SW (44)

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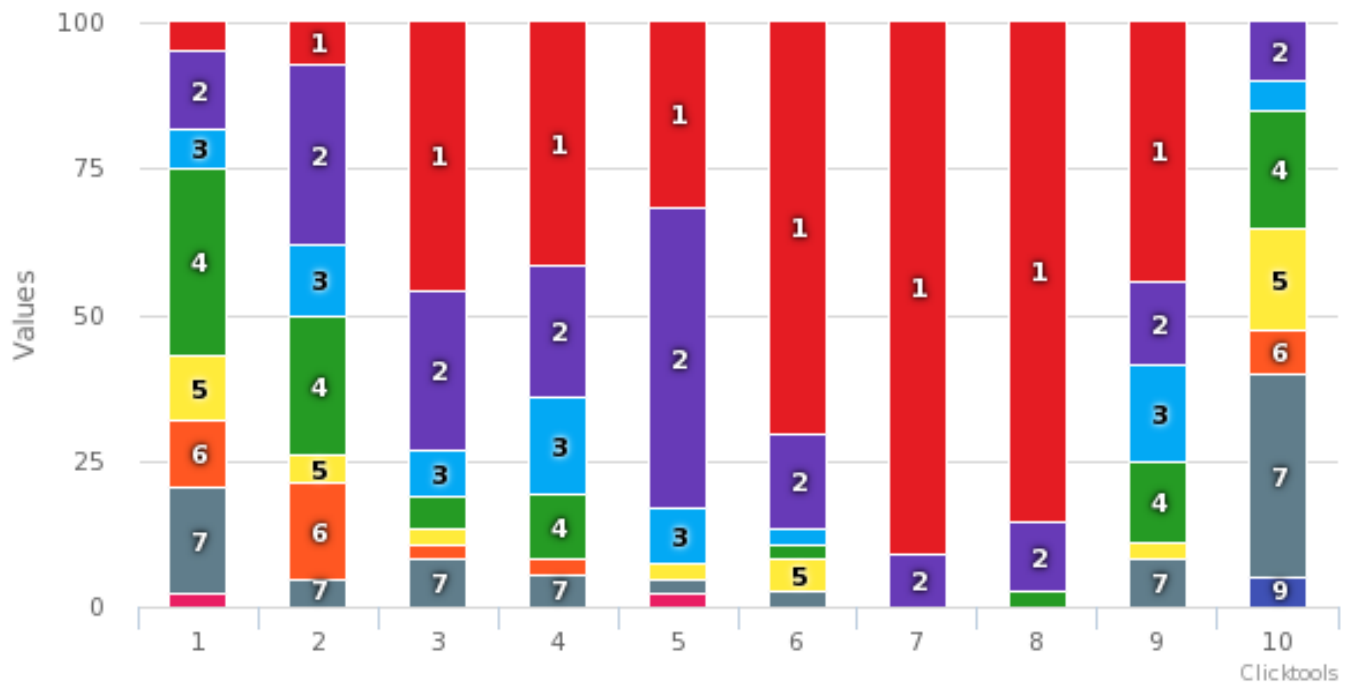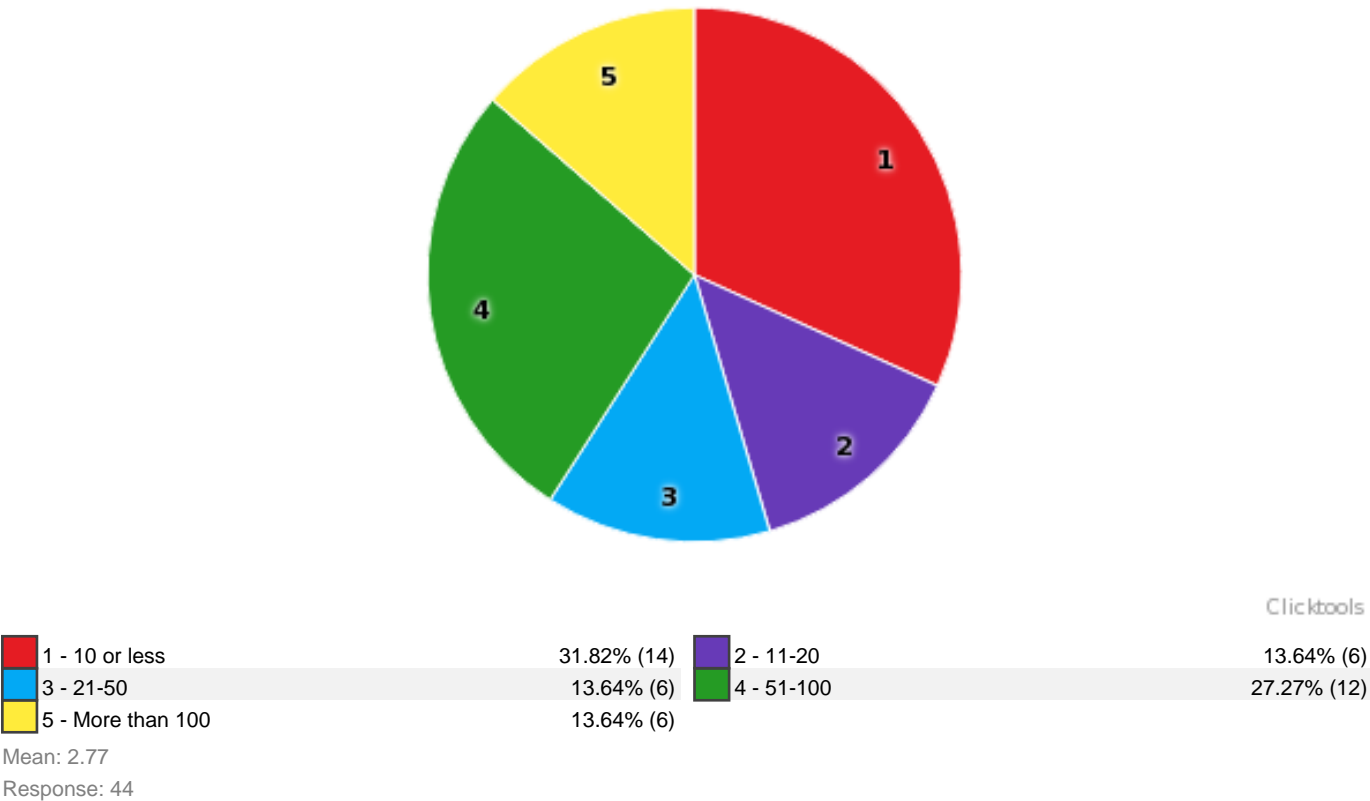

1 No revenue	**2** <$500K	**3** $500K-$1M	**4** $1M-$3M		
5 $3M-$5M	**6** $5M-$10M	**7** $10M-$50M	**8** $50M-$100M		
9 >$100M					

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	4.55% (2)	13.64% (6)	6.82% (3)	31.82% (14)	11.36% (5)	11.36% (5)	18.18% (8)	2.27% (1)	0% (0)	4.5
2 Virtual Classroom	7.14% (3)	30.95% (13)	11.9% (5)	23.81% (10)	4.76% (2)	16.67% (7)	4.76% (2)	0% (0)	0% (0)	3.57
3 e-Learning	45.95% (17)	27.03% (10)	8.11% (3)	5.41% (2)	2.7% (1)	2.7% (1)	8.11% (3)	0% (0)	0% (0)	2.32
4 Self-paced	41.67% (15)	22.22% (8)	16.67% (6)	11.11% (4)	0% (0)	2.78% (1)	5.56% (2)	0% (0)	0% (0)	2.36
5 Certification	31.71% (13)	51.22% (21)	9.76% (4)	0% (0)	2.44% (1)	0% (0)	2.44% (1)	2.44% (1)	0% (0)	2.12
6 Learning Consulting	70.27% (26)	16.22% (6)	2.7% (1)	2.7% (1)	5.41% (2)	0% (0)	2.7% (1)	0% (0)	0% (0)	1.68
7 Learning Technologies	90.91% (30)	9.09% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
8 New learning modalities	85.29% (29)	11.76% (4)	0% (0)	2.94% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.21
9 Subscriptions	44.44% (16)	13.89% (5)	16.67% (6)	13.89% (5)	2.78% (1)	0% (0)	8.33% (3)	0% (0)	0% (0)	2.5
10 TOTAL TRAINING REVENUE	0% (0)	10% (4)	5% (2)	20% (8)	17.5% (7)	7.5% (3)	35% (14)	0% (0)	5% (2)	5.38

Response: 44

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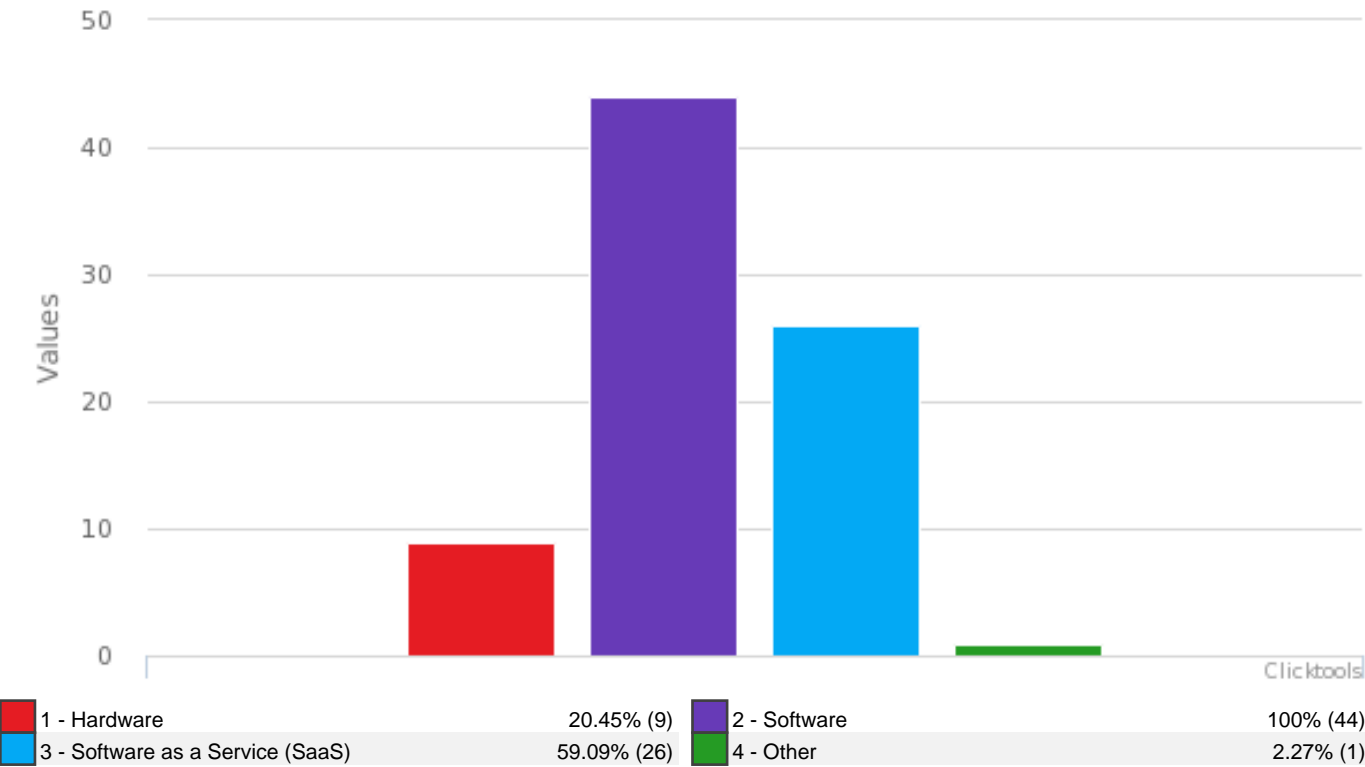

Clicktools

■ 1 - 10 or less	31.82% (14)	■ 2 - 11-20	13.64% (6)
■ 3 - 21-50	13.64% (6)	■ 4 - 51-100	27.27% (12)
■ 5 - More than 100	13.64% (6)		

Mean: 2.77
Response: 44

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)	68.18% (30)	■ 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	11.36% (5)
■ 3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	6.82% (3)	■ 4 - A hybrid depending upon the education business unit	11.36% (5)
■ 5 - Other	2.27% (1)		

Mean: 1.68

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

■ 1 - Hardware	20.45% (9)	■ 2 - Software	100% (44)
■ 3 - Software as a Service (SaaS)	59.09% (26)	■ 4 - Other	2.27% (1)

Response: 44

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

■ 1 - $100M or less	11.63% (5)	■ 2 - Between $101M and $500M	25.58% (11)
■ 3 - Between $501M and $1B	25.58% (11)	■ 4 - More than $1B and less than $3B	18.6% (8)
■ 5 - More than $3B and less than $10B	11.63% (5)	■ 6 - More than $10B and less than $25B	2.33% (1)
■ 7 - $25B or more	4.65% (2)		
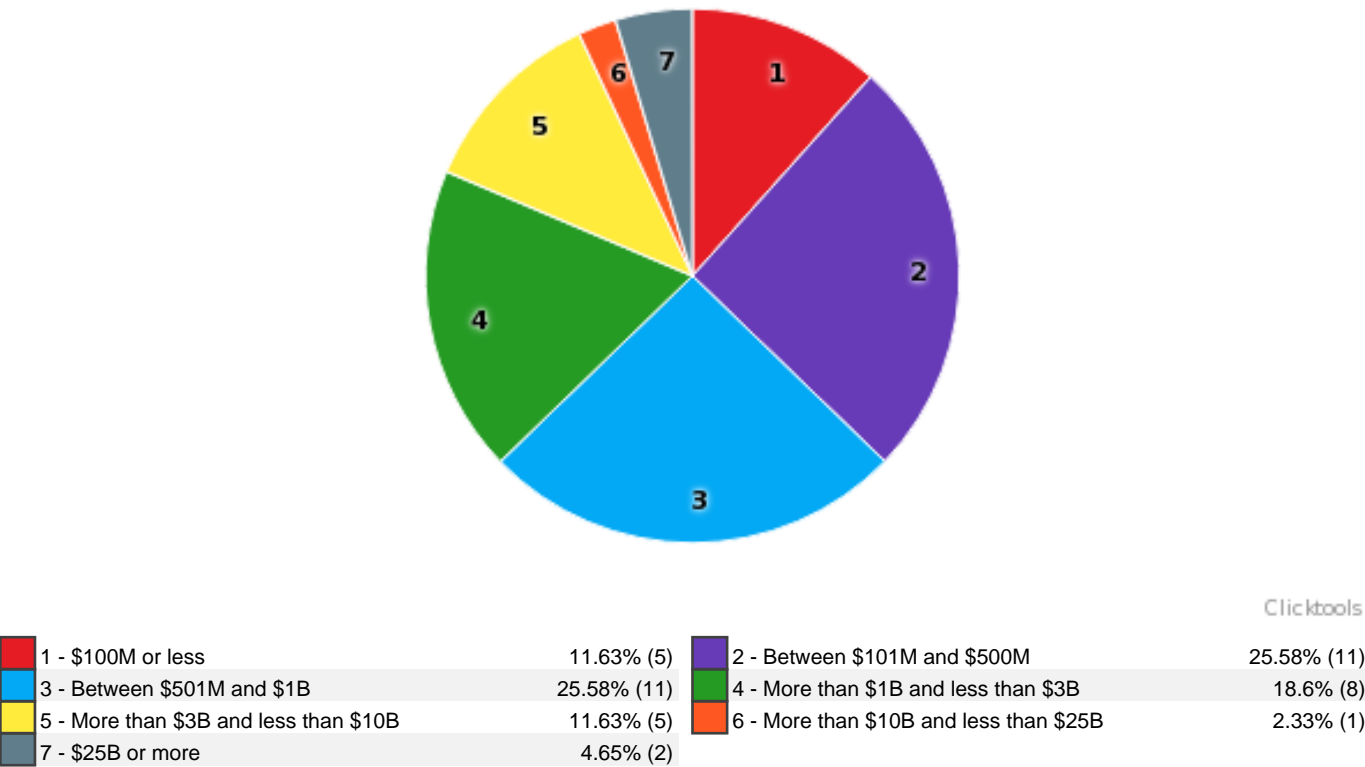
Mean: 3.19

Response: 43

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

🟥 1 - 100 or less	4.55% (2)	🟪 2 - 101 to 1000	31.82% (14)
🟦 3 - 1001 to 5000	31.82% (14)	🟩 4 - 5001 to 10000	11.36% (5)
🟨 5 - 10001 to 50000	15.91% (7)	🟧 6 - More than 50000	4.55% (2)

Mean: 3.16
Response: 44

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

🟥 1 - USD	93.18% (41)	🟪 2 - EUR	0% (0)
🟦 3 - GBP	2.27% (1)	🟩 4 - Other	4.55% (2)

Mean: 1.18
Response: 44

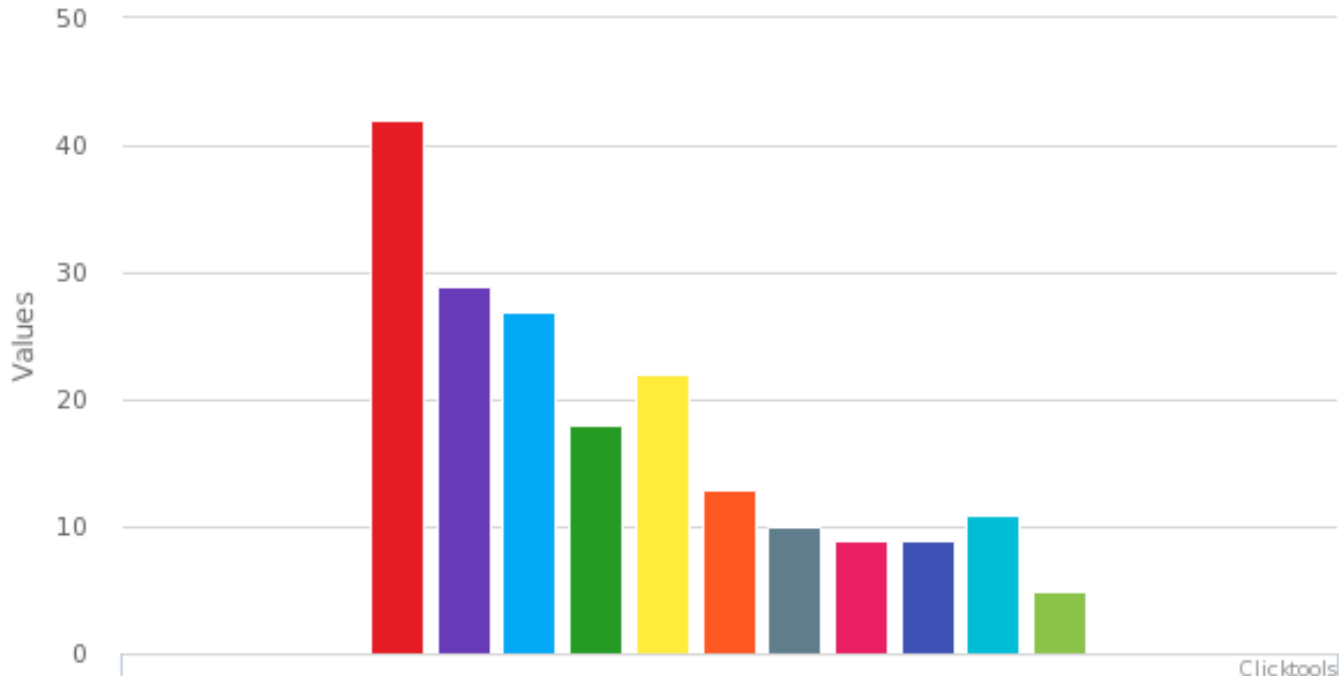## 8. How do you manage price lists globally?

