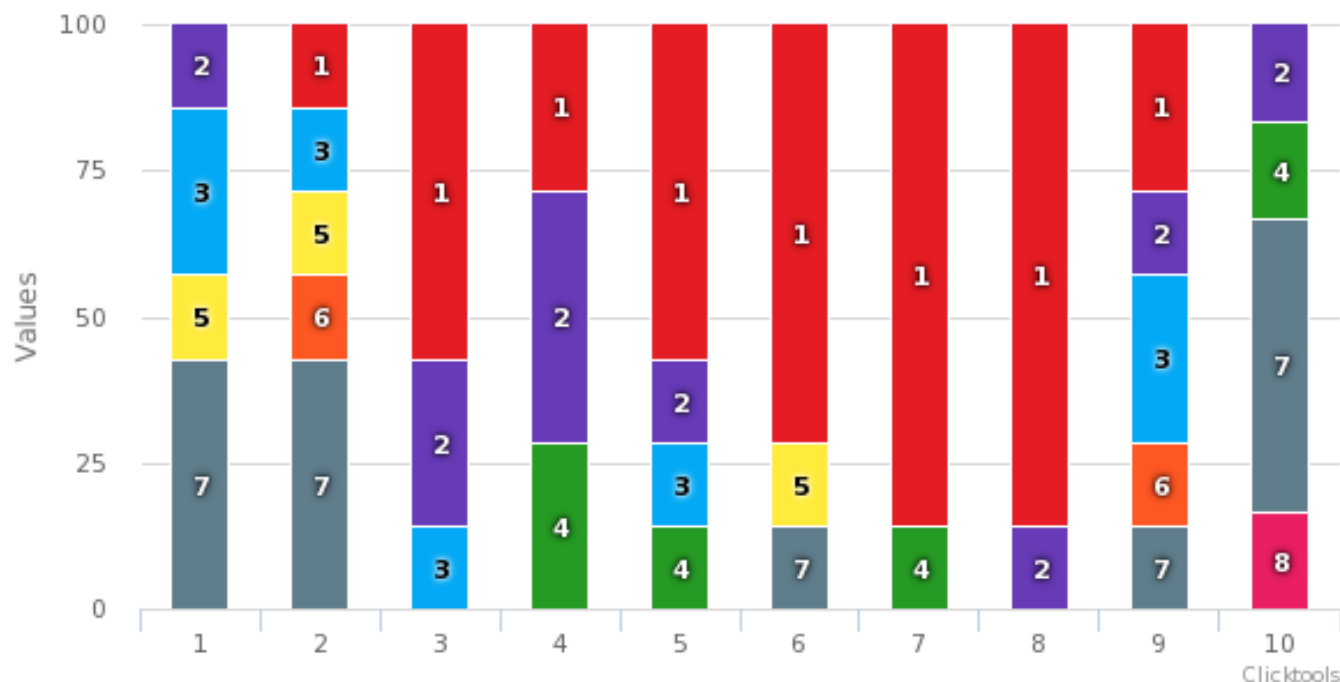# Hardware (7)

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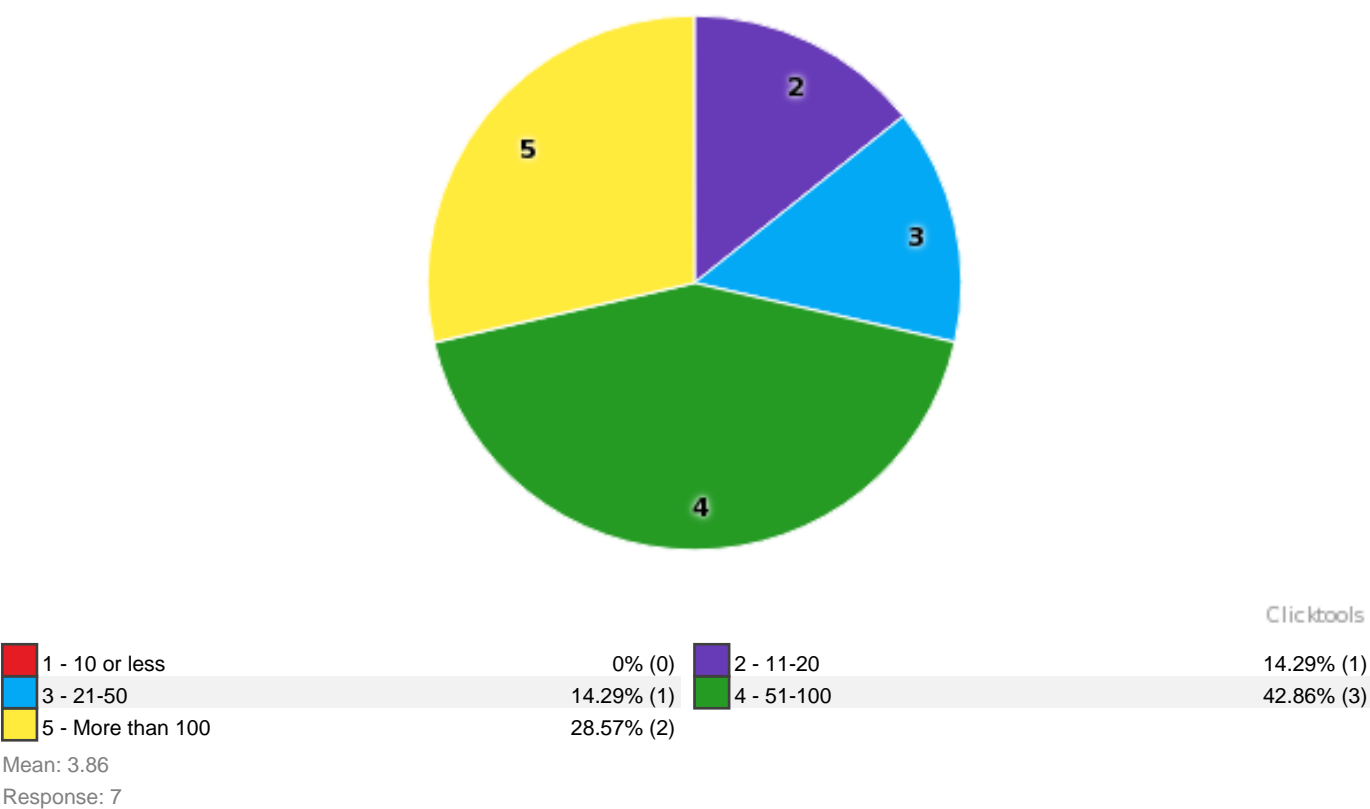

1	No revenue	2	<$500K	3	$500K-$1M	4	$1M-$3M
5	$3M-$5M	6	$5M-$10M	7	$10M-$50M	8	$50M-$100M
9	>$100M						

		1	2	3	4	5	6	7	8	9	Mean
1	Live Classroom	0% (0)	14.29% (1)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	42.86% (3)	0% (0)	0% (0)	4.86
2	Virtual Classroom	14.29% (1)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	14.29% (1)	42.86% (3)	0% (0)	0% (0)	5.14
3	e-Learning	57.14% (4)	28.57% (2)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.57
4	Self-paced	28.57% (2)	42.86% (3)	0% (0)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.29
5	Certification	57.14% (4)	14.29% (1)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.86
6	Learning Consulting	71.43% (5)	0% (0)	0% (0)	0% (0)	14.29% (1)	0% (0)	14.29% (1)	0% (0)	0% (0)	2.43
7	Learning Technologies	85.71% (6)	0% (0)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
8	New learning modalities	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
9	Subscriptions	28.57% (2)	14.29% (1)	28.57% (2)	0% (0)	0% (0)	14.29% (1)	14.29% (1)	0% (0)	0% (0)	3.29
10	TOTAL TRAINING REVENUE	0% (0)	16.67% (1)	0% (0)	16.67% (1)	0% (0)	0% (0)	50% (3)	16.67% (1)	0% (0)	5.83

Response: 7

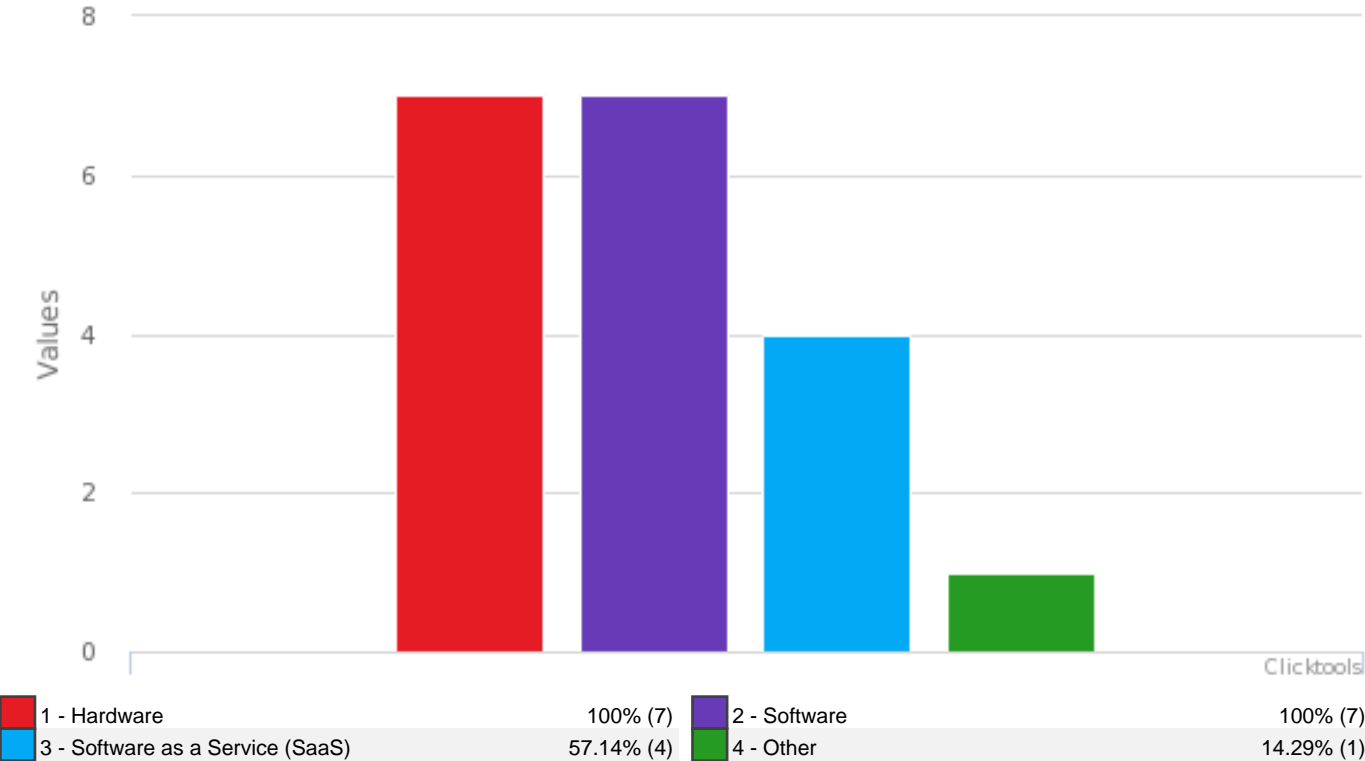**2. What was your education organization's headcount in the most recent fiscal year?**

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

Mean: 3.86

Response: 7

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)	71.43% (5)	🟪 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)	14.29% (1)	🟩 4 - A hybrid depending upon the education business unit	14.29% (1)
🟨 5 - Other	0% (0)		

Mean: 1.71

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

■ 1 - Hardware	100% (7)	■ 2 - Software	100% (7)
■ 3 - Software as a Service (SaaS)	57.14% (4)	■ 4 - Other	14.29% (1)

Response: 7

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	28.57% (2)	■ 4 - More than $1B and less than $3B	28.57% (2)
■ 5 - More than $3B and less than $10B	28.57% (2)	■ 6 - More than $10B and less than $25B	0% (0)
■ 7 - $25B or more	14.29% (1)		
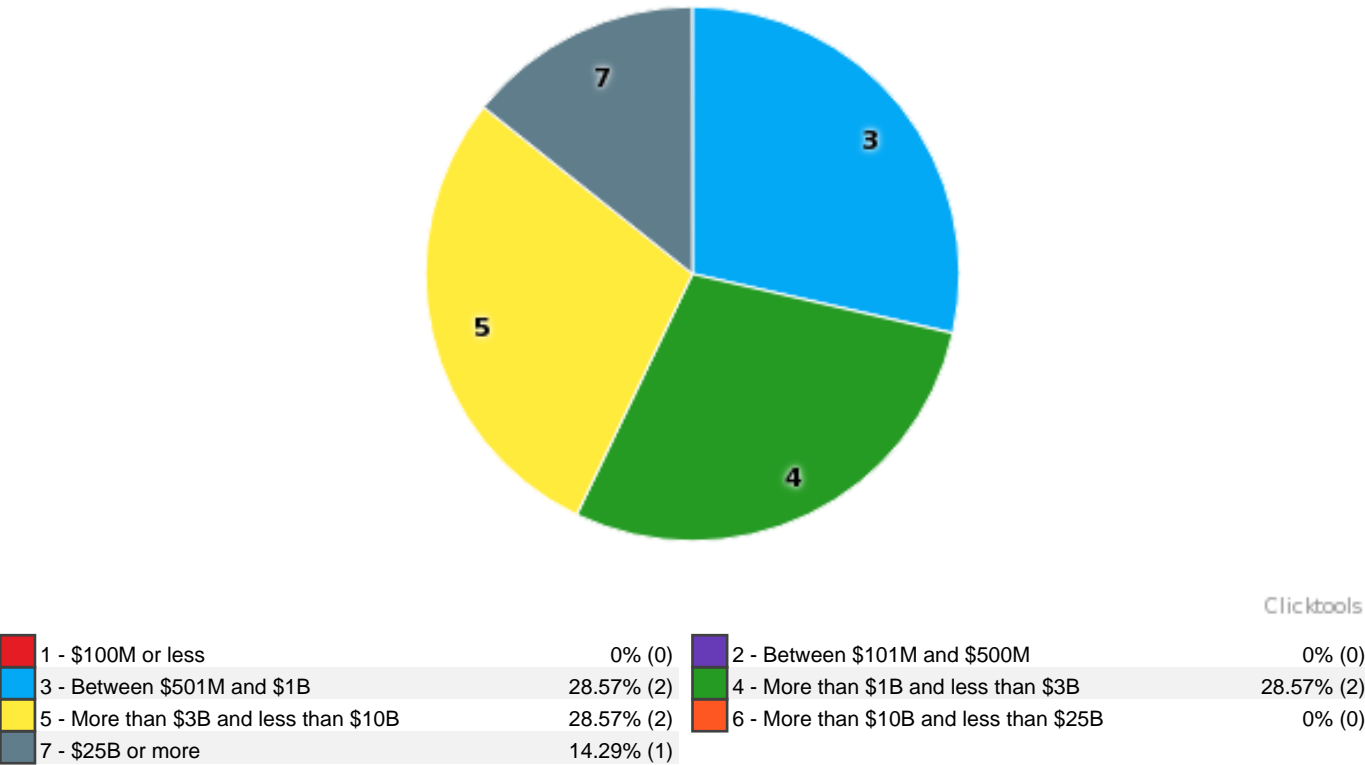
Mean: 4.43
Response: 7

6. How many full-time employees does your company have worldwide?
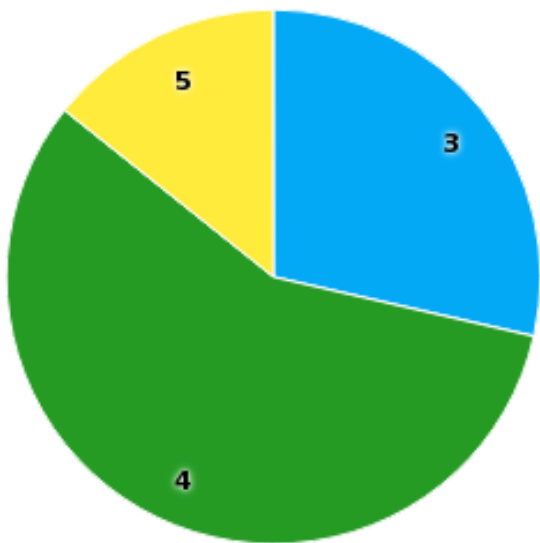
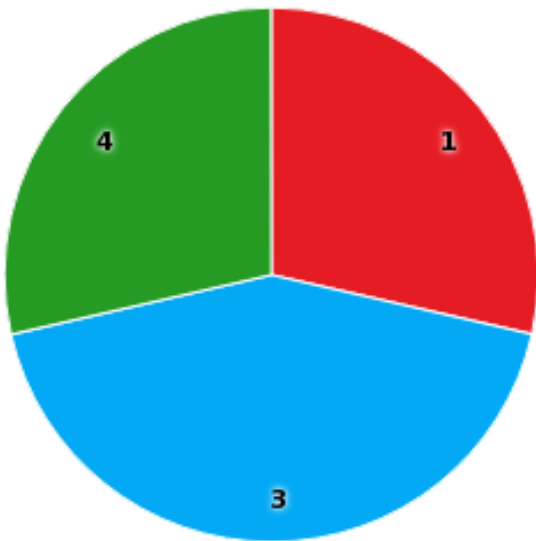|			
1 - 100 or less	0% (0)	2 - 101 to 1000	0% (0)
3 - 1001 to 5000	28.57% (2)	4 - 5001 to 10000	57.14% (4)
5 - 10001 to 50000	14.29% (1)	6 - More than 50000	0% (0)

Mean: 3.86
Response: 7

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

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

Mean: 1
Response: 7

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8. How do you manage price lists globally?

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

Mean: 2.71
Response: 7

9. In which currencies do you charge your customers (choose all that apply)?
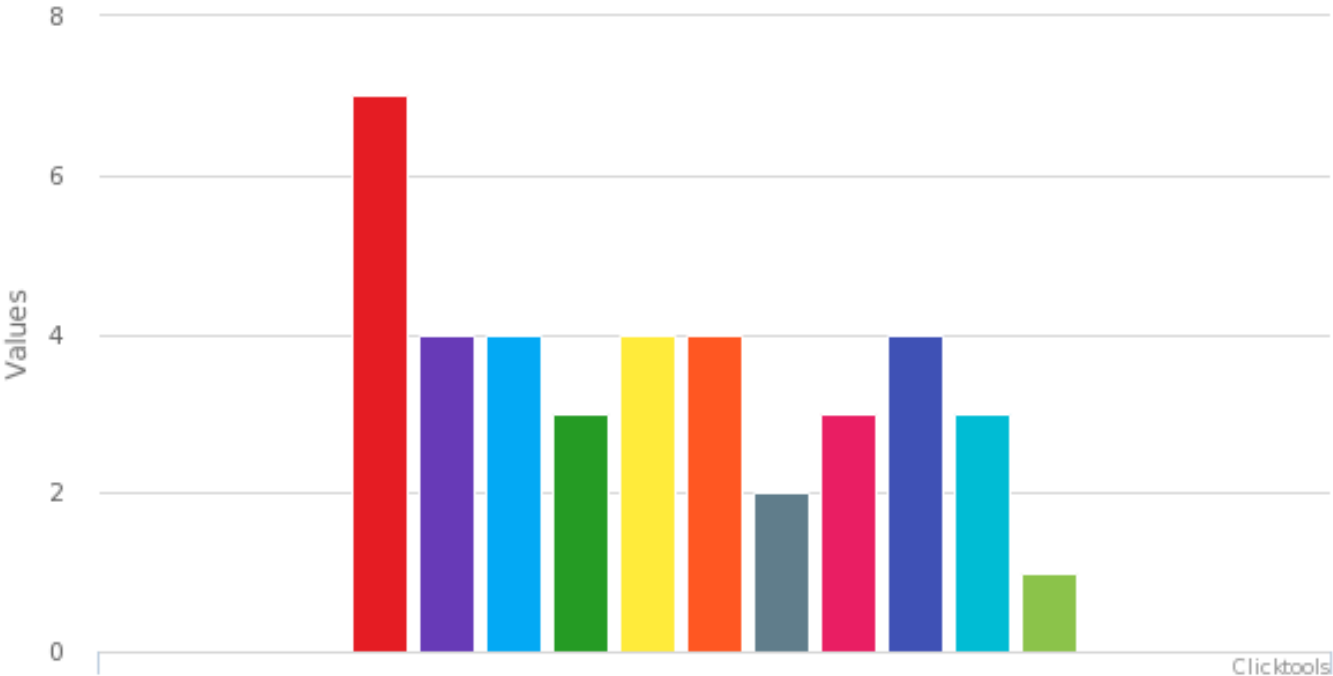
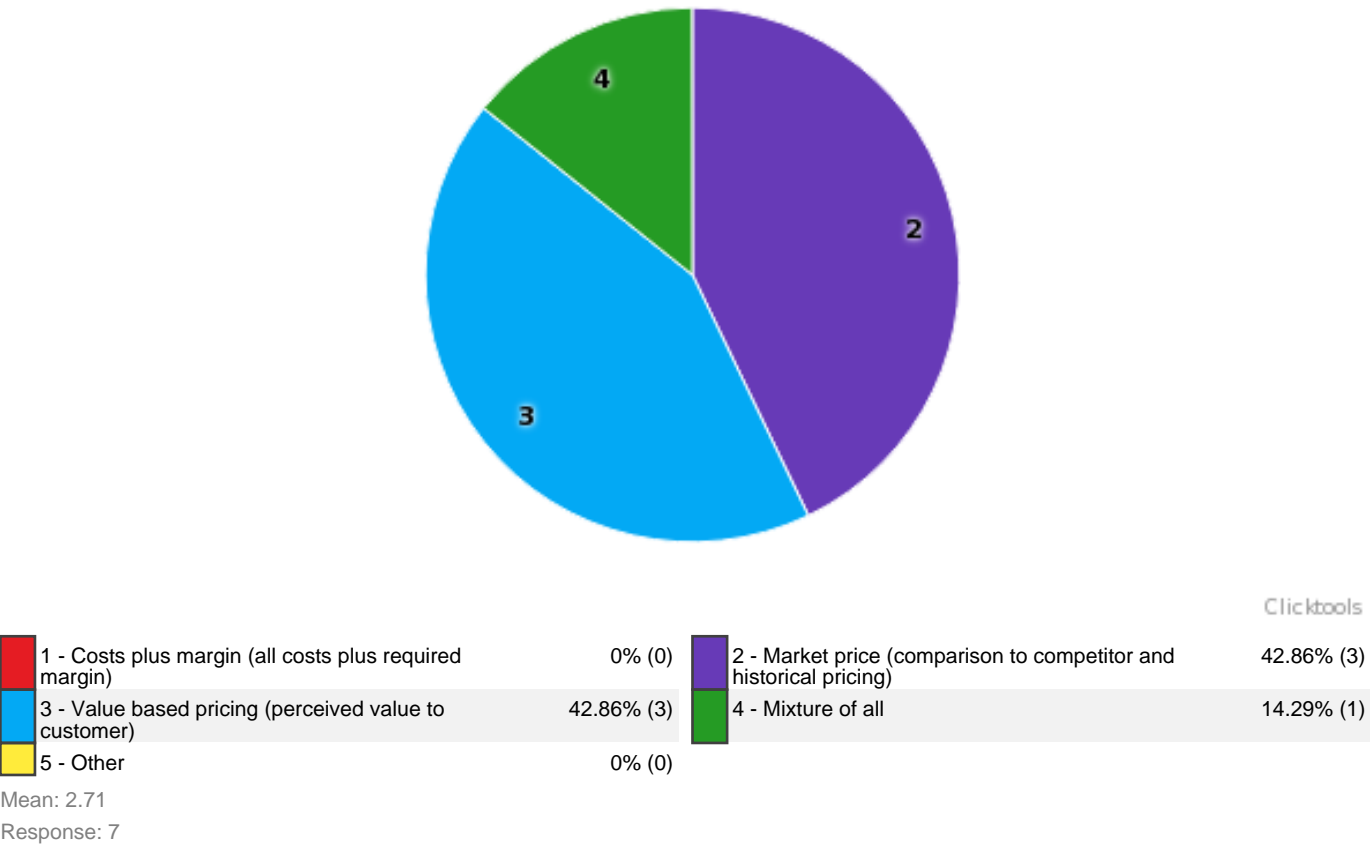| 1 - USD	100% (7)	2 - EUR	57.14% (4)
3 - GBP	57.14% (4)	4 - JYP (Japan)	42.86% (3)
5 - AUD (Australia)	57.14% (4)	6 - INR (India)	57.14% (4)
7 - CNY (China)	28.57% (2)	8 - BRL (Brazil)	42.86% (3)
9 - CAD	57.14% (4)	10 - SGD (Singapore)	42.86% (3)
11 - Other	14.29% (1)		

