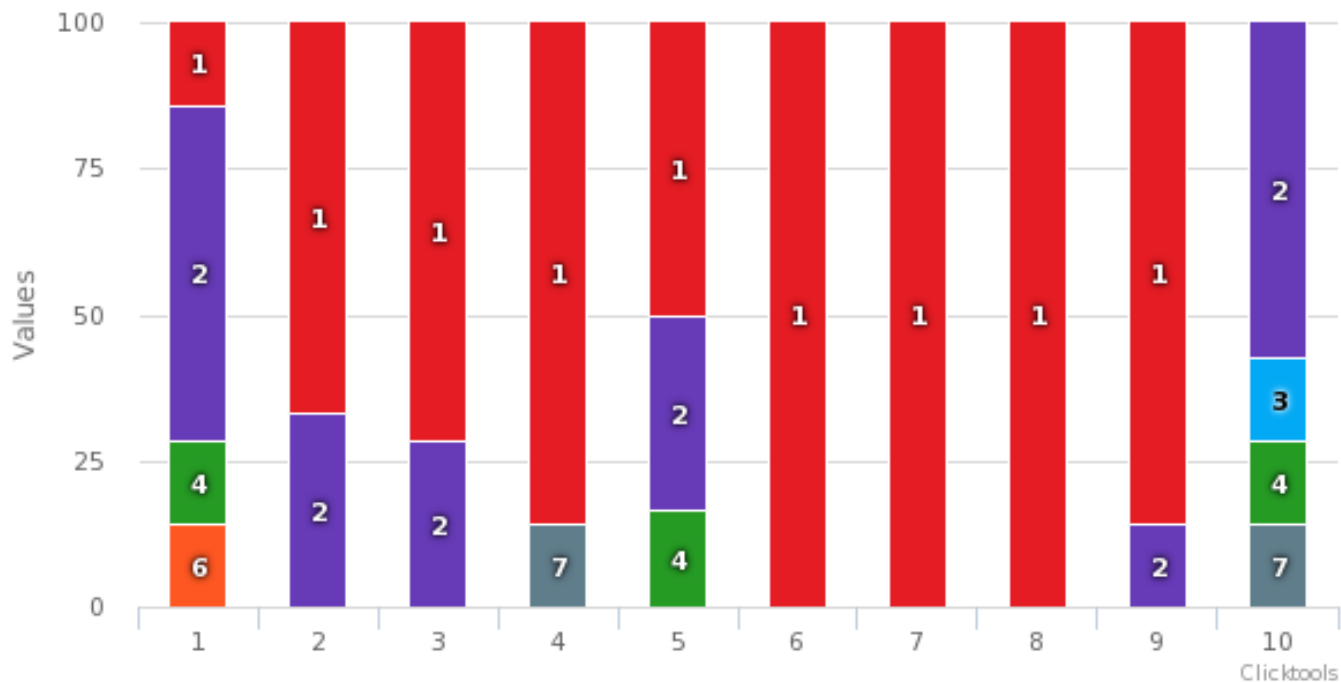


Cost Center (7)

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

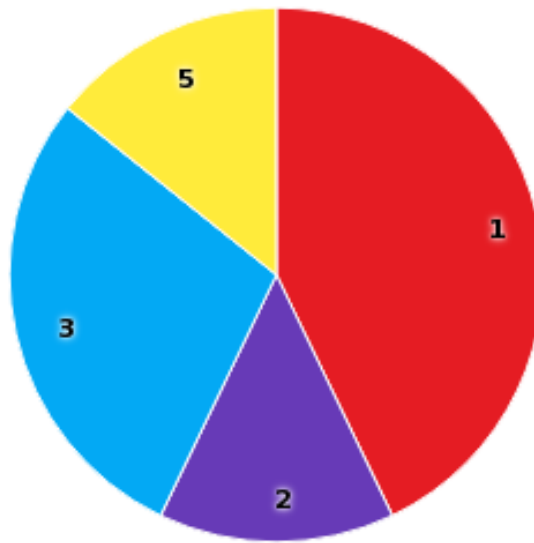


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	14.29% (1)	57.14% (4)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	2.71
2 Virtual Classroom	66.67% (4)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.33
3 e-Learning	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
4 Self-paced	85.71% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	1.86
5 Certification	50% (3)	33.33% (2)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.83
6 Learning Consulting	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7 Learning Technologies	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 New learning modalities	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Subscriptions	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
10 TOTAL TRAINING REVENUE	0% (0)	57.14% (4)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	3.14

Response: 7

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



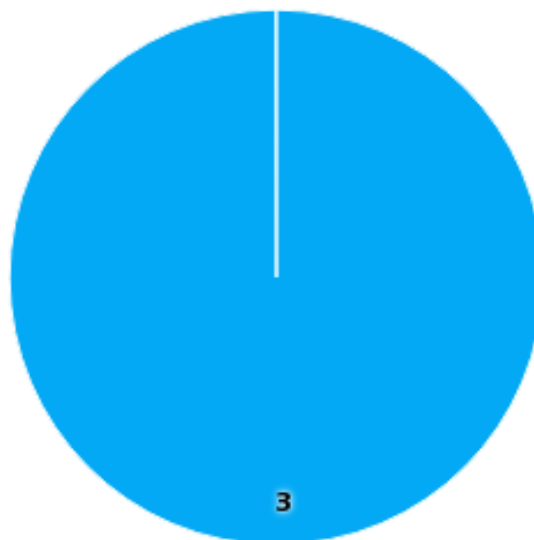
Clicktools

1 - 10 or less	42.86% (3)	2 - 11-20	14.29% (1)
3 - 21-50	28.57% (2)	4 - 51-100	0% (0)
5 - More than 100	14.29% (1)		

Mean: 2.29

Response: 7

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



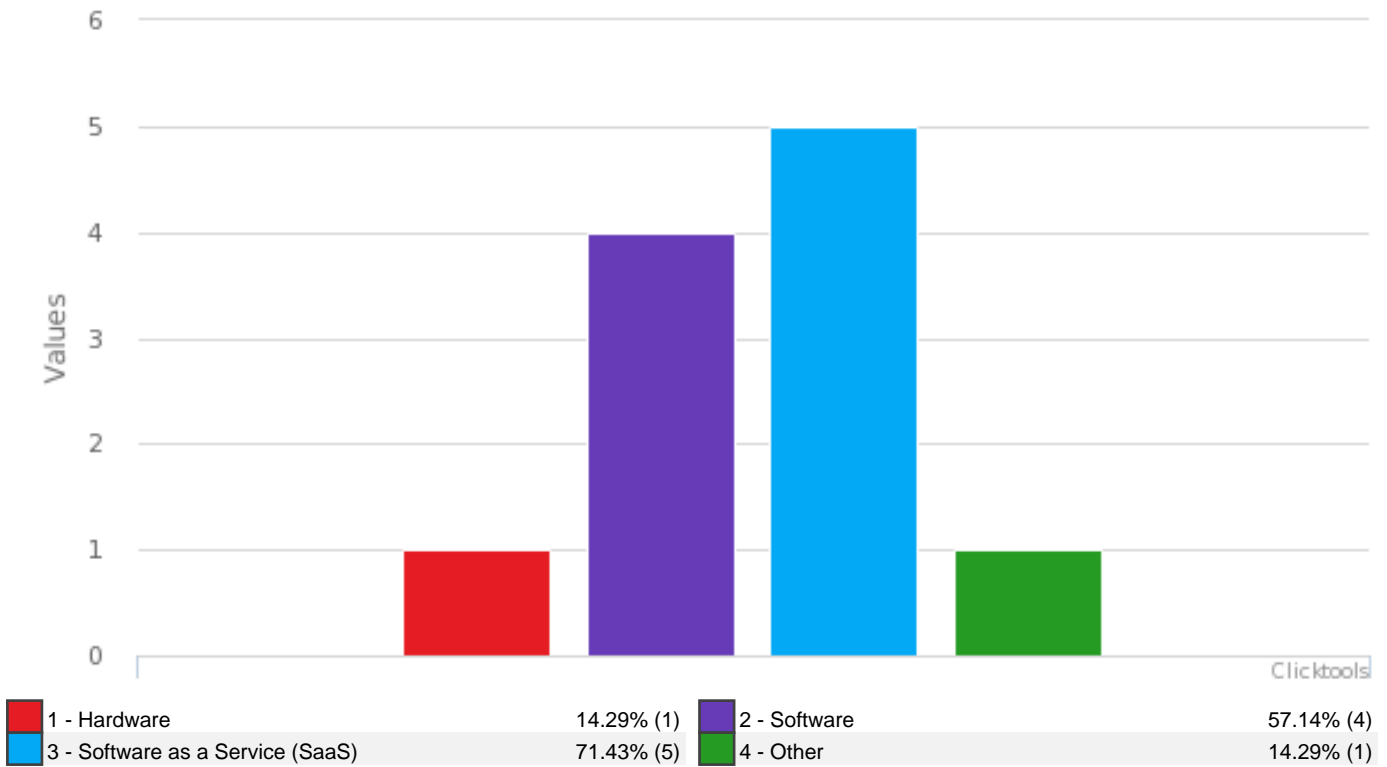
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	0% (0)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	0% (0)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	100% (7)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 3

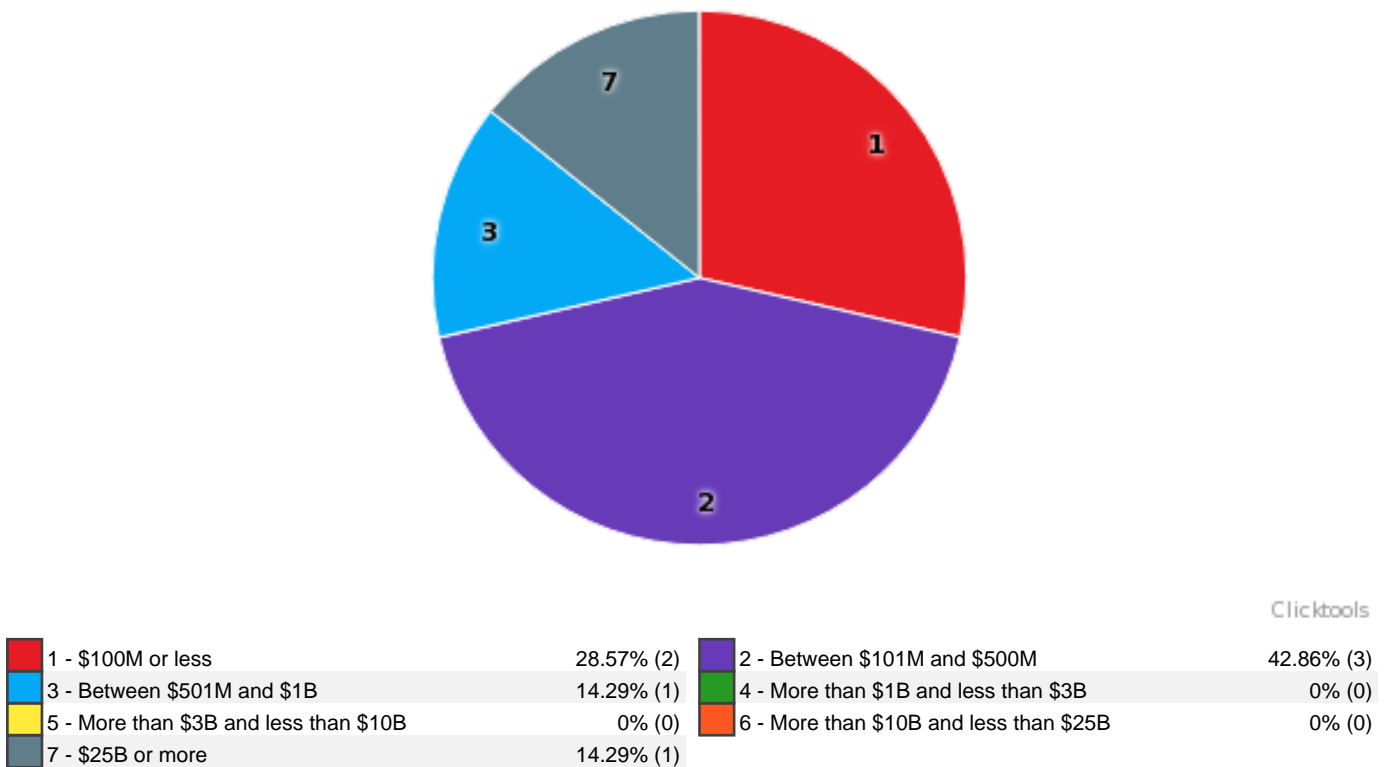
Response: 7

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



Response: 7

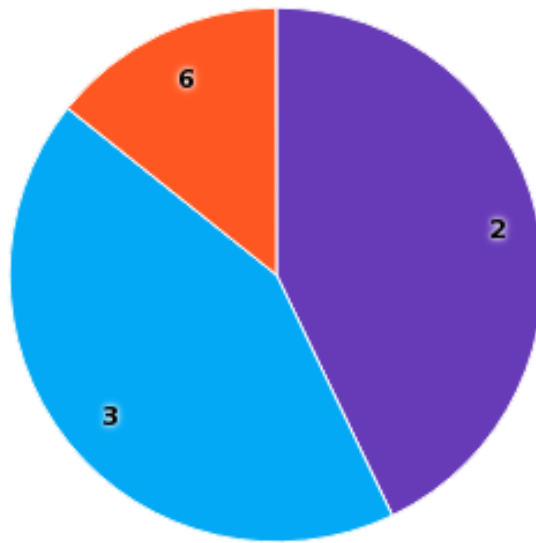
5. What was your company ' s worldwide annual revenue in the most recent fiscal year?



Mean: 2.57

Response: 7

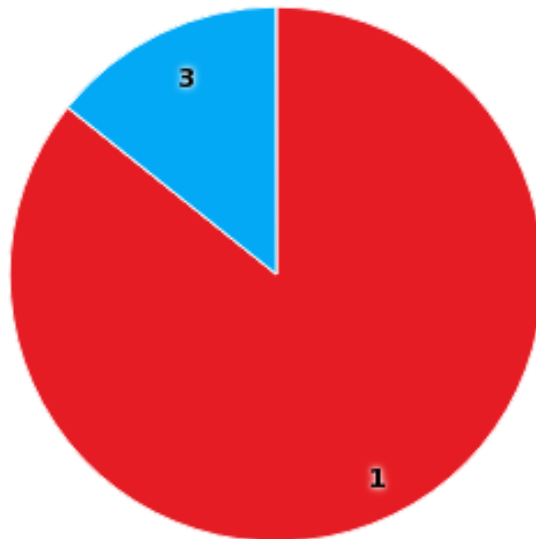
6. How many full-time employees does your company have worldwide?



Category	Percentage	Count	Clicktools
1 - 100 or less	0%	(0)	42.86% (3)
2 - 101 to 1000	42.86%	(3)	0% (0)
3 - 1001 to 5000	0%	(0)	14.29% (1)
4 - 5001 to 10000	0%	(0)	
5 - 10001 to 50000			
6 - More than 50000			

Mean: 3
Response: 7

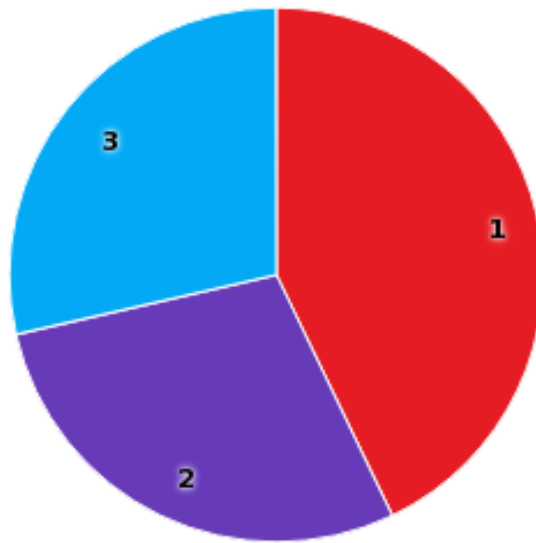
7. What is your base currency for reporting and pricing?



