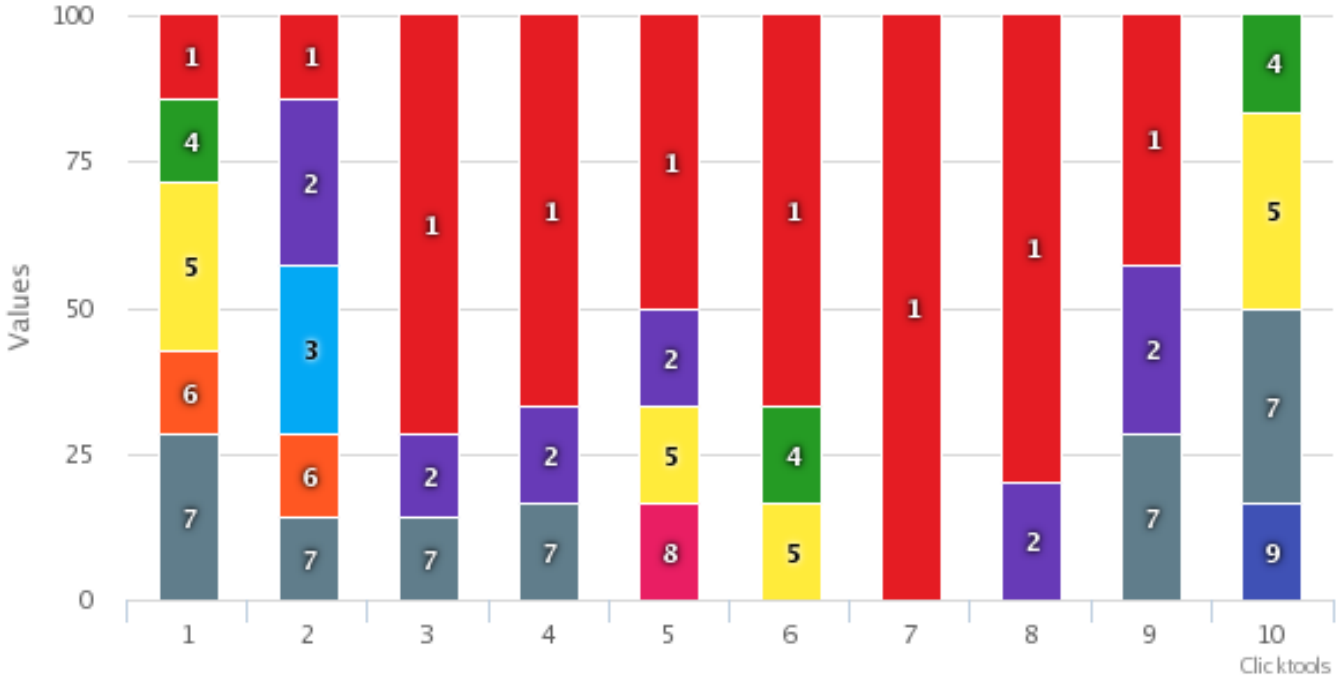
HW and SW and SaaS (7)

1. Please indicate below your current annualized revenues from the following modalities.

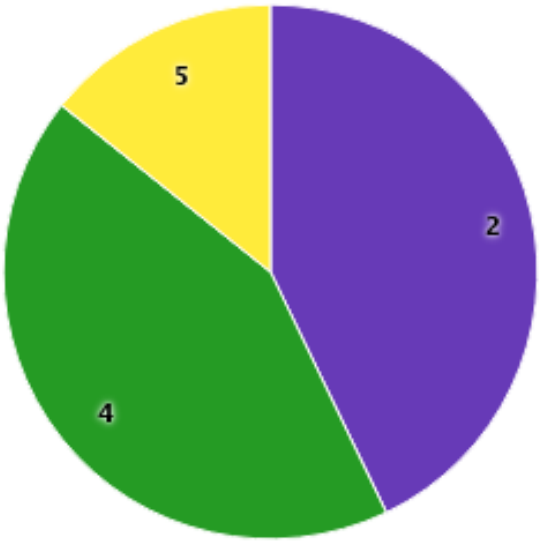


1	No revenue	2	<$500K	3	$500K-$1M	4	$1M-$3M		
5	$3M-$5M	6	$5M-$10M	7	$10M-$50M	8	$50M-$100M		
9	>$100M								

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	14.29% (1)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	5
2 Virtual Classroom	14.29% (1)	28.57% (2)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	3.43
3 e-Learning	71.43% (5)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	2
4 Self-paced	66.67% (4)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	2.17
5 Certification	50% (3)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	0% (0)	16.67% (1)	0% (0)	3
6 Learning Consulting	66.67% (4)	0% (0)	0% (0)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	2.17
7 Learning Technologies	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 New learning modalities	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
9 Subscriptions	42.86% (3)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	0% (0)	0% (0)	3
10 TOTAL REVENUE	0% (0)	0% (0)	0% (0)	16.67% (1)	33.33% (2)	0% (0)	33.33% (2)	0% (0)	16.67% (1)	6.17

Response: 7

2. What was your education organization’s headcount in the most recent fiscal year?



Clicktools

1 - 10 or less	0% (0)	2 - 11-20	42.86% (3)
3 - 21-50	0% (0)	4 - 51-100	42.86% (3)
5 - More than 100	14.29% (1)		

Mean: 3.29

Response: 7

3. Which of the following best describes your education organization's primary business model?

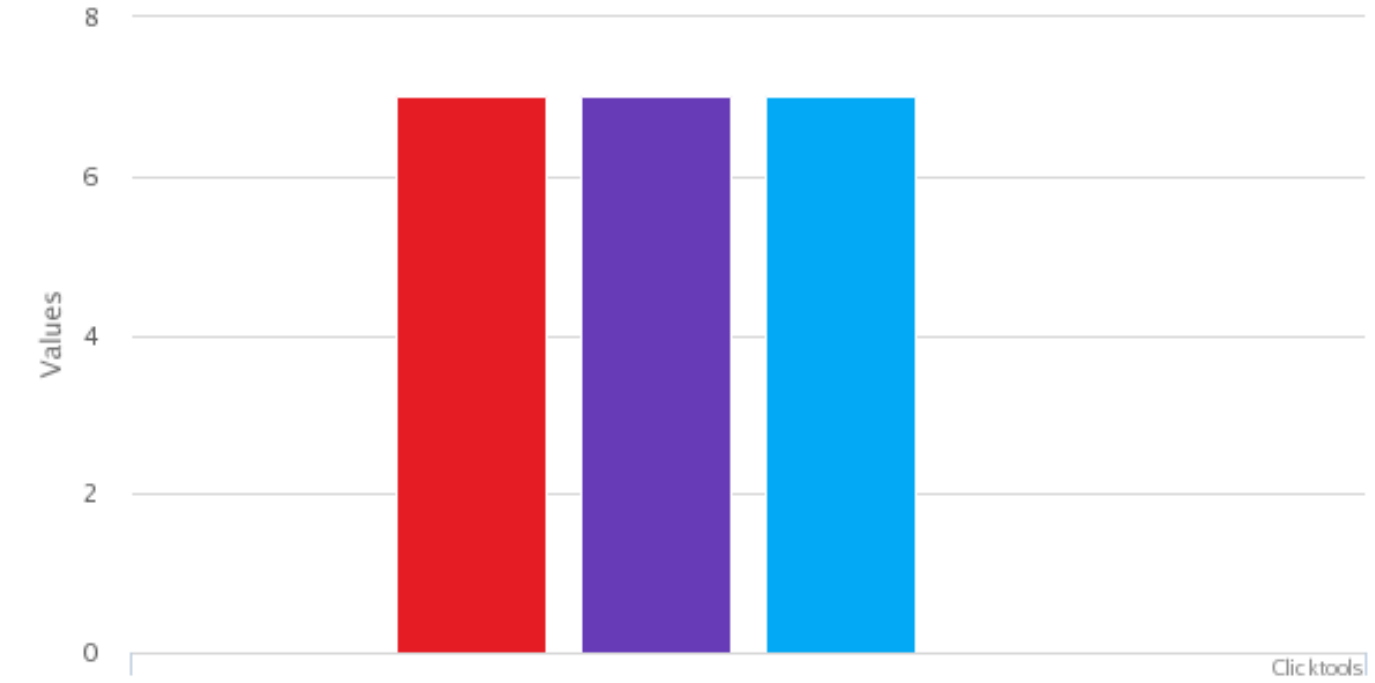
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	57.14% (4)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	14.29% (1)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	14.29% (1)	4 - A hybrid depending upon the education business unit	14.29% (1)
5 - Other	0% (0)		

Mean: 1.86

Response: 7

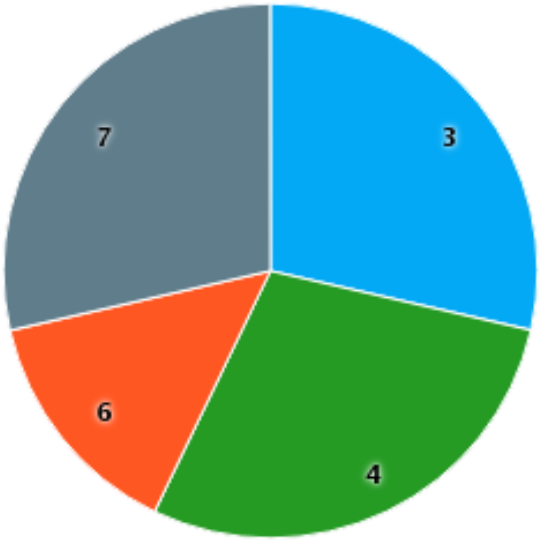
4. Which of the following describes your company's business?
Please choose all that apply.



1 - Hardware	100% (7)	2 - Software	100% (7)
3 - Software as a Service (SaaS)	100% (7)	4 - Other	0% (0)

Response: 7

5. What was your company's worldwide annual revenue in the most recent fiscal year?



1 - $100M or less	0% (0)	2 - Between $101M and $500M	0% (0)
3 - Between $501M and $1B	28.57% (2)	4 - More than $1B and less than $3B	28.57% (2)
5 - More than $3B and less than $10B	0% (0)	6 - More than $10B and less than $25B	14.29% (1)
7 - $25B or more	28.57% (2)		

Mean: 4.86

Response: 7

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

Clicktools

1 - 100 or less	0% (0)	2 - 101 to 1000	14.29% (1)
3 - 1001 to 5000	28.57% (2)	4 - 5001 to 10000	28.57% (2)
5 - 10001 to 50000	0% (0)	6 - More than 50000	28.57% (2)

Mean: 4

Response: 7

7. What is your base currency for reporting and pricing?

Clicktools

1 - USD	85.71% (6)	2 - EUR	0% (0)
3 - GBP	0% (0)	4 - Other	14.29% (1)

Mean: 1.43

Response: 7

8. How do you manage price lists globally?

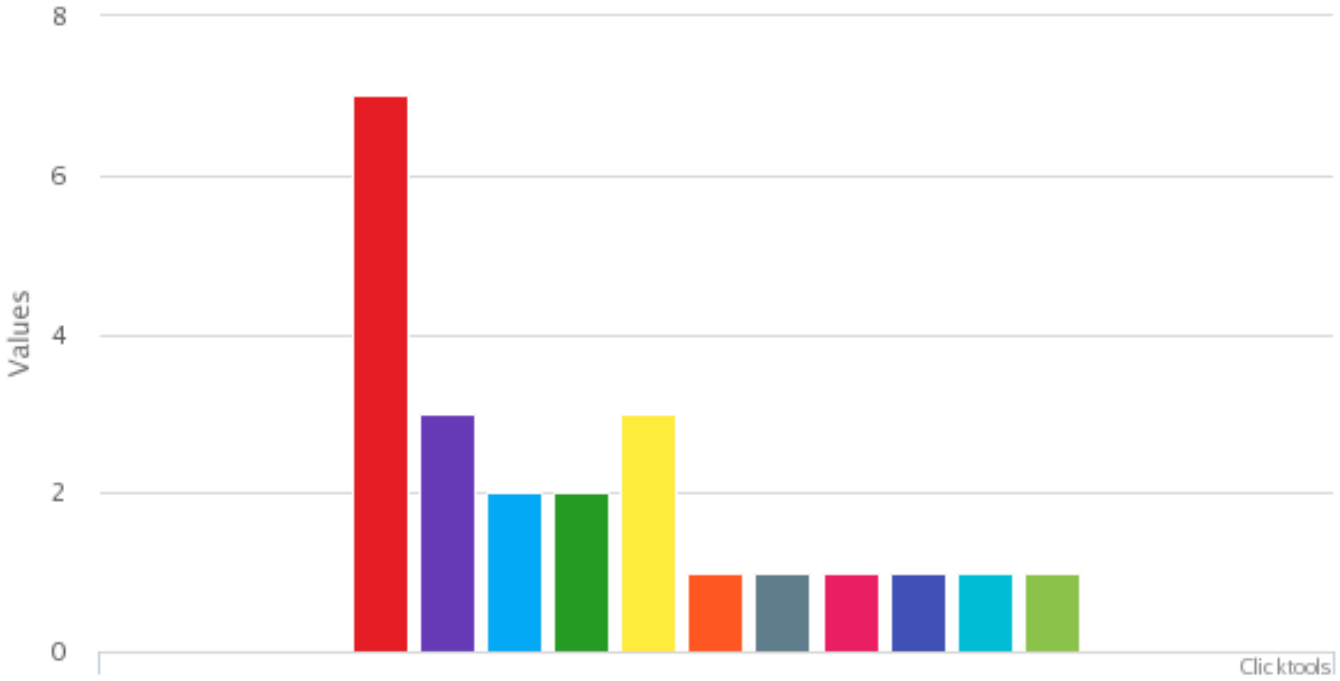
Clicktools

1 - We have one price list with our base currency	57.14% (4)	2 - We have a price list per geographic region based on our base currency	28.57% (2)
3 - We have a price list per geographic region or country based on the regional currency	14.29% (1)	4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	0% (0)
5 - Other	0% (0)		

Mean: 1.57

Response: 7

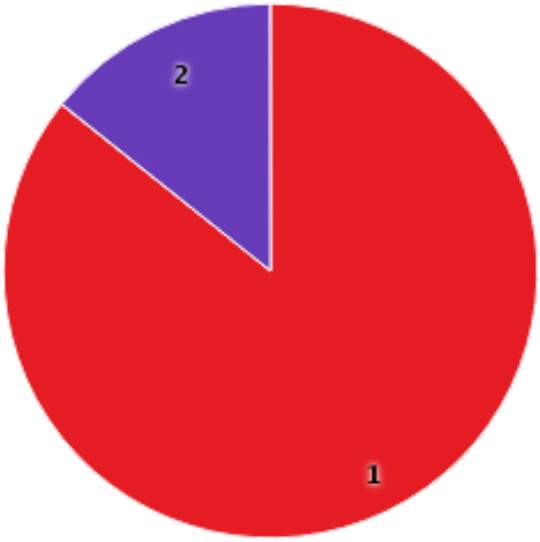
9. In which currencies do you charge your customers?