■ 1 - We have one price list with our base currency	32.56% (14)	■ 2 - We have a price list per geographic region based on our base currency 23.26% (10)
■ 3 - We have a price list per geographic region or country based on the regional currency	32.56% (14)	■ 4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5) 9.3% (4)
■ 5 - Other	2.33% (1)	

Mean: 2.26
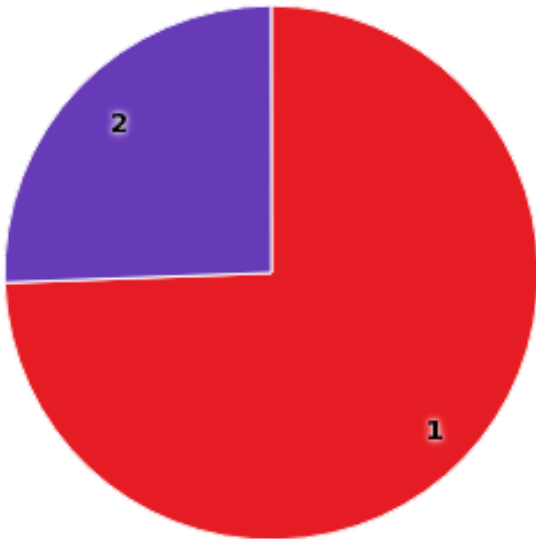Response: 43

9. In which currencies do you charge your customers?

■ 1 - USD	95.45% (42)	■ 2 - EUR	65.91% (29)
■ 3 - GBP	61.36% (27)	■ 4 - JYP (Japan)	40.91% (18)
■ 5 - AUD (Australia)	50% (22)	■ 6 - INR (India)	29.55% (13)
■ 7 - CNY (China)	22.73% (10)	■ 8 - BRL (Brazil)	20.45% (9)
■ 9 - CAD	20.45% (9)	■ 10 - SGD (Singapore)	25% (11)
■ 11 - Other	11.36% (5)		

Response: 44

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	74.42% (32)	■ 2 - Price changing based on the actual exchange rate	25.58% (11)

Mean: 1.26
Response: 43

11. How are the prices calculated?

Clicktools

🟥 1 - Costs plus margin	14.29% (6)	🟪 2 - Market price	30.95% (13)
🟦 3 - Mixture between both	52.38% (22)	🟩 4 - Other	2.38% (1)

Mean: 2.43
Response: 42

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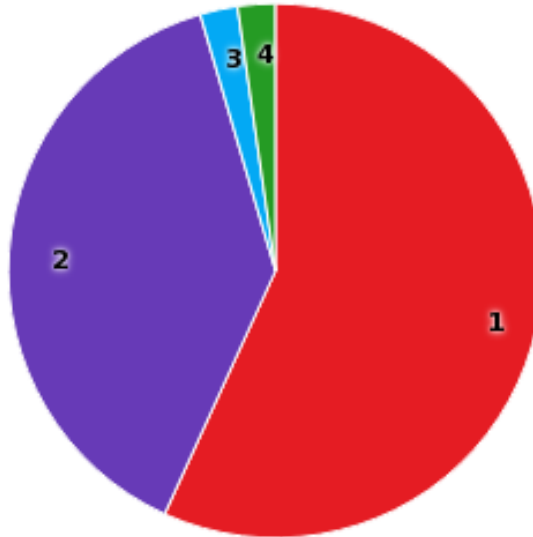
Clicktools

🟥 1 - Only 1 pricing level	56.82% (25)	🟪 2 - 2-3 pricing levels	38.64% (17)
🟦 3 - More pricing levels	2.27% (1)	🟩 4 - Each offering can have different prices in the same service type	2.27% (1)

Mean: 1.5
Response: 44

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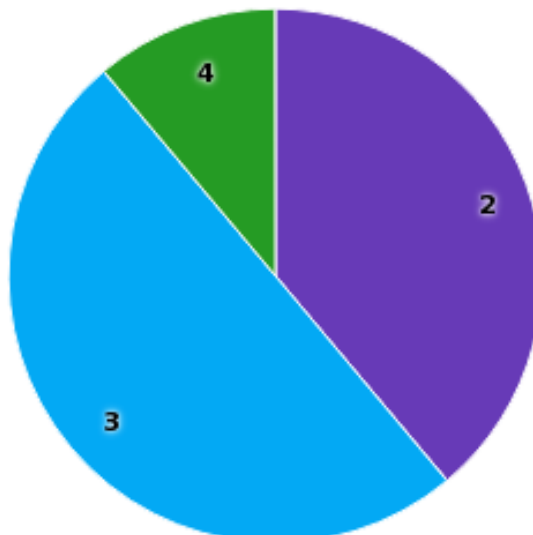
Clicktools

🟥 1 - <10%	0% (0)	🟪 2 - 10-25%	38.89% (7)
🟦 3 - 26-50%	50% (9)	🟩 4 - >50%	11.11% (2)

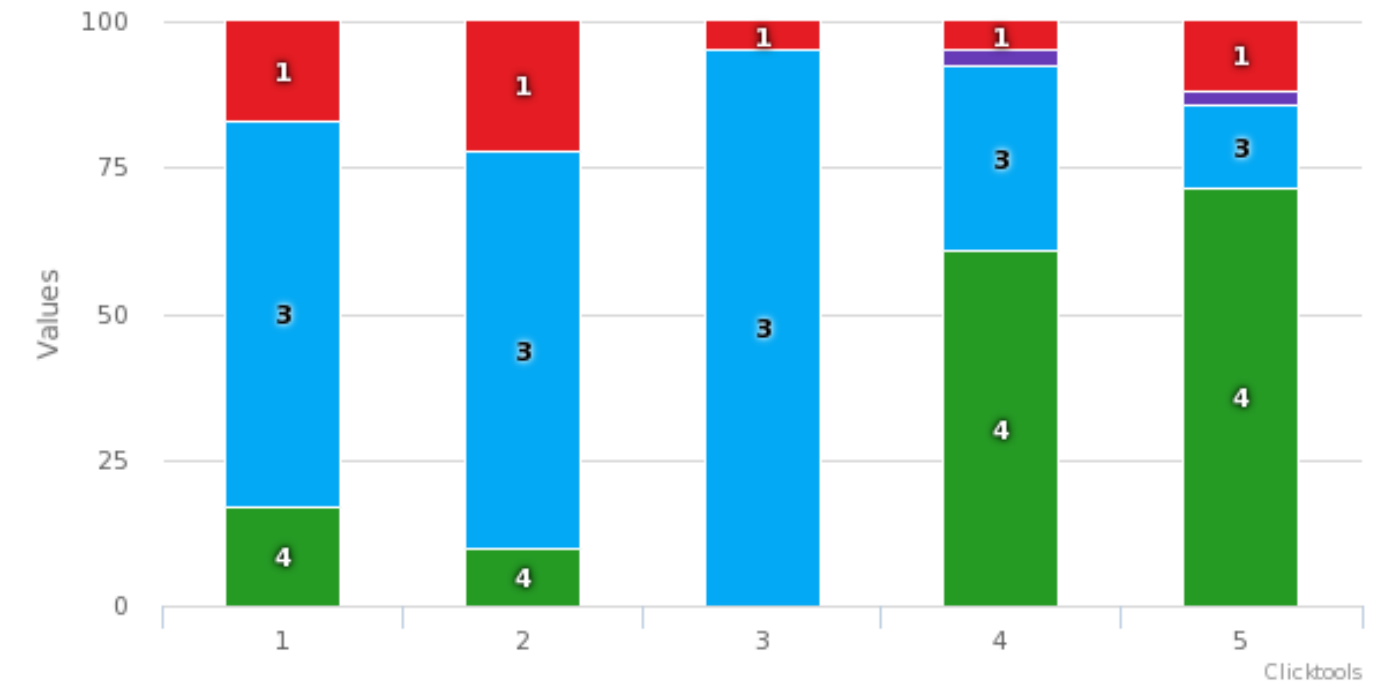**14. Do you have different pricing per audience: compare the price per hour and same delivery format to a technical audience (admin or developer).**

| 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	17.07% (7)	0% (0)	65.85% (27)	17.07% (7)	2.83
2 Business User	21.95% (9)	0% (0)	68.29% (28)	9.76% (4)	2.66
3 Technical/Admin	4.88% (2)	0% (0)	95.12% (39)	0% (0)	2.9
4 Partner	4.88% (2)	2.44% (1)	31.71% (13)	60.98% (25)	3.49
5 Employee	11.9% (5)	2.38% (1)	14.29% (6)	71.43% (30)	3.45

Response: 43

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/introductio n	7.32% (3)	0% (0)	78.05% (32)	14.63% (6)	3
2 Fundamentals/new starter	4.88% (2)	9.76% (4)	78.05% (32)	7.32% (3)	2.88
3 Advanced/expert	4.76% (2)	35.71% (15)	57.14% (24)	2.38% (1)	2.57
4 Workshop	22.5% (9)	17.5% (7)	47.5% (19)	12.5% (5)	2.5
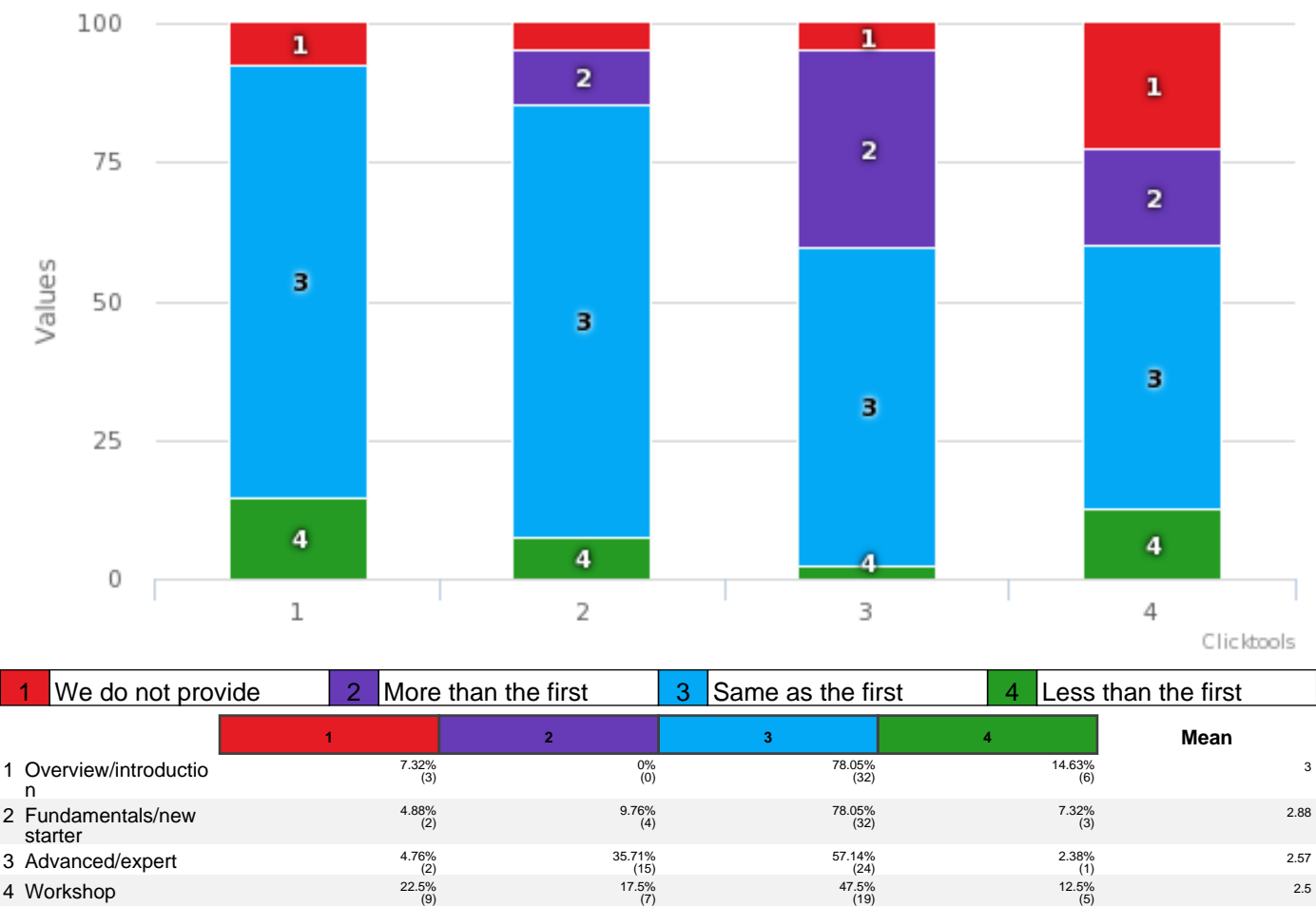
Response: 42

16. How do you charge for Travel & Living (T&L)?
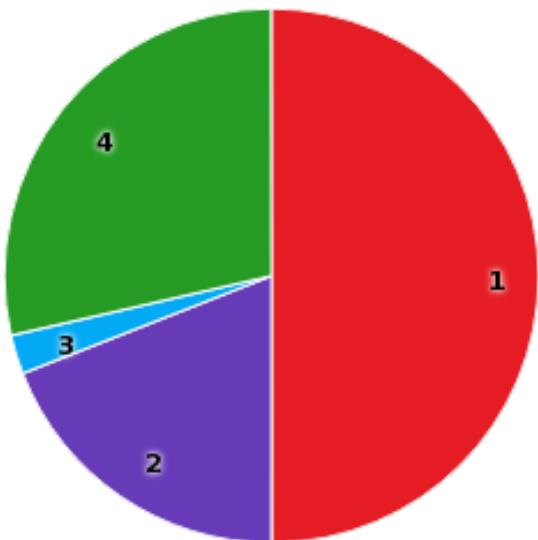
■ 1 - Actuals incurred	50% (21)	■ 2 - Daily fixed fees	19.05% (8)
■ 3 - We don't charge for T&L	2.38% (1)	■ 4 - T&L costs included in onsite rates	28.57% (12)

Mean: 2.1
Response: 42

17. Do you mark up Travel & Living (T&L) and generate a margin on T&L?
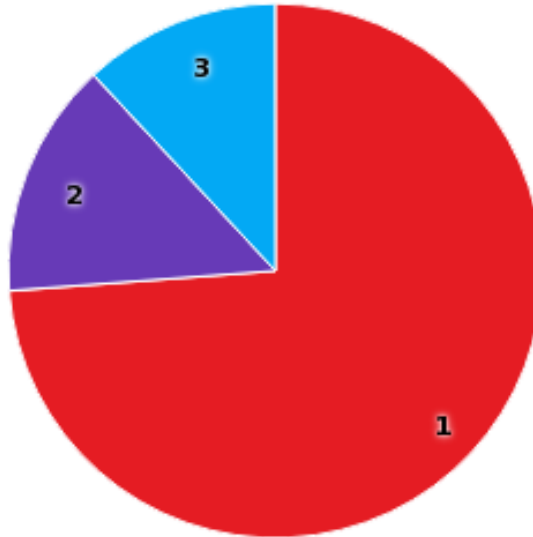
■ 1 - No mark-up and margin	73.81% (31)	■ 2 - No mark-up but margin due to higher daily fixed fees than average T&L	14.29% (6)
■ 3 - Mark-up and therefore margin	11.9% (5)		

Mean: 1.38
Response: 42

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

🟥 1 - No additional fees	92.86% (39)	🟪 2 - Yes, beyond a threshold of max 1 day travel to/from customer	2.38% (1)
🟦 3 - Yes, beyond a threshold of more than 1 day travel to/from customer	0% (0)	🟩 4 - Yes, for any travel time	4.76% (2)

Mean: 1.17
Response: 42

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	51.67%	25.91%	16.95%	4.09%	0.81%
Highest	100%	100%	100%	25%	30%
Lowest	0%	0%	0%	0%	0%
Standard deviation	36.84	31.61	26.52	7.8	4.62

Response: 43

21. Are these pricing approaches linked to product sales?

■ 1 - Mandatory attach	2.38% (1)	■ 2 - Automatic attach, can be removed	16.67% (7)
■ 3 - On a case by case basis	80.95% (34)		

Mean: 2.79
Response: 42
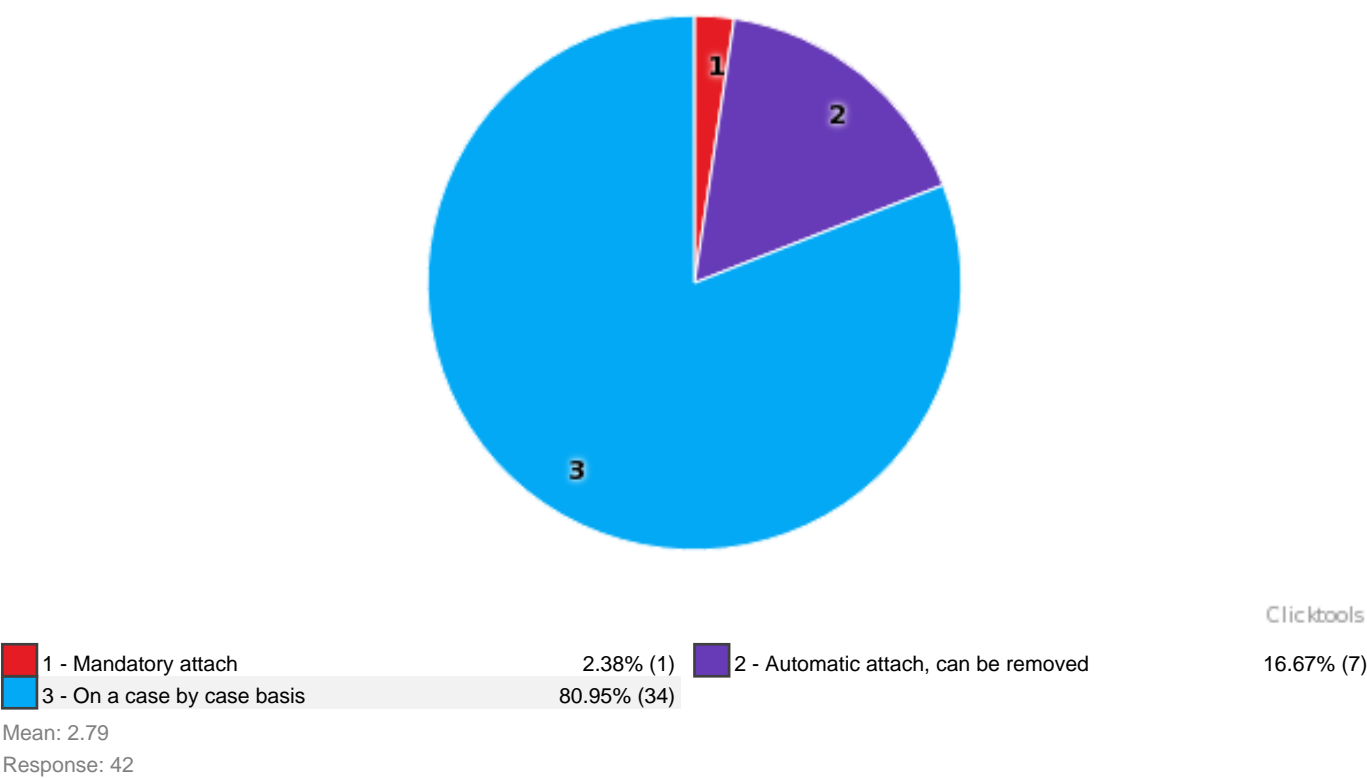
22. In what percentage of product deals do you have training included?

■ 1 - 0-10%	37.21% (16)	■ 2 - 11-25%	32.56% (14)
■ 3 - 26-50%	13.95% (6)	■ 4 - 51-75%	6.98% (3)
■ 5 - 76-100%	9.3% (4)		

Mean: 2.19
Response: 43
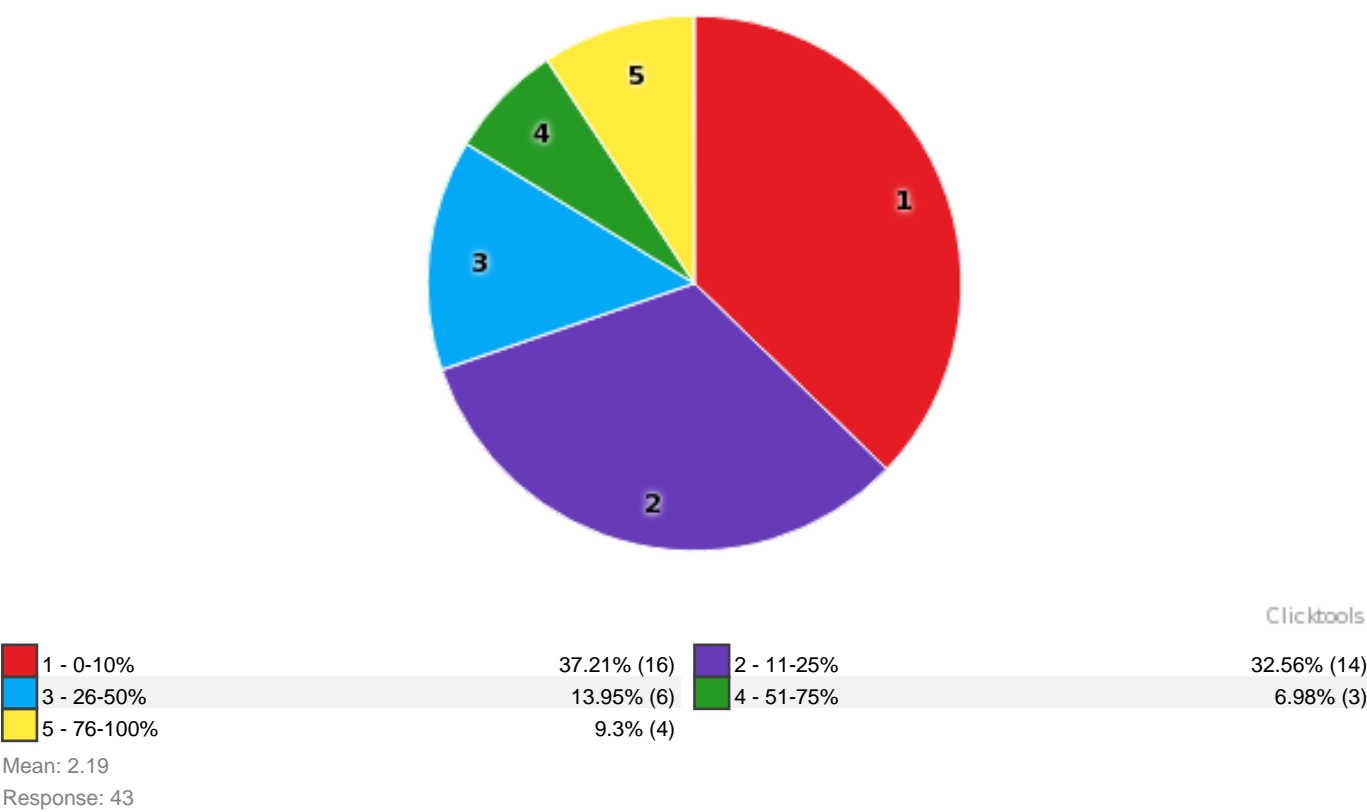
23. How is the value of the training credits defined?

