CEdMA Business Survey

Thank you for participating in our biennial Business Survey. The information you provide will be used to help member companies such as yours better to understand how education organizations are set up in terms of strategy, finance, organization, development, and so on.

All responses are confidential and anonymous. No member can see any other member's input.

The survey is adaptive, so many questions will be only shown if the specific case applies to you. Therefore, every respondent may have a different number of questions to answer. On average you should have about 80 questions. .

Survey Instructions
The survey has the following sections:

- Demographics
- Strategy and Objectives
- Organization
- Financials
- Measurement of Education Services Quality and Impact
- Sales and Marketing
- Learning Portfolio and Development
- Course Delivery and Distribution
- Training Partner Programs
- Certification

You may not be able to answer every question in every section by yourself. You will most likely need to ask someone in a particular area for information or search for it from company records. You can forward the survey link to a colleague, he and you will then work with the same data.

The survey is set up to help you:

- If you leave the survey and come back later, your responses are stored
- Questions are grouped according to job function.

Let's get started! Thank you, in advance, for your thoughtful responses!

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Note
In the questions that follow, "**Company**" will refer to the technology company for which you work. "**Education Services**" will refer to the training organization or department within that company.

Demographics - Company

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

☐ Americas (North, Central and South America)

☐ EMEA (Europe, Middle East and Africa)

☐ APAC (Asia Pacific, including China)

2. Which of the following describes your **_company's business_**?
Please choose **_all_** that apply.

☐ Hardware ☐ Software ☐ Software as a Service (SaaS) ☐ Biosciences ☐ Other :

[   ]

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 [0 ⌄] %

Central and South America [0 ⌄] %

Europe, Middle East and Africa [0 ⌄] %

Asia/Pacific [0 ⌄] %

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

○ $100M or less ○ Between $101M and $500M ○ Between $501M and $1B ○ More than $1B and less than $3B ○ More than $3B and less than $10B ○ More than $10B and less than $25B ○ $25B or more

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

○ 100 or less ○ 101-1000 ○ 1001-5000 ○ 5001-10000 ○ 10001-50000 ○ More than 50000

Demographics - Education Services

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

○ 10 or less ○ 11-20 ○ 21-50 ○ 51-100
○ 101-200 ○ 201-300 ○ More than 300

Strategy and Objectives

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.**

	Responsible to train	Charge for Training
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	☐	☐

If applicable, please specify "Other" : [   ]

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?**

	Objective Assigned	Objective in bonus/incentive plan
Meeting an education revenue target	☐	☐
Meeting an education profit margin target	☐	☐
Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	☐	☐
Accelerating product adoption (eg by providing training for key products earlier)	☐	☐
Reducing support liability (eg reduced support calls)	☐	☐
Achieve Partner enablement (eg certain number of trained channel partners)	☐	☐
Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	☐	☐
Driving product business (eg product sales target)	☐	☐
Other	☐	☐

If applicable, please specify "Other" : [   ]

Organization

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

○ Only a single team

○ Different education teams for different product businesses

○ Different education teams for different audiences (customers, partners, employees, and so on)

○ Different education teams for other reasons

○ Other : [   ]

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

○ Sales   ○ Marketing   ○ Services (including Consulting)

○ Human Resources   ○ Engineering   ○ Operations

○ Directly to the CEO   ○ Other : [   ]

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

☐ Training Sales

☐ Training Marketing

☐ Training Operations and Admin Processes

☐ Training Technology Infrastructure (for example, LMS)

☐ Curriculum Design and Courseware Development

☐ Course Delivery and Distribution

☐ Training Partner Programs

☐ User Adoption/End User Consulting Services

☐ Certification Programs

☐ Other : [   ]

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

☐ No other groups provide training   ☐ R&D/Engineering   ☐ Product Management/Marketing

☐ Business Operations   ☐ Sales   ☐ Corporate Marketing

☐ Professional Services   ☐ Technical Support   ☐ Other : _____

Financials

Business Model

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

○ Profit Center (expectation is to make a profit - may have a margin target to achieve)

○ Cost Recovery (expectation is to sell enough training to at least break even on expenses)

○ Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)

