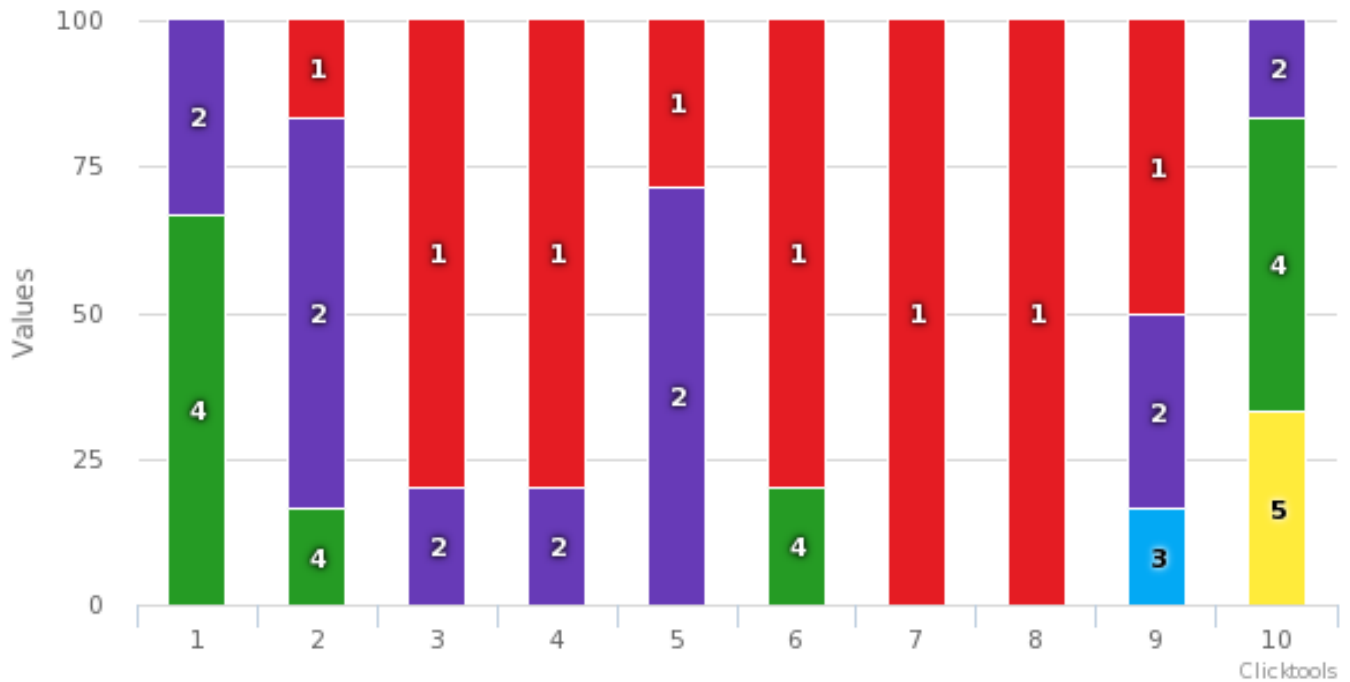


# Cost Recovery (7)

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

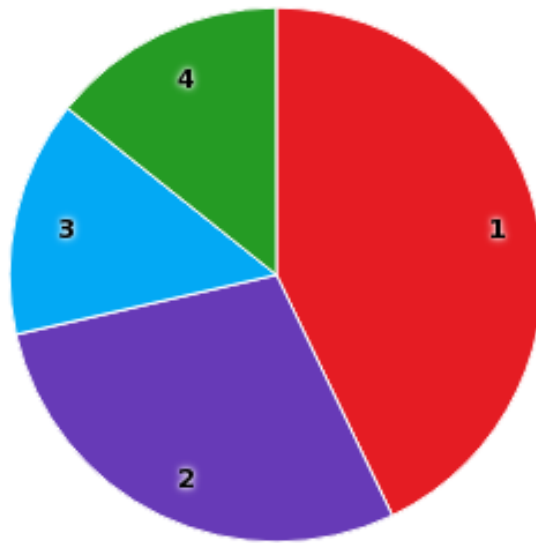


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

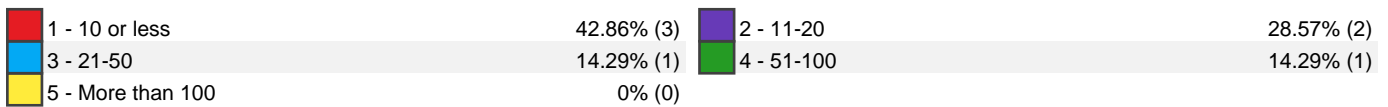
	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	0% (0)	33.33% (2)	0% (0)	66.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	3.33
2 Virtual Classroom	16.67% (1)	66.67% (4)	0% (0)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.17
3 e-Learning	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
4 Self-paced	80% (4)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.2
5 Certification	28.57% (2)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
6 Learning Consulting	80% (4)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.6
7 Learning Technologies	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8 New learning modalities	100% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Subscriptions	50% (3)	33.33% (2)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.67
1 TOTAL TRAINING REVENUE	0% (0)	16.67% (1)	0% (0)	50% (3)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	4

Response: 7

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



Clicktools



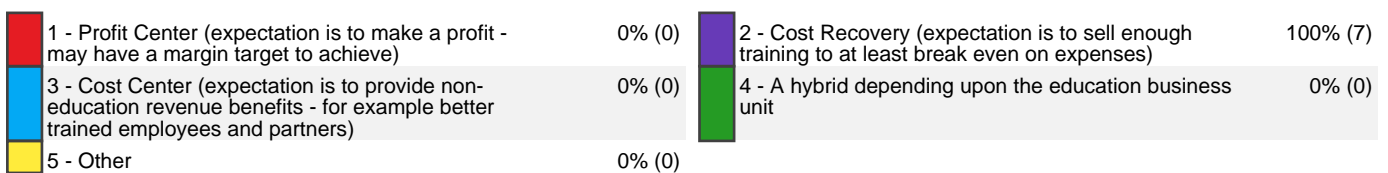
Mean: 2

Response: 7

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



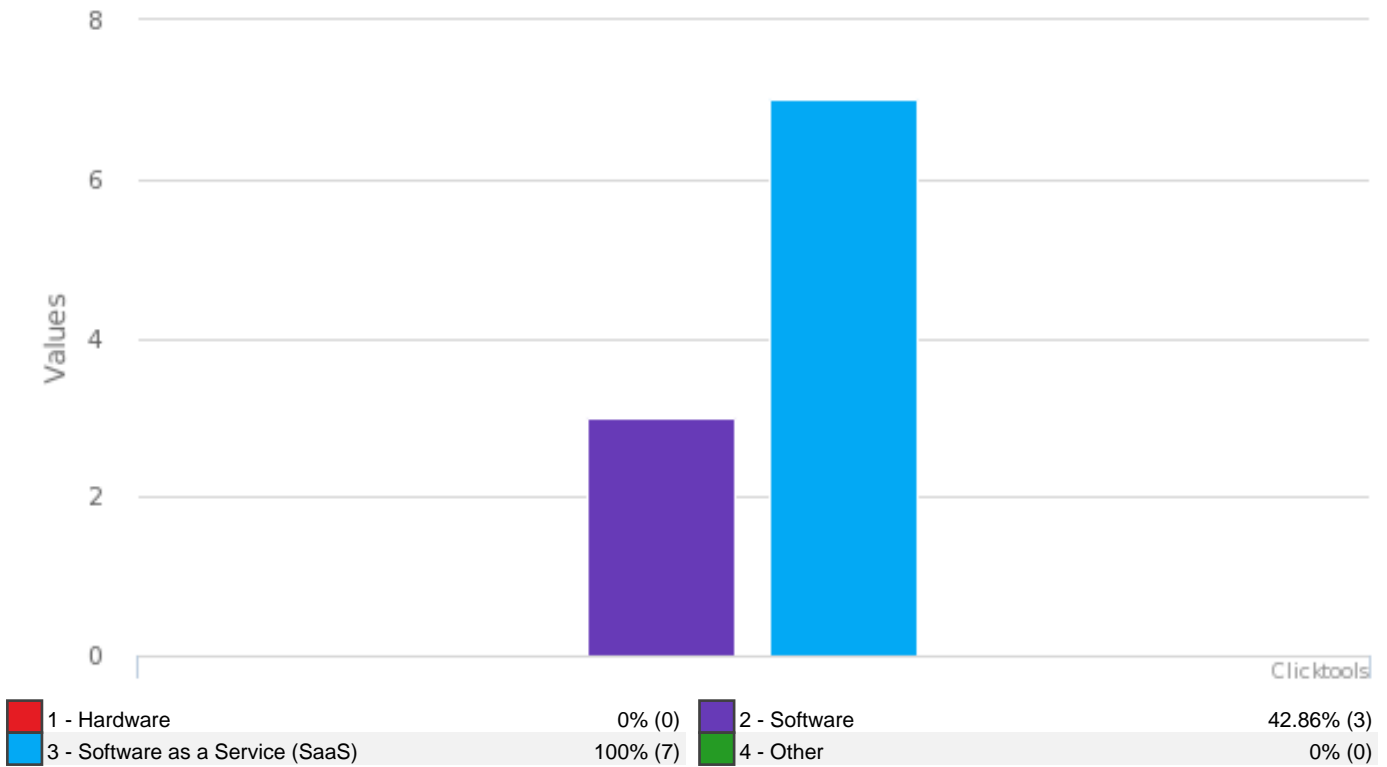
Clicktools



Mean: 2

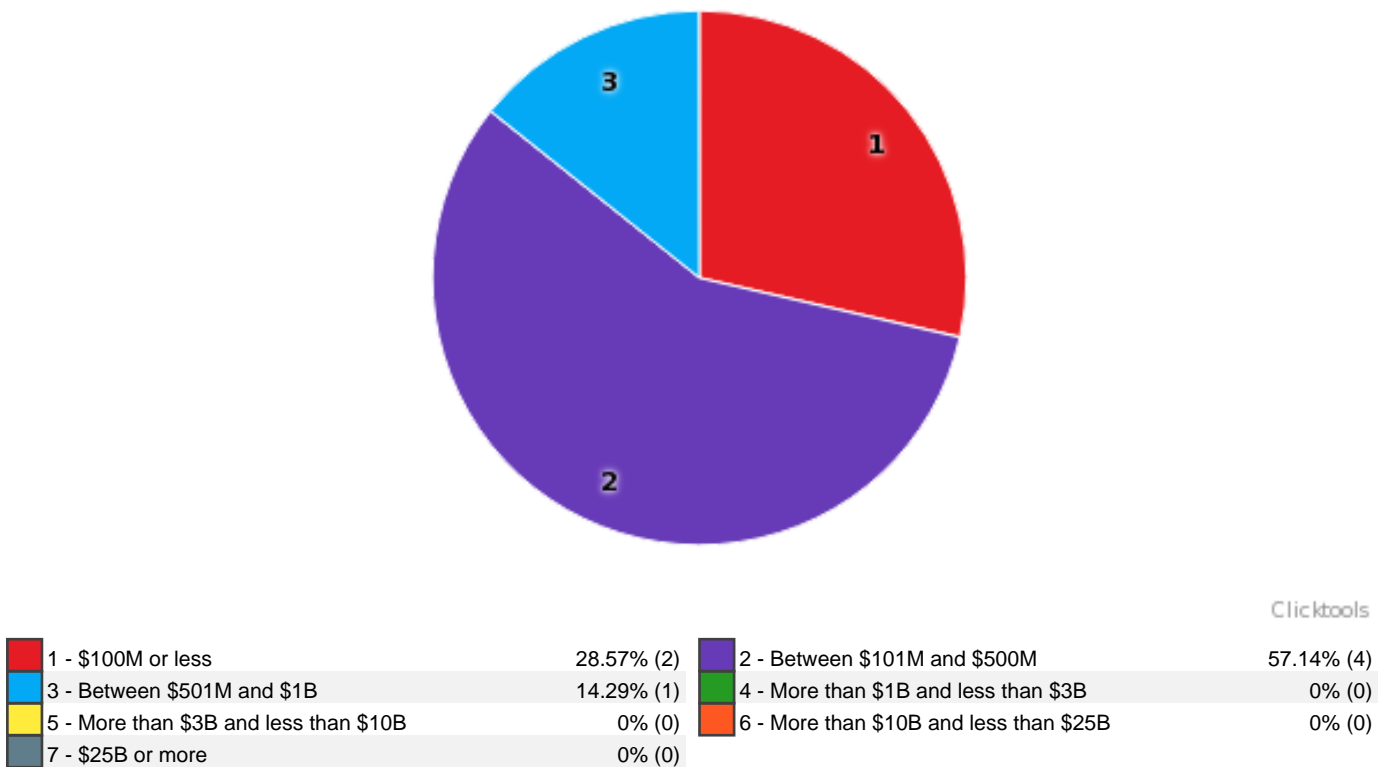
Response: 7

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



Response: 7

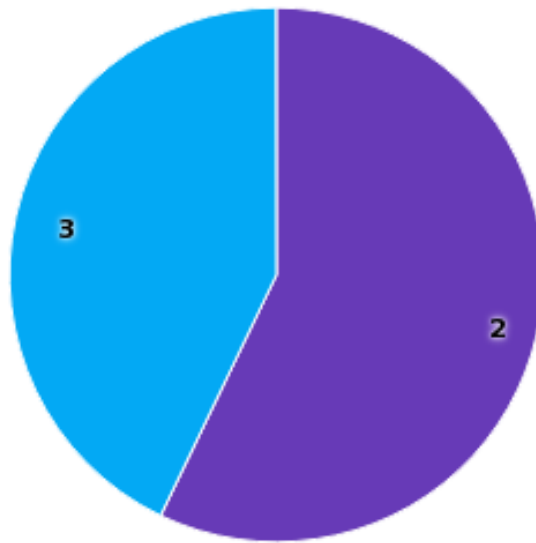
**5. What was your company ' s worldwide annual revenue in the most recent fiscal year?**



Mean: 1.86

Response: 7

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



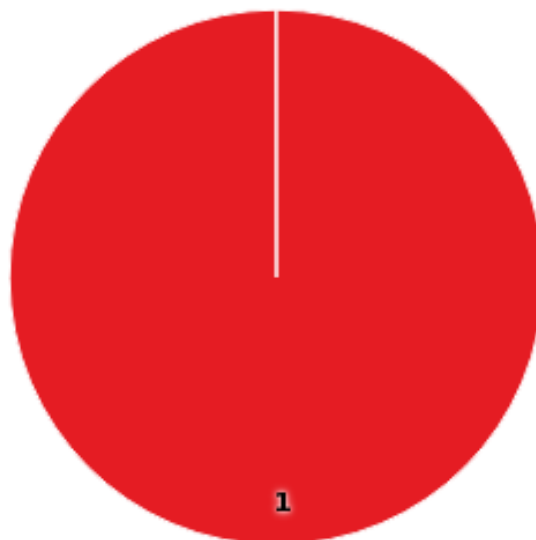
Clicktools

1 - 100 or less	0% (0)	2 - 101 to 1000	57.14% (4)
3 - 1001 to 5000	42.86% (3)	4 - 5001 to 10000	0% (0)
5 - 10001 to 50000	0% (0)	6 - More than 50000	0% (0)

Mean: 2.43

Response: 7

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



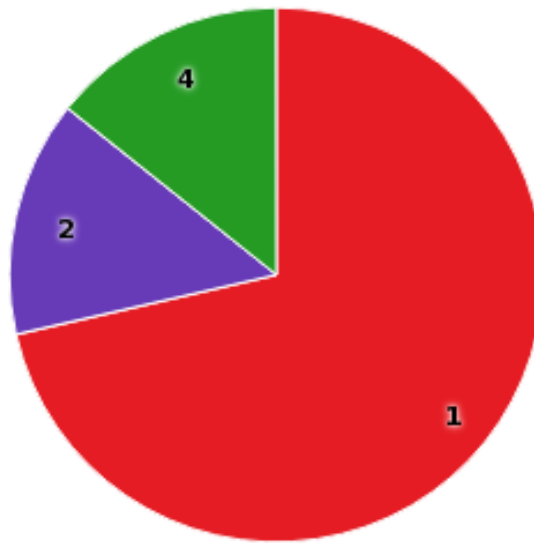
Clicktools

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?



