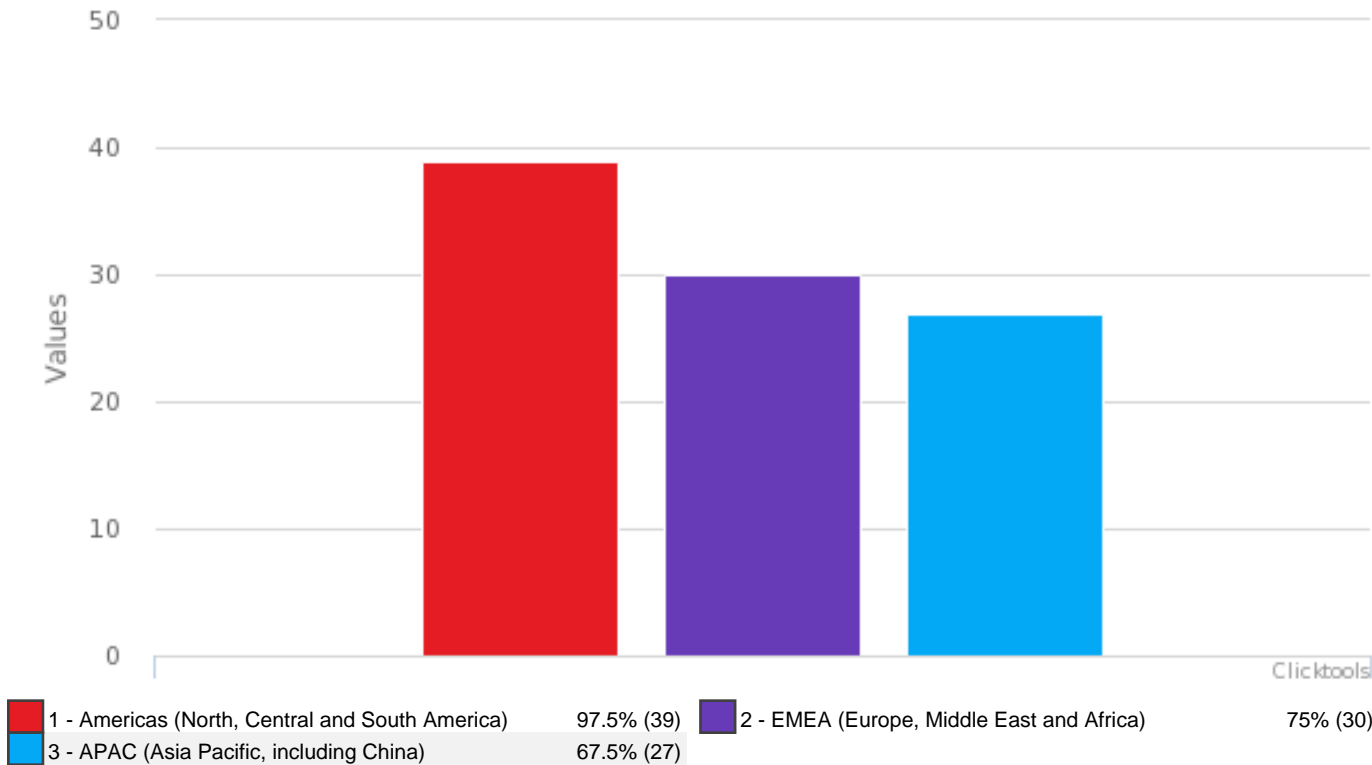
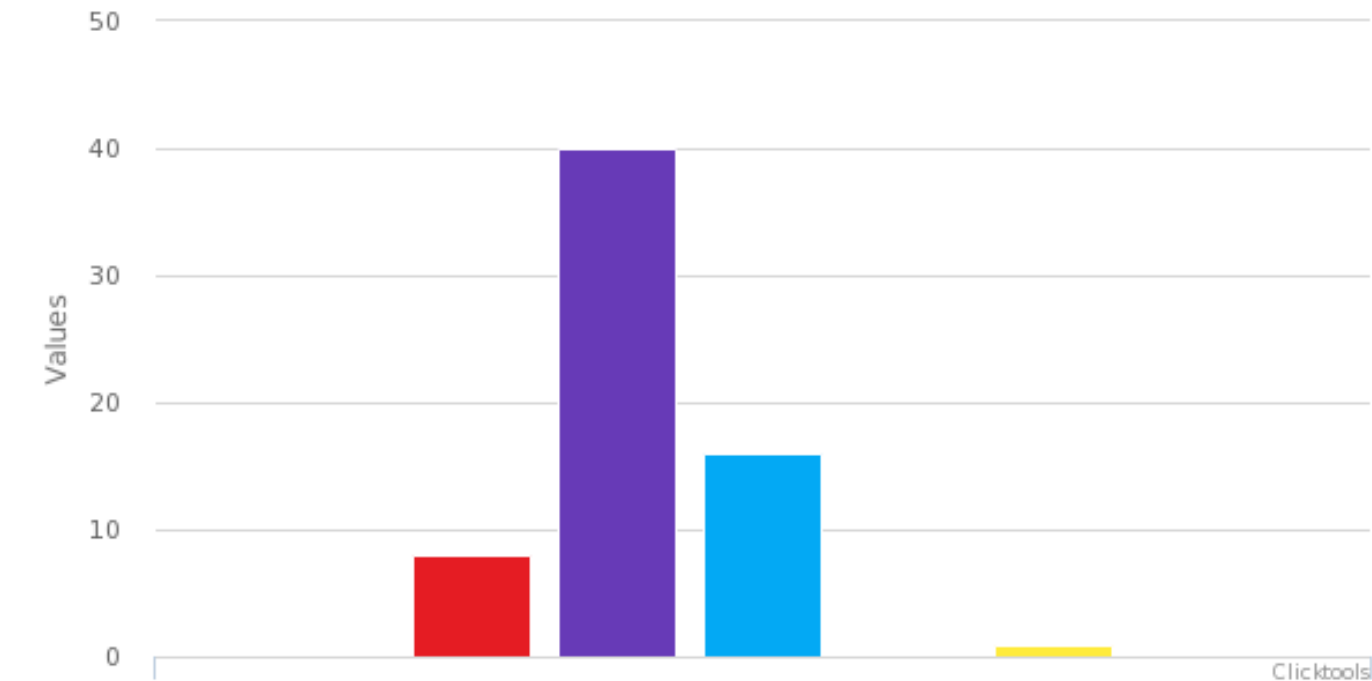


Business Survey 2016 - Software (40)

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



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



1 - Hardware	20% (8)	2 - Software	100% (40)
3 - Software as a Service (SaaS)	40% (16)	4 - Biosciences	0% (0)
5 - Other	2.5% (1)		

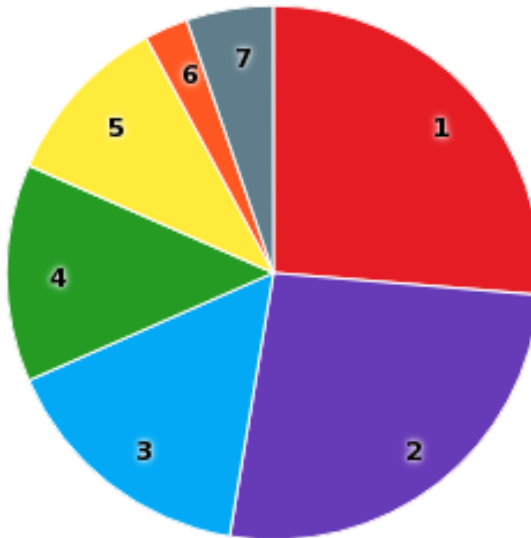
Response: 40

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	56%	4.59%	27.81%	11.16%
Highest	100%	35%	100%	35%
Lowest	0%	0%	0%	0%
Standard deviation	20.83	6.41	16.77	8.63

Response: 37

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

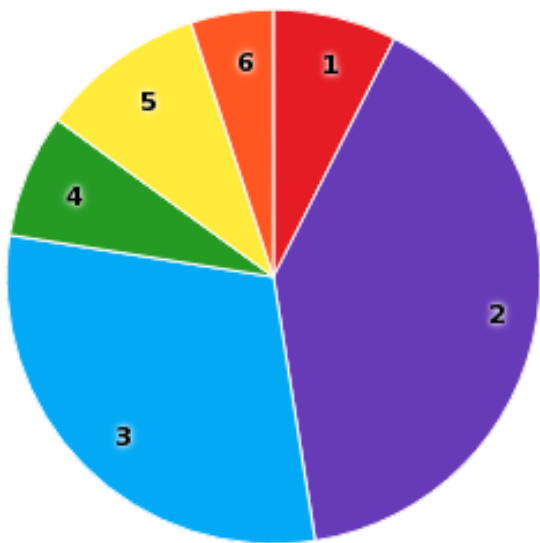


1 - \$100M or less	26.32% (10)	2 - Between \$101M and \$500M	26.32% (10)
3 - Between \$501M and \$1B	15.79% (6)	4 - More than \$1B and less than \$3B	13.16% (5)
5 - More than \$3B and less than \$10B	10.53% (4)	6 - More than \$10B and less than \$25B	2.63% (1)
7 - \$25B or more	5.26% (2)		

Mean: 2.84

Response: 38

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



			Clicktools
1 - 100 or less	7.5% (3)	2 - 101-1000	40% (16)
3 - 1001-5000	30% (12)	4 - 5001-10000	7.5% (3)
5 - 10001-50000	10% (4)	6 - More than 50000	5% (2)

Mean: 2.88
Response: 40

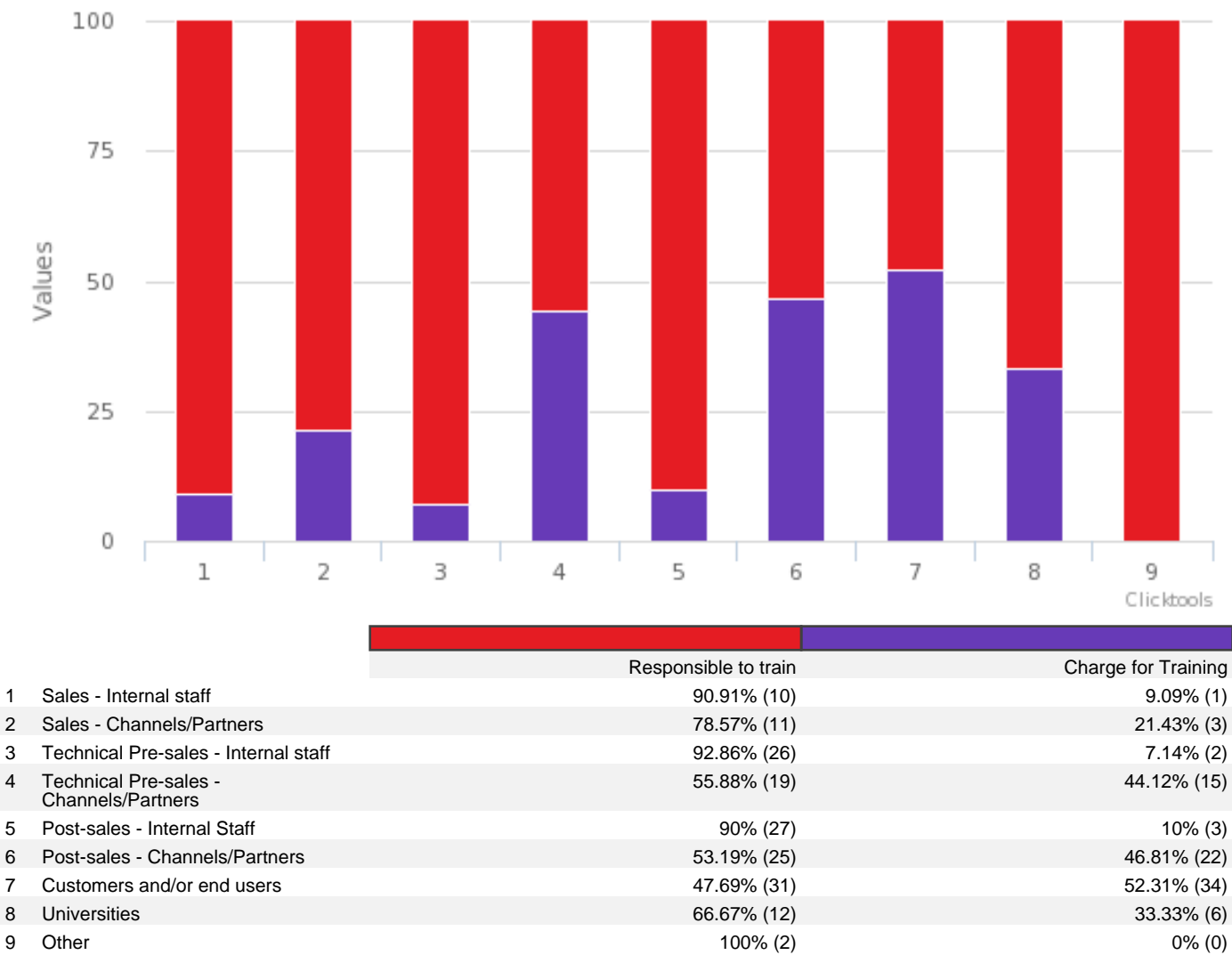
6. Approximately, what is the current total size (number of employees) of your centralized Education Services organization?



			Clicktools
1 - 10 or less	45% (18)	2 - 11-20	20% (8)
3 - 21-50	10% (4)	4 - 51-100	7.5% (3)
5 - 101-200	7.5% (3)	6 - 201-300	10% (4)
7 - More than 300	0% (0)		

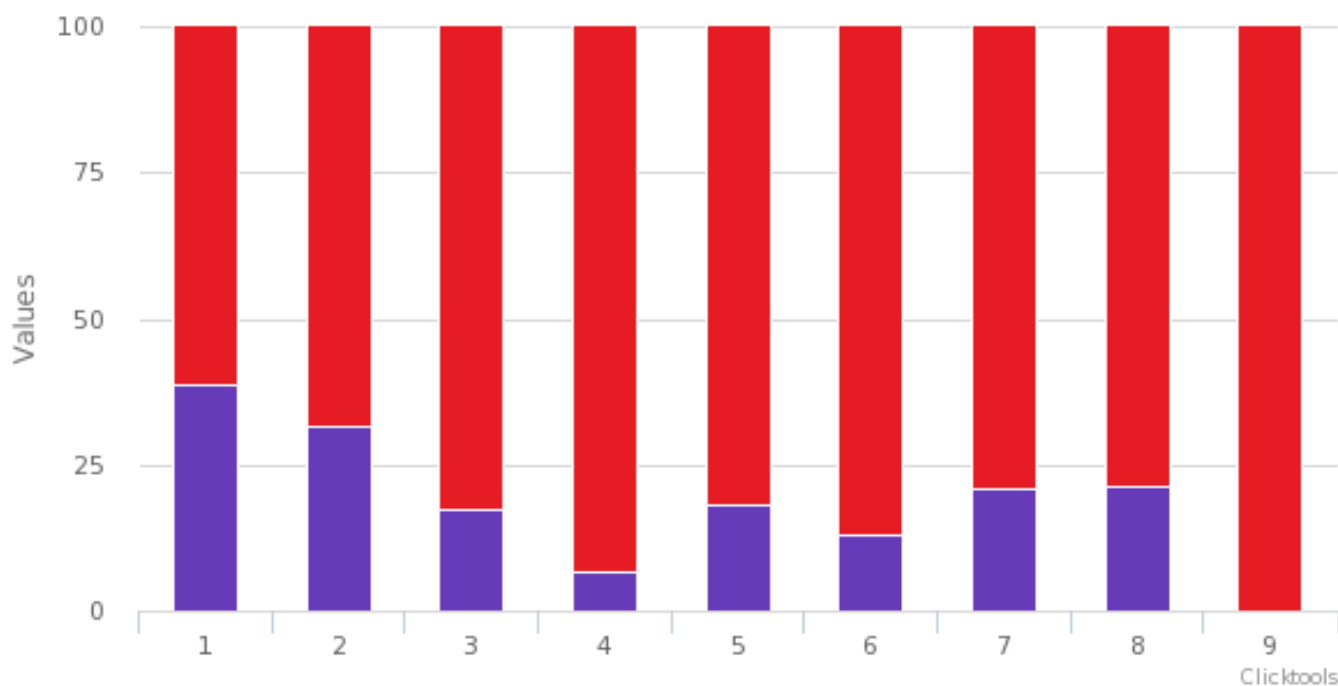
Mean: 2.42
Response: 40

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



Response: 40

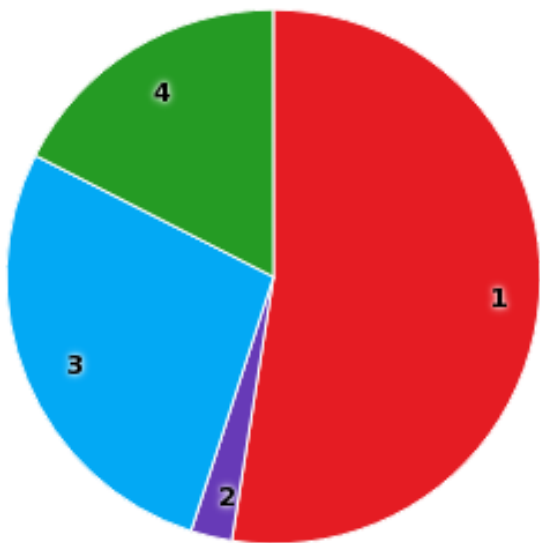
8. For your actual business year, what main business objectives has your company assigned to Education Services and which objectives are also in your bonus/incentive plan?



	Objective Assigned	Objective in bonus/incentive plan
1 Meeting an education revenue target	61.36% (27)	38.64% (17)
2 Meeting an education profit margin target	68.57% (24)	31.43% (11)
3 Meeting a sales enablement target (eg increasing mindshare through more trained/certified/skilled partners and/or customers)	82.61% (19)	17.39% (4)
4 Accelerating product adoption (eg by providing training for key products earlier)	93.1% (27)	6.9% (2)
5 Reducing support liability (eg reduced support calls)	81.82% (9)	18.18% (2)
6 Achieve Partner enablement (eg certain number of trained channel partners)	87.1% (27)	12.9% (4)
7 Achieve quality target (eg Student/Customer satisfaction or Net Promoter Score)	79.17% (19)	20.83% (5)
8 Driving product business (eg product sales target)	78.57% (11)	21.43% (3)
9 Other	100% (1)	0% (0)

Response: 39

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

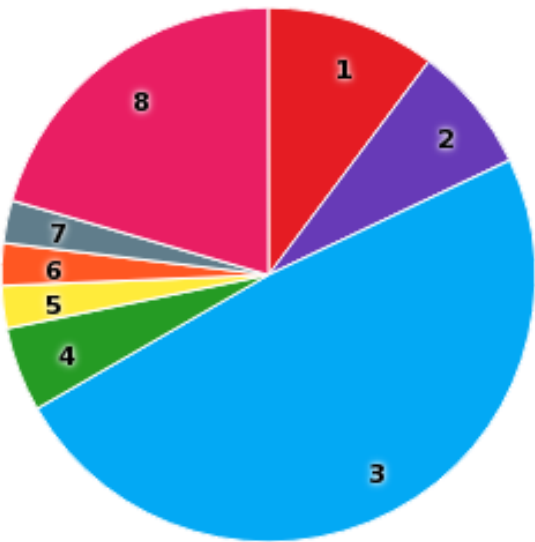


Clicktools

1 - Only a single team	52.5% (21)	2 - Different education teams for different product businesses	2.5% (1)
3 - Different education teams for different audiences (customers, partners, employees, and so on)	27.5% (11)	4 - Different education teams for other reasons	17.5% (7)
5 - Other	0% (0)		

Mean: 2.1
Response: 40

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

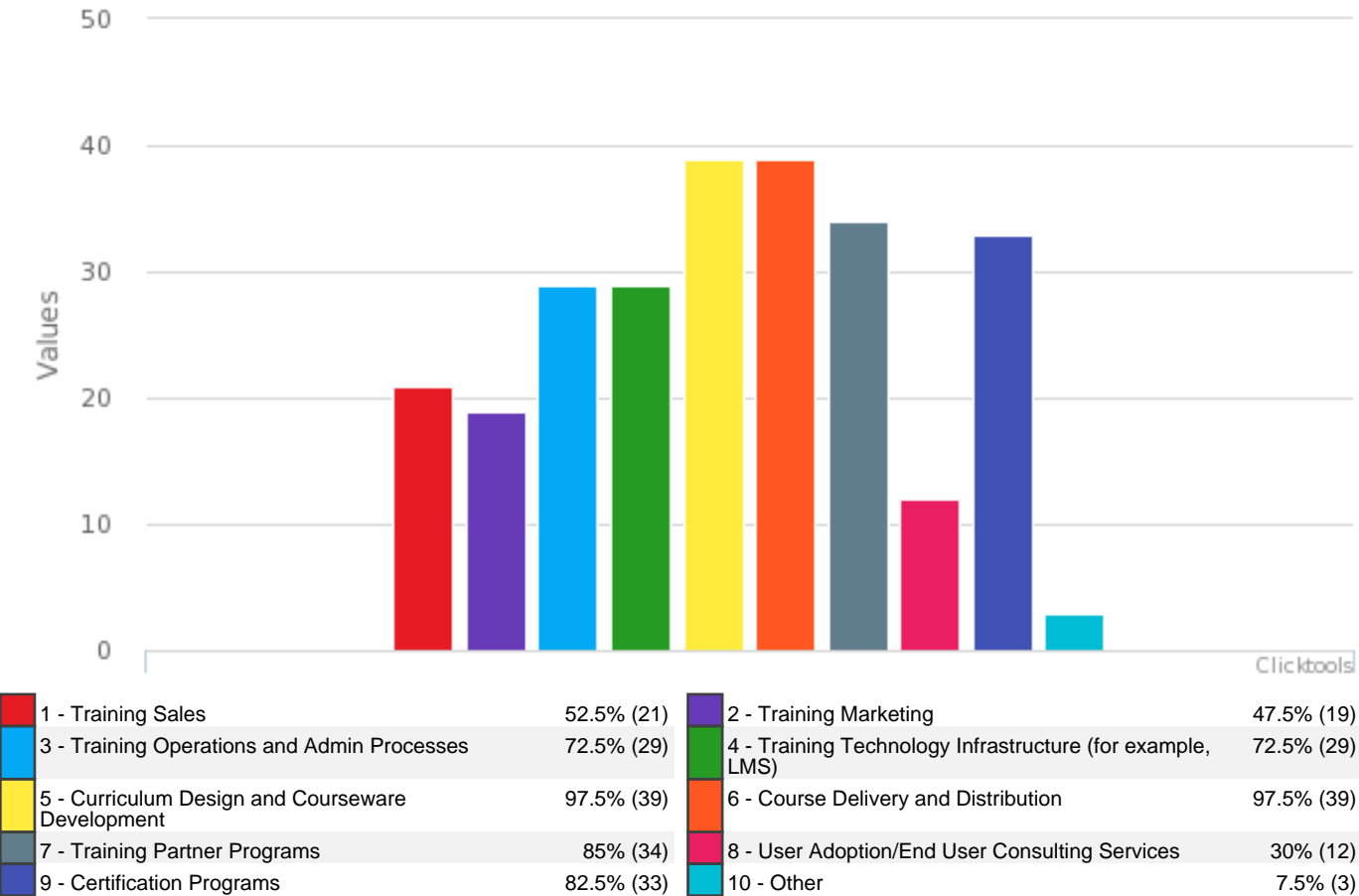


Clicktools

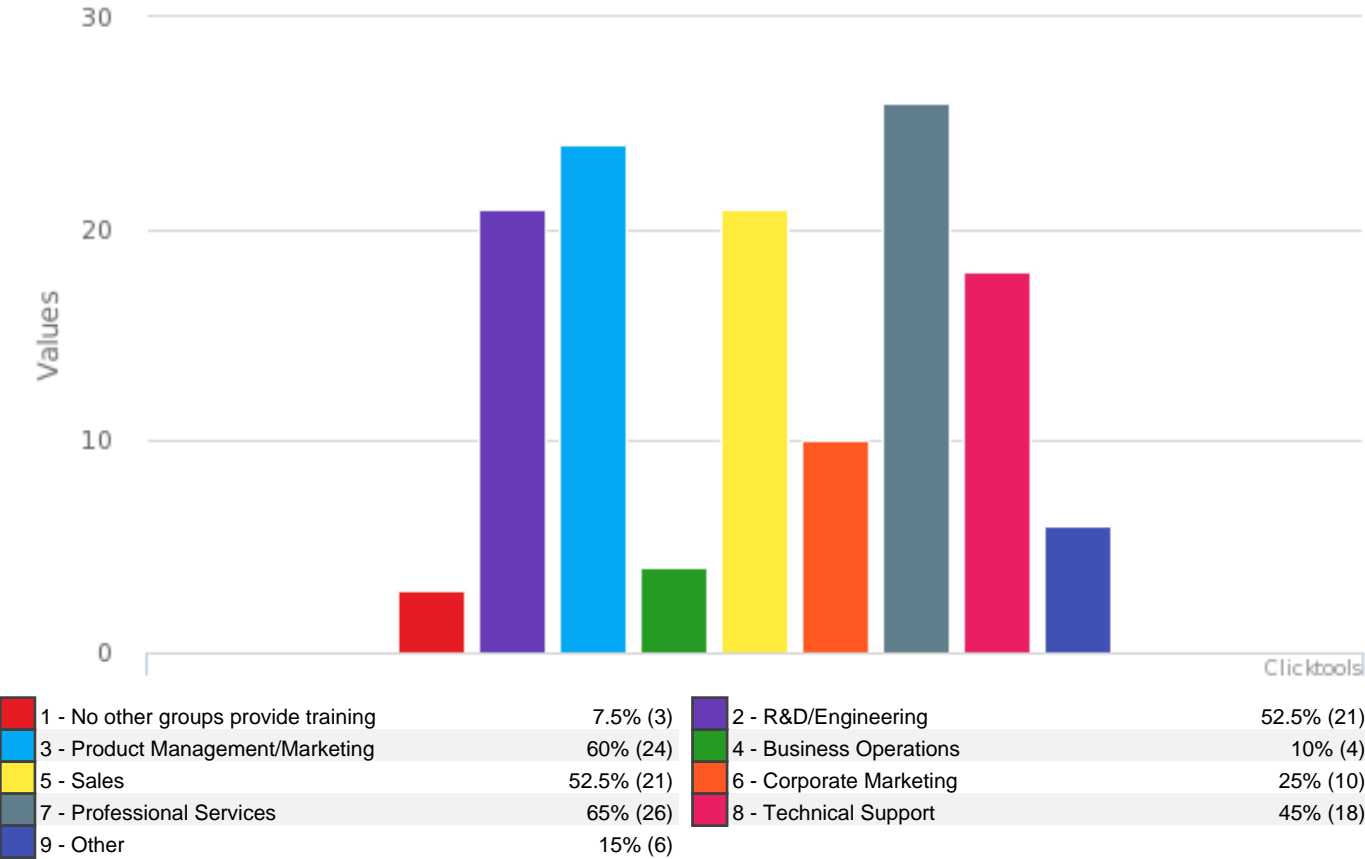
1 - Sales	10.26% (4)	2 - Marketing	7.69% (3)
3 - Services (including Consulting)	48.72% (19)	4 - Human Resources	5.13% (2)
5 - Engineering	2.56% (1)	6 - Operations	2.56% (1)
7 - Directly to the CEO	2.56% (1)	8 - Other	20.51% (8)

Mean: 4.03

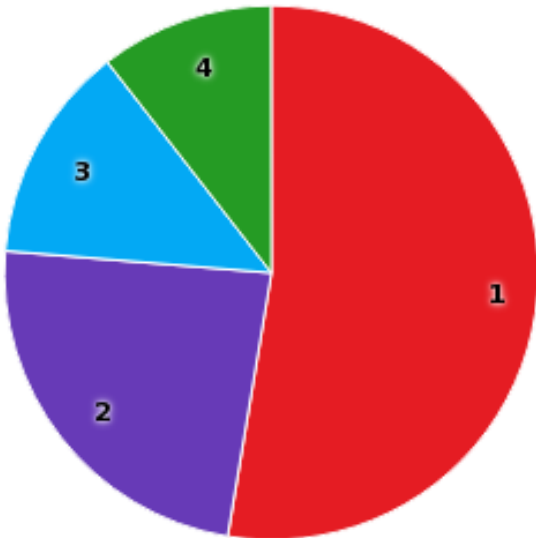
11. Which of the following functions are included as part of Education Services? Select all that apply.



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



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

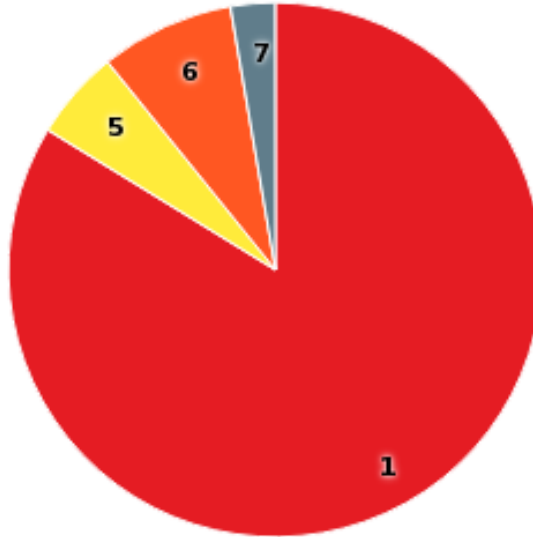


1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	52.63% (20)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	23.68% (9)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	13.16% (5)	4 - A hybrid depending upon the education business unit	10.53% (4)
5 - Other	0% (0)		

Mean: 1.82

Response: 38

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



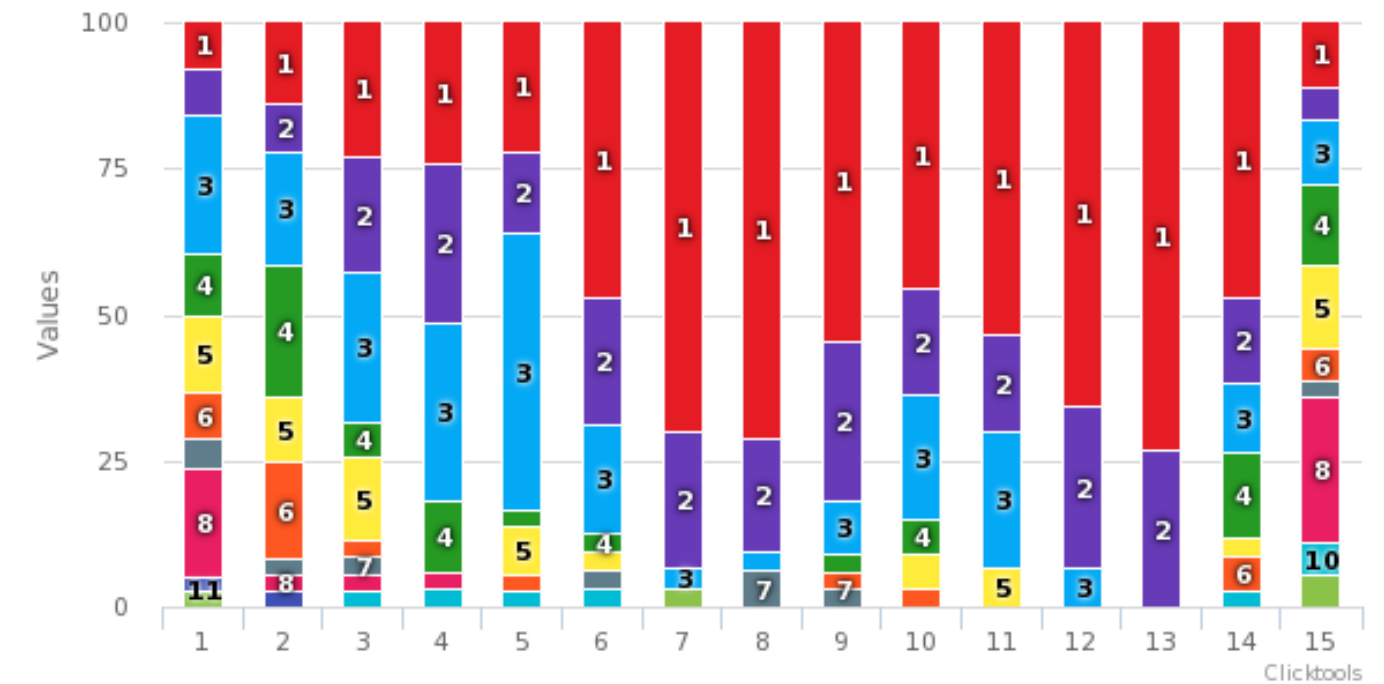
Clicktools

1 - No change	83.78% (31)	2 - From Profit Center to Cost Center	0% (0)
3 - From Profit Center to Cost Recovery	0% (0)	4 - From Cost Center to Cost Recovery	0% (0)
5 - From Cost Center to Profit Center	5.41% (2)	6 - From Cost Recovery to Profit Center	8.11% (3)
7 - From Cost Recovery to Cost Center	2.7% (1)		

Mean: 1.78

Response: 37

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".

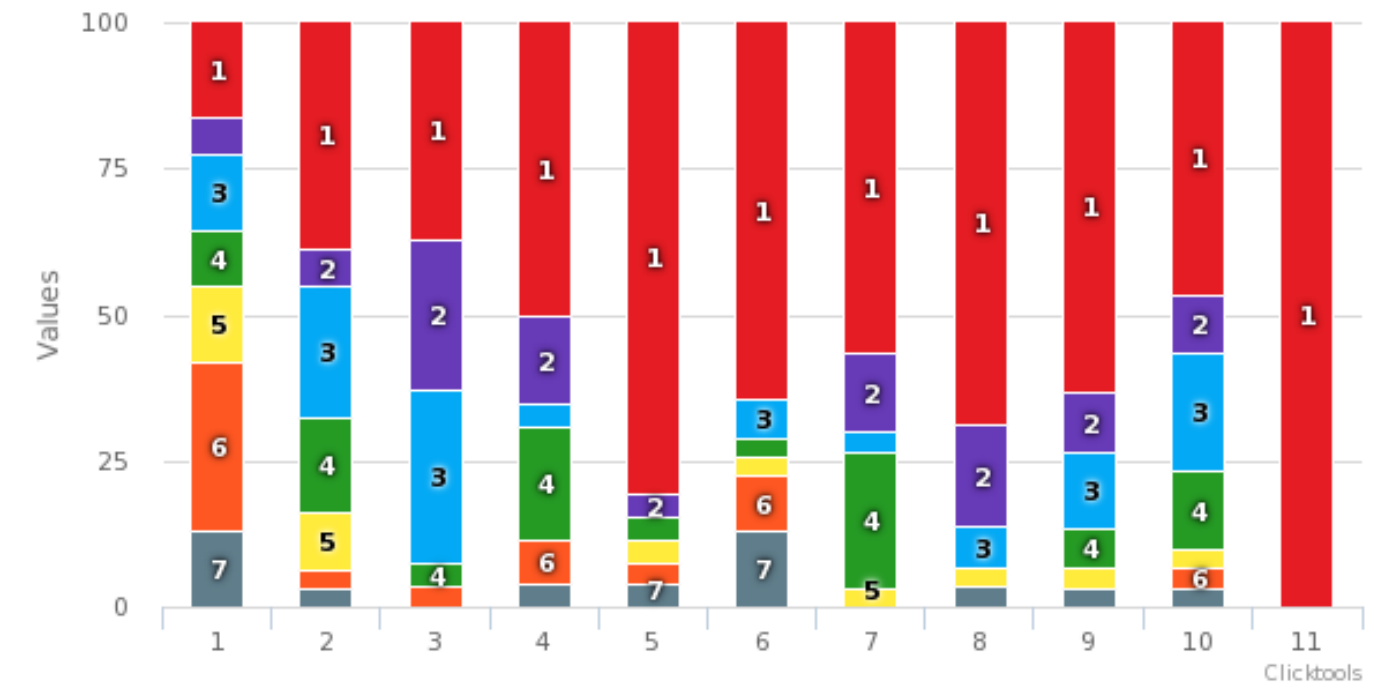


1	Not applicable	2	No revenue	3	<\$500K	4	\$500K-\$1M
5	\$1M-\$3M	6	\$3M-\$5M	7	\$5M-\$10M	8	\$10M-\$30M
9	\$30M-\$50M	10	\$50M-\$100M	11	>\$100M		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Live Classroom	7.89% (3)	7.89% (3)	23.68% (9)	10.53% (4)	13.16% (5)	7.89% (3)	5.26% (2)	18.42% (7)	2.63% (1)	0% (0)	2.63% (1)	4.87
2 Virtual Classroom	13.89% (5)	8.33% (3)	19.44% (7)	22.22% (8)	11.11% (4)	16.67% (6)	2.78% (1)	2.78% (1)	2.78% (1)	0% (0)	0% (0)	4
3 e-Learning	22.86% (8)	20% (7)	25.71% (9)	5.71% (2)	14.29% (5)	2.86% (1)	2.86% (1)	2.86% (1)	0% (0)	2.86% (1)	0% (0)	3.23
4 Self-paced	24.24% (8)	27.27% (9)	30.3% (10)	12.12% (4)	0% (0)	0% (0)	0% (0)	3.03% (1)	0% (0)	3.03% (1)	0% (0)	2.73
5 Certification	22.22% (8)	13.89% (5)	47.22% (17)	2.78% (1)	8.33% (3)	2.78% (1)	0% (0)	0% (0)	0% (0)	2.78% (1)	0% (0)	2.89
6 Learning consulting	46.88% (15)	21.88% (7)	18.75% (6)	3.12% (1)	3.12% (1)	0% (0)	3.12% (1)	0% (0)	0% (0)	3.12% (1)	0% (0)	2.28
7 Learning Technologies	70% (21)	23.33% (7)	3.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.33% (1)	1.63
8 New learning modalities	70.97% (22)	19.35% (6)	3.23% (1)	0% (0)	0% (0)	0% (0)	6.45% (2)	0% (0)	0% (0)	0% (0)	0% (0)	1.65
9 Partner relationship fees	54.55% (18)	27.27% (9)	9.09% (3)	3.03% (1)	0% (0)	3.03% (1)	3.03% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.88
1 Partner revenue sharing	45.45% (15)	18.18% (6)	21.21% (7)	6.06% (2)	6.06% (2)	3.03% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.18
1 Materials licensing/sales	53.33% (16)	16.67% (5)	23.33% (7)	0% (0)	6.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.9
1 Rental fees	65.52% (19)	27.59% (8)	6.9% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.41
1 Other	73.08% (19)	26.92% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.27
1 Subscriptions (as an overlay)	47.06% (16)	14.71% (5)	11.76% (4)	14.71% (5)	2.94% (1)	5.88% (2)	0% (0)	0% (0)	0% (0)	2.94% (1)	0% (0)	2.5
1 OVERALL IT TRAINING REVENUE	11.11% (4)	5.56% (2)	11.11% (4)	13.89% (5)	13.89% (5)	5.56% (2)	2.78% (1)	25% (9)	0% (0)	5.56% (2)	5.56% (2)	5.5

Response: 38

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".