○ A hybrid depending upon the education business unit

○ Other : _____

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

○ No change

○ From Profit Center to Cost Center

○ From Profit Center to Cost Recovery

○ From Cost Center to Cost Recovery

○ From Cost Center to Profit Center

○ From Cost Recovery to Profit Center

○ From Cost Recovery to Cost Center

Revenue
In the following questions, please use these definitions:
Live Classroom (ILT) is all revenue when the instructor is in the same physical location.
Virtual Classroom (VILT) is all revenue for instructor-led training via the web, with or without virtual labs.
Self-paced is all revenue generated by training students without instructors, such as eLearning, video, and can be paid per use or subscription
Certification is all revenue for certification business, such as exam fees and exam prep services, but excluding any exam prep training which is accounted under ILT/VLT/self-paced
Learning consulting is all revenue generated by non-training education business like learning needs analysis, customization of material assessments, and mentoring/coaching after training
Learning Technologies is all revenue generated by learning tools, infrastructure, courseware and directly related training and learning consulting for these technologies
New learning modalities is all revenue for social learning, gamification, microlearning, mobile
Subscriptions include all revenue from any of the above modalities included in subscriptions

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".

	Not applicable	No revenue	<$500K	$500K-$1M	$1M-$3M	$3M-$5M	$5M-$10M	$10M-$30M	$30M-$50M	$50M-$100M	>$100M
Live Classroom	○	○	○	○	○	○	○	○	○	○	○
Virtual Classroom	○	○	○	○	○	○	○	○	○	○	○

e-Learning	○	○	○	○	○	○	○	○	○	○	○
Self-paced	○	○	○	○	○	○	○	○	○	○	○
Certification	○	○	○	○	○	○	○	○	○	○	○
Learning consulting	○	○	○	○	○	○	○	○	○	○	○
Learning Technologies	○	○	○	○	○	○	○	○	○	○	○
New learning modalities	○	○	○	○	○	○	○	○	○	○	○
Partner relationship fees	○	○	○	○	○	○	○	○	○	○	○
Partner revenue sharing	○	○	○	○	○	○	○	○	○	○	○
Materials licensing/sales	○	○	○	○	○	○	○	○	○	○	○
Rental fees	○	○	○	○	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○	○	○	○	○
Subscriptions (as an overlay)	○	○	○	○	○	○	○	○	○	○	○
OVERALL IT TRAINING REVENUE	○	○	○	○	○	○	○	○	○	○	○

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".**

	No revenue	1-5%	6-10%	11-25%	26-50%	>50%	>75%
Product sales - Field Sales/Account Manager	○	○	○	○	○	○	○
Product Sales - Inside sales	○	○	○	○	○	○	○
Product Channel Partners (resell)	○	○	○	○	○	○	○
Services/Consulting sales	○	○	○	○	○	○	○
Maintenance renewal sales	○	○	○	○	○	○	○
Dedicated Education Services sales reps	○	○	○	○	○	○	○
Education Services coordinators/non-sales staff	○	○	○	○	○	○	○
Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	○	○	○	○	○	○	○
Reseller Program where using Authorized Learning Partners sell and deliver on their paper and pay you a fee	○	○	○	○	○	○	○
Web/e-commerce	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○

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".**

	Not applicable	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%
Live classroom	○	○	○	○	○	○	○	○
Virtual Classroom	○	○	○	○	○	○	○	○
e-Learning/	○	○	○	○	○	○	○	○
Self-paced	○	○	○	○	○	○	○	○
Certification	○	○	○	○	○	○	○	○
Learning Consulting	○	○	○	○	○	○	○	○
Learning Technologies	○	○	○	○	○	○	○	○

New learning modalities	○	○	○	○	○	○	○ ○
Partner relationship fees	○	○	○	○	○	○	○ ○
Partner revenue sharing	○	○	○	○	○	○	○ ○
Materials licensing/sales	○	○	○	○	○	○	○ ○
Rental fees	○	○	○	○	○	○	○ ○
Subscriptions (as an overlay)	○	○	○	○	○	○	○ ○
Other	○	○	○	○	○	○	○ ○

If applicable, please specify "Other" :

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

	No revenue	1-5%	6-10%	11-25%	26-50%	51-75%	>75%
Product Customer	○	○	○	○	○	○	○
Product Partner	○	○	○	○	○	○	○
Training Partner (Reseller, ATP)	○	○	○	○	○	○	○
Academic Alliances	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○

If applicable, please specify "Other" :

