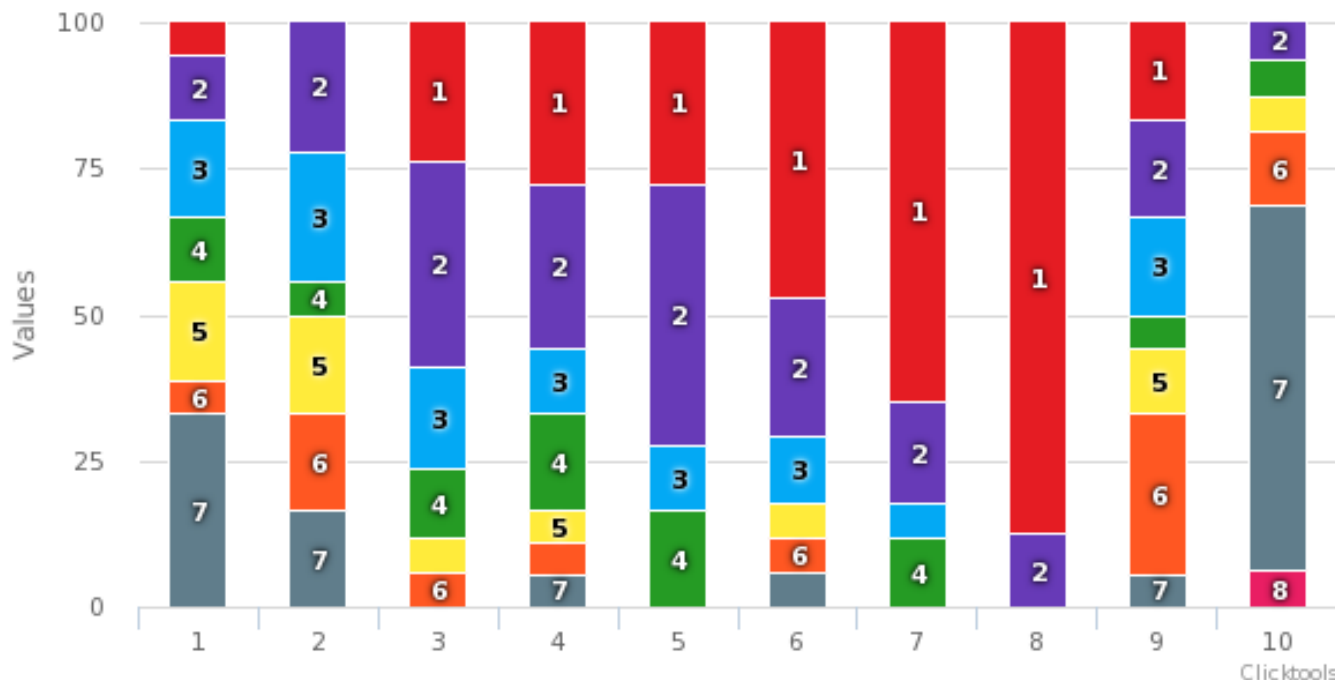


# Profit and Loss (20)

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

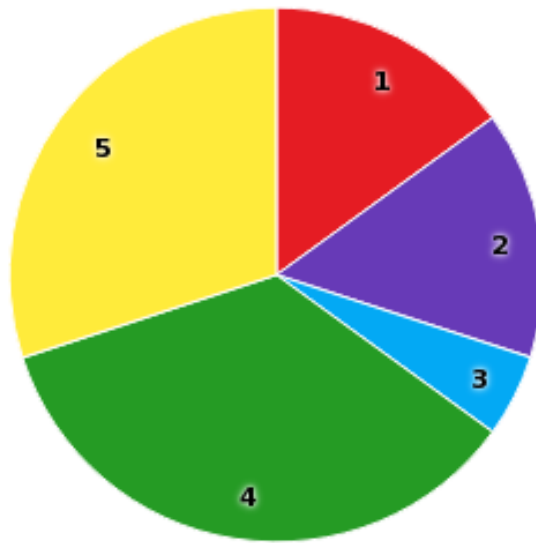


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	5.56% (1)	11.11% (2)	16.67% (3)	11.11% (2)	16.67% (3)	5.56% (1)	33.33% (6)	0% (0)	0% (0)	4.72
2 Virtual Classroom	0% (0)	22.22% (4)	22.22% (4)	5.56% (1)	16.67% (3)	16.67% (3)	16.67% (3)	0% (0)	0% (0)	4.33
3 e-Learning	23.53% (4)	35.29% (6)	17.65% (3)	11.76% (2)	5.88% (1)	5.88% (1)	0% (0)	0% (0)	0% (0)	2.59
4 Self-paced	27.78% (5)	27.78% (5)	11.11% (2)	16.67% (3)	5.56% (1)	5.56% (1)	5.56% (1)	0% (0)	0% (0)	2.83
5 Certification	27.78% (5)	44.44% (8)	11.11% (2)	16.67% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.17
6 Learning Consulting	47.06% (8)	23.53% (4)	11.76% (2)	0% (0)	5.88% (1)	5.88% (1)	5.88% (1)	0% (0)	0% (0)	2.35
7 Learning Technologies	64.71% (11)	17.65% (3)	5.88% (1)	11.76% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.65
8 New learning modalities	87.5% (14)	12.5% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.12
9 Subscriptions	16.67% (3)	16.67% (3)	16.67% (3)	5.56% (1)	11.11% (2)	27.78% (5)	5.56% (1)	0% (0)	0% (0)	3.83
1 TOTAL TRAINING REVENUE	0% (0)	6.25% (1)	0% (0)	6.25% (1)	6.25% (1)	12.5% (2)	62.5% (10)	6.25% (1)	0% (0)	6.31

Response: 18

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



Clicktools

1 - 10 or less	15% (3)	2 - 11-20	15% (3)
3 - 21-50	5% (1)	4 - 51-100	35% (7)
5 - More than 100	30% (6)		

Mean: 3.5

Response: 20

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



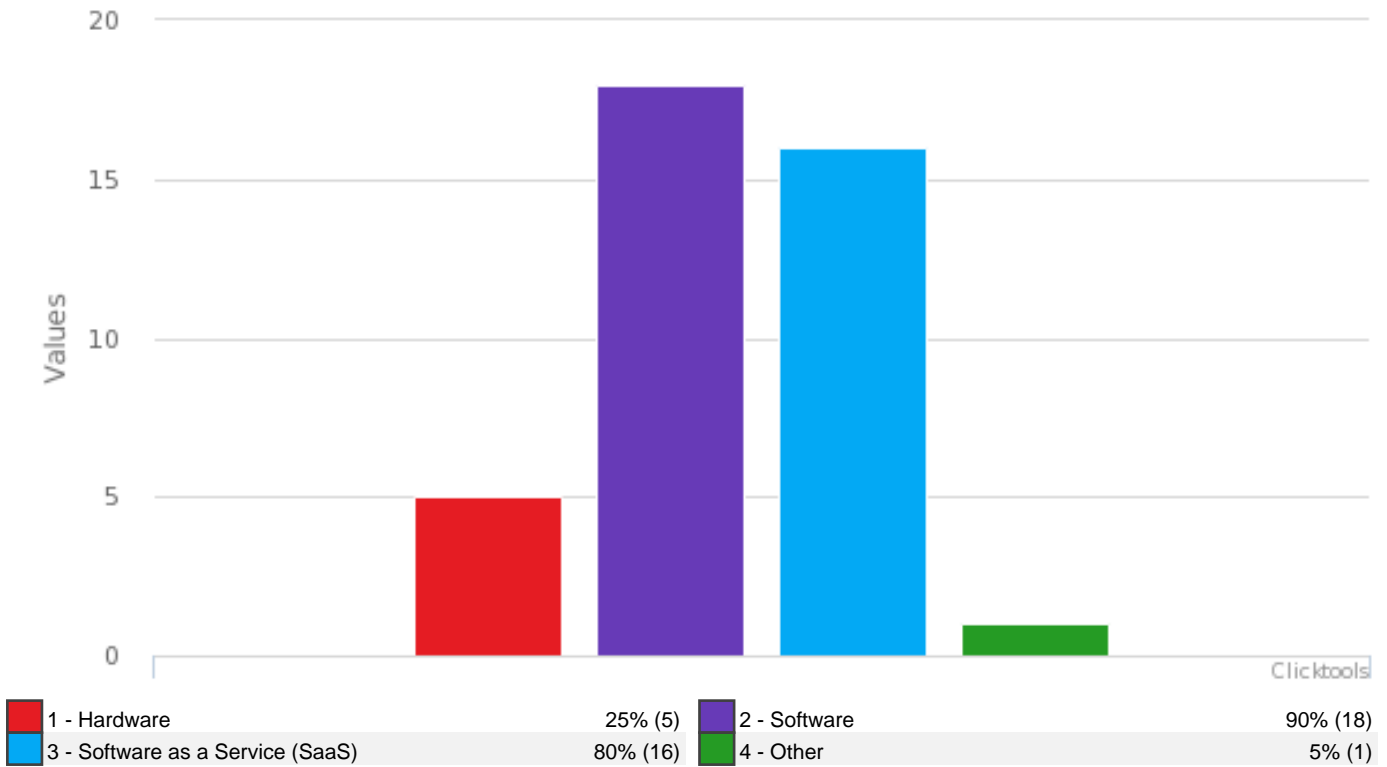
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	100% (20)	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	0% (0)
5 - Other	0% (0)		

Mean: 1

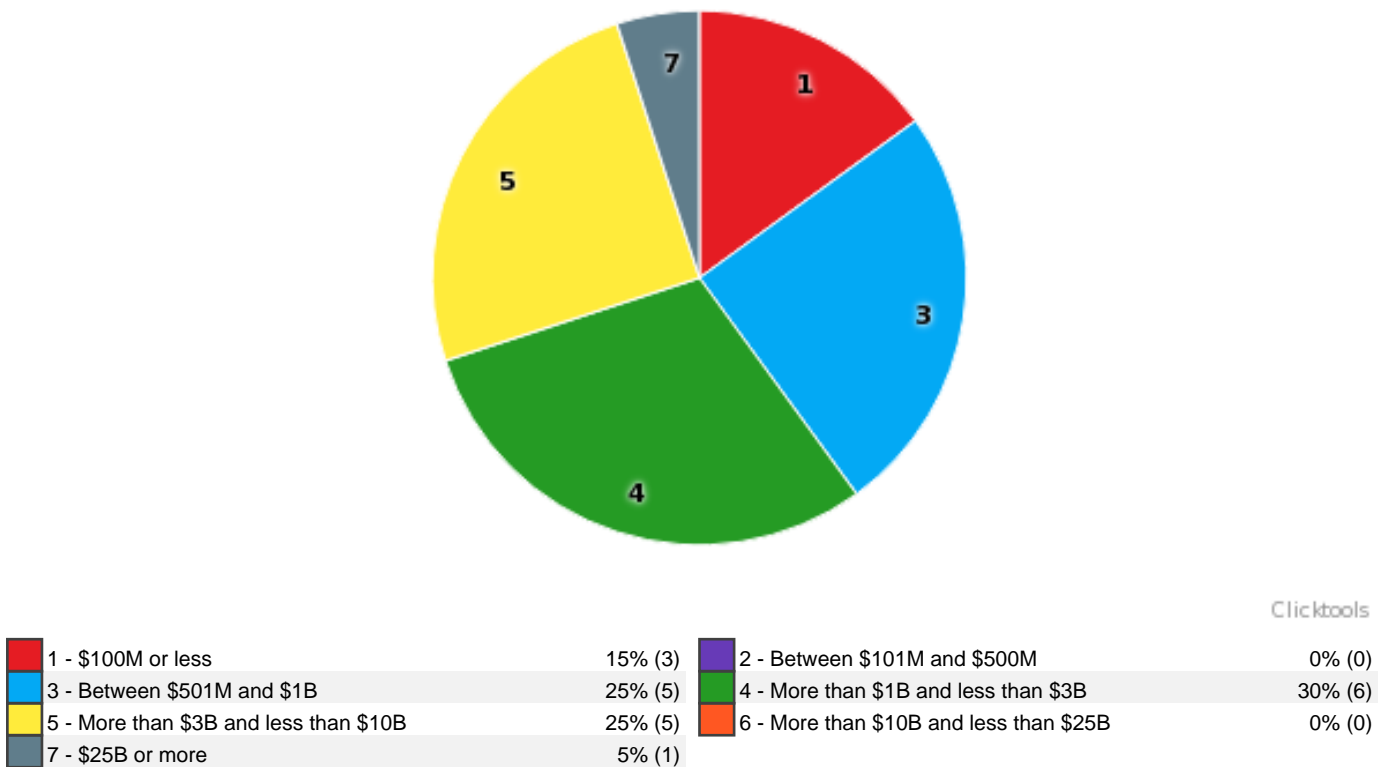
Response: 20

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



Response: 20

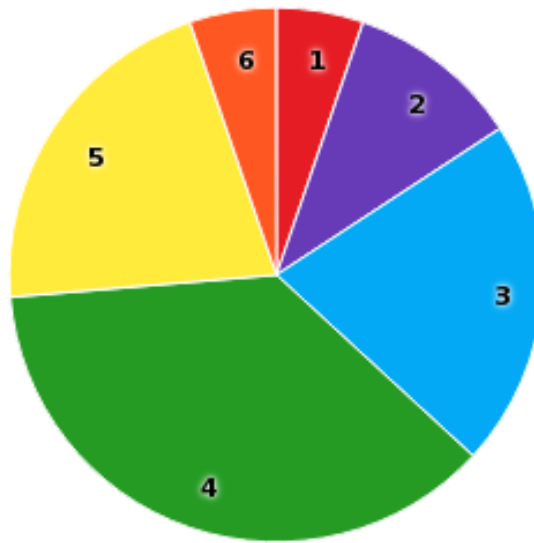
**5. What was your company ' s worldwide annual revenue in the most recent fiscal year?**



Mean: 3.7

Response: 20

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



Category	Description	Percentage	Count	Clicktools
1	1 - 100 or less	5.26%	(1)	
2	2 - 101 to 1000	10.53%	(2)	
3	3 - 1001 to 5000	21.05%	(4)	
4	4 - 5001 to 10000	36.84%	(7)	
5	5 - 10001 to 50000	21.05%	(4)	
6	6 - More than 50000	5.26%	(1)	

Mean: 3.74

Response: 19

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

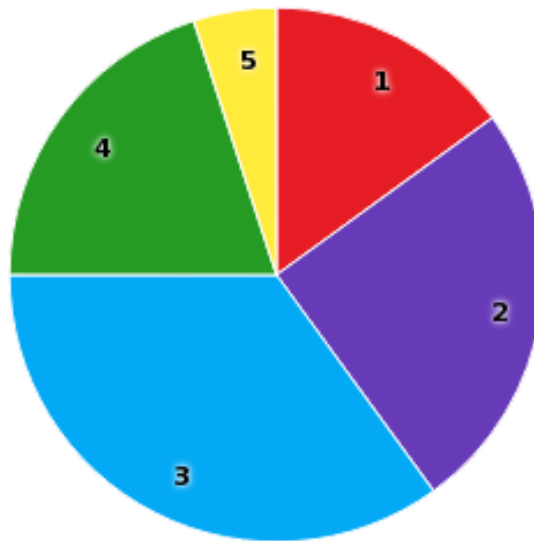


Category	Description	Percentage	Count	Clicktools
1	1 - USD	85%	(17)	
2	2 - EUR	0%	(0)	
3	3 - GBP	10%	(2)	
4	4 - Other	5%	(1)	

Mean: 1.35

Response: 20

## 8. How do you manage price lists globally?

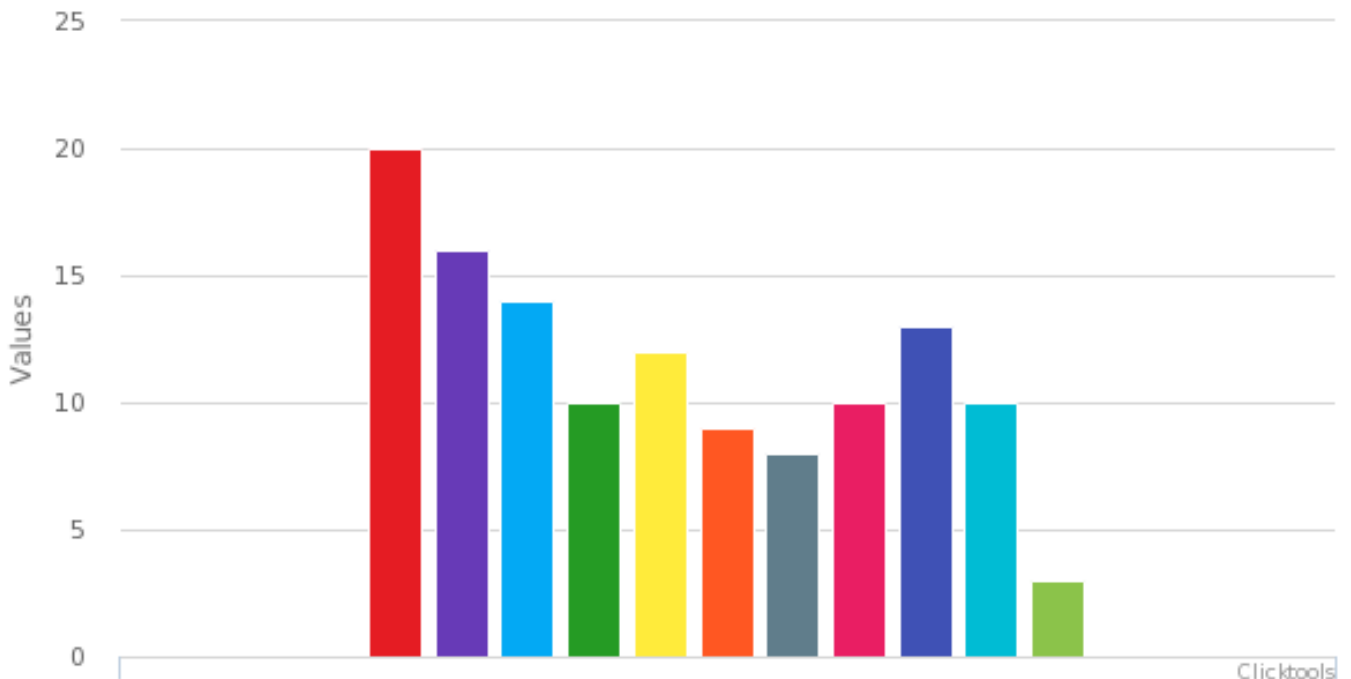


Category	Description	Percentage	Count	Clicktools
1	We have one price list with our base currency	15%	(3)	
2	We have a price list per geographic region based on our base currency	25%	(5)	Clicktools
3	We have a price list per geographic region or country based on the regional currency	35%	(7)	
4	We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	20%	(4)	
5	Other	5%	(1)	

Mean: 2.75

Response: 20

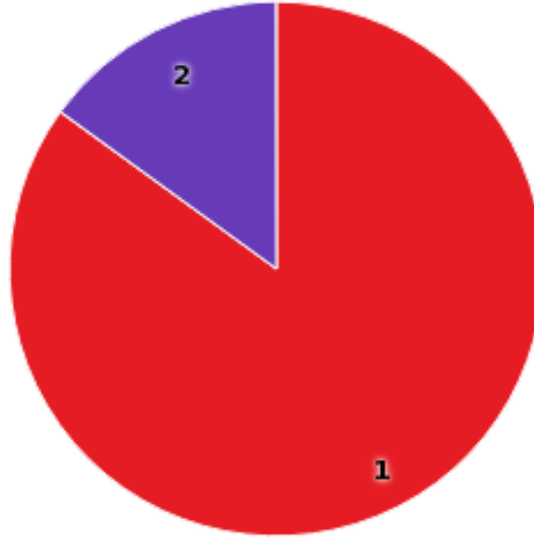
## 9. In which currencies do you charge your customers (choose all that apply)?



