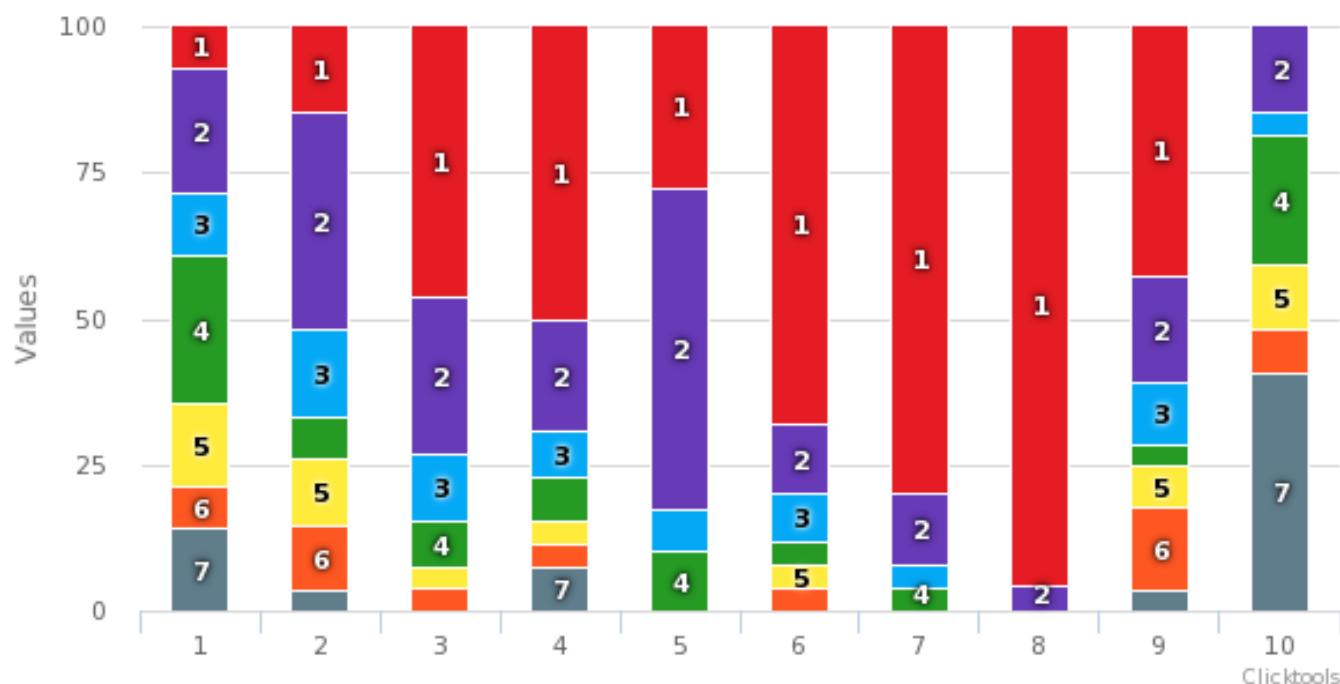


## SaaS (31)

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

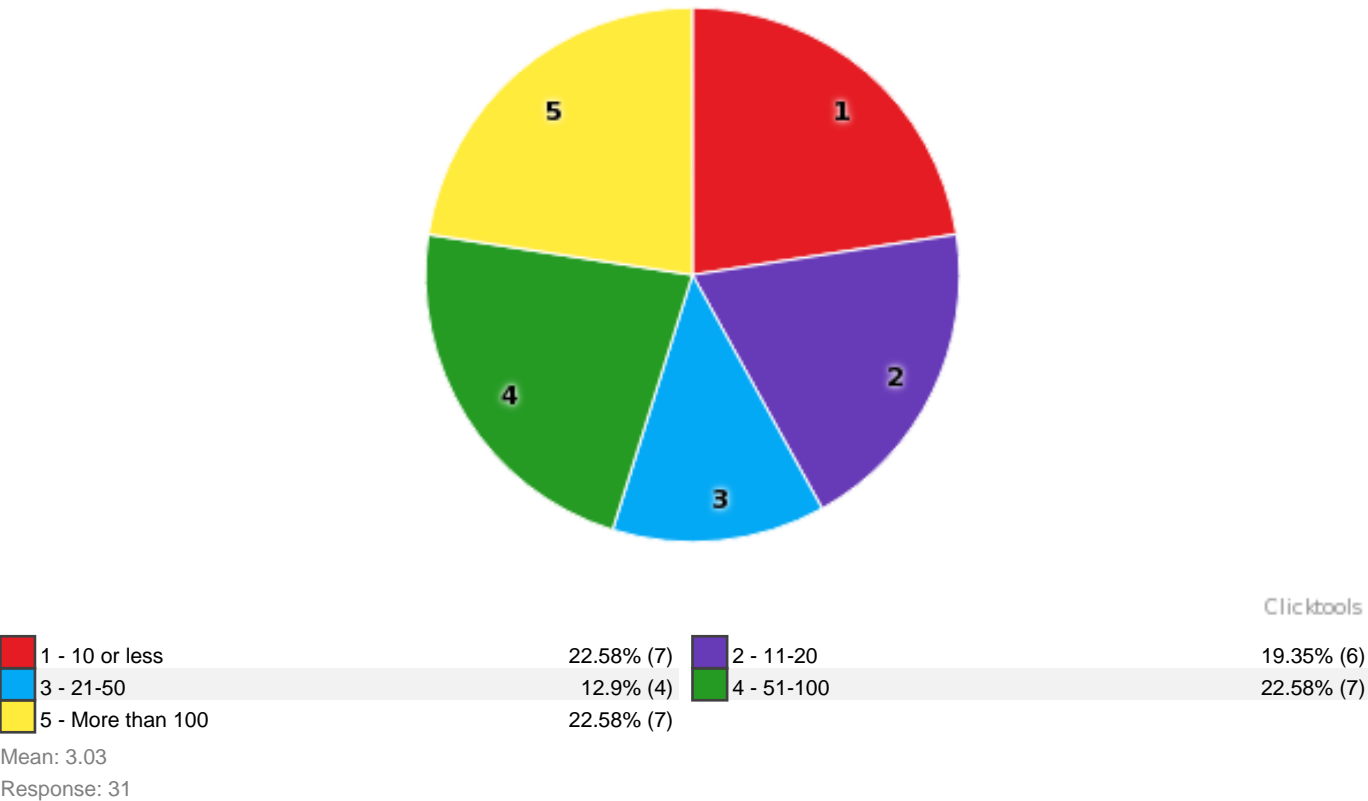


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

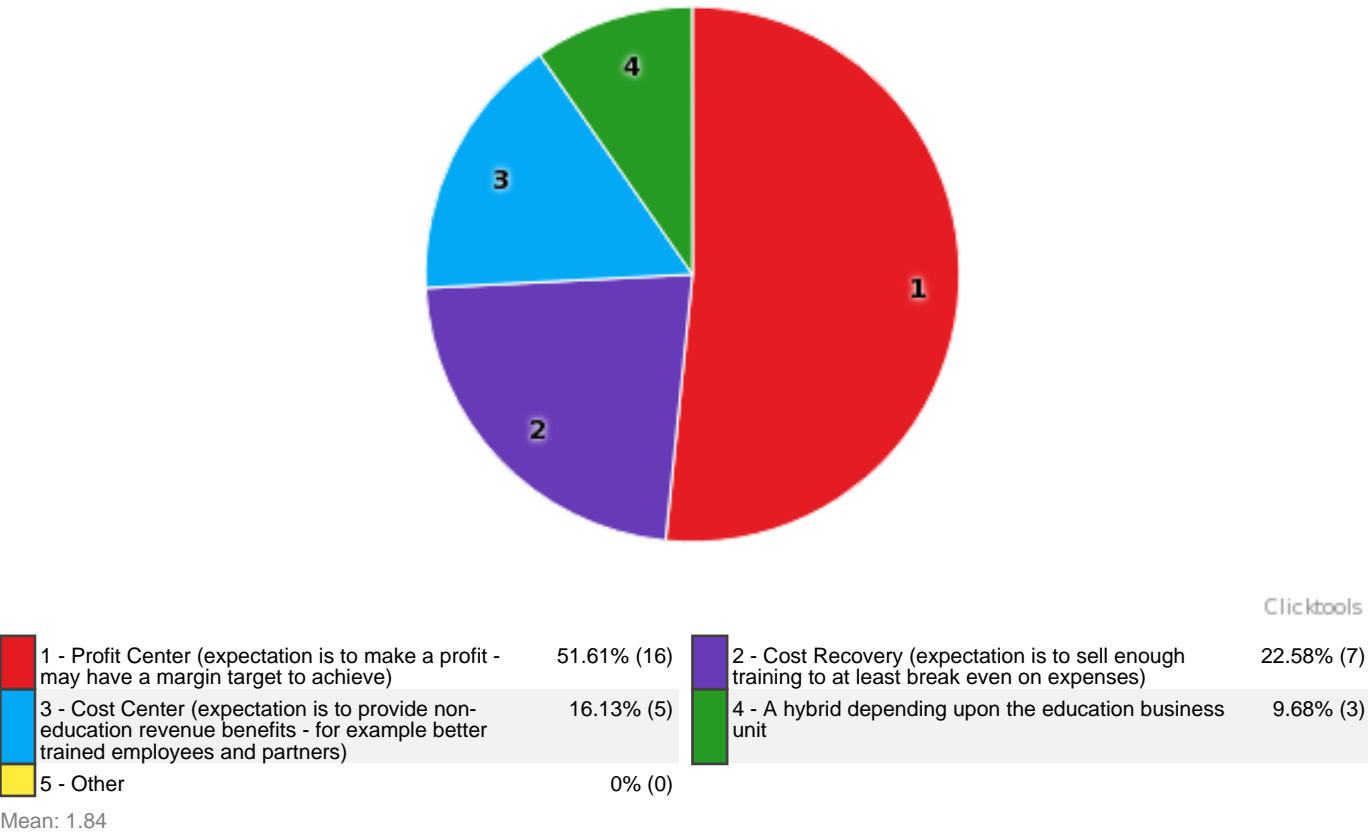
	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	7.14% (2)	21.43% (6)	10.71% (3)	25% (7)	14.29% (4)	7.14% (2)	14.29% (4)	0% (0)	0% (0)	3.96
2 Virtual Classroom	14.81% (4)	37.04% (10)	14.81% (4)	7.41% (2)	11.11% (3)	11.11% (3)	3.7% (1)	0% (0)	0% (0)	3.11
3 e-Learning	46.15% (12)	26.92% (7)	11.54% (3)	7.69% (2)	3.85% (1)	3.85% (1)	0% (0)	0% (0)	0% (0)	2.08
4 Self-paced	50% (13)	19.23% (5)	7.69% (2)	7.69% (2)	3.85% (1)	3.85% (1)	7.69% (2)	0% (0)	0% (0)	2.38
5 Certification	27.59% (8)	55.17% (16)	6.9% (2)	10.34% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2
6 Learning Consulting	68% (17)	12% (3)	8% (2)	4% (1)	4% (1)	4% (1)	0% (0)	0% (0)	0% (0)	1.76
7 Learning Technologies	80% (20)	12% (3)	4% (1)	4% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.32
8 New learning modalities	95.83% (23)	4.17% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.04
9 Subscriptions	42.86% (12)	17.86% (5)	10.71% (3)	3.57% (1)	7.14% (2)	14.29% (4)	3.57% (1)	0% (0)	0% (0)	2.71
1 TOTAL TRAINING	0% (0)	14.81% (4)	3.7% (1)	22.22% (6)	11.11% (3)	7.41% (2)	40.74% (11)	0% (0)	0% (0)	5.15
0 REVENUE										

Response: 29

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

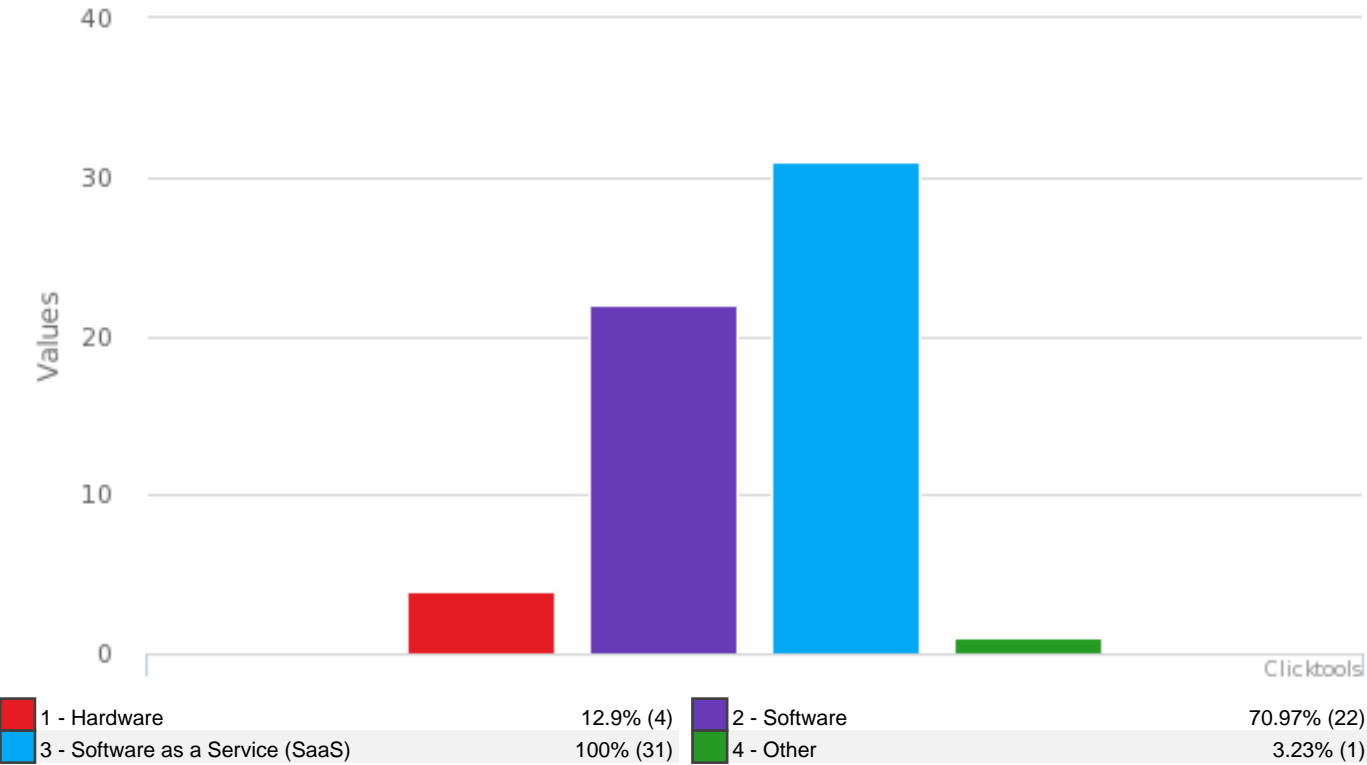


3. Which of the following best describes your education organization's primary business model?



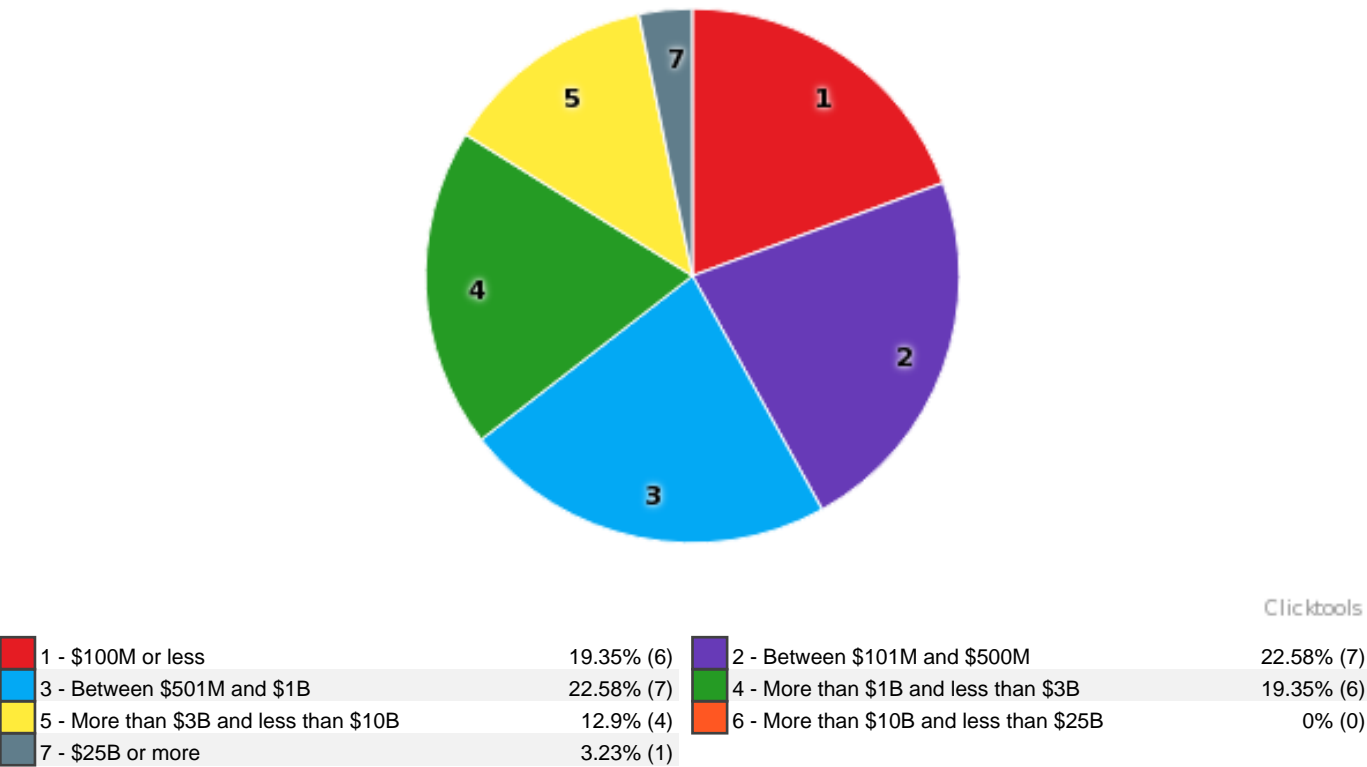
Response: 31

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



Response: 31

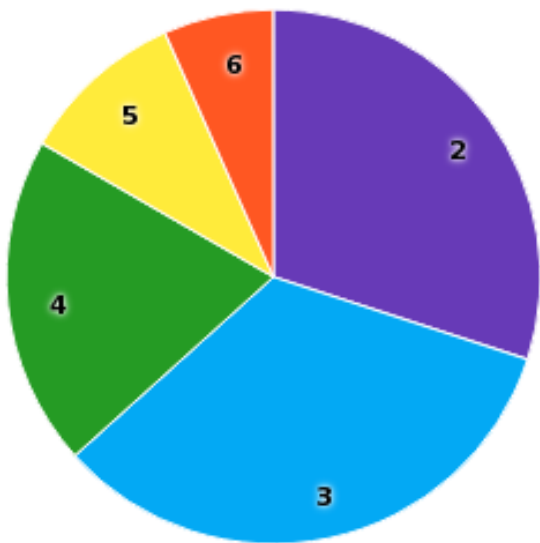
5. What was your company ' s worldwide annual revenue in the most recent fiscal year?



Mean: 2.97

Response: 31

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



1 - 100 or less	0% (0)	2 - 101 to 1000	30% (9)
3 - 1001 to 5000	33.33% (10)	4 - 5001 to 10000	20% (6)
5 - 10001 to 50000	10% (3)	6 - More than 50000	6.67% (2)

Mean: 3.3  
Response: 30

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



1 - USD	93.55% (29)	2 - EUR	0% (0)
3 - GBP	6.45% (2)	4 - Other	0% (0)

Mean: 1.13  
Response: 31

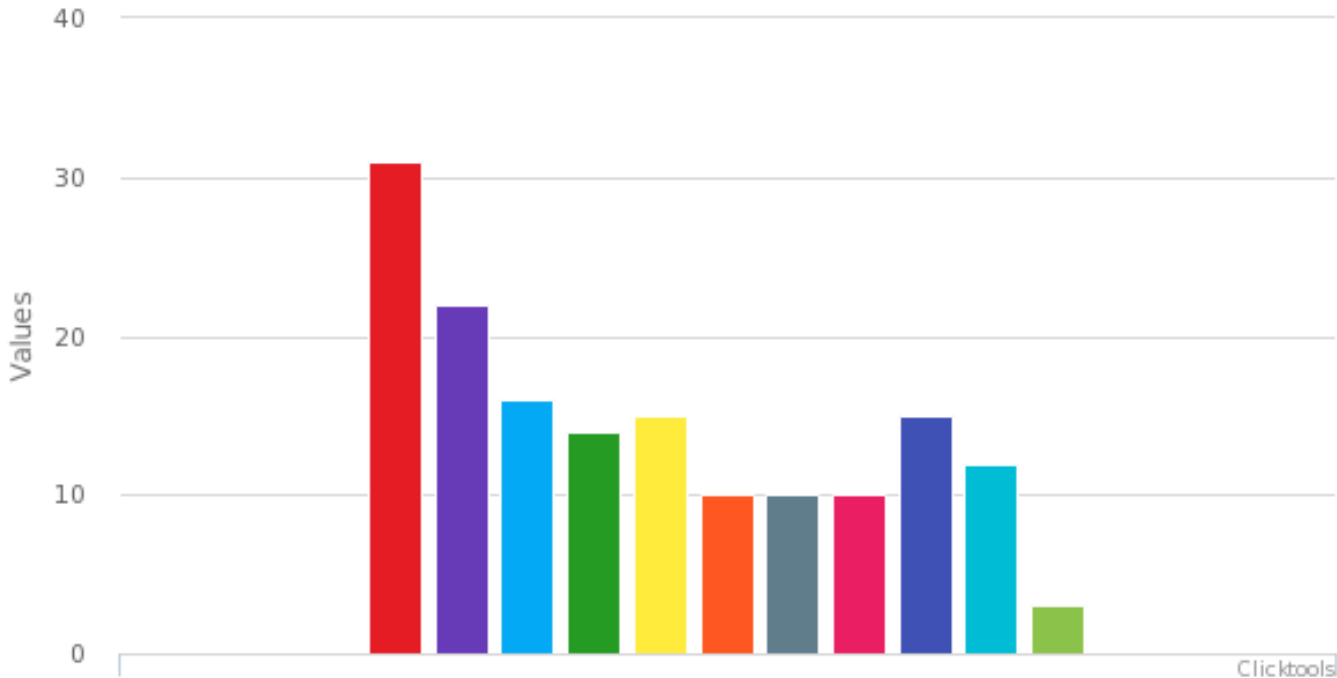
8. How do you manage price lists globally?



Clicktools			
1 - We have one price list with our base currency	35.48% (11)	2 - We have a price list per geographic region based on our base currency	25.81% (8)
3 - We have a price list per geographic region or country based on the regional currency	22.58% (7)	4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	12.9% (4)
5 - Other	3.23% (1)		

Mean: 2.23  
Response: 31

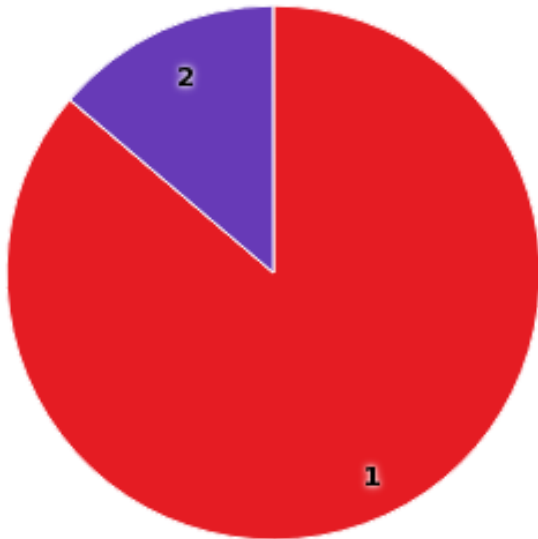
9. In which currencies do you charge your customers (choose all that apply)?