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

	<25%	26-50%	51-75%	>75%
Public schedule	○	○	○	○
Private/onsite training	○	○	○	○

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

○ 0.5% or less ○ 0.5-1% ○ 1-2% ○ 2-3% ○ 3-4% ○ 5-6% ○ 6-8% ○ 8-10% ○ >10%

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

○ 0.5% or less ○ 0.5-1% ○ 1-2% ○ 2-3% ○ 3-4% ○ 5-6% ○ 6-8% ○ 8-10% ○ >10%

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?**

	>-15%	-15%-0%	0-5%	6-10%	11-20%	21-30%	31-50%	51-100%	>100%
Last year	○	○	○	○	○	○	○	○	○
Three-year average	○	○	○	○	○	○	○	○	○

Expenses

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	0 ⌄	%
Education Marketing		

	0 ⌄	%
Portfolio, Curriculum and Development	0 ⌄	%
Delivery (own & contractor)	0 ⌄	%
Adminstrations (scheduling, registration)	0 ⌄	%
Facilities (own & rented)	0 ⌄	%
Education Tools	0 ⌄	%
Allocations (eg IT, telecommunications, Sales)	0 ⌄	%
Other	0 ⌄	%

If applicable, please specify "Other" : [   ]

Margin

23. **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)?**

	Negative > 10%	Negative 6-10%	Negative 1-5%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%
Goal	○	○	○	○	○	○	○	○	○	○
Achievement	○	○	○	○	○	○	○	○	○	○

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

	Negative > 20%	Negative 11-20%	Negative 1-10%	Breakeven	1-10%	11-20%	21-30%	31-40%	41-50%	>50%
Goal	○	○	○	○	○	○	○	○	○	○
Achievement	○	○	○	○	○	○	○	○	○	○

Measurement of Education Services Quality and Impact

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

☐ Student feedback

☐ Net Promoter Score

☐ Kirkpatrick Level 2 Assessments

☐ Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training

☐ Measure impact of training to different company KPI like support calls reduction, more product sales, and so on

☐ Other : [   ]

26. **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%)?**

	50% or less	51-60%	61-70%	71-75%	76-80%	81-85%	86-90%	91-95%	>95%	Not measured
Overall Satisfaction	○	○	○	○	○	○	○	○	○	○
Course (physical) material										

	○	○	○	○	○	○	○	○	○	○
Instructors	○	○	○	○	○	○	○	○	○	○
Content (ideas)	○	○	○	○	○	○	○	○	○	○
Course delivery	○	○	○	○	○	○	○	○	○	○

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

○ 50% or less ○ 51-60% ○ 61-70% ○ 71-80% ○ 81-90% ○ More than 90%

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

☐ We contact them within a defined number of days after the class

☐ We follow up some of the time

☐ We don't follow up and wait until they escalate

☐ Contact them yourself directly before they contact you

☐ Offer refunds if required/requested

☐ Provide credit for additional training if required/requested

☐ Consult with sales team for next steps with customer and agree who takes next steps

☐ None of these

☐ Other :

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

☐ Subsequent product sales

☐ Number and type of support tickets

☐ Overall customer satisfaction

☐ Degree of product adoption or use

☐ Product implementation timeline (product up and running)

☐ Customer renewals/Returning customers

☐ None of these

☐ Other :

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

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

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

[ ]

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

[ ]

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

[ ]

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

[ ]

Sales and Marketing

Sales

36. **Who sells Education Services offerings? Select all that apply.**

☐ Field/Product sales

☐ Inside sales

☐ Services sales

☐ Maintenance renewal sales

☐ Dedicated Education Services sales representatives

☐ Education Services coordinators/non-sales staff

☐ Channel partners

☐ Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver

☐ Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee

☐ Other : [ ]

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

○ Less than $5,000 ○ $5,000-$24,999 ○ $25,000-$49,999
○ $50,000-$99,999 ○ $100,000-$199,999 ○ $200,000 or more

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

○ Less than $5,000 ○ $5,000-$24,999 ○ $25,000-$49,999
○ $50,000-$99,999 ○ $100,000-$199,999 ○ $200,000 or more

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

☐ Product deals for a new customer

☐ Product deals with a new product for a customer

☐ Support contract sales

☐ Support contract renewal sales

☐ Professional Services consulting sales

☐ Product and/or service deals when sold as a subscription

☐ Product and/or service deals when NOT sold as a subscription

☐ None of these

☐ Other :