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

Mean: 1.29
Response: 7

8. How do you manage price lists globally?

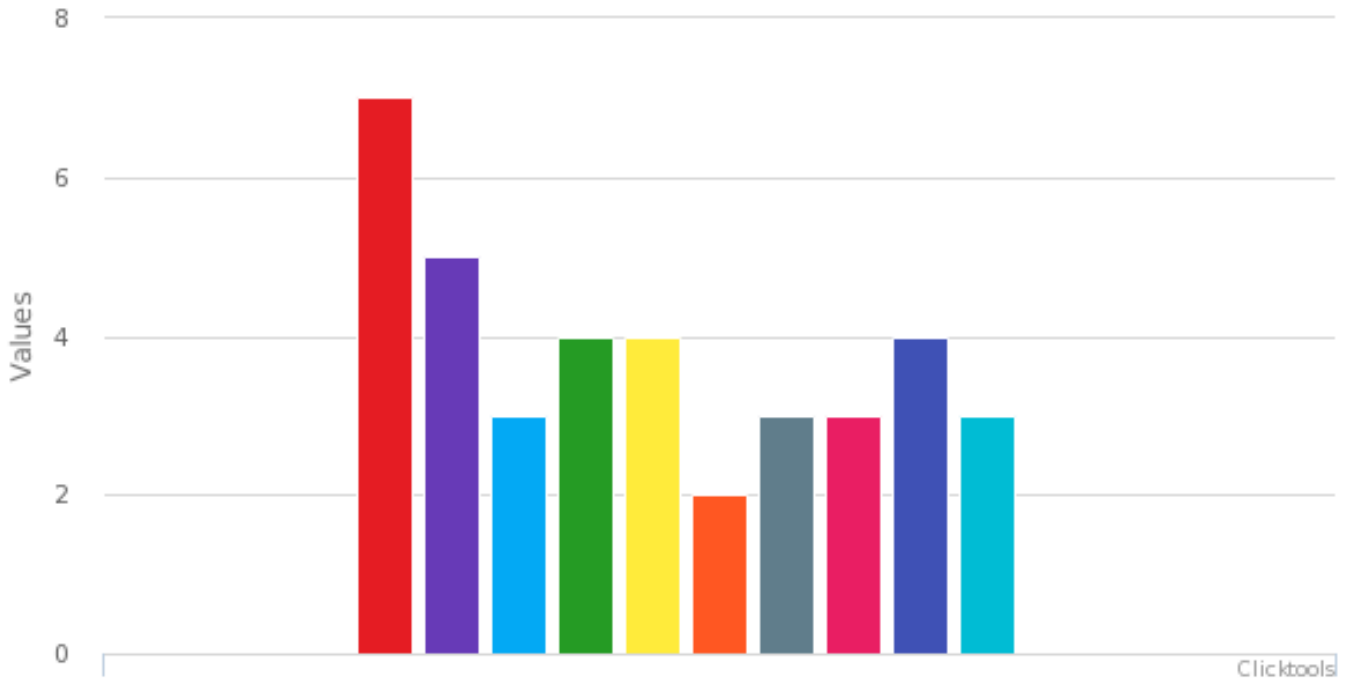


Response	Percentage	Count	Response	Percentage	Count
1 - We have one price list with our base currency	42.86%	(3)	2 - We have a price list per geographic region based on our base currency	28.57%	(2)
3 - We have a price list per geographic region or country based on the regional currency	28.57%	(2)	4 -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

Mean: 1.86

Response: 7

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



1 - USD	100% (7)	2 - EUR	71.43% (5)
3 - GBP	42.86% (3)	4 - JYP (Japan)	57.14% (4)
5 - AUD (Australia)	57.14% (4)	6 - INR (India)	28.57% (2)
7 - CNY (China)	42.86% (3)	8 - BRL (Brazil)	42.86% (3)
9 - CAD	57.14% (4)	10 - SGD (Singapore)	42.86% (3)
11 - Other	0% (0)		

Response: 7

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



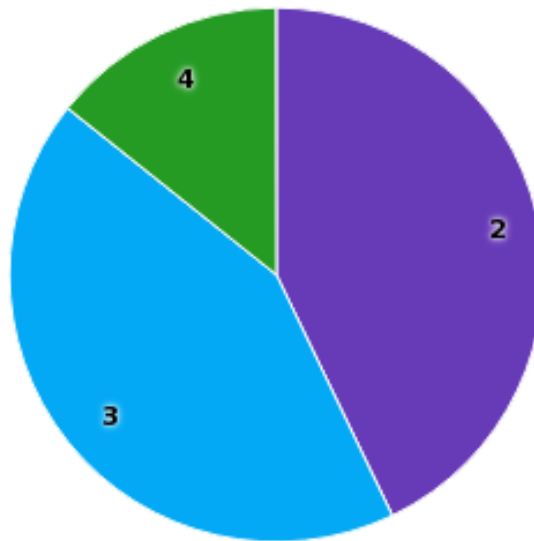
1 - Fixed rate in local currency	100% (7)	2 - Price changing based on the actual exchange rate	0% (0)
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Mean: 1

Response: 7

Clicktools

11. How are the prices calculated?



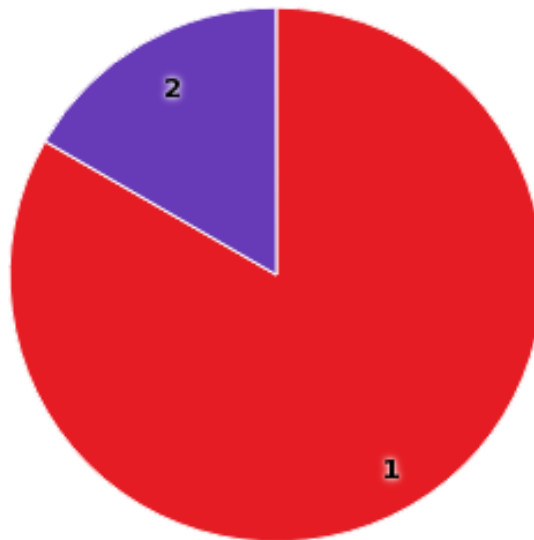
Clicktools

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)	42.86% (3)	4 - Mixture of all	14.29% (1)
5 - Other	0% (0)		

Mean: 2.71

Response: 7

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



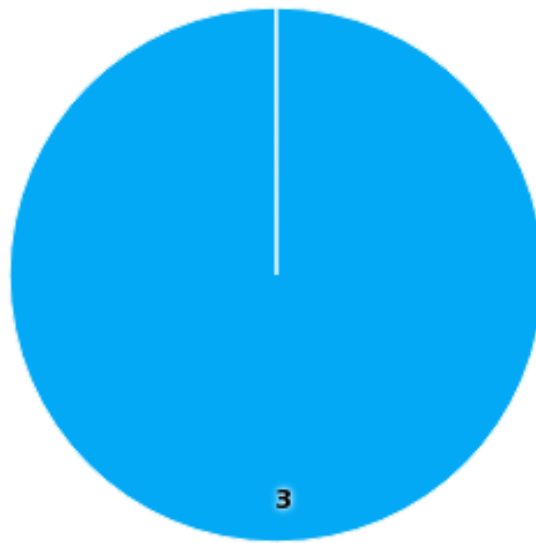
Clicktools

1 - Only 1 pricing level	83.33% (5)	2 - 2-3 pricing levels	16.67% (1)
3 - More pricing levels	0% (0)	4 - Each offering can have different prices in the same service type	0% (0)

Mean: 1.17

Response: 6

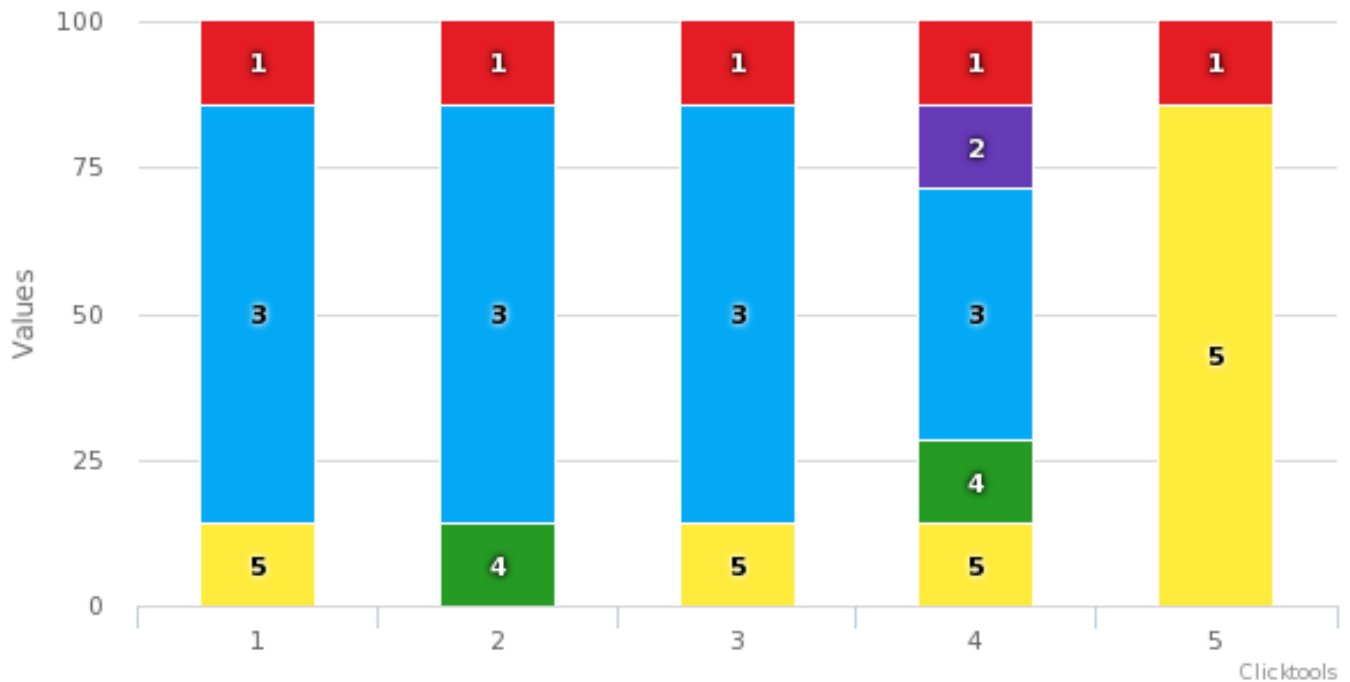
13. As you have different levels, what is the difference between your lowest and highest level?



1 - <10%	0% (0)	2 - 10-25%	0% (0)
3 - 26-50%	100% (1)	4 - >50%	0% (0)

Mean: 3
Response: 1

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

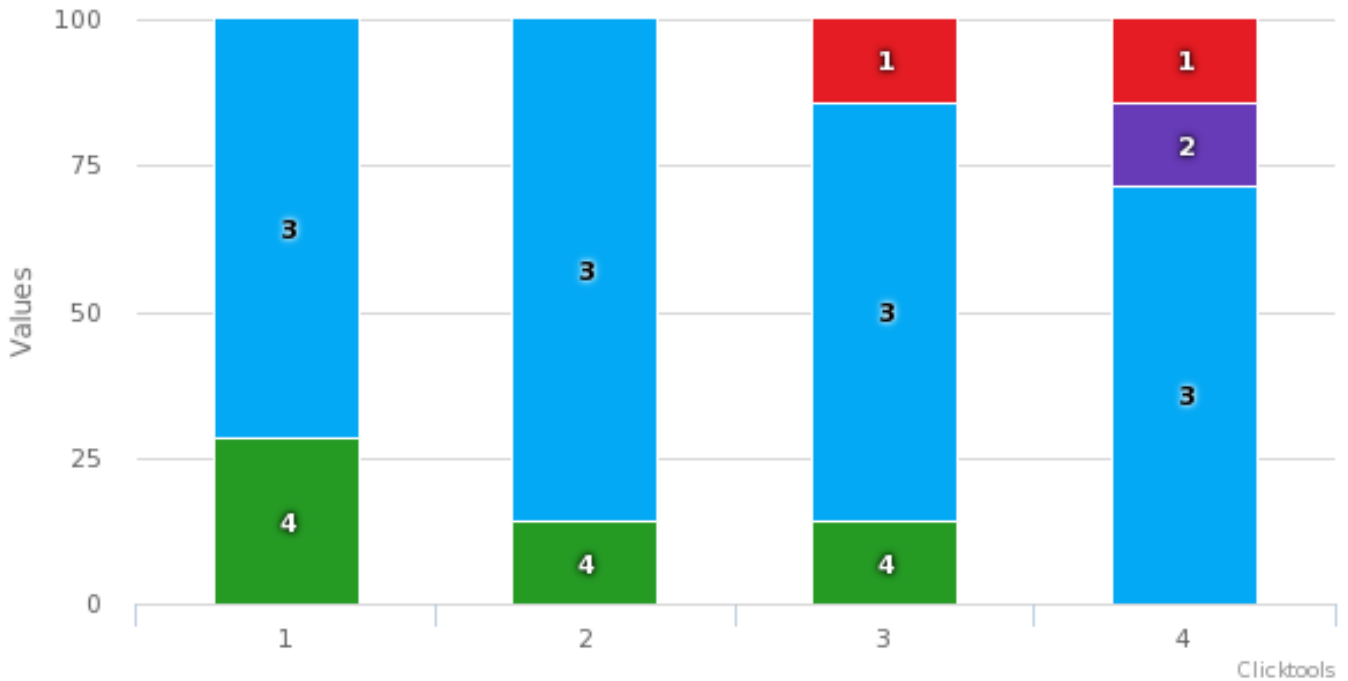


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

	1	2	3	4	5	Mean
1 End user	14.29% (1)	0% (0)	71.43% (5)	0% (0)	14.29% (1)	3
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)	71.43% (5)	0% (0)	14.29% (1)	3
4 Partner	14.29% (1)	14.29% (1)	42.86% (3)	14.29% (1)	14.29% (1)	3
5 Employee	14.29% (1)	0% (0)	0% (0)	0% (0)	85.71% (6)	4.43

Response: 7

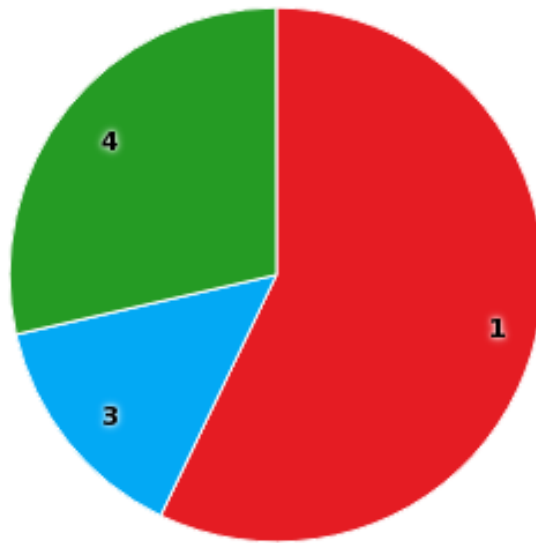
15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.



	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)	71.43% (5)	28.57% (2)	3.29
2 Fundamentals/new starter	0% (0)	0% (0)	85.71% (6)	14.29% (1)	3.14
3 Advanced/expert	14.29% (1)	0% (0)	71.43% (5)	14.29% (1)	2.86
4 Workshop	14.29% (1)	14.29% (1)	71.43% (5)	0% (0)	2.57

Response: 7

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



Clicktools

1 - Actuals incurred	57.14% (4)	2 - Daily fixed fees	0% (0)
3 - We don't charge for T&L	14.29% (1)	4 - T&L costs included in onsite rates	28.57% (2)

Mean: 2.14

Response: 7

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



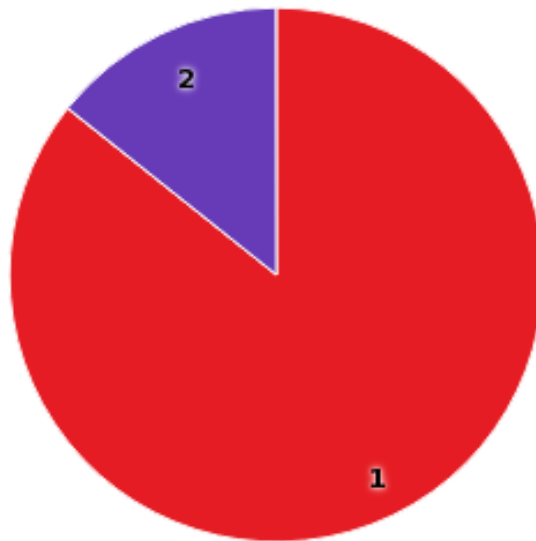
Clicktools

1 - No mark-up and margin	100% (6)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	0% (0)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1

Response: 6

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



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

Mean: 1.14
Response: 7

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



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

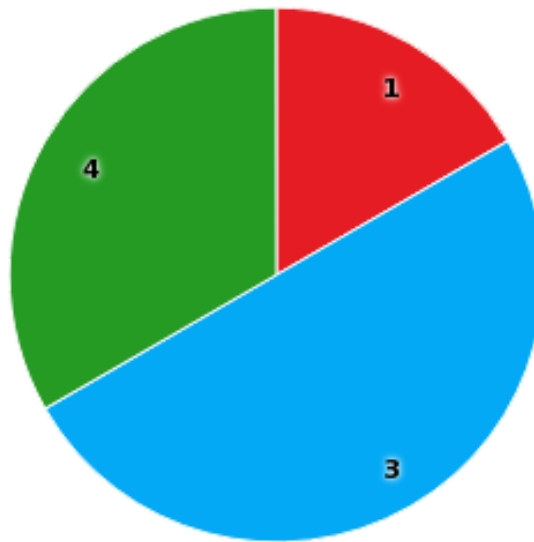
Mean: 2
Response: 1

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	80.83%	10%	4.17%	2.5%	2.5%
Highest	100%	40%	20%	15%	15%
Lowest	10%	0%	0%	0%	0%
Standard deviation	36.11	16.73	8.01	6.12	6.12