1 - USD	100% (20)	2 - EUR	80% (16)
3 - GBP	70% (14)	4 - JYP (Japan)	50% (10)
5 - AUD (Australia)	60% (12)	6 - INR (India)	45% (9)
7 - CNY (China)	40% (8)	8 - BRL (Brazil)	50% (10)
9 - CAD	65% (13)	10 - SGD (Singapore)	50% (10)
11 - Other	15% (3)		

Response: 20

**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

85% (17)

2 - Price changing based on the actual exchange rate

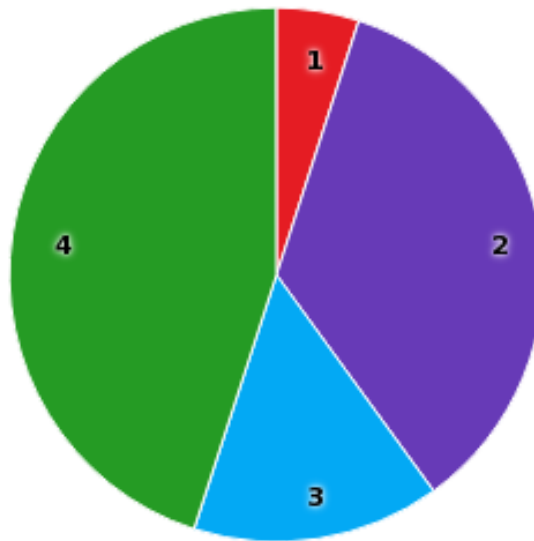
15% (3)

Mean: 1.15

Response: 20

Clicktools

### 11. How are the prices calculated?

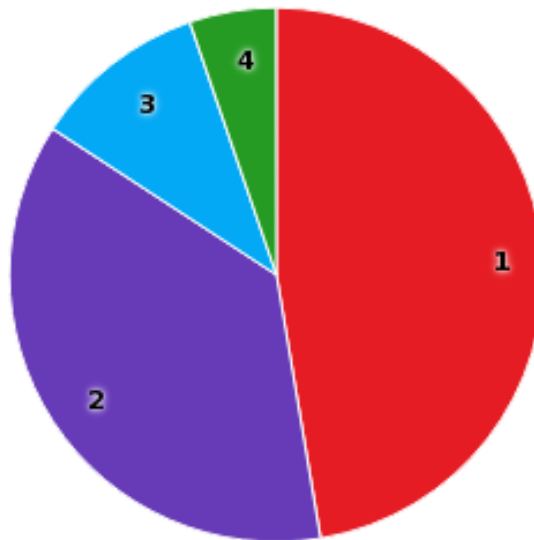


			Clicktools
1	1 - Costs plus margin (all costs plus required margin)	5% (1)	35% (7)
3	3 - Value based pricing (perceived value to customer)	15% (3)	45% (9)
5	5 - Other	0% (0)	
2	2 - Market price (comparison to competitor and historical pricing)		
4	4 - Mixture of all		

Mean: 3

Response: 20

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



			Clicktools
1	1 - Only 1 pricing level	47.37% (9)	36.84% (7)
3	3 - More pricing levels	10.53% (2)	5.26% (1)
2	2 - 2-3 pricing levels		
4	4 - Each offering can have different prices in the same service type		

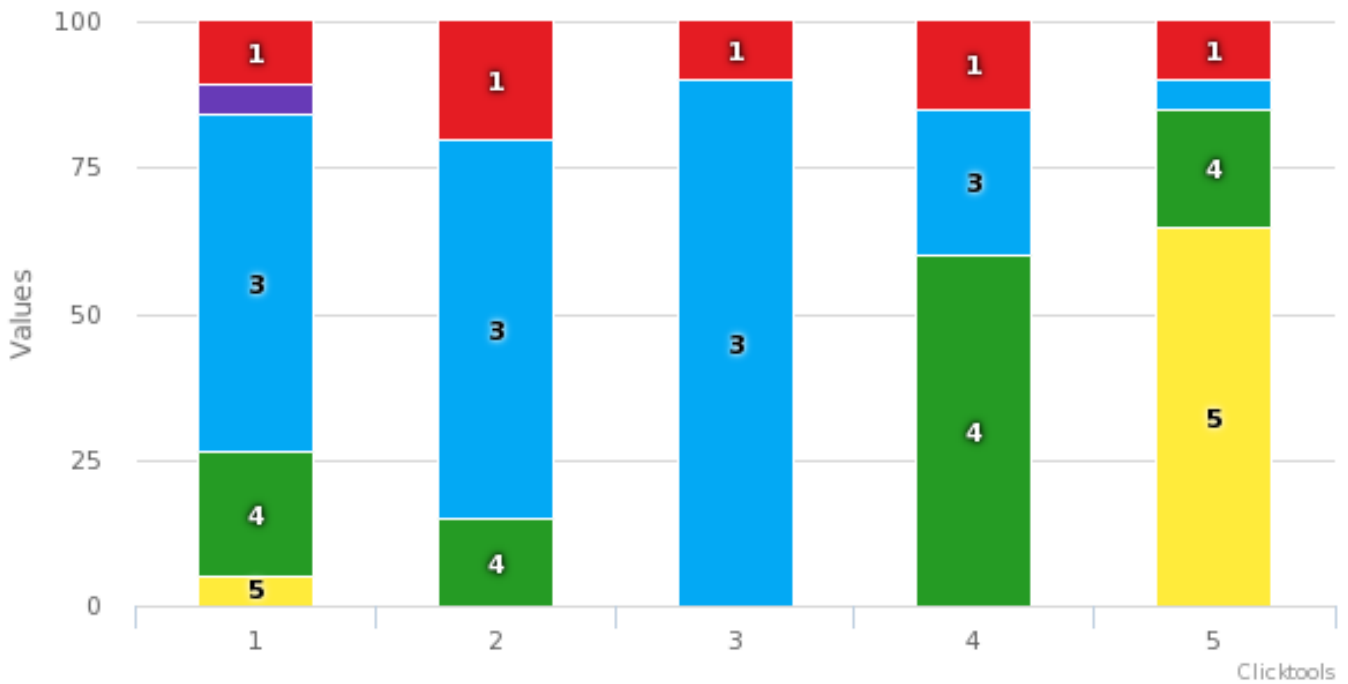
Mean: 1.74

Response: 19

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



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

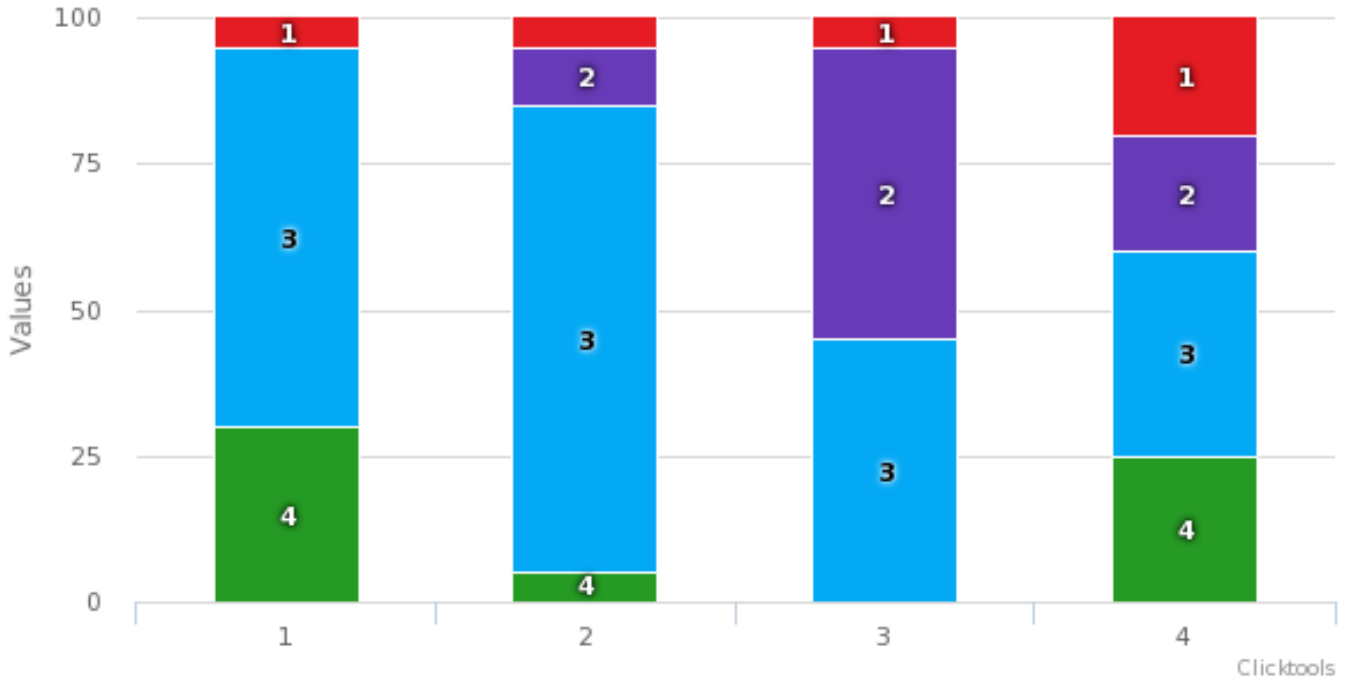


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

	1	2	3	4	5	Mean
1 End user	10.53% (2)	5.26% (1)	57.89% (11)	21.05% (4)	5.26% (1)	3.05
2 Business User	20% (4)	0% (0)	65% (13)	15% (3)	0% (0)	2.75
3 Technical/Admin	10% (2)	0% (0)	90% (18)	0% (0)	0% (0)	2.8
4 Partner	15% (3)	0% (0)	25% (5)	60% (12)	0% (0)	3.3
5 Employee	10% (2)	0% (0)	5% (1)	20% (4)	65% (13)	4.3

Response: 20

**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
1 Overview/introduction	5% (1)	0% (0)	65% (13)	30% (6)	3.2
2 Fundamentals/new starter	5% (1)	10% (2)	80% (16)	5% (1)	2.85
3 Advanced/expert	5% (1)	50% (10)	45% (9)	0% (0)	2.4
4 Workshop	20% (4)	20% (4)	35% (7)	25% (5)	2.65

Response: 20

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



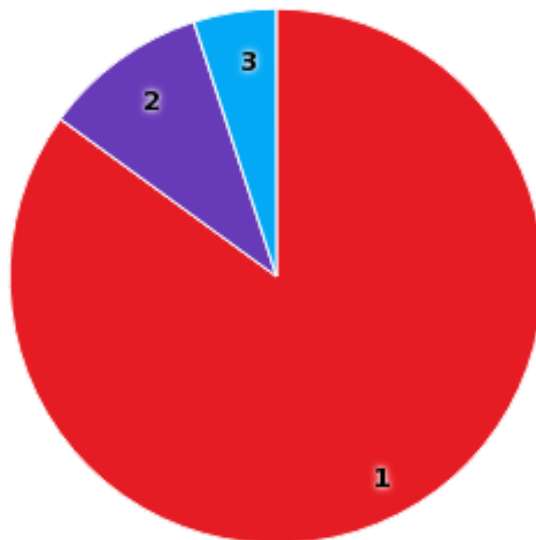
Clicktools

1 - Actuals incurred	35% (7)	2 - Daily fixed fees	20% (4)
3 - We don't charge for T&L	5% (1)	4 - T&L costs included in onsite rates	40% (8)

Mean: 2.5

Response: 20

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



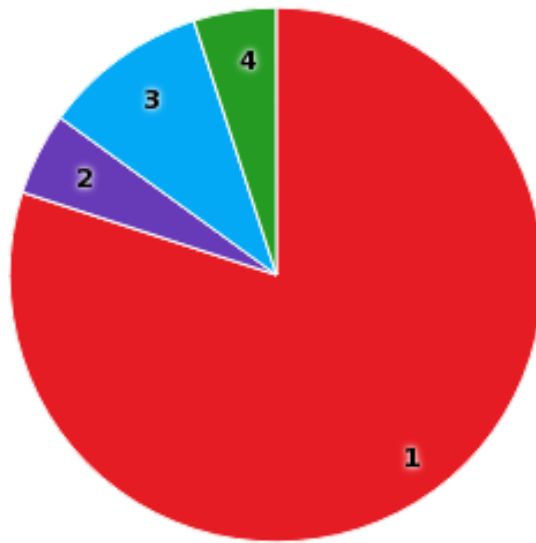
Clicktools

1 - No mark-up and margin	85% (17)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	10% (2)
3 - Mark-up and therefore margin	5% (1)		

Mean: 1.2

Response: 20

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



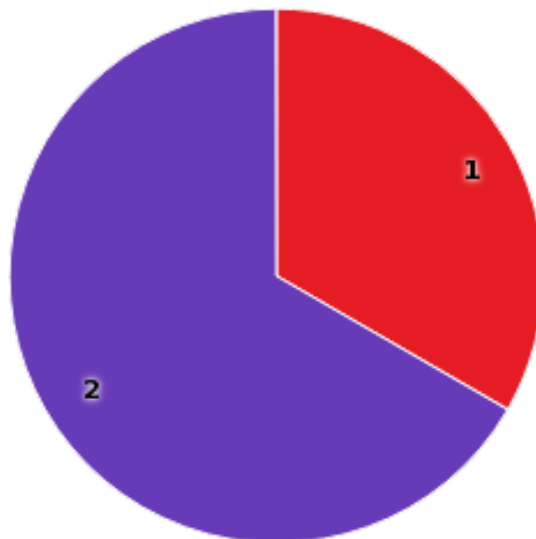
Clicktools

1 - No additional fees	80% (16)	2 - Yes, beyond a threshold of max 1-day travel to/from customer	5% (1)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	10% (2)	4 - Yes, for any travel time	5% (1)

Mean: 1.4

Response: 20

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



Clicktools

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	30.37%	34.58%	28.47%	5.53%	1.05%
Highest	100%	97%	94%	65%	15%
Lowest	0%	0%	0%	0%	0%
Standard deviation	25.67	31.85	31.88	15.08	3.57