Response: 7

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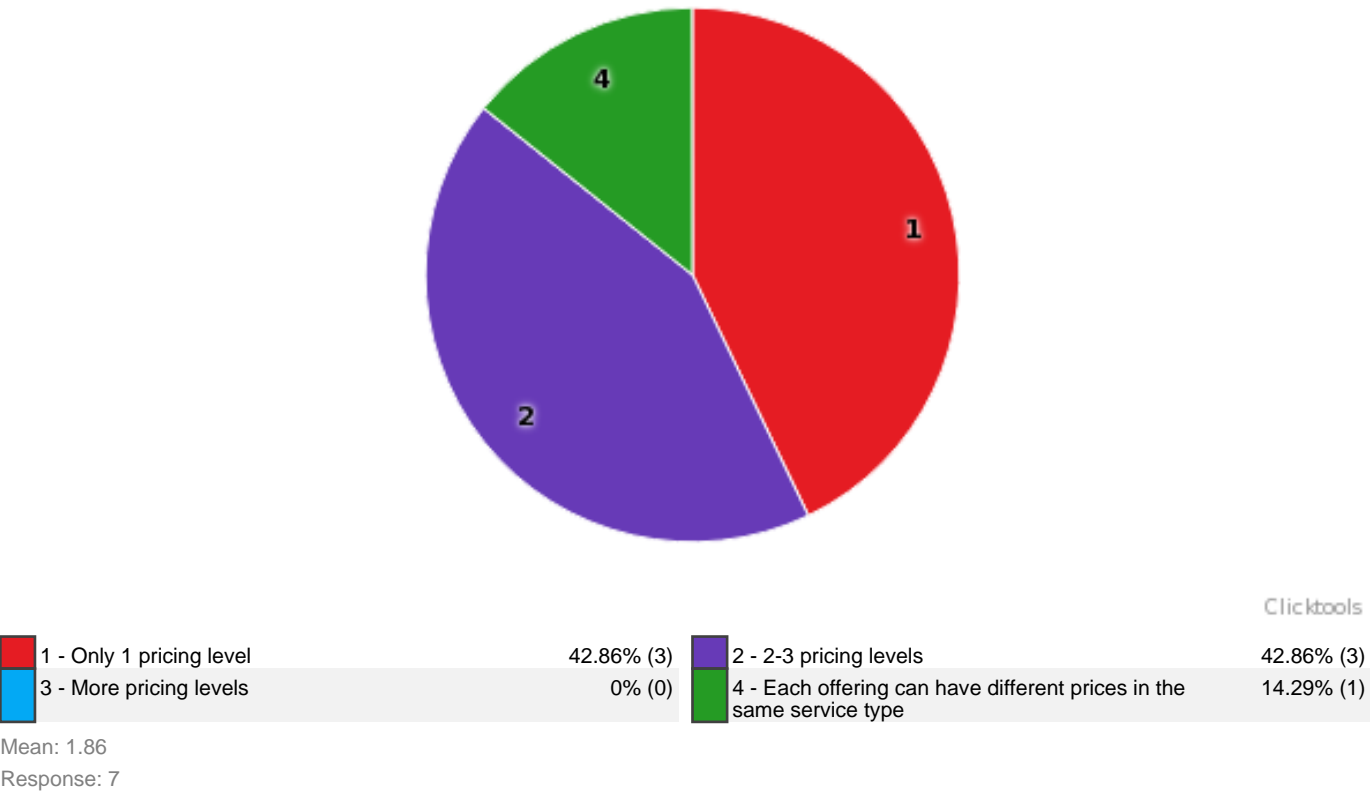

Clicktools
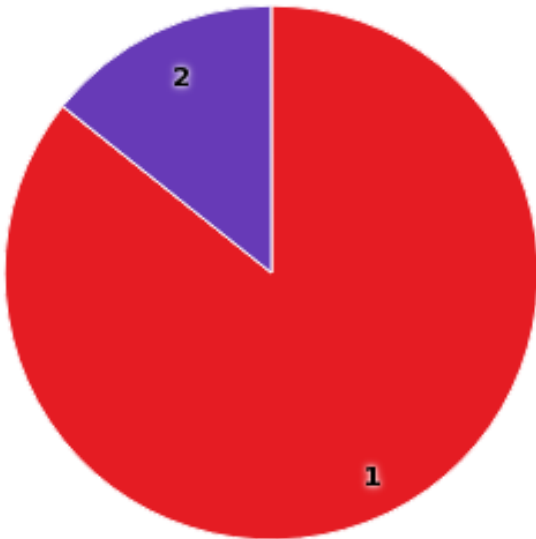
1 - Fixed rate in local currency	85.71% (6)	2 - Price changing based on the actual exchange rate	14.29% (1)

Mean: 1.14
Response: 7

11. How are the prices calculated?

🟥	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)?

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

Mean: 1.86

Response: 7

13. As you have different levels, what is the difference between your lowest and highest level?
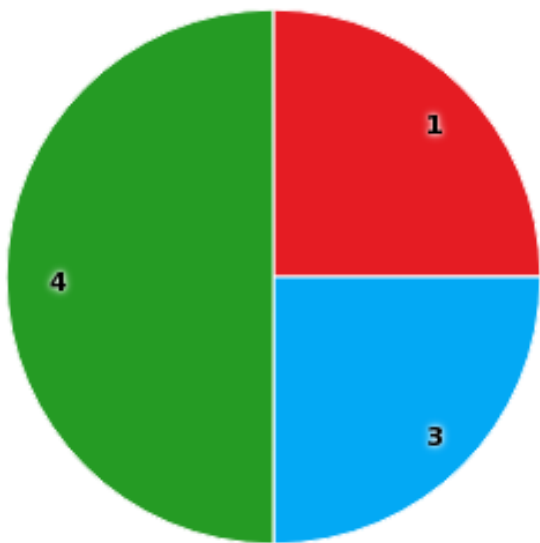
■ 1 - <10%	25% (1)	■ 2 - 10-25%	0% (0)
■ 3 - 26-50%	25% (1)	■ 4 - >50%	50% (2)

Mean: 3

Response: 4

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

1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						
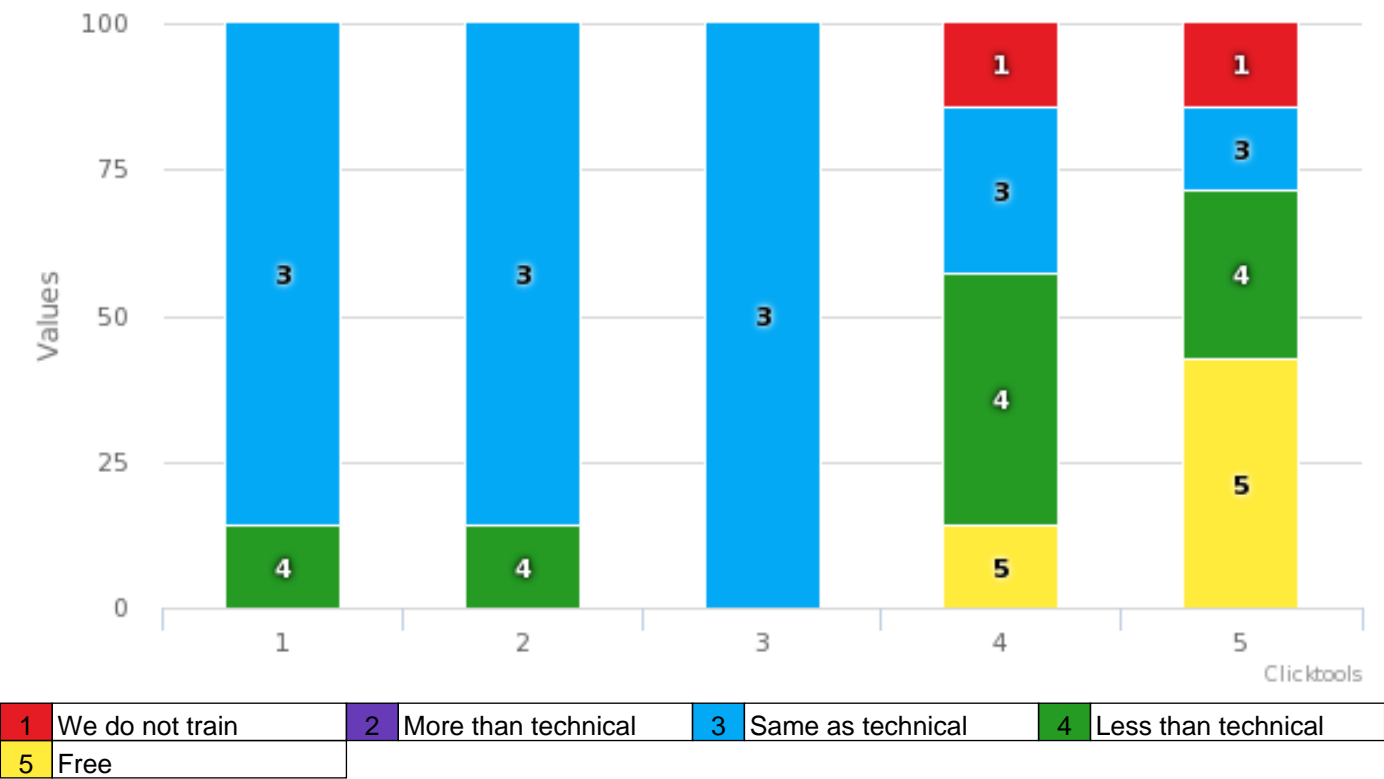
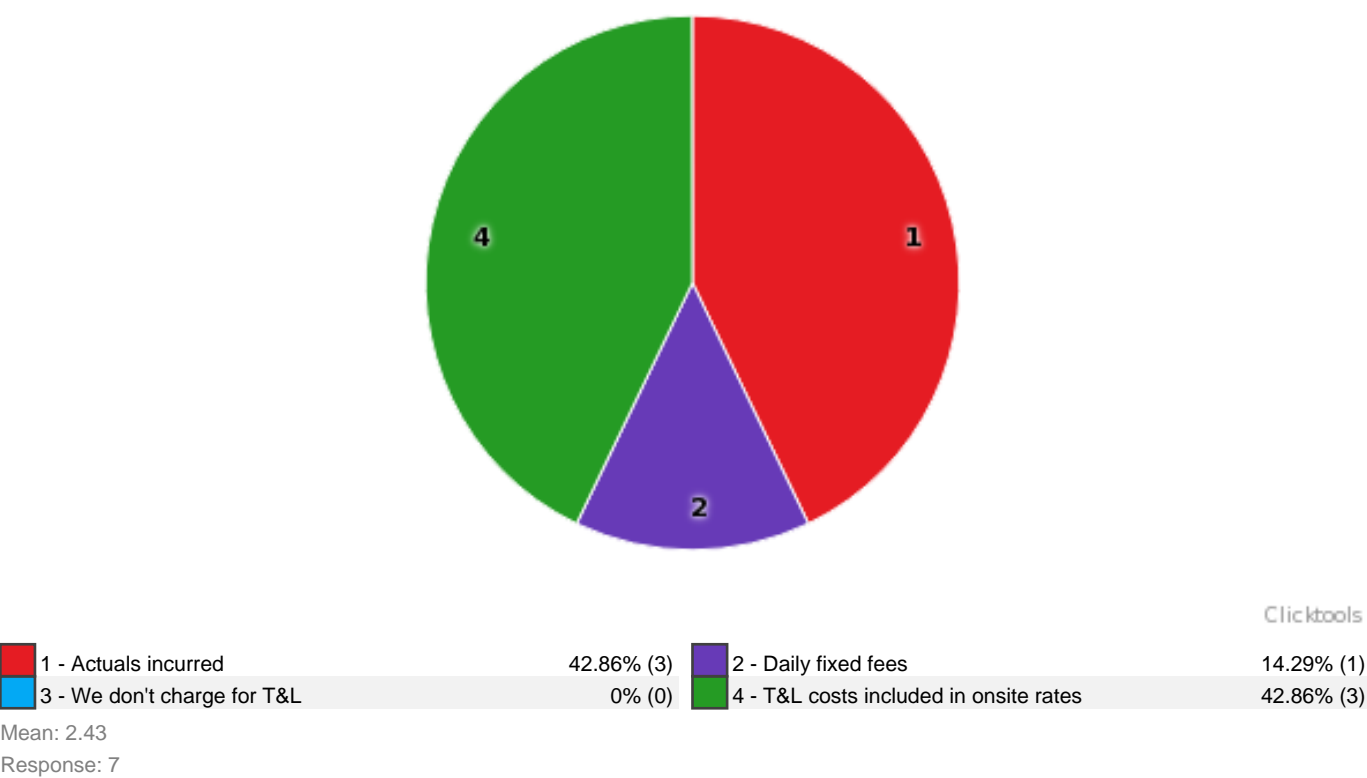|	1	2	3	4	5	Mean
1 End user	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	3.14
2 Business User	0% (0)	0% (0)	85.71% (6)	14.29% (1)	0% (0)	3.14
3 Technical/Admin	0% (0)	0% (0)	100% (7)	0% (0)	0% (0)	3
4 Partner	14.29% (1)	0% (0)	28.57% (2)	42.86% (3)	14.29% (1)	3.43
5 Employee	14.29% (1)	0% (0)	14.29% (1)	28.57% (2)	42.86% (3)	3.86

Response: 7

15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.
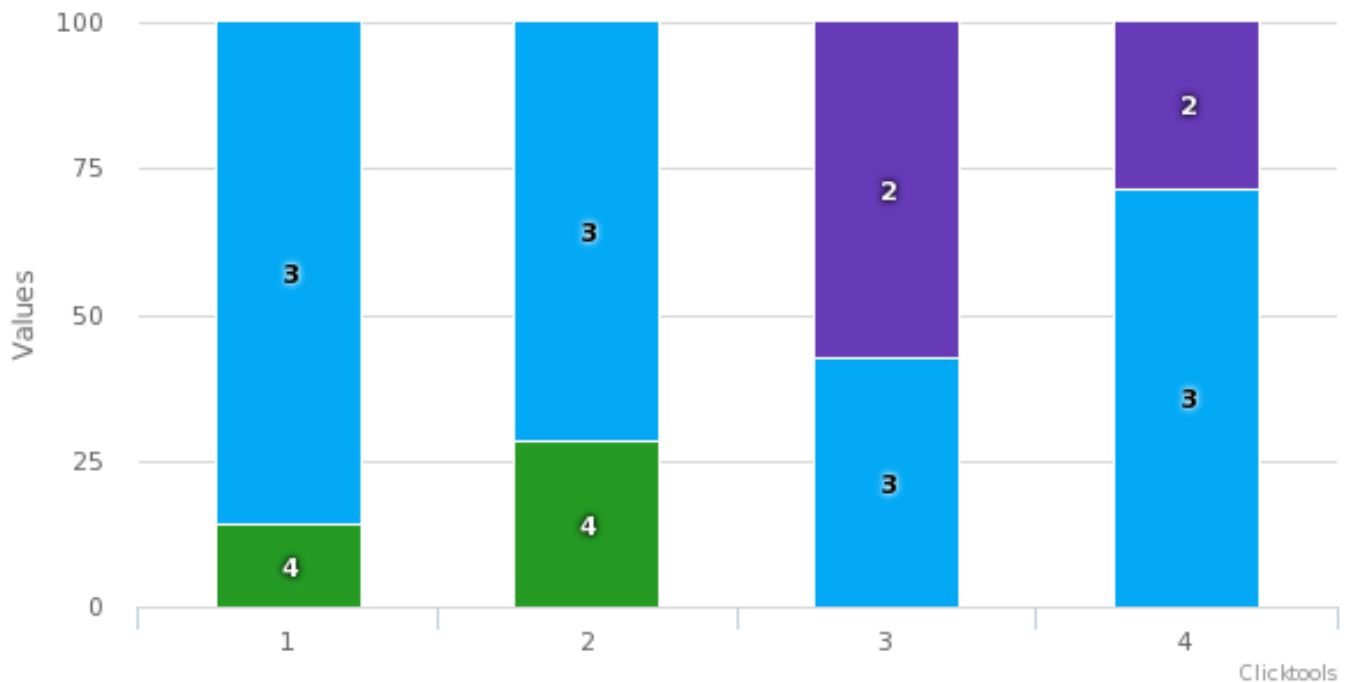
1	We do not provide	2	More than the first	3	Same as the first	4	Less than the first

	1	2	3	4	Mean
1 Overview/introduction	0% (0)	0% (0)	85.71% (6)	14.29% (1)	3.14
2 Fundamentals/new starter	0% (0)	0% (0)	71.43% (5)	28.57% (2)	3.29
3 Advanced/expert	0% (0)	57.14% (4)	42.86% (3)	0% (0)	2.43
4 Workshop	0% (0)	28.57% (2)	71.43% (5)	0% (0)	2.71

Response: 7

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

1 - Actuals incurred	42.86% (3)	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	42.86% (3)

Mean: 2.43
Response: 7

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

1 - No mark-up and margin	100% (7)	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: 7
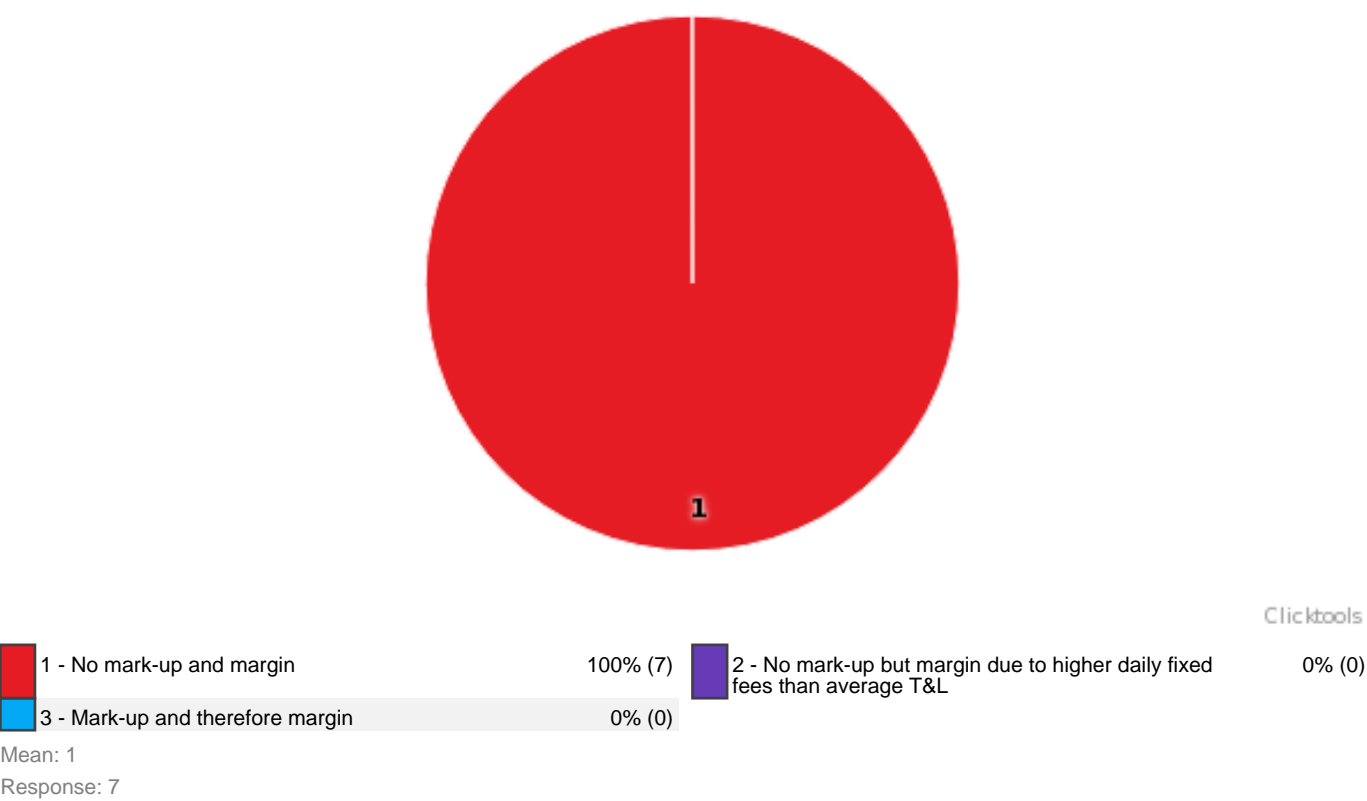
18. Do you charge customers for the instructor travel time for onsite training?
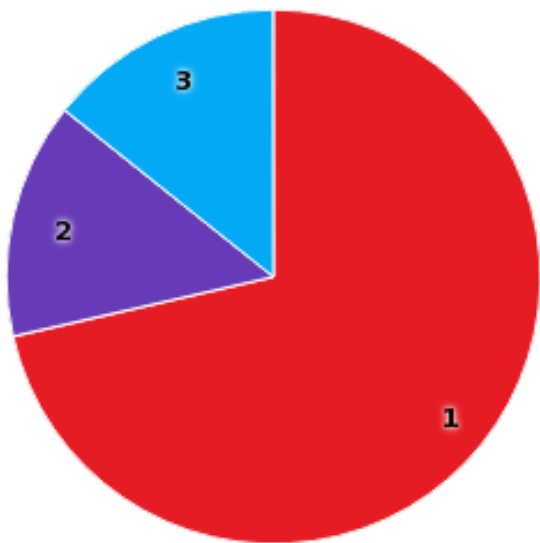
🟥 1 - No additional fees	71.43% (5)	🟪 2 - Yes, beyond a threshold of max 1-day travel to/from customer	14.29% (1)
🟦 3 - Yes, beyond a threshold of more than 1-day travel to/from customer	14.29% (1)	🟩 4 - Yes, for any travel time	0% (0)

Mean: 1.43
Response: 7

19. What do you charge for instructor travel time per day of travel?
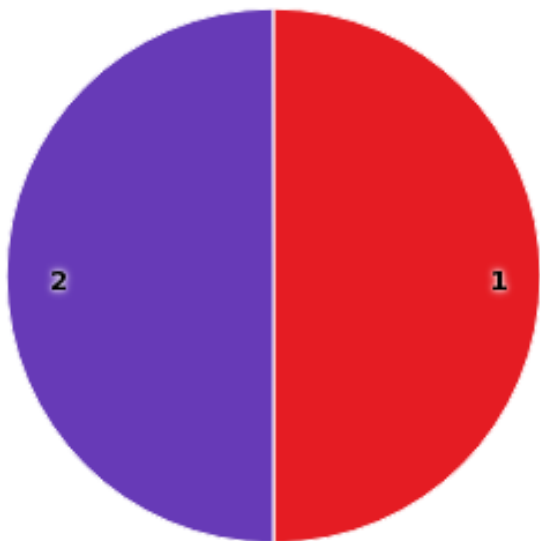
|			
🟥 1 - 0-30% of instructor rate	50% (1)	🟪 2 - 31%-50% of instructor rate	50% (1)
🟦 3 - 51-75% of instructor rate	0% (0)	🟩 4 - 76%-100% of instructor rate	0% (0)

Mean: 1.5
Response: 2

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

	Customers can buy learning products as required (Transactional)	Customers buy training credits and redeem credits against learning products	Customers buy a subscription to some/all learning services for a limited time period	Customers buy bulk-purchase options, such as training days, volume purchase agreement	Other
Average	51.43%	31.43%	12.14%	2.86%	2.14%
Highest	100%	75%	50%	15%	15%
Lowest	0%	0%	0%	0%	0%
Standard deviation	39.34	25.93	17.53	5.67	5.67

