2104 Hybrid (6)

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

|			
1 - North America	83.33% (5)	2 - Central and South America	50% (3)
3 - EMEA (Europe, Middle East and Africa)	66.67% (4)	4 - APAC (Asia Pacific, including China)	50% (3)
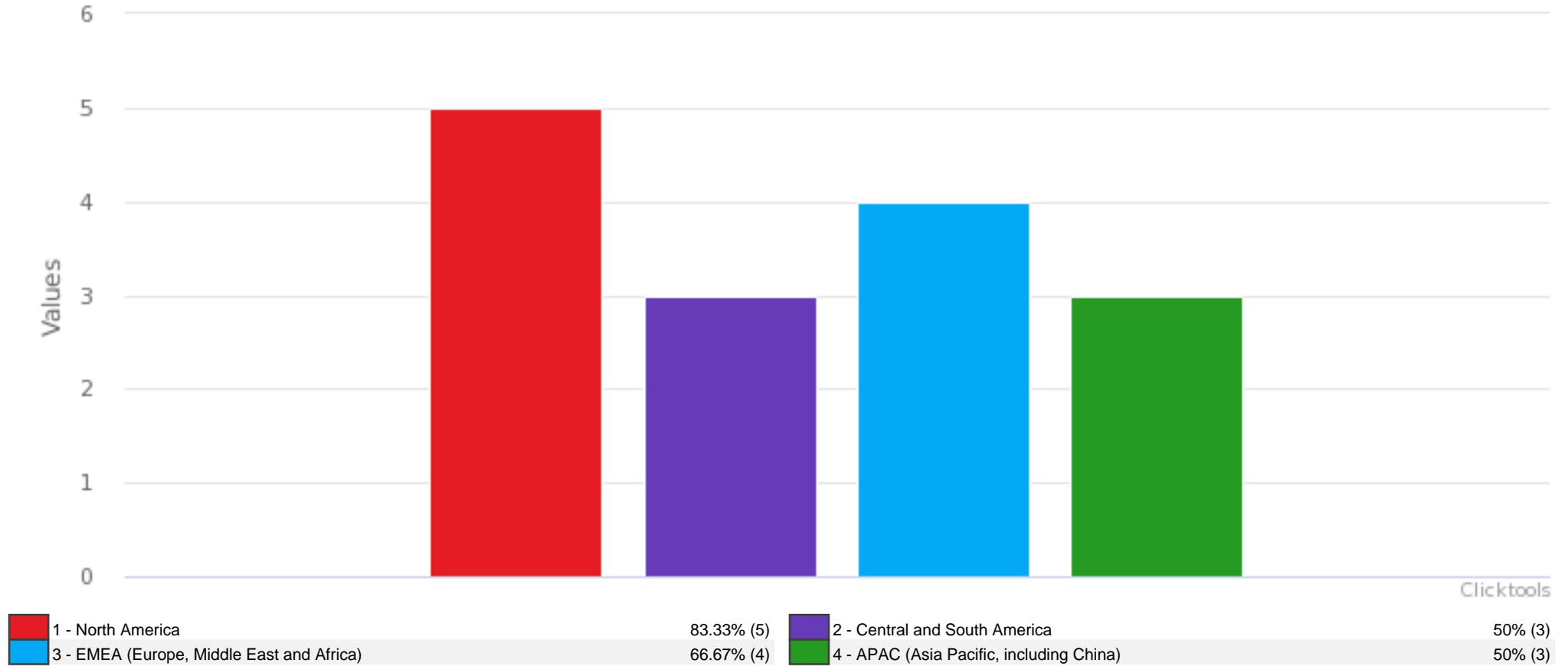
Response: 6

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	65.4%	3.6%	19.8%	11.2%
Highest	100%	10%	45%	25%
Lowest	40%	0%	0%	0%
Standard deviation	30.51	4.04	19.2	11.17

Response: 5

3. Which of the following describes your company's business?
Please choose all that apply.
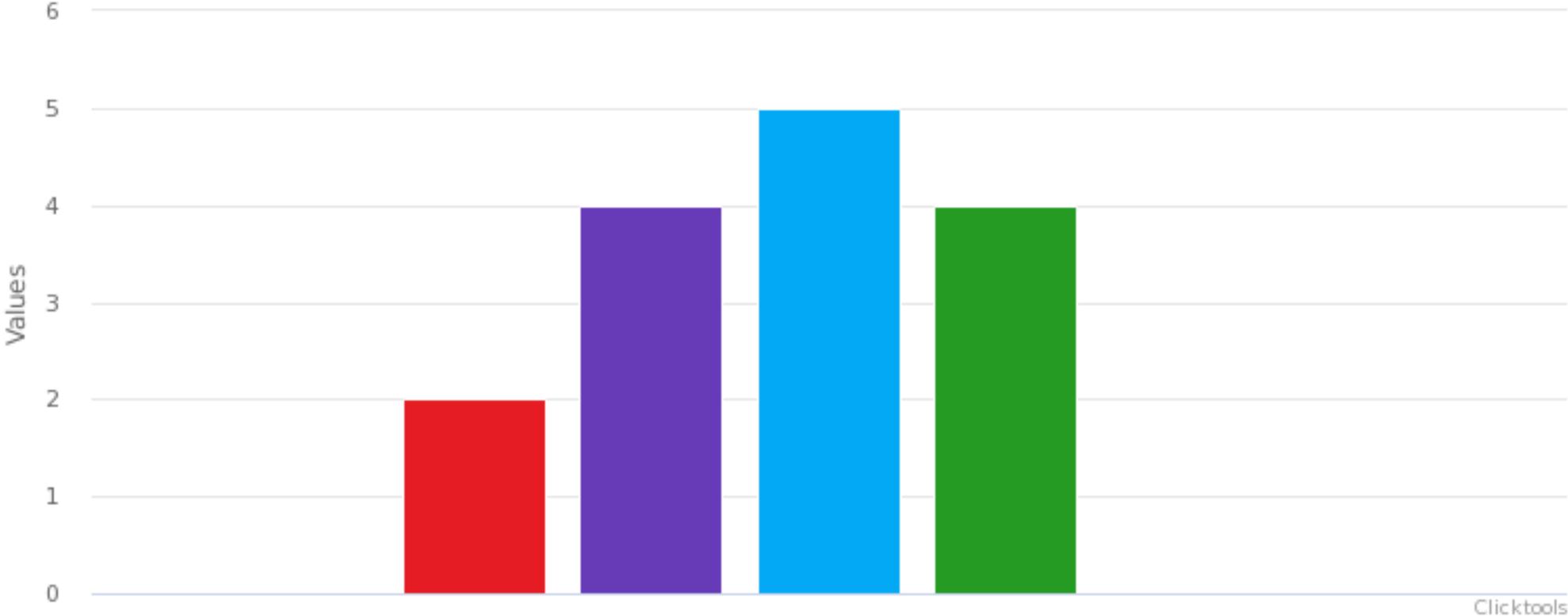
Response: 6

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	9	16	96.5
Highest	10	22	98
Lowest	8	10	95
Standard deviation	1.41	8.49	2.12

Response: 2

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	42.33%	31.67%	3.33%	25%
Highest	65%	80%	10%	70%
Lowest	12%	5%	0%	0%
Standard deviation	27.32	41.93	5.77	39.05

Response: 3

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

Average	4.25
Highest	10
Lowest	1
Standard deviation	4.03

Response: 4

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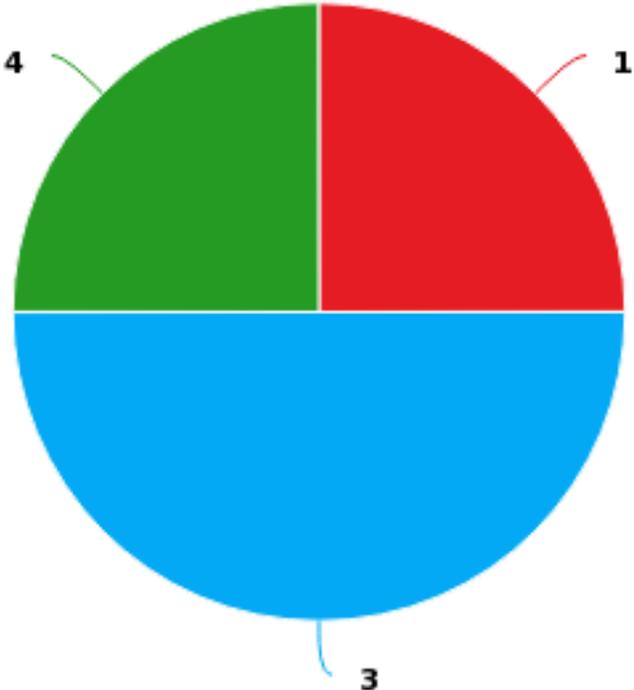
🟥 1 - $100M or less	25% (1)	🟪 2 - Between $101M and $500M	0% (0)
🟦 3 - Between $501M and $1B	50% (2)	🟩 4 - More than $1B and less than $3B	25% (1)
🟨 5 - More than $3B and less than $10B	0% (0)	🟧 6 - More than $10B and less than $25B	0% (0)
◾ 7 - $25B or more	0% (0)		

Mean: 2.75

Response: 4

8. How many full-time employees does your company have worldwide?
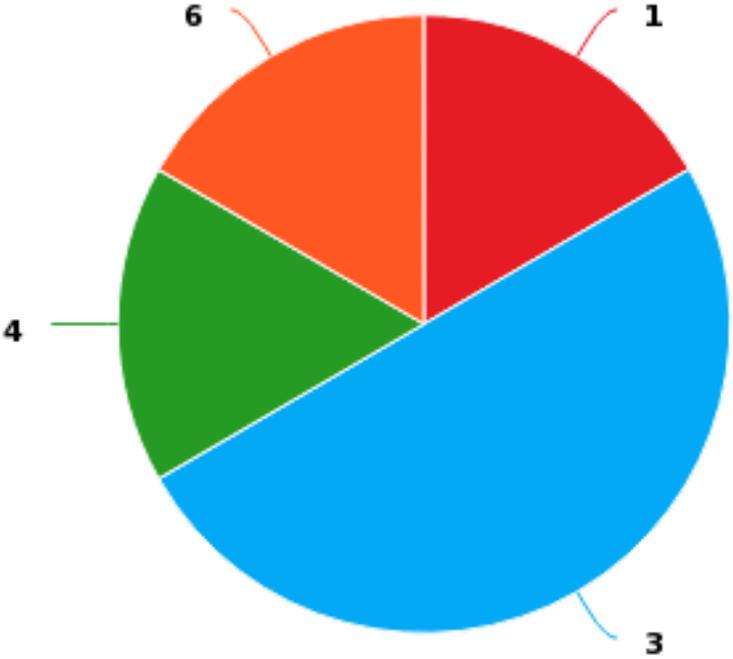
1 - 100 or less	16.67% (1)	2 - 101-1000	0% (0)
3 - 1001-5000	50% (3)	4 - 5001-10000	16.67% (1)
5 - 10001-50000	0% (0)	6 - More than 50000	16.67% (1)

Mean: 3.33

Response: 6

9. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?
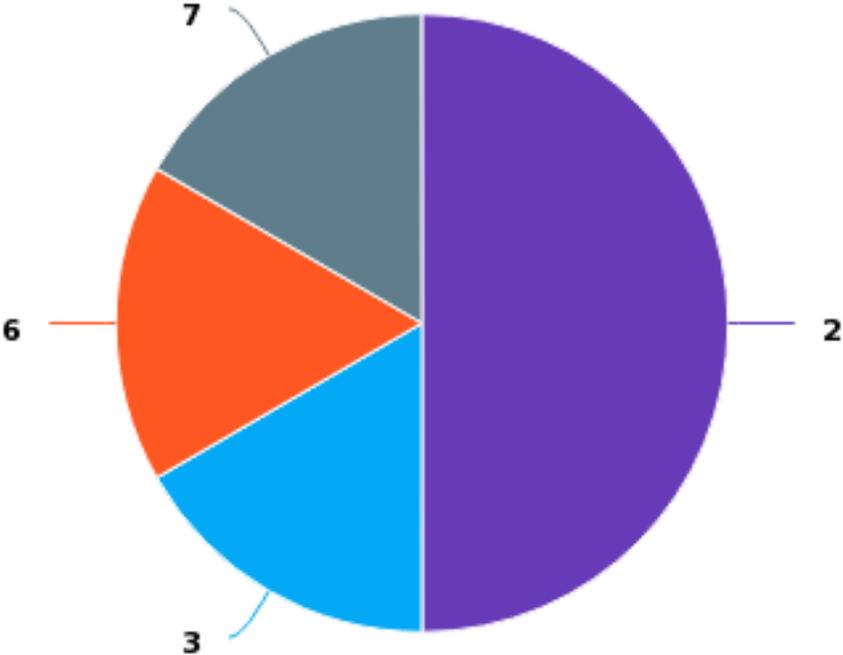
1 - 1-4	0% (0)	2 - 5-10	50% (3)
3 - 11-20	16.67% (1)	4 - 21-50	0% (0)
5 - 51-100	0% (0)	6 - 101-200	16.67% (1)
7 - 201-300	16.67% (1)	8 - More than 300	0% (0)

Mean: 3.67

Response: 6

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.
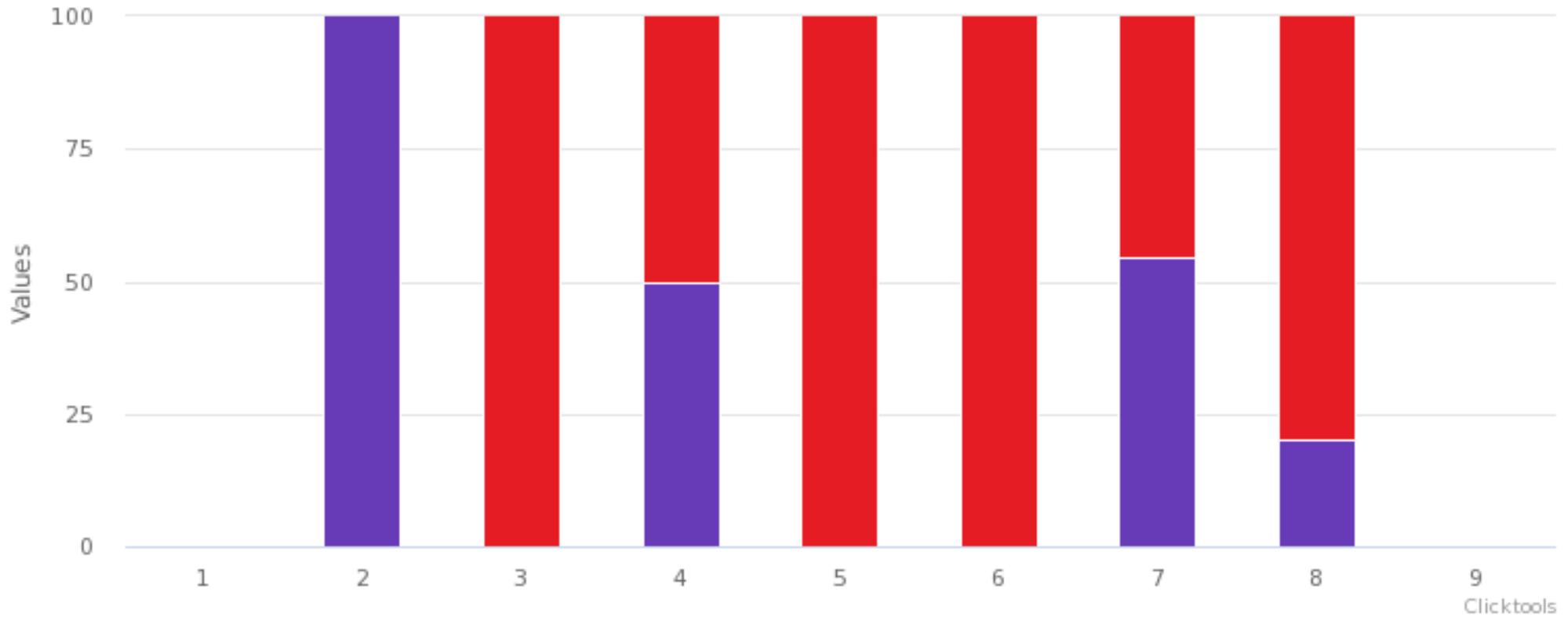
		Responsible to train	Charge for Training
1	Sales - Internal staff	0% (0)	0% (0)
2	Sales - Channels/Partners	0% (0)	100% (1)
3	Technical Pre-sales - Internal staff	100% (3)	0% (0)
4	Technical Pre-sales - Channels/Partners	50% (1)	50% (1)
5	Post-sales - Internal Staff	100% (3)	0% (0)
6	Post-sales - Channels/Partners	100% (2)	0% (0)
7	Customers and/or end users	45.45% (5)	54.55% (6)
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?
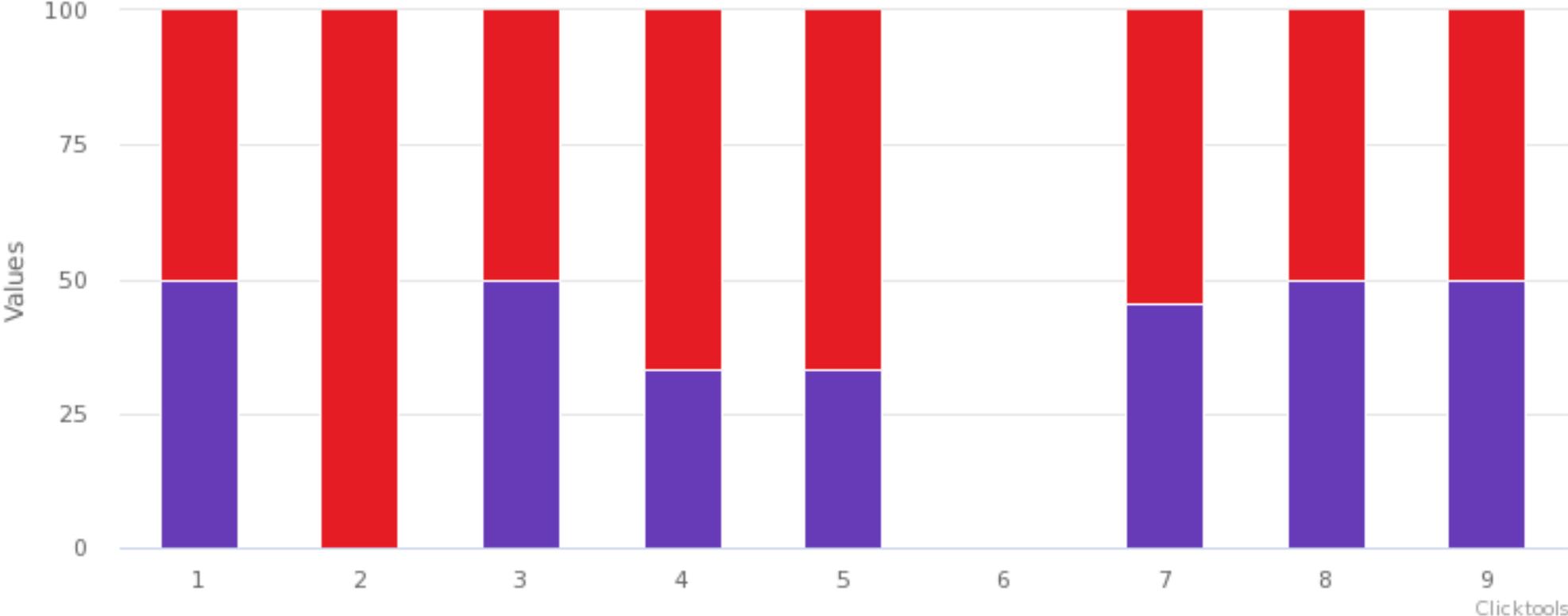
		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	50% (2)	50% (2)
2	Meeting an education profit margin target	100% (1)	0% (0)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	50% (1)	50% (1)
4	Accelerating product adoption (eg by providing training for key products earlier)	66.67% (4)	33.33% (2)
5	Reducing support liability (eg reduced support calls)	66.67% (2)	33.33% (1)
6	Achieve Partner enablement (eg certain number of trained channel partners)	0% (0)	0% (0)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	54.55% (6)	45.45% (5)
8	Driving product business (eg product sales target)	50% (1)	50% (1)
9	Other	50% (1)	50% (1)

Response: 6

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

1 - Only a single team	16.67% (1)	2 - Different education teams for different product businesses	33.33% (2)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	50% (3)	4 - Different education teams for other reasons	0% (0)
5 - Other	0% (0)		

Mean: 2.33

Response: 6

13. Into which of the following organizations or divisions does your department (Education Services) report?
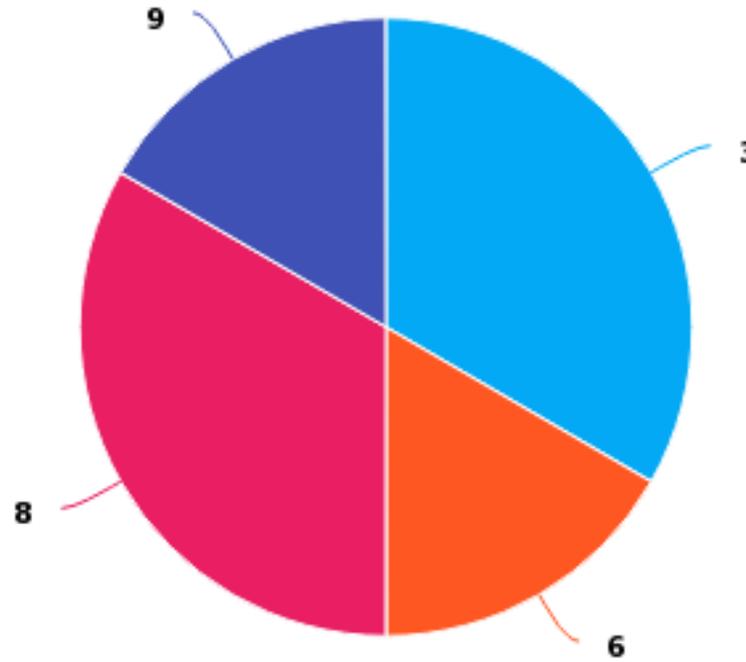
■ 1 - Sales	0% (0)	■ 2 - Marketing	0% (0)
■ 3 - Services (including Consulting)	33.33% (2)	■ 4 - Human Resources	0% (0)
■ 5 - Engineering	0% (0)	■ 6 - Operations	16.67% (1)
■ 7 - Directly to the CEO	0% (0)	■ 8 - Customer Success	33.33% (2)
■ 9 - Other	16.67% (1)		

Mean: 6.17

Response: 6

14. Which of the following functions are included as part of Education Services? Select all that apply.
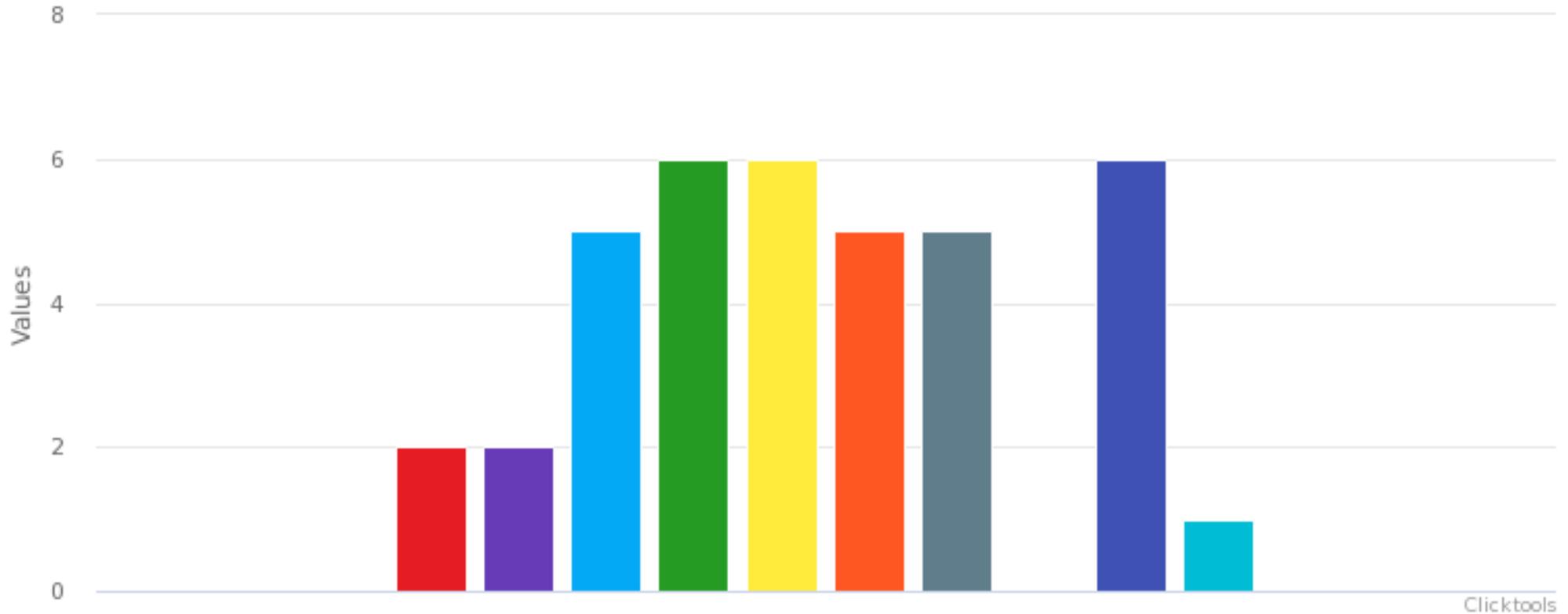
1 - Training Sales	33.33% (2)	2 - Training Marketing	33.33% (2)
3 - Training Operations and Admin Processes	83.33% (5)	4 - Training Technology Infrastructure (for example, LMS)	100% (6)
5 - Curriculum Design and Courseware Development	100% (6)	6 - Course Delivery and Distribution	83.33% (5)
7 - Training Partner Programs	83.33% (5)	8 - User Adoption/End User Consulting Services	0% (0)
9 - Certification Programs	100% (6)	10 - Other	16.67% (1)

Response: 6

15. Which of the following functions, if any, provide product training or education, even informally? Select all that apply.
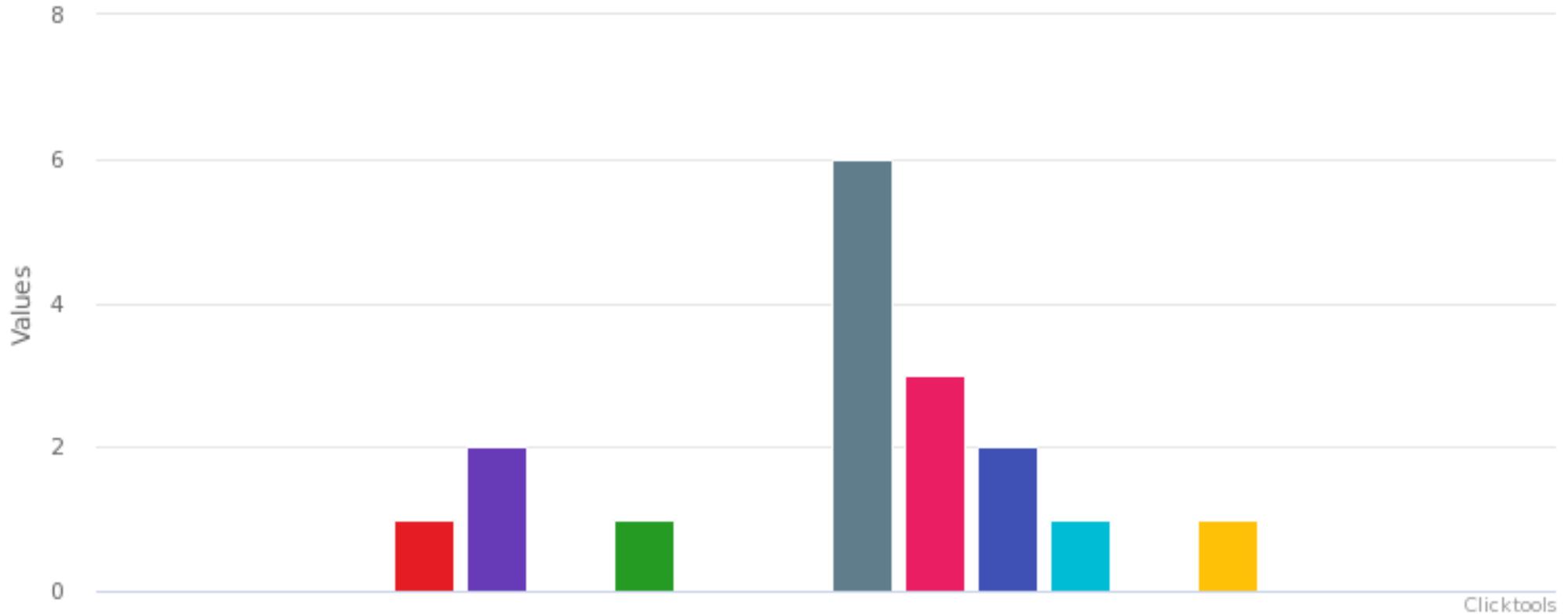
1 - No other groups provide training	16.67% (1)	2 - R&D/Engineering	33.33% (2)
3 - Product Management/Marketing	0% (0)	4 - Business Operations	16.67% (1)
5 - Sales	0% (0)	6 - Corporate Marketing	0% (0)
7 - Professional Services	100% (6)	8 - Technical Support	50% (3)
9 - Licensed education partner	33.33% (2)	10 - Product Partner (not education authorized)	16.67% (1)
11 - Independent 3rd parties (not education authorized)	0% (0)	12 - Other	16.67% (1)

Response: 6

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

4

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	0% (0)	**2 - Cost Recovery** (expectation is to sell enough training to at least break even on expenses)	0% (0)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	0% (0)	**4 - A hybrid depending upon the education business unit**	100% (6)
5 - Other	0% (0)		

Mean: 4

Response: 6

17. If your Education Services department changed its financial business model within the past 24 months, what was the change?
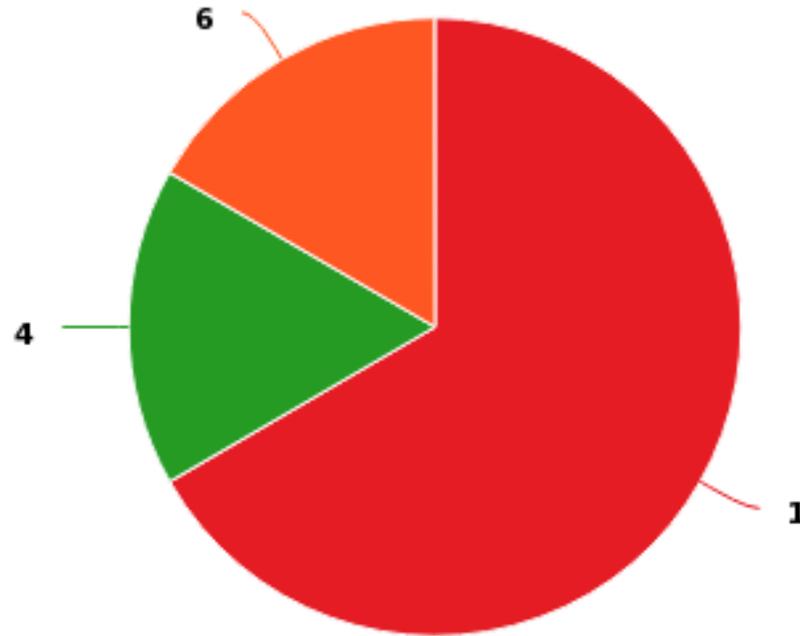
■	1 - No change	66.67% (4)	■ 2 - From Profit Center to Cost Center	0% (0)
■	3 - From Profit Center to Cost Recovery	0% (0)	■ 4 - From Cost Center to Cost Recovery	16.67% (1)
■	5 - From Cost Center to Profit Center	0% (0)	■ 6 - From Cost Recovery to Profit Center	16.67% (1)
■	7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 2.33

Response: 6

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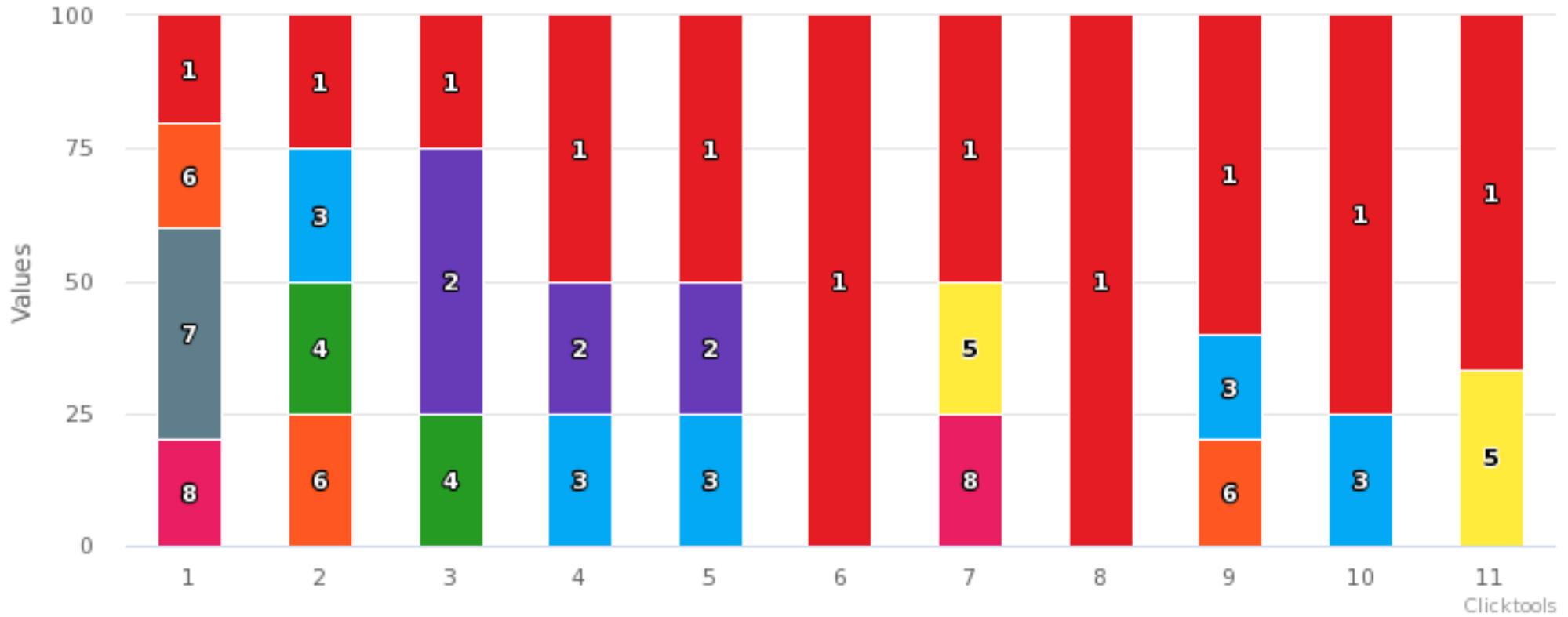
1	Not applicable	**2**	No revenue	**3**	1-5%	**4** 6-10%
5	11-25%	**6**	26-50%	**7**	51-75%	**8** >75%

