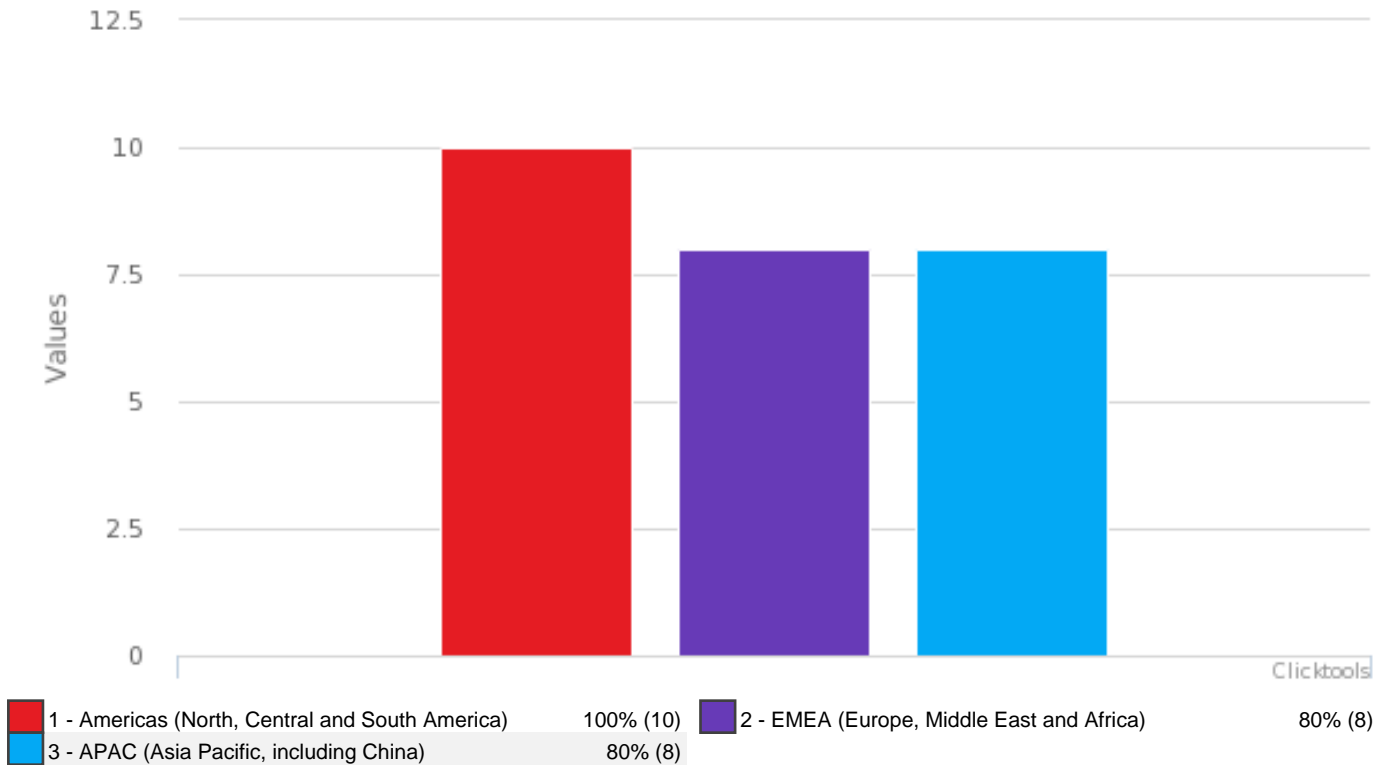
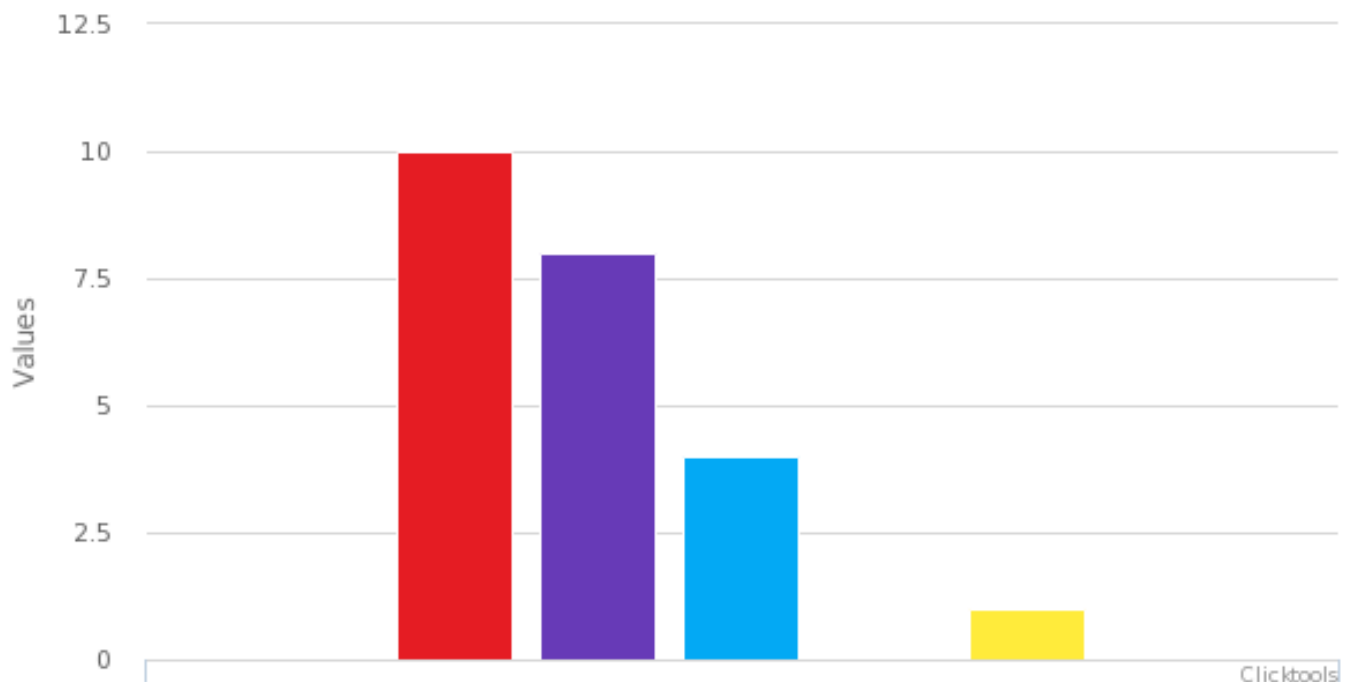


## Business Survey 2016 - Hardware (10)

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



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



1 - Hardware	100% (10)	2 - Software	80% (8)
3 - Software as a Service (SaaS)	40% (4)	4 - Biosciences	0% (0)
5 - Other	10% (1)		

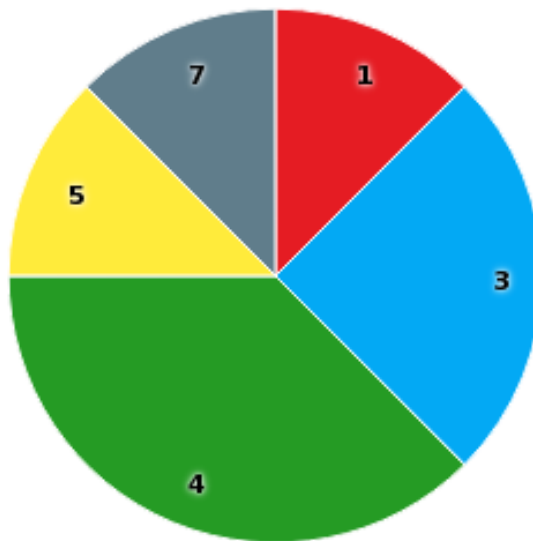
Response: 10

3. 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	48.75%	7.25%	28.12%	14.62%
Highest	70%	15%	40%	35%
Lowest	25%	0%	10%	5%
Standard deviation	15.06	4.83	8.84	10.41

Response: 8

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



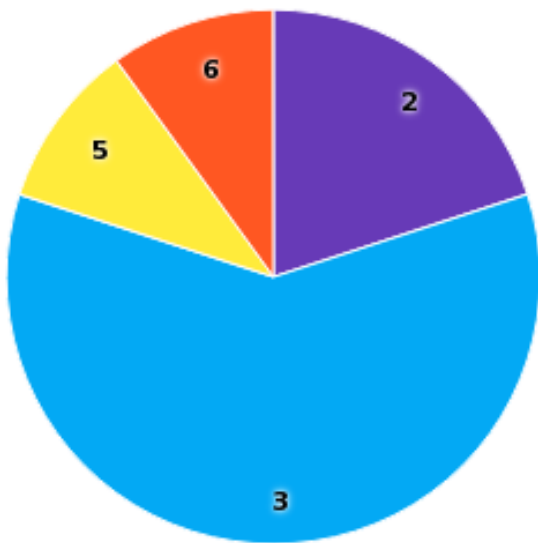
1 - \$100M or less	12.5% (1)	2 - Between \$101M and \$500M	0% (0)
3 - Between \$501M and \$1B	25% (2)	4 - More than \$1B and less than \$3B	37.5% (3)
5 - More than \$3B and less than \$10B	12.5% (1)	6 - More than \$10B and less than \$25B	0% (0)
7 - \$25B or more	12.5% (1)		

Mean: 3.88

Response: 8

Clicktools

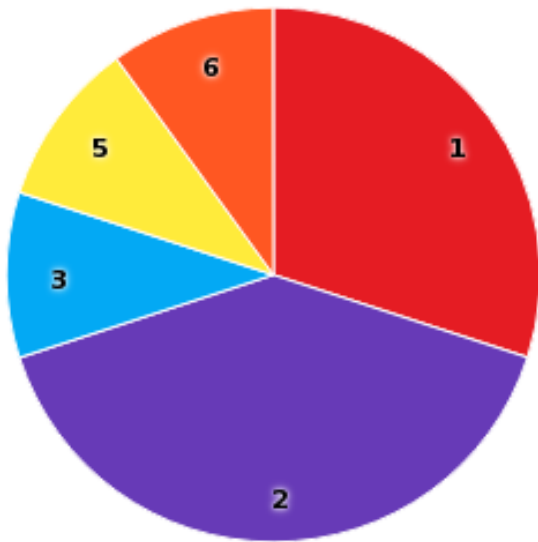
5. How many full-time employees does your company have worldwide?



1 - 100 or less	0% (0)	2 - 101-1000	20% (2)
3 - 1001-5000	60% (6)	4 - 5001-10000	0% (0)
5 - 10001-50000	10% (1)	6 - More than 50000	10% (1)

Mean: 3.3  
Response: 10

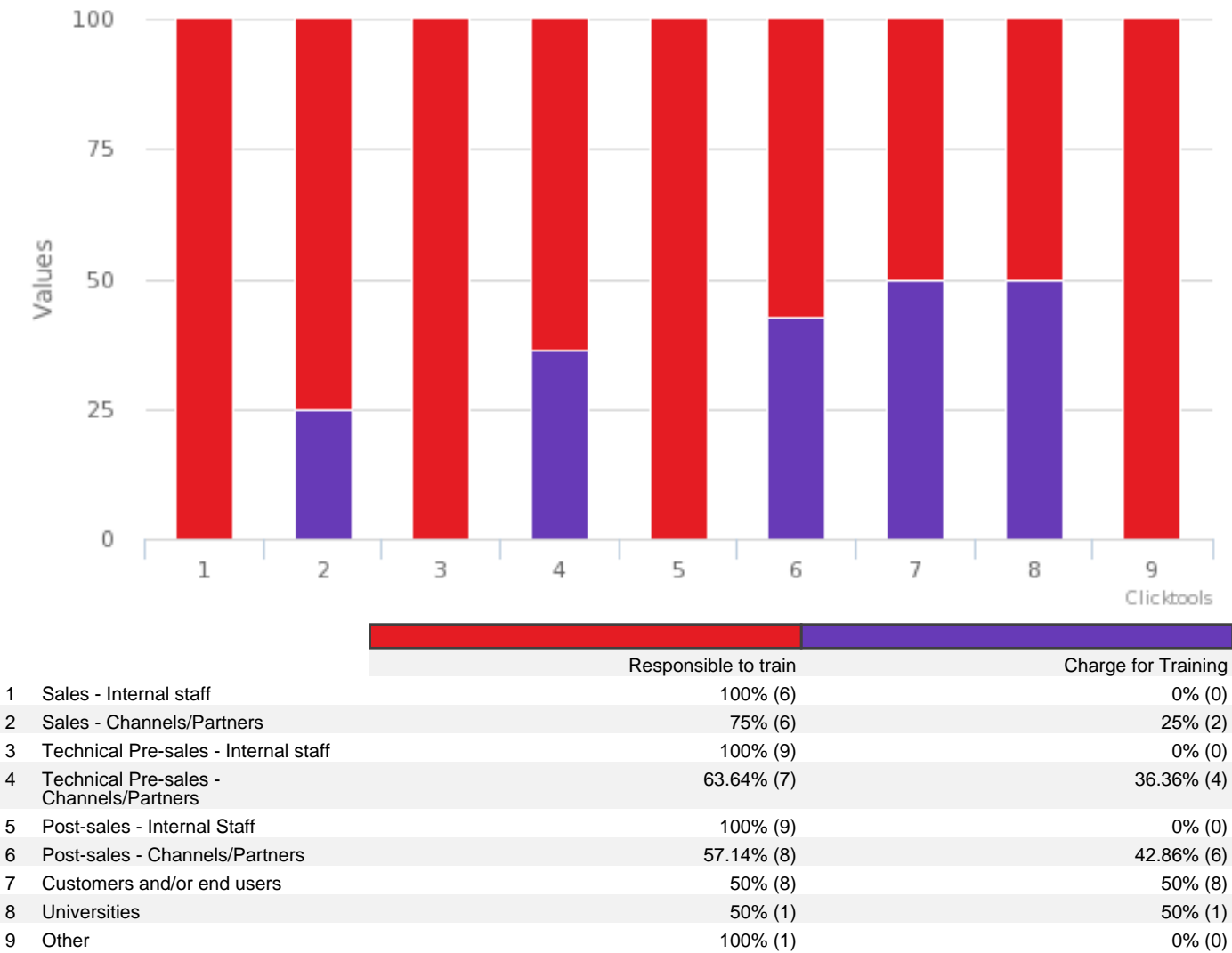
6. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



1 - 10 or less	30% (3)	2 - 11-20	40% (4)
3 - 21-50	10% (1)	4 - 51-100	0% (0)
5 - 101-200	10% (1)	6 - 201-300	10% (1)
7 - More than 300	0% (0)		

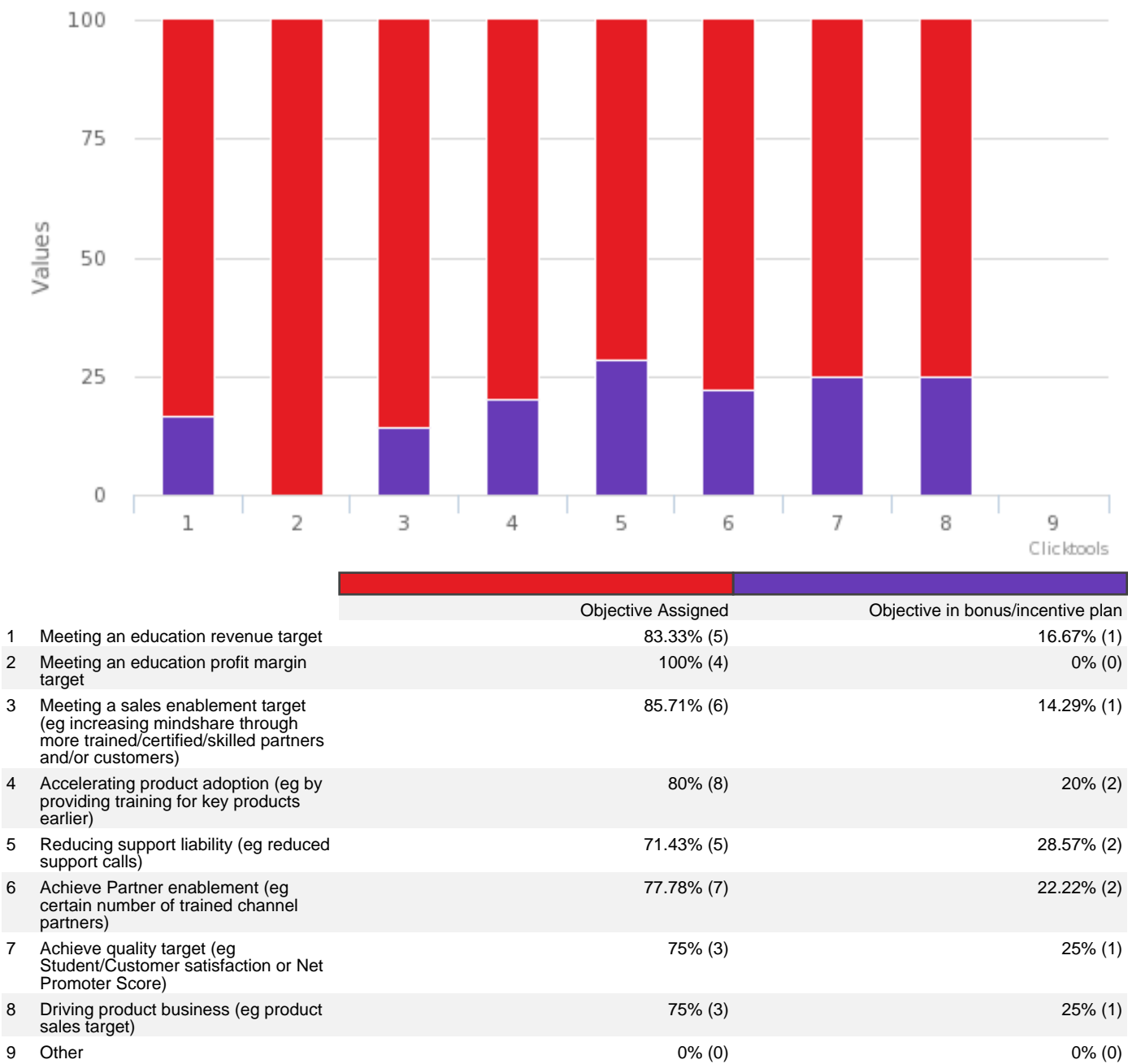
Mean: 2.5  
Response: 10

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



Response: 10

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



Response: 10

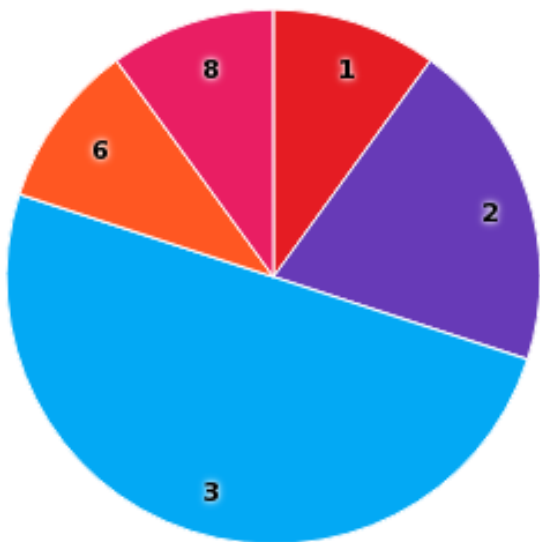
9. Do you have in your company a single education team or several education groups?



Clicktools			
1 - Only a single team	80% (8)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	10% (1)	4 - Different education teams for other reasons	10% (1)
5 - Other	0% (0)		

Mean: 1.5  
Response: 10

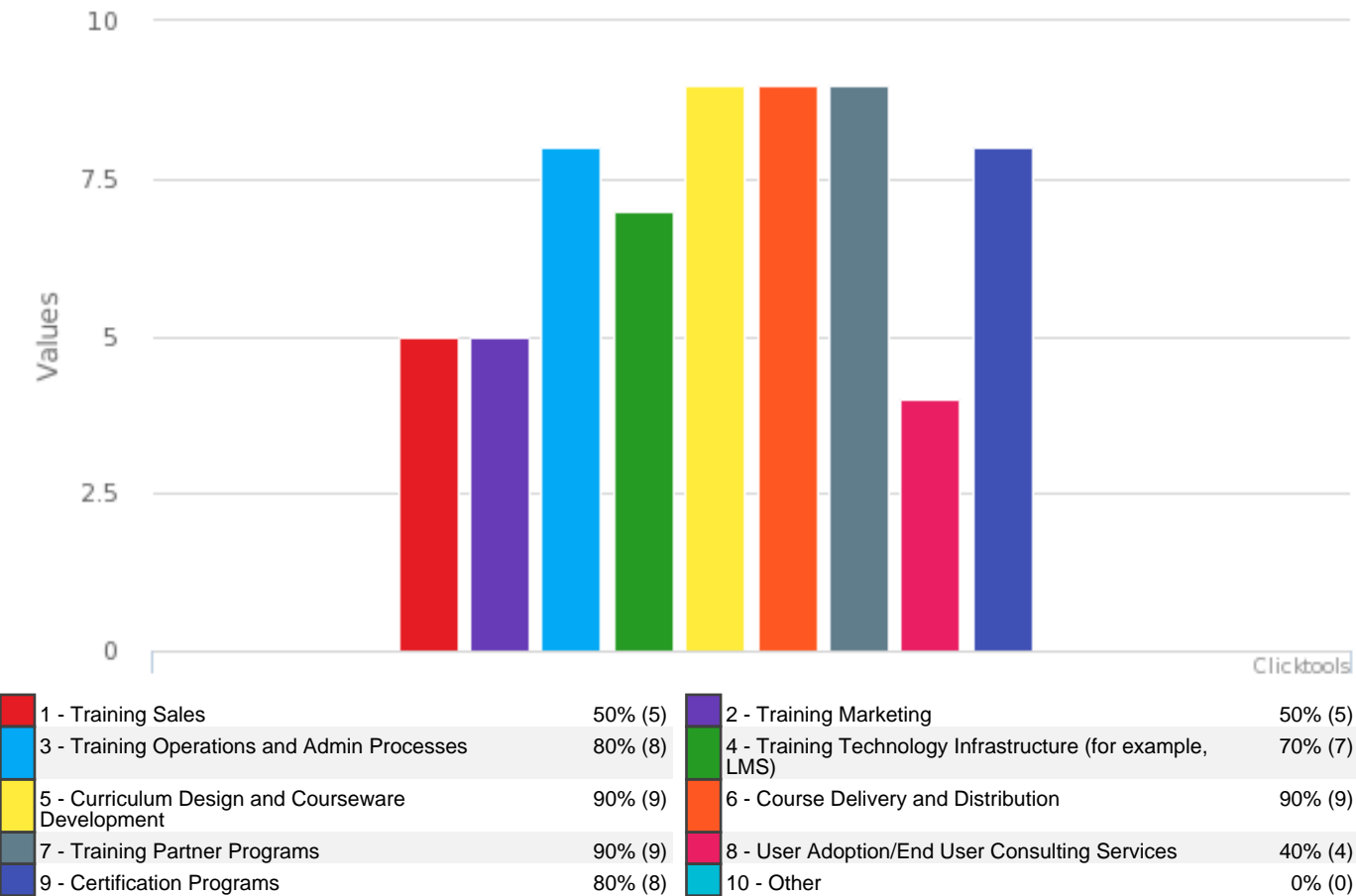
10. Into which of the following organizations or divisions does your department (Education Services) report?



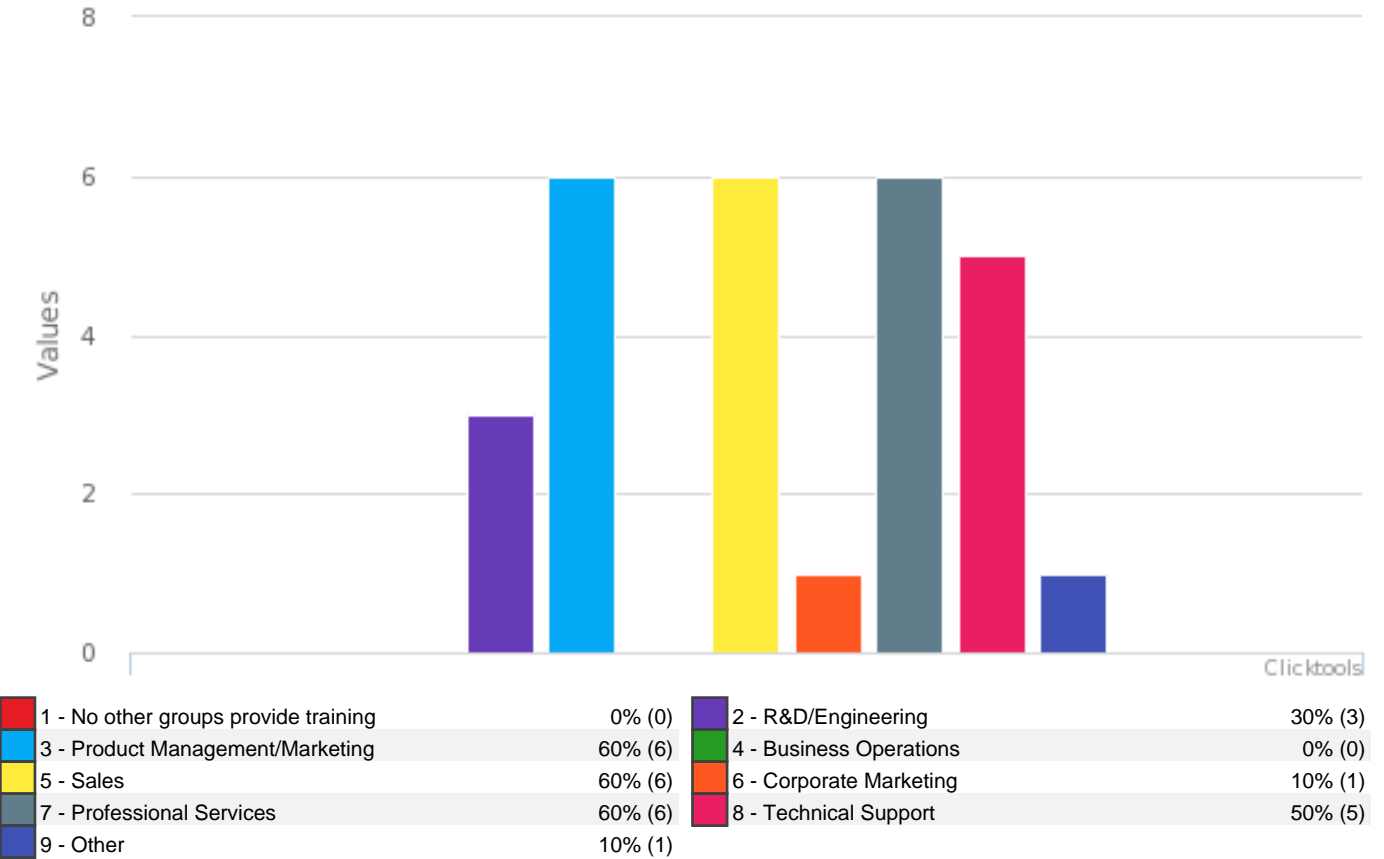
Clicktools			
1 - Sales	10% (1)	2 - Marketing	20% (2)
3 - Services (including Consulting)	50% (5)	4 - Human Resources	0% (0)
5 - Engineering	0% (0)	6 - Operations	10% (1)
7 - Directly to the CEO	0% (0)	8 - Other	10% (1)

Mean: 3.4

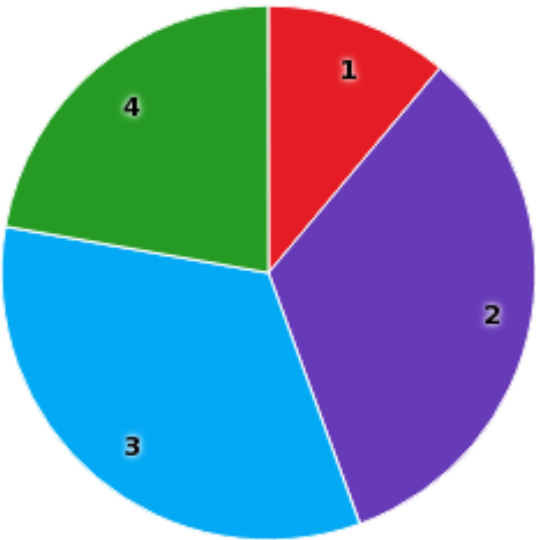
11. Which of the following functions are included as part of Education Services? Select all that apply.



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



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



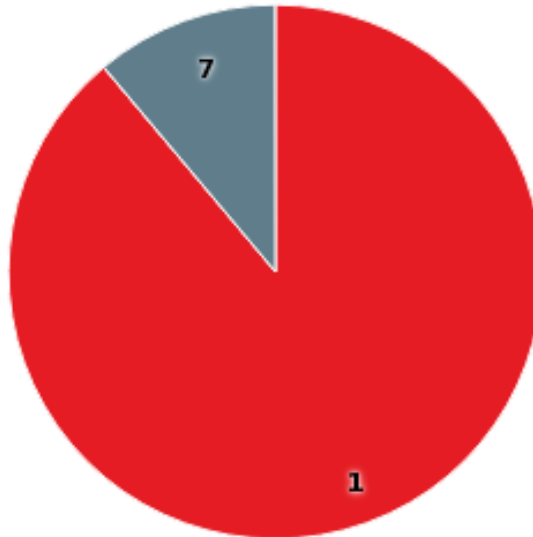


1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	11.11% (1)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	33.33% (3)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	33.33% (3)	4 - A hybrid depending upon the education business unit	22.22% (2)
5 - Other	0% (0)		

Mean: 2.67

Response: 9

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



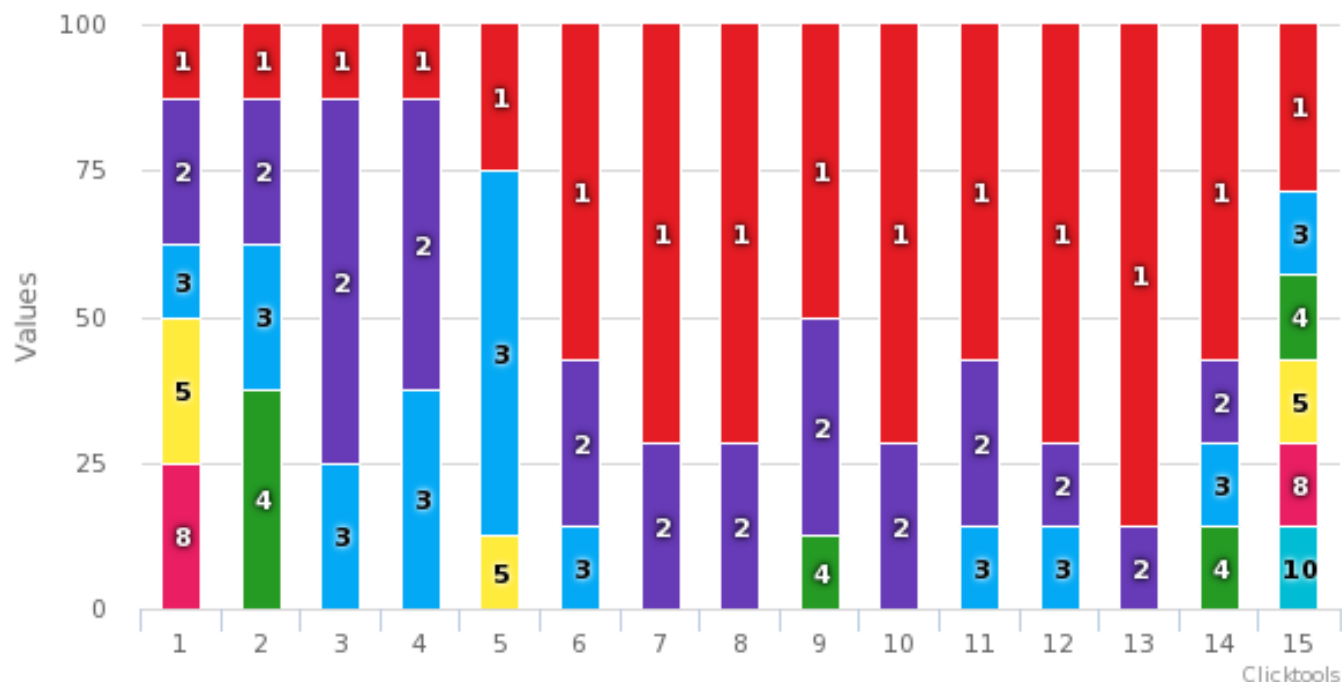
Clicktools

1 - No change	88.89% (8)	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	0% (0)
5 - From Cost Center to Profit Center	0% (0)	6 - From Cost Recovery to Profit Center	0% (0)
7 - From Cost Recovery to Cost Center	11.11% (1)		

Mean: 1.67

Response: 9

15. Please indicate below your current annualized revenues from ILT (Instructor-Led Training); VILT (Virtual Instructor-Led Training); e-Learning; and Overall IT Training. Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".

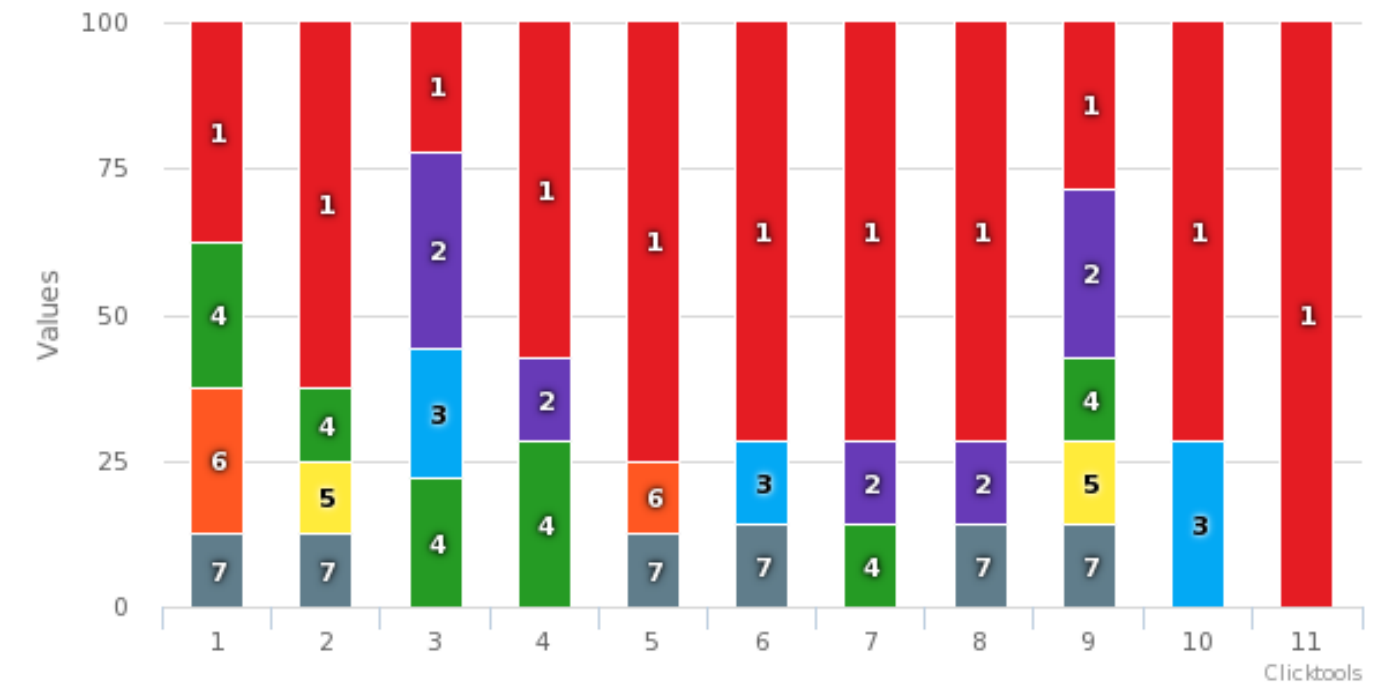


1	Not applicable	2	No revenue	3	<\$500K	4	\$500K-\$1M
5	\$1M-\$3M	6	\$3M-\$5M	7	\$5M-\$10M	8	\$10M-\$30M
9	\$30M-\$50M	10	\$50M-\$100M	11	>\$100M		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Live Classroom	12.5% (1)	25% (2)	12.5% (1)	0% (0)	25% (2)	0% (0)	0% (0)	25% (2)	0% (0)	0% (0)	0% (0)	4.25
2 Virtual Classroom	12.5% (1)	25% (2)	25% (2)	37.5% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.88
3 e-Learning	12.5% (1)	62.5% (5)	25% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.12
4 Self-paced	12.5% (1)	50% (4)	37.5% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.25
5 Certification	25% (2)	0% (0)	62.5% (5)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.75
6 Learning consulting	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
7 Learning Technologies	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
8 New learning modalities	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
9 Partner relationship fees	50% (4)	37.5% (3)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
1 Partner revenue sharing	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
1 Materials licensing/sales	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
1 Rental fees	71.43% (5)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
1 Other	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
1 Subscriptions (as an overlay)	57.14% (4)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.86
1 OVERALL IT TRAINING REVENUE	28.57% (2)	0% (0)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	4.57

Response: 8

16. 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".

