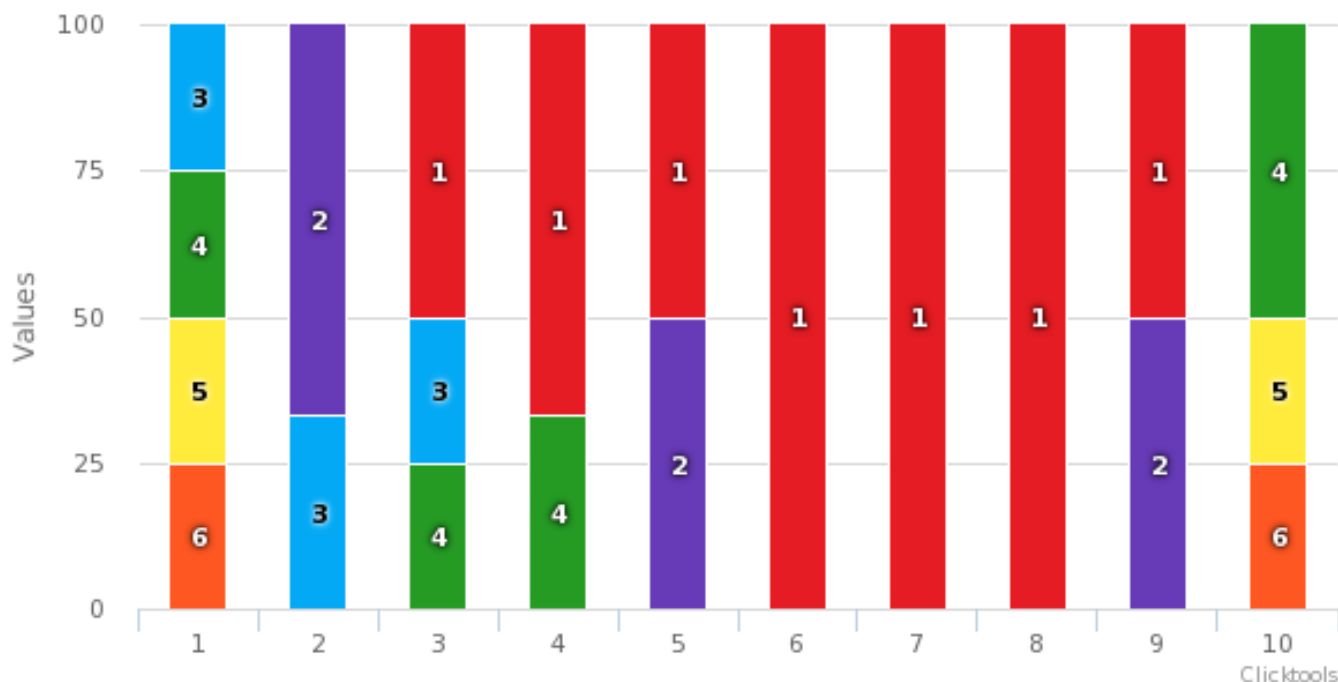# Hybrid (4)

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)	0% (0)	25% (1)	25% (1)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	4.5
2	Virtual Classroom	0% (0)	66.67% (2)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.33
3	e-Learning	50% (2)	0% (0)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.25
4	Self-paced	66.67% (2)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
5	Certification	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
6	Learning Consulting	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7	Learning Technologies	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
8	New learning modalities	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9	Subscriptions	50% (2)	50% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.5
10	TOTAL TRAINING REVENUE	0% (0)	0% (0)	0% (0)	50% (2)	25% (1)	25% (1)	0% (0)	0% (0)	0% (0)	4.75

Response: 4

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

🟥 1 - 10 or less	0% (0)	🟪 2 - 11-20	25% (1)
🟦 3 - 21-50	25% (1)	🟩 4 - 51-100	25% (1)
🟨 5 - More than 100	25% (1)		

Mean: 3.5

Response: 4

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


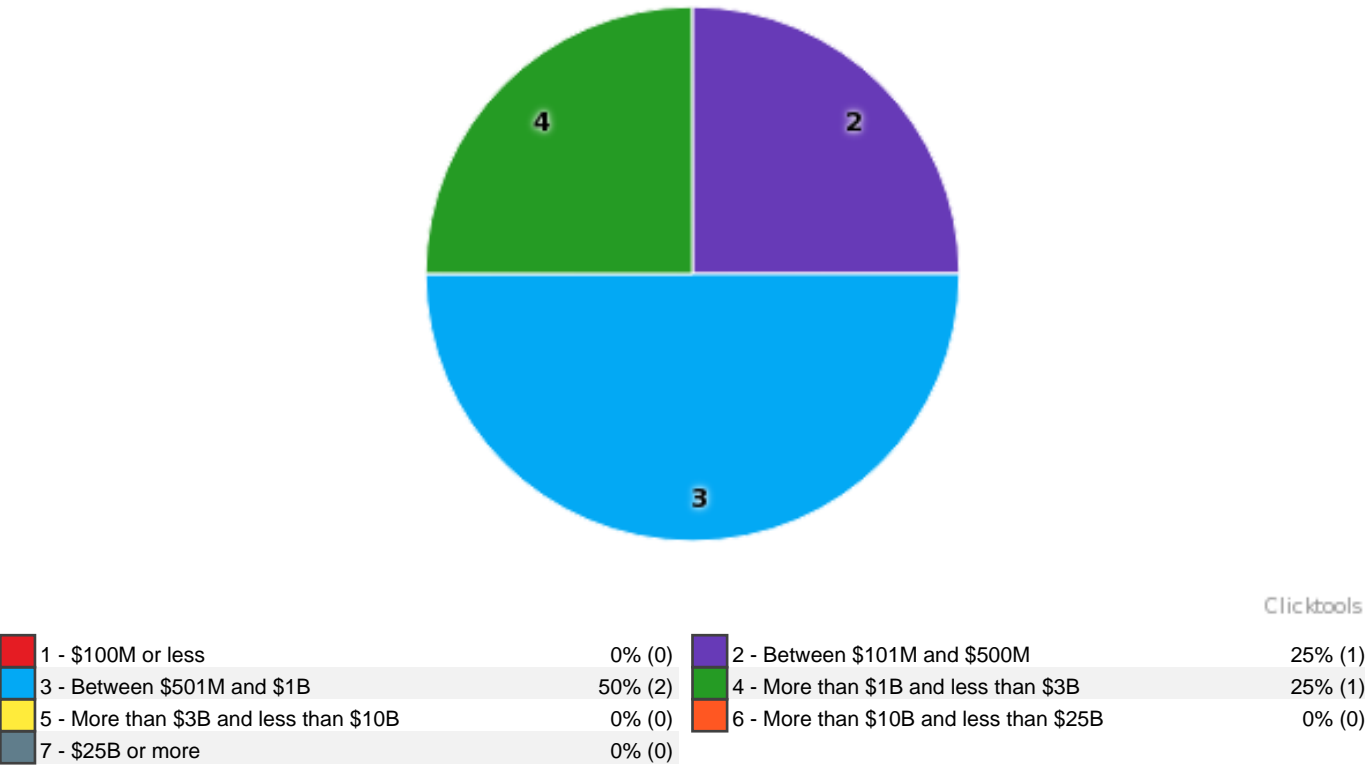|			
🟥 1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	0% (0)	🟪 2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	0% (0)
🟦 3 - Cost Center (expectation is to provide non-education revenue benefits - for example better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

Mean: 4

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

■ 1 - Hardware	25% (1)	■ 2 - Software	100% (4)
■ 3 - Software as a Service (SaaS)	75% (3)	■ 4 - Other	0% (0)
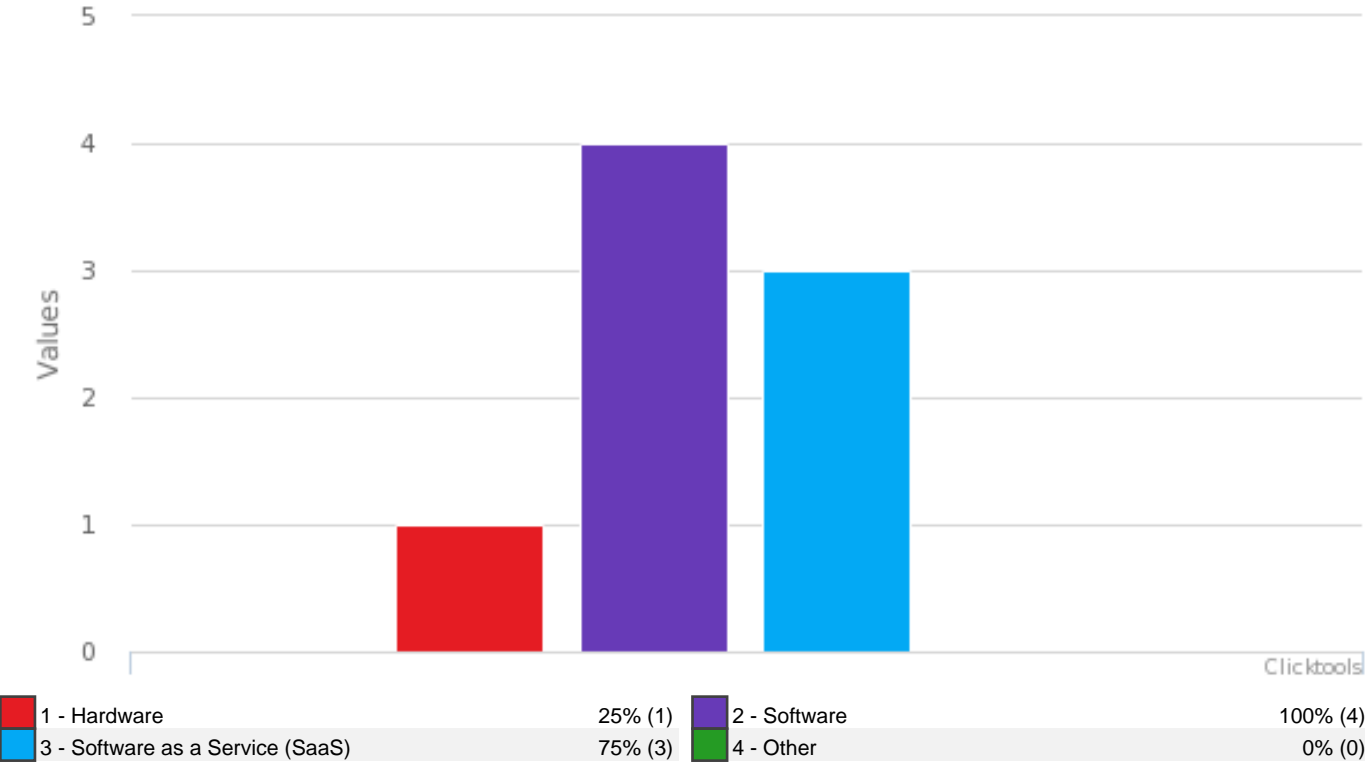
Response: 4

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	25% (1)
■ 3 - Between $501M and $1B	50% (2)	■ 4 - More than $1B and less than $3B	25% (1)
■ 5 - More than $3B and less than $10B	0% (0)	■ 6 - More than $10B and less than $25B	0% (0)
■ 7 - $25B or more	0% (0)		

Mean: 3

Response: 4

6. How many full-time employees does your company have worldwide?
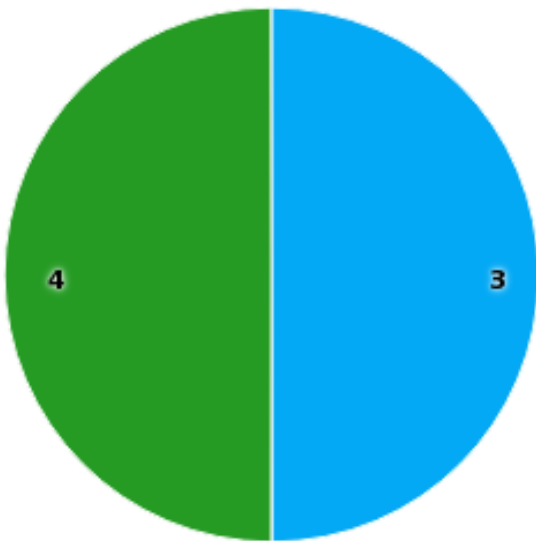
■ 1 - 100 or less	0% (0)	■ 2 - 101 to 1000	0% (0)
■ 3 - 1001 to 5000	50% (2)	■ 4 - 5001 to 10000	50% (2)
■ 5 - 10001 to 50000	0% (0)	■ 6 - More than 50000	0% (0)

Mean: 3.5

Response: 4

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

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

Mean: 1

Response: 4

8. How do you manage price lists globally?
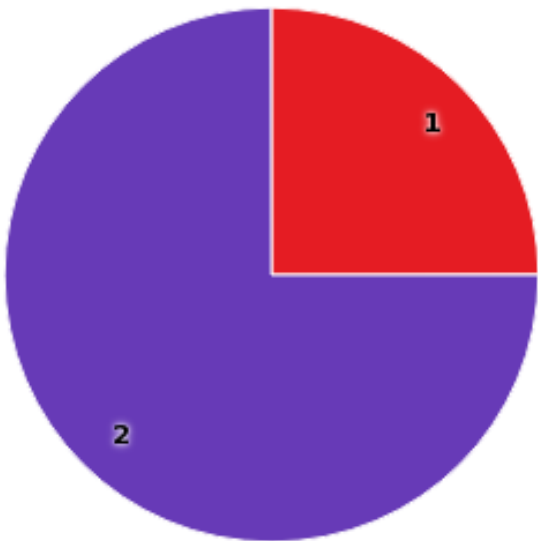
|				
■	1 - We have one price list with our base currency	25% (1)	■ 2 - We have a price list per geographic region based on our base currency	75% (3)
■	3 - We have a price list per geographic region or country based on the regional currency	0% (0)	■ 4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	0% (0)
■	5 - Other	0% (0)		

Mean: 1.75
Response: 4

9. In which currencies do you charge your customers (choose all that apply)?
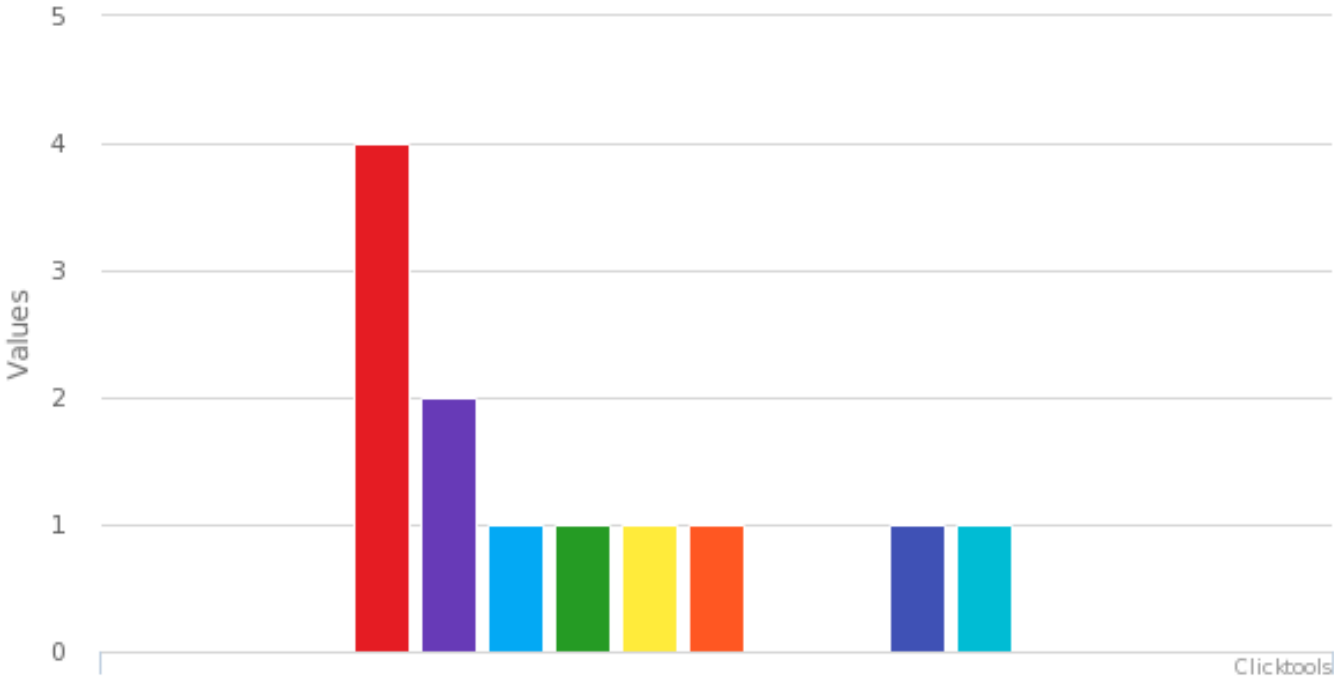
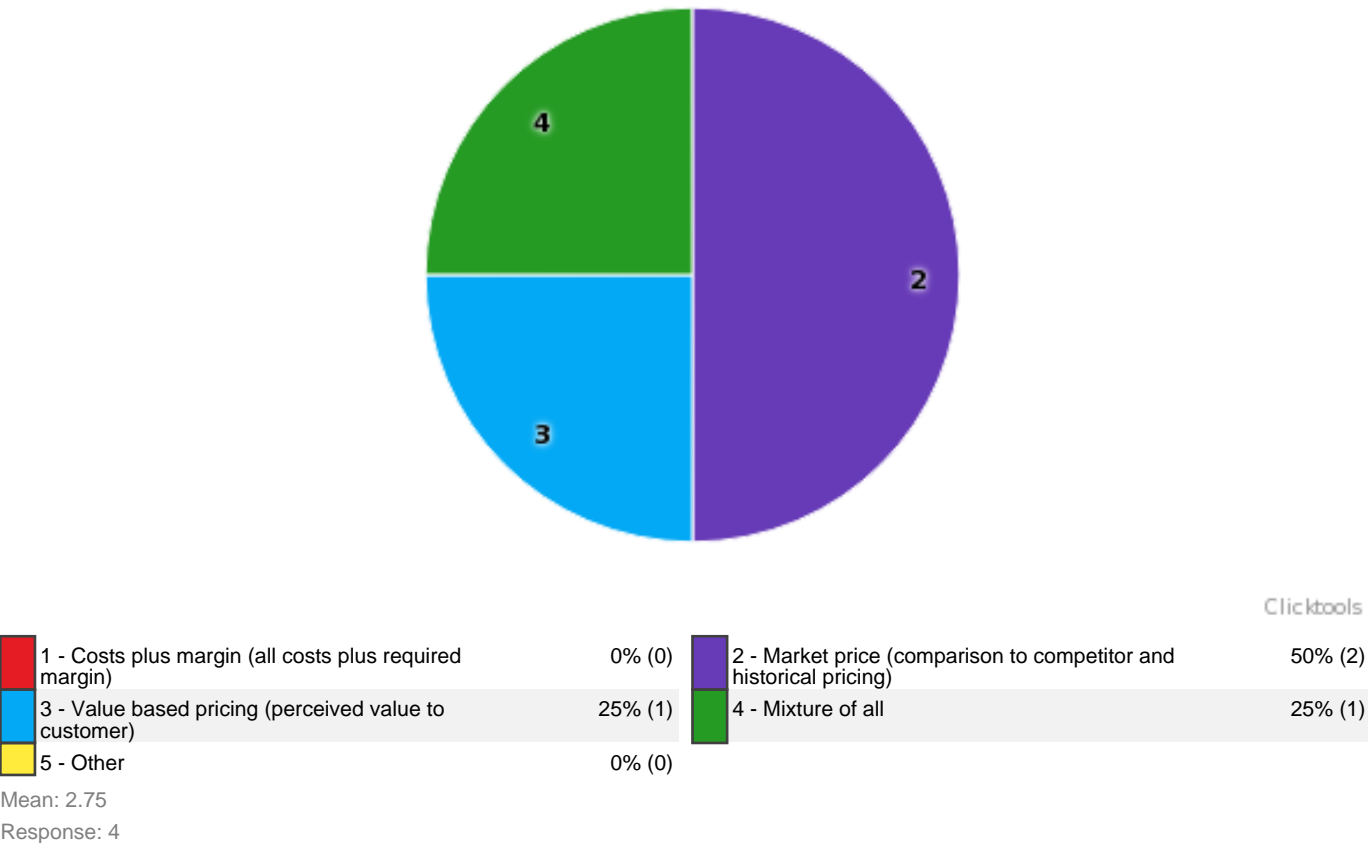|			
1 - USD	100% (4)	2 - EUR	50% (2)
3 - GBP	25% (1)	4 - JYP (Japan)	25% (1)
5 - AUD (Australia)	25% (1)	6 - INR (India)	25% (1)
7 - CNY (China)	0% (0)	8 - BRL (Brazil)	0% (0)
9 - CAD	25% (1)	10 - SGD (Singapore)	25% (1)
11 - Other	0% (0)		