		1	2	3	4	5	6	7	8	Mean
1	Product sales - Field Sales/Account Manager	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	40% (2)	20% (1)	5.8
2	Product Sales - Inside sales	25% (1)	0% (0)	25% (1)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	3.5
3	Product Channel Partners (resell)	25% (1)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.25
4	Services/Consulting sales	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
5	Maintenance renewal sales	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
6	Dedicated Education Services sales reps	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7	Education Services coordinators/non-sales staff	50% (2)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	25% (1)	3.75
8	Authorized Learning Partners resell (you deliver)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9	Authorized Learning Partners sell and deliver on their paper and pay you a fee	60% (3)	0% (0)	20% (1)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	2.4
10	Web/e-commerce	75% (3)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
11	Other	66.67% (2)	0% (0)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	2.33

Response: 5

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	0%	17.5%	26.25%	26.25%	2.5%	23.75%	0%	0%	0%	1.25%	1.25%	0%	1.25%	0%
Highest	0%	65%	95%	90%	10%	95%	0%	0%	0%	5%	5%	0%	5%	0%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	0	31.75	46.08	43.08	5	47.5	0	0	0	2.5	2.5	0	2.5	0

Response: 4

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

Average	10%
Highest	10%
Lowest	10%
Standard deviation	0

Response: 1

21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?
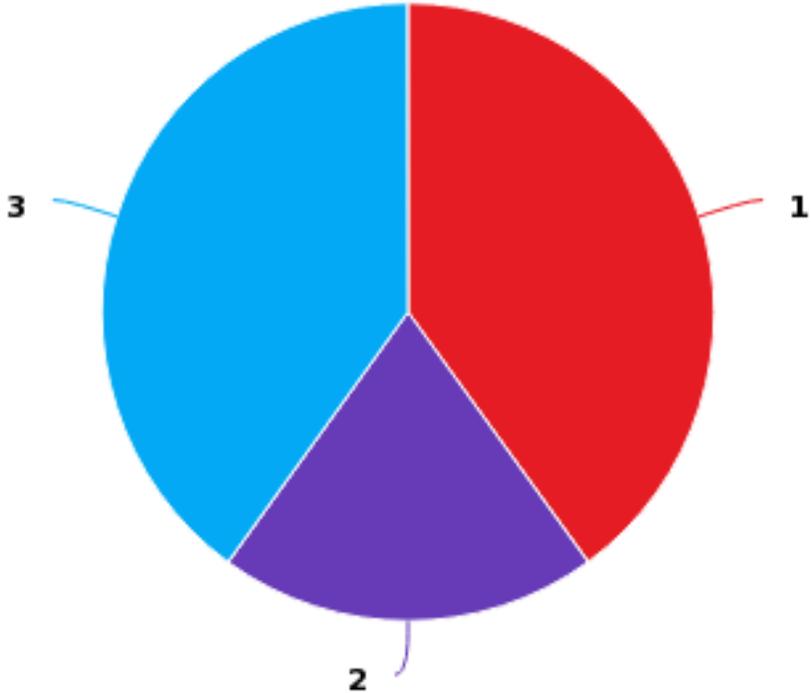
■	1 - <$1m	40% (2)	2 - $1m-$2m	20% (1)
■	3 - $2m-$3m	40% (2)	4 - $3m-$4m	0% (0)
■	5 - $4m-$5m	0% (0)	6 - $5m-$7m	0% (0)
■	7 - $7m-$10m	0% (0)	8 - $10m-$13m	0% (0)
■	9 - $13m-$16m	0% (0)	10 - $16m-$20m	0% (0)
■	11 - $20m-$30m	0% (0)	12 - $30m-$50m	0% (0)
■	13 - $50m-$100m	0% (0)	14 - >$100m	0% (0)

Mean: 2

Response: 5

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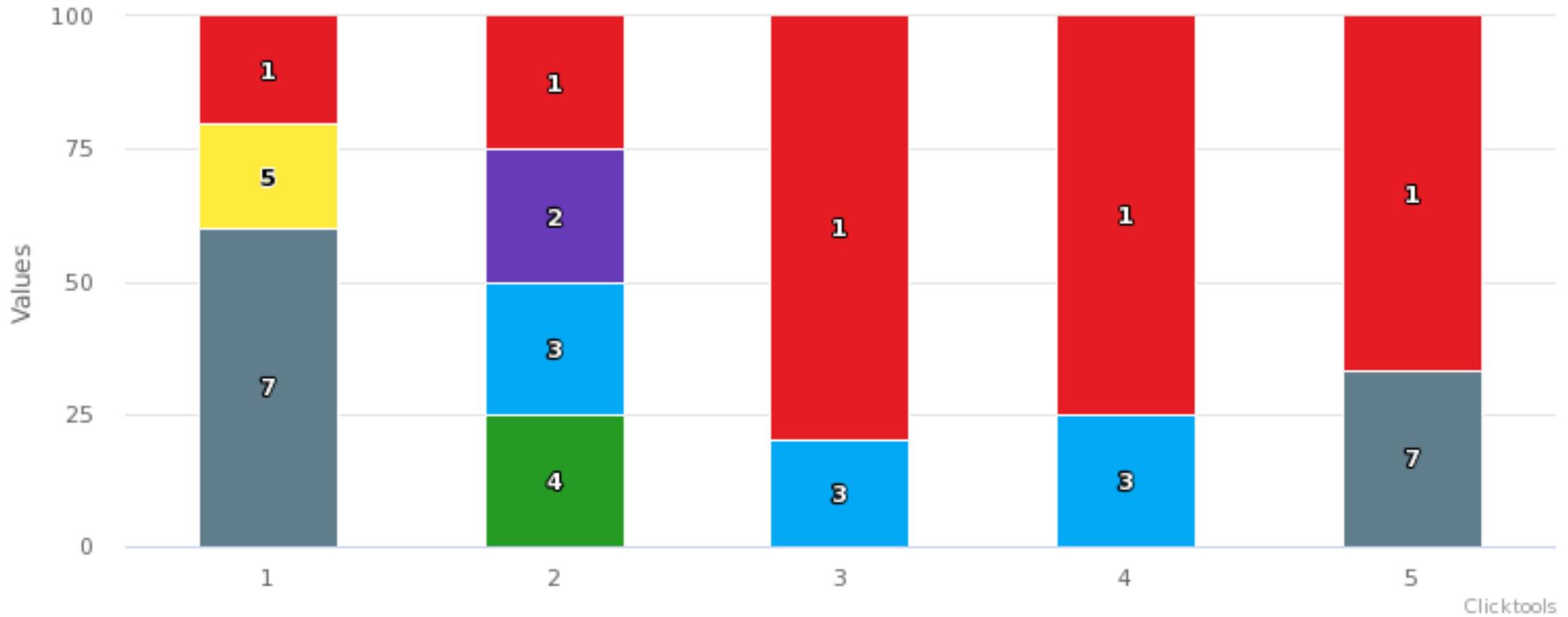
	1 No revenue		2 1-5%		3 6-10%		4 11-25%
5 26-50%		**6** 51-75%		**7** >75%			

		1	2	3	4	5	6	7	Mean
1	Product Customer	20% (1)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	60% (3)	5.4
2	Product Partner	25% (1)	25% (1)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	2.5
3	Training Partner (Reseller, ATP)	80% (4)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
4	Academic Alliances	75% (3)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5	Other	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (1)	3

Response: 5

23. What is the ratio of Education Services revenue to total company revenue?
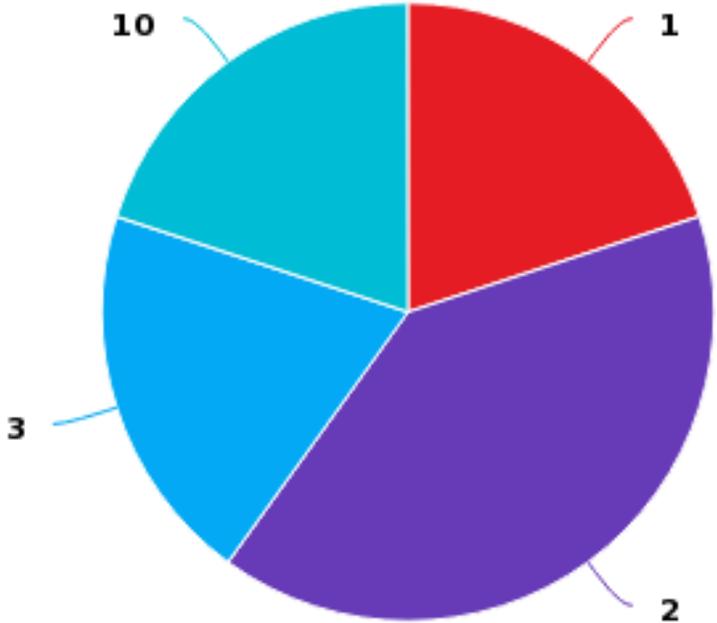
■ 1 - 0.25% or less	20% (1)	■ 2 - 0.25-0.5%	40% (2)
■ 3 - 0.5-1%	20% (1)	■ 4 - 1-2%	0% (0)
■ 5 - 2-3%	0% (0)	■ 6 - 3-4%	0% (0)
■ 7 - 5-6%	0% (0)	■ 8 - 6-8%	0% (0)
■ 9 - 8-10%	0% (0)	■ 10 - >10%	20% (1)

Mean: 3.6
Response: 5

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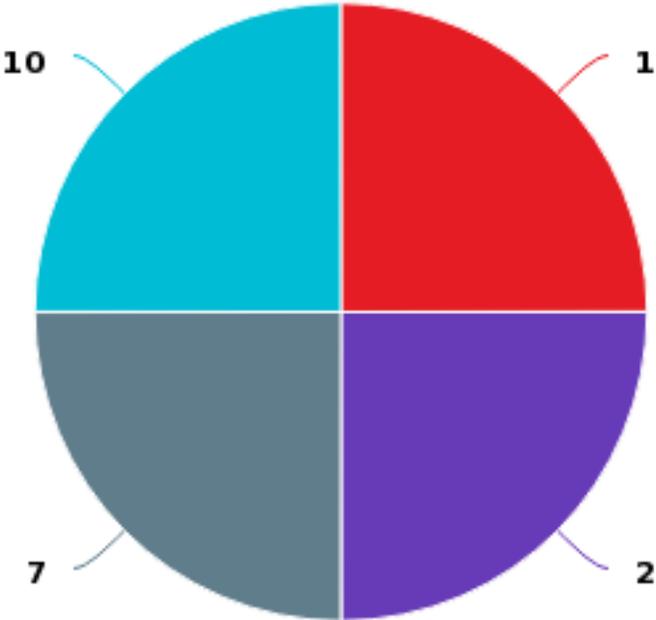
■	1 - 0.5% or less	25% (1)	■ 2 - 0.25-0.5%	25% (1)
■	3 - 0.5-1%	0% (0)	■ 4 - 1-2%	0% (0)
■	5 - 2-3%	0% (0)	■ 6 - 3-4%	0% (0)
■	7 - 5-6%	25% (1)	■ 8 - 6-8%	0% (0)
■	9 - 8-10%	0% (0)	■ 10 - >10%	25% (1)

Mean: 5

Response: 4

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

■ 1 - 0.5% or less	0% (0)	■ 2 - 0.25-0.5%	0% (0)
■ 3 - 0.5-1%	0% (0)	■ 4 - 1-2%	33.33% (1)
■ 5 - 2-3%	0% (0)	■ 6 - 3-4%	0% (0)
■ 7 - 4-5%	0% (0)	■ 8 - 5-6%	0% (0)
■ 9 - 6-8%	0% (0)	■ 10 - 8-10%	33.33% (1)
■ 11 - 10-15%	0% (0)	■ 12 - 15-20%	33.33% (1)
■ 13 - >20%	0% (0)		

Mean: 8.67

Response: 3

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	322.33	330
Highest	1,000	1,000
Lowest	-36	-30
Standard deviation	587.2	580.78

Response: 3

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	0%	0%	47.5%	25.5%	13.5%	0%	5.75%	0%	7.5%
Highest	0%	0%	60%	47%	25%	0%	10%	0%	20%
Lowest	0%	0%	40%	0%	9%	0%	3%	0%	0%
Standard deviation	0	0	9.57	24.03	7.68	0	2.99	0	9.57

Response: 4

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)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	6.75
2	Achievement	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	6.25

Response: 4

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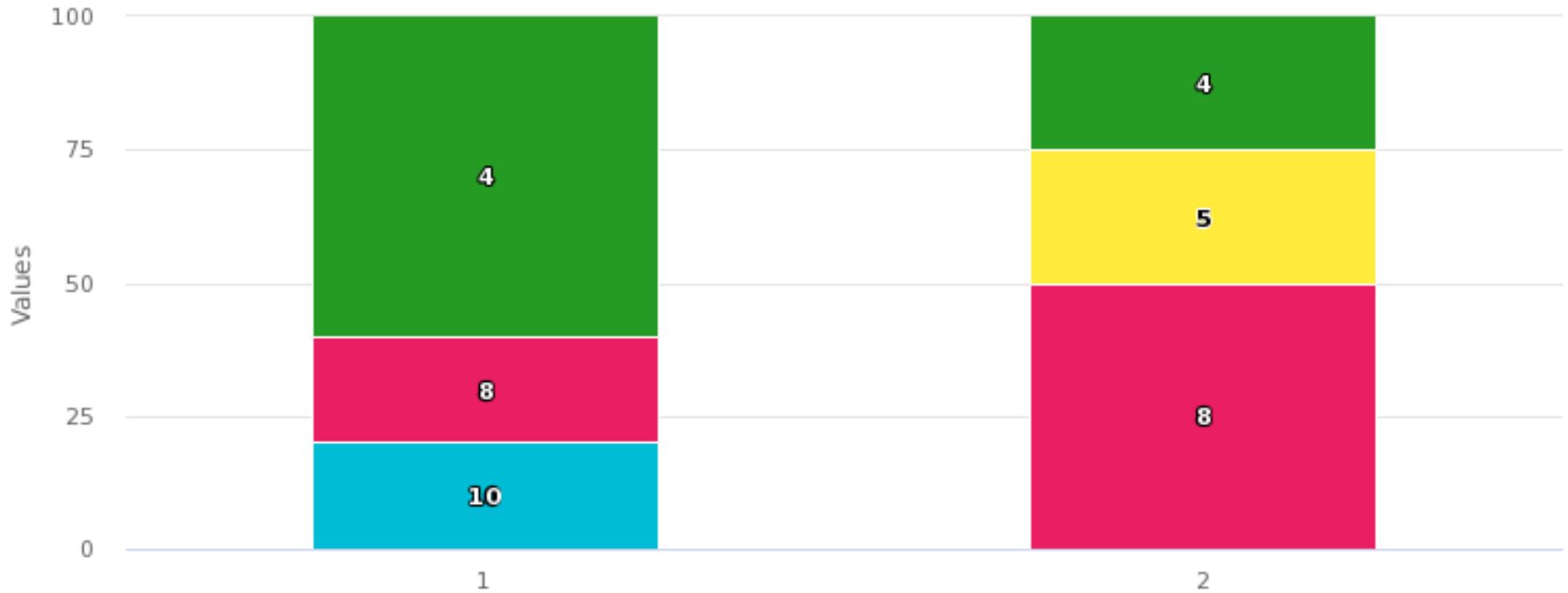
1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

	1	2	3	4	5	6	7	8	9	10	11	12	Mean
1 Goal	0% (0)	0% (0)	0% (0)	60% (3)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	6
2 Achievement	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	6.25

Response: 5

30. How do you measure education services quality and impact? Choose all that apply.
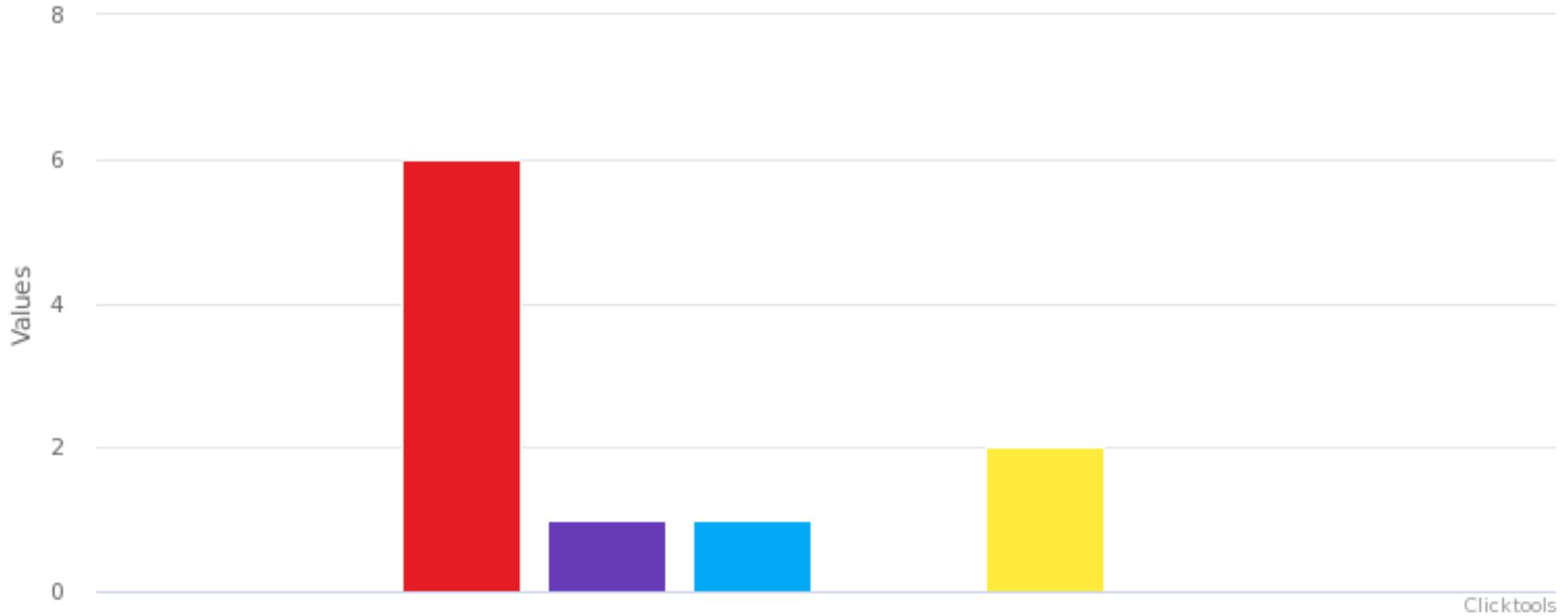
■ 1 - Student feedback	100% (6)	■ 2 - Net Promoter Score	16.67% (1)
■ 3 - Kirkpatrick Level 2 Assessments	16.67% (1)	■ 4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	0% (0)
■ 5 - Impact company KPIs (Kirkpatrick Level 4)	33.33% (2)	■ 6 - Other	0% (0)

Response: 6

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)	16.67% (1)	33.33% (2)	16.67% (1)	16.67% (1)	16.67% (1)	7.83
2	Course Material	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	33.33% (2)	16.67% (1)	16.67% (1)	16.67% (1)	7.67
3	Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	33.33% (2)	16.67% (1)	33.33% (2)	0% (0)	7.67
4	Environment (labs, classrooms, and so on)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	33.33% (2)	33.33% (2)	0% (0)	16.67% (1)	7.5

Response: 6

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)	16.67% (1)	16.67% (1)	16.67% (1)	16.67% (1)	16.67% (1)	16.67% (1)	7.5
2	Course Material	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	16.67% (1)	33.33% (2)	0% (0)	16.67% (1)	7.33
3	Environment (self-paced delivery like LMS)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	16.67% (1)	33.33% (2)	0% (0)	16.67% (1)	7.33

Response: 6

33. What is your average percentage response rate for your evaluations?
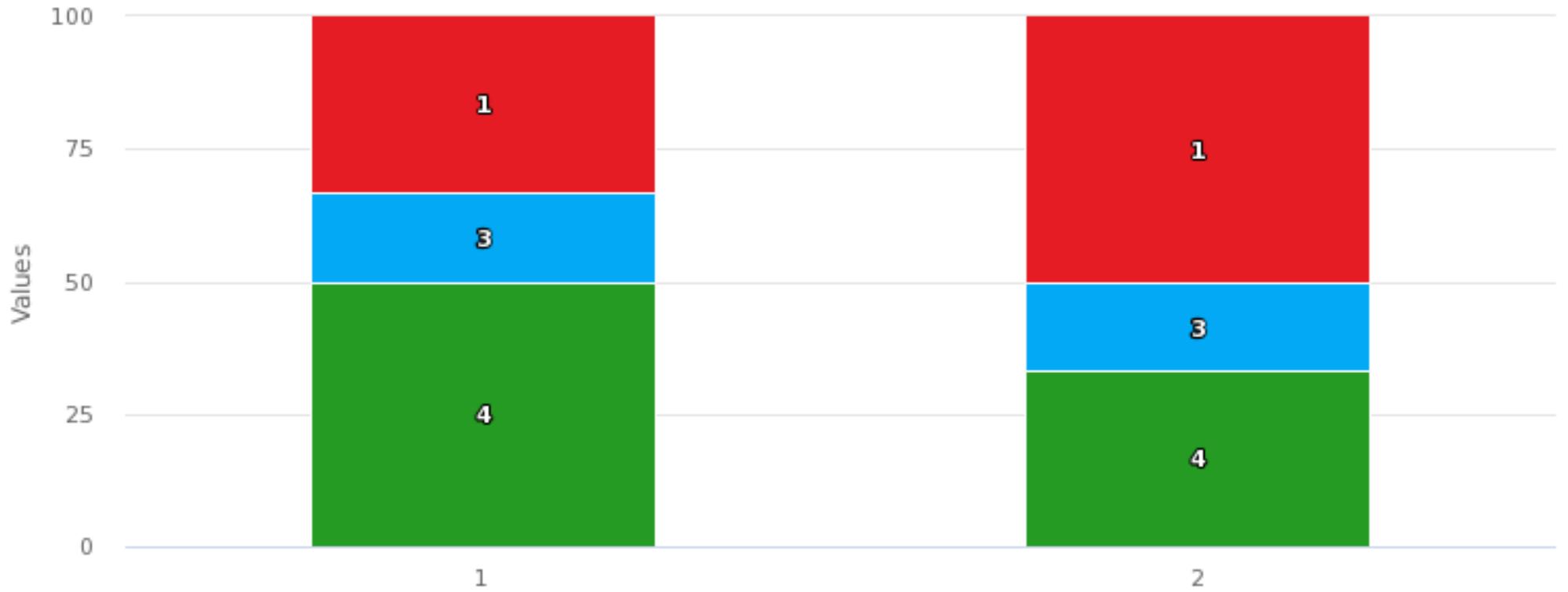
	1	0-20%		2	21-40%		3	41-60%		4	61-80%
	5	81-100%									

		1	2	3	4	5	Mean
1	ILT/VILT	33.33% (2)	0% (0)	16.67% (1)	50% (3)	0% (0)	2.83
2	Self-paced	50% (3)	0% (0)	16.67% (1)	33.33% (2)	0% (0)	2.33

Response: 6

34. Which of the following actions do you use to address client dissatisfaction? Select all that apply.
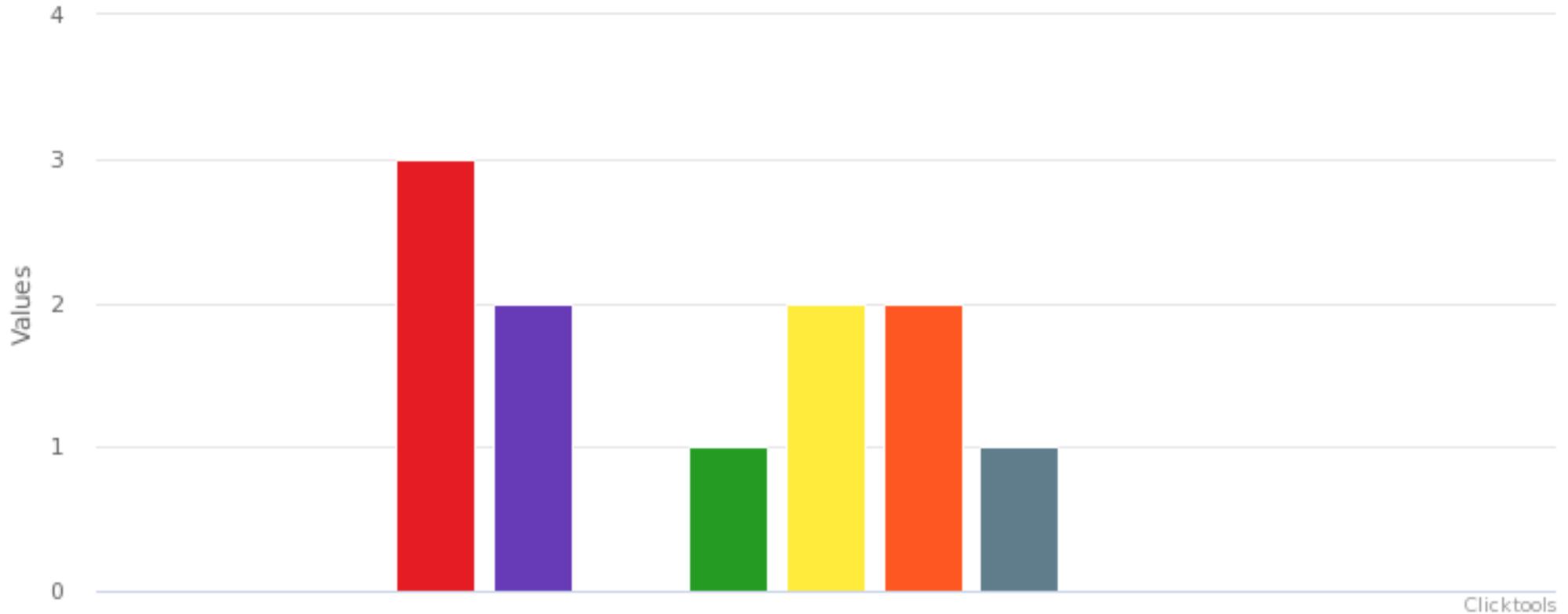
1 - We contact them within a defined number of days after the class	50% (3)	2 - We follow up some of the time	33.33% (2)
3 - We don't follow up and wait until they escalate	0% (0)	4 - Contact them yourself directly before they contact you	16.67% (1)
5 - Offer refunds if required/requested	33.33% (2)	6 - Provide credit for additional training if required/requested	33.33% (2)
7 - Consult with sales team for next steps with customer and agree who takes next steps	16.67% (1)	8 - None of these	0% (0)
9 - Other	0% (0)		

Response: 6

35. Which of the following do you track in order to measure the impact of your training? Select all that apply.
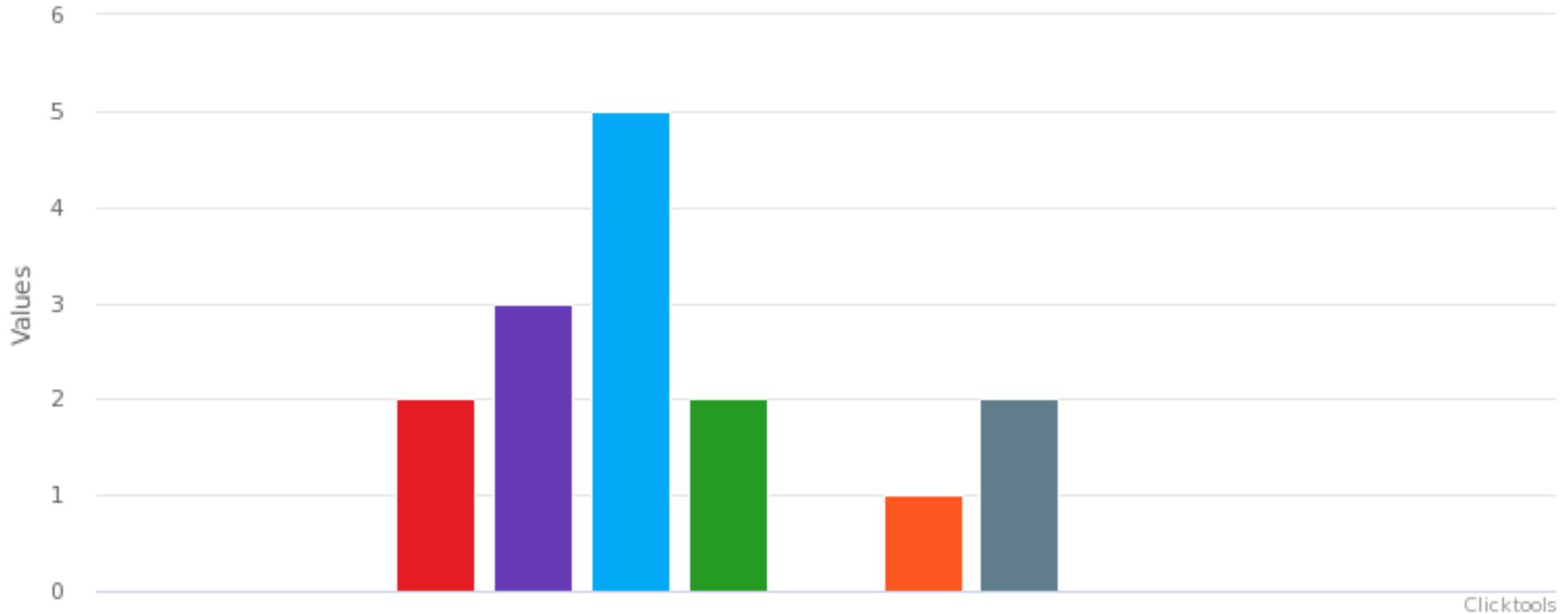
1 - Subsequent product sales	33.33% (2)	2 - Number and type of support tickets	50% (3)
3 - Overall customer satisfaction	83.33% (5)	4 - Degree of product adoption or use	33.33% (2)
5 - Product implementation timeline (product up and running)	0% (0)	6 - Customer renewals/Returning customers	16.67% (1)
7 - Returning customers to training (depth of training)	33.33% (2)	8 - None of these	0% (0)
9 - Other	0% (0)		

Response: 6

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

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

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

Response: 2

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

1	We are in the process of implementing NPS this year.
2	NA
3	trained / not trained v. overall CSAT scores
4	Immediate post-training feedback surveys and 6-month impact surveys.