🟥	1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	66.67% (16)	
🟪	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	25% (6)	
🟦	3 - Other	8.33% (2)	

Mean: 1.42

Response: 24
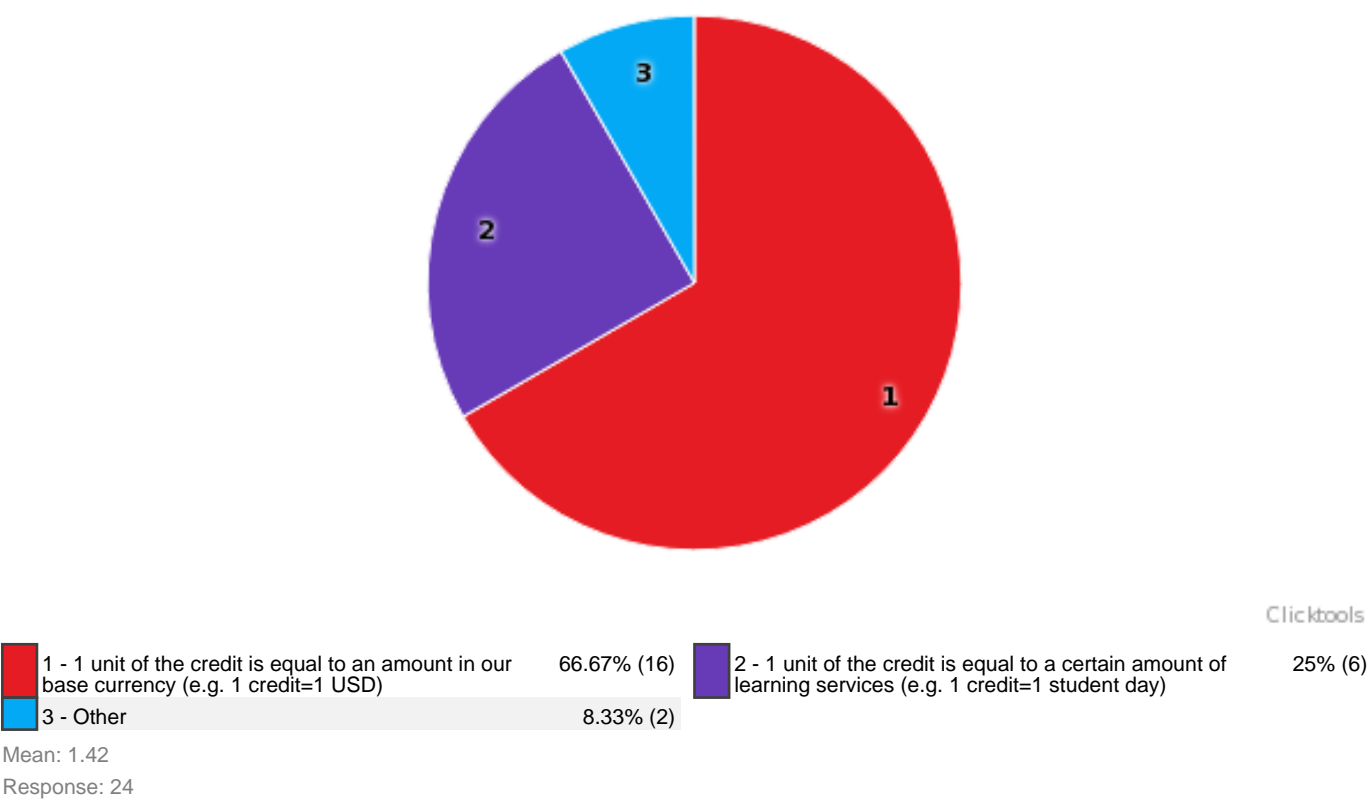
24. Do you discount training credits?

🟥 1 - We don't discount	16.67% (4)	🟪 2 - We discount based on volumes	58.33% (14)
🟦 3 - We discount on a case by case basis depending upon the deal/customer	41.67% (10)	🟩 4 - Other	4.17% (1)

Response: 24
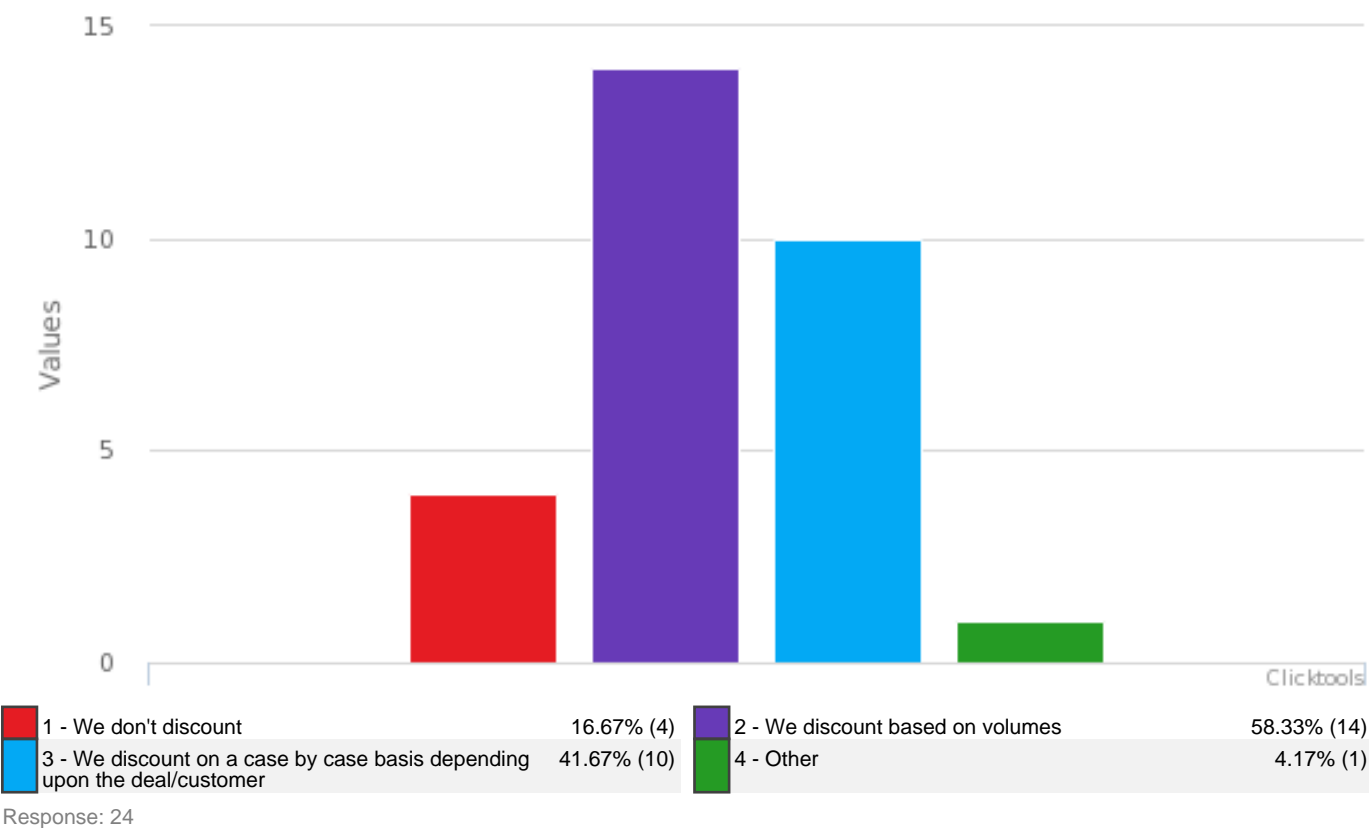
25. What does the subscription cover?
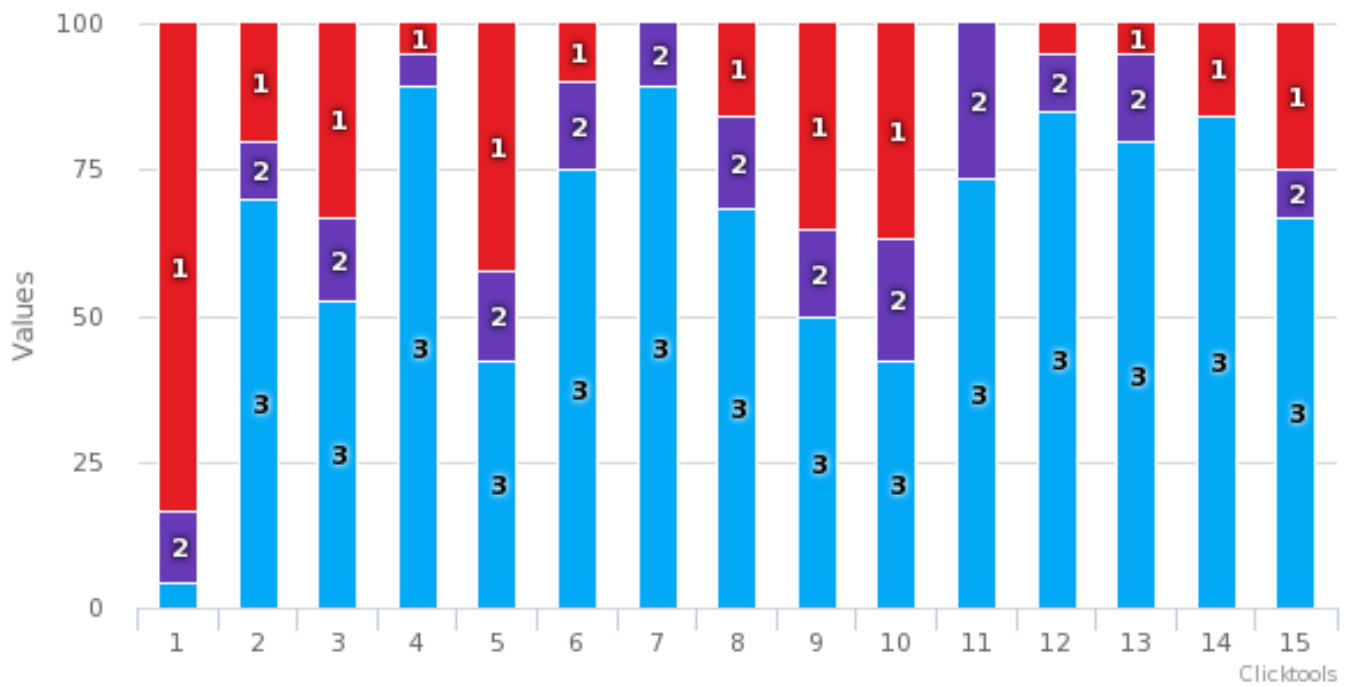
1 Unlimited		2 Limited		3 No	

	1	2	3	Mean
1 eLearning/WBTs	83.33% (20)	12.5% (3)	4.17% (1)	1.21
2 ILT - live classrooms	20% (4)	10% (2)	70% (14)	2.5
3 VILT - virtual classrooms	33.33% (7)	14.29% (3)	52.38% (11)	2.19
4 Closed/dedicated classes (onsite or virtual)	5.26% (1)	5.26% (1)	89.47% (17)	2.84
5 Recorded instructor-led training	42.11% (8)	15.79% (3)	42.11% (8)	2
6 Instructor support (at regular dates)	10% (2)	15% (3)	75% (15)	2.65
7 Instructor coaching one-on-one	0% (0)	10.53% (2)	89.47% (17)	2.89
8 Student books	15.79% (3)	15.79% (3)	68.42% (13)	2.53
9 Access to other self-study options	35% (7)	15% (3)	50% (10)	2.15
10 Access to online/virtual labs	36.84% (7)	21.05% (4)	42.11% (8)	2.05
11 Certification exam attempts	0% (0)	26.32% (5)	73.68% (14)	2.74
12 Exclusive webinars	5% (1)	10% (2)	85% (17)	2.8
13 Access to exclusive community	5% (1)	15% (3)	80% (16)	2.75
14 Support to find required training	15.79% (3)	0% (0)	84.21% (16)	2.68
15 Other	25% (3)	8.33% (1)	66.67% (8)	2.42

Response: 24

26. How long is a subscription valid?
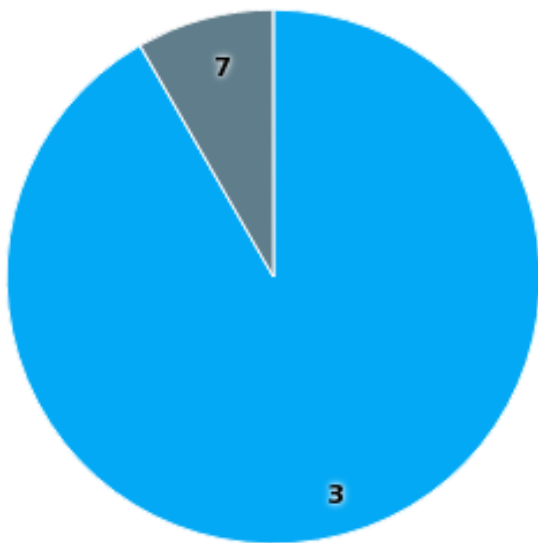
■ 1 - 1-5 months	0% (0)	■ 2 - 6-11 months	0% (0)
■ 3 - 1 year	91.67% (22)	■ 4 - More than 1 year but less than 3 years	0% (0)
■ 5 - 3+ years	0% (0)	■ 6 - Negotiated with the customer	0% (0)
■ 7 - Other	8.33% (2)		

Mean: 3.33
Response: 24

27. Which type of subscription do you offer?
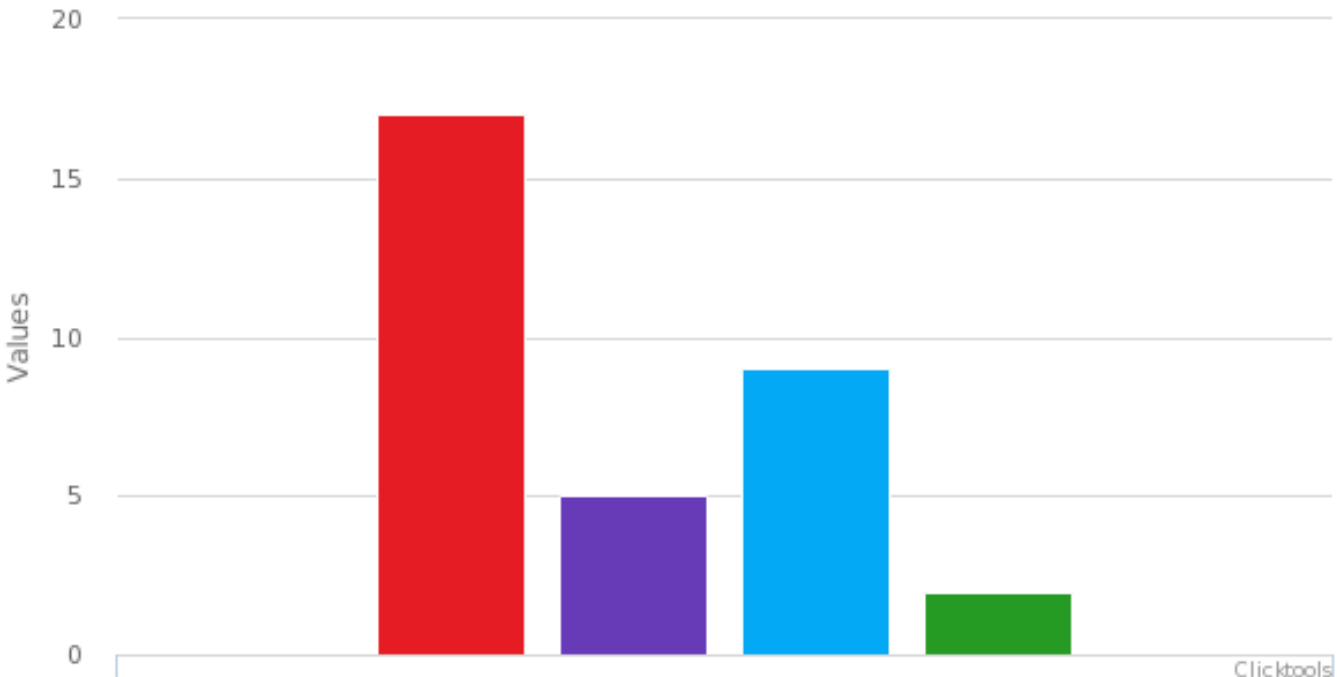
■ 1 - Individual subscription (sold per person)	73.91% (17)	■ 2 - Organization/department subscription (sold to a defined group within the customer)	21.74% (5)
■ 3 - Company subscription	39.13% (9)	■ 4 - Other	8.7% (2)

Response: 23

28. How do you charge for subscriptions?

▇ (red)	1 - Subscription is included in the product/maintenance fee with NO carve out of revenue from licence to education	4.35% (1)	
▇ (purple)	2 - Subscription is included in the product/maintenance fee WITH carve out of revenue from licence to education	4.35% (1)	
▇ (blue)	3 - Subscription is sold separately from product or maintenance fee	91.3% (21)	

Mean: 2.87
Response: 23
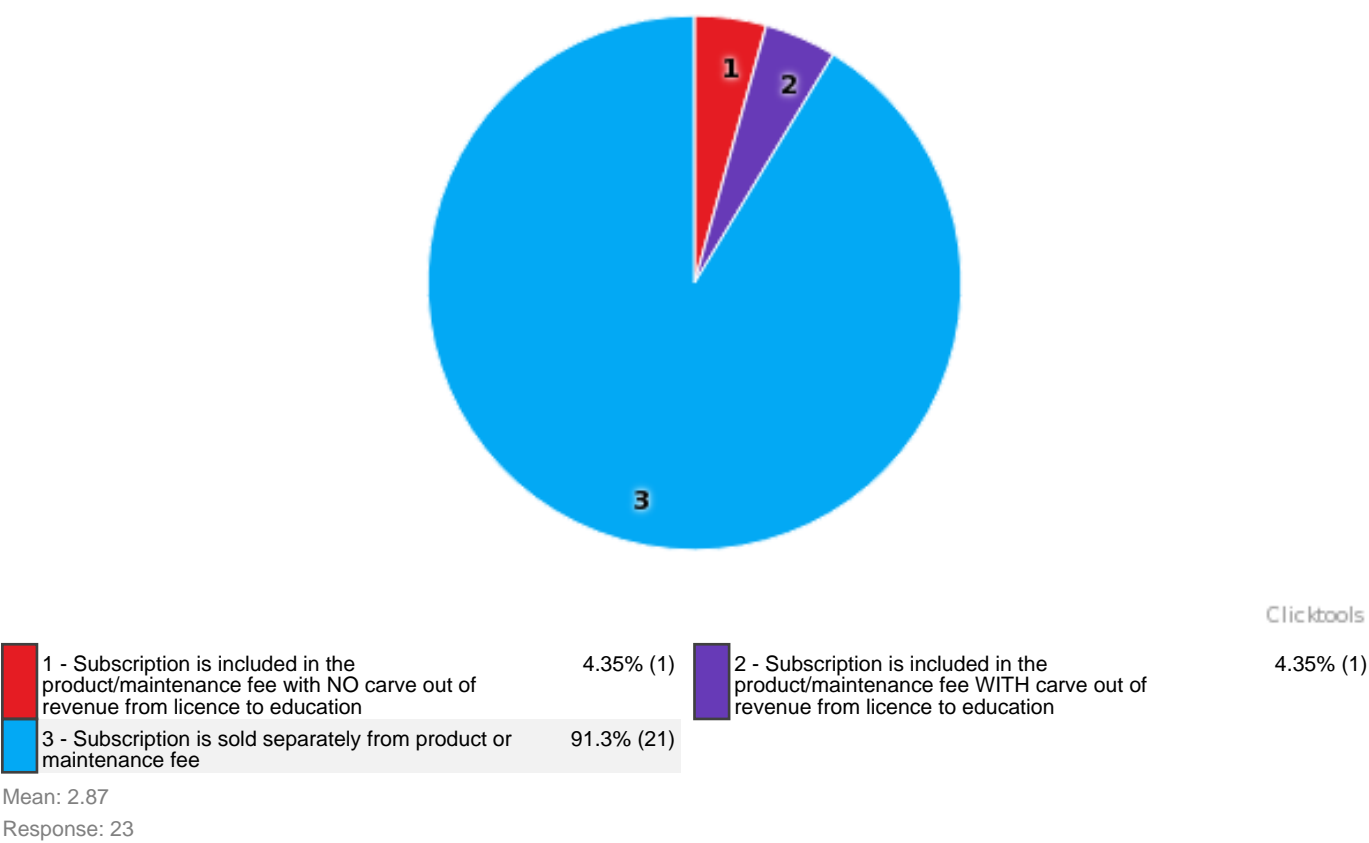
29. For which company products do you offer an education subscription? Choose all that apply.