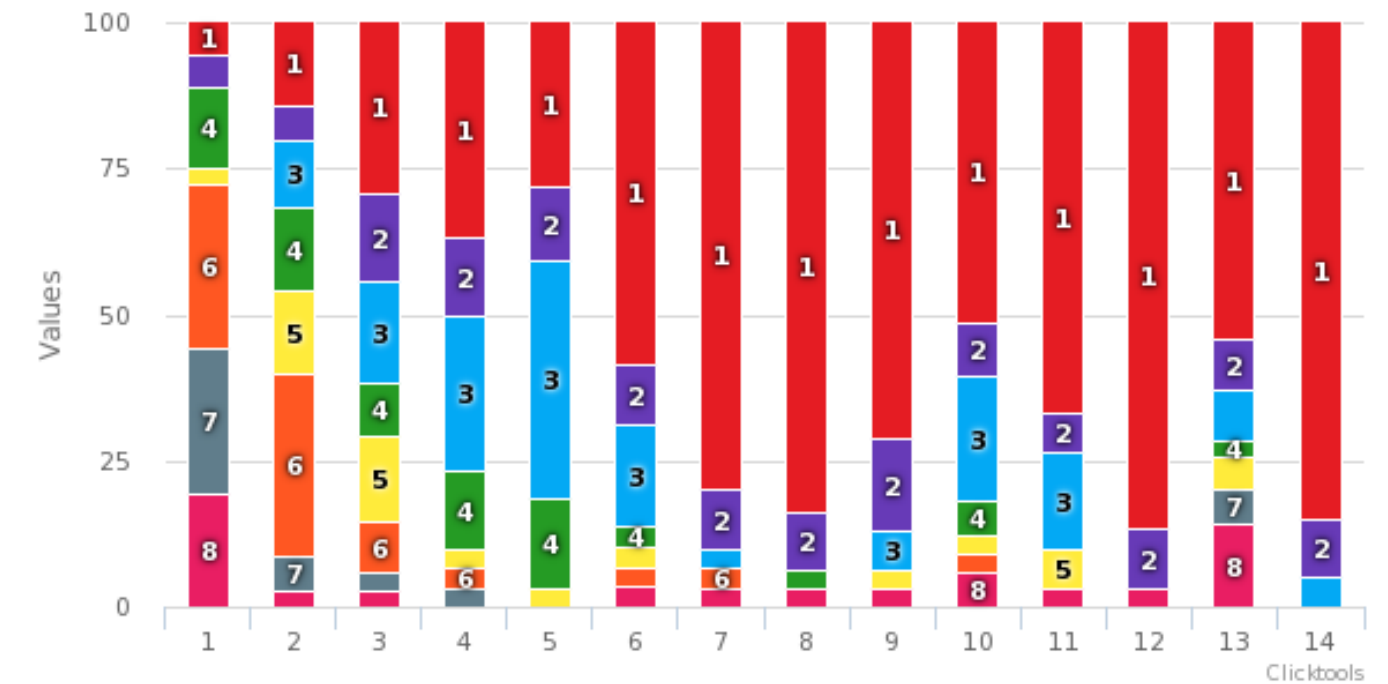


1	No revenue	2	1-5%	3	6-10%	4	11-25%
5	26-50%	6	>50%	7	>75%		

	1	2	3	4	5	6	7	Mean
1 Product sales - Field Sales/Account Manager	16.13% (5)	6.45% (2)	12.9% (4)	9.68% (3)	12.9% (4)	29.03% (9)	12.9% (4)	4.35
2 Product Sales - Inside sales	38.71% (12)	6.45% (2)	22.58% (7)	16.13% (5)	9.68% (3)	3.23% (1)	3.23% (1)	2.74
3 Product Channel Partners (resell)	37.04% (10)	25.93% (7)	29.63% (8)	3.7% (1)	0% (0)	3.7% (1)	0% (0)	2.15
4 Services/Consulting sales	50% (13)	15.38% (4)	3.85% (1)	19.23% (5)	0% (0)	7.69% (2)	3.85% (1)	2.42
5 Maintenance renewal sales	80.77% (21)	3.85% (1)	0% (0)	3.85% (1)	3.85% (1)	3.85% (1)	3.85% (1)	1.73
6 Dedicated Education Services sales reps	64.52% (20)	0% (0)	6.45% (2)	3.23% (1)	3.23% (1)	9.68% (3)	12.9% (4)	2.61
7 Education Services coordinators/non-sales staff	56.67% (17)	13.33% (4)	3.33% (1)	23.33% (7)	3.33% (1)	0% (0)	0% (0)	2.03
8 Selling Agent Program using Authorized Learning Partners where they sell for a fee and you deliver	68.97% (20)	17.24% (5)	6.9% (2)	0% (0)	3.45% (1)	0% (0)	3.45% (1)	1.66
9 Reseller Program where using Authorized Learning Partners sell and deliver on their paper and pay you a fee	63.33% (19)	10% (3)	13.33% (4)	6.67% (2)	3.33% (1)	0% (0)	3.33% (1)	1.9
10 Web/e-commerce	46.67% (14)	10% (3)	20% (6)	13.33% (4)	3.33% (1)	3.33% (1)	3.33% (1)	2.4
11 Other	100% (16)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 36

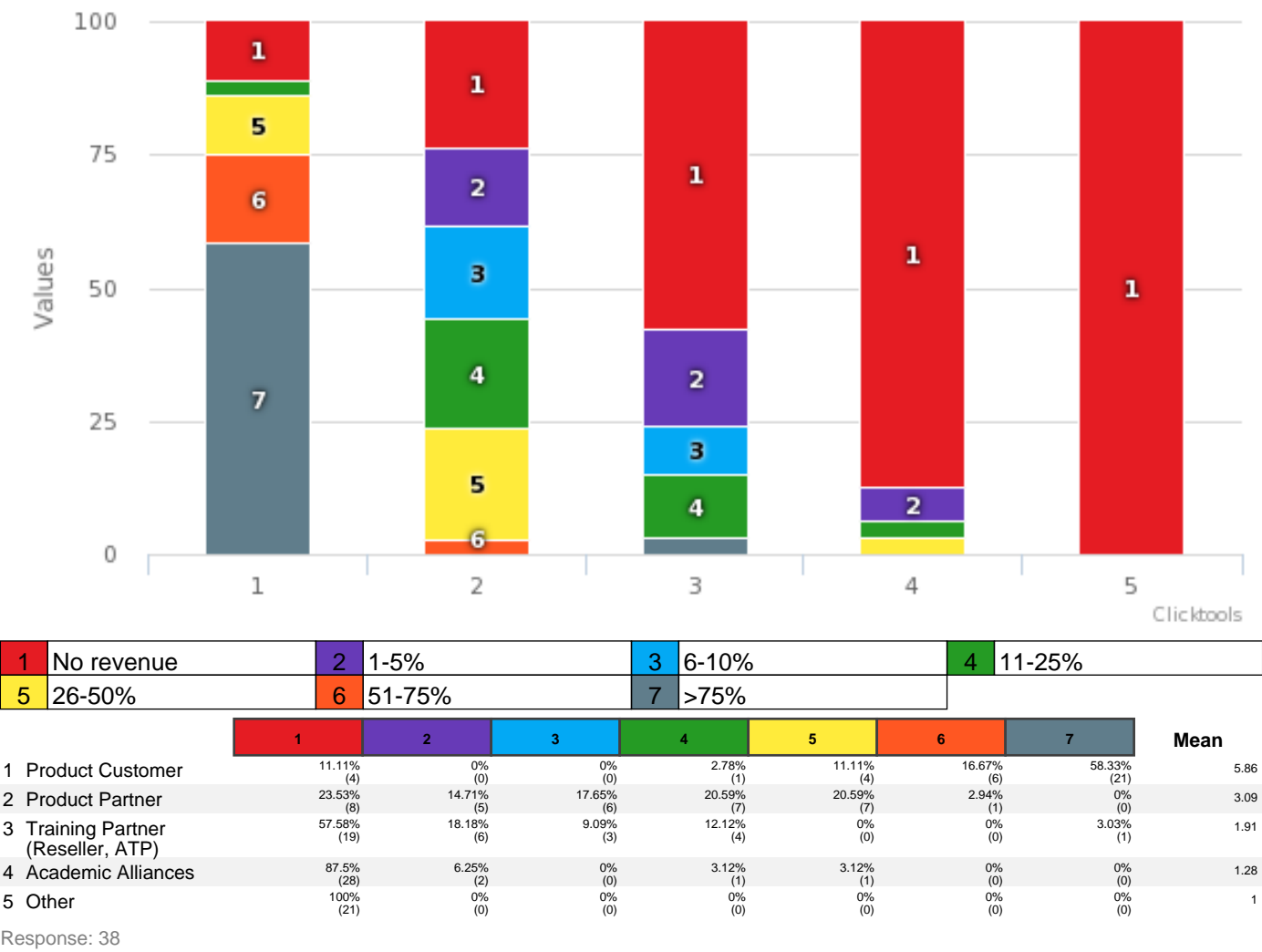
17. During your last fiscal year, what percentage of Education Services ' revenue was generated by each of the following? Note: if you don't offer a specific line item, choose "Not applicable"; if you do, but there's no revenue, choose "No revenue".



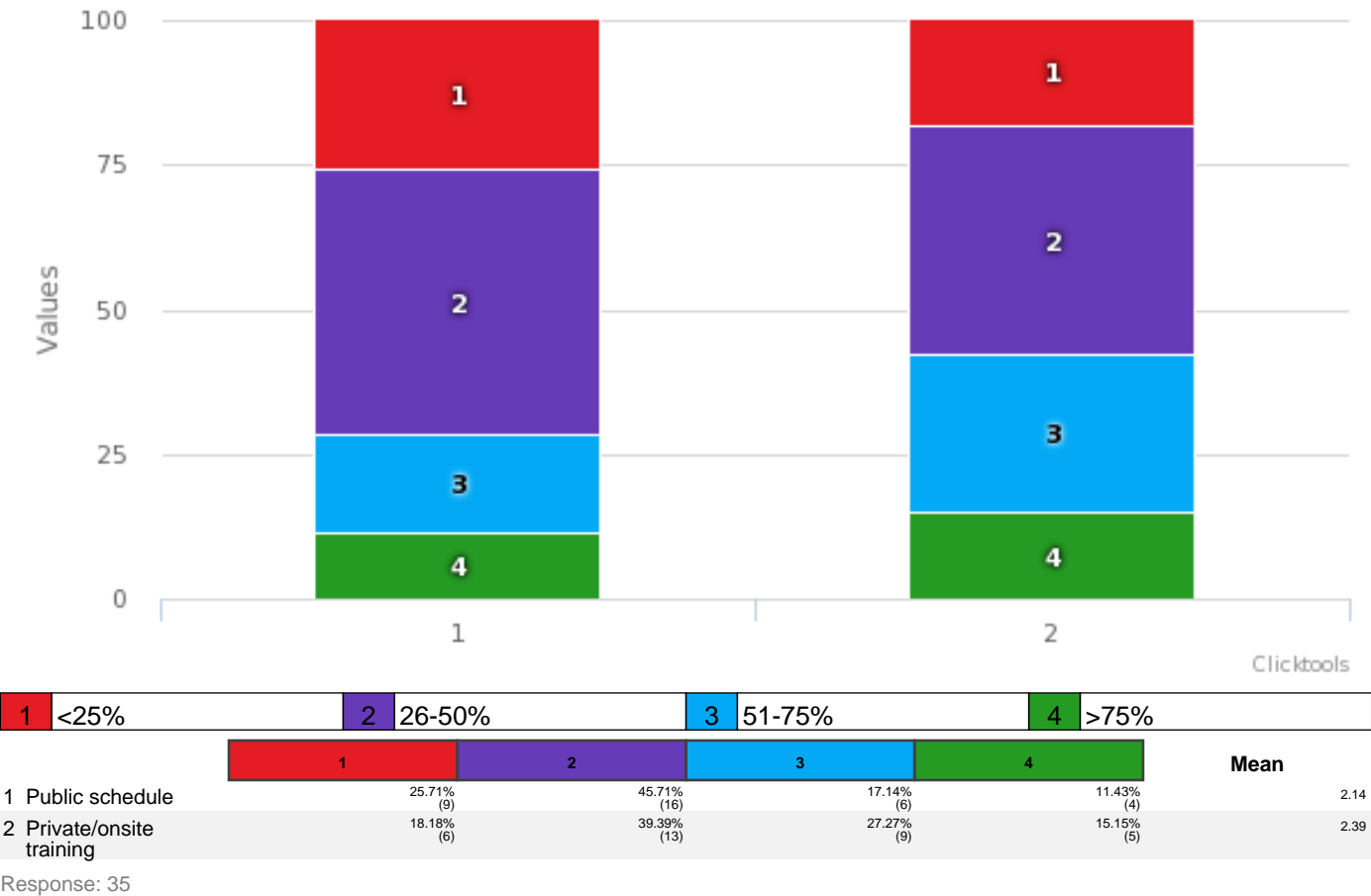
	1	2	3	4	5	6	7	8	Mean
1 Live classroom	5.56% (2)	5.56% (2)	0% (0)	13.89% (5)	2.78% (1)	27.78% (10)	25% (9)	19.44% (7)	5.83
2 Virtual Classroom	14.29% (5)	5.71% (2)	11.43% (4)	14.29% (5)	14.29% (5)	31.43% (11)	5.71% (2)	2.86% (1)	4.4
3 e-Learning/	29.41% (10)	14.71% (5)	17.65% (6)	8.82% (3)	14.71% (5)	8.82% (3)	2.94% (1)	2.94% (1)	3.18
4 Self-paced	36.67% (11)	13.33% (4)	26.67% (8)	13.33% (4)	3.33% (1)	3.33% (1)	3.33% (1)	0% (0)	2.57
5 Certification	28.12% (9)	12.5% (4)	40.62% (13)	15.62% (5)	3.12% (1)	0% (0)	0% (0)	0% (0)	2.53
6 Learning Consulting	58.62% (17)	10.34% (3)	17.24% (5)	3.45% (1)	3.45% (1)	3.45% (1)	0% (0)	3.45% (1)	2.1
7 Learning Technologies	80% (24)	10% (3)	3.33% (1)	0% (0)	0% (0)	3.33% (1)	0% (0)	3.33% (1)	1.57
8 New learning modalities	83.87% (26)	9.68% (3)	0% (0)	3.23% (1)	0% (0)	0% (0)	0% (0)	3.23% (1)	1.42
9 Partner relationship fees	70.97% (22)	16.13% (5)	6.45% (2)	0% (0)	3.23% (1)	0% (0)	0% (0)	3.23% (1)	1.65
10 Partner revenue sharing	51.52% (17)	9.09% (3)	21.21% (7)	6.06% (2)	3.03% (1)	3.03% (1)	0% (0)	6.06% (2)	2.39
11 Materials licensing/sales	66.67% (20)	6.67% (2)	16.67% (5)	0% (0)	6.67% (2)	0% (0)	0% (0)	3.33% (1)	1.9
12 Rental fees	86.67% (26)	10% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.33% (1)	1.33
13 Subscriptions (as an overlay)	54.29% (19)	8.57% (3)	8.57% (3)	2.86% (1)	5.71% (2)	0% (0)	5.71% (2)	14.29% (5)	2.91
14 Other	85% (17)	10% (2)	5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2

Response: 38

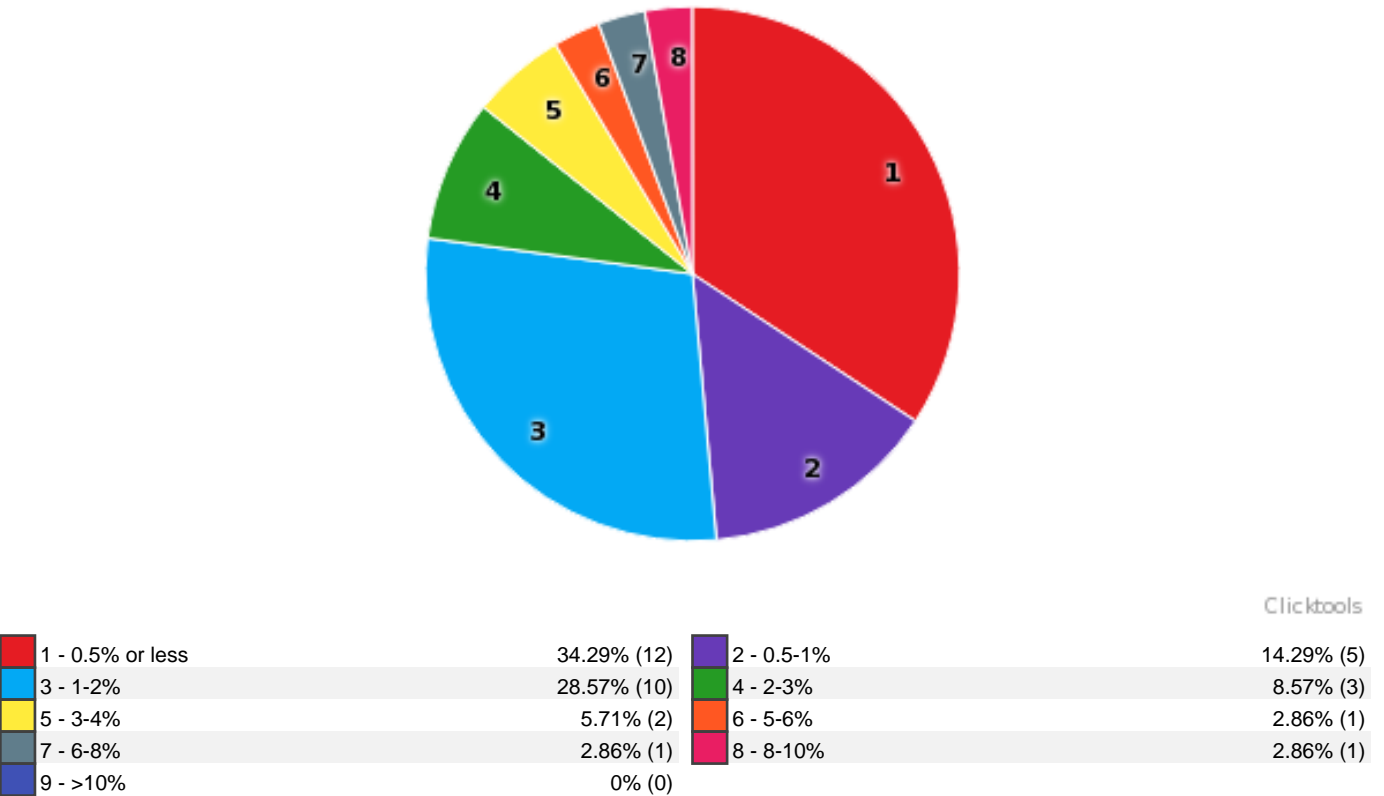
18. What percentage of total Education Services revenue comes from training the following?



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



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



Mean: 2.71
Response: 35

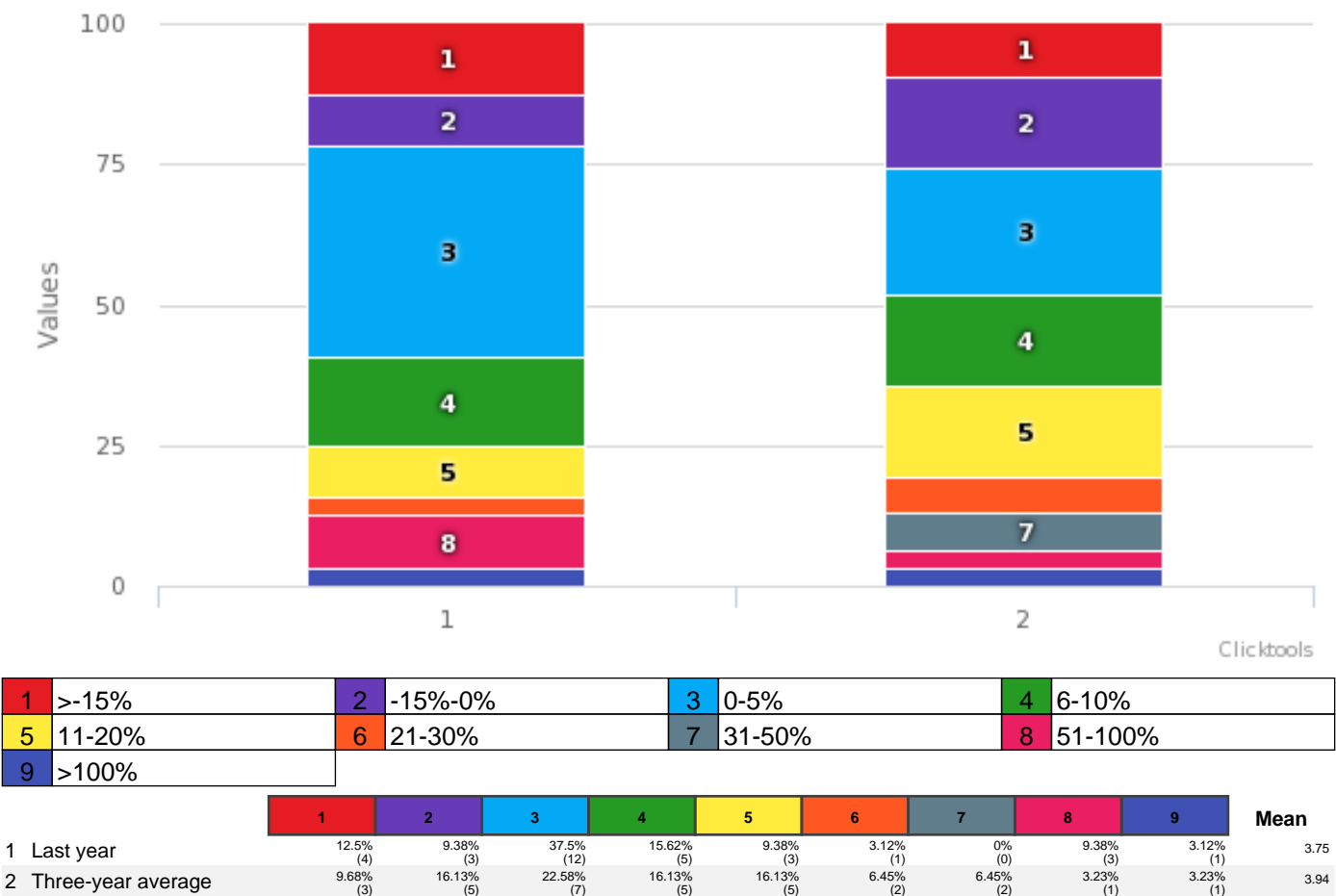
21. What is the ratio of Education Services revenue to product revenue?



Clicktools			
1 - 0.5% or less	29.41% (10)	2 - 0.5-1%	23.53% (8)
3 - 1-2%	11.76% (4)	4 - 2-3%	5.88% (2)
5 - 3-4%	11.76% (4)	6 - 5-6%	8.82% (3)
7 - 6-8%	0% (0)	8 - 8-10%	8.82% (3)
9 - >10%	0% (0)		

Mean: 3.18
Response: 34

22. What was the decline/growth rate for education services revenues in the last fiscal business year and the average over the last three fiscal business years?



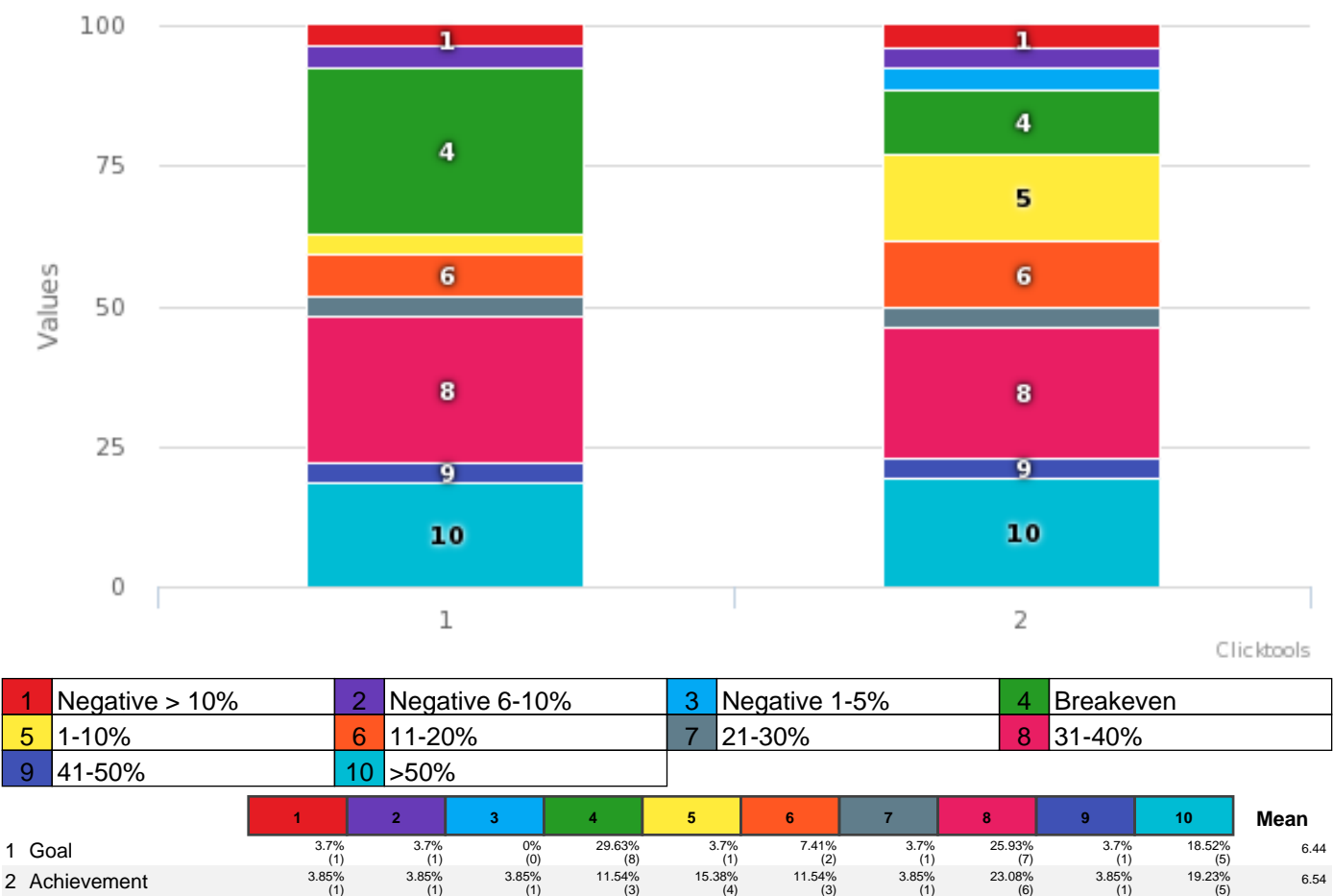
Response: 33

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

	Educational Sales	Educational Marketing	Portfolio, Curriculum and Development	Delivery (own & contractor)	Administrations (scheduling, registration)	Facilities (own & rented)	Educational Tools	Allocations (eg IT, telecommunications, Sales) Other
Average	5.17%	2.79%	34.86%	34.21%	8.28%	4.31%	5.76%	4.24%
Highest	25%	20%	90%	70%	30%	20%	40%	15%
Lowest	0%	0%	0%	0%	0%	0%	0%	0%
Standard deviation	8.4	4.3	21.76	16.42	6.58	5.63	8.04	5.67

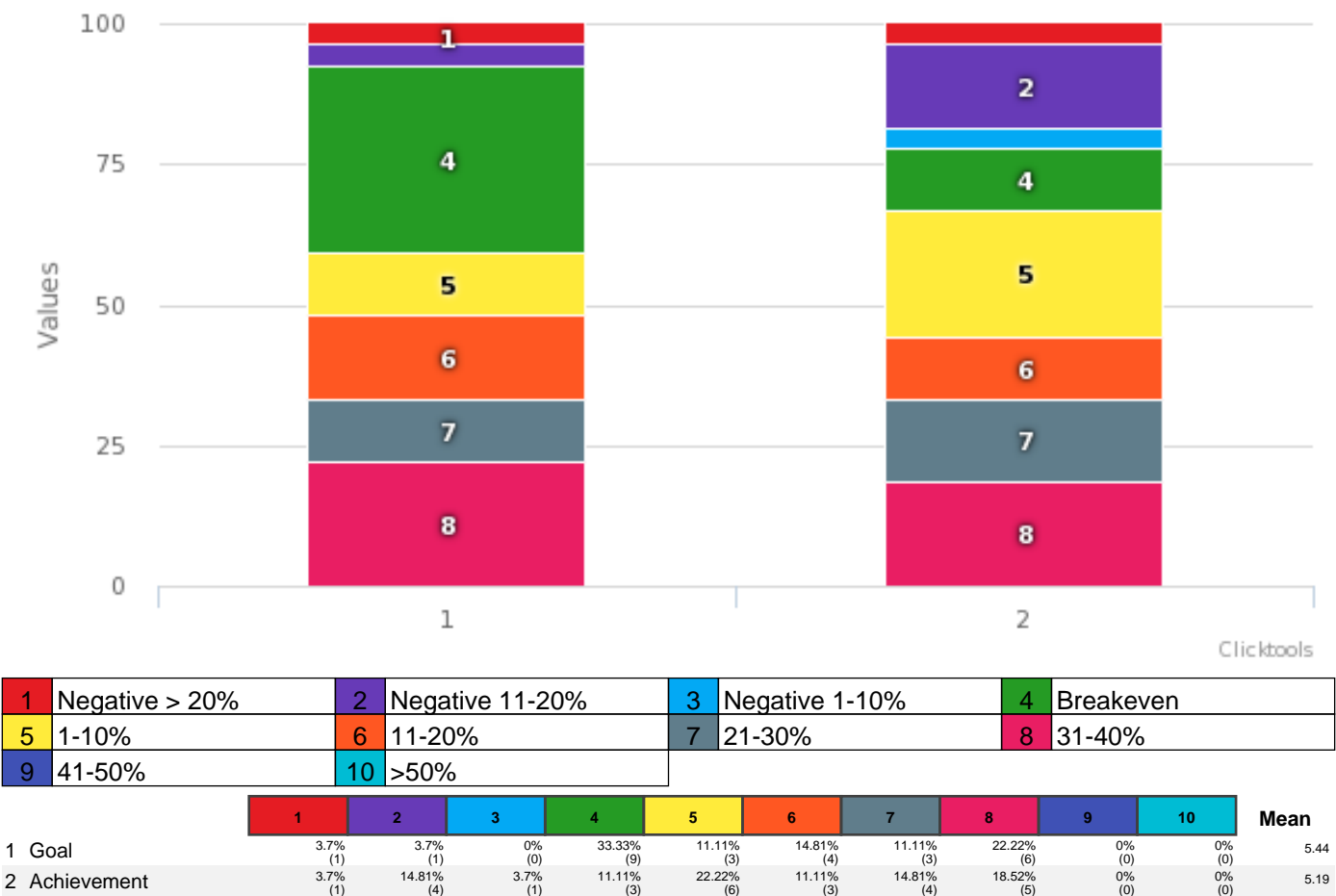
Response: 29

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



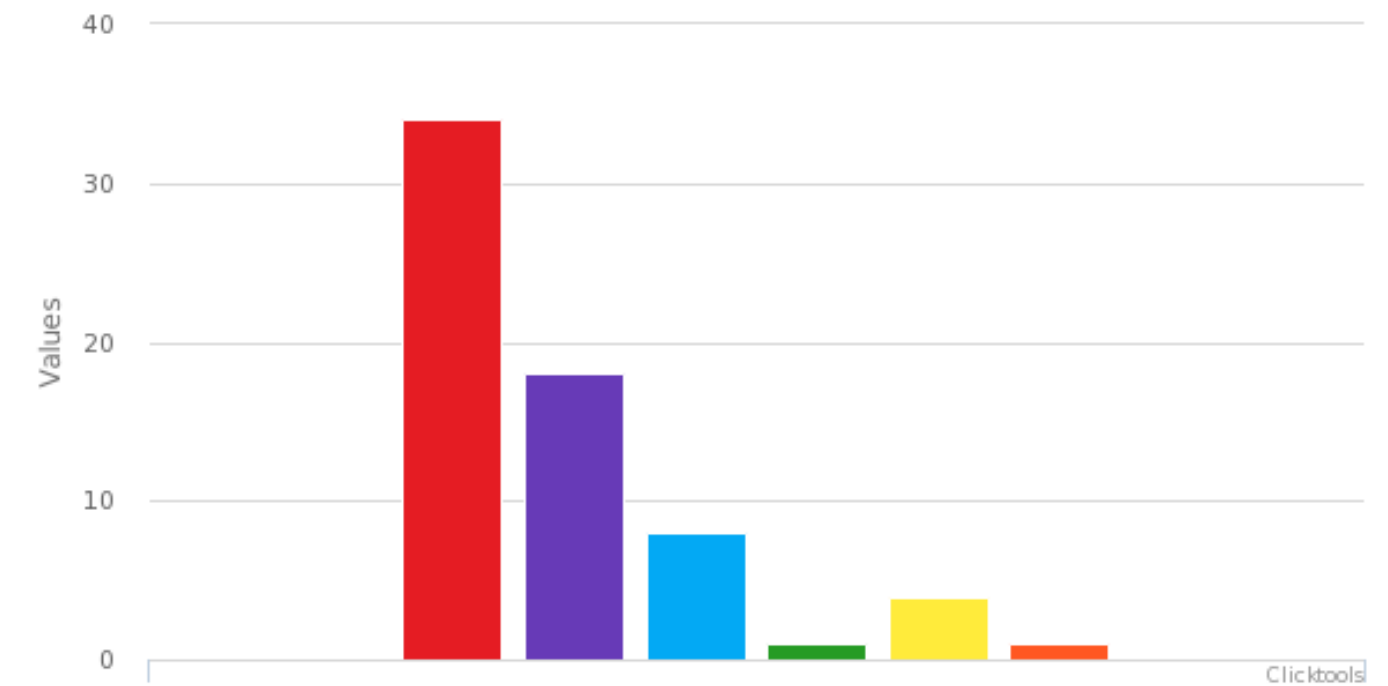
Response: 27

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



Response: 27

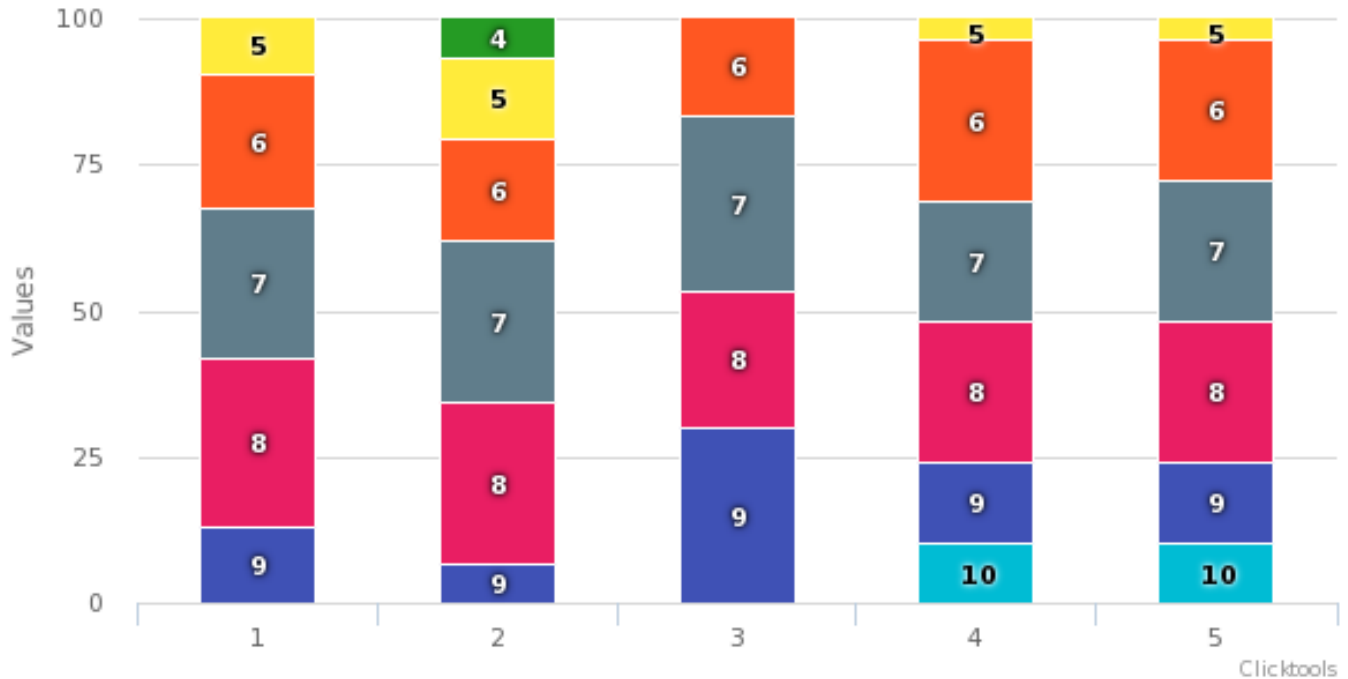
26. How do you measure education services quality and impact? Choose all that apply.