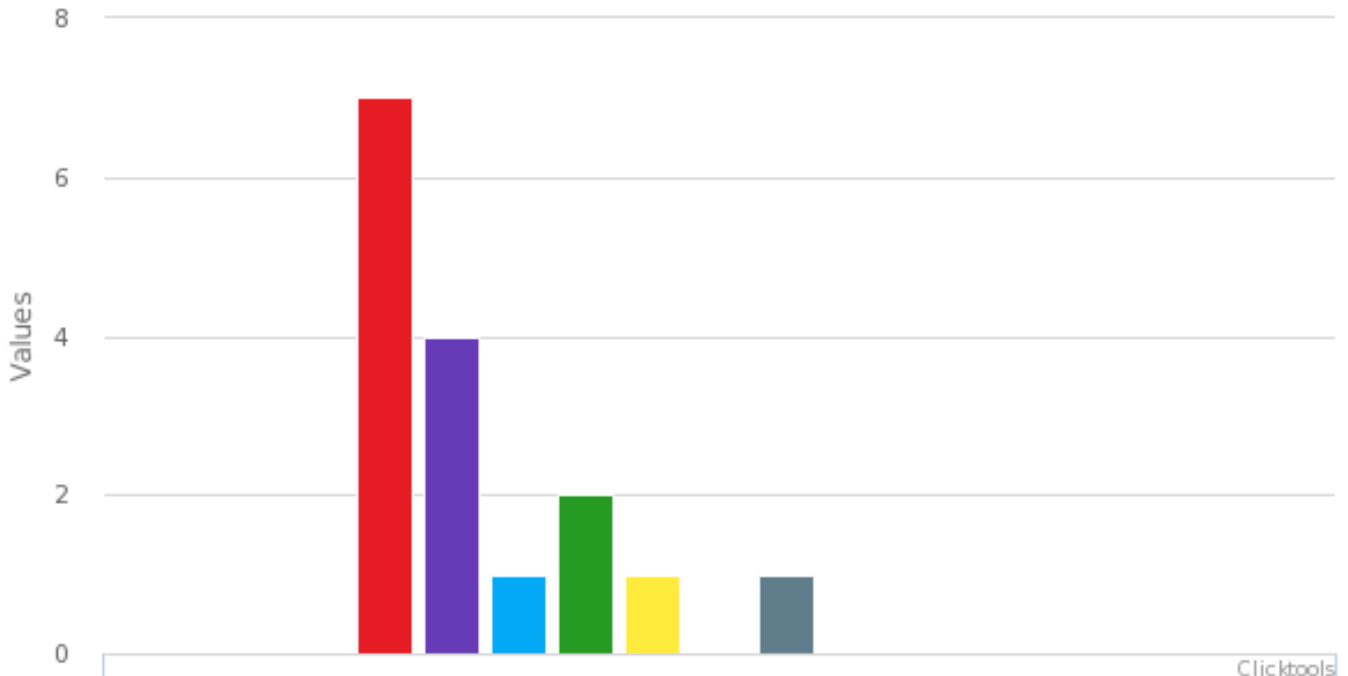
Clicktools

<span style="color: red;">■</span> 1 - We have one price list with our base currency	71.43% (5)	<span style="color: purple;">■</span> 2 - We have a price list per geographic region based on our base currency	14.29% (1)
<span style="color: blue;">■</span> 3 - We have a price list per geographic region or country based on the regional currency	0% (0)	<span style="color: green;">■</span> 4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	14.29% (1)
<span style="color: yellow;">■</span> 5 - Other	0% (0)		

Mean: 1.57

Response: 7

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

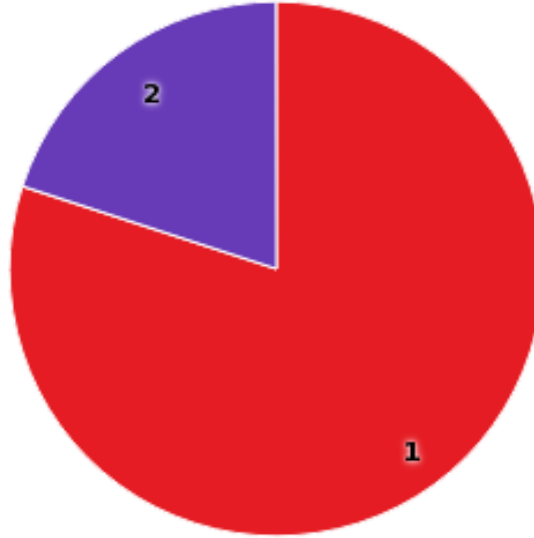


Clicktools

1 - USD	100% (7)	2 - EUR	57.14% (4)
3 - GBP	14.29% (1)	4 - JYP (Japan)	28.57% (2)
5 - AUD (Australia)	14.29% (1)	6 - INR (India)	0% (0)
7 - CNY (China)	14.29% (1)	8 - BRL (Brazil)	0% (0)
9 - CAD	0% (0)	10 - SGD (Singapore)	0% (0)
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

80% (4)

2 - Price changing based on the actual exchange rate

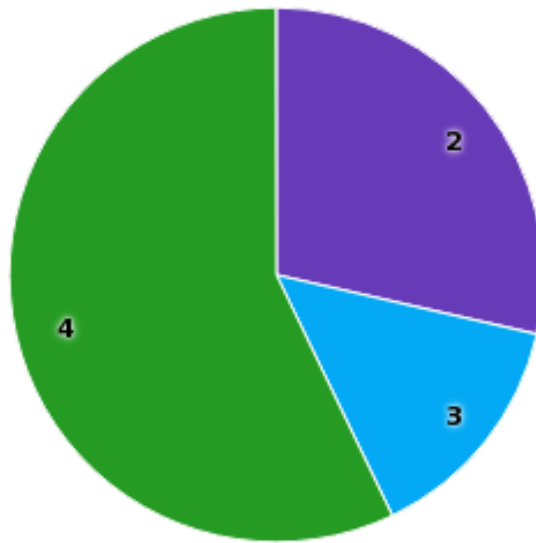
20% (1)

Mean: 1.2

Response: 5

Clicktools

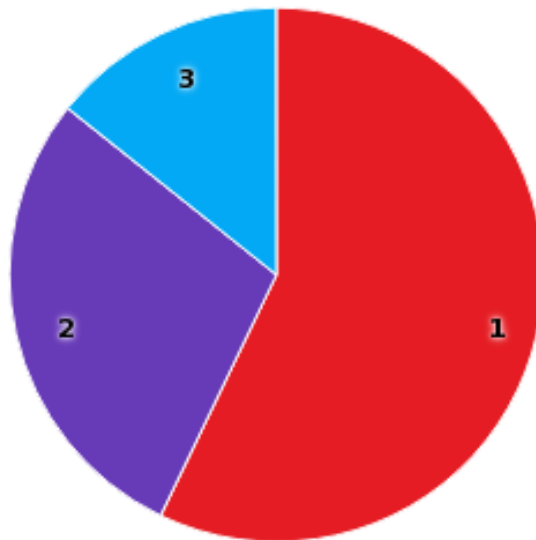
### 11. How are the prices calculated?



Category	Percentage	Count	Clicktools
1 - Costs plus margin (all costs plus required margin)	0%	(0)	
2 - Market price (comparison to competitor and historical pricing)	28.57%	(2)	Clicktools
3 - Value based pricing (perceived value to customer)	14.29%	(1)	
4 - Mixture of all	57.14%	(4)	
5 - Other	0%	(0)	

Mean: 3.29  
Response: 7

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



Category	Percentage	Count	Clicktools
1 - Only 1 pricing level	57.14%	(4)	
2 - 2-3 pricing levels	28.57%	(2)	Clicktools
3 - More pricing levels	14.29%	(1)	
4 - Each offering can have different prices in the same service type	0%	(0)	

Mean: 1.57  
Response: 7

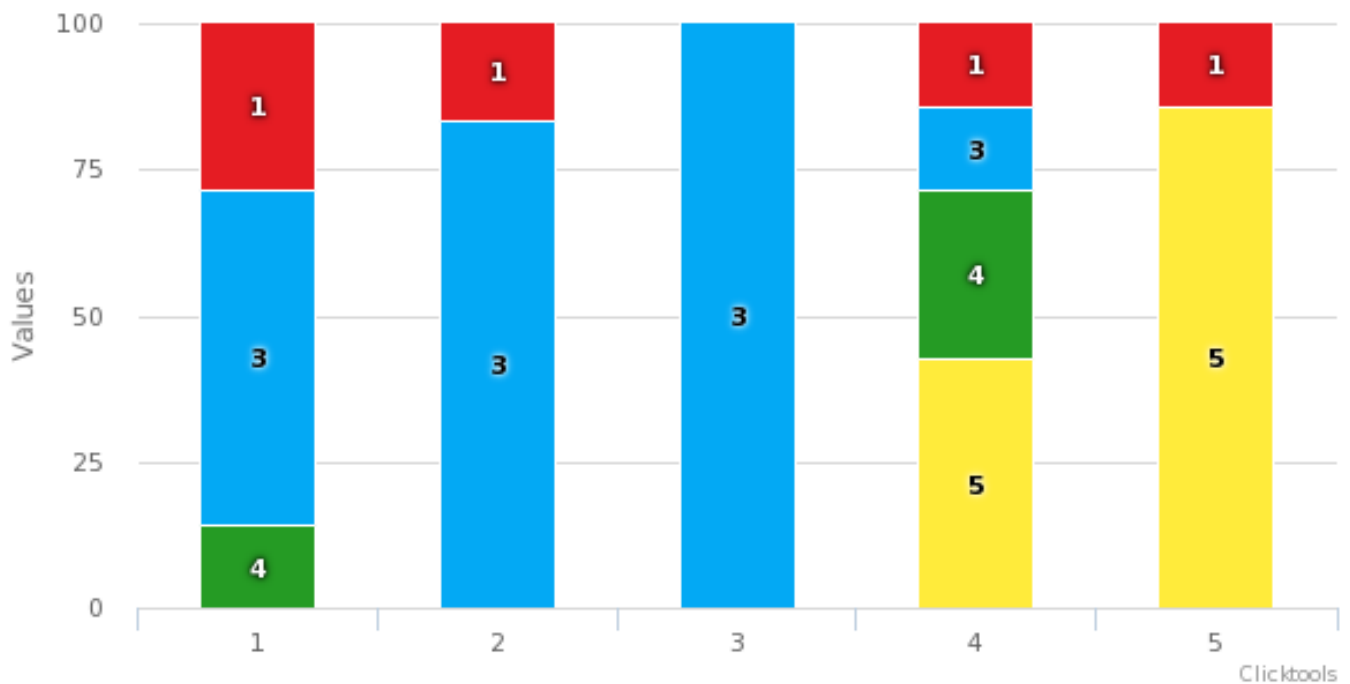
13. As you have different levels, what is the difference between your lowest and highest level?



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

Mean: 3  
Response: 3

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

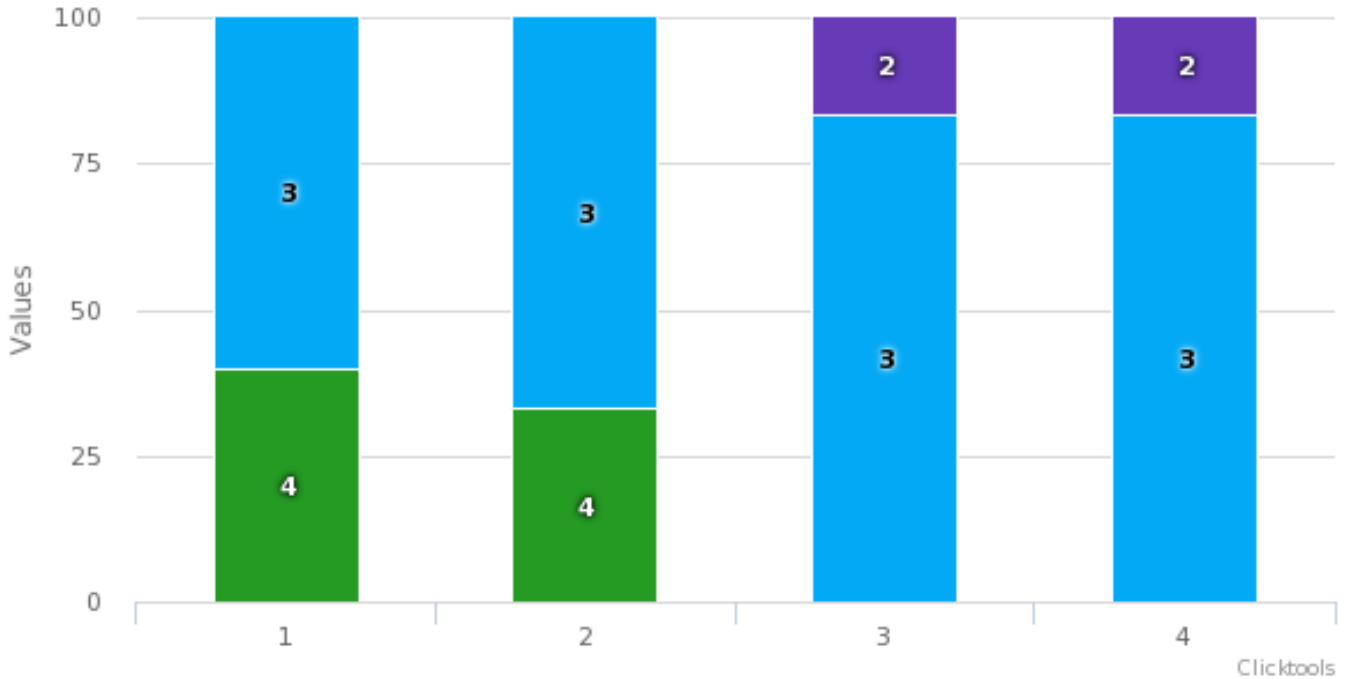


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

	1	2	3	4	5	Mean
1 End user	28.57% (2)	0% (0)	57.14% (4)	14.29% (1)	0% (0)	2.57
2 Business User	16.67% (1)	0% (0)	83.33% (5)	0% (0)	0% (0)	2.67
3 Technical/Admin	0% (0)	0% (0)	100% (7)	0% (0)	0% (0)	3
4 Partner	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	42.86% (3)	3.86
5 Employee	14.29% (1)	0% (0)	0% (0)	0% (0)	85.71% (6)	4.43

Response: 7

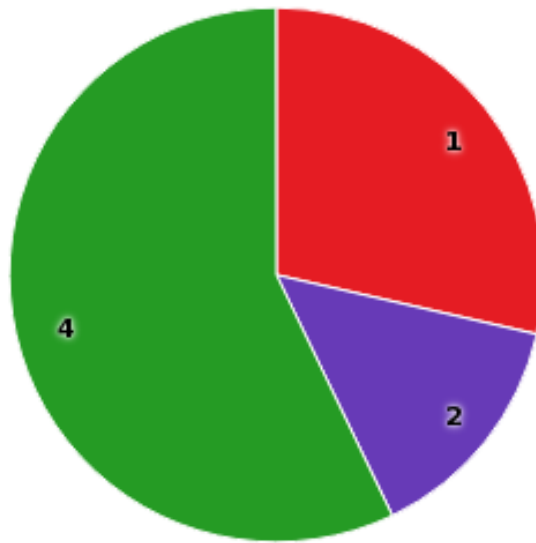
**15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.**



	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)	60% (3)	40% (2)	3.4
2 Fundamentals/new starter	0% (0)	0% (0)	66.67% (4)	33.33% (2)	3.33
3 Advanced/expert	0% (0)	16.67% (1)	83.33% (5)	0% (0)	2.83
4 Workshop	0% (0)	16.67% (1)	83.33% (5)	0% (0)	2.83

Response: 6

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



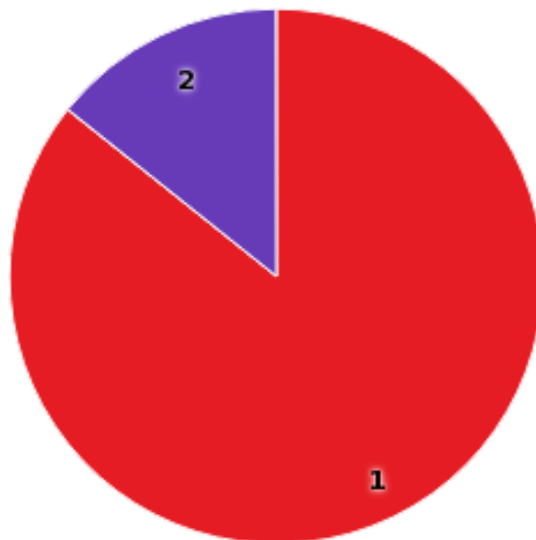
Clicktools

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

Mean: 2.86

Response: 7

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



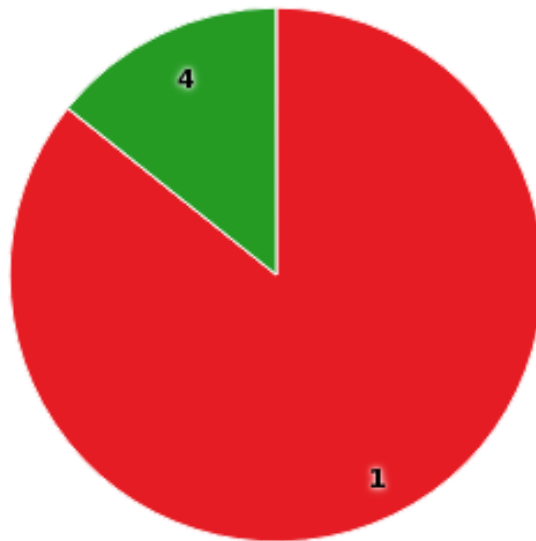
Clicktools

1 - No mark-up and margin	85.71% (6)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	14.29% (1)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1.14

Response: 7

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	0% (0)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	0% (0)	4 - Yes, for any travel time	14.29% (1)

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

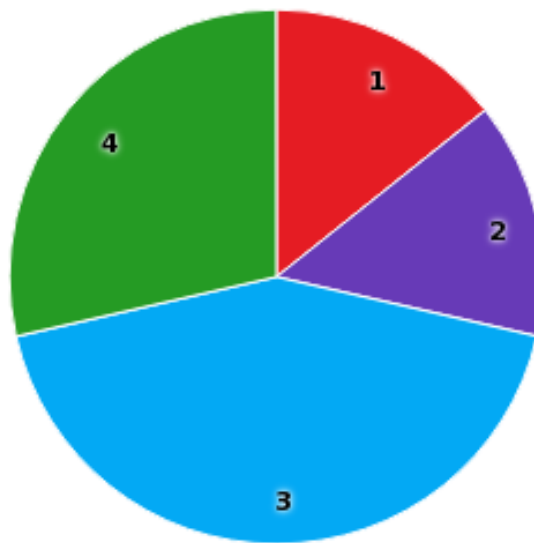
Mean: 1  
Response: 1

**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	47.14%	24.29%	24.29%	1.43%	0%
Highest	100%	85%	95%	10%	0%
Lowest	5%	0%	0%	0%	0%
Standard deviation	44.24	38.34	41.88	3.78	0