Response: 6

21. Do you sell education together with product sales?



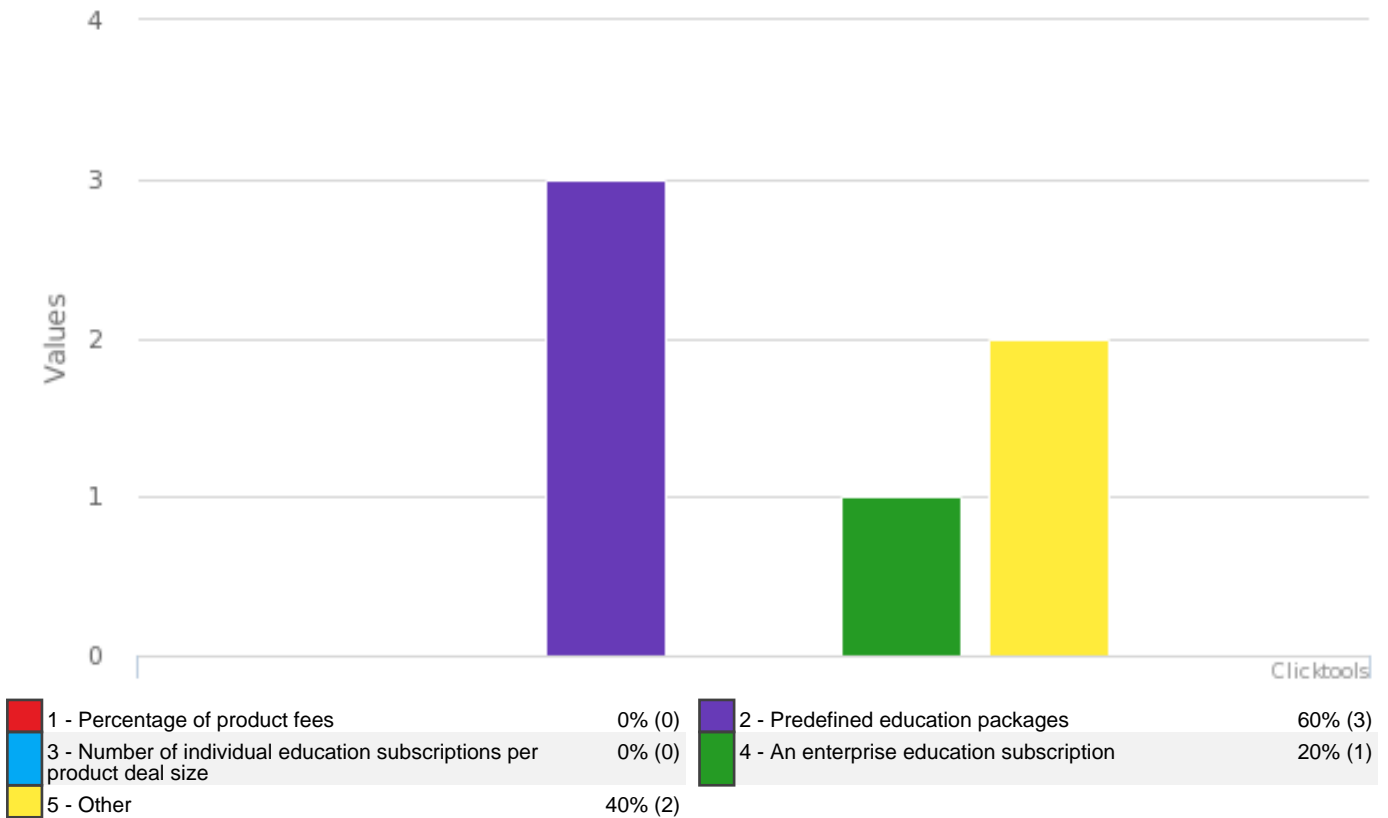
Clicktools

1 - Mandatory attach	16.67% (1)	2 - Automatic attach, can be removed	0% (0)
3 - On a case by case basis	50% (3)	4 - Never, always separate	33.33% (2)

Mean: 3

Response: 6

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



Response: 5

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



Response: 0

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



Clicktools

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

100% (3)

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

0% (0)

Mean: 1

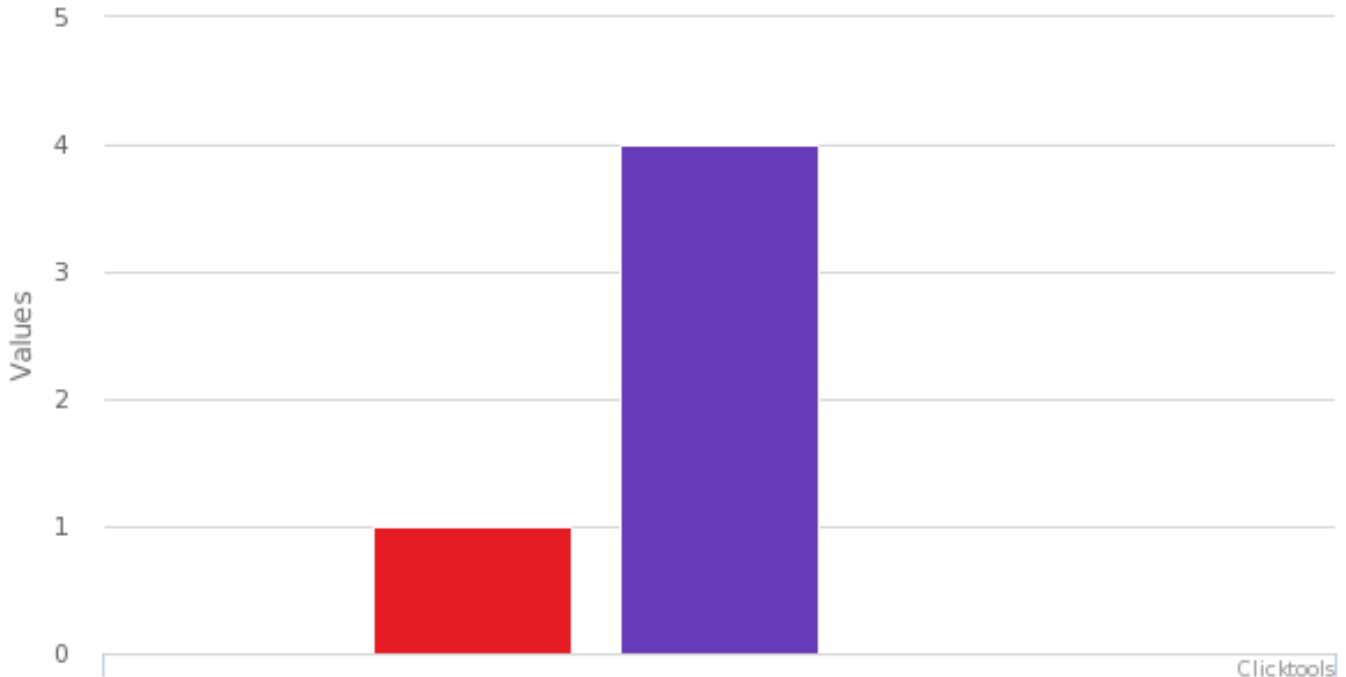
Response: 3

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

Average	2.5%
Highest	5%
Lowest	1%
Standard deviation	1.91

Response: 4

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



1 - Customer has only one price for product and education

25% (1)

2 - Customer has separate line item with price for education

100% (4)

3 - Customer has one subscription price for product and education included

0% (0)

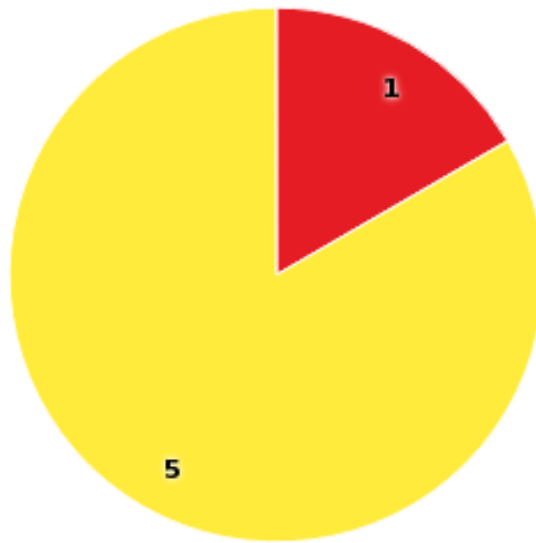
Response: 4

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

Average	32.8%
Highest	100%
Lowest	1%
Standard deviation	39.4

Response: 5

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



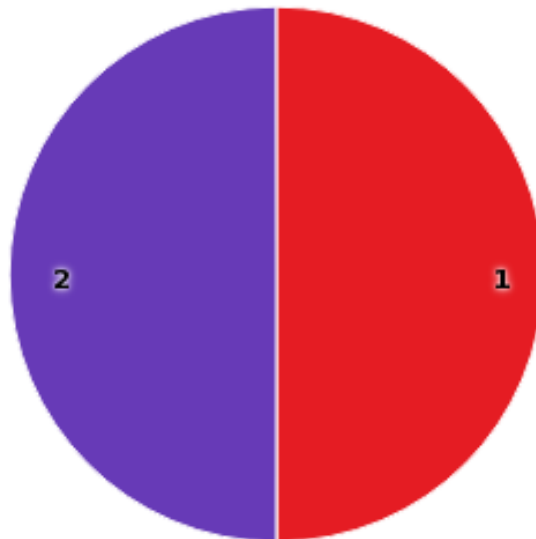
Clicktools

1 - One to one like product - full quota retiring	16.67% (1)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	0% (0)	4 - Up to a limit but less than product	0% (0)
5 - Not compensated	83.33% (5)	6 - Other	0% (0)

Mean: 4.33

Response: 6

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



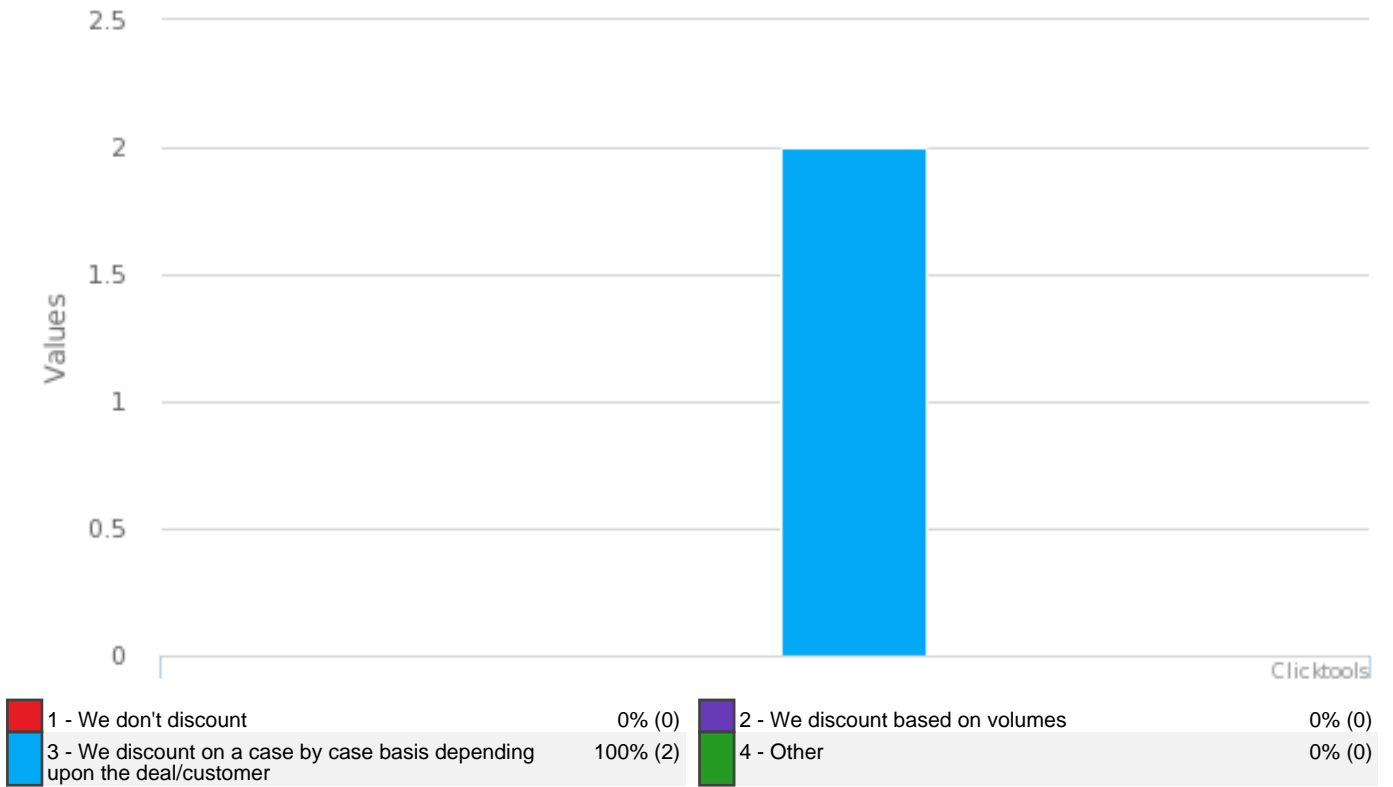
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	50% (1)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	50% (1)
3 - Other	0% (0)		

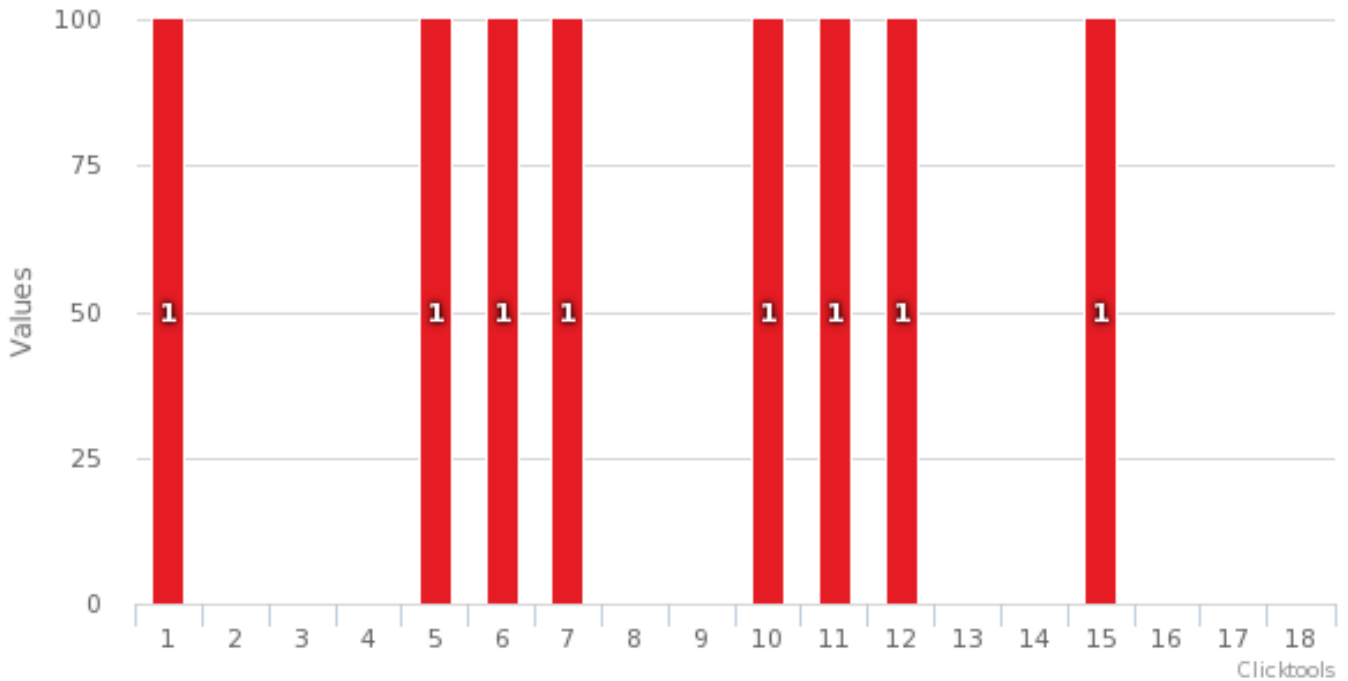
Mean: 1.5

Response: 2

30. Do you discount training credits?



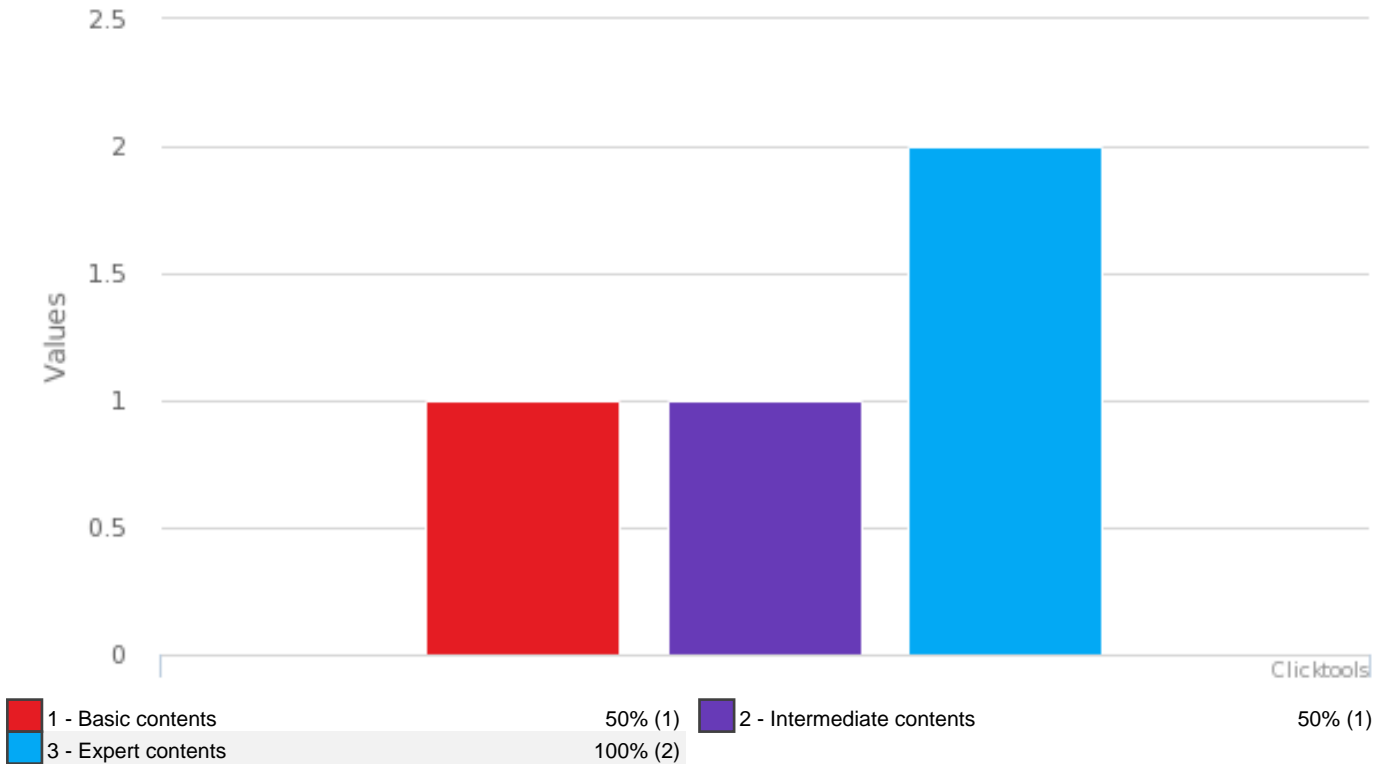
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No	Mean
1 eLearning/WBTs	100% (1)	0% (0)	0% (0)	1
2 ILT - live classrooms	0% (0)	0% (0)	0% (0)	0
3 VILT - virtual classrooms	0% (0)	0% (0)	0% (0)	0
4 Closed/dedicated classes (onsite or virtual)	0% (0)	0% (0)	0% (0)	0
5 Recorded instructor-led training	100% (1)	0% (0)	0% (0)	1
6 Demos	100% (1)	0% (0)	0% (0)	1
7 Videos	100% (1)	0% (0)	0% (0)	1
8 Instructor support (at regular dates)	0% (0)	0% (0)	0% (0)	0
9 Instructor coaching one-on-one	0% (0)	0% (0)	0% (0)	0
1 Student books	100% (1)	0% (0)	0% (0)	1
1 Access to other self-study options	100% (1)	0% (0)	0% (0)	1
1 Access to 2 online/virtual labs	100% (2)	0% (0)	0% (0)	1
1 Assessments	0% (0)	0% (0)	0% (0)	0
3				
1 Certification exam 4 attempts	0% (0)	0% (0)	0% (0)	0
1 Webinars/recorded 5 webinars	100% (1)	0% (0)	0% (0)	1
1 Communities/Social 6 Learning/forums/chats	0% (0)	0% (0)	0% (0)	0
1 Support to find 7 required training	0% (0)	0% (0)	0% (0)	0
1 Other 8	0% (0)	0% (0)	0% (0)	0