1 - Student feedback	91.89% (34)	2 - Net Promoter Score	48.65% (18)
3 - Kirkpatrick Level 2 Assessments	21.62% (8)	4 - Kirkpatrick Level 3 Feedback of changed skills from direct manager several months after training	2.7% (1)
5 - Measure impact of training to different company KPI like support calls reduction, more product sales, and so on	10.81% (4)	6 - Other	2.7% (1)

Response: 37

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)	0% (0)	9.68% (3)	22.58% (7)	25.81% (8)	29.03% (9)	12.9% (4)	0% (0)	7.13
2 Course (physical) material	0% (0)	0% (0)	0% (0)	6.9% (2)	13.79% (4)	17.24% (5)	27.59% (8)	27.59% (8)	6.9% (2)	0% (0)	6.76
3 Instructors	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (5)	30% (9)	23.33% (7)	30% (9)	0% (0)	7.67
4 Content (ideas)	0% (0)	0% (0)	0% (0)	0% (0)	3.45% (1)	27.59% (8)	20.69% (6)	24.14% (7)	13.79% (4)	10.34% (3)	7.48
5 Course delivery	0% (0)	0% (0)	0% (0)	0% (0)	3.45% (1)	24.14% (7)	24.14% (7)	24.14% (7)	13.79% (4)	10.34% (3)	7.52

Response: 31

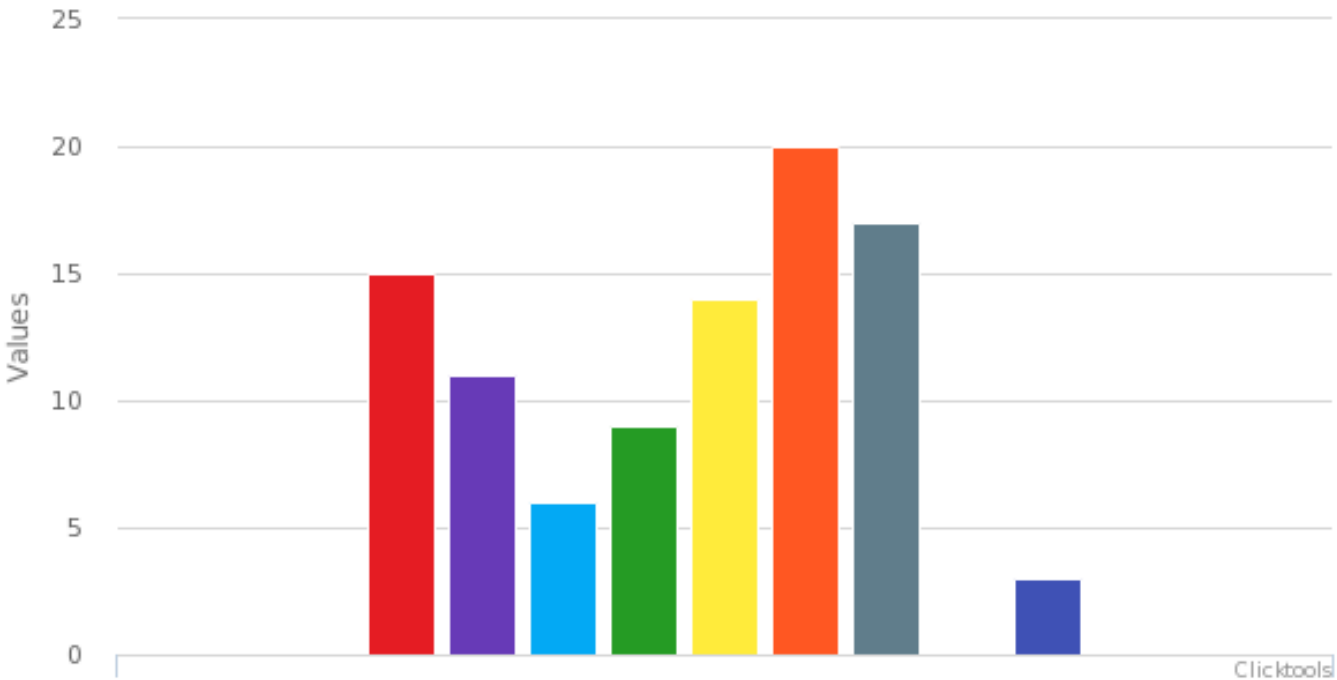
28. What is your average percentage response rate for your evaluations?



1 - 50% or less	31.25% (10)	2 - 51-60%	21.88% (7)
3 - 61-70%	15.62% (5)	4 - 71-80%	12.5% (4)
5 - 81-90%	6.25% (2)	6 - More than 90%	12.5% (4)

Mean: 2.78
Response: 32

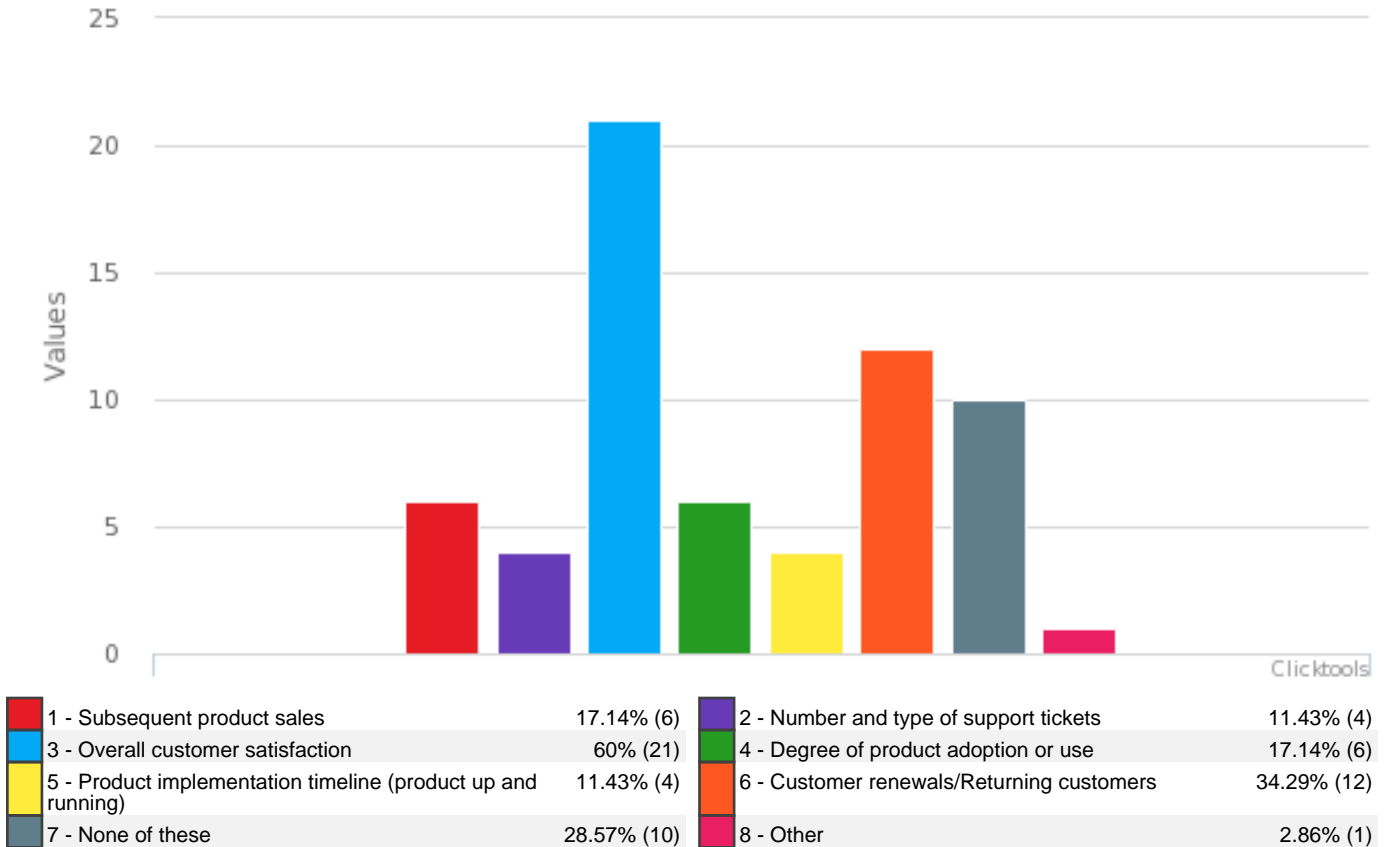
29. Which of the following actions do you use to address client dissatisfaction? Select all that apply.



1 - We contact them within a defined number of days after the class	41.67% (15)	2 - We follow up some of the time	30.56% (11)
3 - We don't follow up and wait until they escalate	16.67% (6)	4 - Contact them yourself directly before they contact you	25% (9)
5 - Offer refunds if required/requested	38.89% (14)	6 - Provide credit for additional training if required/requested	55.56% (20)
7 - Consult with sales team for next steps with customer and agree who takes next steps	47.22% (17)	8 - None of these	0% (0)
9 - Other	8.33% (3)		

Response: 36

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



Response: 35

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

- using transactional reports
- We offer a self-paced curriculum on-line free. It generates leads and promoters in the organizations.
- Length of time from license Land to expand deal. Size of expand. Both metrics are compared for customers who don't take training compared to those who do.
- 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
- Profile 3 year sales for customers with prescribed staffing and training vs those that do not meet specific staffing and training.
- We look to see if trained customers make higher purchases and renew. You have to be a customer already to take our training.

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

- using transactional reports
- We try and focus training content on primary areas of support load and then track whether there is a reduction in support tickets in that area.
- 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?

- quality assessments
- using transactional reports
- Corporate customer survey

- 4 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.
- 5 Compare Education and Company NPS and correlation
- 6 Levels 1 and 3 evaluations.
- 7 Compare Education and Company NPS and correlation
- 8 Our primary customer satisfaction score as a business is based on customer retention - and if a customer churns we assess whether they were trained or not.
- 9 Using Surveys in other areas like support or marketing
- 10 Voice of the Customer surveys
- 11 Surveys
- 12 Using group online feedback and also meetings with managers where possible
- 13 Training program is too new to do this.
- 14 NetPromoter scores
- 15 Specific questions within customer survey and correlation between net promoters of company with positive responses on training questions.
- 16 We use Net Promoter as a company and we look at the scores of customers who took training and how they responded on net promoter
- 17 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 LMS usage statistics
- 3 We work with the sales rep and AE on specific key accounts. Training managers meet with customer engineering managers as required.
- 4 We focus on primary accounts via customer success managers to make sure that the customer has successfully installed and in production.
- 5 Utilization stats
- 6 We look at the usage of our all access pass training subscription and tie it to the number of open support tickets a customer has

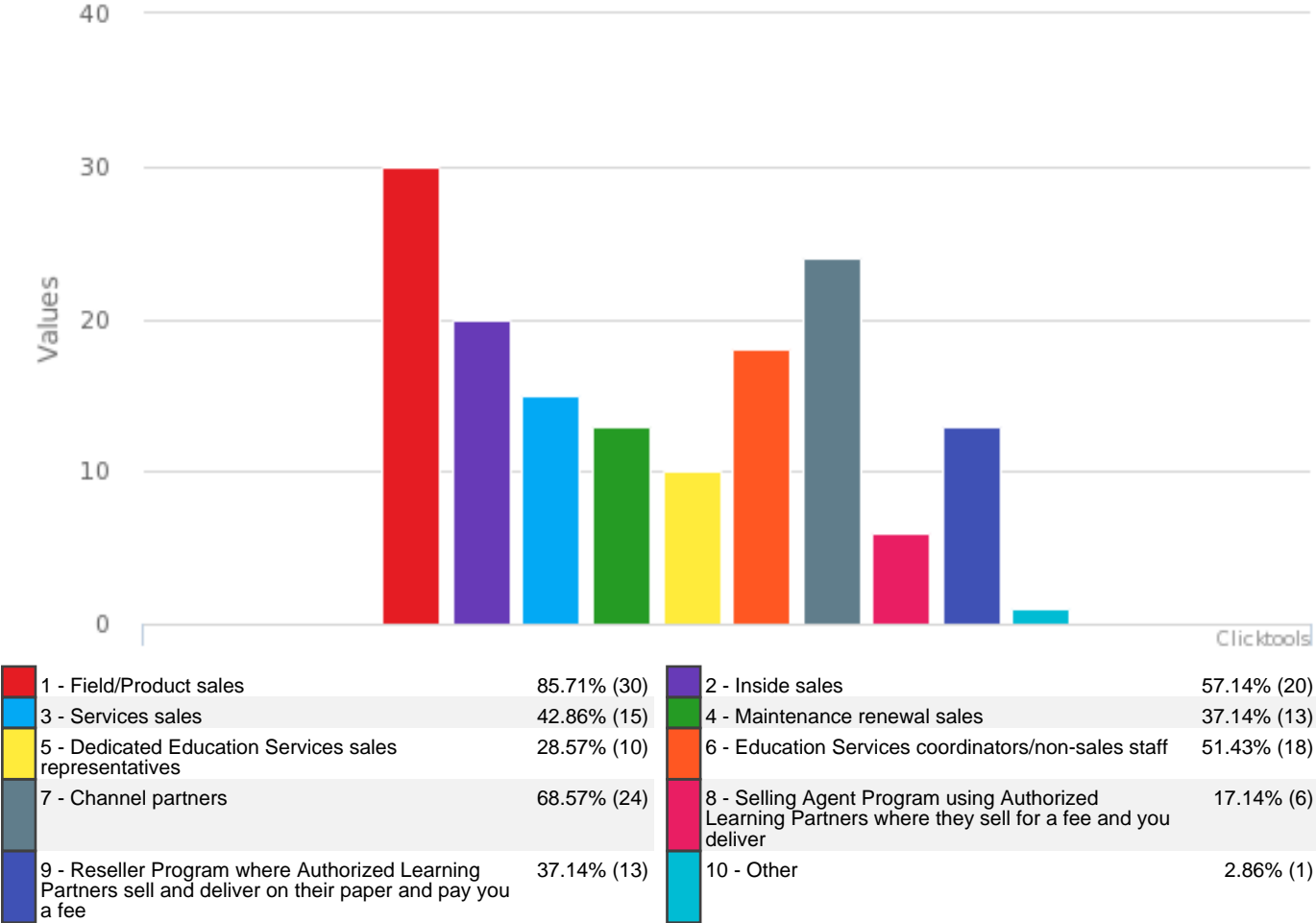
35. How do you try to measure the impact your training has on the product implementation timeline (product up and running)?

- 1 We work with the customer success managers to gauge the implementation timeline for each project and whether training has enabled the implementation timeline to be met.
- 2 Work with Implementation team to understand where training has impacted
- 3 Project timelines

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

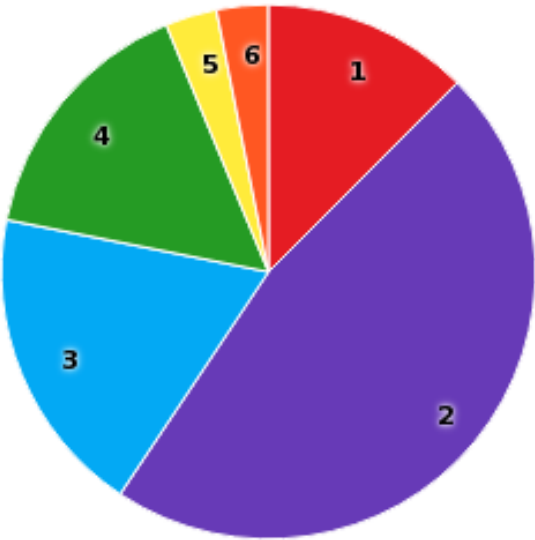
- 1 renewal rates
- 2 using transactional reports
- 3 Renewal metrics & health checks for cloud customers
- 4 We work with the sales rep and AE on specific key accounts. Training managers meet with customer engineering managers as required.
- 5 Churn is our primary measure of success and we analyse the correlation between churning customers and whether they have been trained.
- 6 Revenue by customers who bought training vs. customers who did not buy training.
- 7 Retention stats
- 8 Measure maintenance renewal rates for customers with prescribed staffing and training vs those that do not meet specific staffing and training.
- 9 we look at the renewal rates of trained customers
- 10 Training subscription renewals and follow-on or advanced training participation.

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

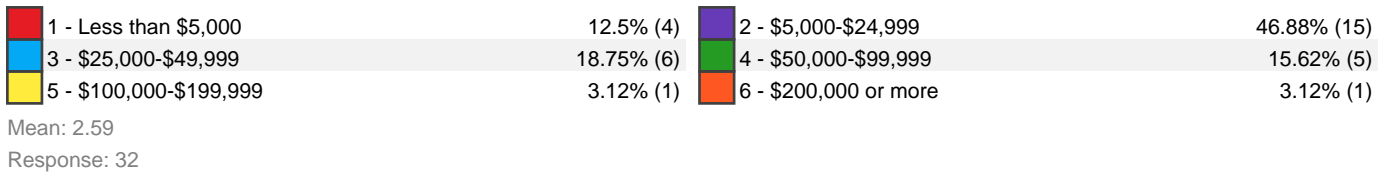


Response: 35

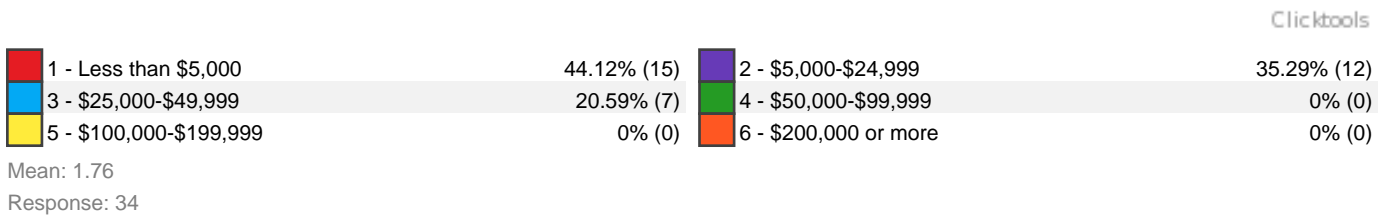
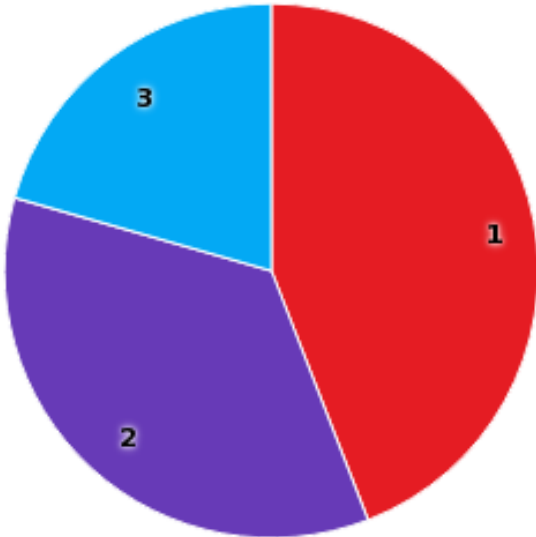
38. What is the average education services deal size when education offerings are sold together with product (single PO)?



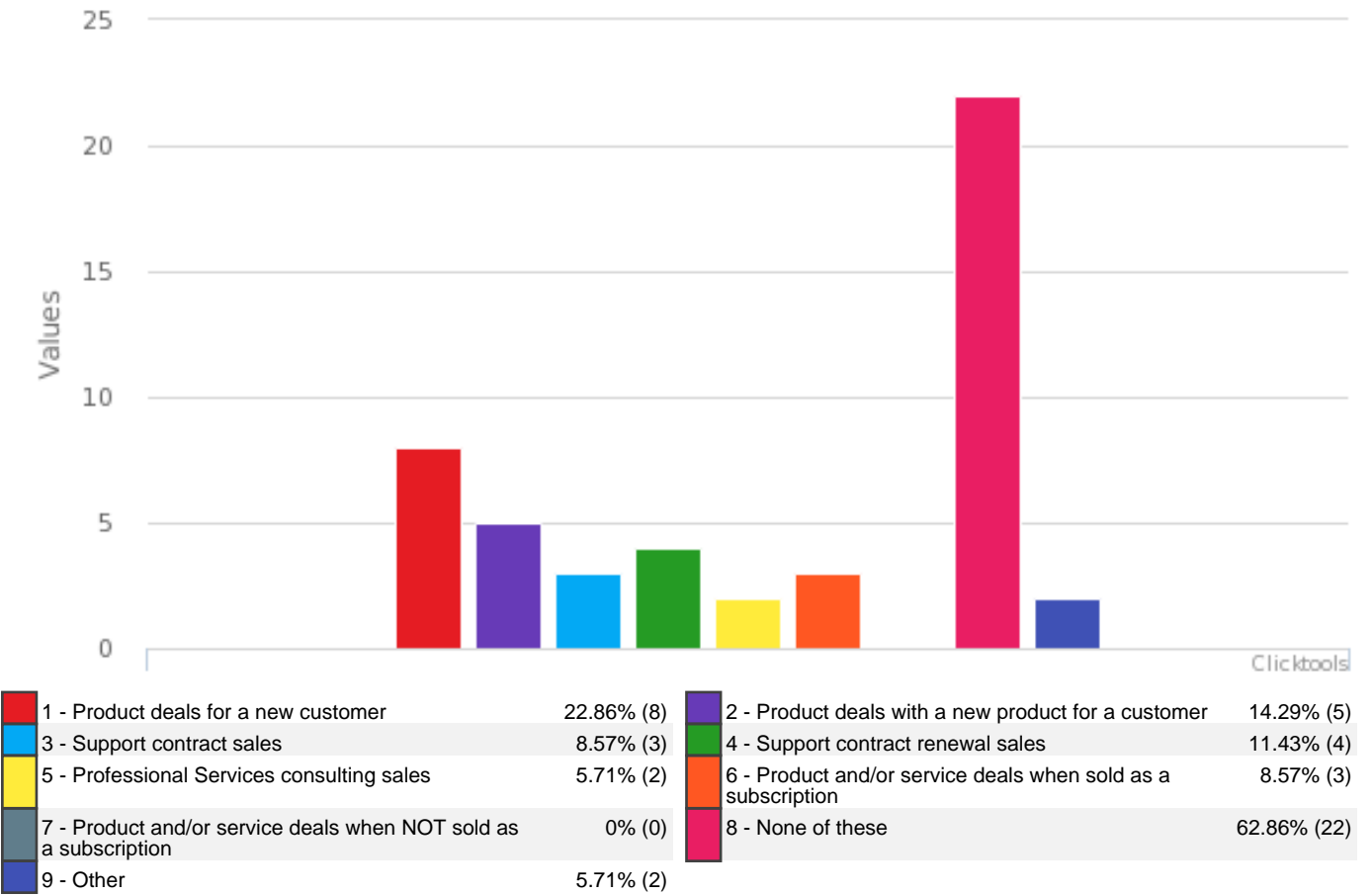
Clicktools



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

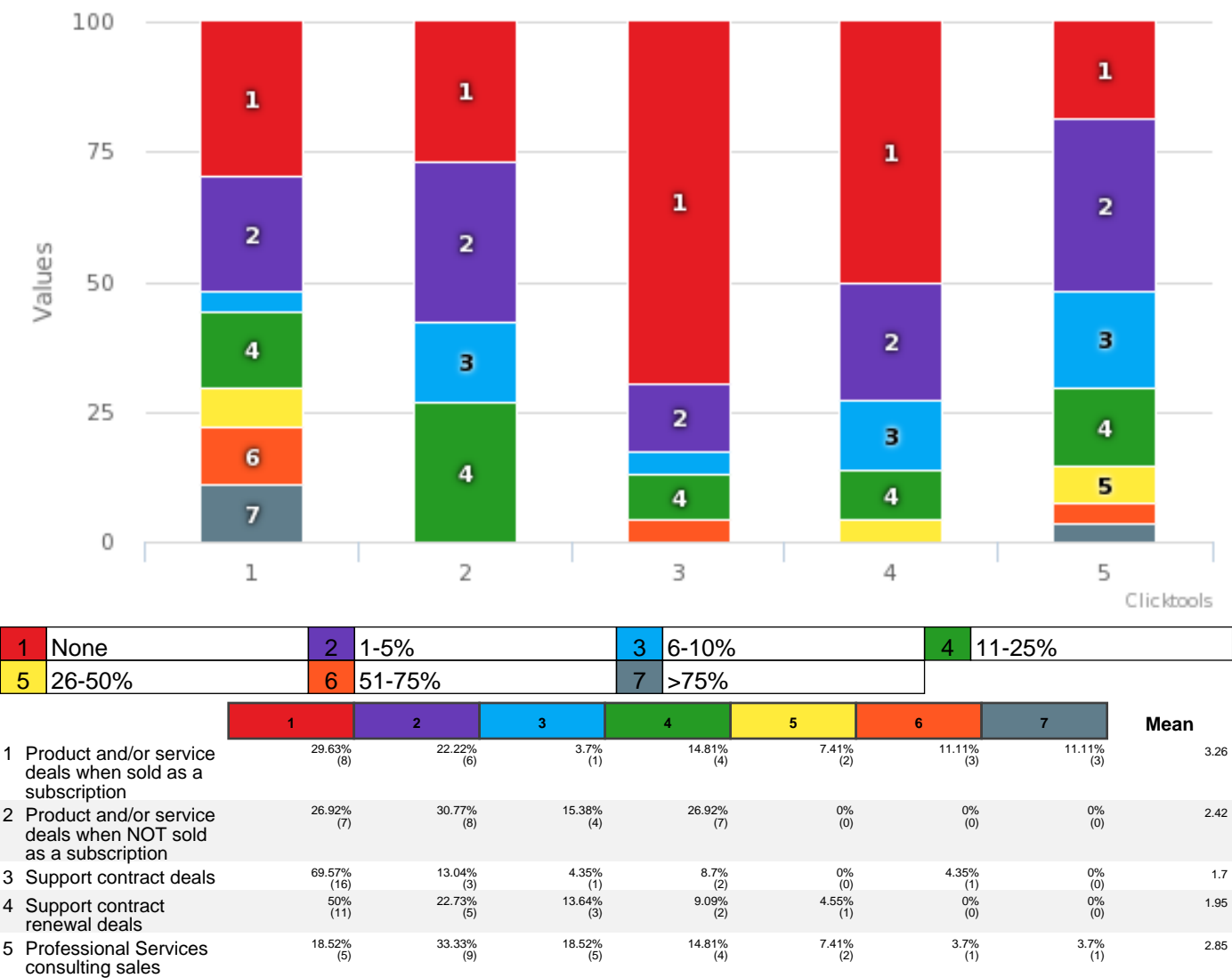


40. Are certain Education Services mandatorily attached to certain types of sales? Select all that apply.



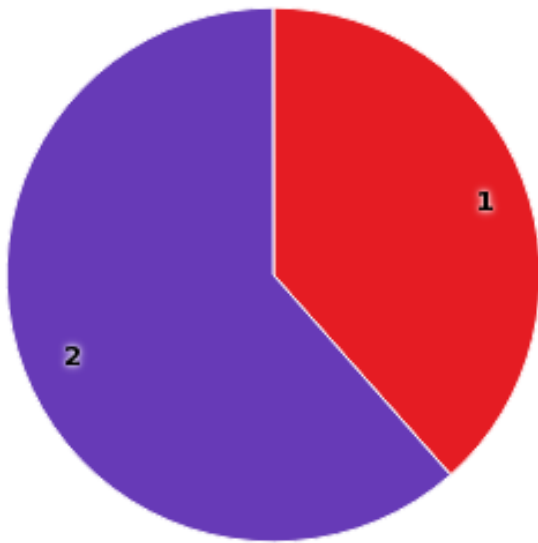
Response: 35

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?



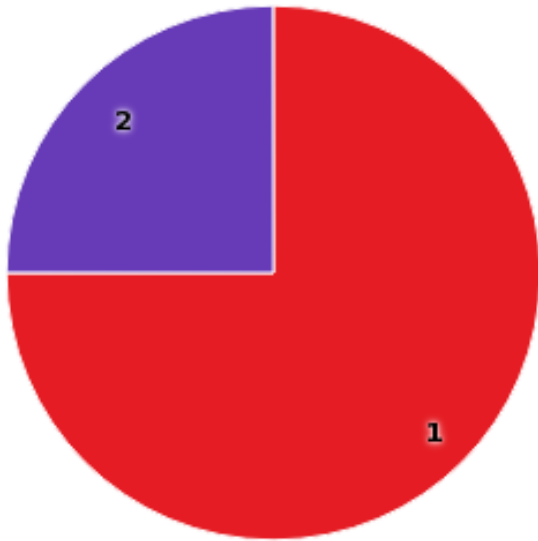
Response: 29

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?



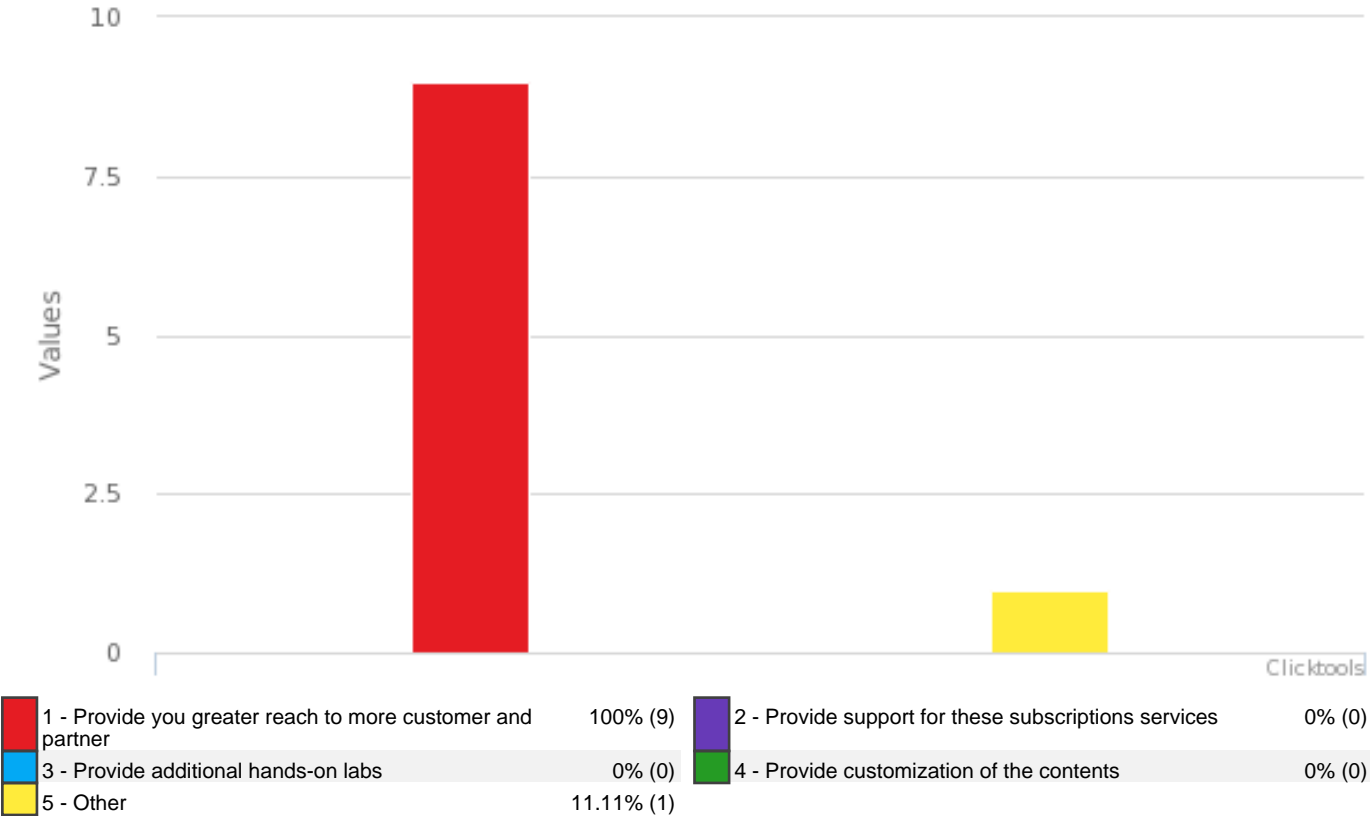
Clicktools
1 - A fixed fee for student kits and student guides 38.46% (5) 2 - A percentage of the student fee 61.54% (8)
Mean: 1.62
Response: 13

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?



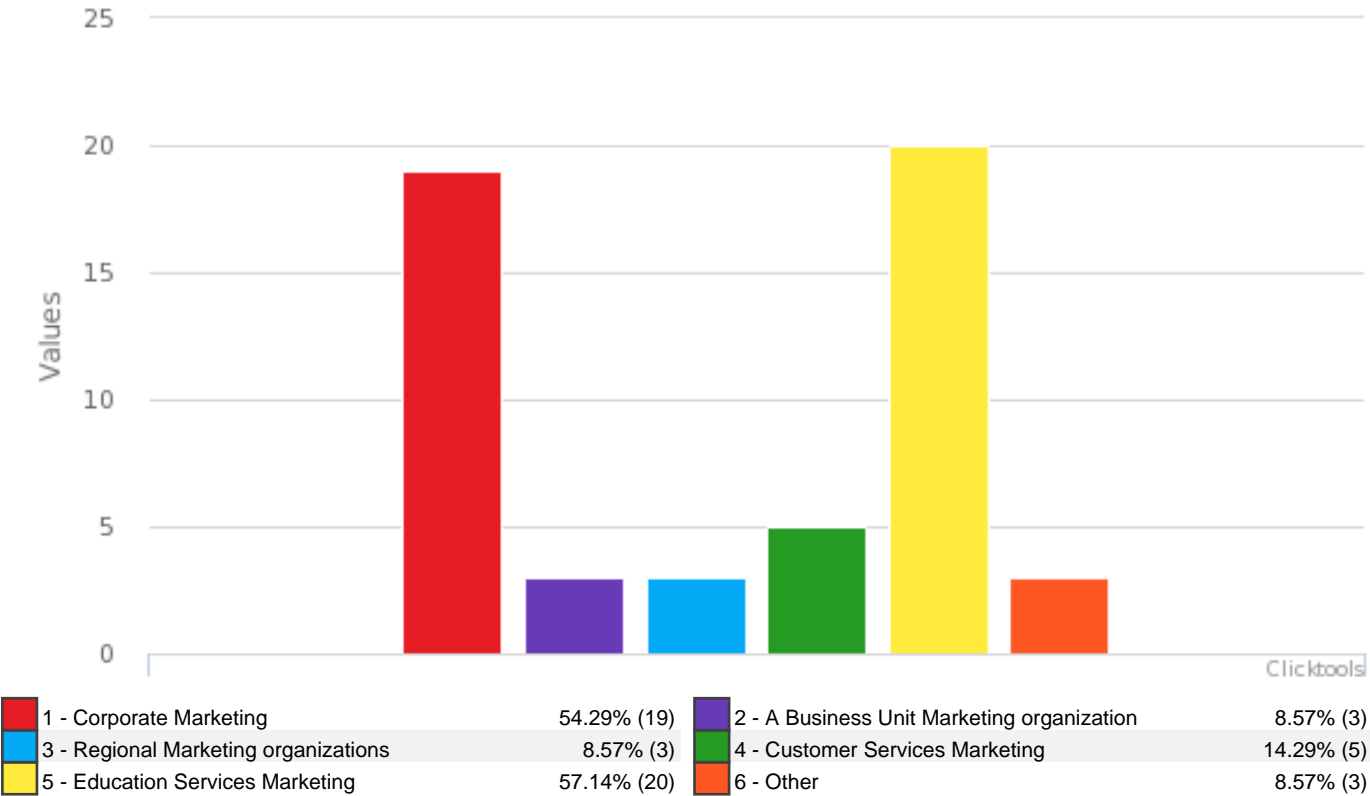
Clicktools
1 - A percentage of your list price 75% (6) 2 - Fixed price per learner per year 25% (2)
Mean: 1.25
Response: 8

