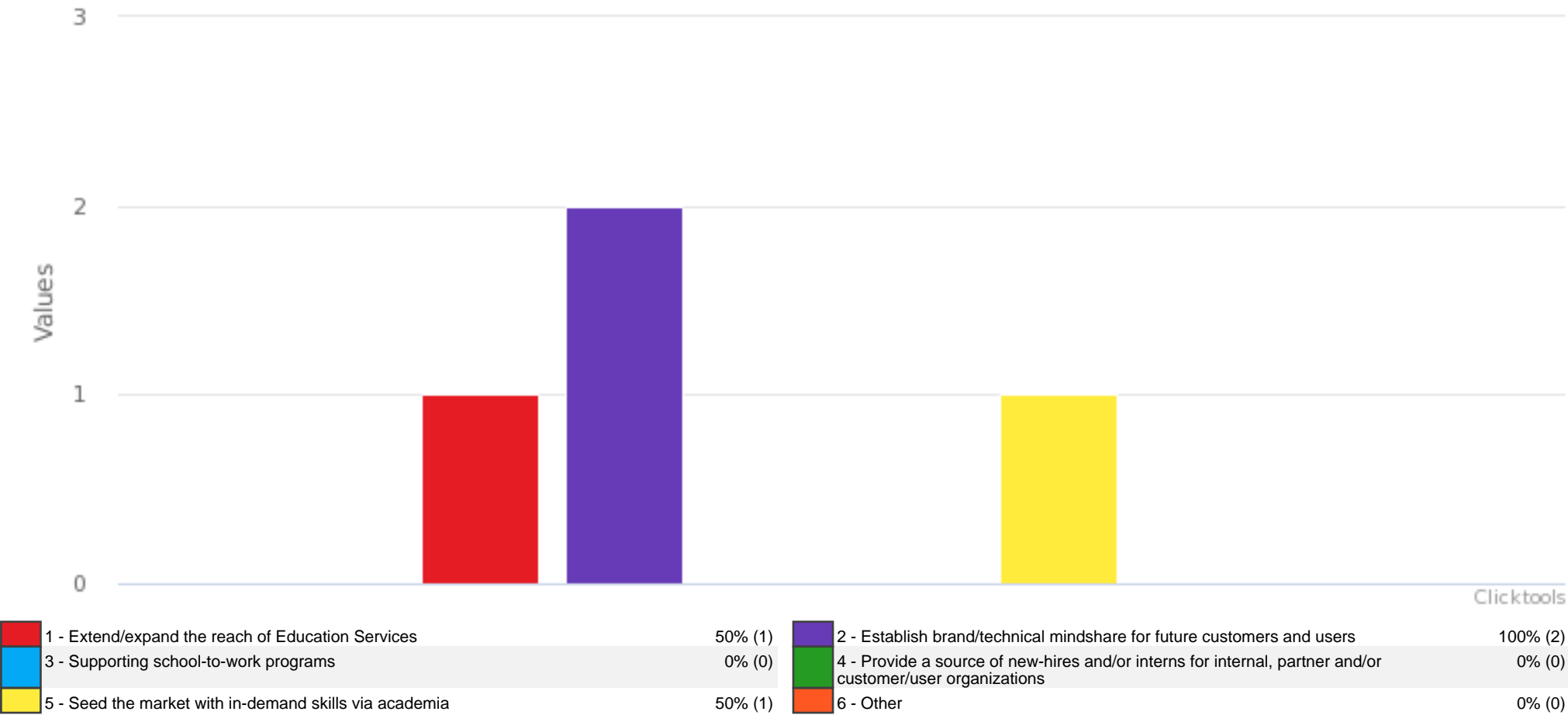
Response: 2

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

🟥 1 - Yes	50% (1)	🟪 2 - No	50% (1)

Mean: 1.5

Response: 2

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	880	475	70	205	130
Highest	1,200	600	100	300	200
Lowest	560	350	40	110	60
Standard deviation	452.55	176.78	42.43	134.35	98.99

Response: 2

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

■ 1 - Secondary schools	100% (2)	■ 2 - Vocational/Technical Schools	100% (2)
■ 3 - Associates' programs/2 year colleges or certificates	100% (2)	■ 4 - Bachelors' programs/4 year colleges and universities	100% (2)
■ 5 - Graduate programs/universities	50% (1)	■ 6 - Other	0% (0)
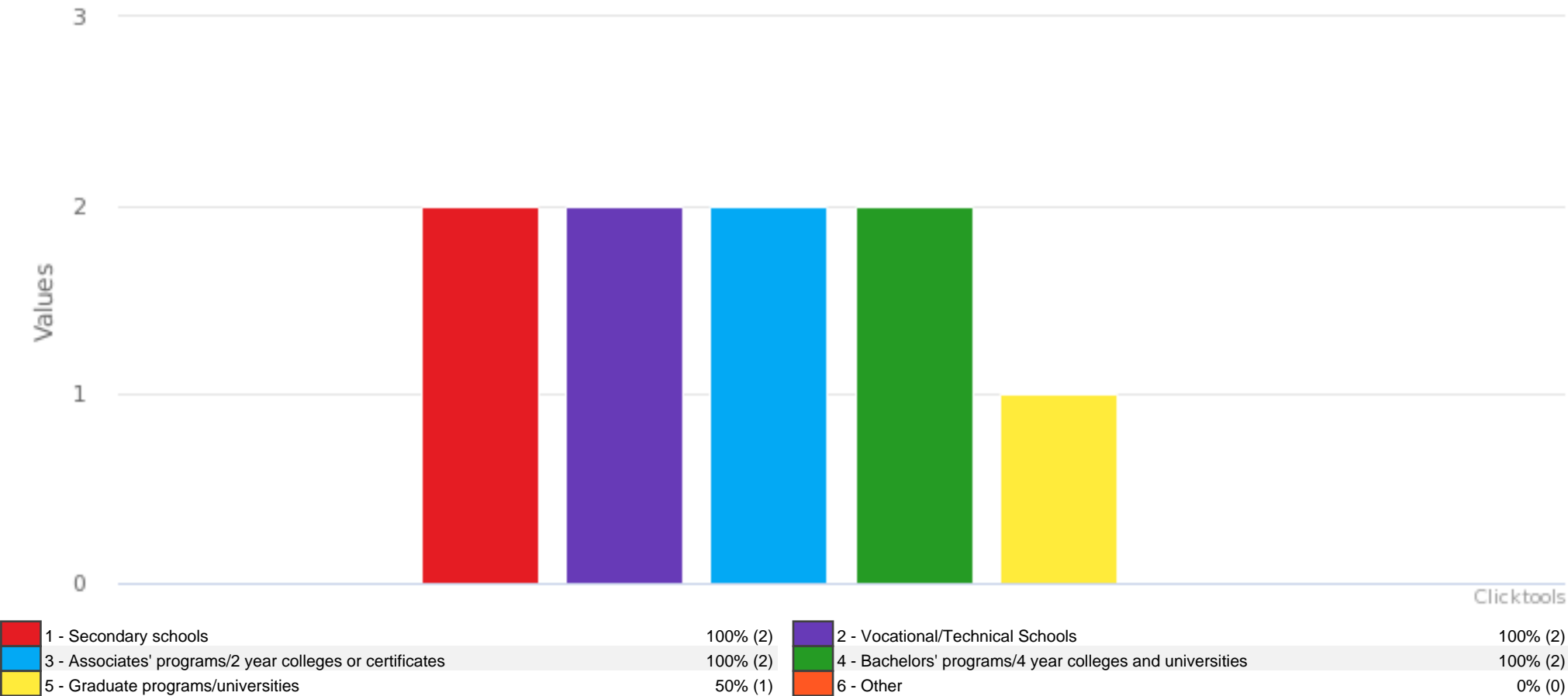
Response: 2