1 - USD	100% (31)	2 - EUR	70.97% (22)
3 - GBP	51.61% (16)	4 - JYP (Japan)	45.16% (14)
5 - AUD (Australia)	48.39% (15)	6 - INR (India)	32.26% (10)
7 - CNY (China)	32.26% (10)	8 - BRL (Brazil)	32.26% (10)
9 - CAD	48.39% (15)	10 - SGD (Singapore)	38.71% (12)
11 - Other	9.68% (3)		

Response: 31

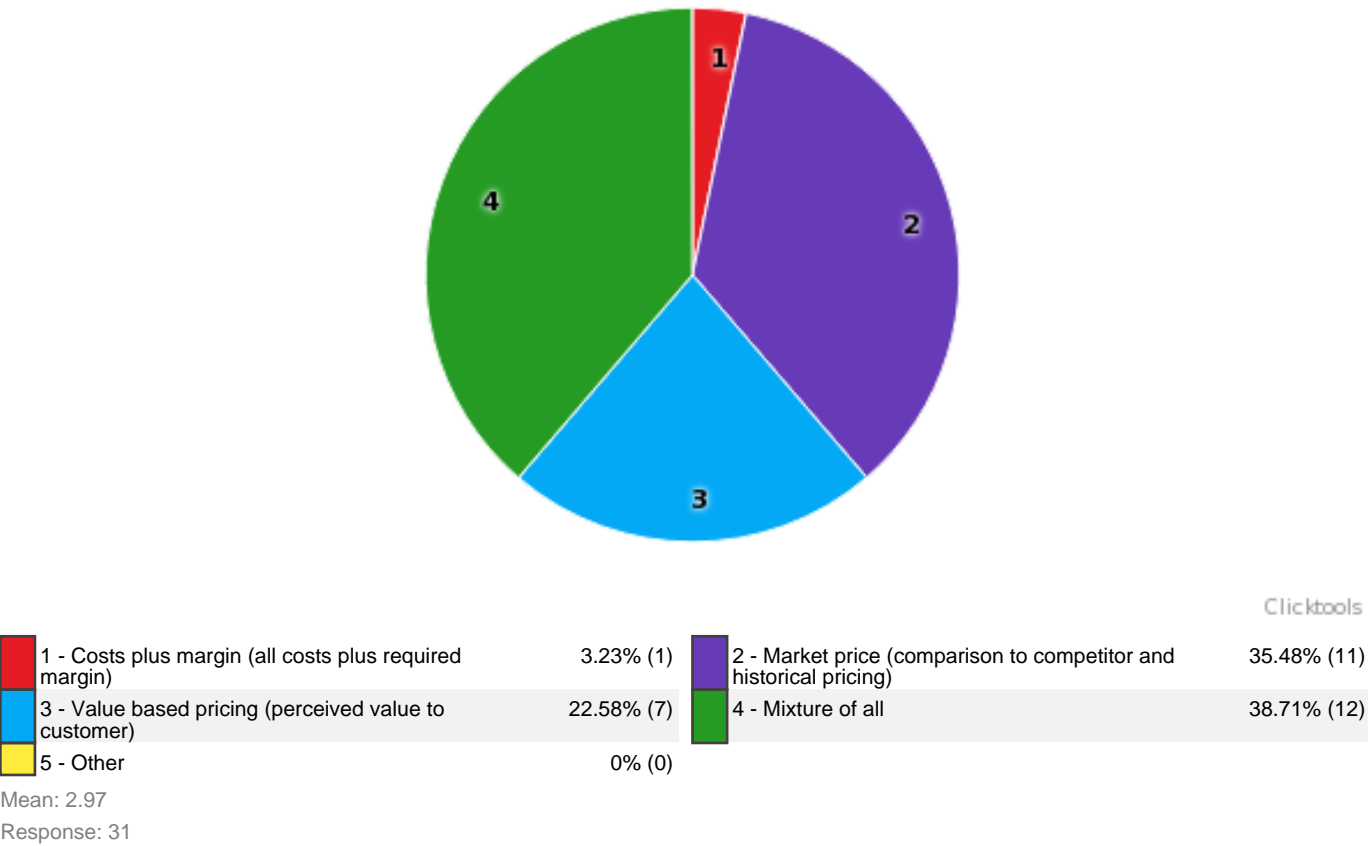
10. Do you use a fixed rate or is the price in the local currency, changing based on the actual exchange rate?



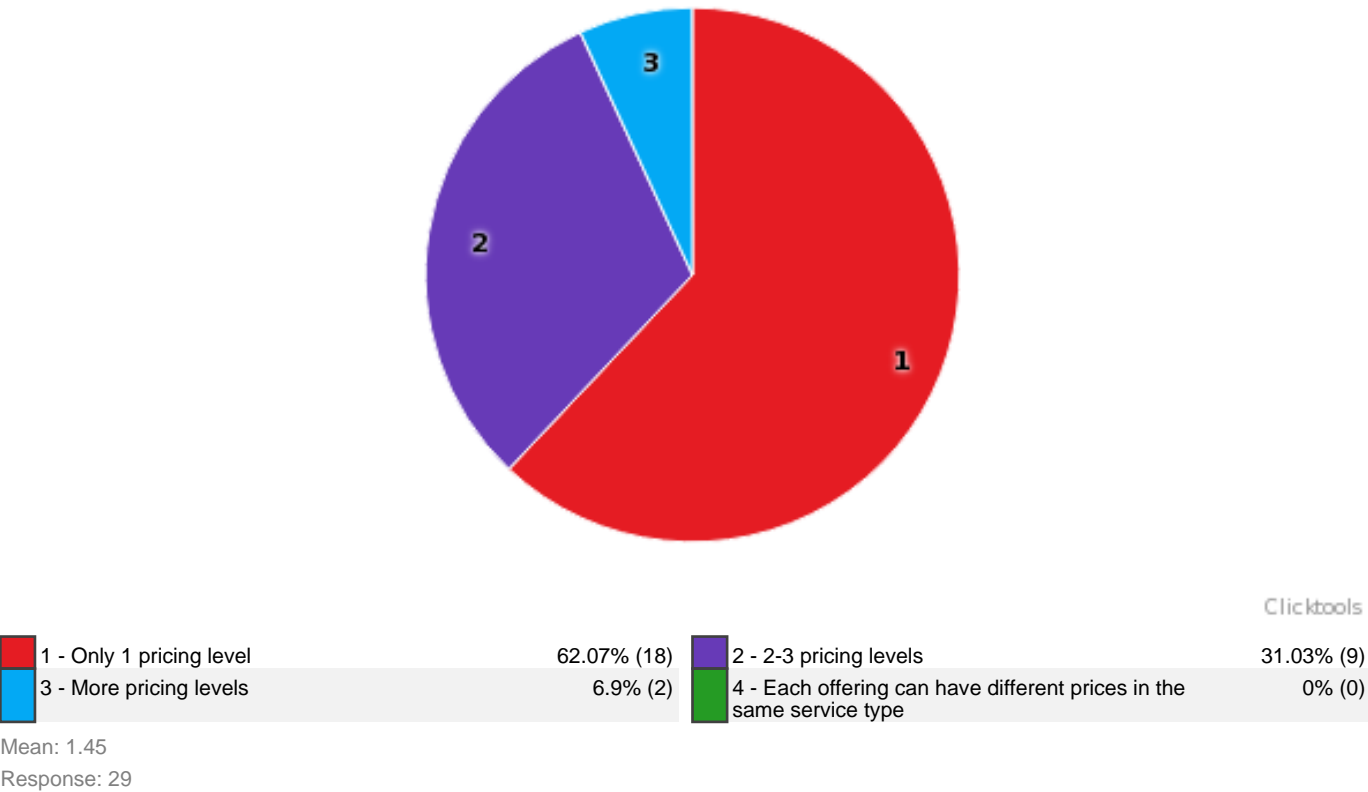
1 - Fixed rate in local currency	86.21% (25)	2 - Price changing based on the actual exchange rate	13.79% (4)
----------------------------------	-------------	--	------------

Mean: 1.14  
Response: 29

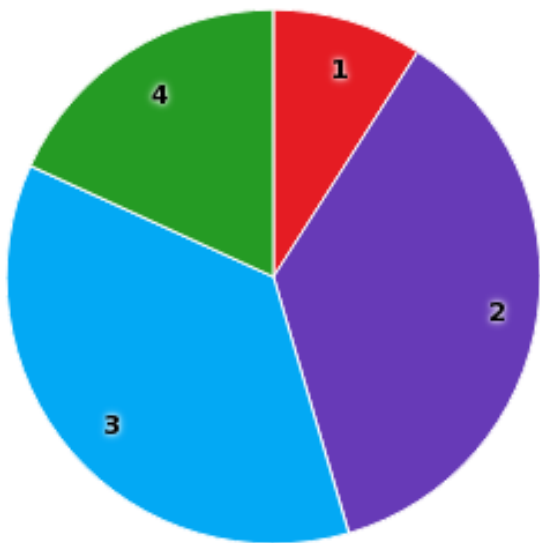
11. How are the prices calculated?



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



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

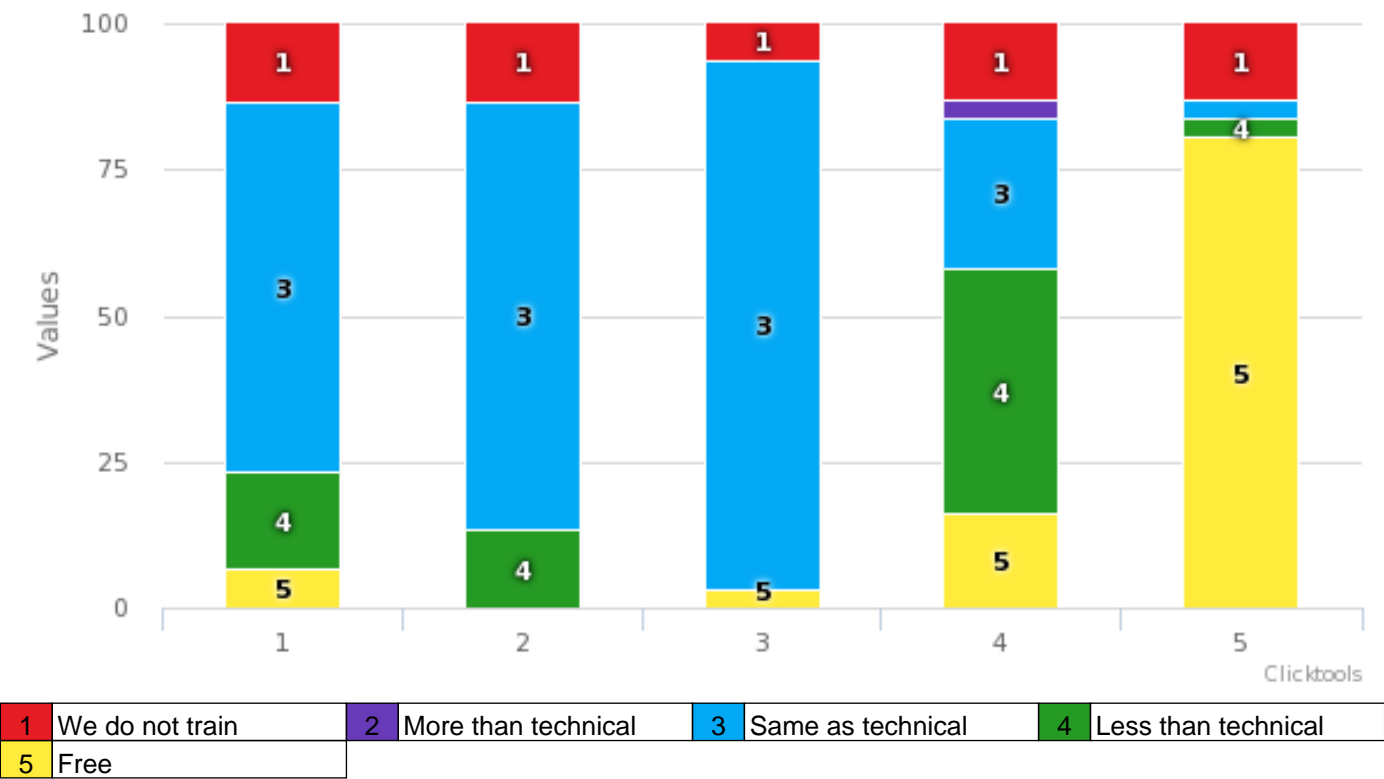


Clicktools

1 - <10%	9.09% (1)	2 - 10-25%	36.36% (4)
3 - 26-50%	36.36% (4)	4 - >50%	18.18% (2)

Mean: 2.64  
Response: 11

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

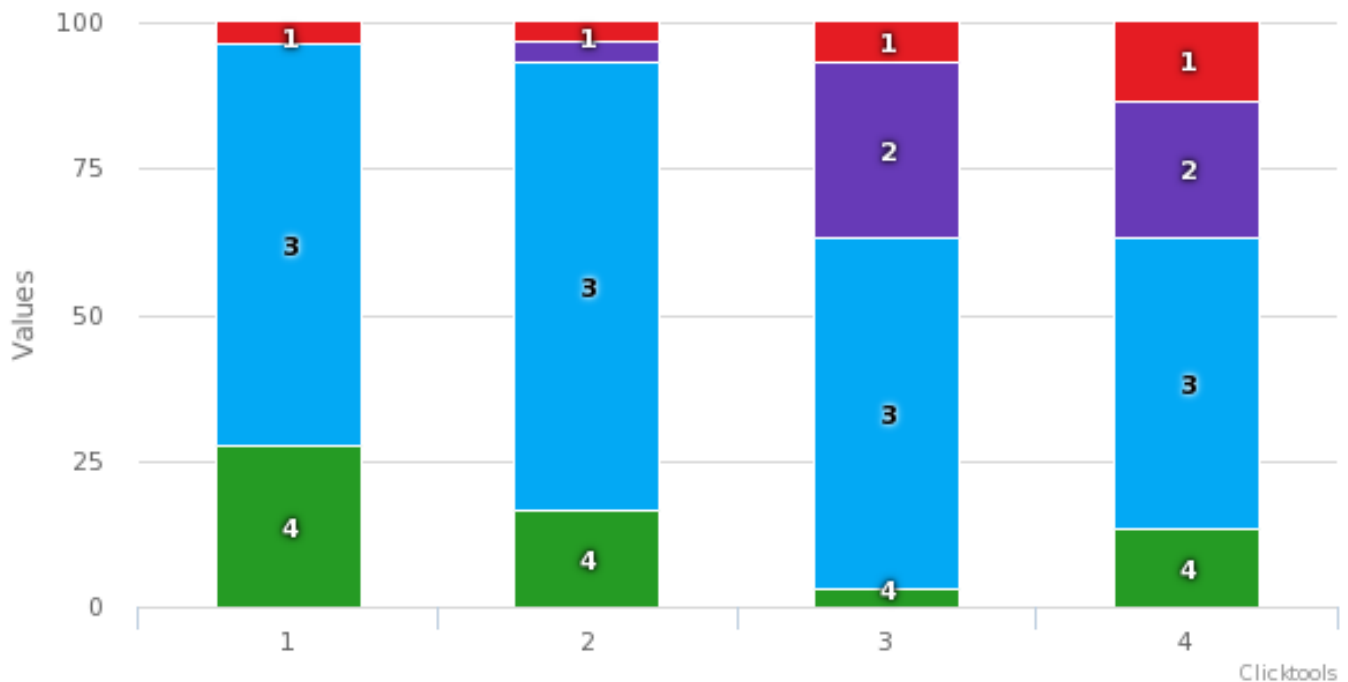




	1	2	3	4	5	Mean
1 End user	13.33% (4)	0% (0)	63.33% (19)	16.67% (5)	6.67% (2)	3.03
2 Business User	13.33% (4)	0% (0)	73.33% (22)	13.33% (4)	0% (0)	2.87
3 Technical/Admin	6.45% (2)	0% (0)	90.32% (28)	0% (0)	3.23% (1)	2.94
4 Partner	12.9% (4)	3.23% (1)	25.81% (8)	41.94% (13)	16.13% (5)	3.45
5 Employee	12.9% (4)	0% (0)	3.23% (1)	3.23% (1)	80.65% (25)	4.39

Response: 31

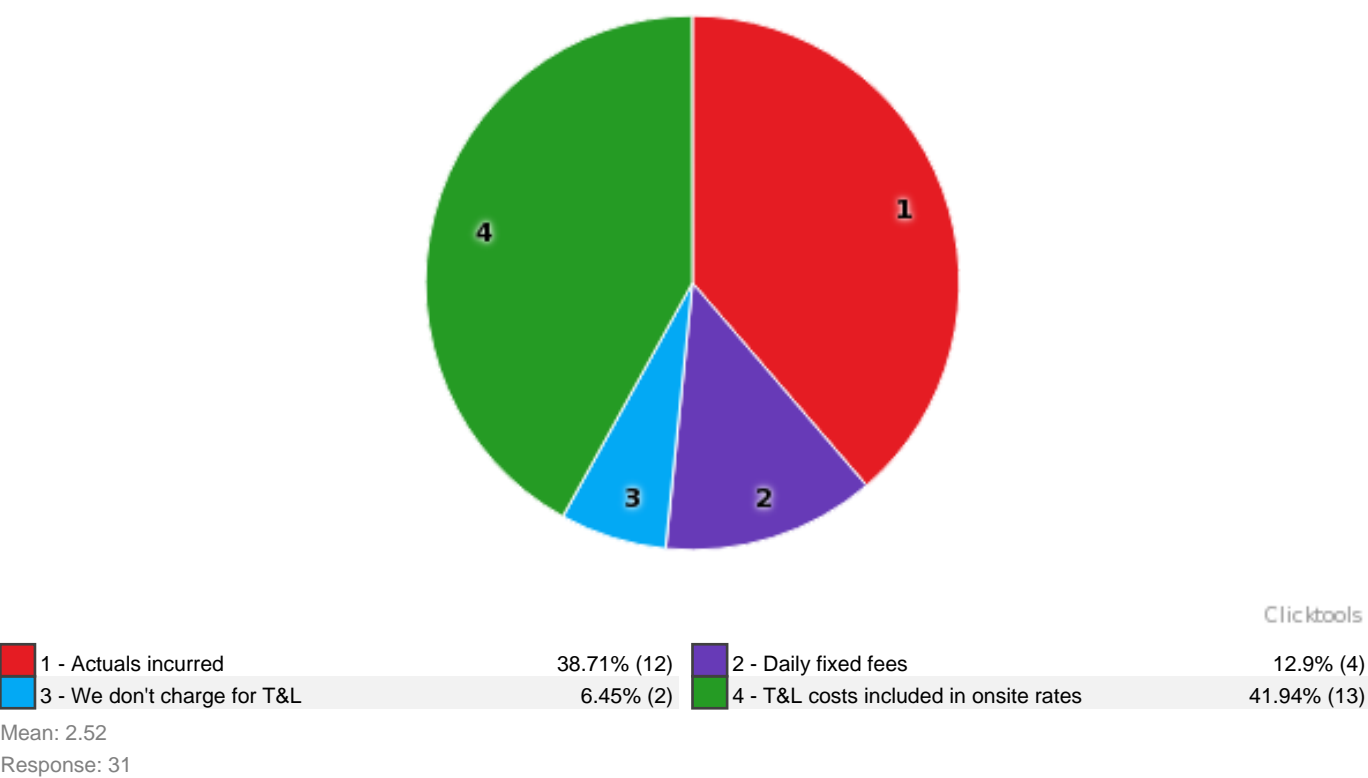
**15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.**



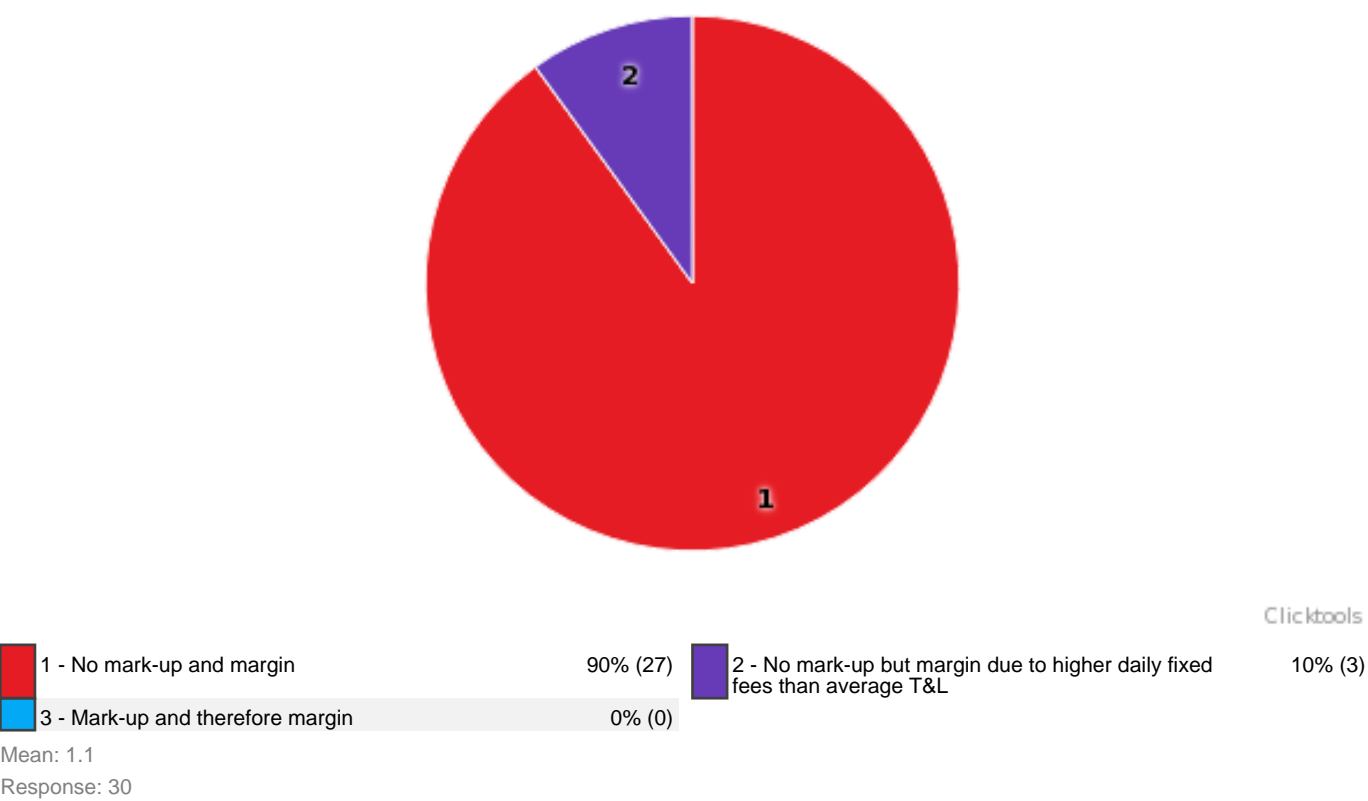
	1	2	3	4	Mean
1 Overview/introduction	3.45% (1)	0% (0)	68.97% (20)	27.59% (8)	3.21
2 Fundamentals/new starter	3.33% (1)	3.33% (1)	76.67% (23)	16.67% (5)	3.07
3 Advanced/expert	6.67% (2)	30% (9)	60% (18)	3.33% (1)	2.6
4 Workshop	13.33% (4)	23.33% (7)	50% (15)	13.33% (4)	2.63

Response: 30

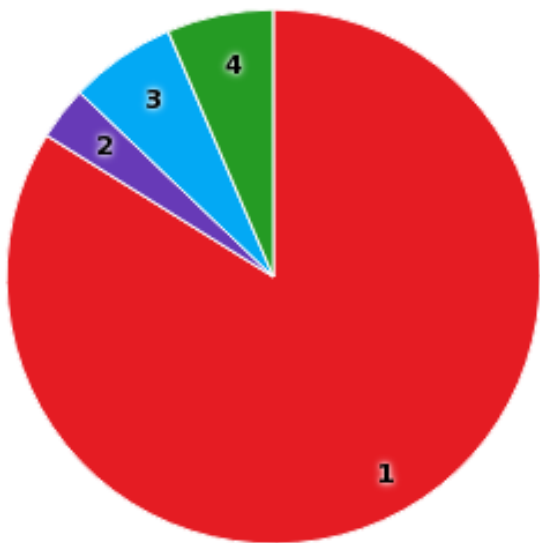
16. How do you charge for Travel & Living (T&L)?