Response: 19

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

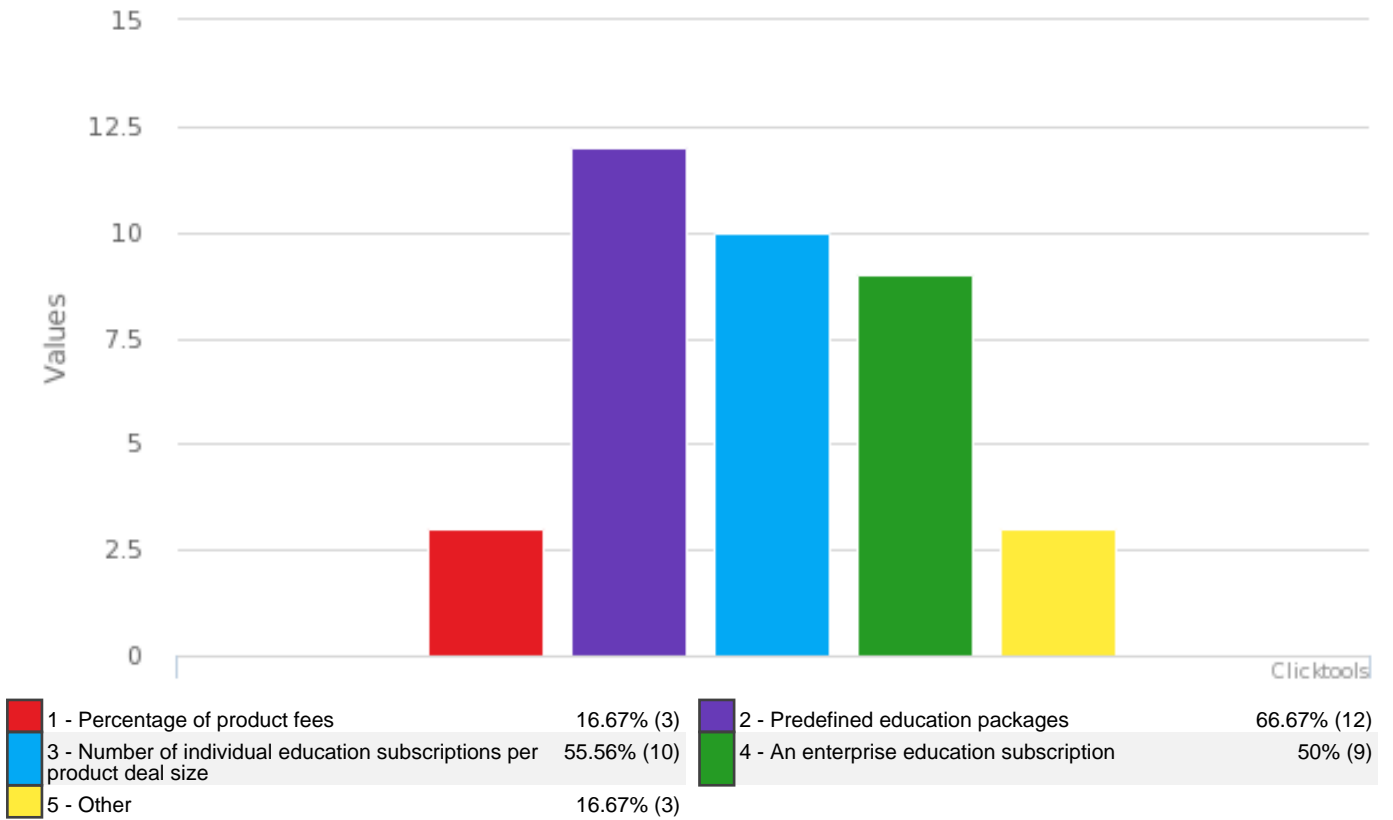


Option	Percentage	Count
1 - Mandatory attach	5%	(1)
2 - Automatic attach, can be removed	10%	(2)
3 - On a case by case basis	75%	(15)
4 - Never, always separate	10%	(2)

Mean: 2.9

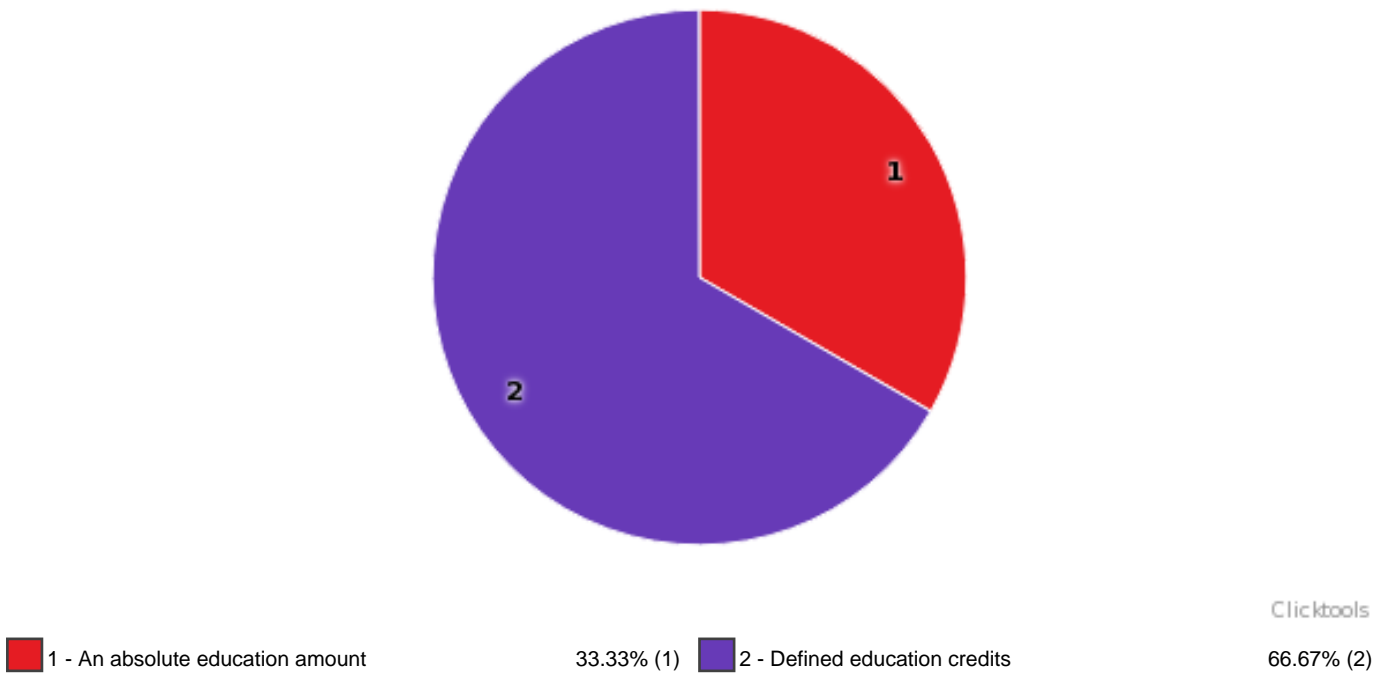
Response: 20

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



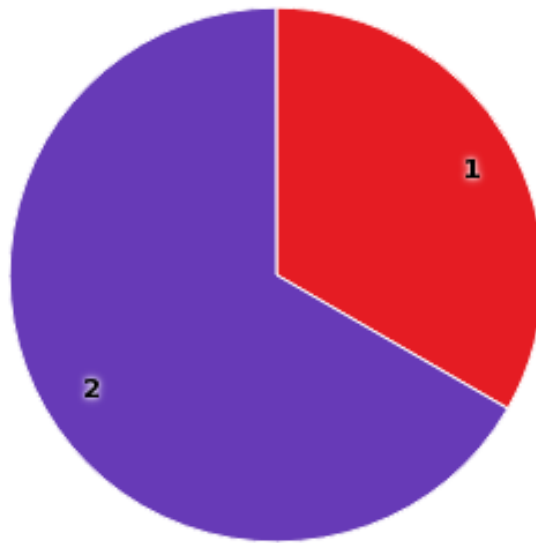
Response: 18

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



Mean: 1.67  
Response: 3

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



Clicktools

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

33.33% (4)

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

66.67% (8)

Mean: 1.67

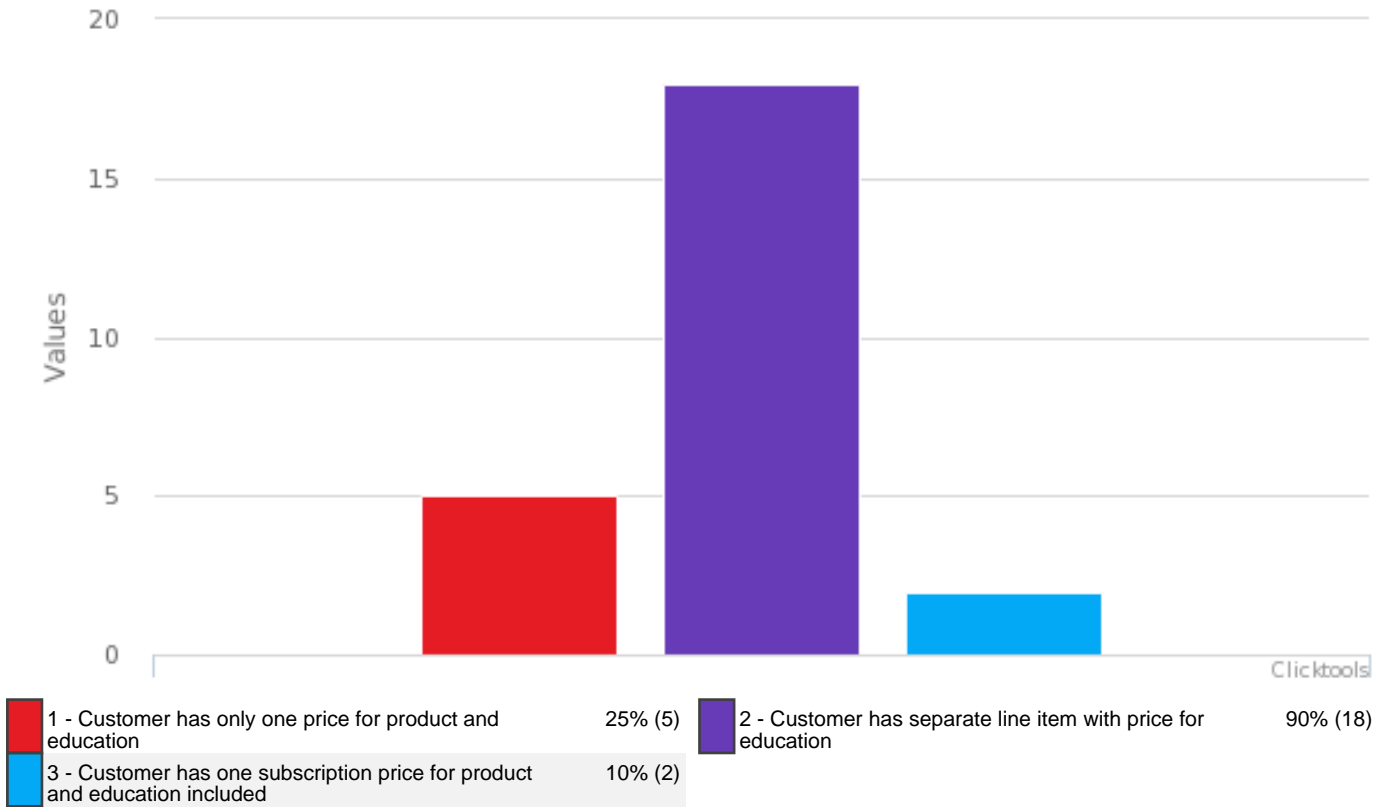
Response: 12

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

Average	6.41%
Highest	35%
Lowest	1%
Standard deviation	8.81

Response: 17

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



Response: 20

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

Average	17.28%
Highest	97%
Lowest	1%
Standard deviation	26.82

Response: 18

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



Clicktools

1 - One to one like product – full quota retiring	40% (8)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	10% (2)	4 - Up to a limit but less than product	15% (3)
5 - Not compensated	15% (3)	6 - Other	20% (4)

Mean: 3.25

Response: 20

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



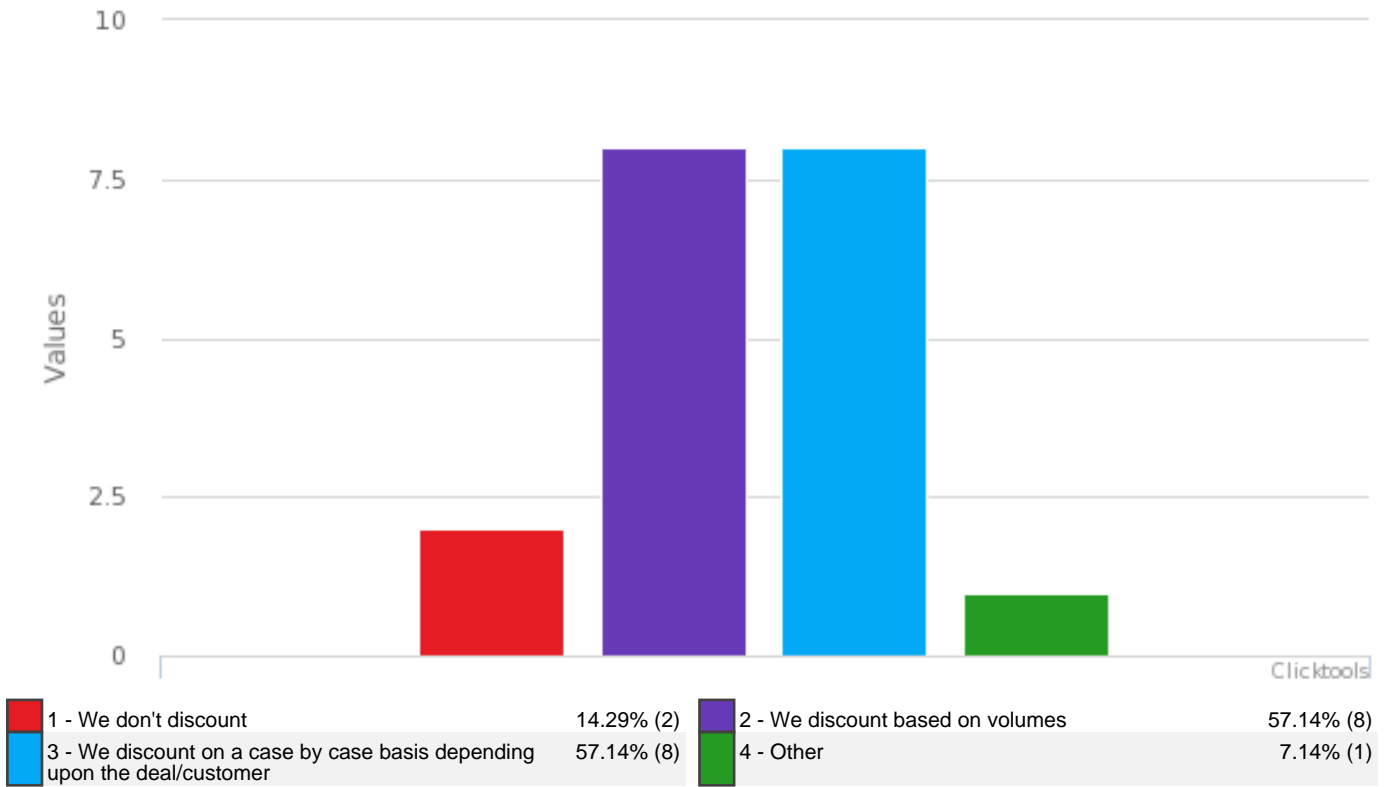
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	64.29% (9)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	28.57% (4)
3 - Other	7.14% (1)		

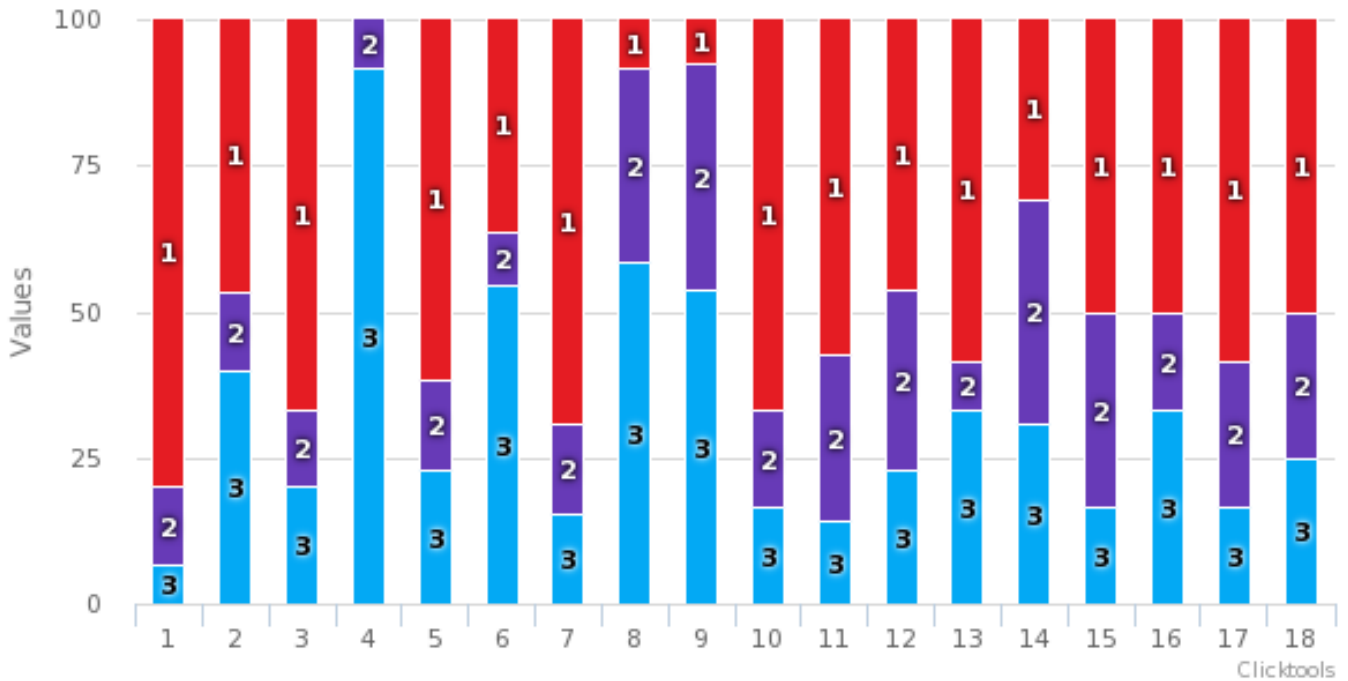
Mean: 1.43

Response: 14

### 30. Do you discount training credits?



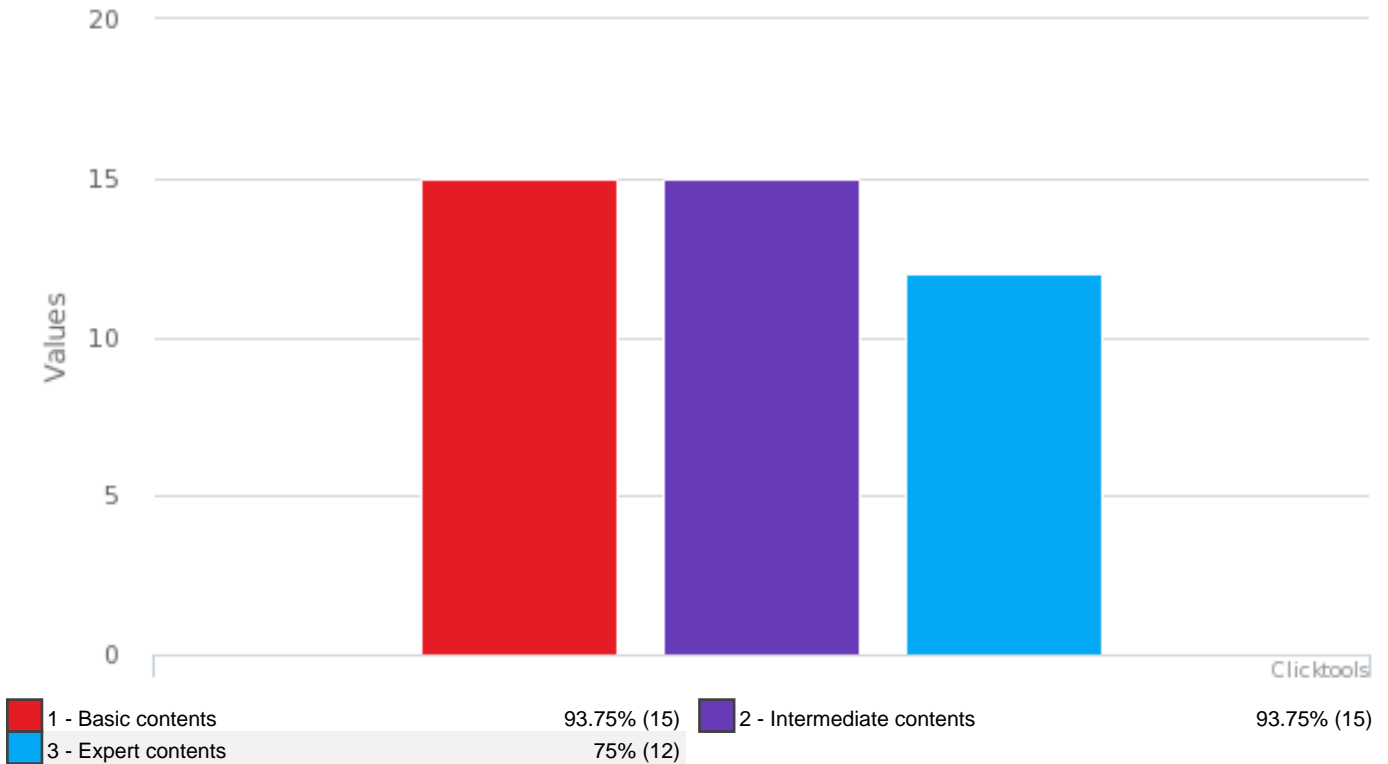
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



