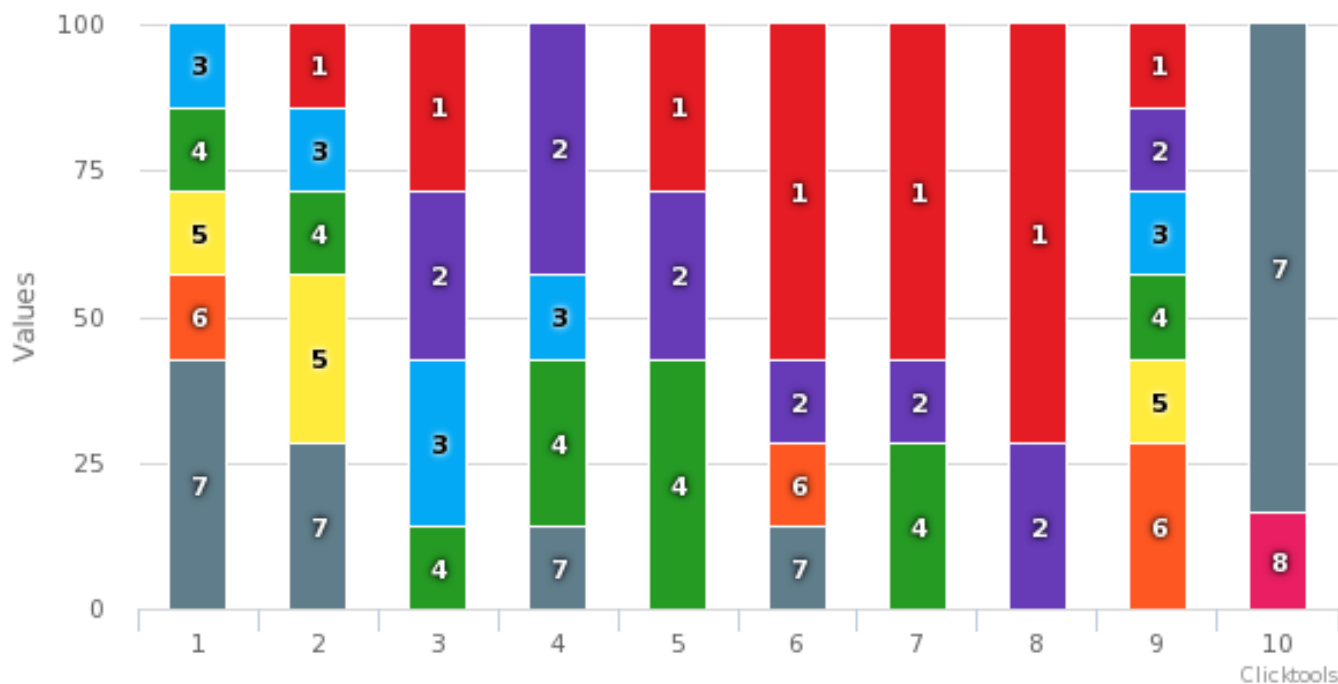


## Company Revenue greater than \$3B (7)

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

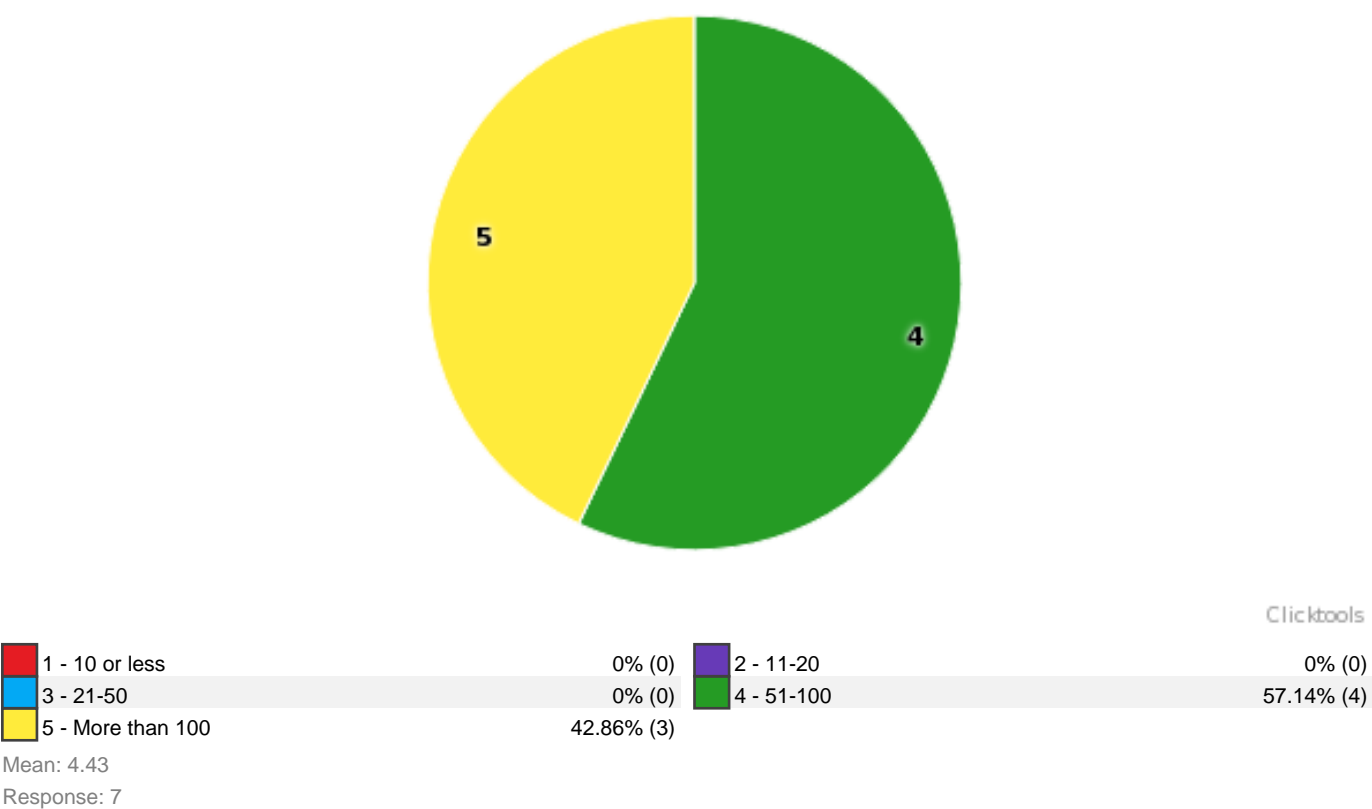


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

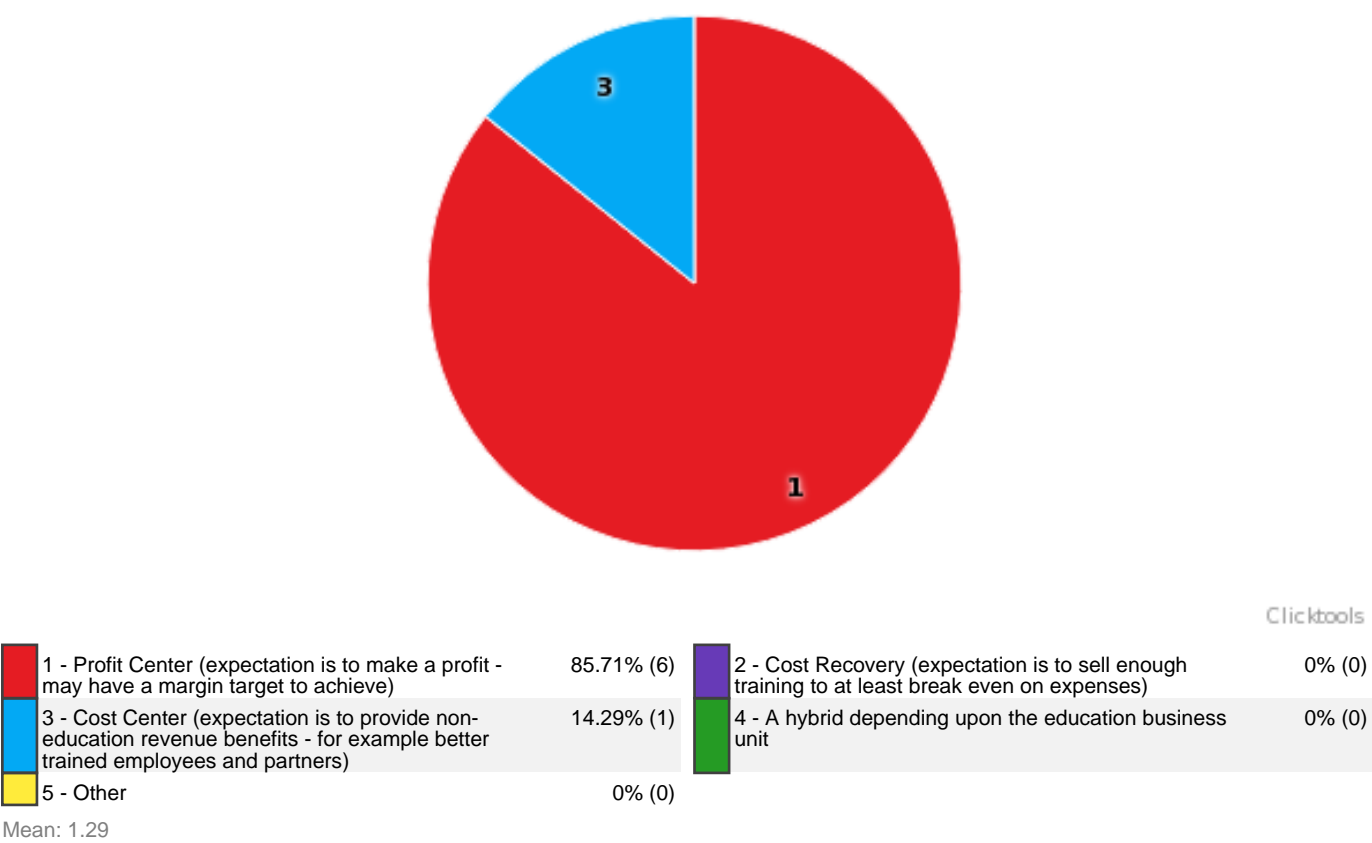
	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	0% (0)	0% (0)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	42.86% (3)	0% (0)	0% (0)	5.57
2 Virtual Classroom	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	28.57% (2)	0% (0)	0% (0)	4.57
3 e-Learning	28.57% (2)	28.57% (2)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.29
4 Self-paced	0% (0)	42.86% (3)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	3.43
5 Certification	28.57% (2)	28.57% (2)	0% (0)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.57
6 Learning Consulting	57.14% (4)	14.29% (1)	0% (0)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	2.71
7 Learning Technologies	57.14% (4)	14.29% (1)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
8 New learning modalities	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
9 Subscriptions	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	0% (0)	3.86
1 TOTAL TRAINING REVENUE	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	83.33% (5)	16.67% (1)	0% (0)	7.17

Response: 7

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

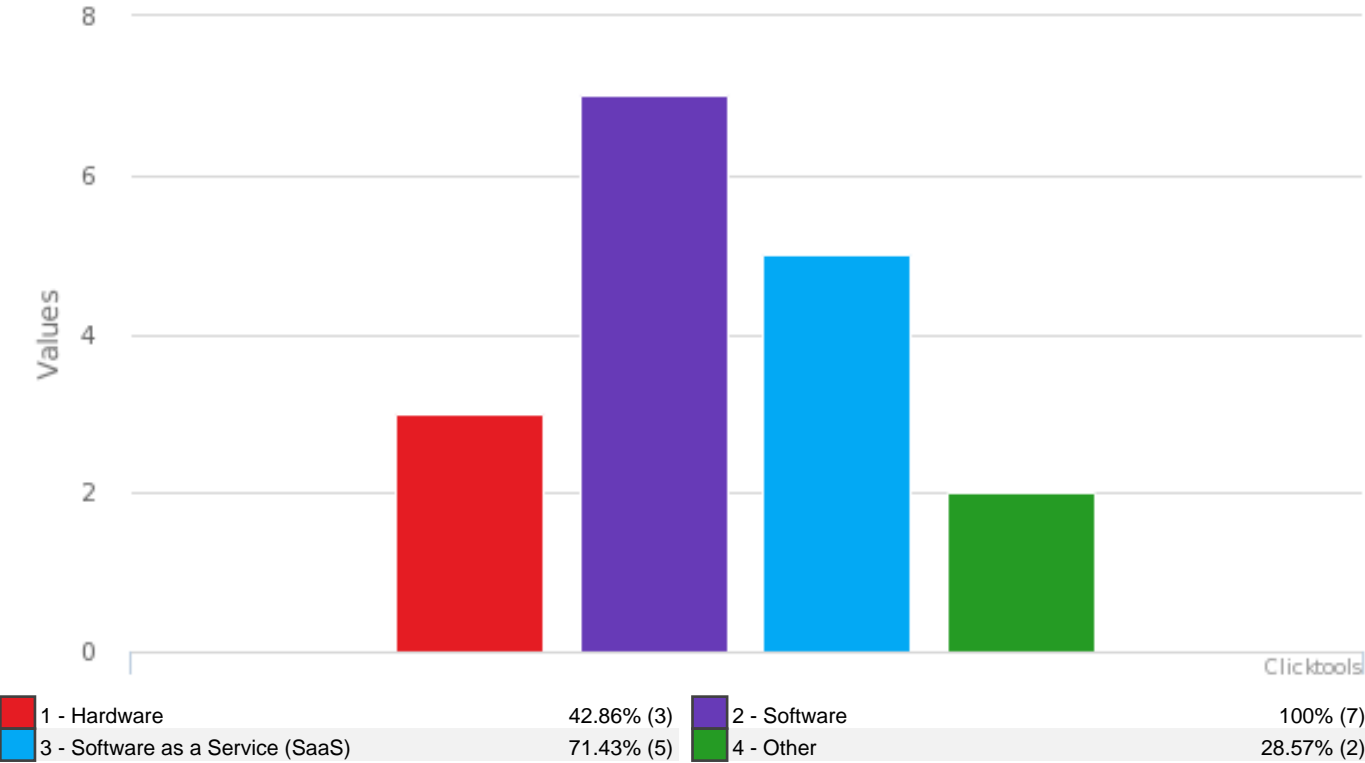


3. Which of the following best describes your education organization's primary business model?



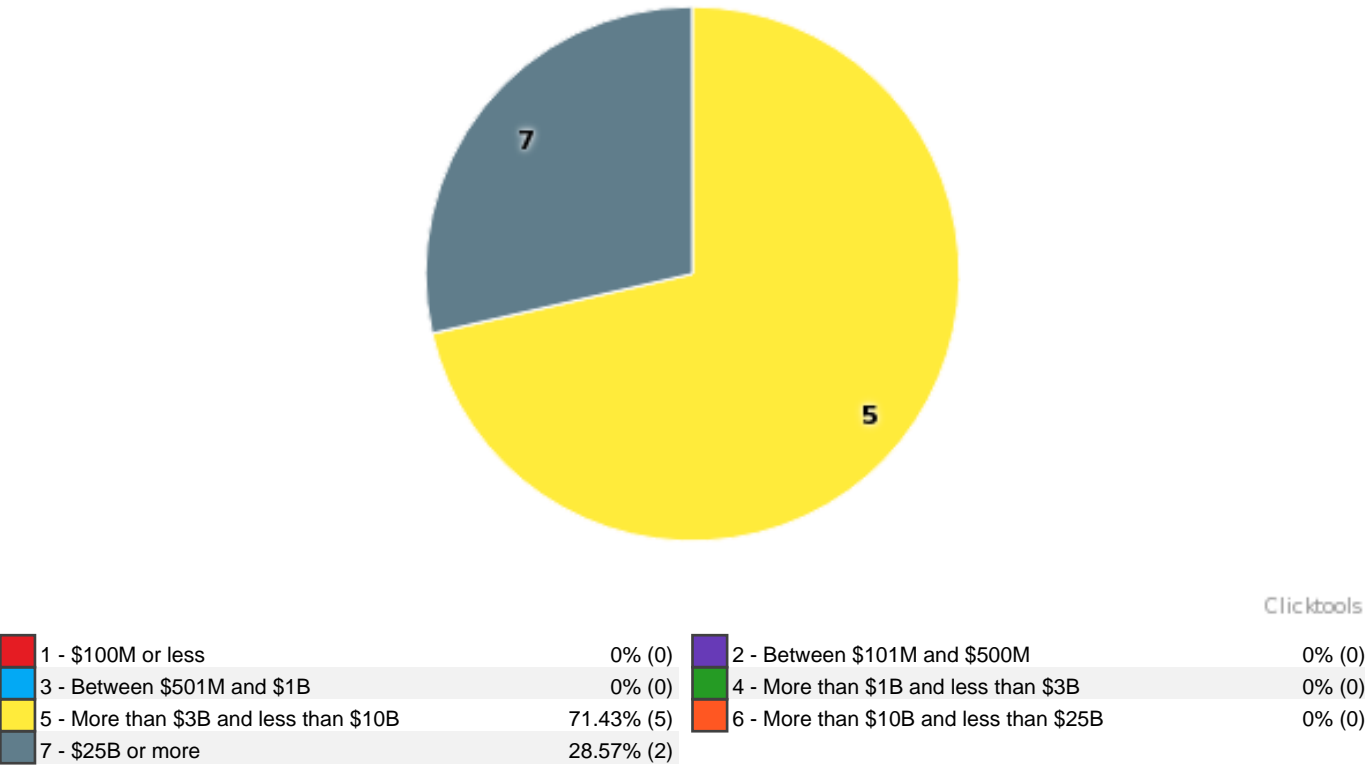
Response: 7

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



Response: 7

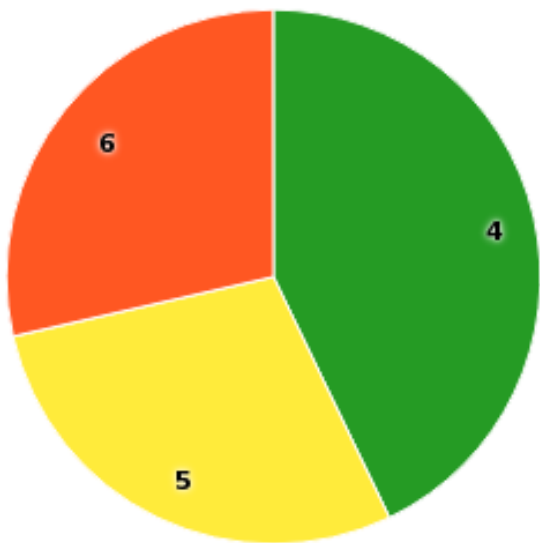
5. What was your company ' s worldwide annual revenue in the most recent fiscal year?



Mean: 5.57

Response: 7

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



1 - 100 or less	0% (0)	2 - 101 to 1000	0% (0)
3 - 1001 to 5000	0% (0)	4 - 5001 to 10000	42.86% (3)
5 - 10001 to 50000	28.57% (2)	6 - More than 50000	28.57% (2)

Mean: 4.86  
Response: 7

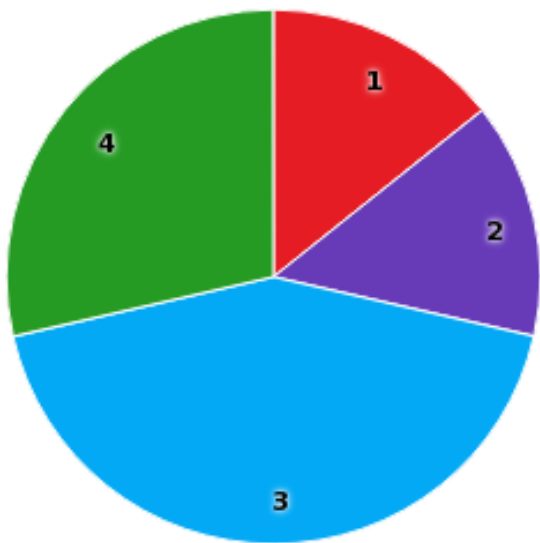
7. What is your base currency for reporting and pricing?



1 - USD	100% (7)	2 - EUR	0% (0)
3 - GBP	0% (0)	4 - Other	0% (0)

Mean: 1  
Response: 7

8. How do you manage price lists globally?



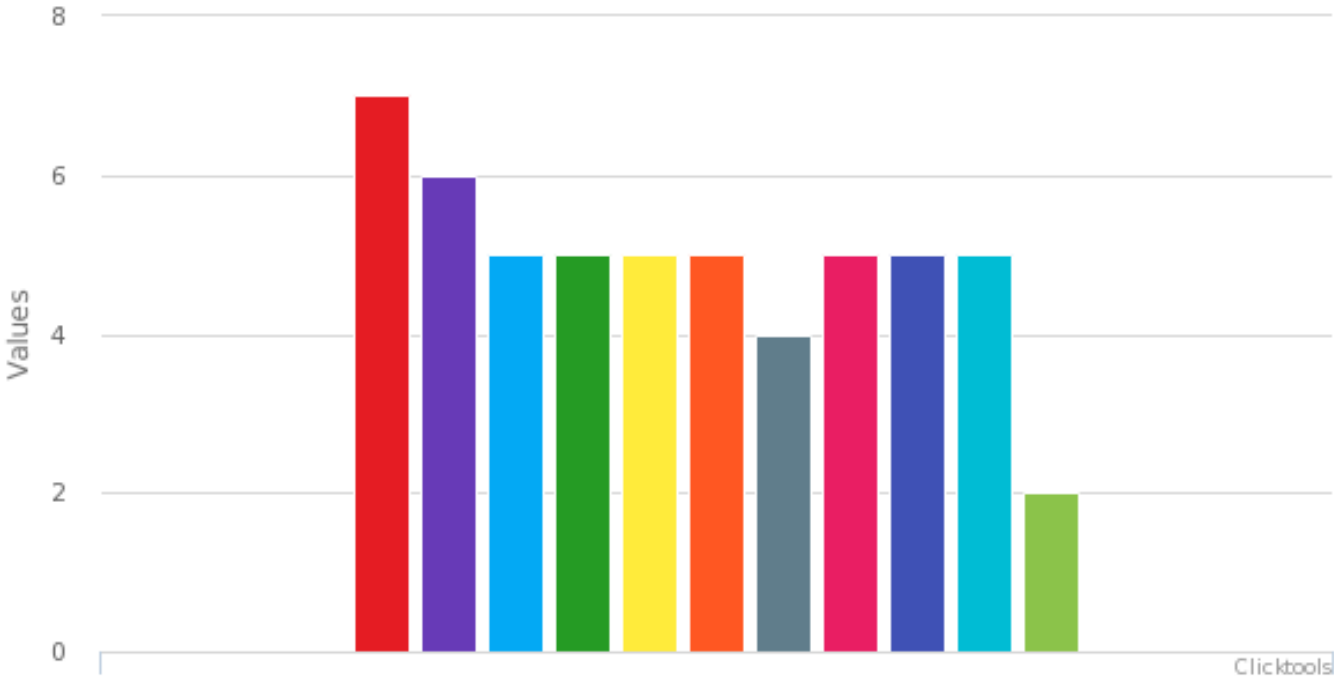
Clicktools

1 - We have one price list with our base currency	14.29% (1)	2 - We have a price list per geographic region based on our base currency	14.29% (1)
3 - We have a price list per geographic region or country based on the regional currency	42.86% (3)	4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	28.57% (2)
5 - Other	0% (0)		

Mean: 2.86

Response: 7

9. In which currencies do you charge your customers (choose all that apply)?



1 - USD	100% (7)	2 - EUR	85.71% (6)
3 - GBP	71.43% (5)	4 - JYP (Japan)	71.43% (5)
5 - AUD (Australia)	71.43% (5)	6 - INR (India)	71.43% (5)
7 - CNY (China)	57.14% (4)	8 - BRL (Brazil)	71.43% (5)
9 - CAD	71.43% (5)	10 - SGD (Singapore)	71.43% (5)
11 - Other	28.57% (2)		

Response: 7

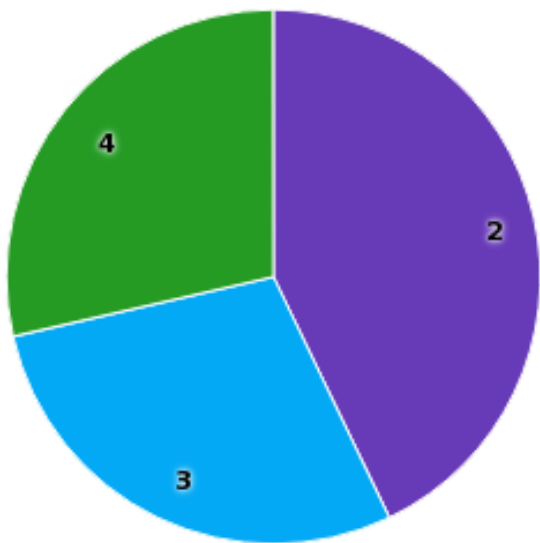
10. Do you use a fixed rate or is the price in the local currency, changing based on the actual exchange rate?