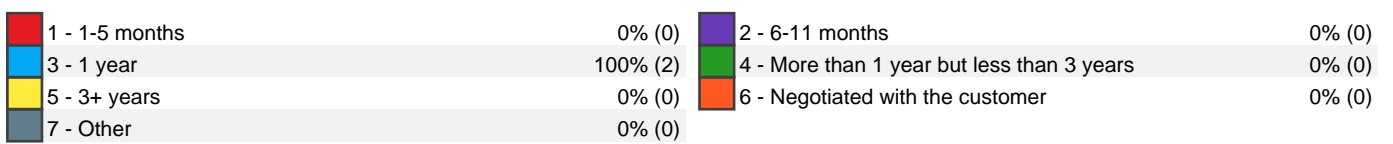
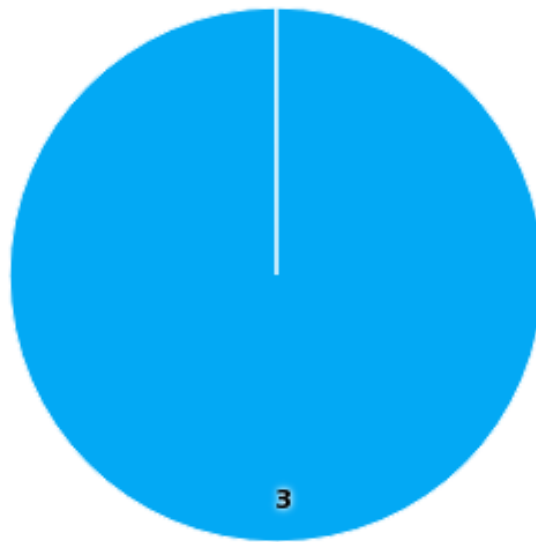
Response: 2

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



Response: 2

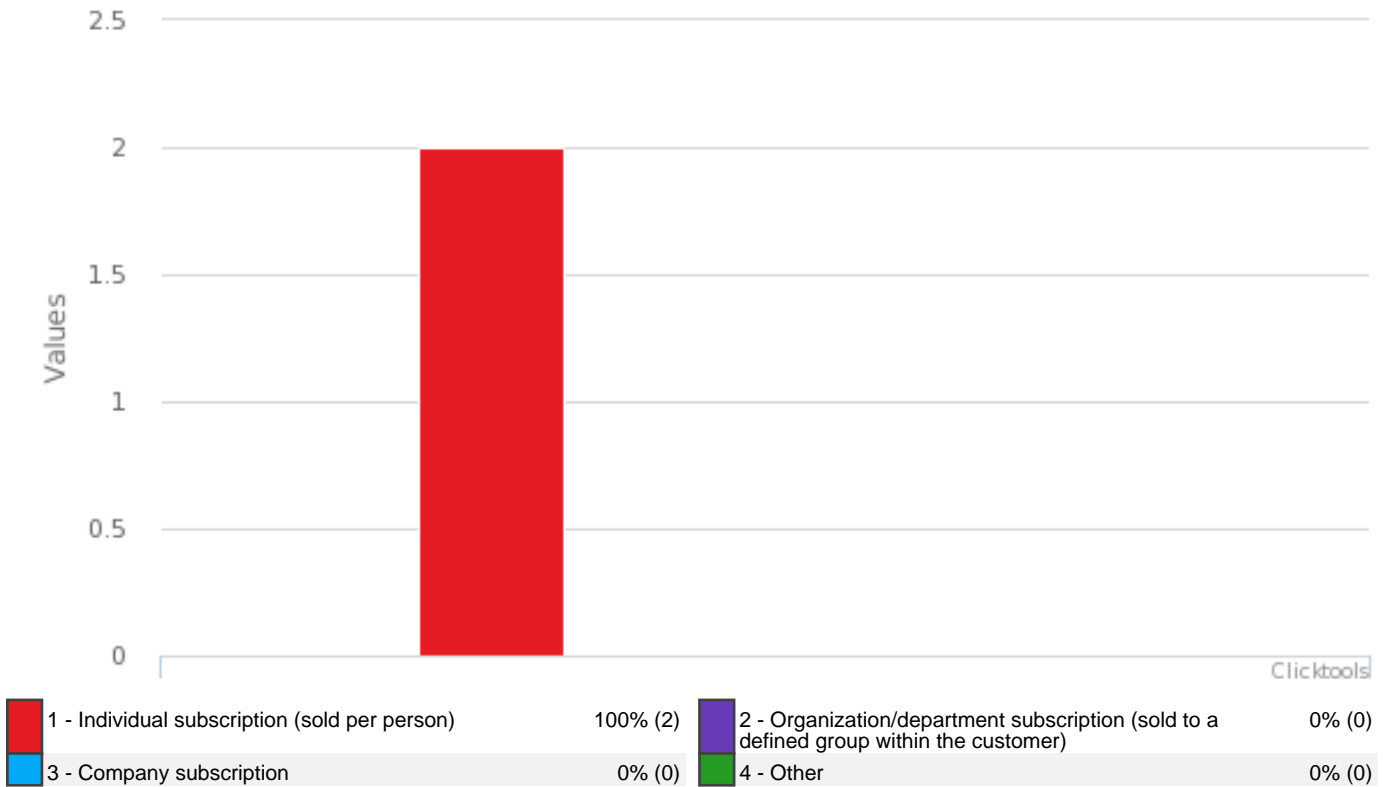
33. How long is a subscription valid?



Mean: 3

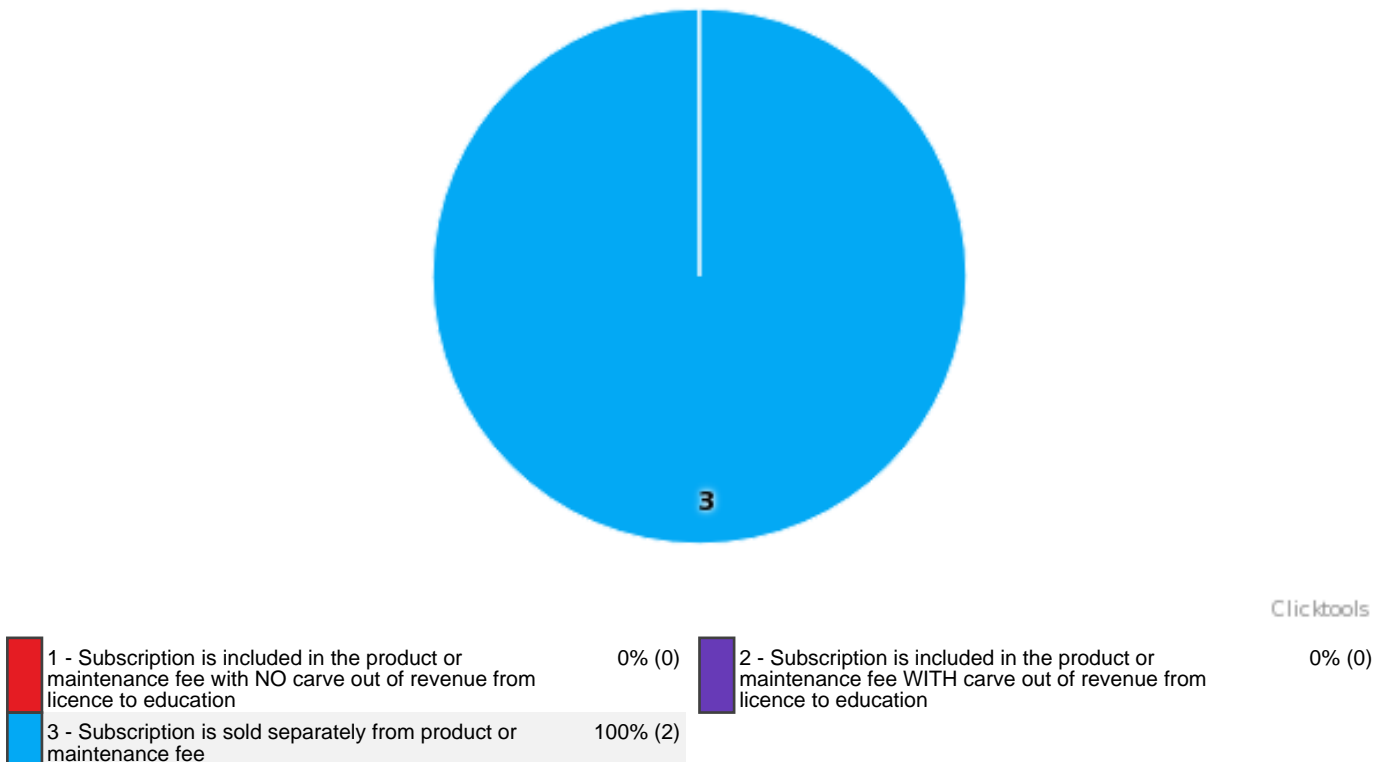
Response: 2

34. Which type of subscription do you offer?



Response: 2

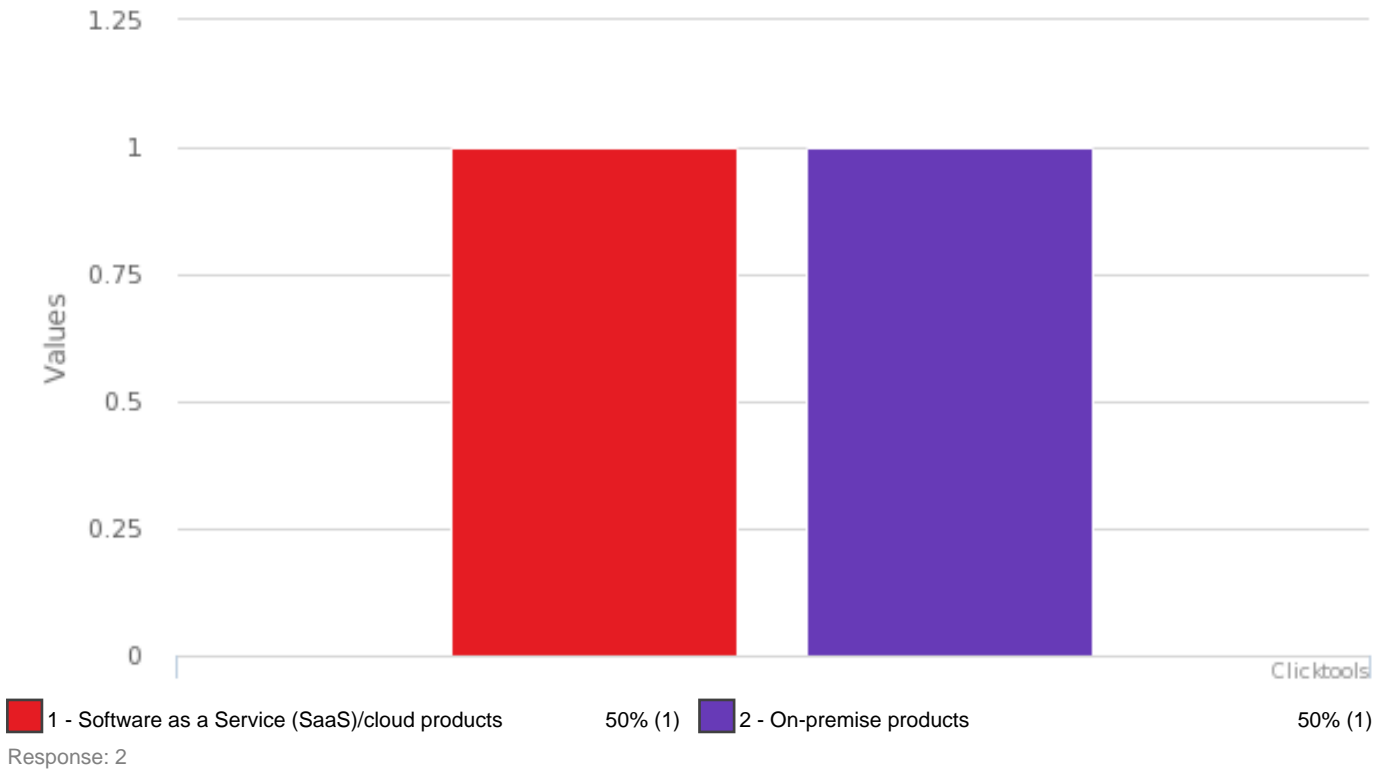
35. How do you charge for subscriptions?



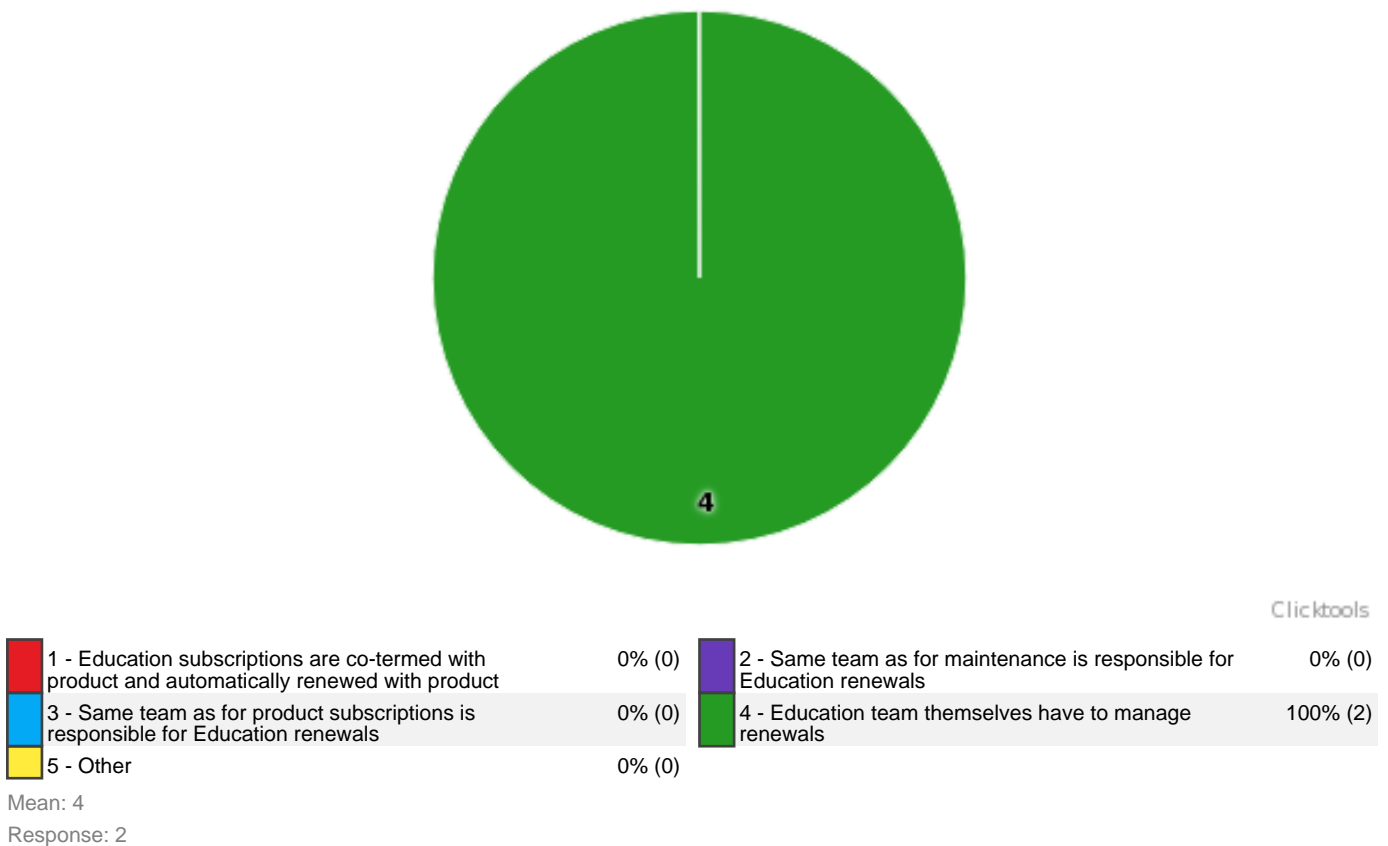
Mean: 3

Response: 2

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



37. How do you get subscriptions renewed?

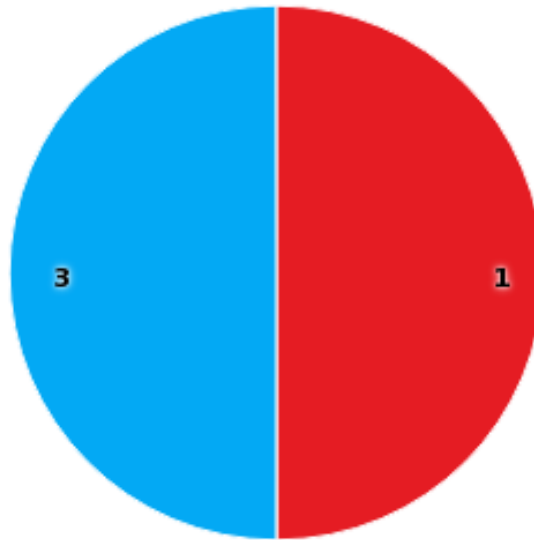


38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?