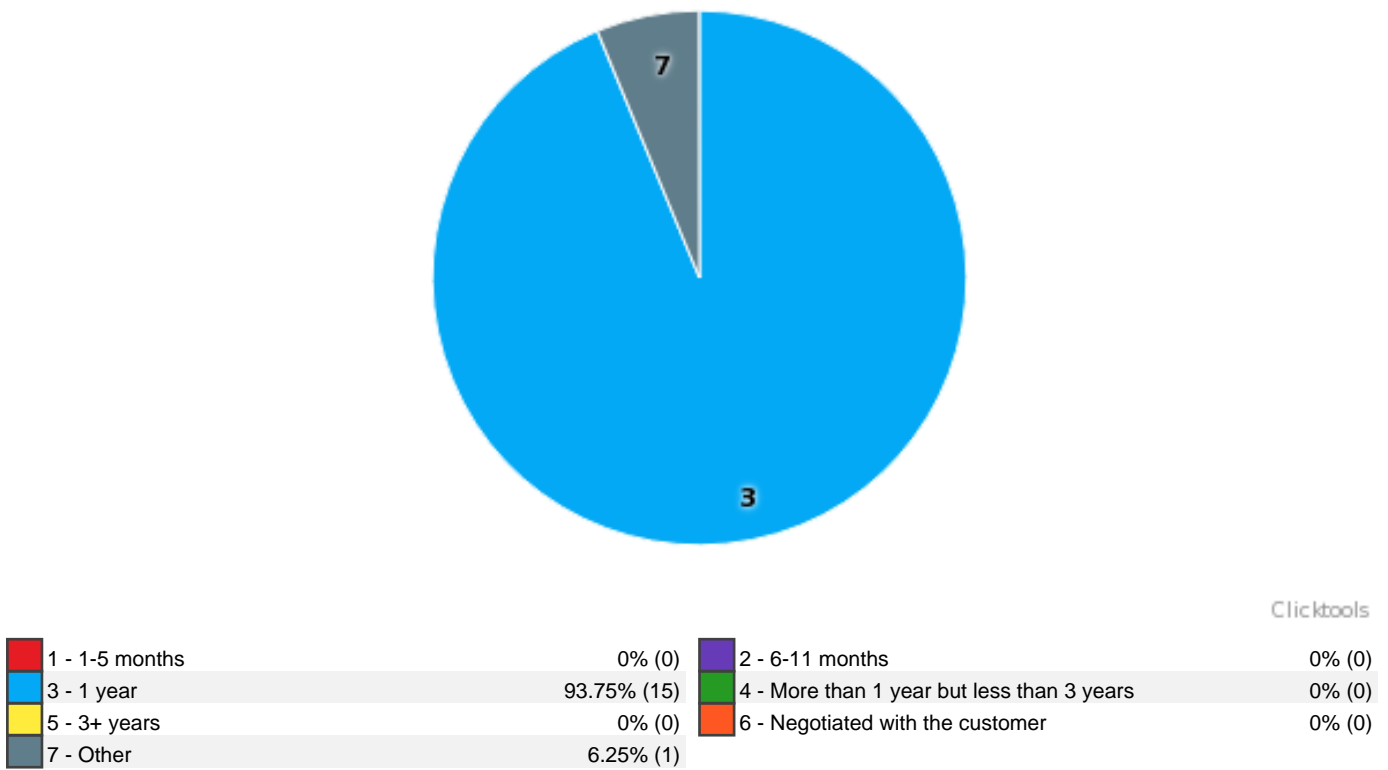
	1 Unlimited	2 Limited	3 No	Mean
1 eLearning/WBTs	80% (12)	13.33% (2)	6.67% (1)	1.27
2 ILT - live classrooms	46.67% (7)	13.33% (2)	40% (6)	1.93
3 VILT - virtual classrooms	66.67% (10)	13.33% (2)	20% (3)	1.53
4 Closed/dedicated classes (onsite or virtual)	0% (0)	8.33% (1)	91.67% (11)	2.92
5 Recorded instructor-led training	61.54% (8)	15.38% (2)	23.08% (3)	1.62
6 Demos	36.36% (4)	9.09% (1)	54.55% (6)	2.18
7 Videos	69.23% (9)	15.38% (2)	15.38% (2)	1.46
8 Instructor support (at regular dates)	8.33% (1)	33.33% (4)	58.33% (7)	2.5
9 Instructor coaching one-on-one	7.69% (1)	38.46% (5)	53.85% (7)	2.46
10 Student books	66.67% (8)	16.67% (2)	16.67% (2)	1.5
11 Access to other self-study options	57.14% (8)	28.57% (4)	14.29% (2)	1.57
12 Access to online/virtual labs	46.15% (6)	30.77% (4)	23.08% (3)	1.77
13 Assessments	58.33% (7)	8.33% (1)	33.33% (4)	1.75
14 Certification exam attempts	30.77% (4)	38.46% (5)	30.77% (4)	2
15 Webinars/recorded webinars	50% (6)	33.33% (4)	16.67% (2)	1.67
16 Communities/Social Learning/forums/chats	50% (6)	16.67% (2)	33.33% (4)	1.83
17 Support to find required training	58.33% (7)	25% (3)	16.67% (2)	1.58
18 Other	50% (2)	25% (1)	25% (1)	1.75

Response: 16

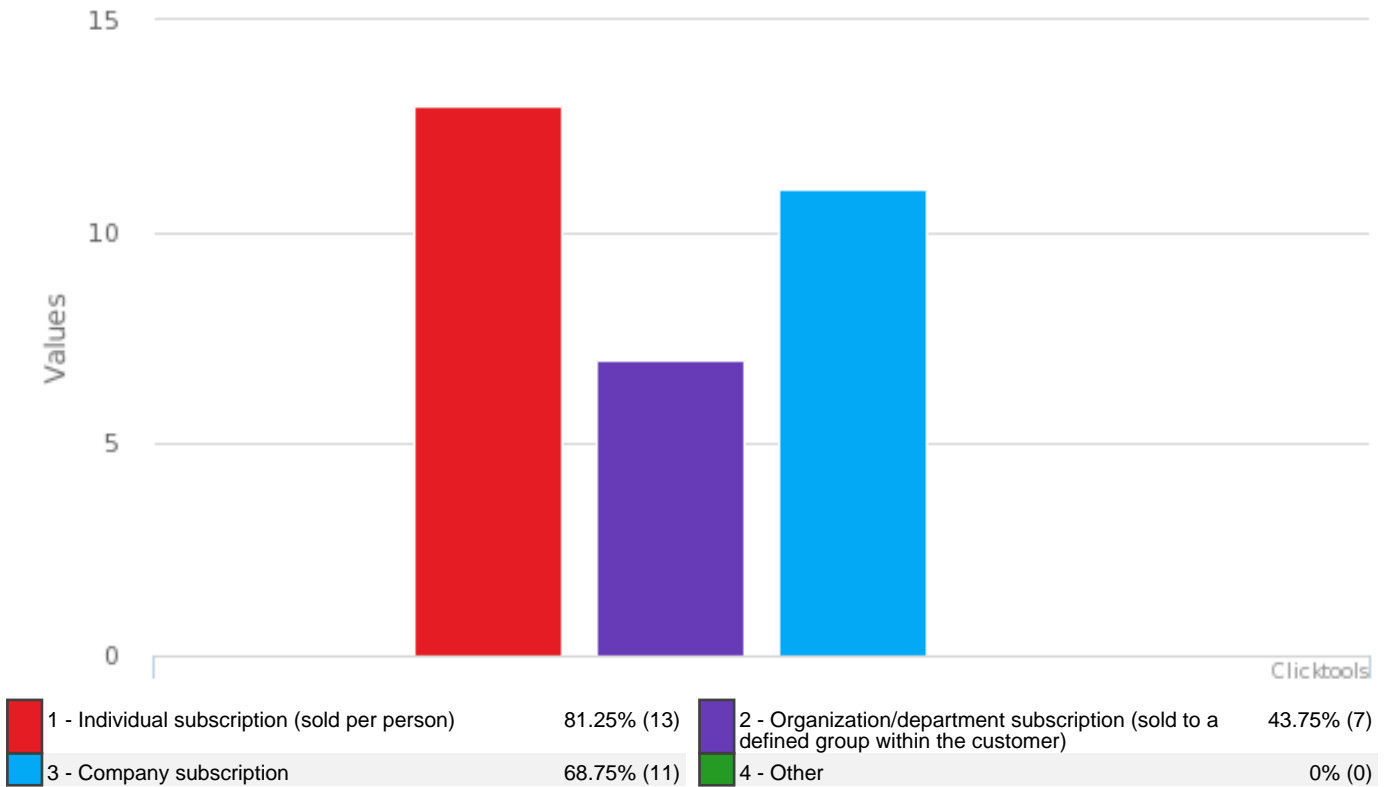
**32. Which levels of complexity of content do you include in your subscriptions? Please select all you include in your subscriptions.**



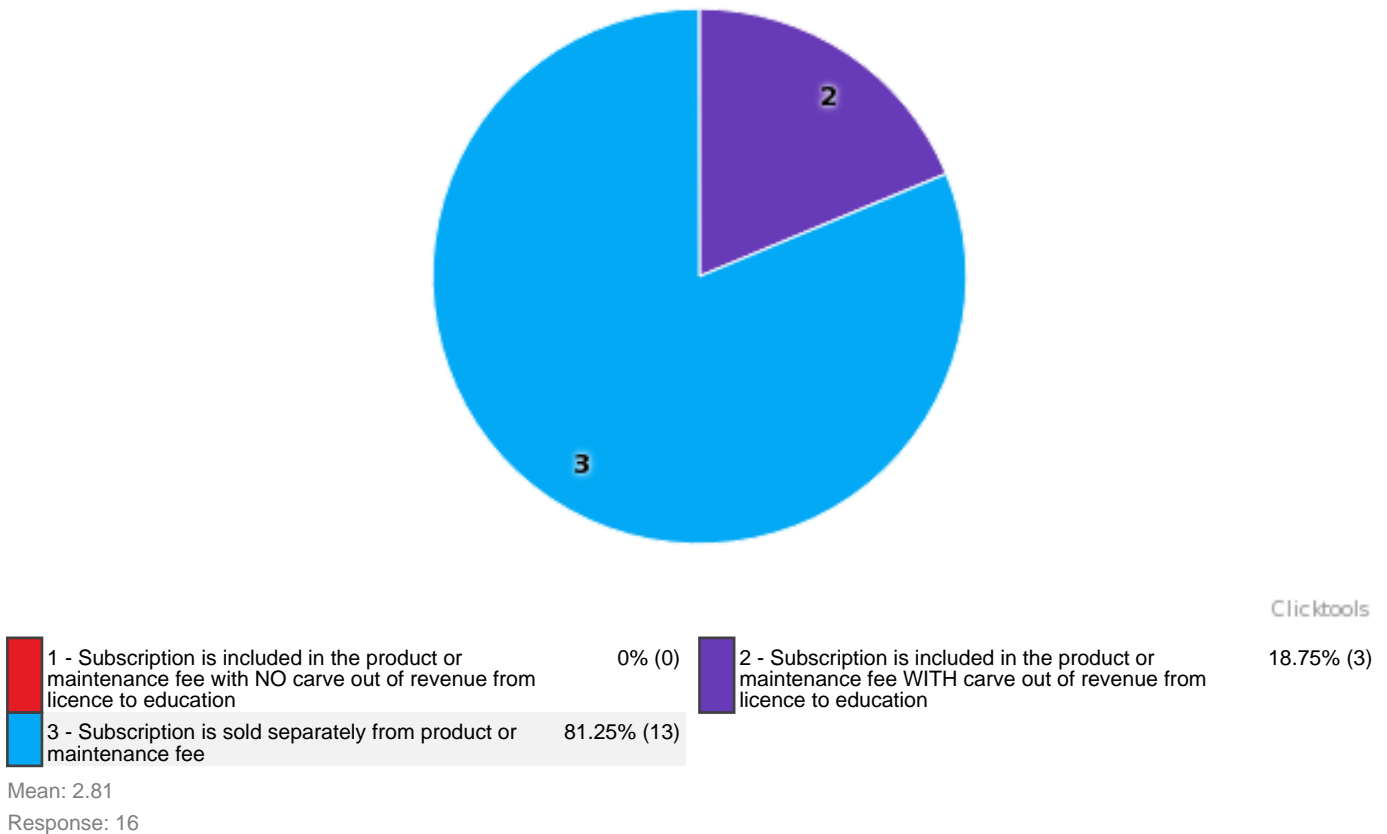
**33. How long is a subscription valid?**



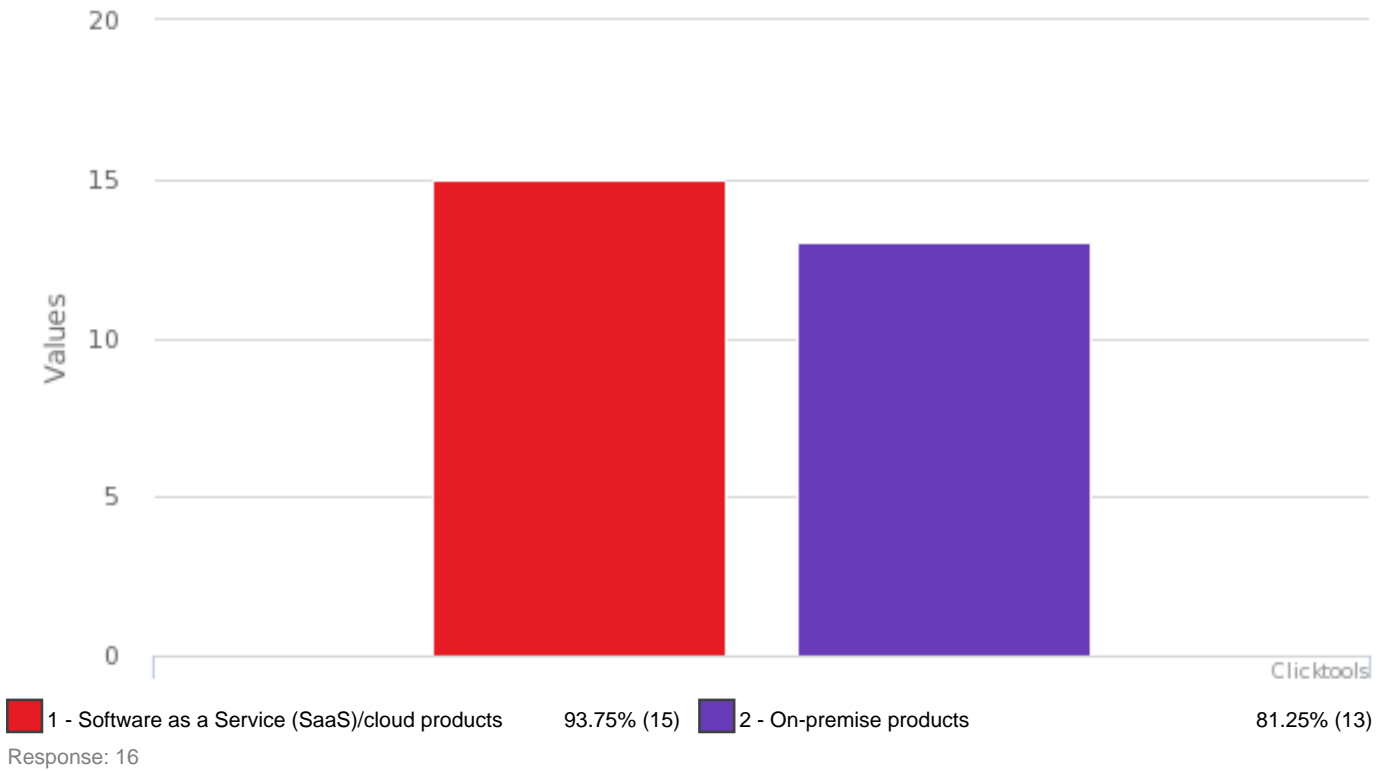
### 34. Which type of subscription do you offer?



