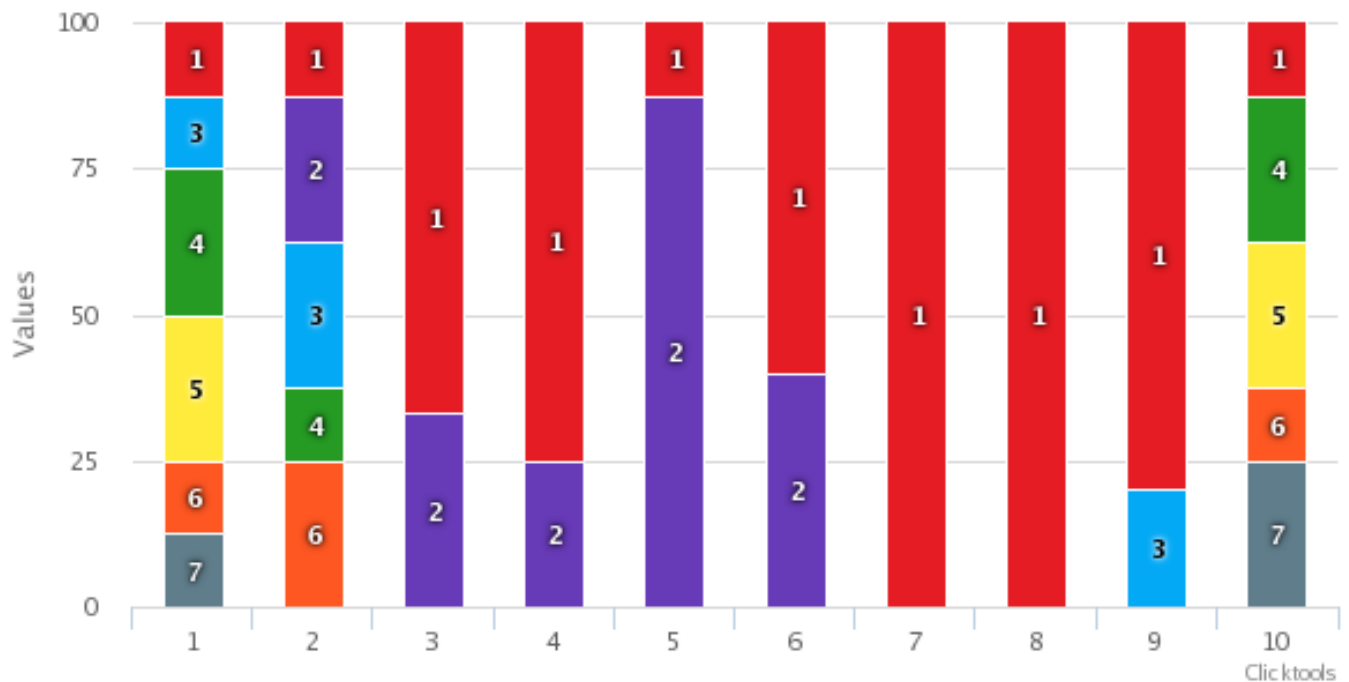


## Hybrid (8)

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

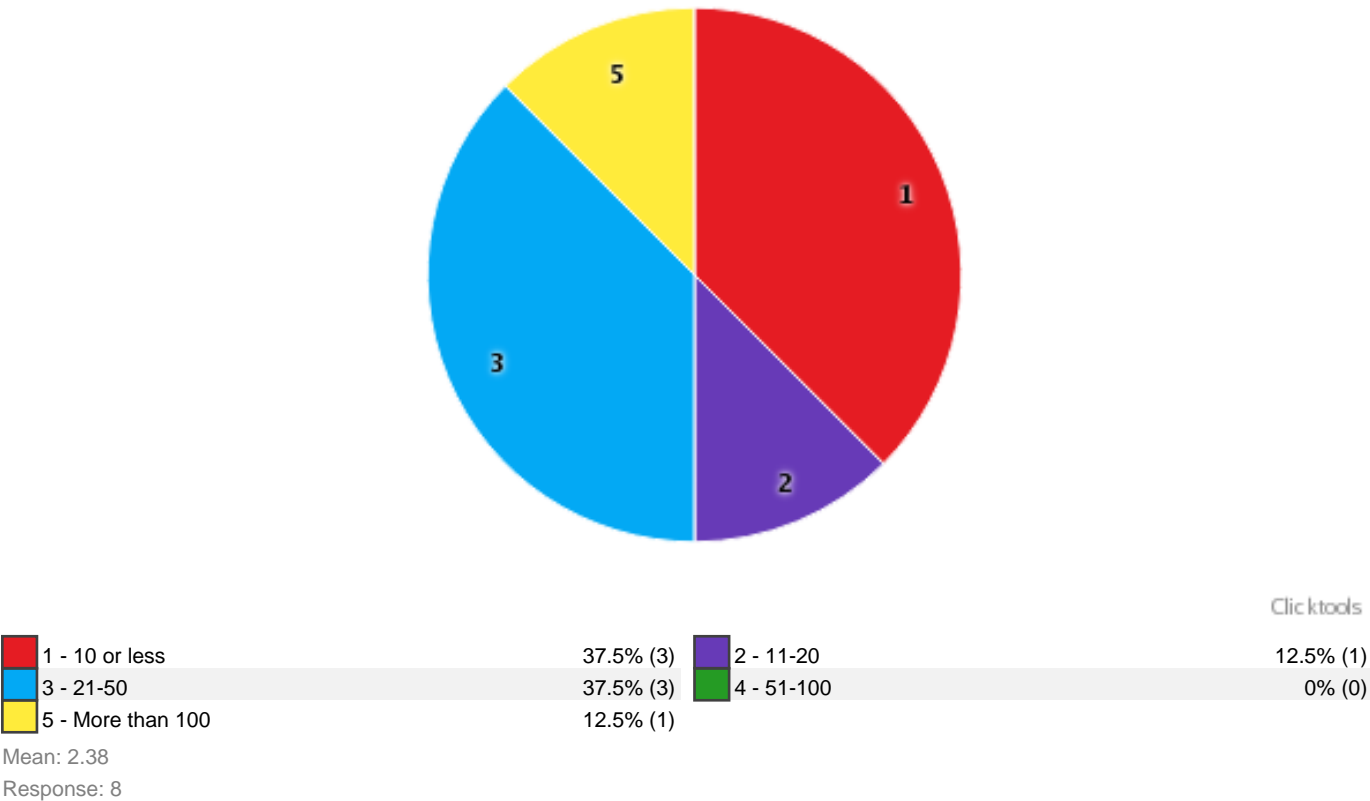


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

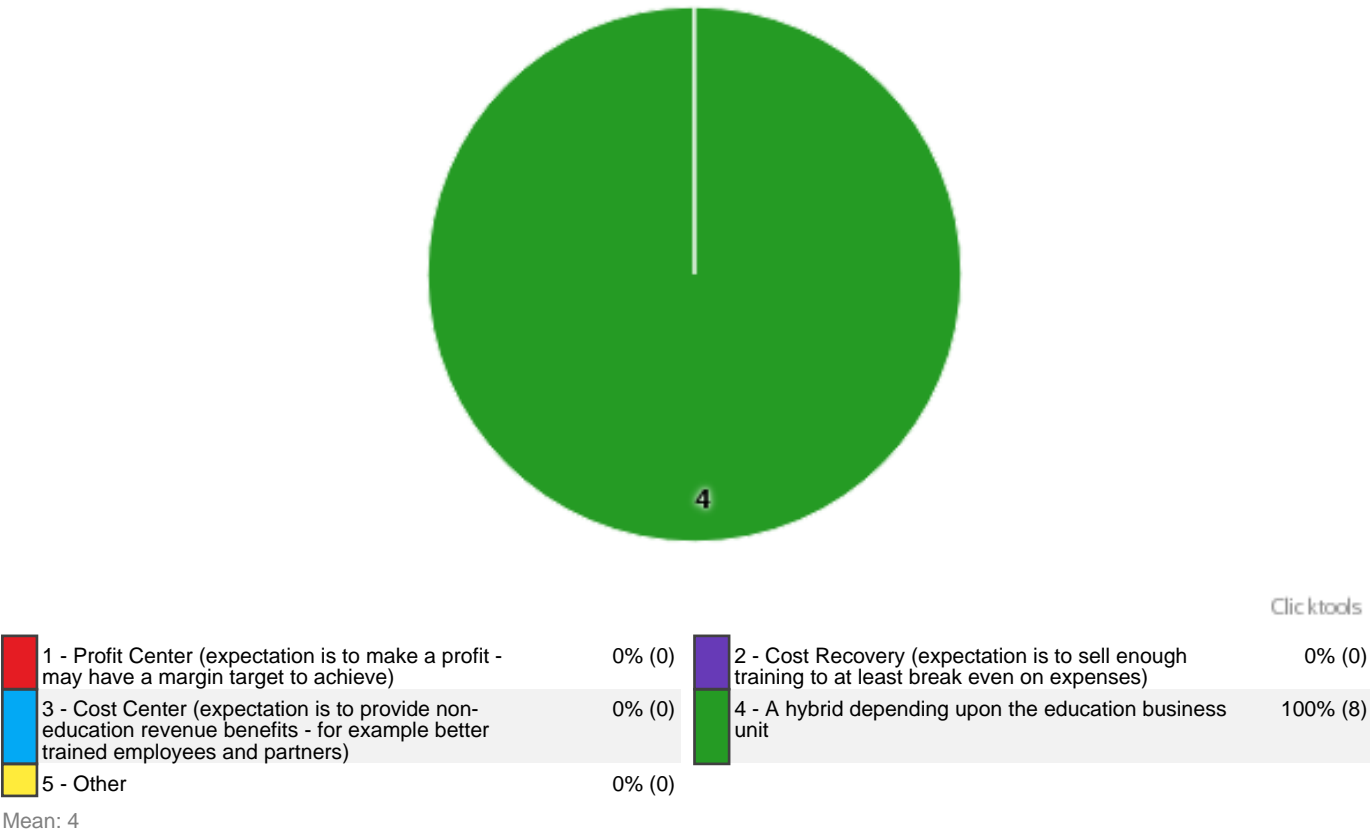
	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	12.5% (1)	0% (0)	12.5% (1)	25% (2)	25% (2)	12.5% (1)	12.5% (1)	0% (0)	0% (0)	4.38
2 Virtual Classroom	12.5% (1)	25% (2)	25% (2)	12.5% (1)	0% (0)	25% (2)	0% (0)	0% (0)	0% (0)	3.38
3 e-Learning	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
4 Self-paced	75% (3)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.25
5 Certification	12.5% (1)	87.5% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.88
6 Learning Consulting	60% (3)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
7 Learning Technologies	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 New learning modalities	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Subscriptions	80% (4)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.4
1 TOTAL TRAINING REVENUE	12.5% (1)	0% (0)	0% (0)	25% (2)	25% (2)	12.5% (1)	25% (2)	0% (0)	0% (0)	4.88

Response: 8

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

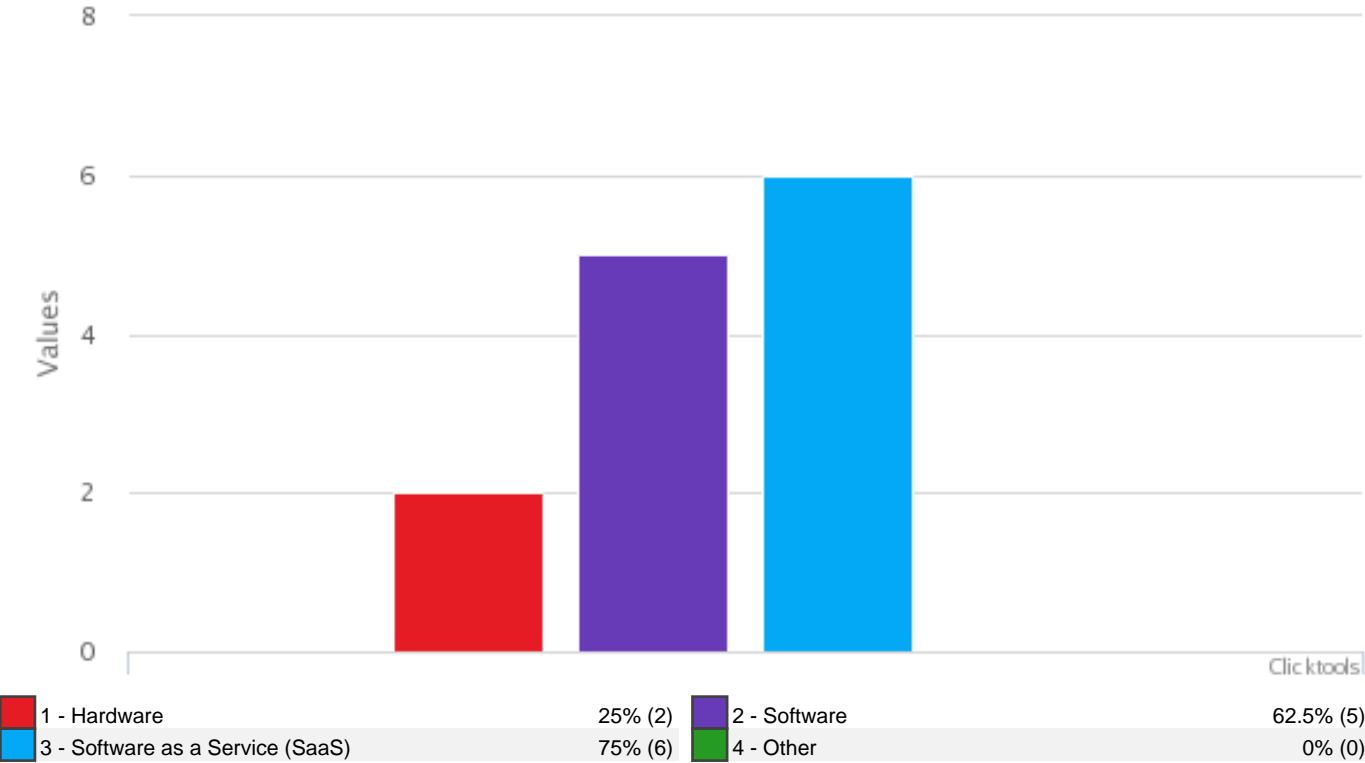


3. Which of the following best describes your education organization's primary business model?



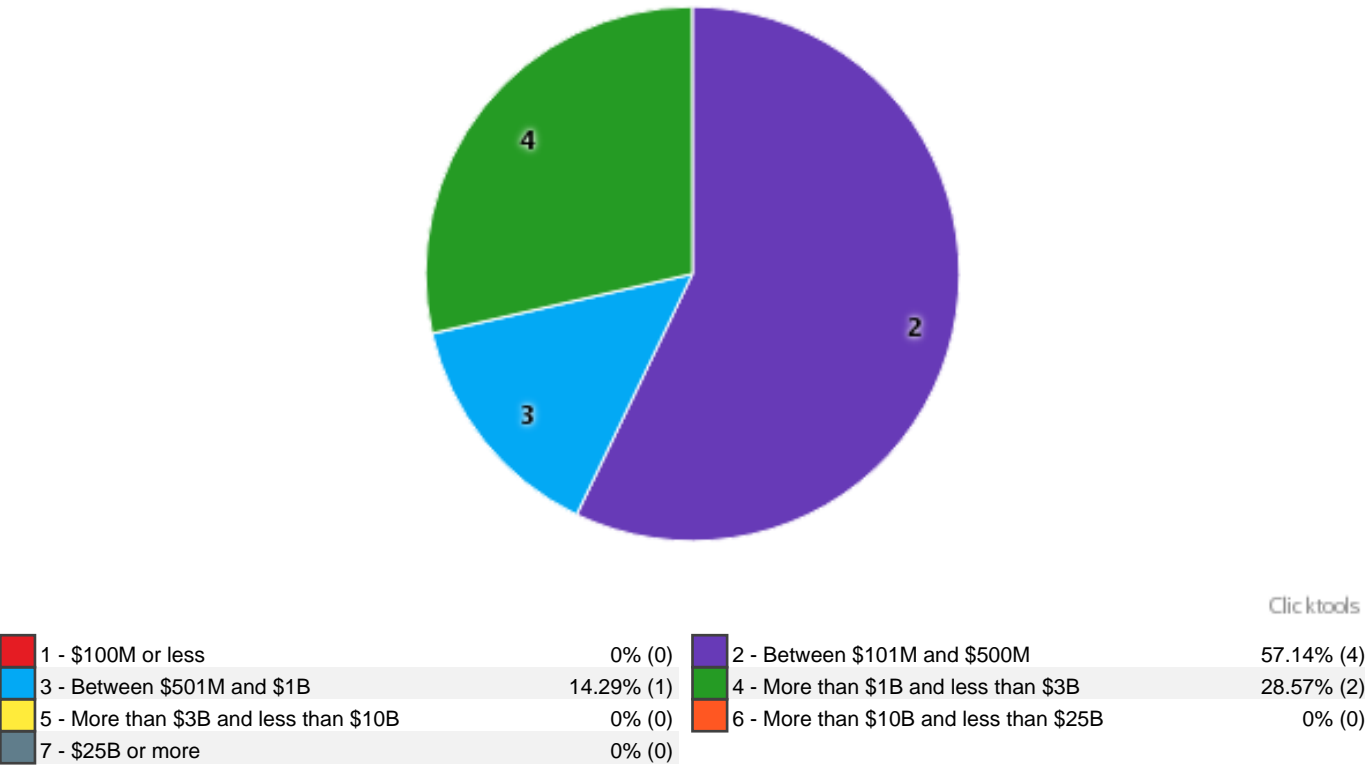
Response: 8

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



Response: 8

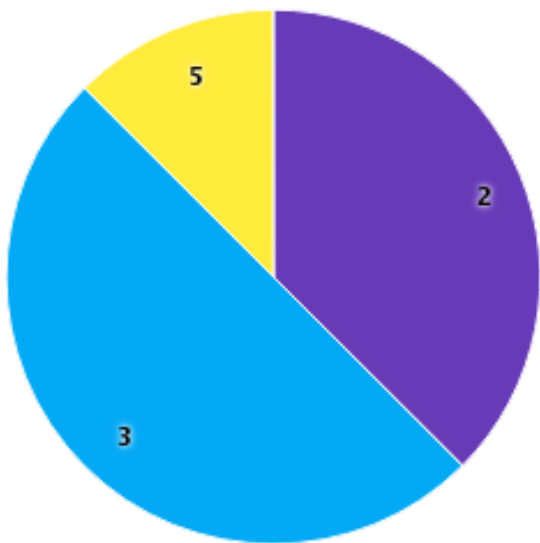
5. What was your company's worldwide annual revenue in the most recent fiscal year?



Mean: 2.71

Response: 7

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



1 - 100 or less	0% (0)	2 - 101 to 1000	37.5% (3)
3 - 1001 to 5000	50% (4)	4 - 5001 to 10000	0% (0)
5 - 10001 to 50000	12.5% (1)	6 - More than 50000	0% (0)

Mean: 2.88  
Response: 8

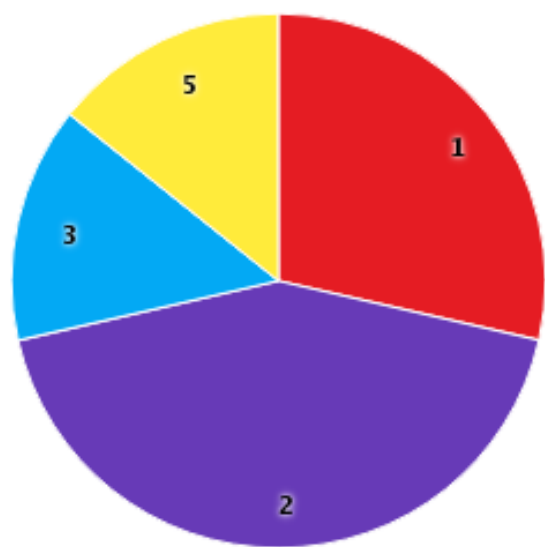
7. What is your base currency for reporting and pricing?