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?

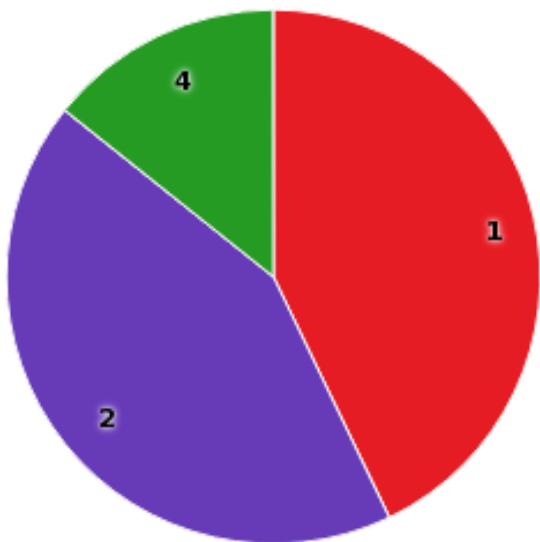


Clicktools

1 - Costs plus margin (all costs plus required margin)	0% (0)	2 - Market price (comparison to competitor and historical pricing)	42.86% (3)
3 - Value based pricing (perceived value to customer)	28.57% (2)	4 - Mixture of all	28.57% (2)
5 - Other	0% (0)		

Mean: 2.86  
Response: 7

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

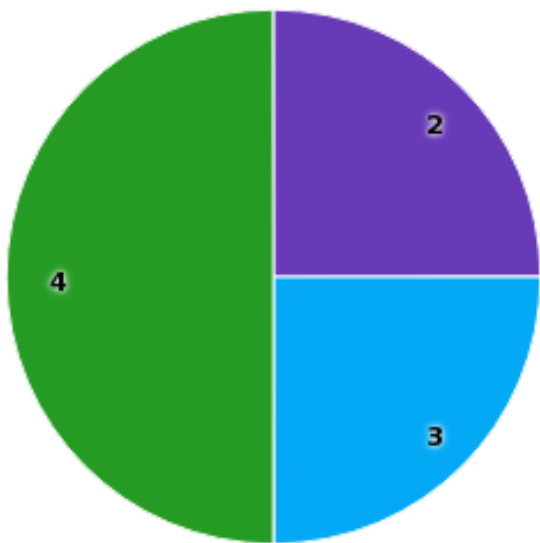


Clicktools

1 - Only 1 pricing level	42.86% (3)	2 - 2-3 pricing levels	42.86% (3)
3 - More pricing levels	0% (0)	4 - Each offering can have different prices in the same service type	14.29% (1)

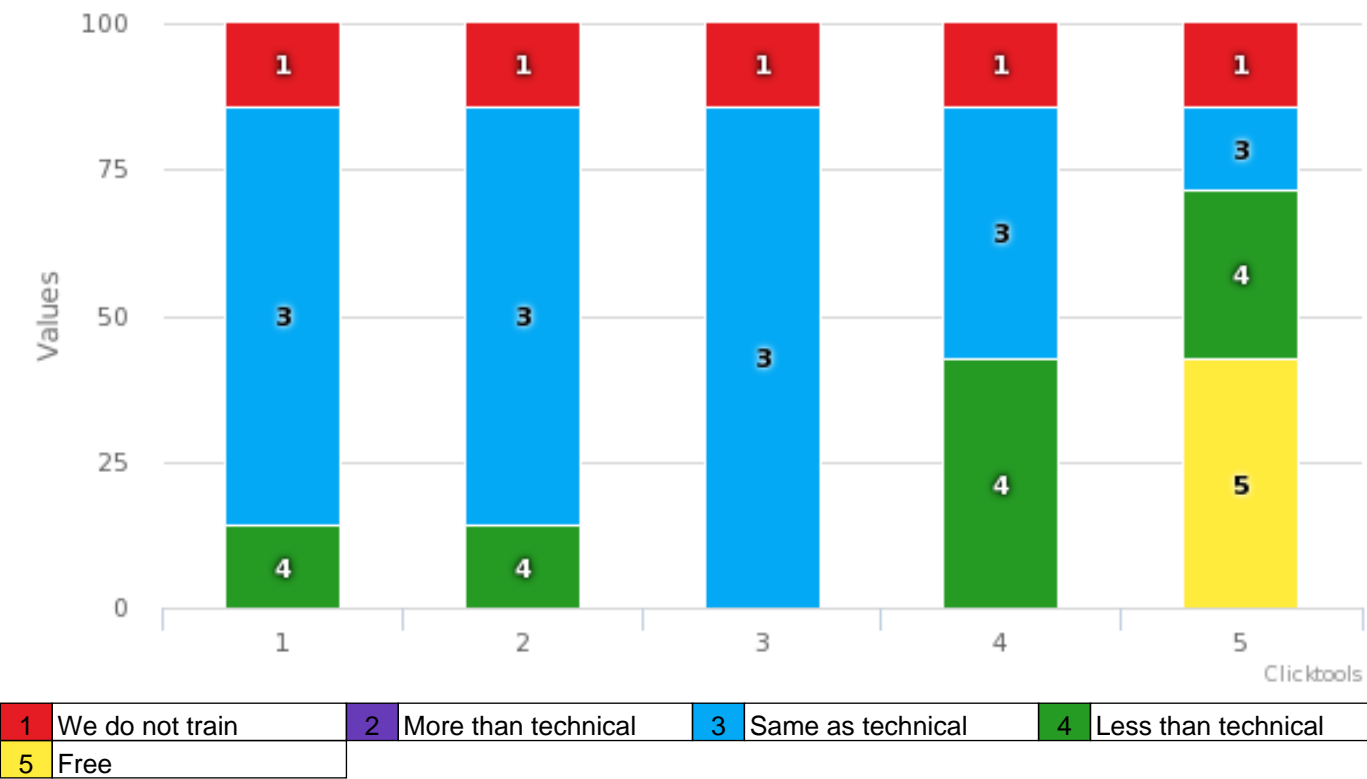
Mean: 1.86  
Response: 7

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



Clicktools			
1 - <10%	0% (0)	2 - 10-25%	25% (1)
3 - 26-50%	25% (1)	4 - >50%	50% (2)
Mean: 3.25			
Response: 4			

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

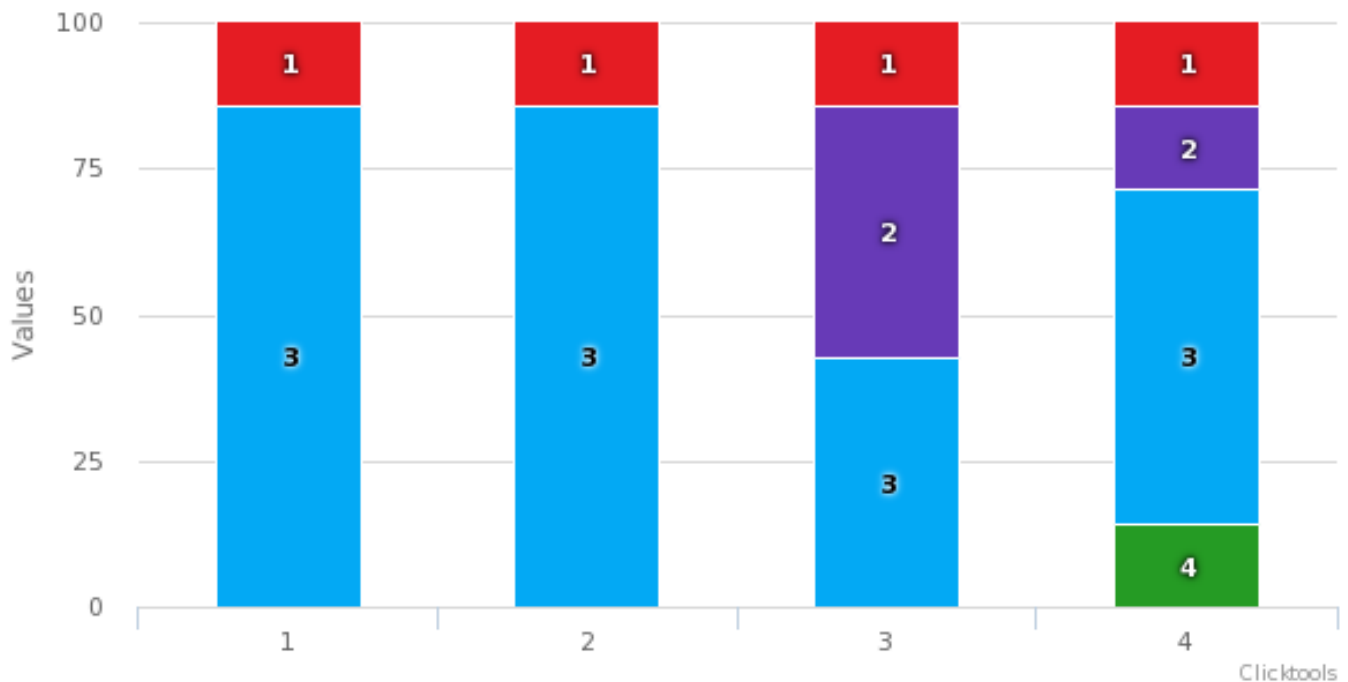




	1	2	3	4	5	Mean
1 End user	14.29% (1)	0% (0)	71.43% (5)	14.29% (1)	0% (0)	2.86
2 Business User	14.29% (1)	0% (0)	71.43% (5)	14.29% (1)	0% (0)	2.86
3 Technical/Admin	14.29% (1)	0% (0)	85.71% (6)	0% (0)	0% (0)	2.71
4 Partner	14.29% (1)	0% (0)	42.86% (3)	42.86% (3)	0% (0)	3.14
5 Employee	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	42.86% (3)	3.86

Response: 7

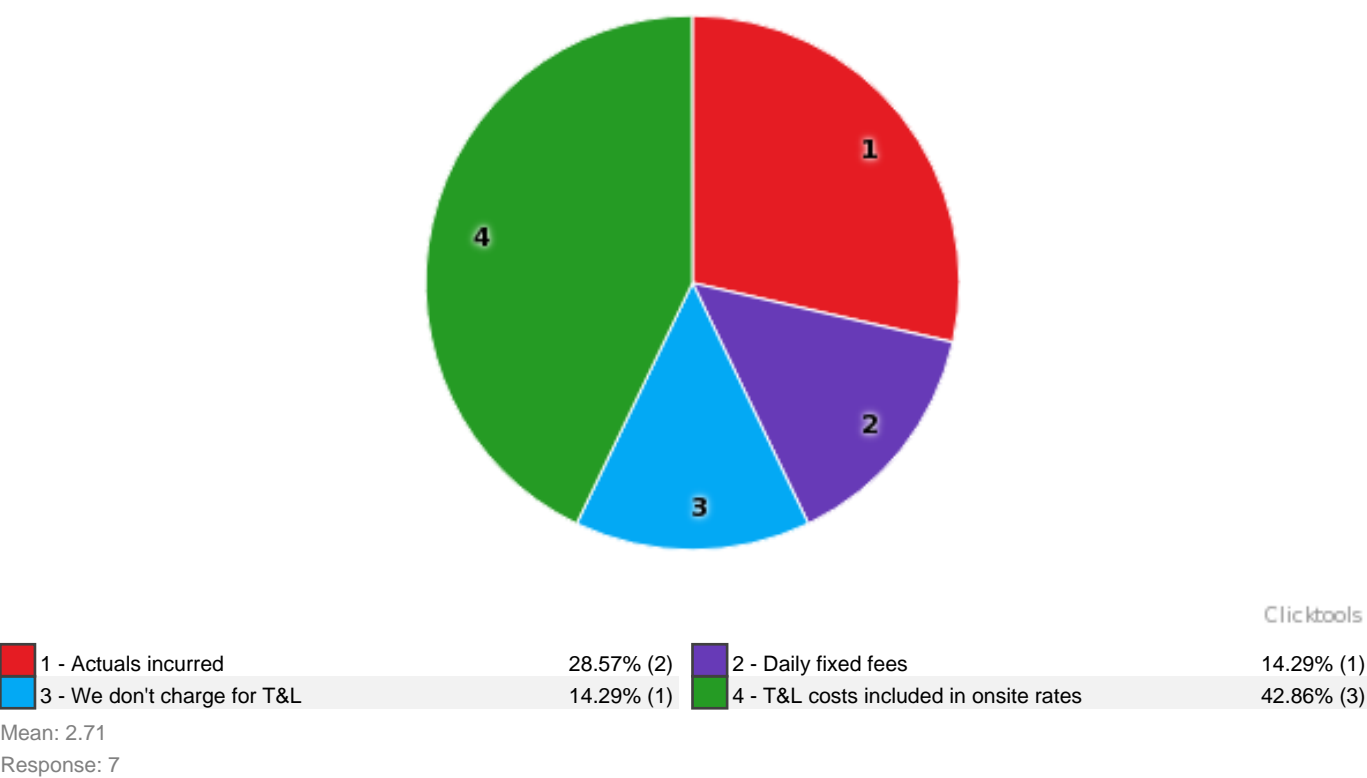
**15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.**



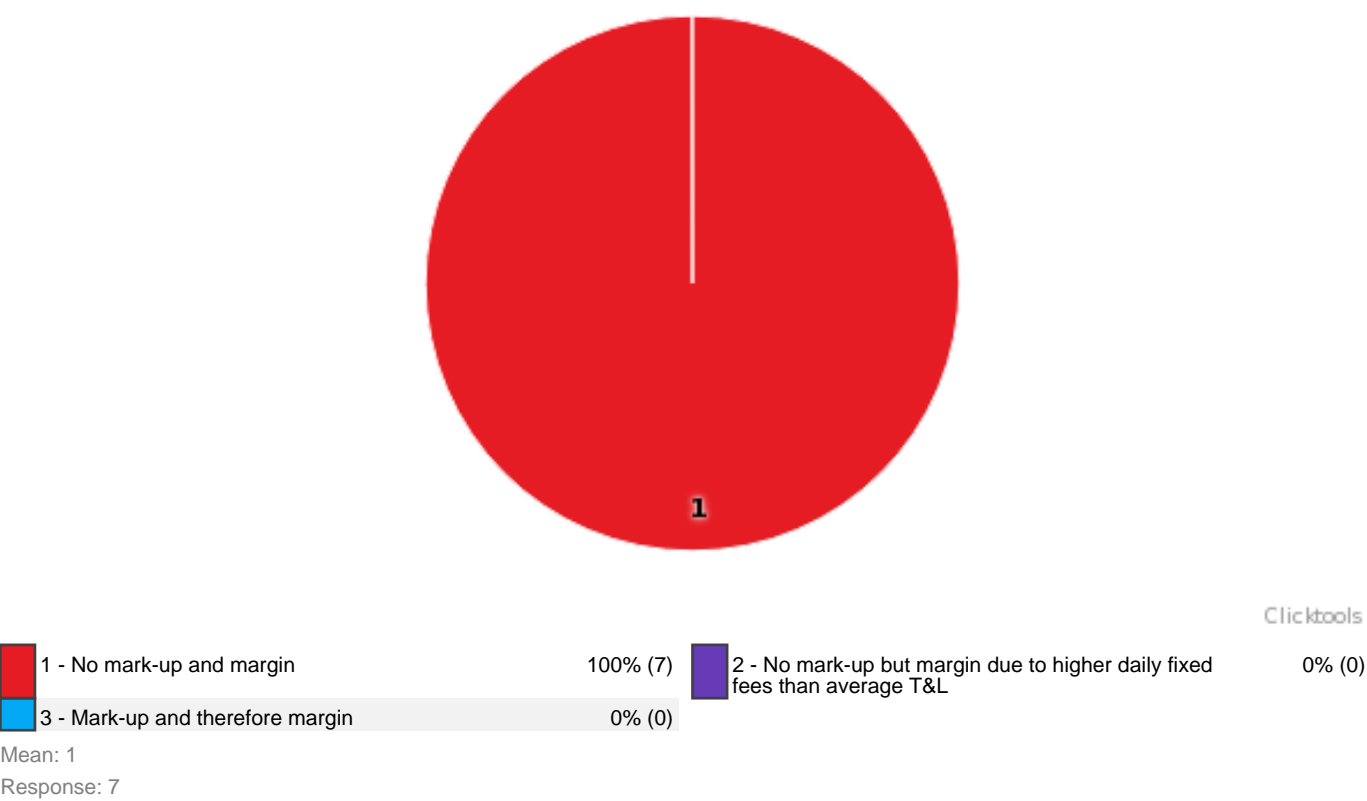
	1	2	3	4	Mean
1 Overview/introduction	14.29% (1)	0% (0)	85.71% (6)	0% (0)	2.71
2 Fundamentals/new starter	14.29% (1)	0% (0)	85.71% (6)	0% (0)	2.71
3 Advanced/expert	14.29% (1)	42.86% (3)	42.86% (3)	0% (0)	2.29
4 Workshop	14.29% (1)	14.29% (1)	57.14% (4)	14.29% (1)	2.71

Response: 7

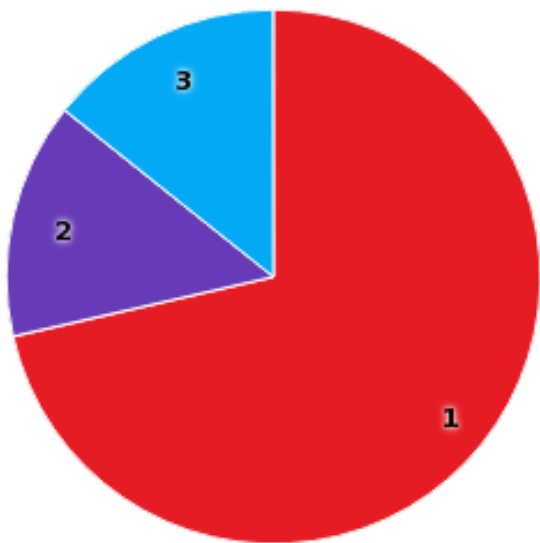
16. How do you charge for Travel & Living (T&L)?



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



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



Clicktools

1 - No additional fees	71.43% (5)	2 - Yes, beyond a threshold of max 1-day travel to/from customer	14.29% (1)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	14.29% (1)	4 - Yes, for any travel time	0% (0)

Mean: 1.43  
Response: 7

19. What do you charge for instructor travel time per day of travel?



Clicktools

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

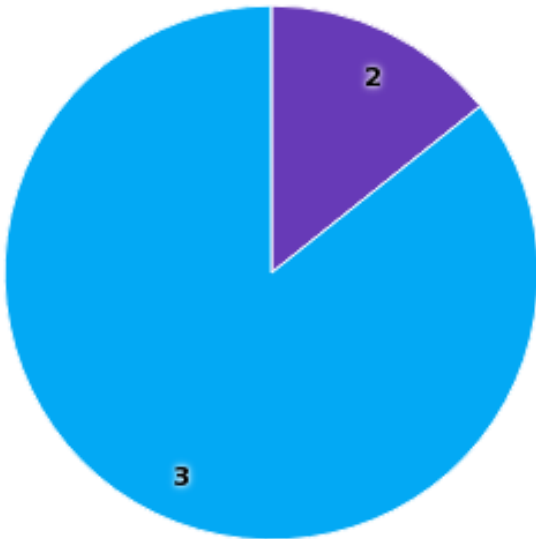
Mean: 1.5  
Response: 2

20. Which percentage of your education revenue is generated by the following education sales options [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	23.83%	42.83%	23.33%	6.67%	3.33%
Highest	50%	75%	68%	15%	15%
Lowest	10%	2%	5%	0%	0%
Standard deviation	16.98	24.58	22.77	7.53	6.06

Response: 6

21. Do you sell education together with product sales?

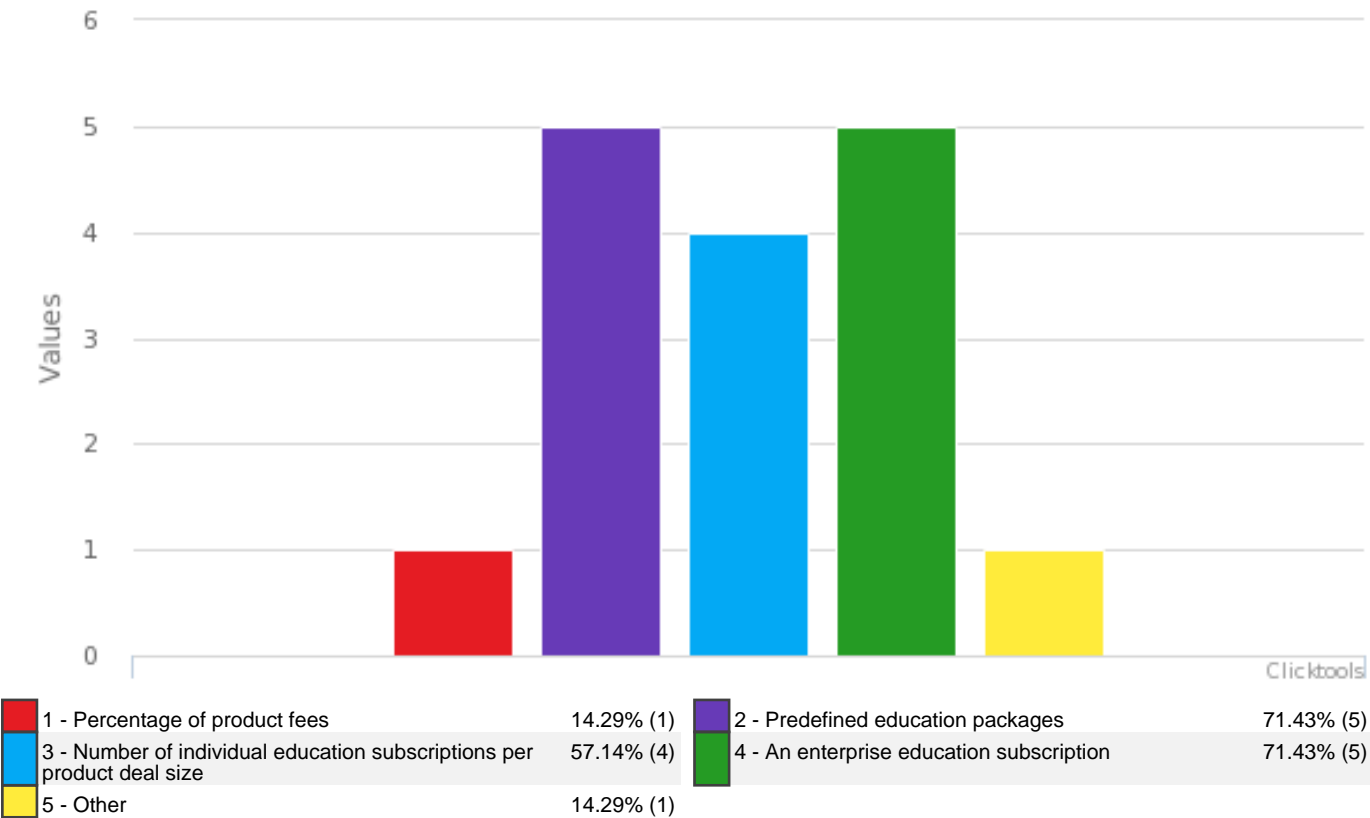


1 - Mandatory attach	0% (0)	2 - Automatic attach, can be removed	14.29% (1)
3 - On a case by case basis	85.71% (6)	4 - Never, always separate	0% (0)