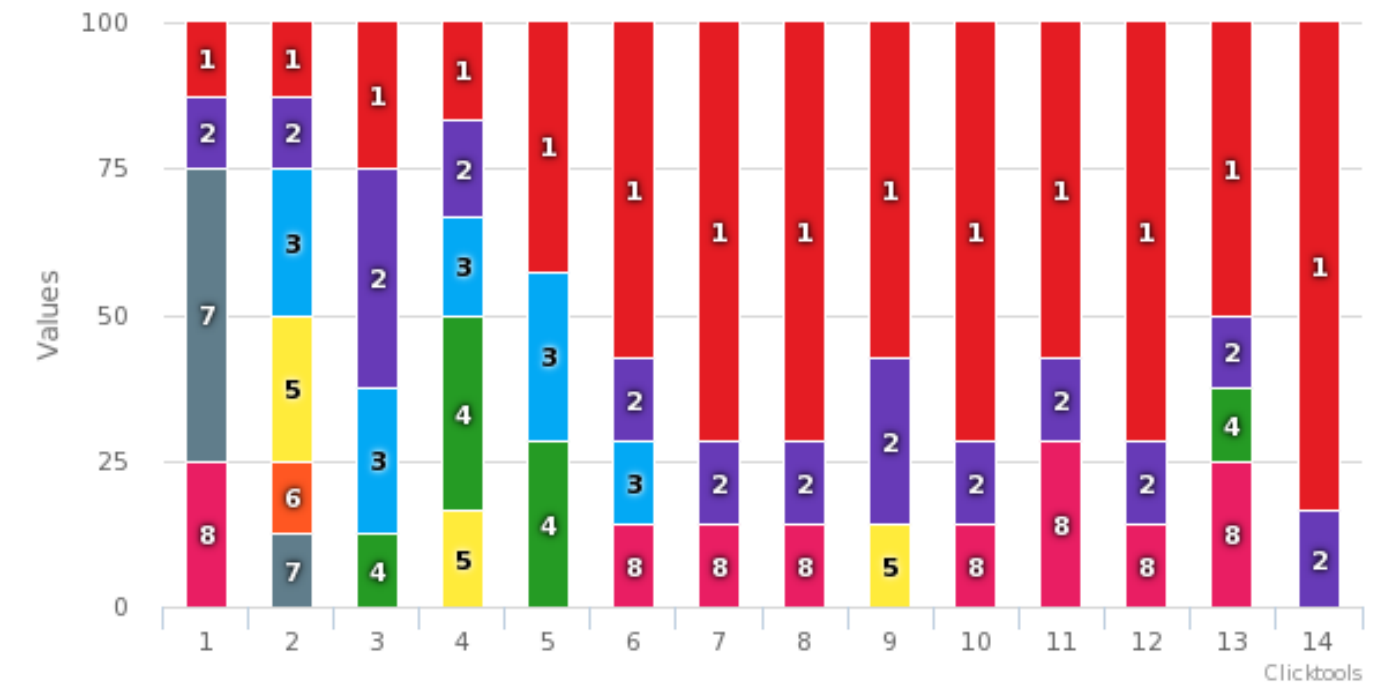


1	No revenue	2	1-5%	3	6-10%	4	11-25%
5	26-50%	6	>50%	7	>75%		

	1	2	3	4	5	6	7	Mean
1 Product sales - Field Sales/Account Manager	37.5% (3)	0% (0)	0% (0)	25% (2)	0% (0)	25% (2)	12.5% (1)	3.75
2 Product Sales - Inside sales	62.5% (5)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	2.62
3 Product Channel Partners (resell)	22.22% (2)	33.33% (3)	22.22% (2)	22.22% (2)	0% (0)	0% (0)	0% (0)	2.44
4 Services/Consulting sales	57.14% (4)	14.29% (1)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	2
5 Maintenance renewal sales	75% (6)	0% (0)	0% (0)	0% (0)	0% (0)	12.5% (1)	12.5% (1)	2.38
6 Dedicated Education Services sales reps	71.43% (5)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.14
7 Education Services coordinators/non-sales staff	71.43% (5)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	1.57
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2
9 Reseller Program where using Authorized Learning Partners sell and deliver on their paper and pay you a fee	28.57% (2)	28.57% (2)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	14.29% (1)	3.14
10 Web/e-commerce	71.43% (5)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
11 Other	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 9

17. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".

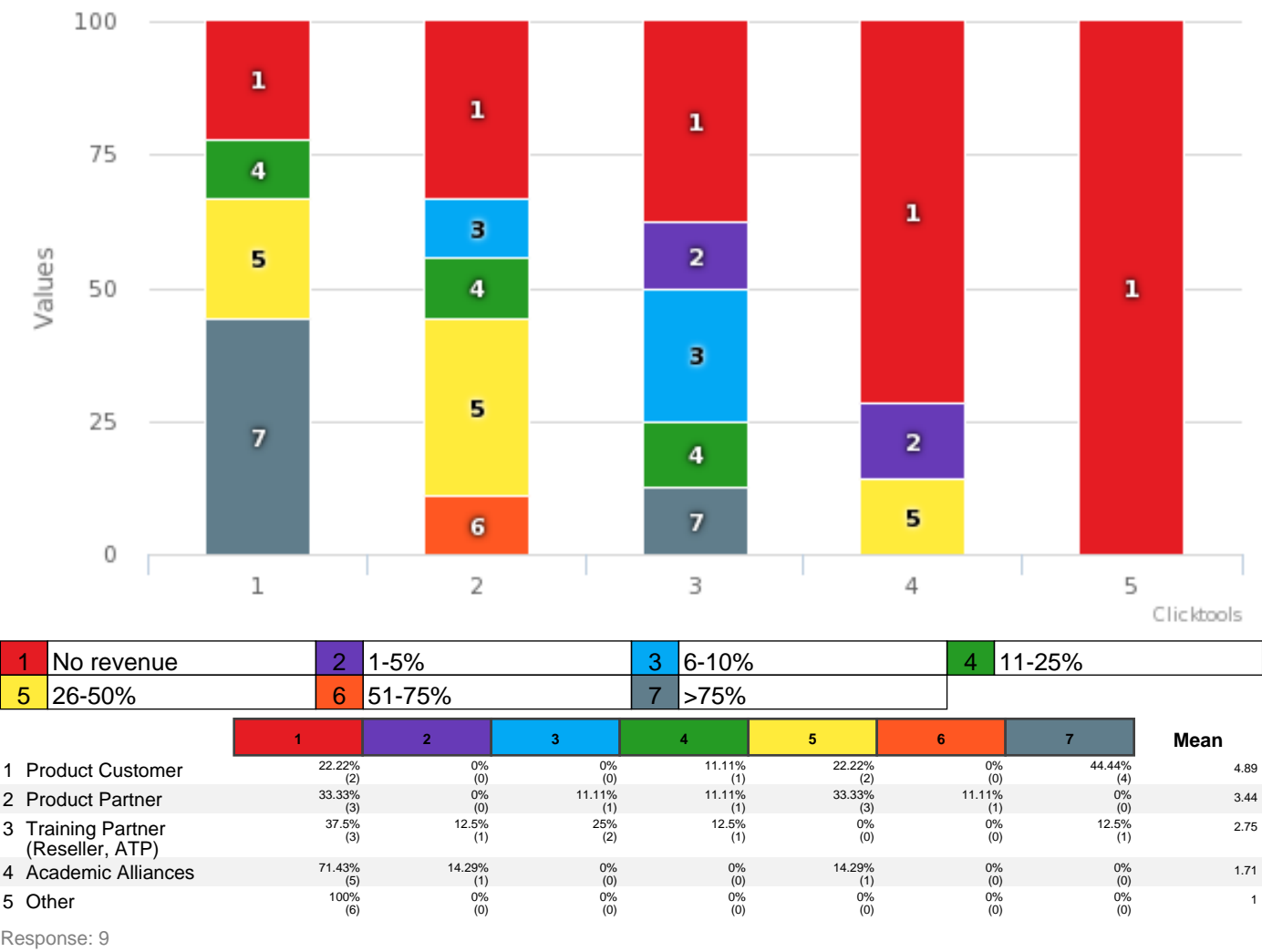


1	Not applicable	2	No revenue	3	1-5%	4	6-10%
5	11-25%	6	26-50%	7	51-75%	8	>75%

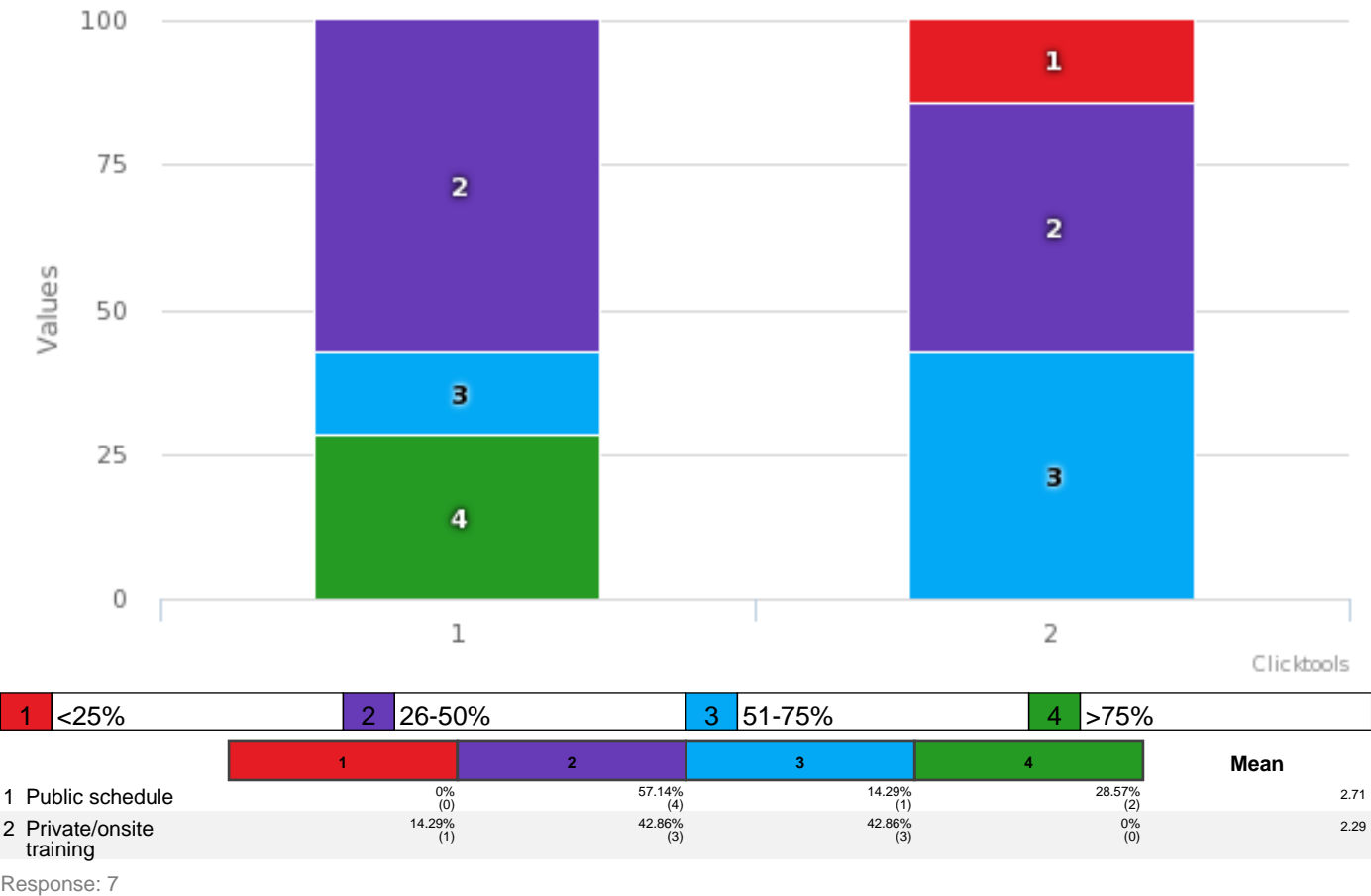
	1	2	3	4	5	6	7	8	Mean
1 Live classroom	12.5% (1)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	50% (4)	25% (2)	5.88
2 Virtual Classroom	12.5% (1)	12.5% (1)	25% (2)	0% (0)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	4
3 e-Learning/	25% (2)	37.5% (3)	25% (2)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.25
4 Self-paced	16.67% (1)	16.67% (1)	16.67% (1)	33.33% (2)	16.67% (1)	0% (0)	0% (0)	0% (0)	3.17
5 Certification	42.86% (3)	0% (0)	28.57% (2)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2.43
6 Learning Consulting	57.14% (4)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.43
7 Learning Technologies	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.14
8 New learning modalities	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.14
9 Partner relationship fees	57.14% (4)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	1.86
1 Partner revenue sharing	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.14
1 Materials licensing/sales	57.14% (4)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	3.14
1 Rental fees	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	2.14
2 Subscriptions (as an overlay)	50% (4)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	25% (2)	3.25
1 Other	83.33% (5)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
4									

Response: 9

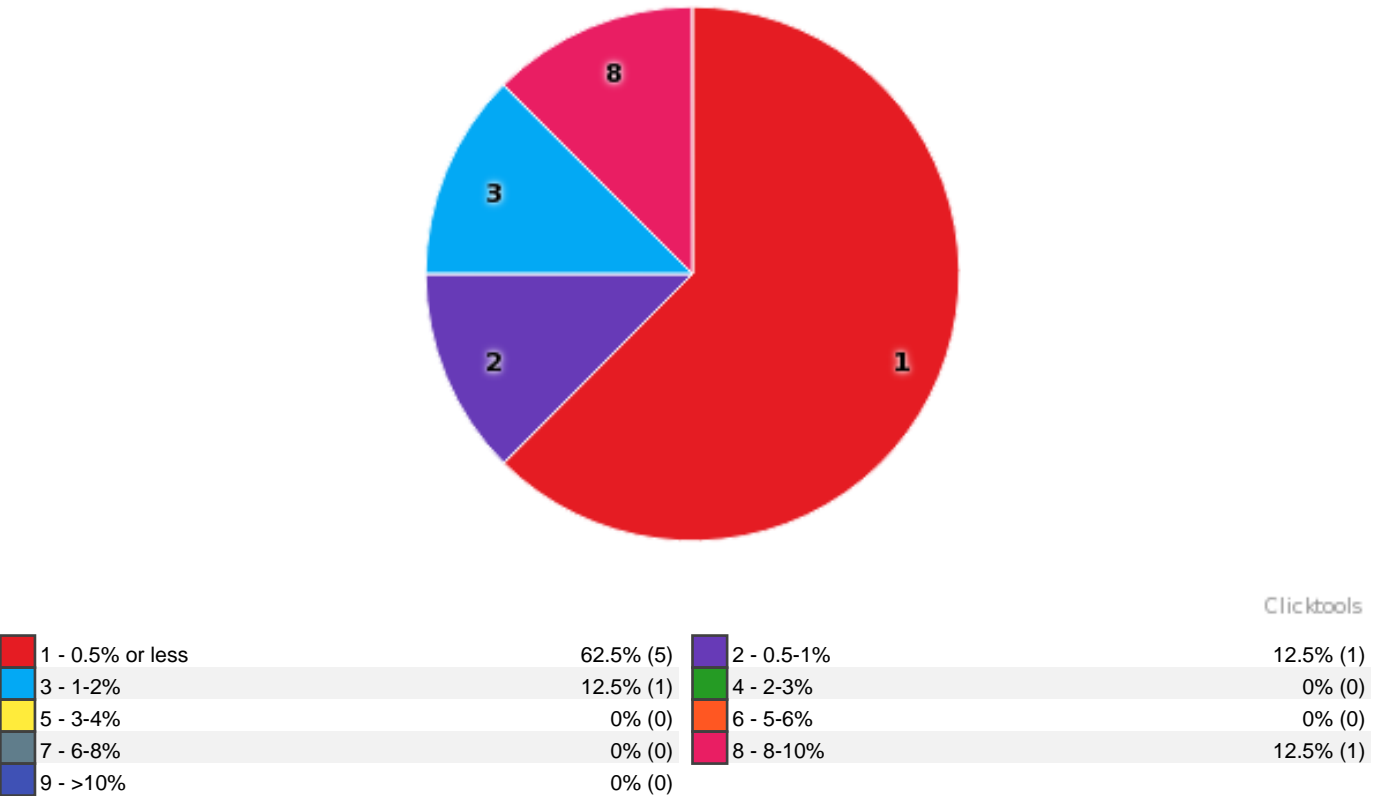
18. What percentage of total Education Services revenue comes from training the following?



19. What percentage of Education Services live instructor-led (ILT plus VILT) revenues are the following?



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



Mean: 2.25  
Response: 8

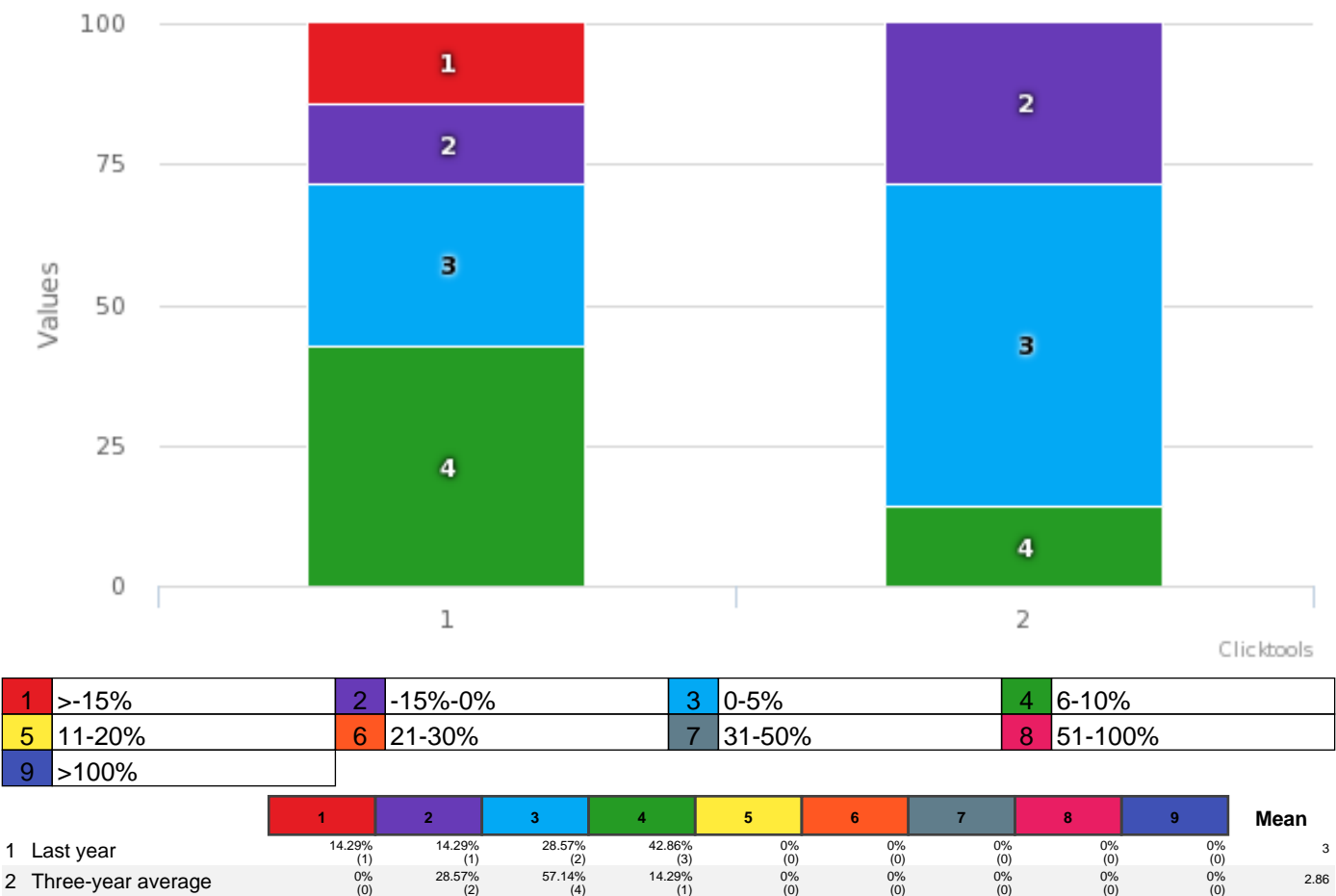
21. What is the ratio of Education Services revenue to product revenue?



Clicktools			
1 - 0.5% or less	50% (4)	2 - 0.5-1%	25% (2)
3 - 1-2%	12.5% (1)	4 - 2-3%	0% (0)
5 - 3-4%	0% (0)	6 - 5-6%	0% (0)
7 - 6-8%	0% (0)	8 - 8-10%	12.5% (1)
9 - >10%	0% (0)		

Mean: 2.38  
Response: 8

22. 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?



Response: 7

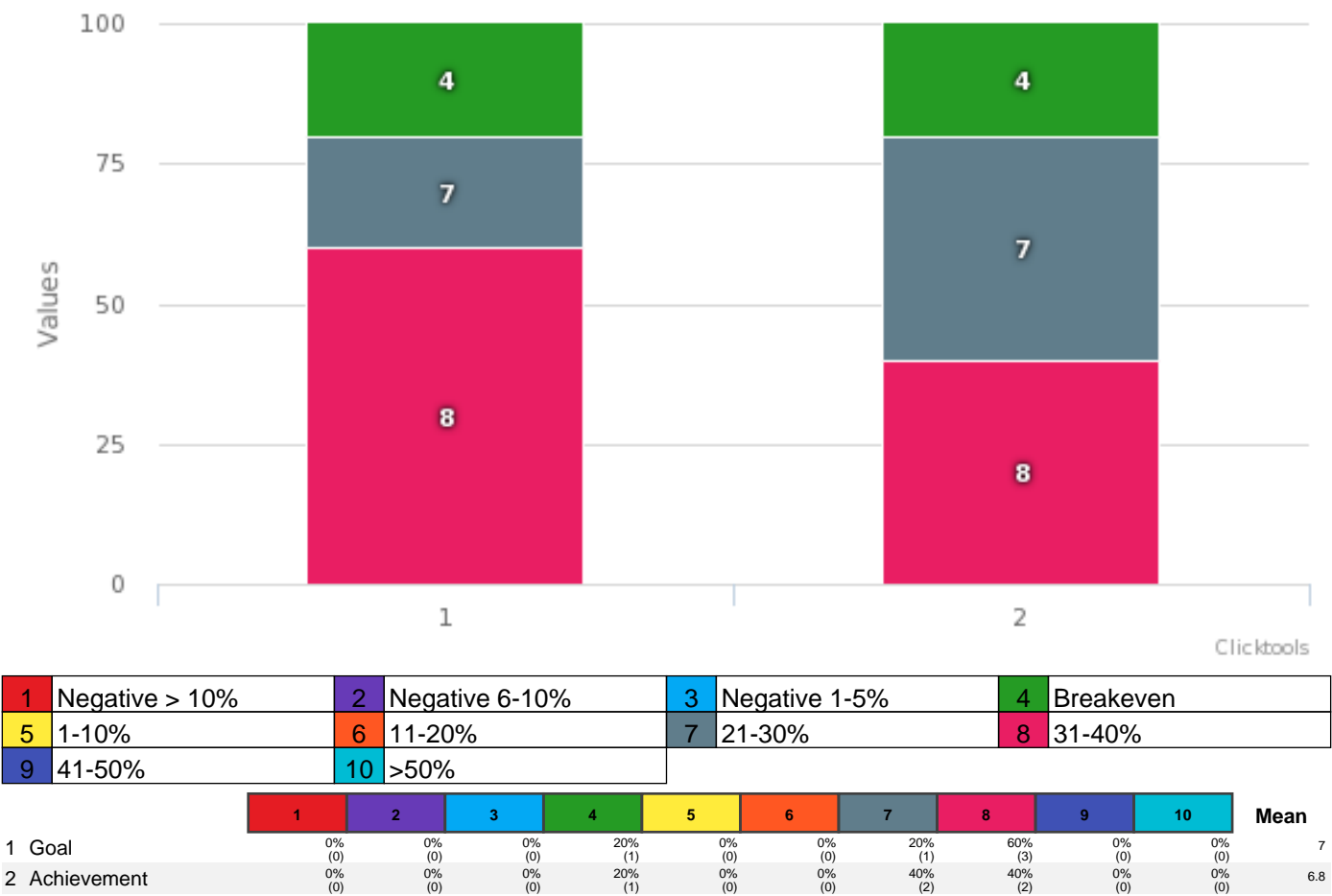
23. What percentage of your budget is allocated to the following categories (only education department costs, not allocations, if not differently noted)? This must add to 100%. (The total will automatically correct to equal 100% once you enter a total that exceeds 100%.)

	Educational Sales	Educational Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administrations (scheduling, registration)	Facilities (own & rented)	Educational Tools	Allocations (eg IT, telecommunications, Sales) Other
Average	0%	2%	40.83%	26.67%	15.83%	2.5%	7.83%	4.17% 0%
Highest	0%	5%	75%	60%	50%	10%	35%	15% 0%
Lowest	0%	0%	15%	0%	0%	0%	0%	0% 0%
Standard deviation	0	2.45	24.78	19.41	17.44	4.18	13.86	6.65 0

Response: 6

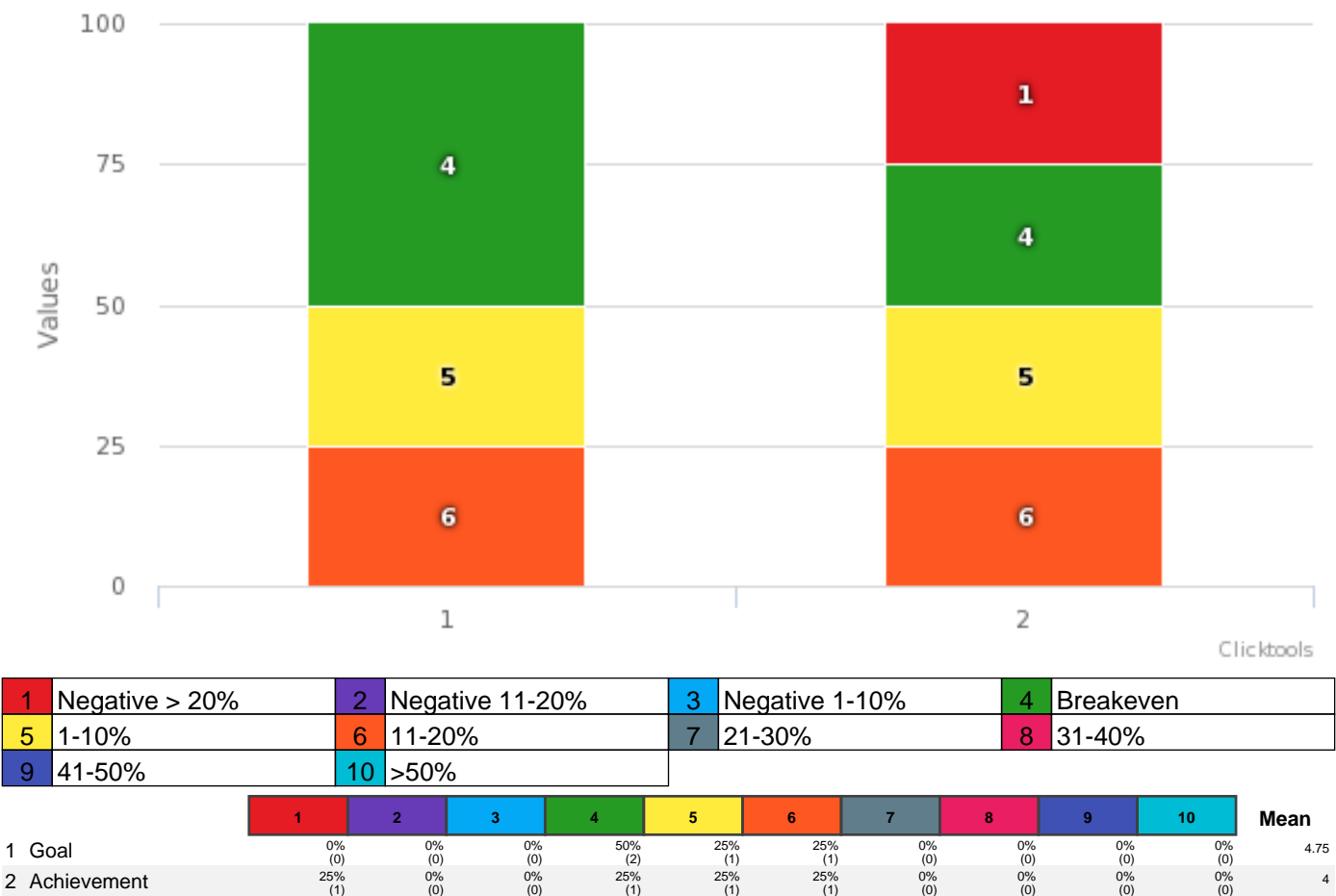


24. What was your gross margin (sometimes called delivery margin) goal and achievement in the most recent fiscal year (gross margin is revenue minus direct delivery costs)?



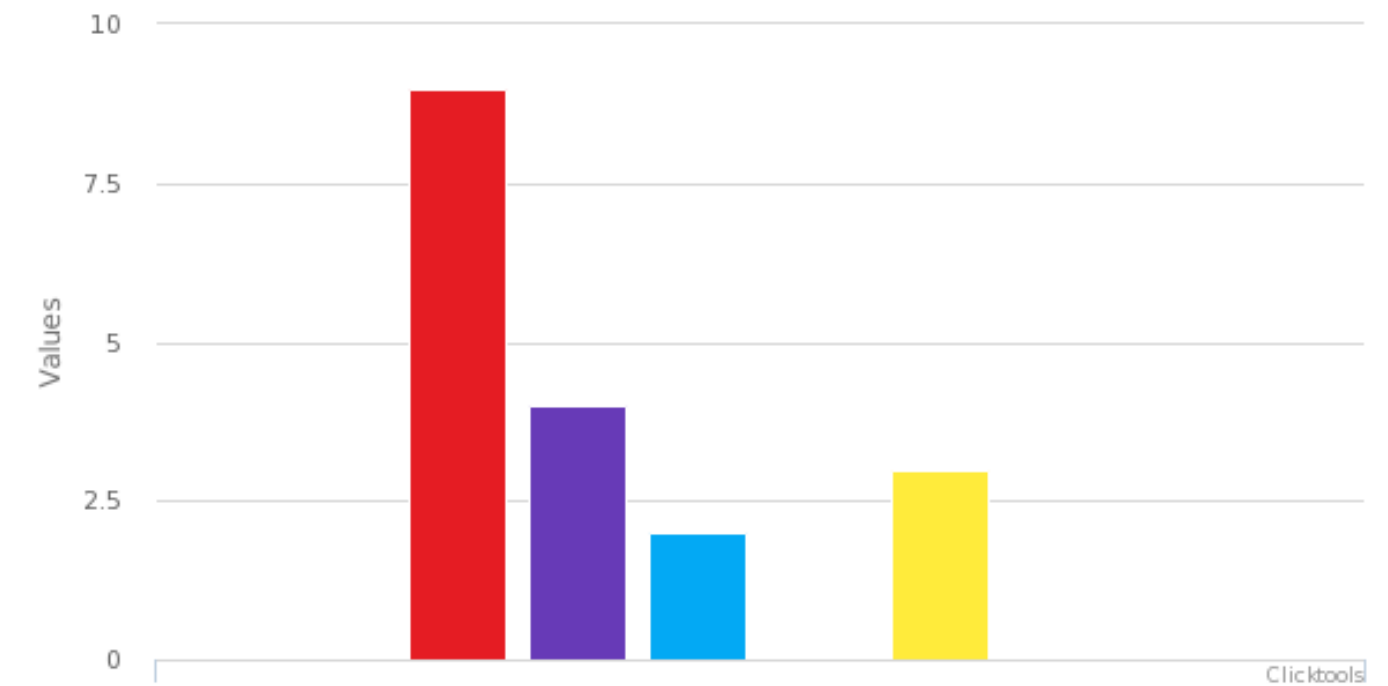
Response: 5

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



Response: 4

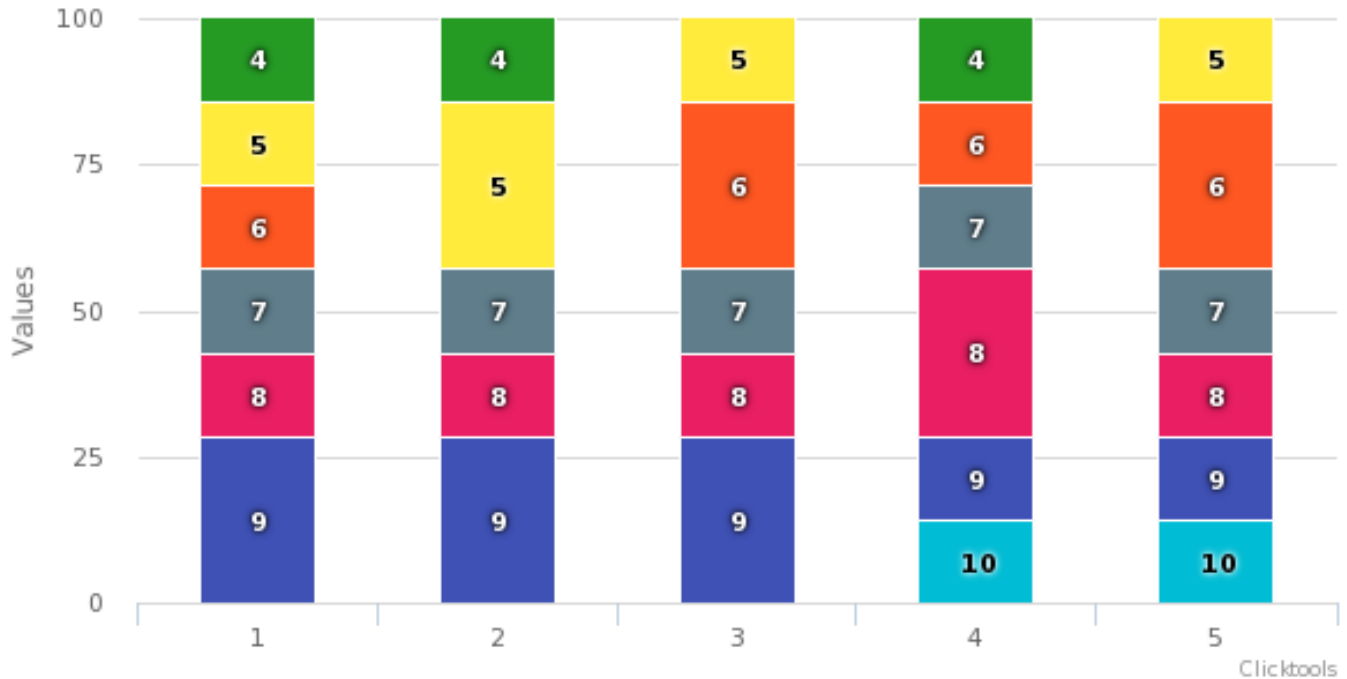
26. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	100% (9)	2 - Net Promoter Score	44.44% (4)
3 - Kirkpatrick Level 2 Assessments	22.22% (2)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	0% (0)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	33.33% (3)	6 - Other	0% (0)

Response: 9

27. What is your AVERAGE rating by students 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)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	6.86
2 Course (physical) material	0% (0)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	0% (0)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	6.71
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	7.14
4 Content (ideas)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	28.57% (2)	14.29% (1)	14.29% (1)	7.43
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	7.29

Response: 7

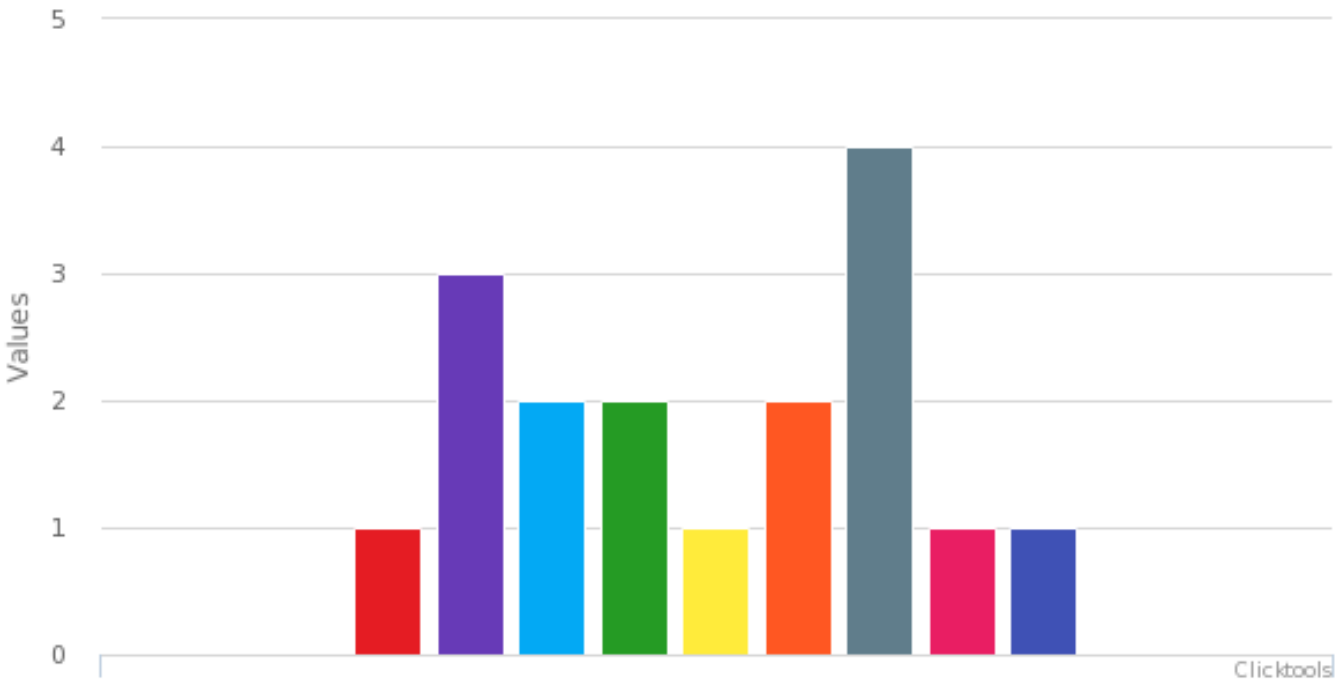
28. What is your average percentage response rate for your evaluations?