Average	38%
Highest	66%
Lowest	10%
Standard deviation	39.6

Response: 2

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

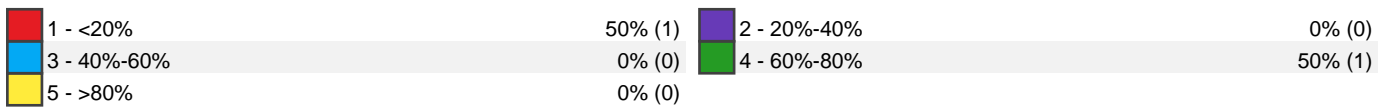
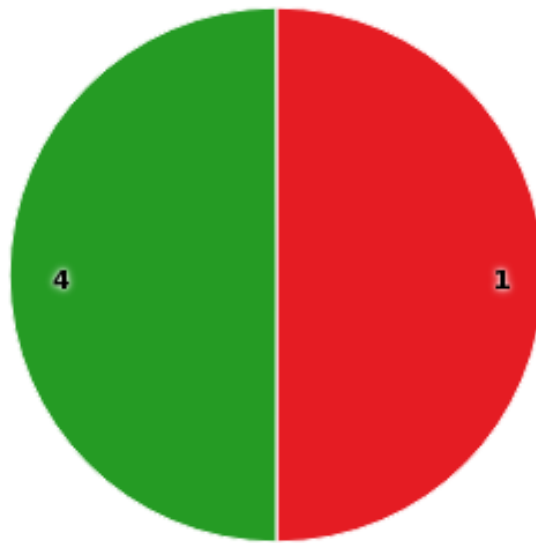


			Clicktools
1 - <10%	50% (1)	2 - 10%-20%	0% (0)
3 - 20%-30%	50% (1)	4 - 30%-40%	0% (0)
5 - 40%-50%	0% (0)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	0% (0)	10 - >90%	0% (0)

Mean: 2

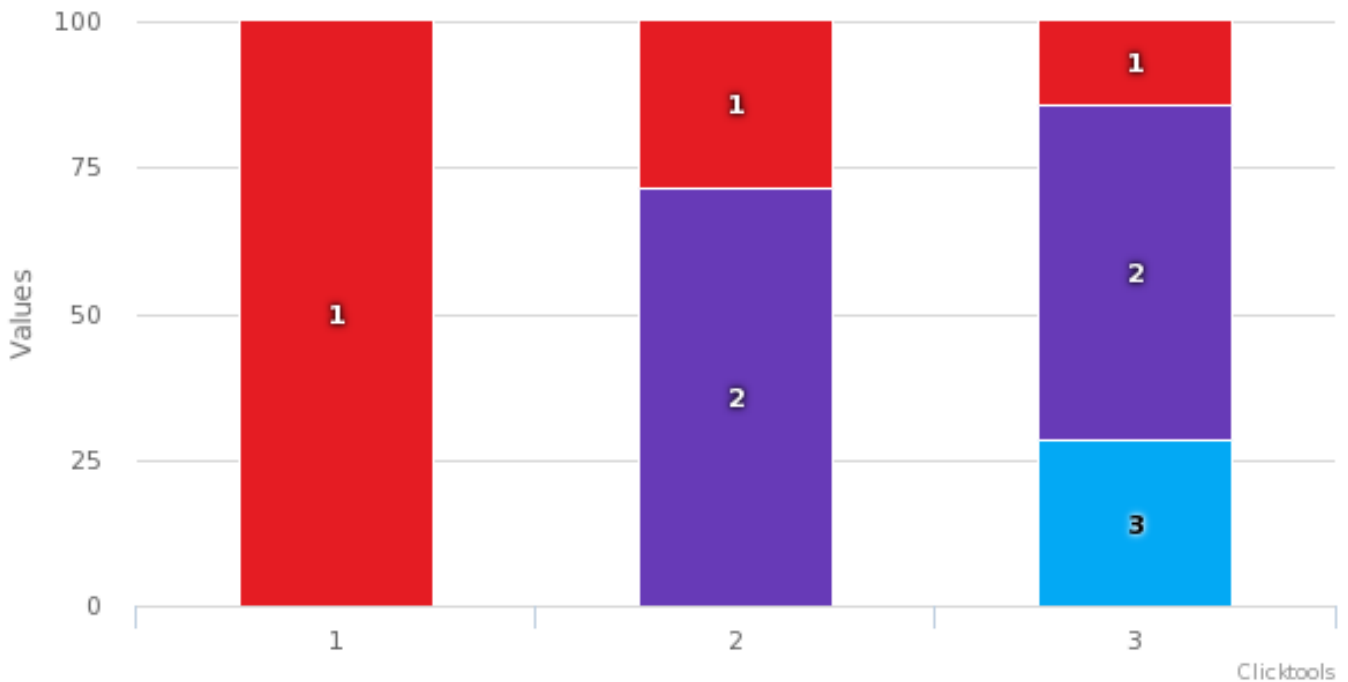
Response: 2

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



Mean: 2.5
Response: 2

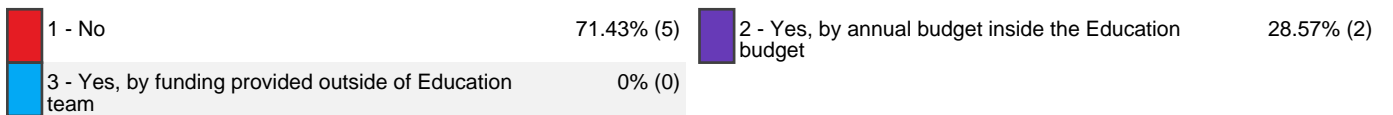
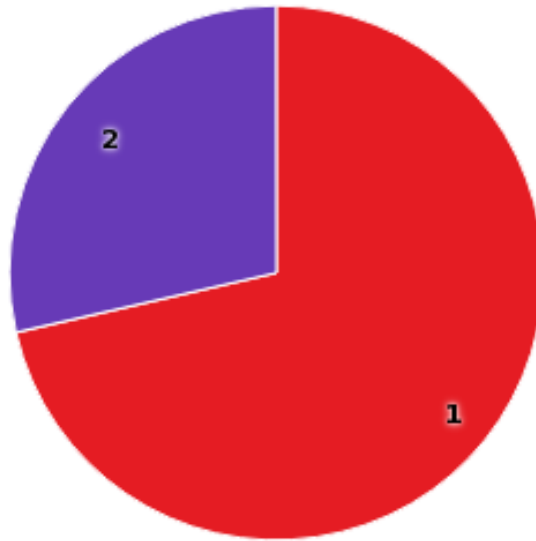
41. Do you offer free training to the following audiences?



	1 Always	2 Sometimes	3 Never	Mean
1 Employees	100% (7)	0% (0)	0% (0)	1
2 Customers	28.57% (2)	71.43% (5)	0% (0)	1.71
3 Product Channel	14.29% (1)	57.14% (4)	28.57% (2)	2.14

Response: 7

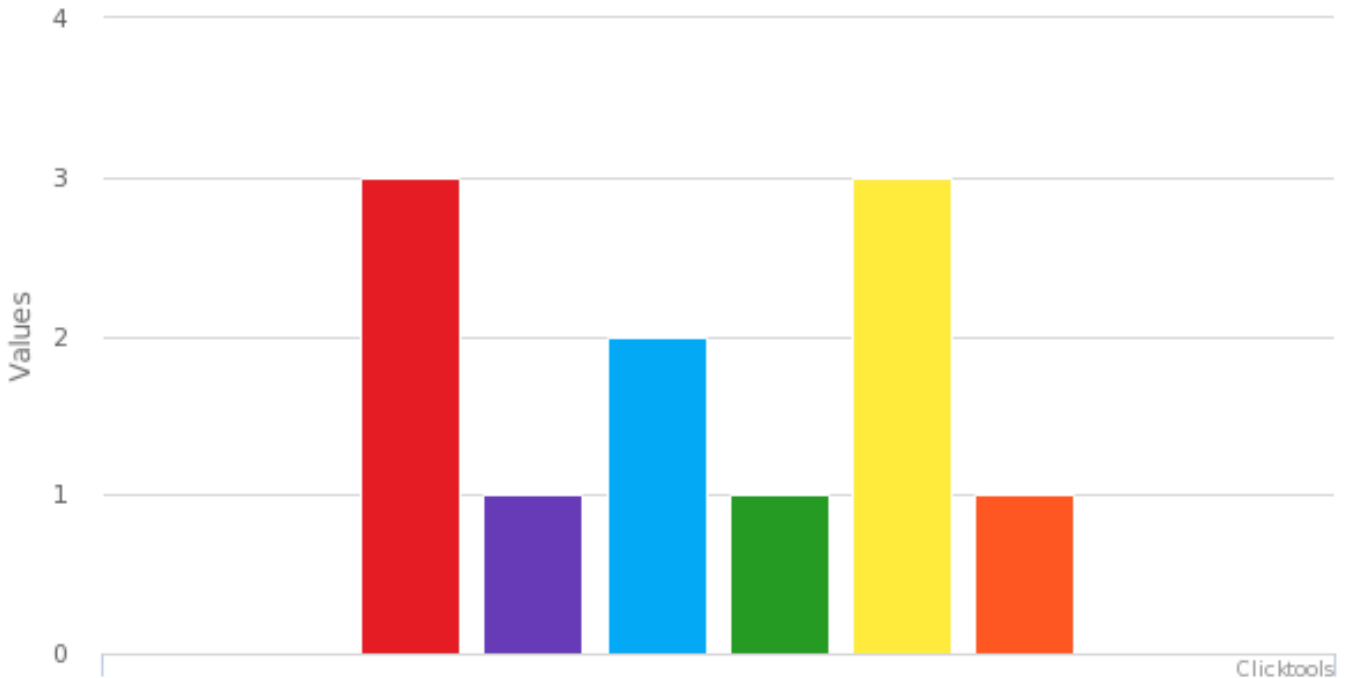
42. Is there a limit to the free training?



Mean: 1.29

Response: 7

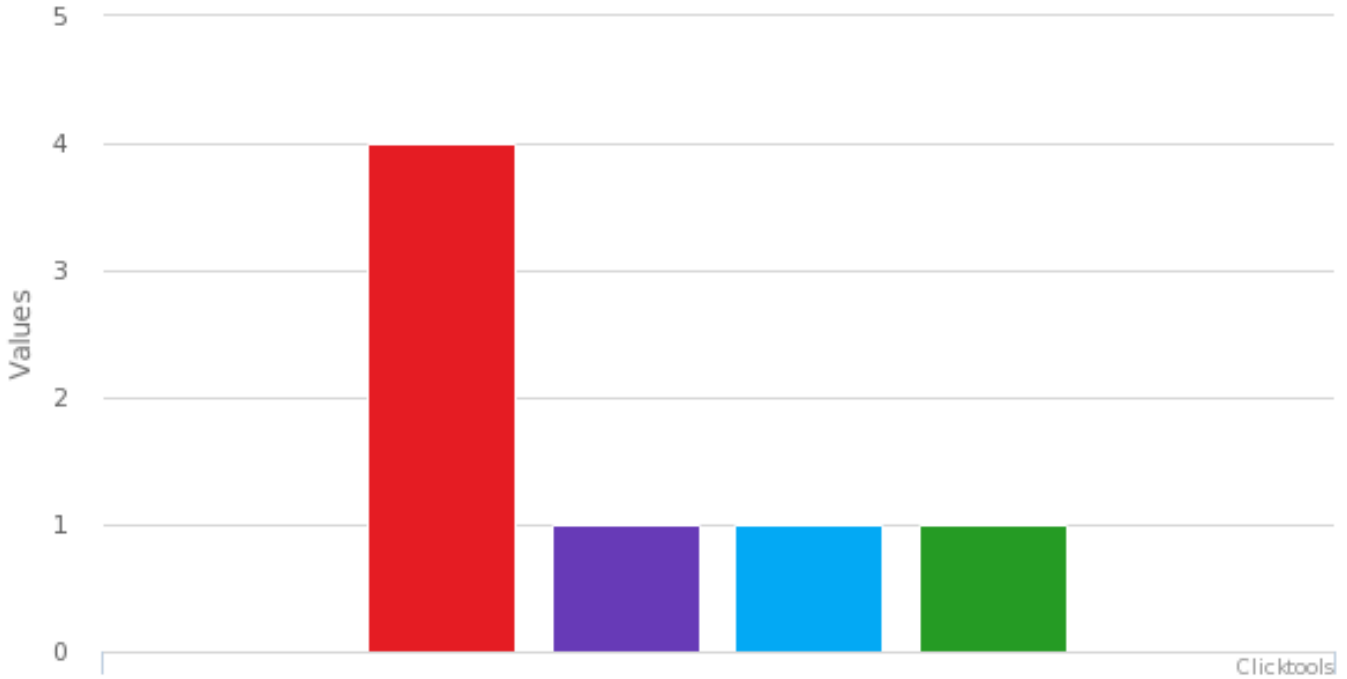
43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	42.86% (3)	2 - Yes, carve out product revenue and move to Education	14.29% (1)
3 - Yes, funding outside the Education team and transfer of costs only	28.57% (2)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	14.29% (1)
5 - Yes, specific annual budget inside the Education budget	42.86% (3)	6 - Other	14.29% (1)

Response: 7

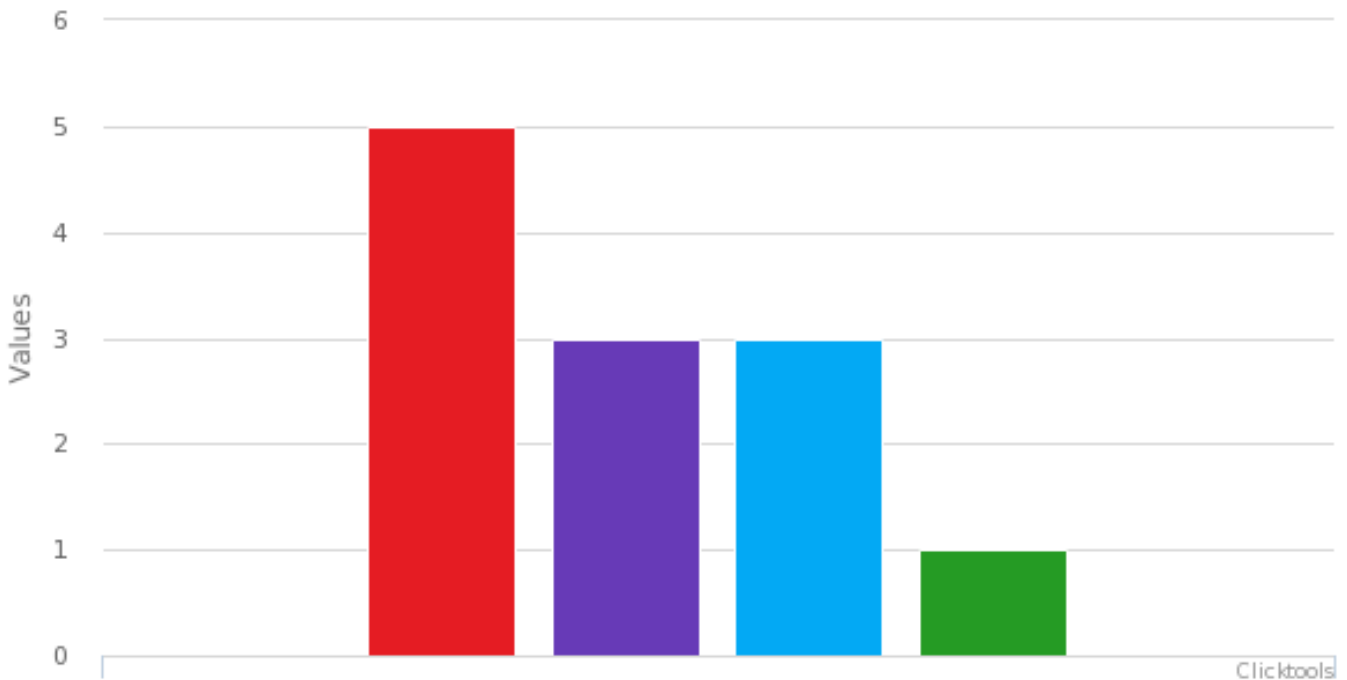
44. What do you communicate about pricing outside your company?