Mean: 2.86

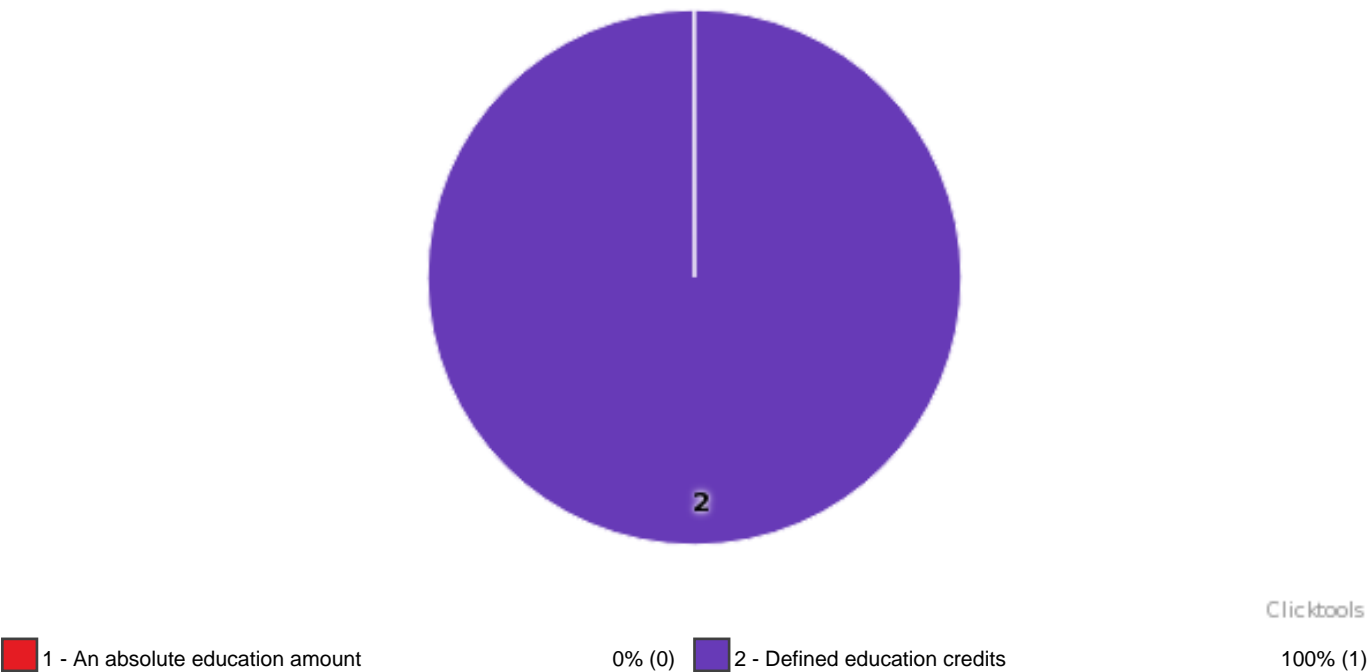
Response: 7

22. Which method(s) do you use to attach education to product sales? Choose all that apply.



Response: 7

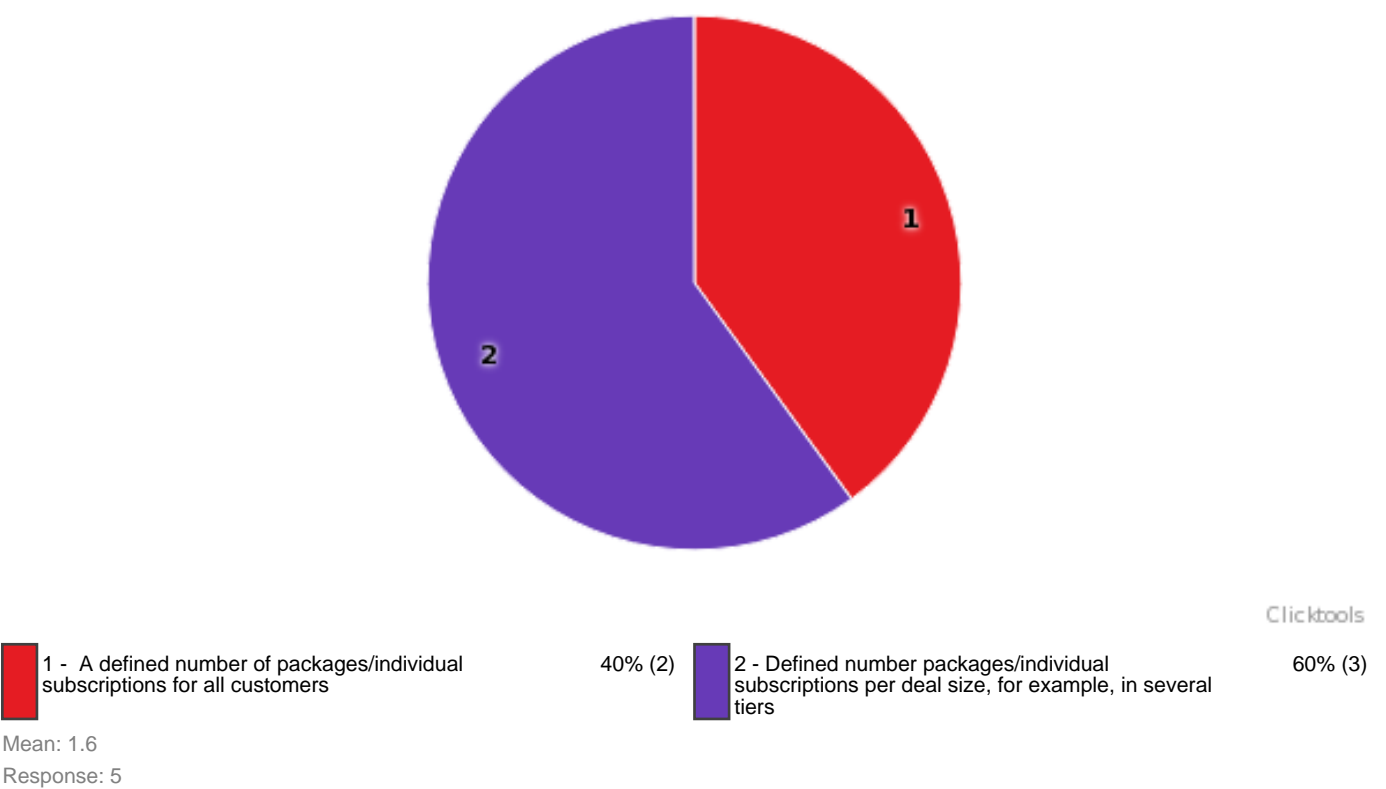
23. What do you attach to percentage of product fees?



Mean: 2

Response: 1

24. What do you attach to predefined packages/individual subscriptions?

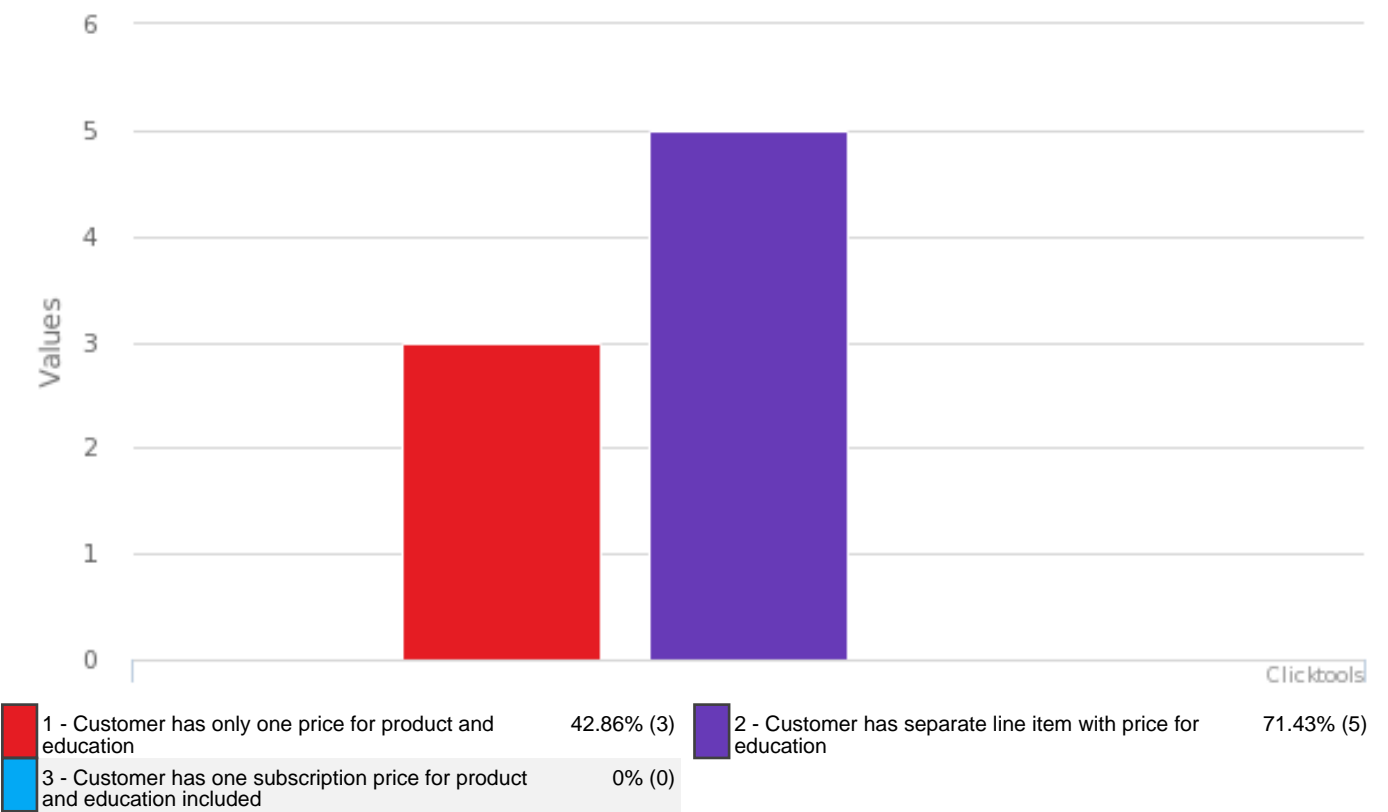


25. What is the average percentage education revenue vs product revenue?

Average	5.67%
Highest	20%
Lowest	1%
Standard deviation	7.26

Response: 6

26. If product and training is sold together, is the education fee visible to the customer? Choose all that apply.



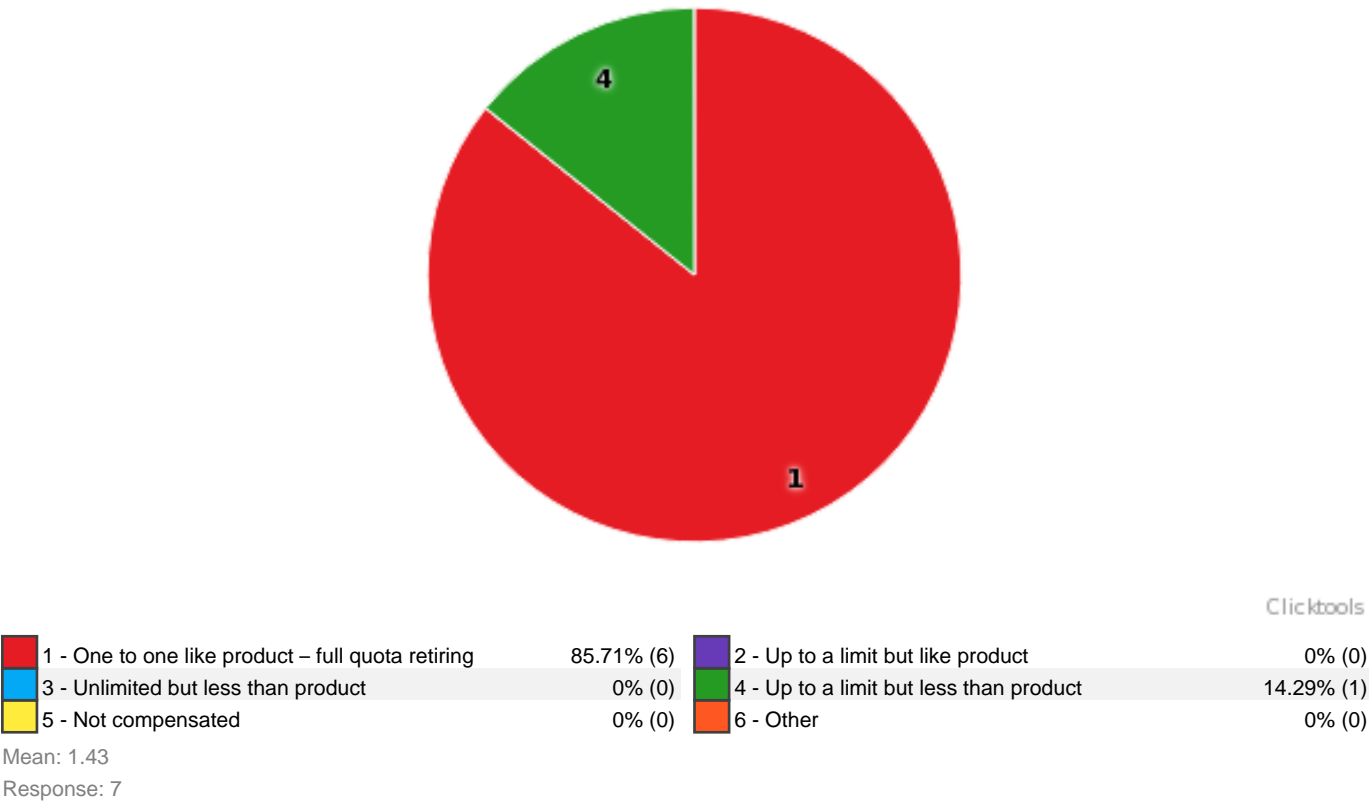
Response: 7

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

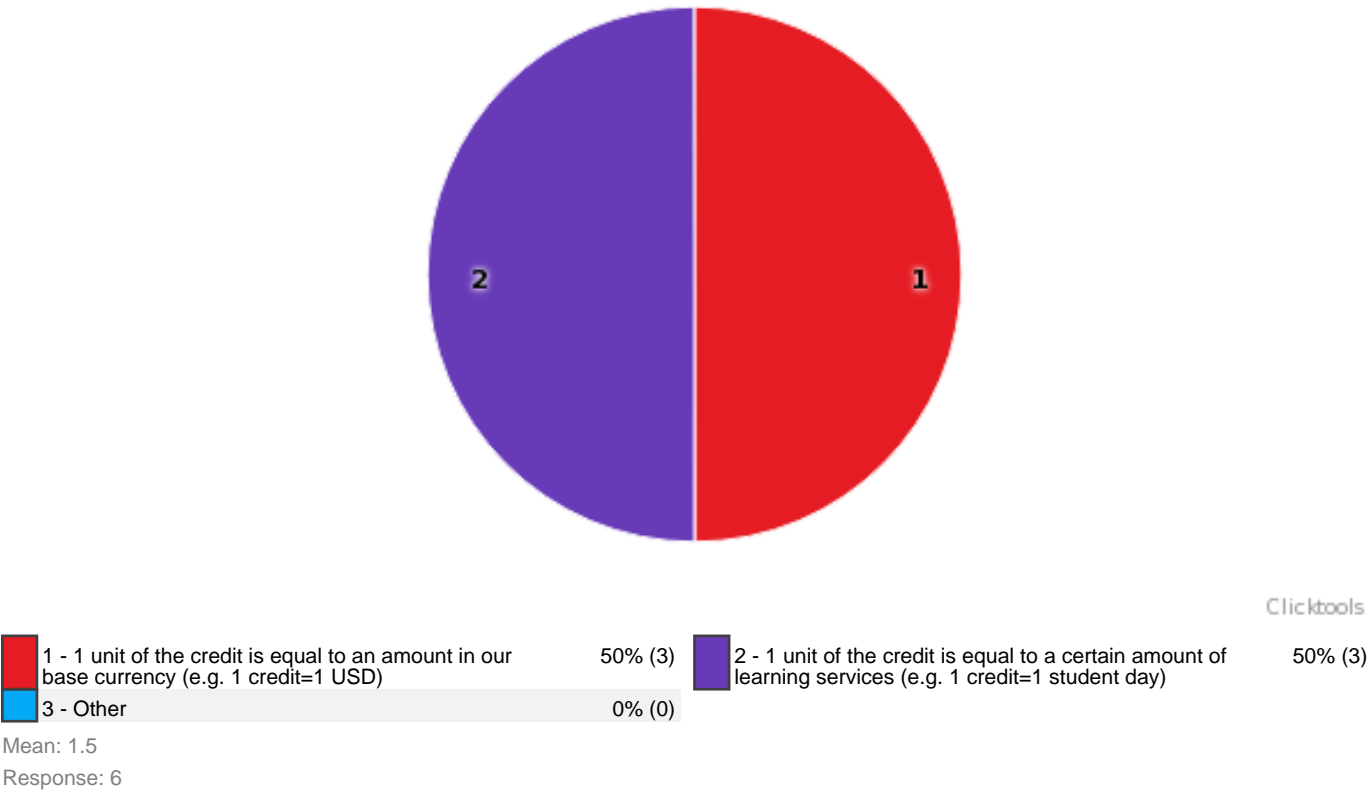
Average	21.86%
Highest	80%
Lowest	1%
Standard deviation	27.62

Response: 7

28. Is the product sales rep compensated for education sales?

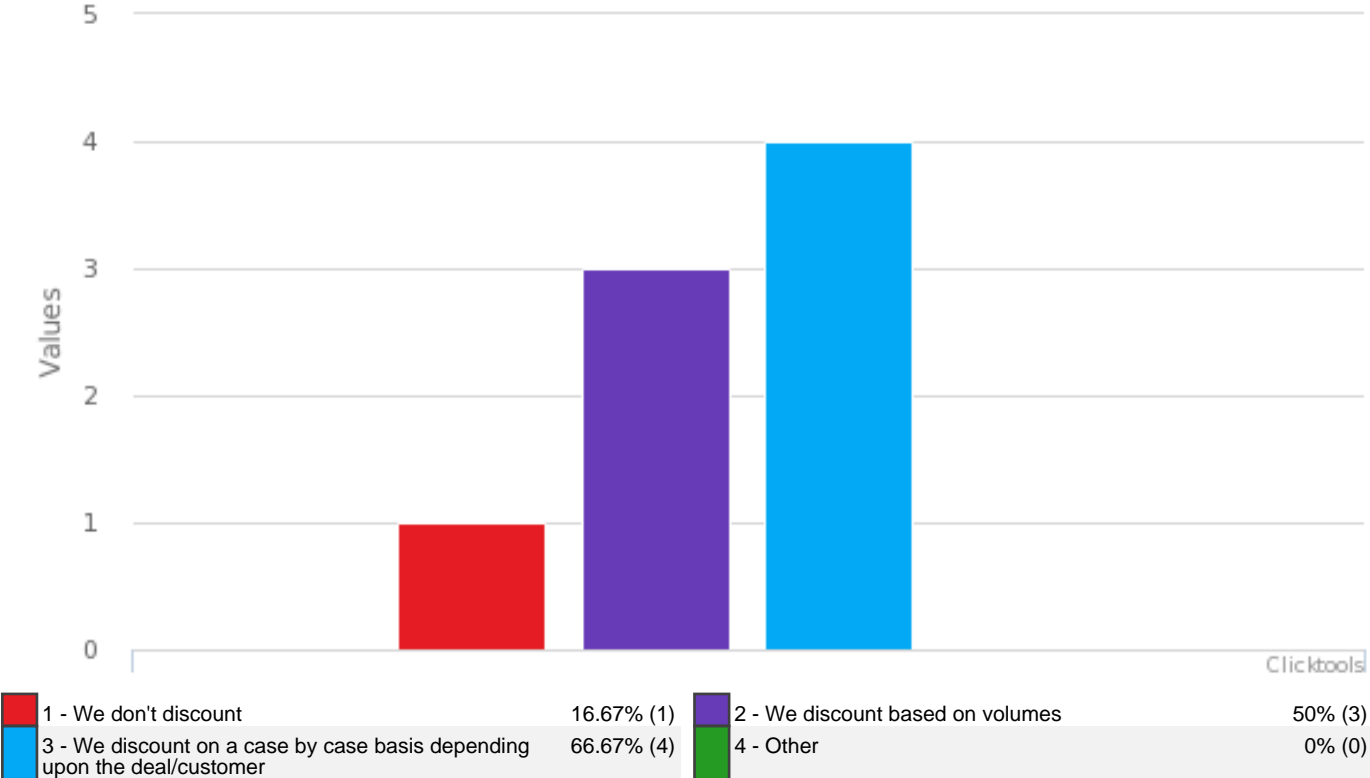


29. How is the value of the training credits defined?



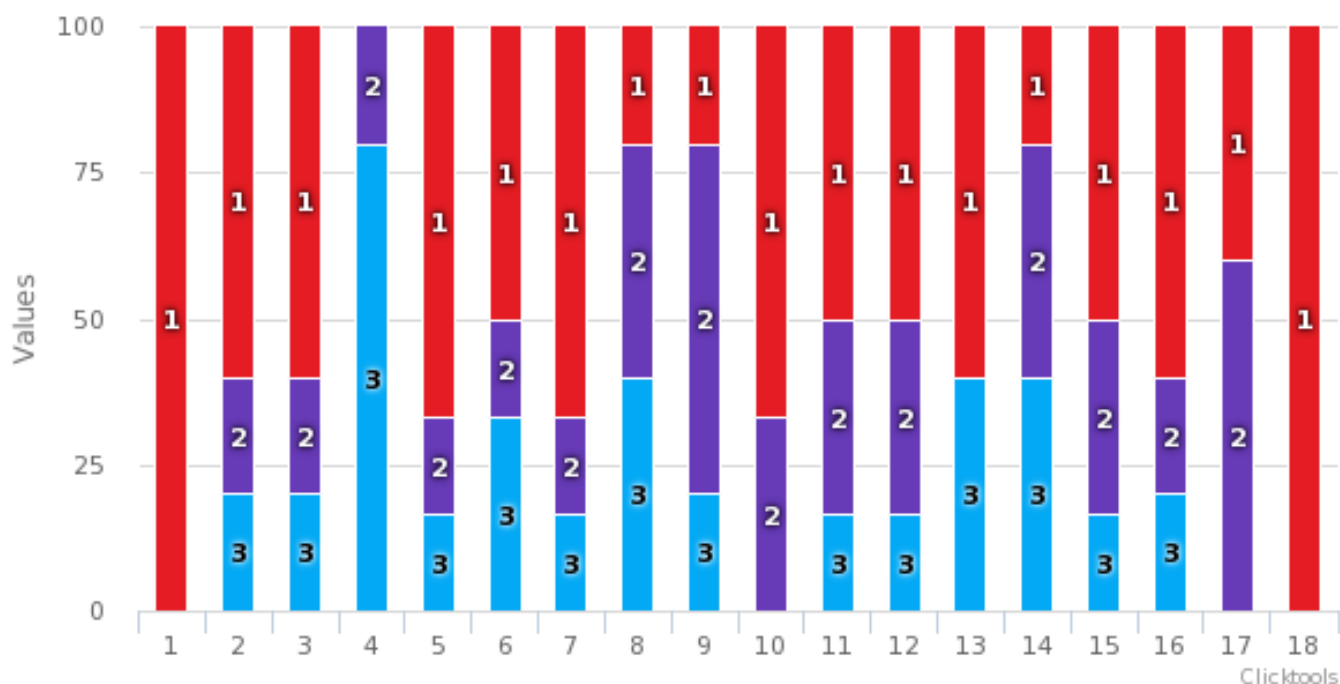


30. Do you discount training credits?



Response: 6

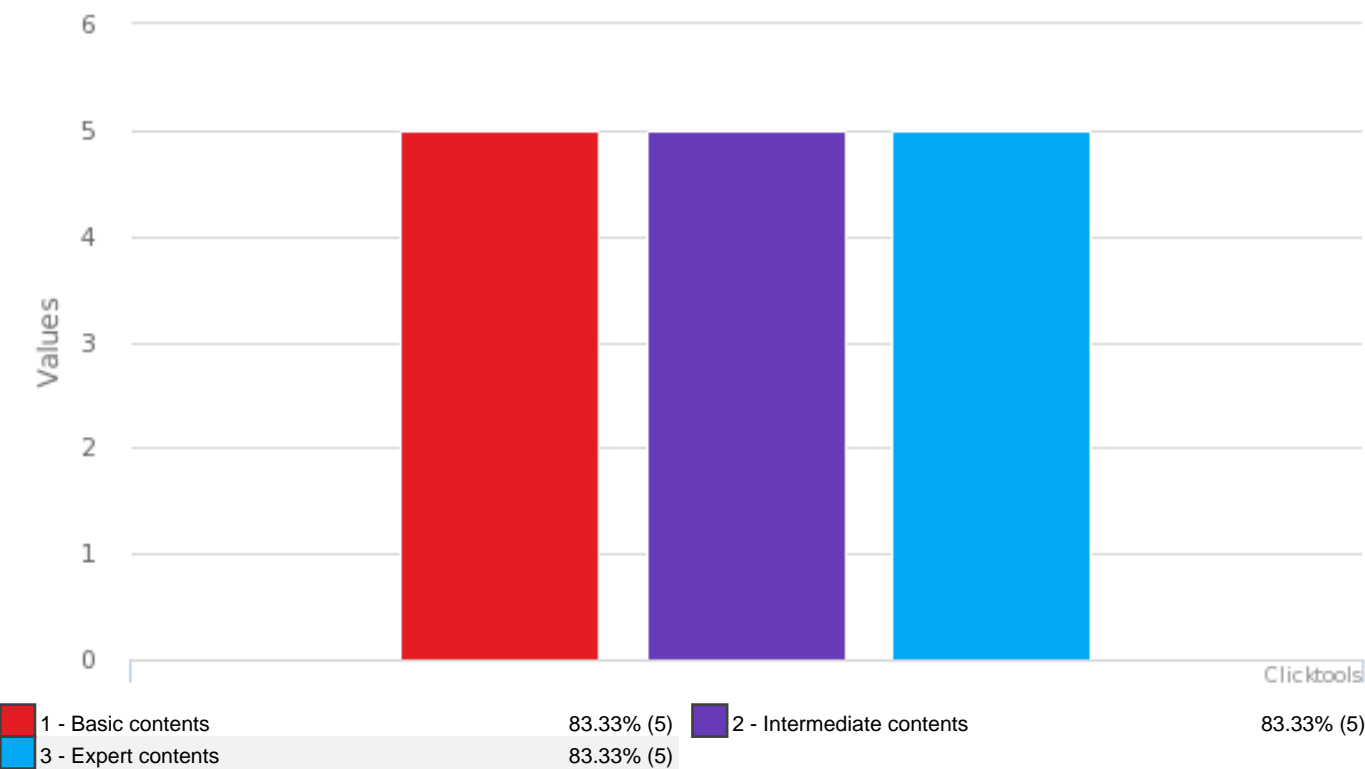
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No	
	1	2	3	Mean
1 eLearning/WBTs	100% (6)	0% (0)	0% (0)	1
2 ILT - live classrooms	60% (3)	20% (1)	20% (1)	1.6
3 VILT - virtual classrooms	60% (3)	20% (1)	20% (1)	1.6
4 Closed/dedicated classes (onsite or virtual)	0% (0)	20% (1)	80% (4)	2.8
5 Recorded instructor-led training	66.67% (4)	16.67% (1)	16.67% (1)	1.5
6 Demos	50% (3)	16.67% (1)	33.33% (2)	1.83
7 Videos	66.67% (4)	16.67% (1)	16.67% (1)	1.5
8 Instructor support (at regular dates)	20% (1)	40% (2)	40% (2)	2.2
9 Instructor coaching one-on-one	20% (1)	60% (3)	20% (1)	2
10 Student books	66.67% (4)	33.33% (2)	0% (0)	1.33
11 Access to other self-study options	50% (3)	33.33% (2)	16.67% (1)	1.67
11 Access to 2 online/virtual labs	50% (3)	33.33% (2)	16.67% (1)	1.67
13 Assessments	60% (3)	0% (0)	40% (2)	1.8
14 Certification exam 4 attempts	20% (1)	40% (2)	40% (2)	2.2
15 Webinars/recorded 5 webinars	50% (3)	33.33% (2)	16.67% (1)	1.67
16 Communities/Social 6 Learning/forums/chats	60% (3)	20% (1)	20% (1)	1.6
17 Support to find 7 required training	40% (2)	60% (3)	0% (0)	1.6
18 Other 8	100% (1)	0% (0)	0% (0)	1