Response: 4

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

| 1 | Training has been measured as one of the contributing factors but not as the only one. |
| 2 | NA |

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 | Purely trained/not trained v. renewal |

Response: 1

42. What was your Net Promotor Score (NPS) for the last measured year? (-100 to +100)
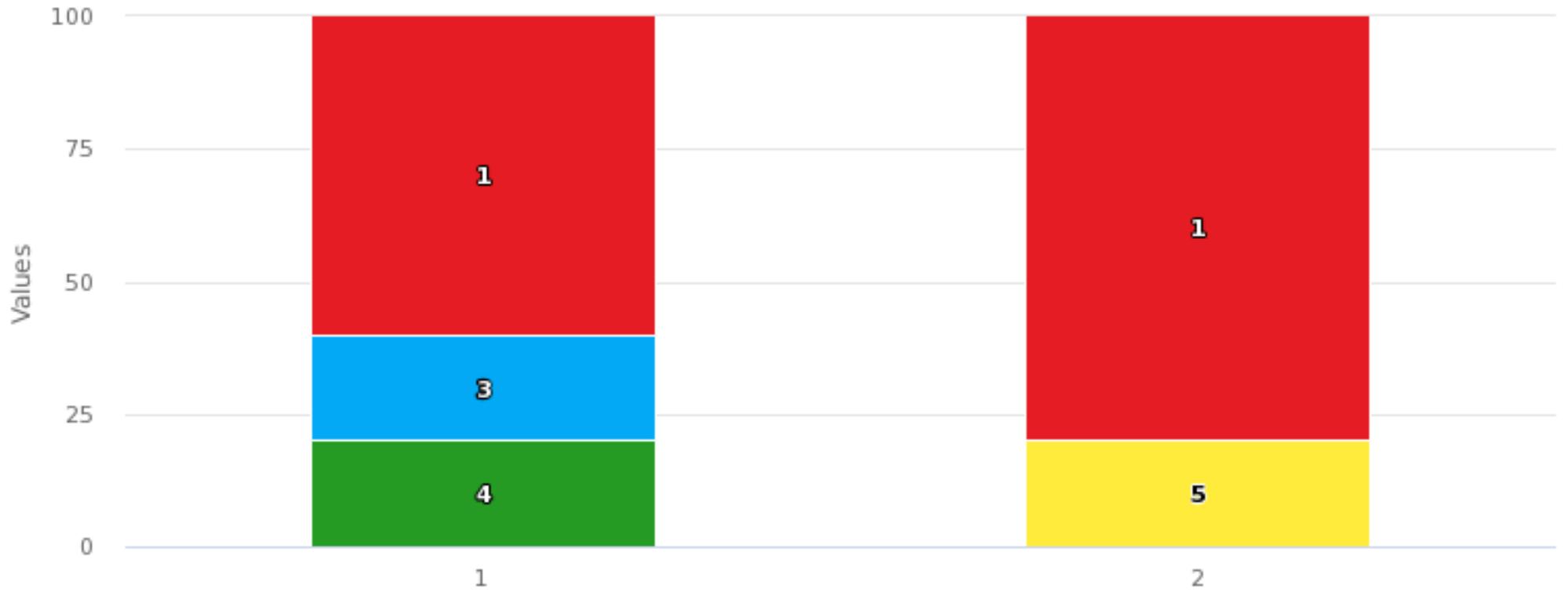
	1	Not measured		2	Negative		3	0-25		4	26-50
	5	51-75		6	76-100						

		1	2	3	4	5	6	Mean
1	Company overall	60% (3)	0% (0)	20% (1)	20% (1)	0% (0)	0% (0)	2
2	Education Services	80% (4)	0% (0)	0% (0)	0% (0)	20% (1)	0% (0)	1.8

Response: 5

43. What is the average education services deal size when education offerings are sold together with product (single PO)?
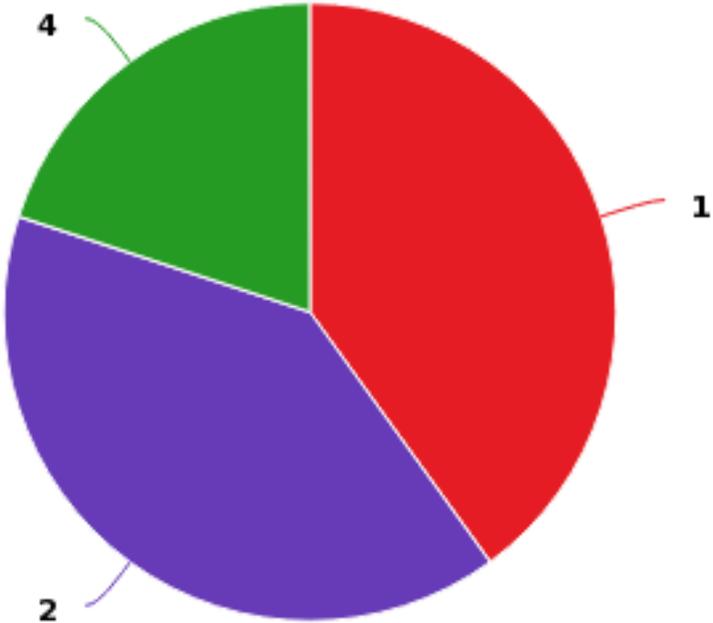
■ 1 - Less than $5,000	40% (2)	■ 2 - $5,000-$24,999	40% (2)
■ 3 - $25,000-$49,999	0% (0)	■ 4 - $50,000-$99,999	20% (1)
■ 5 - $100,000-$199,999	0% (0)	■ 6 - $200,000 or more	0% (0)

Mean: 2

Response: 5

44. What is the average education services deal size when education offerings are NOT sold together with product?
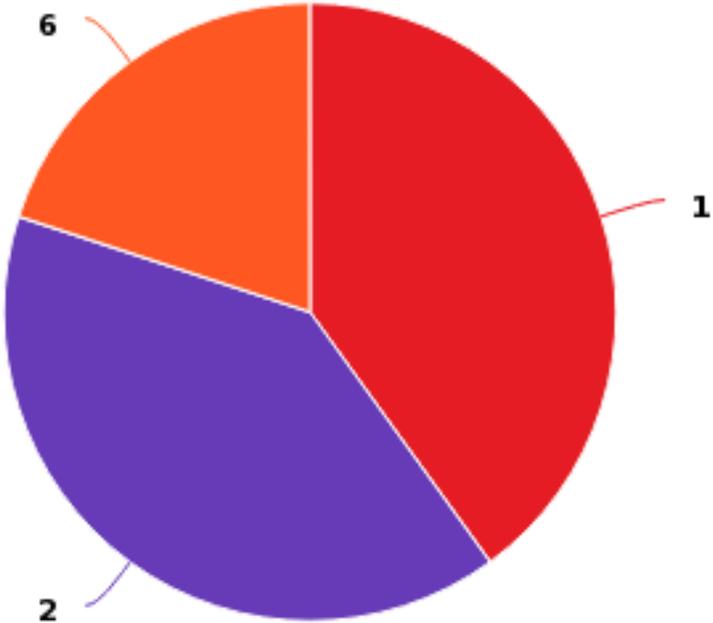
🟥	1 - Less than $5,000	40% (2)	🟪 2 - $5,000-$24,999	40% (2)
🟦	3 - $25,000-$49,999	0% (0)	🟩 4 - $50,000-$99,999	0% (0)
🟨	5 - $100,000-$199,999	0% (0)	🟧 6 - $200,000 or more	20% (1)

Mean: 2.4

Response: 5

45. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.
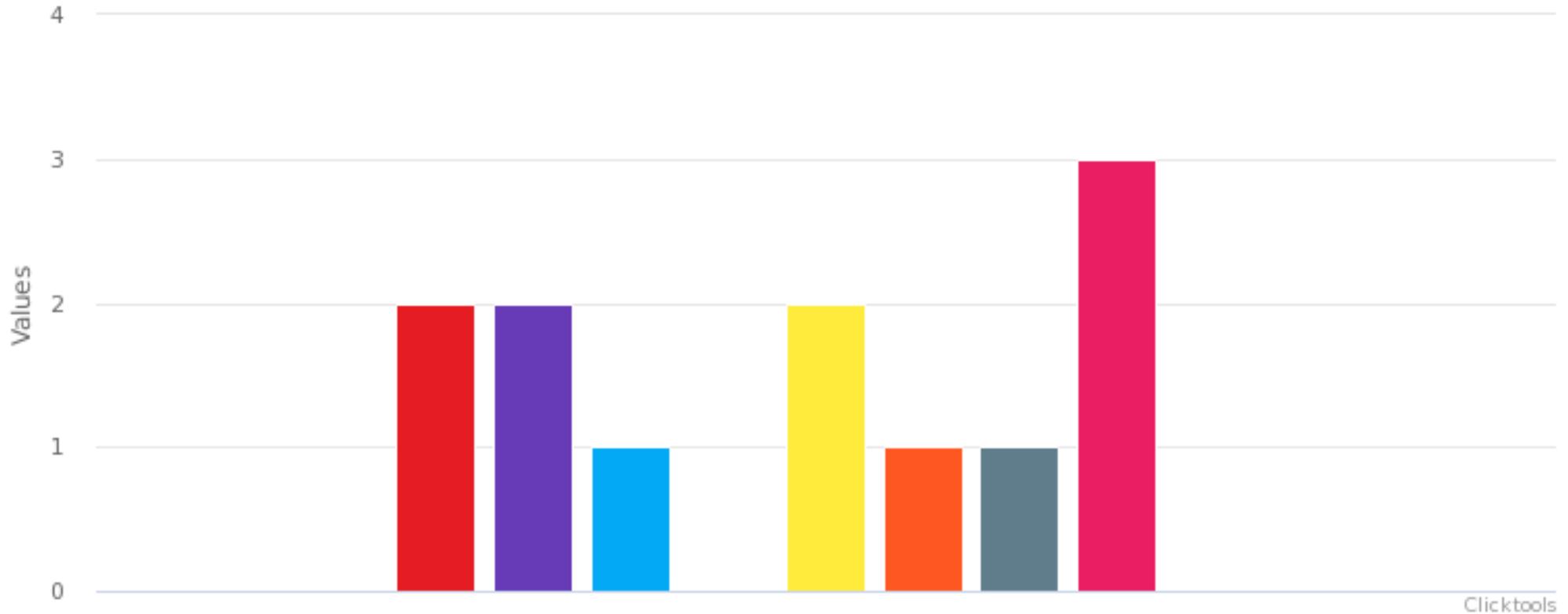
1 - Product deals for a new customer	40% (2)	2 - Product deals with a new product for a customer	40% (2)
3 - Support contract sales	20% (1)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	40% (2)	6 - Product and/or service deals when sold as a subscription	20% (1)
7 - Product and/or service deals when NOT sold as a subscription	20% (1)	8 - None of these	60% (3)
9 - Other	0% (0)		

Response: 5

46. If you have a mandatory attach, how do you attach?
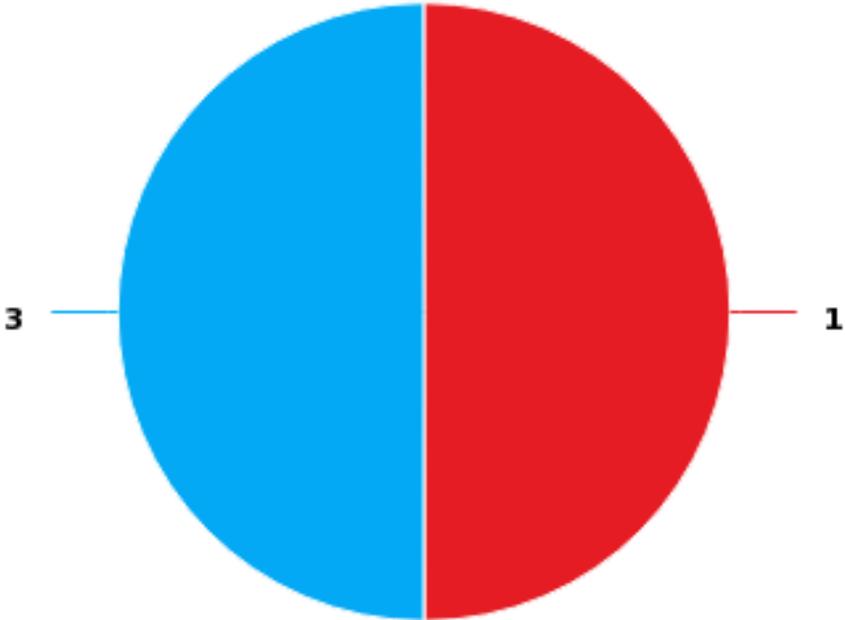
1 - Mandatory education attach is percentage of product costs (eg 5% of products costs is education)	50% (1)	2 - Mandatory education attach is a defined education amount per number of product licenses (eg every 1000 licenses 5k training)	0% (0)
3 - Mandatory education attach is a fixed education amount independent of product costs (eg every new customer has 5k training added)	50% (1)	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	0%	0%	0%
Highest	0%	0%	0%
Lowest	0%	0%	0%
Standard deviation	0	0	0

Response: 0

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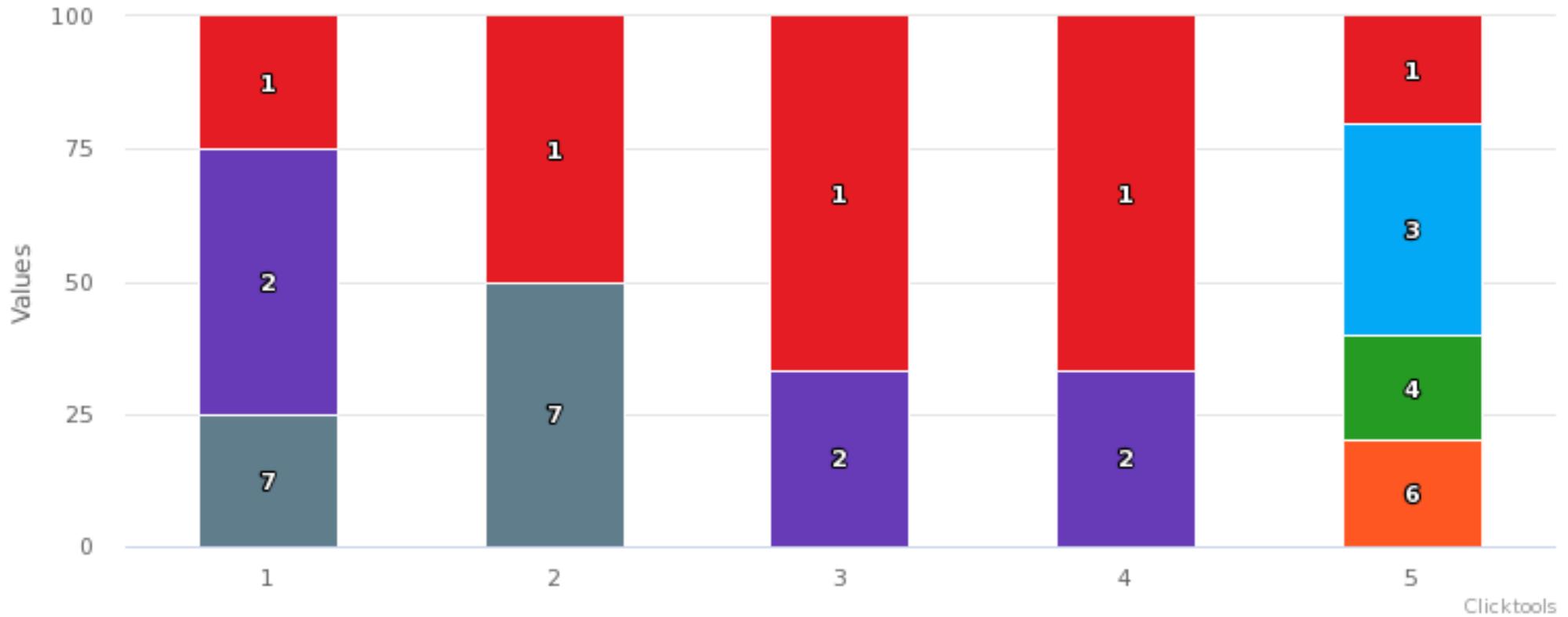
|		1 None	2 1-5%	3 6-10%	4 11-25%
		5 26-50%	6 51-75%	7 >75%	

		1	2	3	4	5	6	7	Mean
1	Product and/or service deals when product was sold as a subscription	25% (1)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	3
2	Product and/or service deals when product was NOT sold as a subscription	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (2)	4
3	Support contract deals	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
4	Support contract renewal deals	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
5	Professional Services consulting sales	20% (1)	0% (0)	40% (2)	20% (1)	0% (0)	20% (1)	0% (0)	3.4

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

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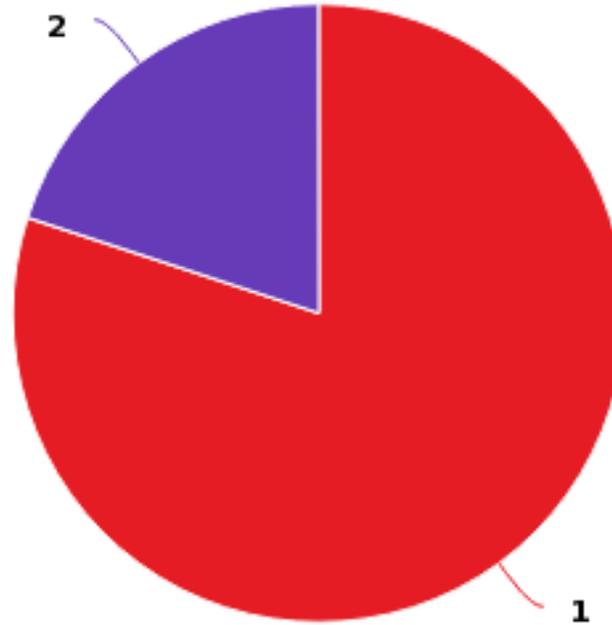
Mean: 1.2
Response: 5

50. Which resell discount do you provide to partners for the following education services?
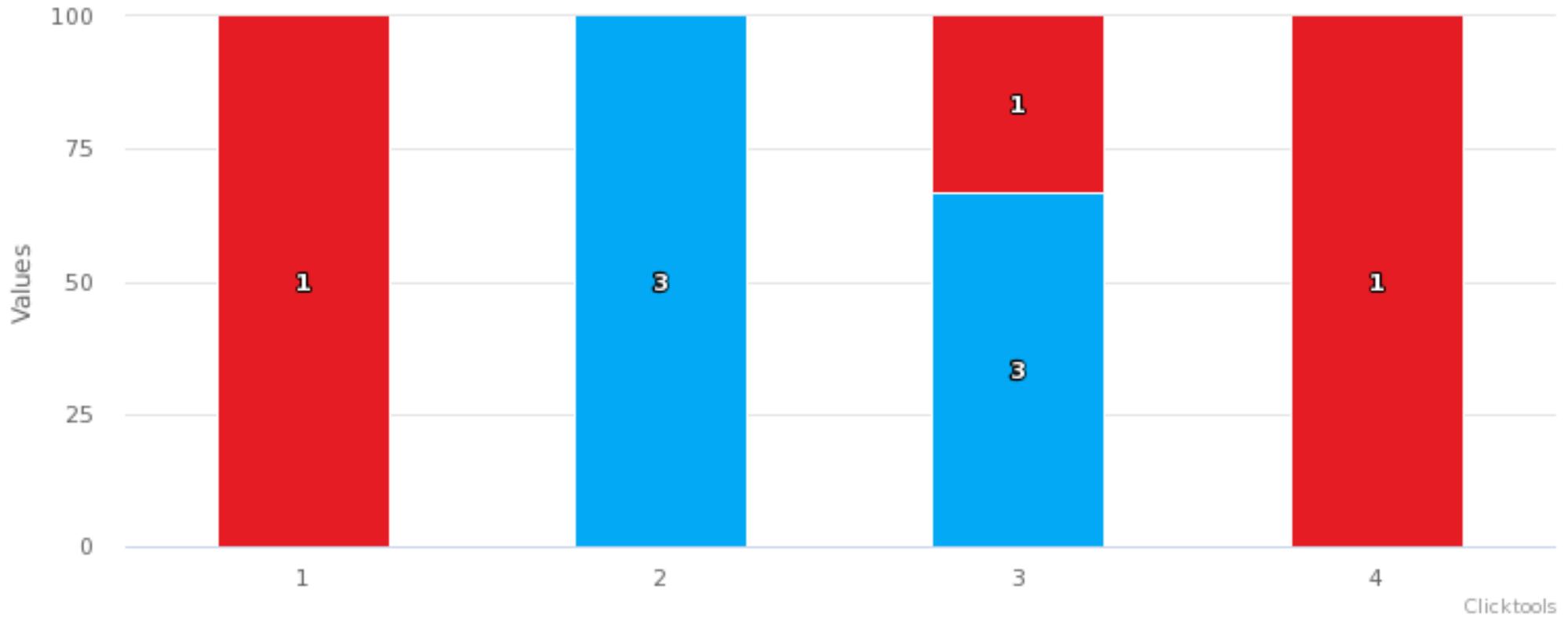
1	0-10%	2	11-15%	3	16-20%	4	21-25%
5	26-30%	6	31-35%	7	more than 35%		

		1	2	3	4	5	6	7	Mean
1	Subscriptions	100% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
2	ILT/VILT	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3
3	Self-paced contents	33.33% (1)	0% (0)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
4	Other	100% (2)	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	66.67% (4)	2 - A Business Unit Marketing organization	0% (0)
3 - Regional Marketing organizations	0% (0)	4 - Customer Services Marketing	33.33% (2)
5 - Education Services Marketing	33.33% (2)	6 - Other	16.67% (1)
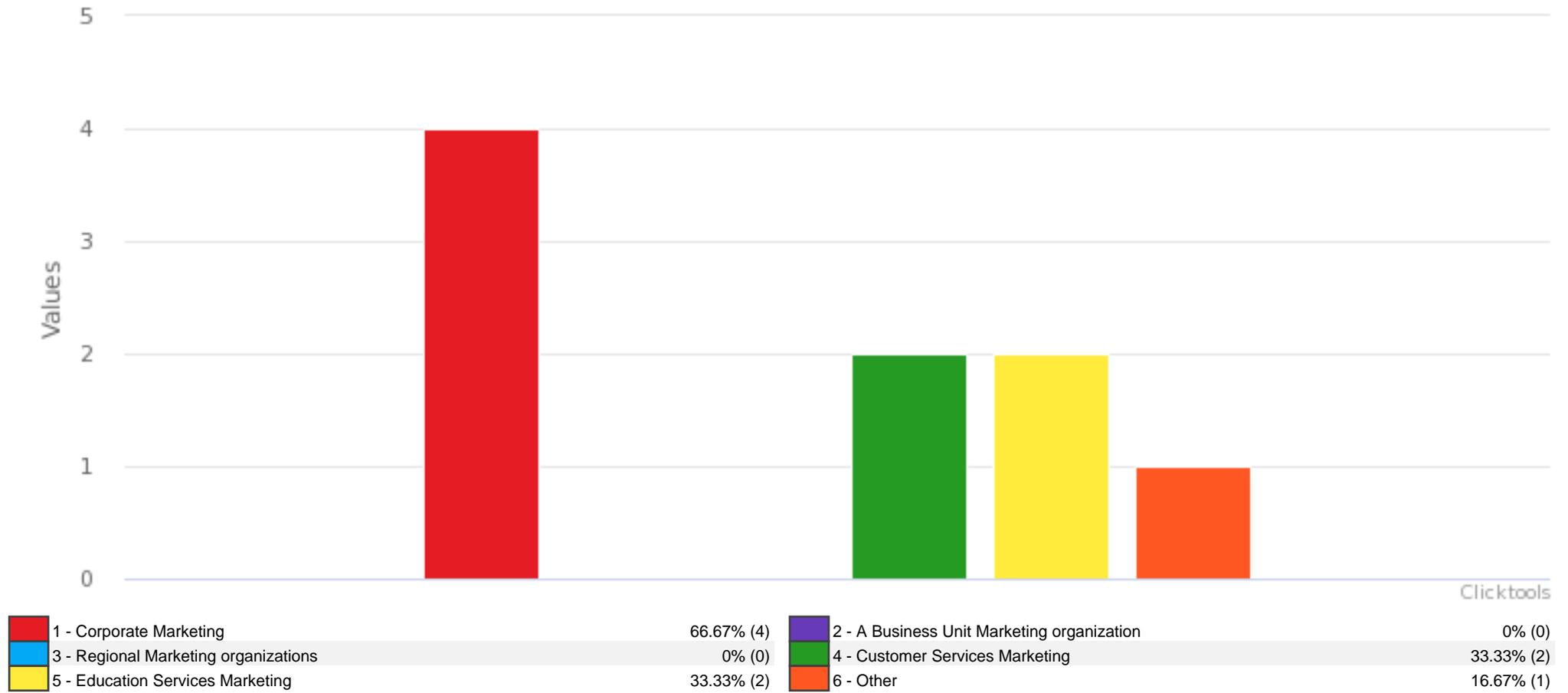
Response: 6

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.
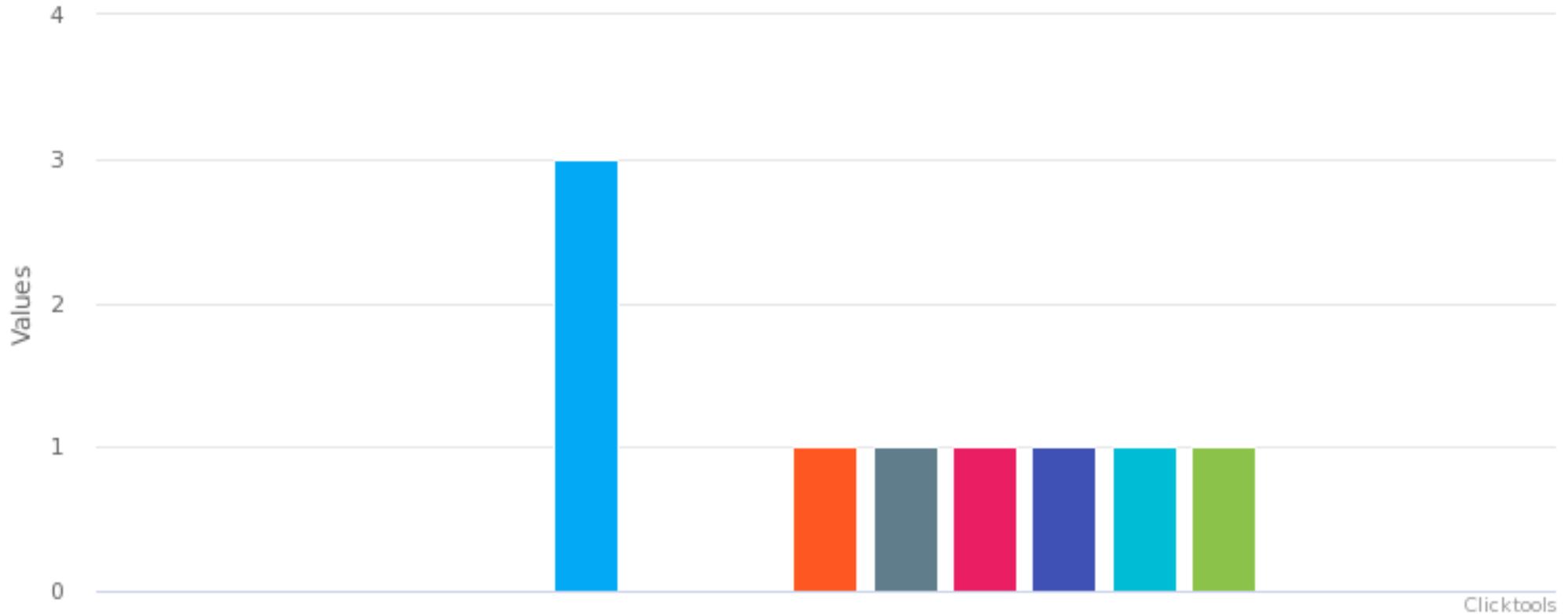
Color	Item	Percent	Color	Item	Percent
	1 - Online advertising	0% (0)		2 - Telemarketing	0% (0)
	3 - Email campaigns	75% (3)		4 - Printed catalog or data sheets	0% (0)
	5 - Electronic catalog or data sheets	0% (0)		6 - Corporate/public webpage	25% (1)
	7 - Dedicated education services webpage or portal	25% (1)		8 - Social media sites and followings	25% (1)
	9 - Internal marketing to Corporate Sales	25% (1)		10 - References (calls, case studies)	25% (1)
	11 - Other	25% (1)			

Response: 4

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

|			
🟥	1 - 100% (all)	0% (0)	🟪 2 - 75-99%	60% (3)
🟦	3 - 51-75%	20% (1)	🟩 4 - 26-50%	0% (0)
🟨	5 - 25% or less	20% (1)		
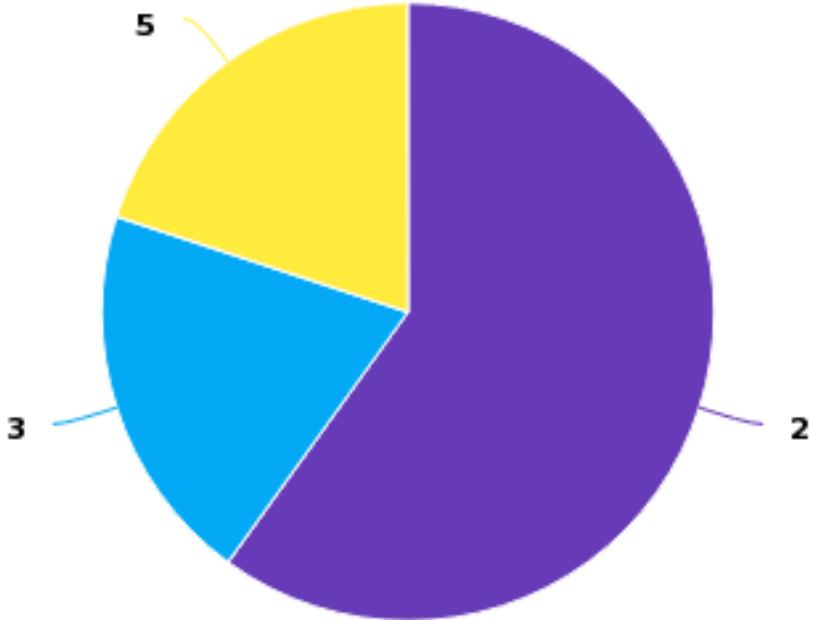
Mean: 2.8

Response: 5

54. At what stage of the product development cycle is curriculum design and course development first involved?
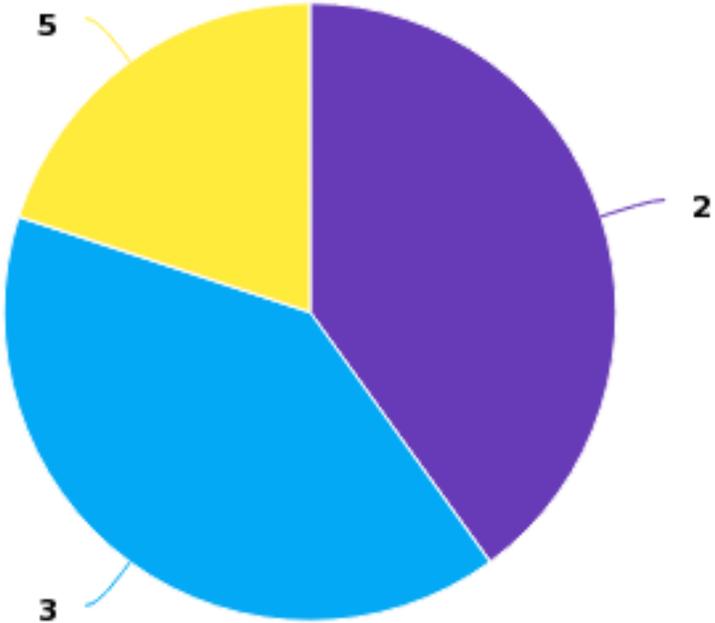
|			
■ 1 - Product feasibility/inception stage	0% (0)	■ 2 - Product development stage	40% (2)
■ 3 - Beta product availability stage	40% (2)	■ 4 - General/public product availability stage	0% (0)
■ 5 - Other	20% (1)		

Mean: 3

Response: 5

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.
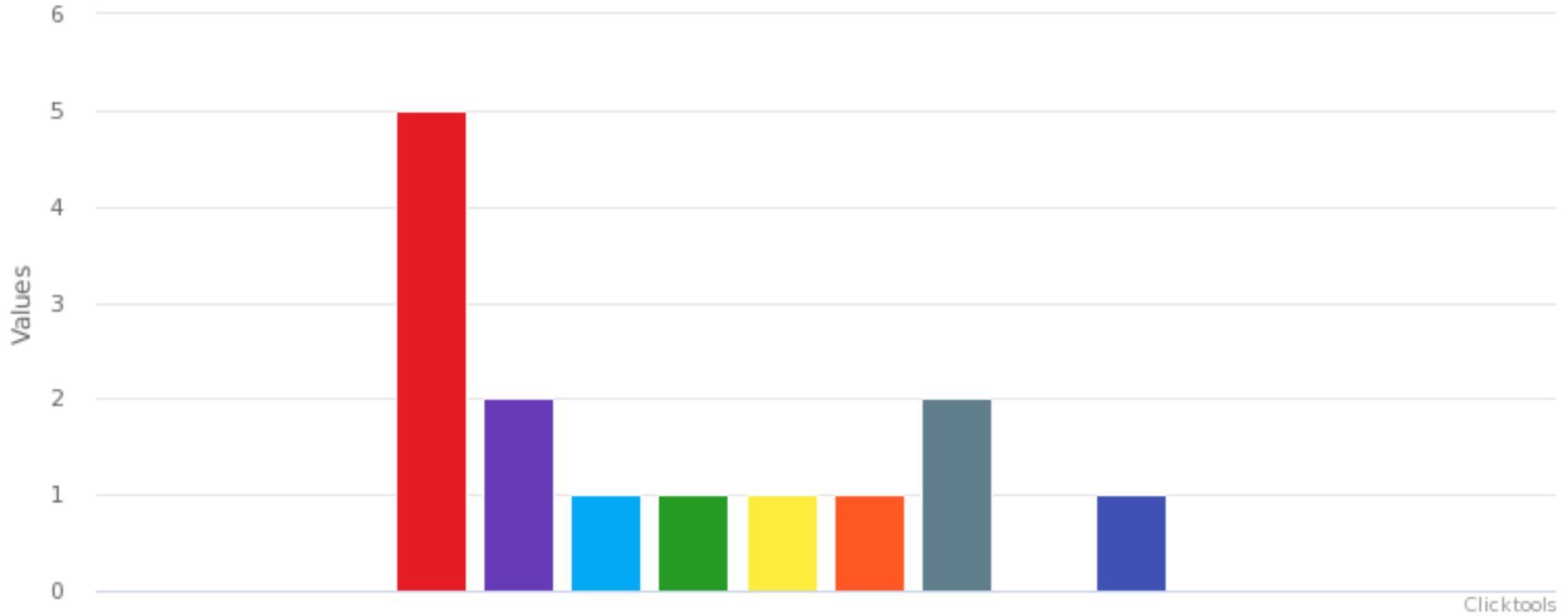
|			
■ 1 - Formalized transfer of information processes and exchange sessions with engineering and product management	100% (5)	■ 2 - Informal exchanges of information/data with engineering and product management	40% (2)
■ 3 - Formalized transfer of information processes and exchange sessions with technical publications	20% (1)	■ 4 - Informal exchanges of information/data with technical publications	20% (1)
■ 5 - Collect information from Support teams	20% (1)	■ 6 - Collect information from Professional Services teams	20% (1)
■ 7 - Collect information from Customers	40% (2)	■ 8 - Collect information from Partners	0% (0)
■ 9 - Collect information from Product Marketing	20% (1)	■ 10 - Other	0% (0)

Response: 5

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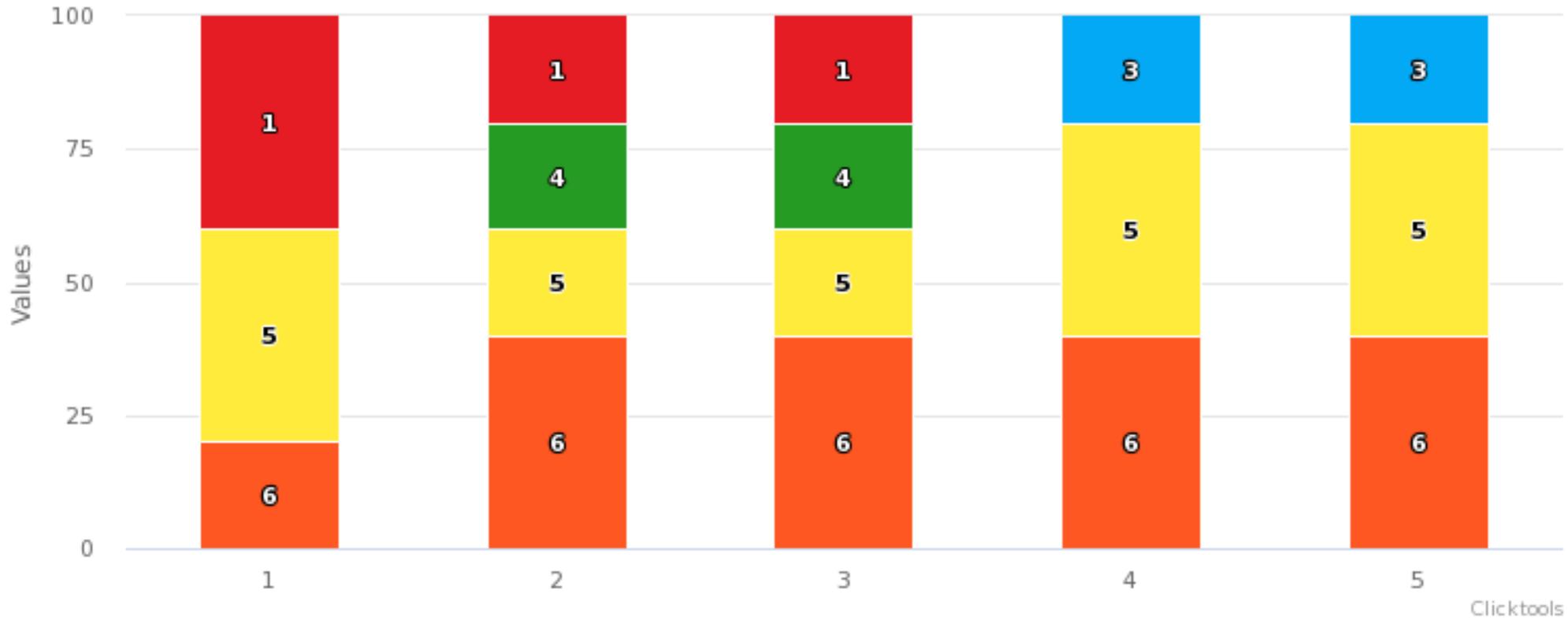
	1	2	3	4	5
	Not Applicable	Alpha release	Beta release	30-45 days before GPA*	
	5	GPA*	6	30-45 days after GPA*	7	More than 45 days after GPA*	

|		1	2	3	4	5	6	7	Mean
1	Corporate Sales and Systems Engineering/Pre-sales	40% (2)	0% (0)	0% (0)	0% (0)	40% (2)	20% (1)	0% (0)	3.6
2	Corporate Services & Support	20% (1)	0% (0)	0% (0)	20% (1)	20% (1)	40% (2)	0% (0)	4.4
3	Channel Sales and Systems Engineering/Pre-sales	20% (1)	0% (0)	0% (0)	20% (1)	20% (1)	40% (2)	0% (0)	4.4
4	Product Channel Services & Support	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	40% (2)	0% (0)	5
5	Customers and End Users	0% (0)	0% (0)	20% (1)	0% (0)	40% (2)	40% (2)	0% (0)	5