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

1 - Recurring fixed fee licensing	50% (1)	2 - Per seat revenue sharing	0% (0)
3 - Training kit/unit based materials fee	50% (1)	4 - Corporate-provided budget	50% (1)
5 - Other	0% (0)		
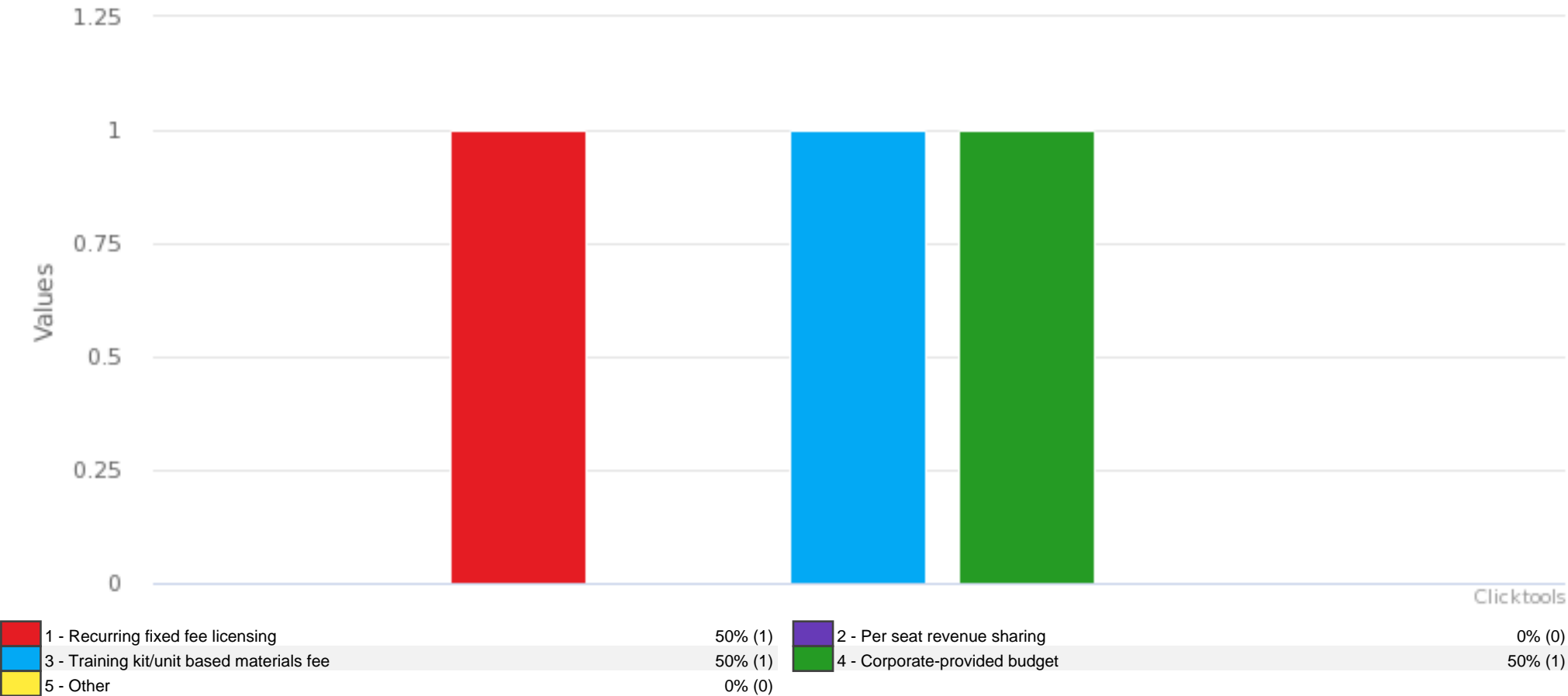
Response: 2