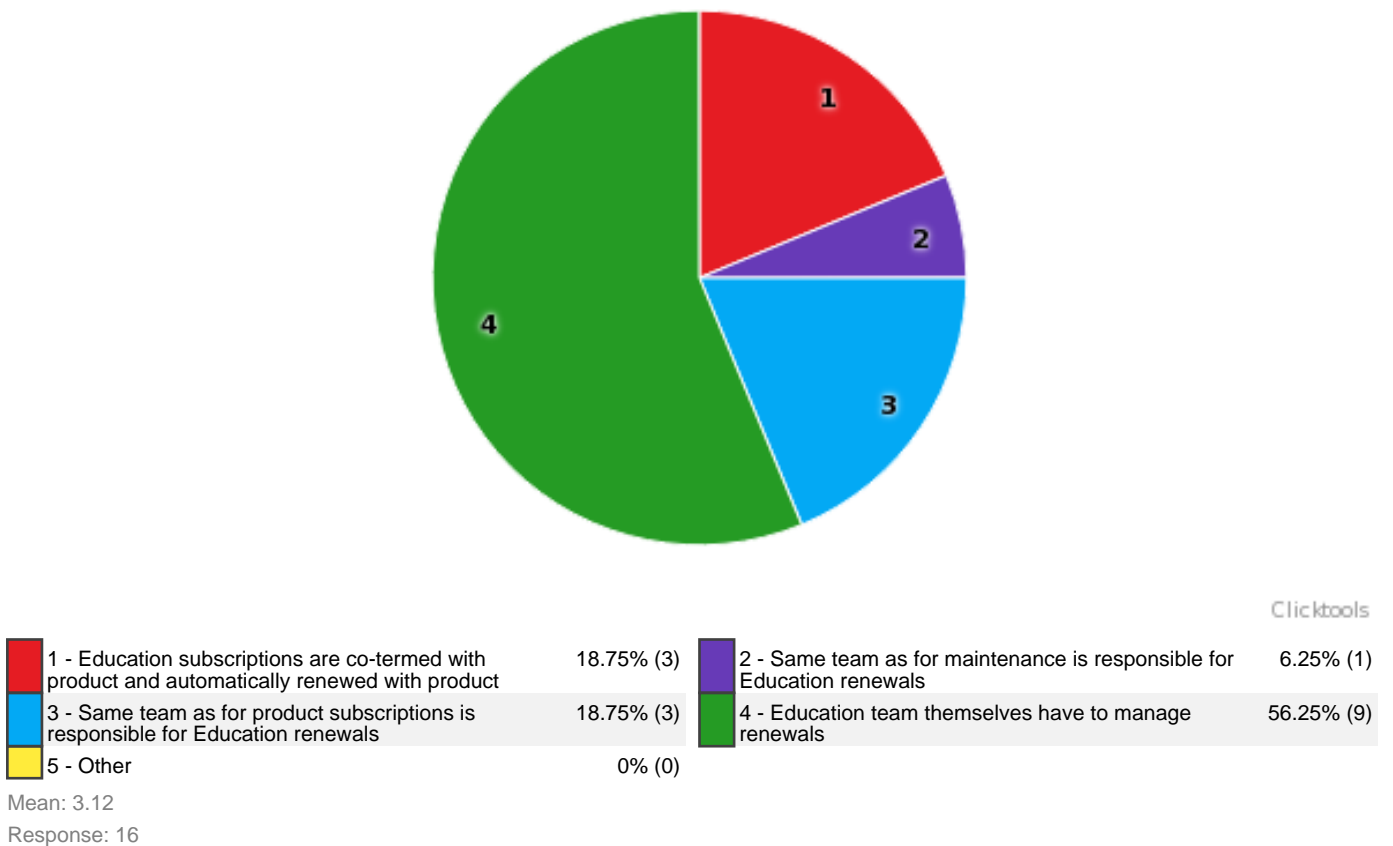
### 35. How do you charge for subscriptions?



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



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

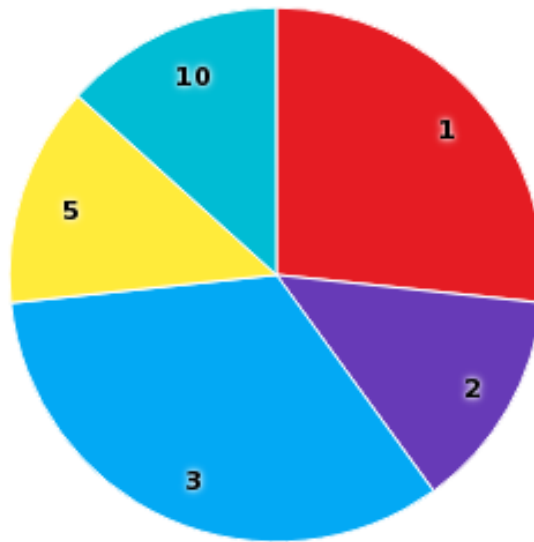


**38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?**

Average	48.25%
Highest	96%
Lowest	5%
Standard deviation	31.87

Response: 12

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

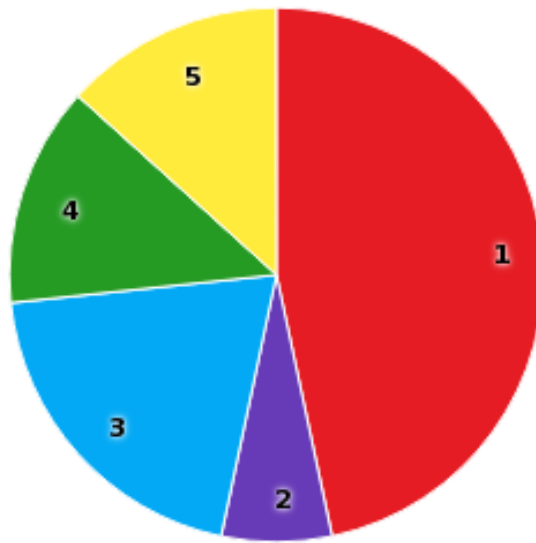


			Clicktools
1 - <10%	26.67% (4)	2 - 10%-20%	13.33% (2)
3 - 20%-30%	33.33% (5)	4 - 30%-40%	0% (0)
5 - 40%-50%	13.33% (2)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	0% (0)	10 - >90%	13.33% (2)

Mean: 3.53

Response: 15

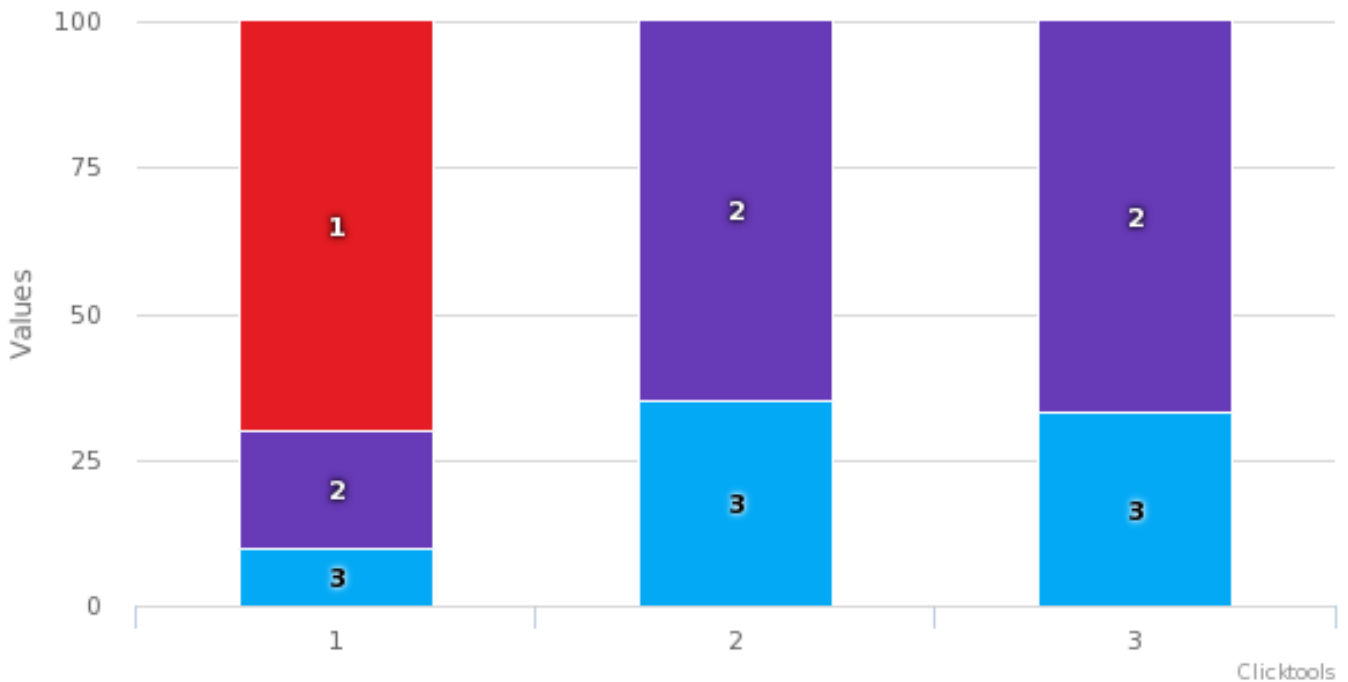
40. What is the percentage of Education subscription revenue growth for the past 12 months?



Category	Percentage	Count	Clicktools
1 - <20%	46.67%	(7)	6.67% (1)
2 - 20%-40%	6.67%	(1)	
3 - 40%-60%	20%	(3)	13.33% (2)
4 - 60%-80%	13.33%	(2)	
5 - >80%	13.33%	(2)	

Mean: 2.4  
Response: 15

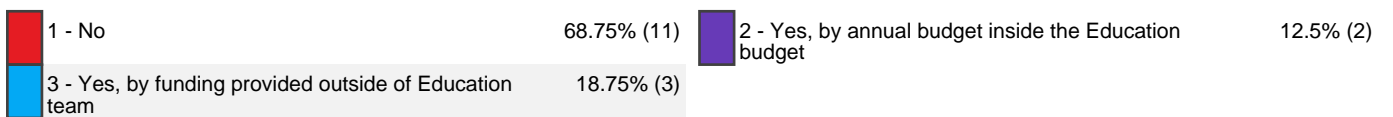
41. Do you offer free training to the following audiences?



Audience	1 Always	2 Sometimes	3 Never	Mean
1 Employees	70% (14)	20% (4)	10% (2)	1.4
2 Customers	0% (0)	65% (13)	35% (7)	2.35
3 Product Channel	0% (0)	66.67% (12)	33.33% (6)	2.33

Response: 20

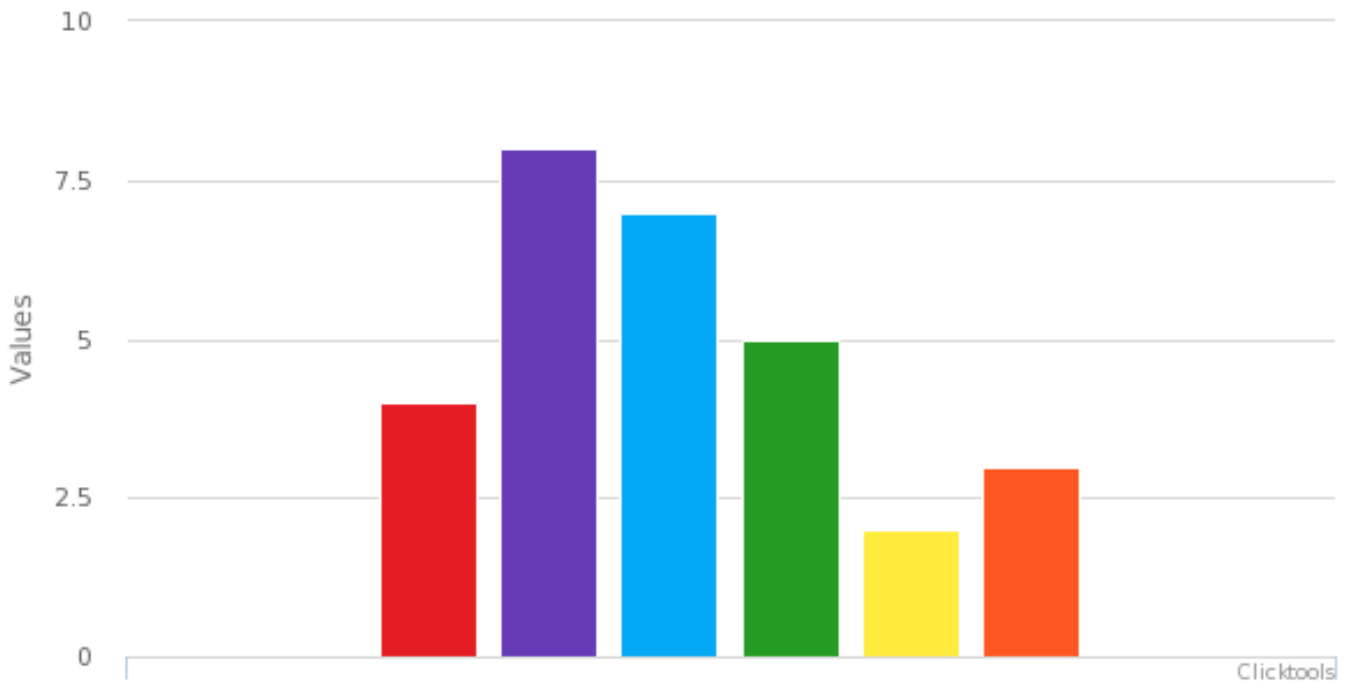
#### 42. Is there a limit to the free training?



Mean: 1.5

Response: 16

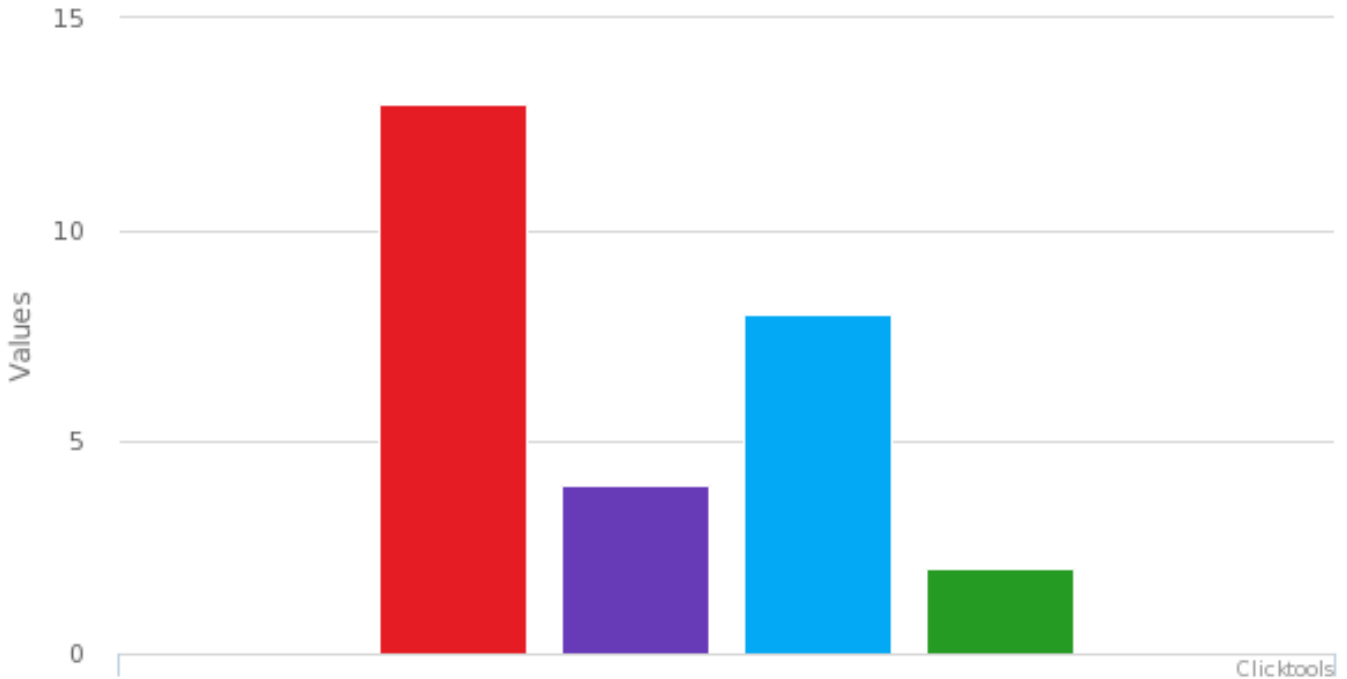
#### 43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	21.05% (4)	2 - Yes, carve out product revenue and move to Education	42.11% (8)
3 - Yes, funding outside the Education team and transfer of costs only	36.84% (7)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	26.32% (5)
5 - Yes, specific annual budget inside the Education budget	10.53% (2)	6 - Other	15.79% (3)

Response: 19

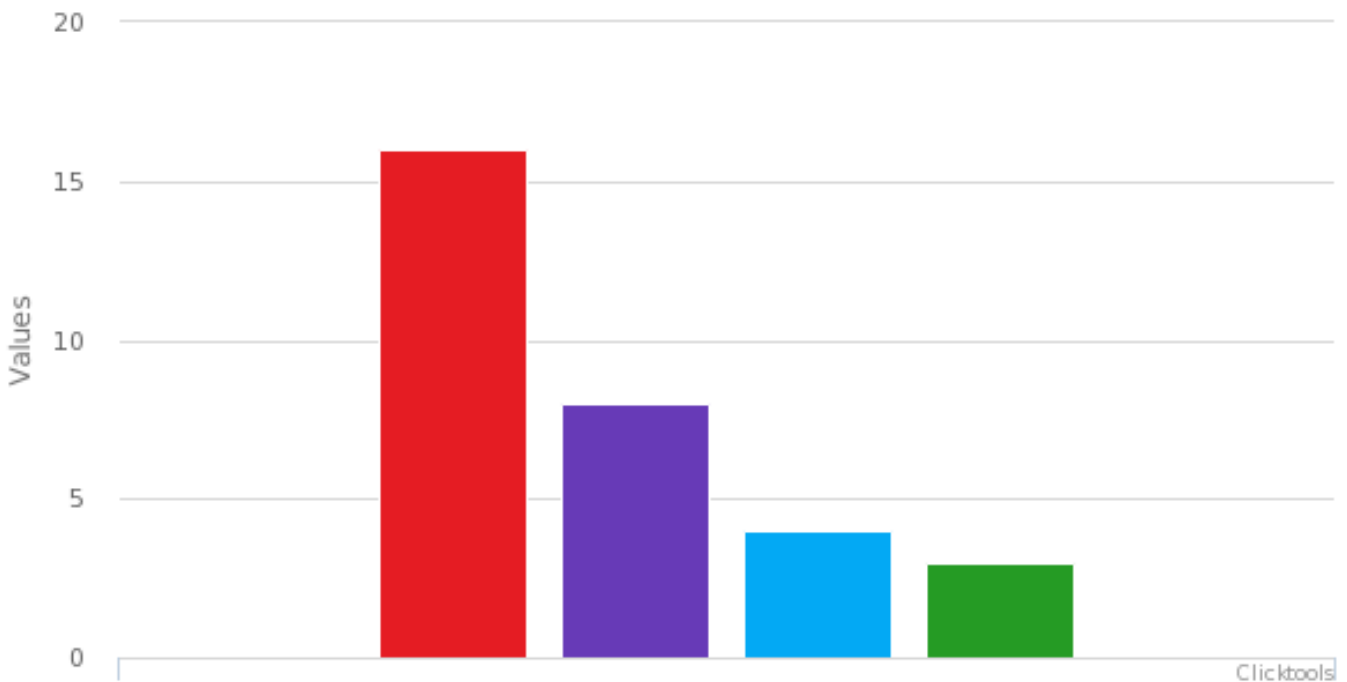
#### 44. What do you communicate about pricing outside your company?