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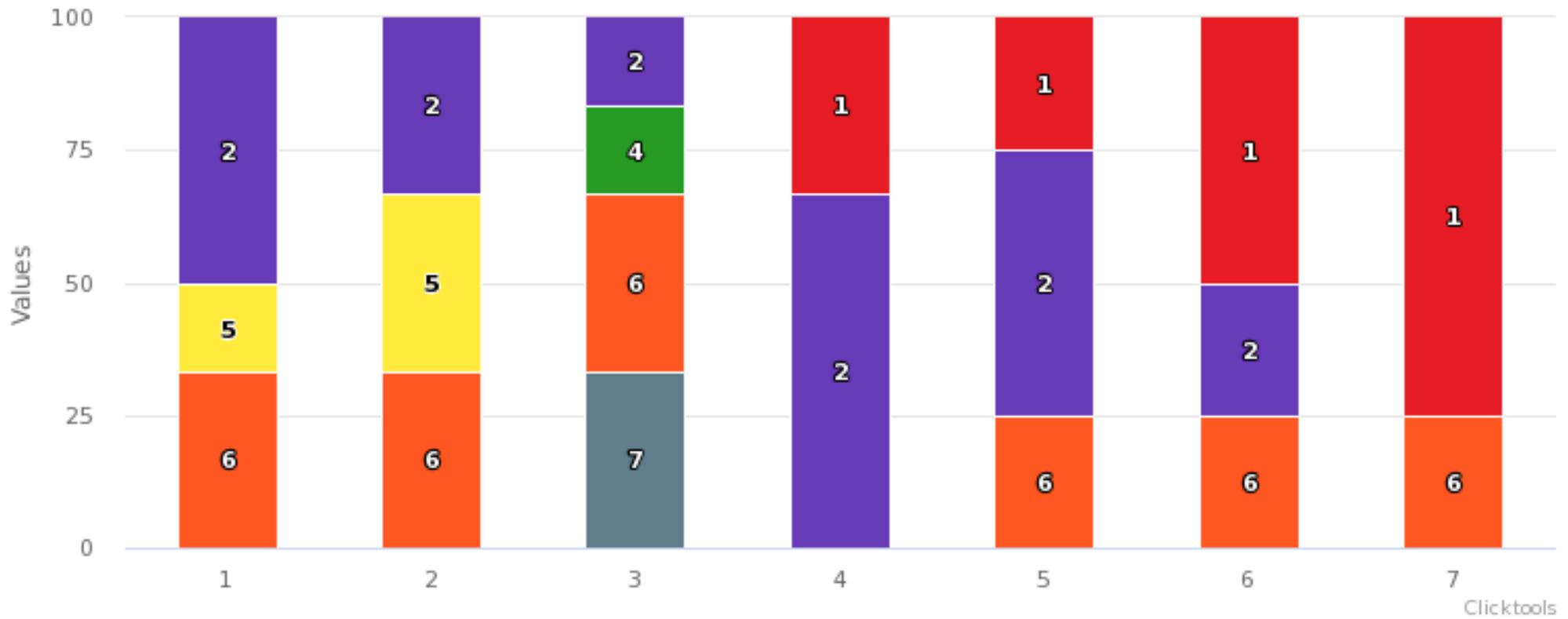
1	None	2	1-10%	3	11-25%	4	26-50%
5	51-75%	6	76-95%	7	All (>95%)		

|		1	2	3	4	5	6	7	Mean
1	Classroom training	0% (0)	50% (3)	0% (0)	0% (0)	16.67% (1)	33.33% (2)	0% (0)	3.83
2	Virtual classroom training	0% (0)	33.33% (2)	0% (0)	0% (0)	33.33% (2)	33.33% (2)	0% (0)	4.33
3	eLearning	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	33.33% (2)	33.33% (2)	5.33
4	Mobile Learning (smartphones/tablets)	33.33% (1)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
5	Other self paced	25% (1)	50% (2)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	2.75
6	New modalities such as social learning, gamification, microlearning	50% (2)	25% (1)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	2.5
7	Other	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	2.25

Response: 6

58. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?
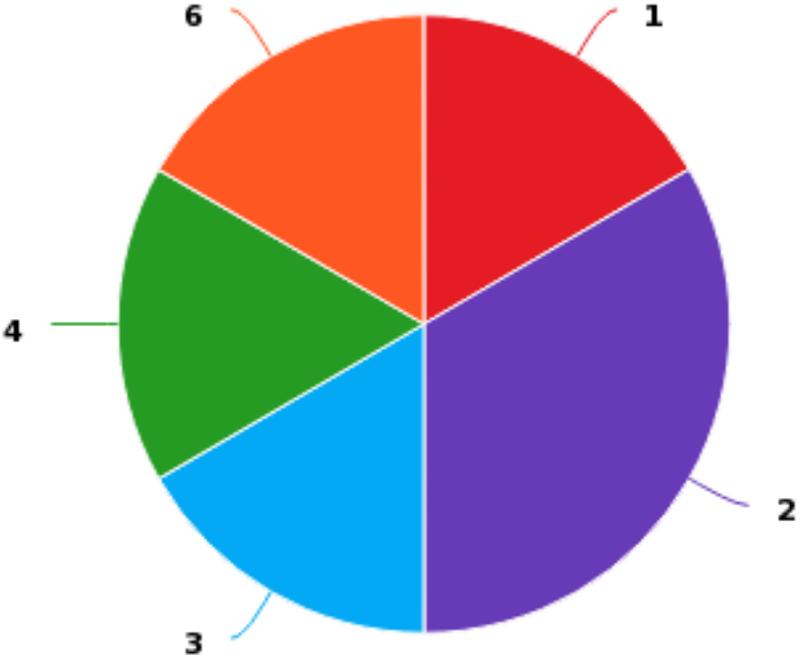
1 - None	16.67% (1)	2 - 10% or less	33.33% (2)
3 - 11-25%	16.67% (1)	4 - 26-50%	16.67% (1)
5 - 51-75%	0% (0)	6 - >75%	16.67% (1)

Mean: 3

Response: 6

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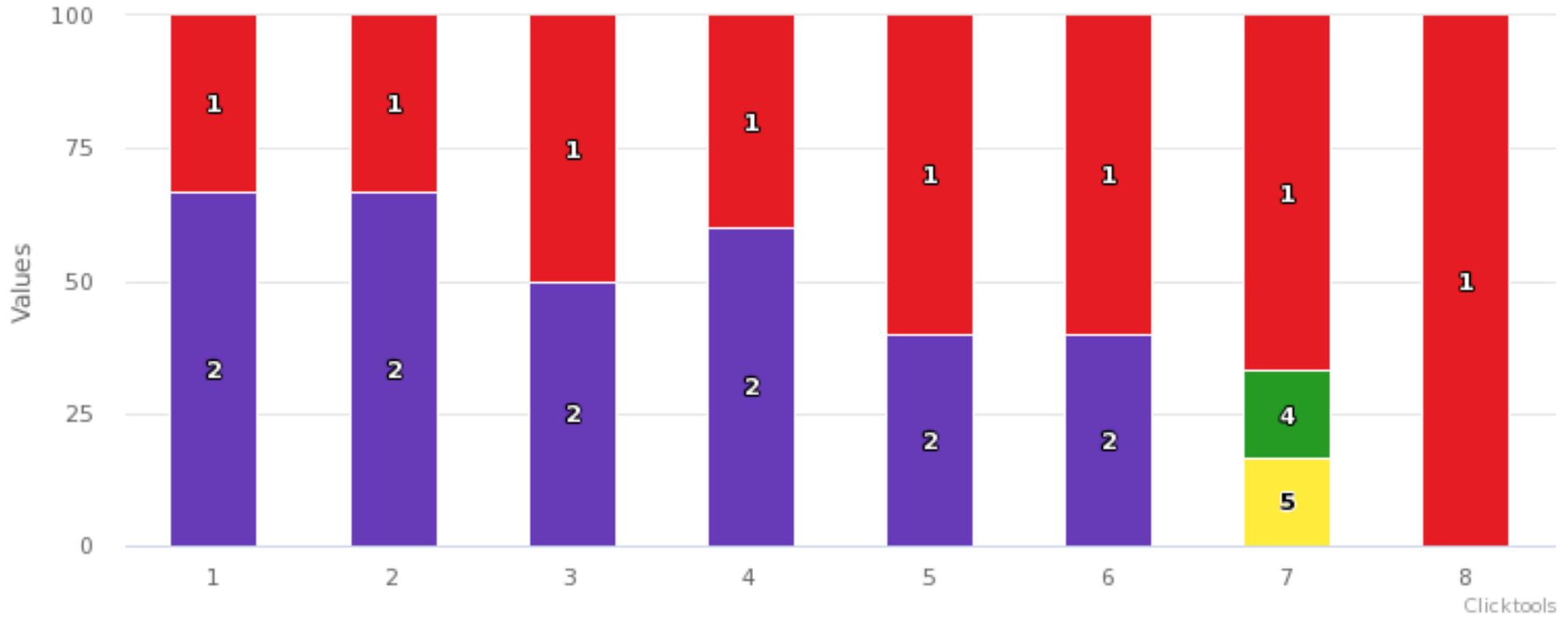
1 None			**2** Less than 25%		**3** 26-50%		**4** 51-75%
5 More than 75%%			**6** All				

		1	2	3	4	5	6	Mean
1	French	33.33% (2)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
2	Spanish	33.33% (2)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
3	Portugese	50% (3)	50% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
4	German	40% (2)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
5	Russian	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
6	Chinese	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
7	Japanese	66.67% (4)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	0% (0)	2.17
8	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 6

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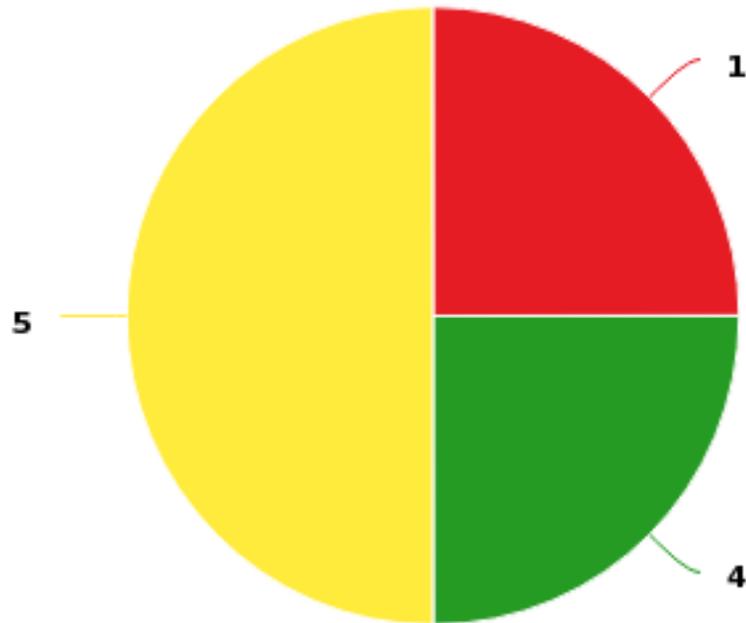
Clicktools

Mean: 3.75
Response: 4

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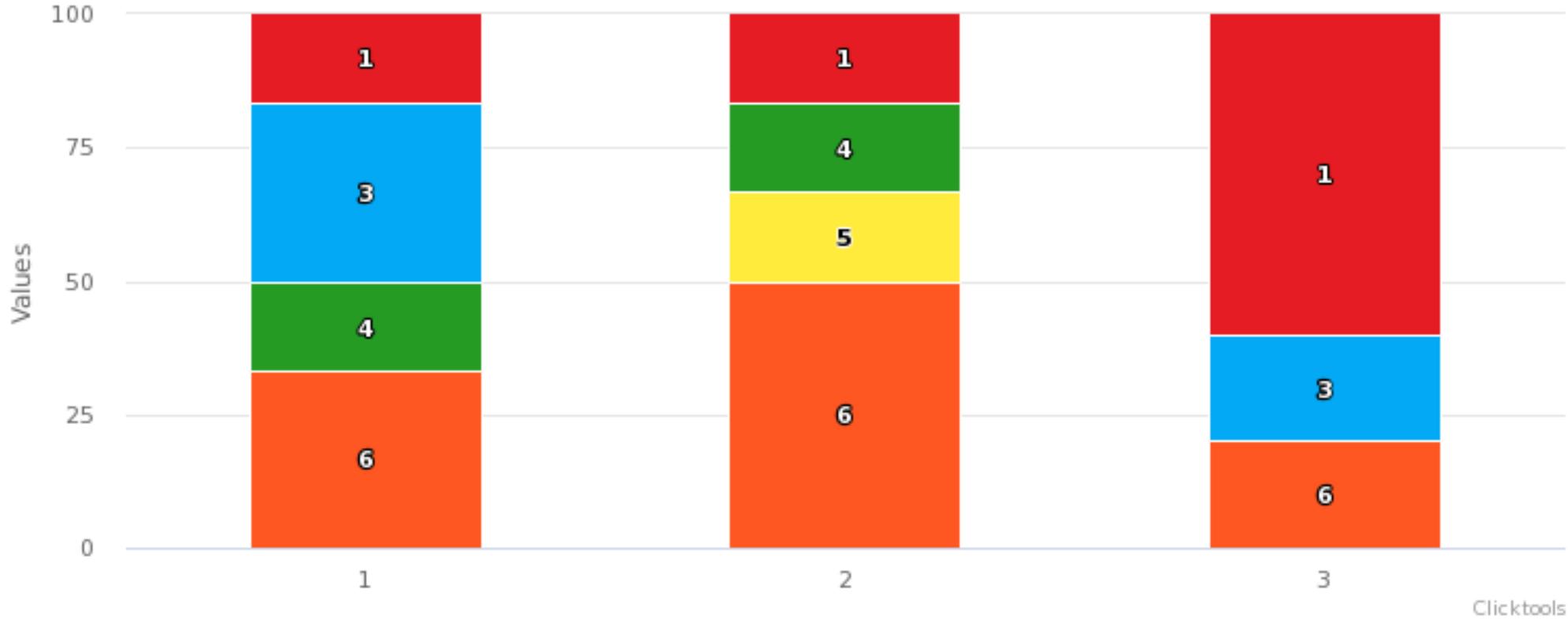

1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All				

		1	2	3	4	5	6	Mean
1	Accessibility (WCAG, 508)	16.67% (1)	0% (0)	33.33% (2)	16.67% (1)	0% (0)	33.33% (2)	3.83
2	Scorm	16.67% (1)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	50% (3)	4.67
3	Tin Can API	60% (3)	0% (0)	20% (1)	0% (0)	0% (0)	20% (1)	2.4

Response: 6

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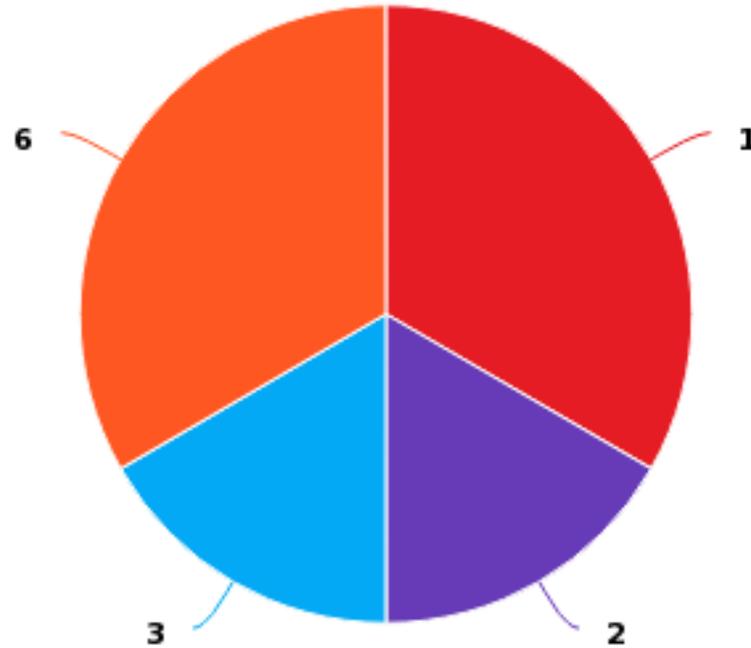

1 - 1-5	33.33% (2)	2 - 6-10	16.67% (1)
3 - 11-15	16.67% (1)	4 - 16-20	0% (0)
5 - 21-30	0% (0)	6 - 31-50	33.33% (2)
7 - >50	0% (0)		

Mean: 3.17

Response: 6

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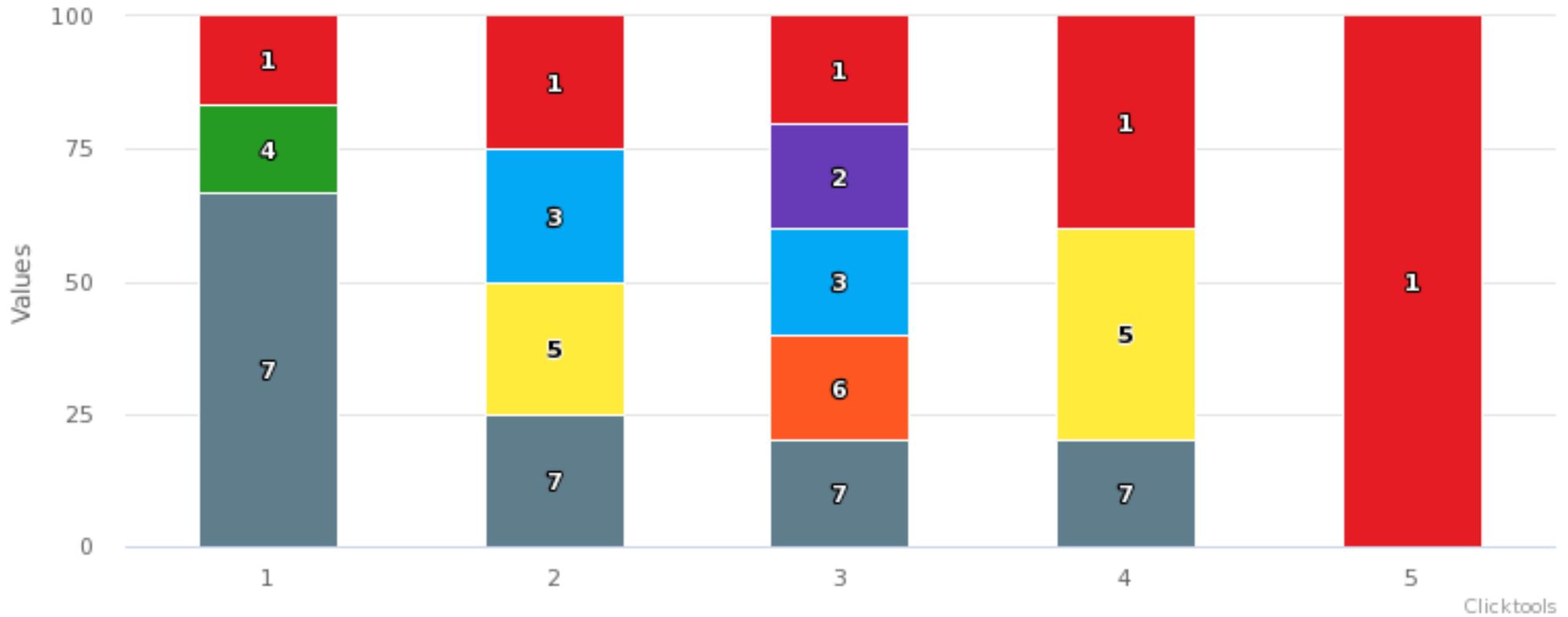
1 None	**2** <10%	**3** 11-20%	**4** 21-30%	
5 31-40%	**6** 41-50%	**7** >50%		

		1	**2**	**3**	**4**	**5**	**6**	**7**	**Mean**
1	Dedicated curriculum design and course development staff	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	66.67% (4)	5.5
2	Instructors or other Education Services staff	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)	4
3	Other resources within the company (SMEs)	20% (1)	20% (1)	20% (1)	0% (0)	0% (0)	20% (1)	20% (1)	3.8
4	Contractors or outsourced to an external company/partner	40% (2)	0% (0)	0% (0)	0% (0)	40% (2)	0% (0)	20% (1)	3.8
5	Other	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

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	40	40	47.5	20	65	30	20	0
Highest	60	60	80	40	100	60	40	0
Lowest	20	20	15	0	30	0	0	0
Standard deviation	28.28	28.28	45.96	28.28	49.5	42.43	28.28	0

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	20	20	25	10	17.5	30	20	0
Highest	30	30	40	20	20	60	40	0
Lowest	10	10	10	0	15	0	0	0
Standard deviation	14.14	14.14	21.21	14.14	3.54	42.43	28.28	0

66. How often on average do you update courses?
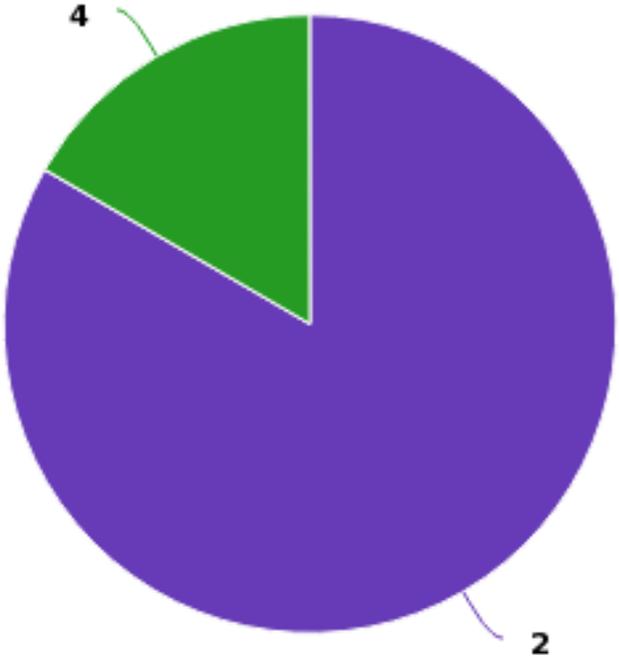
1 - < 3 months	0% (0)	2 - 3-5 months	83.33% (5)
3 - 6-9 months	0% (0)	4 - 10-14 months	16.67% (1)
5 - 15-24 months	0% (0)	6 - > 24 months	0% (0)

Mean: 2.33

Response: 6

67. Which development approach do you use?
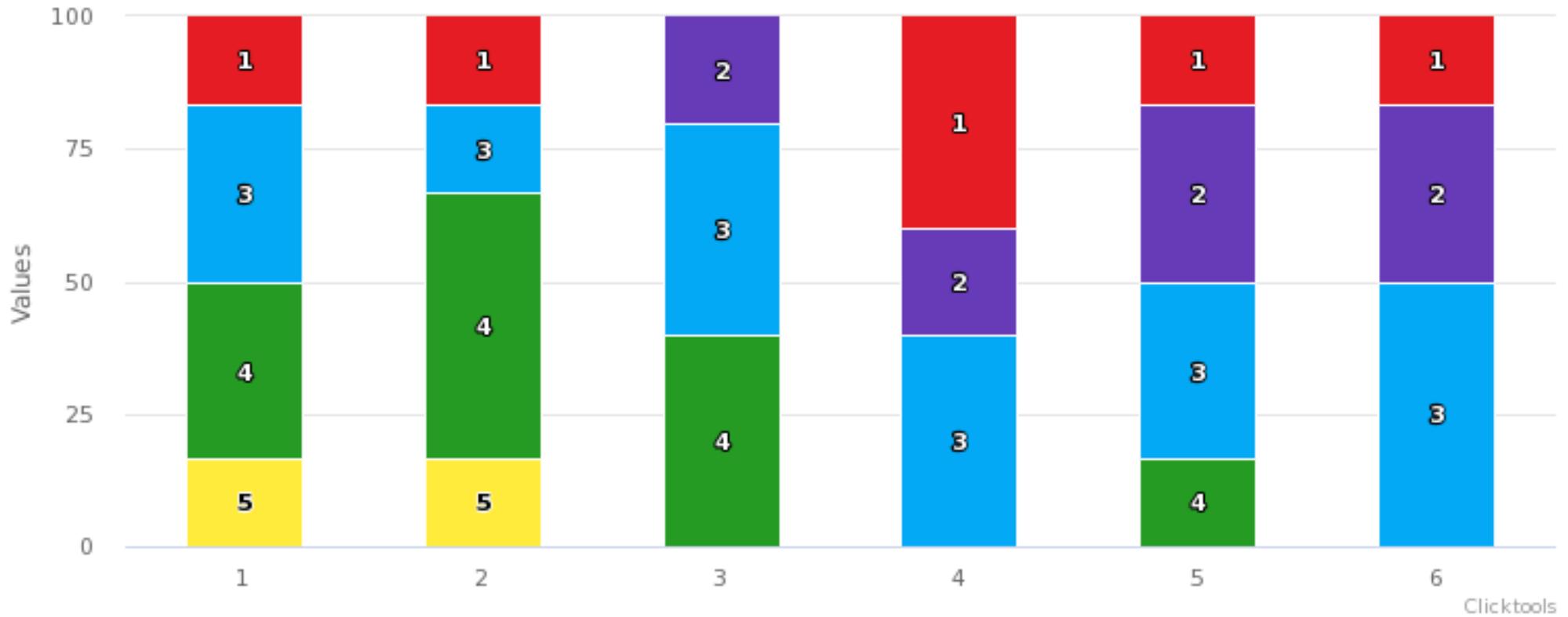
		1	2	3	4	5	Mean
1	SCRUM/Agile	16.67% (1)	0% (0)	33.33% (2)	33.33% (2)	16.67% (1)	3.33
2	Traditional (such as ADDIE)	16.67% (1)	0% (0)	16.67% (1)	50% (3)	16.67% (1)	3.5
3	Microlearning	0% (0)	20% (1)	40% (2)	40% (2)	0% (0)	3.2
4	User-generated content	40% (2)	20% (1)	40% (2)	0% (0)	0% (0)	2
5	Content curation	16.67% (1)	33.33% (2)	33.33% (2)	16.67% (1)	0% (0)	2.5
6	Gamification	16.67% (1)	33.33% (2)	50% (3)	0% (0)	0% (0)	2.33

Response: 6

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?
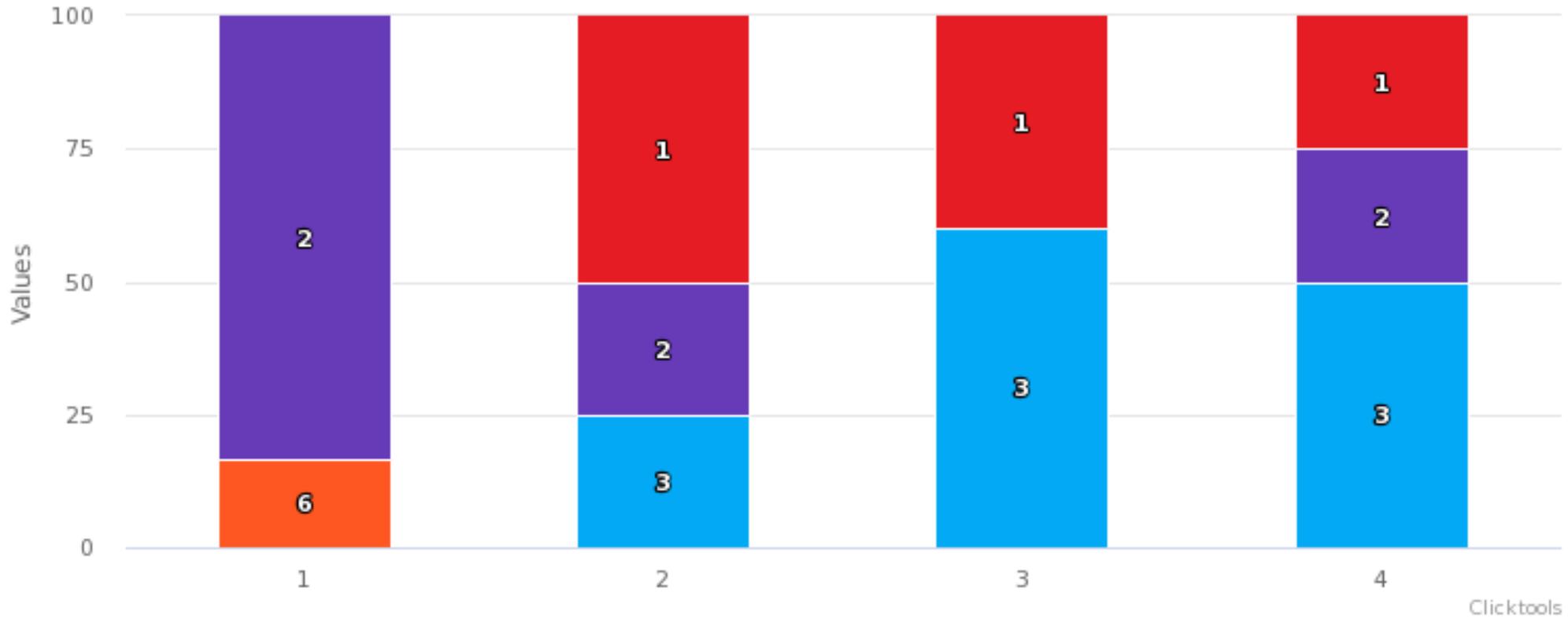

	0			1-5			6-10			11-20
1	0		**2**	1-5		**3**	6-10		**4**	11-20
5	21-50		**6**	51-100		**7**	>100			

		1	2	3	4	5	6	7	Mean
1	North America	0% (0)	83.33% (5)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	2.67
2	Central and South America	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
3	Europe, Middle East and Africa	40% (2)	0% (0)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
4	Asia/Pacific	25% (1)	25% (1)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.25

Response: 6

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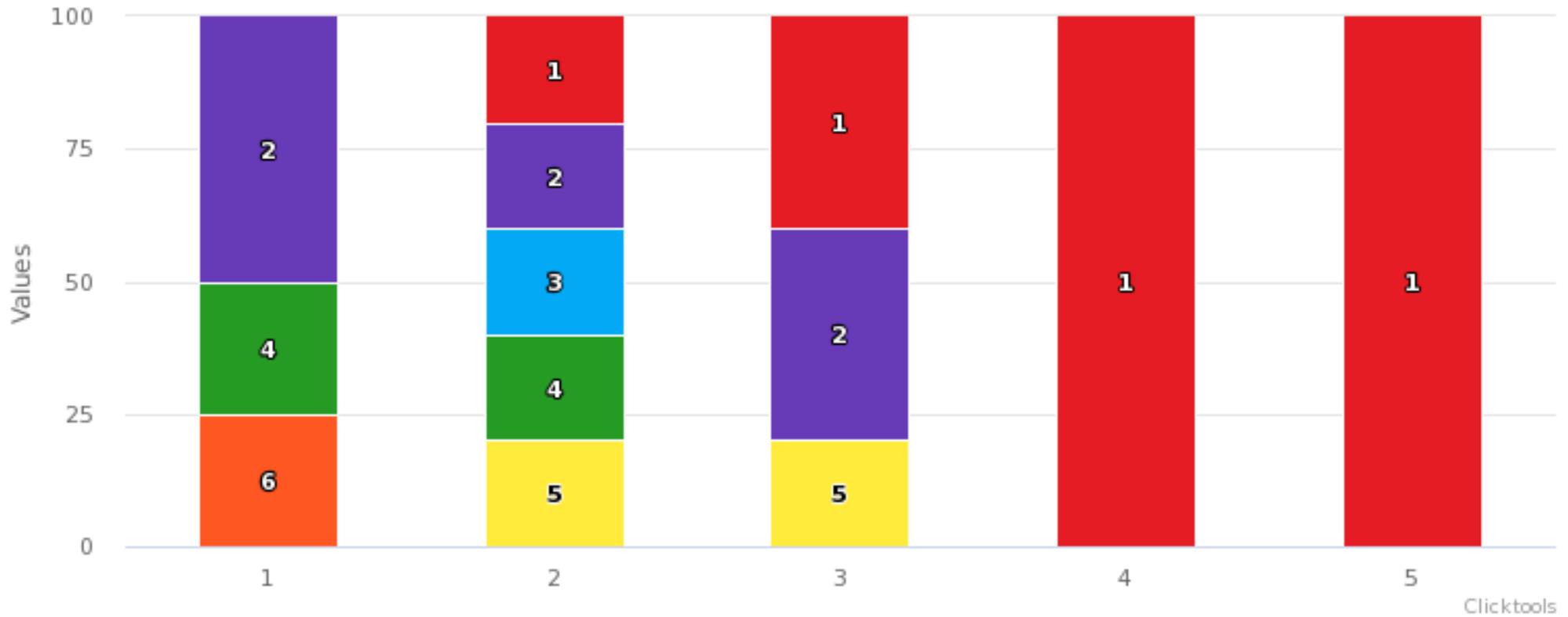

	1	2	3	4	5	6
	0%	1-25%	26-50%	51-75%	76-99%	100%

		1	2	3	4	5	6	Mean
1	Education Services Employees	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	25% (1)	3.5
2	Other resources inside your company	20% (1)	20% (1)	20% (1)	20% (1)	20% (1)	0% (0)	3
3	Education Partners	40% (2)	40% (2)	0% (0)	0% (0)	20% (1)	0% (0)	2.2
4	Contract instructors/freelancers	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5	Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 5

**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	35%	1.67%	0%	28.33%	5%	30%
Highest	60%	5%	0%	50%	10%	40%
Lowest	5%	0%	0%	10%	0%	20%
Standard deviation	27.84	2.89	0	20.21	5	10

Response: 3

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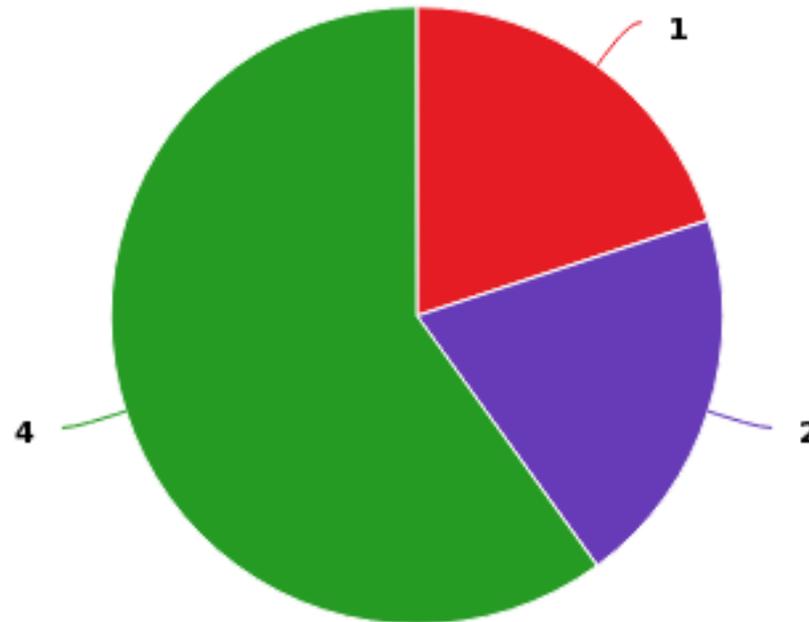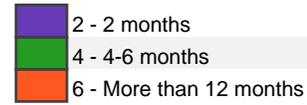
72. On average, how many months does it take for newly hired instructors to start achieving utilization targets?

