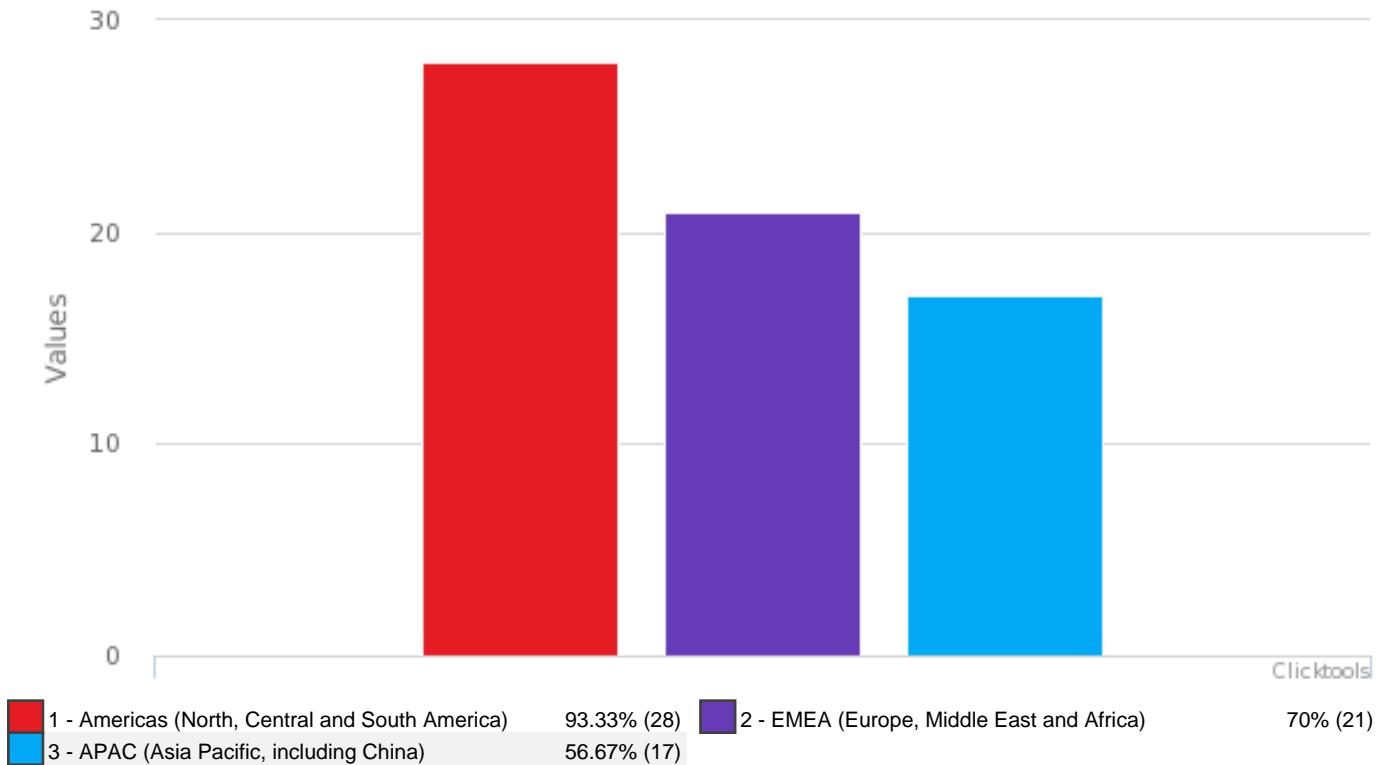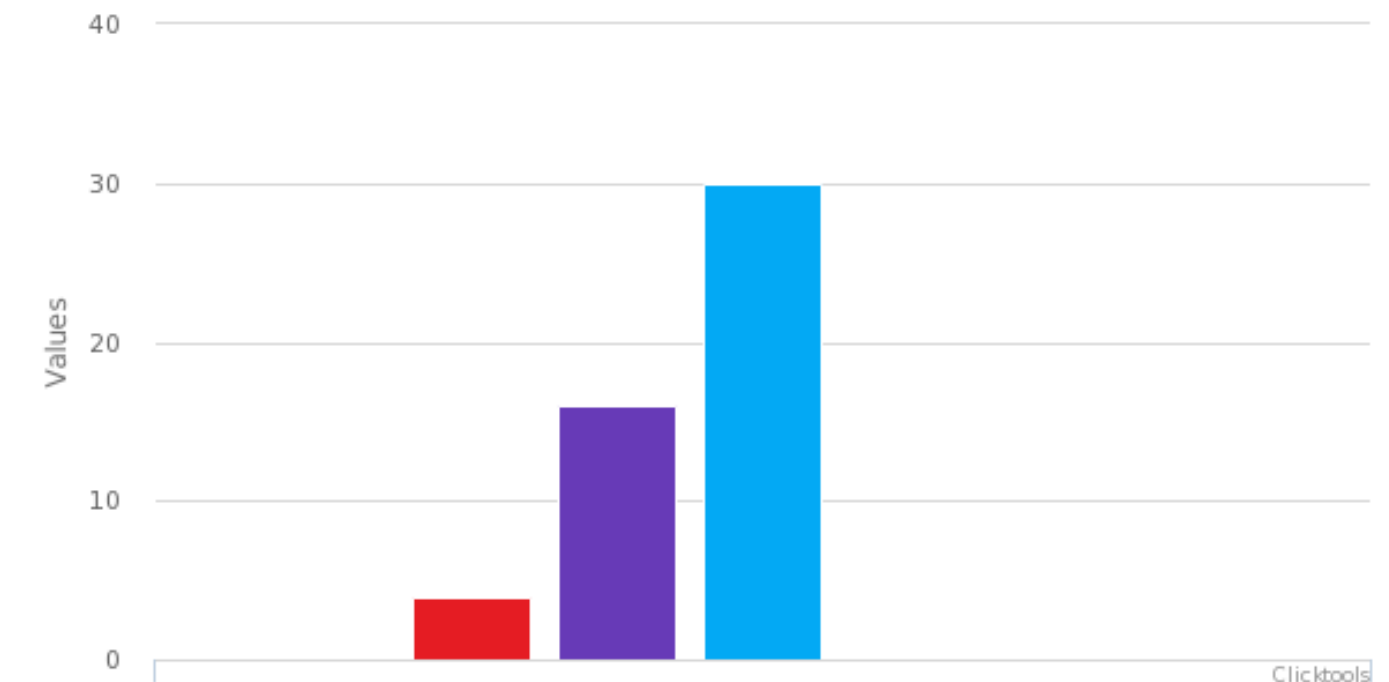# CEdMA
the computer education management association

Business Survey 2016 - SaaS (30)

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

■ 1 - Americas (North, Central and South America)	93.33% (28)	■ 2 - EMEA (Europe, Middle East and Africa)	70% (21)
■ 3 - APAC (Asia Pacific, including China)	56.67% (17)		

Response: 30

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

■ 1 - Hardware	13.33% (4)	■ 2 - Software	53.33% (16)
■ 3 - Software as a Service (SaaS)	100% (30)	■ 4 - Biosciences	0% (0)
■ 5 - Other	0% (0)		

Response: 30

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	60.43%	4.64%	25.46%	9.25%
Highest	100%	50%	100%	25%
Lowest	0%	0%	0%	0%
Standard deviation	21.34	9.55	18.06	7.19

Response: 28

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

Clicktools
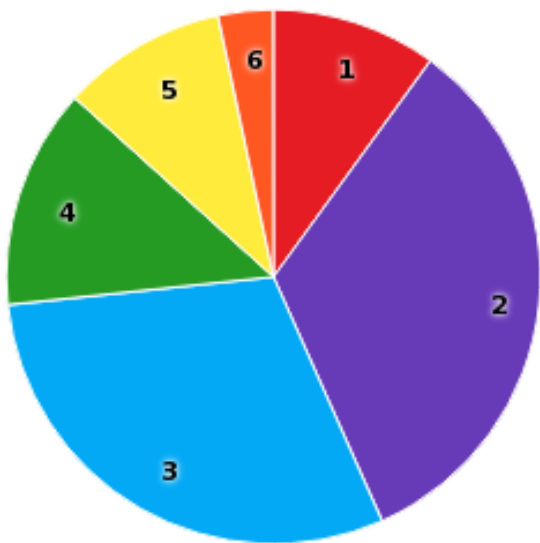
■ 1 - $100M or less	27.59% (8)	■ 2 - Between $101M and $500M	24.14% (7)
■ 3 - Between $501M and $1B	13.79% (4)	■ 4 - More than $1B and less than $3B	10.34% (3)
■ 5 - More than $3B and less than $10B	20.69% (6)	■ 6 - More than $10B and less than $25B	0% (0)
■ 7 - $25B or more	3.45% (1)		

Mean: 2.86

Response: 29

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

■ 1 - 100 or less	10% (3)	■ 2 - 101-1000	33.33% (10)
■ 3 - 1001-5000	30% (9)	■ 4 - 5001-10000	13.33% (4)
■ 5 - 10001-50000	10% (3)	■ 6 - More than 50000	3.33% (1)

Mean: 2.9
Response: 30

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

■ 1 - 10 or less	50% (15)	■ 2 - 11-20	13.33% (4)
■ 3 - 21-50	16.67% (5)	■ 4 - 51-100	6.67% (2)
■ 5 - 101-200	6.67% (2)	■ 6 - 201-300	6.67% (2)
■ 7 - More than 300	0% (0)		

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
1	Sales - Internal staff	88.89% (8)	11.11% (1)
2	Sales - Channels/Partners	63.64% (7)	36.36% (4)
3	Technical Pre-sales - Internal staff	90% (18)	10% (2)
4	Technical Pre-sales - Channels/Partners	56% (14)	44% (11)
5	Post-sales - Internal Staff	88% (22)	12% (3)
6	Post-sales - Channels/Partners	54.29% (19)	45.71% (16)
7	Customers and/or end users	51.02% (25)	48.98% (24)
8	Universities	63.64% (7)	36.36% (4)
9	Other	100% (2)	0% (0)

Response: 30

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?
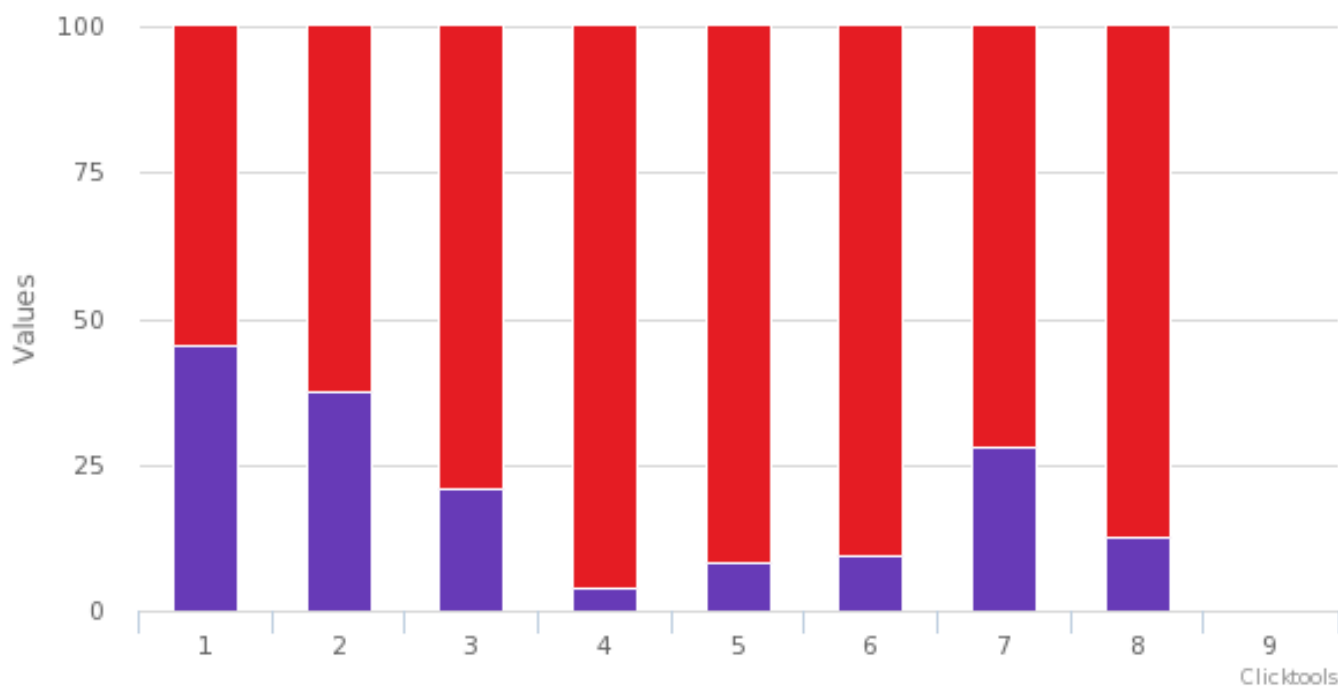
		Objective Assigned	Objective in bonus/incentive plan
1	Meeting an education revenue target	54.55% (18)	45.45% (15)
2	Meeting an education profit margin target	62.5% (15)	37.5% (9)
3	Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	78.95% (15)	21.05% (4)
4	Accelerating product adoption (eg by providing training for key products earlier)	96% (24)	4% (1)
5	Reducing support liability (eg reduced support calls)	91.67% (11)	8.33% (1)
6	Achieve Partner enablement (eg certain number of trained channel partners)	90.48% (19)	9.52% (2)
7	Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	72% (18)	28% (7)
8	Driving product business (eg product sales target)	87.5% (7)	12.5% (1)
9	Other	0% (0)	0% (0)

Response: 30

9. Do you have in your company a single education team or several education groups?
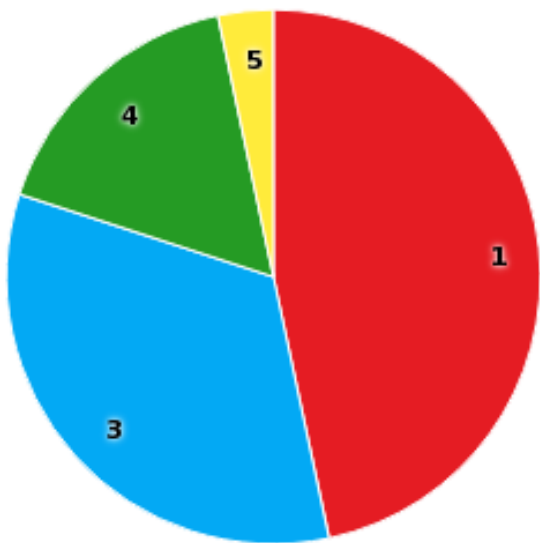
1 - Only a single team	46.67% (14)	2 - Different education teams for different product businesses	0% (0)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	33.33% (10)	4 - Different education teams for other reasons	16.67% (5)
5 - Other	3.33% (1)		

Mean: 2.3

Response: 30

10. Into which of the following organizations or divisions does your department (Education Services) report?
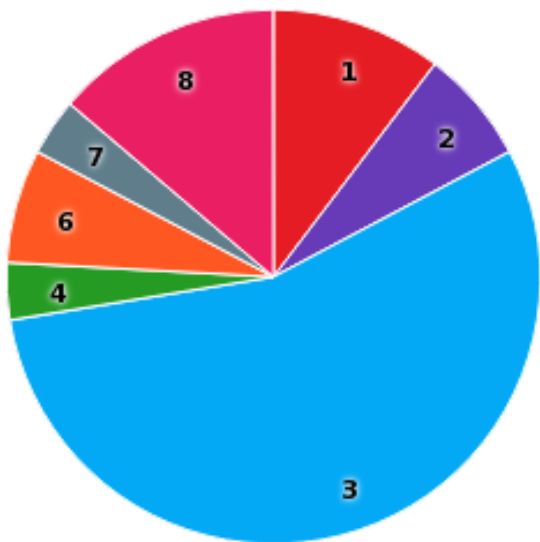
1 - Sales	10.34% (3)	2 - Marketing	6.9% (2)
3 - Services (including Consulting)	55.17% (16)	4 - Human Resources	3.45% (1)
5 - Engineering	0% (0)	6 - Operations	6.9% (2)
7 - Directly to the CEO	3.45% (1)	8 - Other	13.79% (4)

Mean: 3.79

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

	1 - Training Sales	66.67% (20)		2 - Training Marketing	56.67% (17)
	3 - Training Operations and Admin Processes	76.67% (23)		4 - Training Technology Infrastructure (for example, LMS)	80% (24)
	5 - Curriculum Design and Courseware Development	96.67% (29)		6 - Course Delivery and Distribution	96.67% (29)
	7 - Training Partner Programs	80% (24)		8 - User Adoption/End User Consulting Services	53.33% (16)
	9 - Certification Programs	90% (27)		10 - Other	3.33% (1)

Response: 30

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

■ 1 - No other groups provide training	3.33% (1)	■ 2 - R&D/Engineering	36.67% (11)
■ 3 - Product Management/Marketing	50% (15)	■ 4 - Business Operations	10% (3)
■ 5 - Sales	53.33% (16)	■ 6 - Corporate Marketing	26.67% (8)
■ 7 - Professional Services	76.67% (23)	■ 8 - Technical Support	60% (18)
■ 9 - Other	6.67% (2)		

Response: 30
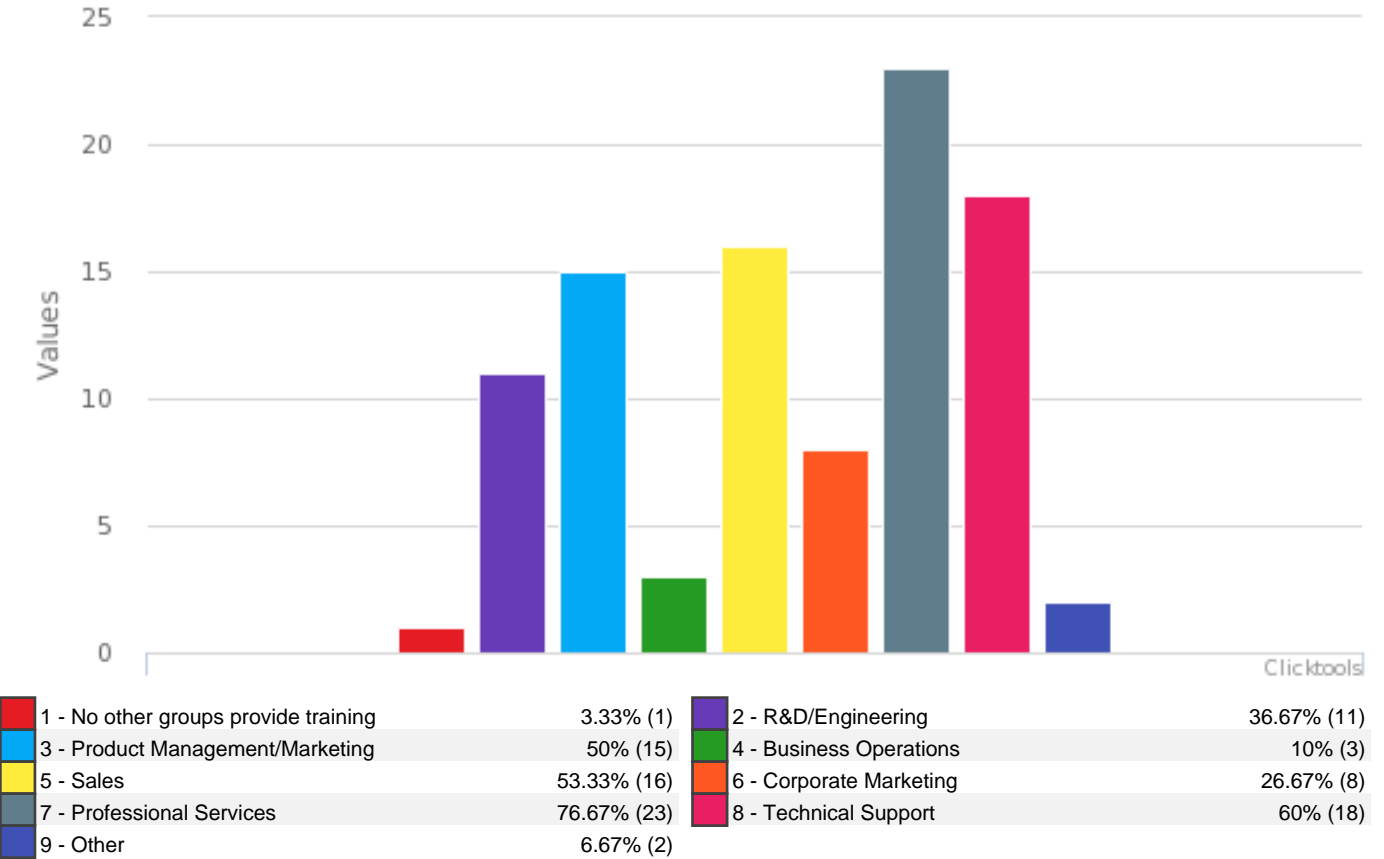
13. Which of the following best describes Education Services' overall primary business model?

■	1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	50% (15)	■ 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	20% (6)
■	3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	20% (6)	■ 4 - A hybrid depending upon the education business unit	10% (3)
■	5 - Other	0% (0)		

Mean: 1.9
Response: 30

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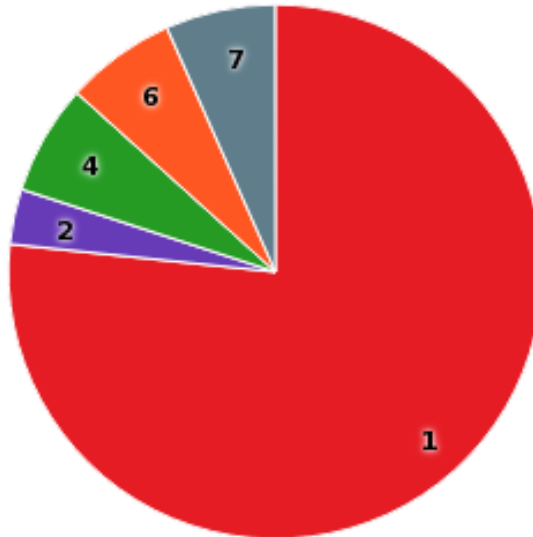
Clicktools

■	1 - No change	76.67% (23)	■ 2 - From Profit Center to Cost Center	3.33% (1)
■	3 - From Profit Center to Cost Recovery	0% (0)	■ 4 - From Cost Center to Cost Recovery	6.67% (2)
■	5 - From Cost Center to Profit Center	0% (0)	■ 6 - From Cost Recovery to Profit Center	6.67% (2)
■	7 - From Cost Recovery to Cost Center	6.67% (2)		

Mean: 1.97
Response: 30

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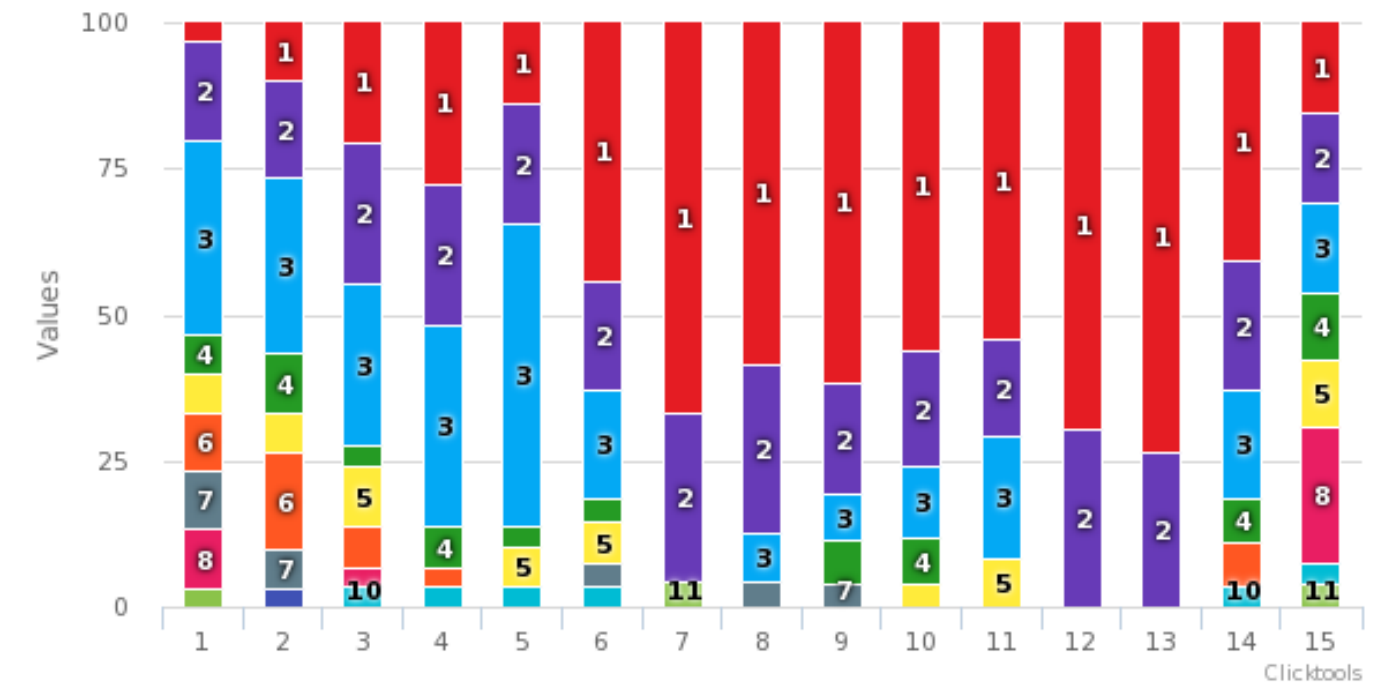
| 1	Not applicable	2	No revenue	3	<$500K	4	$500K-$1M
5	$1M-$3M	6	$3M-$5M	7	$5M-$10M	8	$10M-$30M
9	$30M-$50M	10	$50M-$100M	11	>$100M		

		1	2	3	4	5	6	7	8	9	10	11	Mean
1	Live Classroom	3.33% (1)	16.67% (5)	33.33% (10)	6.67% (2)	6.67% (2)	10% (3)	10% (3)	10% (3)	0% (0)	0% (0)	3.33% (1)	4.43
2	Virtual Classroom	10% (3)	16.67% (5)	30% (9)	10% (3)	6.67% (2)	16.67% (5)	6.67% (2)	0% (0)	3.33% (1)	0% (0)	0% (0)	3.83
3	e-Learning	20.69% (6)	24.14% (7)	27.59% (8)	3.45% (1)	10.34% (3)	6.9% (2)	0% (0)	3.45% (1)	0% (0)	3.45% (1)	0% (0)	3.21
4	Self-paced	27.59% (8)	24.14% (7)	34.48% (10)	6.9% (2)	0% (0)	3.45% (1)	0% (0)	0% (0)	0% (0)	3.45% (1)	0% (0)	2.62
5	Certification	13.79% (4)	20.69% (6)	51.72% (15)	3.45% (1)	6.9% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.45% (1)	0% (0)	2.93
6	Learning consulting	44.44% (12)	18.52% (5)	18.52% (5)	3.7% (1)	7.41% (2)	0% (0)	3.7% (1)	0% (0)	0% (0)	3.7% (1)	0% (0)	2.52
7	Learning Technologies	66.67% (16)	29.17% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.17% (1)	1.71
8	New learning modalities	58.33% (14)	29.17% (7)	8.33% (2)	0% (0)	0% (0)	0% (0)	4.17% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
9	Partner relationship fees	61.54% (16)	19.23% (5)	7.69% (2)	7.69% (2)	0% (0)	0% (0)	3.85% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.81
10	Partner revenue sharing	56% (14)	20% (5)	12% (3)	8% (2)	4% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.84
11	Materials licensing/sales	54.17% (13)	16.67% (4)	20.83% (5)	0% (0)	8.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.92
12	Rental fees	69.57% (16)	30.43% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.3
13	Other	73.68% (14)	26.32% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.26
14	Subscriptions (as an overlay)	40.74% (11)	22.22% (6)	18.52% (5)	7.41% (2)	0% (0)	7.41% (2)	0% (0)	0% (0)	0% (0)	3.7% (1)	0% (0)	2.52
15	OVERALL IT TRAINING REVENUE	15.38% (4)	15.38% (4)	15.38% (4)	11.54% (3)	11.54% (3)	0% (0)	0% (0)	23.08% (6)	0% (0)	3.85% (1)	3.85% (1)	4.62

Response: 30

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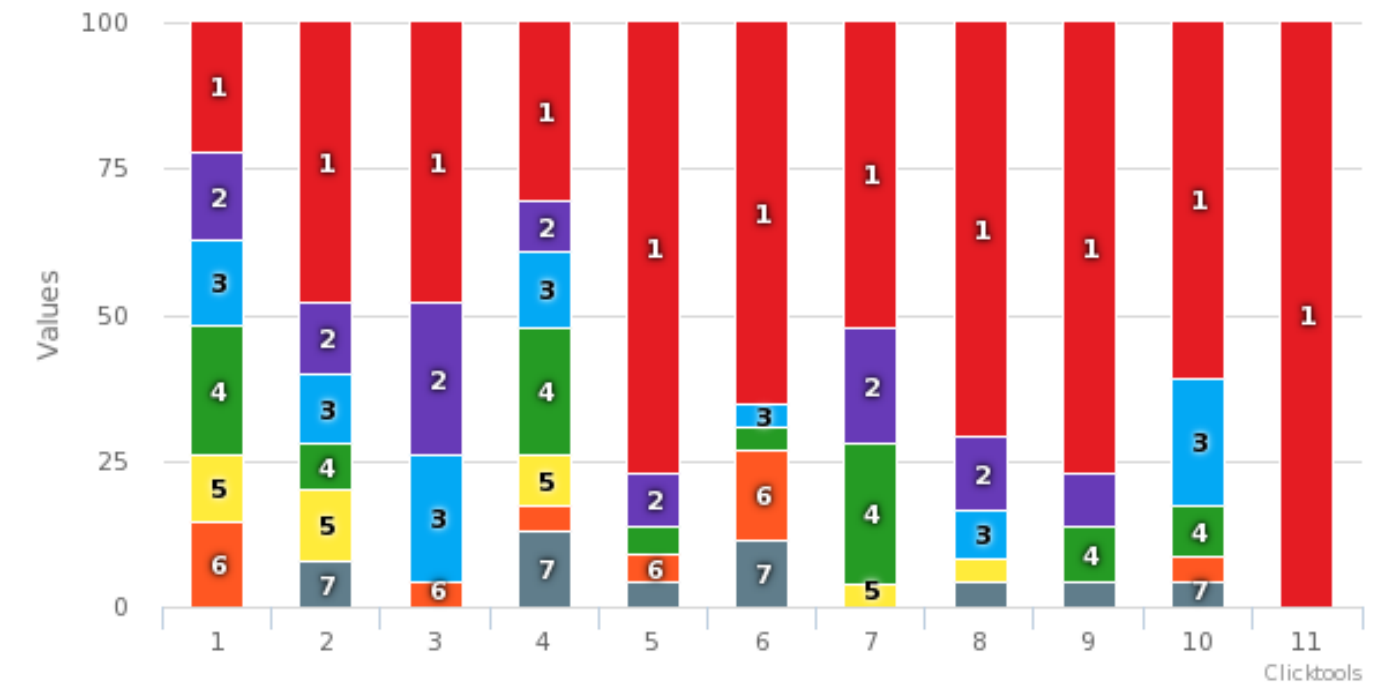
	1 No revenue		2 1-5%		3 6-10%		4 11-25%
5 26-50%		6 >50%		7 >75%			

	1	2	3	4	5	6	7	Mean
1 Product sales - Field Sales/Account Manager	22.22% (6)	14.81% (4)	14.81% (4)	22.22% (6)	11.11% (3)	14.81% (4)	0% (0)	3.3
2 Product Sales - Inside sales	48% (12)	12% (3)	12% (3)	8% (2)	12% (3)	0% (0)	8% (2)	2.56
3 Product Channel Partners (resell)	47.83% (11)	26.09% (6)	21.74% (5)	0% (0)	0% (0)	4.35% (1)	0% (0)	1.91
4 Services/Consulting sales	30.43% (7)	8.7% (2)	13.04% (3)	21.74% (5)	8.7% (2)	4.35% (1)	13.04% (3)	3.35
5 Maintenance renewal sales	77.27% (17)	9.09% (2)	0% (0)	4.55% (1)	0% (0)	4.55% (1)	4.55% (1)	1.73
6 Dedicated Education Services sales reps	65.38% (17)	0% (0)	3.85% (1)	3.85% (1)	0% (0)	15.38% (4)	11.54% (3)	2.65
7 Education Services coordinators/non-sales staff	52% (13)	20% (5)	0% (0)	24% (6)	4% (1)	0% (0)	0% (0)	2.08
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	70.83% (17)	12.5% (3)	8.33% (2)	0% (0)	4.17% (1)	0% (0)	4.17% (1)	1.71
9 Reseller Program where using Authorized Learning Partners sell and deliver on their paper and pay you a fee	77.27% (17)	9.09% (2)	0% (0)	9.09% (2)	0% (0)	0% (0)	4.55% (1)	1.64
10 Web/e-commerce	60.87% (14)	0% (0)	21.74% (5)	8.7% (2)	0% (0)	4.35% (1)	4.35% (1)	2.17
11 Other	100% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 28

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".