1 - USD	100% (7)	2 - EUR	42.86% (3)
3 - GBP	28.57% (2)	4 - JYP (Japan)	28.57% (2)
5 - AUD (Australia)	42.86% (3)	6 - INR (India)	14.29% (1)
7 - CNY (China)	14.29% (1)	8 - BRL (Brazil)	14.29% (1)
9 - CAD	14.29% (1)	10 - SGD (Singapore)	14.29% (1)
11 - Other	14.29% (1)		

Response: 7

10. Do you use a fixed rate or is the price in the local currency, changing based on the actual exchange rate?



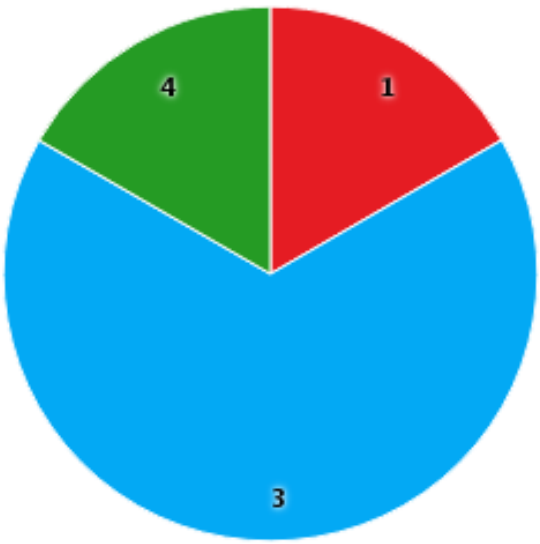
Clicktools

1 - Fixed rate in local currency	85.71% (6)	2 - Price changing based on the actual exchange rate	14.29% (1)

Mean: 1.14

Response: 7

11. How are the prices calculated?



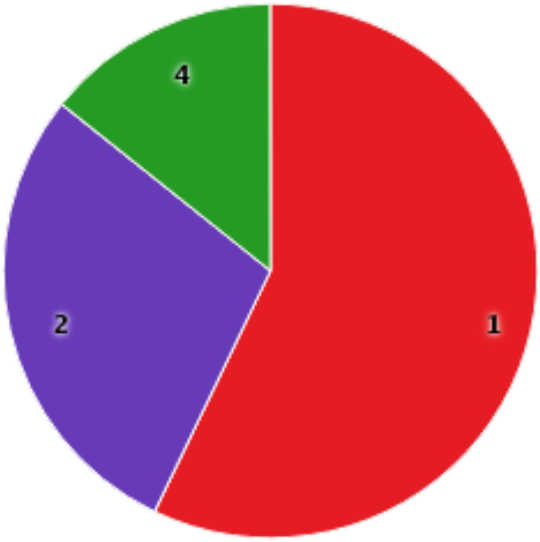
Clicktools

1 - Costs plus margin	16.67% (1)	2 - Market price	0% (0)
3 - Mixture between both	66.67% (4)	4 - Other	16.67% (1)

Mean: 2.83

Response: 6

12. Do you have different pricing levels for the same learning service type (for example, open classes)?



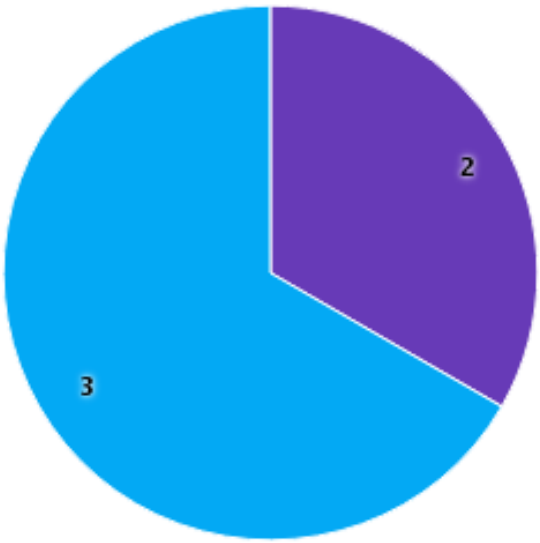
Clicktools

1 - Only 1 pricing level	57.14% (4)	2 - 2-3 pricing levels	28.57% (2)
3 - More pricing levels	0% (0)	4 - Each offering can have different prices in the same service type	14.29% (1)

Mean: 1.71

Response: 7

13. As you have different levels, what is the difference between your lowest and highest level?

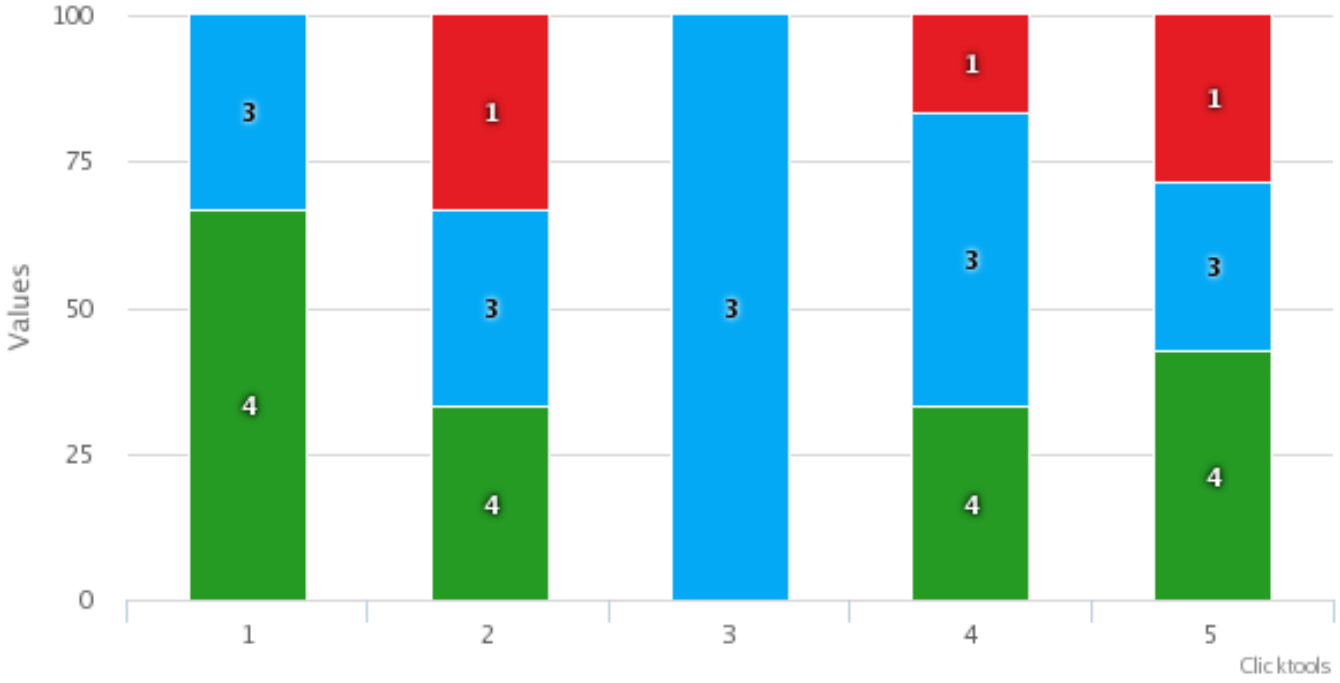


Clicktools

1 - <10%	0% (0)	2 - 10-25%	33.33% (1)
3 - 26-50%	66.67% (2)	4 - >50%	0% (0)

Mean: 2.67
Response: 3

14. Do you have different pricing per audience: compare the price per hour and same delivery format to a technical audience (admin or developer).

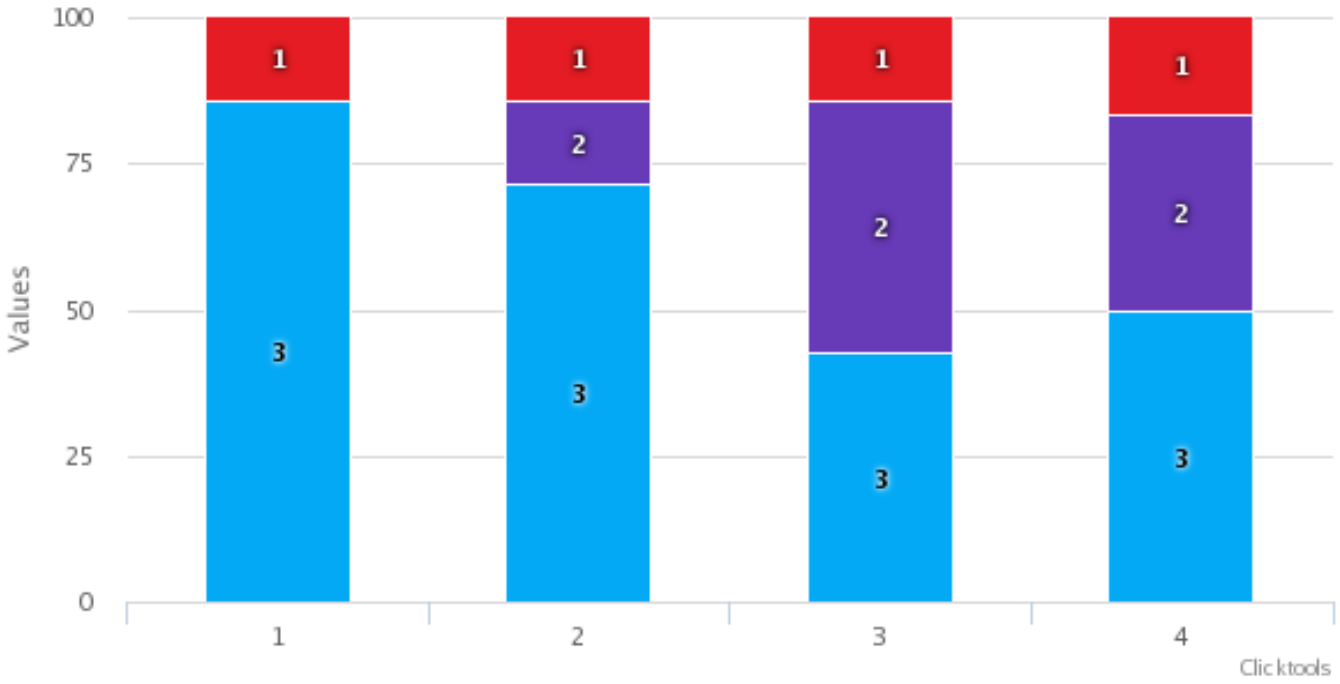


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical

	1	2	3	4	Mean
1 End user	0% (0)	0% (0)	33.33% (2)	66.67% (4)	3.67
2 Business User	33.33% (2)	0% (0)	33.33% (2)	33.33% (2)	2.67
3 Technical/Admin	0% (0)	0% (0)	100% (6)	0% (0)	3
4 Partner	16.67% (1)	0% (0)	50% (3)	33.33% (2)	3
5 Employee	28.57% (2)	0% (0)	28.57% (2)	42.86% (3)	2.86

Response: 7

15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path).

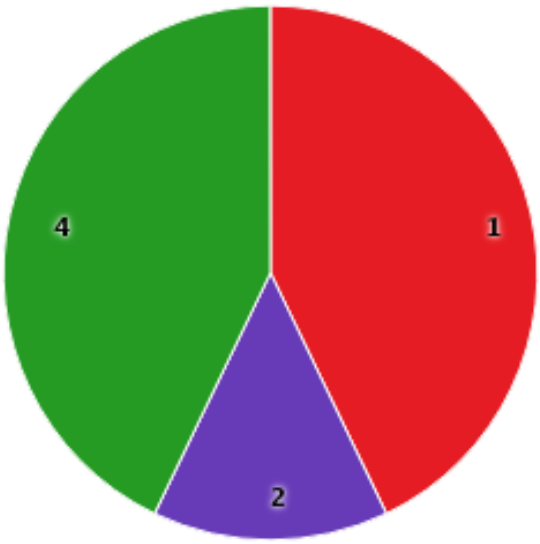


1	We do not provide	2	More than the first	3	Same as the first	4	Less than the first

	1	2	3	4	Mean
1 Overview/introduction	14.29% (1)	0% (0)	85.71% (6)	0% (0)	2.71
2 Fundamentals/new starter	14.29% (1)	14.29% (1)	71.43% (5)	0% (0)	2.57
3 Advanced/expert	14.29% (1)	42.86% (3)	42.86% (3)	0% (0)	2.29
4 Workshop	16.67% (1)	33.33% (2)	50% (3)	0% (0)	2.33

Response: 7

16. How do you charge for Travel & Living (T&L)?



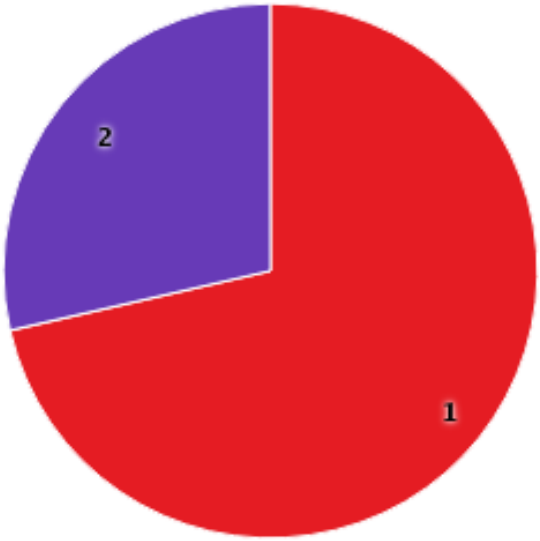
Clicktools

1 - Actuals incurred	42.86% (3)	2 - Daily fixed fees	14.29% (1)
3 - We don't charge for T&L	0% (0)	4 - T&L costs included in onsite rates	42.86% (3)