Response: 7

**21. Do you sell education together with product sales?**



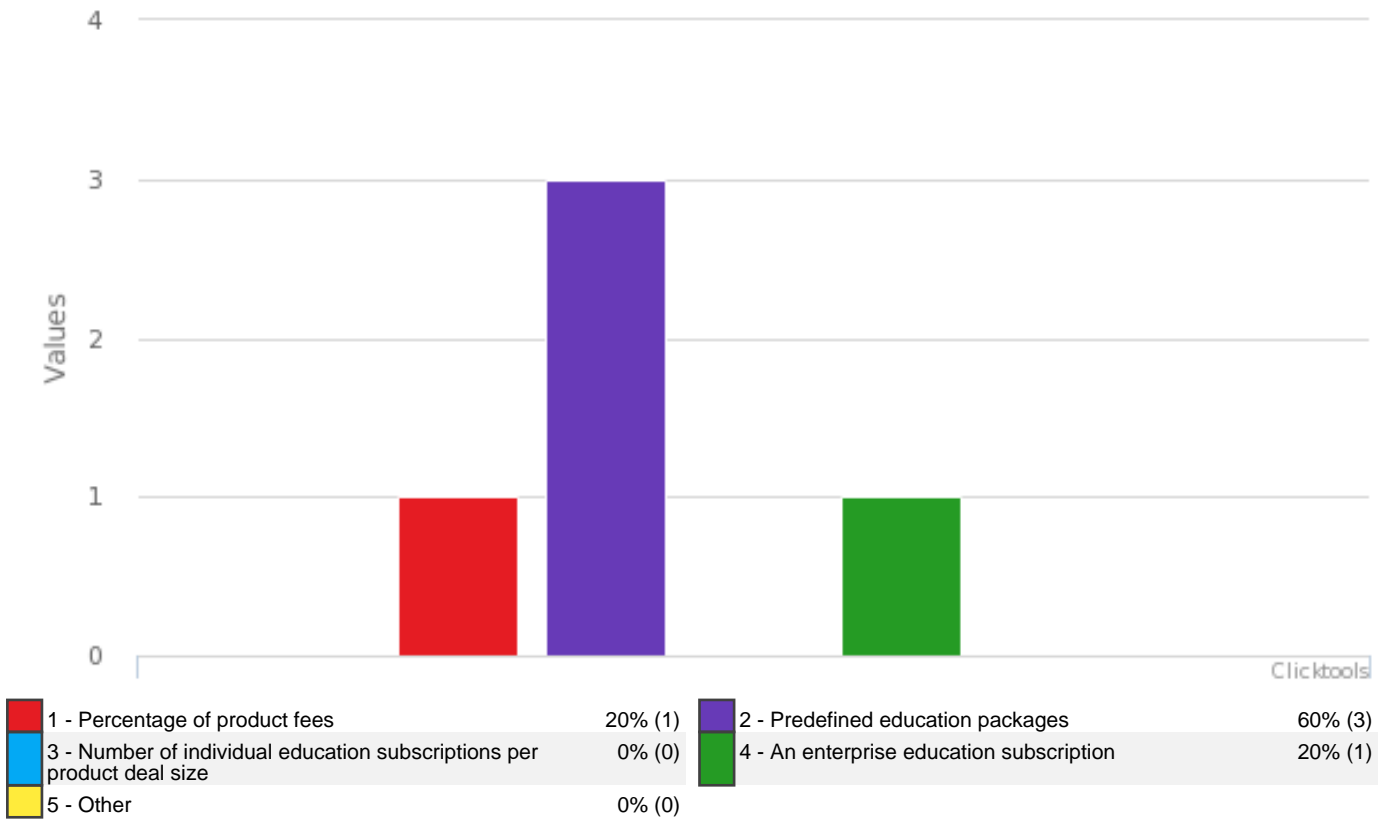
Clicktools

1 - Mandatory attach	14.29% (1)	2 - Automatic attach, can be removed	14.29% (1)
3 - On a case by case basis	42.86% (3)	4 - Never, always separate	28.57% (2)

Mean: 2.86

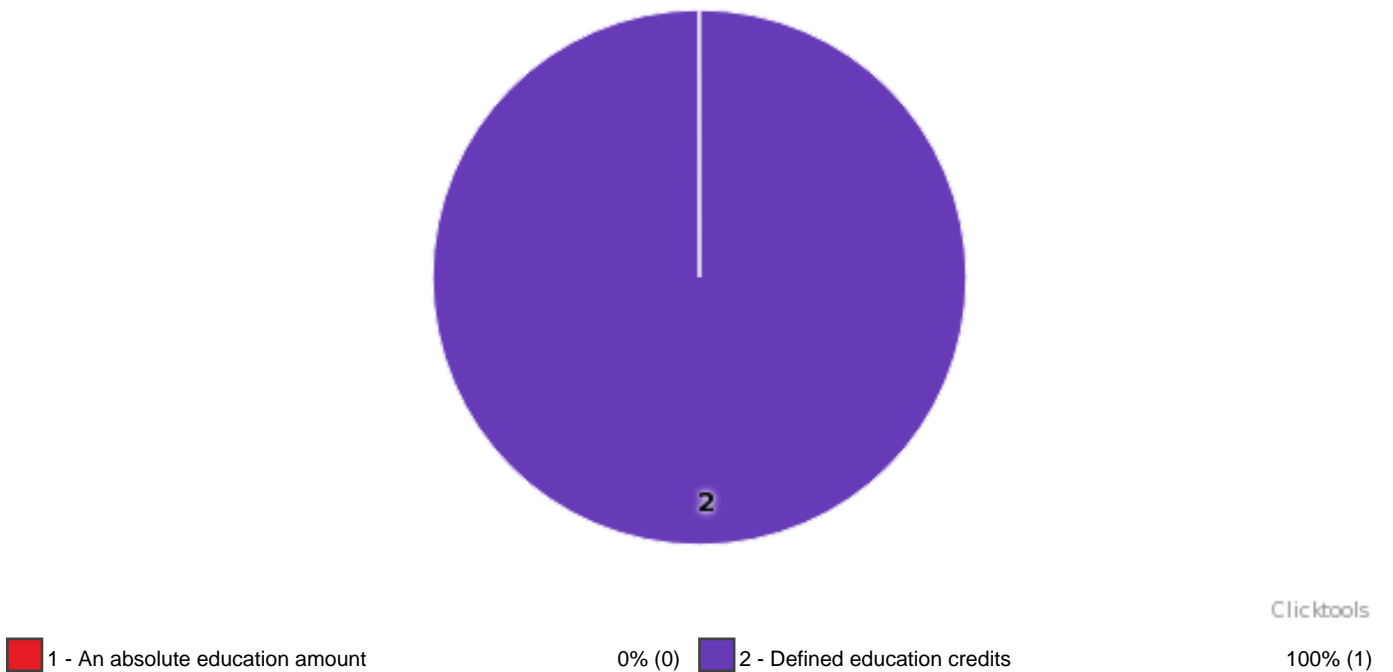
Response: 7

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



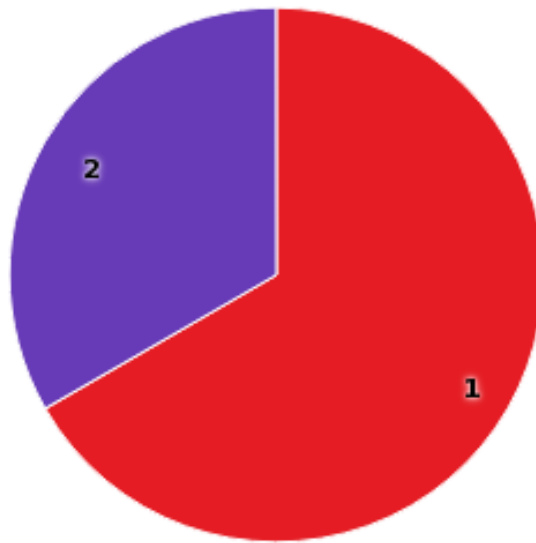
Response: 5

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



Mean: 2  
Response: 1

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



Clicktools

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

66.67% (2)

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

33.33% (1)

Mean: 1.33

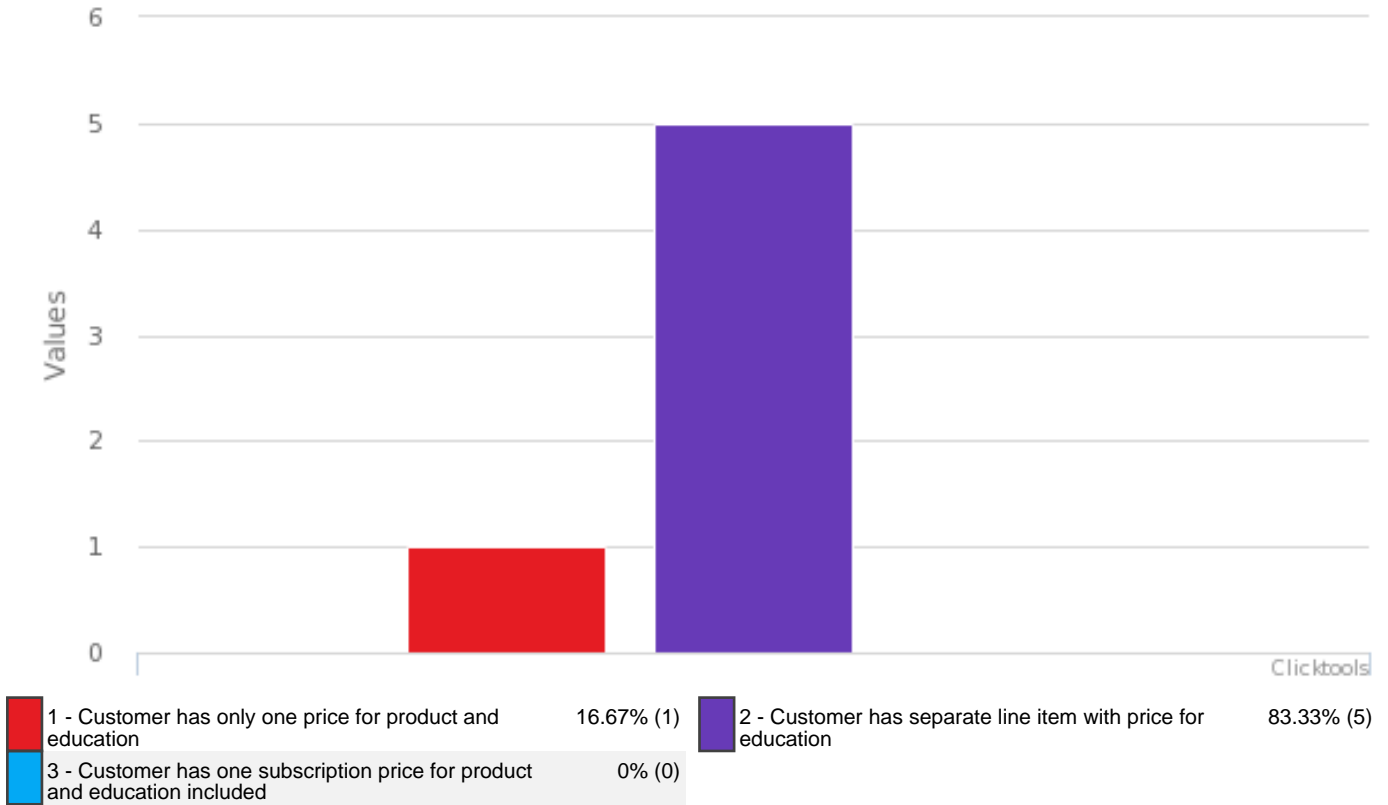
Response: 3

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

Average	8%
Highest	25%
Lowest	1%
Standard deviation	9.88

Response: 6

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



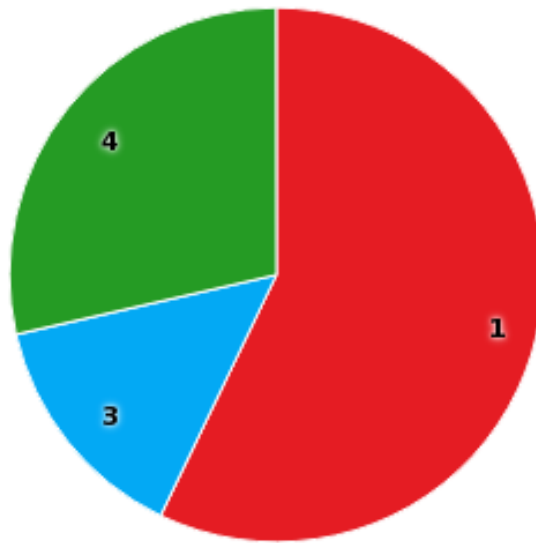
Response: 6

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

Average	20.8%
Highest	80%
Lowest	1%
Standard deviation	33.27

Response: 5

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



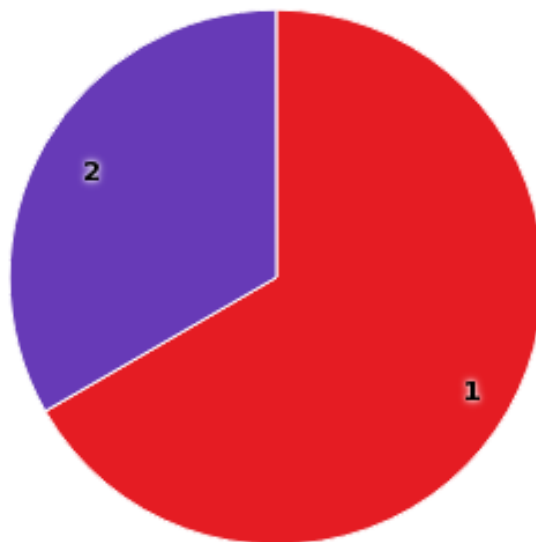
Clicktools

1 - One to one like product – full quota retiring	57.14% (4)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	14.29% (1)	4 - Up to a limit but less than product	28.57% (2)
5 - Not compensated	0% (0)	6 - Other	0% (0)

Mean: 2.14

Response: 7

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



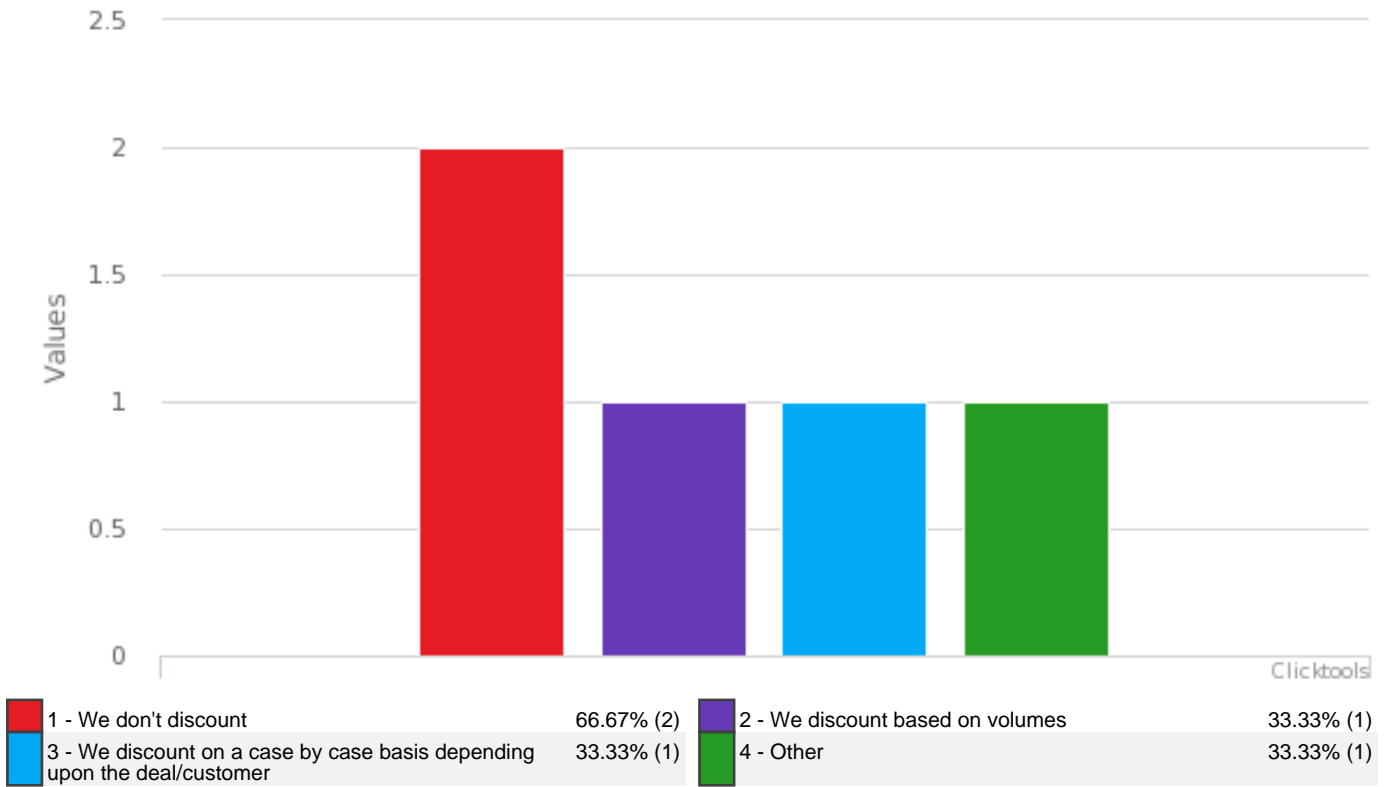
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	66.67% (2)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	33.33% (1)
3 - Other	0% (0)		