1 - Only list prices	57.14% (4)	2 - All available discounts	14.29% (1)
3 - Some globally available discounts, e.g. volume	14.29% (1)	4 - Other	14.29% (1)

Response: 7

45. Who is allowed to discount training?



1 - Education team	71.43% (5)	2 - Product Sales team	42.86% (3)
3 - Company (Professional) Services team	42.86% (3)	4 - Other	14.29% (1)

Response: 7

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



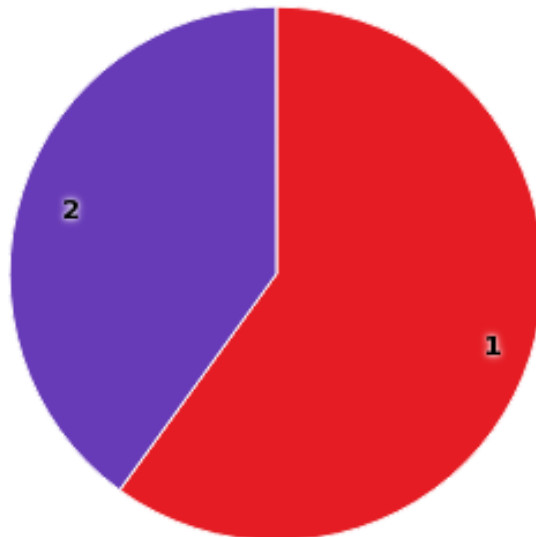
Clicktools

1 - No limit	40% (2)	2 - Only up to 25% of the overall possible discount	0% (0)
3 - 26-50%	20% (1)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	40% (2)		

Mean: 3

Response: 5

47. Do these other organizations need approval to discount?

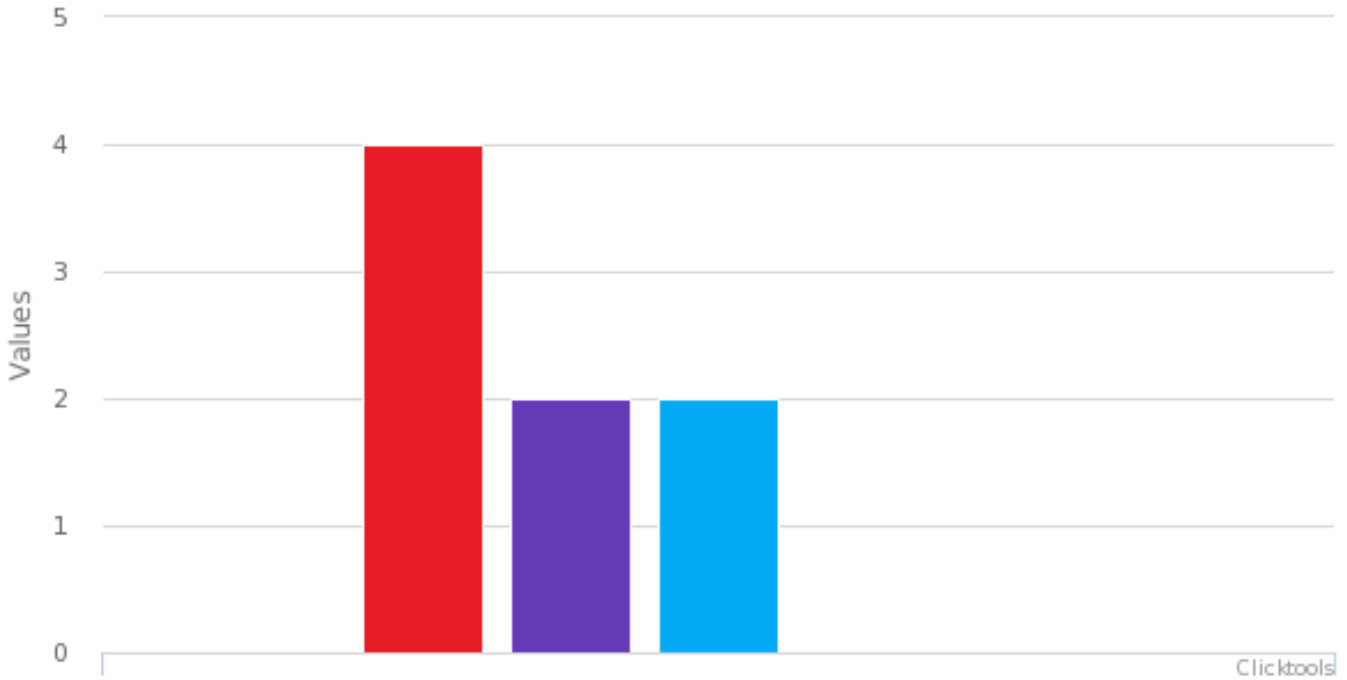


Clicktools

1 - No approval needed	60% (3)	2 - Approval in all cases	40% (2)
3 - Approval only if certain discount thresholds reached	0% (0)		

Mean: 1.4
Response: 5

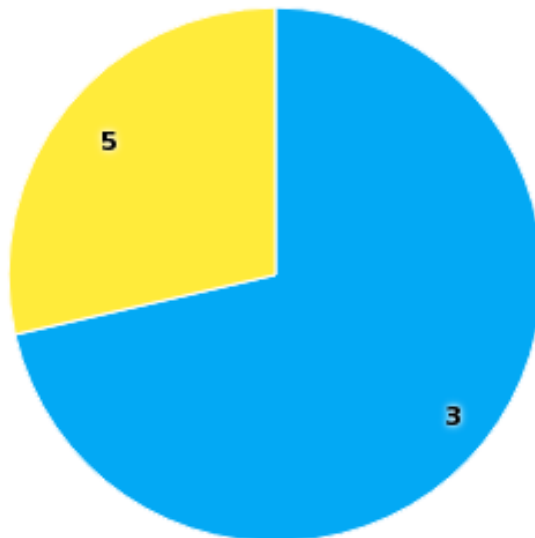
48. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?



1 - There is nothing in place	57.14% (4)	2 - VSOE or 606 enforces rules	28.57% (2)
3 - Formal agreements with other teams	28.57% (2)	4 - Quotation tools enforce rules	0% (0)
5 - Other	0% (0)		

Response: 7

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

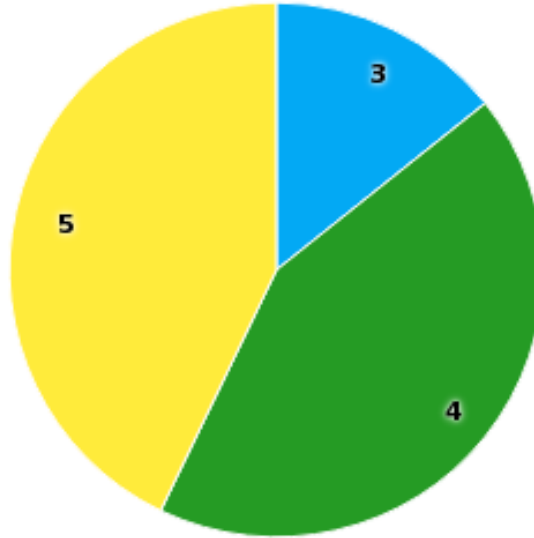


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	71.43% (5)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	28.57% (2)	6 - Other	0% (0)

Mean: 3.57
Response: 7

50. How often do you change your pricing?

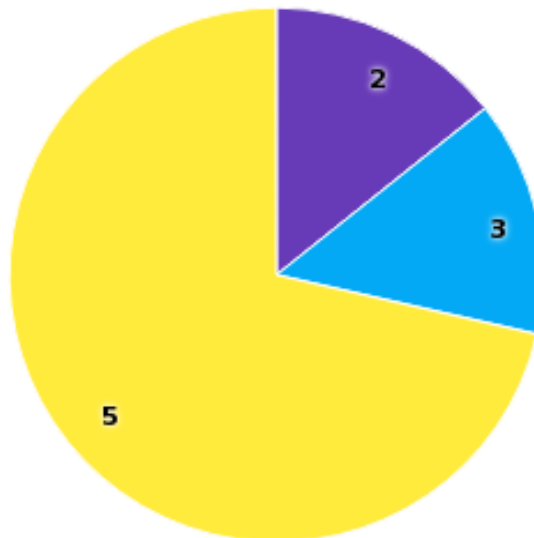


Clicktools

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

Mean: 4.29
Response: 7

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



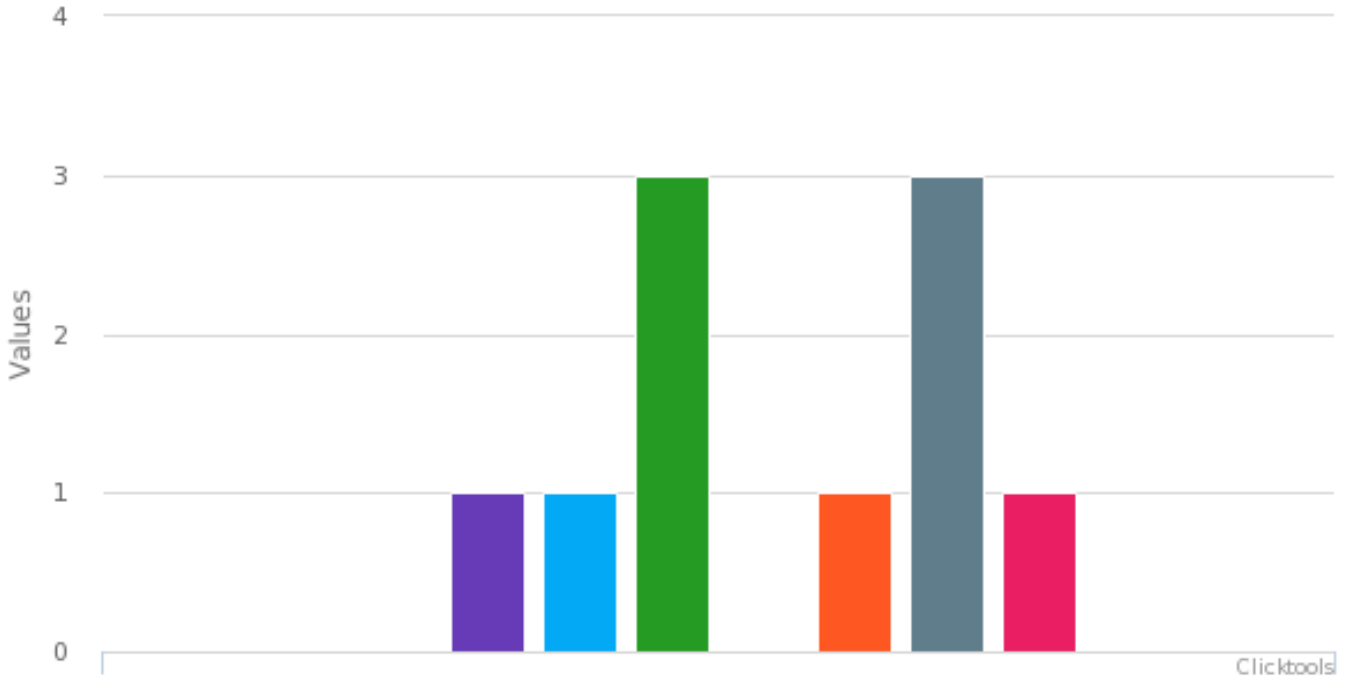
Clicktools

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

Mean: 4.29

Response: 7

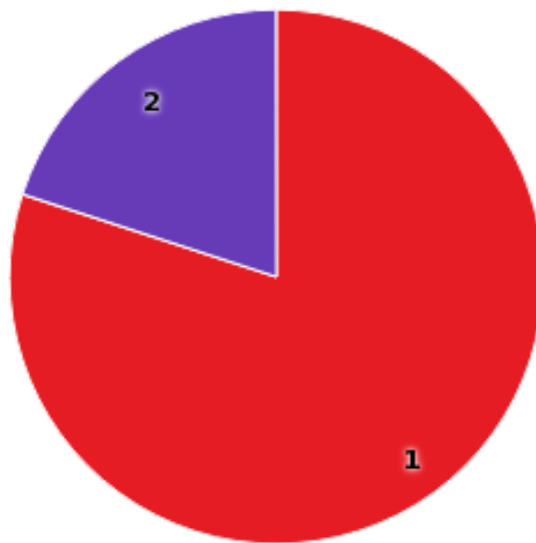
52. What is the key driver for the price change? Choose all that apply.



1 - Inflation	0% (0)	2 - Market trends	16.67% (1)
3 - Historical trends	16.67% (1)	4 - Competitiveness	50% (3)
5 - Profit margins	0% (0)	6 - Exchange rate changes	16.67% (1)
7 - Higher expenses	50% (3)	8 - Other	16.67% (1)

Response: 6

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



Clicktools

1 - Yes

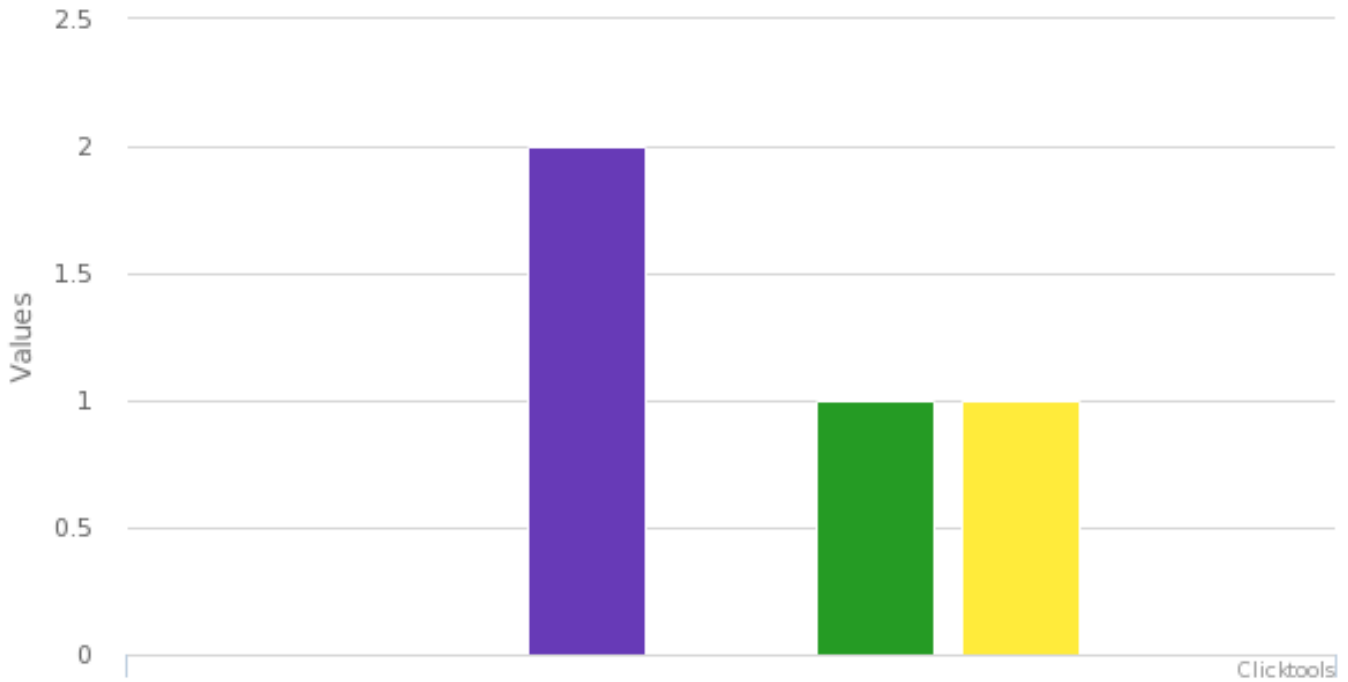
80% (4) 2 - No

20% (1)

Mean: 1.2

Response: 5

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



1 - Education Head

0% (0)

3 - Company CEO

0% (0)

5 - Other

25% (1)

2 - Company Financial Head

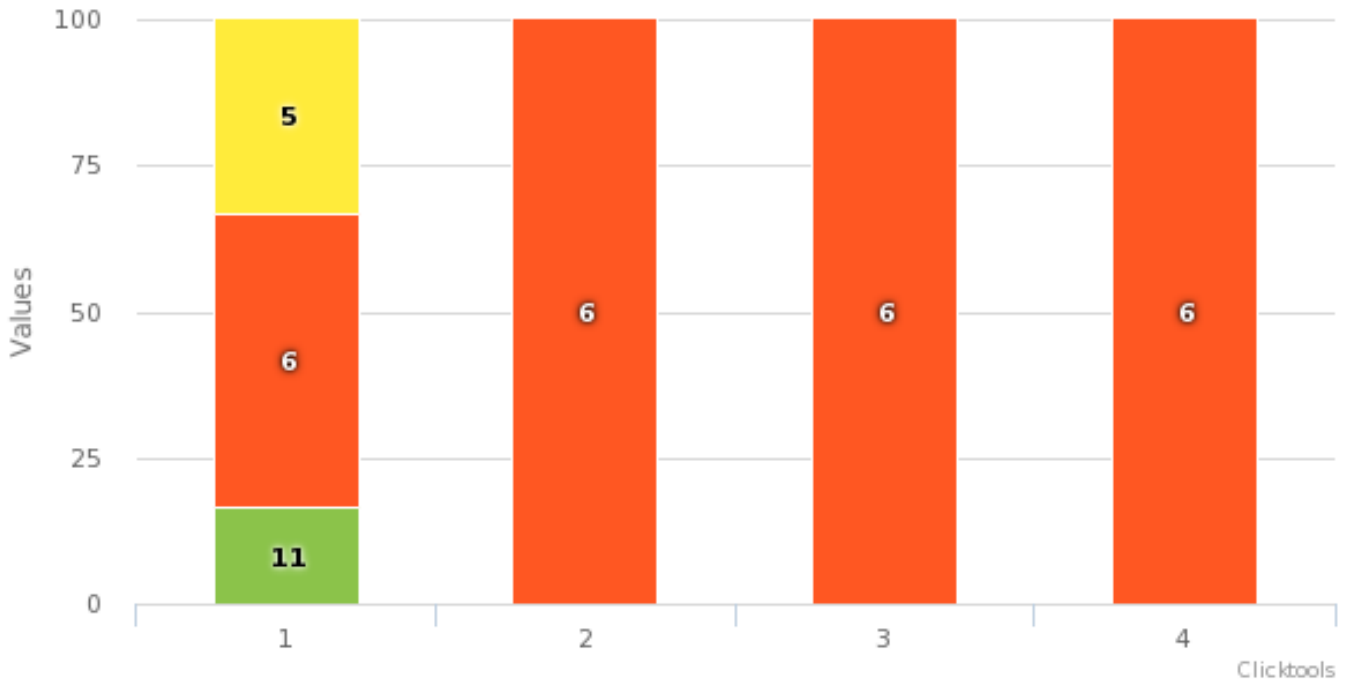
50% (2)