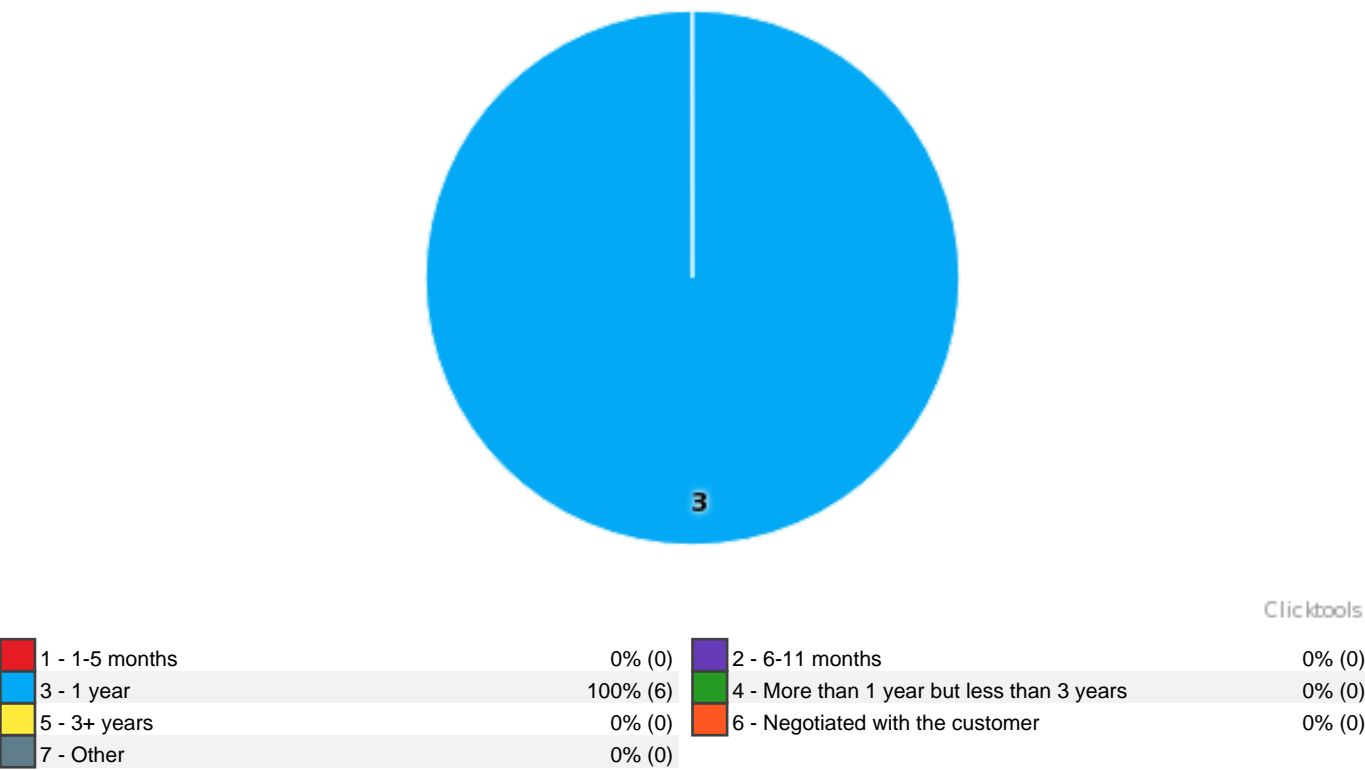
Response: 6

32. Which levels of complexity of content do you include in your subscriptions? Please select all you include in your subscriptions.



Response: 6

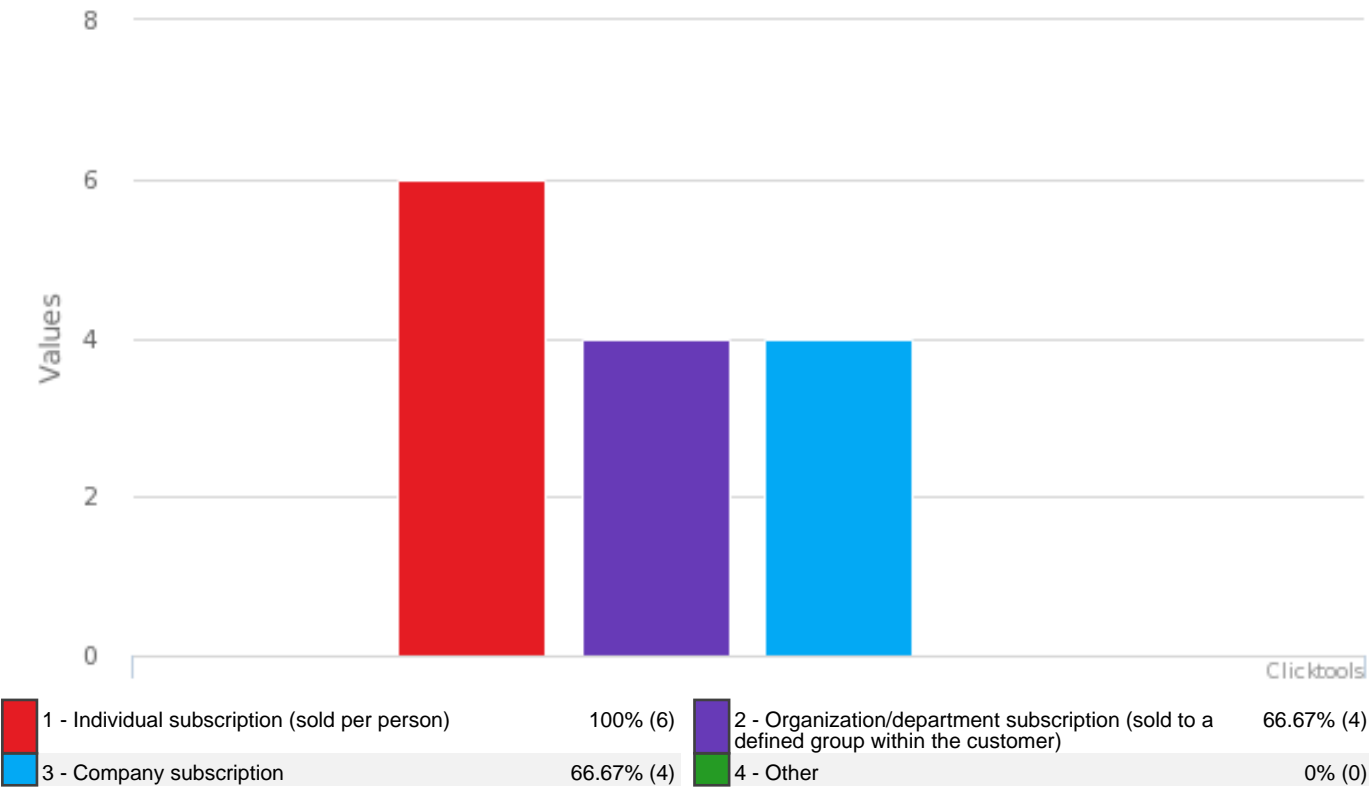
33. How long is a subscription valid?



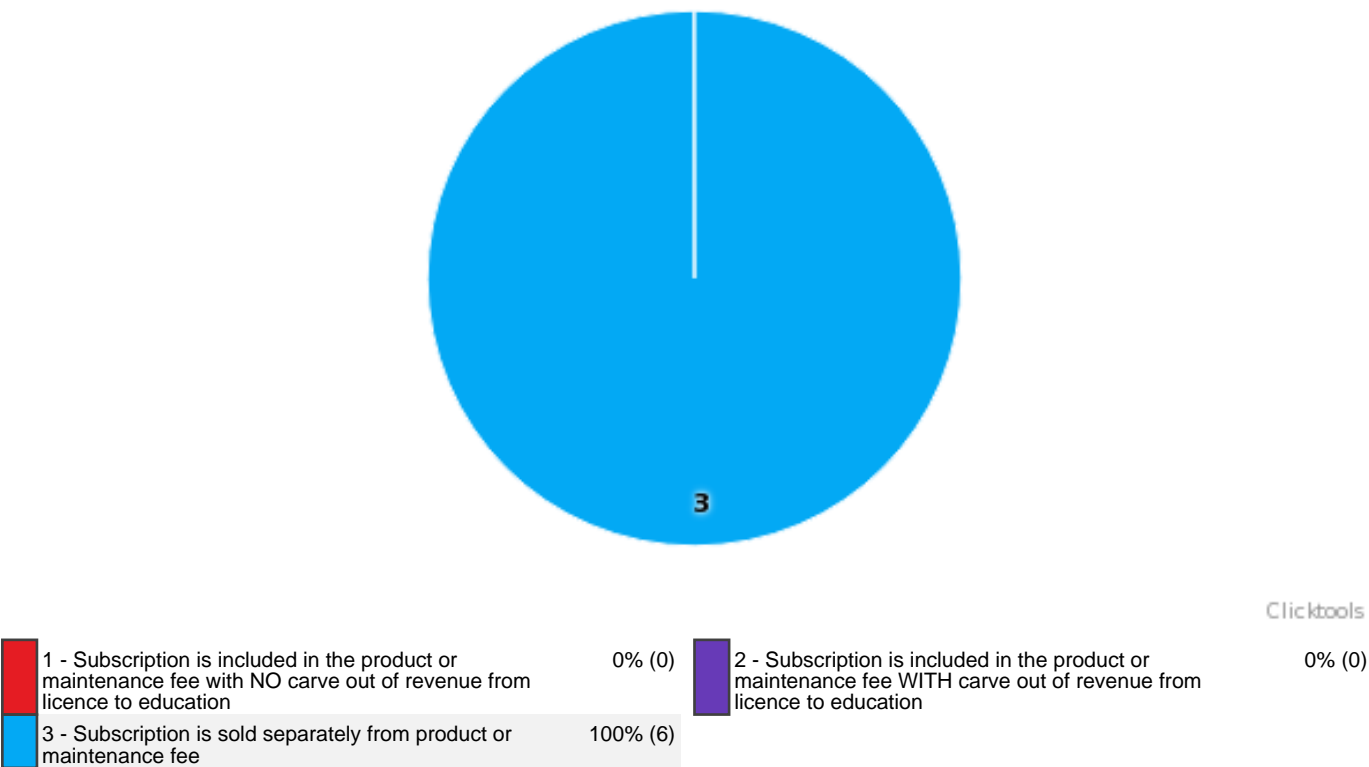
Mean: 3

Response: 6

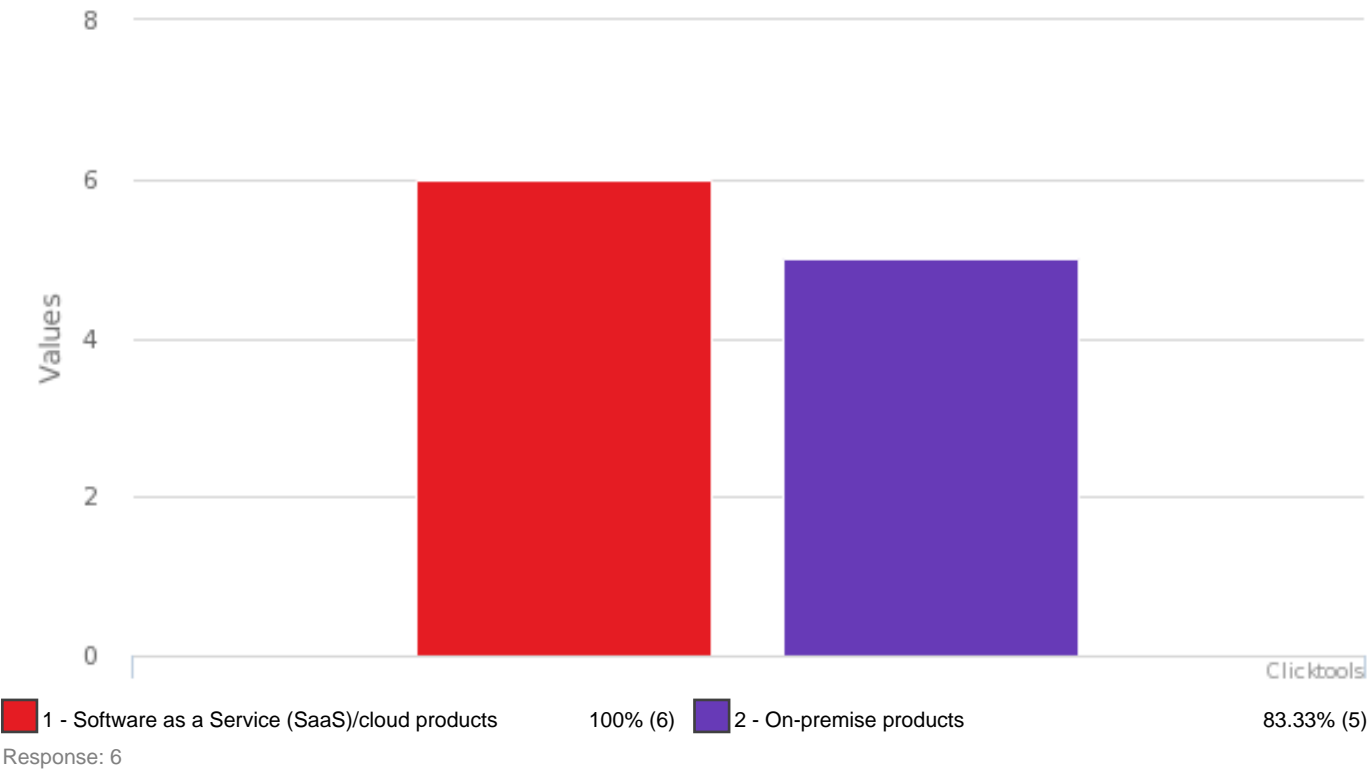
34. Which type of subscription do you offer?



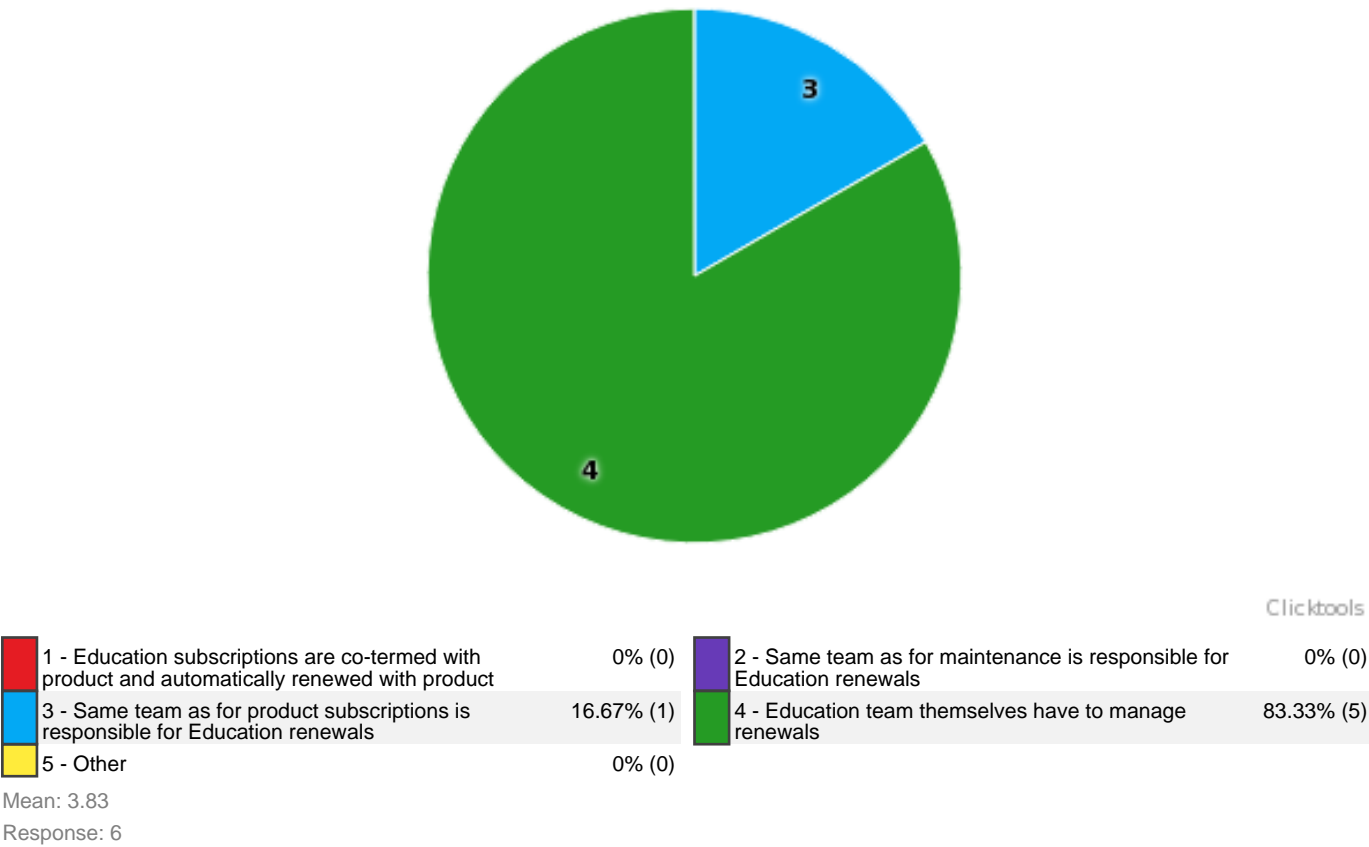
35. How do you charge for subscriptions?



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



37. How do you get subscriptions renewed?

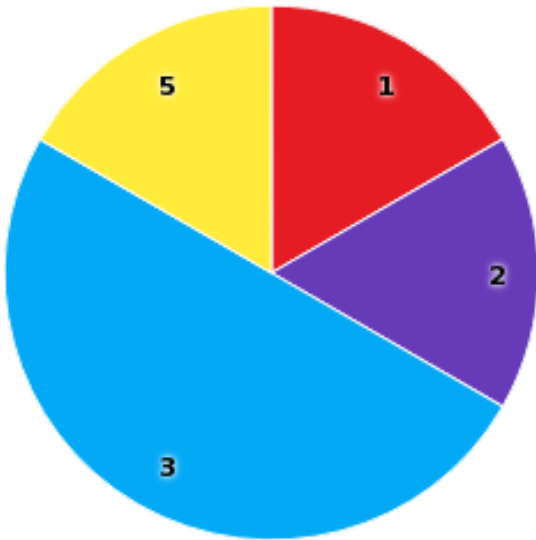


38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?

Average	46.33%
Highest	80%
Lowest	5%
Standard deviation	29.9

Response: 6

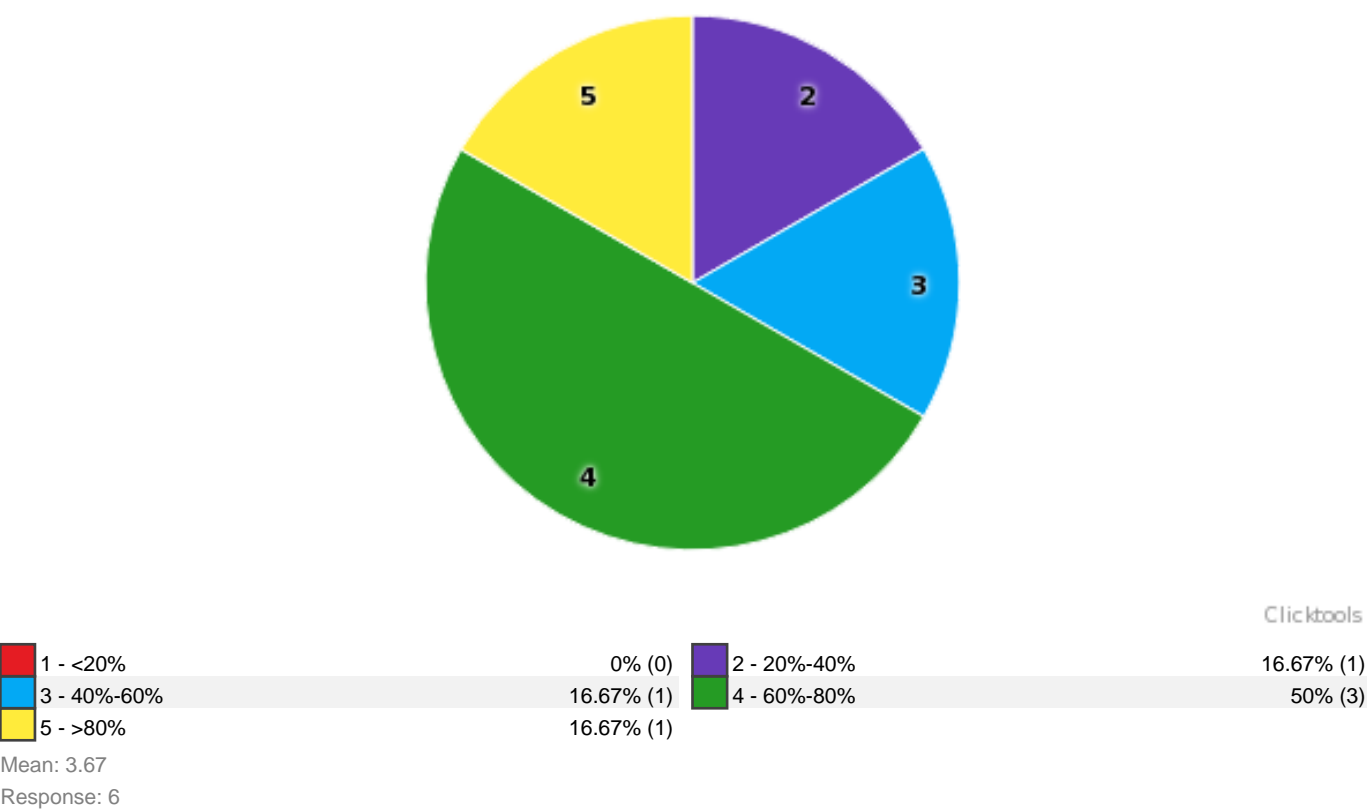
39. As a percentage of overall Education revenue, what percentage is attributable to subscription-based offers?



