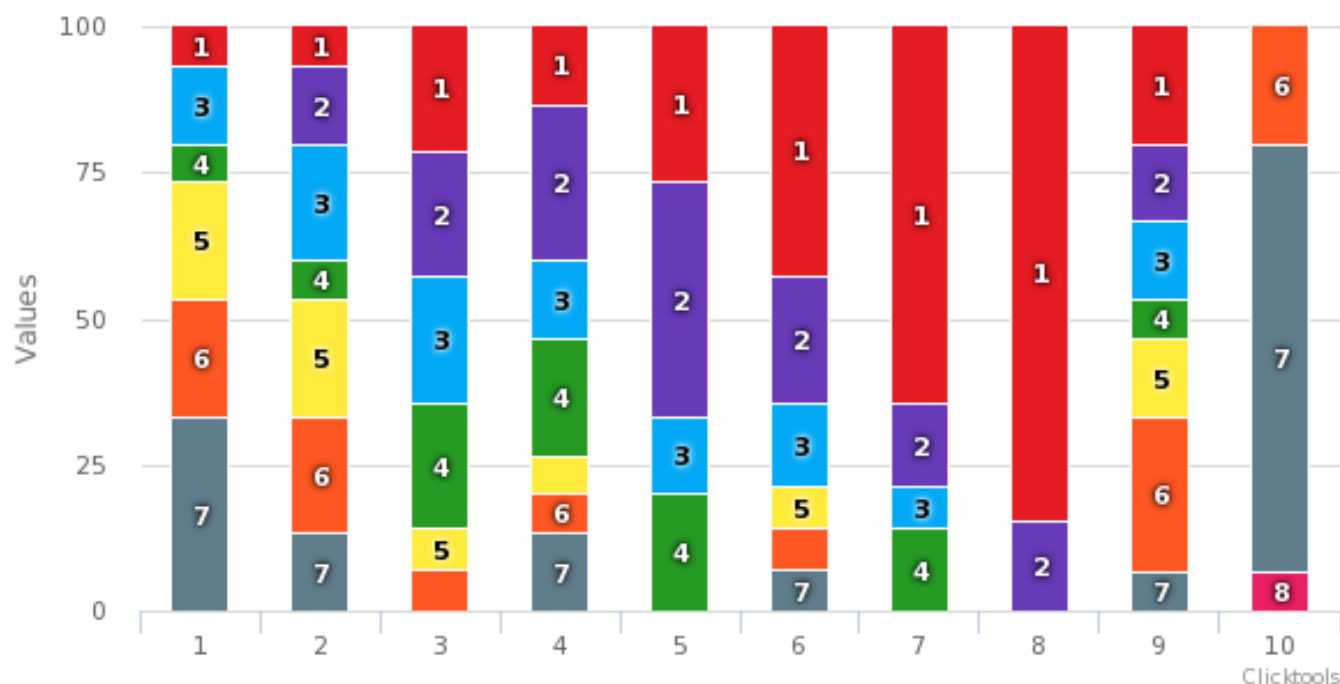# Education Revenue > $5M (15)

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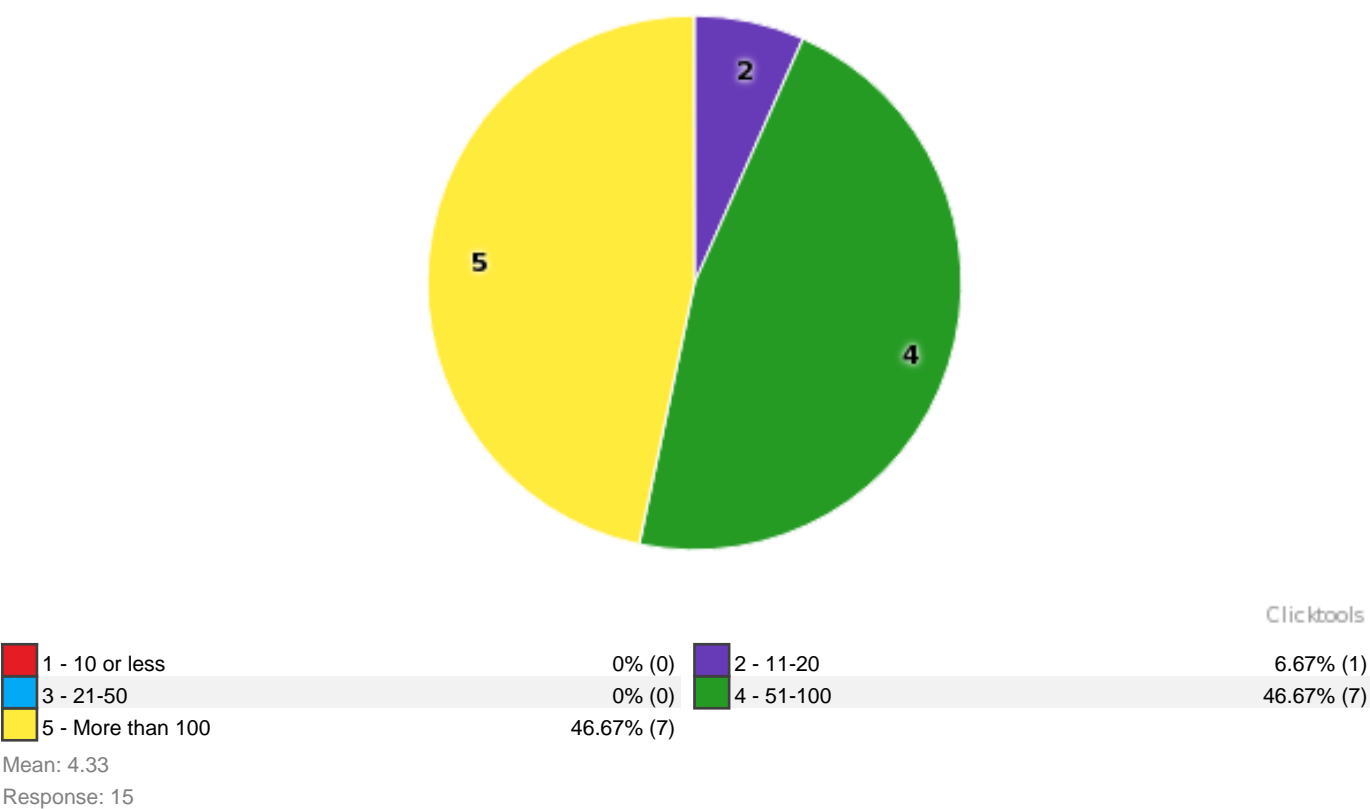

1	No revenue	2	<$500K	3	$500K-$1M	4	$1M-$3M
5	$3M-$5M	6	$5M-$10M	7	$10M-$50M	8	$50M-$100M
9	>$100M						

		1	2	3	4	5	6	7	8	9	Mean
1	Live Classroom	6.67% (1)	0% (0)	13.33% (2)	6.67% (1)	20% (3)	20% (3)	33.33% (5)	0% (0)	0% (0)	5.27
2	Virtual Classroom	6.67% (1)	13.33% (2)	20% (3)	6.67% (1)	20% (3)	20% (3)	13.33% (2)	0% (0)	0% (0)	4.33
3	e-Learning	21.43% (3)	21.43% (3)	21.43% (3)	21.43% (3)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	0% (0)	2.93
4	Self-paced	13.33% (2)	26.67% (4)	13.33% (2)	20% (3)	6.67% (1)	6.67% (1)	13.33% (2)	0% (0)	0% (0)	3.53
5	Certification	26.67% (4)	40% (6)	13.33% (2)	20% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.27
6	Learning Consulting	42.86% (6)	21.43% (3)	14.29% (2)	0% (0)	7.14% (1)	7.14% (1)	7.14% (1)	0% (0)	0% (0)	2.57
7	Learning Technologies	64.29% (9)	14.29% (2)	7.14% (1)	14.29% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
8	New learning modalities	84.62% (11)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.15
9	Subscriptions	20% (3)	13.33% (2)	13.33% (2)	6.67% (1)	13.33% (2)	26.67% (4)	6.67% (1)	0% (0)	0% (0)	3.87
10	TOTAL TRAINING REVENUE	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	20% (3)	73.33% (11)	6.67% (1)	0% (0)	6.87

Response: 15

2. What was your education organization's headcount in the most recent fiscal year?
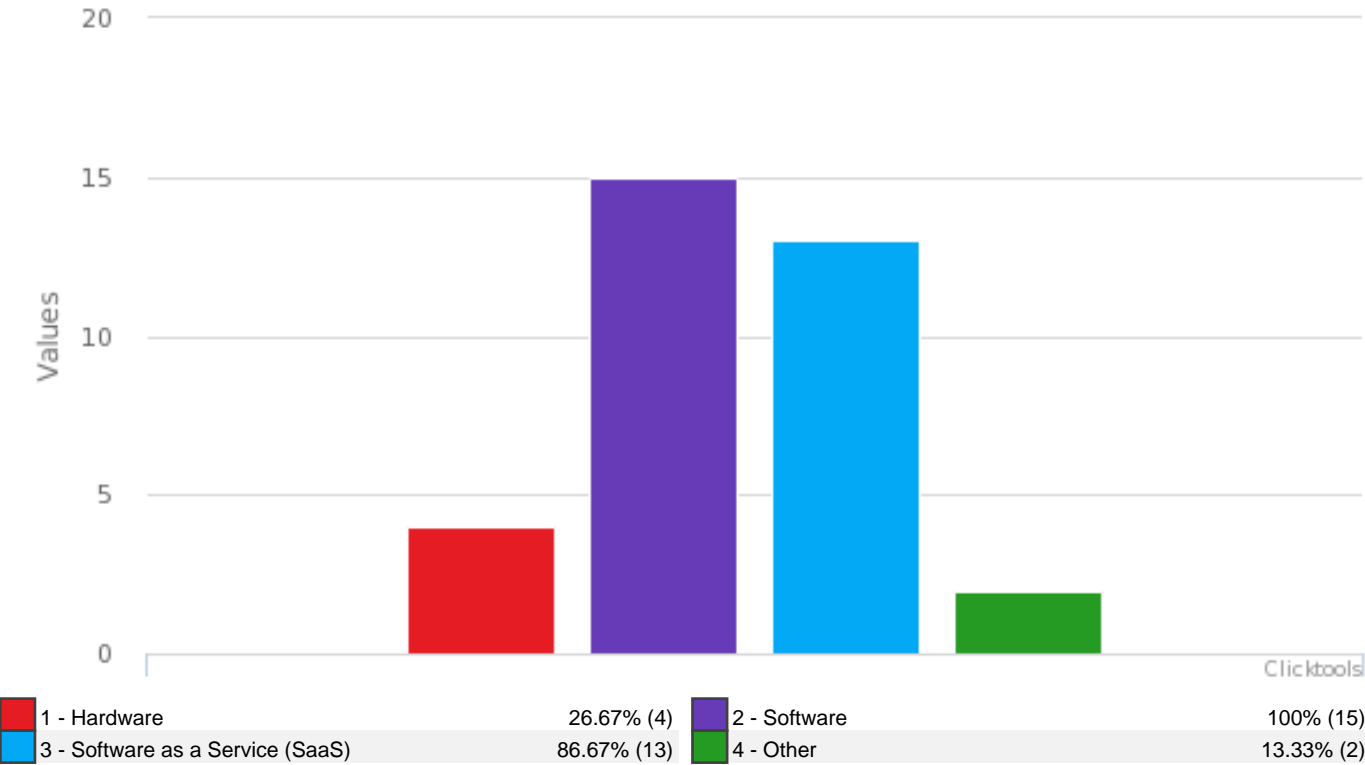
■ 1 - 10 or less	0% (0)	■ 2 - 11-20	6.67% (1)
■ 3 - 21-50	0% (0)	■ 4 - 51-100	46.67% (7)
■ 5 - More than 100	46.67% (7)		

Mean: 4.33
Response: 15

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

■ 1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	86.67% (13)	■ 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)	6.67% (1)	■ 4 - A hybrid depending upon the education business unit	6.67% (1)
■ 5 - Other	0% (0)		

Mean: 1.33

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

■ 1 - Hardware	26.67% (4)	■ 2 - Software	100% (15)
■ 3 - Software as a Service (SaaS)	86.67% (13)	■ 4 - Other	13.33% (2)

Response: 15

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

■ 1 - $100M or less	0% (0)	■ 2 - Between $101M and $500M	0% (0)
■ 3 - Between $501M and $1B	20% (3)	■ 4 - More than $1B and less than $3B	40% (6)
■ 5 - More than $3B and less than $10B	26.67% (4)	■ 6 - More than $10B and less than $25B	0% (0)
■ 7 - $25B or more	13.33% (2)		
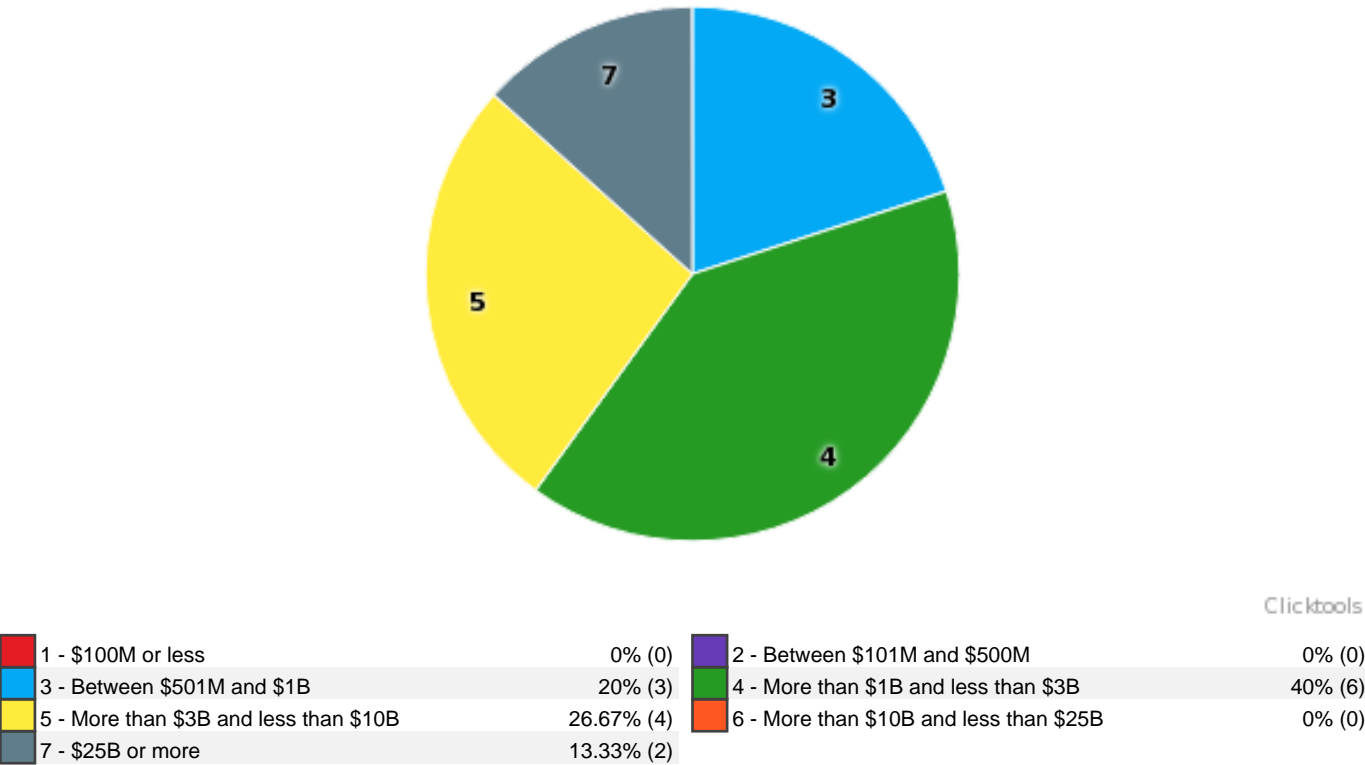
Mean: 4.47

Response: 15

6. How many full-time employees does your company have worldwide?
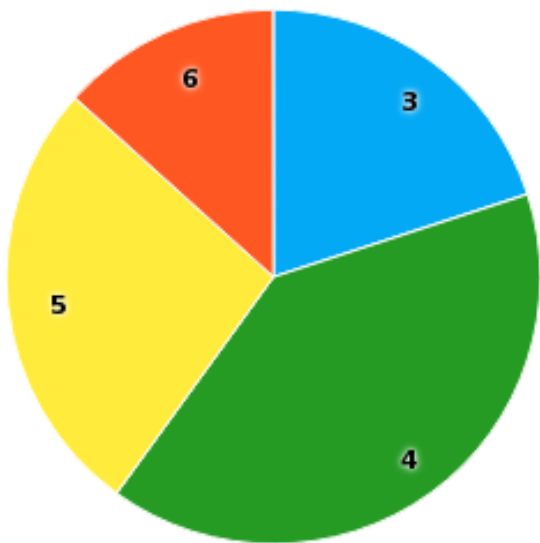
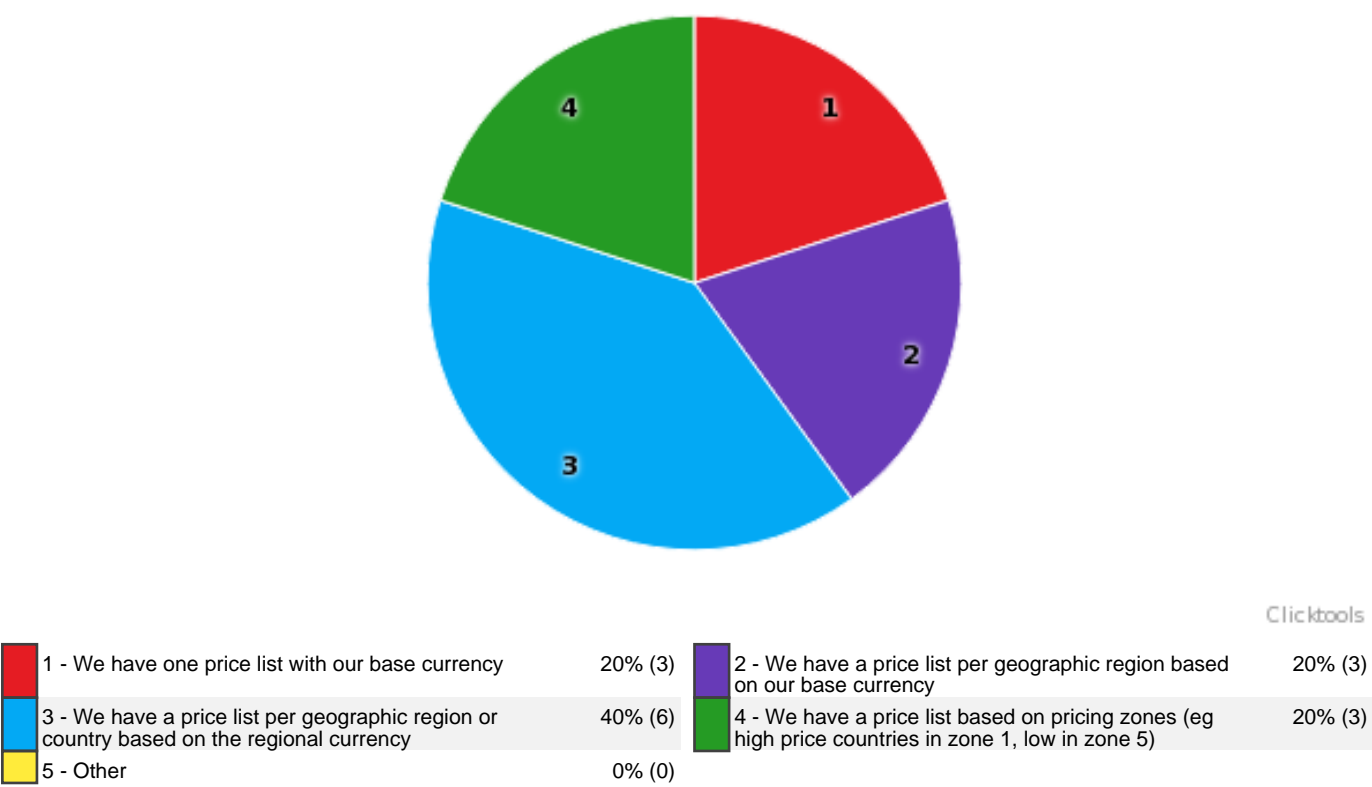|			
1 - 100 or less	0% (0)	2 - 101 to 1000	0% (0)
3 - 1001 to 5000	20% (3)	4 - 5001 to 10000	40% (6)
5 - 10001 to 50000	26.67% (4)	6 - More than 50000	13.33% (2)

Mean: 4.33
Response: 15

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

1 - USD	93.33% (14)	2 - EUR	0% (0)
3 - GBP	6.67% (1)	4 - Other	0% (0)

Mean: 1.13
Response: 15

8. How do you manage price lists globally?

🟥	1 - We have one price list with our base currency	20% (3)	🟪 2 - We have a price list per geographic region based on our base currency	20% (3)
🟦	3 - We have a price list per geographic region or country based on the regional currency	40% (6)	🟩 4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	20% (3)
🟨	5 - Other	0% (0)		

Mean: 2.6
Response: 15

9. In which currencies do you charge your customers (choose all that apply)?
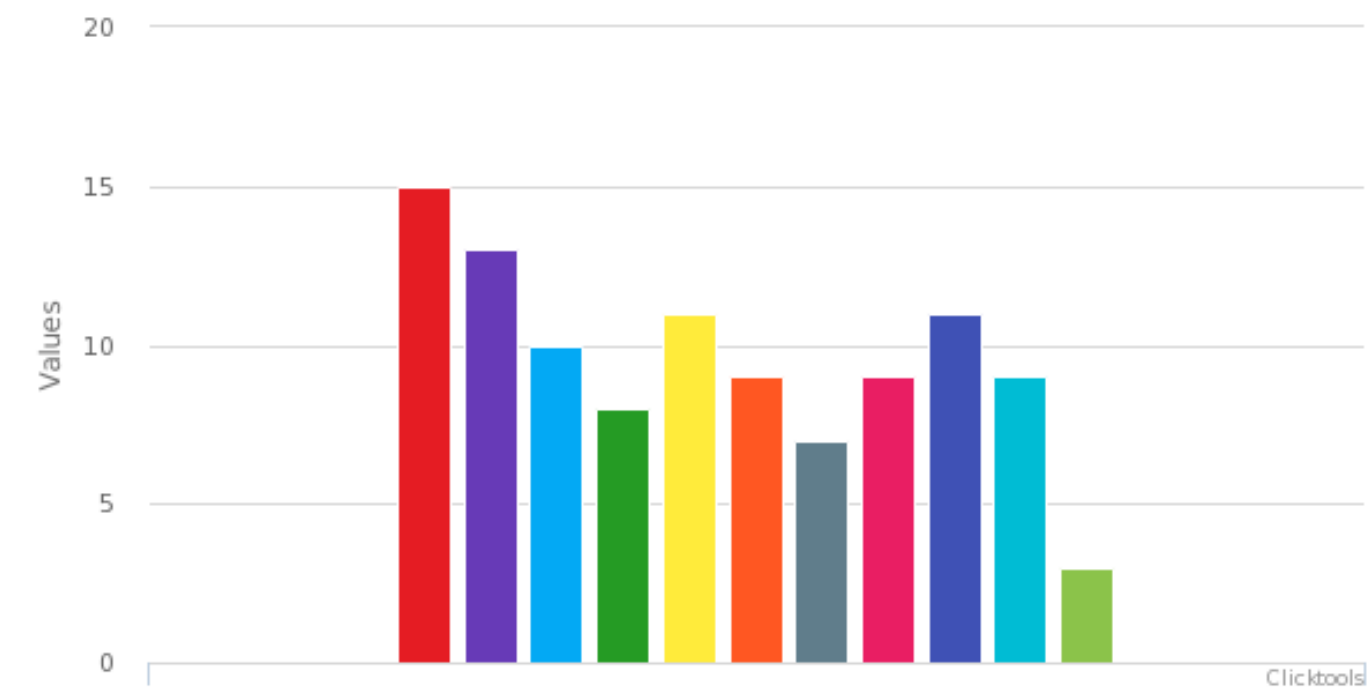
■ 1 - USD	100% (15)	■ 2 - EUR	86.67% (13)
■ 3 - GBP	66.67% (10)	■ 4 - JYP (Japan)	53.33% (8)
■ 5 - AUD (Australia)	73.33% (11)	■ 6 - INR (India)	60% (9)
■ 7 - CNY (China)	46.67% (7)	■ 8 - BRL (Brazil)	60% (9)
■ 9 - CAD	73.33% (11)	■ 10 - SGD (Singapore)	60% (9)
■ 11 - Other	20% (3)		