Response: 7

21. Do you sell education together with product sales?
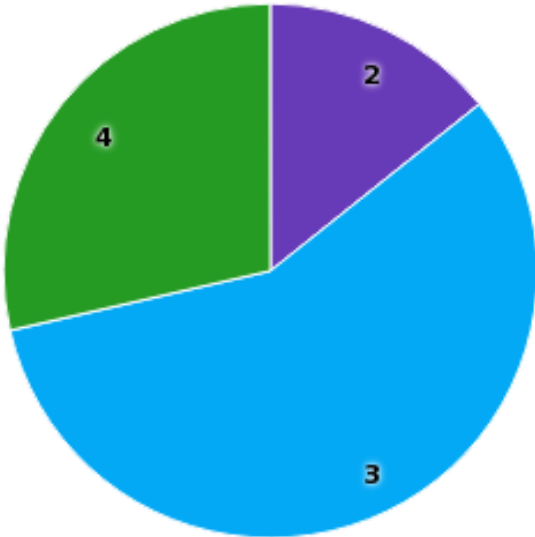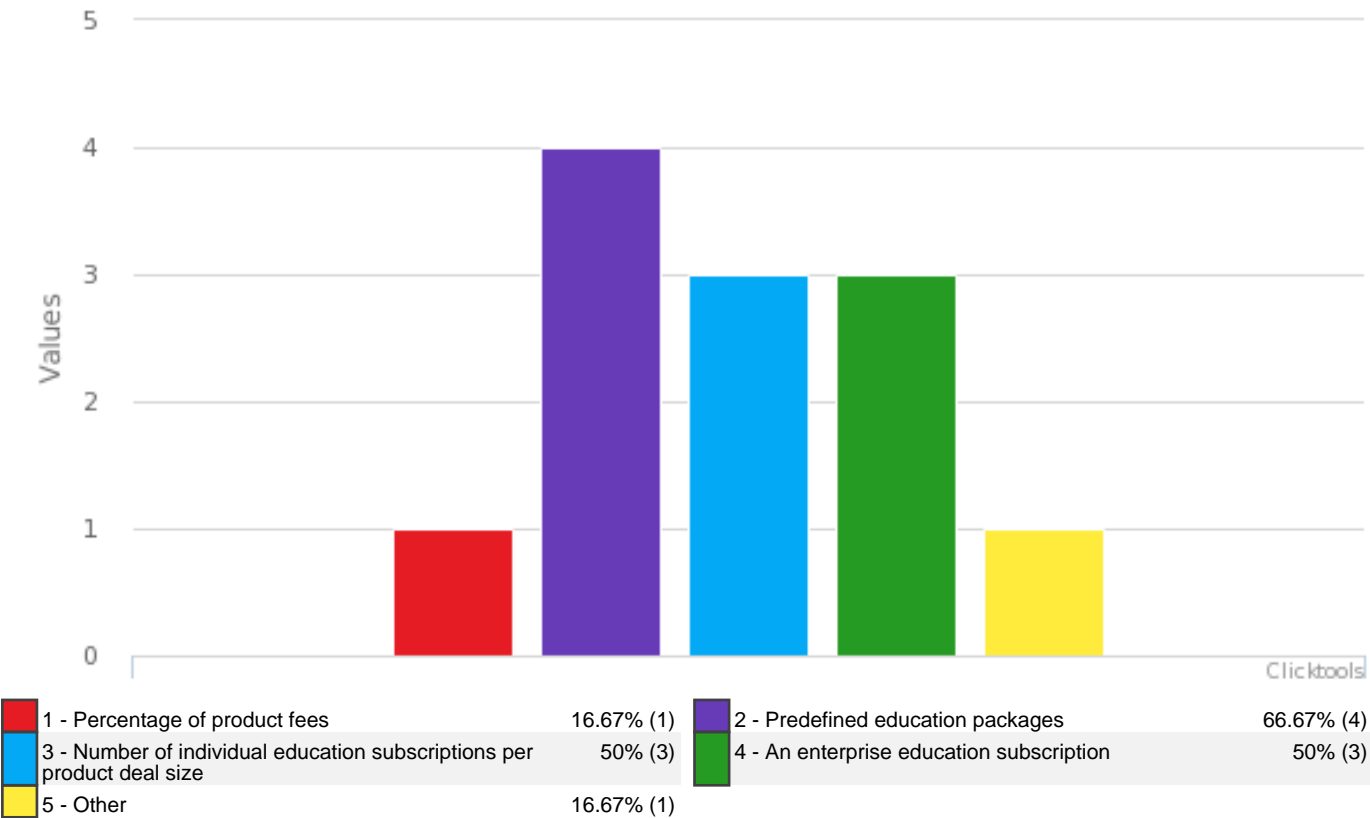
🟥 1 - Mandatory attach	0% (0)	🟪 2 - Automatic attach, can be removed	14.29% (1)
🟦 3 - On a case by case basis	57.14% (4)	🟩 4 - Never, always separate	28.57% (2)

Mean: 3.14
Response: 7

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

1 - Percentage of product fees	16.67% (1)	2 - Predefined education packages	66.67% (4)
3 - Number of individual education subscriptions per product deal size	50% (3)	4 - An enterprise education subscription	50% (3)
5 - Other	16.67% (1)		

Response: 6

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

1 - An absolute education amount	0% (0)	2 - Defined education credits	100% (1)

Mean: 2
Response: 1

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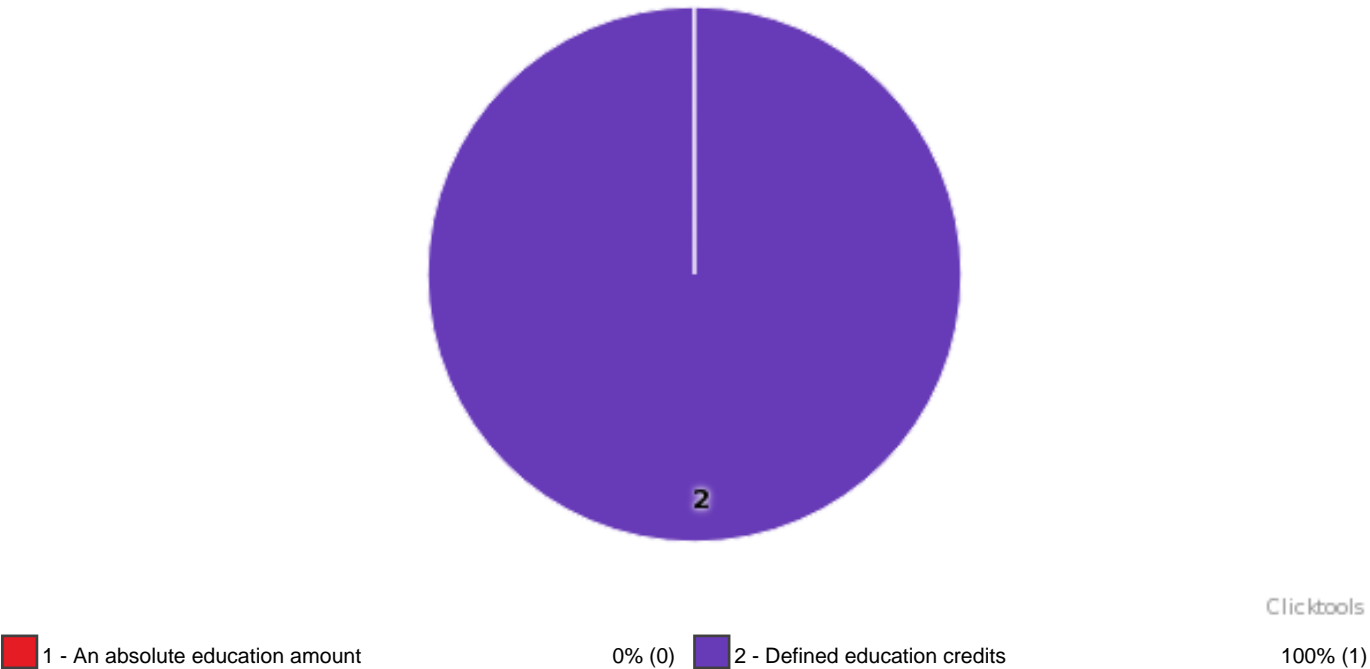
24. What do you attach to predefined packages/individual subscriptions?

■ 1 - A defined number of packages/individual subscriptions for all customers	50% (2)	■ 2 - Defined number packages/individual subscriptions per deal size, for example, in several tiers	50% (2)

Mean: 1.5
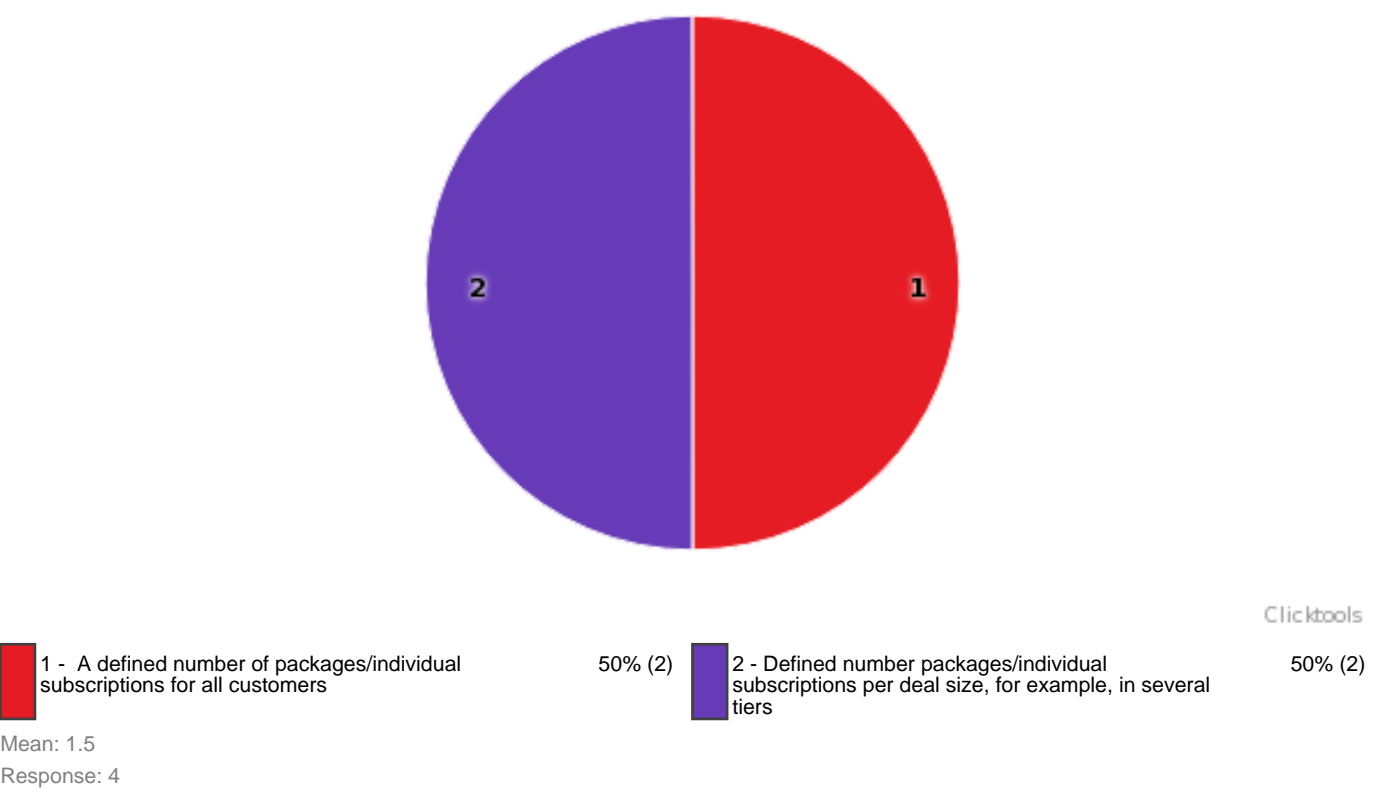
Response: 4

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

Average	2%
Highest	5%
Lowest	1%
Standard deviation	1.55

Response: 6

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	16.67% (1)	■ 2 - Customer has separate line item with price for education	83.33% (5)
■ 3 - Customer has one subscription price for product and education included	0% (0)		
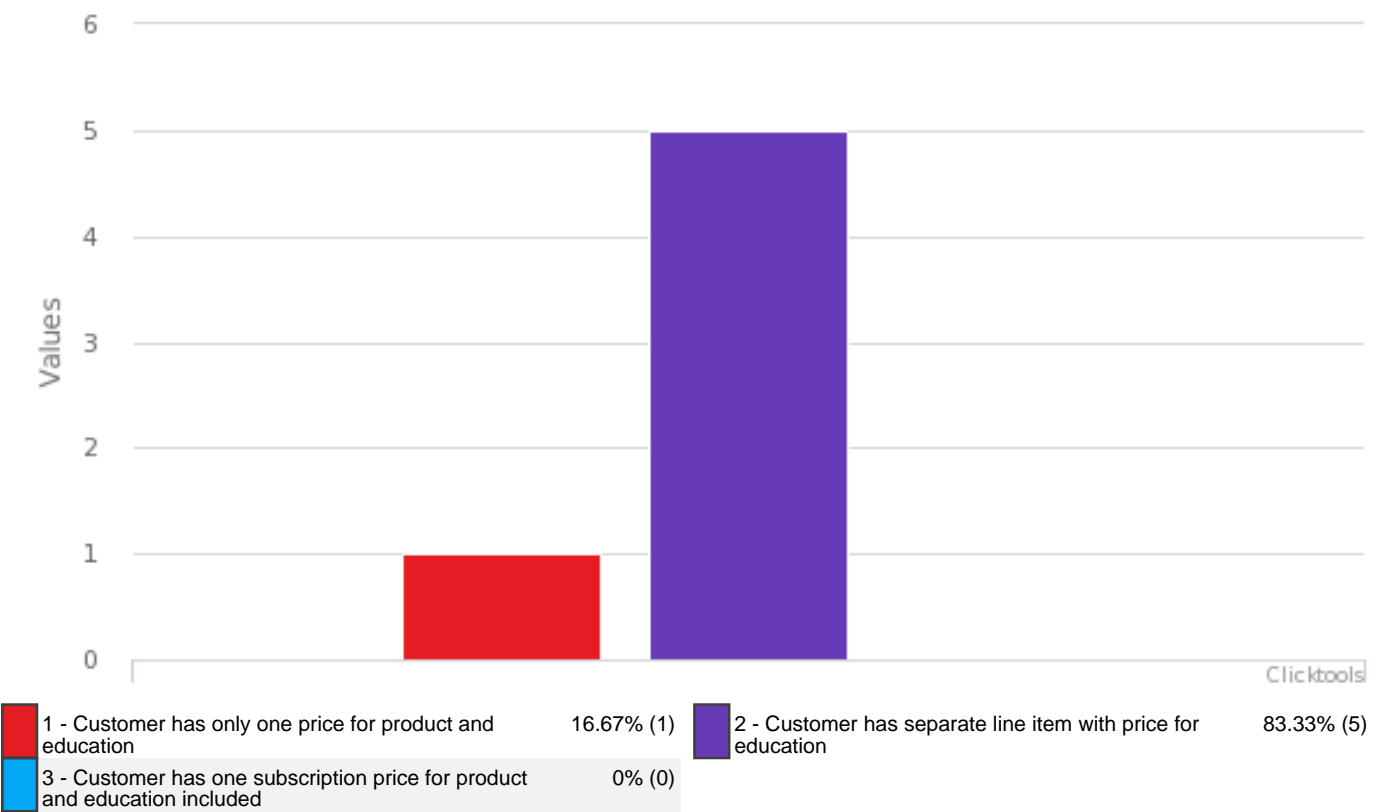
Response: 6

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

Average	8%
Highest	15%
Lowest	1%
Standard deviation	5.29

Response: 5

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

■	1 - One to one like product – full quota retiring	71.43% (5)	■ 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	0% (0)
■	5 - Not compensated	14.29% (1)	■ 6 - Other	0% (0)

Mean: 1.86
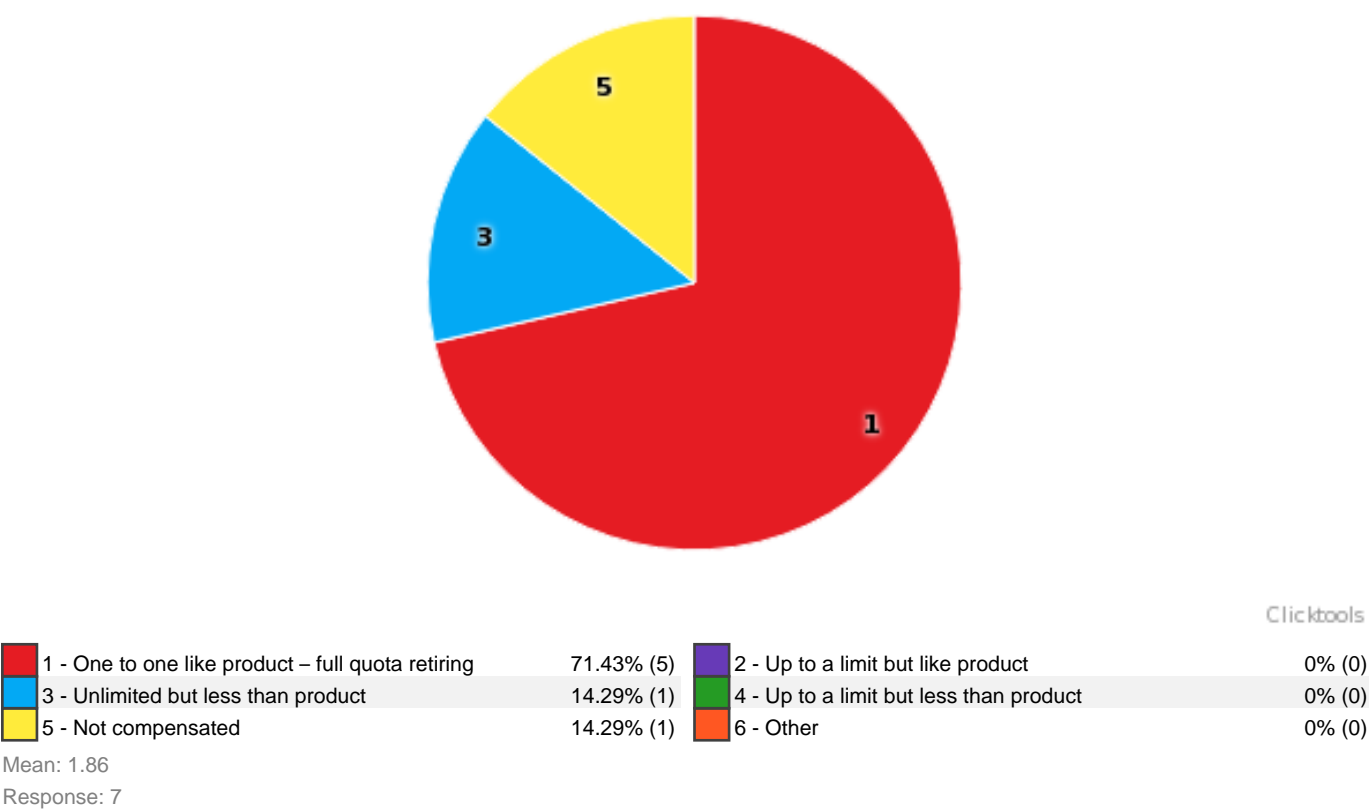
Response: 7

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)	60% (3)	■ 2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	40% (2)
■	3 - Other	0% (0)		
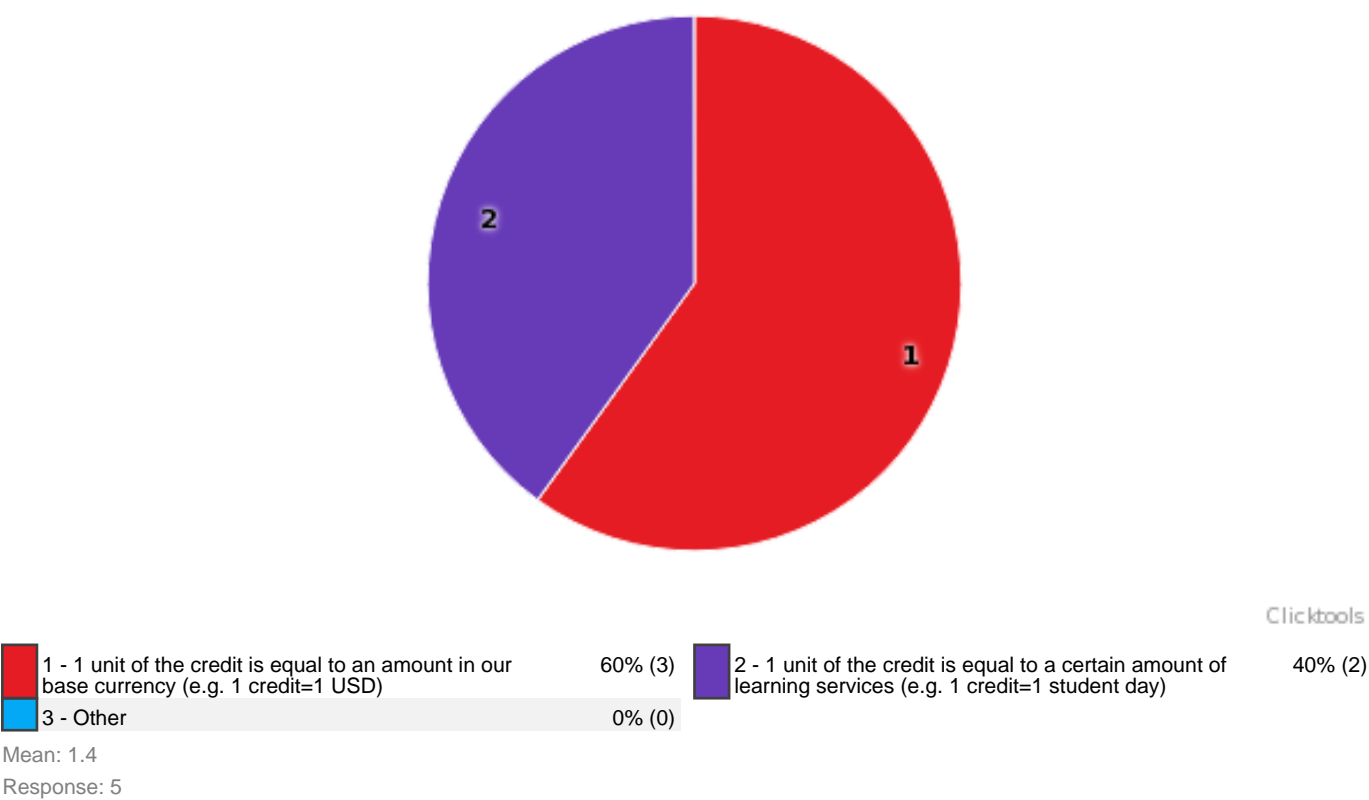
Mean: 1.4

