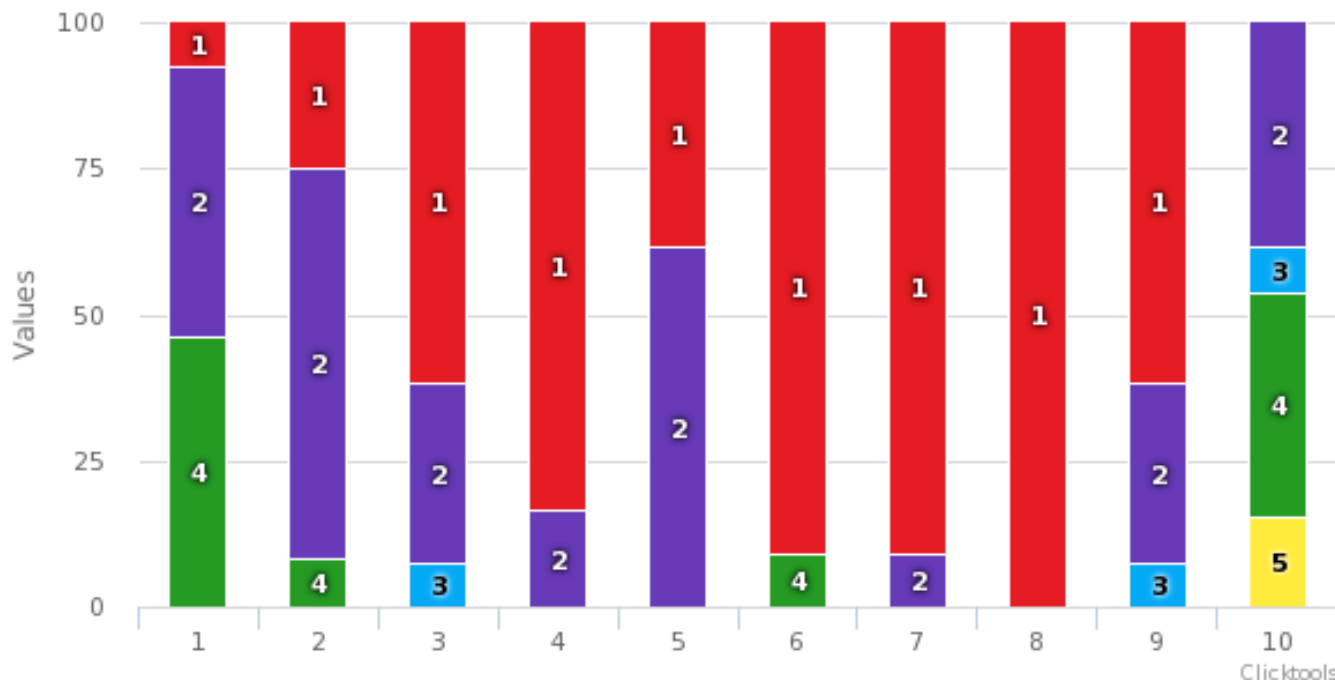


Company Revenue less than \$500K

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

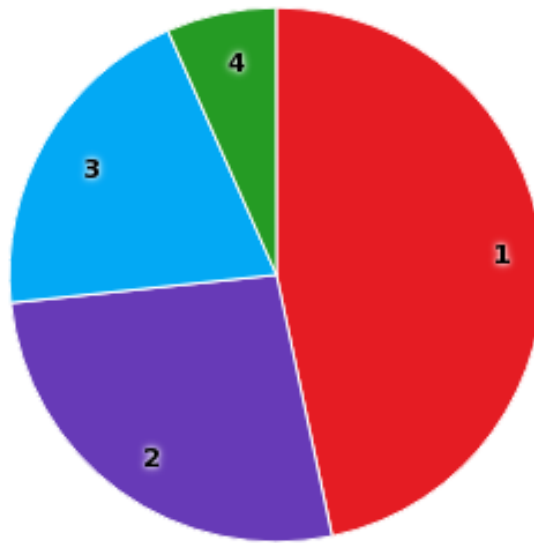


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	7.69% (1)	46.15% (6)	0% (0)	46.15% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.85
2 Virtual Classroom	25% (3)	66.67% (8)	0% (0)	8.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.92
3 e-Learning	61.54% (8)	30.77% (4)	7.69% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.46
4 Self-paced	83.33% (10)	16.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.17
5 Certification	38.46% (5)	61.54% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.62
6 Learning Consulting	90.91% (10)	0% (0)	0% (0)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.27
7 Learning Technologies	90.91% (10)	9.09% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.09
8 New learning modalities	100% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Subscriptions	61.54% (8)	30.77% (4)	7.69% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.46
10 TOTAL TRAINING REVENUE	0% (0)	38.46% (5)	7.69% (1)	38.46% (5)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	3.31

Response: 14

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



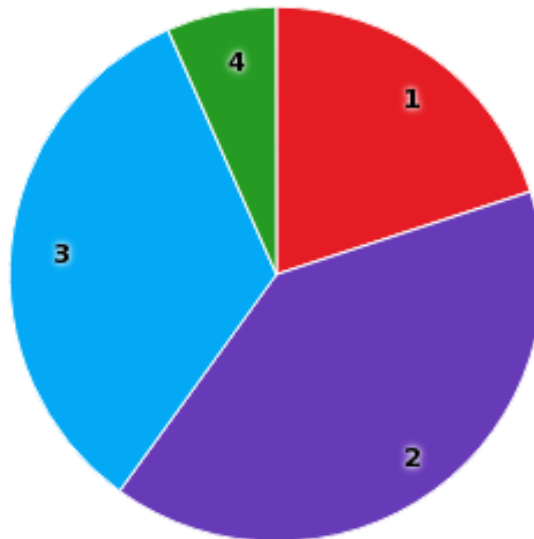
Clicktools

1 - 10 or less	46.67% (7)	2 - 11-20	26.67% (4)
3 - 21-50	20% (3)	4 - 51-100	6.67% (1)
5 - More than 100	0% (0)		

Mean: 1.87

Response: 15

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



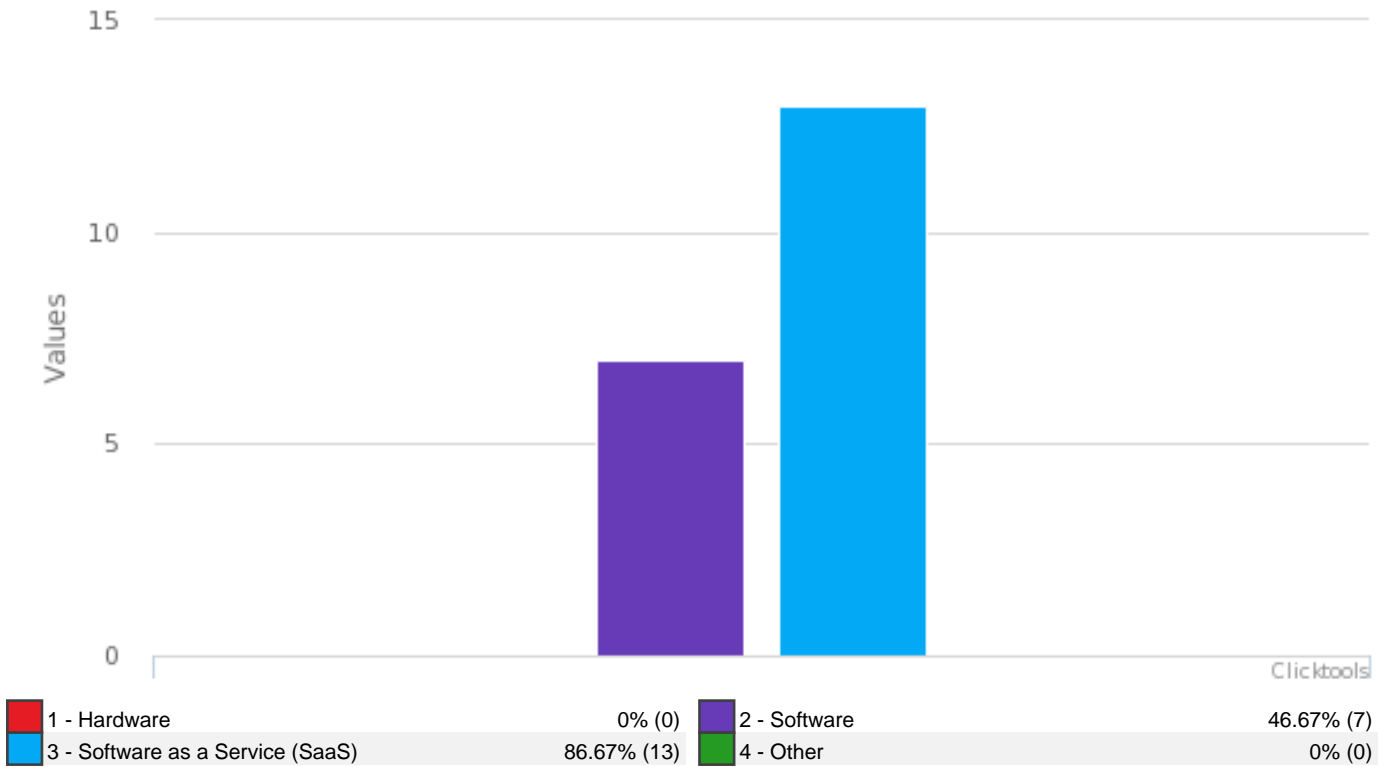
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	20% (3)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	40% (6)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	33.33% (5)	4 - A hybrid depending upon the education business unit	6.67% (1)
5 - Other	0% (0)		

Mean: 2.27

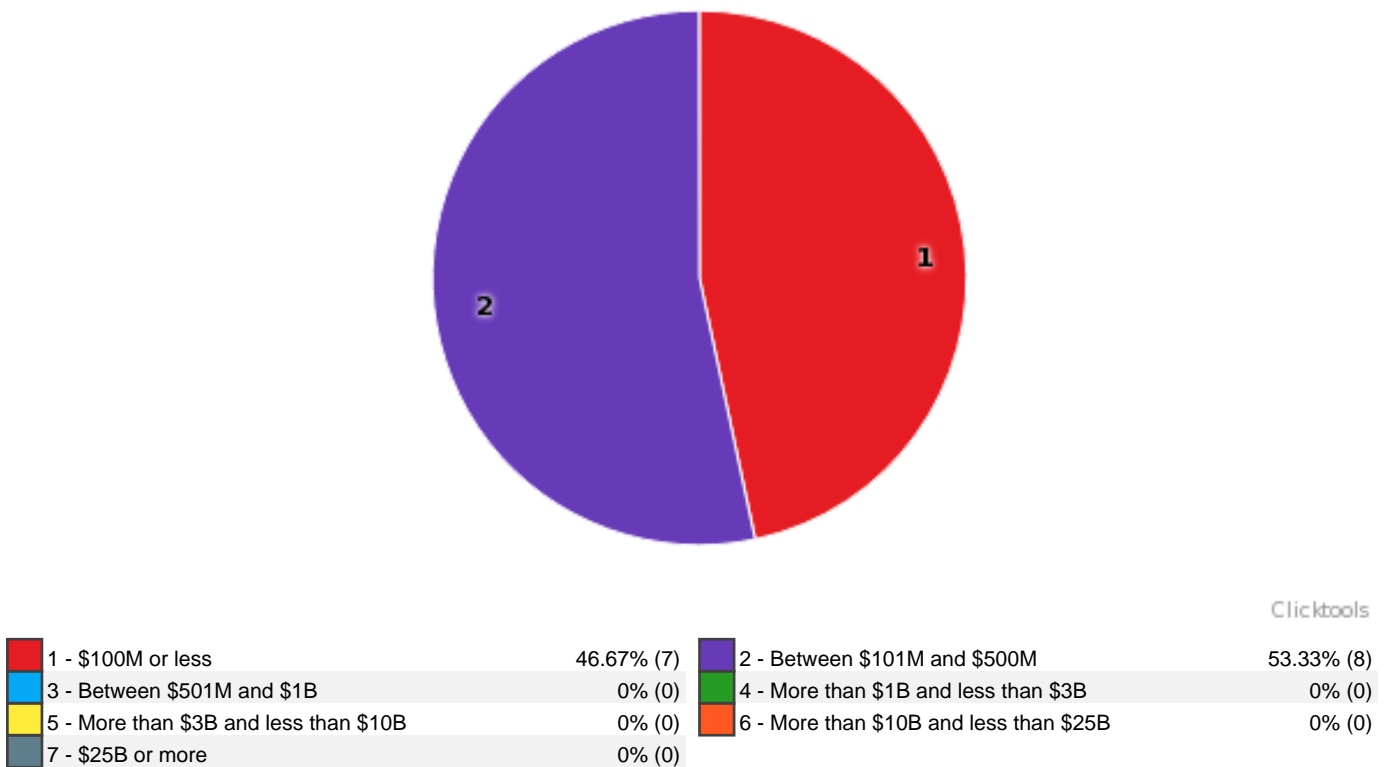
Response: 15

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



Response: 15

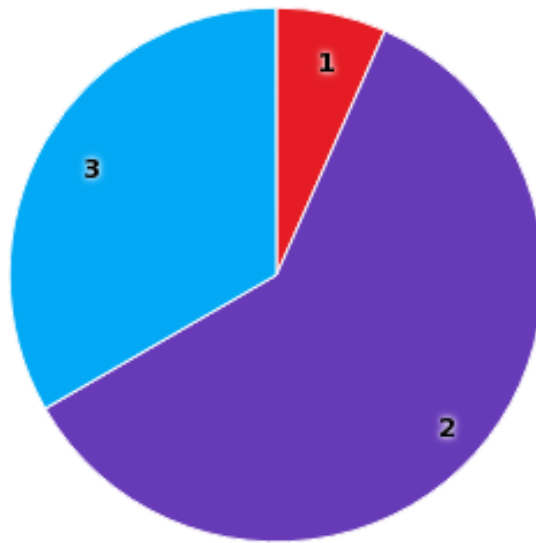
5. What was your company ' s worldwide annual revenue in the most recent fiscal year?



Mean: 1.53

Response: 15

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

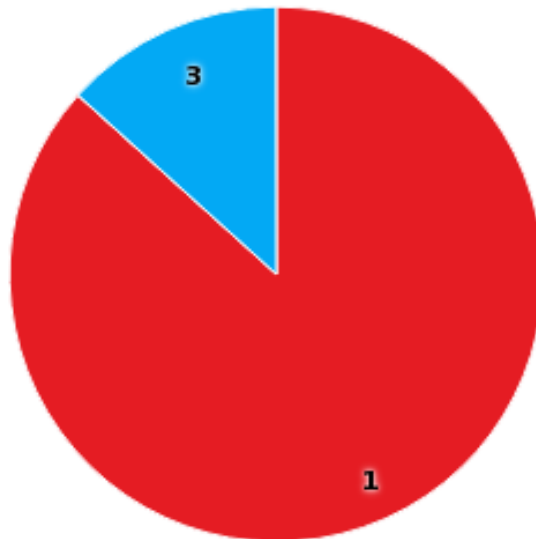


Category	Percentage	Count	Category	Percentage	Count
1 - 100 or less	6.67%	(1)	2 - 101 to 1000	60%	(9)
3 - 1001 to 5000	33.33%	(5)	4 - 5001 to 10000	0%	(0)
5 - 10001 to 50000	0%	(0)	6 - More than 50000	0%	(0)

Mean: 2.27

Response: 15

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

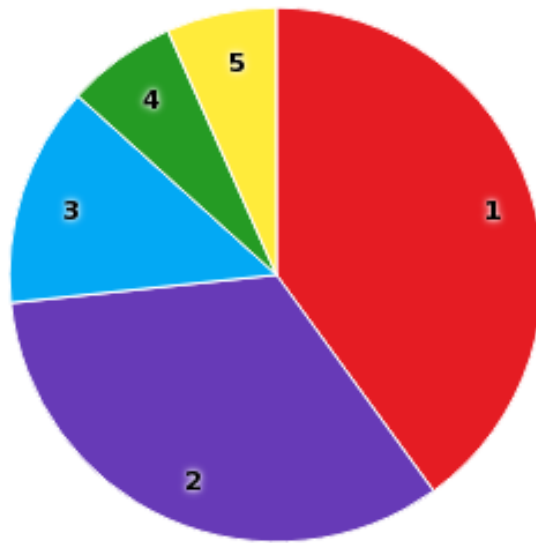


Category	Percentage	Count	Category	Percentage	Count
1 - USD	86.67%	(13)	2 - EUR	0%	(0)
3 - GBP	13.33%	(2)	4 - Other	0%	(0)

Mean: 1.27

Response: 15

8. How do you manage price lists globally?

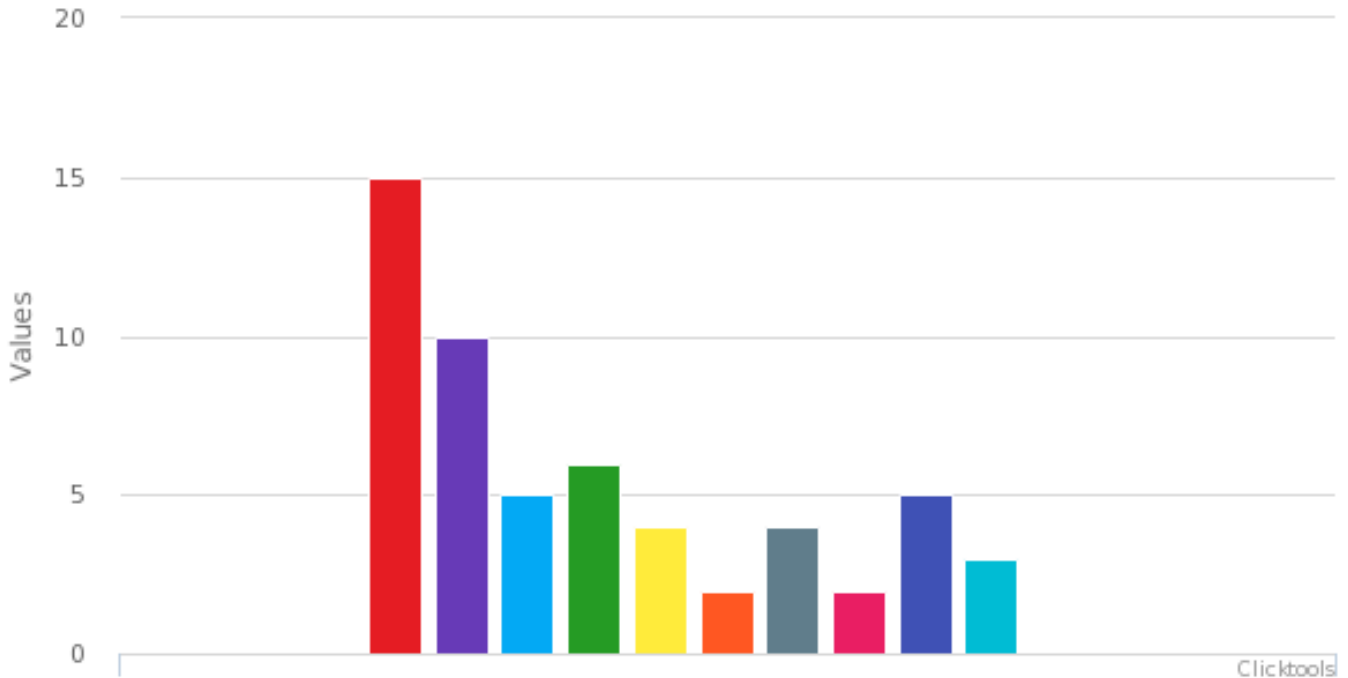


Category	Description	Percentage	Count
1	We have one price list with our base currency	40%	(6)
2	We have a price list per geographic region based on our base currency	33.33%	(5)
3	We have a price list per geographic region or country based on the regional currency	13.33%	(2)
4	We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	6.67%	(1)
5	Other	6.67%	(1)

Mean: 2.07

Response: 15

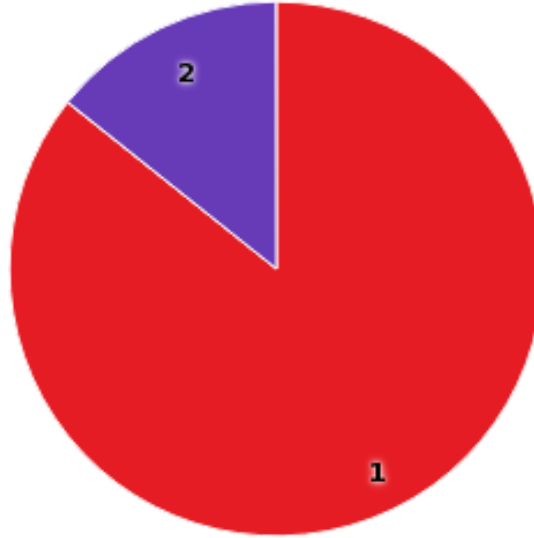
9. In which currencies do you charge your customers (choose all that apply)?