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



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



Clicktools

1 - No additional fees	83.87% (26)	2 - Yes, beyond a threshold of max 1-day travel to/from customer	3.23% (1)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	6.45% (2)	4 - Yes, for any travel time	6.45% (2)

Mean: 1.35  
Response: 31

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



Clicktools

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

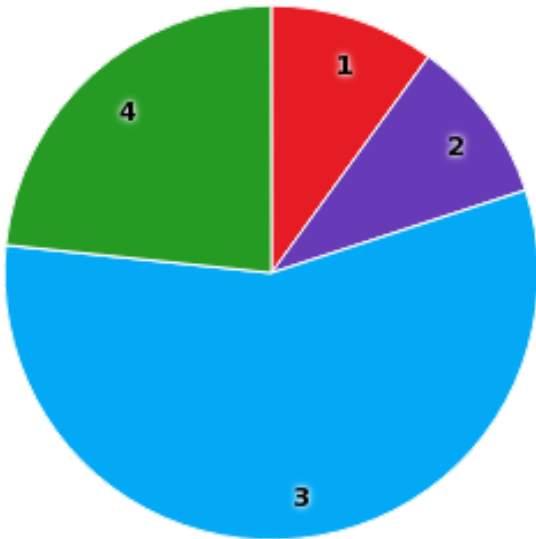
Mean: 1.5  
Response: 4

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	41.79%	26.9%	25.45%	3.97%	1.21%
Highest	100%	90%	95%	65%	15%
Lowest	0%	0%	0%	0%	0%
Standard deviation	37.44	31.5	32.98	12.42	3.93

Response: 29

21. Do you sell education together with product sales?

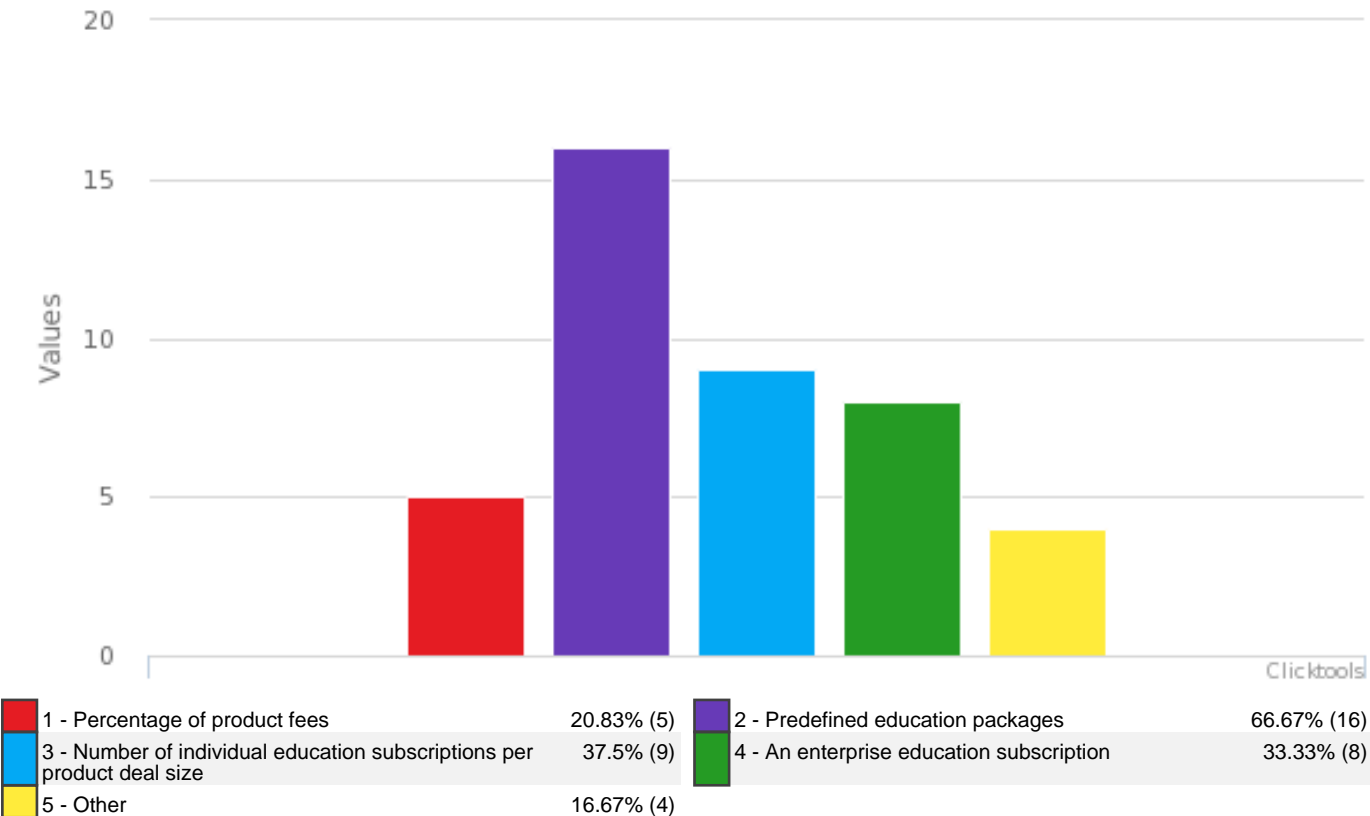


1 - Mandatory attach	10% (3)	2 - Automatic attach, can be removed	10% (3)
3 - On a case by case basis	56.67% (17)	4 - Never, always separate	23.33% (7)

Mean: 2.93

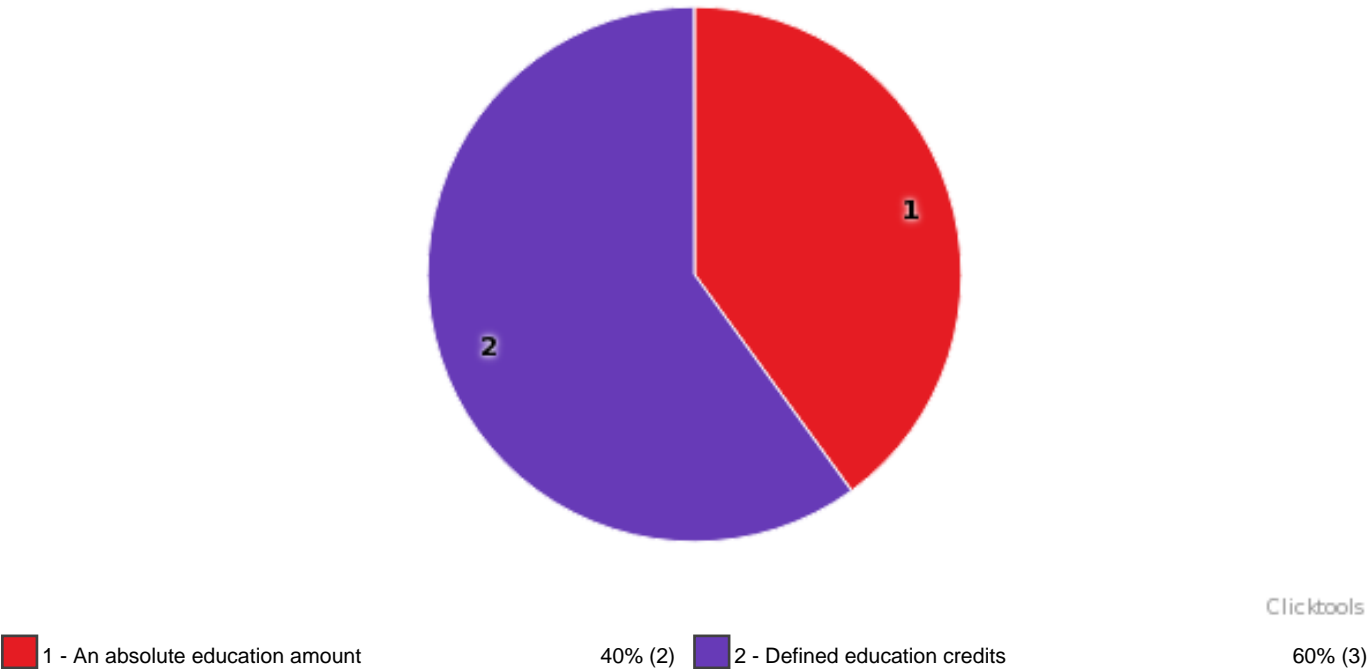
Response: 30

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



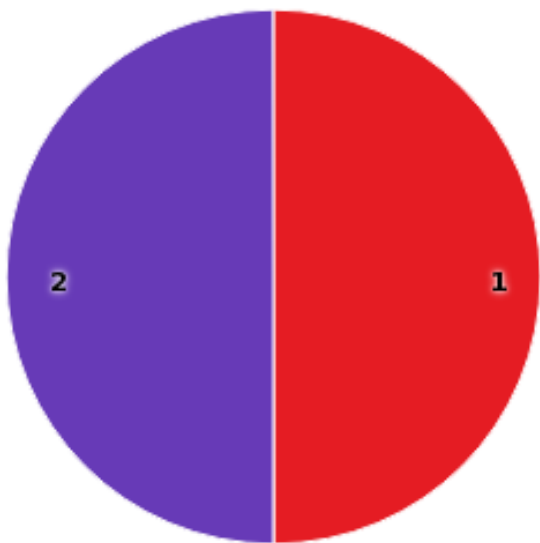
Response: 24

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



Mean: 1.6  
Response: 5

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



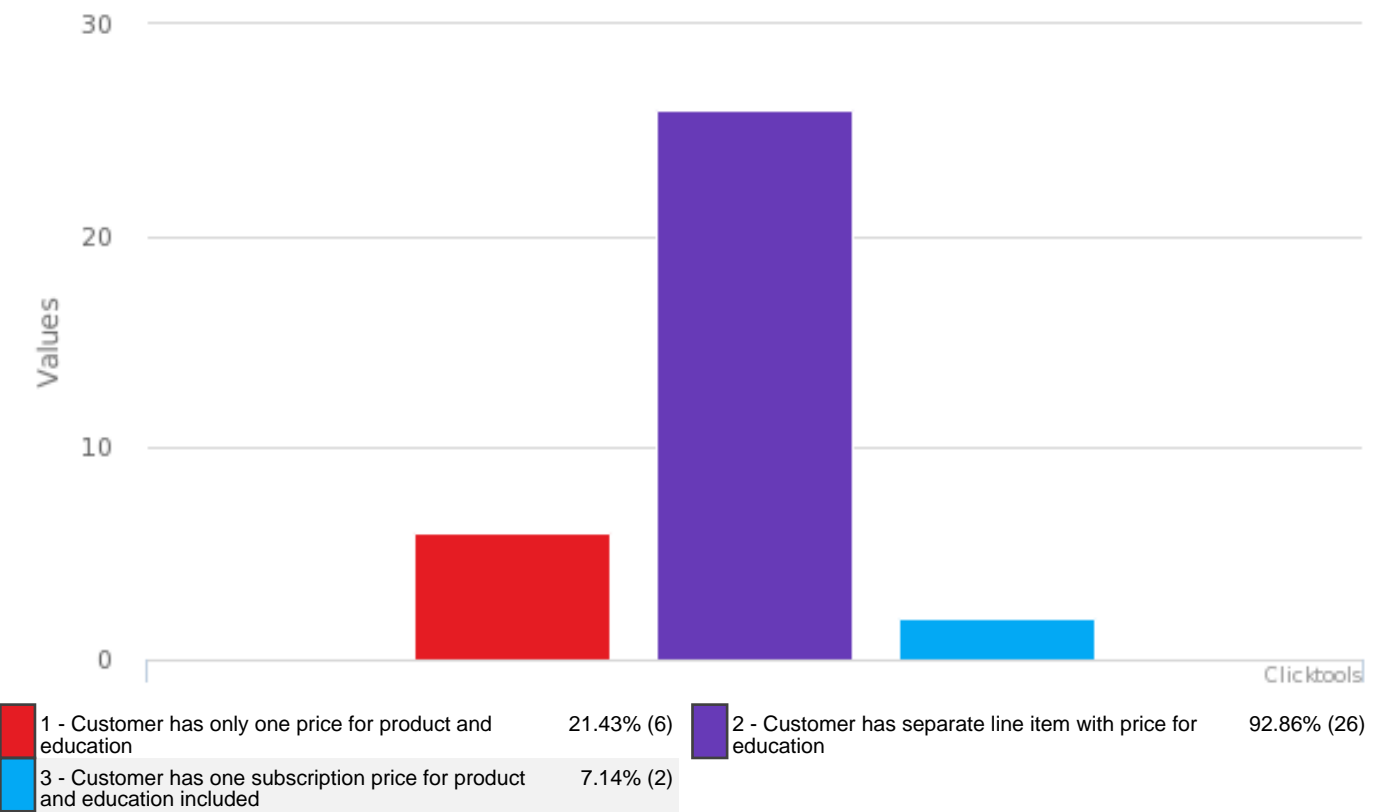
Mean: 1.5  
Response: 16

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

Average	5.5%
Highest	25%
Lowest	1%
Standard deviation	6.46

Response: 24

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



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

Average	23.6%
Highest	100%
Lowest	1%
Standard deviation	30.54

Response: 25

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

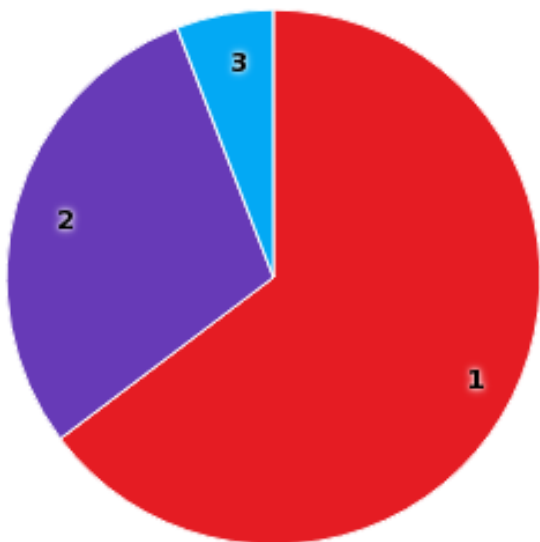


Clicktools

1 - One to one like product – full quota retiring	40% (12)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	10% (3)	4 - Up to a limit but less than product	16.67% (5)
5 - Not compensated	23.33% (7)	6 - Other	10% (3)

Mean: 3.13  
Response: 30

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



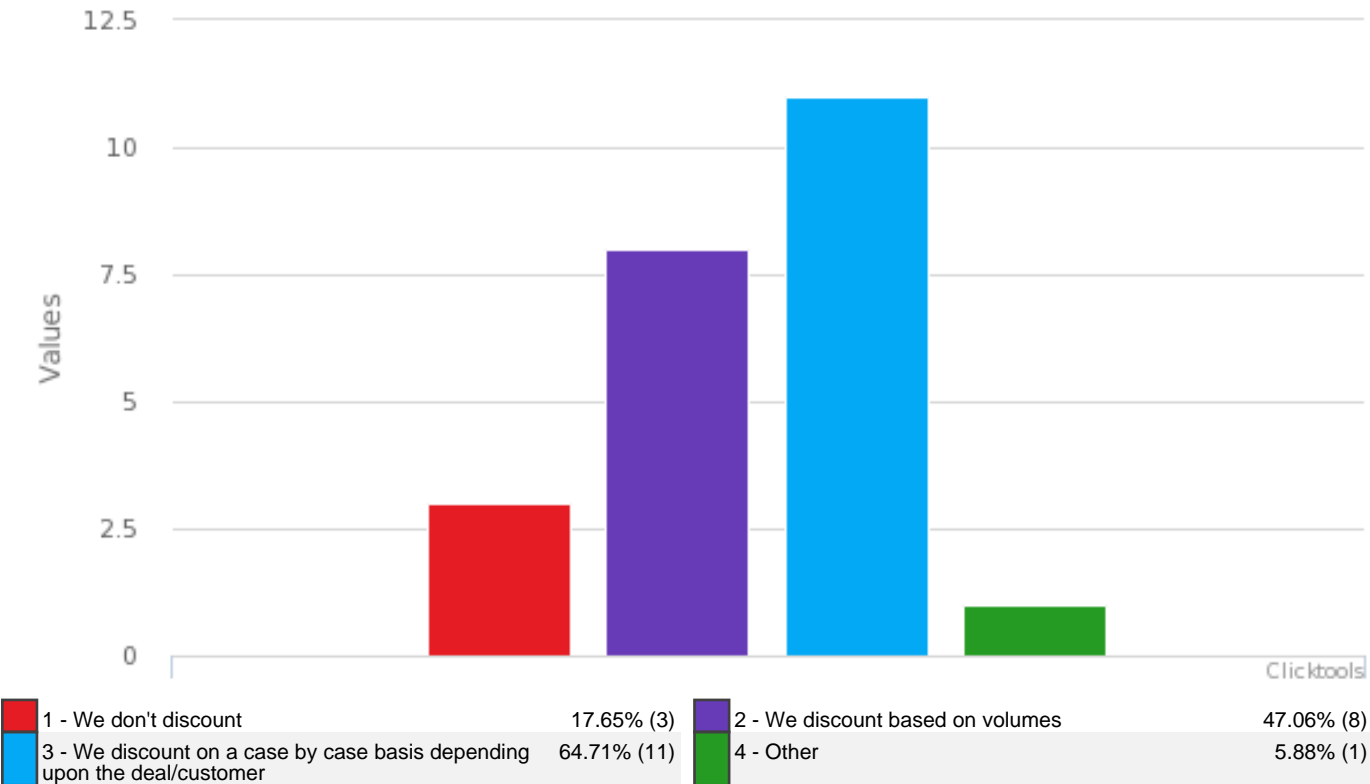
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	64.71% (11)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	29.41% (5)
3 - Other	5.88% (1)		

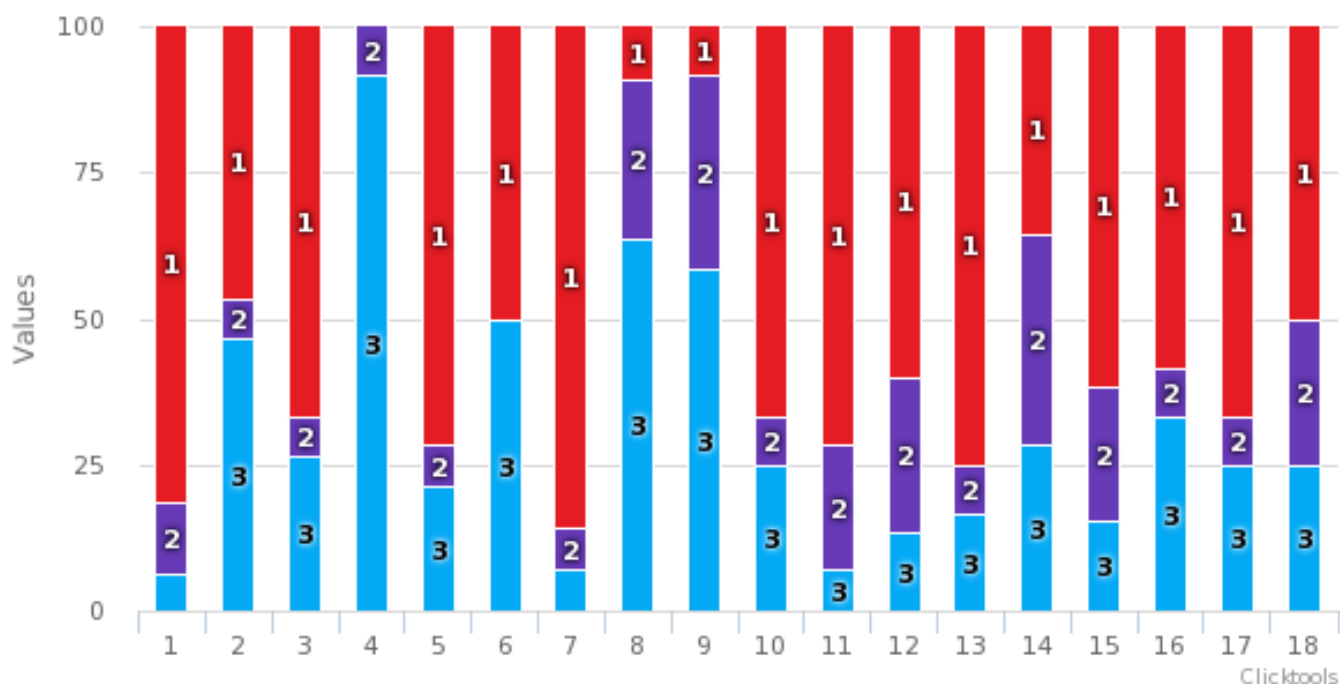
Mean: 1.41  
Response: 17



30. Do you discount training credits?



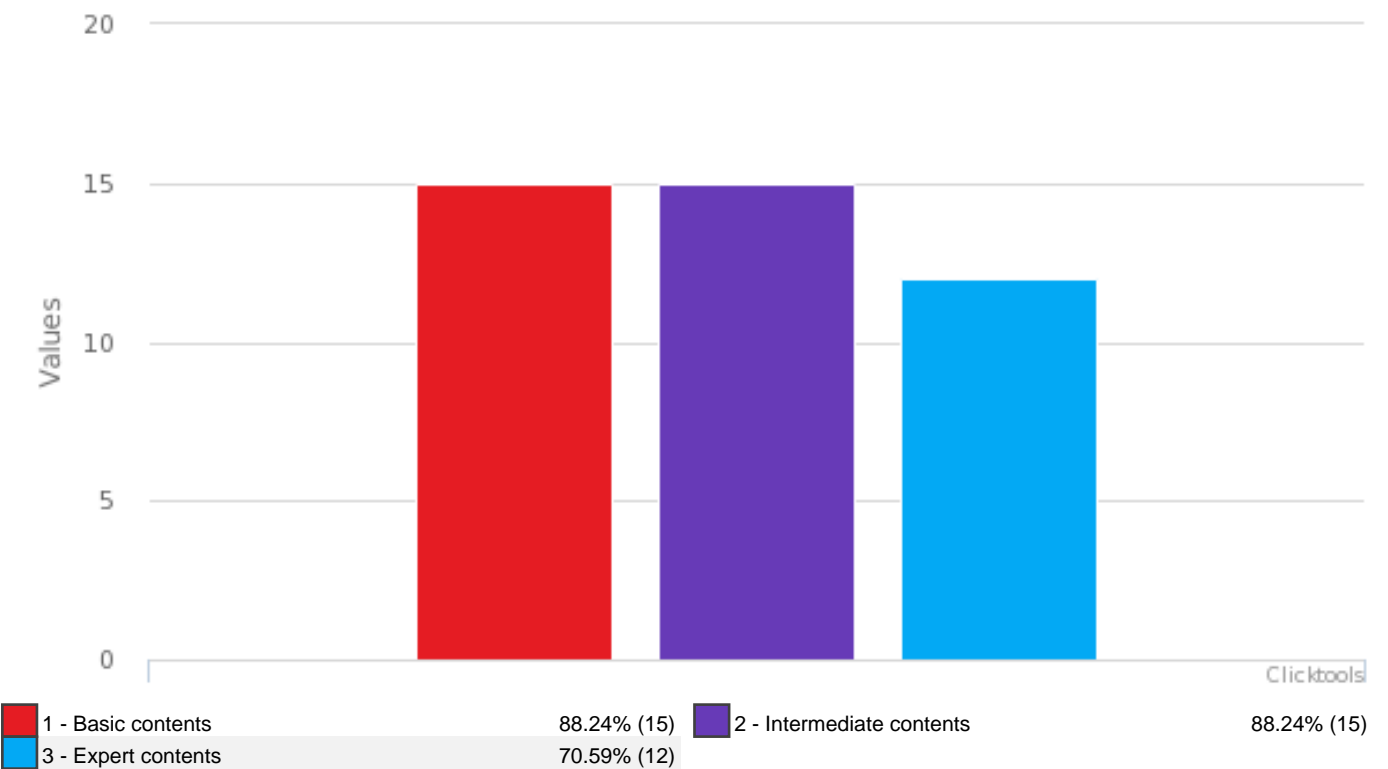
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No		
	1	2	3	Mean	
1 eLearning/WBTs	81.25% (13)		12.5% (2)	6.25% (1)	1.25
2 ILT - live classrooms	46.67% (7)		6.67% (1)	46.67% (7)	2
3 VILT - virtual classrooms	66.67% (10)		6.67% (1)	26.67% (4)	1.6
4 Closed/dedicated classes (onsite or virtual)	0% (0)		8.33% (1)	91.67% (11)	2.92
5 Recorded instructor-led training	71.43% (10)		7.14% (1)	21.43% (3)	1.5
6 Demos	50% (6)		0% (0)	50% (6)	2
7 Videos	85.71% (12)		7.14% (1)	7.14% (1)	1.21
8 Instructor support (at regular dates)	9.09% (1)		27.27% (3)	63.64% (7)	2.55
9 Instructor coaching one-on-one	8.33% (1)		33.33% (4)	58.33% (7)	2.5
10 Student books	66.67% (8)		8.33% (1)	25% (3)	1.58
11 Access to other self-study options	71.43% (10)		21.43% (3)	7.14% (1)	1.36
112 Access to online/virtual labs	60% (9)		26.67% (4)	13.33% (2)	1.53
113 Assessments	75% (9)		8.33% (1)	16.67% (2)	1.42
114 Certification exam attempts	35.71% (5)		35.71% (5)	28.57% (4)	1.93
115 Webinars/recorded webinars	61.54% (8)		23.08% (3)	15.38% (2)	1.54
116 Communities/Social Learning/forums/chats	58.33% (7)		8.33% (1)	33.33% (4)	1.75
117 Support to find required training	66.67% (8)		8.33% (1)	25% (3)	1.58
118 Other	50% (2)		25% (1)	25% (1)	1.75