1 - 50% or less	14.29% (1)	2 - 51-60%	14.29% (1)
3 - 61-70%	14.29% (1)	4 - 71-80%	28.57% (2)
5 - 81-90%	0% (0)	6 - More than 90%	28.57% (2)

Mean: 3.71  
Response: 7

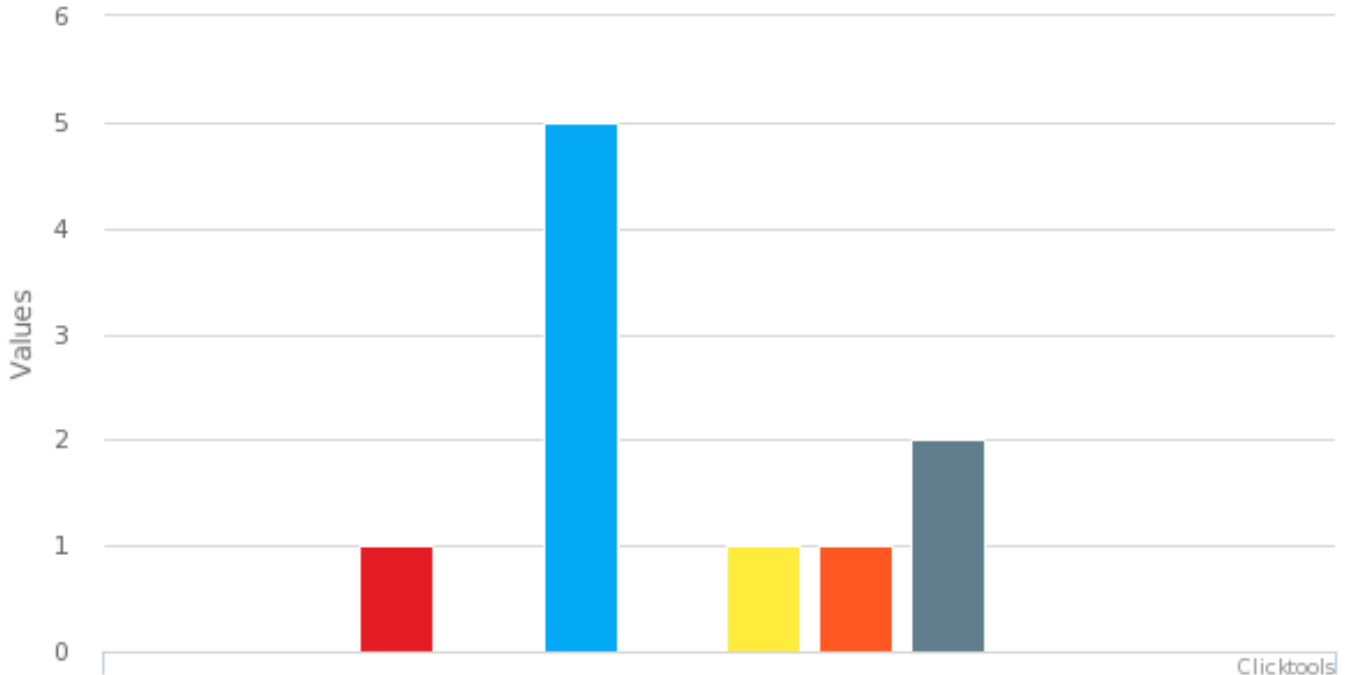
29. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - We contact them within a defined number of days after the class	11.11% (1)	2 - We follow up some of the time	33.33% (3)
3 - We don't follow up and wait until they escalate	22.22% (2)	4 - Contact them yourself directly before they contact you	22.22% (2)
5 - Offer refunds if required/requested	11.11% (1)	6 - Provide credit for additional training if required/requested	22.22% (2)
7 - Consult with sales team for next steps with customer and agree who takes next steps	44.44% (4)	8 - None of these	11.11% (1)
9 - Other	11.11% (1)		

Response: 9

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



1 - Subsequent product sales	11.11% (1)	2 - Number and type of support tickets	0% (0)
3 - Overall customer satisfaction	55.56% (5)	4 - Degree of product adoption or use	0% (0)
5 - Product implementation timeline (product up and running)	11.11% (1)	6 - Customer renewals/Returning customers	11.11% (1)
7 - None of these	22.22% (2)	8 - Other	0% (0)

Response: 9

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

- We take a baseline of what the product line does today and then look again at the baseline to see what it does after the training

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

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

- Using Surveys in other areas like support or marketing
- Surveys
- post training survey  
L2 survey  
Net promoter score
- Using group online feedback and also meetings with managers where possible

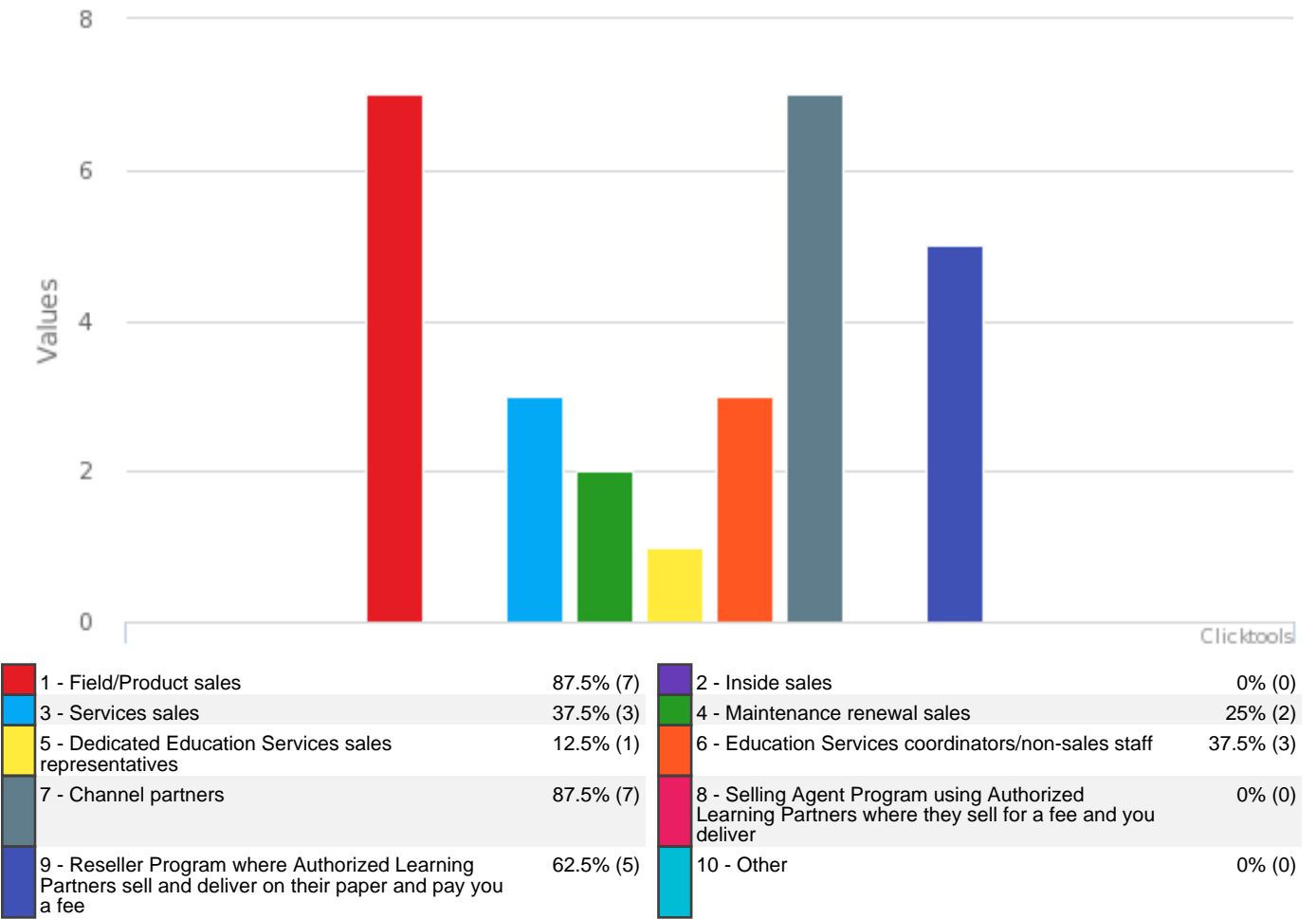
**34. How do you try to measure the impact your training has on the degree of product adoption and use?**

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

- Work with Implementation team to understand where training has impacted

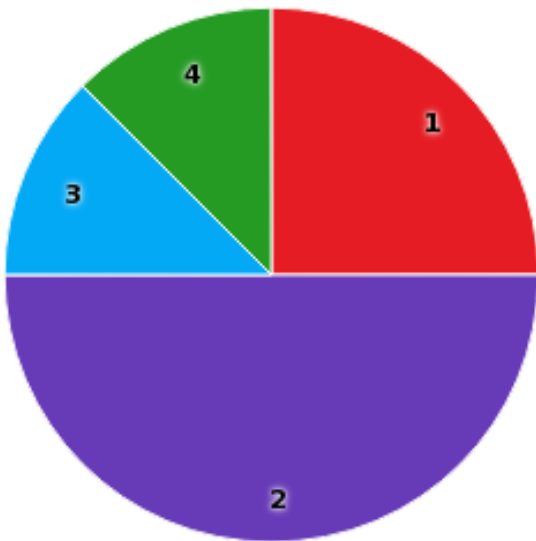
36. How do you try to measure the impact your training has on customer renewals/returning customers?

37. Who sells Education Services offerings? Select all that apply.



Response: 8

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

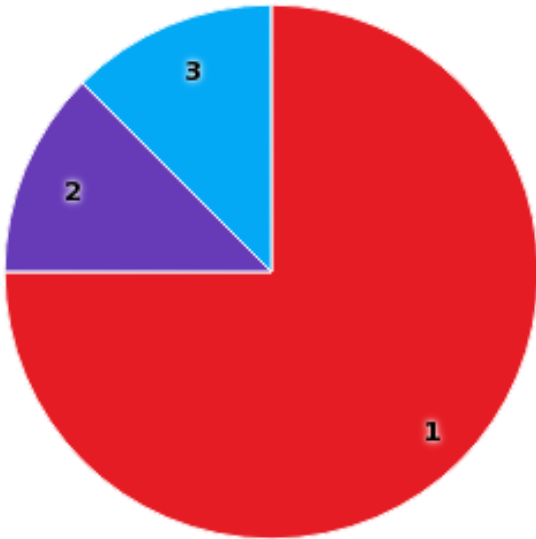


				Clicktools
1 - Less than \$5,000	25% (2)	2 - \$5,000-\$24,999	50% (4)	
3 - \$25,000-\$49,999	12.5% (1)	4 - \$50,000-\$99,999	12.5% (1)	
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)	

Mean: 2.12

Response: 8

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

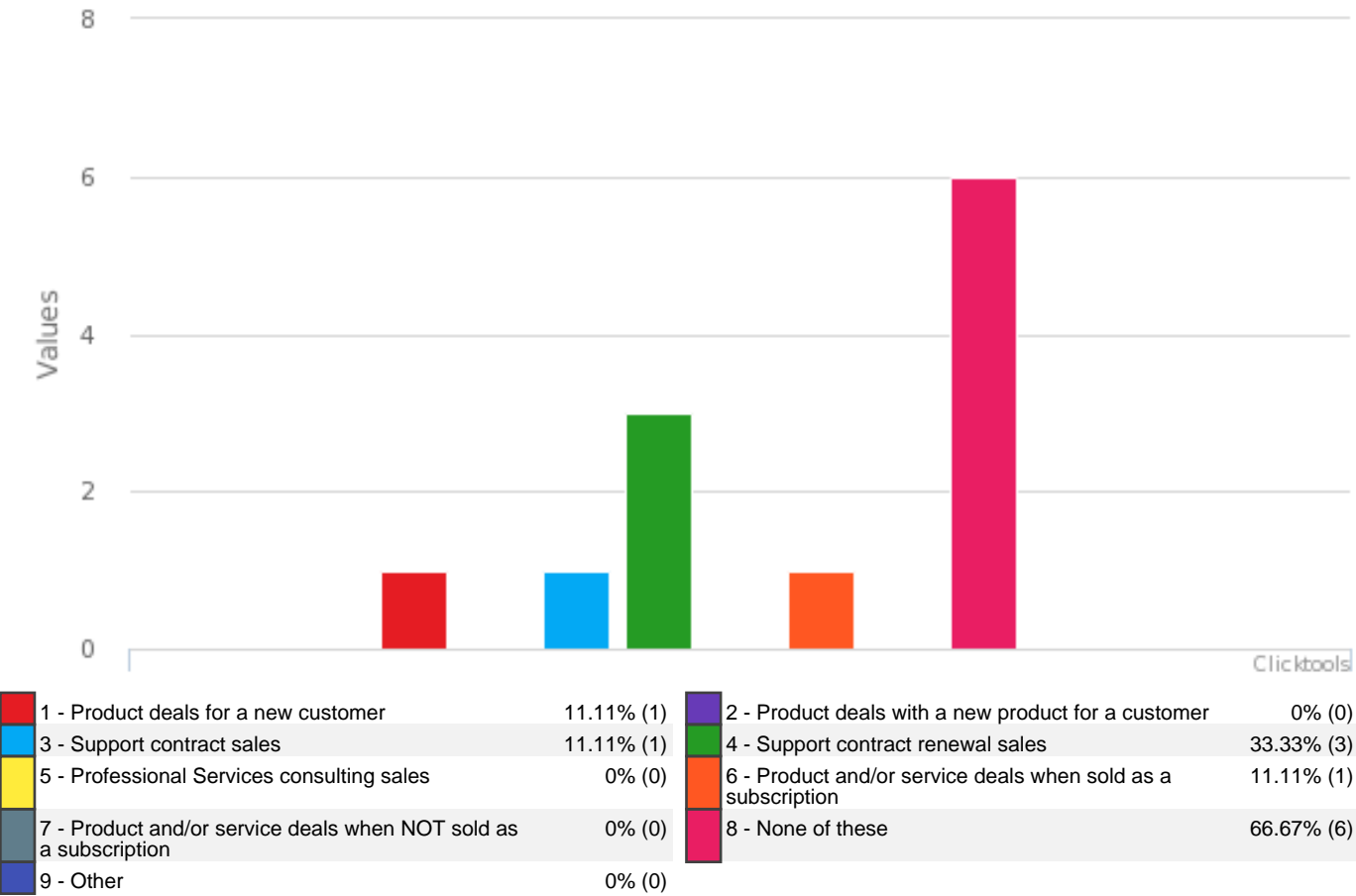


				Clicktools
1 - Less than \$5,000	75% (6)	2 - \$5,000-\$24,999	12.5% (1)	
3 - \$25,000-\$49,999	12.5% (1)	4 - \$50,000-\$99,999	0% (0)	
5 - \$100,000-\$199,999	0% (0)	6 - \$200,000 or more	0% (0)	

Mean: 1.38

Response: 8

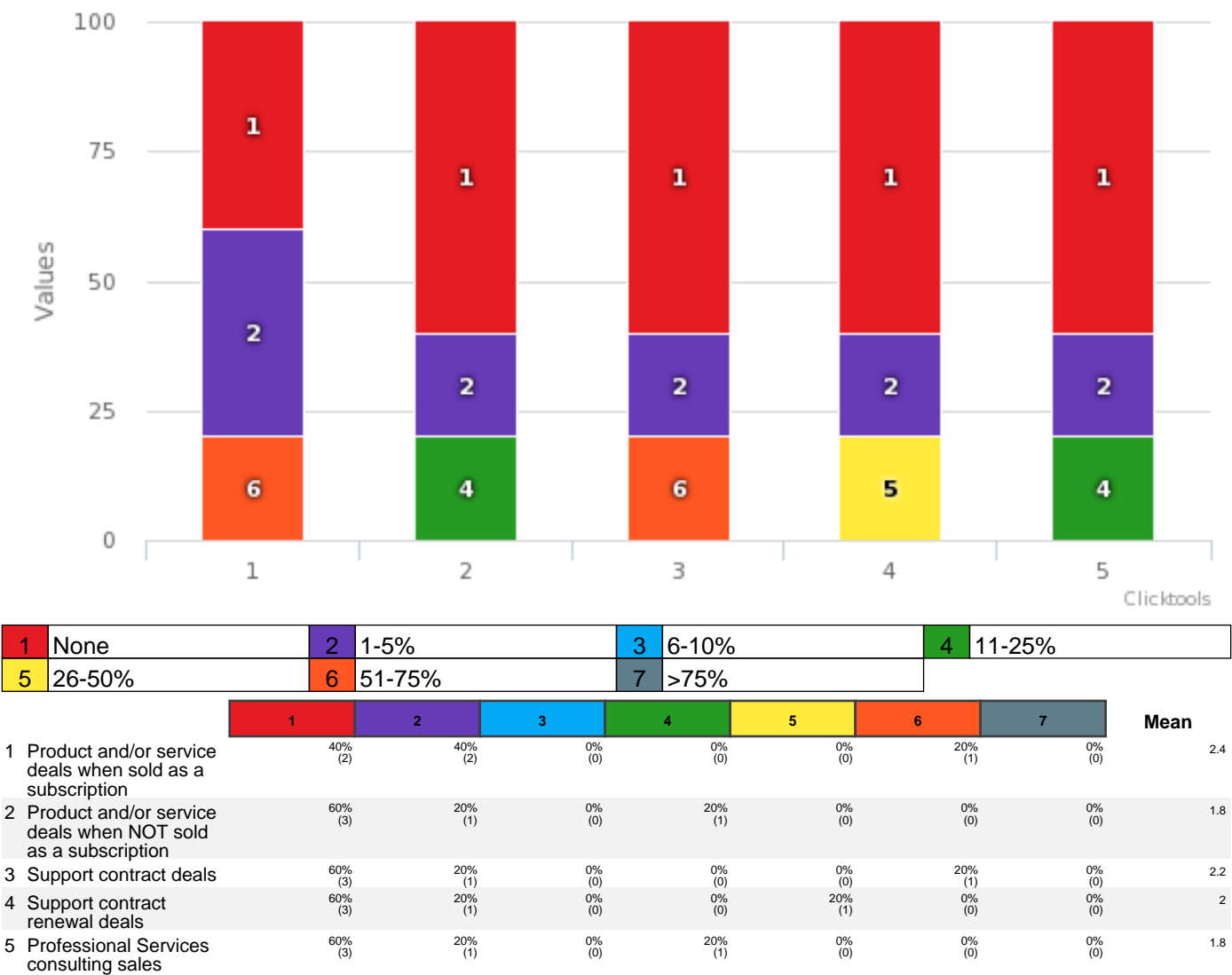
40. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



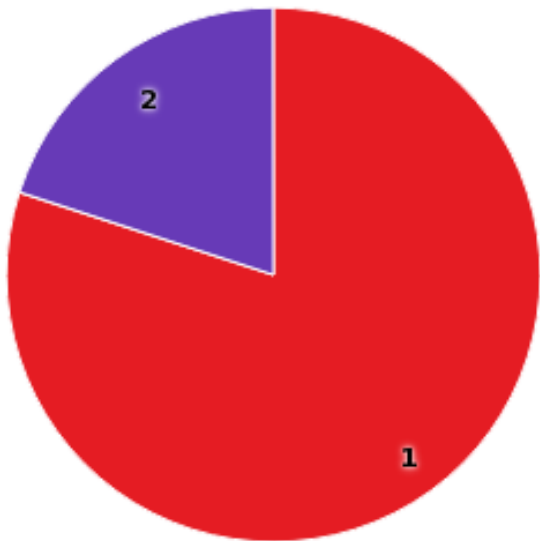
Response: 9



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



42. In your Reseller Program where Authorized Learning Partners sell and deliver ILT/VILT classes on their paper and pay you a fee, how do you charge?



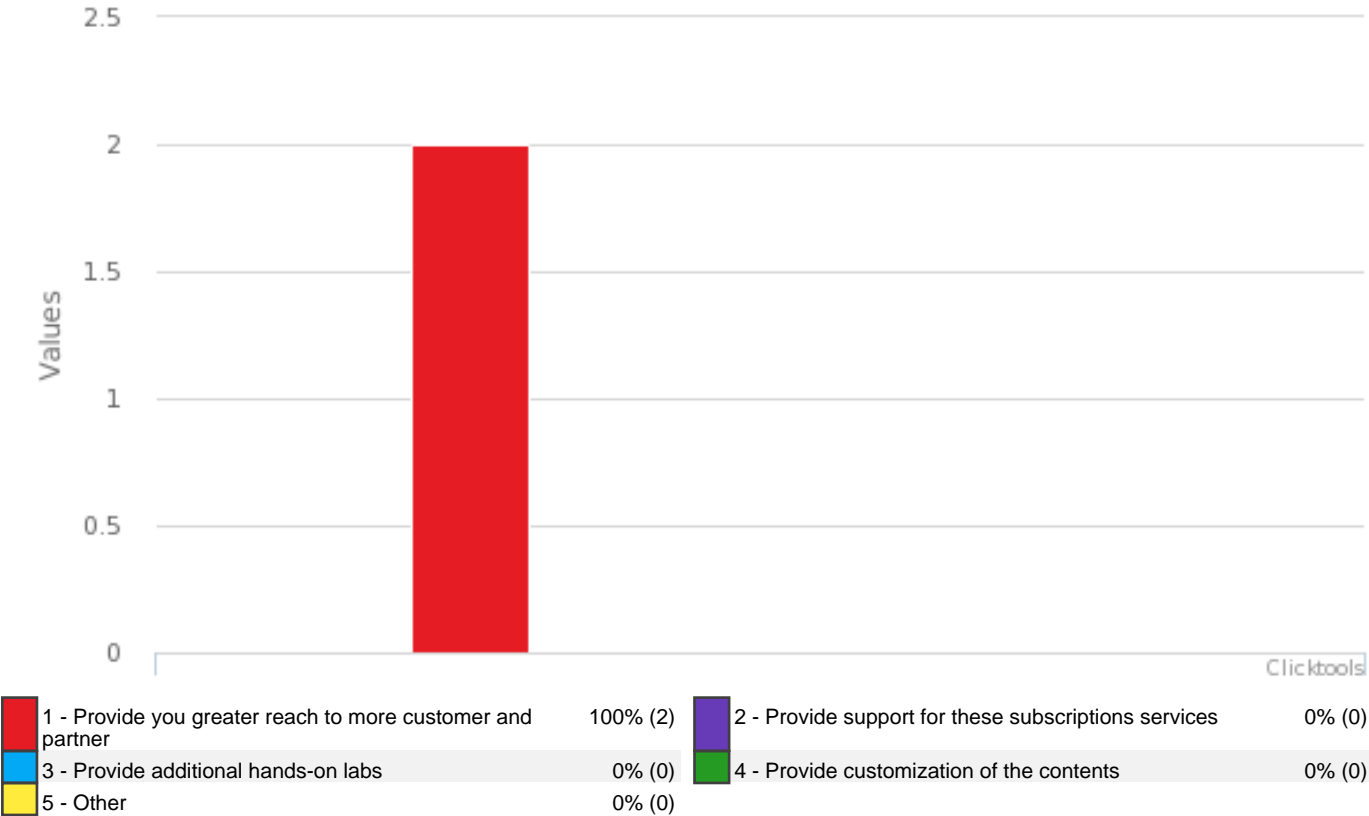
Mean: 1.2  
Response: 5

43. In your Reseller Program where Authorized Learning Partners sell Digital Learning Libraries/e-Learning/Self-paced content as subscriptions on their paper and pay you a fee, how do you charge?



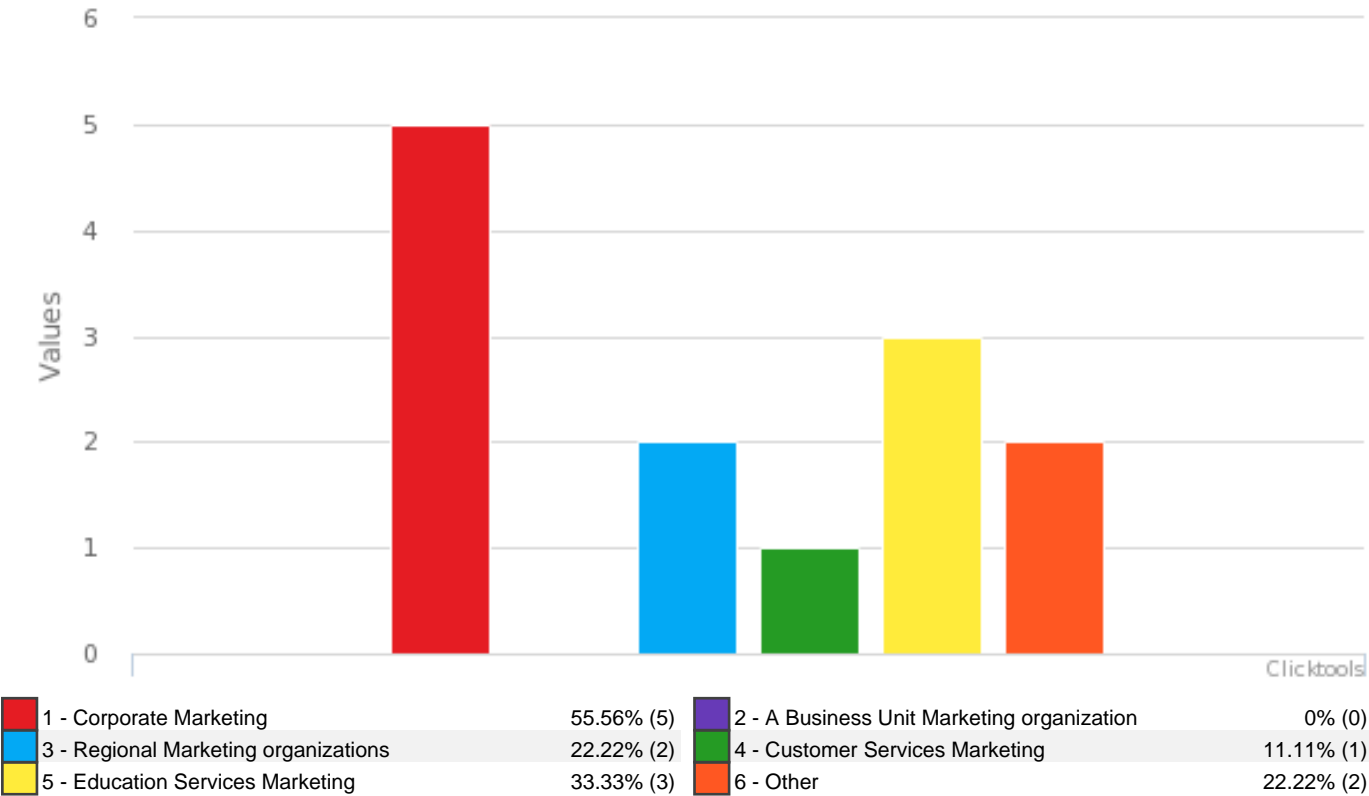
Mean: 1  
Response: 2

44. What value do Learning Partners provide around these subscriptions?  
Choose all that apply.



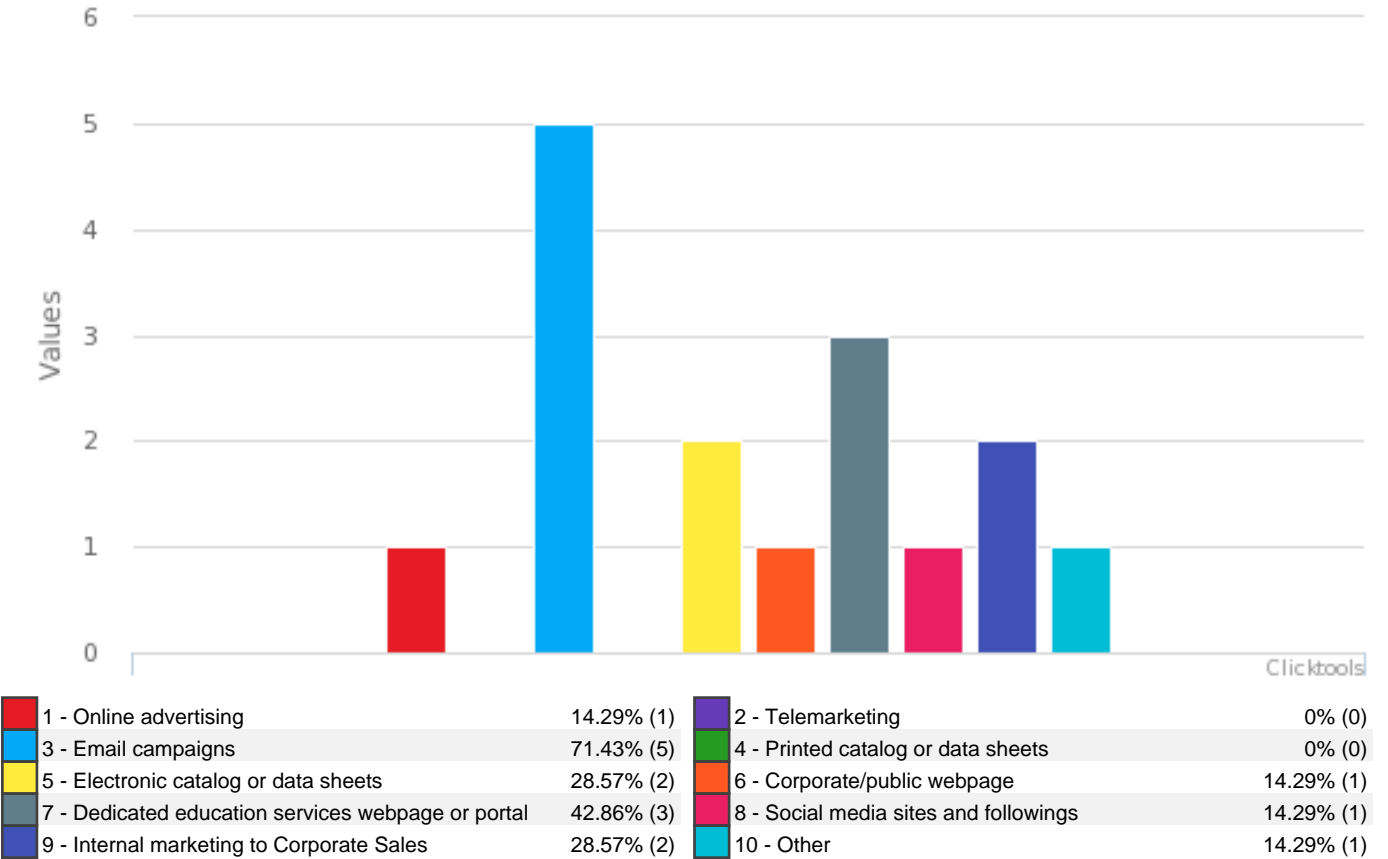
Response: 2

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

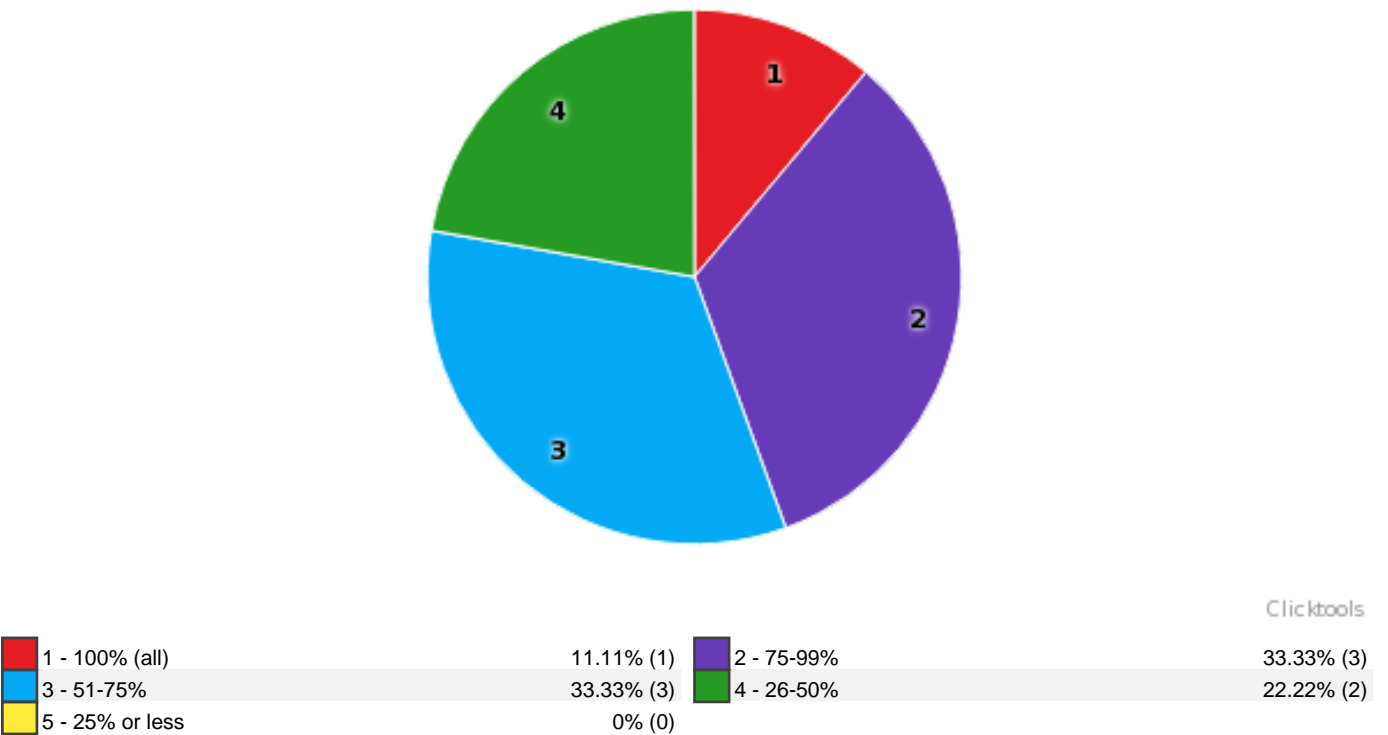


Response: 9

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

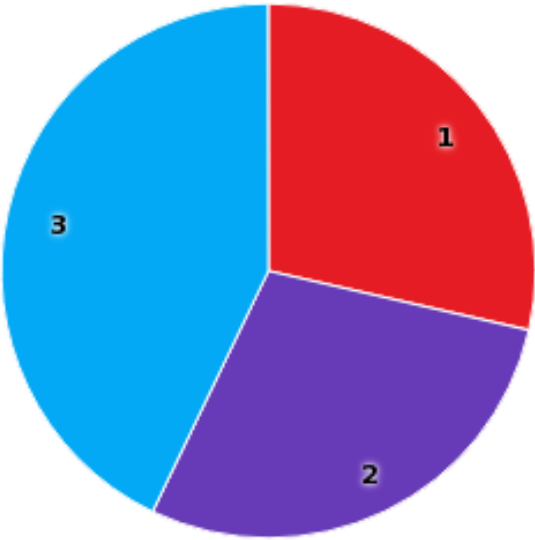


47. For approximately what percentage of your company ' s products does Education Services provide training coverage?








Mean: 2.67  
Response: 9

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

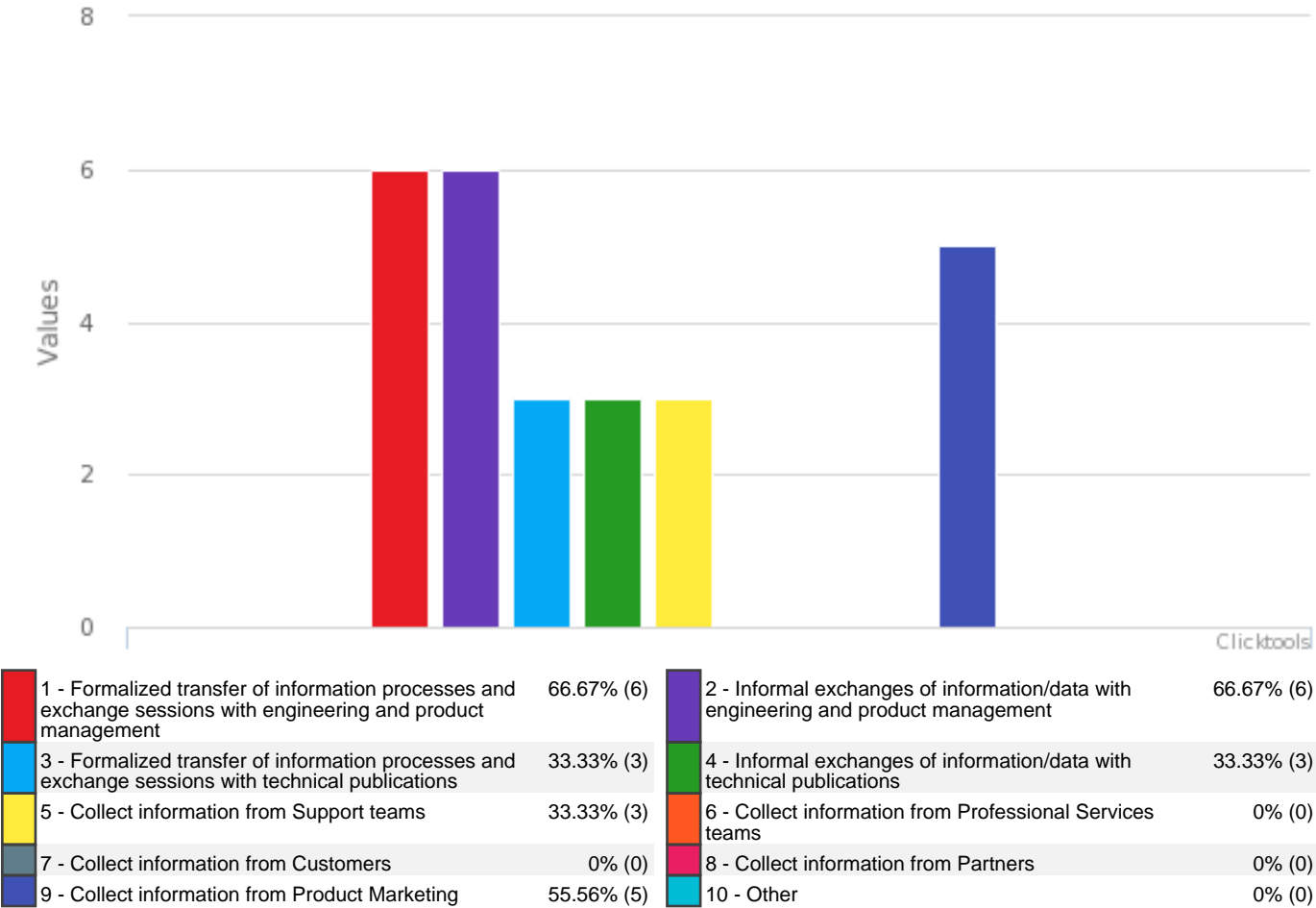


Clicktools

	1 - Product feasibility/inception stage	28.57% (2)		2 - Product development stage	28.57% (2)
	3 - Beta product availability stage	42.86% (3)		4 - General/public product availability stage	0% (0)
	5 - Other	0% (0)			