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

4
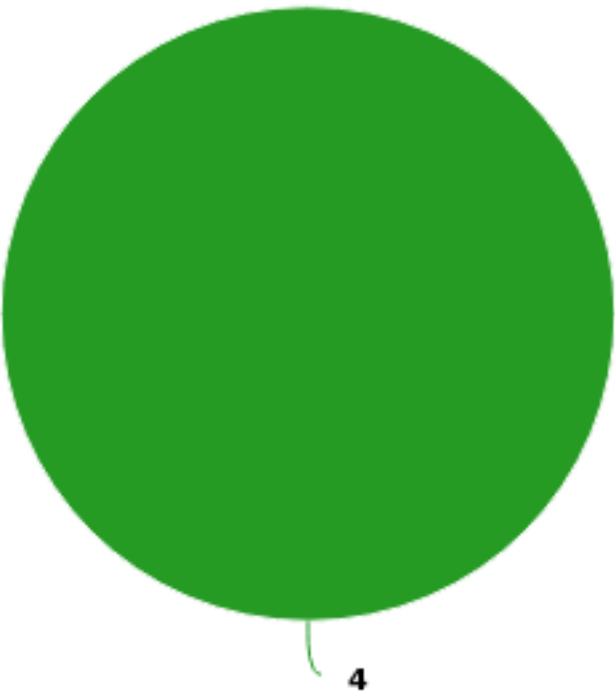
■ 1 - We use third-party partners for business development	0% (0)	■ 2 - We use third-party partners for train-the-trainer	0% (0)
■ 3 - We use third-party partners for business development and train-the-trainer	0% (0)	■ 4 - We do not use third-party partners for these	100% (2)

Mean: 4

Response: 2

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

■	1 - Number of member institutions	100% (2)	■ 2 - Number of students trained	100% (2)
■	3 - Number of students placed in jobs	0% (0)	■ 4 - Number of students certified	100% (2)
■	5 - Number of accredited educators	50% (1)	■ 6 - Other	0% (0)
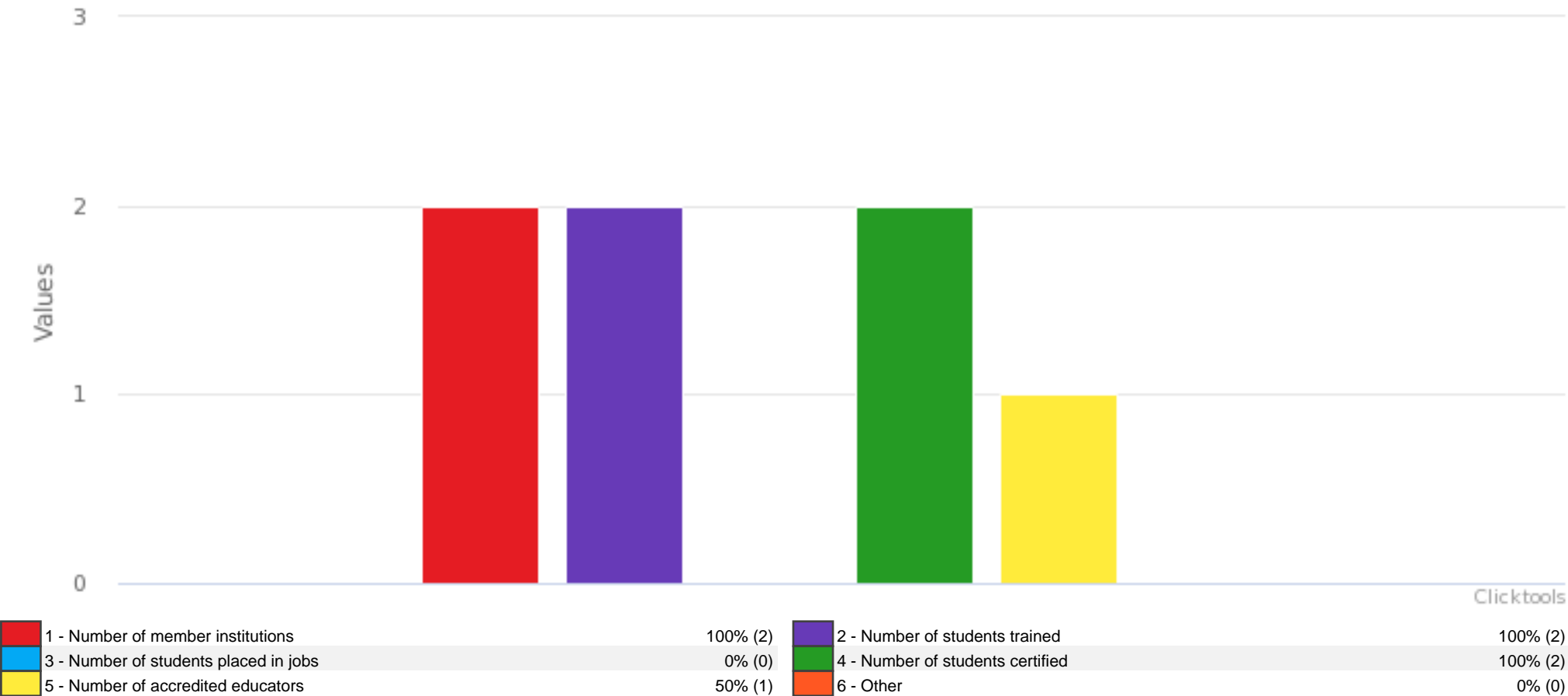
Response: 2

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	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	50%(1)	0%(0)	0%(0)	5
2	North America	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	50%(1)	0%(0)	0%(0)	0%(0)	4.5
3	Central and South America	50%(1)	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	1.5
4	Europe, Middle East and Africa	50%(1)	0%(0)	0%(0)	0%(0)	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	3
5	Asia/Pacific	50%(1)	0%(0)	50%(1)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	0%(0)	2

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

■ 1 - Yes, for all of our products	11.11% (1)	■ 2 - Yes, for some of our products	77.78% (7)
■ 3 - No, we don't offer any certification programs	11.11% (1)		

Mean: 2
Response: 9

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

1 - Validate partner skills	75% (6)	2 - Promoting brand recognition in the industry	62.5% (5)
3 - Creating loyalty in our partner community and customer base	75% (6)	4 - Establishing advocacy in the technical community	12.5% (1)
5 - Creating a social network of support in the technical community	12.5% (1)	6 - Revenue Generation	12.5% (1)
7 - Ensure customer satisfaction	25% (2)	8 - Enhance our product's value	25% (2)
9 - Other	0% (0)		