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



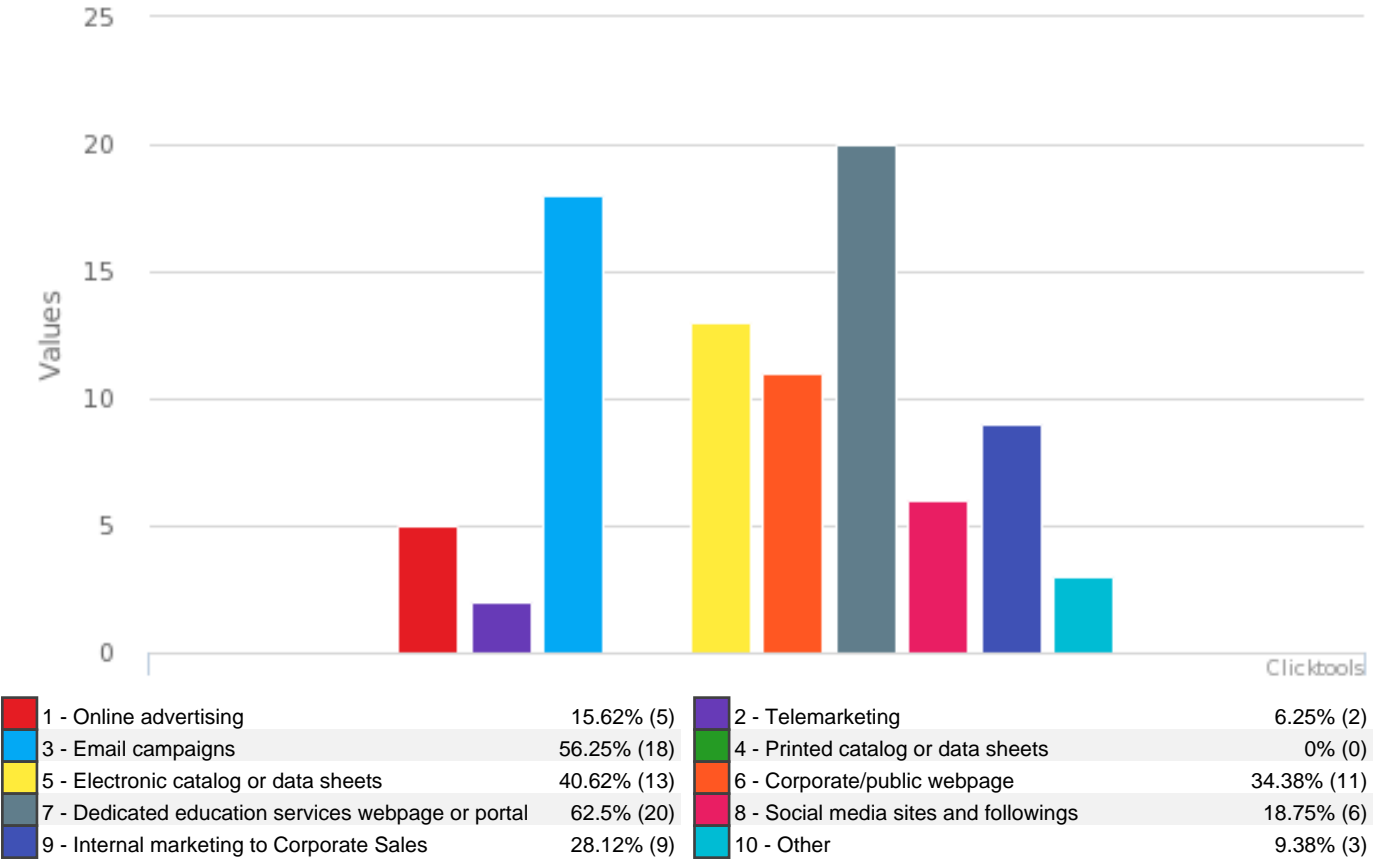
Response: 9

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

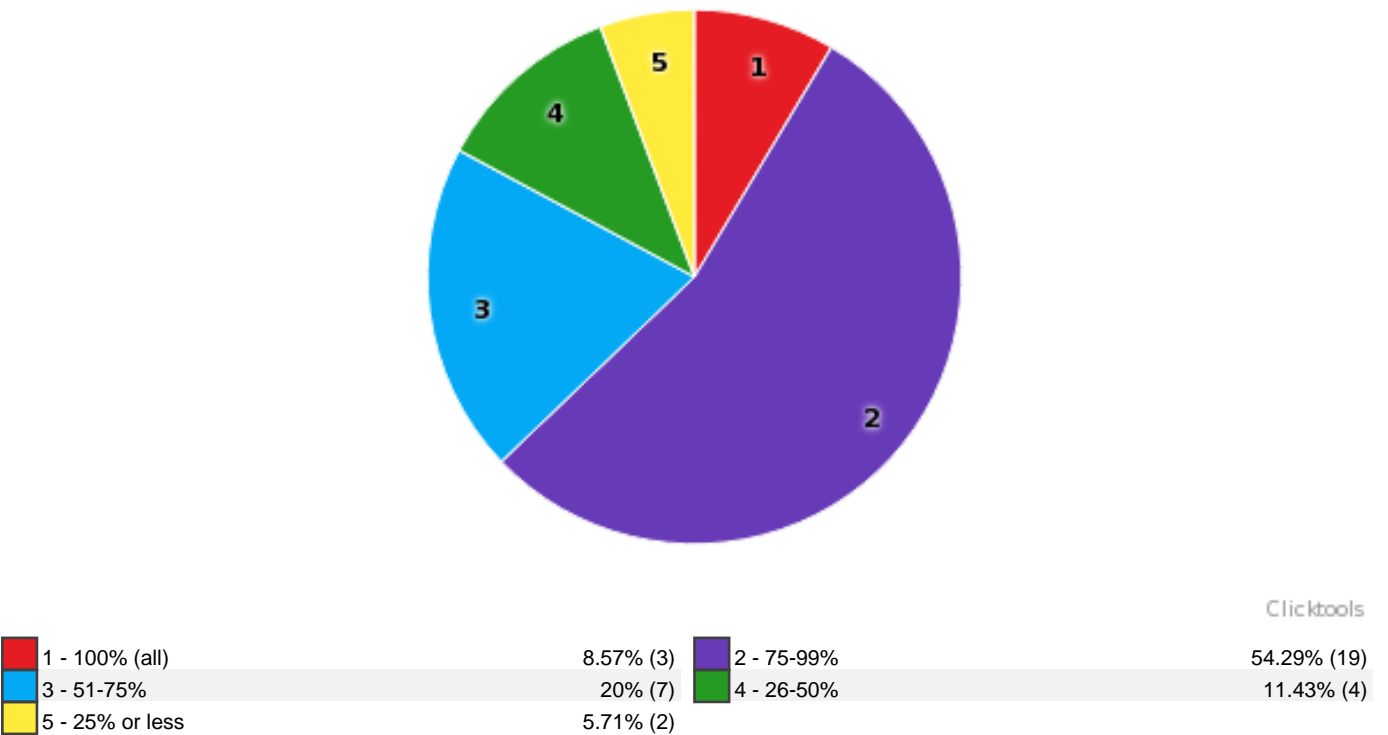


Response: 35

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



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



Mean: 2.51
Response: 35

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

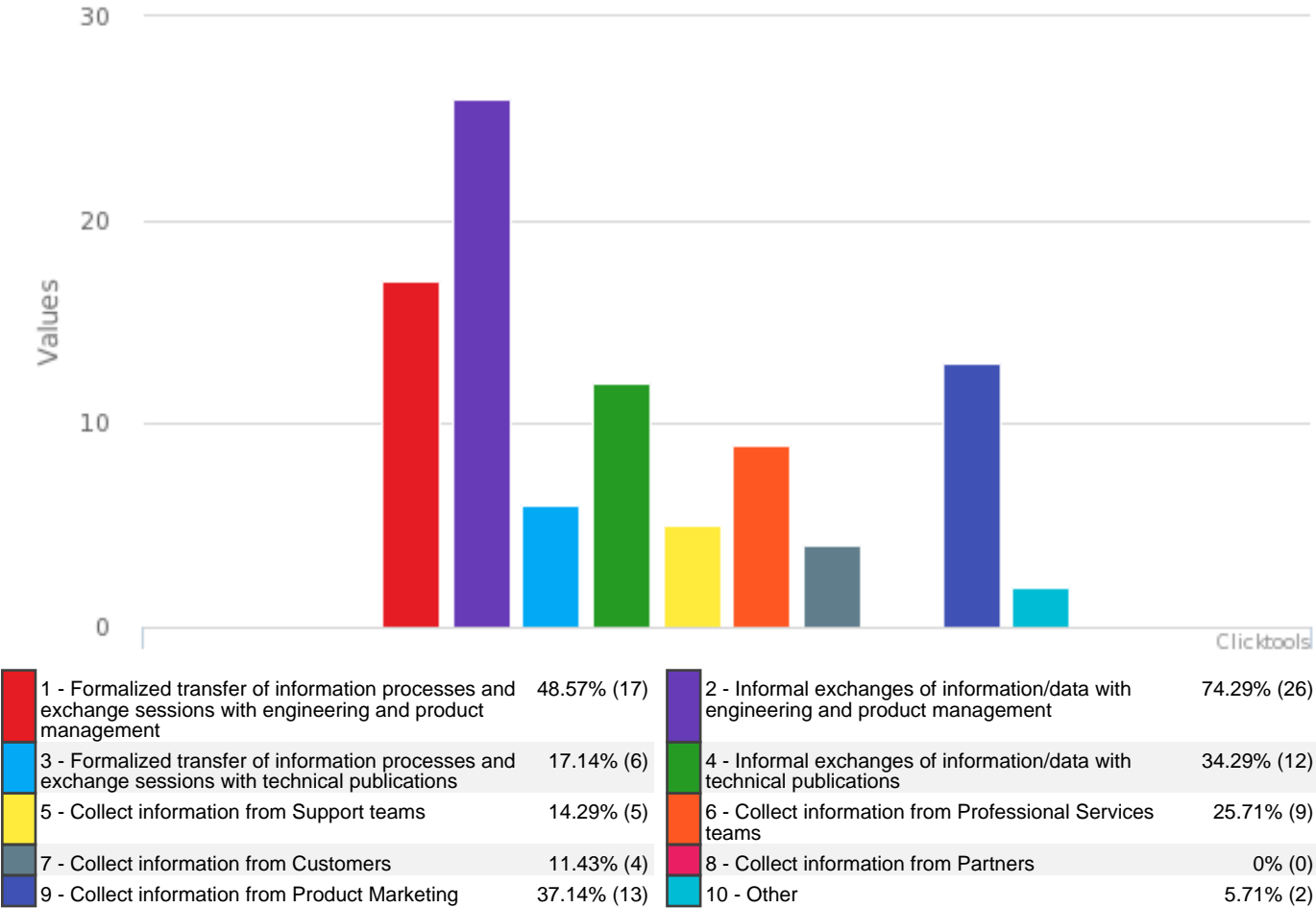


Clicktools

1 - Product feasibility/inception stage	9.09% (3)	2 - Product development stage	51.52% (17)
3 - Beta product availability stage	33.33% (11)	4 - General/public product availability stage	6.06% (2)
5 - Other	0% (0)		

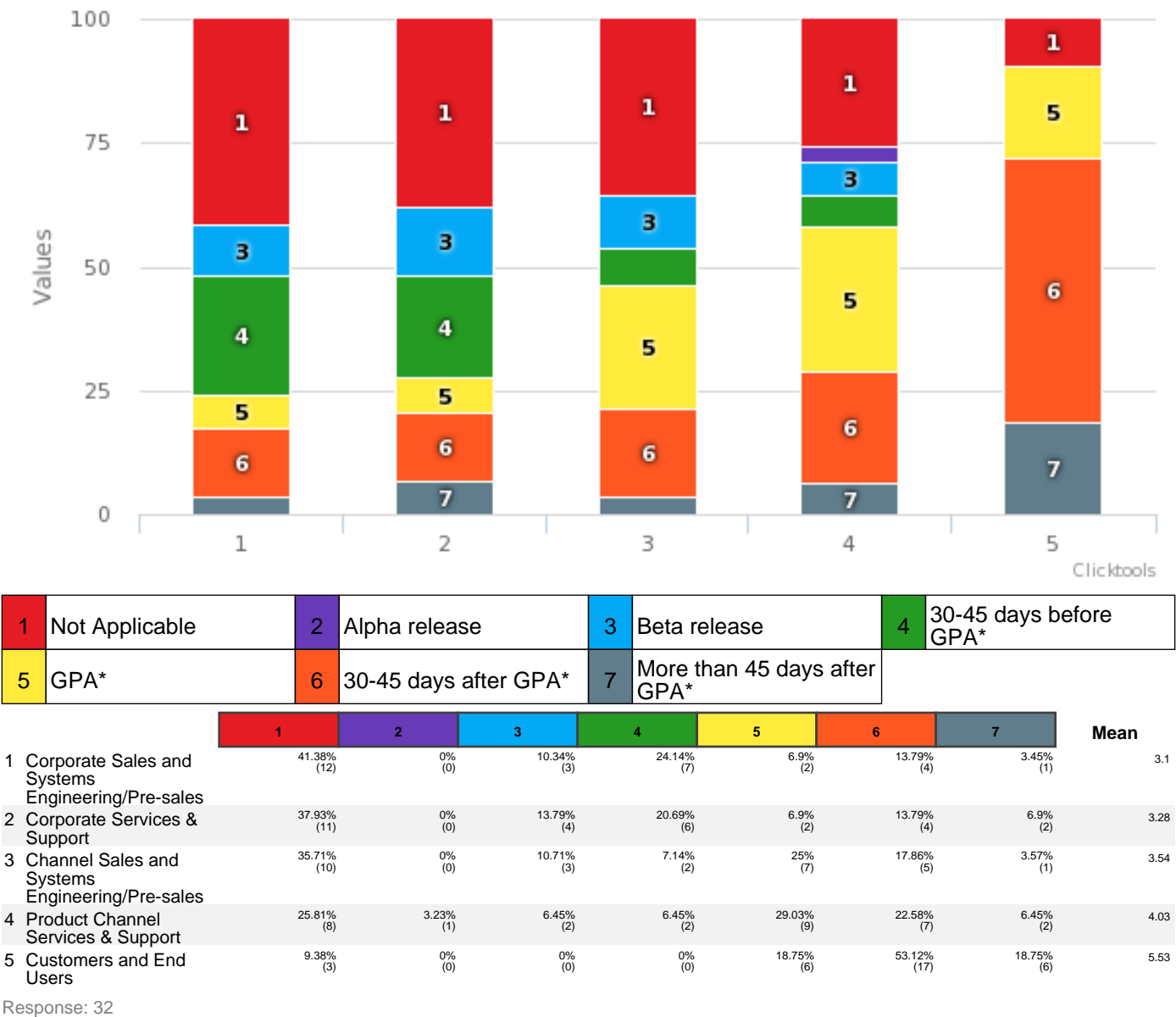
Mean: 2.36
Response: 33

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

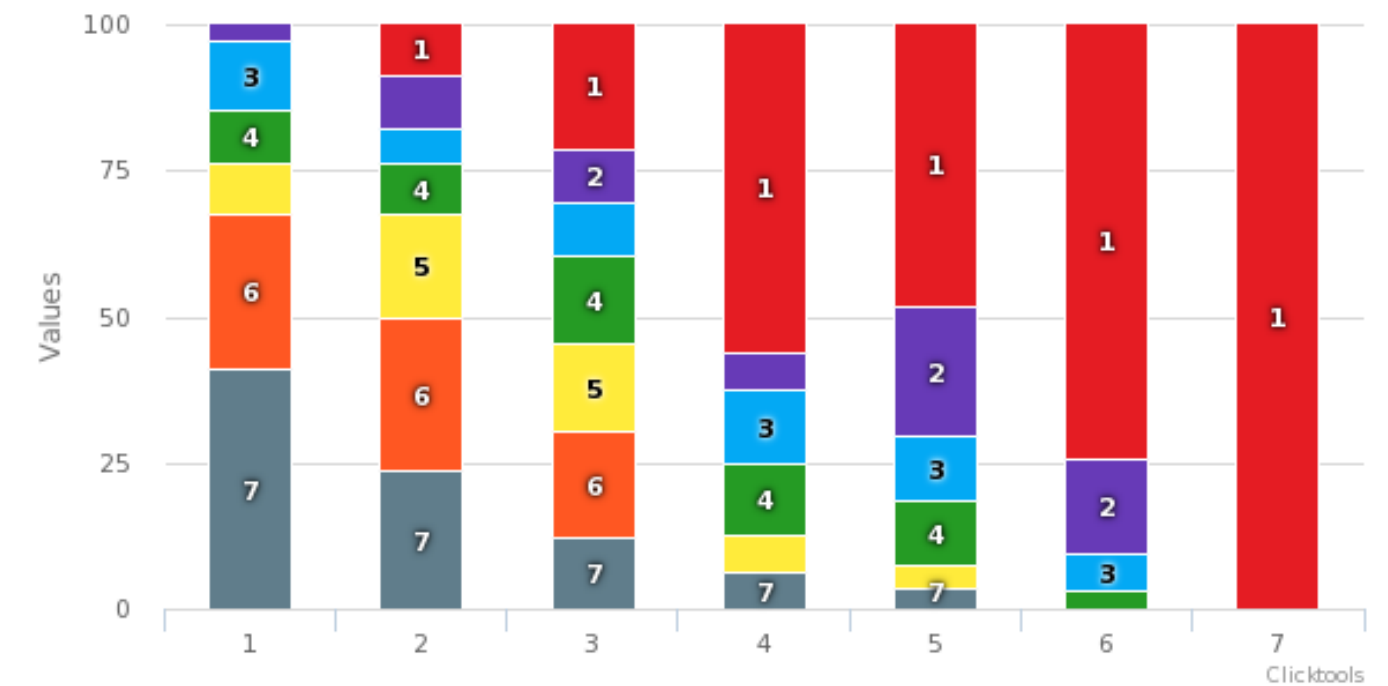


Response: 35

50. If there is a new hardware product or software release, when does curriculum design and course development MAKE AVAILABLE training materials for each of the following groups? Select the timeframe for each group (*GPA=General Product Availability).



51. How much of your training portfolio is available in the different delivery types (can be more than 100% as some content can be published in more than one modality)?



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

	1	2	3	4	5	6	7	Mean
1 Classroom training	0% (0)	2.94% (1)	11.76% (4)	8.82% (3)	8.82% (3)	26.47% (9)	41.18% (14)	5.68
2 Virtual classroom training	8.82% (3)	8.82% (3)	5.88% (2)	8.82% (3)	17.65% (6)	26.47% (9)	23.53% (8)	4.91
3 eLearning	21.21% (7)	9.09% (3)	9.09% (3)	15.15% (5)	15.15% (5)	18.18% (6)	12.12% (4)	3.97
4 Mobile Learning (smartphones/tablets)	56.25% (18)	6.25% (2)	12.5% (4)	12.5% (4)	6.25% (2)	0% (0)	6.25% (2)	2.31
5 Other self paced	48.15% (13)	22.22% (6)	11.11% (3)	11.11% (3)	3.7% (1)	0% (0)	3.7% (1)	2.15
6 New modalities such as social learning, gamification, microlearning	74.19% (23)	16.13% (5)	6.45% (2)	3.23% (1)	0% (0)	0% (0)	0% (0)	1.39
7 Other	100% (17)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 35

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

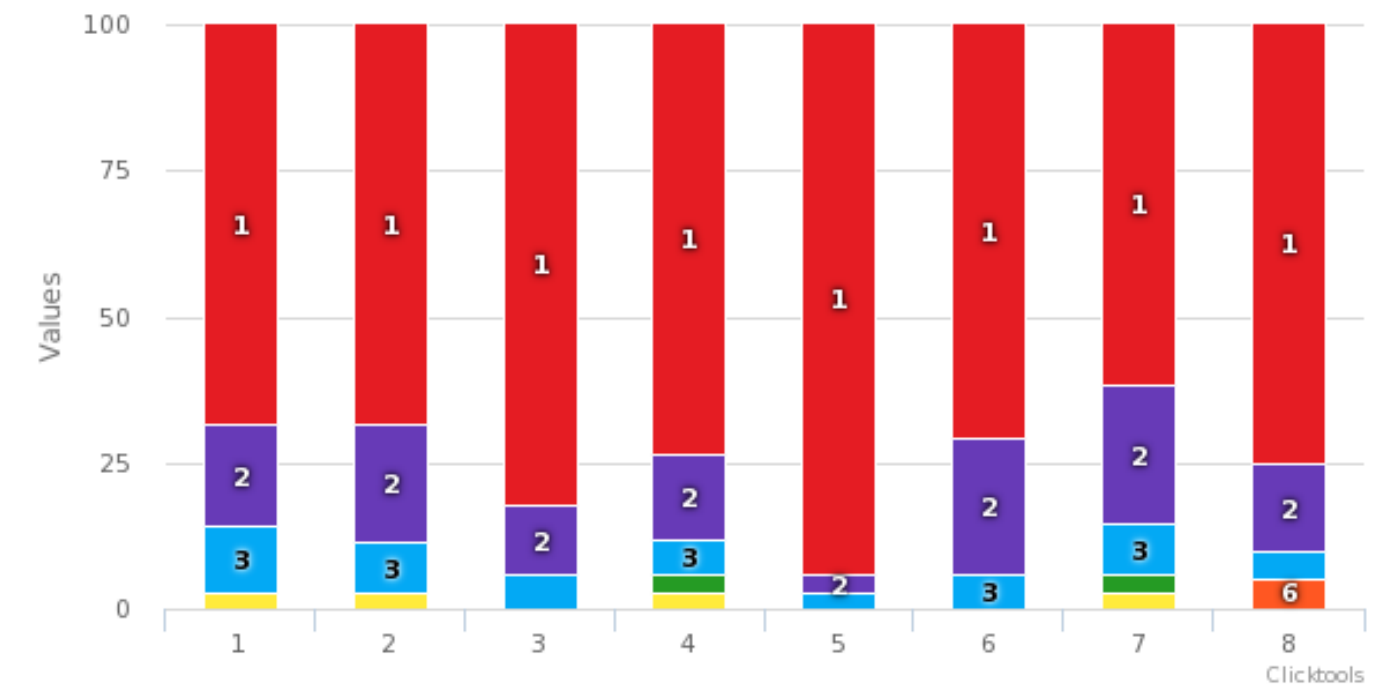


1 - None	11.43% (4)	2 - 10% or less	22.86% (8)
3 - 11-25%	11.43% (4)	4 - 26-50%	28.57% (10)
5 - 51-75%	14.29% (5)	6 - >75%	11.43% (4)

Mean: 3.46
Response: 35

Clicktools

53. Which percentage of your training portfolio is localized (translation of written materials and recorded audio) to the following languages? If you don't translate, please choose "None".



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	68.57% (24)	17.14% (6)	11.43% (4)	0% (0)	2.86% (1)	0% (0)	1.51
2 Spanish	68.57% (24)	20% (7)	8.57% (3)	0% (0)	2.86% (1)	0% (0)	1.49
3 Portugese	82.35% (28)	11.76% (4)	5.88% (2)	0% (0)	0% (0)	0% (0)	1.24
4 German	73.53% (25)	14.71% (5)	5.88% (2)	2.94% (1)	2.94% (1)	0% (0)	1.47
5 Russian	94.12% (32)	2.94% (1)	2.94% (1)	0% (0)	0% (0)	0% (0)	1.09
6 Chinese	70.59% (24)	23.53% (8)	5.88% (2)	0% (0)	0% (0)	0% (0)	1.35
7 Japanese	61.76% (21)	23.53% (8)	8.82% (3)	2.94% (1)	2.94% (1)	0% (0)	1.62
8 Other	75% (15)	15% (3)	5% (1)	0% (0)	0% (0)	5% (1)	1.5

Response: 35

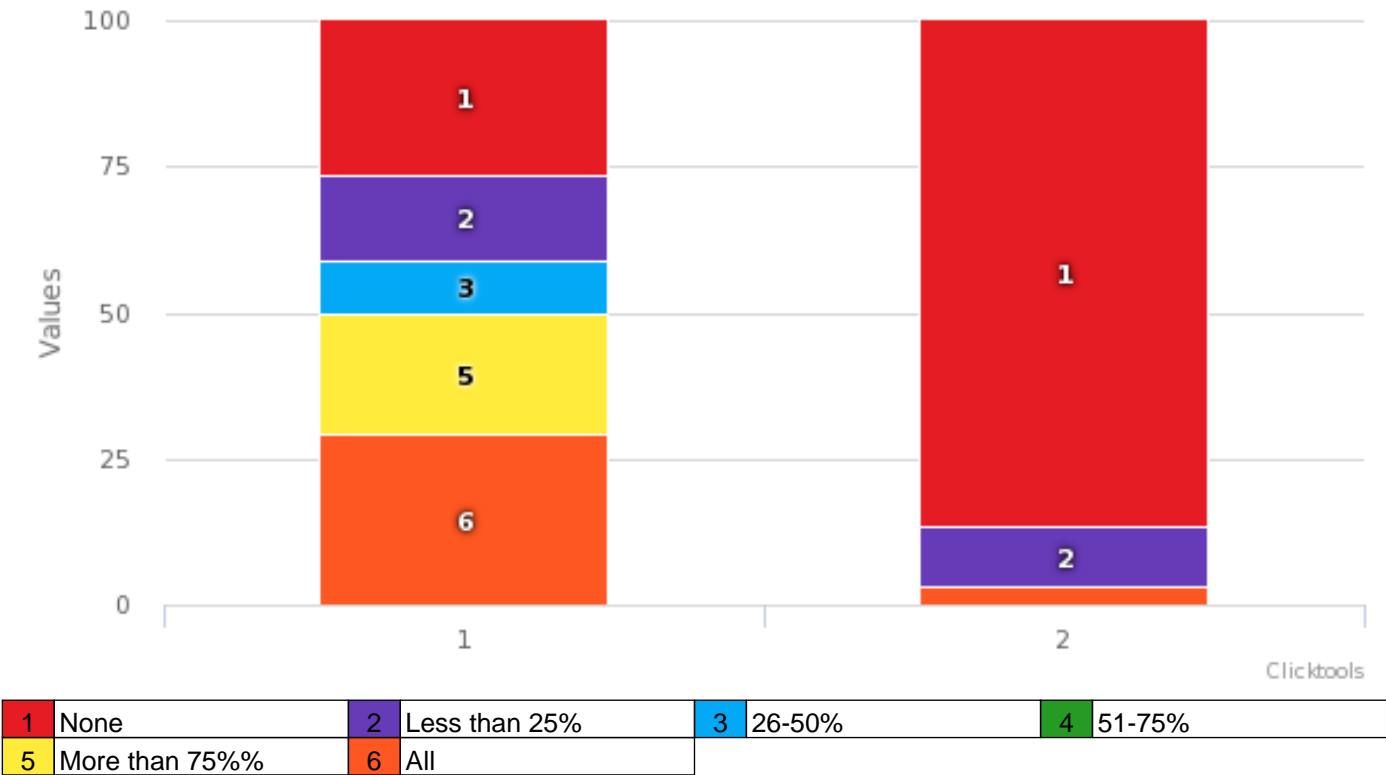
54. Which of the following types of materials are USUALLY the first ones translated?



1 - Sales training materials	20% (5)	2 - Pre-sales/Sales Engineering training materials	4% (1)
3 - Admin training materials	8% (2)	4 - Operator training materials	4% (1)
5 - End-user training materials	36% (9)	6 - Other	28% (7)

Mean: 4.16
Response: 25

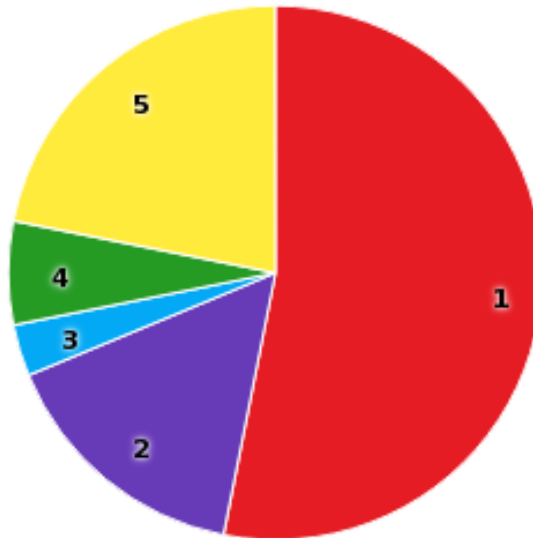
55. How much of your content is compliant with one the following standards. If it's not compliant, please choose "None".



	1	2	3	4	5	6	Mean
1 Scorm	26.47% (9)	14.71% (5)	8.82% (3)	0% (0)	20.59% (7)	29.41% (10)	3.62
2 Tin Can API	86.67% (26)	10% (3)	0% (0)	0% (0)	0% (0)	3.33% (1)	1.27

Response: 34

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

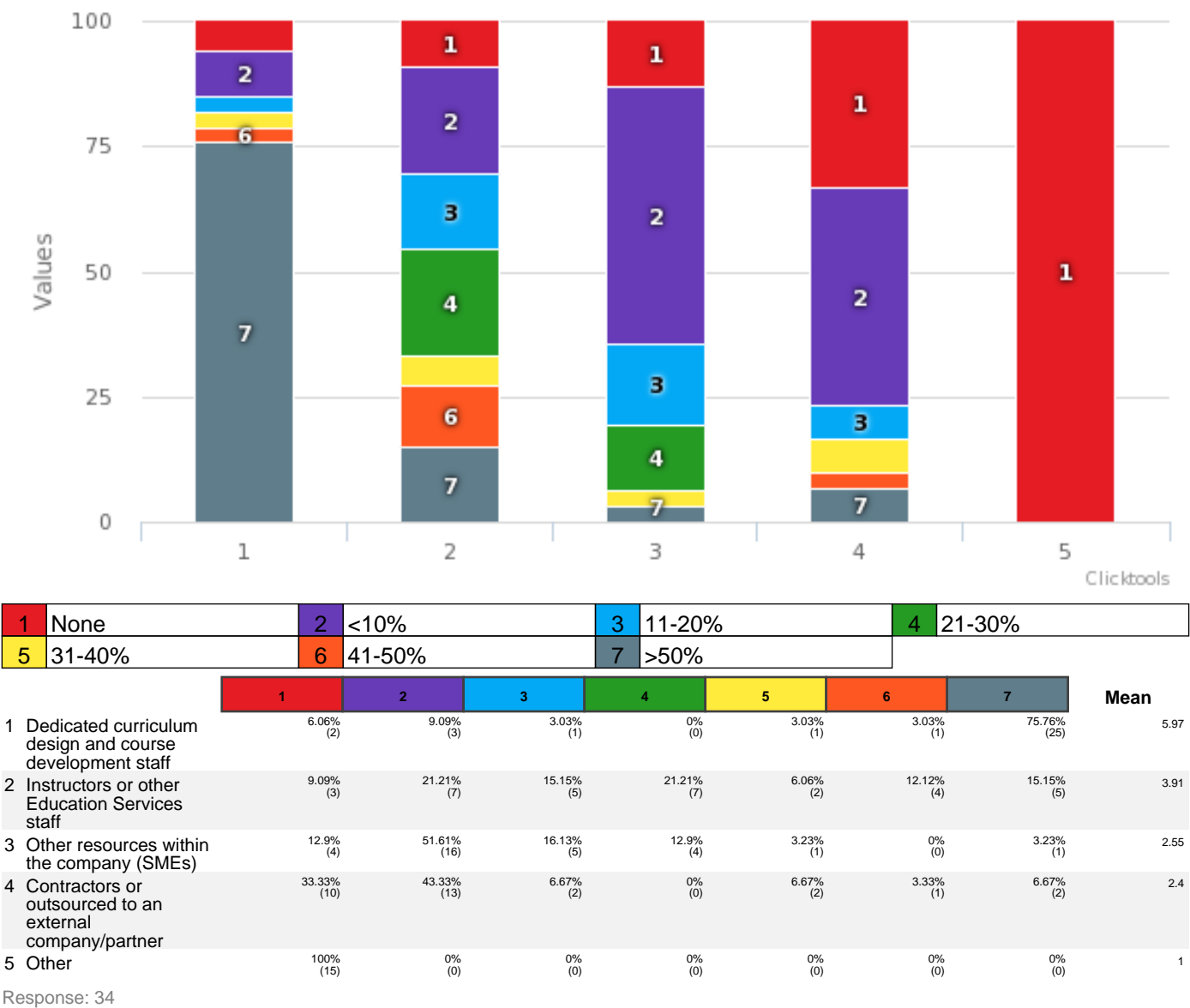


1 - 1-5	53.12% (17)	2 - 6-10	15.62% (5)
3 - 11-15	3.12% (1)	4 - 16-20	6.25% (2)
5 - >20	21.88% (7)		

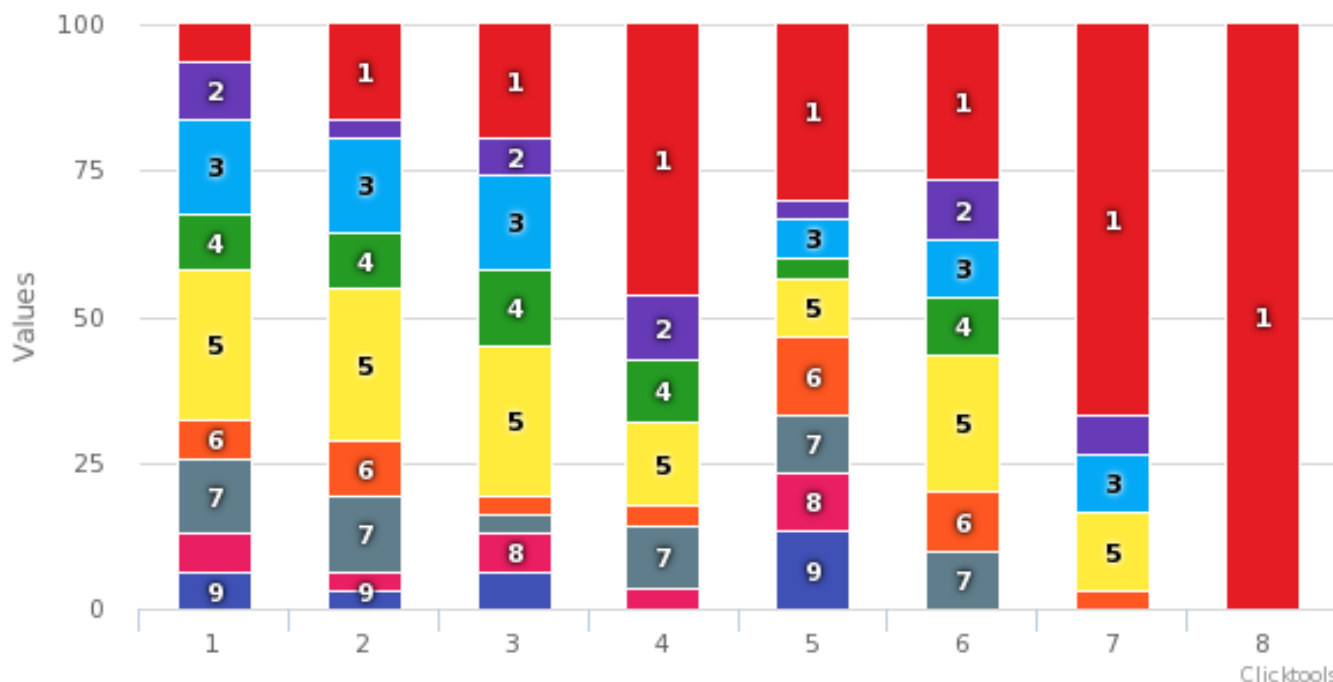
Mean: 2.28

Response: 32

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



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

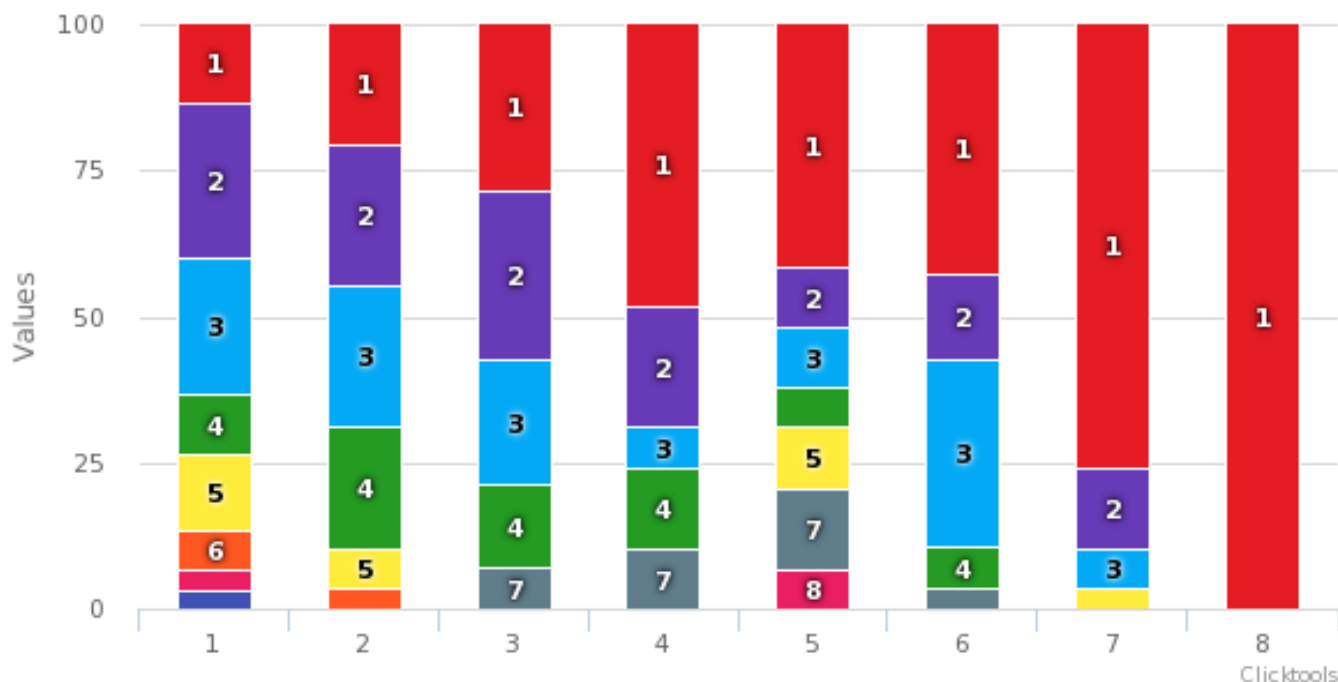


1	N/A	2	<15	3	16-25	4	26-35
5	36-50	6	51-75	7	76-100	8	100-200
9	>200						

	1	2	3	4	5	6	7	8	9	Mean
1 Instructor Led (ILT)	6.45% (2)	9.68% (3)	16.13% (5)	9.68% (3)	25.81% (8)	6.45% (2)	12.9% (4)	6.45% (2)	6.45% (2)	4.81
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	16.13% (5)	3.23% (1)	16.13% (5)	9.68% (3)	25.81% (8)	9.68% (3)	12.9% (4)	3.23% (1)	3.23% (1)	4.42
3 Remote/virtual lab exercises	19.35% (6)	6.45% (2)	16.13% (5)	12.9% (4)	25.81% (8)	3.23% (1)	3.23% (1)	6.45% (2)	6.45% (2)	4.13
4 Asynchronous e-learning (web-based training) - page turning	46.43% (13)	10.71% (3)	0% (0)	10.71% (3)	14.29% (4)	3.57% (1)	10.71% (3)	3.57% (1)	0% (0)	3.07
5 Asynchronous e-learning (web-based training) - interactive	30% (9)	3.33% (1)	6.67% (2)	3.33% (1)	10% (3)	13.33% (4)	10% (3)	10% (3)	13.33% (4)	4.7
6 Video	26.67% (8)	10% (3)	10% (3)	10% (3)	23.33% (7)	10% (3)	10% (3)	0% (0)	0% (0)	3.63
7 Electronic or printed self-study	66.67% (20)	6.67% (2)	10% (3)	0% (0)	13.33% (4)	3.33% (1)	0% (0)	0% (0)	0% (0)	1.97
8 Other	100% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 31

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)	13.33% (4)	26.67% (8)	23.33% (7)	10% (3)	13.33% (4)	6.67% (2)	0% (0)	3.33% (1)	3.33% (1)	3.4
2 Synchronous Distance Learning/Virtual Instructor Led (VILT)	20.69% (6)	24.14% (7)	24.14% (7)	20.69% (6)	6.9% (2)	3.45% (1)	0% (0)	0% (0)	0% (0)	2.79
3 Remote/virtual lab exercises	28.57% (8)	28.57% (8)	21.43% (6)	14.29% (4)	0% (0)	0% (0)	7.14% (2)	0% (0)	0% (0)	2.57
4 Asynchronous e-learning (web-based training) - page turning	48.28% (14)	20.69% (6)	6.9% (2)	13.79% (4)	0% (0)	0% (0)	10.34% (3)	0% (0)	0% (0)	2.38
5 Asynchronous e-learning (web-based training) - interactive	41.38% (12)	10.34% (3)	10.34% (3)	6.9% (2)	10.34% (3)	0% (0)	13.79% (4)	6.9% (2)	0% (0)	3.24
6 Video	42.86% (12)	14.29% (4)	32.14% (9)	7.14% (2)	0% (0)	0% (0)	3.57% (1)	0% (0)	0% (0)	2.21
7 Electronic or printed self-study	75.86% (22)	13.79% (4)	6.9% (2)	0% (0)	3.45% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.41
8 Other	100% (15)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1

Response: 30

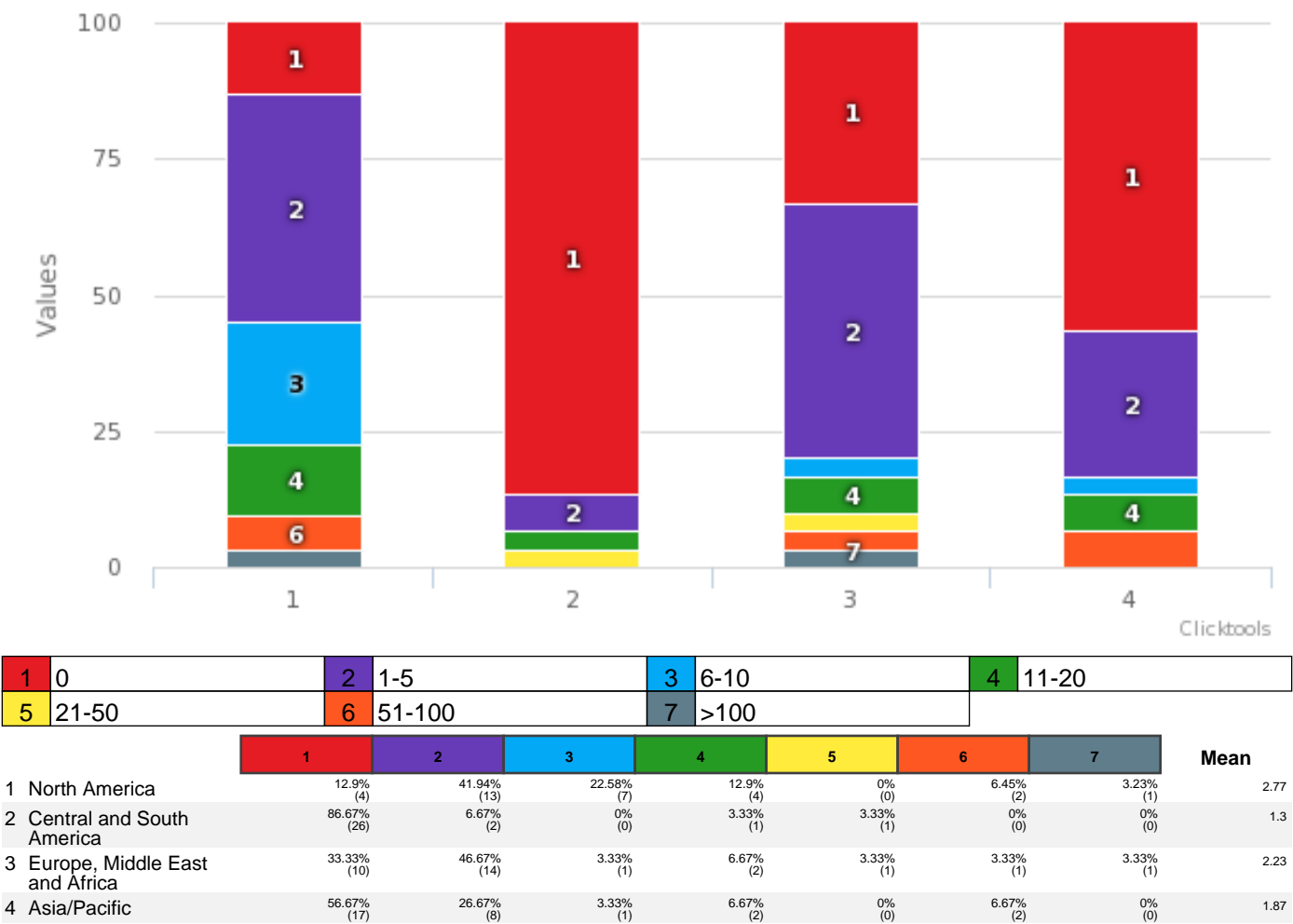
60. How often on average do you update courses?