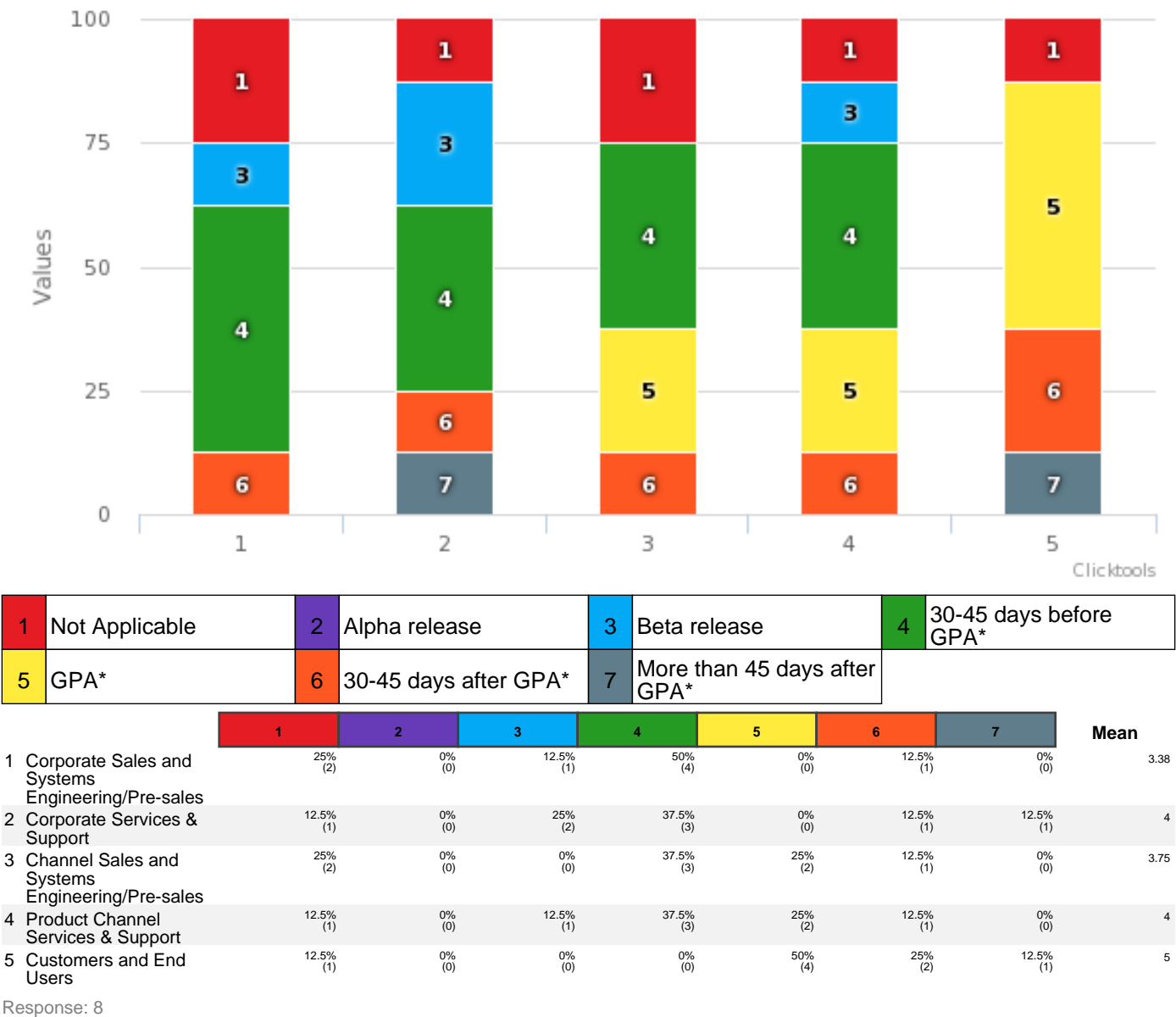
Mean: 2.14  
Response: 7

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

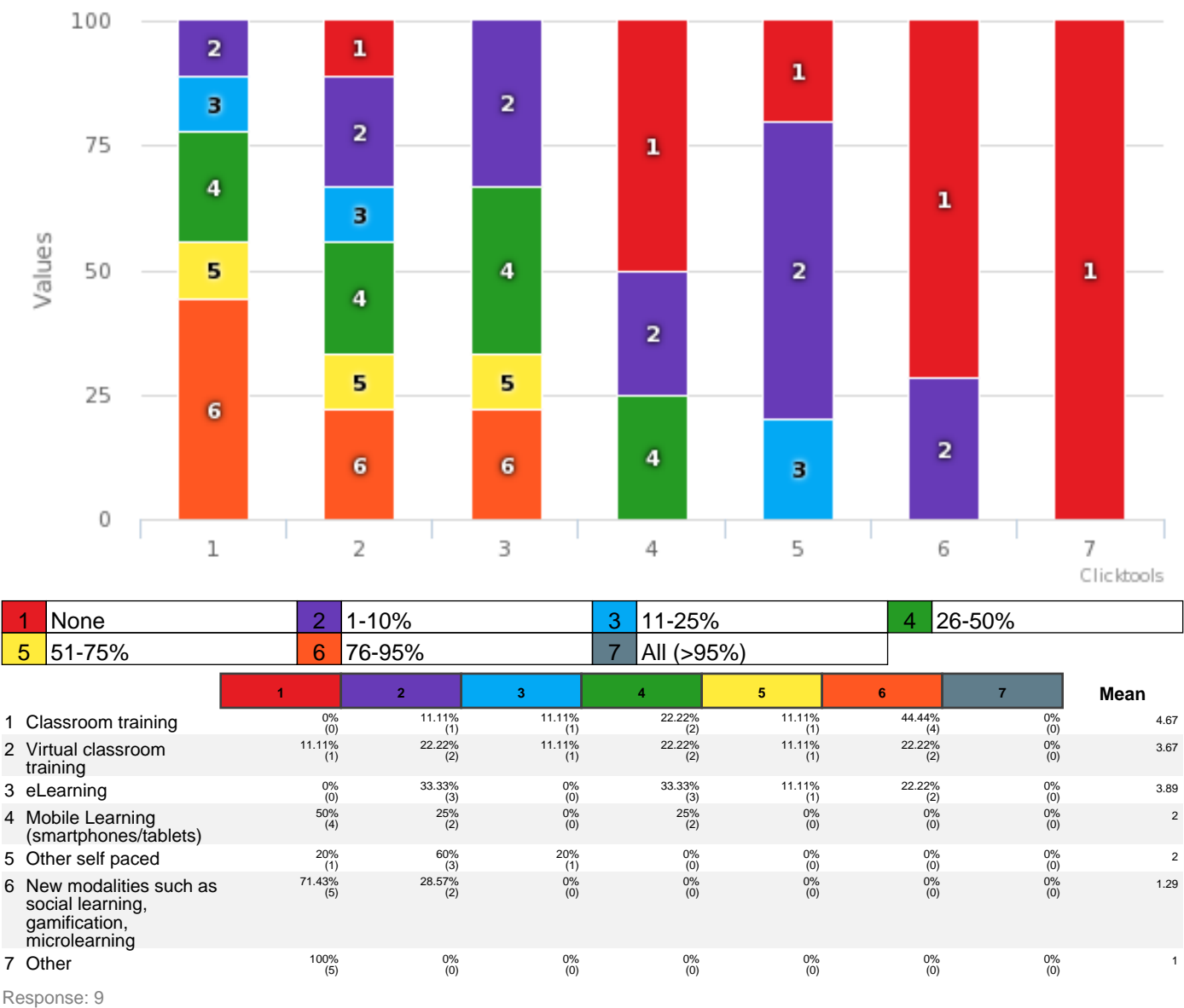


Response: 9

50. 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).



51. 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)?





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

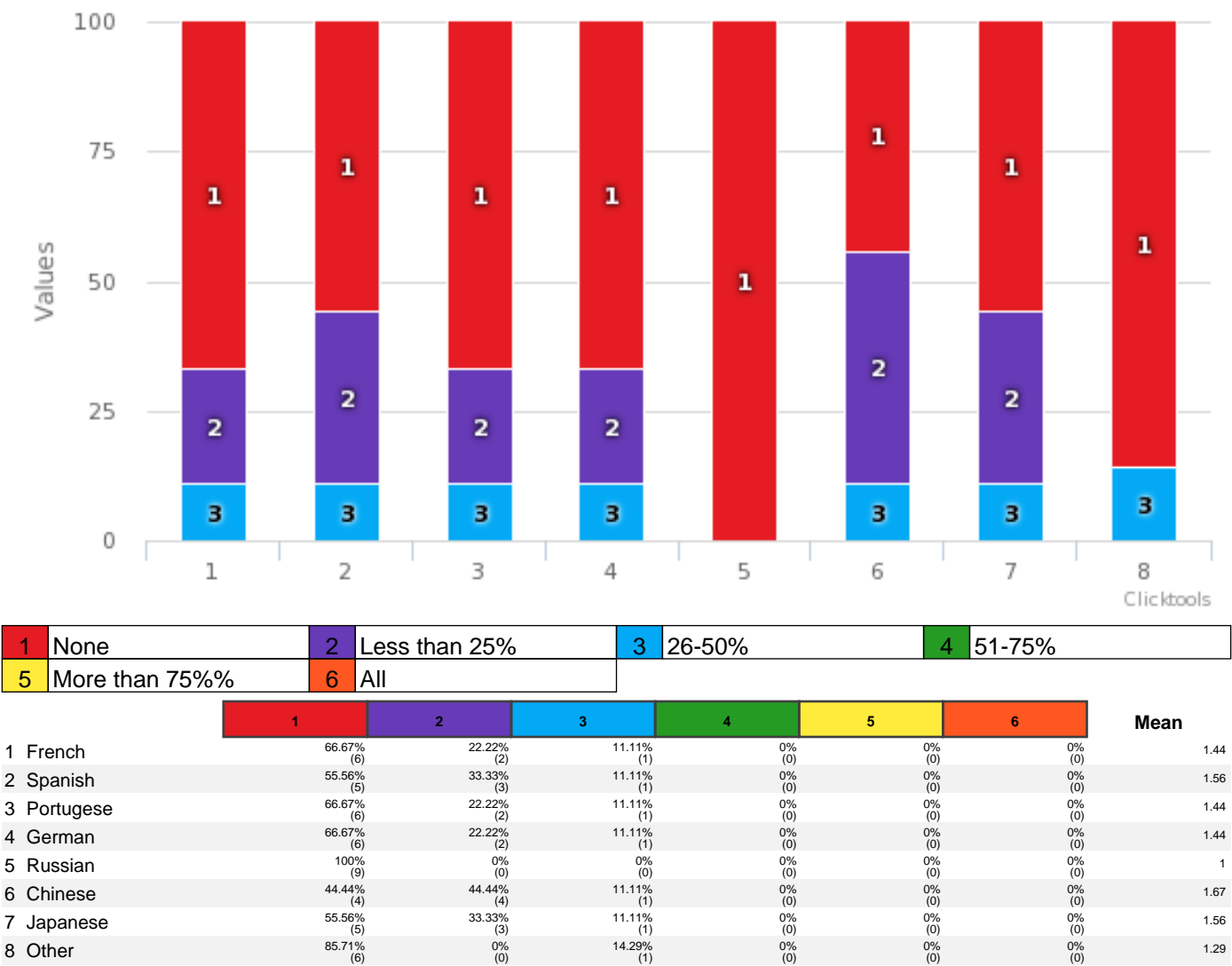


1 - None	11.11% (1)	2 - 10% or less	22.22% (2)
3 - 11-25%	11.11% (1)	4 - 26-50%	33.33% (3)
5 - 51-75%	11.11% (1)	6 - >75%	11.11% (1)

Mean: 3.44  
Response: 9

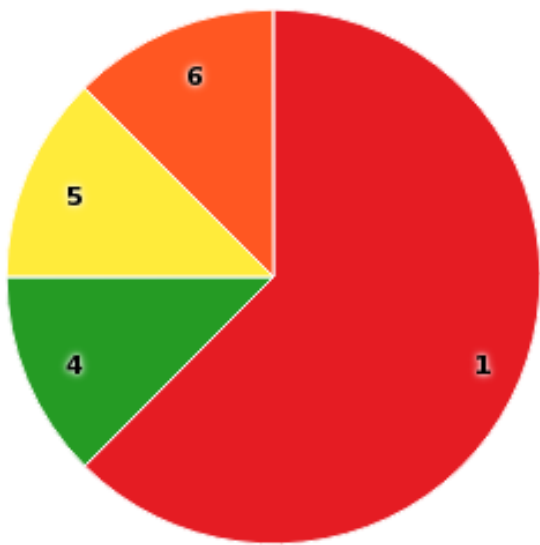
Clicktools

53. 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".



Response: 9

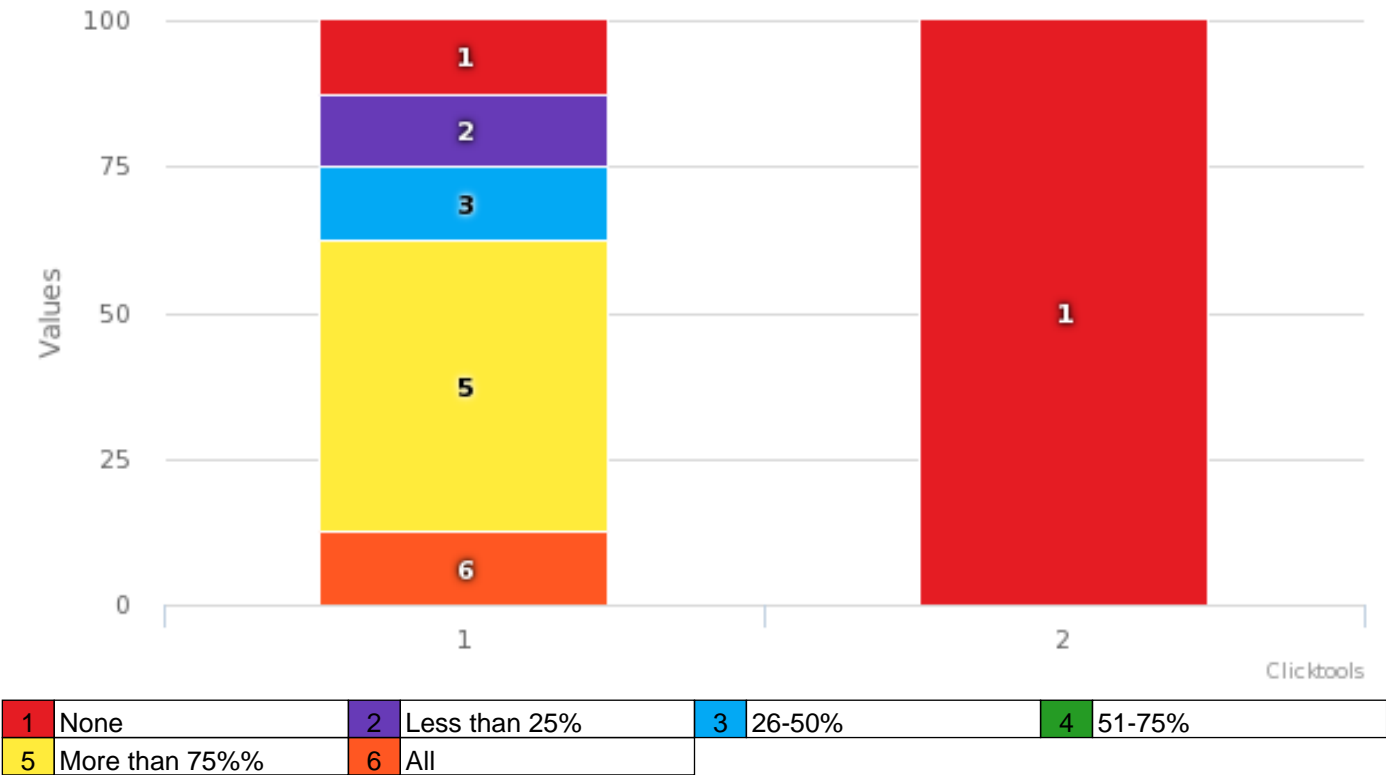
54. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	62.5% (5)	2 - Pre-sales/Sales Engineering training materials	0% (0)
3 - Admin training materials	0% (0)	4 - Operator training materials	12.5% (1)
5 - End-user training materials	12.5% (1)	6 - Other	12.5% (1)

Mean: 2.5  
Response: 8

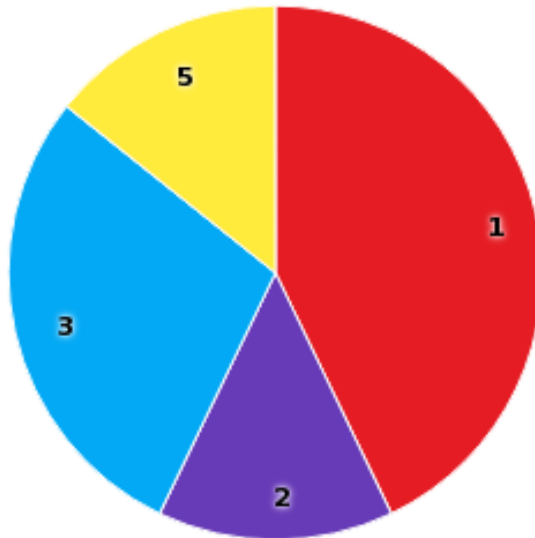
55. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	1	2	3	4	5	6	Mean
1 Scorm	12.5% (1)	12.5% (1)	12.5% (1)	0% (0)	50% (4)	12.5% (1)	4
2 Tin Can API	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 8

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



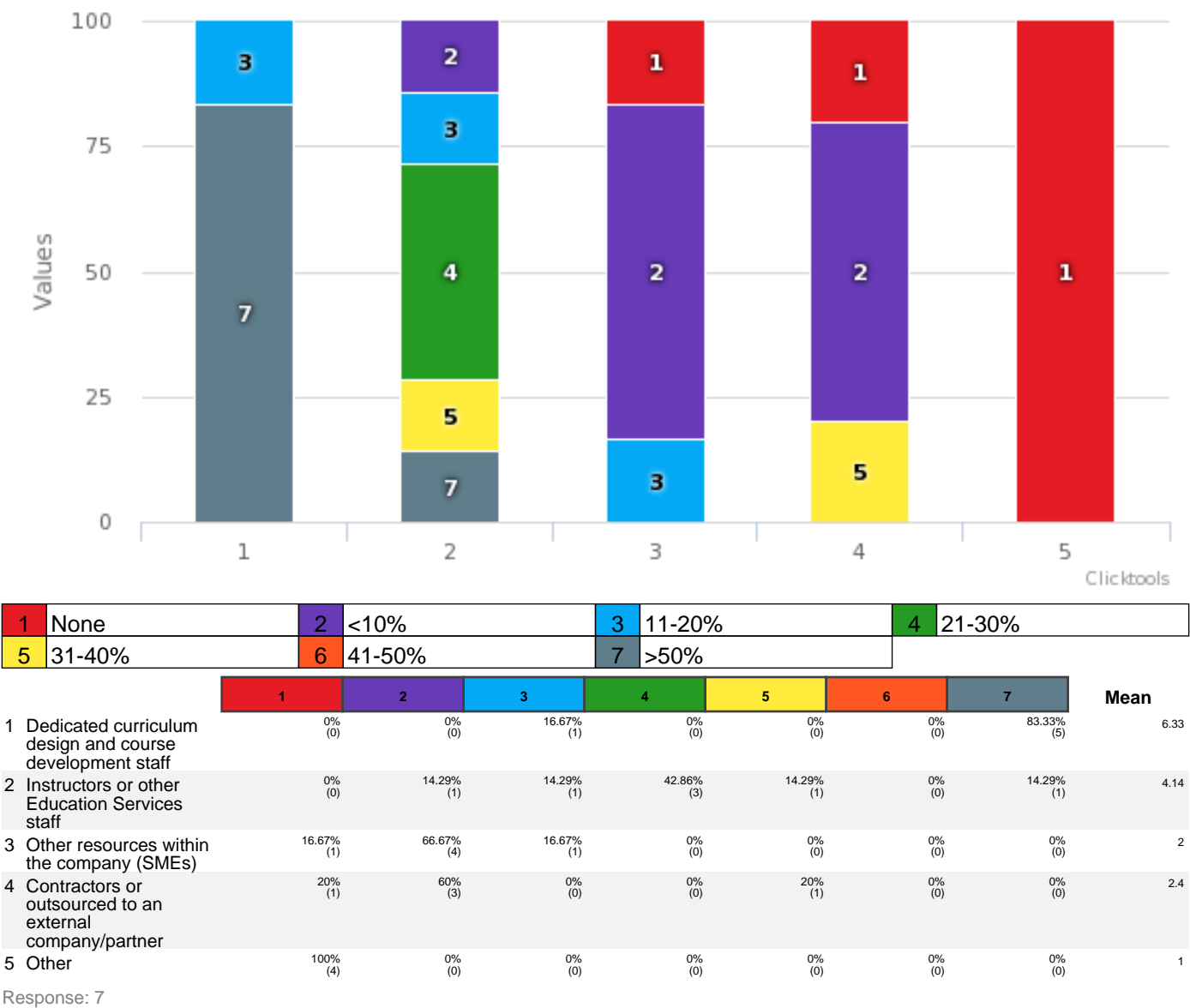
1 - 1-5	42.86% (3)	2 - 6-10	14.29% (1)
3 - 11-15	28.57% (2)	4 - 16-20	0% (0)
5 - >20	14.29% (1)		

Mean: 2.29

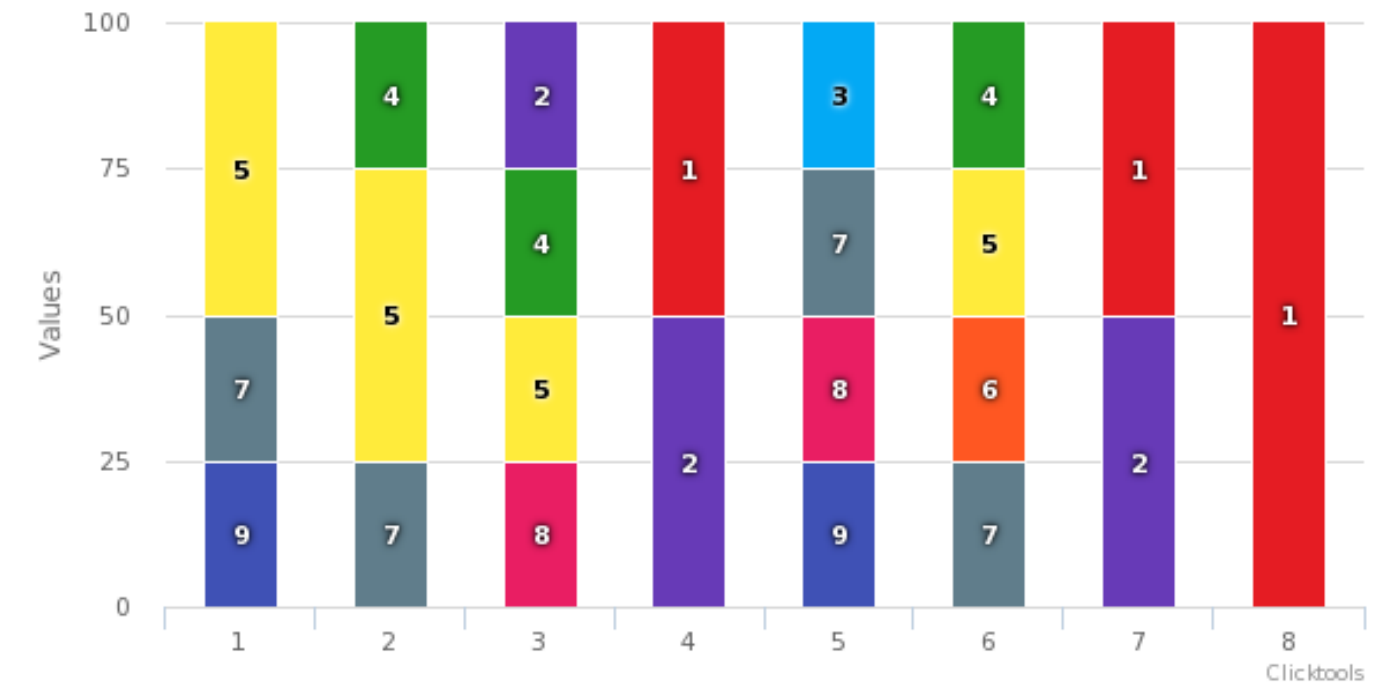
Response: 7

Clicktools

57. Approximately, what percentage of course development is completed by one of the following groups. If you don't use that group, please choose "None".



58. 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 use them. If you don't, choose N/A (not applicable).

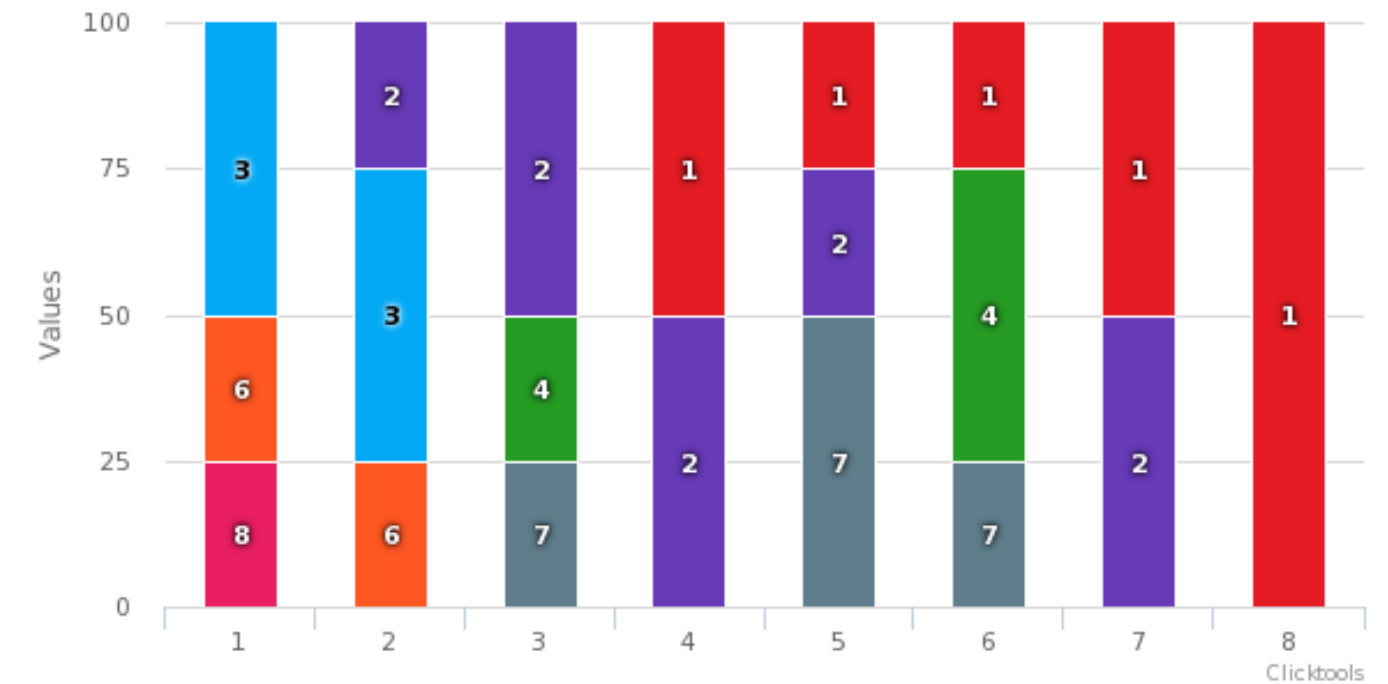


1	N/A	2	<15	3	16-25	4	26-35
5	36-50	6	51-75	7	76-100	8	100-200
9	>200						

	1	2	3	4	5	6	7	8	9	Mean
1 Instructor Led (ILT)	0% (0)	0% (0)	0% (0)	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	25% (1)	6.5
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	0% (0)	0% (0)	0% (0)	25% (1)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	5.25
3 Remote/virtual lab exercises	0% (0)	25% (1)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	4.75
4 Asynchronous e-learning (web-based training) - page turning	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asynchronous e-learning (web-based training) - interactive	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	25% (1)	6.75
6 Video	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	25% (1)	25% (1)	0% (0)	0% (0)	5.5
7 Electronic or printed self-study	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
8 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 4

59. Estimate the amount of development time required in person hours on average to UPDATE each HOUR of existing class/lesson time for each of the following offering types, if you use them. If you don't, choose N/A (not applicable).

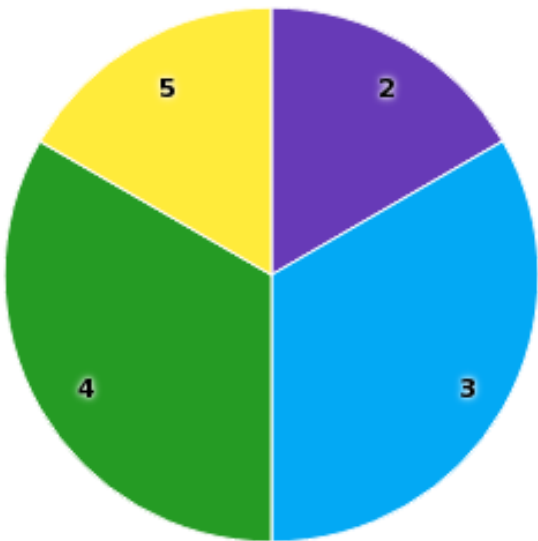


1	N/A	2	<15	3	16-25	4	26-35
5	36-50	6	51-75	7	76-100	8	100-200
9	>200						

	1	2	3	4	5	6	7	8	9	Mean
1 Instructor Led (ILT)	0% (0)	0% (0)	50% (2)	0% (0)	0% (0)	25% (1)	0% (0)	25% (1)	0% (0)	5
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	0% (0)	25% (1)	50% (2)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	3.5
3 Remote/virtual lab exercises	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	3.75
4 Asynchronous e-learning (web-based training) - page turning	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
5 Asynchronous e-learning (web-based training) - interactive	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	50% (2)	0% (0)	0% (0)	4.25
6 Video	25% (1)	0% (0)	0% (0)	50% (2)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	4
7 Electronic or printed self-study	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
8 Other	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 4

60. How often on average do you update courses?

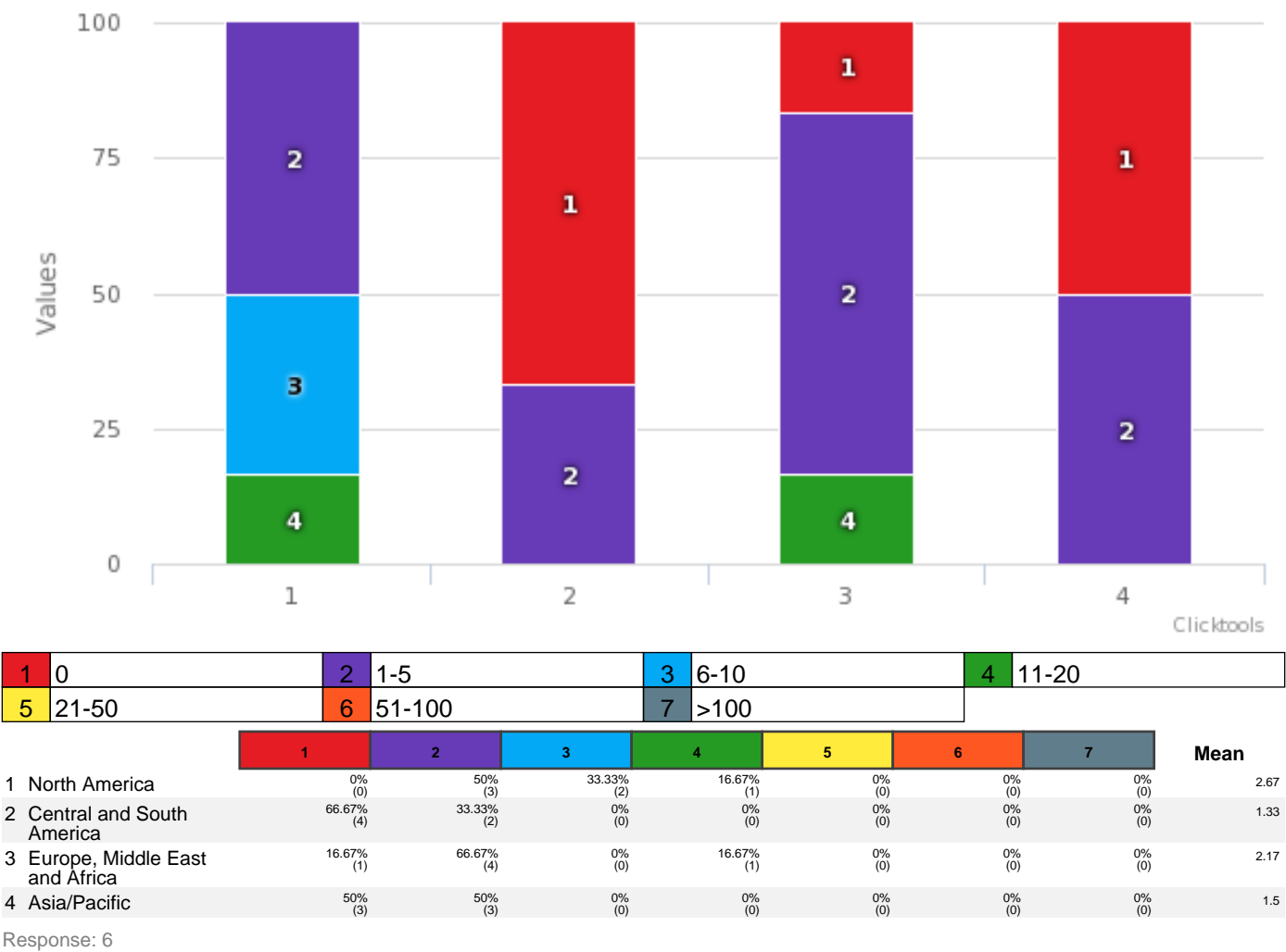


			Clicktools
1 - < 3 months	0% (0)	2 - 3-5 months	16.67% (1)
3 - 6-9 months	33.33% (2)	4 - 10-14 months	33.33% (2)
5 - 15-24 months	16.67% (1)	6 - > 24 months	0% (0)

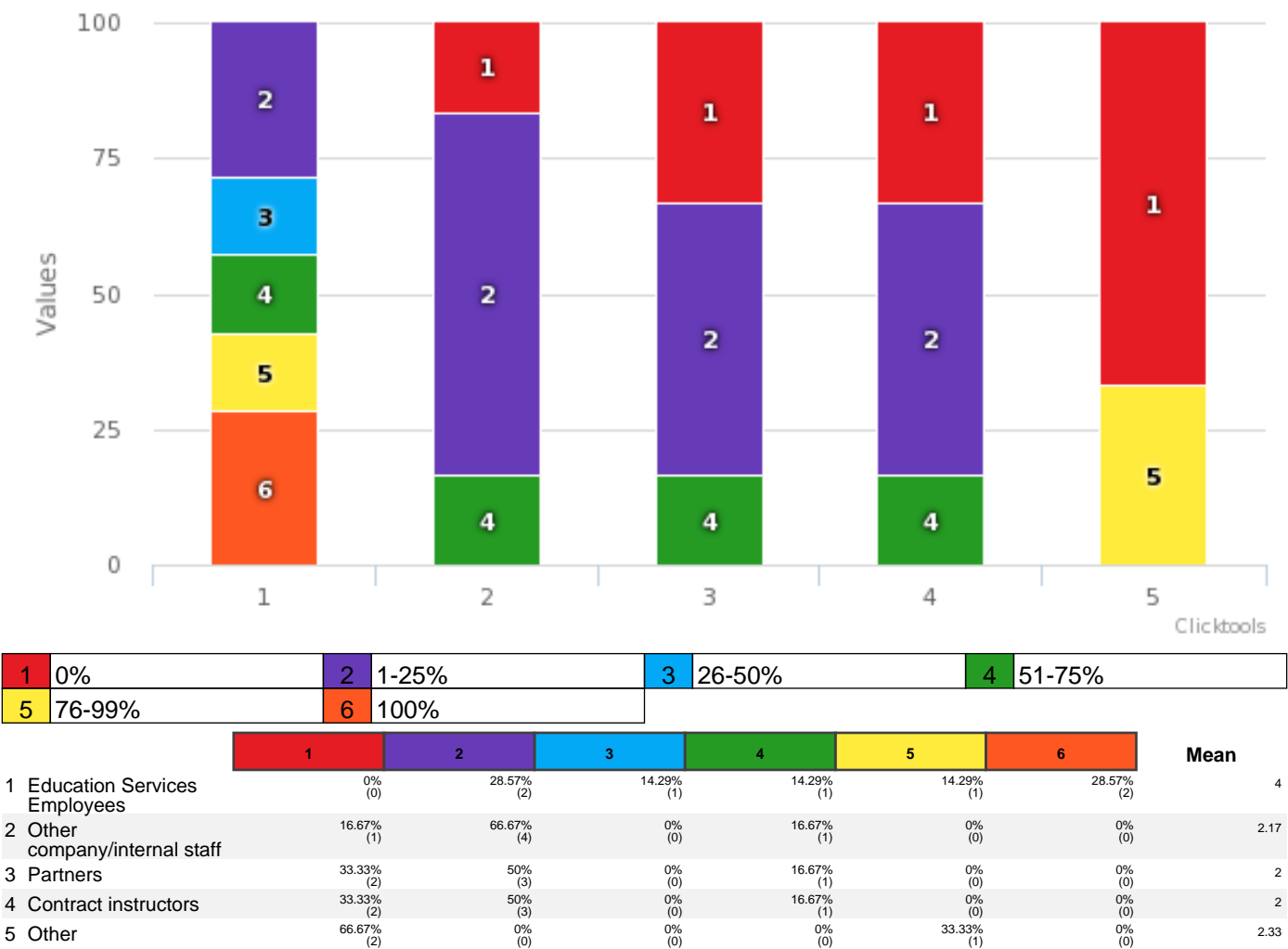
Mean: 3.5  
Response: 6



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

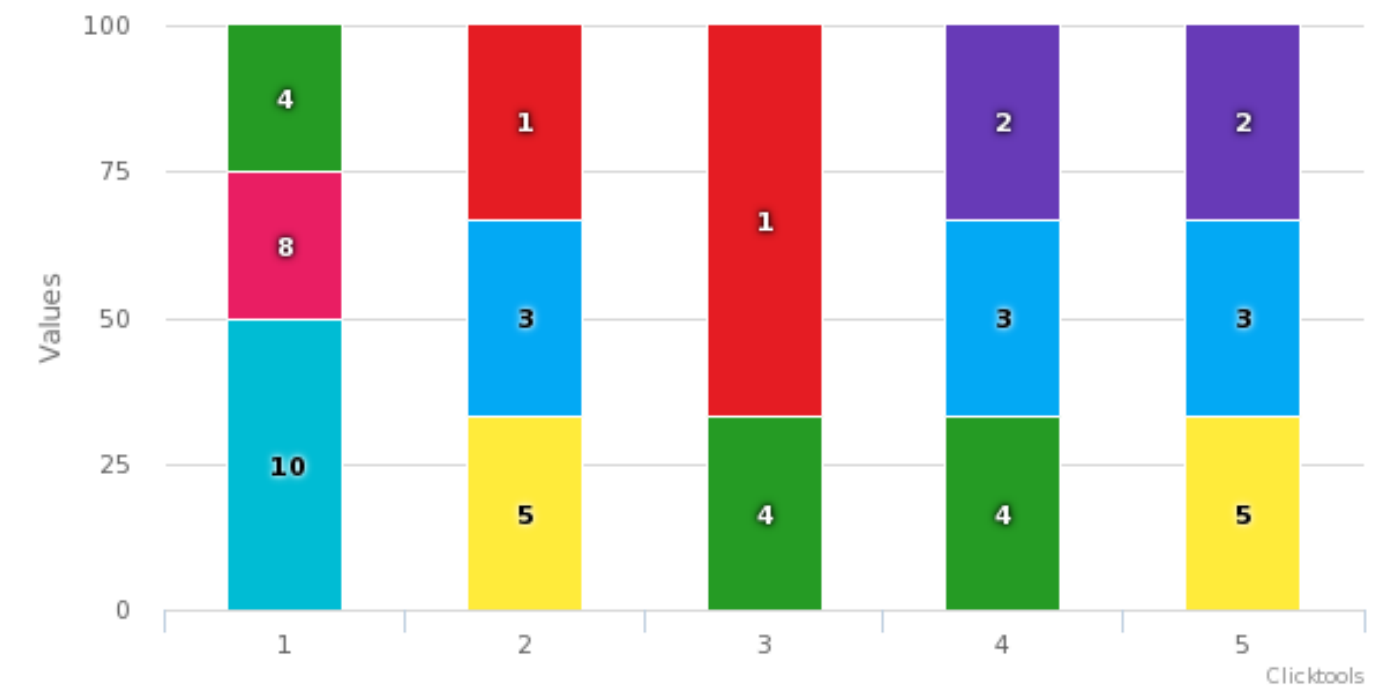


62. What percentage of your instructor-led training, both in-person and distance learning instructors, is delivered through the following personnel?



