2104 Software (37)
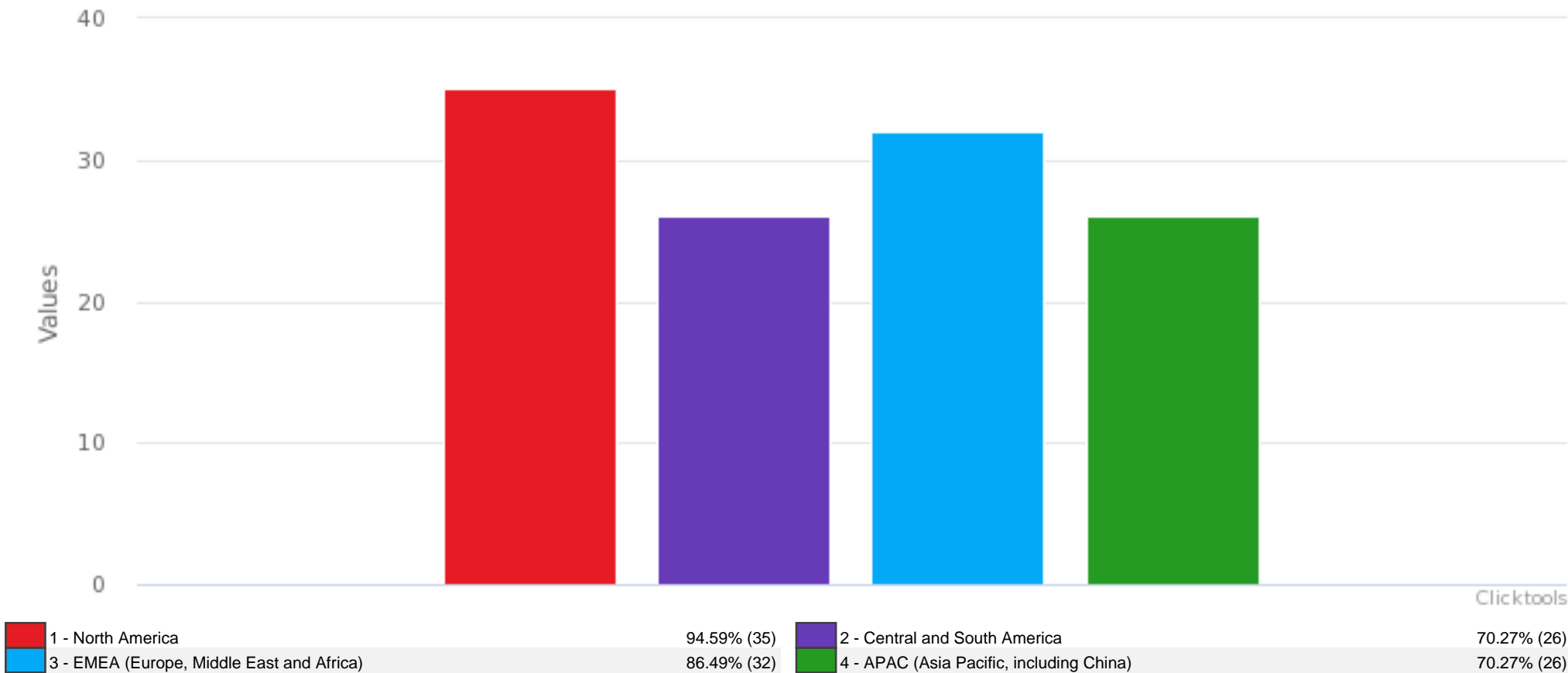
1. Which region do you base your survey input on? Select all that apply (for global, select all four regions).

|			
■ 1 - North America	94.59% (35)	■ 2 - Central and South America	70.27% (26)
■ 3 - EMEA (Europe, Middle East and Africa)	86.49% (32)	■ 4 - APAC (Asia Pacific, including China)	70.27% (26)

Response: 37

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	49.79%	4.06%	32.88%	13.24%
Highest	100%	15%	100%	35%
Lowest	0%	0%	0%	0%
Standard deviation	21.76	4.38	20.55	8.74

Response: 34

3. Which of the following describes your company's business?
Please choose all that apply.
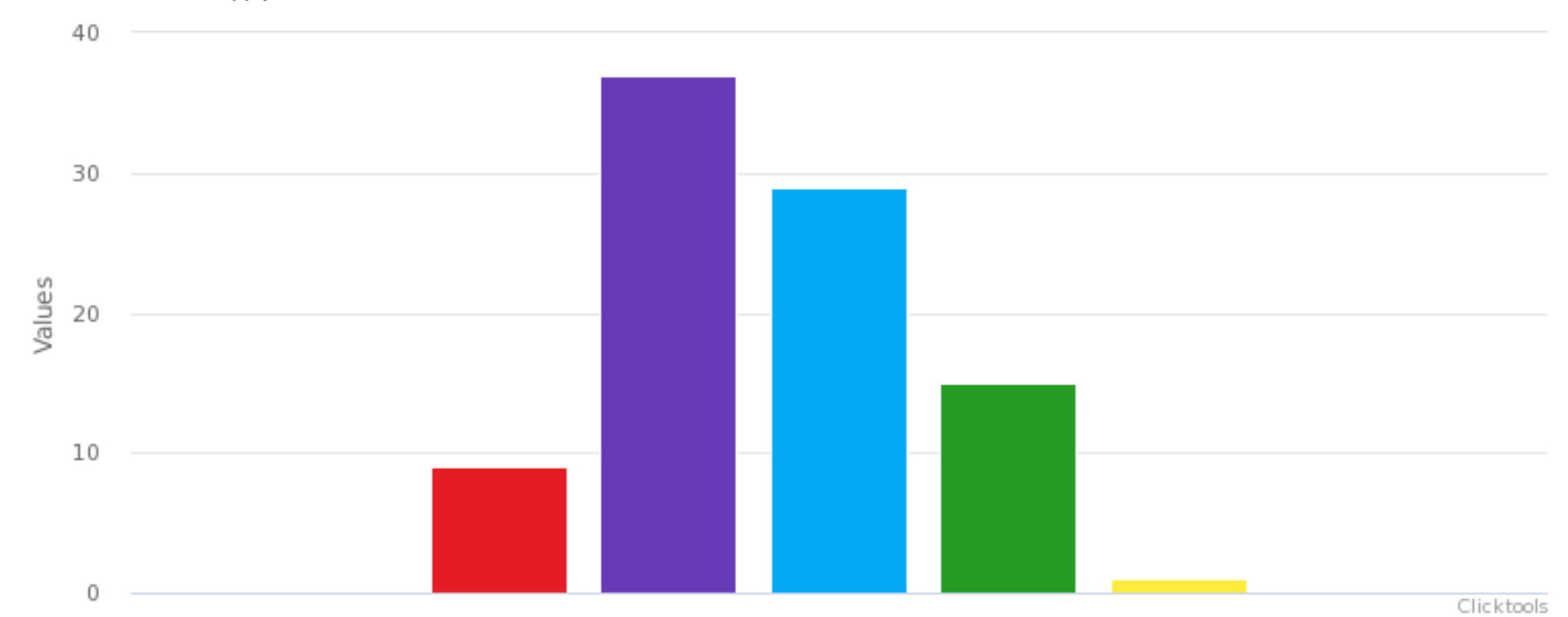
	1 - Hardware	24.32% (9)		2 - Software	100% (37)
	3 - Software as a Service (SaaS)	78.38% (29)		4 - Cloud	40.54% (15)
	5 - Other	2.7% (1)			

Response: 37

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

	What was the % decline/growth rate for product business in the last fiscal business year?	What was the % decline/growth rate for product business as the average over the last three fiscal business years?	What is your % renewal rate for licenses?
Average	15.92	16.77	67.85
Highest	100	100	98
Lowest	-18	-9	0
Standard deviation	22.26	23.67	36.62

Response: 26

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	30.54%	17.71%	7.54%	13.5%
Highest	90%	100%	75%	100%
Lowest	0%	0%	0%	0%
Standard deviation	31.89	28.4	18.05	28.24

Response: 24

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

Average	6.7
Highest	48
Lowest	1
Standard deviation	9.72

Response: 27

7. What was your company's latest reported annual revenue?
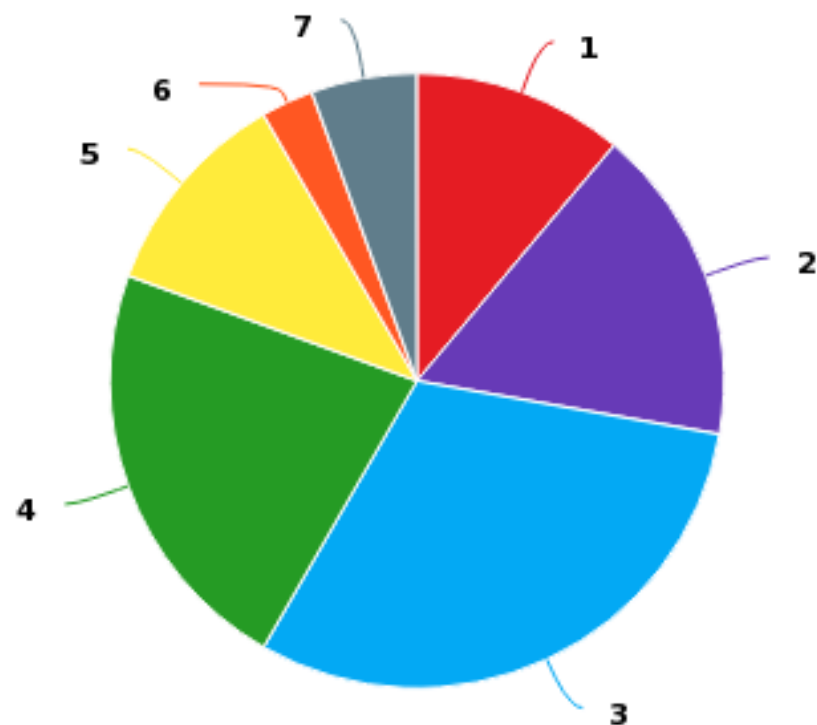
■ 1 - $100M or less	11.11% (4)	■ 2 - Between $101M and $500M	16.67% (6)
■ 3 - Between $501M and $1B	30.56% (11)	■ 4 - More than $1B and less than $3B	22.22% (8)
■ 5 - More than $3B and less than $10B	11.11% (4)	■ 6 - More than $10B and less than $25B	2.78% (1)
■ 7 - $25B or more	5.56% (2)		

Mean: 3.36

Response: 36

8. How many full-time employees does your company have worldwide?
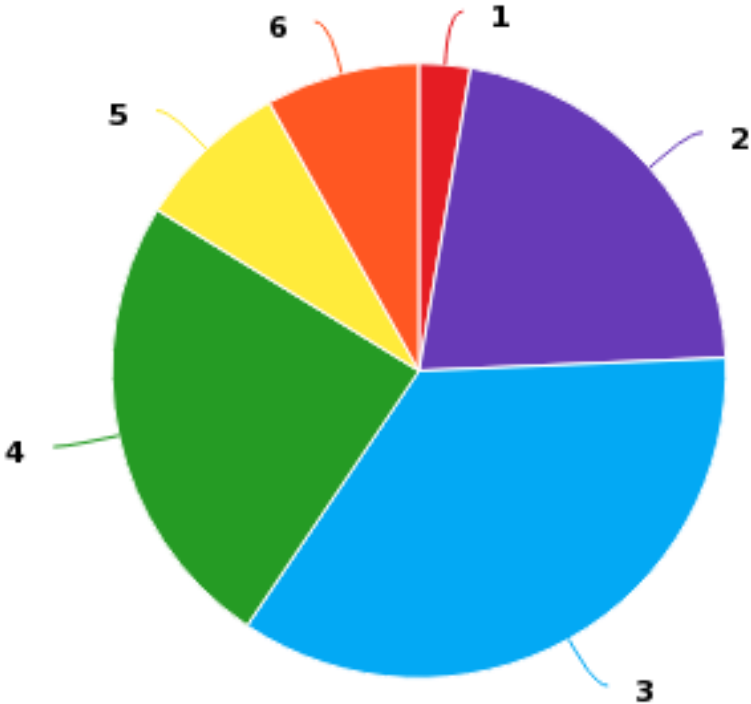
■	1 - 100 or less	2.7% (1)	■ 2 - 101-1000	21.62% (8)
■	3 - 1001-5000	35.14% (13)	■ 4 - 5001-10000	24.32% (9)
■	5 - 10001-50000	8.11% (3)	■ 6 - More than 50000	8.11% (3)

Mean: 3.38
Response: 37

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

Clicktools
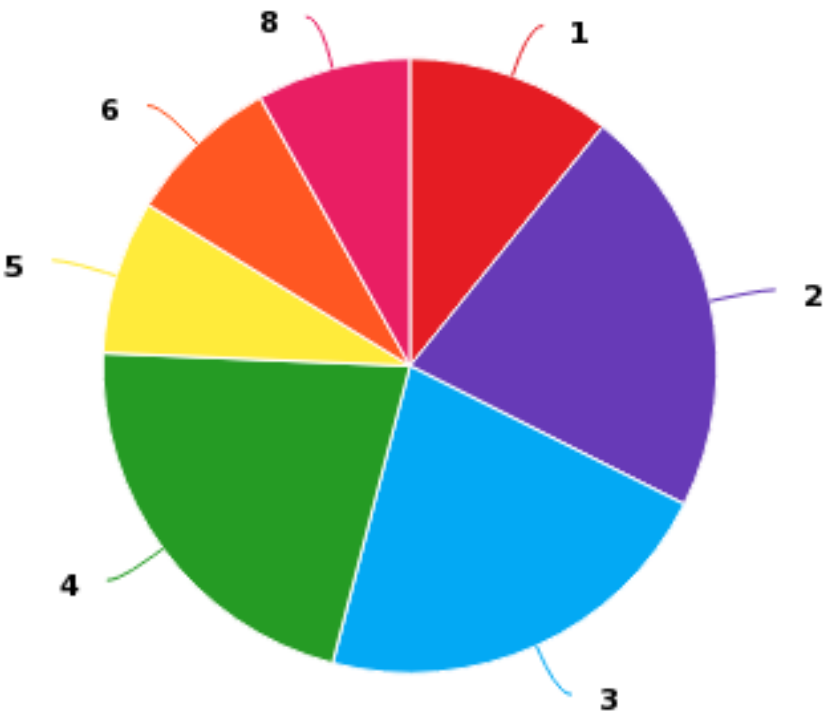
■	1 - 1-4	10.81% (4)	■ 2 - 5-10	21.62% (8)
■	3 - 11-20	21.62% (8)	■ 4 - 21-50	21.62% (8)
■	5 - 51-100	8.11% (3)	■ 6 - 101-200	8.11% (3)
■	7 - 201-300	0% (0)	■ 8 - More than 300	8.11% (3)

Mean: 3.59

Response: 37

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	71.43% (10)	28.57% (4)
2	Sales - Channels/Partners	47.37% (9)	52.63% (10)
3	Technical Pre-sales - Internal staff	81.82% (18)	18.18% (4)
4	Technical Pre-sales - Channels/Partners	54.05% (20)	45.95% (17)
5	Post-sales - Internal Staff	86.21% (25)	13.79% (4)
6	Post-sales - Channels/Partners	53.49% (23)	46.51% (20)
7	Customers and/or end users	50.79% (32)	49.21% (31)
8	Universities/Academic Institutions	68.18% (15)	31.82% (7)
9	Other	100% (1)	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?
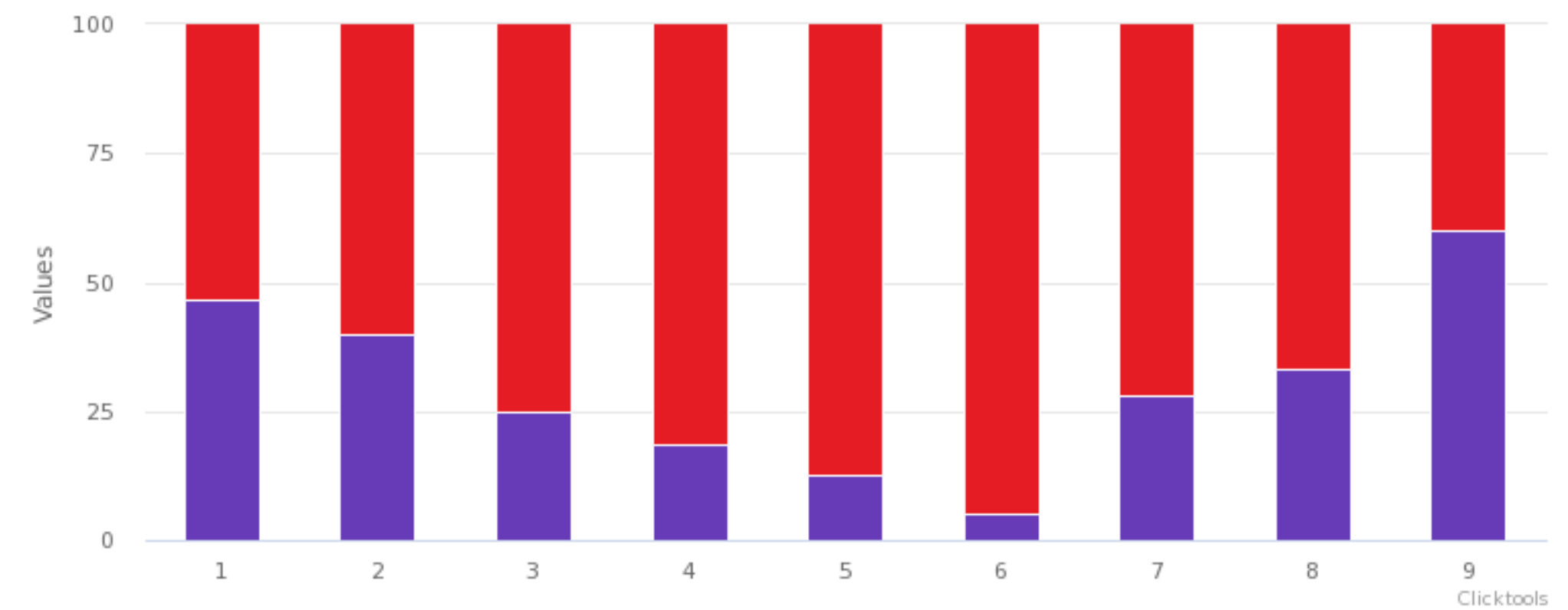
|		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	53.19% (25)	46.81% (22)
2	Meeting an education profit margin target	60% (21)	40% (14)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	75% (12)	25% (4)
4	Accelerating product adoption (eg by providing training for key products earlier)	81.48% (22)	18.52% (5)
5	Reducing support liability (eg reduced support calls)	87.5% (14)	12.5% (2)
6	Achieve Partner enablement (eg certain number of trained channel partners)	94.74% (18)	5.26% (1)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	71.88% (23)	28.12% (9)
8	Driving product business (eg product sales target)	66.67% (10)	33.33% (5)
9	Other	40% (2)	60% (3)

Response: 37

12. Do you have in your company a single education team or several education groups?
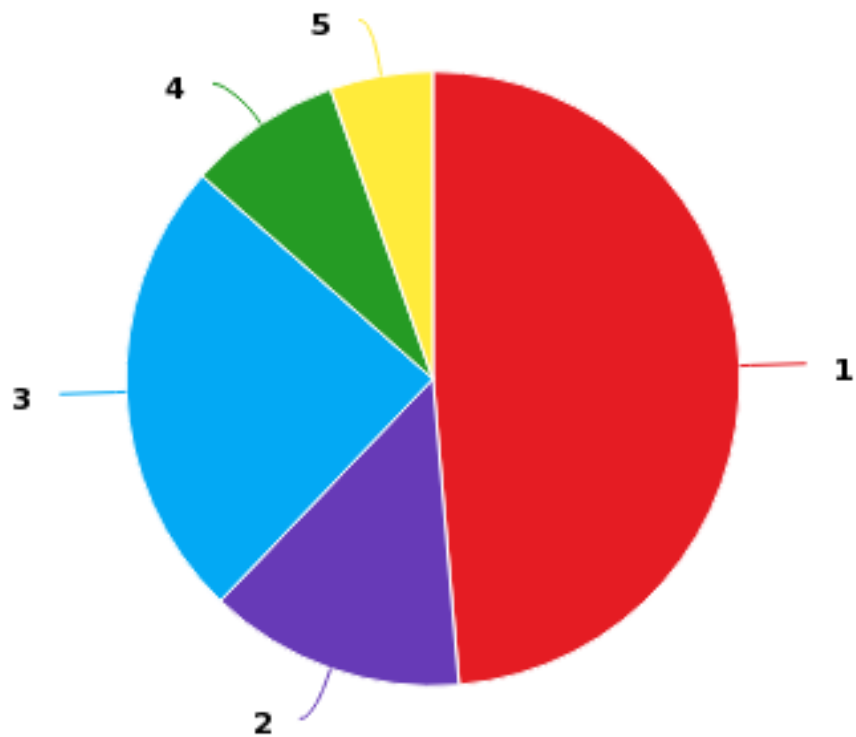
■	1 - Only a single team	48.65% (18)	2 - Different education teams for different product businesses	13.51% (5)
■	3 - Different education teams for different audiences (customers, partners, employees, and so on)	24.32% (9)	4 - Different education teams for other reasons	8.11% (3)
■	5 - Other	5.41% (2)		

Mean: 2.08

Response: 37

13. Into which of the following organizations or divisions does your department (Education Services) report?
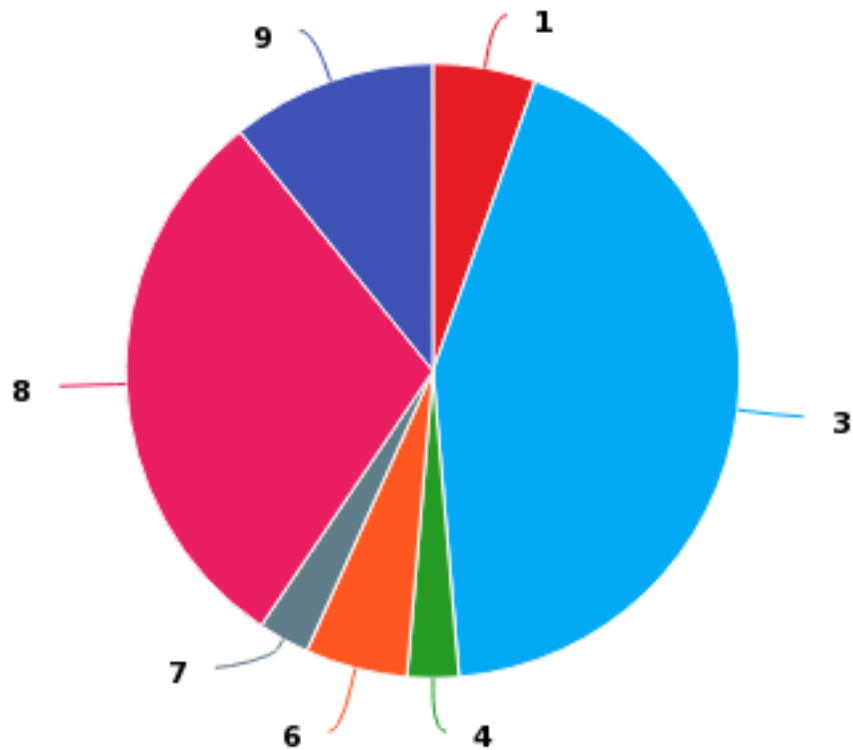
■ 1 - Sales	5.41% (2)	■ 2 - Marketing	0% (0)
■ 3 - Services (including Consulting)	43.24% (16)	■ 4 - Human Resources	2.7% (1)
■ 5 - Engineering	0% (0)	■ 6 - Operations	5.41% (2)
■ 7 - Directly to the CEO	2.7% (1)	■ 8 - Customer Success	29.73% (11)
■ 9 - Other	10.81% (4)		

Mean: 5.32
Response: 37

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

■ 1 - Training Sales	45.95% (17)	■ 2 - Training Marketing	45.95% (17)
■ 3 - Training Operations and Admin Processes	89.19% (33)	■ 4 - Training Technology Infrastructure (for example, LMS)	89.19% (33)
■ 5 - Curriculum Design and Courseware Development	100% (37)	■ 6 - Course Delivery and Distribution	91.89% (34)
■ 7 - Training Partner Programs	67.57% (25)	■ 8 - User Adoption/End User Consulting Services	29.73% (11)
■ 9 - Certification Programs	83.78% (31)	■ 10 - Other	8.11% (3)

Response: 37

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	2.86% (1)	2 - R&D/Engineering	28.57% (10)
3 - Product Management/Marketing	51.43% (18)	4 - Business Operations	2.86% (1)
5 - Sales	34.29% (12)	6 - Corporate Marketing	8.57% (3)
7 - Professional Services	88.57% (31)	8 - Technical Support	54.29% (19)
9 - Licensed education partner	37.14% (13)	10 - Product Partner (not education authorized)	37.14% (13)
11 - Independent 3rd parties (not education authorized)	14.29% (5)	12 - Other	8.57% (3)

Response: 35

16. Which of the following best describes Education Services' overall primary business model?
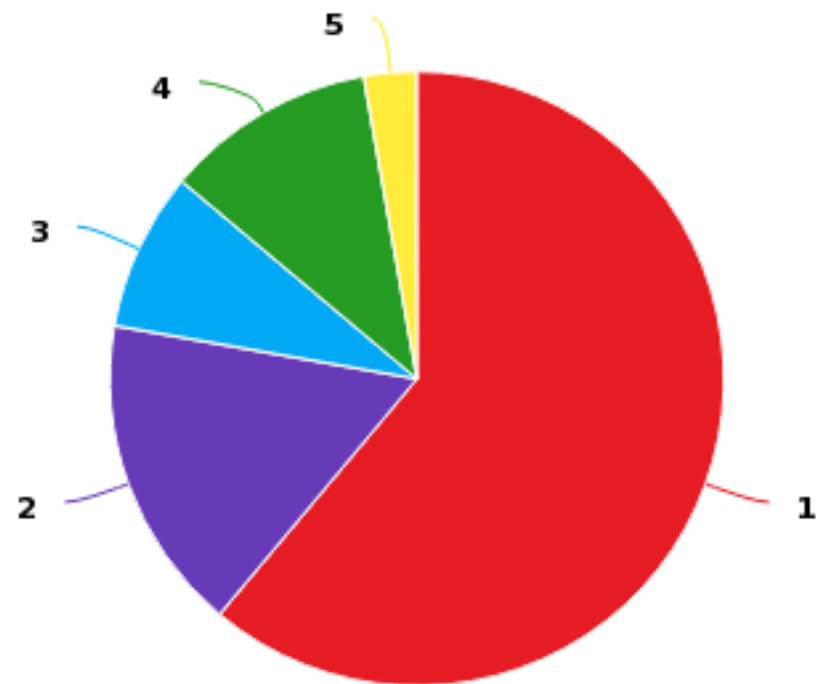
■	1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	61.11% (22)	
■	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	16.67% (6)	
■	3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	8.33% (3)	
■	4 - A hybrid depending upon the education business unit	11.11% (4)	
■	5 - Other	2.78% (1)	

Mean: 1.78

Response: 36

17. If your Education Services department changed its financial business model within the past 24 months, what was the change?
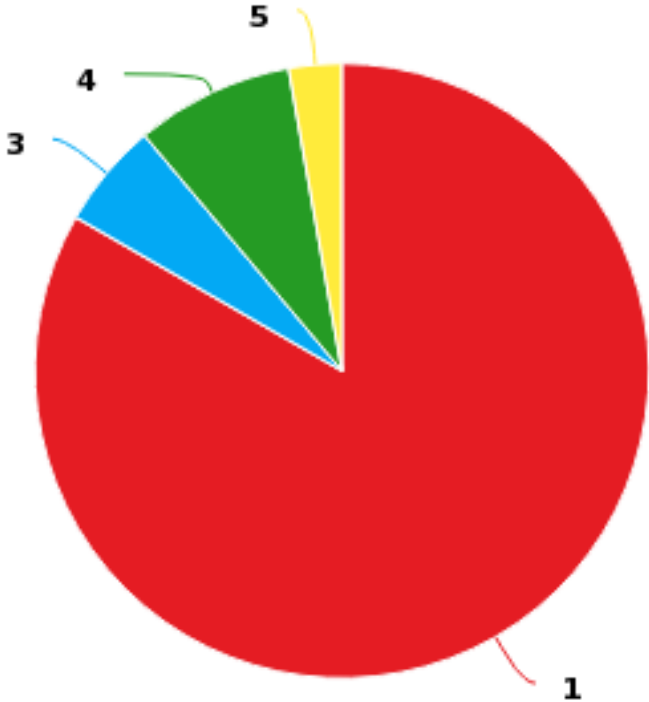
🟥 1 - No change	83.33% (30)	🟪 2 - From Profit Center to Cost Center	0% (0)
🟦 3 - From Profit Center to Cost Recovery	5.56% (2)	🟩 4 - From Cost Center to Cost Recovery	8.33% (3)
🟨 5 - From Cost Center to Profit Center	2.78% (1)	🟧 6 - From Cost Recovery to Profit Center	0% (0)
⬛ 7 - From Cost Recovery to Cost Center	0% (0)		

Mean: 1.47

Response: 36

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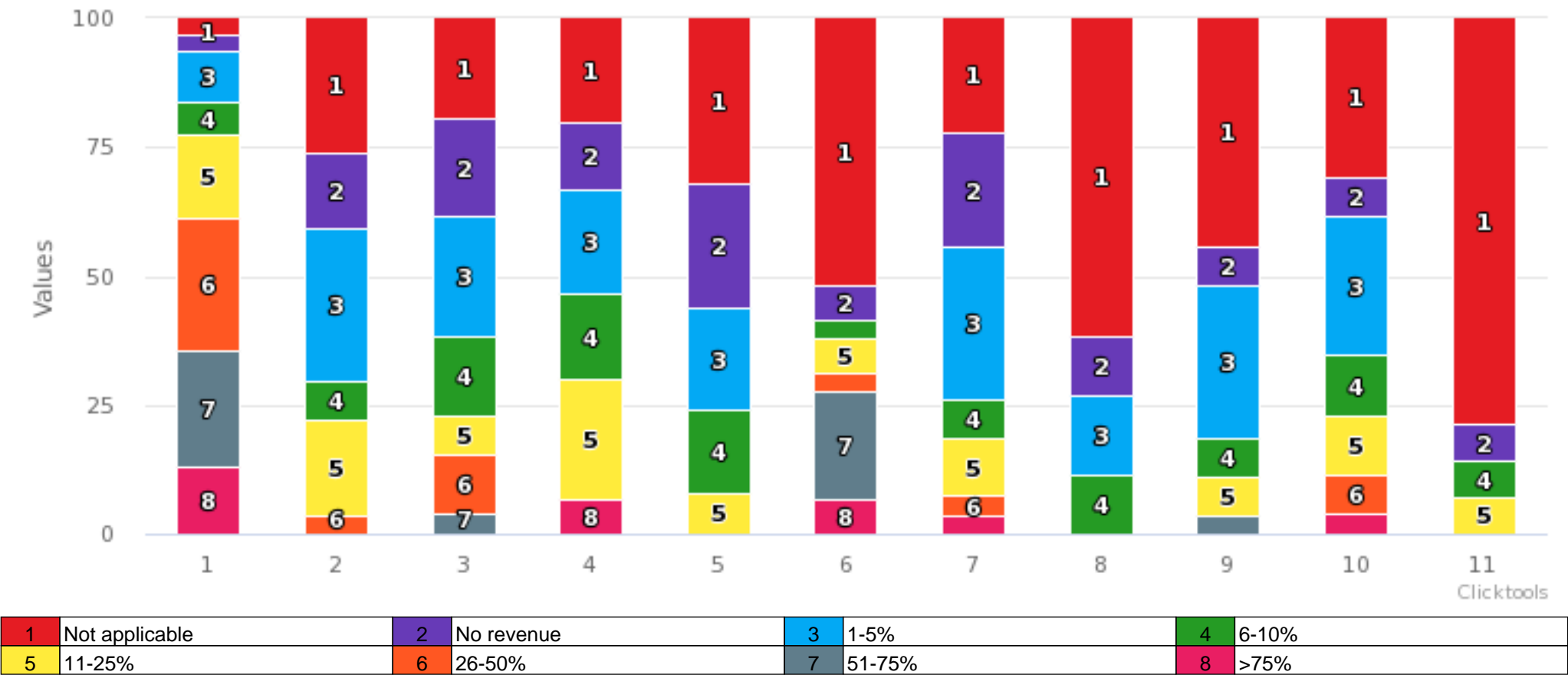
1	Not applicable	**2**	No revenue	**3**	1-5%	**4**	6-10%
5	11-25%	**6**	26-50%	**7**	51-75%	**8**	>75%

		1	2	3	4	5	6	7	8	Mean
1	Product sales - Field Sales/Account Manager	3.23% (1)	3.23% (1)	9.68% (3)	6.45% (2)	16.13% (5)	25.81% (8)	22.58% (7)	12.9% (4)	5.61
2	Product Sales - Inside sales	25.93% (7)	14.81% (4)	29.63% (8)	7.41% (2)	18.52% (5)	3.7% (1)	0% (0)	0% (0)	2.89
3	Product Channel Partners (resell)	19.23% (5)	19.23% (5)	23.08% (6)	15.38% (4)	7.69% (2)	11.54% (3)	3.85% (1)	0% (0)	3.23
4	Services/Consulting sales	20% (6)	13.33% (4)	20% (6)	16.67% (5)	23.33% (7)	0% (0)	0% (0)	6.67% (2)	3.43
5	Maintenance renewal sales	32% (8)	24% (6)	20% (5)	16% (4)	8% (2)	0% (0)	0% (0)	0% (0)	2.44
6	Dedicated Education Services sales reps	51.72% (15)	6.9% (2)	0% (0)	3.45% (1)	6.9% (2)	3.45% (1)	20.69% (6)	6.9% (2)	3.34
7	Education Services coordinators/non-sales staff	22.22% (6)	22.22% (6)	29.63% (8)	7.41% (2)	11.11% (3)	3.7% (1)	0% (0)	3.7% (1)	2.93
8	Authorized Learning Partners resell (you deliver)	61.54% (16)	11.54% (3)	15.38% (4)	11.54% (3)	0% (0)	0% (0)	0% (0)	0% (0)	1.77
9	Authorized Learning Partners sell and deliver on their paper and pay you a fee	44.44% (12)	7.41% (2)	29.63% (8)	7.41% (2)	7.41% (2)	0% (0)	3.7% (1)	0% (0)	2.41
10	Web/e-commerce	30.77% (8)	7.69% (2)	26.92% (7)	11.54% (3)	11.54% (3)	7.69% (2)	0% (0)	3.85% (1)	3.08
11	Other	78.57% (11)	7.14% (1)	0% (0)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	0% (0)	1.57

Response: 34

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	3.82%	26.94%	28.55%	15.48%	4.06%	3.88%	0.48%	0%	0.58%	2.09%	1.45%	0%	11.36 %	0.03%
Highest	25%	93%	95%	90%	42%	95%	16%	0%	8%	34%	33%	0%	95%	1%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	6.93	26.07	26.04	22.88	8.6	16.63	2.79	0	1.8	6.32	5.98	0	20.73	0.17