Response: 8

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

		Intended	Required
1	Sales - Internal staff	100% (1)	0% (0)
2	Sales - Channels/Partners	40% (2)	60% (3)
3	Presales – Internal Staff/Engineers	50% (2)	50% (2)
4	Presales – Channel/Partners	50% (2)	50% (2)
5	Post-sales – Internal Service Staff	42.86% (3)	57.14% (4)
6	Post-sales – Channels/Partners	50% (3)	50% (3)
7	Customers/end users	75% (6)	25% (2)
8	Students (academic)	100% (2)	0% (0)
9	Other	0% (0)	0% (0)
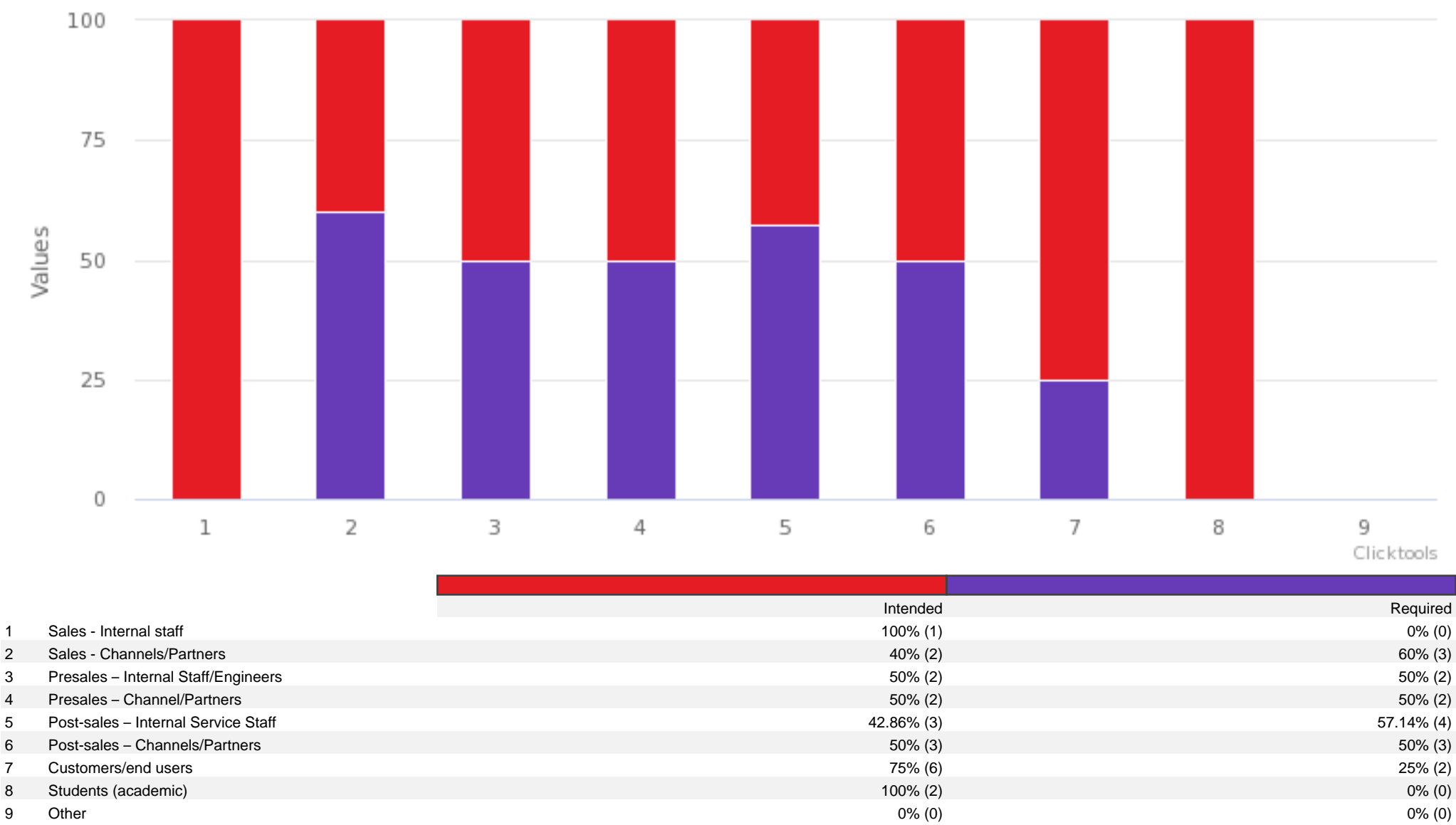
Response: 8

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

Clicktools
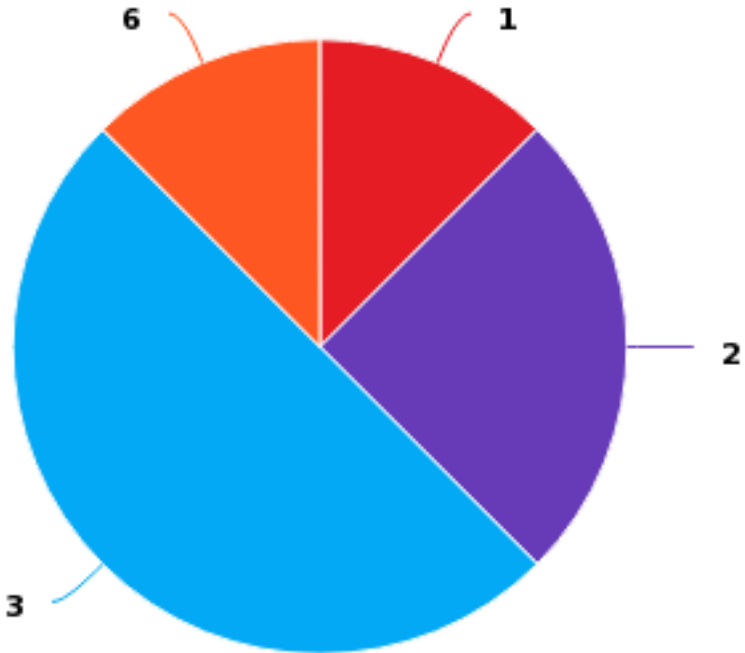
1 - 1	12.5% (1)	2 - 2	25% (2)
3 - 3	50% (4)	4 - 4	0% (0)
5 - 5 or more	0% (0)	6 - It varies	12.5% (1)