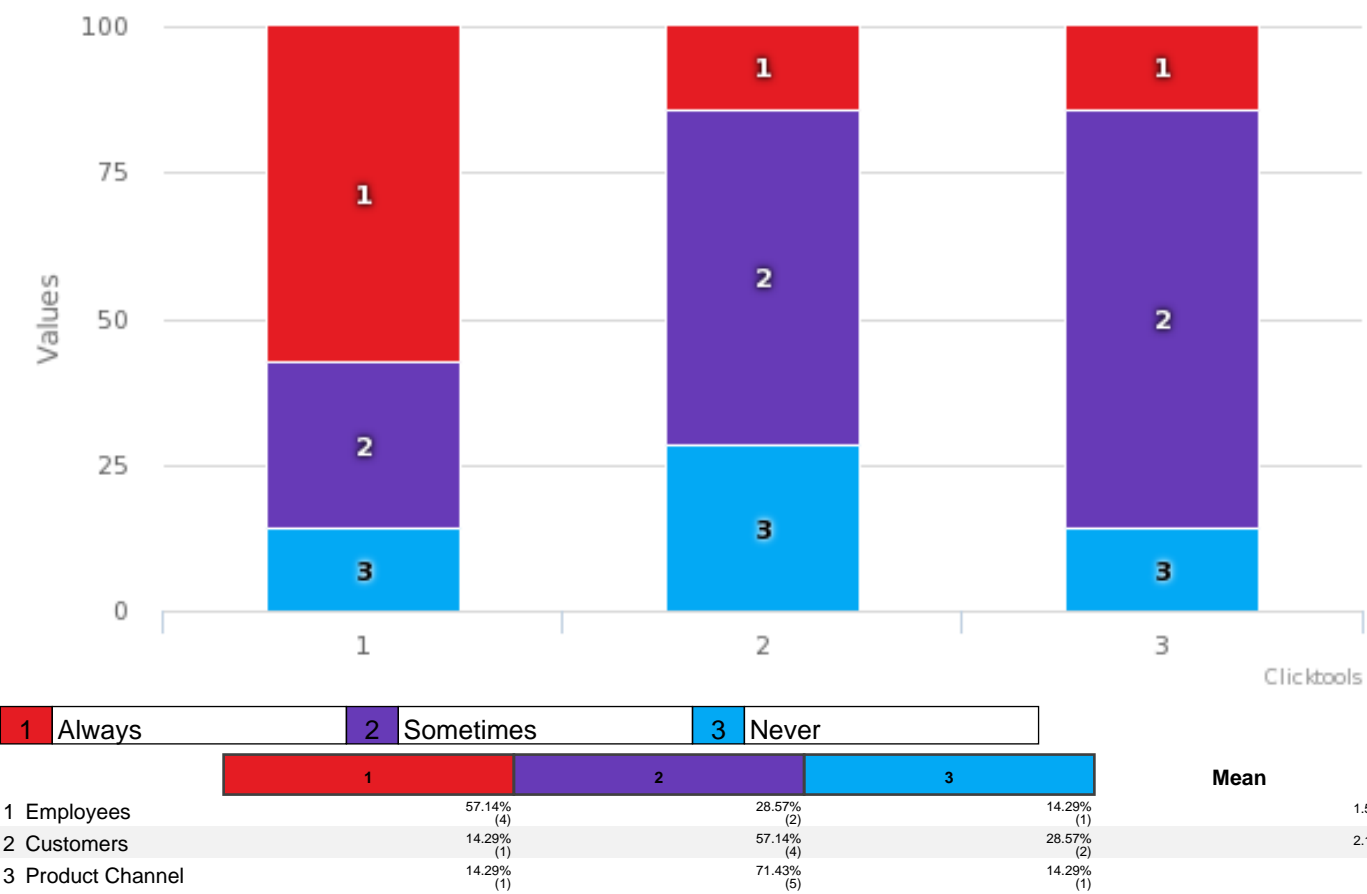
Clicktools			
1 - <10%	16.67% (1)	2 - 10%-20%	16.67% (1)
3 - 20%-30%	50% (3)	4 - 30%-40%	0% (0)
5 - 40%-50%	16.67% (1)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	0% (0)	10 - >90%	0% (0)

Mean: 2.83  
Response: 6

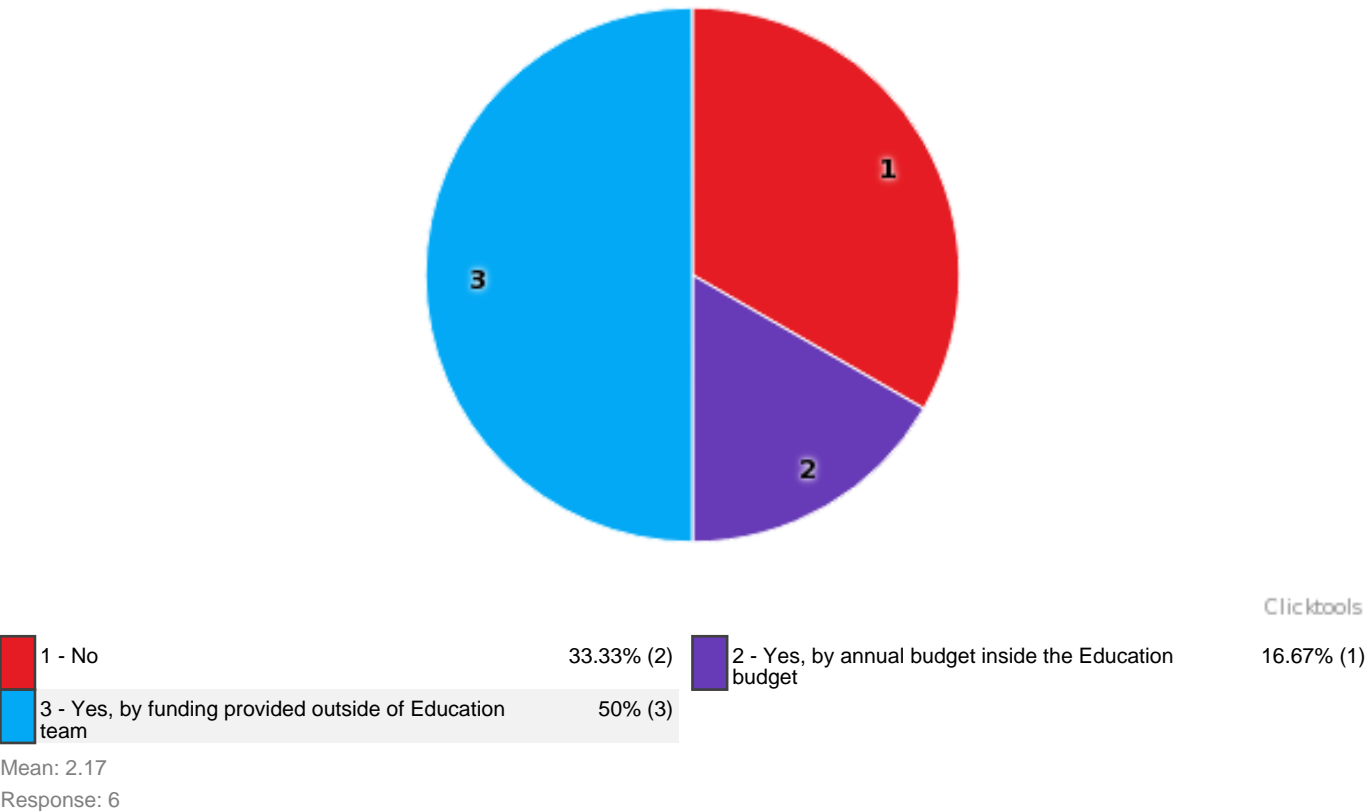
40. What is the percentage of Education subscription revenue growth for the past 12 months?



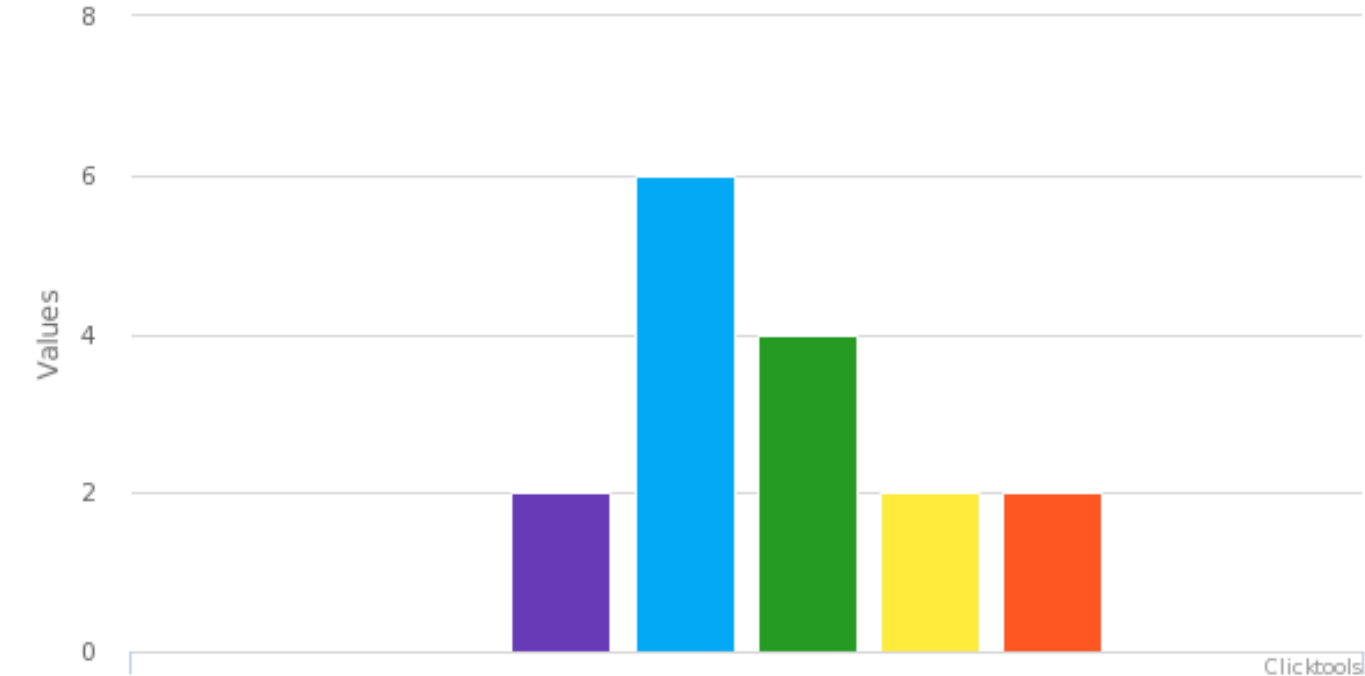
41. Do you offer free training to the following audiences?



42. Is there a limit to the free training?



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

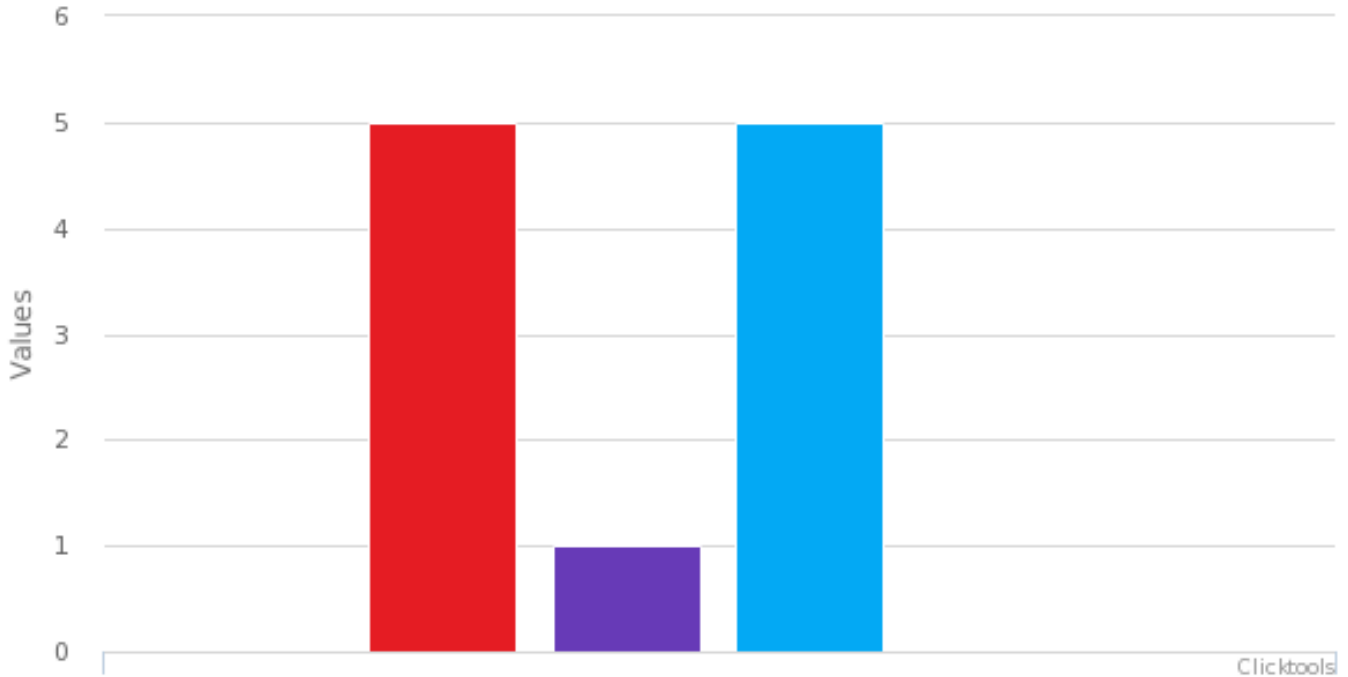




1 - No	0% (0)	2 - Yes, carve out product revenue and move to Education	28.57% (2)
3 - Yes, funding outside the Education team and transfer of costs only	85.71% (6)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	57.14% (4)
5 - Yes, specific annual budget inside the Education budget	28.57% (2)	6 - Other	28.57% (2)

Response: 7

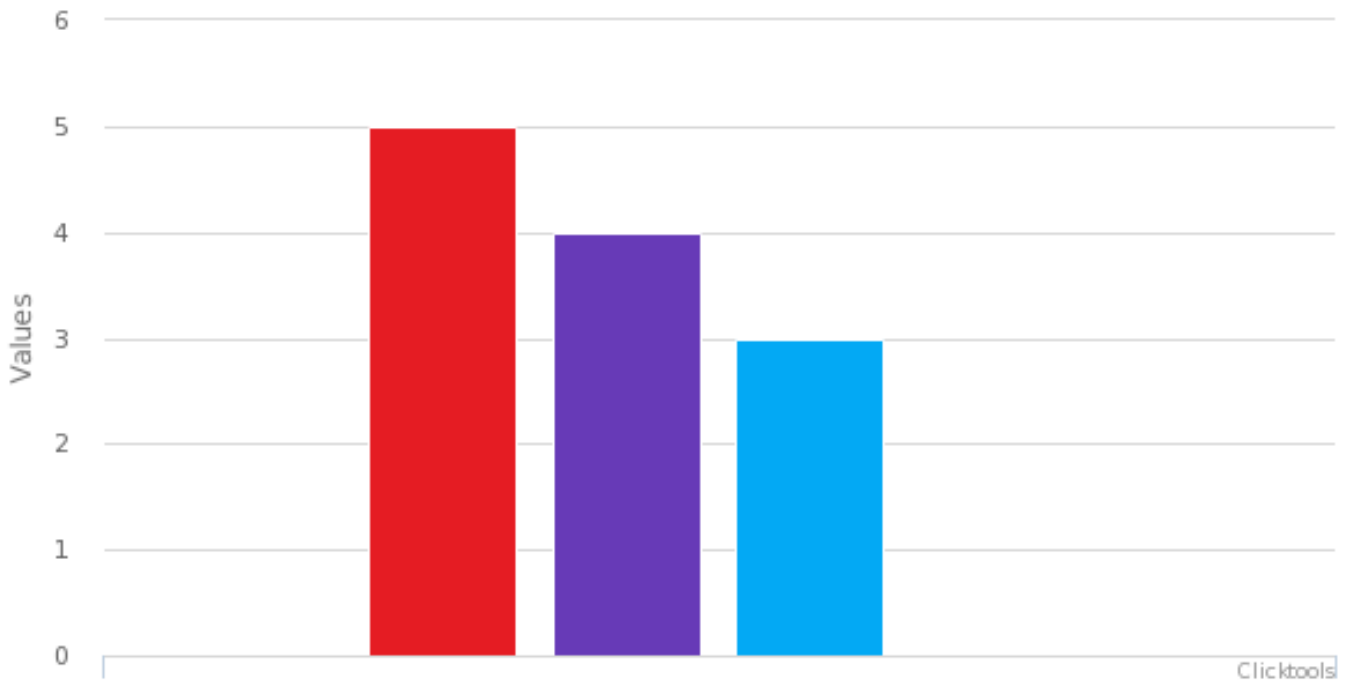
#### 44. What do you communicate about pricing outside your company?



1 - Only list prices	71.43% (5)	2 - All available discounts	14.29% (1)
3 - Some globally available discounts, e.g. volume	71.43% (5)	4 - Other	0% (0)

Response: 7

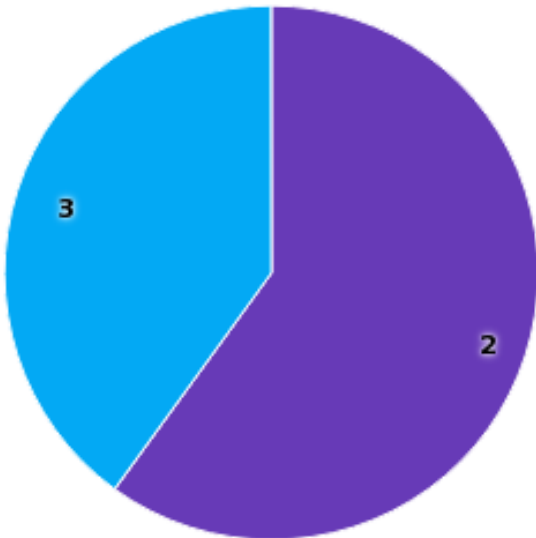
#### 45. Who is allowed to discount training?



1 - Education team	71.43% (5)	2 - Product Sales team	57.14% (4)
3 - Company (Professional) Services team	42.86% (3)	4 - Other	0% (0)

Response: 7

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



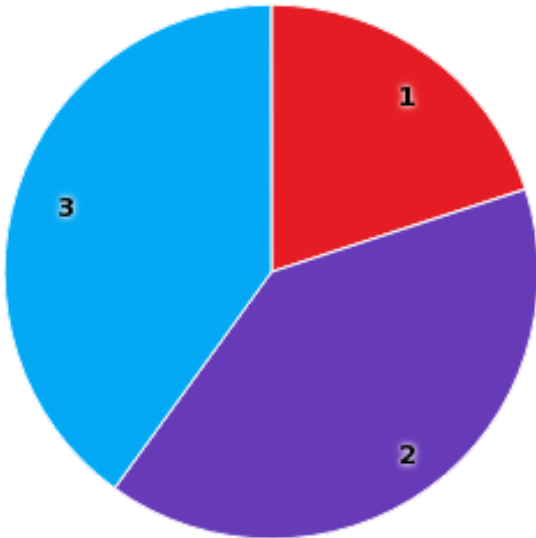
Clicktools

1 - No limit	0% (0)	2 - Only up to 25% of the overall possible discount	60% (3)
3 - 26-50%	40% (2)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	0% (0)		

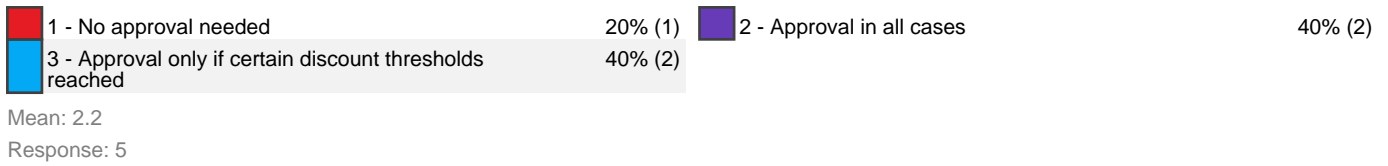
Mean: 2.4

Response: 5

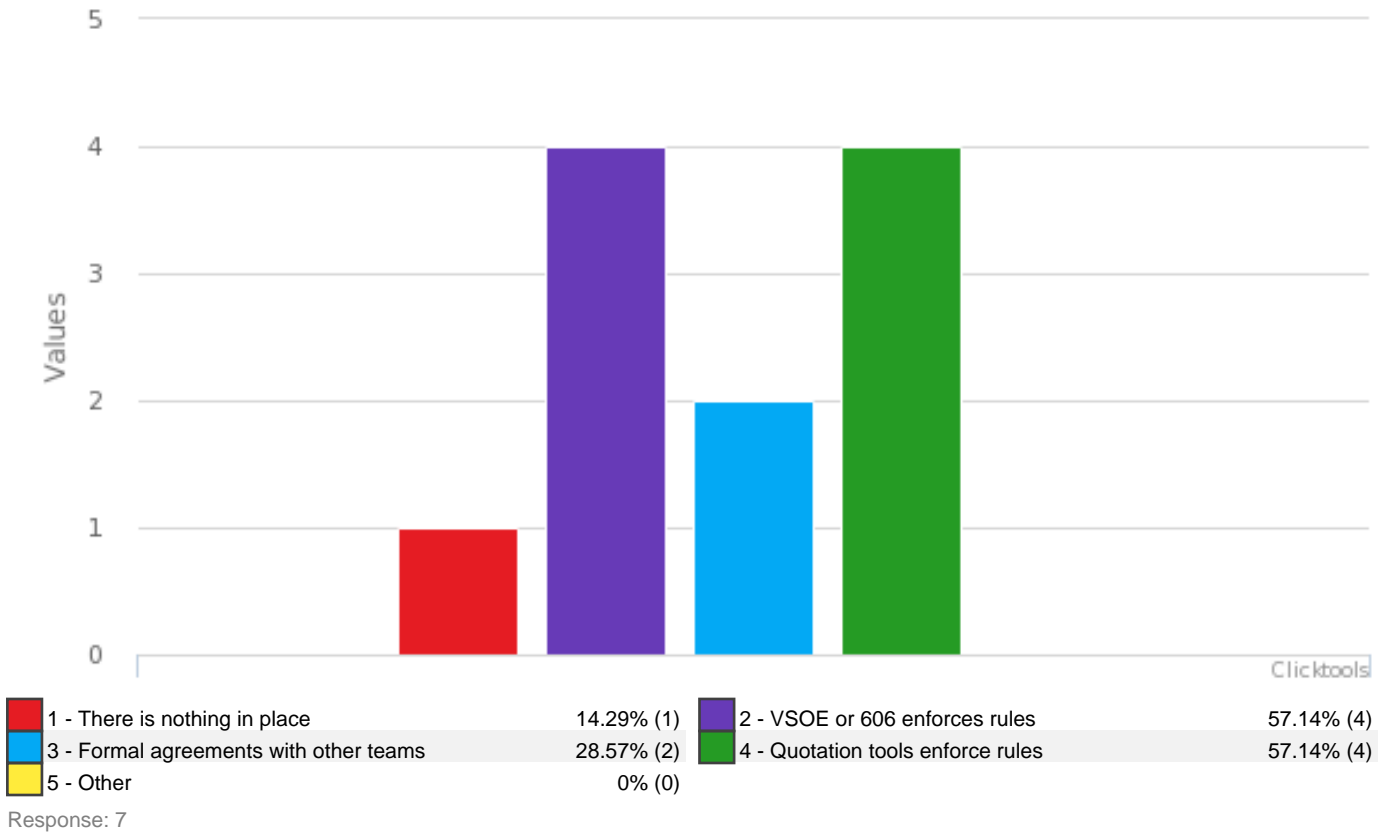
47. Do these other organizations need approval to discount?