Response: 33

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

Average	33.65%
Highest	95%
Lowest	4%
Standard deviation	29.66

Response: 23

21. How much total education revenue do you generate per year, using the data from the last 12 months you tracked?
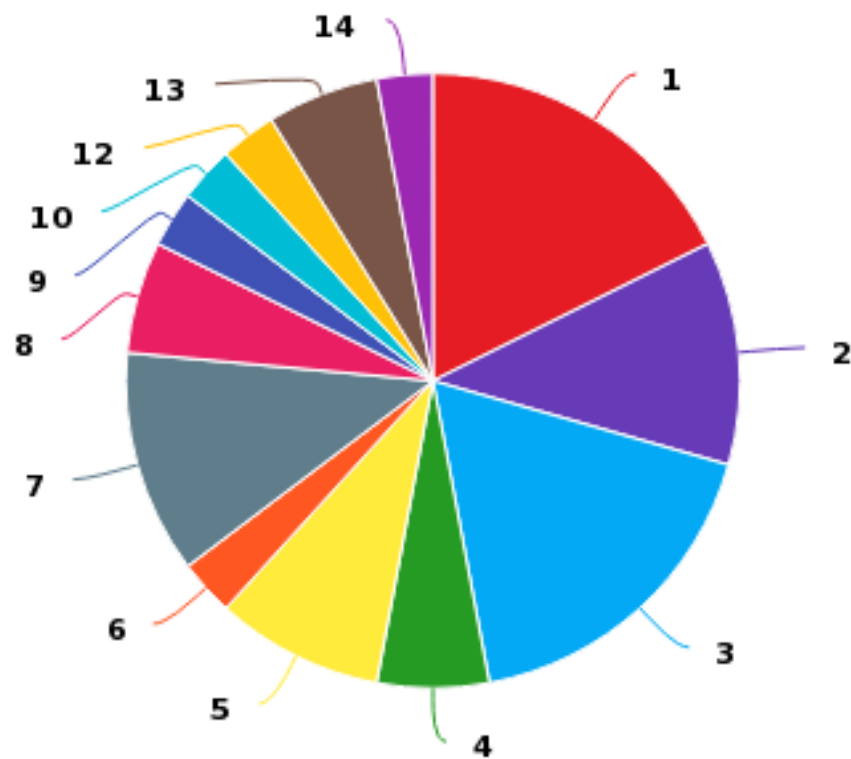
Color	Category	Percentage	Color	Category	Percentage
	1 - <$1m	17.65% (6)		2 - $1m-$2m	11.76% (4)
	3 - $2m-$3m	17.65% (6)		4 - $3m-$4m	5.88% (2)
	5 - $4m-$5m	8.82% (3)		6 - $5m-$7m	2.94% (1)
	7 - $7m-$10m	11.76% (4)		8 - $10m-$13m	5.88% (2)
	9 - $13m-$16m	2.94% (1)		10 - $16m-$20m	2.94% (1)
	11 - $20m-$30m	0% (0)		12 - $30m-$50m	2.94% (1)
	13 - $50m-$100m	5.88% (2)		14 - >$100m	2.94% (1)

Mean: 5.18

Response: 34

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	6.25% (2)	0% (0)	0% (0)	3.12% (1)	3.12% (1)	15.62% (5)	71.88% (23)	6.31
2	Product Partner	17.86% (5)	25% (7)	25% (7)	17.86% (5)	7.14% (2)	0% (0)	7.14% (2)	3
3	Training Partner (Reseller, ATP)	50% (13)	11.54% (3)	23.08% (6)	7.69% (2)	3.85% (1)	0% (0)	3.85% (1)	2.19
4	Academic Alliances	90% (18)	10% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.1
5	Other	100% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
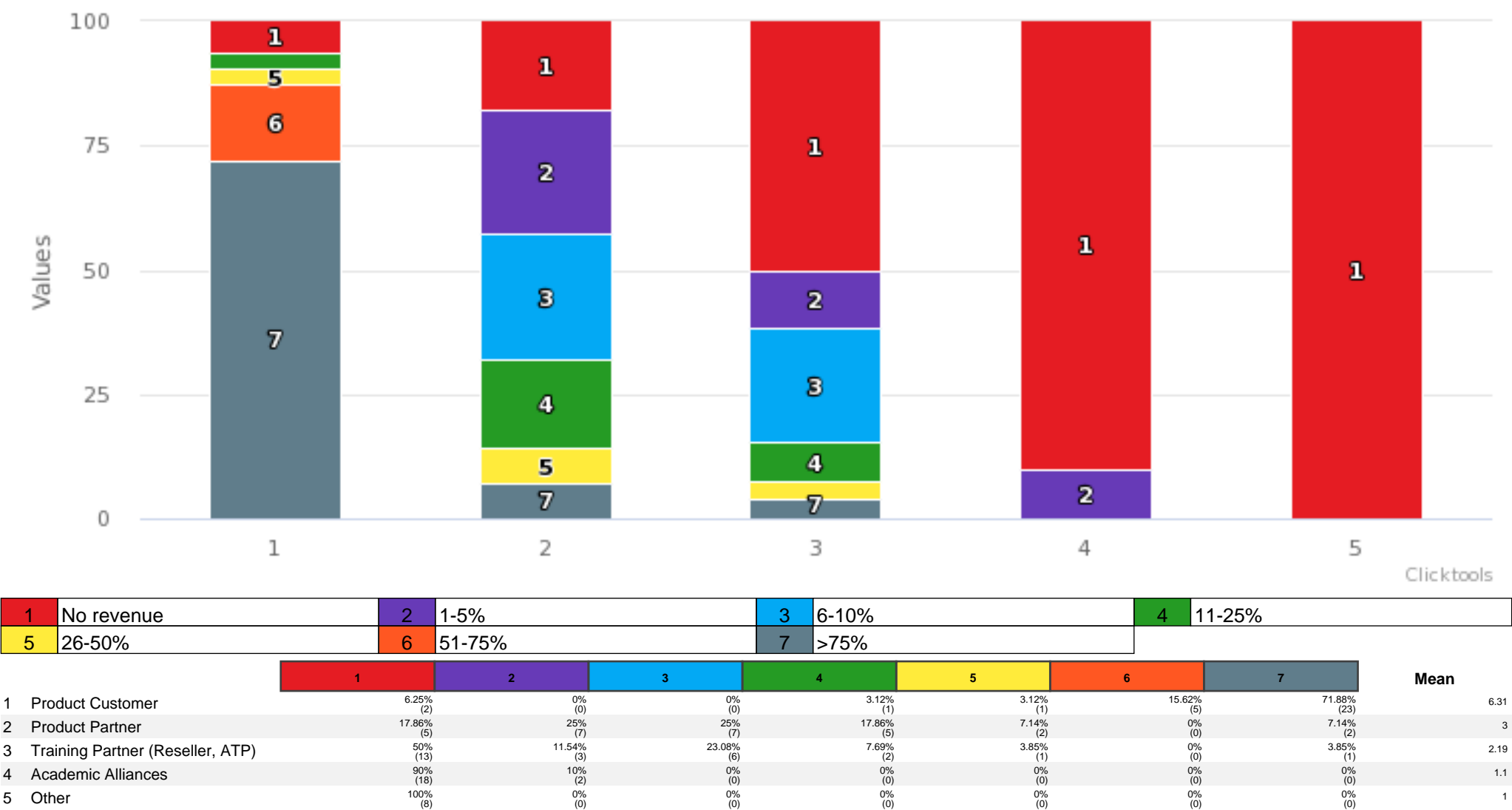
Response: 33

23. What is the ratio of Education Services revenue to total company revenue?
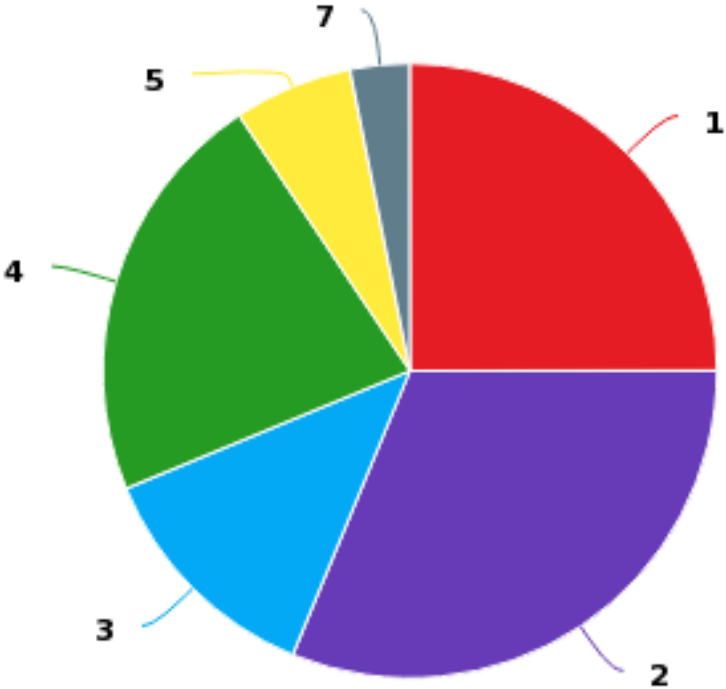
■	1 - 0.25% or less	25% (8)	2 - 0.25-0.5%	31.25% (10)
■	3 - 0.5-1%	12.5% (4)	4 - 1-2%	21.88% (7)
■	5 - 2-3%	6.25% (2)	6 - 3-4%	0% (0)
■	7 - 5-6%	3.12% (1)	8 - 6-8%	0% (0)
■	9 - 8-10%	0% (0)	10 - >10%	0% (0)

Mean: 2.66

Response: 32

24. What is the ratio of Education Services revenue to product revenue?
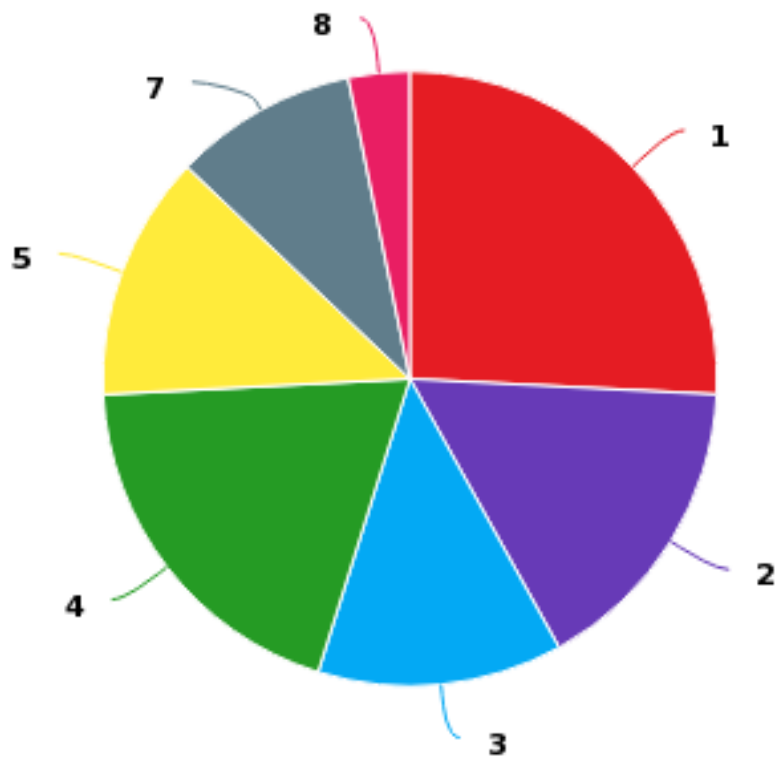
■ 1 - 0.5% or less	25.81% (8)	■ 2 - 0.25-0.5%	16.13% (5)
■ 3 - 0.5-1%	12.9% (4)	■ 4 - 1-2%	19.35% (6)
■ 5 - 2-3%	12.9% (4)	■ 6 - 3-4%	0% (0)
■ 7 - 5-6%	9.68% (3)	■ 8 - 6-8%	3.23% (1)
■ 9 - 8-10%	0% (0)	■ 10 - >10%	0% (0)

Mean: 3.32
Response: 31

25. What is the ratio of Education Services revenue to Services revenue?
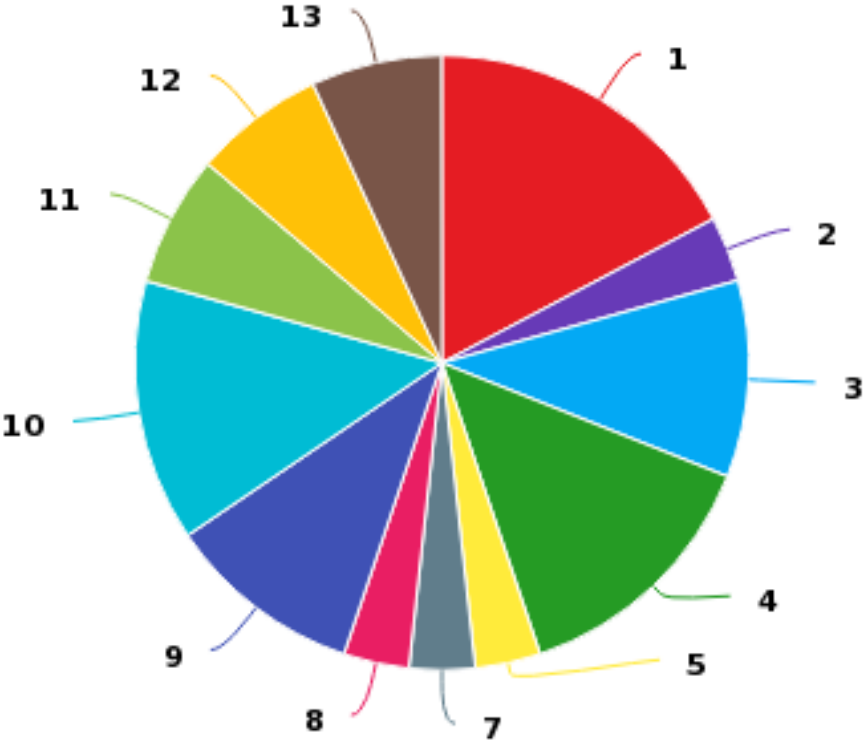
1 - 0.5% or less	17.24% (5)	2 - 0.25-0.5%	3.45% (1)
3 - 0.5-1%	10.34% (3)	4 - 1-2%	13.79% (4)
5 - 2-3%	3.45% (1)	6 - 3-4%	0% (0)
7 - 4-5%	3.45% (1)	8 - 5-6%	3.45% (1)
9 - 6-8%	10.34% (3)	10 - 8-10%	13.79% (4)
11 - 10-15%	6.9% (2)	12 - 15-20%	6.9% (2)
13 - >20%	6.9% (2)		

Mean: 6.59

Response: 29

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	-4.79	1.59
Highest	109	102
Lowest	-78	-55
Standard deviation	34.75	27.94

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	8.23%	1.9%	37.29%	27.94%	7.71%	2.26%	6.71%	3.39%	3.26%
Highest	85%	10%	95%	85%	25%	30%	30%	17%	27%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	18.13	2.94	26.82	21.37	6.7	6.96	8.14	5.72	6.54

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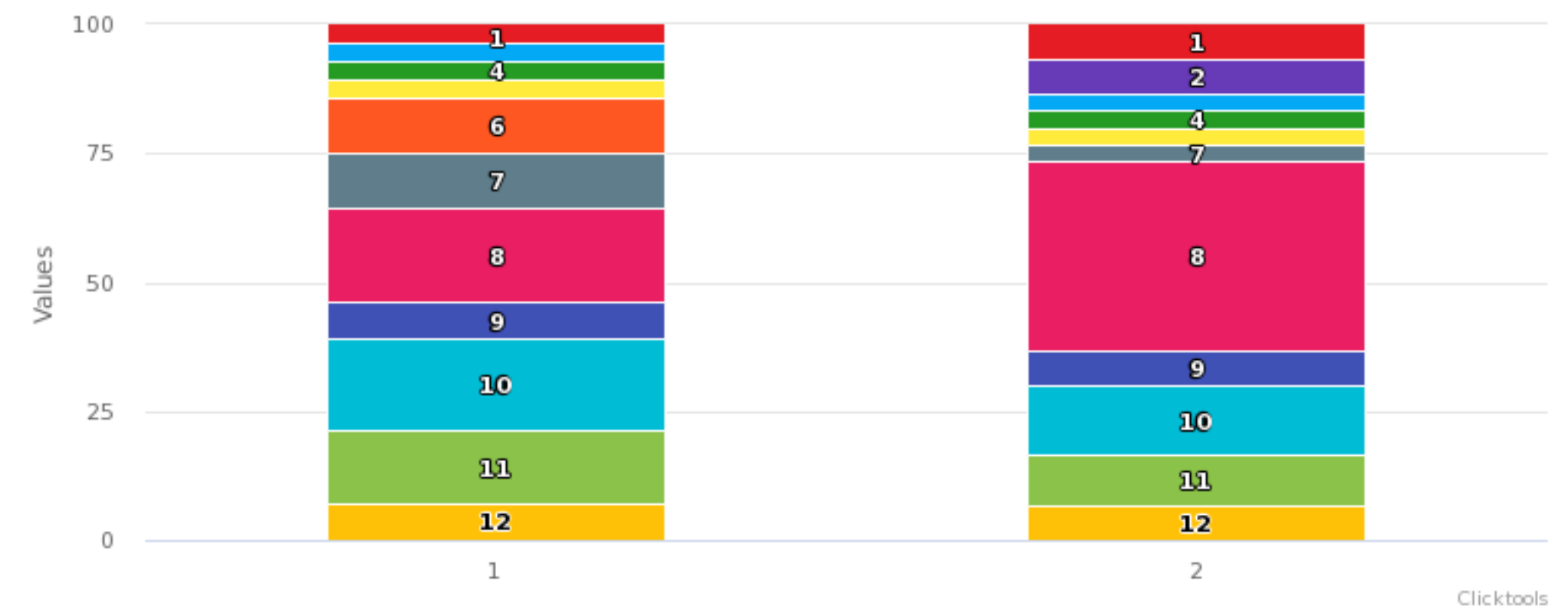
1	Negative > 10%	**2**	Negative 6-10%	**3**	Negative 1-5%	**4**	Breakeven
5	1-10%	**6**	11-20%	**7**	21-30%	**8**	31-40%
9	41-50%	**10**	51-60%	**11**	61-70%	**12**	>70%

	1	2	3	4	5	6	7	8	9	10	11	12	Mean
1 Goal	3.57% (1)	0% (0)	3.57% (1)	3.57% (1)	3.57% (1)	10.71% (3)	10.71% (3)	17.86% (5)	7.14% (2)	17.86% (5)	14.29% (4)	7.14% (2)	8.14
2 Achievement	6.67% (2)	6.67% (2)	3.33% (1)	3.33% (1)	3.33% (1)	0% (0)	3.33% (1)	36.67% (11)	6.67% (2)	13.33% (4)	10% (3)	6.67% (2)	7.6

Response: 30

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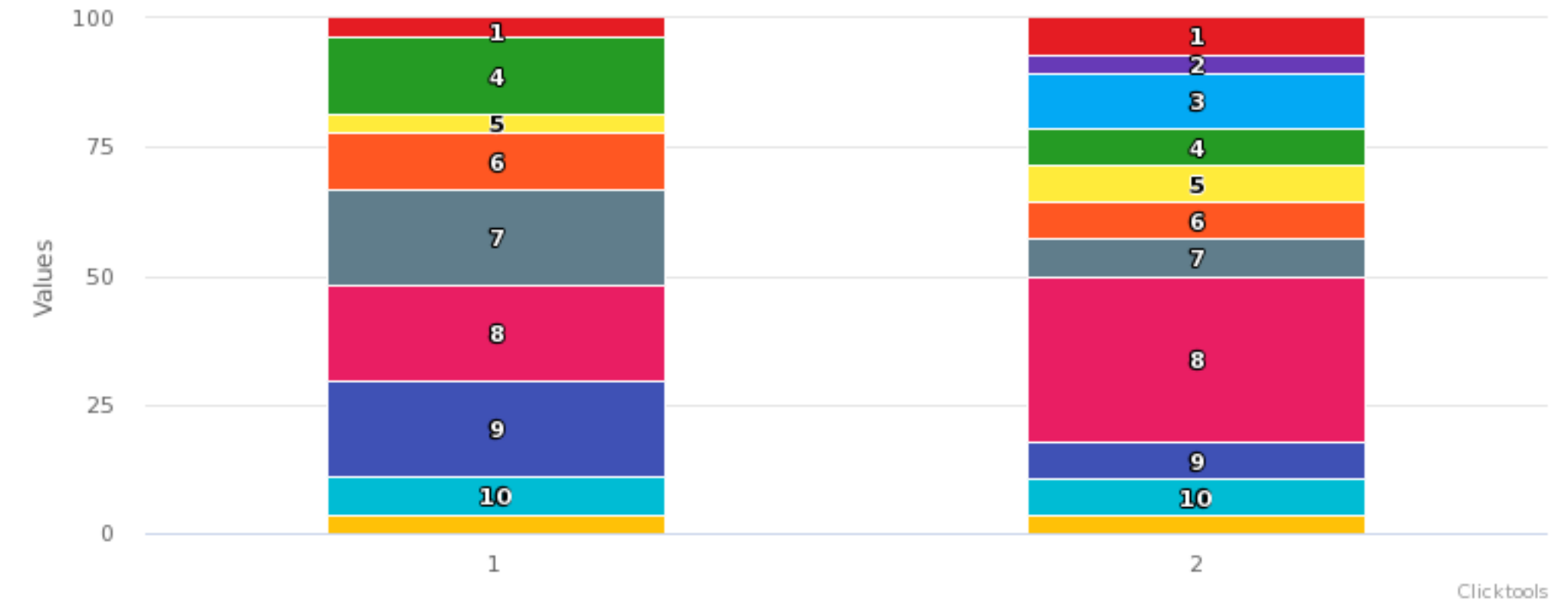
1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	51-60%	11	61-70%	12	>70%

		1	2	3	4	5	6	7	8	9	10	11	12	Mean
1	Goal	3.7% (1)	0% (0)	0% (0)	14.81% (4)	3.7% (1)	11.11% (3)	18.52% (5)	18.52% (5)	18.52% (5)	7.41% (2)	0% (0)	3.7% (1)	7.11
2	Achievement	7.14% (2)	3.57% (1)	10.71% (3)	7.14% (2)	7.14% (2)	7.14% (2)	7.14% (2)	32.14% (9)	7.14% (2)	7.14% (2)	0% (0)	3.57% (1)	6.39

Response: 29

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

1 - Student feedback	100% (35)	2 - Net Promoter Score	60% (21)
3 - Kirkpatrick Level 2 Assessments	20% (7)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	2.86% (1)
5 - Impact company KPIs (Kirkpatrick Level 4)	5.71% (2)	6 - Other	0% (0)
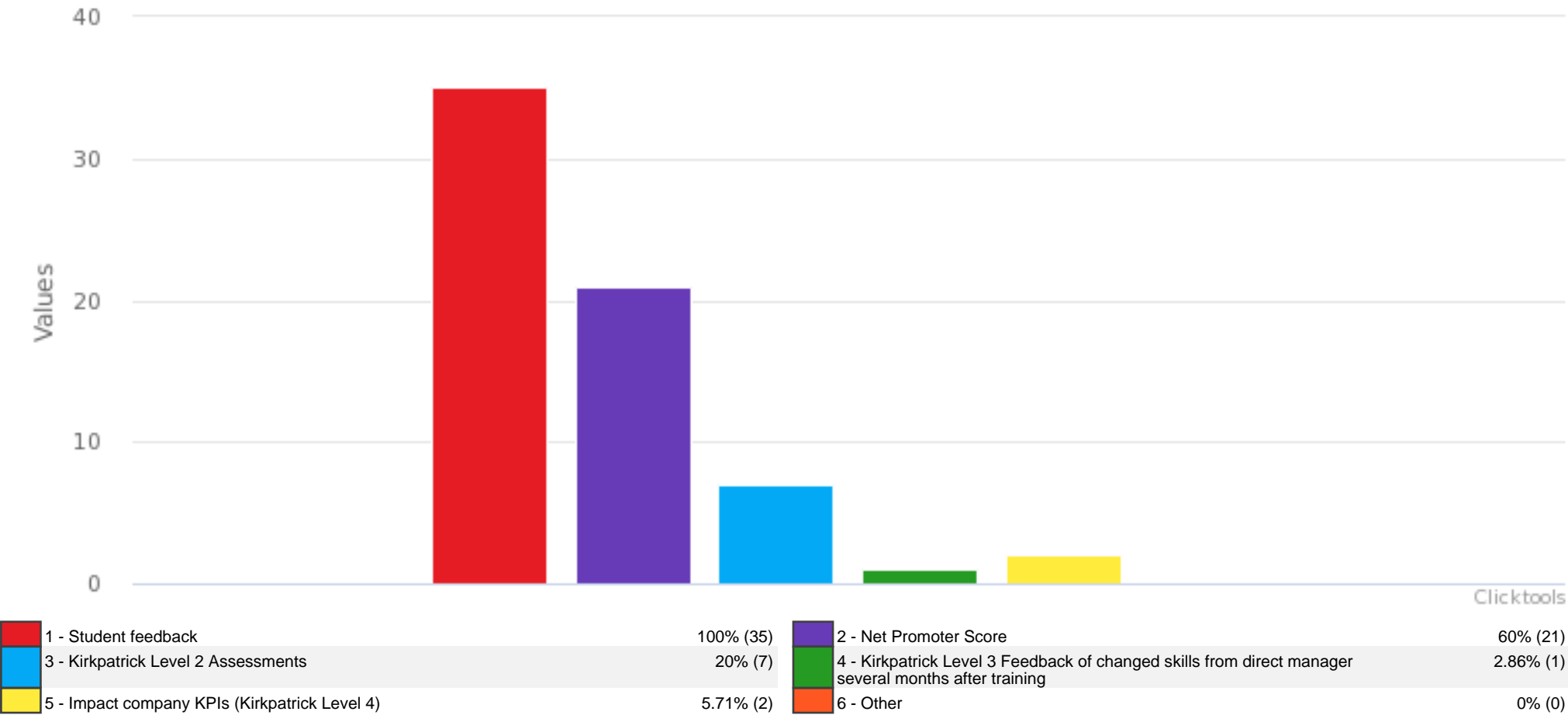
Response: 35

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

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

		1	2	3	4	5	6	7	8	9	10	Mean
1	Overall Satisfaction	0% (0)	2.94% (1)	0% (0)	0% (0)	0% (0)	17.65% (6)	23.53% (8)	29.41% (10)	11.76% (4)	14.71% (5)	7.65
2	Course Material	0% (0)	2.94% (1)	0% (0)	0% (0)	2.94% (1)	11.76% (4)	35.29% (12)	29.41% (10)	5.88% (2)	11.76% (4)	7.44
3	Instructors	0% (0)	3.03% (1)	0% (0)	0% (0)	0% (0)	6.06% (2)	15.15% (5)	39.39% (13)	27.27% (9)	9.09% (3)	8
4	Environment (labs, classrooms, and so on)	0% (0)	3.03% (1)	3.03% (1)	0% (0)	3.03% (1)	15.15% (5)	27.27% (9)	24.24% (8)	6.06% (2)	18.18% (6)	7.42
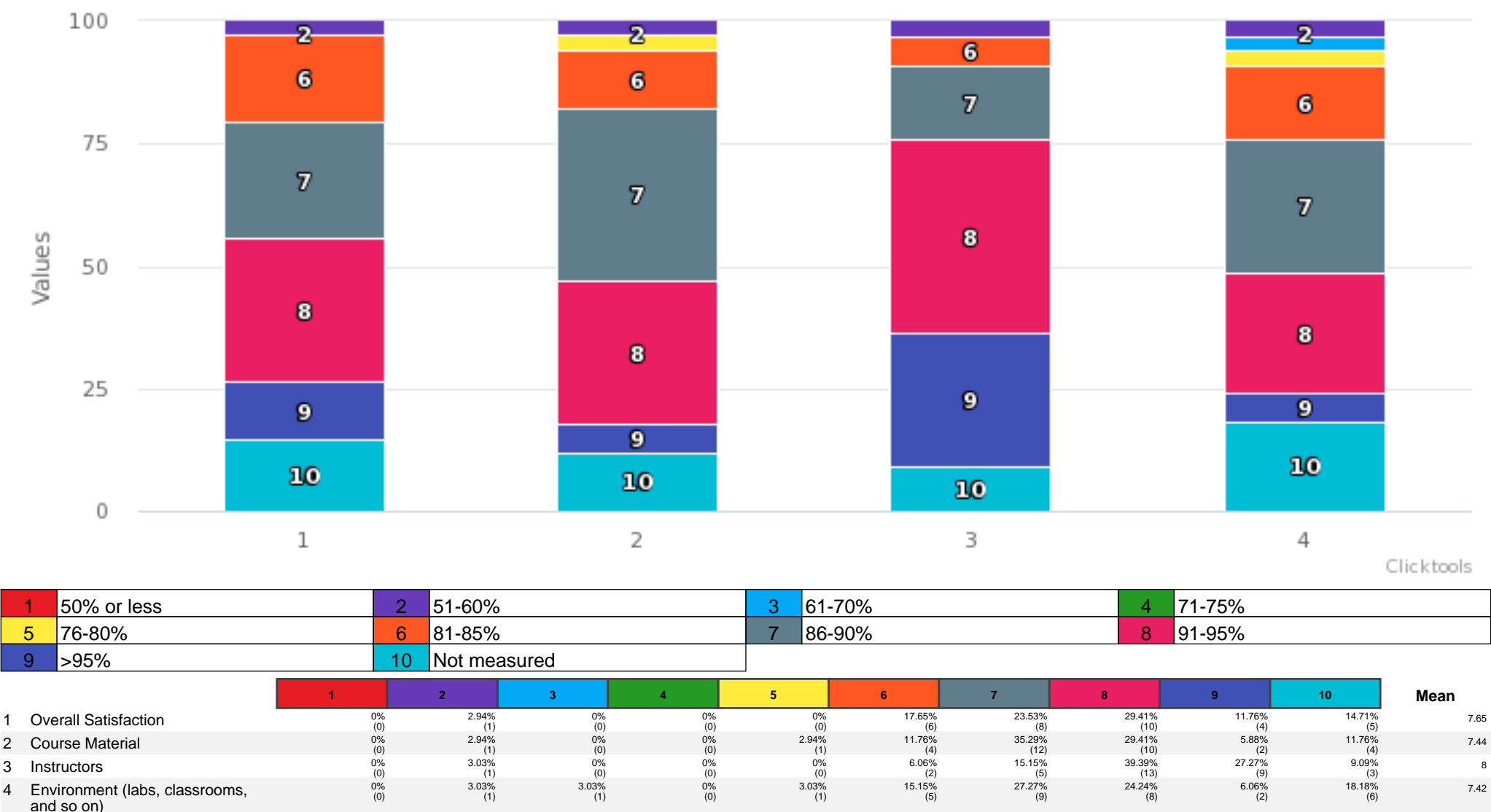
Response: 34

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)	3.03% (1)	0% (0)	0% (0)	12.12% (4)	12.12% (4)	6.06% (2)	18.18% (6)	9.09% (3)	39.39% (13)	8.03
2	Course Material	0% (0)	3.03% (1)	3.03% (1)	3.03% (1)	3.03% (1)	18.18% (6)	6.06% (2)	18.18% (6)	3.03% (1)	42.42% (14)	7.91
3	Environment (self-paced delivery like LMS)	0% (0)	0% (0)	3.33% (1)	3.33% (1)	6.67% (2)	10% (3)	6.67% (2)	16.67% (5)	3.33% (1)	50% (15)	8.27
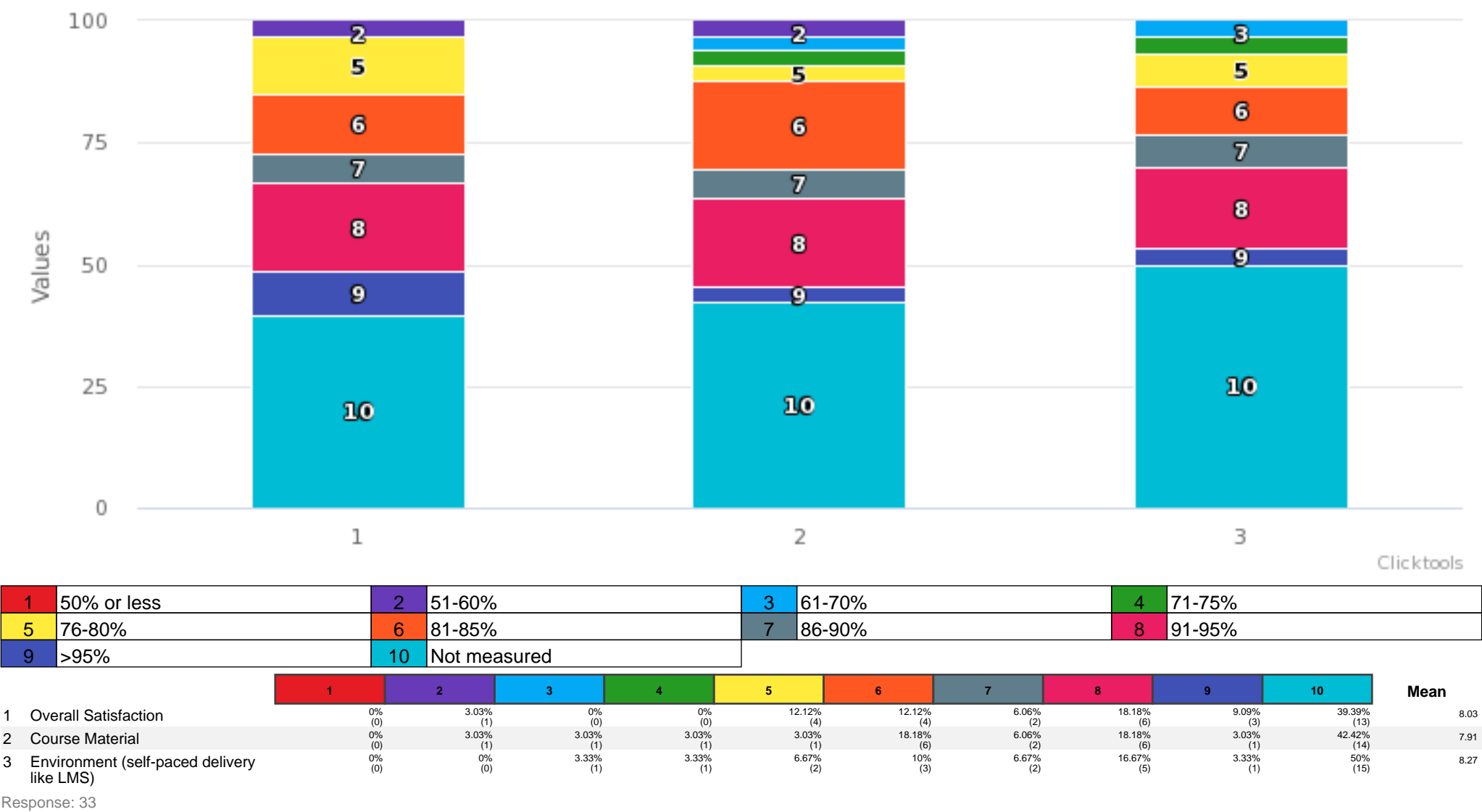
Response: 33

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

		1	2	3	4	5	Mean
1	ILT/VILT	12.9% (4)	25.81% (8)	16.13% (5)	25.81% (8)	19.35% (6)	3.13
2	Self-paced	64.29% (18)	7.14% (2)	17.86% (5)	10.71% (3)	0% (0)	1.75

Response: 32

Legend:
1 — 0-20% 2 — 21-40% 3 — 41-60% 4 — 61-80% 5 — 81-100%
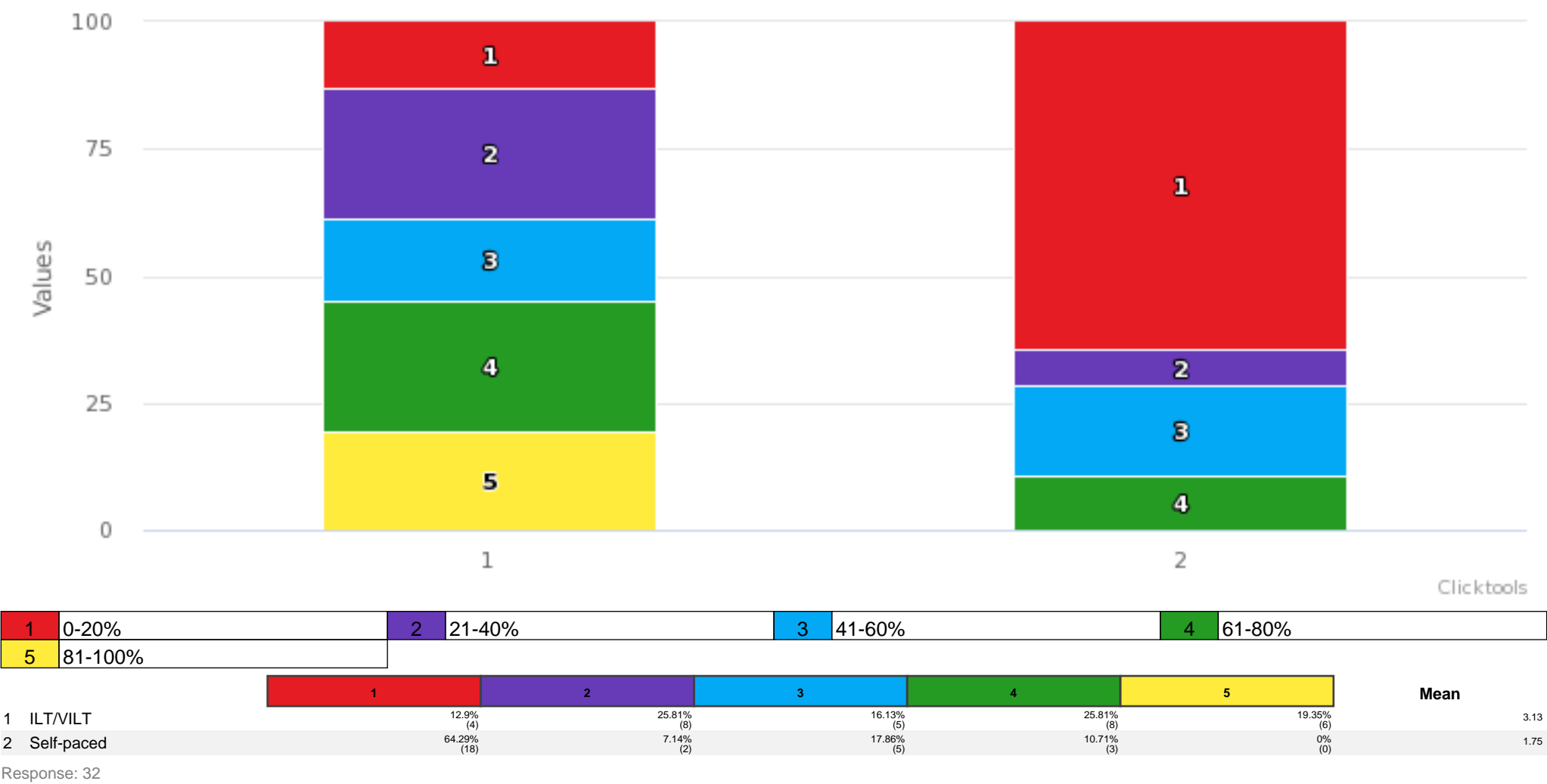
34. Which of the following actions do you use to address client dissatisfaction? Select all that apply.