1 - USD	100% (15)	2 - EUR	66.67% (10)
3 - GBP	33.33% (5)	4 - JYP (Japan)	40% (6)
5 - AUD (Australia)	26.67% (4)	6 - INR (India)	13.33% (2)
7 - CNY (China)	26.67% (4)	8 - BRL (Brazil)	13.33% (2)
9 - CAD	33.33% (5)	10 - SGD (Singapore)	20% (3)
11 - Other	0% (0)		

Response: 15

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% (12)

2 - Price changing based on the actual exchange rate

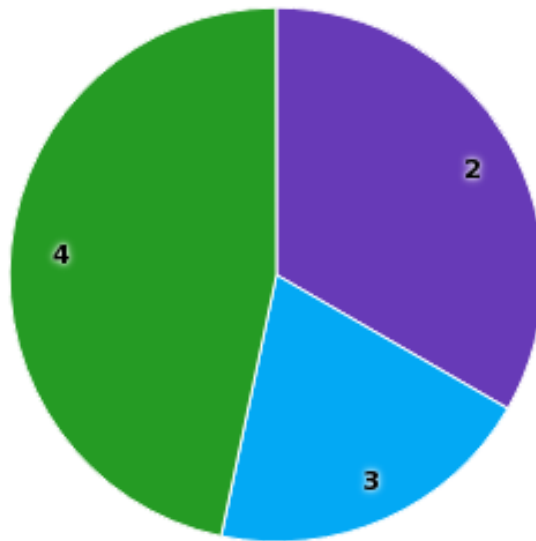
Clicktools

14.29% (2)

Mean: 1.14

Response: 14

11. How are the prices calculated?



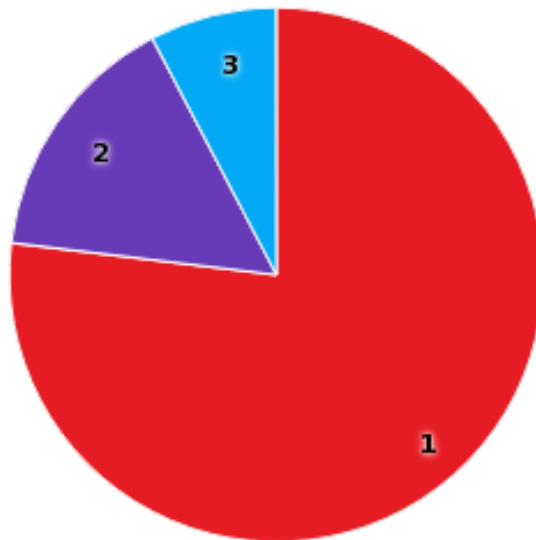
Clicktools

1 - Costs plus margin (all costs plus required margin)	0% (0)	2 - Market price (comparison to competitor and historical pricing)	33.33% (5)
3 - Value based pricing (perceived value to customer)	20% (3)	4 - Mixture of all	46.67% (7)
5 - Other	0% (0)		

Mean: 3.13

Response: 15

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



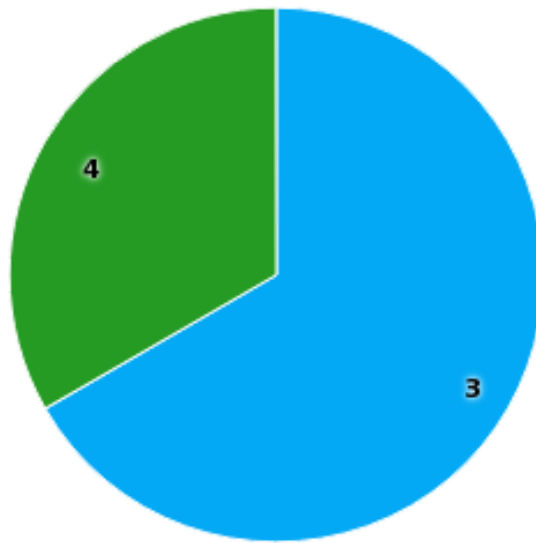
Clicktools

1 - Only 1 pricing level	76.92% (10)	2 - 2-3 pricing levels	15.38% (2)
3 - More pricing levels	7.69% (1)	4 - Each offering can have different prices in the same service type	0% (0)

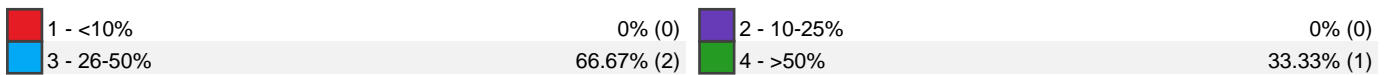
Mean: 1.31

Response: 13

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



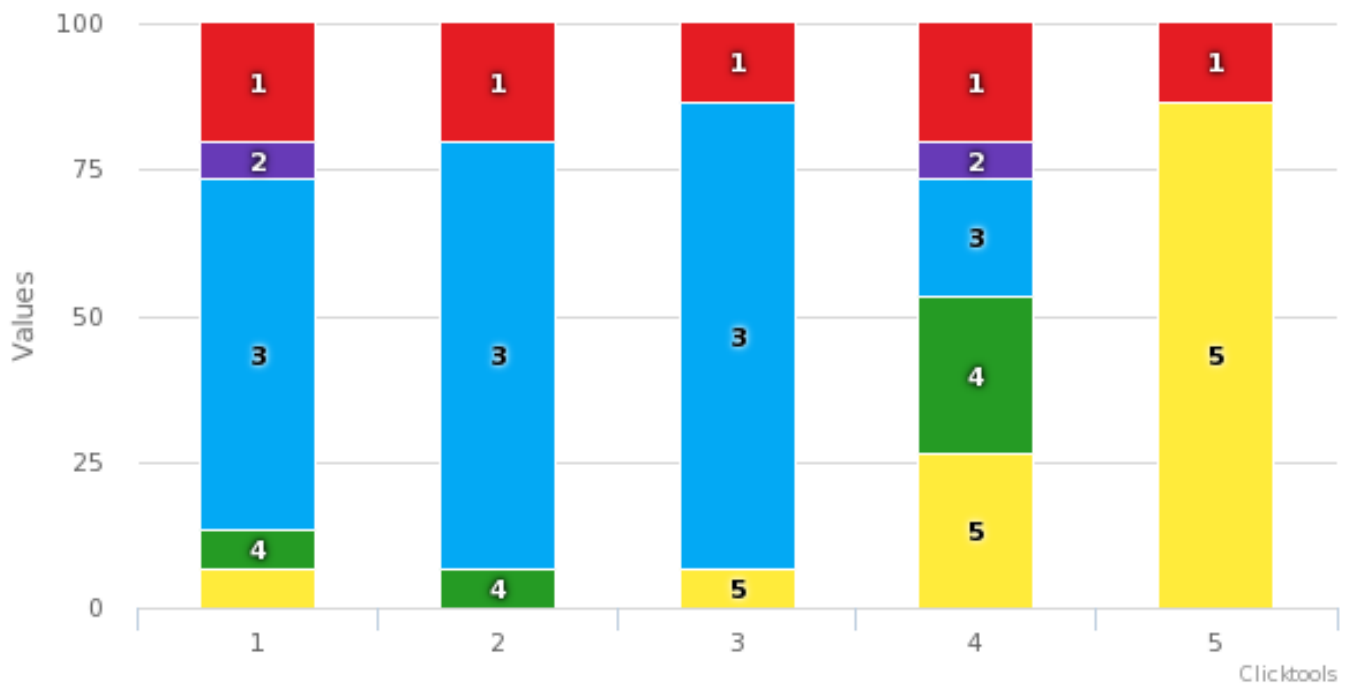
Clicktools



Mean: 3.33

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).



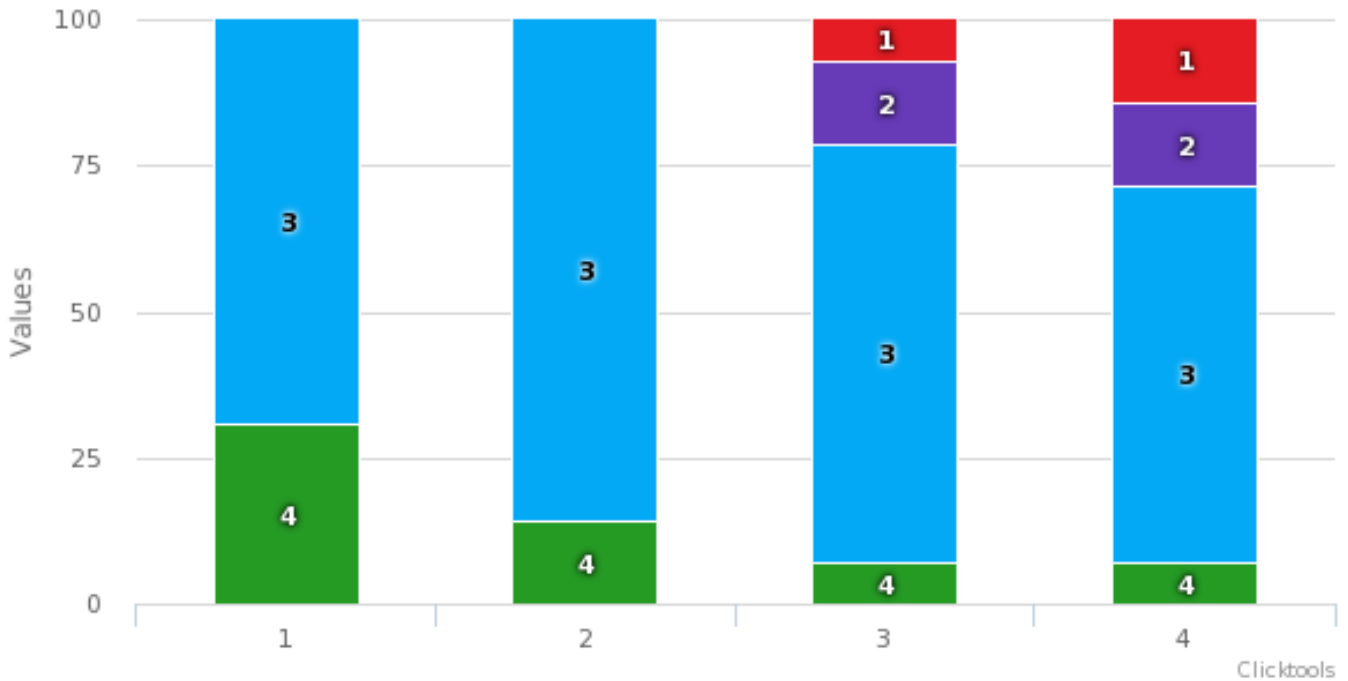
Clicktools

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

	1	2	3	4	5	Mean
1 End user	20% (3)	6.67% (1)	60% (9)	6.67% (1)	6.67% (1)	2.73
2 Business User	20% (3)	0% (0)	73.33% (11)	6.67% (1)	0% (0)	2.67
3 Technical/Admin	13.33% (2)	0% (0)	80% (12)	0% (0)	6.67% (1)	2.87
4 Partner	20% (3)	6.67% (1)	20% (3)	26.67% (4)	26.67% (4)	3.33
5 Employee	13.33% (2)	0% (0)	0% (0)	0% (0)	86.67% (13)	4.47

Response: 15

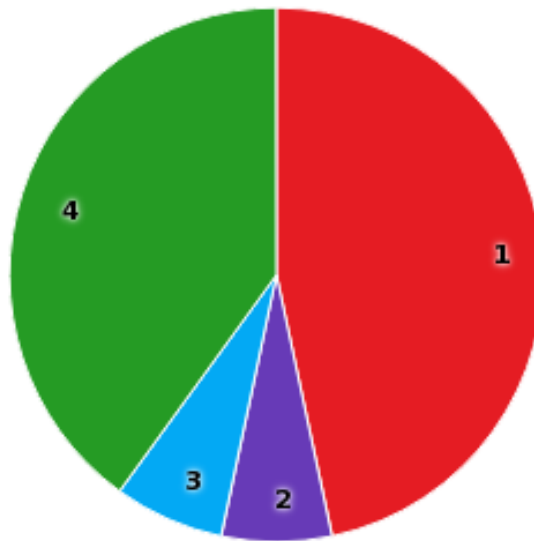
15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.



	1 We do not provide	2 More than the first	3 Same as the first	4 Less than the first	Mean
1 Overview/introduction	0% (0)	0% (0)	69.23% (9)	30.77% (4)	3.31
2 Fundamentals/new starter	0% (0)	0% (0)	85.71% (12)	14.29% (2)	3.14
3 Advanced/expert	7.14% (1)	14.29% (2)	71.43% (10)	7.14% (1)	2.79
4 Workshop	14.29% (2)	14.29% (2)	64.29% (9)	7.14% (1)	2.64

Response: 14

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



Clicktools

1 - Actuals incurred	46.67% (7)	2 - Daily fixed fees	6.67% (1)
3 - We don't charge for T&L	6.67% (1)	4 - T&L costs included in onsite rates	40% (6)

Mean: 2.4

Response: 15

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



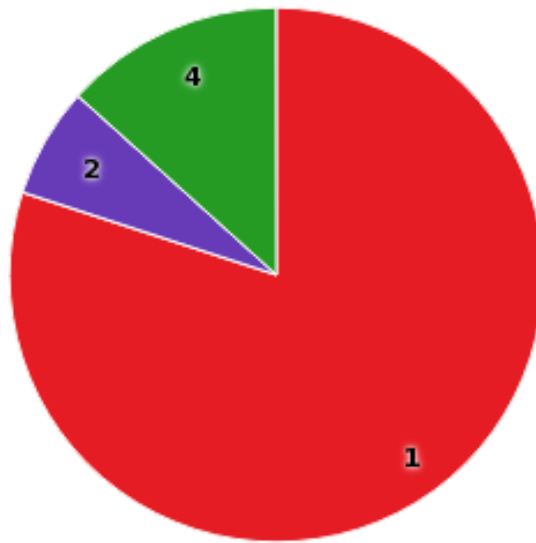
Clicktools

1 - No mark-up and margin	92.86% (13)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	7.14% (1)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1.07

Response: 14

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

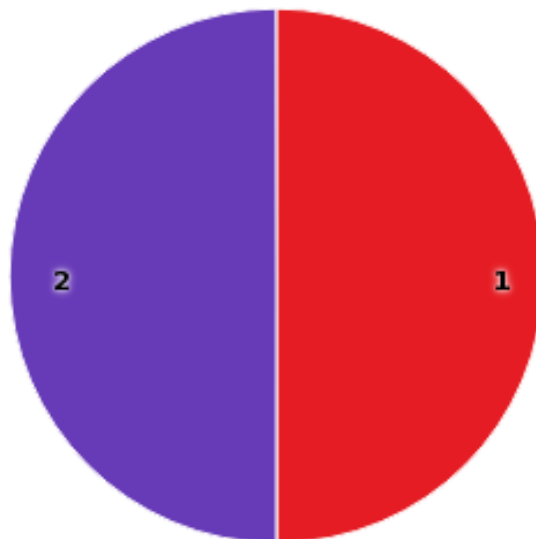


Clicktools			
	1 - No additional fees	80% (12)	
	3 - Yes, beyond a threshold of more than 1-day travel to/from customer	0% (0)	
	2 - Yes, beyond a threshold of max 1-day travel to/from customer		6.67% (1)
	4 - Yes, for any travel time		13.33% (2)

Mean: 1.47

Response: 15

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



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

Mean: 1.5

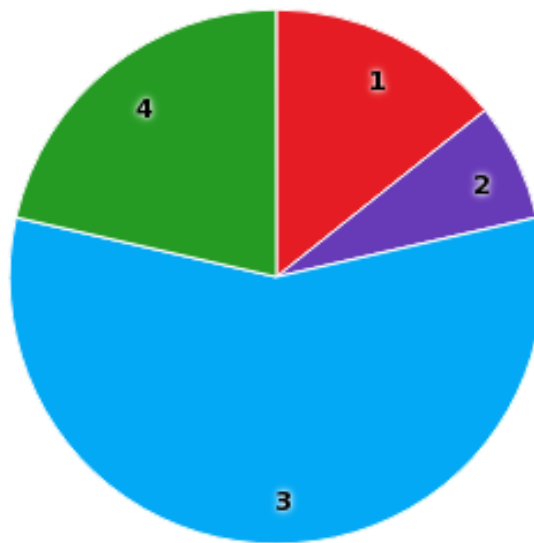
Response: 2

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	57.86%	18.93%	21.07%	0.71%	0%
Highest	100%	85%	95%	10%	0%
Lowest	0%	0%	0%	0%	0%
Standard deviation	44.67	32.77	37.17	2.67	0