Response: 15

10. Do you use a fixed rate or is the price in the local currency, changing based on the actual exchange rate?
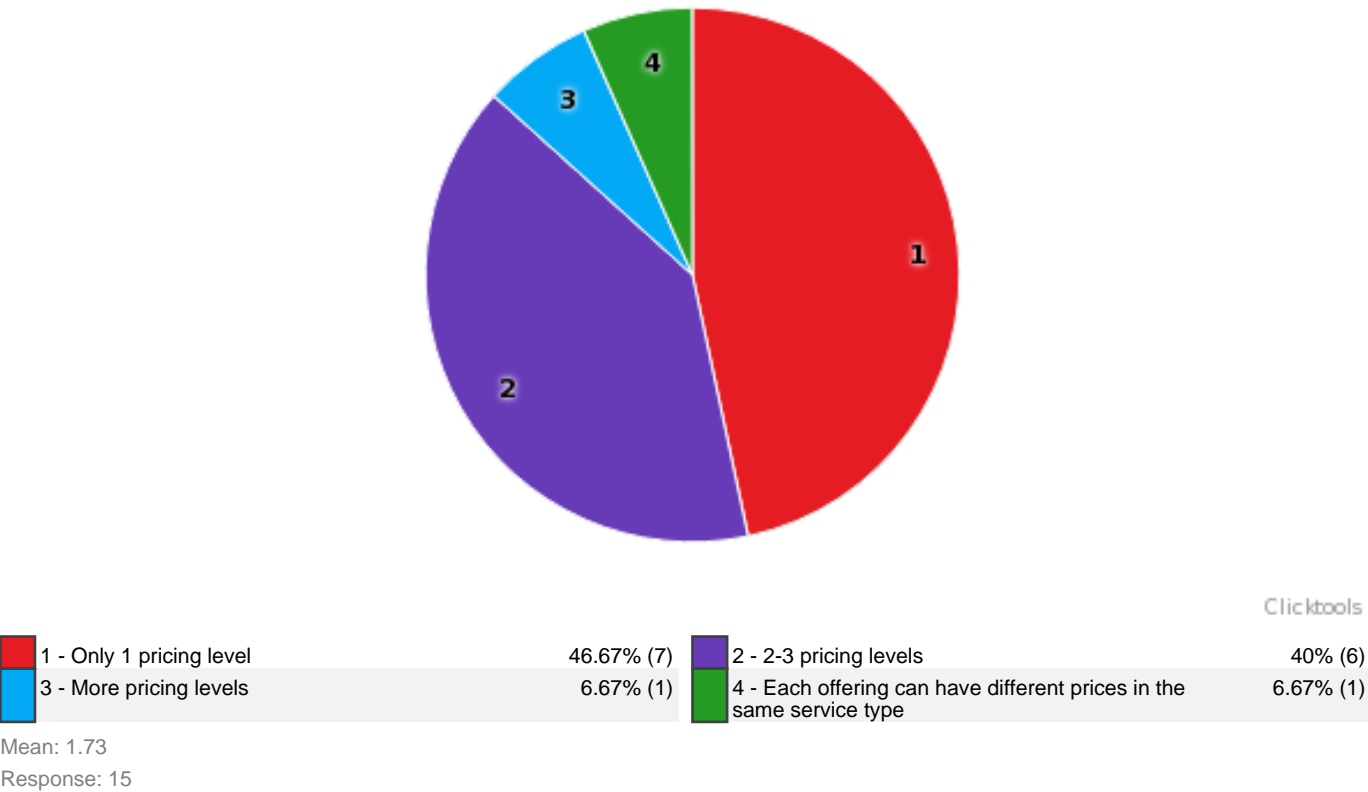
■ 1 - Fixed rate in local currency	93.33% (14)	■ 2 - Price changing based on the actual exchange rate	6.67% (1)

Mean: 1.07
Response: 15

11. How are the prices calculated?

1 - Costs plus margin (all costs plus required margin)	6.67% (1)	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	40% (6)
5 - Other	0% (0)		

Mean: 2.93
Response: 15
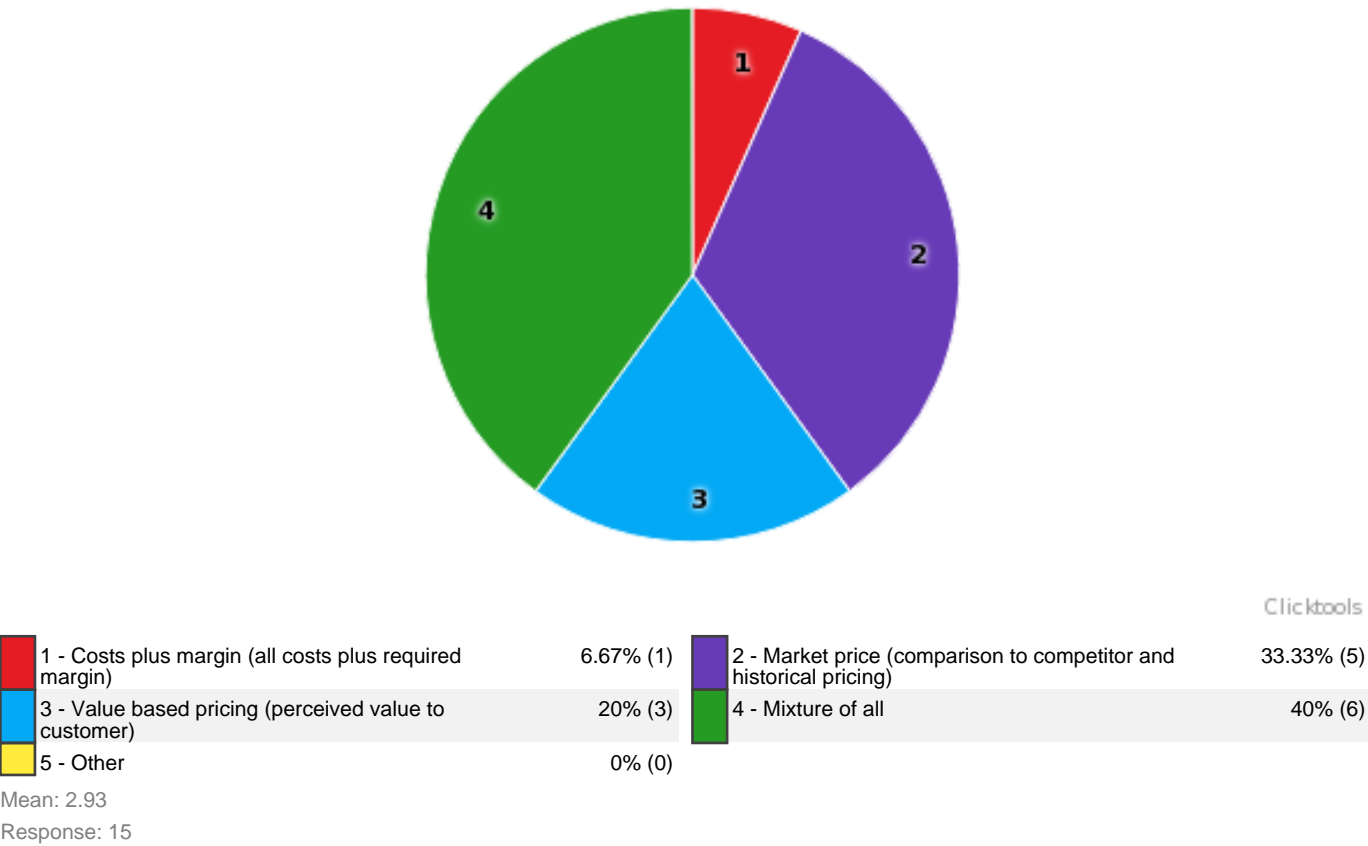
12. Do you have different pricing levels for the same learning service type (for example, open classes)?

1 - Only 1 pricing level	46.67% (7)	2 - 2-3 pricing levels	40% (6)
3 - More pricing levels	6.67% (1)	4 - Each offering can have different prices in the same service type	6.67% (1)

Mean: 1.73
Response: 15

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

|			
1 - <10%	12.5% (1)	2 - 10-25%	37.5% (3)
3 - 26-50%	25% (2)	4 - >50%	25% (2)

Mean: 2.62
Response: 8
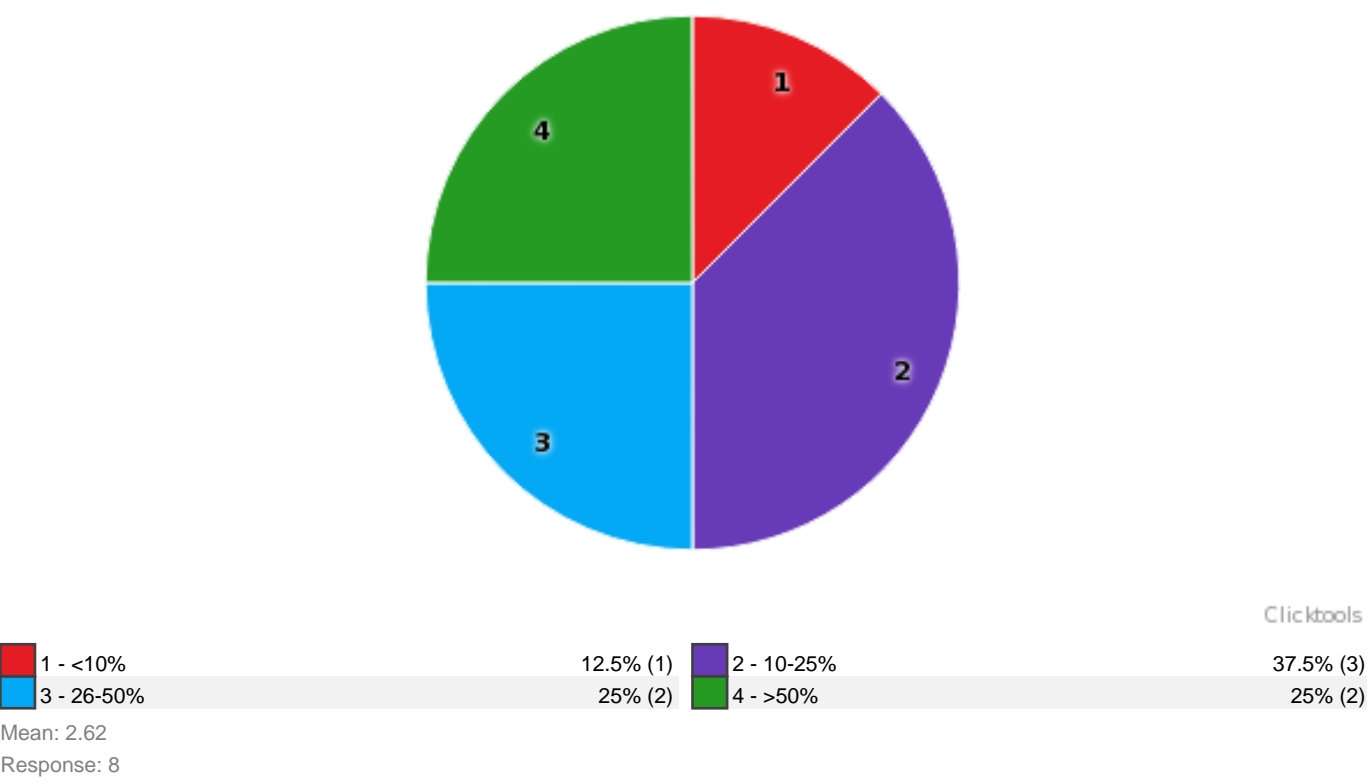
14. Do you have different pricing per audience: compare the price per hour and same delivery format to a technical audience (admin or developer).

1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						
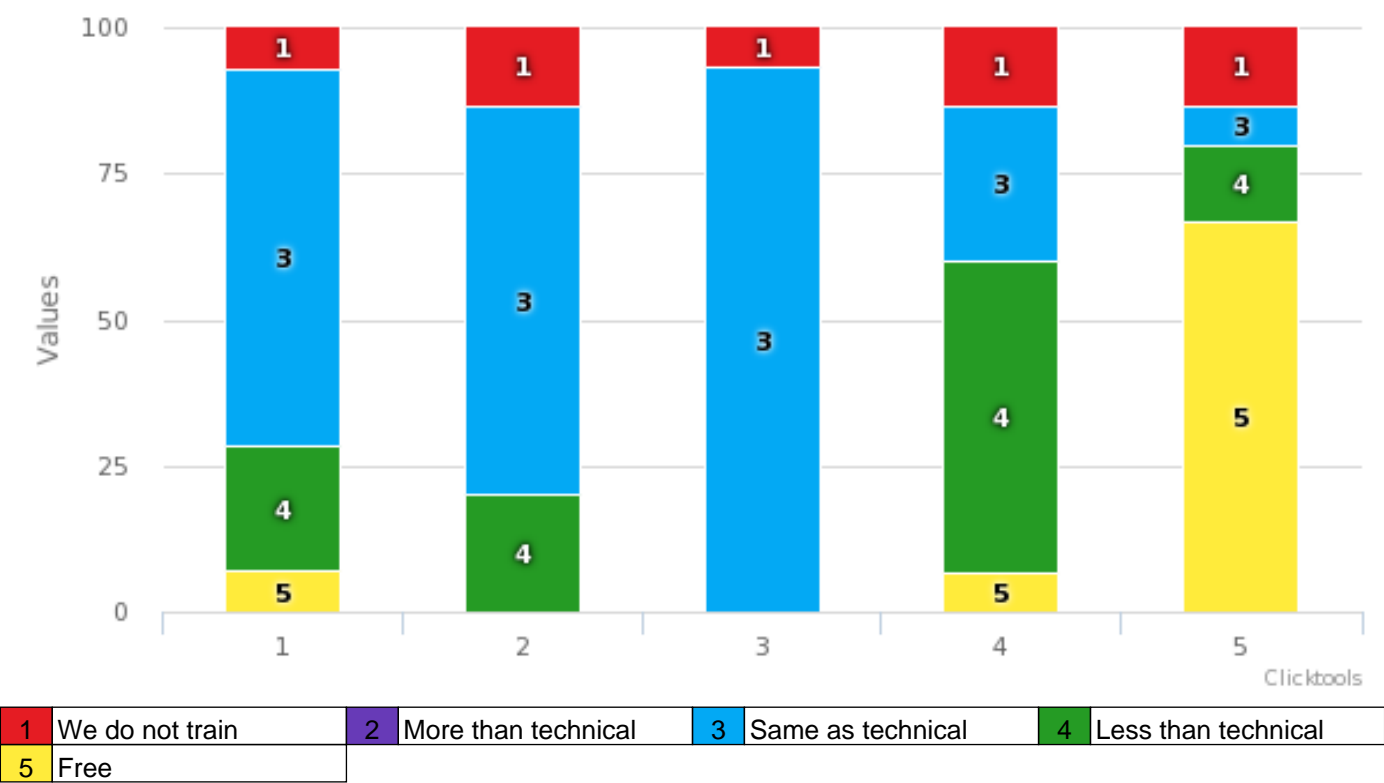
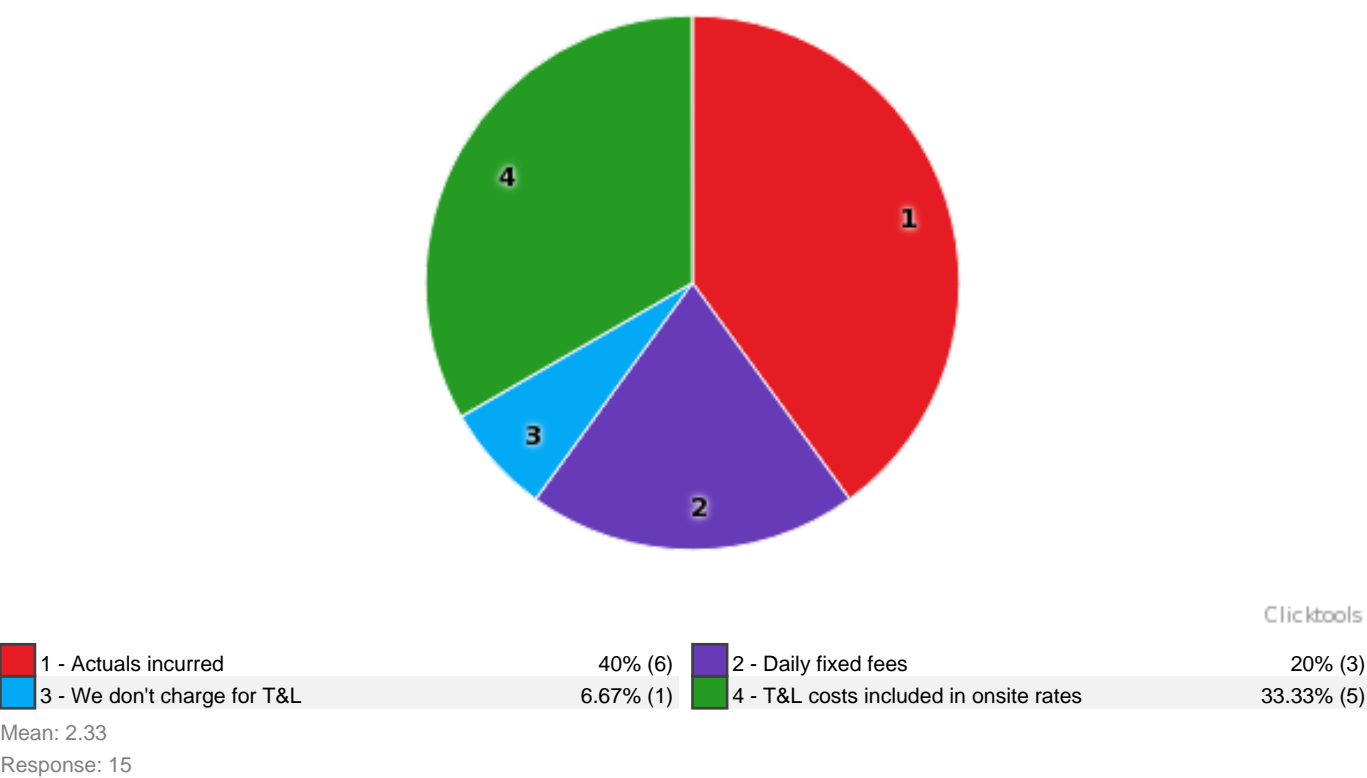|	1	2	3	4	5	Mean
1 End user	7.14% (1)	0% (0)	64.29% (9)	21.43% (3)	7.14% (1)	3.21
2 Business User	13.33% (2)	0% (0)	66.67% (10)	20% (3)	0% (0)	2.93
3 Technical/Admin	6.67% (1)	0% (0)	93.33% (14)	0% (0)	0% (0)	2.87
4 Partner	13.33% (2)	0% (0)	26.67% (4)	53.33% (8)	6.67% (1)	3.4
5 Employee	13.33% (2)	0% (0)	6.67% (1)	13.33% (2)	66.67% (10)	4.2

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.
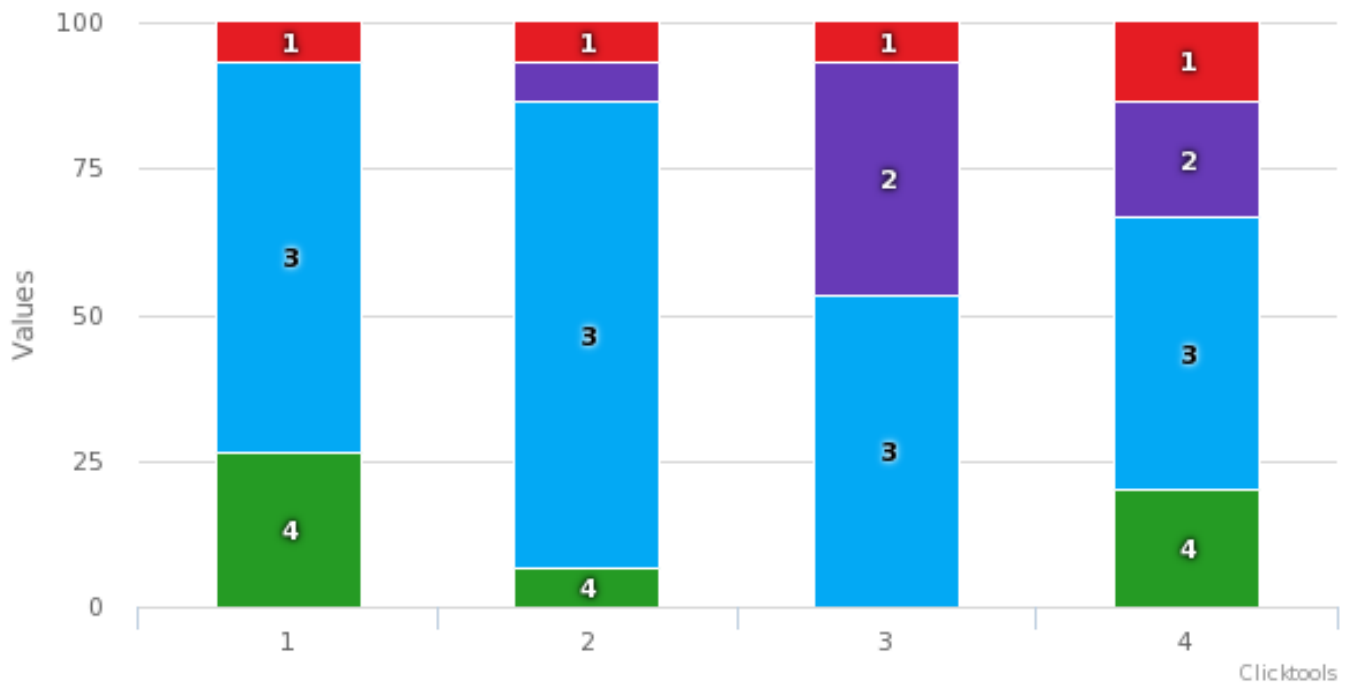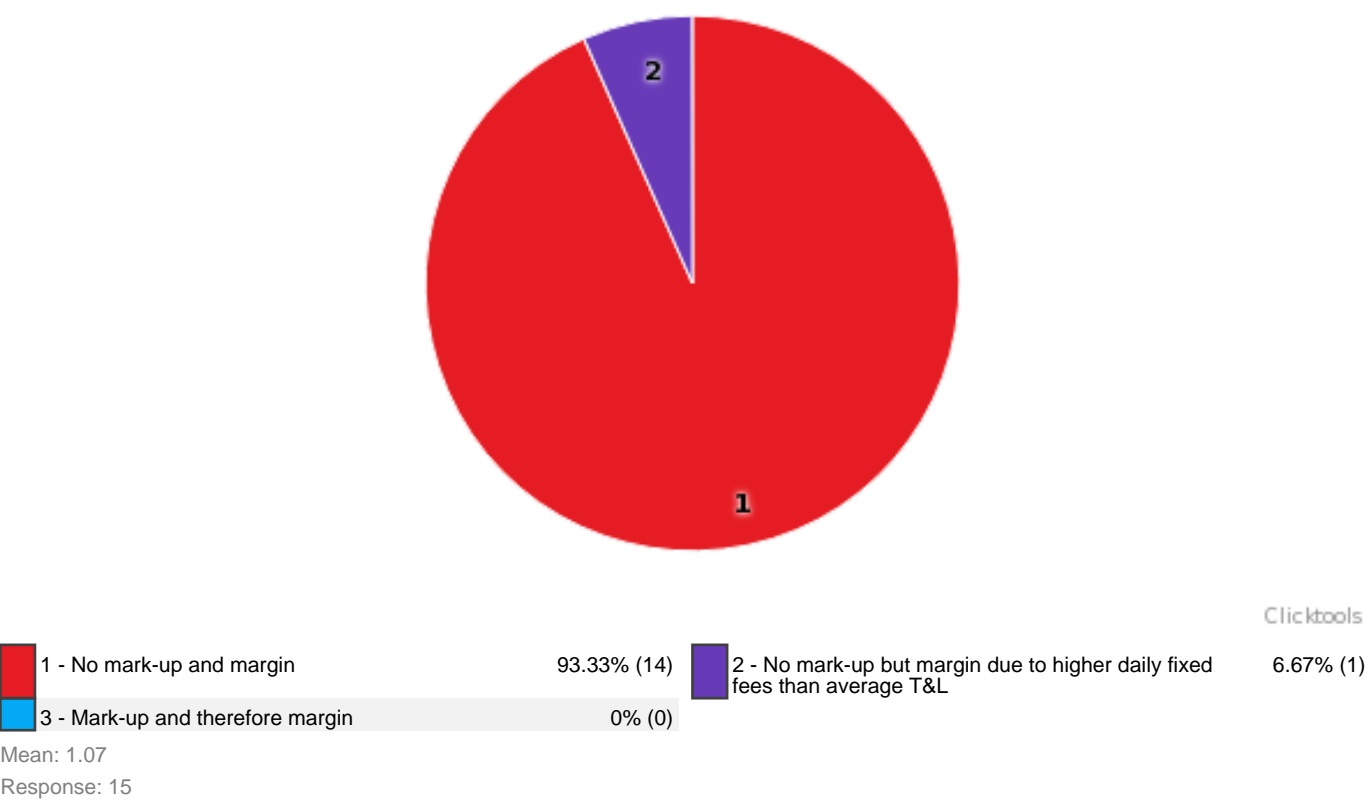

1	We do not provide	2	More than the first	3	Same as the first	4	Less than the first

	1	2	3	4	Mean
1 Overview/introduction	6.67% (1)	0% (0)	66.67% (10)	26.67% (4)	3.13
2 Fundamentals/new starter	6.67% (1)	6.67% (1)	80% (12)	6.67% (1)	2.87
3 Advanced/expert	6.67% (1)	40% (6)	53.33% (8)	0% (0)	2.47
4 Workshop	13.33% (2)	20% (3)	46.67% (7)	20% (3)	2.73

Response: 15

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

■ 1 - Actuals incurred	40% (6)	■ 2 - Daily fixed fees	20% (3)
■ 3 - We don't charge for T&L	6.67% (1)	■ 4 - T&L costs included in onsite rates	33.33% (5)

Mean: 2.33
Response: 15

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

■ 1 - No mark-up and margin	93.33% (14)	■ 2 - No mark-up but margin due to higher daily fixed fees than average T&L	6.67% (1)
■ 3 - Mark-up and therefore margin	0% (0)		