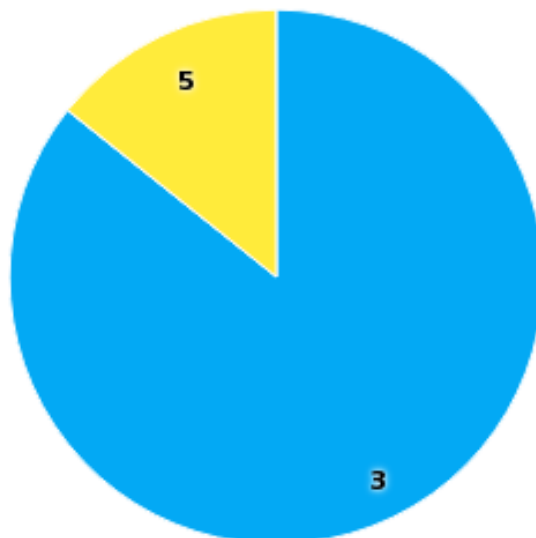
Clicktools



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



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

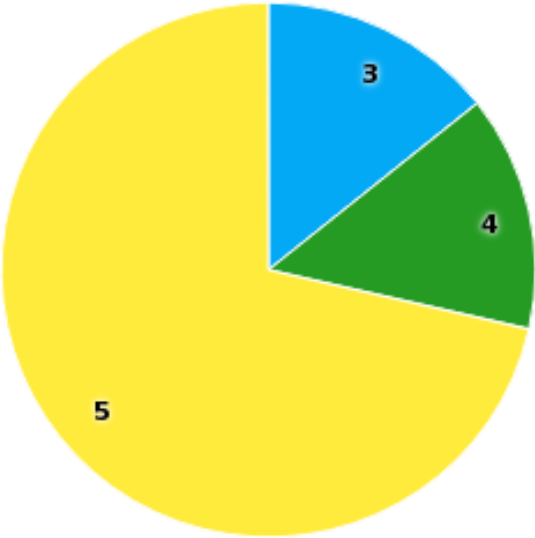


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	85.71% (6)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	14.29% (1)	6 - Other	0% (0)

Mean: 3.29  
 Response: 7

50. How often do you change your pricing?

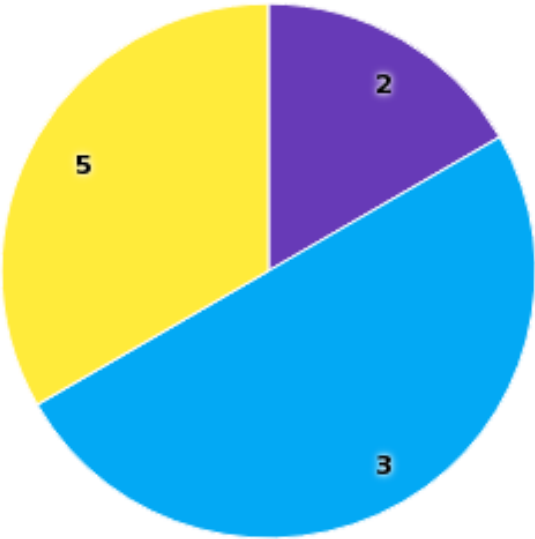


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	14.29% (1)	4 - 13 months or more	14.29% (1)
5 - No set time, just whenever it is needed	71.43% (5)	6 - Other	0% (0)

Mean: 4.57  
 Response: 7

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



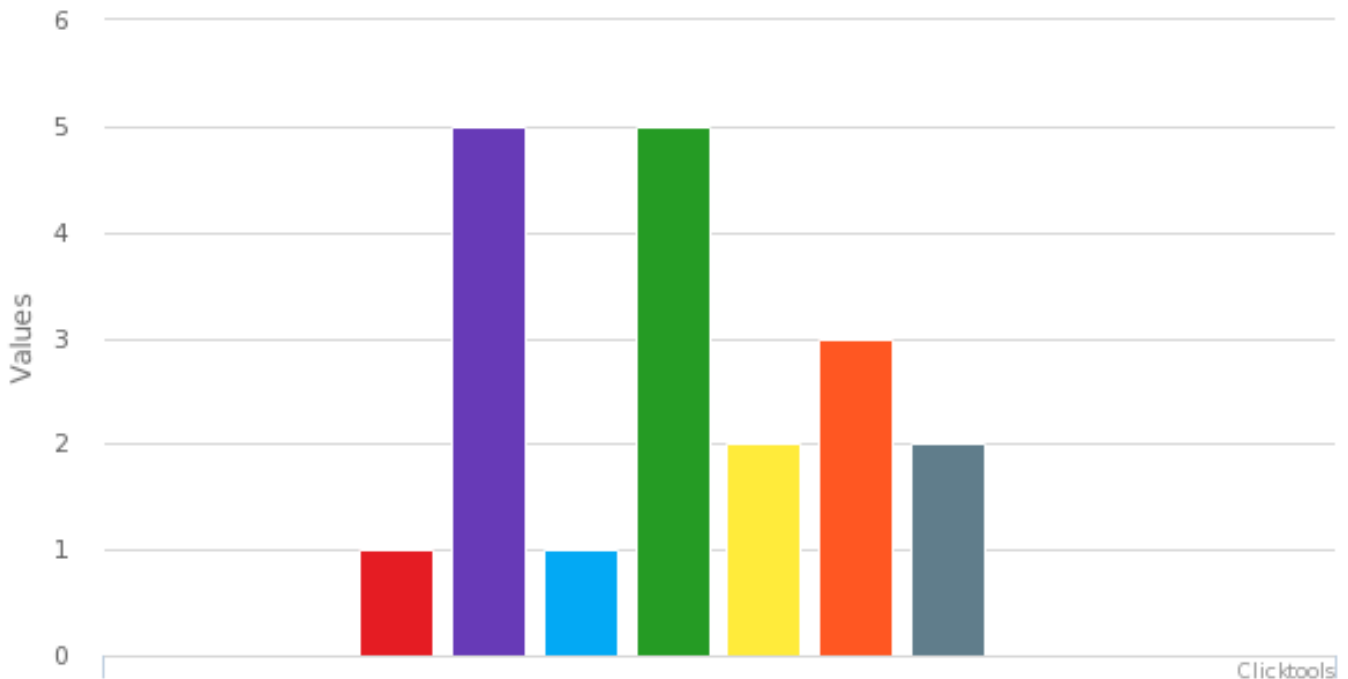
Clicktools

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

Mean: 3.5

Response: 6

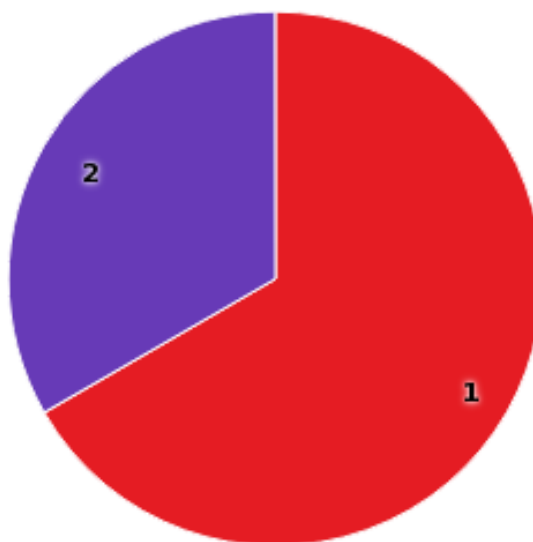
## 52. What is the key driver for the price change? Choose all that apply.



1 - Inflation	14.29% (1)	2 - Market trends	71.43% (5)
3 - Historical trends	14.29% (1)	4 - Competitiveness	71.43% (5)
5 - Profit margins	28.57% (2)	6 - Exchange rate changes	42.86% (3)
7 - Higher expenses	28.57% (2)	8 - Other	0% (0)

Response: 7

## 53. Do you need approval to make a price change?

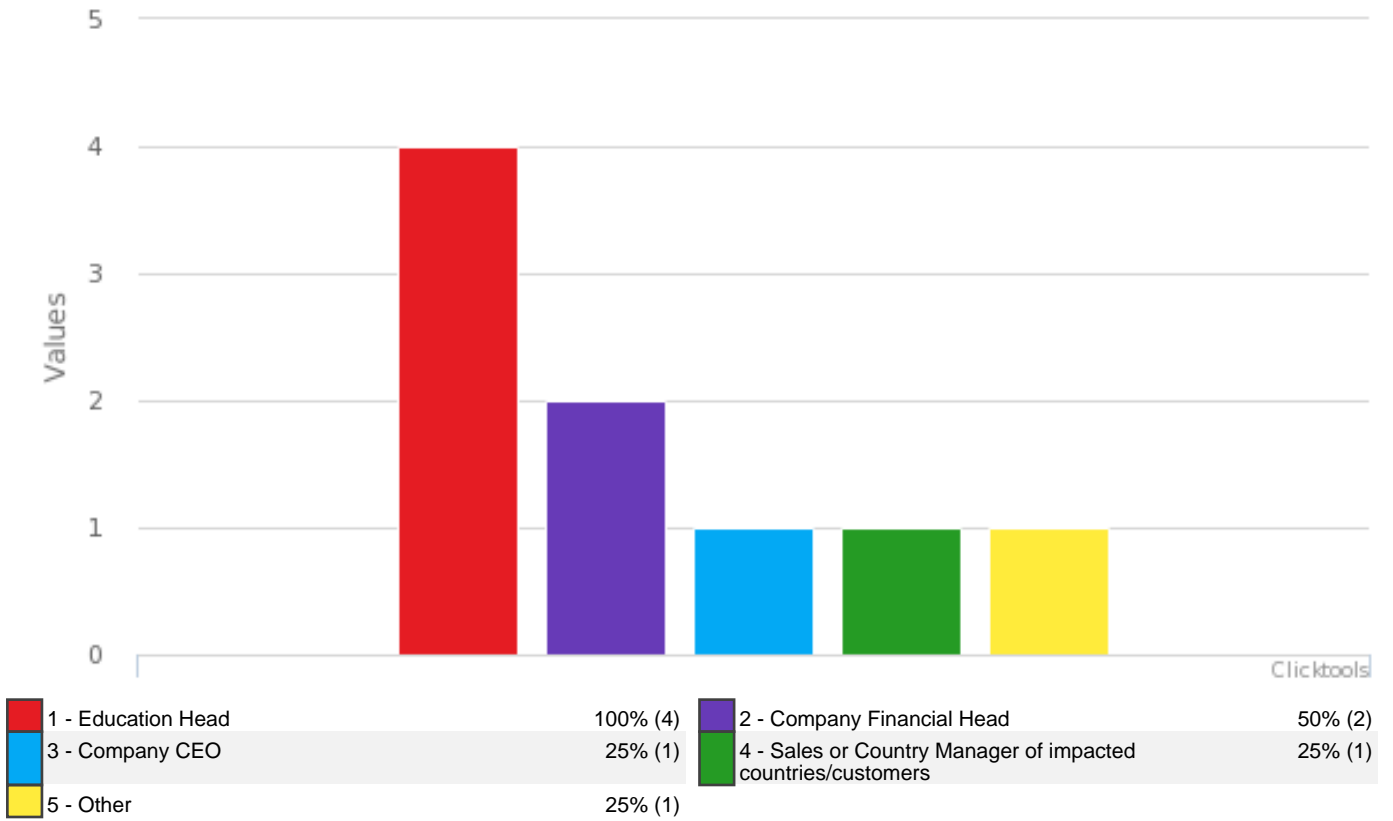


Clicktools

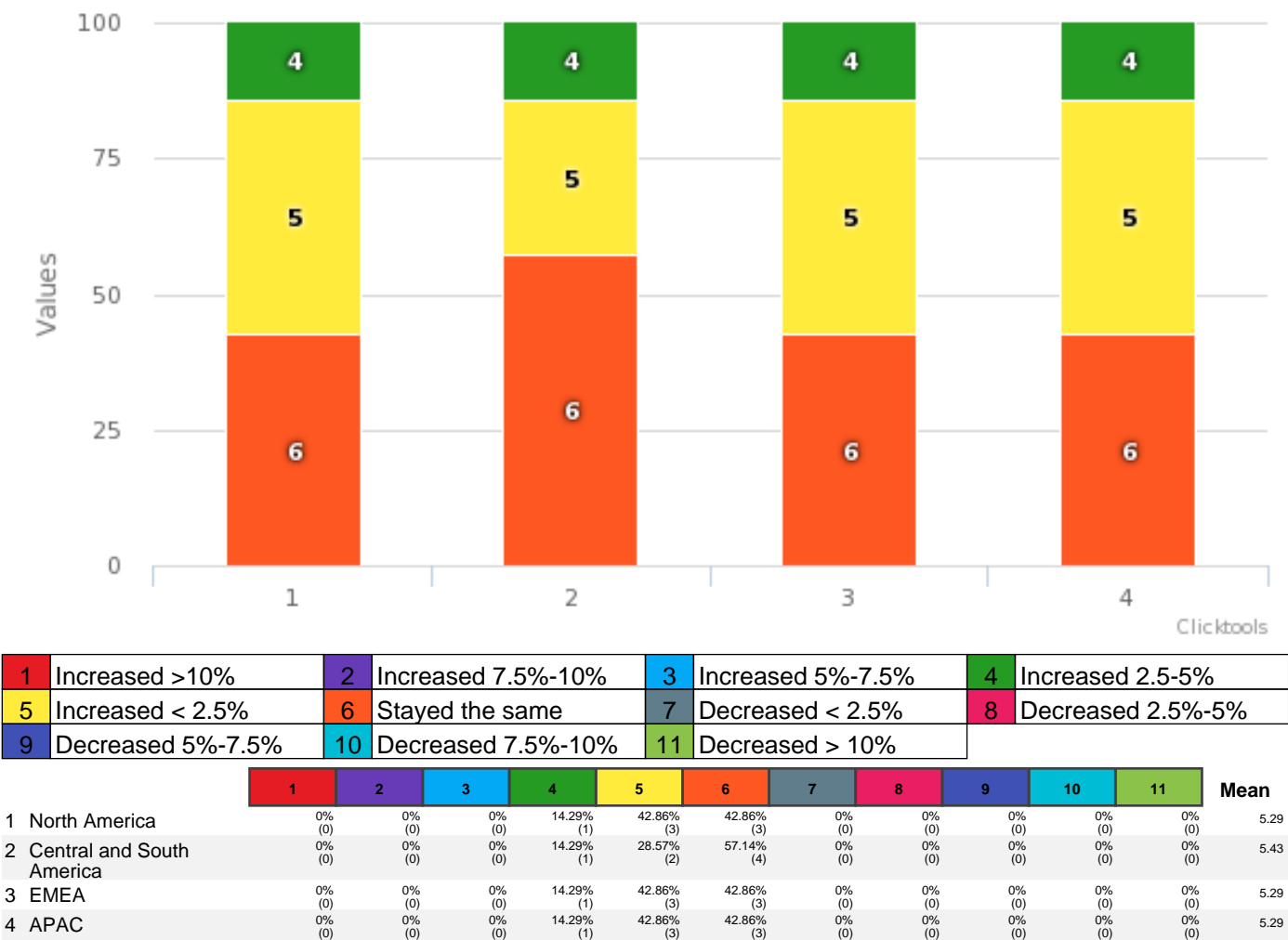
1 - Yes 66.67% (4) 2 - No 33.33% (2)

Mean: 1.33  
Response: 6

54. Who is required to approve changes? Choose all that apply.

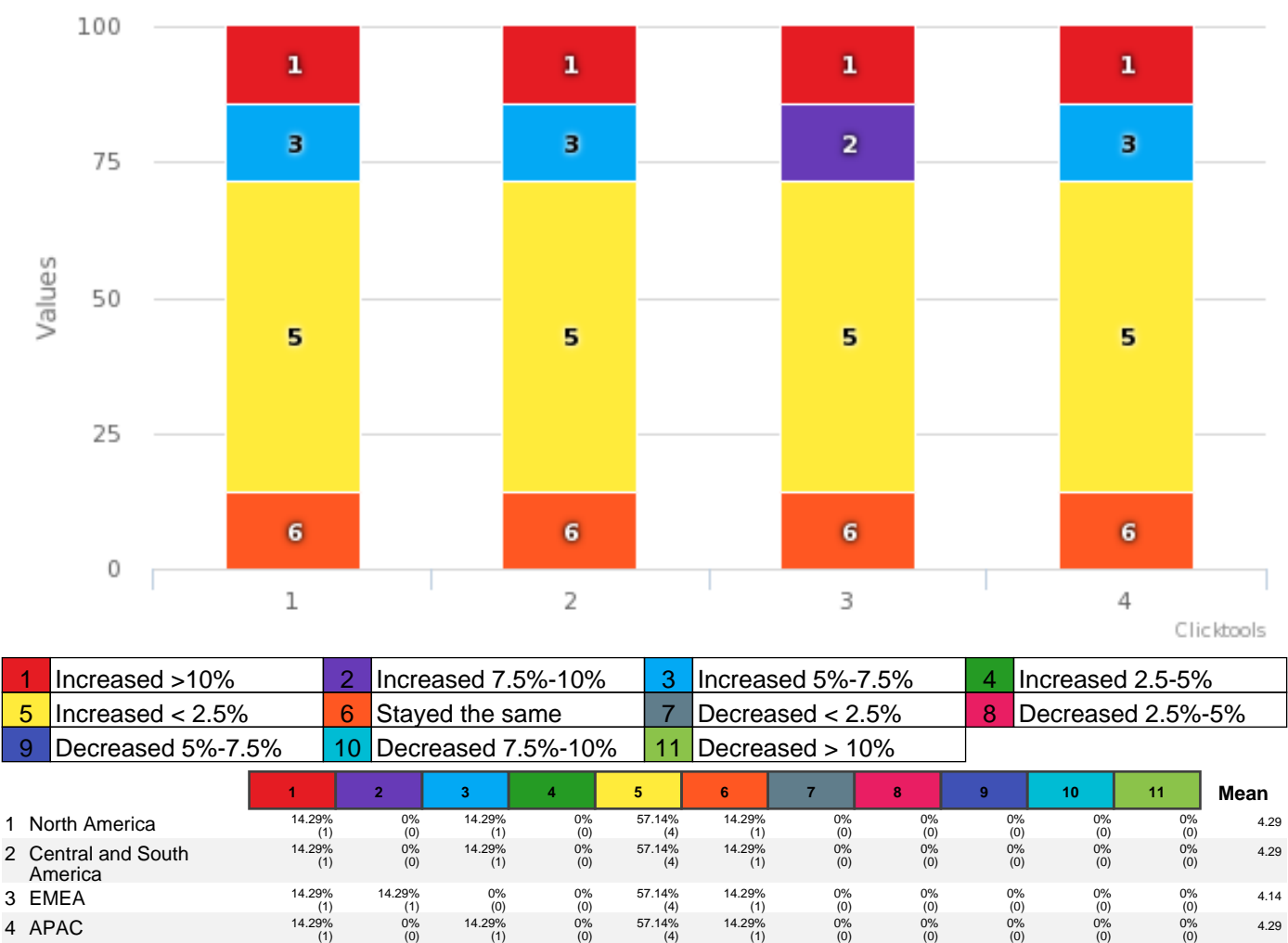


55. If you compare your actual pricing to the pricing of one (1) year ago, what kind of changes have occurred?



Response: 7

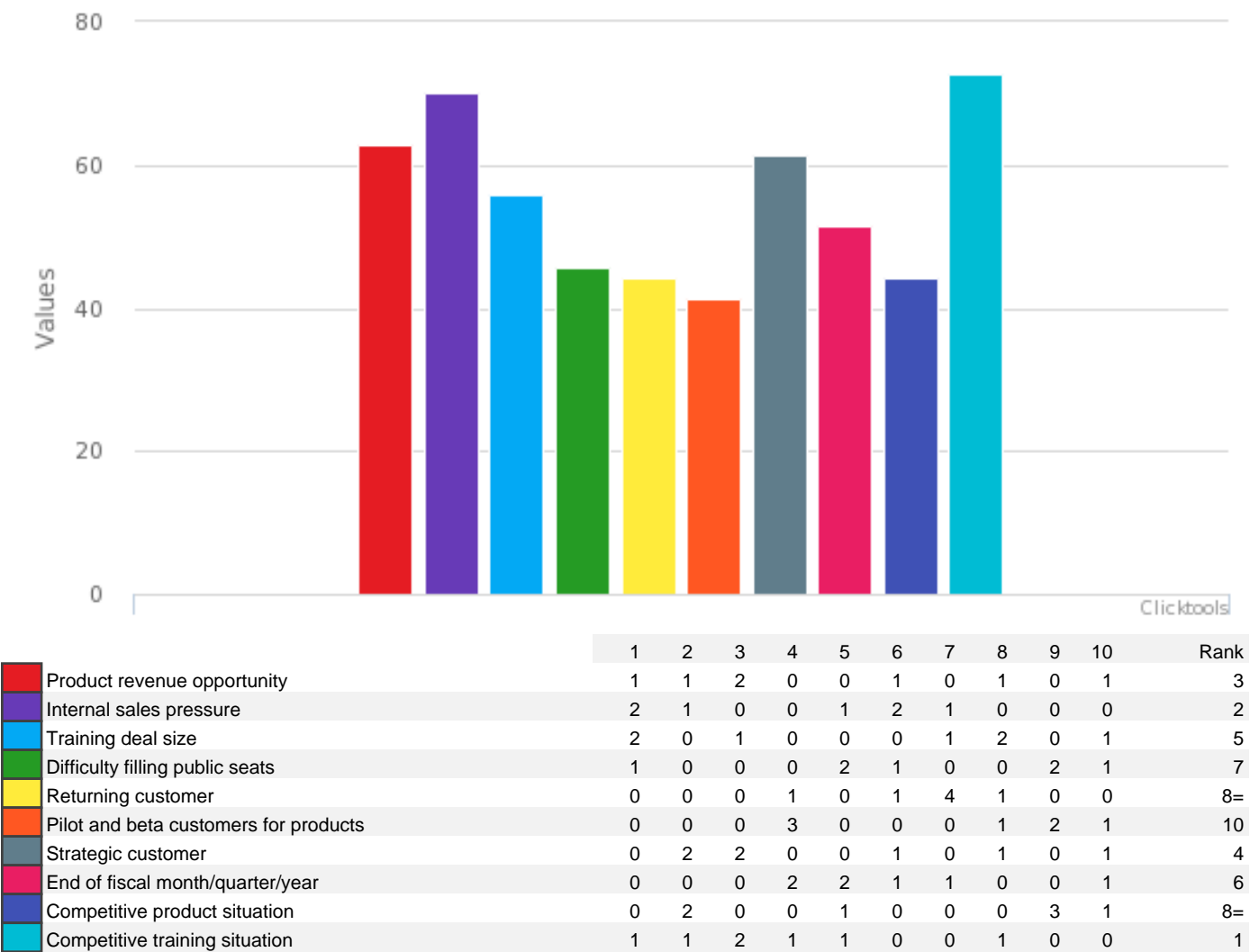
56. If you compare your actual pricing to the pricing of three (3) years ago, what kind of changes have occurred?



Response: 7

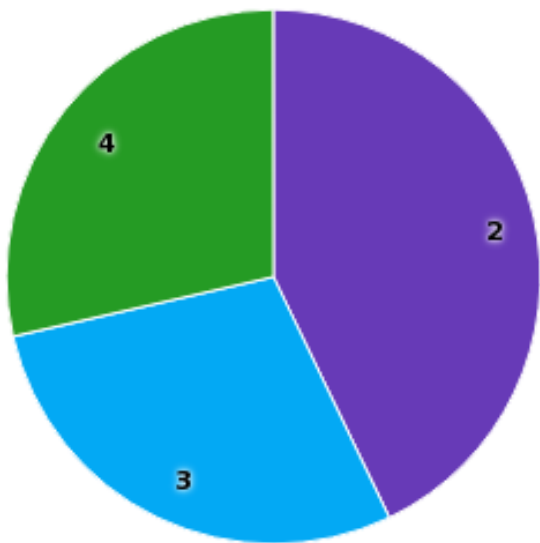


57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



Response: 7

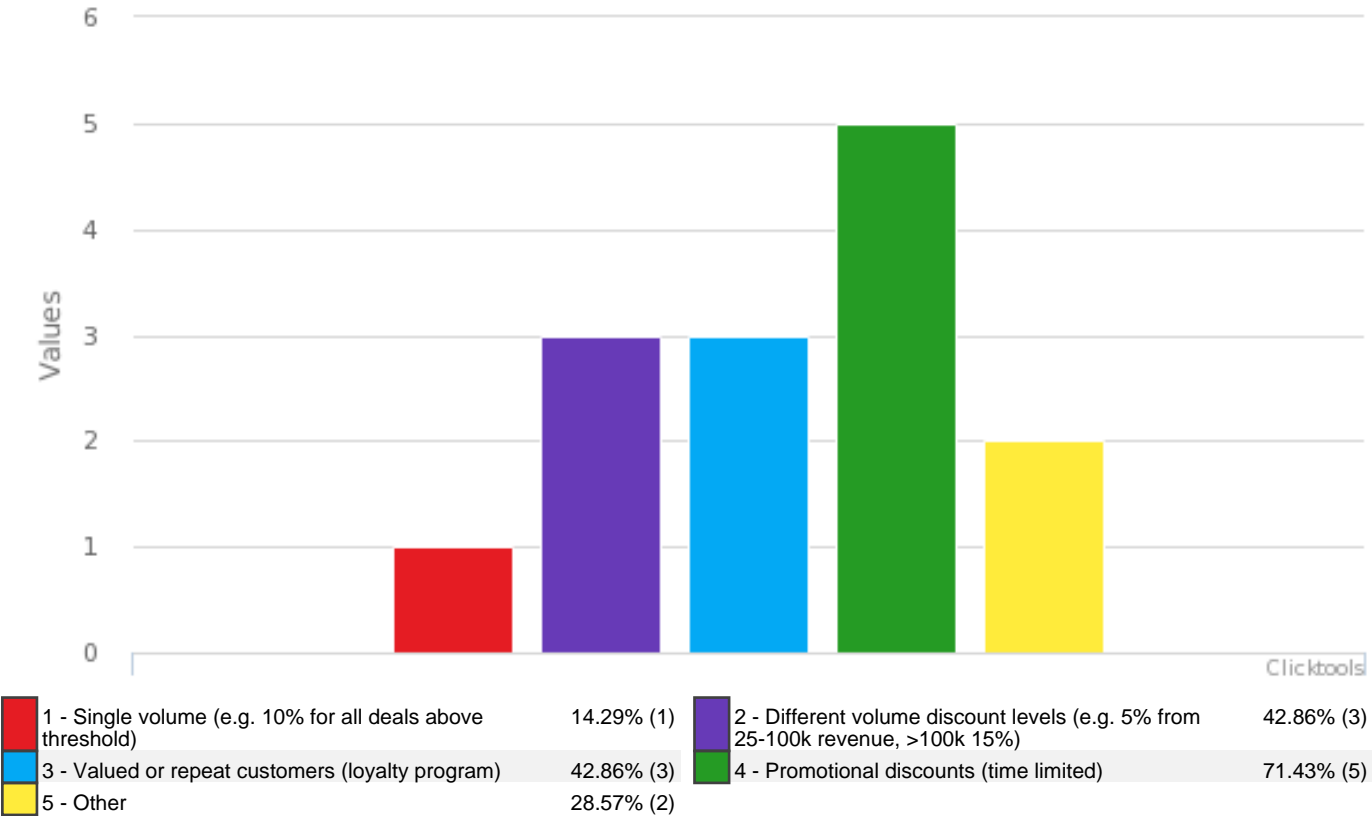
58. How do you manage price differences between different local markets?