5

Clicktools
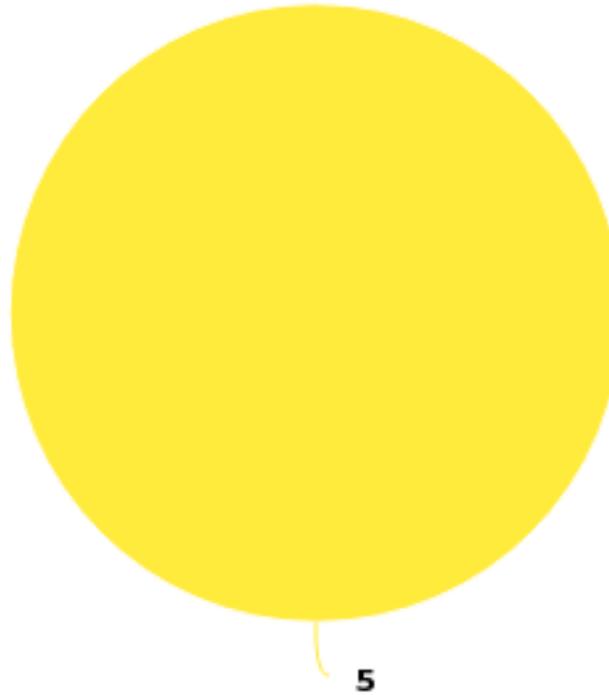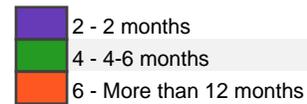
|			
1 - 1 month or less	0% (0)	2 - 2 months	0% (0)
3 - 3 months	0% (0)	4 - 4-6 months	0% (0)
5 - 7-12 months	100% (5)	6 - More than 12 months	0% (0)

Mean: 5

Response: 5

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)?
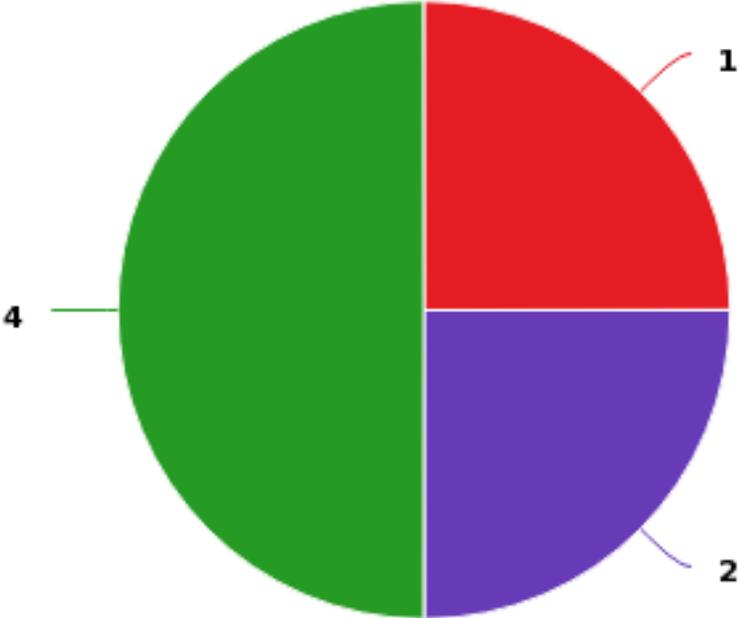
■ 1 - <$100K	25% (1)	■ 2 - $100K-$150K	25% (1)
■ 3 - $150K-$200K	0% (0)	■ 4 - $200K-$250K	50% (2)
■ 5 - $250K-$300K	0% (0)	■ 6 - $300K-$400K	0% (0)
■ 7 - >$400K	0% (0)		

Mean: 2.75

Response: 4

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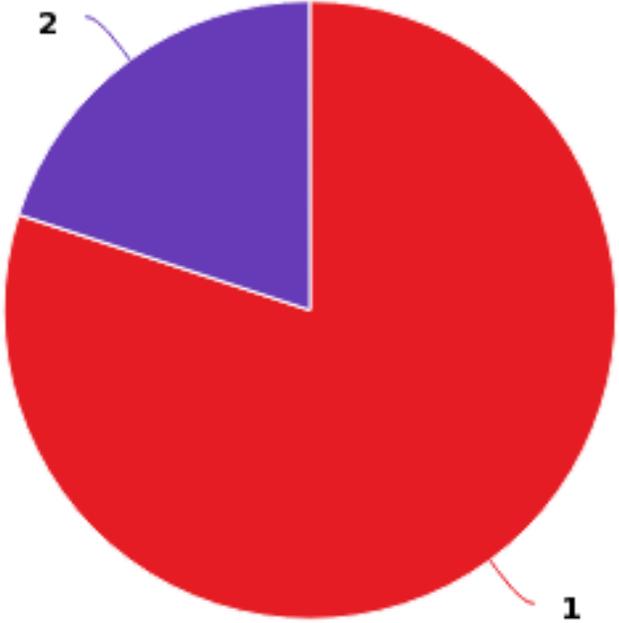
Mean: 1.2
Response: 5

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

🟥 1 - Yes	20% (1)	🟪 2 - No	80% (4)
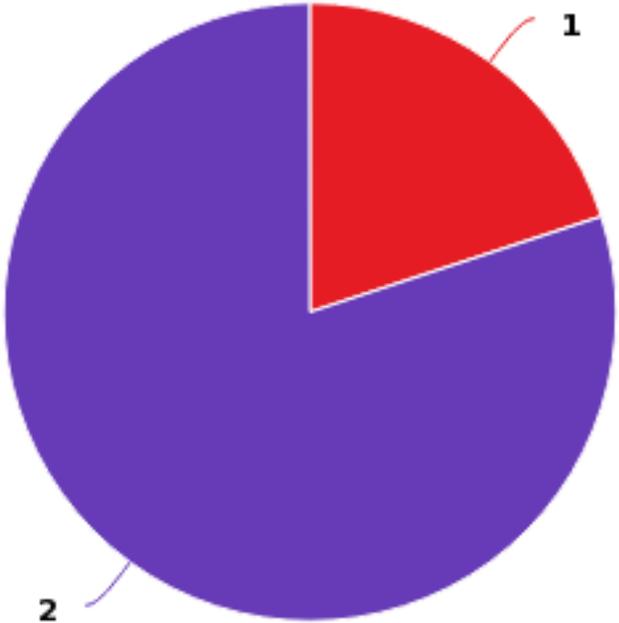
Mean: 1.8
Response: 5

76. How do you provide student training materials for your classroom and virtual classroom deliveries? Choose all that apply.
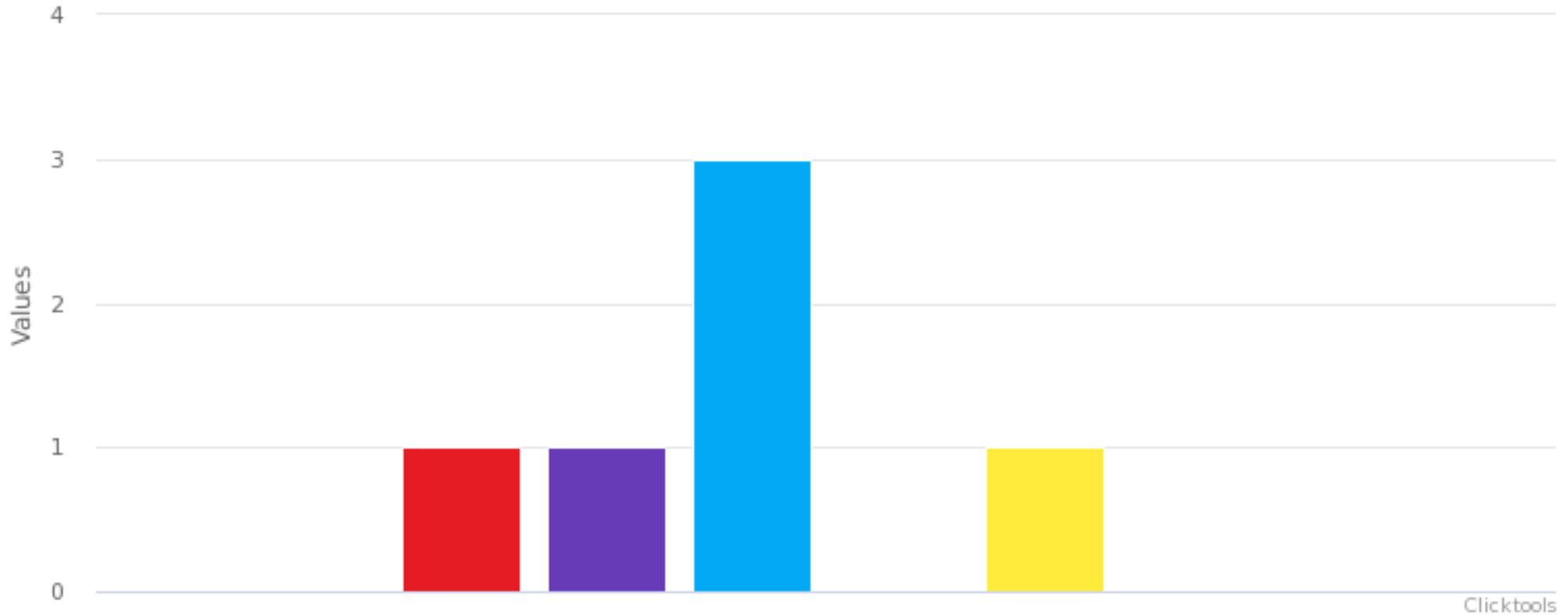
■ 1 - Printed	20% (1)	■ 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	20% (1)
■ 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	60% (3)	■ 4 - Softcopy – restricted with digital right management tool	0% (0)
■ 5 - Streamed content to be used via computer or tablet	20% (1)	■ 6 - Other	0% (0)

Response: 5

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	100% (3)	■ 2 - Runs on Apple iOS, but no dedicated app	66.67% (2)
■ 3 - Runs on Android with dedicated app	0% (0)	■ 4 - Runs on Apple iOS with dedicated app	0% (0)
■ 5 - Other	0% (0)		
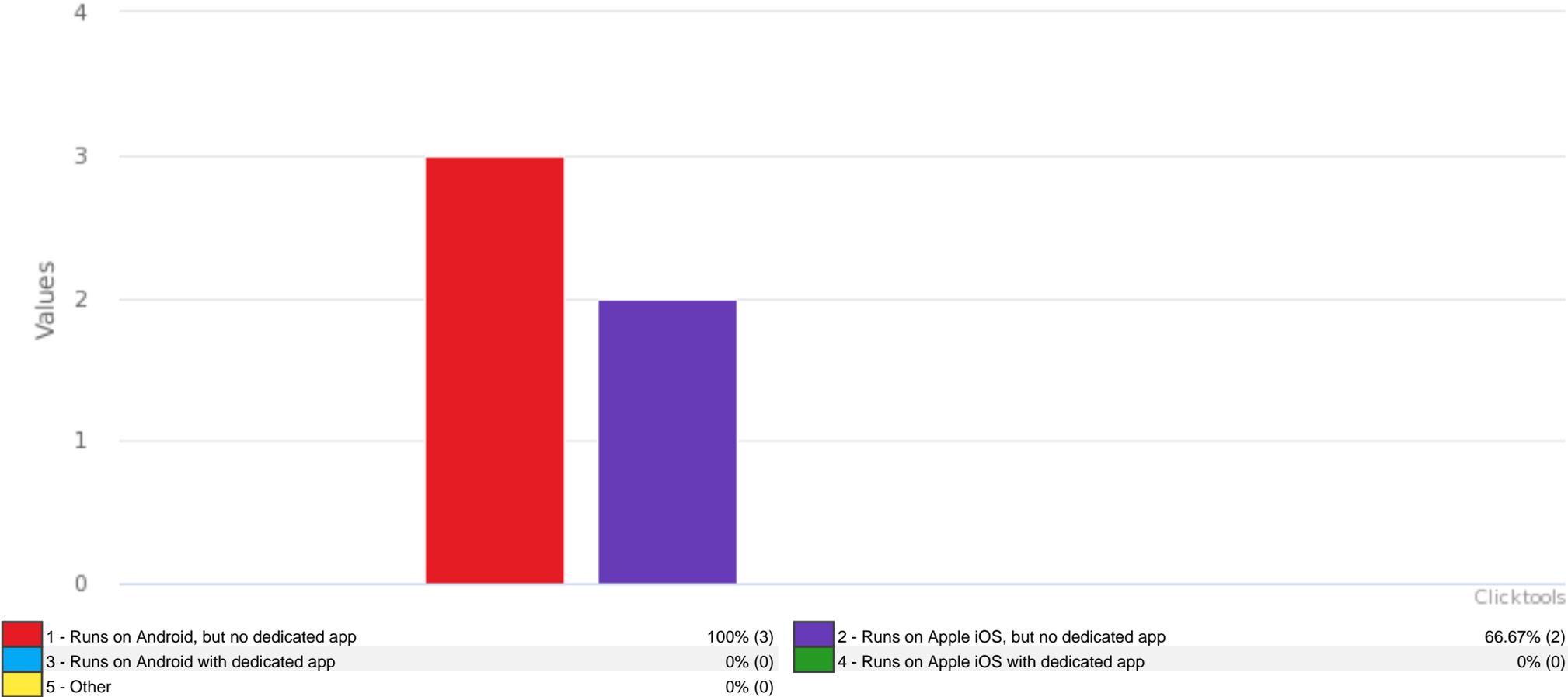
Response: 3

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	25% (1)	2 - Company-owned non-training facility	25% (1)
3 - Authorized Partner Education Center	25% (1)	4 - Customer Site	75% (3)
5 - Short-term rental facility	0% (0)	6 - Other	25% (1)
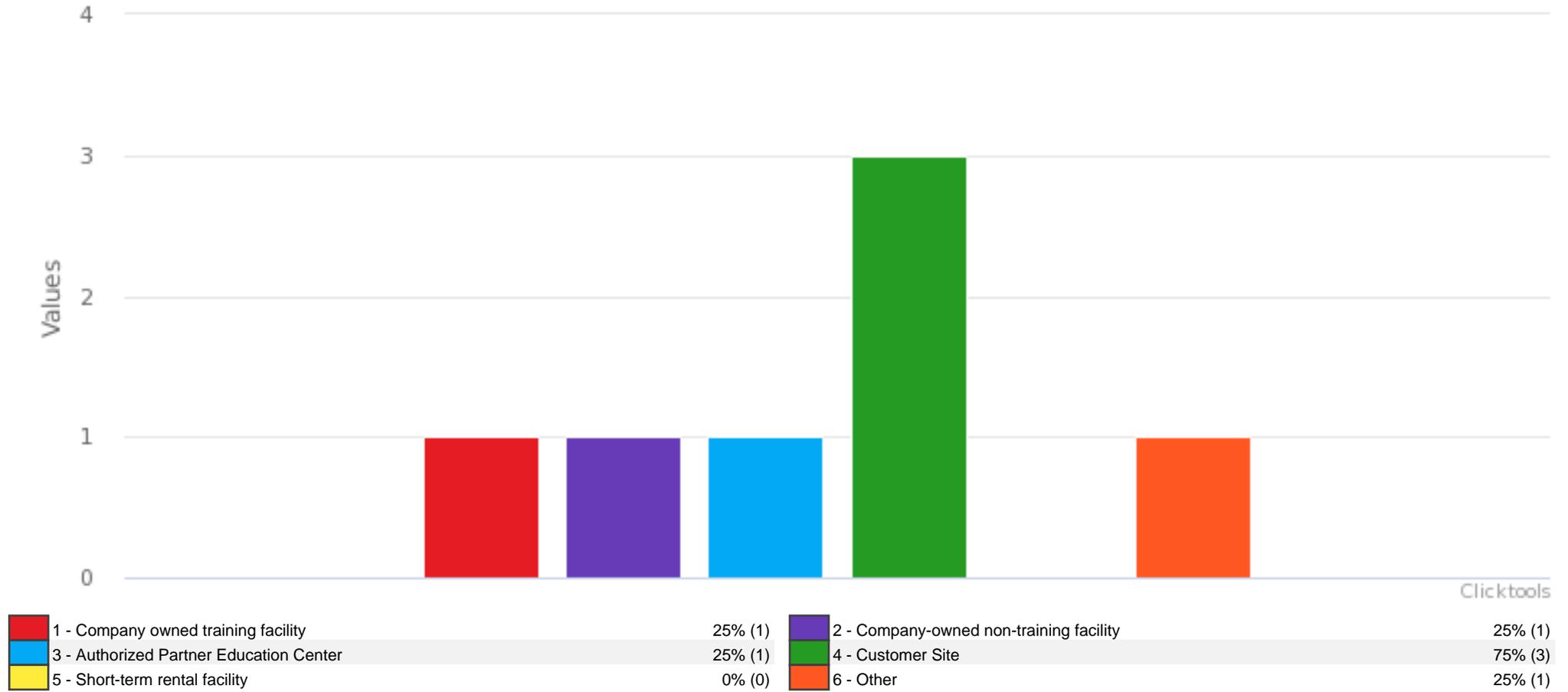
Response: 4

79. For the last fiscal year, what was the own classroom utilization achievement?
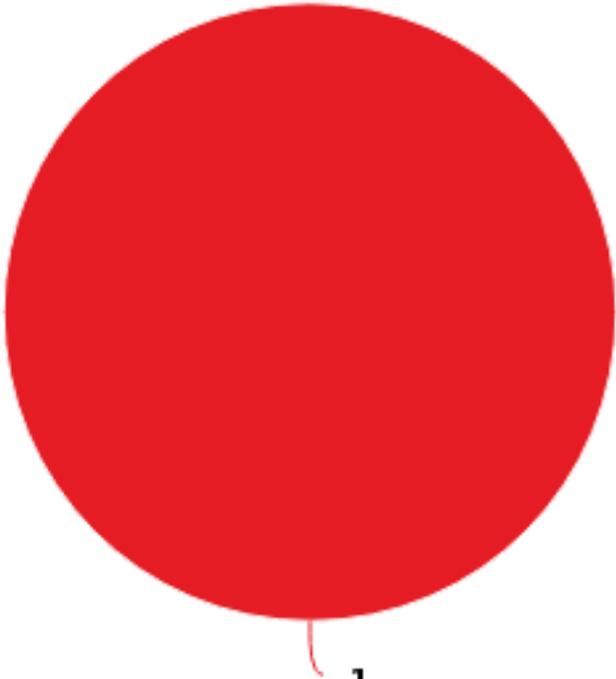
🟥 1 - <20%	100% (5)	🟪 2 - 21-30%	0% (0)
🟦 3 - 31-40%	0% (0)	🟩 4 - 41-50%	0% (0)
🟨 5 - 51-60%	0% (0)	🟧 6 - 61-70%	0% (0)
◼ 7 - >70%	0% (0)		

Mean: 1

Response: 5

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%)?
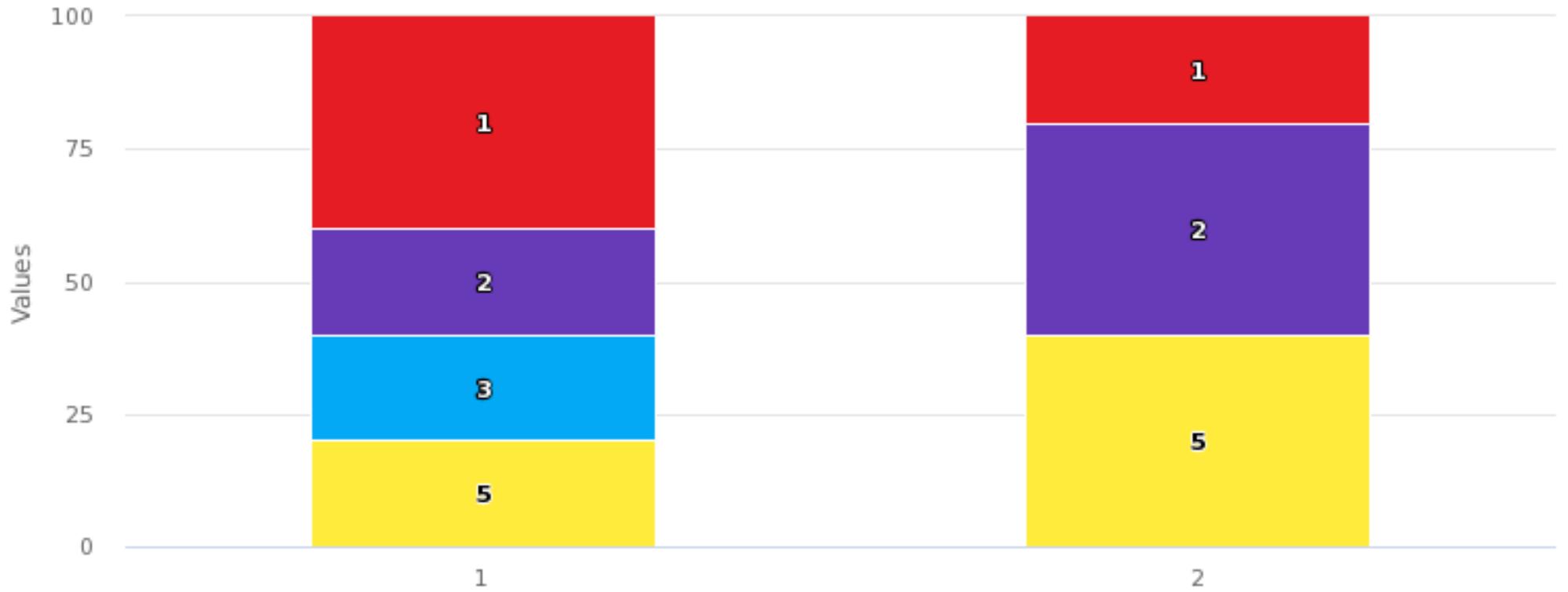
	1	<20%		2	21-30%		3	31-40%		4	41-50%
	5	>50%									

		1	2	3	4	5	Mean
1	Live instructor-led	40% (2)	20% (1)	20% (1)	0% (0)	20% (1)	2.4
2	Virtual instructor-led	20% (1)	40% (2)	0% (0)	0% (0)	40% (2)	3

Response: 5

81. Which of the following types of actions do you take when you are faced with under-enrolled offerings? Select all that apply.
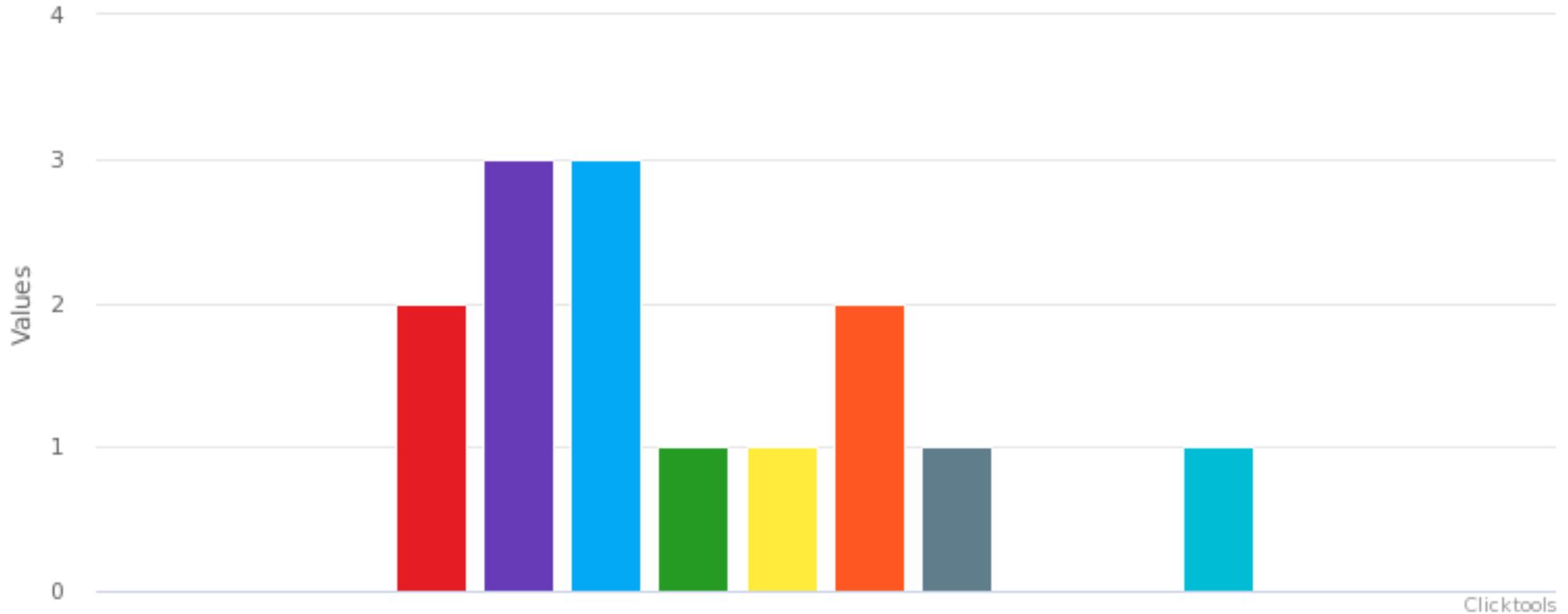
	1 - Advertise with a discount for customers	40% (2)	2 - Offer free or discounted seats to partners	60% (3)
	3 - Offer free seats for internal employees	60% (3)	4 - Cancel	20% (1)
	5 - Try to rebook on other dates	20% (1)	6 - Give advance warning that the class is in jeopardy	40% (2)
	7 - Offer alternative services	20% (1)	8 - Postpone the class to allow more students to enrol	0% (0)
	9 - Move to a date when low enrollment is less of a problem	0% (0)	10 - Other	20% (1)

Response: 5

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	20% (1)	2 - In our own classrooms	20% (1)
3 - The equipment is shipped	0% (0)	4 - Remote access to our own equipment	60% (3)
5 - Virtualized equipment, by our own company	60% (3)	6 - Virtualized equipment, provided by a 3rd party vendor	0% (0)
7 - Other	20% (1)		
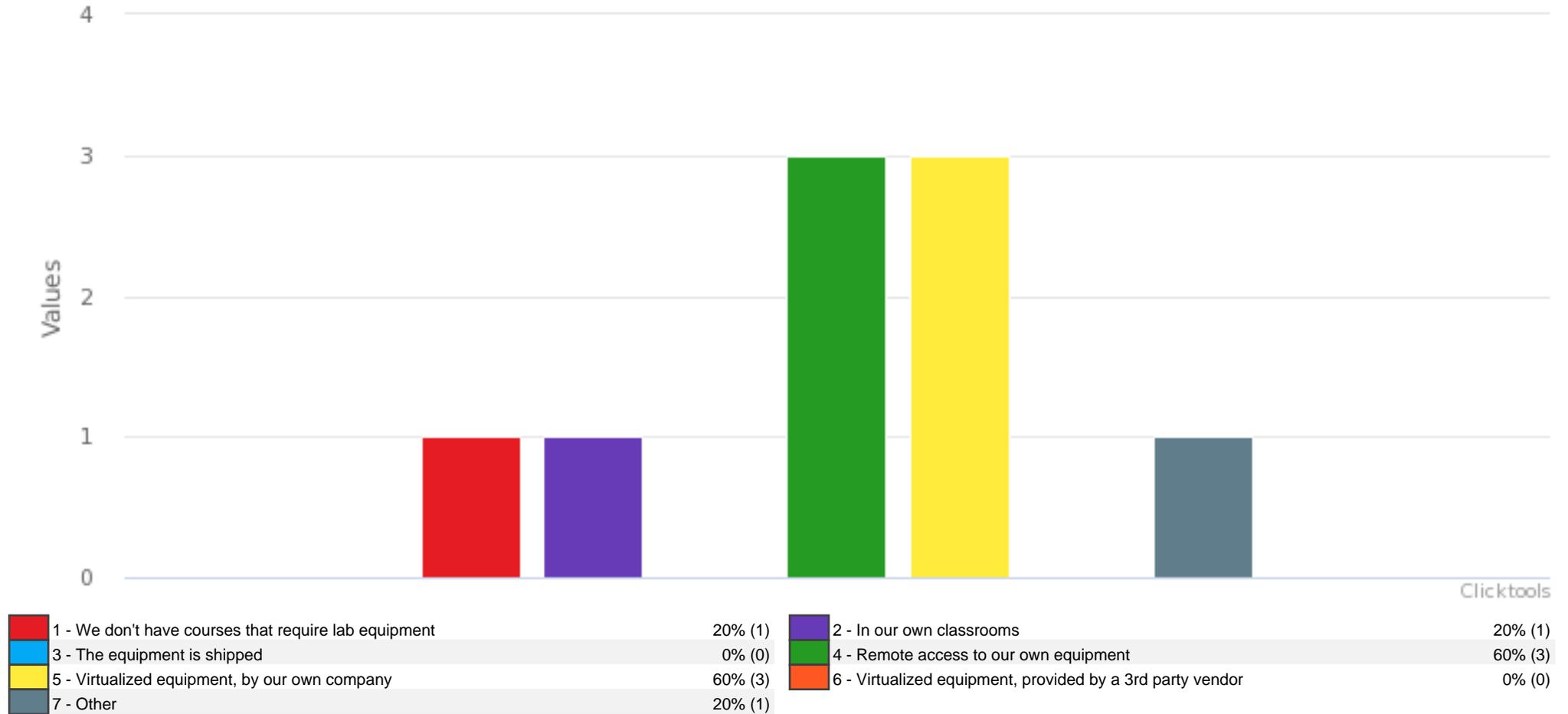
Response: 5

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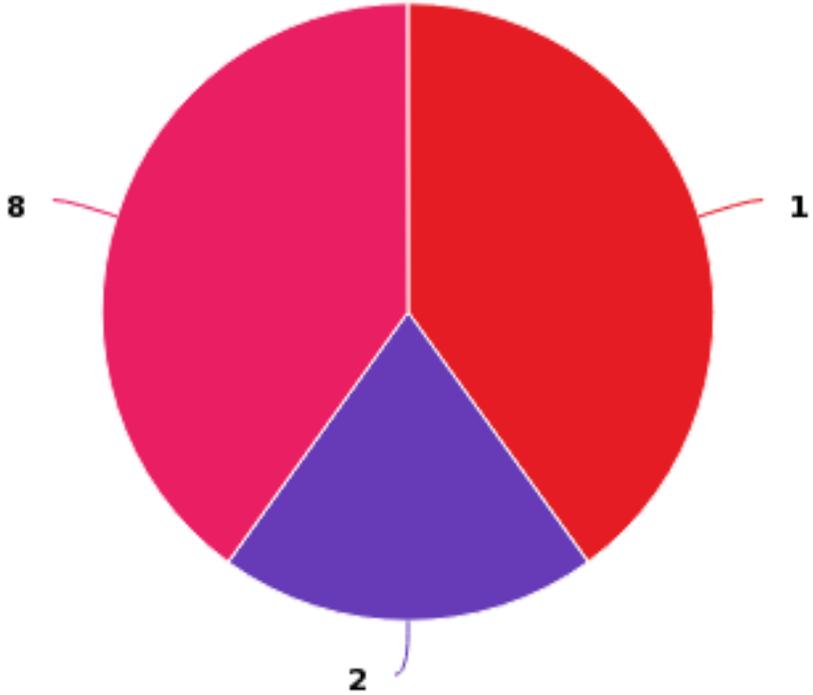
|			
■ 1 - N/A	40% (2)	■ 2 - <20%	20% (1)
■ 3 - 21-30%	0% (0)	■ 4 - 31-40%	0% (0)
■ 5 - 41-50%	0% (0)	■ 6 - 51-60%	0% (0)
■ 7 - 61-70%	0% (0)	■ 8 - >70%	40% (2)

Mean: 4

Response: 5

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	5	75	4.67	5	261.67	13.33	5
Highest	0	0	15	225	8	15	520	35	15
Lowest	0	0	0	0	0	0	95	0	0
Standard deviation	0	0	8.66	129.9	4.16	8.66	226.84	18.93	8.66

Response: 3

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%	40% (2)	🟪 2 - 26-50%	20% (1)
🟦 3 - 51-75%	0% (0)	🟩 4 - >75%	0% (0)
🟨 5 - We do not provide	40% (2)		
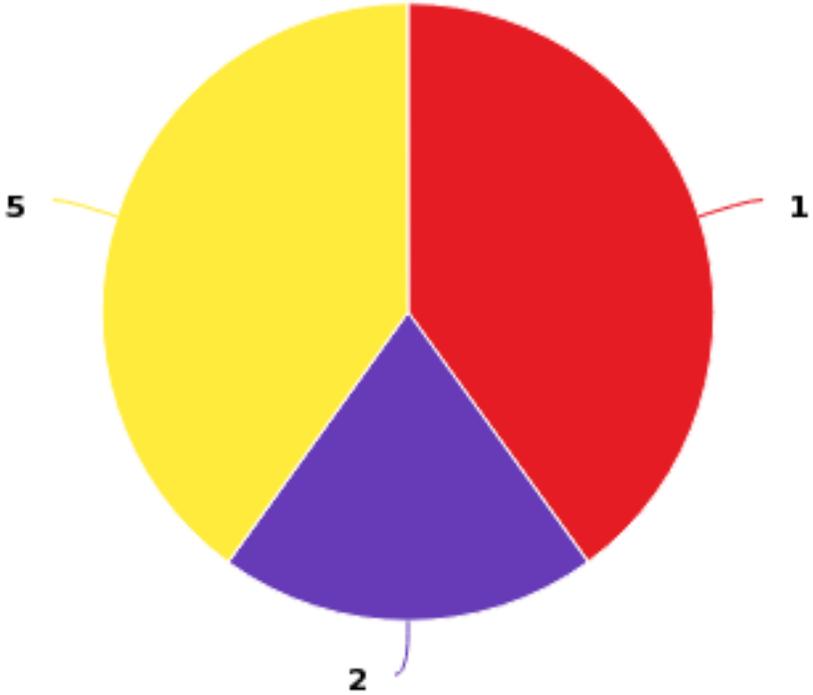
Mean: 2.8

Response: 5

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?
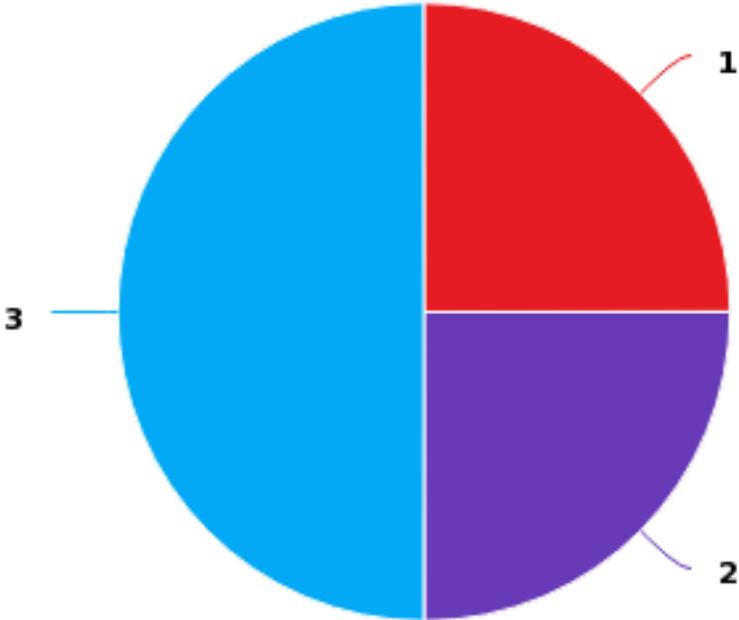
■ 1 - 15 days or less	25% (1)	■ 2 - 16-30 days	25% (1)
■ 3 - 31-45 days	50% (2)	■ 4 - 46-60 days	0% (0)
■ 5 - more than 60 days	0% (0)		