1 - USD	100% (8)	2 - EUR	0% (0)
3 - GBP	0% (0)	4 - Other	0% (0)

Mean: 1  
Response: 8

8. How do you manage price lists globally?

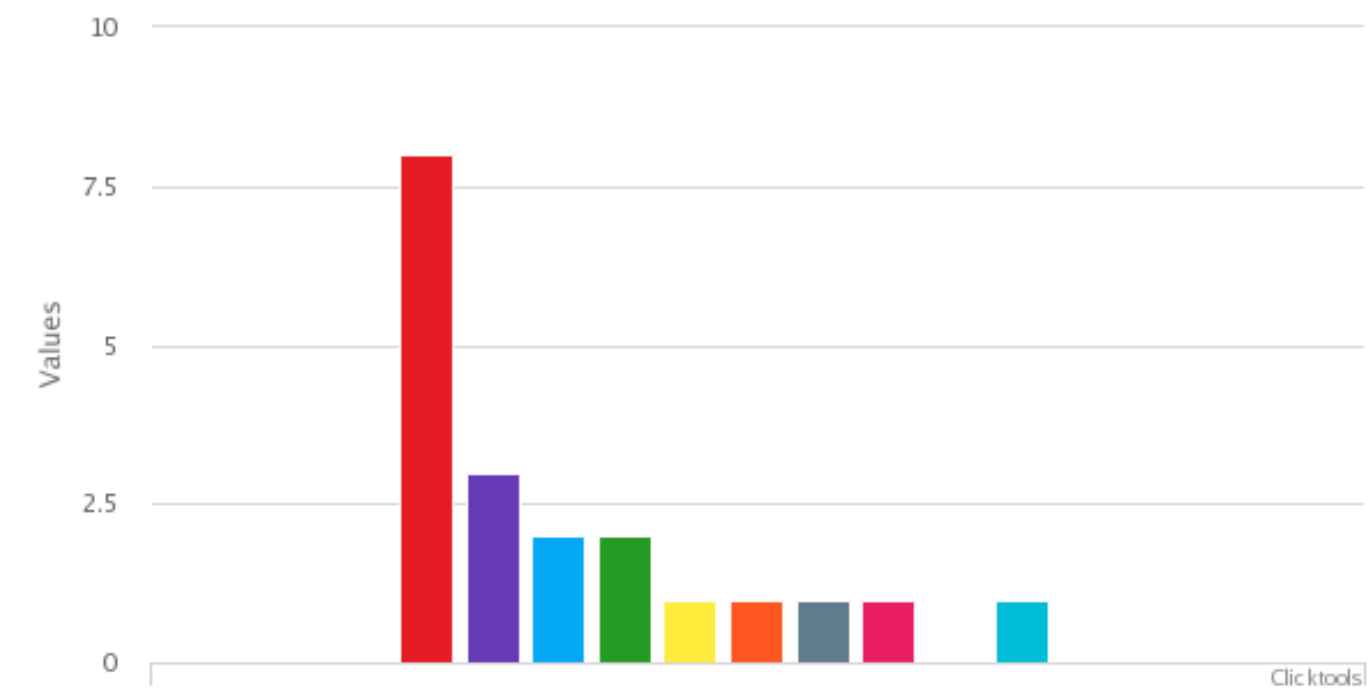


Clicktools

1 - We have one price list with our base currency	28.57% (2)	2 - We have a price list per geographic region based on our base currency	42.86% (3)
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	14.29% (1)		

Mean: 2.29  
Response: 7

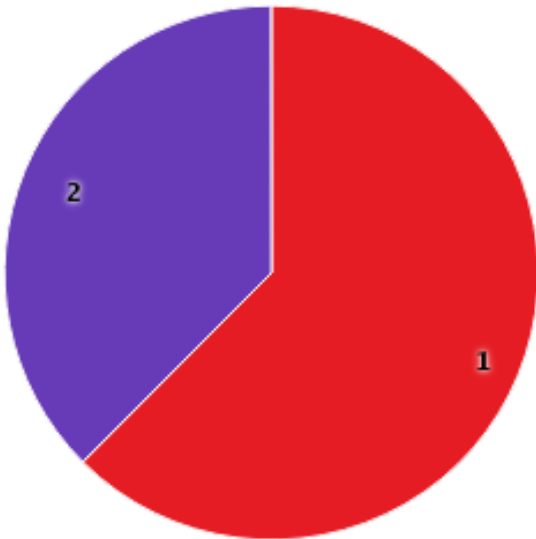
9. In which currencies do you charge your customers?



1 - USD	100% (8)	2 - EUR	37.5% (3)
3 - GBP	25% (2)	4 - JYP (Japan)	25% (2)
5 - AUD (Australia)	12.5% (1)	6 - INR (India)	12.5% (1)
7 - CNY (China)	12.5% (1)	8 - BRL (Brazil)	12.5% (1)
9 - CAD	0% (0)	10 - SGD (Singapore)	12.5% (1)
11 - Other	0% (0)		

Response: 8

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	62.5% (5)	2 - Price changing based on the actual exchange rate	37.5% (3)
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Mean: 1.38  
Response: 8

11. How are the prices calculated?



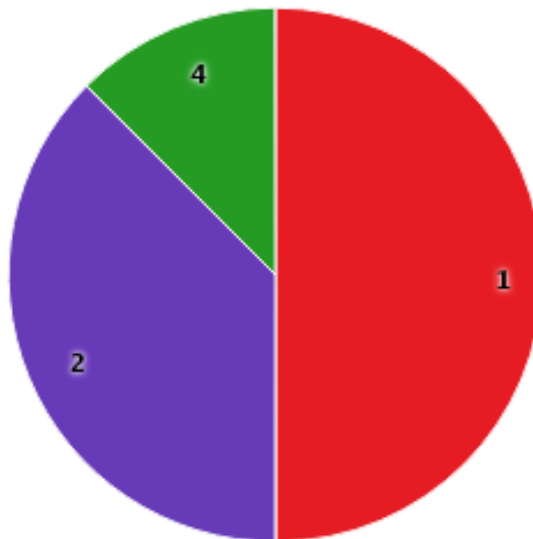
Clicktools

1 - Costs plus margin	14.29% (1)	2 - Market price	28.57% (2)
3 - Mixture between both	42.86% (3)	4 - Other	14.29% (1)

Mean: 2.57

Response: 7

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



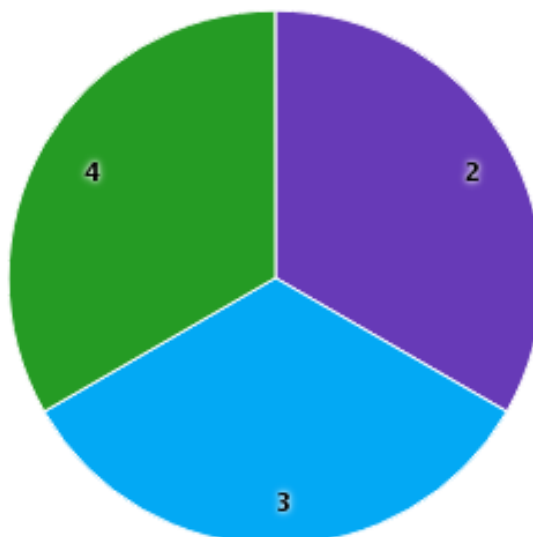
Clicktools

1 - Only 1 pricing level	50% (4)	2 - 2-3 pricing levels	37.5% (3)
3 - More pricing levels	0% (0)	4 - Each offering can have different prices in the same service type	12.5% (1)

Mean: 1.75

Response: 8

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

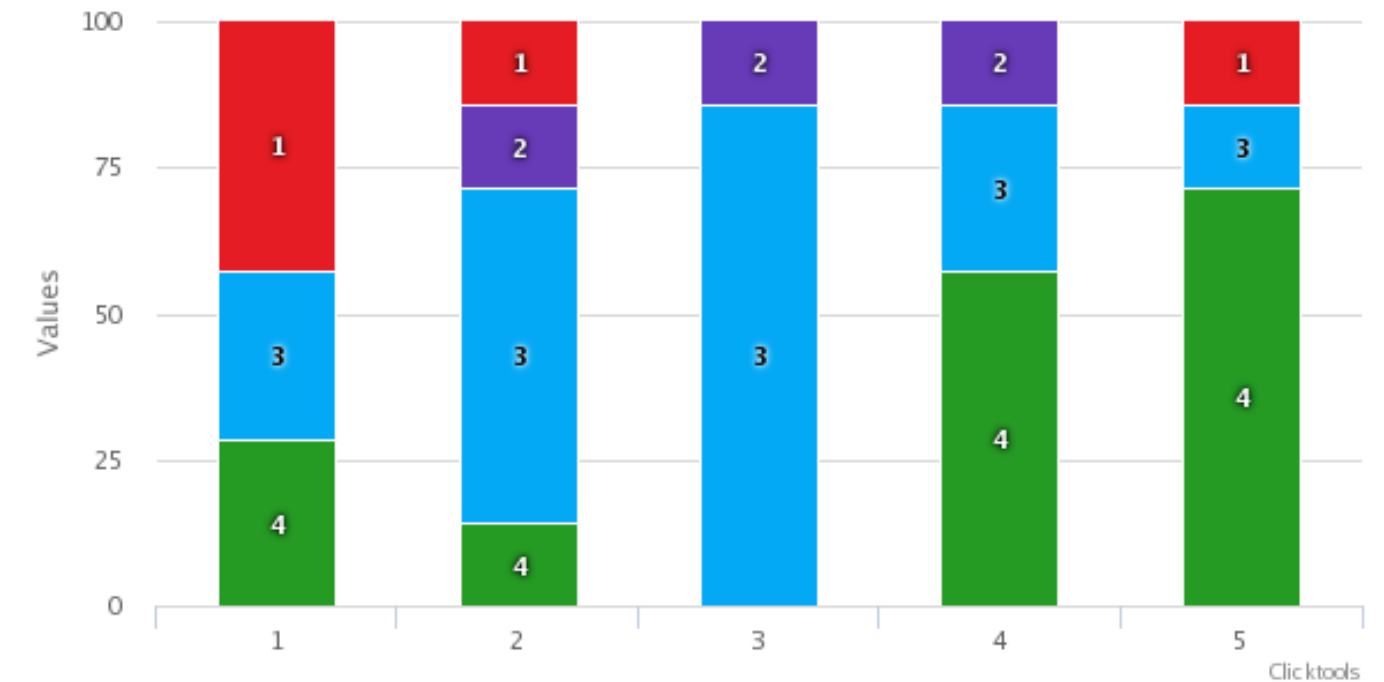


Clicktools

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

Mean: 3  
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).

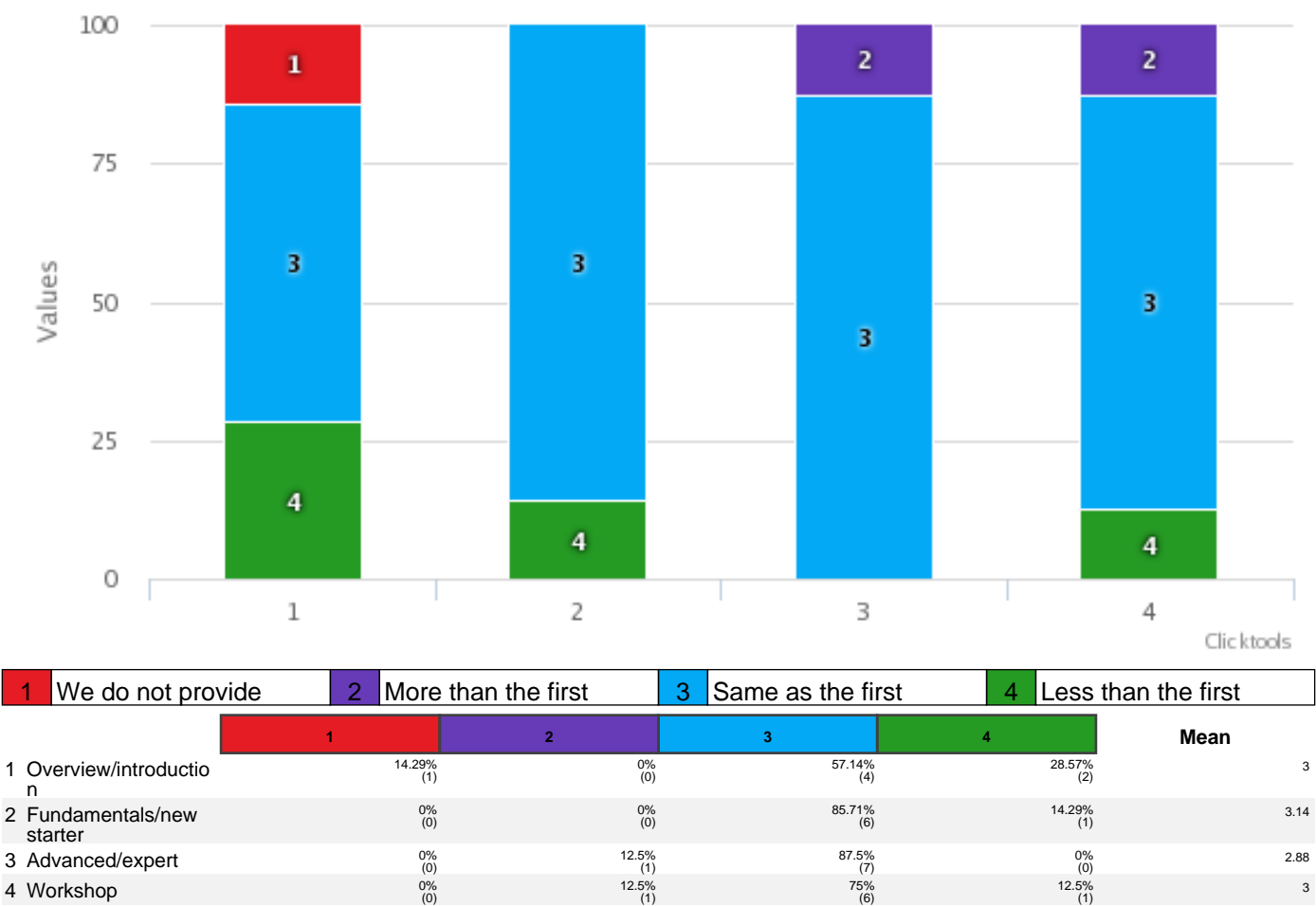


	1 We do not train	2 More than technical	3 Same as technical	4 Less than technical	
	1	2	3	4	Mean
1 End user	42.86% (3)	0% (0)	28.57% (2)	28.57% (2)	2.43
2 Business User	14.29% (1)	14.29% (1)	57.14% (4)	14.29% (1)	2.71
3 Technical/Admin	0% (0)	14.29% (1)	85.71% (6)	0% (0)	2.86
4 Partner	0% (0)	14.29% (1)	28.57% (2)	57.14% (4)	3.43
5 Employee	14.29% (1)	0% (0)	14.29% (1)	71.43% (5)	3.43

Response: 7

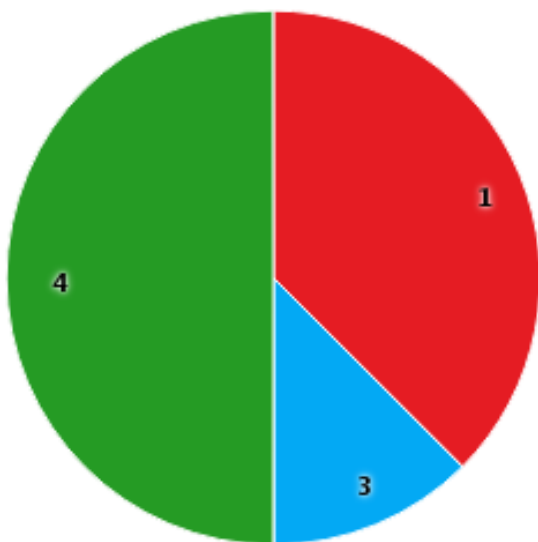


15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path ).



Response: 8

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



Clicktools

1 - Actuals incurred	37.5% (3)	2 - Daily fixed fees	0% (0)
3 - We don't charge for T&L	12.5% (1)	4 - T&L costs included in onsite rates	50% (4)

Mean: 2.75  
Response: 8

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



Clicktools

1 - No mark-up and margin	100% (8)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	0% (0)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1  
Response: 8

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



Clicktools

1 - No additional fees	75% (6)	2 - Yes, beyond a threshold of max 1 day travel to/from customer	12.5% (1)
3 - Yes, beyond a threshold of more than 1 day travel to/from customer	0% (0)	4 - Yes, for any travel time	12.5% (1)