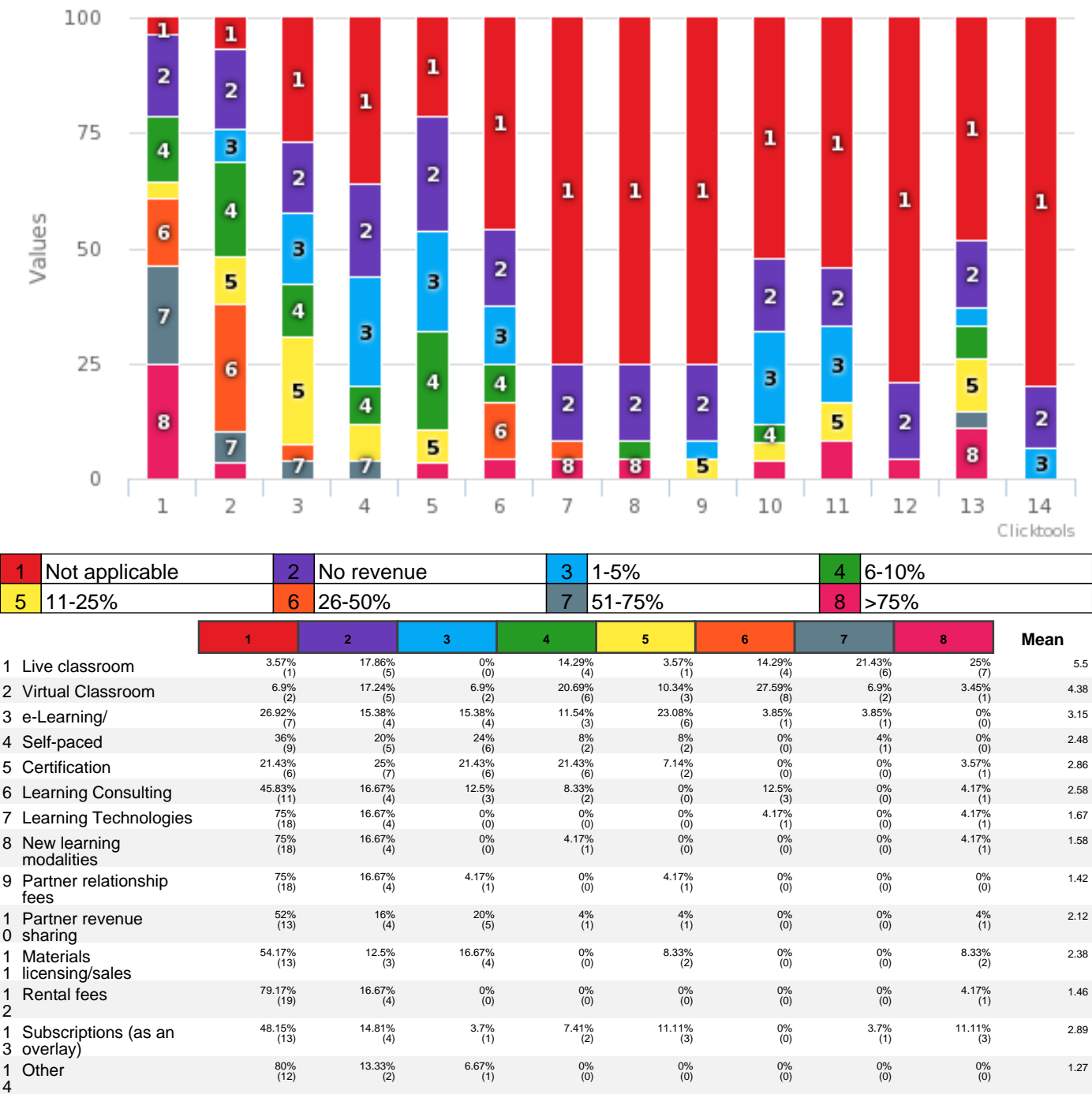| 1	Not applicable	2	No revenue	3	1-5%	4	6-10%
5	11-25%	6	26-50%	7	51-75%	8	>75%

	1	2	3	4	5	6	7	8	Mean
1 Live classroom	3.57% (1)	17.86% (5)	0% (0)	14.29% (4)	3.57% (1)	14.29% (4)	21.43% (6)	25% (7)	5.5
2 Virtual Classroom	6.9% (2)	17.24% (5)	6.9% (2)	20.69% (6)	10.34% (3)	27.59% (8)	6.9% (2)	3.45% (1)	4.38
3 e-Learning/	26.92% (7)	15.38% (4)	15.38% (4)	11.54% (3)	23.08% (6)	3.85% (1)	3.85% (1)	0% (0)	3.15
4 Self-paced	36% (9)	20% (5)	24% (6)	8% (2)	8% (2)	0% (0)	4% (1)	0% (0)	2.48
5 Certification	21.43% (6)	25% (7)	21.43% (6)	21.43% (6)	7.14% (2)	0% (0)	0% (0)	3.57% (1)	2.86
6 Learning Consulting	45.83% (11)	16.67% (4)	12.5% (3)	8.33% (2)	0% (0)	12.5% (3)	0% (0)	4.17% (1)	2.58
7 Learning Technologies	75% (18)	16.67% (4)	0% (0)	0% (0)	0% (0)	4.17% (1)	0% (0)	4.17% (1)	1.67
8 New learning modalities	75% (18)	16.67% (4)	0% (0)	4.17% (1)	0% (0)	0% (0)	0% (0)	4.17% (1)	1.58
9 Partner relationship fees	75% (18)	16.67% (4)	4.17% (1)	0% (0)	4.17% (1)	0% (0)	0% (0)	0% (0)	1.42
1 0 Partner revenue sharing	52% (13)	16% (4)	20% (5)	4% (1)	4% (1)	0% (0)	0% (0)	4% (1)	2.12
1 1 Materials licensing/sales	54.17% (13)	12.5% (3)	16.67% (4)	0% (0)	8.33% (2)	0% (0)	0% (0)	8.33% (2)	2.38
1 2 Rental fees	79.17% (19)	16.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.17% (1)	1.46
1 3 Subscriptions (as an overlay)	48.15% (13)	14.81% (4)	3.7% (1)	7.41% (2)	11.11% (3)	0% (0)	3.7% (1)	11.11% (3)	2.89
1 4 Other	80% (12)	13.33% (2)	6.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.27

Response: 30

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

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

	1	2	3	4	5	6	7	Mean
1 Product Customer	16.67% (5)	0% (0)	0% (0)	3.33% (1)	6.67% (2)	23.33% (7)	50% (15)	5.53
2 Product Partner	25% (7)	17.86% (5)	7.14% (2)	28.57% (8)	17.86% (5)	3.57% (1)	0% (0)	3.07
3 Training Partner (Reseller, ATP)	69.23% (18)	11.54% (3)	3.85% (1)	11.54% (3)	0% (0)	0% (0)	3.85% (1)	1.77
4 Academic Alliances	91.67% (22)	0% (0)	0% (0)	4.17% (1)	4.17% (1)	0% (0)	0% (0)	1.29
5 Other	100% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
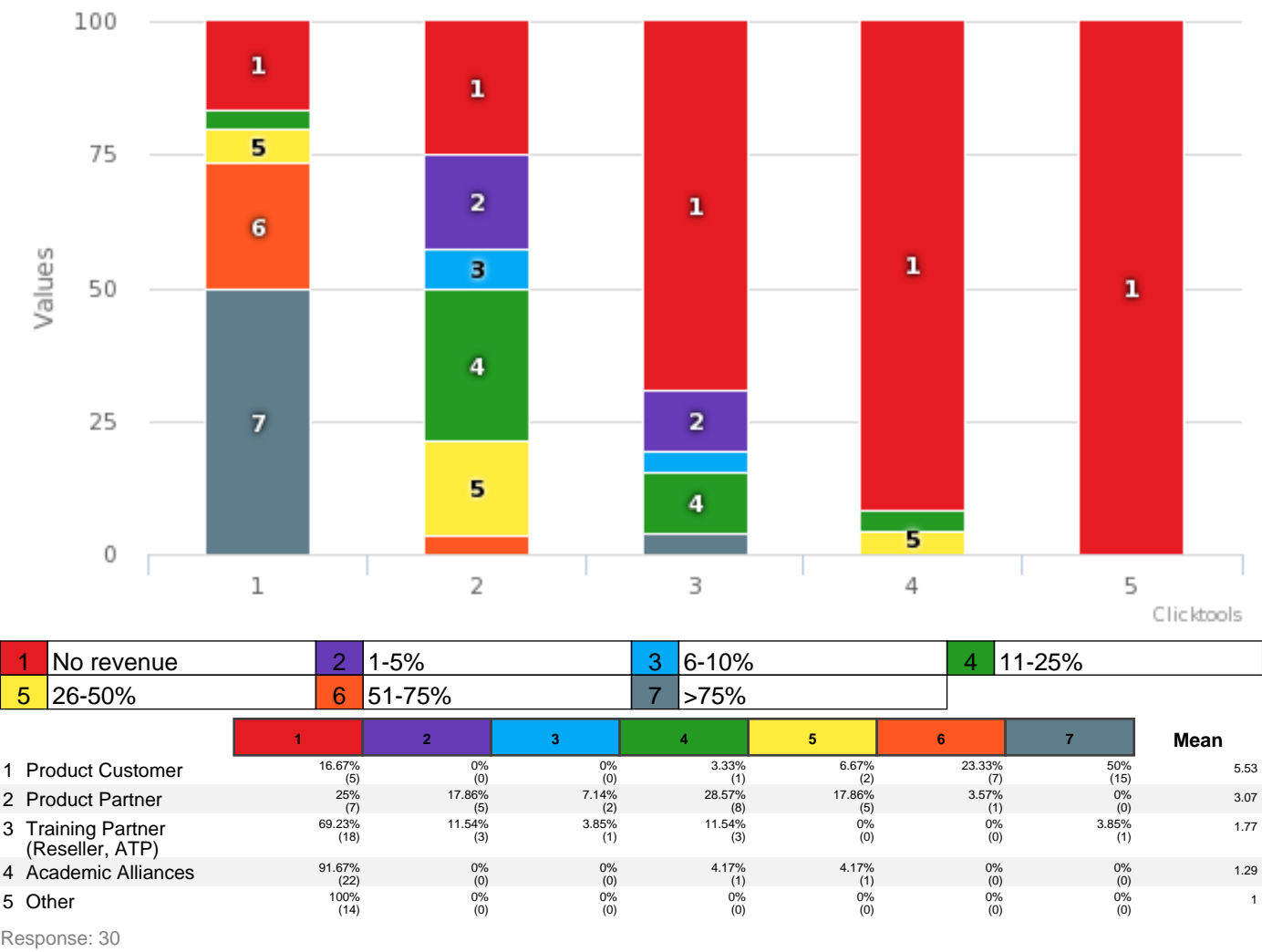
Response: 30

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

	1 <25%	2 26-50%	3 51-75%	4 >75%	

	1	2	3	4	Mean
1 Public schedule	26.92% (7)	34.62% (9)	11.54% (3)	26.92% (7)	2.38
2 Private/onsite training	30.77% (8)	38.46% (10)	15.38% (4)	15.38% (4)	2.15
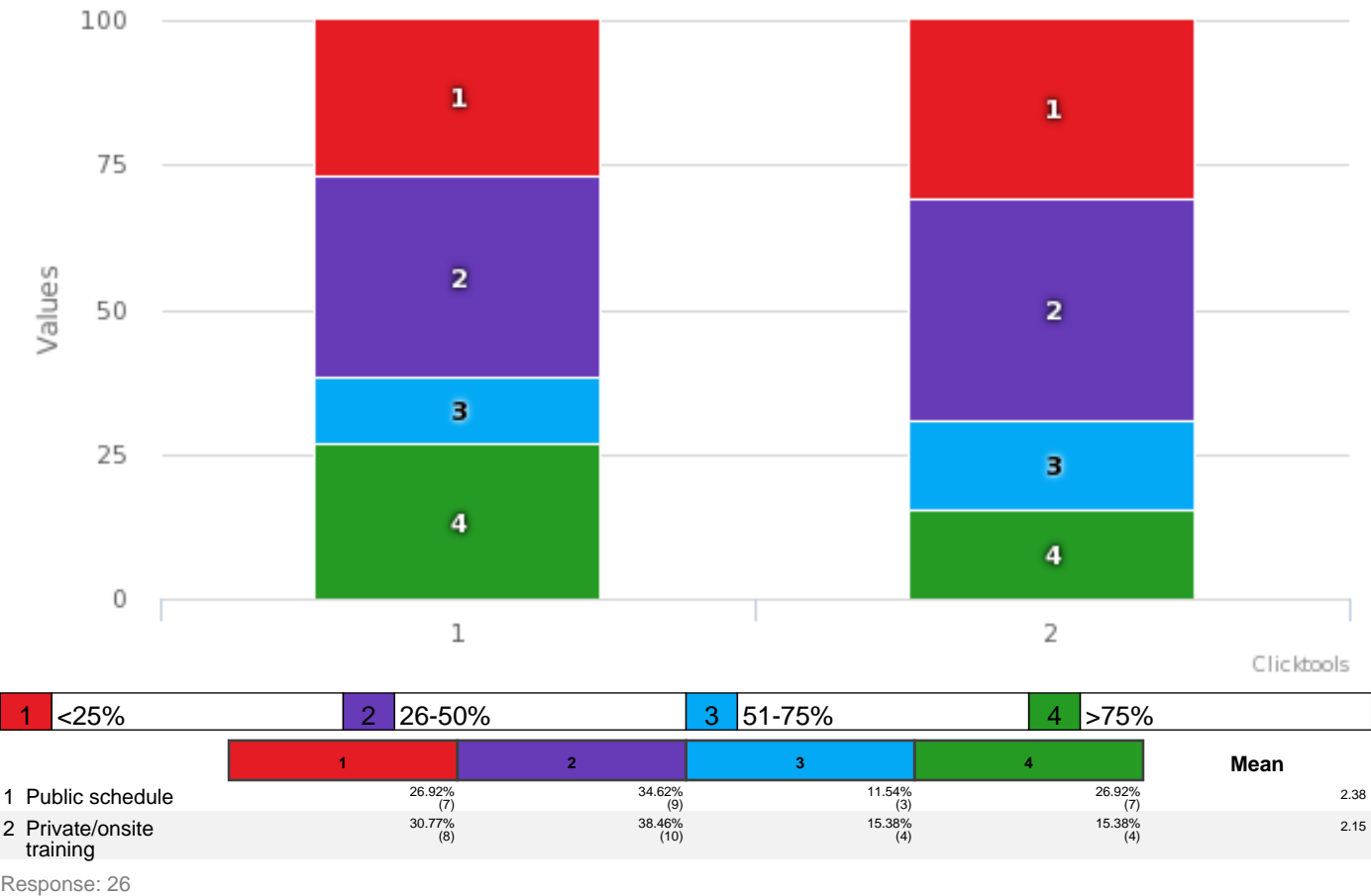
Response: 26

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

1 - 0.5% or less	35.71% (10)	2 - 0.5-1%	21.43% (6)
3 - 1-2%	21.43% (6)	4 - 2-3%	14.29% (4)
5 - 3-4%	3.57% (1)	6 - 5-6%	3.57% (1)
7 - 6-8%	0% (0)	8 - 8-10%	0% (0)
9 - >10%	0% (0)		
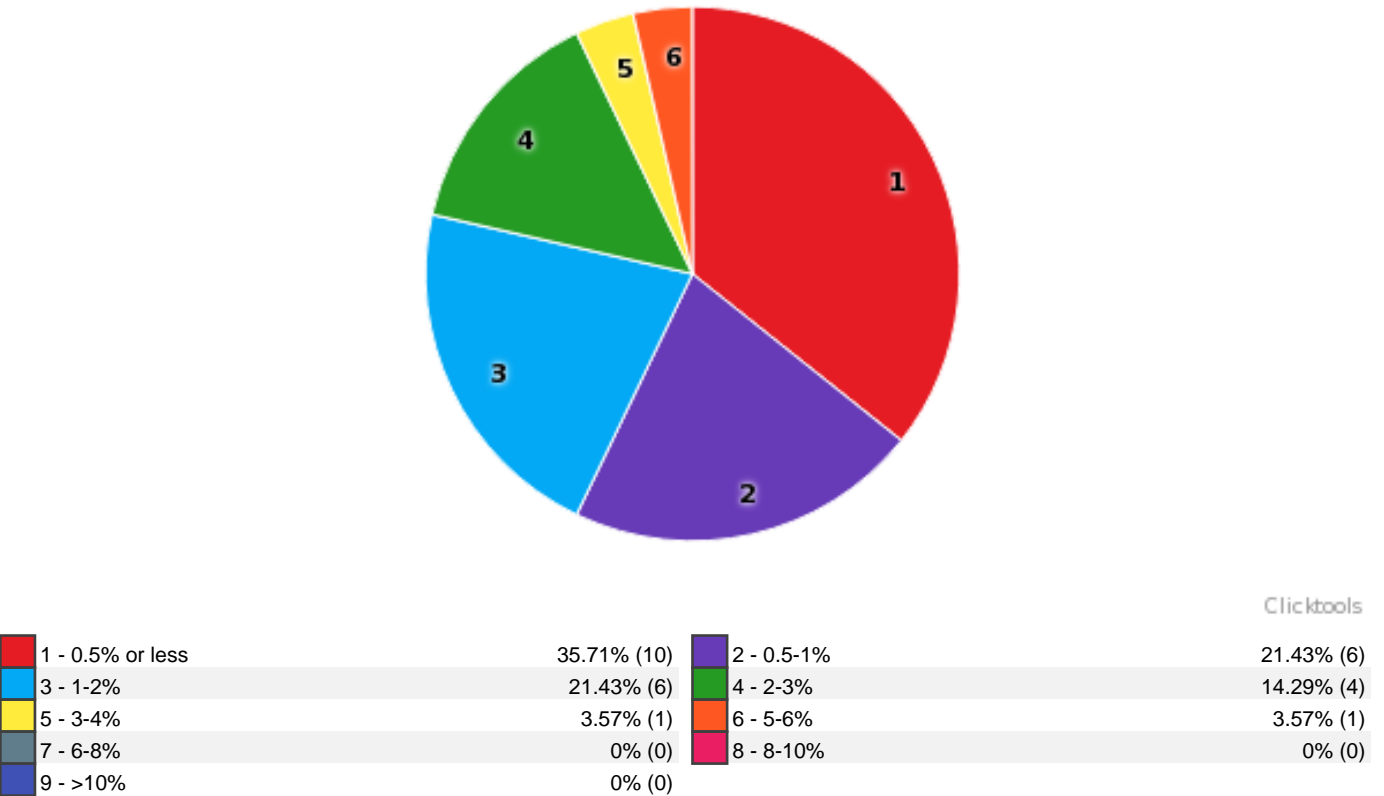
21. What is the ratio of Education Services revenue to product revenue?

Clicktools

1 - 0.5% or less	36% (9)	2 - 0.5-1%	20% (5)
3 - 1-2%	12% (3)	4 - 2-3%	0% (0)
5 - 3-4%	16% (4)	6 - 5-6%	8% (2)
7 - 6-8%	4% (1)	8 - 8-10%	4% (1)
9 - >10%	0% (0)		

Mean: 3
Response: 25

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?

1	>-15%	**2**	-15%-0%	**3**	0-5%	**4**	6-10%
5	11-20%	**6**	21-30%	**7**	31-50%	**8**	51-100%
9	>100%						

	1	2	3	4	5	6	7	8	9	Mean
1 Last year	11.11% (3)	3.7% (1)	40.74% (11)	11.11% (3)	3.7% (1)	3.7% (1)	7.41% (2)	7.41% (2)	11.11% (3)	4.37
2 Three-year average	7.69% (2)	7.69% (2)	30.77% (8)	7.69% (2)	11.54% (3)	3.85% (1)	11.54% (3)	7.69% (2)	11.54% (3)	4.73
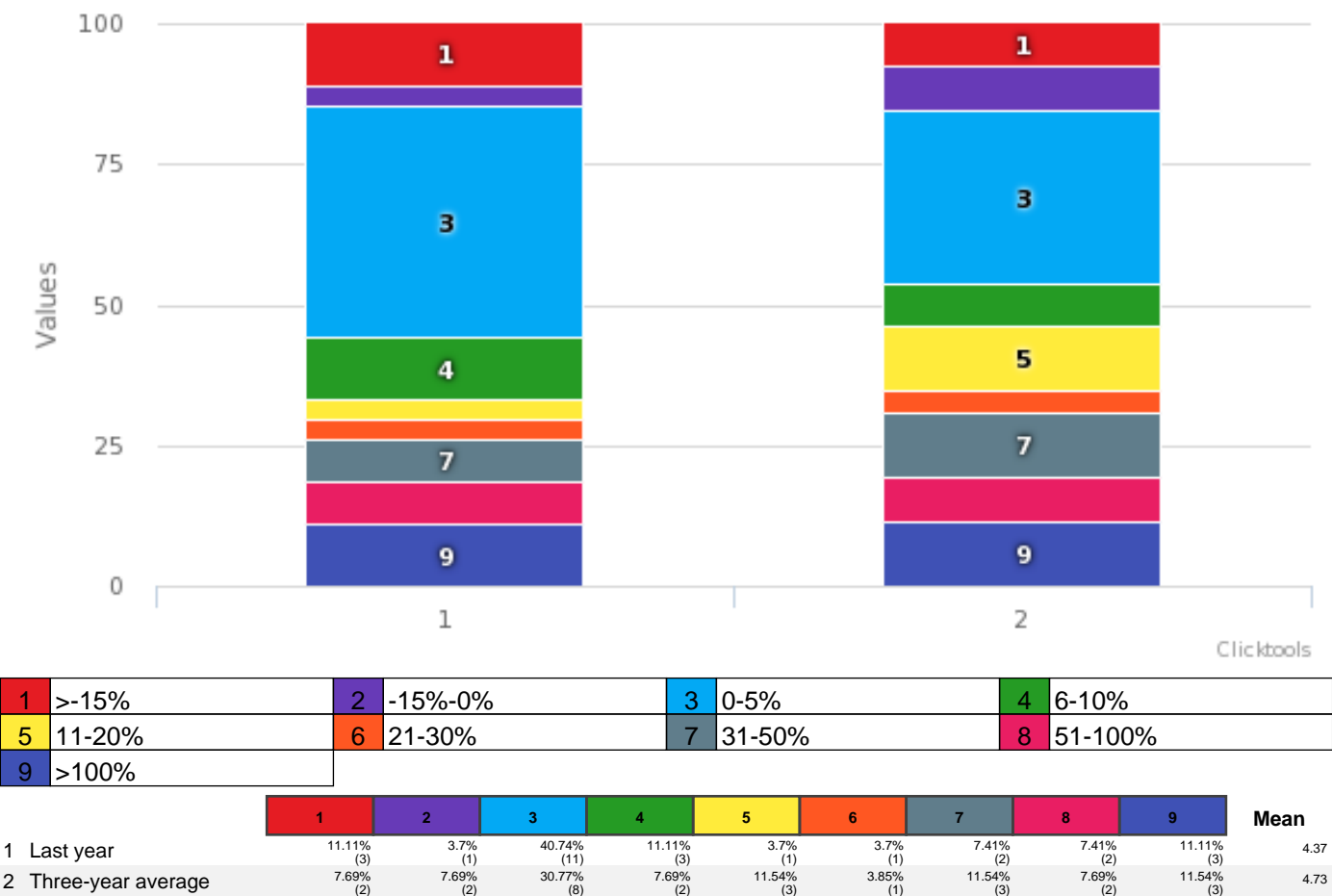
Response: 28

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%.)

	Education Sales	Education Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Adminstrations (scheduling, registration)	Facilities (own & rented)	Education Tools	Allocations (eg IT, telecommunications, Sales)	Other
Average	4.79%	2.92%	31.46%	33.75%	8.79%	3.54%	9.21%	4.29%	1.25%
Highest	25%	25%	100%	65%	50%	20%	35%	15%	25%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	8.01	5.5	24.29	16.25	10.62	5.99	11.06	5.81	5.16

Response: 24

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)?

1 Negative > 10%	**2** Negative 6-10%	**3** Negative 1-5%	**4** Breakeven
5 1-10%	**6** 11-20%	**7** 21-30%	**8** 31-40%
9 41-50%	**10** >50%		

	1	2	3	4	5	6	7	8	9	10	Mean
1 Goal	14.29% (3)	0% (0)	0% (0)	38.1% (8)	0% (0)	0% (0)	0% (0)	28.57% (6)	4.76% (1)	14.29% (3)	5.81
2 Achievement	13.64% (3)	13.64% (3)	4.55% (1)	4.55% (1)	13.64% (3)	0% (0)	0% (0)	27.27% (6)	9.09% (2)	13.64% (3)	5.77
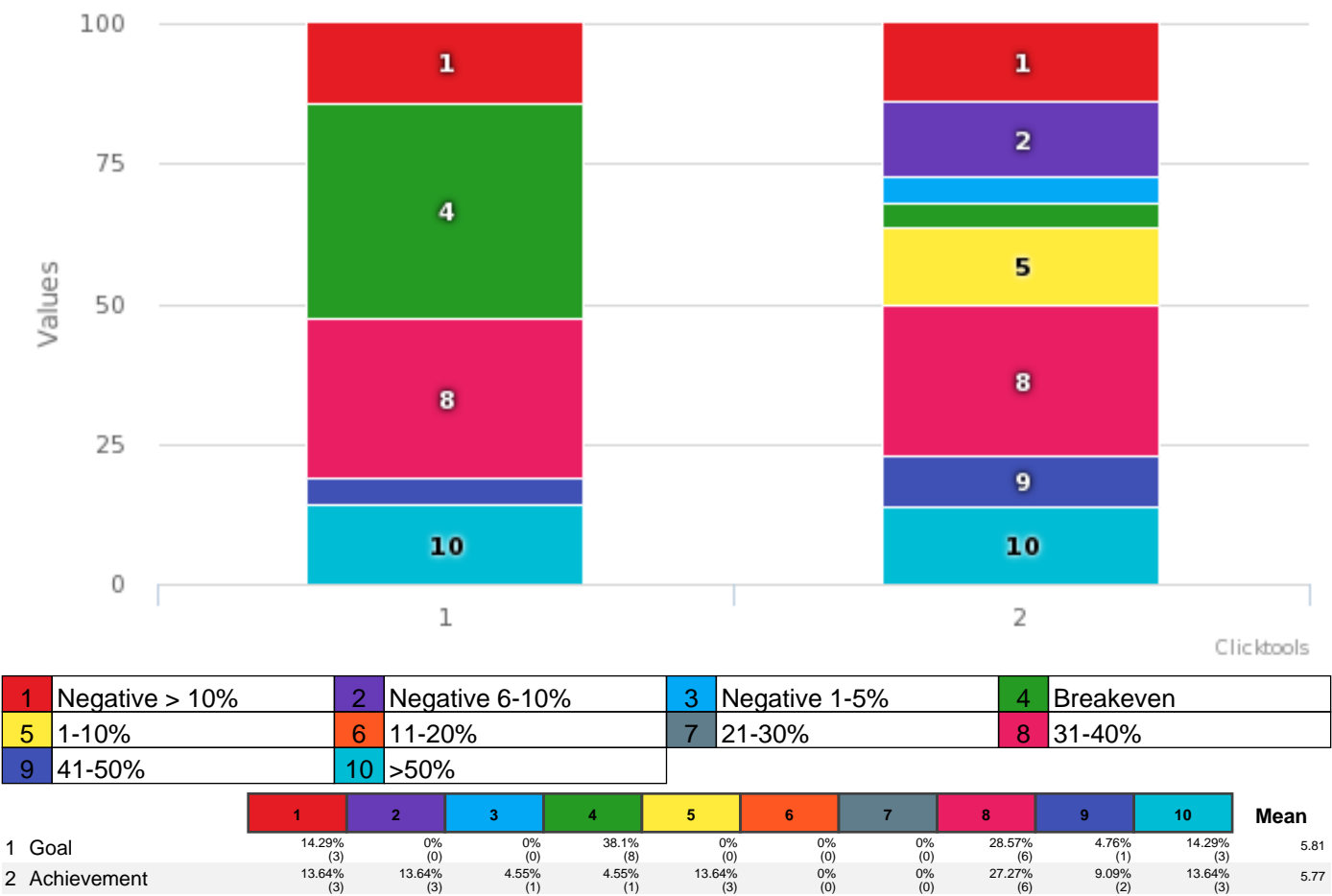
Response: 22

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)?

1	Negative > 20%	2	Negative 11-20%	3	Negative 1-10%	4	Breakeven
5	1-10%	6	11-20%	7	21-30%	8	31-40%
9	41-50%	10	>50%				

	1	2	3	4	5	6	7	8	9	10	Mean
1 Goal	4.55% (1)	4.55% (1)	4.55% (1)	36.36% (8)	0% (0)	9.09% (2)	13.64% (3)	27.27% (6)	0% (0)	0% (0)	5.41
2 Achievement	9.09% (2)	18.18% (4)	0% (0)	18.18% (4)	4.55% (1)	9.09% (2)	18.18% (4)	22.73% (5)	0% (0)	0% (0)	5.05
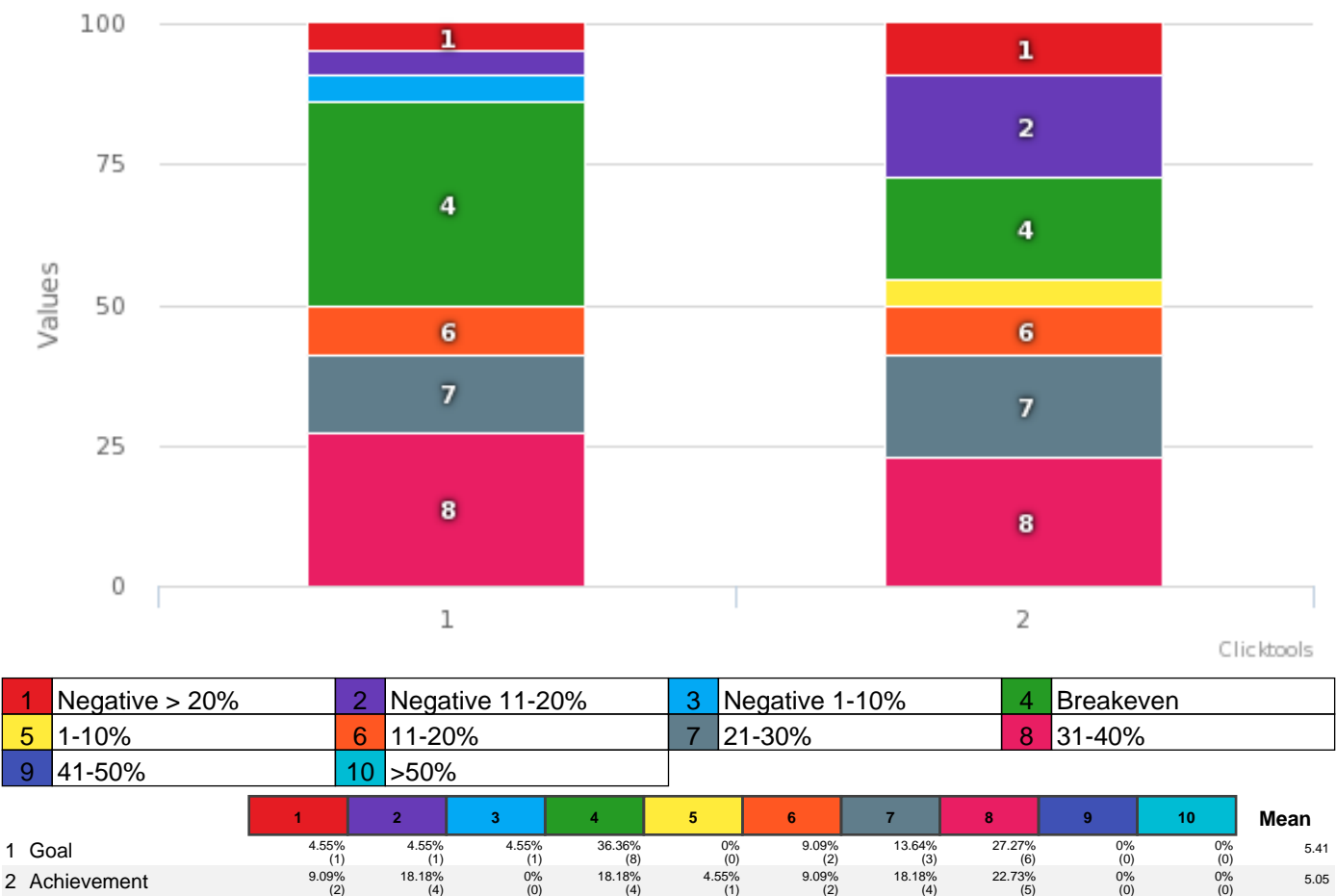
Response: 22

26. How do you measure education services quality and impact? Choose all that apply.
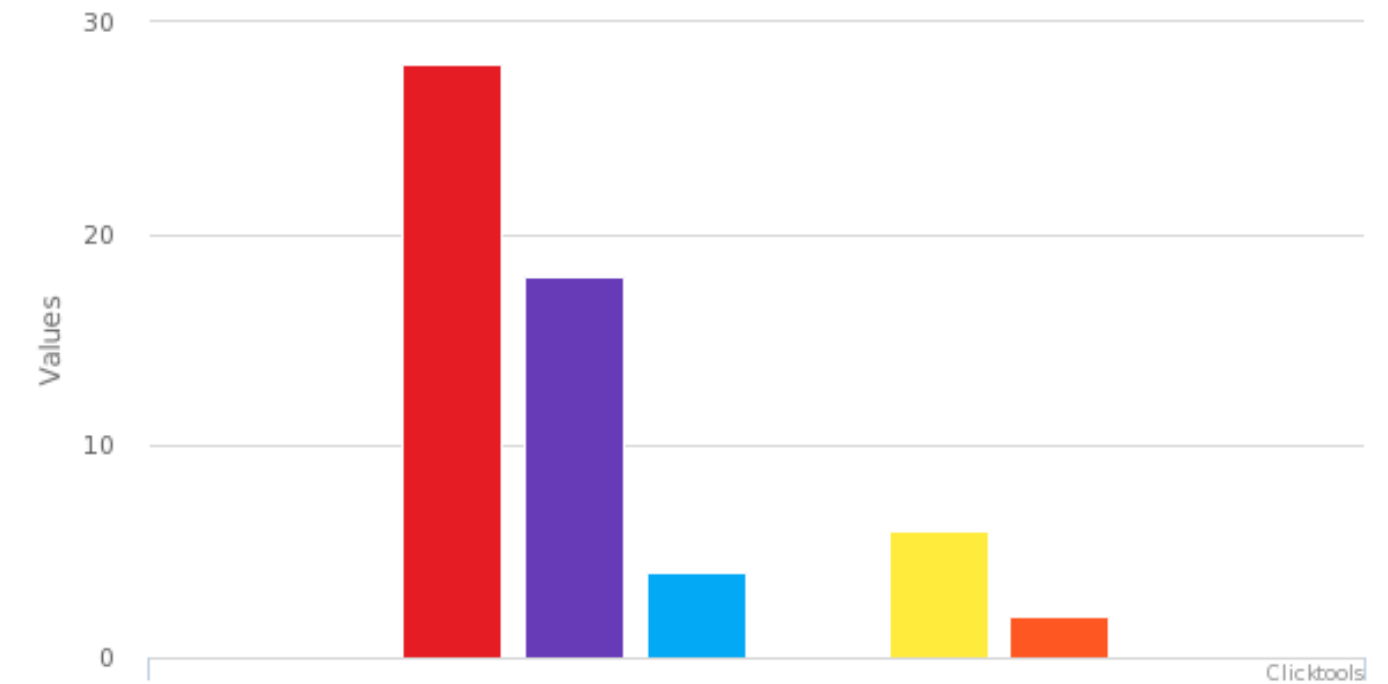
	1 - Student feedback	93.33% (28)		2 - Net Promoter Score	60% (18)
	3 - Kirkpatrick Level 2 Assessments	13.33% (4)		4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	0% (0)
	5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	20% (6)		6 - Other	6.67% (2)

Response: 30

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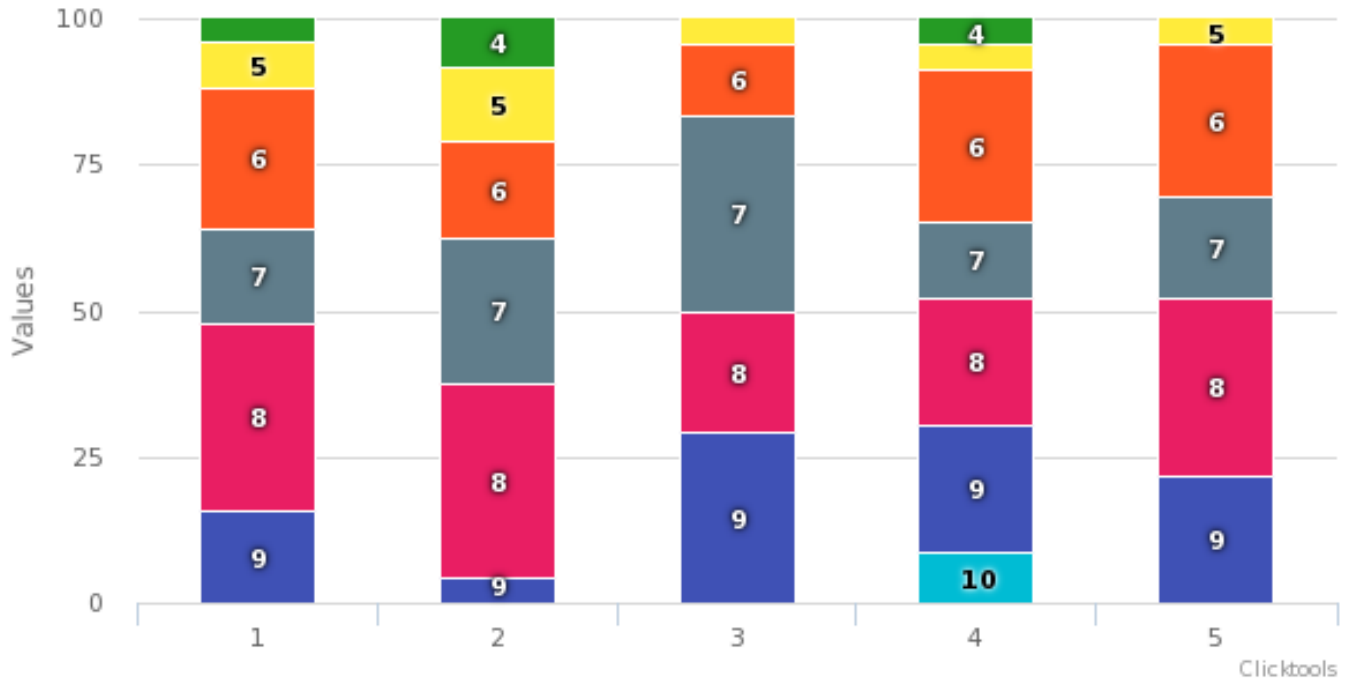
1	50% or less	2	51-60%	3	61-70%	4	71-75%
5	76-80%	6	81-85%	7	86-90%	8	91-95%
9	>95%	10	Not measured				

	1	2	3	4	5	6	7	8	9	10	Mean
1 Overall Satisfaction	0% (0)	0% (0)	0% (0)	4% (2)	8% (2)	24% (6)	16% (4)	32% (8)	16% (4)	0% (0)	7.12
2 Course (physical) material	0% (0)	0% (0)	0% (0)	8.33% (2)	12.5% (3)	16.67% (4)	25% (6)	33.33% (8)	4.17% (1)	0% (0)	6.75
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	4.17% (1)	12.5% (3)	33.33% (8)	20.83% (5)	29.17% (7)	0% (0)	7.58
4 Content (ideas)	0% (0)	0% (0)	0% (0)	4.35% (1)	4.35% (1)	26.09% (6)	13.04% (3)	21.74% (5)	21.74% (5)	8.7% (2)	7.43
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	4.35% (1)	26.09% (6)	17.39% (4)	30.43% (7)	21.74% (5)	0% (0)	7.39

Response: 25

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

1 - 50% or less	25.93% (7)	2 - 51-60%	7.41% (2)
3 - 61-70%	22.22% (6)	4 - 71-80%	22.22% (6)
5 - 81-90%	14.81% (4)	6 - More than 90%	7.41% (2)