Clicktools			
1 - < 3 months	6.06% (2)	2 - 3-5 months	15.15% (5)
3 - 6-9 months	27.27% (9)	4 - 10-14 months	39.39% (13)
5 - 15-24 months	12.12% (4)	6 - > 24 months	0% (0)

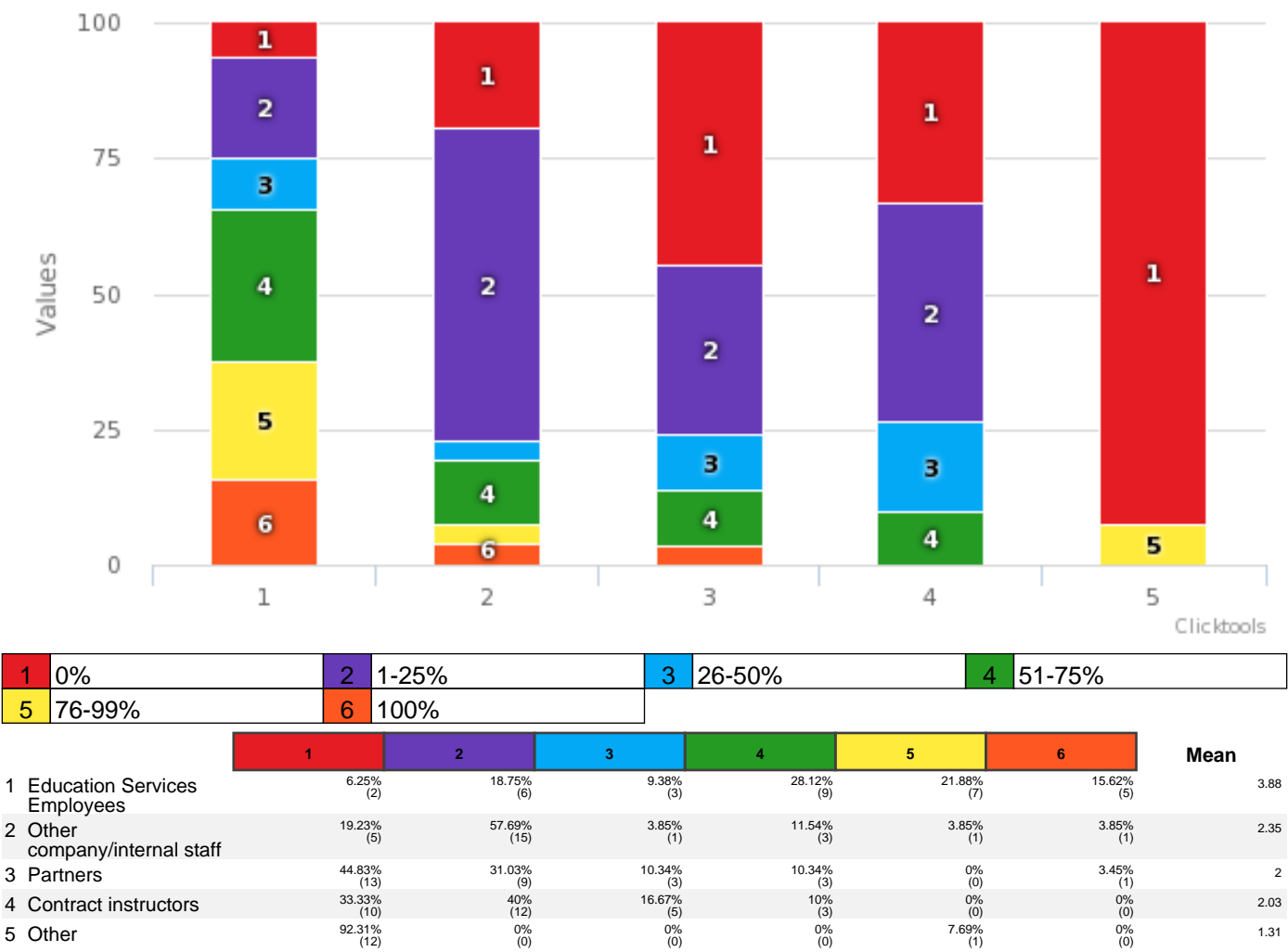
Mean: 3.36
Response: 33

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?



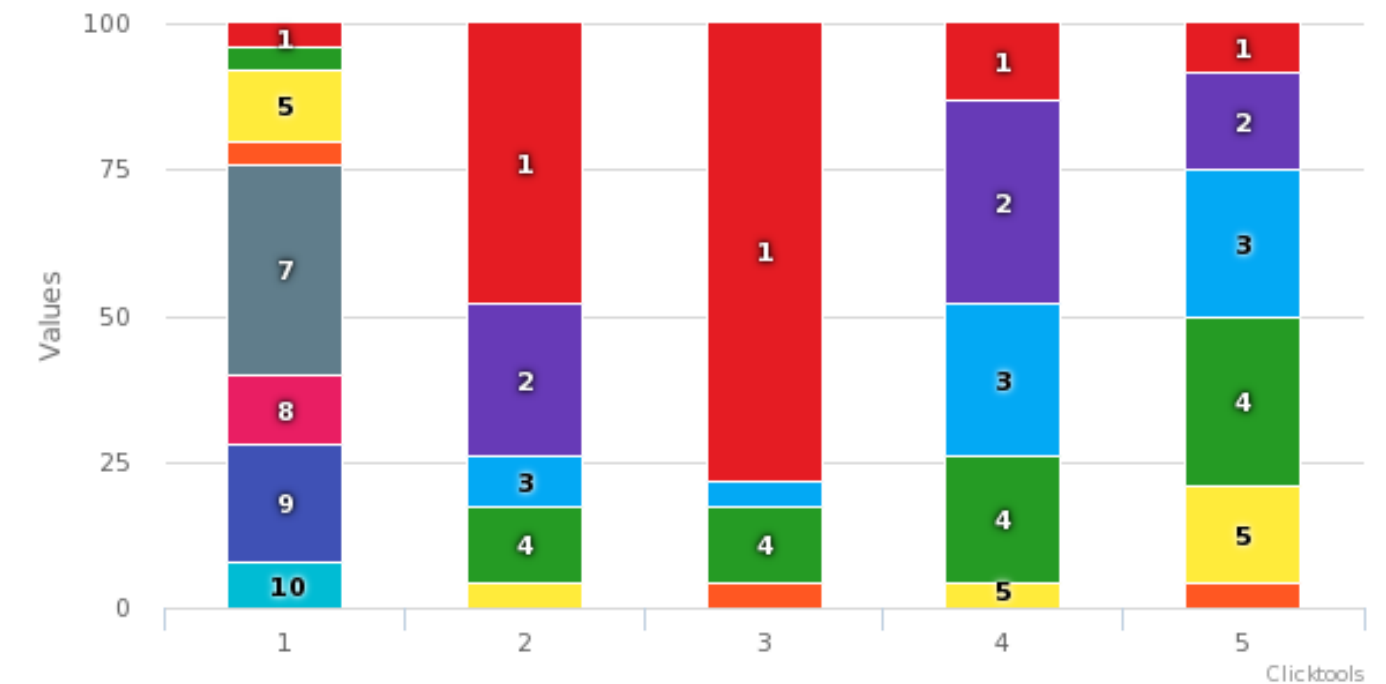
Response: 31

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



Response: 32

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	4% (1)	0% (0)	0% (0)	4% (1)	12% (3)	4% (1)	36% (9)	12% (3)	20% (5)	8% (2)	7.12
2 Billable custom development	47.83% (11)	26.09% (6)	8.7% (2)	13.04% (3)	4.35% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Other billable	78.26% (18)	0% (0)	4.35% (1)	13.04% (3)	0% (0)	4.35% (1)	0% (0)	0% (0)	0% (0)	0% (0)	1.7
4 Non-billable preparation time including travel for onsites	13.04% (3)	34.78% (8)	26.09% (6)	21.74% (5)	4.35% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.7
5 Non-billable other (learning new topics, meetings, internal projects, holidays)	8.33% (2)	16.67% (4)	25% (6)	29.17% (7)	16.67% (4)	4.17% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3.42

Response: 25

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

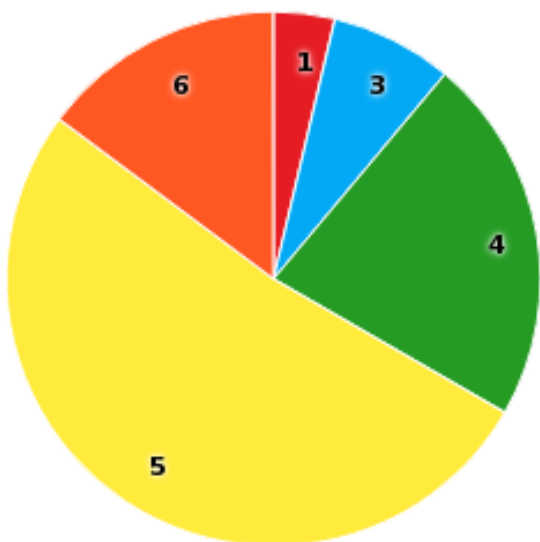


Clicktools

1 - 1 month or less	3.45% (1)	2 - 2 months	6.9% (2)
3 - 3 months	41.38% (12)	4 - 4-6 months	41.38% (12)
5 - 7-12 months	6.9% (2)	6 - More than 12 months	0% (0)

Mean: 3.41
Response: 29

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

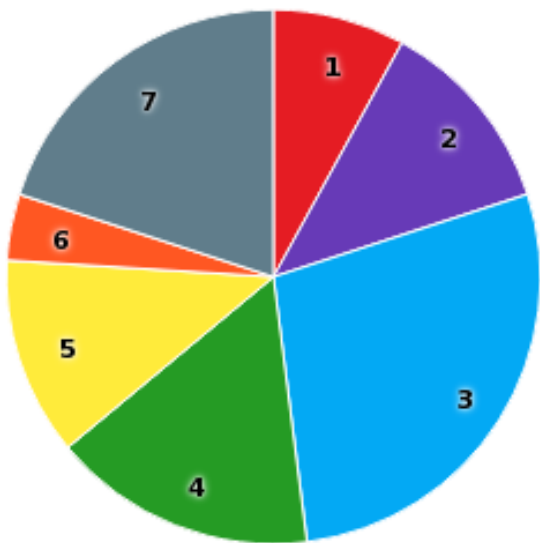


Clicktools

1 - 1 month or less	3.7% (1)	2 - 2 months	0% (0)
3 - 3 months	7.41% (2)	4 - 4-6 months	22.22% (6)
5 - 7-12 months	51.85% (14)	6 - More than 12 months	14.81% (4)

Mean: 4.63
Response: 27

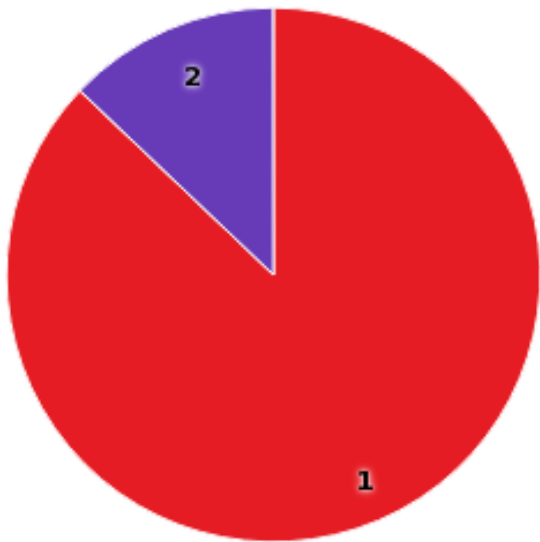
66. What was the annual instructor-led revenue generated in \$ per FTE (full time equivalent) instructor in the last fiscal business year (including the use of contractors and partners)?



1 - <\$100K	8% (2)	2 - \$100K-\$150K	12% (3)
3 - \$150K-\$200K	28% (7)	4 - \$200K-\$250K	16% (4)
5 - \$250K-\$300K	12% (3)	6 - \$300K-\$400K	4% (1)
7 - >\$400K	20% (5)		

Mean: 4.04
Response: 25

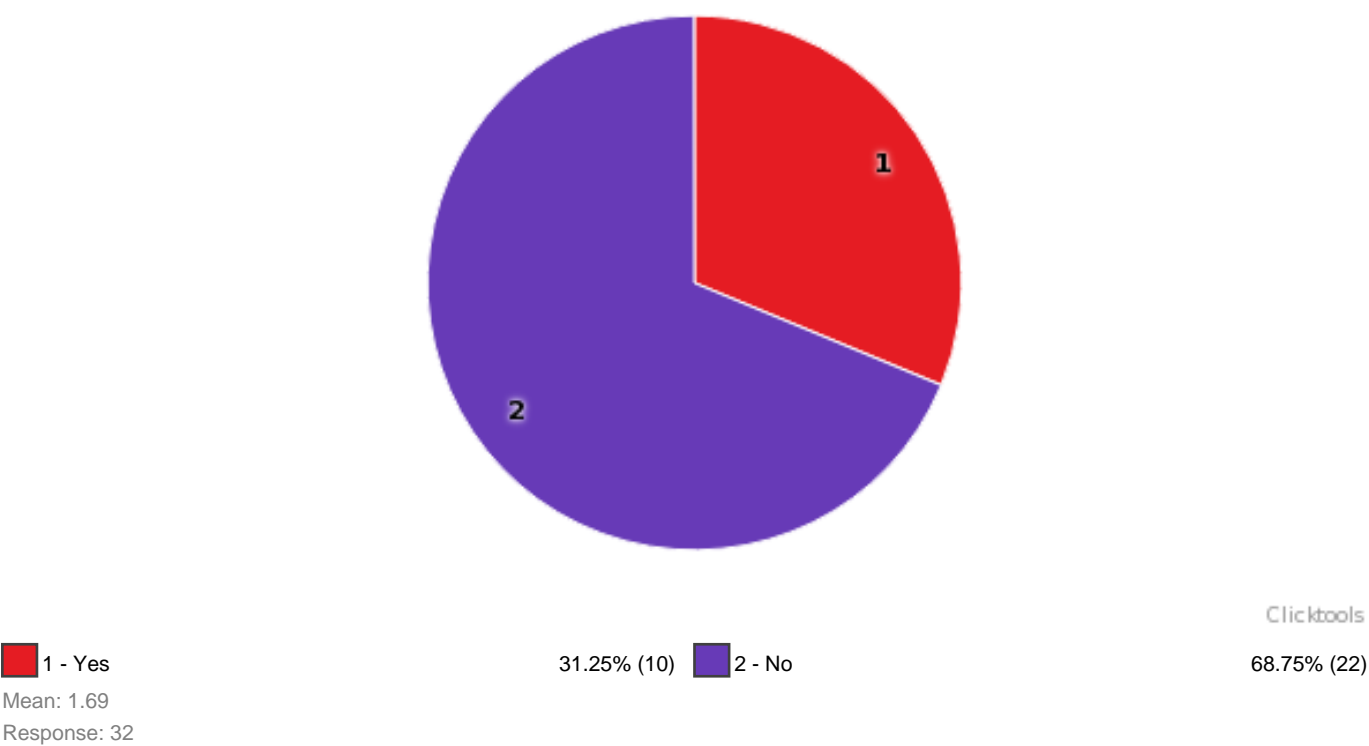
67. When delivering classroom or virtual instructor-led training, do you mix audiences, meaning that a class could be composed of participants that are customers, partners and/or employees?



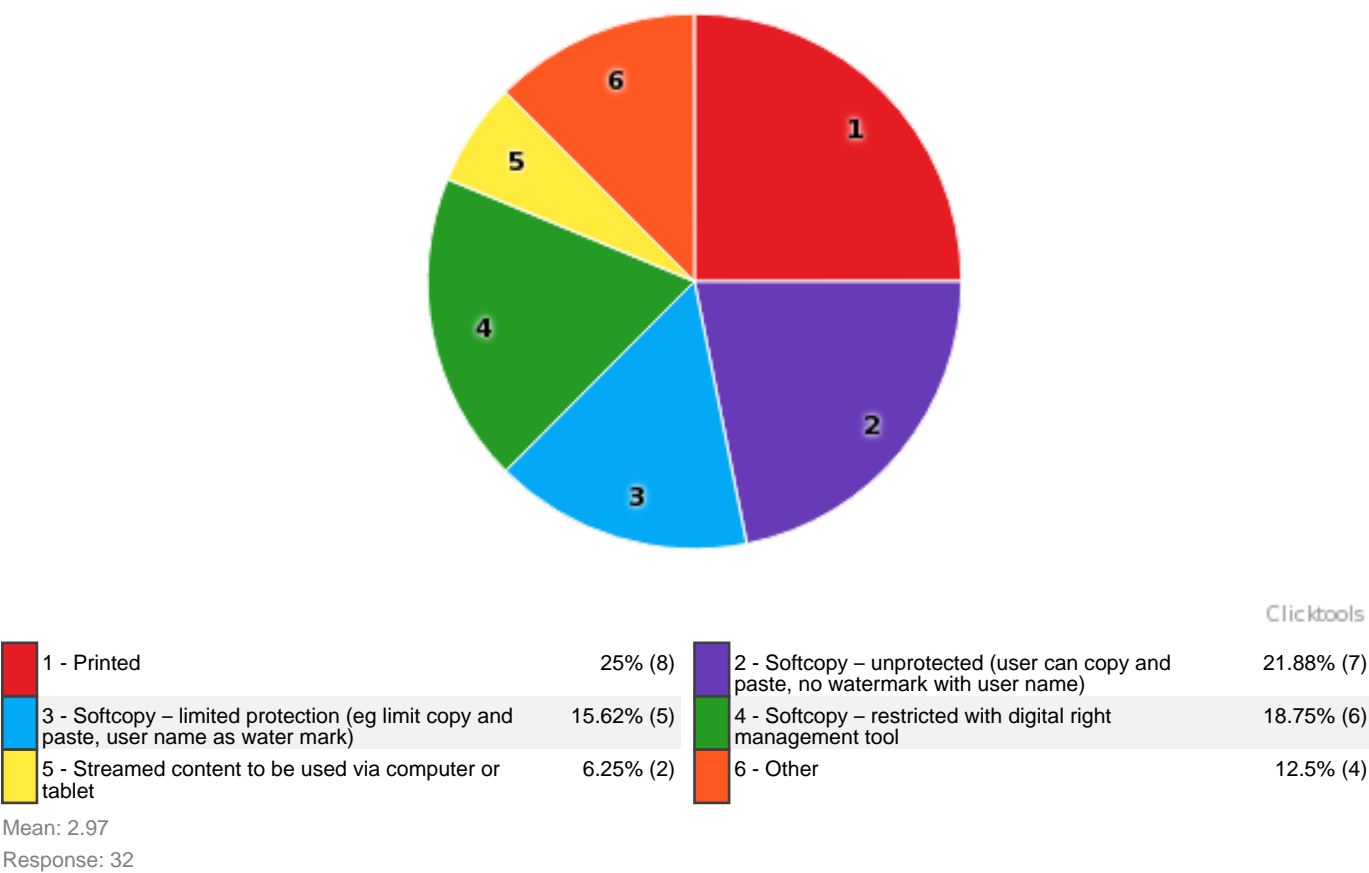
1 - Yes	87.1% (27)	2 - No	12.9% (4)
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Mean: 1.13
Response: 31

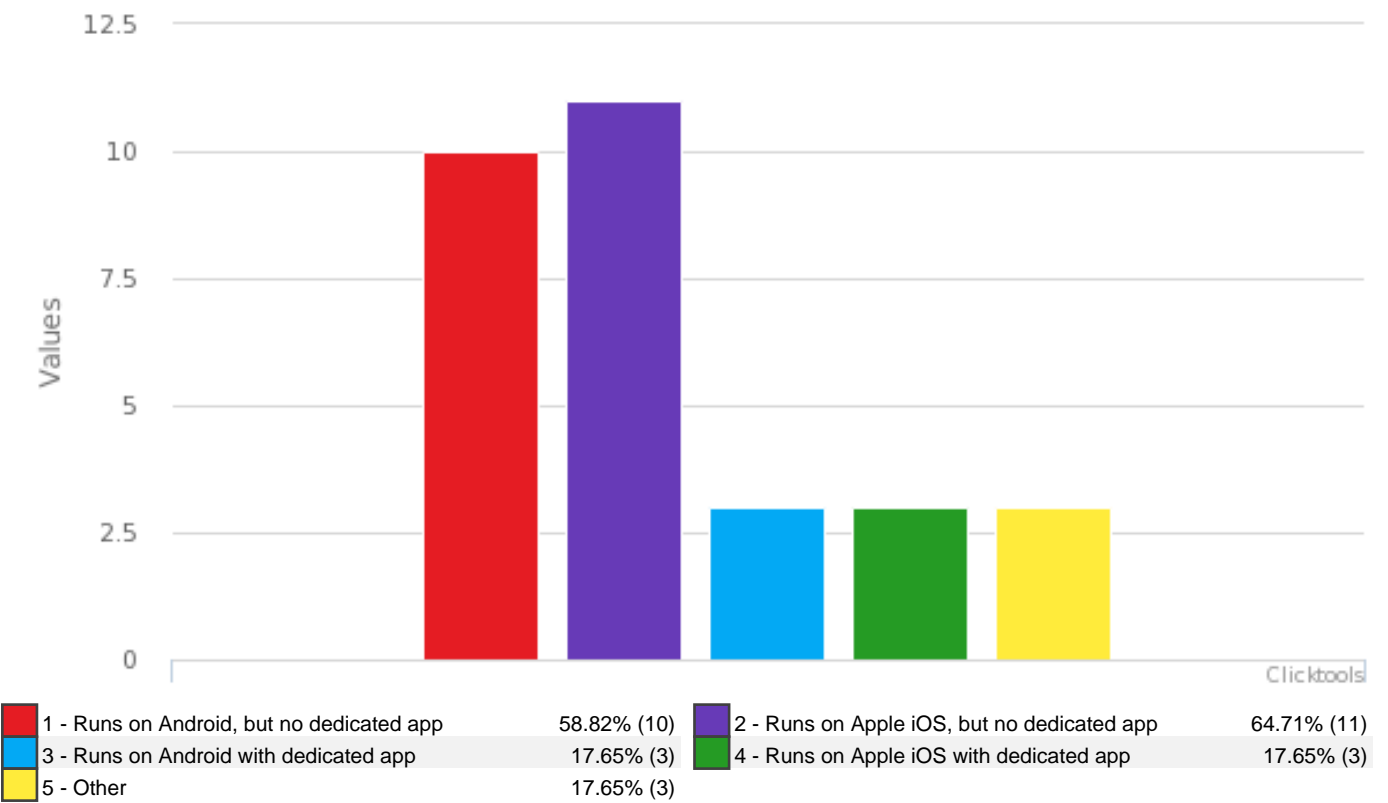
68. When delivering instructor-led training, do you mix both live and virtual audiences?



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

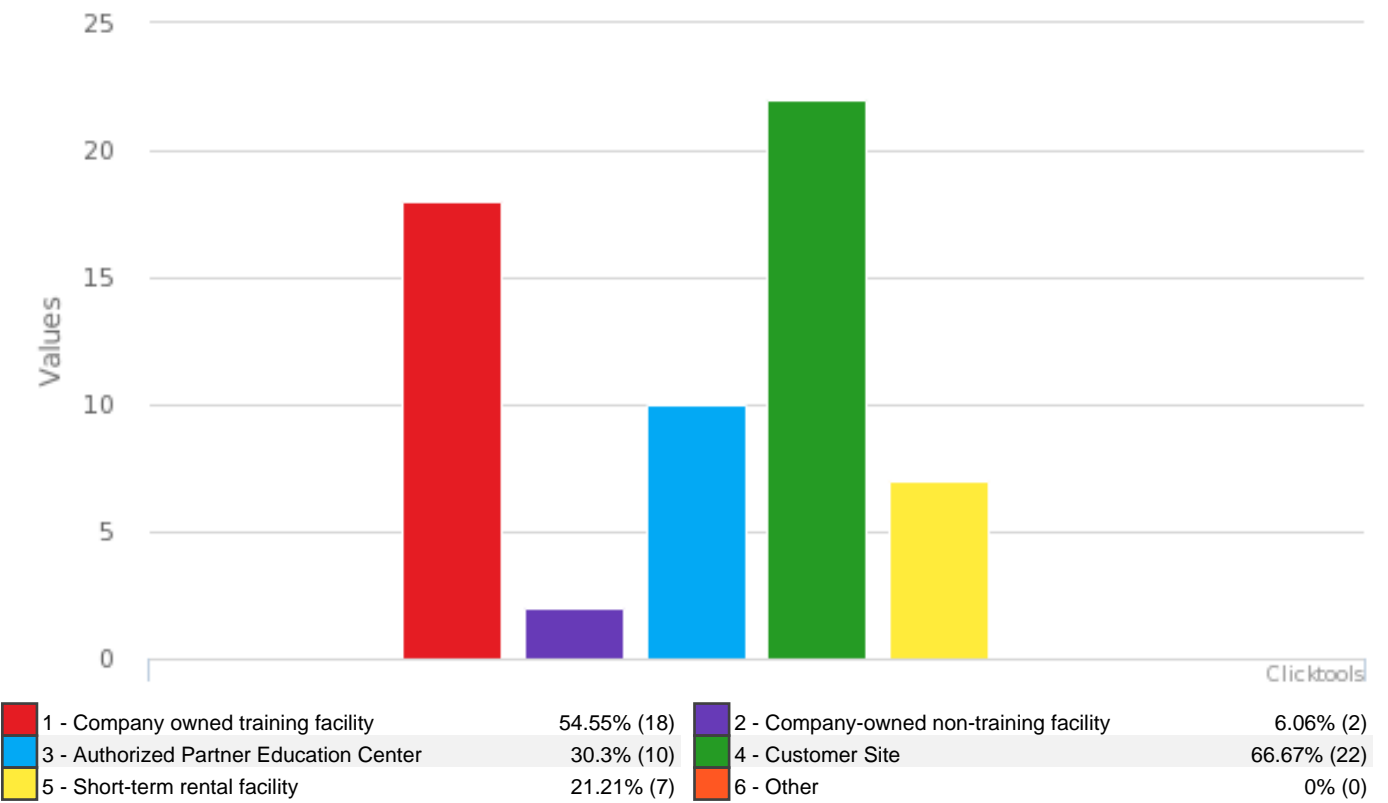


70. Is your training material developed to be read on smartphones and tablets, and if so for which tablets? Select all that apply.



Response: 17

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



Response: 33

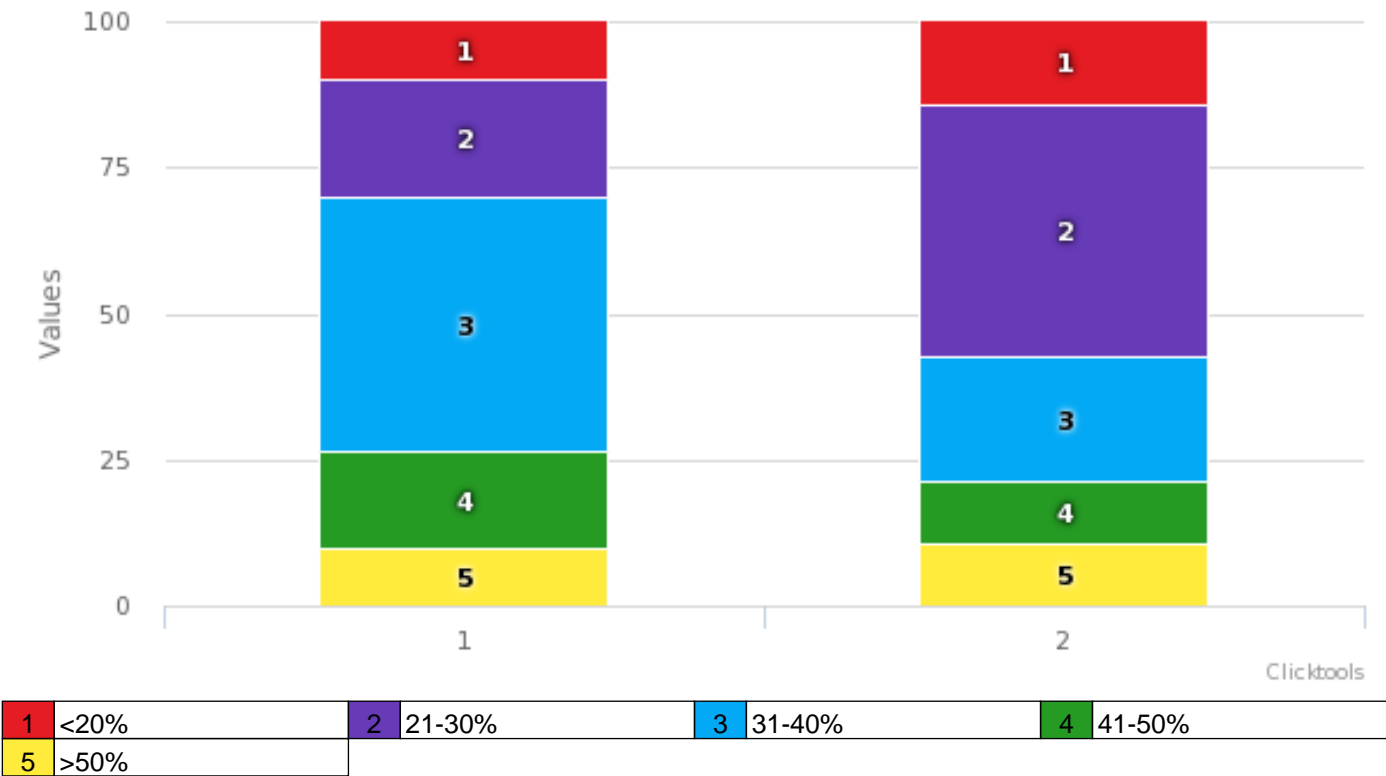
72. For the last fiscal year, what was the own classroom utilization achievement?



1 - <20%	25.93% (7)	2 - 21-30%	18.52% (5)
3 - 31-40%	14.81% (4)	4 - 41-50%	14.81% (4)
5 - 51-60%	11.11% (3)	6 - 61-70%	3.7% (1)
7 - >70%	11.11% (3)		

Mean: 3.22
Response: 27

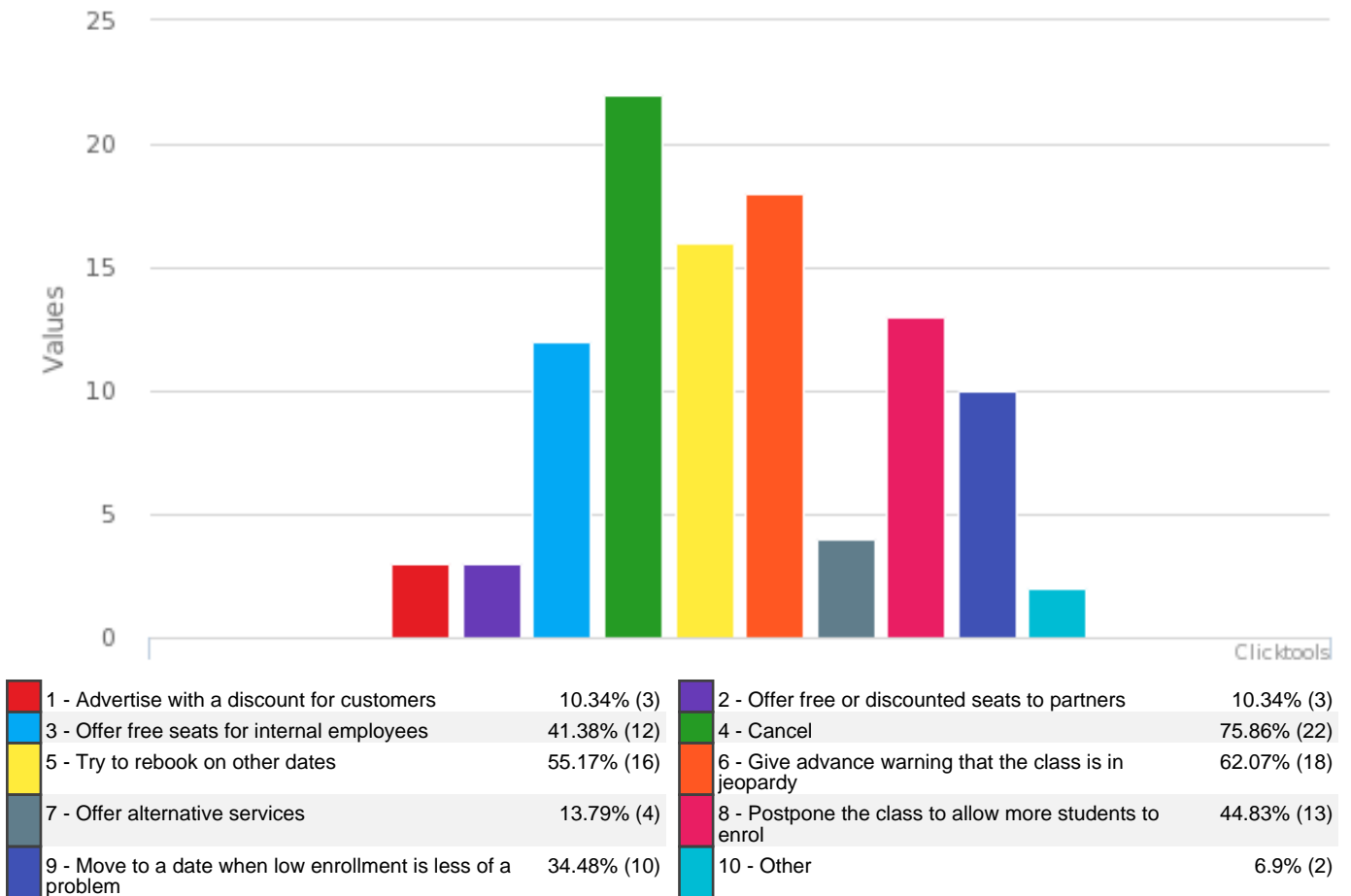
73. What percentage fill rate do you require to run open enrollment (public) classes (for example, if you need 4 out of 8 maximum seats, it's 50%)?