▇ 1 - Software as a Service (SaaS)/cloud products   77.27% (17)   ▇ 2 - On-premise products   81.82% (18)

Response: 22
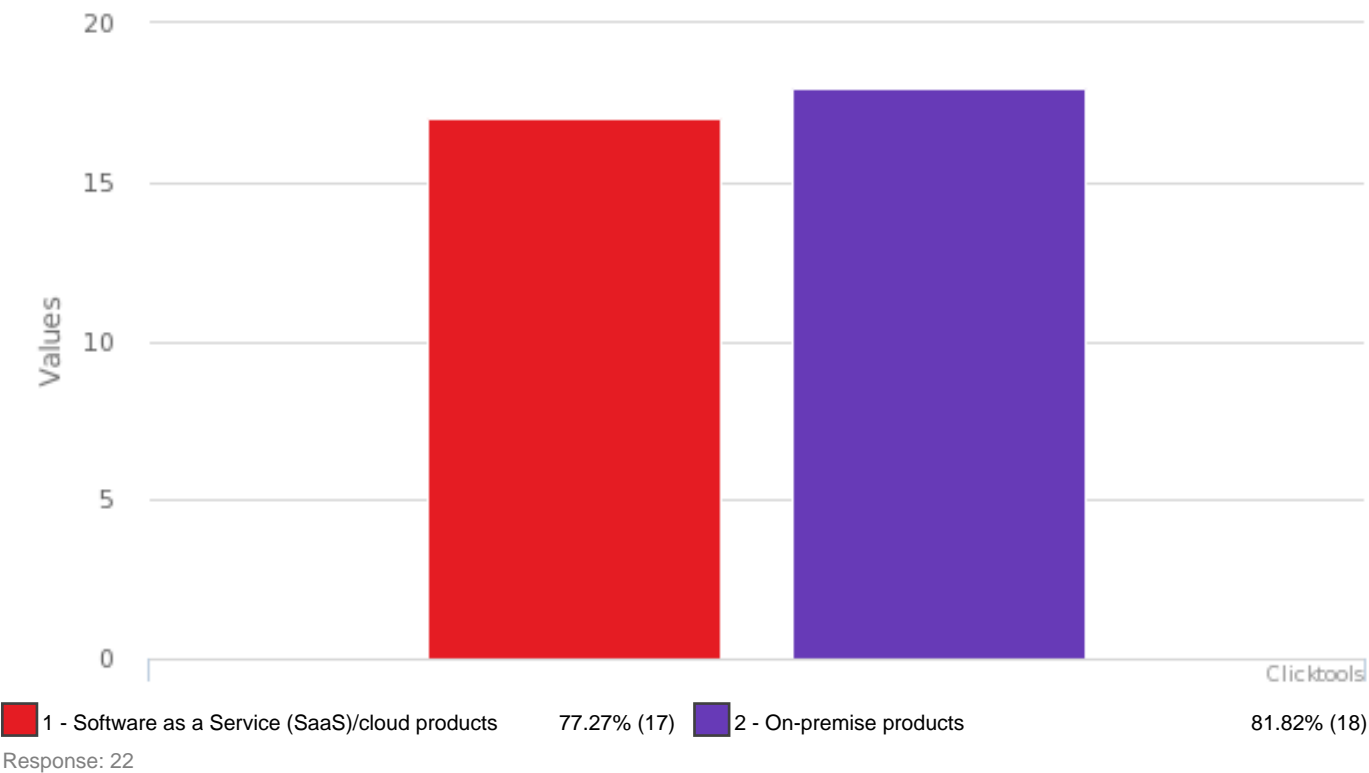
30. We offer free training to the following audiences:

	1 Always	2 Sometimes	3 Never	

	1	2	3	Mean
1 Employees	93.02% (40)	6.98% (3)	0% (0)	1.07
2 Customers	2.44% (1)	41.46% (17)	56.1% (23)	2.54
3 Product Channel	9.76% (4)	63.41% (26)	26.83% (11)	2.17
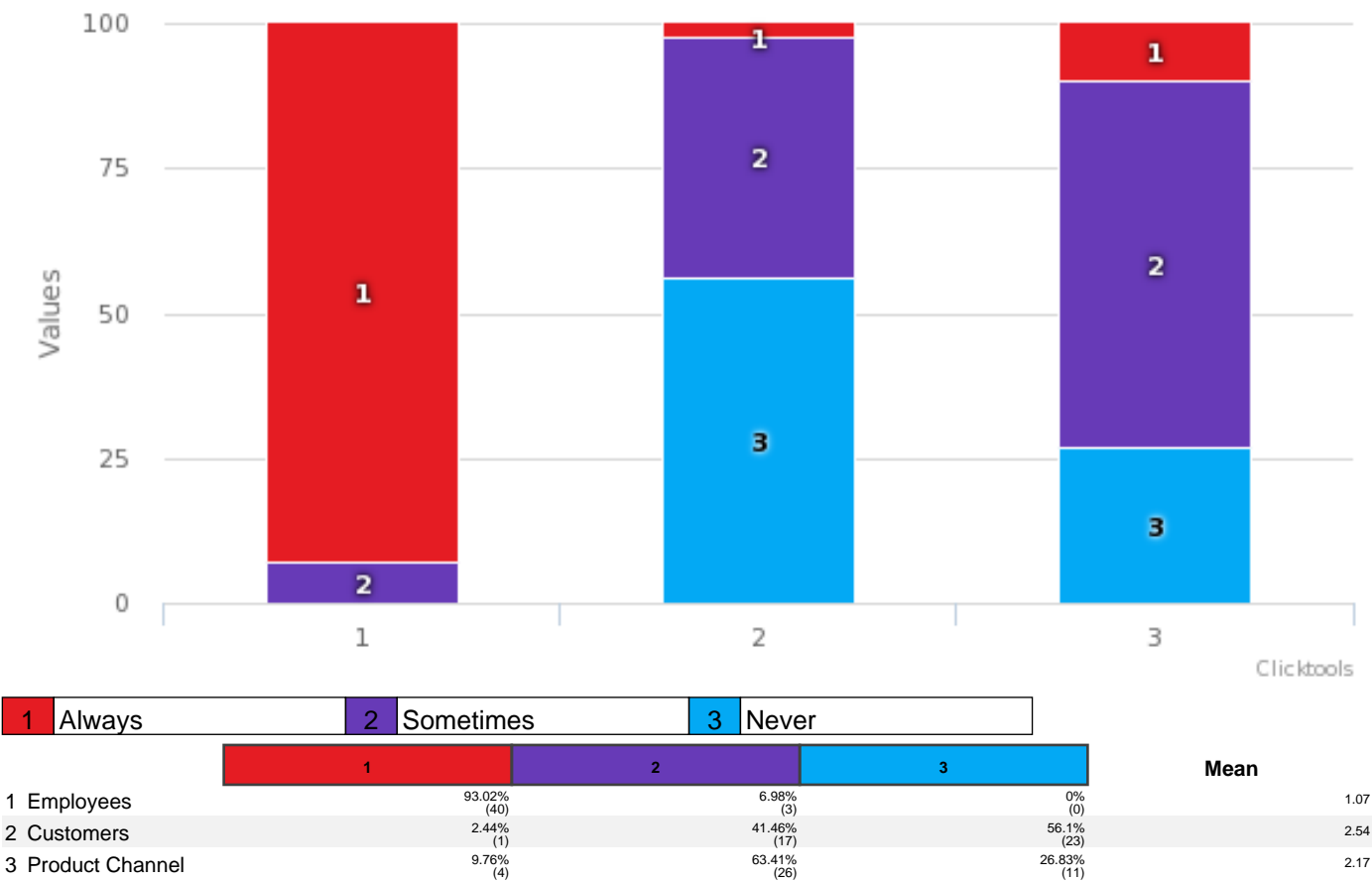
Response: 43

31. Is there a limit to the free training?

1 - No	70% (28)	2 - Yes, by annual budget inside the Education budget	15% (6)
3 - Yes, by funding provided outside of Education team	15% (6)		

Mean: 1.45
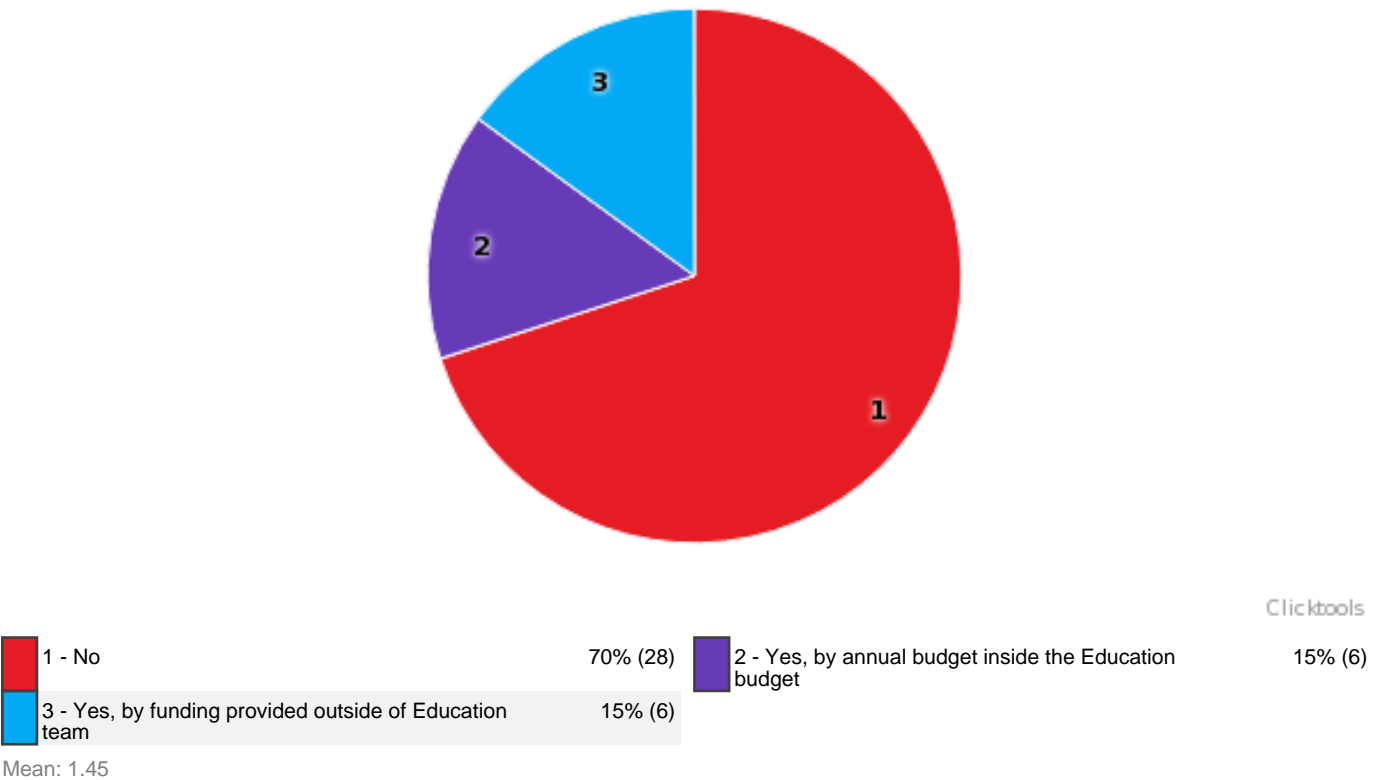
32. Do you have any special program to reduce pricing for specific customers or partners?

1 - No	33.33% (14)	2 - Yes, carve out product revenue and move to Education	38.1% (16)
3 - Yes, funding outside the Education team and transfer of costs only	23.81% (10)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	16.67% (7)
5 - Yes, specific annual budget inside the Education budget	9.52% (4)	6 - Other	14.29% (6)

Response: 42

33. What do you communicate about pricing outside your company?
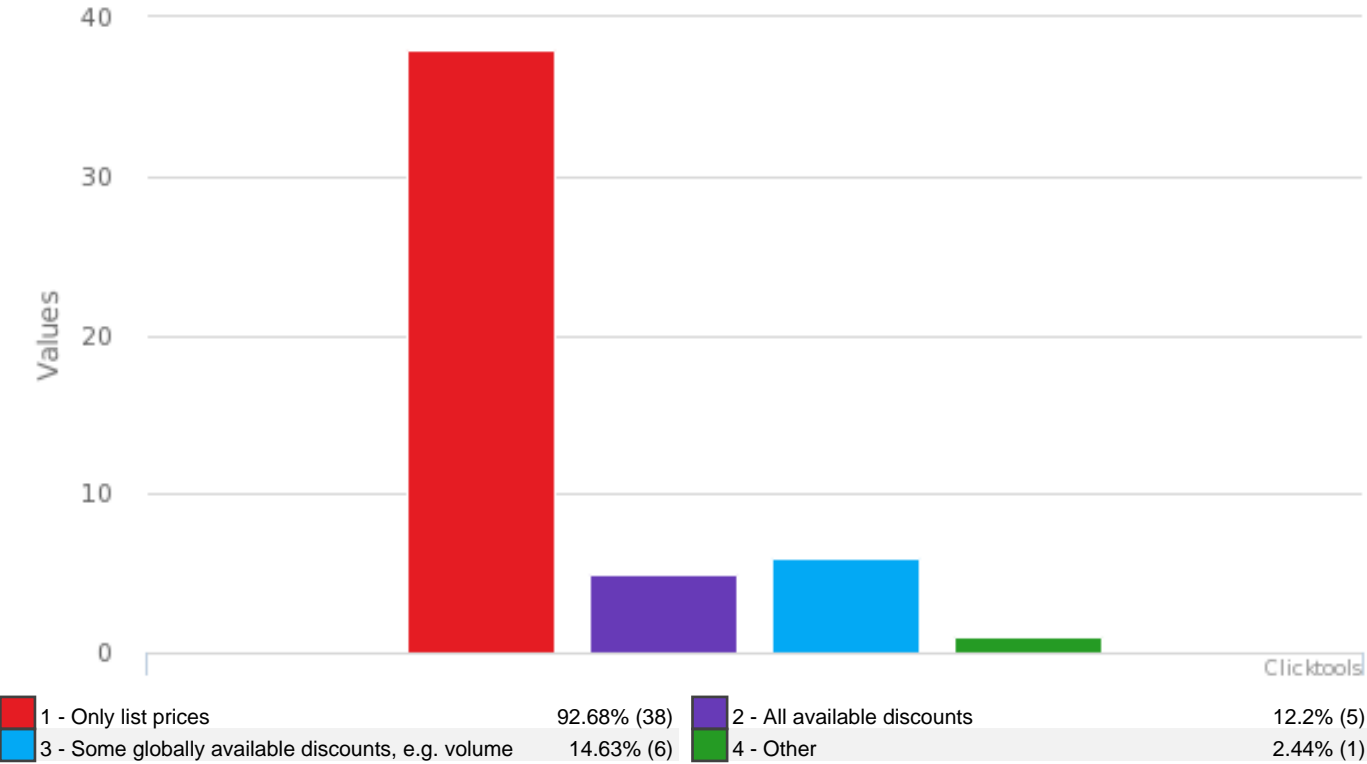
1 - Only list prices	92.68% (38)	2 - All available discounts	12.2% (5)
3 - Some globally available discounts, e.g. volume	14.63% (6)	4 - Other	2.44% (1)

34. Who is allowed to discount training?

🟥 1 - Education team	90.48% (38)	🟪 2 - Product Sales team	38.1% (16)
🟦 3 - Company (Professional) Services team	21.43% (9)	🟩 4 - Other	14.29% (6)
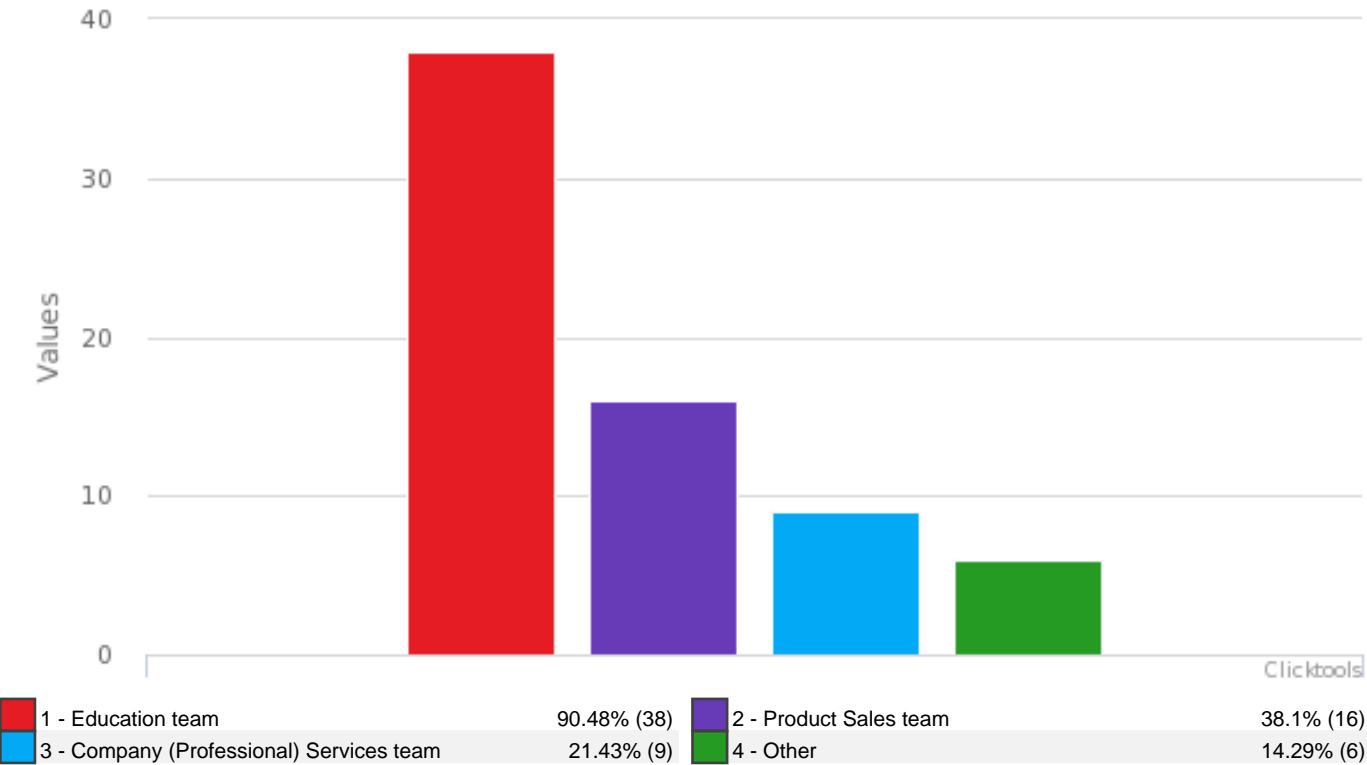
Response: 42

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

🟥 1 - No limit	10% (2)	🟪 2 - Only up to 25% of the overall possible discount	75% (15)
🟦 3 - 26-50%	5% (1)	🟩 4 - 51-100% of overall possible discount	0% (0)
🟨 5 - Any discount they want	10% (2)		
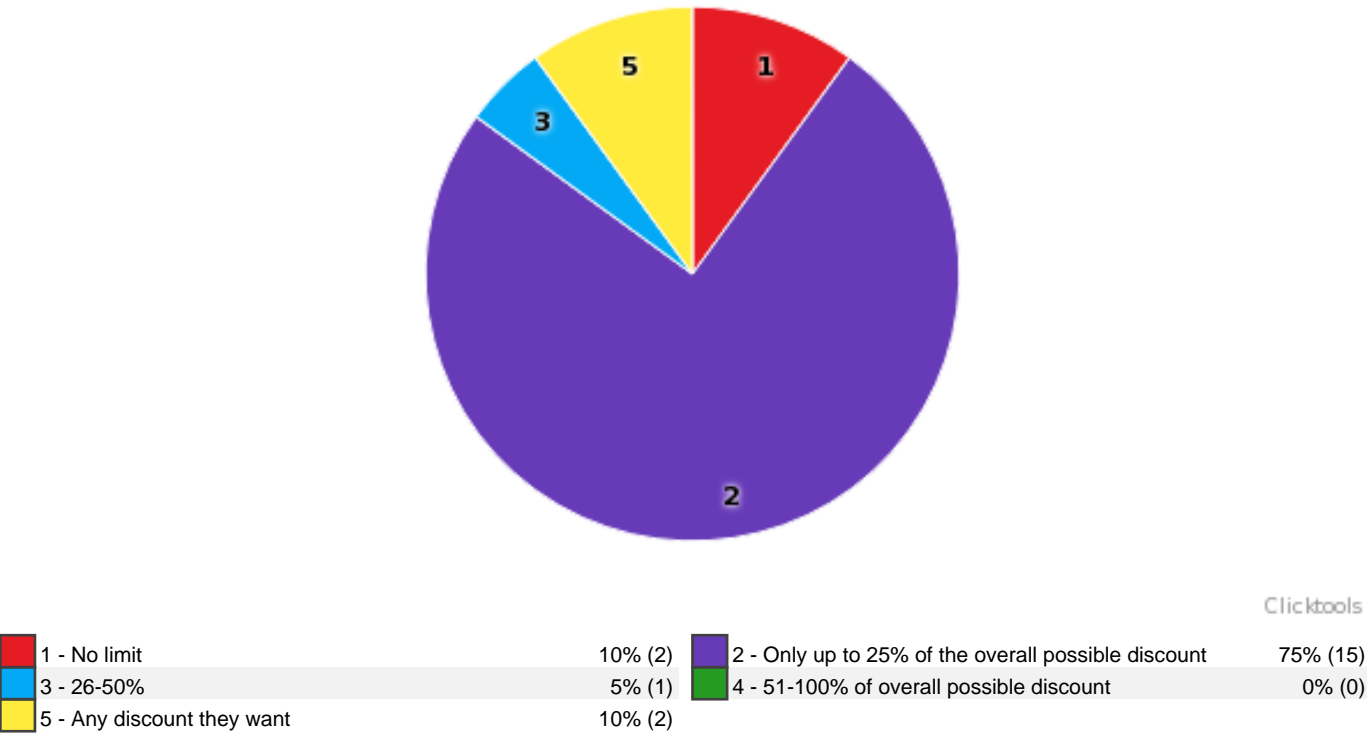
Mean: 2.25
Response: 20

36. Do these other organizations need approval to discount?

■ 1 - No approval needed	10% (2)	■ 2 - Approval in all cases	35% (7)
■ 3 - Approval only if certain discount thresholds reached	55% (11)		

Mean: 2.45

Response: 20
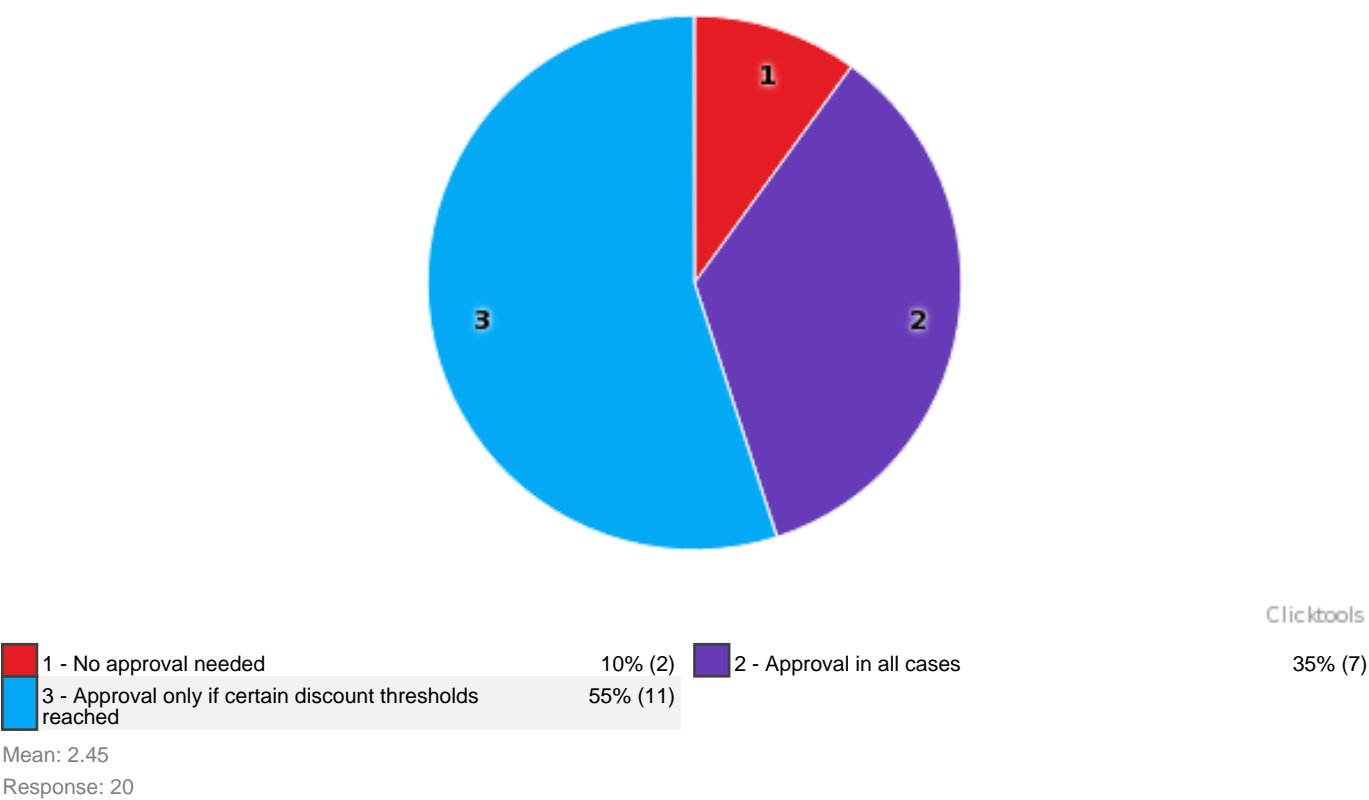
37. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?