Response: 5

30. Do you discount training credits?

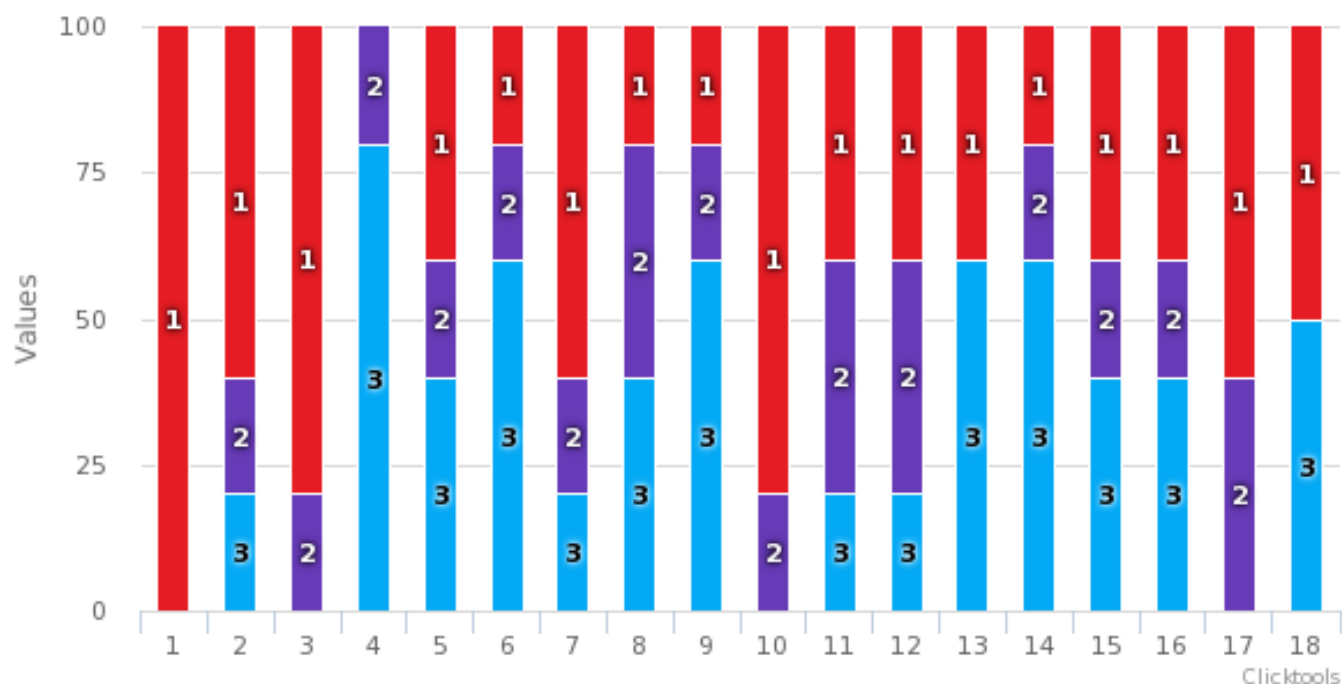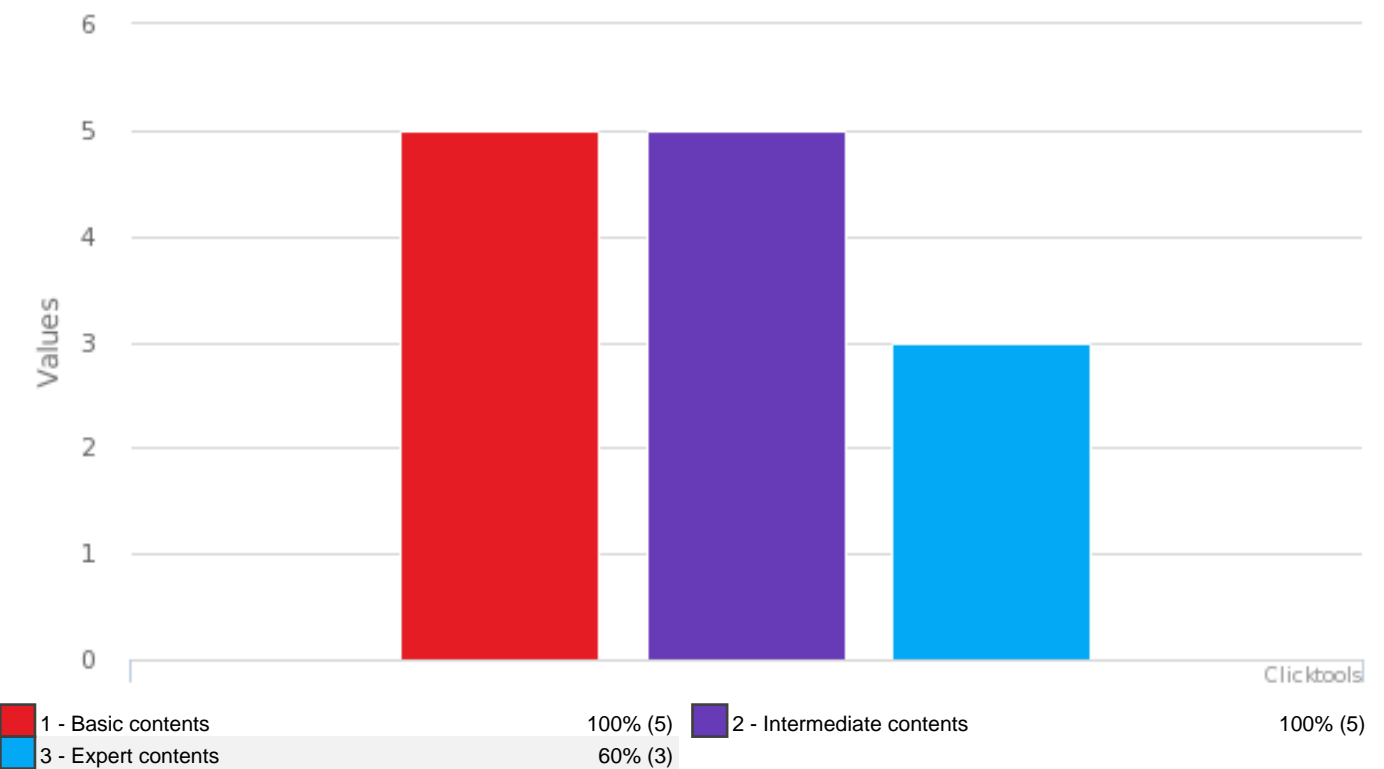|			
■ 1 - We don't discount	20% (1)	■ 2 - We discount based on volumes	60% (3)
■ 3 - We discount on a case by case basis depending upon the deal/customer	40% (2)	■ 4 - Other	0% (0)
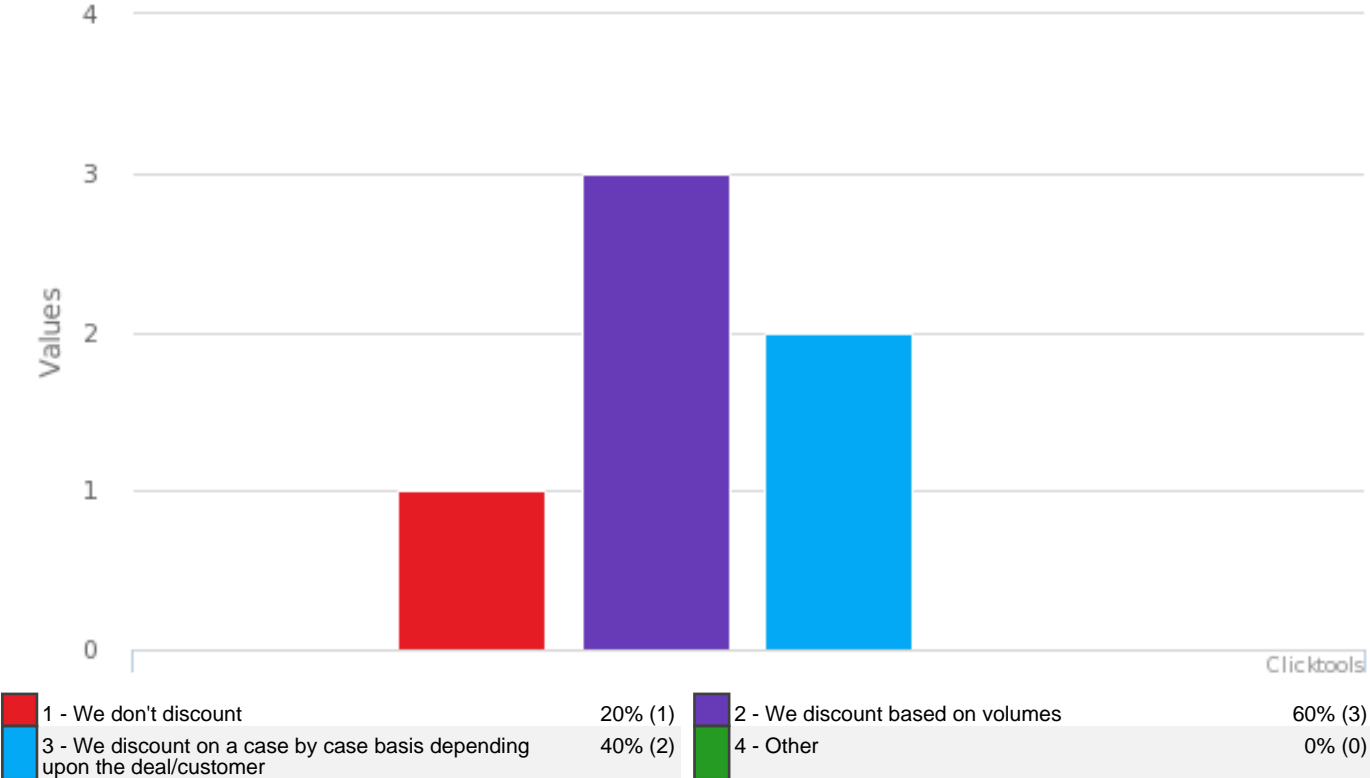
Response: 5

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

		1 Unlimited		2 Limited		3 No	

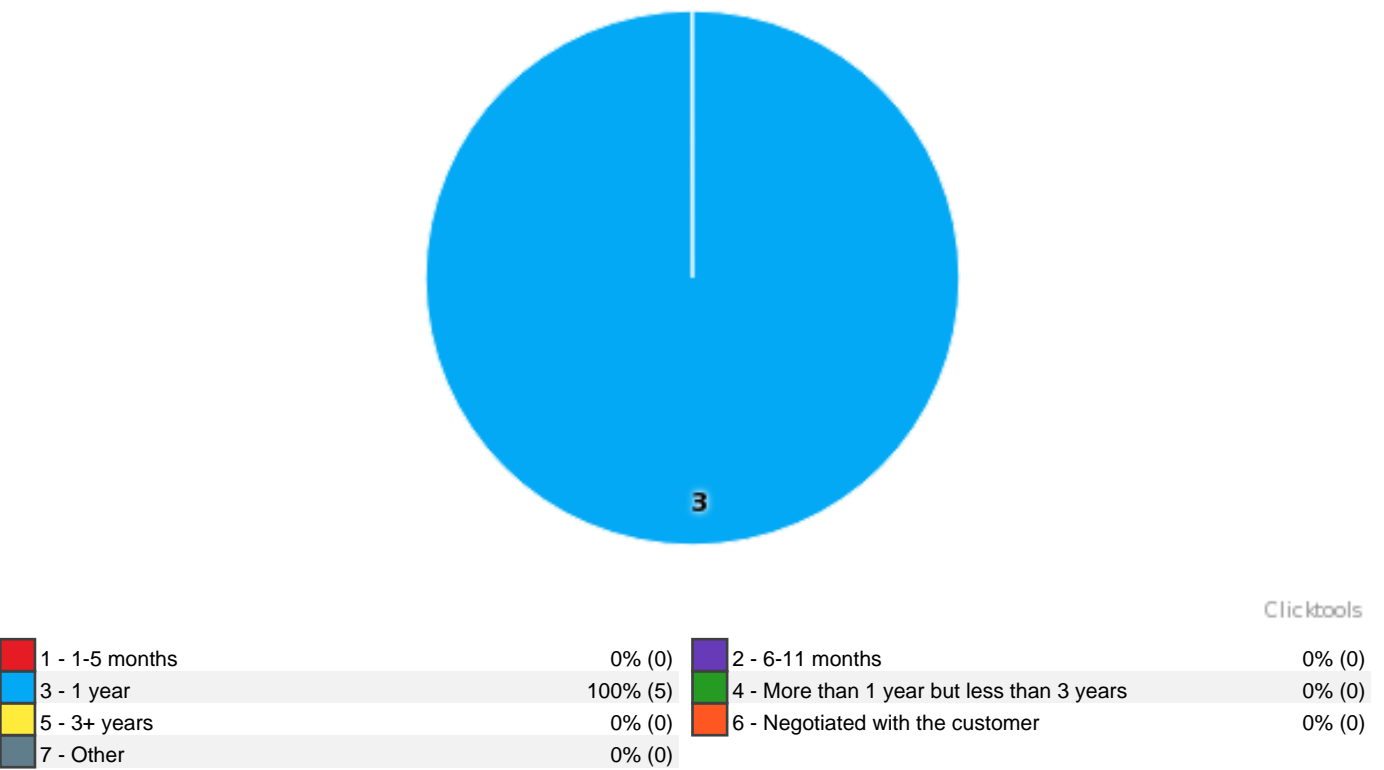|		**1**		**2**		**3**	Mean
1	eLearning/WBTs	100% (5)		0% (0)		0% (0)	1
2	ILT - live classrooms	60% (3)		20% (1)		20% (1)	1.6
3	VILT - virtual classrooms	80% (4)		20% (1)		0% (0)	1.2
4	Closed/dedicated classes (onsite or virtual)	0% (0)		20% (1)		80% (4)	2.8
5	Recorded instructor-led training	40% (2)		20% (1)		40% (2)	2
6	Demos	20% (1)		20% (1)		60% (3)	2.4
7	Videos	60% (3)		20% (1)		20% (1)	1.6
8	Instructor support (at regular dates)	20% (1)		40% (2)		40% (2)	2.2
9	Instructor coaching one-on-one	20% (1)		20% (1)		60% (3)	2.4
10	Student books	80% (4)		20% (1)		0% (0)	1.2
11	Access to other self-study options	40% (2)		40% (2)		20% (1)	1.8
12	Access to online/virtual labs	40% (2)		40% (2)		20% (1)	1.8
13	Assessments	40% (2)		0% (0)		60% (3)	2.2
14	Certification exam attempts	20% (1)		20% (1)		60% (3)	2.4
15	Webinars/recorded webinars	40% (2)		20% (1)		40% (2)	2
16	Communities/Social Learning/forums/chats	40% (2)		20% (1)		40% (2)	2
17	Support to find required training	60% (3)		40% (2)		0% (0)	1.4
18	Other	50% (1)		0% (0)		50% (1)	2

Response: 5

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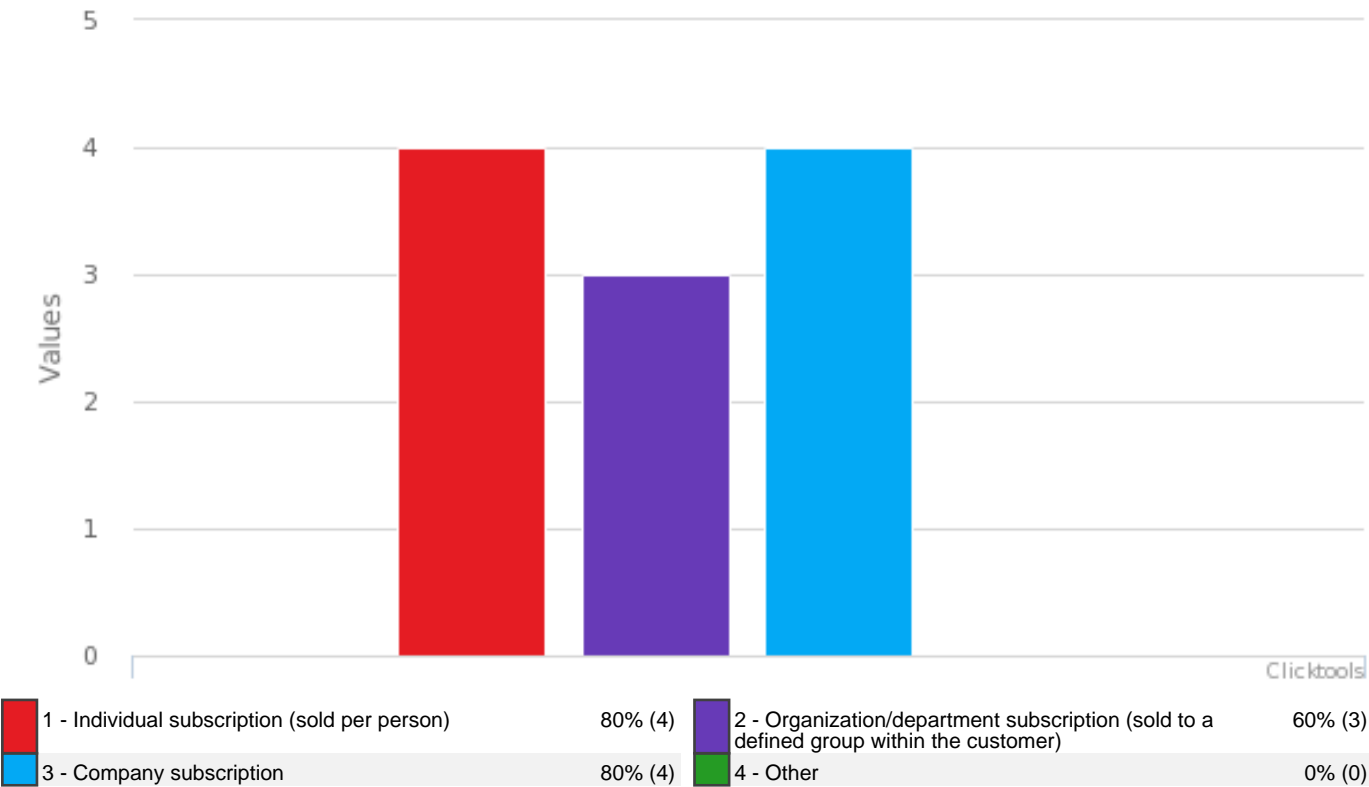

🟥	1 - Basic contents	100% (5)	
🟪	2 - Intermediate contents	100% (5)	
🟦	3 - Expert contents	60% (3)	

Response: 5

33. How long is a subscription valid?

🟥 1 - 1-5 months	0% (0)	🟪 2 - 6-11 months	0% (0)
🟦 3 - 1 year	100% (5)	🟩 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: 5

34. Which type of subscription do you offer?

■ 1 - Individual subscription (sold per person)	80% (4)	■ 2 - Organization/department subscription (sold to a defined group within the customer)	60% (3)
■ 3 - Company subscription	80% (4)	■ 4 - Other	0% (0)

Response: 5

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	20% (1)
■ 3 - Subscription is sold separately from product or maintenance fee	80% (4)		

Mean: 2.8

Response: 5
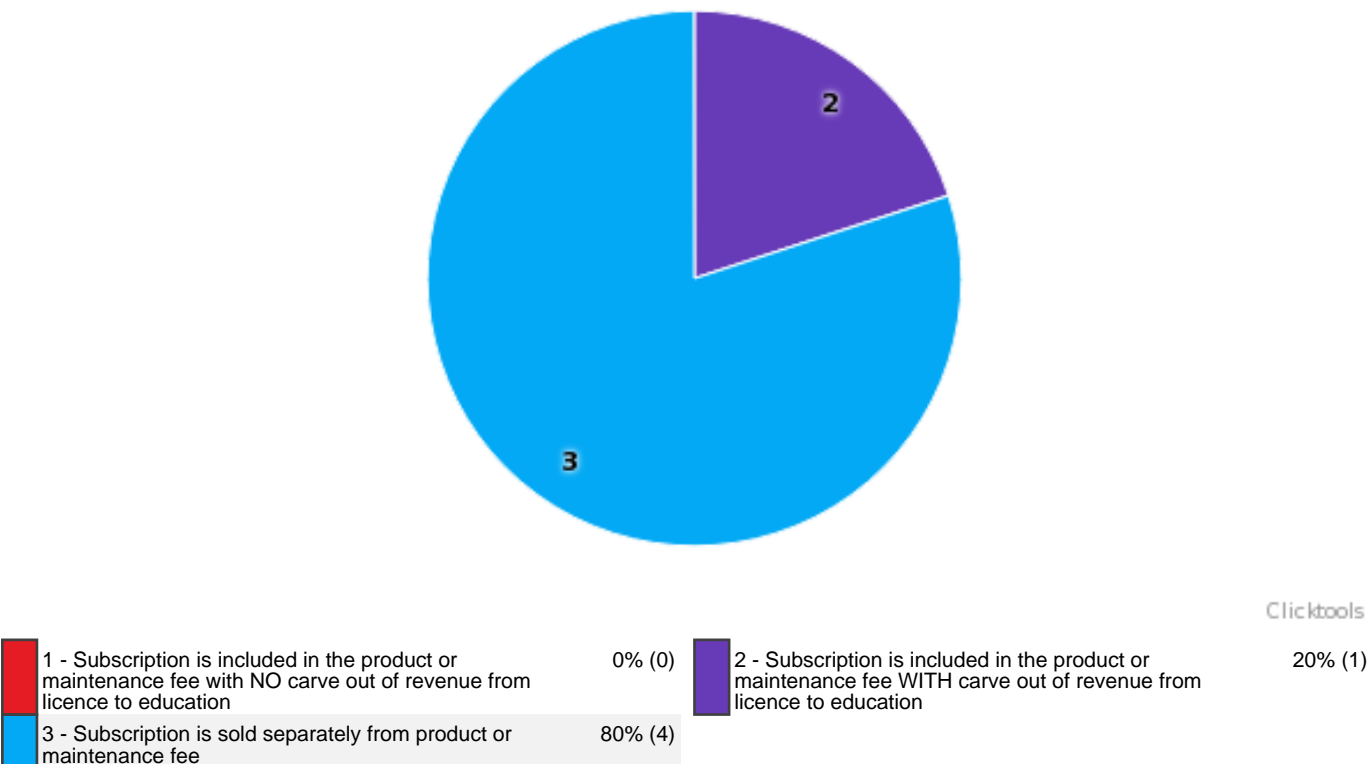
36. For which company products do you offer an education subscription? Choose all that apply.