Response: 14

21. Do you sell education together with product sales?



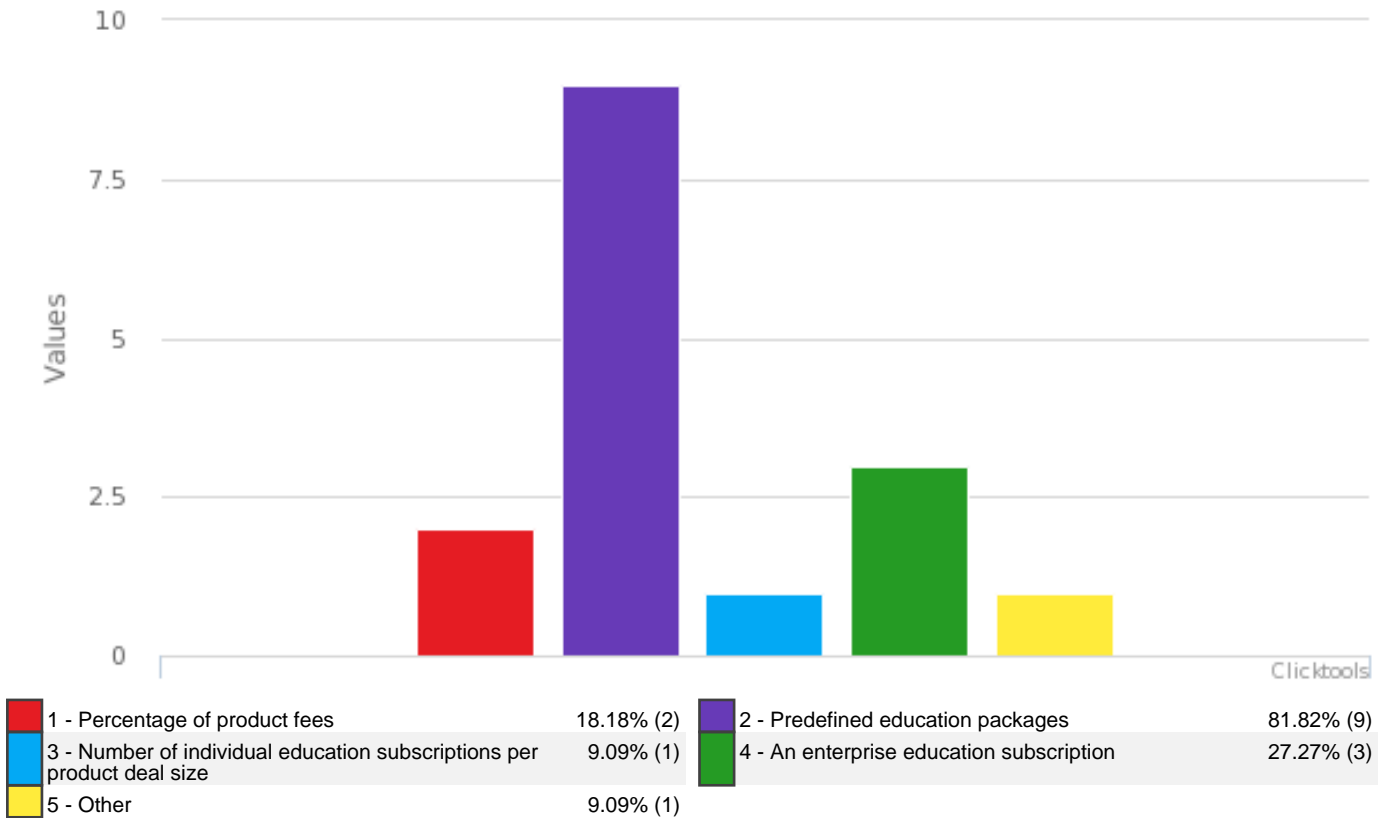
Clicktools

1 - Mandatory attach	14.29% (2)	2 - Automatic attach, can be removed	7.14% (1)
3 - On a case by case basis	57.14% (8)	4 - Never, always separate	21.43% (3)

Mean: 2.86

Response: 14

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



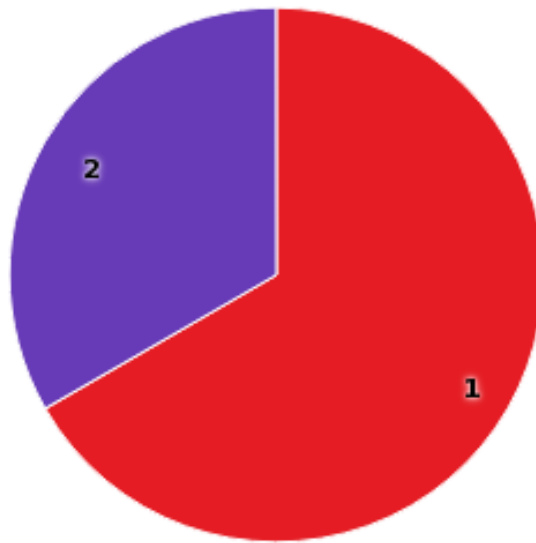
Response: 11

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



Mean: 1.5
Response: 2

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



Clicktools

1 - A defined number of packages/individual subscriptions for all customers

66.67% (6)

2 - Defined number packages/individual subscriptions per deal size, for example, in several tiers

33.33% (3)

Mean: 1.33

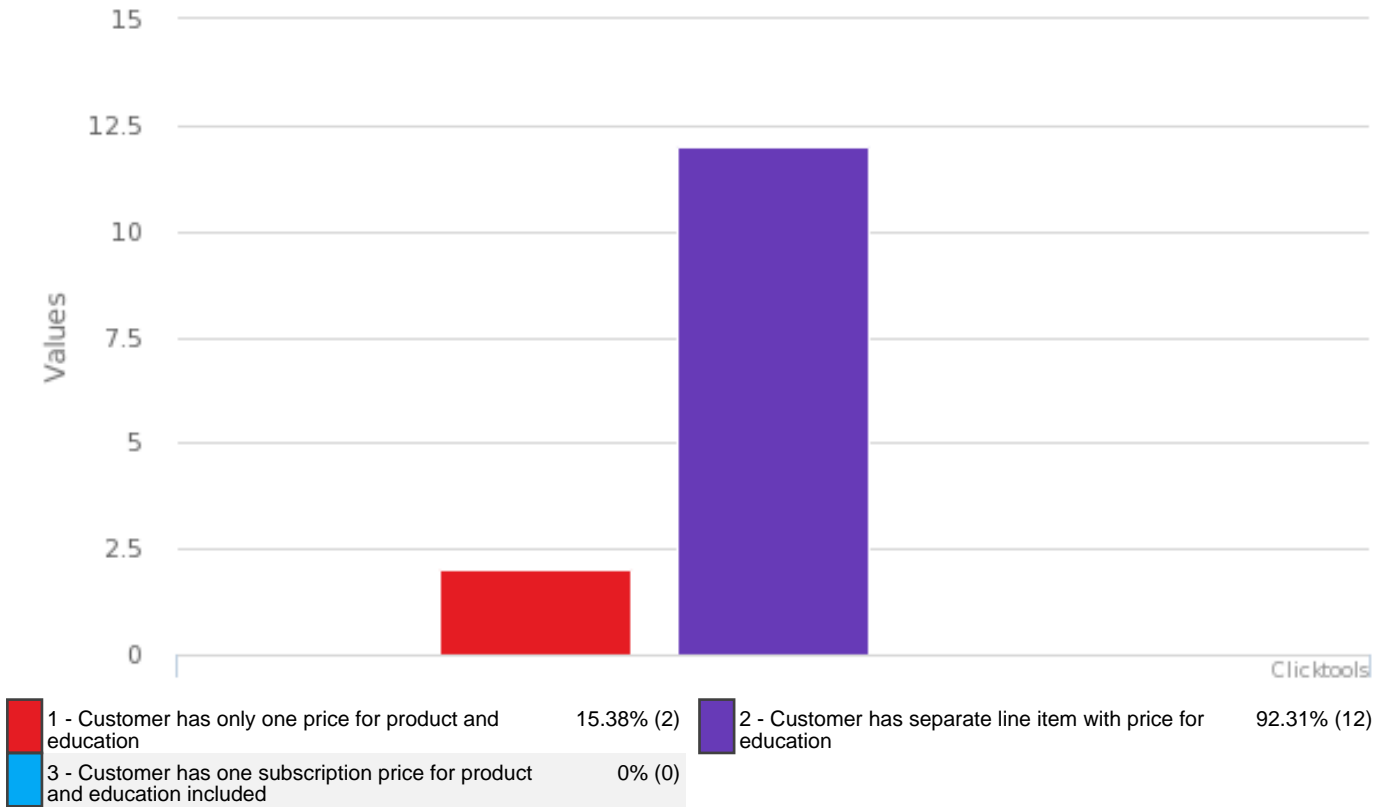
Response: 9

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

Average	9.27%
Highest	35%
Lowest	1%
Standard deviation	11.34

Response: 11

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



Response: 13

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

Average	25.6%
Highest	100%
Lowest	1%
Standard deviation	34.87

Response: 10

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



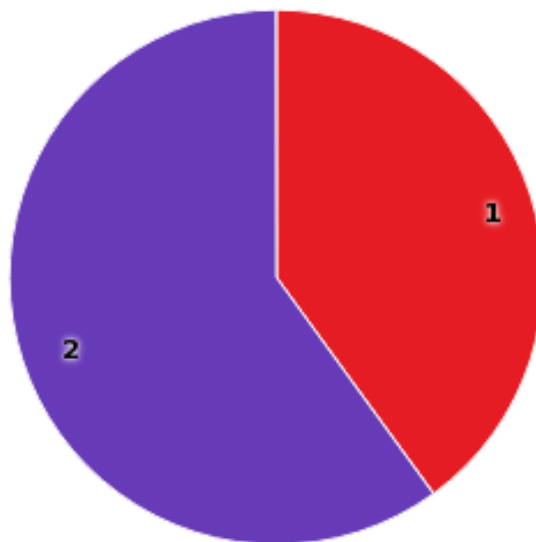
Clicktools

1 - One to one like product – full quota retiring	28.57% (4)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	14.29% (2)	4 - Up to a limit but less than product	14.29% (2)
5 - Not compensated	28.57% (4)	6 - Other	14.29% (2)

Mean: 3.57

Response: 14

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



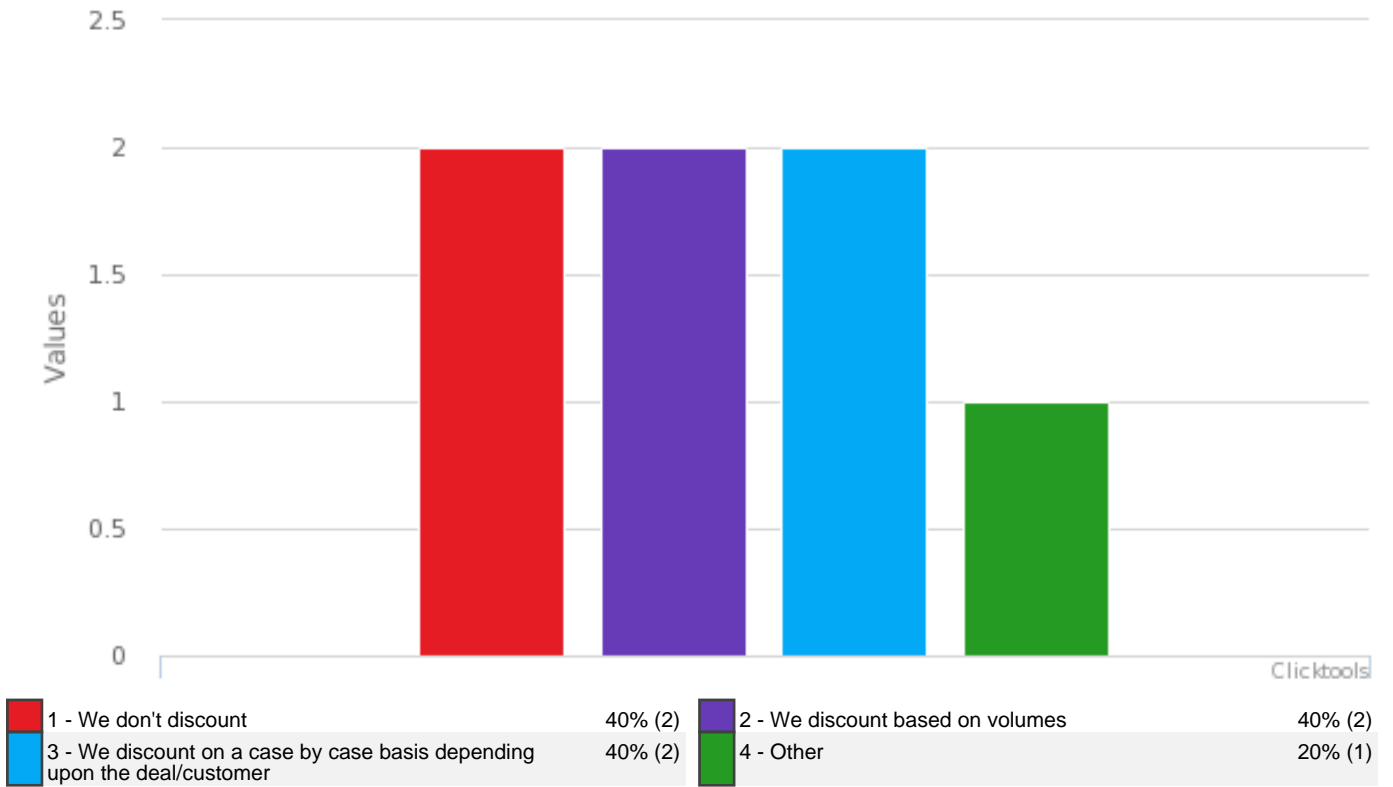
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	40% (2)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	60% (3)
3 - Other	0% (0)		