Response: 4

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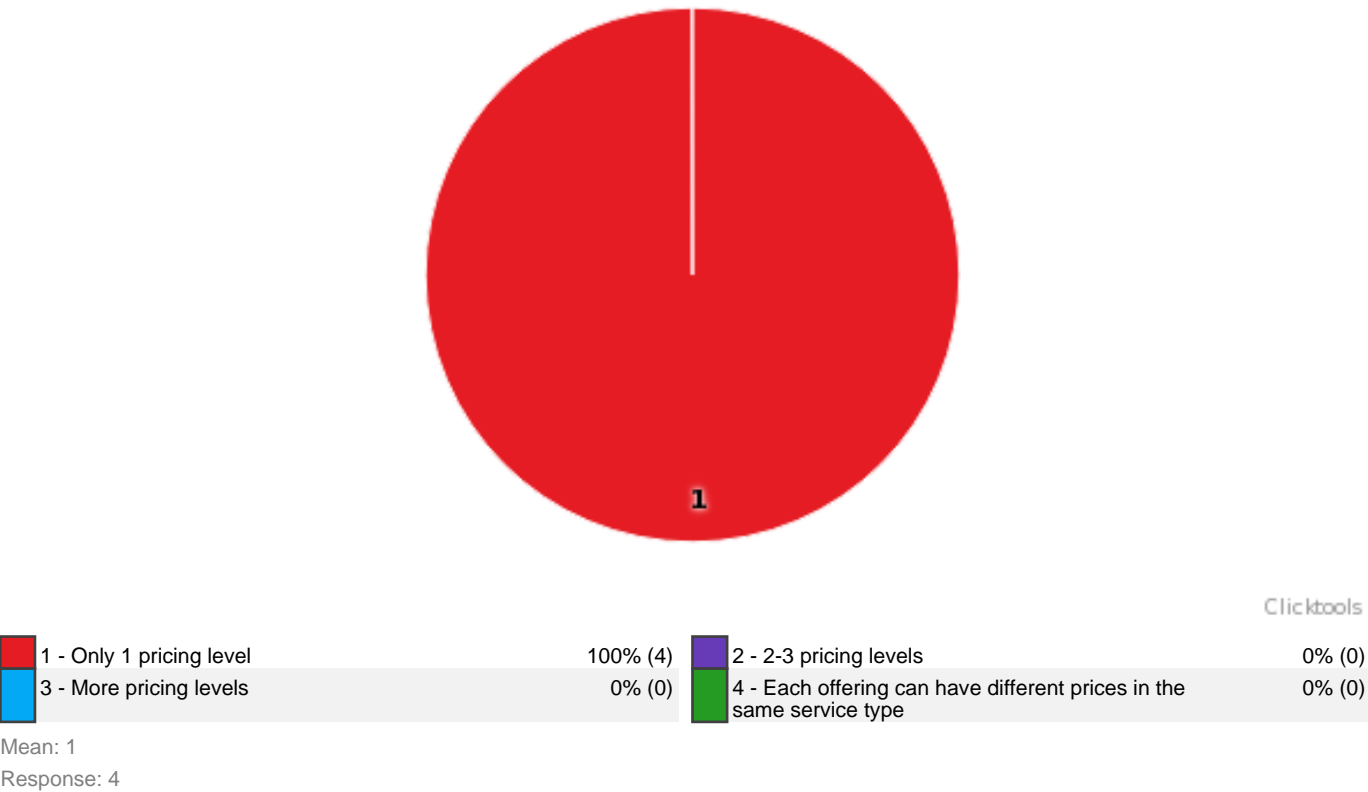

Clicktools
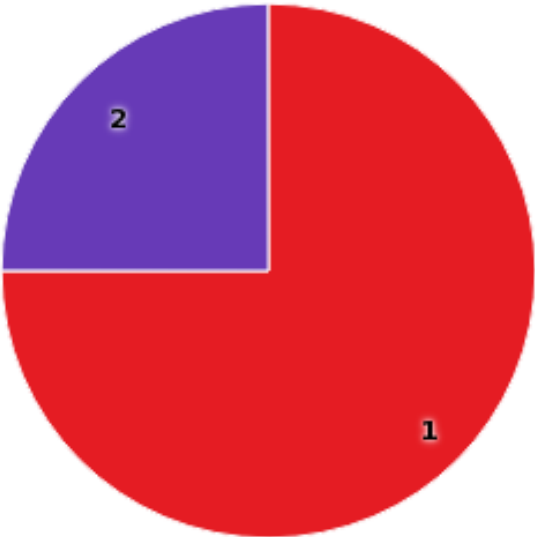
1 - Fixed rate in local currency	75% (3)	2 - Price changing based on the actual exchange rate	25% (1)

Mean: 1.25
Response: 4

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)	50% (2)
🟦 3 - Value based pricing (perceived value to customer)	25% (1)	🟩 4 - Mixture of all	25% (1)
🟨 5 - Other	0% (0)		

Mean: 2.75
Response: 4

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

|			
🟥 1 - Only 1 pricing level	100% (4)	🟪 2 - 2-3 pricing levels	0% (0)
🟦 3 - More pricing levels	0% (0)	🟩 4 - Each offering can have different prices in the same service type	0% (0)

Mean: 1
Response: 4

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

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

Response: 0

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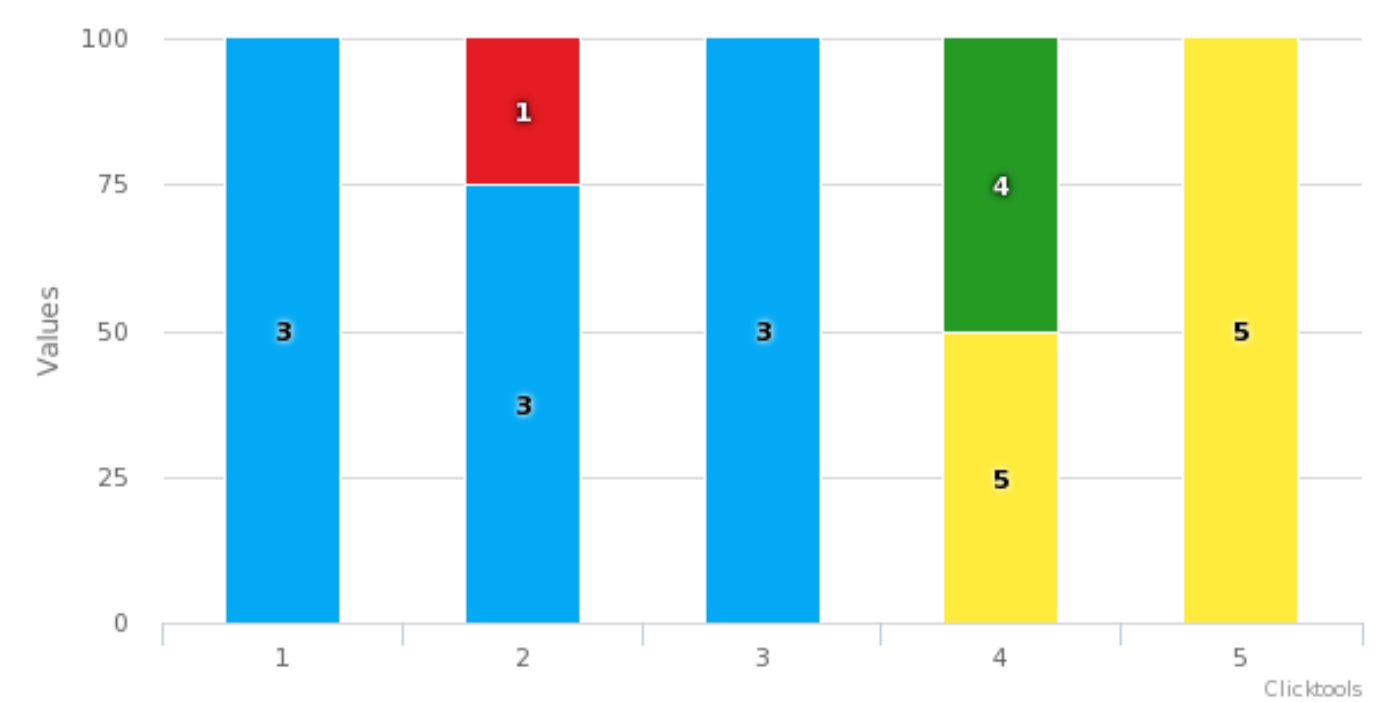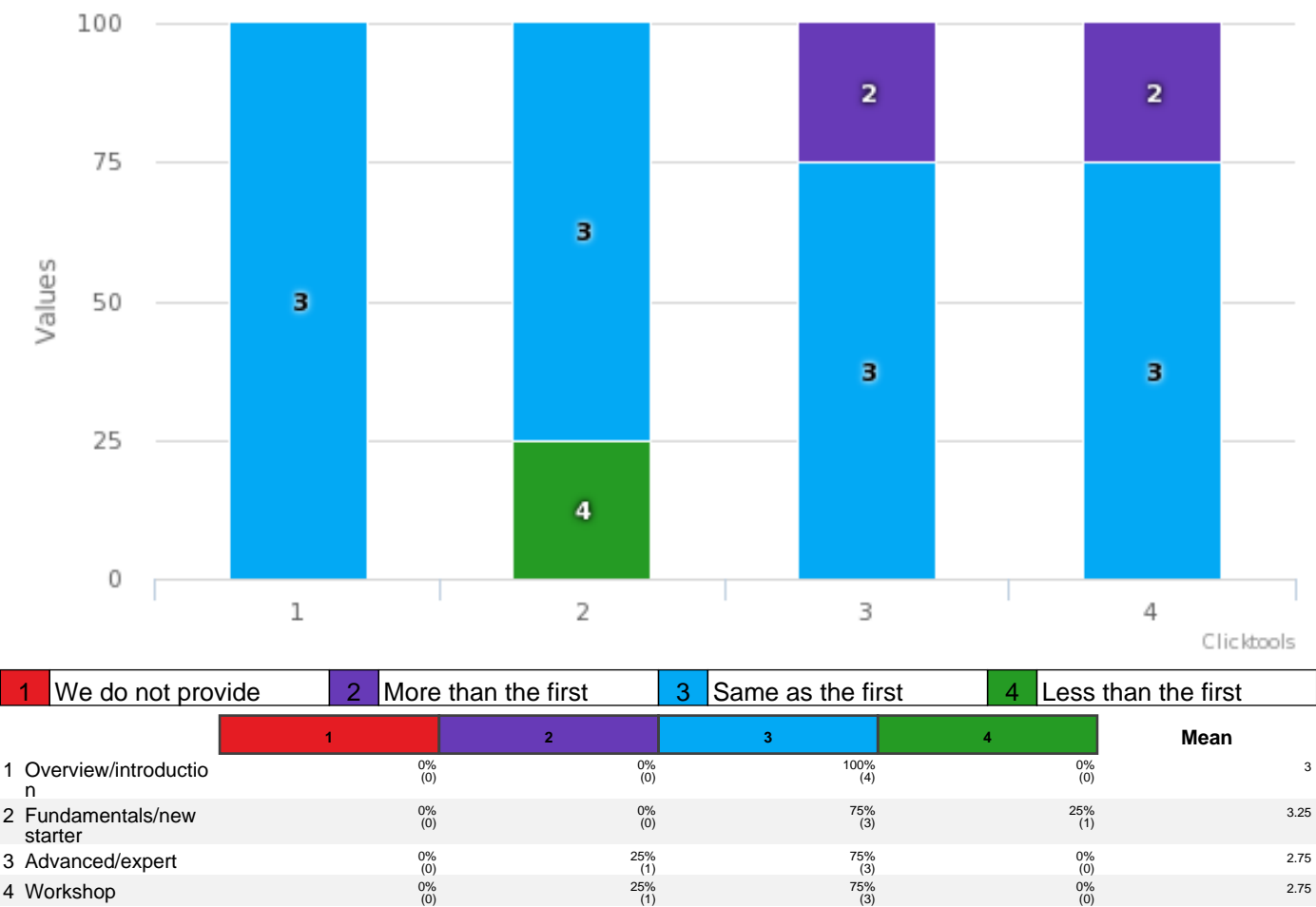

1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

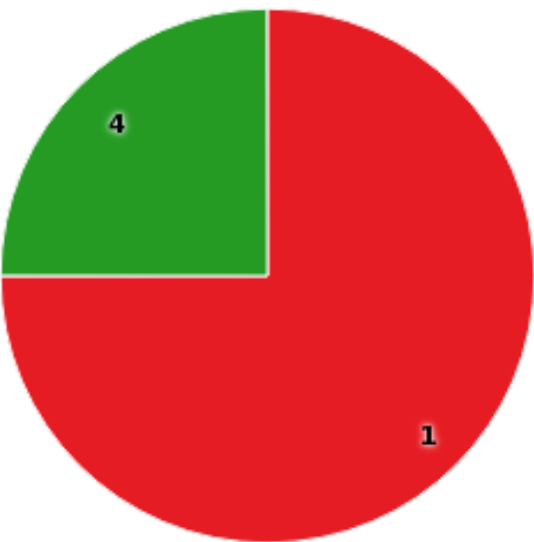|	1	2	3	4	5	Mean
1 End user	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	3
2 Business User	25% (1)	0% (0)	75% (3)	0% (0)	0% (0)	2.5
3 Technical/Admin	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	3
4 Partner	0% (0)	0% (0)	0% (0)	50% (2)	50% (2)	4.5
5 Employee	0% (0)	0% (0)	0% (0)	0% (0)	100% (4)	5

Response: 4

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	2	3	4	Mean
	We do not provide	More than the first	Same as the first	Less than the first	
1 Overview/introductio n	0% (0)	0% (0)	100% (4)	0% (0)	3
2 Fundamentals/new starter	0% (0)	0% (0)	75% (3)	25% (1)	3.25
3 Advanced/expert	0% (0)	25% (1)	75% (3)	0% (0)	2.75
4 Workshop	0% (0)	25% (1)	75% (3)	0% (0)	2.75

Response: 4

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

|			
1 - Actuals incurred	75% (3)	2 - Daily fixed fees	0% (0)
3 - We don't charge for T&L	0% (0)	4 - T&L costs included in onsite rates	25% (1)

Mean: 1.75
Response: 4

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

1 - No mark-up and margin	100% (4)	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: 4

18. Do you charge customers for the instructor travel time for onsite training?
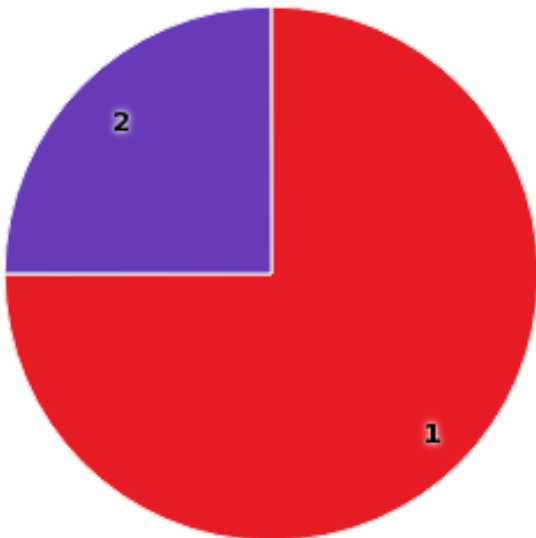
🟥 1 - No additional fees	75% (3)	🟪 2 - Yes, beyond a threshold of max 1-day travel to/from customer	25% (1)
🟦 3 - Yes, beyond a threshold of more than 1-day travel to/from customer	0% (0)	🟩 4 - Yes, for any travel time	0% (0)

Mean: 1.25
Response: 4

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

Clicktools

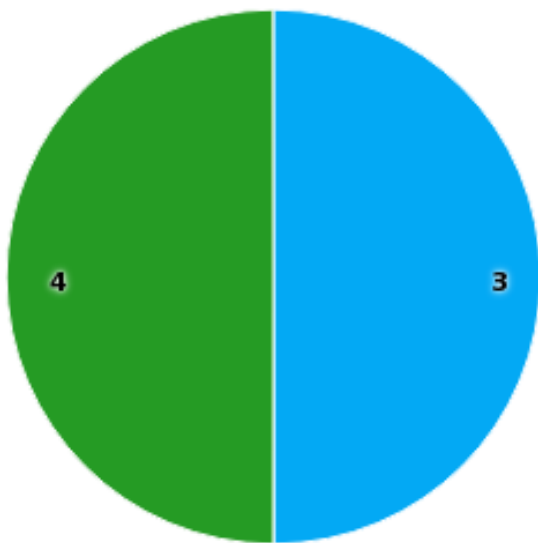|			
🟥 1 - 0-30% of instructor rate	100% (1)	🟪 2 - 31%-50% of instructor rate	0% (0)
🟦 3 - 51-75% of instructor rate	0% (0)	🟩 4 - 76%-100% of instructor rate	0% (0)

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	57.5%	23.75%	6.25%	12.5%	0%
Highest	100%	75%	25%	50%	0%
Lowest	0%	0%	0%	0%	0%
Standard deviation	44.81	34.73	12.5	25	0

Response: 4

21. Do you sell education together with product sales?
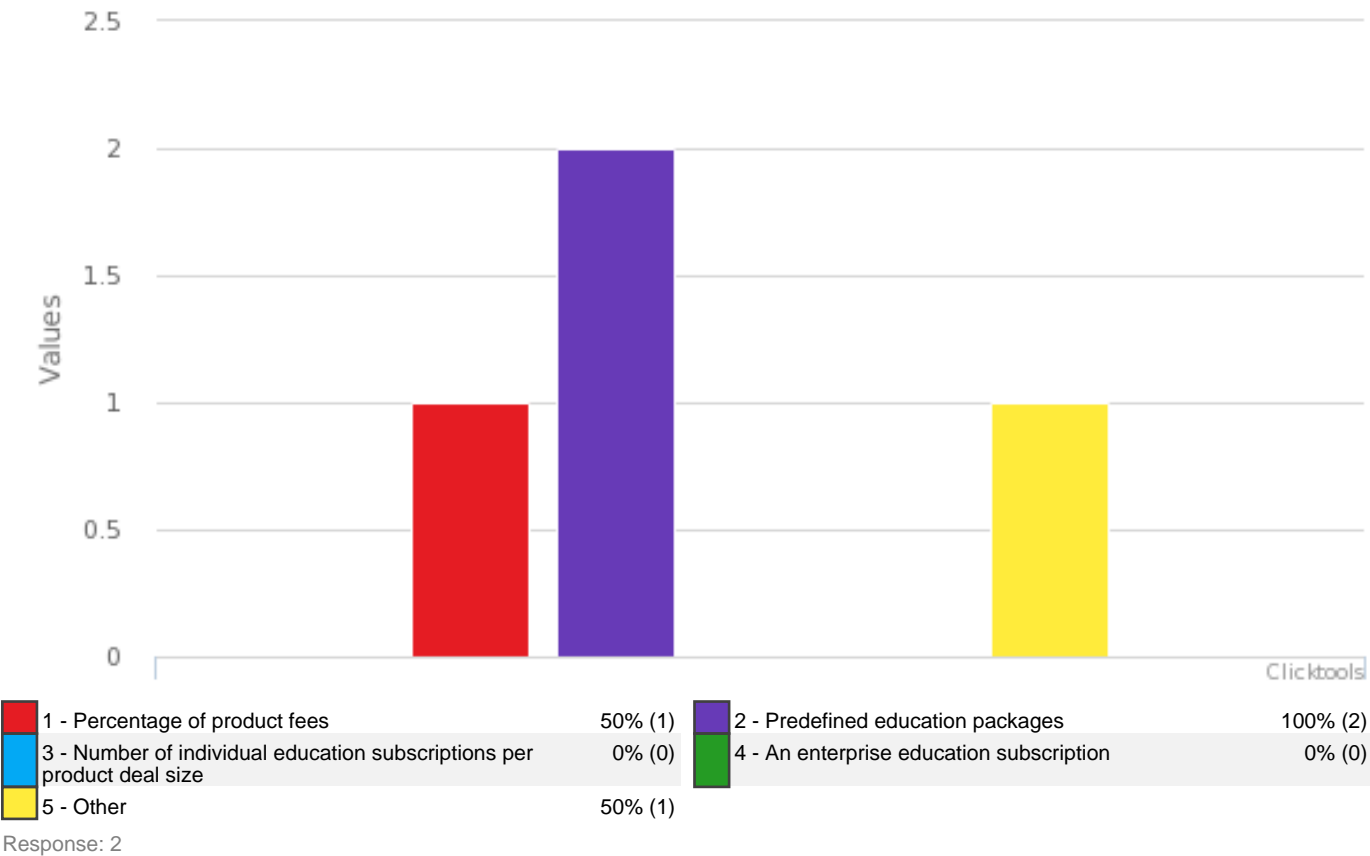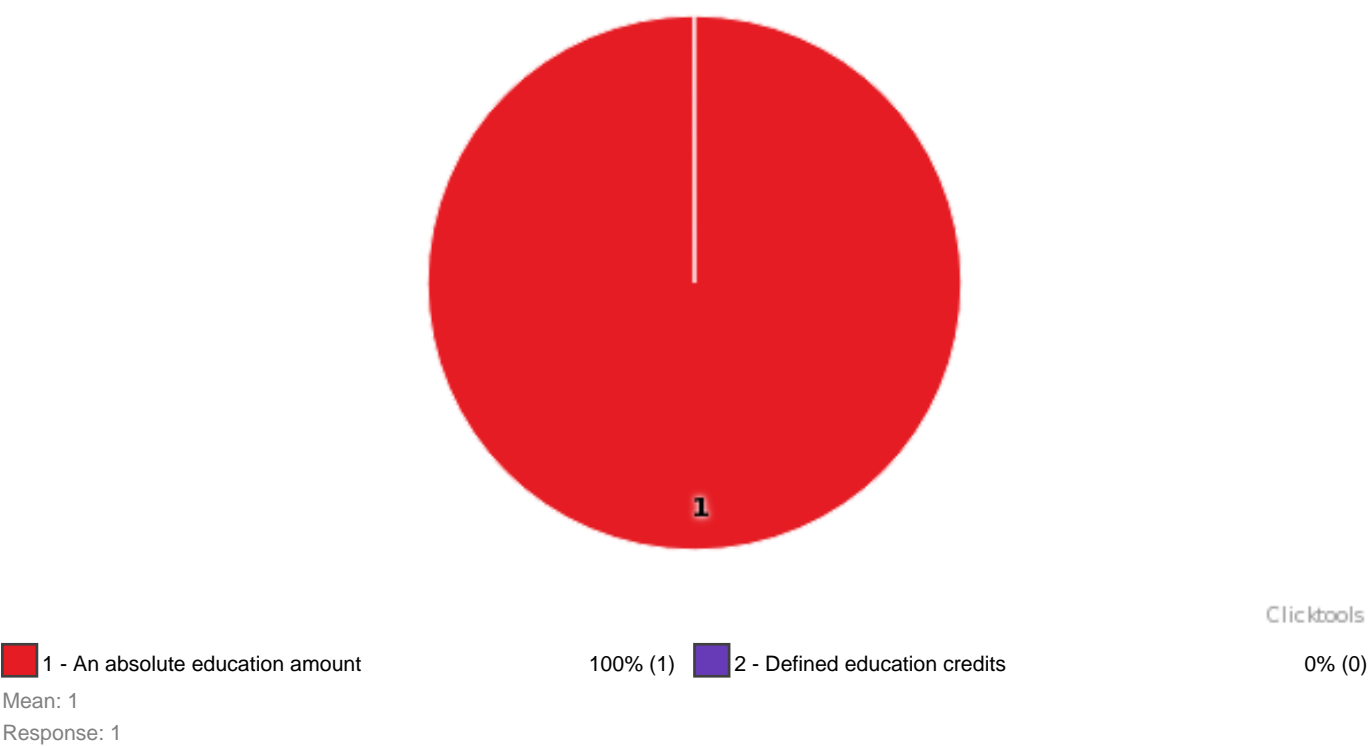