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

	None	1-5%	6-10%	11-25%	26-50%	51-75%	>75%
Product and/or service deals when sold as a subscription	○	○	○	○	○	○	○
Product and/or service deals when NOT sold as a subscription	○	○	○	○	○	○	○
Support contract deals	○	○	○	○	○	○	○
Support contract renewal deals	○	○	○	○	○	○	○
Professional Services consulting sales	○	○	○	○	○	○	○

41. **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?**

○ A fixed fee for student kits and student guides   ○ A percentage of the student fee

42. **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?**

○ A percentage of your list price   ○ Fixed price per learner per year

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

☐ Provide you greater reach to more customer and partner

☐ Provide support for these subscriptions services

☐ Provide additional hands-on labs

☐ Provide customization of the contents

☐ Other :

Marketing

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

☐ Corporate Marketing

☐ A Business Unit Marketing organization

☐ Regional Marketing organizations

☐ Customer Services Marketing

☐ Education Services Marketing

☐ Other : [   ]

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

☐ Online advertising ☐ Telemarketing

☐ Email campaigns ☐ Printed catalog or data sheets

☐ Electronic catalog or data sheets ☐ Corporate/public webpage

☐ Dedicated education services webpage or portal ☐ Social media sites and followings

☐ Internal marketing to Corporate Sales ☐ Other : [   ]

Learning Portfolio and Development

Learning Product/Portfolio Management

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

○ 100% (all) ○ 75-99% ○ 51-75% ○ 26-50% ○ 25% or less

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

○ Product feasibility/inception stage ○ Product development stage

○ Beta product availability stage ○ General/public product availability stage

○ Other : [   ]

48. **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.**

☐ Formalized transfer of information processes and exchange sessions with engineering and product management

☐ Informal exchanges of information/data with engineering and product management

☐ Formalized transfer of information processes and exchange sessions with technical publications

☐ Informal exchanges of information/data with technical publications

☐ Collect information from Support teams

☐ Collect information from Professional Services teams

☐ Collect information from Customers

☐ Collect information from Partners

☐ Collect information from Product Marketing

☐ Other : [   ]

49. **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).**

GPA*

	Not Applicable	Alpha release	Beta release	30-45 days before GPA*	30-45 days after GPA*	More than 45 days after GPA*
Corporate Sales and Systems Engineering/Pre-sales	○	○	○	○	○	○	○
Corporate Services & Support	○	○	○	○	○	○	○
Channel Sales and Systems Engineering/Pre-sales	○	○	○	○	○	○	○
Product Channel Services & Support	○	○	○	○	○	○	○
Customers and End Users	○	○	○	○	○	○	○

50. 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)?

	None	1-10%	11-25%	26-50%	51-75%	76-95%	All (>95%)
Classroom training	○	○	○	○	○	○	○
Virtual classroom training	○	○	○	○	○	○	○
eLearning	○	○	○	○	○	○	○
Mobile Learning (smartphones/tablets)	○	○	○	○	○	○	○
Other self paced	○	○	○	○	○	○	○
New modalities such as social learning, gamification, microlearning	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○

If applicable, please specify "Other" :

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

○ None ○ 10% or less ○ 11-25% ○ 26-50% ○ 51-75% ○ >75%

52. 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".

	None	Less than 25%	26-50%	51-75%	More than 75%%	All
French	○	○	○	○	○	○
Spanish	○	○	○	○	○	○
Portugese	○	○	○	○	○	○
German	○	○	○	○	○	○
Russian	○	○	○	○	○	○
Chinese	○	○	○	○	○	○
Japanese	○	○	○	○	○	○
Other	○	○	○	○	○	○

If applicable, please specify "Other" :

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

○ Sales training materials ○ Pre-sales/Sales Engineering training materials

○ Admin training materials ○ Operator training materials

○ End-user training materials ○ Other :

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

	None	Less than 25%	26-50%	51-75%	More than 75%%	All
Scorm	○	○	○	○	○	○
Tin Can API	○	○	○	○	○	○

Curriculum Design and Course Development

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

○ 1-5　○ 6-10　○ 11-15　○ 16-20　○ >20

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

	None	<10%	11-20%	21-30%	31-40%	41-50%	>50%
Dedicated curriculum design and course development staff	○	○	○	○	○	○	○
Instructors or other Education Services staff	○	○	○	○	○	○	○
Other resources within the company (SMEs)	○	○	○	○	○	○	○
Contractors or outsourced to an external company/partner	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○

If applicable, please specify "Other" : [   ]

57. 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).