Mean: 1.6

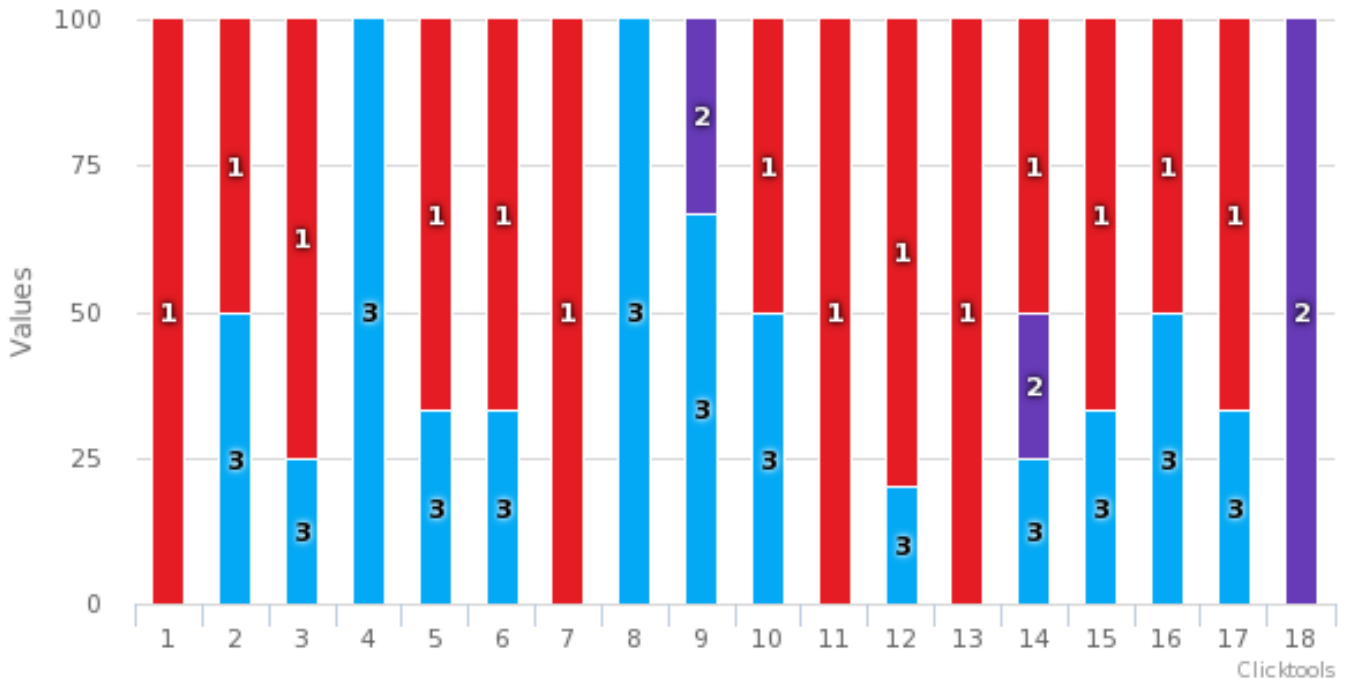
Response: 5

30. Do you discount training credits?



Response: 5

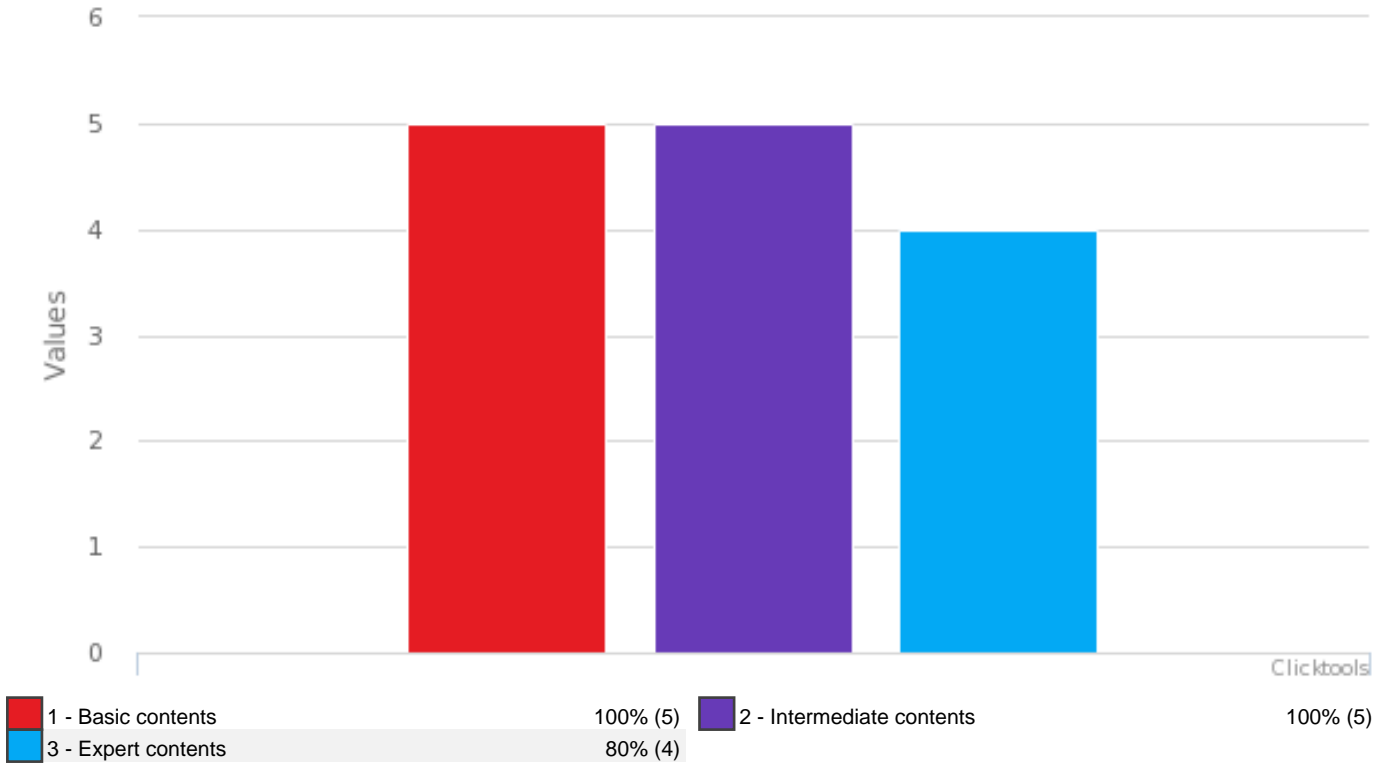
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No	Mean
1 eLearning/WBTs	100% (3)	0% (0)	0% (0)	1
2 ILT - live classrooms	50% (2)	0% (0)	50% (2)	2
3 VILT - virtual classrooms	75% (3)	0% (0)	25% (1)	1.5
4 Closed/dedicated classes (onsite or virtual)	0% (0)	0% (0)	100% (2)	3
5 Recorded instructor-led training	66.67% (2)	0% (0)	33.33% (1)	1.67
6 Demos	66.67% (2)	0% (0)	33.33% (1)	1.67
7 Videos	100% (4)	0% (0)	0% (0)	1
8 Instructor support (at regular dates)	0% (0)	0% (0)	100% (2)	3
9 Instructor coaching one-on-one	0% (0)	33.33% (1)	66.67% (2)	2.67
10 Student books	50% (1)	0% (0)	50% (1)	2
11 Access to other self-study options	100% (3)	0% (0)	0% (0)	1
12 Access to online/virtual labs	80% (4)	0% (0)	20% (1)	1.4
13 Assessments	100% (3)	0% (0)	0% (0)	1
14 Certification exam attempts	50% (2)	25% (1)	25% (1)	1.75
15 Webinars/recorded webinars	66.67% (2)	0% (0)	33.33% (1)	1.67
16 Communities/Social Learning/forums/chats	50% (2)	0% (0)	50% (2)	2
17 Support to find required training	66.67% (2)	0% (0)	33.33% (1)	1.67
18 Other	0% (0)	100% (1)	0% (0)	2

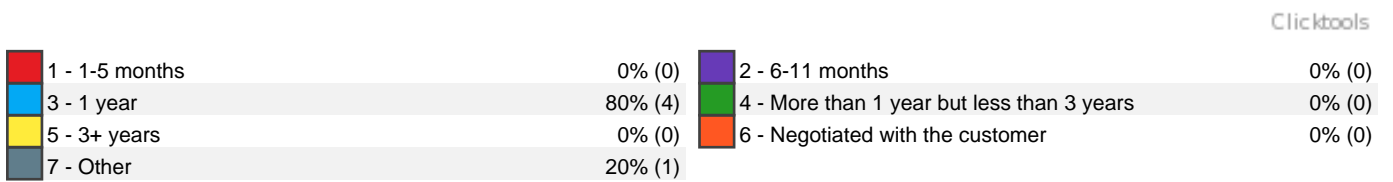
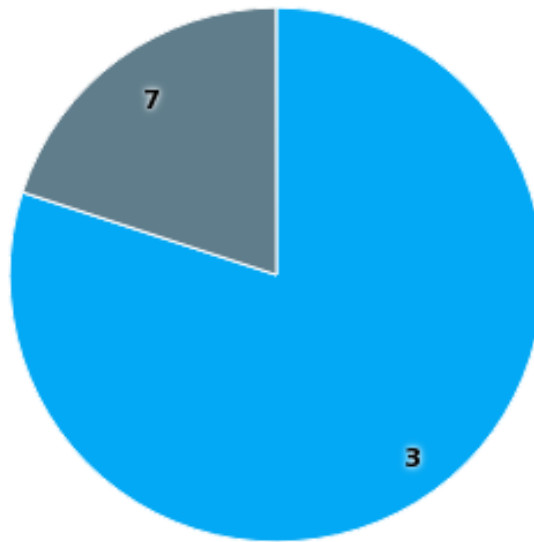
Response: 5

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



Response: 5

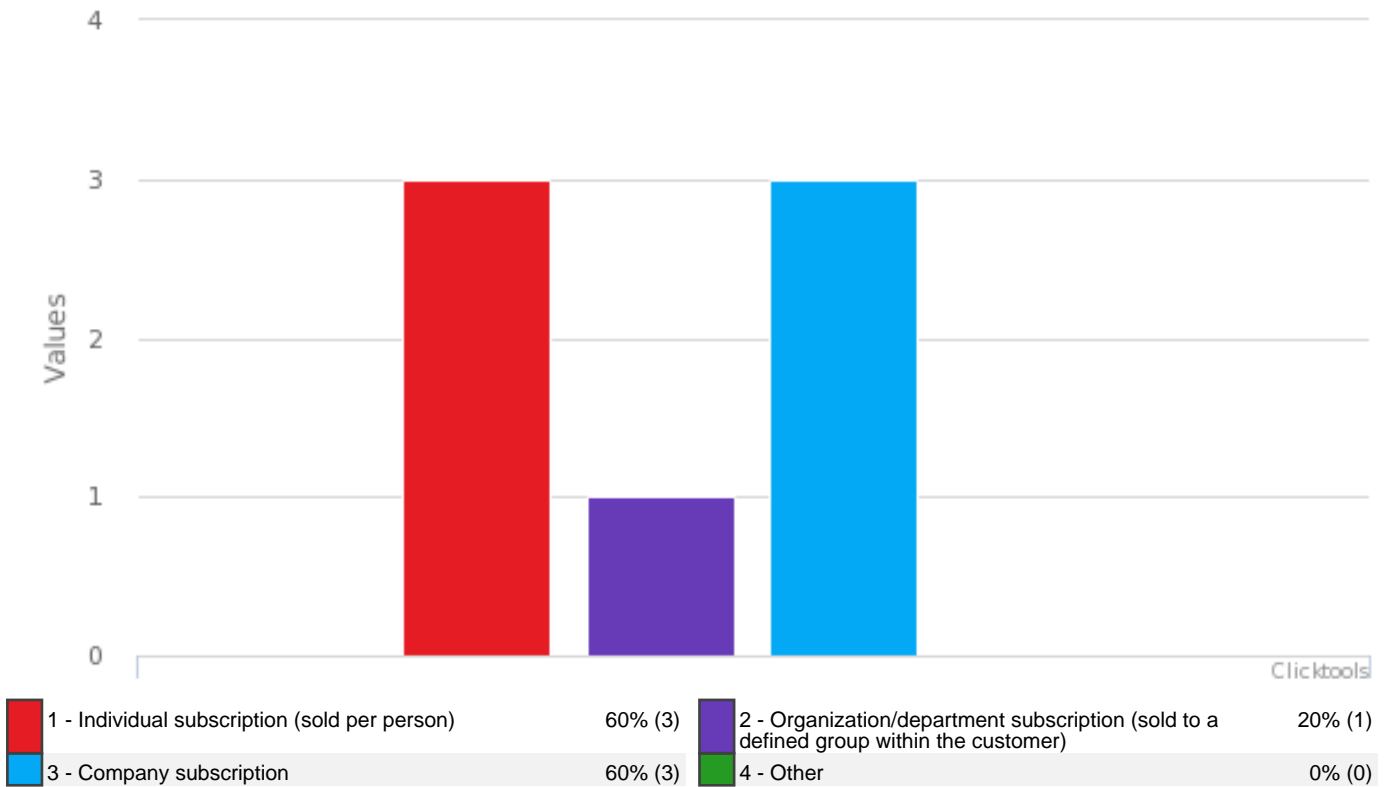
33. How long is a subscription valid?



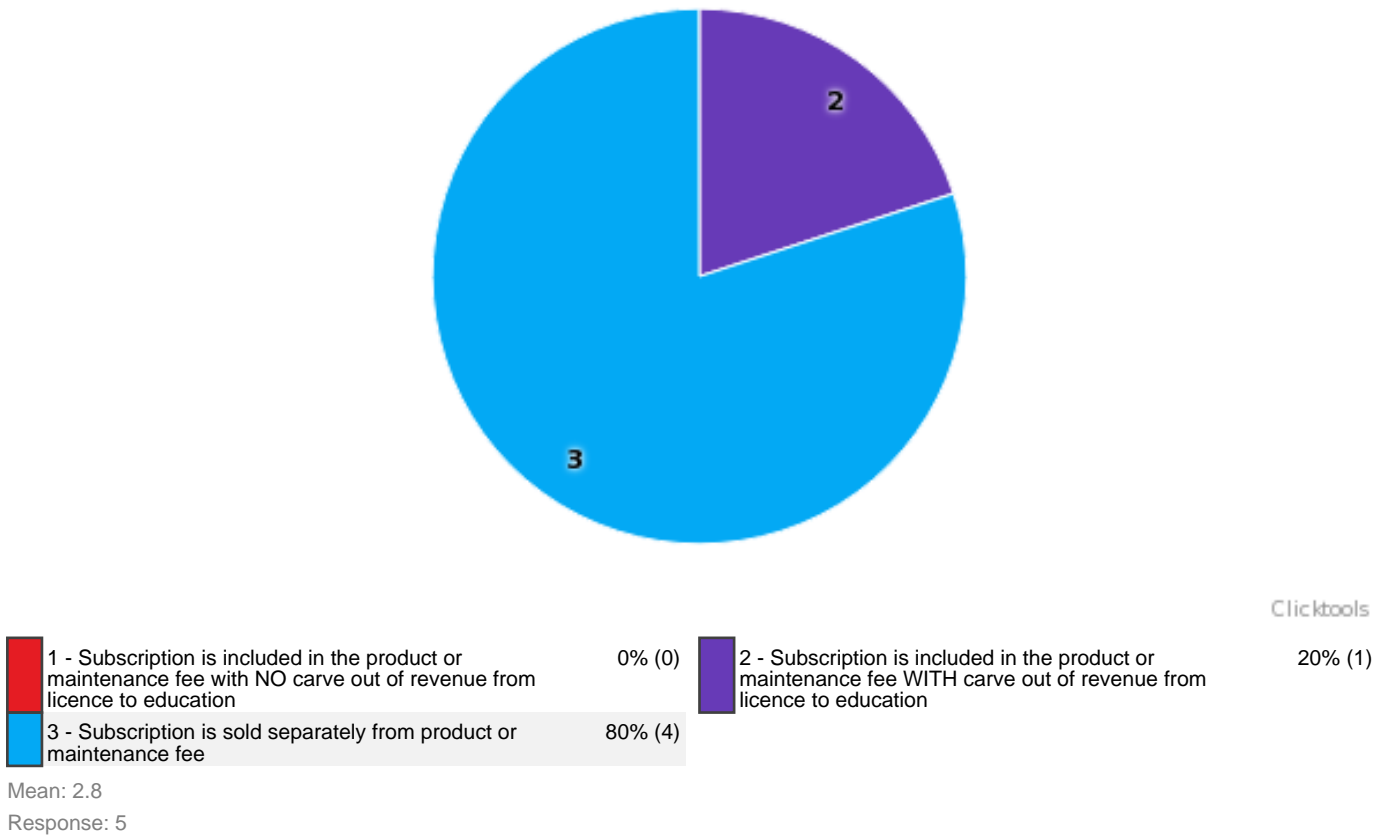
Mean: 3.8

Response: 5

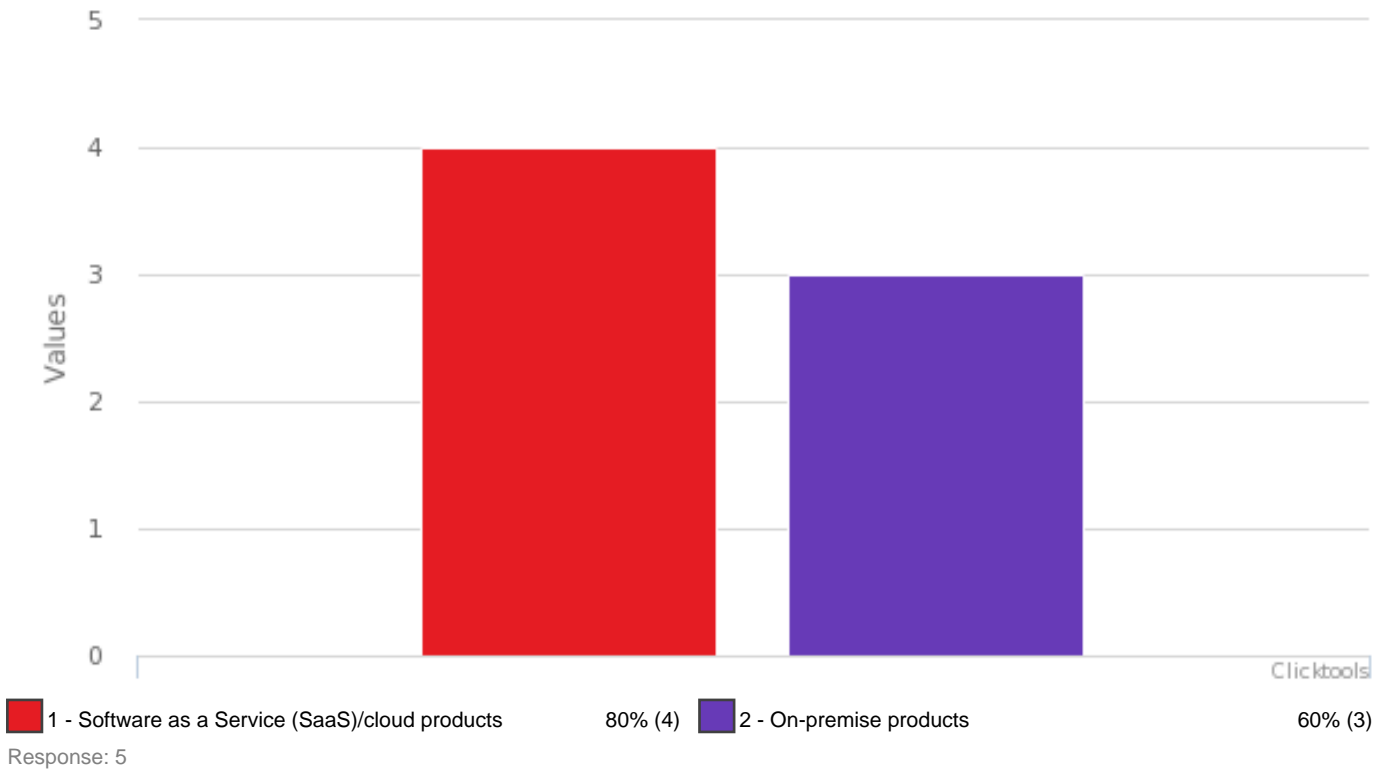
34. Which type of subscription do you offer?



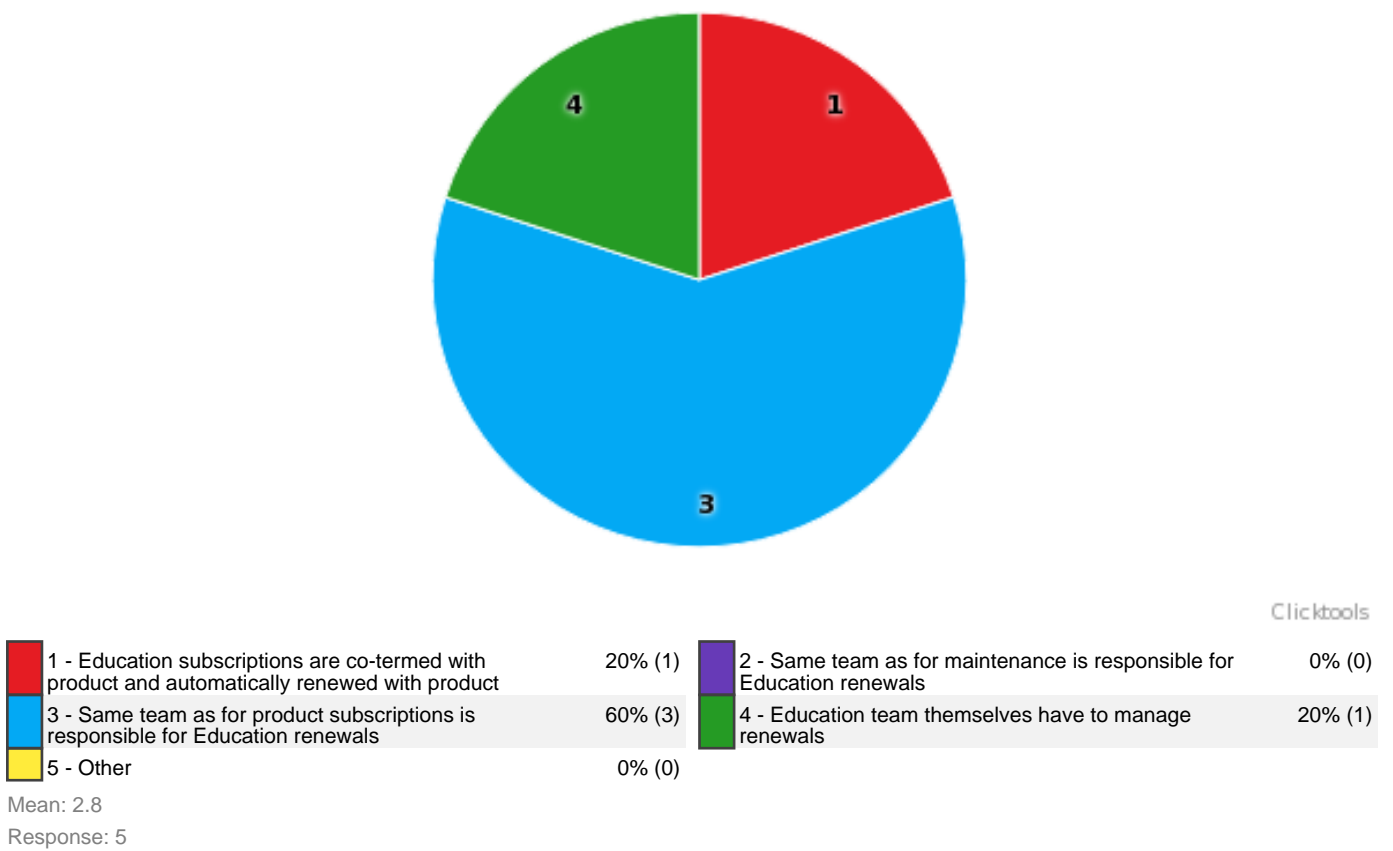
35. How do you charge for subscriptions?