Mean: 1.5

Response: 8

## 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% (2)

Mean: 4

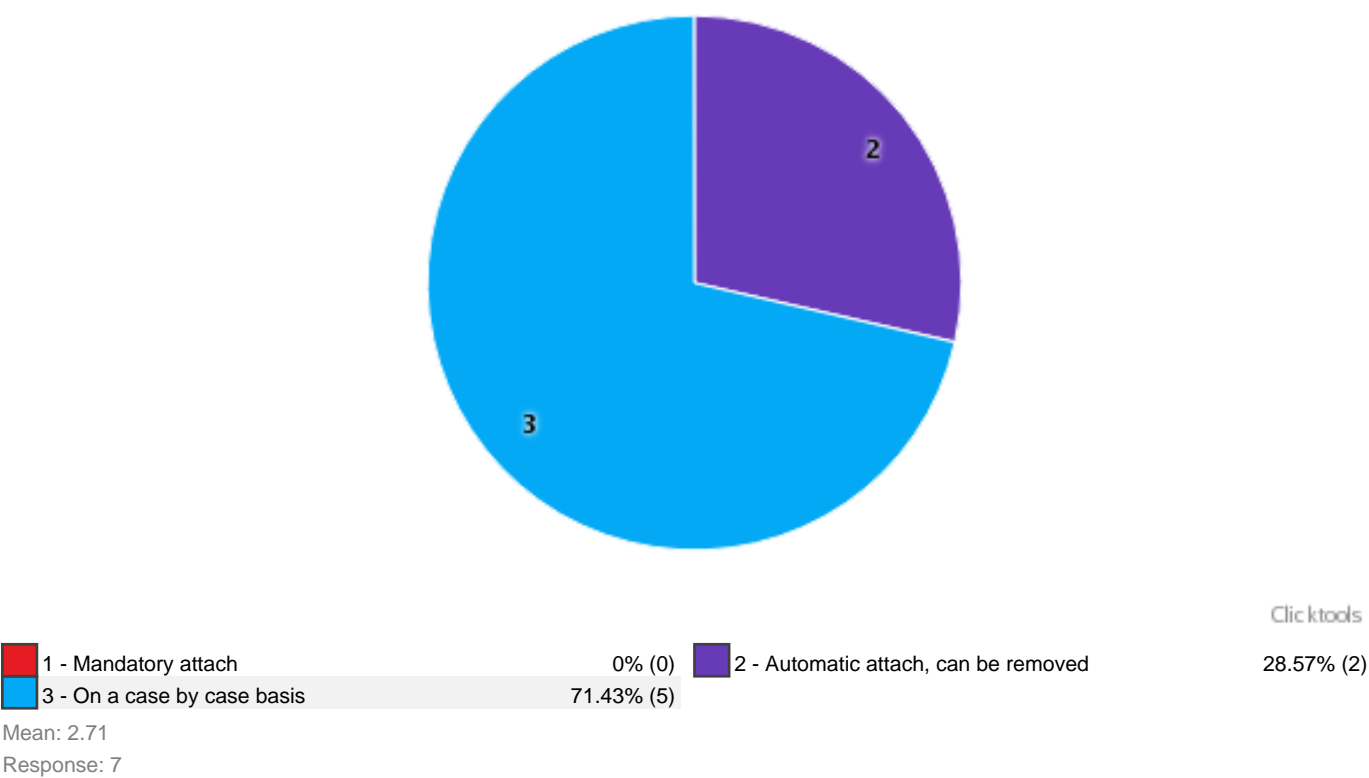
Response: 2

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

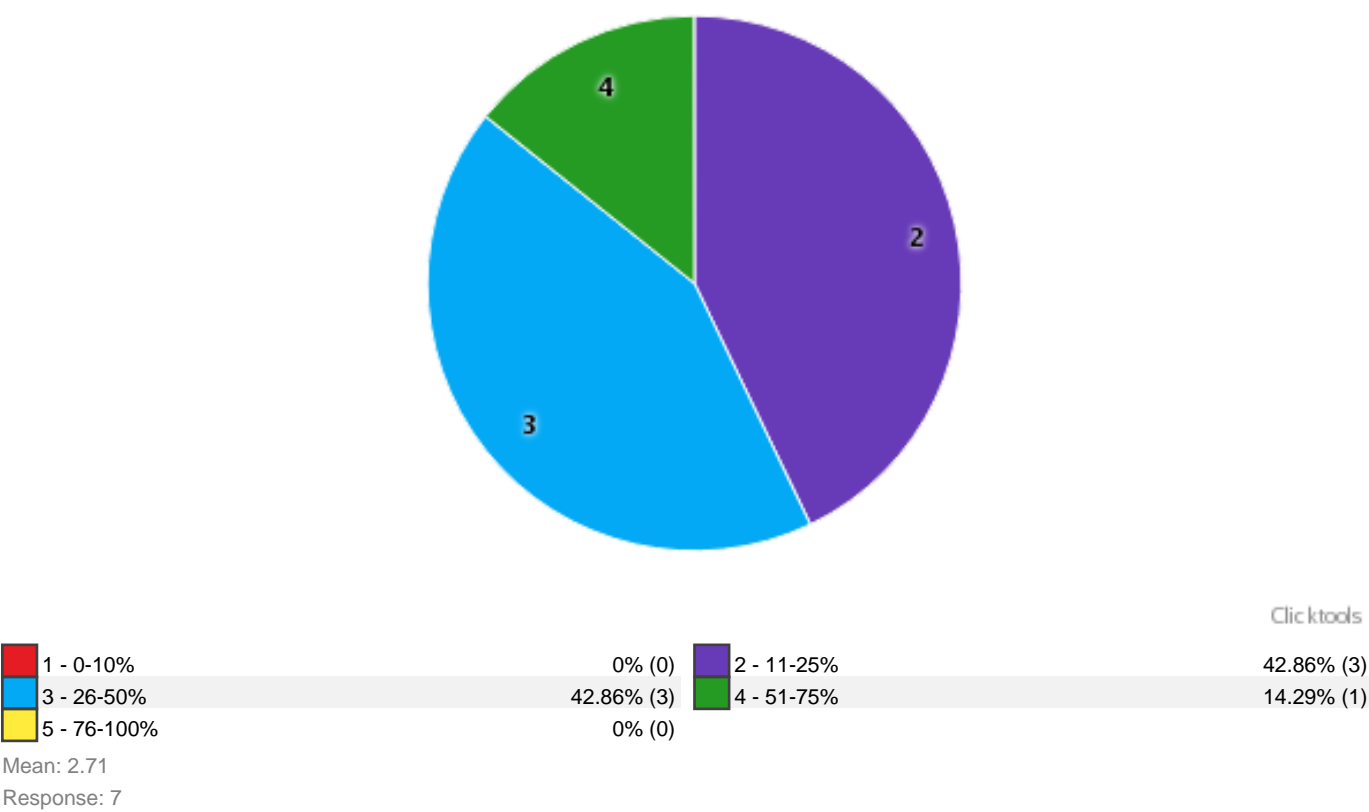
	Customers can buy learning products as required (Transactional)	Customers buy training credits and redeem credits against learning products	Customers buy a subscription to some/all learning services for a limited time period	Customers buy bulk-purchase options, such as training days, volume purchase agreement	Other
Average	68.12%	6.88%	4.38%	4.38%	16.25%
Highest	100%	30%	35%	25%	100%
Lowest	0%	0%	0%	0%	0%
Standard deviation	33.05	11	12.37	9.04	35.43

Response: 8

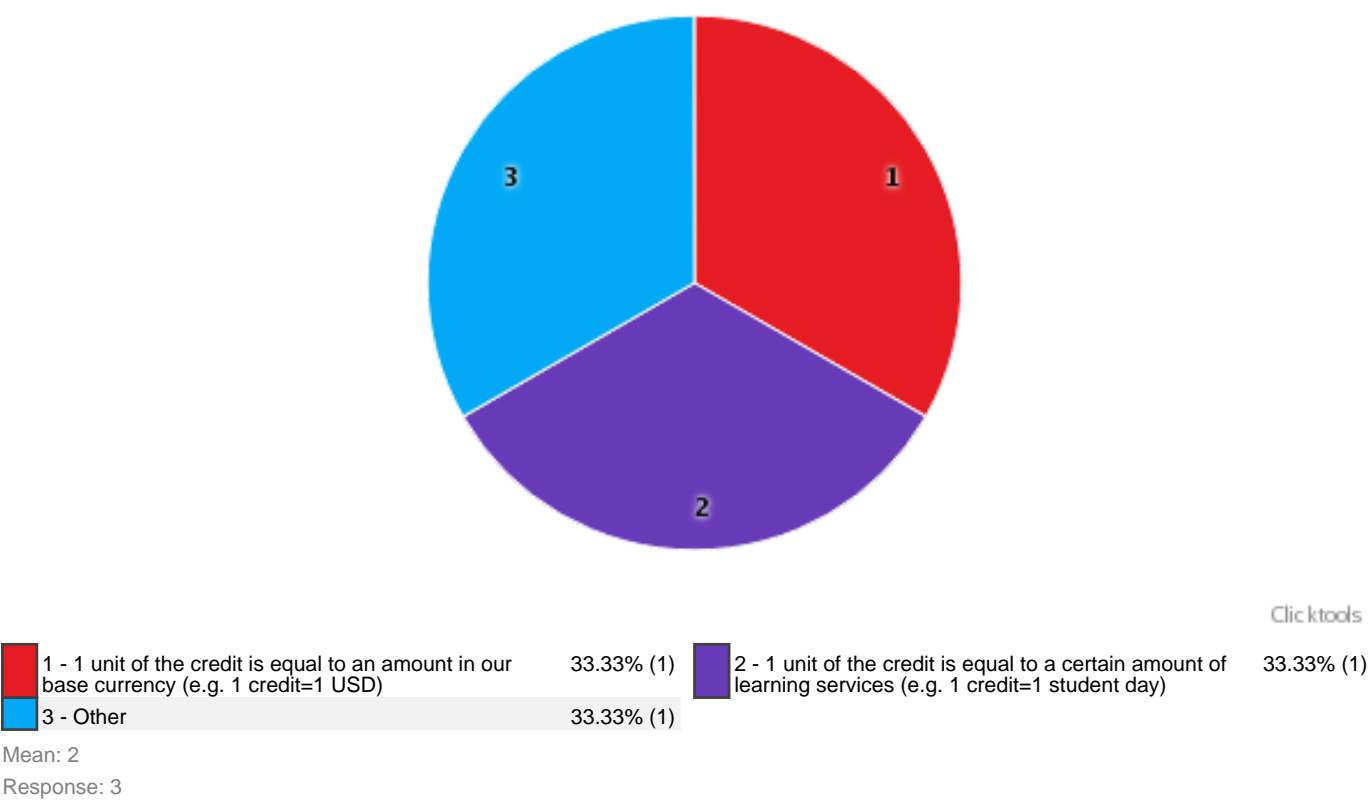
21. Are these pricing approaches linked to product sales?



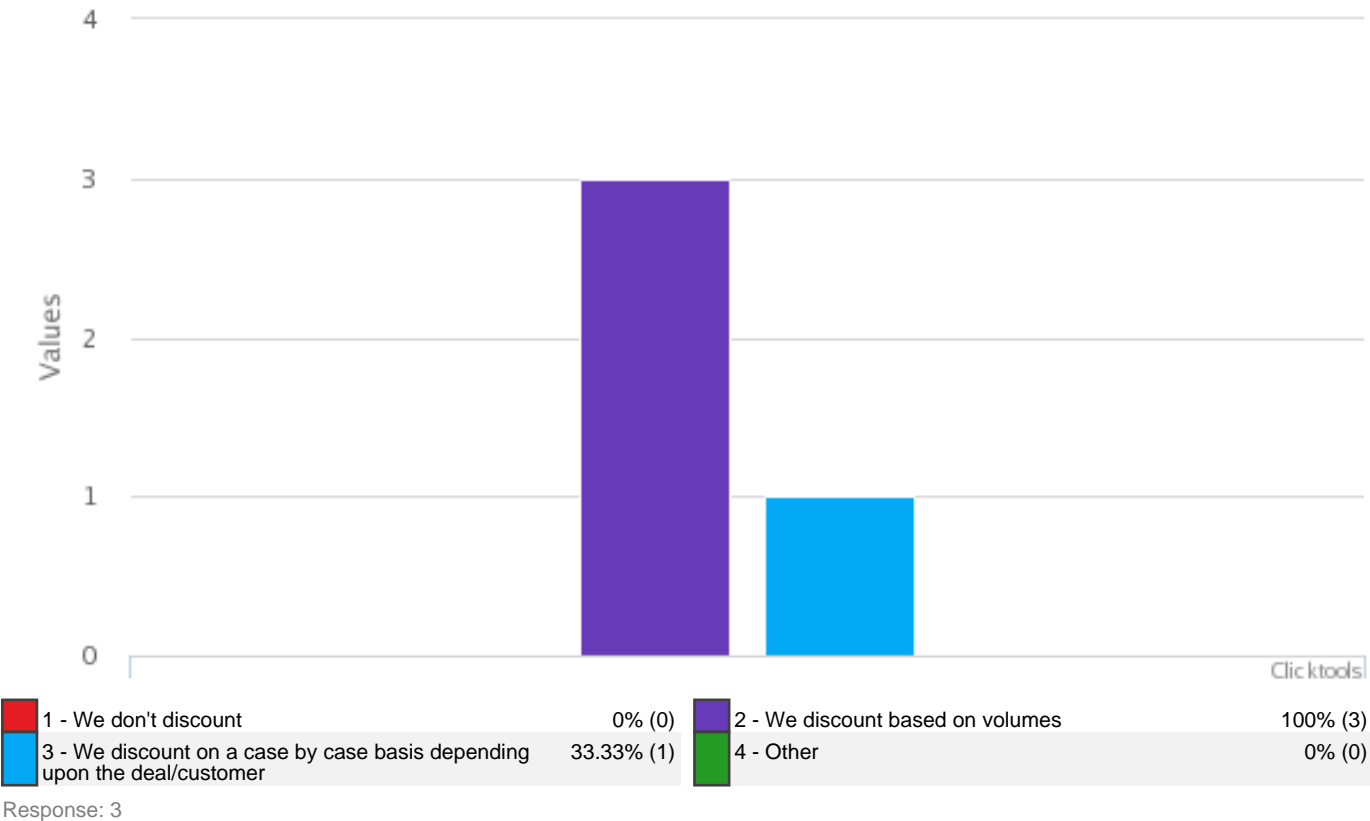
22. In what percentage of product deals do you have training included?



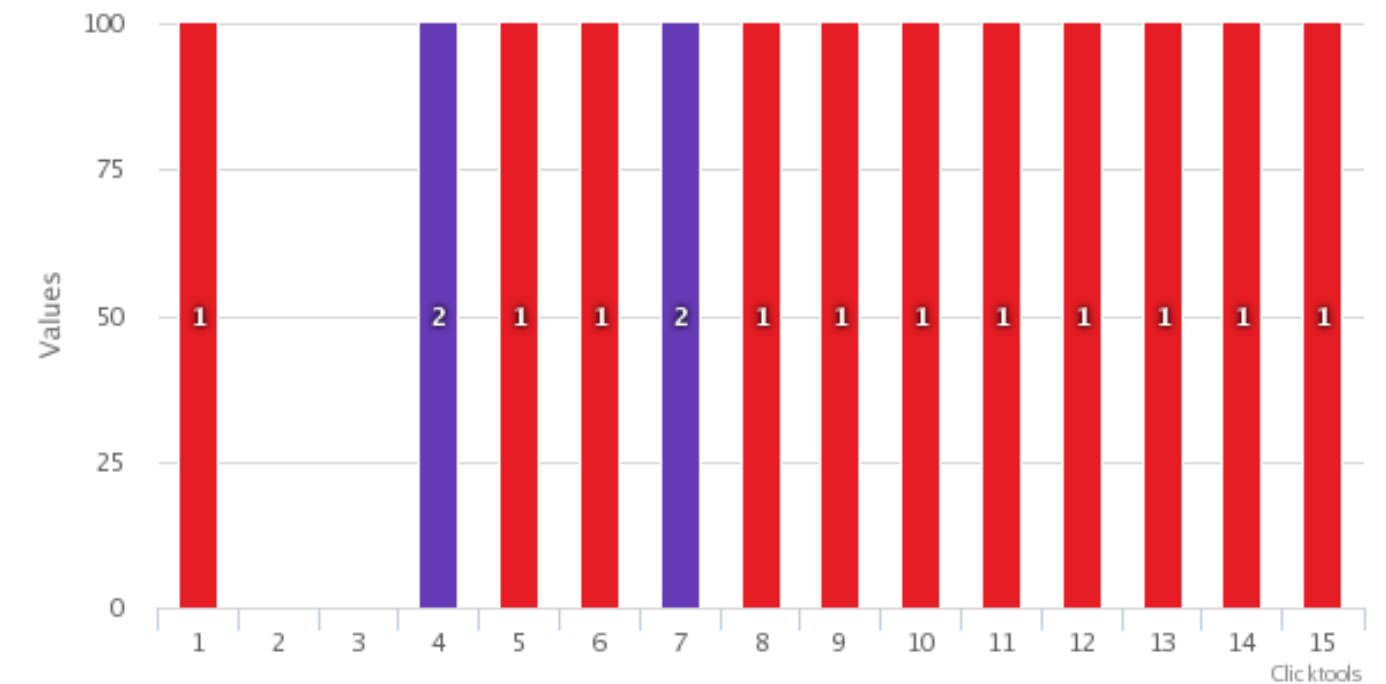
23. How is the value of the training credits defined?



24. Do you discount training credits?



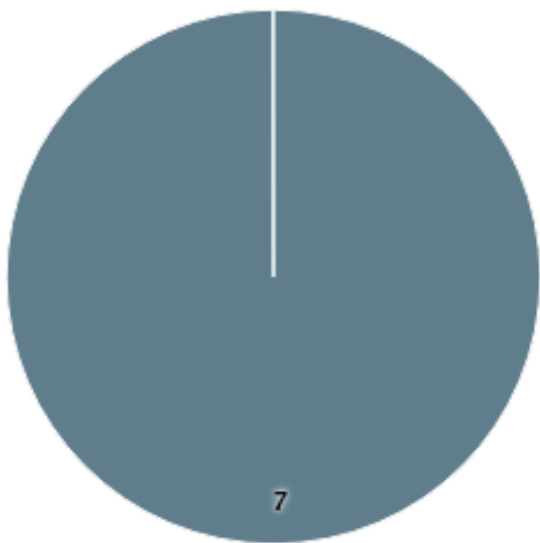
25. What does the subscription cover?



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

Response: 1

26. How long is a subscription valid?

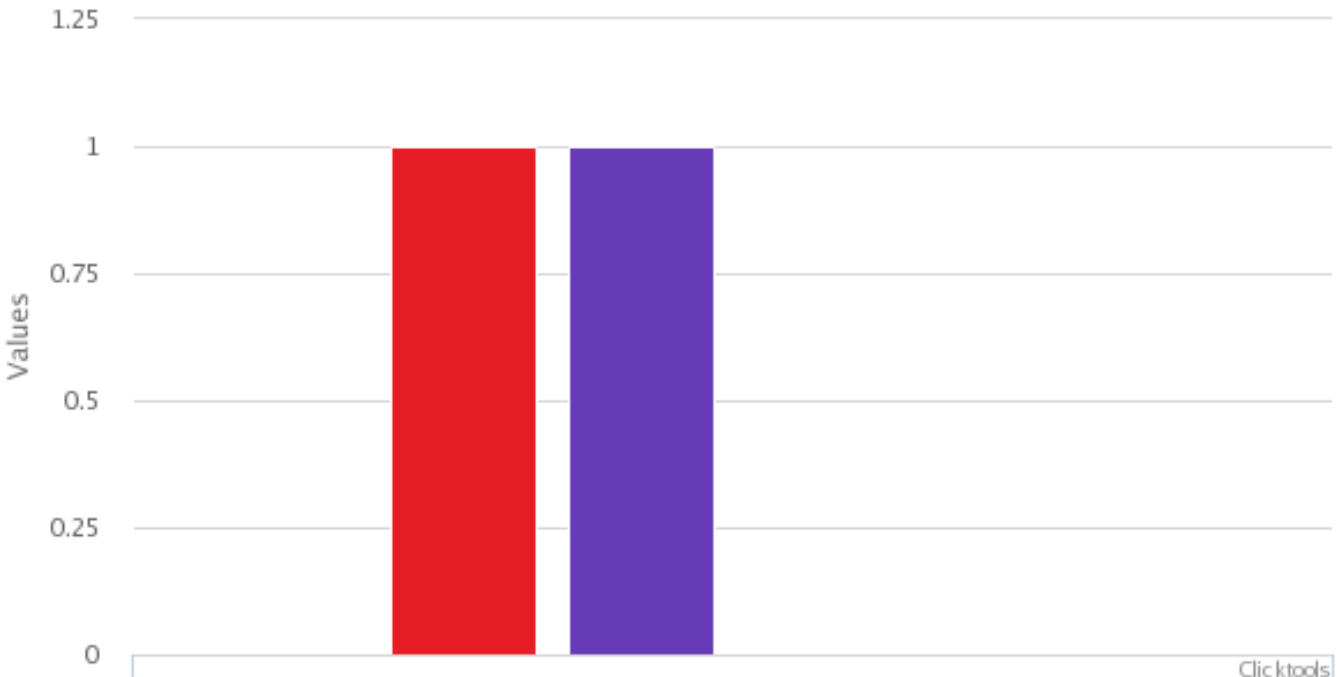


1 - 1-5 months	0% (0)	2 - 6-11 months	0% (0)
3 - 1 year	0% (0)	4 - More than 1 year but less than 3 years	0% (0)
5 - 3+ years	0% (0)	6 - Negotiated with the customer	0% (0)
7 - Other	100% (1)		

Mean: 7

Response: 1

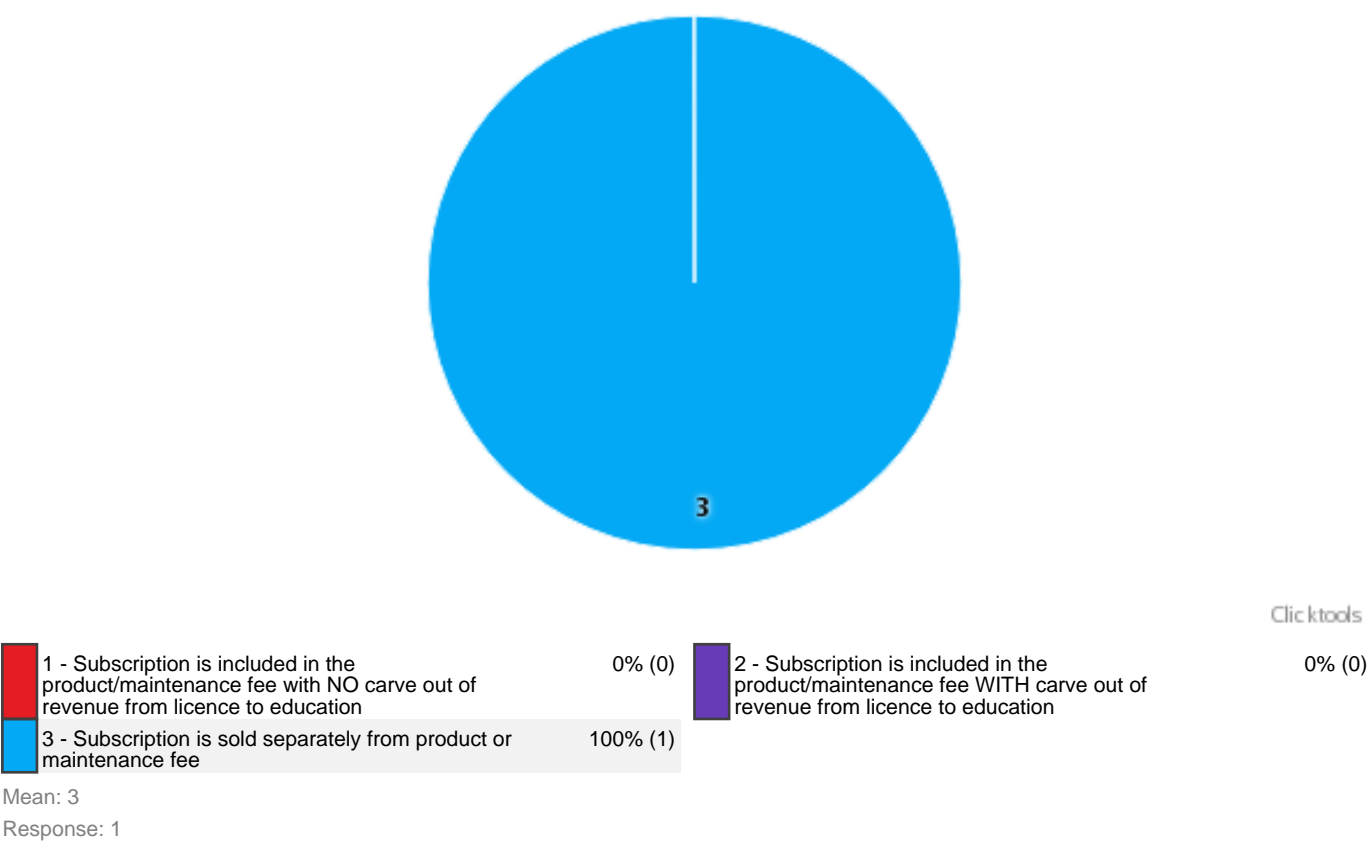
27. Which type of subscription do you offer?