1 - We contact them within a defined number of days after the class	38.24% (13)	2 - We follow up some of the time	44.12% (15)
3 - We don't follow up and wait until they escalate	8.82% (3)	4 - Contact them yourself directly before they contact you	23.53% (8)
5 - Offer refunds if required/requested	38.24% (13)	6 - Provide credit for additional training if required/requested	61.76% (21)
7 - Consult with sales team for next steps with customer and agree who takes next steps	52.94% (18)	8 - None of these	2.94% (1)
9 - Other	0% (0)		

Response: 34

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	17.14% (6)	2 - Number and type of support tickets	25.71% (9)
3 - Overall customer satisfaction	65.71% (23)	4 - Degree of product adoption or use	22.86% (8)
5 - Product implementation timeline (product up and running)	8.57% (3)	6 - Customer renewals/Returning customers	34.29% (12)
7 - Returning customers to training (depth of training)	40% (14)	8 - None of these	20% (7)
9 - Other	0% (0)		
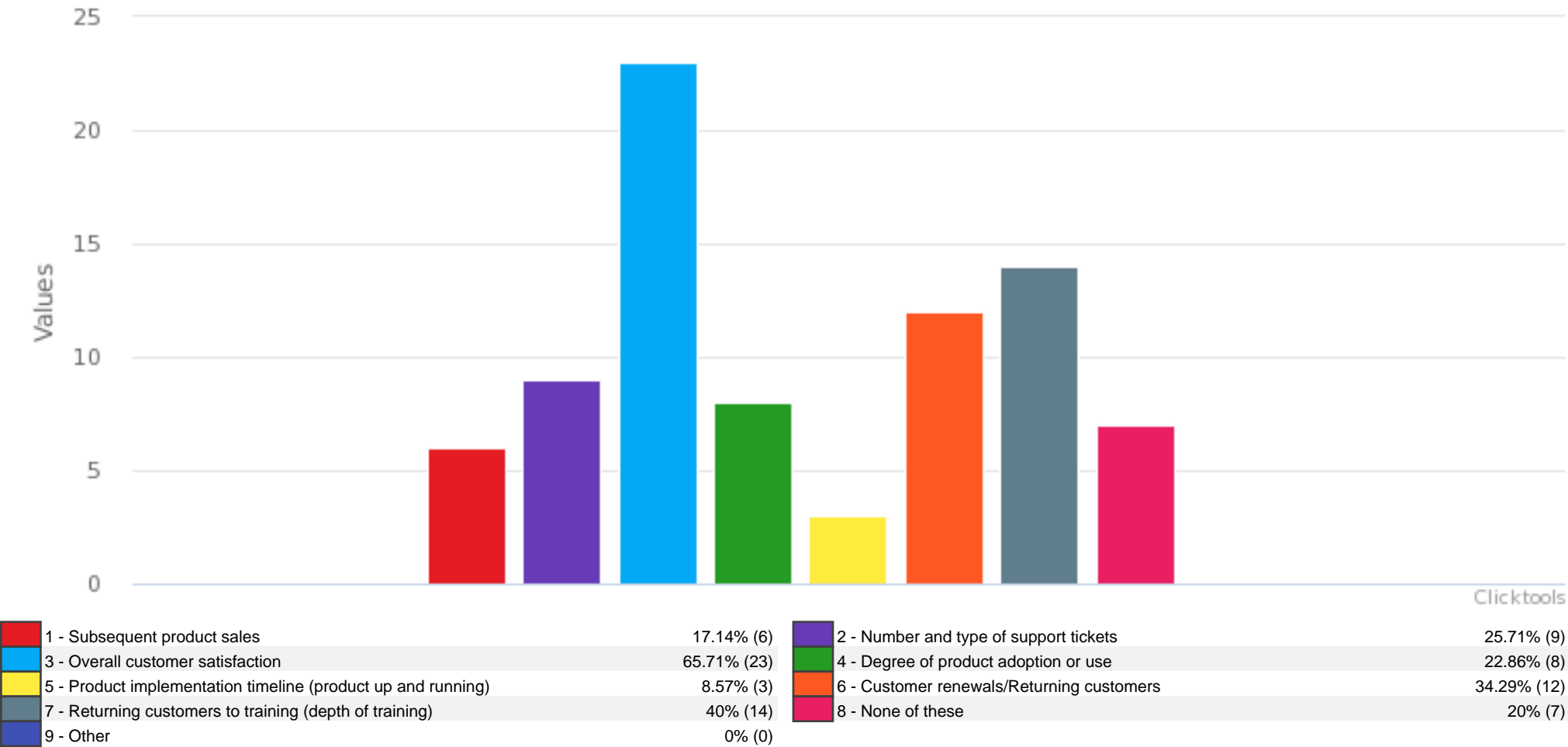
Response: 35

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

1	Expansion rates
2	Track account and training correlation (low, medium, high)

3	Direct statement of impact by customer New product sales following a training event Historic buying patterns v. training events
4	Calculate product revenue for trained/non trained customer

Response: 4

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

1	Support tickets are categorized by ticket type - enablement related tickets are passed on to content development and included in enablement content. Afterwards it is checked if the number of support tickets is decreasing or if further action is required on enablement content side
2	Impact on case deflections
3	Manual review of cases that are categorized as operational issues; look for trends.
4	Primarily number of tickets, level of complexity v. training
5	Support and Education included in Customer Healthscore metric

Response: 5

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

Response: 16

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	comparison of adoption rates of customers with learning activity vs. customers without learning activity
3	Track product usage against training penetration

4	not measuring yet
5	decreased support calls; increased customer productivity

Response: 5

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

1	We have no way to measure this metric.

Response: 1

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

1	- Number of classes per year a customer takes
2	comparison of renewal rates of customers with learning activity vs. customers without learning activity
3	Report on renewals, how much training has occurred with customer. Specifically look at non-renewals whether training occurred/offered
4	Purely trained/not trained v. renewal
5	Renewals and Expands plus Education included in Customer Healthscore metric
6	not really measured

Response: 6

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	36.67% (11)	0% (0)	13.33% (4)	30% (9)	13.33% (4)	6.67% (2)	3.03
2	Education Services	42.86% (15)	0% (0)	0% (0)	5.71% (2)	37.14% (13)	14.29% (5)	3.37

Response: 35
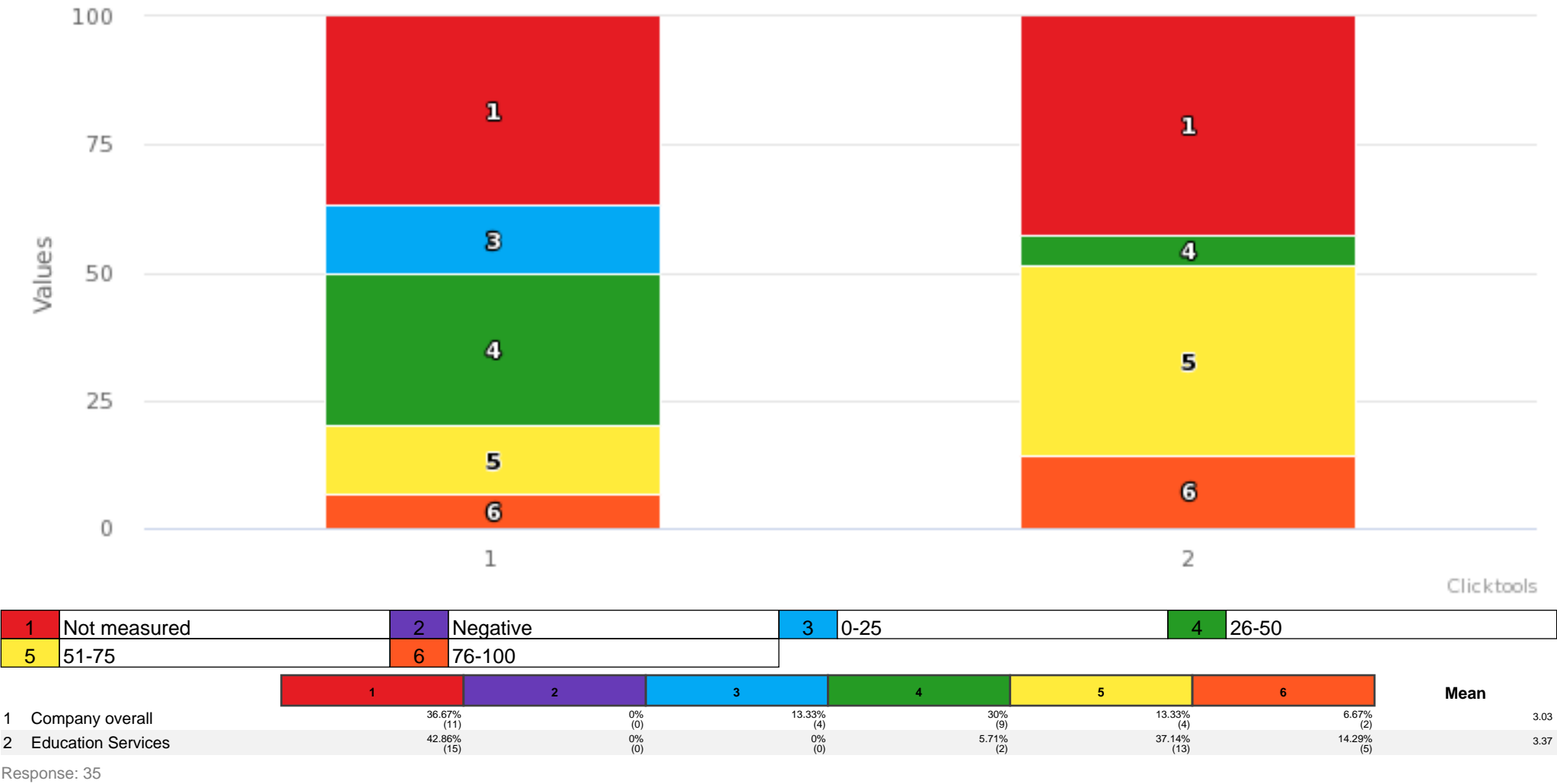
43. What is the average education services deal size when education offerings are sold together with product (single PO)?
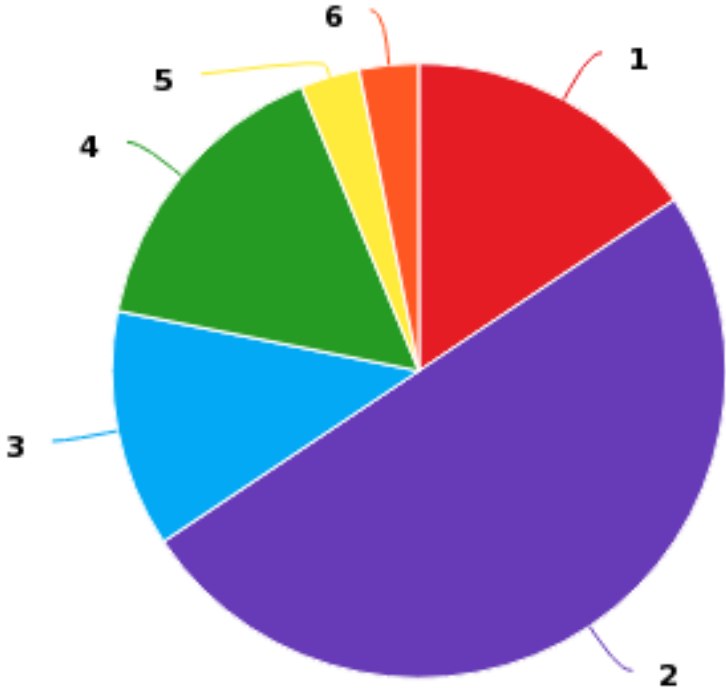
1 - Less than $5,000	15.62% (5)	2 - $5,000-$24,999	50% (16)
3 - $25,000-$49,999	12.5% (4)	4 - $50,000-$99,999	15.62% (5)
5 - $100,000-$199,999	3.12% (1)	6 - $200,000 or more	3.12% (1)

Mean: 2.5

Response: 32

44. What is the average education services deal size when education offerings are NOT sold together with product?
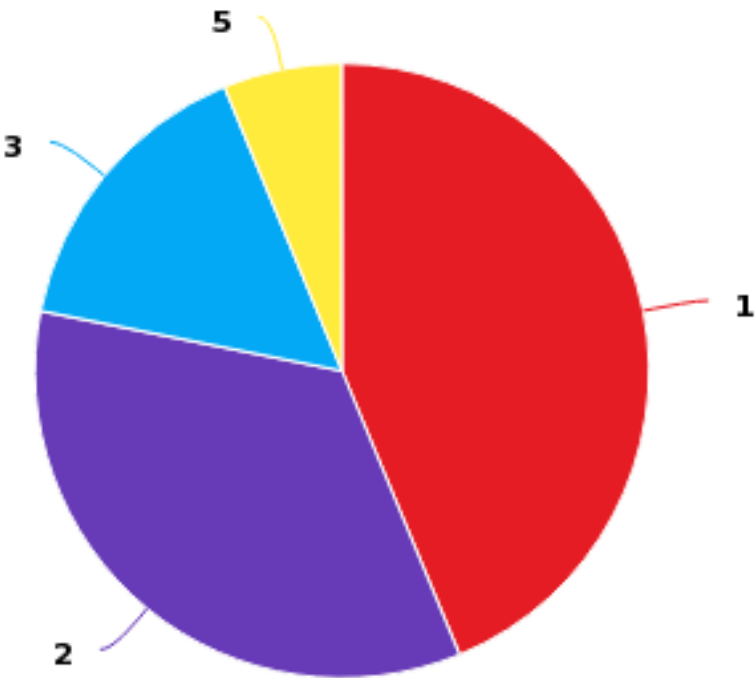
![red] 1 - Less than $5,000	43.75% (14)	![purple] 2 - $5,000-$24,999	34.38% (11)
![blue] 3 - $25,000-$49,999	15.62% (5)	![green] 4 - $50,000-$99,999	0% (0)
![yellow] 5 - $100,000-$199,999	6.25% (2)	![orange] 6 - $200,000 or more	0% (0)

Mean: 1.91
Response: 32

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

1 - Product deals for a new customer	24.24% (8)	2 - Product deals with a new product for a customer	9.09% (3)
3 - Support contract sales	0% (0)	4 - Support contract renewal sales	0% (0)
5 - Professional Services consulting sales	3.03% (1)	6 - Product and/or service deals when sold as a subscription	12.12% (4)
7 - Product and/or service deals when NOT sold as a subscription	3.03% (1)	8 - None of these	60.61% (20)
9 - Other	12.12% (4)		

Response: 33

46. If you have a mandatory attach, how do you attach?
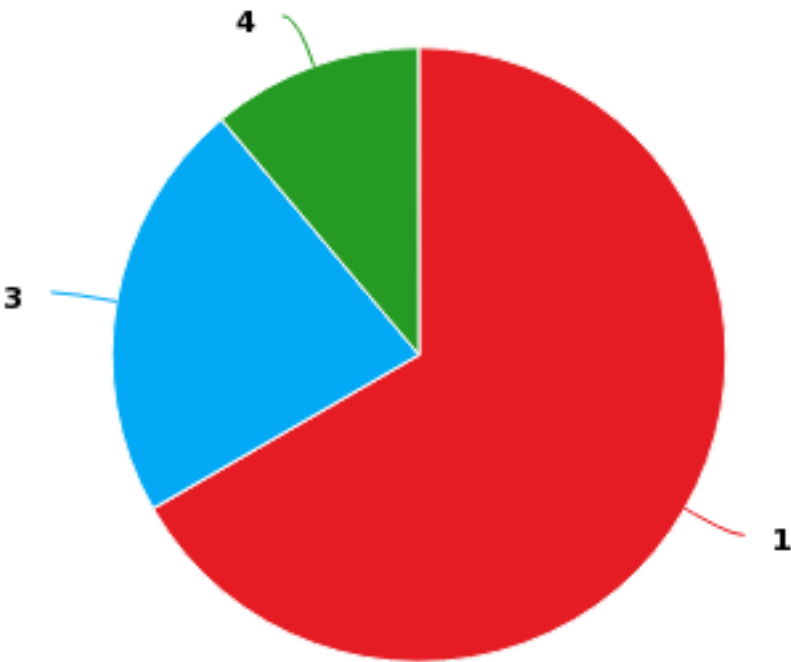
■	1 - Mandatory education attach is percentage of product costs (eg 5% of products costs is education)	66.67% (6)	
■	2 - Mandatory education attach is a defined education amount per number of product licenses (eg every 1000 licenses 5k training)	0% (0)	
■	3 - Mandatory education attach is a fixed education amount independent of product costs (eg every new customer has 5k training added)	22.22% (2)	
■	4 - Other	11.11% (1)	

Mean: 1.78

Response: 9

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	4.5%	1.17%	0%
Highest	7%	7%	0%
Lowest	2%	0%	0%
Standard deviation	1.76	2.86	0

Response: 6

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	16% (4)	28% (7)	16% (4)	20% (5)	4% (1)	4% (1)	12% (3)	3.28
2	Product and/or service deals when product was NOT sold as a subscription	29.17% (7)	16.67% (4)	20.83% (5)	12.5% (3)	4.17% (1)	4.17% (1)	12.5% (3)	3.08
3	Support contract deals	70.59% (12)	17.65% (3)	0% (0)	5.88% (1)	5.88% (1)	0% (0)	0% (0)	1.59
4	Support contract renewal deals	61.11% (11)	22.22% (4)	5.56% (1)	5.56% (1)	5.56% (1)	0% (0)	0% (0)	1.72
5	Professional Services consulting sales	14.29% (3)	38.1% (8)	28.57% (6)	14.29% (3)	0% (0)	4.76% (1)	0% (0)	2.62

49. Do you allow company partners or education partners to resell training?
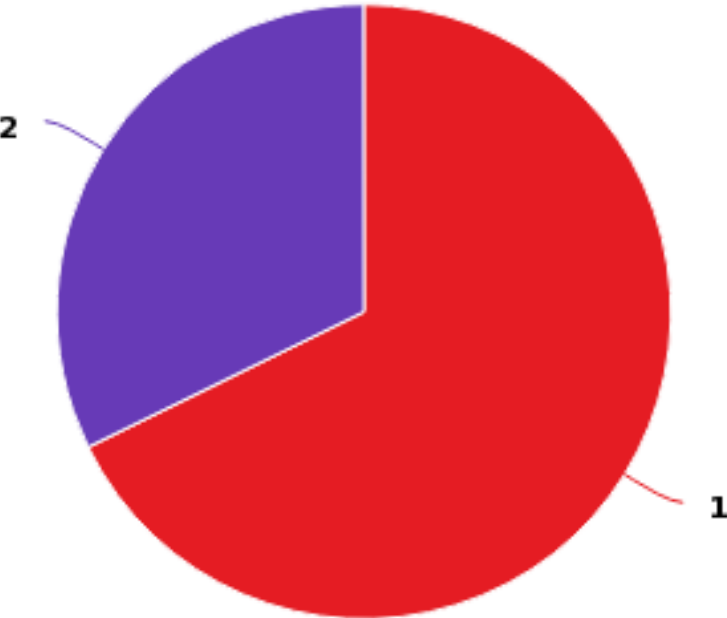
	1 - Yes	67.74% (21)		2 - No	32.26% (10)

Mean: 1.32
Response: 31

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	33.33% (5)	20% (3)	6.67% (1)	13.33% (2)	20% (3)	6.67% (1)	0% (0)	2.87
2	ILT/VILT	16.67% (2)	33.33% (4)	33.33% (4)	16.67% (2)	0% (0)	0% (0)	0% (0)	2.5
3	Self-paced contents	33.33% (4)	25% (3)	8.33% (1)	16.67% (2)	8.33% (1)	0% (0)	8.33% (1)	2.75
4	Other	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
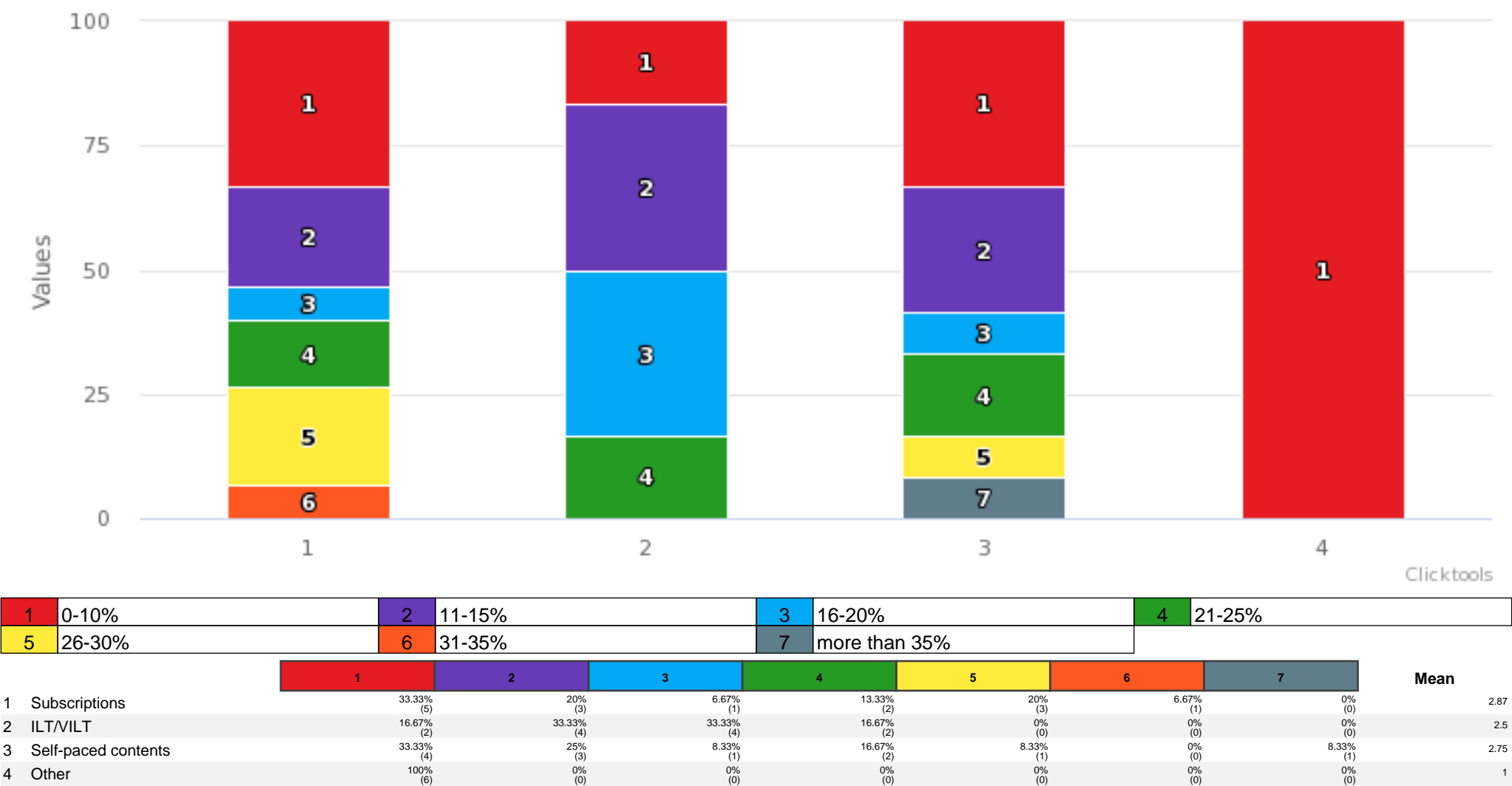
Response: 19

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

▮ 1 - Corporate Marketing	54.55% (18)	▮ 2 - A Business Unit Marketing organization	15.15% (5)
▮ 3 - Regional Marketing organizations	6.06% (2)	▮ 4 - Customer Services Marketing	15.15% (5)
▮ 5 - Education Services Marketing	57.58% (19)	▮ 6 - Other	6.06% (2)
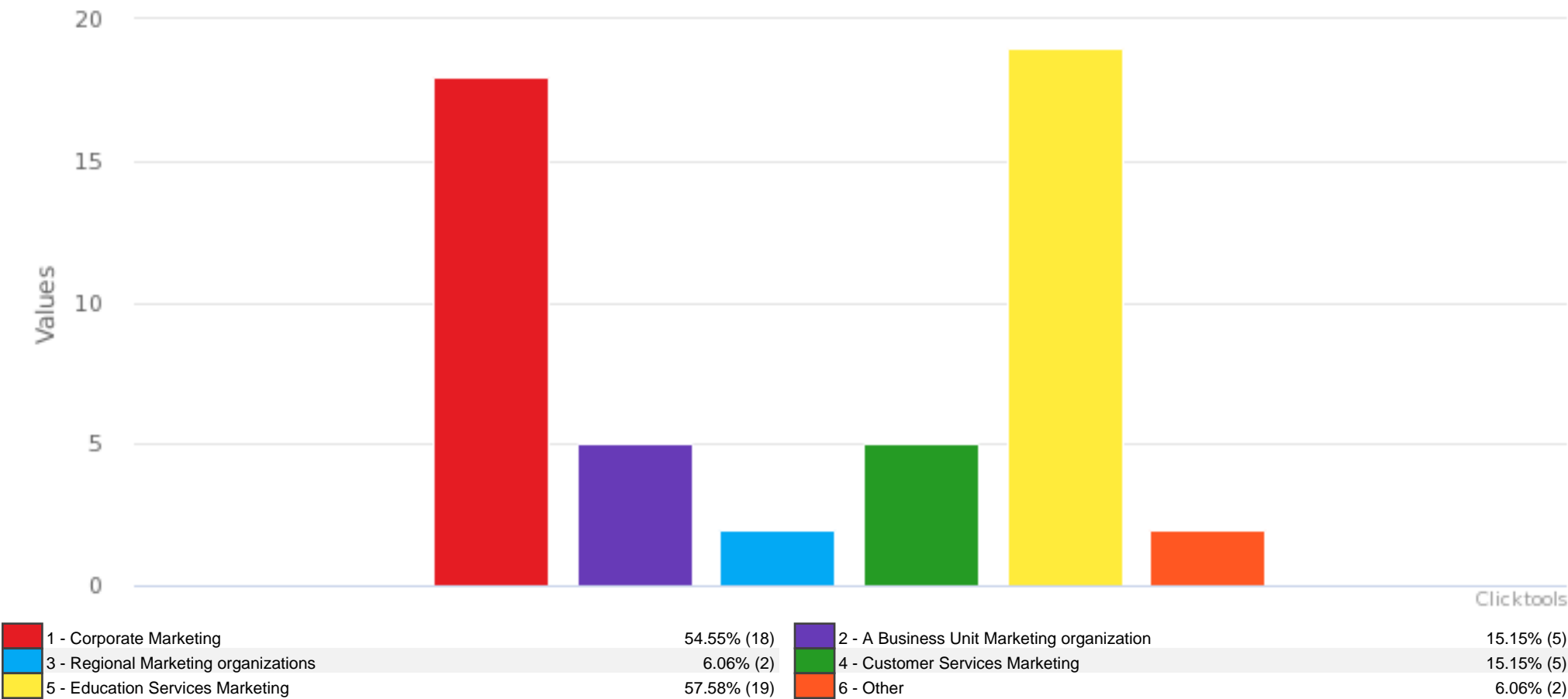
Response: 33

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	12.5% (4)	2 - Telemarketing	0% (0)
3 - Email campaigns	71.88% (23)	4 - Printed catalog or data sheets	3.12% (1)
5 - Electronic catalog or data sheets	15.62% (5)	6 - Corporate/public webpage	37.5% (12)
7 - Dedicated education services webpage or portal	43.75% (14)	8 - Social media sites and followings	31.25% (10)
9 - Internal marketing to Corporate Sales	40.62% (13)	10 - References (calls, case studies)	3.12% (1)
11 - Other	9.38% (3)		

Response: 32

53. For approximately what percentage of your company's products does Education Services provide training coverage?
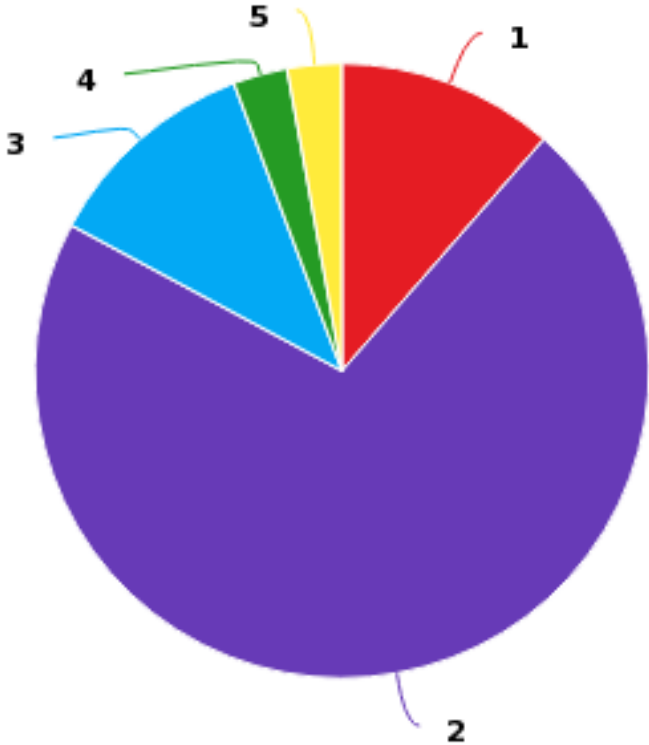
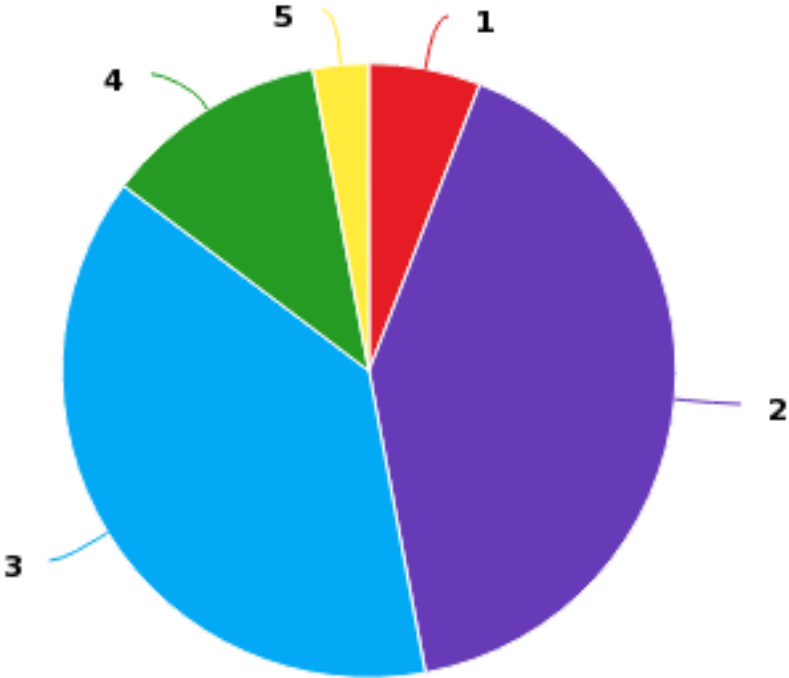|			
1 - 100% (all)	11.43% (4)	2 - 75-99%	71.43% (25)
3 - 51-75%	11.43% (4)	4 - 26-50%	2.86% (1)
5 - 25% or less	2.86% (1)		

Mean: 2.14

Response: 35

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

■	1 - Product feasibility/inception stage	5.88% (2)	
■	2 - Product development stage		41.18% (14)
■	3 - Beta product availability stage	38.24% (13)	
■	4 - General/public product availability stage		11.76% (4)
■	5 - Other	2.94% (1)	

Mean: 2.65

Response: 34

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	45.71% (16)	
2 - Informal exchanges of information/data with engineering and product management	74.29% (26)	
3 - Formalized transfer of information processes and exchange sessions with technical publications	5.71% (2)	
4 - Informal exchanges of information/data with technical publications	31.43% (11)	
5 - Collect information from Support teams	25.71% (9)	
6 - Collect information from Professional Services teams	42.86% (15)	
7 - Collect information from Customers	17.14% (6)	
8 - Collect information from Partners	5.71% (2)	
9 - Collect information from Product Marketing	20% (7)	
10 - Other	2.86% (1)	

Response: 35

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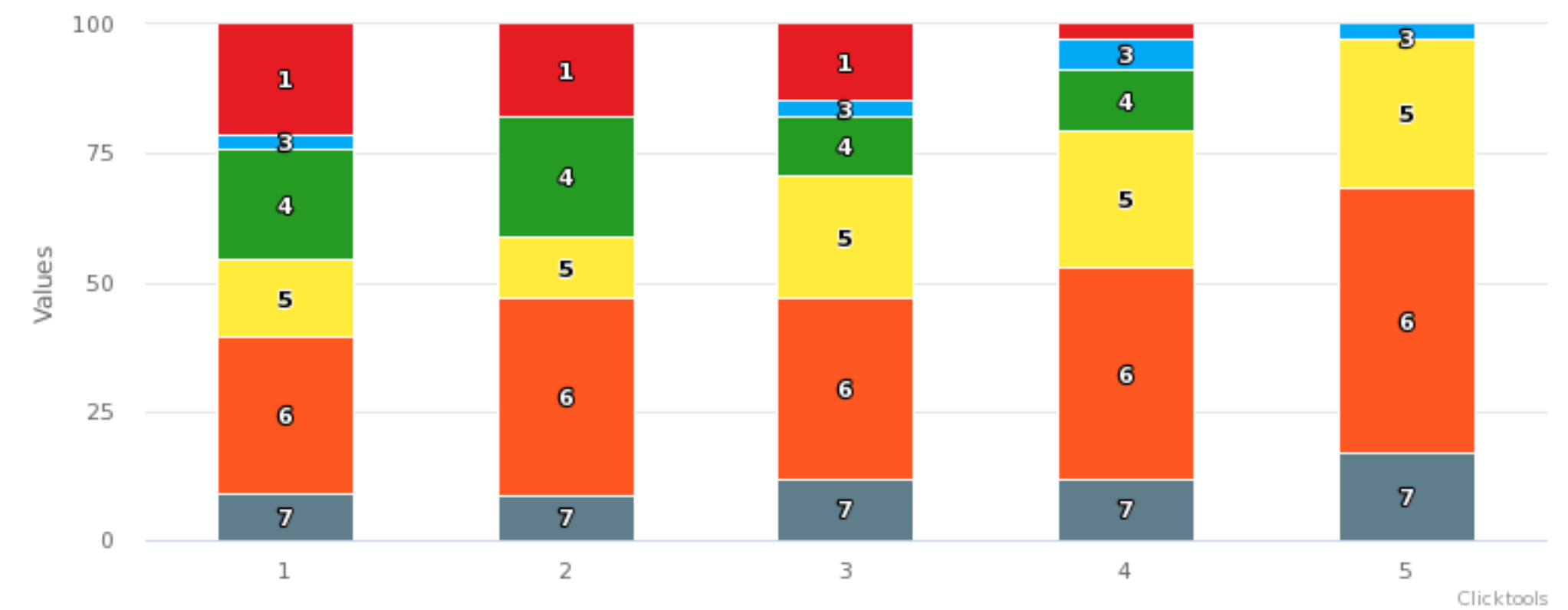
	1	Not Applicable		2	Alpha release		3	Beta release		4	30-45 days before GPA*
	5	GPA*		6	30-45 days after GPA*		7	More than 45 days after GPA*			

|		1	2	3	4	5	6	7	Mean
1	Corporate Sales and Systems Engineering/Pre-sales	21.21% (7)	0% (0)	3.03% (1)	21.21% (7)	15.15% (5)	30.3% (10)	9.09% (3)	4.36
2	Corporate Services & Support	17.65% (6)	0% (0)	0% (0)	23.53% (8)	11.76% (4)	38.24% (13)	8.82% (3)	4.62
3	Channel Sales and Systems Engineering/Pre-sales	14.71% (5)	0% (0)	2.94% (1)	11.76% (4)	23.53% (8)	35.29% (12)	11.76% (4)	4.82
4	Product Channel Services & Support	2.94% (1)	0% (0)	5.88% (2)	11.76% (4)	26.47% (9)	41.18% (14)	11.76% (4)	5.29
5	Customers and End Users	0% (0)	0% (0)	2.86% (1)	0% (0)	28.57% (10)	51.43% (18)	17.14% (6)	5.8