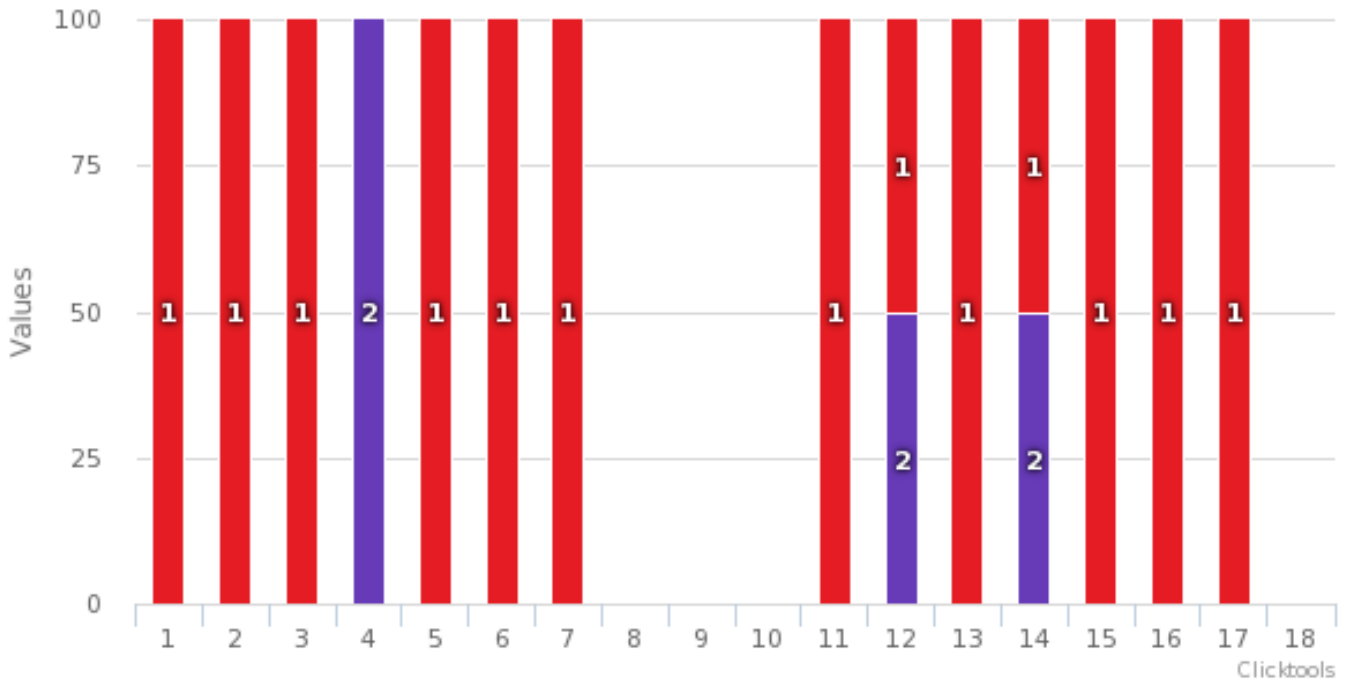
Mean: 1.33

Response: 3

### 30. Do you discount training credits?



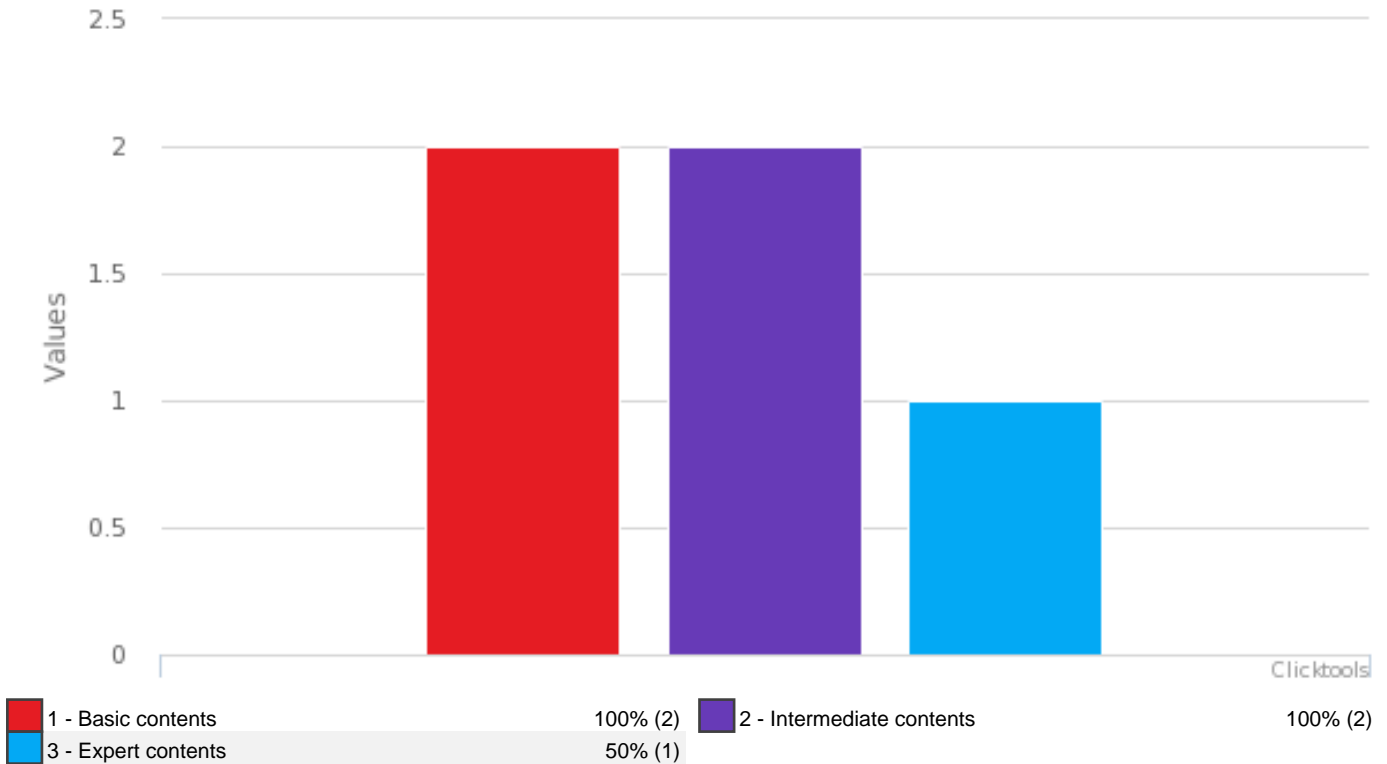
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No	Mean
1 eLearning/WBTs	100% (2)	0% (0)	0% (0)	1
2 ILT - live classrooms	100% (1)	0% (0)	0% (0)	1
3 VILT - virtual classrooms	100% (1)	0% (0)	0% (0)	1
4 Closed/dedicated classes (onsite or virtual)	0% (0)	100% (1)	0% (0)	2
5 Recorded instructor-led training	100% (1)	0% (0)	0% (0)	1
6 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
0 Student books	0% (0)	0% (0)	0% (0)	0
1 Access to other self-study options	100% (1)	0% (0)	0% (0)	1
1 Access to 2 online/virtual labs	50% (1)	50% (1)	0% (0)	1.5
1 Assessments 3	100% (1)	0% (0)	0% (0)	1
1 Certification exam 4 attempts	50% (1)	50% (1)	0% (0)	1.5
1 Webinars/recorded 5 webinars	100% (1)	0% (0)	0% (0)	1
1 Communities/Social 6 Learning/forums/chats	100% (1)	0% (0)	0% (0)	1
1 Support to find 7 required training	100% (1)	0% (0)	0% (0)	1
1 Other 8	0% (0)	0% (0)	0% (0)	0

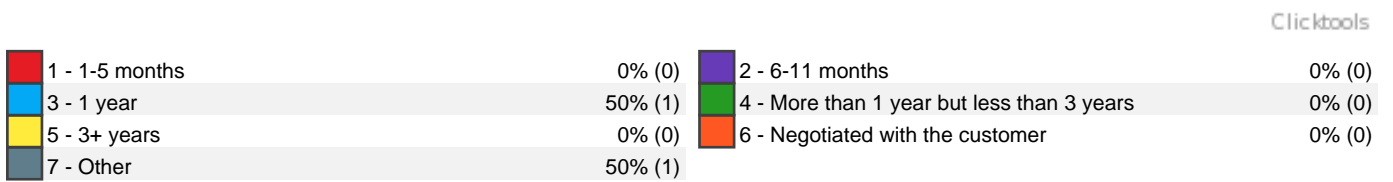
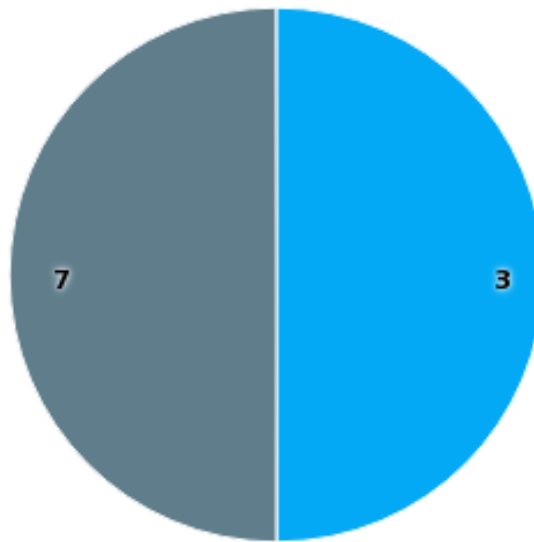
Response: 2

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



Response: 2

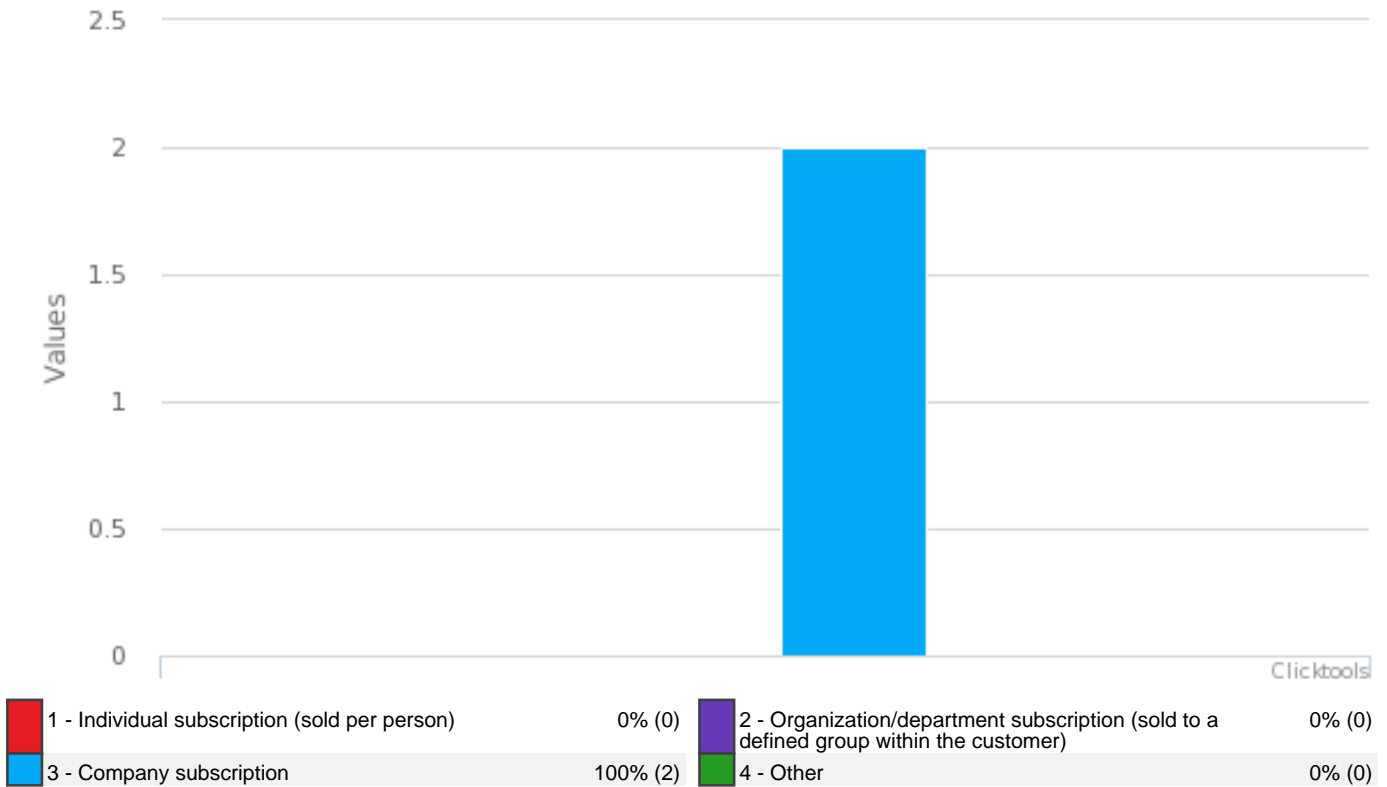
**33. How long is a subscription valid?**



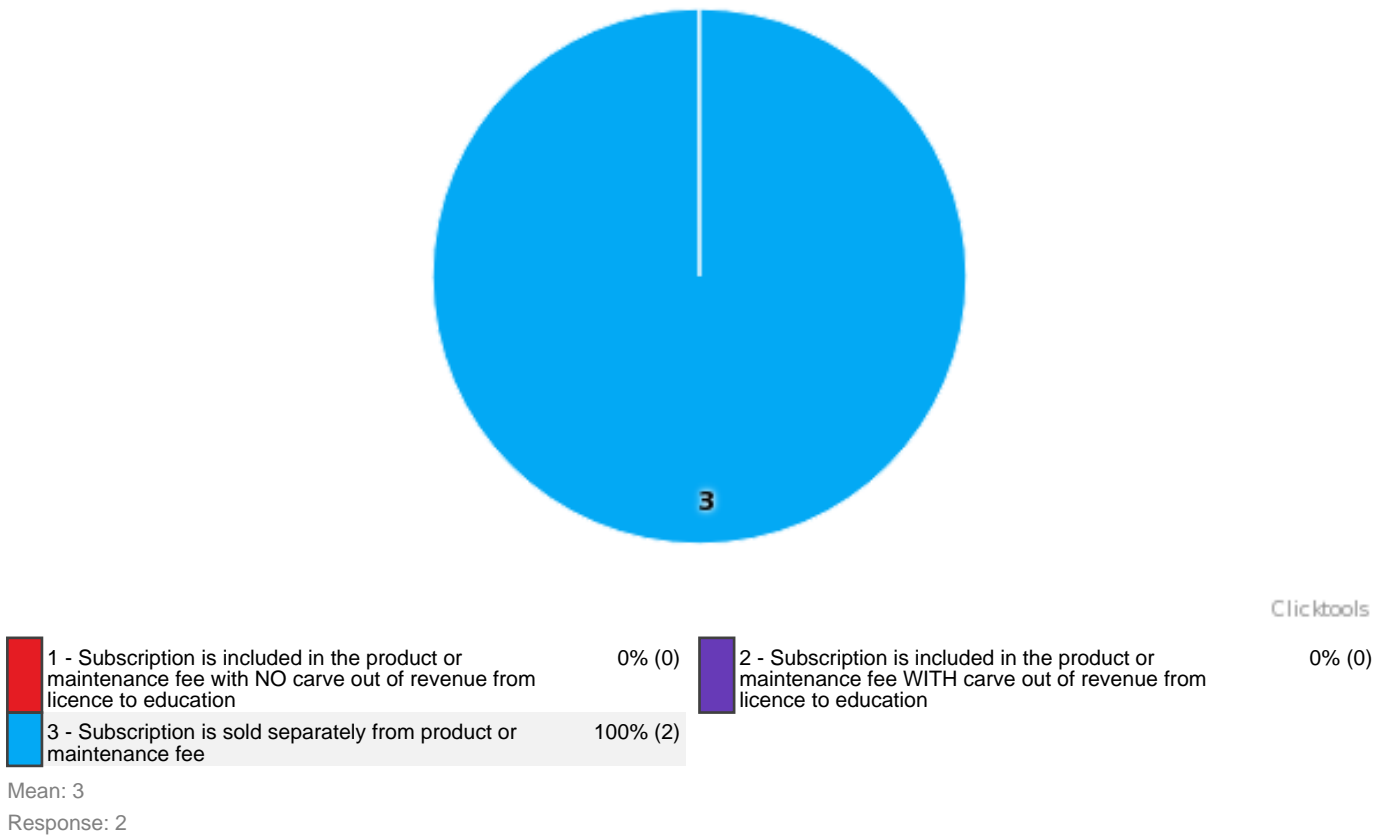
Mean: 5

Response: 2

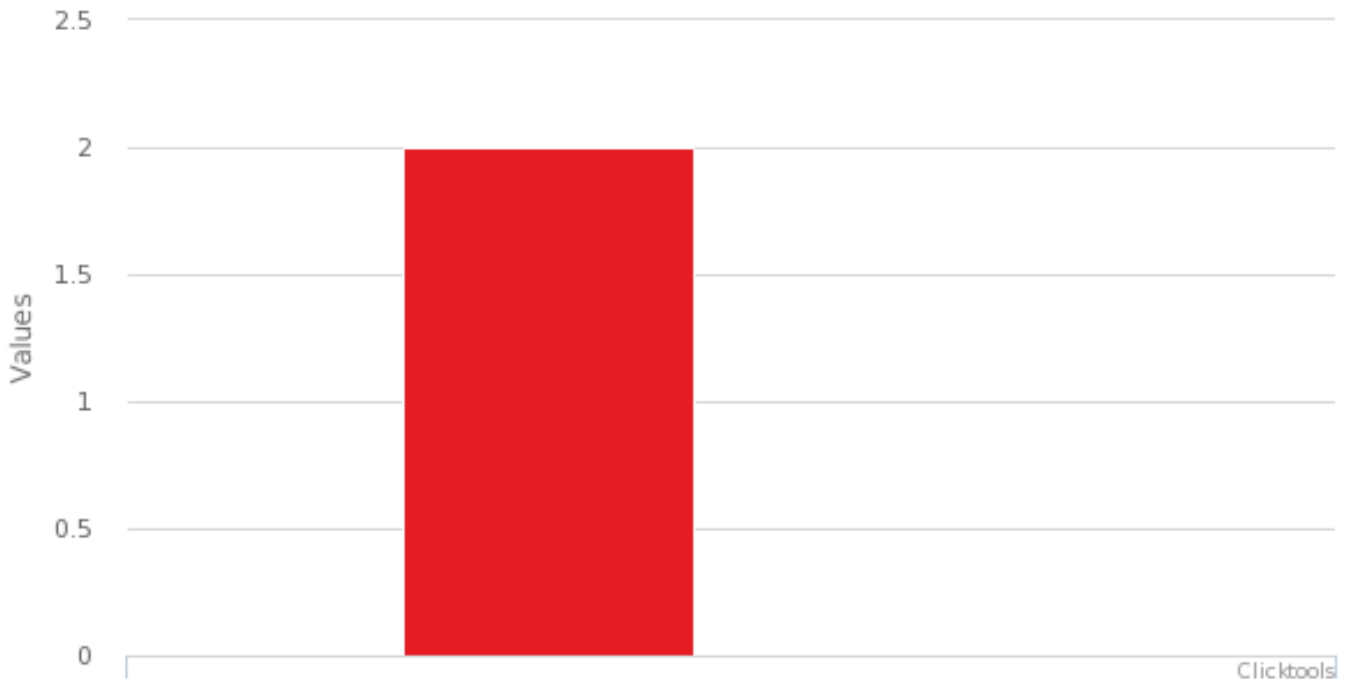
### 34. Which type of subscription do you offer?