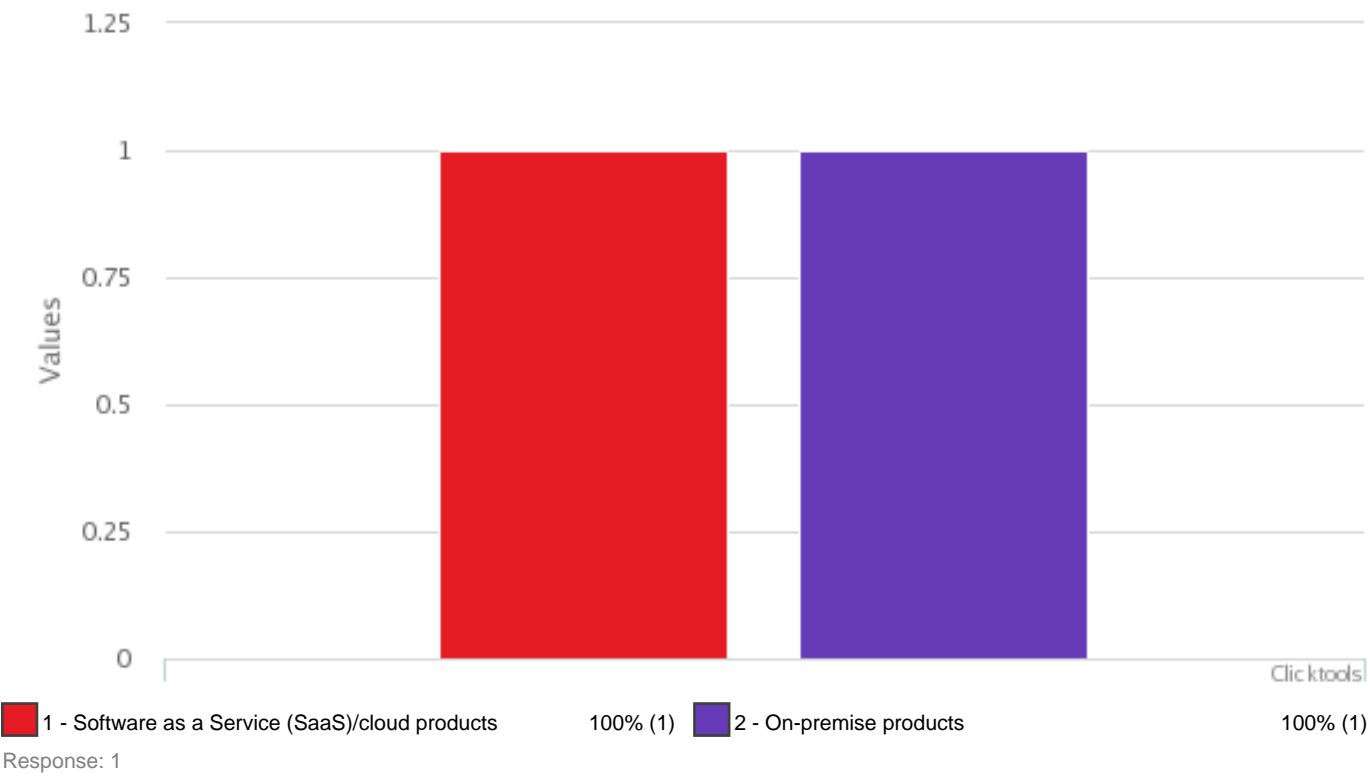
1 - Individual subscription (sold per person)	100% (1)	2 - Organization/department subscription (sold to a defined group within the customer)	100% (1)
3 - Company subscription	0% (0)	4 - Other	0% (0)

Response: 1

28. How do you charge for subscriptions?

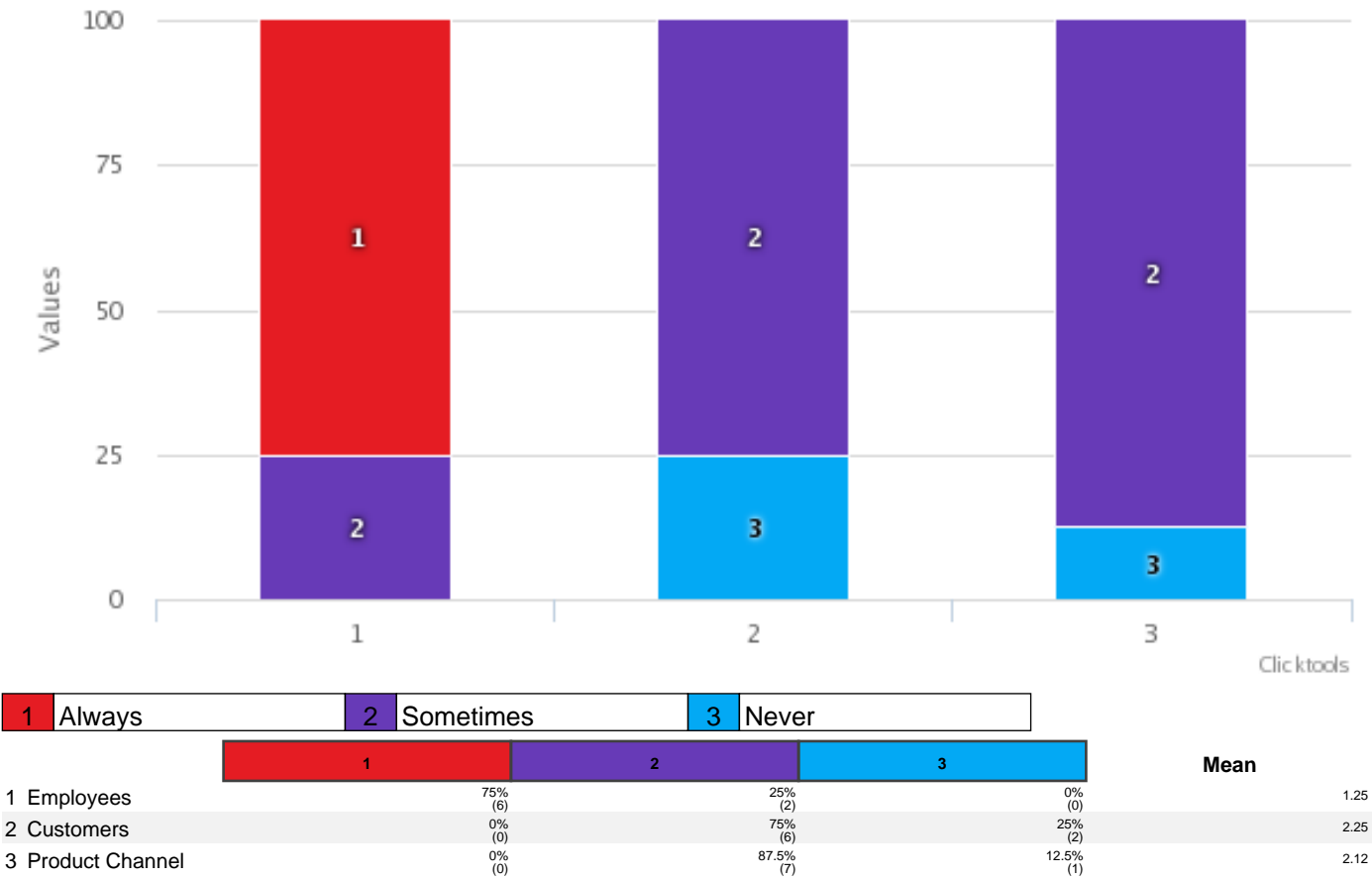


29. For which company products do you offer an education subscription? Choose all that apply.



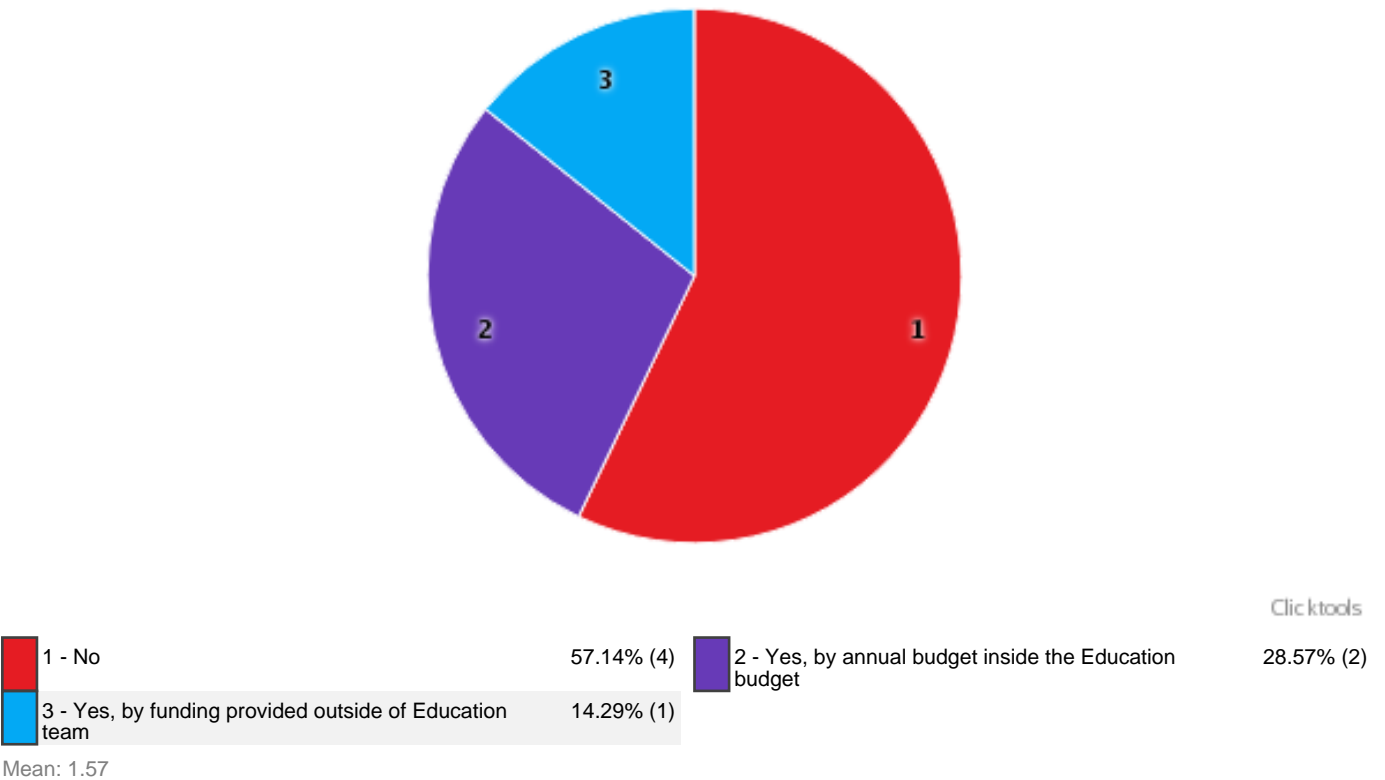


30. We offer free training to the following audiences:

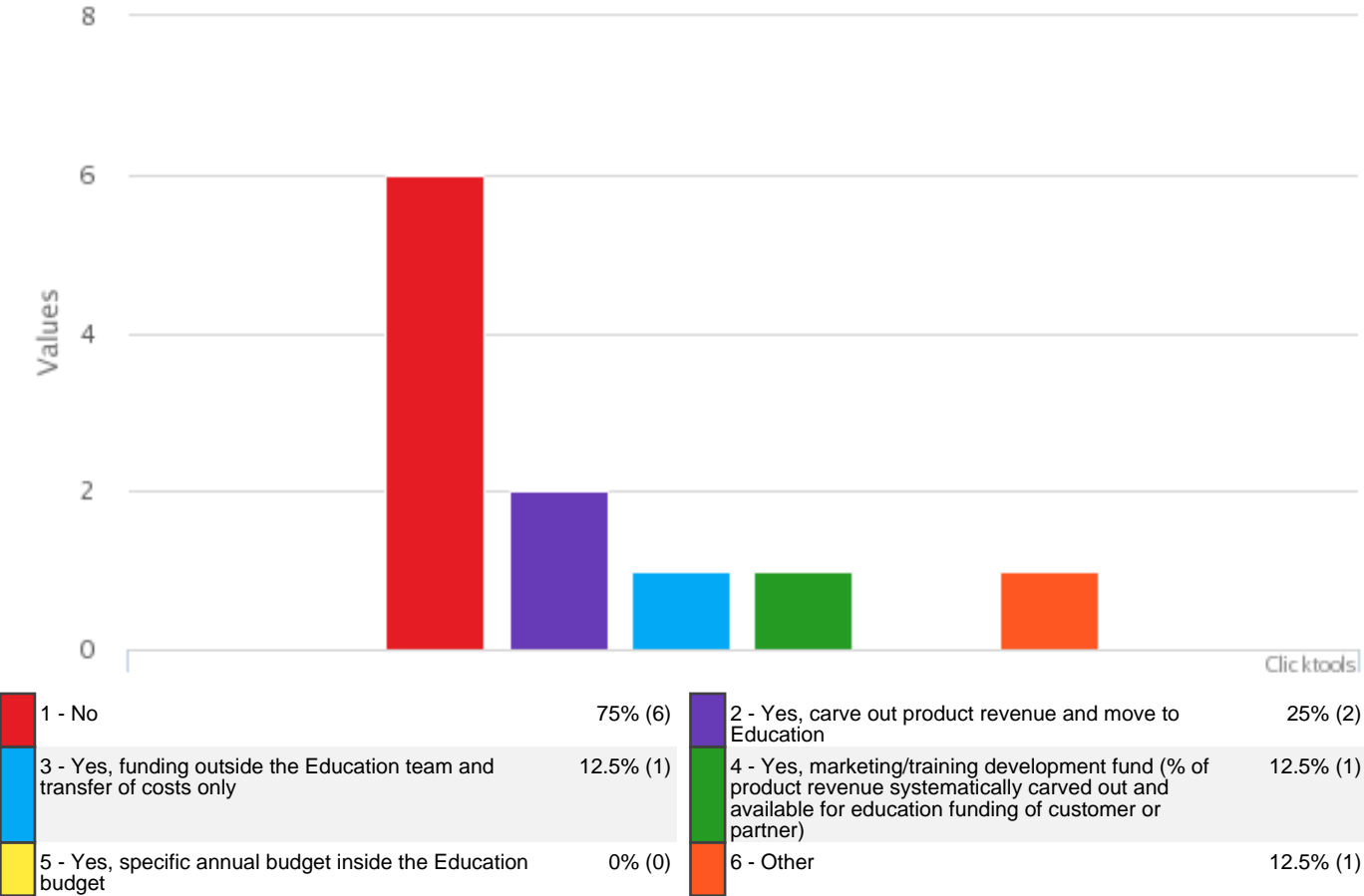


Response: 8

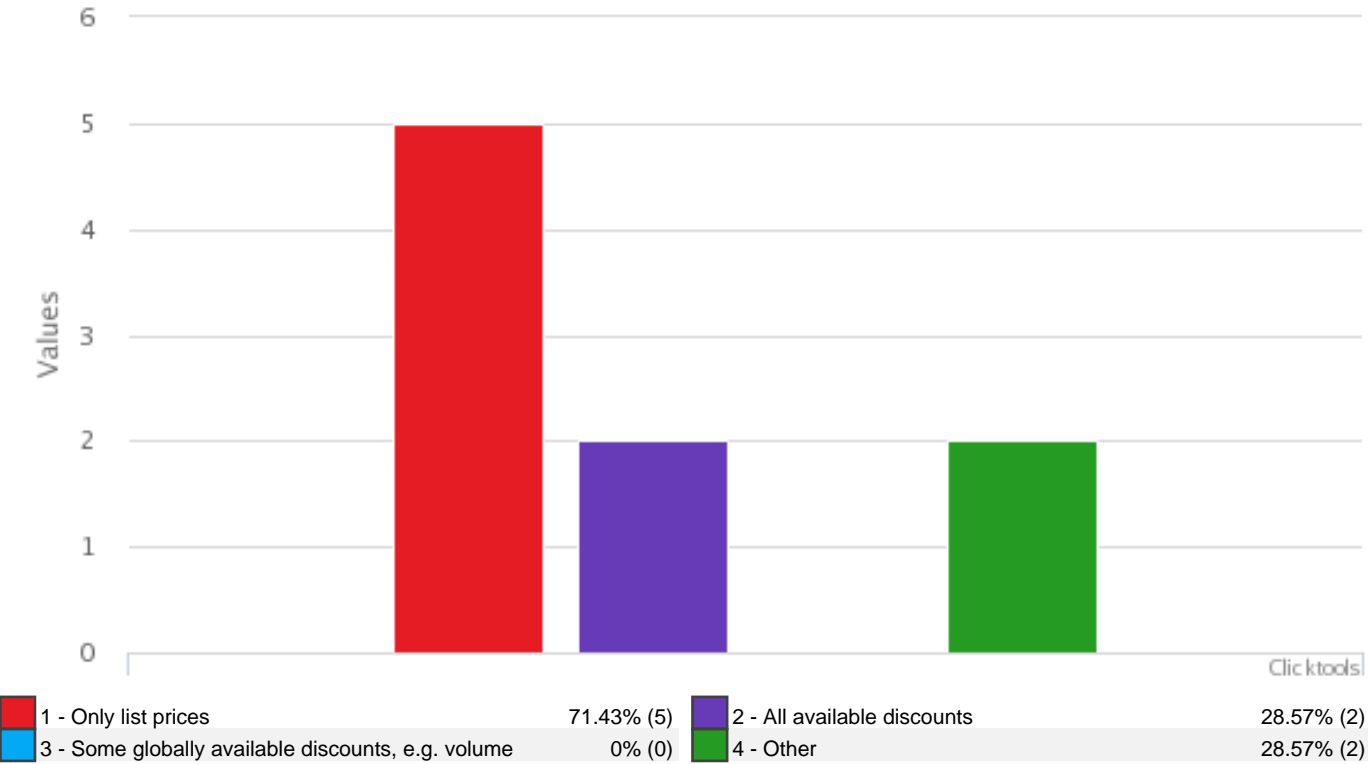
31. Is there a limit to the free training?