Mean: 2.88

Response: 8

121. Are your tiers progressive (that is, you must achieve one level to progress to the next)?
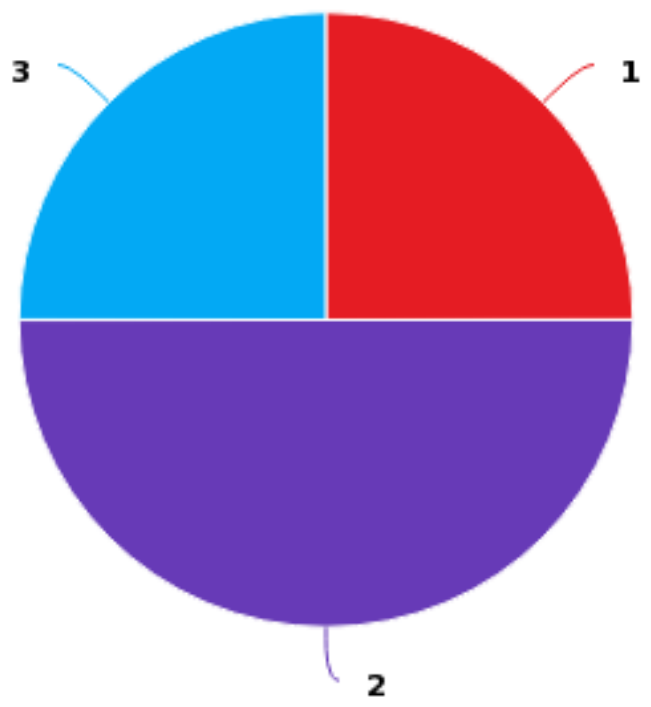
■ 1 - Yes, for all tiers	25% (2)	■ 2 - Yes, but only for some tiers	50% (4)
■ 3 - No, you can go directly to the top tier or any point in-between	25% (2)		

Mean: 2
Response: 8

122. For how long are your certifications valid before requiring a renewal?
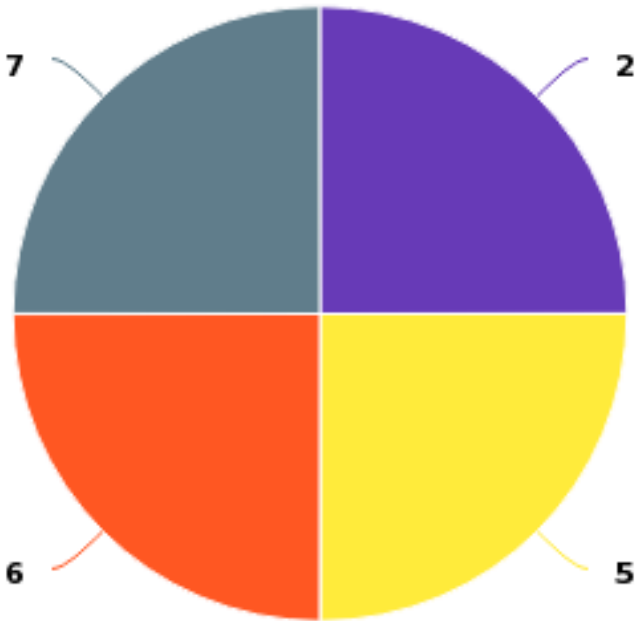
1 - Must re-certify annually	0% (0)		2 - 2 Years	25% (2)
3 - 3-4 years	0% (0)		4 - 5 years or more	0% (0)
5 - Certifications never expire	25% (2)		6 - Varies by certification	25% (2)
7 - Only valid for a product version	25% (2)		8 - Other	0% (0)

Mean: 5

Response: 8

123. For how many years have you offered a certification program?
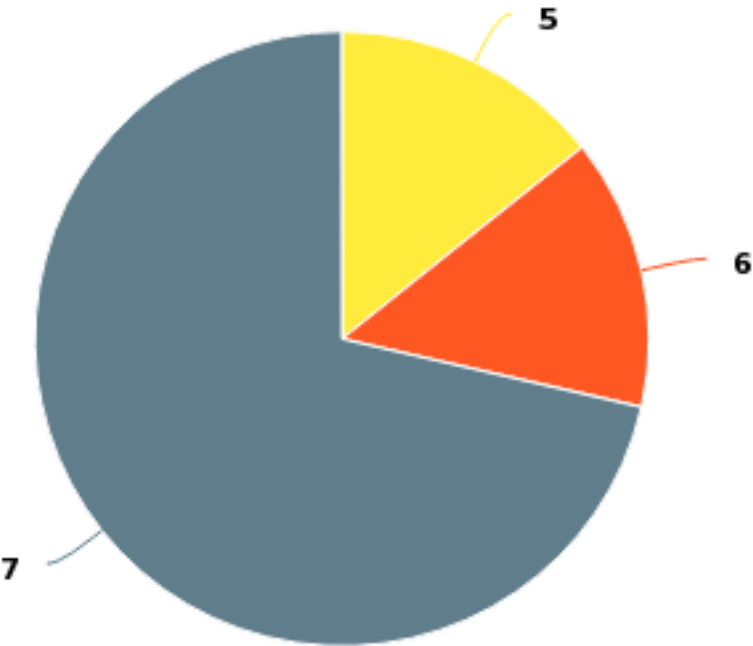
1 - Less than a year	0% (0)	2 - 1-2 years	0% (0)
3 - 2-3 years	0% (0)	4 - 3-4 years	0% (0)
5 - 4-5 years	14.29% (1)	6 - 5-9 years	14.29% (1)
7 - 10 years or more	71.43% (5)		

Mean: 6.57

Response: 7

124. How many certifications:

1	1<100	**2**	101-200	**3**	201-500	**4**	501-1,000
5	1,001-2,000	**6**	2,001-5,000	**7**	5,001-10,000	**8**	10,001-50,000
9	50,001-100,000	**10**	>100,000				