■ 1 - There is nothing in place	14.29% (6)	■ 2 - VSOE enforces rules	52.38% (22)
■ 3 - Formal agreements with other teams	16.67% (7)	■ 4 - Quotation tools enforce rules	38.1% (16)
■ 5 - Other	9.52% (4)		
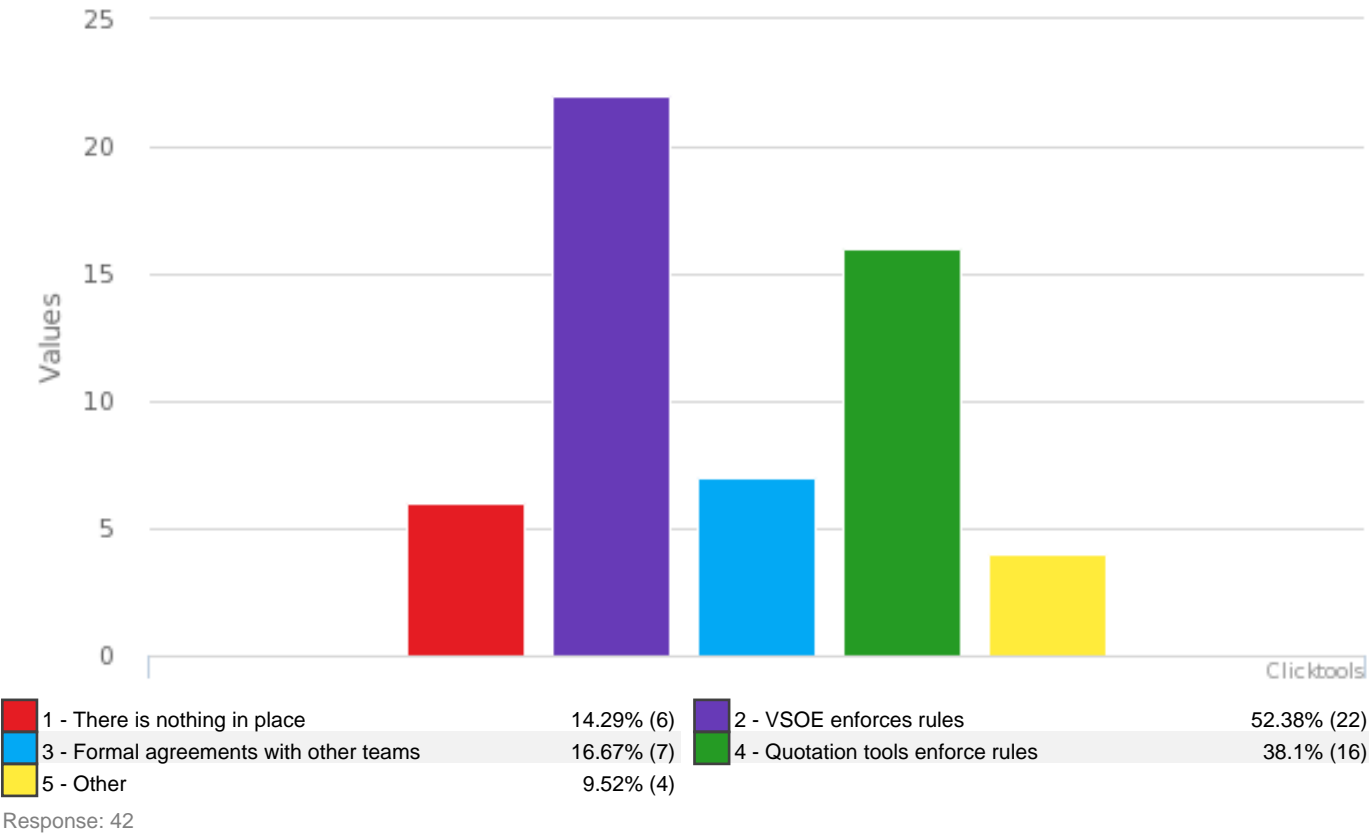
Response: 42

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

Clicktools
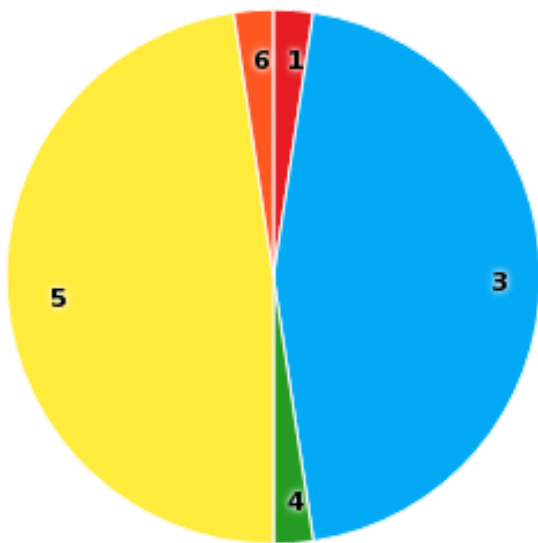
■ 1 - Up to 3 months	2.38% (1)	■ 2 - 4-11 months	0% (0)
■ 3 - 12 months	45.24% (19)	■ 4 - 13 months or more	2.38% (1)
■ 5 - No set time, just whenever it is needed	47.62% (20)	■ 6 - Other	2.38% (1)

Mean: 4
Response: 42

39. How often do you change your pricing?

Clicktools
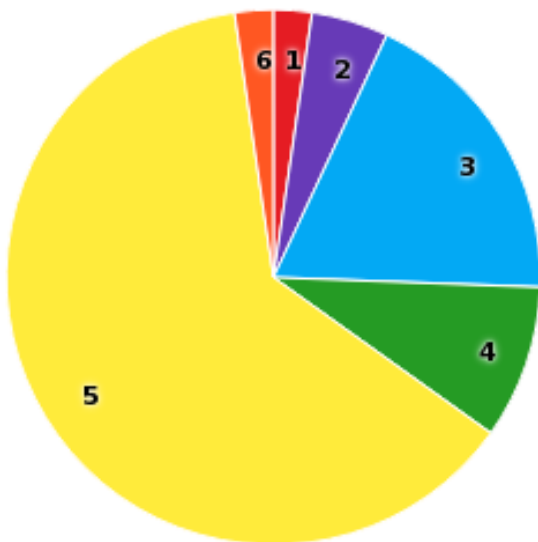
■ 1 - Up to 3 months	2.33% (1)	■ 2 - 4-11 months	4.65% (2)
■ 3 - 12 months	18.6% (8)	■ 4 - 13 months or more	9.3% (4)
■ 5 - No set time, just whenever it is needed	62.79% (27)	■ 6 - Other	2.33% (1)

Mean: 4.33
Response: 43

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

Clicktools
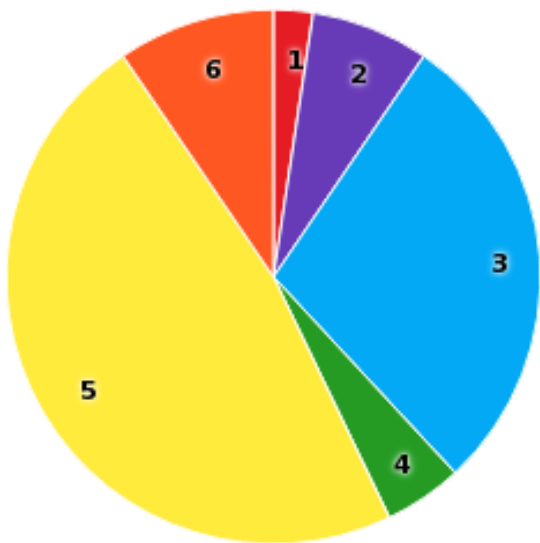
1 - Up to 3 months	2.38% (1)	2 - 4-11 months	7.14% (3)
3 - 12 months	28.57% (12)	4 - 13 months or more	4.76% (2)
5 - No set time, just whenever it is needed	47.62% (20)	6 - Other	9.52% (4)

Mean: 4.17
Response: 42

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

Clicktools

1 - Inflation	22.5% (9)	2 - Market trends	72.5% (29)
3 - Historical trends	15% (6)	4 - Competitiveness	30% (12)
5 - Profit margins	20% (8)	6 - Exchange rate changes	37.5% (15)
7 - Higher expenses	25% (10)	8 - Other	5% (2)
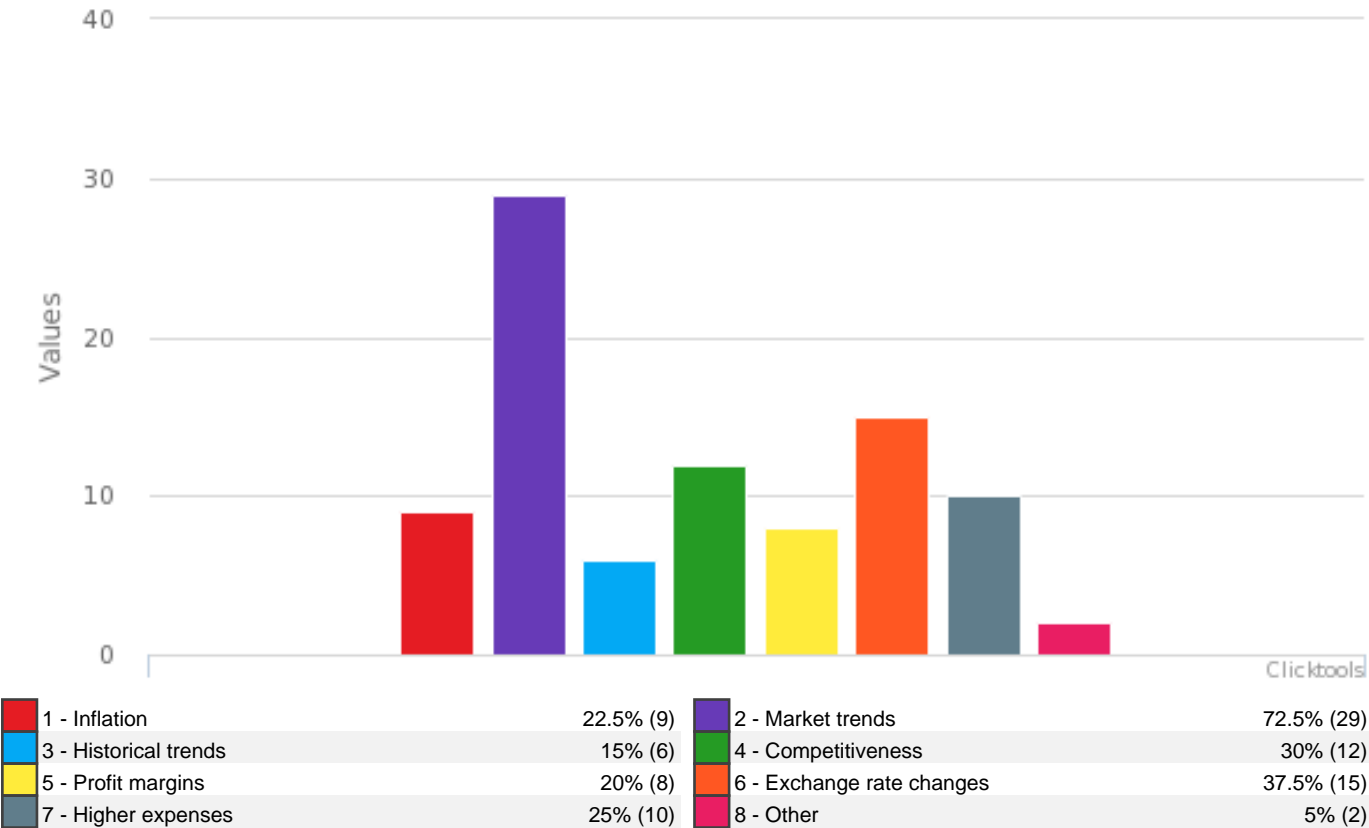
Response: 40

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

■ 1 - Yes   66.67% (28)   ■ 2 - No   33.33% (14)

Mean: 1.33
Response: 42
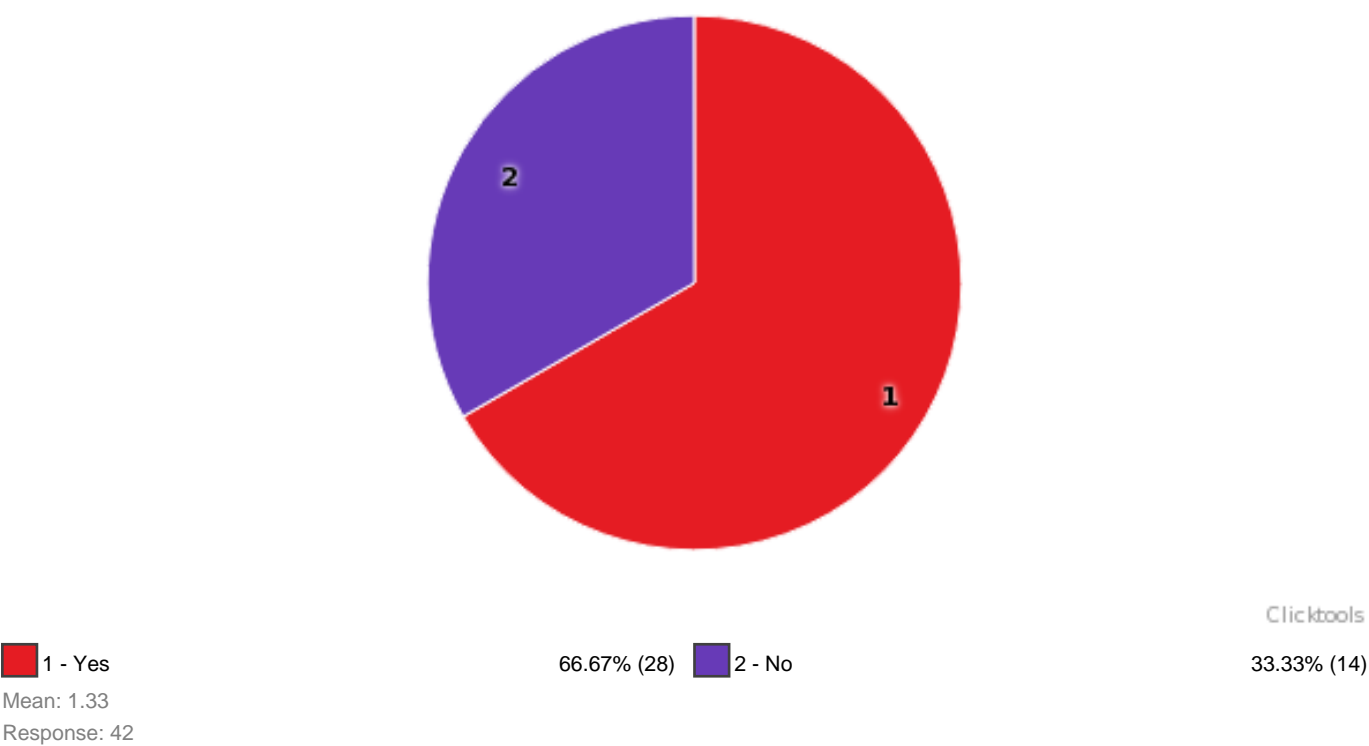
43. Who is required to approve changes?

■ 1 - Education Head   60.71% (17)   ■ 2 - Company Financial Head   57.14% (16)

■ 3 - Company CEO   7.14% (2)   ■ 4 - Sales or Country Manager of impacted countries/customers   21.43% (6)

■ 5 - Other   25% (7)
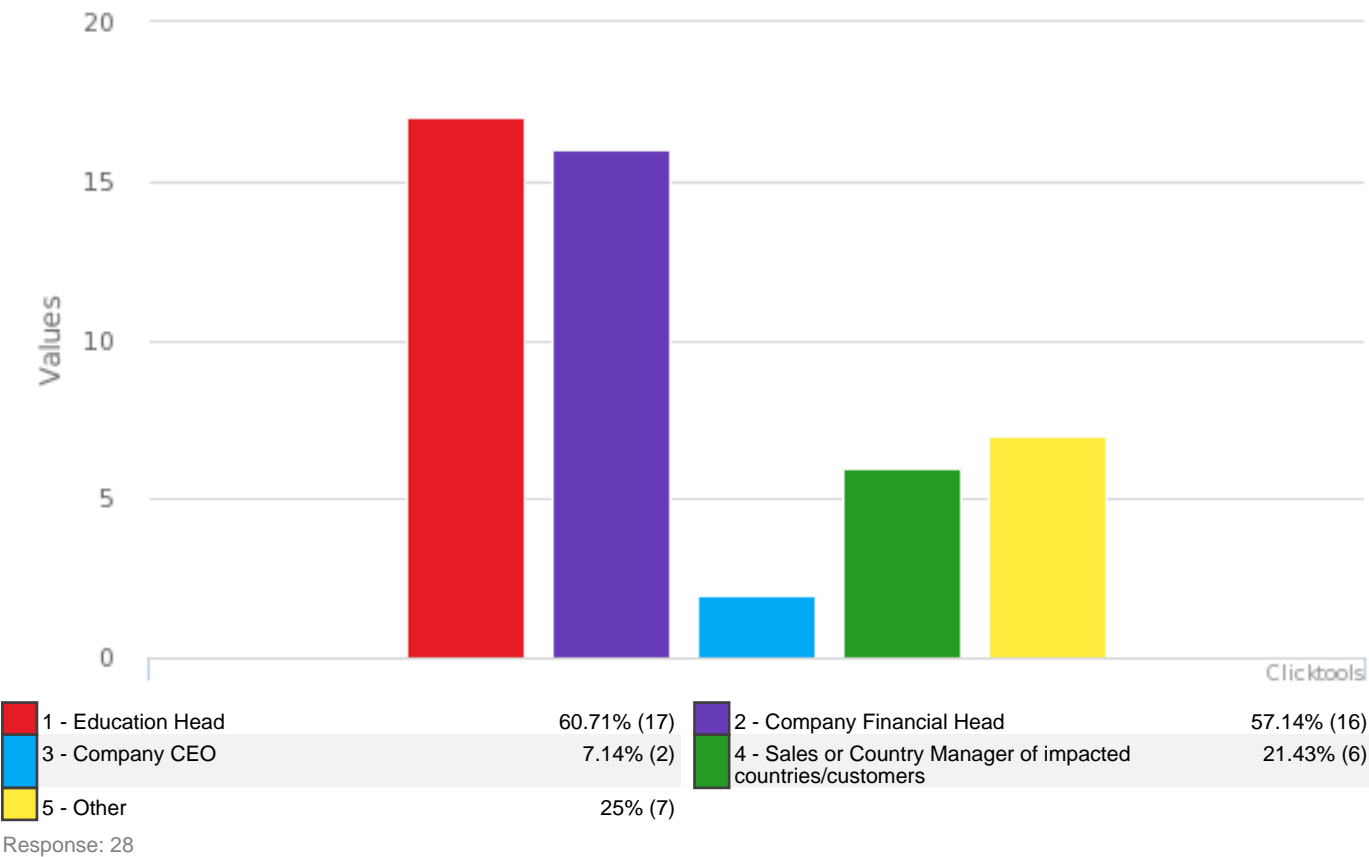
Response: 28

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	7.14% (3)	23.81% (10)	61.9% (26)	4.76% (2)	2.38% (1)	2.71
2 Central and South America	5.56% (2)	25% (9)	61.11% (22)	5.56% (2)	2.78% (1)	2.75
3 EMEA	5.13% (2)	30.77% (12)	56.41% (22)	2.56% (1)	5.13% (2)	2.72
4 APAC	5.56% (2)	22.22% (8)	58.33% (21)	11.11% (4)	2.78% (1)	2.83
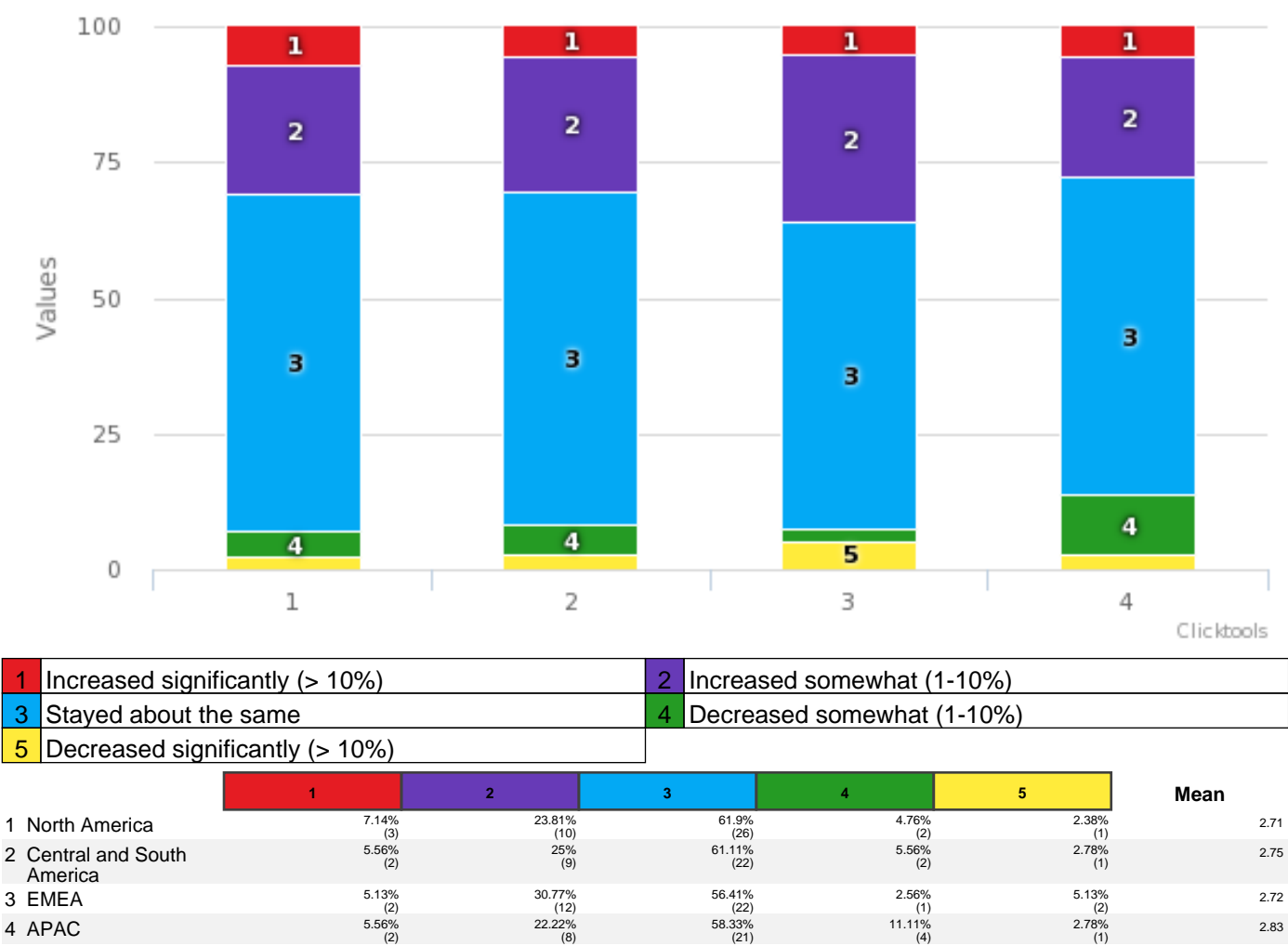
Response: 43