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

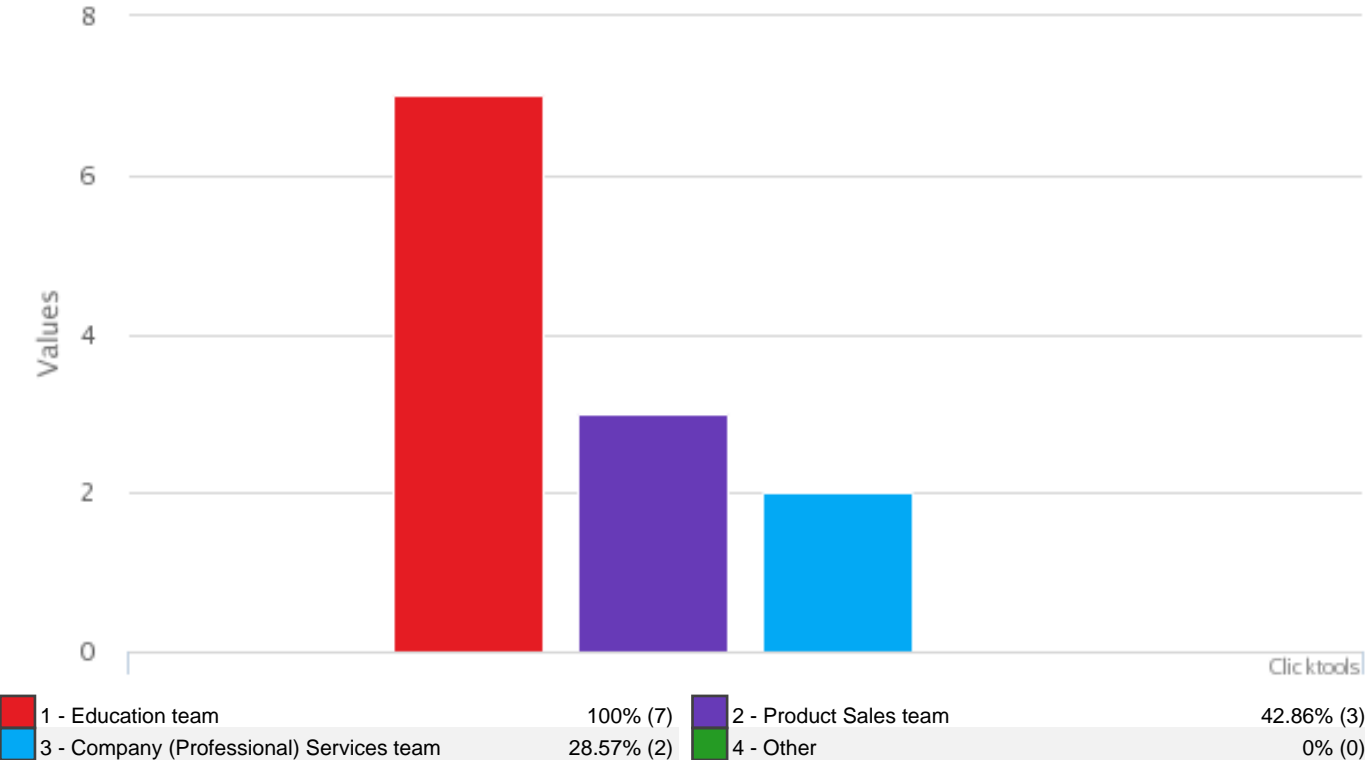


33. What do you communicate about pricing outside your company?



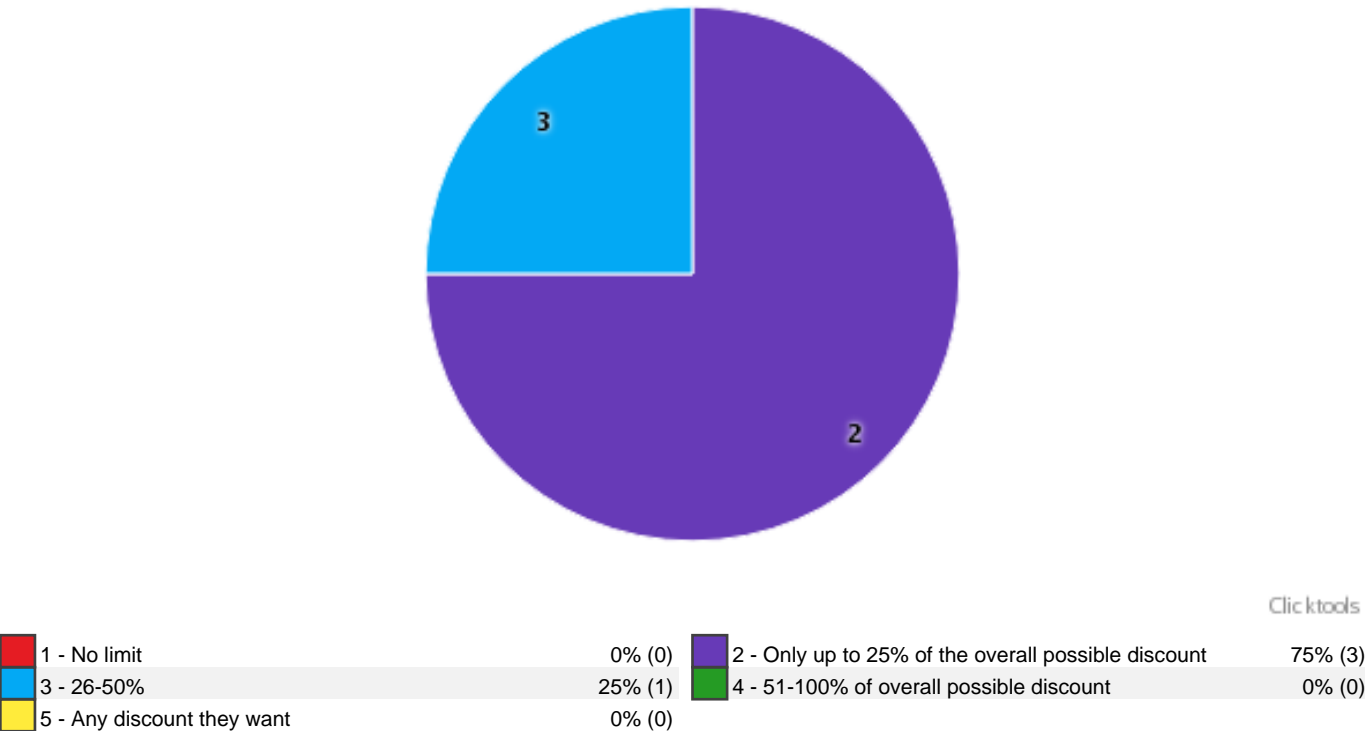
Response: 7

34. Who is allowed to discount training?



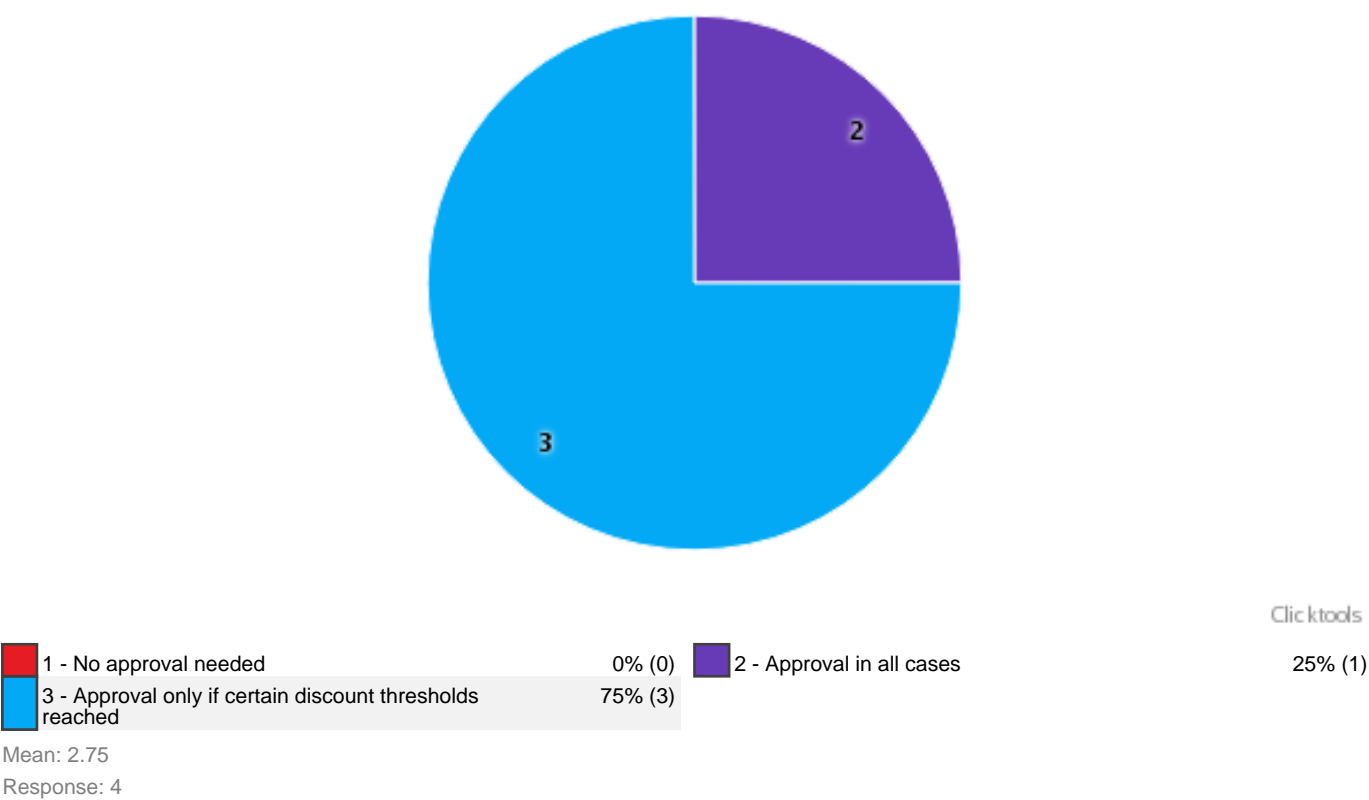
Response: 7

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

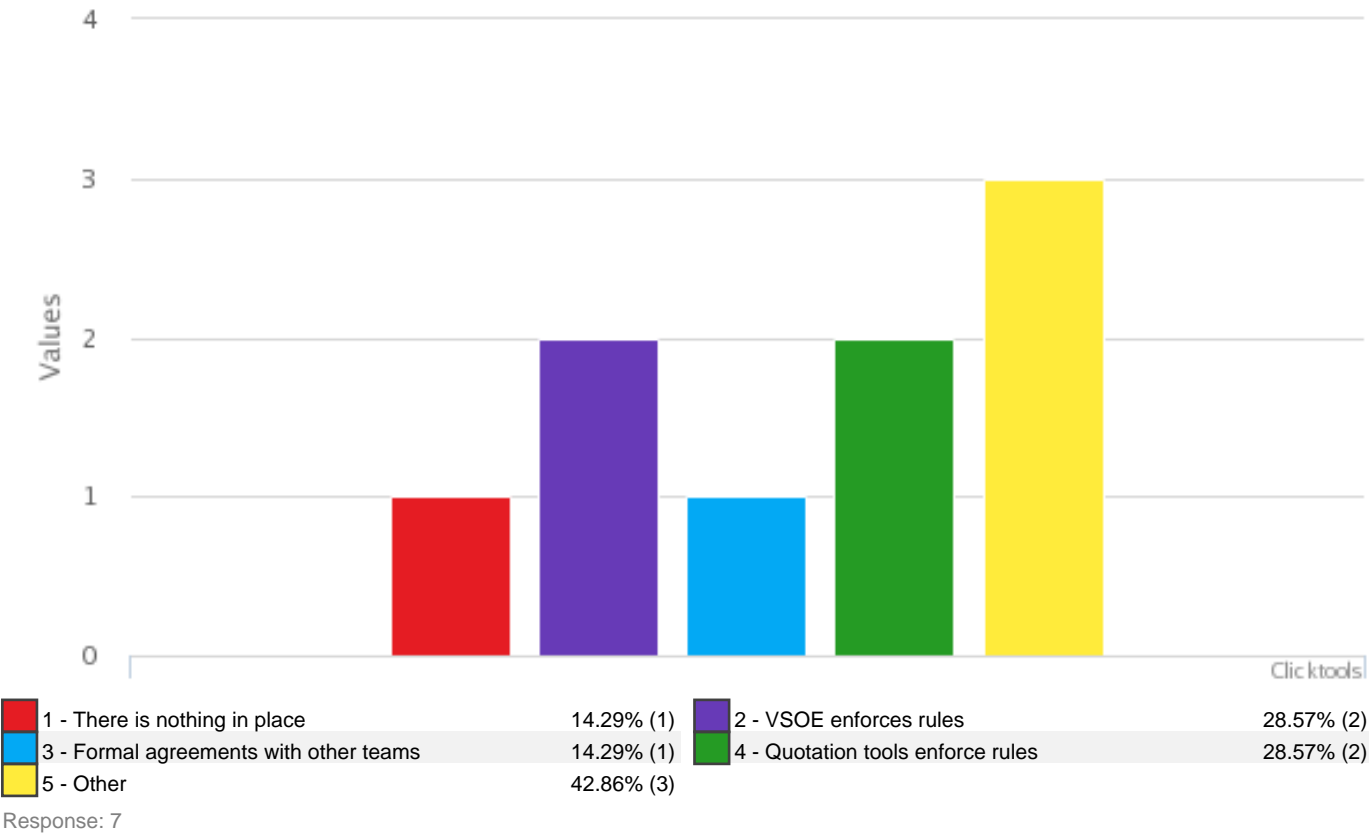


Mean: 2.25  
Response: 4

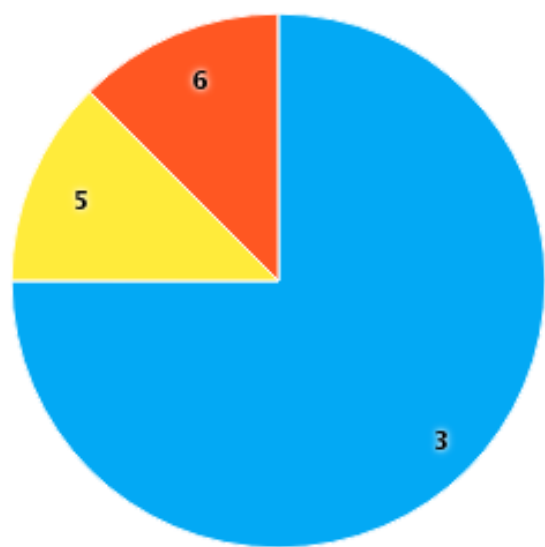
36. Do these other organizations need approval to discount?



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



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



1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	75% (6)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	12.5% (1)	6 - Other	12.5% (1)

Mean: 3.62  
Response: 8

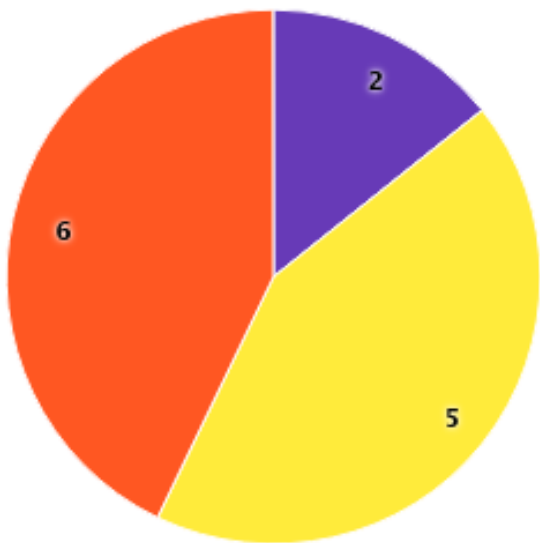
39. How often do you change your pricing?



1 - Up to 3 months	25% (2)	2 - 4-11 months	0% (0)
3 - 12 months	12.5% (1)	4 - 13 months or more	12.5% (1)
5 - No set time, just whenever it is needed	37.5% (3)	6 - Other	12.5% (1)

Mean: 3.75  
Response: 8

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

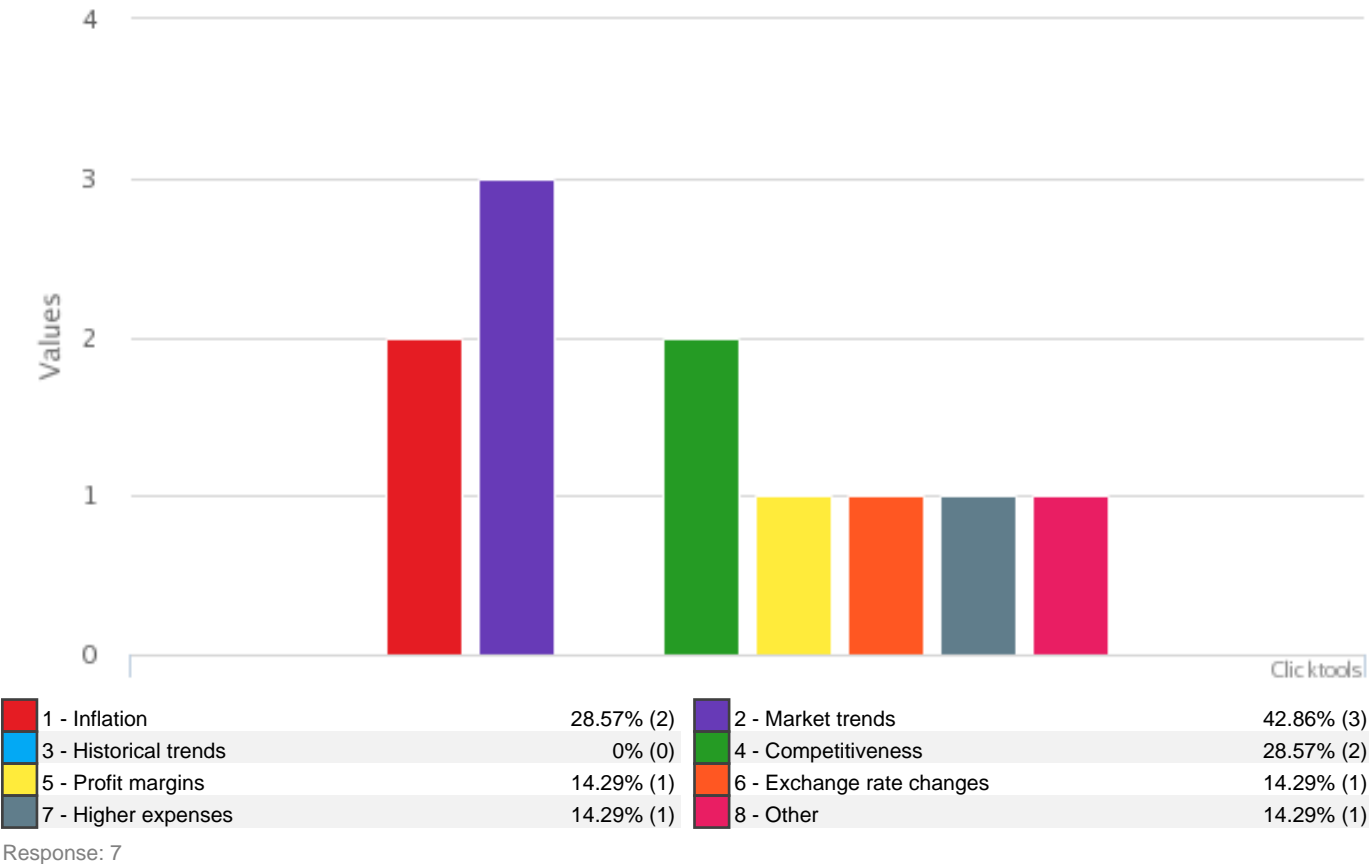


Clicktools

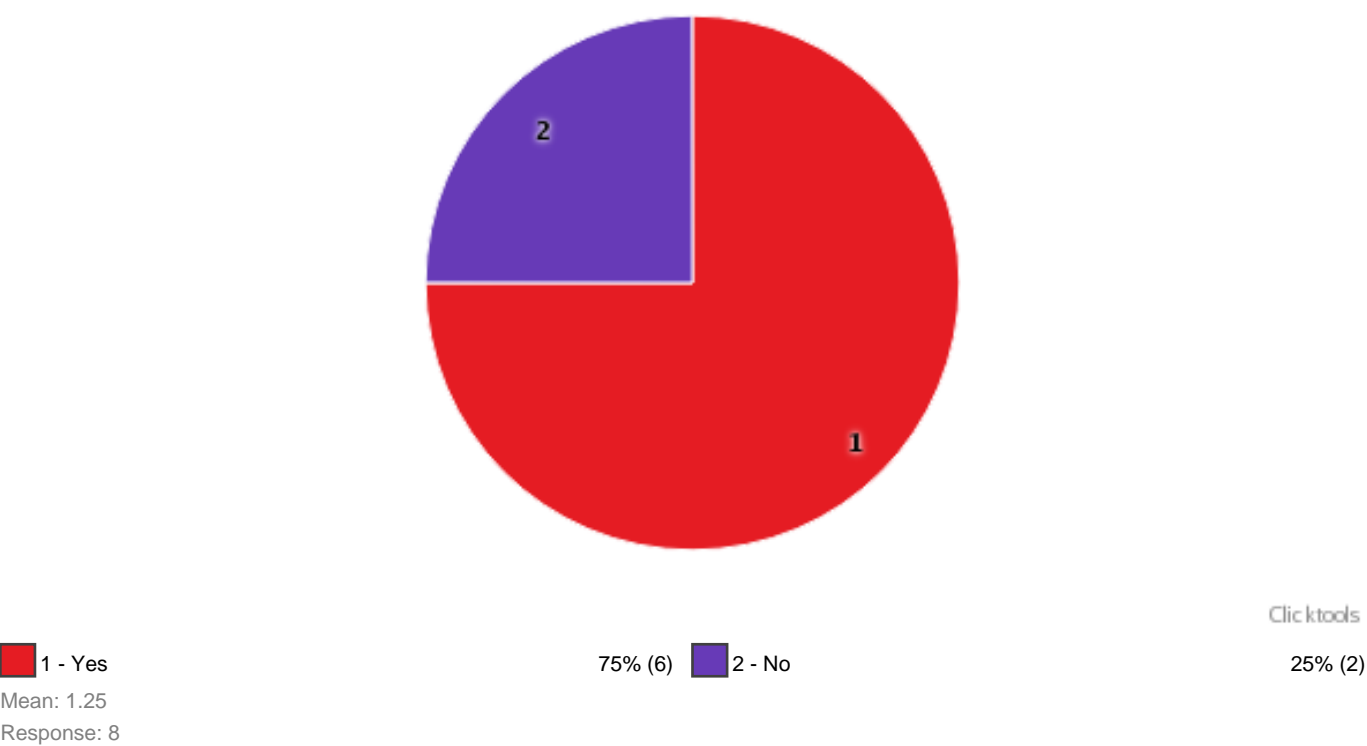
1 - Up to 3 months	0% (0)	2 - 4-11 months	14.29% (1)
3 - 12 months	0% (0)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	42.86% (3)	6 - Other	42.86% (3)