1 - Only list prices	68.42% (13)	2 - All available discounts	21.05% (4)
3 - Some globally available discounts, e.g. volume	42.11% (8)	4 - Other	10.53% (2)

Response: 19

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



1 - Education team	80% (16)	2 - Product Sales team	40% (8)
3 - Company (Professional) Services team	20% (4)	4 - Other	15% (3)

Response: 20

**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	77.78% (7)
3 - 26-50%	11.11% (1)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	0% (0)		

Mean: 2

Response: 9

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

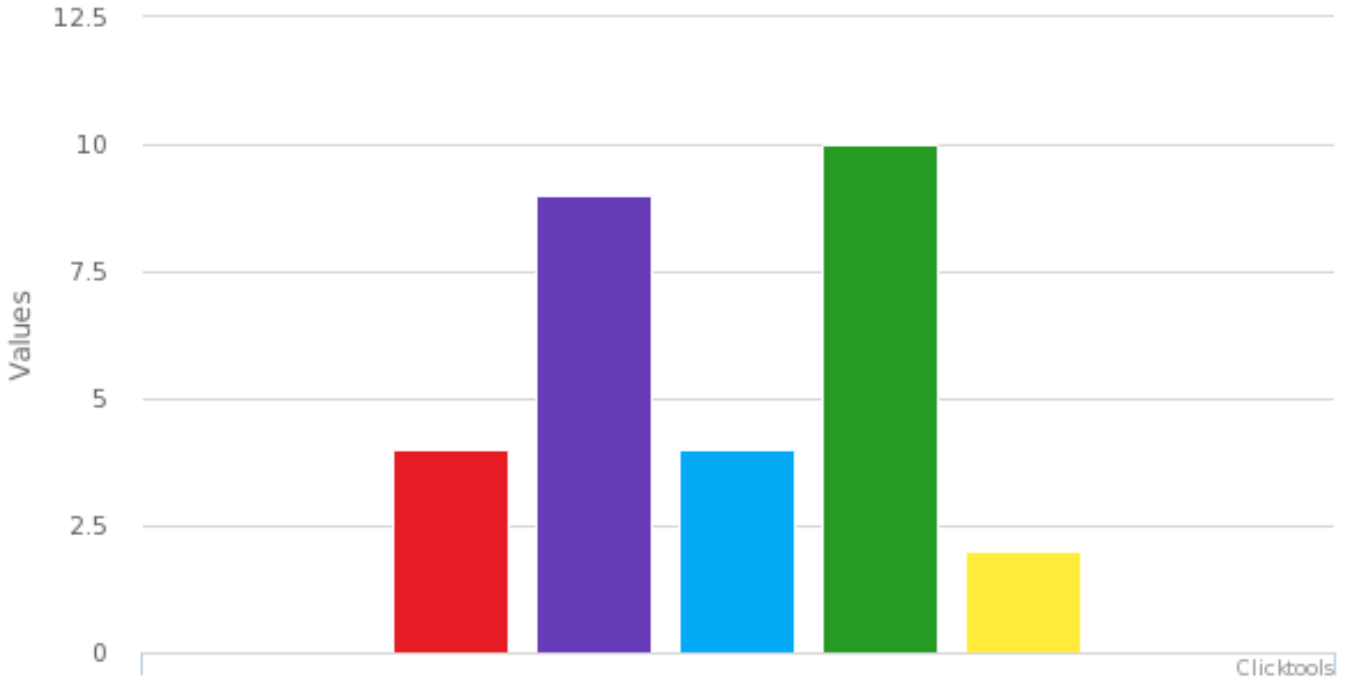


Clicktools

1 - No approval needed	11.11% (1)	2 - Approval in all cases	33.33% (3)
3 - Approval only if certain discount thresholds reached	55.56% (5)		

Mean: 2.44  
Response: 9

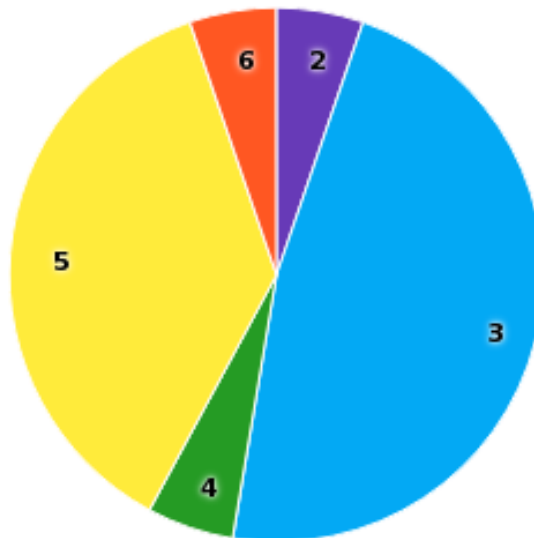
**48. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?**



1 - There is nothing in place	20% (4)	2 - VSOE or 606 enforces rules	45% (9)
3 - Formal agreements with other teams	20% (4)	4 - Quotation tools enforce rules	50% (10)
5 - Other	10% (2)		

Response: 20

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



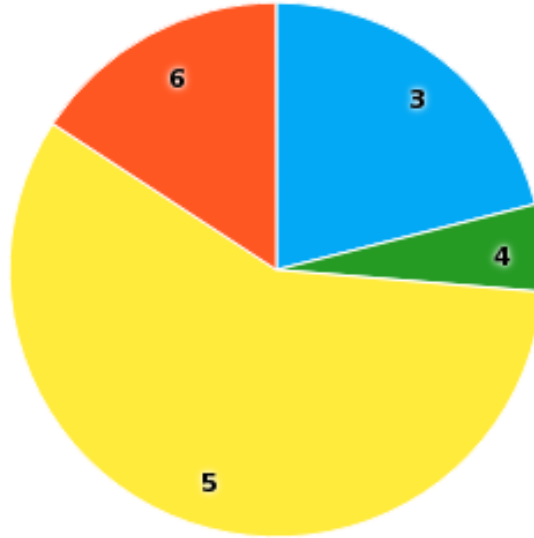
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	5.26% (1)
3 - 12 months	47.37% (9)	4 - 13 months or more	5.26% (1)
5 - No set time, just whenever it is needed	36.84% (7)	6 - Other	5.26% (1)

Mean: 3.89

Response: 19

**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	21.05% (4)	4 - 13 months or more	5.26% (1)
5 - No set time, just whenever it is needed	57.89% (11)	6 - Other	15.79% (3)

Mean: 4.68

Response: 19

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



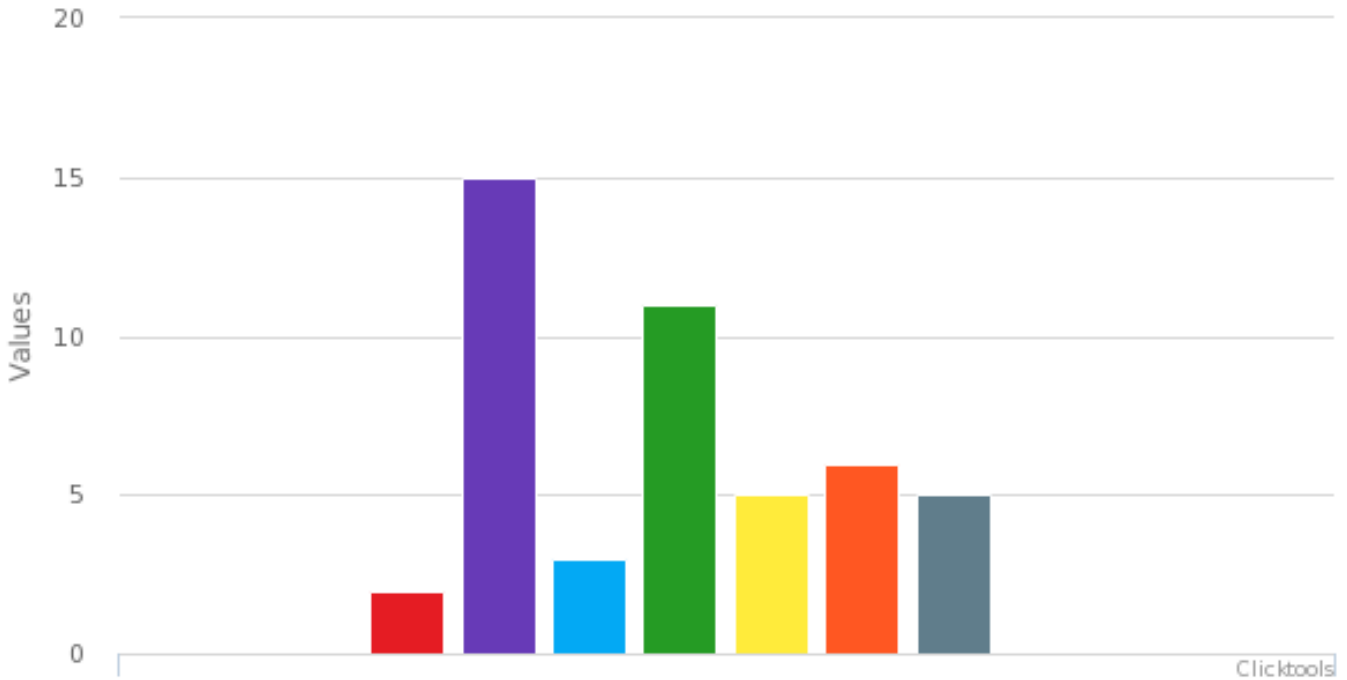
Clicktools

1 - Up to 3 months	10.53% (2)	2 - 4-11 months	0% (0)
3 - 12 months	31.58% (6)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	47.37% (9)	6 - Other	10.53% (2)

Mean: 4.05

Response: 19

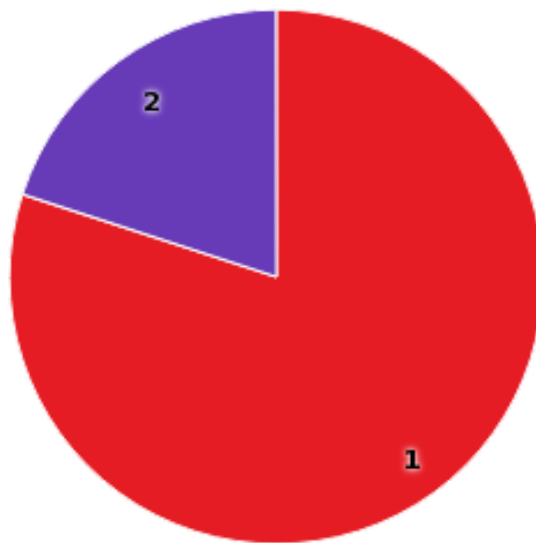
**52. What is the key driver for the price change? Choose all that apply.**



1 - Inflation	11.76% (2)	2 - Market trends	88.24% (15)
3 - Historical trends	17.65% (3)	4 - Competitiveness	64.71% (11)
5 - Profit margins	29.41% (5)	6 - Exchange rate changes	35.29% (6)
7 - Higher expenses	29.41% (5)	8 - Other	0% (0)

Response: 17

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



Clicktools

1 - Yes

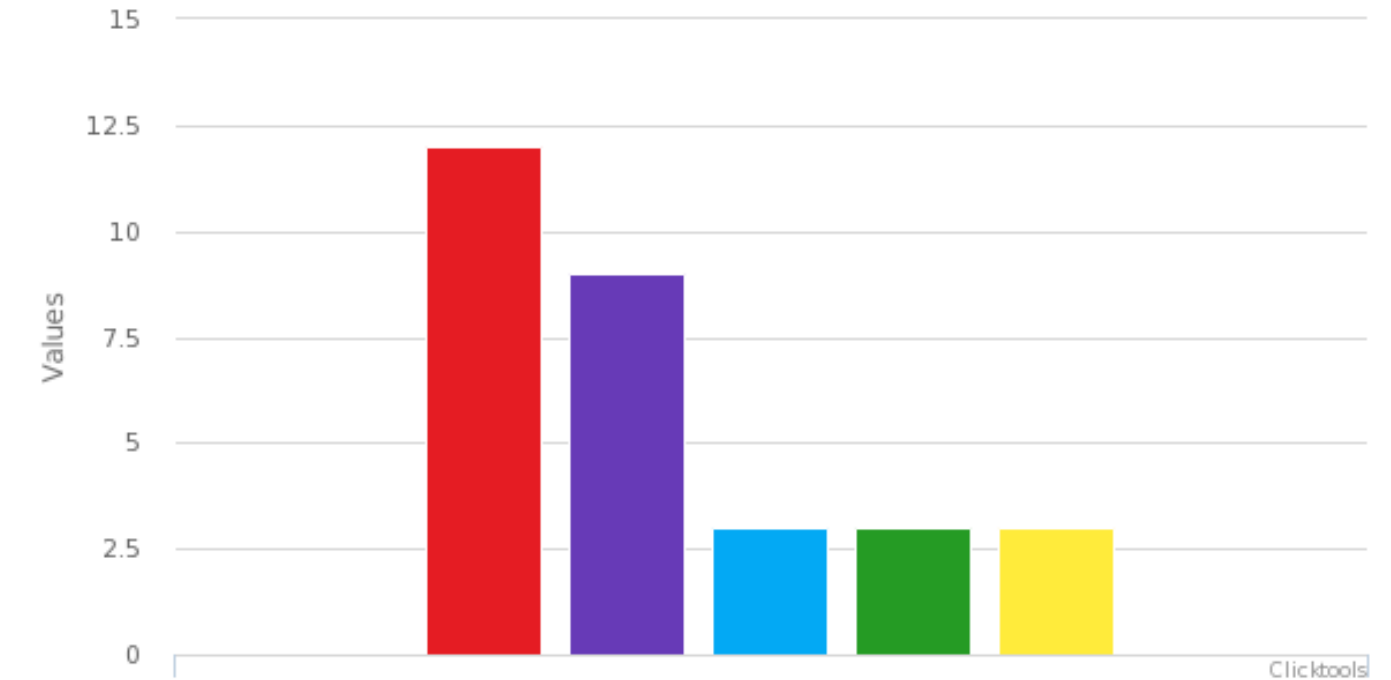
80% (16) 2 - No

20% (4)

Mean: 1.2

Response: 20

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



1 - Education Head

75% (12)

2 - Company Financial Head

56.25% (9)

3 - Company CEO

18.75% (3)

4 - Sales or Country Manager of impacted countries/customers

18.75% (3)