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%)		
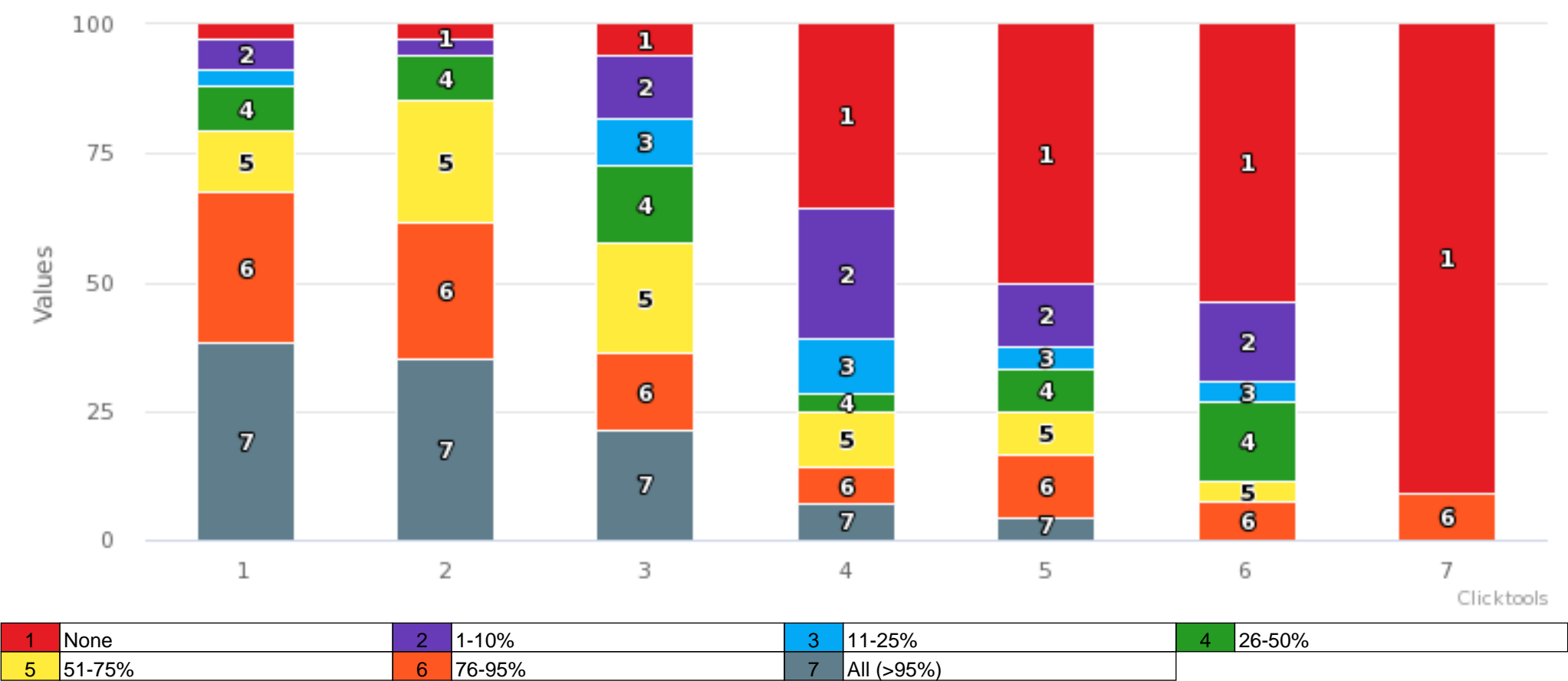
		1	2	3	4	5	6	7	Mean
1	Classroom training	2.94% (1)	5.88% (2)	2.94% (1)	8.82% (3)	11.76% (4)	29.41% (10)	38.24% (13)	5.62
2	Virtual classroom training	2.94% (1)	2.94% (1)	0% (0)	8.82% (3)	23.53% (8)	26.47% (9)	35.29% (12)	5.68
3	eLearning	6.06% (2)	12.12% (4)	9.09% (3)	15.15% (5)	21.21% (7)	15.15% (5)	21.21% (7)	4.64
4	Mobile Learning (smartphones/tablets)	35.71% (10)	25% (7)	10.71% (3)	3.57% (1)	10.71% (3)	7.14% (2)	7.14% (2)	2.79
5	Other self paced	50% (12)	12.5% (3)	4.17% (1)	8.33% (2)	8.33% (2)	12.5% (3)	4.17% (1)	2.67
6	New modalities such as social learning, gamification, microlearning	53.85% (14)	15.38% (4)	3.85% (1)	15.38% (4)	3.85% (1)	7.69% (2)	0% (0)	2.23
7	Other	90.91% (10)	0% (0)	0% (0)	0% (0)	0% (0)	9.09% (1)	0% (0)	1.45

Response: 34

58. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?
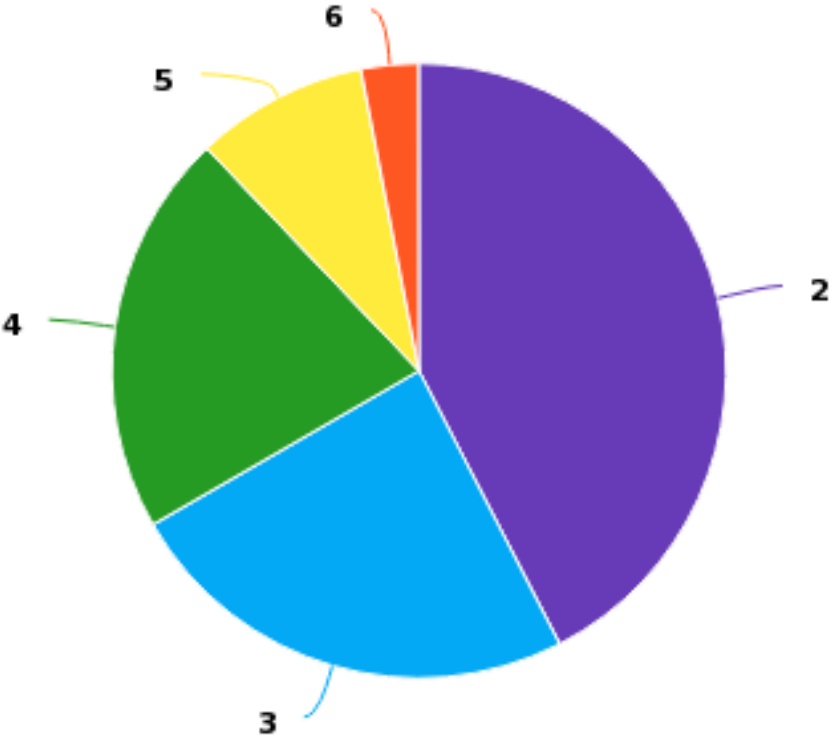
1 - None	0% (0)	2 - 10% or less	42.42% (14)
3 - 11-25%	24.24% (8)	4 - 26-50%	21.21% (7)
5 - 51-75%	9.09% (3)	6 - >75%	3.03% (1)

Mean: 3.06
Response: 33

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				
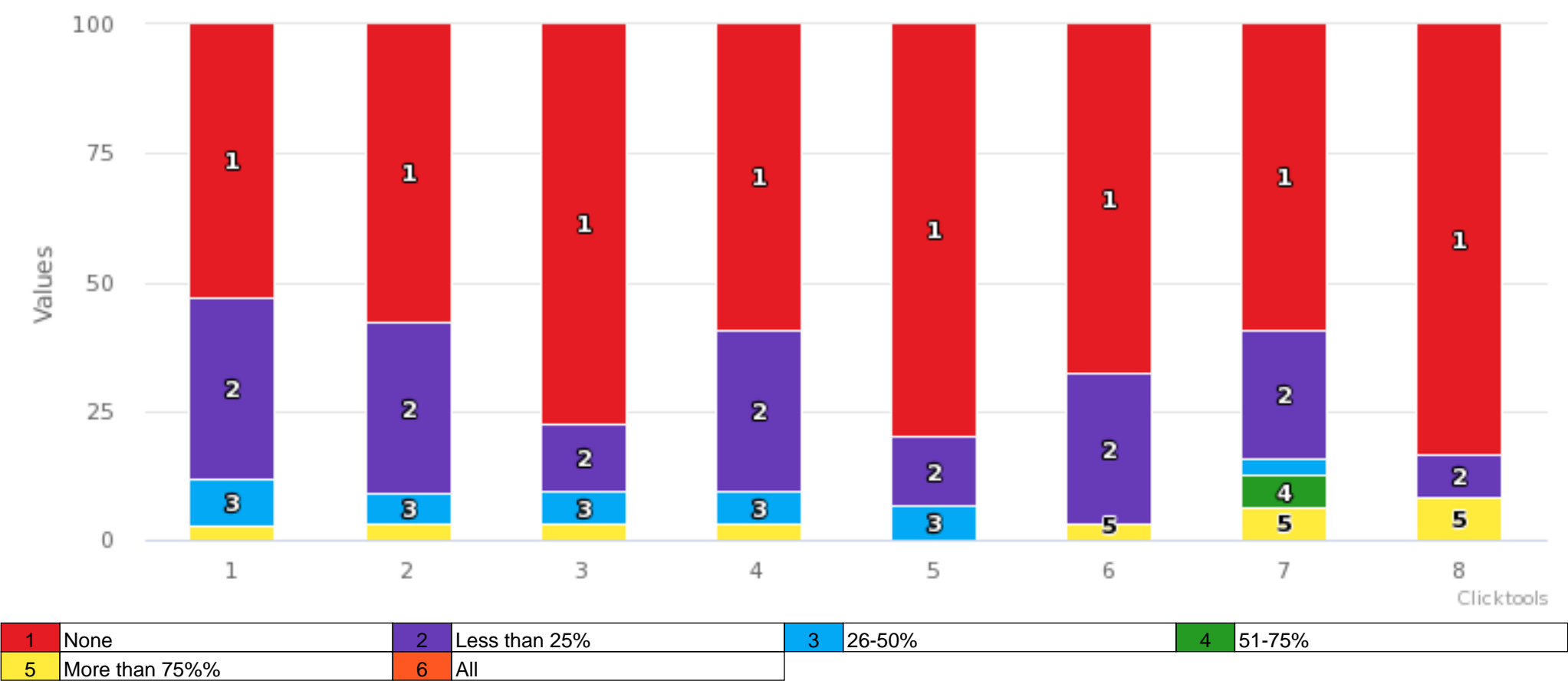
|		1	2	3	4	5	6		Mean
1	French	52.94% (18)	35.29% (12)	8.82% (3)	0% (0)	2.94% (1)	0% (0)		1.65
2	Spanish	57.58% (19)	33.33% (11)	6.06% (2)	0% (0)	3.03% (1)	0% (0)		1.58
3	Portugese	77.42% (24)	12.9% (4)	6.45% (2)	0% (0)	3.23% (1)	0% (0)		1.39
4	German	59.38% (19)	31.25% (10)	6.25% (2)	0% (0)	3.12% (1)	0% (0)		1.56
5	Russian	80% (24)	13.33% (4)	6.67% (2)	0% (0)	0% (0)	0% (0)		1.27
6	Chinese	67.74% (21)	29.03% (9)	0% (0)	0% (0)	3.23% (1)	0% (0)		1.42
7	Japanese	59.38% (19)	25% (8)	3.12% (1)	6.25% (2)	6.25% (2)	0% (0)		1.75
8	Other	83.33% (10)	8.33% (1)	0% (0)	0% (0)	8.33% (1)	0% (0)		1.42

Response: 35

60. Which of the following types of materials are USUALLY the first ones translated?
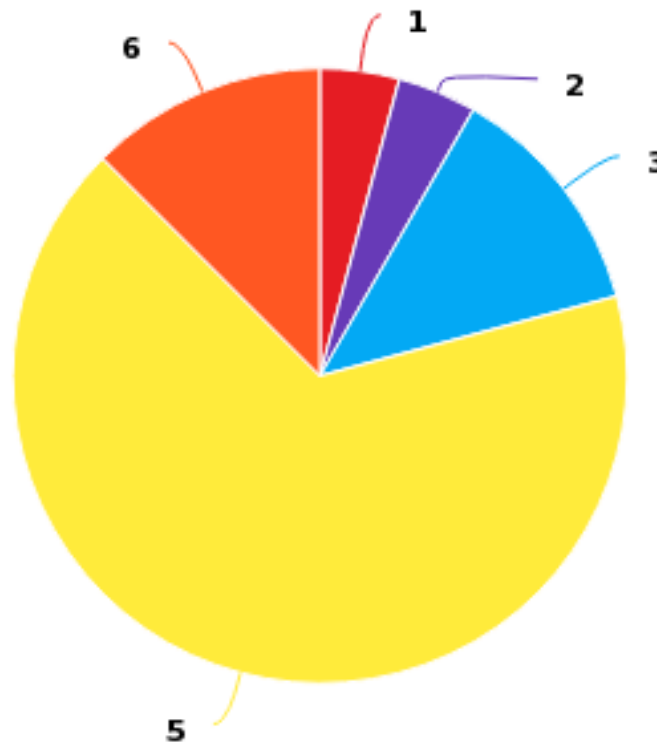
■ 1 - Sales training materials	4.17% (1)	■ 2 - Pre-sales/Sales Engineering training materials
■ 3 - Admin training materials	12.5% (3)	■ 4 - Operator training materials
■ 5 - End-user training materials	66.67% (16)	■ 6 - Other

2 - Pre-sales/Sales Engineering training materials 4.17% (1)
4 - Operator training materials 0% (0)
6 - Other 12.5% (3)

Mean: 4.58
Response: 24

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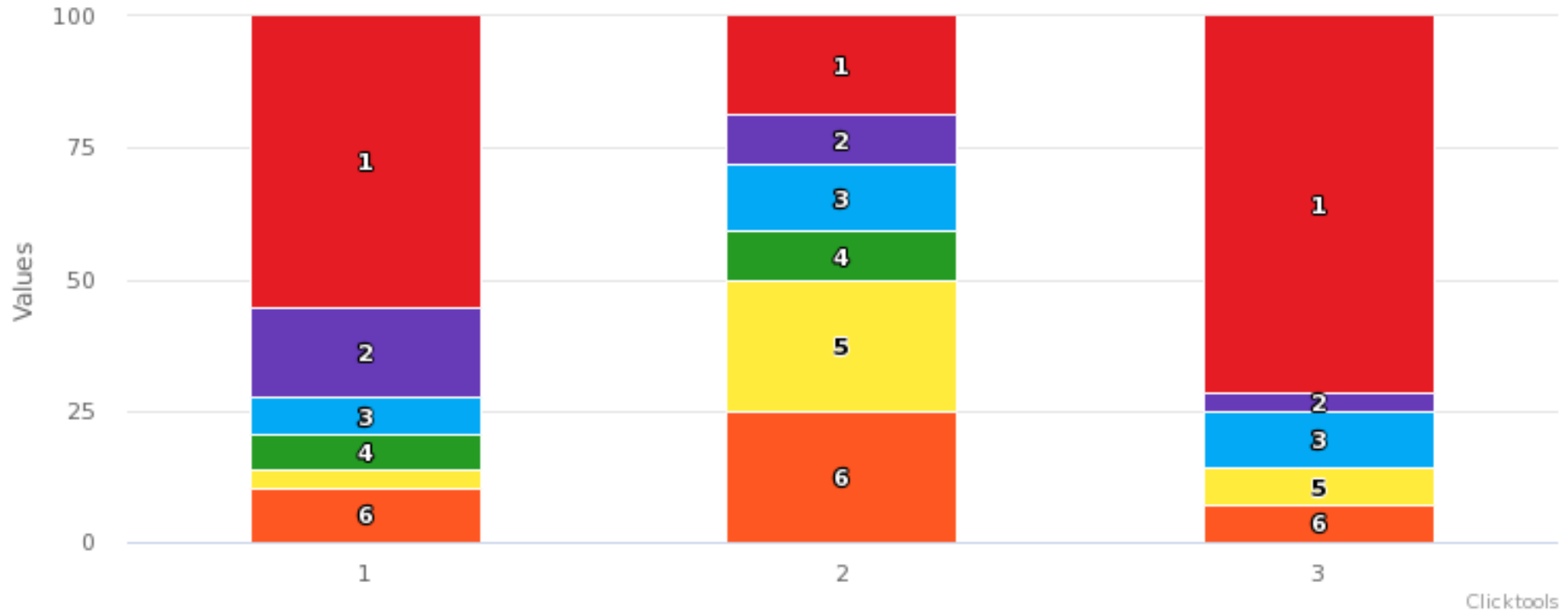
■ 1 None	■ 2 Less than 25%	■ 3 26-50%	■ 4 51-75%
■ 5 More than 75%%	■ 6 All		

		1	2	3	4	5	6	Mean
1	Accessibility (WCAG, 508)	55.17% (16)	17.24% (5)	6.9% (2)	6.9% (2)	3.45% (1)	10.34% (3)	2.17
2	Scorm	18.75% (6)	9.38% (3)	12.5% (4)	9.38% (3)	25% (8)	25% (8)	3.88
3	Tin Can API	71.43% (20)	3.57% (1)	10.71% (3)	0% (0)	7.14% (2)	7.14% (2)	1.89

Response: 33

62. How many full-time equivalents do you have dedicated to curriculum design and course development?
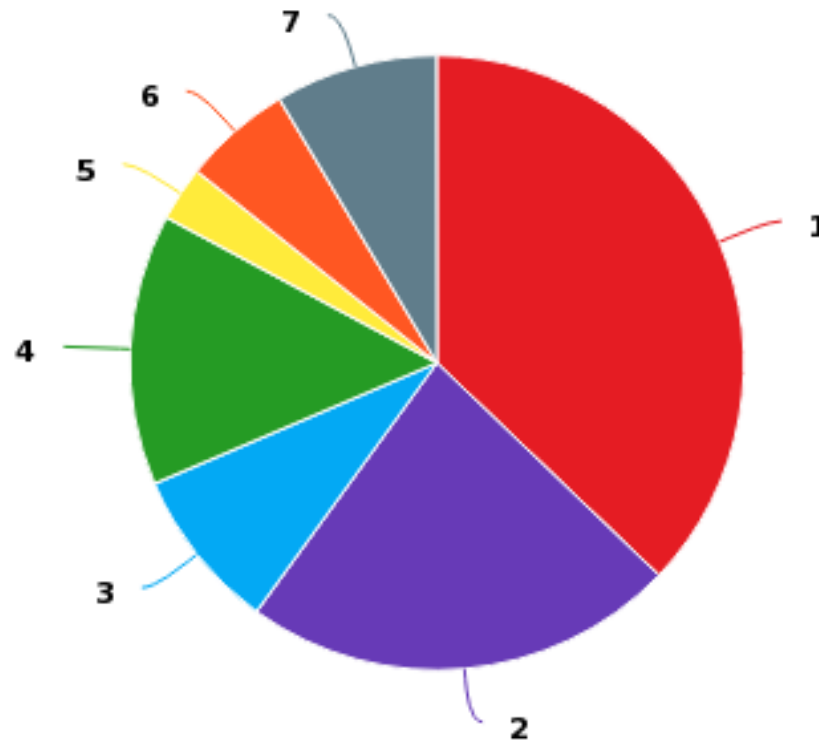
🟥	1 - 1-5	37.14% (13)	🟪 2 - 6-10	22.86% (8)
🟦	3 - 11-15	8.57% (3)	🟩 4 - 16-20	14.29% (5)
🟨	5 - 21-30	2.86% (1)	🟧 6 - 31-50	5.71% (2)
⬜	7 - >50	8.57% (3)		

Mean: 2.74

Response: 35

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	6.25% (2)	0% (0)	0% (0)	0% (0)	9.38% (3)	3.12% (1)	81.25% (26)	6.41
2	Instructors or other Education Services staff	6.67% (2)	23.33% (7)	26.67% (8)	16.67% (5)	3.33% (1)	6.67% (2)	16.67% (5)	3.73
3	Other resources within the company (SMEs)	6.9% (2)	58.62% (17)	13.79% (4)	3.45% (1)	0% (0)	10.34% (3)	6.9% (2)	2.9
4	Contractors or outsourced to an external company/partner	40.74% (11)	29.63% (8)	18.52% (5)	0% (0)	0% (0)	0% (0)	11.11% (3)	2.33
5	Other	100% (5)	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.

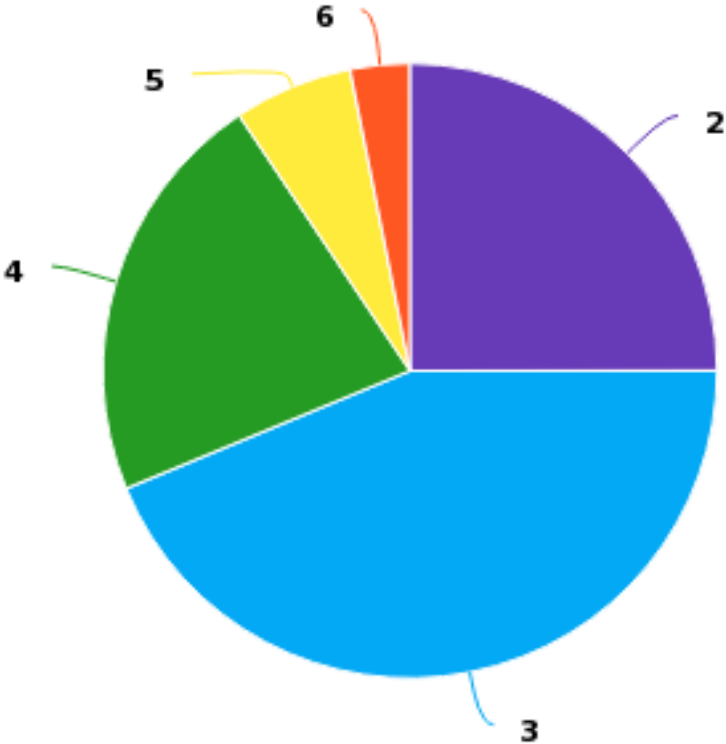|	Instructor Led (ILT)	Synchronous Distance Learning/Virtual Instructor Led (VILT)	Remote/virtual lab exercises	Asynchronous e-learning (web-based training) - page turning	Asynchronous e-learning (web-based training) - interactive	Video	Electronic or printed self-study	Other
Average	33.46	35.58	27.67	28.54	89.54	55.62	11.88	1.67
Highest	70	70	80	150	860	240	100	40
Lowest	0	0	0	0	0	0	0	0
Standard deviation	20.93	20.15	25.46	43.42	175.74	71.13	25.57	8.16

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

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

	Instructor Led (ILT)	Synchronous Distance Learning/Virtual Instructor Led (VILT)	Remote/virtual lab exercises	Asynchronous e-learning (web-based training) - page turning	Asynchronous e-learning (web-based training) - interactive	Video	Electronic or printed self-study	Other
Average	15.67	16.5	13.08	14.38	23.58	23.75	4.38	0.83
Highest	40	40	40	100	150	120	40	20
Lowest	0	0	0	0	0	0	0	0
Standard deviation	12.03	11.72	14.14	25.16	36.87	29.36	9.72	4.08

66. How often on average do you update courses?

🟥 1 - < 3 months	0% (0)	🟪 2 - 3-5 months	25% (8)
🟦 3 - 6-9 months	43.75% (14)	🟩 4 - 10-14 months	21.88% (7)
🟨 5 - 15-24 months	6.25% (2)	🟧 6 - > 24 months	3.12% (1)

Mean: 3.19
Response: 32

67. Which development approach do you use?

		1 Not used	2 Planned	3 Limited use	4 Often used
		5 Always used			

		1	2	3	4	5	Mean
1	SCRUM/Agile	23.33% (7)	10% (3)	33.33% (10)	26.67% (8)	6.67% (2)	2.83
2	Traditional (such as ADDIE)	10.71% (3)	0% (0)	10.71% (3)	64.29% (18)	14.29% (4)	3.71
3	Microlearning	14.29% (4)	14.29% (4)	32.14% (9)	32.14% (9)	7.14% (2)	3.04
4	User-generated content	59.26% (16)	7.41% (2)	22.22% (6)	11.11% (3)	0% (0)	1.85
5	Content curation	28.57% (8)	17.86% (5)	25% (7)	25% (7)	3.57% (1)	2.57
6	Gamification	46.43% (13)	14.29% (4)	35.71% (10)	3.57% (1)	0% (0)	1.96

Response: 31

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	8.82% (3)	52.94% (18)	14.71% (5)	8.82% (3)	2.94% (1)	8.82% (3)	2.94% (1)	2.82
2	Central and South America	78.12% (25)	15.62% (5)	3.12% (1)	3.12% (1)	0% (0)	0% (0)	0% (0)	1.31
3	Europe, Middle East and Africa	29.41% (10)	32.35% (11)	23.53% (8)	5.88% (2)	5.88% (2)	0% (0)	2.94% (1)	2.38
4	Asia/Pacific	35.48% (11)	51.61% (16)	6.45% (2)	0% (0)	3.23% (1)	3.23% (1)	0% (0)	1.94
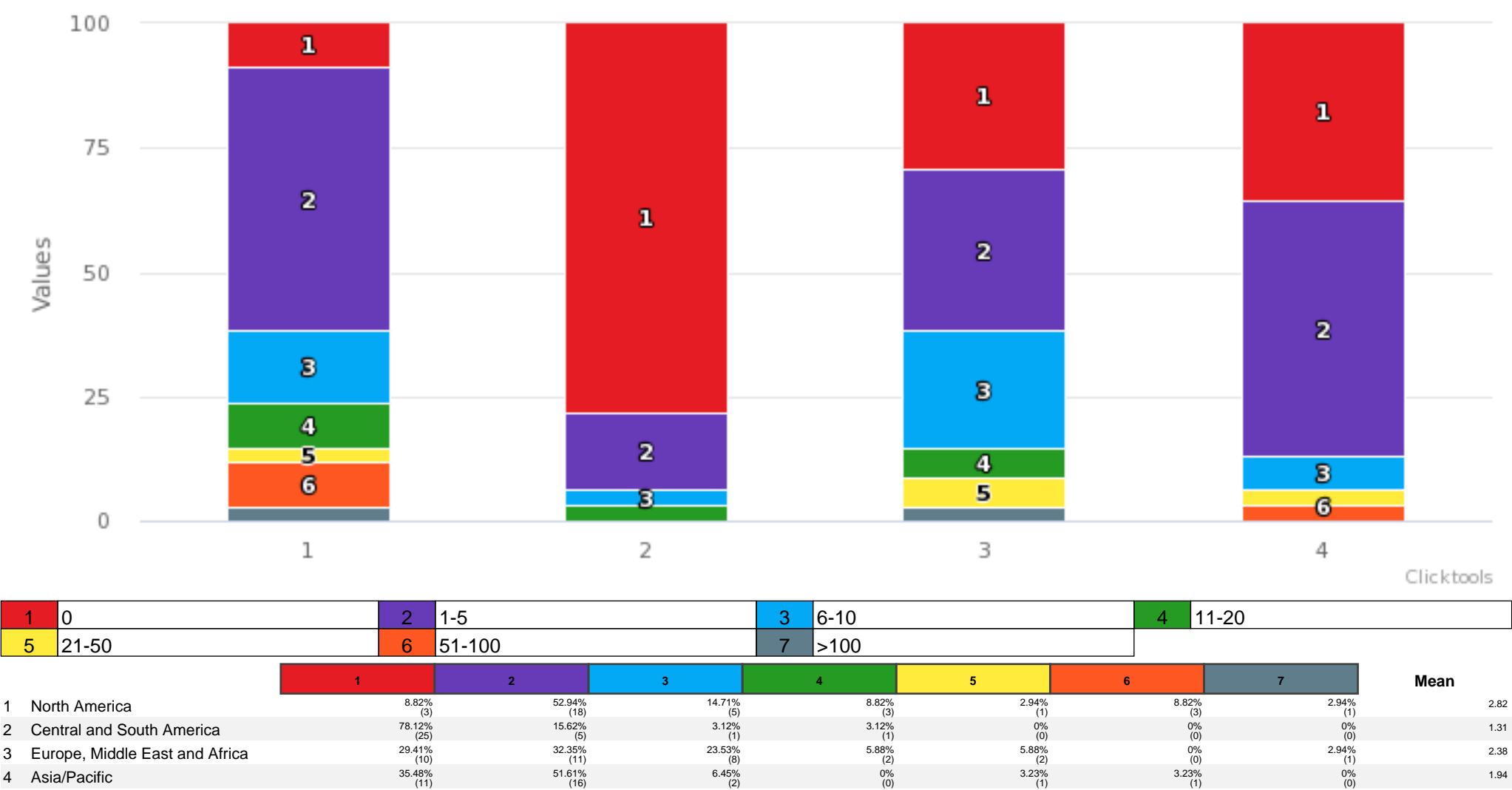
Response: 35

69. What percentage of your instructor-led training, both in-person and distance learning instructors, is delivered through the following personnel?
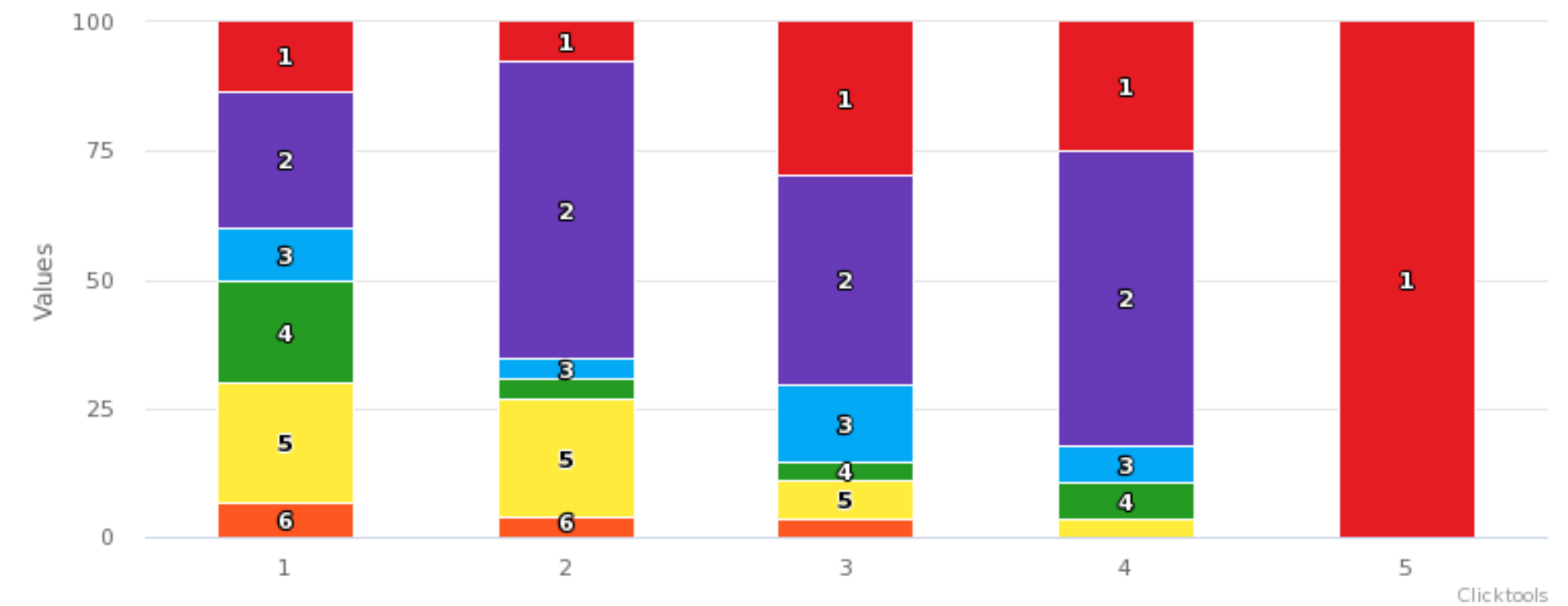
	1	0%		2	1-25%		3	26-50%		4	51-75%
	5	76-99%		6	100%						

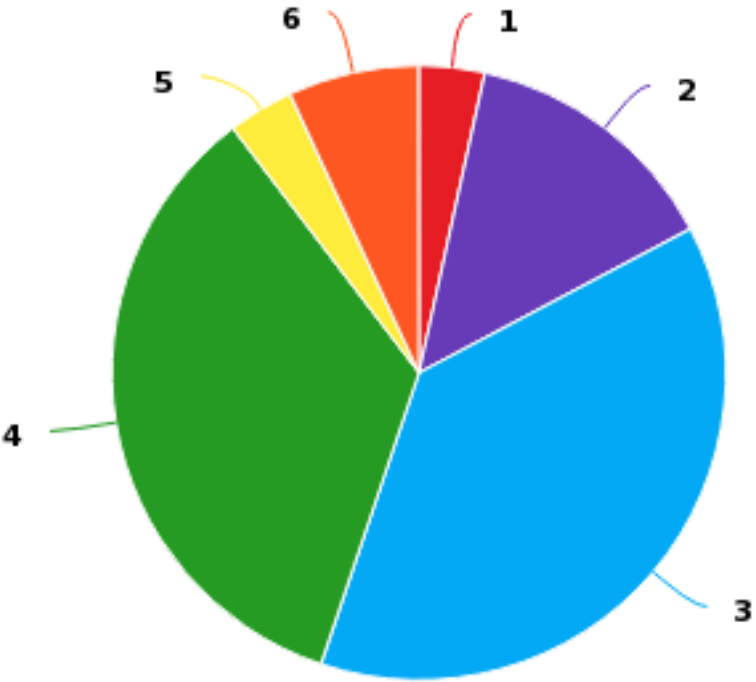|		1	2	3	4	5	6	Mean
1	Education Services Employees	13.33% (4)	26.67% (8)	10% (3)	20% (6)	23.33% (7)	6.67% (2)	3.33
2	Other resources inside your company	7.69% (2)	57.69% (15)	3.85% (1)	3.85% (1)	23.08% (6)	3.85% (1)	2.88
3	Education Partners	29.63% (8)	40.74% (11)	14.81% (4)	3.7% (1)	7.41% (2)	3.7% (1)	2.3
4	Contract instructors/freelancers	25% (7)	57.14% (16)	7.14% (2)	7.14% (2)	3.57% (1)	0% (0)	2.07
5	Other	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 33

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	49.48%	2.78%	3.93%	17.22%	5.48%	17.56%
Highest	80%	25%	55%	50%	25%	75%
Lowest	3%	0%	0%	0%	0%	0%
Standard deviation	19.82	5.21	11.77	12.06	7.01	20.57