Mean: 3.15
Response: 27
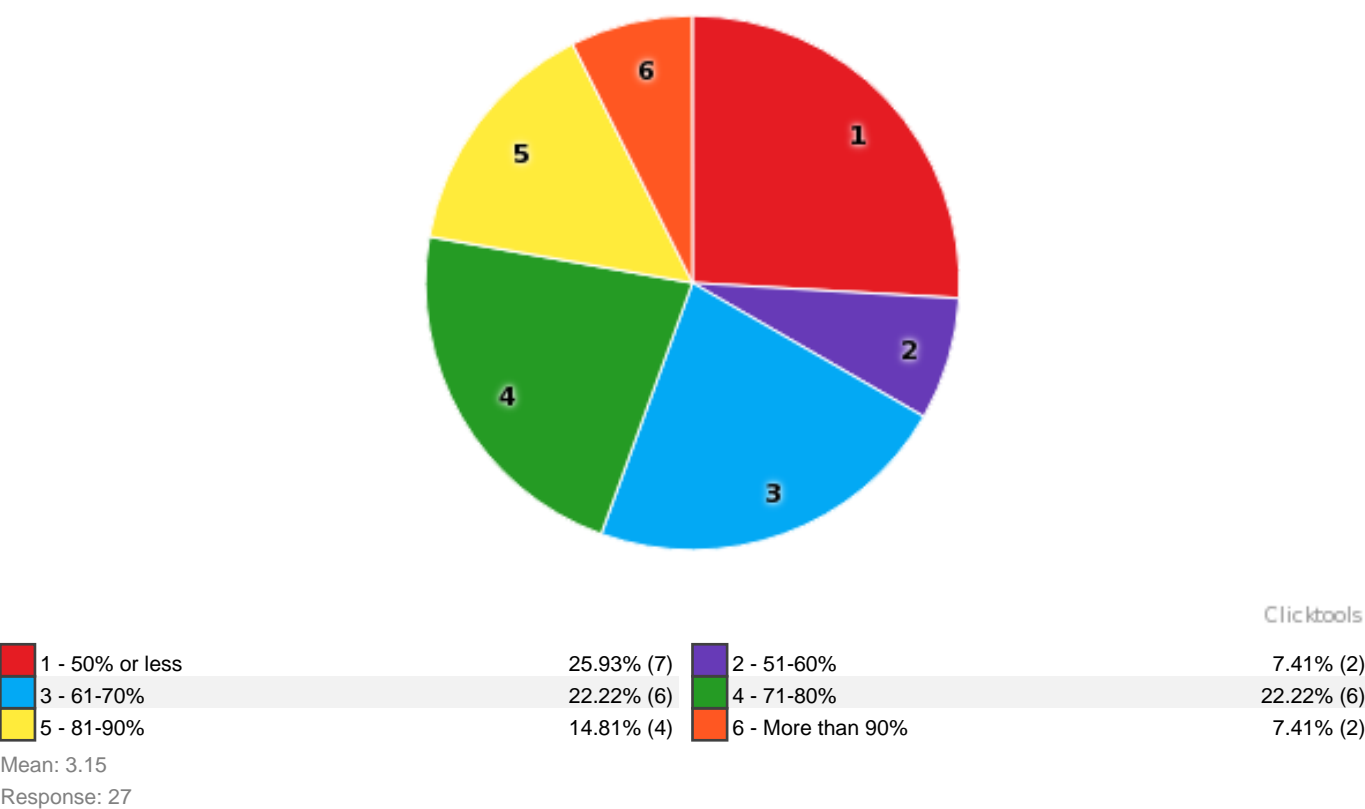
29. Which of the following actions do you use to address client dissatisfaction? Select all that apply.
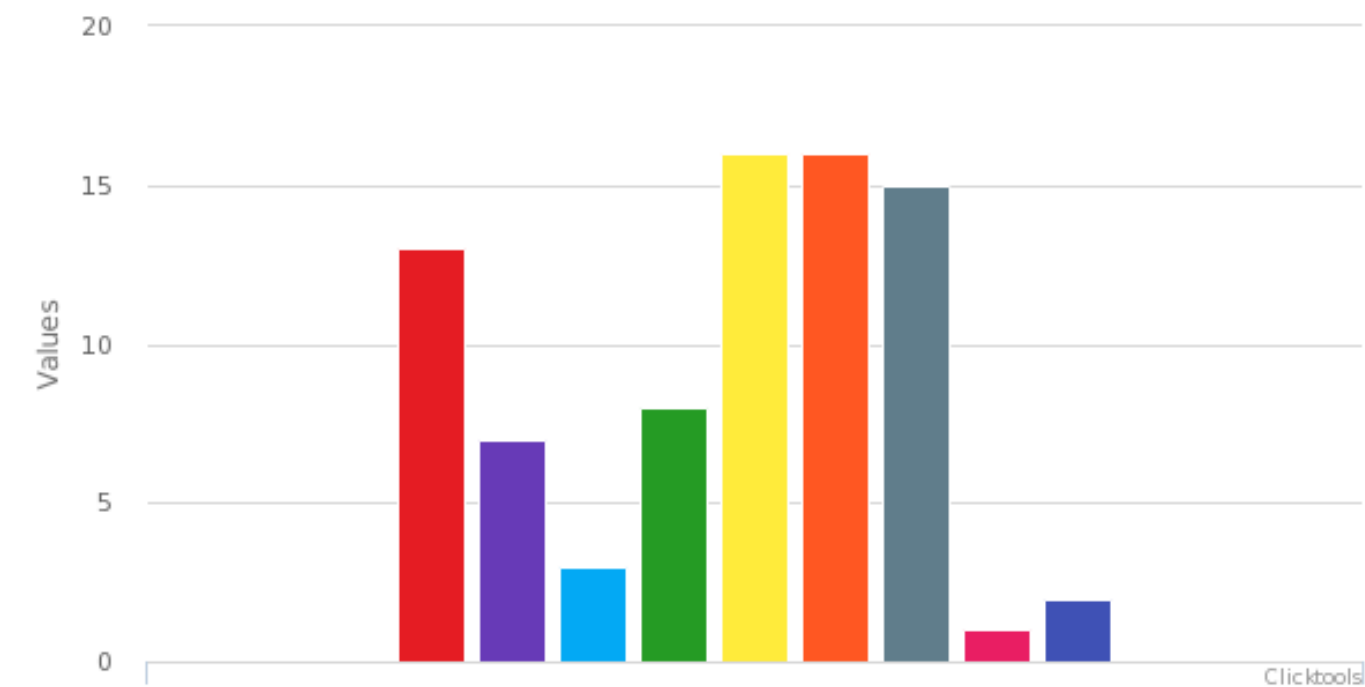
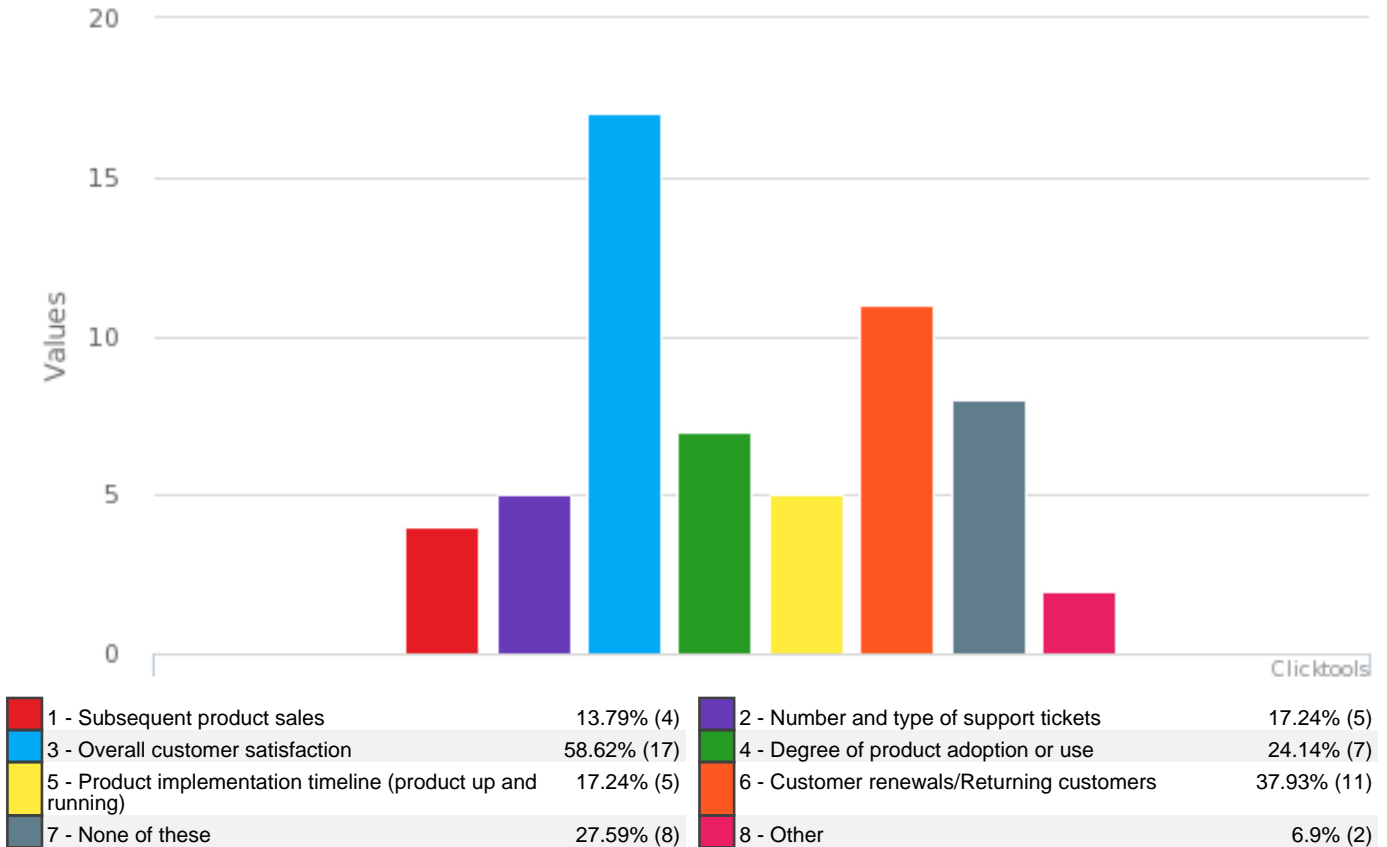|			
🟥	1 - We contact them within a defined number of days after the class	44.83% (13)	
🟪	2 - We follow up some of the time	24.14% (7)	
🟦	3 - We don't follow up and wait until they escalate	10.34% (3)	
🟩	4 - Contact them yourself directly before they contact you	27.59% (8)	
🟨	5 - Offer refunds if required/requested	55.17% (16)	
🟧	6 - Provide credit for additional training if required/requested	55.17% (16)	
⬜	7 - Consult with sales team for next steps with customer and agree who takes next steps	51.72% (15)	
🟥	8 - None of these	3.45% (1)	
🟦	9 - Other	6.9% (2)	

Response: 29

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	13.79% (4)	
🟪 2 - Number and type of support tickets	17.24% (5)	
🟦 3 - Overall customer satisfaction	58.62% (17)	
🟩 4 - Degree of product adoption or use	24.14% (7)	
🟨 5 - Product implementation timeline (product up and running)	17.24% (5)	
🟧 6 - Customer renewals/Returning customers	37.93% (11)	
⬜ 7 - None of these	27.59% (8)	
🟥 8 - Other	6.9% (2)	

Response: 29

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

1	We look at the number of new users added by our certified vs Non-certified Accountants
2	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
3	Profile 3 year sales for customers with prescribed staffing and training vs those that do not meet specific staffing and training.

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

1	We measure the number of support calls coming from Certified Acct's vs Non-certified Acct's over a period of time
2	Track historicals
3	Change in root cause - fewer 'customer education' more of others as they do more with the product. Expectation is that number of support requests will go up after training but RC should change.
4	Measure number of incidents for trained/certified personnel vs those not trained/certified.

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

1	quality assessments
2	We are not there yet, but want to start measuring adoption through on demand customers before / after training who uses the product more/better.
3	We look at overall Product NPS of our Certified Acct's vs Non-certified Acct's
4	Surveys
5	Corporate customer survey

6	In our corporate customer satisfaction survey, we ask a range of questions to gauge customer loyalty and satisfaction. We group respondents into two categories: those who took training in the past two years, and those who did not.
7	Compare Education and Company NPS and correlation
8	Compare Education and Company NPS and correlation
9	Immediate post-course surveys and 2-mos. follow-up surveys
10	We evaluate our adoption score and compare it to the overall customer satisfaction
11	Customer SAT Scores
12	Training program is too new to do this.
13	NetPromoter scores
14	Education contribution to overall NPS and services post-implementation satisfaction survey.

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

1	license usage
2	We look at the number of clients a Certified Acct vs Non-certrified Acct is supporting on our products
3	Customer Health Index trends
4	LMS usage statistics
5	Utilization stats
6	Audit features used and look for customers using more sophisticated features that they weren't using before training.

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

1	we don't today
2	We strive to have our customer's first project completed within 60-90 days - successful completion of training is critical to meeting that goal
3	Project timelines
4	Customer success team reports how long before a customer has a prototype and then product in market.

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

1	renewal rates
2	we don't today
3	Manually, easy enough as we are an enterprise SaaS company targetting a fairly defined mareket
4	Renewal metrics & health checks for cloud customers
5	Our front line support team provides this feedback from customers.
6	Retention stats
7	Rate of churn in educated vs. uneducated customers.
8	Measure maintenance renewal rates for customers with prescribed staffing and training vs those that do not meet specific staffing and training.
9	Training subscription renewals and follow-on or advanced training participation.

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

	1 - Field/Product sales	86.67% (26)		2 - Inside sales	43.33% (13)
	3 - Services sales	53.33% (16)		4 - Maintenance renewal sales	26.67% (8)
	5 - Dedicated Education Services sales representatives	30% (9)		6 - Education Services coordinators/non-sales staff	56.67% (17)
	7 - Channel partners	56.67% (17)		8 - Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	20% (6)
	9 - Reseller Program where Authorized Learning Partners sell and deliver on their paper and pay you a fee	23.33% (7)		10 - Other	13.33% (4)

Response: 30

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

■ 1 - Less than $5,000	33.33% (9)	■ 2 - $5,000-$24,999	37.04% (10)
■ 3 - $25,000-$49,999	11.11% (3)	■ 4 - $50,000-$99,999	11.11% (3)
■ 5 - $100,000-$199,999	7.41% (2)	■ 6 - $200,000 or more	0% (0)

Mean: 2.22
Response: 27

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

Clicktools

■ 1 - Less than $5,000	50% (14)	■ 2 - $5,000-$24,999	28.57% (8)
■ 3 - $25,000-$49,999	17.86% (5)	■ 4 - $50,000-$99,999	3.57% (1)
■ 5 - $100,000-$199,999	0% (0)	■ 6 - $200,000 or more	0% (0)

Mean: 1.75
Response: 28

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

■	1 - Product deals for a new customer	27.59% (8)	■	2 - Product deals with a new product for a customer	10.34% (3)
■	3 - Support contract sales	6.9% (2)	■	4 - Support contract renewal sales	10.34% (3)
■	5 - Professional Services consulting sales	17.24% (5)	■	6 - Product and/or service deals when sold as a subscription	13.79% (4)
■	7 - Product and/or service deals when NOT sold as a subscription	6.9% (2)	■	8 - None of these	55.17% (16)
■	9 - Other	6.9% (2)			

Response: 29

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?

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

	1	2	3	4	5	6	7	Mean
1 Product and/or service deals when sold as a subscription	25% (6)	33.33% (8)	4.17% (1)	4.17% (1)	8.33% (2)	4.17% (1)	20.83% (5)	3.33
2 Product and/or service deals when NOT sold as a subscription	37.5% (9)	33.33% (8)	12.5% (3)	8.33% (2)	8.33% (2)	0% (0)	0% (0)	2.17
3 Support contract deals	75% (15)	10% (2)	5% (1)	5% (1)	0% (0)	0% (0)	5% (1)	1.65
4 Support contract renewal deals	58.82% (10)	29.41% (5)	5.88% (1)	0% (0)	0% (0)	0% (0)	5.88% (1)	1.76
5 Professional Services consulting sales	14.29% (3)	33.33% (7)	19.05% (4)	9.52% (2)	9.52% (2)	9.52% (2)	4.76% (1)	3.14

Response: 26

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?
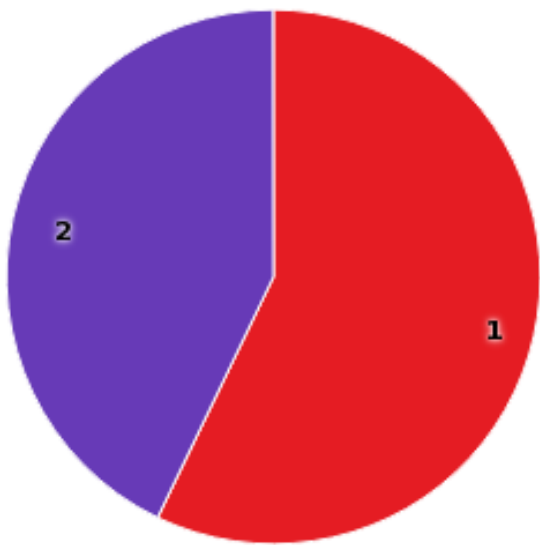
■ 1 - A fixed fee for student kits and student guides	57.14% (4)	■ 2 - A percentage of the student fee	42.86% (3)

Mean: 1.43
Response: 7

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?
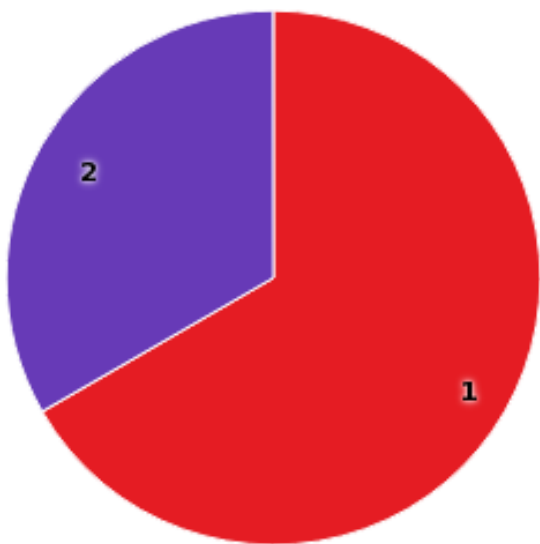
■ 1 - A percentage of your list price	66.67% (2)	■ 2 - Fixed price per learner per year	33.33% (1)

Mean: 1.33
Response: 3

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

■ 1 - Provide you greater reach to more customer and partner	100% (5)	■ 2 - Provide support for these subscriptions services	0% (0)
■ 3 - Provide additional hands-on labs	0% (0)	■ 4 - Provide customization of the contents	0% (0)
■ 5 - Other	0% (0)		
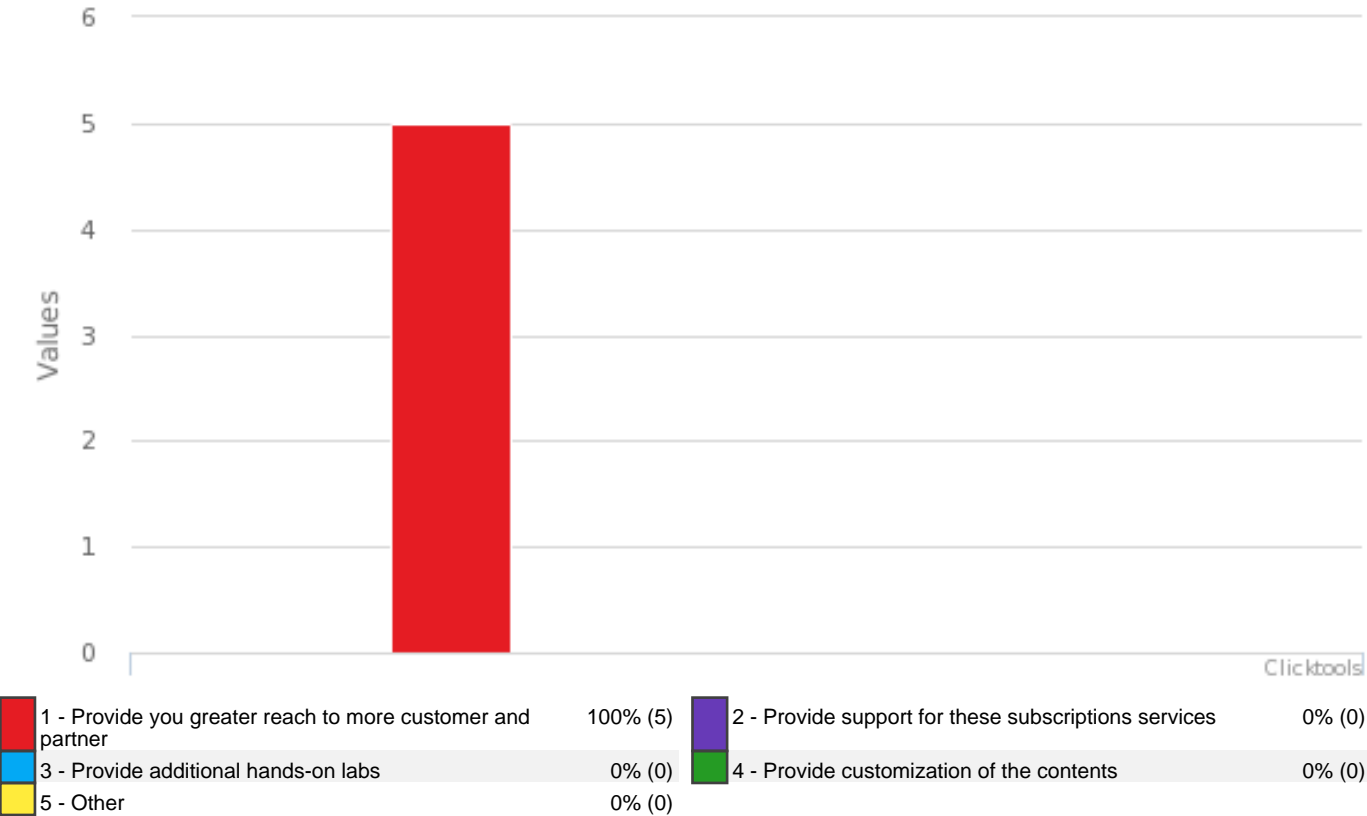
Response: 5

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

■ 1 - Corporate Marketing	46.67% (14)	■ 2 - A Business Unit Marketing organization	10% (3)
■ 3 - Regional Marketing organizations	10% (3)	■ 4 - Customer Services Marketing	16.67% (5)
■ 5 - Education Services Marketing	56.67% (17)	■ 6 - Other	10% (3)
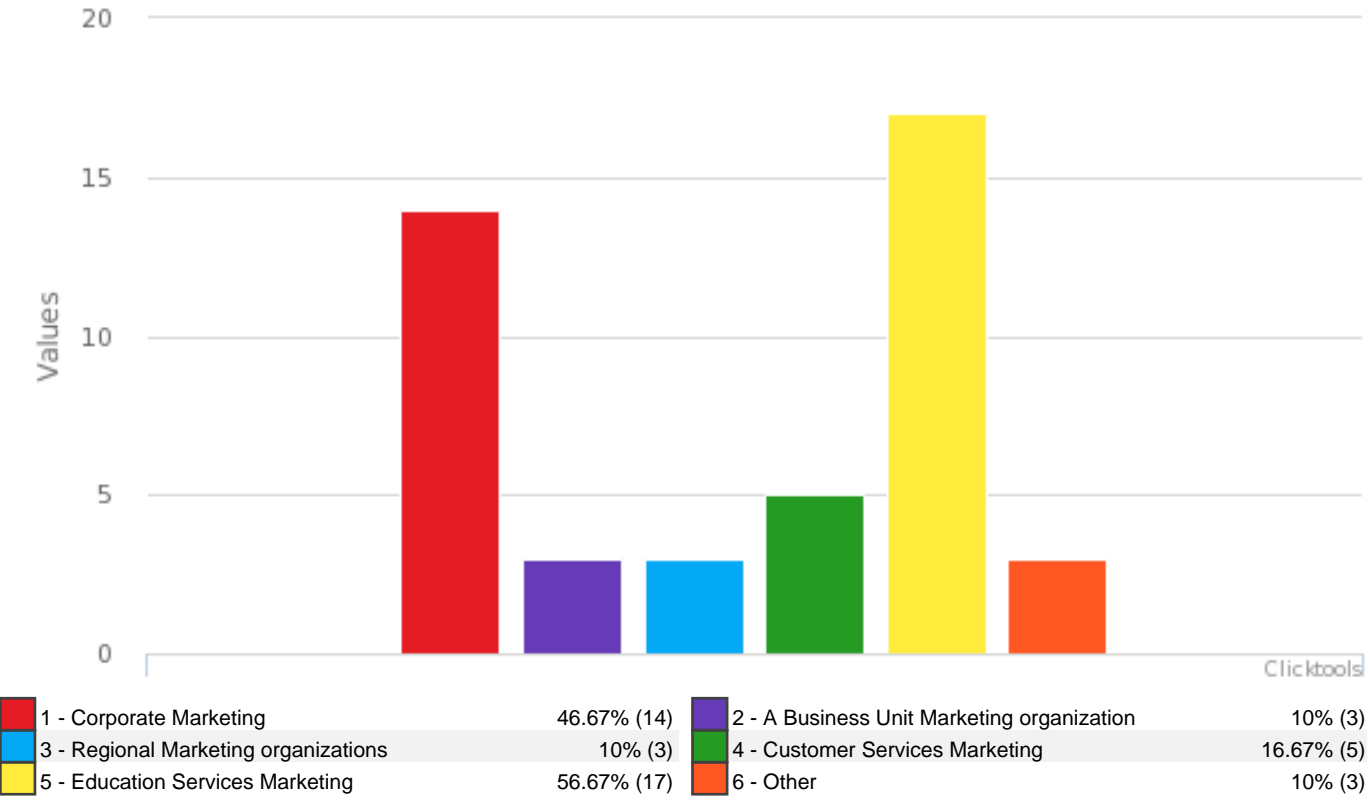
Response: 30

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.

|			
■ 1 - Online advertising	15.38% (4)	■ 2 - Telemarketing	7.69% (2)
■ 3 - Email campaigns	57.69% (15)	■ 4 - Printed catalog or data sheets	0% (0)
■ 5 - Electronic catalog or data sheets	26.92% (7)	■ 6 - Corporate/public webpage	34.62% (9)
■ 7 - Dedicated education services webpage or portal	50% (13)	■ 8 - Social media sites and followings	30.77% (8)
■ 9 - Internal marketing to Corporate Sales	30.77% (8)	■ 10 - Other	3.85% (1)
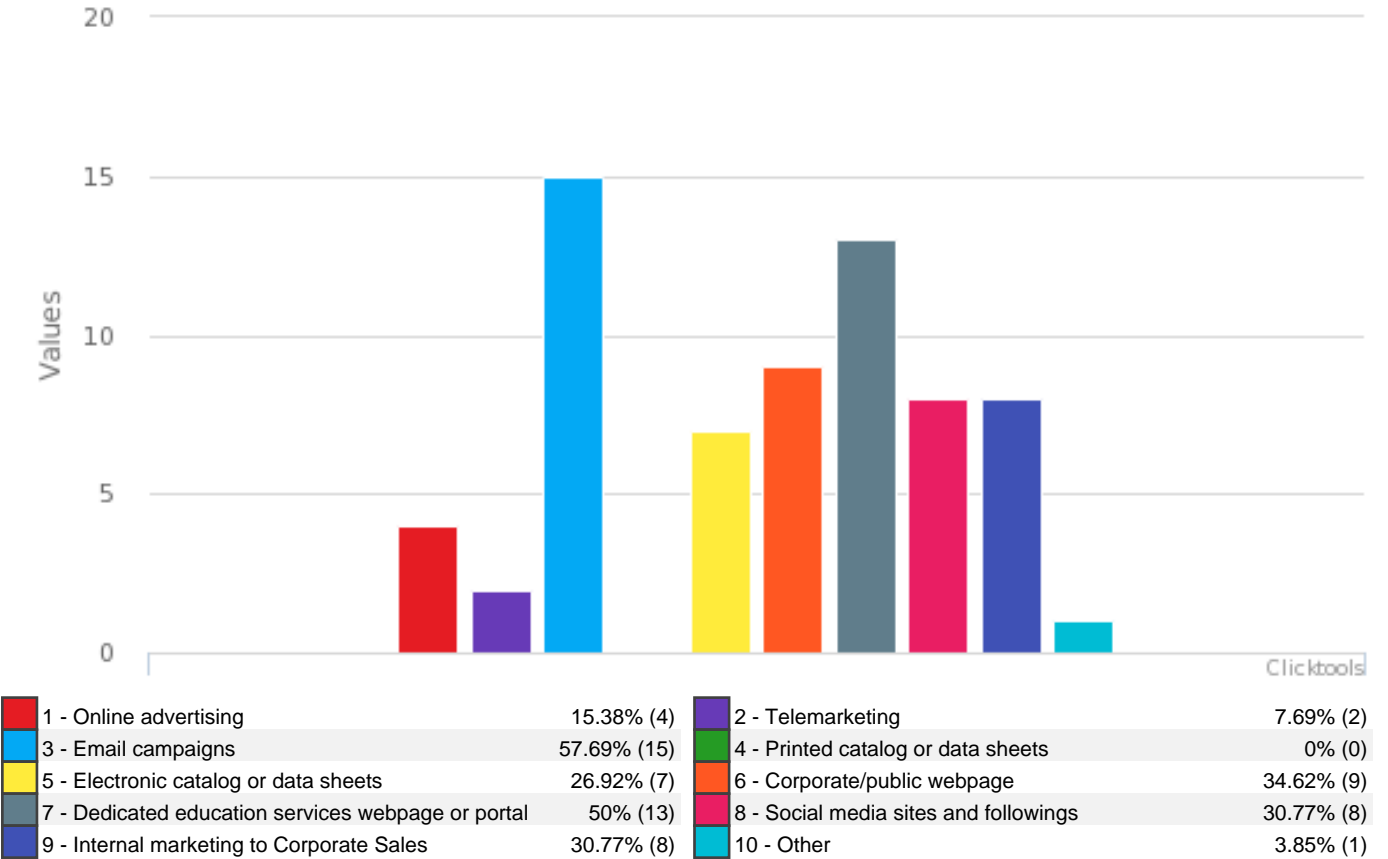
Response: 26

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

■ 1 - 100% (all)	13.33% (4)	■ 2 - 75-99%	50% (15)
■ 3 - 51-75%	20% (6)	■ 4 - 26-50%	6.67% (2)
■ 5 - 25% or less	10% (3)		
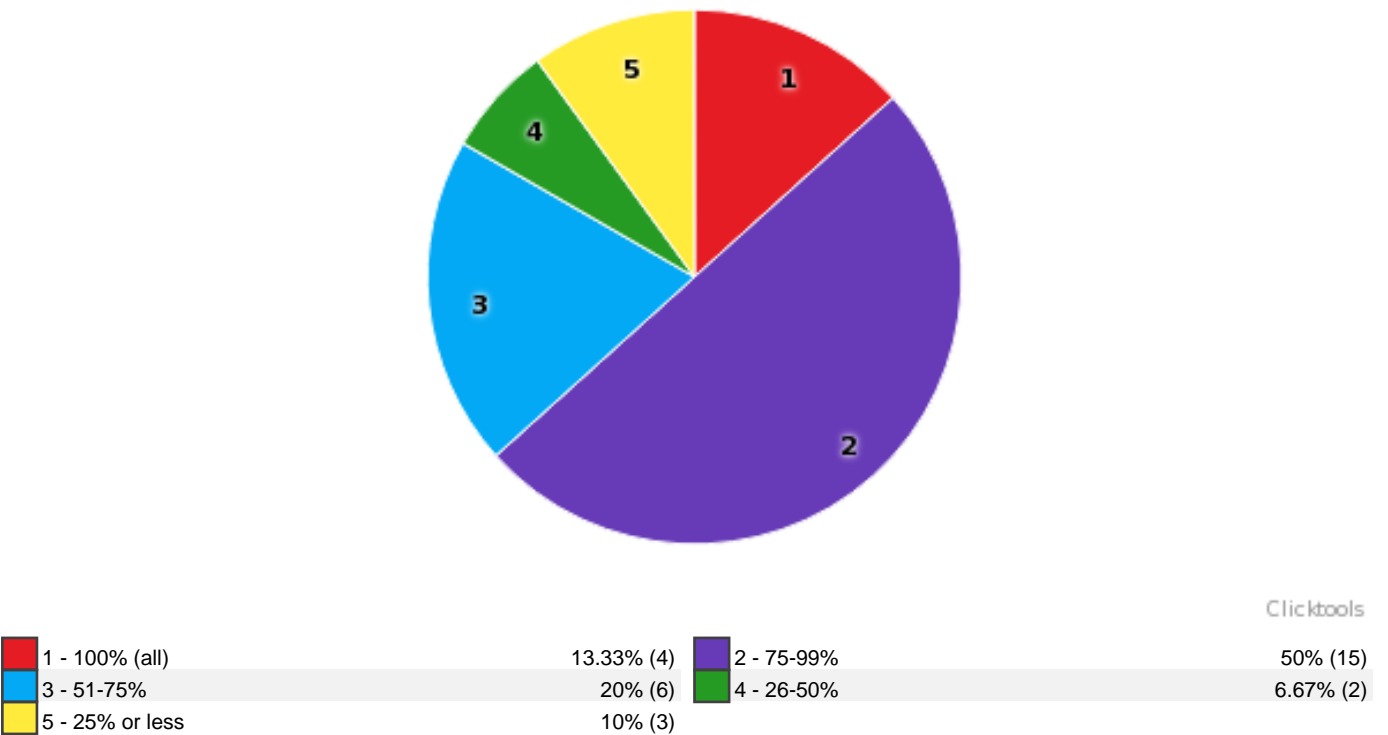
Mean: 2.5
Response: 30