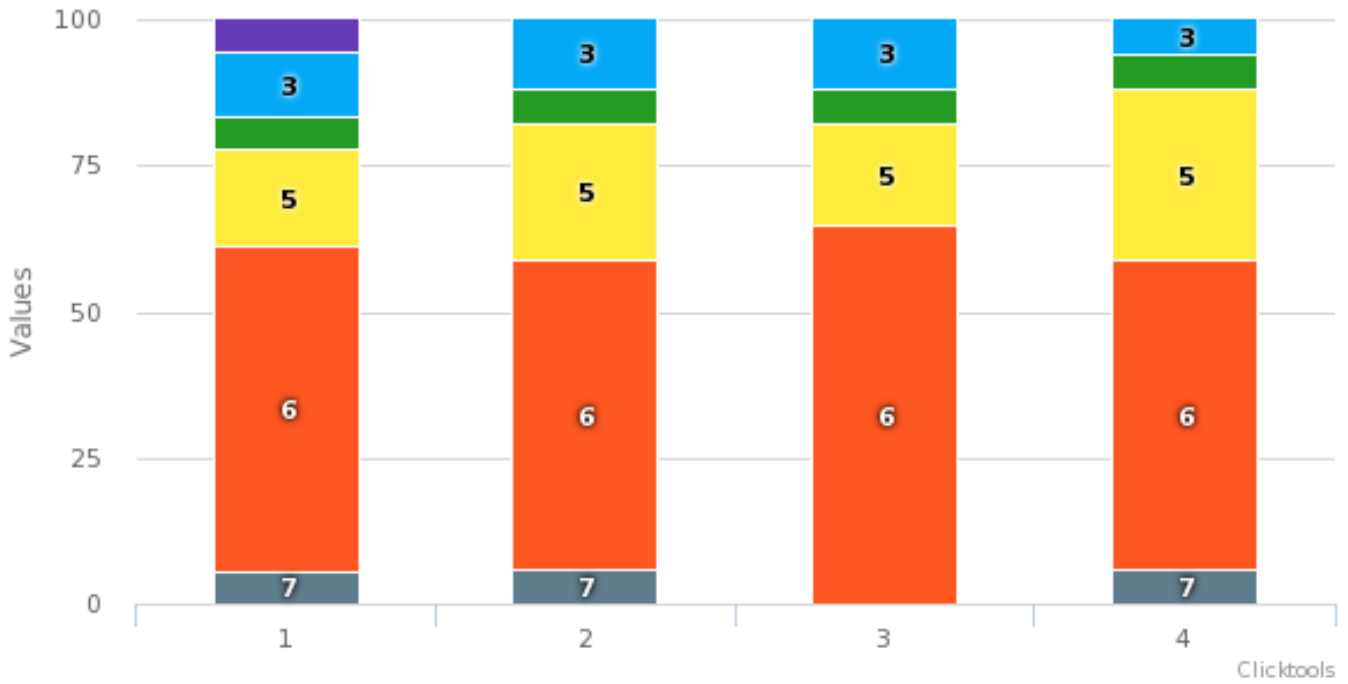
5 - Other

18.75% (3)

Response: 16

Clicktools

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

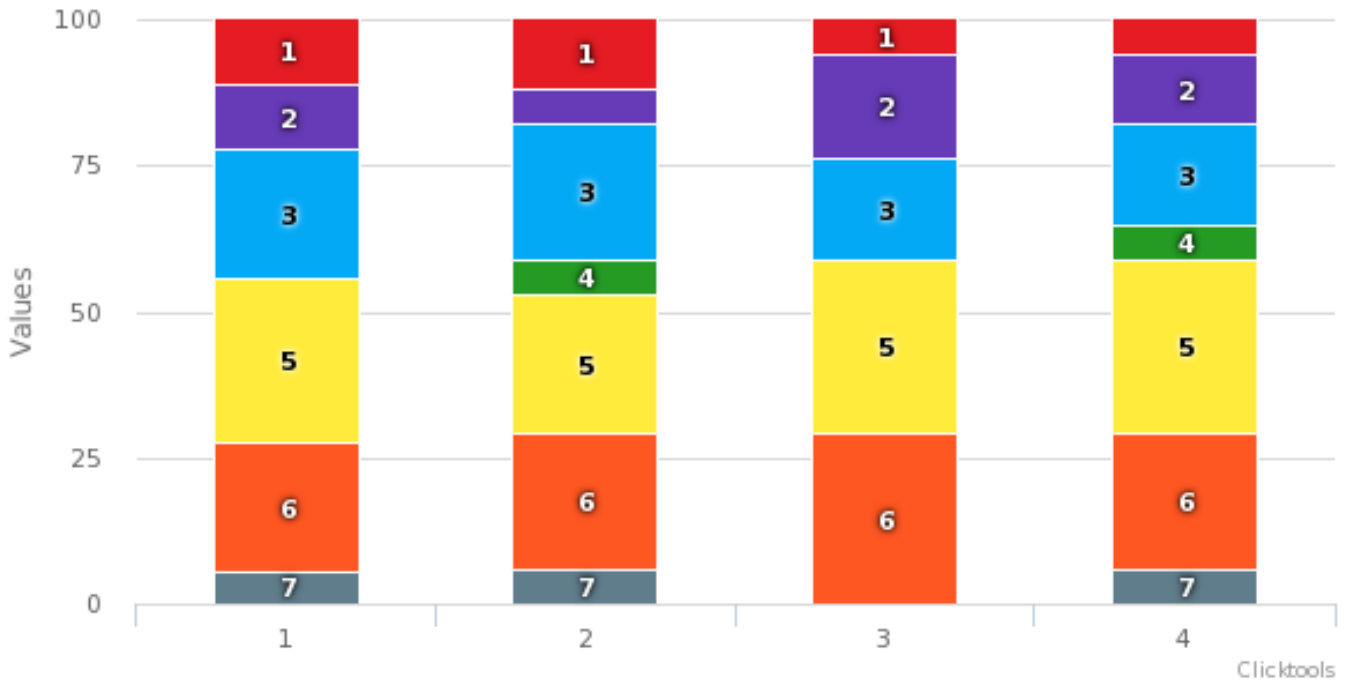


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	0% (0)	5.56% (1)	11.11% (2)	5.56% (1)	16.67% (3)	55.56% (10)	5.56% (1)	0% (0)	0% (0)	0% (0)	0% (0)	5.22
2 Central and South America	0% (0)	0% (0)	11.76% (2)	5.88% (1)	23.53% (4)	52.94% (9)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	5.35
3 EMEA	0% (0)	0% (0)	11.76% (2)	5.88% (1)	17.65% (3)	64.71% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.35
4 APAC	0% (0)	0% (0)	5.88% (1)	5.88% (1)	29.41% (5)	52.94% (9)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	5.47

Response: 18

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

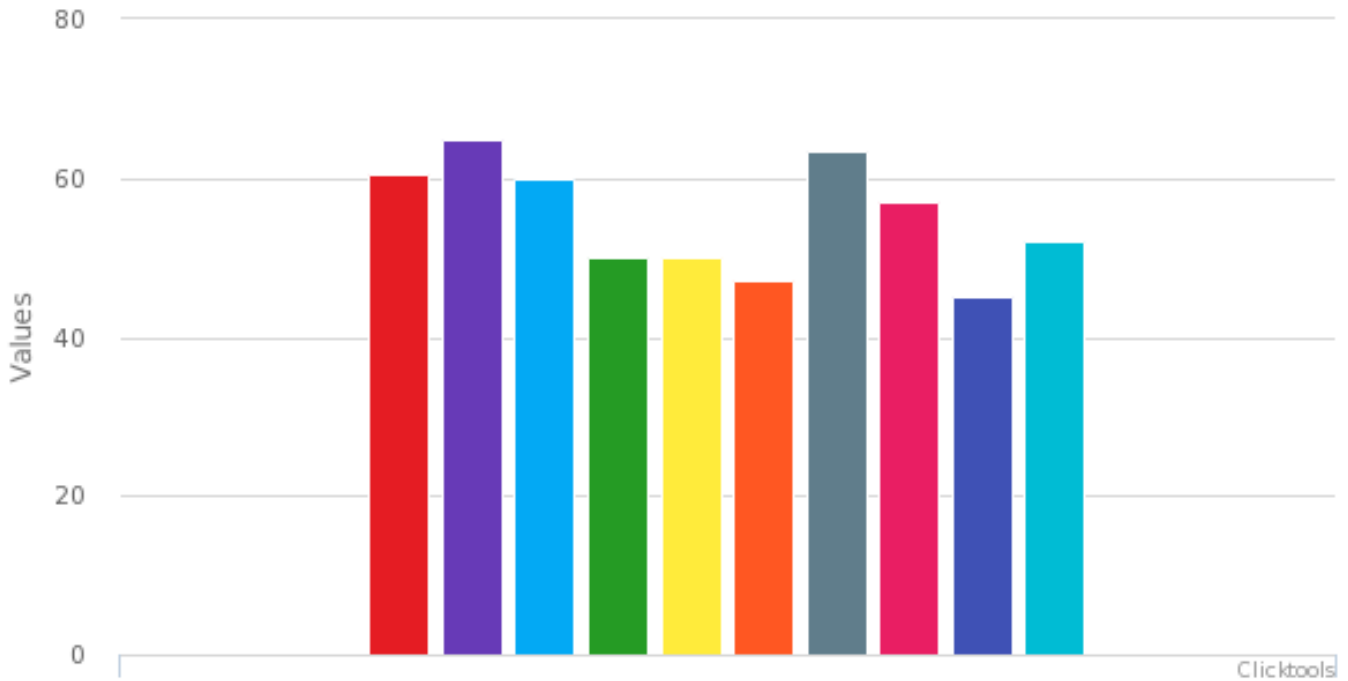


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	11.11% (2)	11.11% (2)	22.22% (4)	0% (0)	27.78% (5)	22.22% (4)	5.56% (1)	0% (0)	0% (0)	0% (0)	0% (0)	4.11
2 Central and South America	11.76% (2)	5.88% (1)	23.53% (4)	5.88% (1)	23.53% (4)	23.53% (4)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	4.18
3 EMEA	5.88% (1)	17.65% (3)	17.65% (3)	0% (0)	29.41% (5)	29.41% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.18
4 APAC	5.88% (1)	11.76% (2)	17.65% (3)	5.88% (1)	29.41% (5)	23.53% (4)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	4.35

Response: 18

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

Response: 20

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



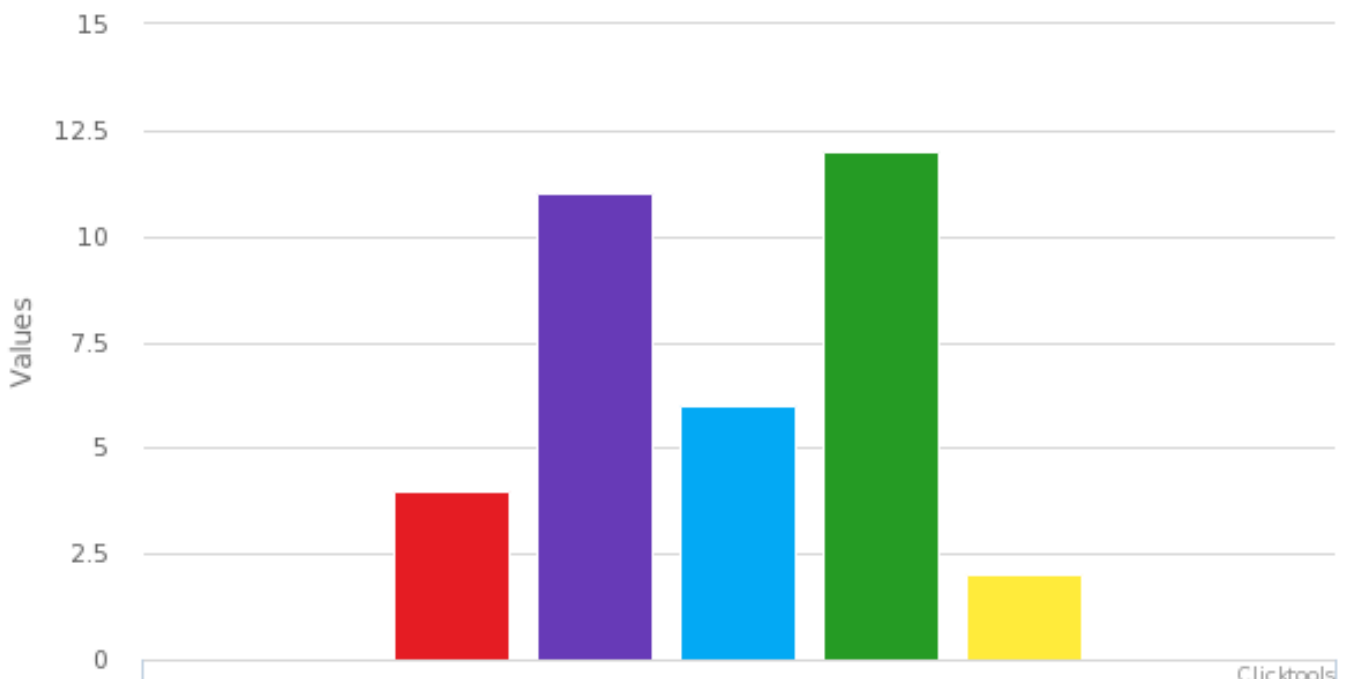
Clicktools

1 - No price differences for different local markets	21.05% (4)	2 - Global pricelist and discounts by country to bring global price down to market price	15.79% (3)
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	15.79% (3)	4 - Pricelists for local markets which have different prices by market	42.11% (8)
5 - Other	5.26% (1)		

Mean: 2.95

Response: 19

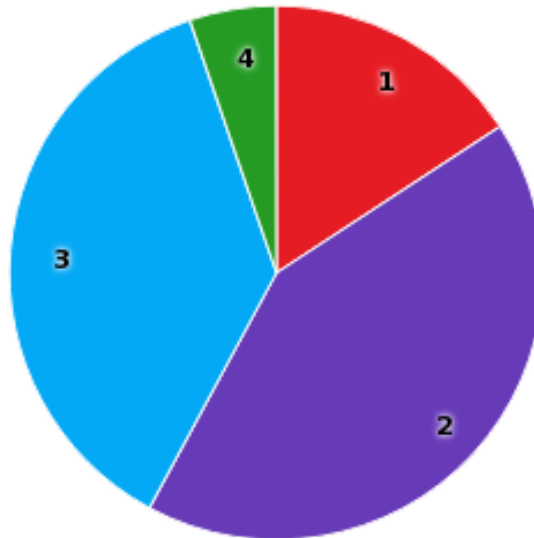
### 59. What other type of discounts do you offer?



Clicktools

1 - Single volume (e.g. 10% for all deals above threshold)	22.22% (4)	2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	61.11% (11)
3 - Valued or repeat customers (loyalty program)	33.33% (6)	4 - Promotional discounts (time limited)	66.67% (12)
5 - Other	11.11% (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	15.79% (3)	2 - We have more than 1 discount type, but any customer can get only one of them	42.11% (8)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	36.84% (7)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	5.26% (1)

Mean: 2.32

Response: 19

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

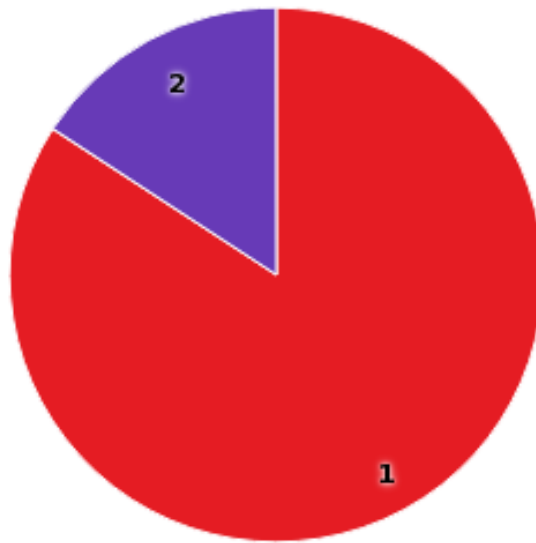


			Clicktools
1 - They have a single price globally	52.63% (10)	2 - They have discounts based on the location of their headquarters	10.53% (2)
3 - They receive different discounts based on the actual student 's location	26.32% (5)	4 - Other	10.53% (2)

Mean: 1.95

Response: 19

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



1 - Yes

84.21% (16)

2 - No

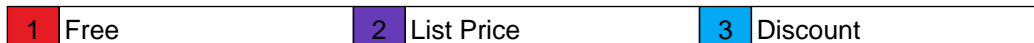
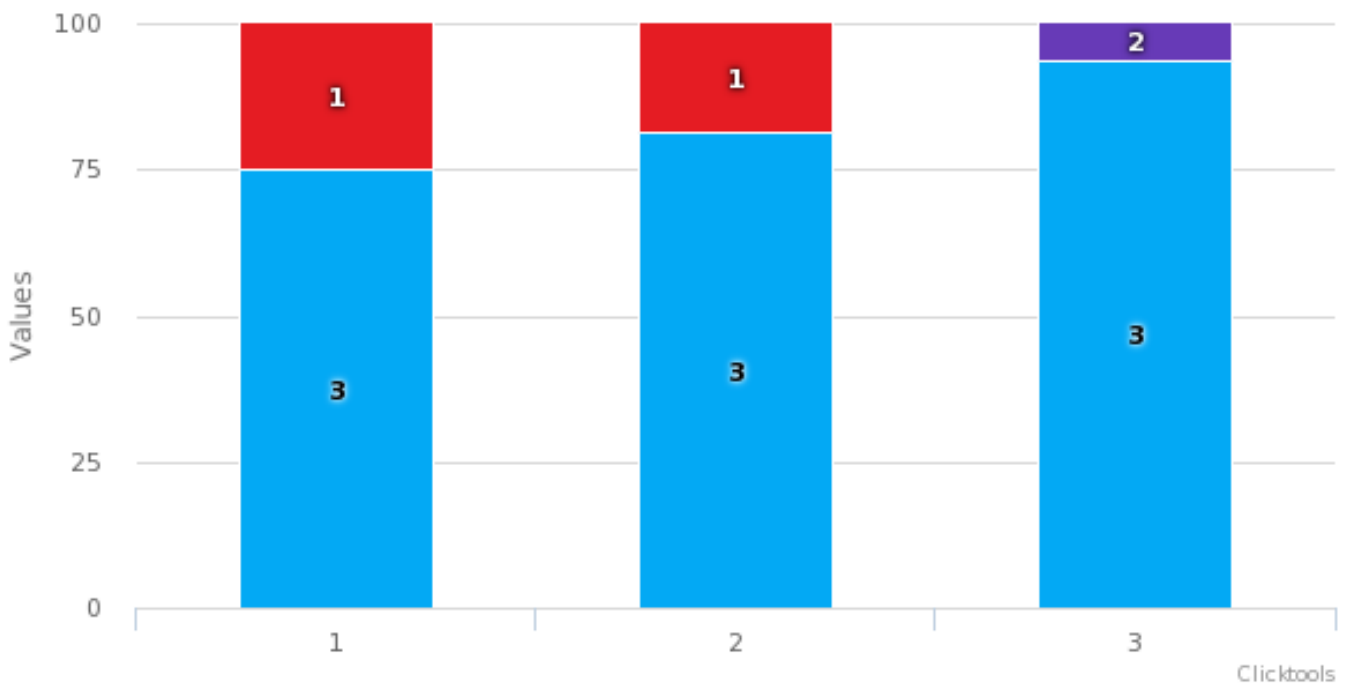
Clicktools