■ 1 - Software as a Service (SaaS)/cloud products	100% (5)	■ 2 - On-premise products	80% (4)
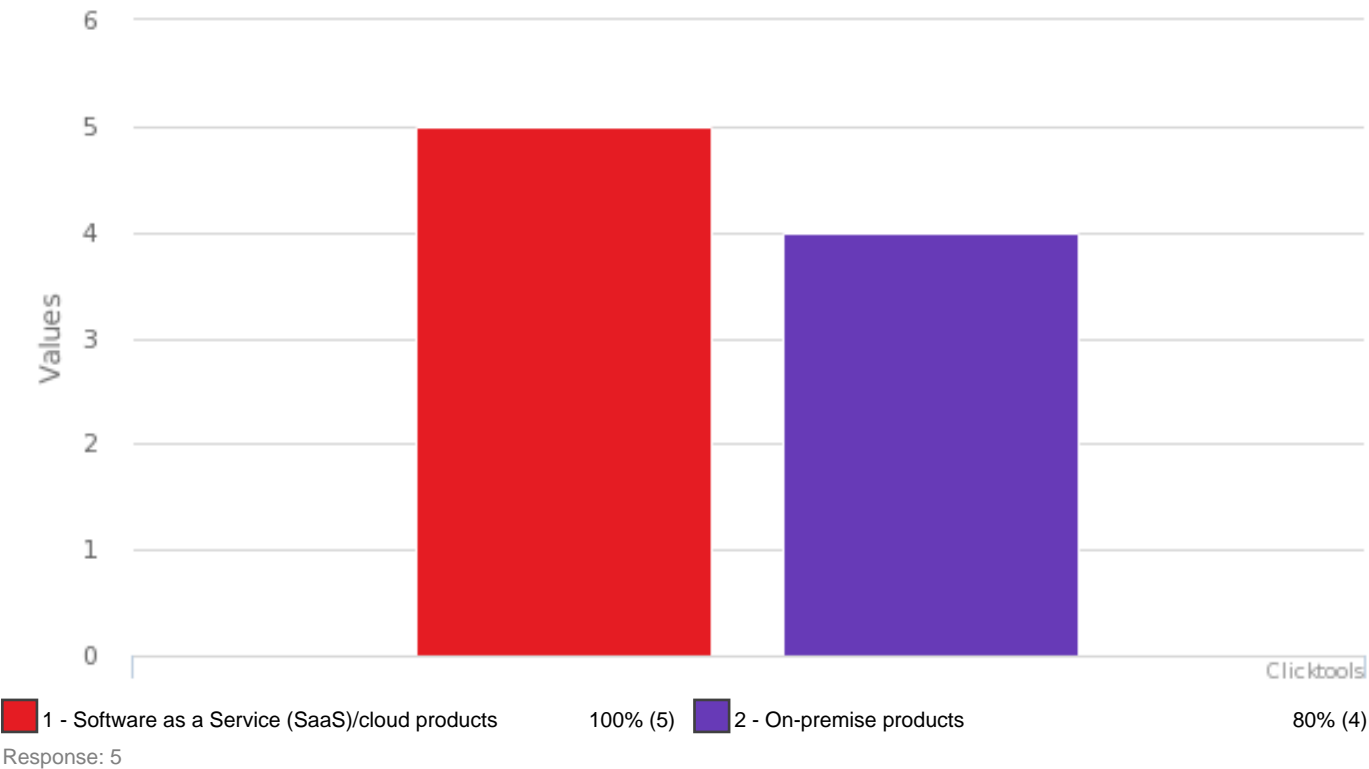
Response: 5

37. How do you get subscriptions renewed?

■ 1 - Education subscriptions are co-termed with product and automatically renewed with product	20% (1)	■ 2 - Same team as for maintenance is responsible for Education renewals	0% (0)
■ 3 - Same team as for product subscriptions is responsible for Education renewals	0% (0)	■ 4 - Education team themselves have to manage renewals	80% (4)
■ 5 - Other	0% (0)		

Mean: 3.4
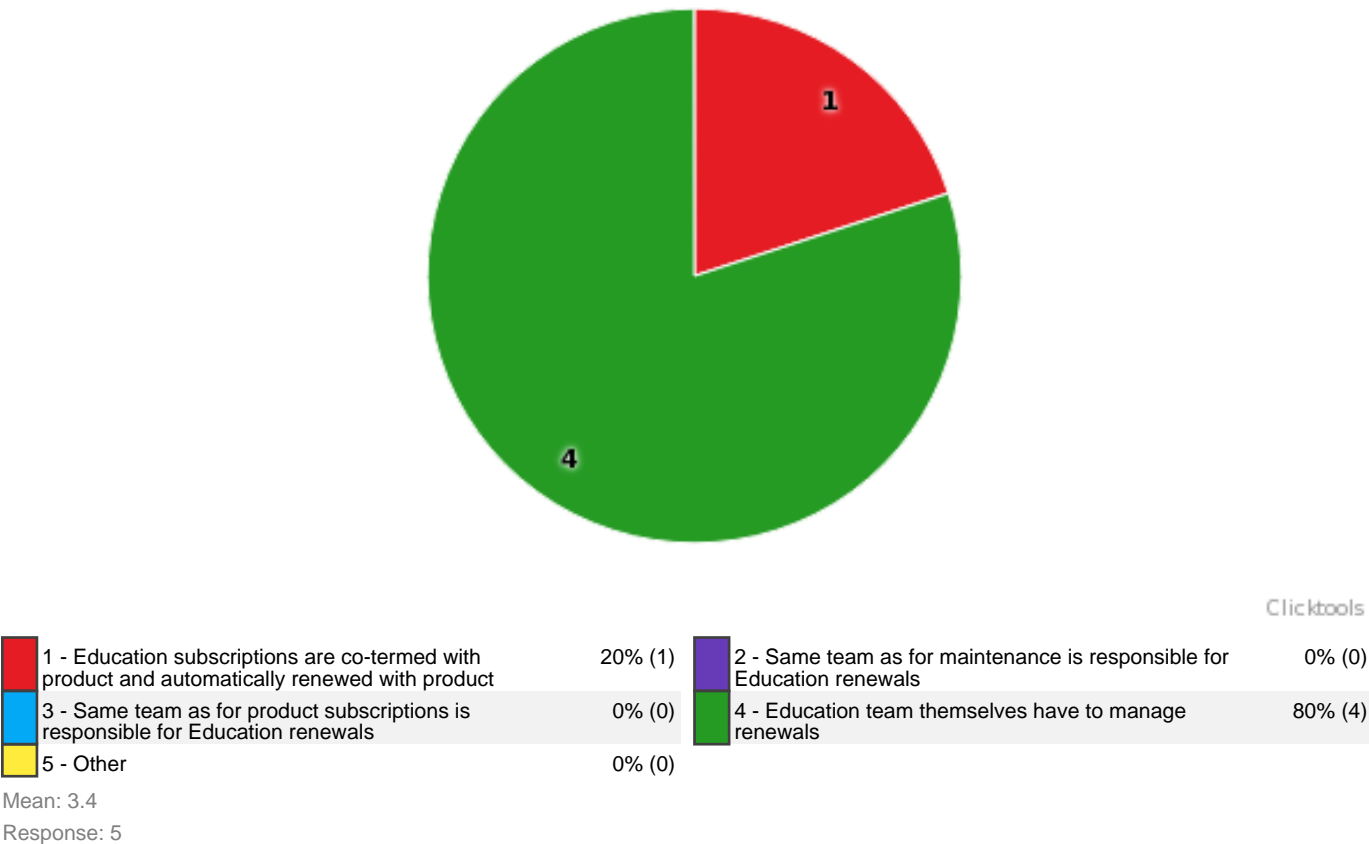
Response: 5

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

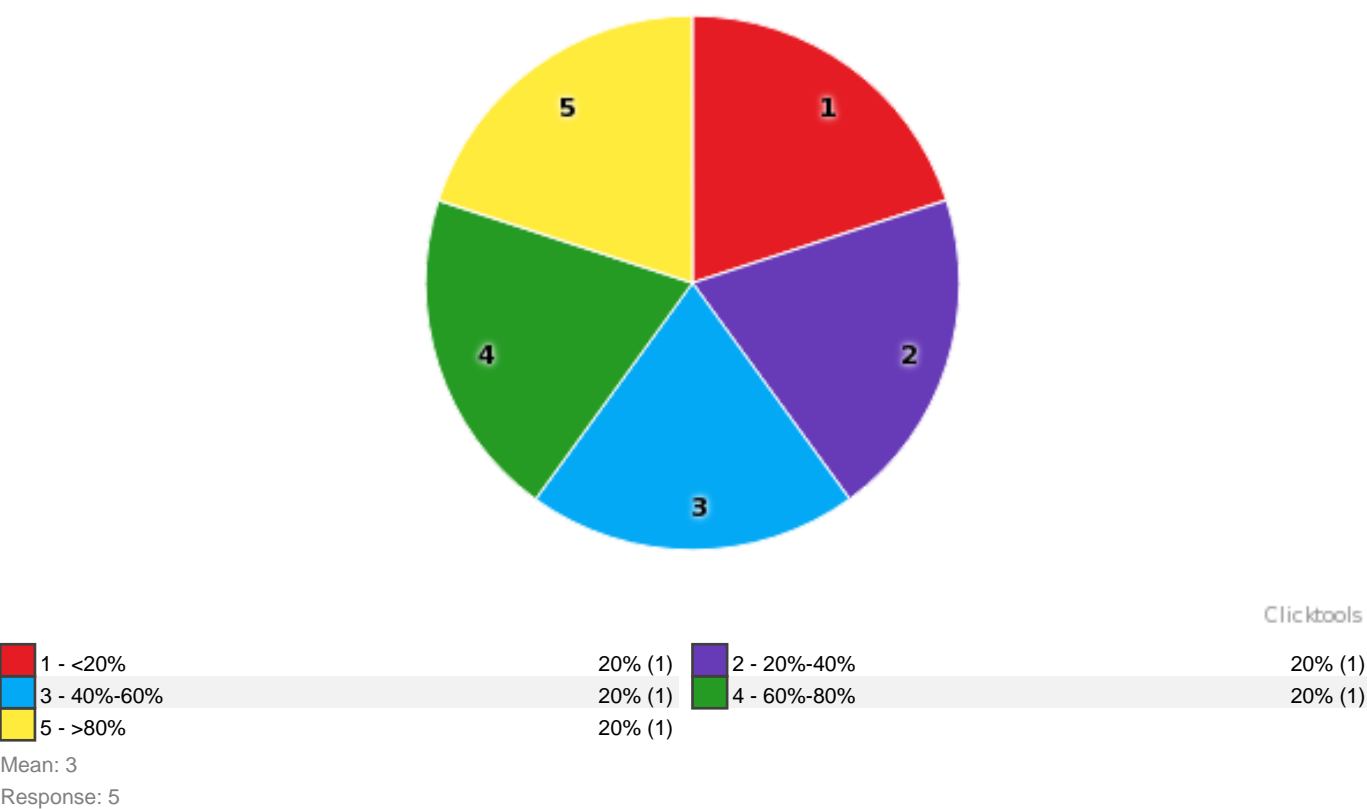| Average	45.2%
Highest	80%
Lowest	5%
Standard deviation	34.32

Response: 5

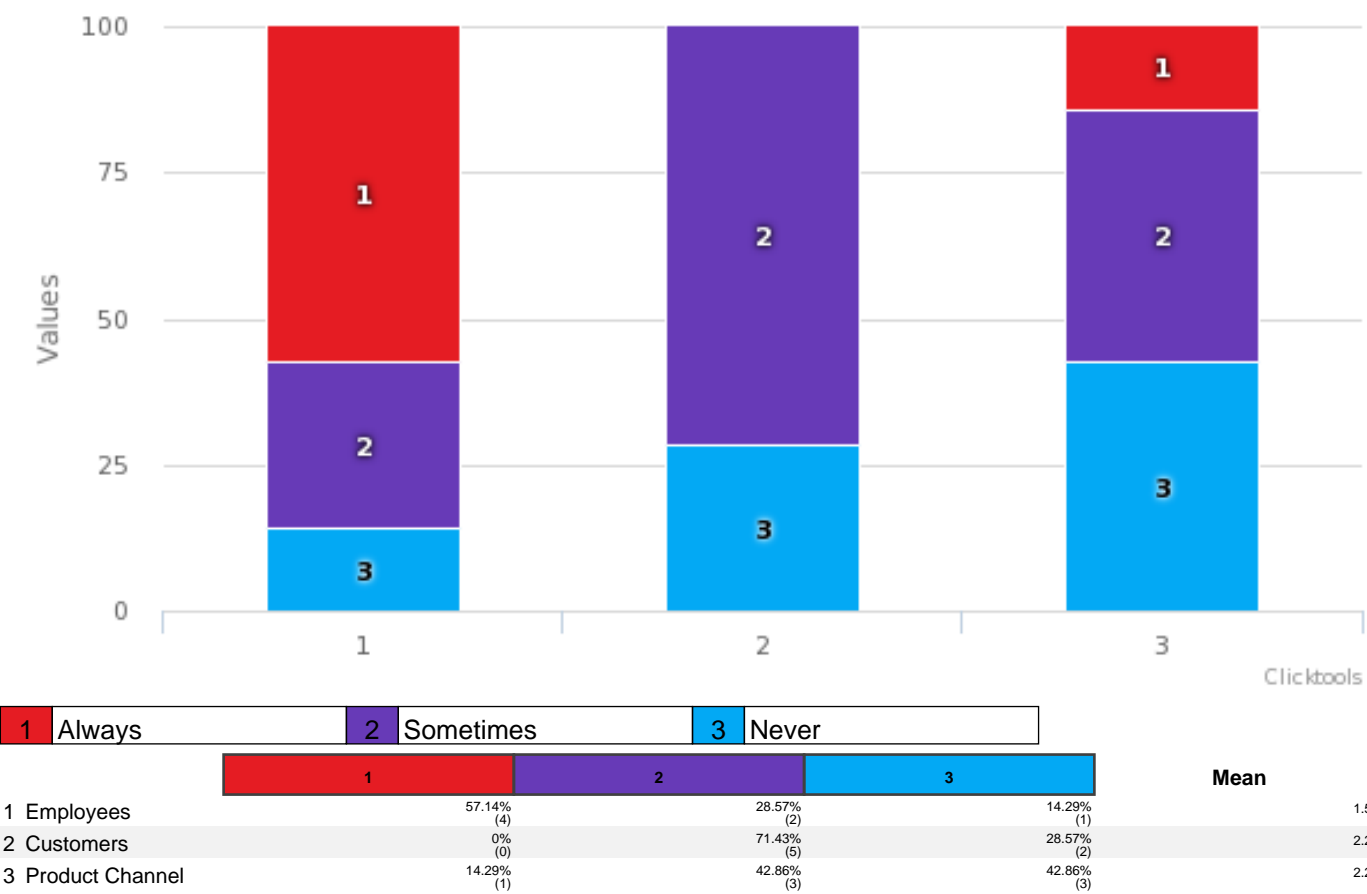**39. As a percentage of overall Education revenue, what percentage is attributable to subscription-based offers?**

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

Mean: 2.4

Response: 5

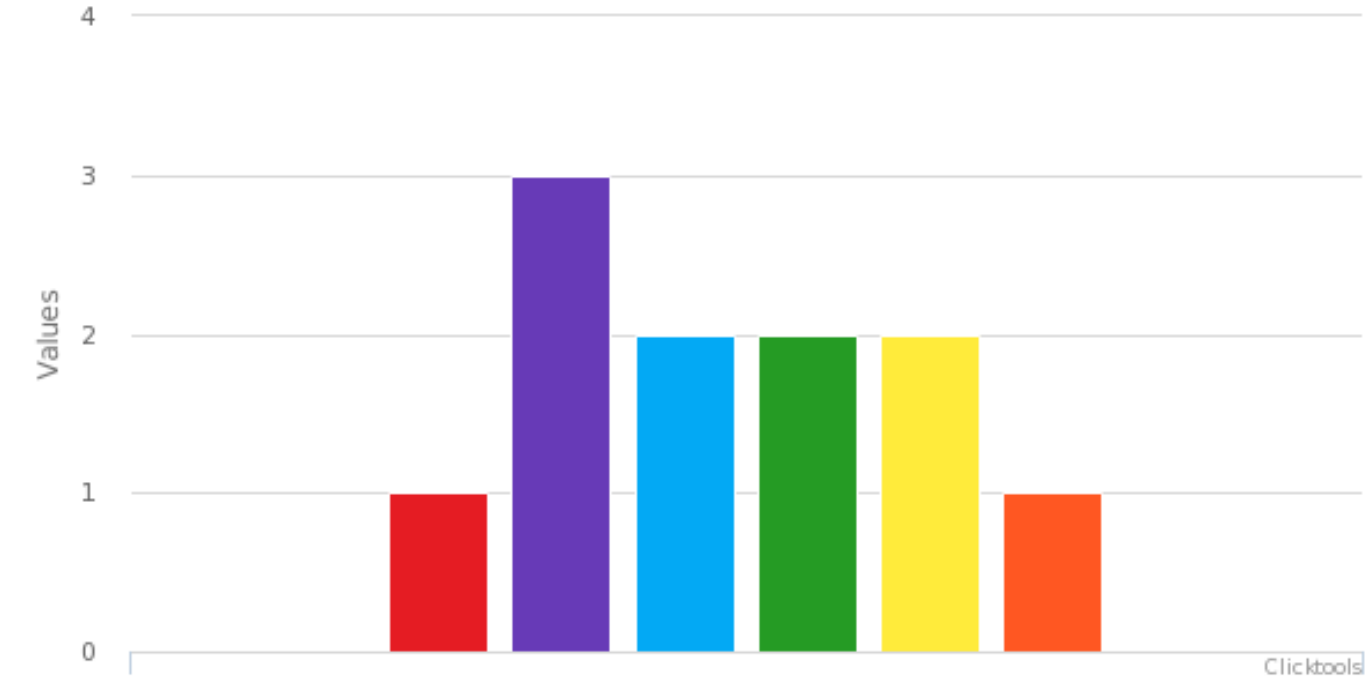**40. What is the percentage of Education subscription revenue growth for the past 12 months?**

🟥 1 - <20%	20% (1)	🟪 2 - 20%-40%	20% (1)
🟦 3 - 40%-60%	20% (1)	🟩 4 - 60%-80%	20% (1)
🟨 5 - >80%	20% (1)		

Mean: 3
Response: 5

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

| 1 | Always | 2 | Sometimes | 3 | Never | |

	1	2	3	Mean
1 Employees	57.14% (4)	28.57% (2)	14.29% (1)	1.57
2 Customers	0% (0)	71.43% (5)	28.57% (2)	2.29
3 Product Channel	14.29% (1)	42.86% (3)	42.86% (3)	2.29

42. Is there a limit to the free training?

■	1 - No	50% (3)	■ 2 - Yes, by annual budget inside the Education budget 16.67% (1)
■	3 - Yes, by funding provided outside of Education team	33.33% (2)	

Mean: 1.83
Response: 6
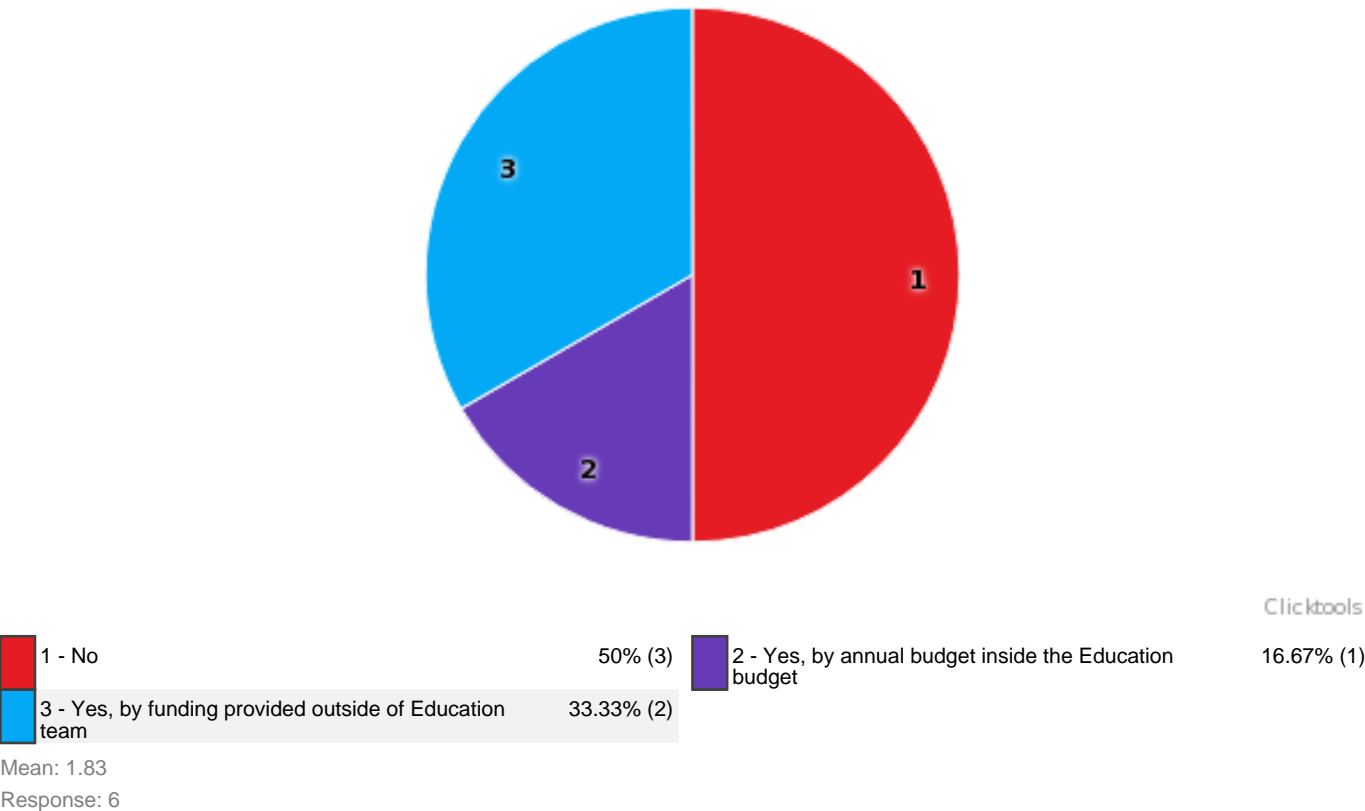
43. Do you have any special program to reduce pricing for specific customers or partners?

Response: 7

44. What do you communicate about pricing outside your company?
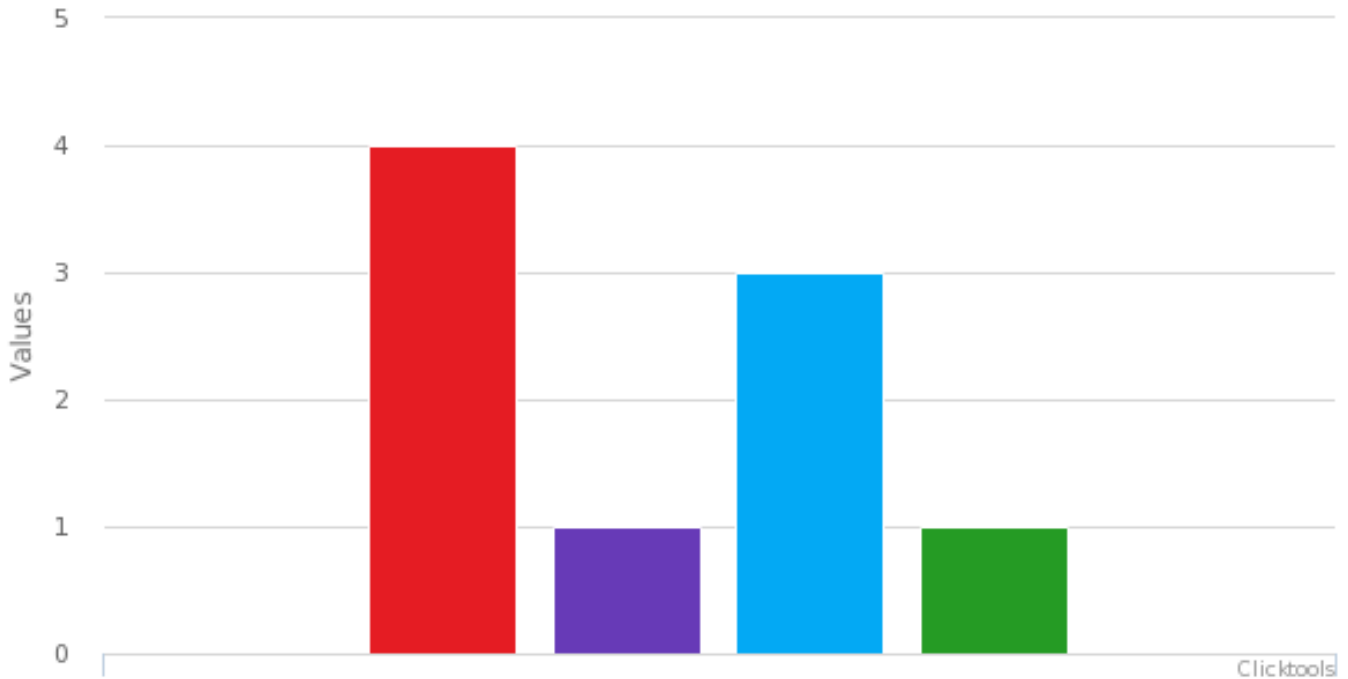
🟥 1 - Only list prices	57.14% (4)	🟪 2 - All available discounts	14.29% (1)
🟦 3 - Some globally available discounts, e.g. volume	42.86% (3)	🟩 4 - Other	14.29% (1)