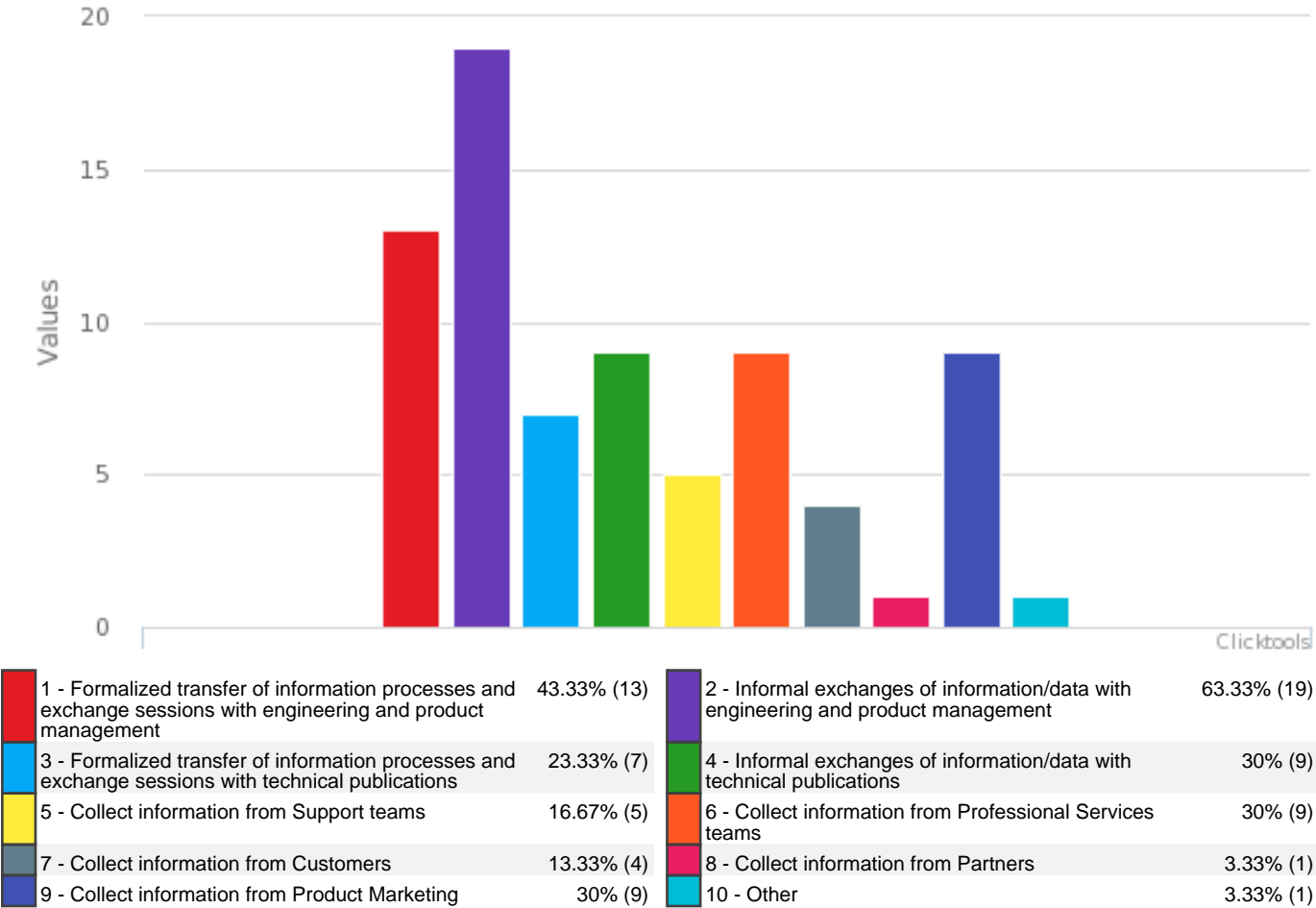**48. At what stage of the product development cycle is curriculum design and course development first involved?**
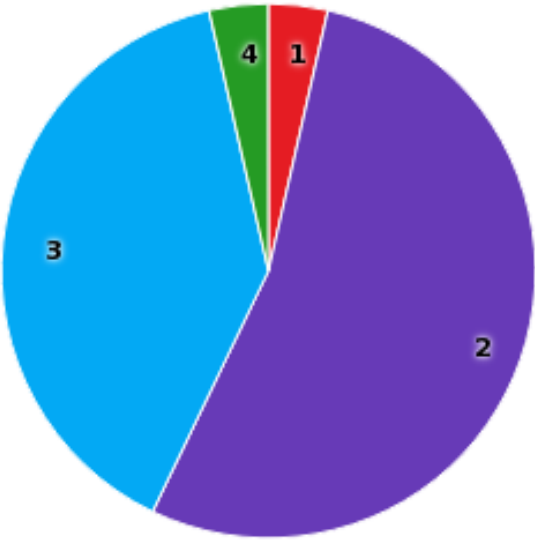
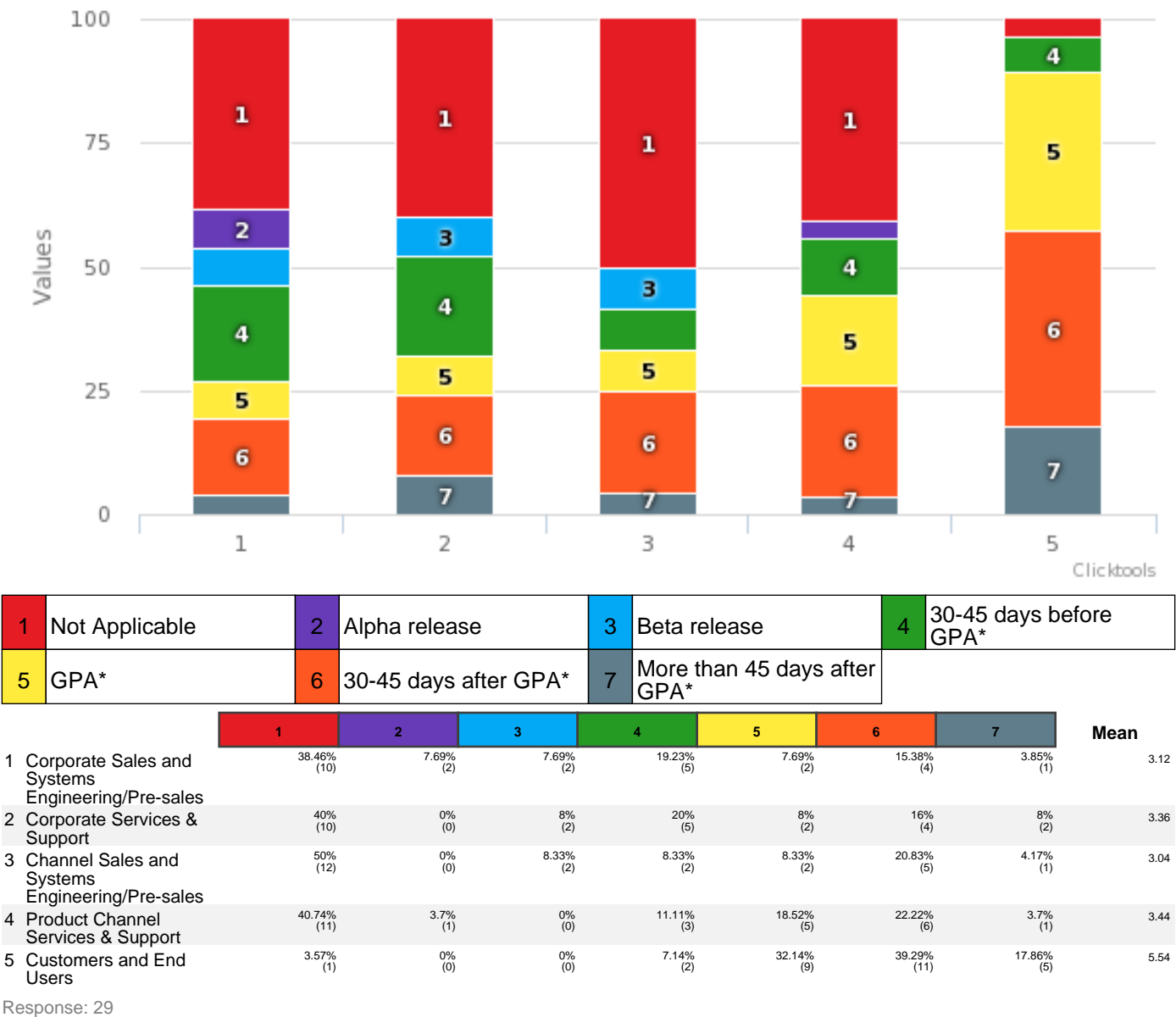|				
🟥	1 - Product feasibility/inception stage	3.57% (1)	🟪 2 - Product development stage	53.57% (15)
🟦	3 - Beta product availability stage	39.29% (11)	🟩 4 - General/public product availability stage	3.57% (1)
🟨	5 - Other	0% (0)		

Mean: 2.43
Response: 28

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.

|					
■	1 - Formalized transfer of information processes and exchange sessions with engineering and product management	43.33% (13)	■	2 - Informal exchanges of information/data with engineering and product management	63.33% (19)
■	3 - Formalized transfer of information processes and exchange sessions with technical publications	23.33% (7)	■	4 - Informal exchanges of information/data with technical publications	30% (9)
■	5 - Collect information from Support teams	16.67% (5)	■	6 - Collect information from Professional Services teams	30% (9)
■	7 - Collect information from Customers	13.33% (4)	■	8 - Collect information from Partners	3.33% (1)
■	9 - Collect information from Product Marketing	30% (9)	■	10 - Other	3.33% (1)

Response: 30

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).

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

	1	2	3	4	5	6	7	Mean
1 Corporate Sales and Systems Engineering/Pre-sales	38.46% (10)	7.69% (2)	7.69% (2)	19.23% (5)	7.69% (2)	15.38% (4)	3.85% (1)	3.12
2 Corporate Services & Support	40% (10)	0% (0)	8% (2)	20% (5)	8% (2)	16% (4)	8% (2)	3.36
3 Channel Sales and Systems Engineering/Pre-sales	50% (12)	0% (0)	8.33% (2)	8.33% (2)	8.33% (2)	20.83% (5)	4.17% (1)	3.04
4 Product Channel Services & Support	40.74% (11)	3.7% (1)	0% (0)	11.11% (3)	18.52% (5)	22.22% (6)	3.7% (1)	3.44
5 Customers and End Users	3.57% (1)	0% (0)	0% (0)	7.14% (2)	32.14% (9)	39.29% (11)	17.86% (5)	5.54

Response: 29

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)?
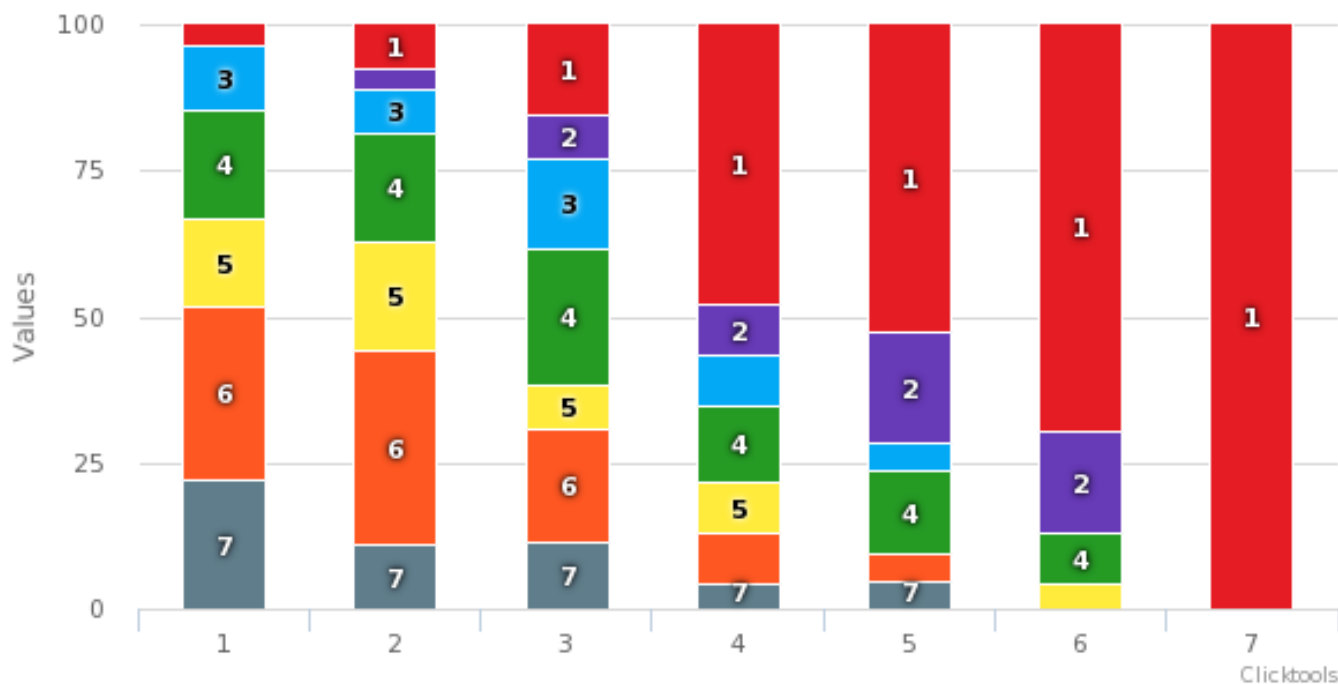

1	None	2	1-10%	3	11-25%	4	26-50%
5	51-75%	6	76-95%	7	All (>95%)		

	1	2	3	4	5	6	7	Mean
1 Classroom training	3.7% (1)	0% (0)	11.11% (3)	18.52% (5)	14.81% (4)	29.63% (8)	22.22% (6)	5.19
2 Virtual classroom training	7.41% (2)	3.7% (1)	7.41% (2)	18.52% (5)	18.52% (5)	33.33% (9)	11.11% (3)	4.81
3 eLearning	15.38% (4)	7.69% (2)	15.38% (4)	23.08% (6)	7.69% (2)	19.23% (5)	11.54% (3)	4.04
4 Mobile Learning (smartphones/tablets)	47.83% (11)	8.7% (2)	8.7% (2)	13.04% (3)	8.7% (2)	8.7% (2)	4.35% (1)	2.7
5 Other self paced	52.38% (11)	19.05% (4)	4.76% (1)	14.29% (3)	0% (0)	4.76% (1)	4.76% (1)	2.24
6 New modalities such as social learning, gamification, microlearning	69.57% (16)	17.39% (4)	0% (0)	8.7% (2)	4.35% (1)	0% (0)	0% (0)	1.61
7 Other	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 30

52. On average, what percentage of the training portfolio you make available previously originated from SMEs and/or from user-generated content?
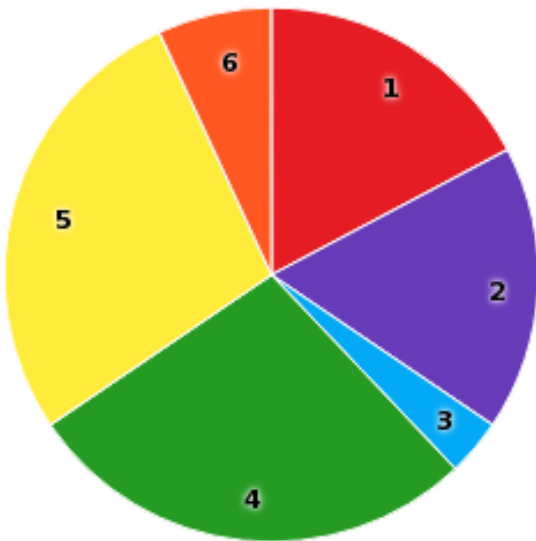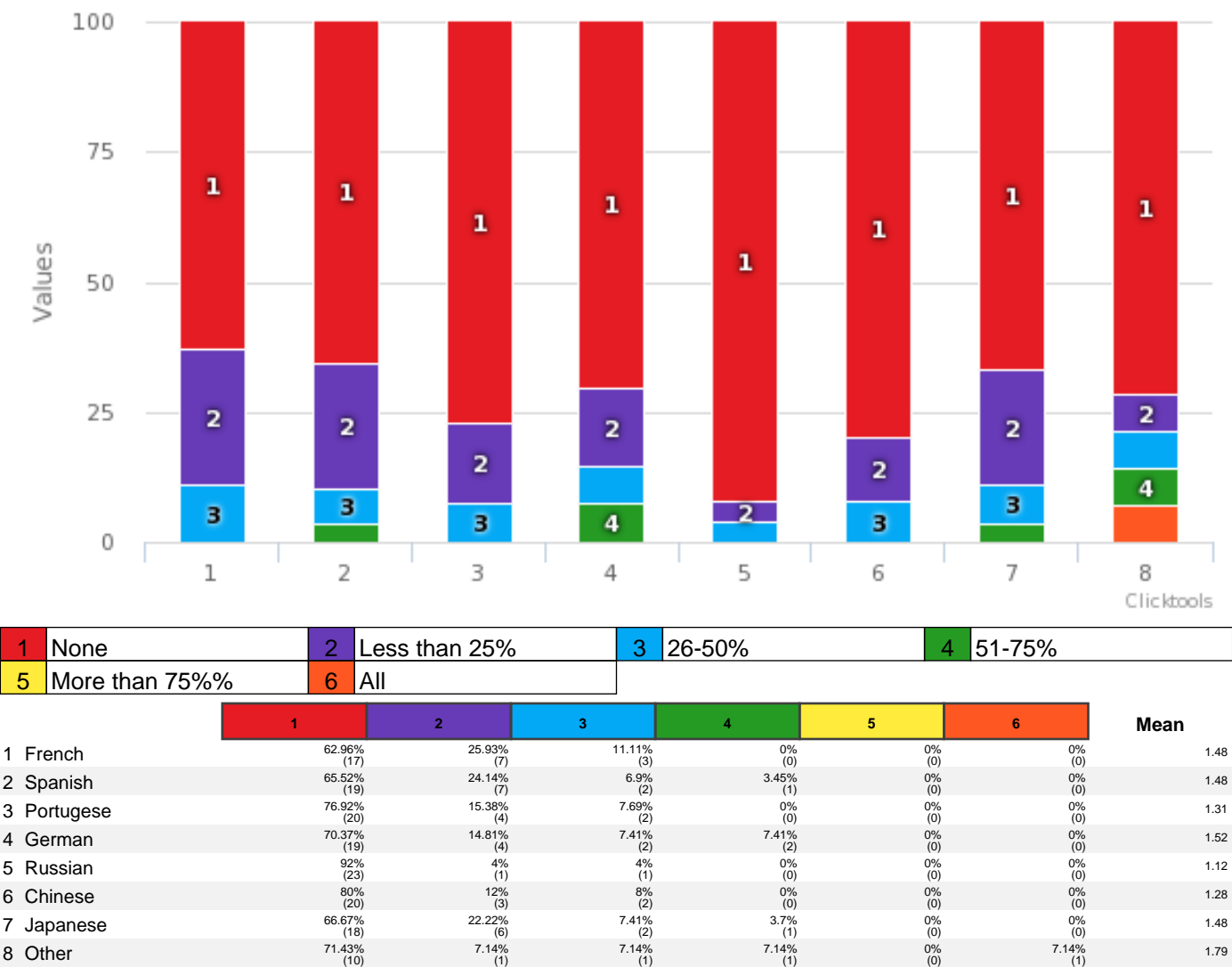
|			
■ 1 - None	17.24% (5)	■ 2 - 10% or less	17.24% (5)
■ 3 - 11-25%	3.45% (1)	■ 4 - 26-50%	27.59% (8)
■ 5 - 51-75%	27.59% (8)	■ 6 - >75%	6.9% (2)

Mean: 3.52
Response: 29

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".
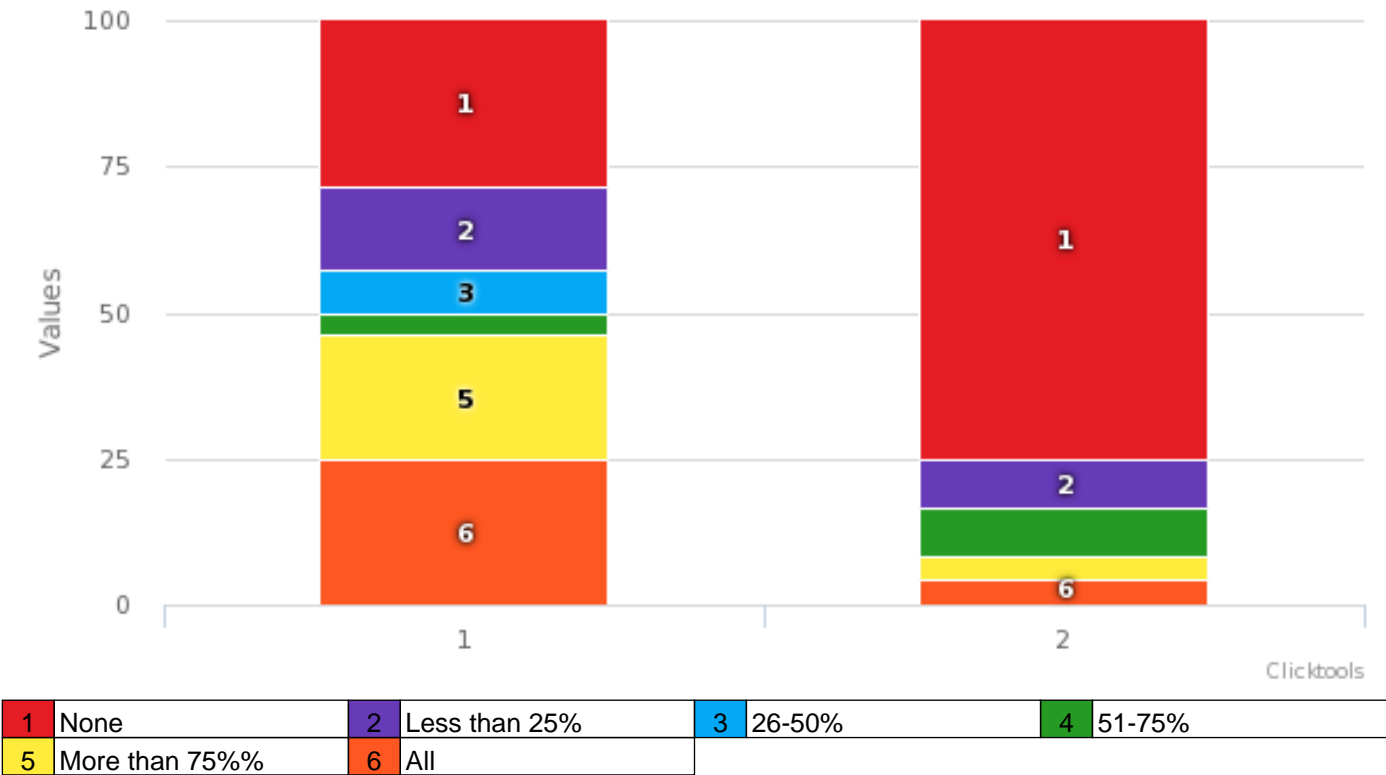

1	None	2	Less than 25%	3	26-50%	4	51-75%
5	More than 75%%	6	All				

	1	2	3	4	5	6	Mean
1 French	62.96% (17)	25.93% (7)	11.11% (3)	0% (0)	0% (0)	0% (0)	1.48
2 Spanish	65.52% (19)	24.14% (7)	6.9% (2)	3.45% (1)	0% (0)	0% (0)	1.48
3 Portugese	76.92% (20)	15.38% (4)	7.69% (2)	0% (0)	0% (0)	0% (0)	1.31
4 German	70.37% (19)	14.81% (4)	7.41% (2)	7.41% (2)	0% (0)	0% (0)	1.52
5 Russian	92% (23)	4% (1)	4% (1)	0% (0)	0% (0)	0% (0)	1.12
6 Chinese	80% (20)	12% (3)	8% (2)	0% (0)	0% (0)	0% (0)	1.28
7 Japanese	66.67% (18)	22.22% (6)	7.41% (2)	3.7% (1)	0% (0)	0% (0)	1.48
8 Other	71.43% (10)	7.14% (1)	7.14% (1)	7.14% (1)	0% (0)	7.14% (1)	1.79

Response: 30

54. Which of the following types of materials are USUALLY the first ones translated?
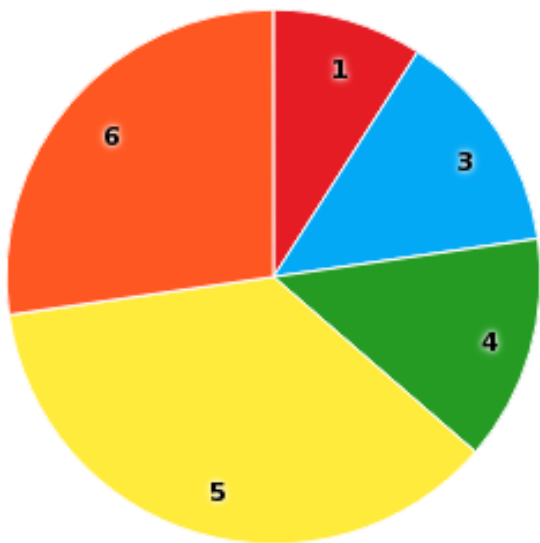
|			
■ 1 - Sales training materials	9.09% (2)	■ 2 - Pre-sales/Sales Engineering training materials	0% (0)
■ 3 - Admin training materials	13.64% (3)	■ 4 - Operator training materials	13.64% (3)
■ 5 - End-user training materials	36.36% (8)	■ 6 - Other	27.27% (6)

Mean: 4.5
Response: 22

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

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

Generated using **Clicktools** on Friday November 4 2016 07:51:20

	1	2	3	4	5	6	Mean
1 Scorm	28.57% (8)	14.29% (4)	7.14% (2)	3.57% (1)	21.43% (6)	25% (7)	3.5
2 Tin Can API	75% (18)	8.33% (2)	0% (0)	8.33% (2)	4.17% (1)	4.17% (1)	1.71

Response: 29

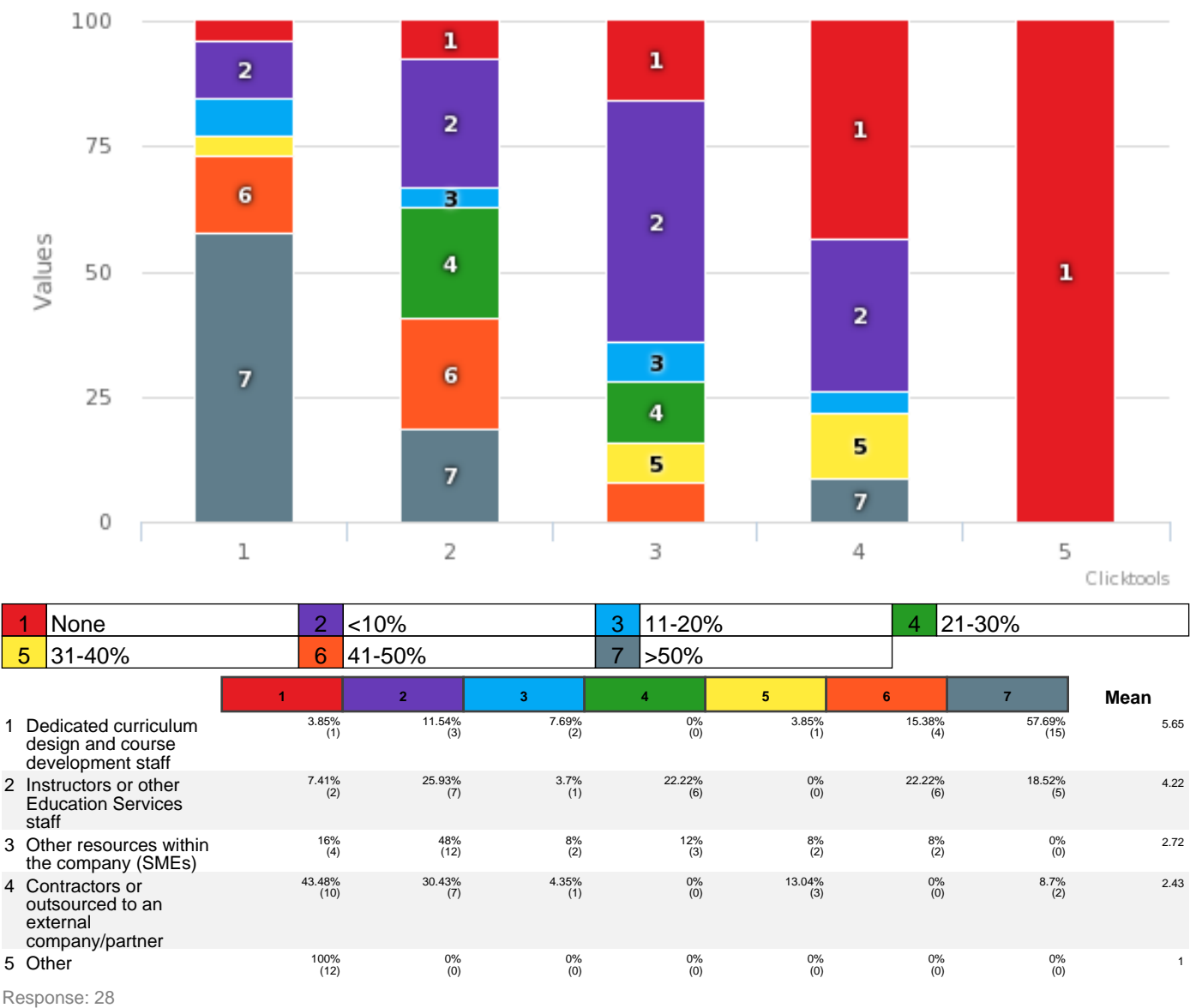**56. How many full-time equivalents do you have dedicated to curriculum design and course development?**

Clicktools
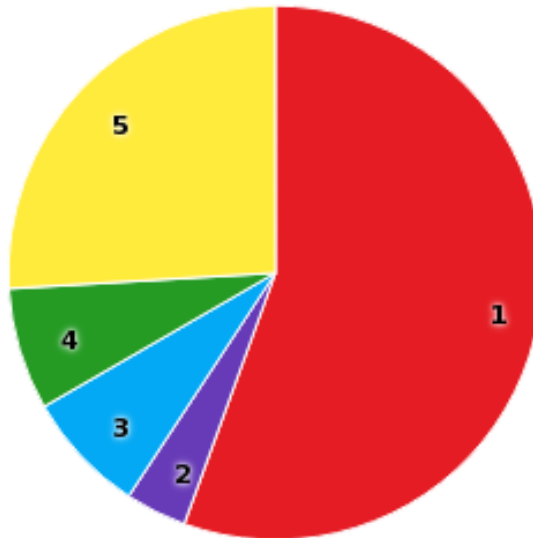
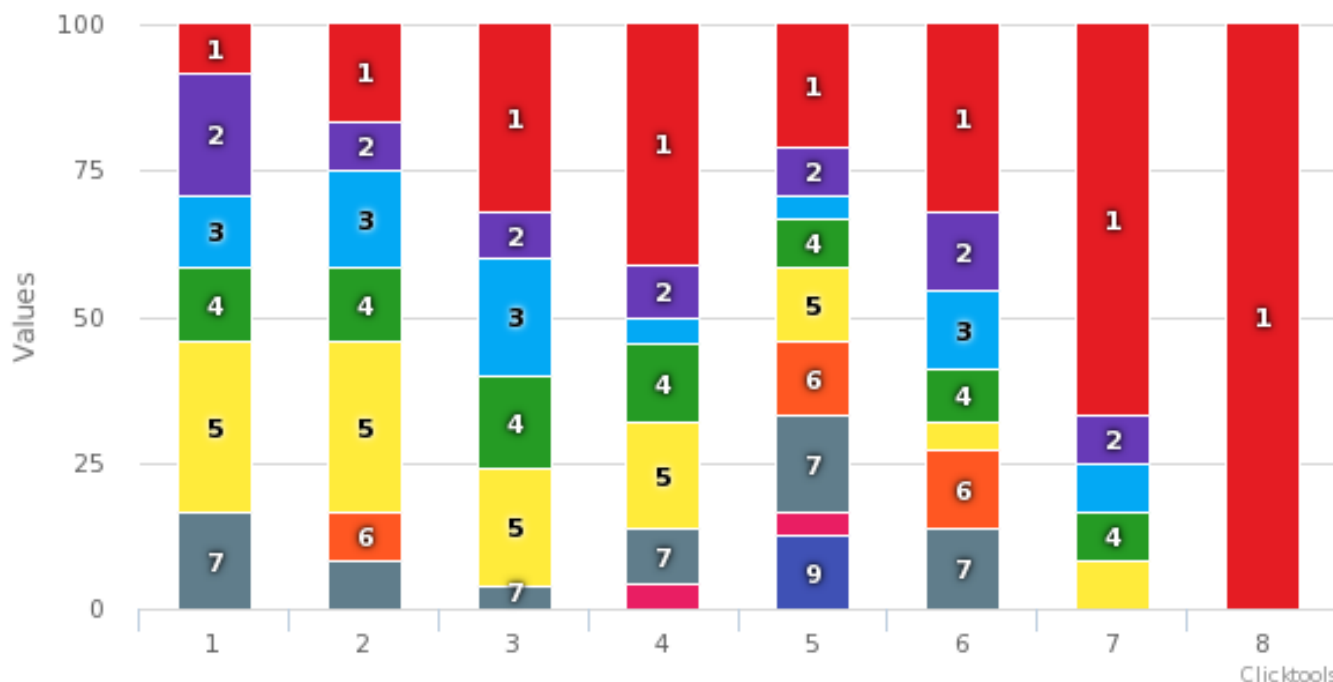|			
1 - 1-5	55.56% (15)	2 - 6-10	3.7% (1)
3 - 11-15	7.41% (2)	4 - 16-20	7.41% (2)
5 - >20	25.93% (7)		

Mean: 2.44

Response: 27

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".

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

	1	2	3	4	5	6	7	Mean
1 Dedicated curriculum design and course development staff	3.85% (1)	11.54% (3)	7.69% (2)	0% (0)	3.85% (1)	15.38% (4)	57.69% (15)	5.65
2 Instructors or other Education Services staff	7.41% (2)	25.93% (7)	3.7% (1)	22.22% (6)	0% (0)	22.22% (6)	18.52% (5)	4.22
3 Other resources within the company (SMEs)	16% (4)	48% (12)	8% (2)	12% (3)	8% (2)	8% (2)	0% (0)	2.72
4 Contractors or outsourced to an external company/partner	43.48% (10)	30.43% (7)	4.35% (1)	0% (0)	13.04% (3)	0% (0)	8.7% (2)	2.43
5 Other	100% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 28

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).
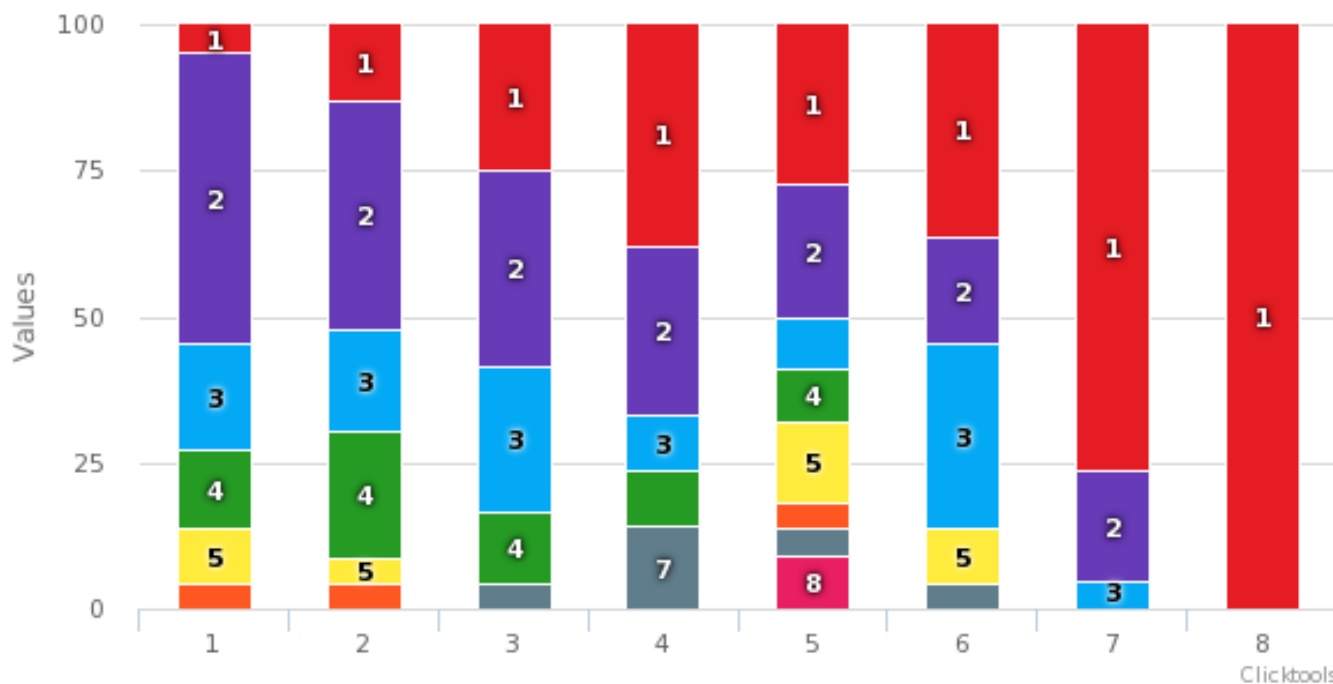

1	N/A	2	<15	3	16-25	4	26-35
5	36-50	6	51-75	7	76-100	8	100-200
9	>200						

		1	2	3	4	5	6	7	8	9	Mean
1	Instructor Led (ILT)	8.33% (2)	20.83% (5)	12.5% (3)	12.5% (3)	29.17% (7)	0% (0)	16.67% (4)	0% (0)	0% (0)	4
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	16.67% (4)	8.33% (2)	16.67% (4)	12.5% (3)	29.17% (7)	8.33% (2)	8.33% (2)	0% (0)	0% (0)	3.88
3	Remote/virtual lab exercises	32% (8)	8% (2)	20% (5)	16% (4)	20% (5)	0% (0)	4% (1)	0% (0)	0% (0)	3
4	Asynchronous e-learning (web-based training) - page turning	40.91% (9)	9.09% (2)	4.55% (1)	13.64% (3)	18.18% (4)	0% (0)	9.09% (2)	4.55% (1)	0% (0)	3.18
5	Asynchronous e-learning (web-based training) - interactive	20.83% (5)	8.33% (2)	4.17% (1)	8.33% (2)	12.5% (3)	12.5% (3)	16.67% (4)	4.17% (1)	12.5% (3)	4.83
6	Video	31.82% (7)	13.64% (3)	13.64% (3)	9.09% (2)	4.55% (1)	13.64% (3)	13.64% (3)	0% (0)	0% (0)	3.36
7	Electronic or printed self-study	66.67% (16)	8.33% (2)	8.33% (2)	8.33% (2)	8.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.83
8	Other	100% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 26

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)	4.55% (1)	50% (11)	18.18% (4)	13.64% (3)	9.09% (2)	4.55% (1)	0% (0)	0% (0)	0% (0)	2.86
2	Synchronous Distance Learning/Virtual Instructor Led (VILT)	13.04% (3)	39.13% (9)	17.39% (4)	21.74% (5)	4.35% (1)	4.35% (1)	0% (0)	0% (0)	0% (0)	2.78
3	Remote/virtual lab exercises	25% (6)	33.33% (8)	25% (6)	12.5% (3)	0% (0)	0% (0)	4.17% (1)	0% (0)	0% (0)	2.46
4	Asynchronous e-learning (web-based training) - page turning	38.1% (8)	28.57% (6)	9.52% (2)	9.52% (2)	0% (0)	0% (0)	14.29% (3)	0% (0)	0% (0)	2.62
5	Asynchronous e-learning (web-based training) - interactive	27.27% (6)	22.73% (5)	9.09% (2)	9.09% (2)	13.64% (3)	4.55% (1)	4.55% (1)	9.09% (2)	0% (0)	3.36
6	Video	36.36% (8)	18.18% (4)	31.82% (7)	0% (0)	9.09% (2)	0% (0)	4.55% (1)	0% (0)	0% (0)	2.45
7	Electronic or printed self-study	76.19% (16)	19.05% (4)	4.76% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
8	Other	100% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 24

60. How often on average do you update courses?
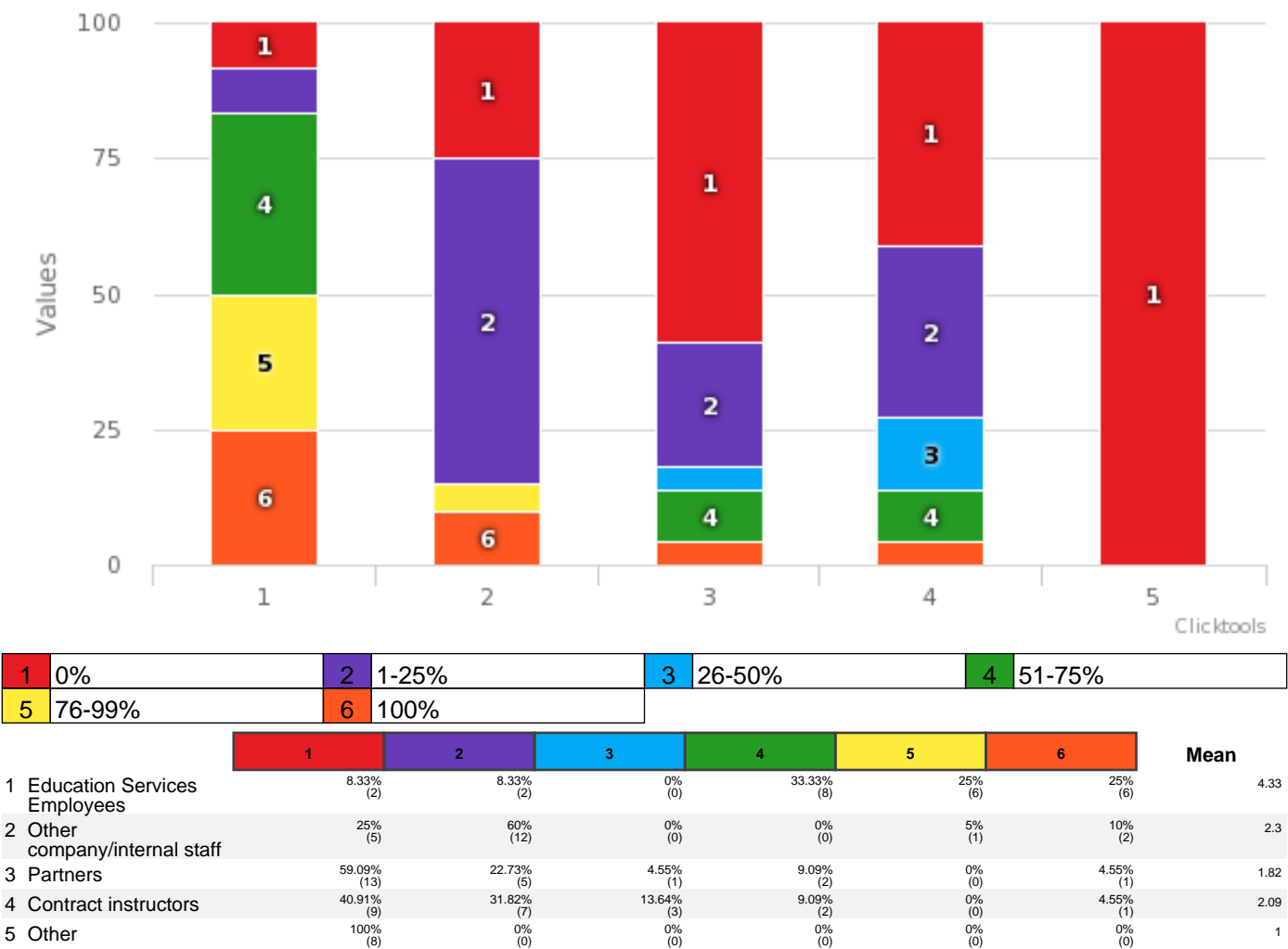
🟥 1 - < 3 months	8% (2)	🟪 2 - 3-5 months	12% (3)
🟦 3 - 6-9 months	44% (11)	🟩 4 - 10-14 months	28% (7)
🟨 5 - 15-24 months	8% (2)	🟧 6 - > 24 months	0% (0)

Mean: 3.16
Response: 25

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?