Mean: 2.43

Response: 7

17. Do you mark up Travel & Living (T&L) and generate a margin on T&L?



Clicktools

1 - No mark-up and margin	71.43% (5)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	28.57% (2)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1.29

Response: 7

18. Do you charge customers for the instructor travel time for onsite training?

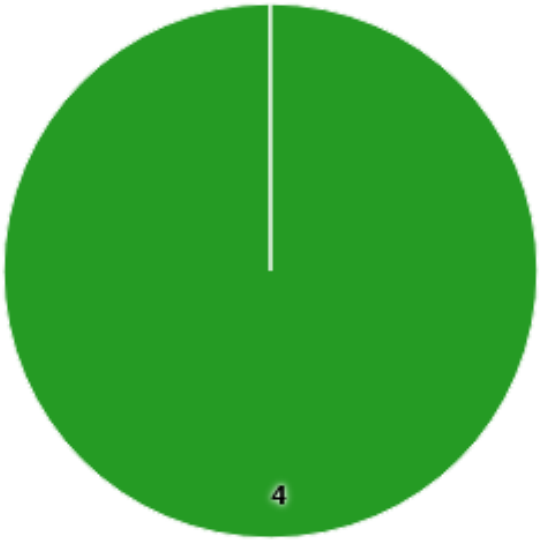
Clicktools

1 - No additional fees	85.71% (6)	2 - Yes, beyond a threshold of max 1 day travel to/from customer	0% (0)
3 - Yes, beyond a threshold of more than 1 day travel to/from customer	0% (0)	4 - Yes, for any travel time	14.29% (1)

Mean: 1.43

Response: 7

19. What do you charge for instructor travel time for onsite?



Clicktools

1 - 0-30% of instructor rate	0% (0)	2 - 31%-50% of instructor rate	0% (0)
3 - 51-75% of instructor rate	0% (0)	4 - 76%-100% of instructor rate	100% (1)

Mean: 4

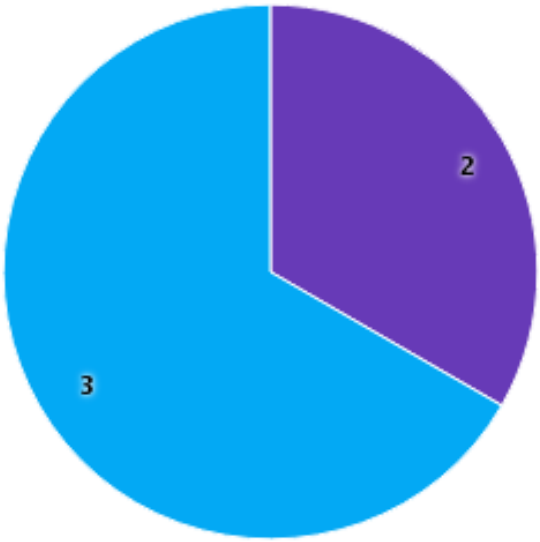
Response: 1

20. Which percentage of your education revenue is generated by the following pricing approaches [must add up to 100%]?

	Customers can buy learning products as required (Transactional)	Customers buy training credits and redeem credits against learning products	Customers buy a subscription to some/all learning services for a limited time period	Customers buy bulk-purchase options, such as training days, volume purchase agreement	Other
Average	66.67%	14.17%	15.17%	2.5%	0%
Highest	100%	45%	46%	10%	0%
Lowest	0%	0%	0%	0%	0%
Standard deviation	40.46	16.56	21.73	4.18	0

Response: 6

21. Are these pricing approaches linked to product sales?



Clicktools

1 - Mandatory attach	0% (0)	2 - Automatic attach, can be removed	33.33% (2)
3 - On a case by case basis	66.67% (4)		

Mean: 2.67

Response: 6

22. In what percentage of product deals do you have training included?

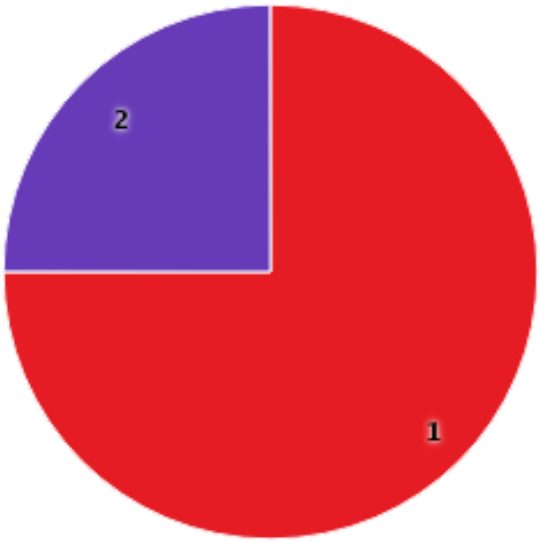
Clicktools

1 - 0-10%	28.57% (2)	2 - 11-25%	14.29% (1)
3 - 26-50%	14.29% (1)	4 - 51-75%	28.57% (2)
5 - 76-100%	14.29% (1)		

Mean: 2.86

Response: 7

23. How is the value of the training credits defined?



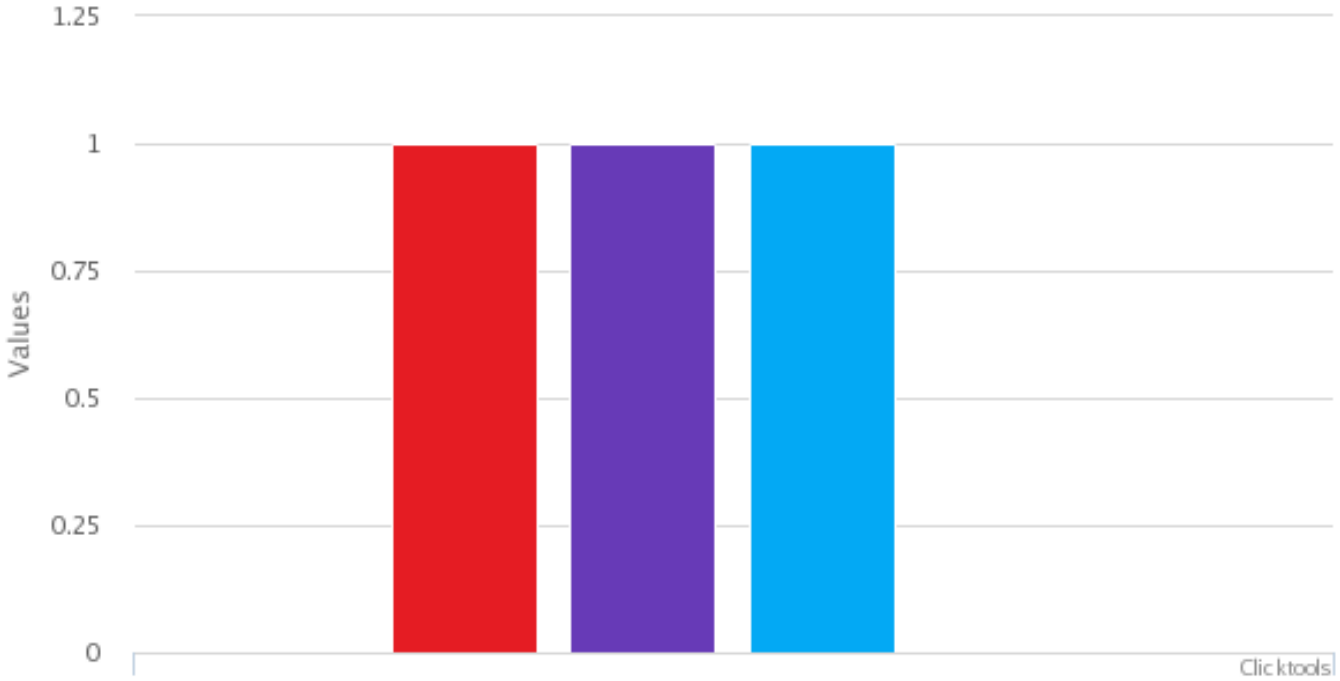
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	75% (3)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	25% (1)
3 - Other	0% (0)		

Mean: 1.25

Response: 4

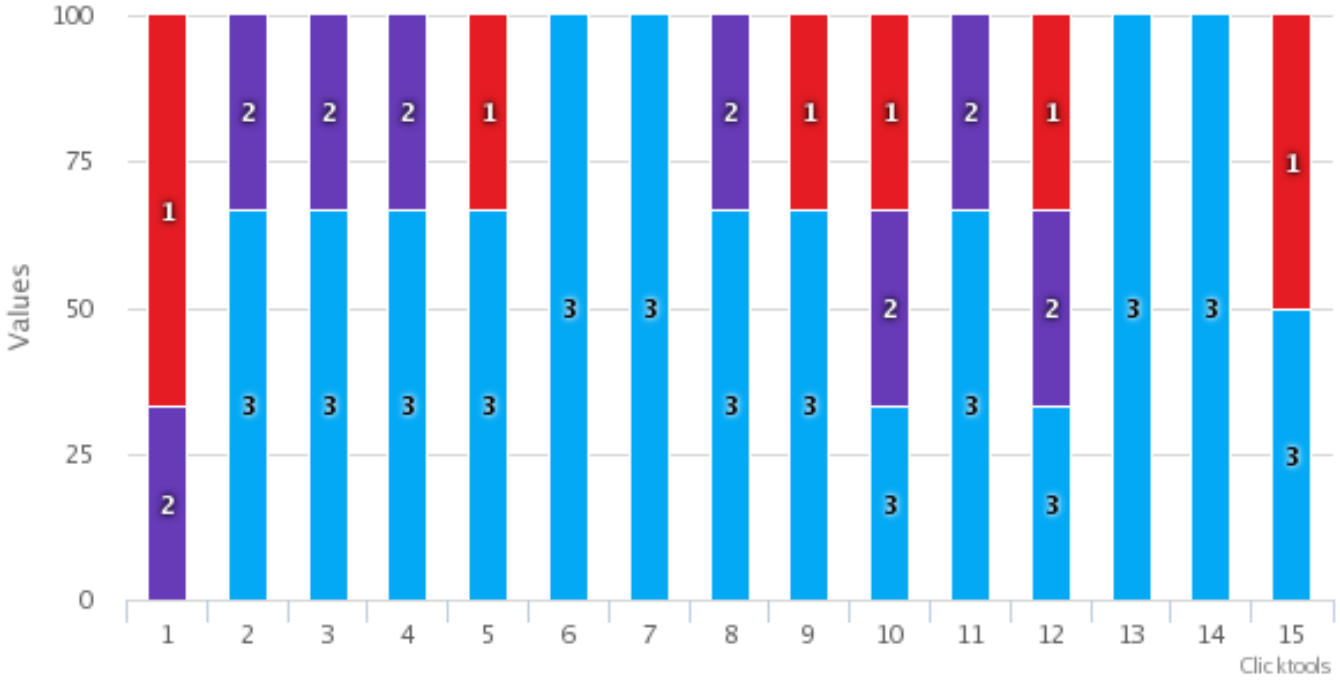
24. Do you discount training credits?



1 - We don't discount	33.33% (1)	2 - We discount based on volumes	33.33% (1)
3 - We discount on a case by case basis depending upon the deal/customer	33.33% (1)	4 - Other	0% (0)

Response: 3

25. What does the subscription cover?



1 Unlimited | 2 Limited | 3 No

		1	2	3	Mean
1	eLearning/WBTs	66.67% (2)	33.33% (1)	0% (0)	1.33
2	ILT - live classrooms	0% (0)	33.33% (1)	66.67% (2)	2.67
3	VILT - virtual classrooms	0% (0)	33.33% (1)	66.67% (2)	2.67
4	Closed/dedicated classes (onsite or virtual)	0% (0)	33.33% (1)	66.67% (2)	2.67
5	Recorded instructor-led training	33.33% (1)	0% (0)	66.67% (2)	2.33
6	Instructor support (at regular dates)	0% (0)	0% (0)	100% (3)	3
7	Instructor coaching one-on-one	0% (0)	0% (0)	100% (3)	3
8	Student books	0% (0)	33.33% (1)	66.67% (2)	2.67
9	Access to other self-study options	33.33% (1)	0% (0)	66.67% (2)	2.33
10	Access to online/virtual labs	33.33% (1)	33.33% (1)	33.33% (1)	2
11	Certification exam attempts	0% (0)	33.33% (1)	66.67% (2)	2.67
12	Exclusive webinars	33.33% (1)	33.33% (1)	33.33% (1)	2
13	Access to exclusive community	0% (0)	0% (0)	100% (3)	3
14	Support to find required training	0% (0)	0% (0)	100% (3)	3
15	Other	50% (1)	0% (0)	50% (1)	2

Response: 3

26. How long is a subscription valid?

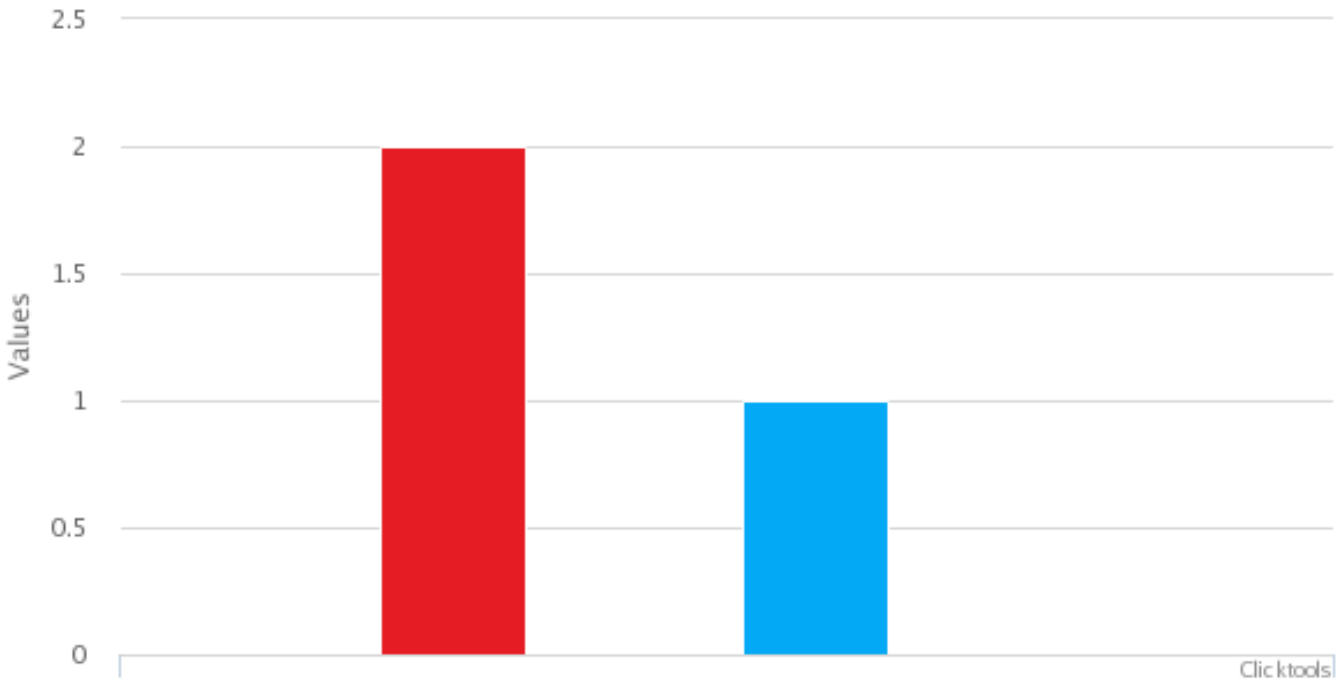
Clicktools

1 - 1-5 months	0% (0)	2 - 6-11 months	0% (0)
3 - 1 year	100% (3)	4 - More than 1 year but less than 3 years	0% (0)
5 - 3+ years	0% (0)	6 - Negotiated with the customer	0% (0)
7 - Other	0% (0)		