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



37. How do you get subscriptions renewed?

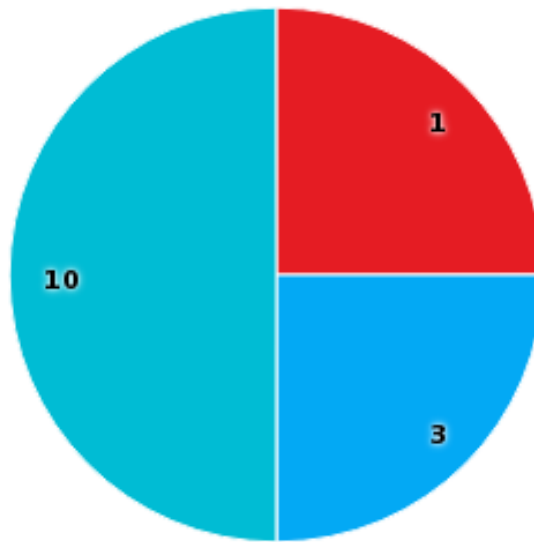


38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?

Average	33.5%
Highest	57%
Lowest	10%
Standard deviation	33.23

Response: 2

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

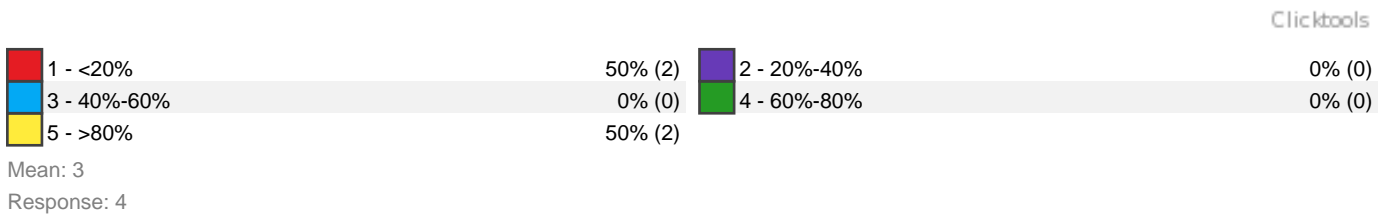
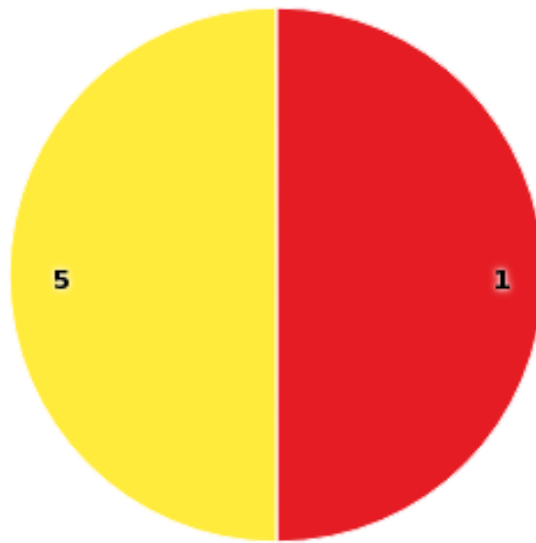


Category	Percentage	Count	Clicktools
1 - <10%	25%	(1)	0% (0)
2 - 10%-20%	0%	(0)	0% (0)
3 - 20%-30%	25%	(1)	0% (0)
4 - 30%-40%	0%	(0)	0% (0)
5 - 40%-50%	0%	(0)	0% (0)
6 - 50%-60%	0%	(0)	0% (0)
7 - 60%-70%	0%	(0)	0% (0)
8 - 70%-80%	0%	(0)	0% (0)
9 - 80%-90%	0%	(0)	0% (0)
10 - >90%	50%	(2)	50% (2)

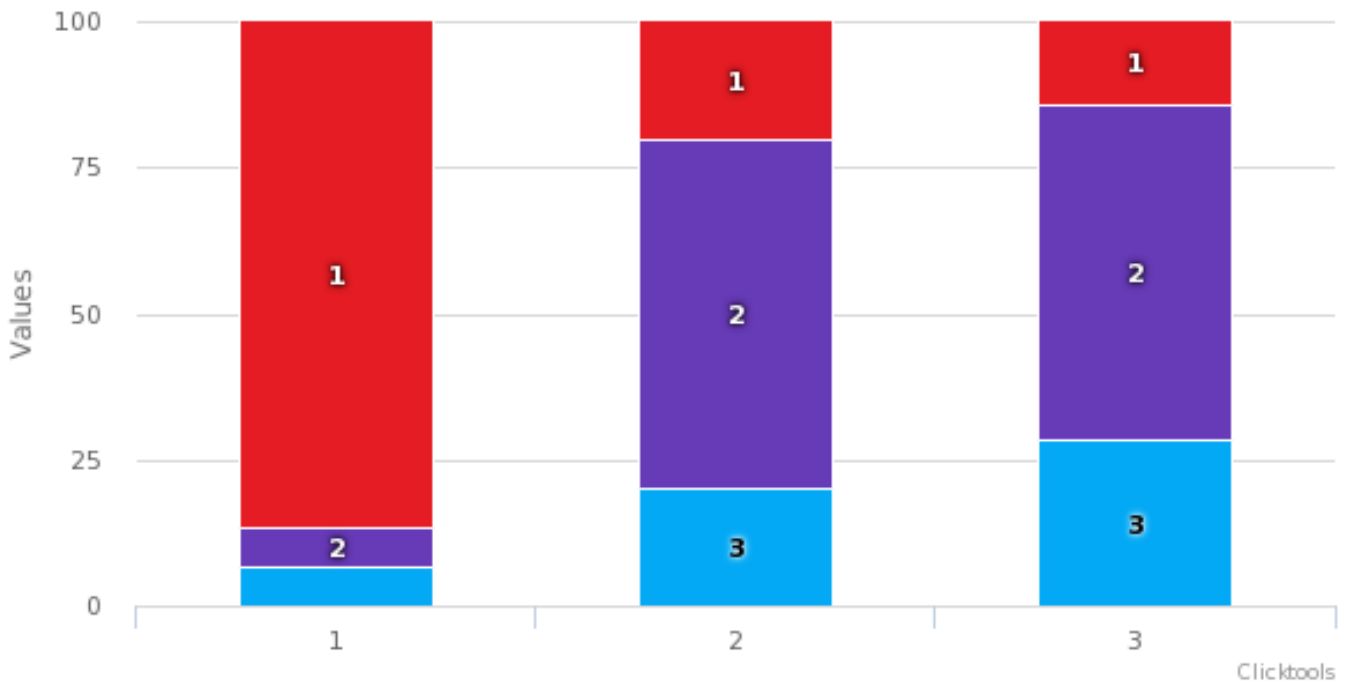
Mean: 6

Response: 4

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



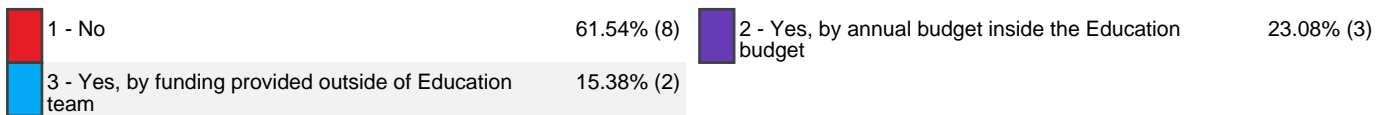
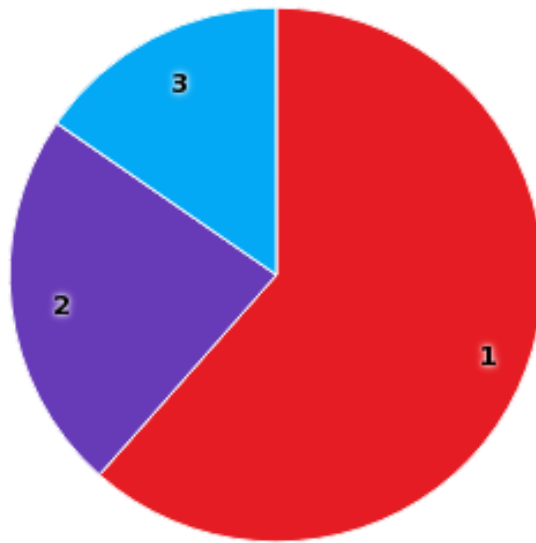
41. Do you offer free training to the following audiences?



	1 Always	2 Sometimes	3 Never	Mean
1 Employees	86.67% (13)	6.67% (1)	6.67% (1)	1.2
2 Customers	20% (3)	60% (9)	20% (3)	2
3 Product Channel	14.29% (2)	57.14% (8)	28.57% (4)	2.14

Response: 15

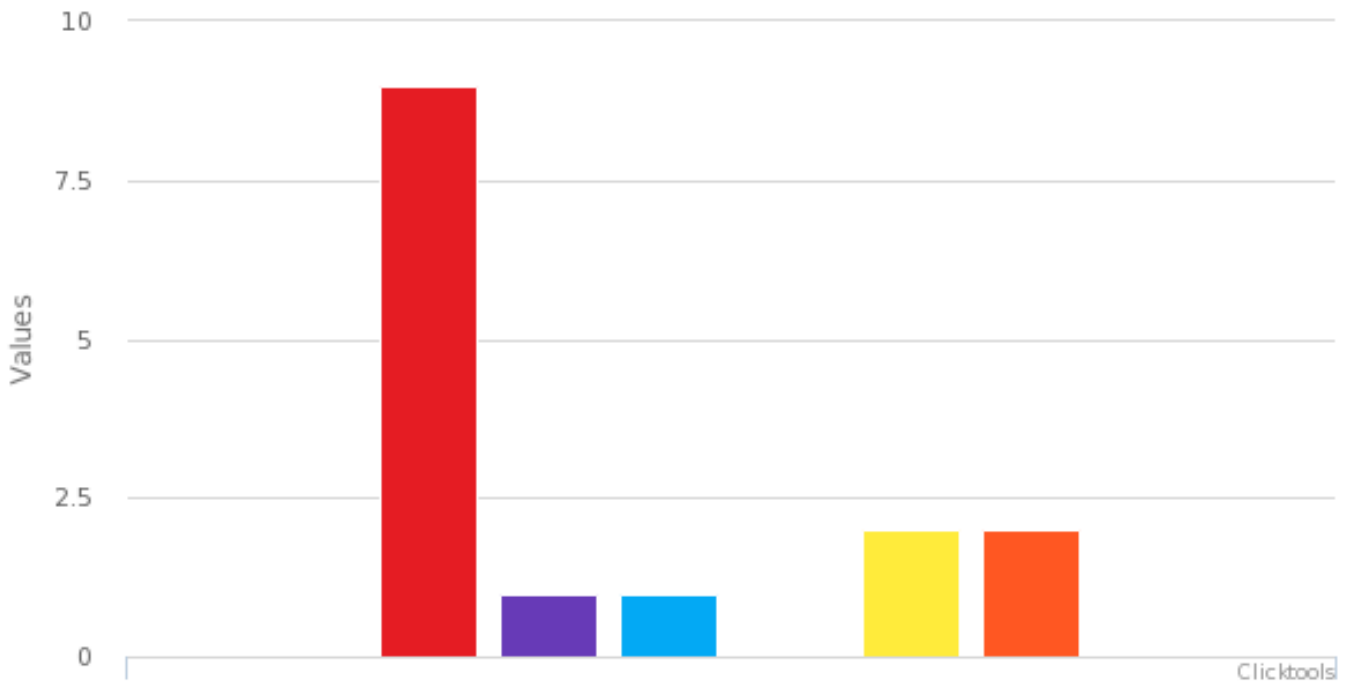
42. Is there a limit to the free training?



Mean: 1.54

Response: 13

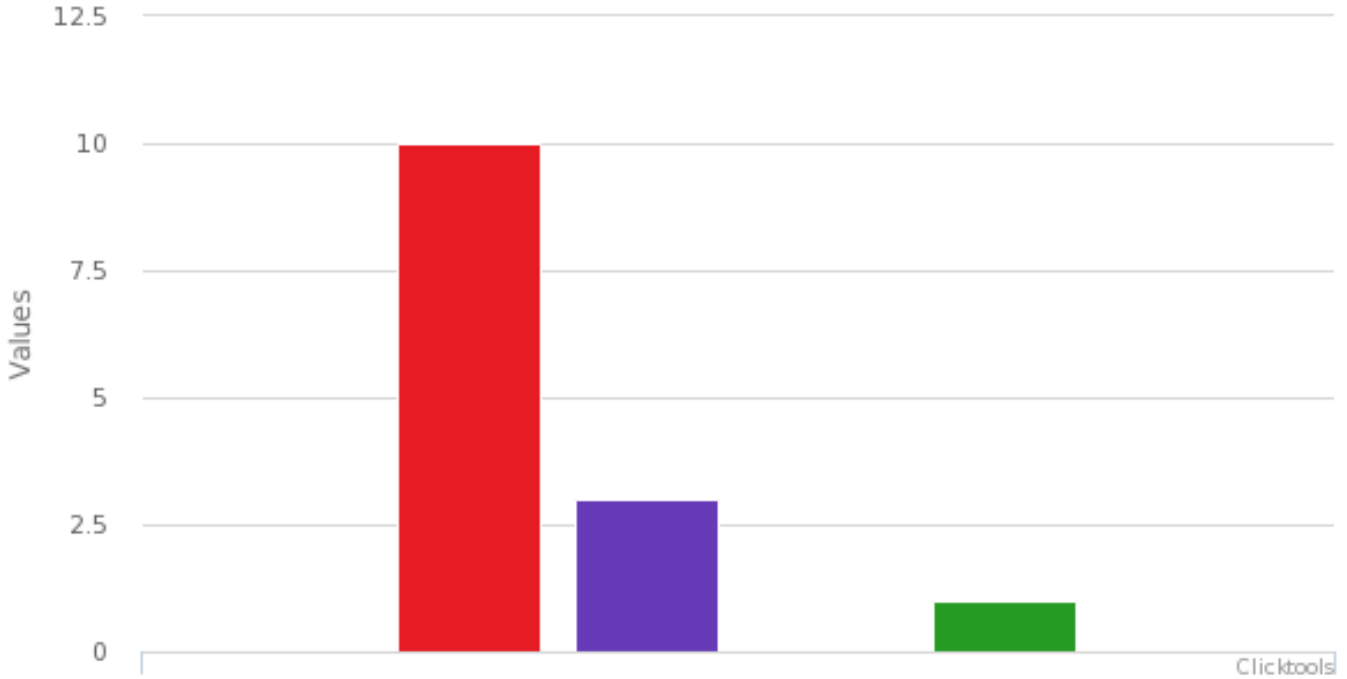
43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	64.29% (9)	2 - Yes, carve out product revenue and move to Education	7.14% (1)
3 - Yes, funding outside the Education team and transfer of costs only	7.14% (1)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	0% (0)
5 - Yes, specific annual budget inside the Education budget	14.29% (2)	6 - Other	14.29% (2)

Response: 14

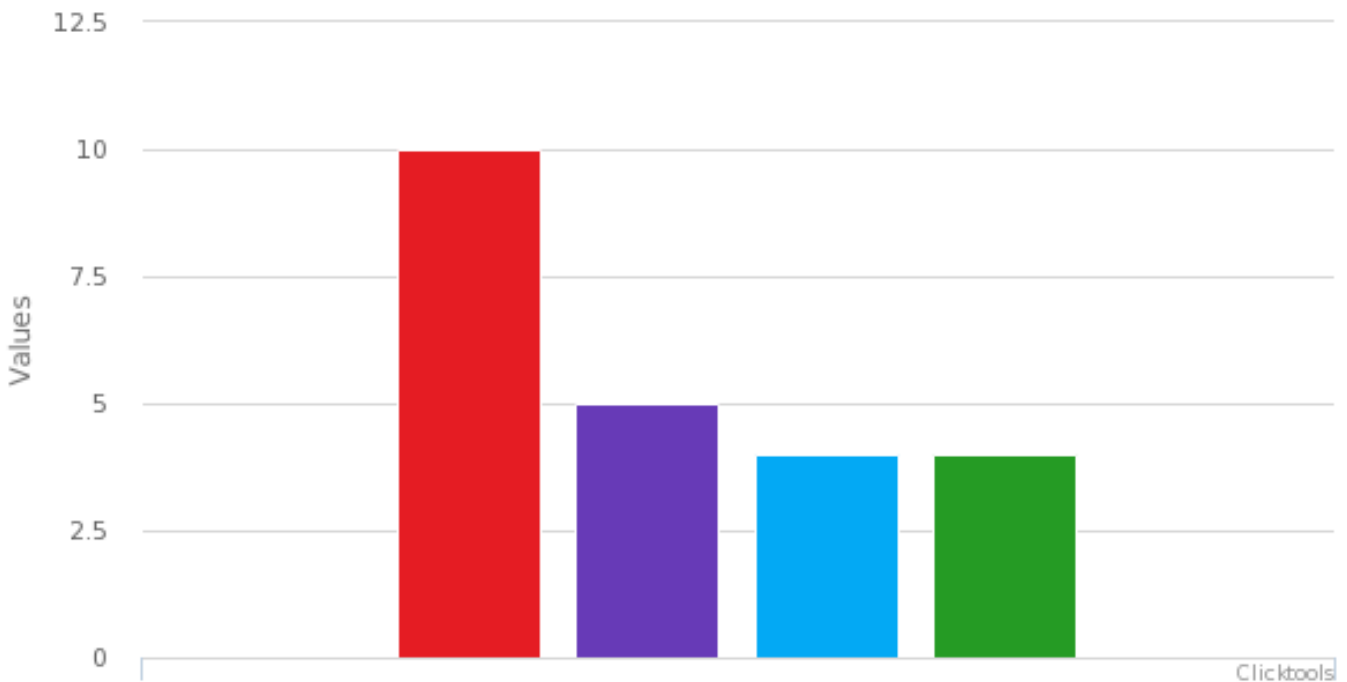
44. What do you communicate about pricing outside your company?