Response: 7

45. Who is allowed to discount training?
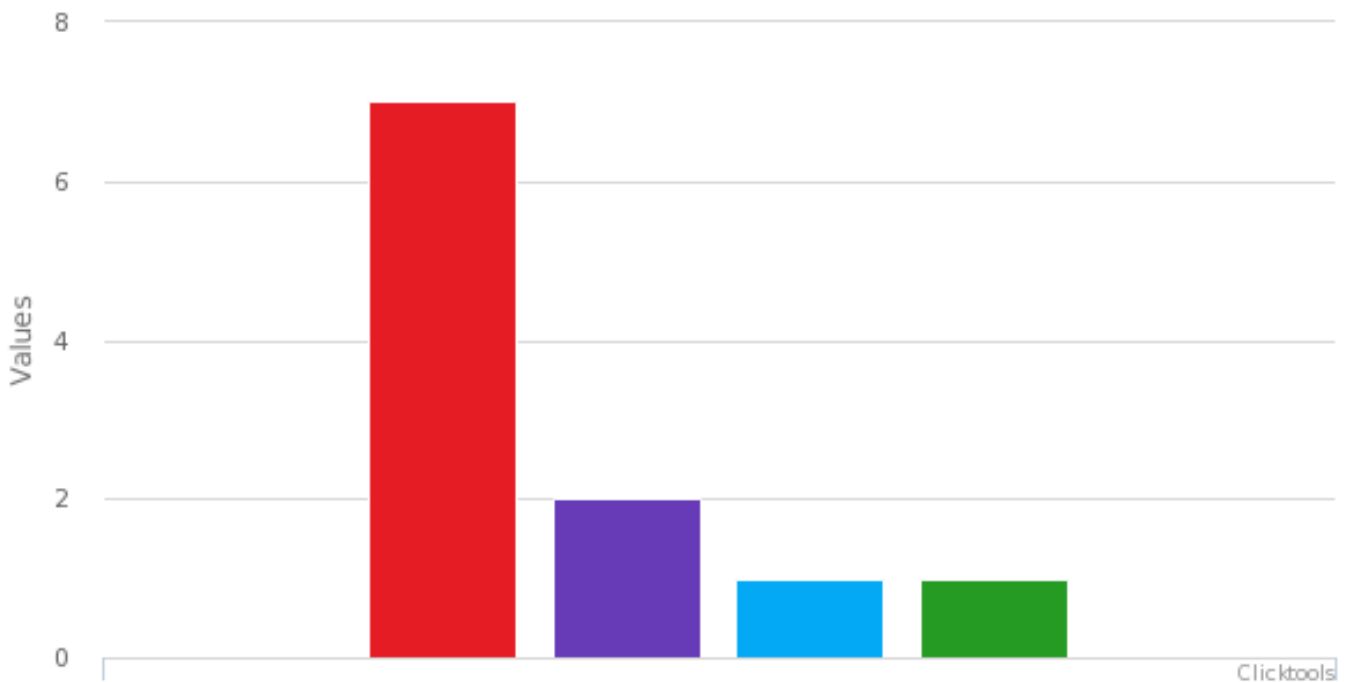
1 - Education team	100% (7)	2 - Product Sales team	28.57% (2)
3 - Company (Professional) Services team	14.29% (1)	4 - Other	14.29% (1)

Response: 7

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

Clicktools

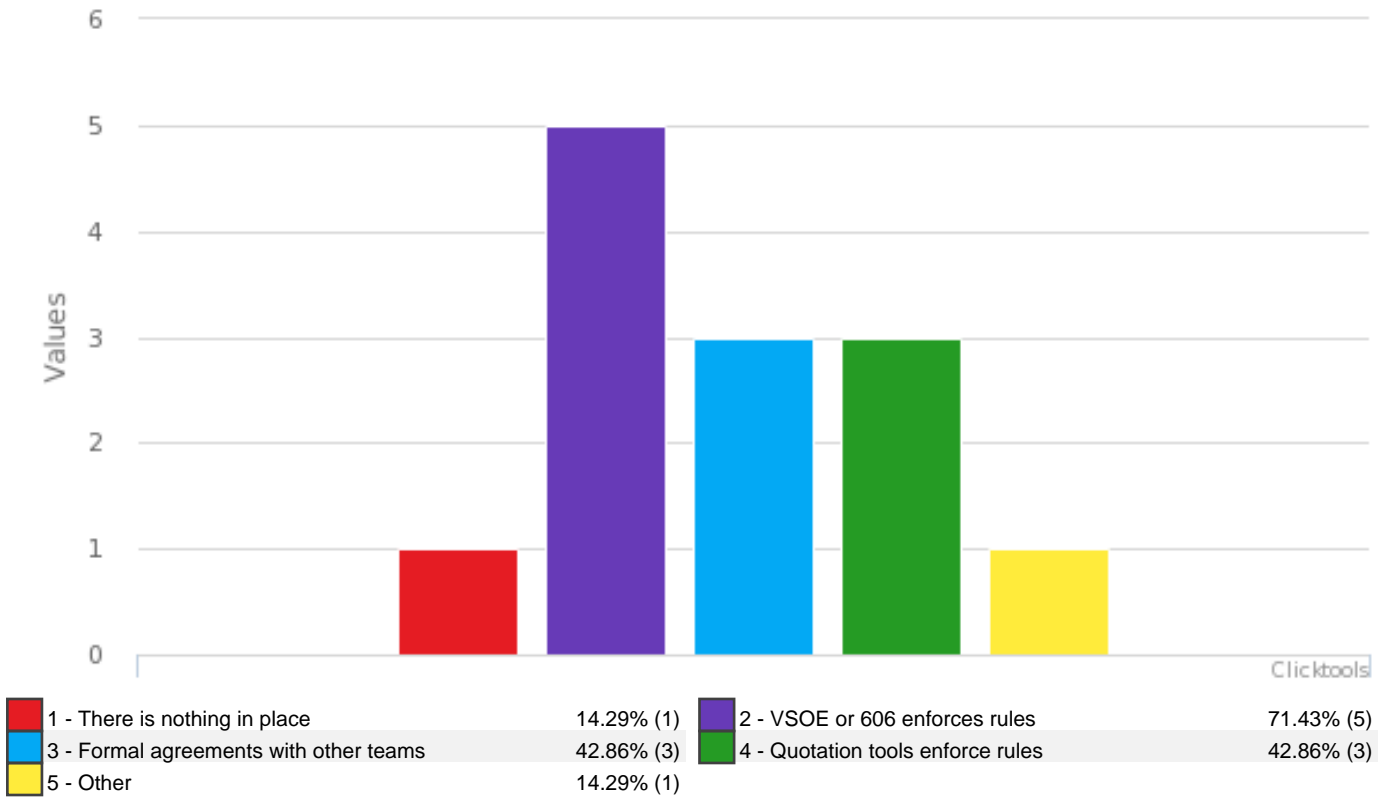|			
1 - No limit	0% (0)	2 - Only up to 25% of the overall possible discount	50% (1)
3 - 26-50%	0% (0)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	50% (1)		

Mean: 3.5
Response: 2

47. Do these other organizations need approval to discount?

Clicktools

Generated using Clicktools on Wednesday May 20 2020 06:55:36

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	71.43% (5)
	3 - Formal agreements with other teams	42.86% (3)		4 - Quotation tools enforce rules	42.86% (3)
	5 - Other	14.29% (1)			

Response: 7

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

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	57.14% (4)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	28.57% (2)	6 - Other	14.29% (1)

Mean: 4
Response: 7
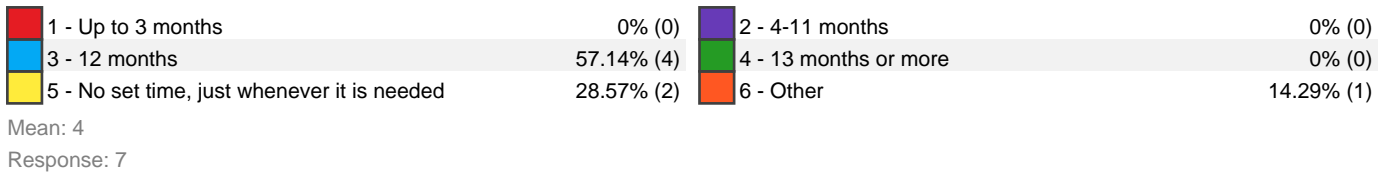
50. How often do you change your pricing?

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	57.14% (4)	6 - Other	14.29% (1)

Mean: 4.71
Response: 7
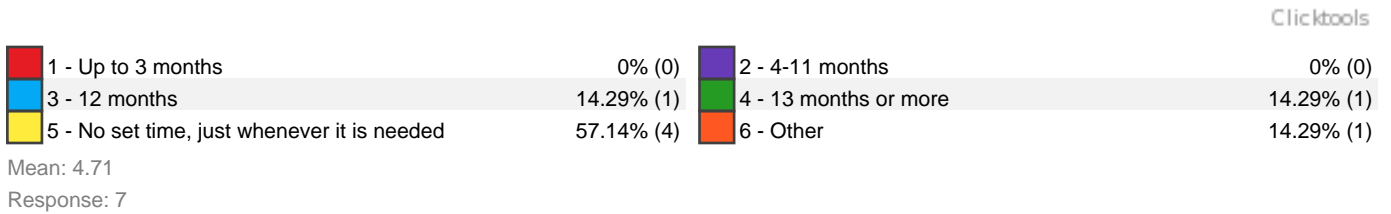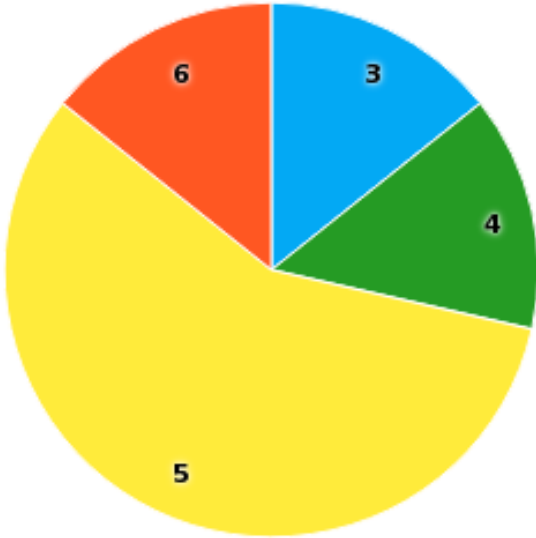
51. How frequently do you update pricing in local currencies due to changes in exchange rates?

52. What is the key driver for the price change? Choose all that apply.
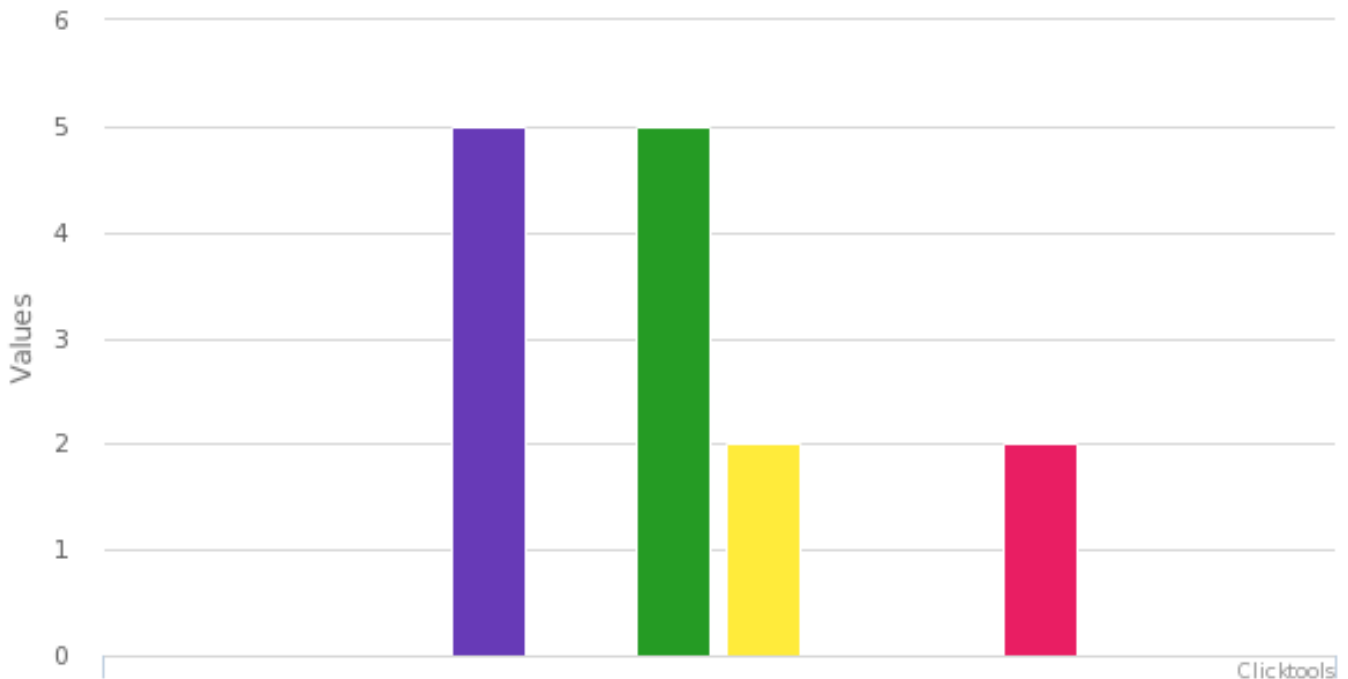
■ 1 - Inflation	0% (0)		■ 2 - Market trends	83.33% (5)
■ 3 - Historical trends	0% (0)		■ 4 - Competitiveness	83.33% (5)
■ 5 - Profit margins	33.33% (2)		■ 6 - Exchange rate changes	0% (0)
■ 7 - Higher expenses	0% (0)		■ 8 - Other	33.33% (2)

Response: 6

53. Do you need approval to make a price change?
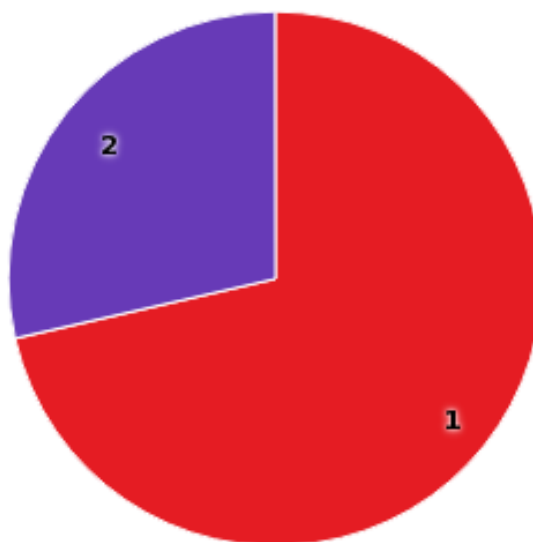
54. Who is required to approve changes? Choose all that apply.
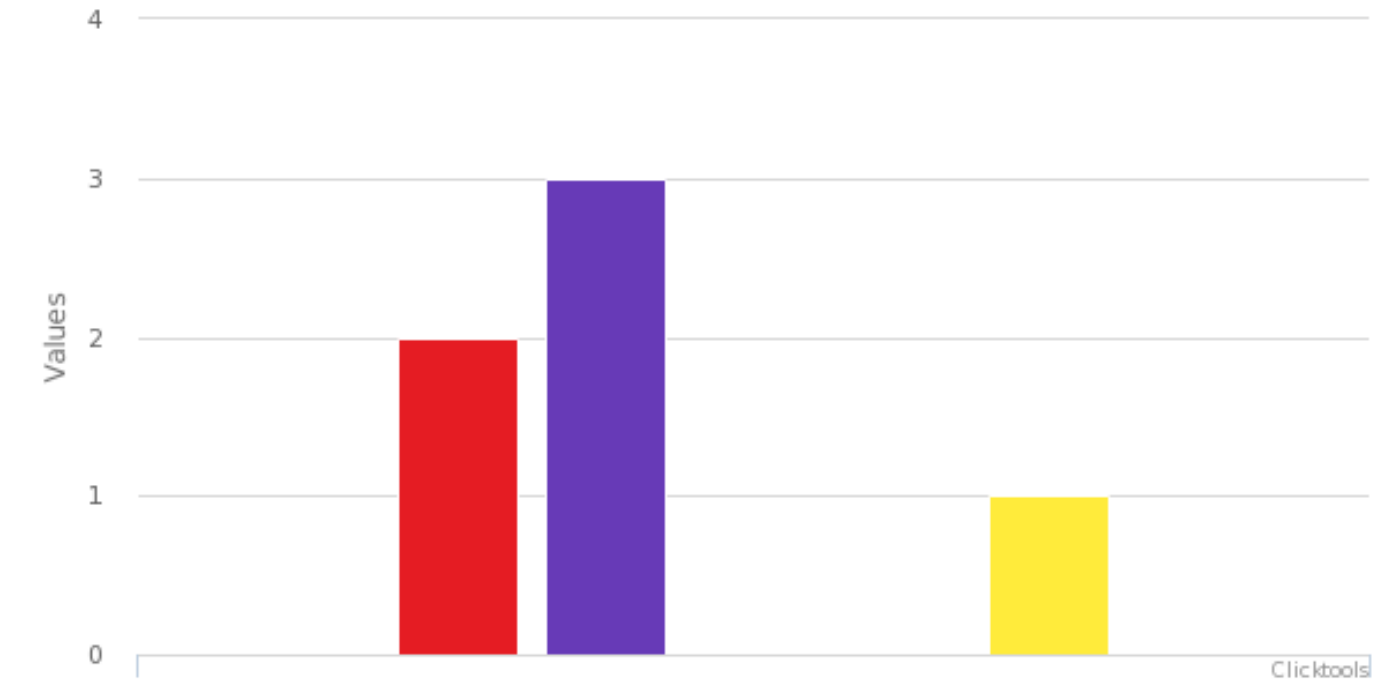
■ 1 - Education Head	40% (2)	■ 2 - Company Financial Head	60% (3)
■ 3 - Company CEO	0% (0)	■ 4 - Sales or Country Manager of impacted countries/customers	0% (0)
■ 5 - Other	20% (1)		

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	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.71
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.71
3 EMEA	0% (0)	0% (0)	0% (0)	0% (0)	14.29% (1)	85.71% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.86
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	28.57% (2)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.71

Response: 7

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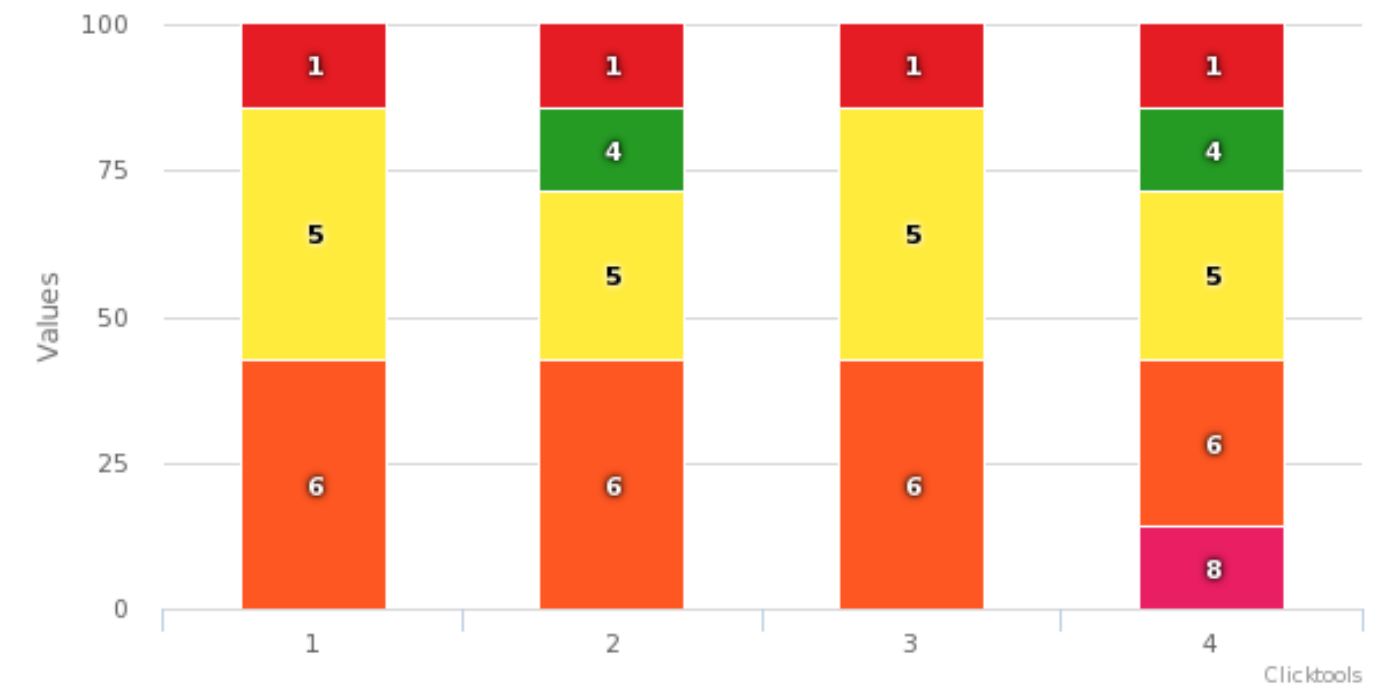

1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

		1	2	3	4	5	6	7	8	9	10	11	Mean
1	North America	14.29% (1)	0% (0)	0% (0)	0% (0)	42.86% (3)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.86
2	Central and South America	14.29% (1)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.71
3	EMEA	14.29% (1)	0% (0)	0% (0)	0% (0)	42.86% (3)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.86
4	APAC	14.29% (1)	0% (0)	0% (0)	14.29% (1)	28.57% (2)	28.57% (2)	0% (0)	14.29% (1)	0% (0)	0% (0)	0% (0)	5

Response: 7

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

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

Response: 7

58. How do you manage price differences between different local markets?
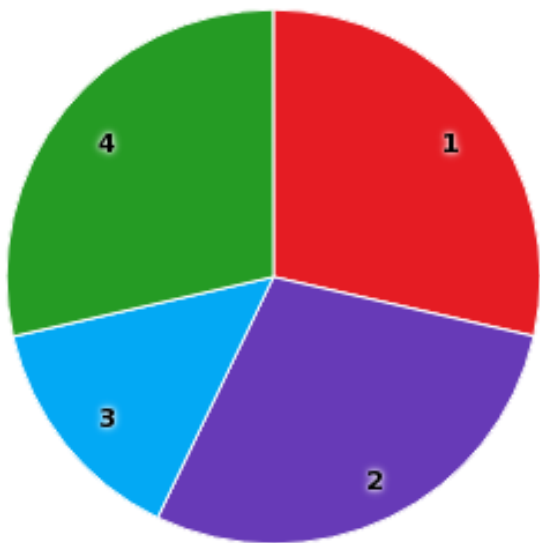
🟥	1 - No price differences for different local markets	28.57% (2)	🟪 2 - Global pricelist and discounts by country to bring global price down to market price	28.57% (2)
🟦	3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	14.29% (1)	🟩 4 - Pricelists for local markets which have different prices by market	28.57% (2)
🟨	5 - Other	0% (0)		

Mean: 2.43
Response: 7

59. What other type of discounts do you offer?

🟥	1 - Single volume (e.g. 10% for all deals above threshold)	16.67% (1)	🟪 2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	66.67% (4)
🟦	3 - Valued or repeat customers (loyalty program)	50% (3)	🟩 4 - Promotional discounts (time limited)	66.67% (4)
🟨	5 - Other	16.67% (1)		
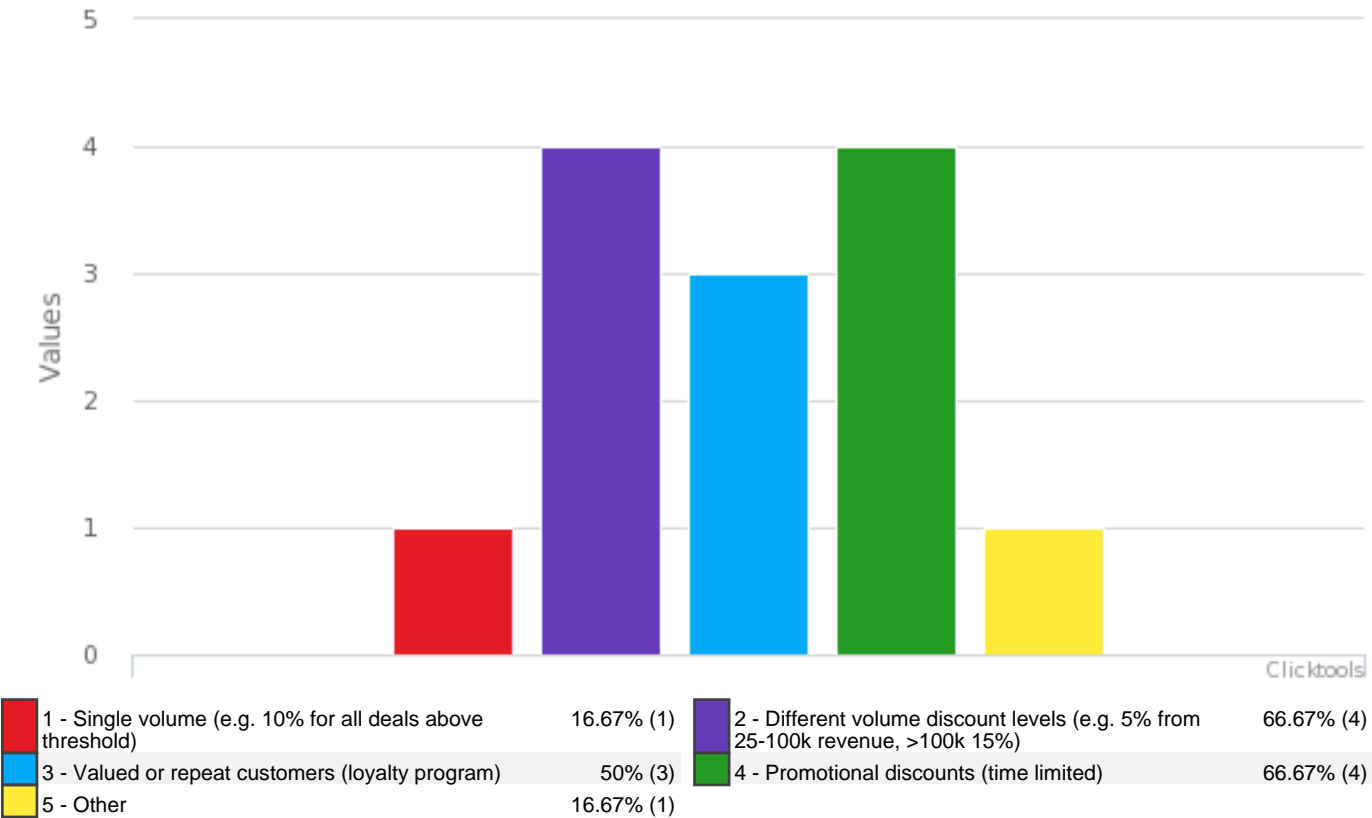
60. If you have different types of discounts, how do you handle multiple discounts?