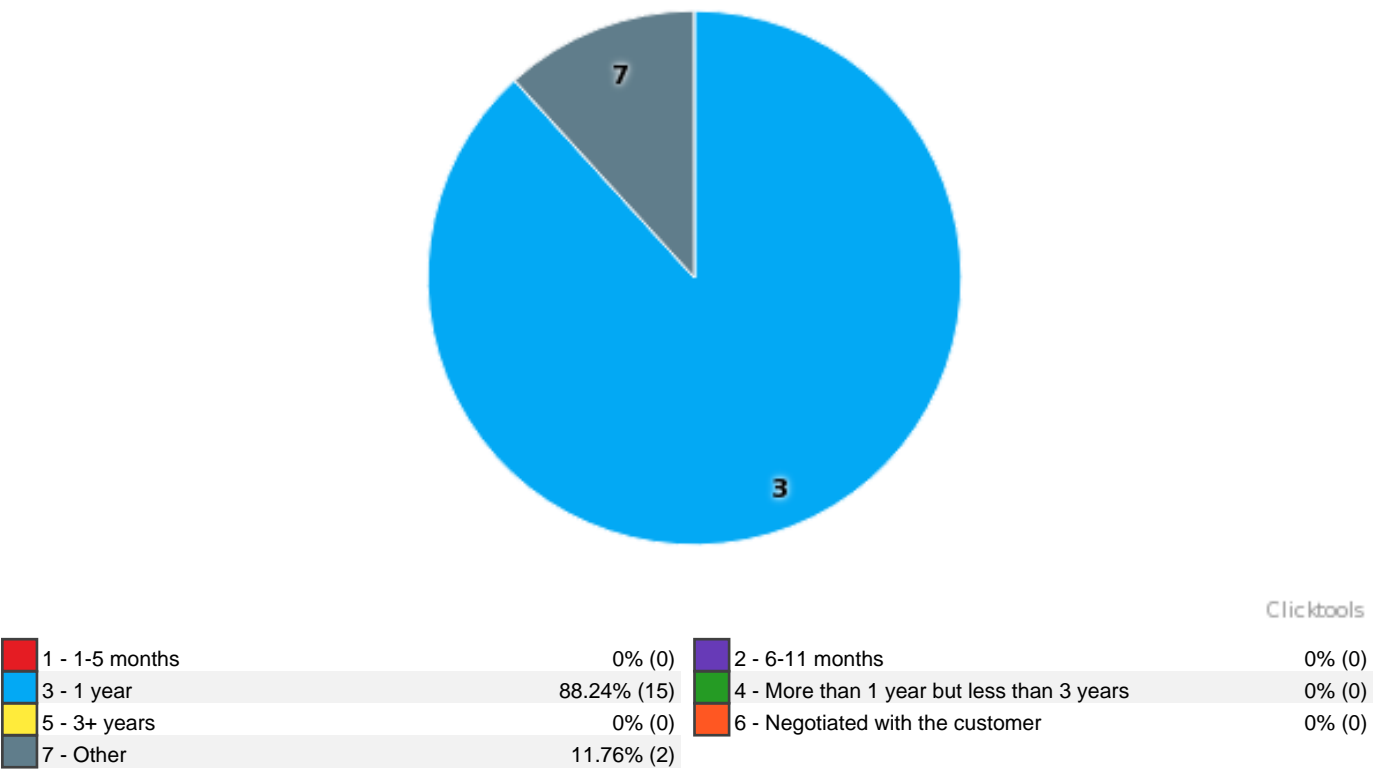
Response: 17

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



Response: 17

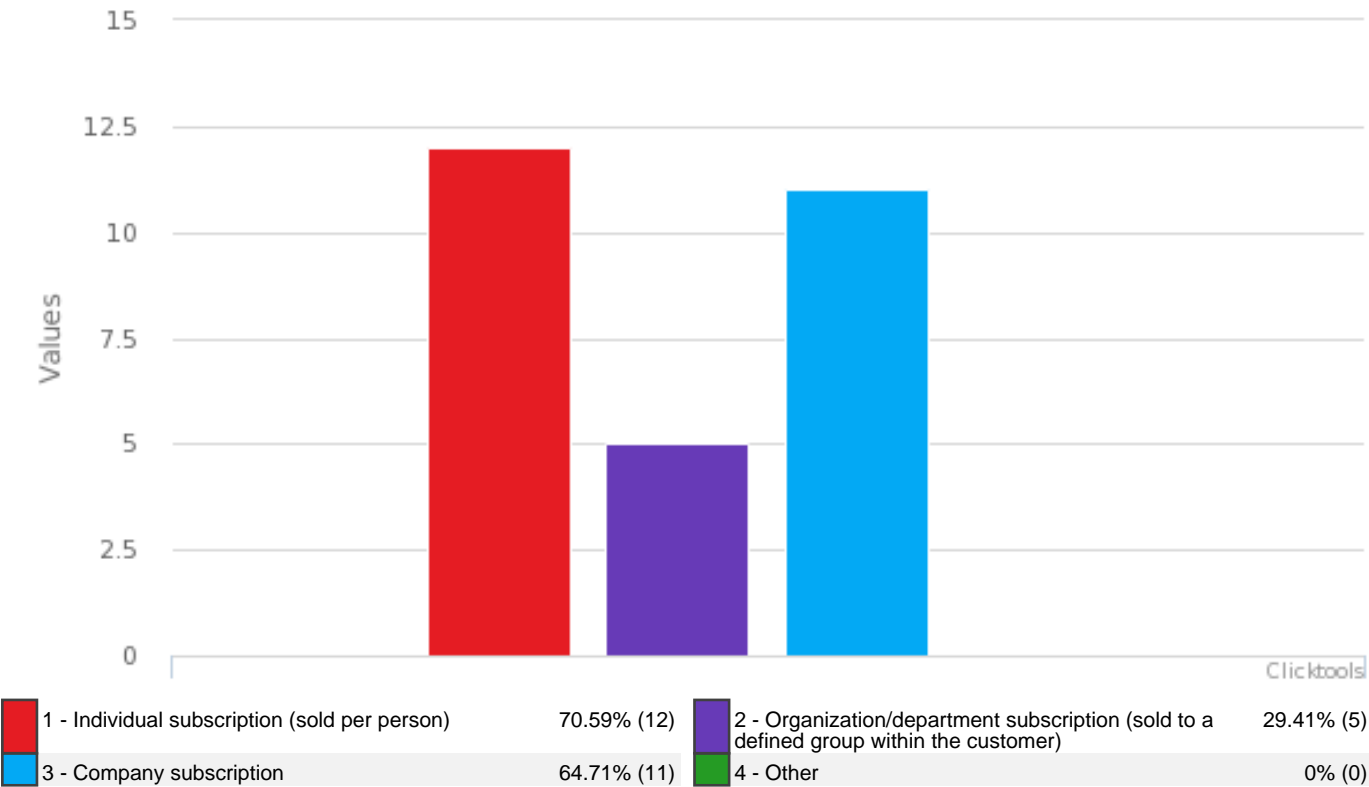
33. How long is a subscription valid?



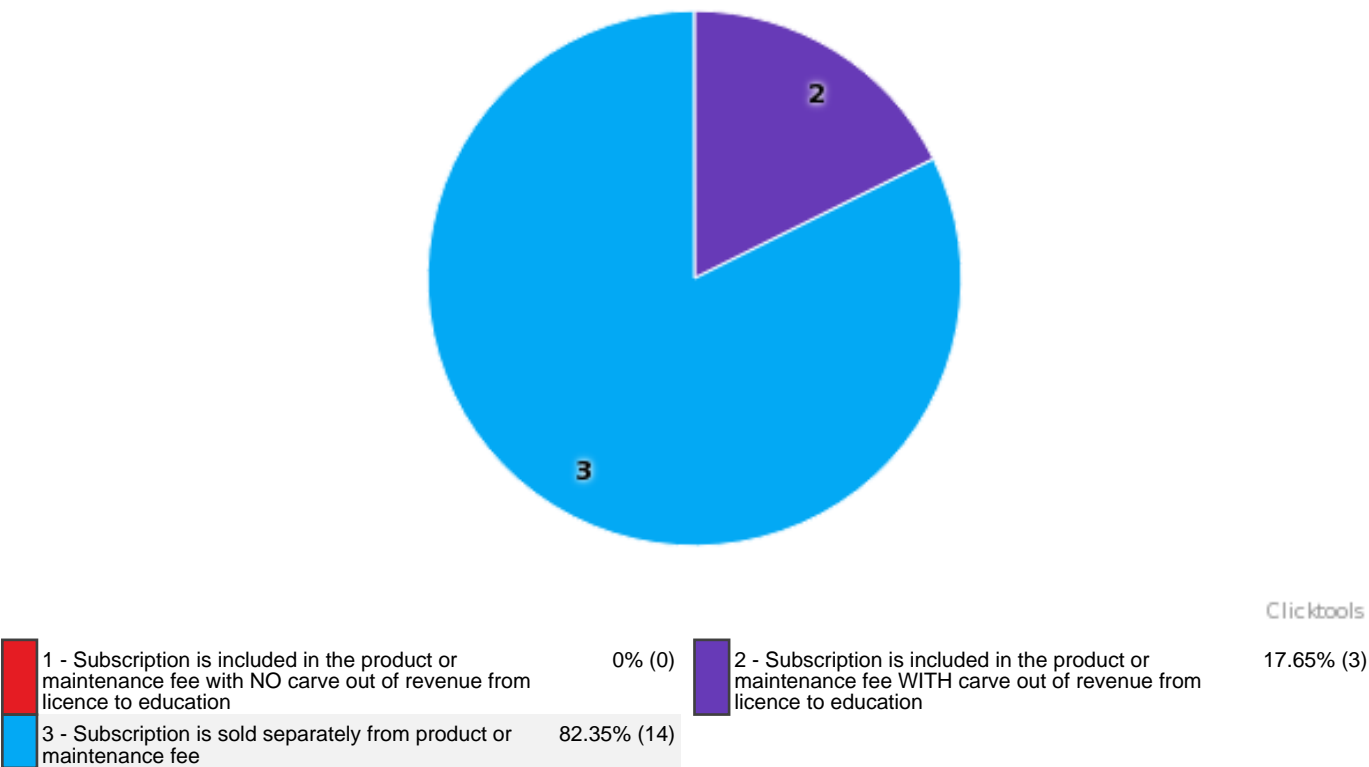
Mean: 3.47

Response: 17

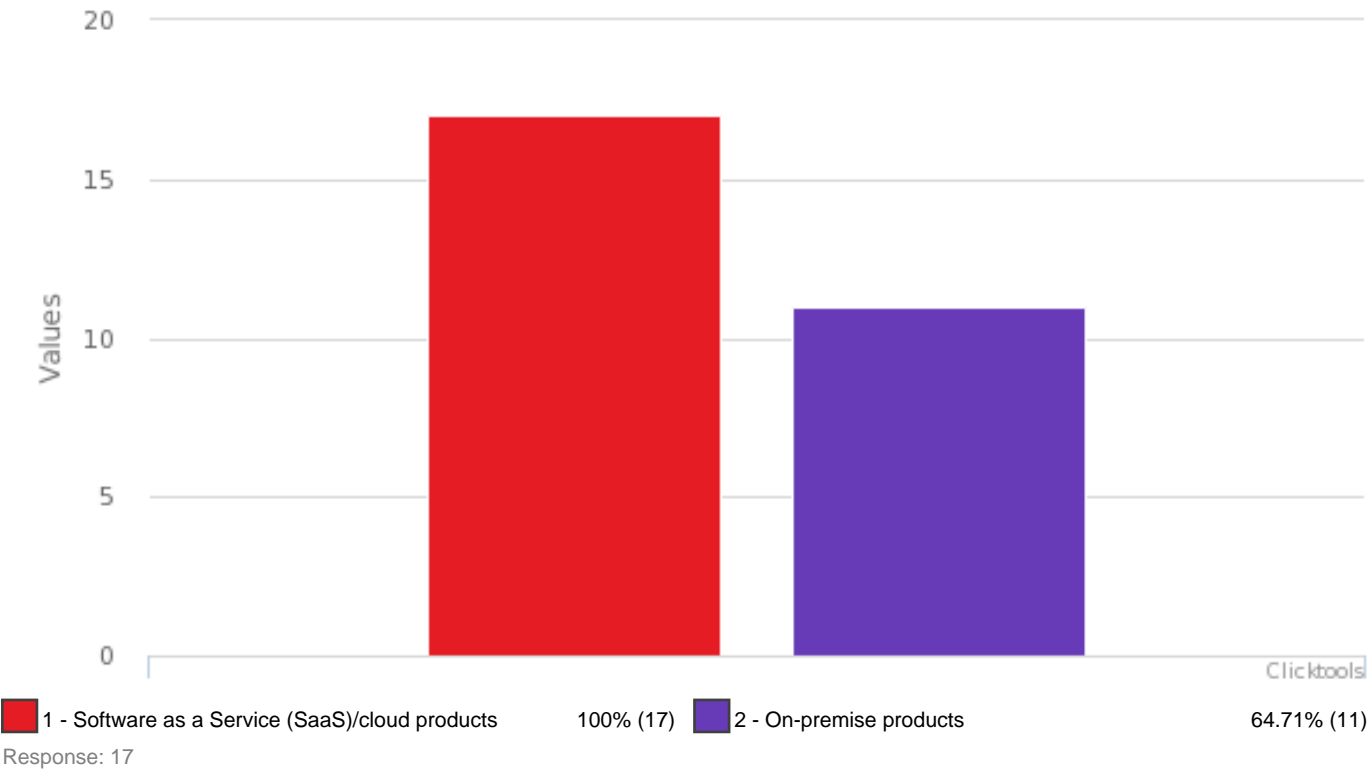
34. Which type of subscription do you offer?



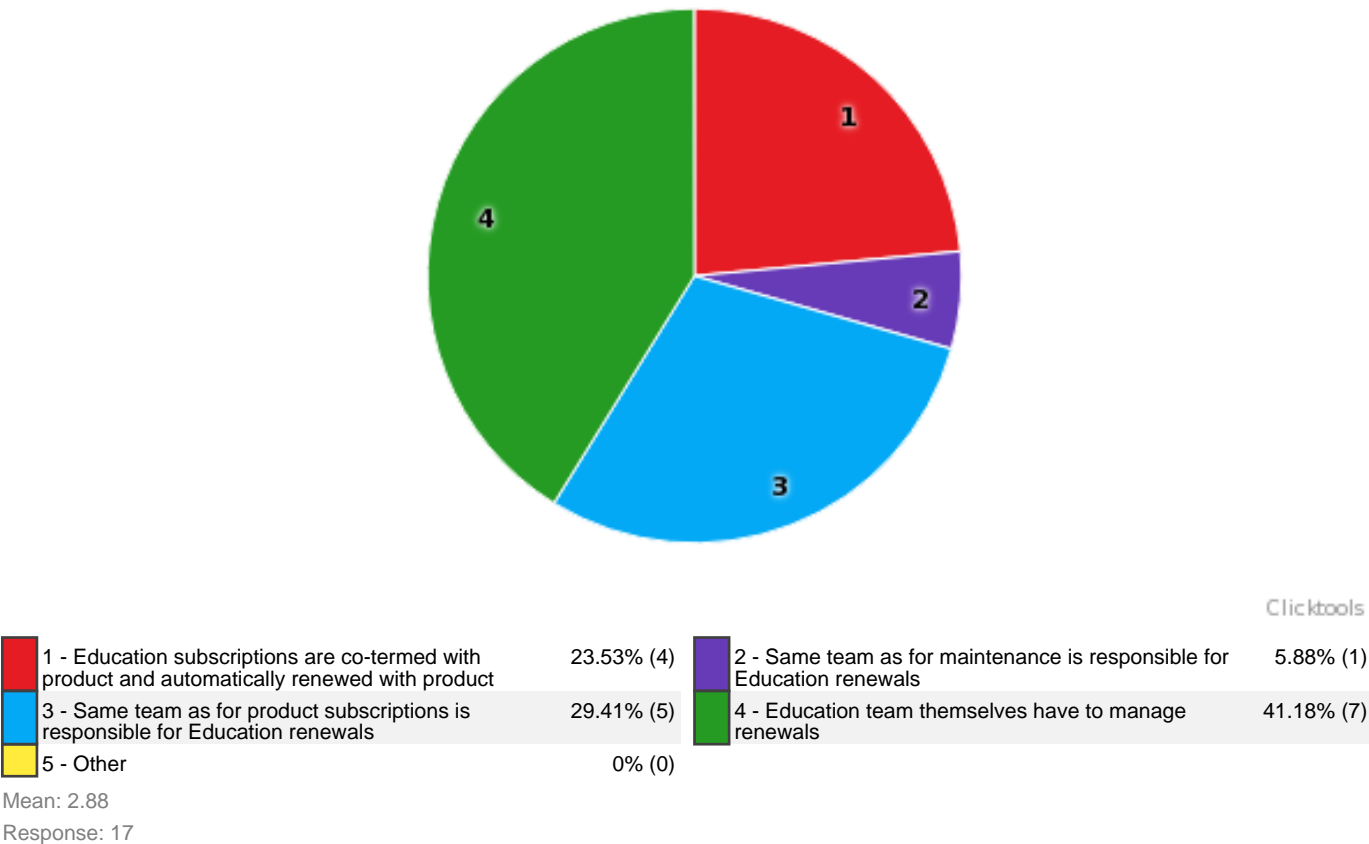
35. How do you charge for subscriptions?



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	48.08%
Highest	96%
Lowest	5%
Standard deviation	31.55

Response: 12

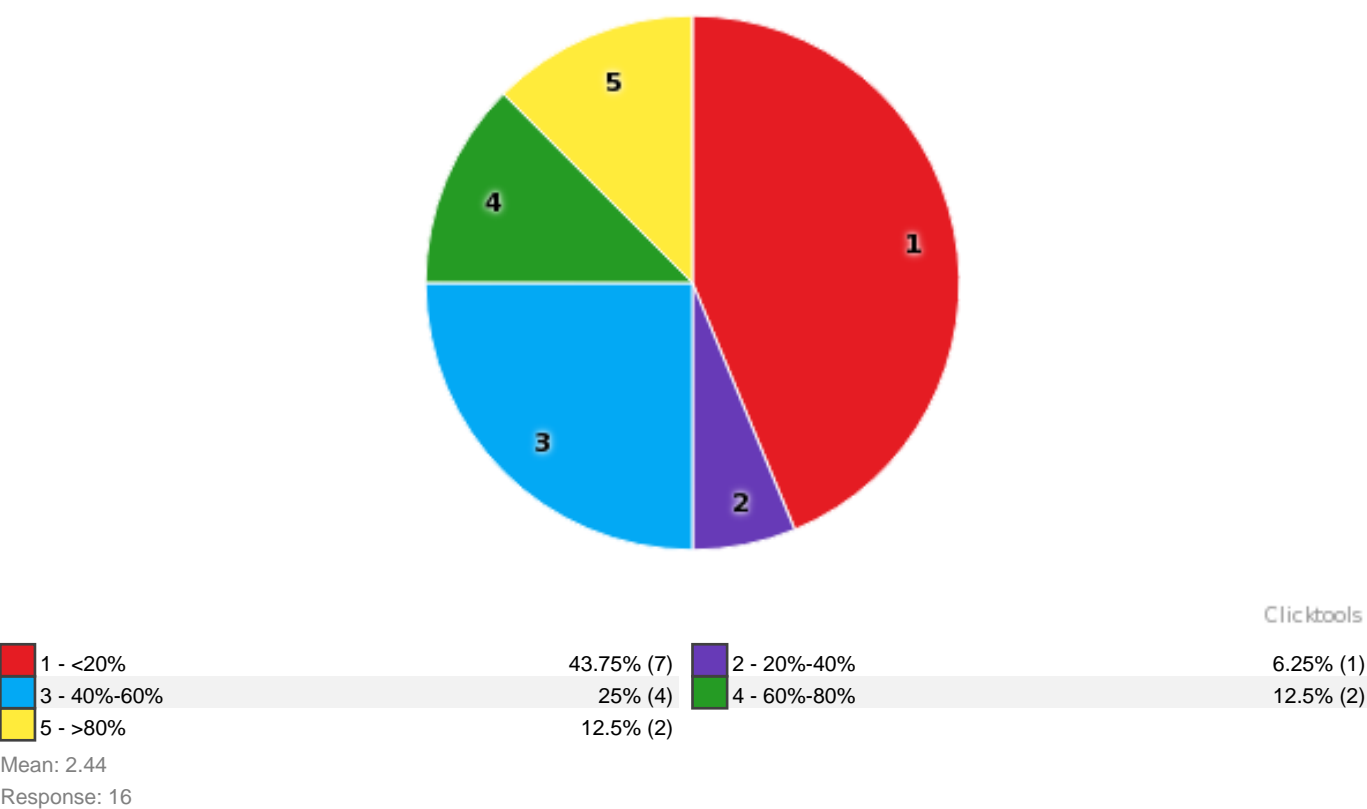
39. As a percentage of overall Education revenue, what percentage is attributable to subscription-based offers?



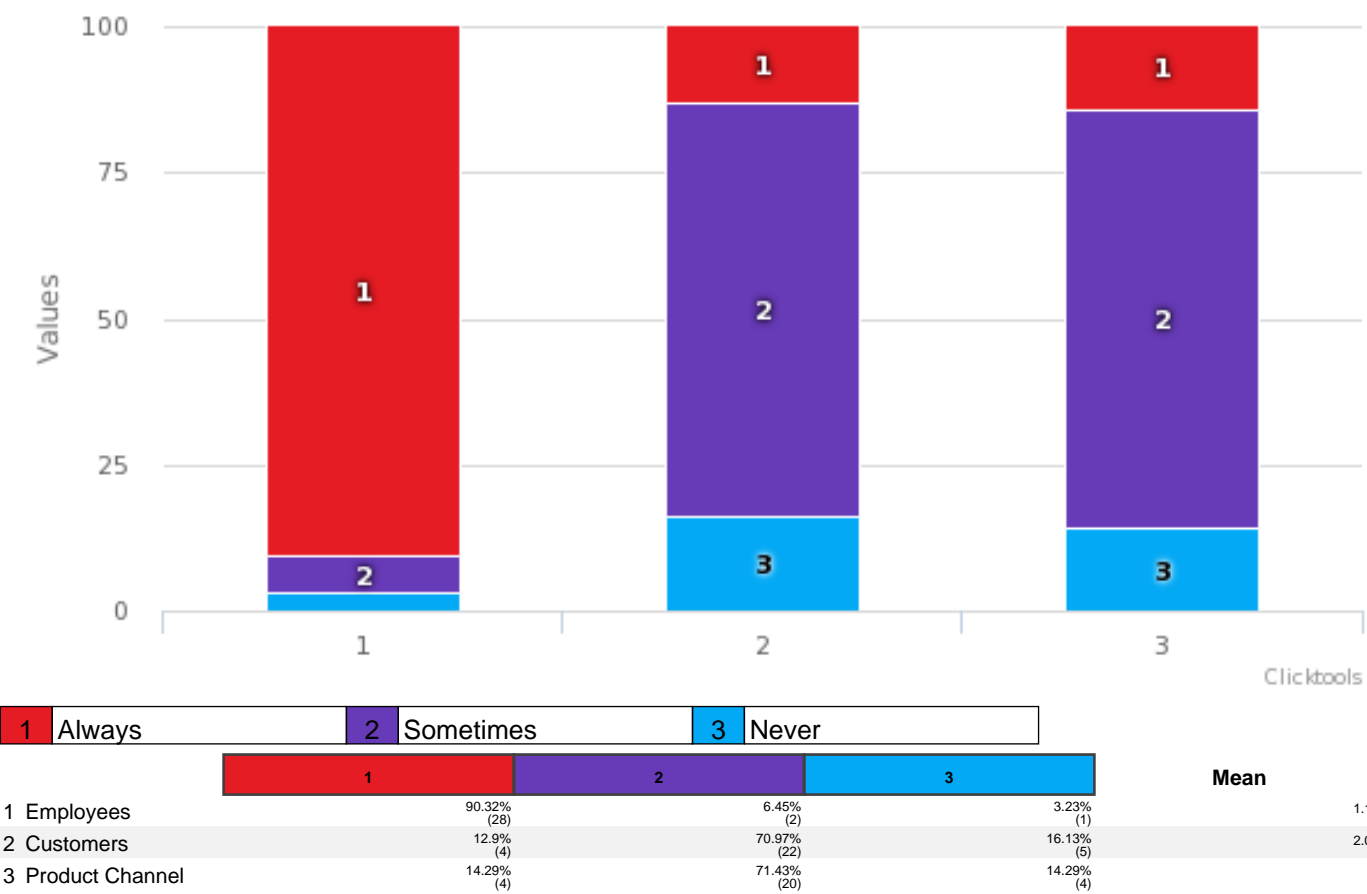
1 - <10%	12.5% (2)	2 - 10%-20%	12.5% (2)
3 - 20%-30%	37.5% (6)	4 - 30%-40%	0% (0)
5 - 40%-50%	12.5% (2)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	6.25% (1)	10 - >90%	18.75% (3)

Mean: 4.56  
Response: 16

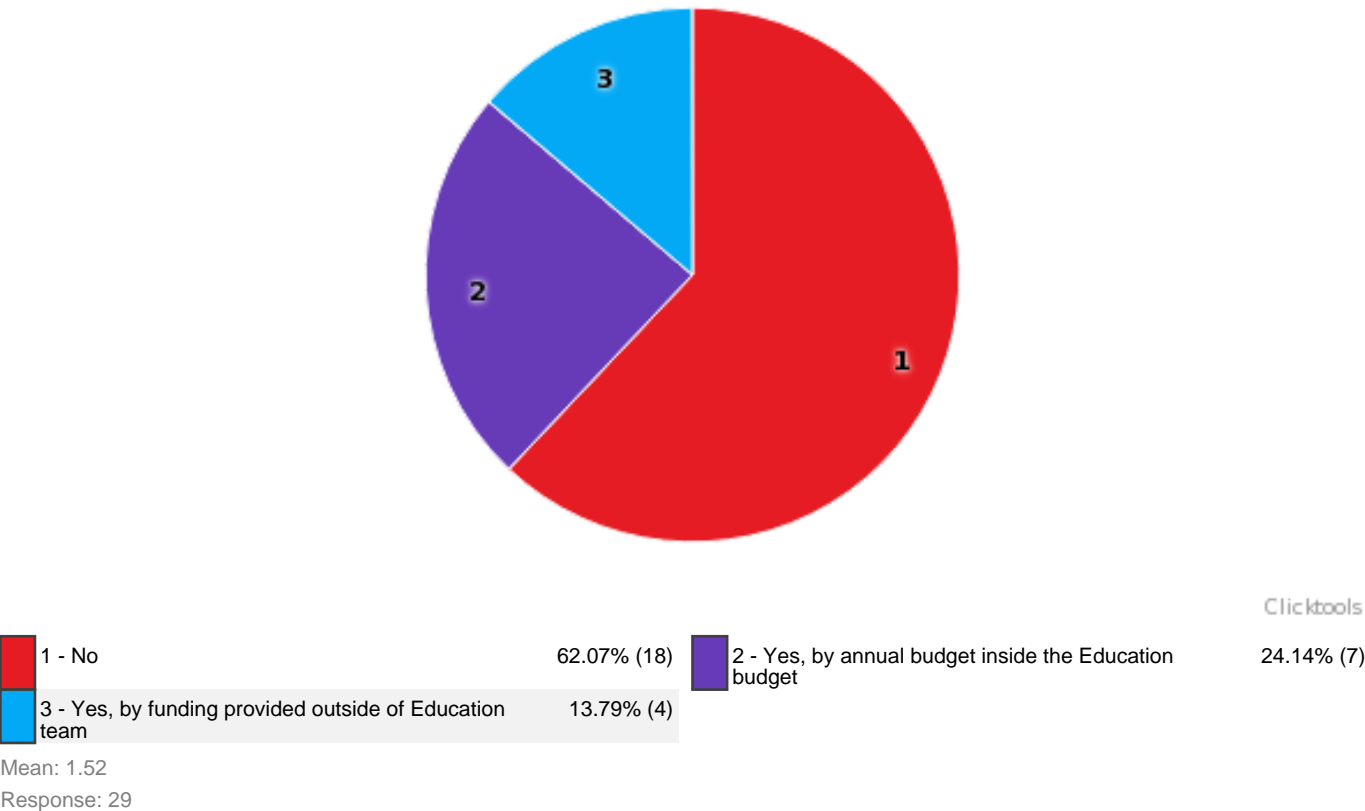
40. What is the percentage of Education subscription revenue growth for the past 12 months?