Mean: 2.25
Response: 4

87. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?
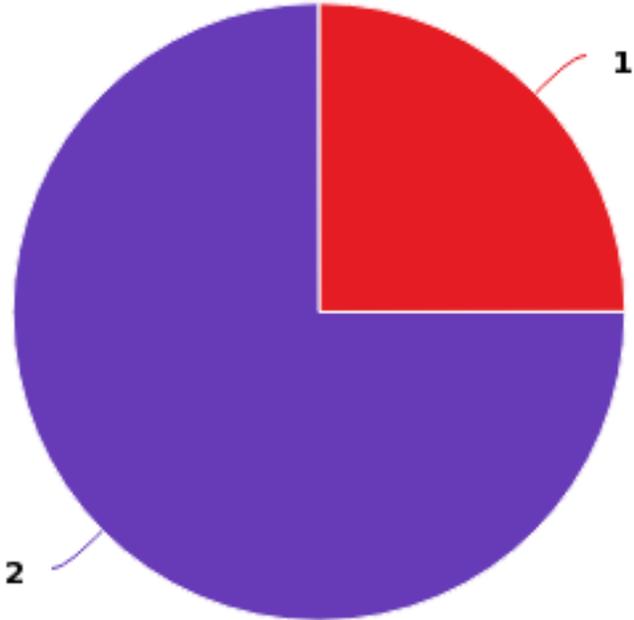
■ 1 - 5 or less	25% (1)	■ 2 - 6-10	75% (3)
■ 3 - 11-15	0% (0)	■ 4 - 16-19	0% (0)
■ 5 - 20 or more	0% (0)		

Mean: 1.75
Response: 4

88. Which tools do you use in Education Services? Select all apply.
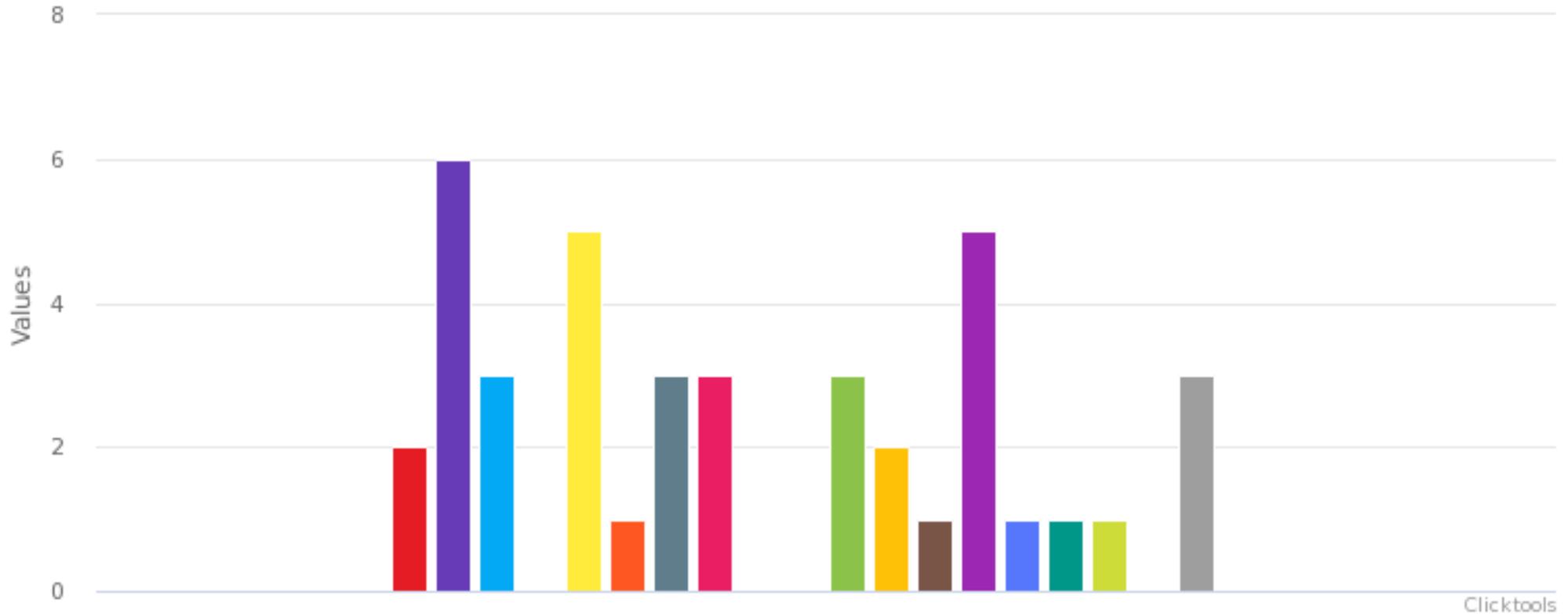
|			
1 - Virtual Labs such as ReadyTech or Skytap	33.33% (2)	2 - Virtual Classroom such as GoTo, WebEx, Skype or Zoom	100% (6)
3 - CRM to manage all customer and opportunities	50% (3)	4 - TMS (Training Management System) such as Administrate	0% (0)
5 - LMS (Learning Management System) such as Saba or Cornerstone	83.33% (5)	6 - LCMS (Learning Content Management System) such as Xyleme	16.67% (1)
7 - Authoring Systems/Content Development such as Camtasia, Captivate, Storyline or Lectora	50% (3)	8 - LXP (Learner Experience Platform) such as Degreed or Valamis	50% (3)
9 - Social Learning Platform	0% (0)	10 - Virtual Reality/Augmented Reality	0% (0)
11 - Resourcing/instructor Planning and Tracking	50% (3)	12 - Certification Delivery such as Prometric, Pearson, Kryterion, Questionmark	33.33% (2)
13 - Certification security/proctoring suchas ProctorU, Caveon, Kryterion	16.67% (1)	14 - Digital badging such as Acclaim/Credly	83.33% (5)
15 - Gamification/Serious Games engine such as Unity	16.67% (1)	16 - Performance Support such as Whatfix, WalkMe, Pendo	16.67% (1)
17 - Training Evaluations (L1-L4 Kirkpatrick) such as Metrics that Matter	16.67% (1)	18 - Digital Rights Management	0% (0)
19 - Analytics and Dashboards for KPI such as Tableau or Business Objects	50% (3)	20 - Other	0% (0)

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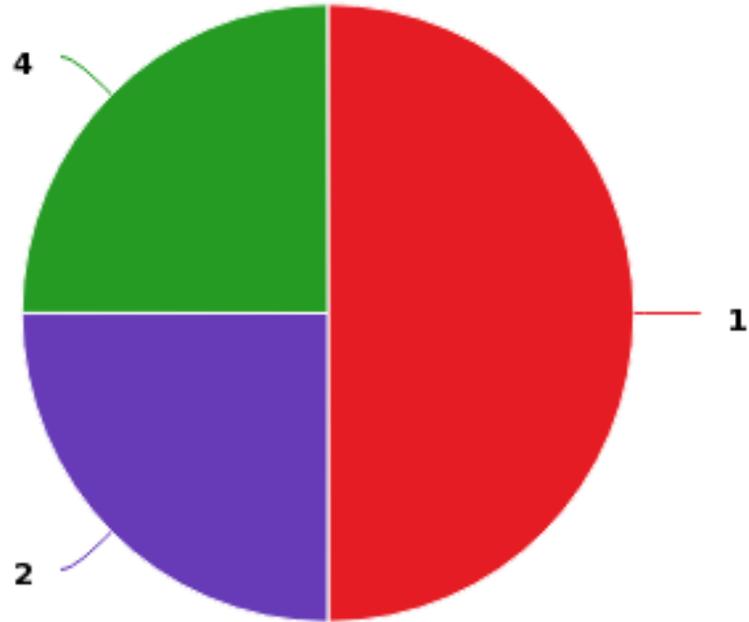
Clicktools

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

Mean: 2

Response: 4

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

🟥 1 - Yes	50% (3)	🟪 2 - No	50% (3)
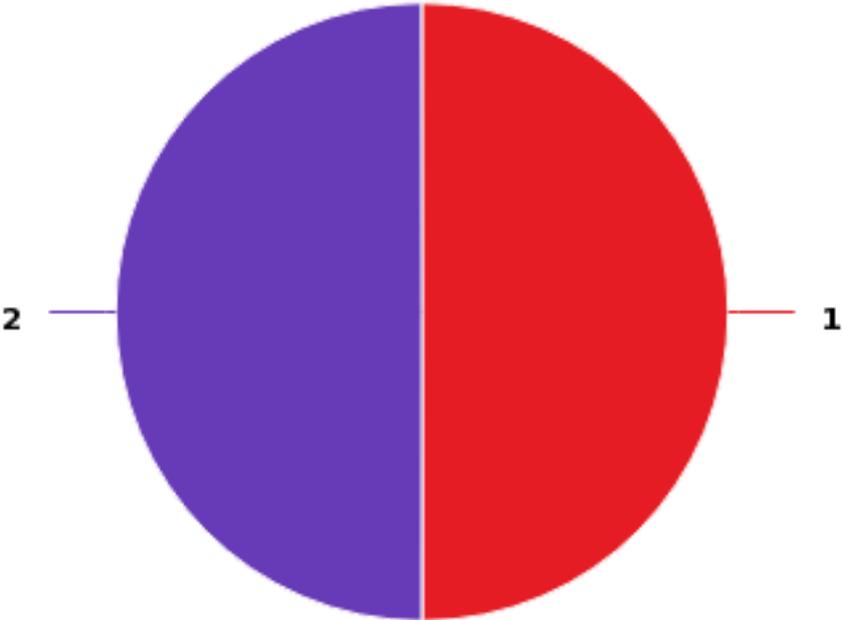
Mean: 1.5
Response: 6

**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.**
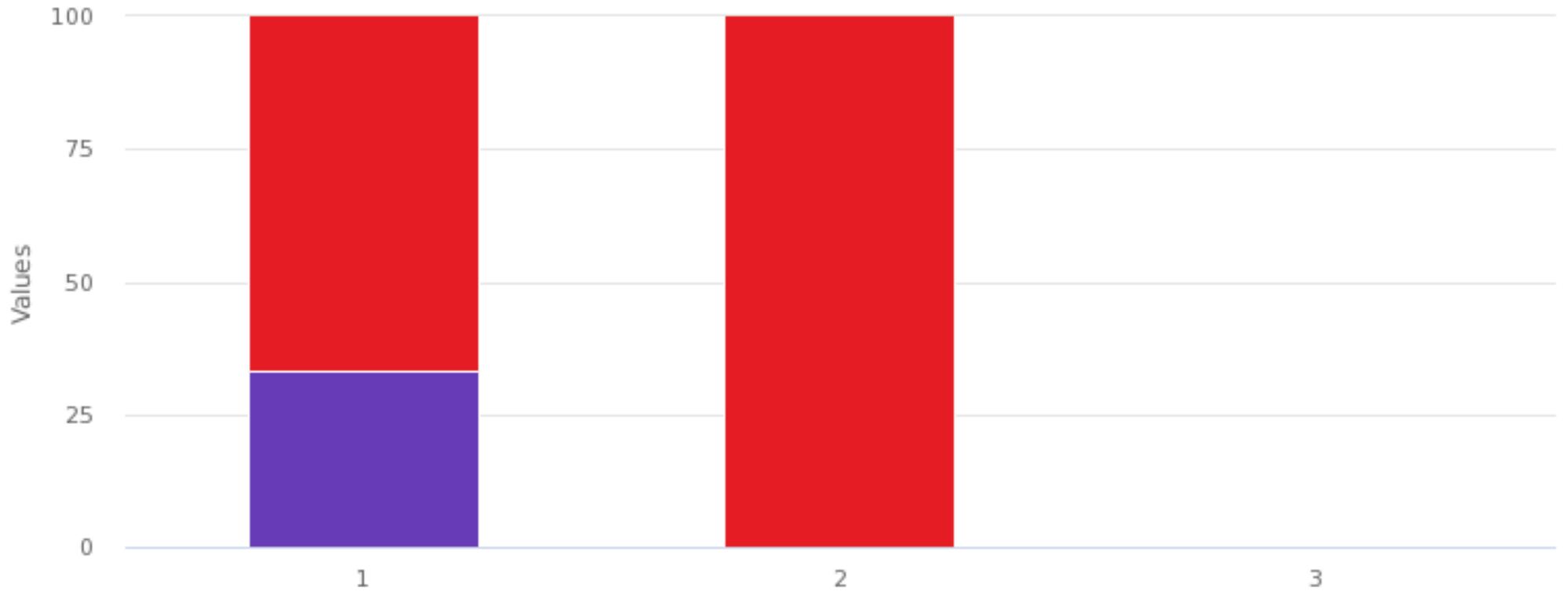
		Existing partner type	Primary model for all other questions
1	Delivery partner acts as additional delivery resource, invisible to customer	66.67% (2)	33.33% (1)
2	Delivery partner acts as an authorized training partner (eg sells training and delivery training in their name and pays royalty fee or other fees to you)	100% (3)	0% (0)
3	Other	0% (0)	0% (0)

Response: 3

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

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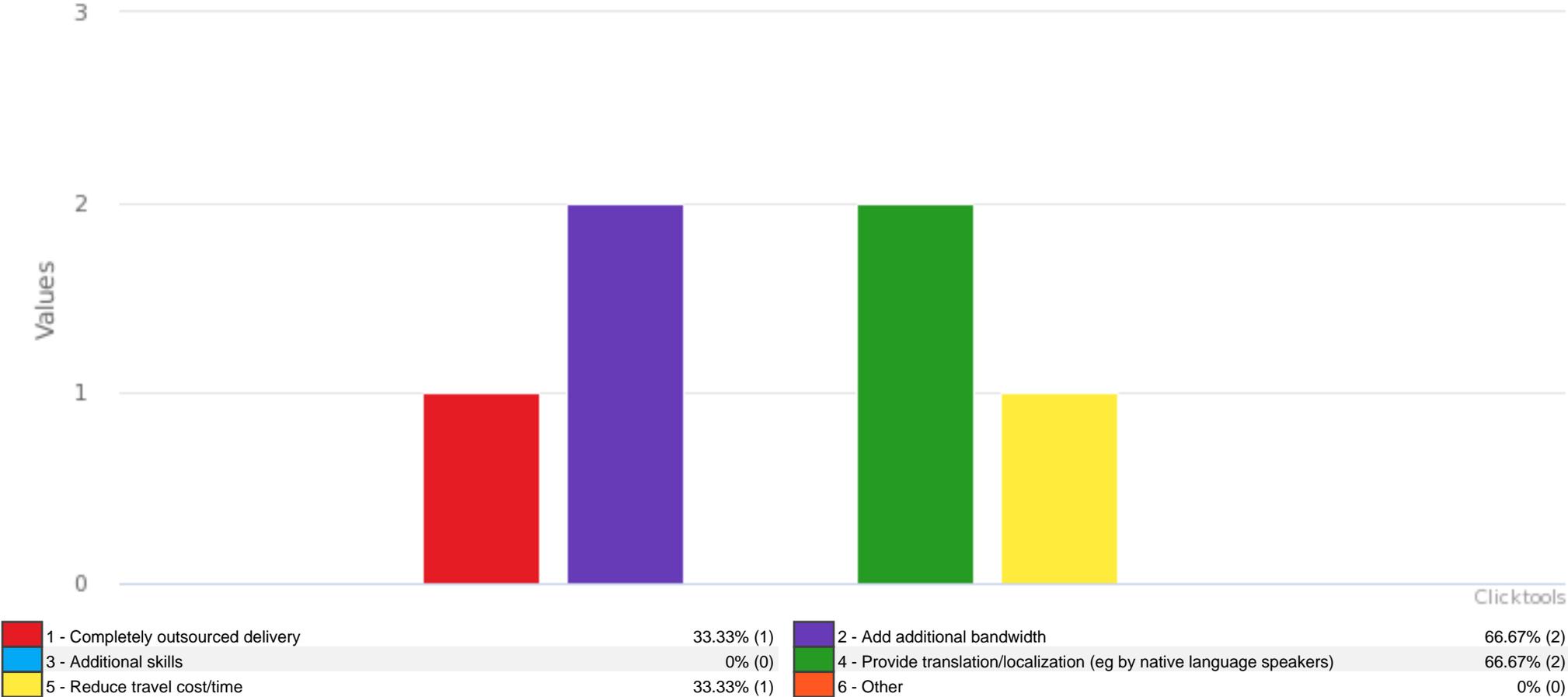
Response: 3

93. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.
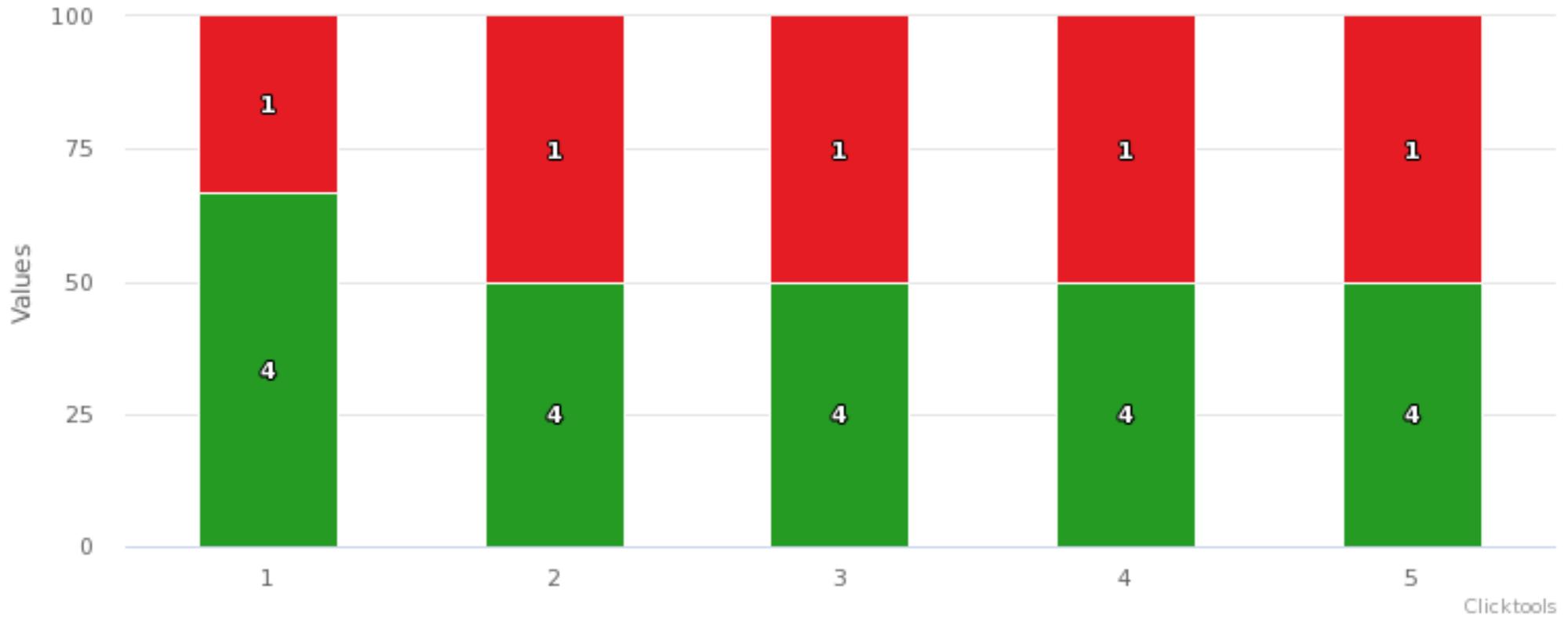
		1	2	3	4	Mean
		25% or less	26-50%	51-75%	More than 75%	
1	Worldwide	33.33% (1)	0% (0)	0% (0)	66.67% (2)	3
2	North America	50% (1)	0% (0)	0% (0)	50% (1)	2.5
3	Central and South America	50% (1)	0% (0)	0% (0)	50% (1)	2.5
4	Europe, Middle East and Africa	50% (1)	0% (0)	0% (0)	50% (1)	2.5
5	Asia/Pacific	50% (1)	0% (0)	0% (0)	50% (1)	2.5

Response: 3

94. Which of the following types of organizations do you allow to participate in the course delivery partner program? Select all that apply.
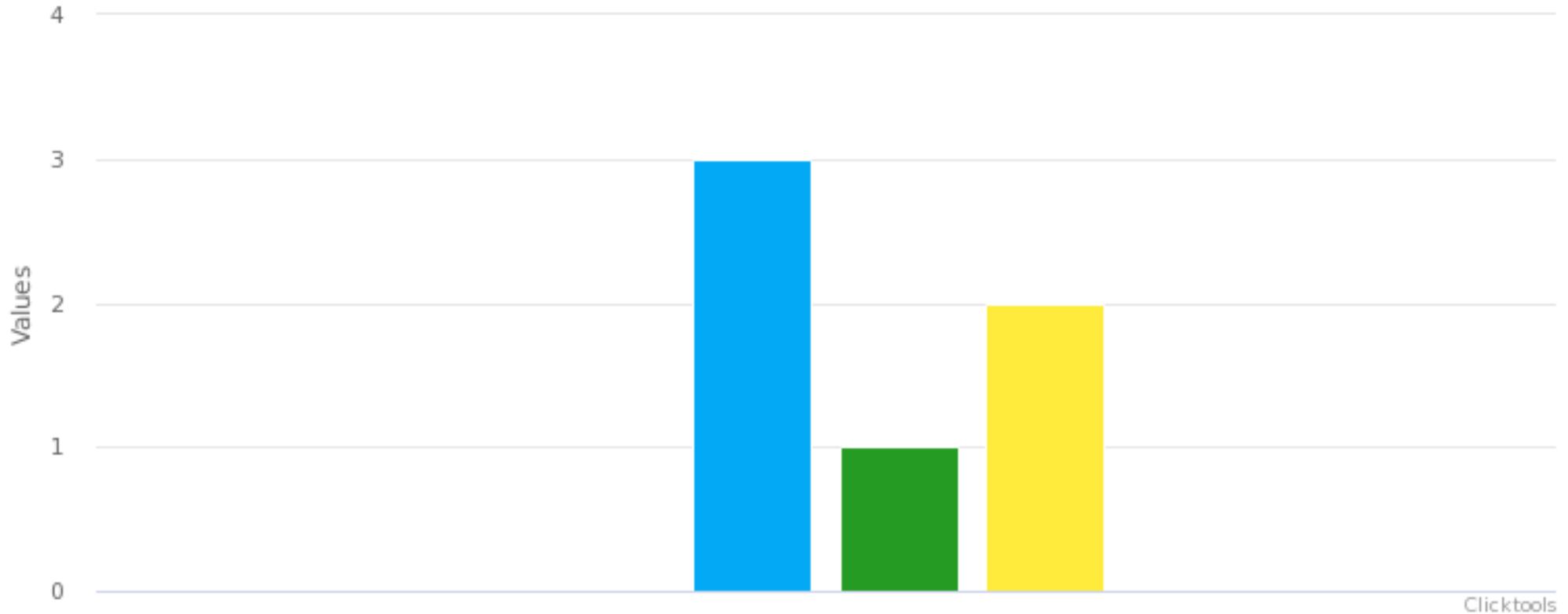
|			
1 - Product Resellers/VARs	0% (0)	2 - Product Distributors/VADs	0% (0)
3 - Independent training organizations	100% (3)	4 - Services/Implementation Partners	33.33% (1)
5 - Individual contractors/freelancers	66.67% (2)	6 - Other	0% (0)

Response: 3

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	170	0	0	0	0
Highest	170	0	0	0	0
Lowest	170	0	0	0	0
Standard deviation	0	0	0	0	0

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

|			
1 - Pay per use of the instructor	0% (0)	2 - Recurring fixed fee licensing	50% (1)
3 - Per seat revenue sharing	0% (0)	4 - Training kit/unit based materials fee	50% (1)
5 - Other	0% (0)		
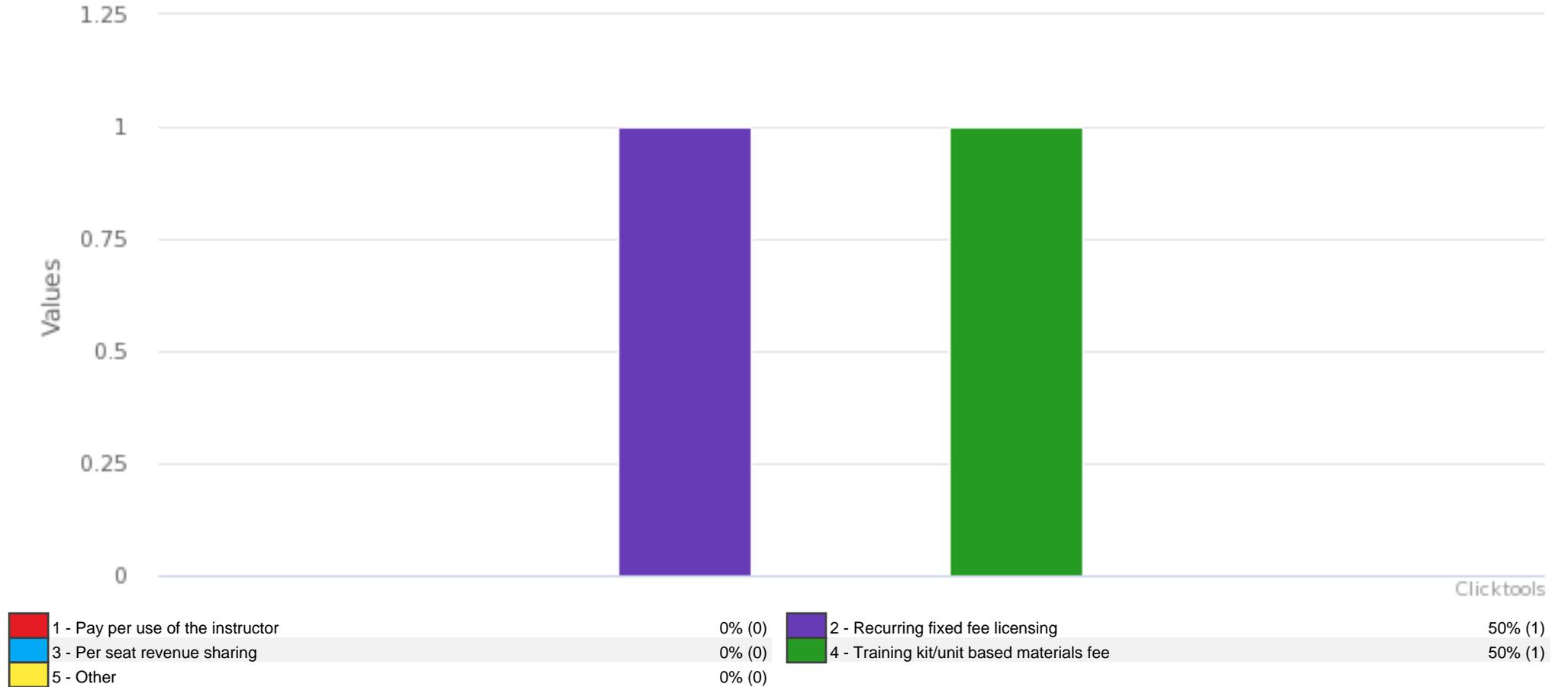
97. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.
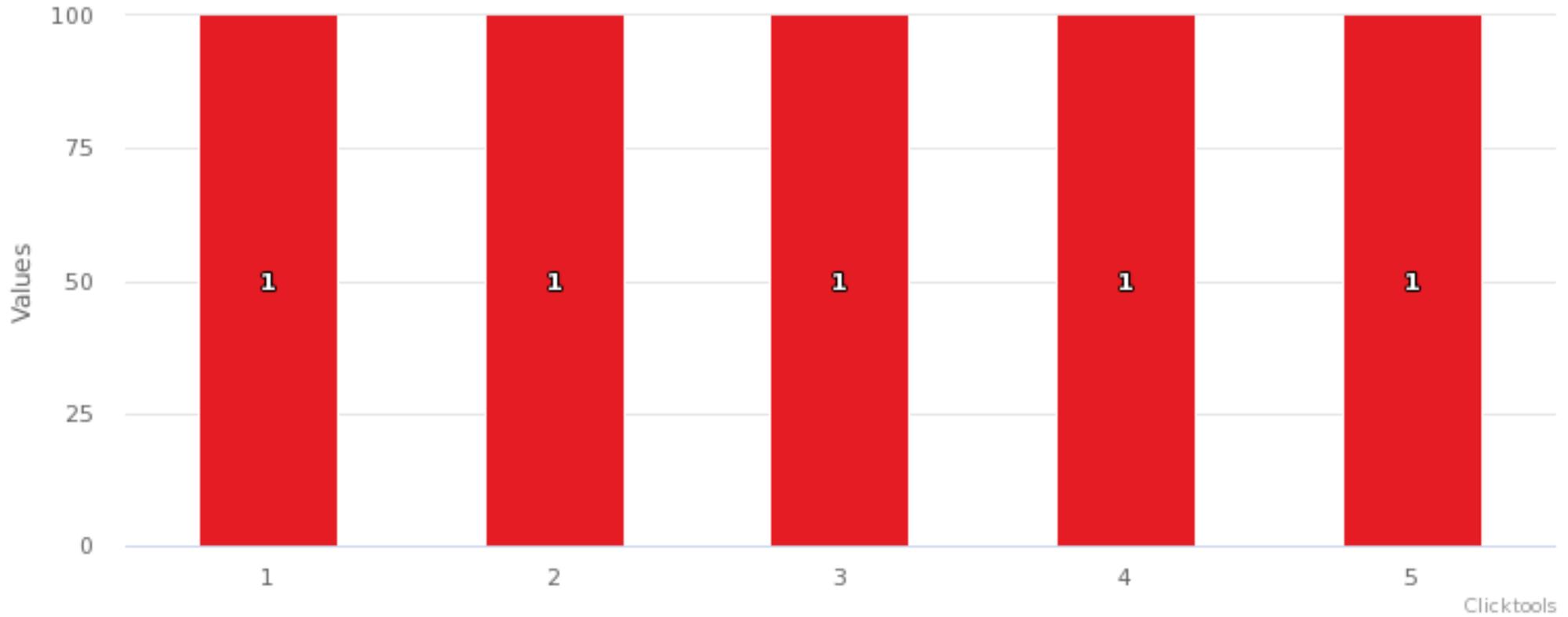

1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80	10	81-90%	11	>90%		

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

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

2

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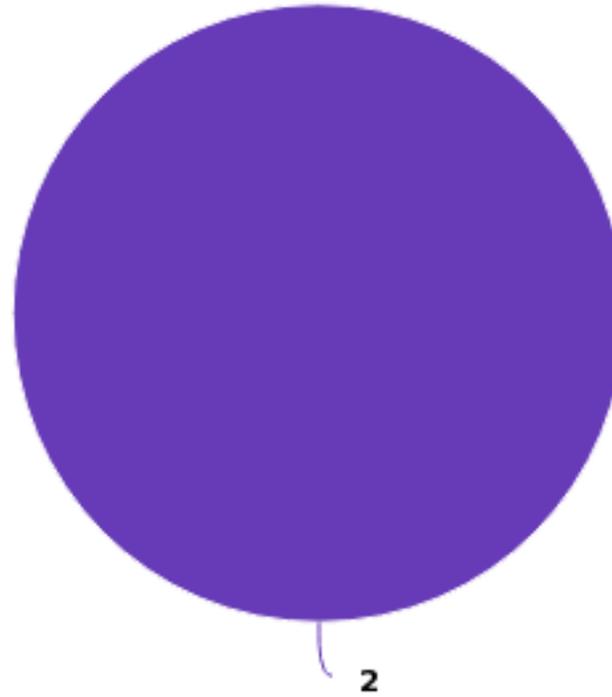
Mean: 2
Response: 2

99. Do you allow Delivery partners to resell subscriptions?

2

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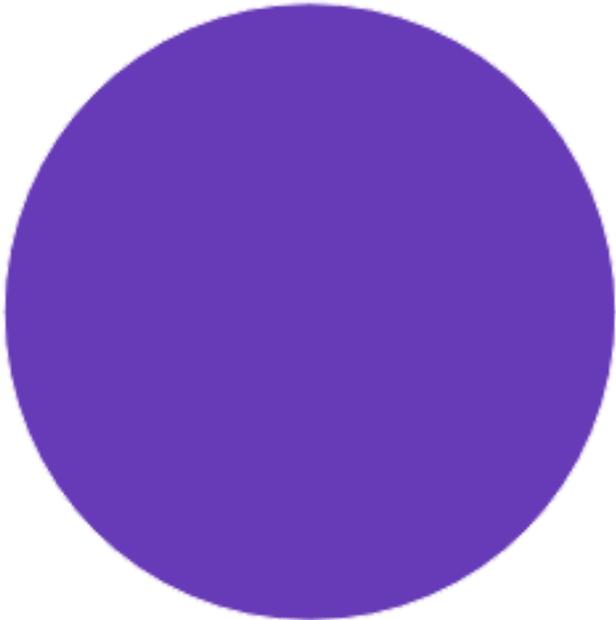
Mean: 2

Response: 2

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

🟥 1 - Yes	0% (0)	🟪 2 - No	100% (2)
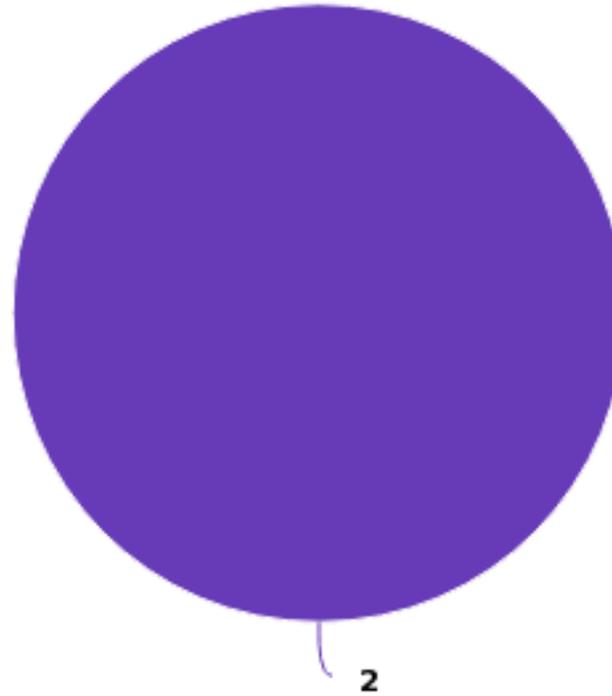
Mean: 2

Response: 2

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 - Yes	50% (1)	■ 2 - No	50% (1)