Mean: 1.07
Response: 15

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

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

Mean: 1.33
Response: 15
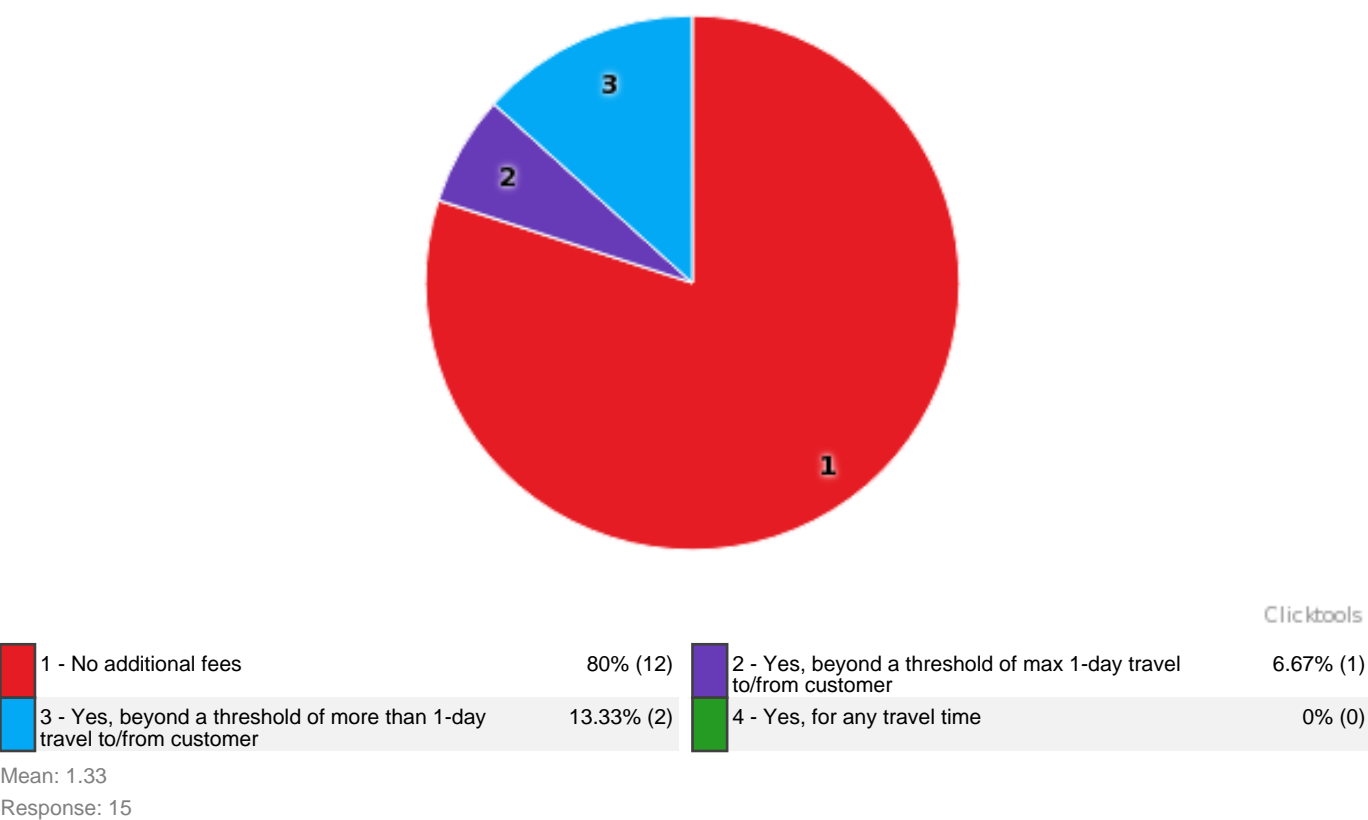
19. What do you charge for instructor travel time per day of travel?

|			
1 - 0-30% of instructor rate	33.33% (1)	2 - 31%-50% of instructor rate	66.67% (2)
3 - 51-75% of instructor rate	0% (0)	4 - 76%-100% of instructor rate	0% (0)

Mean: 1.67
Response: 3
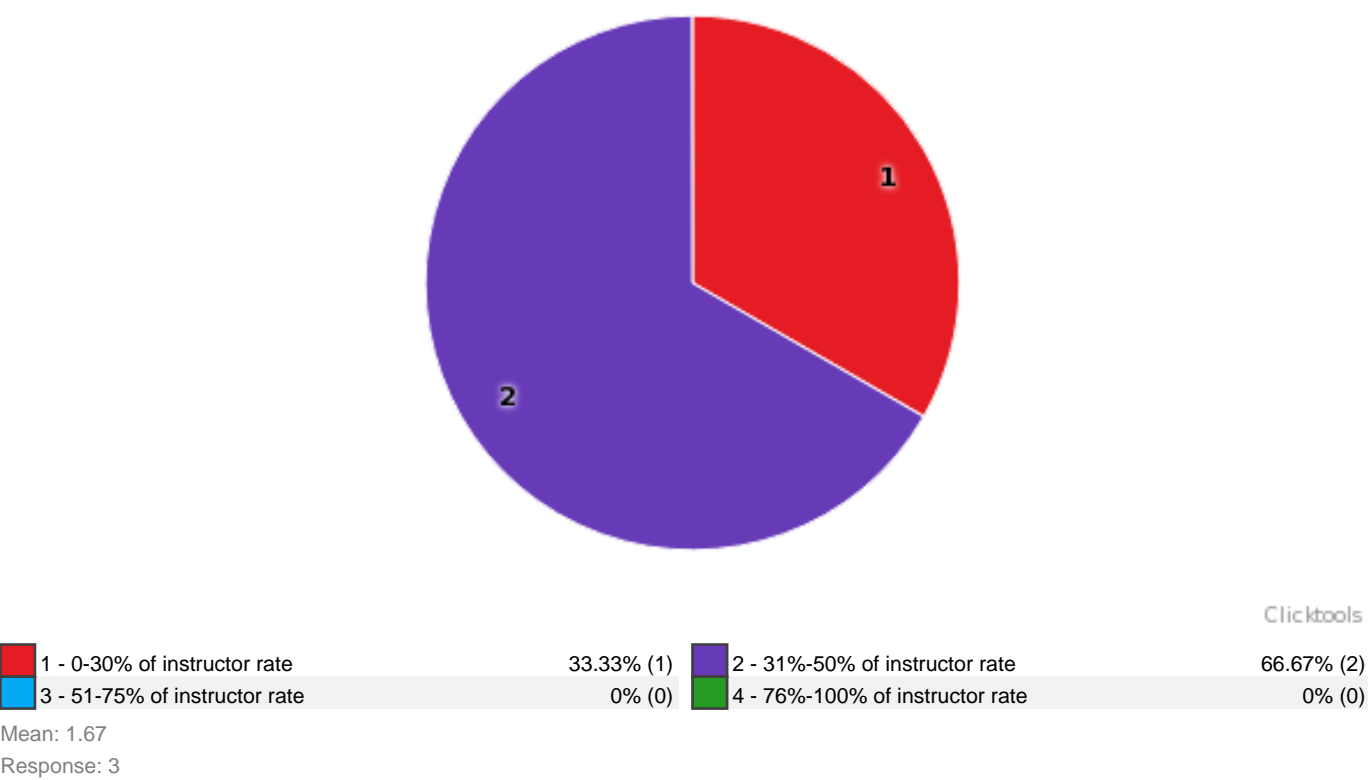
20. Which percentage of your education revenue is generated by the following education sales options [must add up to 100%]?

	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	29.86%	29.79%	25.71%	12.14%	2.5%
Highest	60%	75%	94%	65%	15%
Lowest	0%	0%	0%	0%	0%
Standard deviation	19.37	24.35	27.82	20.26	5.46

Response: 14

21. Do you sell education together with product sales?
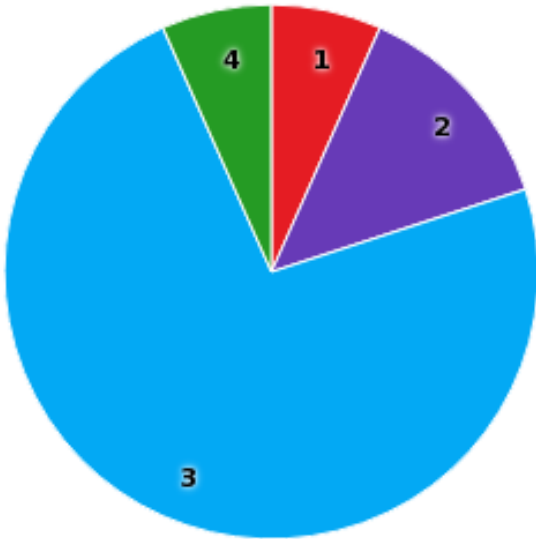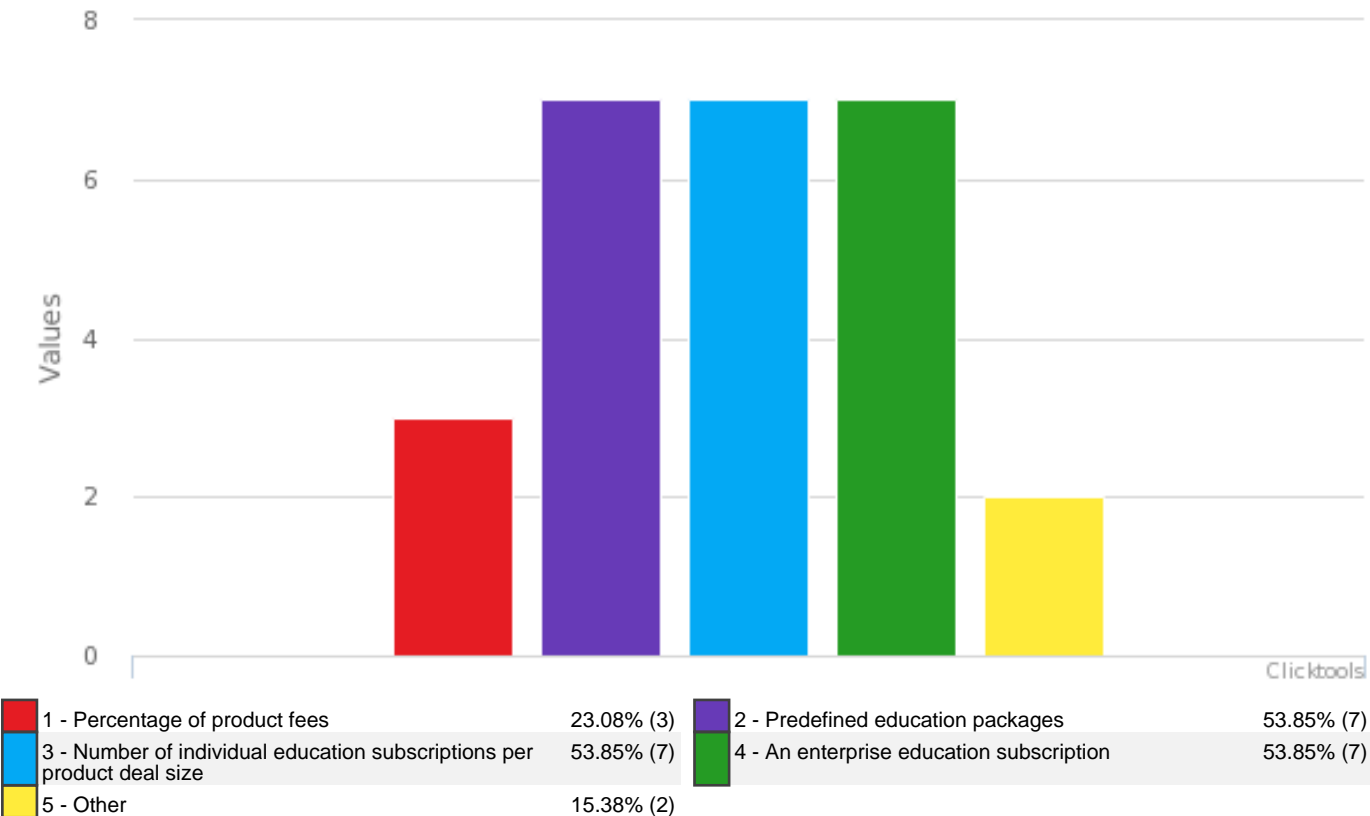

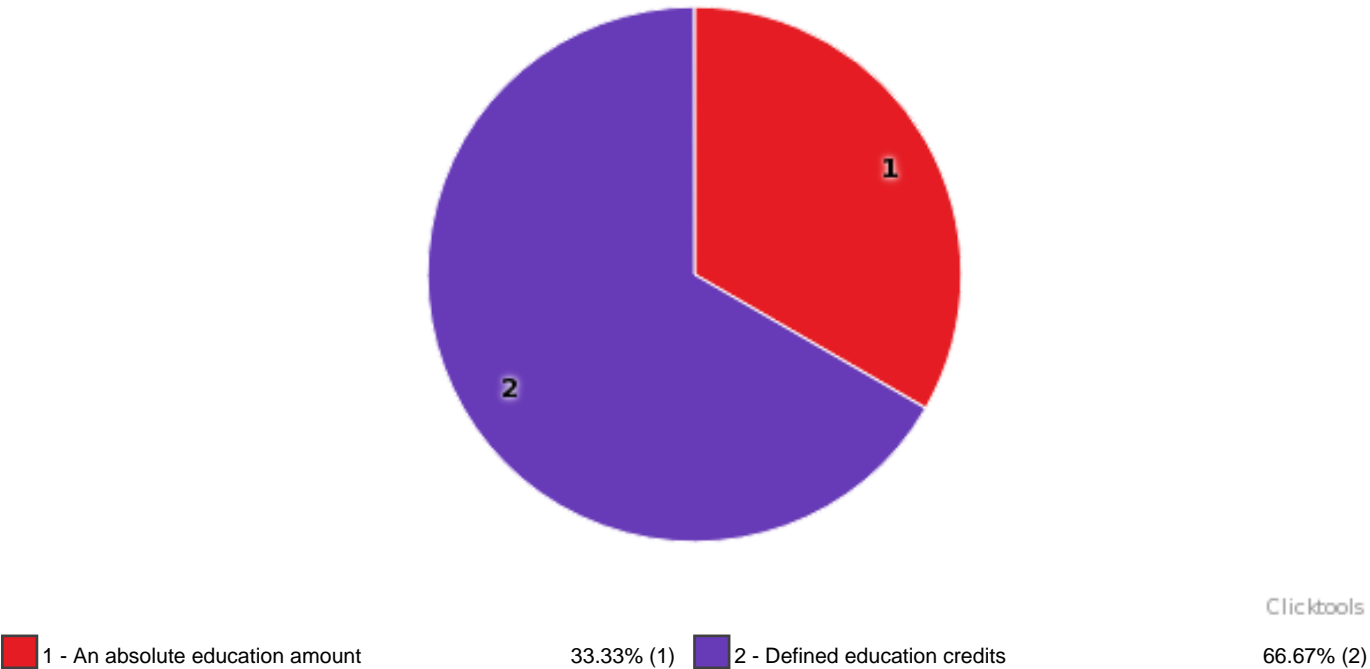|			
1 - Mandatory attach	6.67% (1)	2 - Automatic attach, can be removed	13.33% (2)
3 - On a case by case basis	73.33% (11)	4 - Never, always separate	6.67% (1)

Mean: 2.8
Response: 15

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

🟥 1 - Percentage of product fees	23.08% (3)	🟪 2 - Predefined education packages	53.85% (7)
🟦 3 - Number of individual education subscriptions per product deal size	53.85% (7)	🟩 4 - An enterprise education subscription	53.85% (7)
🟨 5 - Other	15.38% (2)		

Response: 13

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

🟥 1 - An absolute education amount	33.33% (1)	🟪 2 - Defined education credits	66.67% (2)

Mean: 1.67
Response: 3

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

■ 1 - A defined number of packages/individual subscriptions for all customers	28.57% (2)	■ 2 - Defined number packages/individual subscriptions per deal size, for example, in several tiers	71.43% (5)

Mean: 1.71
Response: 7
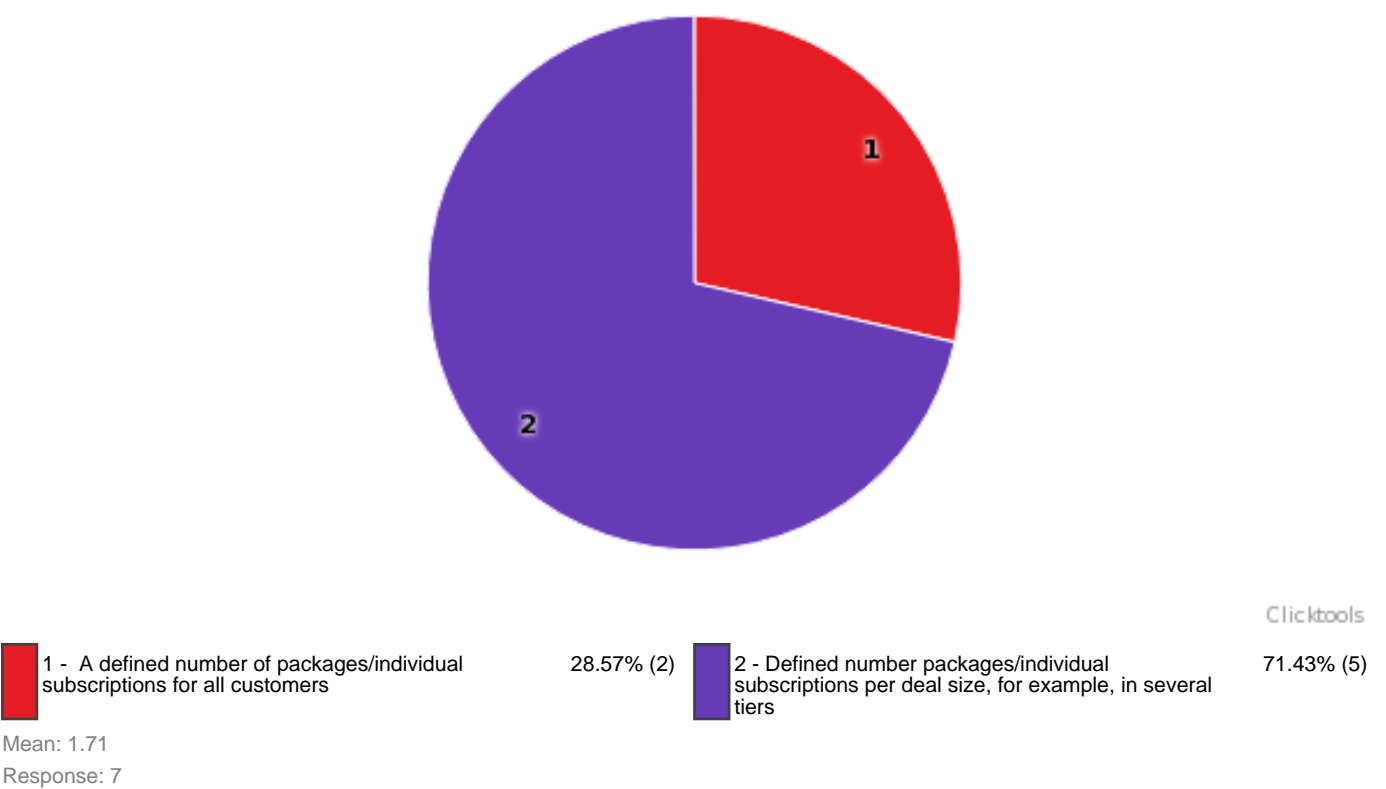
25. What is the average percentage education revenue vs product revenue?

Average	4.69%
Highest	20%
Lowest	1%
Standard deviation	5.6

Response: 13

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	26.67% (4)	
■	2 - Customer has separate line item with price for education	93.33% (14)	
■	3 - Customer has one subscription price for product and education included	13.33% (2)	
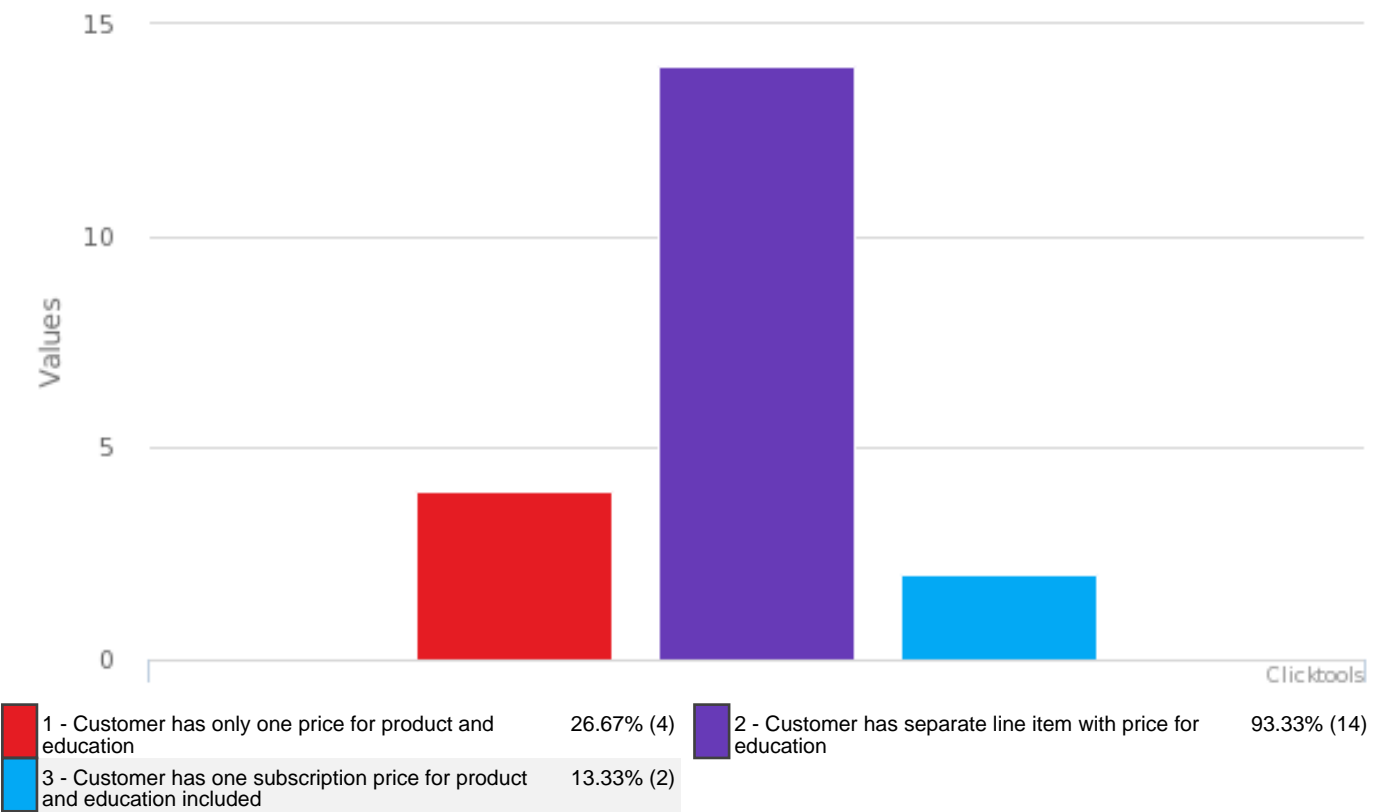
Response: 15

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

Average	21.47%
Highest	97%
Lowest	1%
Standard deviation	28.73

Response: 15

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

1 - One to one like product – full quota retiring	46.67% (7)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	6.67% (1)	4 - Up to a limit but less than product	20% (3)
5 - Not compensated	20% (3)	6 - Other	6.67% (1)

Mean: 2.87
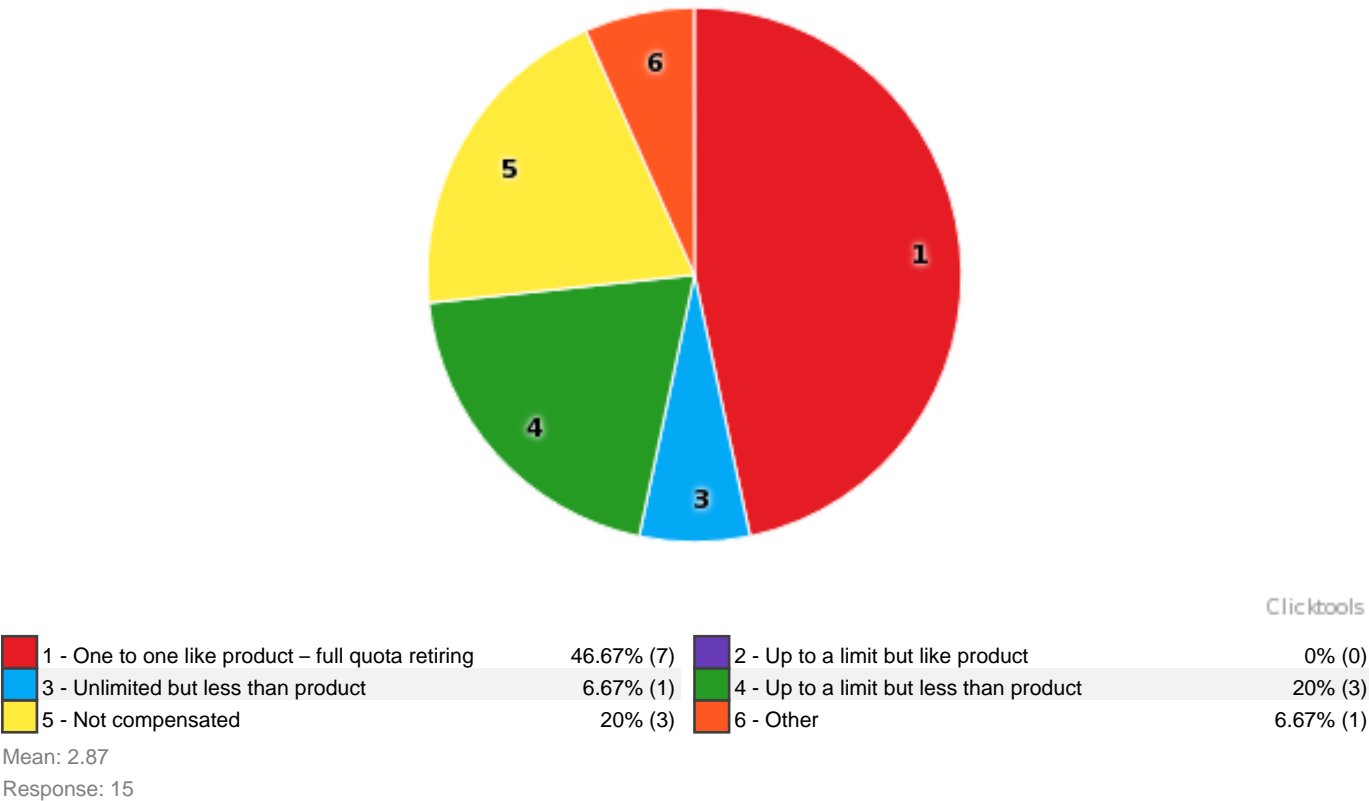
Response: 15

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

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	75% (9)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	25% (3)
3 - Other	0% (0)		