Mean: 5  
Response: 7

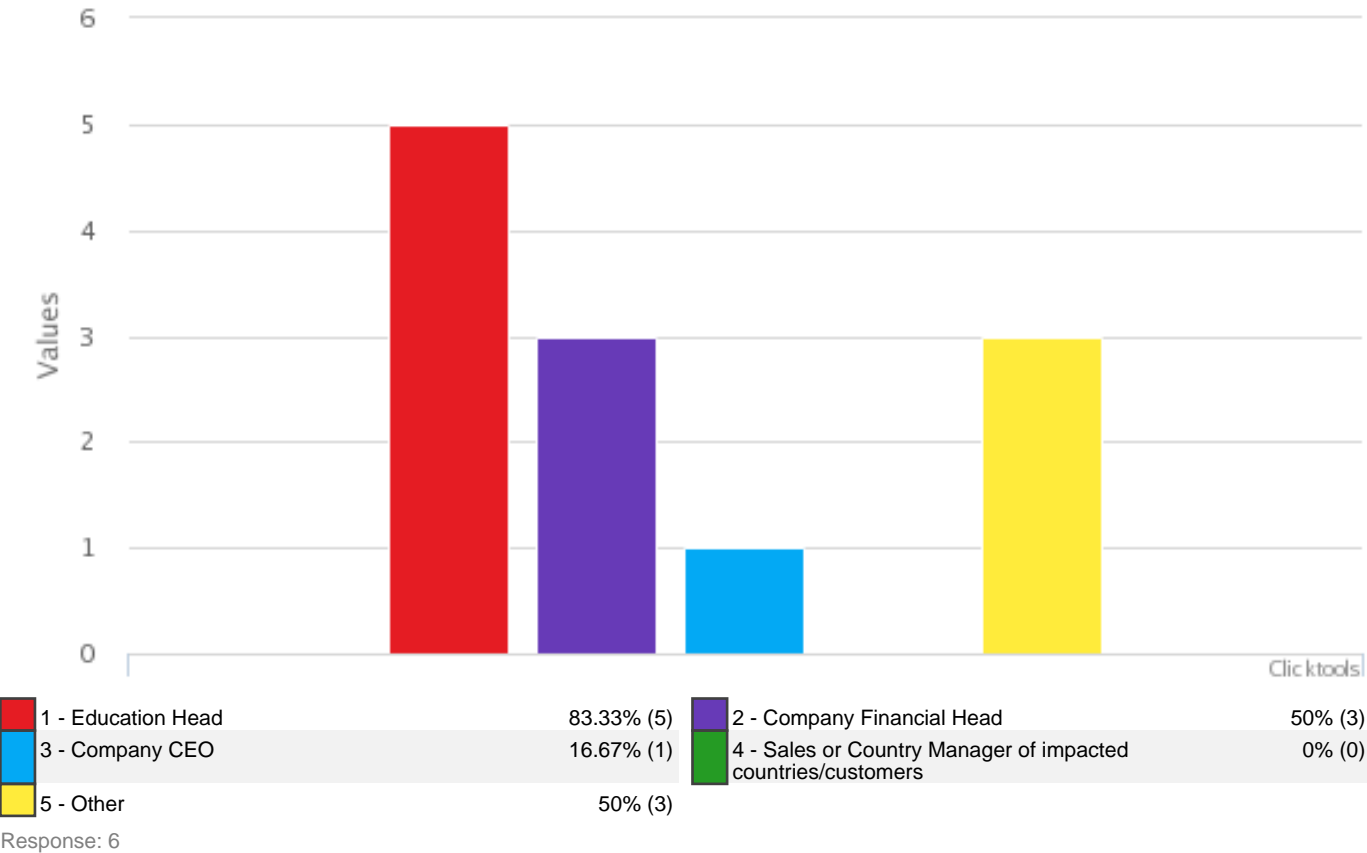
41. What is the key driver for the price change?



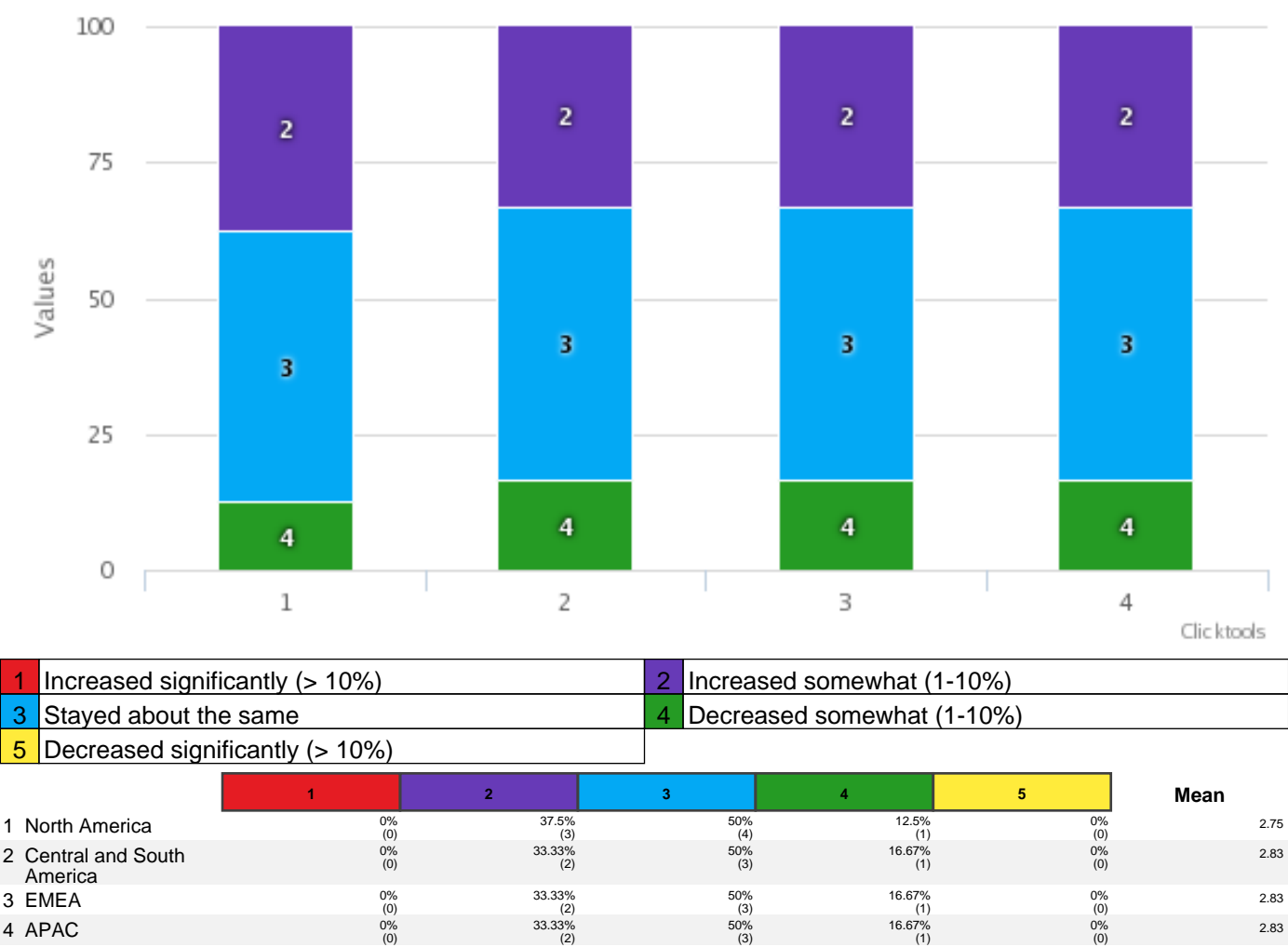
42. Do you need approval to make a price change?



43. Who is required to approve changes?



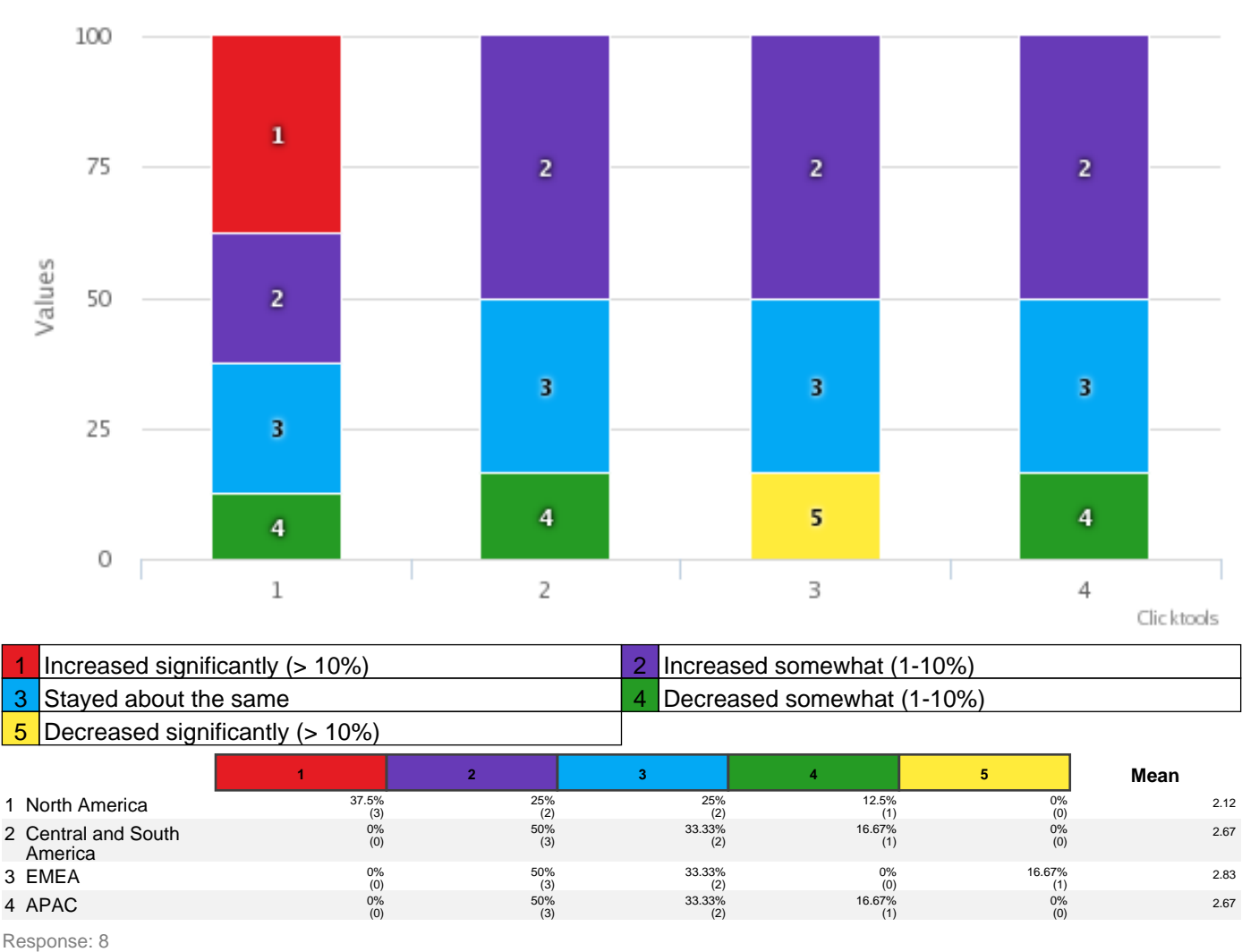
44. If you compare your actual pricing to the pricing of one (1) year ago, what kind of changes have occurred?



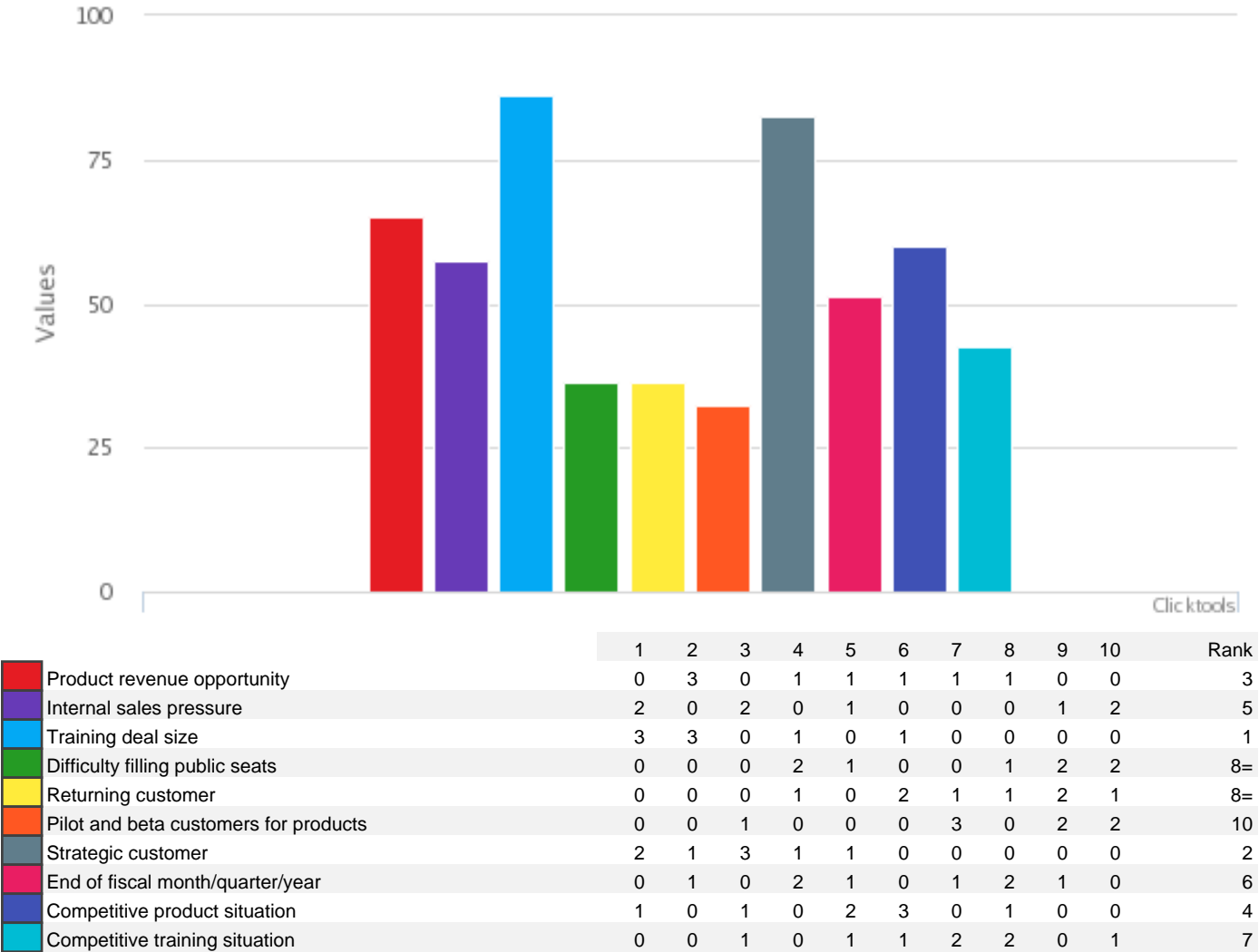
Response: 8



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

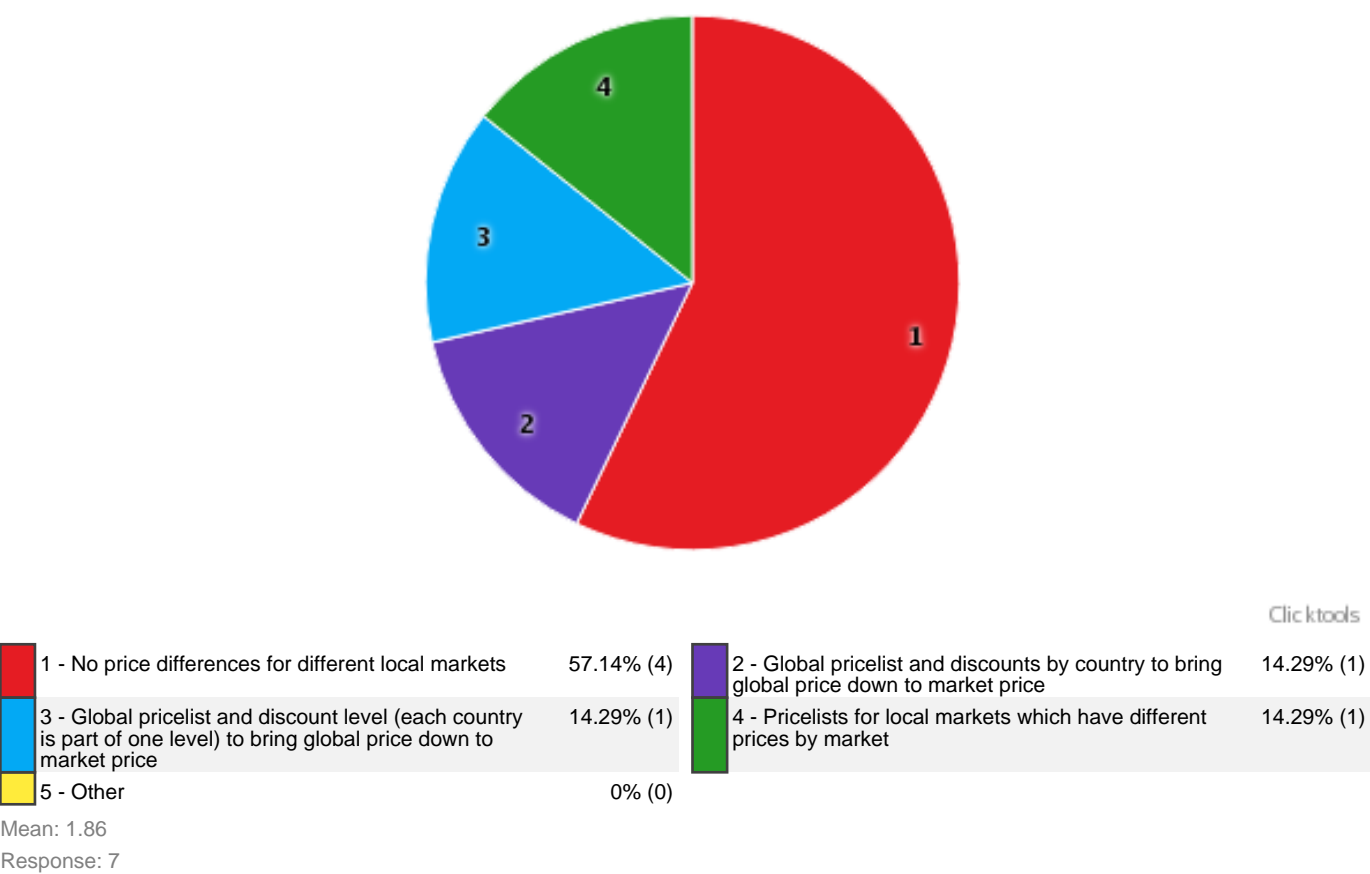


46. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)