### 35. How do you charge for subscriptions?

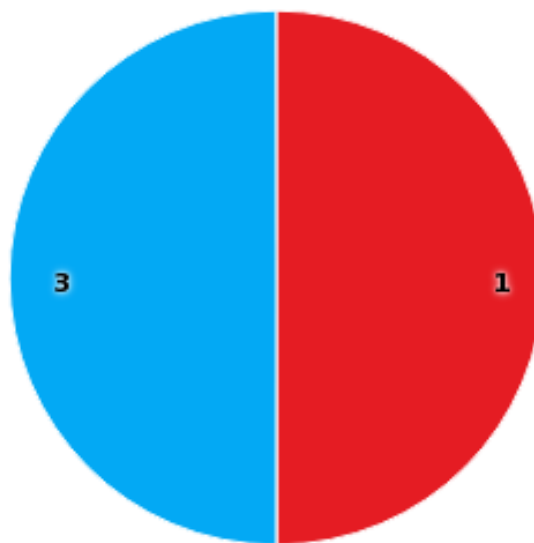


**36. For which company products do you offer an education subscription? Choose all that apply.**



Response: 2

**37. How do you get subscriptions renewed?**



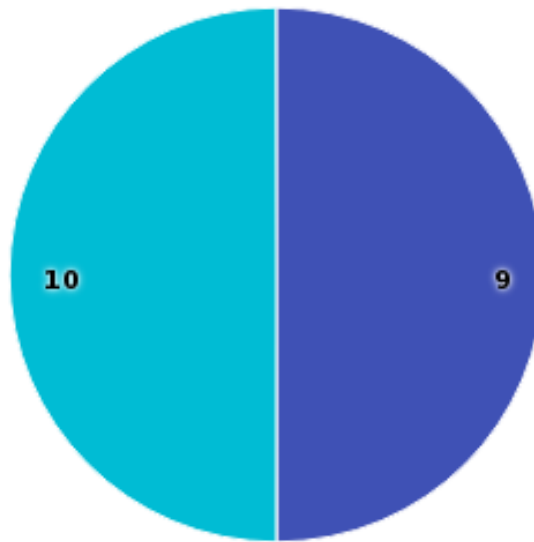
Mean: 2  
Response: 2

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

Average	73.5%
Highest	90%
Lowest	57%
Standard deviation	23.33

Response: 2

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

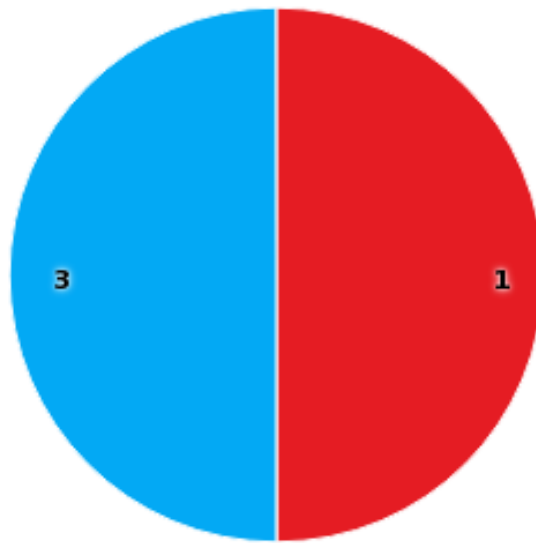


			Clicktools
1 - <10%	0% (0)	2 - 10%-20%	0% (0)
3 - 20%-30%	0% (0)	4 - 30%-40%	0% (0)
5 - 40%-50%	0% (0)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	50% (1)	10 - >90%	50% (1)

Mean: 9.5

Response: 2

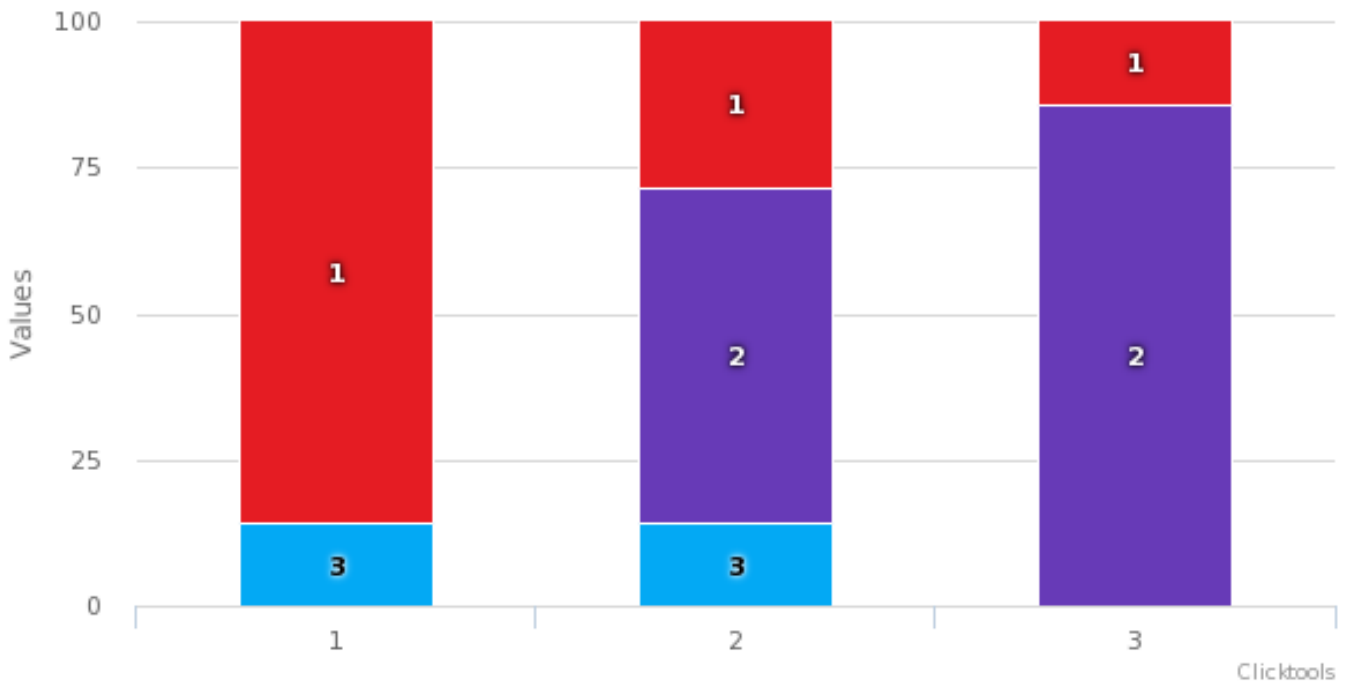
40. What is the percentage of Education subscription revenue growth for the past 12 months?



1 - <20%	50% (1)	2 - 20%-40%	0% (0)
3 - 40%-60%	50% (1)	4 - 60%-80%	0% (0)
5 - >80%	0% (0)		

Mean: 2  
Response: 2

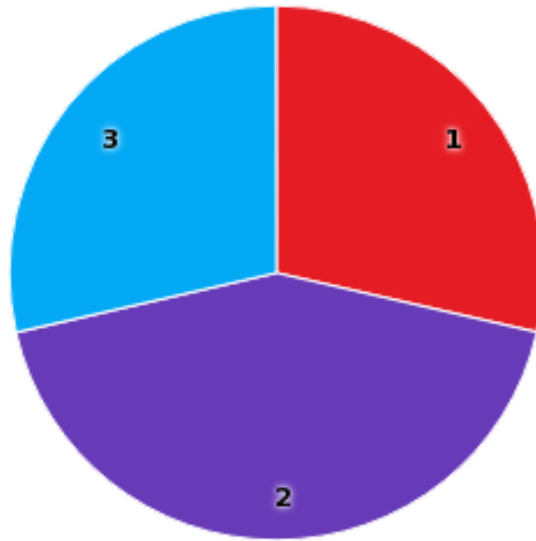
41. Do you offer free training to the following audiences?



	1 Always	2 Sometimes	3 Never	Mean
1 Employees	85.71% (6)	0% (0)	14.29% (1)	1.29
2 Customers	28.57% (2)	57.14% (4)	14.29% (1)	1.86
3 Product Channel	14.29% (1)	85.71% (6)	0% (0)	1.86

Response: 7

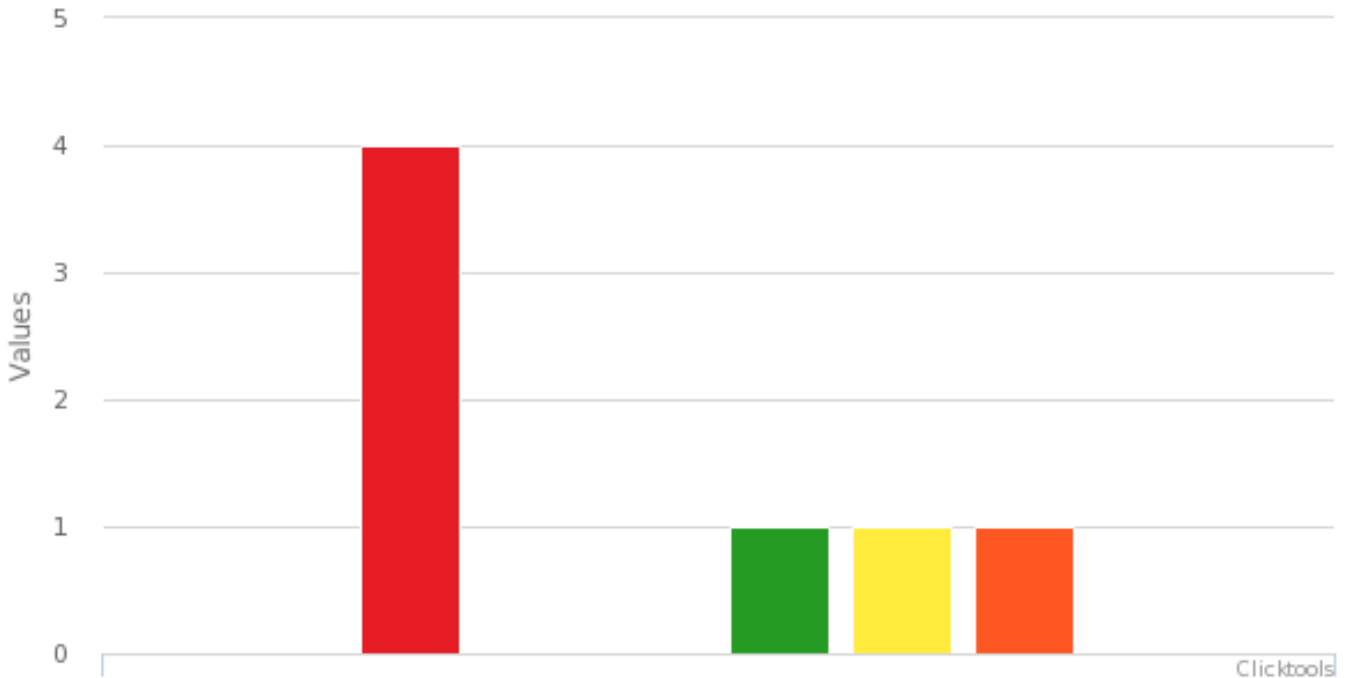
#### 42. Is there a limit to the free training?



Response	Percentage	Count
1 - No	28.57%	(2)
2 - Yes, by annual budget inside the Education budget	42.86%	(3)
3 - Yes, by funding provided outside of Education team	28.57%	(2)

Mean: 2  
Response: 7

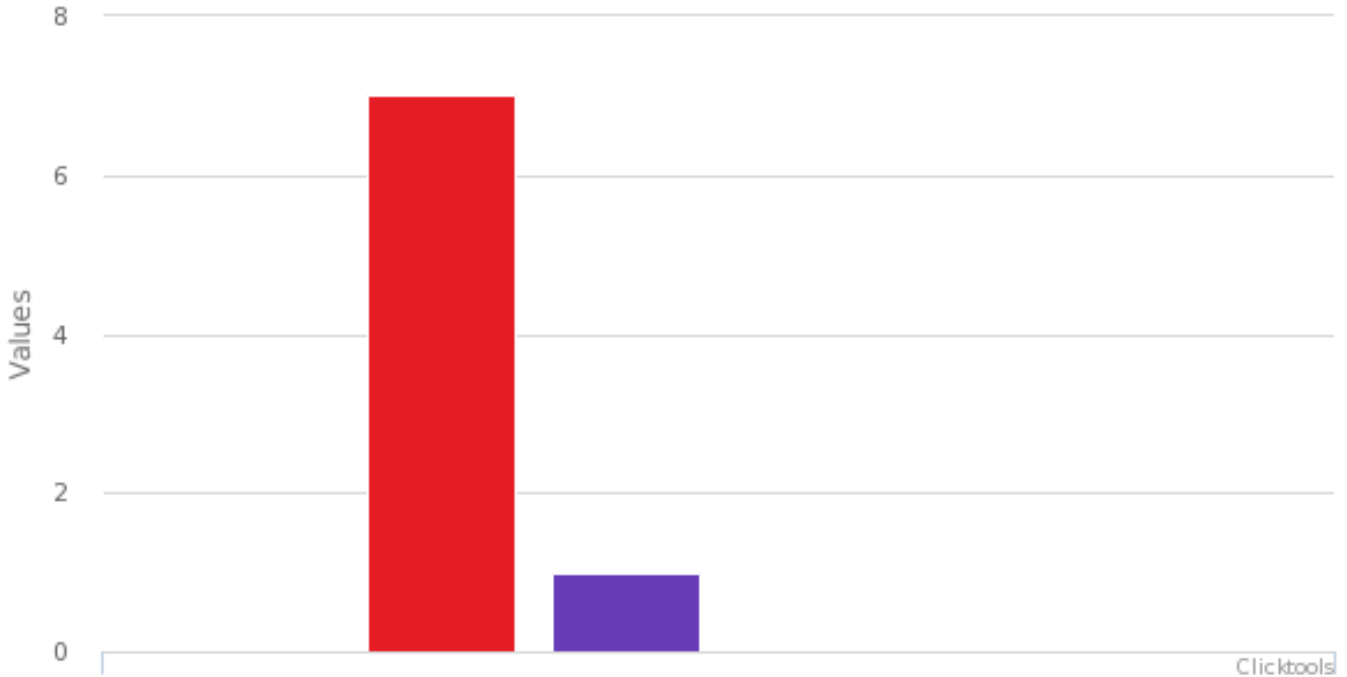
#### 43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	57.14% (4)	2 - Yes, carve out product revenue and move to Education	0% (0)
3 - Yes, funding outside the Education team and transfer of costs only	0% (0)	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	14.29% (1)	6 - Other	14.29% (1)

Response: 7

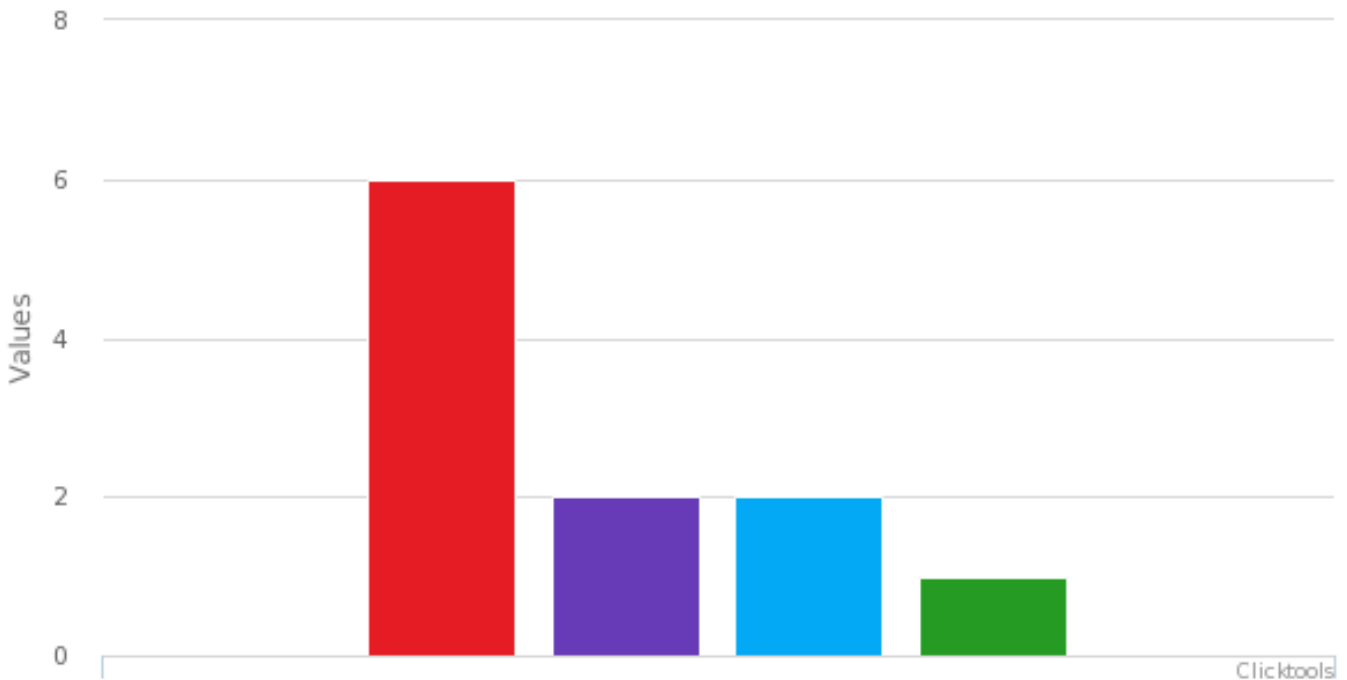
#### 44. What do you communicate about pricing outside your company?