■ 1 - Mandatory attach	0% (0)	■ 2 - Automatic attach, can be removed	0% (0)
■ 3 - On a case by case basis	50% (2)	■ 4 - Never, always separate	50% (2)

Mean: 3.5
Response: 4

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

■ 1 - Percentage of product fees	50% (1)	■ 2 - Predefined education packages	100% (2)
■ 3 - Number of individual education subscriptions per product deal size	0% (0)	■ 4 - An enterprise education subscription	0% (0)
■ 5 - Other	50% (1)		

Response: 2

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

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

Mean: 1
Response: 1

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

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

Mean: 1.5
Response: 2
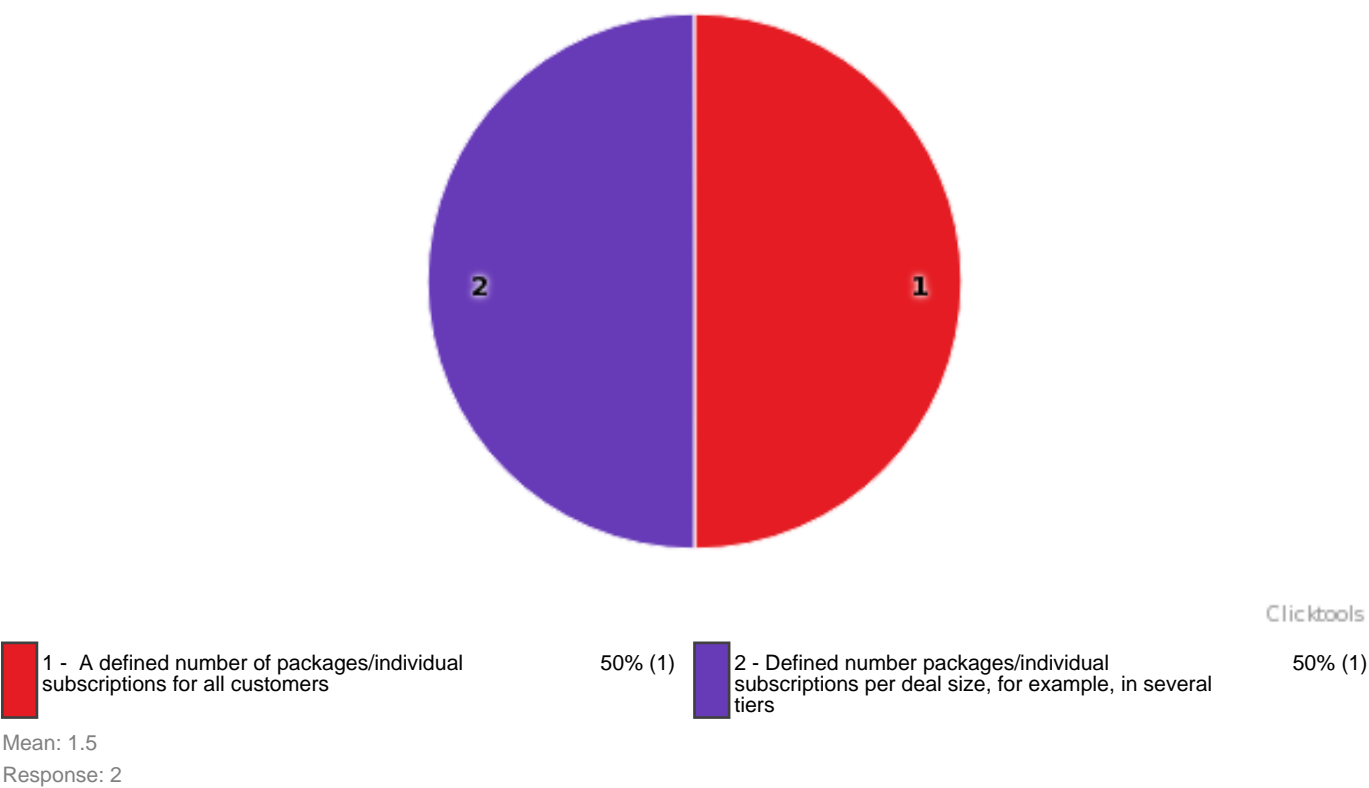
25. What is the average percentage education revenue vs product revenue?

Average	4%
Highest	10%
Lowest	1%
Standard deviation	5.2

Response: 3

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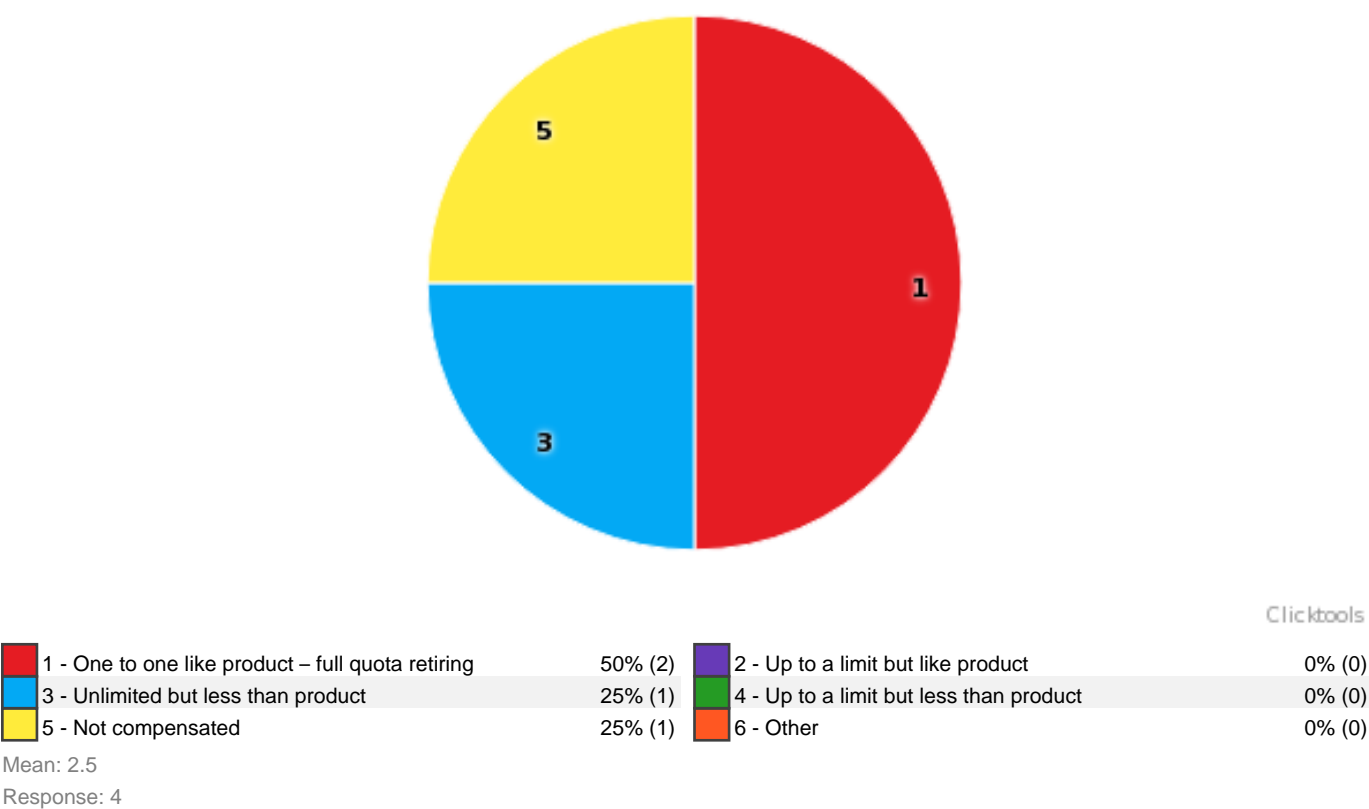

■	1 - Customer has only one price for product and education		0% (0)
■	2 - Customer has separate line item with price for education		100% (4)
■	3 - Customer has one subscription price for product and education included		0% (0)
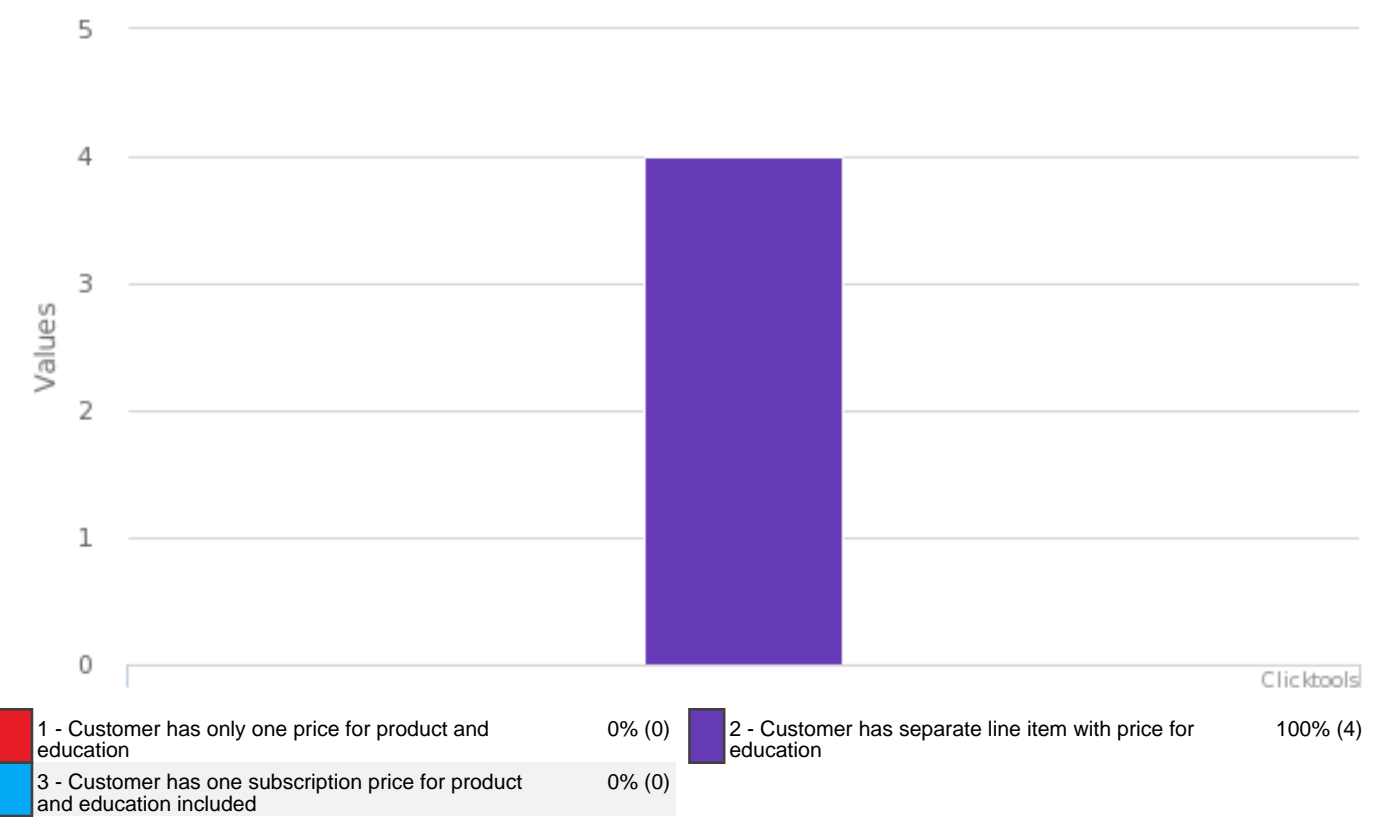
Response: 4

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

Average	18.33%
Highest	25%
Lowest	10%
Standard deviation	7.64

Response: 3

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

■	1 - One to one like product – full quota retiring	50% (2)	
■	2 - Up to a limit but like product		0% (0)
■	3 - Unlimited but less than product	25% (1)	
■	4 - Up to a limit but less than product		0% (0)
■	5 - Not compensated	25% (1)	
■	6 - Other		0% (0)

Mean: 2.5

Response: 4

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)	33.33% (1)	
■	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	33.33% (1)	