Mean: 1.5
Response: 2

103. How do you prevent competition between your training partners and your own business? Select all that apply.
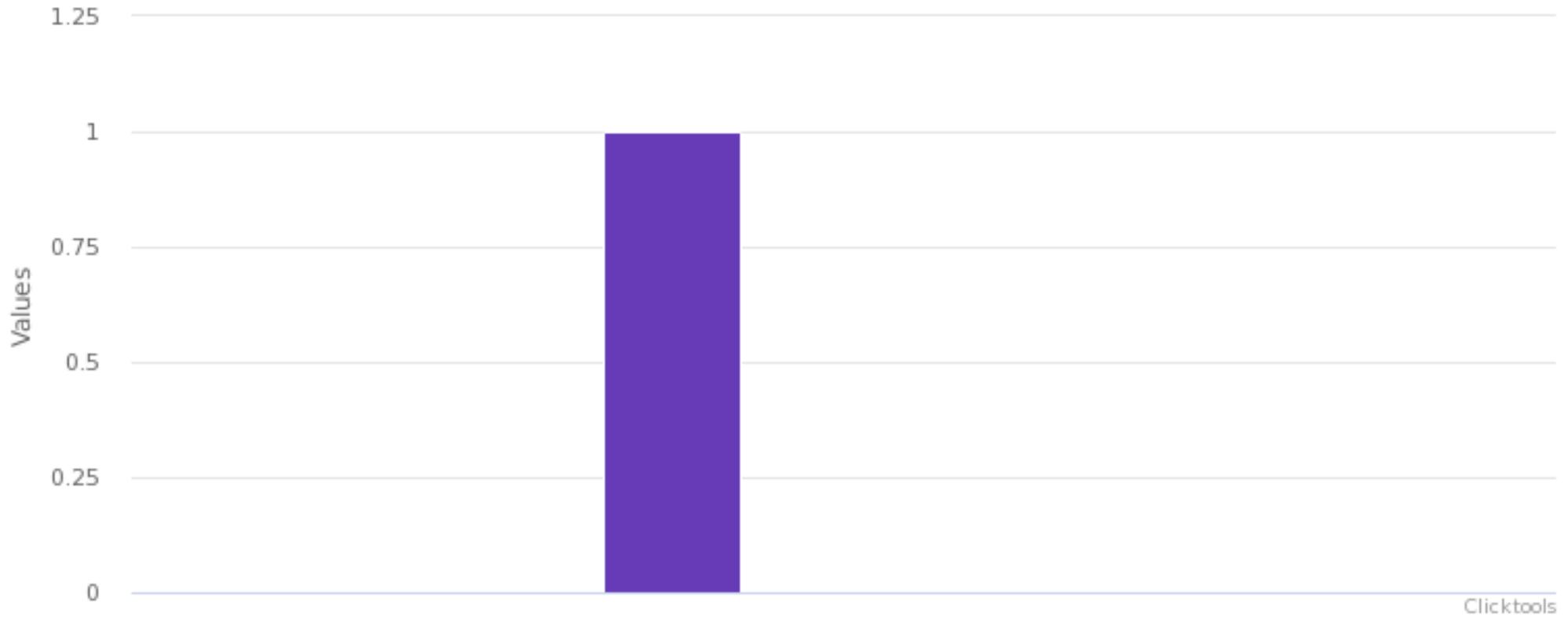
■ 1 - Different education offerings (for example, partner only delivers end user training, you don´t)	0% (0)	■ 2 - Different countries and regions (for example, partner only delivers in countries where you don´t offer training yourself)	100% (1)
■ 3 - Different products (for example, partner can offer training only on SMB products)	0% (0)	■ 4 - Penalties in case of violations	0% (0)
■ 5 - Other	0% (0)		

Response: 1

104. Are your training partners allowed to customize content, and if so, what is the fee model?
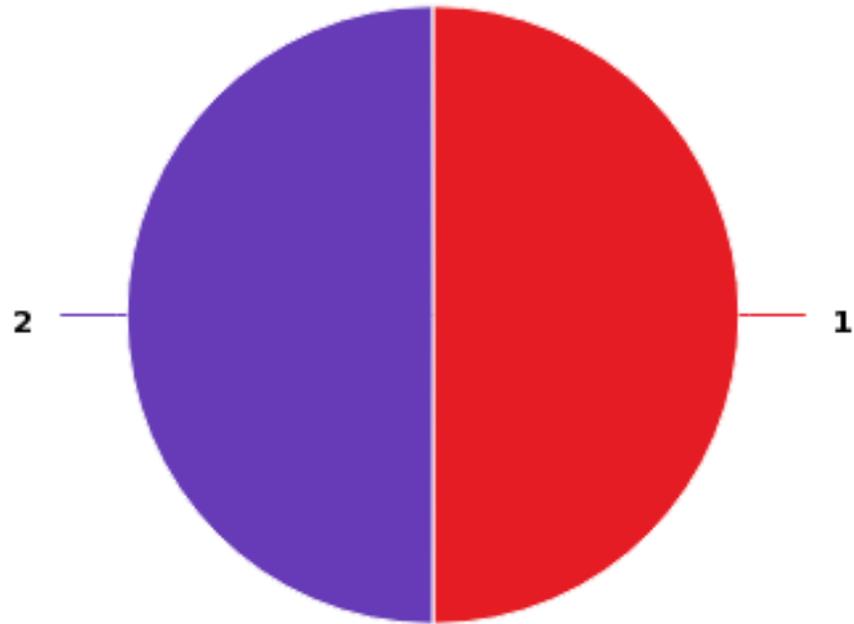
🟥	1 - No, not allowed to customize	50% (1)	🟪 2 - Yes, allowed, and use the same fee model as standard training	50% (1)
🟦	3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	🟩 4 - Yes, allowed, and use royalty fee based on volume	0% (0)
🟨	5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	🟧 6 - Other	0% (0)

Mean: 1.5

Response: 2

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


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

Mean: 2

Response: 2

106. How do you track compliance for kit models? Select all that apply.
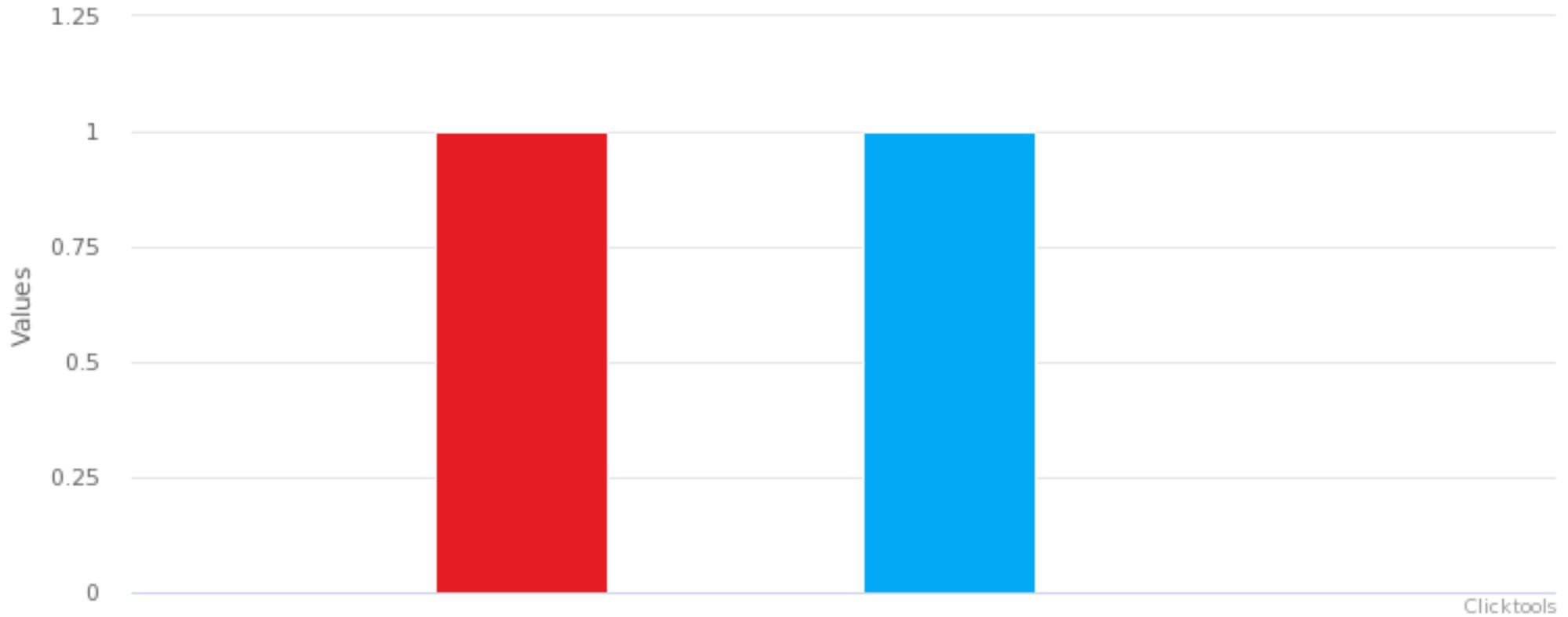
1 - Trust model	50% (1)	2 - Partner has to register students at your LMS	0% (0)
3 - Partner has to order kits from you or your vendors	50% (1)	4 - Other	0% (0)

Response: 2

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

Response: 0

108. Do you have a formal academic program?

🟥 1 - Yes	66.67% (4)	🟪 2 - No	33.33% (2)
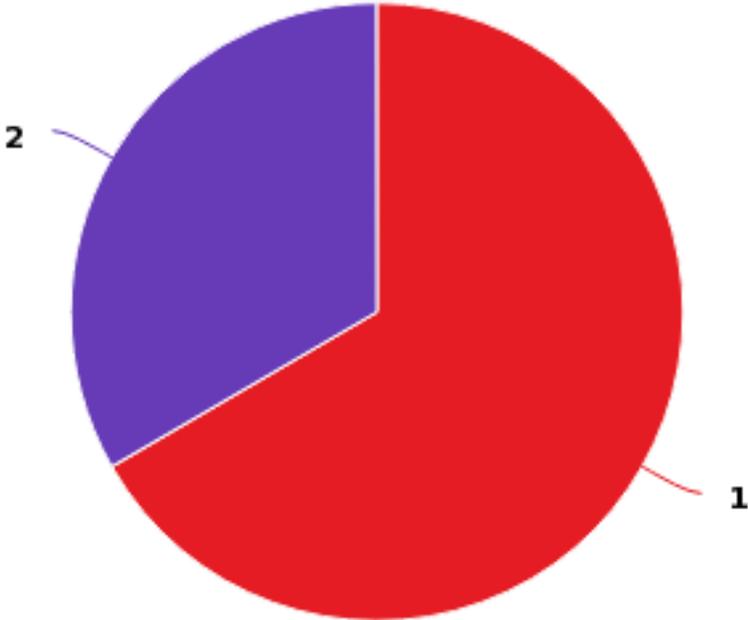
Mean: 1.33
Response: 6

109. What are the two main goals of your academic program?
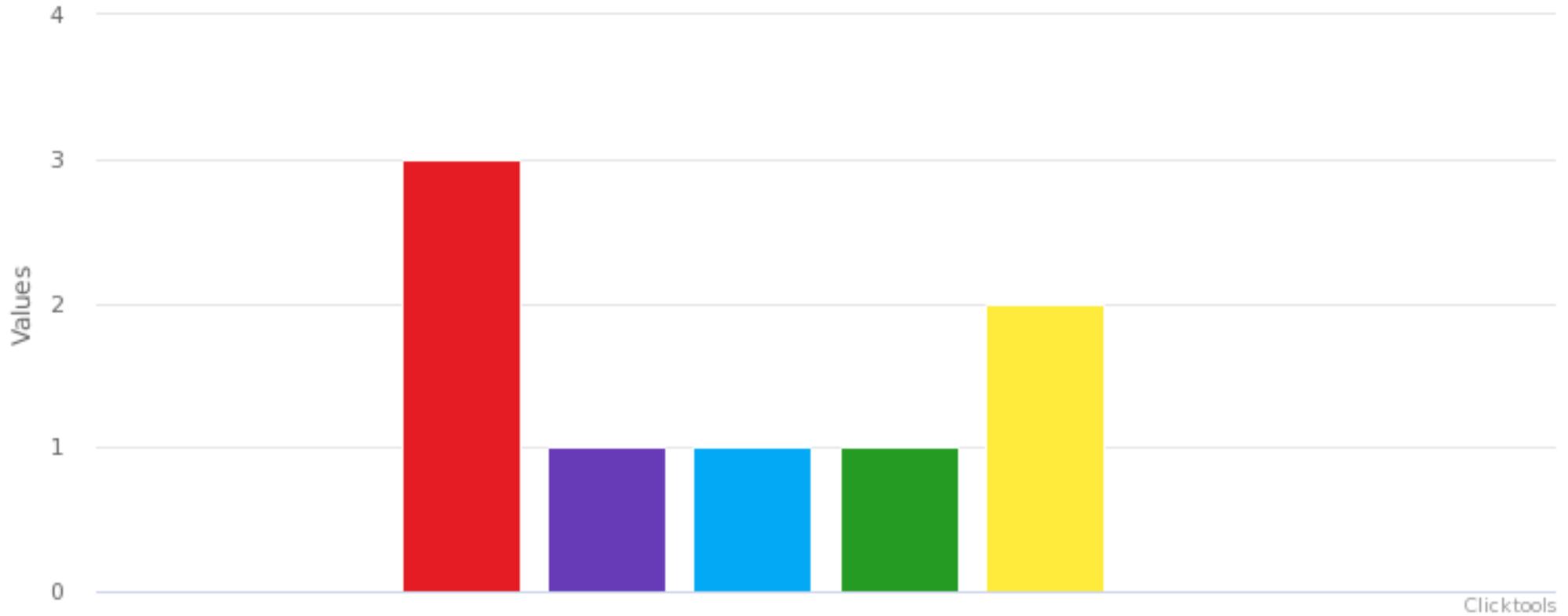
■ 1 - Extend/expand the reach of Education Services	75% (3)	■ 2 - Establish brand/technical mindshare for future customers and users	25% (1)
■ 3 - Supporting school-to-work programs	25% (1)	■ 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	25% (1)
■ 5 - Seed the market with in-demand skills via academia	50% (2)	■ 6 - Other	0% (0)

Response: 4

110. Does your customer and partner education team assist with integrating course content into existing academic curricula?
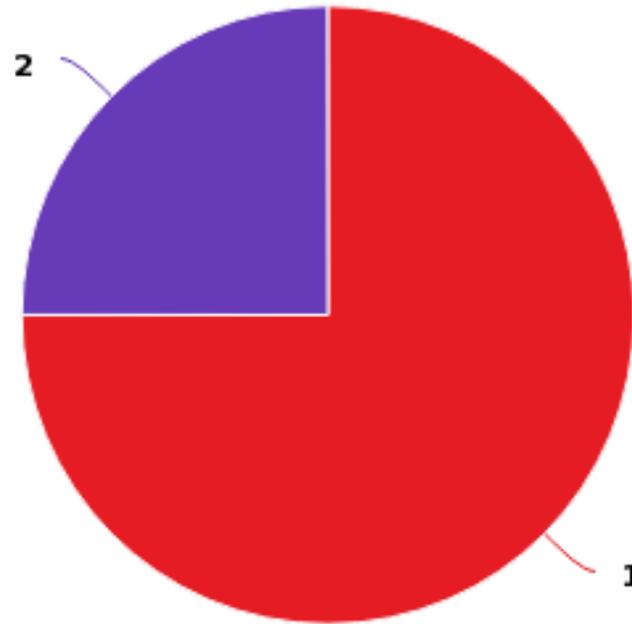
■ 1 - Yes	75% (3)	■ 2 - No 25% (1)

Mean: 1.25
Response: 4

**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	10.5	0.5	0	0	0
Highest	20	1	0	0	0
Lowest	1	0	0	0	0
Standard deviation	13.44	0.71	0	0	0

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	33.33% (1)	2 - Vocational/Technical Schools	33.33% (1)
3 - Associates' programs/2 year colleges or certificates	66.67% (2)	4 - Bachelors' programs/4 year colleges and universities	66.67% (2)
5 - Graduate programs/universities	66.67% (2)	6 - Other	0% (0)
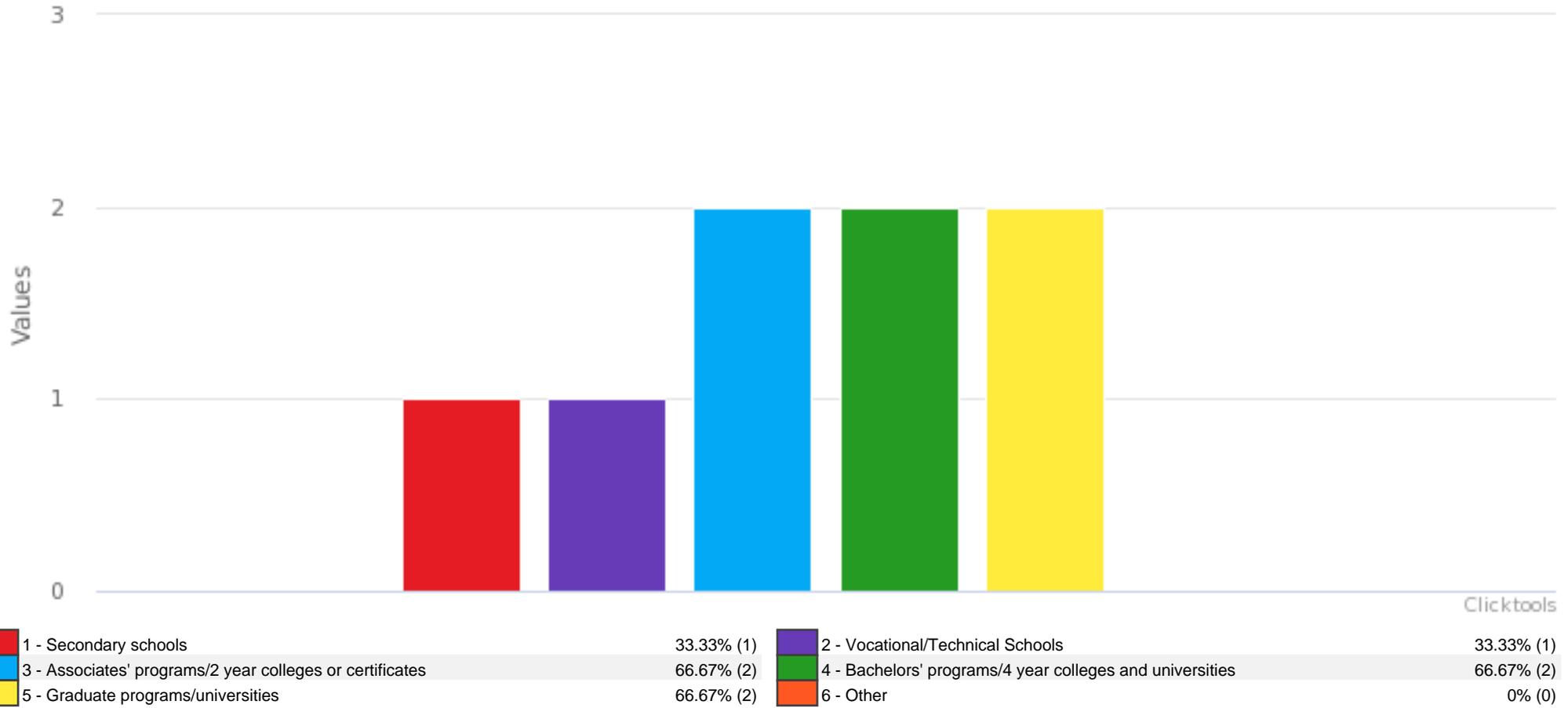
Response: 3

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	0% (0)
■ 5 - Other	0% (0)		
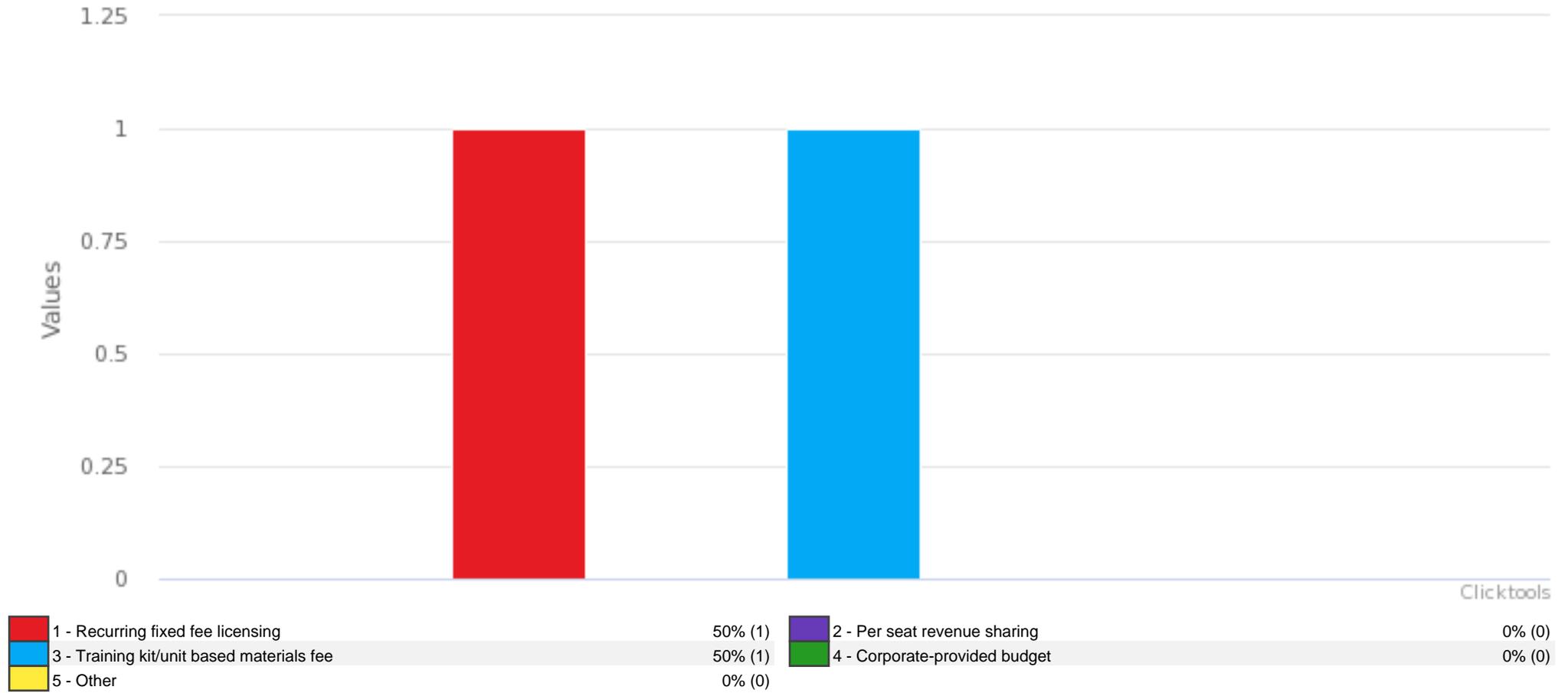
Response: 2

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


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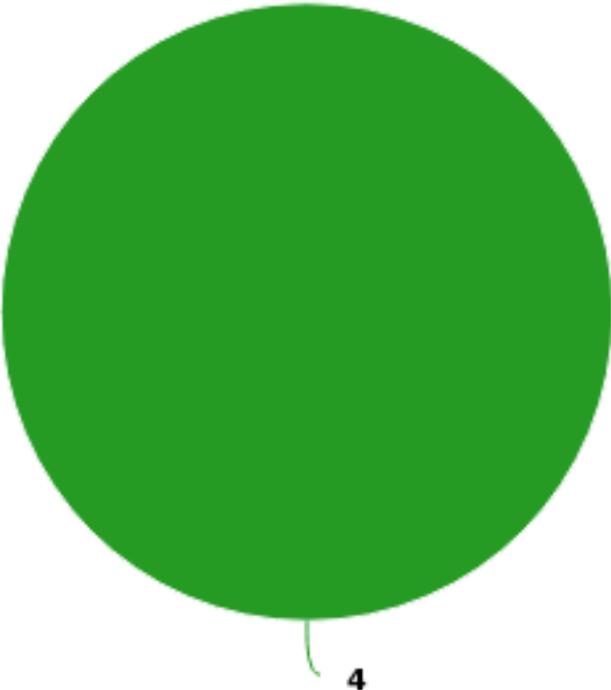
🟥 1 - We use third-party partners for business development	0% (0)	🟪 2 - We use third-party partners for train-the-trainer	0% (0)
🟦 3 - We use third-party partners for business development and train-the-trainer	0% (0)	🟩 4 - We do not use third-party partners for these	100% (3)

Mean: 4
Response: 3

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

▮	1 - Number of member institutions	66.67% (2)	▮ 2 - Number of students trained	66.67% (2)
▮	3 - Number of students placed in jobs	0% (0)	▮ 4 - Number of students certified	33.33% (1)
▮	5 - Number of accredited educators	33.33% (1)	▮ 6 - Other	33.33% (1)
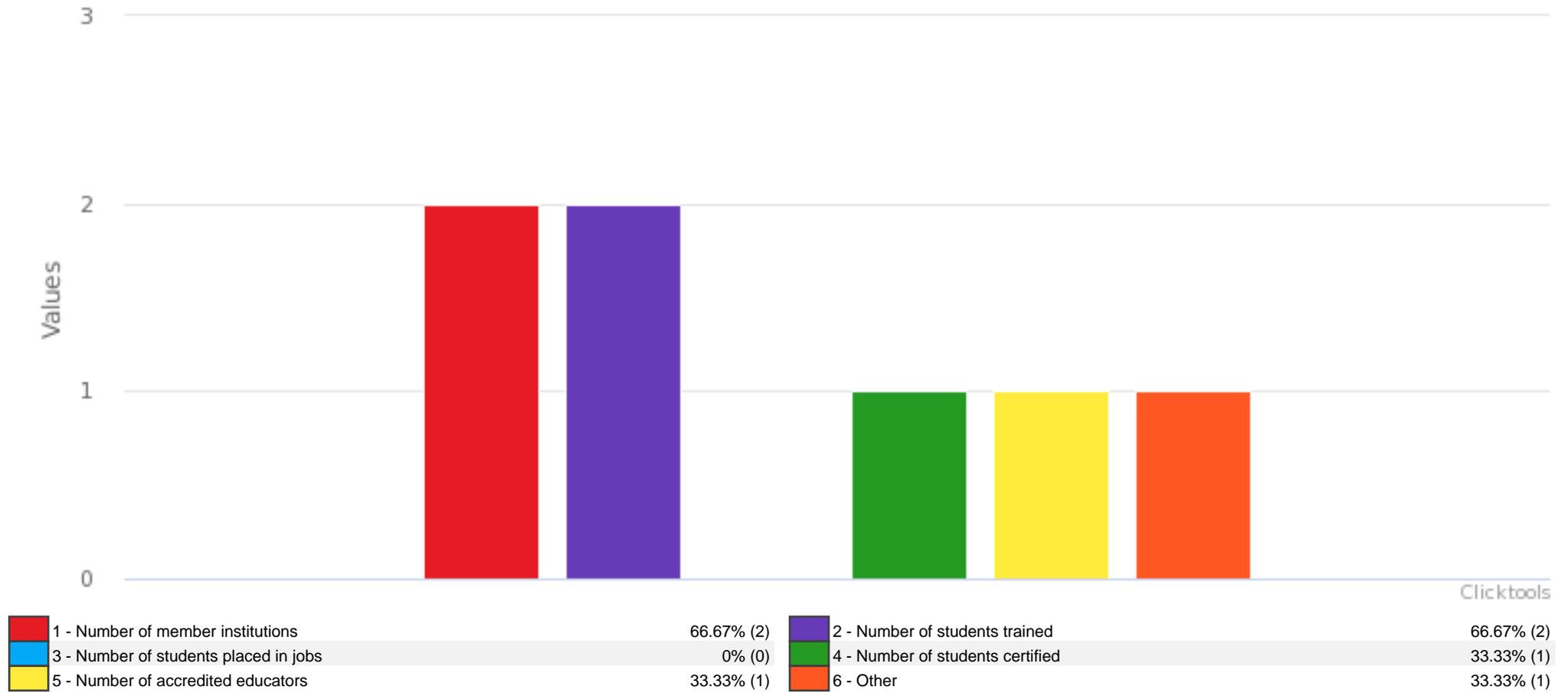
Response: 3

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)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
2	North America	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
3	Central and South America	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
4	Europe, Middle East and Africa	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
5	Asia/Pacific	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

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

2

■ 1 - Yes, for all of our products	0% (0)	■ 2 - Yes, for some of our products	100% (6)
■ 3 - No, we don't offer any certification programs	0% (0)		
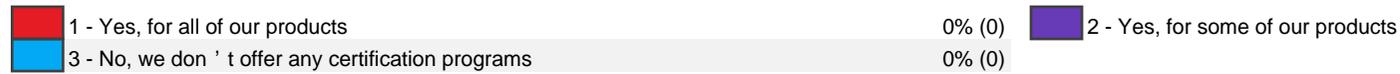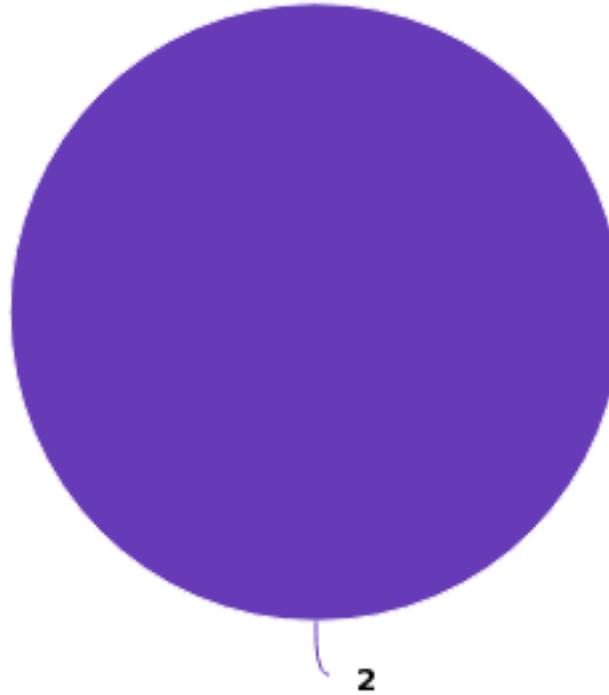
Mean: 2

Response: 6

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

1 - Validate partner skills	40% (2)	2 - Promoting brand recognition in the industry	80% (4)
3 - Creating loyalty in our partner community and customer base	20% (1)	4 - Establishing advocacy in the technical community	40% (2)
5 - Creating a social network of support in the technical community	0% (0)	6 - Revenue Generation	40% (2)
7 - Ensure customer satisfaction	40% (2)	8 - Enhance our product's value	20% (1)
9 - Other	20% (1)		
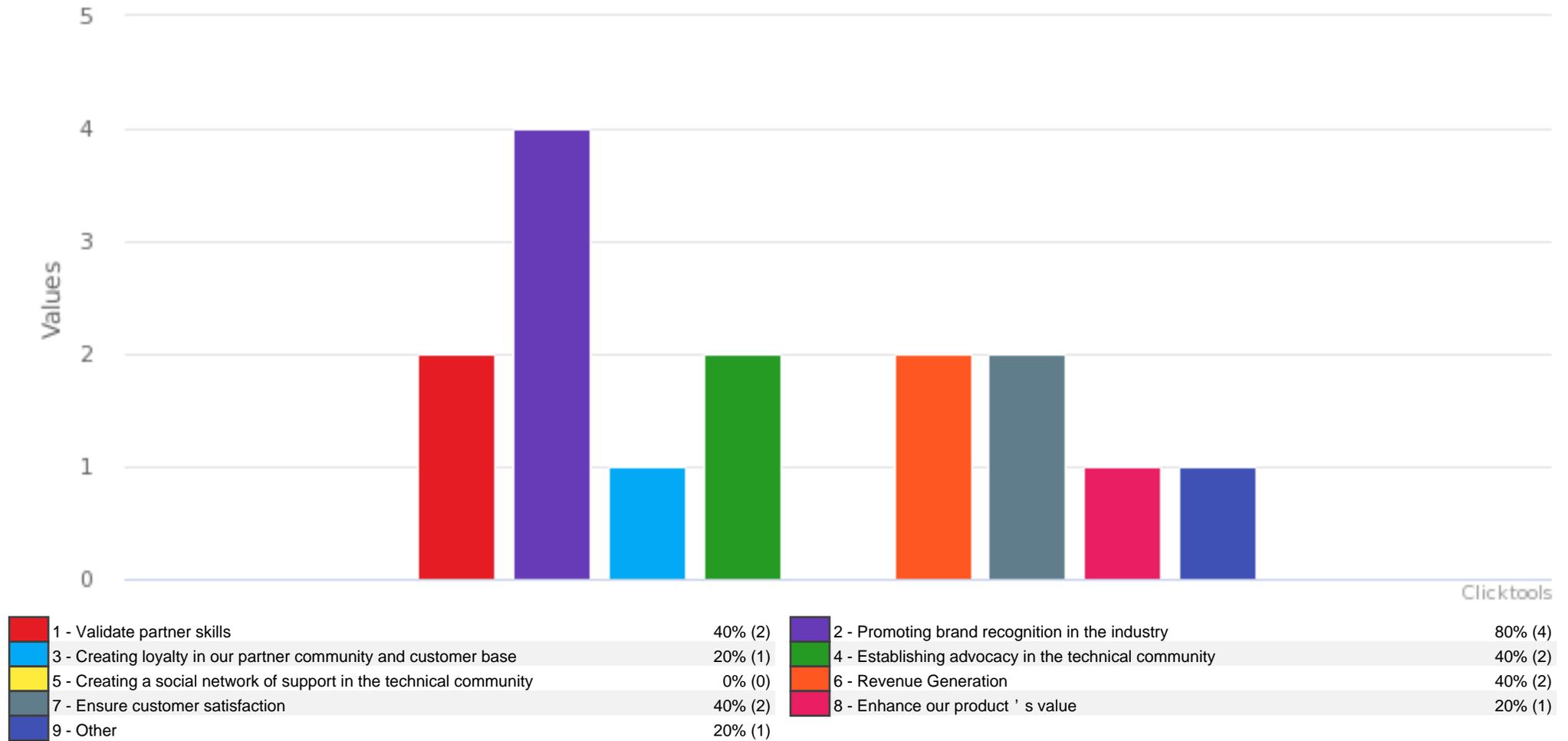
Response: 5