	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200
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	○	○	○	○	○	○	○	○	○

If applicable, please specify "Other" : [   ]

58. 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).

	N/A	<15	16-25	26-35	36-50	51-75	76-100	100-200	>200
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	○	○	○	○	○	○	○	○	○

If applicable, please specify "Other" :

[   ]

59. How often on average do you update courses?

○ < 3 months ○ 3-5 months ○ 6-9 months ○ 10-14 months ○ 15-24 months ○ > 24 months

Course Delivery and Distribution

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

	0	1-5	6-10	11-20	21-50	51-100	>100
North America	○	○	○	○	○	○	○
Central and South America	○	○	○	○	○	○	○
Europe, Middle East and Africa	○	○	○	○	○	○	○
Asia/Pacific	○	○	○	○	○	○	○

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

	0%	1-25%	26-50%	51-75%	76-99%	100%
Education Services Employees	○	○	○	○	○	○
Other company/internal staff	○	○	○	○	○	○
Partners	○	○	○	○	○	○
Contract instructors	○	○	○	○	○	○
Other	○	○	○	○	○	○

If applicable, please specify "Other" :

[   ]

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

	None	<10%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	>80%
Billable delivery	○	○	○	○	○	○	○	○	○	○
Billable custom development	○	○	○	○	○	○	○	○	○	○
Other billable	○	○	○	○	○	○	○	○	○	○
Non-billable preparation time including travel for onsites	○	○	○	○	○	○	○	○	○	○
Non-billable other (learning new topics, meetings, internal projects, holidays)	○	○	○	○	○	○	○	○	○	○

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

○ 1 month or less ○ 2 months ○ 3 months ○ 4-6 months ○ 7-12 months ○ More than 12 months

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

○ 1 month or less ○ 2 months ○ 3 months ○ 4-6 months ○ 7-12 months ○ More than 12 months

65. **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)?**

○ <$100K ○ $100K-$150K ○ $150K-$200K ○ $200K-$250K ○ $250K-$300K ○ $300K-$400K ○ >$400K

66. **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?**

○ Yes ○ No

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

○ Yes ○ No

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

○ Printed

○ Softcopy – unprotected (user can copy and paste, no watermark with user name)

○ Softcopy – limited protection (eg limit copy and paste, user name as water mark)

○ Softcopy – restricted with digital right management tool

○ Streamed content to be used via computer or tablet

○ Other :

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

☐ Runs on Android, but no dedicated app ☐ Runs on Apple iOS, but no dedicated app ☐ Runs on Android with dedicated app

☐ Runs on Apple iOS with dedicated app ☐ Other :

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

☐ Company owned training facility ☐ Company-owned non-training facility
☐ Authorized Partner Education Center ☐ Customer Site

☐ Short-term rental facility ☐ Other :

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

○ <20% ○ 21-30% ○ 31-40% ○ 41-50% ○ 51-60% ○ 61-70% ○ >70%

72. **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%)?**

	<20%	21-30%	31-40%	41-50%	>50%
Live instructor-led	○	○	○	○	○
Virtual instructor-led	○	○	○	○	○

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

☐ Advertise with a discount for customers

Offer free or discounted seats to partners

- [ ]
- [ ] Offer free seats for internal employees
- [ ] Cancel
- [ ] Try to rebook on other dates
- [ ] Give advance warning that the class is in jeopardy
- [ ] Offer alternative services
- [ ] Postpone the class to allow more students to enrol
- [ ] Move to a date when low enrollment is less of a problem
- [ ] Other : [   ]

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

- [ ] We don't have courses that require lab equipment
- [ ] In our own classrooms
- [ ] The equipment is shipped
- [ ] Remote access to our own equipment
- [ ] Virtualized equipment, by our own company
- [ ] Virtualized equipment, provided by a 3rd party vendor
- [ ] Other : [   ]

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

○ N/A ○ <20% ○ 21-30% ○ 31-40% ○ 41-50% ○ 51-60% ○ 61-70% ○ >70%

Operations

76. 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

If applicable, please specify "Other" :