Clicktools

■ 1 - We don't have more than 1 discount type	28.57% (2)	■ 2 - We have more than 1 discount type, but any customer can get only one of them	42.86% (3)
■ 3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	28.57% (2)	■ 4 - Discounts are multiplied List price*(1-Discount1%)(1-Discount2%)	0% (0)

Mean: 2

Response: 7
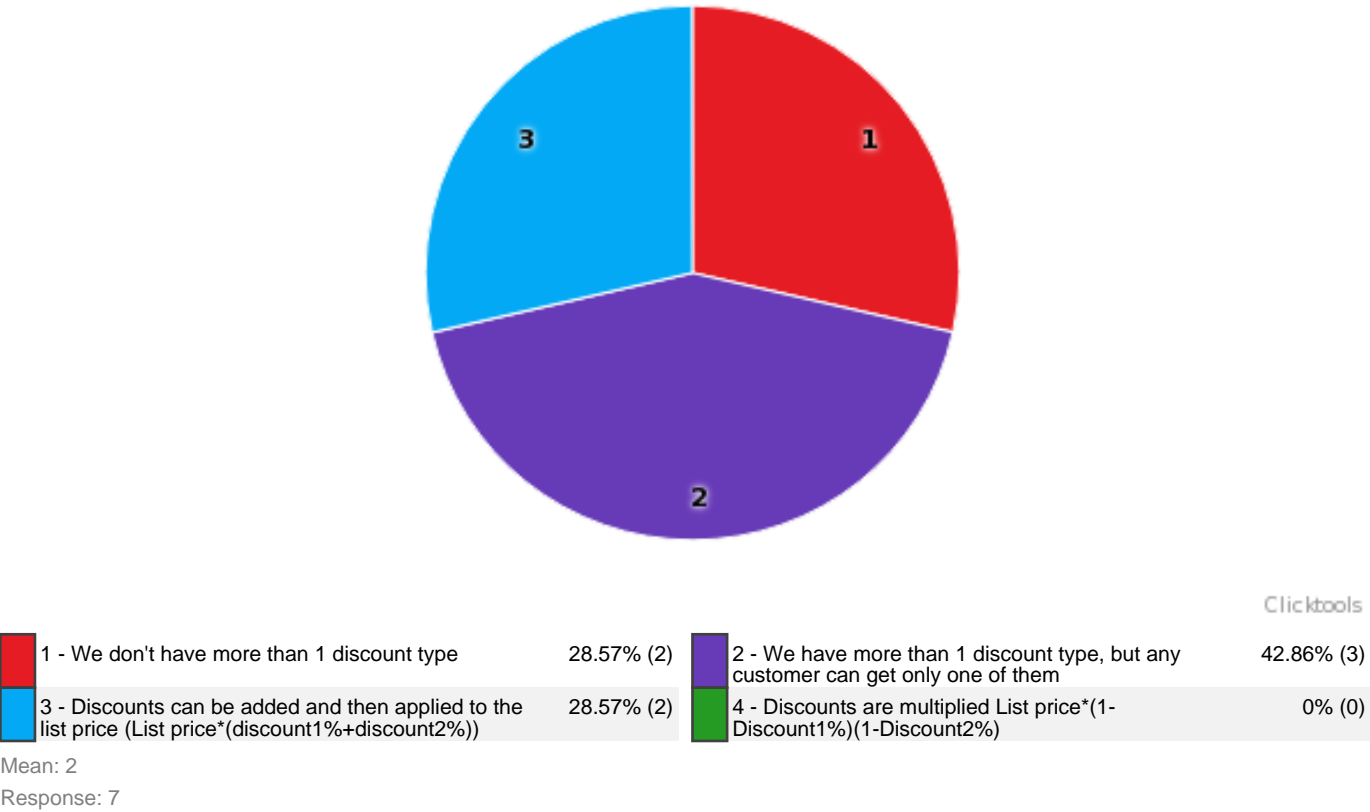
61. How do you manage pricing for global customers?

Clicktools

■ 1 - They have a single price globally	71.43% (5)	■ 2 - They have discounts based on the location of their headquarters	28.57% (2)
■ 3 - They receive different discounts based on the actual student's location	0% (0)	■ 4 - Other	0% (0)

Mean: 1.29
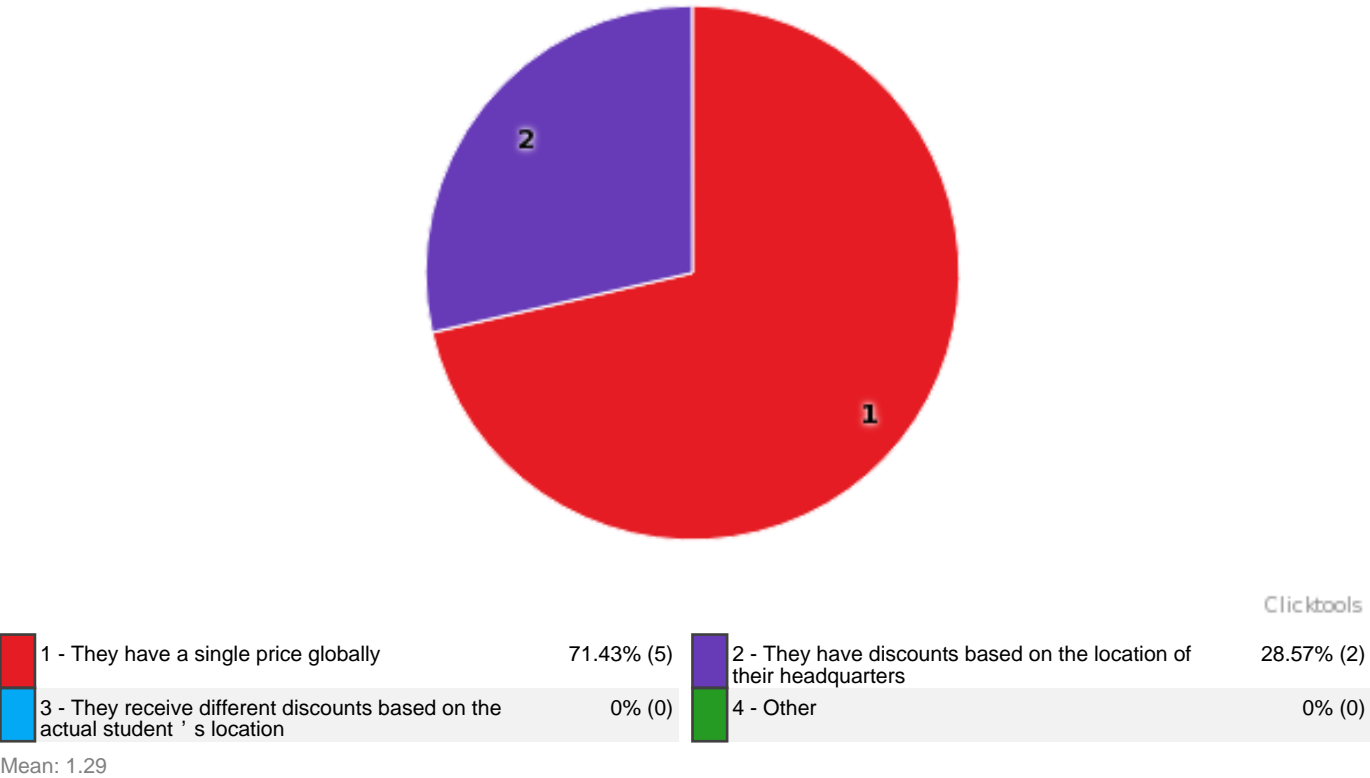
62. Do you train channel partners who sell or support your company's products?

Clicktools

■ 1 - Yes	85.71% (6)	■ 2 - No	14.29% (1)

Mean: 1.14
Response: 7
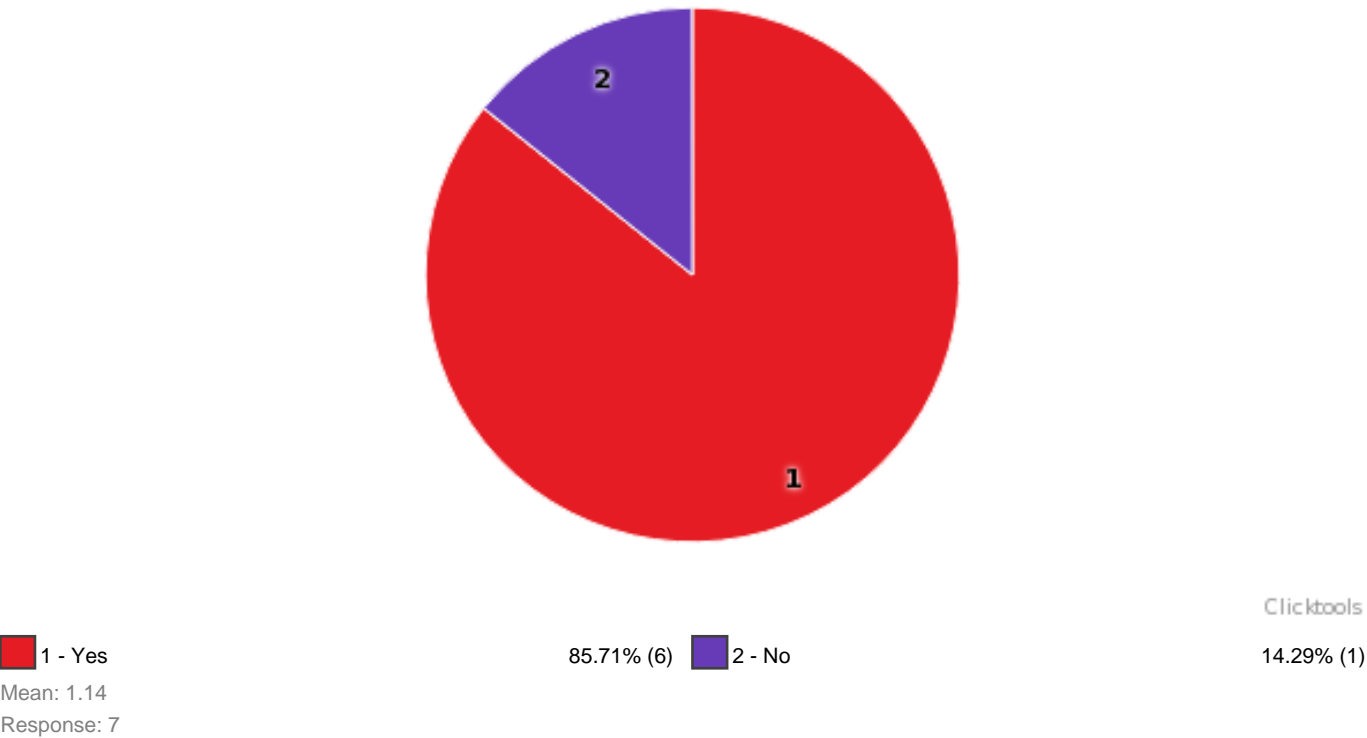
63. How do you charge for the following partner audiences?

Clicktools

1 Free		2 List Price		3 Discount
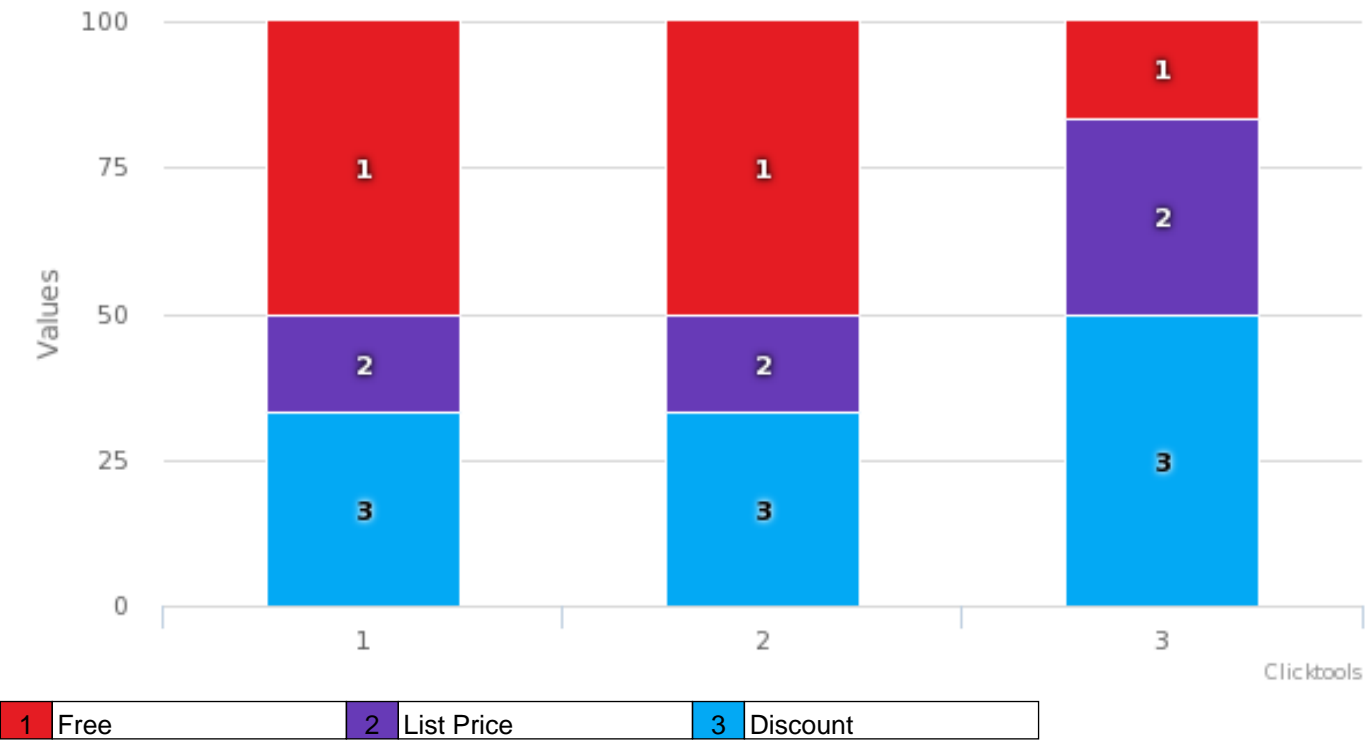
	1	2	3	Mean
1 Channel Sales	50% (3)	16.67% (1)	33.33% (2)	1.83
2 Channel Presales	50% (3)	16.67% (1)	33.33% (2)	1.83
3 Channel Post sales - deployment, operations, maintenance	16.67% (1)	33.33% (2)	50% (3)	2.33

Response: 6

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

1 - Depending on the partner level, a tiered discount structure	66.67% (2)	2 - Depending on the strategic importance, different discounts	33.33% (1)
3 - Depending on the region/country the partner comes from, different discounts	33.33% (1)	4 - Same percentage for all partners	33.33% (1)
5 - Other	0% (0)		
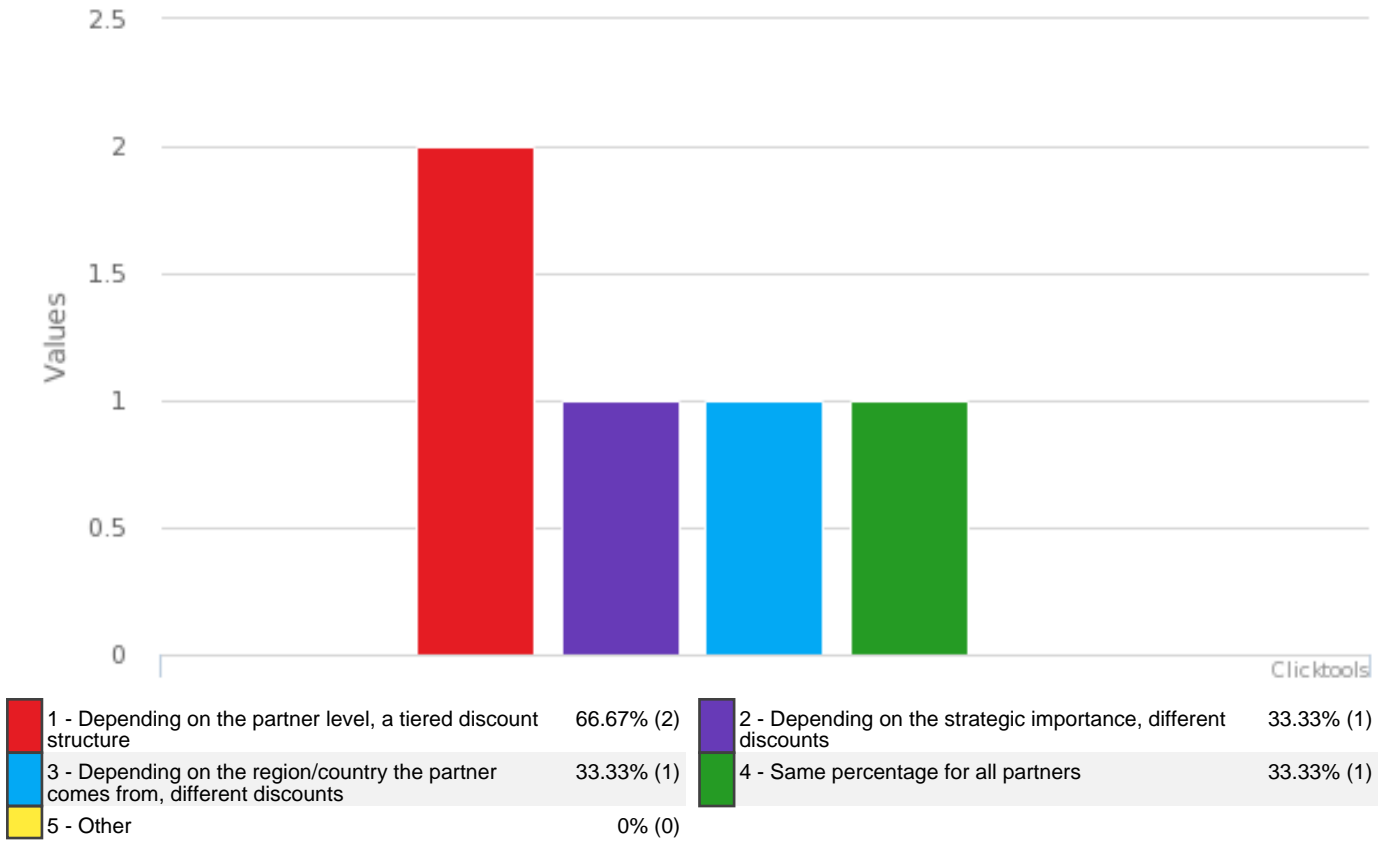
Response: 3

65. Do you allow partners to resell your training?

🟥 1 - No	50% (3)	🟪 2 - Yes, can resell and get the normal partner discount to resell	33.33% (2)
🟦 3 - Yes, can resell but get a higher discount	16.67% (1)	🟩 4 - Yes, can resell but get a lower discount	0% (0)

Mean: 1.67
Response: 6
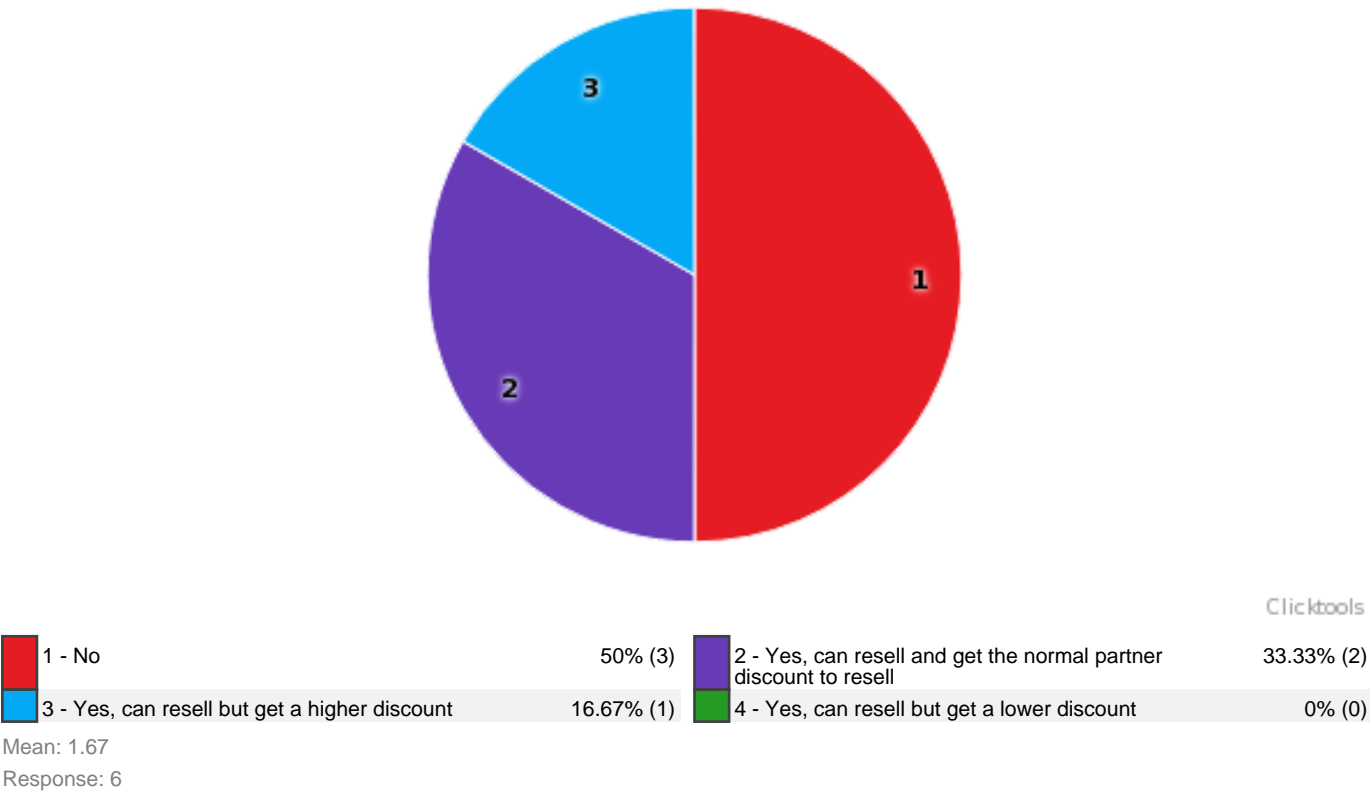
66. What discount or commission do you offer to your resellers for instructor led training (ILT)?