1 - Only list prices	100% (7)	2 - All available discounts	14.29% (1)
3 - Some globally available discounts, e.g. volume	0% (0)	4 - Other	0% (0)

Response: 7

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



1 - Education team	85.71% (6)	2 - Product Sales team	28.57% (2)
3 - Company (Professional) Services team	28.57% (2)	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?**



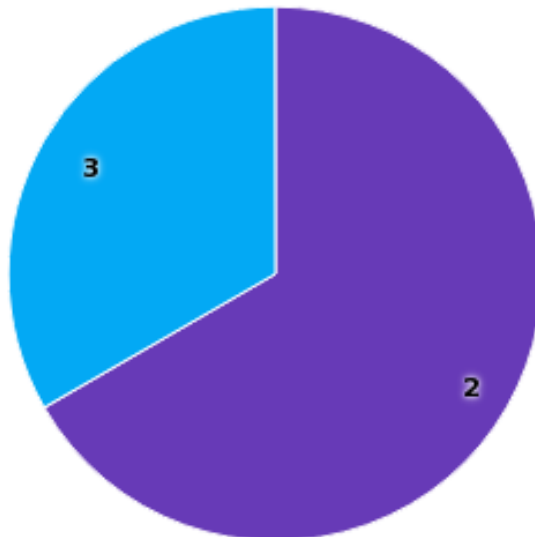
Clicktools

1 - No limit	33.33% (1)	2 - Only up to 25% of the overall possible discount	0% (0)
3 - 26-50%	33.33% (1)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	33.33% (1)		

Mean: 3

Response: 3

**47. Do these other organizations need approval to discount?**

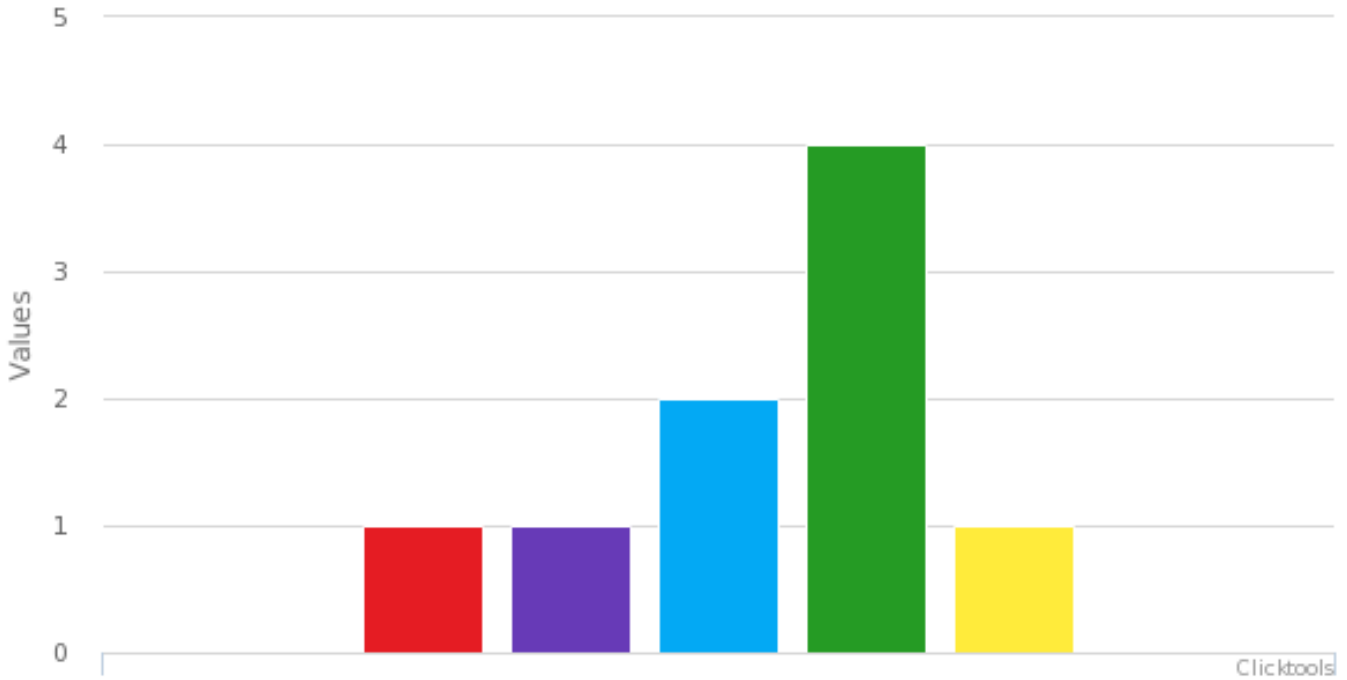


Clicktools

1 - No approval needed	0% (0)	2 - Approval in all cases	66.67% (2)
3 - Approval only if certain discount thresholds reached	33.33% (1)		

Mean: 2.33  
Response: 3

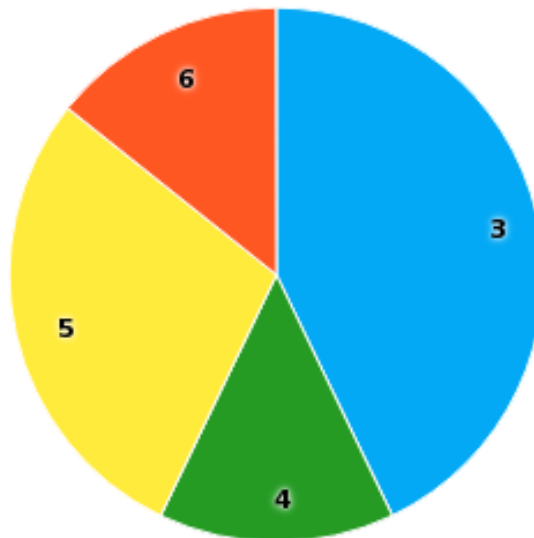
**48. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?**



1 - There is nothing in place	14.29% (1)	2 - VSOE or 606 enforces rules	14.29% (1)
3 - Formal agreements with other teams	28.57% (2)	4 - Quotation tools enforce rules	57.14% (4)
5 - Other	14.29% (1)		

Response: 7

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

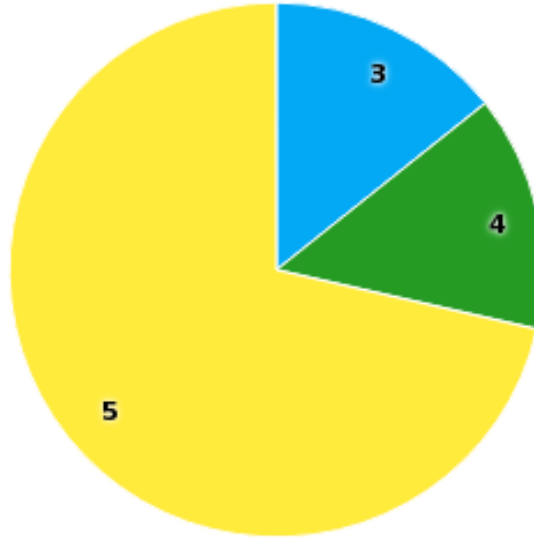


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	42.86% (3)	4 - 13 months or more	14.29% (1)
5 - No set time, just whenever it is needed	28.57% (2)	6 - Other	14.29% (1)

Mean: 4.14  
Response: 7

**50. How often do you change your pricing?**

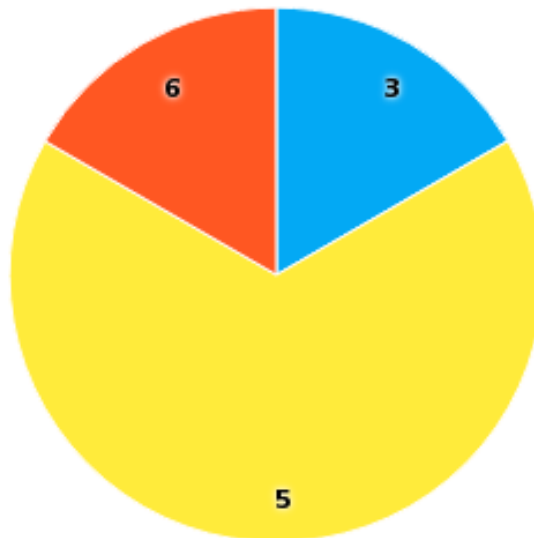


Clicktools

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?**



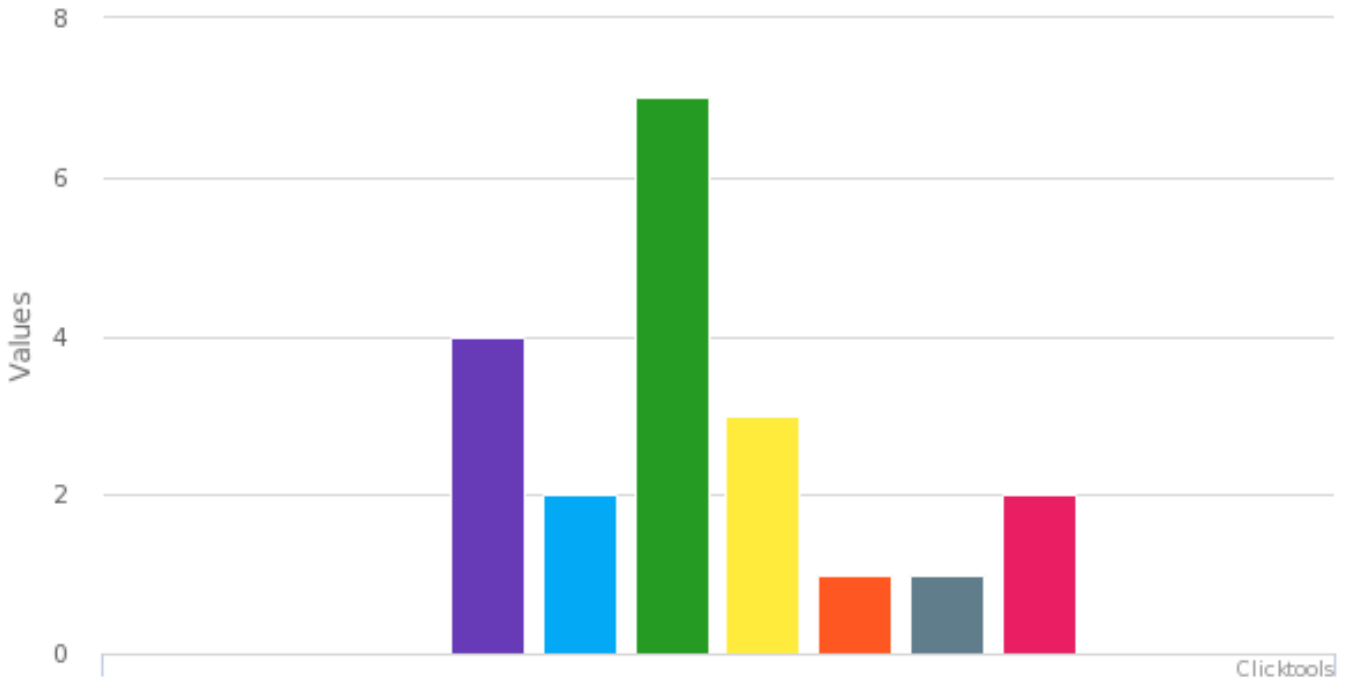
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	16.67% (1)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	66.67% (4)	6 - Other	16.67% (1)

Mean: 4.83

Response: 6

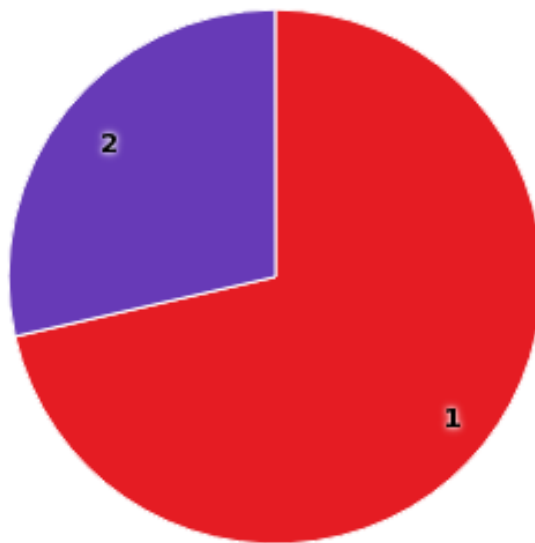
**52. What is the key driver for the price change? Choose all that apply.**



1 - Inflation	0% (0)	2 - Market trends	57.14% (4)
3 - Historical trends	28.57% (2)	4 - Competitiveness	100% (7)
5 - Profit margins	42.86% (3)	6 - Exchange rate changes	14.29% (1)
7 - Higher expenses	14.29% (1)	8 - Other	28.57% (2)

Response: 7

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



Clicktools

1 - Yes

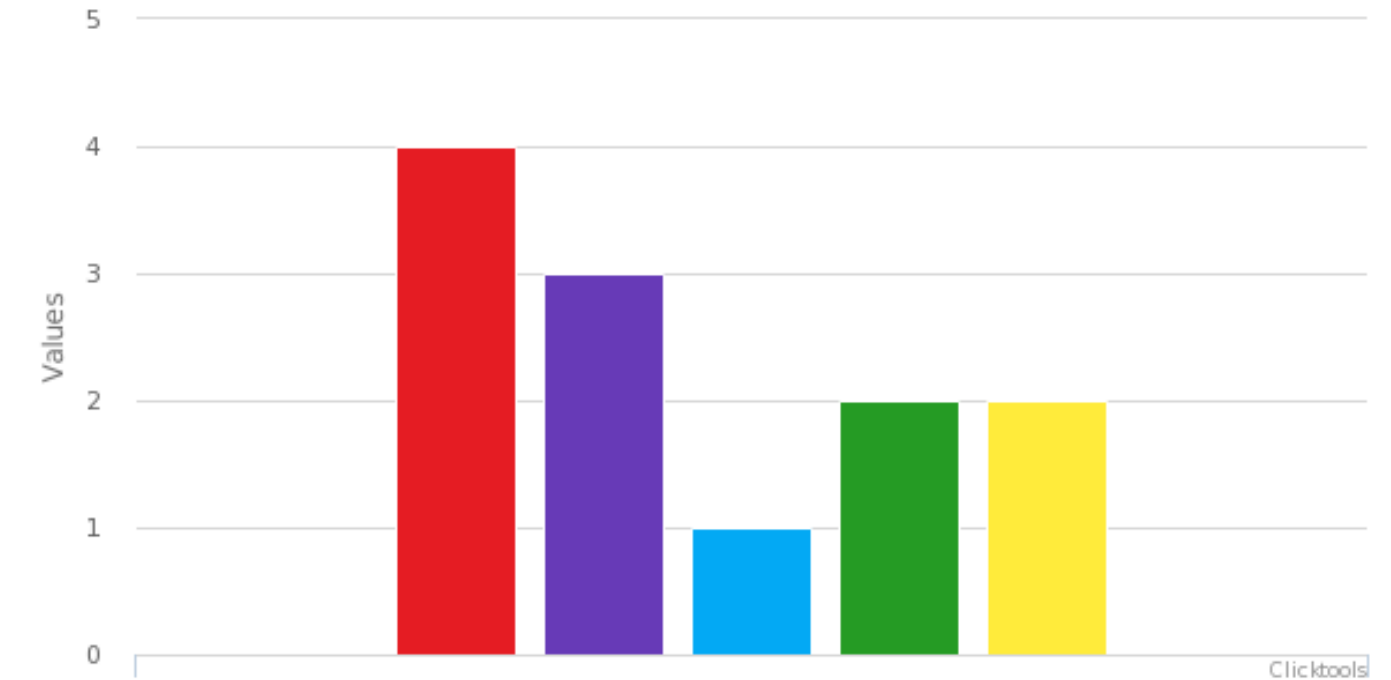
71.43% (5) 2 - No

28.57% (2)

Mean: 1.29

Response: 7

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



1 - Education Head

80% (4)

2 - Company Financial Head

60% (3)

3 - Company CEO

20% (1)

4 - Sales or Country Manager of impacted countries/customers

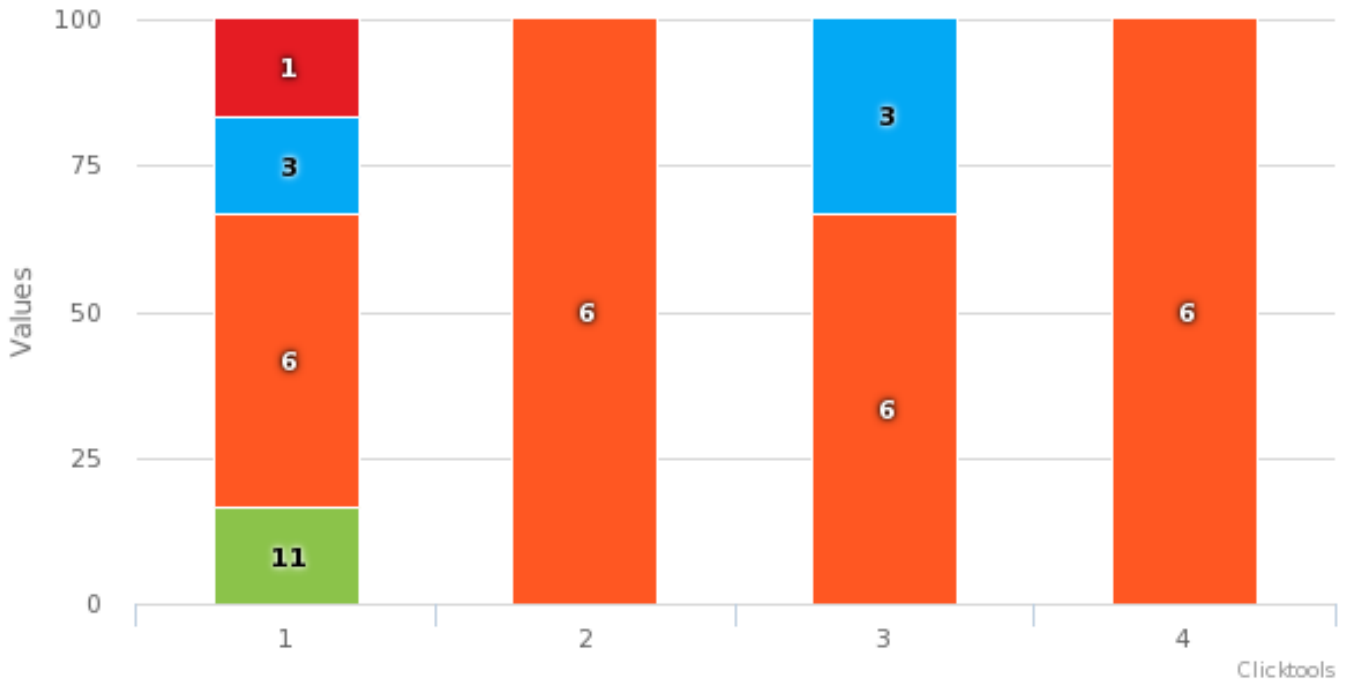
40% (2)