1 - Only list prices	76.92% (10)	2 - All available discounts	23.08% (3)
3 - Some globally available discounts, e.g. volume	0% (0)	4 - Other	7.69% (1)

Response: 13

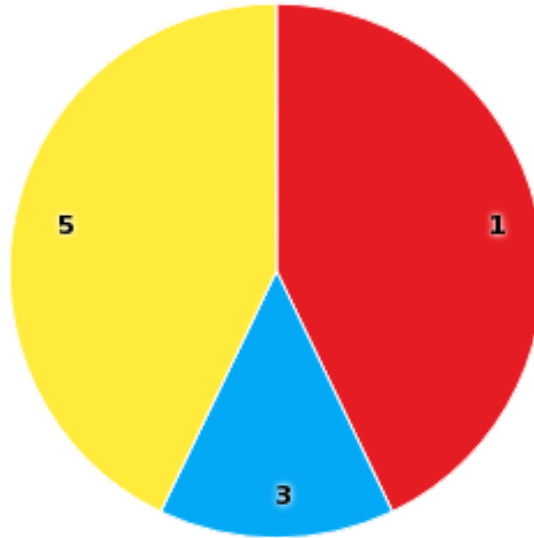
45. Who is allowed to discount training?



1 - Education team	66.67% (10)	2 - Product Sales team	33.33% (5)
3 - Company (Professional) Services team	26.67% (4)	4 - Other	26.67% (4)

Response: 15

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



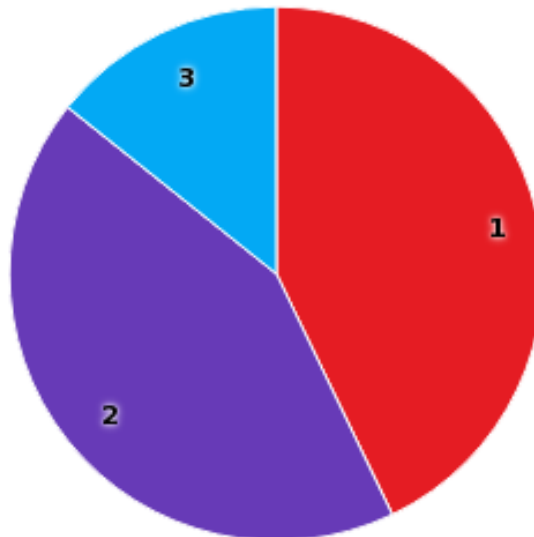
Clicktools

1 - No limit	42.86% (3)	2 - Only up to 25% of the overall possible discount	0% (0)
3 - 26-50%	14.29% (1)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	42.86% (3)		

Mean: 3

Response: 7

47. Do these other organizations need approval to discount?

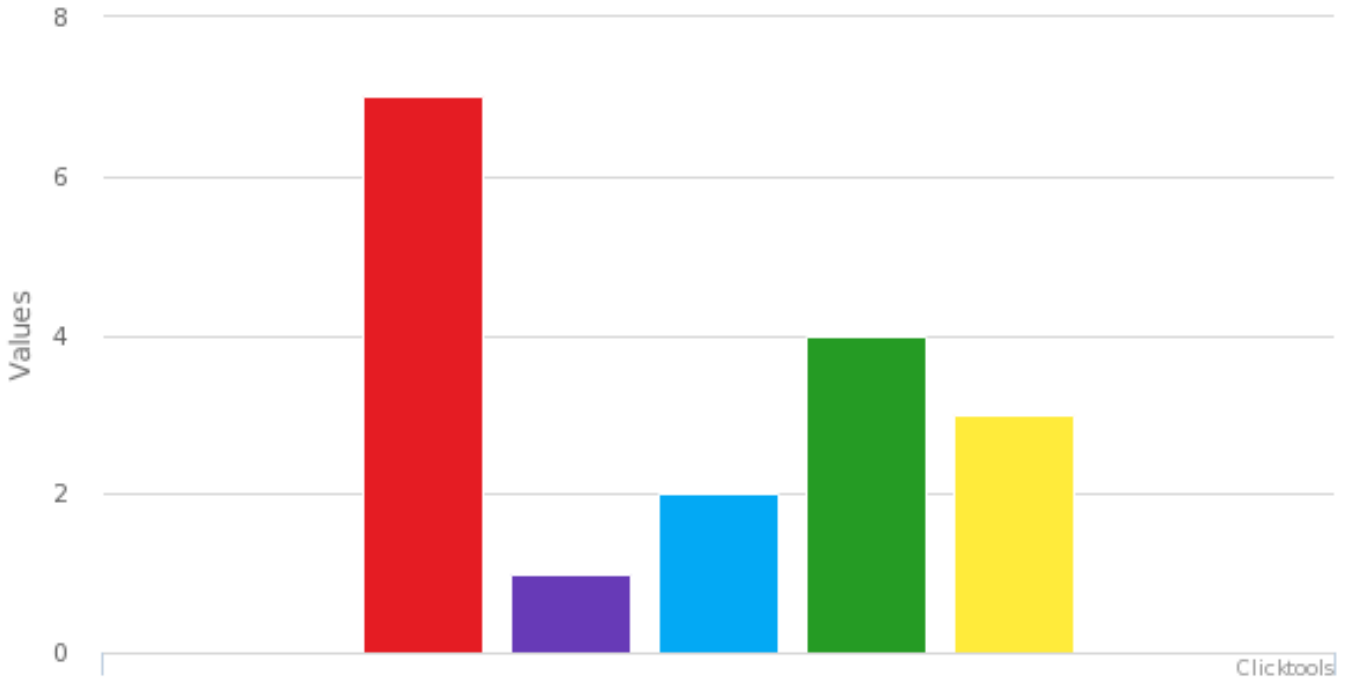


Clicktools

1 - No approval needed	42.86% (3)	2 - Approval in all cases	42.86% (3)
3 - Approval only if certain discount thresholds reached	14.29% (1)		

Mean: 1.71
Response: 7

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



1 - There is nothing in place	46.67% (7)	2 - VSOE or 606 enforces rules	6.67% (1)
3 - Formal agreements with other teams	13.33% (2)	4 - Quotation tools enforce rules	26.67% (4)
5 - Other	20% (3)		

Response: 15

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



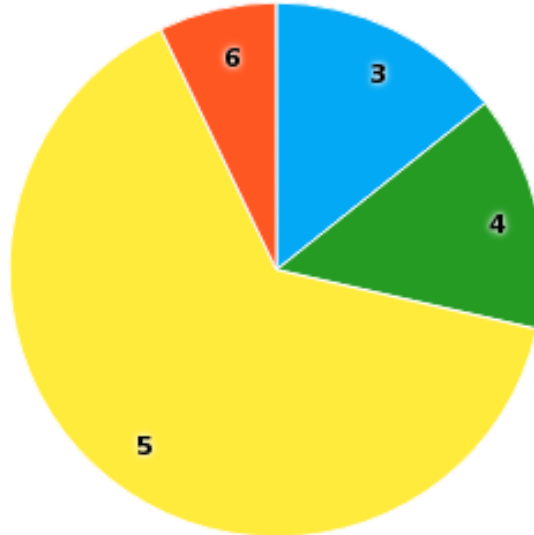
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	50% (7)	4 - 13 months or more	7.14% (1)
5 - No set time, just whenever it is needed	35.71% (5)	6 - Other	7.14% (1)

Mean: 4

Response: 14

50. How often do you change your pricing?



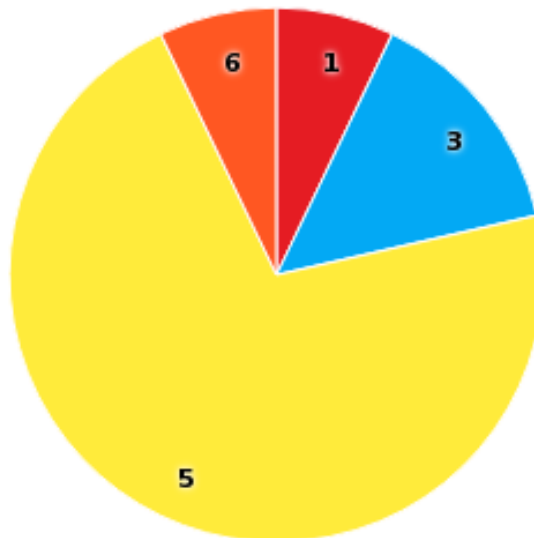
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	14.29% (2)	4 - 13 months or more	14.29% (2)
5 - No set time, just whenever it is needed	64.29% (9)	6 - Other	7.14% (1)

Mean: 4.64

Response: 14

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



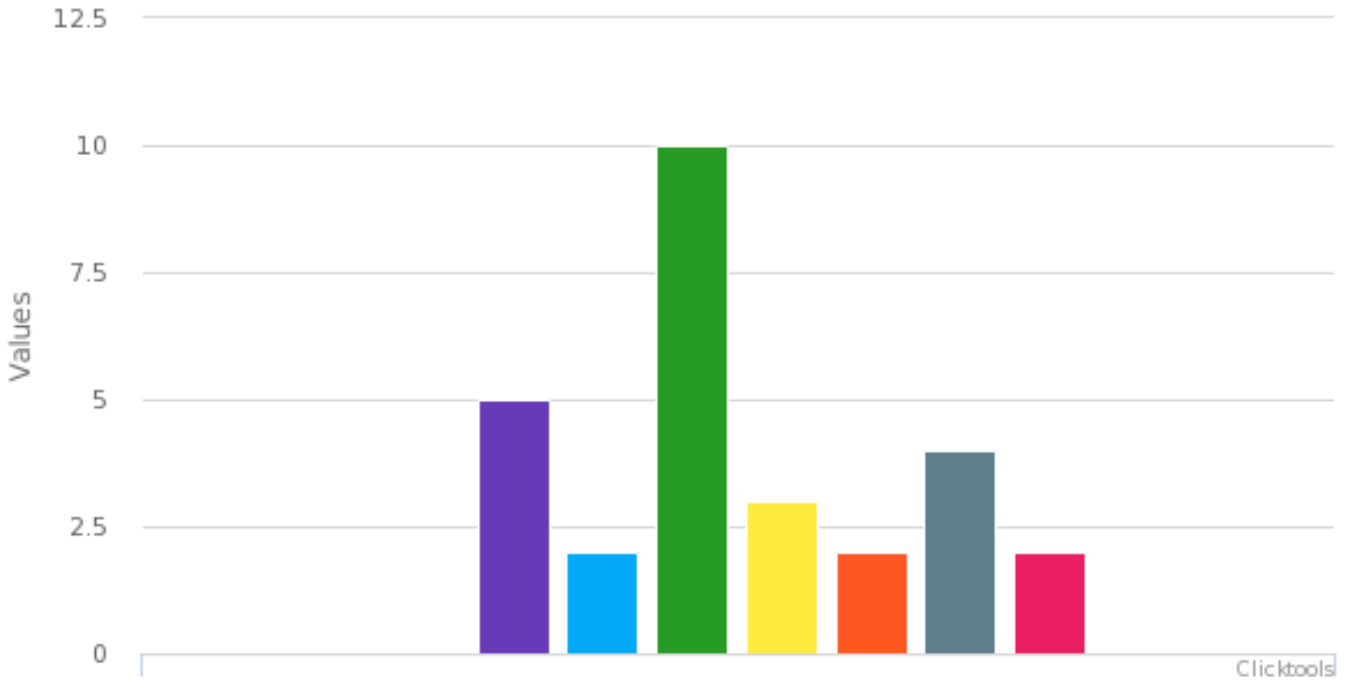
Clicktools

1 - Up to 3 months	7.14% (1)	2 - 4-11 months	0% (0)
3 - 12 months	14.29% (2)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	71.43% (10)	6 - Other	7.14% (1)

Mean: 4.5

Response: 14

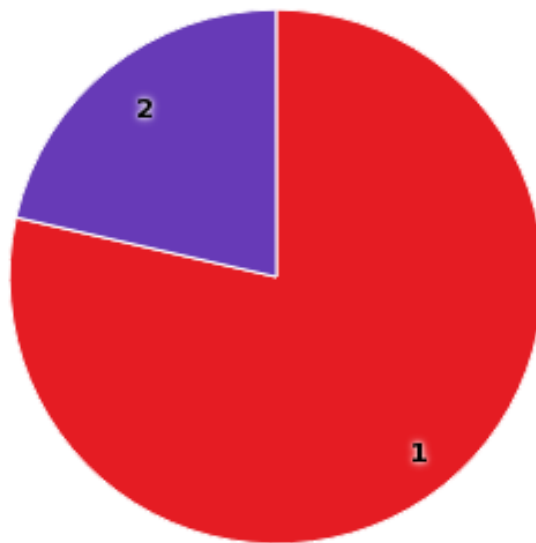
52. What is the key driver for the price change? Choose all that apply.



1 - Inflation	0% (0)	2 - Market trends	45.45% (5)
3 - Historical trends	18.18% (2)	4 - Competitiveness	90.91% (10)
5 - Profit margins	27.27% (3)	6 - Exchange rate changes	18.18% (2)
7 - Higher expenses	36.36% (4)	8 - Other	18.18% (2)

Response: 11

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



Clicktools

1 - Yes

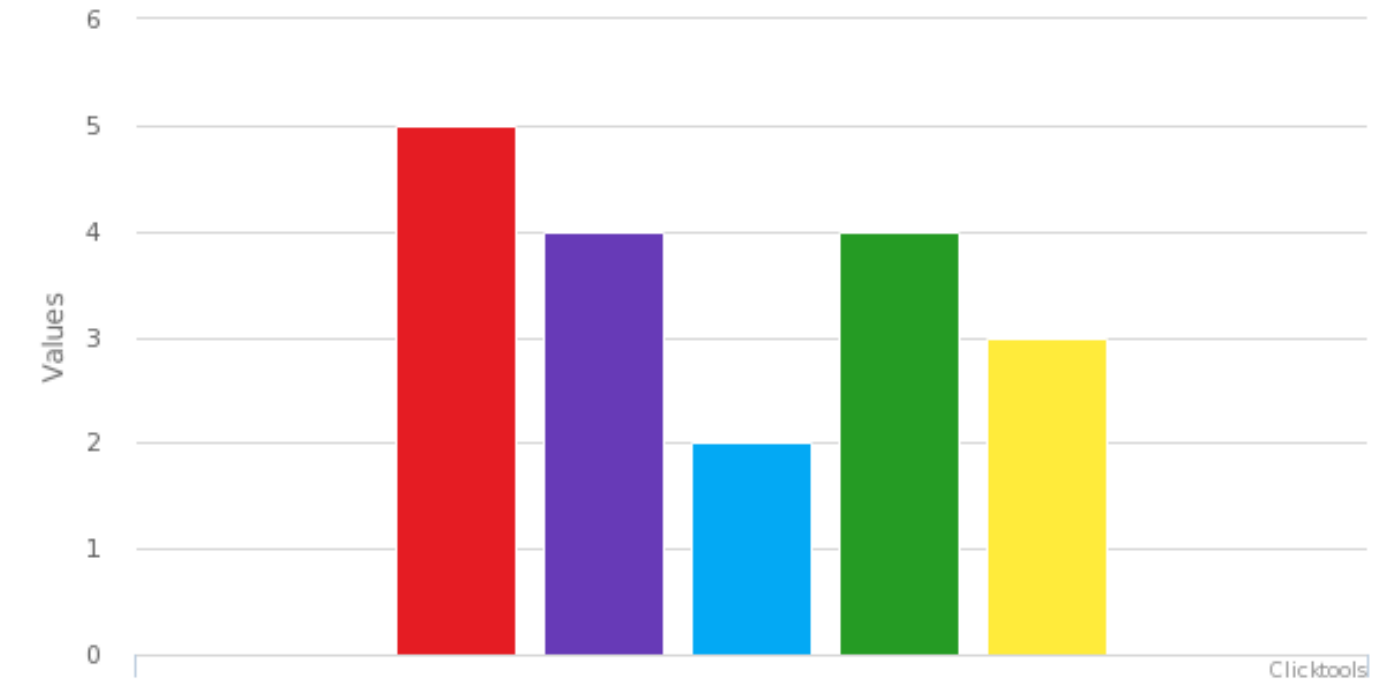
78.57% (11) 2 - No

21.43% (3)

Mean: 1.21

Response: 14

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



1 - Education Head

45.45% (5)

2 - Company Financial Head

36.36% (4)

3 - Company CEO

18.18% (2)