Response: 27

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?
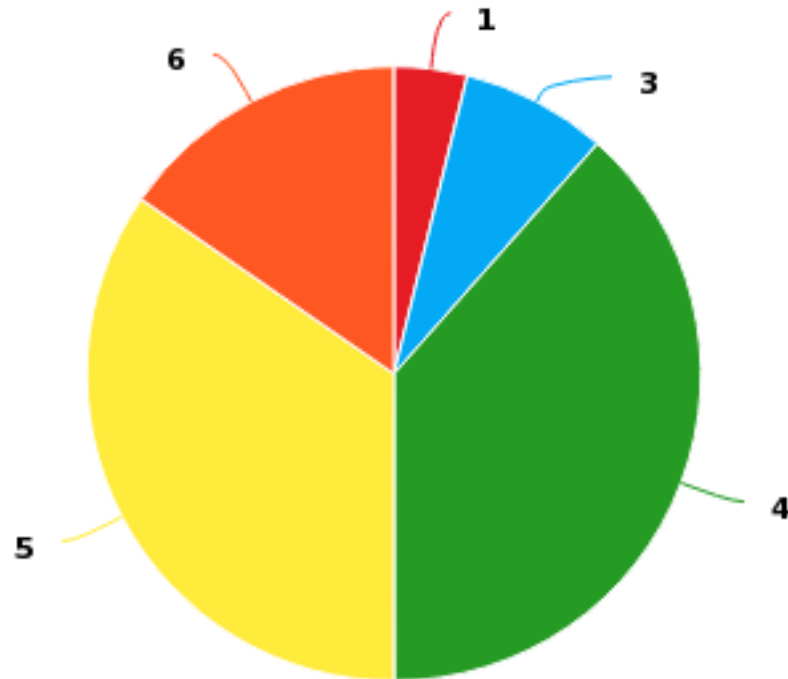
Clicktools

	1 - 1 month or less	3.85% (1)		2 - 2 months	0% (0)
	3 - 3 months	7.69% (2)		4 - 4-6 months	38.46% (10)
	5 - 7-12 months	34.62% (9)		6 - More than 12 months	15.38% (4)

Mean: 4.46

Response: 26

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)?
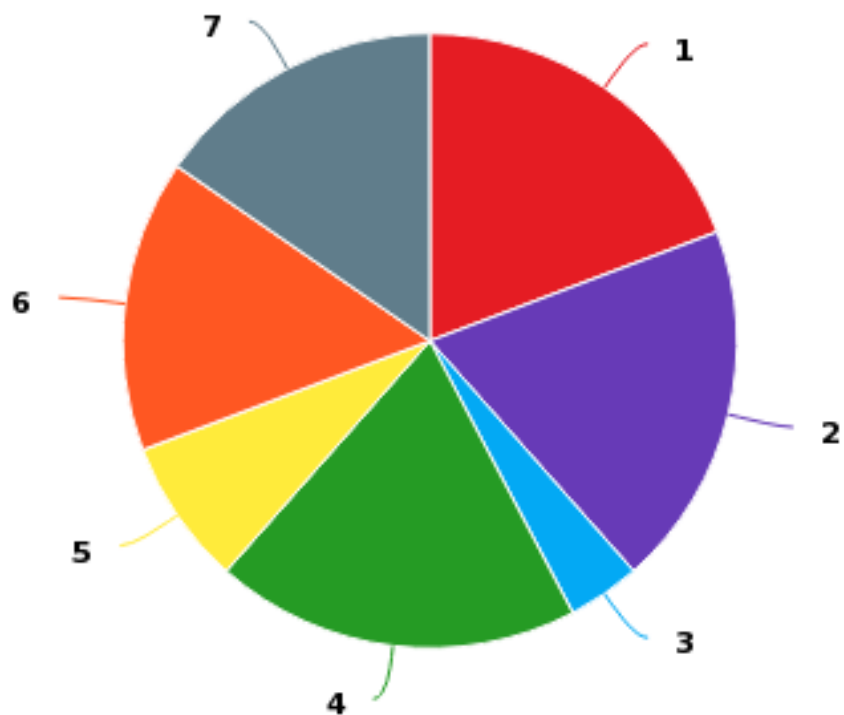
■ 1 - <$100K	19.23% (5)	■ 2 - $100K-$150K	19.23% (5)
■ 3 - $150K-$200K	3.85% (1)	■ 4 - $200K-$250K	19.23% (5)
■ 5 - $250K-$300K	7.69% (2)	■ 6 - $300K-$400K	15.38% (4)
■ 7 - >$400K	15.38% (4)		

Mean: 3.85

Response: 26

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	93.55% (29) ■ 2 - No	6.45% (2)

Mean: 1.06
Response: 31
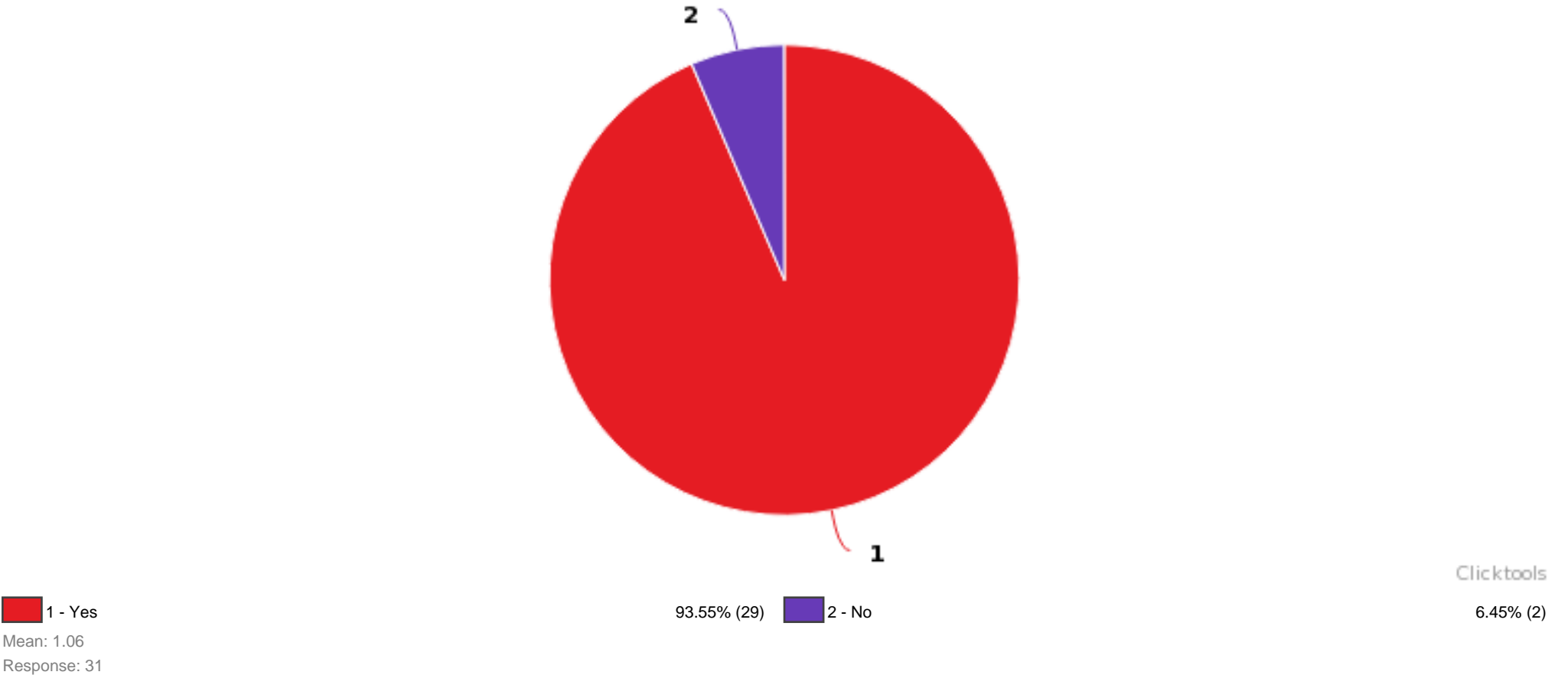
75. When delivering instructor-led training, do you mix both live and virtual audiences?

![red] 1 - Yes	33.33% (10)	![purple] 2 - No	66.67% (20)
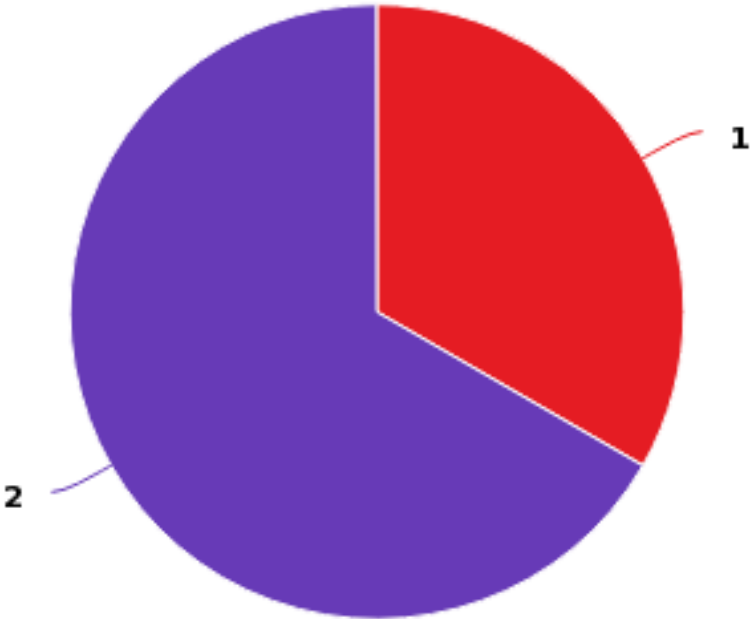
Mean: 1.67
Response: 30

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

1 - Printed	27.27% (9)	2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	27.27% (9)
3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	33.33% (11)	4 - Softcopy – restricted with digital right management tool	33.33% (11)
5 - Streamed content to be used via computer or tablet	30.3% (10)	6 - Other	0% (0)
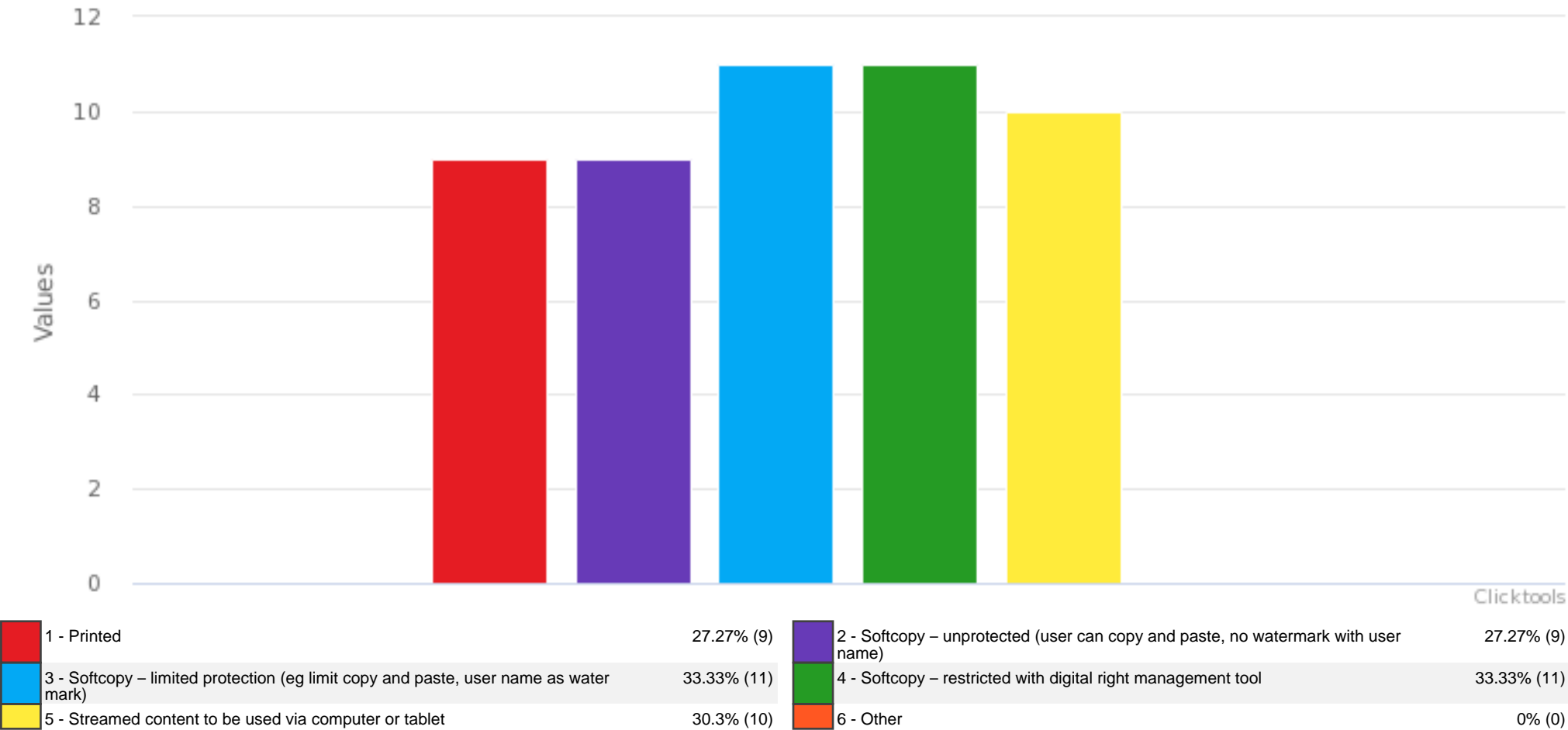
Response: 33

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	57.89% (11)	■ 2 - Runs on Apple iOS, but no dedicated app	57.89% (11)
■ 3 - Runs on Android with dedicated app	26.32% (5)	■ 4 - Runs on Apple iOS with dedicated app	36.84% (7)
■ 5 - Other	15.79% (3)		
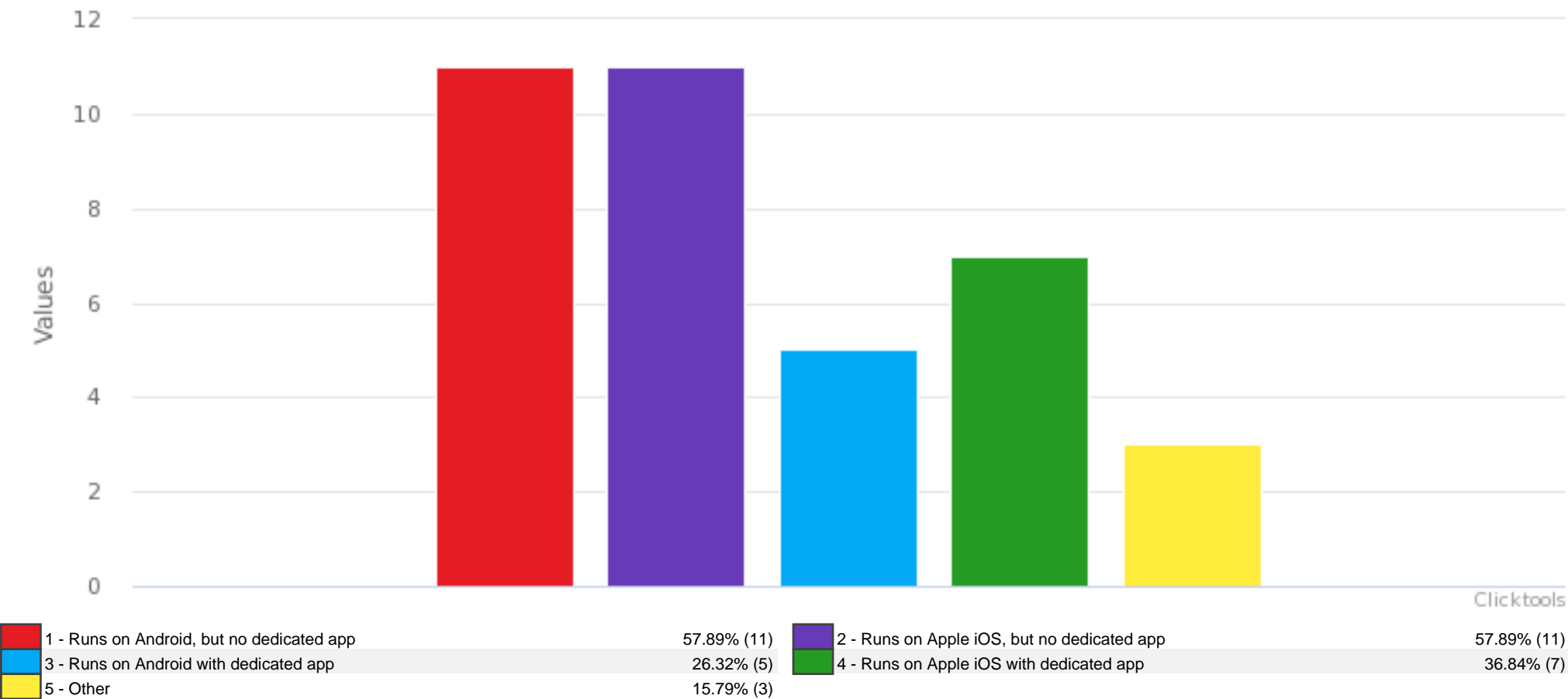
Response: 19

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	53.12% (17)		■ 2 - Company-owned non-training facility		21.88% (7)
■ 3 - Authorized Partner Education Center	34.38% (11)		■ 4 - Customer Site		68.75% (22)
■ 5 - Short-term rental facility	18.75% (6)		■ 6 - Other		6.25% (2)
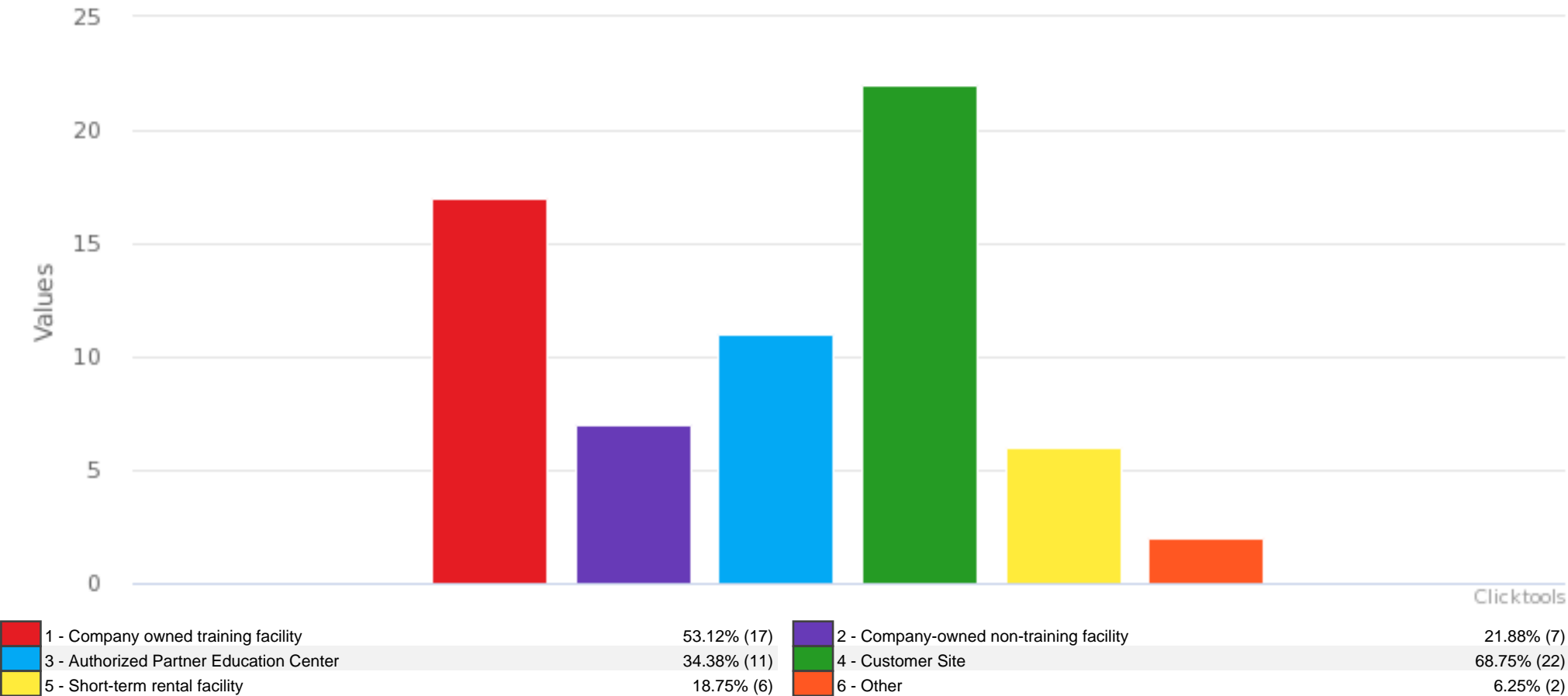
Response: 32

79. For the last fiscal year, what was the own classroom utilization achievement?
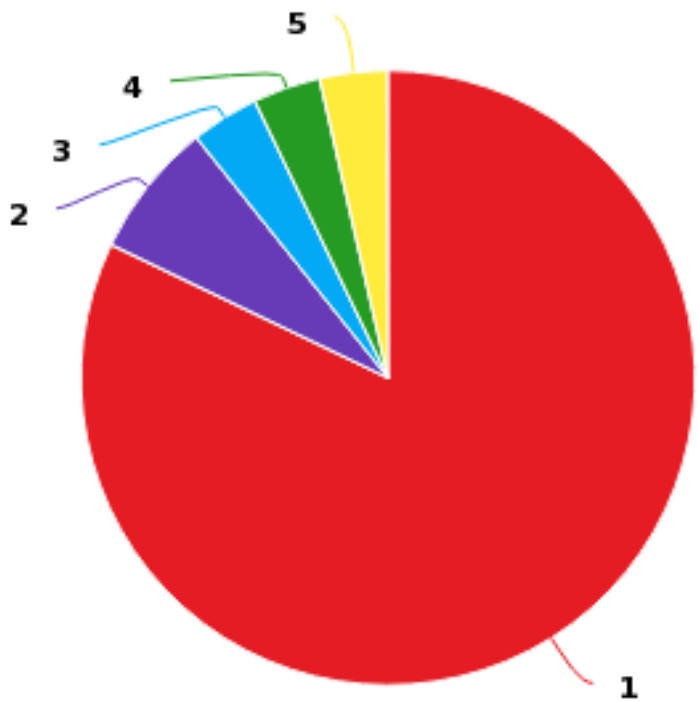
1 - <20%	82.14% (23)	2 - 21-30%	7.14% (2)
3 - 31-40%	3.57% (1)	4 - 41-50%	3.57% (1)
5 - 51-60%	3.57% (1)	6 - 61-70%	0% (0)
7 - >70%	0% (0)		

Mean: 1.39
Response: 28

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

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

		1	2	3	4	5	Mean
1	Live instructor-led	13.79% (4)	27.59% (8)	27.59% (8)	24.14% (7)	6.9% (2)	2.83
2	Virtual instructor-led	16.13% (5)	45.16% (14)	12.9% (4)	16.13% (5)	9.68% (3)	2.58
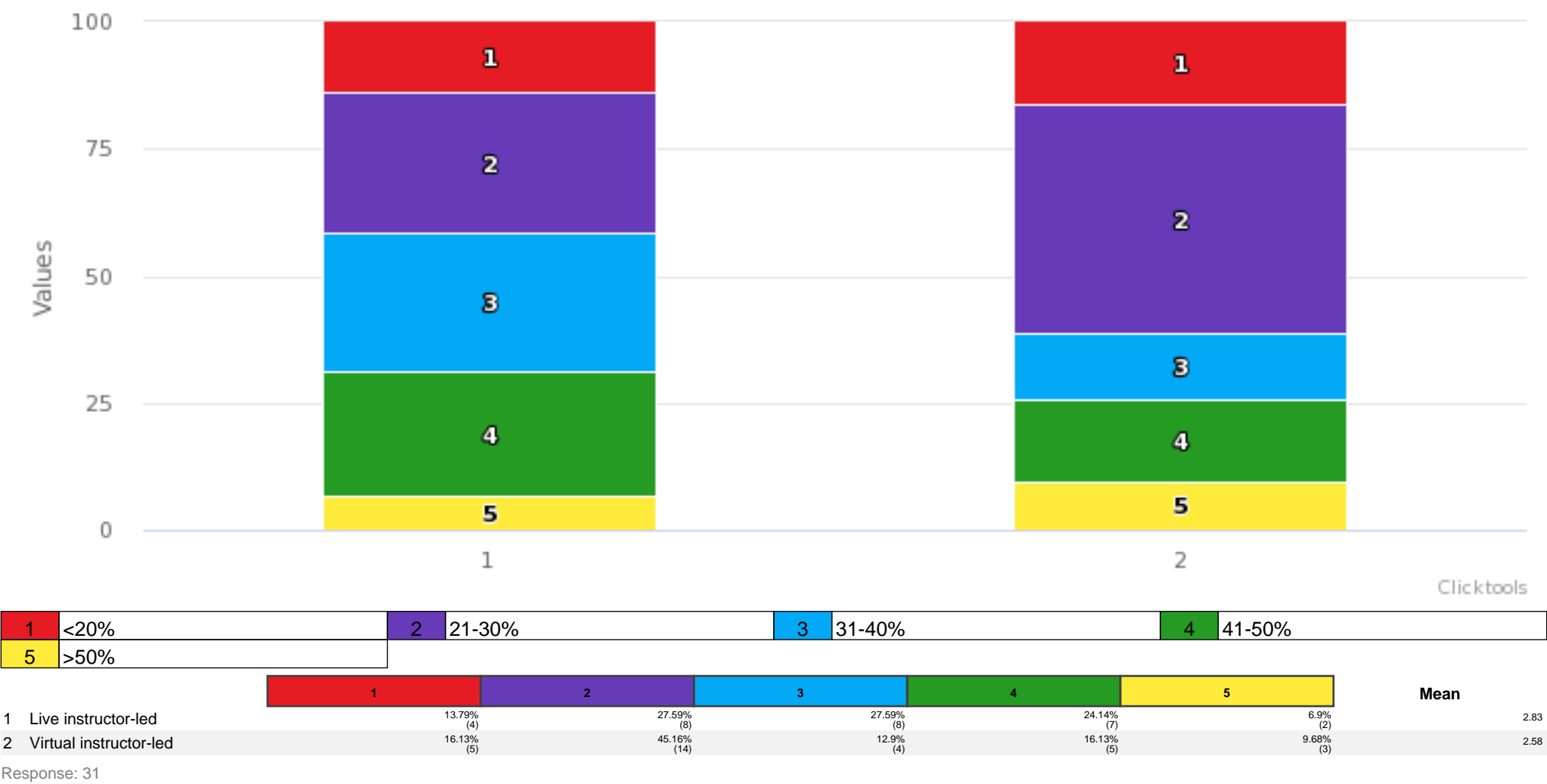
Response: 31

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	22.58% (7)	2 - Offer free or discounted seats to partners	35.48% (11)
3 - Offer free seats for internal employees	51.61% (16)	4 - Cancel	74.19% (23)
5 - Try to rebook on other dates	80.65% (25)	6 - Give advance warning that the class is in jeopardy	45.16% (14)
7 - Offer alternative services	25.81% (8)	8 - Postpone the class to allow more students to enrol	54.84% (17)
9 - Move to a date when low enrollment is less of a problem	25.81% (8)	10 - Other	9.68% (3)

Response: 31

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	9.38% (3)	2 - In our own classrooms	25% (8)
3 - The equipment is shipped	12.5% (4)	4 - Remote access to our own equipment	25% (8)
5 - Virtualized equipment, by our own company	37.5% (12)	6 - Virtualized equipment, provided by a 3rd party vendor	56.25% (18)
7 - Other	6.25% (2)		
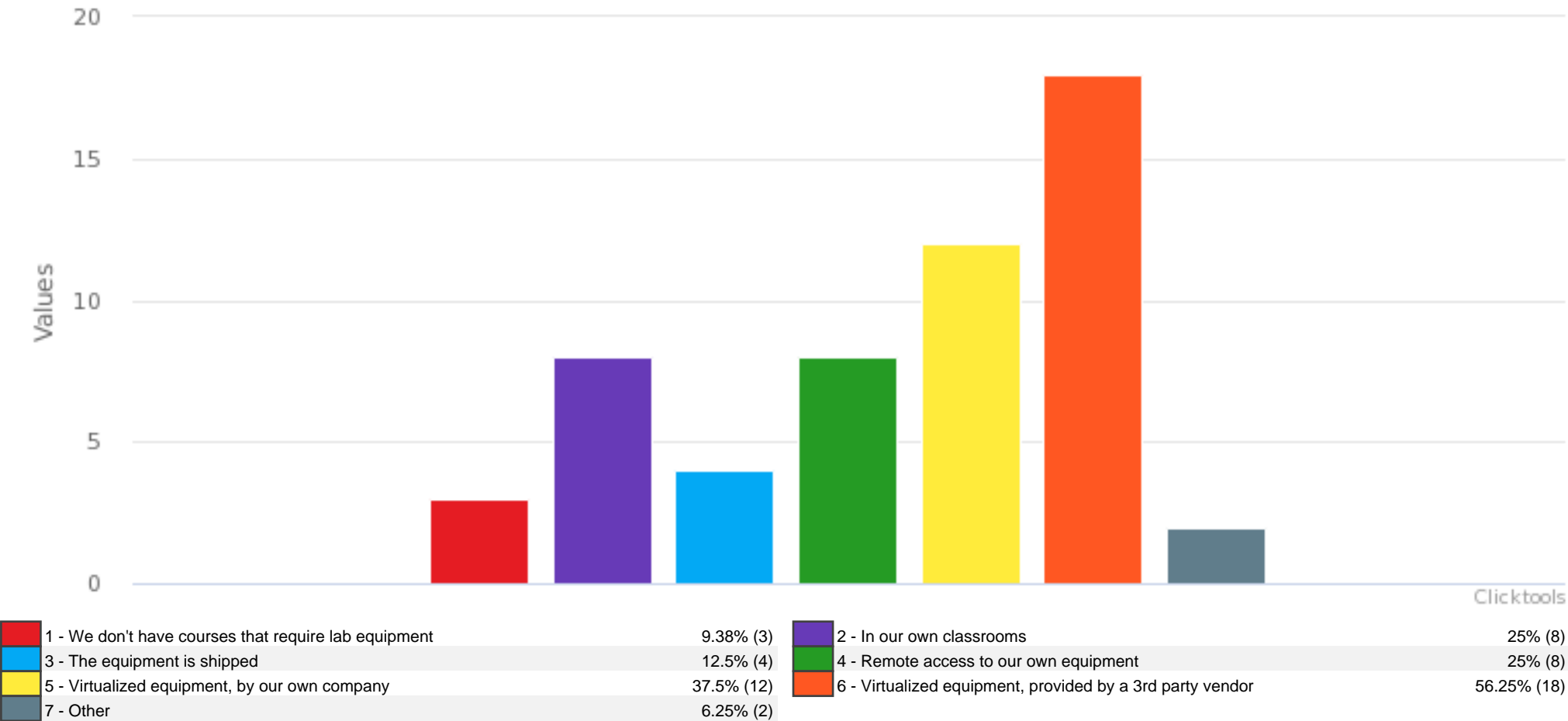
Response: 32

83. For the last fiscal year, what was the lab utilization achievement?
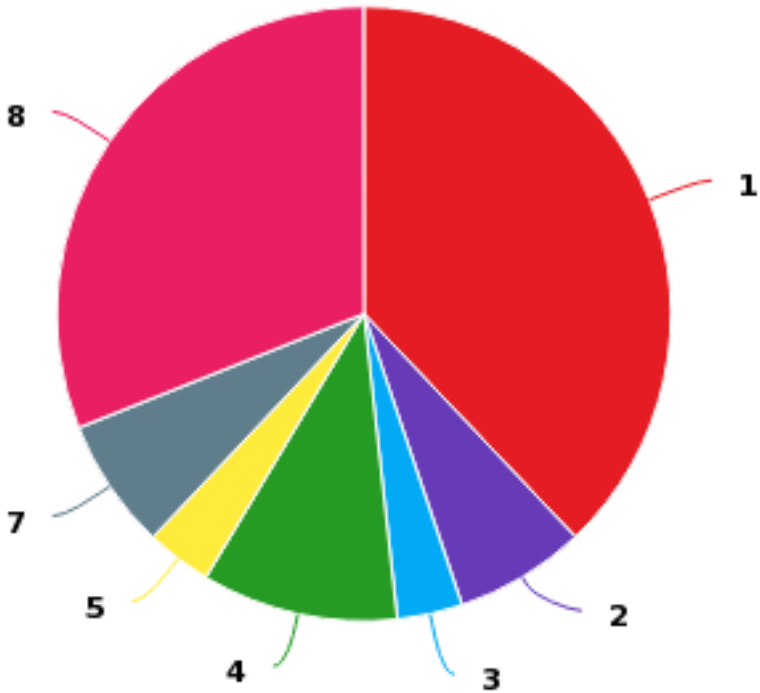
■ 1 - N/A	37.93% (11)	■ 2 - <20%	6.9% (2)
■ 3 - 21-30%	3.45% (1)	■ 4 - 31-40%	10.34% (3)
■ 5 - 41-50%	3.45% (1)	■ 6 - 51-60%	0% (0)
■ 7 - 61-70%	6.9% (2)	■ 8 - >70%	31.03% (9)

Mean: 4.17

Response: 29

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	4.79	10.42	288.17	120.29	101.79	441.88	7,328.88	2,803.96	625
Highest	70	250	4,500	1,500	800	6,000	75,000	42,000	15,000
Lowest	0	0	0	0	0	0	75	0	0
Standard deviation	16.12	51.03	932	341.28	217.26	1,230.93	15,467.77	9,483.03	3,061.86

Response: 24

85. What percentage of your classes are custom offerings (requires use of/portions of multiple existing courses) to address specific requests and needs?
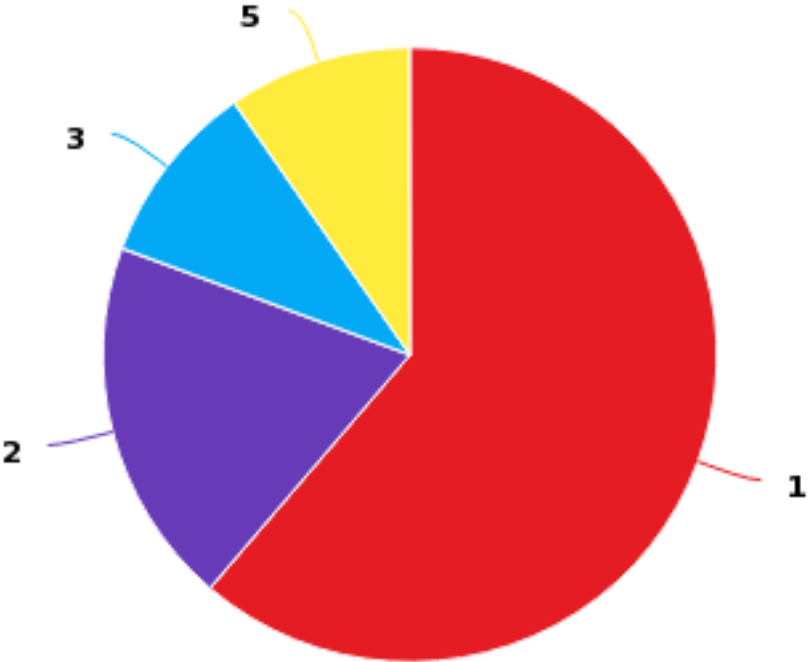
■ 1 - <20%	61.29% (19)	■ 2 - 26-50%	19.35% (6)
■ 3 - 51-75%	9.68% (3)	■ 4 - >75%	0% (0)
■ 5 - We do not provide	9.68% (3)		