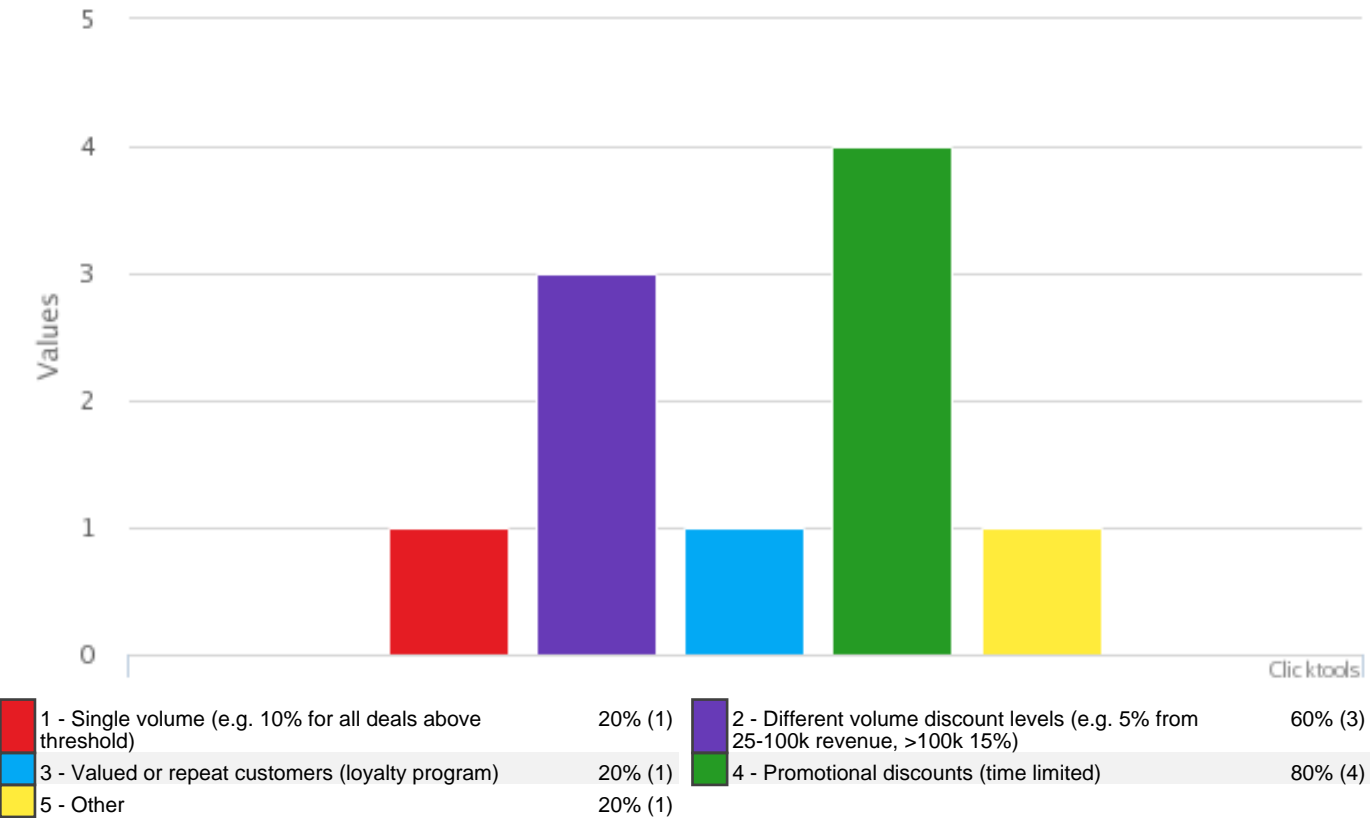


Response: 8

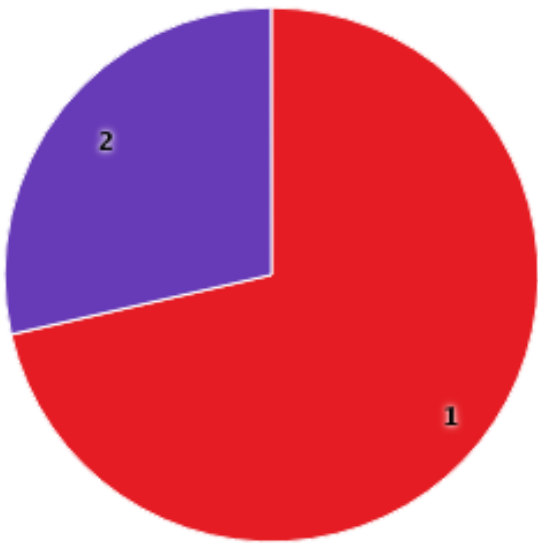
47. How do you manage price differences between different local markets?



48. What other type of discounts do you offer?



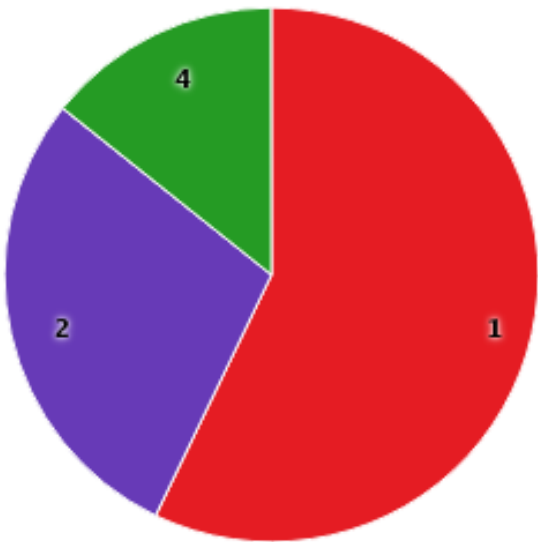
49. If you have different types of discounts, how do you handle multiple discounts?



Clicktools			
1 - We don't have more than 1 discount type	71.43% (5)	2 - We have more than 1 discount type, but any customer can get only one of them	28.57% (2)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	0% (0)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0% (0)

Mean: 1.29  
Response: 7

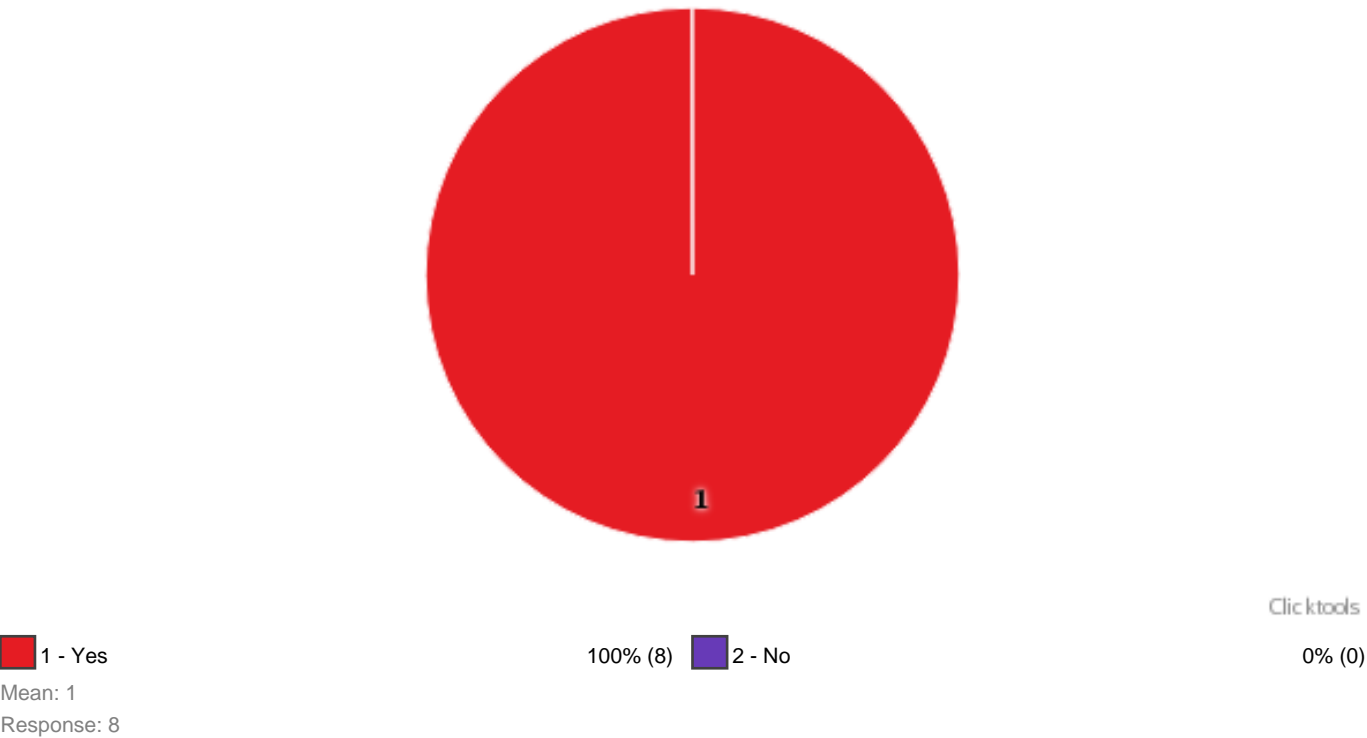
50. How do you manage pricing for global customers?



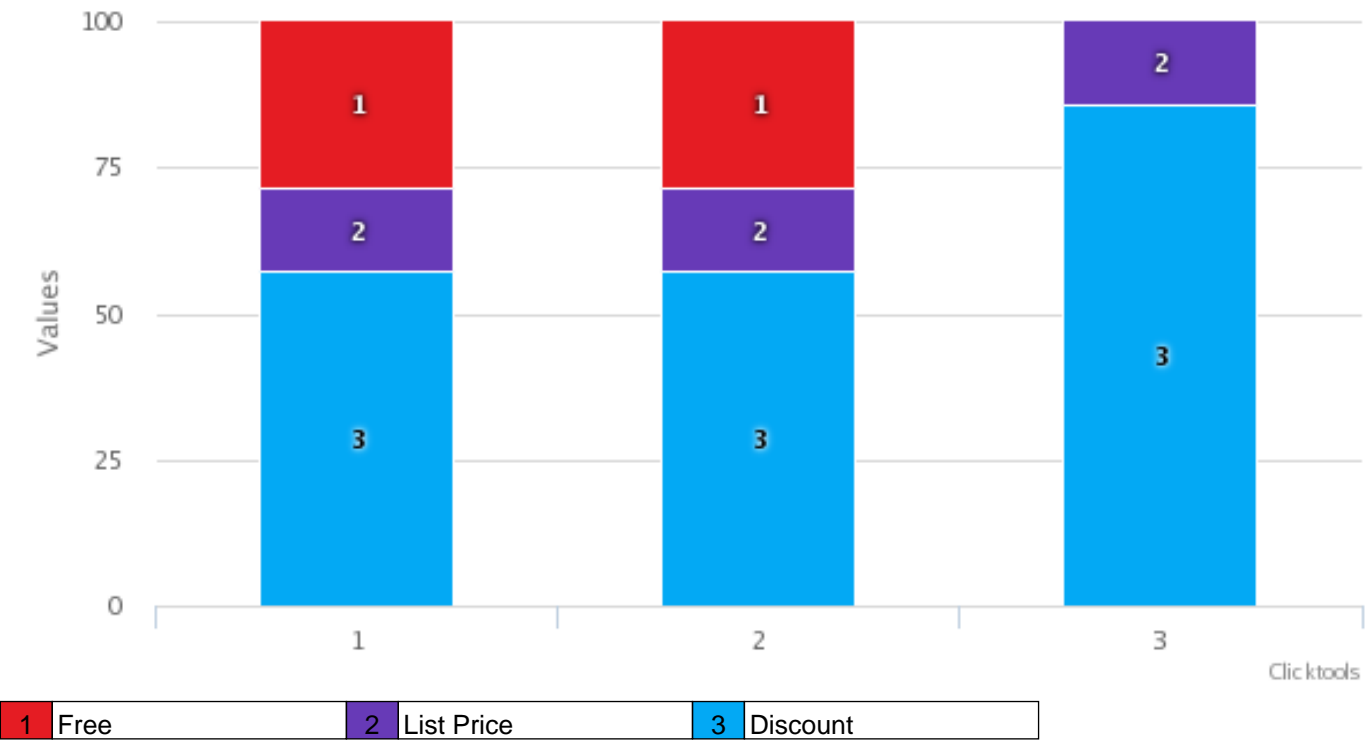
Clicktools			
1 - They have a single price globally	57.14% (4)	2 - They have discounts based on the location of their headquarters	28.57% (2)
3 - They receive different discounts based on the actual student's location	0% (0)	4 - Other	14.29% (1)

Mean: 1.71

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



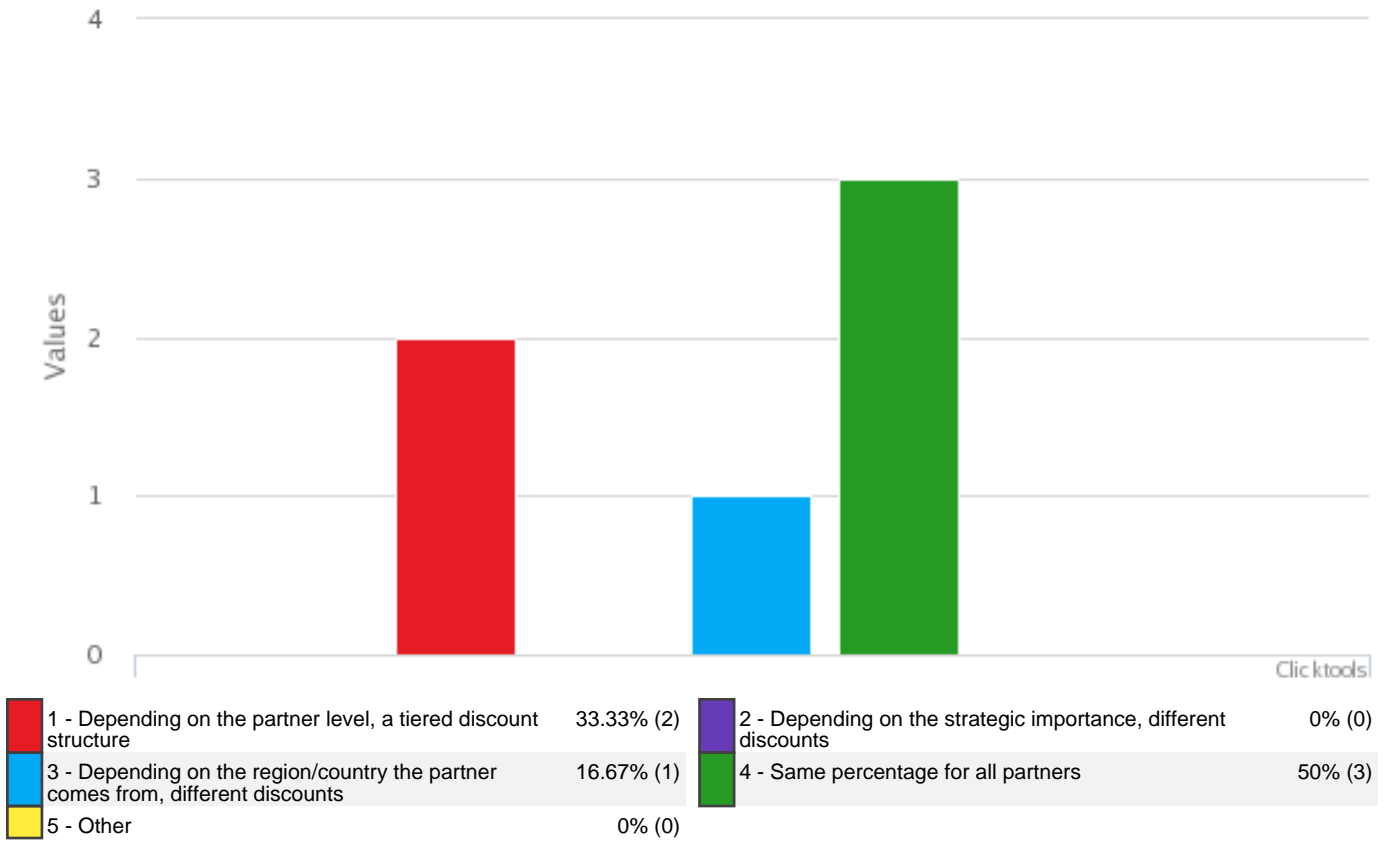
52. How do you charge for the following partner audiences?



	1	2	3	Mean
1 Channel Sales	28.57% (2)	14.29% (1)	57.14% (4)	2.29
2 Channel Presales	28.57% (2)	14.29% (1)	57.14% (4)	2.29
3 Channel Post sales - deployment, operations, maintenance	0% (0)	14.29% (1)	85.71% (6)	2.86

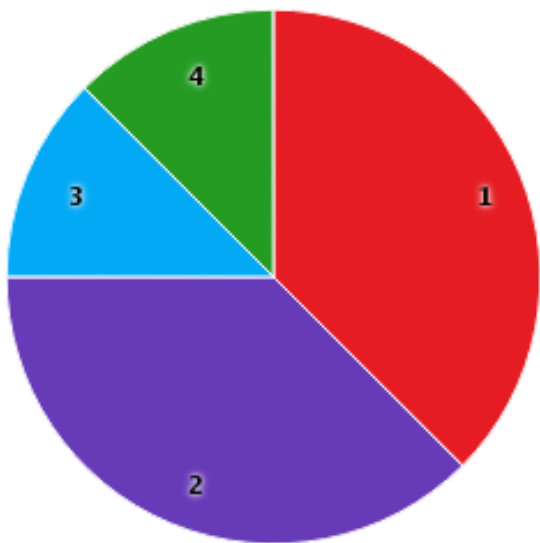
Response: 7

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



Response: 6

54. Do you allow partners to resell your training?



1 - No	37.5% (3)	2 - Yes, can resell and get the normal partner discount to resell	37.5% (3)
3 - Yes, can resell but get a higher discount	12.5% (1)	4 - Yes, can resell but get a lower discount	12.5% (1)

Mean: 2  
Response: 8

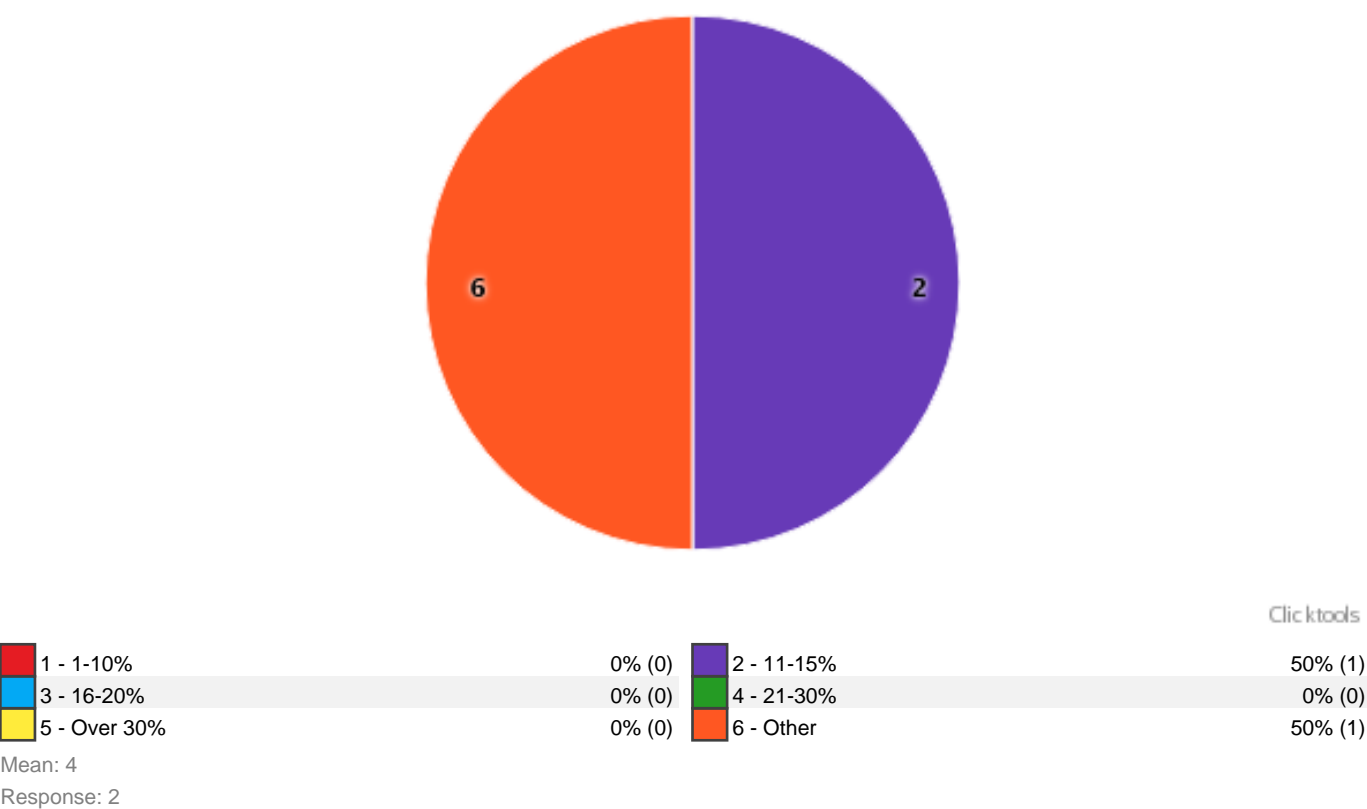
55. What discount or commission do you offer to your resellers for instructor led training (ILT)?