5 - Other

40% (2)

Response: 5

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

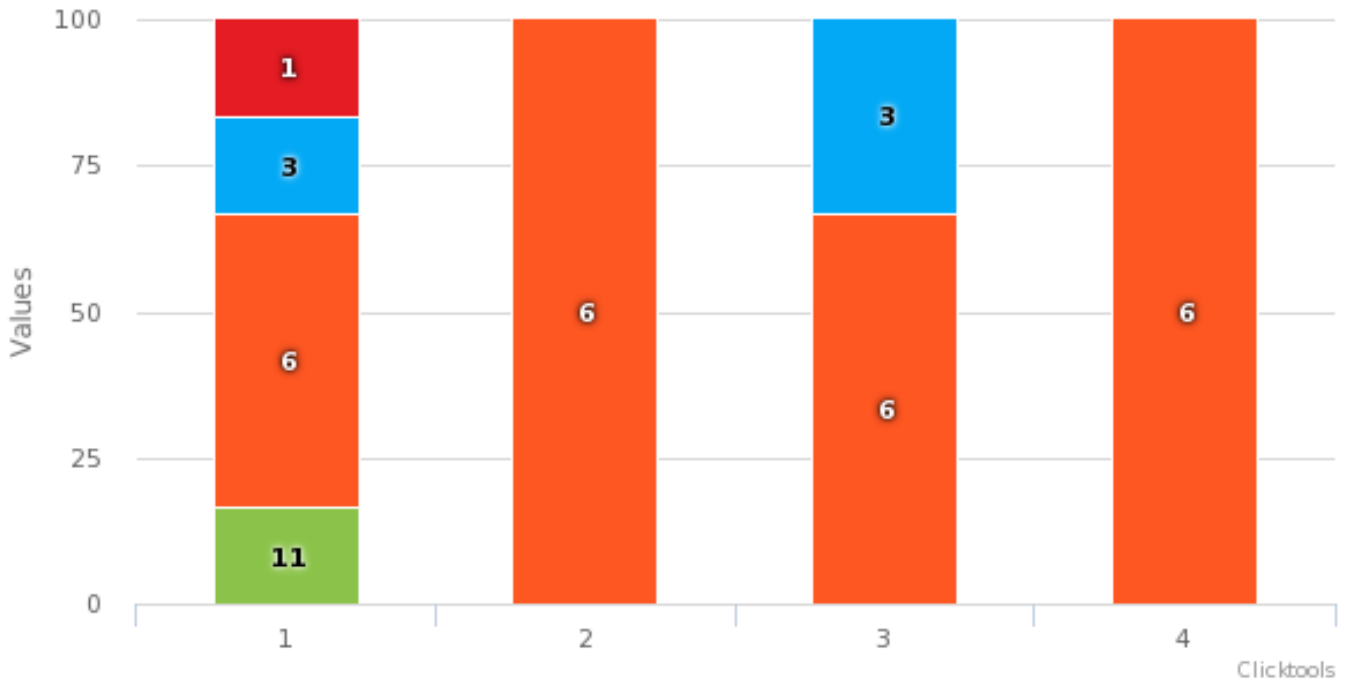


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	50% (3)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	5.5
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	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?

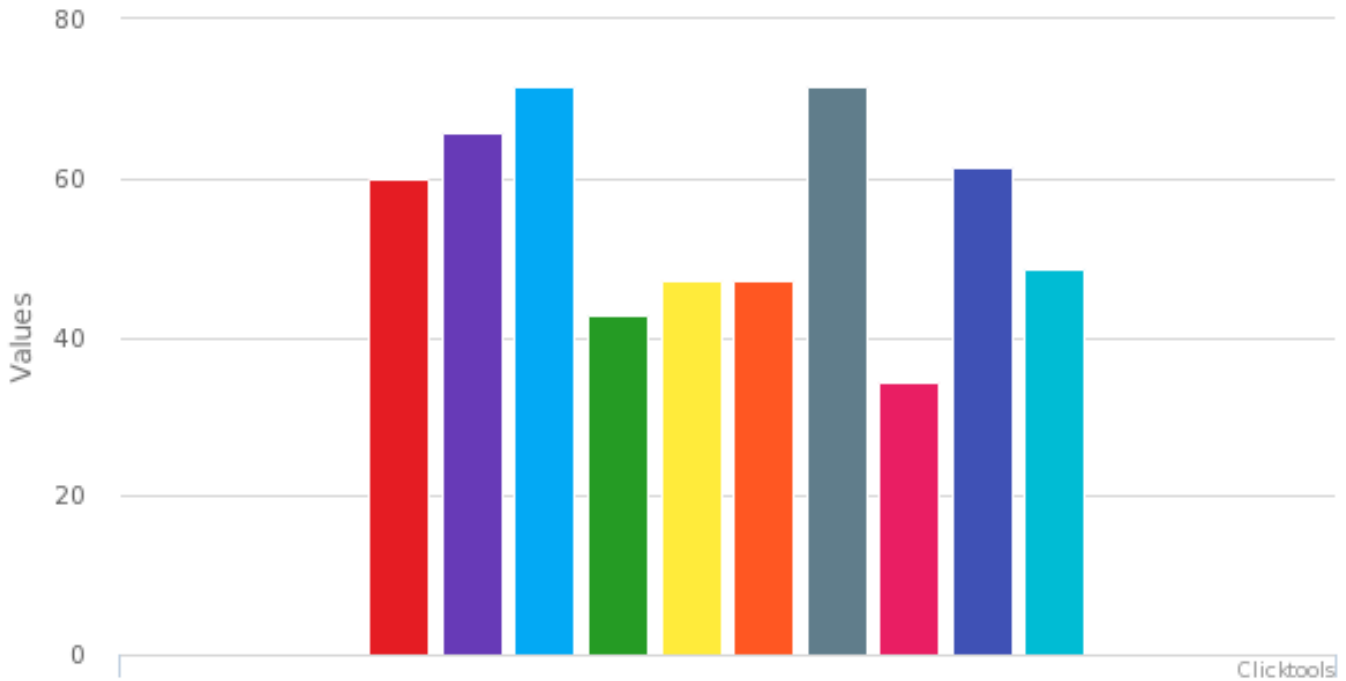


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	50% (3)	0% (0)	0% (0)	0% (0)	0% (0)	16.67% (1)	5.5
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	66.67% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 6

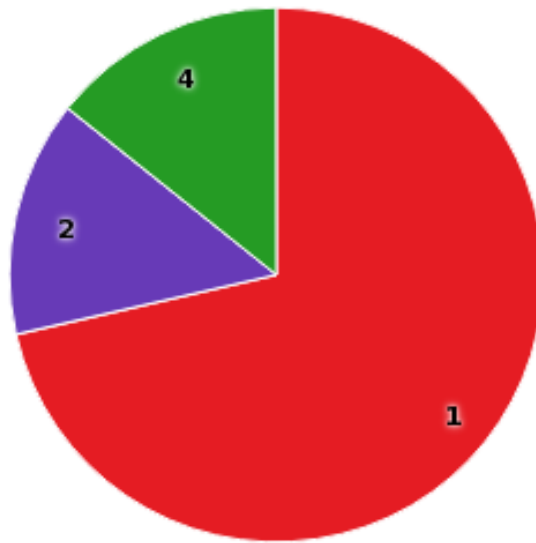
57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



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

Response: 7

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



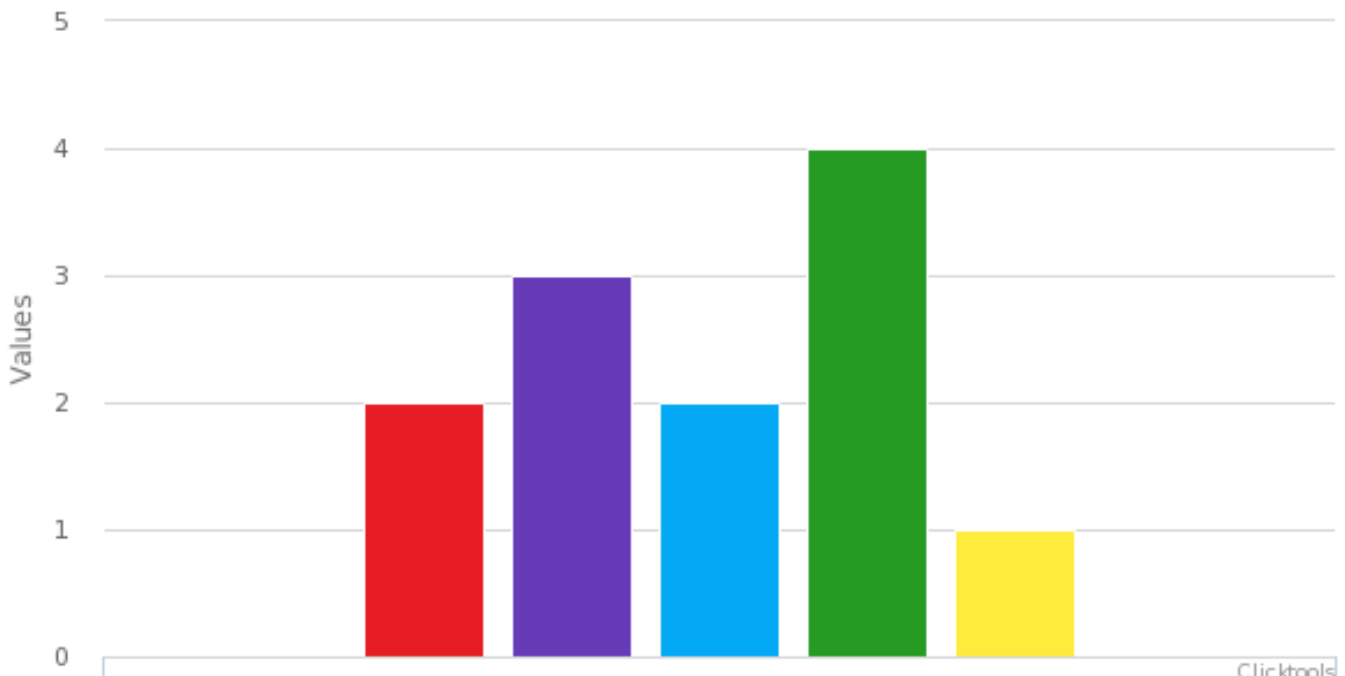
Clicktools

<span style="color: red;">■</span> 1 - No price differences for different local markets	71.43% (5)	<span style="color: purple;">■</span> 2 - Global pricelist and discounts by country to bring global price down to market price	14.29% (1)
<span style="color: blue;">■</span> 3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	0% (0)	<span style="color: green;">■</span> 4 - Pricelists for local markets which have different prices by market	14.29% (1)
<span style="color: yellow;">■</span> 5 - Other	0% (0)		

Mean: 1.57

Response: 7

### 59. What other type of discounts do you offer?

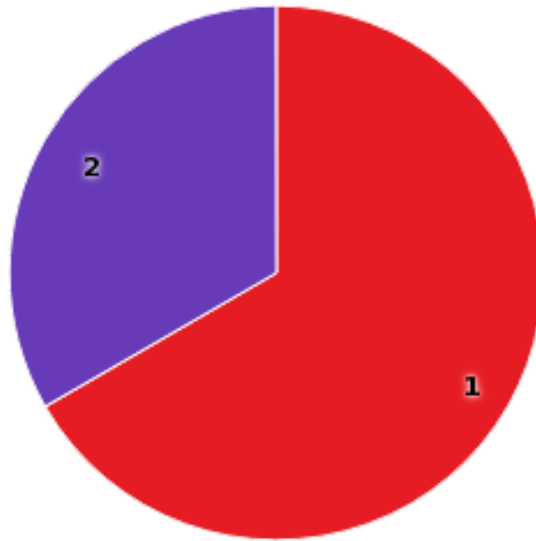


Clicktools

<span style="color: red;">■</span> 1 - Single volume (e.g. 10% for all deals above threshold)	28.57% (2)	<span style="color: purple;">■</span> 2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	42.86% (3)
<span style="color: blue;">■</span> 3 - Valued or repeat customers (loyalty program)	28.57% (2)	<span style="color: green;">■</span> 4 - Promotional discounts (time limited)	57.14% (4)
<span style="color: yellow;">■</span> 5 - Other	14.29% (1)		

Response: 7

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

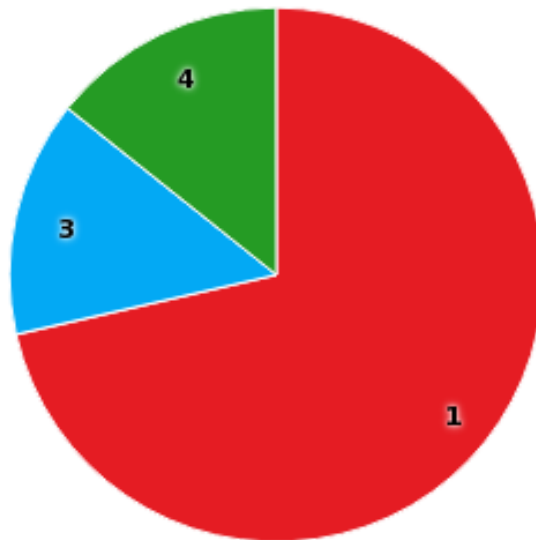


			Clicktools
1 - We don't have more than 1 discount type	66.67% (4)	2 - We have more than 1 discount type, but any customer can get only one of them	33.33% (2)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	0% (0)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0% (0)

Mean: 1.33

Response: 6

### 61. How do you manage pricing for global customers?

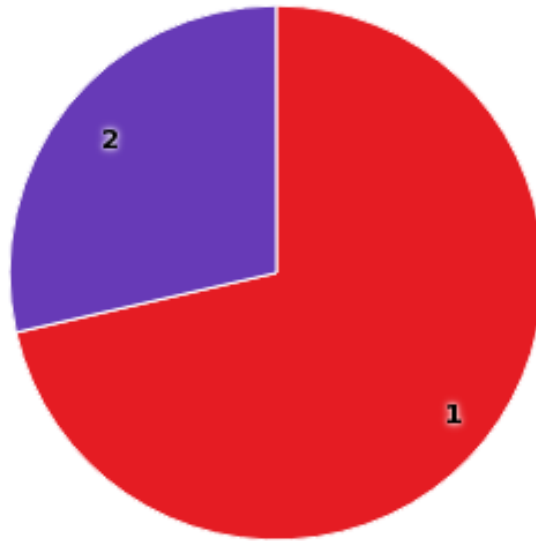


			Clicktools
1 - They have a single price globally	71.43% (5)	2 - They have discounts based on the location of their headquarters	0% (0)
3 - They receive different discounts based on the actual student 's location	14.29% (1)	4 - Other	14.29% (1)

Mean: 1.71

Response: 7

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



1 - Yes

71.43% (5)

2 - No

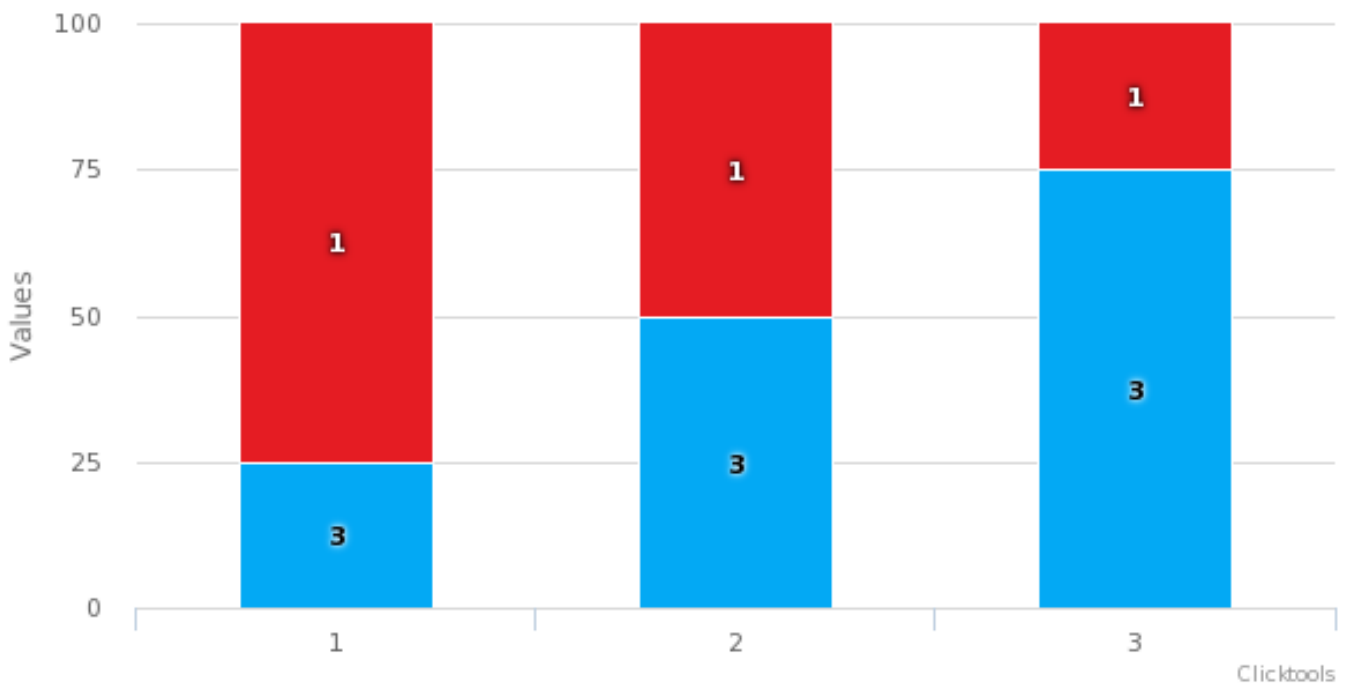
Clicktools

28.57% (2)