	1	2	3	4	5	Mean
1 Live instructor-led	10% (3)	20% (6)	43.33% (13)	16.67% (5)	10% (3)	2.97
2 Virtual instructor-led	14.29% (4)	42.86% (12)	21.43% (6)	10.71% (3)	10.71% (3)	2.61

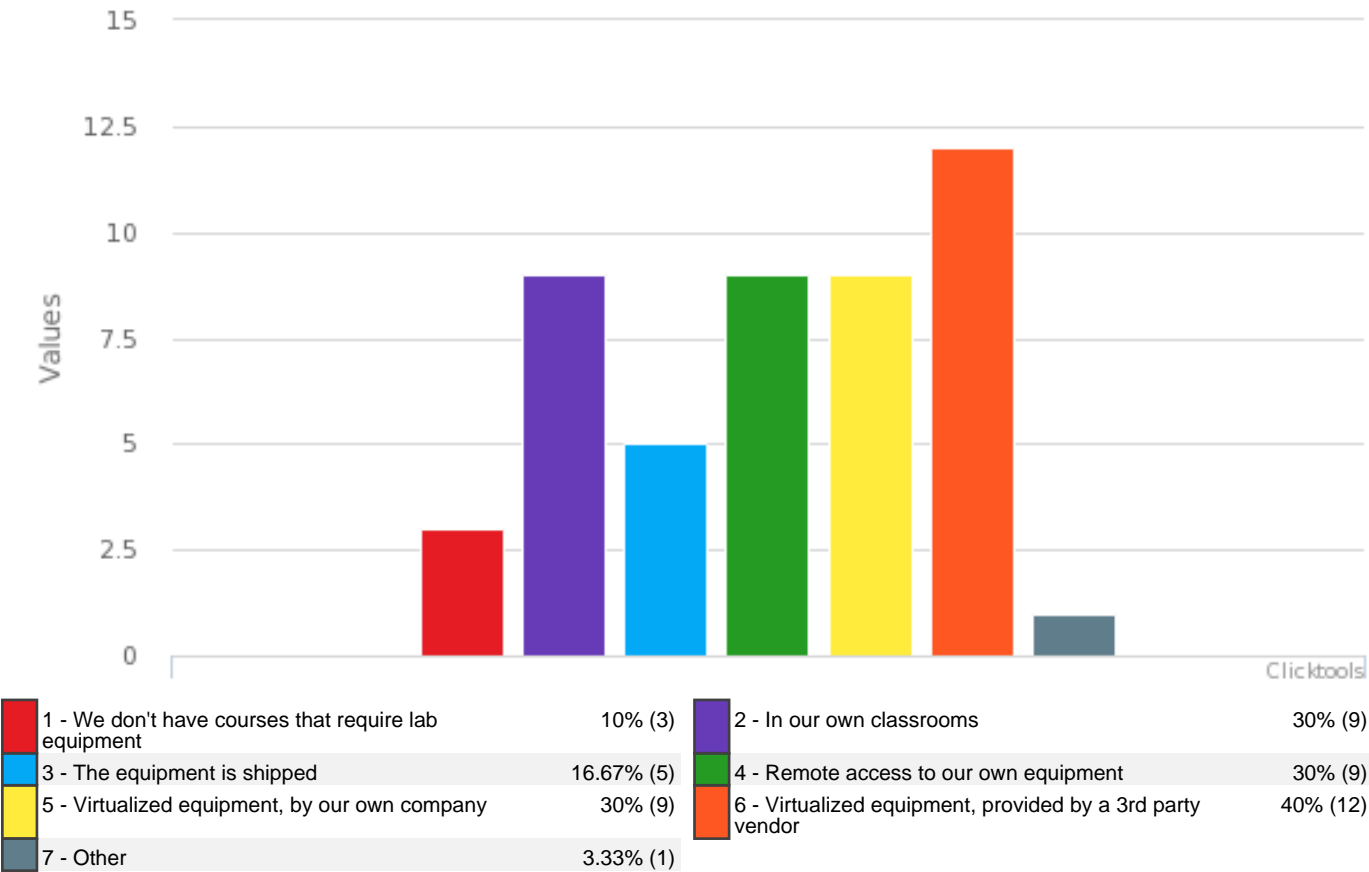
Response: 30

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



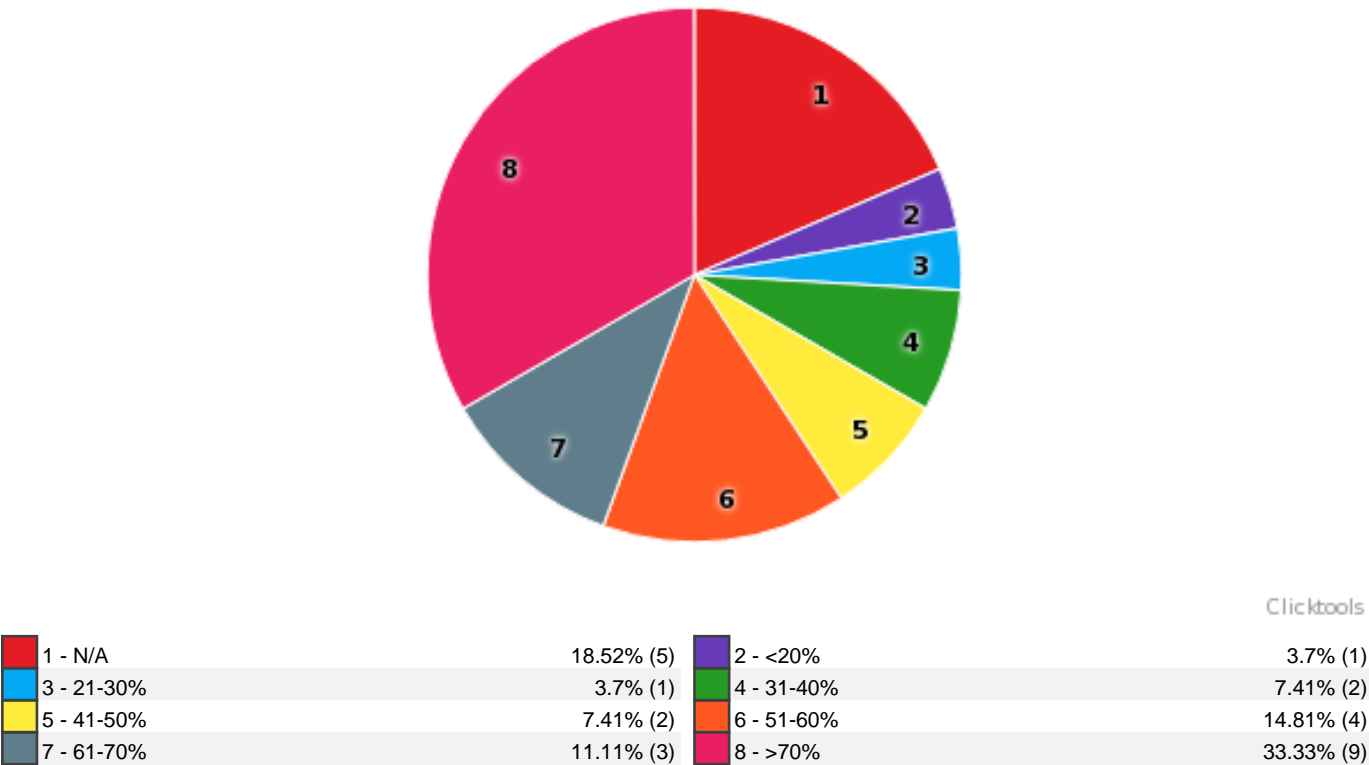
Response: 29

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



Response: 30

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



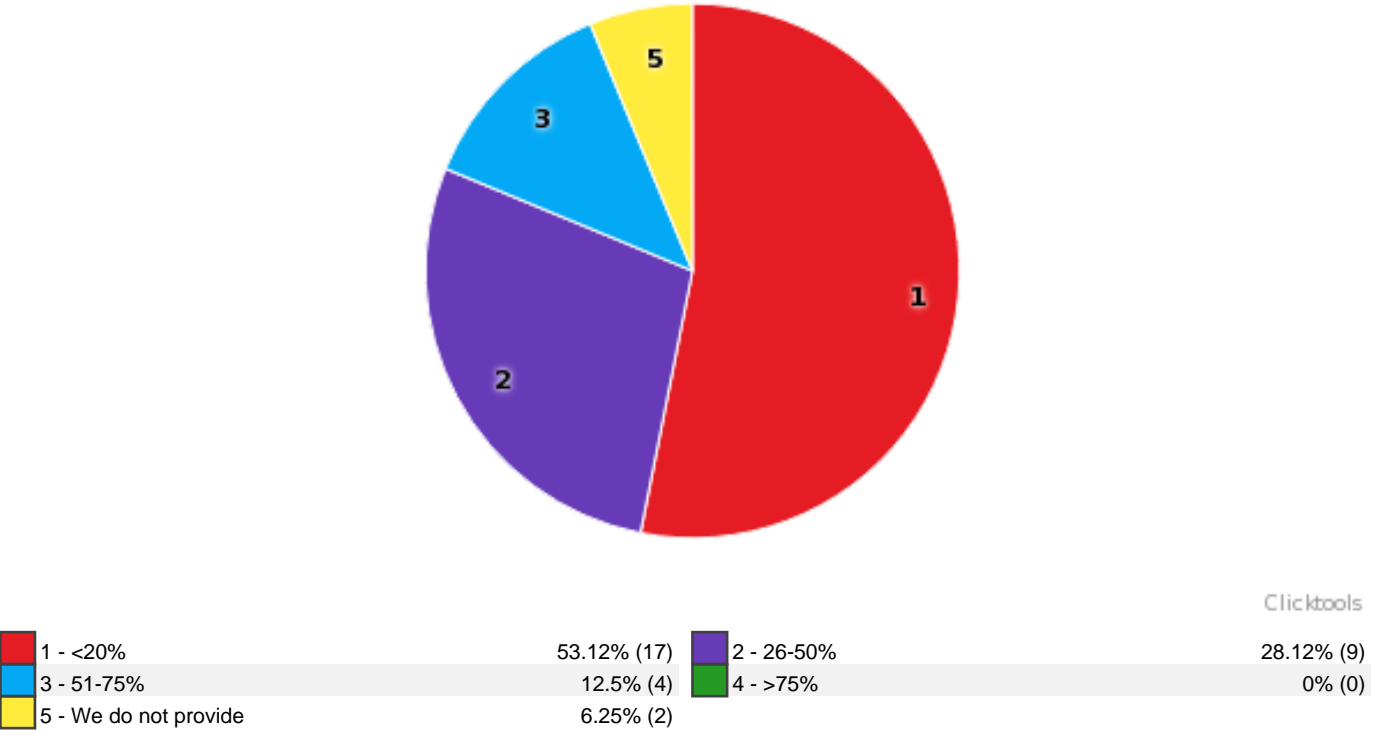
Mean: 5.37
Response: 27

77. For the most recent fiscal year what was the total number of students trained (including those trained by authorized delivery partners) from each of the following groups?

	Sales - Internal staff	Sales - Channels/Partners	Technical Pre-sales - Internal Staff	Technical Pre-sales - Channels/Partners	Post-sales - Internal Staff	Post-sales - Channels/Partners	Customers and/or end users	Universities	Other
Average	170.04	418.96	62.43	117.65	513.26	621.35	3,276.26	190.13	2,179.96
Highest	2,200	9,000	800	2,000	8,254	4,000	17,000	1,700	50,139
Lowest	0	0	0	0	0	0	0	0	0
Standard deviation	488.68	1,872.57	180.79	416.98	1,720.66	1,214.54	4,581.71	492.01	1,045.47

Response: 23

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



Mean: 1.78
Response: 32

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?

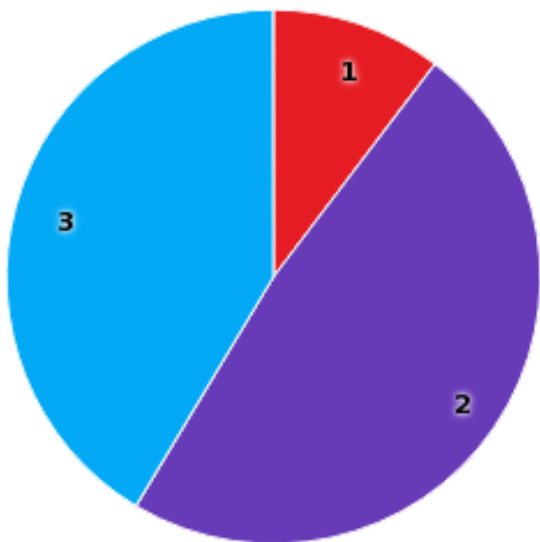


Clicktools

1 - 15 days or less	10.34% (3)	2 - 16-30 days	48.28% (14)
3 - 31-45 days	31.03% (9)	4 - 46-60 days	10.34% (3)
5 - more than 60 days	0% (0)		

Mean: 2.41
Response: 29

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

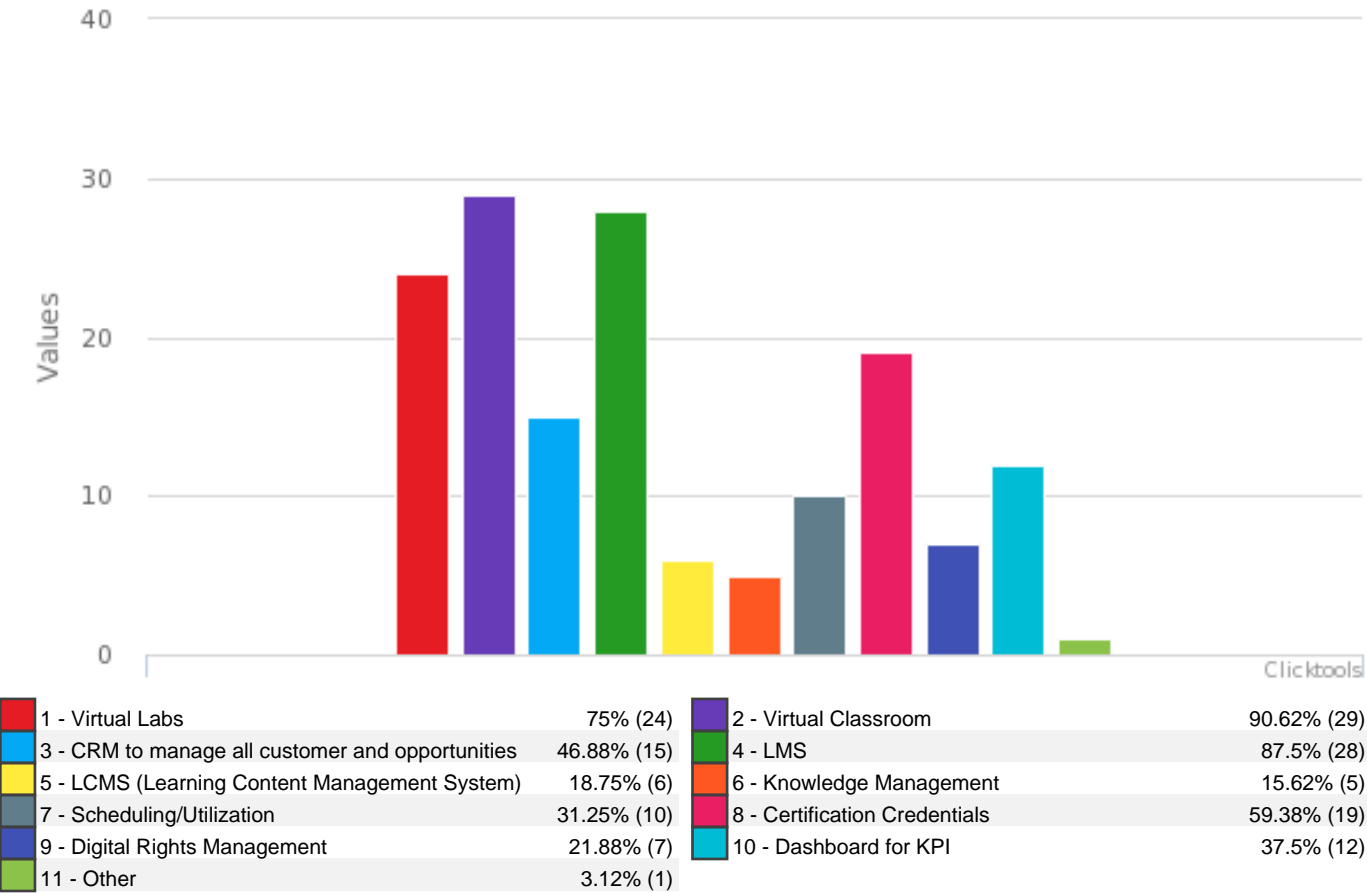


Clicktools

1 - 5 or less	10.34% (3)	2 - 6-10	48.28% (14)
3 - 11-15	41.38% (12)	4 - 16-19	0% (0)
5 - 20 or more	0% (0)		

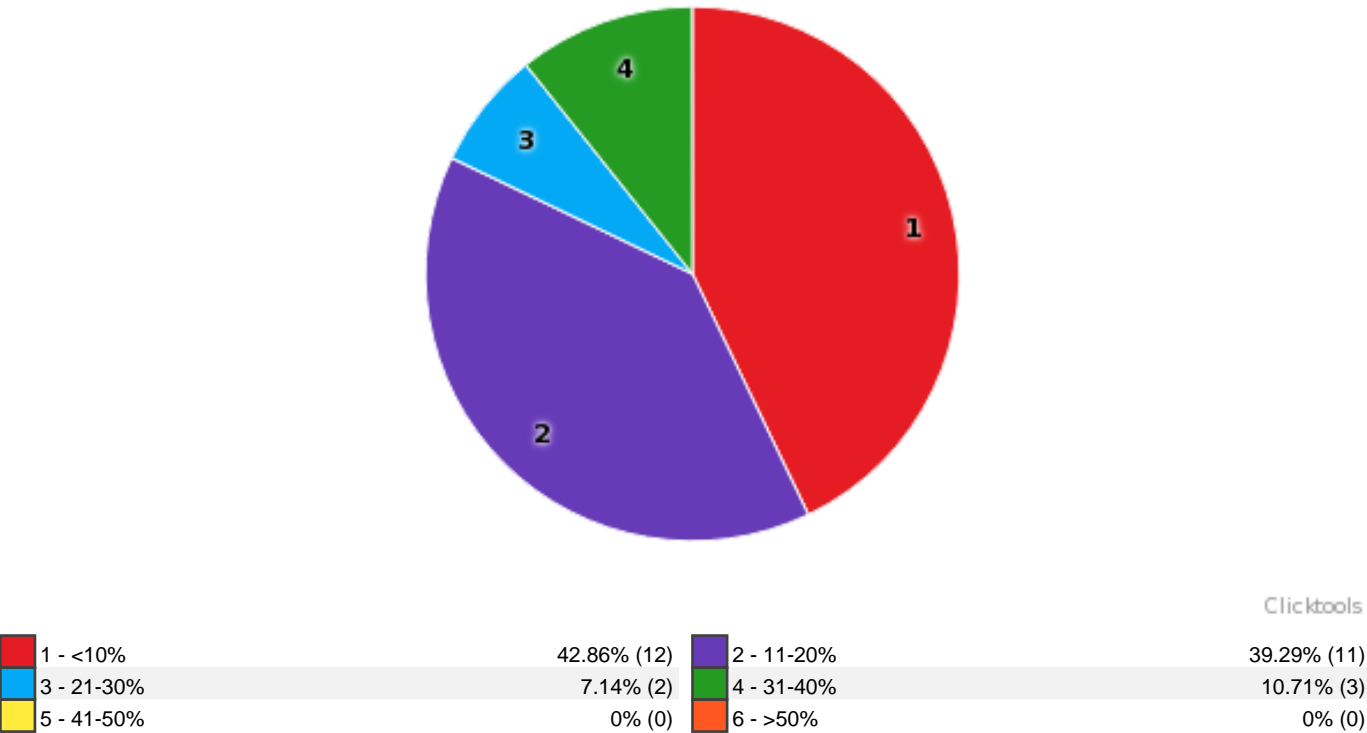
Mean: 2.31

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



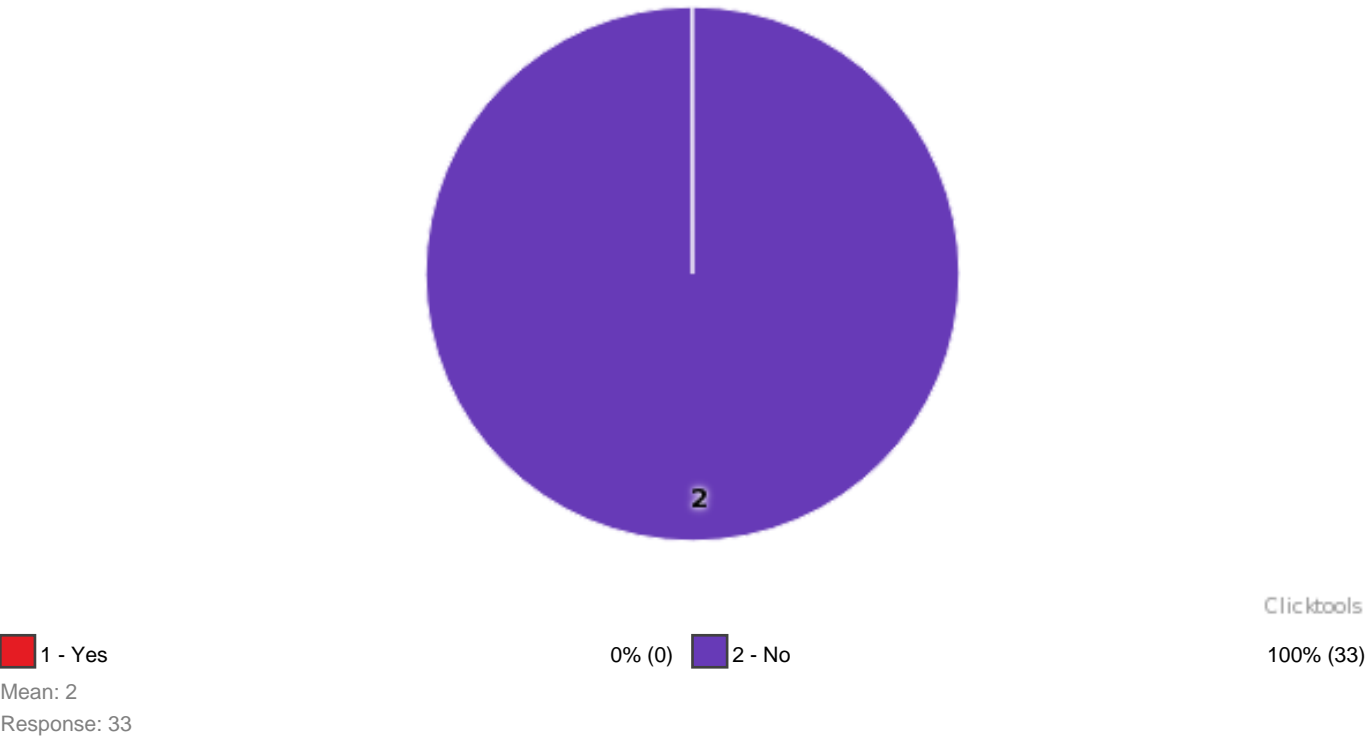
Response: 32

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

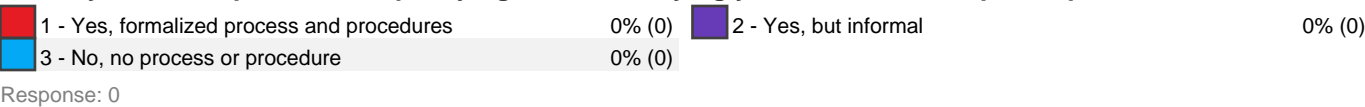


Mean: 1.86
Response: 28

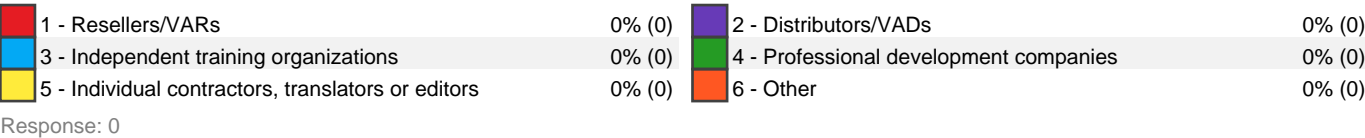
83. Does Education Services has a formal course development partner program?



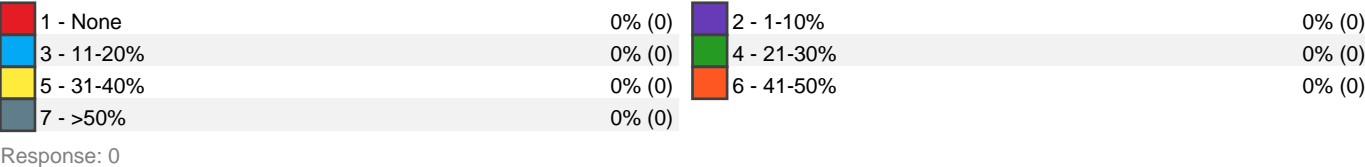
84. Do you have a process for qualifying and or certifying your course development partners?



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



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

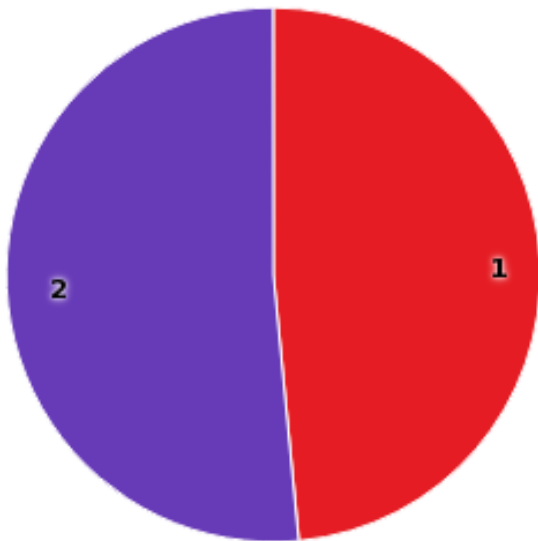


87. How many development partners do you have worldwide and in each region (if a partner is active globally, only add to the worldwide field)?

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

Response: 0

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



1 - Yes

48.48% (16)

2 - No

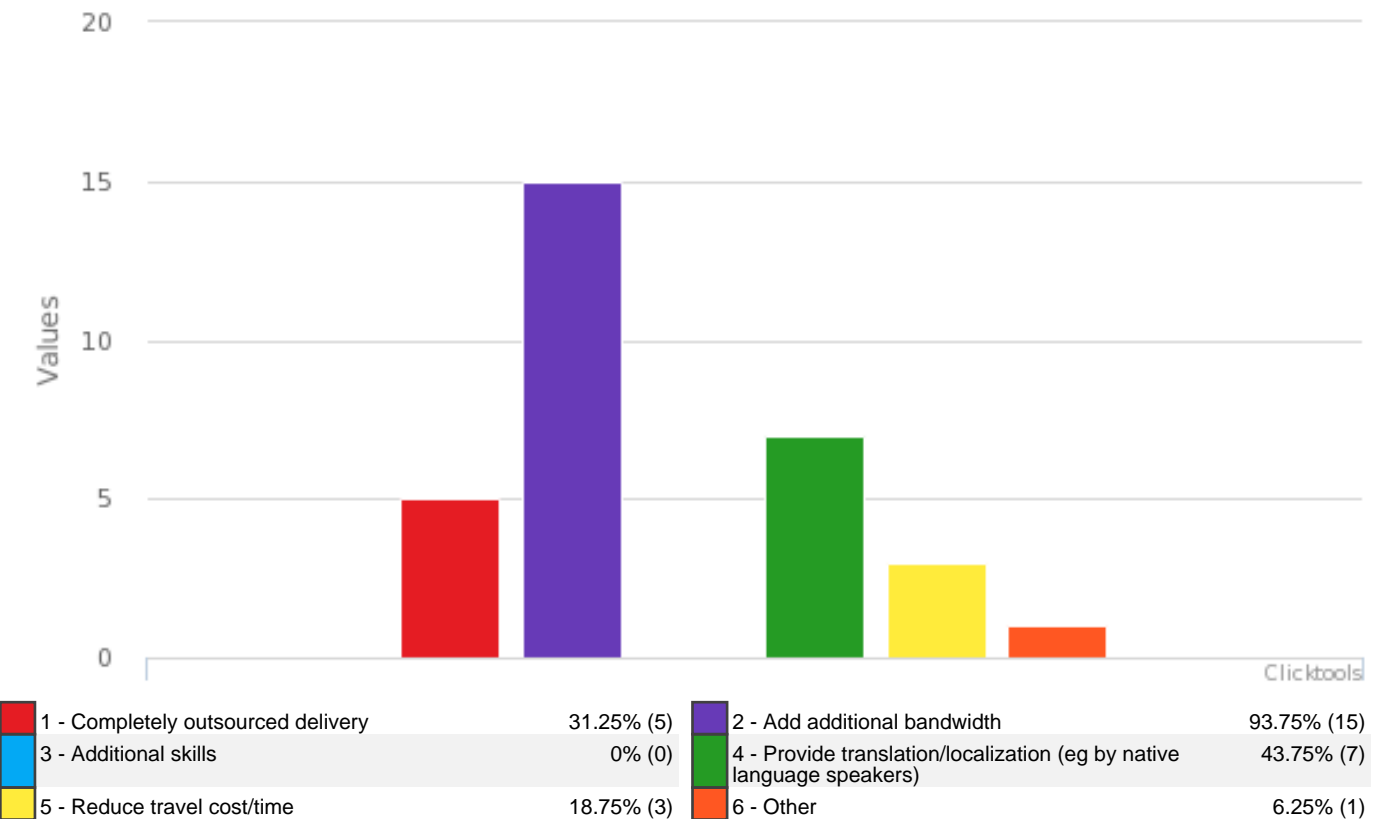
51.52% (17)

Mean: 1.52

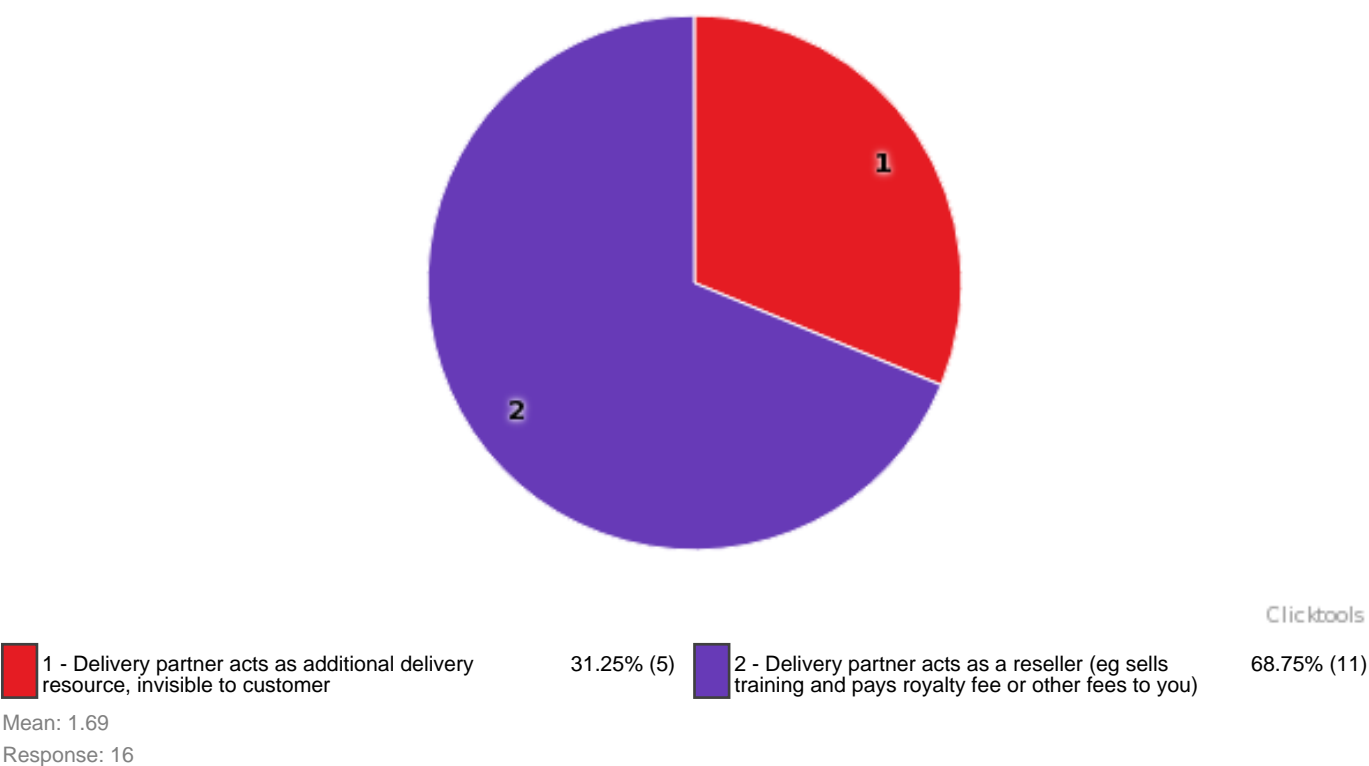
Response: 33

Clicktools

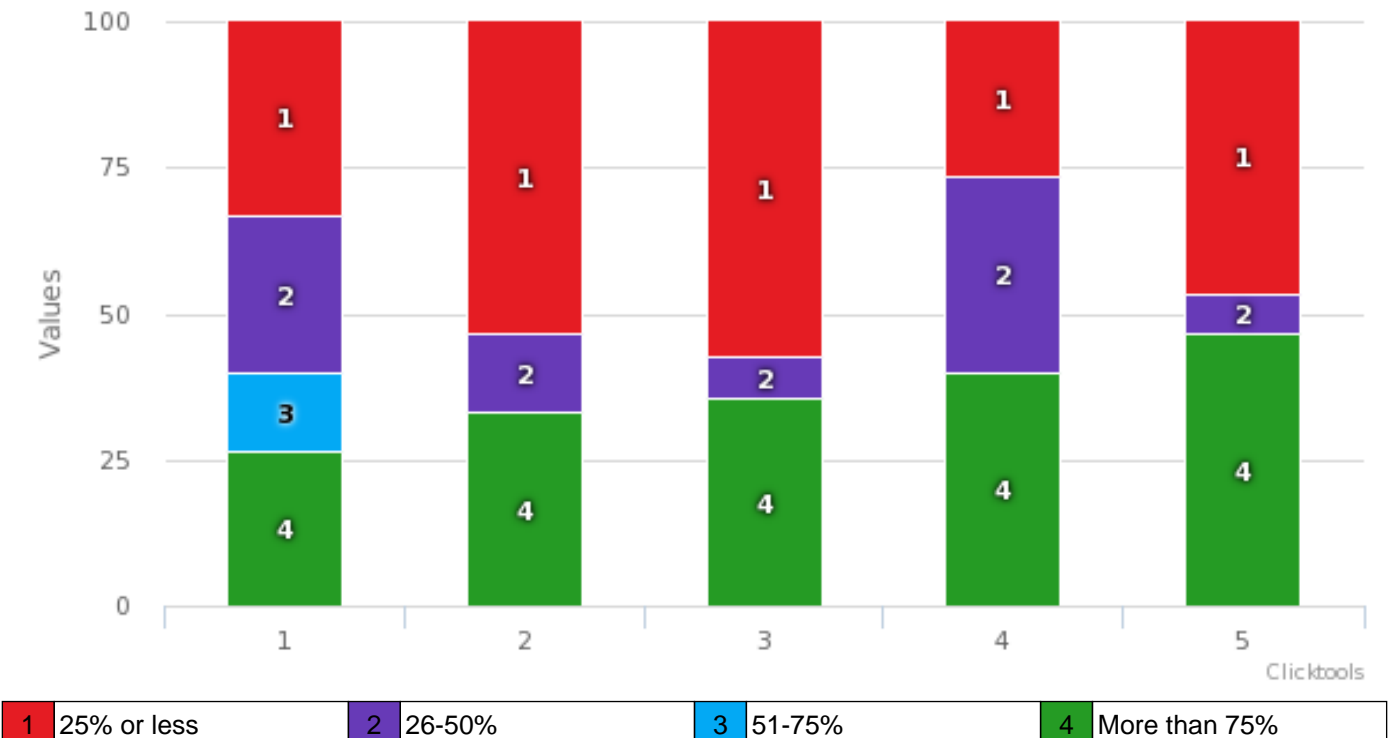
89. What are the two main goals of your course delivery partner program?