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

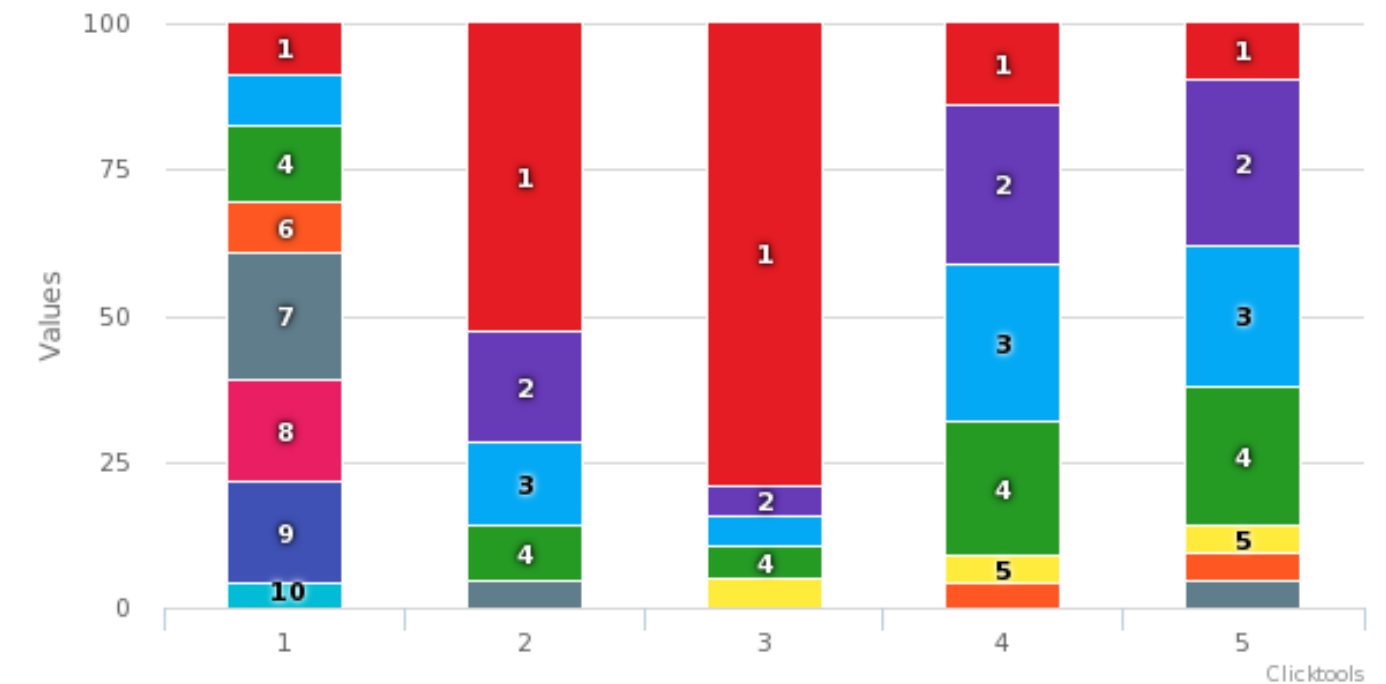|	1	2	3	4	5	6	7	Mean
1 North America	12.5% (3)	45.83% (11)	20.83% (5)	4.17% (1)	8.33% (2)	4.17% (1)	4.17% (1)	2.79
2 Central and South America	86.36% (19)	9.09% (2)	0% (0)	0% (0)	4.55% (1)	0% (0)	0% (0)	1.27
3 Europe, Middle East and Africa	37.5% (9)	45.83% (11)	0% (0)	8.33% (2)	4.17% (1)	0% (0)	4.17% (1)	2.12
4 Asia/Pacific	62.5% (15)	20.83% (5)	4.17% (1)	4.17% (1)	4.17% (1)	4.17% (1)	0% (0)	1.79
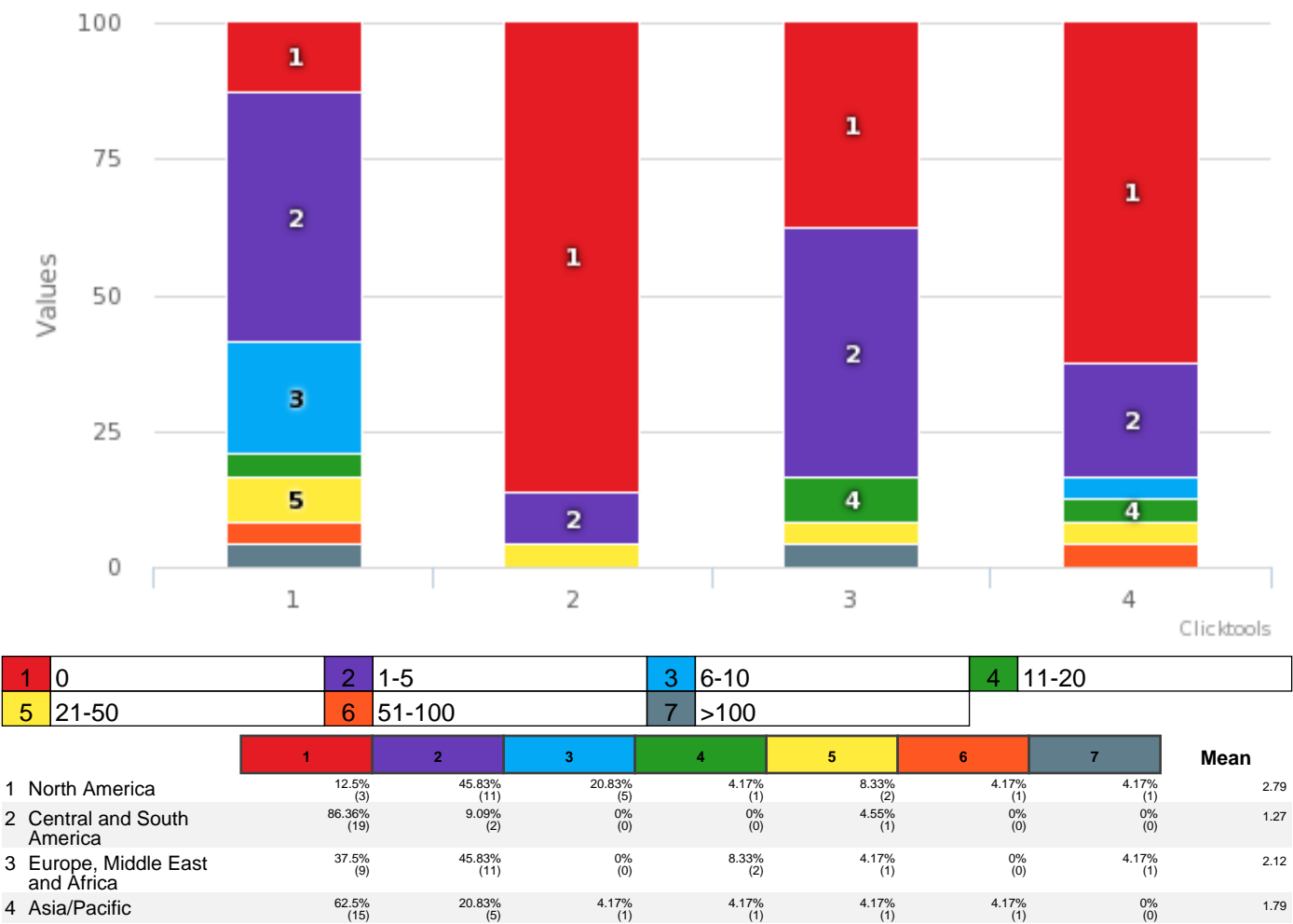
Response: 26

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

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

	1	2	3	4	5	6	Mean
1 Education Services Employees	8.33% (2)	8.33% (2)	0% (0)	33.33% (8)	25% (6)	25% (6)	4.33
2 Other company/internal staff	25% (5)	60% (12)	0% (0)	0% (0)	5% (1)	10% (2)	2.3
3 Partners	59.09% (13)	22.73% (5)	4.55% (1)	9.09% (2)	0% (0)	4.55% (1)	1.82
4 Contract instructors	40.91% (9)	31.82% (7)	13.64% (3)	9.09% (2)	0% (0)	4.55% (1)	2.09
5 Other	100% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 26

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	8.7% (2)	0% (0)	8.7% (2)	13.04% (3)	0% (0)	8.7% (2)	21.74% (5)	17.39% (4)	17.39% (4)	4.35% (1)	6.3
2	Billable custom development	52.38% (11)	19.05% (4)	14.29% (3)	9.52% (2)	0% (0)	0% (0)	4.76% (1)	0% (0)	0% (0)	0% (0)	2.05
3	Other billable	78.95% (15)	5.26% (1)	5.26% (1)	5.26% (1)	5.26% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.53
4	Non-billable preparation time including travel for onsites	13.64% (3)	27.27% (6)	27.27% (6)	22.73% (5)	4.55% (1)	4.55% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.91
5	Non-billable other (learning new topics, meetings, internal projects, holidays)	9.52% (2)	28.57% (6)	23.81% (5)	23.81% (5)	4.76% (1)	4.76% (1)	4.76% (1)	0% (0)	0% (0)	0% (0)	3.19

Response: 24

64. On average, how many months does it take for newly hired instructors to begin training independently?
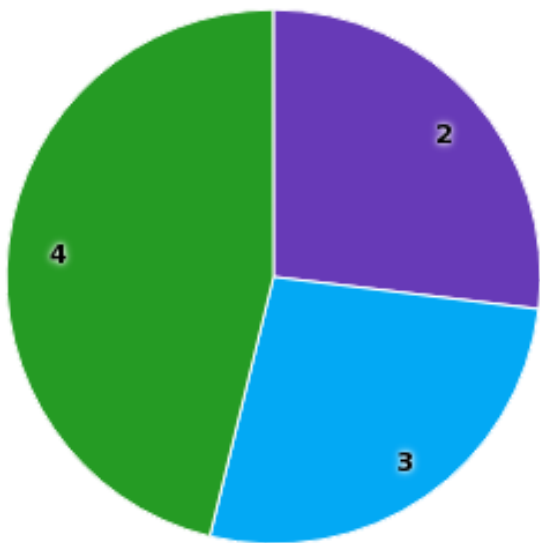
1 - 1 month or less	0% (0)	2 - 2 months	26.92% (7)
3 - 3 months	26.92% (7)	4 - 4-6 months	46.15% (12)
5 - 7-12 months	0% (0)	6 - More than 12 months	0% (0)

Mean: 3.19
Response: 26

65. On average, how many months does it take for newly hired instructors to start achieving utilization targets?
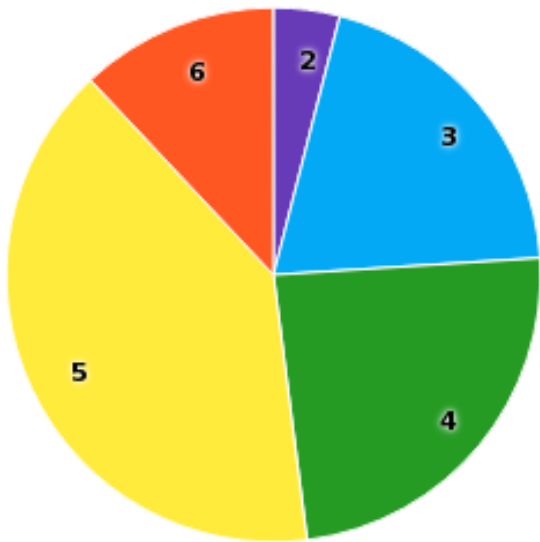
1 - 1 month or less	0% (0)	2 - 2 months	4% (1)
3 - 3 months	20% (5)	4 - 4-6 months	24% (6)
5 - 7-12 months	40% (10)	6 - More than 12 months	12% (3)

Mean: 4.36
Response: 25

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)?

Clicktools
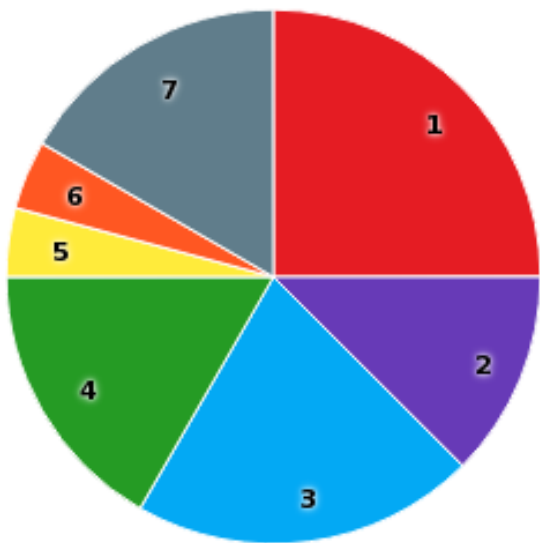
1 - <$100K	25% (6)	2 - $100K-$150K	12.5% (3)
3 - $150K-$200K	20.83% (5)	4 - $200K-$250K	16.67% (4)
5 - $250K-$300K	4.17% (1)	6 - $300K-$400K	4.17% (1)
7 - >$400K	16.67% (4)		

Mean: 3.42
Response: 24

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?

Clicktools
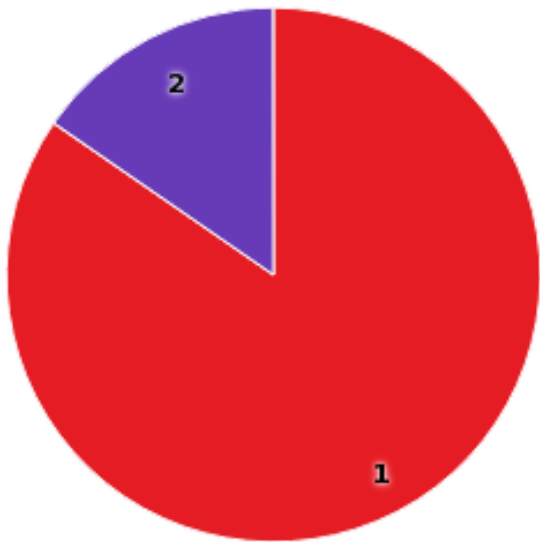
1 - Yes	84.62% (22)	2 - No	15.38% (4)

Mean: 1.15
Response: 26

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

🟥 1 - Yes	15.38% (4)	🟪 2 - No	84.62% (22)

Mean: 1.85
Response: 26
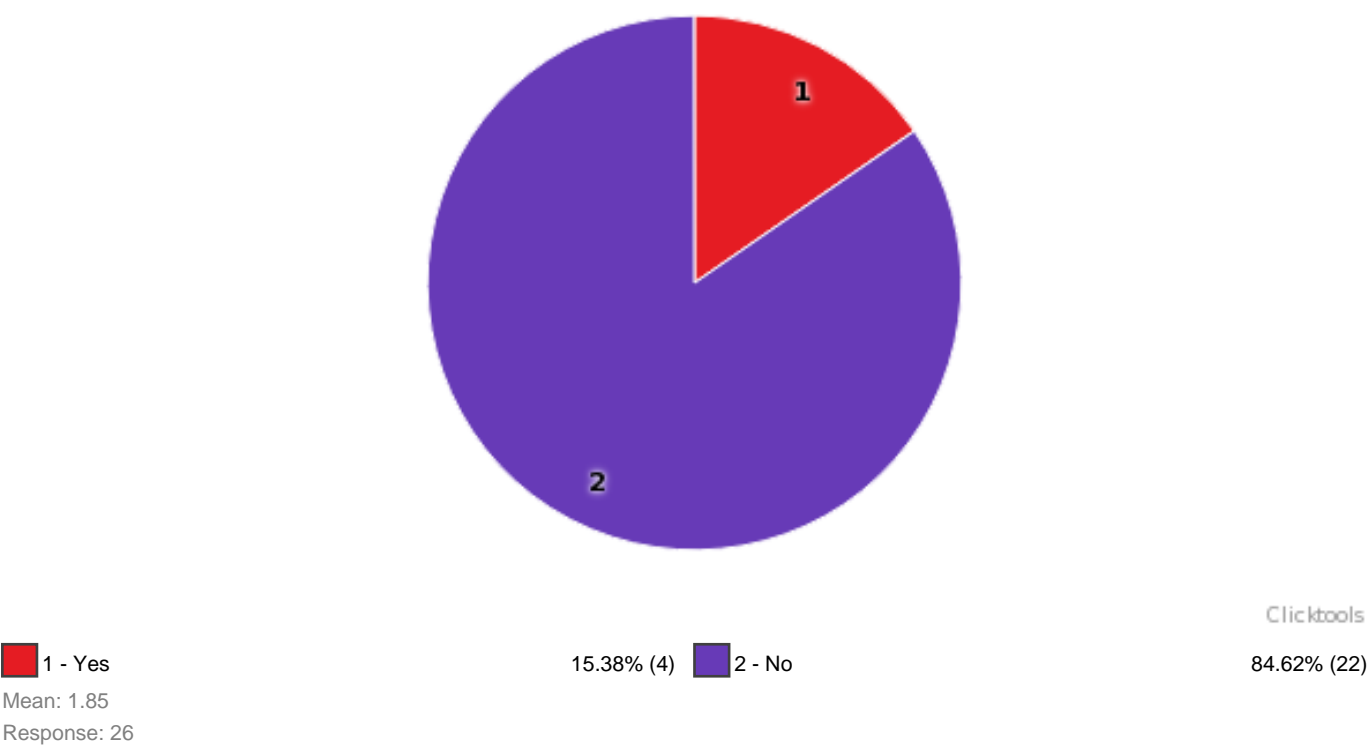
69. How do you provide student training materials for your classroom and virtual classroom deliveries?

🟥 1 - Printed	25.93% (7)	🟪 2 - Softcopy – unprotected (user can copy and paste, no watermark with user name)	22.22% (6)
🟦 3 - Softcopy – limited protection (eg limit copy and paste, user name as water mark)	18.52% (5)	🟩 4 - Softcopy – restricted with digital right management tool	11.11% (3)
🟨 5 - Streamed content to be used via computer or tablet	11.11% (3)	🟧 6 - Other	11.11% (3)

Mean: 2.93
Response: 27
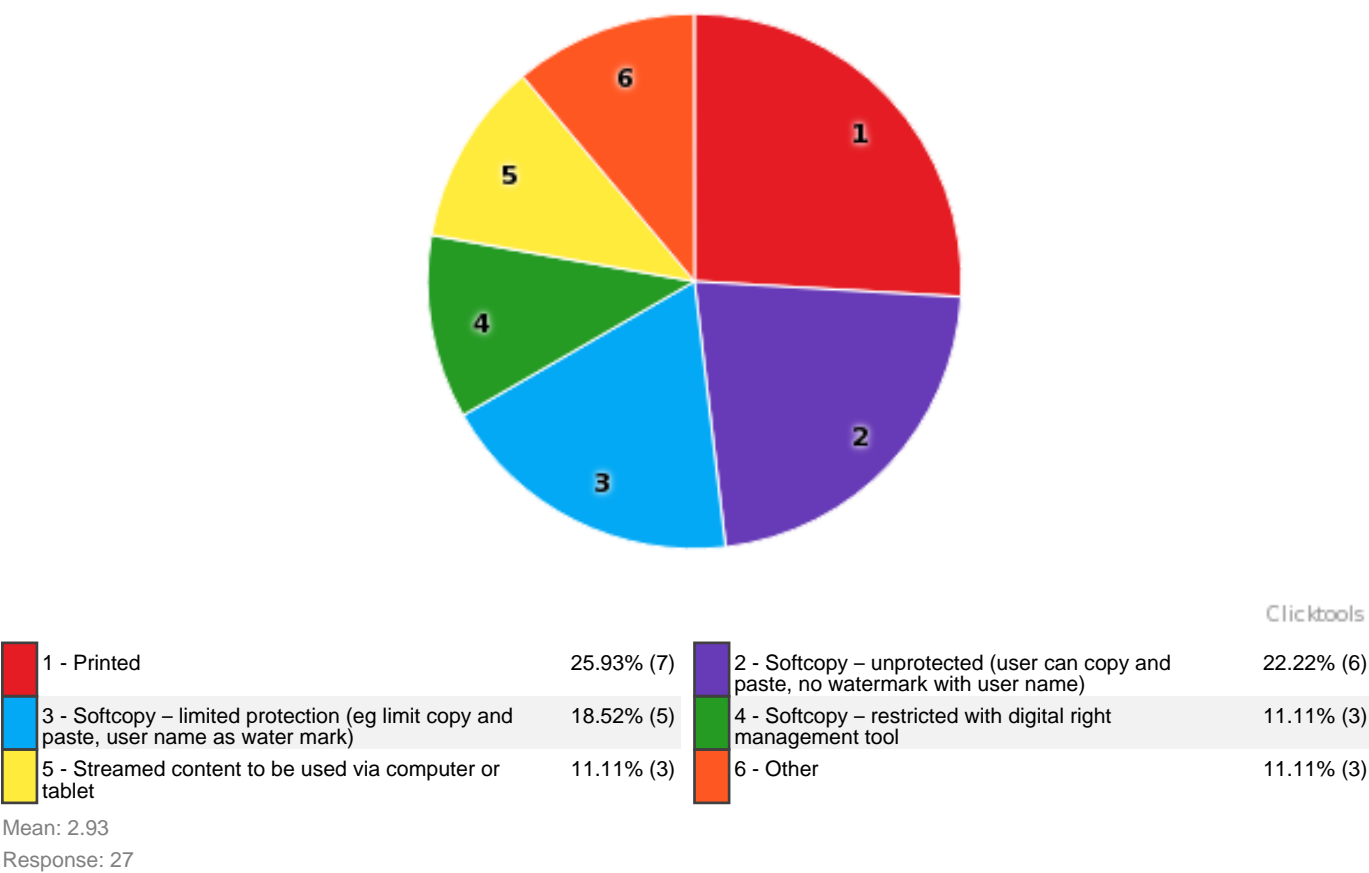
70. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.

🟥 1 - Runs on Android, but no dedicated app	64.71% (11)	🟪 2 - Runs on Apple iOS, but no dedicated app	76.47% (13)
🟦 3 - Runs on Android with dedicated app	5.88% (1)	🟩 4 - Runs on Apple iOS with dedicated app	5.88% (1)
🟨 5 - Other	17.65% (3)		
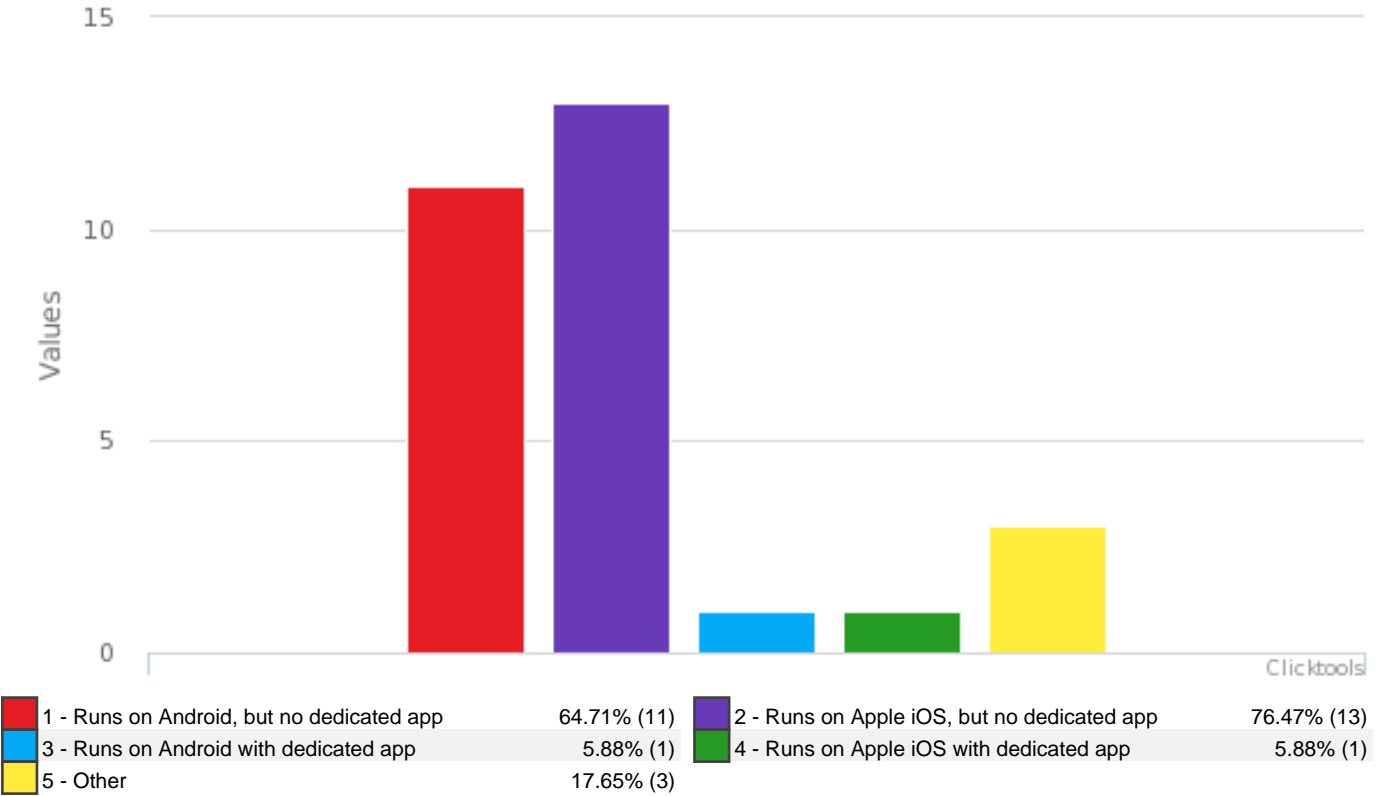
Response: 17

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

🟥 1 - Company owned training facility	50% (13)	🟪 2 - Company-owned non-training facility	15.38% (4)
🟦 3 - Authorized Partner Education Center	15.38% (4)	🟩 4 - Customer Site	69.23% (18)
🟨 5 - Short-term rental facility	23.08% (6)	🟧 6 - Other	0% (0)
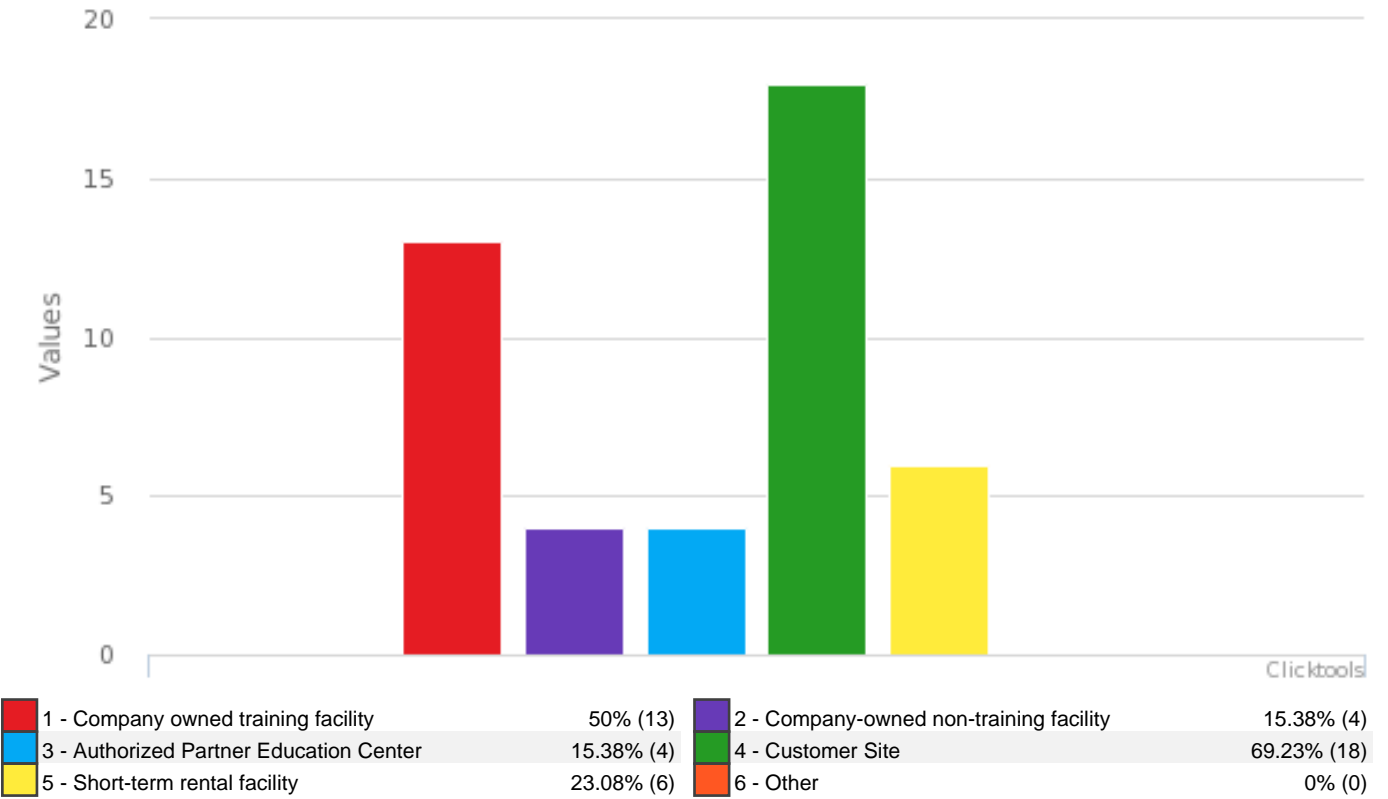
Response: 26

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

1 - <20%	33.33% (7)	2 - 21-30%	23.81% (5)
3 - 31-40%	4.76% (1)	4 - 41-50%	9.52% (2)
5 - 51-60%	9.52% (2)	6 - 61-70%	4.76% (1)
7 - >70%	14.29% (3)		

Mean: 3.1
Response: 21

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	<20%	2	21-30%	3	31-40%	4	41-50%
5	>50%						
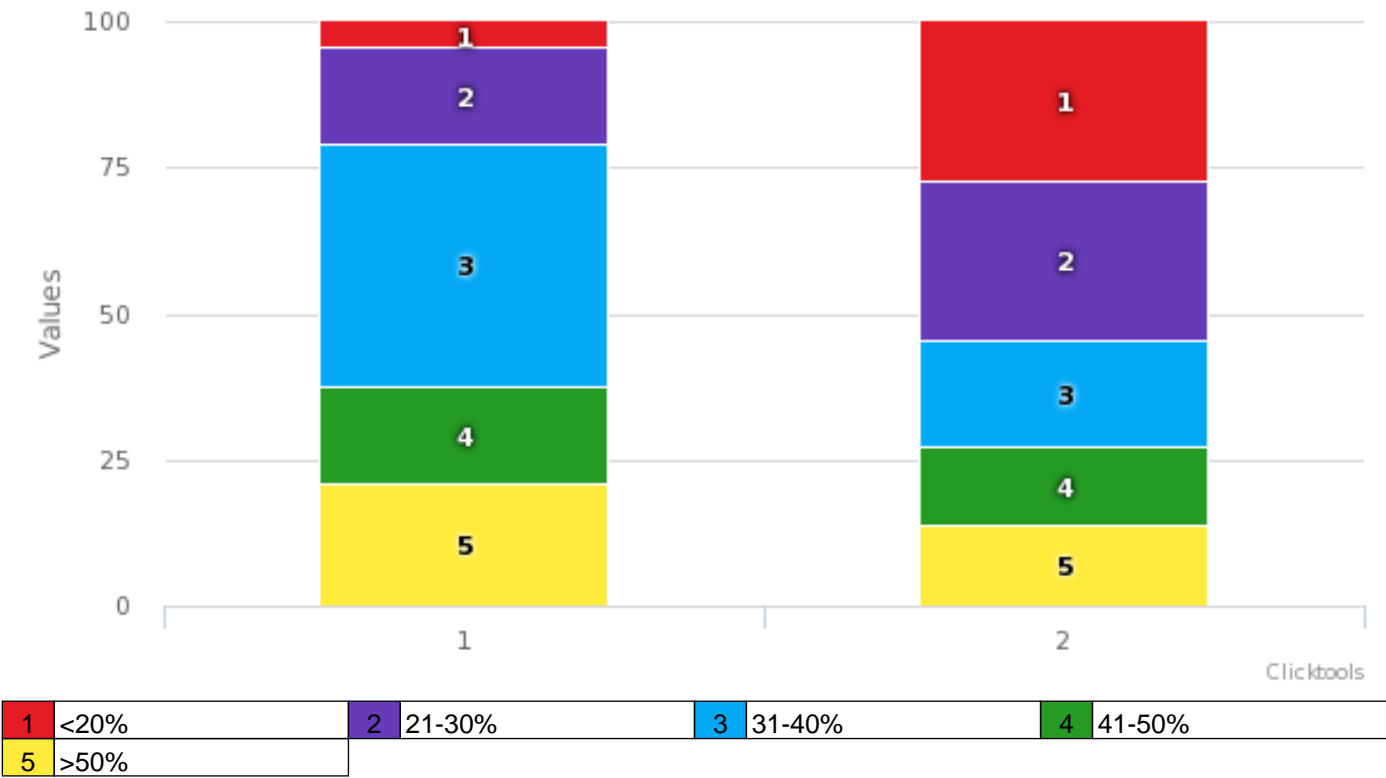
	1	2	3	4	5	Mean
1 Live instructor-led	4.17% (1)	16.67% (4)	41.67% (10)	16.67% (4)	20.83% (5)	3.33
2 Virtual instructor-led	27.27% (6)	27.27% (6)	18.18% (4)	13.64% (3)	13.64% (3)	2.59