Mean: 1.25
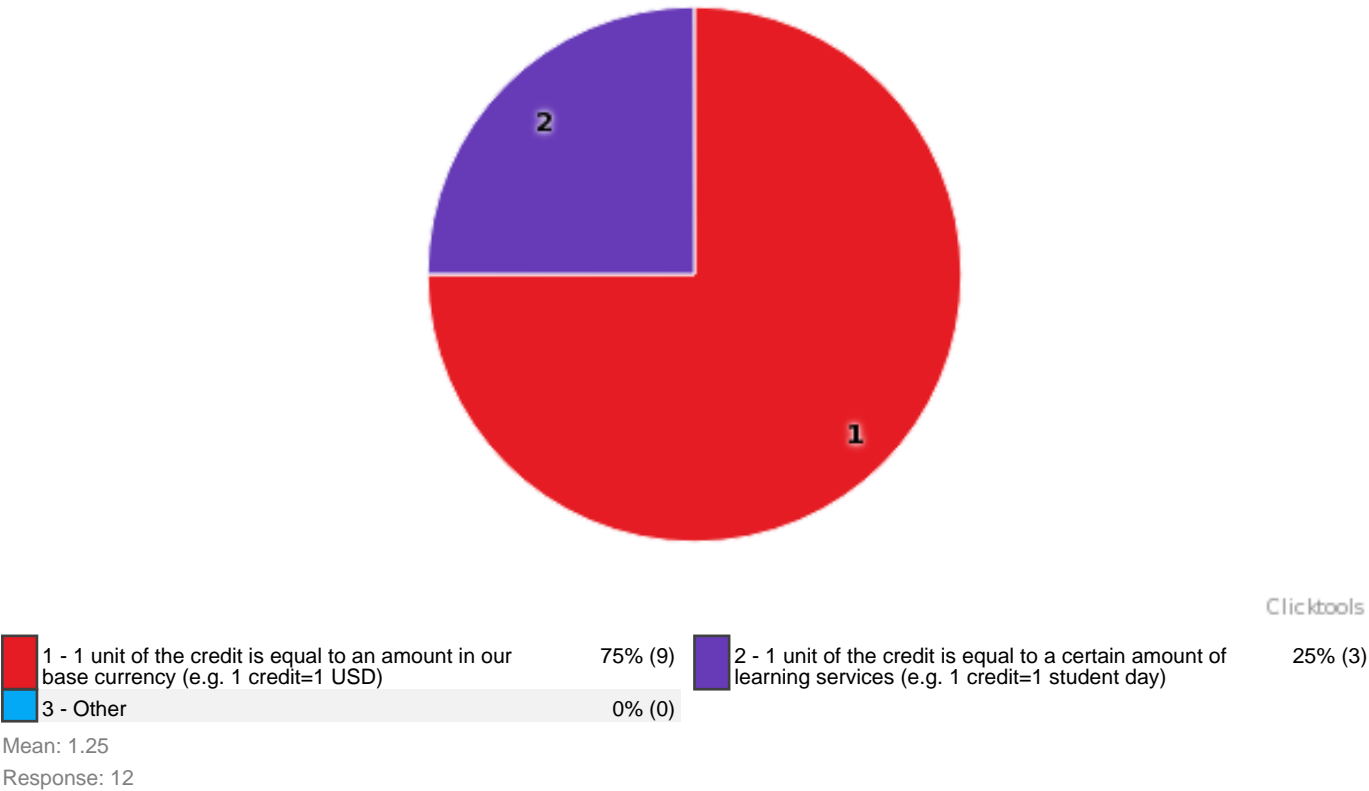
Response: 12

30. Do you discount training credits?

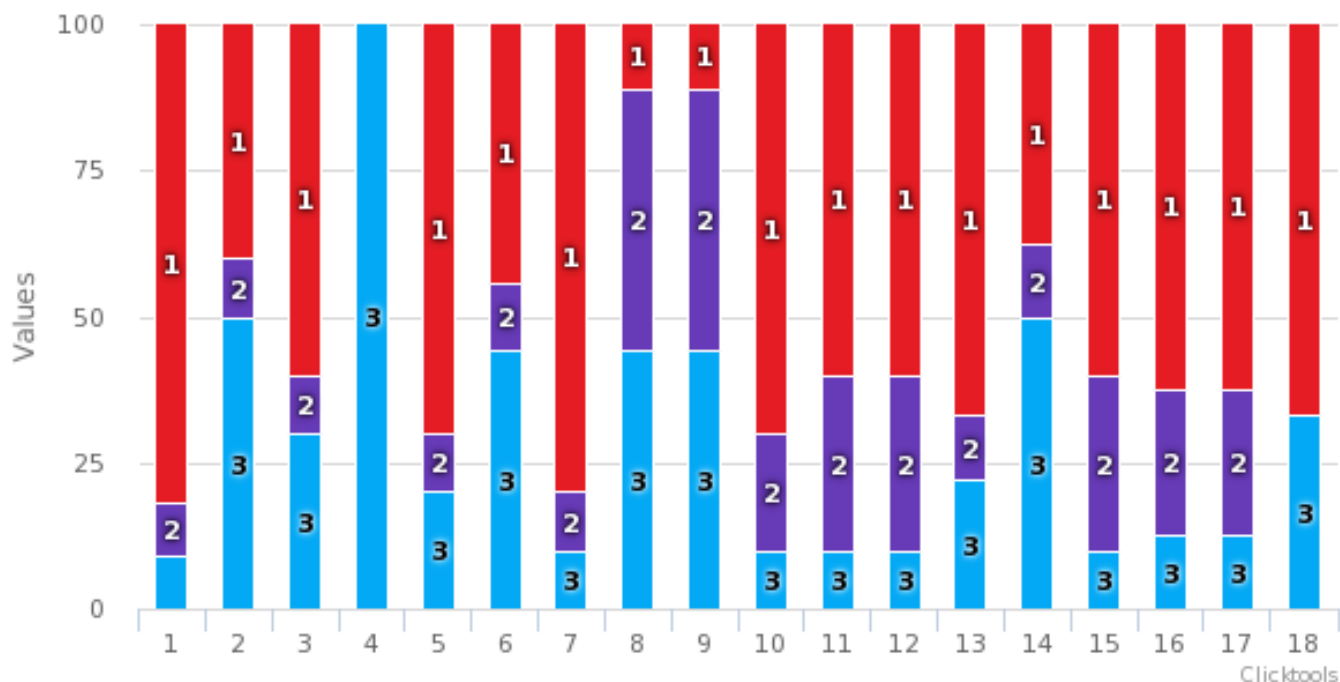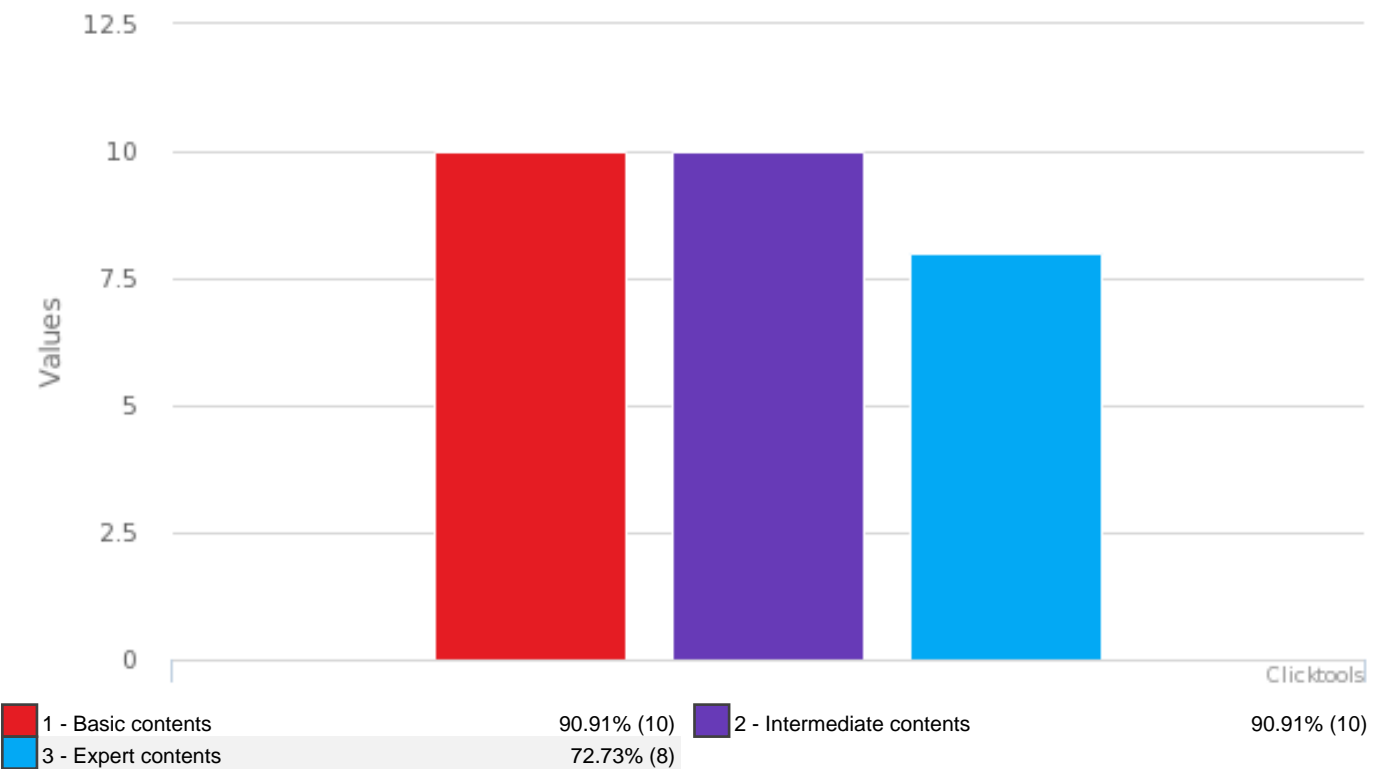|			
🟥	1 - We don't discount	8.33% (1)	
🟪	2 - We discount based on volumes	50% (6)	
🟦	3 - We discount on a case by case basis depending upon the deal/customer	75% (9)	
🟩	4 - Other	0% (0)	
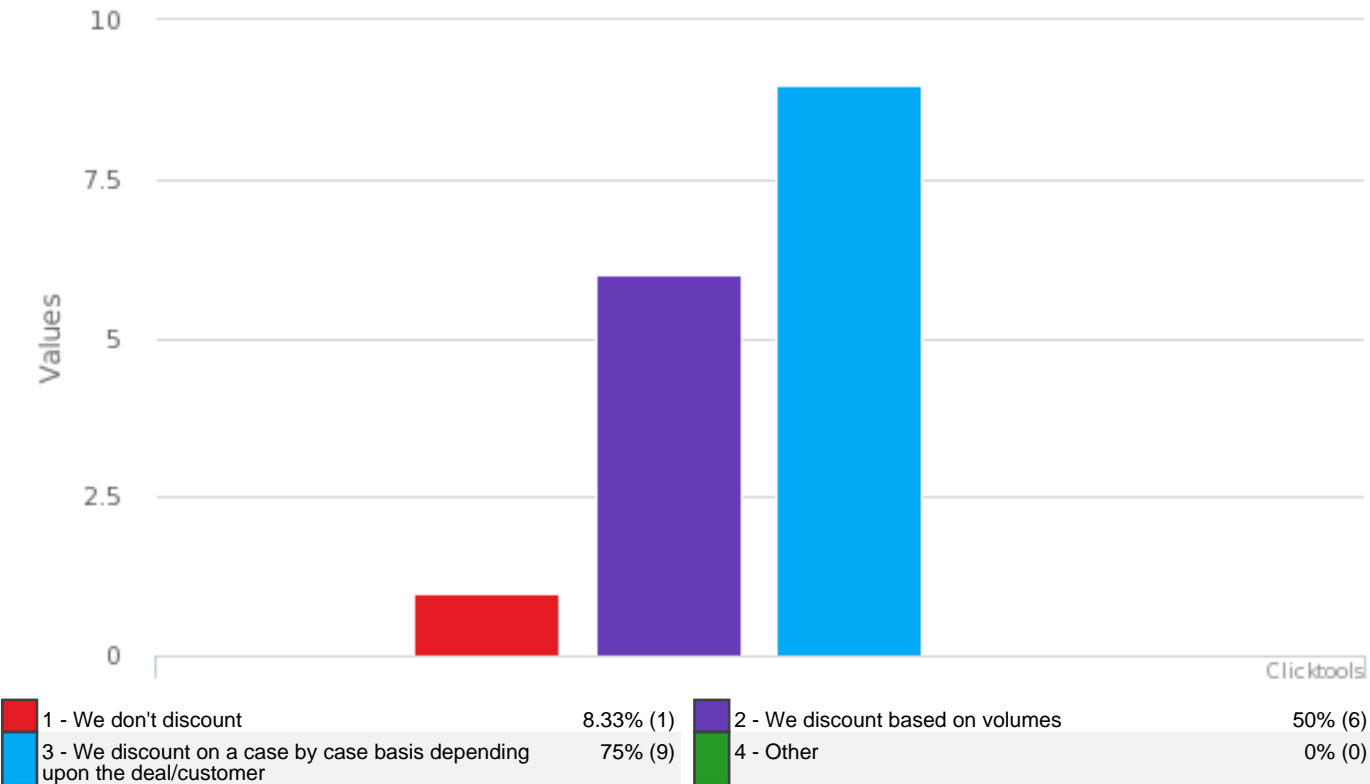
Response: 12

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

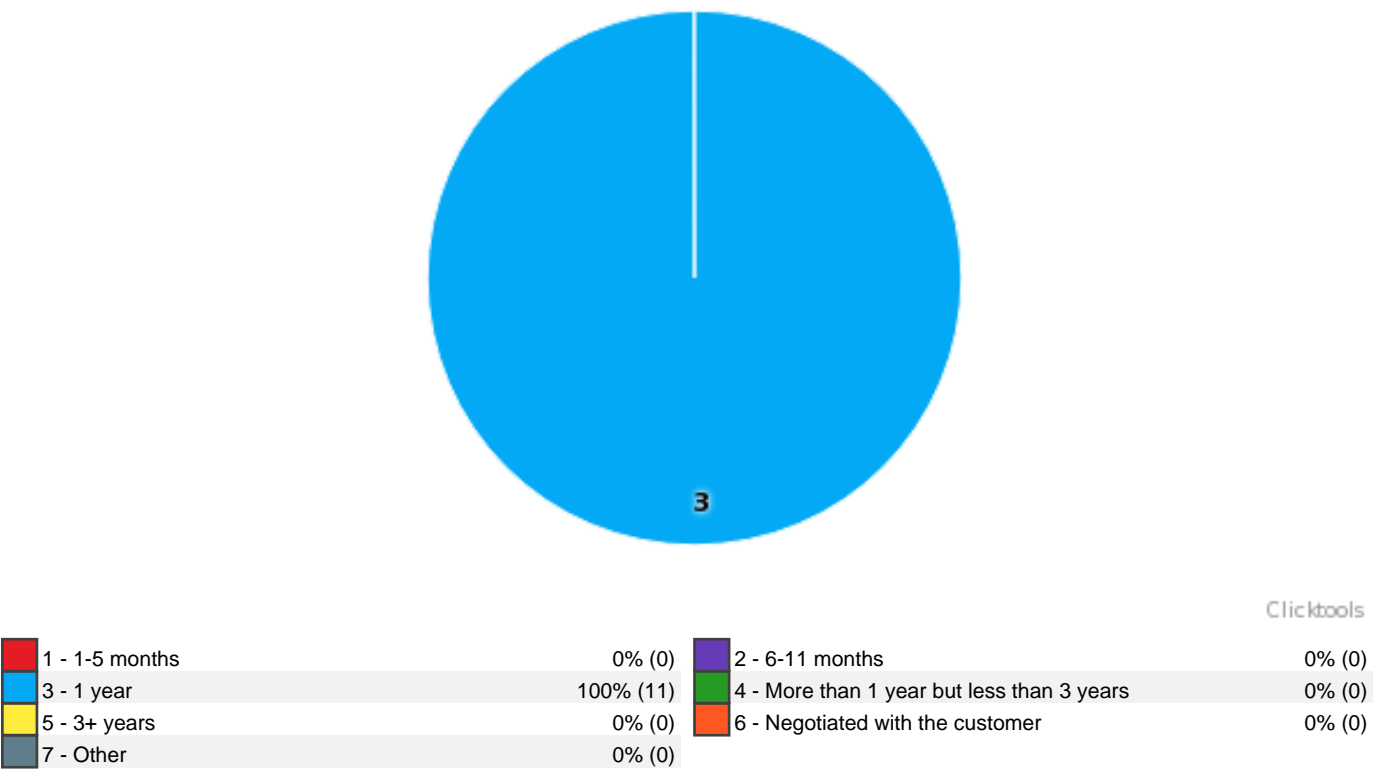| | 1 Unlimited | 2 Limited | 3 No | |

	1	2	3	Mean
1 eLearning/WBTs	81.82% (9)	9.09% (1)	9.09% (1)	1.27
2 ILT - live classrooms	40% (4)	10% (1)	50% (5)	2.1
3 VILT - virtual classrooms	60% (6)	10% (1)	30% (3)	1.7
4 Closed/dedicated classes (onsite or virtual)	0% (0)	0% (0)	100% (9)	3
5 Recorded instructor-led training	70% (7)	10% (1)	20% (2)	1.5
6 Demos	44.44% (4)	11.11% (1)	44.44% (4)	2
7 Videos	80% (8)	10% (1)	10% (1)	1.3
8 Instructor support (at regular dates)	11.11% (1)	44.44% (4)	44.44% (4)	2.33
9 Instructor coaching one-on-one	11.11% (1)	44.44% (4)	44.44% (4)	2.33
10 Student books	70% (7)	20% (2)	10% (1)	1.4
11 Access to other self-study options	60% (6)	30% (3)	10% (1)	1.5
12 Access to online/virtual labs	60% (6)	30% (3)	10% (1)	1.5
13 Assessments	66.67% (6)	11.11% (1)	22.22% (2)	1.56
14 Certification exam attempts	37.5% (3)	12.5% (1)	50% (4)	2.12
15 Webinars/recorded webinars	60% (6)	30% (3)	10% (1)	1.5
16 Communities/Social Learning/forums/chats	62.5% (5)	25% (2)	12.5% (1)	1.5
17 Support to find required training	62.5% (5)	25% (2)	12.5% (1)	1.5
18 Other	66.67% (2)	0% (0)	33.33% (1)	1.67

Response: 11

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

■ 1 - Basic contents	90.91% (10)	■ 2 - Intermediate contents	90.91% (10)
■ 3 - Expert contents	72.73% (8)		

Response: 11

33. How long is a subscription valid?

■ 1 - 1-5 months	0% (0)	■ 2 - 6-11 months	0% (0)
■ 3 - 1 year	100% (11)	■ 4 - More than 1 year but less than 3 years	0% (0)
■ 5 - 3+ years	0% (0)	■ 6 - Negotiated with the customer	0% (0)
■ 7 - Other	0% (0)		

Mean: 3
Response: 11

34. Which type of subscription do you offer?

■ 1 - Individual subscription (sold per person)	81.82% (9)	■ 2 - Organization/department subscription (sold to a defined group within the customer)	45.45% (5)
■ 3 - Company subscription	72.73% (8)	■ 4 - Other	0% (0)
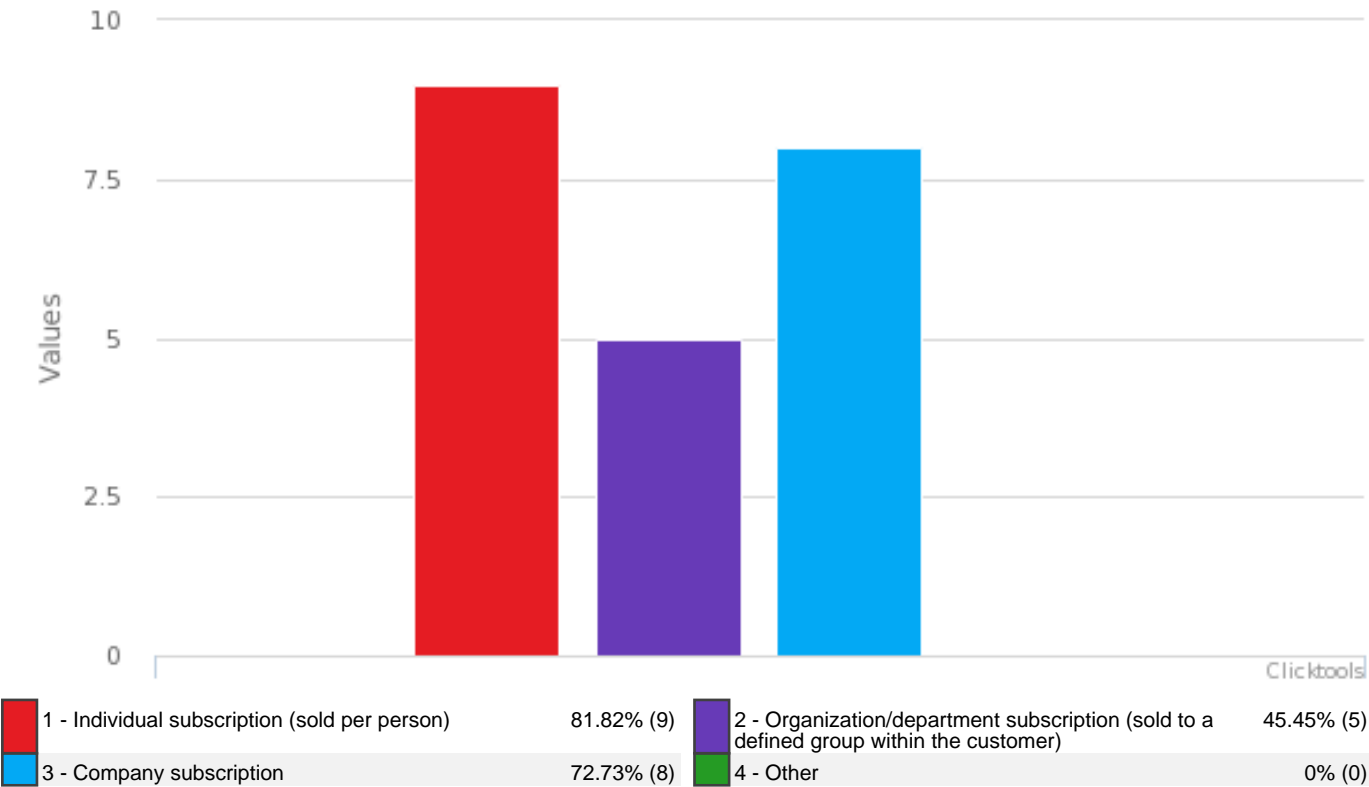
Response: 11