90. What is the role of the delivery partner?



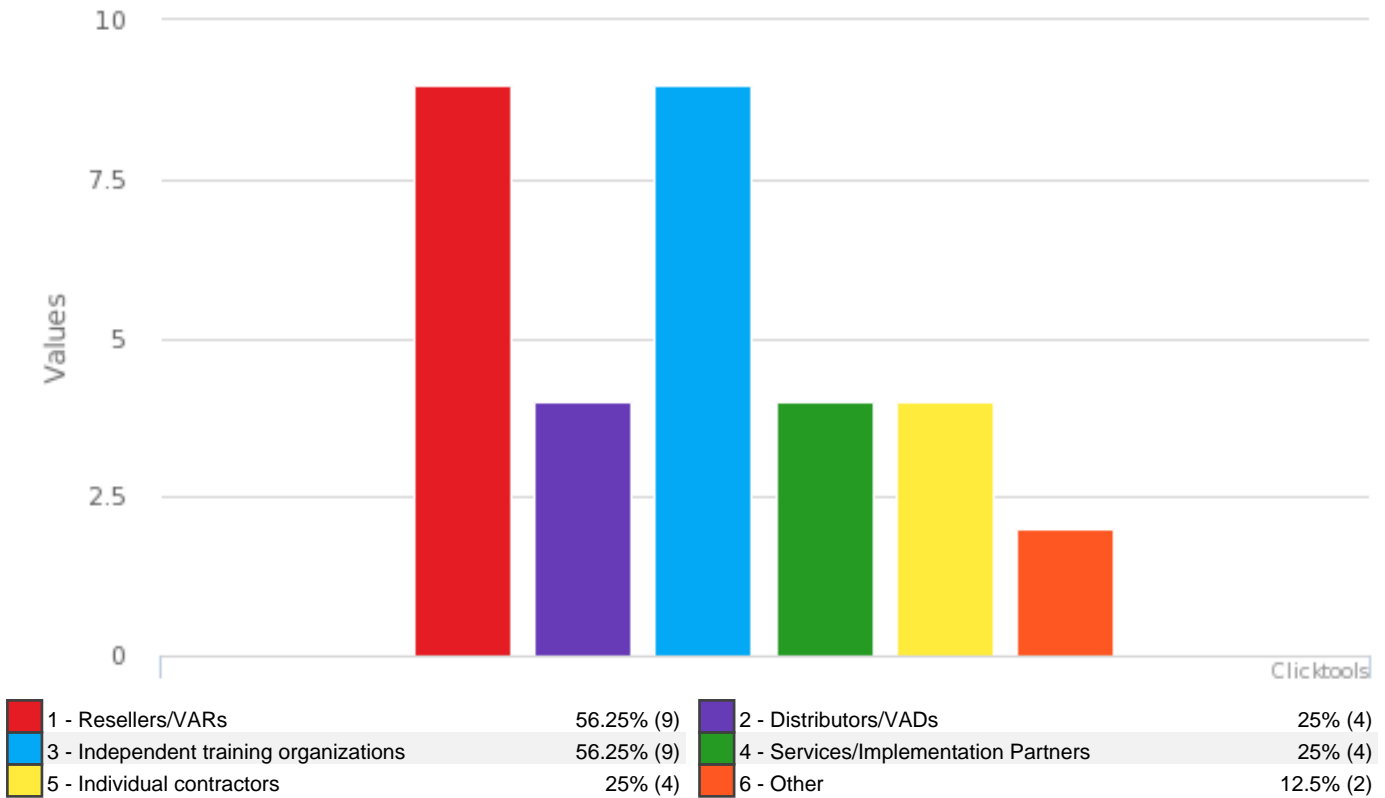
91. What percentage of your training portfolio offerings do your delivery partners handle? Answer for worldwide and each region.



	1	2	3	4	Mean
1 Worldwide	33.33% (5)	26.67% (4)	13.33% (2)	26.67% (4)	2.33
2 North America	53.33% (8)	13.33% (2)	0% (0)	33.33% (5)	2.13
3 Central and South America	57.14% (8)	7.14% (1)	0% (0)	35.71% (5)	2.14
4 Europe, Middle East and Africa	26.67% (4)	33.33% (5)	0% (0)	40% (6)	2.53
5 Asia/Pacific	46.67% (7)	6.67% (1)	0% (0)	46.67% (7)	2.47

Response: 15

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



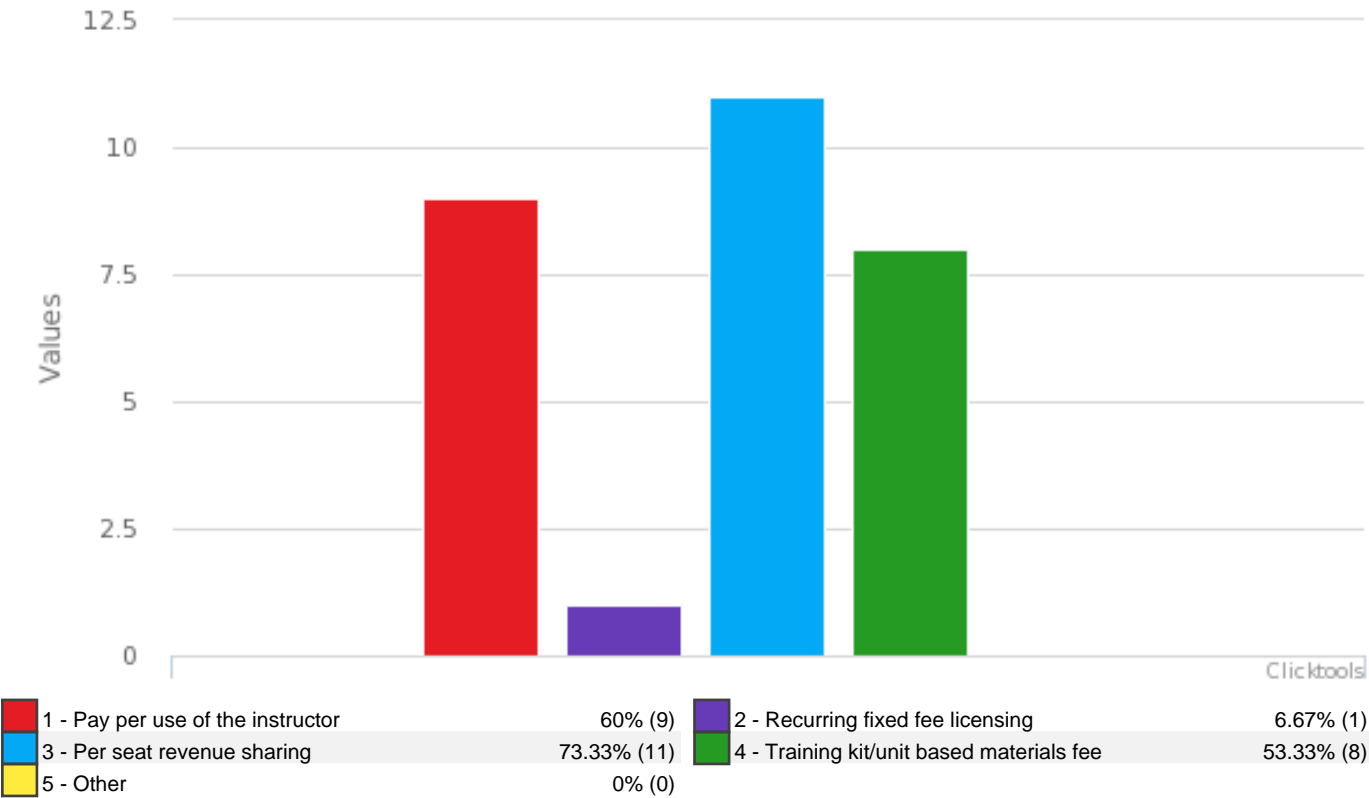
Response: 16

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	81.33	35.67	5.08	26.83	10.75
Highest	800	400	50	250	100
Lowest	0	0	0	0	0
Standard deviation	227.36	114.77	14.22	71.13	28.25

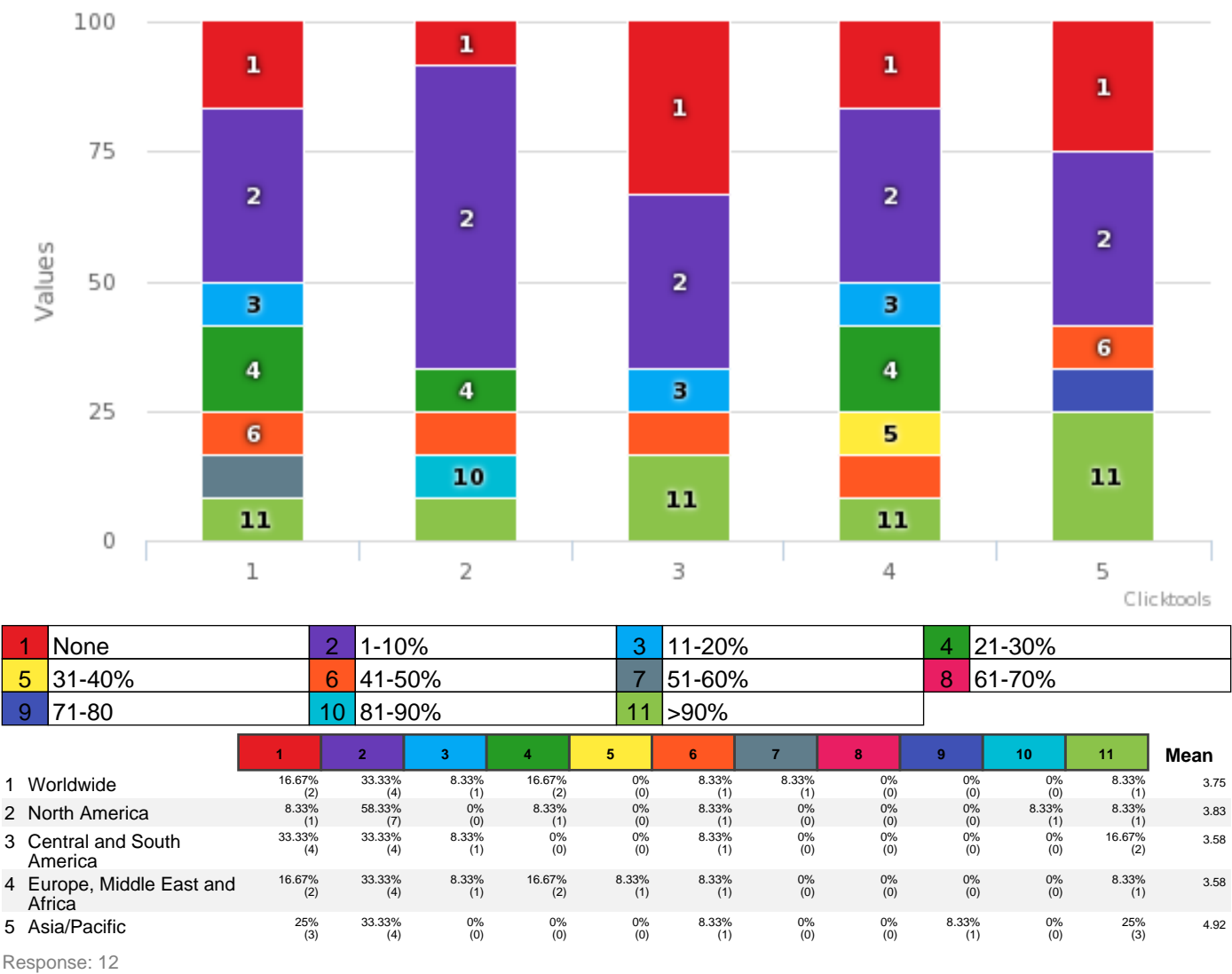
Response: 12

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

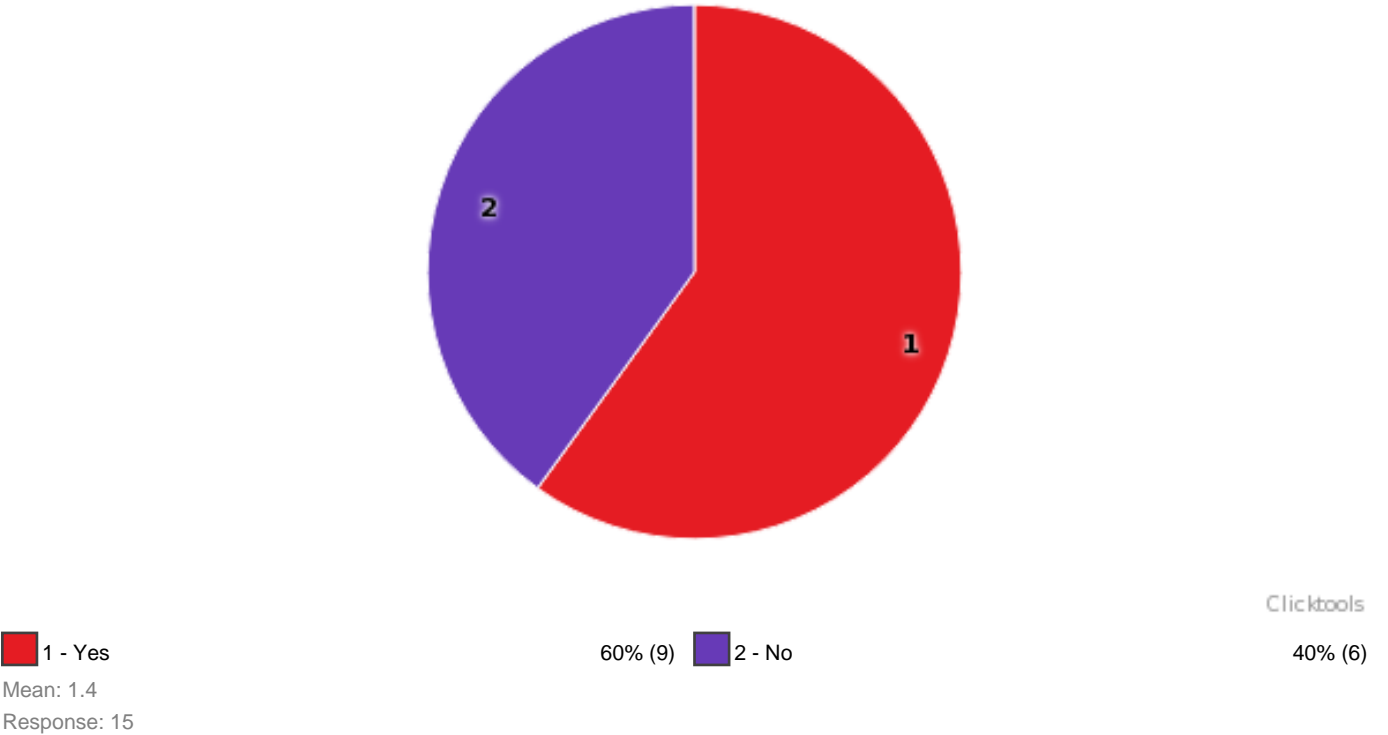


Response: 15

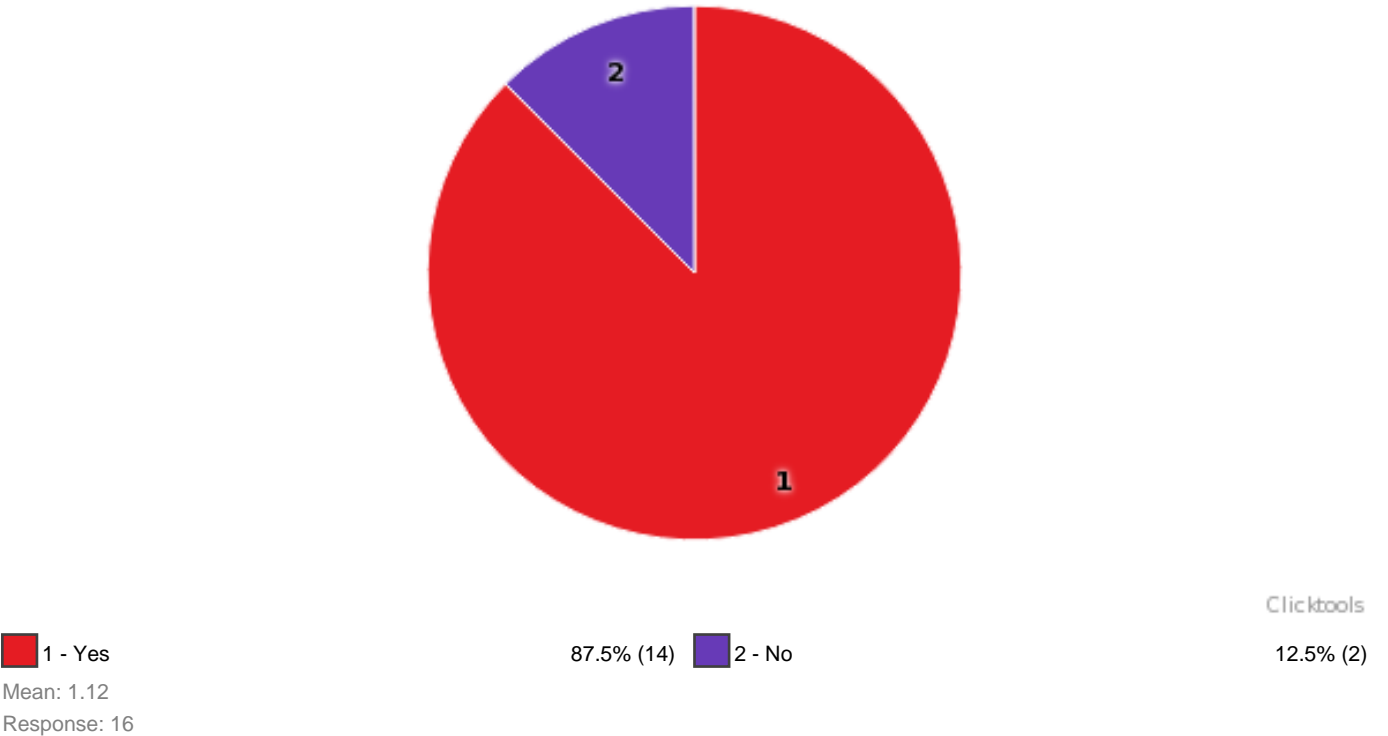
95. For the most recent fiscal year, what percentage of your total training revenue does your delivery partner program generate for Education Services? Answer for worldwide and each region.



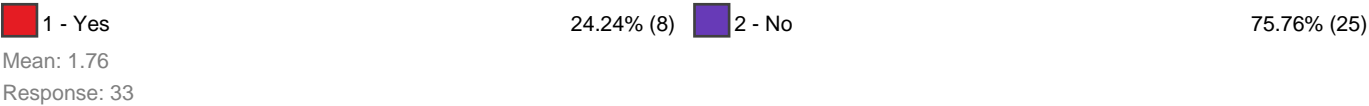
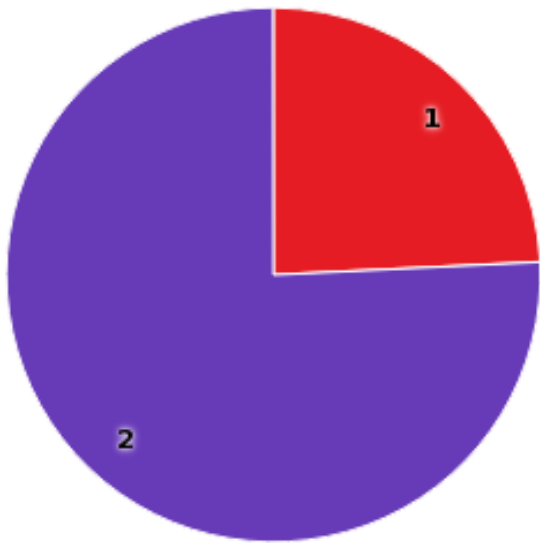
96. Do you allow channel partners and customers/end users to redeem training credits through your course delivery partner program?



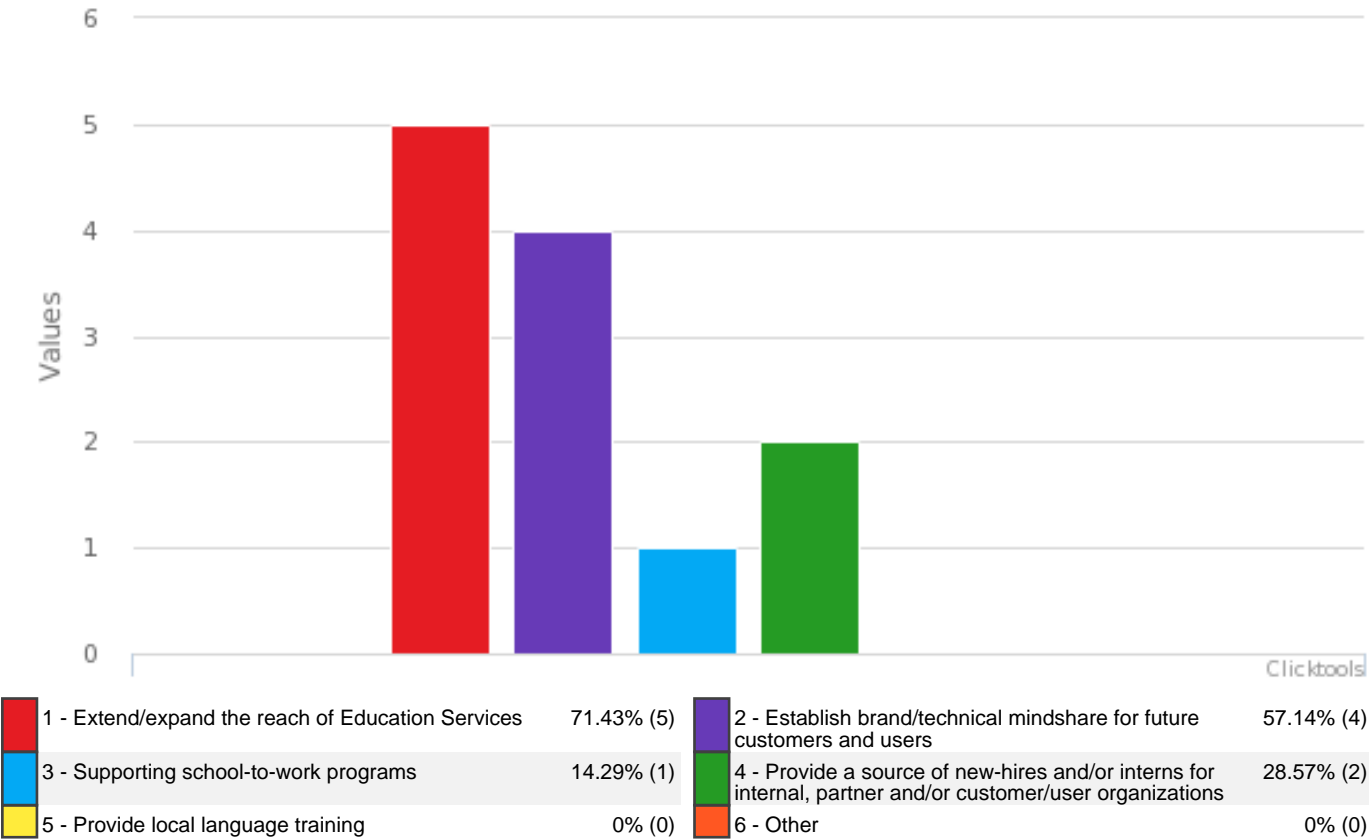
97. Do you require course delivery partner organizations to participate in a formal class evaluation process?



98. Do you have a formal academic partner program?

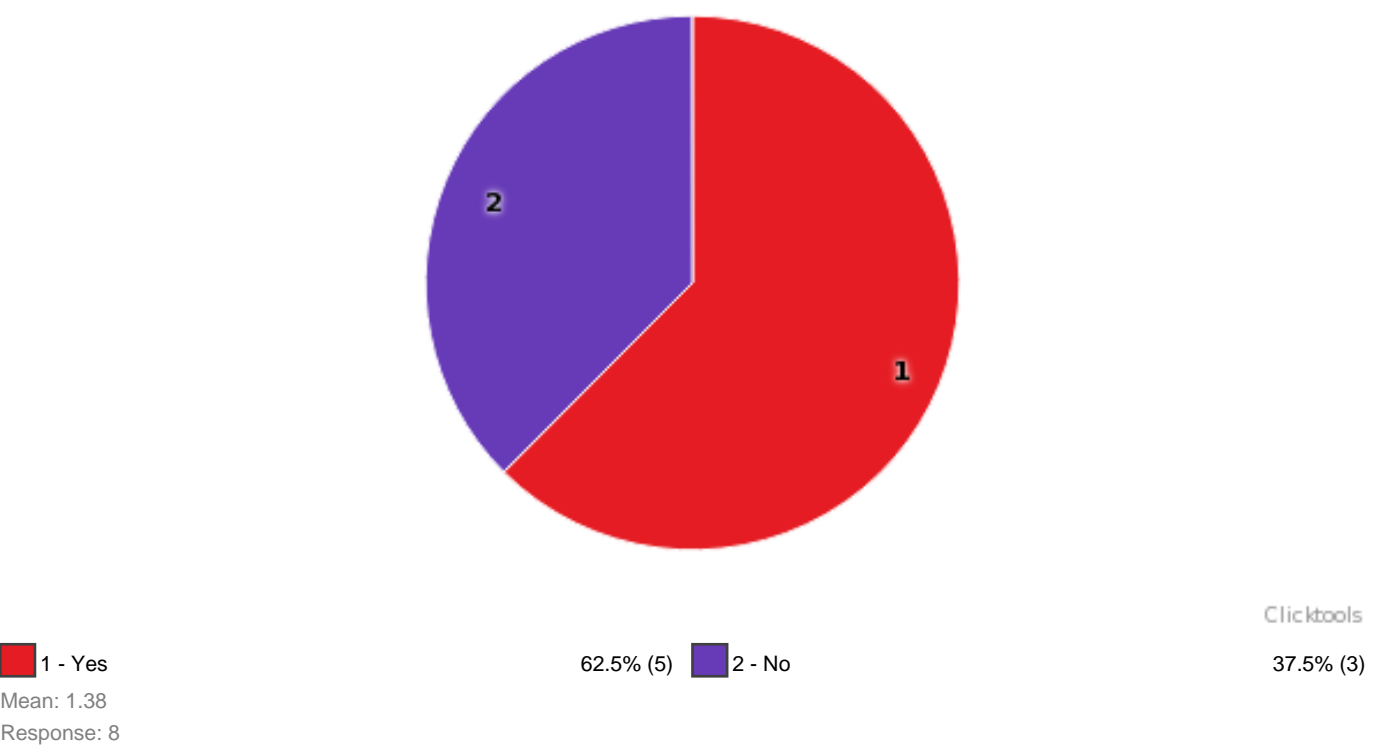


99. What are the two main goals of your academic partner program?



Response: 7

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

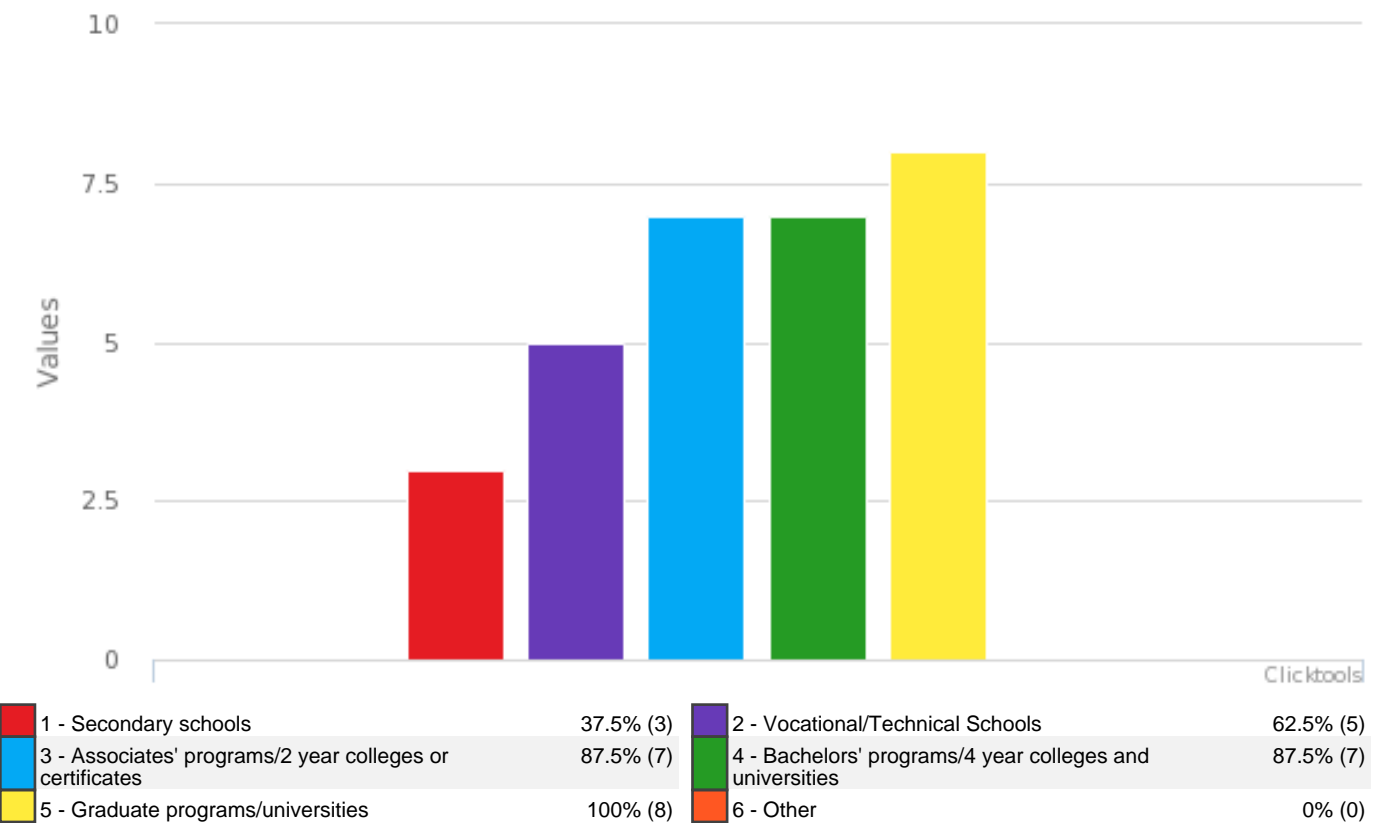


101. How many academic partners do you have worldwide and in each region?

	Worldwide	North America	Central and South America	Europe, Middle East and Africa	Asia/Pacific
Average	50.25	11.5	4.25	28	8.25
Highest	187	37	16	107	27
Lowest	0	1	0	1	0
Standard deviation	91.36	17.14	7.85	52.67	12.69