Response: 25

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	19.23% (5)	2 - Offer free or discounted seats to partners	7.69% (2)
3 - Offer free seats for internal employees	38.46% (10)	4 - Cancel	69.23% (18)
5 - Try to rebook on other dates	69.23% (18)	6 - Give advance warning that the class is in jeopardy	57.69% (15)
7 - Offer alternative services	26.92% (7)	8 - Postpone the class to allow more students to enrol	50% (13)
9 - Move to a date when low enrollment is less of a problem	38.46% (10)	10 - Other	7.69% (2)

Response: 26

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

■ 1 - We don't have courses that require lab equipment	26.92% (7)	■ 2 - In our own classrooms	19.23% (5)
■ 3 - The equipment is shipped	11.54% (3)	■ 4 - Remote access to our own equipment	19.23% (5)
■ 5 - Virtualized equipment, by our own company	19.23% (5)	■ 6 - Virtualized equipment, provided by a 3rd party vendor	26.92% (7)
■ 7 - Other	3.85% (1)		
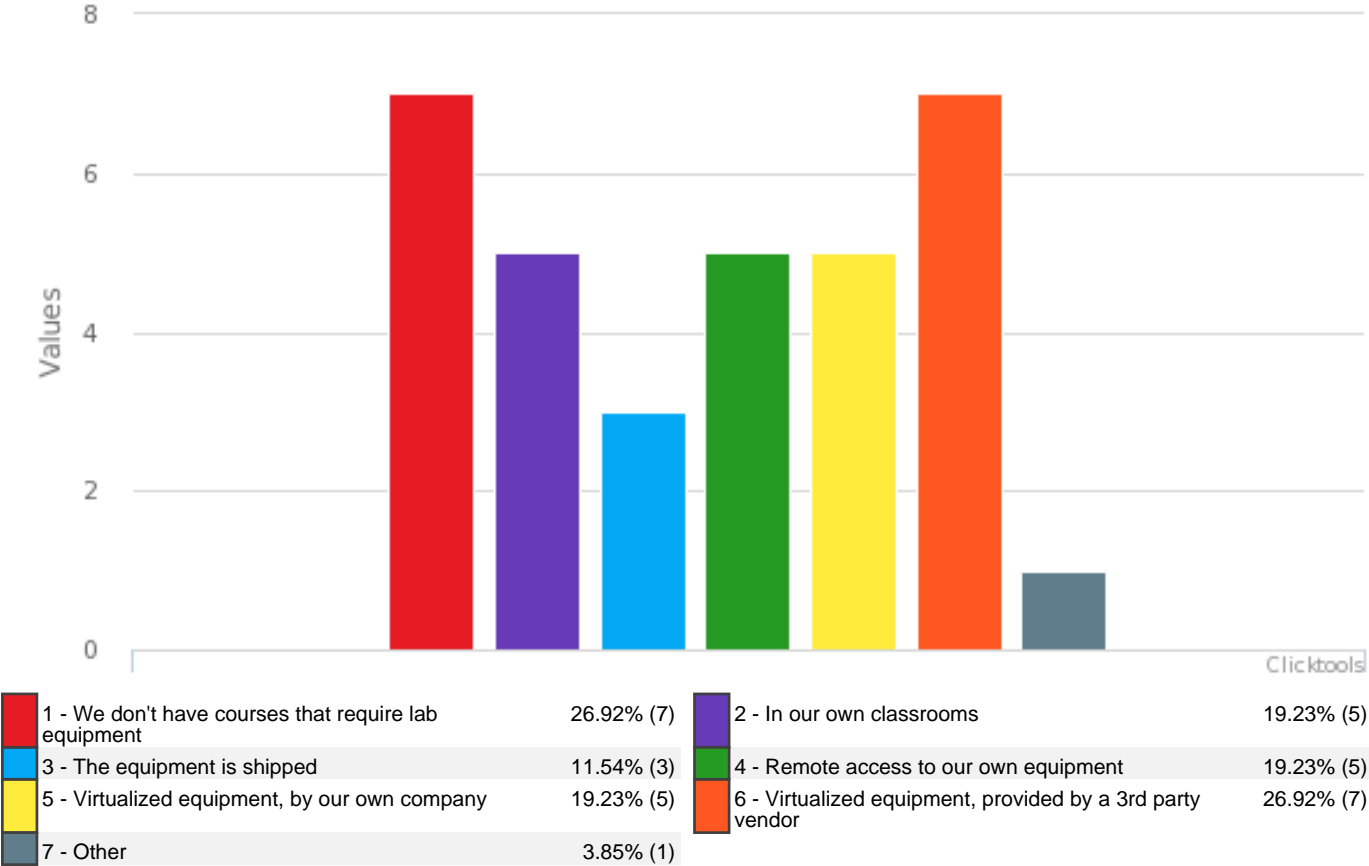
Response: 26

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

■ 1 - N/A	40.91% (9)	■ 2 - <20%	0% (0)
■ 3 - 21-30%	13.64% (3)	■ 4 - 31-40%	4.55% (1)
■ 5 - 41-50%	4.55% (1)	■ 6 - 51-60%	9.09% (2)
■ 7 - 61-70%	9.09% (2)	■ 8 - >70%	18.18% (4)
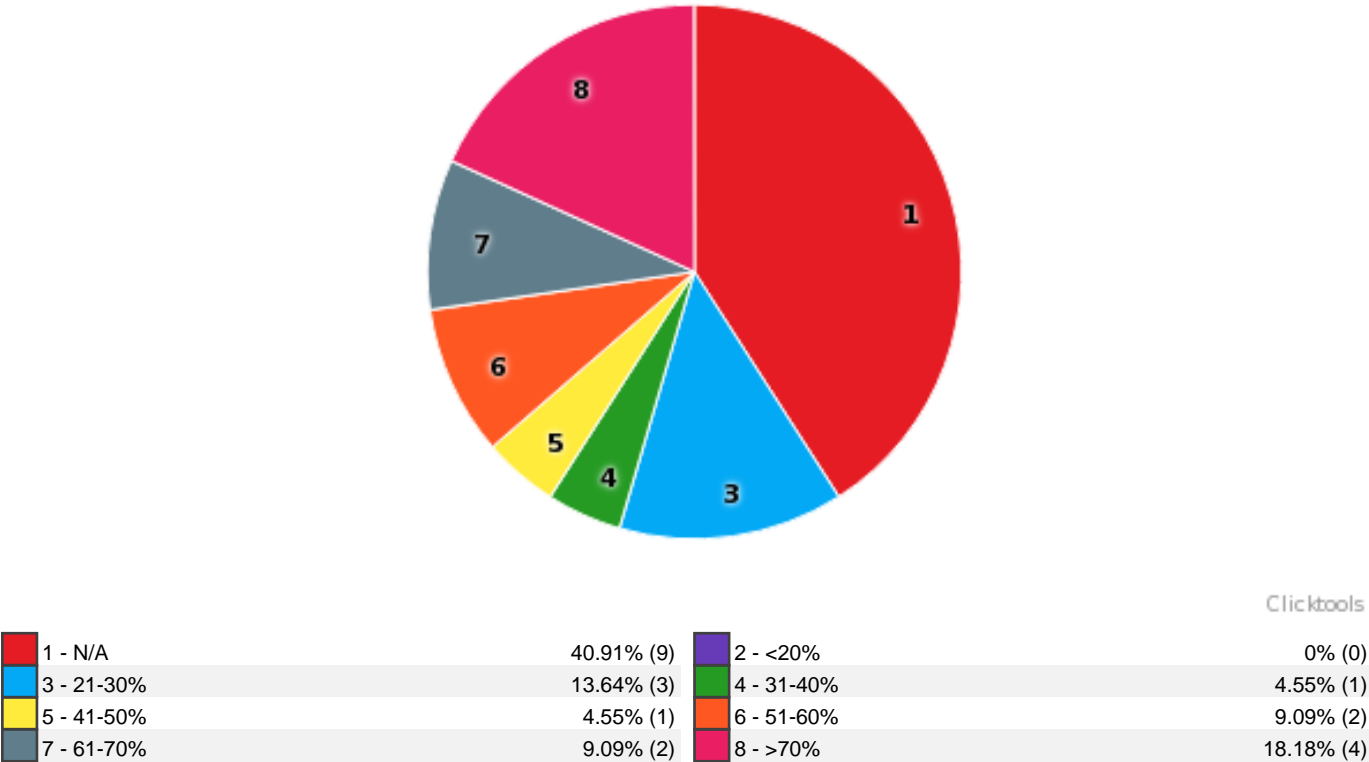
77. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

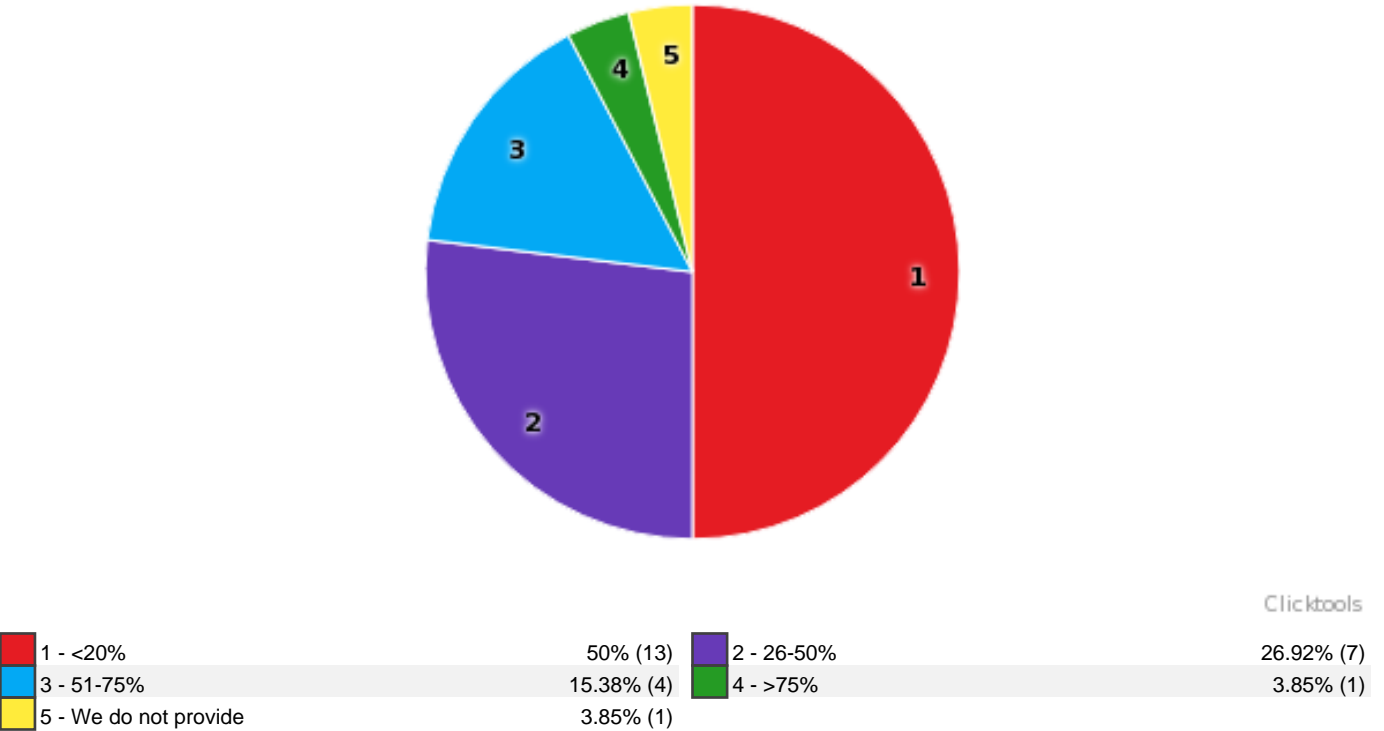|	Sales - Internal staff	Sales - Channels/Par tners	Technical Pre-sales - Internal Staff	Technical Pre-sales - Channels/Partners	Post-sales - Internal Staff	Post-sales - Channels/Partne rs	Customers and/or end users	Unive rsities	O th e r
Average	9.38	0.62	29.88	125.62	707.56	881.69	3,459.62	214.3 1	3, 1 3 6. 1 9
Highest	55	5	400	2,000	8,254	4,000	13,481	1,700	5 0, 1 3 9
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	18.52	1.71	99.15	499.84	2,042.18	1,459.63	4,392.05	580	1 2, 5 3 4. 0 9

Response: 16

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

Clicktools

■ 1 - <20%	50% (13)	■ 2 - 26-50%	26.92% (7)
■ 3 - 51-75%	15.38% (4)	■ 4 - >75%	3.85% (1)
■ 5 - We do not provide	3.85% (1)		

Mean: 1.85
Response: 26

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?
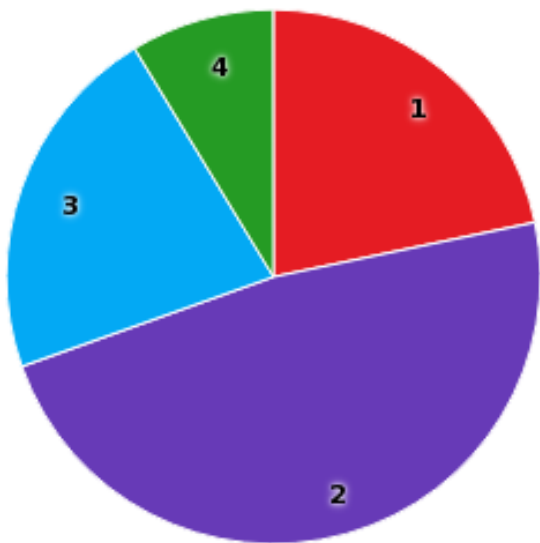
🟥 1 - 15 days or less	21.74% (5)	🟪 2 - 16-30 days	47.83% (11)
🟦 3 - 31-45 days	21.74% (5)	🟩 4 - 46-60 days	8.7% (2)
🟨 5 - more than 60 days	0% (0)		

Mean: 2.17

Response: 23

80. Minimally, how many business days in advance do customers need to cancel classes to avoid paying the 100% course fee for cancellation?
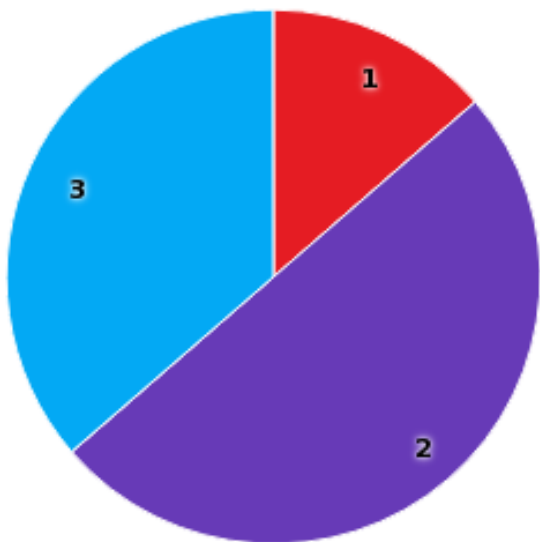
🟥 1 - 5 or less	13.64% (3)	🟪 2 - 6-10	50% (11)
🟦 3 - 11-15	36.36% (8)	🟩 4 - 16-19	0% (0)
🟨 5 - 20 or more	0% (0)		

Mean: 2.23

Response: 22

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

1 - Virtual Labs	65.38% (17)	2 - Virtual Classroom	84.62% (22)
3 - CRM to manage all customer and opportunities	53.85% (14)	4 - LMS	84.62% (22)
5 - LCMS (Learning Content Management System)	15.38% (4)	6 - Knowledge Management	15.38% (4)
7 - Scheduling/Utilization	23.08% (6)	8 - Certification Credentials	46.15% (12)
9 - Digital Rights Management	15.38% (4)	10 - Dashboard for KPI	23.08% (6)
11 - Other	7.69% (2)		
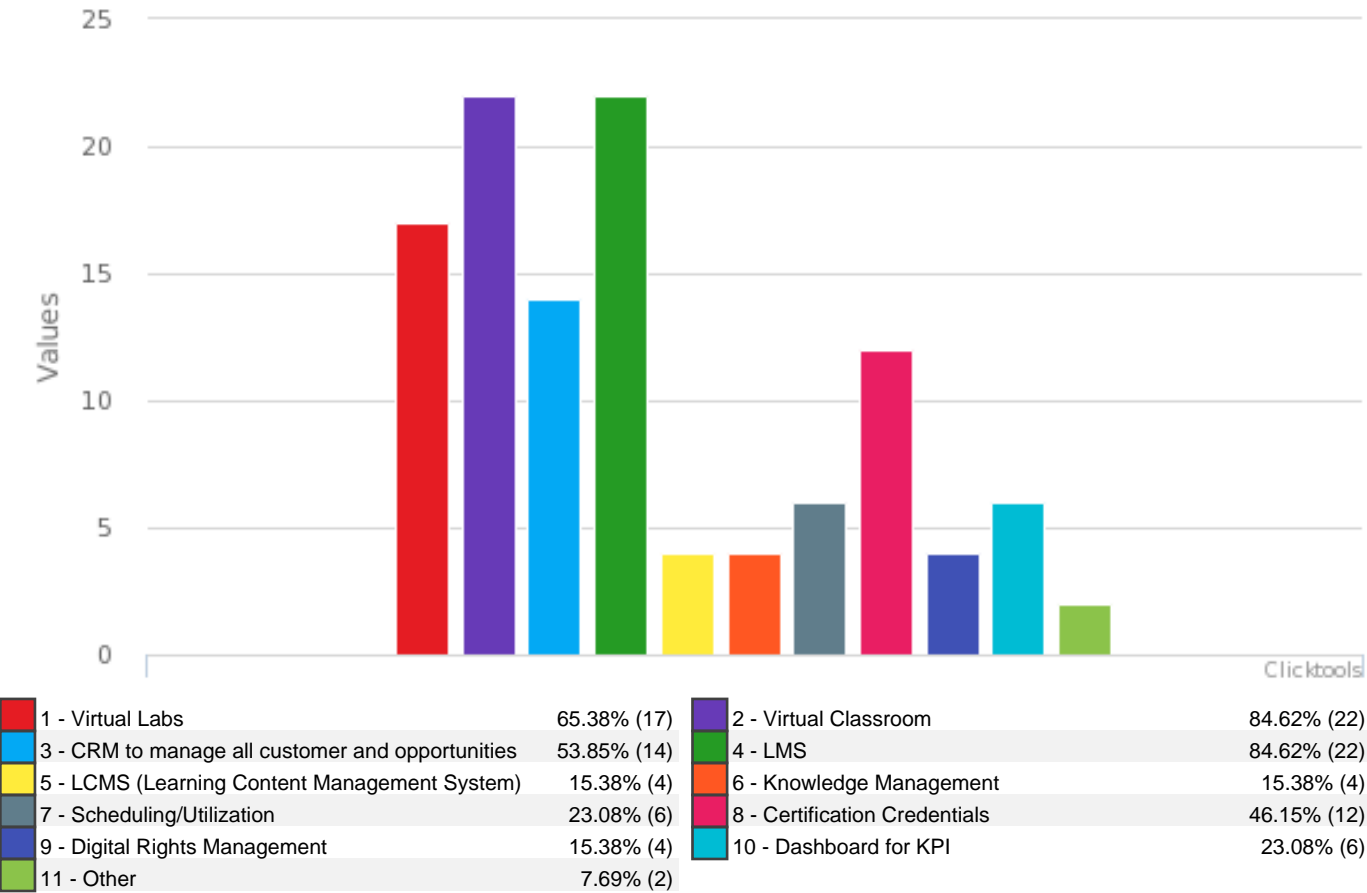
Response: 26

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

1 - <10%	39.13% (9)	2 - 11-20%	34.78% (8)
3 - 21-30%	8.7% (2)	4 - 31-40%	13.04% (3)
5 - 41-50%	0% (0)	6 - >50%	4.35% (1)
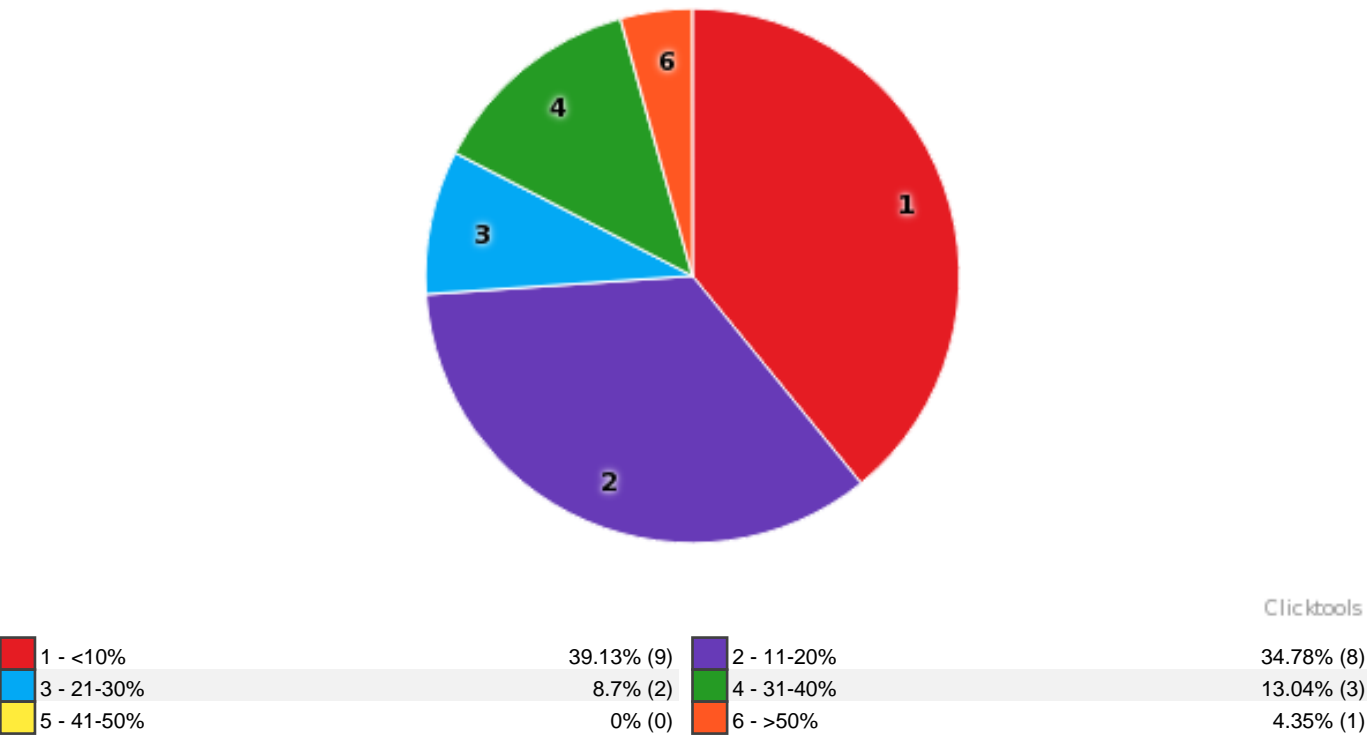
Mean: 2.13
Response: 23

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

🟥 1 - Yes	0% (0)	🟪 2 - No	100% (26)

Mean: 2
Response: 26
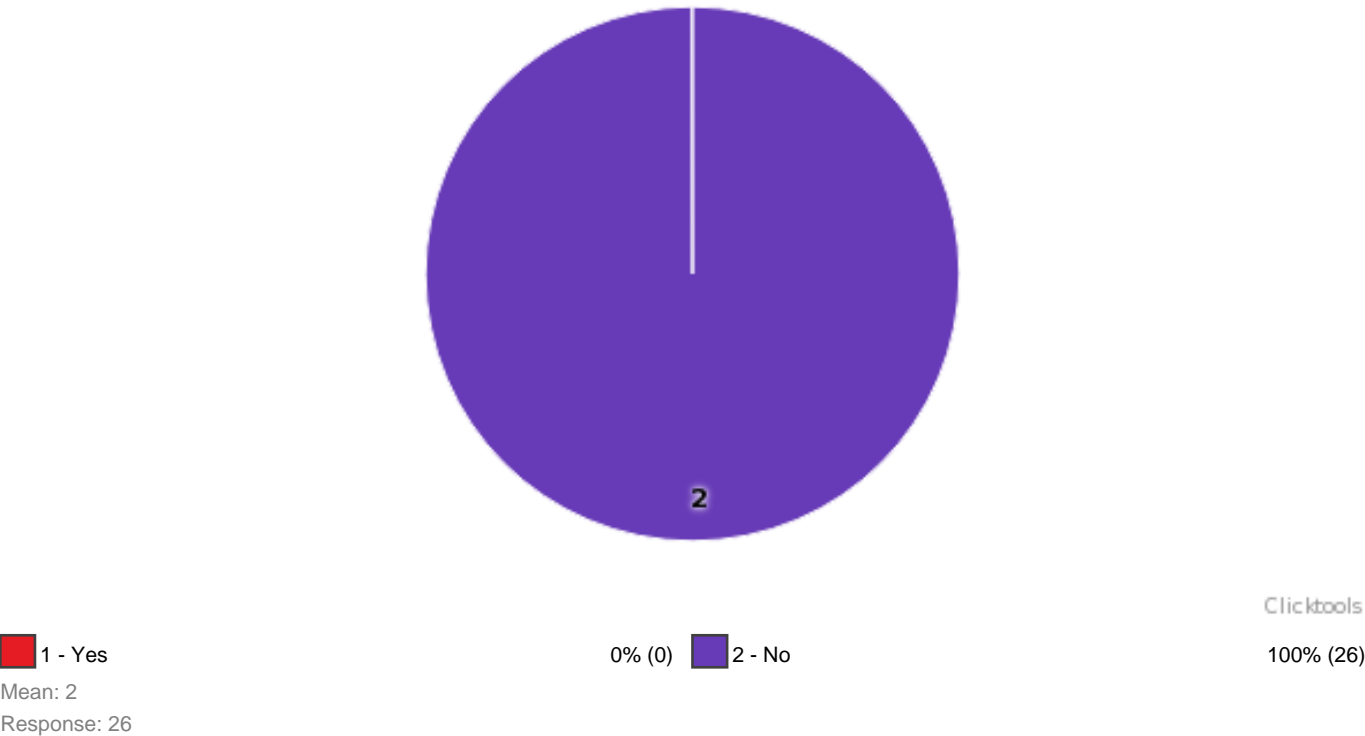
84. Do you have a process for qualifying and or certifying your course development partners?

🟥 1 - Yes, formalized process and procedures	0% (0)	🟪 2 - Yes, but informal	0% (0)
🟦 3 - No, no process or procedure	0% (0)		

Response: 0
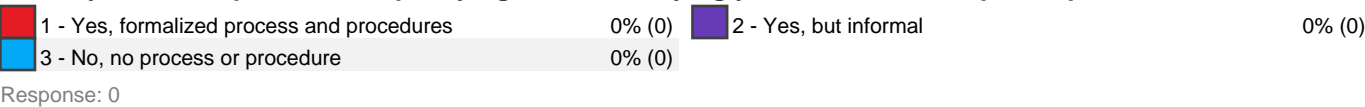
85. Which of the following types of organizations/individuals do you allow to participate in the course development partner program? Select all that apply.

🟥 1 - Resellers/VARs	0% (0)	🟪 2 - Distributors/VADs	0% (0)
🟦 3 - Independent training organizations	0% (0)	🟩 4 - Professional development companies	0% (0)
🟨 5 - Individual contractors, translators or editors	0% (0)	🟧 6 - Other	0% (0)

Response: 0
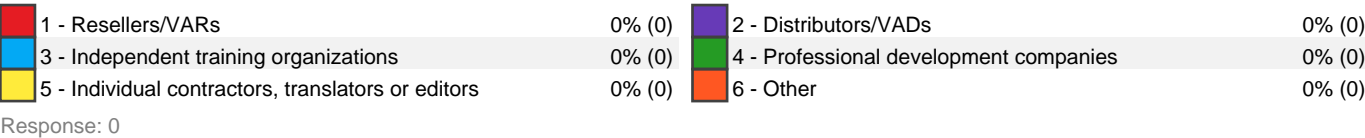
86. What percentage of your course offerings are developed by these?

🟥 1 - None	0% (0)	🟪 2 - 1-10%	0% (0)
🟦 3 - 11-20%	0% (0)	🟩 4 - 21-30%	0% (0)
🟨 5 - 31-40%	0% (0)	🟧 6 - 41-50%	0% (0)
⬛ 7 - >50%	0% (0)		

Response: 0
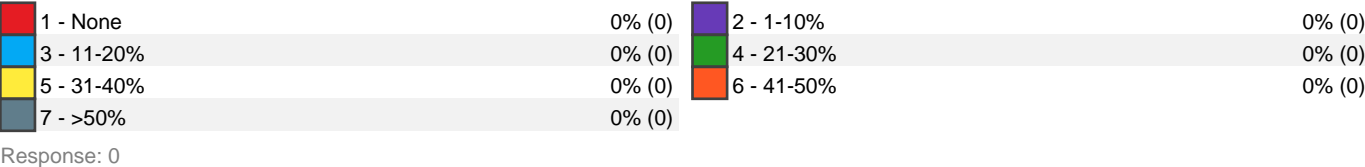
87. How many development partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

	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?

■ 1 - Yes   30.77% (8)   ■ 2 - No   69.23% (18)

Mean: 1.69
Response: 26

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

■ 1 - Completely outsourced delivery	25% (2)	■ 2 - Add additional bandwidth	87.5% (7)
■ 3 - Additional skills	0% (0)	■ 4 - Provide translation/localization (eg by native language speakers)	50% (4)
■ 5 - Reduce travel cost/time	12.5% (1)	■ 6 - Other	12.5% (1)

Response: 8

90. What is the role of the delivery partner?

■	1 - Delivery partner acts as additional delivery resource, invisible to customer	37.5% (3)	
■	2 - Delivery partner acts as a reseller (eg sells training and pays royalty fee or other fees to you)	62.5% (5)	

Mean: 1.62
Response: 8
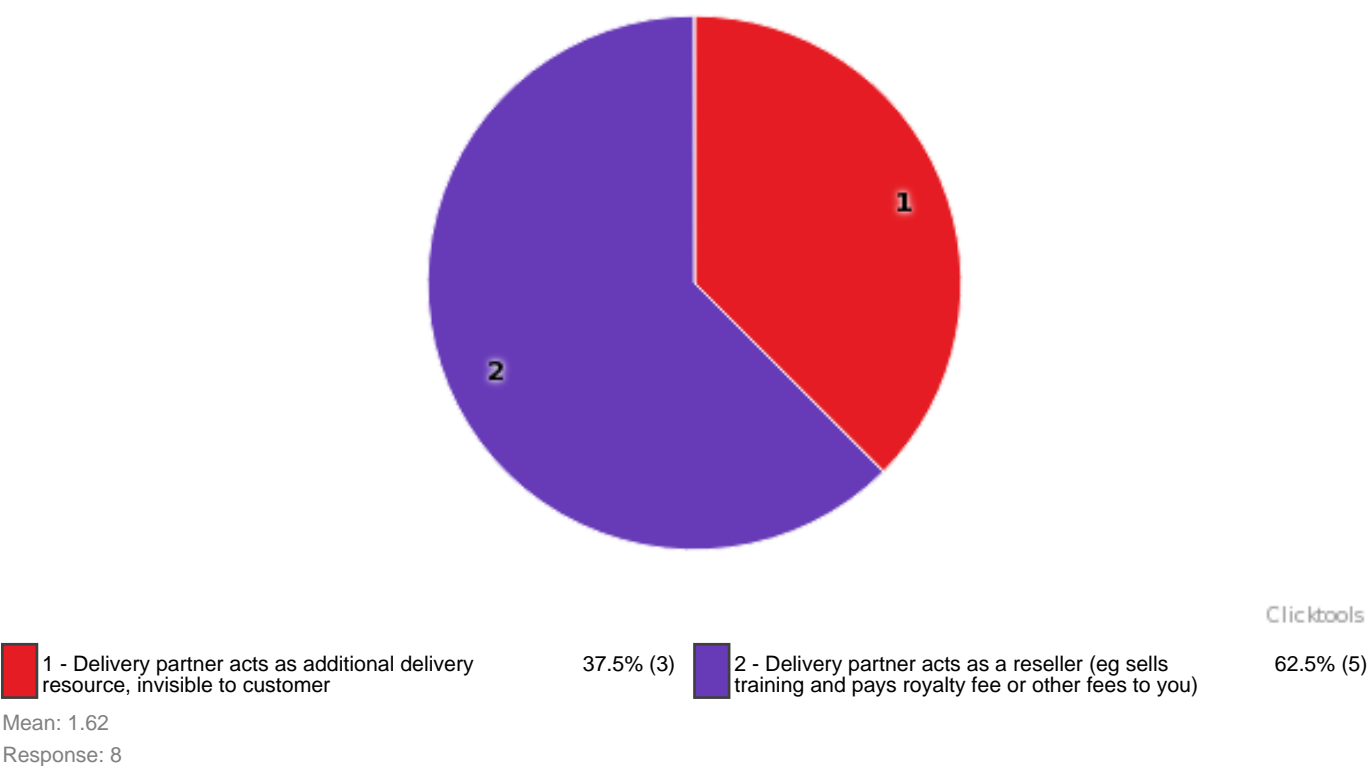
91. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.