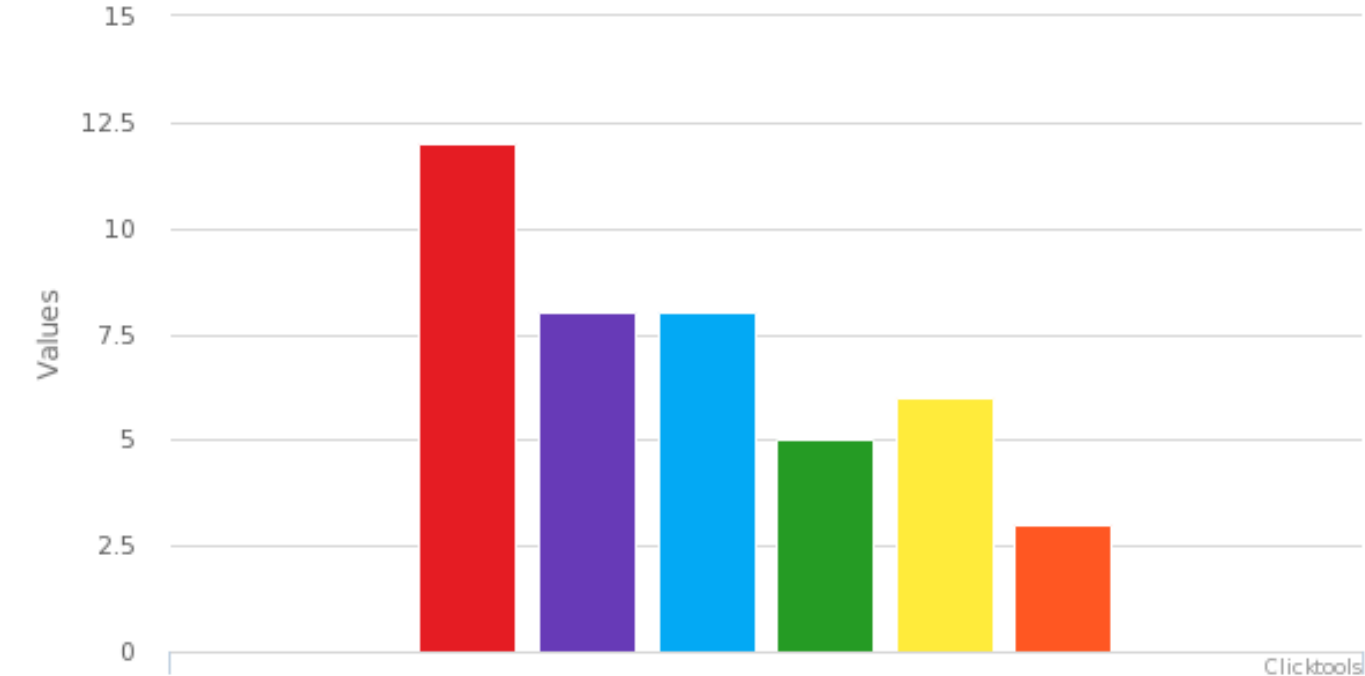
41. Do you offer free training to the following audiences?



42. Is there a limit to the free training?



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

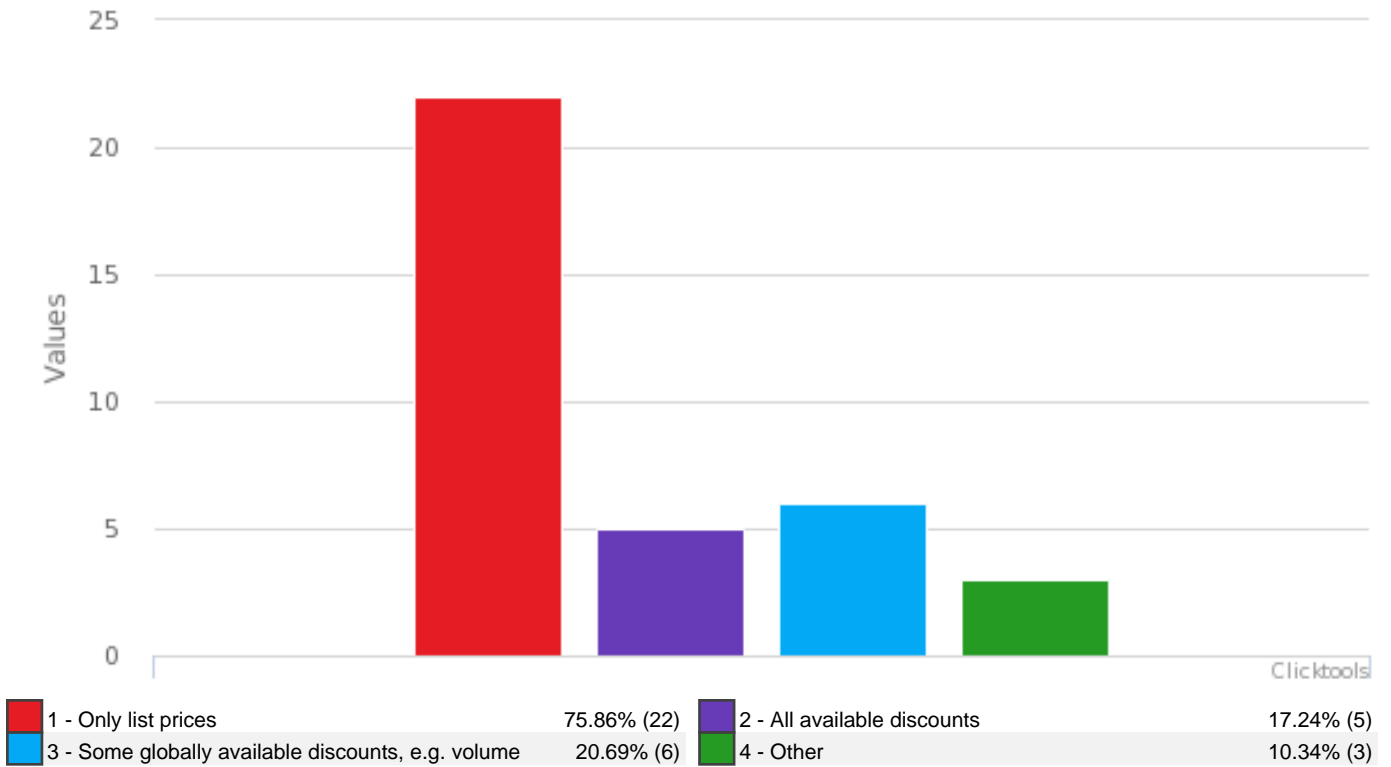




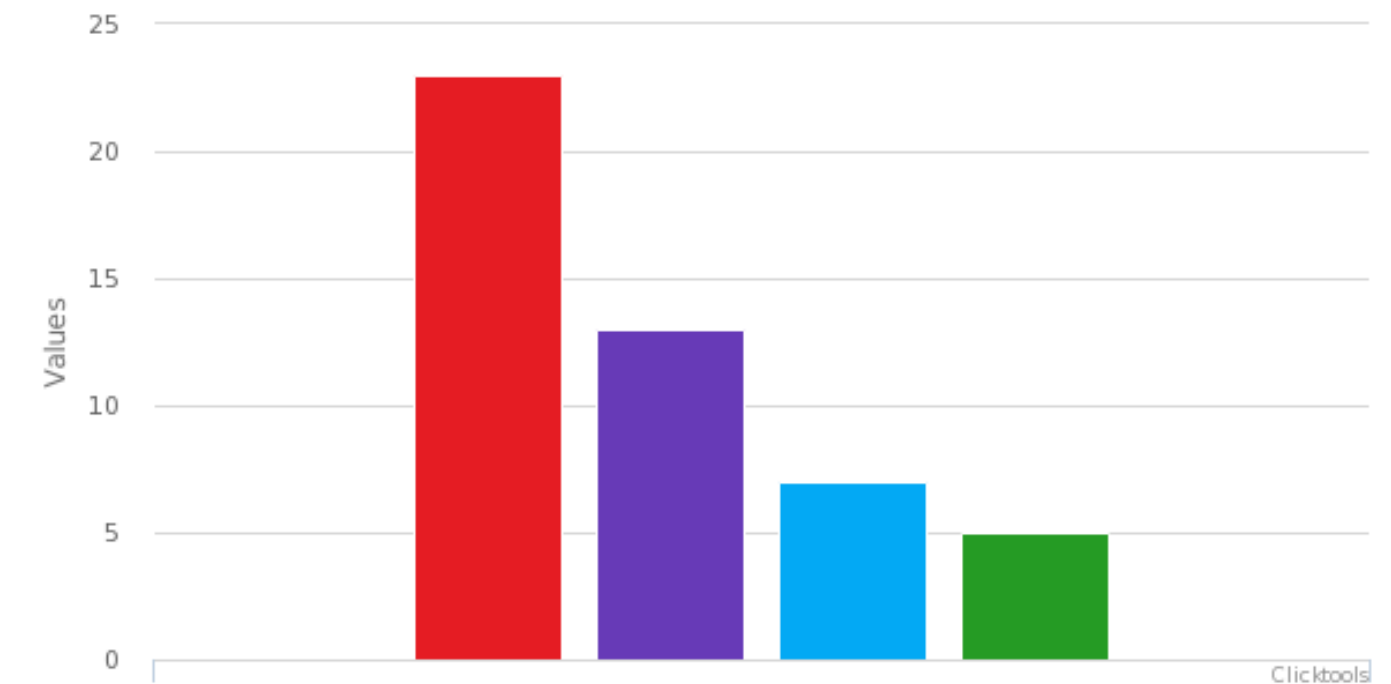
1 - No	40% (12)	2 - Yes, carve out product revenue and move to Education	26.67% (8)
3 - Yes, funding outside the Education team and transfer of costs only	26.67% (8)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	16.67% (5)
5 - Yes, specific annual budget inside the Education budget	20% (6)	6 - Other	10% (3)

Response: 30

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



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



1 - Education team	74.19% (23)	2 - Product Sales team	41.94% (13)
3 - Company (Professional) Services team	22.58% (7)	4 - Other	16.13% (5)

Response: 31

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



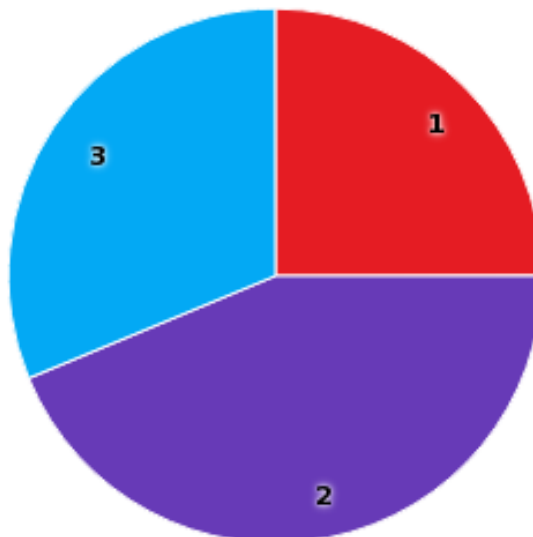
Clicktools

1 - No limit	25% (4)	2 - Only up to 25% of the overall possible discount	31.25% (5)
3 - 26-50%	18.75% (3)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	25% (4)		

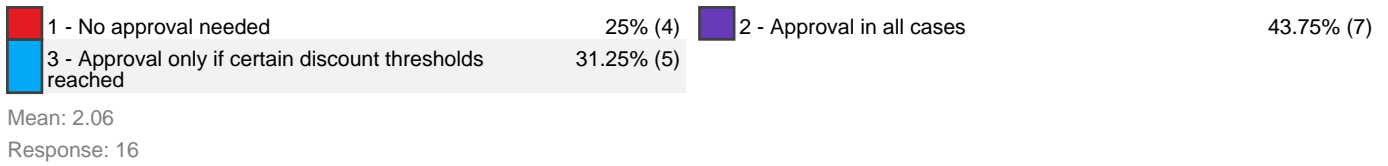
Mean: 2.69

Response: 16

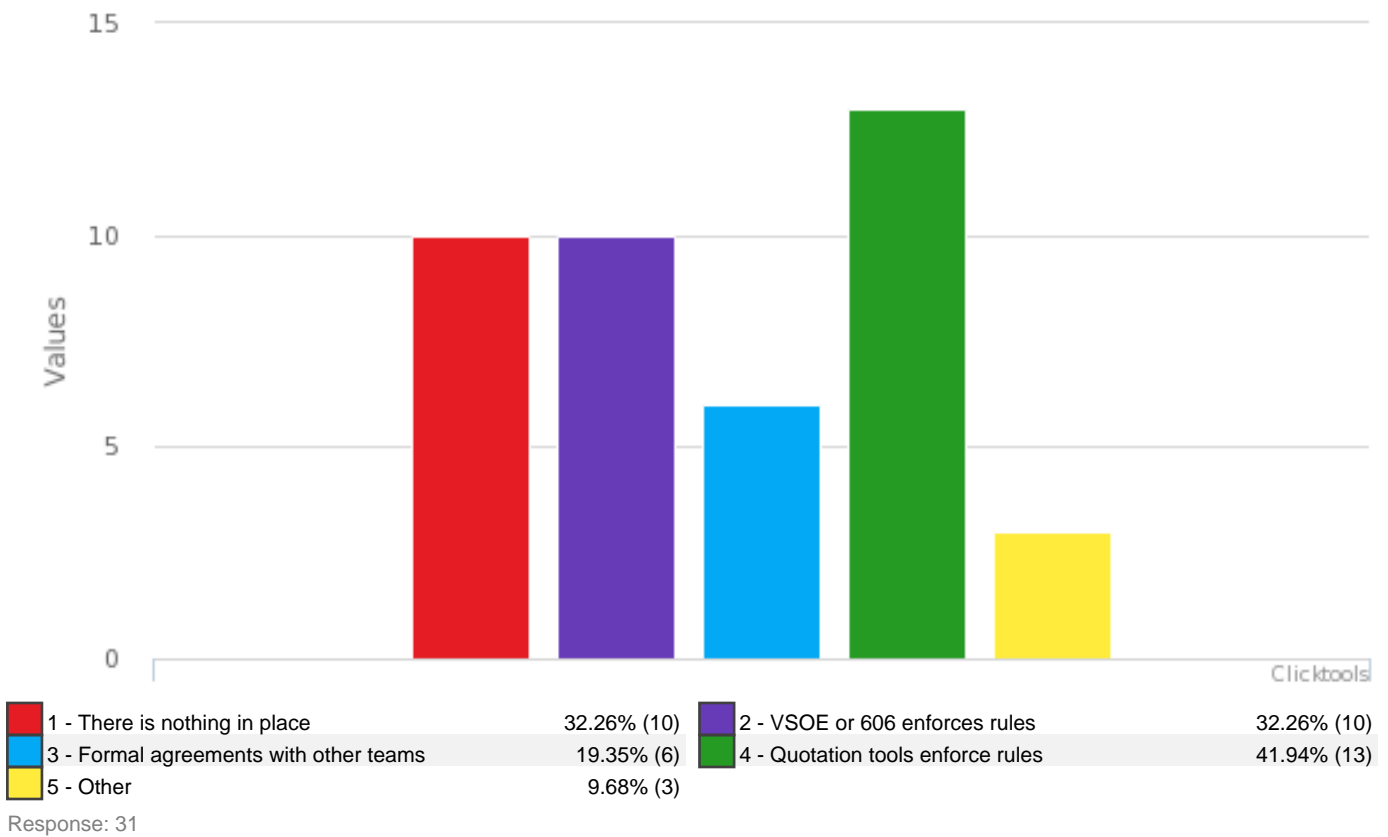
47. Do these other organizations need approval to discount?



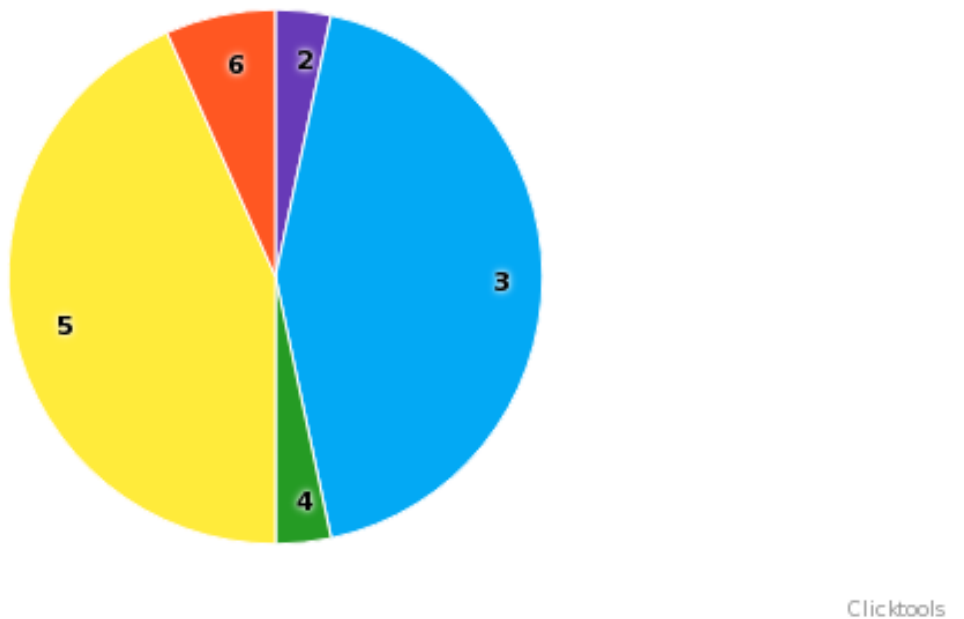
Clicktools

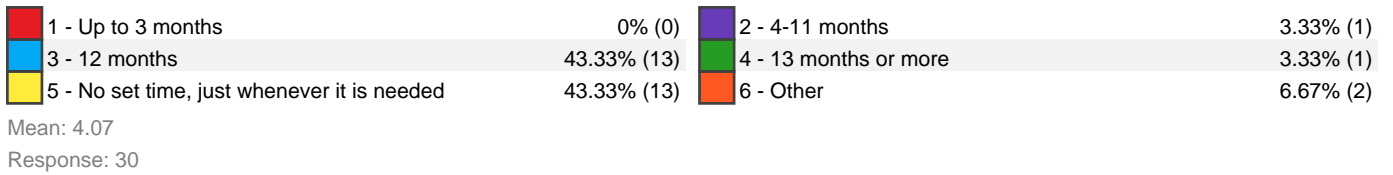


48. How do you ensure pricing and discounting compliance, so that no discounts exceed your defined rules?

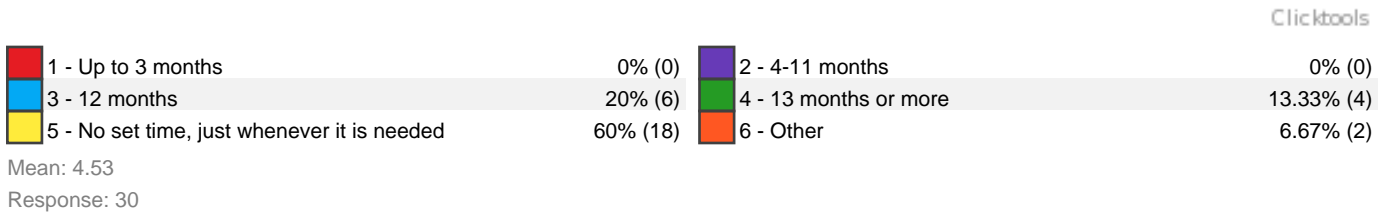
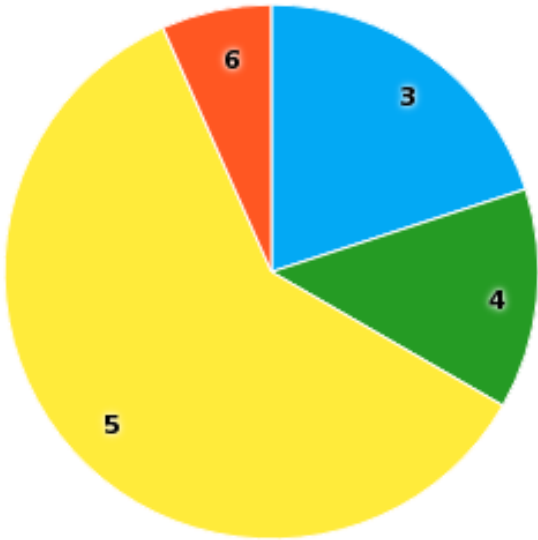