Mean: 1.77

Response: 31

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?
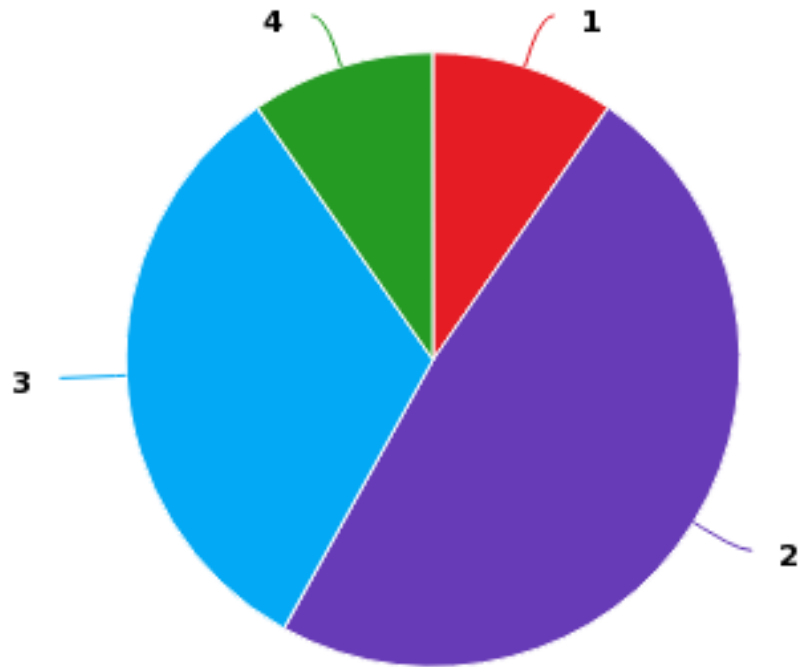
■ 1 - 15 days or less	9.68% (3)	■ 2 - 16-30 days	48.39% (15)
■ 3 - 31-45 days	32.26% (10)	■ 4 - 46-60 days	9.68% (3)
■ 5 - more than 60 days	0% (0)		

Mean: 2.42

Response: 31

87. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?
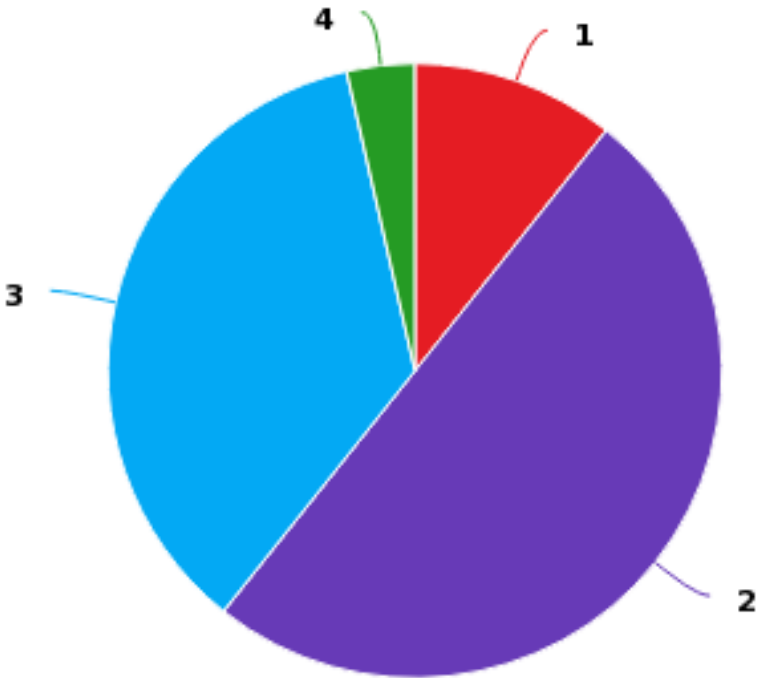
■ 1 - 5 or less	10.71% (3)	■ 2 - 6-10	50% (14)
■ 3 - 11-15	35.71% (10)	■ 4 - 16-19	3.57% (1)
■ 5 - 20 or more	0% (0)		

Mean: 2.32

Response: 28

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

■	1 - Virtual Labs such as ReadyTech or Skytap	68.57% (24)
■	3 - CRM to manage all customer and opportunities	48.57% (17)
■	5 - LMS (Learning Management System) such as Saba or Cornerstone	85.71% (30)
■	7 - Authoring Systems/Content Development such as Camtasia, Captivate, Storyline or Lectora	77.14% (27)
■	9 - Social Learning Platform	8.57% (3)
■	11 - Resourcing/instructor Planning and Tracking	34.29% (12)
■	13 - Certification security/proctoring suchas ProctorU, Caveon, Kryterion	25.71% (9)
■	15 - Gamification/Serious Games engine such as Unity	11.43% (4)
■	17 - Training Evaluations (L1-L4 Kirkpatrick) such as Metrics that Matter	40% (14)
■	19 - Analytics and Dashboards for KPI such as Tableau or Business Objects	42.86% (15)

■	2 - Virtual Classroom such as GoTo, WebEx, Skype or Zoom	97.14% (34)
■	4 - TMS (Training Management System) such as Administrate	25.71% (9)
■	6 - LCMS (Learning Content Management System) such as Xyleme	22.86% (8)
■	8 - LXP (Learner Experience Platform) such as Degreed or Valamis	20% (7)
■	10 - Virtual Reality/Augmented Reality	2.86% (1)
■	12 - Certification Delivery such as Prometric, Pearson, Kryterion, Questionmark	54.29% (19)
■	14 - Digital badging such as Acclaim/Credly	62.86% (22)
■	16 - Performance Support such as Whatfix, WalkMe, Pendo	14.29% (5)
■	18 - Digital Rights Management	25.71% (9)
■	20 - Other	5.71% (2)

89. Approximately, what percentage of your expense budget is spent on these tools?
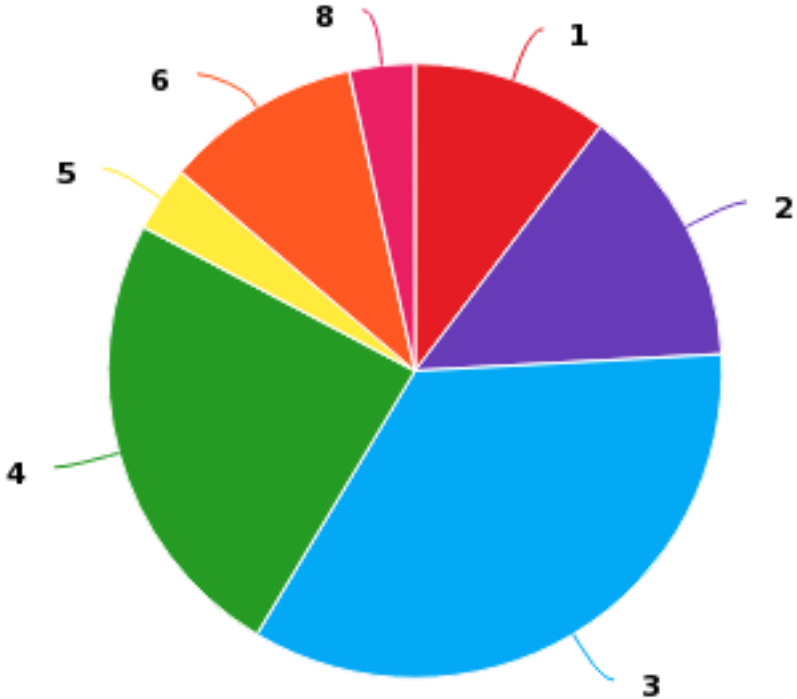
■ 1 - <3%	10.34% (3)	■ 2 - 3-6%	13.79% (4)
■ 3 - 7-10%	34.48% (10)	■ 4 - 11-20%	24.14% (7)
■ 5 - 21-30%	3.45% (1)	■ 6 - 31-40%	10.34% (3)
■ 7 - 41-50%	0% (0)	■ 8 - >50%	3.45% (1)

Mean: 3.45

Response: 29

90. Does Education Services have a formal course delivery partner program, including Authorized Training Partners who sell and deliver in their name?
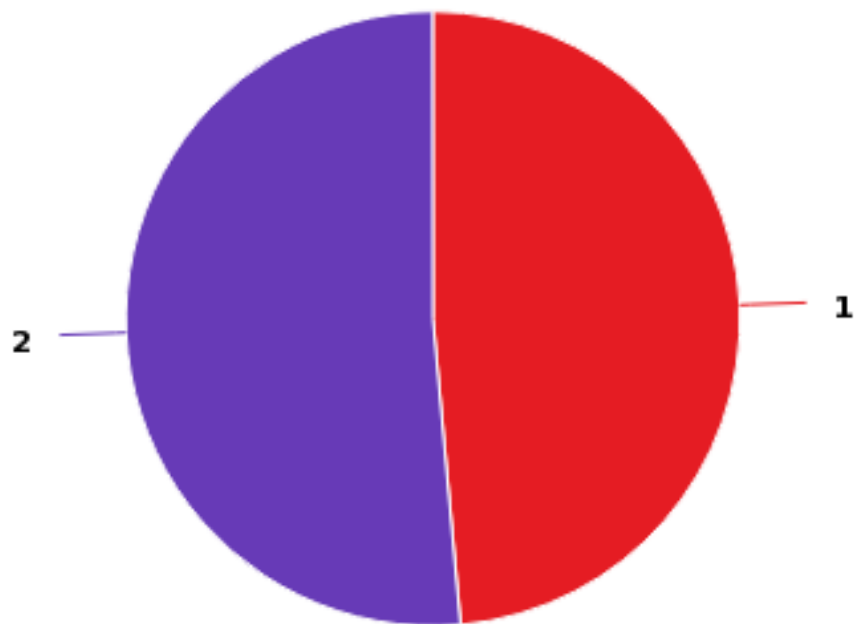
1 - Yes   48.57% (17)   2 - No   51.43% (18)

Mean: 1.51
Response: 35

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	81.82% (9)	18.18% (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)	56% (14)	44% (11)
3	Other	0% (0)	0% (0)
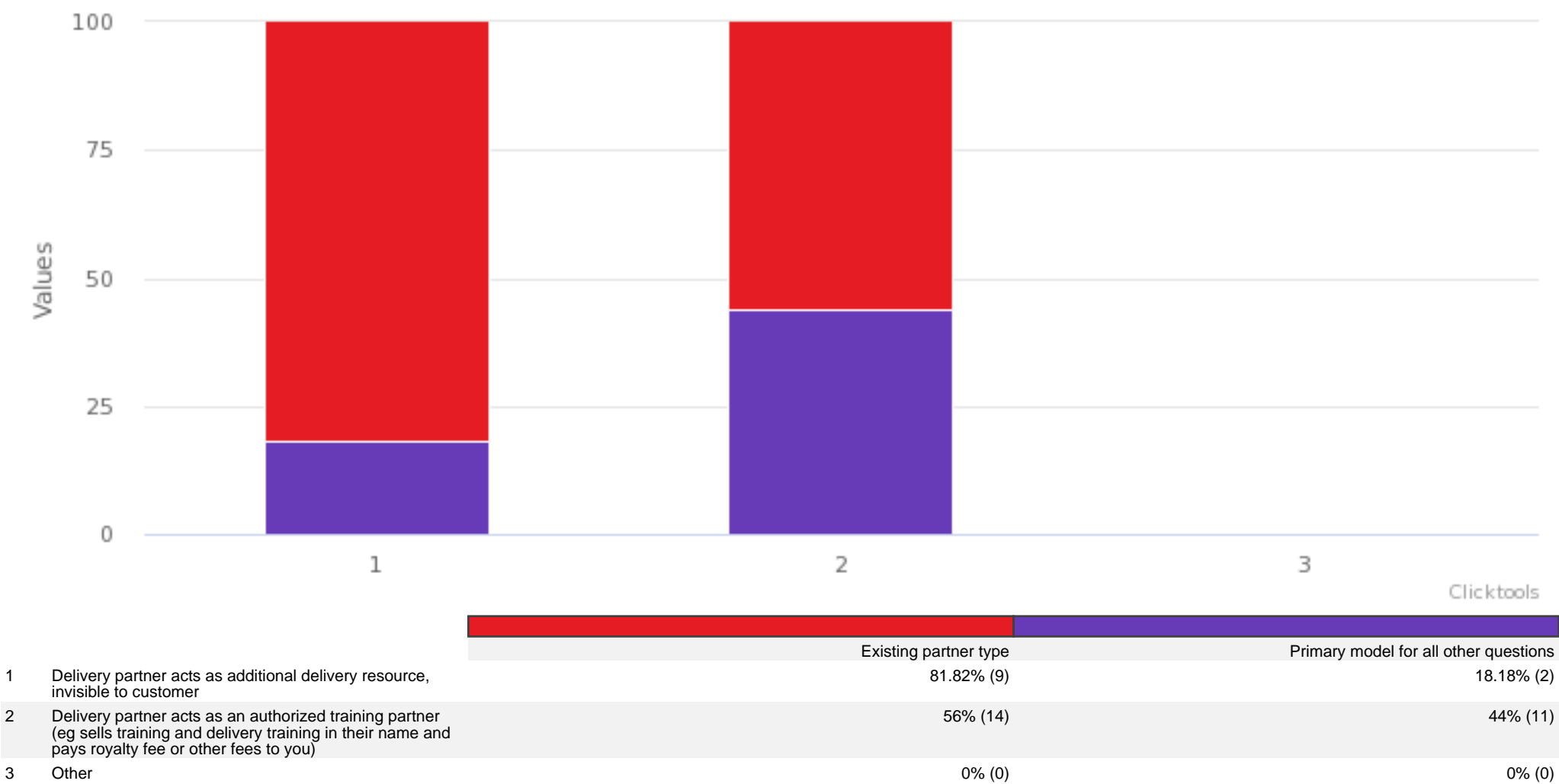
Response: 17

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

1 - Completely outsourced delivery	47.06% (8)	2 - Add additional bandwidth	64.71% (11)
3 - Additional skills	5.88% (1)	4 - Provide translation/localization (eg by native language speakers)	58.82% (10)
5 - Reduce travel cost/time	23.53% (4)	6 - Other	0% (0)
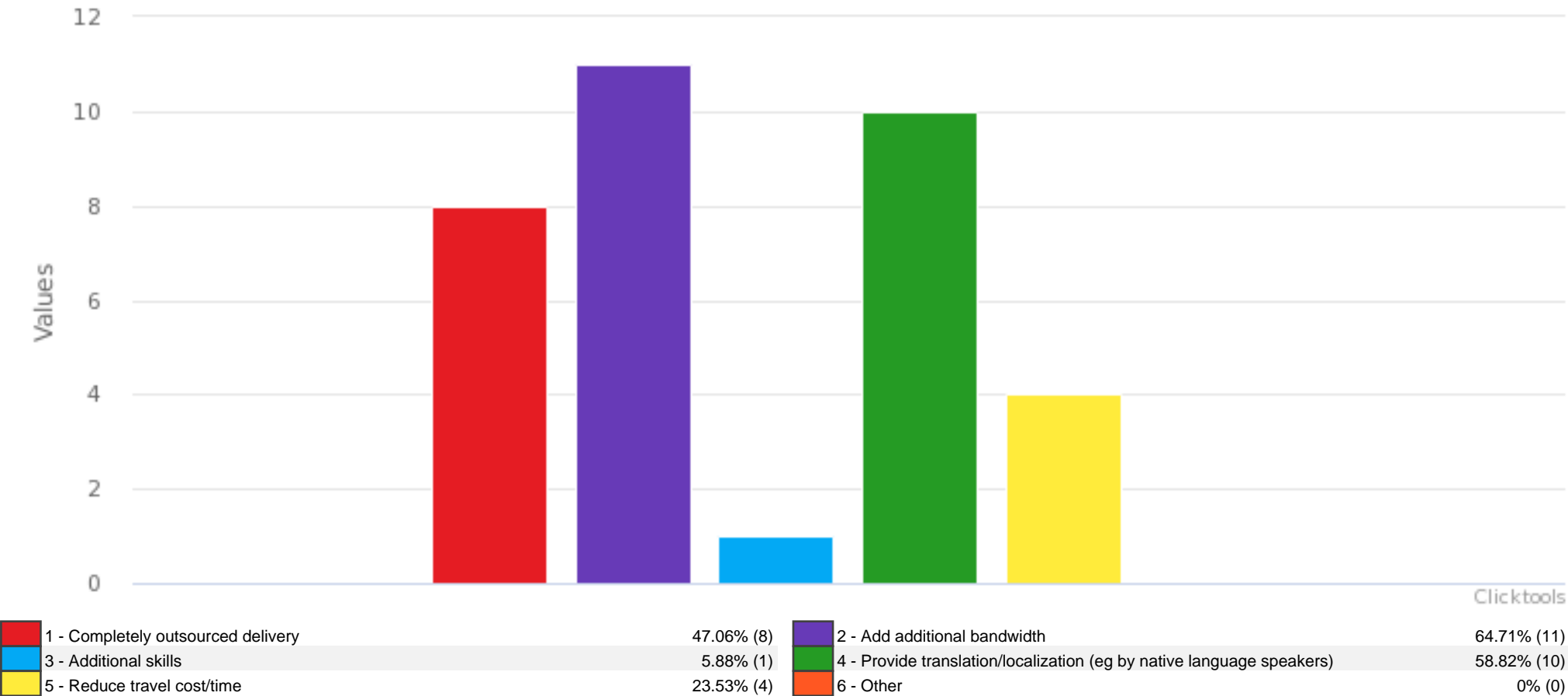
Response: 17

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

	1		25% or less	2	26-50%	3	51-75%	4	More than 75%

		1	2	3	4	Mean
1	Worldwide	31.25% (5)	25% (4)	18.75% (3)	25% (4)	2.38
2	North America	56.25% (9)	6.25% (1)	18.75% (3)	18.75% (3)	2
3	Central and South America	40% (6)	13.33% (2)	26.67% (4)	20% (3)	2.27
4	Europe, Middle East and Africa	25% (4)	6.25% (1)	43.75% (7)	25% (4)	2.69
5	Asia/Pacific	31.25% (5)	18.75% (3)	25% (4)	25% (4)	2.44
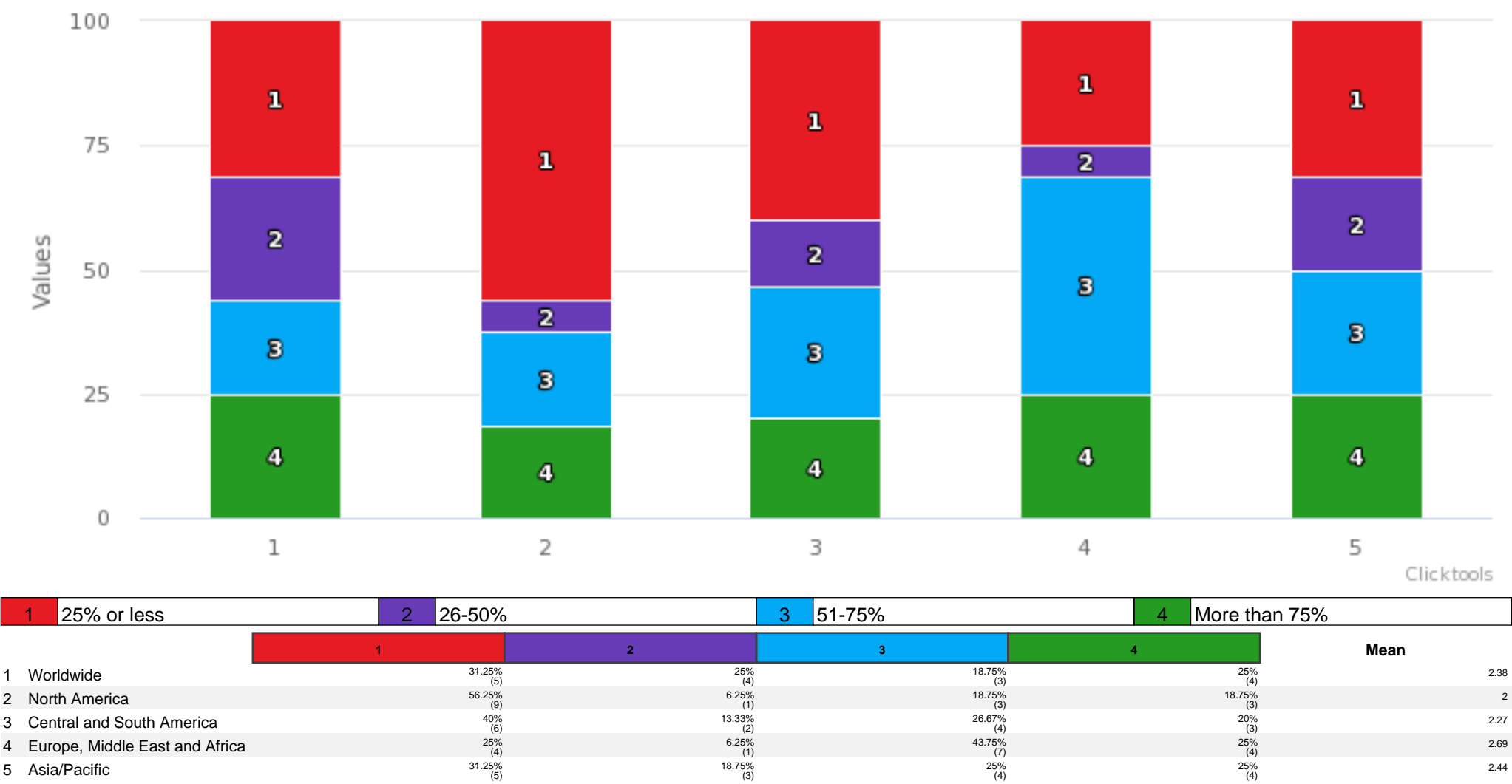
Response: 17

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	66.67% (10)	2 - Product Distributors/VADs	40% (6)
3 - Independent training organizations	93.33% (14)	4 - Services/Implementation Partners	53.33% (8)
5 - Individual contractors/freelancers	53.33% (8)	6 - Other	0% (0)
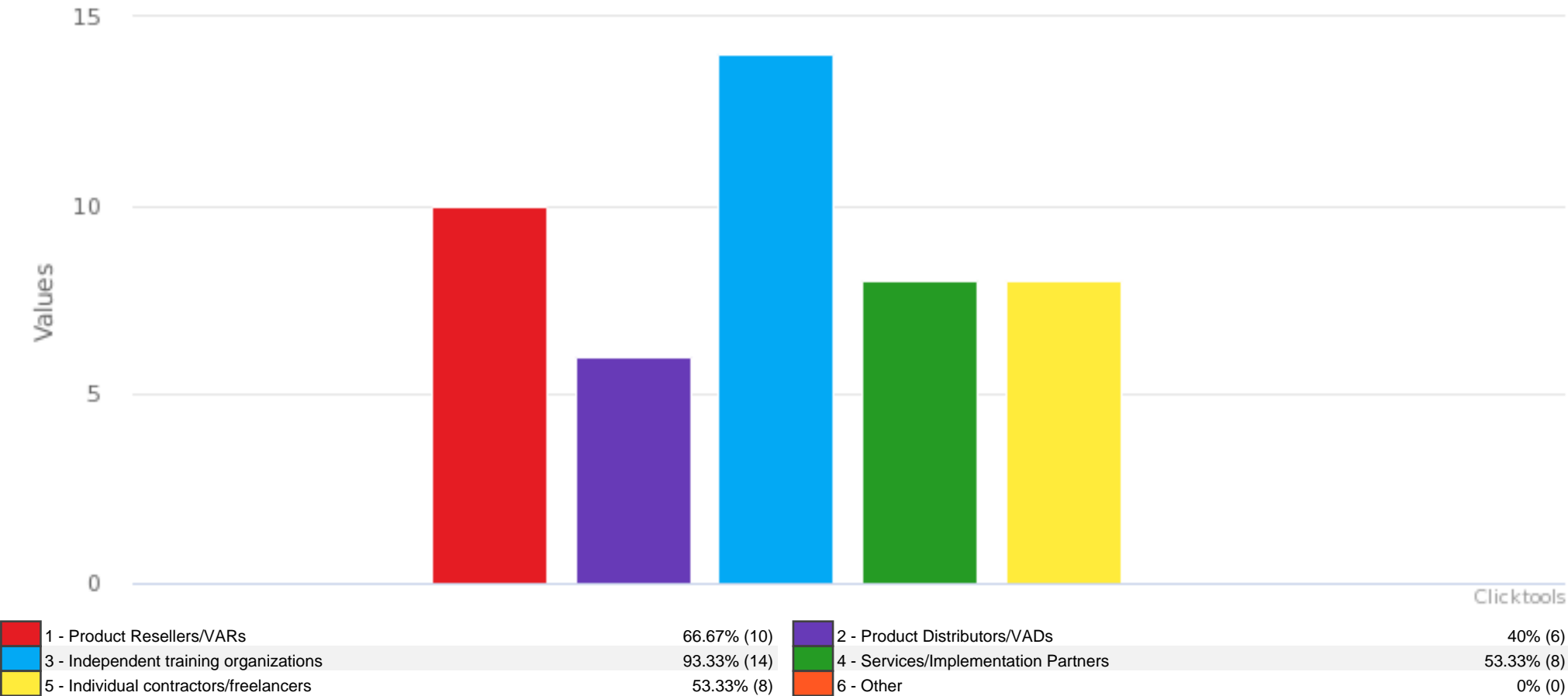
Response: 15

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	35.86	8.14	3.5	36.93	8.5
Highest	170	50	10	300	50
Lowest	0	0	0	0	0
Standard deviation	54.88	13.46	3.46	78.19	12.71

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

|			
■ 1 - Pay per use of the instructor	53.33% (8)	■ 2 - Recurring fixed fee licensing	40% (6)
■ 3 - Per seat revenue sharing	53.33% (8)	■ 4 - Training kit/unit based materials fee	46.67% (7)
■ 5 - Other	6.67% (1)		
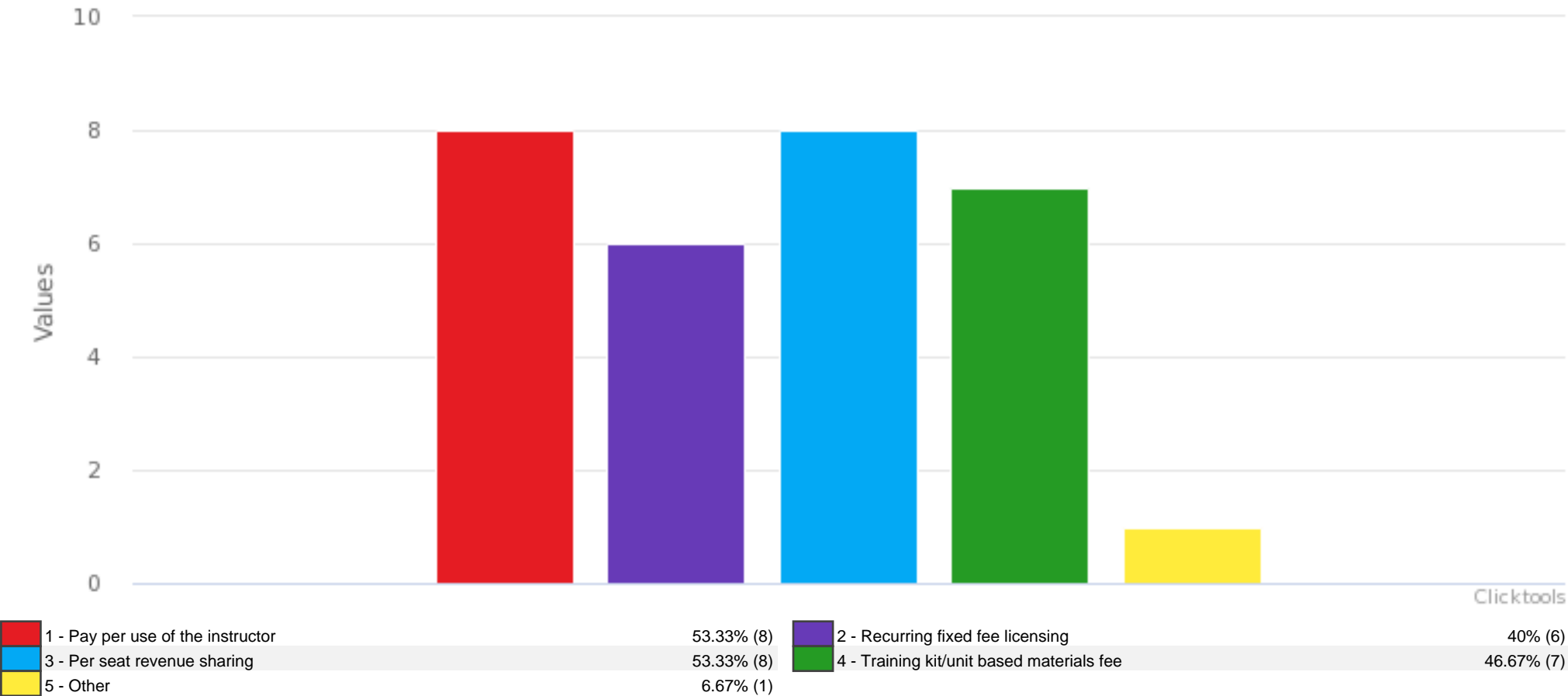
Response: 15

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	9.09% (1)	36.36% (4)	18.18% (2)	18.18% (2)	0% (0)	0% (0)	9.09% (1)	0% (0)	0% (0)	0% (0)	9.09% (1)	3.73
2	North America	23.08% (3)	38.46% (5)	15.38% (2)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.69% (1)	2.92
3	Central and South America	15.38% (2)	30.77% (4)	15.38% (2)	15.38% (2)	0% (0)	0% (0)	0% (0)	7.69% (1)	0% (0)	0% (0)	15.38% (2)	4.15
4	Europe, Middle East and Africa	7.14% (1)	28.57% (4)	21.43% (3)	28.57% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	7.14% (1)	7.14% (1)	3.93
5	Asia/Pacific	8.33% (1)	33.33% (4)	25% (3)	16.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	8.33% (1)	0% (0)	8.33% (1)	3.75

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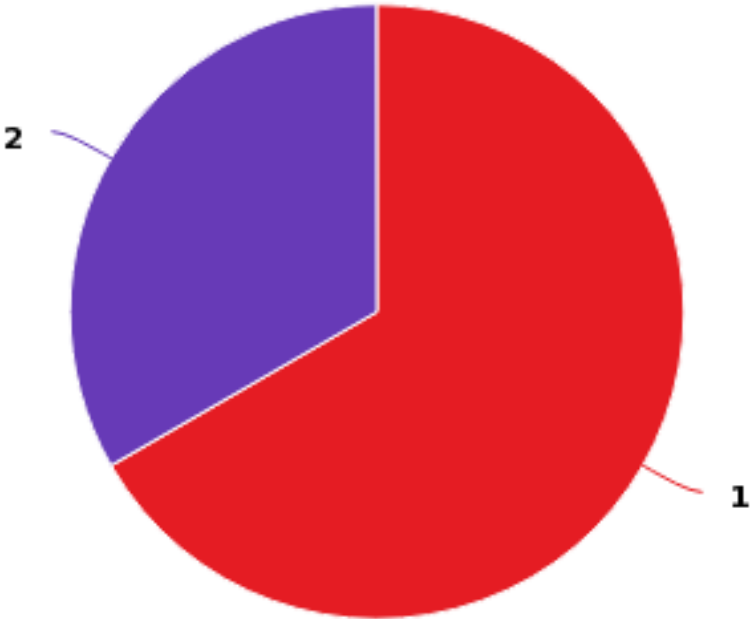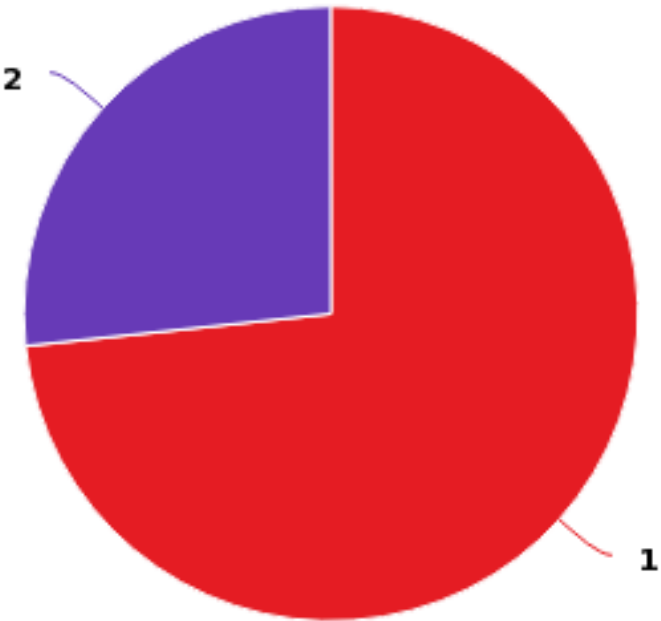

■ 1 - Yes	66.67% (10)	■ 2 - No	33.33% (5)

Mean: 1.33
Response: 15

99. Do you allow Delivery partners to resell subscriptions?

■ 1 - Yes	73.33% (11)	■ 2 - No	26.67% (4)

Mean: 1.27
Response: 15

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

■ 1 - Yes	20% (3)	■ 2 - No	80% (12)
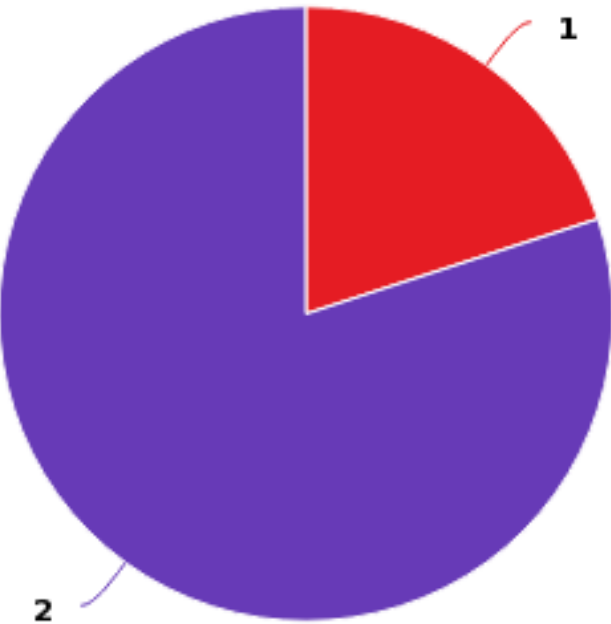
Mean: 1.8
Response: 15

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

2
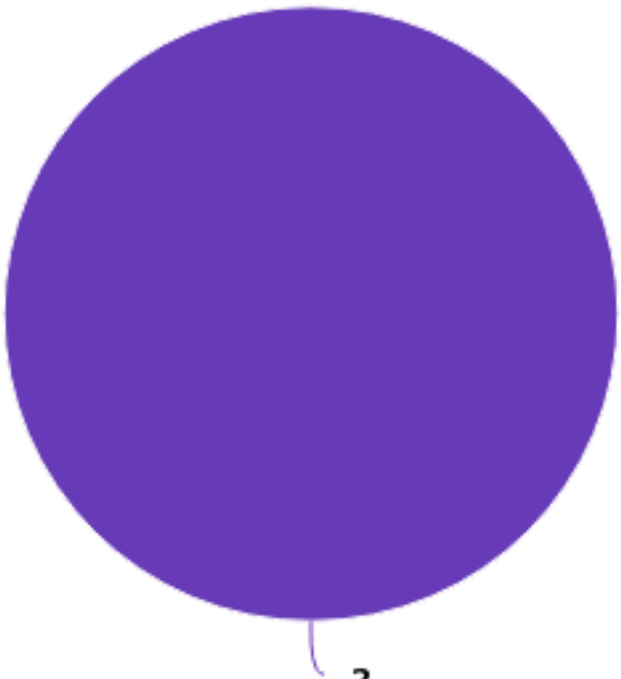
🟥 1 - Same fee	0% (0)	🟪 2 - 99-75%	100% (1)
🟦 3 - 74-50%	0% (0)	🟩 4 - Less than 50%	0% (0)

Mean: 2

Response: 1

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

Clicktools

![red] 1 - Yes	73.33% (11)	![purple] 2 - No	26.67% (4)
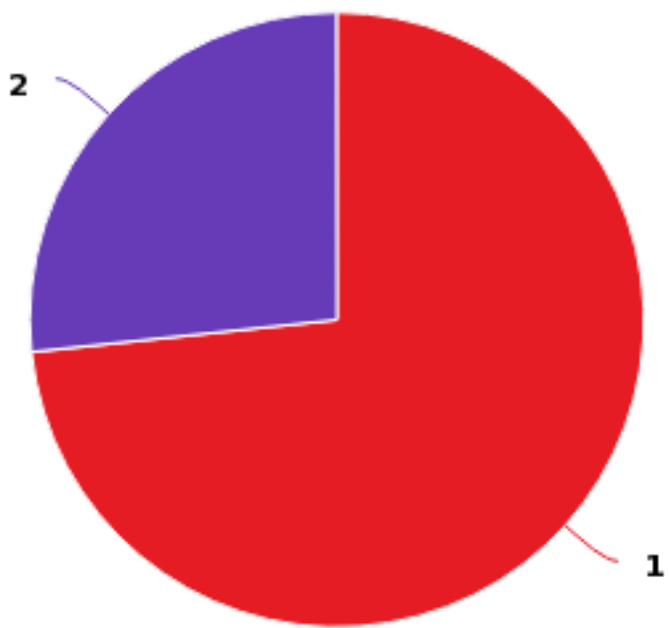
Mean: 1.27
Response: 15