4 - Sales or Country Manager of impacted countries/customers

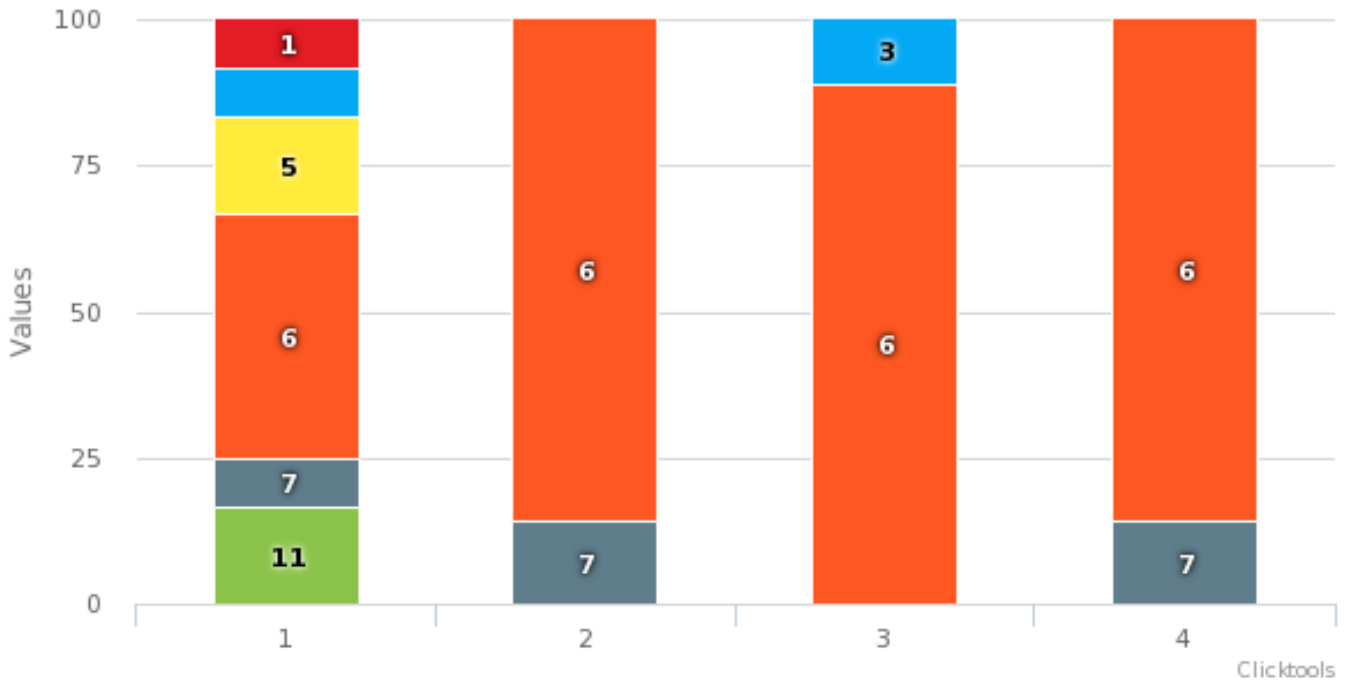
36.36% (4)

5 - Other

27.27% (3)

Response: 11

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

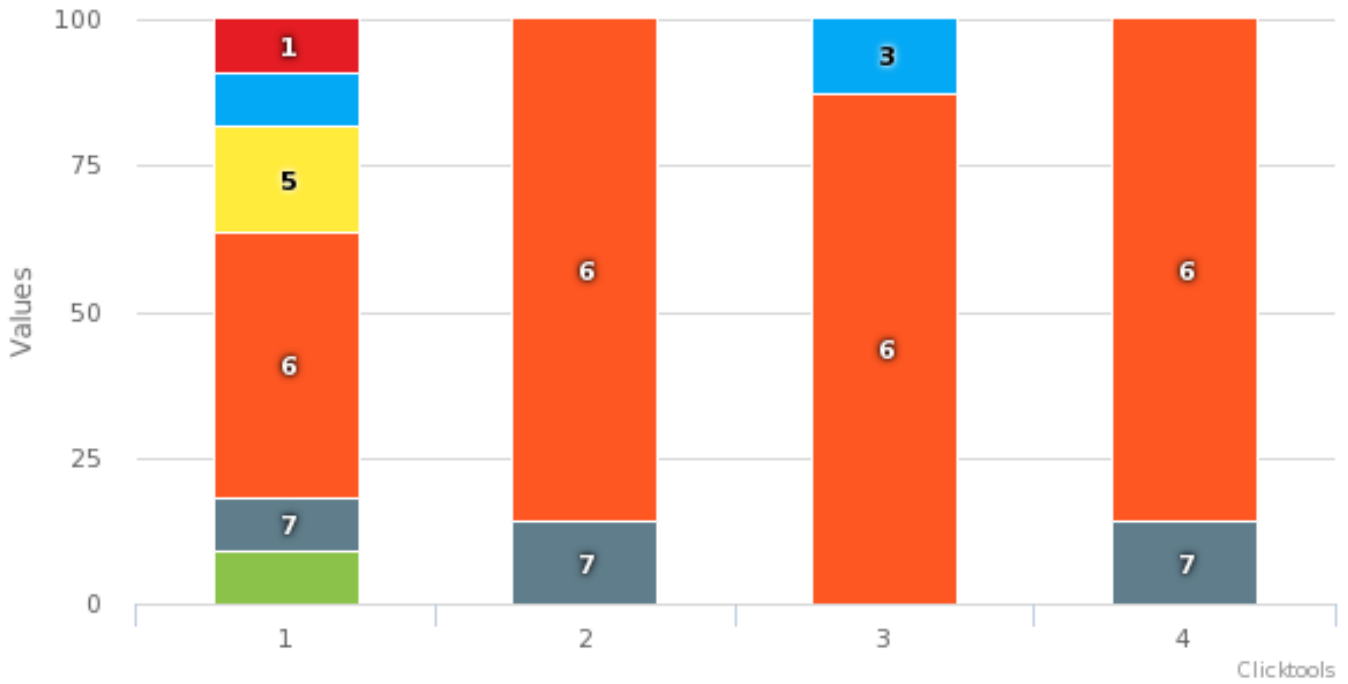


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	8.33% (1)	0% (0)	8.33% (1)	0% (0)	16.67% (2)	41.67% (5)	8.33% (1)	0% (0)	0% (0)	0% (0)	16.67% (2)	6.08
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	6.14
3 EMEA	0% (0)	0% (0)	11.11% (1)	0% (0)	0% (0)	88.89% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.67
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	6.14

Response: 12

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

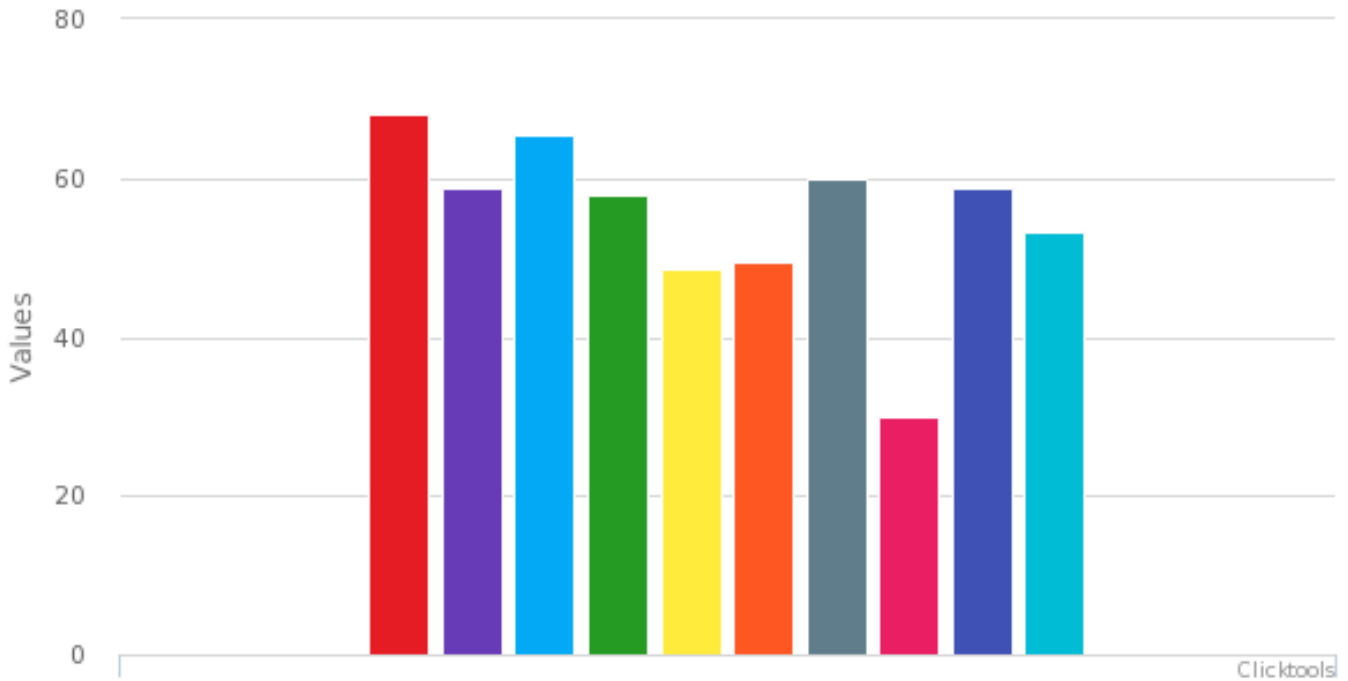


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	9.09% (1)	0% (0)	9.09% (1)	0% (0)	18.18% (2)	45.45% (5)	9.09% (1)	0% (0)	0% (0)	0% (0)	9.09% (1)	5.64
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	6.14
3 EMEA	0% (0)	0% (0)	12.5% (1)	0% (0)	0% (0)	87.5% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.62
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	6.14

Response: 11

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.)



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

Response: 15

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

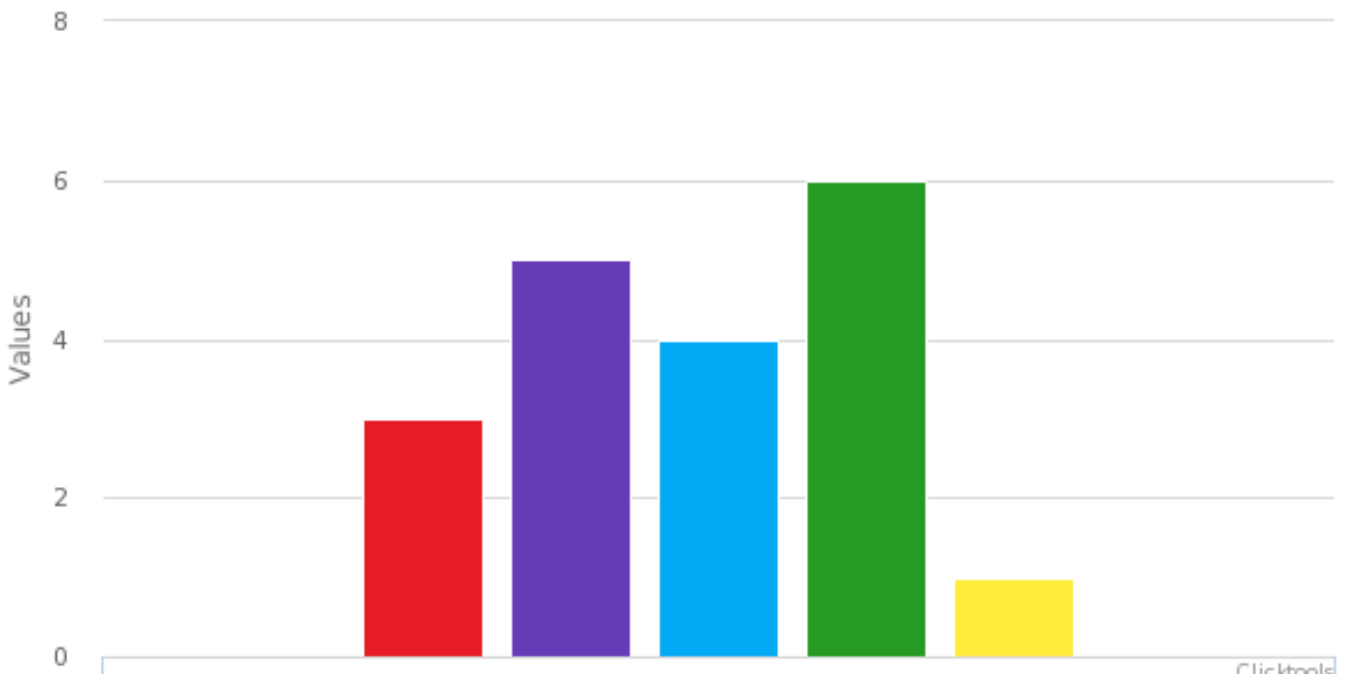


Category	Percentage	Count	Clicktools
1 - No price differences for different local markets	75%	(9)	
2 - Global pricelist and discounts by country to bring global price down to market price	8.33%	(1)	Clicktools
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	0%	(0)	
4 - Pricelists for local markets which have different prices by market	16.67%	(2)	
5 - Other	0%	(0)	

Mean: 1.58

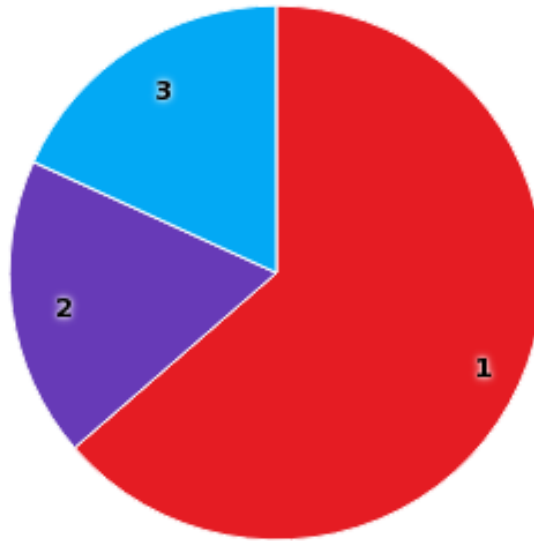
Response: 12

59. What other type of discounts do you offer?



Category	Percentage	Count	Clicktools
1 - Single volume (e.g. 10% for all deals above threshold)	27.27%	(3)	
2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	45.45%	(5)	Clicktools
3 - Valued or repeat customers (loyalty program)	36.36%	(4)	
4 - Promotional discounts (time limited)	54.55%	(6)	
5 - Other	9.09%	(1)	

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



			Clicktools
1 - We don't have more than 1 discount type	63.64% (7)	2 - We have more than 1 discount type, but any customer can get only one of them	18.18% (2)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	18.18% (2)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0% (0)

Mean: 1.55

Response: 11

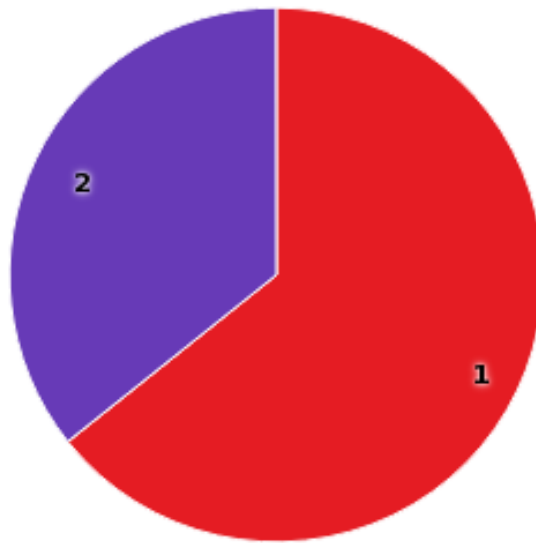
61. How do you manage pricing for global customers?



			Clicktools
1 - They have a single price globally	69.23% (9)	2 - They have discounts based on the location of their headquarters	0% (0)
3 - They receive different discounts based on the actual student 's location	23.08% (3)	4 - Other	7.69% (1)

Mean: 1.69

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



1 - Yes

64.29% (9)

2 - No

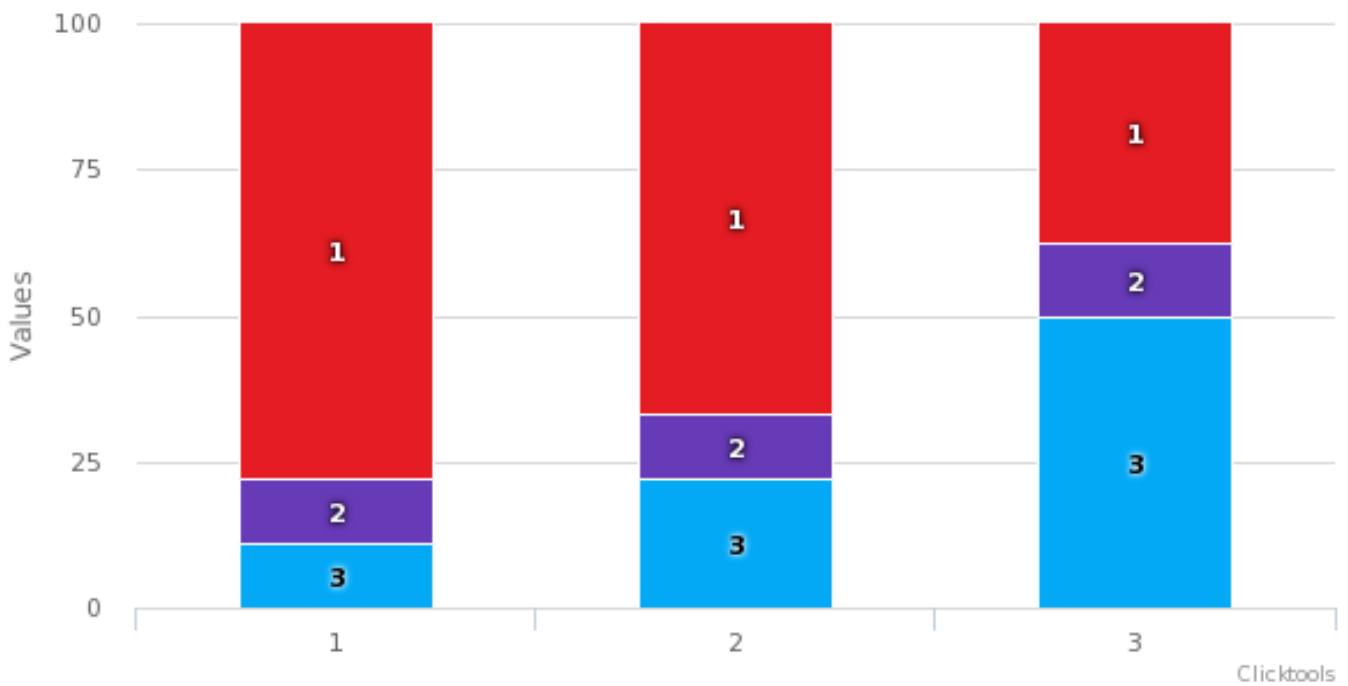
Clicktools

35.71% (5)