49. How frequently do you re-evaluate your pricing?

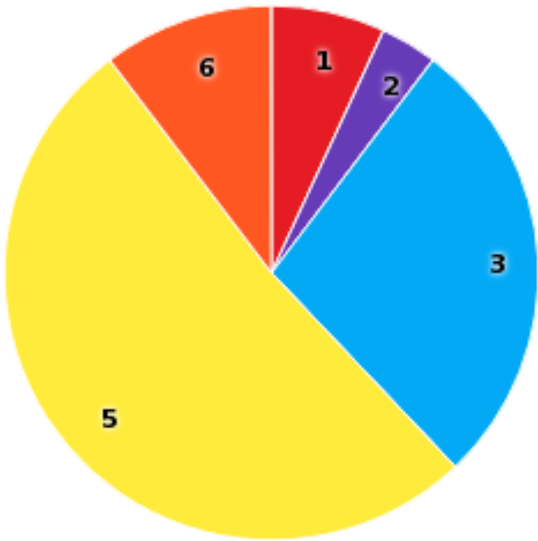




50. How often do you change your pricing?



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

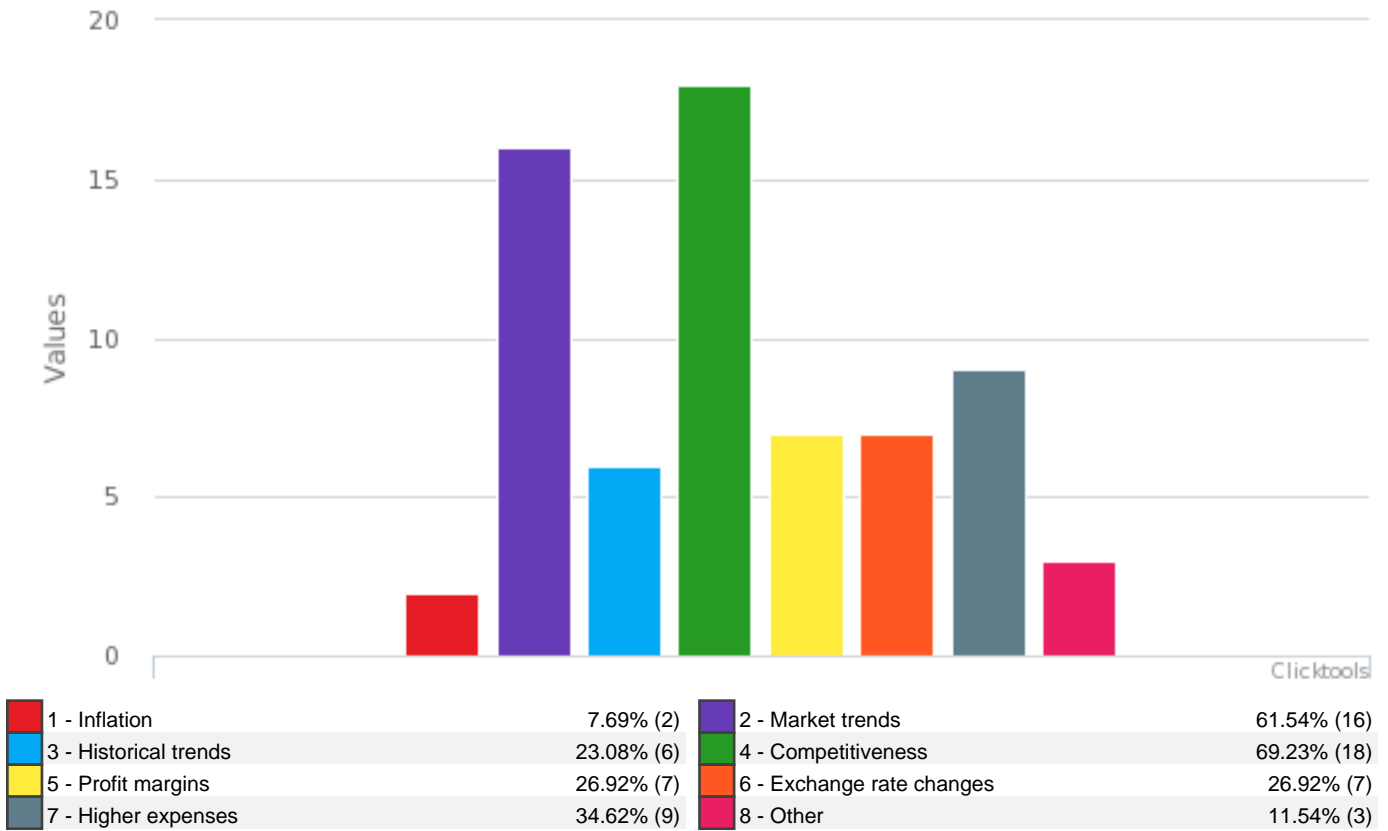


1 - Up to 3 months	6.9% (2)	2 - 4-11 months	3.45% (1)
3 - 12 months	27.59% (8)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	51.72% (15)	6 - Other	10.34% (3)

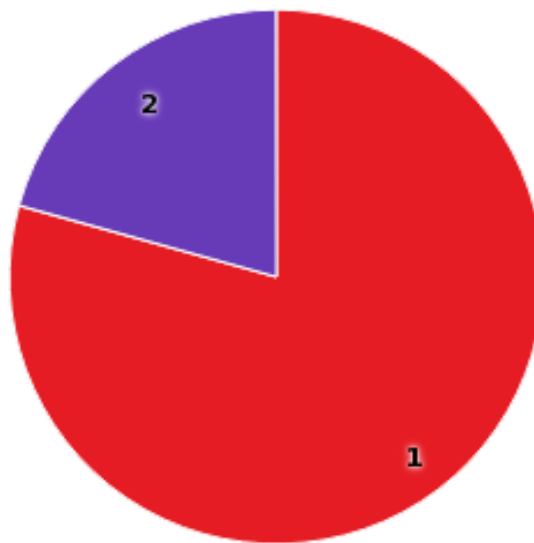
Mean: 4.17

Response: 29

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



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



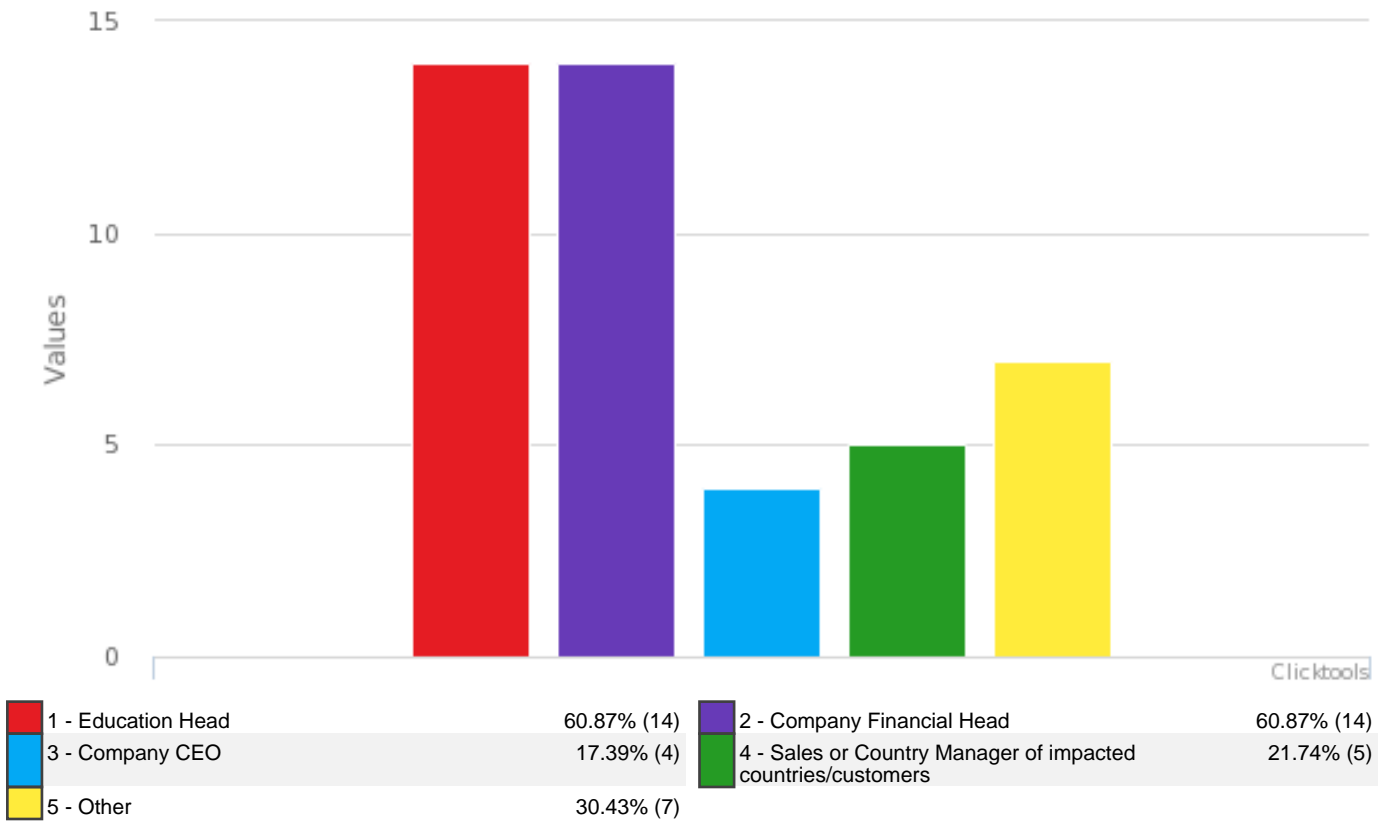
Clicktools

1 - Yes 79.31% (23) 2 - No 20.69% (6)

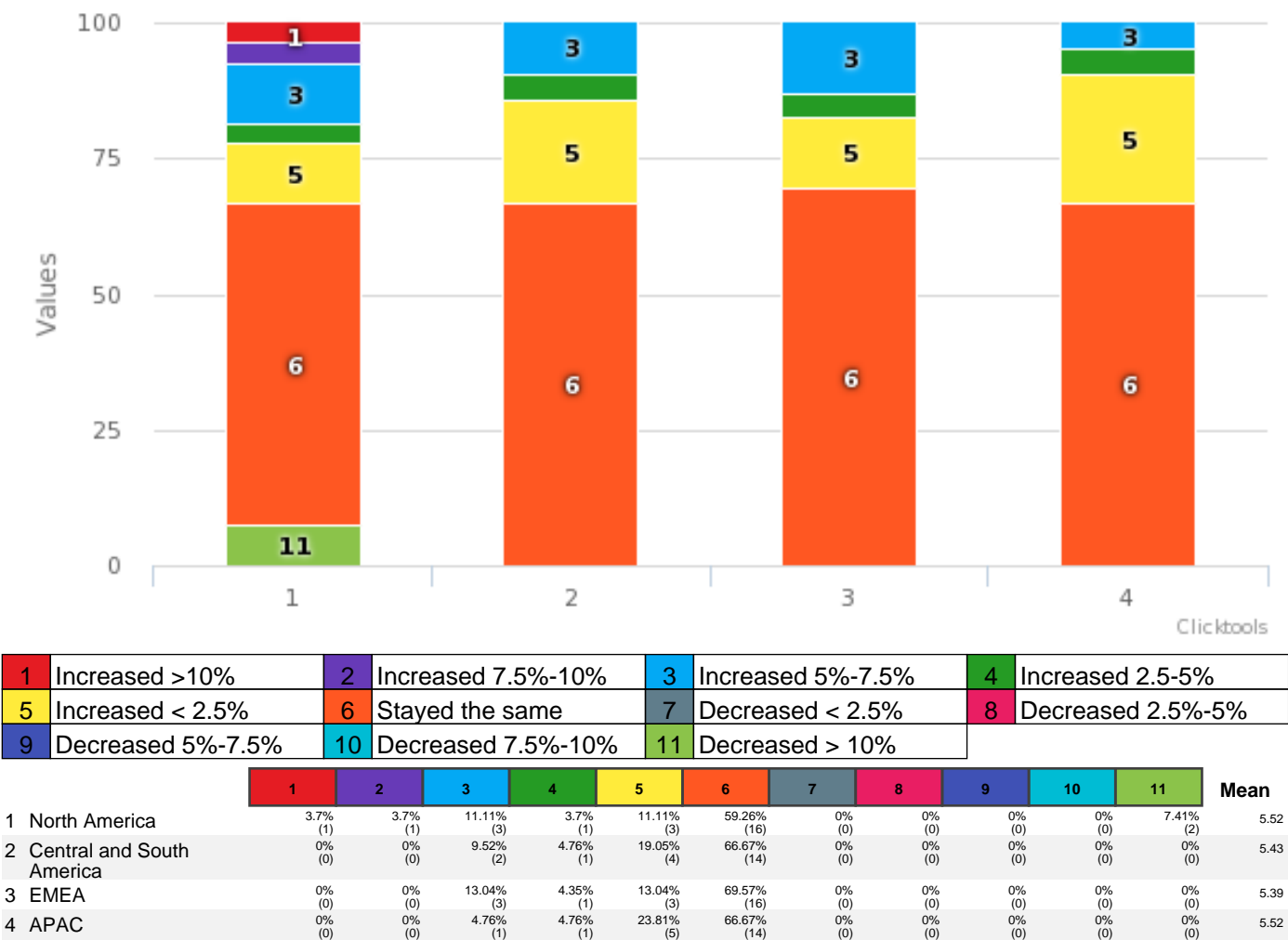
Mean: 1.21

Response: 29

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

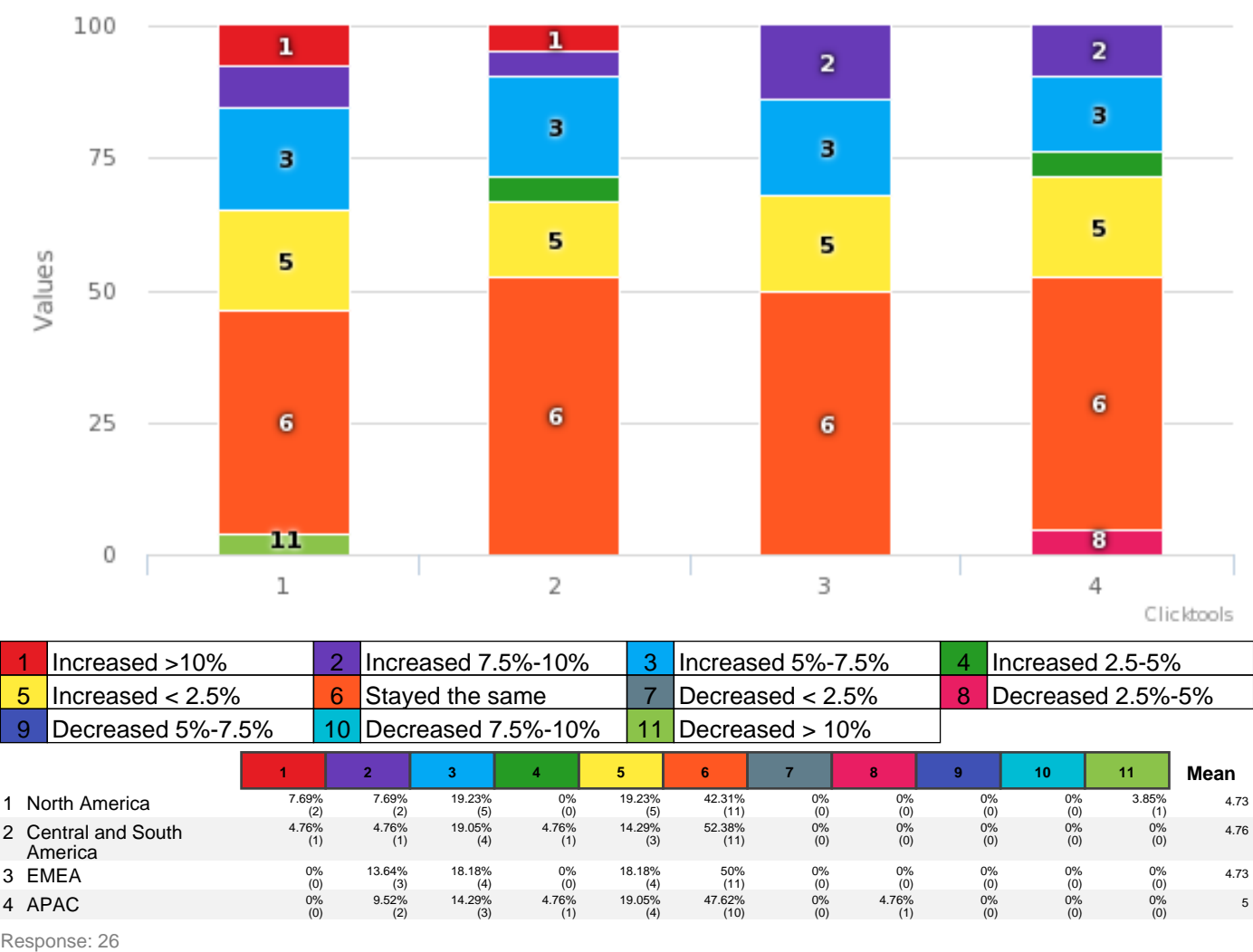


55. If you compare your actual pricing to the pricing of one (1) year ago, what kind of changes have occurred?



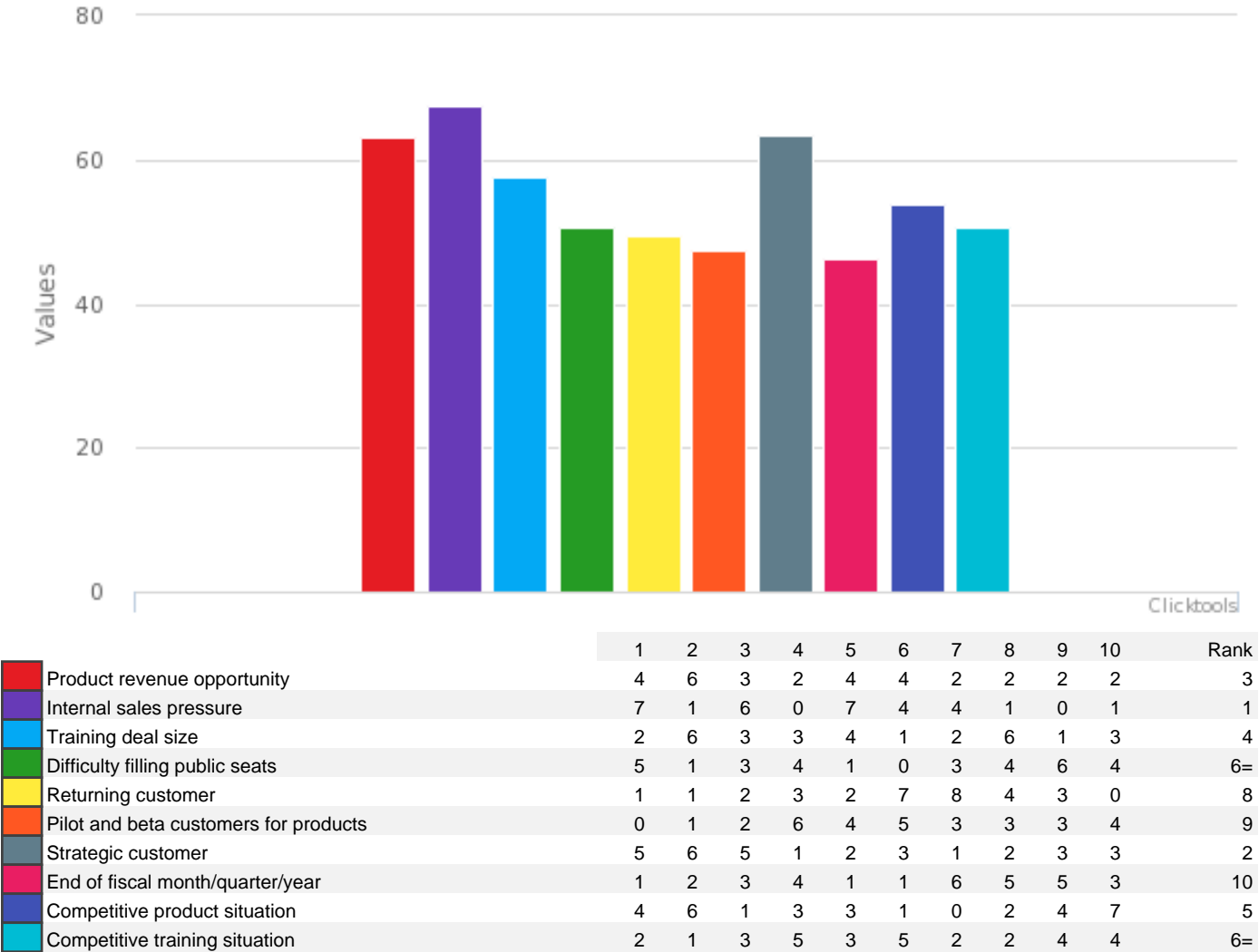
Response: 27

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



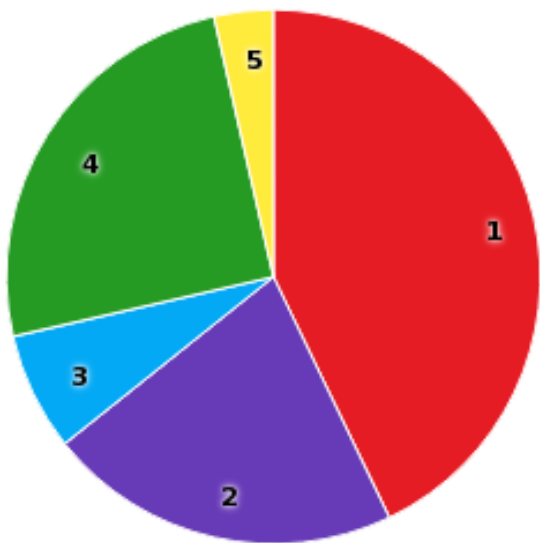


57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



Response: 31

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

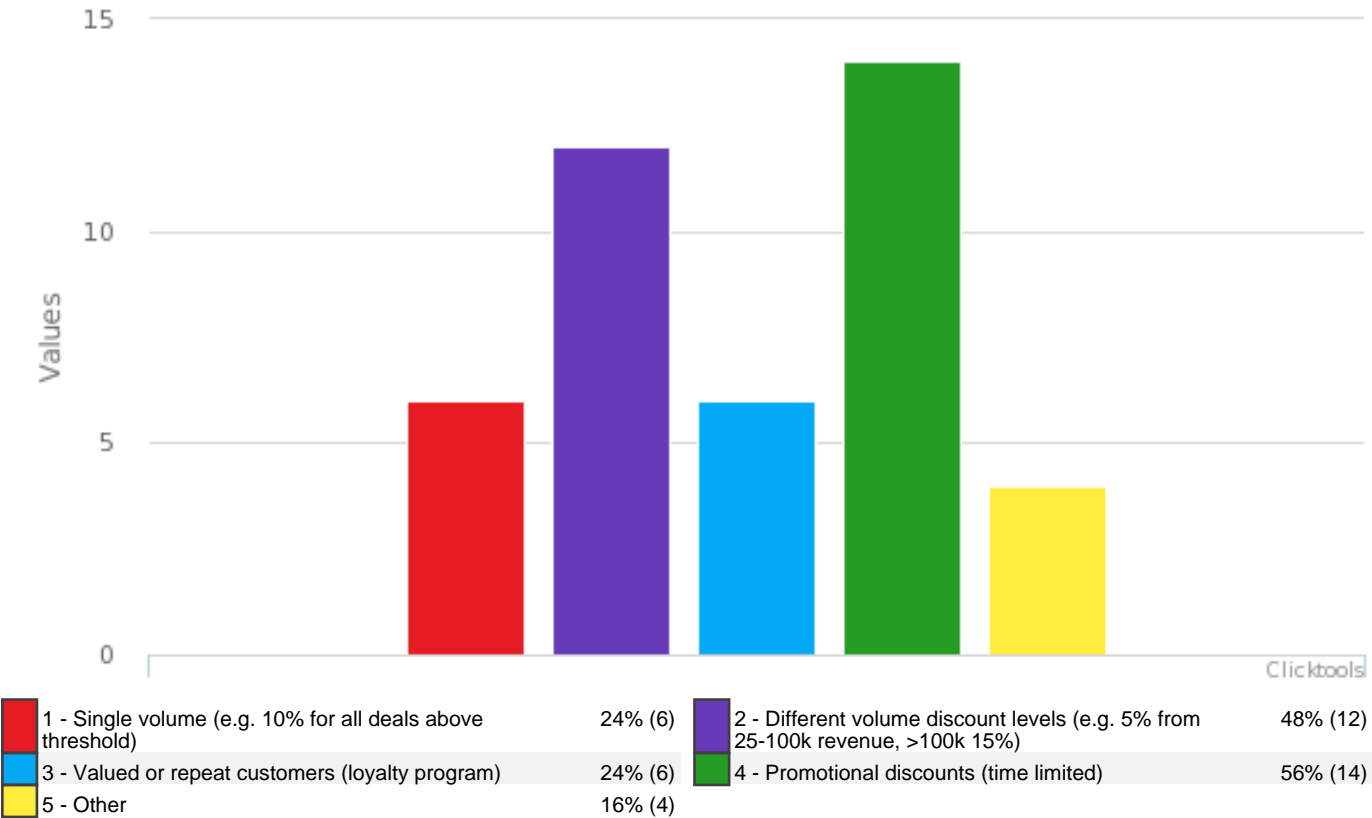


Clicktools

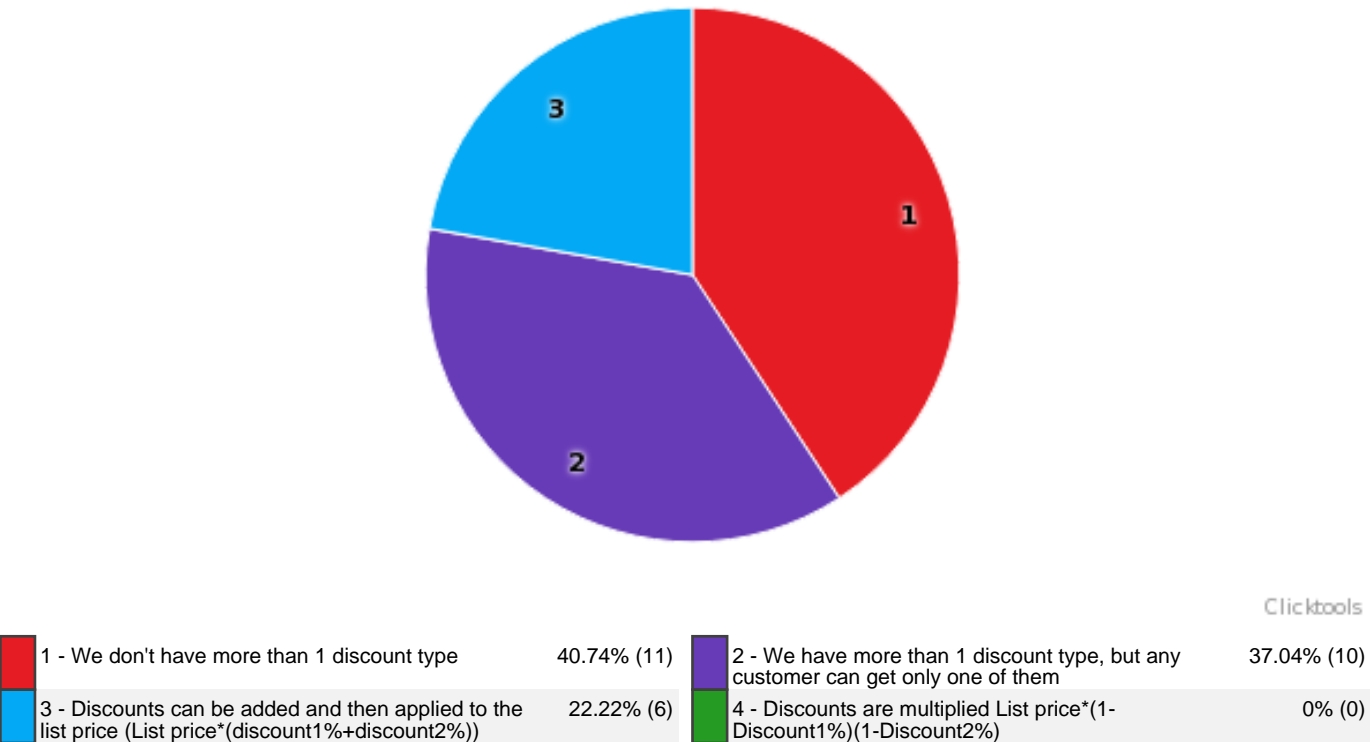
1 - No price differences for different local markets	42.86% (12)	2 - Global pricelist and discounts by country to bring global price down to market price	21.43% (6)
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	7.14% (2)	4 - Pricelists for local markets which have different prices by market	25% (7)
5 - Other	3.57% (1)		