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	19.05% (8)	38.1% (16)	28.57% (12)	9.52% (4)	4.76% (2)	2.43
2 Central and South America	13.89% (5)	33.33% (12)	30.56% (11)	13.89% (5)	8.33% (3)	2.69
3 EMEA	15.38% (6)	46.15% (18)	23.08% (9)	5.13% (2)	10.26% (4)	2.49
4 APAC	13.89% (5)	27.78% (10)	33.33% (12)	13.89% (5)	11.11% (4)	2.81
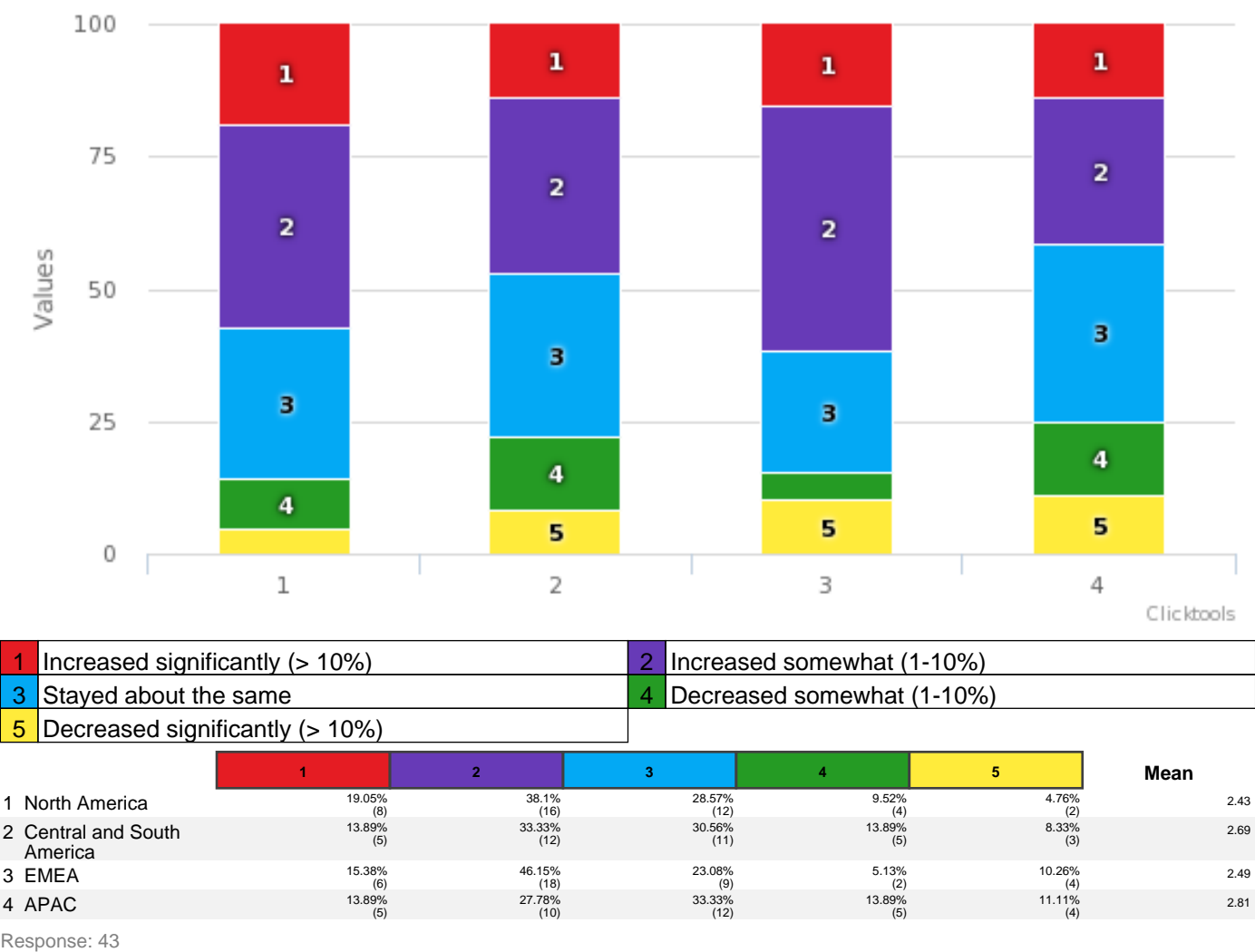
Response: 43

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	11	10	2	3	2	6	3	2	3	0	1
	Internal sales pressure	6	6	7	2	7	3	1	1	5	4	4
	Training deal size	8	9	3	5	5	2	4	6	0	0	2
	Difficulty filling public seats	1	0	3	6	2	4	5	3	6	12	10
	Returning customer	1	1	2	7	2	9	8	3	4	5	7
	Pilot and beta customers for products	0	1	3	6	5	4	5	6	6	6	8
	Strategic customer	9	6	7	4	5	0	0	4	2	5	3
	End of fiscal month/quarter/year	3	3	5	1	6	3	7	3	10	1	6
	Competitive product situation	2	3	8	5	5	6	6	4	2	1	5
	Competitive training situation	1	3	2	3	3	5	3	10	4	8	9

Response: 42

47. How do you manage price differences between different local markets?
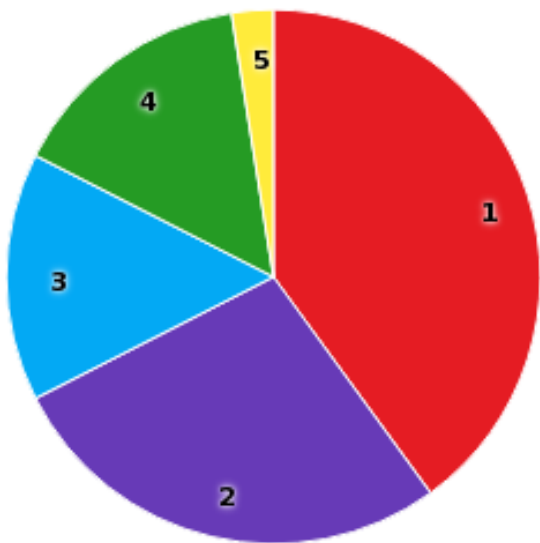
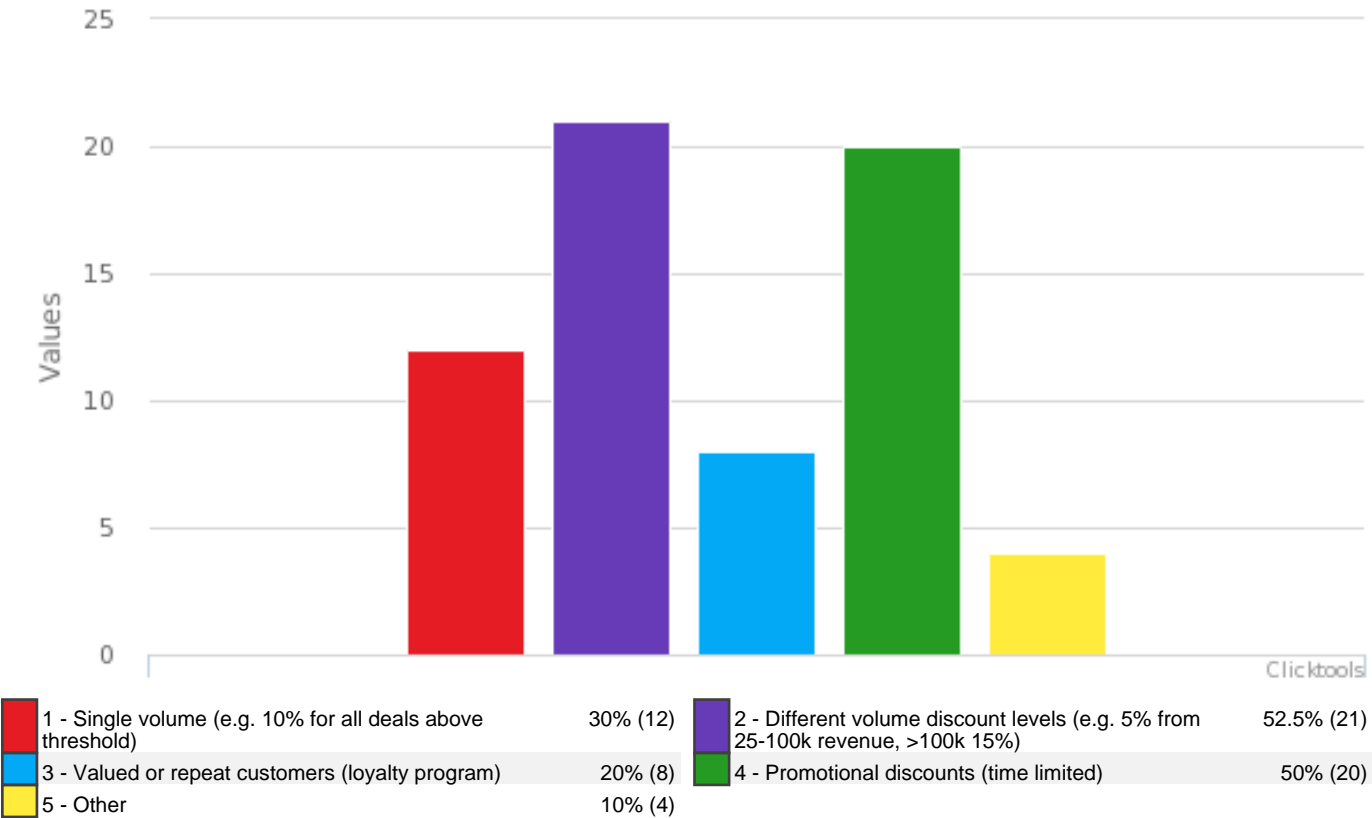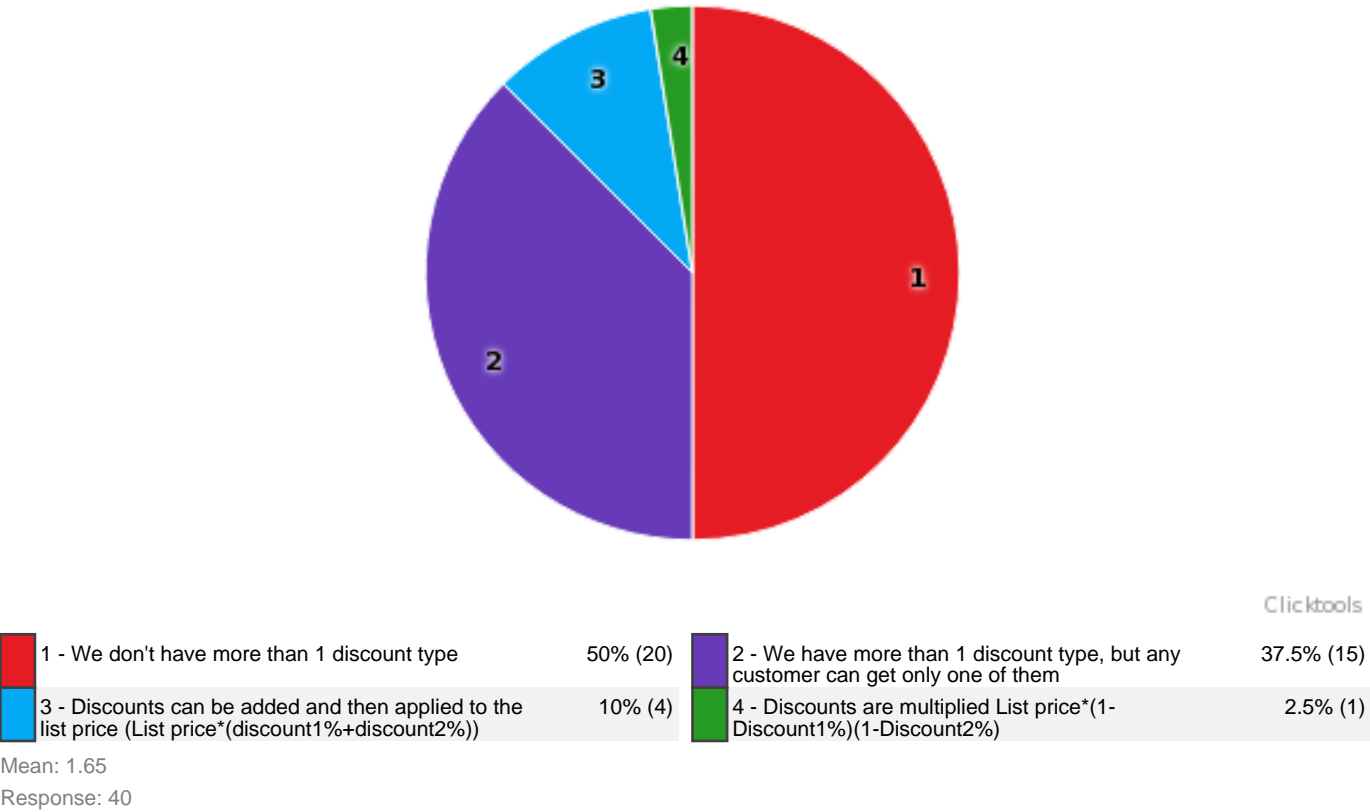|			
🟥	1 - No price differences for different local markets	40% (16)	
🟪	2 - Global pricelist and discounts by country to bring global price down to market price	27.5% (11)	
🟦	3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	15% (6)	
🟩	4 - Pricelists for local markets which have different prices by market	15% (6)	
🟨	5 - Other	2.5% (1)	

Mean: 2.12
Response: 40

48. What other type of discounts do you offer?

🟥	1 - Single volume (e.g. 10% for all deals above threshold)	30% (12)	
🟪	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	52.5% (21)	
🟦	3 - Valued or repeat customers (loyalty program)	20% (8)	
🟩	4 - Promotional discounts (time limited)	50% (20)	
🟨	5 - Other	10% (4)	

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

🟥 1 - We don't have more than 1 discount type	50% (20)	🟪 2 - We have more than 1 discount type, but any customer can get only one of them	37.5% (15)
🟦 3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	10% (4)	🟩 4 - Discounts are multiplied List price*(1-Discount1%)(1-Discount2%)	2.5% (1)

Mean: 1.65
Response: 40

50. How do you manage pricing for global customers?

🟥 1 - They have a single price globally	43.9% (18)	🟪 2 - They have discounts based on the location of their headquarters	17.07% (7)
🟦 3 - They receive different discounts based on the actual student's location	24.39% (10)	🟩 4 - Other	14.63% (6)

Mean: 2.1
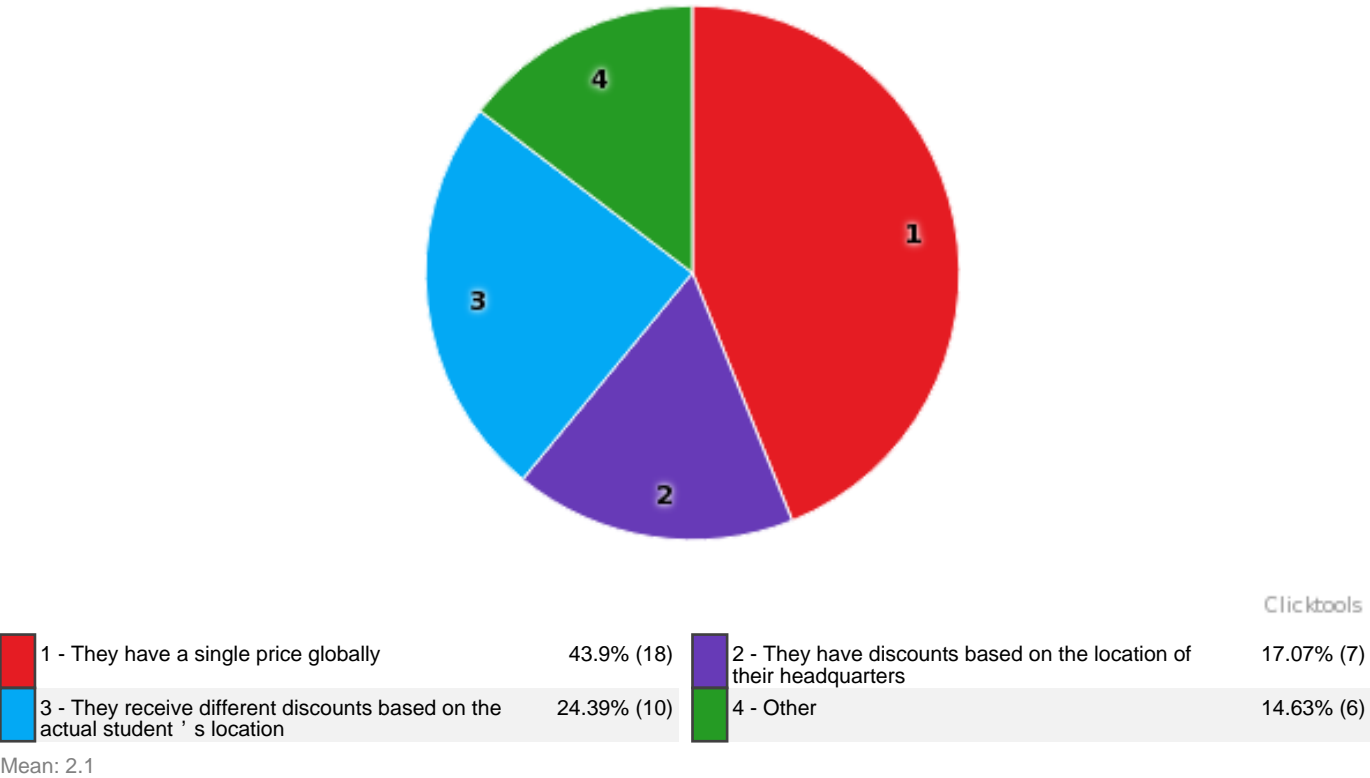
51. Do you train channel partners who sell or support your company's products?

Clicktools

■ 1 - Yes	92.86% (39)	■ 2 - No	7.14% (3)

Mean: 1.07
Response: 42
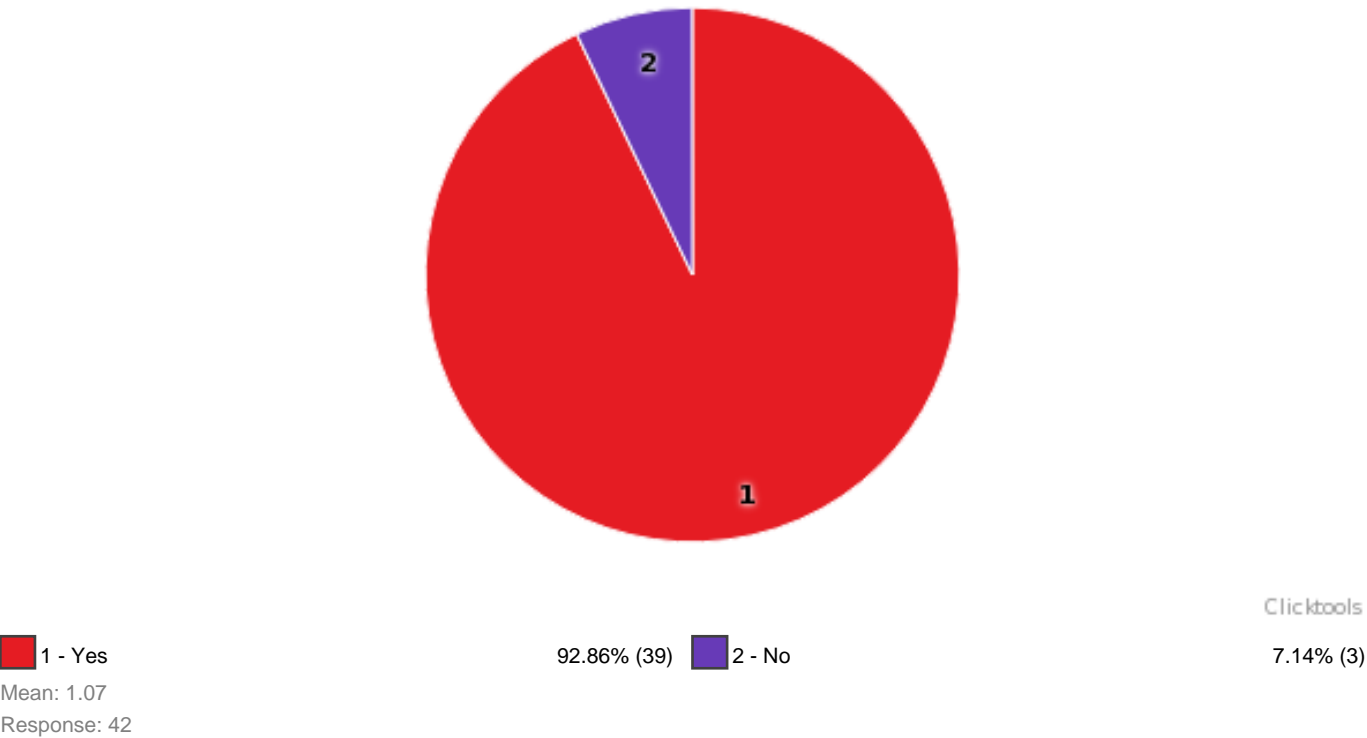
52. How do you charge for the following partner audiences?