Mean: 3

Response: 3

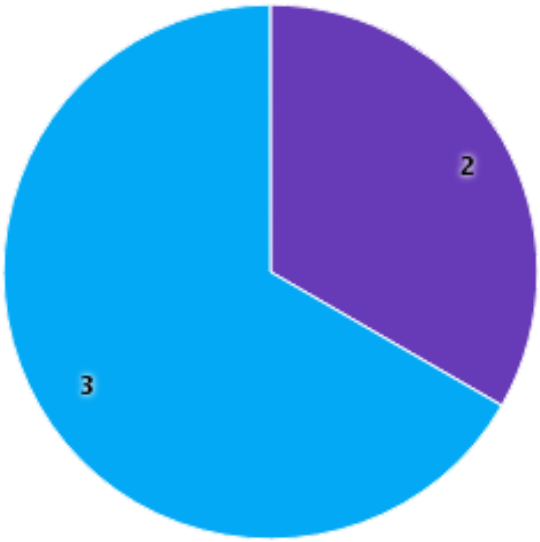
27. Which type of subscription do you offer?



1 - Individual subscription (sold per person)	66.67% (2)	2 - Organization/department subscription (sold to a defined group within the customer)	0% (0)
3 - Company subscription	33.33% (1)	4 - Other	0% (0)

Response: 3

28. How do you charge for subscriptions?



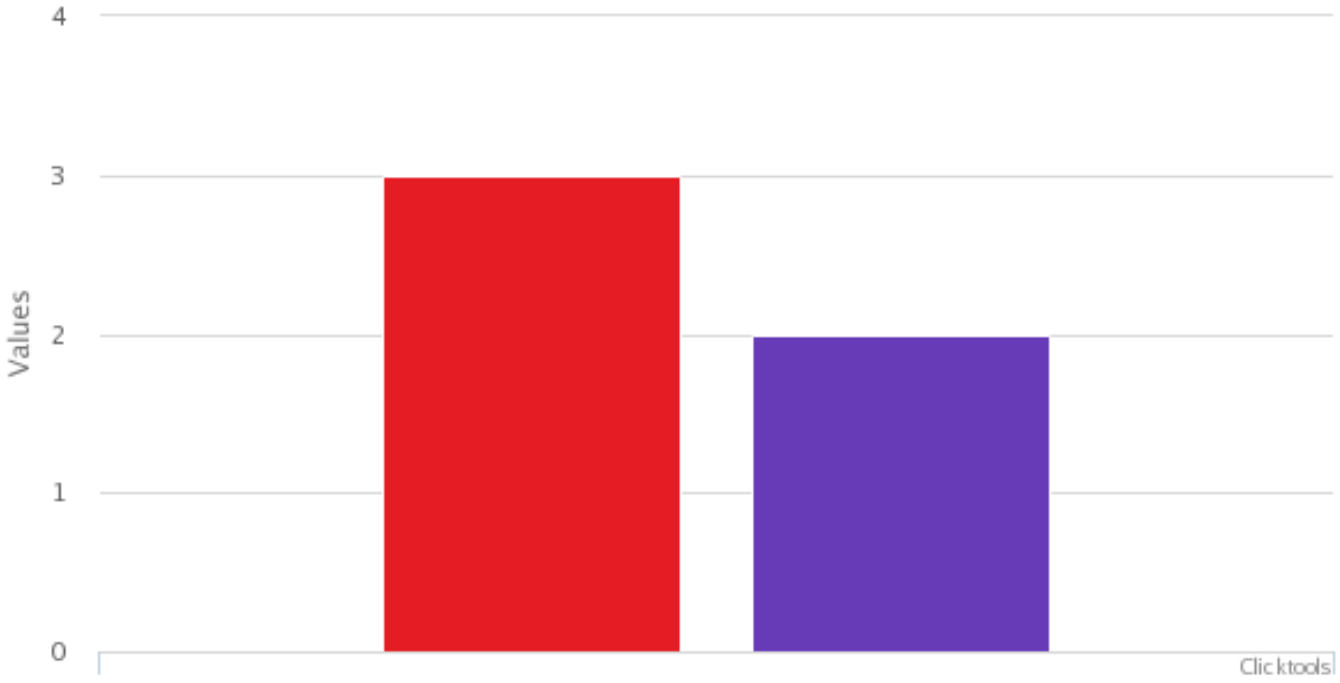
Clicktools

1 - Subscription is included in the product/maintenance fee with NO carve out of revenue from licence to education	0% (0)	2 - Subscription is included in the product/maintenance fee WITH carve out of revenue from licence to education	33.33% (1)
3 - Subscription is sold separately from product or maintenance fee	66.67% (2)		

Mean: 2.67

Response: 3

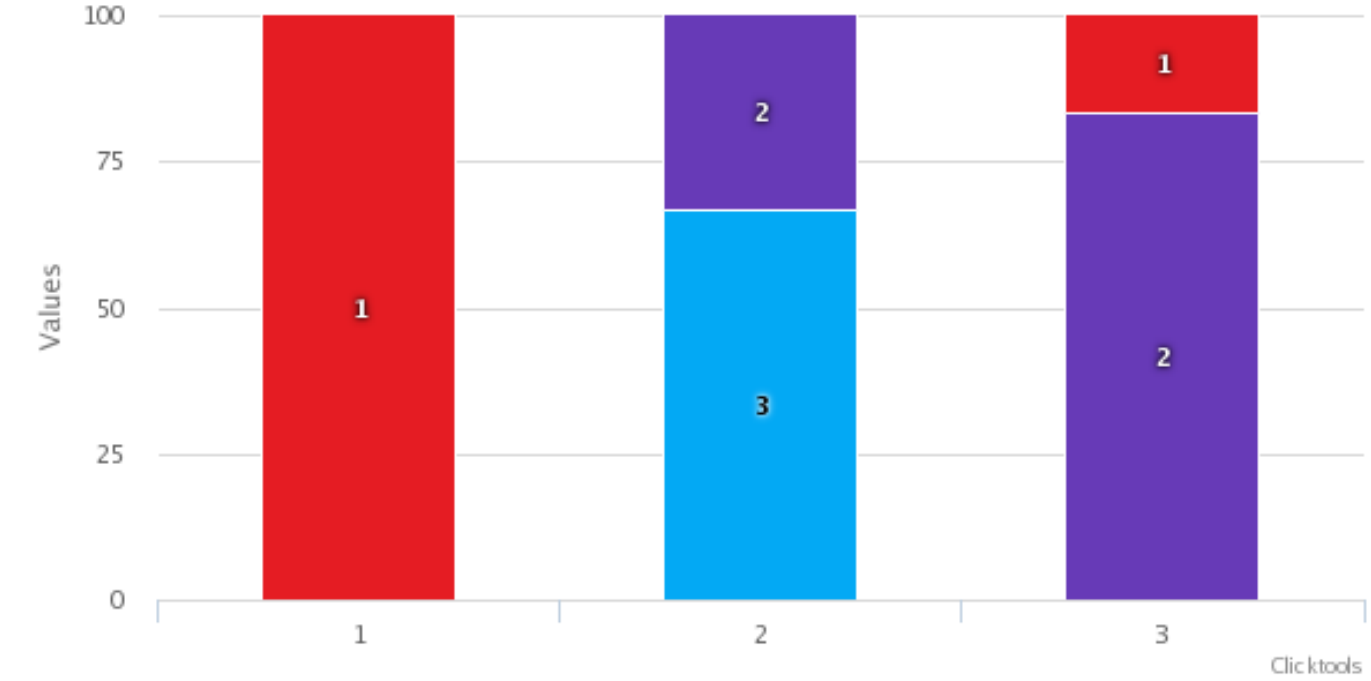
29. For which company products do you offer an education subscription? Choose all that apply.



1 - Software as a Service (SaaS)/cloud products	100% (3)	2 - On-premise products	66.67% (2)

Response: 3

30. We offer free training to the following audiences:



1 Always	2 Sometimes	3 Never

	1	2	3	Mean
1 Employees	100% (6)	0% (0)	0% (0)	1
2 Customers	0% (0)	33.33% (2)	66.67% (4)	2.67
3 Product Channel	16.67% (1)	83.33% (5)	0% (0)	1.83

Response: 6

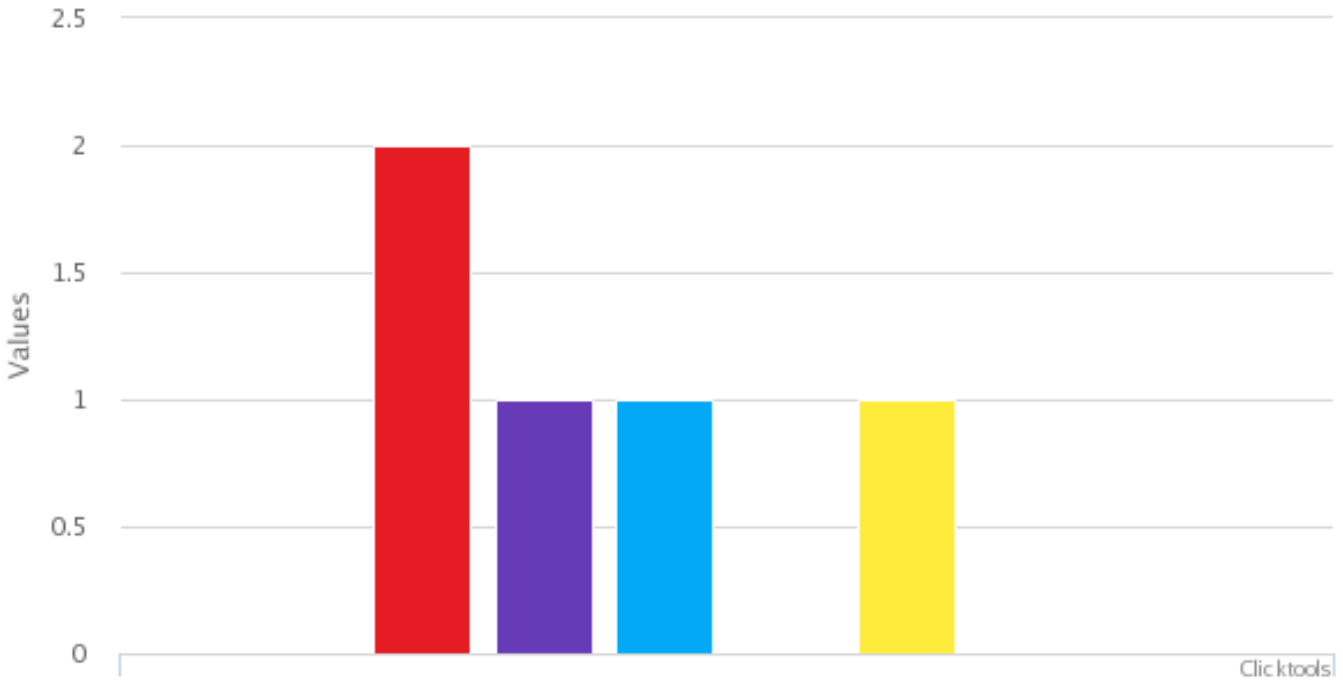
31. Is there a limit to the free training?