Mean: 2.25  
Response: 28

59. What other type of discounts do you offer?

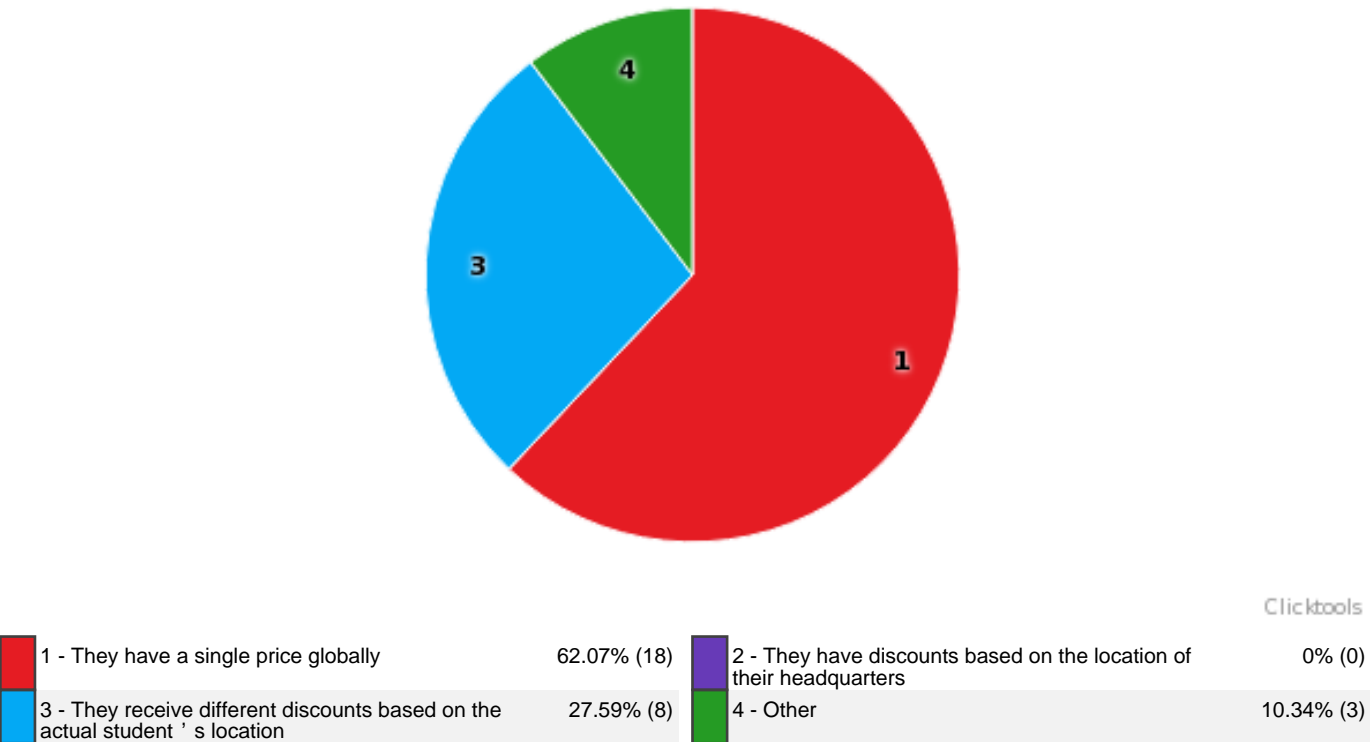


60. If you have different types of discounts, how do you handle multiple discounts?



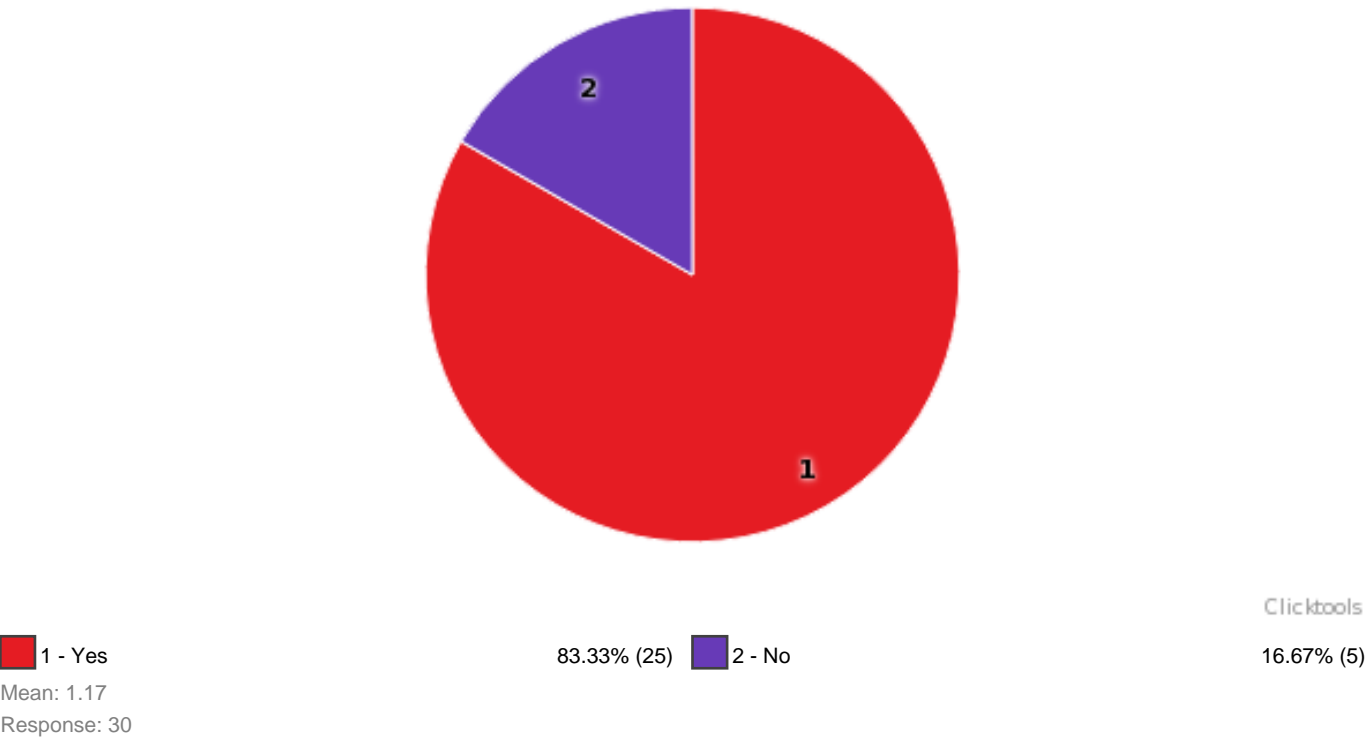
Mean: 1.81  
Response: 27

61. How do you manage pricing for global customers?

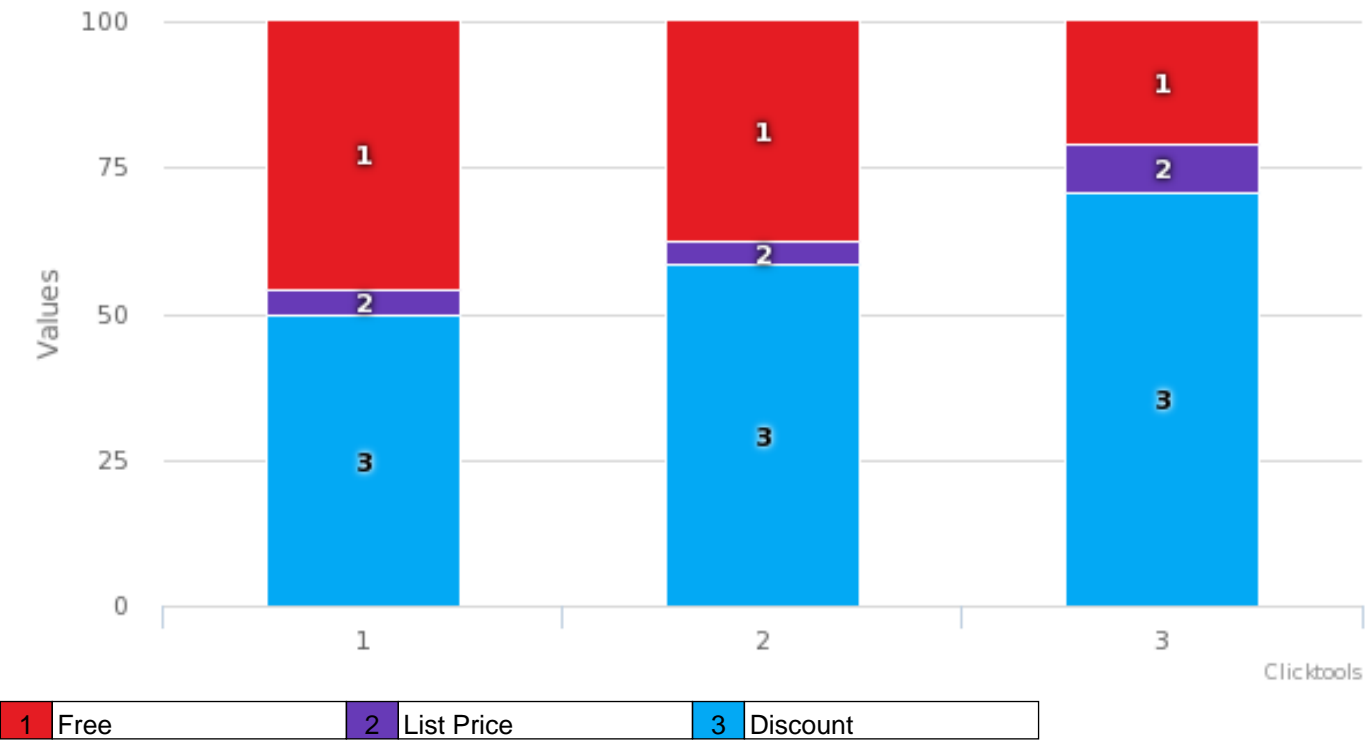


Mean: 1.86

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



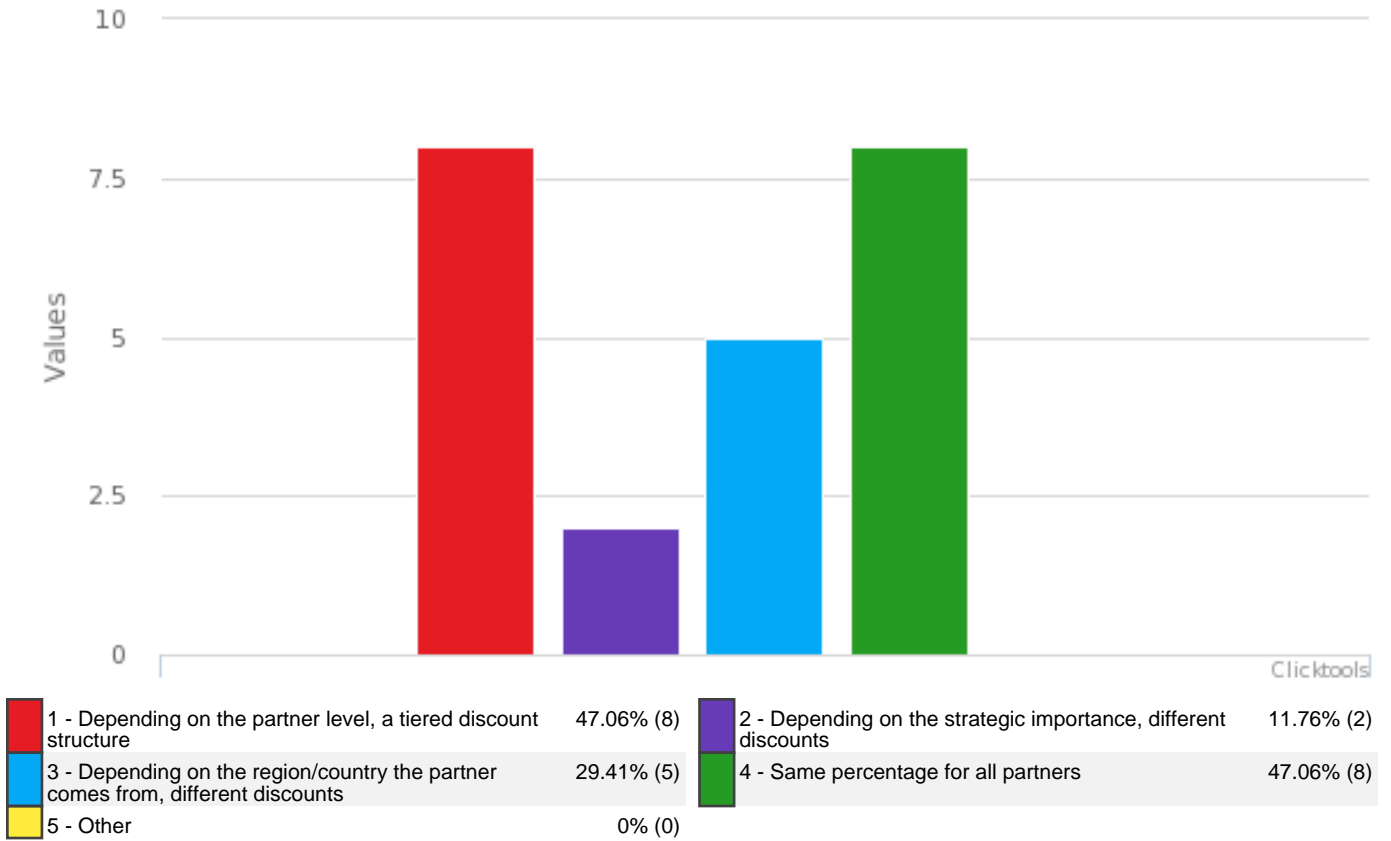
63. How do you charge for the following partner audiences?



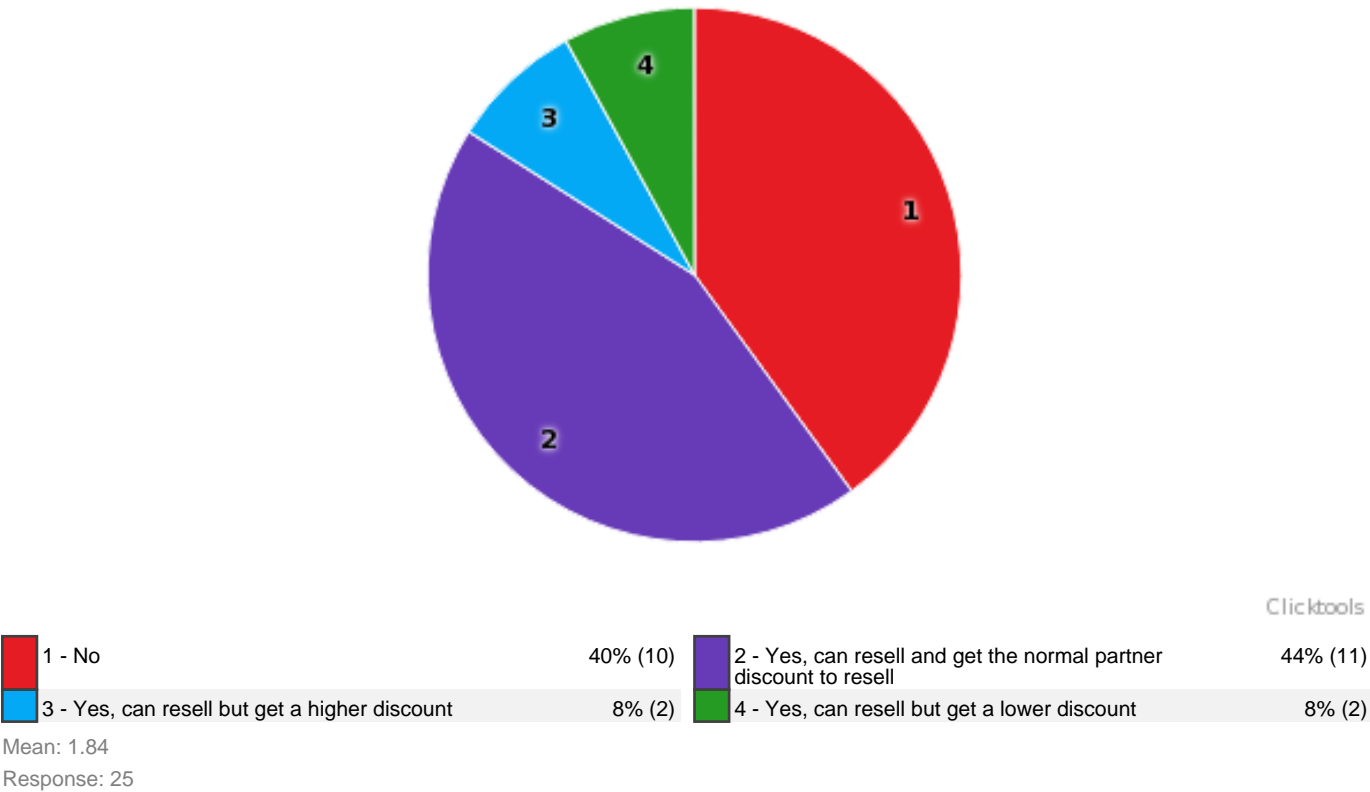
	1	2	3	Mean
1 Channel Sales	45.83% (11)	4.17% (1)	50% (12)	2.04
2 Channel Presales	37.5% (9)	4.17% (1)	58.33% (14)	2.21
3 Channel Post sales - deployment, operations, maintenance	20.83% (5)	8.33% (2)	70.83% (17)	2.5

Response: 25

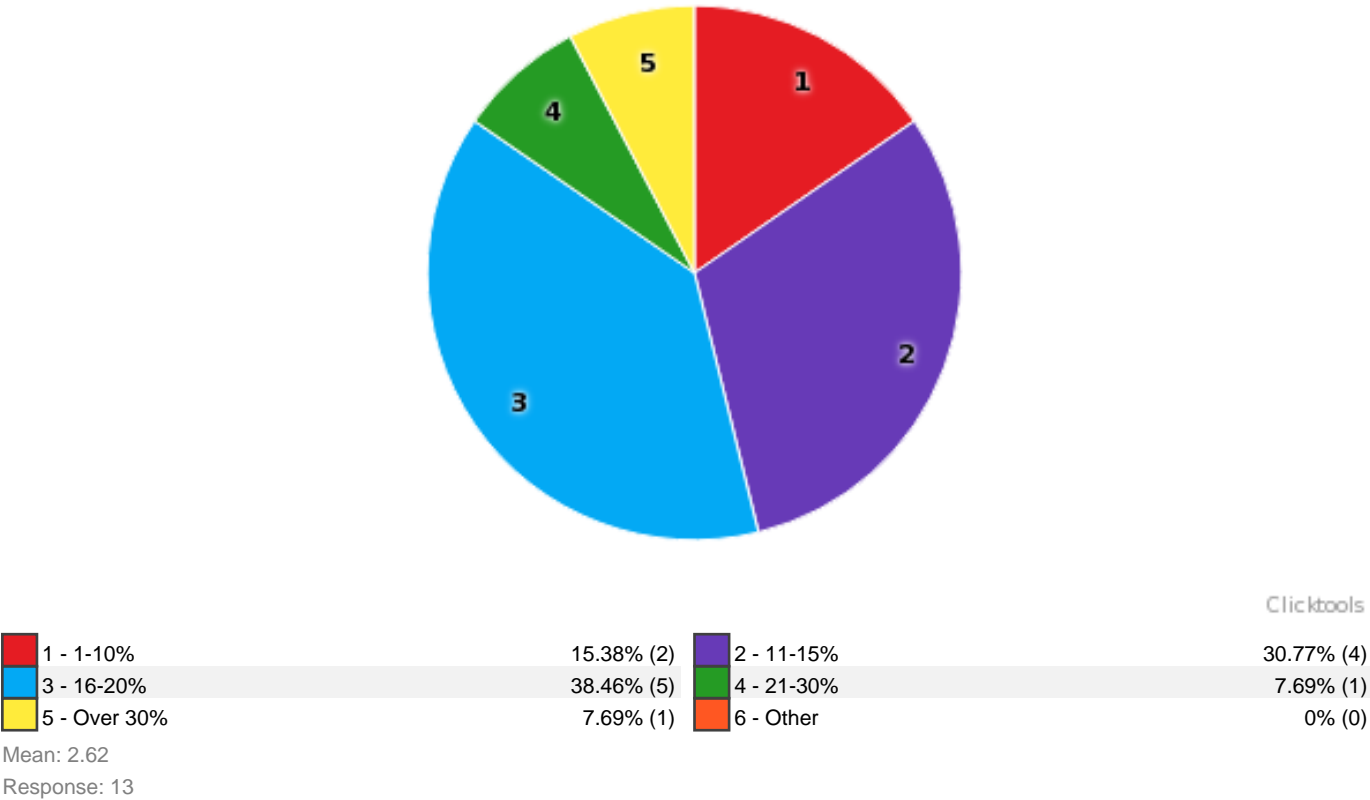
#### 64. How do you discount training for your channel partner?



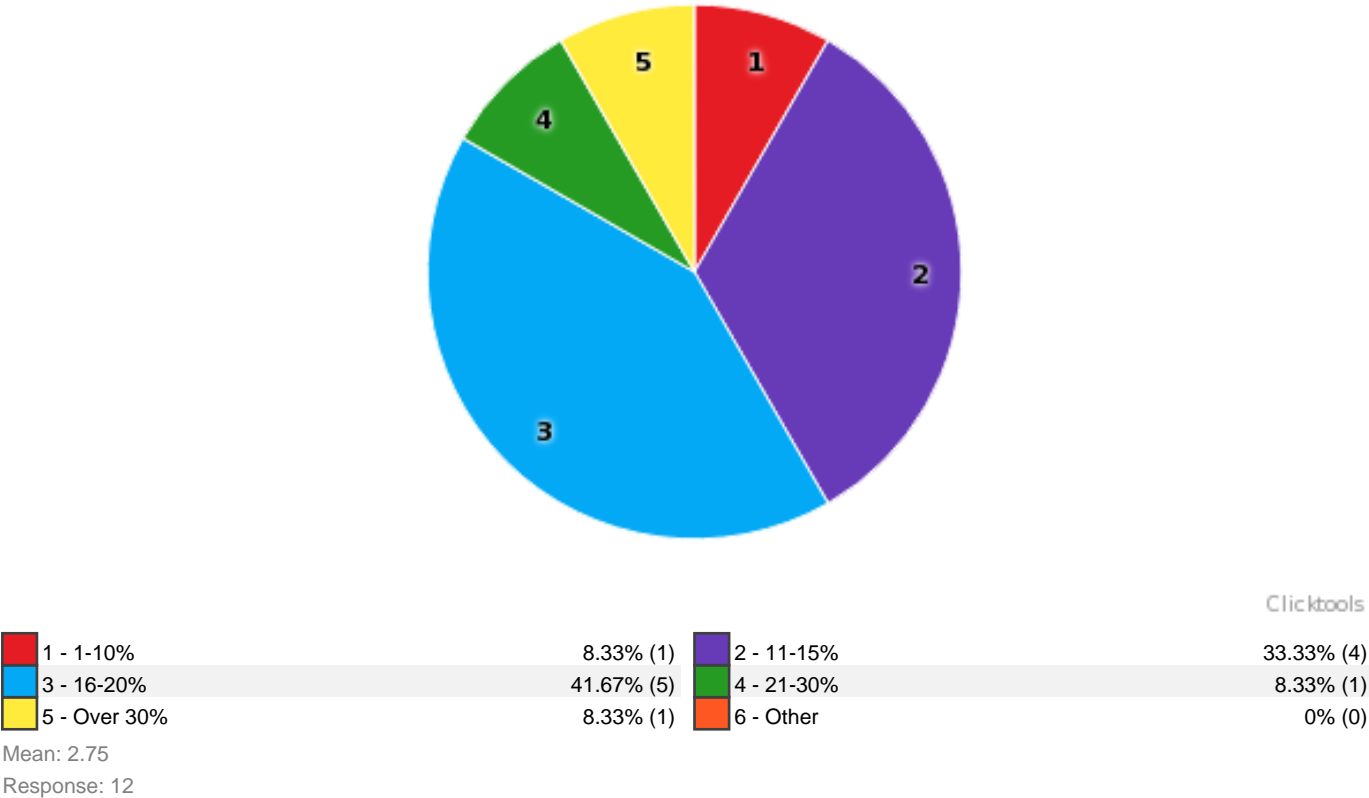
65. Do you allow partners to resell your training?