4 - Sales or Country Manager of impacted countries/customers

25% (1)

Response: 4

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

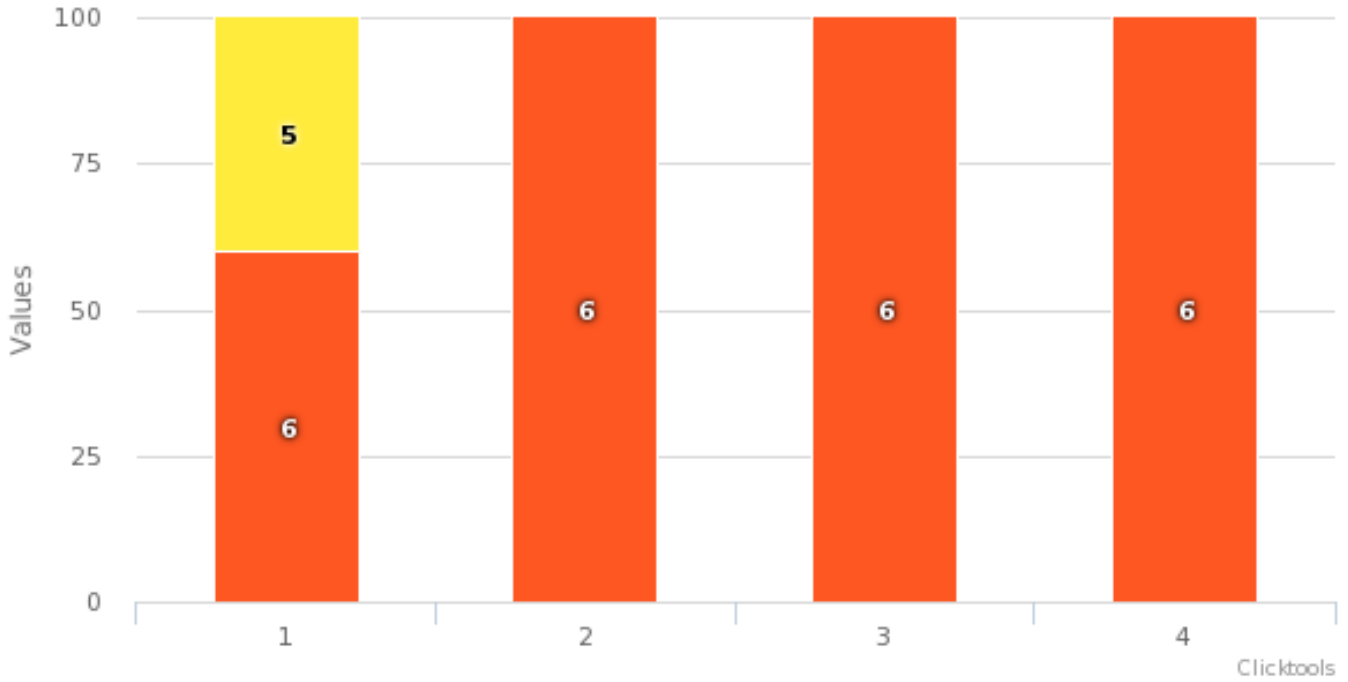


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (2)	50% (3)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	6.5
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 6

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

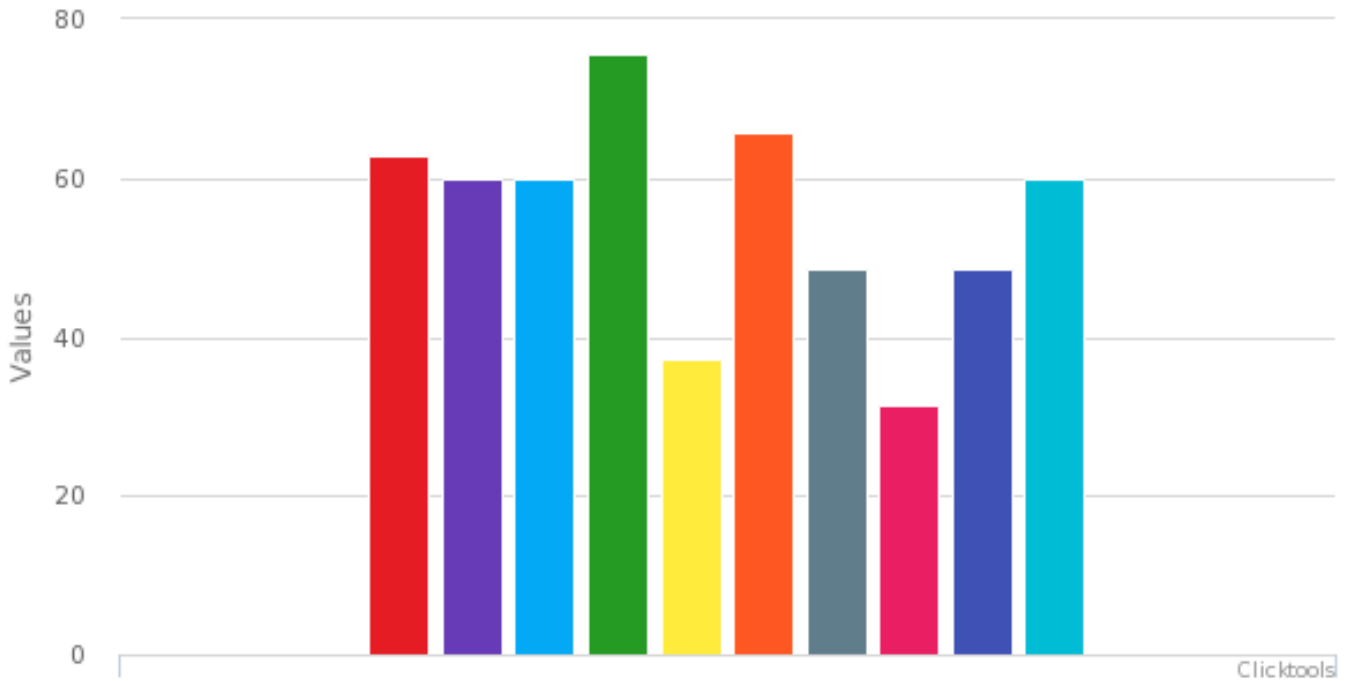


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	0% (0)	0% (0)	0% (0)	0% (0)	40% (2)	60% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.6
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 5

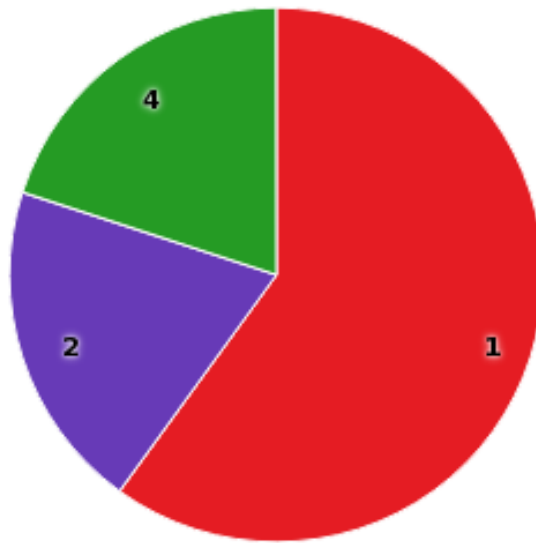
57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



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

Response: 7

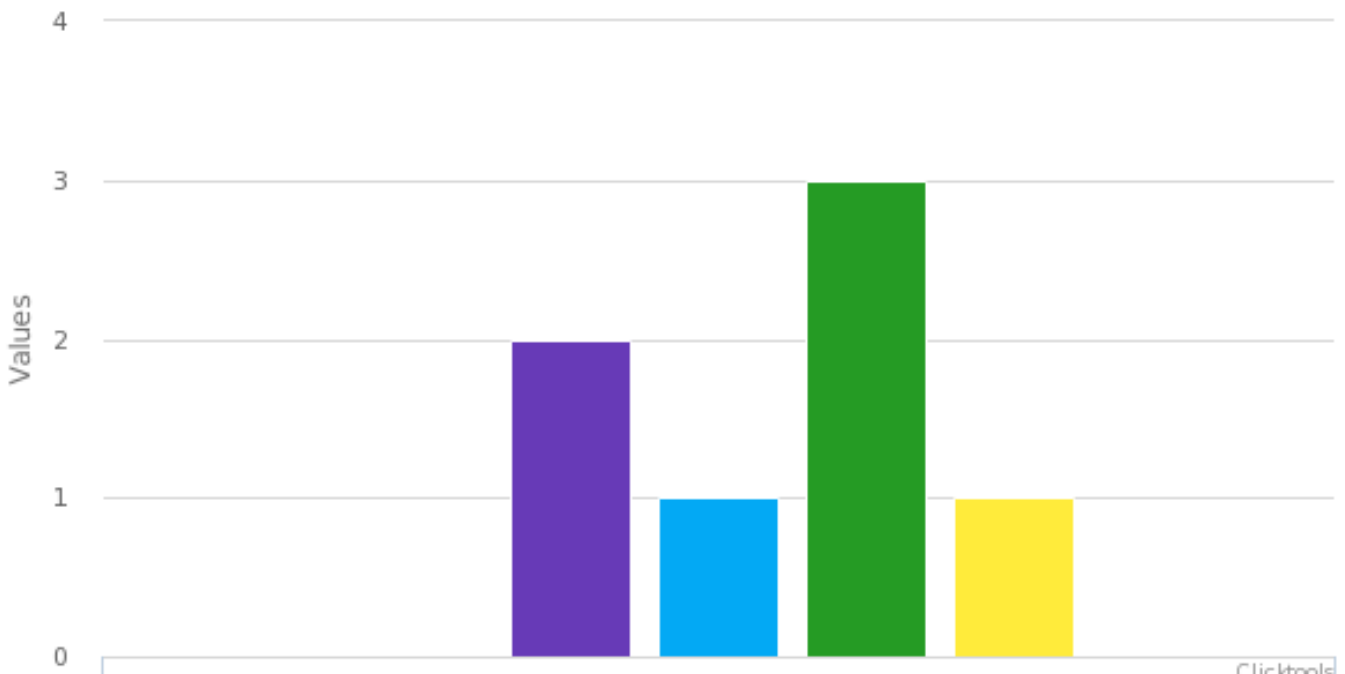
58. How do you manage price differences between different local markets?



Response	Percentage	Count	Clicktools
1 - No price differences for different local markets	60%	(3)	
2 - Global pricelist and discounts by country to bring global price down to market price	20%	(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	20%	(1)	Clicktools
5 - Other	0%	(0)	

Mean: 1.8
Response: 5

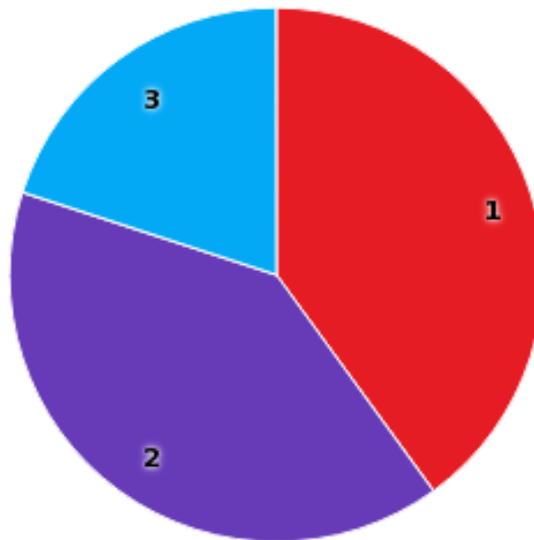
59. What other type of discounts do you offer?



Response	Percentage	Count	Clicktools
1 - Single volume (e.g. 10% for all deals above threshold)	0%	(0)	
2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	50%	(2)	Clicktools
3 - Valued or repeat customers (loyalty program)	25%	(1)	
4 - Promotional discounts (time limited)	75%	(3)	Clicktools
5 - Other	25%	(1)	

Response: 4

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

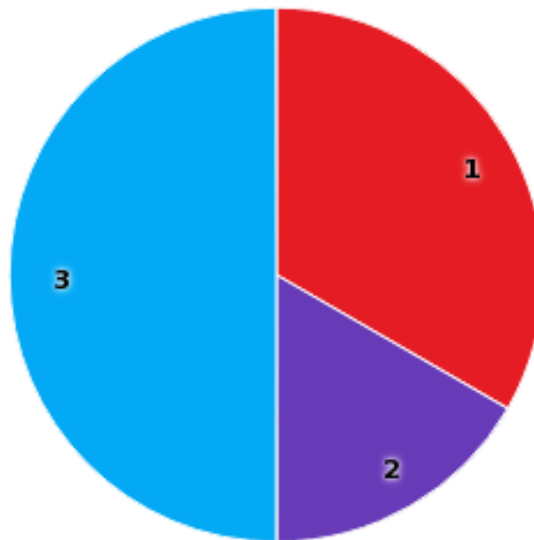


Response	Percentage	Count	Clicktools
1 - We don't have more than 1 discount type	40%	(2)	40% (2)
2 - We have more than 1 discount type, but any customer can get only one of them	40%	(2)	40% (2)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	20%	(1)	0% (0)
4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0%	(0)	0% (0)

Mean: 1.8

Response: 5

61. How do you manage pricing for global customers?

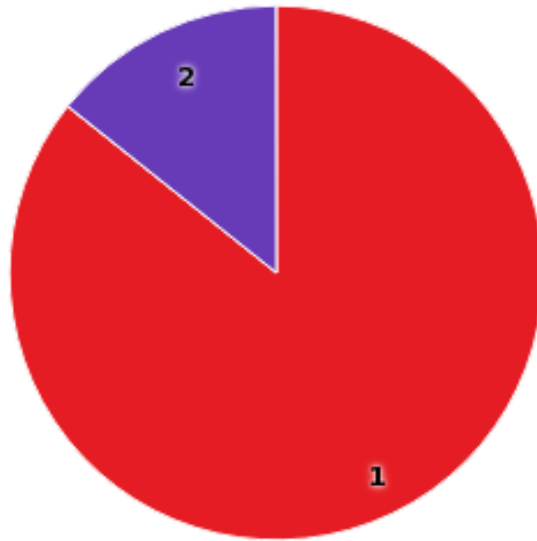


Response	Percentage	Count	Clicktools
1 - They have a single price globally	33.33%	(2)	16.67% (1)
2 - They have discounts based on the location of their headquarters	16.67%	(1)	0% (0)
3 - They receive different discounts based on the actual student 's location	50%	(3)	0% (0)
4 - Other	0%	(0)	0% (0)

Mean: 2.17

Response: 6

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



1 - Yes

85.71% (6)

2 - No

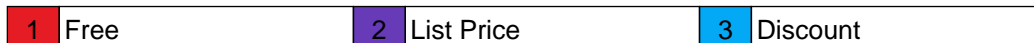
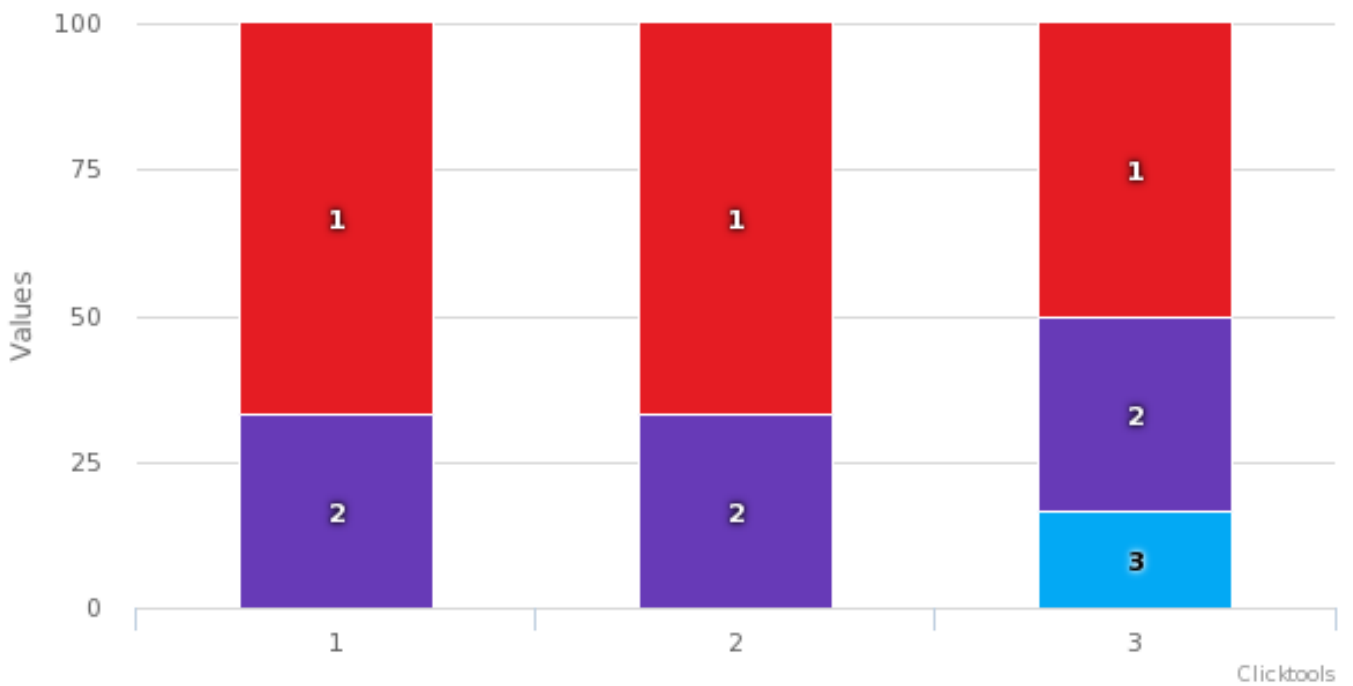
Clicktools