Clicktools

1 Free	**2** List Price	**3** Discount
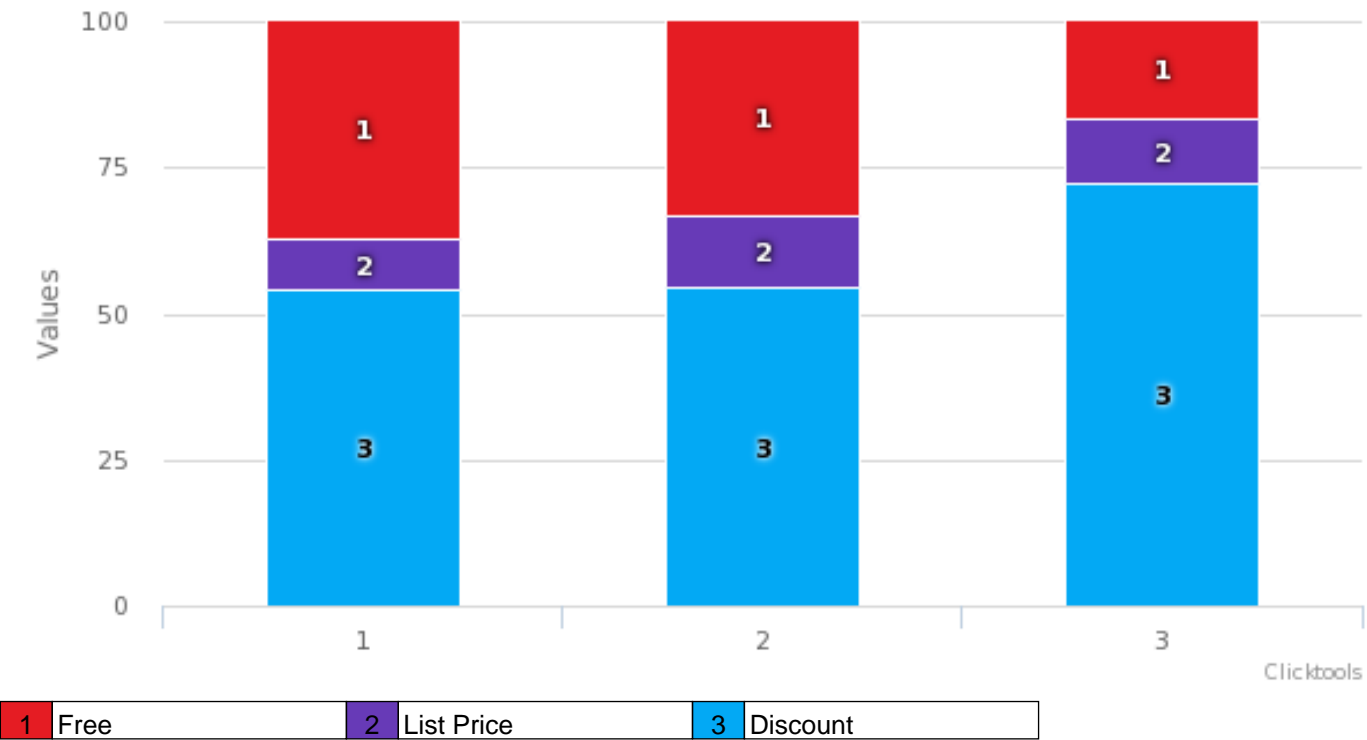
	1	2	3	Mean
1 Channel Sales	37.14% (13)	8.57% (3)	54.29% (19)	2.17
2 Channel Presales	33.33% (11)	12.12% (4)	54.55% (18)	2.21
3 Channel Post sales - deployment, operations, maintenance	16.67% (6)	11.11% (4)	72.22% (26)	2.56

Response: 38

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

■ 1 - Depending on the partner level, a tiered discount structure	37.04% (10)	■ 2 - Depending on the strategic importance, different discounts	7.41% (2)
■ 3 - Depending on the region/country the partner comes from, different discounts	11.11% (3)	■ 4 - Same percentage for all partners	51.85% (14)
■ 5 - Other	0% (0)		
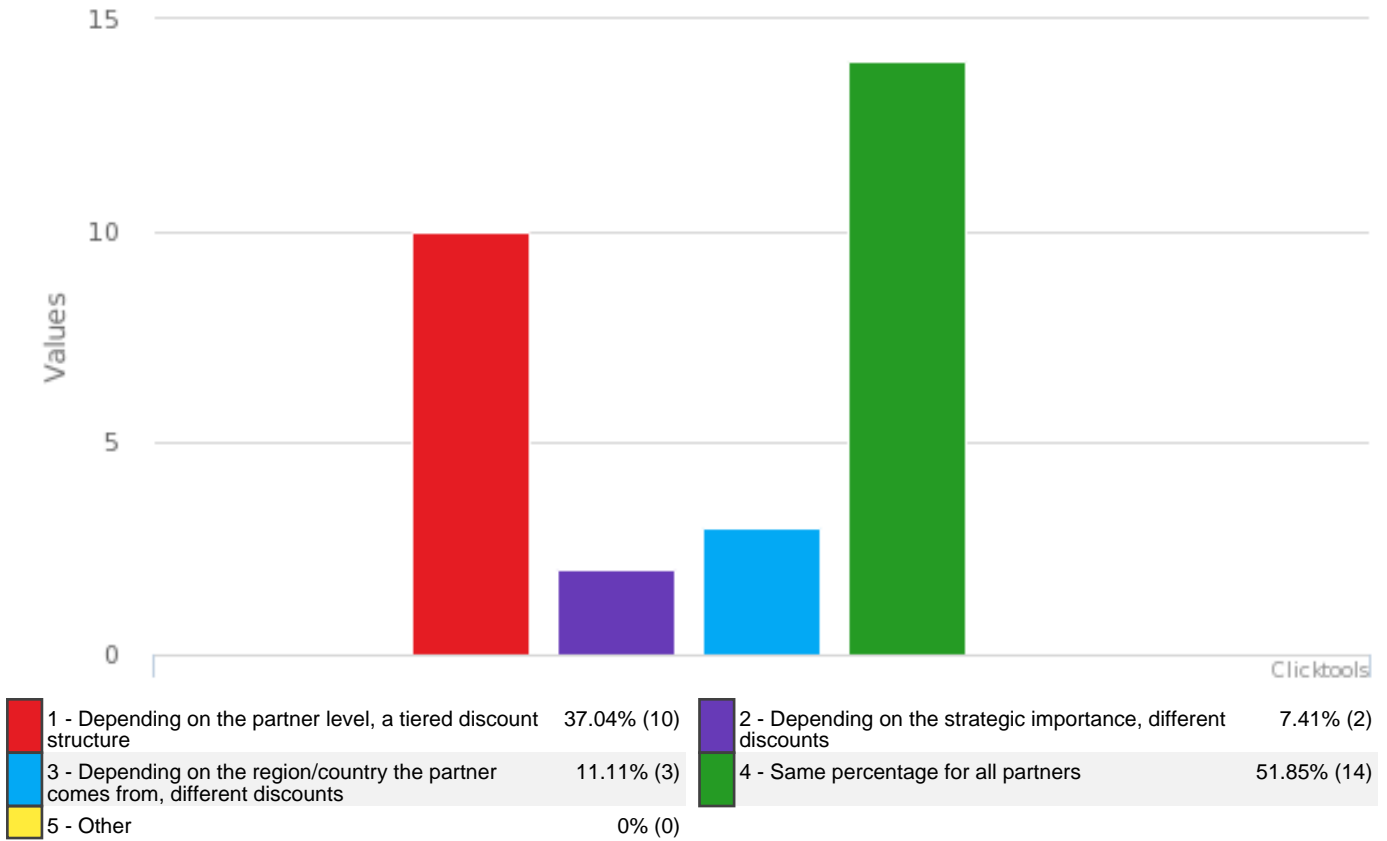
Response: 27

54. Do you allow partners to resell your training?

■ 1 - No	33.33% (13)	■ 2 - Yes, can resell and get the normal partner discount to resell	51.28% (20)
■ 3 - Yes, can resell but get a higher discount	7.69% (3)	■ 4 - Yes, can resell but get a lower discount	7.69% (3)

Mean: 1.9
Response: 39
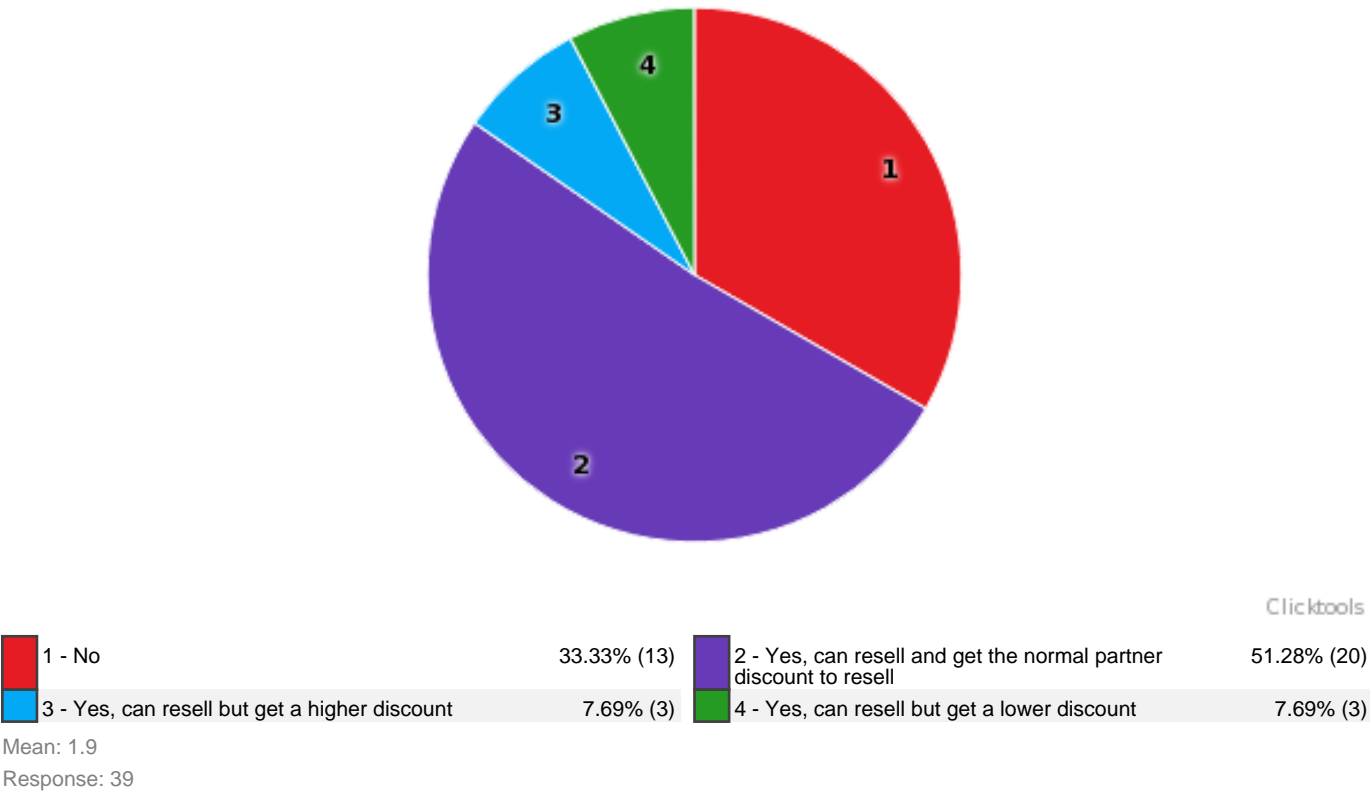
55. What discount or commission do you offer to your resellers for instructor led training (ILT)?

■ 1 - 1-10%	28% (7)	■ 2 - 11-15%	32% (8)
■ 3 - 16-20%	20% (5)	■ 4 - 21-30%	16% (4)
■ 5 - Over 30%	0% (0)	■ 6 - Other	4% (1)

Mean: 2.4
Response: 25
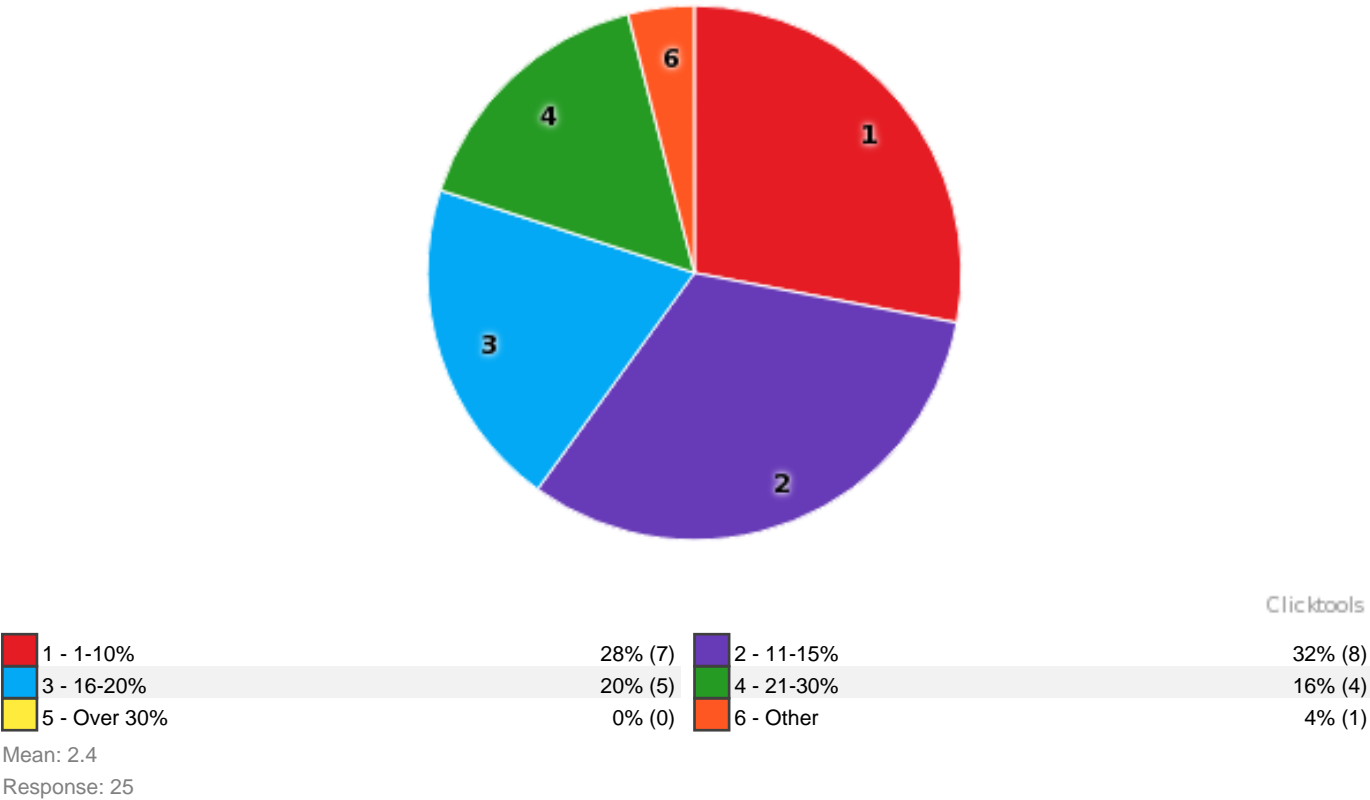
56. What discount or commission do you offer to your resellers for eLearning?

1 - 1-10%	25% (6)	2 - 11-15%	16.67% (4)
3 - 16-20%	16.67% (4)	4 - 21-30%	12.5% (3)
5 - Over 30%	8.33% (2)	6 - Other	20.83% (5)

Mean: 3.25
Response: 24
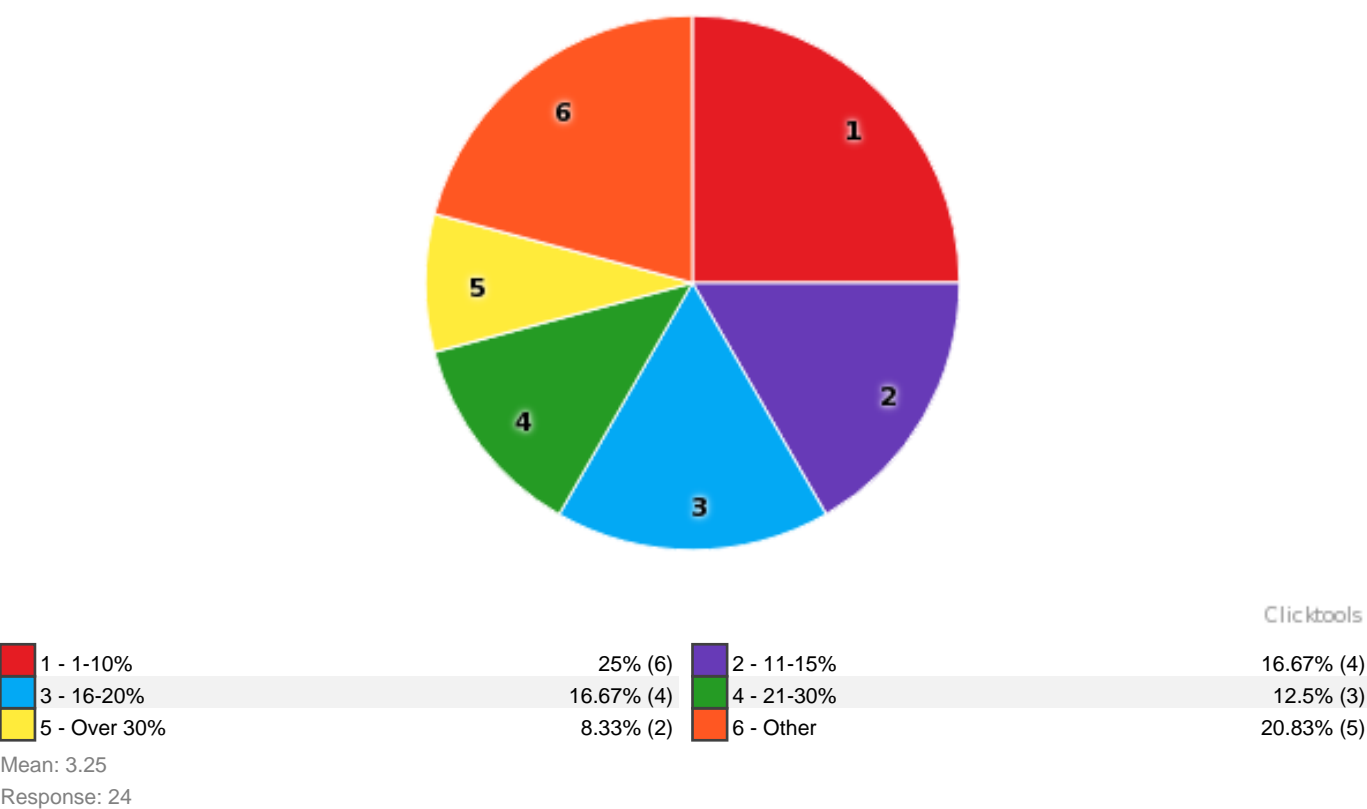
57. Do you sell any education services intellectual property as a standalone item?

1 - Yes	16.67% (7)	2 - No	83.33% (35)

Mean: 1.83
Response: 42
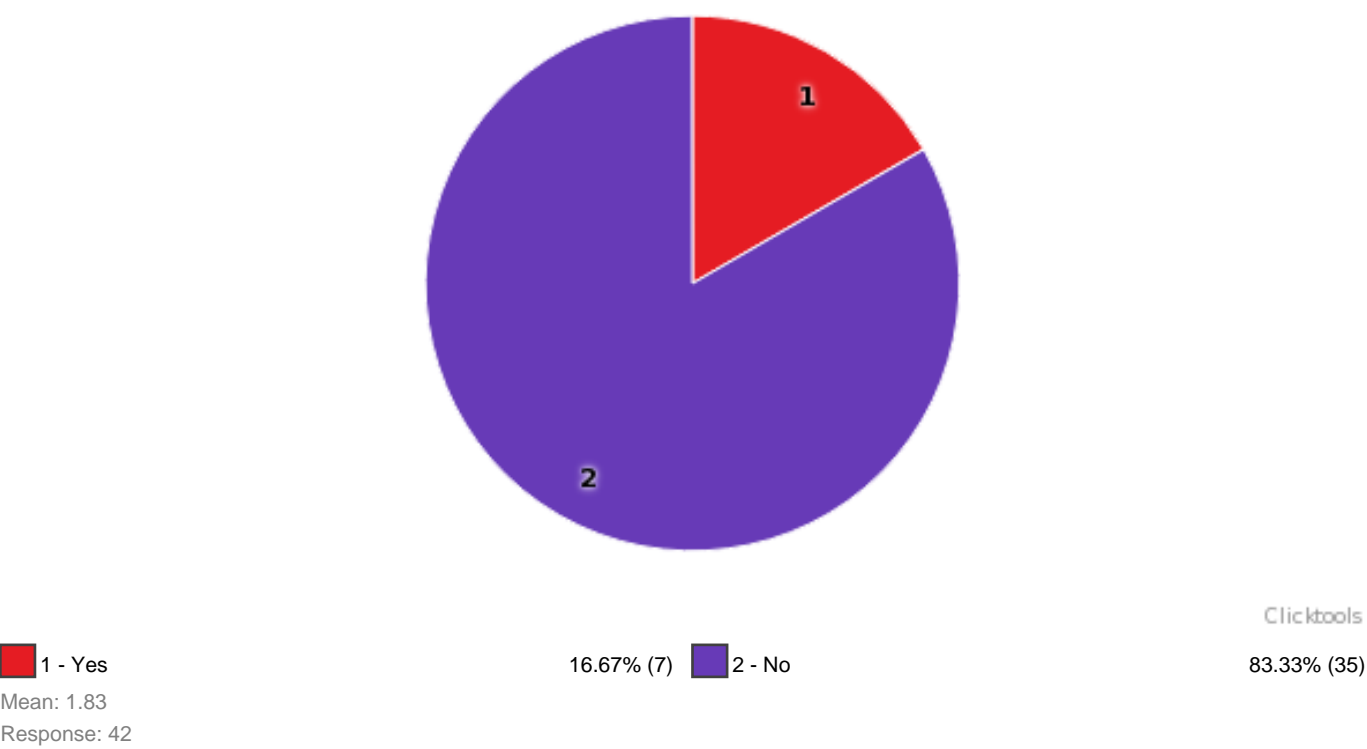
58. Which of the following intellectual property related learning services do you sell?