Mean: 2
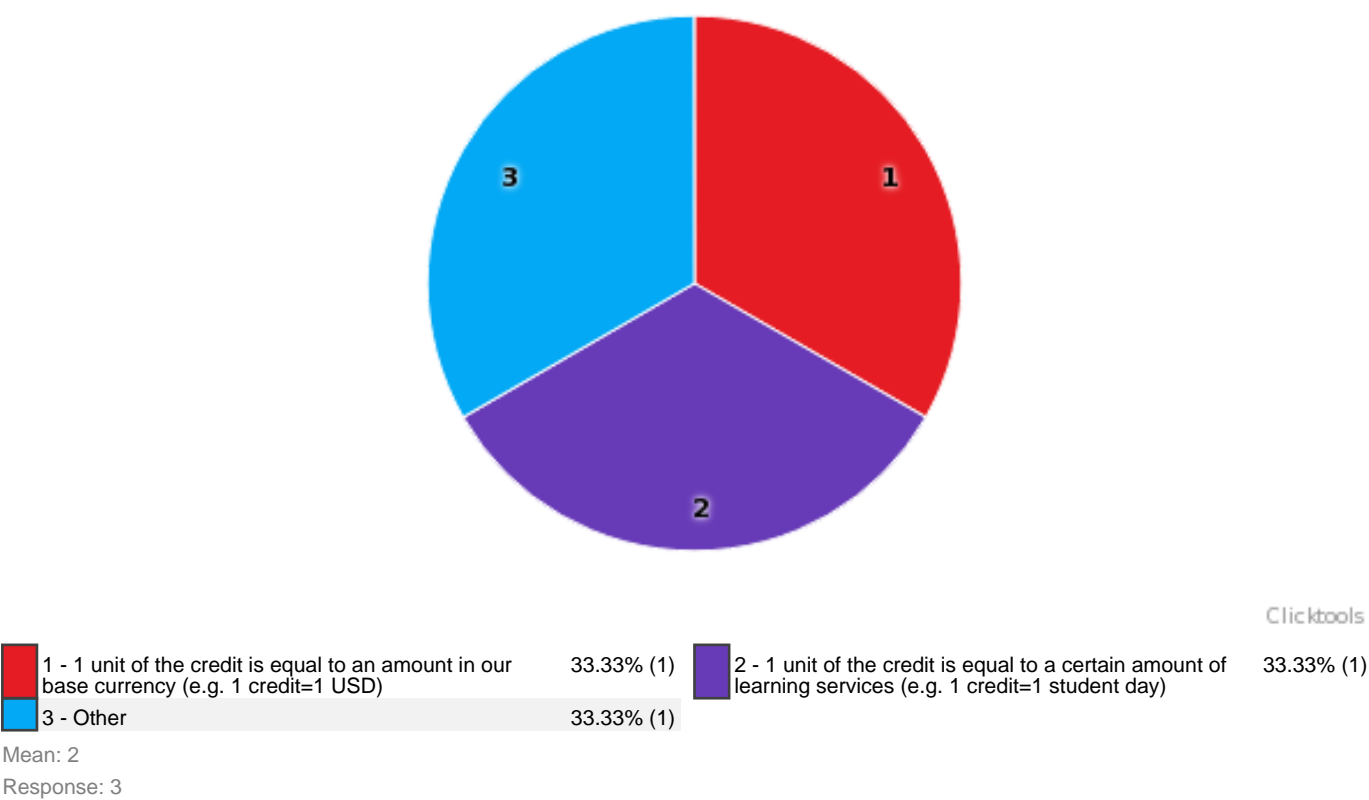
Response: 3

30. Do you discount training credits?

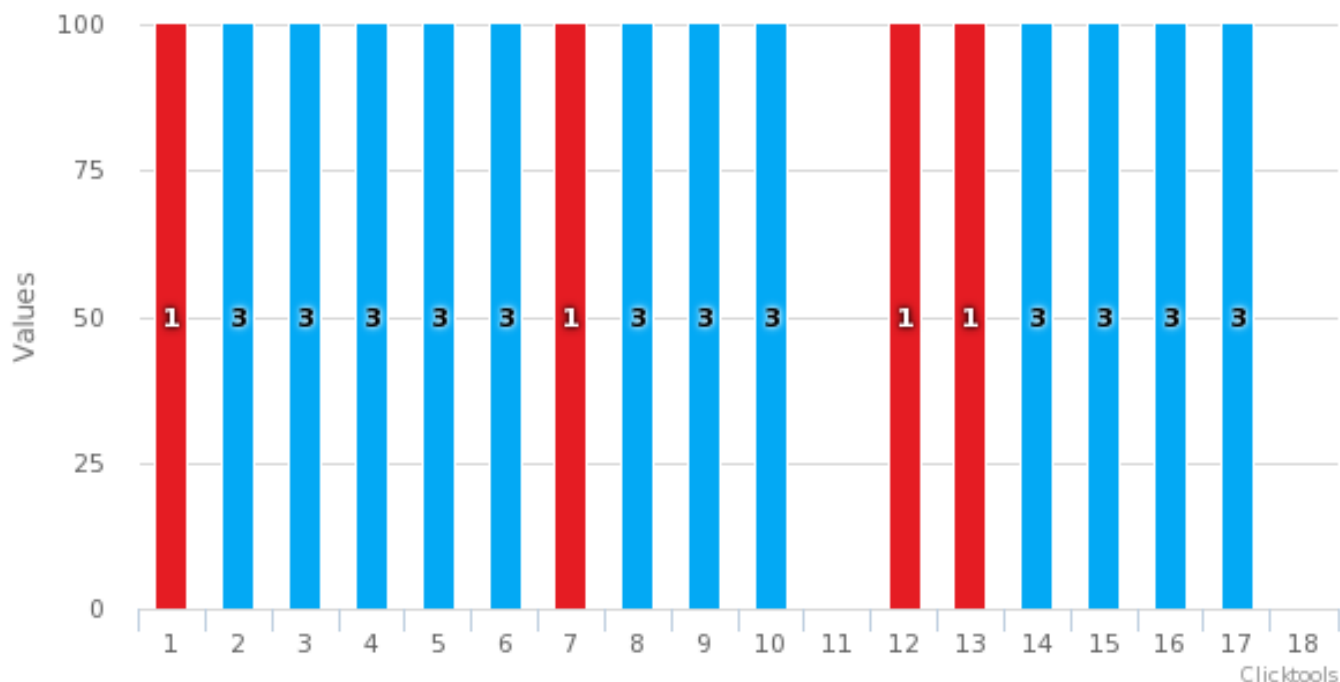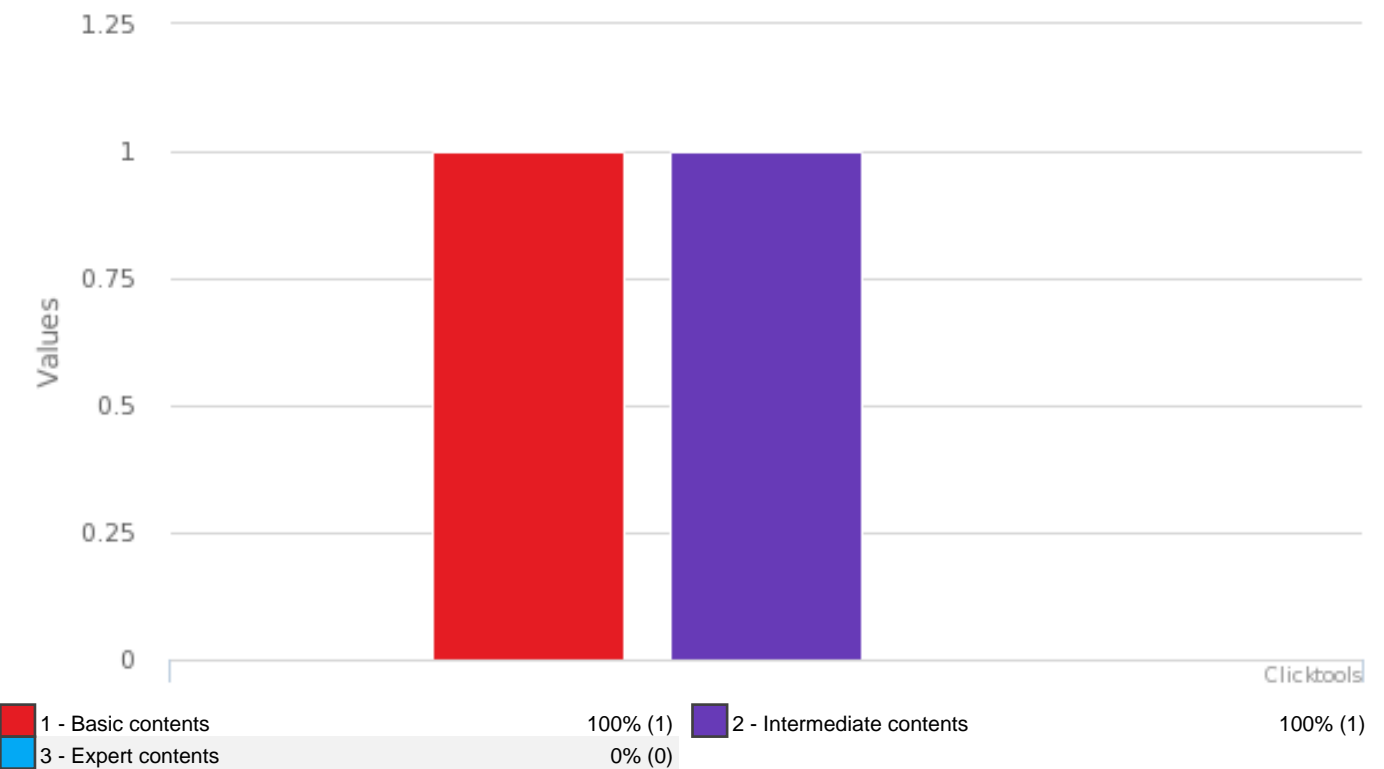|		
1 - We don't discount		0% (0)
2 - We discount based on volumes		33.33% (1)
3 - We discount on a case by case basis depending upon the deal/customer		66.67% (2)
4 - Other		0% (0)
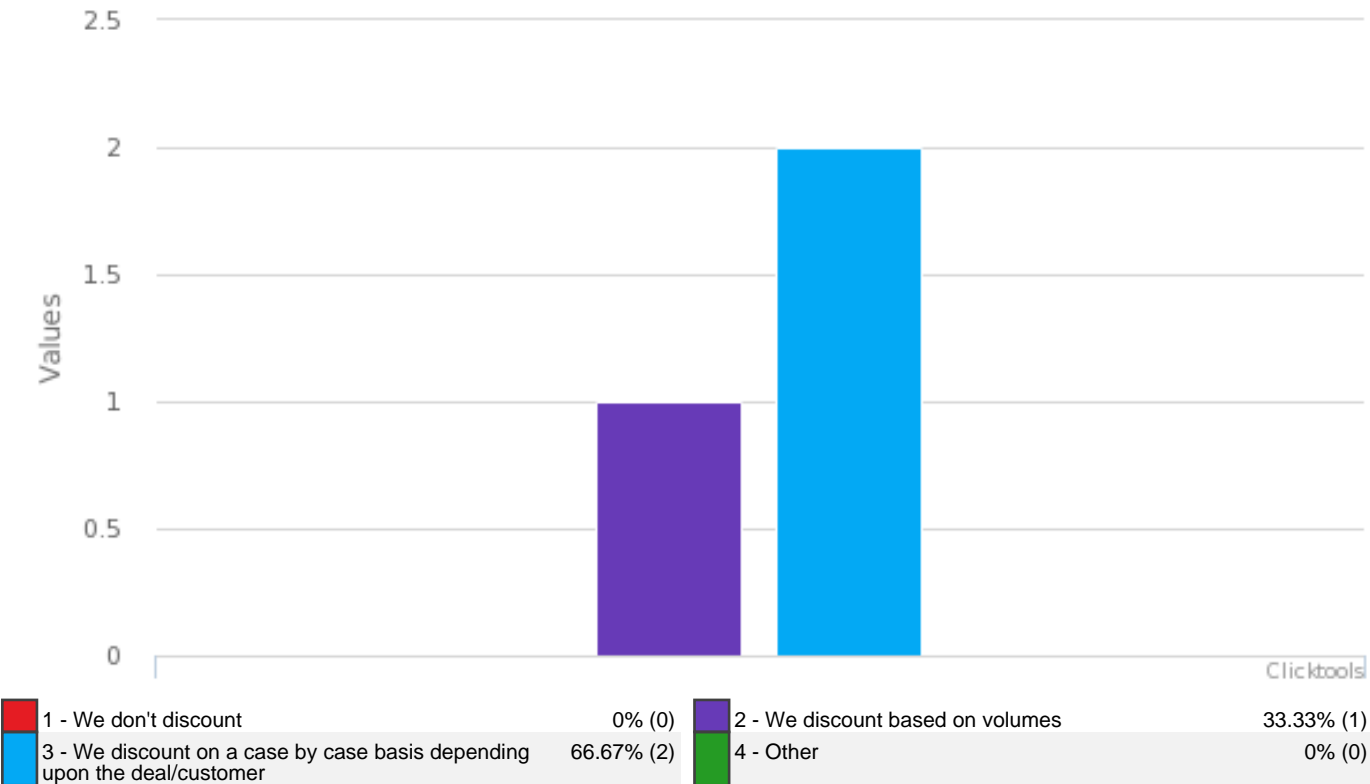
Response: 3

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 |

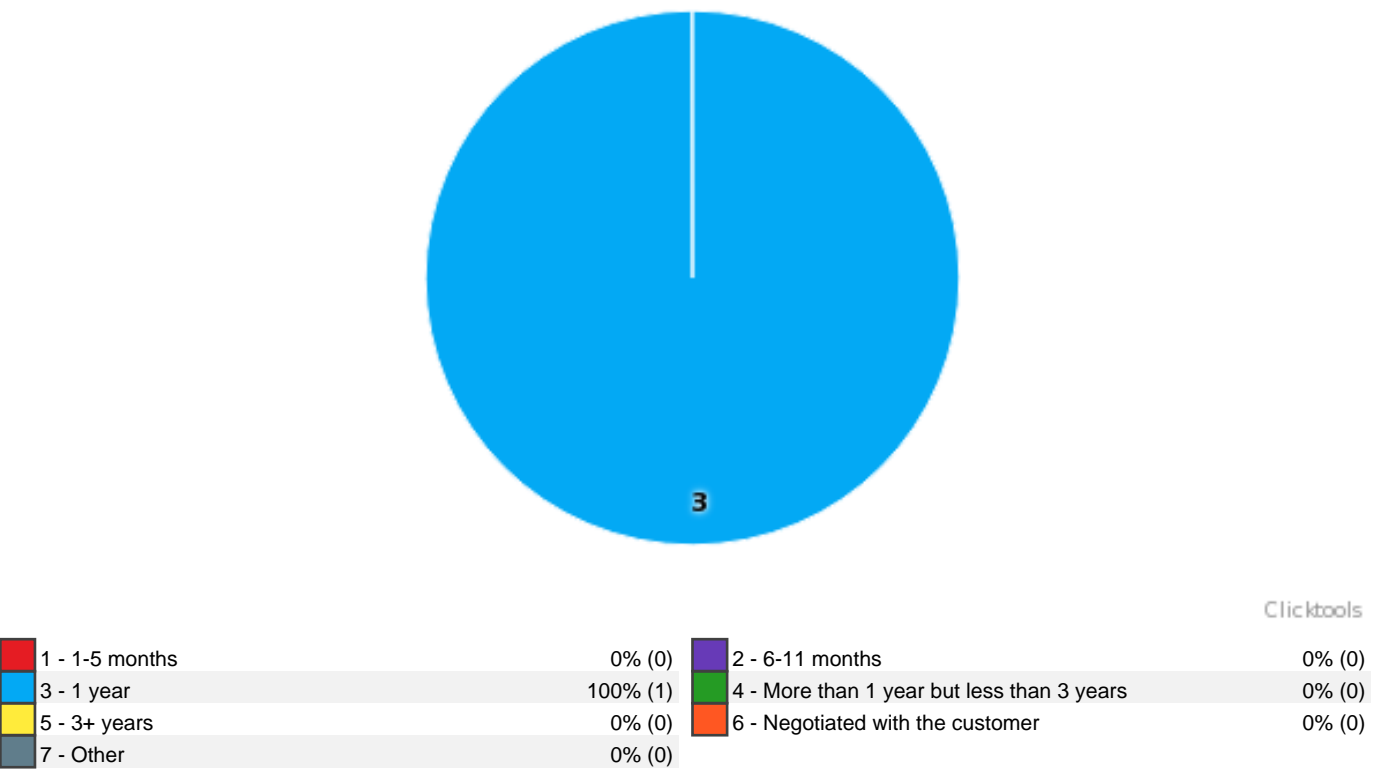|	1	2	3	Mean
1 eLearning/WBTs	100% (1)	0% (0)	0% (0)	1
2 ILT - live classrooms	0% (0)	0% (0)	100% (1)	3
3 VILT - virtual classrooms	0% (0)	0% (0)	100% (1)	3
4 Closed/dedicated classes (onsite or virtual)	0% (0)	0% (0)	100% (1)	3
5 Recorded instructor-led training	0% (0)	0% (0)	100% (1)	3
6 Demos	0% (0)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

Response: 1

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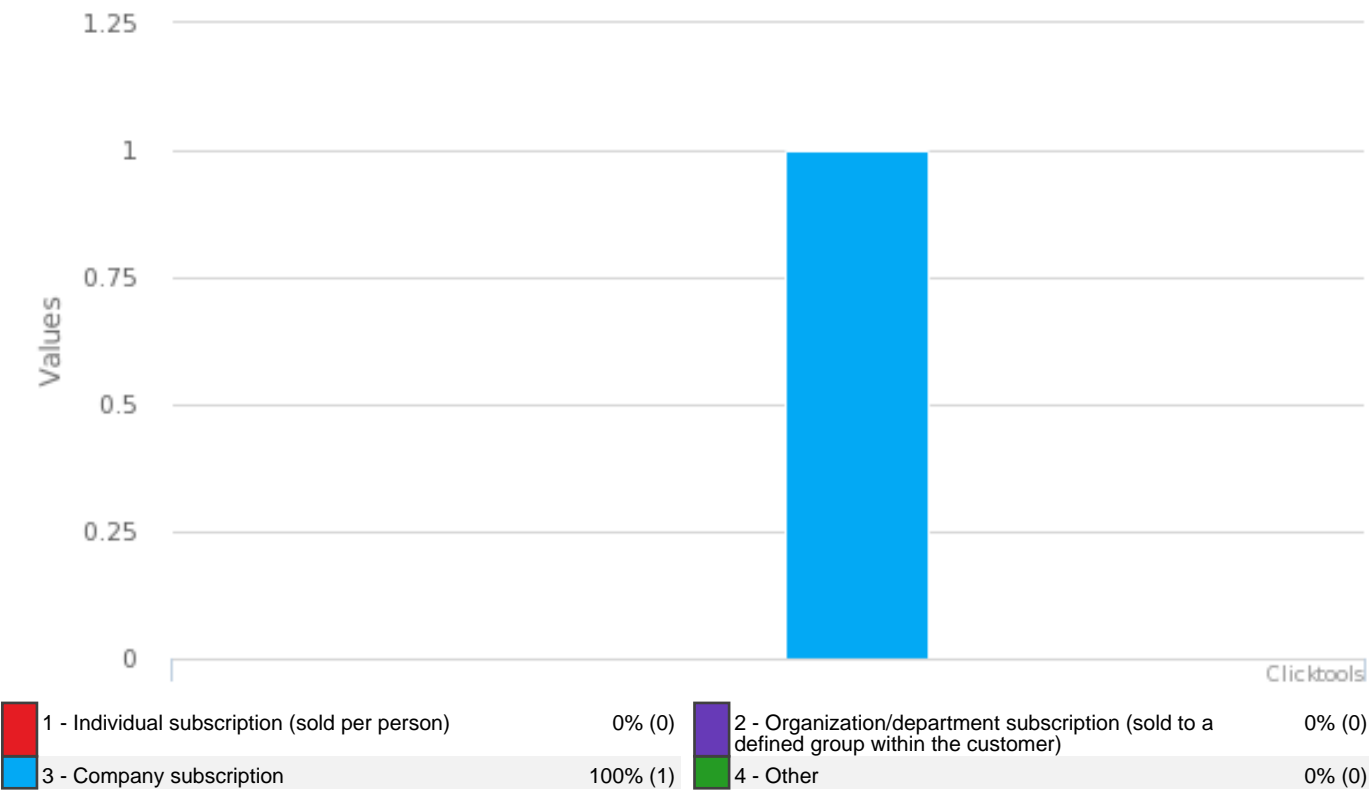

■ 1 - Basic contents	100% (1)	■ 2 - Intermediate contents	100% (1)
■ 3 - Expert contents	0% (0)		

Response: 1

33. How long is a subscription valid?

■ 1 - 1-5 months	0% (0)	■ 2 - 6-11 months	0% (0)
■ 3 - 1 year	100% (1)	■ 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: 1

34. Which type of subscription do you offer?

🟥 1 - Individual subscription (sold per person)	0% (0)	🟪 2 - Organization/department subscription (sold to a defined group within the customer)	0% (0)
🟦 3 - Company subscription	100% (1)	🟩 4 - Other	0% (0)

Response: 1

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	0% (0)
🟦 3 - Subscription is sold separately from product or maintenance fee	100% (1)		

Mean: 3

Response: 1
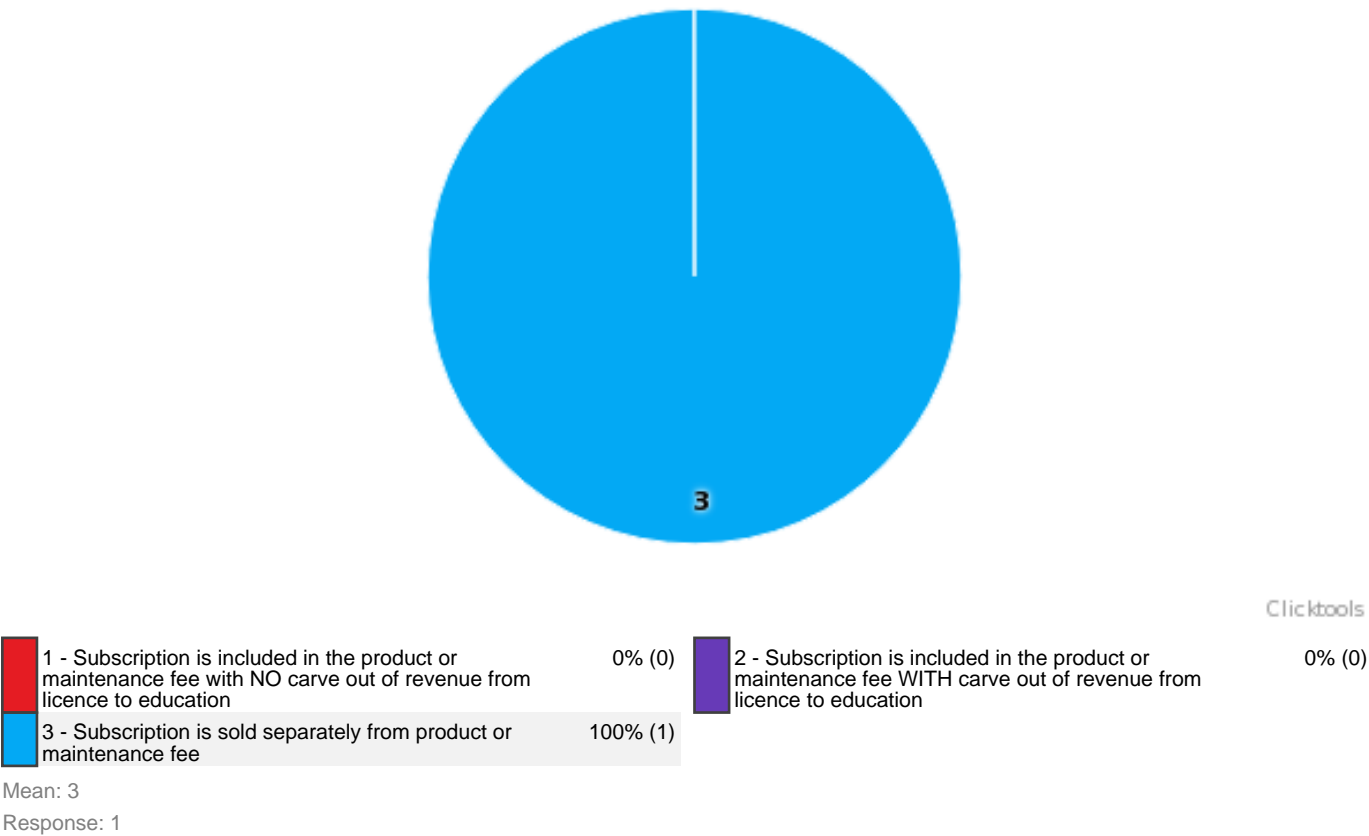
36. For which company products do you offer an education subscription? Choose all that apply.