Mean: 1.36

Response: 14

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

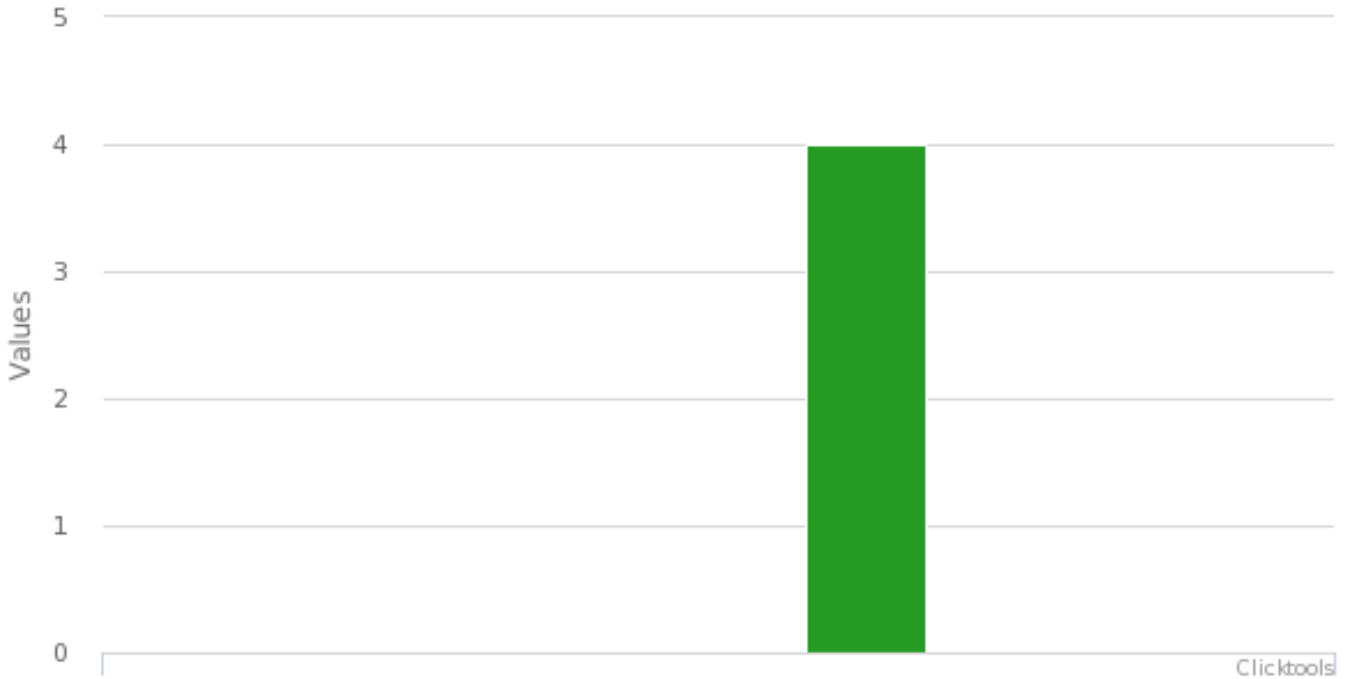


1 Free	2 List Price	3 Discount
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	1	2	3	Mean
1 Channel Sales	77.78% (7)	11.11% (1)	11.11% (1)	1.33
2 Channel Presales	66.67% (6)	11.11% (1)	22.22% (2)	1.56
3 Channel Post sales - deployment, operations, maintenance	37.5% (3)	12.5% (1)	50% (4)	2.12

Response: 9

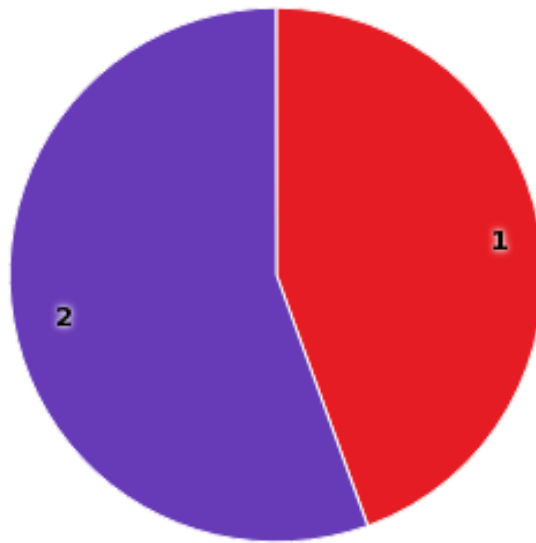
64. How do you discount training for your channel partner?



1 - Depending on the partner level, a tiered discount structure	0% (0)	2 - Depending on the strategic importance, different discounts	0% (0)
3 - Depending on the region/country the partner comes from, different discounts	0% (0)	4 - Same percentage for all partners	100% (4)
5 - Other	0% (0)		

Response: 4

65. Do you allow partners to resell your training?



Response	Percentage	Count	Response	Percentage	Count
1 - No	44.44%	(4)	2 - Yes, can resell and get the normal partner discount to resell	55.56%	(5)
3 - Yes, can resell but get a higher discount	0%	(0)	4 - Yes, can resell but get a lower discount	0%	(0)

Mean: 1.56
Response: 9

Clicktools

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

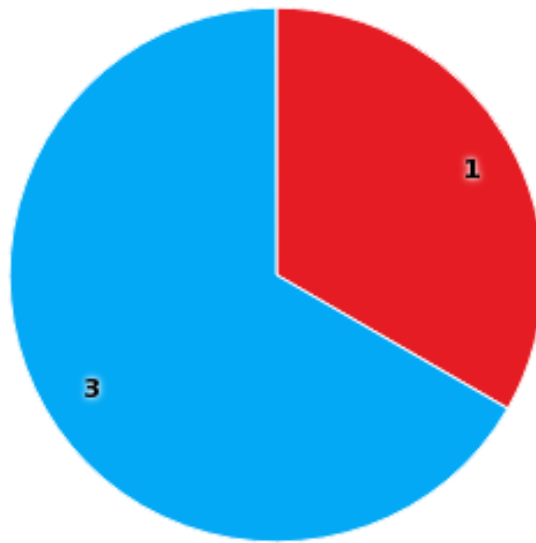


Response	Percentage	Count	Response	Percentage	Count
1 - 1-10%	25%	(1)	2 - 11-15%	0%	(0)
3 - 16-20%	75%	(3)	4 - 21-30%	0%	(0)
5 - Over 30%	0%	(0)	6 - Other	0%	(0)

Mean: 2.5
Response: 4

Clicktools

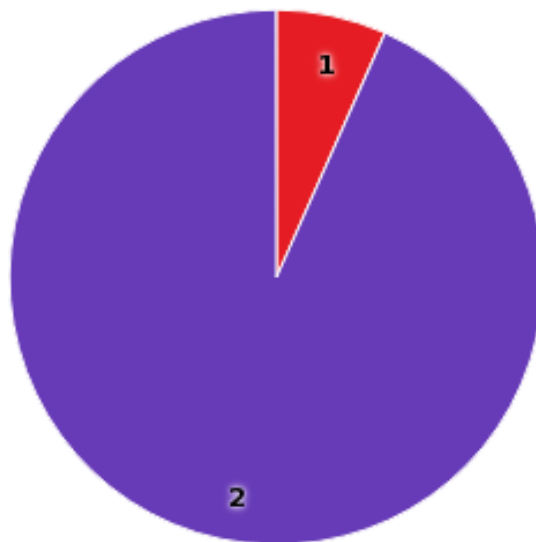
67. What discount or commission do you offer to your resellers for eLearning?



Category	Percentage	Count	Category	Percentage	Count
1 - 1-10%	33.33%	(1)	2 - 11-15%	0%	(0)
3 - 16-20%	66.67%	(2)	4 - 21-30%	0%	(0)
5 - Over 30%	0%	(0)	6 - Other	0%	(0)

Mean: 2.33
Response: 3

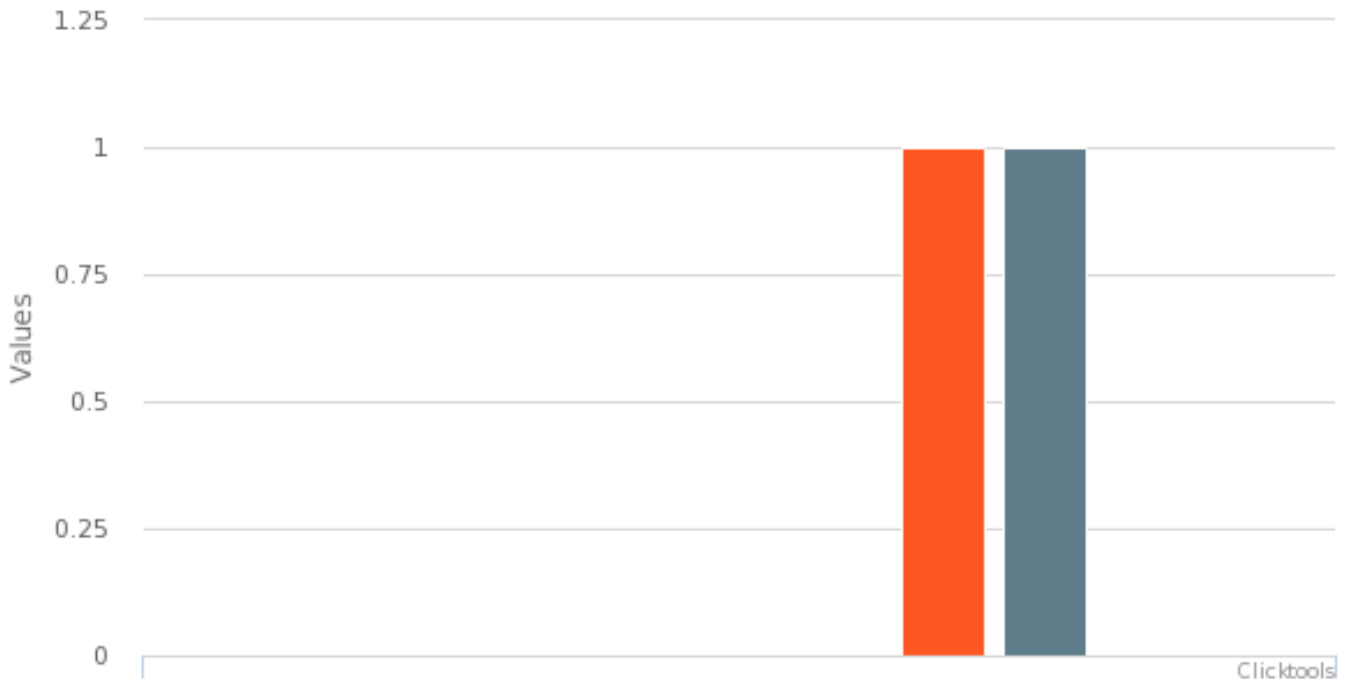
68. Do you sell any education services intellectual property as a standalone item?



Category	Percentage	Count	Category	Percentage	Count
1 - Yes	6.67%	(1)	2 - No	93.33%	(14)

Mean: 1.93
Response: 15

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



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

Response: 1

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



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

Mean: 1

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	700
Highest	700
Lowest	700
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	0	0	0
Highest	0	0	0	0	0	0	0
Lowest	0	0	0	0	0	0	0
Standard deviation	0	0	0	0	0	0	0

Response: 0

73. Do you offer the service to develop training?



1 - Yes

35.71% (5) 2 - No

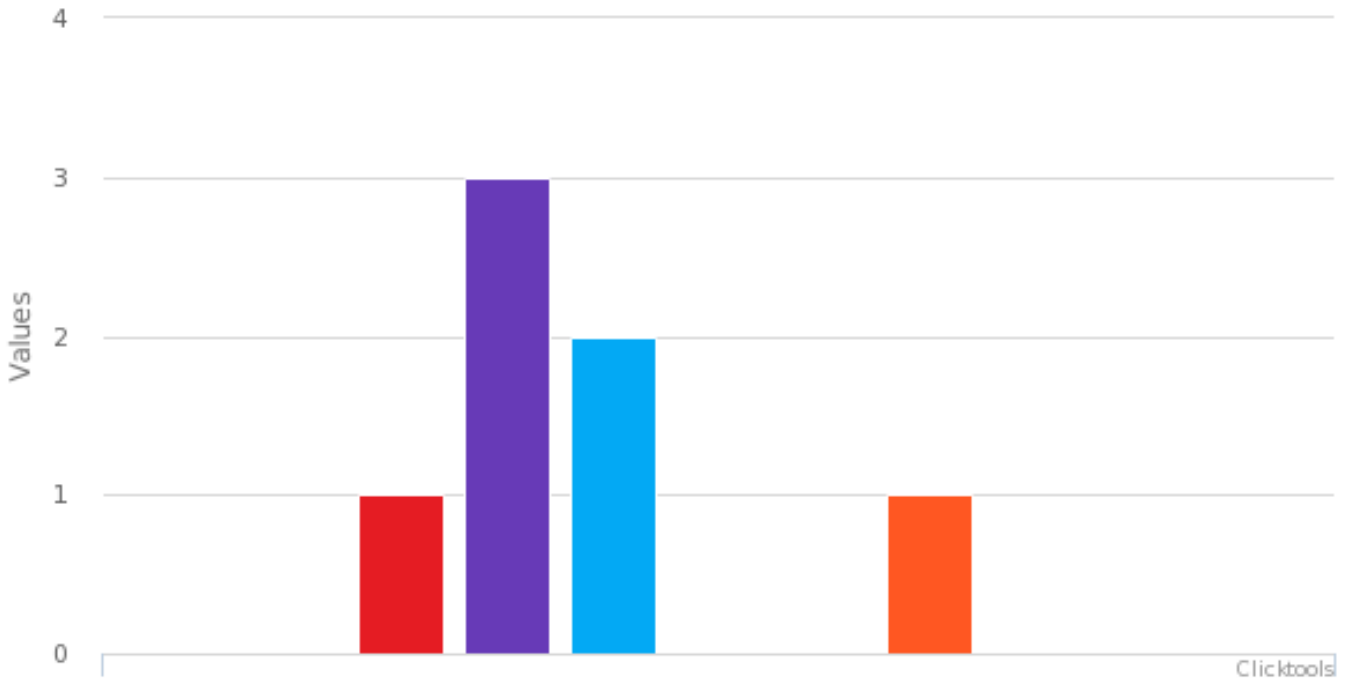
Clicktools

64.29% (9)

Mean: 1.64

Response: 14

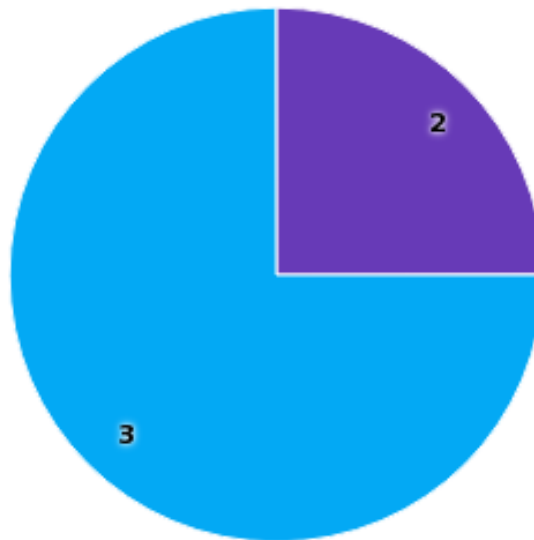
74. How do you price your development work? Choose all that apply.



1 - Per hour of content developed	20% (1)	2 - Per development hours	60% (3)
3 - Per development day	40% (2)	4 - Customers buy training credits and redeem credits against development	0% (0)
5 - Customers buy a subscription and some development is included	0% (0)	6 - We do not charge for development as it's included in other services	20% (1)
7 - Other	0% (0)		

Response: 5

75. How do you quote for development work?

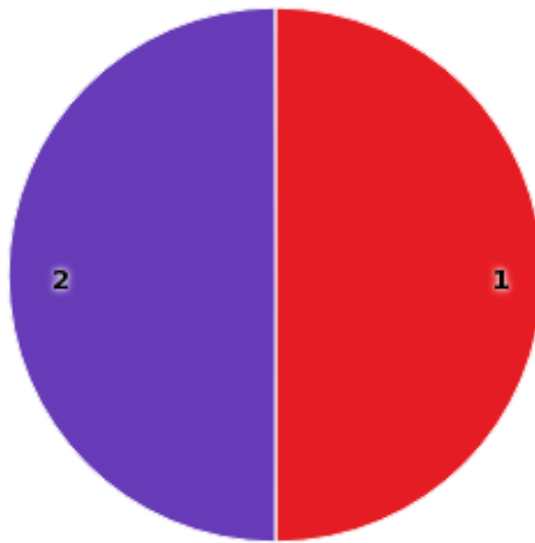


1 - Only time & material	0% (0)	2 - Only fixed price bids	25% (1)
3 - Mixture, depending on customer negotiation	75% (3)	4 - Other	0% (0)

Mean: 2.75

Response: 4

76. Do you offer services to customize existing courses?



1 - Yes

50% (7)

2 - No

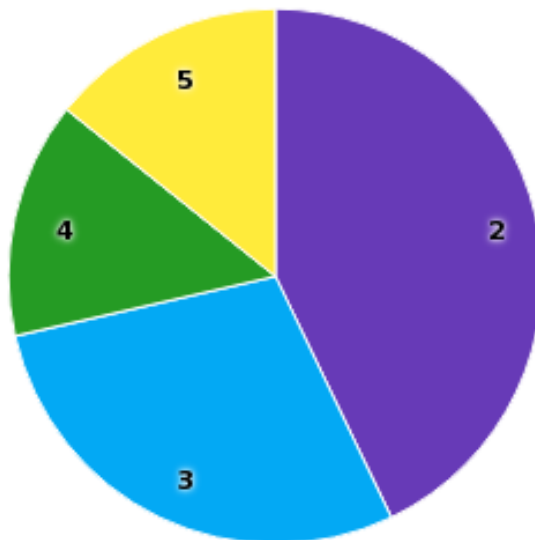
Clicktools

50% (7)

Mean: 1.5

Response: 14

77. When do you start to charge for customization?



1 - Never charge

0% (0)

2 - Strictly for any customization

Clicktools

42.86% (3)

3 - Small customization with up to 1 day ' s work for free, after that a charge

28.57% (2)

4 - Small customization with 1-2 day ' s work for free, after that a charge

14.29% (1)

5 - Small customization with more than 2 days work for free, after that a charge

14.29% (1)

Mean: 3

Response: 7