15.79% (3)

Mean: 1.16

Response: 19

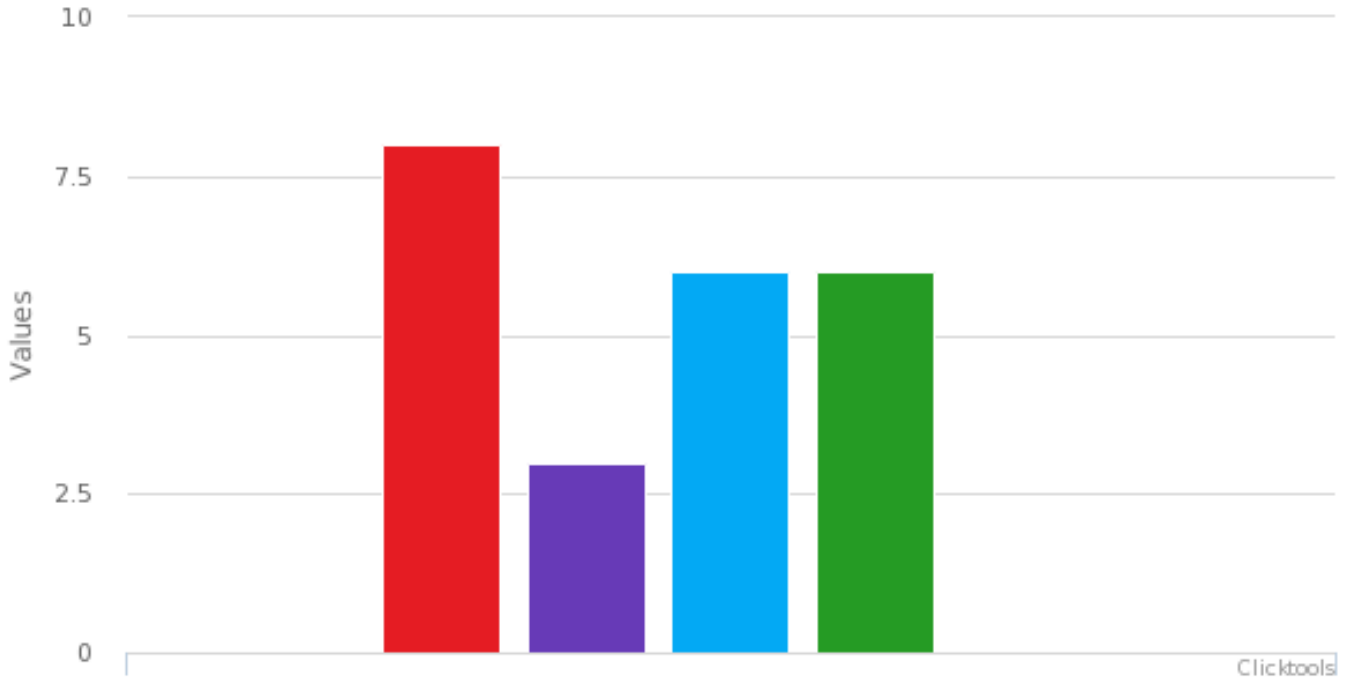
**63. How do you charge for the following partner audiences?**



	1	2	3	Mean
1 Channel Sales	25% (4)	0% (0)	75% (12)	2.5
2 Channel Presales	18.75% (3)	0% (0)	81.25% (13)	2.62
3 Channel Post sales - deployment, operations, maintenance	0% (0)	6.25% (1)	93.75% (15)	2.94

Response: 16

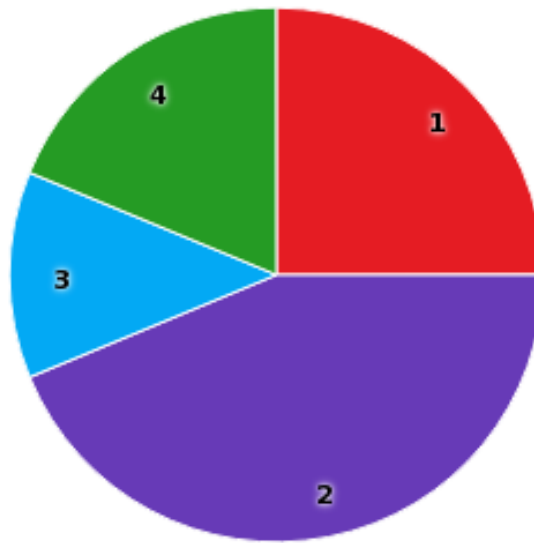
#### 64. How do you discount training for your channel partner?



1 - Depending on the partner level, a tiered discount structure	53.33% (8)	2 - Depending on the strategic importance, different discounts	20% (3)
3 - Depending on the region/country the partner comes from, different discounts	40% (6)	4 - Same percentage for all partners	40% (6)
5 - Other	0% (0)		

Response: 15

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



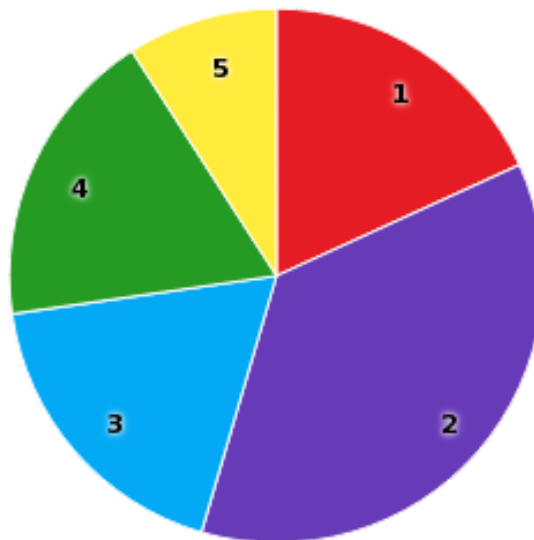
Clicktools

1 - No	25% (4)	2 - Yes, can resell and get the normal partner discount to resell	43.75% (7)
3 - Yes, can resell but get a higher discount	12.5% (2)	4 - Yes, can resell but get a lower discount	18.75% (3)

Mean: 2.25

Response: 16

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



Clicktools

1 - 1-10%	18.18% (2)	2 - 11-15%	36.36% (4)
3 - 16-20%	18.18% (2)	4 - 21-30%	18.18% (2)
5 - Over 30%	9.09% (1)	6 - Other	0% (0)

Mean: 2.64

Response: 11

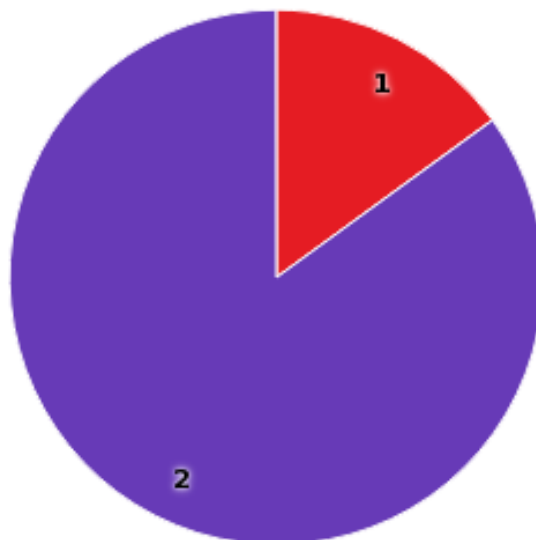
**67. What discount or commission do you offer to your resellers for eLearning?**



Category	Percentage	Count	Clicktools
1 - 1-10%	18.18%	(2)	36.36% (4)
2 - 11-15%	36.36%	(4)	18.18% (2)
3 - 16-20%	18.18%	(2)	0% (0)
4 - 21-30%	18.18%	(2)	
5 - Over 30%	9.09%	(1)	
6 - Other	0%	(0)	

Mean: 2.64  
Response: 11

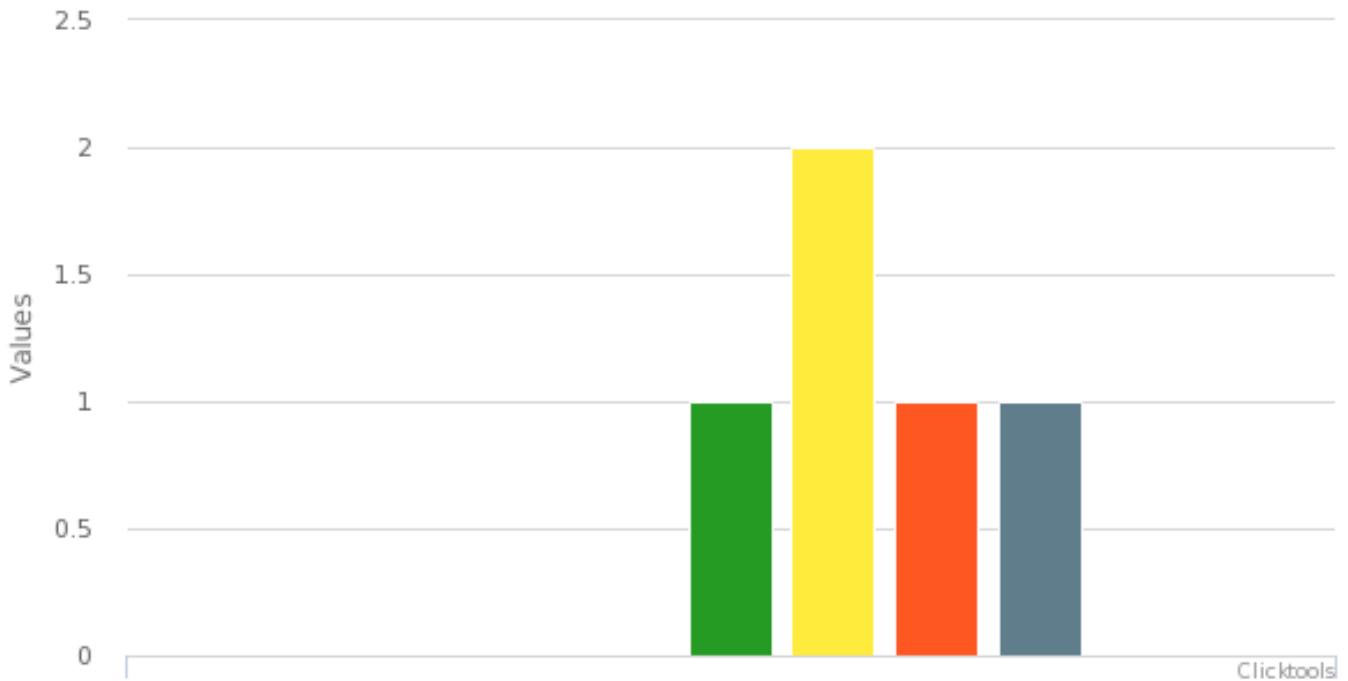
**68. Do you sell any education services intellectual property as a standalone item?**



Category	Percentage	Count	Clicktools
1 - Yes	15%	(3)	85% (17)
2 - No	85%	(17)	

Mean: 1.85  
Response: 20

**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	33.33%	(1)
5 - eLearning source code	66.67%	(2)	6 - Training environment (Lab in the Cloud)	33.33%	(1)
7 - Other editable or non-editable content (please specify)	33.33%	(1)			

Response: 3

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



1 - Flat fee for the total course	33.33%	(1)	2 - Flat fee per course day	33.33%	(1)
3 - Separate price for individual items	33.33%	(1)			

Mean: 2

Response: 3

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

Average	7,566.67
Highest	12,000
Lowest	700
Standard deviation	6,030.2

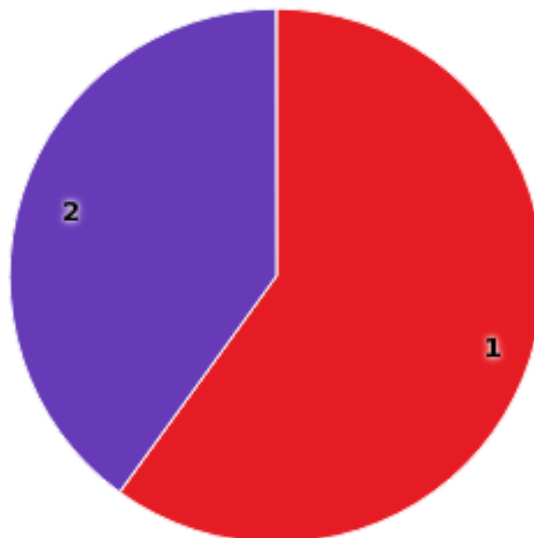
Response: 3

**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?**



1 - Yes

60% (12) 2 - No

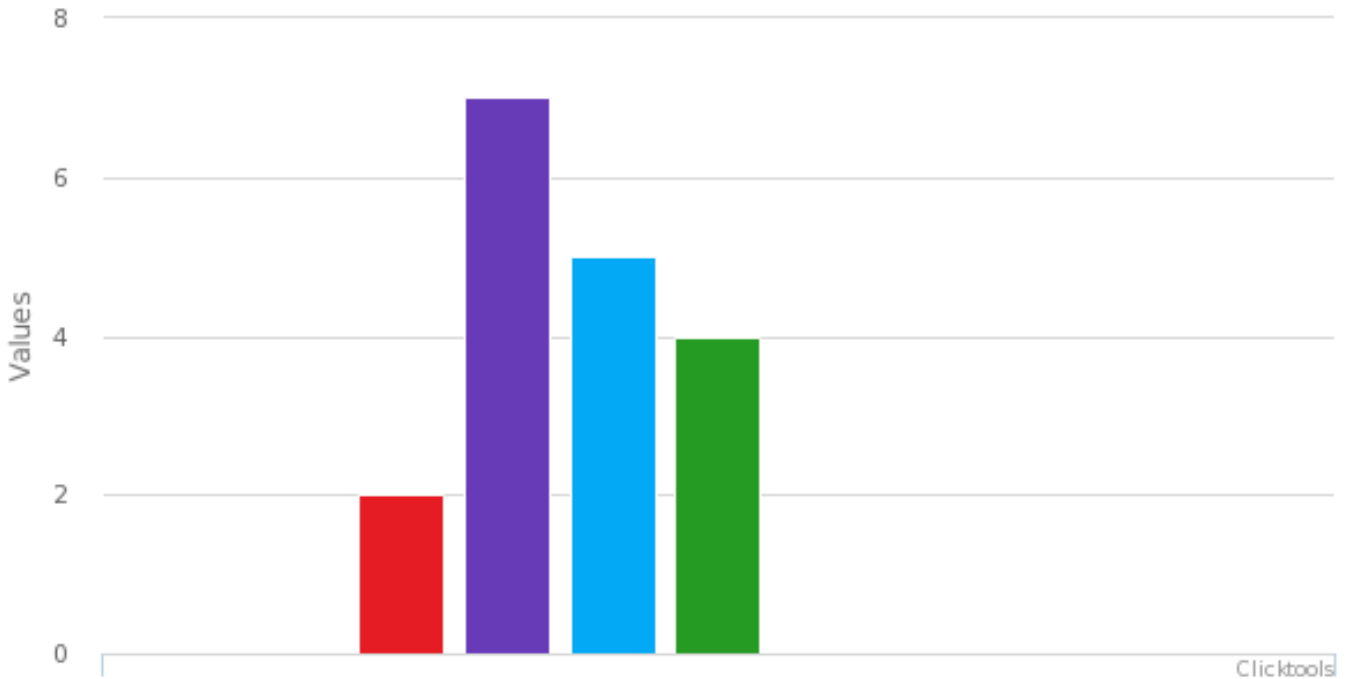
Clicktools

40% (8)

Mean: 1.4

Response: 20

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



1 - Per hour of content developed	16.67% (2)	2 - Per development hours	58.33% (7)
3 - Per development day	41.67% (5)	4 - Customers buy training credits and redeem credits against development	33.33% (4)
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: 12

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

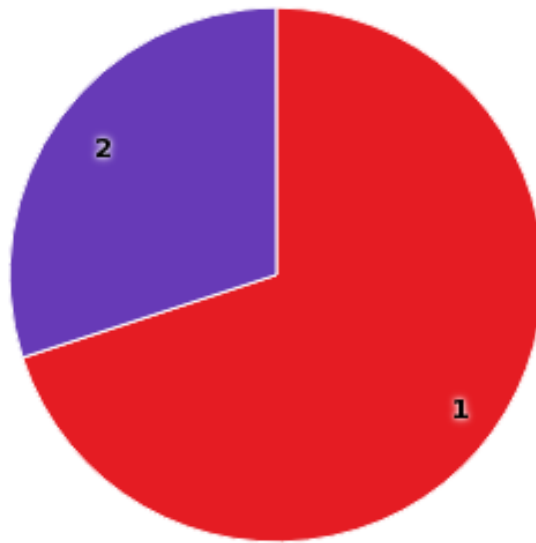


1 - Only time & material	33.33% (4)	2 - Only fixed price bids	0% (0)
3 - Mixture, depending on customer negotiation	66.67% (8)	4 - Other	0% (0)

Mean: 2.33

Response: 12

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



1 - Yes

70% (14) 2 - No

Clicktools

30% (6)

Mean: 1.3

Response: 20

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



1 - Never charge

14.29% (2)

2 - Strictly for any customization

71.43% (10)

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

14.29% (2)

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: 2

Response: 14

Clicktools