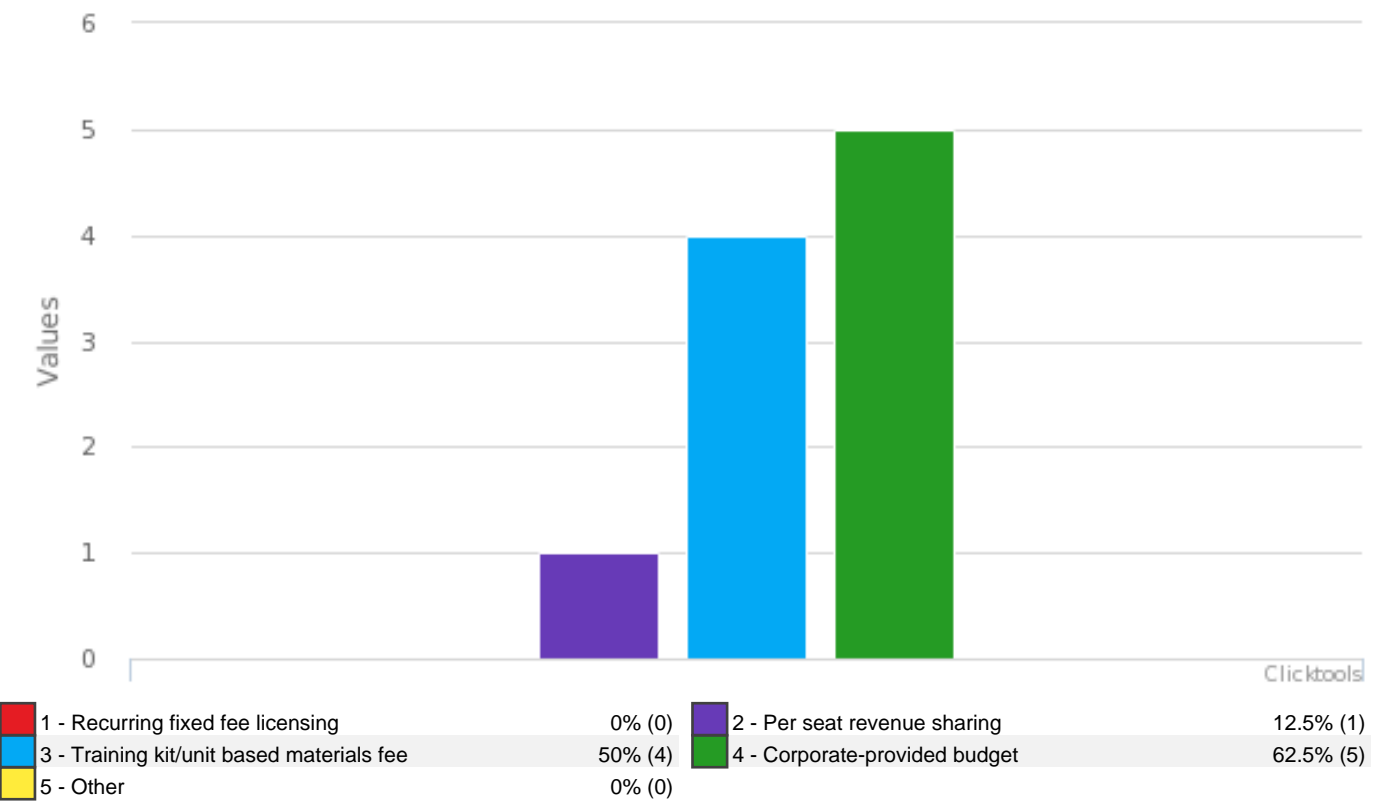
Response: 4

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



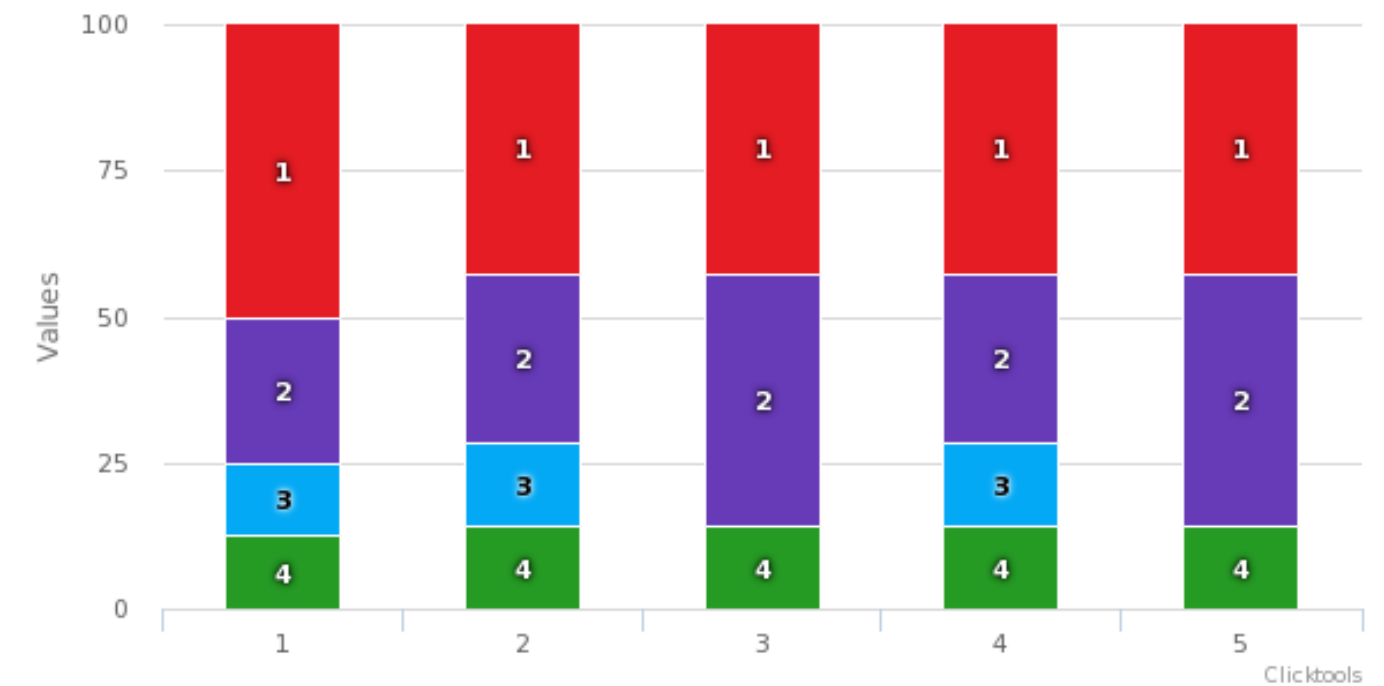
Response: 8

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



Response: 8

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

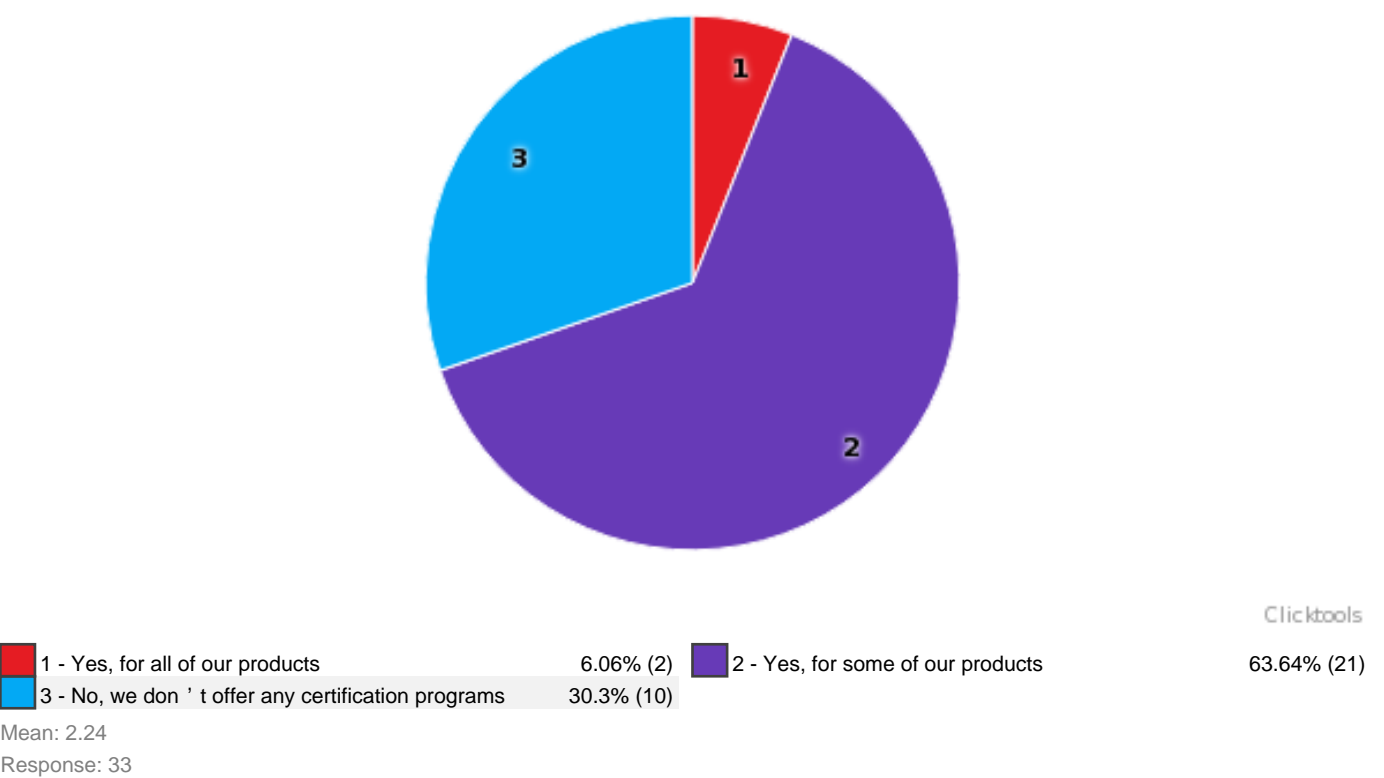


1	None	2	1-10%	3	11-20%	4	21-30%
5	31-40%	6	41-50%	7	51-60%	8	61-70%
9	71-80	10	81-90%	11	>90%		

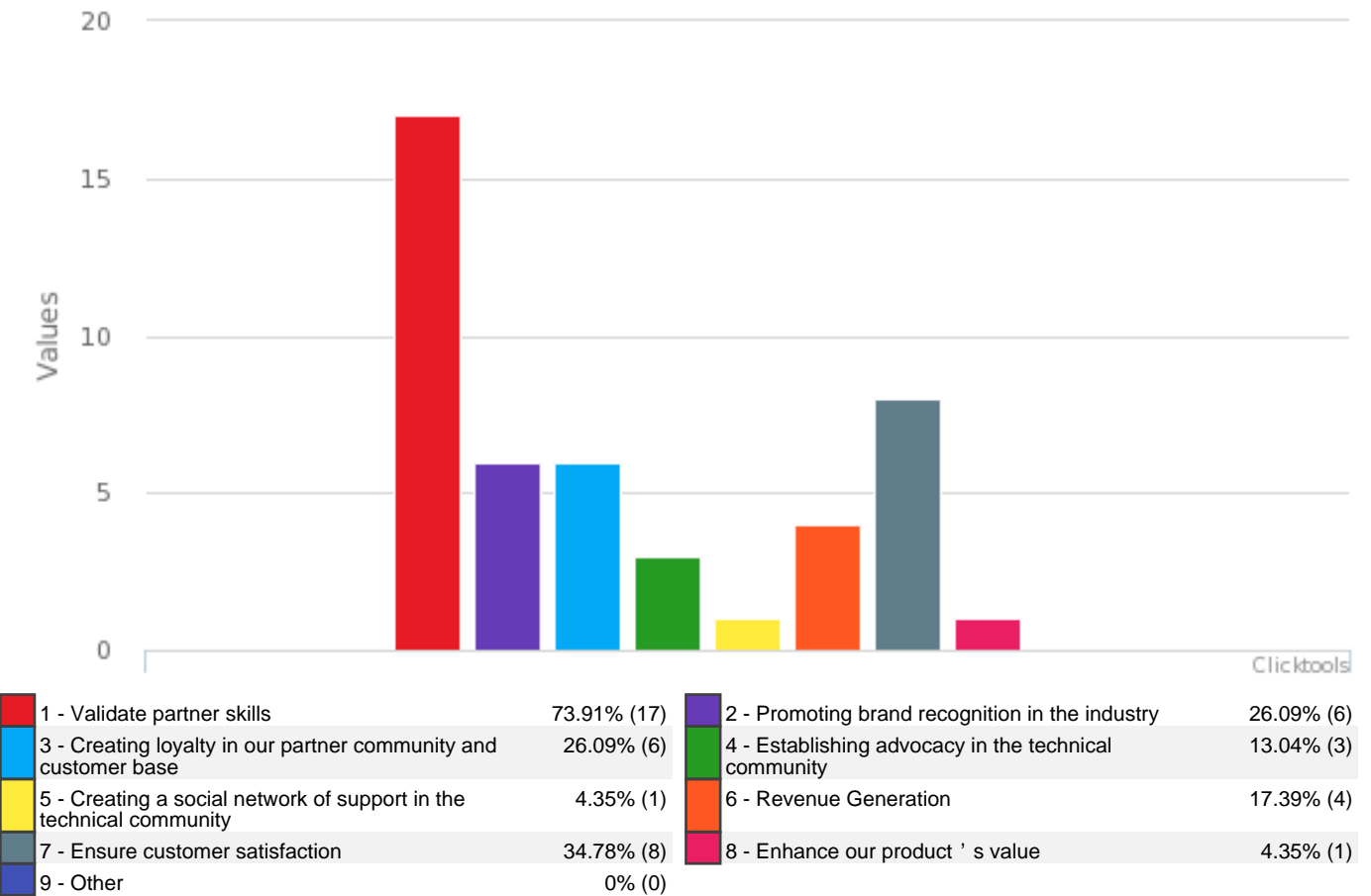
	1	2	3	4	5	6	7	8	9	10	11	Mean
1 Worldwide	50% (4)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.88
2 North America	42.86% (3)	28.57% (2)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
3 Central and South America	42.86% (3)	42.86% (3)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.86
4 Europe, Middle East and Africa	42.86% (3)	28.57% (2)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5 Asia/Pacific	42.86% (3)	42.86% (3)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.86

Response: 8

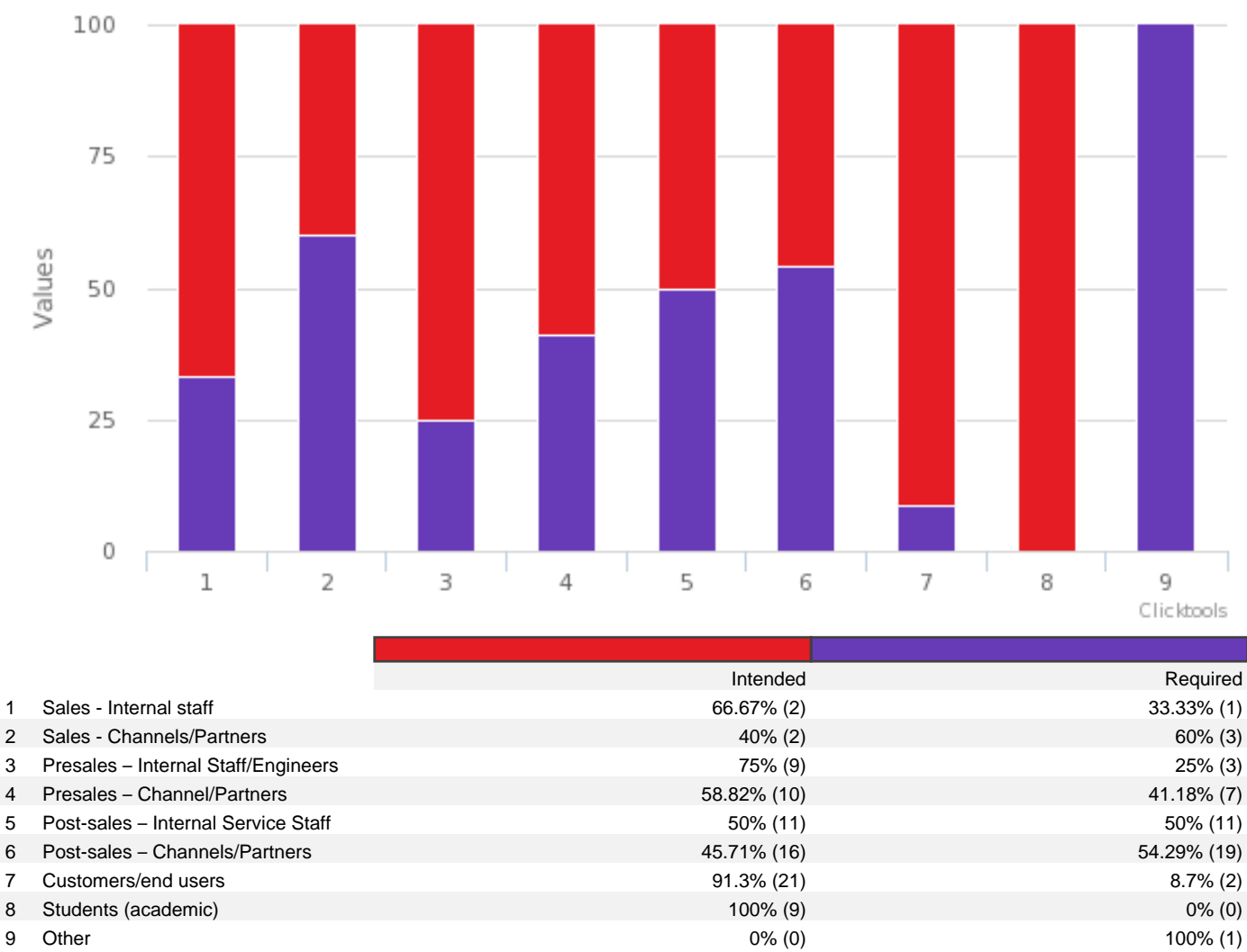
105. Does your company offer a professional certification program on your products and technology?



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



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



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



1 - 1	21.74% (5)	2 - 2	39.13% (9)
3 - 3	13.04% (3)	4 - 4	8.7% (2)
5 - 5 or more	8.7% (2)	6 - It varies	8.7% (2)

Mean: 2.7
Response: 23

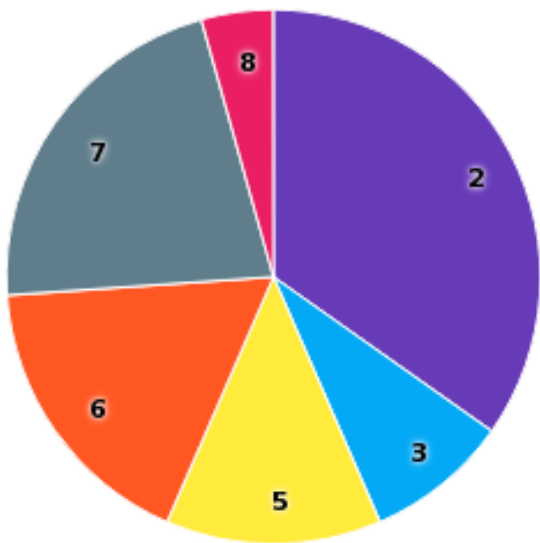
109. Are your tiers progressive (that is, you must achieve one level to progress to the next)?



1 - Yes, for all tiers	38.1% (8)	2 - Yes, but only for some tiers	28.57% (6)
3 - No, you can go directly to the top tier or any point in-between	33.33% (7)		

Mean: 1.95
Response: 21

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

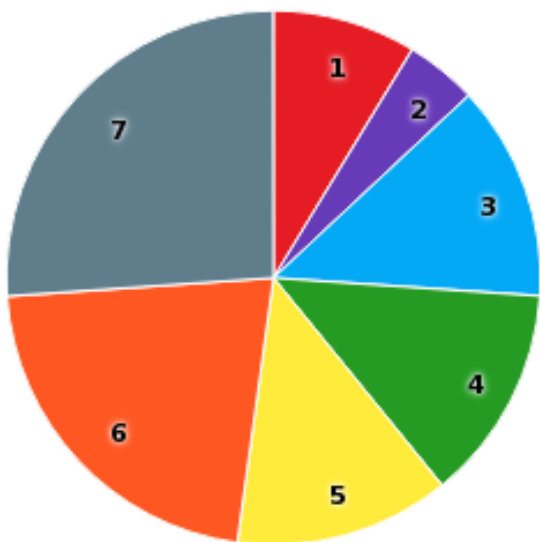


Clicktools

1 - Must re-certify annually	0%	(0)	2 - 2 Years	34.78%	(8)
3 - 3-4 years	8.7%	(2)	4 - 5 years or more	0%	(0)
5 - Certifications never expire	13.04%	(3)	6 - Varies by certification	17.39%	(4)
7 - Only valid for a product version	21.74%	(5)	8 - Other	4.35%	(1)

Mean: 4.52
Response: 23

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

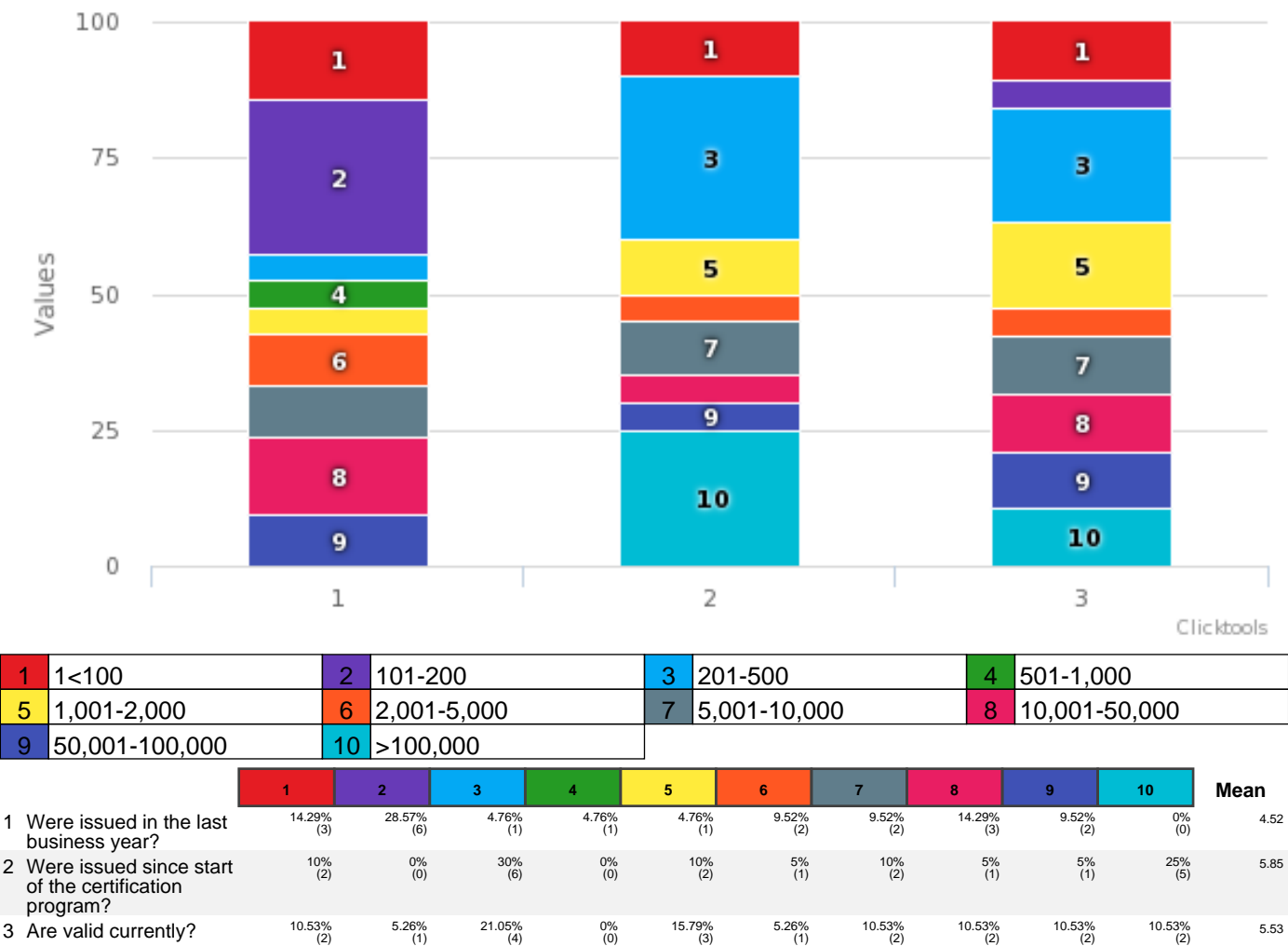


Clicktools

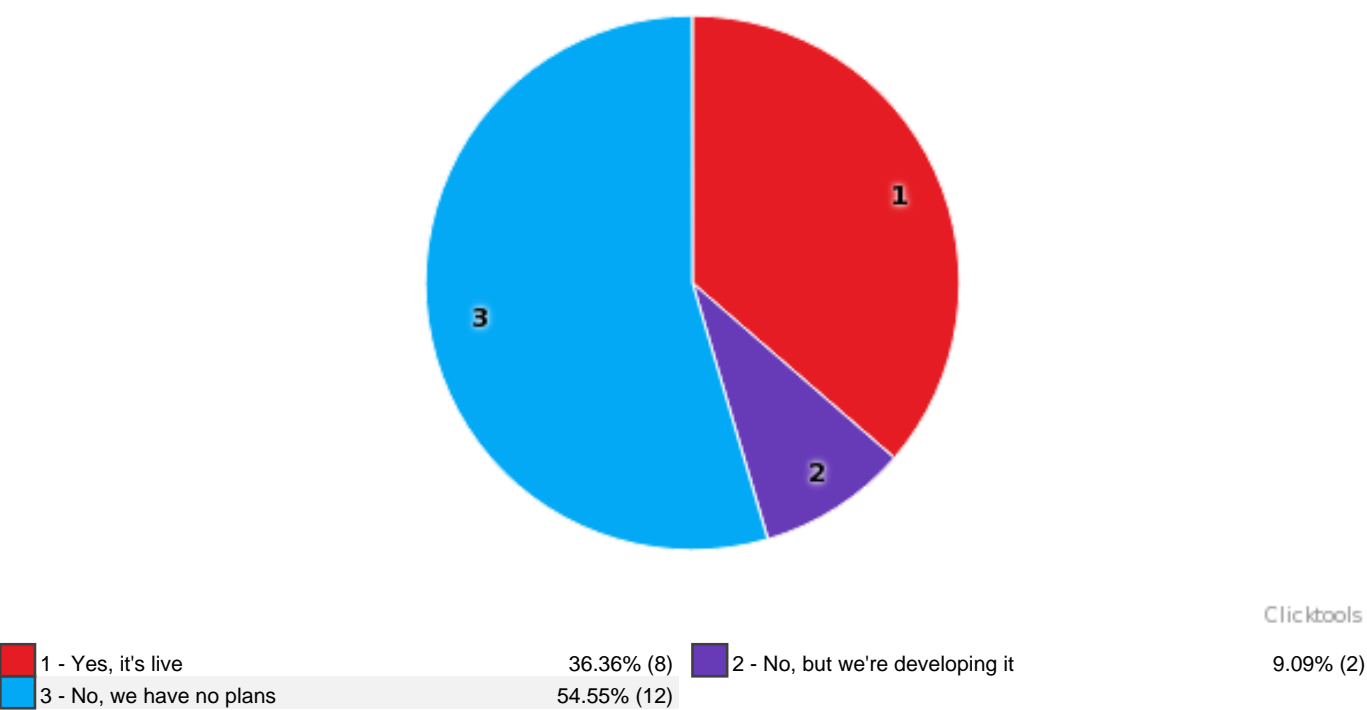
<div></div> 1 - Less than a year	8.7% (2)	<div></div> 2 - 1-2 years	4.35% (1)
<div></div> 3 - 2-3 years	13.04% (3)	<div></div> 4 - 3-4 years	13.04% (3)
<div></div> 5 - 4-5 years	13.04% (3)	<div></div> 6 - 5-9 years	21.74% (5)
<div></div> 7 - 10 years or more	26.09% (6)		

Mean: 4.87

112. How many certifications:

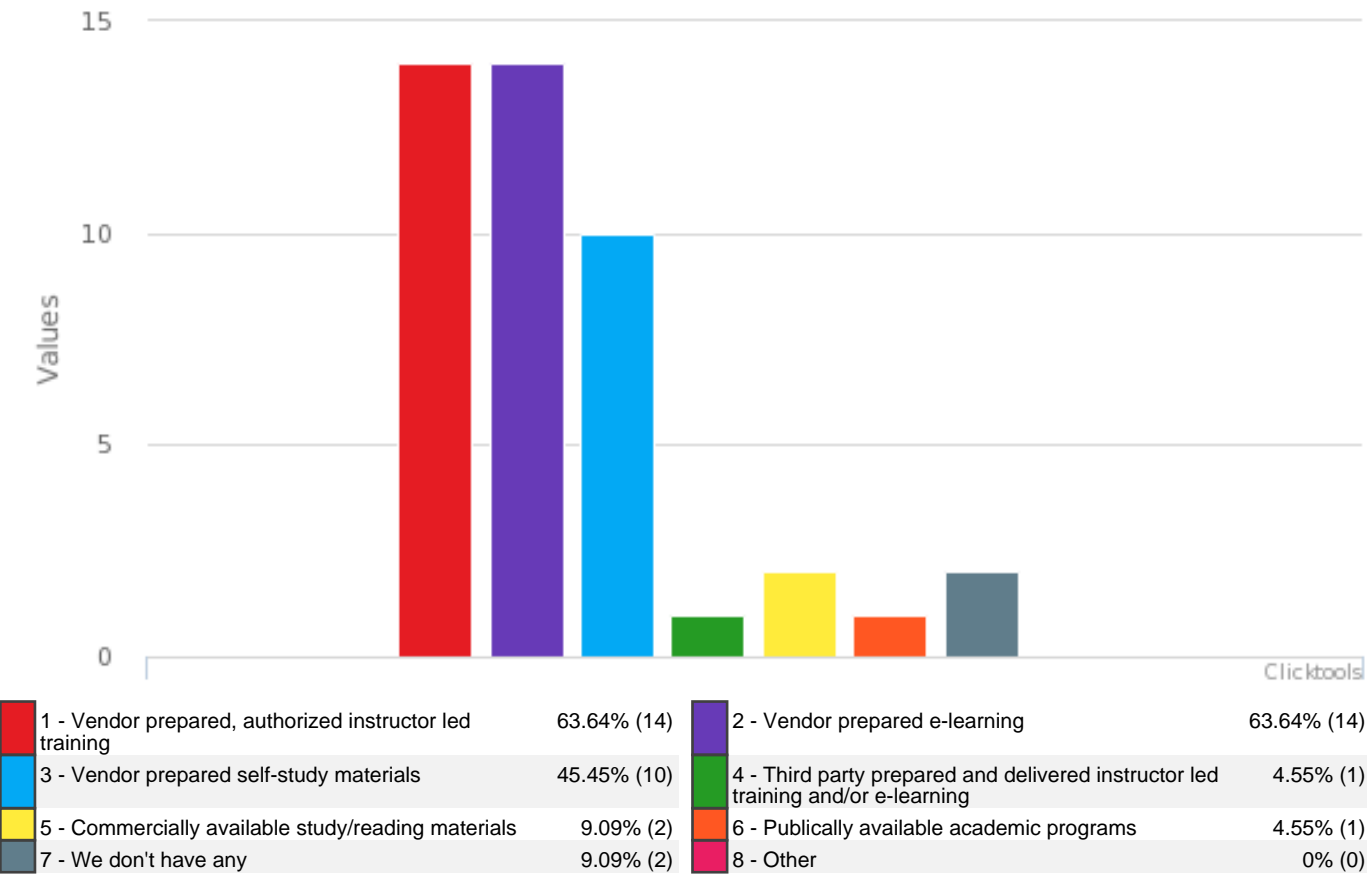


113. Does your certification program include Performance-Based Testing?



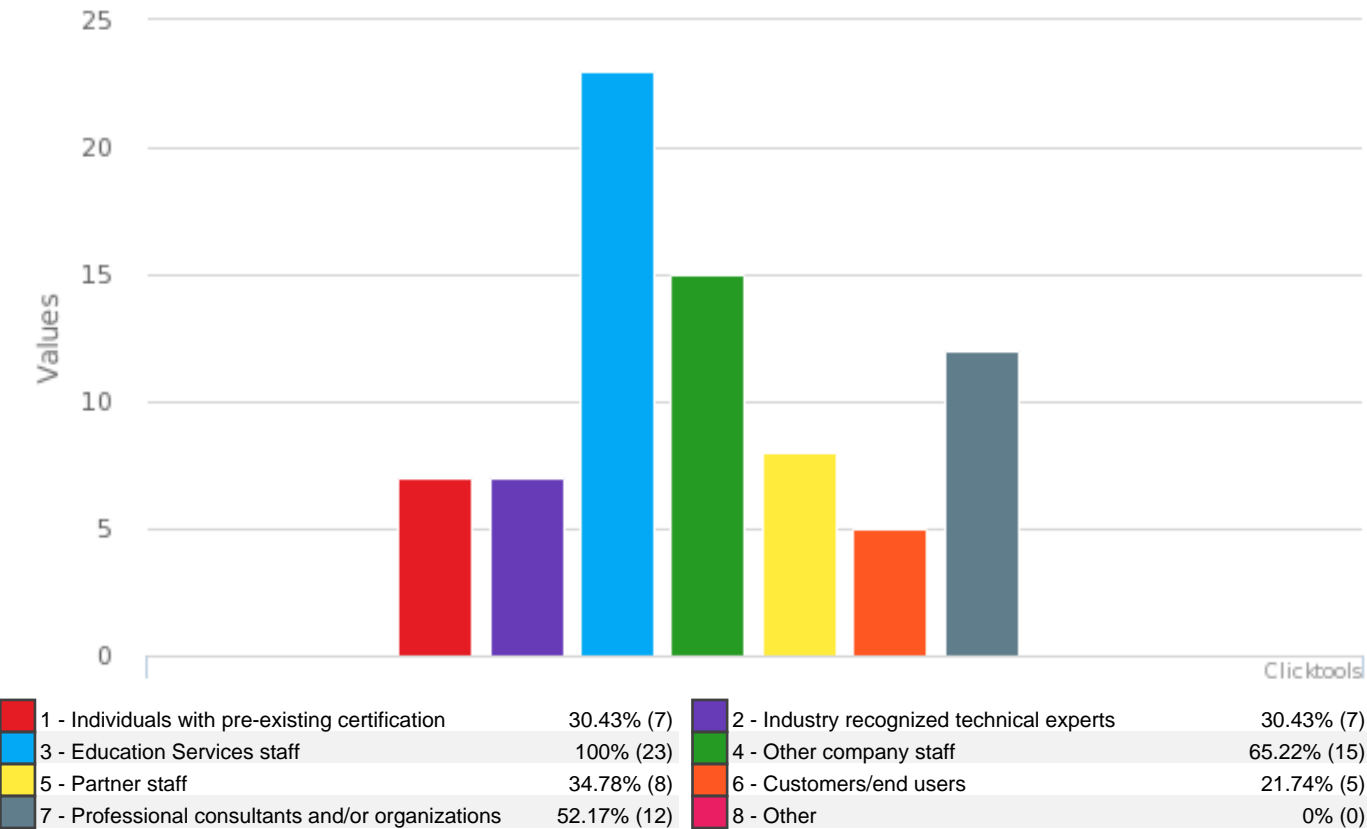
Mean: 2.18
Response: 22

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



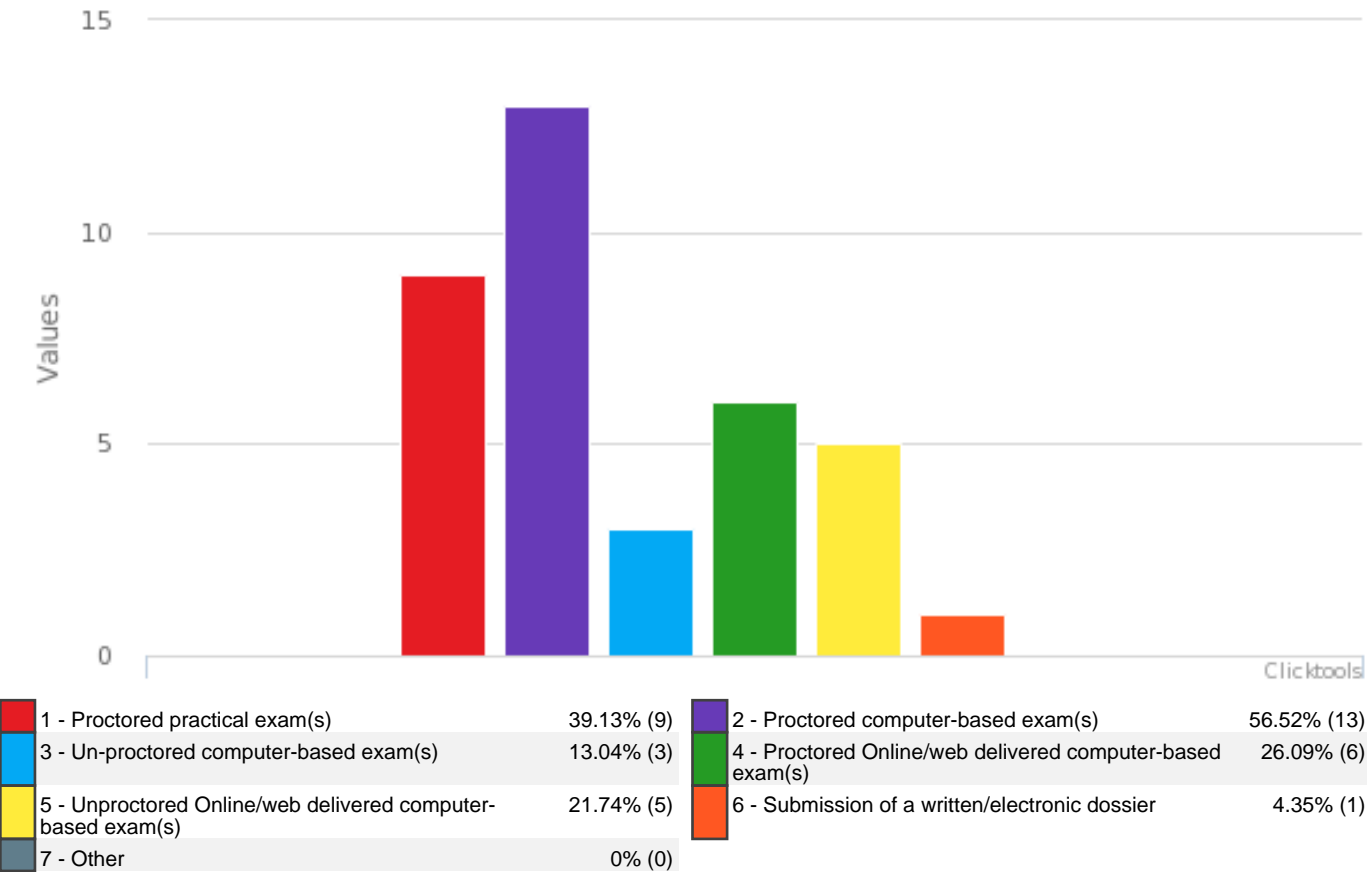
Response: 22

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

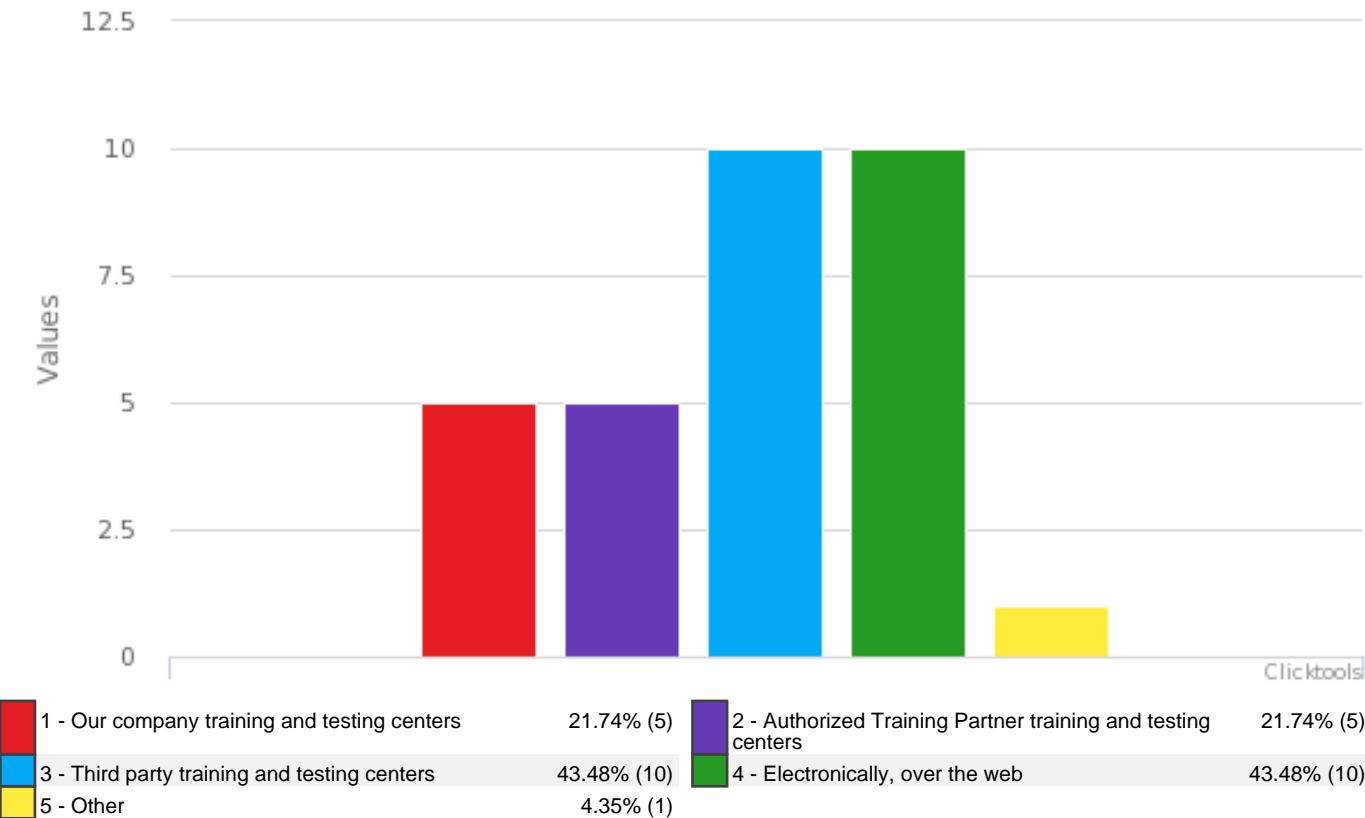


Response: 23

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

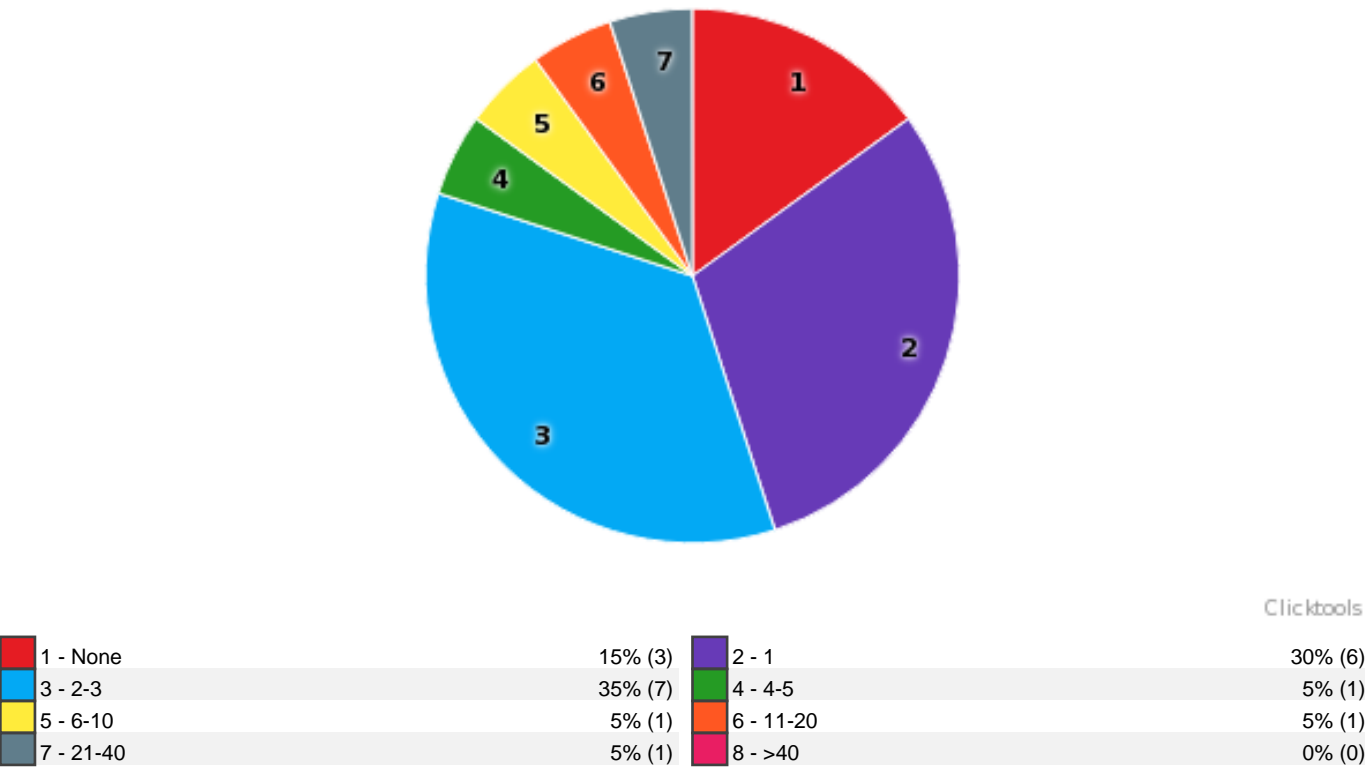


117. How do you deliver/distribute your certification exams? Select all that apply.



Response: 23

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



Mean: 2.9

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