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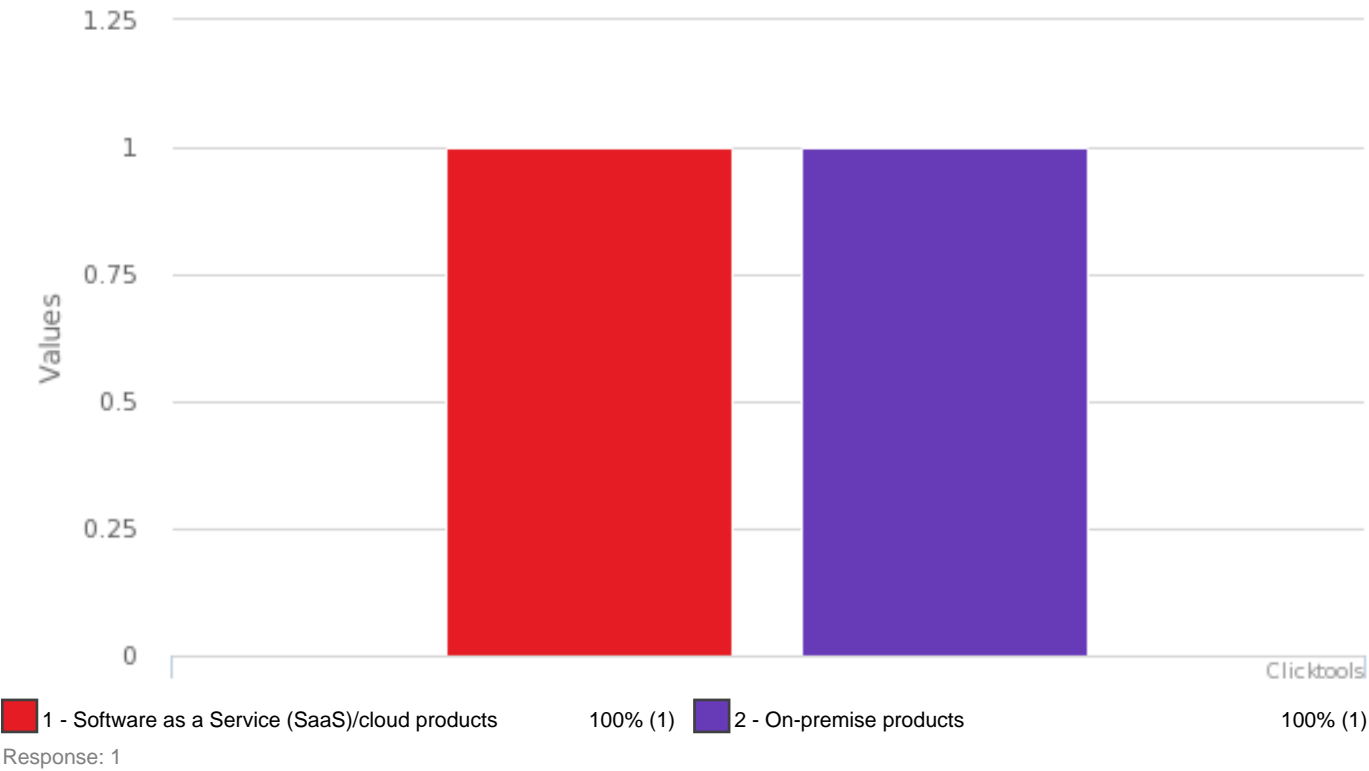
Response: 1

37. How do you get subscriptions renewed?

■ 1 - Education subscriptions are co-termed with product and automatically renewed with product	0% (0)	■ 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	100% (1)	■ 4 - Education team themselves have to manage renewals	0% (0)
■ 5 - Other	0% (0)		

Mean: 3
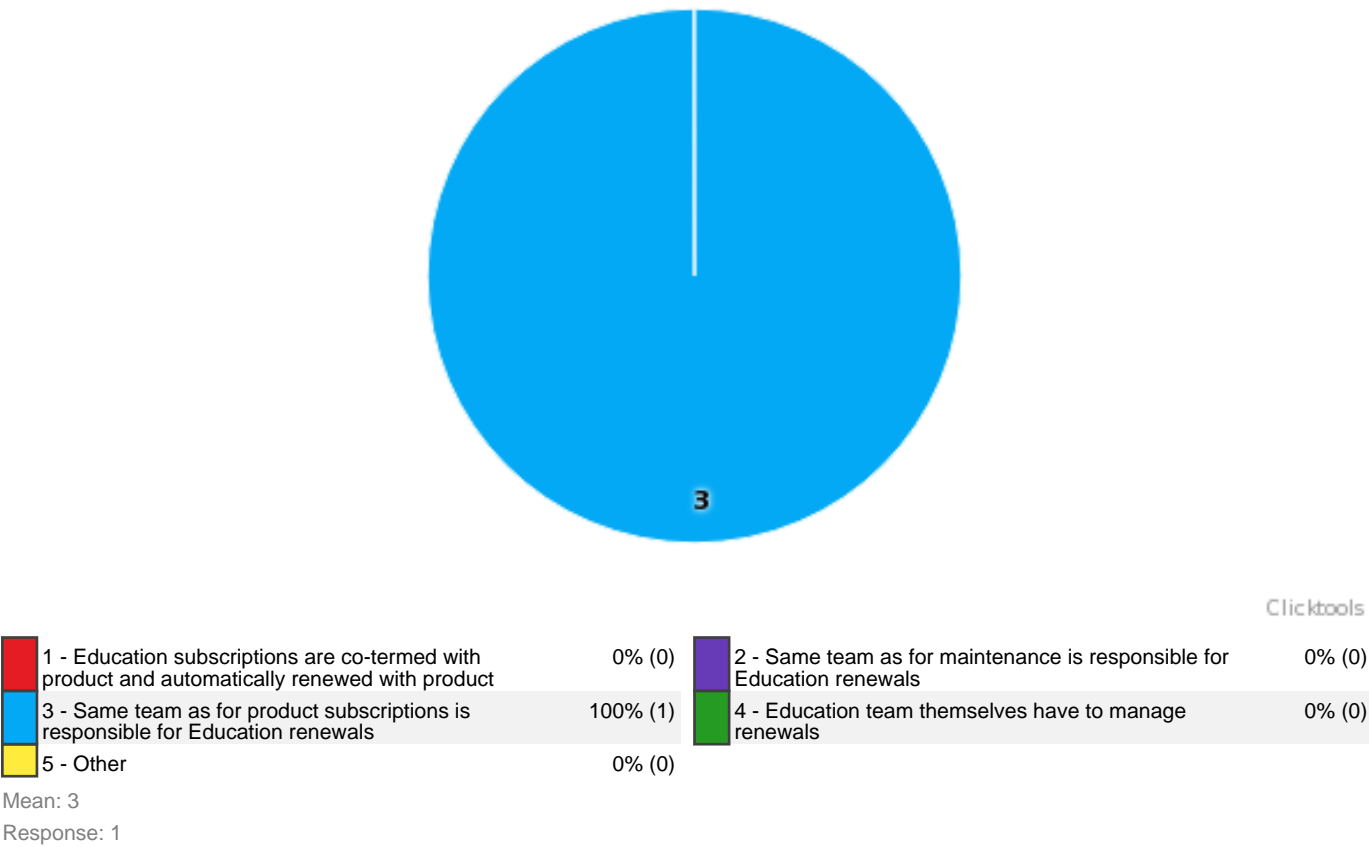
Response: 1

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

Average	0%
Highest	0%
Lowest	0%
Standard deviation	0

Response: 0

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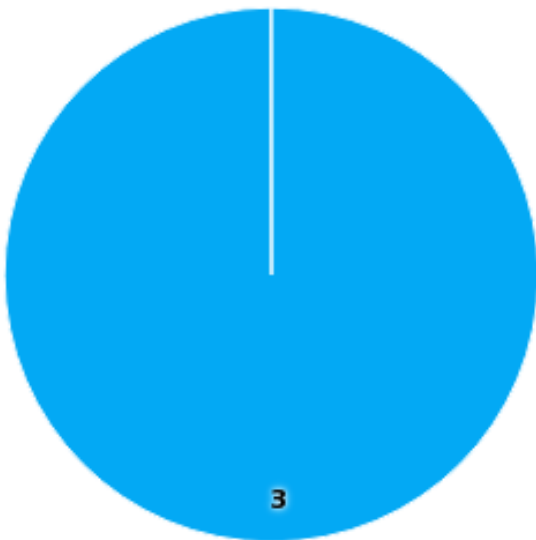
Clicktools

1 - <10%	0% (0)	2 - 10%-20%	0% (0)
3 - 20%-30%	100% (1)	4 - 30%-40%	0% (0)
5 - 40%-50%	0% (0)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	0% (0)	10 - >90%	0% (0)

Mean: 3
Response: 1

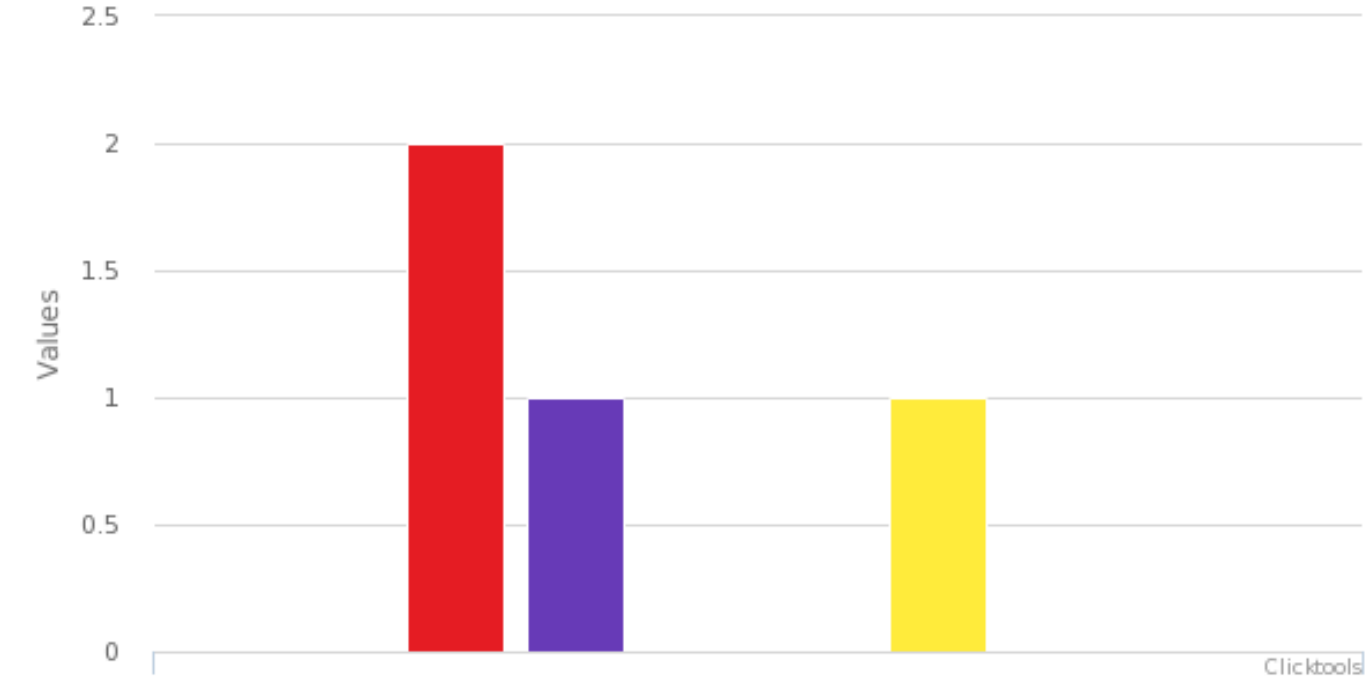**40. What is the percentage of Education subscription revenue growth for the past 12 months?**

▮ 1 - <20%	0% (0)	▮ 2 - 20%-40%	0% (0)
▮ 3 - 40%-60%	0% (0)	▮ 4 - 60%-80%	0% (0)
▮ 5 - >80%	100% (1)		

Mean: 5
Response: 1
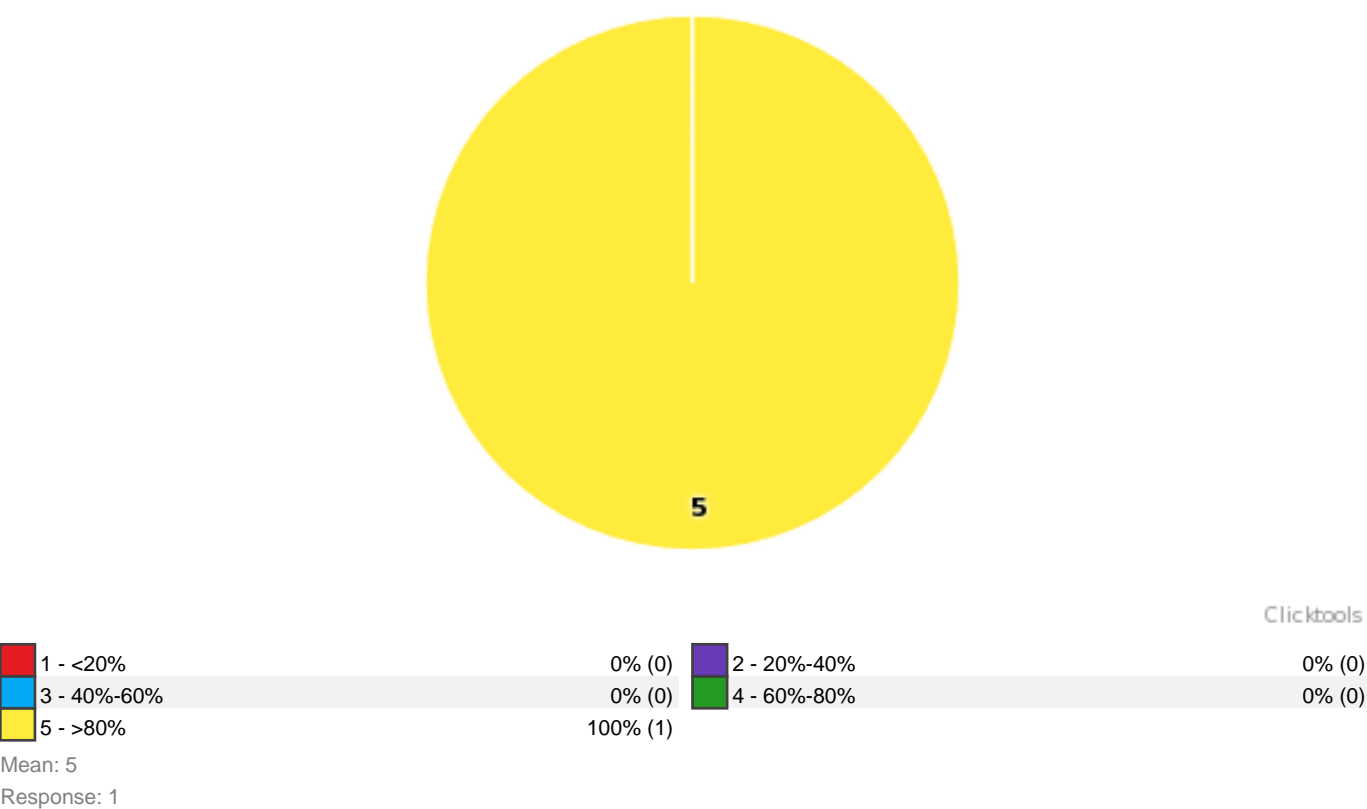
41. Do you offer free training to the following audiences?

	1 Always	2 Sometimes	3 Never	Mean
1 Employees	100% (4)	0% (0)	0% (0)	1
2 Customers	0% (0)	100% (4)	0% (0)	2
3 Product Channel	66.67% (2)	33.33% (1)	0% (0)	1.33
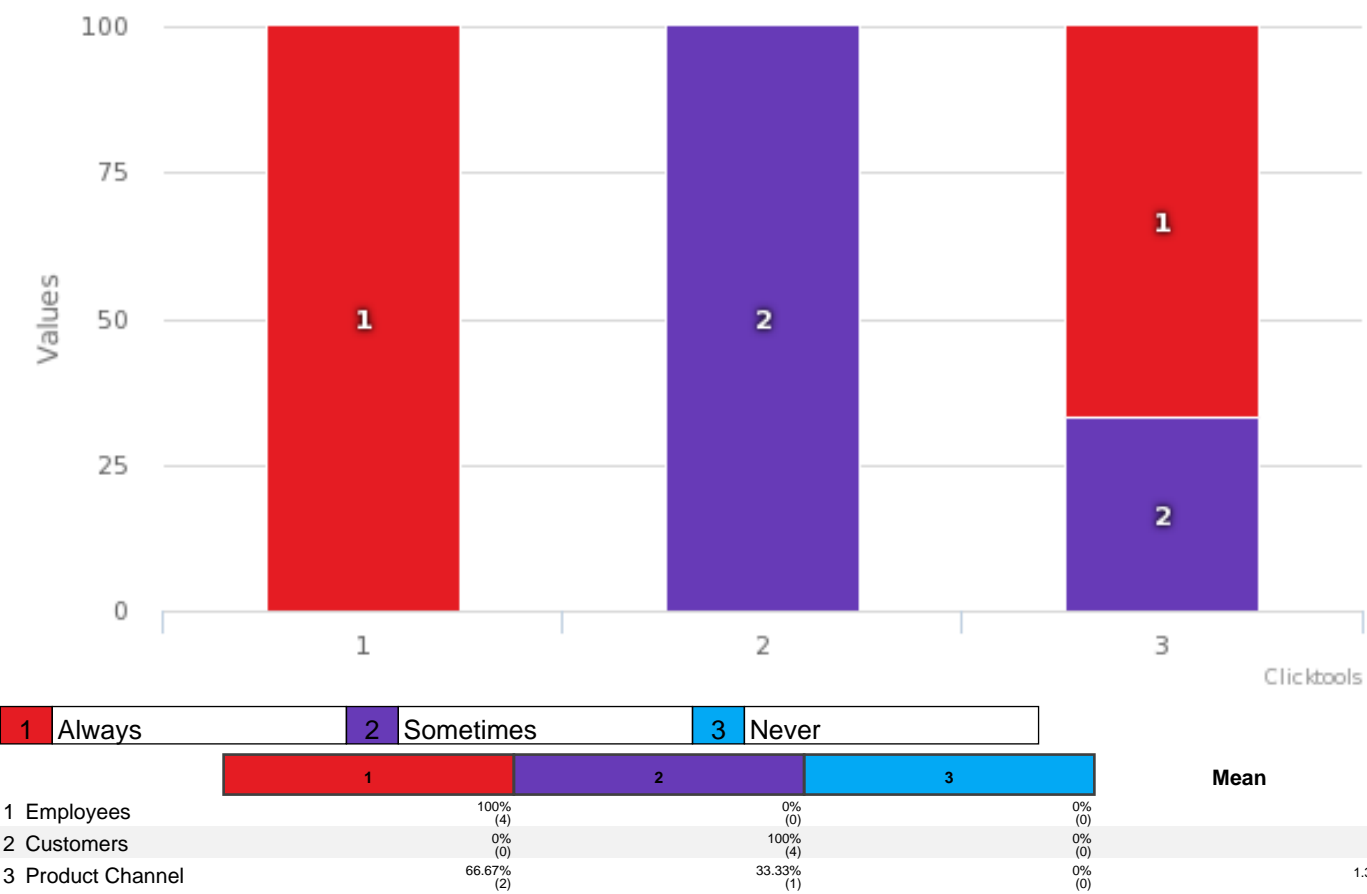
42. Is there a limit to the free training?

| ▮ | 1 - No | 75% (3) | ▮ | 2 - Yes, by annual budget inside the Education budget | 25% (1) |
| ▮ | 3 - Yes, by funding provided outside of Education team | 0% (0) | | | |

Mean: 1.25
Response: 4
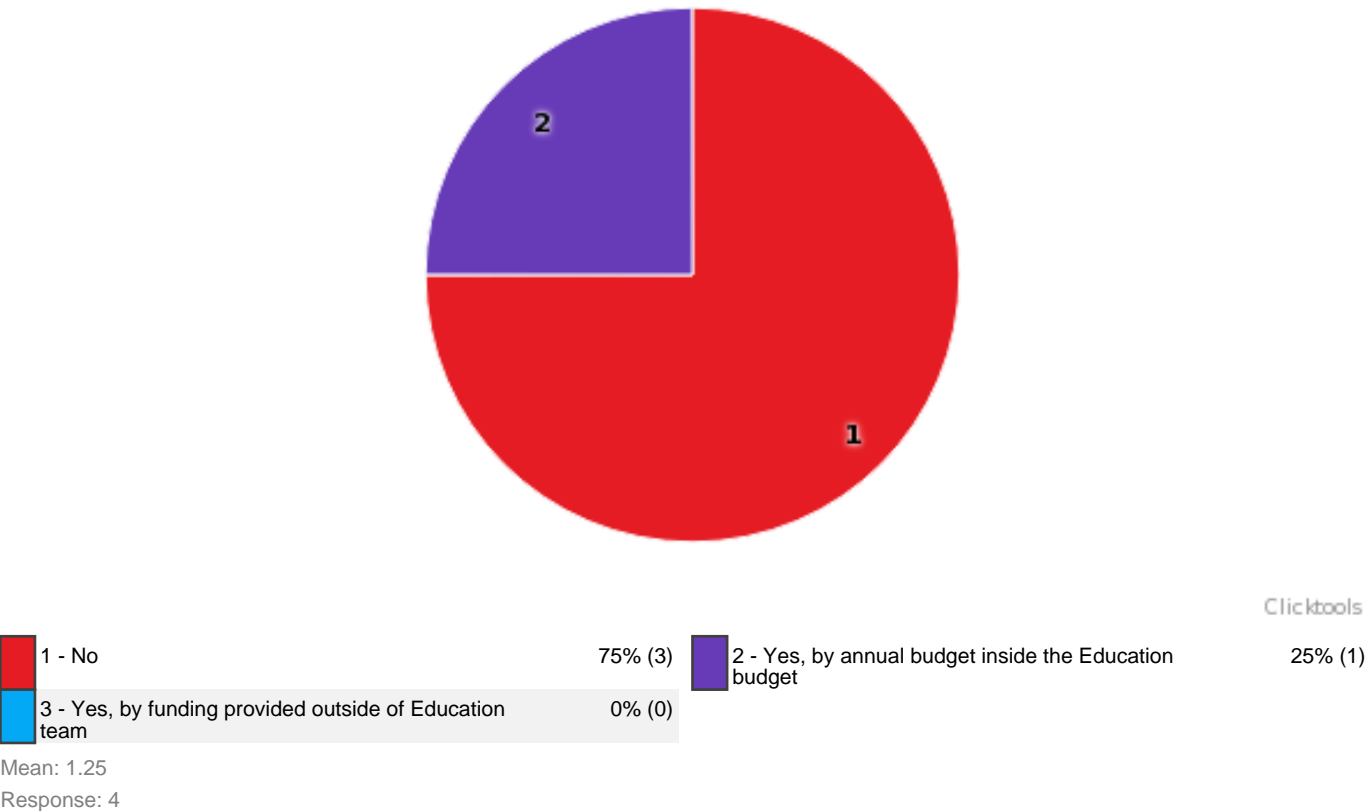
43. Do you have any special program to reduce pricing for specific customers or partners?