1 - No	83.33% (5)	2 - Yes, by annual budget inside the Education budget	0% (0)
3 - Yes, by funding provided outside of Education team	16.67% (1)		

Mean: 1.33

Response: 6

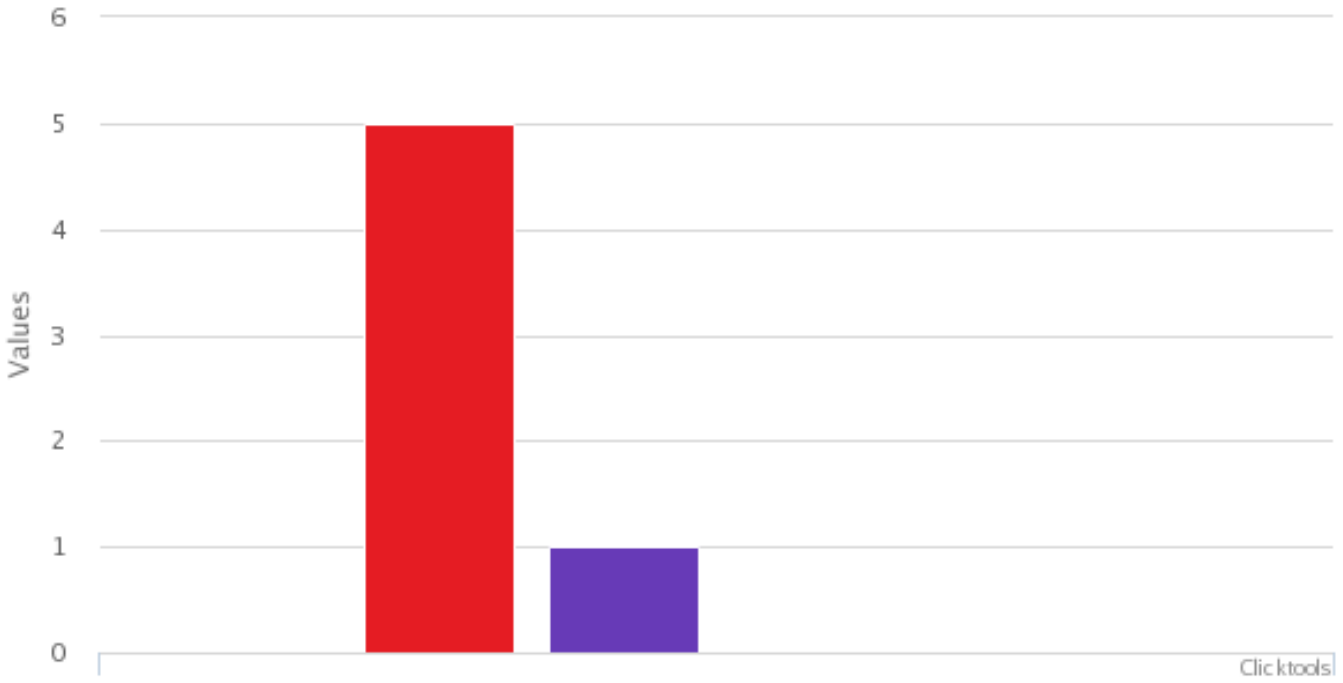
32. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	40% (2)	2 - Yes, carve out product revenue and move to Education	20% (1)
3 - Yes, funding outside the Education team and transfer of costs only	20% (1)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	0% (0)
5 - Yes, specific annual budget inside the Education budget	20% (1)	6 - Other	0% (0)

Response: 5

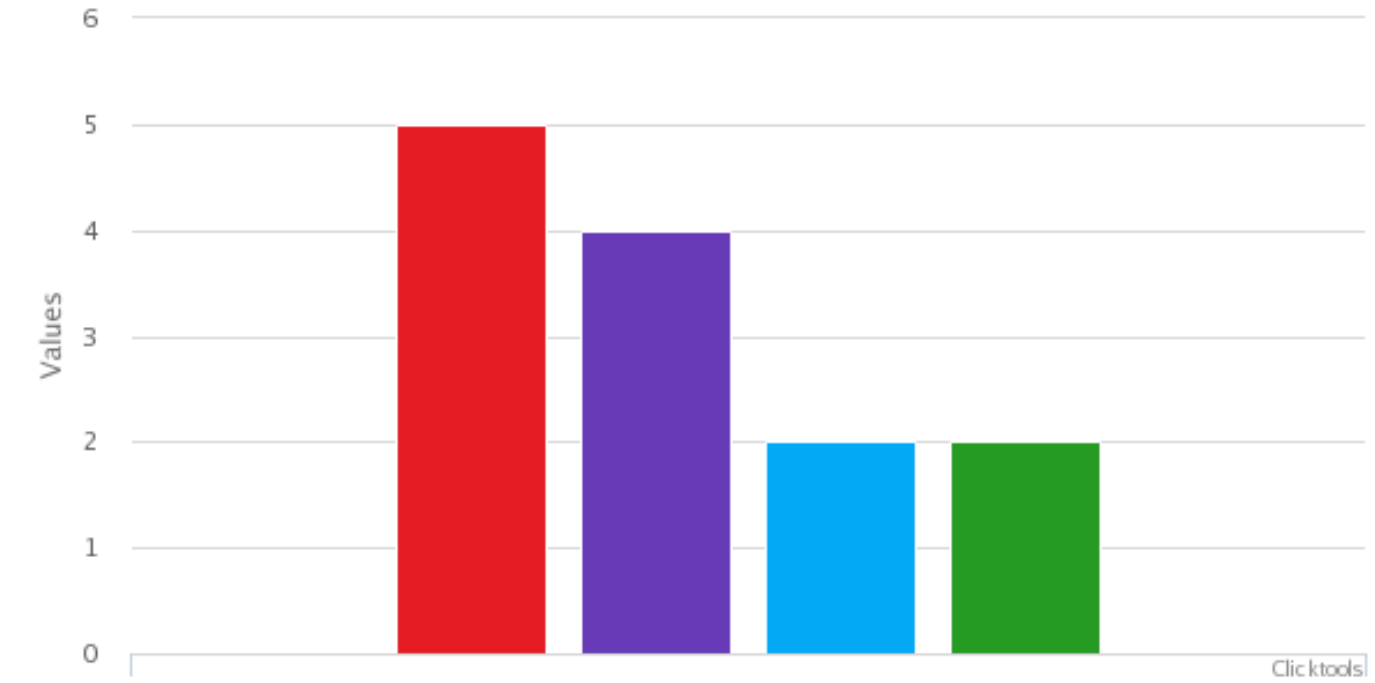
33. What do you communicate about pricing outside your company?



1 - Only list prices	100% (5)	2 - All available discounts	20% (1)
3 - Some globally available discounts, e.g. volume	0% (0)	4 - Other	0% (0)

Response: 5

34. Who is allowed to discount training?



1 - Education team	83.33% (5)	2 - Product Sales team	66.67% (4)
3 - Company (Professional) Services team	33.33% (2)	4 - Other	33.33% (2)

Response: 6

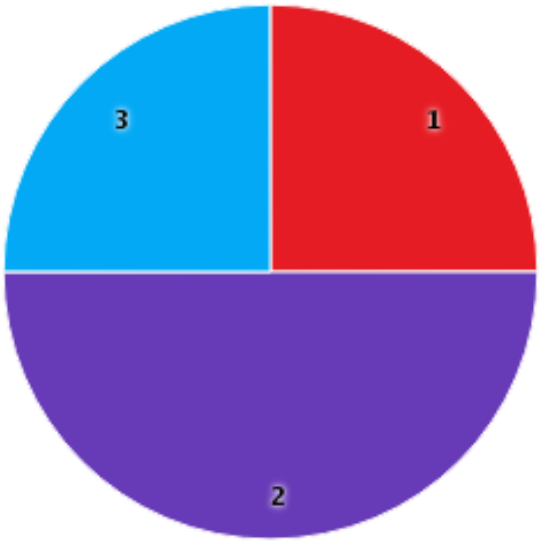
35. Do these other organizations (not Education) have a limit up to which they can give discounts and what is it?

1 - No limit	0% (0)	2 - Only up to 25% of the overall possible discount	100% (4)
3 - 26-50%	0% (0)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	0% (0)		

Mean: 2

Response: 4

36. Do these other organizations need approval to discount?



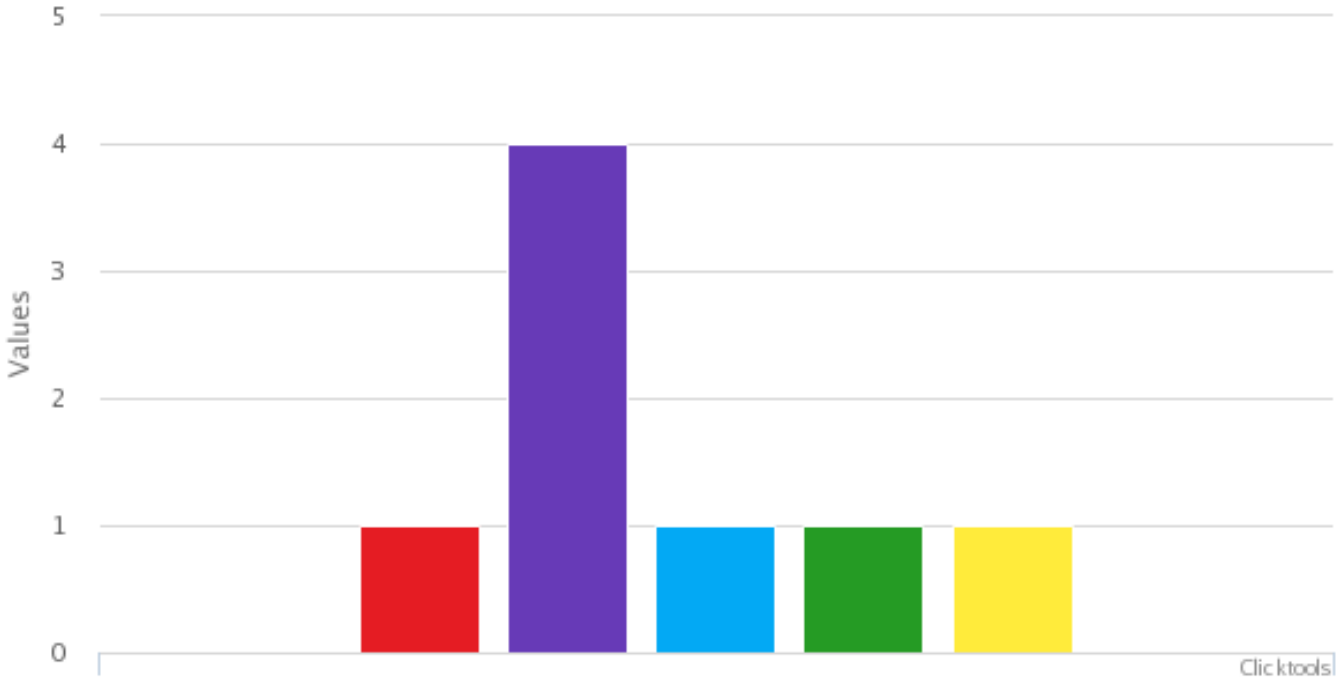
Clicktools

1 - No approval needed	25% (1)	2 - Approval in all cases	50% (2)
3 - Approval only if certain discount thresholds reached	25% (1)		

Mean: 2

Response: 4

37. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?



1 - There is nothing in place	16.67% (1)	2 - VSOE enforces rules	66.67% (4)
3 - Formal agreements with other teams	16.67% (1)	4 - Quotation tools enforce rules	16.67% (1)
5 - Other	16.67% (1)		

Response: 6

38. How frequently do you re-evaluate your pricing?

Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	33.33% (2)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	50% (3)	6 - Other	16.67% (1)

Mean: 4.5

Response: 6

39. How often do you change your pricing?

Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	33.33% (2)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	50% (3)	6 - Other	16.67% (1)

Mean: 4.5

Response: 6

40. How frequently do you update pricing in local currencies due to changes in exchange rates?

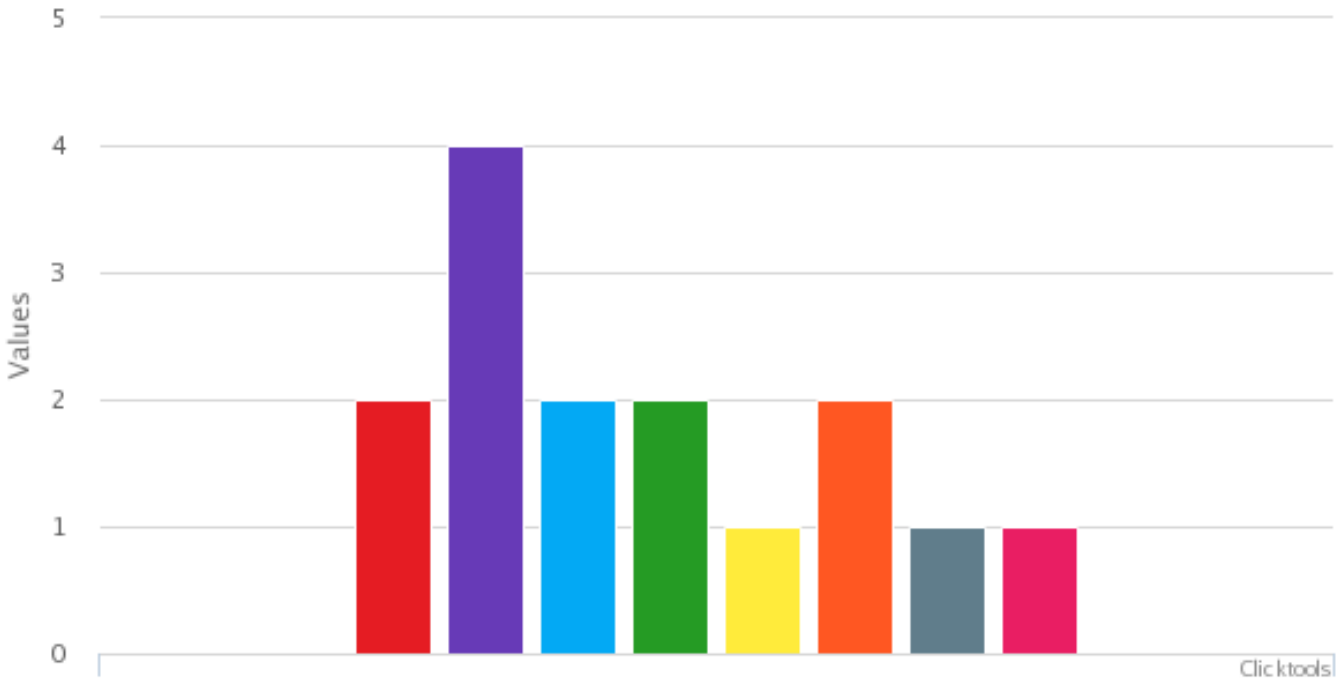
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	33.33% (2)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	50% (3)	6 - Other	16.67% (1)

Mean: 4.5

Response: 6

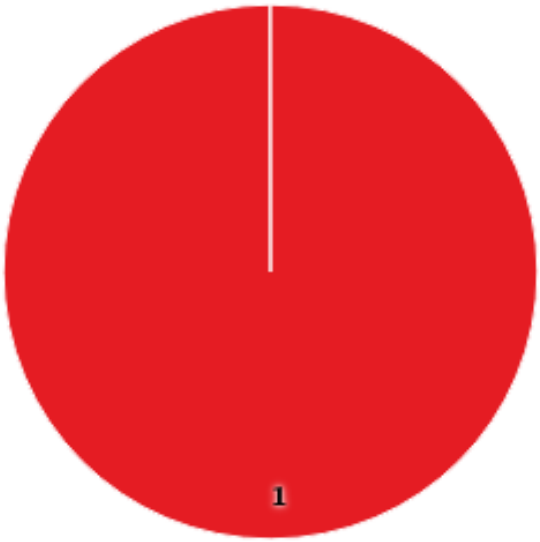
41. What is the key driver for the price change?