🟥 1 - 1-10%	33.33% (1)	🟪 2 - 11-15%	0% (0)
🟦 3 - 16-20%	33.33% (1)	🟩 4 - 21-30%	33.33% (1)
🟨 5 - Over 30%	0% (0)	🟧 6 - Other	0% (0)

Mean: 2.67
Response: 3
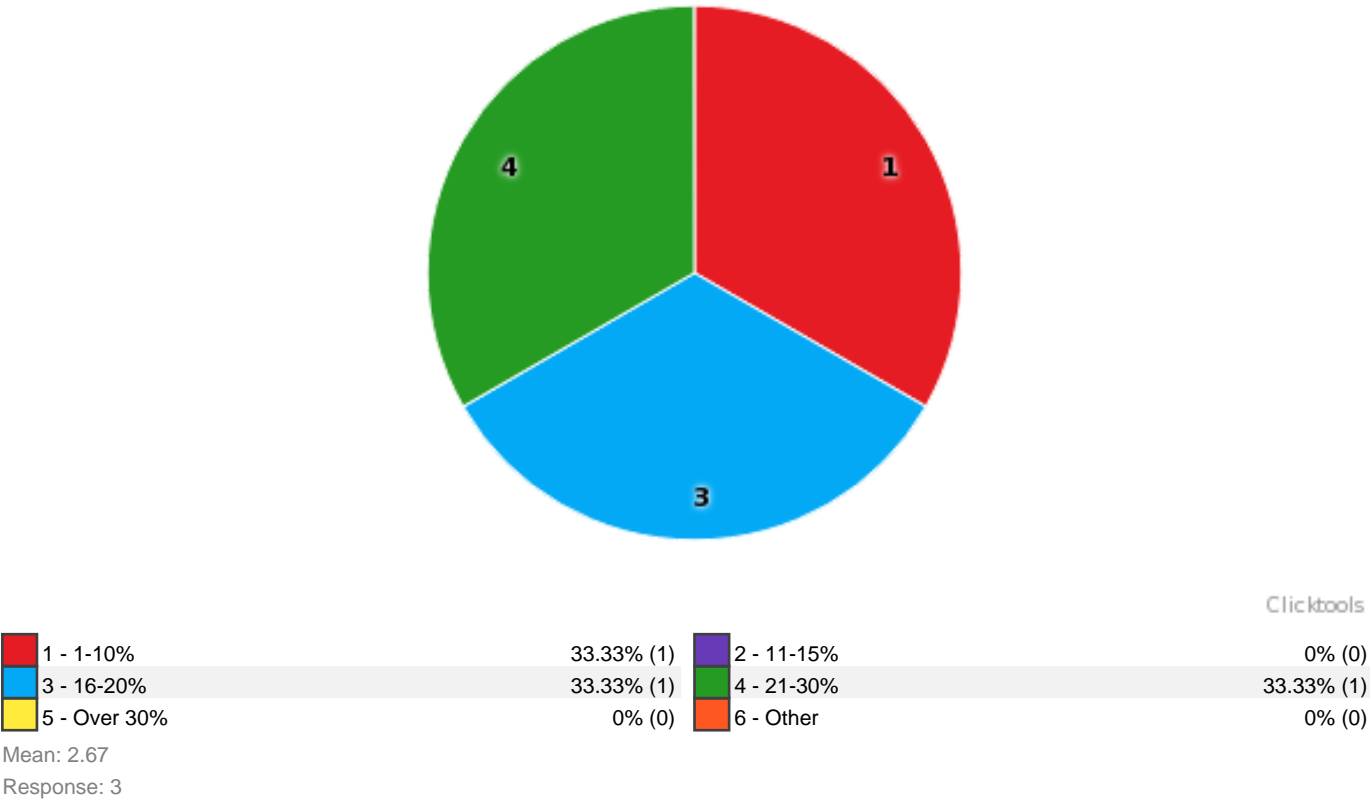
67. What discount or commission do you offer to your resellers for eLearning?

🟥 1 - 1-10%	33.33% (1)	🟪 2 - 11-15%	0% (0)
🟦 3 - 16-20%	33.33% (1)	🟩 4 - 21-30%	33.33% (1)
🟨 5 - Over 30%	0% (0)	🟧 6 - Other	0% (0)

Mean: 2.67
Response: 3
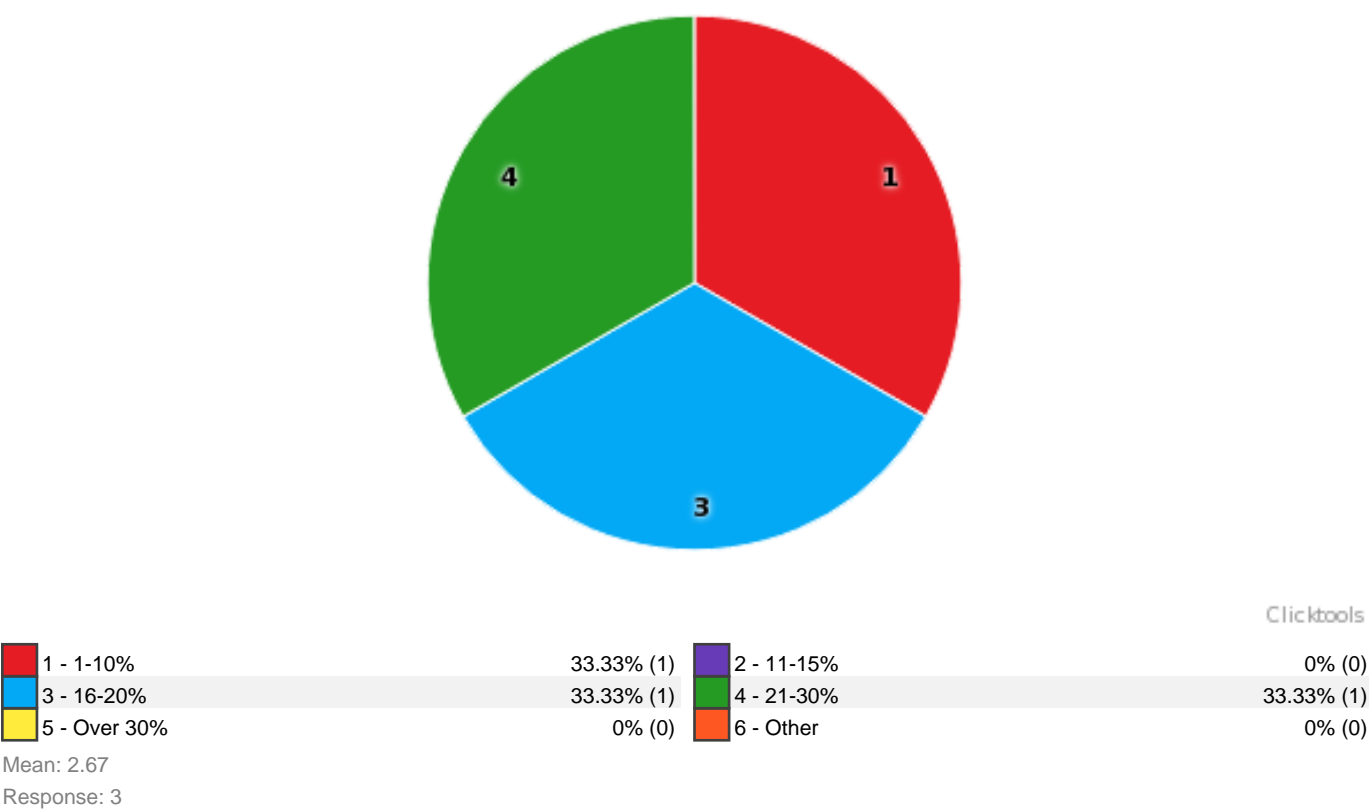
68. Do you sell any education services intellectual property as a standalone item?

🟥 1 - Yes	0% (0)	🟪 2 - No	100% (7)

Mean: 2
Response: 7
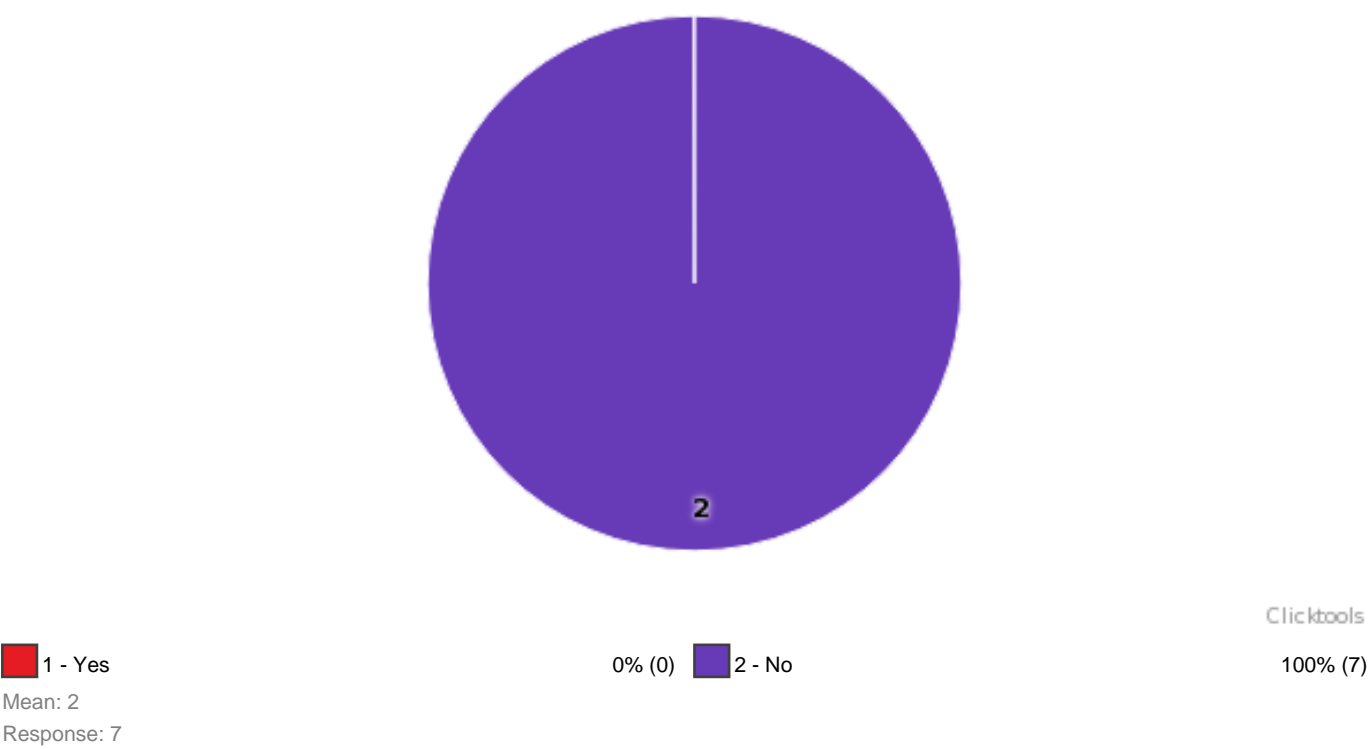
69. Which of the following intellectual property related learning services do you sell?

🟥 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?
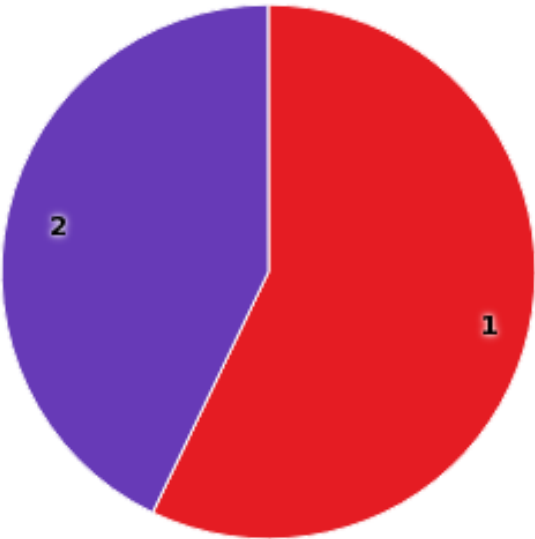
🟥 1 - Yes	57.14% (4)	🟪 2 - No	42.86% (3)

Mean: 1.43

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

■ 1 - Per hour of content developed	50% (2)	■ 2 - Per development hours	100% (4)
■ 3 - Per development day	0% (0)	■ 4 - Customers buy training credits and redeem credits against development	50% (2)
■ 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)		
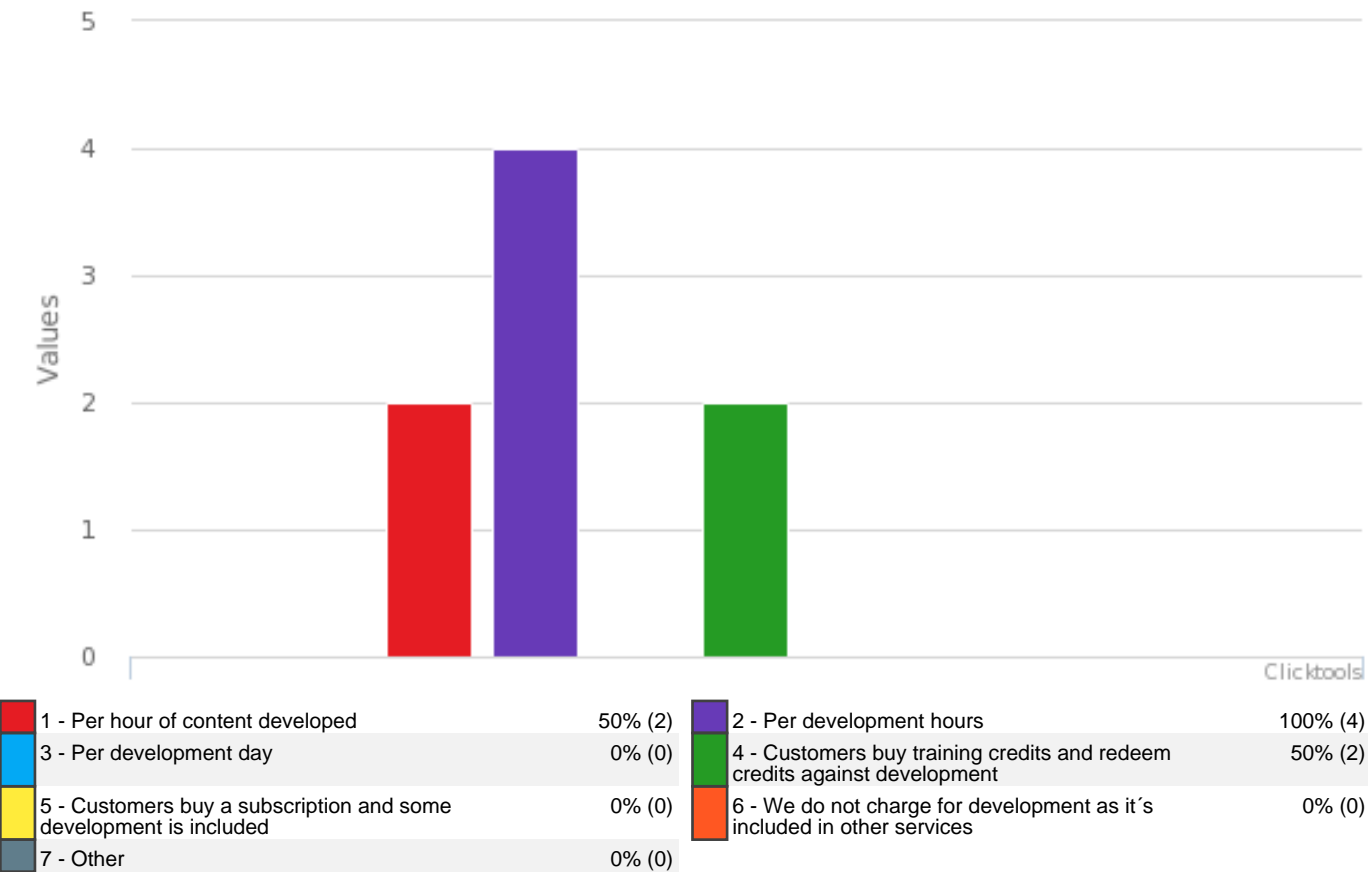
Response: 4

75. How do you quote for development work?

■ 1 - Only time & material	25% (1)	■ 2 - Only fixed price bids	0% (0)
■ 3 - Mixture, depending on customer negotiation	75% (3)	■ 4 - Other	0% (0)
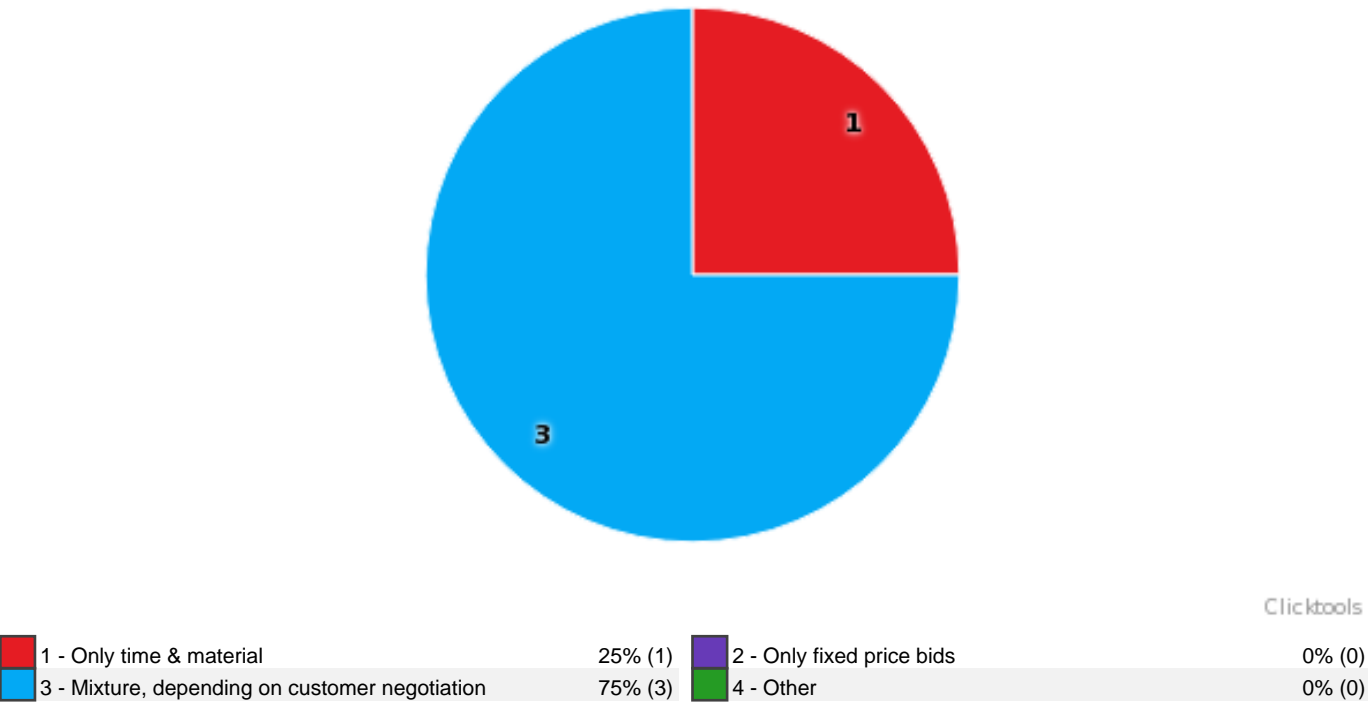
Mean: 2.5

76. Do you offer services to customize existing courses?

1 - Yes	85.71% (6)	2 - No	14.29% (1)

Mean: 1.14
Response: 7
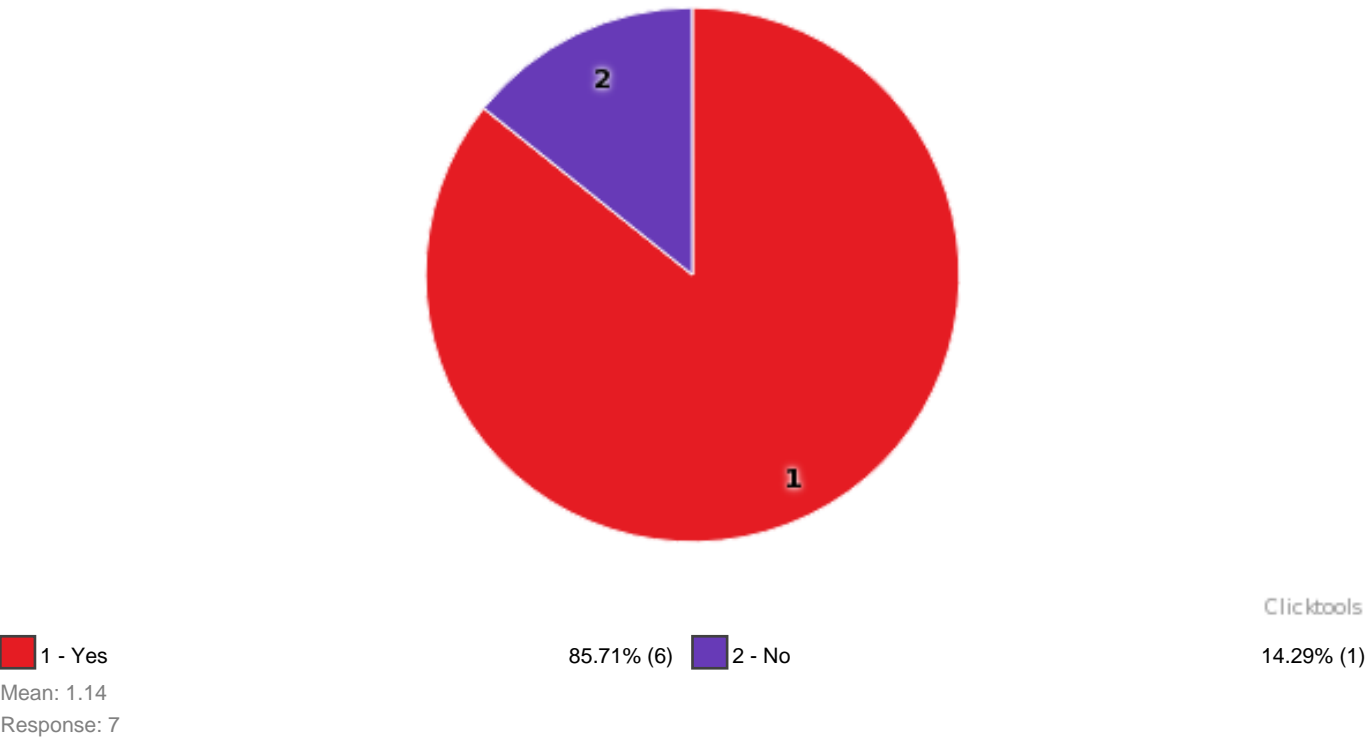
77. When do you start to charge for customization?

1 - Never charge	50% (3)	2 - Strictly for any customization	33.33% (2)
3 - Small customization with up to 1 day's work for free, after that a charge	16.67% (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	0% (0)		

Mean: 1.67
Response: 6