35. How do you charge for subscriptions?

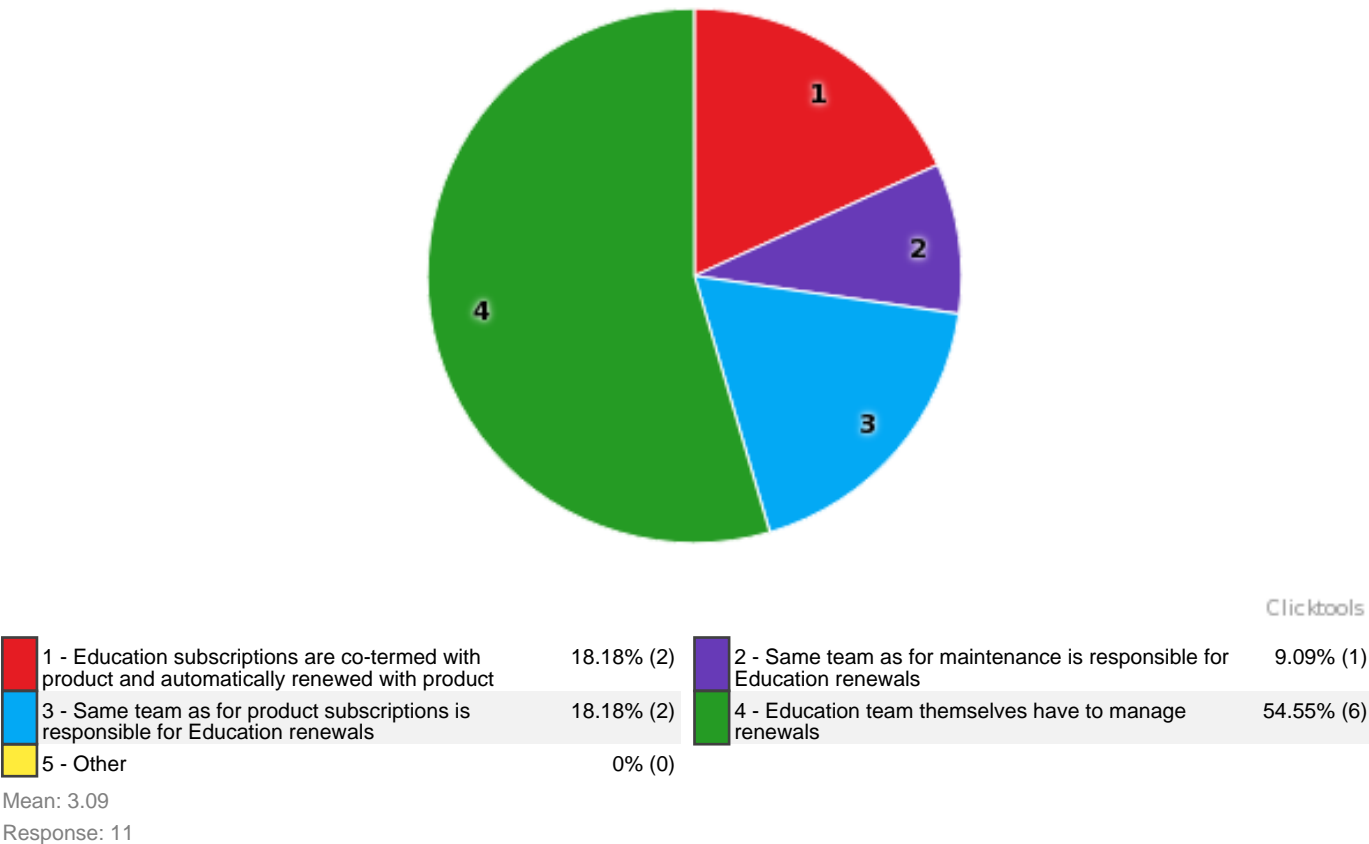|			
■ 1 - Subscription is included in the product or maintenance fee with NO carve out of revenue from licence to education	0% (0)	■ 2 - Subscription is included in the product or maintenance fee WITH carve out of revenue from licence to education	18.18% (2)
■ 3 - Subscription is sold separately from product or maintenance fee	81.82% (9)		
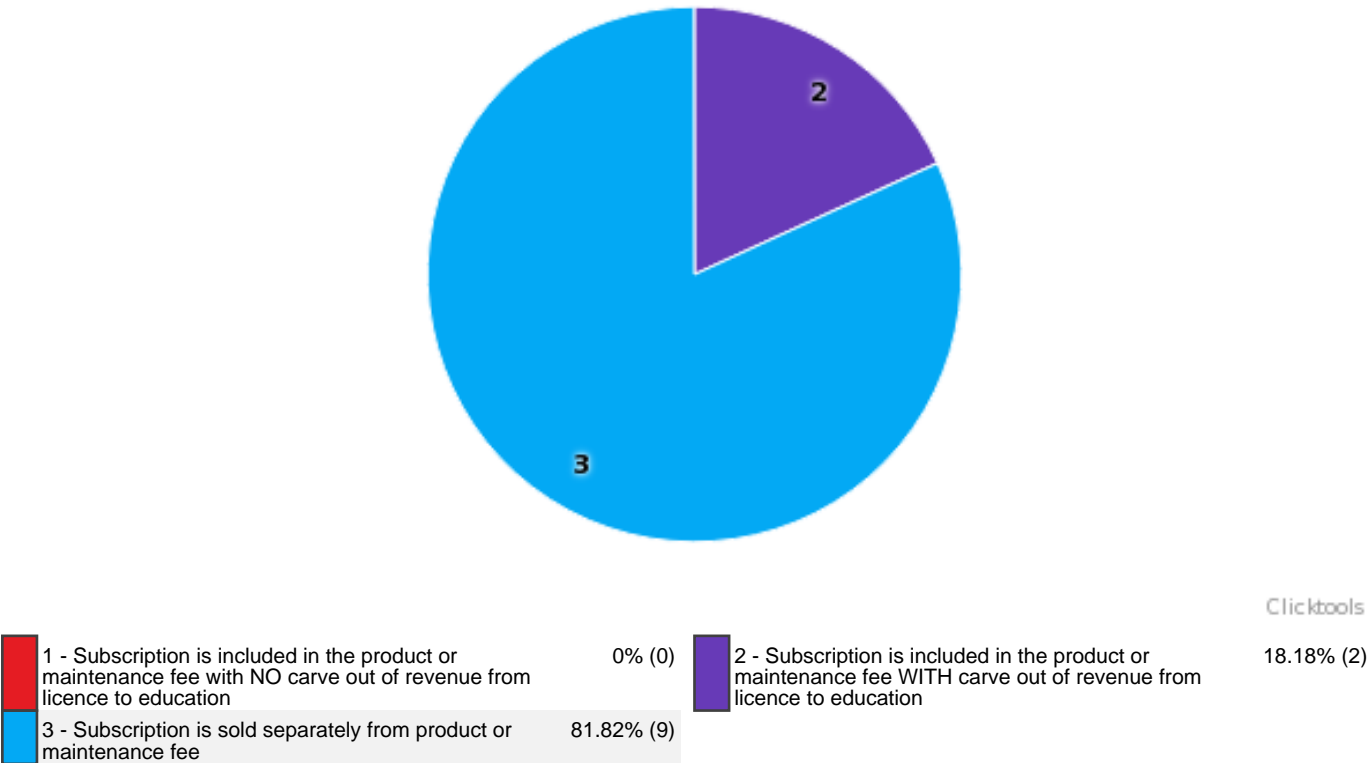
Mean: 2.82

Response: 11

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

■ 1 - Software as a Service (SaaS)/cloud products	100% (11)	■ 2 - On-premise products	81.82% (9)
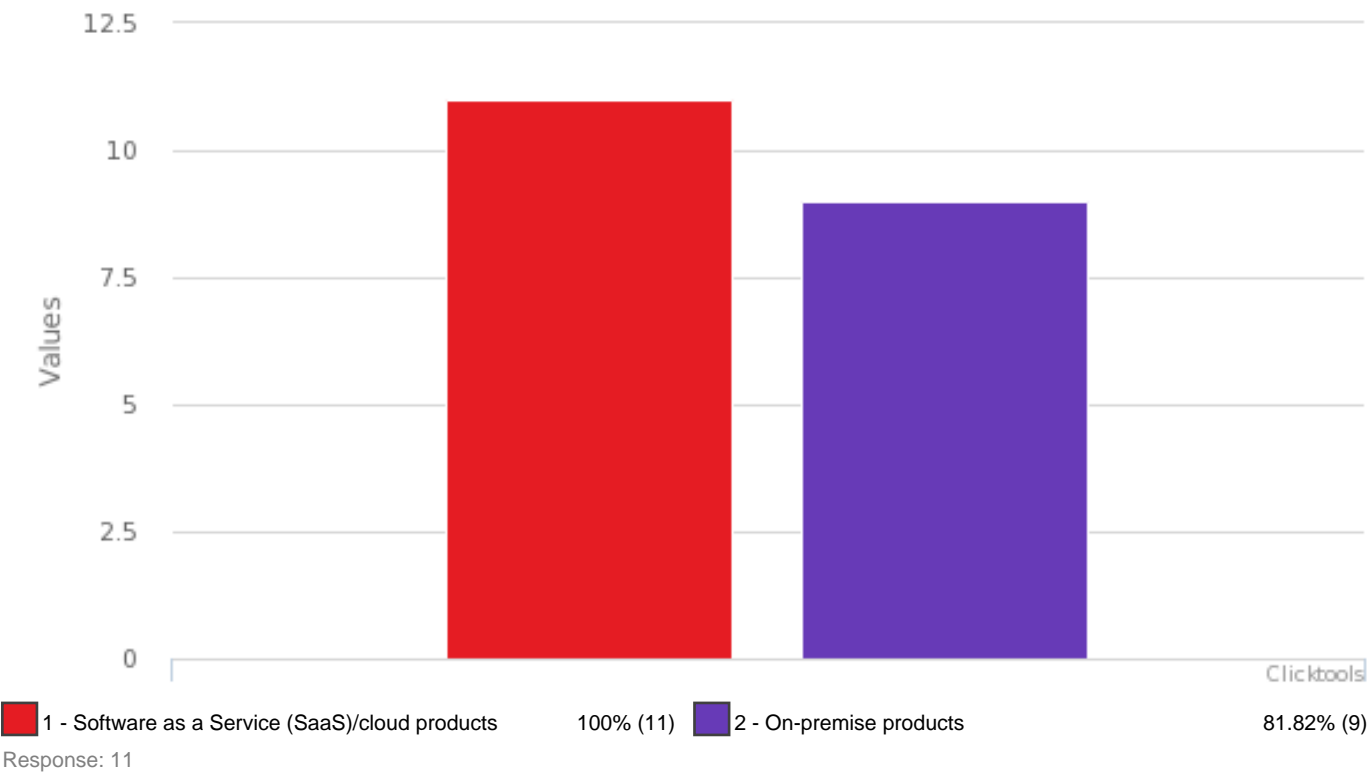
Response: 11

37. How do you get subscriptions renewed?

■ 1 - Education subscriptions are co-termed with product and automatically renewed with product	18.18% (2)	■ 2 - Same team as for maintenance is responsible for Education renewals	9.09% (1)
■ 3 - Same team as for product subscriptions is responsible for Education renewals	18.18% (2)	■ 4 - Education team themselves have to manage renewals	54.55% (6)
■ 5 - Other	0% (0)		

Mean: 3.09
Response: 11

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

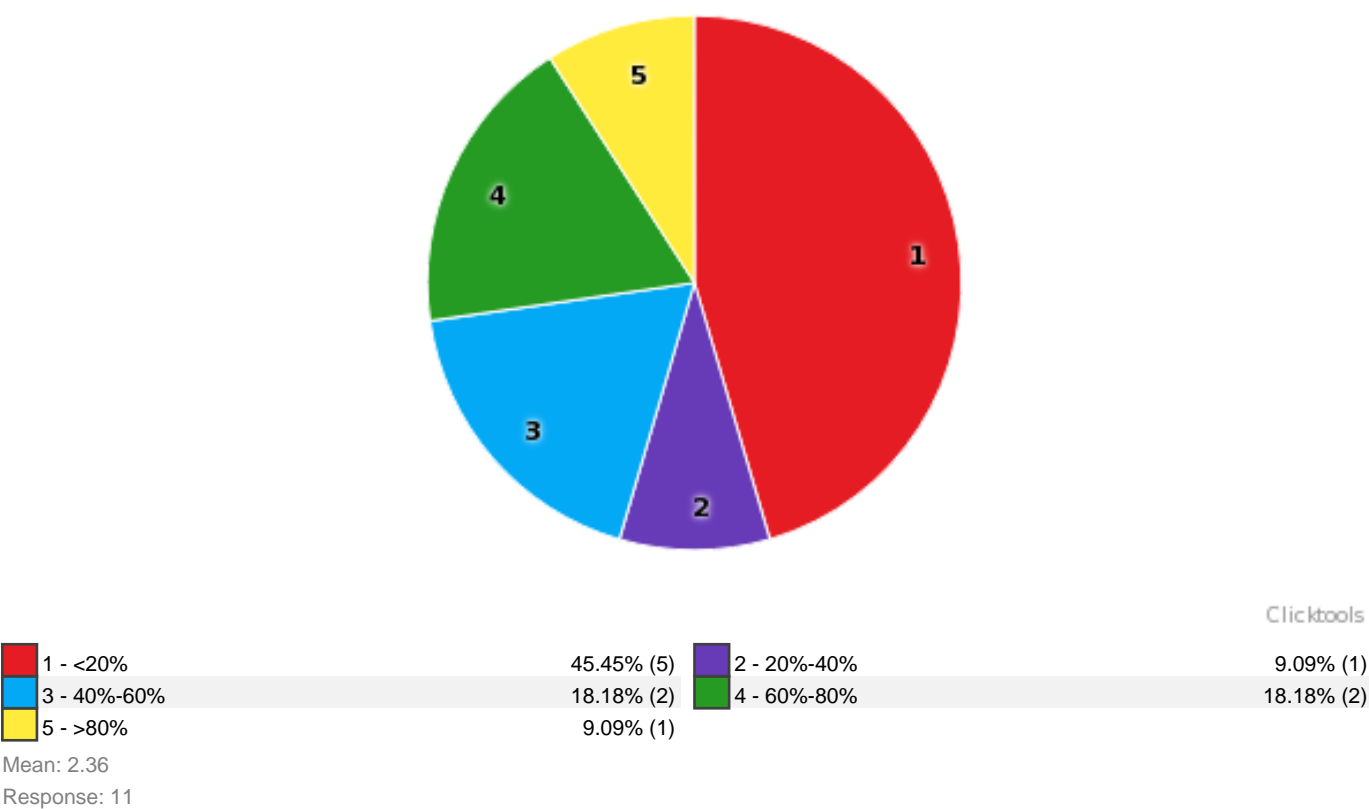|	
Average	47.5%
Highest	96%
Lowest	5%
Standard deviation	33.26

Response: 10

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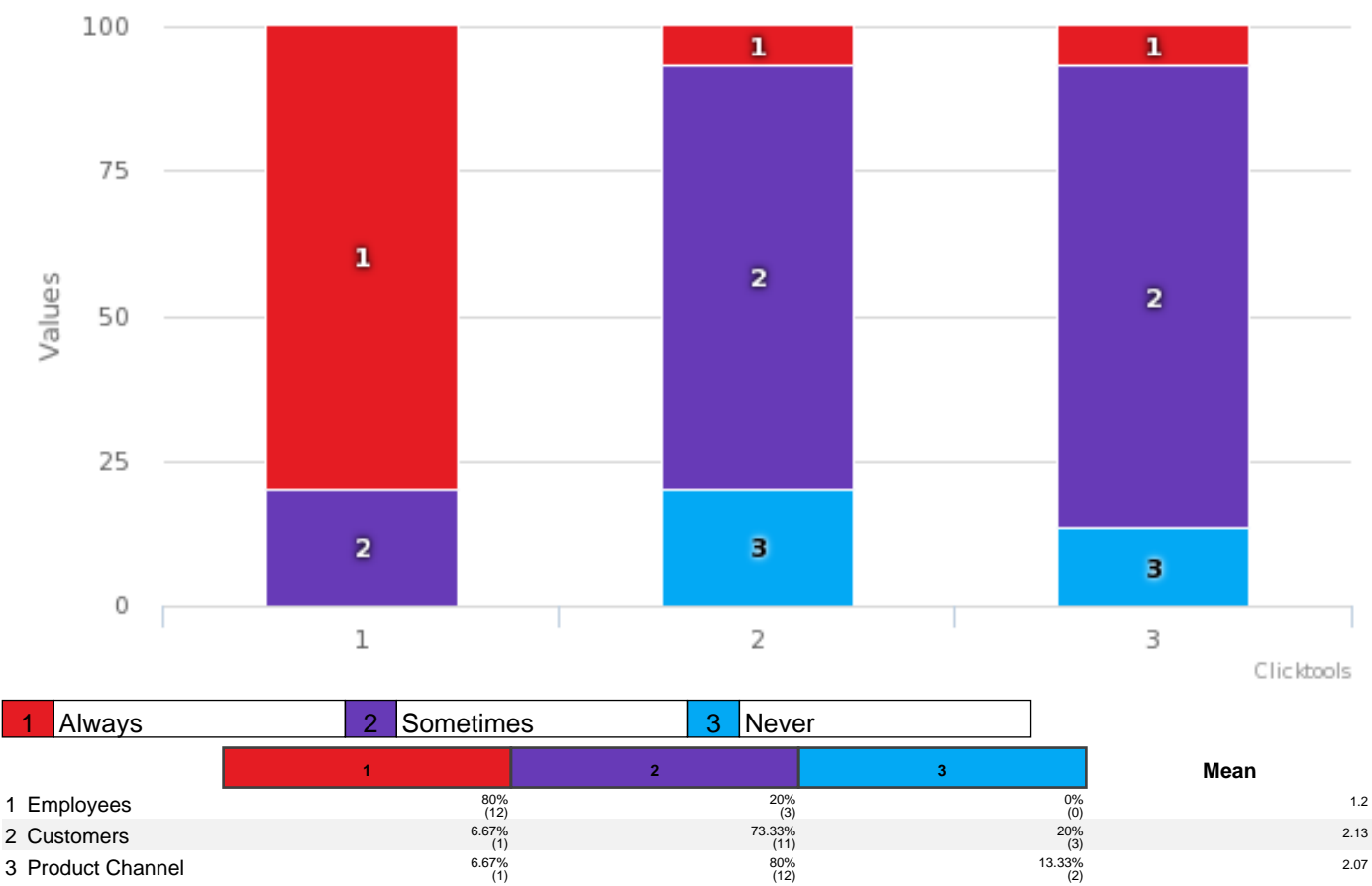

Clicktools

■	1 - <10%	18.18% (2)	■	2 - 10%-20%	9.09% (1)
■	3 - 20%-30%	45.45% (5)	■	4 - 30%-40%	0% (0)
■	5 - 40%-50%	18.18% (2)	■	6 - 50%-60%	0% (0)
■	7 - 60%-70%	0% (0)	■	8 - 70%-80%	0% (0)
■	9 - 80%-90%	0% (0)	■	10 - >90%	9.09% (1)

Mean: 3.55
Response: 11

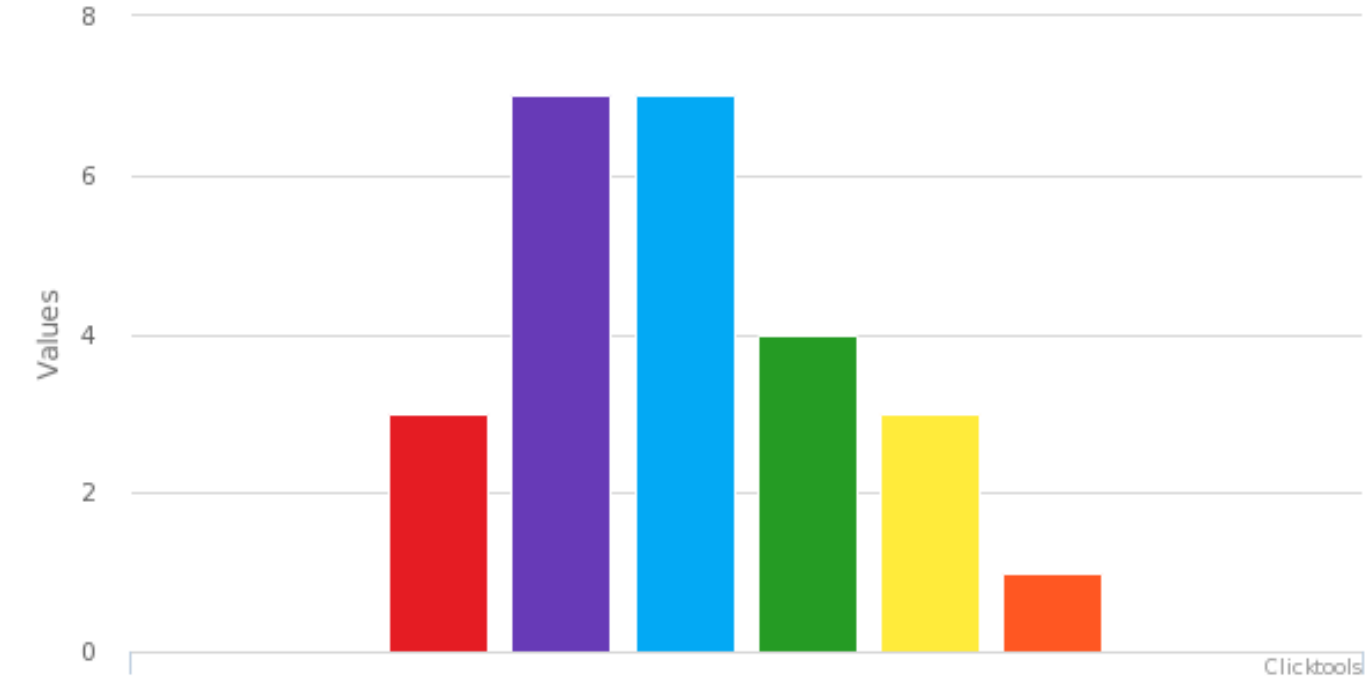**40. What is the percentage of Education subscription revenue growth for the past 12 months?**

Clicktools

■ 1 - <20%	45.45% (5)	■ 2 - 20%-40%	9.09% (1)
■ 3 - 40%-60%	18.18% (2)	■ 4 - 60%-80%	18.18% (2)
■ 5 - >80%	9.09% (1)		

Mean: 2.36
Response: 11

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

Clicktools

	1 Always	2 Sometimes	3 Never	

	1	2	3	Mean
1 Employees	80% (12)	20% (3)	0% (0)	1.2
2 Customers	6.67% (1)	73.33% (11)	20% (3)	2.13
3 Product Channel	6.67% (1)	80% (12)	13.33% (2)	2.07

42. Is there a limit to the free training?

Clicktools

1 - No	60% (9)	2 - Yes, by annual budget inside the Education budget	20% (3)
3 - Yes, by funding provided outside of Education team	20% (3)		

Mean: 1.6
Response: 15
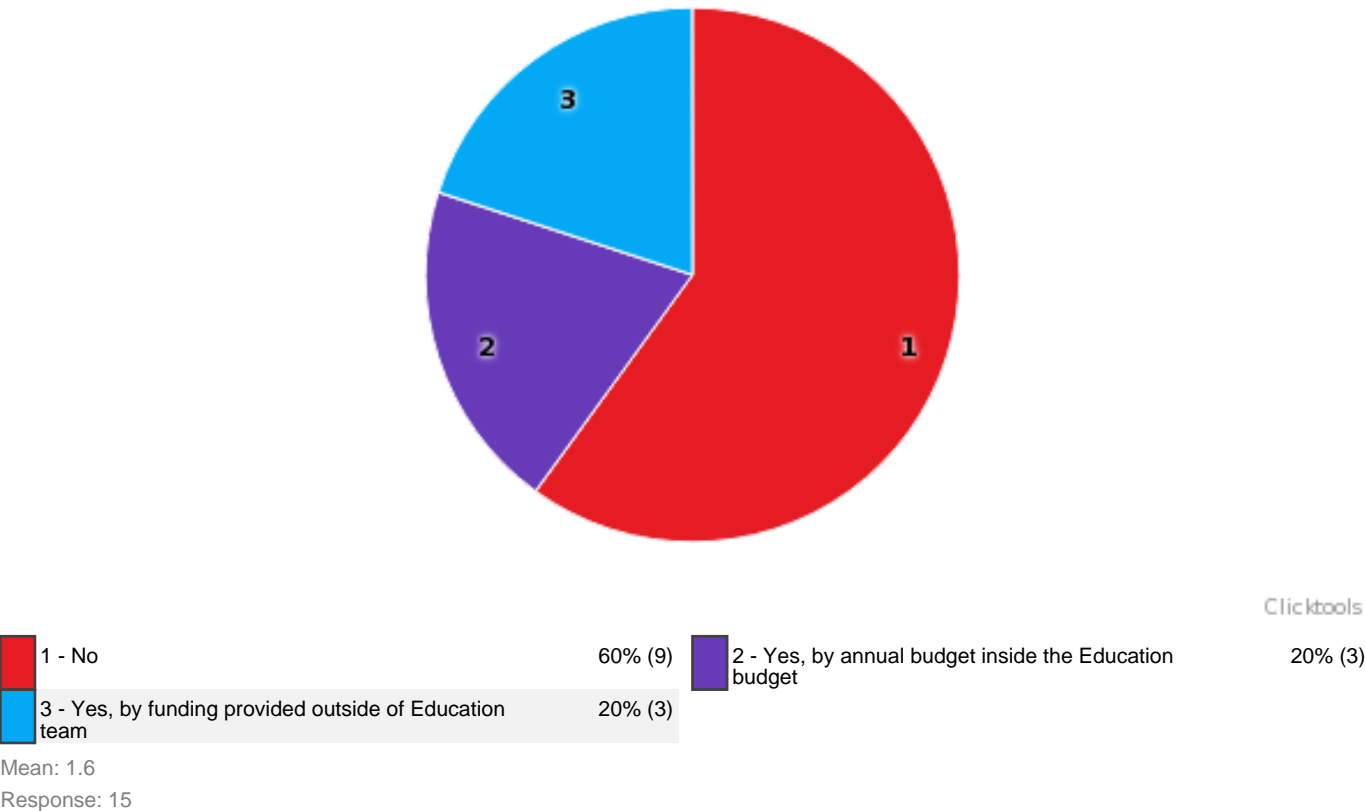
43. Do you have any special program to reduce pricing for specific customers or partners?