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)	8.33% (1)	
■ 2 - Different countries and regions (for example, partner only delivers in countries where you don´t offer training yourself)	83.33% (10)	
■ 3 - Different products (for example, partner can offer training only on SMB products)	8.33% (1)	
■ 4 - Penalties in case of violations	0% (0)	
■ 5 - Other	16.67% (2)	
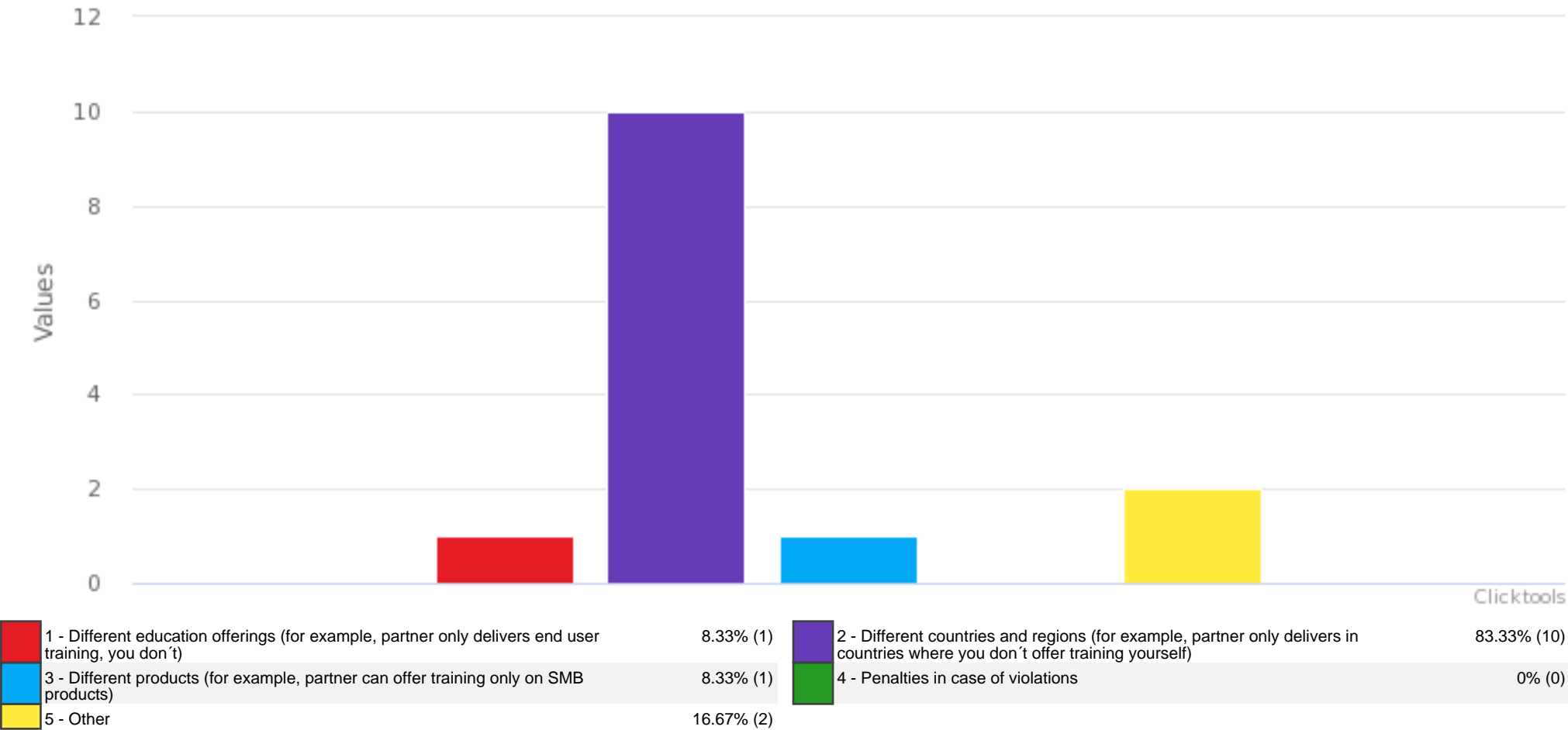
Response: 12

104. Are your training partners allowed to customize content, and if so, what is the fee model?
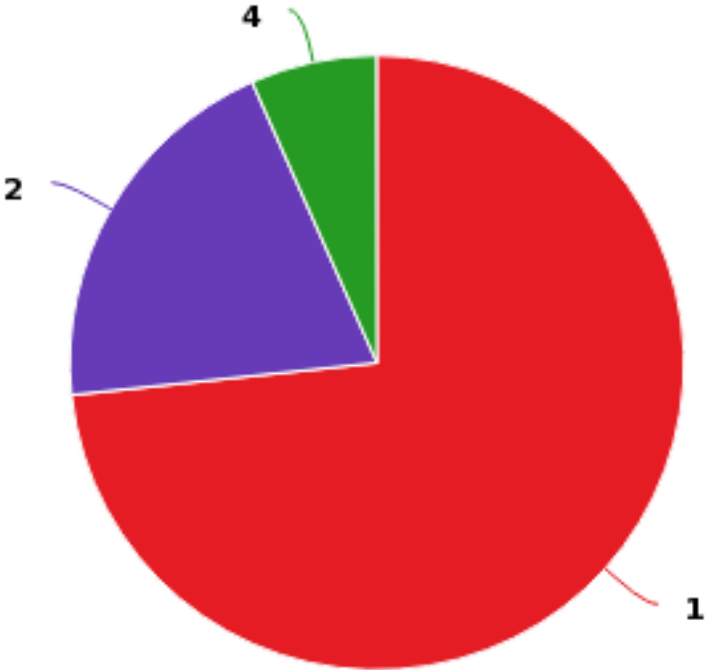
1 - No, not allowed to customize	73.33% (11)	2 - Yes, allowed, and use the same fee model as standard training	20% (3)
3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	4 - Yes, allowed, and use royalty fee based on volume	6.67% (1)
5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	6 - Other	0% (0)

Mean: 1.4

Response: 15

105. Are your training partners allowed to localize content, and if so, what is the fee model?
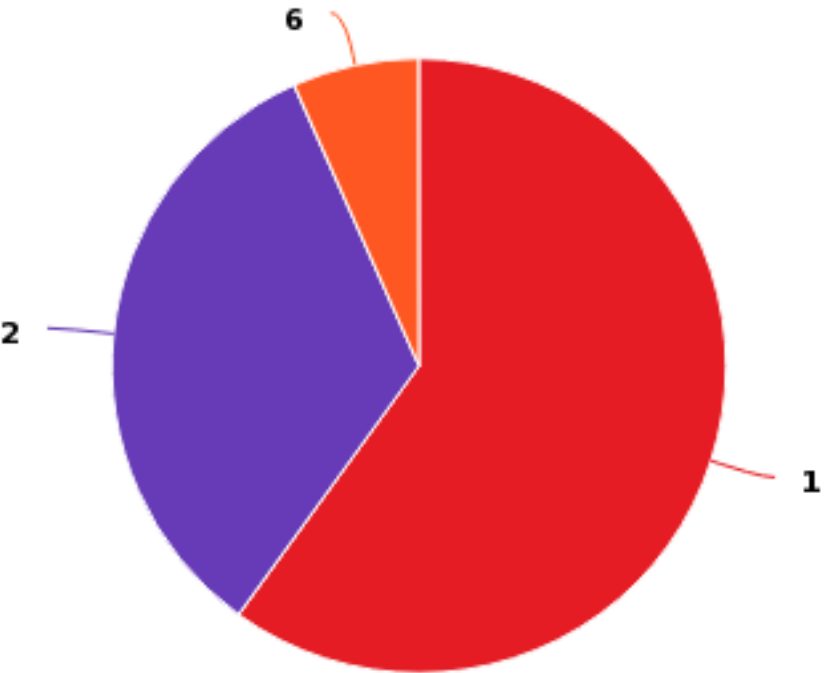
■ 1 - No, not allowed to localize	60% (9)	■ 2 - Yes, allowed, and use the same fee model as standard training	33.33% (5)
■ 3 - Yes, allowed, and use fixed royalty fee for unlimited use	0% (0)	■ 4 - Yes, allowed, and use royalty fee based on volume	0% (0)
■ 5 - Yes, allowed, and use other fee model (please enter it on the next line)	0% (0)	■ 6 - Other	6.67% (1)

Mean: 1.67

Response: 15

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

■ 1 - Trust model	13.33% (2)	■ 2 - Partner has to register students at your LMS	66.67% (10)
■ 3 - Partner has to order kits from you or your vendors	40% (6)	■ 4 - Other	6.67% (1)
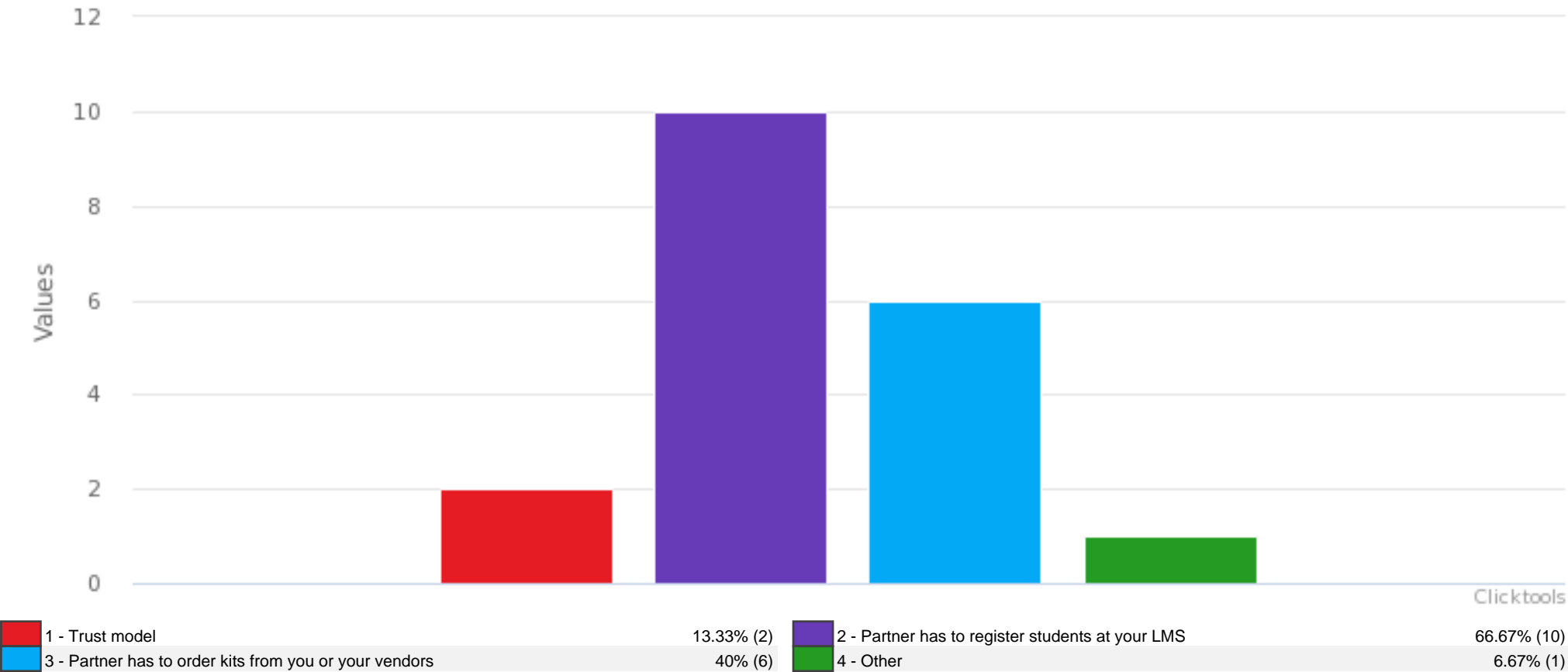
Response: 15

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)?
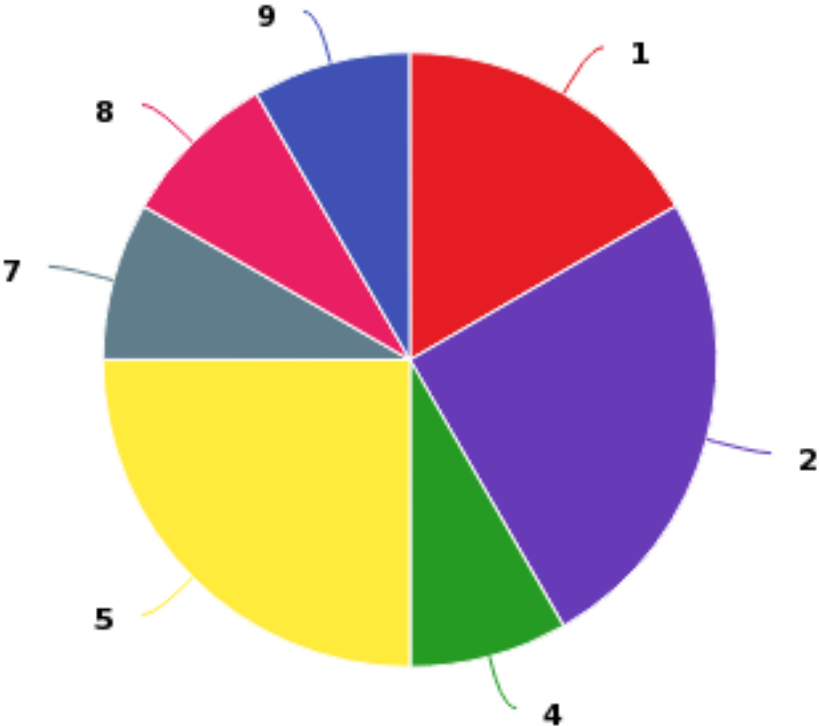
■	1 - < 10%	16.67% (2)	
■	3 - 21-30%	0% (0)	
■	5 - 41-50%	25% (3)	
■	7 - 61-70%	8.33% (1)	
■	9 - 81-90%	8.33% (1)	

■	2 - 10-20%	25% (3)	
■	4 - 31-40%	8.33% (1)	
■	6 - 51-60%	0% (0)	
■	8 - 71-80%	8.33% (1)	
■	10 - > 90%	0% (0)	

Mean: 4.25

Response: 12

108. Do you have a formal academic program?
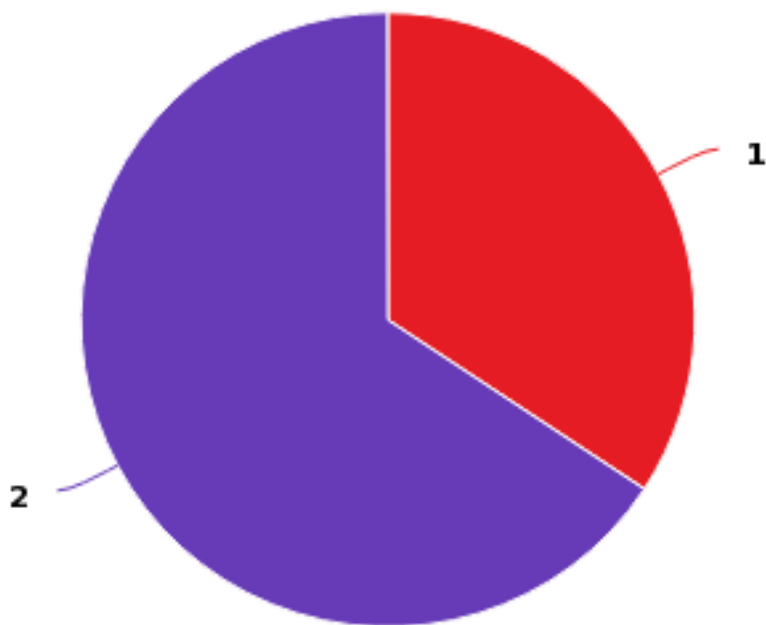
■ 1 - Yes	34.29% (12)	■ 2 - No	65.71% (23)

Mean: 1.66
Response: 35

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

🟥 1 - Extend/expand the reach of Education Services	41.67% (5)	
🟦 3 - Supporting school-to-work programs	0% (0)	
🟨 5 - Seed the market with in-demand skills via academia	25% (3)	

🟪 2 - Establish brand/technical mindshare for future customers and users	83.33% (10)
🟩 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	41.67% (5)
🟧 6 - Other	0% (0)
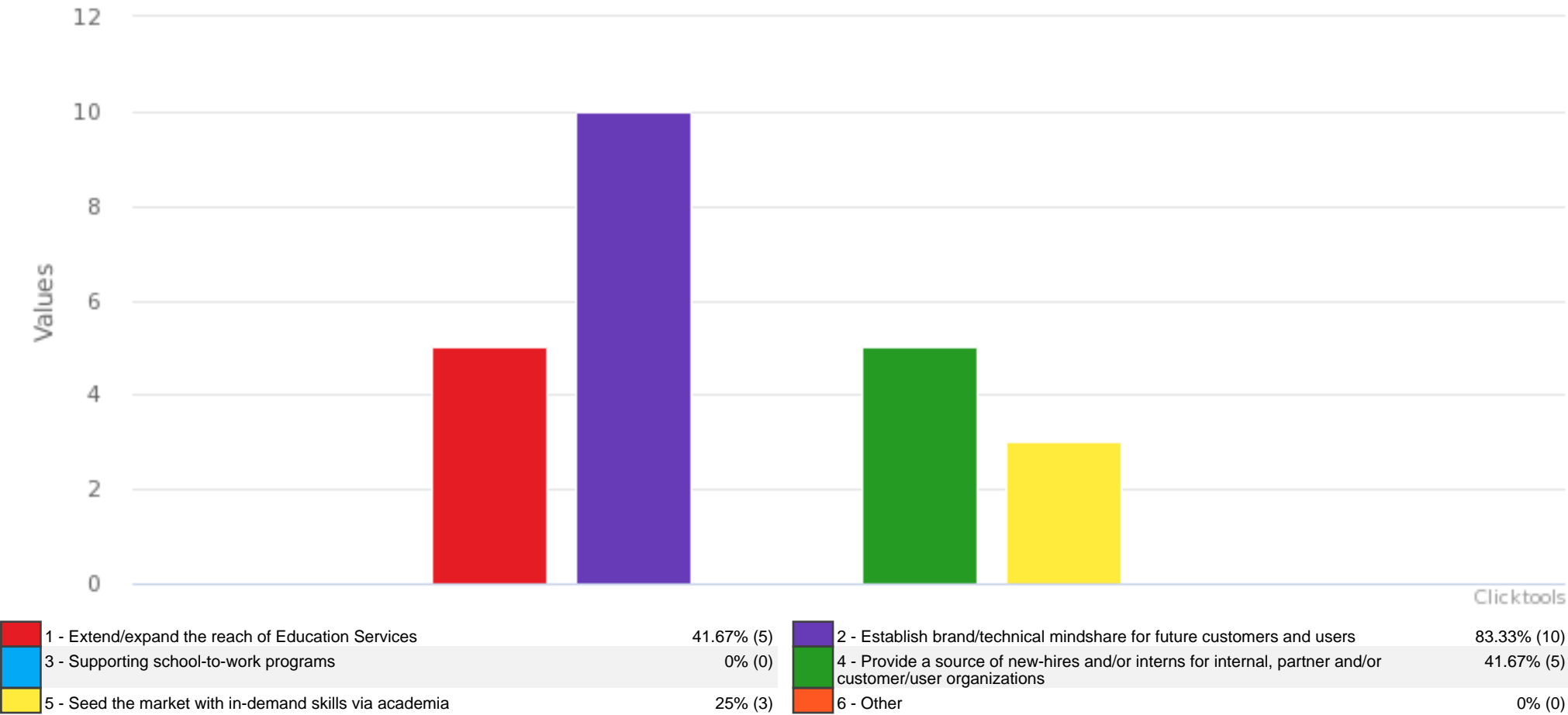
Response: 12

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

■ 1 - Yes	66.67% (8)
■ 2 - No	33.33% (4)

Mean: 1.33
Response: 12
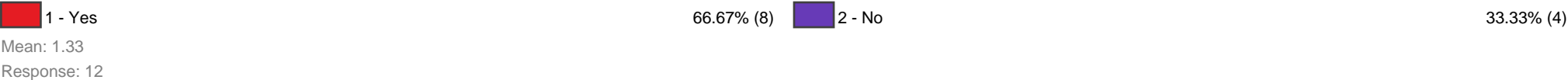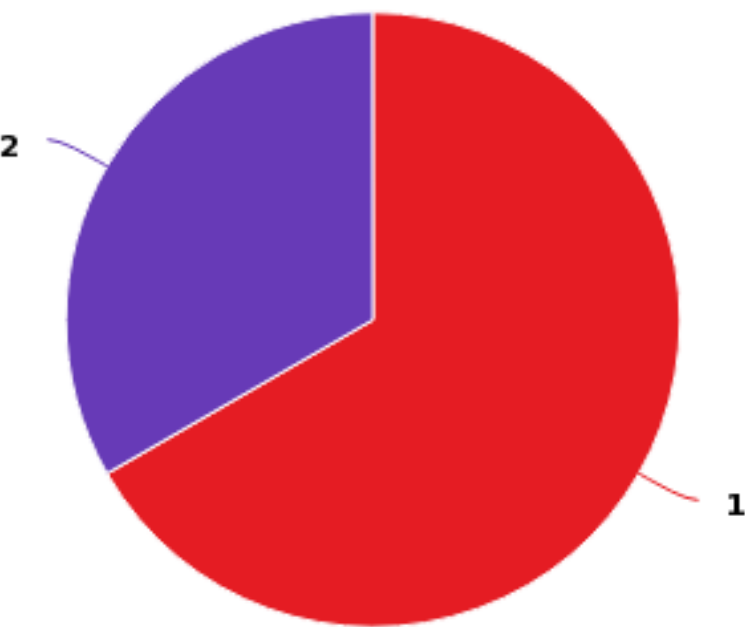
111. How many academic program members do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	603.5	119	17.62	51.38	32.5
Highest	3,000	600	100	300	200
Lowest	1	0	0	0	0
Standard deviation	1,058.4	229.66	36.09	107.56	70.86

Response: 8

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	40% (4)		■ 2 - Vocational/Technical Schools	50% (5)
■ 3 - Associates' programs/2 year colleges or certificates	60% (6)		■ 4 - Bachelors' programs/4 year colleges and universities	90% (9)
■ 5 - Graduate programs/universities	70% (7)		■ 6 - Other	0% (0)
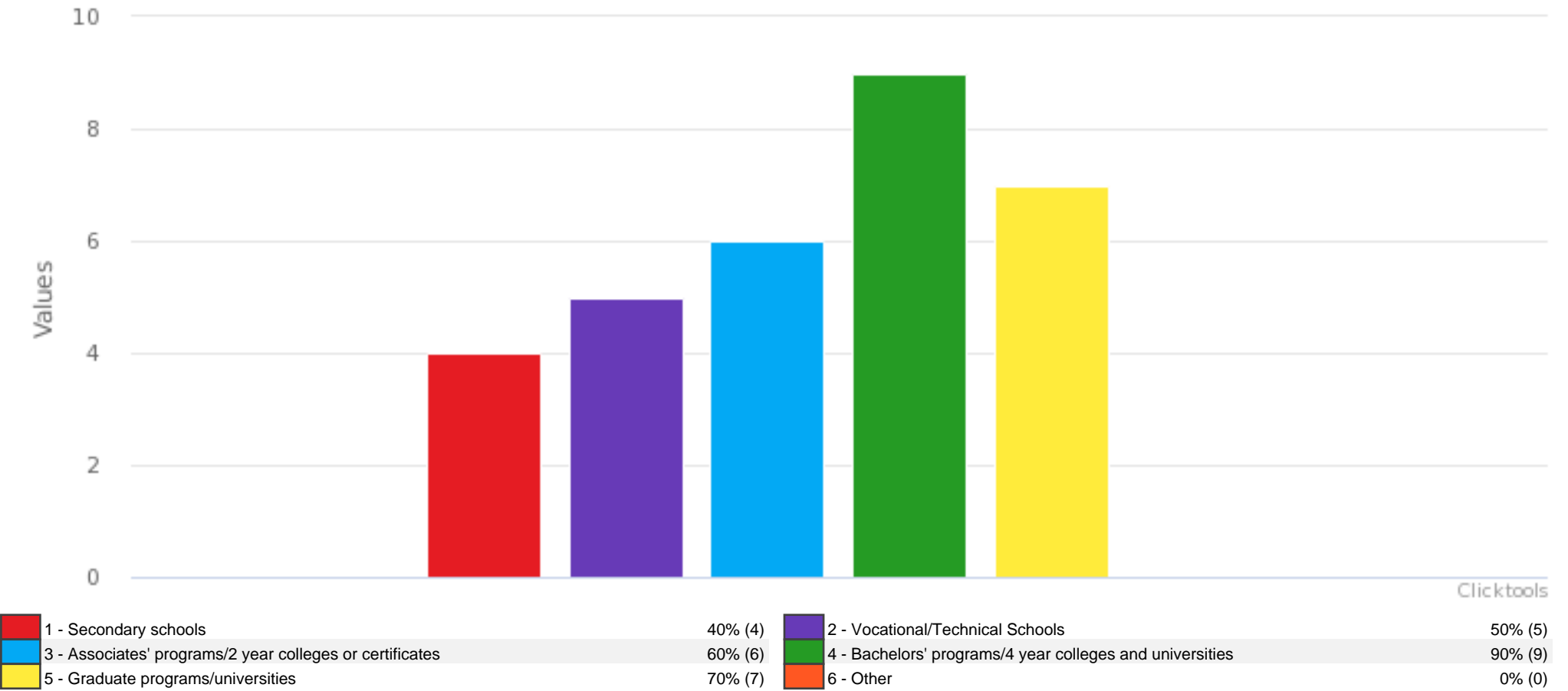
Response: 10

113. What is your academic program business model? Select all that apply.
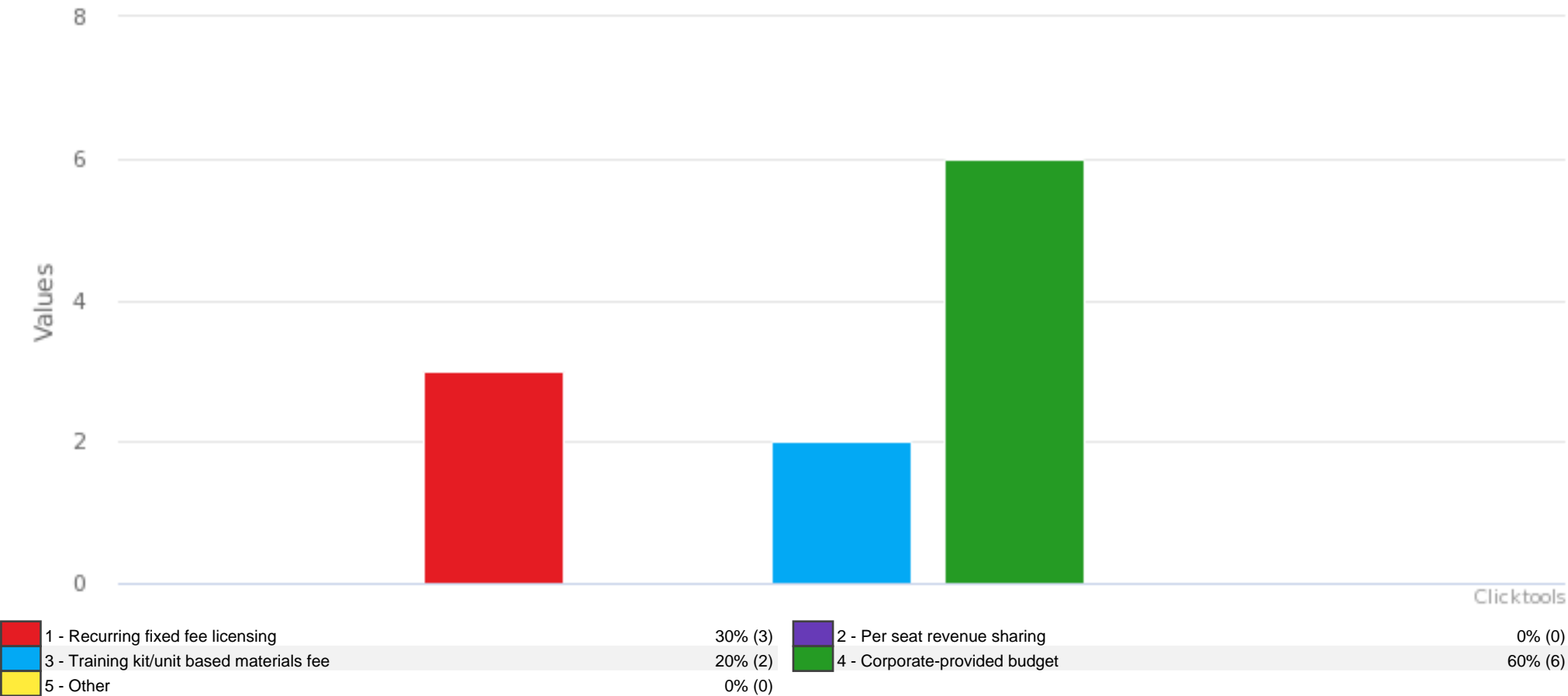
■ 1 - Recurring fixed fee licensing	30% (3)	■ 2 - Per seat revenue sharing	0% (0)
■ 3 - Training kit/unit based materials fee	20% (2)	■ 4 - Corporate-provided budget	60% (6)
■ 5 - Other	0% (0)		

Response: 10

114. Do you use any third-party partners for business development or train-the-trainer purposes as part of your academic program:
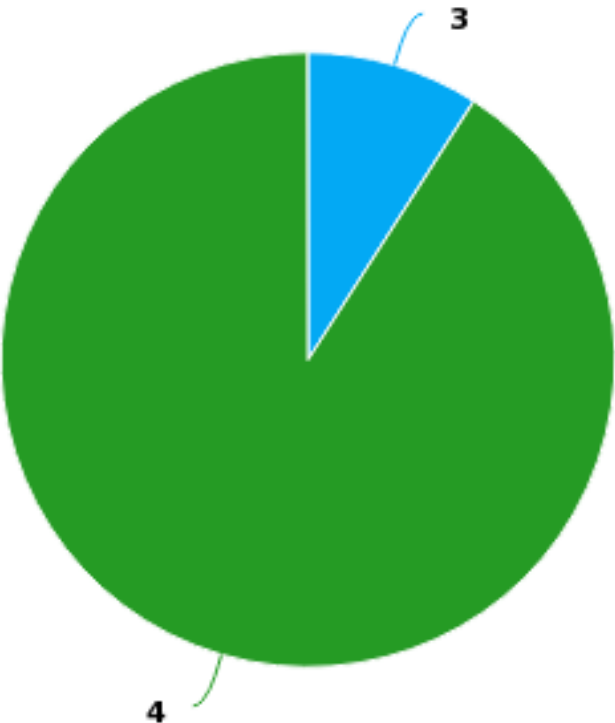
■ 1 - We use third-party partners for business development	0% (0)	■ 2 - We use third-party partners for train-the-trainer	0% (0)
■ 3 - We use third-party partners for business development and train-the-trainer	9.09% (1)	■ 4 - We do not use third-party partners for these	90.91% (10)

Mean: 3.91
Response: 11

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

▮ 1 - Number of member institutions	66.67% (6)	▮ 2 - Number of students trained	77.78% (7)
▮ 3 - Number of students placed in jobs	11.11% (1)	▮ 4 - Number of students certified	77.78% (7)
▮ 5 - Number of accredited educators	11.11% (1)	▮ 6 - Other	0% (0)
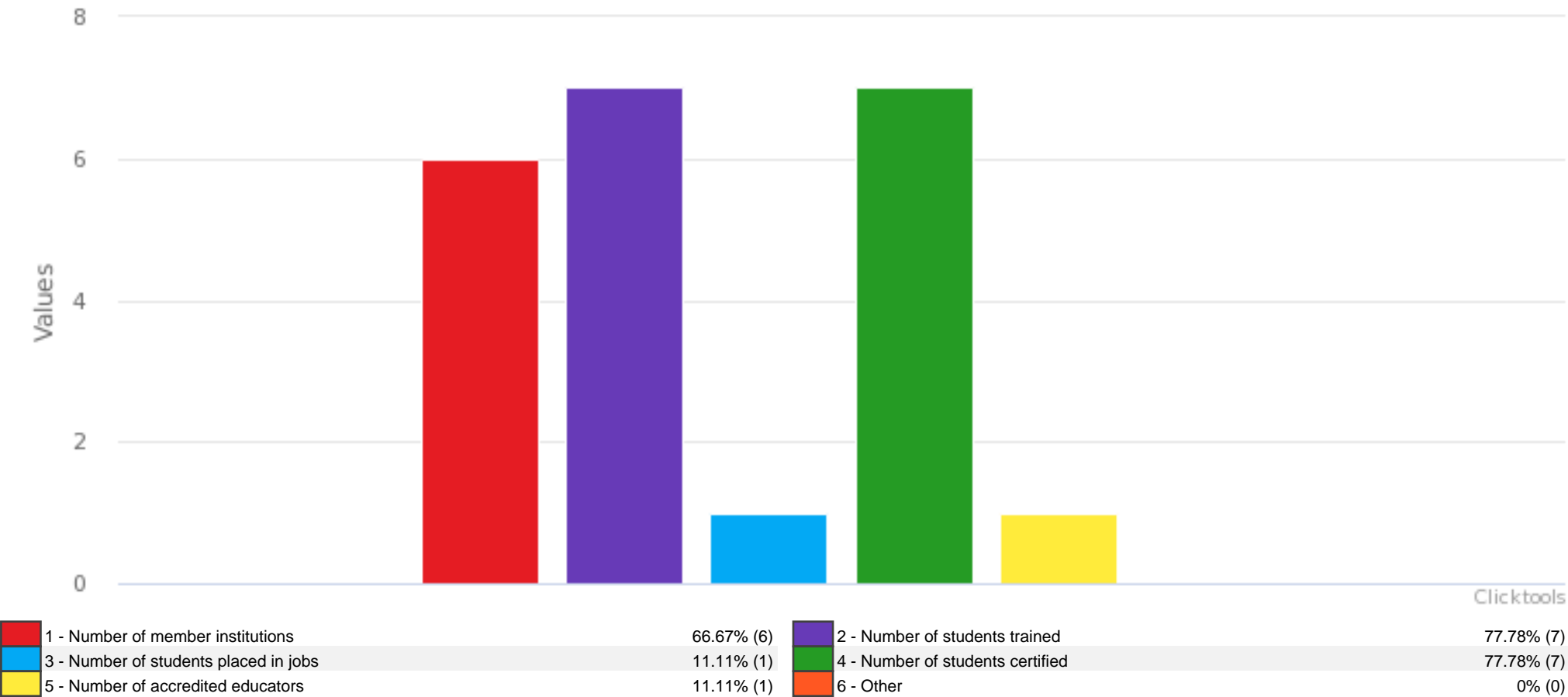
Response: 9

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	70% (7)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	2
2	North America	70% (7)	20% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	1.9
3	Central and South America	70% (7)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.3
4	Europe, Middle East and Africa	70% (7)	20% (2)	0% (0)	0% (0)	10% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
5	Asia/Pacific	77.78% (7)	11.11% (1)	11.11% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
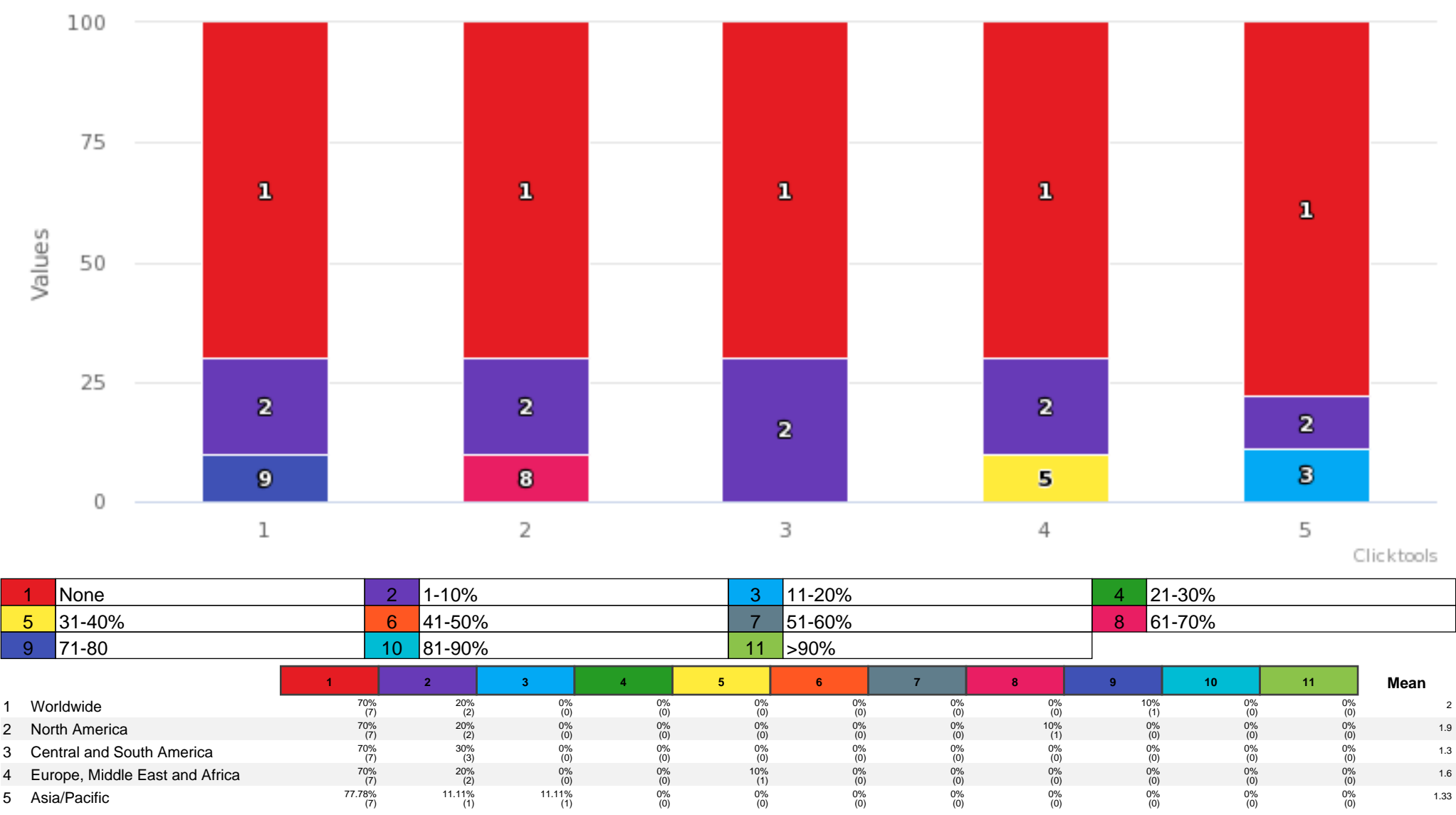
117. Does your company offer a professional certification program on your products and technology?