119. Who is the intended/required audience for your certification programs and for whom is it required? Select all that apply.
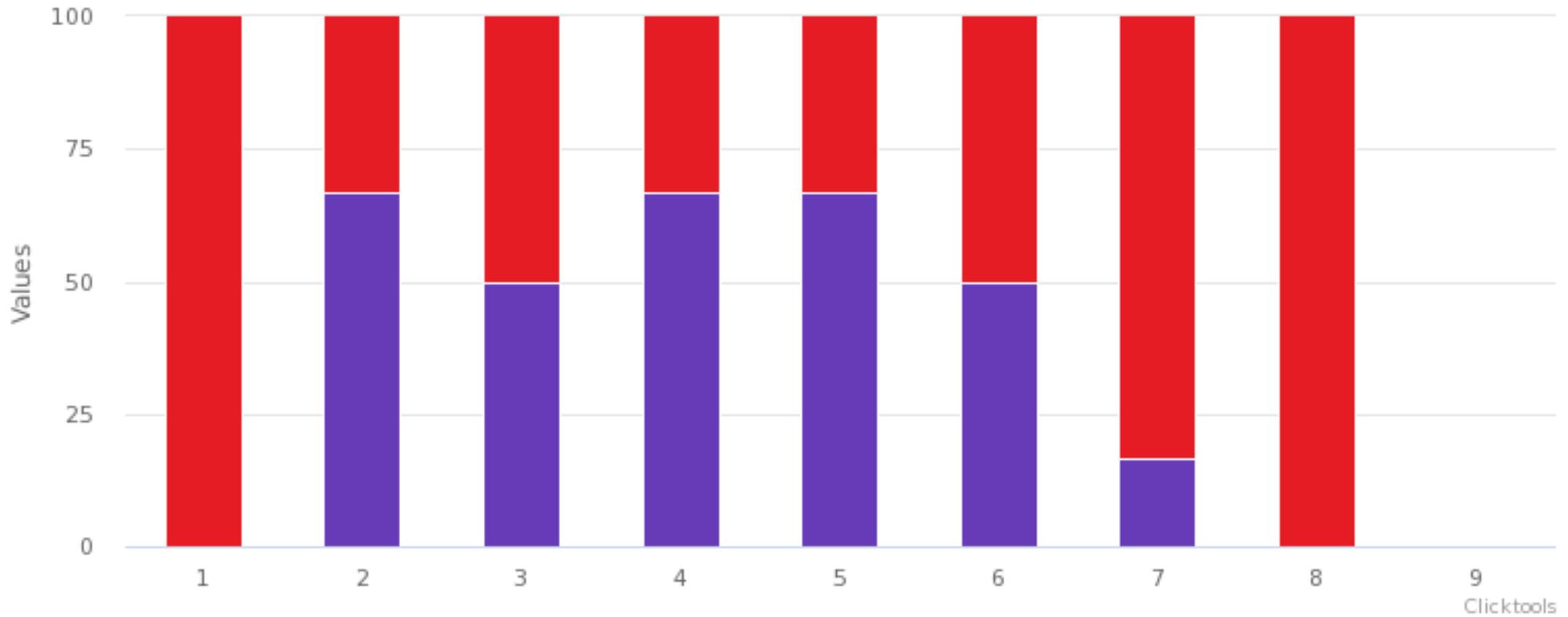
		Intended	Required
1	Sales - Internal staff	100% (1)	0% (0)
2	Sales - Channels/Partners	33.33% (1)	66.67% (2)
3	Presales – Internal Staff/Engineers	50% (1)	50% (1)
4	Presales – Channel/Partners	33.33% (1)	66.67% (2)
5	Post-sales – Internal Service Staff	33.33% (1)	66.67% (2)
6	Post-sales – Channels/Partners	50% (1)	50% (1)
7	Customers/end users	83.33% (5)	16.67% (1)
8	Students (academic)	100% (2)	0% (0)
9	Other	0% (0)	0% (0)

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

■ 1 - 1	20% (1)	■ 2 - 2	60% (3)
■ 3 - 3	20% (1)	■ 4 - 4	0% (0)
■ 5 - 5 or more	0% (0)	■ 6 - It varies	0% (0)
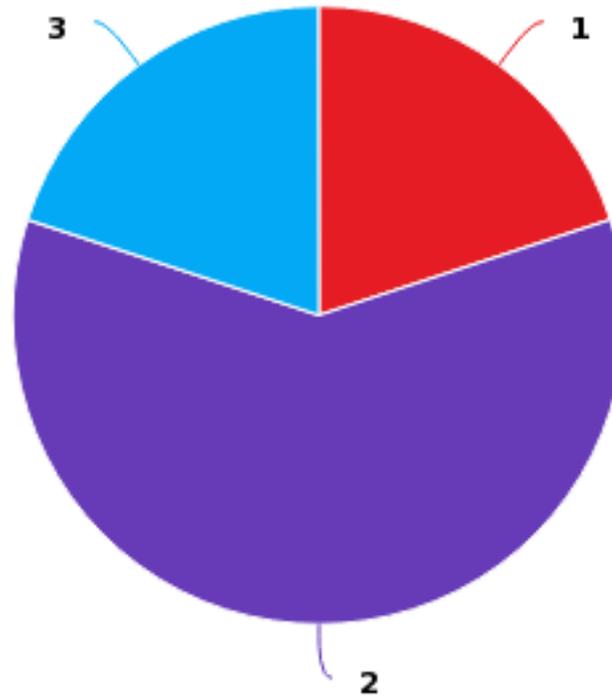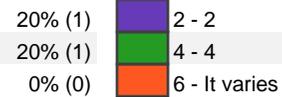
Mean: 2

Response: 5

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

■ 1 - Yes, for all tiers	20% (1)	■ 2 - Yes, but only for some tiers	40% (2)
■ 3 - No, you can go directly to the top tier or any point in-between	40% (2)		
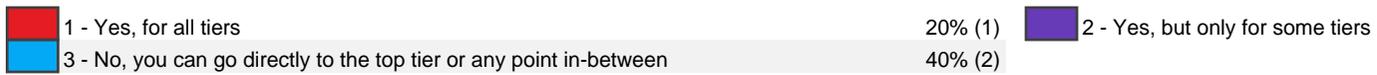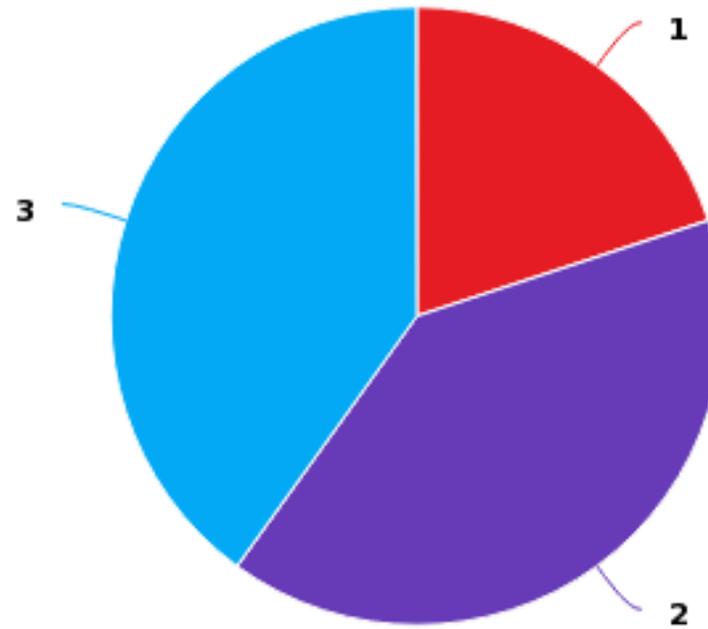
Mean: 2.2

Response: 5

122. For how long are your certifications valid before requiring a renewal?
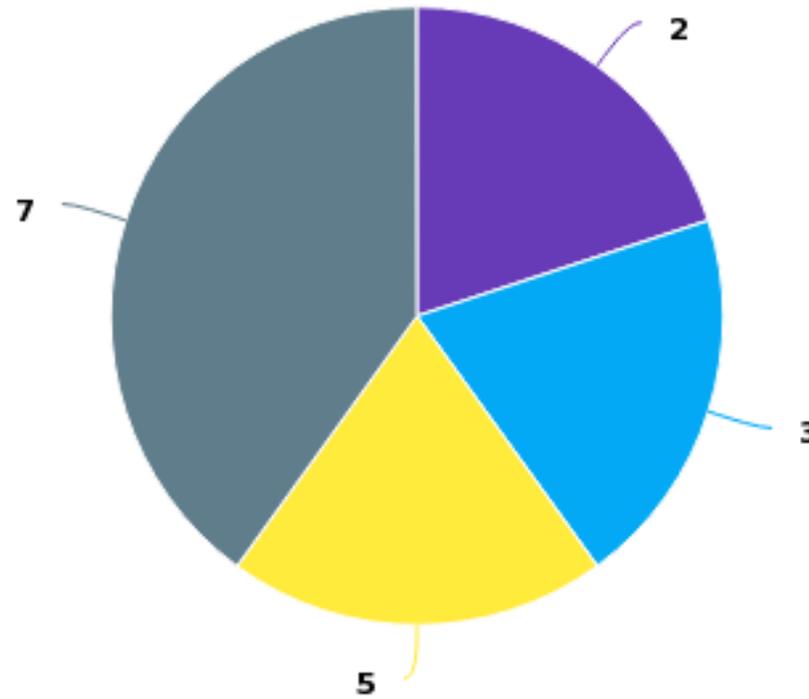
1 - Must re-certify annually	0% (0)	2 - 2 Years	20% (1)
3 - 3-4 years	20% (1)	4 - 5 years or more	0% (0)
5 - Certifications never expire	20% (1)	6 - Varies by certification	0% (0)
7 - Only valid for a product version	40% (2)	8 - Other	0% (0)

Mean: 4.8

Response: 5

123. For how many years have you offered a certification program?
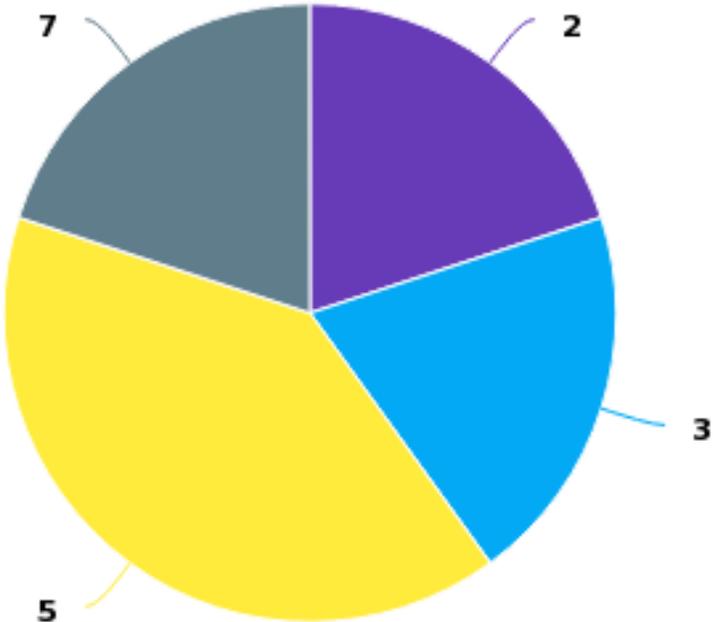
■	1 - Less than a year	0% (0)	■ 2 - 1-2 years	20% (1)
■	3 - 2-3 years	20% (1)	■ 4 - 3-4 years	0% (0)
■	5 - 4-5 years	40% (2)	■ 6 - 5-9 years	0% (0)
■	7 - 10 years or more	20% (1)		

Mean: 4.4

Response: 5

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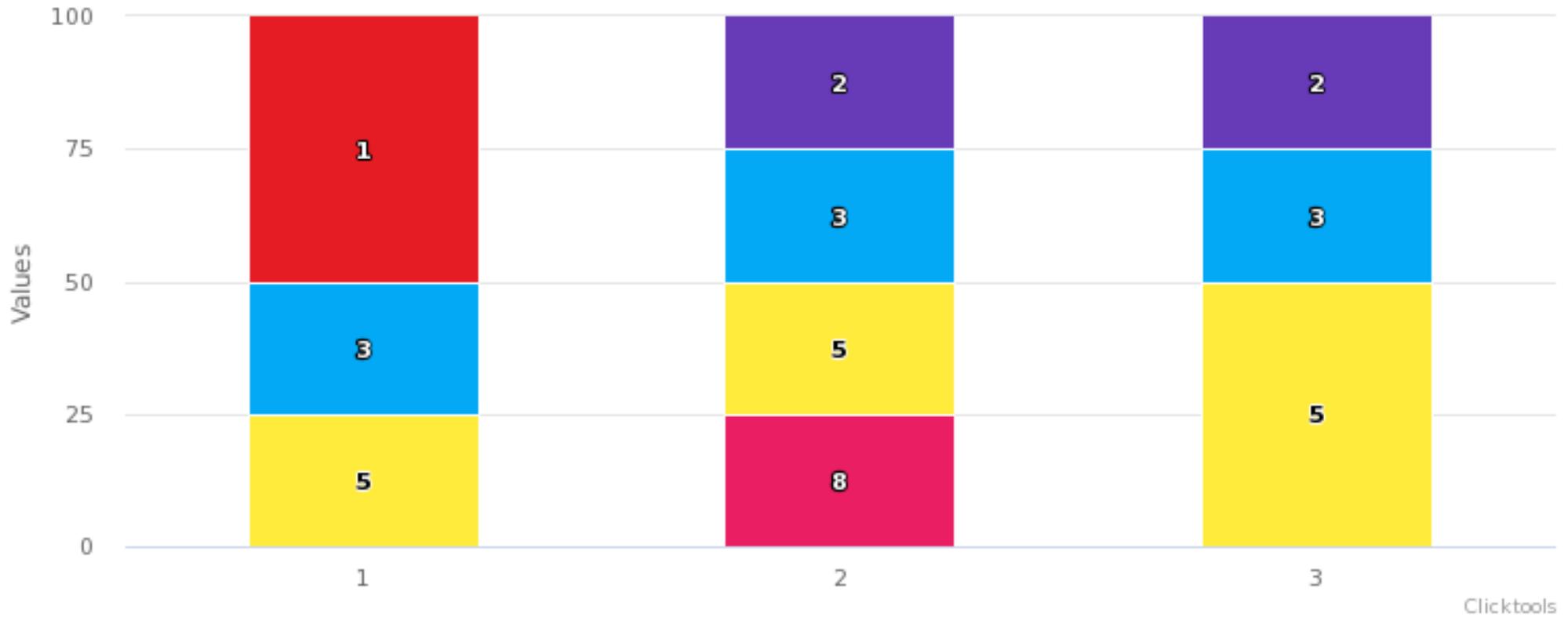
1	1<100	2	101-200	3	201-500	4	501-1,000
5	1,001-2,000	6	2,001-5,000	7	5,001-10,000	8	10,001-50,000
9	50,001-100,000	10	>100,000				

		1	2	3	4	5	6	7	8	9	10	Mean
1	Were issued in the last business year?	50% (2)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
2	Were issued since start of the certification program?	0% (0)	25% (1)	25% (1)	0% (0)	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	4.5
3	Are valid currently?	0% (0)	25% (1)	25% (1)	0% (0)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.75

Response: 4

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

🟥	1 - Yes, it's live	60% (3)	
🟪	2 - No, but we're planning it	20% (1)	
🟦	3 - No, we have no plans	20% (1)	
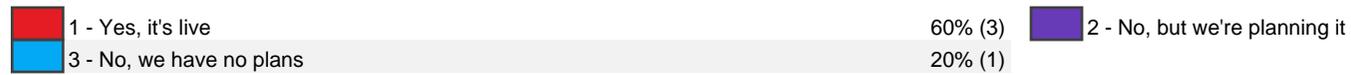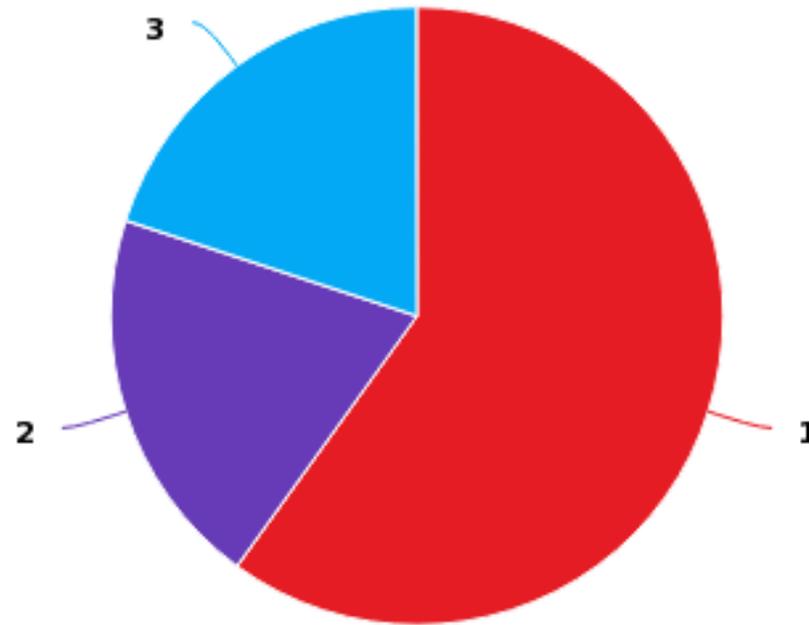
Mean: 1.6

Response: 5

126. In what form is any preparatory study/training distributed? Select all that apply.
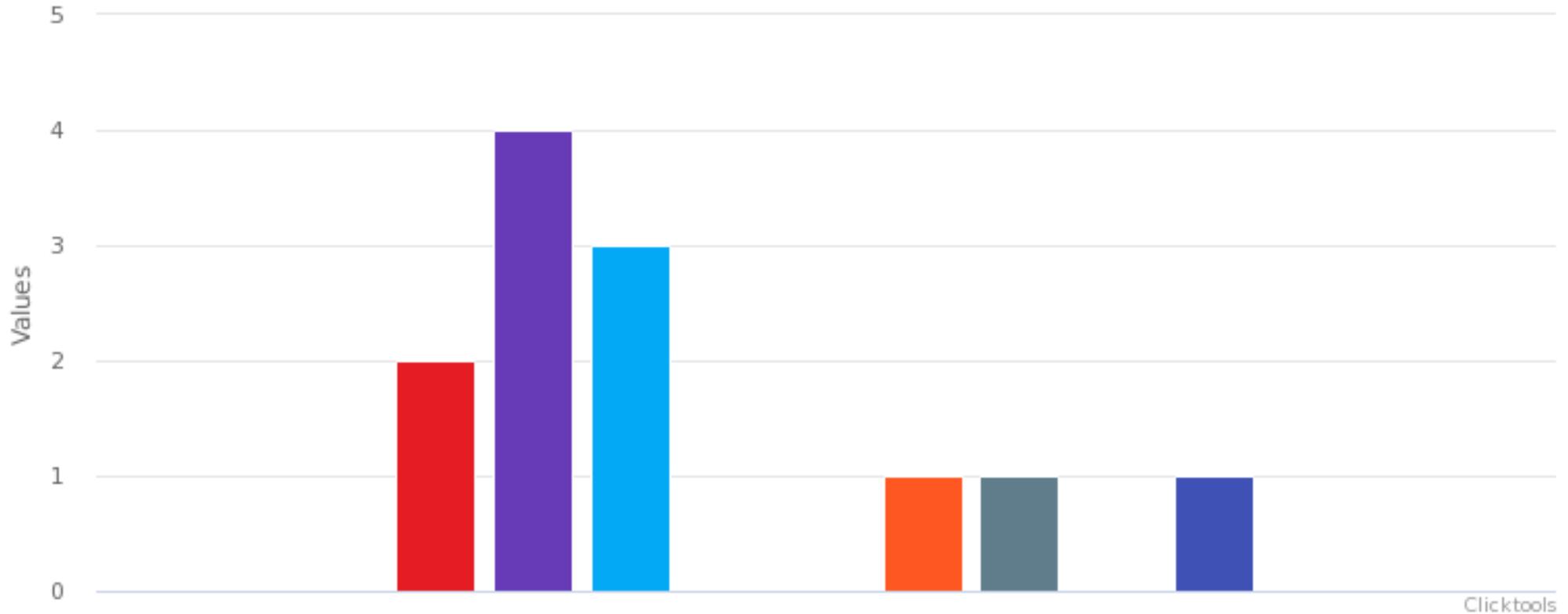
1 - Vendor prepared, authorized instructor led training	40% (2)	2 - Vendor prepared e-learning	80% (4)
3 - Vendor prepared self-study materials	60% (3)	4 - Third party prepared and delivered instructor led training and/or e-learning	0% (0)
5 - Commercially available study/reading materials	0% (0)	6 - Publically available academic programs	20% (1)
7 - Certification Prep Guide & Exam	20% (1)	8 - We don't have any	0% (0)
9 - Other	20% (1)		

Response: 5

127. Who participates in the development of your certification exams? Select all that apply.
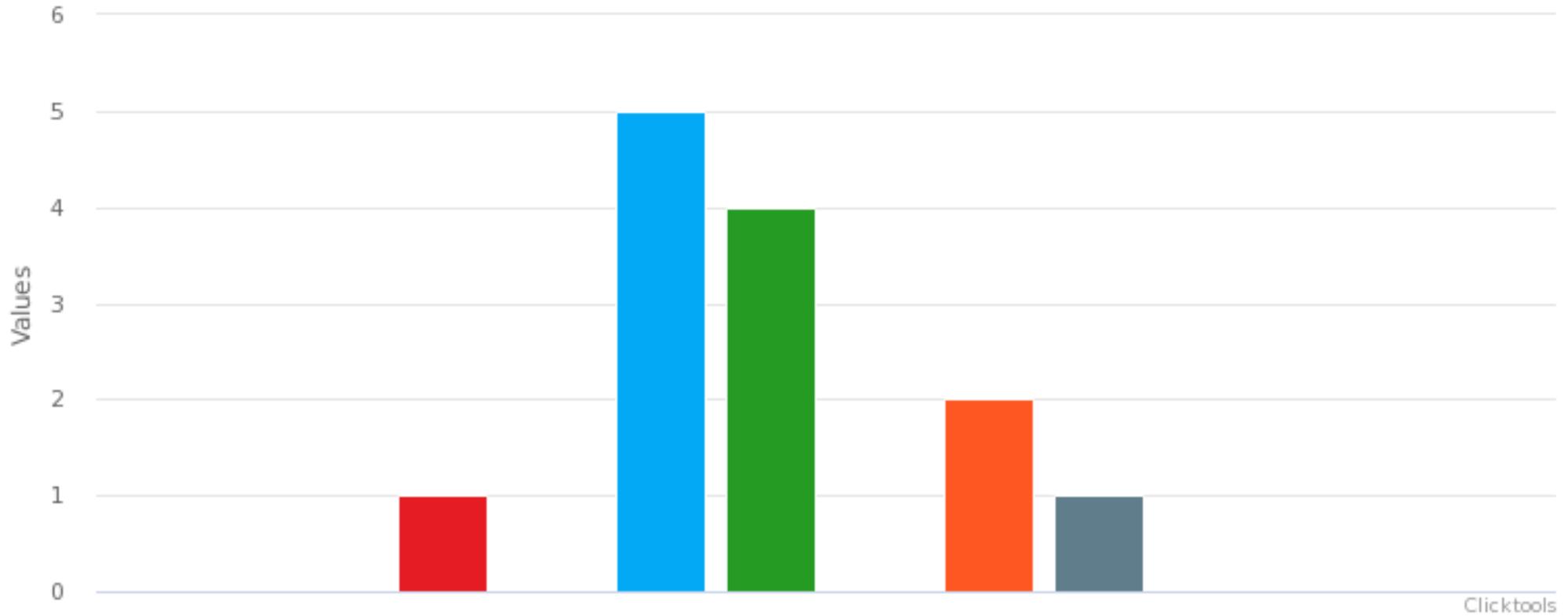
1 - Individuals with pre-existing certification	20% (1)	2 - Industry recognized technical experts	0% (0)
3 - Education Services staff	100% (5)	4 - Other company staff	80% (4)
5 - Partner staff	0% (0)	6 - Customers/end users	40% (2)
7 - Professional consultants and/or organizations	20% (1)	8 - Other	0% (0)

Response: 5

128. How are your certification exams administered? Select all that apply.
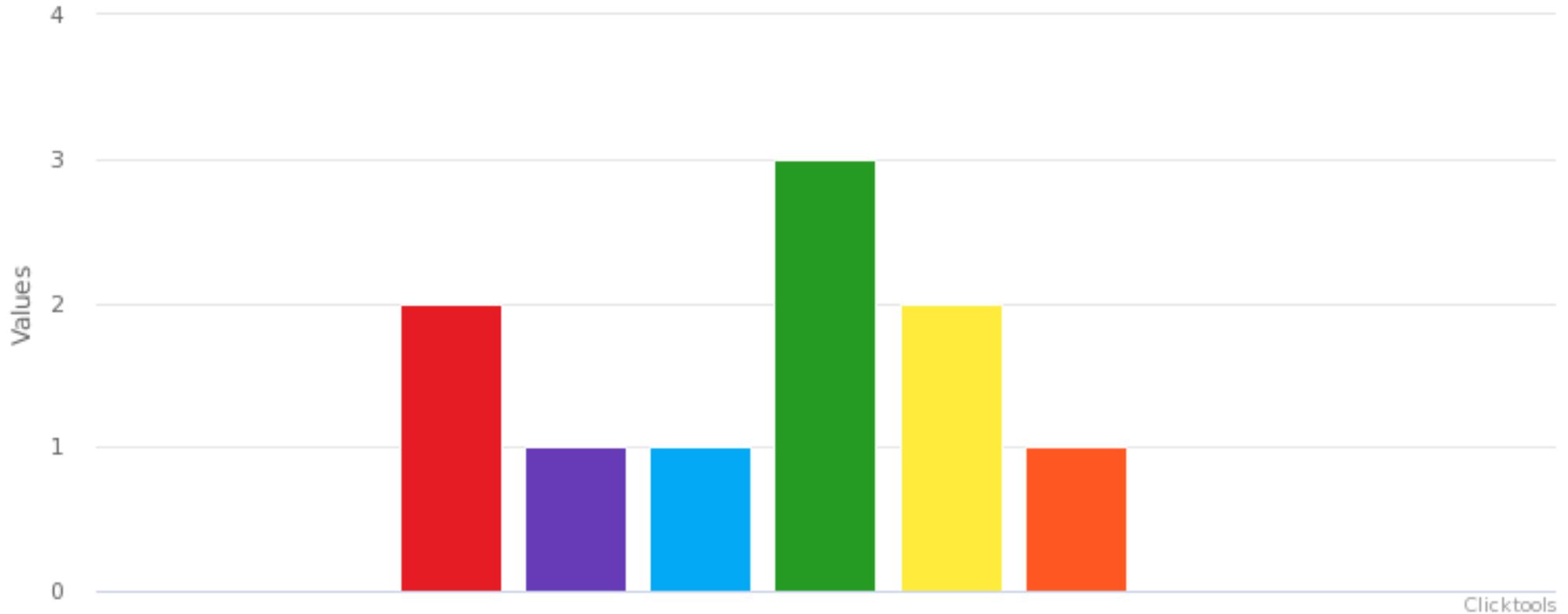
1 - Proctored practical exam(s)	40% (2)	
3 - Un-proctored computer-based exam(s)	20% (1)	
5 - Unproctored Online/web delivered computer-based exam(s)	40% (2)	
7 - Other	0% (0)	

2 - Proctored computer-based exam(s)	20% (1)
4 - Proctored Online/web delivered computer-based exam(s)	60% (3)
6 - Submission of a written/electronic dossier	20% (1)

Response: 5

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

▆ 1 - Our company training and testing centers	20% (1)	▆ 2 - Authorized Training Partner training and testing centers	20% (1)
▆ 3 - Third party training and testing centers	20% (1)	▆ 4 - Electronically, over the web	100% (5)
▆ 5 - Other	0% (0)		
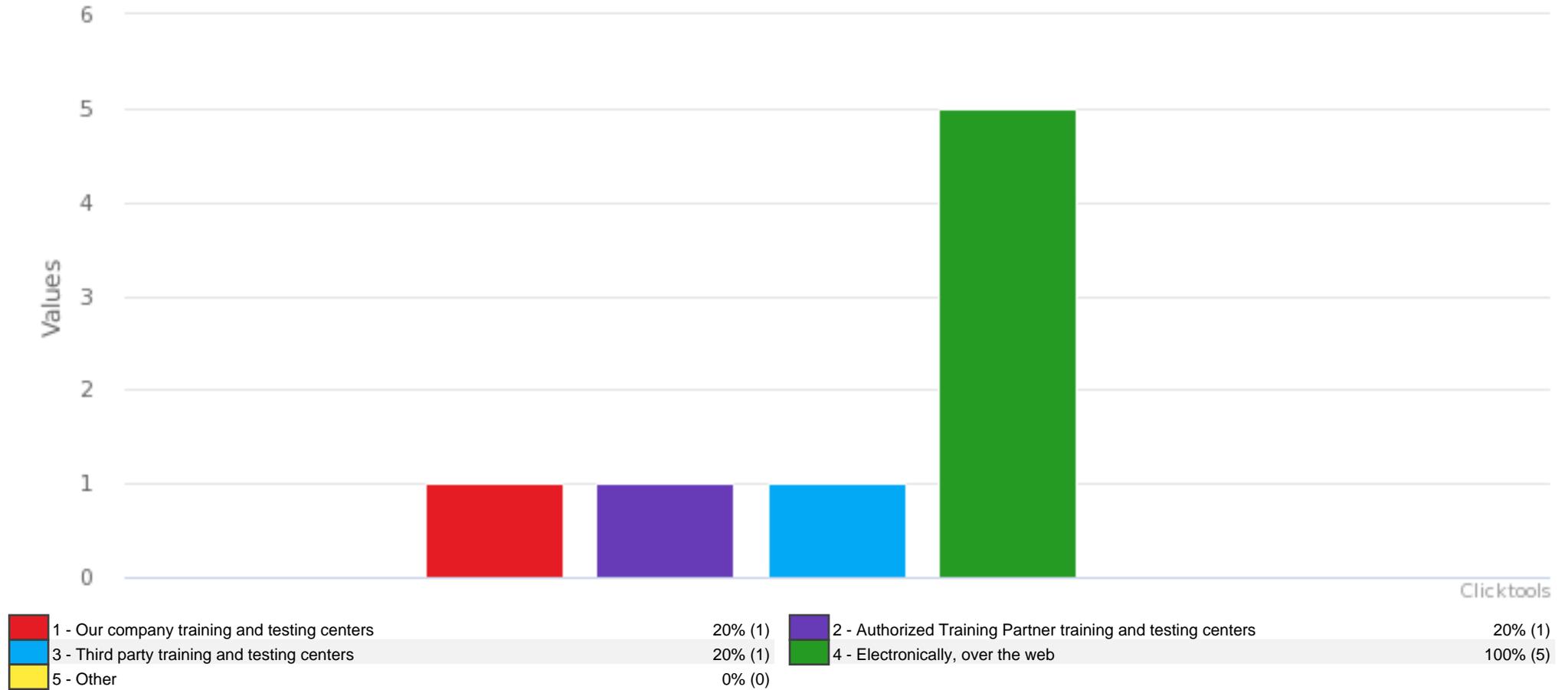
Response: 5

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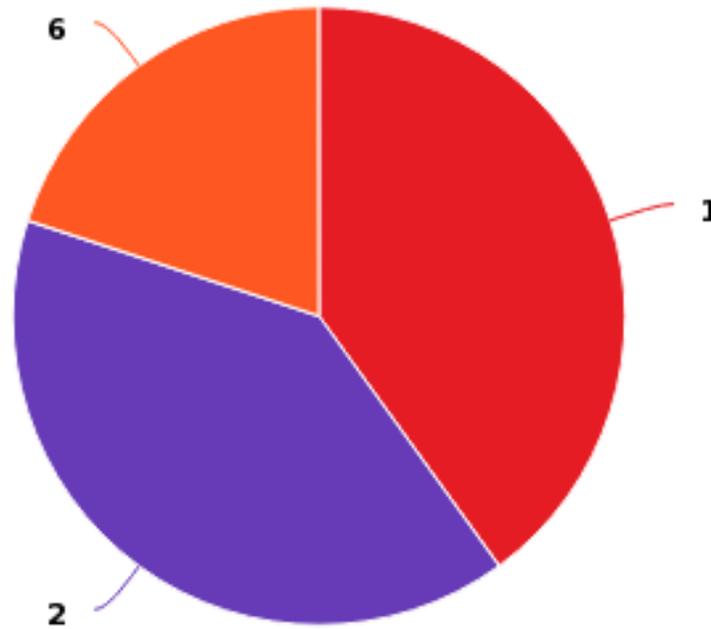
1 - None	40% (2)	2 - 1	40% (2)
3 - 2-3	0% (0)	4 - 4-5	0% (0)
5 - 6-10	0% (0)	6 - 11-20	20% (1)
7 - 21-40	0% (0)	8 - >40	0% (0)

Mean: 2.4

Response: 5

131. Which of the following benefits do your certified individuals receive? Select all that apply.
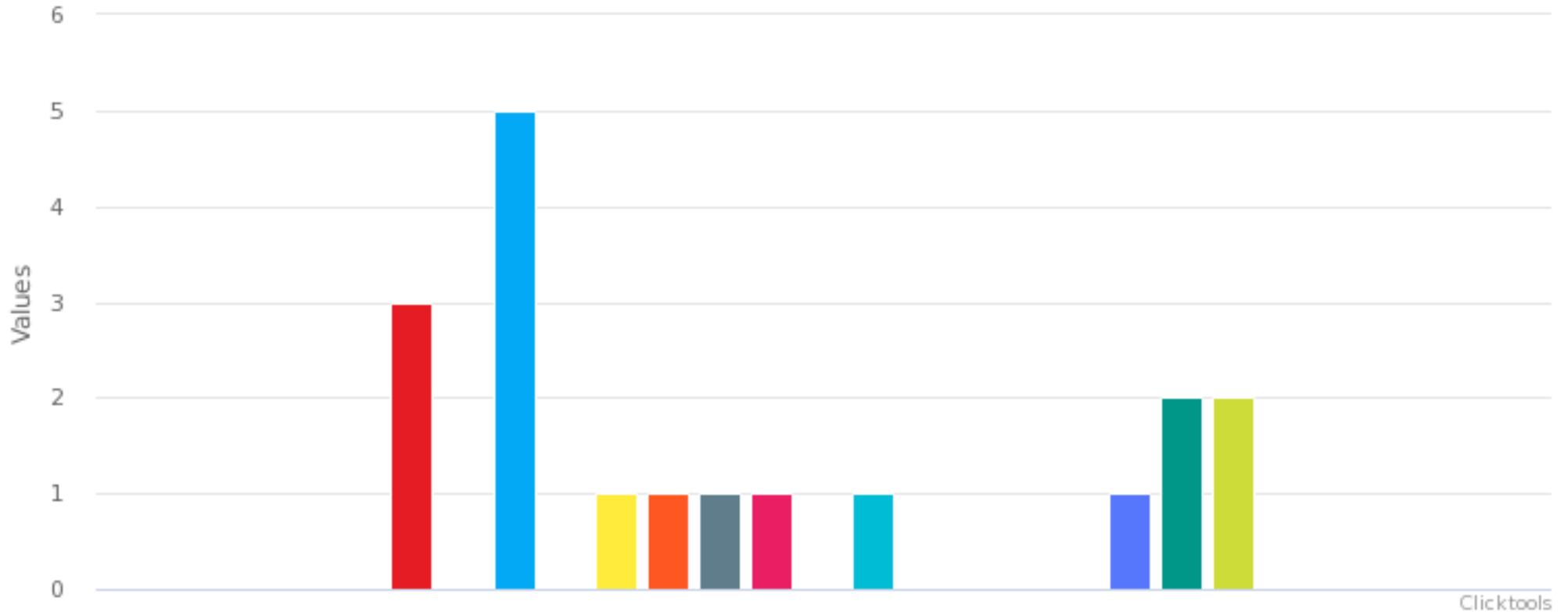
Color	Category	Value	Color	Category	Value
	1 - Logos	60% (3)		2 - Hard copy (paper) certificates	0% (0)
	3 - Soft copy (electronic) certificates	100% (5)		4 - Letters of recognition	0% (0)
	5 - Branded Merchandise (shirts, hats, and so on)	20% (1)		6 - Online store for branded merchandise	20% (1)
	7 - Early access to new product information	20% (1)		8 - Access to organization subject matter experts	20% (1)
	9 - Preferential access to training (for example, bypass wait lists)	0% (0)		10 - Preferential access to technical support	20% (1)
	11 - Preferential access to technology (online labs and networks)	0% (0)		12 - Access to dedicated community for certified individuals	0% (0)
	13 - Career Support Special events for certified individuals at vendor conferences	0% (0)		14 - Product service or discounts	0% (0)
	15 - Registry listing	20% (1)		16 - Free training when products they are certified on are updated	40% (2)
	17 - Other	40% (2)			

Response: 5