Response: 7

63. For the last fiscal year, what was the instructor utilization achievement?

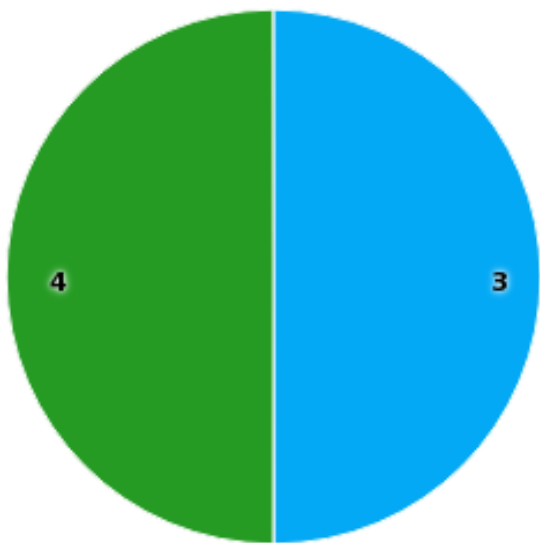


1	None	2	<10%	3	10-19%	4	20-29%
5	30-39%	6	40-49%	7	50-59%	8	60-69%
9	70-79%	10	>80%				

	1	2	3	4	5	6	7	8	9	10	Mean
1 Billable delivery	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	50% (2)	8
2 Billable custom development	33.33% (1)	0% (0)	33.33% (1)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3
3 Other billable	66.67% (2)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
4 Non-billable preparation time including travel for onsites	0% (0)	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	0% (0)	33.33% (1)	33.33% (1)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.33

Response: 4

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



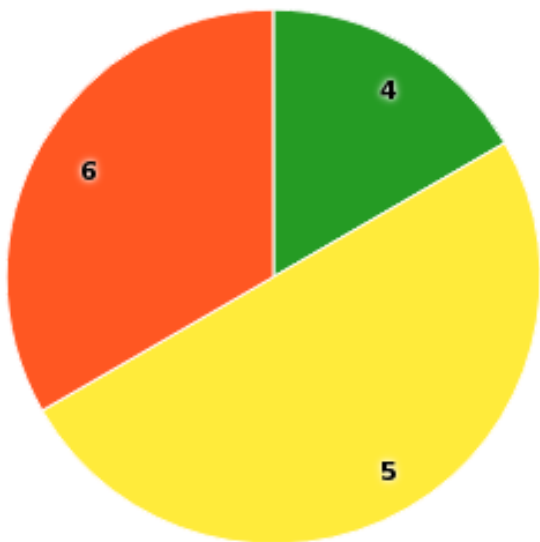
Clicktools

<div>1 - 1 month or less</div>	0% (0)	<div>2 - 2 months</div>	0% (0)
<div>3 - 3 months</div>	50% (3)	<div>4 - 4-6 months</div>	50% (3)
<div>5 - 7-12 months</div>	0% (0)	<div>6 - More than 12 months</div>	0% (0)

Mean: 3.5

Response: 6

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



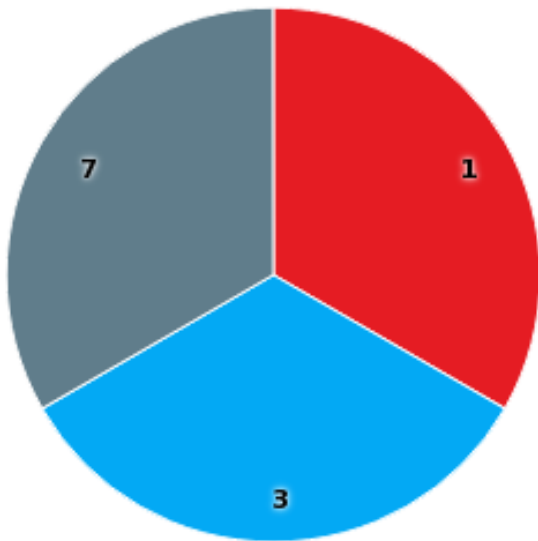
Clicktools

<div>1 - 1 month or less</div>	0% (0)	<div>2 - 2 months</div>	0% (0)
<div>3 - 3 months</div>	0% (0)	<div>4 - 4-6 months</div>	16.67% (1)
<div>5 - 7-12 months</div>	50% (3)	<div>6 - More than 12 months</div>	33.33% (2)

Mean: 5.17

Response: 6

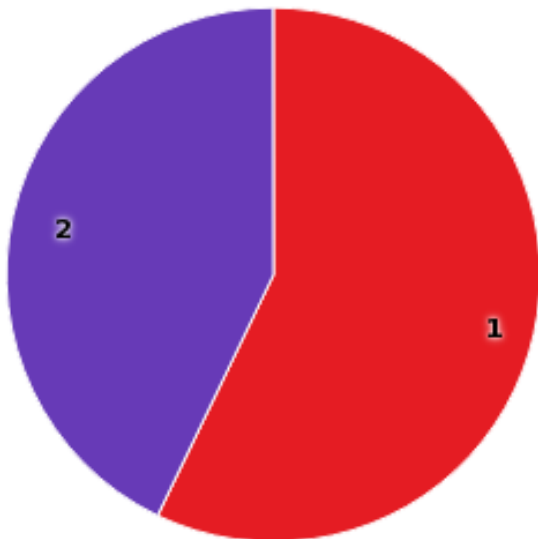
66. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



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

Mean: 3.67  
Response: 3

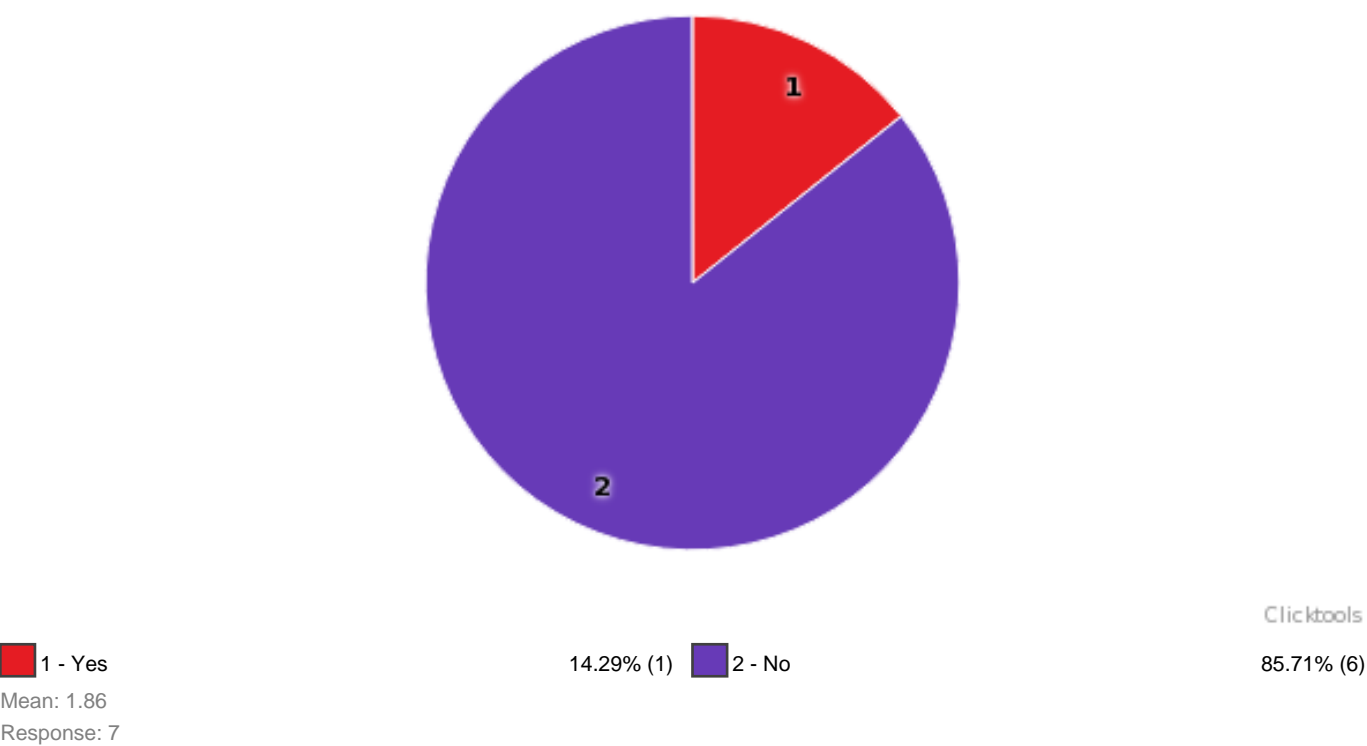
67. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



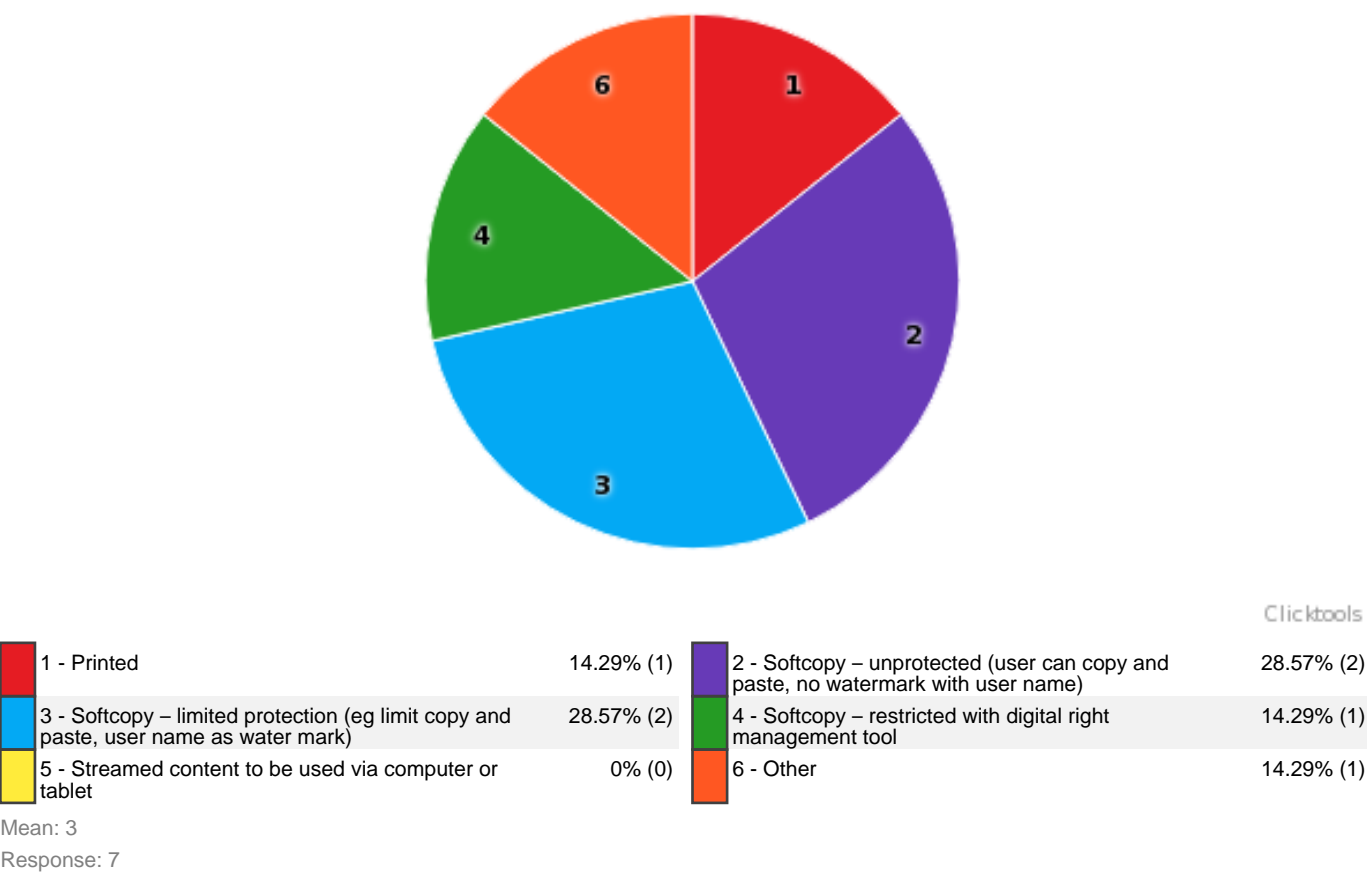
1 - Yes	57.14% (4)	2 - No	42.86% (3)
---------	------------	--------	------------

Mean: 1.43  
Response: 7

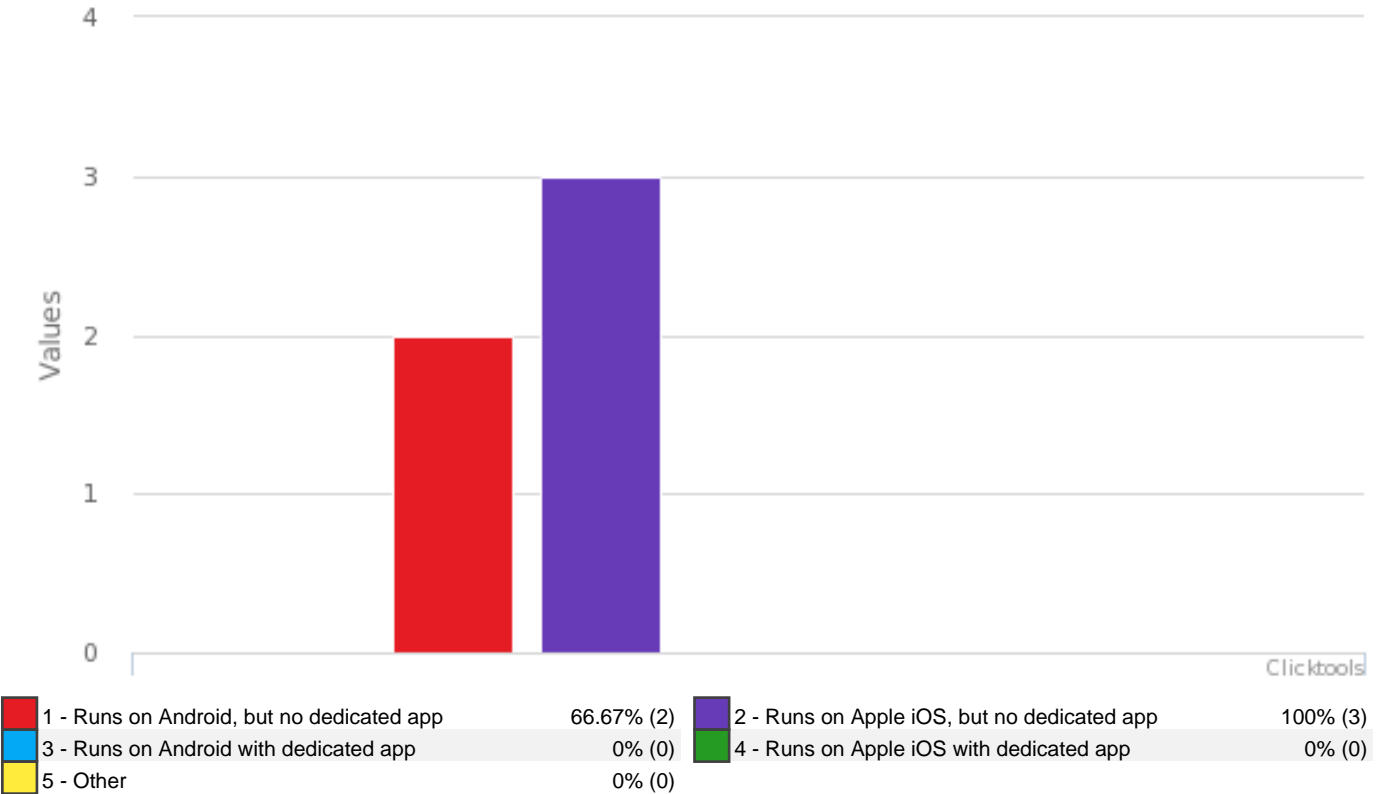
68. When delivering instructor-led training, do you mix both live and virtual audiences?



69. How do you provide student training materials for your classroom and virtual classroom deliveries?

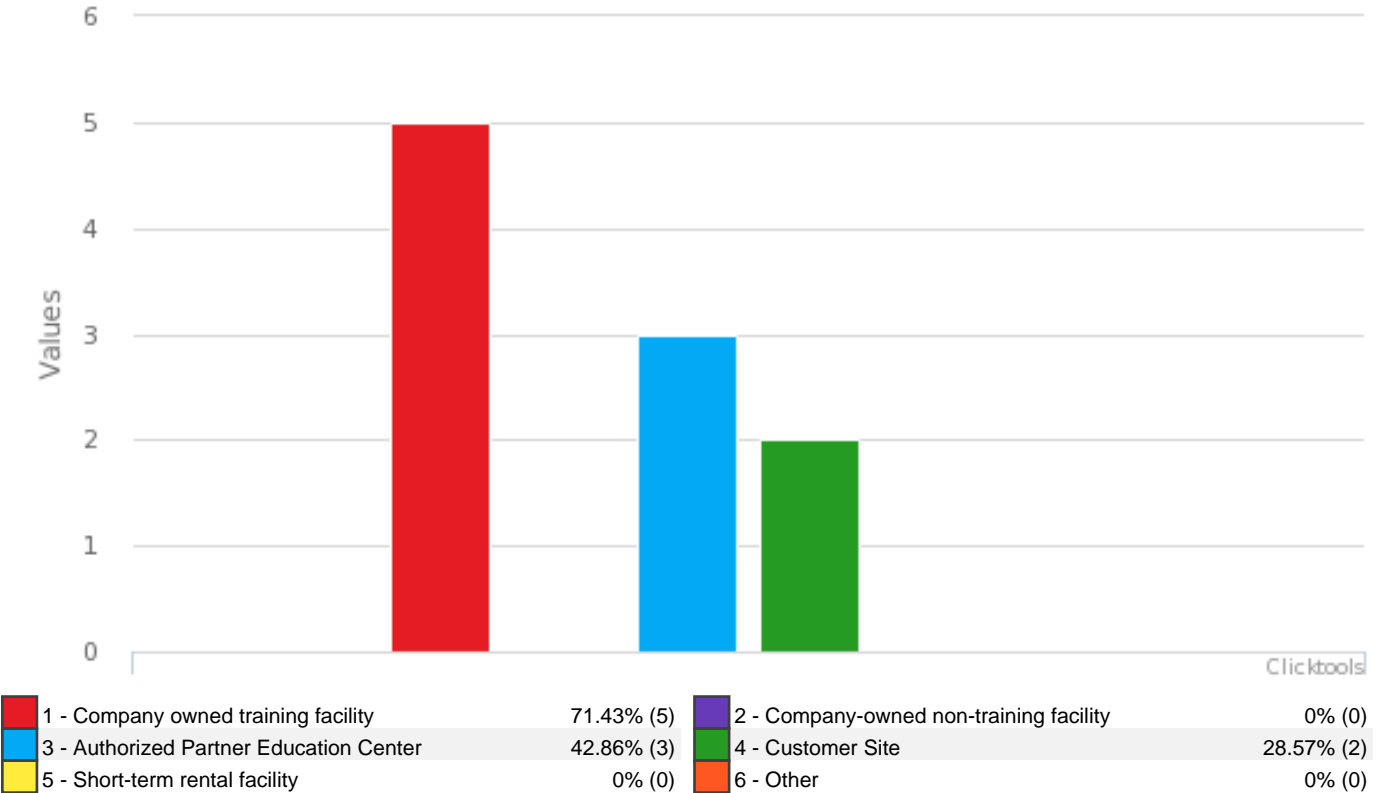


70. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



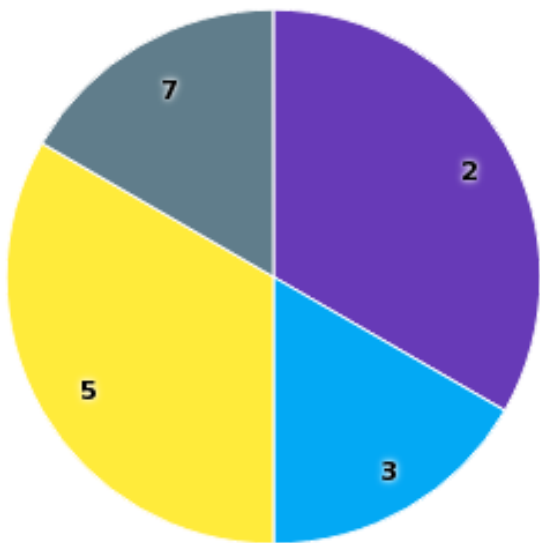
Response: 3

71. Of your current instructor-led (in-person) classes, in which classrooms are the majority delivered? Select no more than two.



Response: 7

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



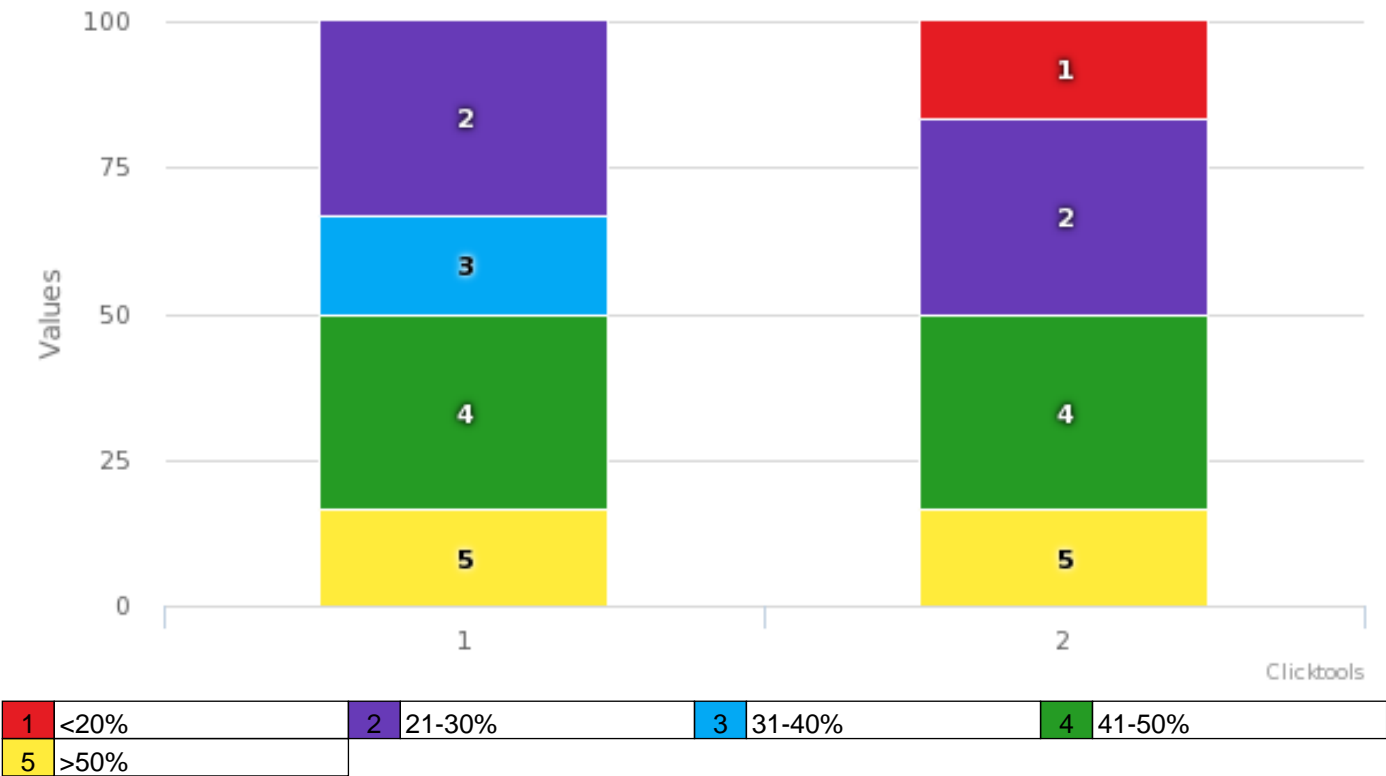
Clicktools

<div>1 - &lt;20%</div>	0% (0)	<div>2 - 21-30%</div>	33.33% (2)
<div>3 - 31-40%</div>	16.67% (1)	<div>4 - 41-50%</div>	0% (0)
<div>5 - 51-60%</div>	33.33% (2)	<div>6 - 61-70%</div>	0% (0)
<div>7 - &gt;70%</div>	16.67% (1)		

Mean: 4

Response: 6

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

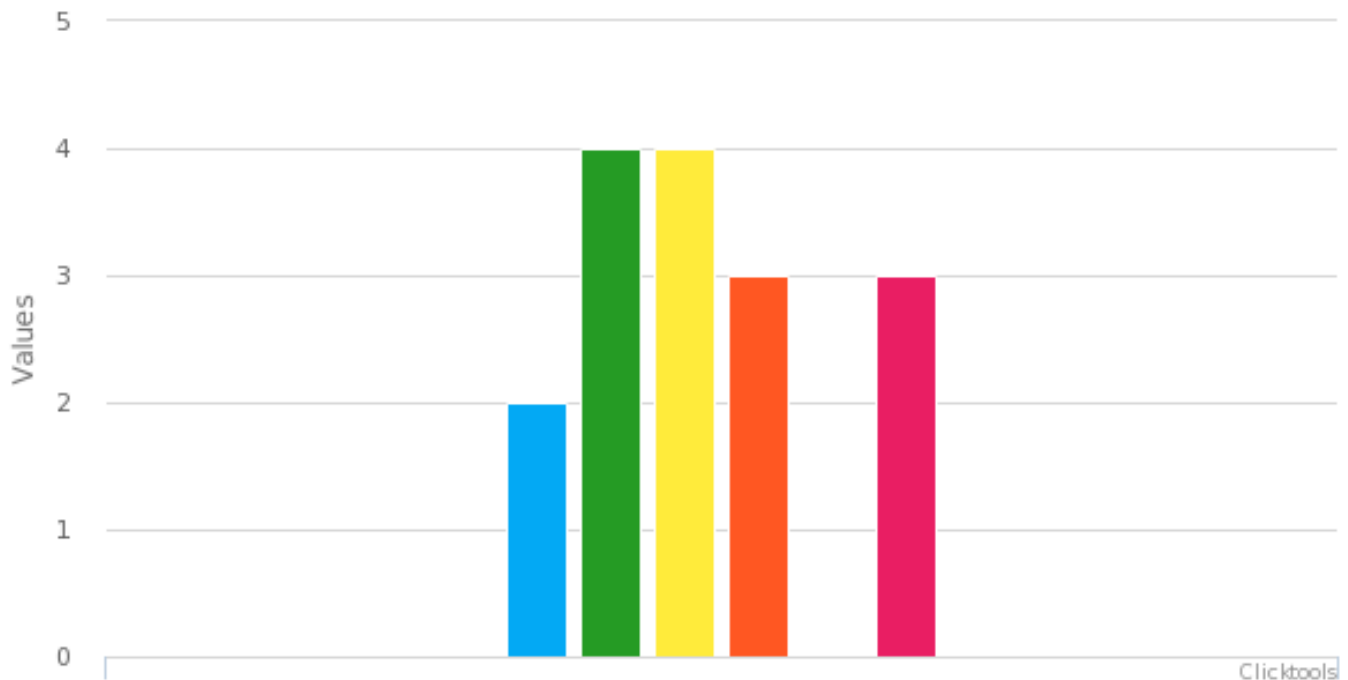




	1	2	3	4	5	Mean
1 Live instructor-led	0% (0)	33.33% (2)	16.67% (1)	33.33% (2)	16.67% (1)	3.33
2 Virtual instructor-led	16.67% (1)	33.33% (2)	0% (0)	33.33% (2)	16.67% (1)	3

Response: 6

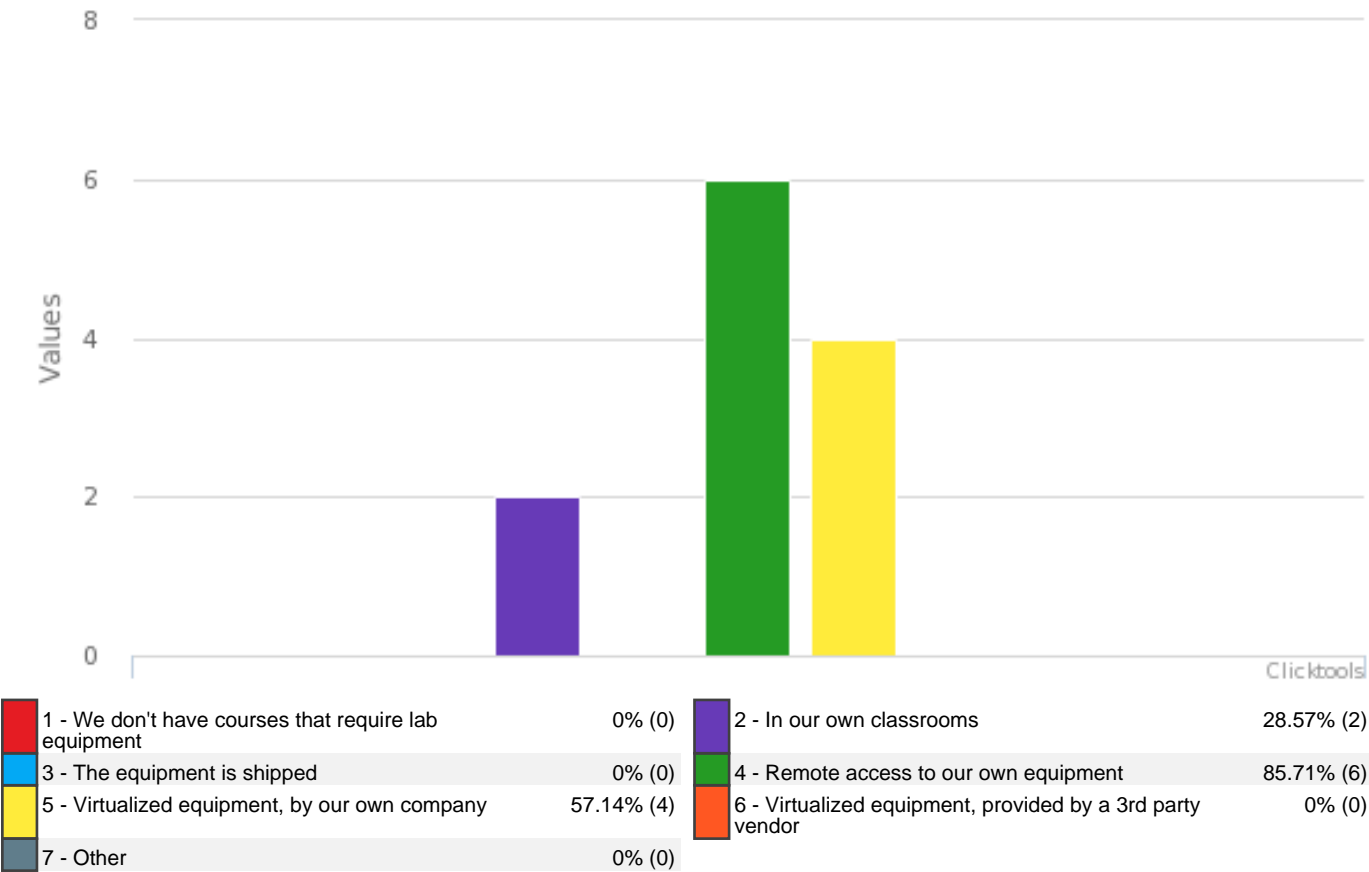
**74. Which of the following types of actions do you take when you are faced with under-enrolled offerings?  
Select all that apply.**