Generated using Clicktools on Monday May 18 2020 12:26:16

Response: 15

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

1 - Only list prices	66.67% (10)	2 - All available discounts	13.33% (2)
3 - Some globally available discounts, e.g. volume	46.67% (7)	4 - Other	13.33% (2)
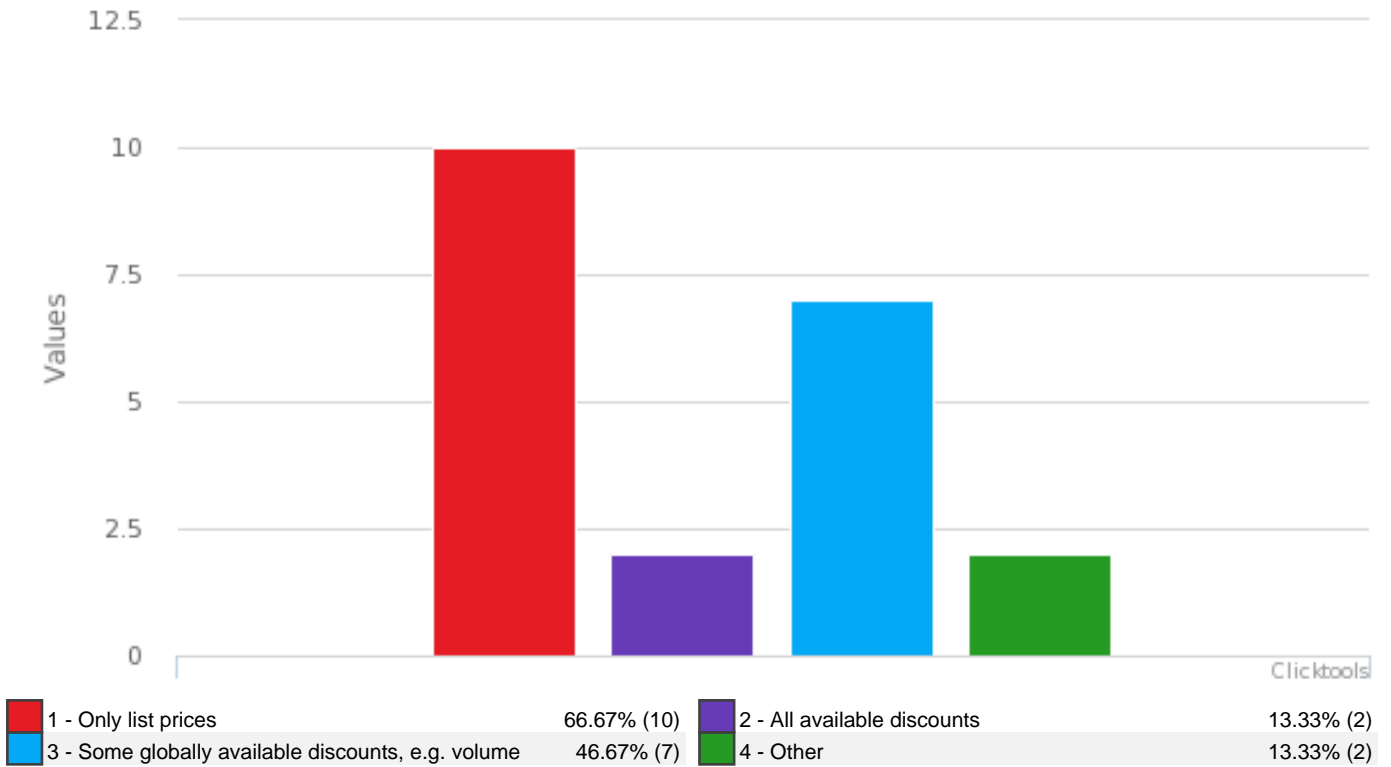
Response: 15

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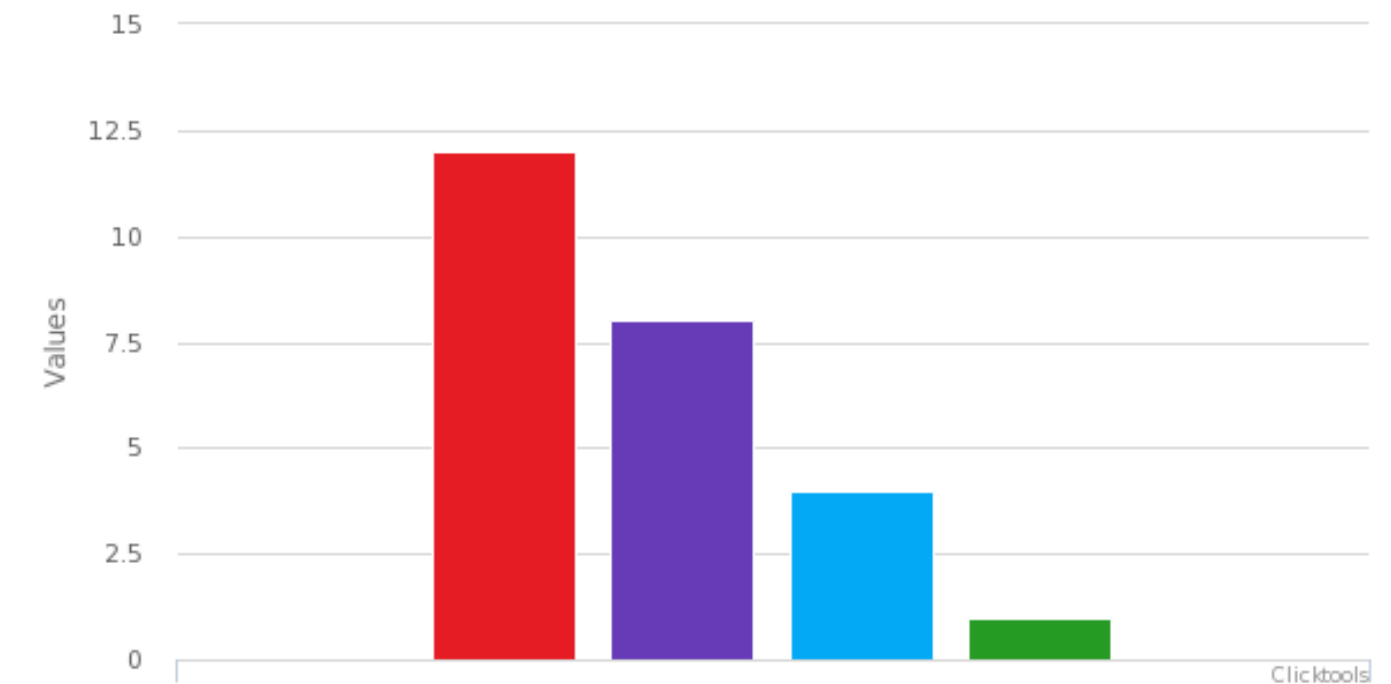
46. Do these other organizations (not Education) have a limit up to which they can give discounts and what is it?
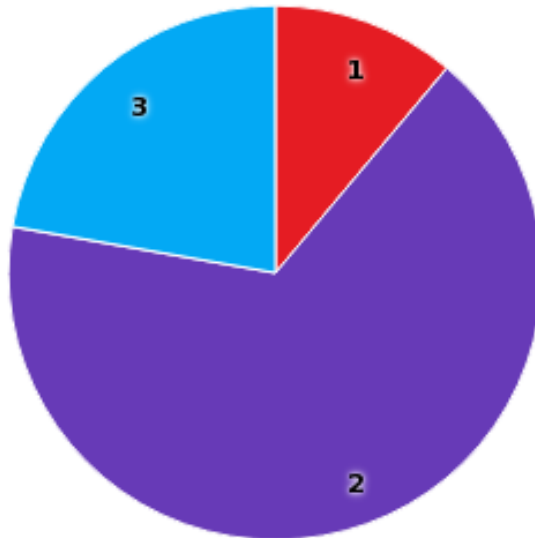
Clicktools

🟥	1 - No limit	11.11% (1)	🟪	2 - Only up to 25% of the overall possible discount	66.67% (6)
🟦	3 - 26-50%	22.22% (2)	🟩	4 - 51-100% of overall possible discount	0% (0)
🟨	5 - Any discount they want	0% (0)			

Mean: 2.11
Response: 9

47. Do these other organizations need approval to discount?
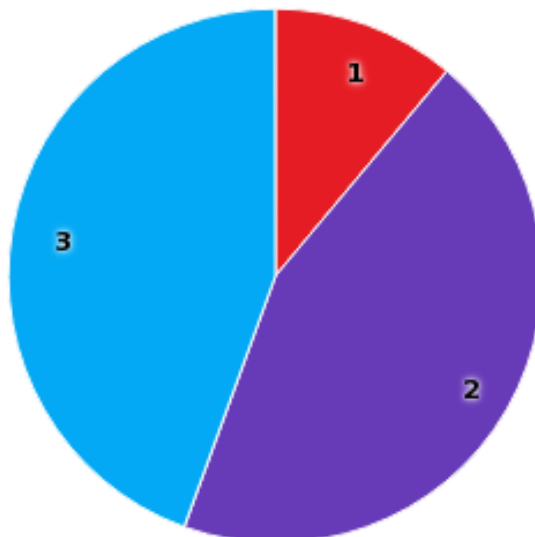
Clicktools
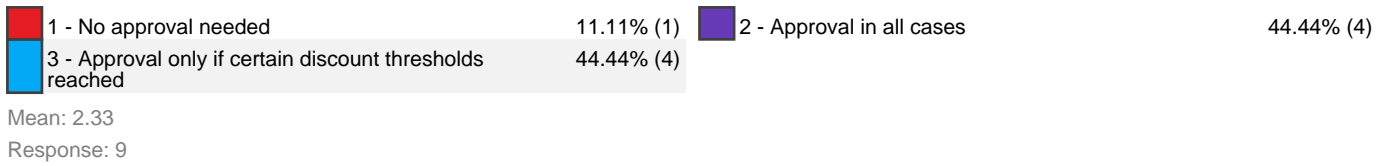
48. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?

■	1 - There is nothing in place	13.33% (2)	■ 2 - VSOE or 606 enforces rules	53.33% (8)
■	3 - Formal agreements with other teams	26.67% (4)	■ 4 - Quotation tools enforce rules	53.33% (8)
■	5 - Other	6.67% (1)		
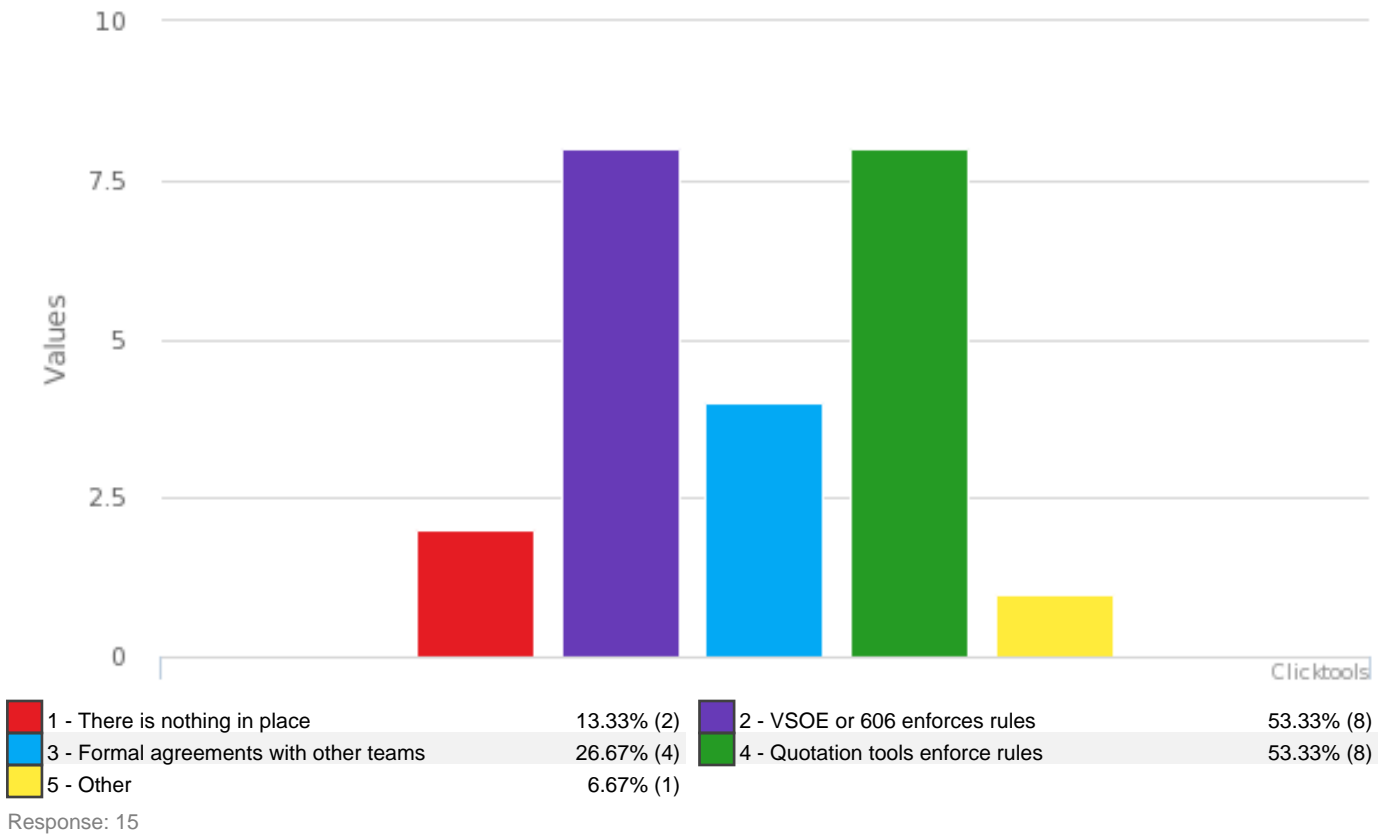
Response: 15

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

50. How often do you change your pricing?
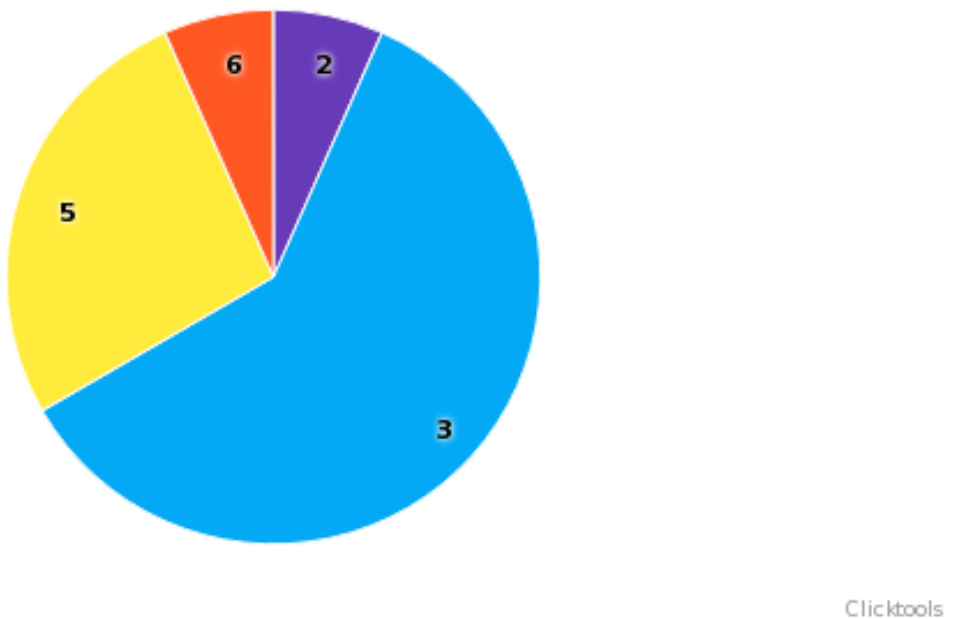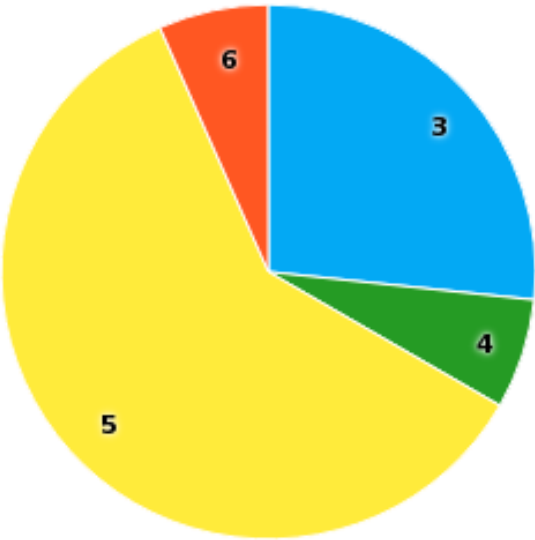
Clicktools

	1 - Up to 3 months	0% (0)		2 - 4-11 months	0% (0)
	3 - 12 months	26.67% (4)		4 - 13 months or more	6.67% (1)
	5 - No set time, just whenever it is needed	60% (9)		6 - Other	6.67% (1)

Mean: 4.47
Response: 15

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

Clicktools

52. What is the key driver for the price change? Choose all that apply.
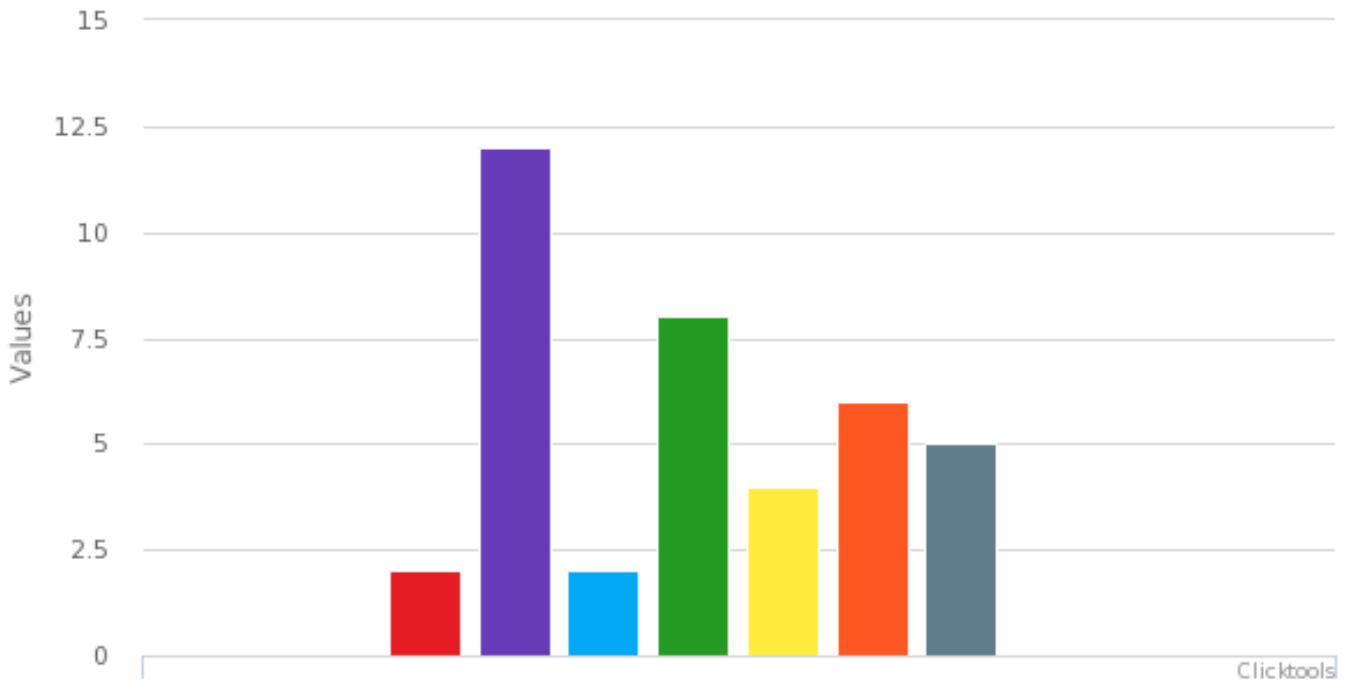
1 - Inflation	14.29% (2)	2 - Market trends	85.71% (12)
3 - Historical trends	14.29% (2)	4 - Competitiveness	57.14% (8)
5 - Profit margins	28.57% (4)	6 - Exchange rate changes	42.86% (6)
7 - Higher expenses	35.71% (5)	8 - Other	0% (0)

Response: 14

53. Do you need approval to make a price change?
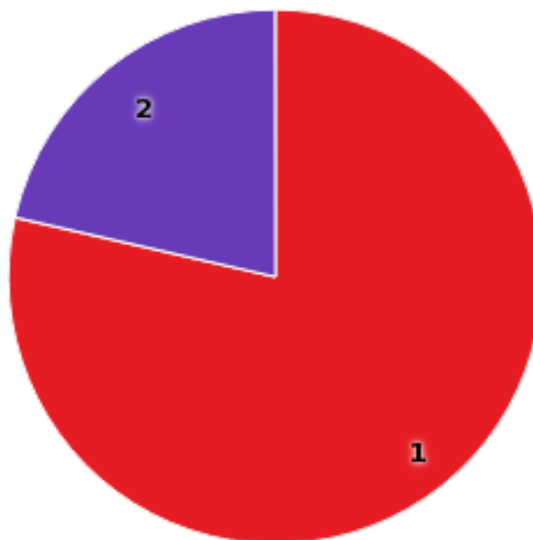
54. Who is required to approve changes? Choose all that apply.

■ 1 - Education Head	81.82% (9)	■ 2 - Company Financial Head	63.64% (7)
■ 3 - Company CEO	18.18% (2)	■ 4 - Sales or Country Manager of impacted countries/customers	18.18% (2)
■ 5 - Other	18.18% (2)		
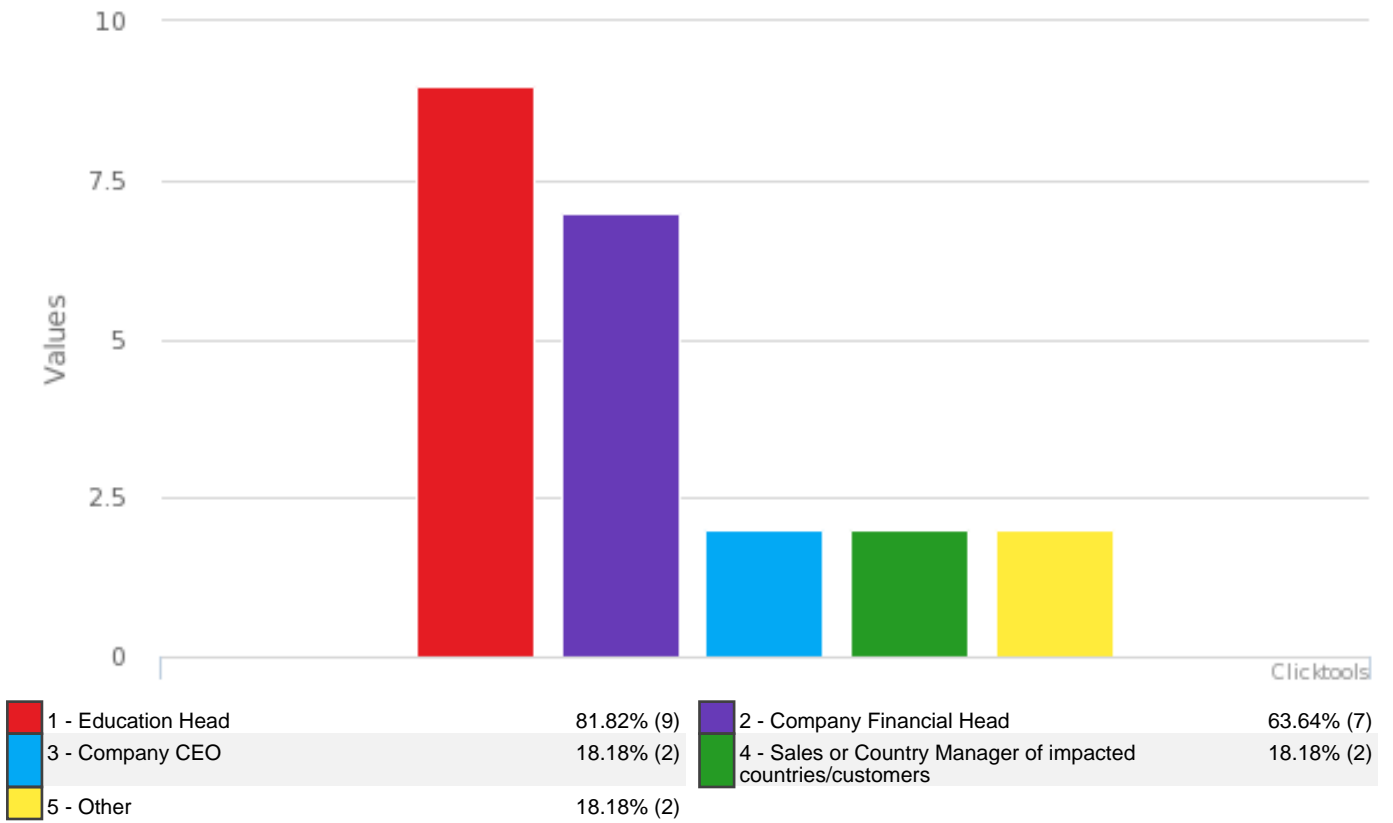
Response: 11

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	0% (0)	6.67% (1)	6.67% (1)	6.67% (1)	20% (3)	60% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.2
2 Central and South America	0% (0)	0% (0)	7.14% (1)	7.14% (1)	28.57% (4)	57.14% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.36
3 EMEA	0% (0)	0% (0)	7.14% (1)	7.14% (1)	21.43% (3)	64.29% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.43
4 APAC	0% (0)	0% (0)	7.14% (1)	7.14% (1)	28.57% (4)	57.14% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.36

Response: 15

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	6.67% (1)	6.67% (1)	20% (3)	6.67% (1)	33.33% (5)	26.67% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.33
2 Central and South America	7.14% (1)	0% (0)	21.43% (3)	14.29% (2)	28.57% (4)	28.57% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.43
3 EMEA	0% (0)	14.29% (2)	14.29% (2)	7.14% (1)	35.71% (5)	28.57% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.5
4 APAC	0% (0)	7.14% (1)	21.43% (3)	7.14% (1)	28.57% (4)	28.57% (4)	0% (0)	0% (0)	0% (0)	0% (0)	7.14% (1)	5