		1	2	3	4	5	6	7	8	9	10	Mean
1	Were issued in the last business year?	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	28.57% (2)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	5
2	Were issued since start of the certification program?	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	57.14% (4)	14.29% (1)	14.29% (1)	7.71
3	Are valid currently?	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	28.57% (2)	14.29% (1)	0% (0)	14.29% (1)	6.57

Response: 7

125. Does your certification program include Performance-Based Testing?
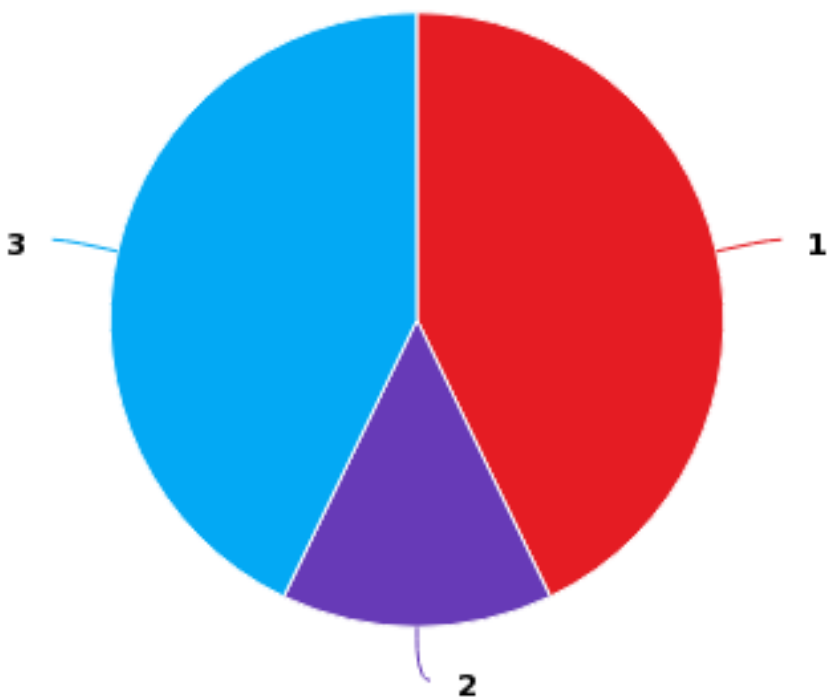
■	1 - Yes, it's live	42.86% (3)	■ 2 - No, but we're planning it	14.29% (1)
■	3 - No, we have no plans	42.86% (3)		

Mean: 2

Response: 7

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

1 - Vendor prepared, authorized instructor led training	71.43% (5)	2 - Vendor prepared e-learning	42.86% (3)
3 - Vendor prepared self-study materials	71.43% (5)	4 - Third party prepared and delivered instructor led training and/or e-learning	14.29% (1)
5 - Commercially available study/reading materials	14.29% (1)	6 - Publically available academic programs	0% (0)
7 - Certification Prep Guide & Exam	28.57% (2)	8 - We don't have any	0% (0)
9 - Other	14.29% (1)		

Response: 7

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

1 - Individuals with pre-existing certification	42.86% (3)	2 - Industry recognized technical experts	57.14% (4)
3 - Education Services staff	71.43% (5)	4 - Other company staff	42.86% (3)
5 - Partner staff	28.57% (2)	6 - Customers/end users	57.14% (4)
7 - Professional consultants and/or organizations	28.57% (2)	8 - Other	0% (0)
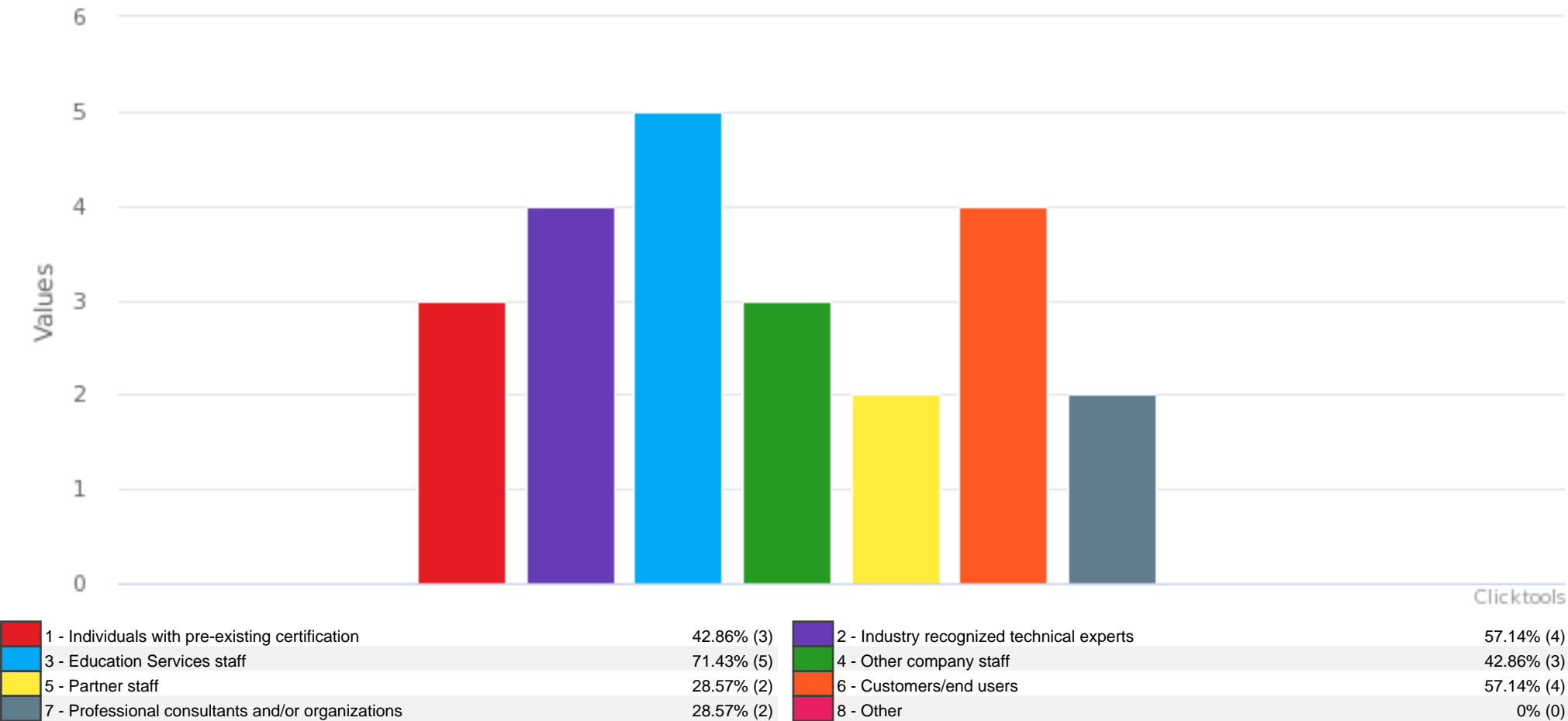
Response: 7