1 - Inflation	33.33% (2)	2 - Market trends	66.67% (4)
3 - Historical trends	33.33% (2)	4 - Competitiveness	33.33% (2)
5 - Profit margins	16.67% (1)	6 - Exchange rate changes	33.33% (2)
7 - Higher expenses	16.67% (1)	8 - Other	16.67% (1)

Response: 6

42. Do you need approval to make a price change?

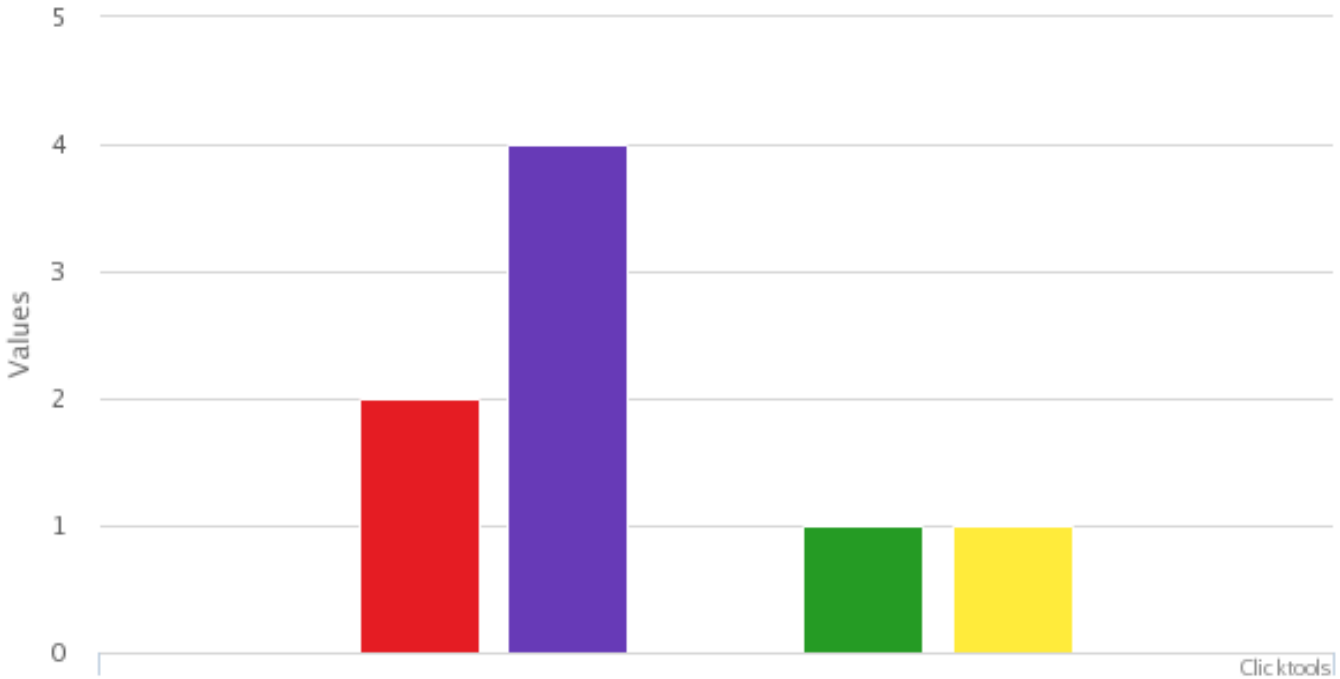


1 - Yes	100% (5)	2 - No	0% (0)

Mean: 1

Response: 5

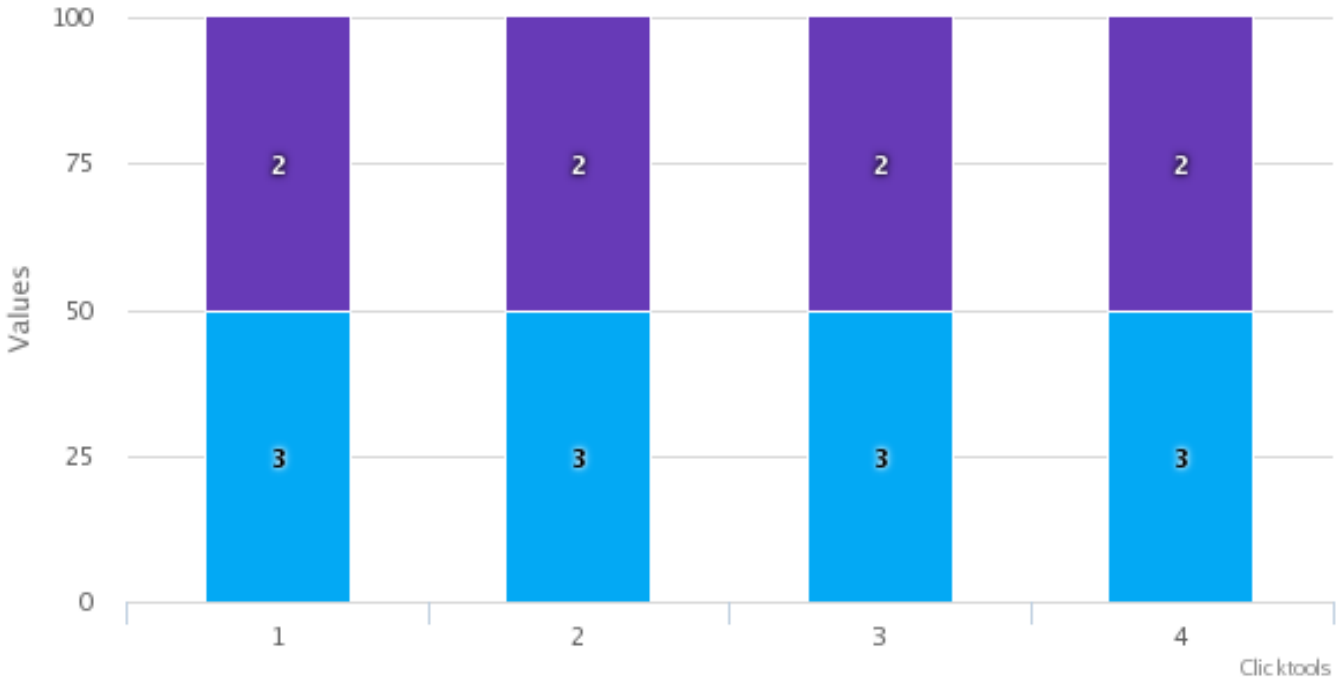
43. Who is required to approve changes?



1 - Education Head	40% (2)	2 - Company Financial Head	80% (4)
3 - Company CEO	0% (0)	4 - Sales or Country Manager of impacted countries/customers	20% (1)
5 - Other	20% (1)		

Response: 5

44. If you compare your actual pricing to the pricing of one (1) year ago, what kind of changes have occurred?

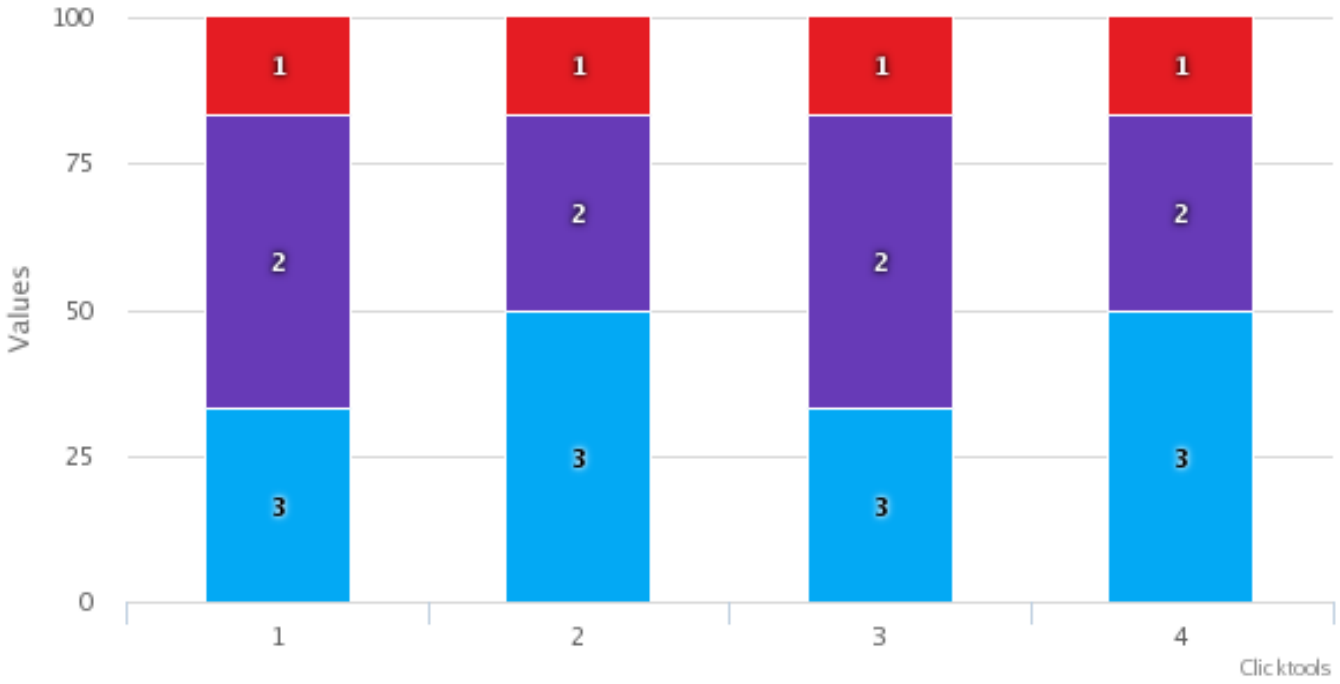


1	Increased significantly (> 10%)	2	Increased somewhat (1-10%)
3	Stayed about the same	4	Decreased somewhat (1-10%)
5	Decreased significantly (> 10%)		

	1	2	3	4	5	Mean
1 North America	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	2.5
2 Central and South America	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	2.5
3 EMEA	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	2.5
4 APAC	0% (0)	50% (3)	50% (3)	0% (0)	0% (0)	2.5

Response: 6

45. If you compare your actual pricing to the pricing of three (3) years ago, what kind of changes have occurred?

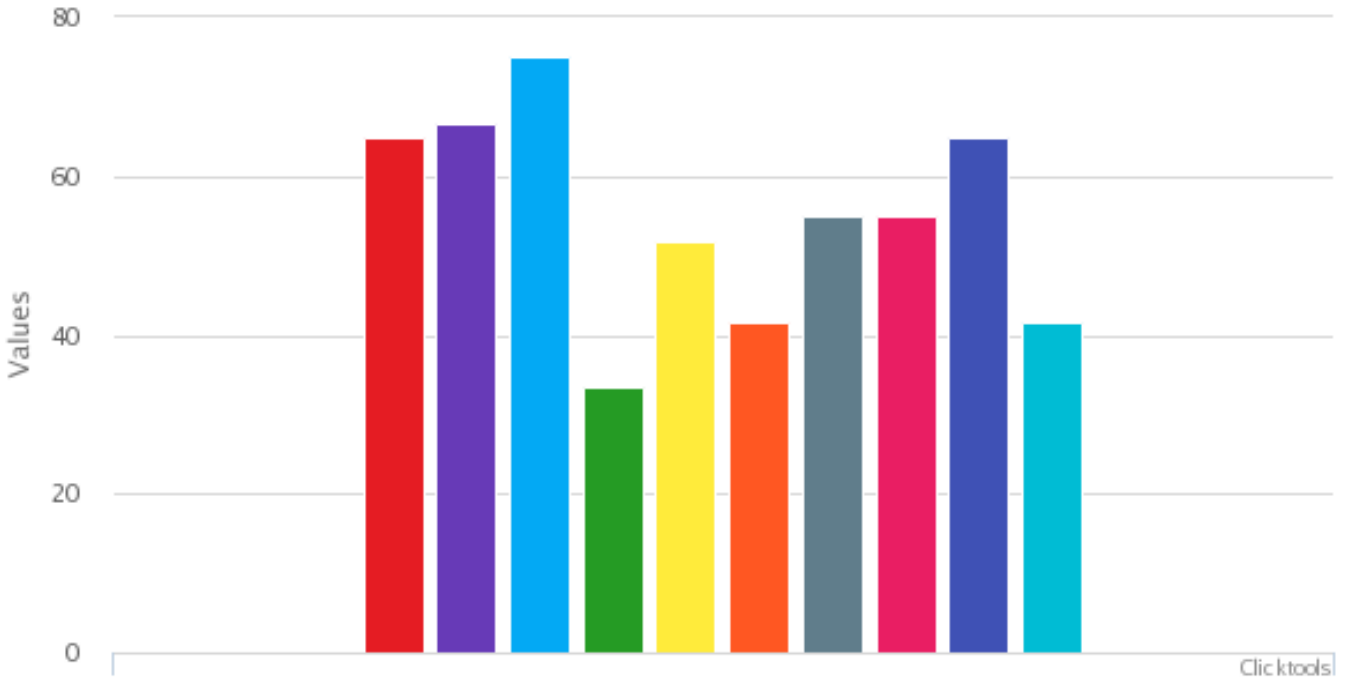


1	Increased significantly (> 10%)	2	Increased somewhat (1-10%)
3	Stayed about the same	4	Decreased somewhat (1-10%)
5	Decreased significantly (> 10%)		

	1	2	3	4	5	Mean
1 North America	16.67% (1)	50% (3)	33.33% (2)	0% (0)	0% (0)	2.17
2 Central and South America	16.67% (1)	33.33% (2)	50% (3)	0% (0)	0% (0)	2.33
3 EMEA	16.67% (1)	50% (3)	33.33% (2)	0% (0)	0% (0)	2.17
4 APAC	16.67% (1)	33.33% (2)	50% (3)	0% (0)	0% (0)	2.33

Response: 6

46. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



	1	2	3	4	5	6	7	8	9	10	Rank
Product revenue opportunity	2	1	0	0	1	0	0	0	2	0	3=
Internal sales pressure	1	0	1	1	1	1	1	0	0	0	2
Training deal size	2	1	0	1	1	0	0	1	0	0	1
Difficulty filling public seats	0	0	1	0	0	0	2	0	1	2	10
Returning customer	0	0	1	1	0	2	1	0	1	0	7
Pilot and beta customers for products	0	0	0	1	0	2	1	1	0	1	8=
Strategic customer	1	0	0	1	2	0	0	1	0	1	5=
End of fiscal month/quarter/year	0	2	1	0	0	0	0	1	2	0	5=
Competitive product situation	0	1	2	0	1	1	0	1	0	0	3=
Competitive training situation	0	1	0	1	0	0	1	1	0	2	8=