Response: 15

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

Response: 15

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

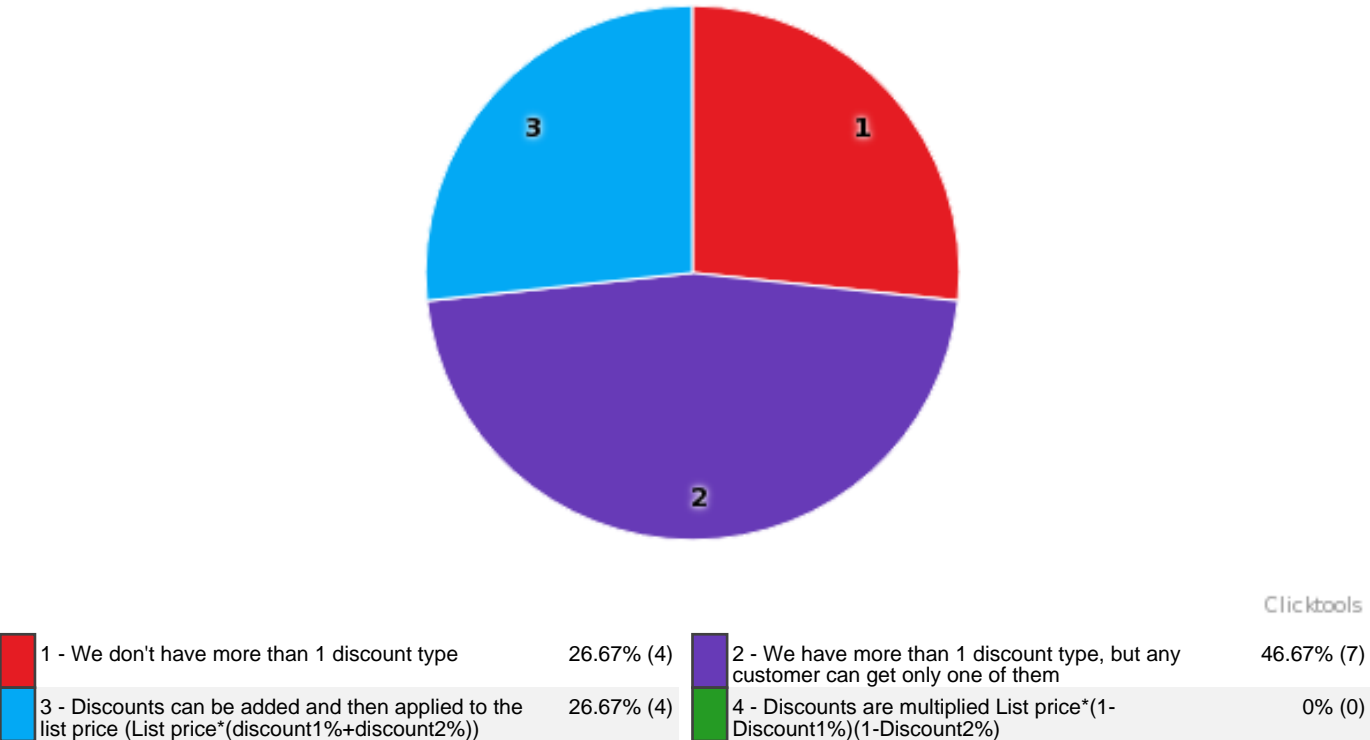|			
■	1 - No price differences for different local markets	13.33% (2)	
■	2 - Global pricelist and discounts by country to bring global price down to market price	26.67% (4)	
■	3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	13.33% (2)	
■	4 - Pricelists for local markets which have different prices by market	40% (6)	
■	5 - Other	6.67% (1)	

Mean: 3
Response: 15

59. What other type of discounts do you offer?

■	1 - Single volume (e.g. 10% for all deals above threshold)	15.38% (2)	
■	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	61.54% (8)	
■	3 - Valued or repeat customers (loyalty program)	30.77% (4)	
■	4 - Promotional discounts (time limited)	61.54% (8)	
■	5 - Other	15.38% (2)	
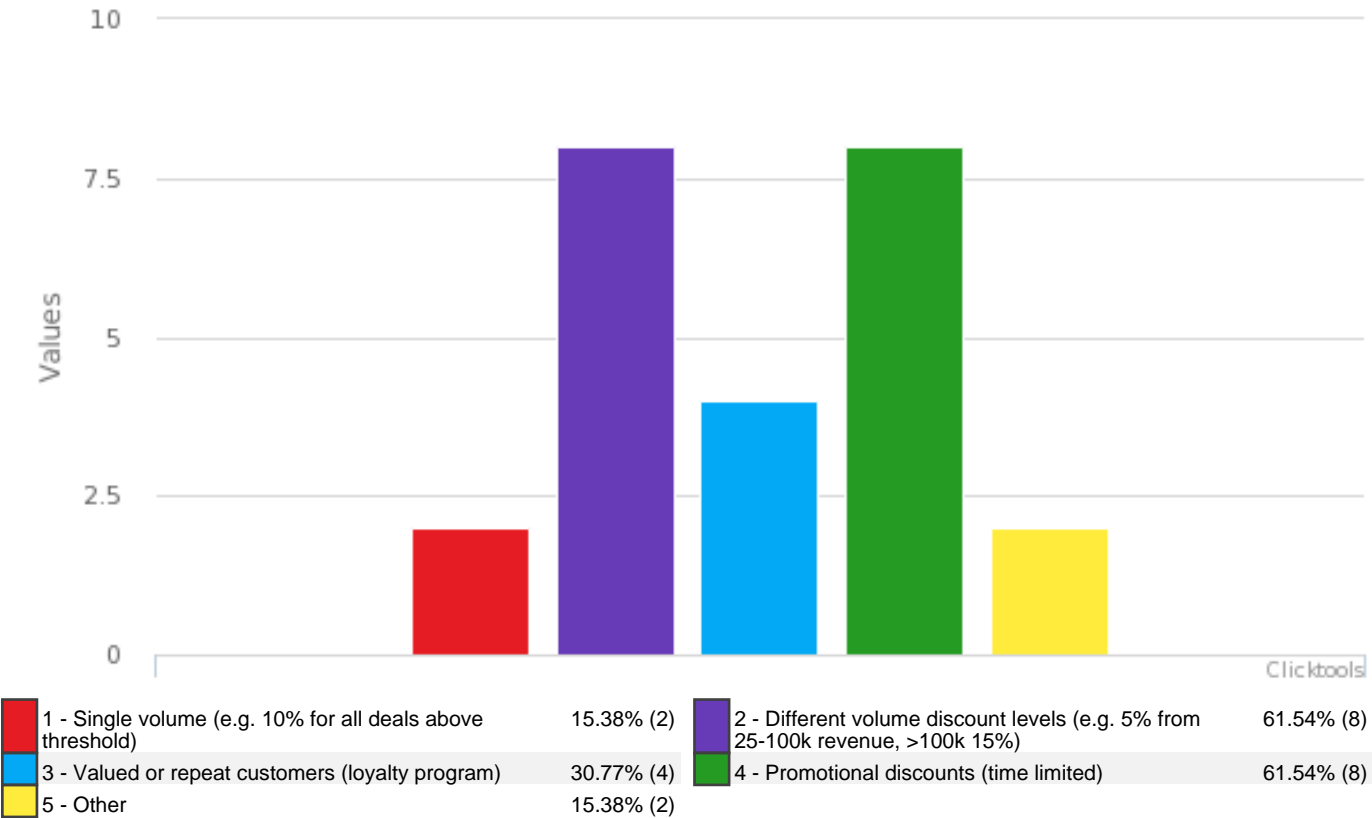
60. If you have different types of discounts, how do you handle multiple discounts?

Clicktools

1 - We don't have more than 1 discount type	26.67% (4)	2 - We have more than 1 discount type, but any customer can get only one of them	46.67% (7)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	26.67% (4)	4 - Discounts are multiplied List price*(1-Discount1%)(1-Discount2%)	0% (0)

Mean: 2
Response: 15

61. How do you manage pricing for global customers?

Clicktools

1 - They have a single price globally	46.67% (7)	2 - They have discounts based on the location of their headquarters	6.67% (1)
3 - They receive different discounts based on the actual student's location	33.33% (5)	4 - Other	13.33% (2)
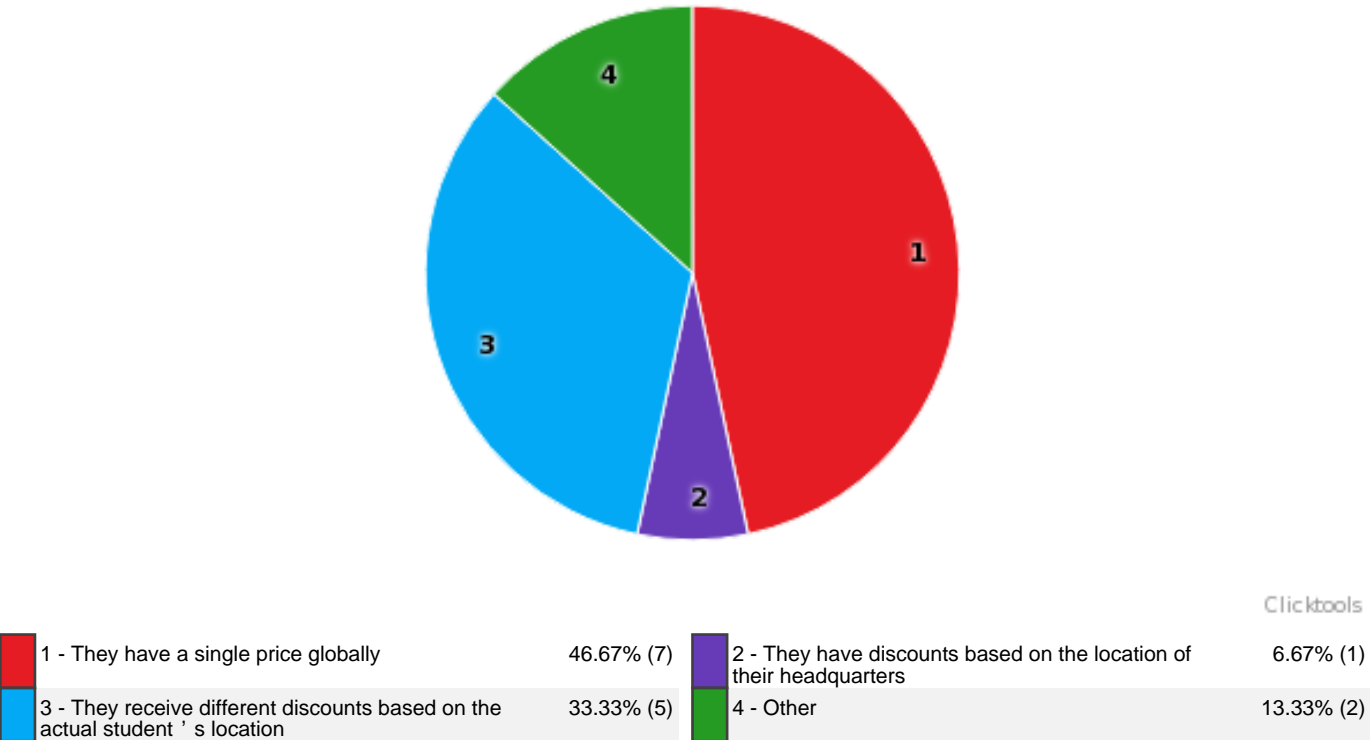
Mean: 2.13

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

Clicktools

🟥 1 - Yes	86.67% (13)	🟪 2 - No	13.33% (2)

Mean: 1.13
Response: 15
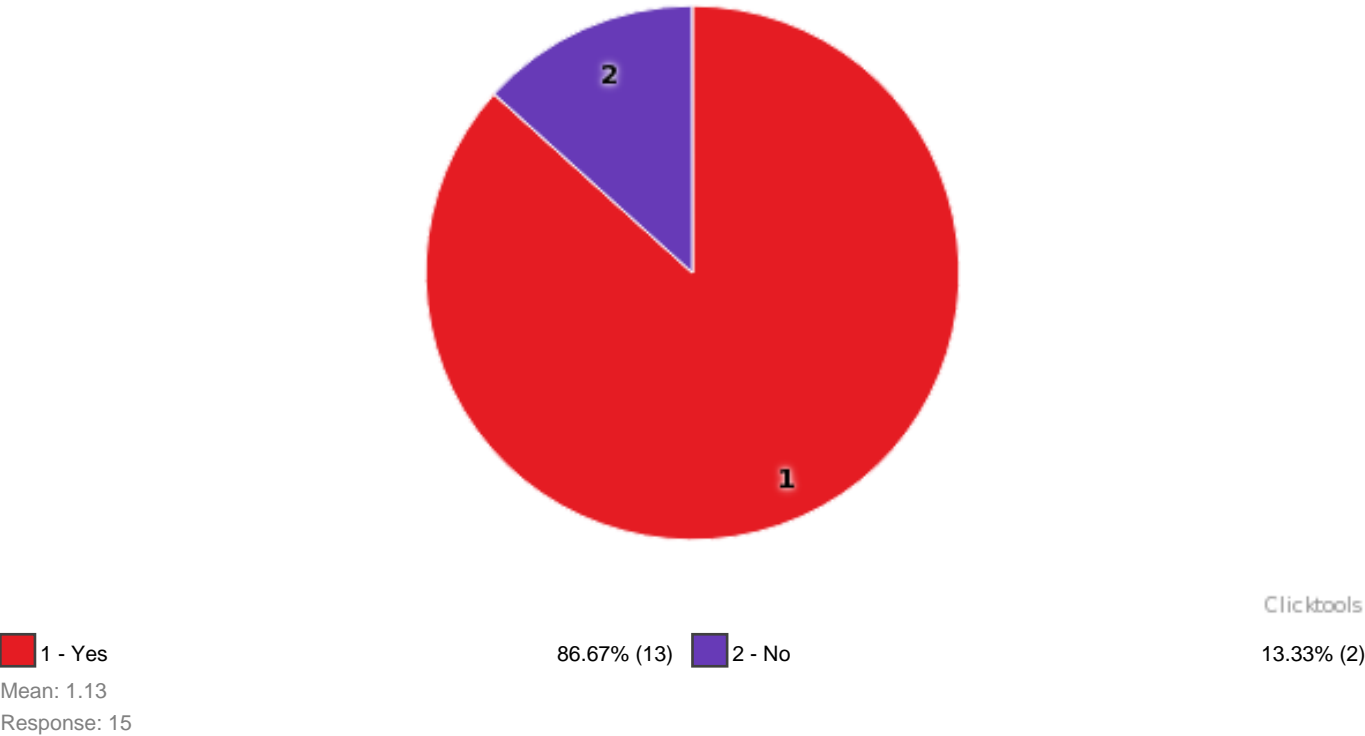
63. How do you charge for the following partner audiences?

Clicktools

🟥 1 Free	🟪 2 List Price	🟦 3 Discount
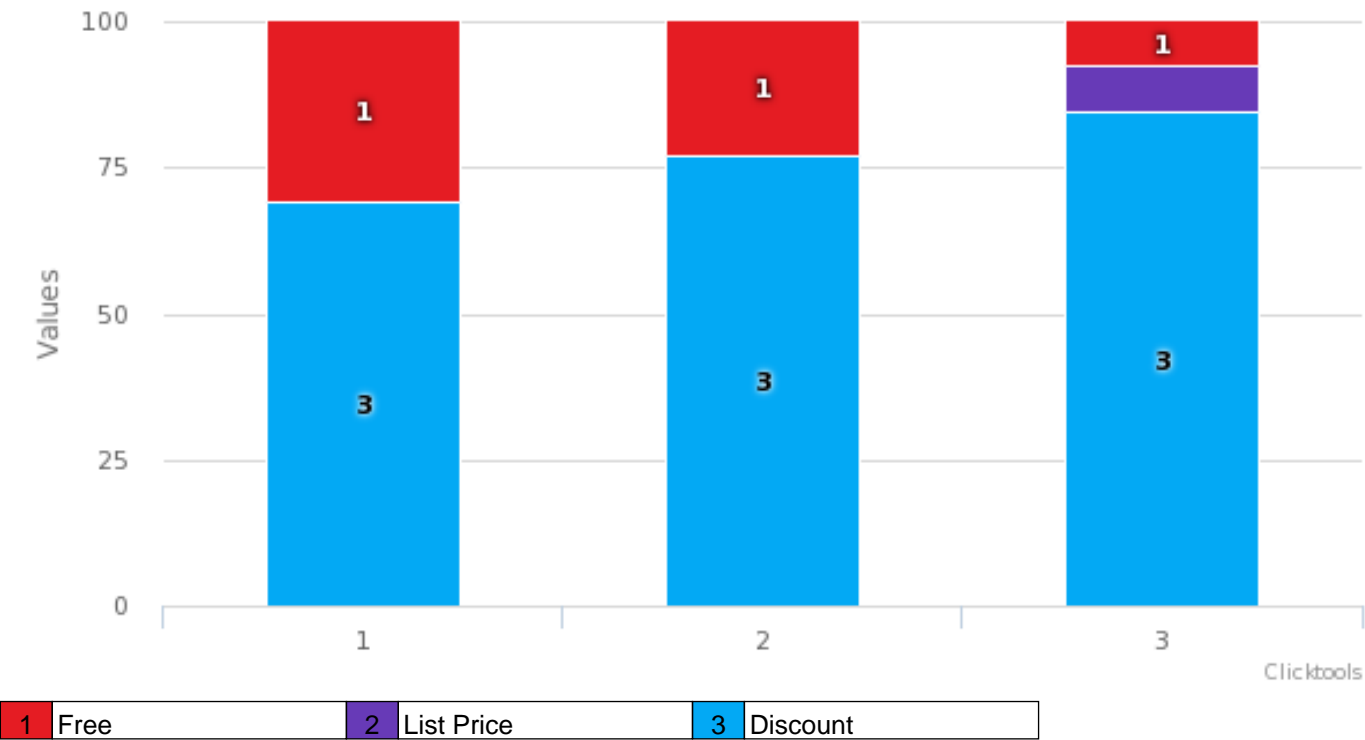
	1	2	3	Mean
1 Channel Sales	30.77% (4)	0% (0)	69.23% (9)	2.38
2 Channel Presales	23.08% (3)	0% (0)	76.92% (10)	2.54
3 Channel Post sales - deployment, operations, maintenance	7.69% (1)	7.69% (1)	84.62% (11)	2.77

Response: 13

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

1 - Depending on the partner level, a tiered discount structure	63.64% (7)	2 - Depending on the strategic importance, different discounts	27.27% (3)
3 - Depending on the region/country the partner comes from, different discounts	54.55% (6)	4 - Same percentage for all partners	27.27% (3)
5 - Other	0% (0)		
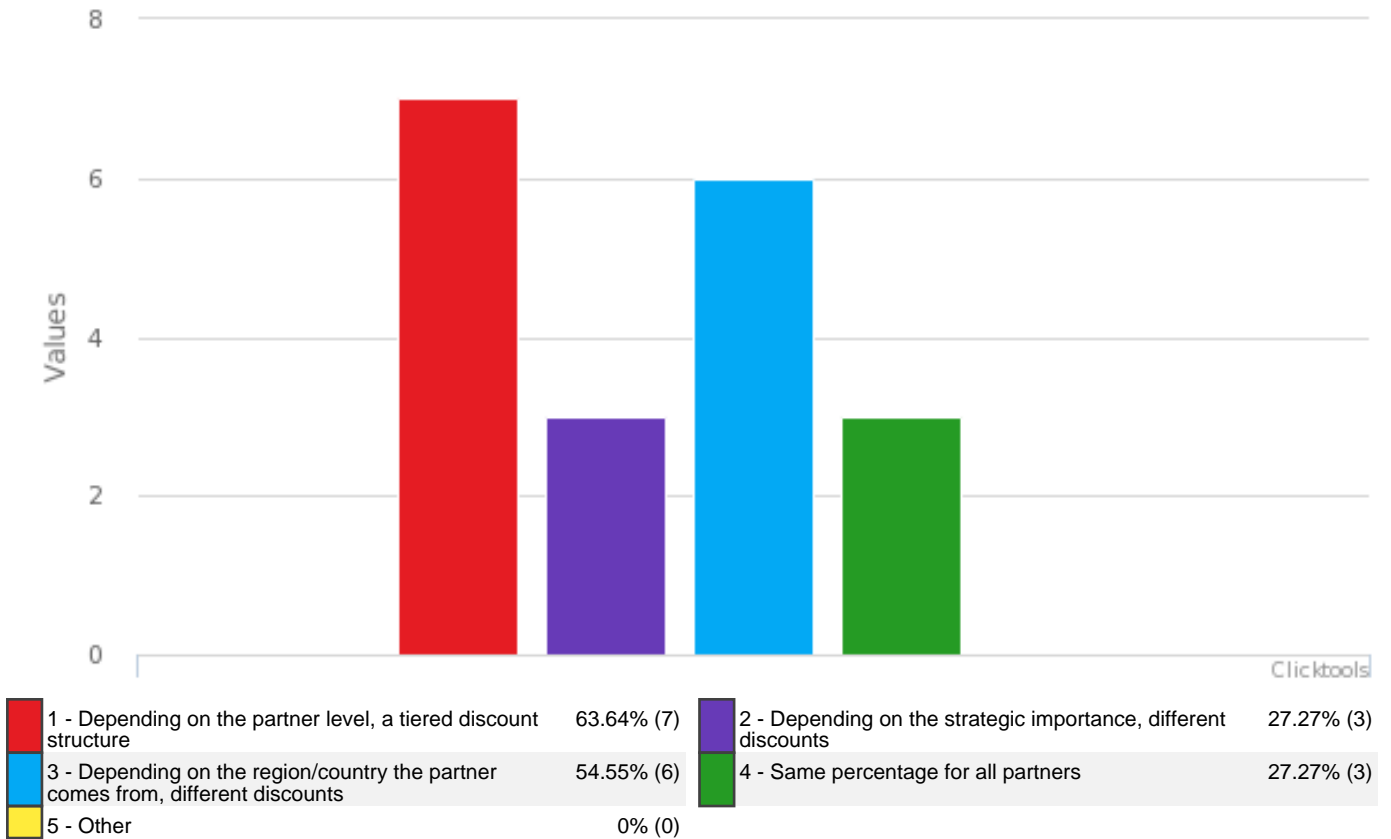
Response: 11

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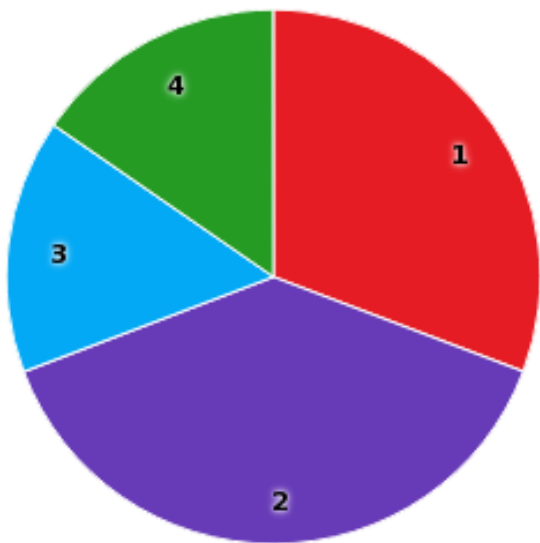
Clicktools

■ 1 - No	30.77% (4)	■ 2 - Yes, can resell and get the normal partner discount to resell	38.46% (5)
■ 3 - Yes, can resell but get a higher discount	15.38% (2)	■ 4 - Yes, can resell but get a lower discount	15.38% (2)

Mean: 2.15
Response: 13

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

Clicktools

■ 1 - 1-10%	12.5% (1)	■ 2 - 11-15%	25% (2)
■ 3 - 16-20%	25% (2)	■ 4 - 21-30%	25% (2)
■ 5 - Over 30%	12.5% (1)	■ 6 - Other	0% (0)

Mean: 3
Response: 8

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

🟥 1 - 1-10%	0% (0)	🟪 2 - 11-15%	25% (2)
🟦 3 - 16-20%	37.5% (3)	🟩 4 - 21-30%	25% (2)
🟨 5 - Over 30%	12.5% (1)	🟧 6 - Other	0% (0)

Mean: 3.25
Response: 8
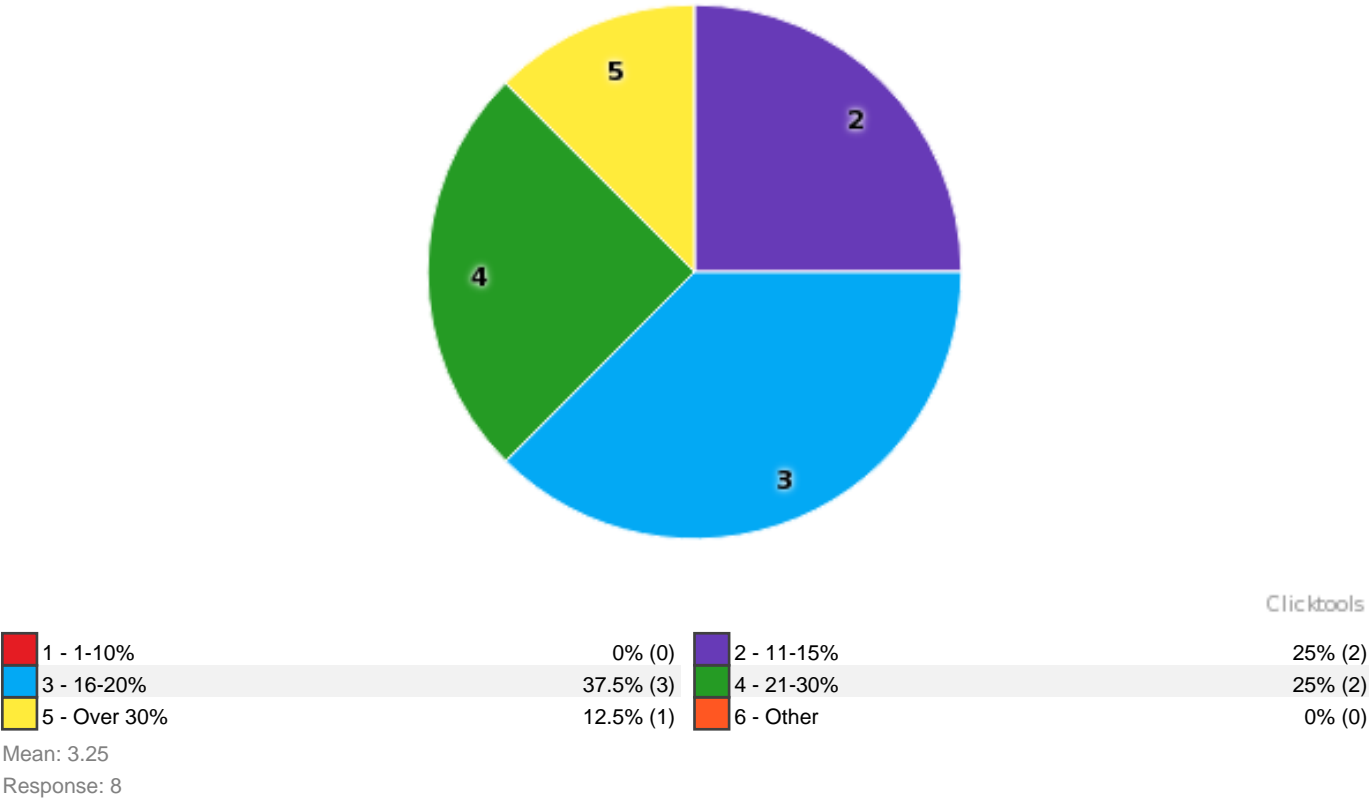
68. Do you sell any education services intellectual property as a standalone item?