Response: 4

44. What do you communicate about pricing outside your company?
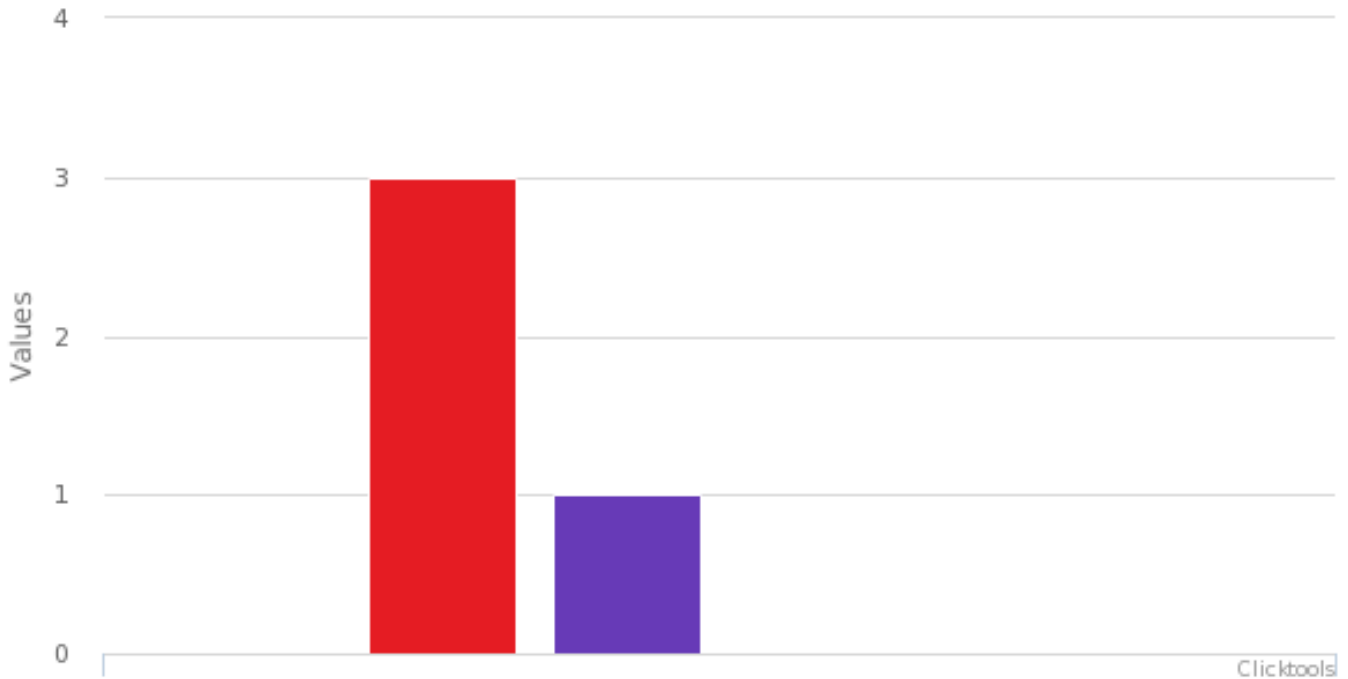
■ 1 - Only list prices	100% (3)	■ 2 - All available discounts	33.33% (1)
■ 3 - Some globally available discounts, e.g. volume	0% (0)	■ 4 - Other	0% (0)

Response: 3

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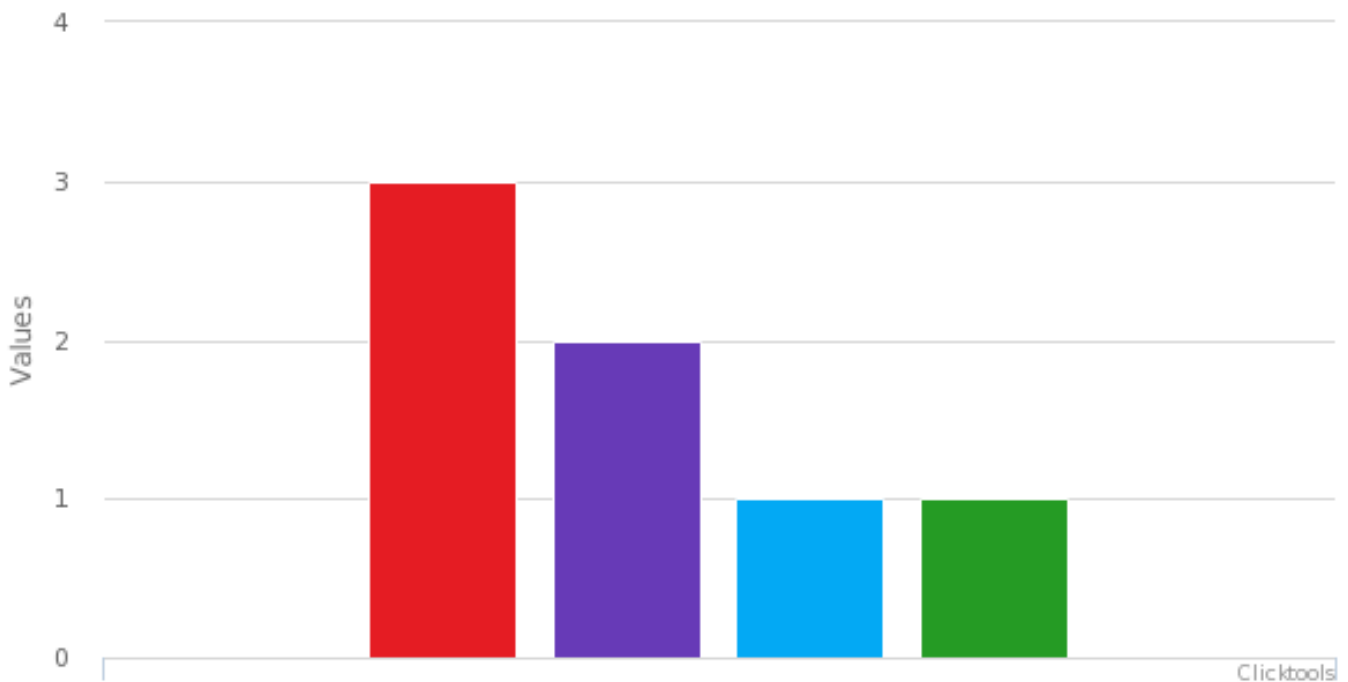
46. Do these other organizations (not Education) have a limit up to which they can give discounts and what is it?
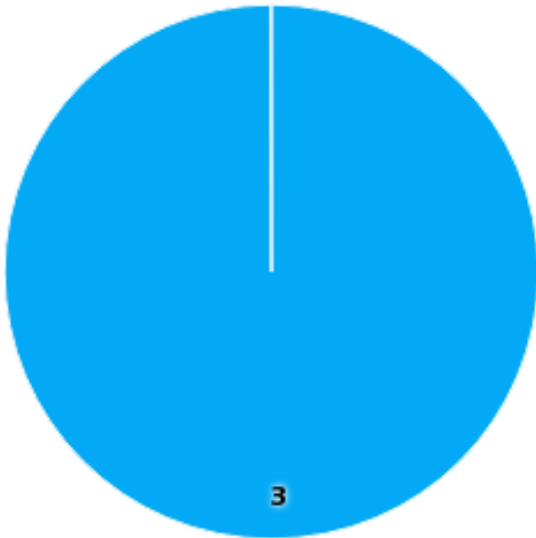

Clicktools

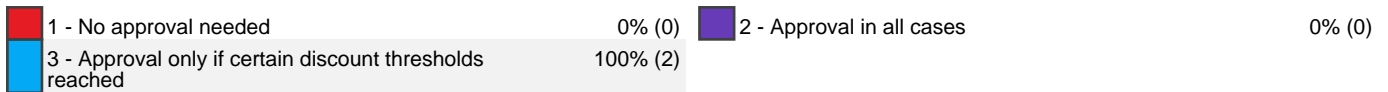|			
■ 1 - No limit	0% (0)	■ 2 - Only up to 25% of the overall possible discount	50% (1)
■ 3 - 26-50%	0% (0)	■ 4 - 51-100% of overall possible discount	0% (0)
■ 5 - Any discount they want	50% (1)		

Mean: 3.5
Response: 2

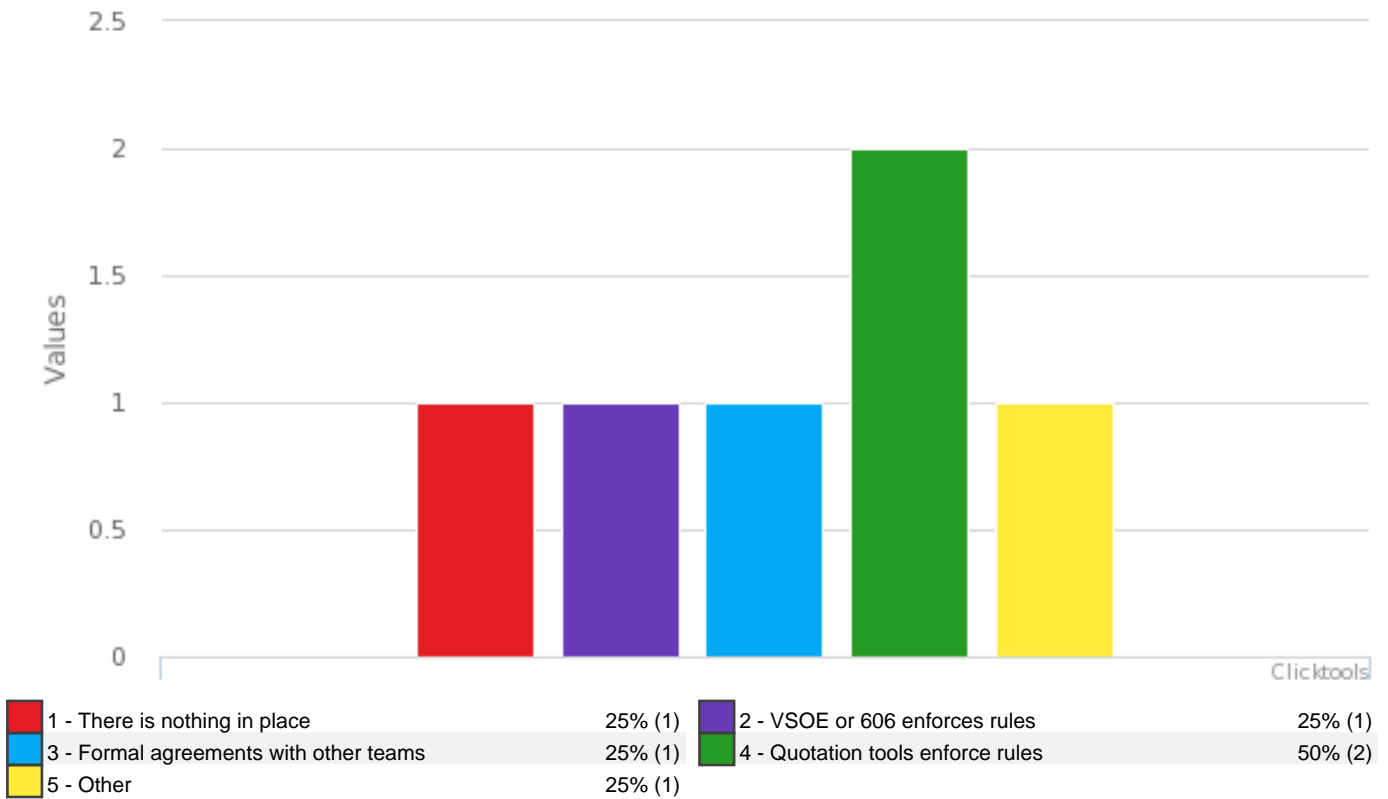**47. Do these other organizations need approval to discount?**

Clicktools

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

1 - There is nothing in place	25% (1)		2 - VSOE or 606 enforces rules	25% (1)
3 - Formal agreements with other teams	25% (1)		4 - Quotation tools enforce rules	50% (2)
5 - Other	25% (1)			

Response: 4

49. How frequently do you re-evaluate your pricing?
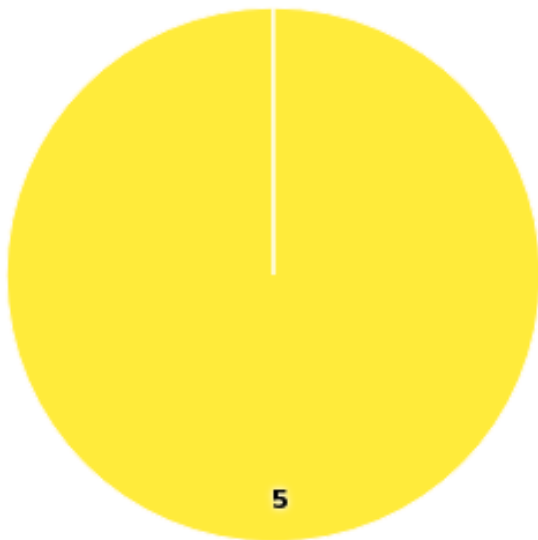
1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	0% (0)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	100% (4)	6 - Other	0% (0)

Mean: 5
Response: 4

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	0% (0)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	100% (4)	6 - Other	0% (0)

Mean: 5
Response: 4

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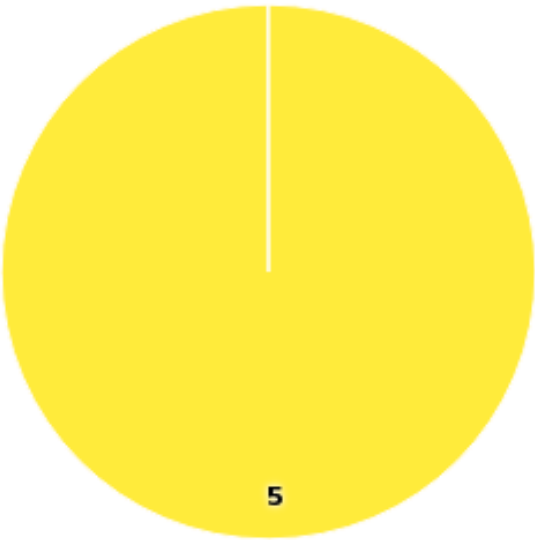

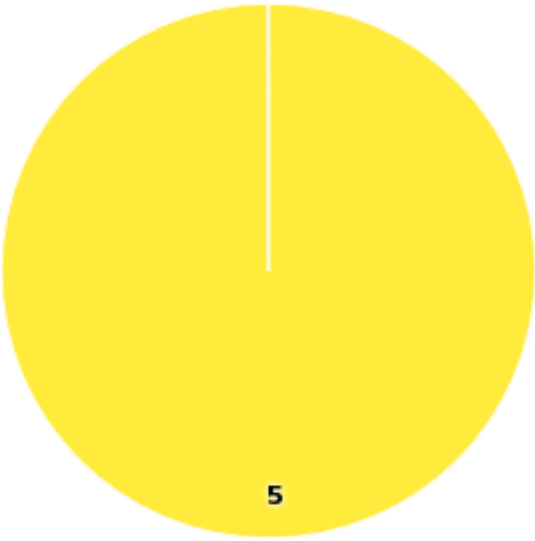Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	0% (0)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	100% (4)	6 - Other	0% (0)

Mean: 5
Response: 4

52. What is the key driver for the price change? Choose all that apply.
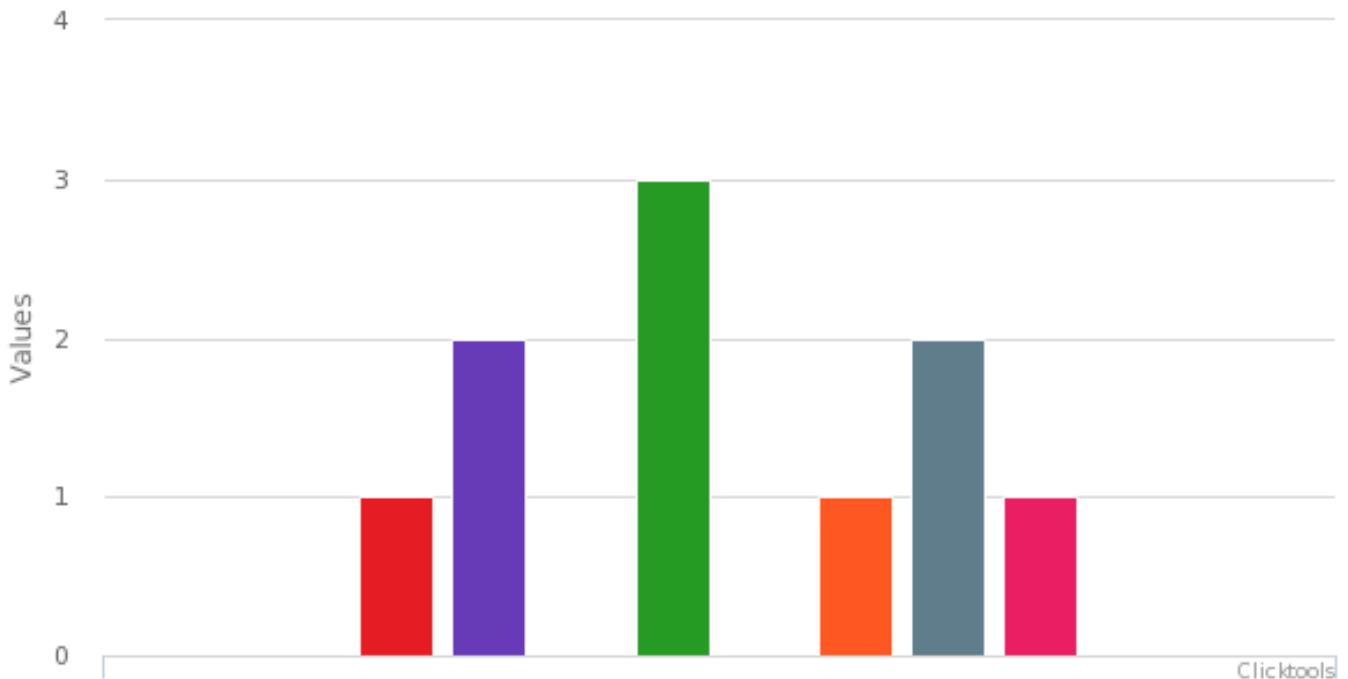
1 - Inflation	33.33% (1)	2 - Market trends	66.67% (2)
3 - Historical trends	0% (0)	4 - Competitiveness	100% (3)
5 - Profit margins	0% (0)	6 - Exchange rate changes	33.33% (1)
7 - Higher expenses	66.67% (2)	8 - Other	33.33% (1)

Response: 3

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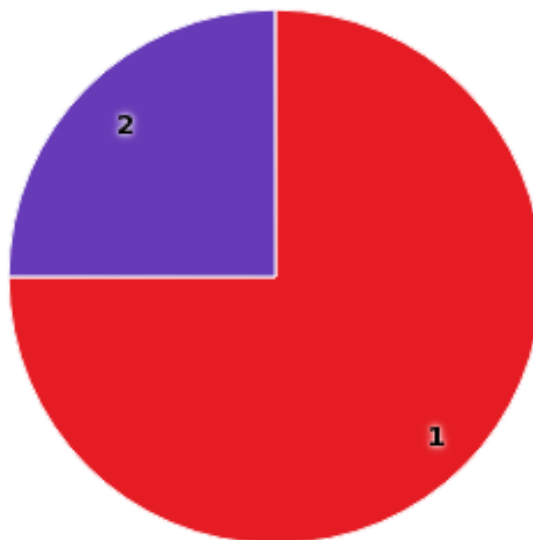
54. Who is required to approve changes? Choose all that apply.