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

○ <20% ○ 26-50% ○ 51-75% ○ >75% ○ We do not provide

78. **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?**

○ 15 days or less ○ 16-30 days ○ 31-45 days ○ 46-60 days ○ more than 60 days

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

○ 5 or less ○ 6-10 ○ 11-15 ○ 16-19 ○ 20 or more

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

☐ Virtual Labs

☐ Virtual Classroom

☐ CRM to manage all customer and opportunities

☐ LMS

☐ LCMS (Learning Content Management System)

☐ Knowledge Management

☐ Scheduling/Utilization

☐ Certification Credentials

☐ Digital Rights Management

☐ Dashboard for KPI

☐ Other :

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

○ <10% ○ 11-20% ○ 21-30% ○ 31-40% ○ 41-50% ○ >50%

Training Partner Programs

Course Development Partner Program

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

○ Yes ○ No

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

○ Yes, formalized process and procedures ○ Yes, but informal ○ No, no process or procedure

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

☐ Resellers/VARs   ☐ Distributors/VADs

☐ Independent training organizations   ☐ Professional development companies

☐ Individual contractors, translators or editors   ☐ Other :

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

◯ None ◯ 1-10% ◯ 11-20% ◯ 21-30% ◯ 31-40% ◯ 41-50% ◯ >50%

86. **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

Commercial Delivery Program

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

◯ Yes ◯ No

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

☐ Completely outsourced delivery

☐ Add additional bandwidth

☐ Additional skills

☐ Provide translation/localization (eg by native language speakers)

☐ Reduce travel cost/time

☐ Other :

89. **What is the role of the delivery partner?**

◯ Delivery partner acts as additional delivery resource, invisible to customer

◯ Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)

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

25% or less 26-50% 51-75% More than 75%

Worldwide	○	○	○	○
North America	○	○	○	○
Central and South America	○	○	○	○
Europe, Middle East and Africa	○	○	○	○
Asia/Pacific	○	○	○	○

91. Which of the following types of organizations do you allow to participate in the course <u>delivery</u> partner program? Select all that apply.

☐ Resellers/VARs   ☐ Distributors/VADs

☐ Independent training organizations   ☐ Services/Implementation Partners

☐ Individual contractors   ☐ Other :

92. 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

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

☐ Pay per use of the instructor

☐ Recurring fixed fee licensing

☐ Per seat revenue sharing

☐ Training kit/unit based materials fee

☐ Other :

94. 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.

	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80	81-90%	>90%
Worldwide	○	○	○	○	○	○	○	○	○	○	○
North America	○	○	○	○	○	○	○	○	○	○	○
Central and South America	○	○	○	○	○	○	○	○	○	○	○
Europe, Middle East and Africa	○	○	○	○	○	○	○	○	○	○	○
Asia/Pacific	○	○	○	○	○	○	○	○	○	○	○

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

○ Yes ○ No

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

○ Yes ○ No

Academic Program

97. Do you have a formal academic partner program?

○ Yes ○ No

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

☐ Extend/expand the reach of Education Services

☐ Establish brand/technical mindshare for future customers and users

☐ Supporting school-to-work programs

☐ Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations

☐ Provide local language training

☐ Other :

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

○ Yes

○ No

100. 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

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

☐ Secondary schools

☐ Vocational/Technical Schools

☐ Associates' programs/2 year colleges or certificates

☐ Bachelors' programs/4 year colleges and universities

☐ Graduate programs/universities

☐

Other : [   ]

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

☐ Recurring fixed fee licensing   ☐ Per seat revenue sharing

☐ Training kit/unit based materials fee ☐ Corporate-provided budget

☐ Other : [   ]

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

	None	1-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80	81-90%	>90%
Worldwide	○	○	○	○	○	○	○	○	○	○	○
North America	○	○	○	○	○	○	○	○	○	○	○
Central and South America	○	○	○	○	○	○	○	○	○	○	○
Europe, Middle East and Africa	○	○	○	○	○	○	○	○	○	○	○
Asia/Pacific	○	○	○	○	○	○	○	○	○	○	○

Certification

Certification Basics

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

○ Yes, for all of our products

○ Yes, for some of our products

○ No, we don't offer any certification programs

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

☐ Validate partner skills

☐ Promoting brand recognition in the industry

☐ Creating loyalty in our partner community and customer base

☐ Establishing advocacy in the technical community

☐ Creating a social network of support in the technical community

☐ Revenue Generation

☐ Ensure customer satisfaction

☐ Enhance our product's value

☐ Other : [   ]