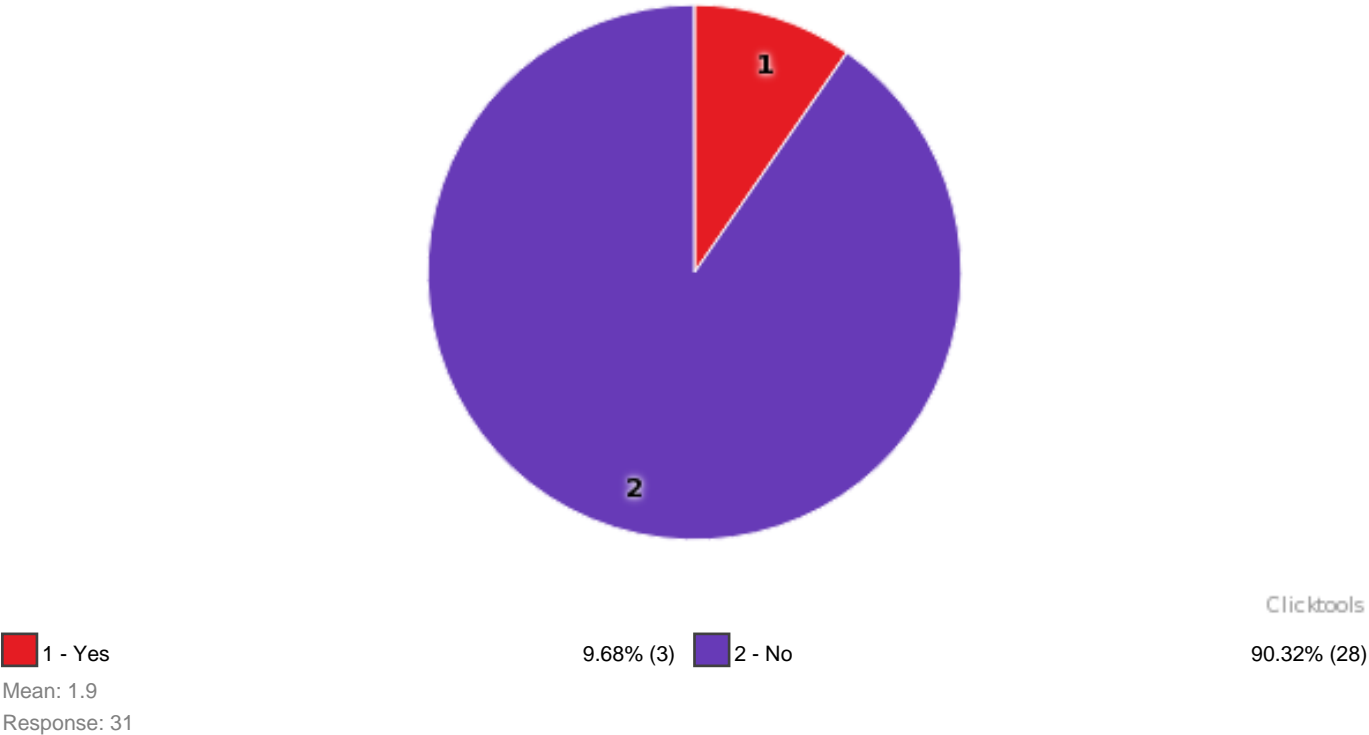
66. What discount or commission do you offer to your resellers for instructor led training (ILT)?



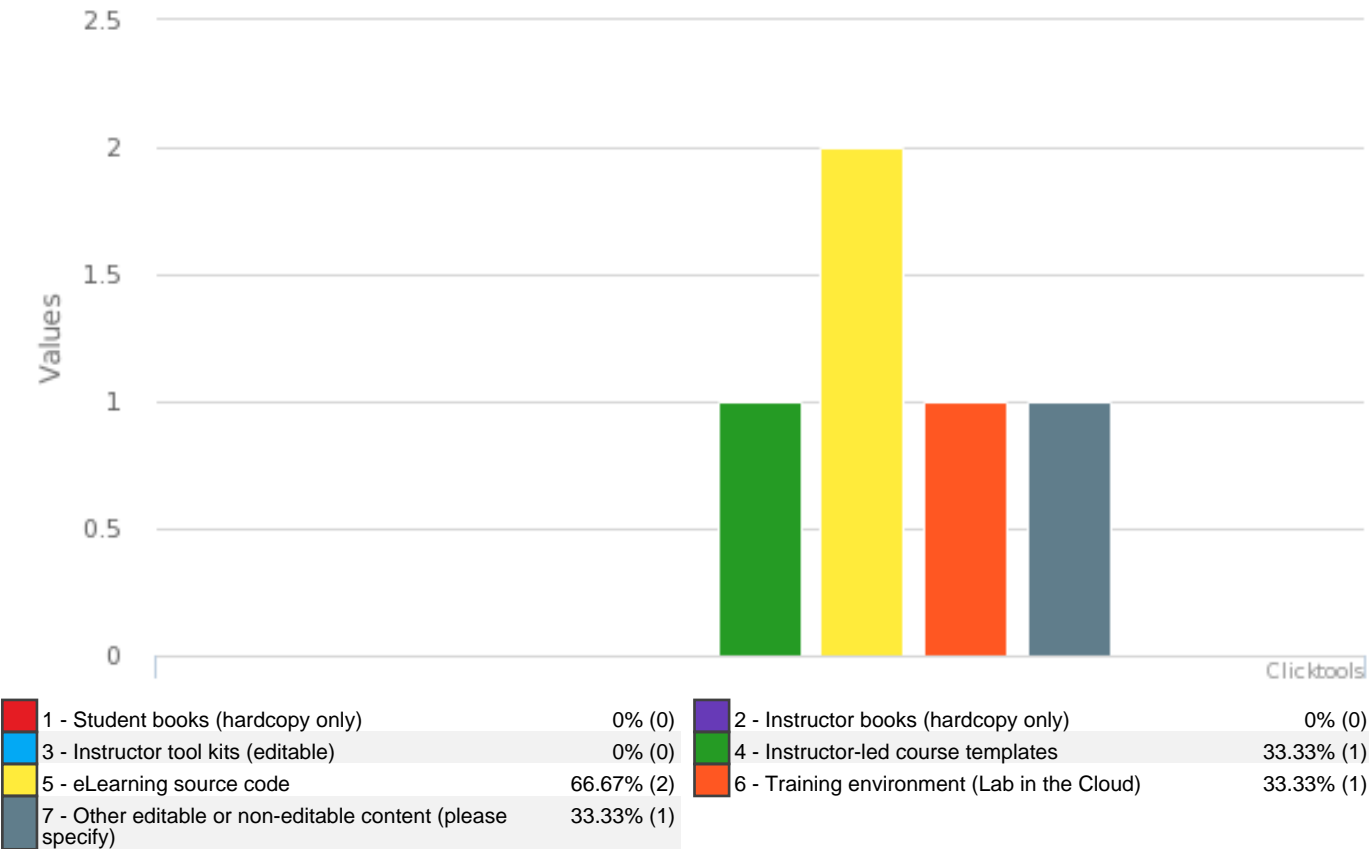
67. What discount or commission do you offer to your resellers for eLearning?



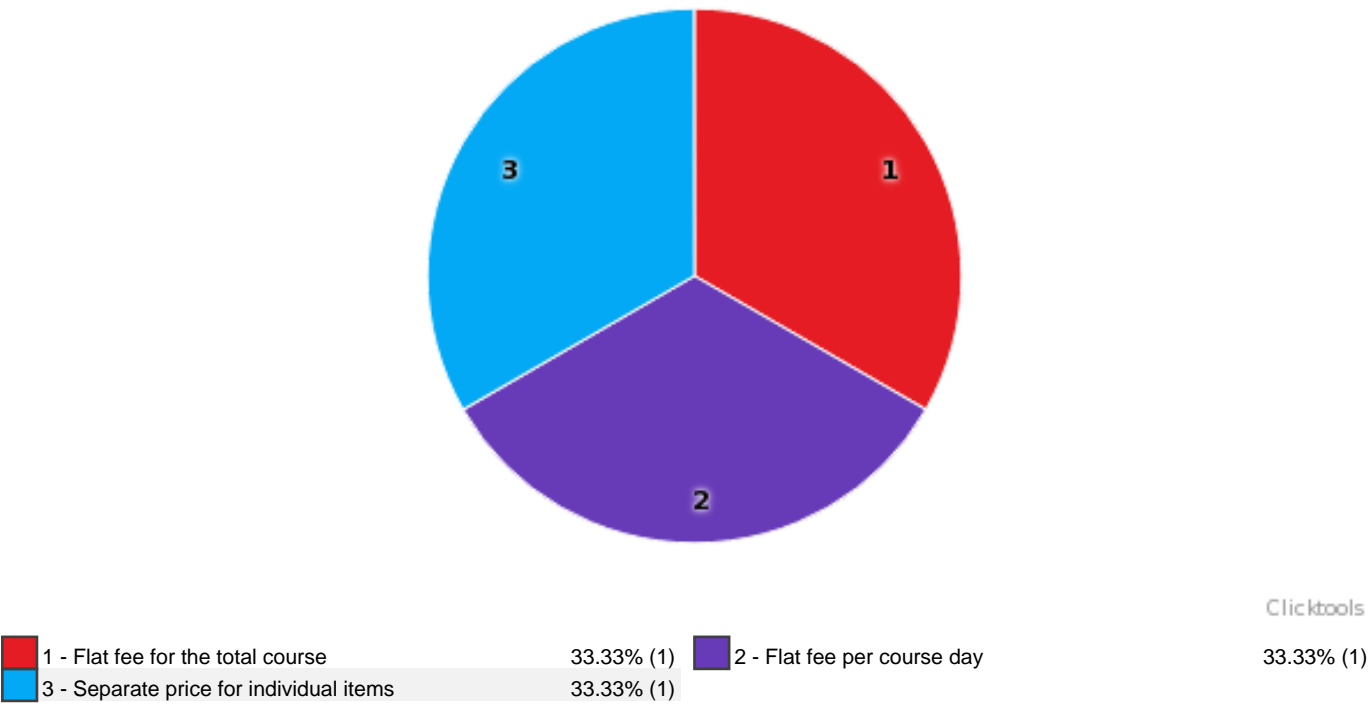
68. Do you sell any education services intellectual property as a standalone item?



69. Which of the following intellectual property related learning services do you sell?



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





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

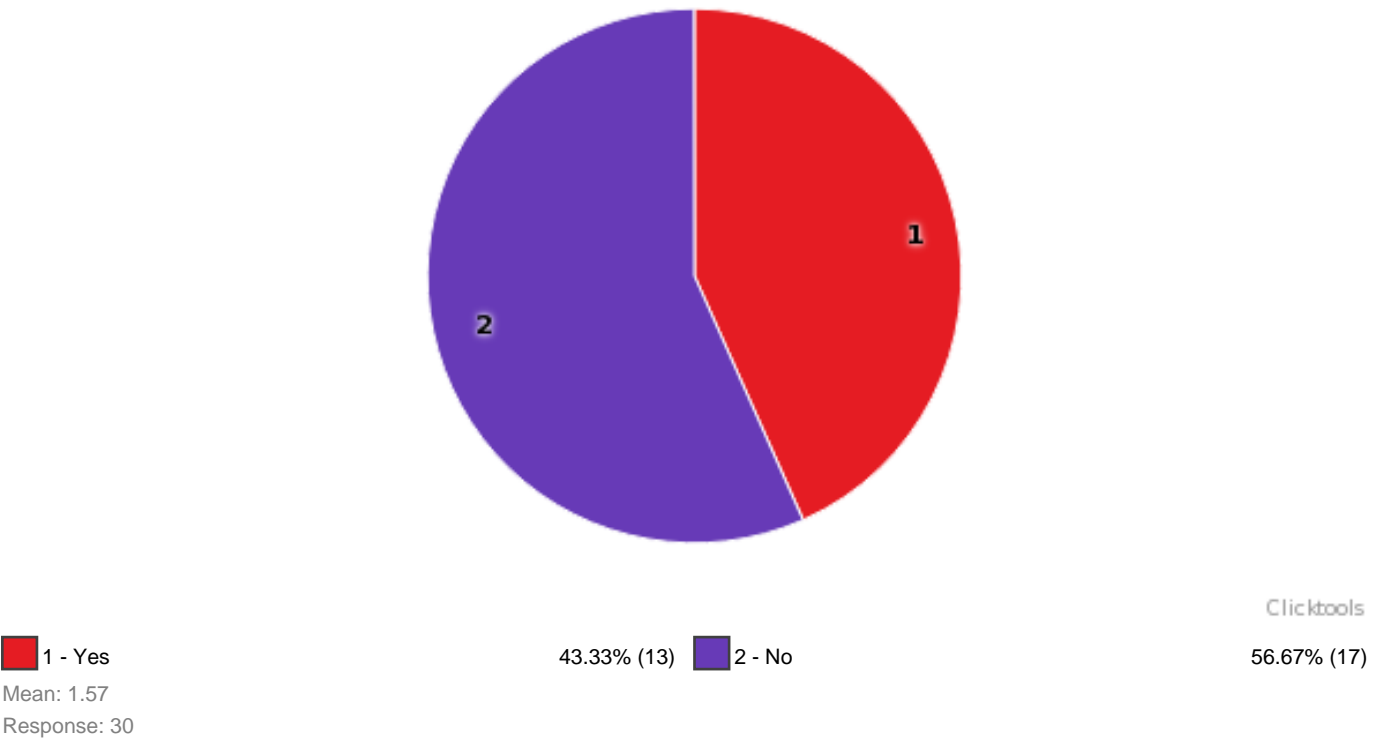
Response: 3

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.

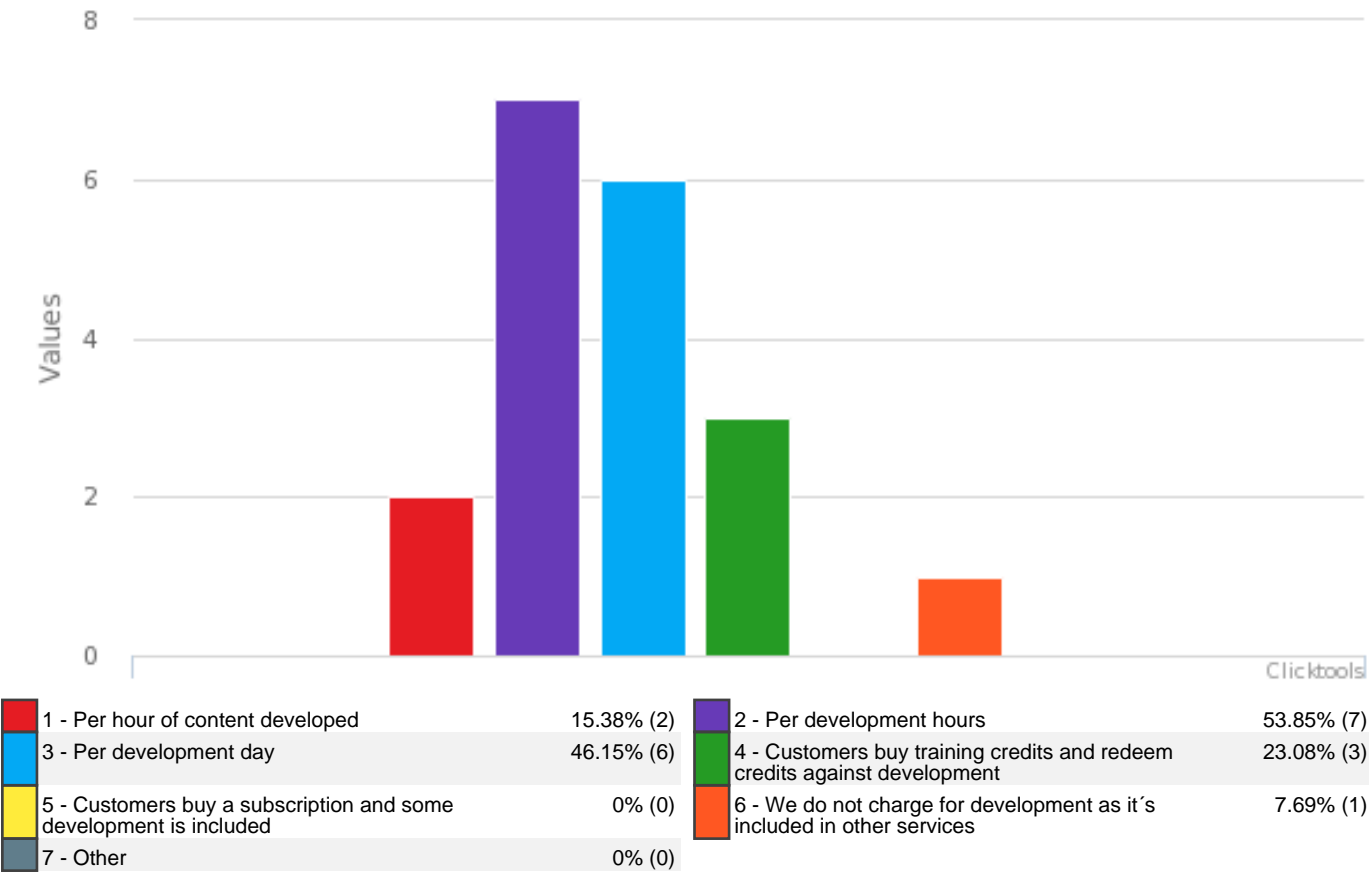
	Student manuals (non-editable)	Instructor guides (non-editable)	Instructor tool kits (editable)	Instructor-led course templates	eLearning course/module master	Training environment (Lab in the Cloud)	Other editable or non-editable content
Average	50	0	0	0	11,000	0	0
Highest	100	0	0	0	12,000	0	0
Lowest	0	0	0	0	10,000	0	0
Standard deviation	70.71	0	0	0	1,414.21	0	0

Response: 2

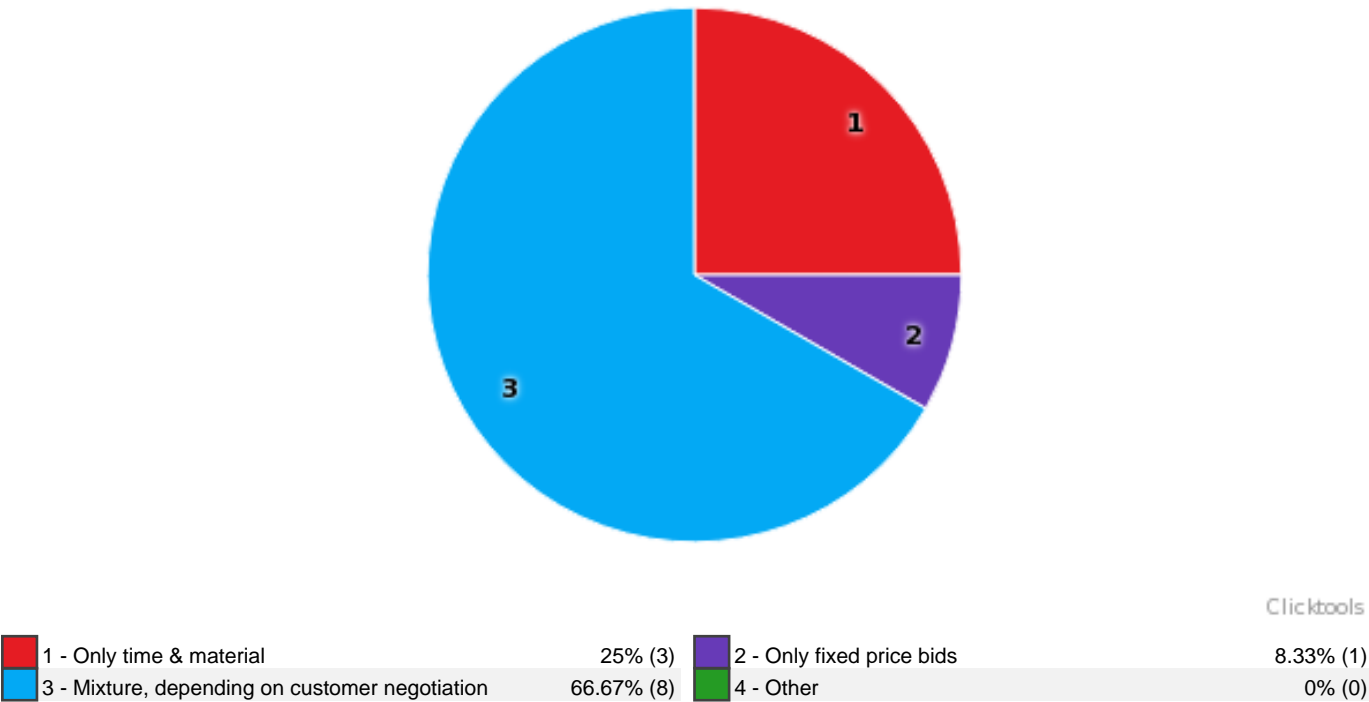
73. Do you offer the service to develop training?



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

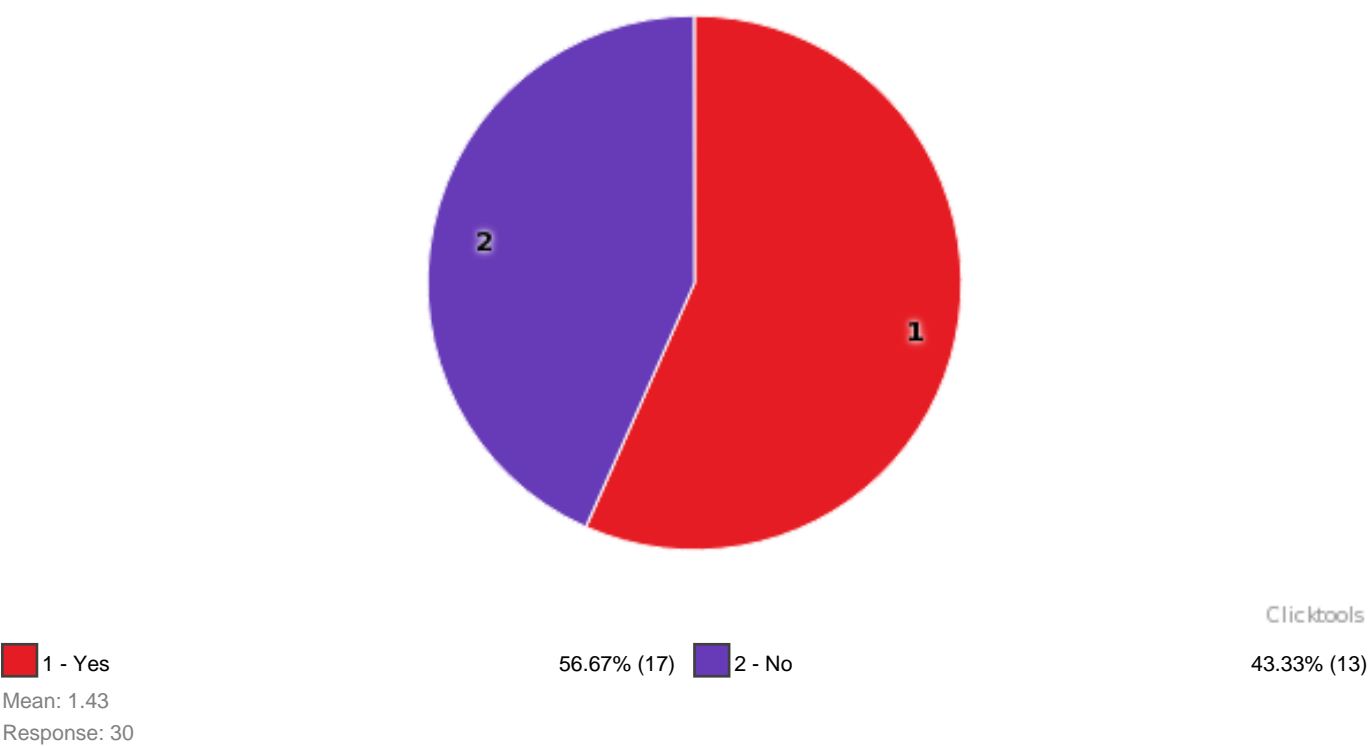


75. How do you quote for development work?



Response: 12

76. Do you offer services to customize existing courses?



77. When do you start to charge for customization?