14.29% (1)

Mean: 1.14

Response: 7

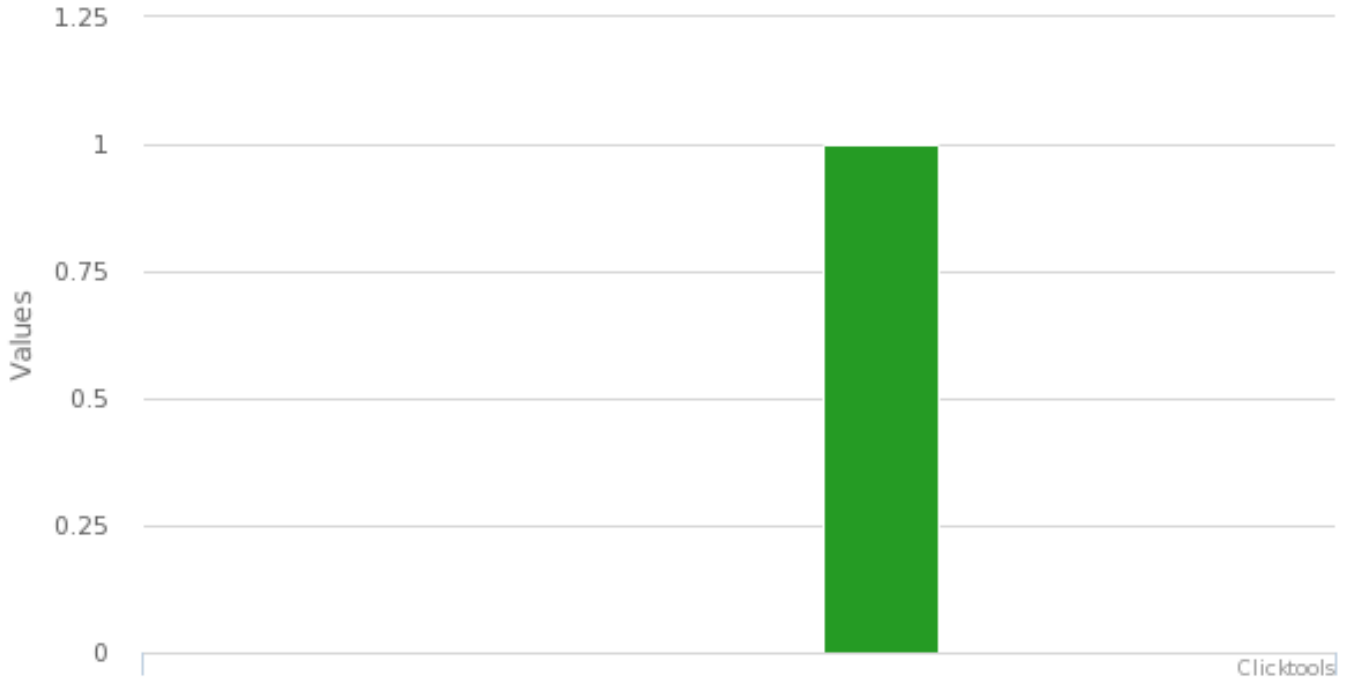
63. How do you charge for the following partner audiences?



	1	2	3	Mean
1 Channel Sales	66.67% (4)	33.33% (2)	0% (0)	1.33
2 Channel Presales	66.67% (4)	33.33% (2)	0% (0)	1.33
3 Channel Post sales - deployment, operations, maintenance	50% (3)	33.33% (2)	16.67% (1)	1.67

Response: 6

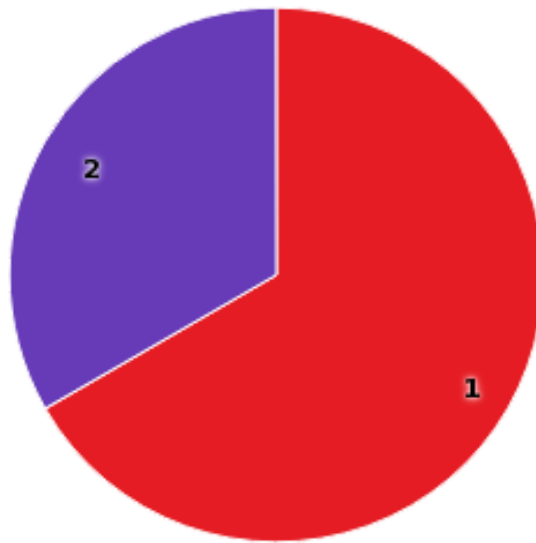
64. How do you discount training for your channel partner?



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% (1)
5 - Other	0% (0)		

Response: 1

65. Do you allow partners to resell your training?



Category	Percentage	Count	Category	Percentage	Count
1 - No	66.67%	4	2 - Yes, can resell and get the normal partner discount to resell	33.33%	2
3 - Yes, can resell but get a higher discount	0%	0	4 - Yes, can resell but get a lower discount	0%	0

Mean: 1.33
Response: 6

Clicktools

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

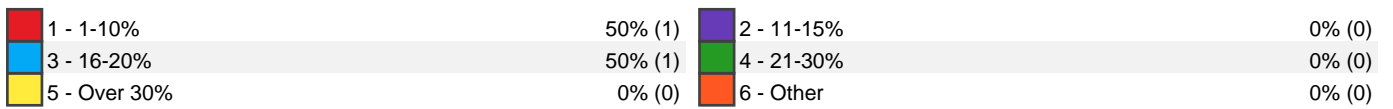
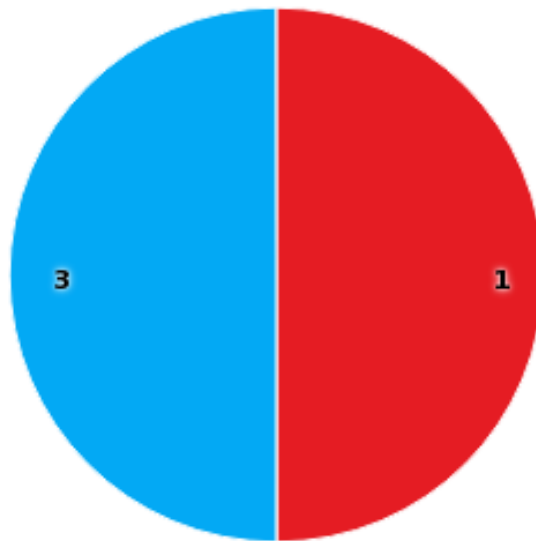


Category	Percentage	Count	Category	Percentage	Count
1 - 1-10%	100%	2	2 - 11-15%	0%	0
3 - 16-20%	0%	0	4 - 21-30%	0%	0
5 - Over 30%	0%	0	6 - Other	0%	0

Mean: 1
Response: 2

Clicktools

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



Mean: 2
Response: 2

Clicktools

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



Mean: 2
Response: 7

Clicktools

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)	0% (0)
7 - Other editable or non-editable content (please specify)	0% (0)		

Response: 0

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

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

Response: 0

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

Average	0
Highest	0
Lowest	0
Standard deviation	0

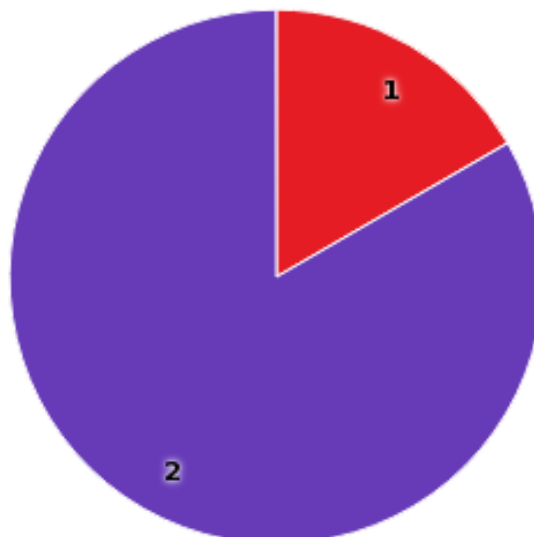
Response: 0

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?

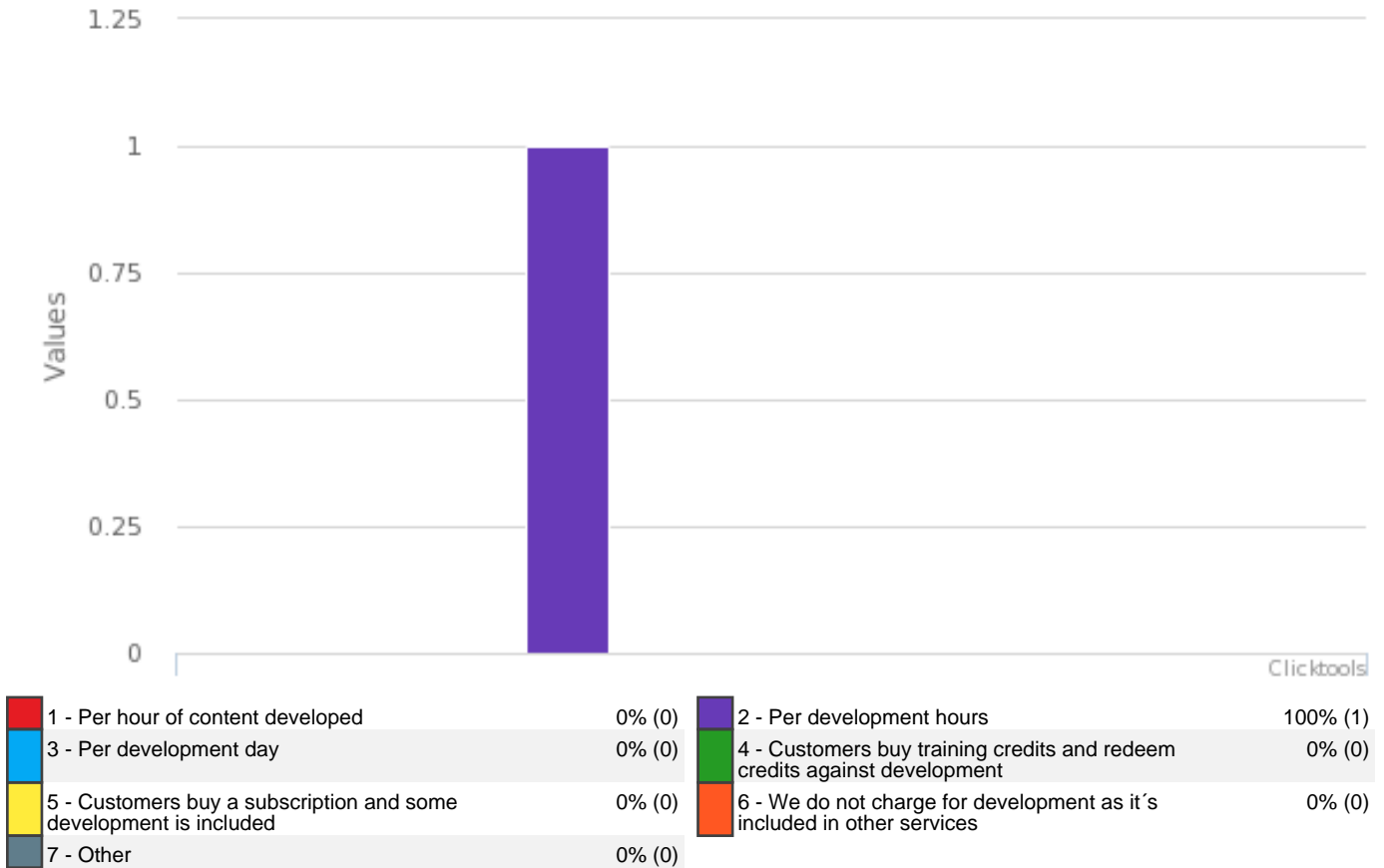


1 - Yes 16.67% (1) 2 - No 83.33% (5)
 Mean: 1.83

Clicktools

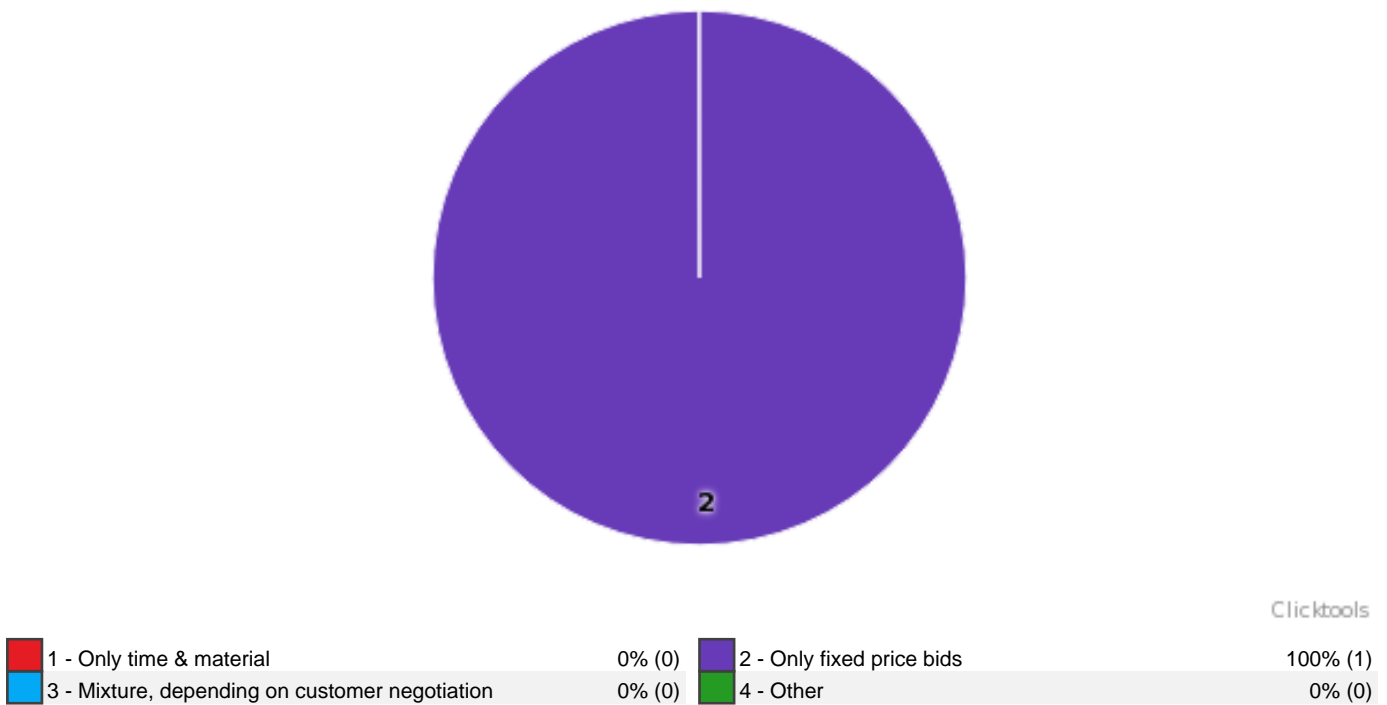
Response: 6

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



Response: 1

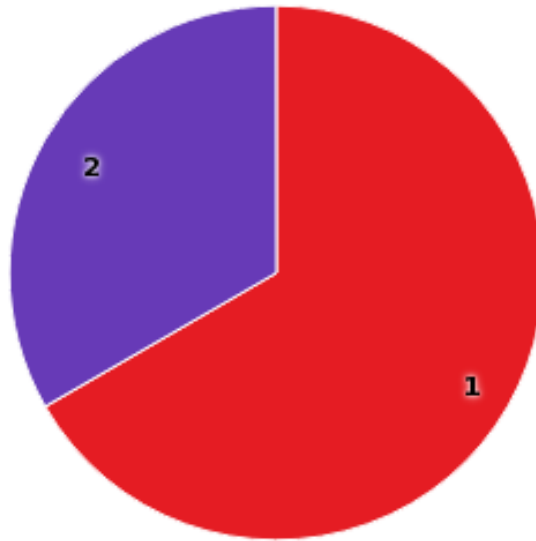
75. How do you quote for development work?



Mean: 2

Response: 1

76. Do you offer services to customize existing courses?



1 - Yes

66.67% (4) 2 - No

Clicktools

33.33% (2)

Mean: 1.33

Response: 6

77. When do you start to charge for customization?



1 - Never charge

25% (1)

2 - Strictly for any customization

25% (1)

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

25% (1)

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

25% (1)

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

0% (0)

Mean: 2.5

Response: 4

Clicktools