■ 1 - Student books (hardcopy only)	85.71% (6)	■ 2 - Instructor books (hardcopy only)	28.57% (2)
■ 3 - Instructor tool kits (editable)	42.86% (3)	■ 4 - Instructor-led course templates	14.29% (1)
■ 5 - eLearning source code	28.57% (2)	■ 6 - Training environment (Lab in the Cloud)	42.86% (3)
■ 7 - Other editable or non-editable content (please specify)	14.29% (1)		
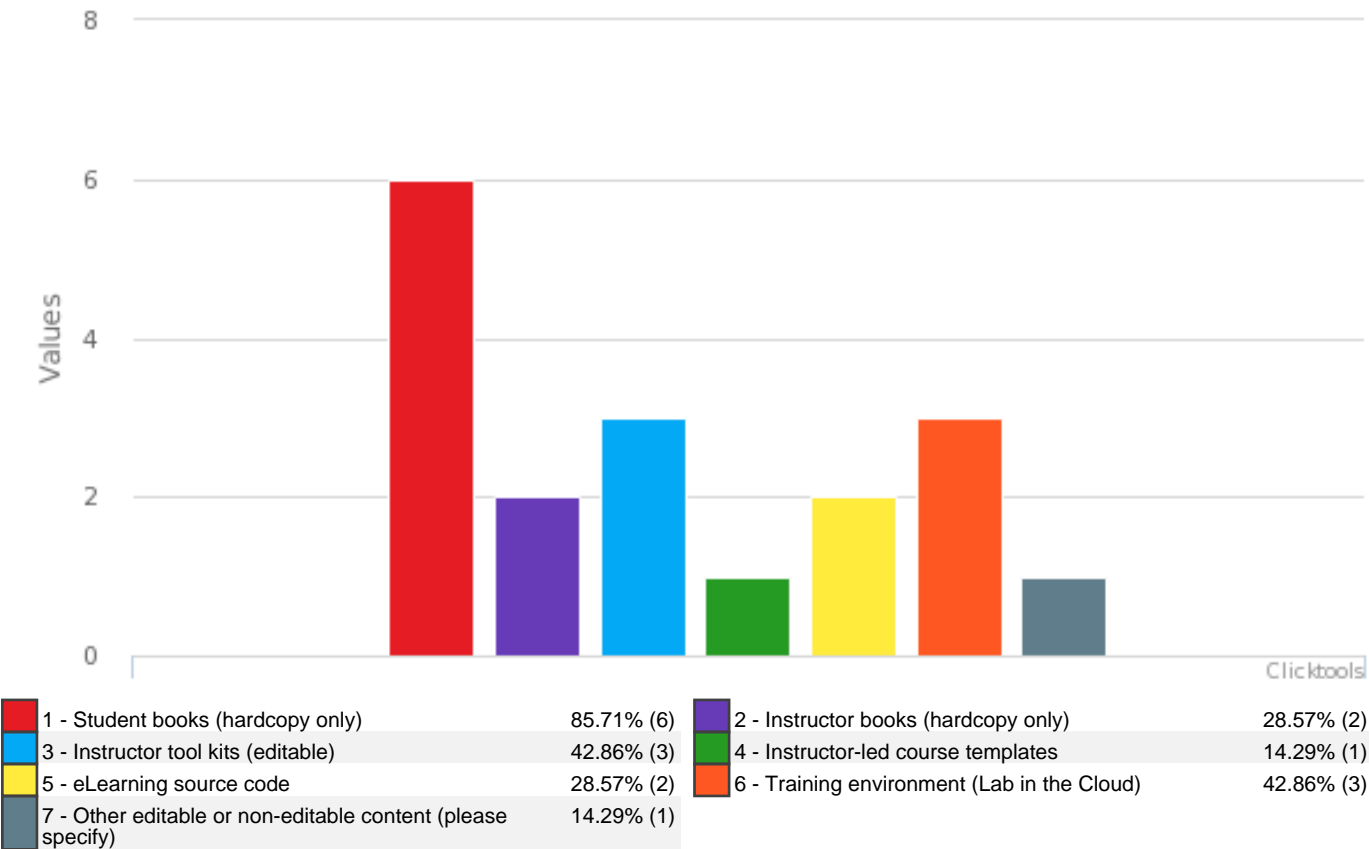
Response: 7

59. What is your sales model for selling IP?

■ 1 - Flat fee for the total course	16.67% (1)	■ 2 - Flat fee per course day	50% (3)
■ 3 - Separate price for individual items	33.33% (2)		
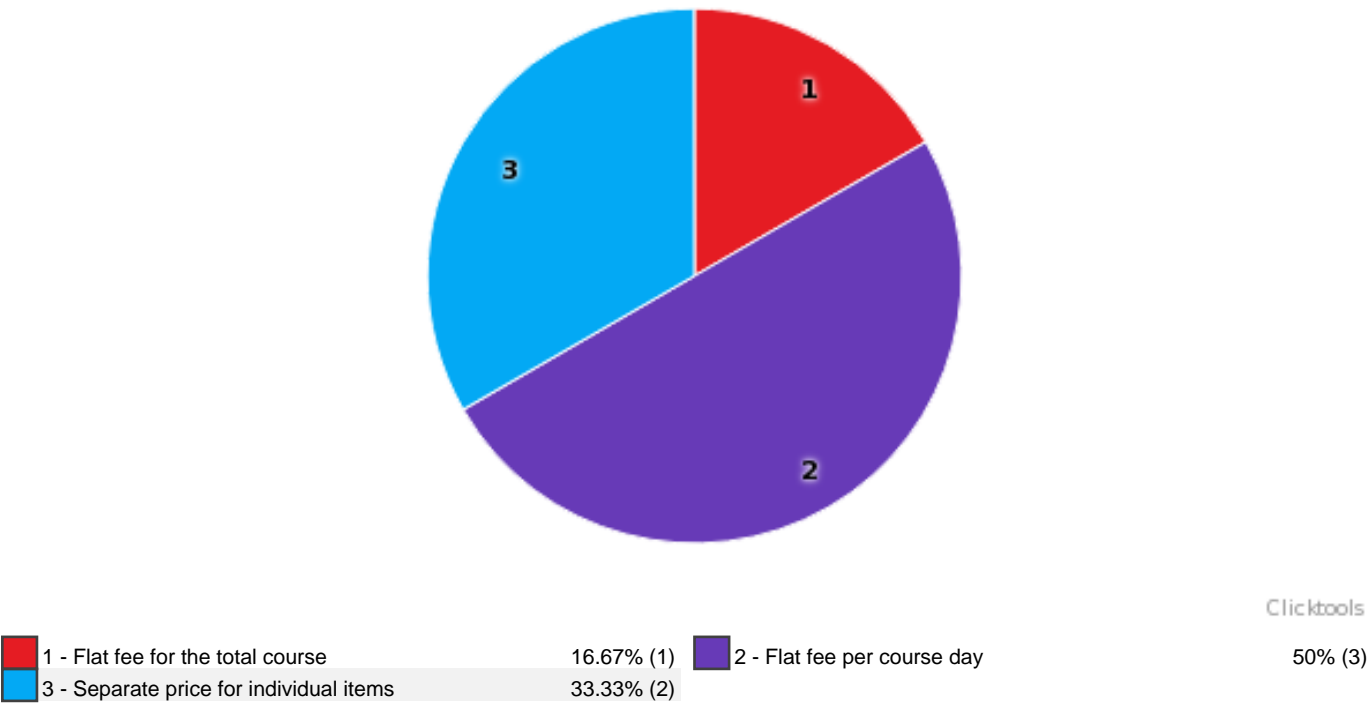
Mean: 2.17
Response: 6

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

|	
Average	5,425
Highest	10,000
Lowest	600
Standard deviation	5,286.7

Response: 4

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	45	0	366.67	0	200	0	0
Highest	100	0	1,100	0	600	0	0
Lowest	0	0	0	0	0	0	0
Standard deviation	50.74	0	635.09	0	346.41	0	0

Response: 3

62. Do you offer the service to develop training?
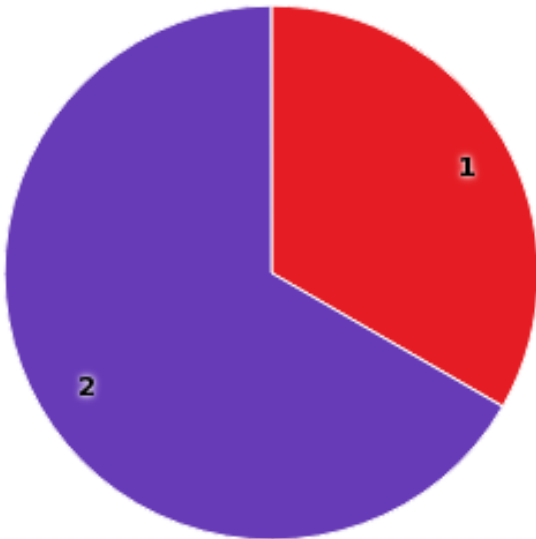
■ 1 - Yes	33.33% (14)	■ 2 - No	66.67% (28)

Mean: 1.67
Response: 42

63. How do you price your development work?

1 - Per hour of content developed	14.29% (2)	2 - Per development hours	35.71% (5)
3 - Per development day	42.86% (6)	4 - Customers buy training credits and redeem credits against development	21.43% (3)
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	7.14% (1)		

Response: 14
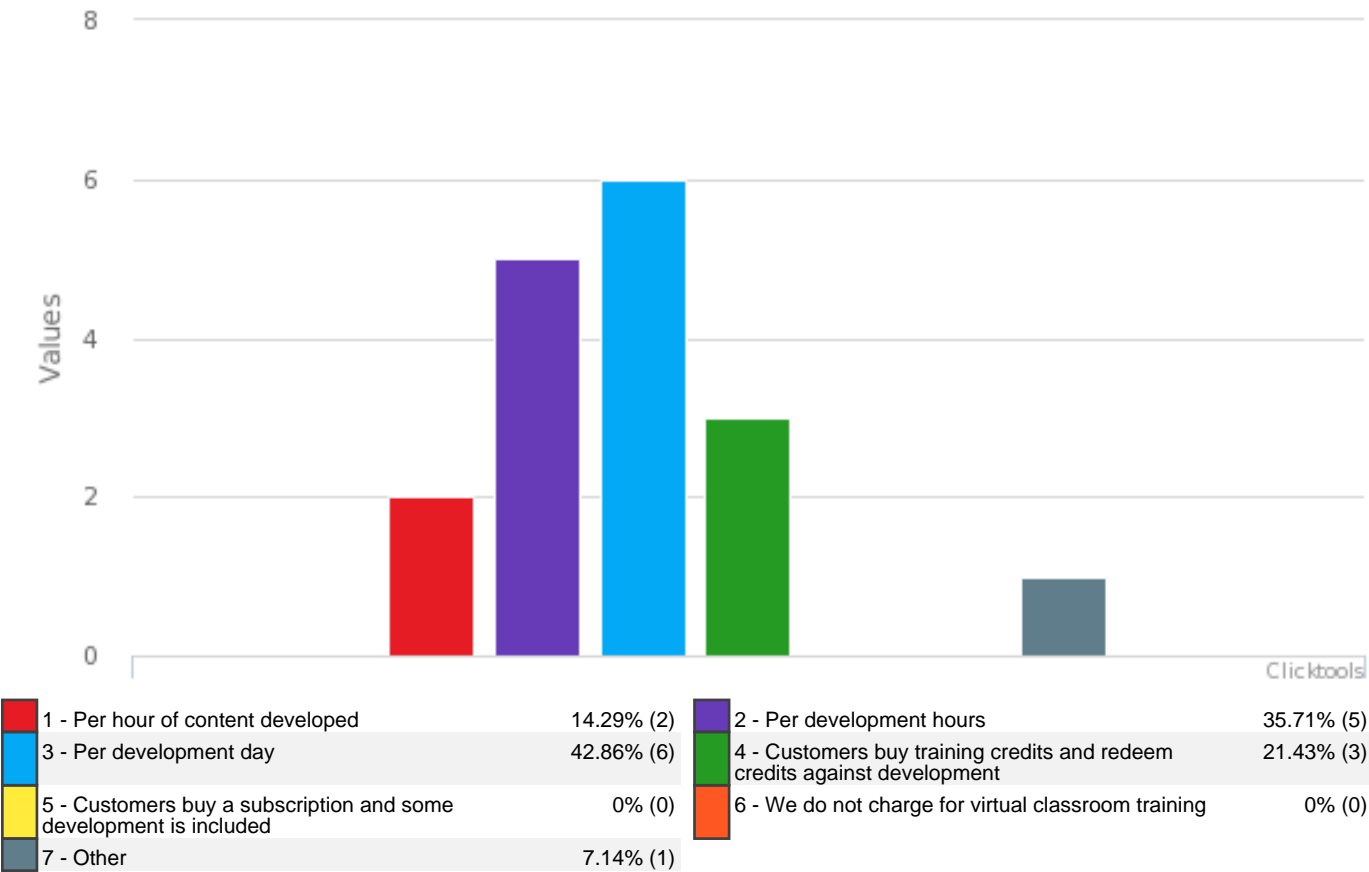
64. How do you quote for development work?

1 - Only time & material	21.43% (3)	2 - Only fixed price bids	21.43% (3)
3 - Mixture, depending on customer negotiation	57.14% (8)	4 - Other	0% (0)

Mean: 2.36
Response: 14
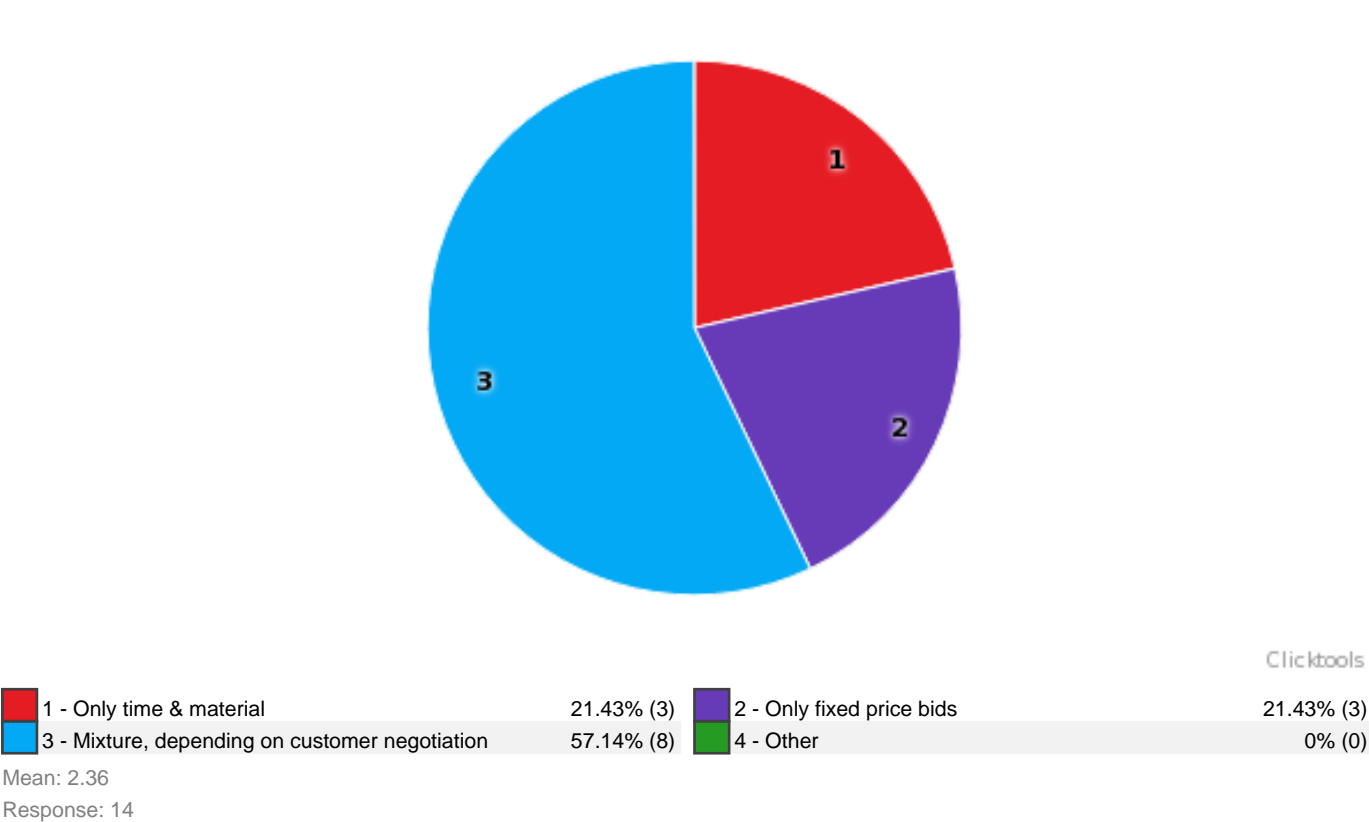
65. Do you offer services to customize existing courses?

■ 1 - Yes	54.76% (23)	■ 2 - No	45.24% (19)

Mean: 1.45
Response: 42
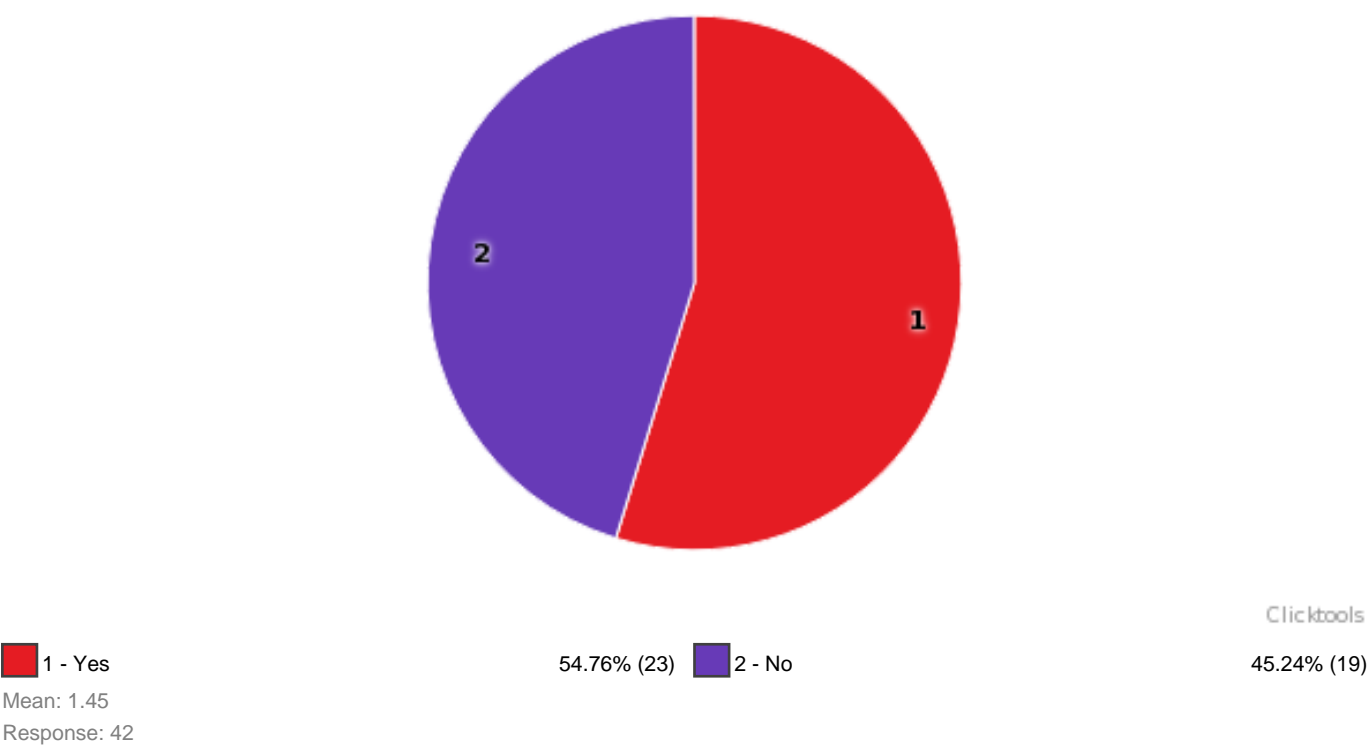
66. When do you start to charge for customization?

■ 1 - Never charge	13.04% (3)	■ 2 - Strictly for any customization	43.48% (10)
■ 3 - Small customization with up to 1 day's work for free, after that a charge	26.09% (6)	■ 4 - Small customization with 1-2 day's work for free, after that a charge	17.39% (4)
■ 5 - Small customization with more than 2 days work for free, after that a charge	0% (0)		

Mean: 2.48
Response: 23