Mean: 1.29

Response: 7

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

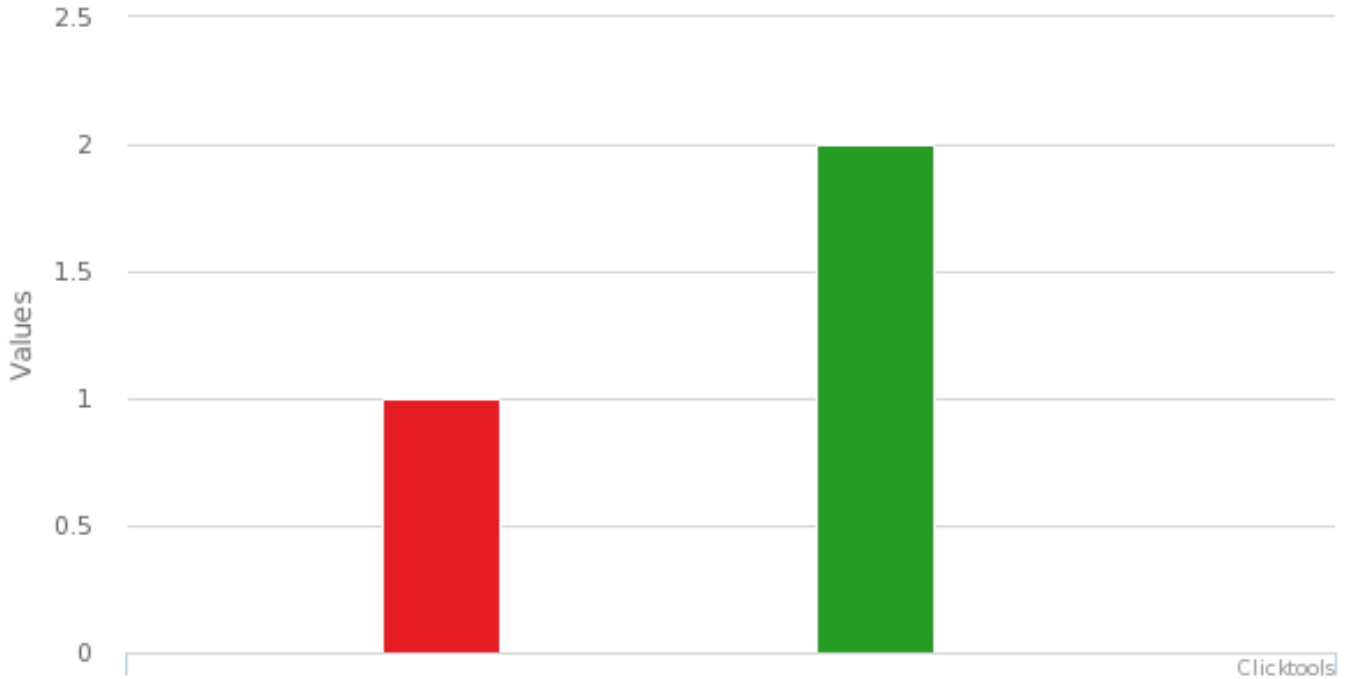


1 Free	2 List Price	3 Discount
--------	--------------	------------

	1	2	3	Mean
1 Channel Sales	75% (3)	0% (0)	25% (1)	1.5
2 Channel Presales	50% (2)	0% (0)	50% (2)	2
3 Channel Post sales - deployment, operations, maintenance	25% (1)	0% (0)	75% (3)	2.5

Response: 5

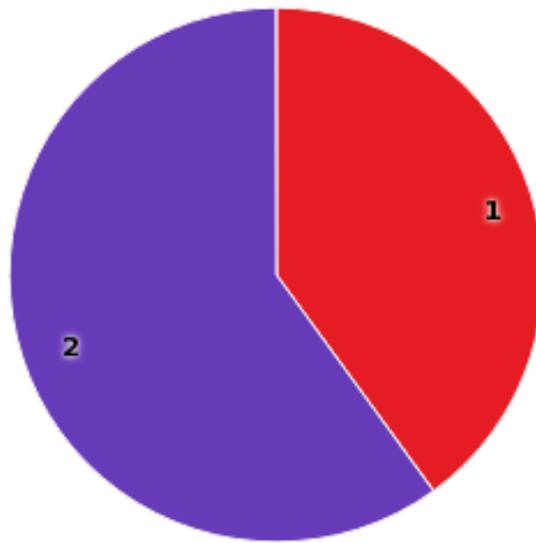
#### 64. How do you discount training for your channel partner?



1 - Depending on the partner level, a tiered discount structure	33.33% (1)	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	66.67% (2)
5 - Other	0% (0)		

Response: 3

**65. Do you allow partners to resell your training?**

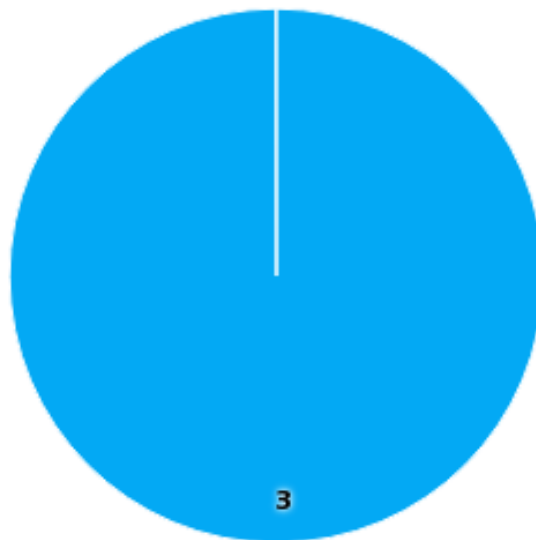


Response	Percentage	Count	Response	Percentage	Count
1 - No	40%	(2)	2 - Yes, can resell and get the normal partner discount to resell	60%	(3)
3 - Yes, can resell but get a higher discount	0%	(0)	4 - Yes, can resell but get a lower discount	0%	(0)

Mean: 1.6  
Response: 5

Clicktools

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

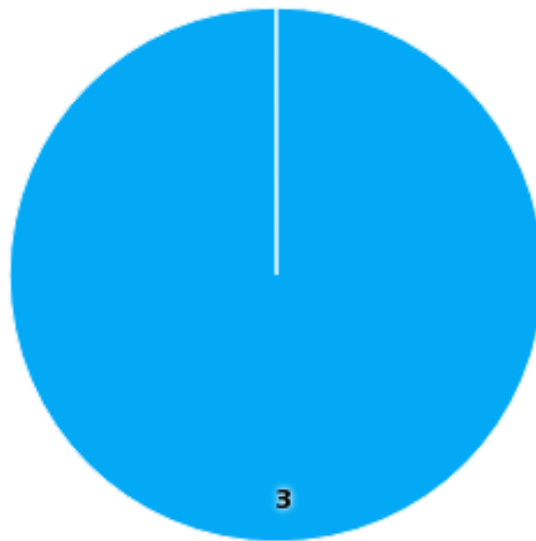


Response	Percentage	Count	Response	Percentage	Count
1 - 1-10%	0%	(0)	2 - 11-15%	0%	(0)
3 - 16-20%	100%	(2)	4 - 21-30%	0%	(0)
5 - Over 30%	0%	(0)	6 - Other	0%	(0)

Mean: 3  
Response: 2

Clicktools

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



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

Mean: 3  
Response: 1

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



Category	Percentage	Count	Category	Percentage	Count	Clicktools	Percentage	Count
1 - Yes	0%	(0)	2 - No	100%	(7)	Clicktools		

Mean: 2  
Response: 7

**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

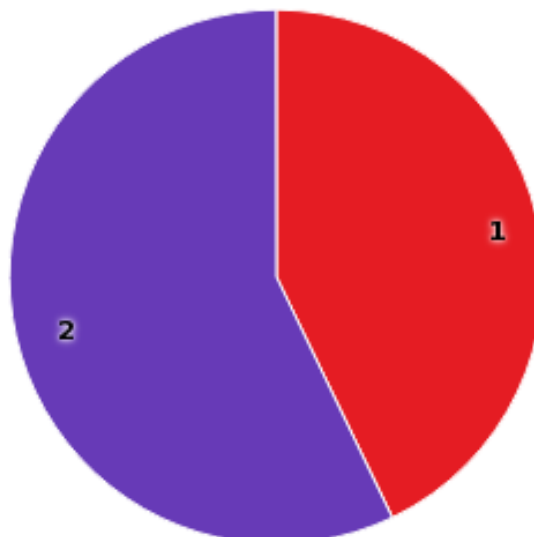
Response: 0

**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?**



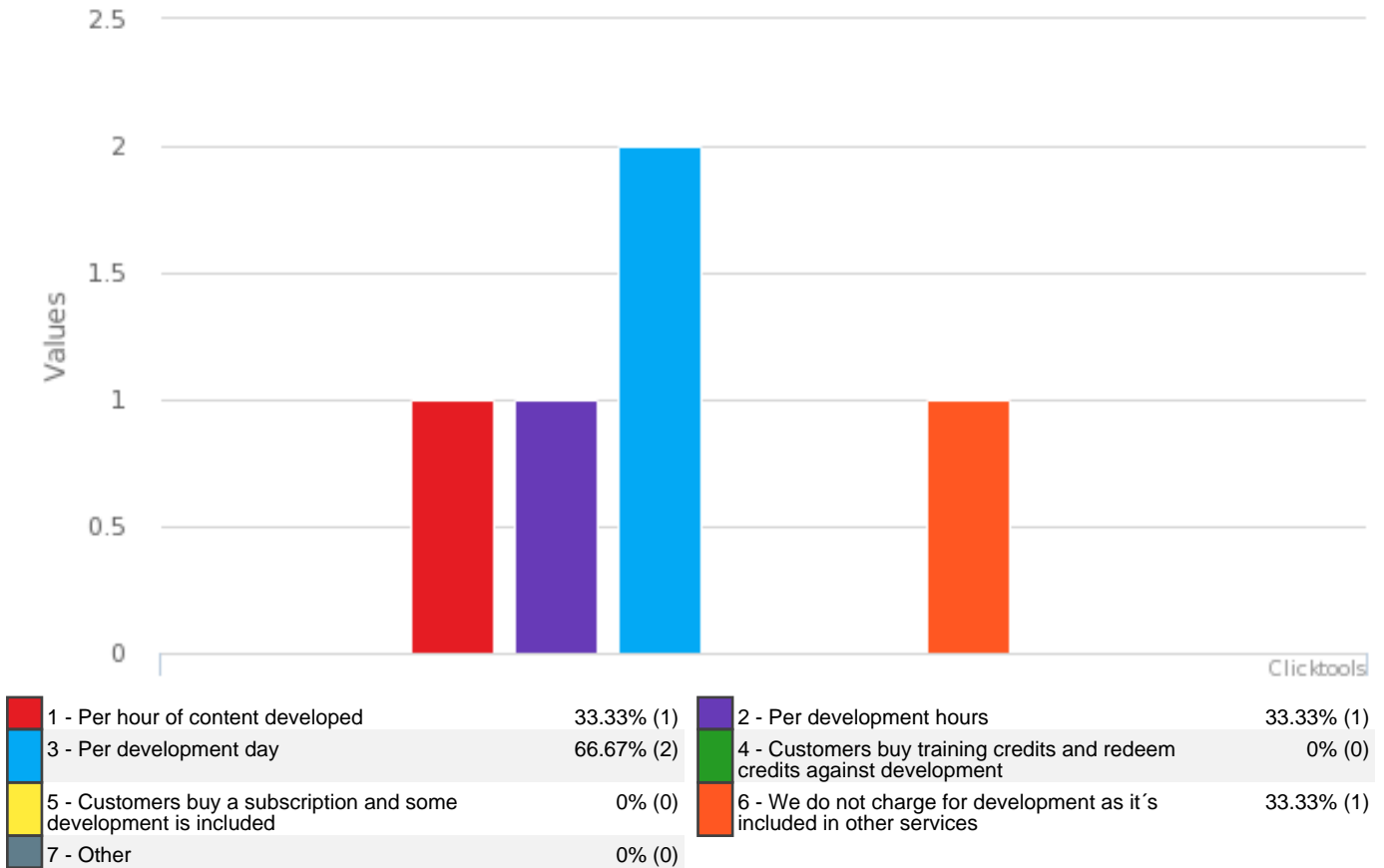
■ 1 - Yes      42.86% (3)      ■ 2 - No      57.14% (4)

Mean: 1.57

Clicktools

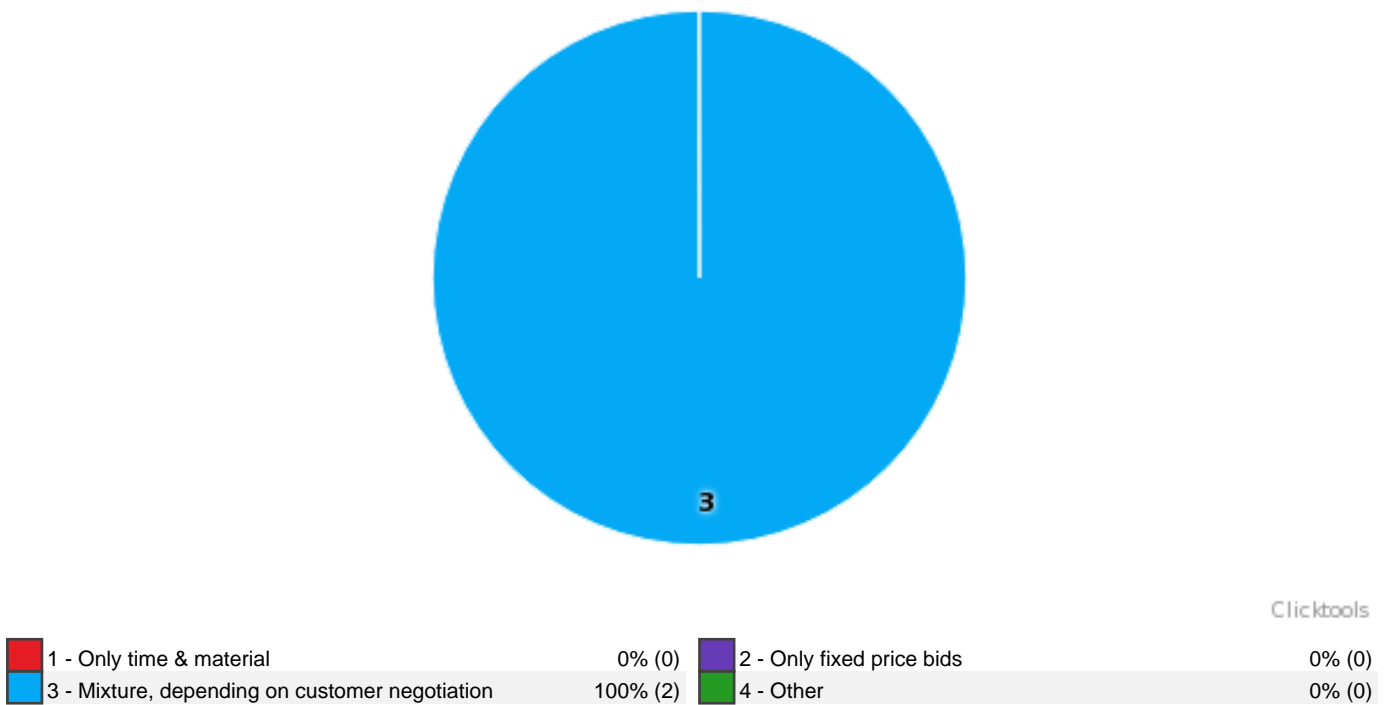
Response: 7

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



Response: 3

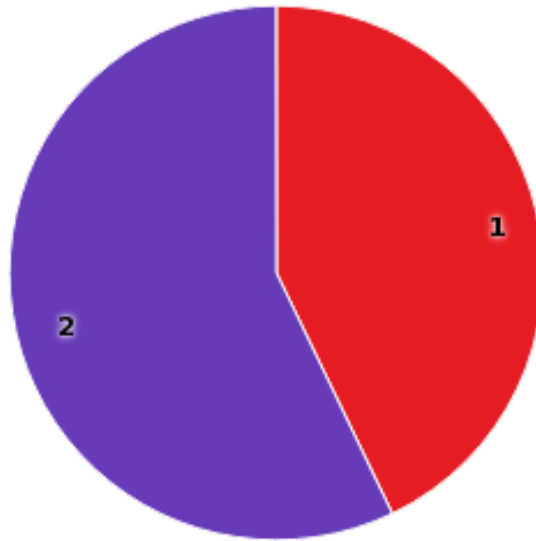
### 75. How do you quote for development work?



Mean: 3

Response: 2

### 76. Do you offer services to customize existing courses?



1 - Yes

42.86% (3) 2 - No

Clicktools

57.14% (4)

Mean: 1.57

Response: 7

### 77. When do you start to charge for customization?



1 - Never charge

0% (0)

2 - Strictly for any customization

33.33% (1)

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

33.33% (1)

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

0% (0)

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

33.33% (1)

Mean: 3.33

Response: 3

Clicktools