■ 1 - Yes, for all of our products	8.57% (3)	■ 2 - Yes, for some of our products	80% (28)
■ 3 - No, we don't offer any certification programs	11.43% (4)		

Mean: 2.03

Response: 35

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

■ 1 - Validate partner skills	83.33% (25)	■ 2 - Promoting brand recognition in the industry	66.67% (20)
■ 3 - Creating loyalty in our partner community and customer base	56.67% (17)	■ 4 - Establishing advocacy in the technical community	20% (6)
■ 5 - Creating a social network of support in the technical community	10% (3)	■ 6 - Revenue Generation	20% (6)
■ 7 - Ensure customer satisfaction	26.67% (8)	■ 8 - Enhance our product's value	10% (3)
■ 9 - Other	0% (0)		

Response: 30

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% (6)	0% (0)
2	Sales - Channels/Partners	61.54% (8)	38.46% (5)
3	Presales – Internal Staff/Engineers	70.59% (12)	29.41% (5)
4	Presales – Channel/Partners	70% (14)	30% (6)
5	Post-sales – Internal Service Staff	59.26% (16)	40.74% (11)
6	Post-sales – Channels/Partners	51.35% (19)	48.65% (18)
7	Customers/end users	85.19% (23)	14.81% (4)
8	Students (academic)	100% (8)	0% (0)
9	Other	50% (1)	50% (1)
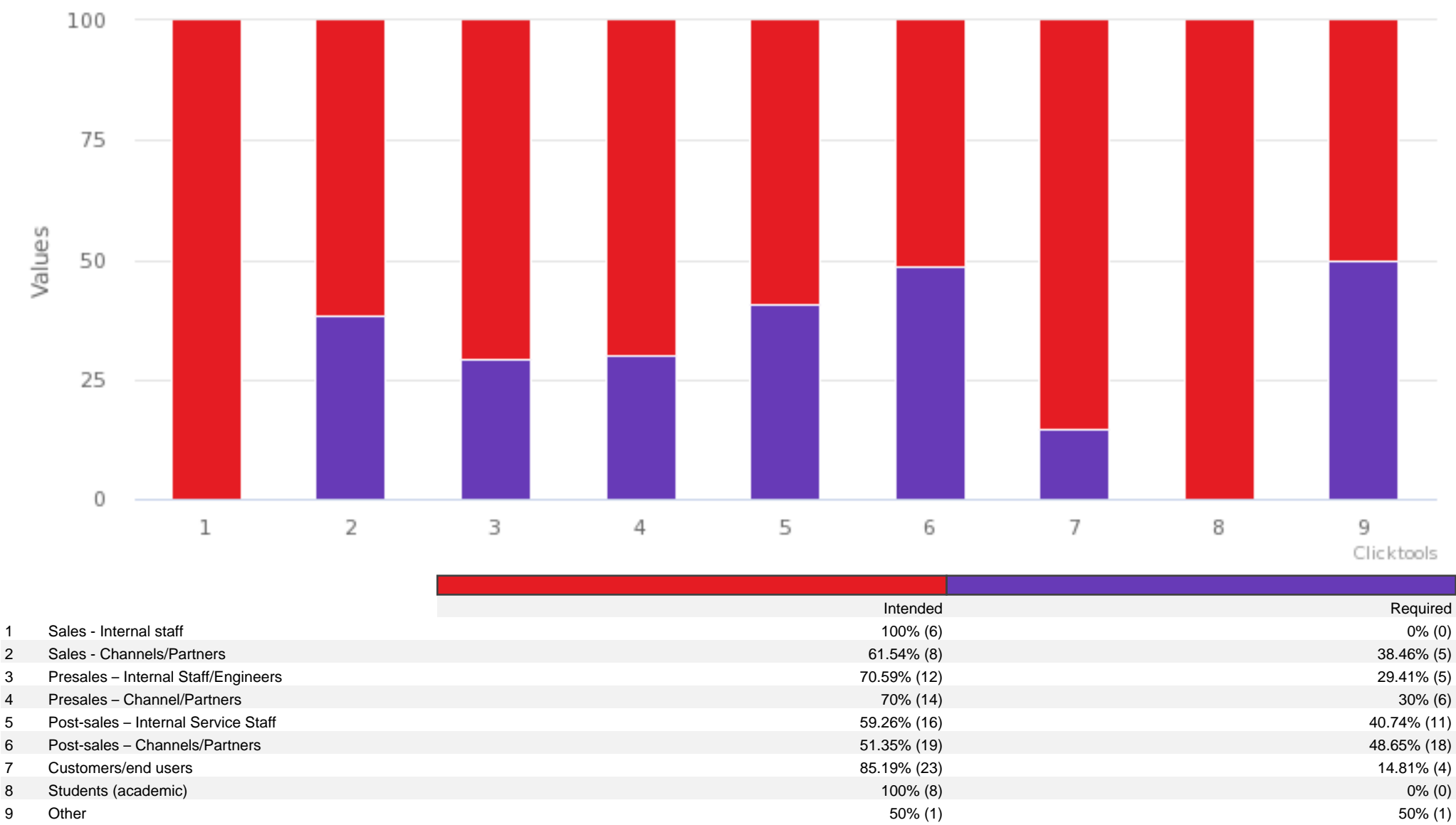
120. How many certification tiers (levels) do most of your programs offer?
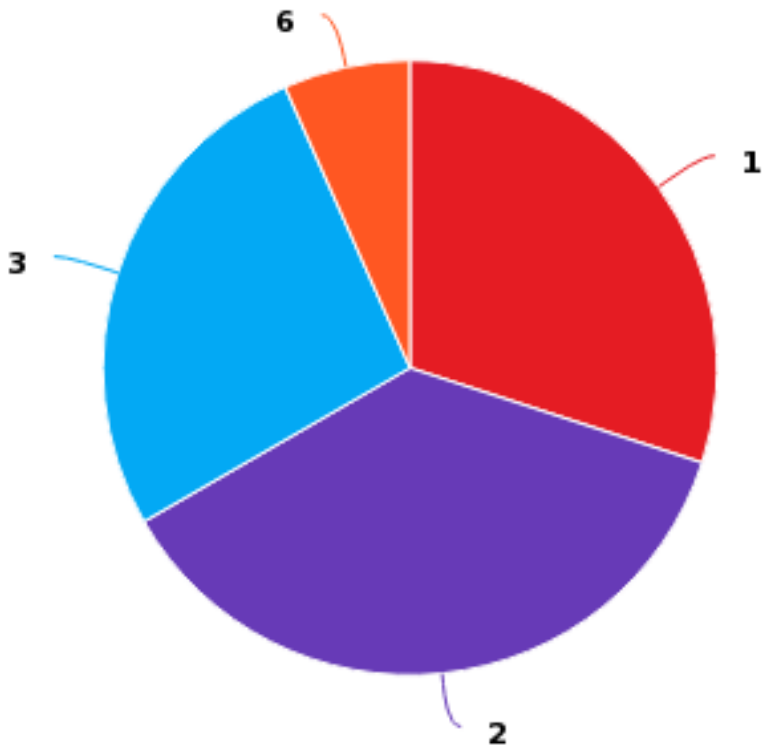
1 - 1	30% (9)	2 - 2	36.67% (11)
3 - 3	26.67% (8)	4 - 4	0% (0)
5 - 5 or more	0% (0)	6 - It varies	6.67% (2)

Mean: 2.23
Response: 30

121. Are your tiers progressive (that is, you must achieve one level to progress to the next)?
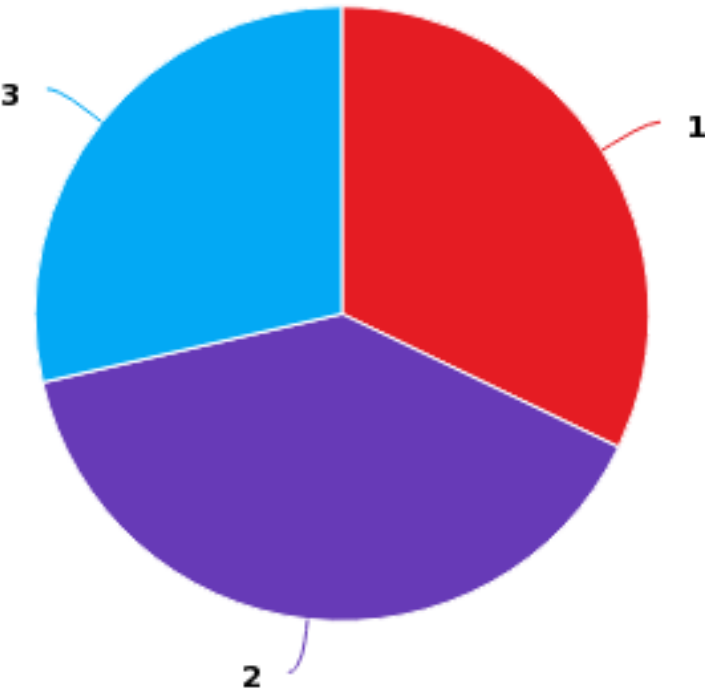
🟥 1 - Yes, for all tiers	32.14% (9)	
🟪 2 - Yes, but only for some tiers		39.29% (11)
🟦 3 - No, you can go directly to the top tier or any point in-between	28.57% (8)	

Mean: 1.96
Response: 28

122. For how long are your certifications valid before requiring a renewal?
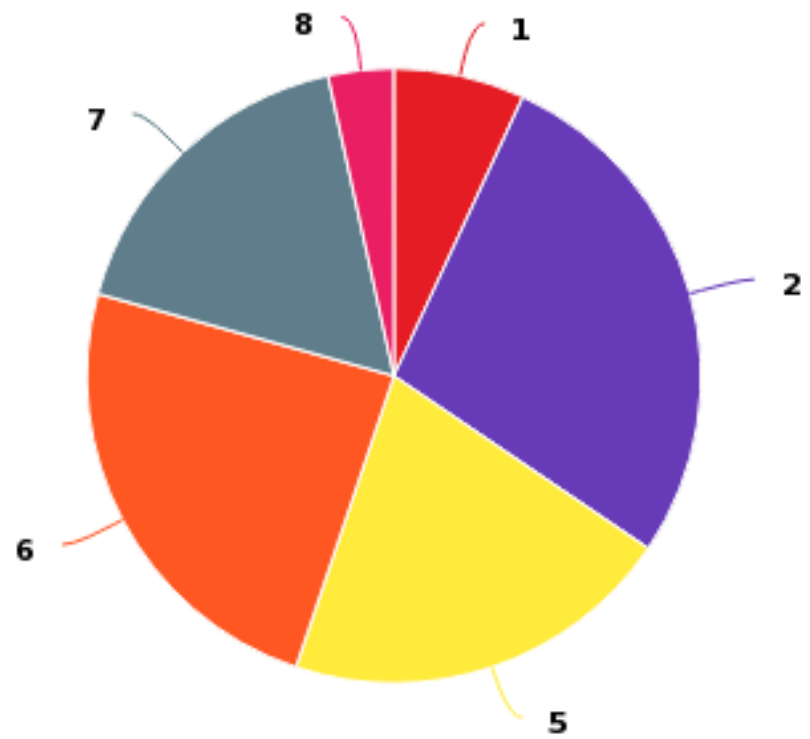
■ 1 - Must re-certify annually	6.9% (2)	■ 2 - 2 Years	27.59% (8)
■ 3 - 3-4 years	0% (0)	■ 4 - 5 years or more	0% (0)
■ 5 - Certifications never expire	20.69% (6)	■ 6 - Varies by certification	24.14% (7)
■ 7 - Only valid for a product version	17.24% (5)	■ 8 - Other	3.45% (1)

Mean: 4.59
Response: 29

123. For how many years have you offered a certification program?
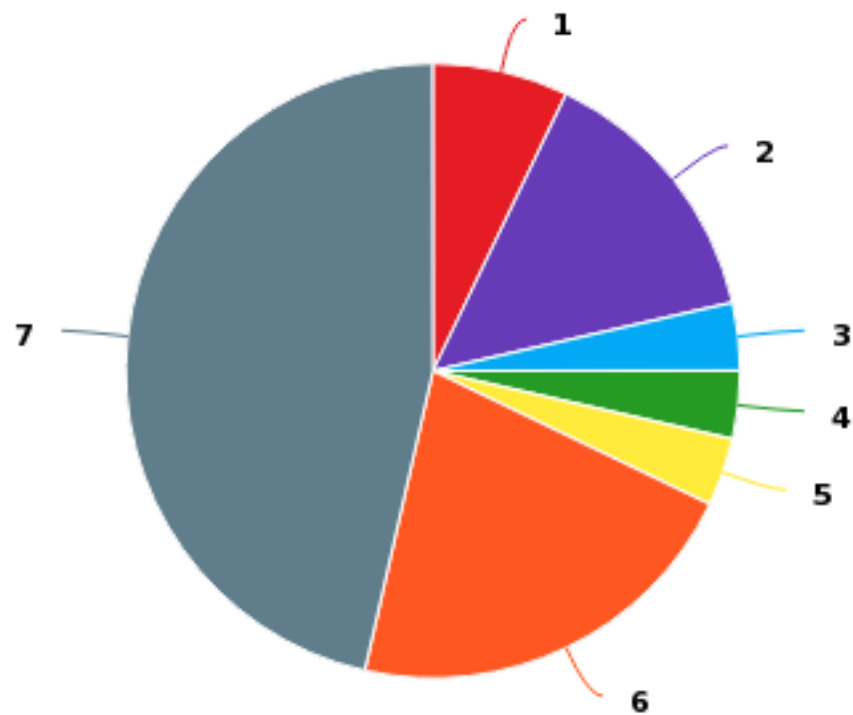
1 - Less than a year	7.14% (2)	2 - 1-2 years	14.29% (4)
3 - 2-3 years	3.57% (1)	4 - 3-4 years	3.57% (1)
5 - 4-5 years	3.57% (1)	6 - 5-9 years	21.43% (6)
7 - 10 years or more	46.43% (13)		

Mean: 5.32

Response: 28

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?	22.22% (6)	0% (0)	11.11% (3)	14.81% (4)	18.52% (5)	18.52% (5)	3.7% (1)	3.7% (1)	7.41% (2)	0% (0)	4.41
2 Were issued since start of the certification program?	14.81% (4)	3.7% (1)	3.7% (1)	3.7% (1)	7.41% (2)	7.41% (2)	11.11% (3)	25.93% (7)	7.41% (2)	14.81% (4)	6.3
3 Are valid currently?	15.38% (4)	3.85% (1)	7.69% (2)	3.85% (1)	26.92% (7)	7.69% (2)	19.23% (5)	3.85% (1)	0% (0)	11.54% (3)	5.23

Response: 27

125. Does your certification program include Performance-Based Testing?
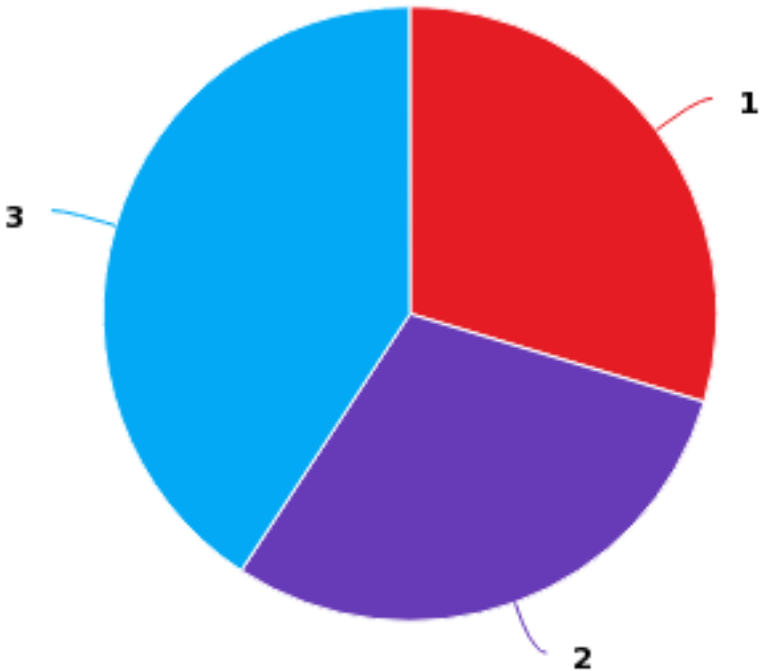
■	1 - Yes, it's live	29.63% (8)	
■	2 - No, but we're planning it	29.63% (8)	
■	3 - No, we have no plans	40.74% (11)	

Mean: 2.11

Response: 27

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

■	1 - Vendor prepared, authorized instructor led training	58.62% (17)	
■	2 - Vendor prepared e-learning		65.52% (19)
■	3 - Vendor prepared self-study materials	55.17% (16)	
■	4 - Third party prepared and delivered instructor led training and/or e-learning		6.9% (2)
■	5 - Commercially available study/reading materials	10.34% (3)	
■	6 - Publically available academic programs		3.45% (1)
■	7 - Certification Prep Guide & Exam	31.03% (9)	
■	8 - We don't have any		6.9% (2)
■	9 - Other	3.45% (1)	

Response: 29

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

1 - Individuals with pre-existing certification	24.14% (7)	2 - Industry recognized technical experts	17.24% (5)
3 - Education Services staff	93.1% (27)	4 - Other company staff	51.72% (15)
5 - Partner staff	27.59% (8)	6 - Customers/end users	17.24% (5)
7 - Professional consultants and/or organizations	41.38% (12)	8 - Other	0% (0)
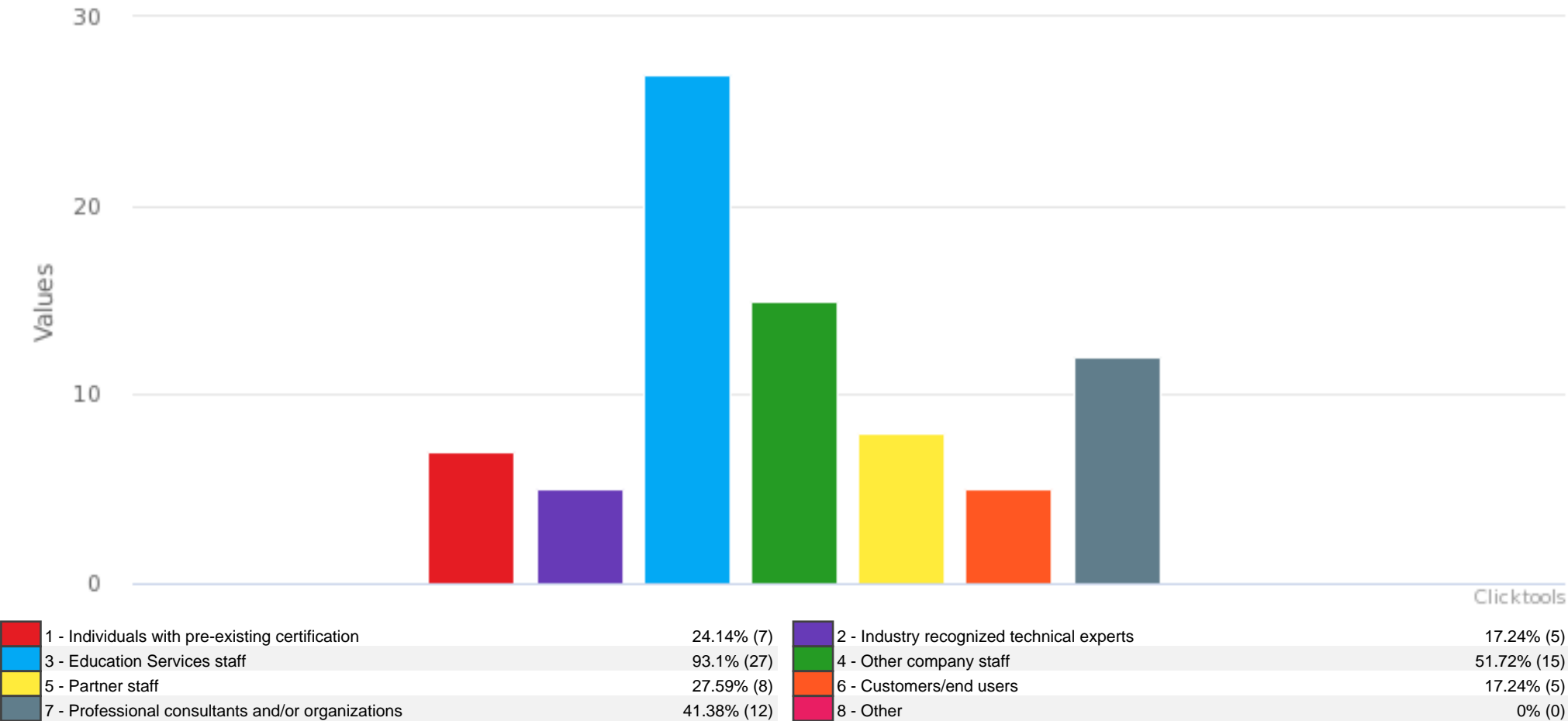
Response: 29

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

1 - Proctored practical exam(s)	13.79% (4)	2 - Proctored computer-based exam(s)	41.38% (12)
3 - Un-proctored computer-based exam(s)	24.14% (7)	4 - Proctored Online/web delivered computer-based exam(s)	51.72% (15)
5 - Unproctored Online/web delivered computer-based exam(s)	48.28% (14)	6 - Submission of a written/electronic dossier	3.45% (1)
7 - Other	0% (0)		
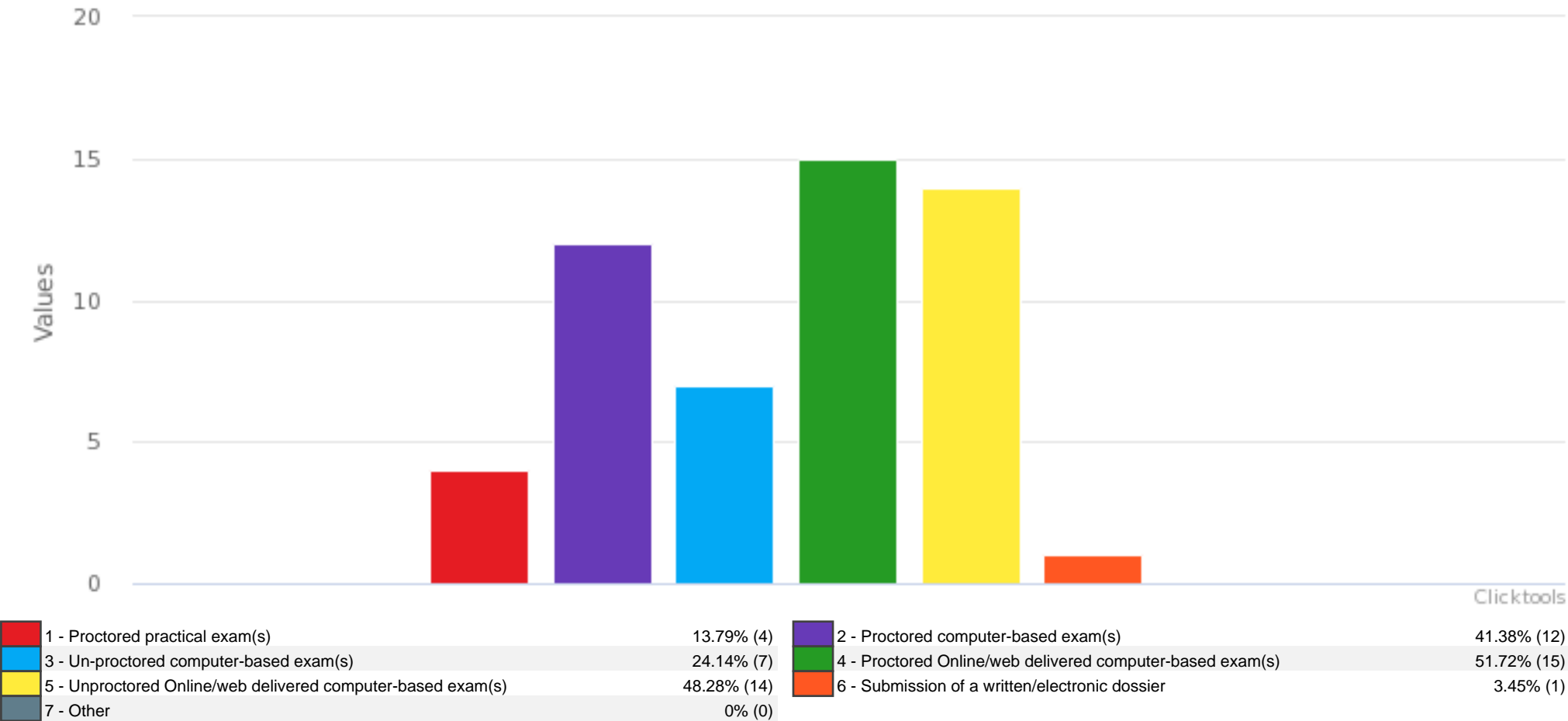
Response: 29

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

■ 1 - Our company training and testing centers	10.34% (3)	■ 2 - Authorized Training Partner training and testing centers	20.69% (6)
■ 3 - Third party training and testing centers	27.59% (8)	■ 4 - Electronically, over the web	93.1% (27)
■ 5 - Other	0% (0)		
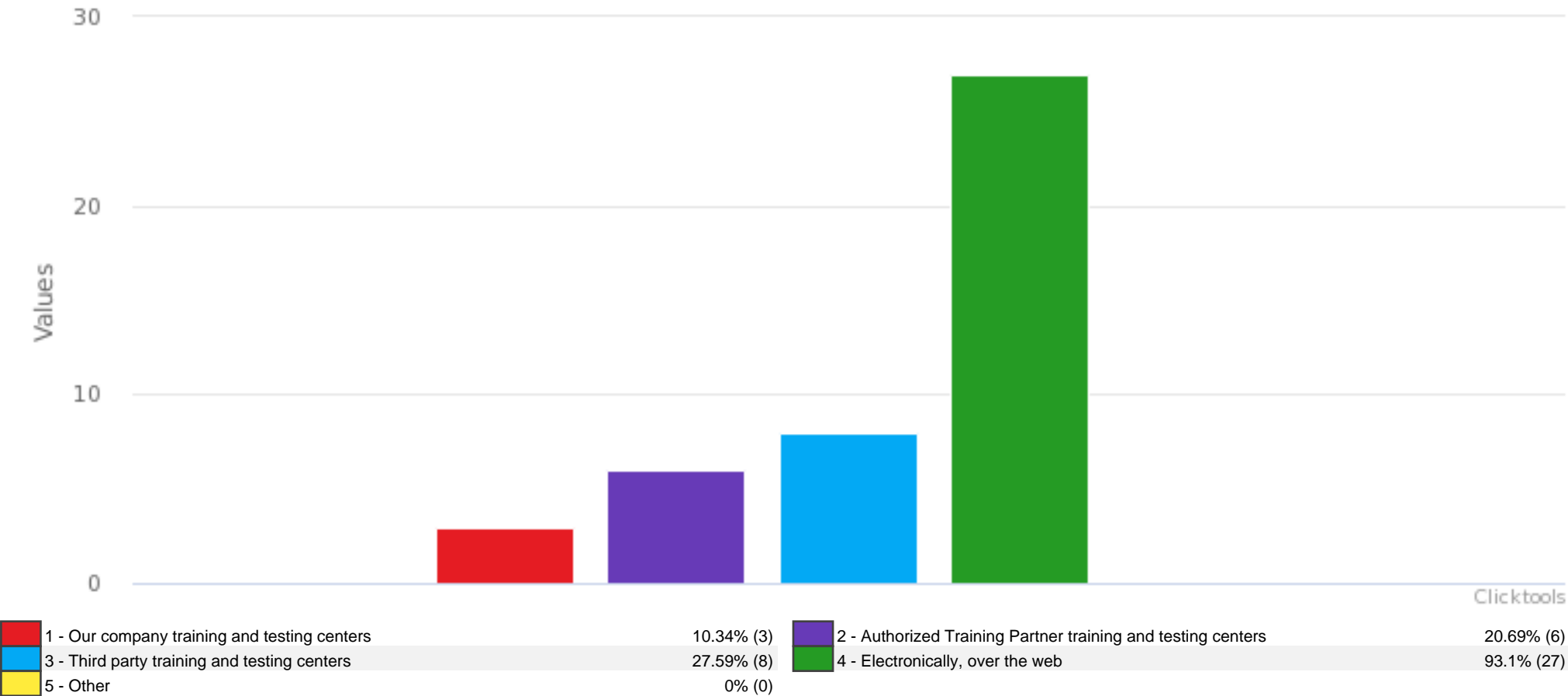
Response: 29

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

1 - None	43.33% (13)	2 - 1	20% (6)
3 - 2-3	20% (6)	4 - 4-5	3.33% (1)
5 - 6-10	3.33% (1)	6 - 11-20	6.67% (2)
7 - 21-40	3.33% (1)	8 - >40	0% (0)
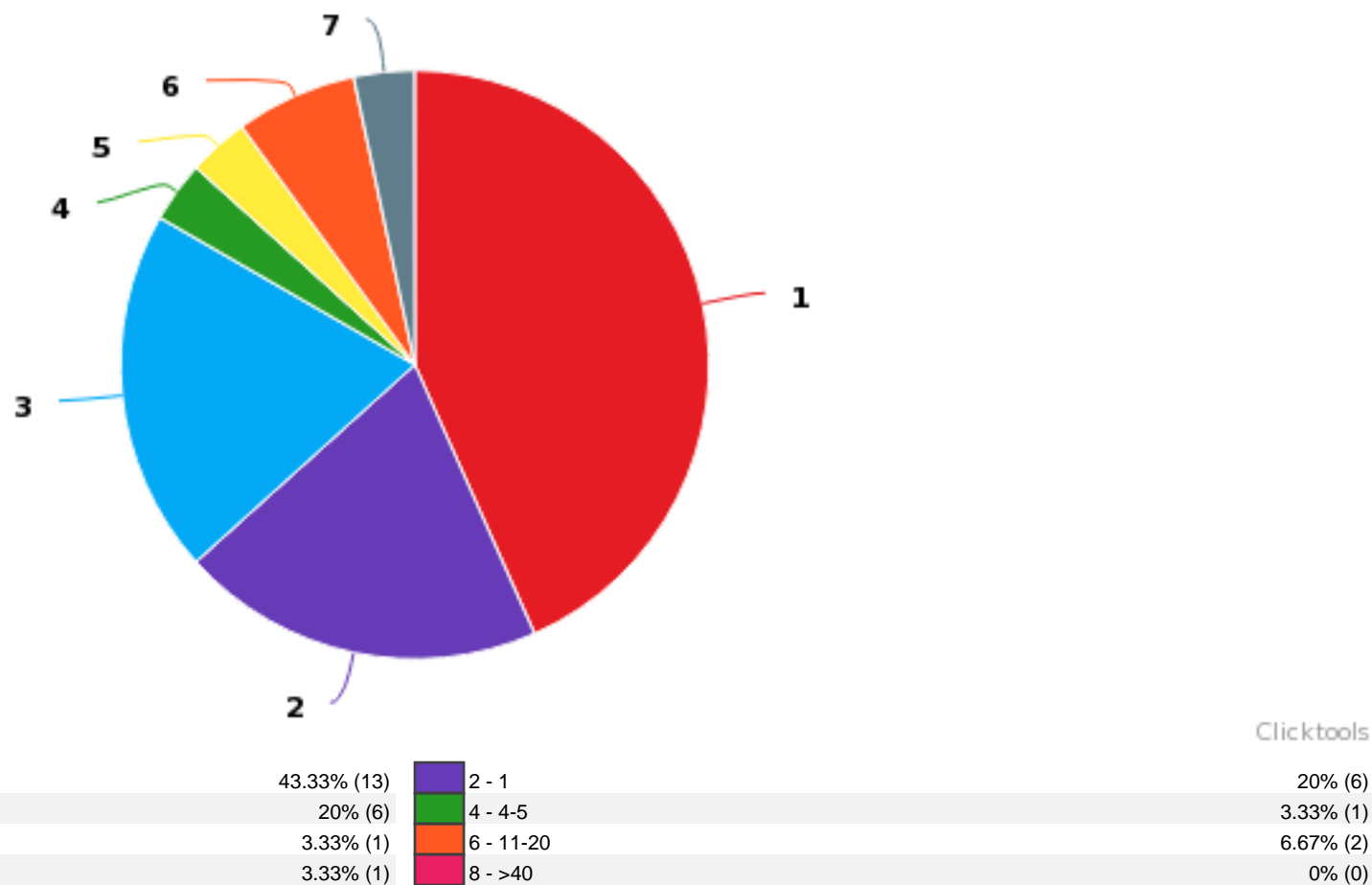
Mean: 2.37

Response: 30

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

	1 - Logos	75.86% (22)	2 - Hard copy (paper) certificates	13.79% (4)
	3 - Soft copy (electronic) certificates	93.1% (27)	4 - Letters of recognition	17.24% (5)
	5 - Branded Merchandise (shirts, hats, and so on)	20.69% (6)	6 - Online store for branded merchandise	0% (0)
	7 - Early access to new product information	3.45% (1)	8 - Access to organization subject matter experts	3.45% (1)
	9 - Preferential access to training (for example, bypass wait lists)	0% (0)	10 - Preferential access to technical support	13.79% (4)
	11 - Preferential access to technology (online labs and networks)	6.9% (2)	12 - Access to dedicated community for certified individuals	17.24% (5)
	13 - Career Support Special events for certified individuals at vendor conferences	6.9% (2)	14 - Product service or discounts	10.34% (3)
	15 - Registry listing	13.79% (4)	16 - Free training when products they are certified on are updated	10.34% (3)
	17 - Other	10.34% (3)		

Response: 29