■ 1 - Education Head		33.33% (1)
■ 2 - Company Financial Head		66.67% (2)
■ 3 - Company CEO		0% (0)
■ 4 - Sales or Country Manager of impacted countries/customers		0% (0)
■ 5 - Other		33.33% (1)
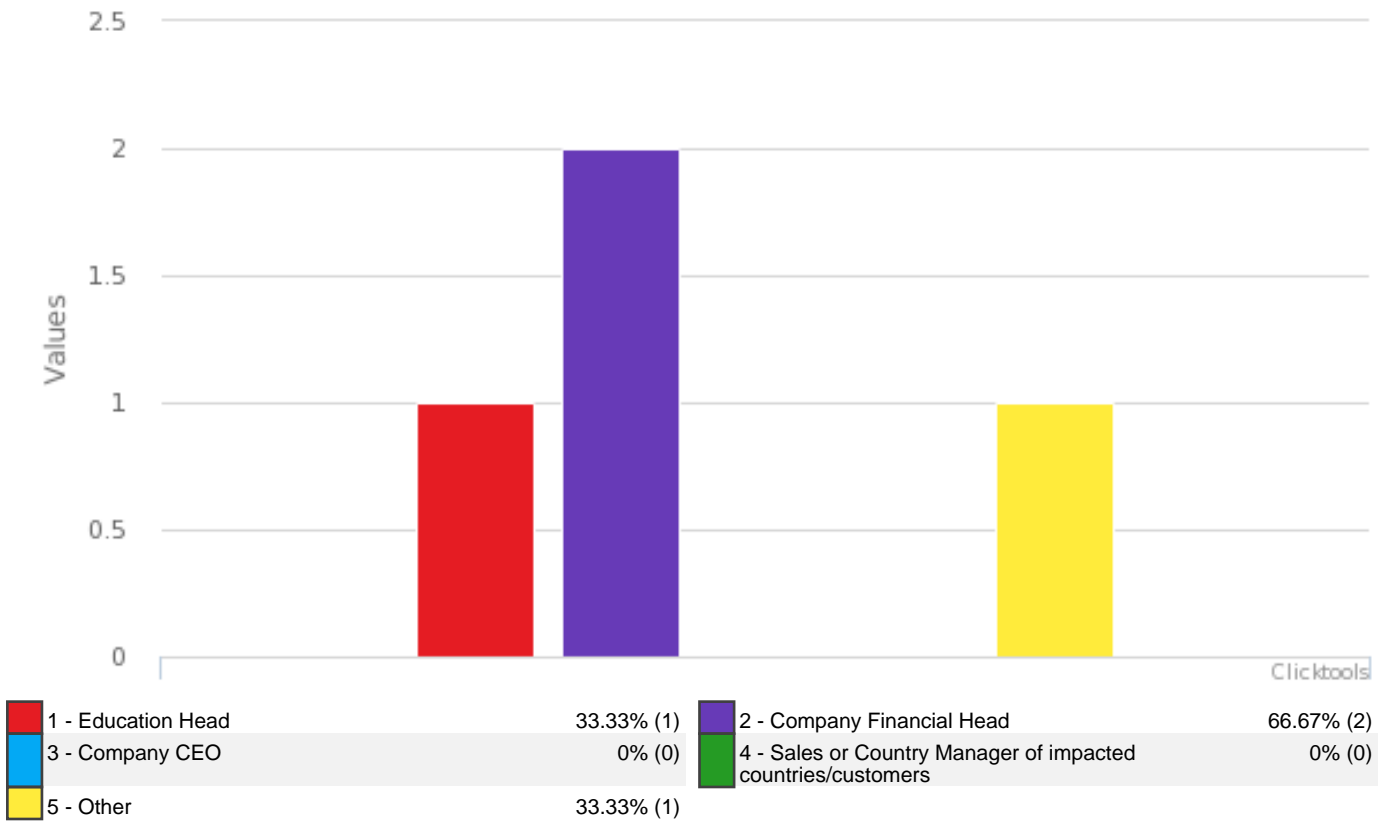
Response: 3

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)	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 4

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

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

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.5
2 Central and South America	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.5
3 EMEA	0% (0)	0% (0)	0% (0)	25% (1)	0% (0)	75% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.5
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	25% (1)	7.75

Response: 4

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

Response: 4

58. How do you manage price differences between different local markets?
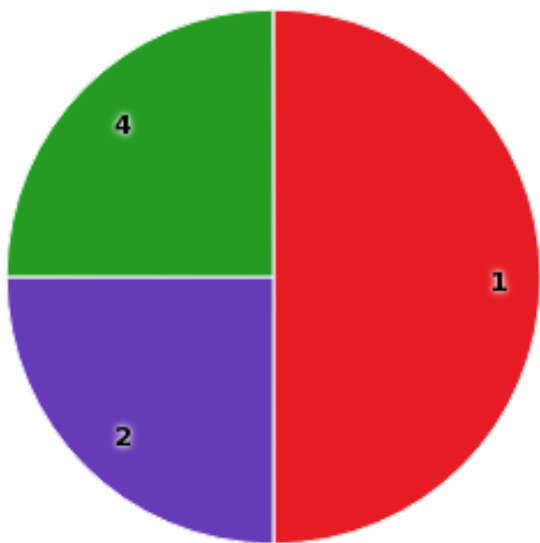
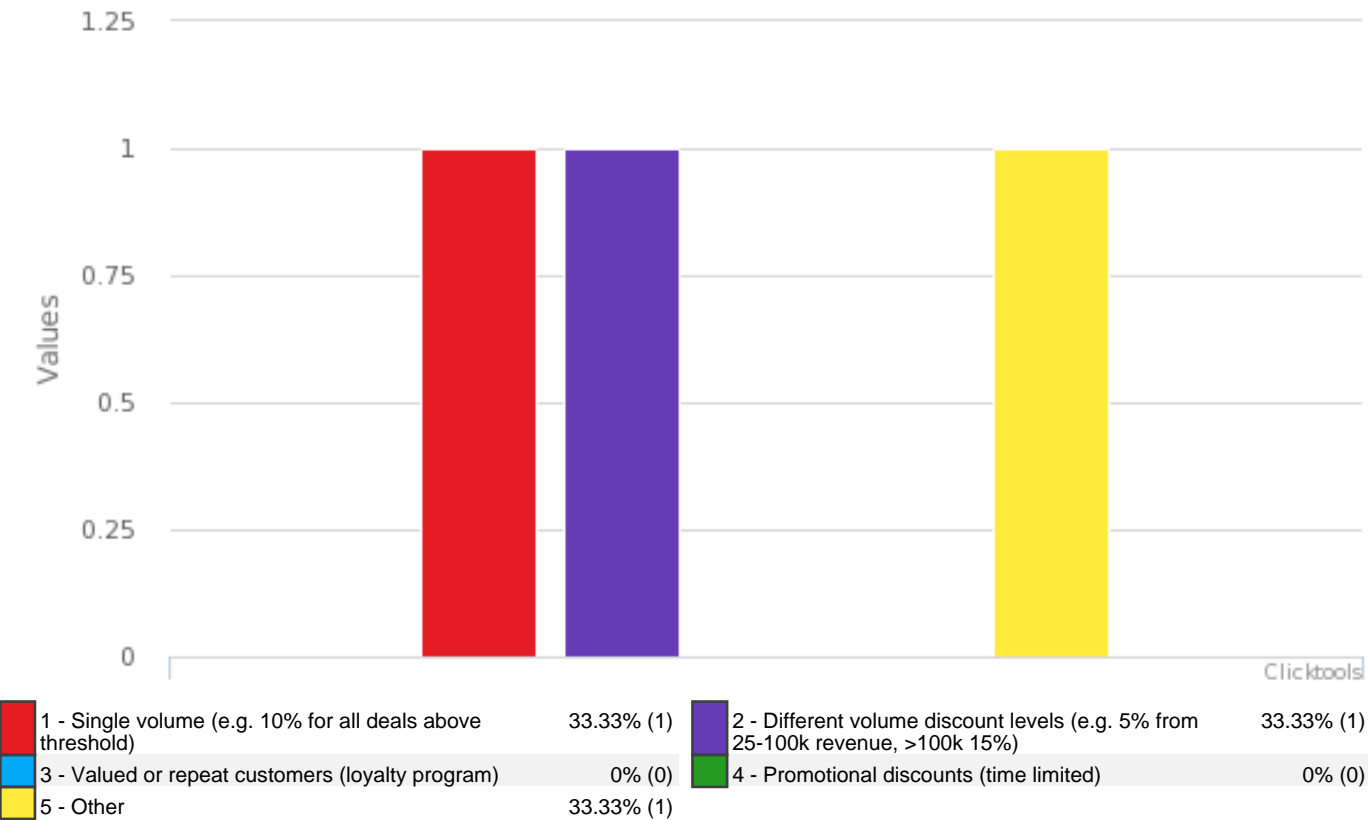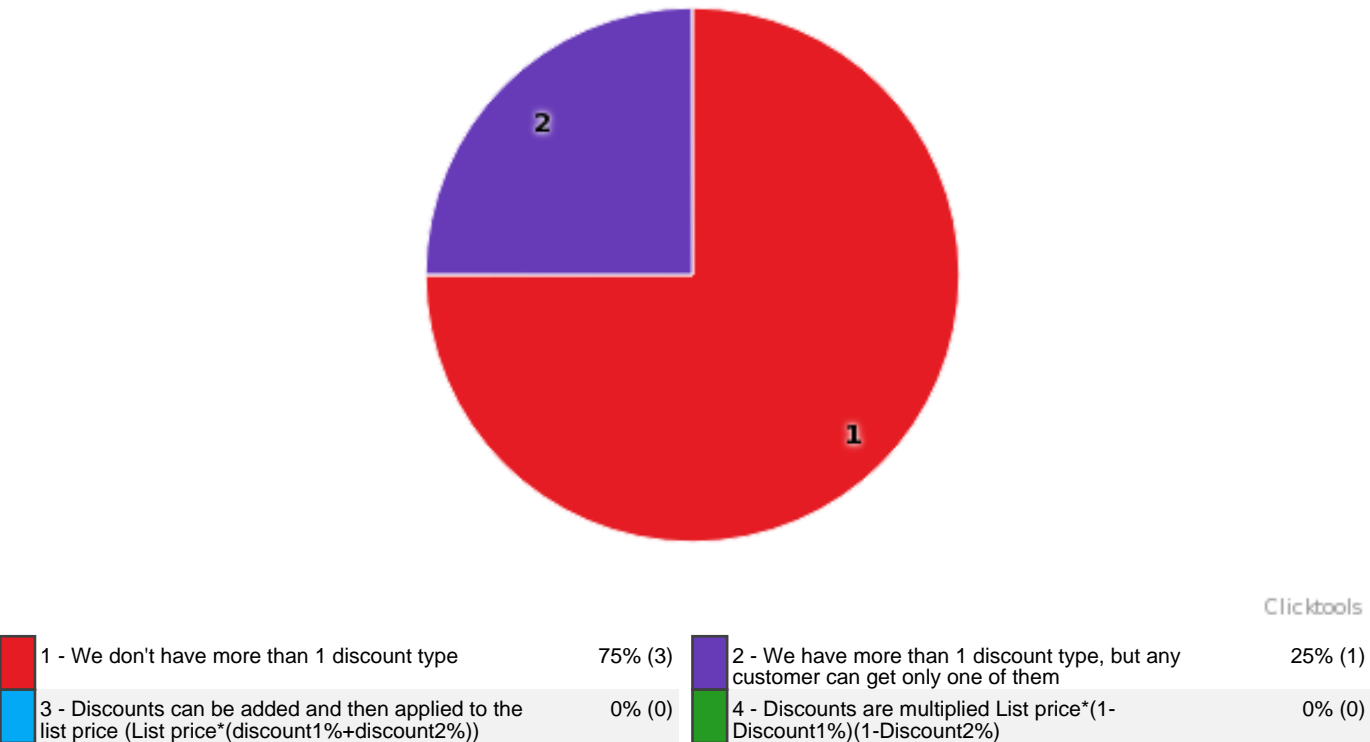|			
■	1 - No price differences for different local markets	50% (2)	
■	2 - Global pricelist and discounts by country to bring global price down to market price	25% (1)	
■	3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	0% (0)	
■	4 - Pricelists for local markets which have different prices by market	25% (1)	
■	5 - Other	0% (0)	

Mean: 2
Response: 4

59. What other type of discounts do you offer?

■	1 - Single volume (e.g. 10% for all deals above threshold)	33.33% (1)	
■	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	33.33% (1)	
■	3 - Valued or repeat customers (loyalty program)	0% (0)	
■	4 - Promotional discounts (time limited)	0% (0)	
■	5 - Other	33.33% (1)	

Response: 3

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

■ 1 - We don't have more than 1 discount type	75% (3)	■ 2 - We have more than 1 discount type, but any customer can get only one of them	25% (1)
■ 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-Discount1%)(1-Discount2%)	0% (0)

Mean: 1.25

Response: 4

61. How do you manage pricing for global customers?

■ 1 - They have a single price globally	75% (3)	■ 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	25% (1)	■ 4 - Other	0% (0)
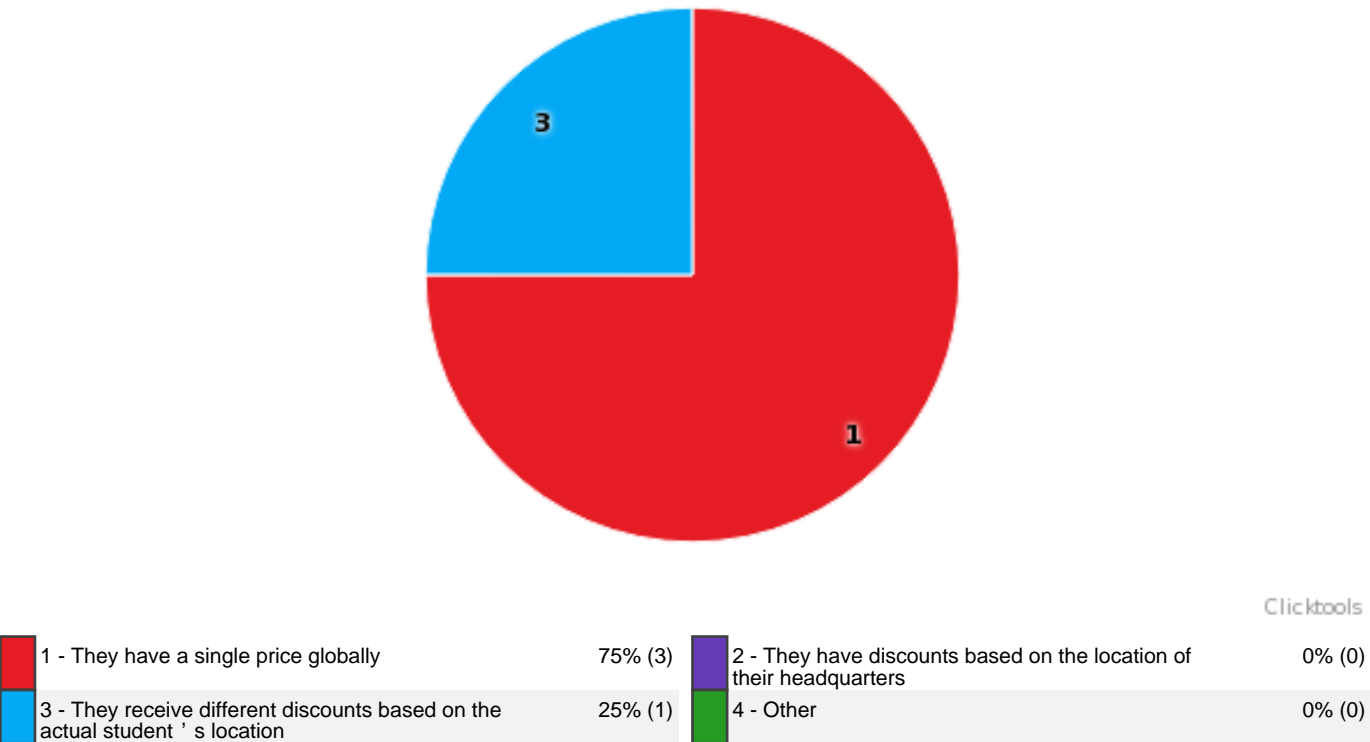
Mean: 1.5

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

Clicktools

■ 1 - Yes   75% (3)   ■ 2 - No   25% (1)

Mean: 1.25
Response: 4
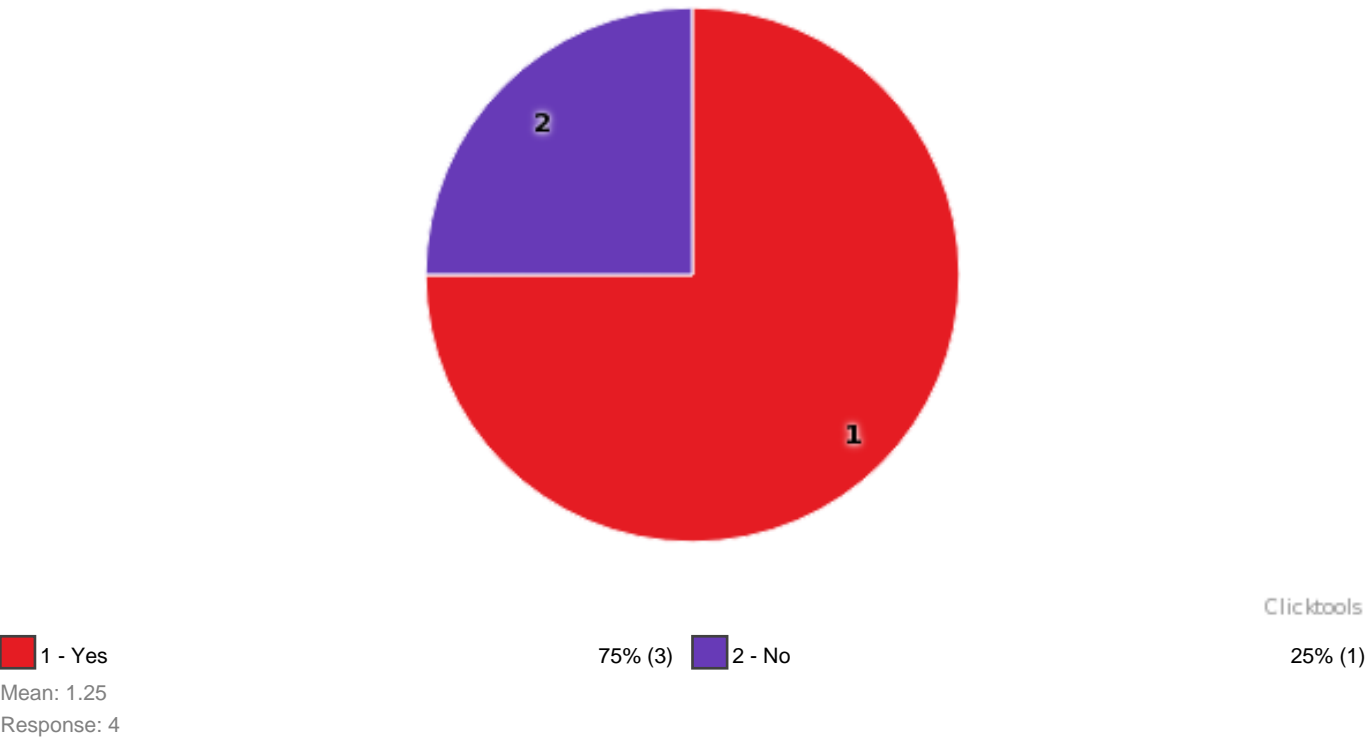
63. How do you charge for the following partner audiences?