Response: 6

47. How do you manage price differences between different local markets?

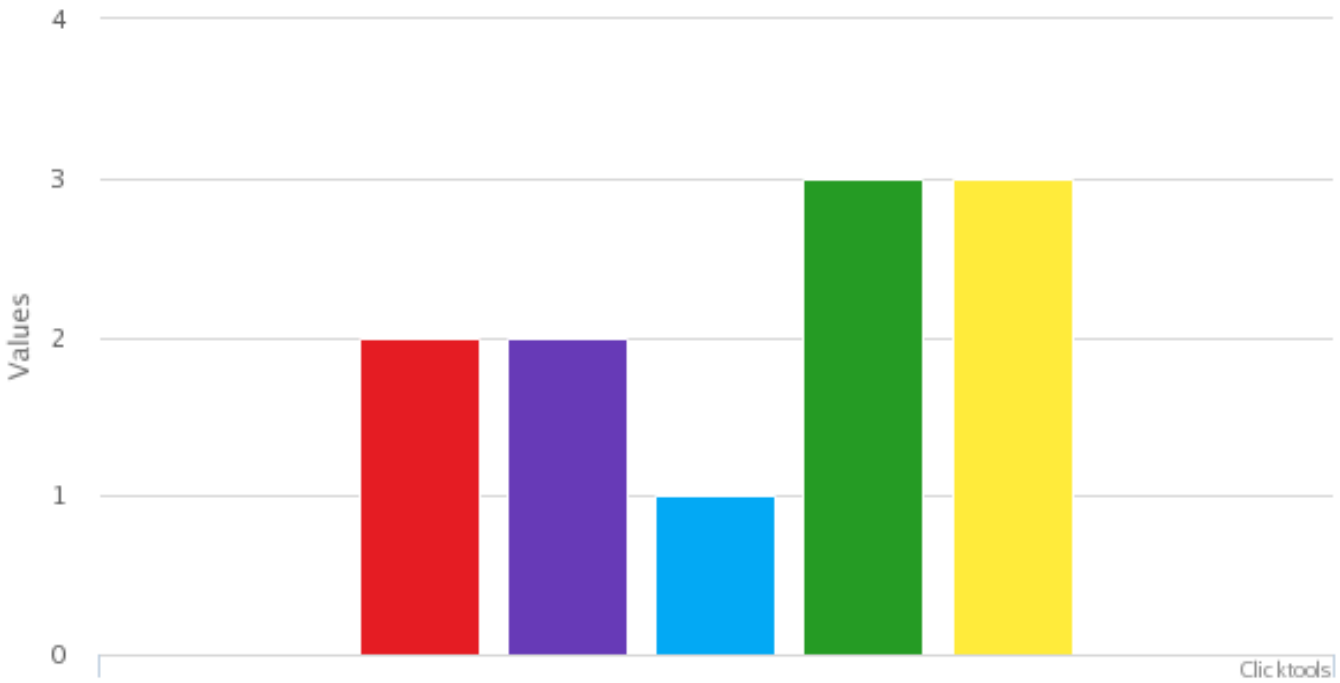
Clicktools

1 - No price differences for different local markets	33.33% (2)	2 - Global pricelist and discounts by country to bring global price down to market price	16.67% (1)
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	16.67% (1)	4 - Pricelists for local markets which have different prices by market	16.67% (1)
5 - Other	16.67% (1)		

Mean: 2.67

Response: 6

48. What other type of discounts do you offer?



1 - Single volume (e.g. 10% for all deals above threshold)	33.33% (2)	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	33.33% (2)
3 - Valued or repeat customers (loyalty program)	16.67% (1)	4 - Promotional discounts (time limited)	50% (3)
5 - Other	50% (3)		

Response: 6

49. If you have different types of discounts, how do you handle multiple discounts?

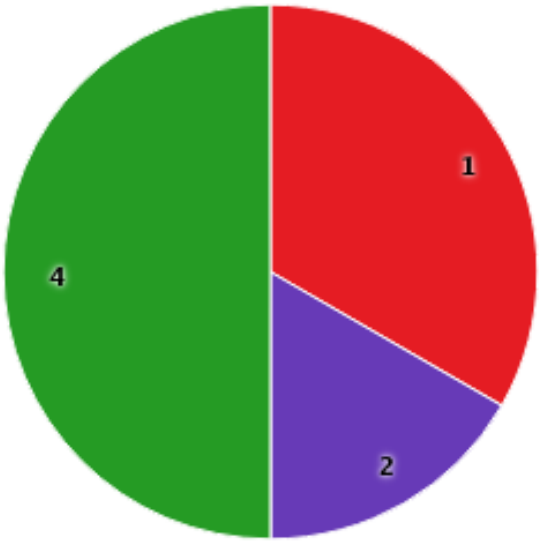
Clicktools

1 - We don't have more than 1 discount type	60% (3)	2 - We have more than 1 discount type, but any customer can get only one of them	20% (1)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	20% (1)	4 - Discounts are multiplied List price*(1-Discount1%)(1-Discount2%)	0% (0)

Mean: 1.6

Response: 5

50. How do you manage pricing for global customers?



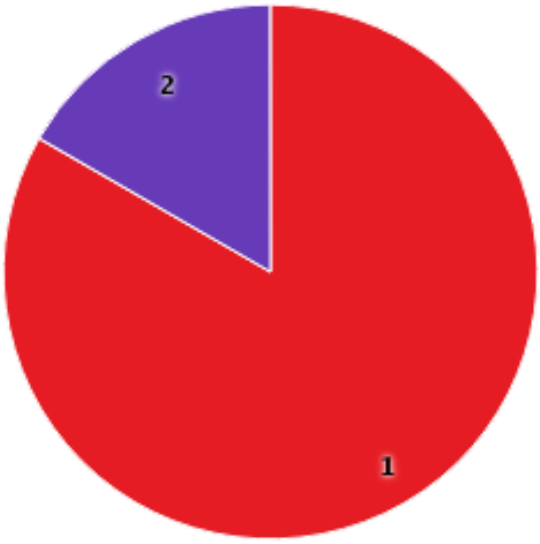
Clicktools

1 - They have a single price globally	33.33% (2)	2 - They have discounts based on the location of their headquarters	16.67% (1)
3 - They receive different discounts based on the actual student's location	0% (0)	4 - Other	50% (3)

Mean: 2.67

Response: 6

51. Do you train channel partners who sell or support your company's products?



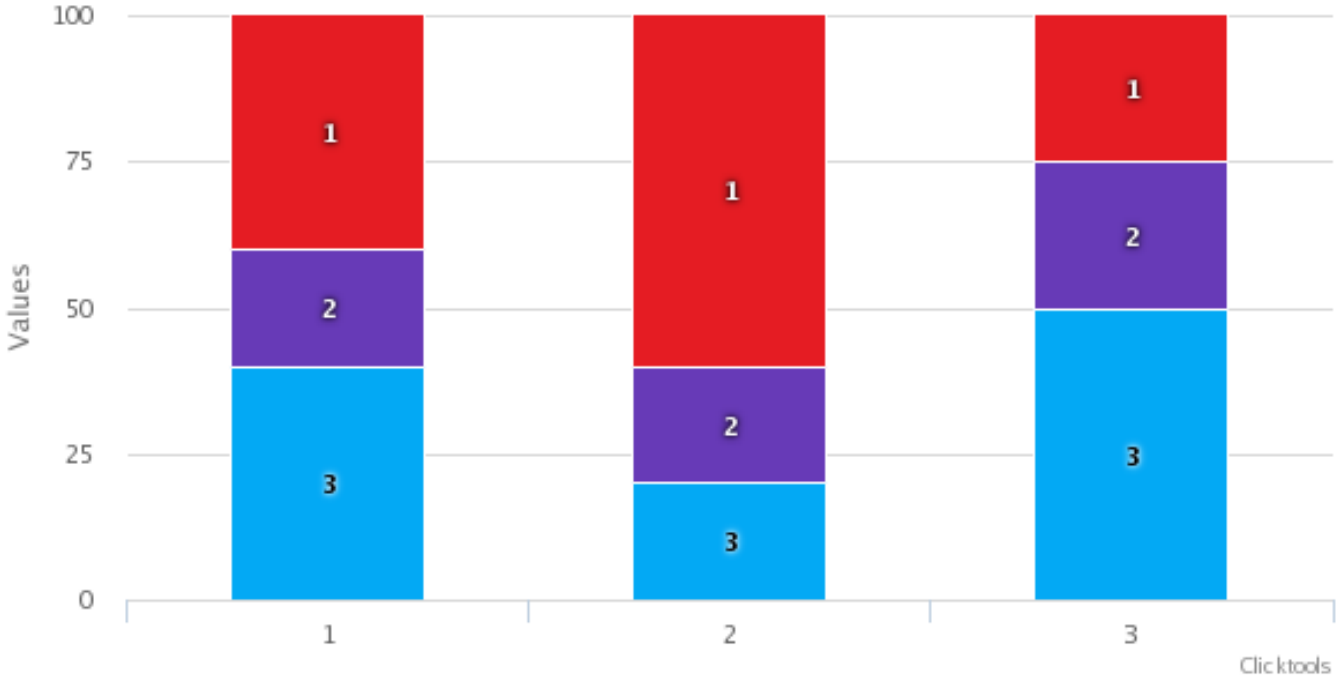
Clicktools

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

Mean: 1.17

Response: 6

52. How do you charge for the following partner audiences?

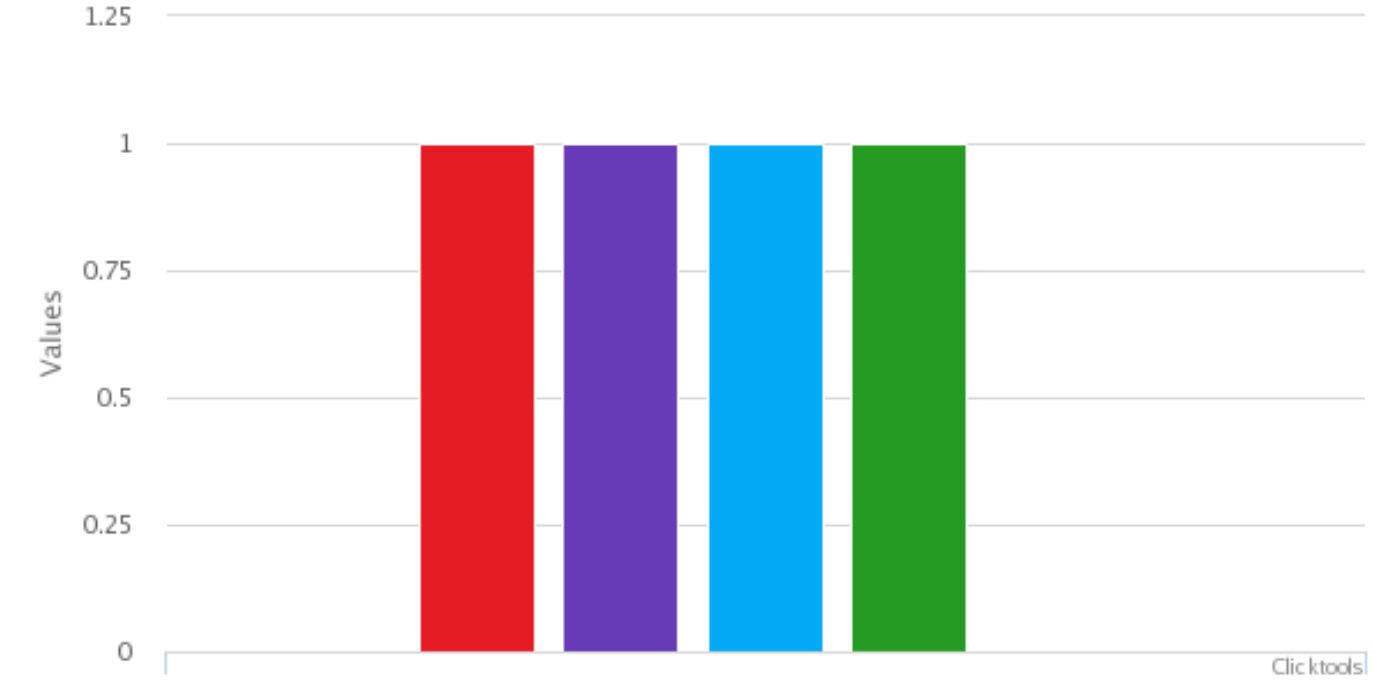


1 Free 2 List Price 3 Discount

	1	2	3	Mean
1 Channel Sales	40% (2)	20% (1)	40% (2)	2
2 Channel Presales	60% (3)	20% (1)	20% (1)	1.6
3 Channel Post sales - deplayment, operations, maintenance	25% (1)	25% (1)	50% (2)	2.25

Response: 5

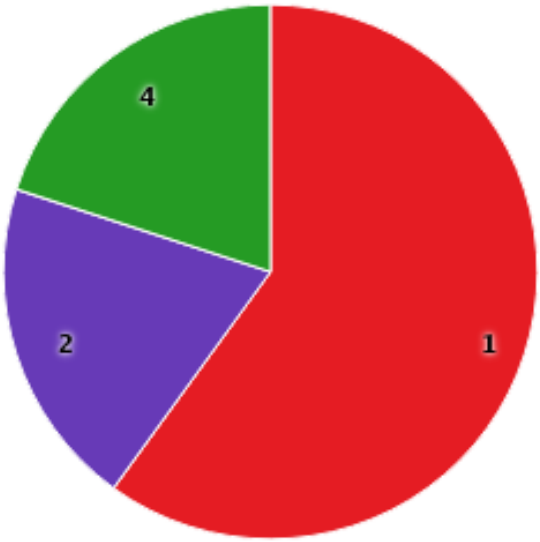
53. How do you discount training for your channel partner?