🟥 1 - Yes	13.33% (2)	🟪 2 - No	86.67% (13)

Mean: 1.87
Response: 15
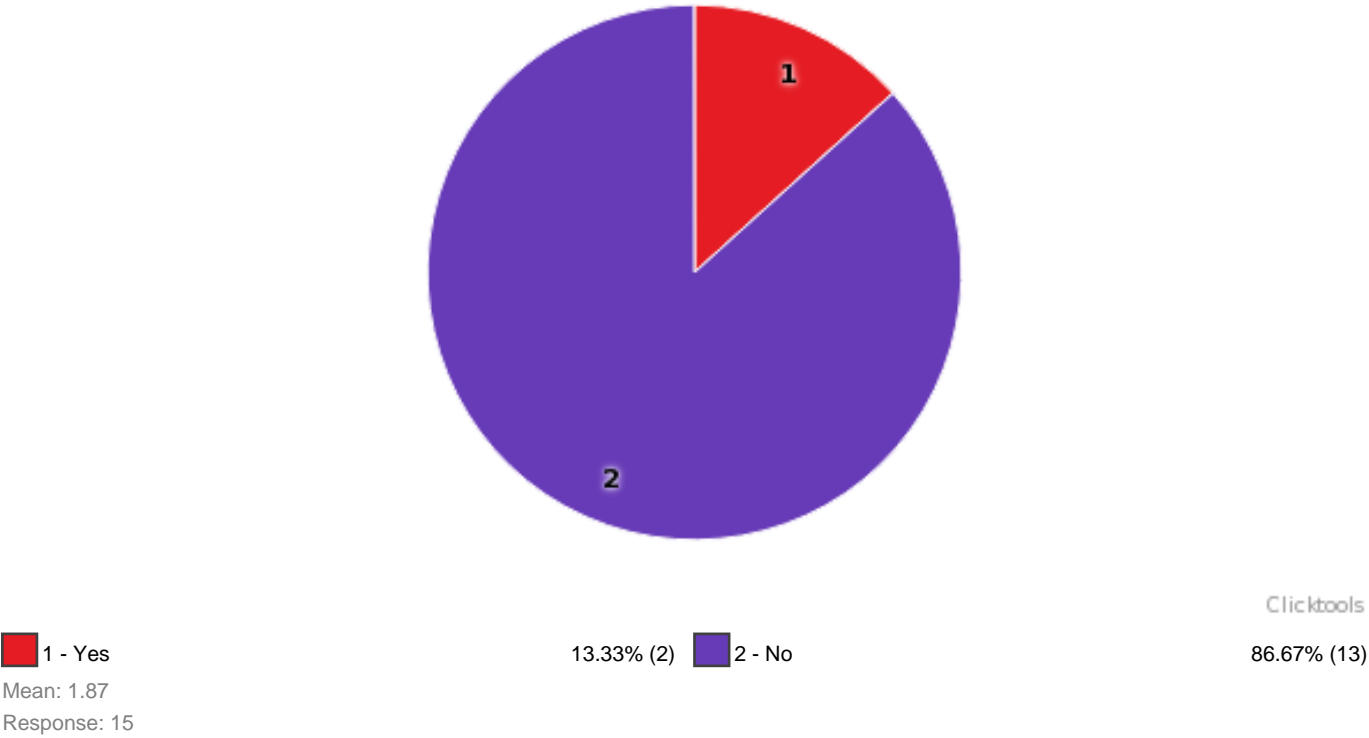
69. Which of the following intellectual property related learning services do you sell?

■	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	50% (1)
■	5 - eLearning source code	100% (2)	■ 6 - Training environment (Lab in the Cloud)	0% (0)
■	7 - Other editable or non-editable content (please specify)	0% (0)		
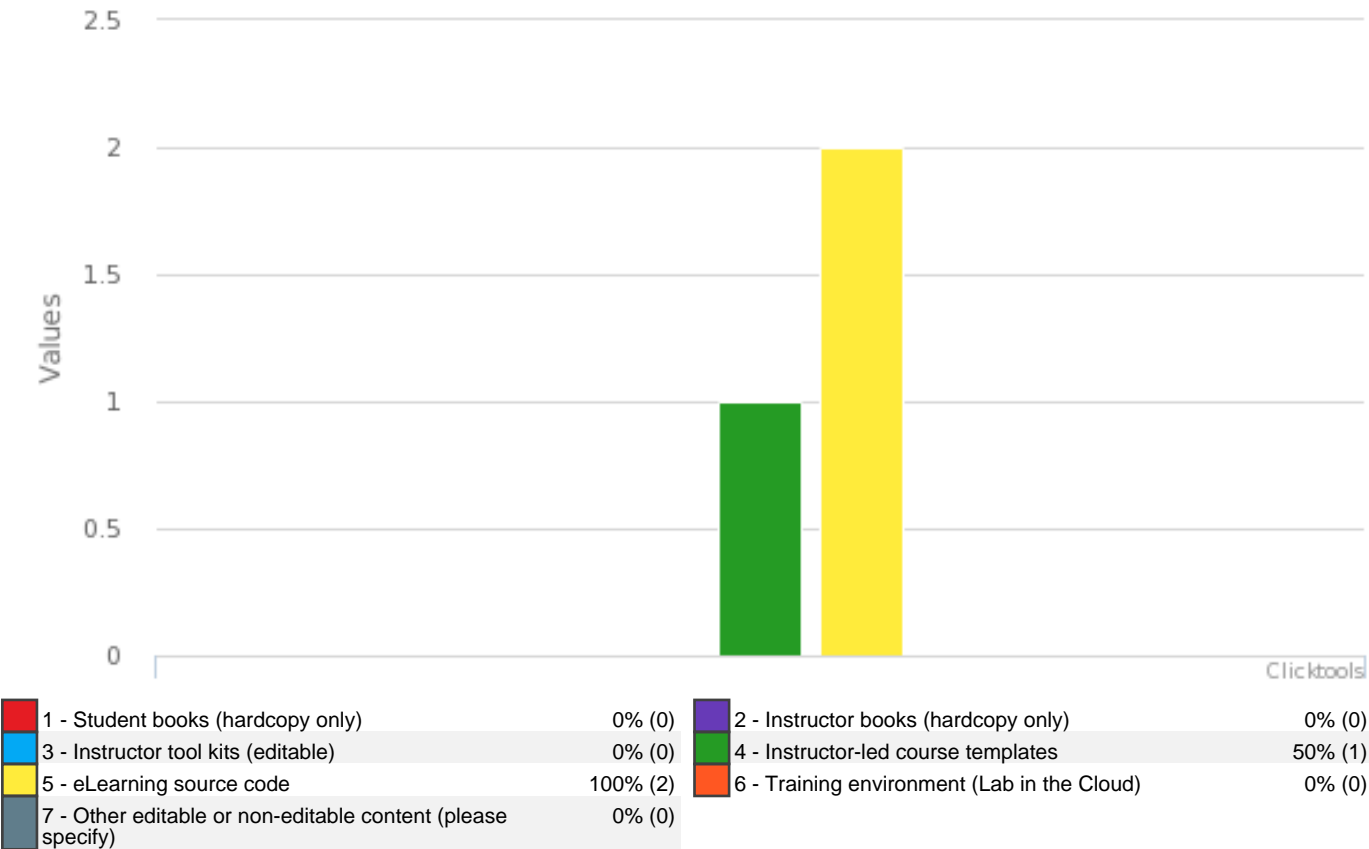
Response: 2

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	50% (1)
■	3 - Separate price for individual items	50% (1)		

Mean: 2.5
Response: 2
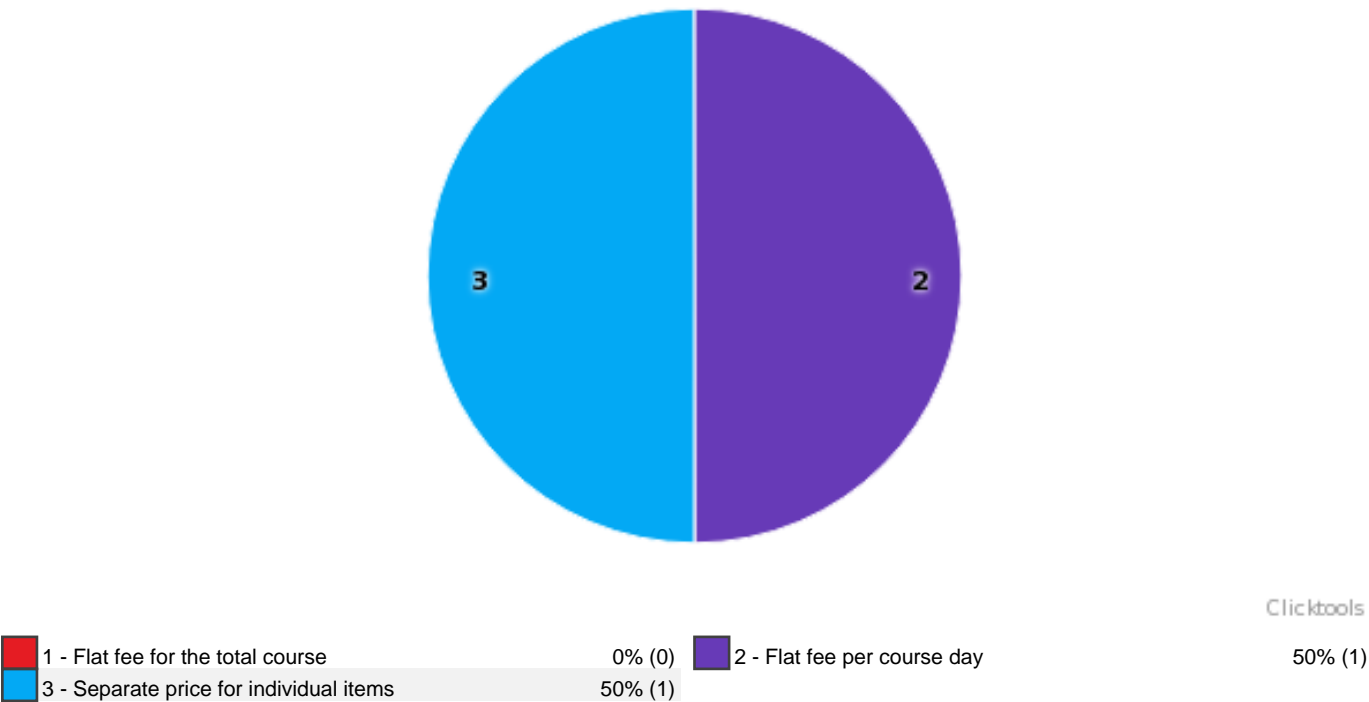
71. On average, how much do you charge ($) as a flat fee per course day (1 day = 6 hours, use also for eLearning)?

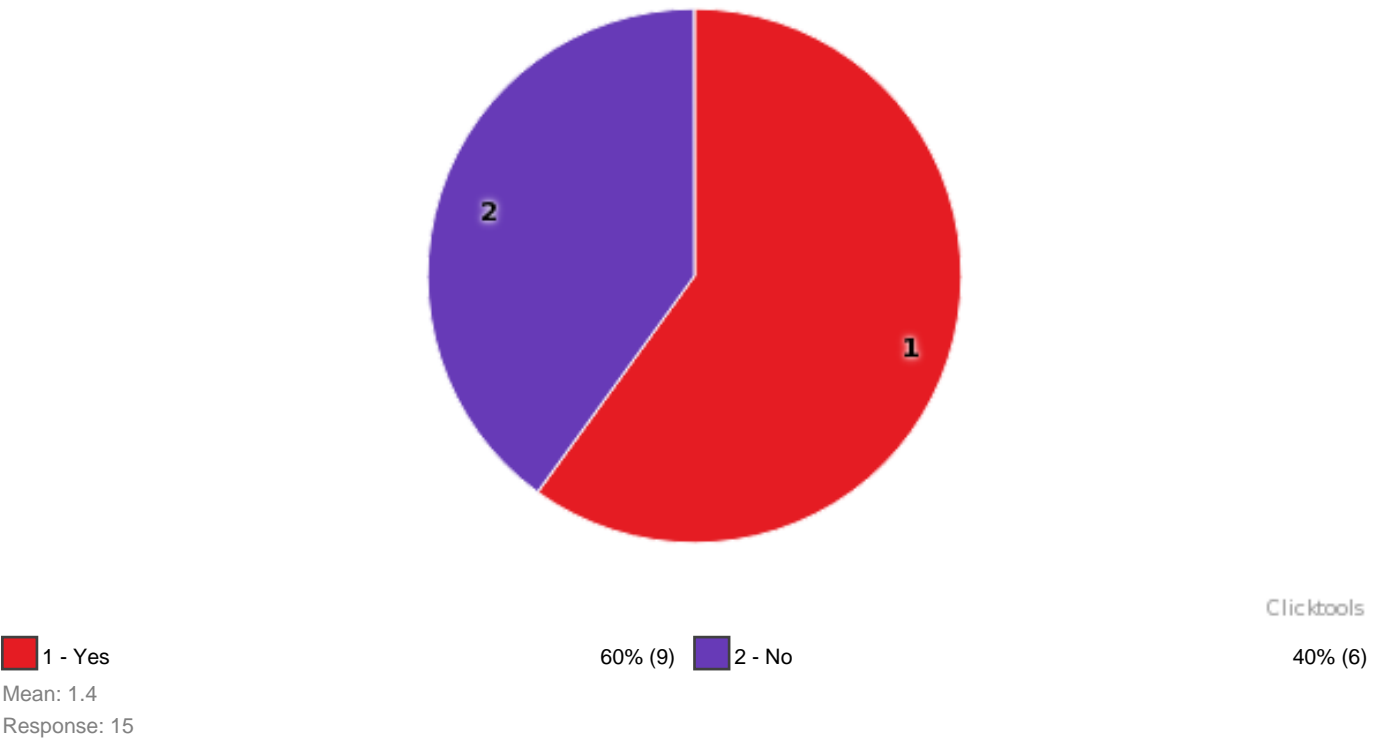|	
Average	11,000
Highest	12,000
Lowest	10,000
Standard deviation	1,414.21

Response: 2

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	50	0	0	0	11,000	0	0
Highest	100	0	0	0	12,000	0	0
Lowest	0	0	0	0	10,000	0	0
Standard deviation	70.71	0	0	0	1,414.21	0	0

Response: 2

73. Do you offer the service to develop training?

Clicktools

■ 1 - Yes		60% (9)	■ 2 - No	40% (6)

Mean: 1.4
Response: 15

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

■ 1 - Per hour of content developed	22.22% (2)	■ 2 - Per development hours	66.67% (6)
■ 3 - Per development day	33.33% (3)	■ 4 - Customers buy training credits and redeem credits against development	33.33% (3)
■ 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	0% (0)
■ 7 - Other	0% (0)		

Response: 9
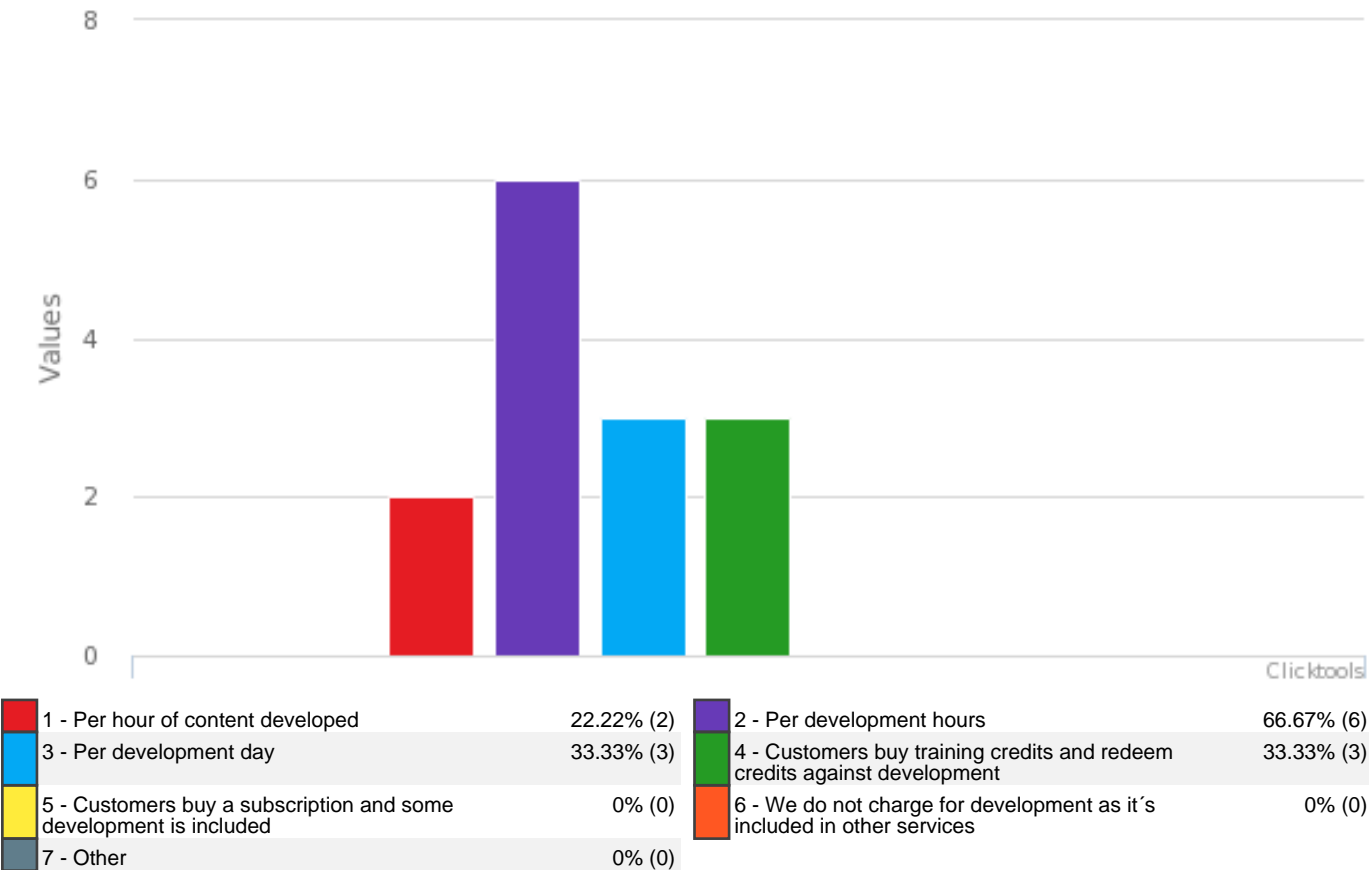
75. How do you quote for development work?

■ 1 - Only time & material	33.33% (3)	■ 2 - Only fixed price bids	0% (0)
■ 3 - Mixture, depending on customer negotiation	66.67% (6)	■ 4 - Other	0% (0)

Mean: 2.33
Response: 9
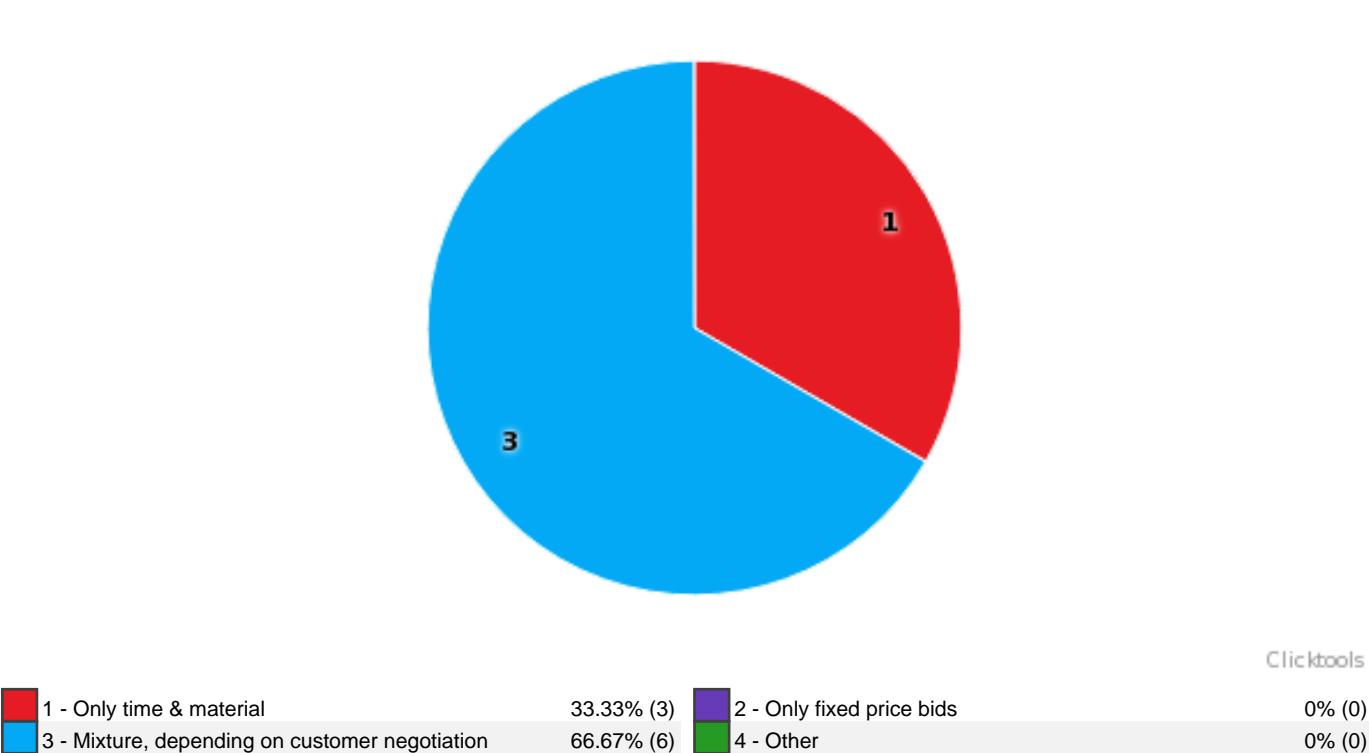
76. Do you offer services to customize existing courses?

■ 1 - Yes	60% (9)	■ 2 - No	40% (6)

Mean: 1.4
Response: 15
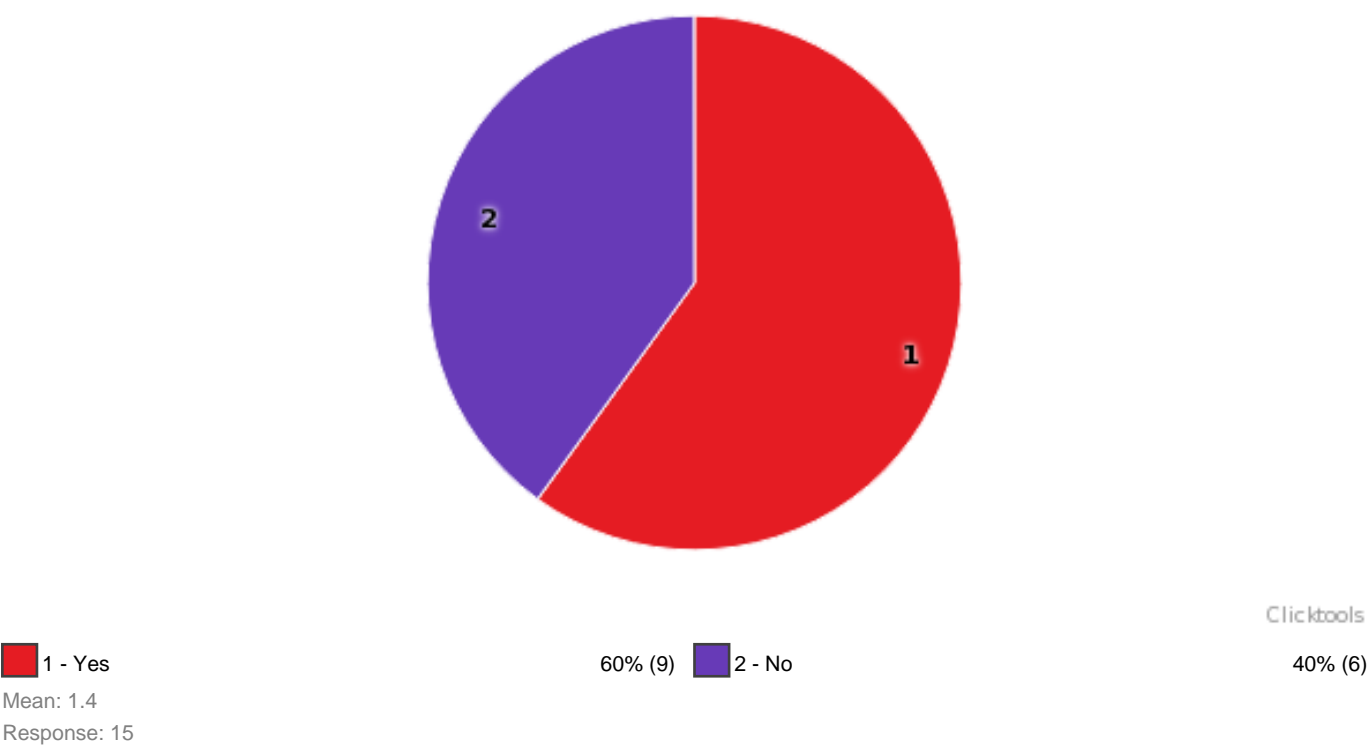
77. When do you start to charge for customization?

■ 1 - Never charge	22.22% (2)	■ 2 - Strictly for any customization	77.78% (7)
■ 3 - Small customization with up to 1 day's work for free, after that a charge	0% (0)	■ 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	0% (0)		

Mean: 1.78
Response: 9