1	25% or less	2	26-50%	3	51-75%	4	More than 75%
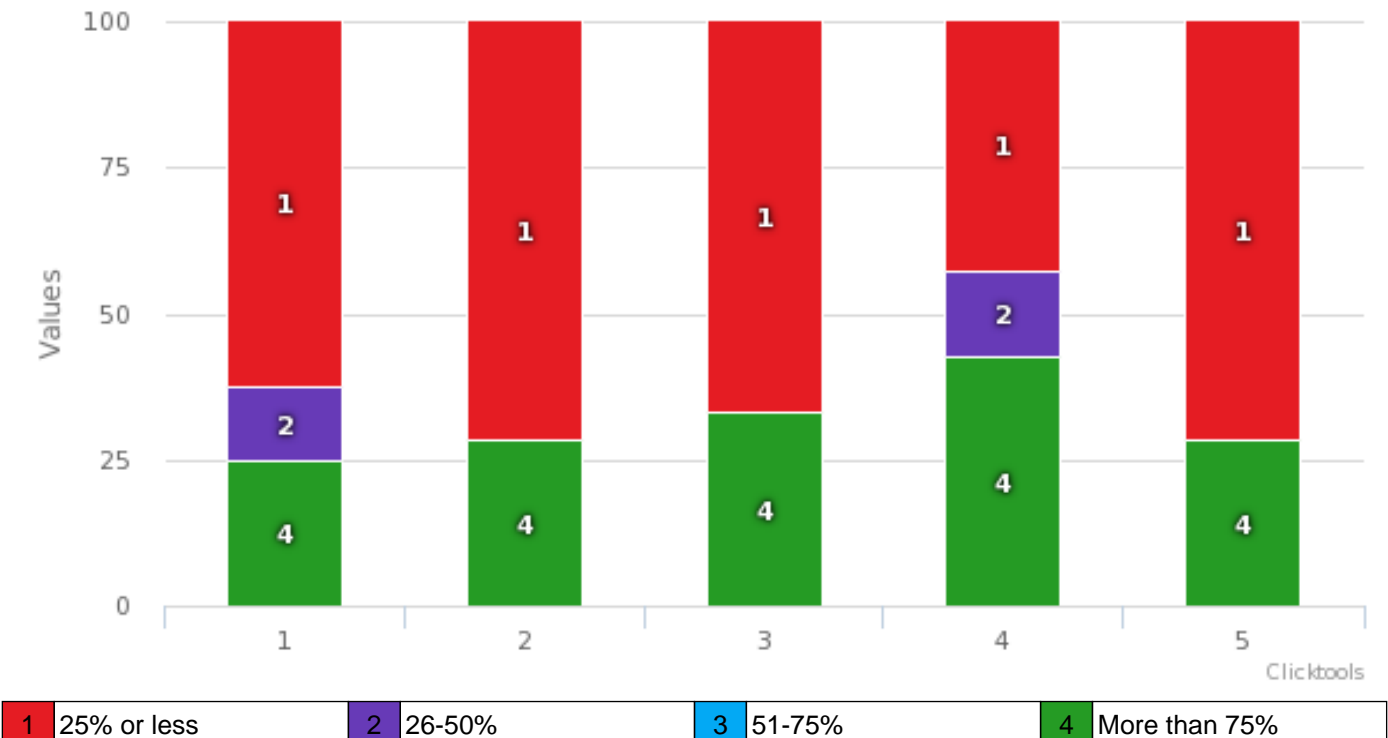
	1	2	3	4	Mean
1 Worldwide	62.5% (5)	12.5% (1)	0% (0)	25% (2)	1.88
2 North America	71.43% (5)	0% (0)	0% (0)	28.57% (2)	1.86
3 Central and South America	66.67% (4)	0% (0)	0% (0)	33.33% (2)	2
4 Europe, Middle East and Africa	42.86% (3)	14.29% (1)	0% (0)	42.86% (3)	2.43
5 Asia/Pacific	71.43% (5)	0% (0)	0% (0)	28.57% (2)	1.86

Response: 8

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

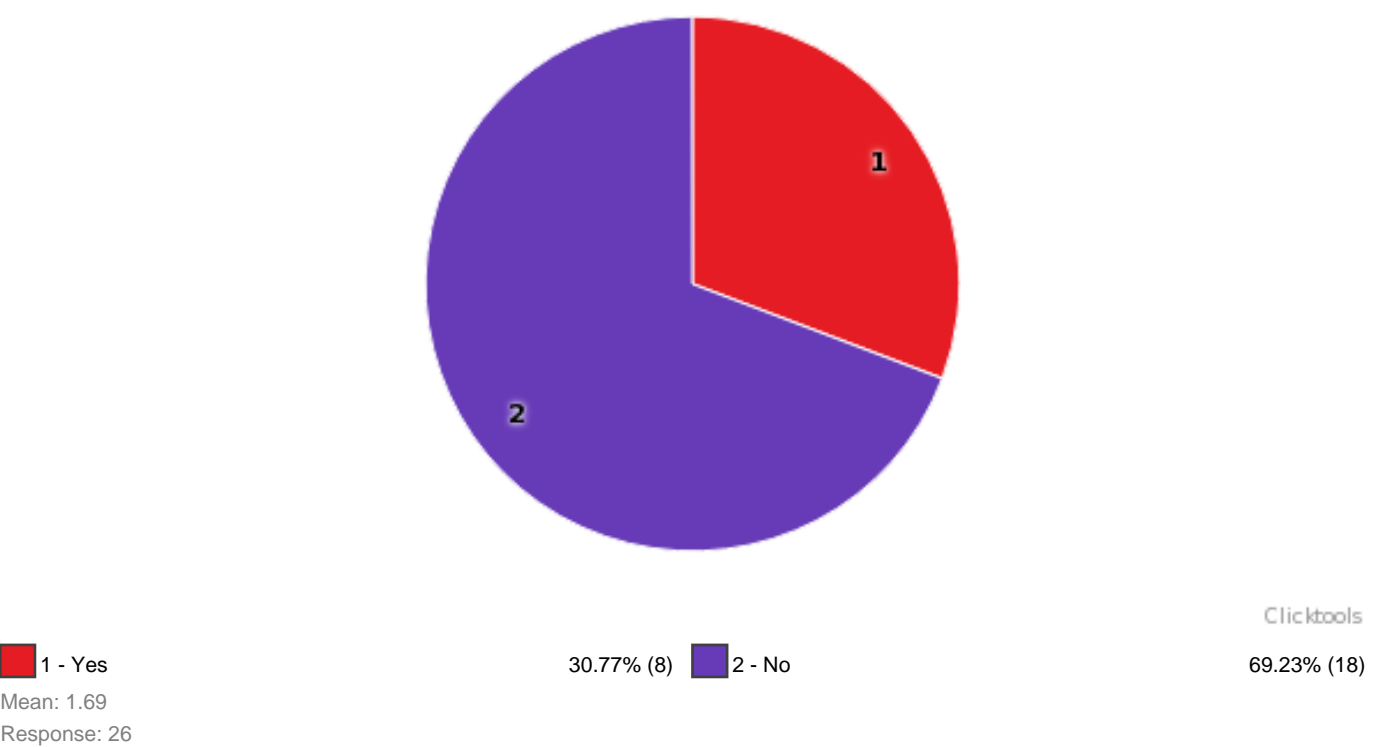|			
🟥 1 - Resellers/VARs	75% (6)	🟪 2 - Distributors/VADs	12.5% (1)
🟦 3 - Independent training organizations	37.5% (3)	🟩 4 - Services/Implementation Partners	37.5% (3)
🟨 5 - Individual contractors	12.5% (1)	🟧 6 - Other	12.5% (1)
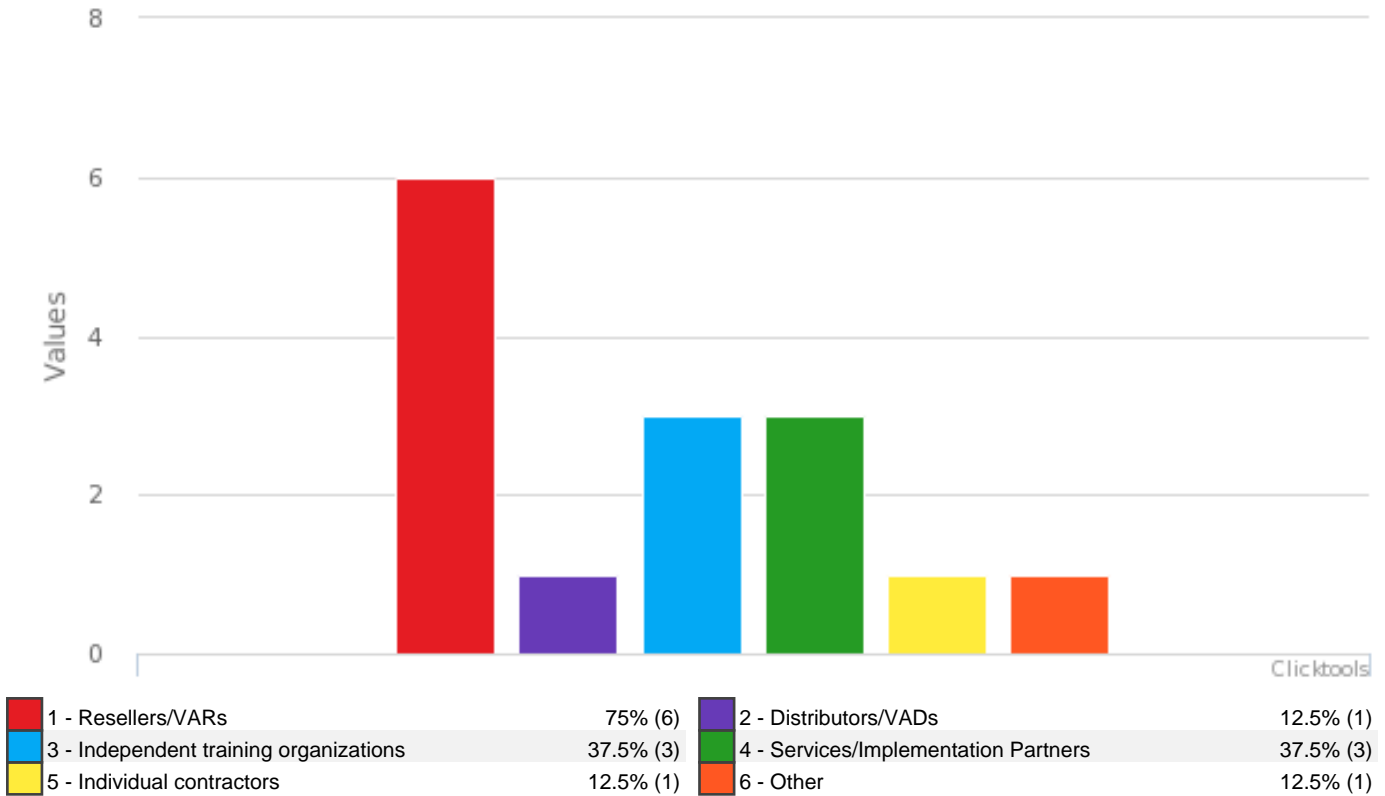
Response: 8

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)?
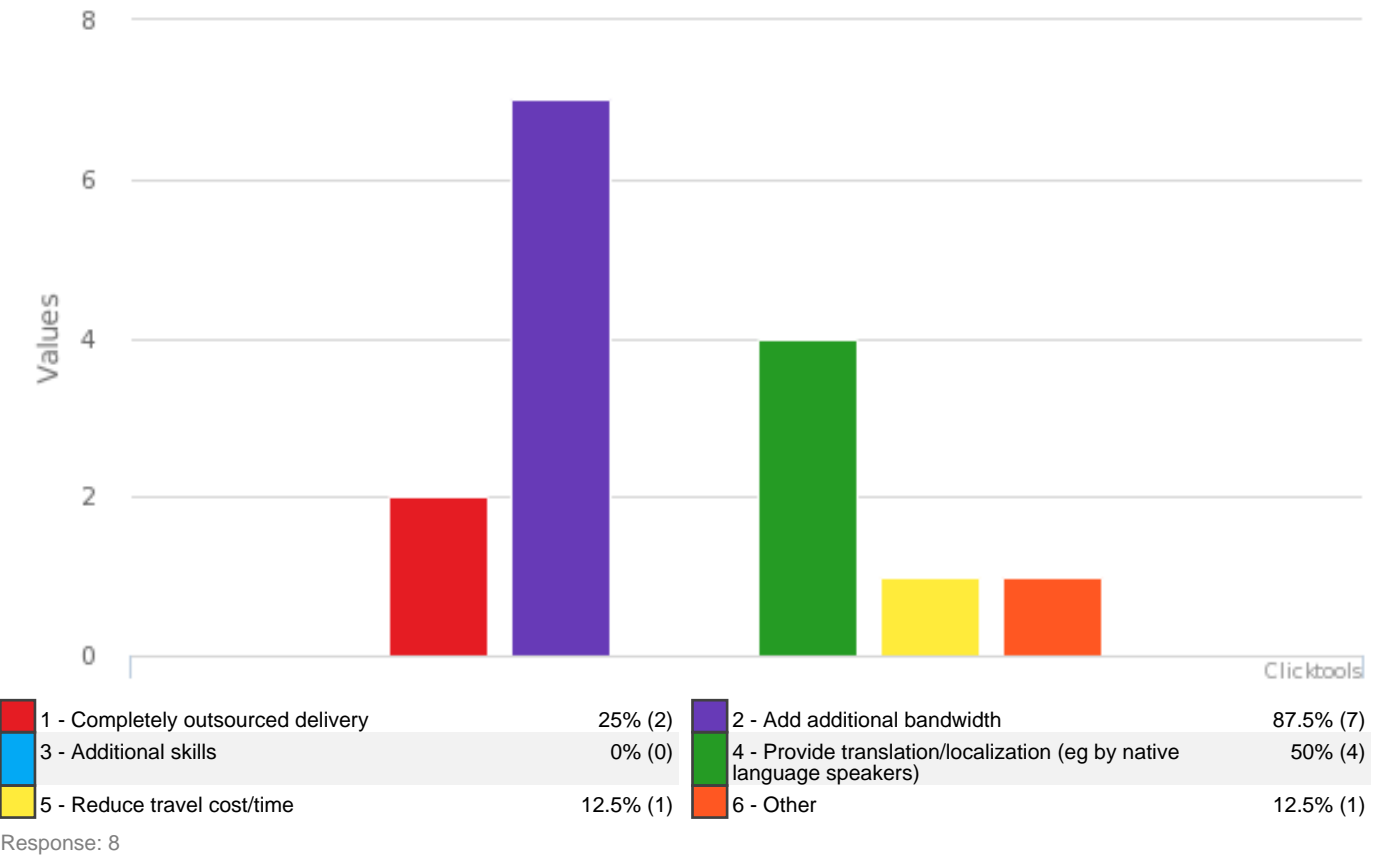
	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	133.86	61.14	8.43	46.29	17.57
Highest	800	400	50	250	100
Lowest	0	0	0	0	0
Standard deviation	295	149.53	18.42	91.08	36.54

Response: 7

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

■ 1 - Pay per use of the instructor	50% (4)	■ 2 - Recurring fixed fee licensing	12.5% (1)
■ 3 - Per seat revenue sharing	37.5% (3)	■ 4 - Training kit/unit based materials fee	50% (4)
■ 5 - Other	0% (0)		
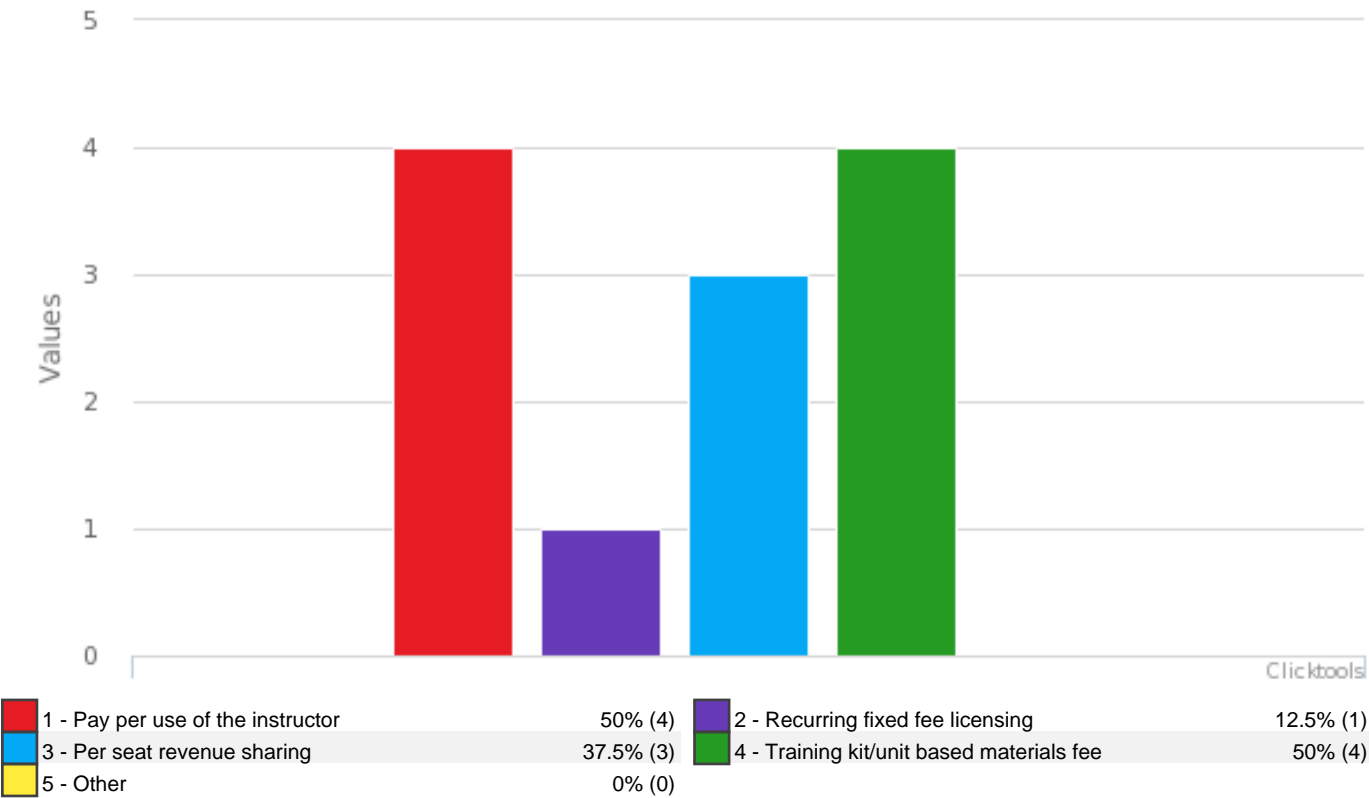
Response: 8

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.

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	25% (2)	37.5% (3)	12.5% (1)	12.5% (1)	0% (0)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.62
2	North America	14.29% (1)	57.14% (4)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.57
3	Central and South America	28.57% (2)	42.86% (3)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	3.57
4	Europe, Middle East and Africa	14.29% (1)	28.57% (2)	28.57% (2)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.14
5	Asia/Pacific	25% (2)	50% (4)	0% (0)	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	3.12

Response: 8

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

■ 1 - Yes	37.5% (3)	■ 2 - No	62.5% (5)

Mean: 1.62
Response: 8
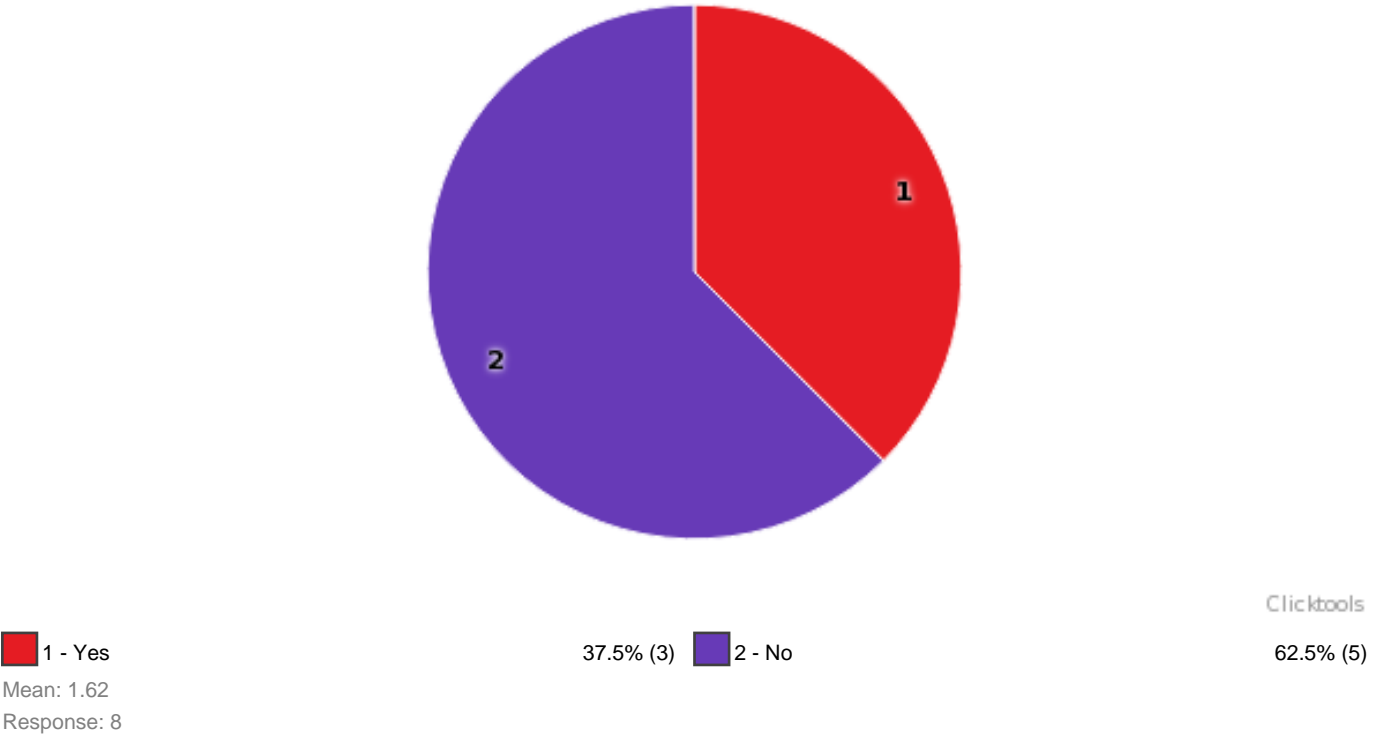
97. Do you require course delivery partner organizations to participate in a formal class evaluation process?

■ 1 - Yes	87.5% (7)	■ 2 - No	12.5% (1)

Mean: 1.12
Response: 8
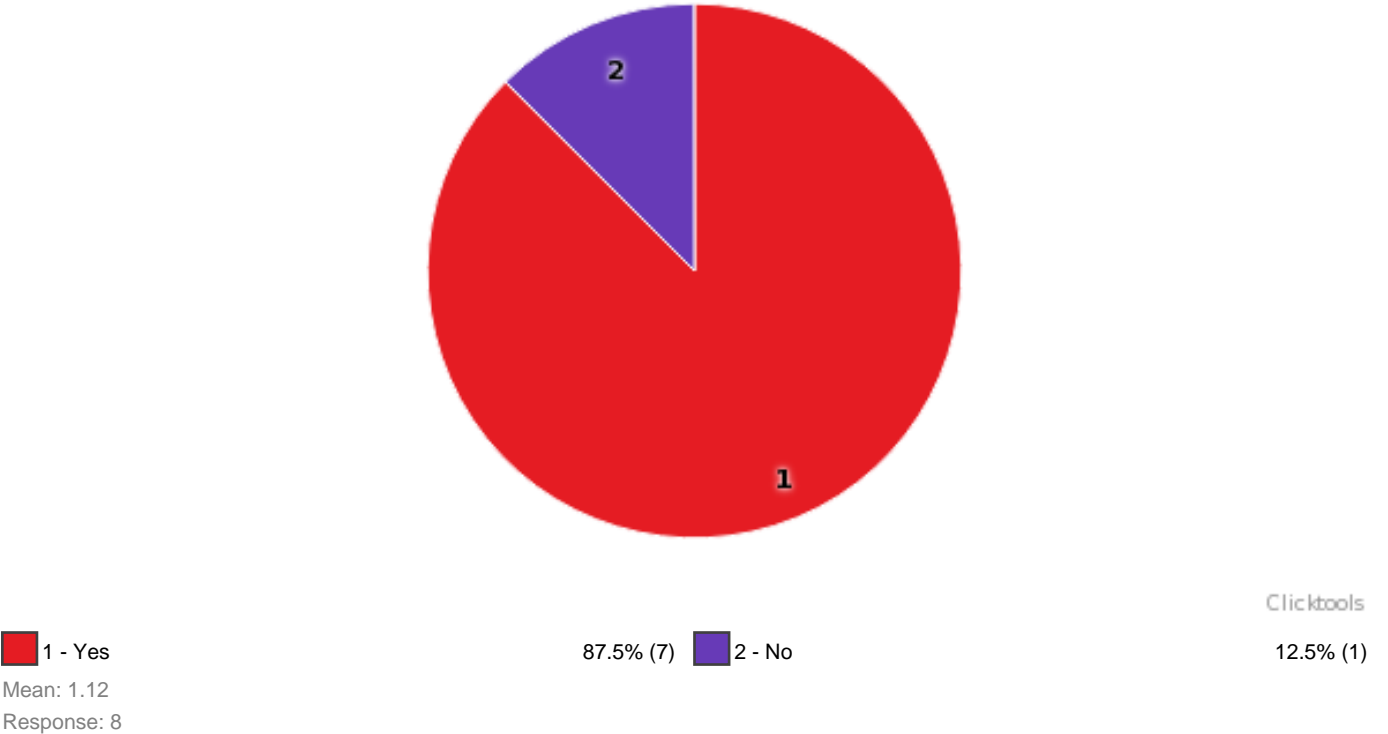
98. Do you have a formal academic partner program?
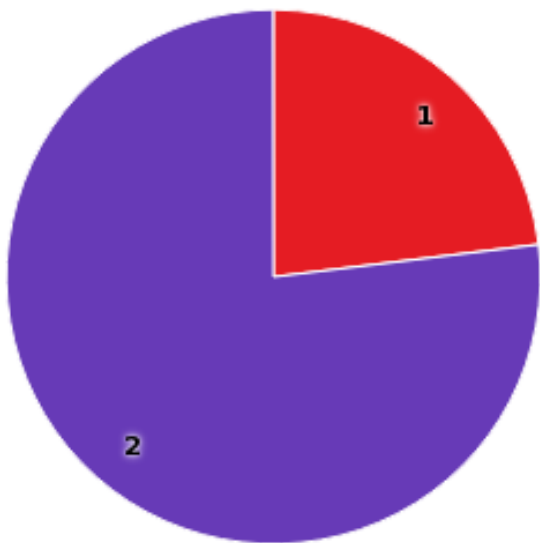
■ 1 - Yes	23.08% (6)	■ 2 - No	76.92% (20)

Mean: 1.77
Response: 26

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

■ 1 - Extend/expand the reach of Education Services	50% (3)	■ 2 - Establish brand/technical mindshare for future customers and users	50% (3)
■ 3 - Supporting school-to-work programs	33.33% (2)	■ 4 - Provide a source of new-hires and/or interns for internal, partner and/or customer/user organizations	50% (3)
■ 5 - Provide local language training	0% (0)	■ 6 - Other	0% (0)
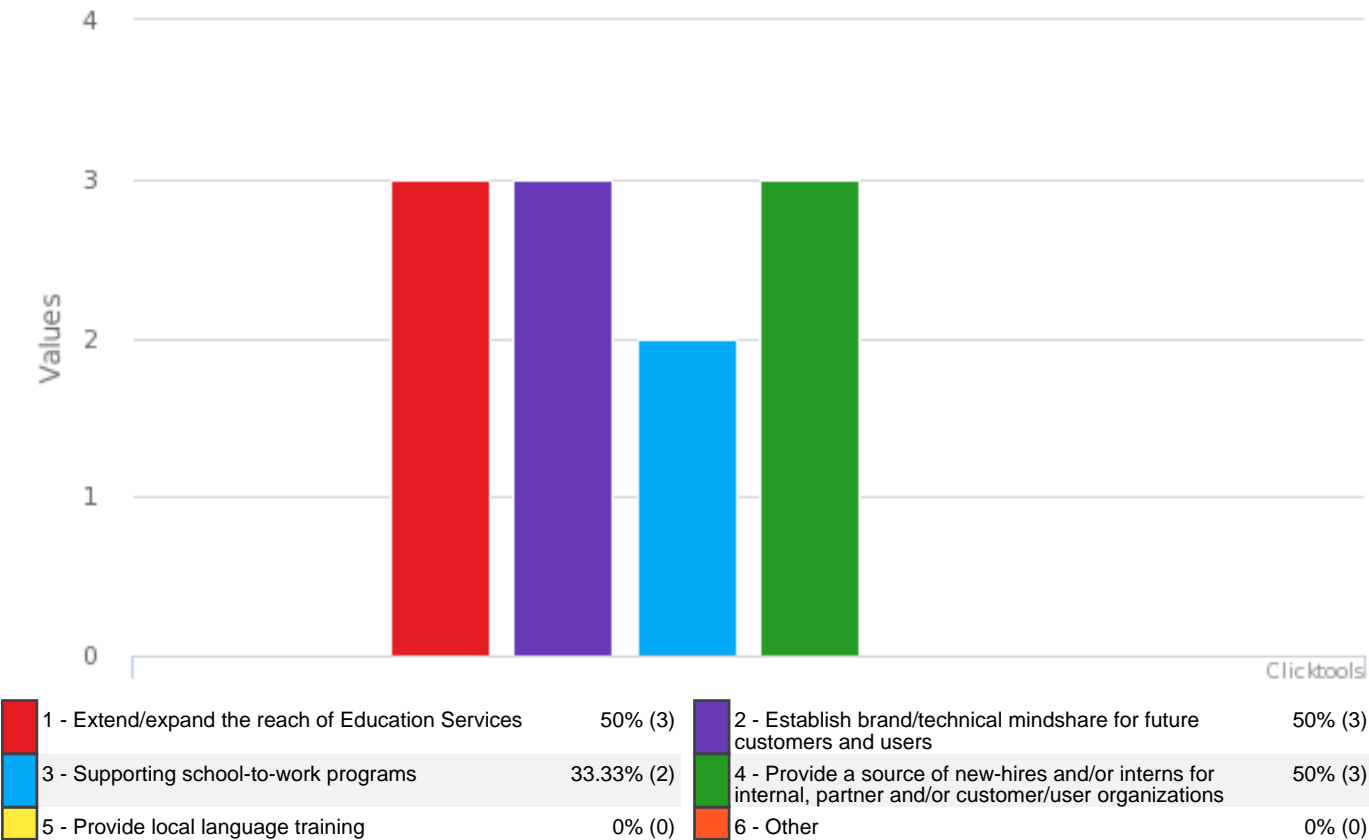
Response: 6

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

■ 1 - Yes	83.33% (5)	■ 2 - No	16.67% (1)

Mean: 1.17
Response: 6
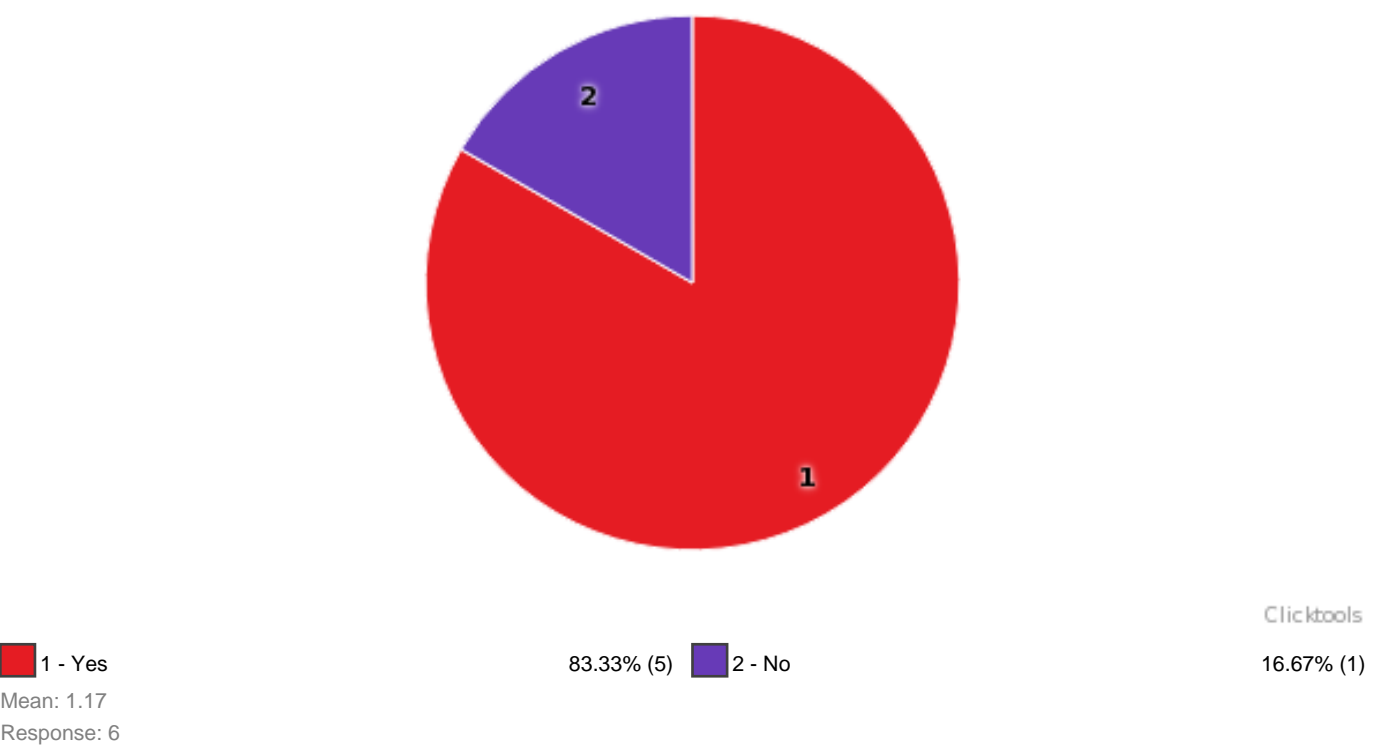
101. How many academic partners do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	14	4.5	0	6.5	3
Highest	15	6	0	11	5
Lowest	13	3	0	2	1
Standard deviation	1.41	2.12	0	6.36	2.83

Response: 2

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

■ 1 - Secondary schools	33.33% (2)	■ 2 - Vocational/Technical Schools	66.67% (4)
■ 3 - Associates' programs/2 year colleges or certificates	100% (6)	■ 4 - Bachelors' programs/4 year colleges and universities	100% (6)
■ 5 - Graduate programs/universities	83.33% (5)	■ 6 - Other	0% (0)
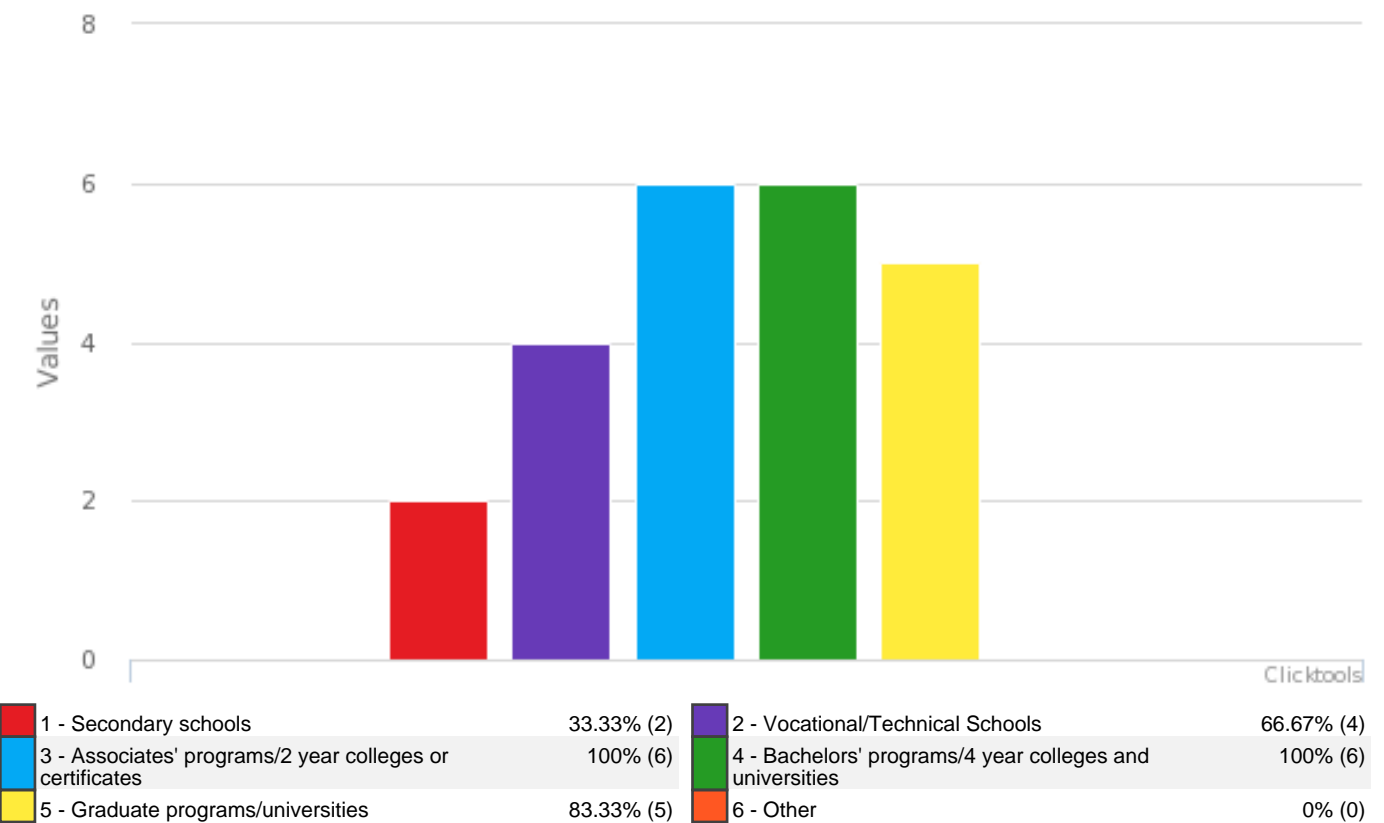
Response: 6