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

	Intended	Required
Sales - Internal staff	☐	☐
Sales - Channels/Partners	☐	☐
Presales – Internal Staff/Engineers	☐	☐
Presales – Channel/Partners		

	☐ ☐
Post-sales – Internal Service Staff	☐ ☐
Post-sales – Channels/Partners	☐ ☐
Customers/end users	☐ ☐
Students (academic)	☐ ☐
Other	☐ ☐

If applicable, please specify "Other" : [   ]

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

○ 1 ○ 2 ○ 3 ○ 4 ○ 5 or more ○ It varies

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

○ Yes, for all tiers

○ Yes, but only for some tiers

○ No, you can go directly to the top tier or any point in-between

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

○ Must re-certify annually   ○ 2 Years   ○ 3-4 years

○ 5 years or more   ○ Certifications never expire   ○ Varies by certification

○ Only valid for a product version ○ Other : [   ]

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

○ Less than a year ○ 1-2 years ○ 2-3 years ○ 3-4 years ○ 4-5 years ○ 5-9 years ○ 10 years or more

111. How many certifications:

	1<100	101-200	201-500	501-1,000	1,001-2,000	2,001-5,000	5,001-10,000	10,001-50,000	50,001-100,000	>100,000
Were issued in the last business year?	○	○	○	○	○	○	○	○	○	○
Were issued since start of the certification program?	○	○	○	○	○	○	○	○	○	○
Are valid currently?	○	○	○	○	○	○	○	○	○	○

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

○ Yes, it's live

○ No, but we're developing it

○ No, we have no plans

Certification Training and Exams

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

☐ Vendor prepared, authorized instructor led training

☐ Vendor prepared e-learning

☐ Vendor prepared self-study materials

- [ ] Third party prepared and delivered instructor led training and/or e-learning
- [ ] Commercially available study/reading materials
- [ ] Publically available academic programs
- [ ] We don't have any
- [ ] Other :

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

- [ ] Individuals with pre-existing certification
- [ ] Industry recognized technical experts
- [ ] Education Services staff
- [ ] Other company staff
- [ ] Partner staff
- [ ] Customers/end users

- [ ] Professional consultants and/or organizations
- [ ] Other :

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

- [ ] Proctored practical exam(s)
- [ ] Proctored computer-based exam(s)
- [ ] Un-proctored computer-based exam(s)
- [ ] Proctored Online/web delivered computer-based exam(s)
- [ ] Unproctored Online/web delivered computer-based exam(s)
- [ ] Submission of a written/electronic dossier

- [ ] Other :

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

- [ ] Our company training and testing centers
- [ ] Authorized Training Partner training and testing centers
- [ ] Third party training and testing centers
- [ ] Electronically, over the web

- [ ] Other :

Your Certification Organization

117. How many FTE equivalent employees in your organization perform certification-related activities?
○ None ○ 1 ○ 2-3 ○ 4-5 ○ 6-10 ○ 11-20 ○ 21-40 ○ >40

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

- [ ] Logos
- [ ] Hard copy (paper) certificates
- [ ] Soft copy (electronic) certificates
- [ ] Letters of recognition
- [ ] Branded Merchandise (shirts, hats, and so on)
- [ ] Online store for branded merchandise
- [ ] Early access to new product information
- [ ] Access to organization subject matter experts
- [ ] Preferential access to training (for example, bypass wait lists)
- [ ] Preferential access to technical support
- [ ] Preferential access to technology (online labs and networks)
    Government reimbursement for exam costs (for example, military personnel)

- [ ]
  - [ ] Career Support Special events for certified individuals at vendor conferences
  - [ ] Product service or discounts
  - [ ] Registry listing
  - [ ] Free training when products they are certified on are updated

- [ ] Other :

Thank you for completing this survey. We anticipate that the survey will be complete by the end of August.

We will create summary files as PDF and Excel files for all members and then also for major groups (for example small vs large, or software vs hardware companies).

Additionally results can be reviewed, filtered and cross-tabbed based on your personal needs by all CEdMA Members. The summary files and instructions on how to use ClickTools reporting will be in *Goldmine* under the category **DBR - Business Survey (2016)**.

You will receive an e-mail notifying you of the availability of the results.

Thank you again for taking the time to share your information. It is members like you who are making CEdMA the go-to organization for education management advice and metrics.

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