				Clicktools
1 - No price differences for different local markets	0%	(0)	2 - Global pricelist and discounts by country to bring global price down to market price	42.86% (3)
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	28.57%	(2)	4 - Pricelists for local markets which have different prices by market	28.57% (2)
5 - Other	0%	(0)		

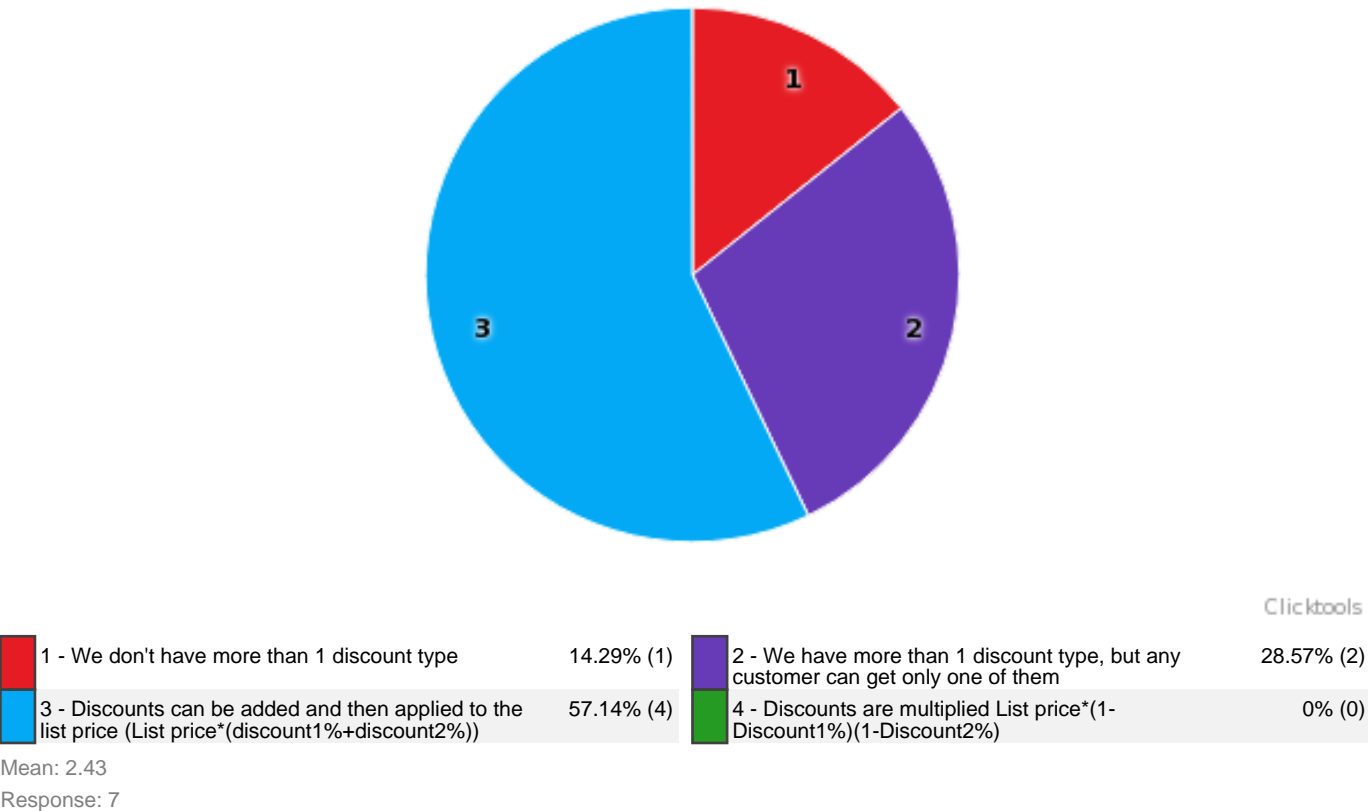
Mean: 2.86  
Response: 7

59. What other type of discounts do you offer?

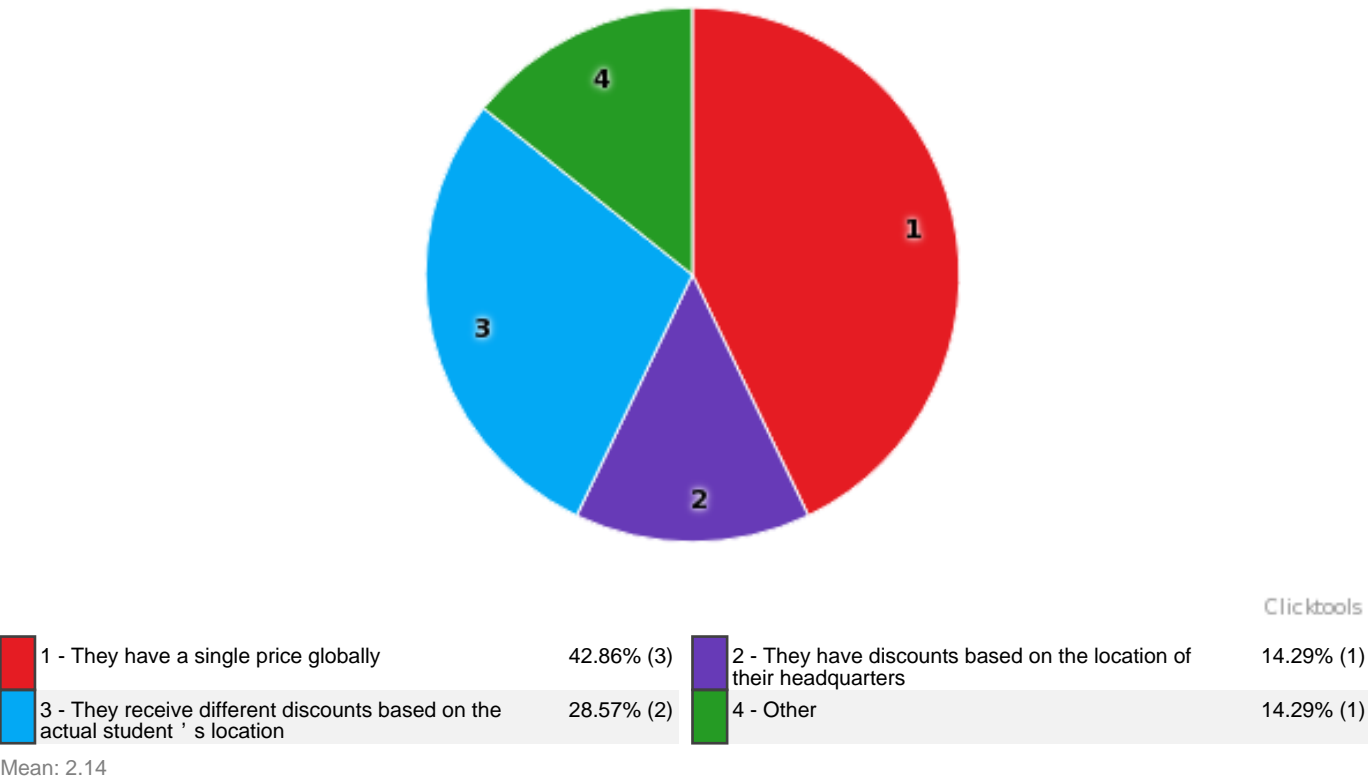


				Clicktools
1 - Single volume (e.g. 10% for all deals above threshold)	14.29%	(1)	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	42.86% (3)
3 - Valued or repeat customers (loyalty program)	42.86%	(3)	4 - Promotional discounts (time limited)	71.43% (5)
5 - Other	28.57%	(2)		

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

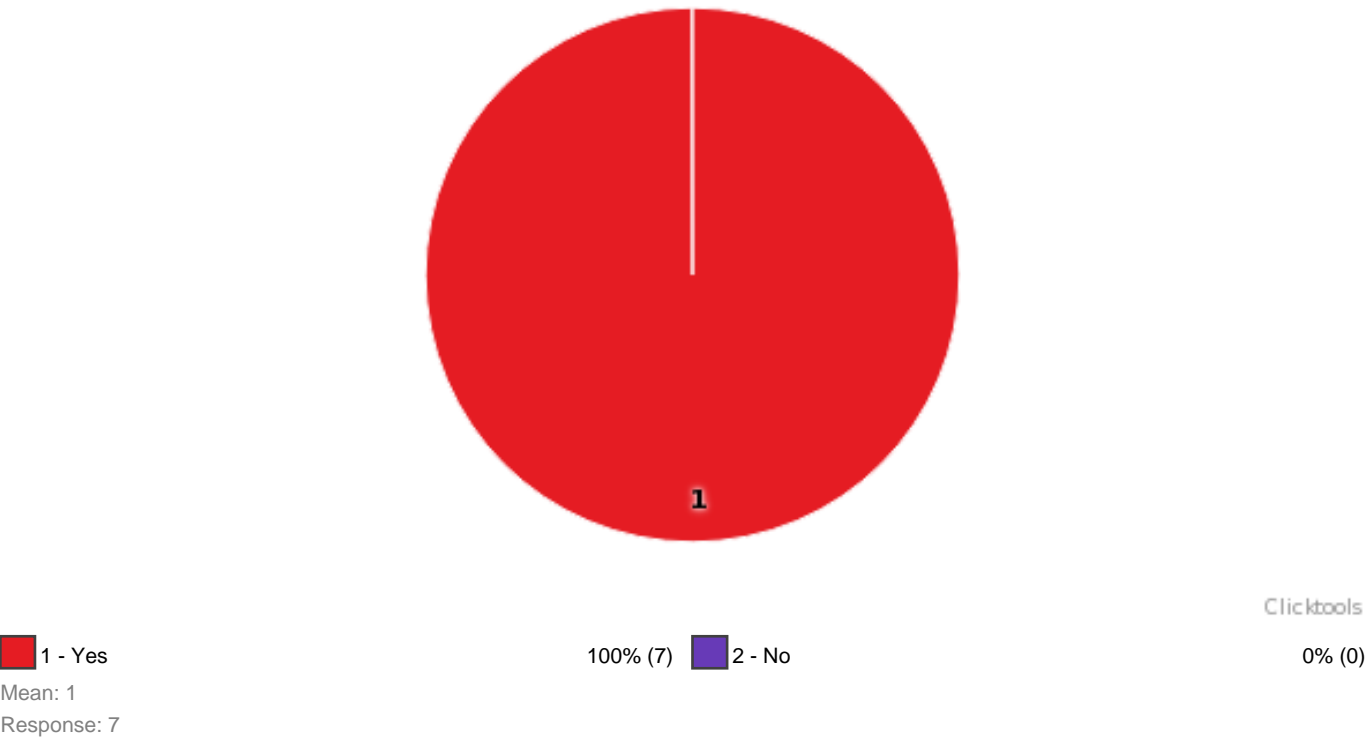


61. How do you manage pricing for global customers?

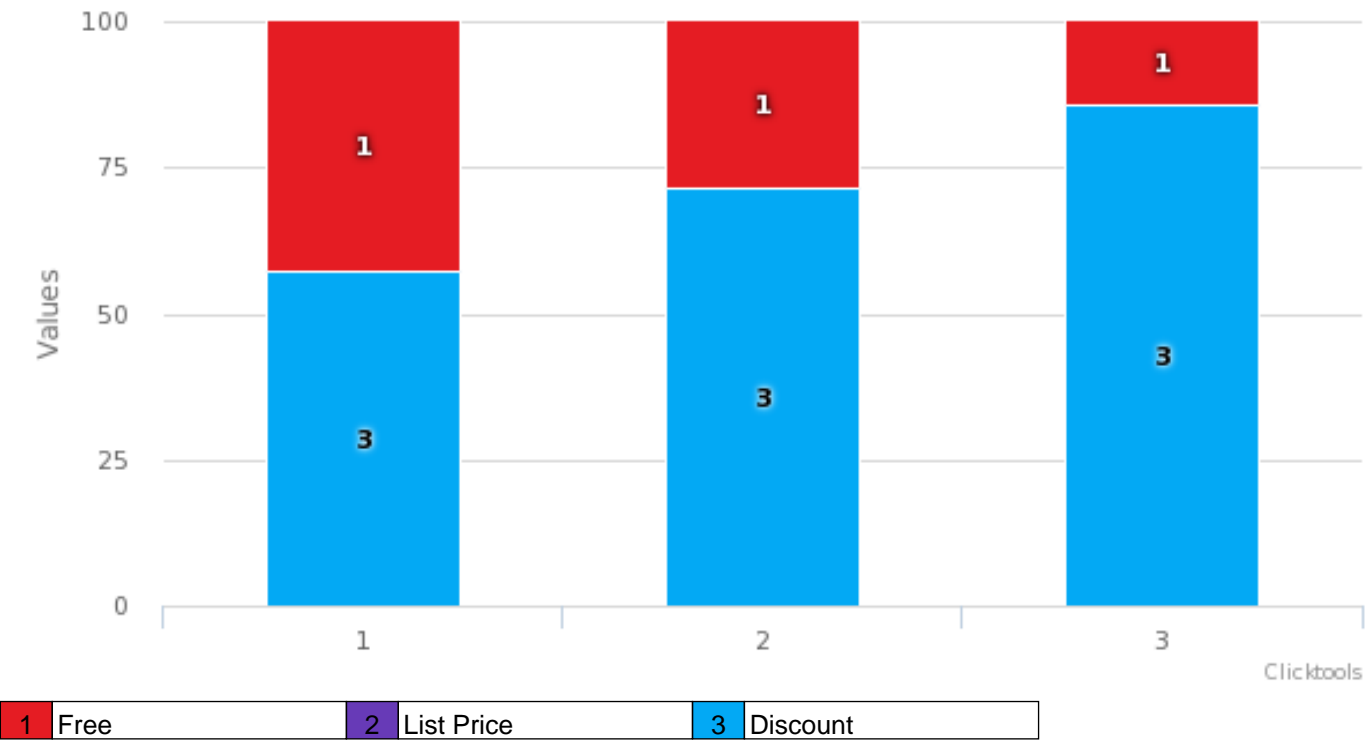


Response: 7

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



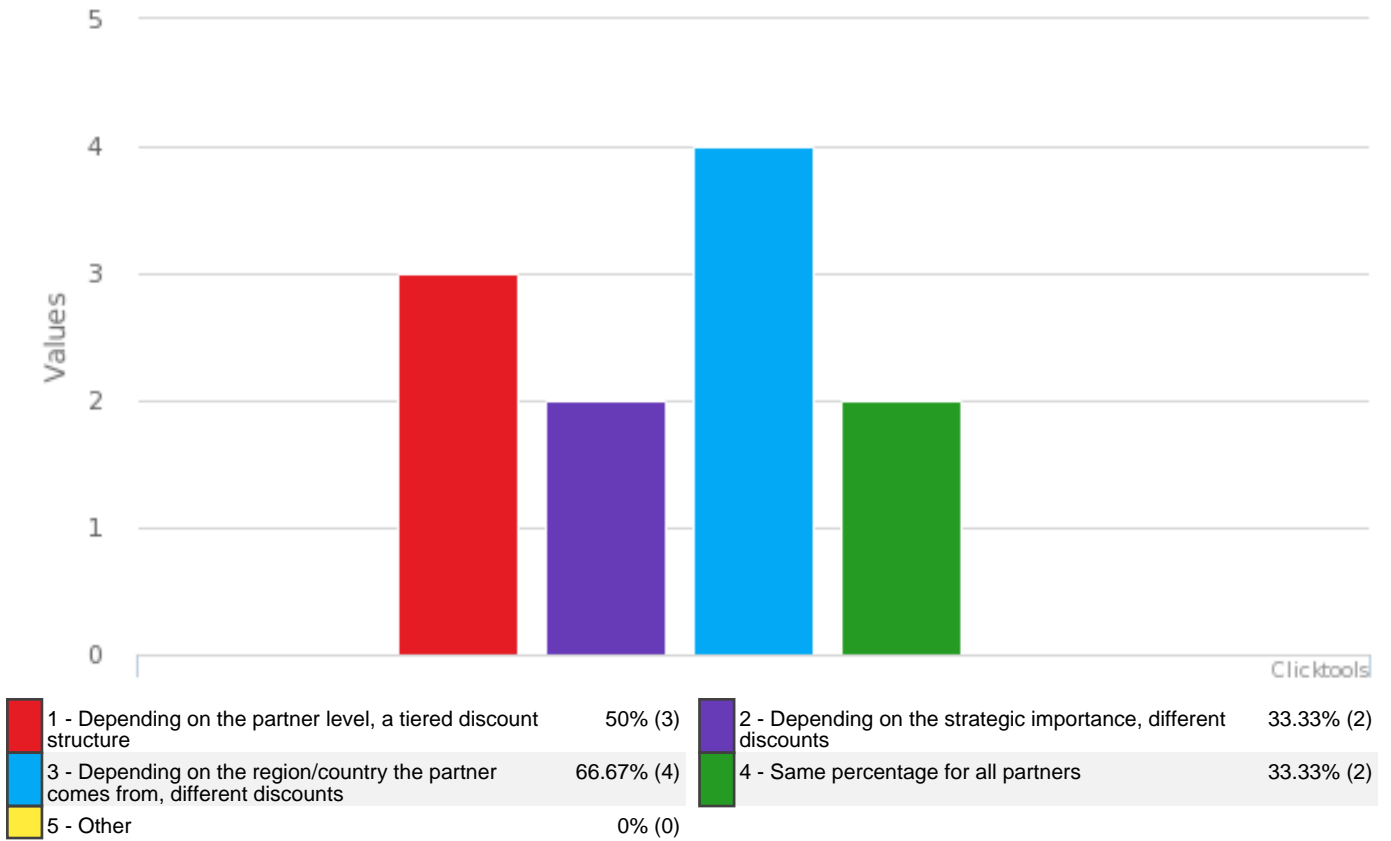
63. How do you charge for the following partner audiences?



	1	2	3	Mean
1 Channel Sales	42.86% (3)	0% (0)	57.14% (4)	2.14
2 Channel Presales	28.57% (2)	0% (0)	71.43% (5)	2.43
3 Channel Post sales - deployment, operations, maintenance	14.29% (1)	0% (0)	85.71% (6)	2.71

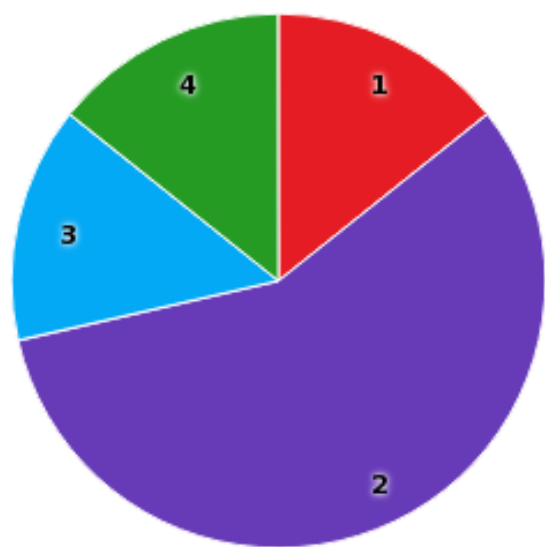
Response: 7

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



Response: 6

65. Do you allow partners to resell your training?



Clicktools

1 - No	14.29% (1)	2 - Yes, can resell and get the normal partner discount to resell	57.14% (4)
3 - Yes, can resell but get a higher discount	14.29% (1)	4 - Yes, can resell but get a lower discount	14.29% (1)