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

1 - Proctored practical exam(s)	28.57% (2)	2 - Proctored computer-based exam(s)	57.14% (4)
3 - Un-proctored computer-based exam(s)	14.29% (1)	4 - Proctored Online/web delivered computer-based exam(s)	57.14% (4)
5 - Unproctored Online/web delivered computer-based exam(s)	57.14% (4)	6 - Submission of a written/electronic dossier	14.29% (1)
7 - Other	0% (0)		
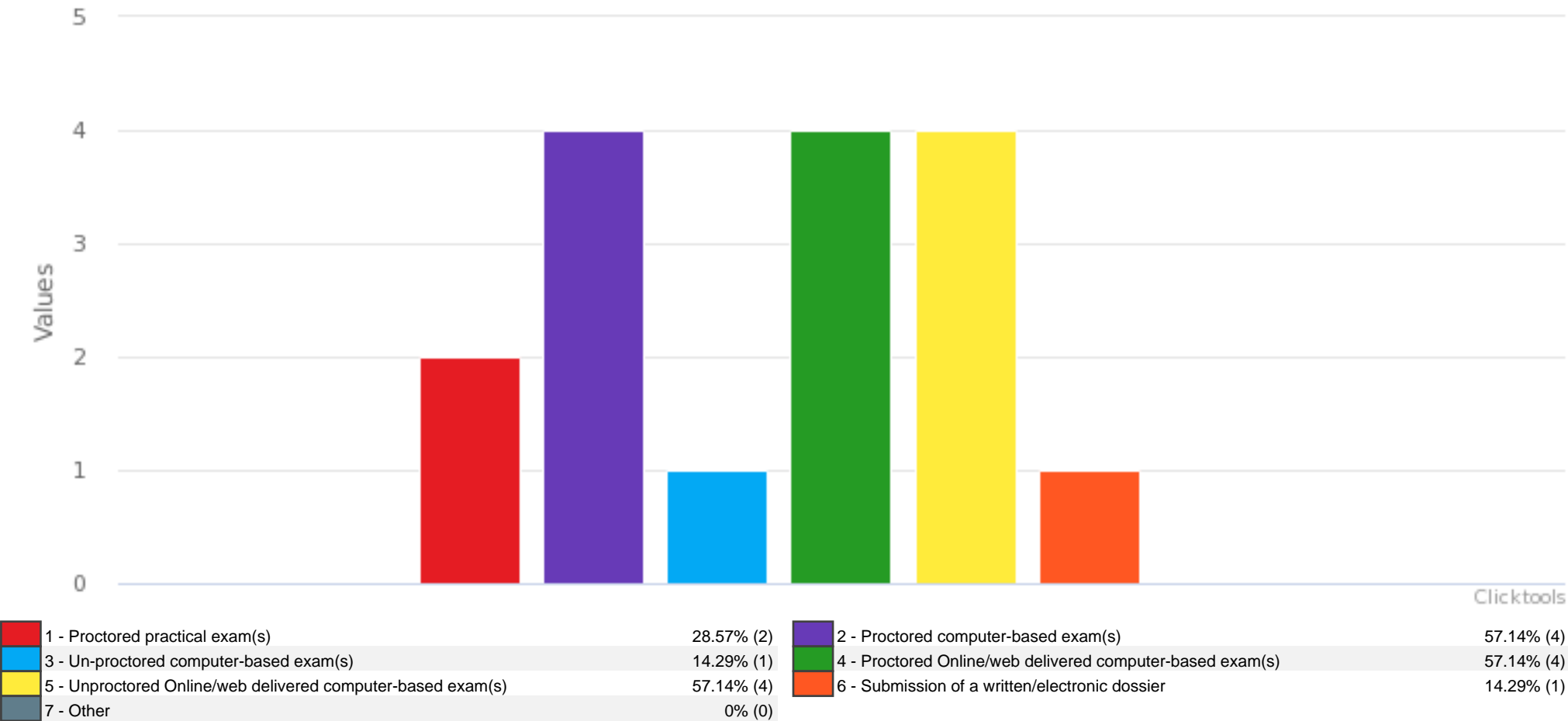
Response: 7