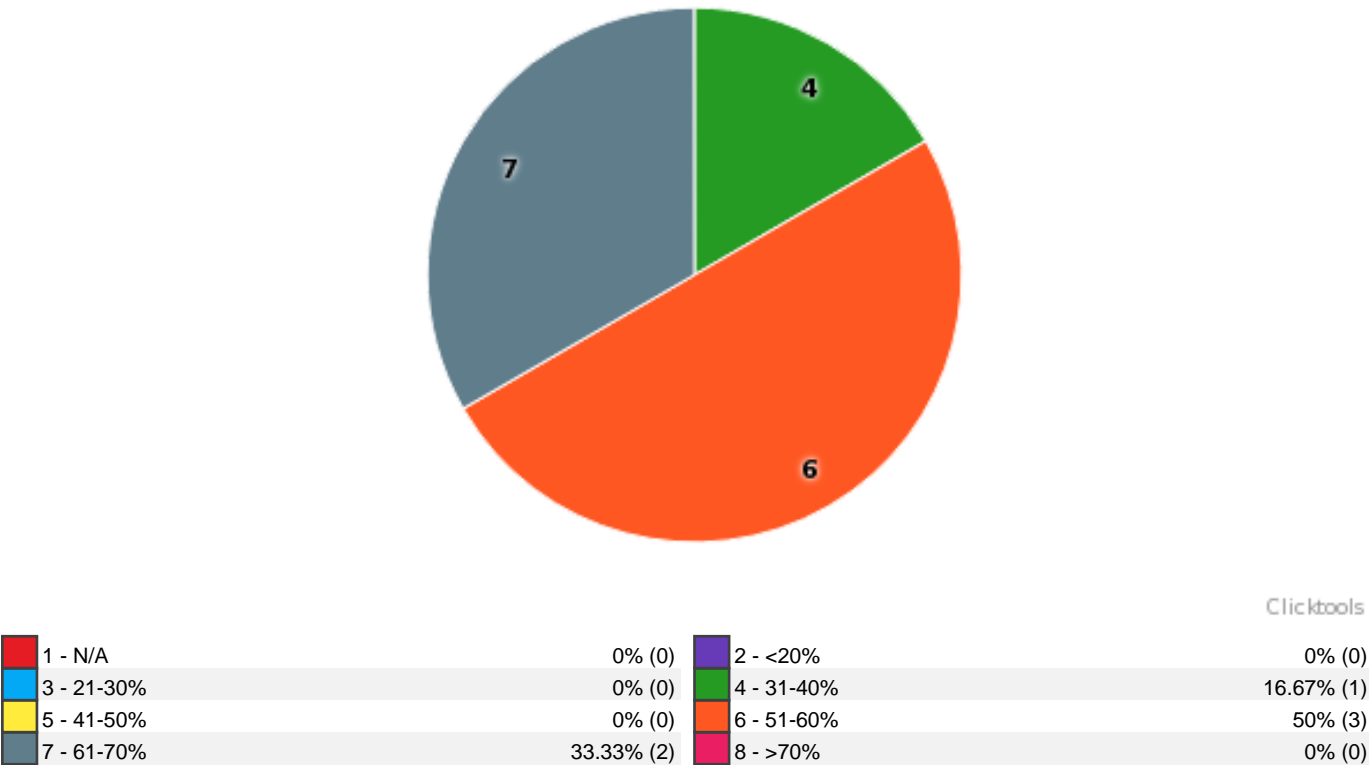
1 - Advertise with a discount for customers	0% (0)	2 - Offer free or discounted seats to partners	0% (0)
3 - Offer free seats for internal employees	40% (2)	4 - Cancel	80% (4)
5 - Try to rebook on other dates	80% (4)	6 - Give advance warning that the class is in jeopardy	60% (3)
7 - Offer alternative services	0% (0)	8 - Postpone the class to allow more students to enrol	60% (3)
9 - Move to a date when low enrollment is less of a problem	0% (0)	10 - Other	0% (0)

Response: 5

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



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



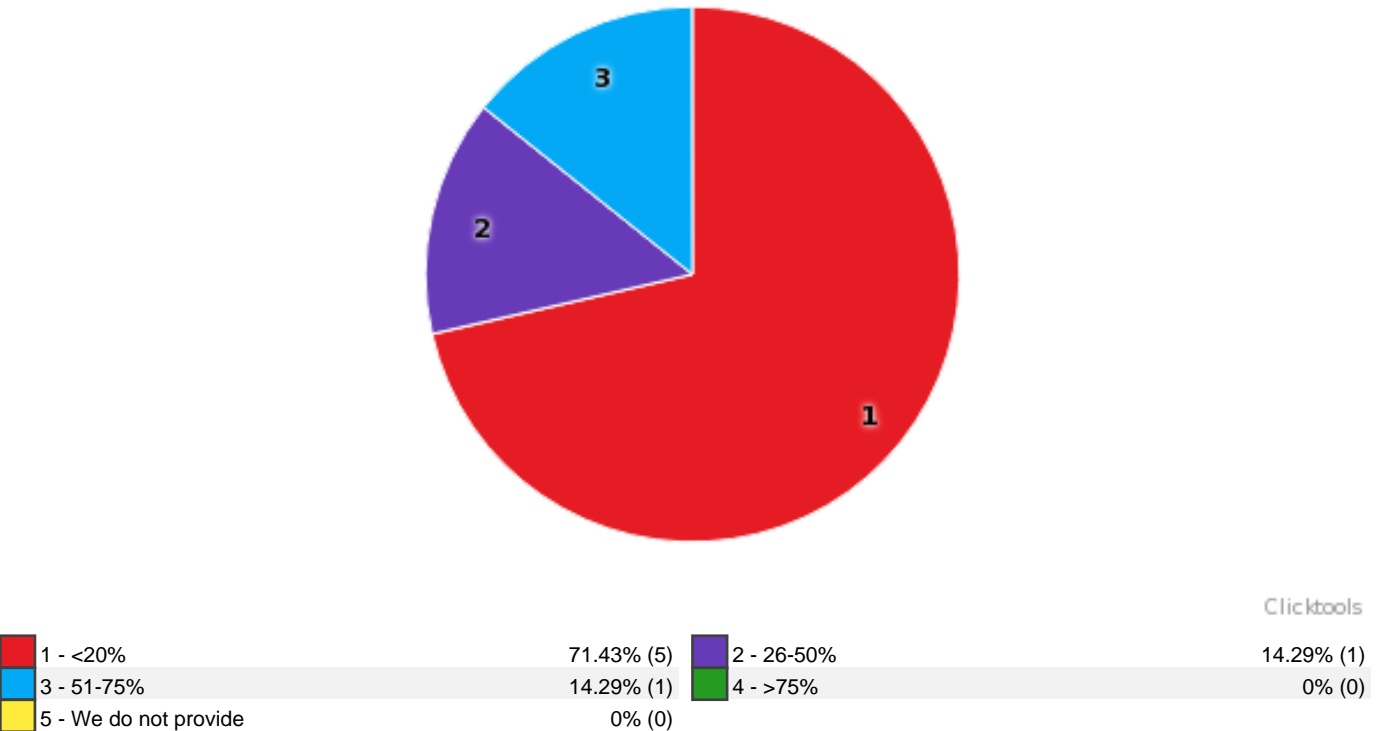
Mean: 6  
Response: 6

77. 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?

	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	741.67	3,133.33	16.67	83.33	16.67	83.33	1,566.67	0	0
Highest	2,200	9,000	50	250	50	250	4,000	0	0
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	1,263.02	5,084.62	28.87	144.34	28.87	144.34	2,136.2	0	0

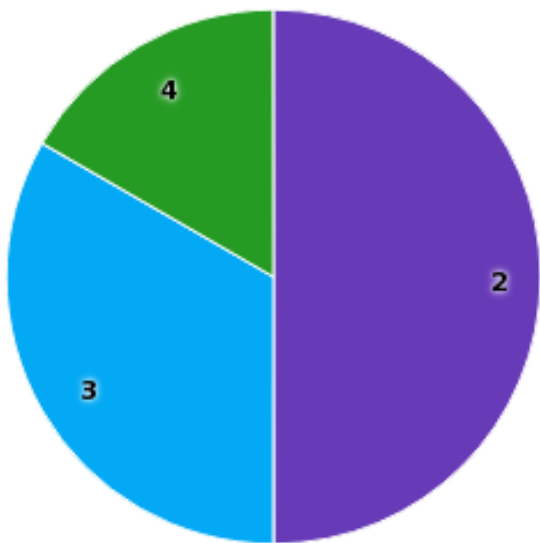
Response: 3

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



Mean: 1.43  
Response: 7

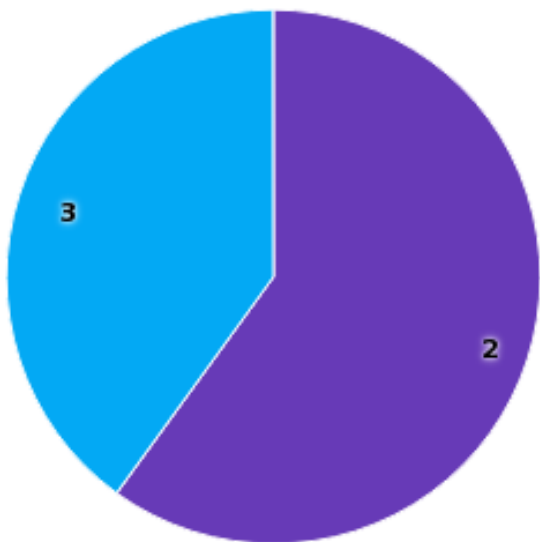
79. When delivering private training classes, what is the average backlog, or wait time, between when the onsite training is booked and the date it is delivered?



1 - 15 days or less	0% (0)	2 - 16-30 days	50% (3)
3 - 31-45 days	33.33% (2)	4 - 46-60 days	16.67% (1)
5 - more than 60 days	0% (0)		

Mean: 2.67  
Response: 6

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

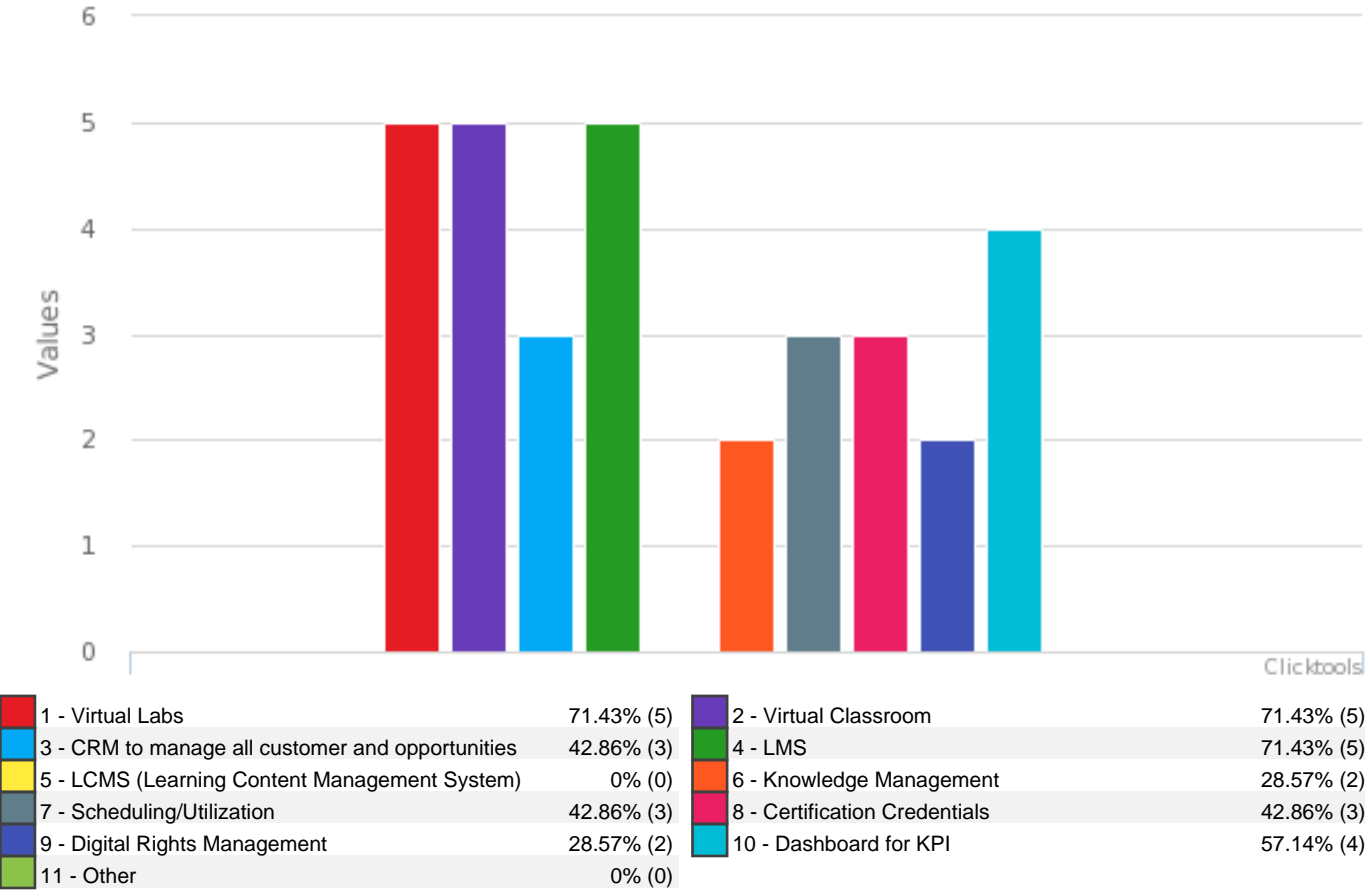


1 - 5 or less	0% (0)	2 - 6-10	60% (3)
3 - 11-15	40% (2)	4 - 16-19	0% (0)
5 - 20 or more	0% (0)		

Mean: 2.4

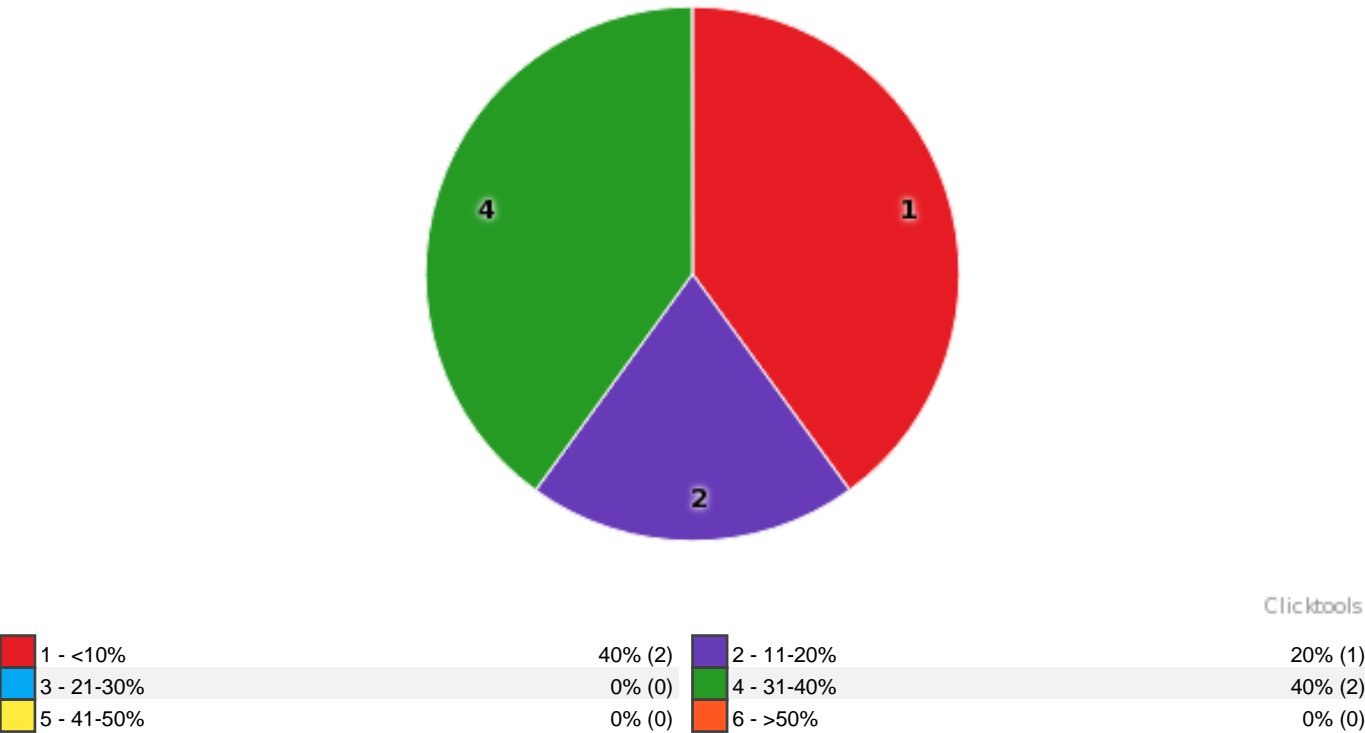
Response: 5

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



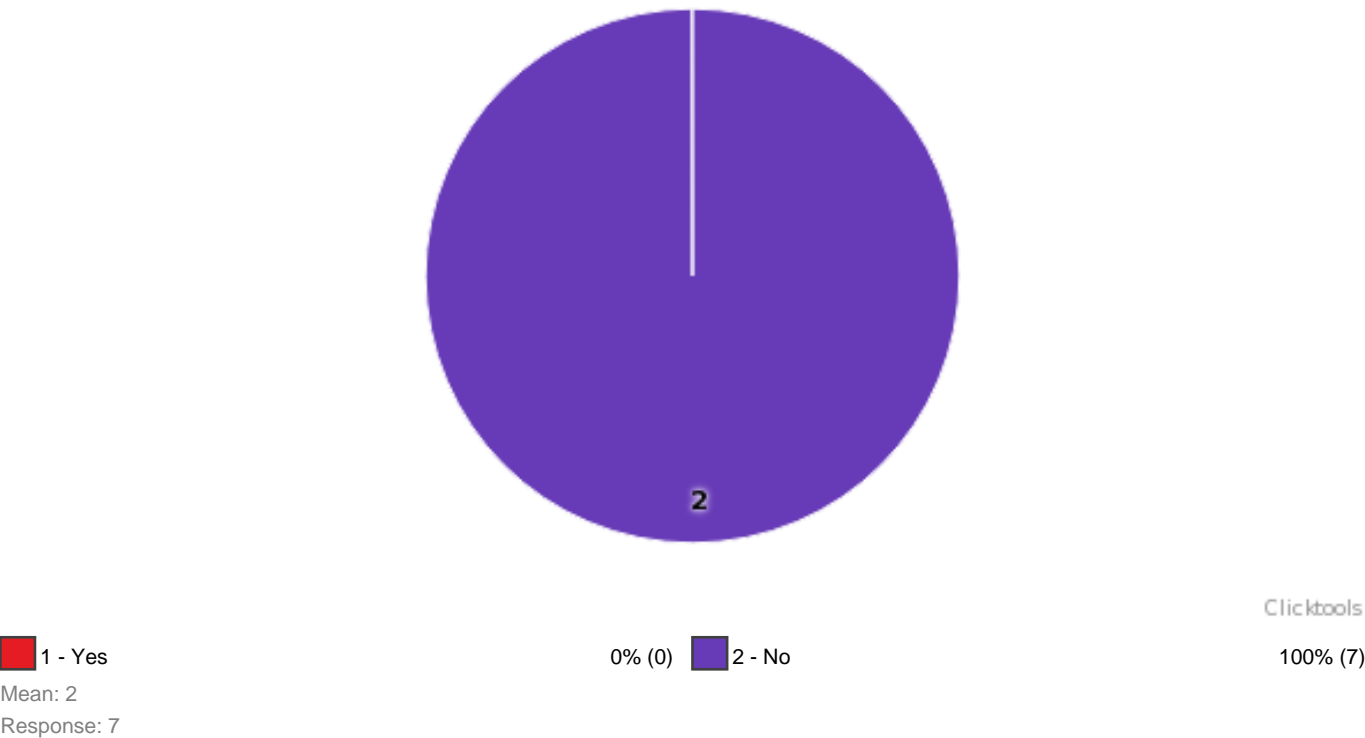
Response: 7

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

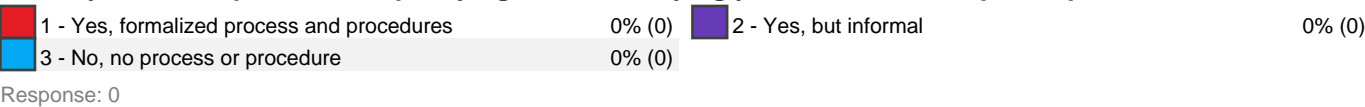


Mean: 2.4  
Response: 5

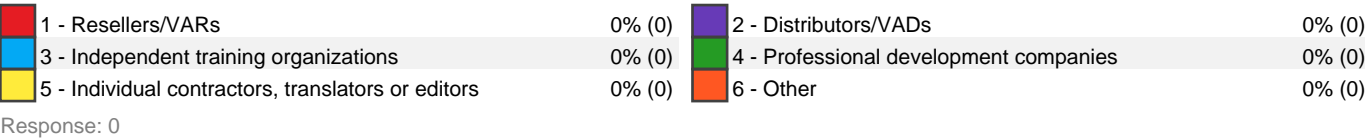
83. Does Education Services has a formal course development partner program?



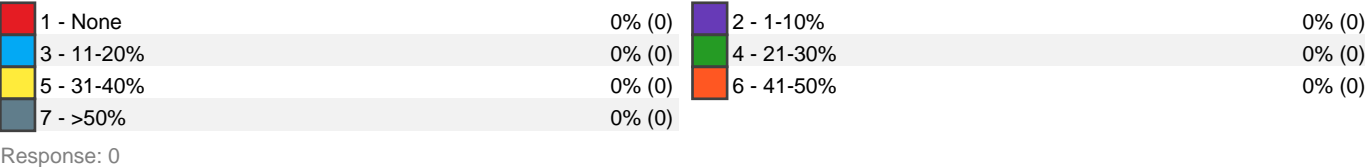
84. Do you have a process for qualifying and or certifying your course development partners?



85. Which of the following types of organizations/individuals do you allow to participate in the course development partner program? Select all that apply.



86. What percentage of your course offerings are developed by these?

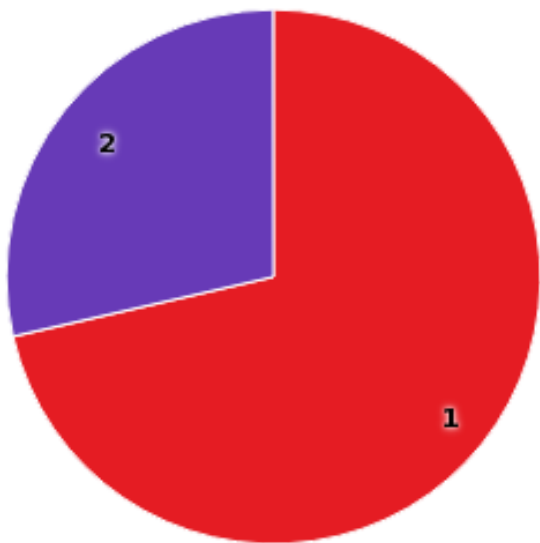


87. How many development partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	0	0	0	0	0
Highest	0	0	0	0	0
Lowest	0	0	0	0	0
Standard deviation	0	0	0	0	0

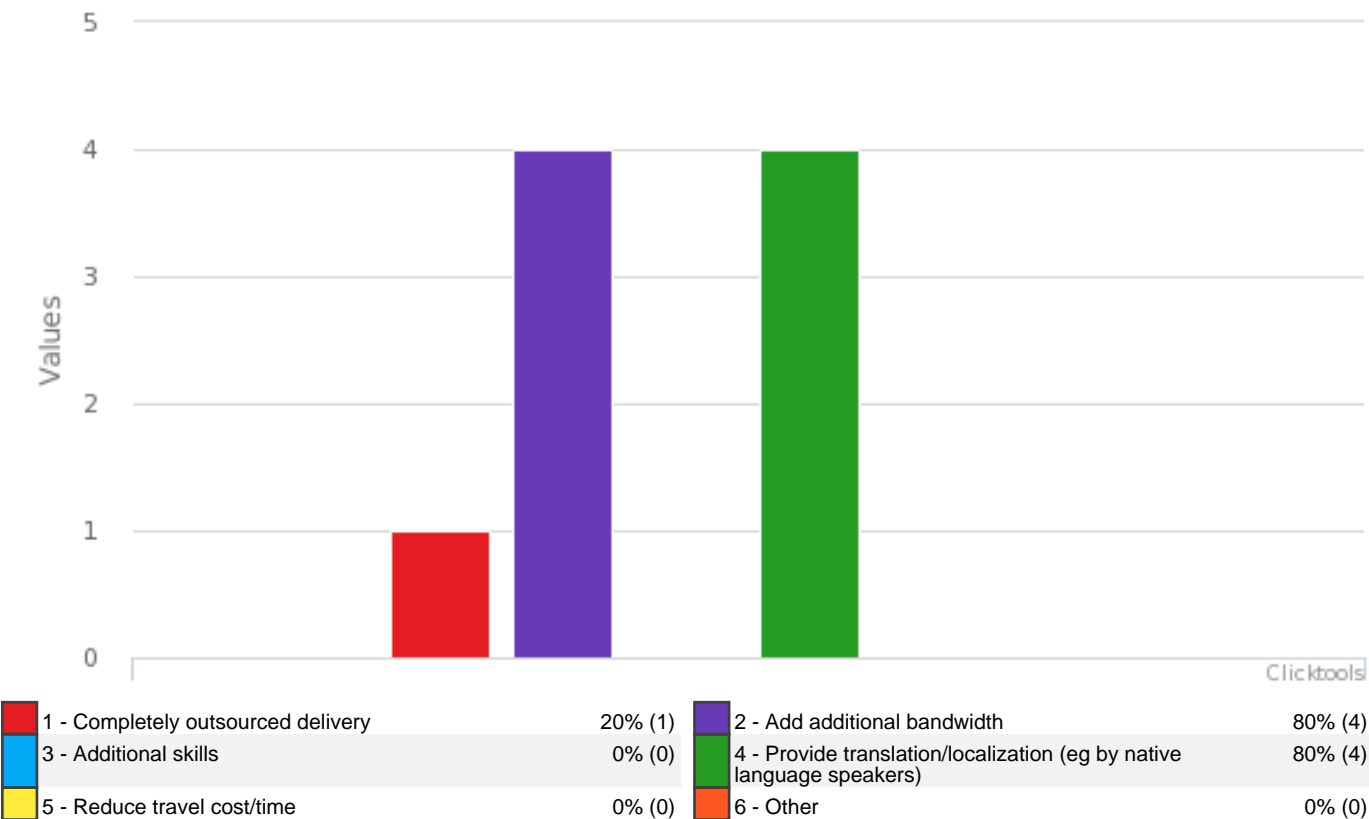
Response: 0

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

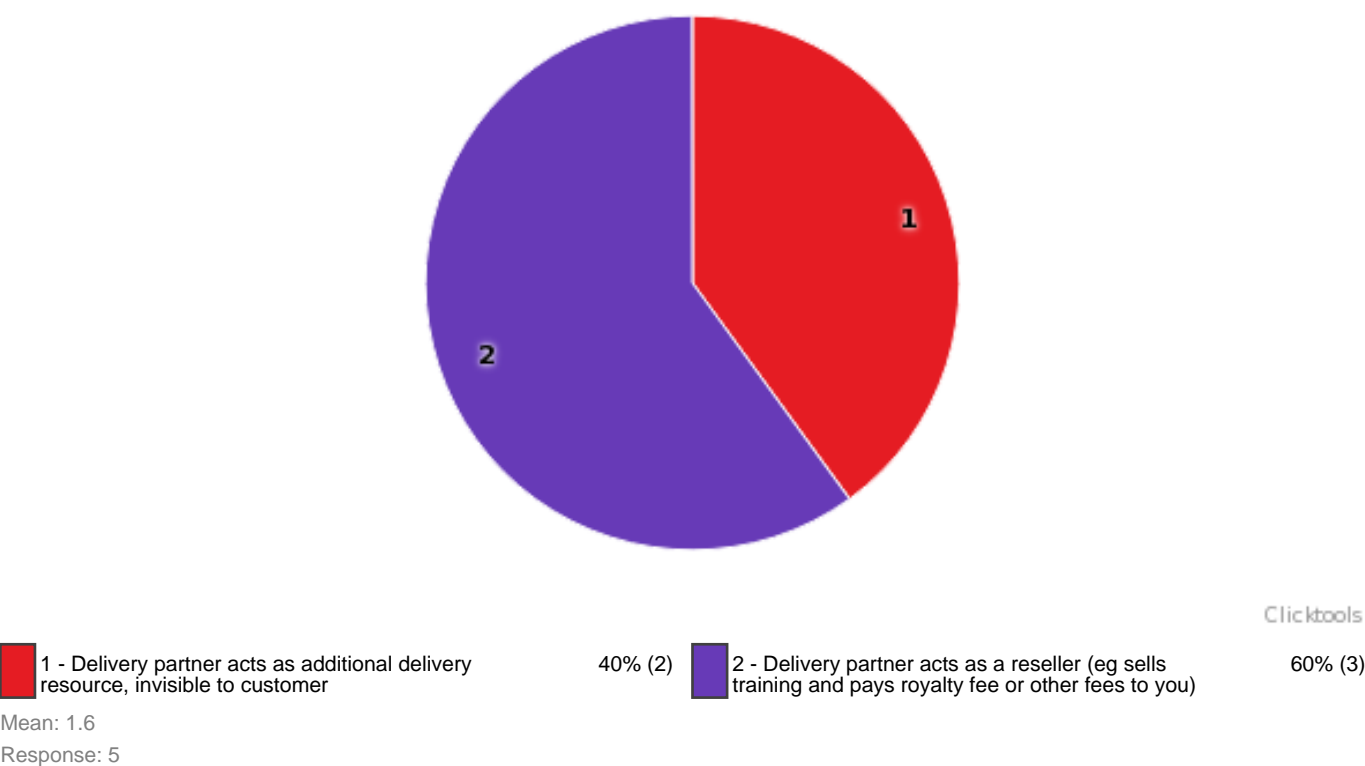


<div></div> 1 - Yes	71.43% (5)	<div></div> 2 - No	28.57% (2)
Mean: 1.29			
Response: 7			

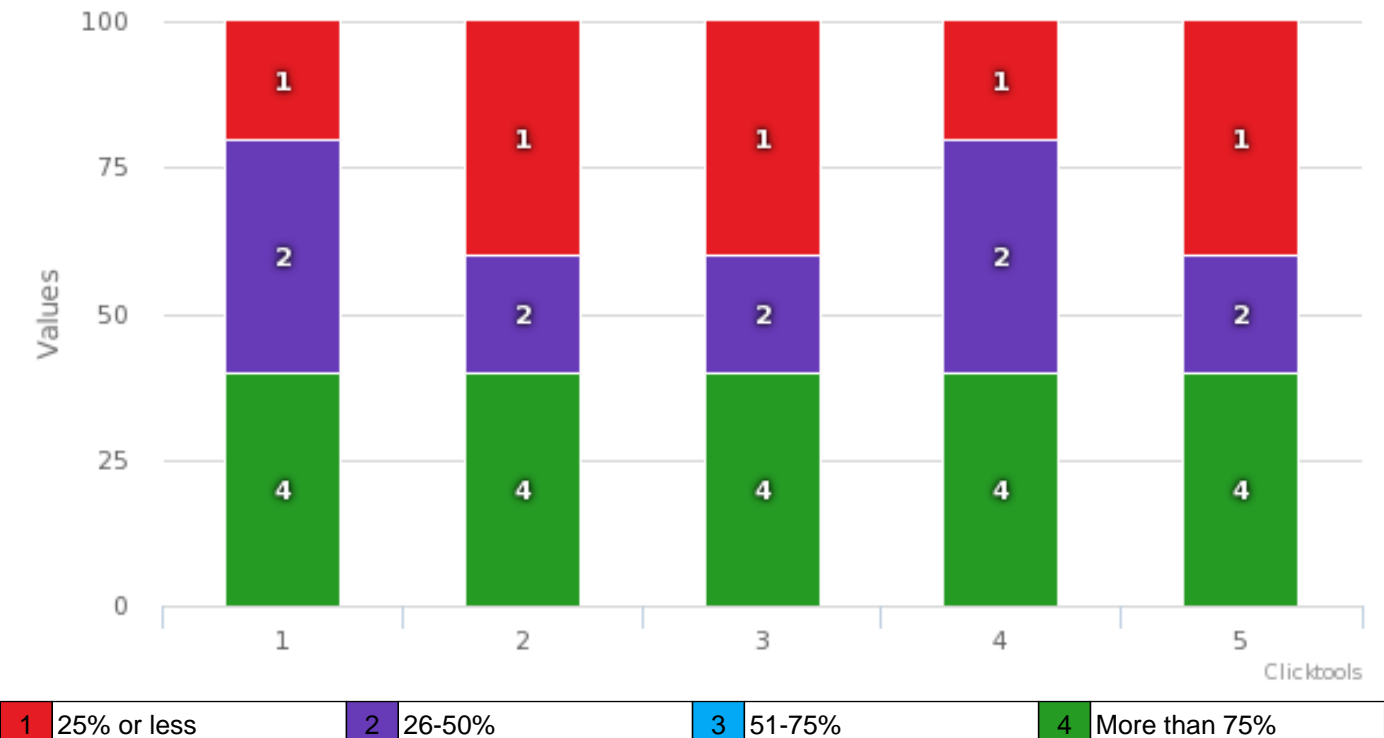
89. What are the two main goals of your course delivery partner program?