Mean: 2.29  
Response: 7

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

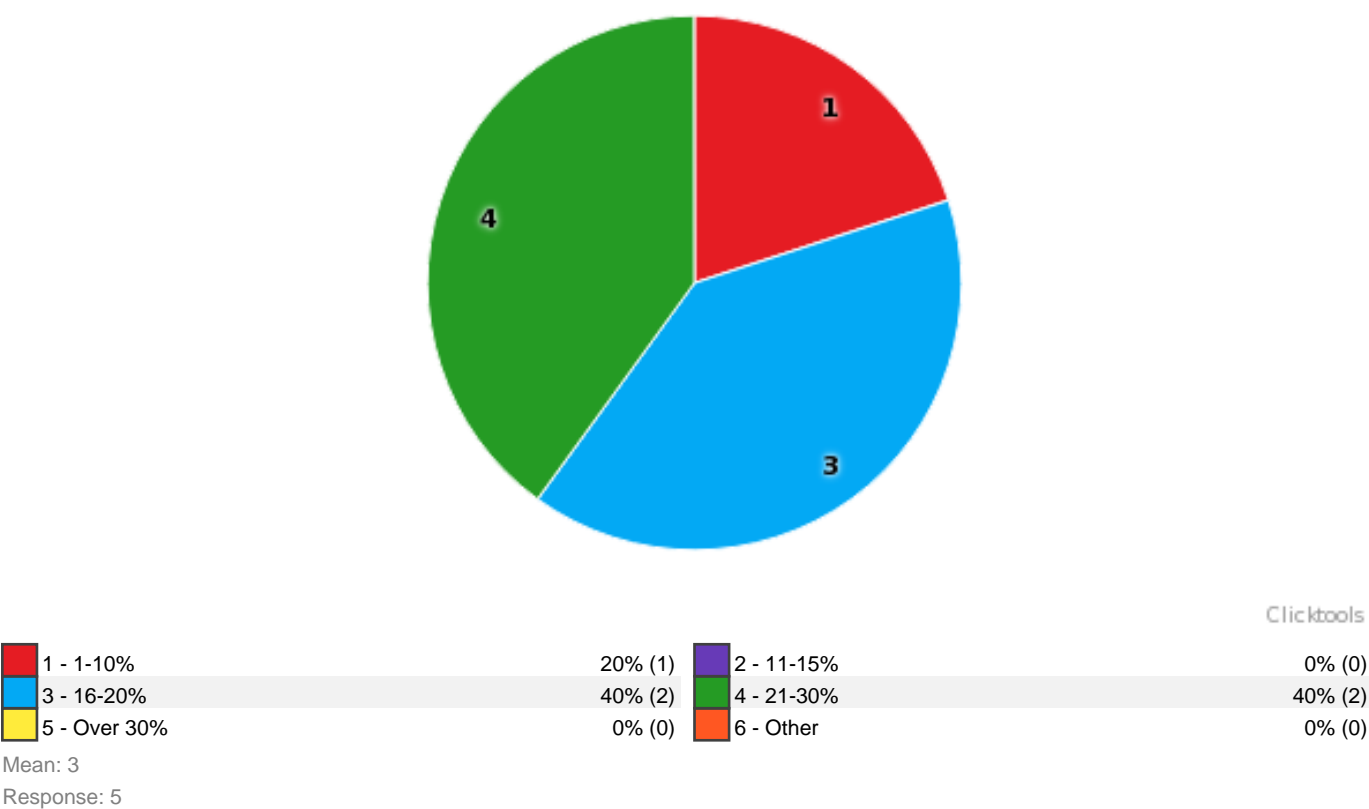


Clicktools

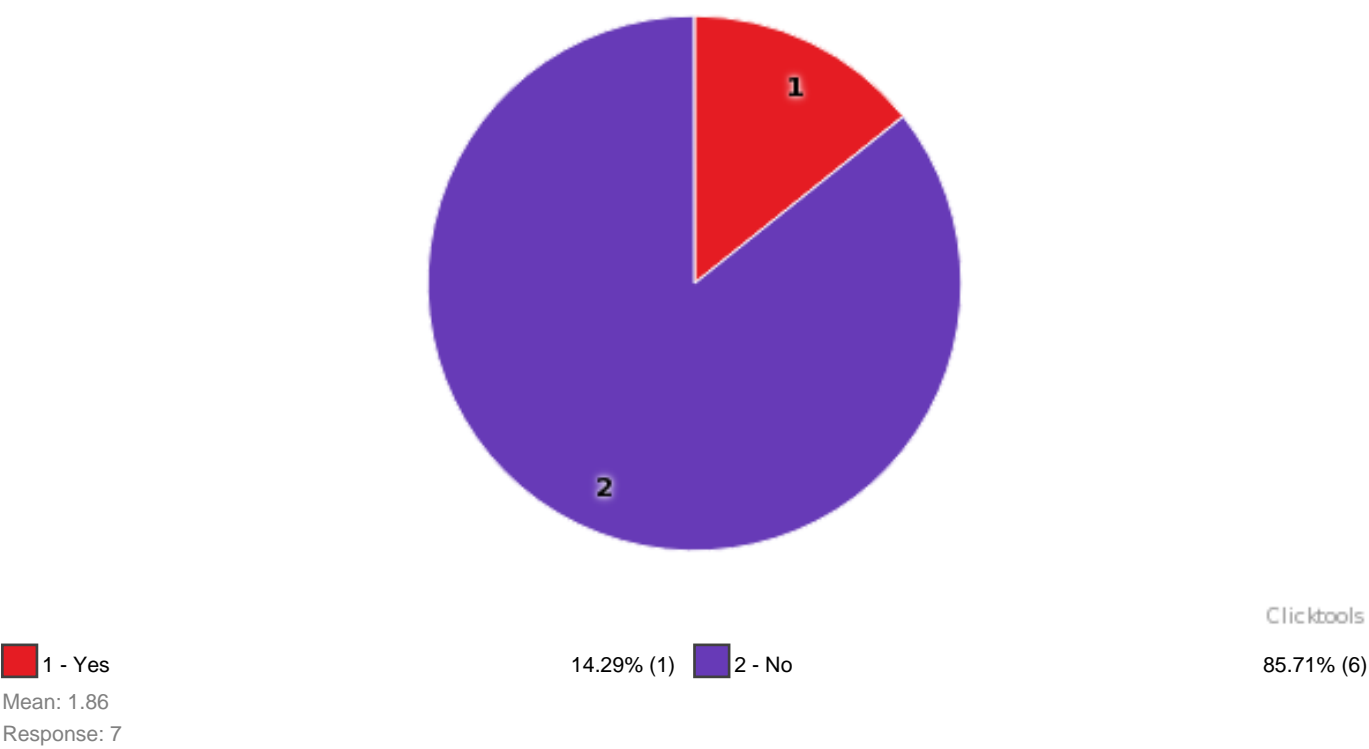
1 - 1-10%	40% (2)	2 - 11-15%	0% (0)
3 - 16-20%	20% (1)	4 - 21-30%	40% (2)
5 - Over 30%	0% (0)	6 - Other	0% (0)

Mean: 2.6  
Response: 5

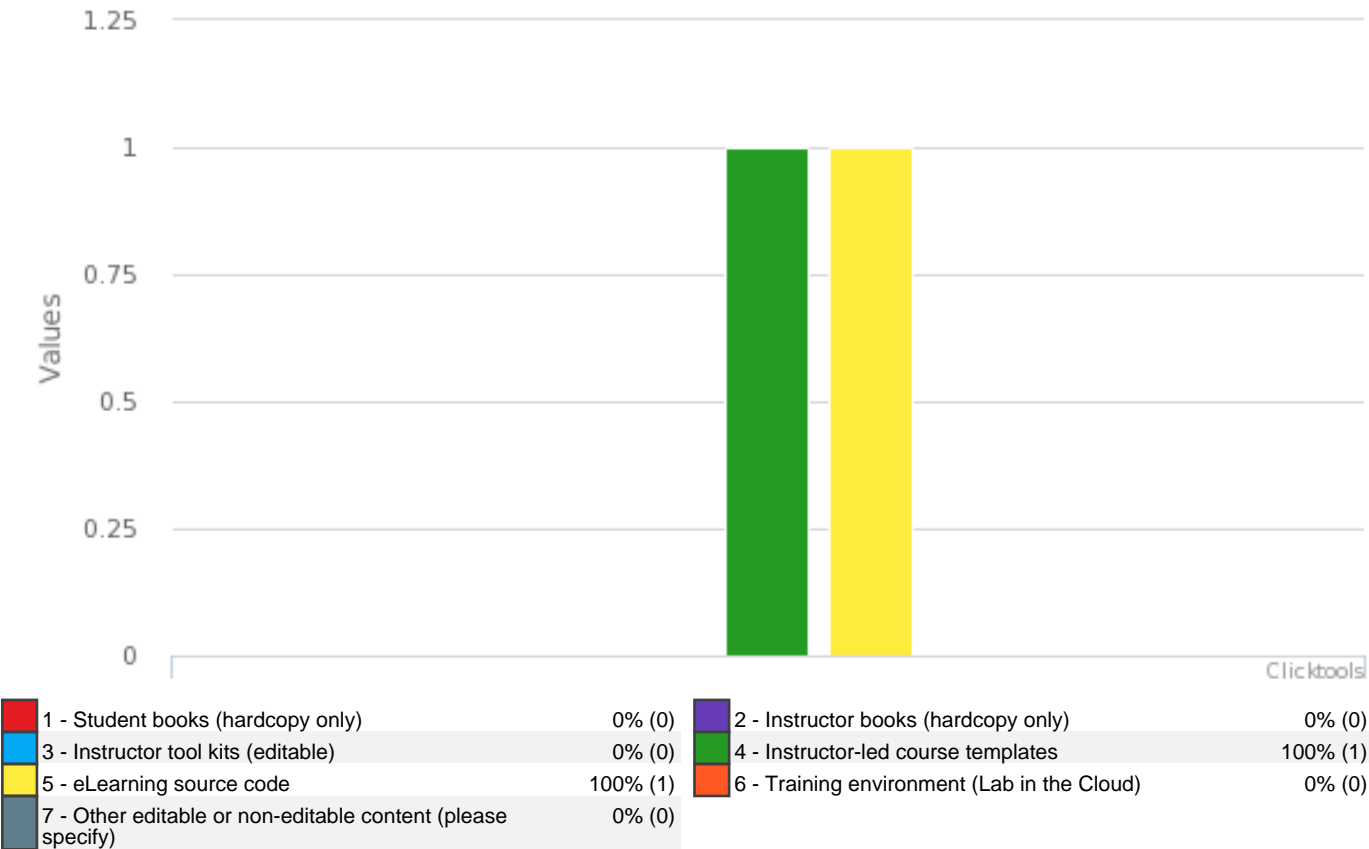
67. What discount or commission do you offer to your resellers for eLearning?



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

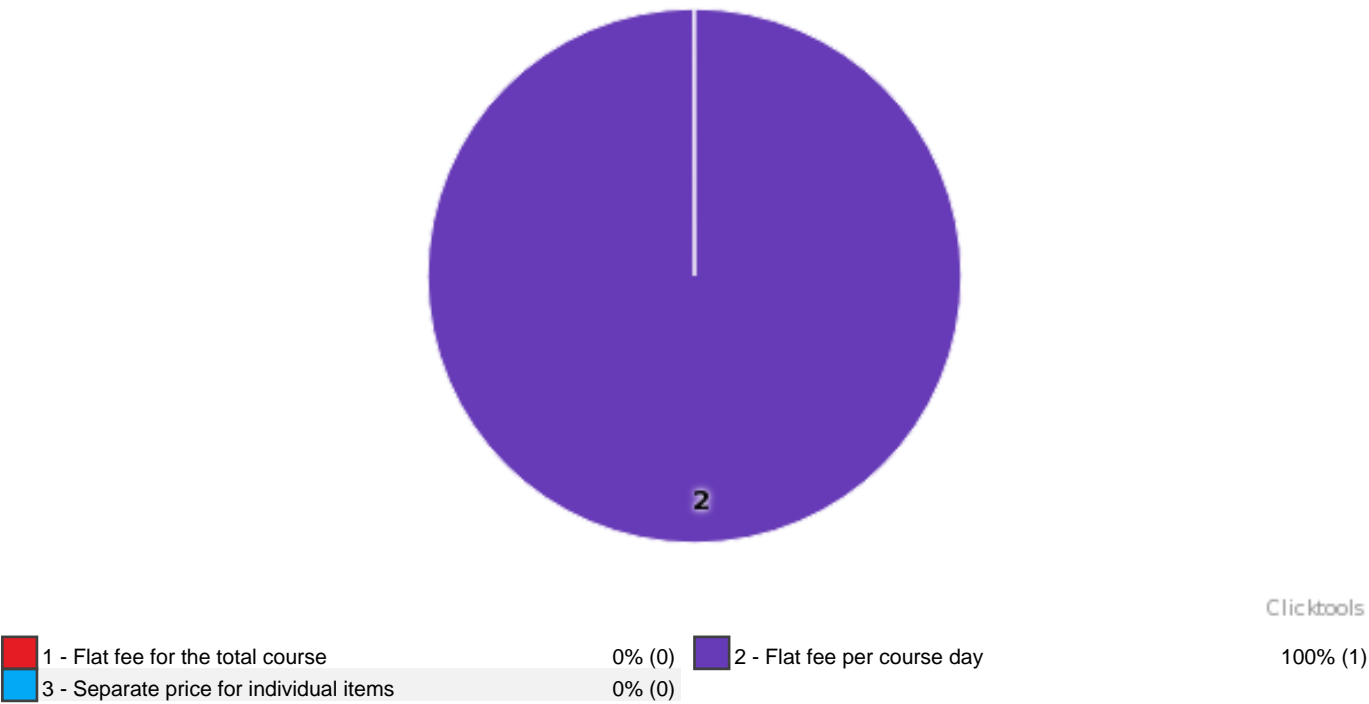


69. Which of the following intellectual property related learning services do you sell?



Response: 1

70. What is your sales model for selling Intellectual Property?



Mean: 2

Response: 1



71. On average, how much do you charge (\$) as a flat fee per course day (1 day = 6 hours, use also for eLearning)?

Average	12,000
Highest	12,000
Lowest	12,000
Standard deviation	0

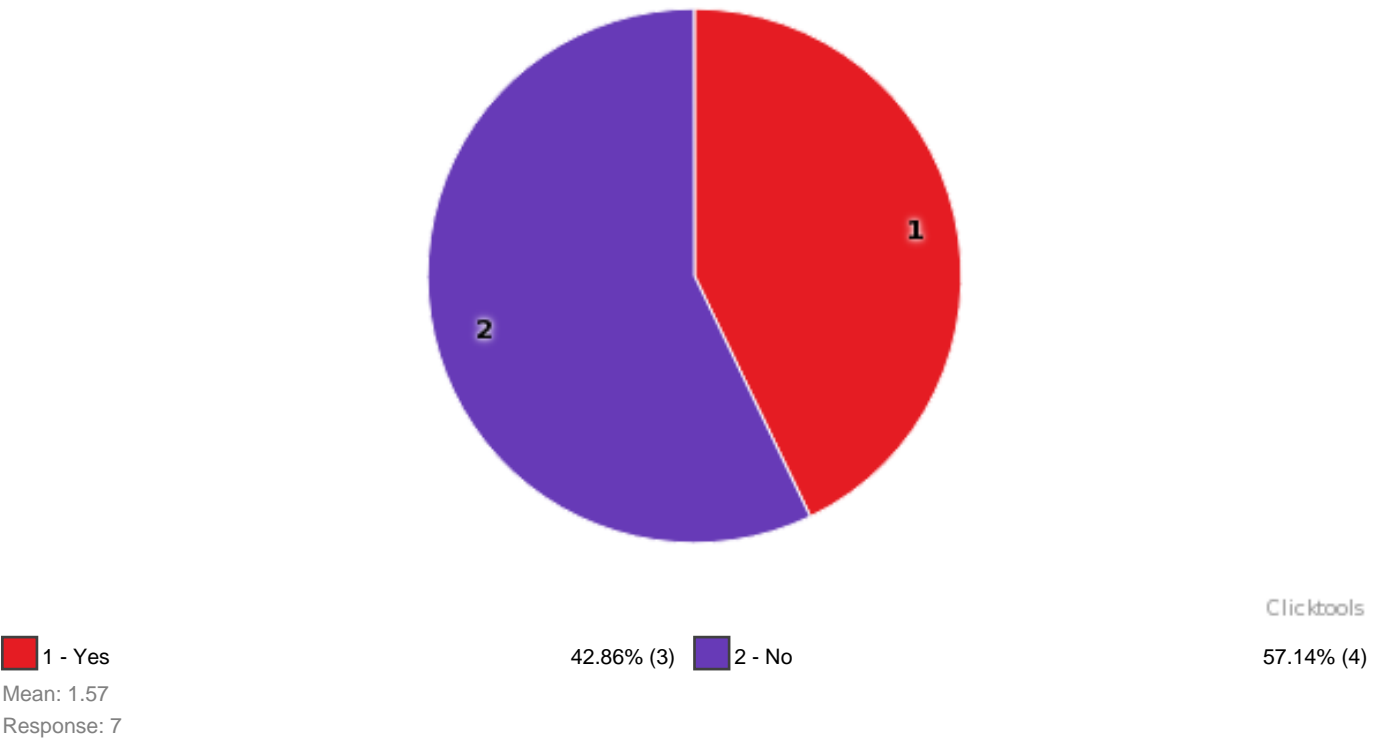
Response: 1

72. 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.

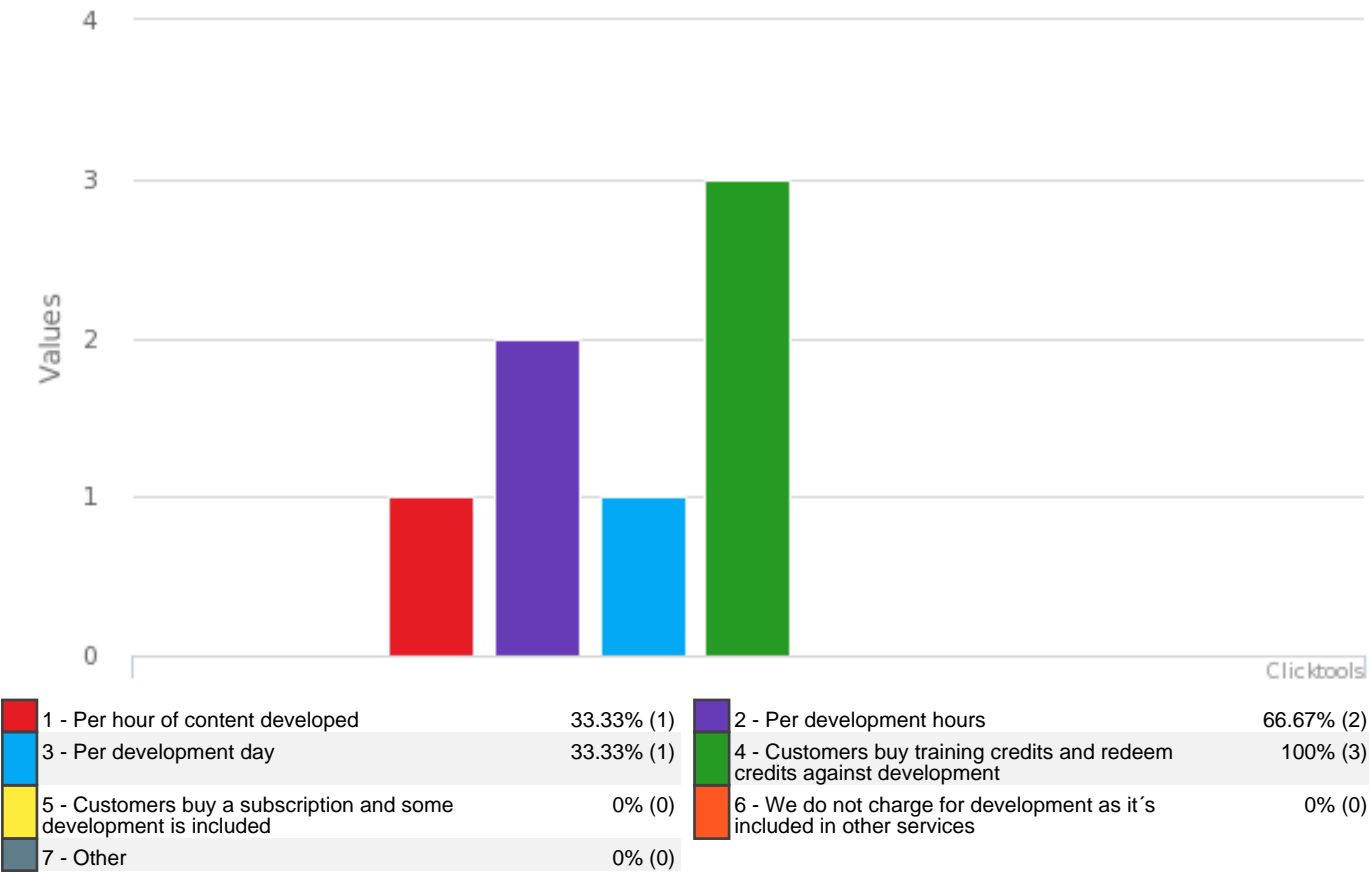
	Student manuals (non-editable)	Instructor guides (non-editable)	Instructor tool kits (editable)	Instructor-led course templates	eLearning course/module master	Training environment (Lab in the Cloud)	Other editable or non-editable content
Average	0	0	0	0	12,000	0	0
Highest	0	0	0	0	12,000	0	0
Lowest	0	0	0	0	12,000	0	0
Standard deviation	0	0	0	0	0	0	0

Response: 1

73. Do you offer the service to develop training?

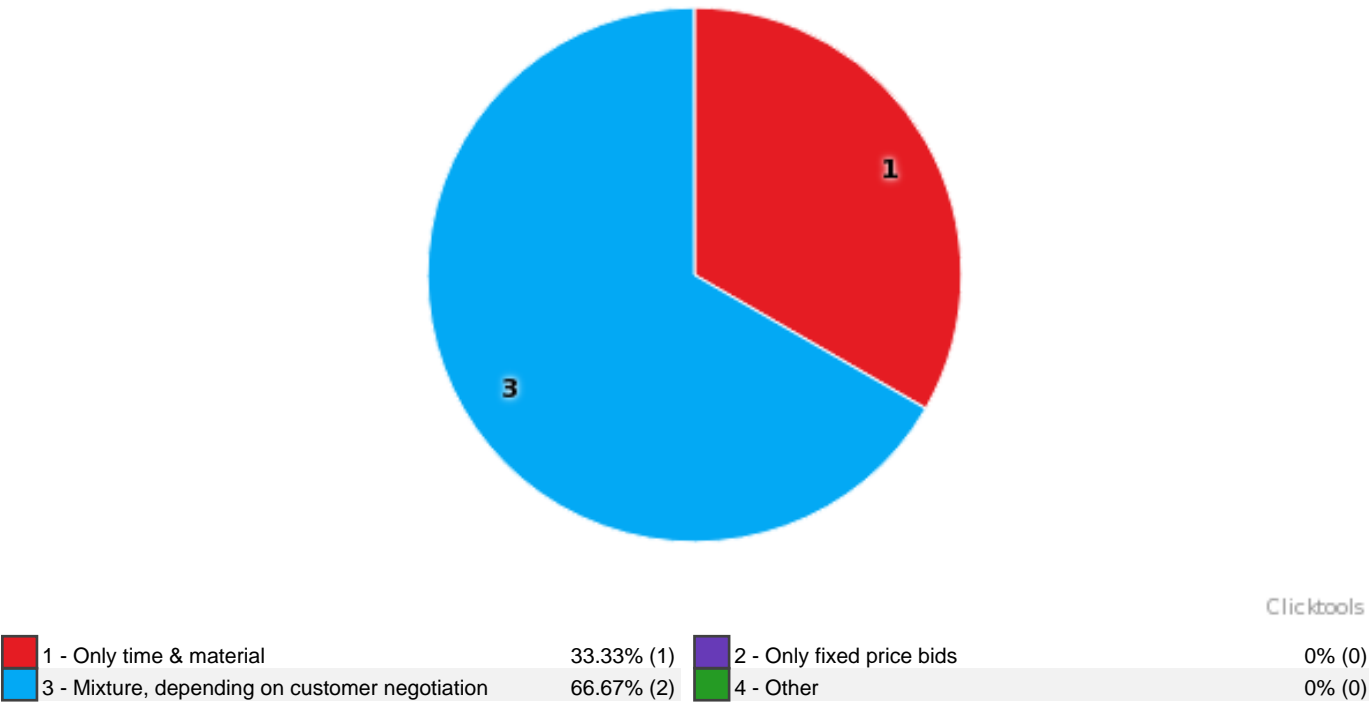


74. How do you price your development work? Choose all that apply.



Response: 3

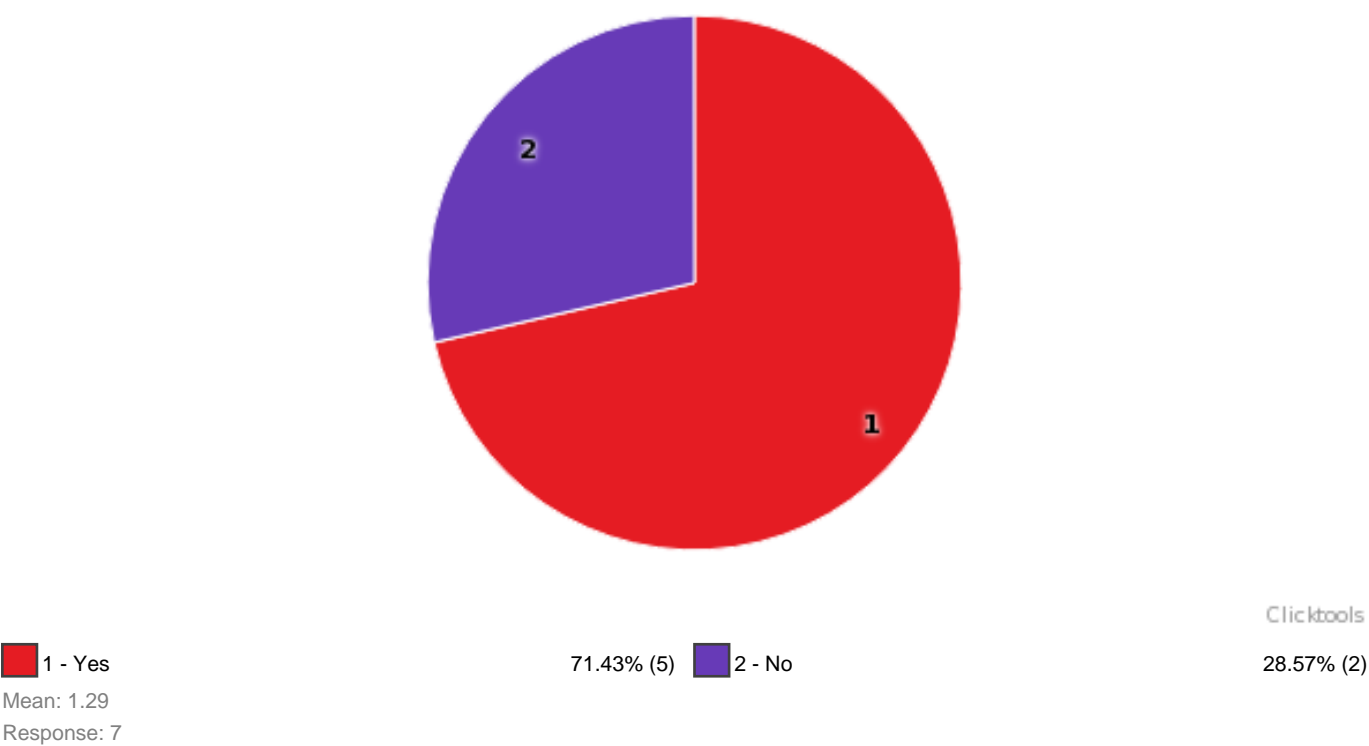
75. How do you quote for development work?



Mean: 2.33

Response: 3

76. Do you offer services to customize existing courses?



77. When do you start to charge for customization?