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

■ 1 - Our company training and testing centers	14.29% (1)	■ 2 - Authorized Training Partner training and testing centers	42.86% (3)
■ 3 - Third party training and testing centers	28.57% (2)	■ 4 - Electronically, over the web	85.71% (6)
■ 5 - Other	0% (0)		
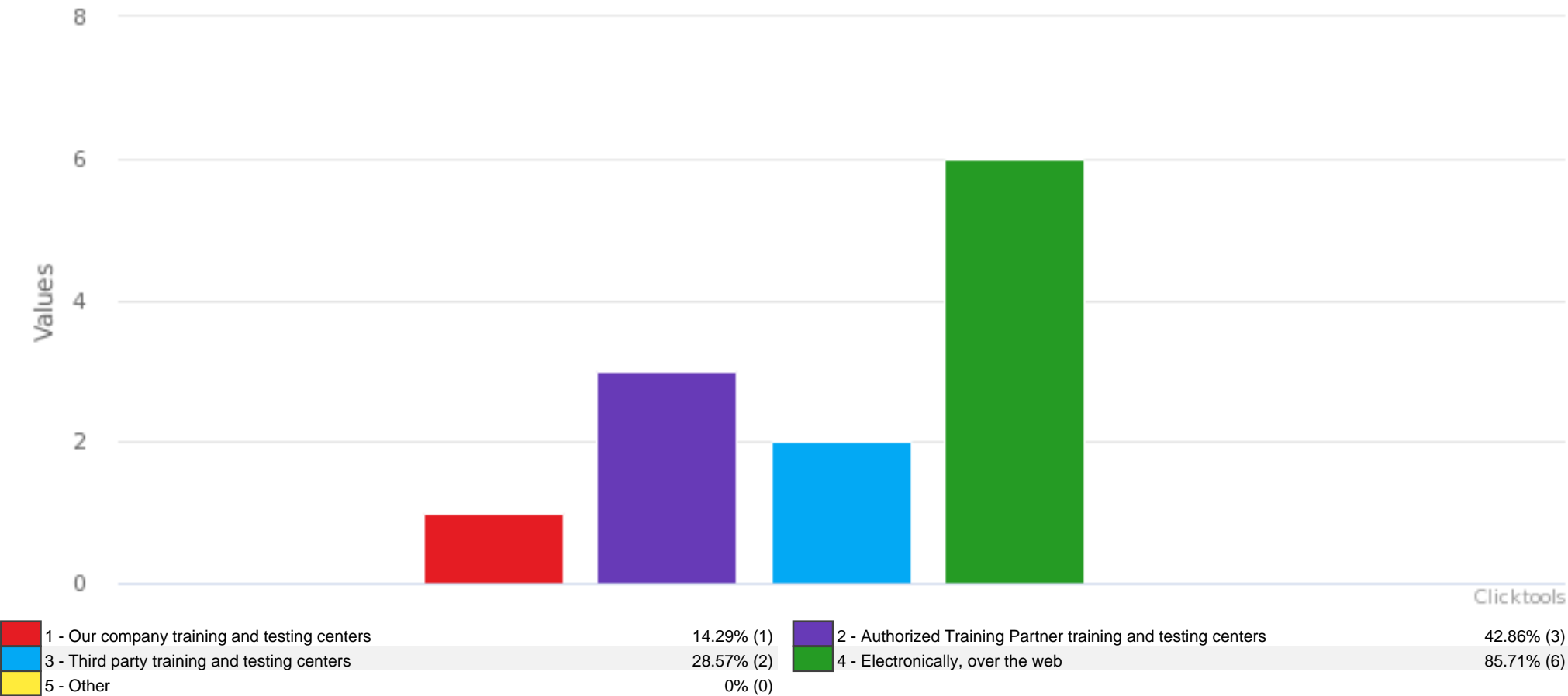
Response: 7

130. How many FTE equivalent employees in your organization are dedicated to certification?
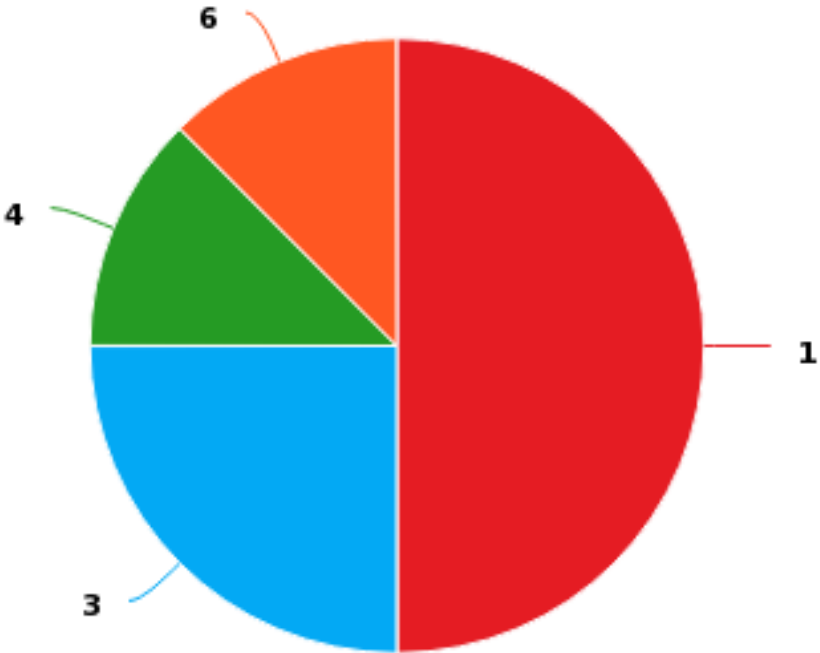
1 - None	50% (4)	2 - 1	0% (0)
3 - 2-3	25% (2)	4 - 4-5	12.5% (1)
5 - 6-10	0% (0)	6 - 11-20	12.5% (1)
7 - 21-40	0% (0)	8 - >40	0% (0)

Mean: 2.5
Response: 8

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

■	1 - Logos	71.43% (5)	■ 2 - Hard copy (paper) certificates	14.29% (1)
■	3 - Soft copy (electronic) certificates	85.71% (6)	■ 4 - Letters of recognition	28.57% (2)
■	5 - Branded Merchandise (shirts, hats, and so on)	57.14% (4)	■ 6 - Online store for branded merchandise	0% (0)
■	7 - Early access to new product information	14.29% (1)	■ 8 - Access to organization subject matter experts	14.29% (1)
■	9 - Preferential access to training (for example, bypass wait lists)	0% (0)	■ 10 - Preferential access to technical support	28.57% (2)
■	11 - Preferential access to technology (online labs and networks)	14.29% (1)	■ 12 - Access to dedicated community for certified individuals	28.57% (2)
■	13 - Career Support Special events for certified individuals at vendor conferences	14.29% (1)	■ 14 - Product service or discounts	0% (0)
■	15 - Registry listing	14.29% (1)	■ 16 - Free training when products they are certified on are updated	42.86% (3)
■	17 - Other	14.29% (1)		

Response: 7