90. What is the role of the delivery partner?



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

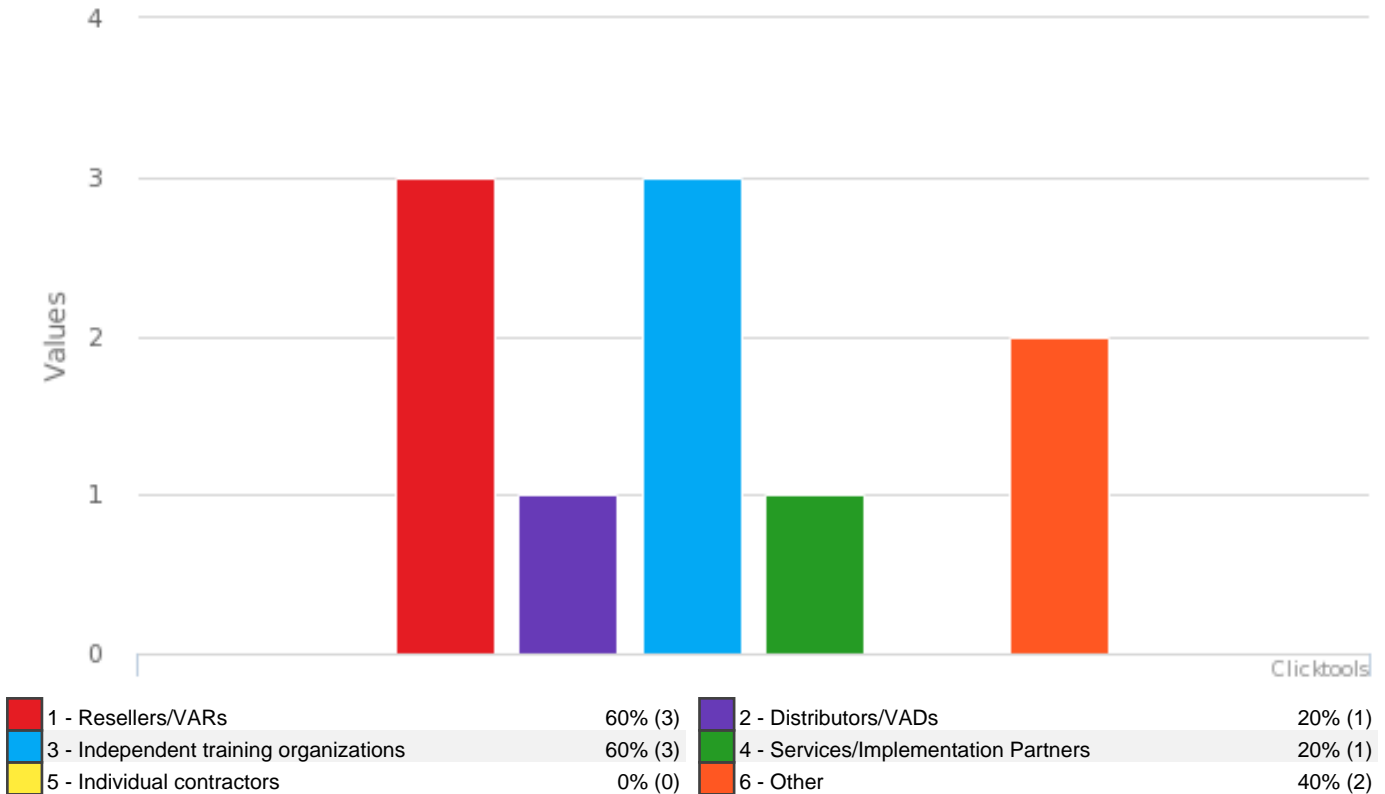




	1	2	3	4	Mean
1 Worldwide	20% (1)	40% (2)	0% (0)	40% (2)	2.6
2 North America	40% (2)	20% (1)	0% (0)	40% (2)	2.4
3 Central and South America	40% (2)	20% (1)	0% (0)	40% (2)	2.4
4 Europe, Middle East and Africa	20% (1)	40% (2)	0% (0)	40% (2)	2.6
5 Asia/Pacific	40% (2)	20% (1)	0% (0)	40% (2)	2.4

Response: 5

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



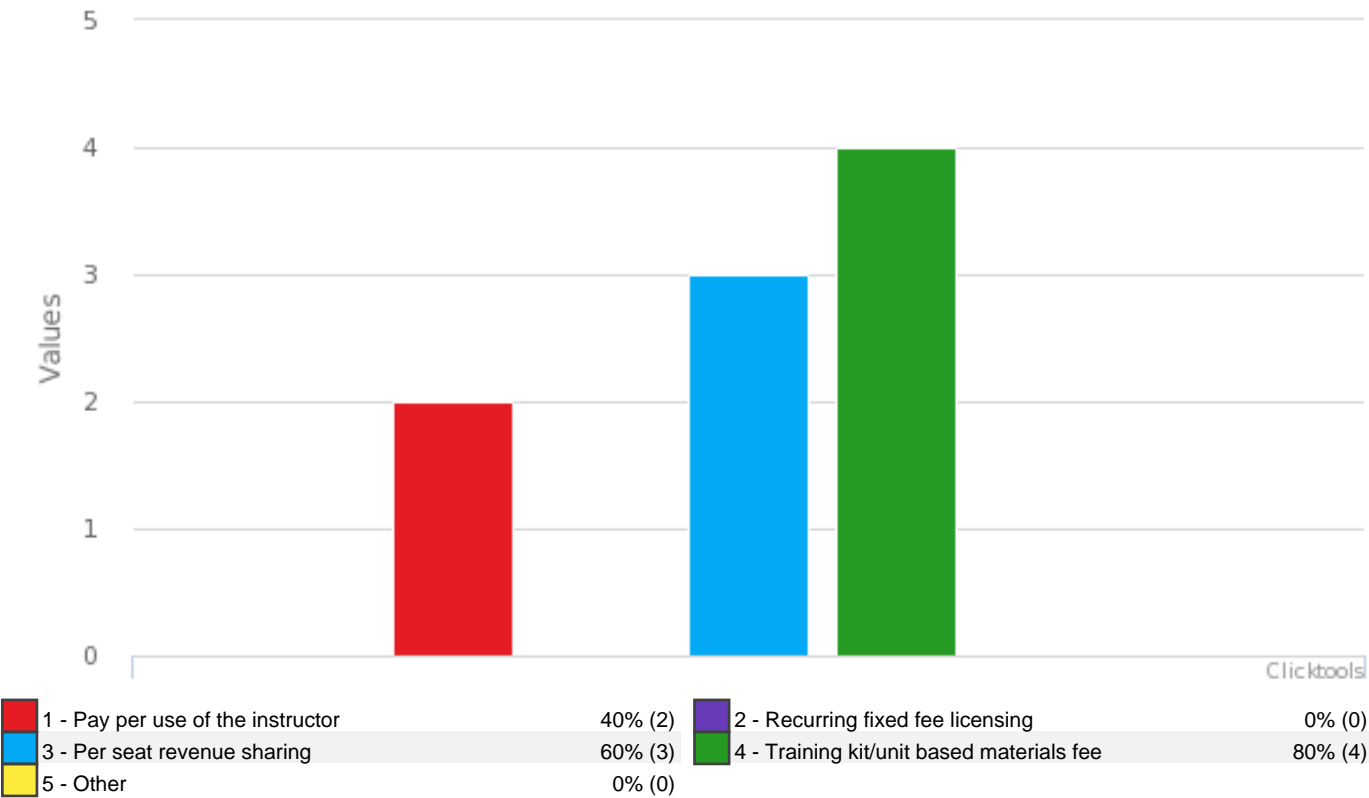
Response: 5

**93. 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	270.33	134	17.33	84	34
Highest	800	400	50	250	100
Lowest	3	0	0	0	0
Standard deviation	458.71	230.36	28.31	143.76	57.17

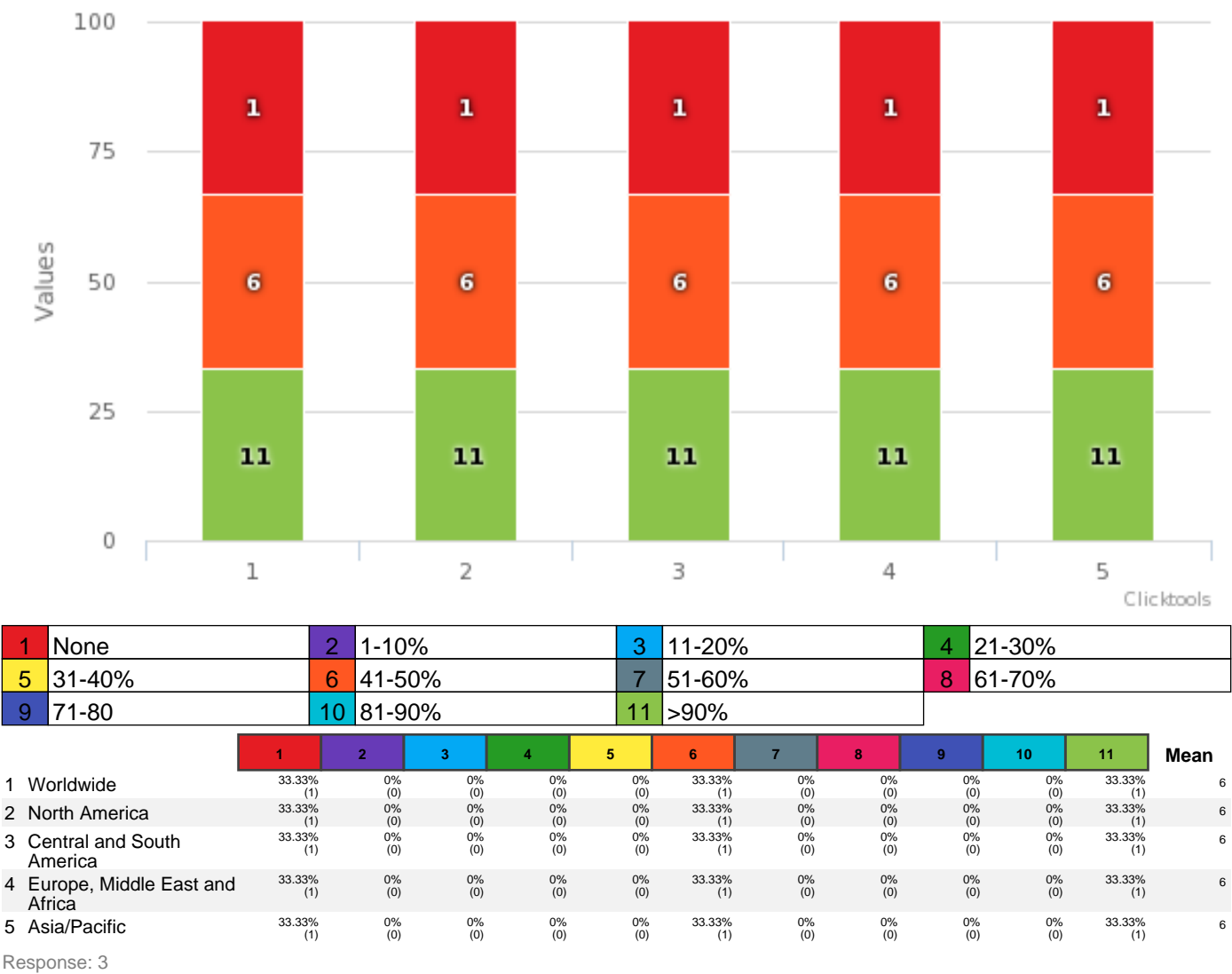
Response: 3

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

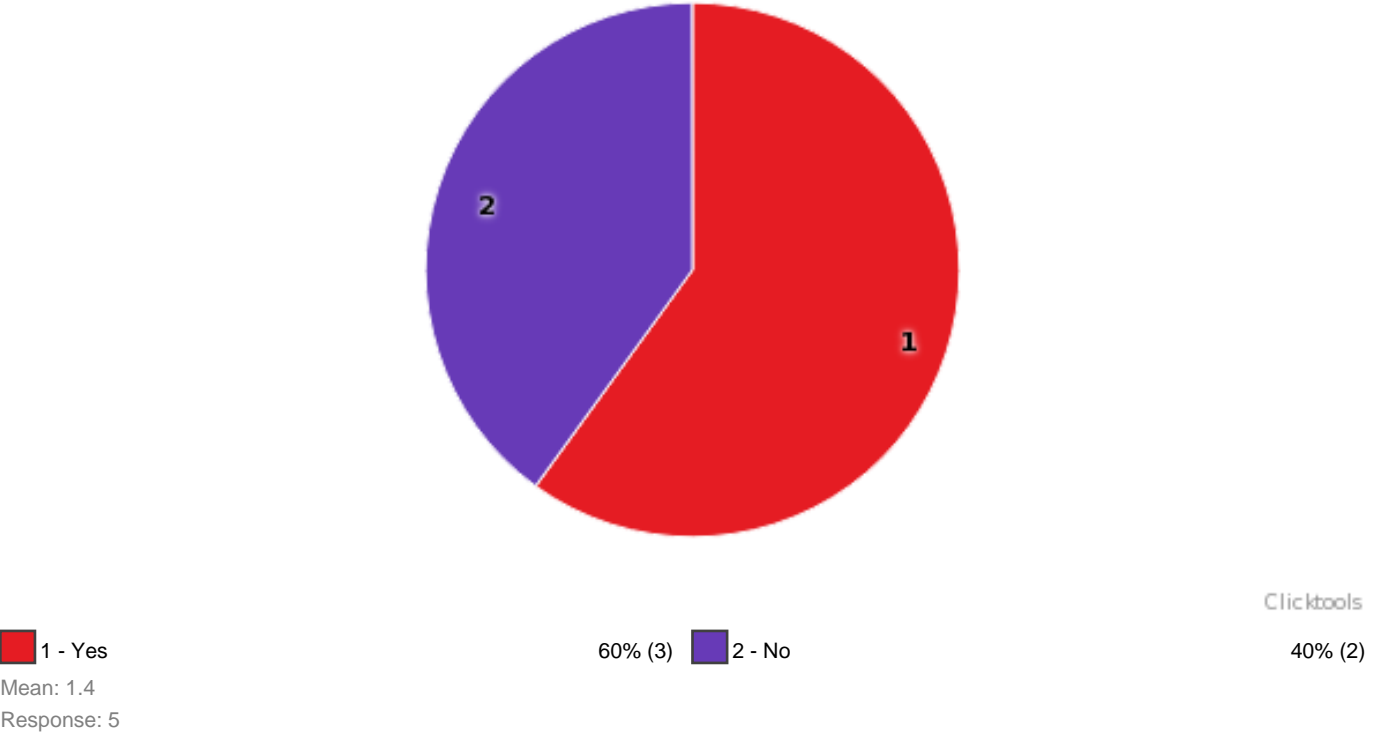


Response: 5

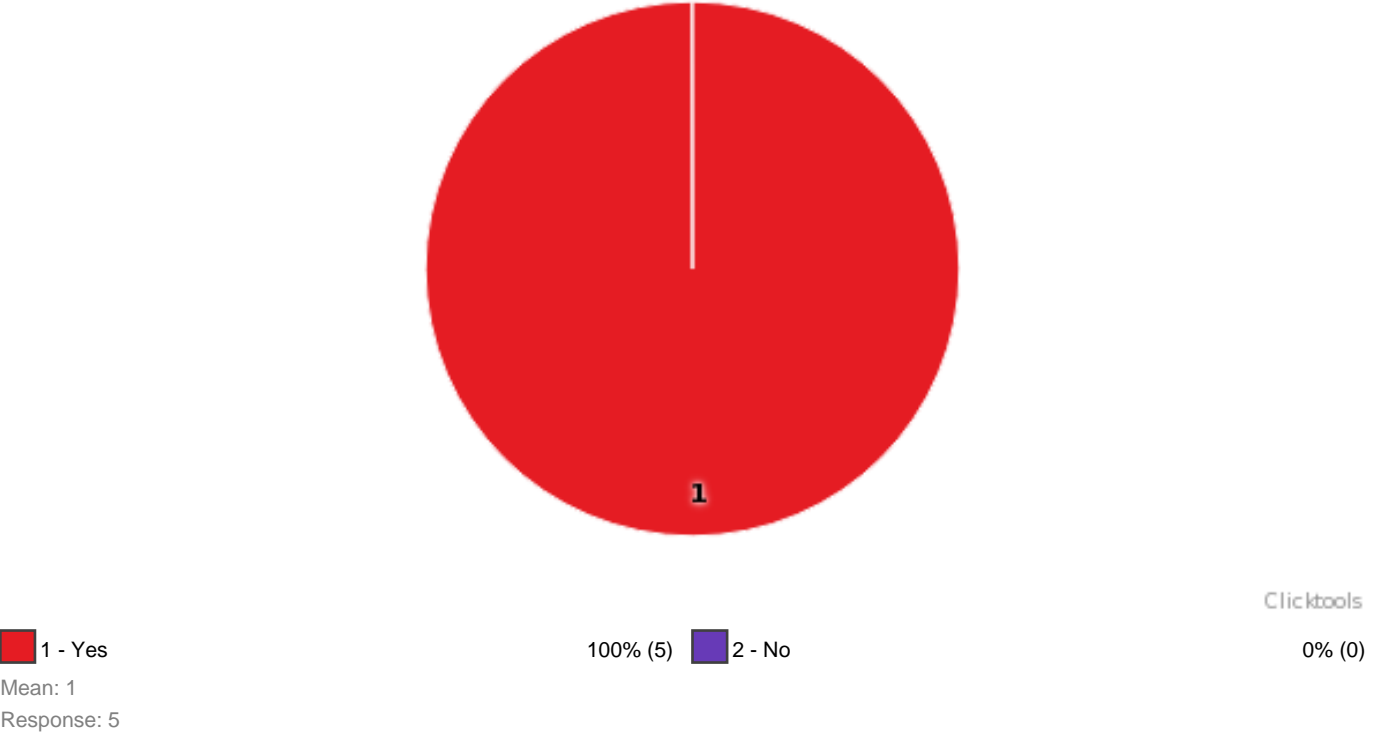
95. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



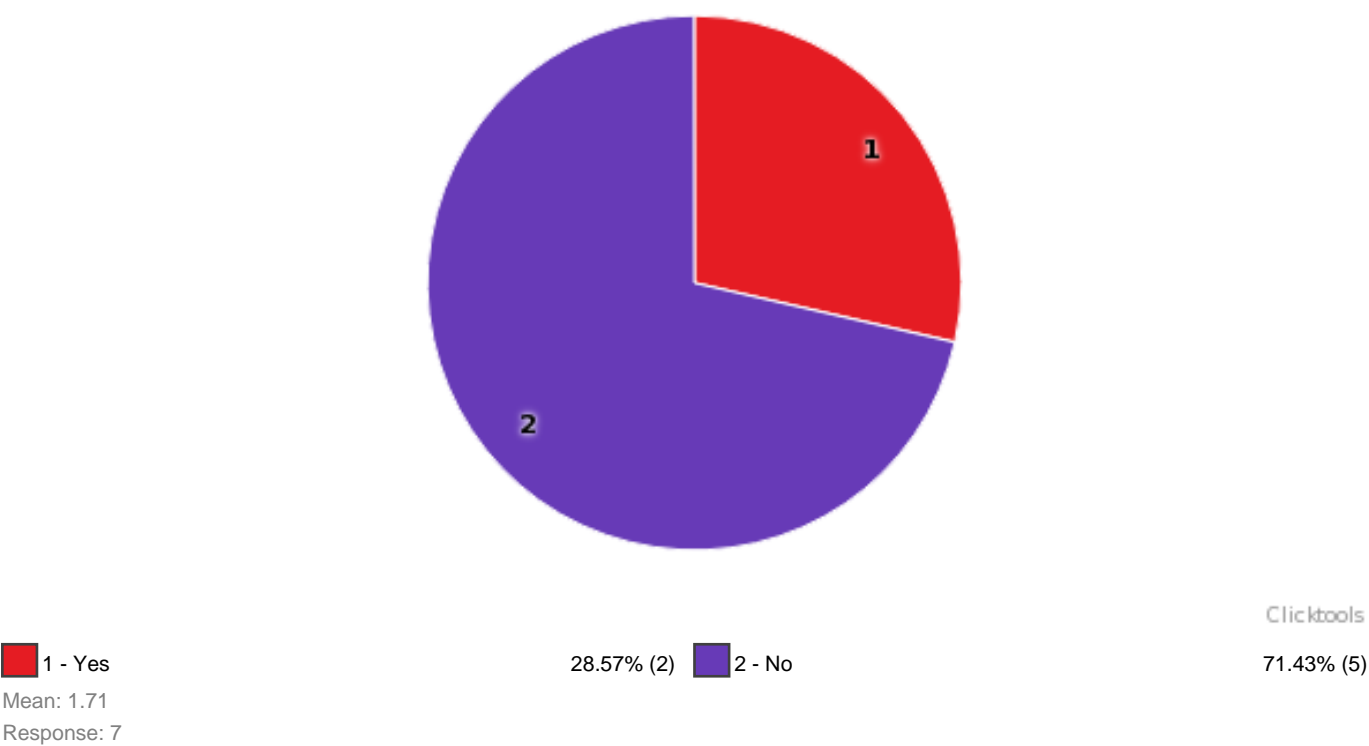
96. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?



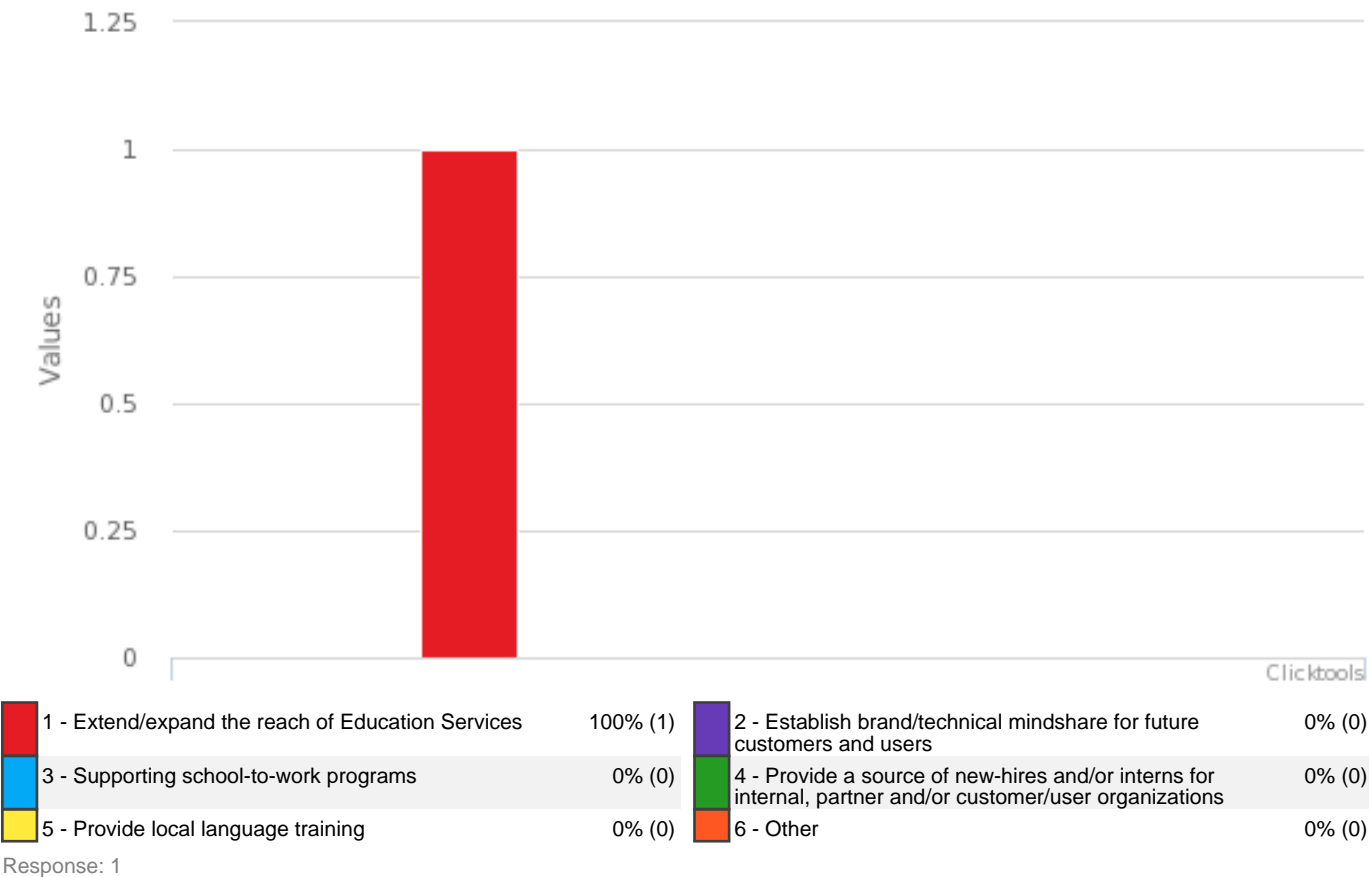
97. Do you require course delivery partner organizations to participate in a formal class evaluation process?



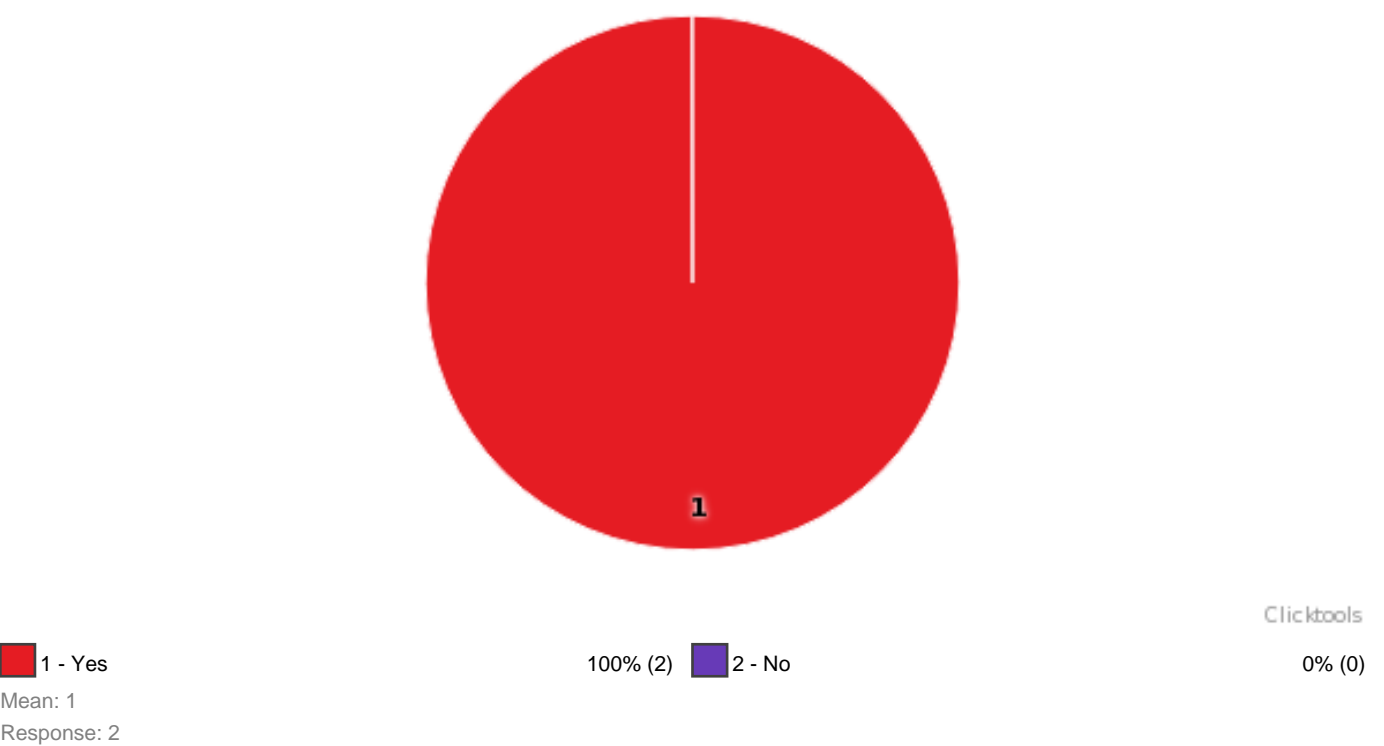
98. Do you have a formal academic partner program?



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



100. Does Education Services assist with integrating course content into existing academic curricula?

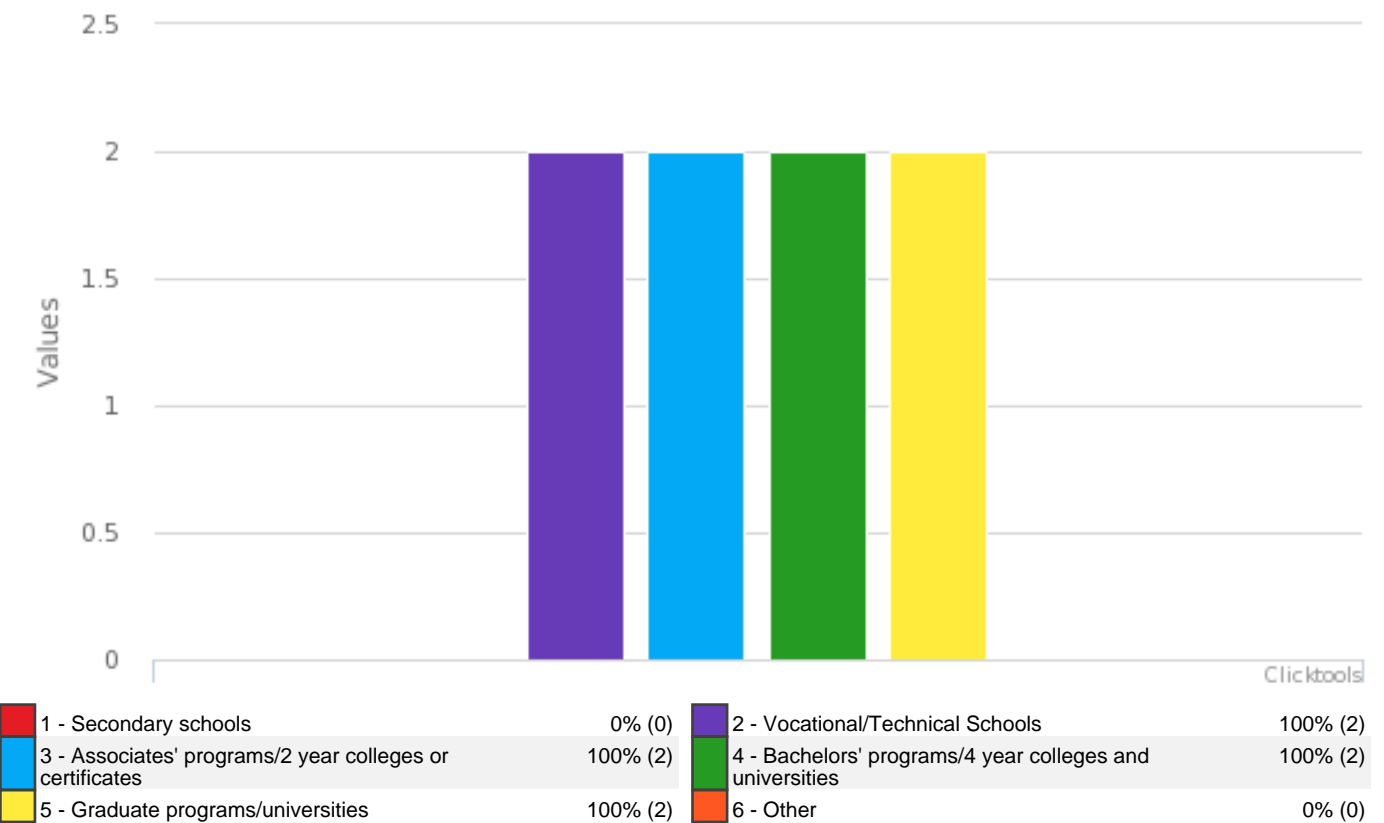


101. How many academic partners do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	0	0	0	0	0
Highest	0	0	0	0	0
Lowest	0	0	0	0	0
Standard deviation	0	0	0	0	0

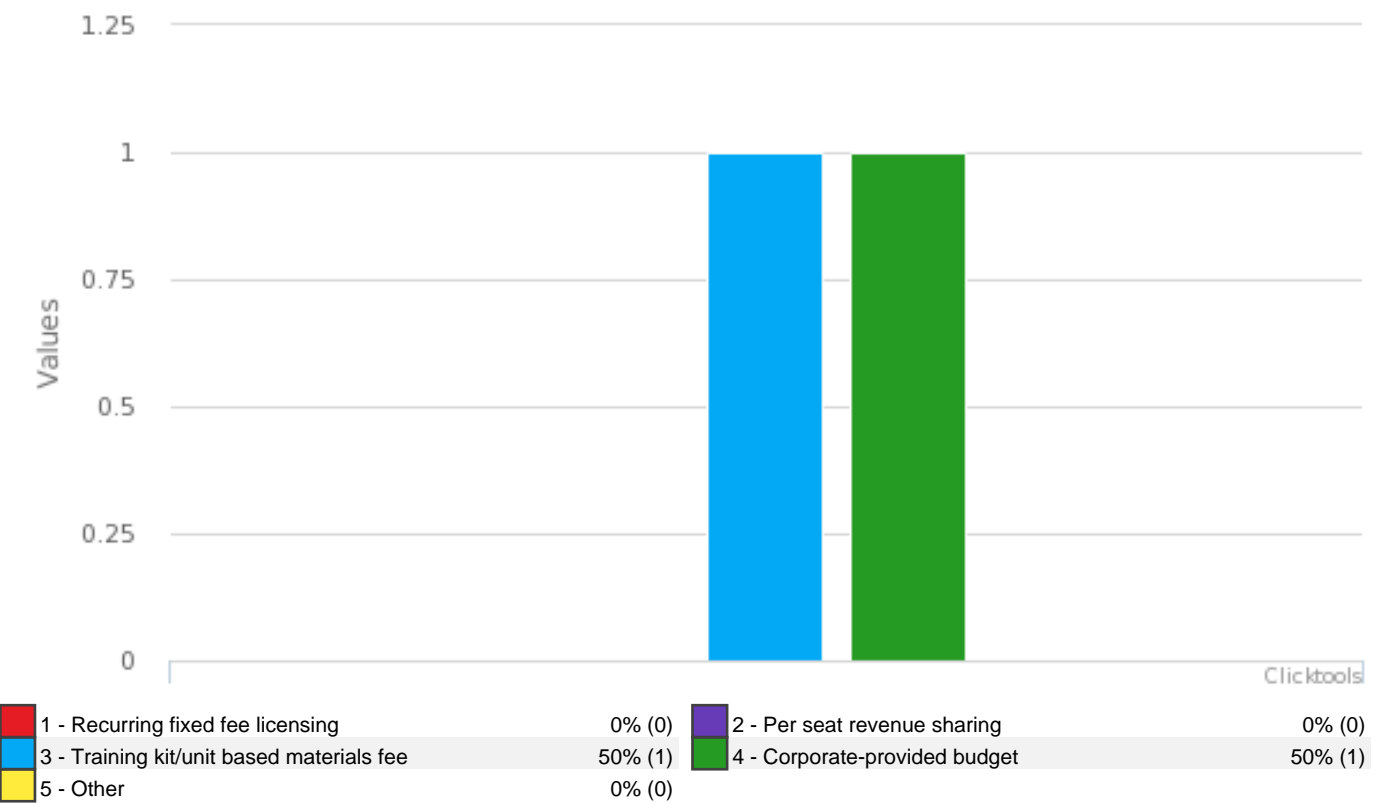
Response: 0

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



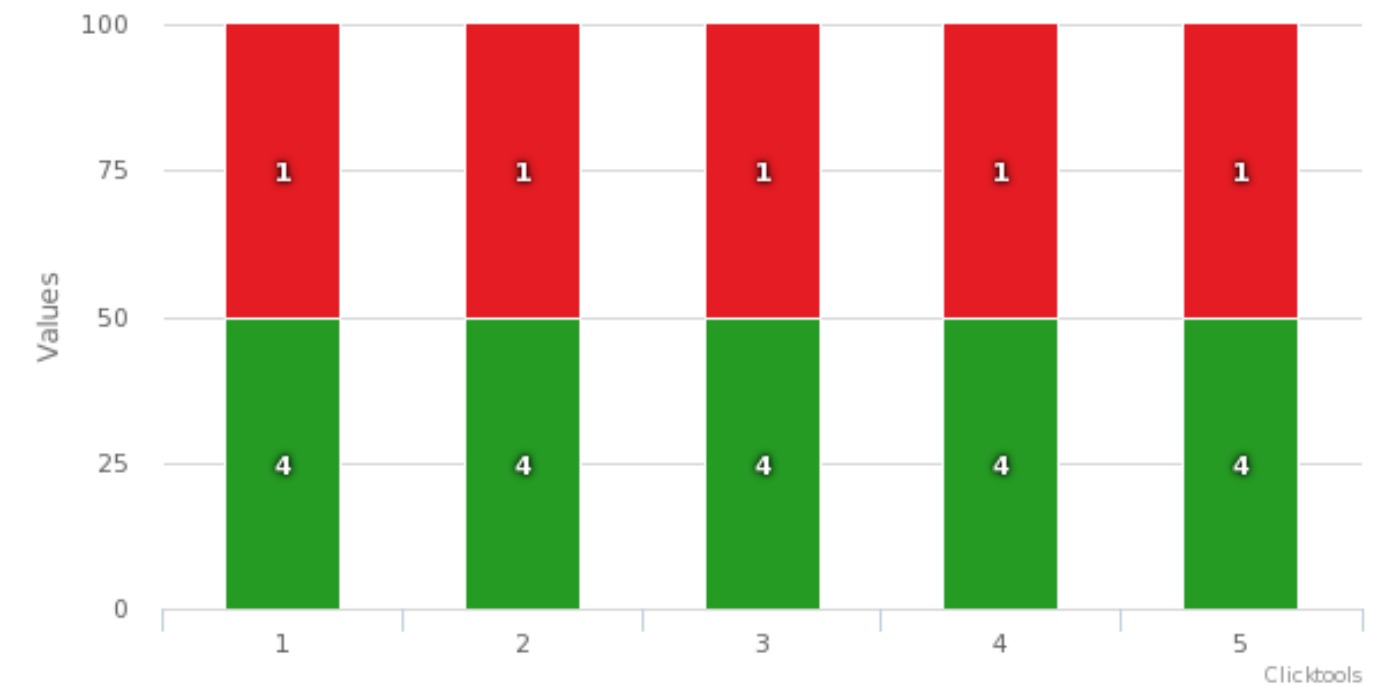
Response: 2

103. What is your academic partner business model? Select all that apply.



Response: 2

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



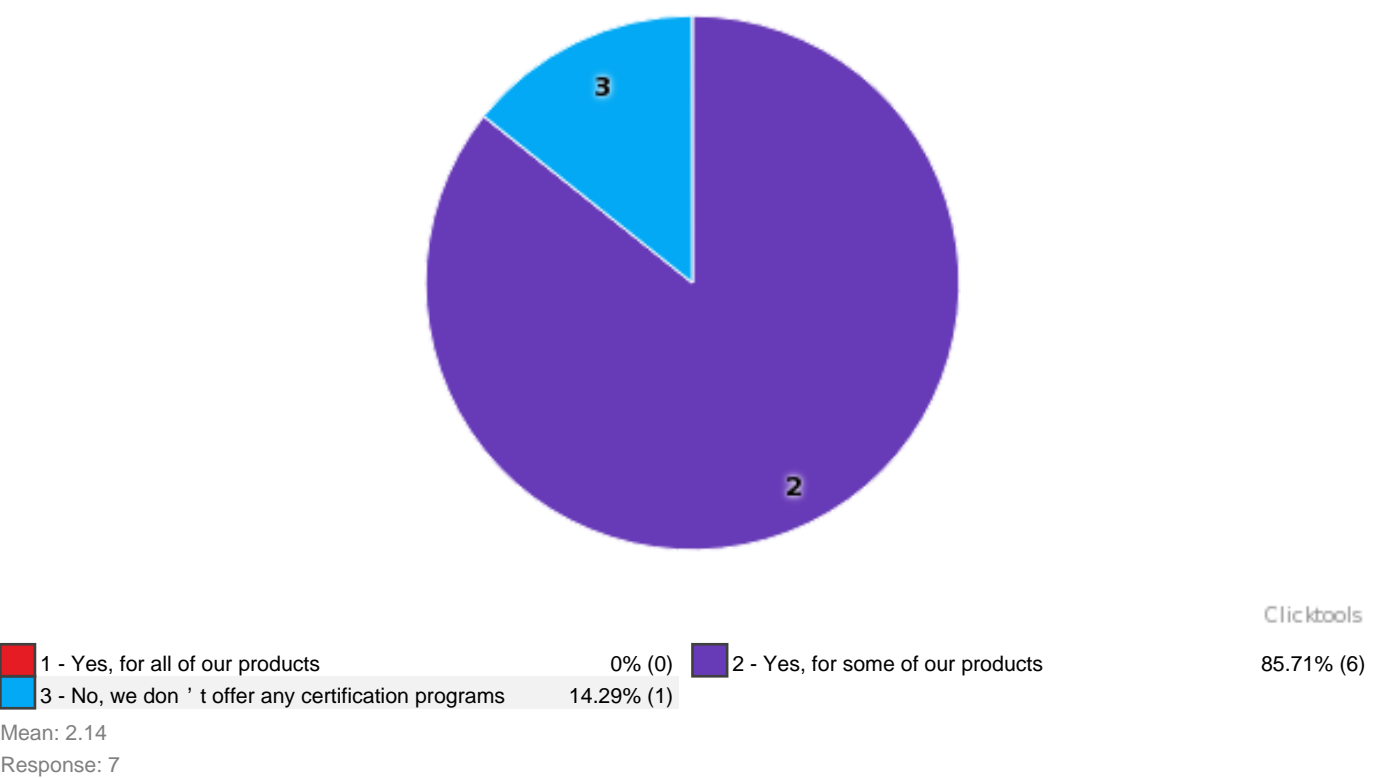
1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80	10	81-90%	11	>90%		

	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	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
4 Europe, Middle East and Africa	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
5 Asia/Pacific	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5