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

|			
■ 1 - Recurring fixed fee licensing	0% (0)	■ 2 - Per seat revenue sharing	16.67% (1)
■ 3 - Training kit/unit based materials fee	66.67% (4)	■ 4 - Corporate-provided budget	50% (3)
■ 5 - Other	0% (0)		
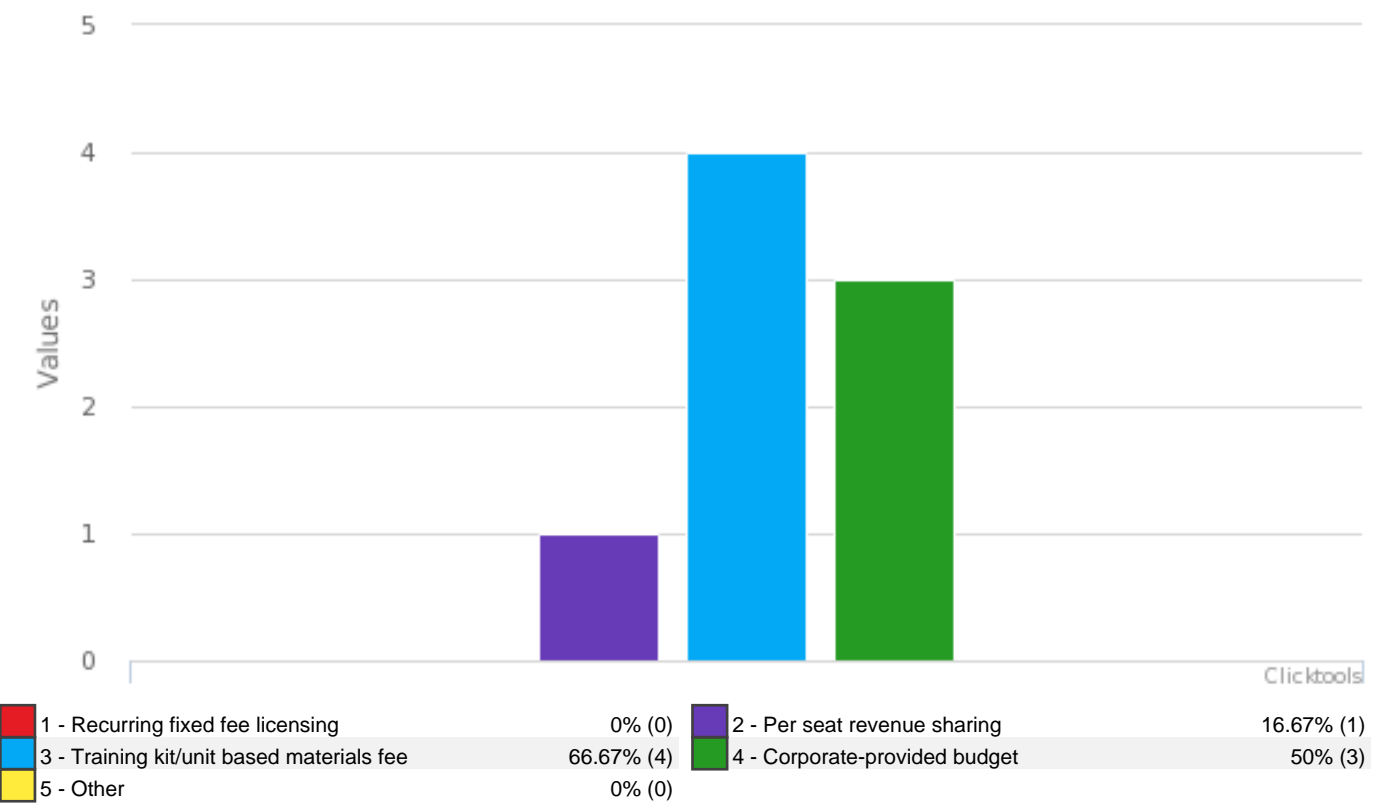
Response: 6

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	40% (2)	20% (1)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.2
2	North America	0% (0)	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3
3	Central and South America	0% (0)	66.67% (2)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.67
4	Europe, Middle East and Africa	0% (0)	33.33% (1)	33.33% (1)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3
5	Asia/Pacific	0% (0)	66.67% (2)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.67

Response: 5

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

■ 1 - Yes, for all of our products	19.23% (5)	■ 2 - Yes, for some of our products	61.54% (16)
■ 3 - No, we don't offer any certification programs	19.23% (5)		

Mean: 2
Response: 26
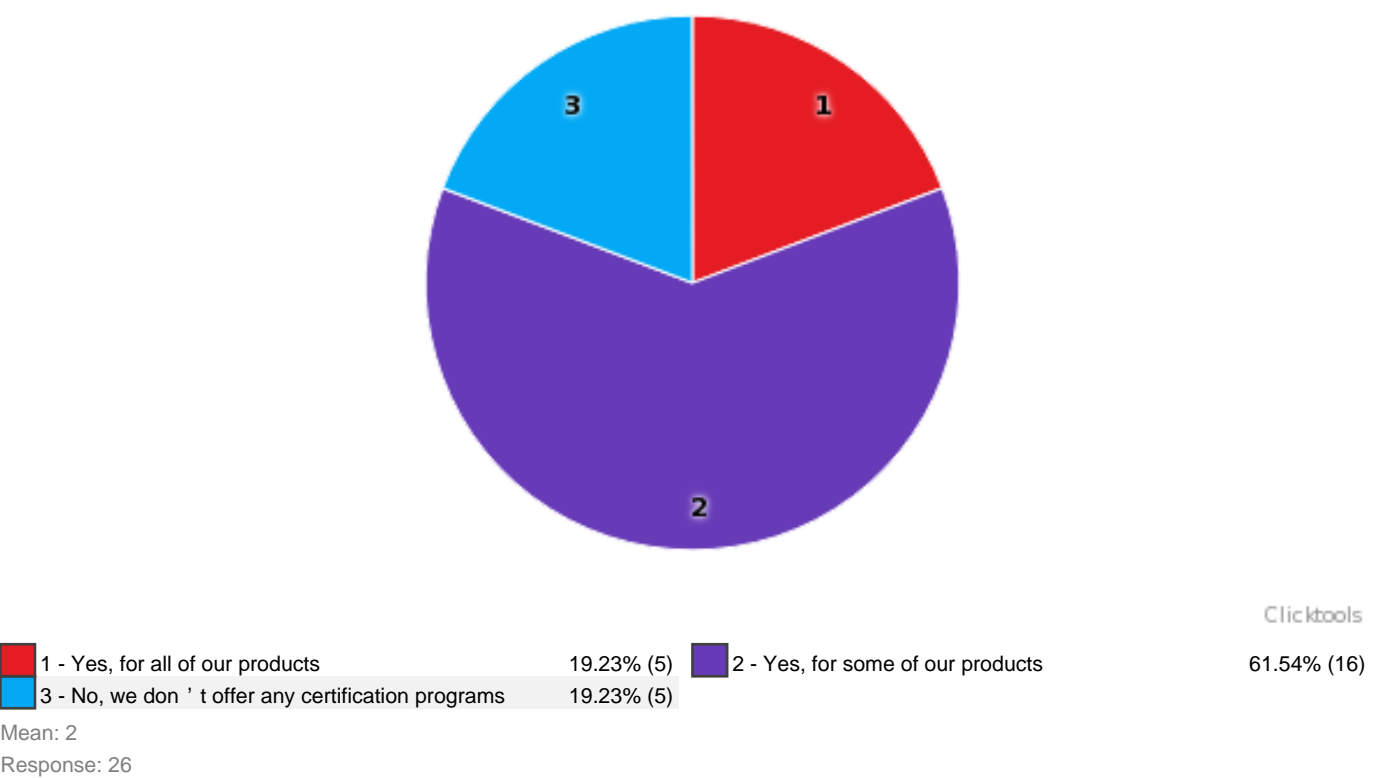
106. What are the two main goals for your certification programs?

■ 1 - Validate partner skills	57.14% (12)	■ 2 - Promoting brand recognition in the industry	9.52% (2)
■ 3 - Creating loyalty in our partner community and customer base	19.05% (4)	■ 4 - Establishing advocacy in the technical community	19.05% (4)
■ 5 - Creating a social network of support in the technical community	0% (0)	■ 6 - Revenue Generation	14.29% (3)
■ 7 - Ensure customer satisfaction	47.62% (10)	■ 8 - Enhance our product's value	14.29% (3)
■ 9 - Other	4.76% (1)		

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

		Intended	Required
1	Sales - Internal staff	75% (3)	25% (1)
2	Sales - Channels/Partners	40% (2)	60% (3)
3	Presales – Internal Staff/Engineers	72.73% (8)	27.27% (3)
4	Presales – Channel/Partners	45.45% (5)	54.55% (6)
5	Post-sales – Internal Service Staff	38.89% (7)	61.11% (11)
6	Post-sales – Channels/Partners	39.29% (11)	60.71% (17)
7	Customers/end users	100% (17)	0% (0)
8	Students (academic)	100% (8)	0% (0)
9	Other	0% (0)	100% (1)
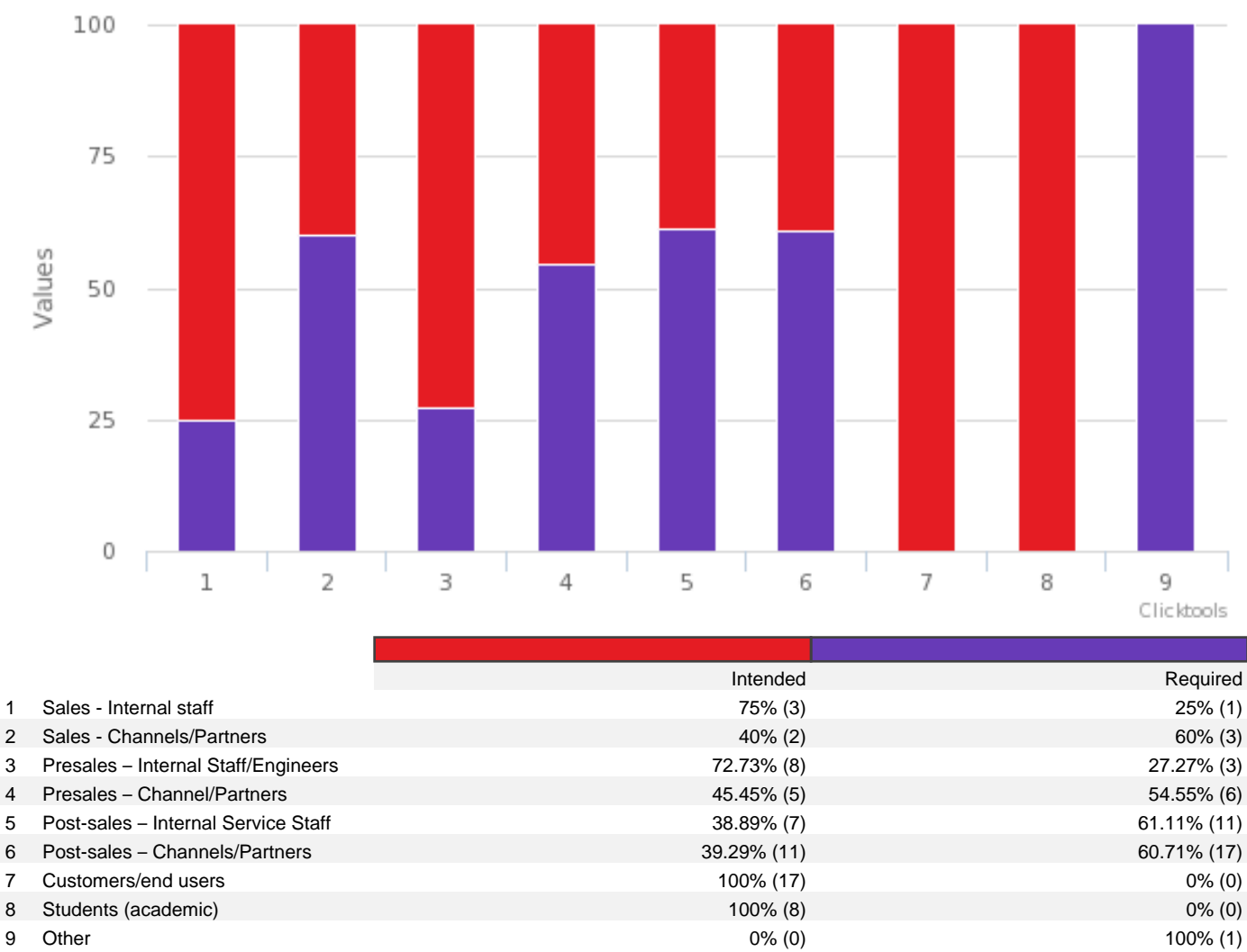
Response: 20

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

🟥 1 - 1	19.05% (4)	🟪 2 - 2	38.1% (8)
🟦 3 - 3	23.81% (5)	🟩 4 - 4	0% (0)
🟨 5 - 5 or more	9.52% (2)	🟧 6 - It varies	9.52% (2)

Mean: 2.71
Response: 21

109. Are your tiers progressive (that is, you must achieve one level to progress to the next)?
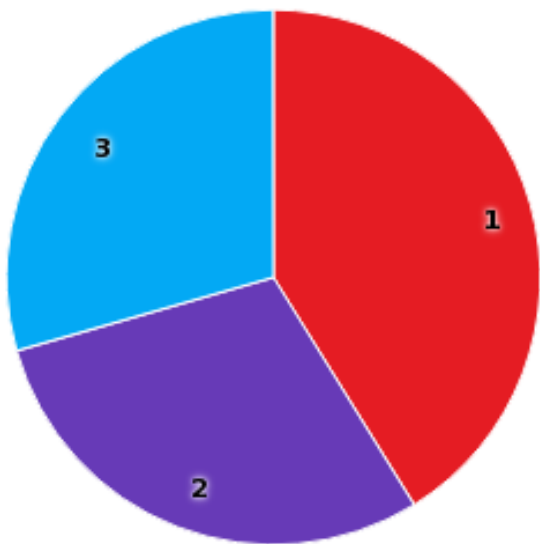
🟥 1 - Yes, for all tiers	41.18% (7)	🟪 2 - Yes, but only for some tiers	29.41% (5)
🟦 3 - No, you can go directly to the top tier or any point in-between	29.41% (5)		

Mean: 1.88
Response: 17

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

■ 1 - Must re-certify annually	14.29% (3)	■ 2 - 2 Years	14.29% (3)
■ 3 - 3-4 years	14.29% (3)	■ 4 - 5 years or more	0% (0)
■ 5 - Certifications never expire	9.52% (2)	■ 6 - Varies by certification	14.29% (3)
■ 7 - Only valid for a product version	23.81% (5)	■ 8 - Other	9.52% (2)

Mean: 4.62
Response: 21

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

■ 1 - Less than a year	28.57% (6)	■ 2 - 1-2 years	9.52% (2)
■ 3 - 2-3 years	14.29% (3)	■ 4 - 3-4 years	9.52% (2)
■ 5 - 4-5 years	14.29% (3)	■ 6 - 5-9 years	4.76% (1)
■ 7 - 10 years or more	19.05% (4)		

Mean: 3.62

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112. How many certifications:

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

	1	2	3	4	5	6	7	8	9	10	Mean
1 Were issued in the last business year?	25% (5)	25% (5)	10% (2)	5% (1)	10% (2)	5% (1)	5% (1)	5% (1)	10% (2)	0% (0)	3.7
2 Were issued since start of the certification program?	25% (5)	0% (0)	25% (5)	5% (1)	5% (1)	5% (1)	5% (1)	5% (1)	5% (1)	20% (4)	4.95
3 Are valid currently?	27.78% (5)	5.56% (1)	16.67% (3)	0% (0)	11.11% (2)	0% (0)	11.11% (2)	5.56% (1)	5.56% (1)	16.67% (3)	4.83

113. Does your certification program include Performance-Based Testing?
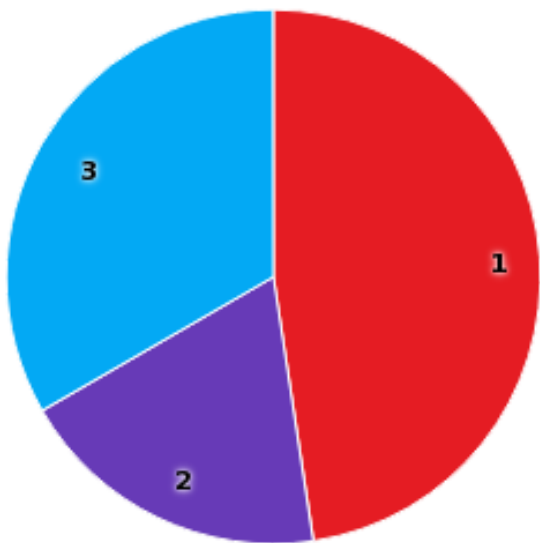
🟥	1 - Yes, it's live	47.62% (10)	🟪 2 - No, but we're developing it	19.05% (4)
🟦	3 - No, we have no plans	33.33% (7)		

Mean: 1.86
Response: 21

114. In what form is any preparatory study/training distributed? Select all that apply.
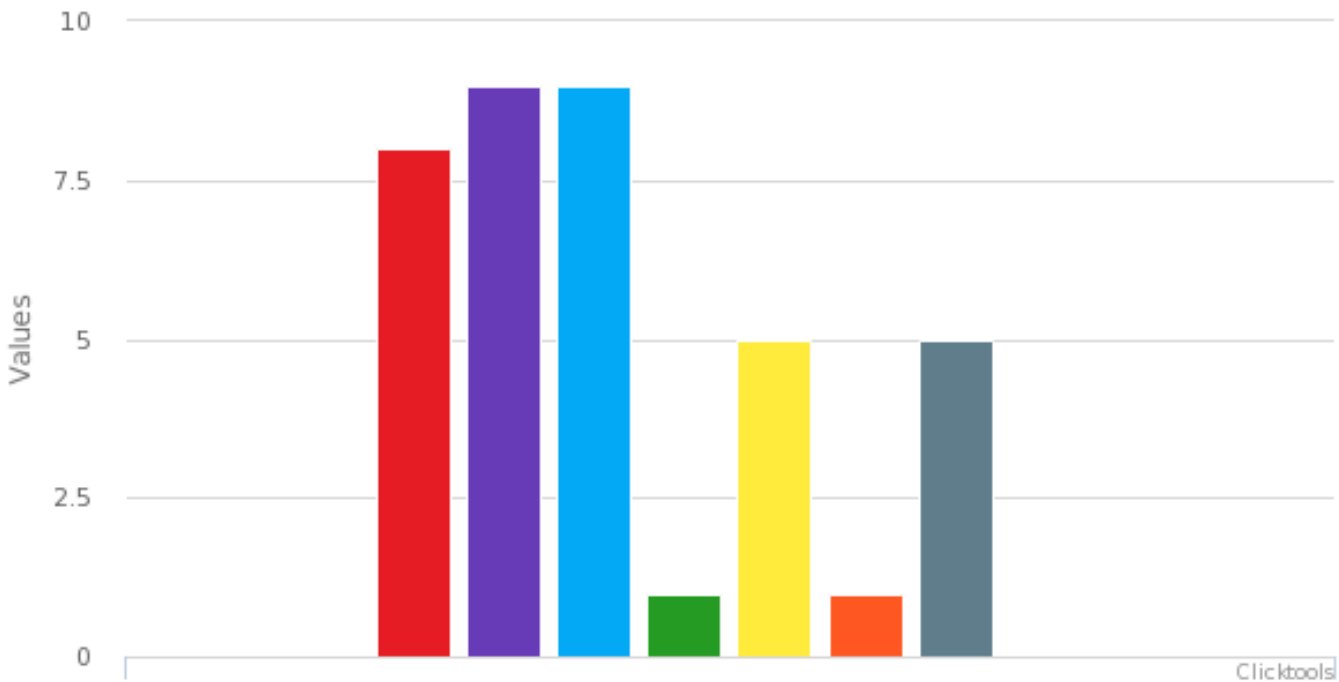
🟥	1 - Vendor prepared, authorized instructor led training	38.1% (8)	🟪 2 - Vendor prepared e-learning	42.86% (9)
🟦	3 - Vendor prepared self-study materials	42.86% (9)	🟩 4 - Third party prepared and delivered instructor led training and/or e-learning	4.76% (1)
🟨	5 - Commercially available study/reading materials	23.81% (5)	🟧 6 - Publically available academic programs	4.76% (1)
⬜	7 - We don't have any	23.81% (5)	🟪 8 - Other	0% (0)

Response: 21

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

■	1 - Individuals with pre-existing certification	28.57% (6)	■	2 - Industry recognized technical experts	19.05% (4)
■	3 - Education Services staff	90.48% (19)	■	4 - Other company staff	61.9% (13)
■	5 - Partner staff	42.86% (9)	■	6 - Customers/end users	28.57% (6)
■	7 - Professional consultants and/or organizations	57.14% (12)	■	8 - Other	0% (0)
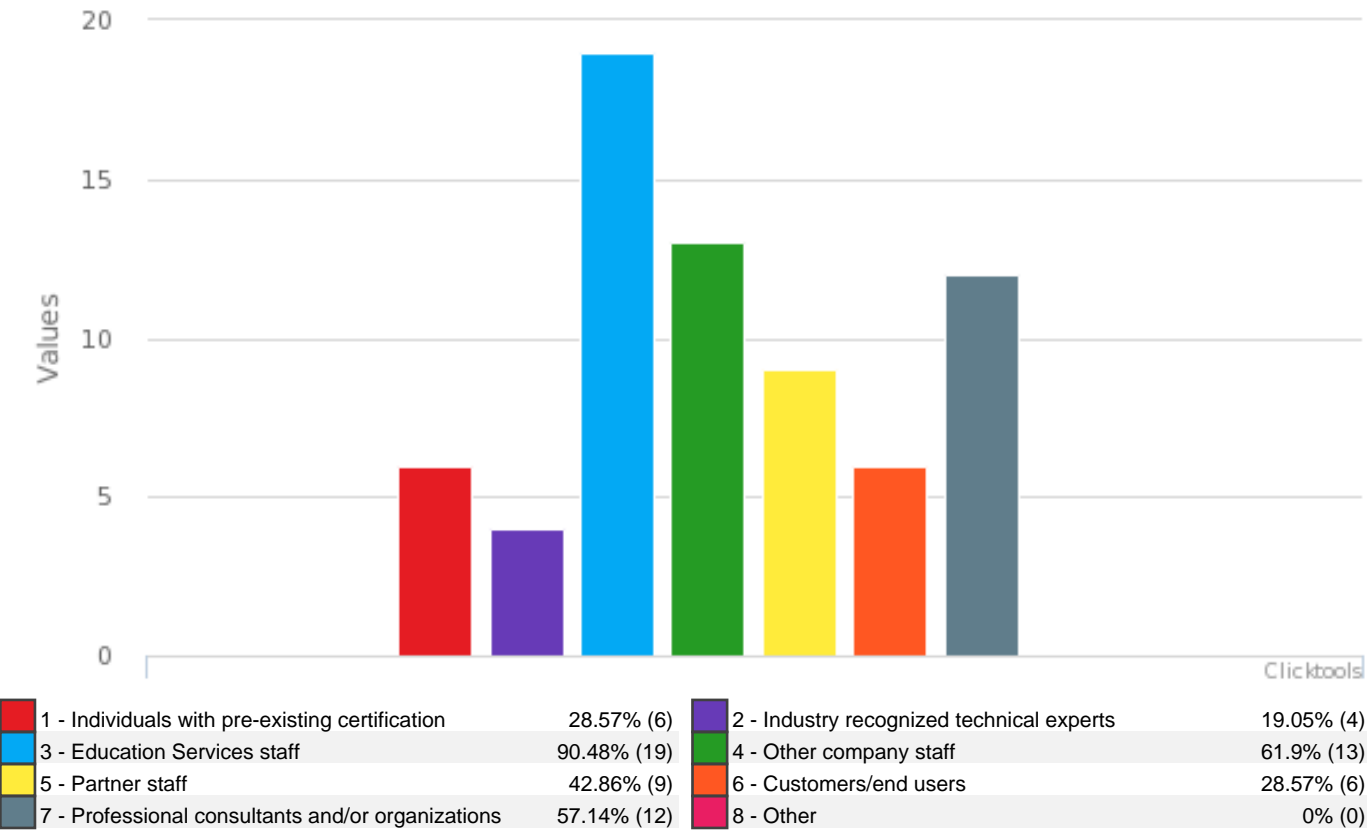
Response: 21

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

■	1 - Proctored practical exam(s)	23.81% (5)	■	2 - Proctored computer-based exam(s)	42.86% (9)
■	3 - Un-proctored computer-based exam(s)	19.05% (4)	■	4 - Proctored Online/web delivered computer-based exam(s)	23.81% (5)
■	5 - Unproctored Online/web delivered computer-based exam(s)	28.57% (6)	■	6 - Submission of a written/electronic dossier	9.52% (2)
■	7 - Other	0% (0)			
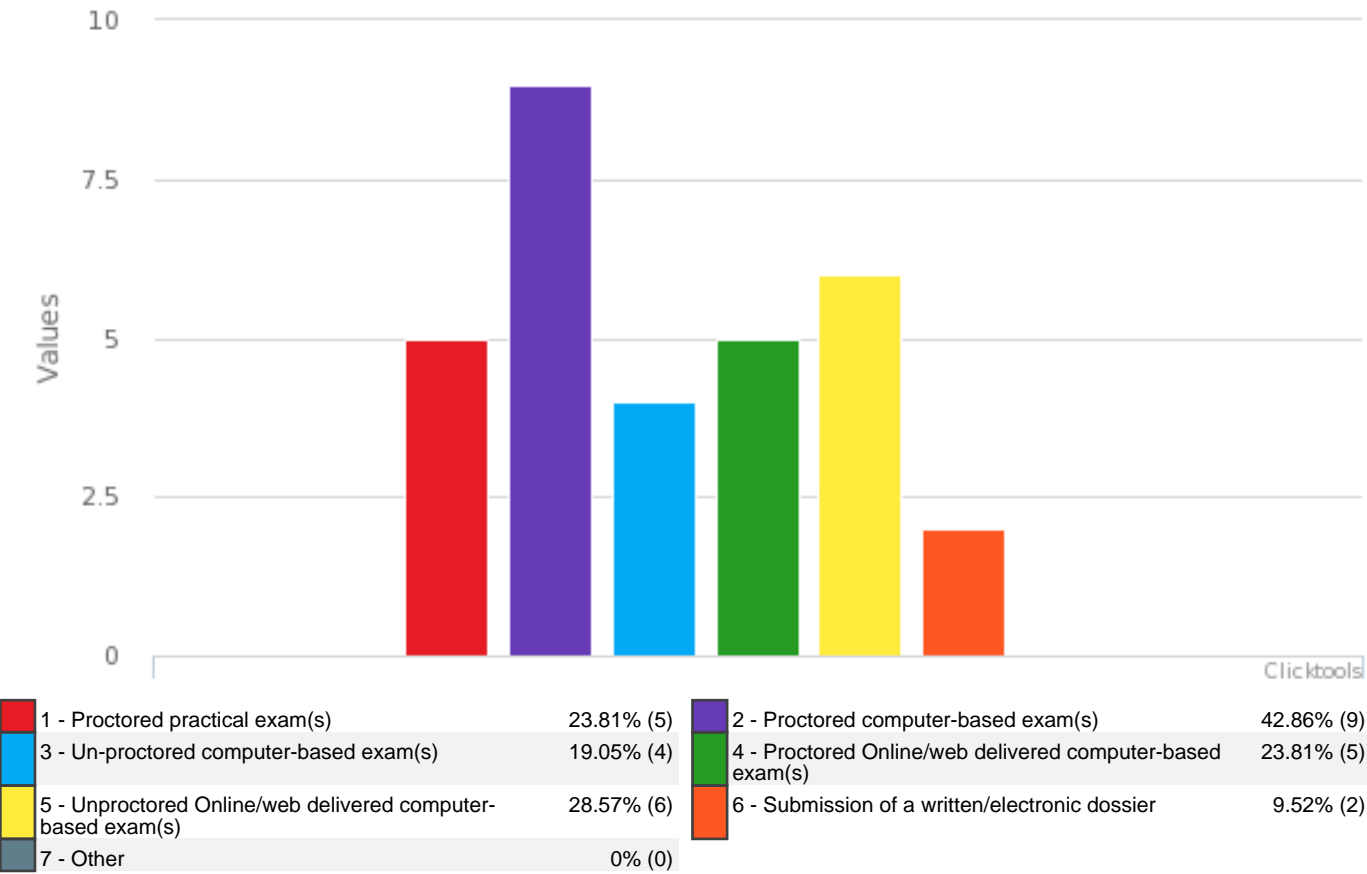
117. How do you deliver/distribute your certification exams? Select all that apply.

🟥 1 - Our company training and testing centers	19.05% (4)	🟪 2 - Authorized Training Partner training and testing centers	19.05% (4)
🟦 3 - Third party training and testing centers	38.1% (8)	🟩 4 - Electronically, over the web	66.67% (14)
🟨 5 - Other	4.76% (1)		

Response: 21
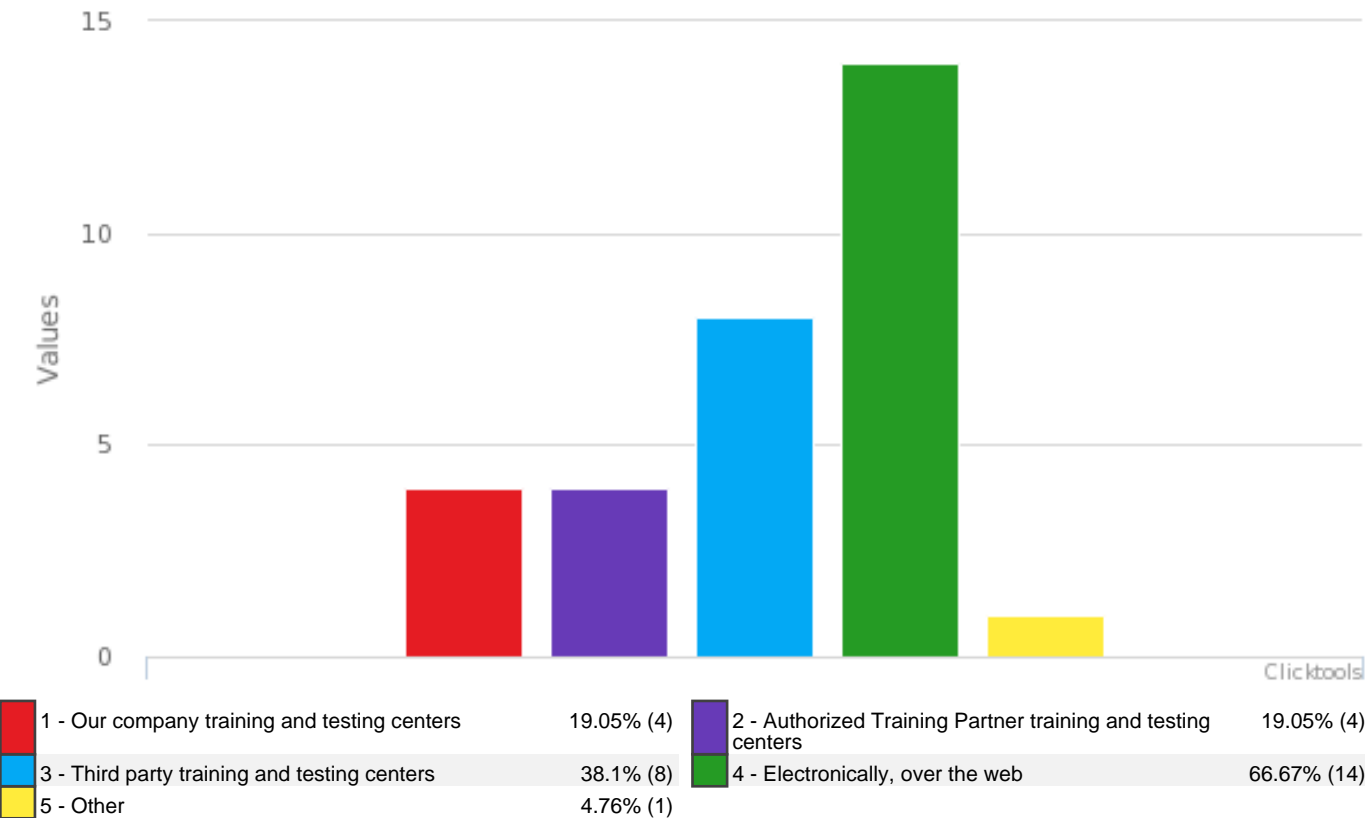
118. How many FTE equivalent employees in your organization perform certification-related activities?

🟥 1 - None	16.67% (3)	🟪 2 - 1	38.89% (7)
🟦 3 - 2-3	16.67% (3)	🟩 4 - 4-5	11.11% (2)
🟨 5 - 6-10	5.56% (1)	🟧 6 - 11-20	11.11% (2)
⬛ 7 - 21-40	0% (0)	🟥 8 - >40	0% (0)

Mean: 2.83
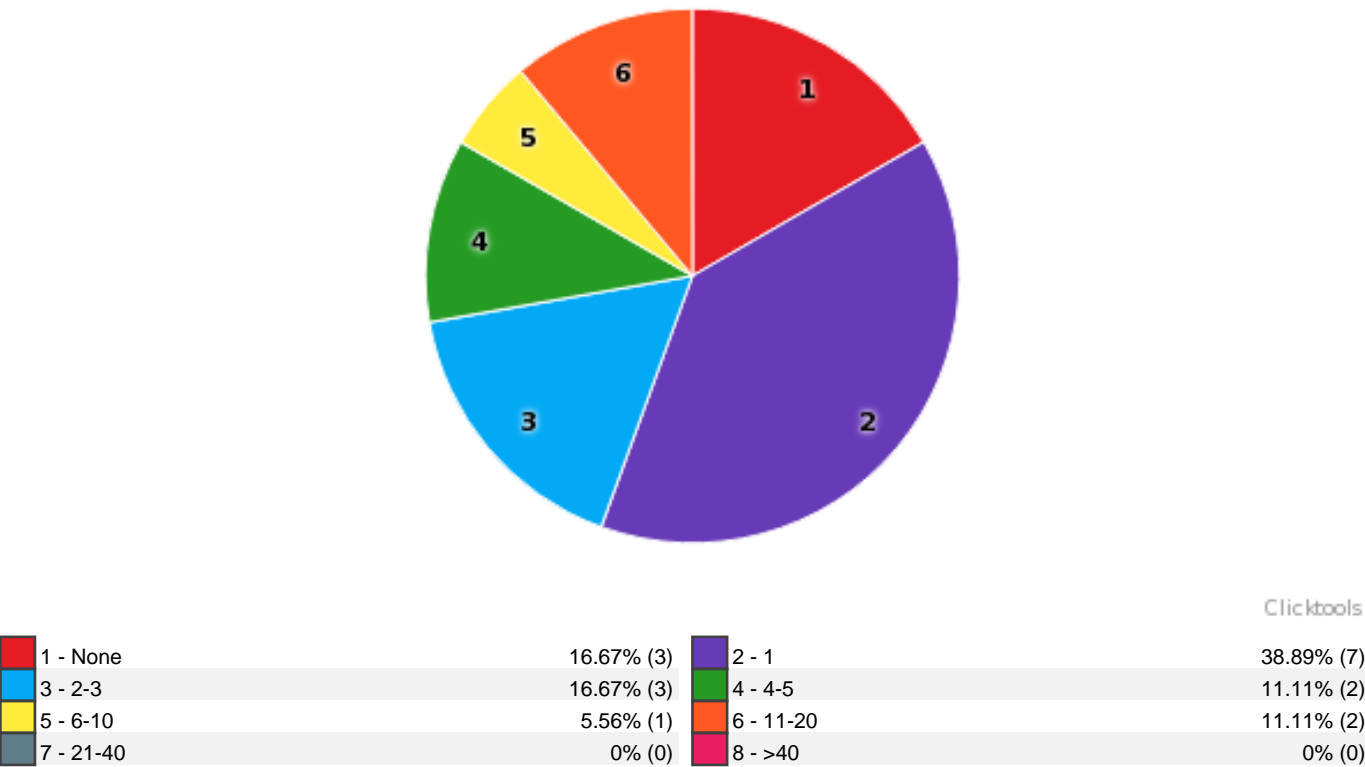
119. Which of the following benefits do your certified individuals receive? Select all that apply.

1 - Logos	85% (17)	2 - Hard copy (paper) certificates	10% (2)
3 - Soft copy (electronic) certificates	85% (17)	4 - Letters of recognition	10% (2)
5 - Branded Merchandise (shirts, hats, and so on)	5% (1)	6 - Online store for branded merchandise	0% (0)
7 - Early access to new product information	15% (3)	8 - Access to organization subject matter experts	5% (1)
9 - Preferential access to training (for example, bypass wait lists)	5% (1)	10 - Preferential access to technical support	10% (2)
11 - Preferential access to technology (online labs and networks)	5% (1)	12 - Government reimbursement for exam costs (for example, military personnel)	0% (0)
13 - Career Support Special events for certified individuals at vendor conferences	5% (1)	14 - Product service or discounts	5% (1)
15 - Registry listing	35% (7)	16 - Free training when products they are certified on are updated	15% (3)
17 - Other	20% (4)		

Response: 20