Clicktools

| 1 | Free | 2 | List Price | 3 | Discount |

Generated using Clicktools on Thursday May 21 2020 03:31:19
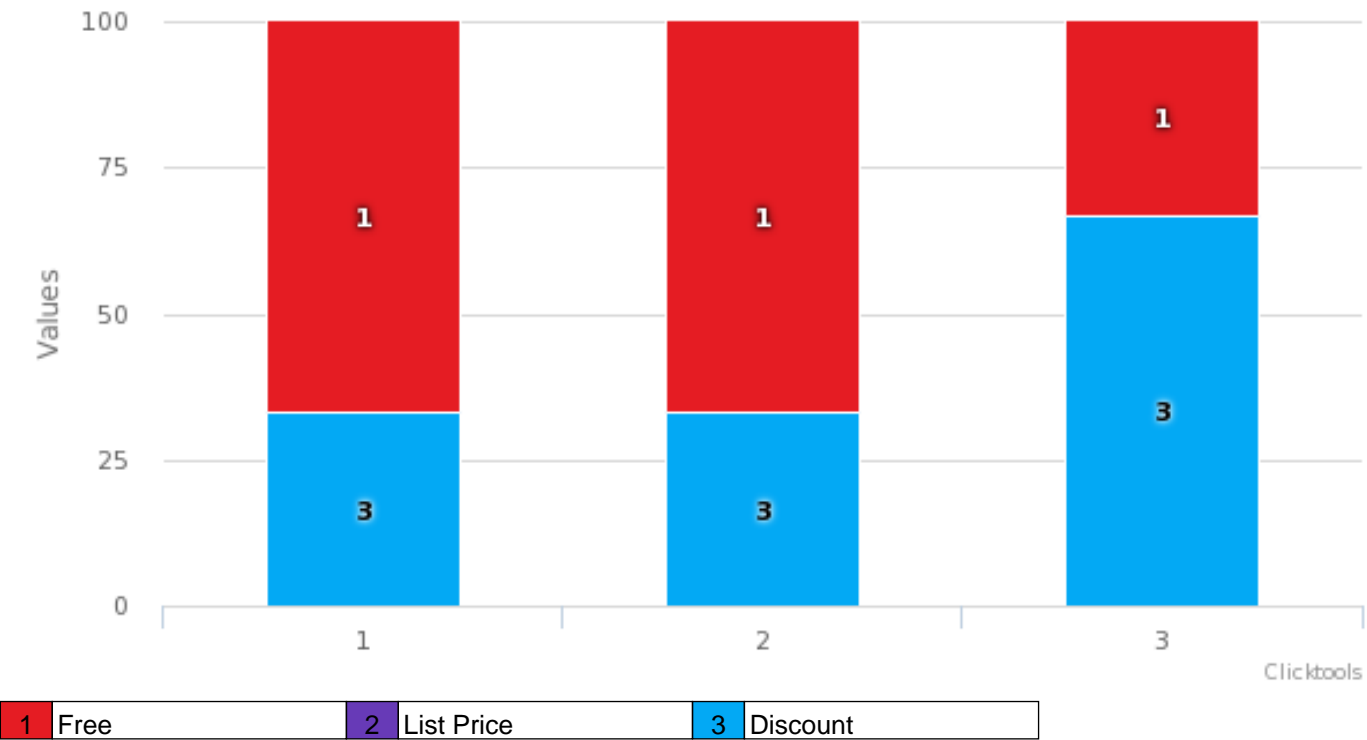
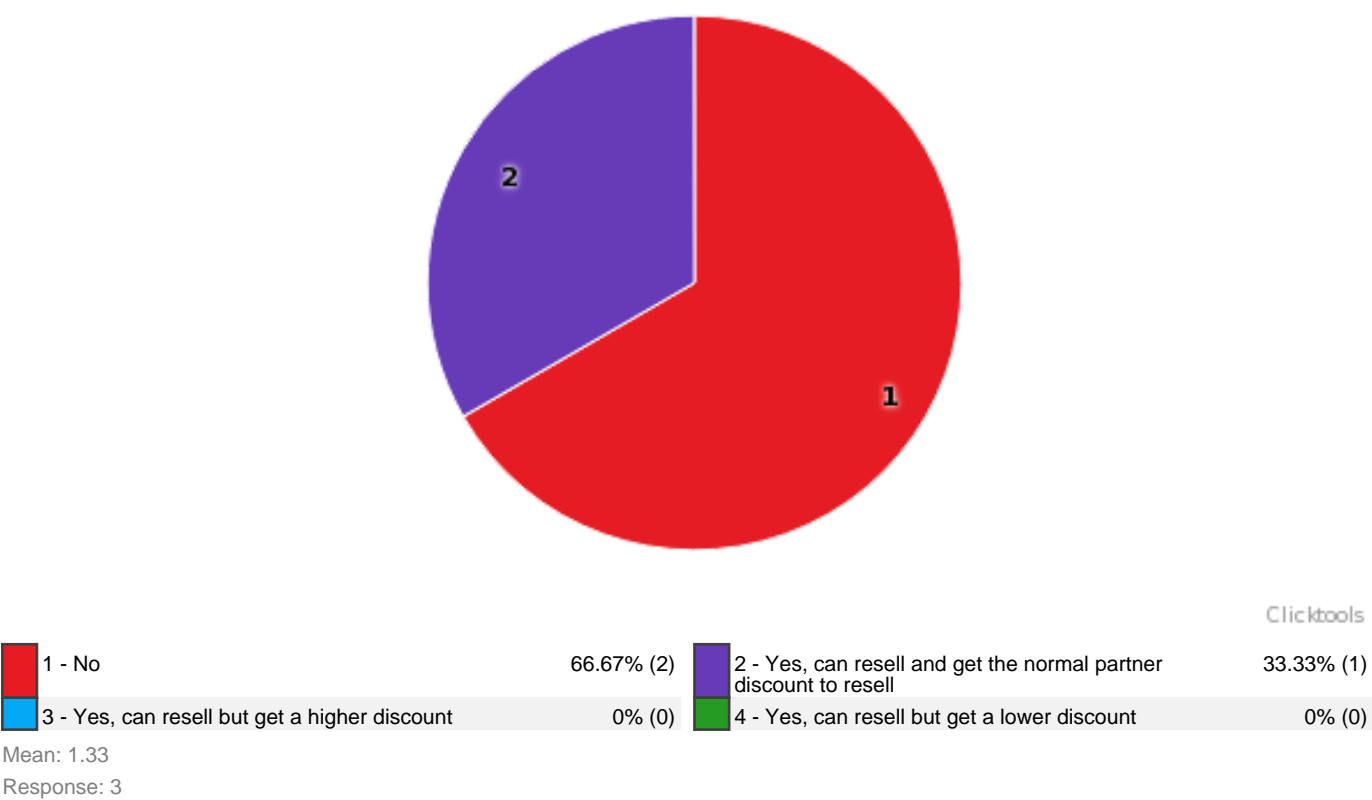|	1	2	3	Mean
1 Channel Sales	66.67% (2)	0% (0)	33.33% (1)	1.67
2 Channel Presales	66.67% (2)	0% (0)	33.33% (1)	1.67
3 Channel Post sales - deployment, operations, maintenance	33.33% (1)	0% (0)	66.67% (2)	2.33

Response: 3

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

■	1 - Depending on the partner level, a tiered discount structure	50% (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	50% (1)
■	5 - Other	0% (0)		
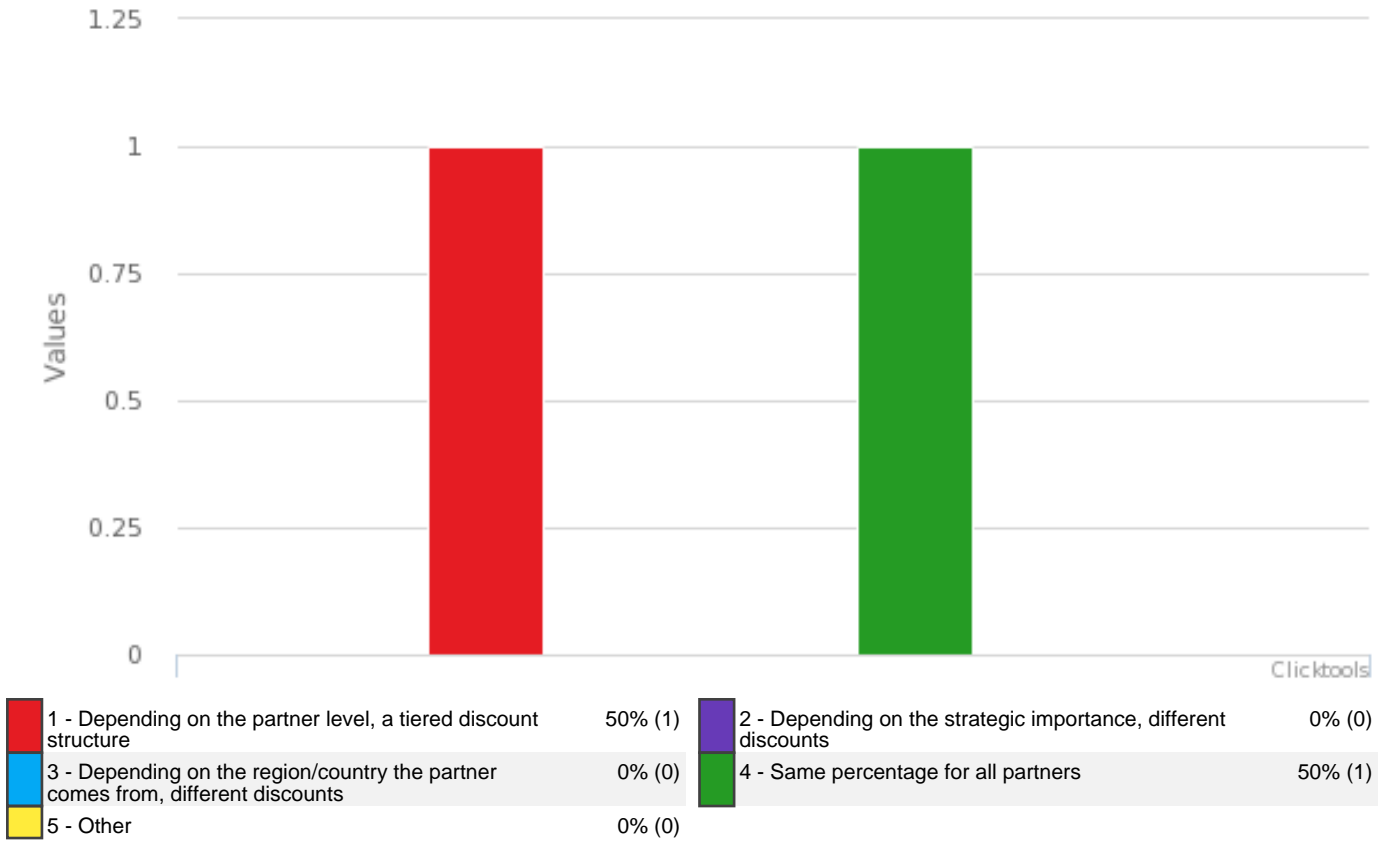
Response: 2

65. Do you allow partners to resell your training?

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

Mean: 1.33
Response: 3

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

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

Mean: 3
Response: 1
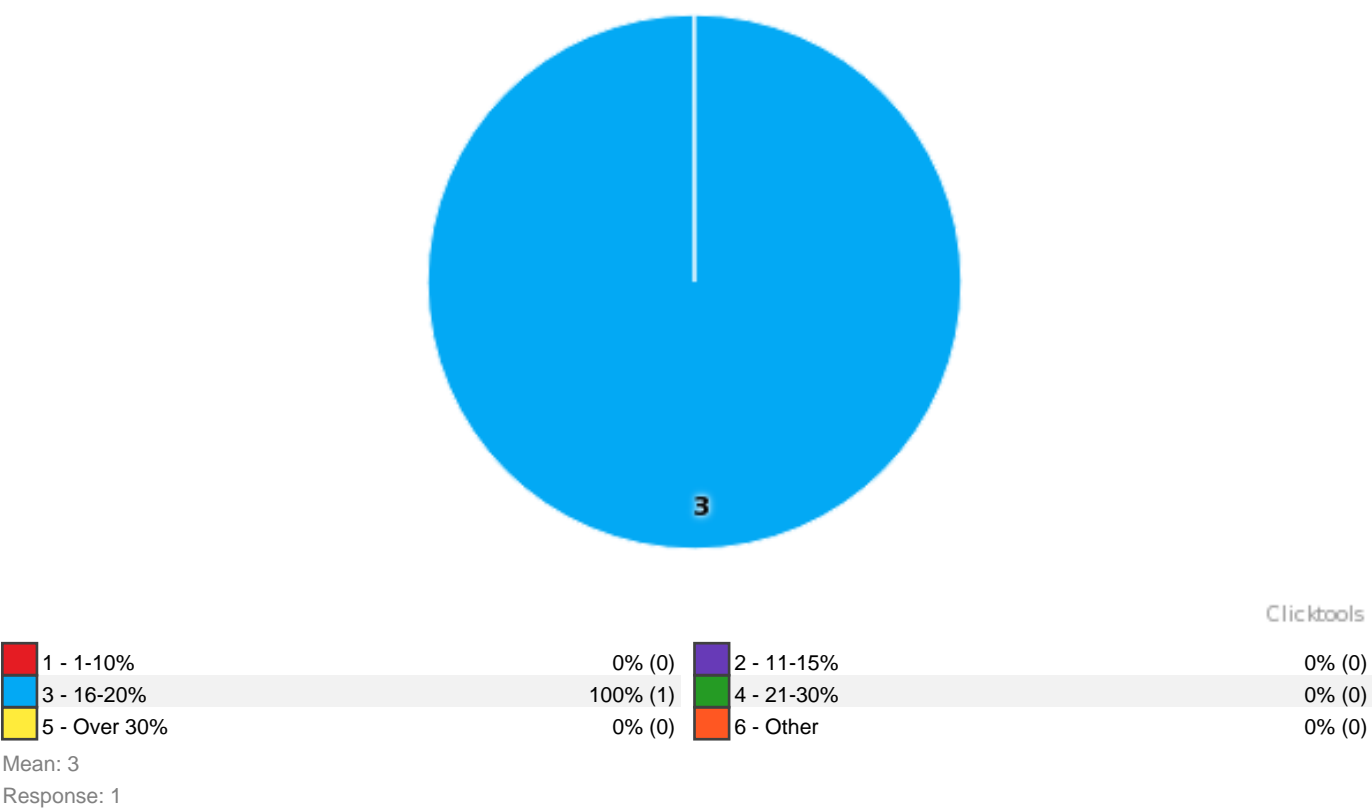
67. What discount or commission do you offer to your resellers for eLearning?

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

Mean: 3
Response: 1
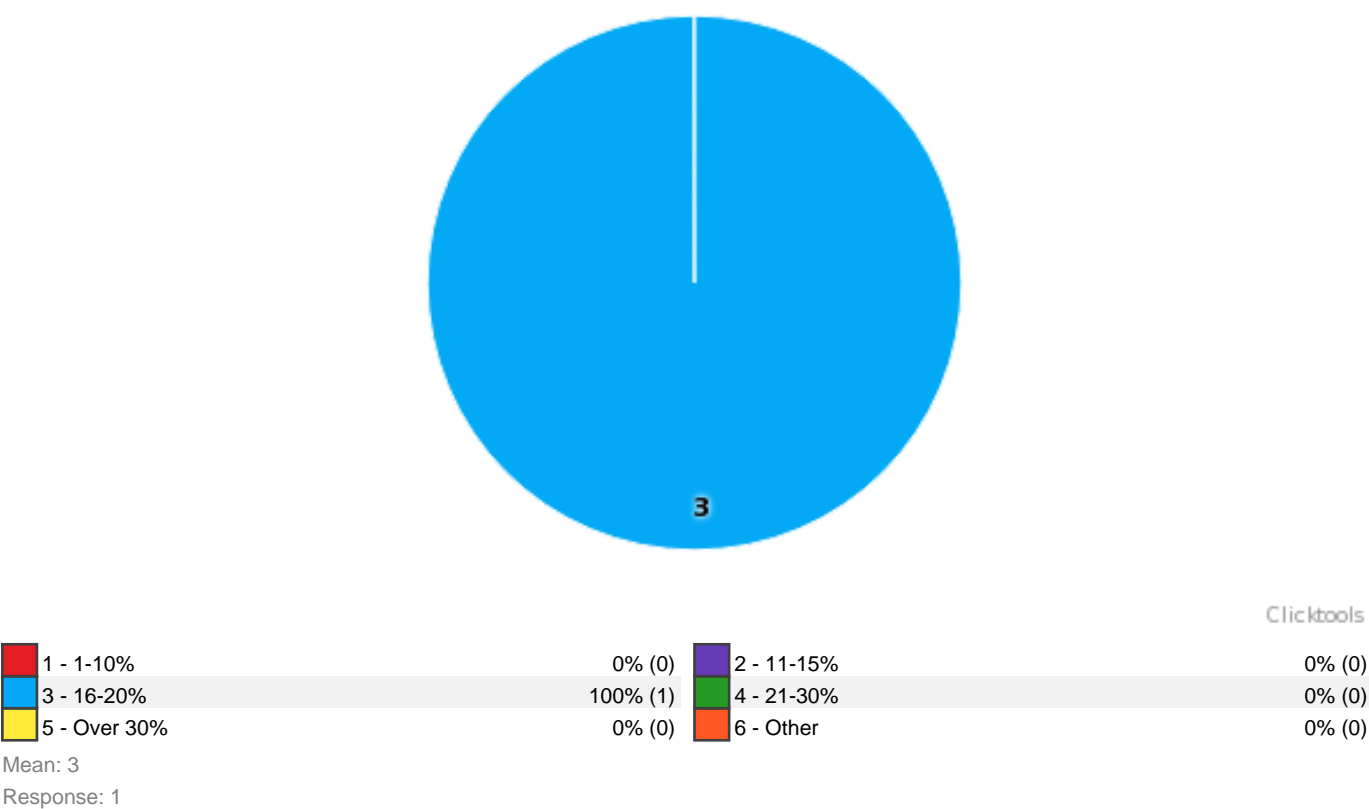
68. Do you sell any education services intellectual property as a standalone item?

■ 1 - Yes	0% (0)	■ 2 - No	100% (4)

Mean: 2
Response: 4
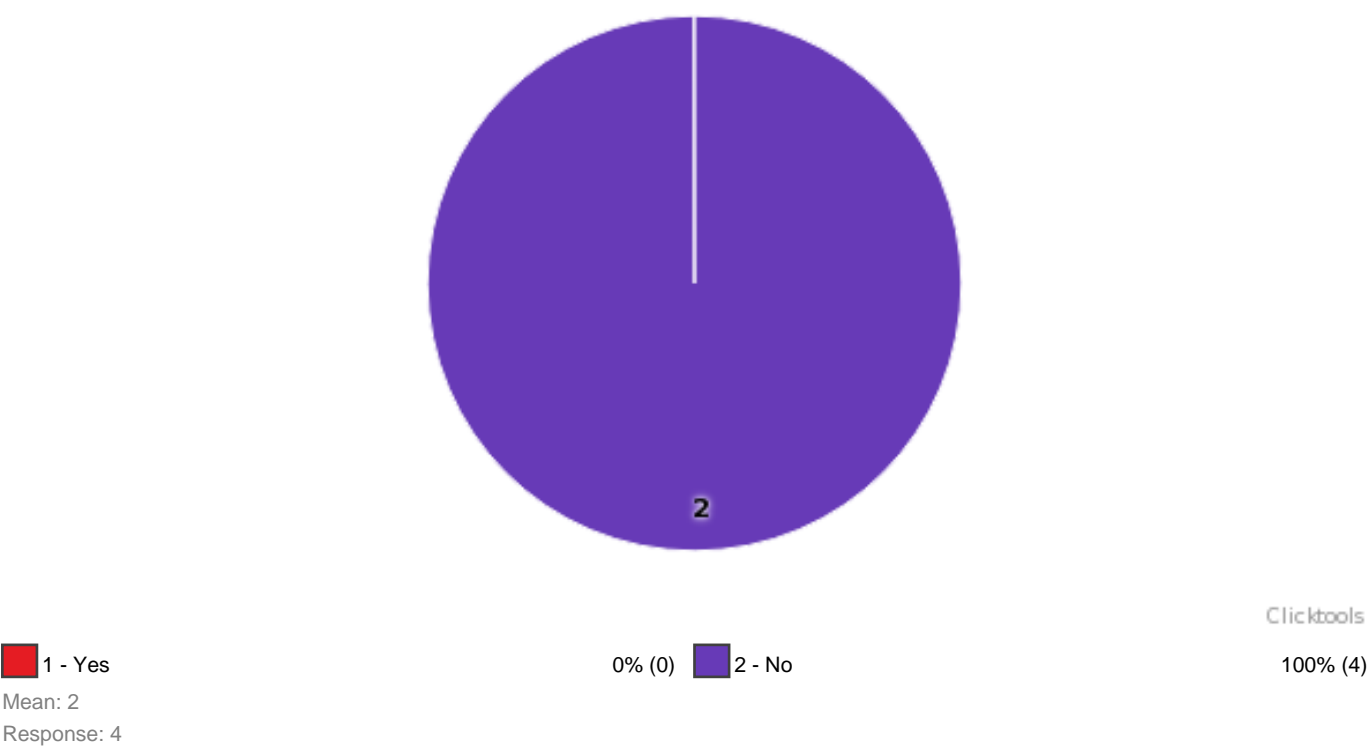
69. Which of the following intellectual property related learning services do you sell?

🟥 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?

Clicktools

🟥 1 - Yes	0% (0)	🟪 2 - No	100% (4)

Mean: 2

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

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

Response: 0

75. How do you quote for development work?

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

Response: 0

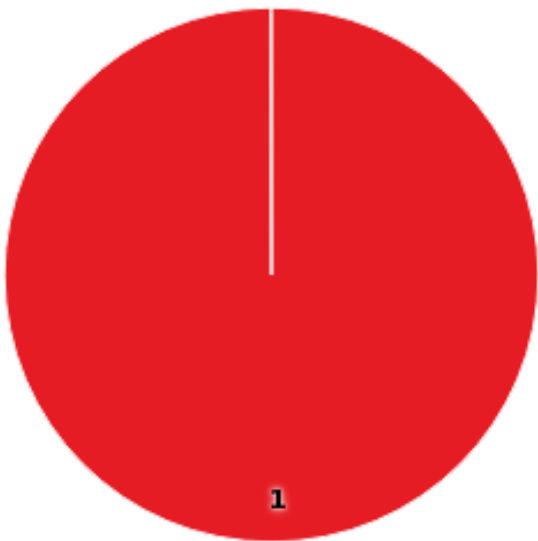## 76. Do you offer services to customize existing courses?
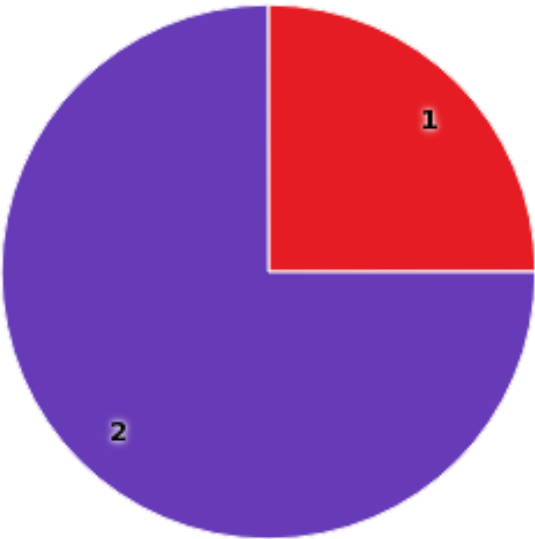
Clicktools

■ 1 - Yes	25% (1)	■ 2 - No	75% (3)

Mean: 1.75
Response: 4

77. When do you start to charge for customization?

🟥 1 - Never charge	100% (1)	🟪 2 - Strictly for any customization 0% (0)
🟦 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

Response: 1