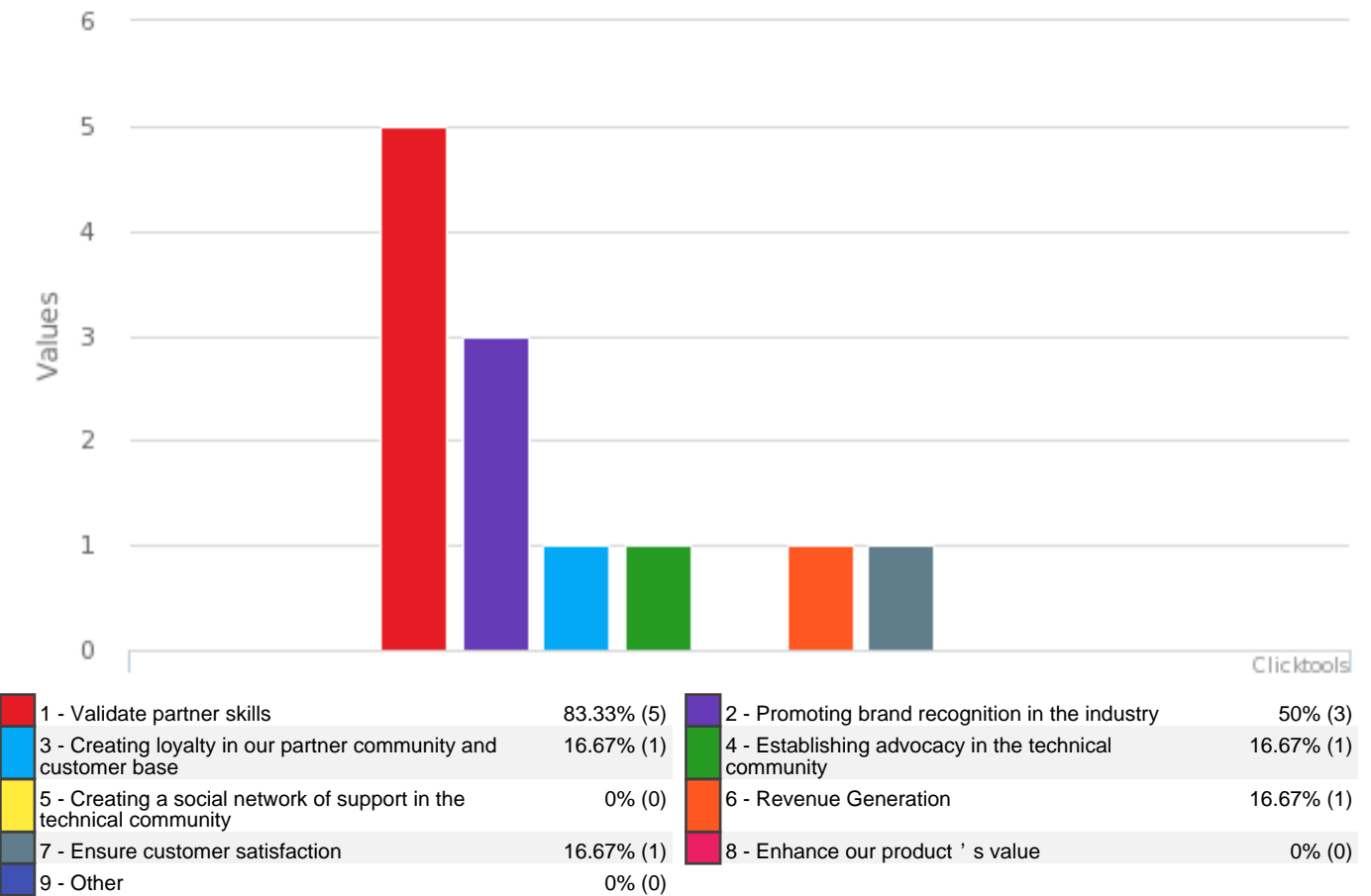
Response: 2



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

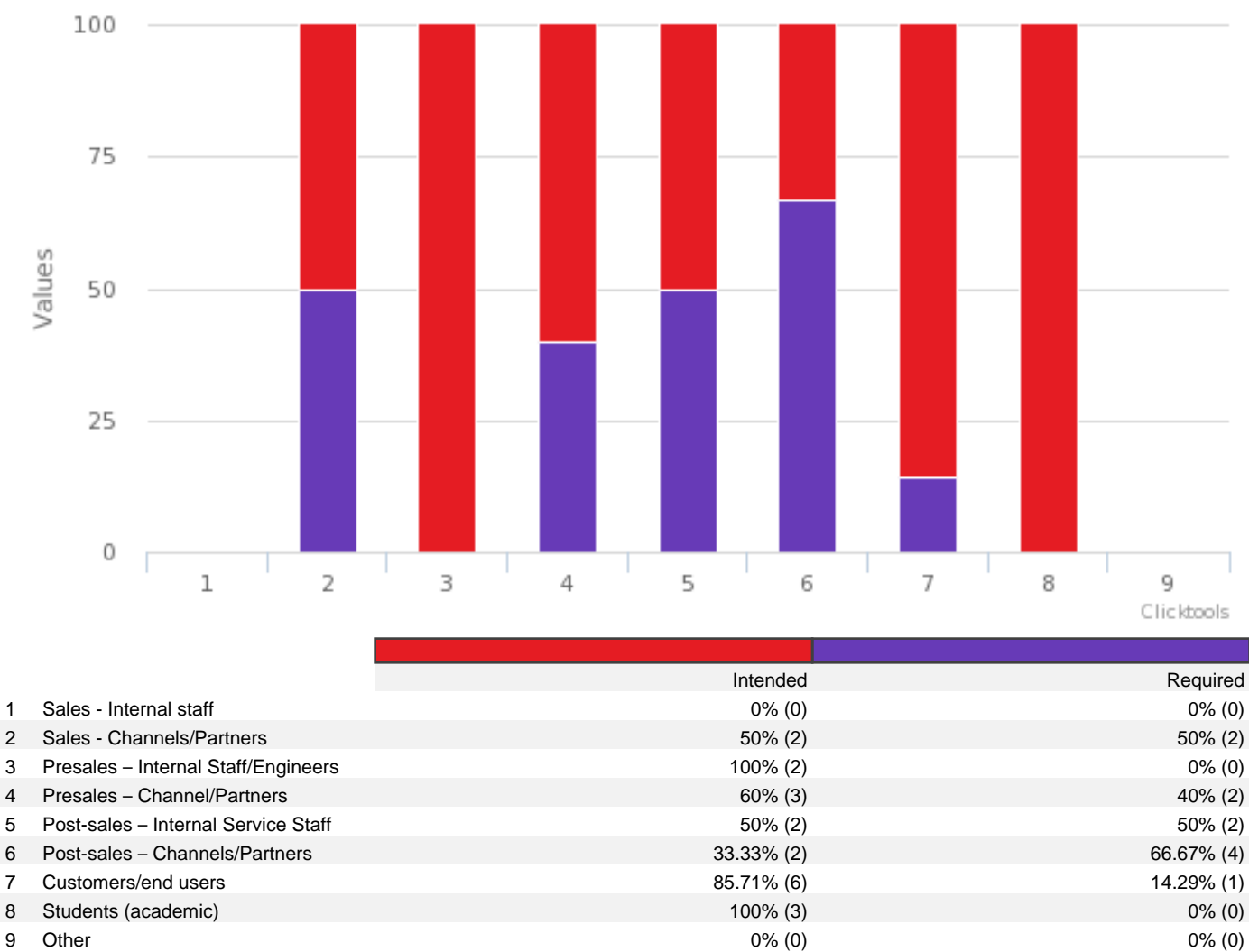


106. What are the two main goals for your certification programs?



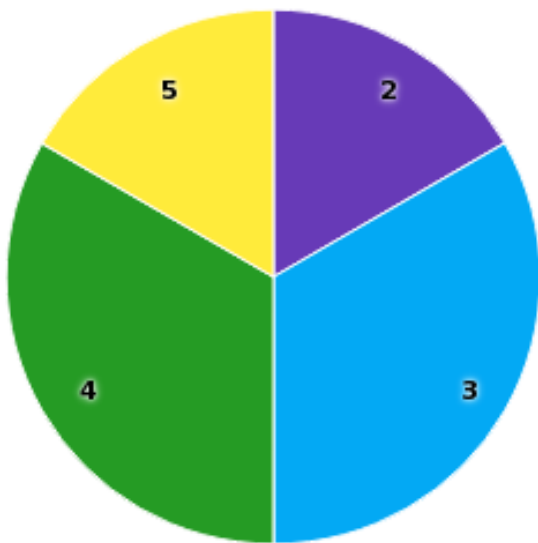
Response: 6

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



Response: 6

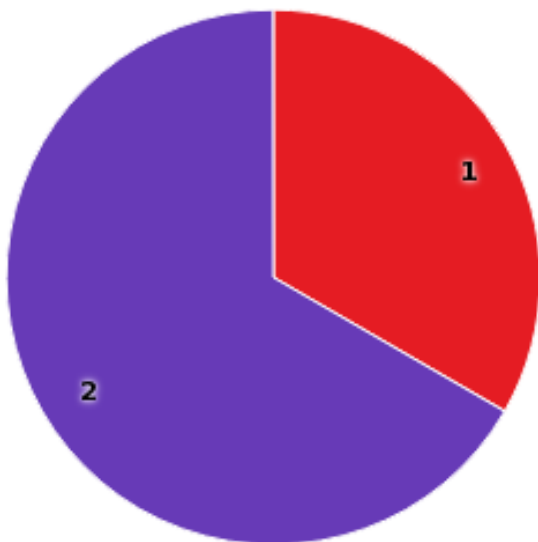
108. How many certification tiers (levels) do most of your programs offer?



1 - 1	0% (0)	2 - 2	16.67% (1)
3 - 3	33.33% (2)	4 - 4	33.33% (2)
5 - 5 or more	16.67% (1)	6 - It varies	0% (0)

Mean: 3.5  
Response: 6

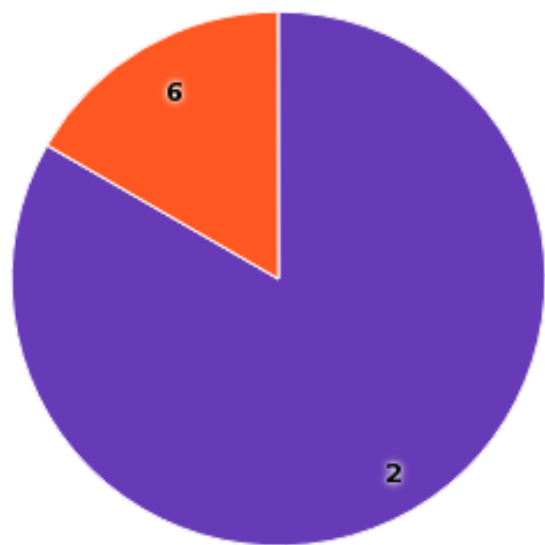
109. Are your tiers progressive (that is, you must achieve one level to progress to the next)?



1 - Yes, for all tiers	33.33% (2)	2 - Yes, but only for some tiers	66.67% (4)
3 - No, you can go directly to the top tier or any point in-between	0% (0)		

Mean: 1.67  
Response: 6

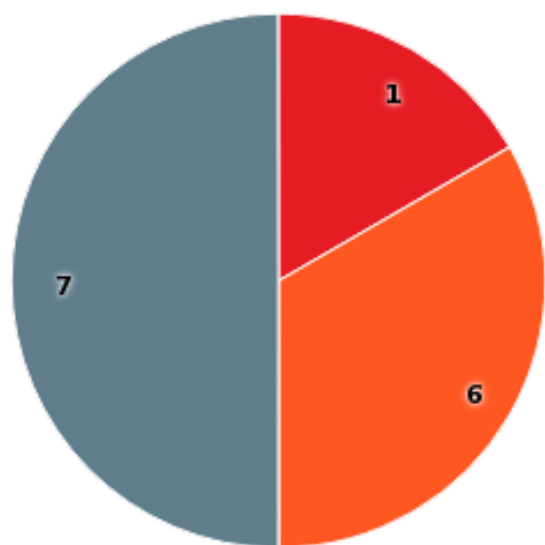
110. For how long are your certifications valid before requiring a renewal?



Clicktools			
1 - Must re-certify annually	0% (0)	2 - 2 Years	83.33% (5)
3 - 3-4 years	0% (0)	4 - 5 years or more	0% (0)
5 - Certifications never expire	0% (0)	6 - Varies by certification	16.67% (1)
7 - Only valid for a product version	0% (0)	8 - Other	0% (0)

Mean: 2.67  
Response: 6

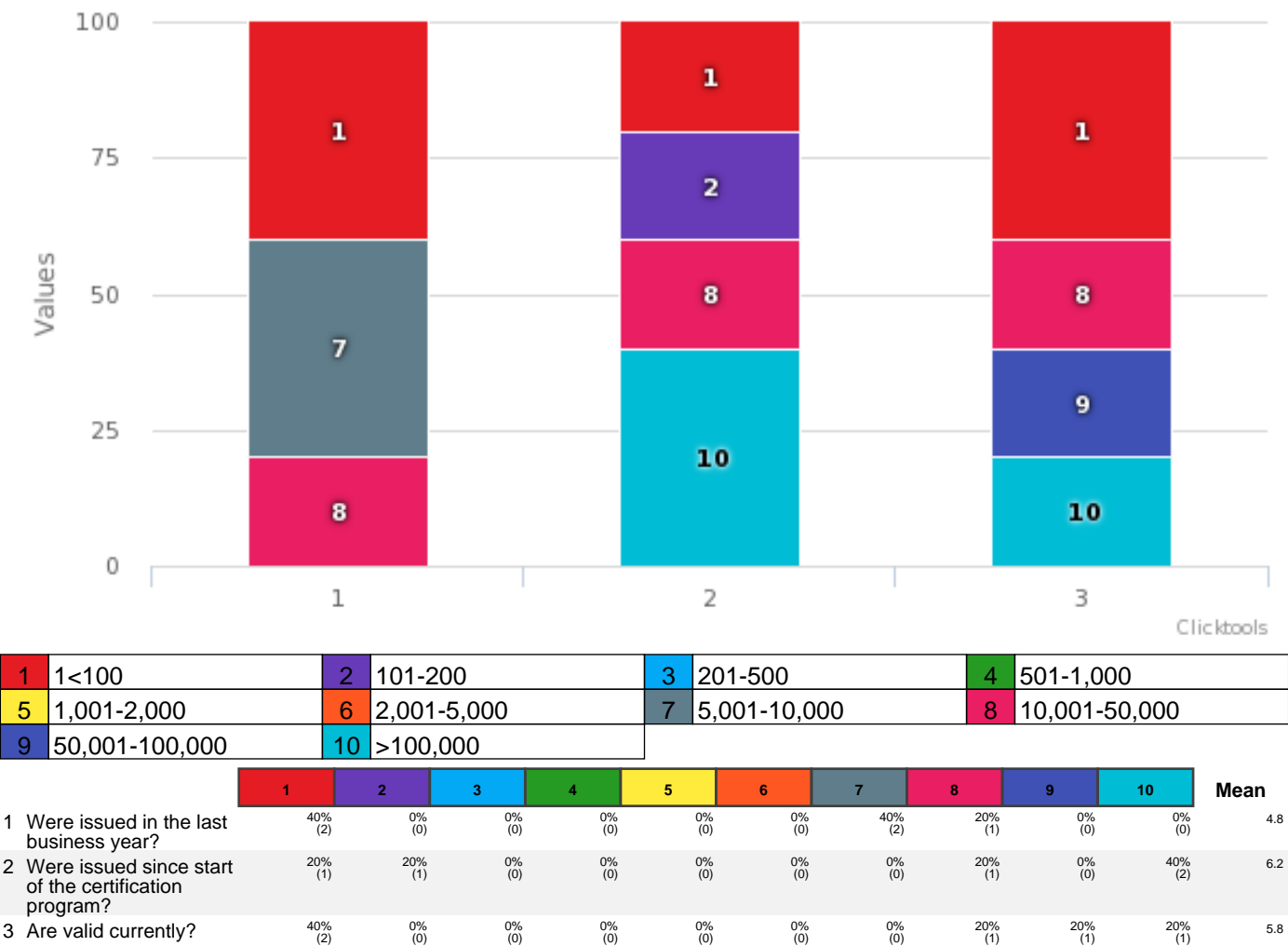
111. For how many years have you offered a certification program?



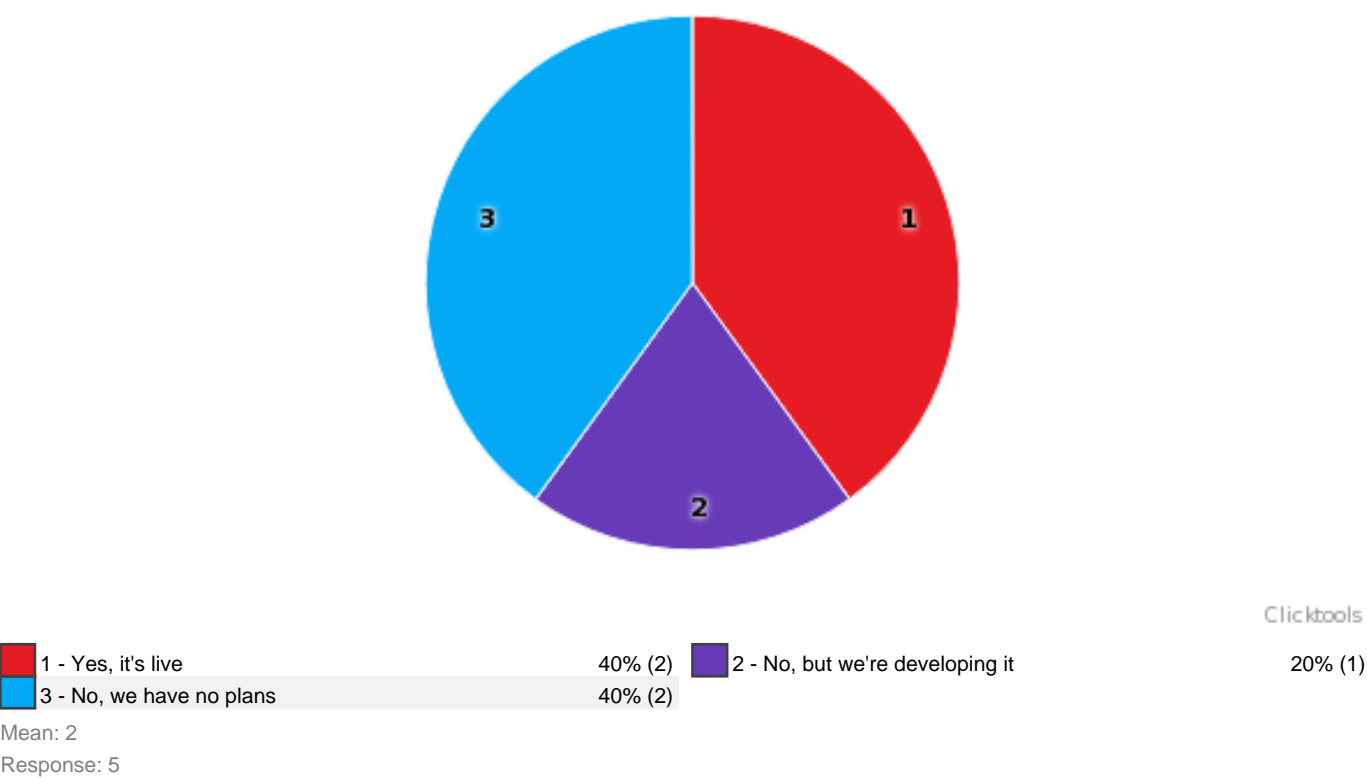
Clicktools			
1 - Less than a year	16.67% (1)	2 - 1-2 years	0% (0)
3 - 2-3 years	0% (0)	4 - 3-4 years	0% (0)
5 - 4-5 years	0% (0)	6 - 5-9 years	33.33% (2)
7 - 10 years or more	50% (3)		

Mean: 5.67

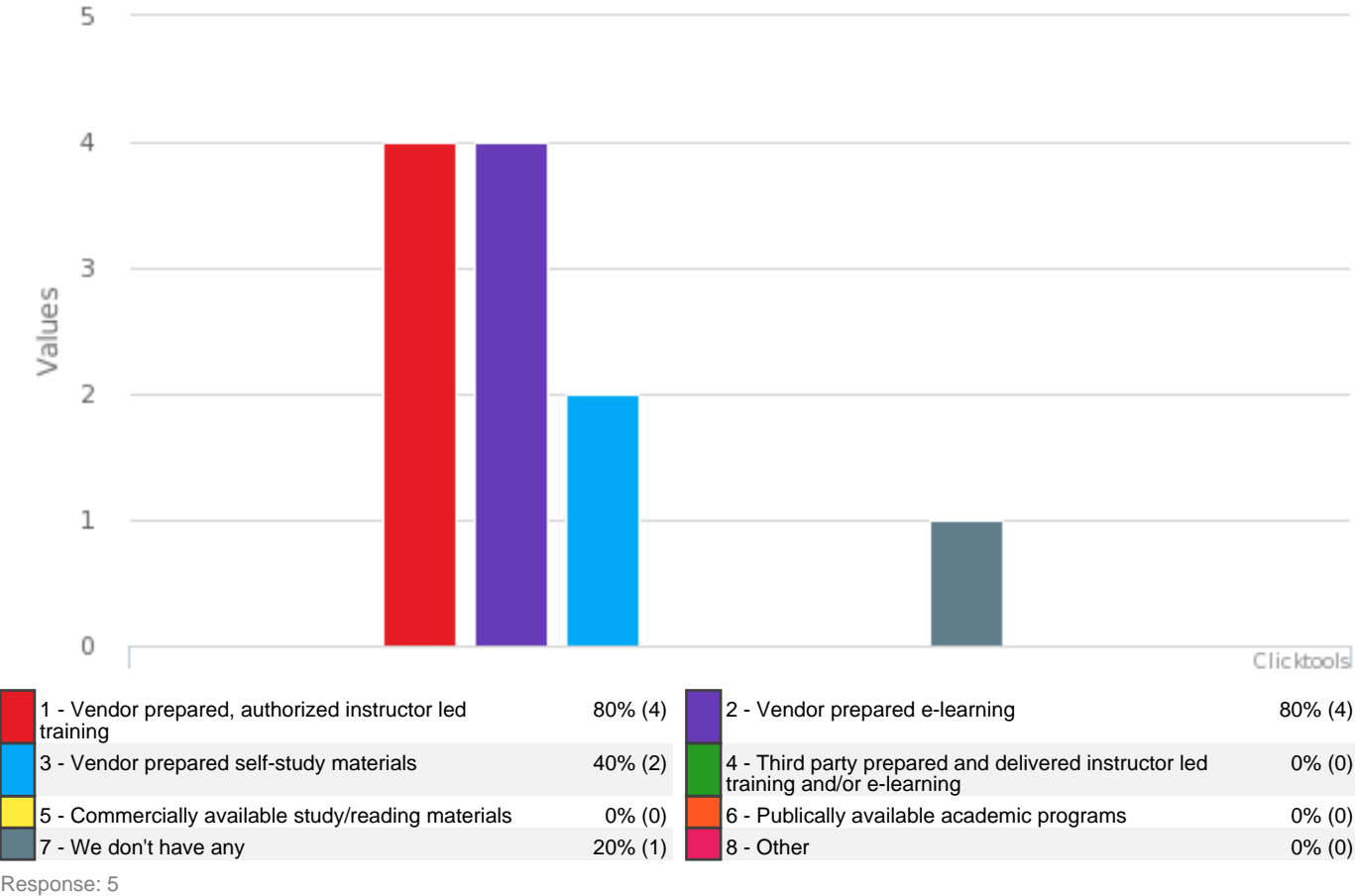
112. How many certifications:



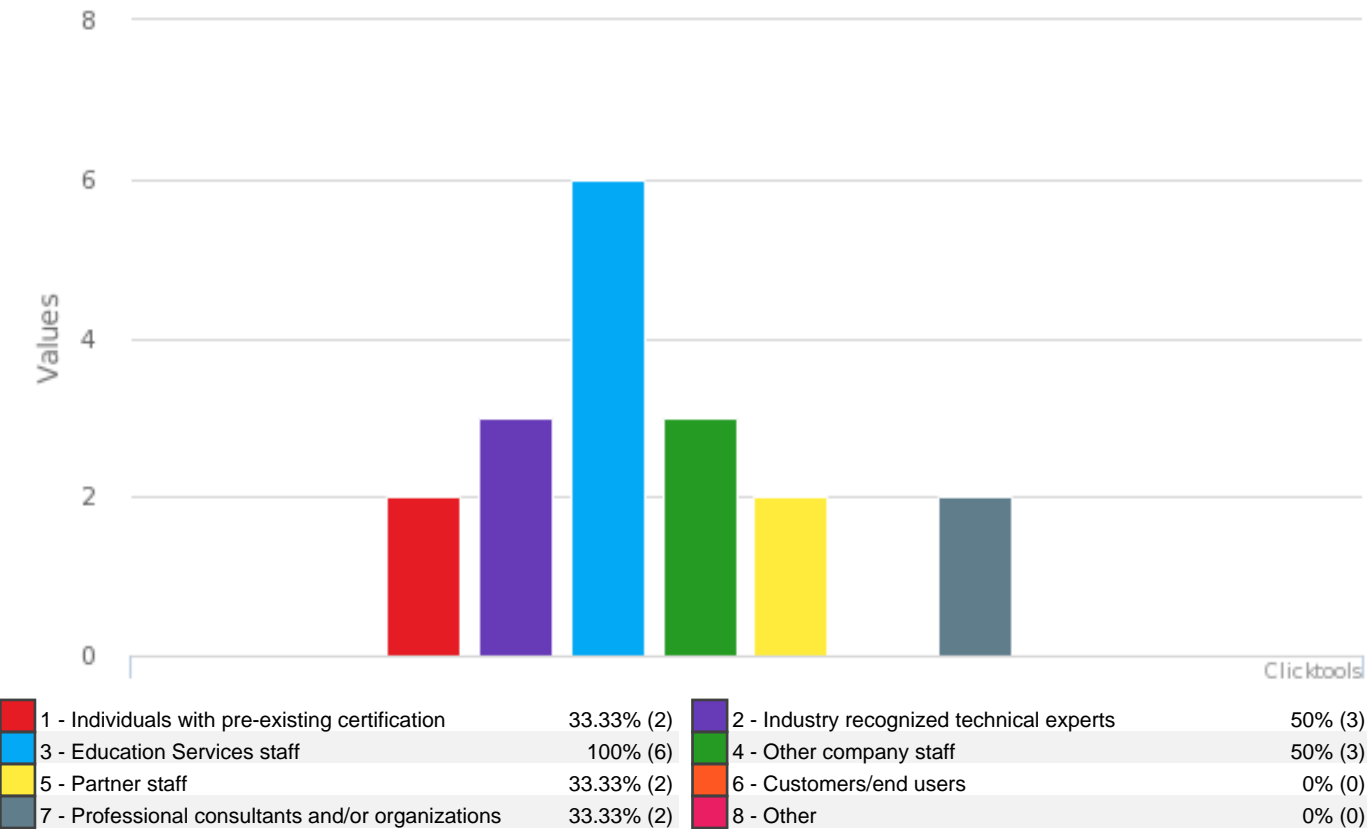
113. Does your certification program include Performance-Based Testing?



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

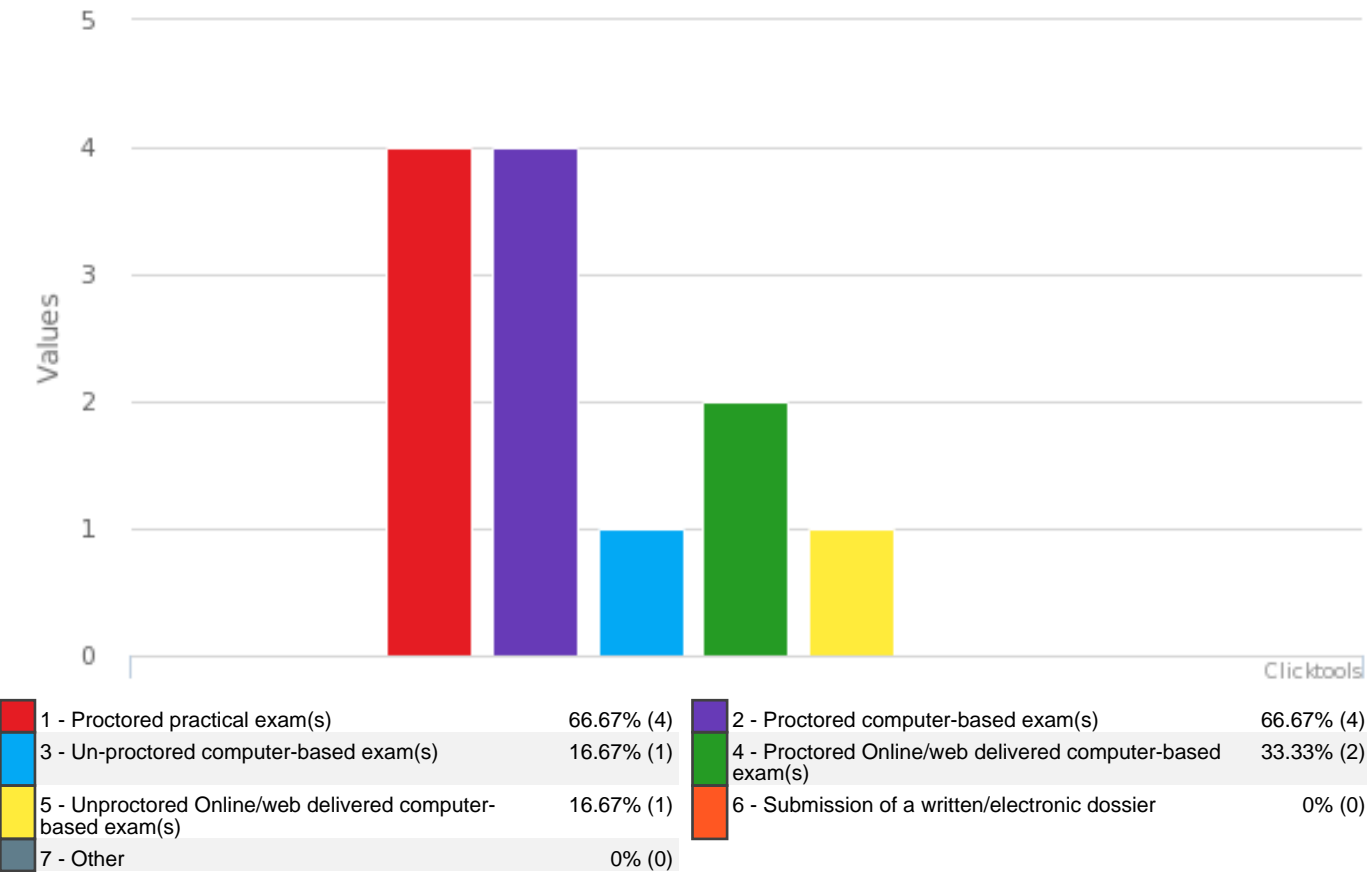


115. Who participates in the development of your certification exams? Select all that apply.



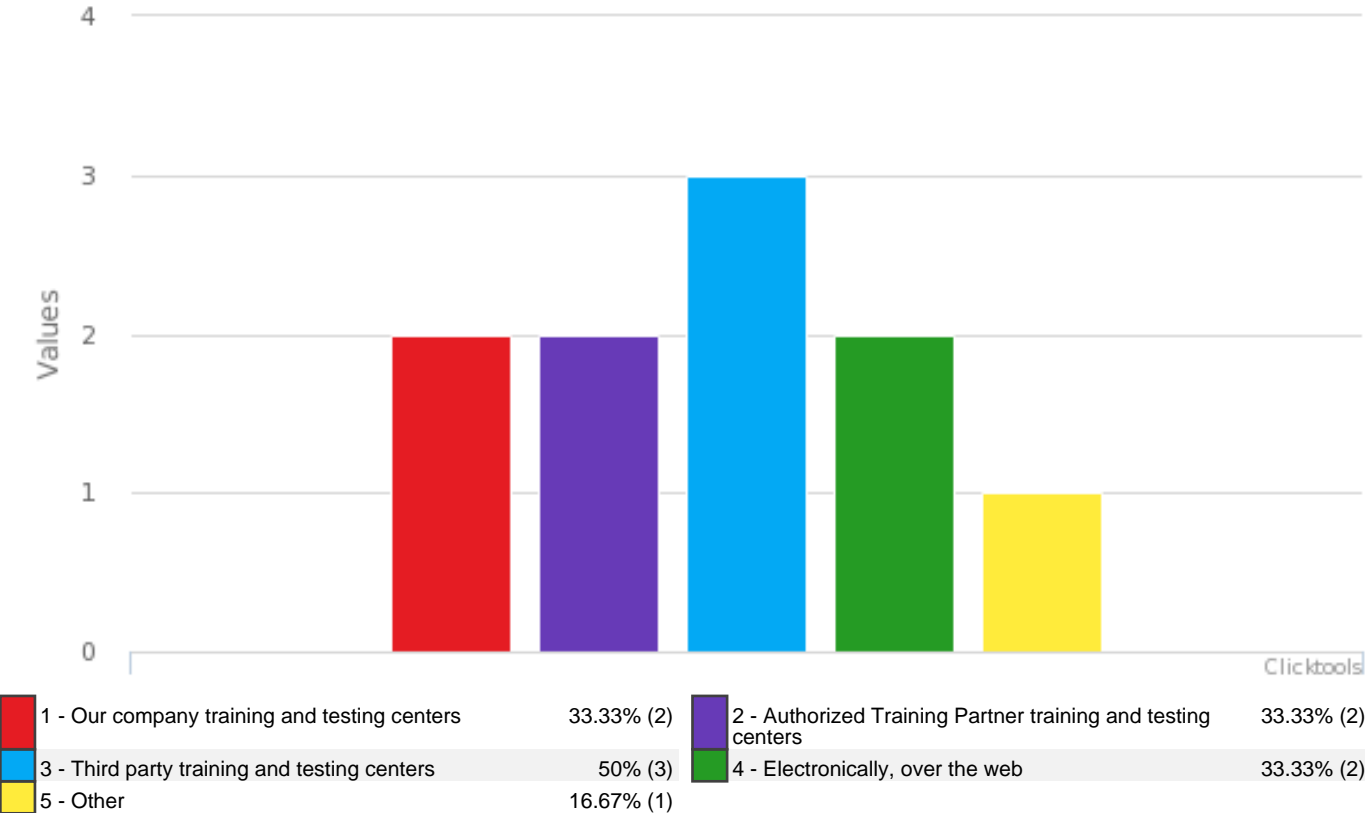
Response: 6

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



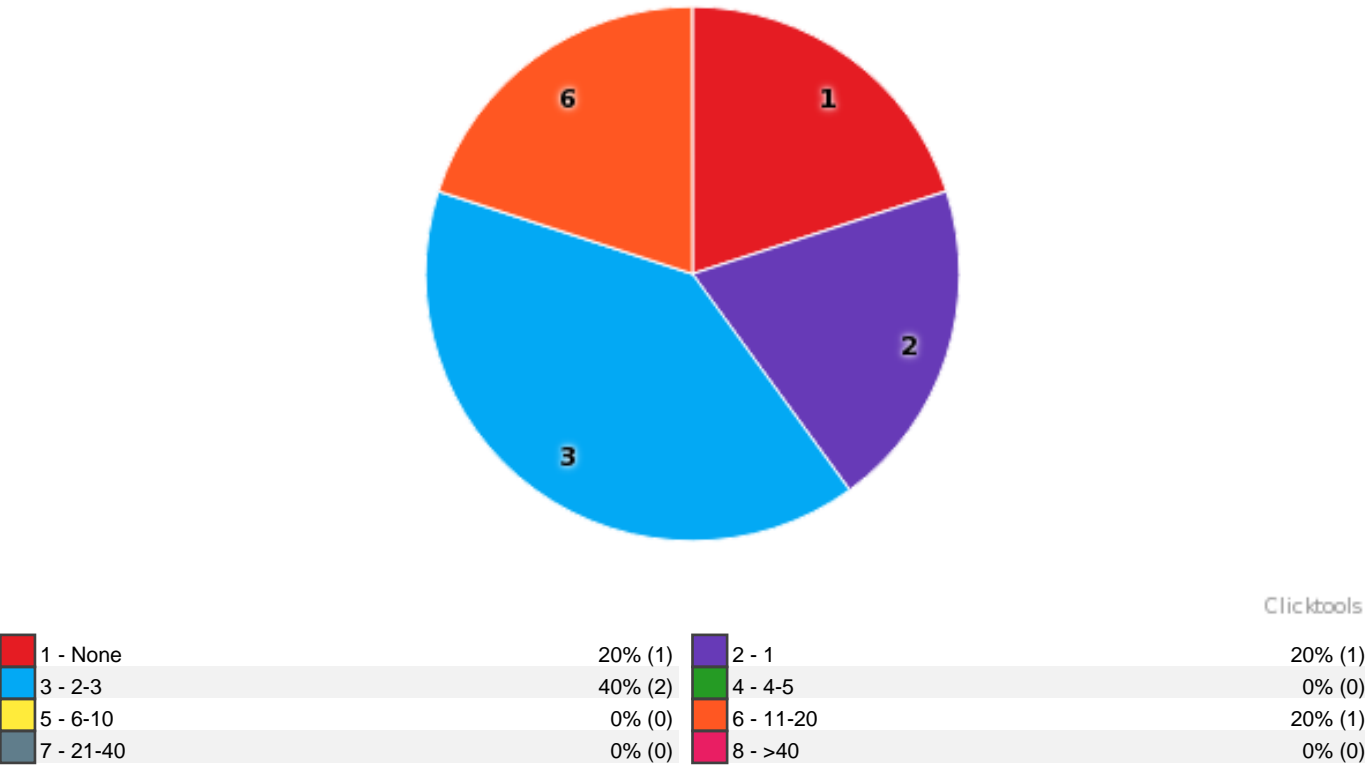
Response: 6

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



Response: 6

118. How many FTE equivalent employees in your organization perform certification-related activities?



Mean: 3



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