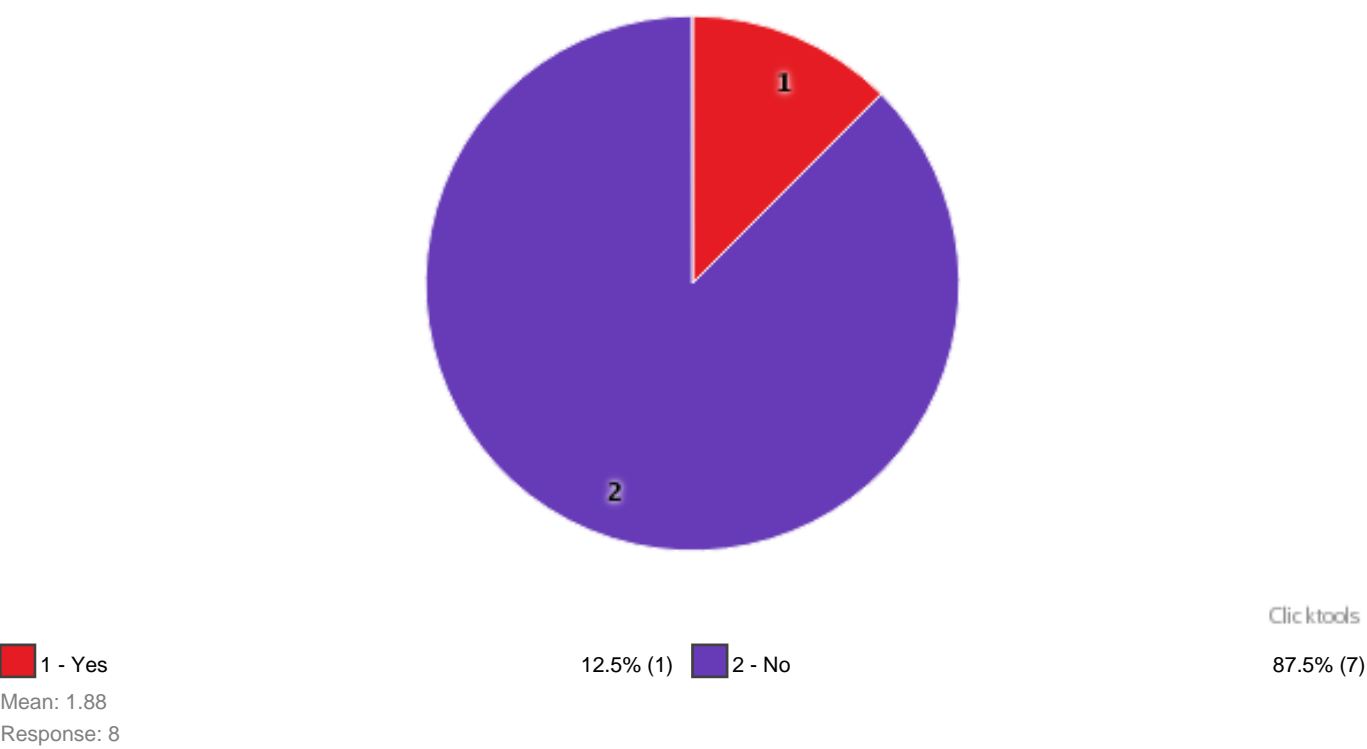
1 - 1-10%	25% (1)	2 - 11-15%	25% (1)
3 - 16-20%	50% (2)	4 - 21-30%	0% (0)
5 - Over 30%	0% (0)	6 - Other	0% (0)

Mean: 2.25  
Response: 4

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

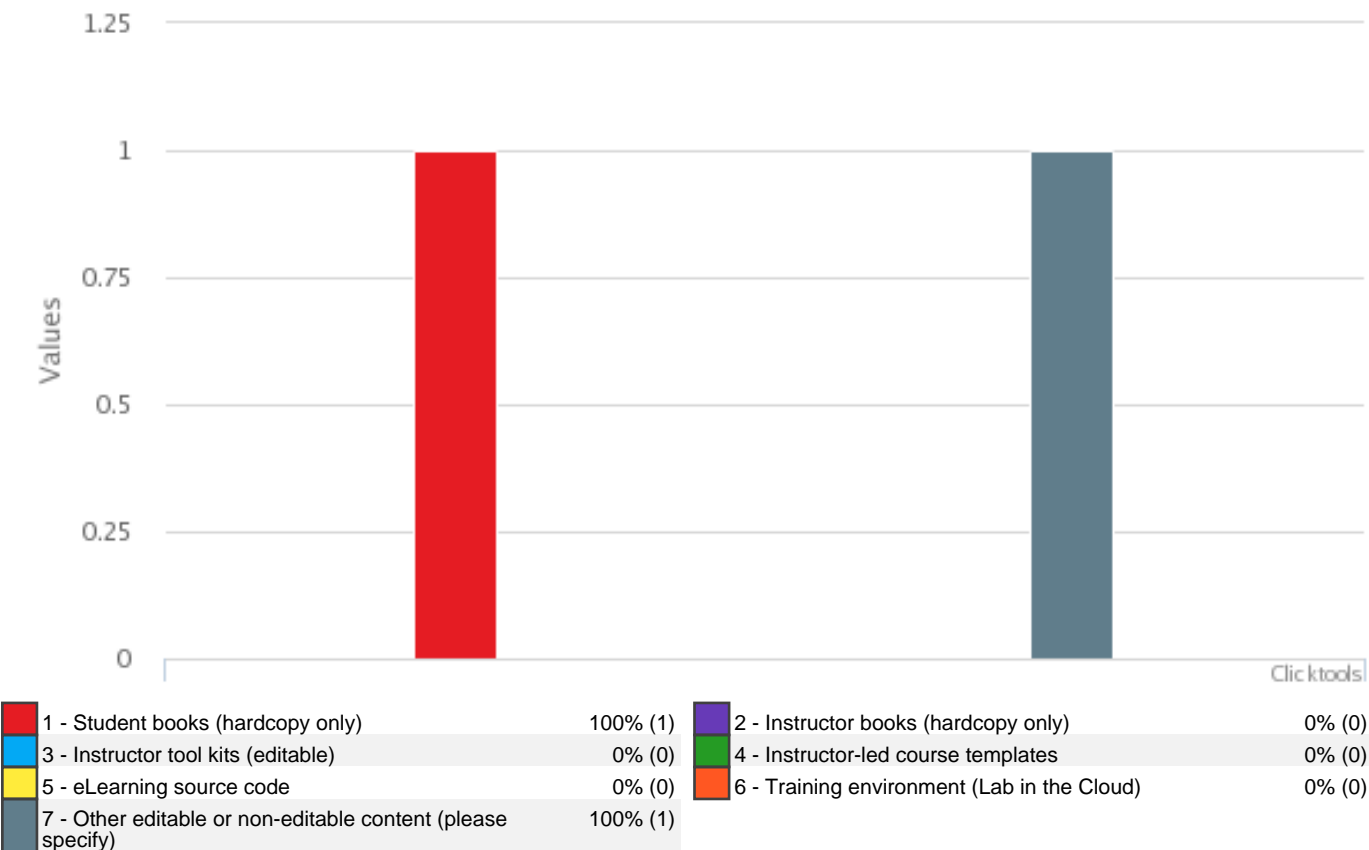


57. Do you sell any education services intellectual property as a standalone item?



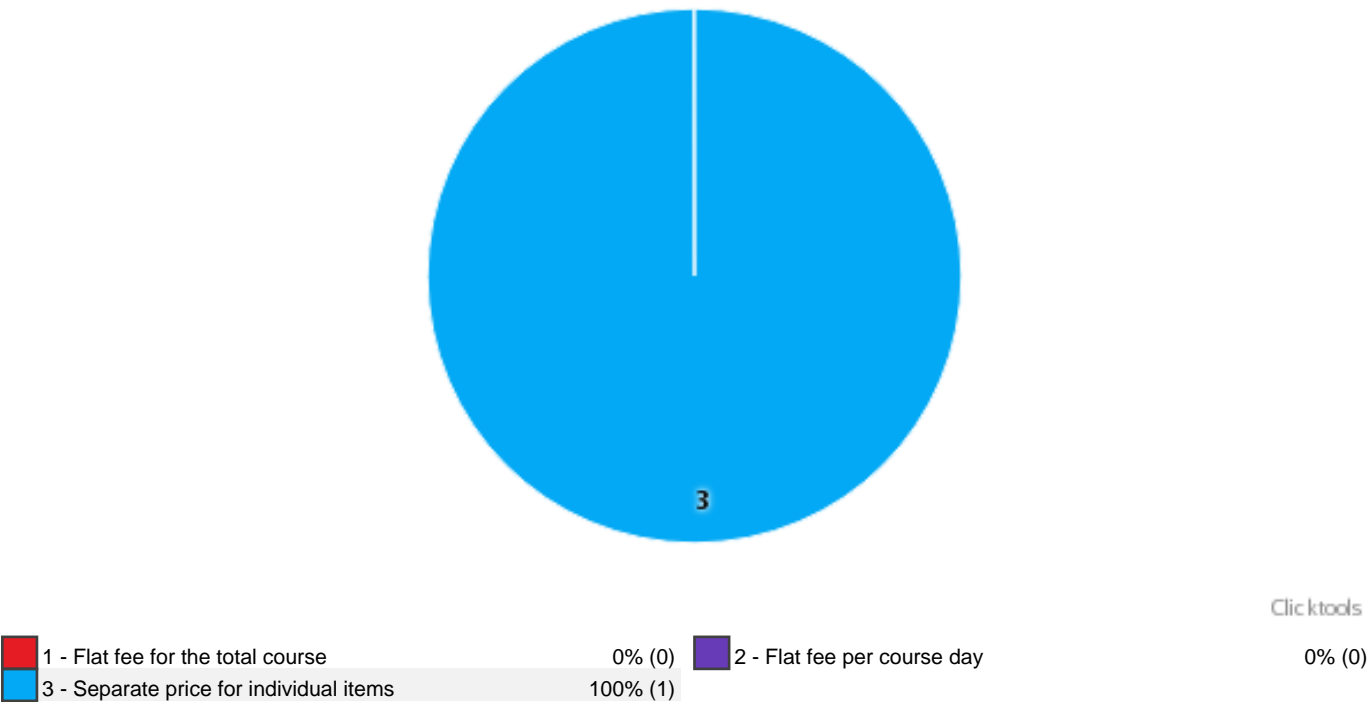


58. Which of the following intellectual property related learning services do you sell?



Response: 1

59. What is your sales model for selling IP?



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

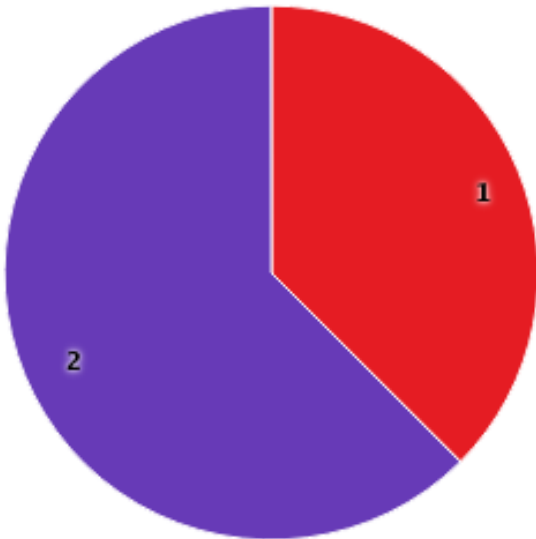
Response: 1

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?



1 - Yes

37.5% (3)

2 - No

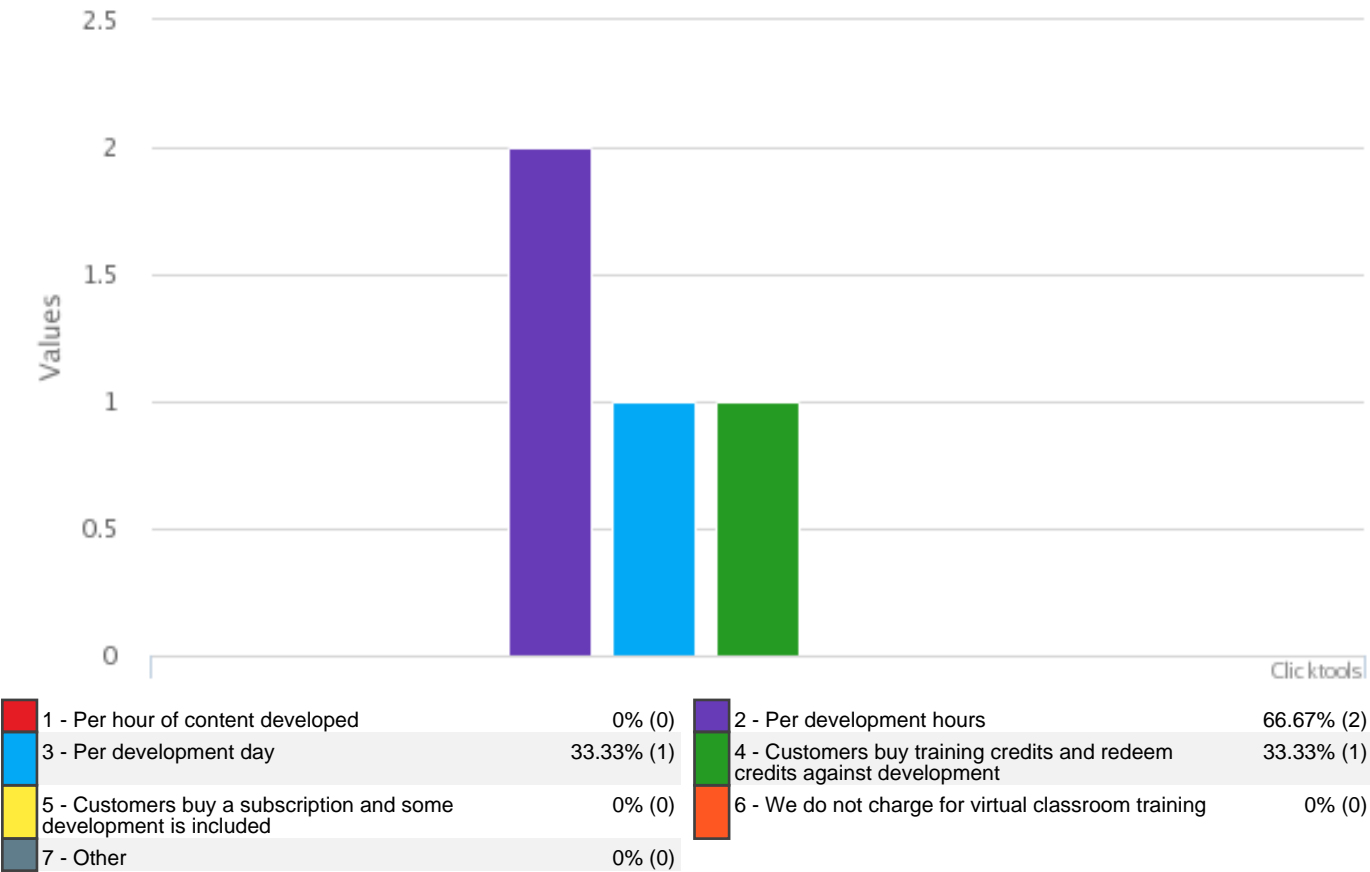
62.5% (5)

Clicktools

Mean: 1.62

Response: 8

63. How do you price your development work?



Response: 3

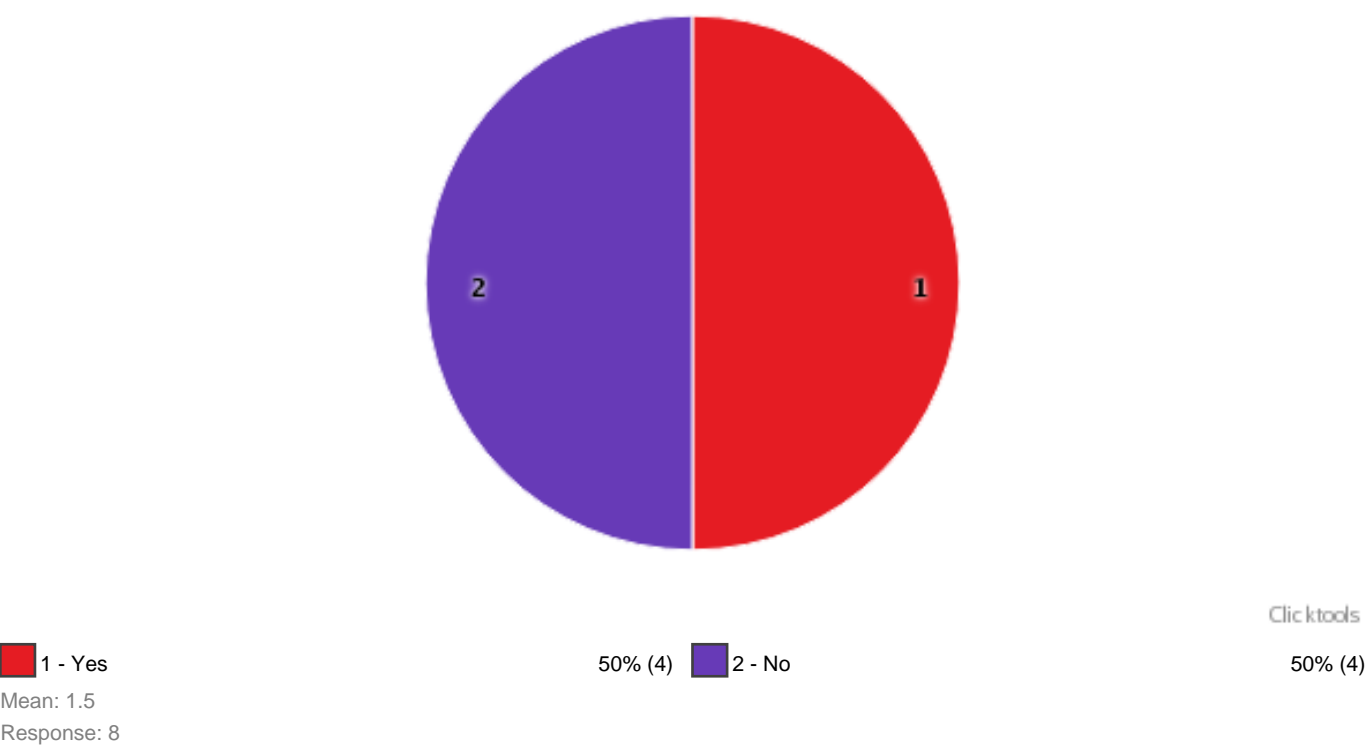
64. How do you quote for development work?



Mean: 3

Response: 3

65. Do you offer services to customize existing courses?



66. When do you start to charge for customization?