1 - Depending on the partner level, a tiered discount structure	50% (1)	2 - Depending on the strategic importance, different discounts	50% (1)
3 - Depending on the region/country the partner comes from, different discounts	50% (1)	4 - Same percentage for all partners	50% (1)
5 - Other	0% (0)		

Response: 2

54. Do you allow partners to resell your training?



Clicktools

1 - No	60% (3)	2 - Yes, can resell and get the normal partner discount to resell	20% (1)
3 - Yes, can resell but get a higher discount	0% (0)	4 - Yes, can resell but get a lower discount	20% (1)

Mean: 1.8

Response: 5

55. What discount or commission do you offer to your resellers for instructor led training (ILT)?

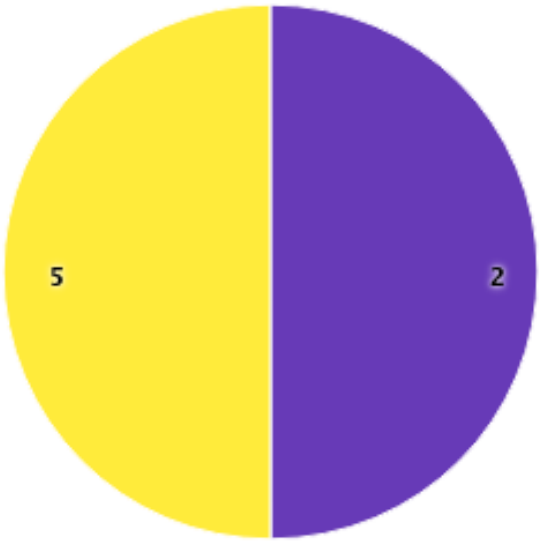
Clicktools

1 - 1-10%	0% (0)	2 - 11-15%	100% (2)
3 - 16-20%	0% (0)	4 - 21-30%	0% (0)
5 - Over 30%	0% (0)	6 - Other	0% (0)

Mean: 2

Response: 2

56. What discount or commission do you offer to your resellers for eLearning?



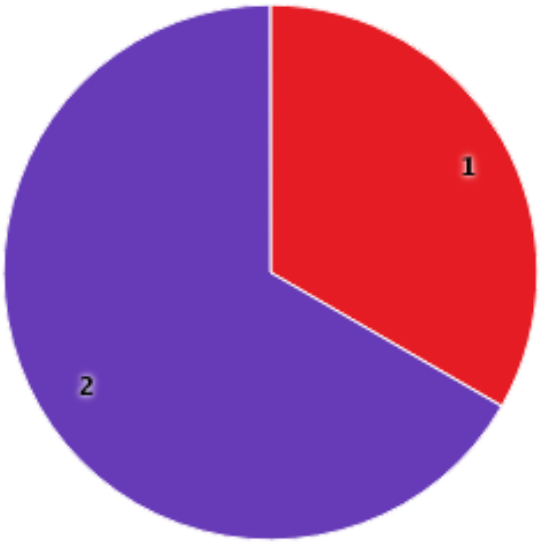
Clicktools

1 - 1-10%	0% (0)	2 - 11-15%	50% (1)
3 - 16-20%	0% (0)	4 - 21-30%	0% (0)
5 - Over 30%	50% (1)	6 - Other	0% (0)

Mean: 3.5

Response: 2

57. Do you sell any education services intellectual property as a standalone item?



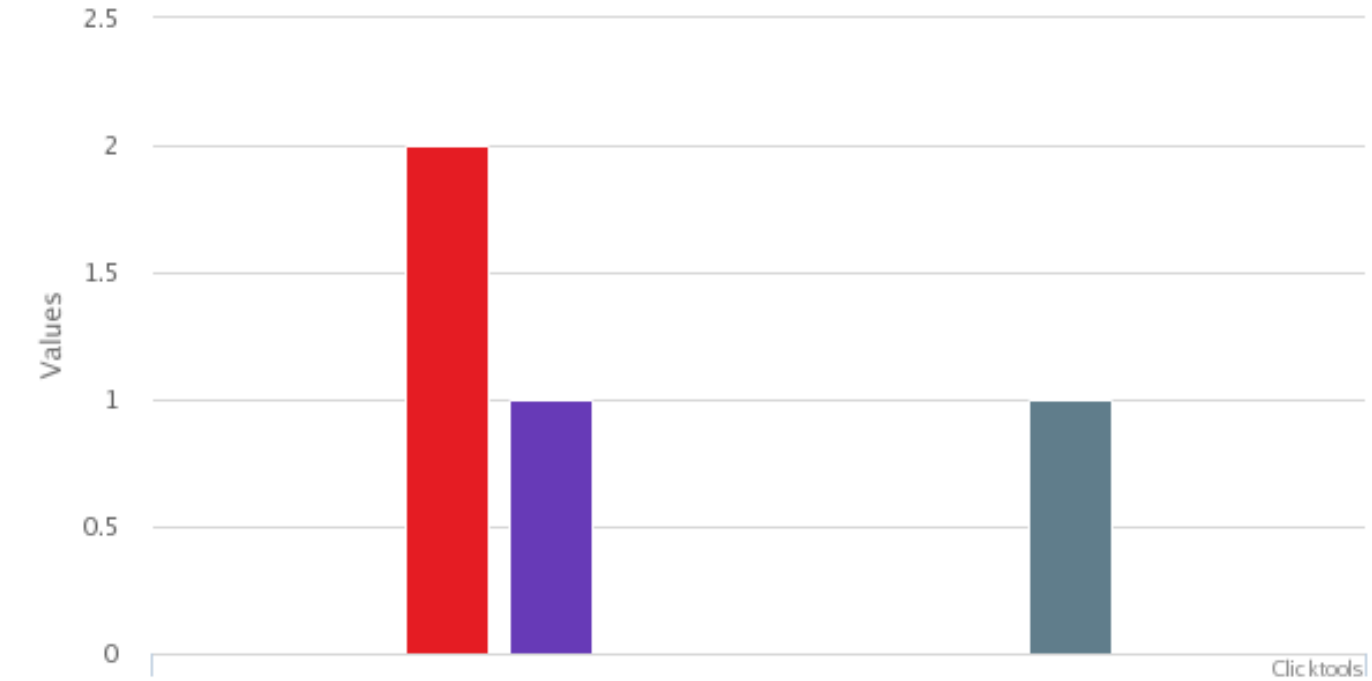
Clicktools

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

Mean: 1.67

Response: 6

58. Which of the following intellectual property related learning services do you sell?



1 - Student books (hardcopy only)	100% (2)	2 - Instructor books (hardcopy only)	50% (1)
3 - Instructor tool kits (editable)	0% (0)	4 - Instructor-led course templates	0% (0)
5 - eLearning source code	0% (0)	6 - Training environment (Lab in the Cloud)	0% (0)
7 - Other editable or non-editable content (please specify)	50% (1)		

Response: 2

59. What is your sales model for selling IP?

1 - Flat fee for the total course	0% (0)	2 - Flat fee per course day	0% (0)
3 - Separate price for individual items	100% (1)		

Mean: 3

Response: 1

60. On average, how much do you charge ($) as a flat fee per course day?

Average	600
Highest	600
Lowest	600
Standard deviation	0

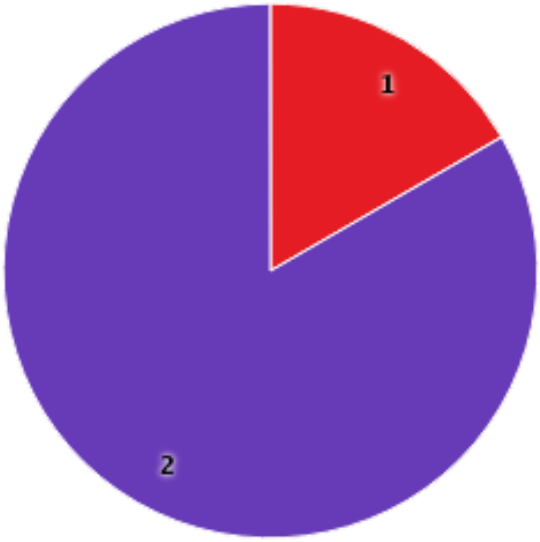
Response: 1

61. What is the average list price per course day (to the nearest $) for each of the following items? If you do not sell the item, please enter 0.

	Student manuals (non-editable)	Instructor guides (non-editable)	Instructor tool kits (editable)	Instructor-led course templates	eLearning course/module master	Training environment (Lab in the Cloud)	Other editable or non-editable content
Average	35	0	0	0	600	0	0
Highest	35	0	0	0	600	0	0
Lowest	35	0	0	0	600	0	0
Standard deviation	0	0	0	0	0	0	0

Response: 1

62. Do you offer the service to develop training?



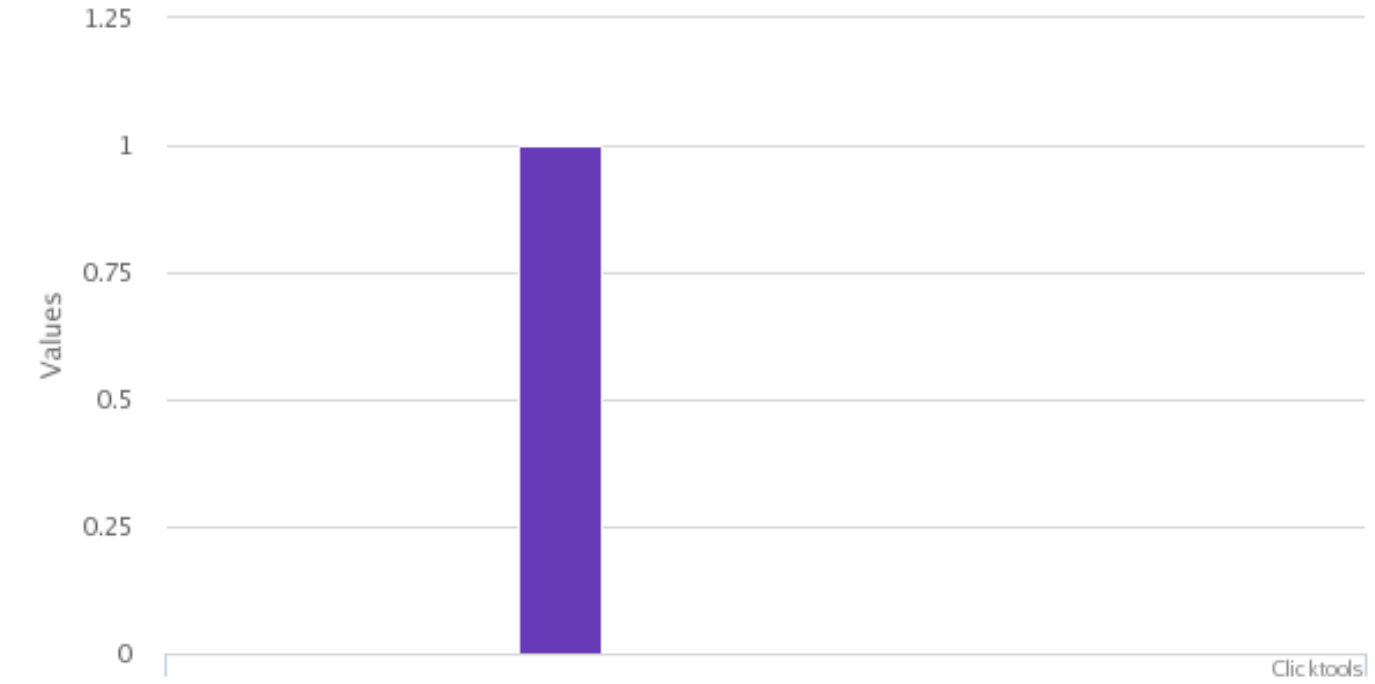
Clicktools

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

Mean: 1.83

Response: 6

63. How do you price your development work?



1 - Per hour of content developed	0% (0)	2 - Per development hours	100% (1)
3 - Per development day	0% (0)	4 - Customers buy training credits and redeem credits against development	0% (0)
5 - Customers buy a subscription and some development is included	0% (0)	6 - We do not charge for virtual classroom training	0% (0)
7 - Other	0% (0)		

Response: 1

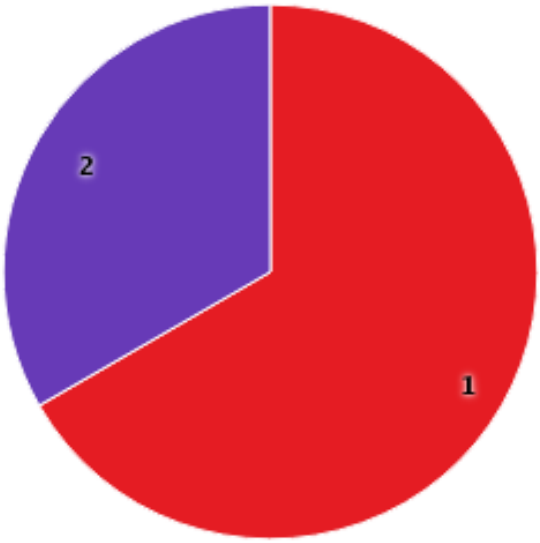
64. How do you quote for development work?

1 - Only time & material	0% (0)	2 - Only fixed price bids	0% (0)
3 - Mixture, depending on customer negotiation	100% (1)	4 - Other	0% (0)

Mean: 3

Response: 1

65. Do you offer services to customize existing courses?



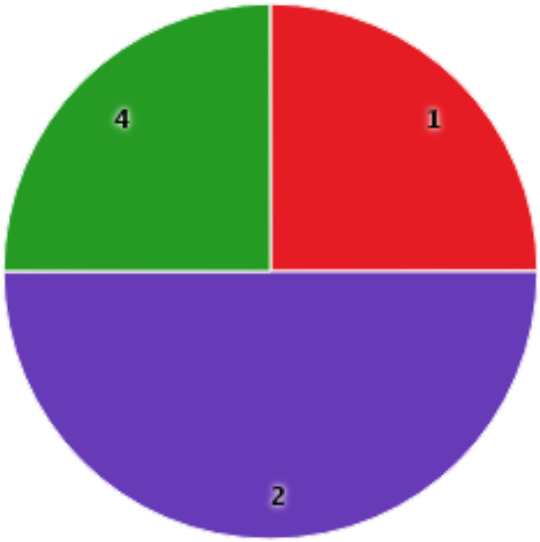
Clicktools

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

Mean: 1.33

Response: 6

66. When do you start to charge for customization?



Clicktools

1 - Never charge	25% (1)	2 - Strictly for any customization	50% (2)
3 - Small customization with up to 1 day's work for free, after that a charge	0% (0)	4 - Small customization with 1-2 day's work for free, after that a charge	25% (1)
5 - Small customization with more than 2 days work for free, after that a charge	0% (0)		

Mean: 2.25

Response: 4