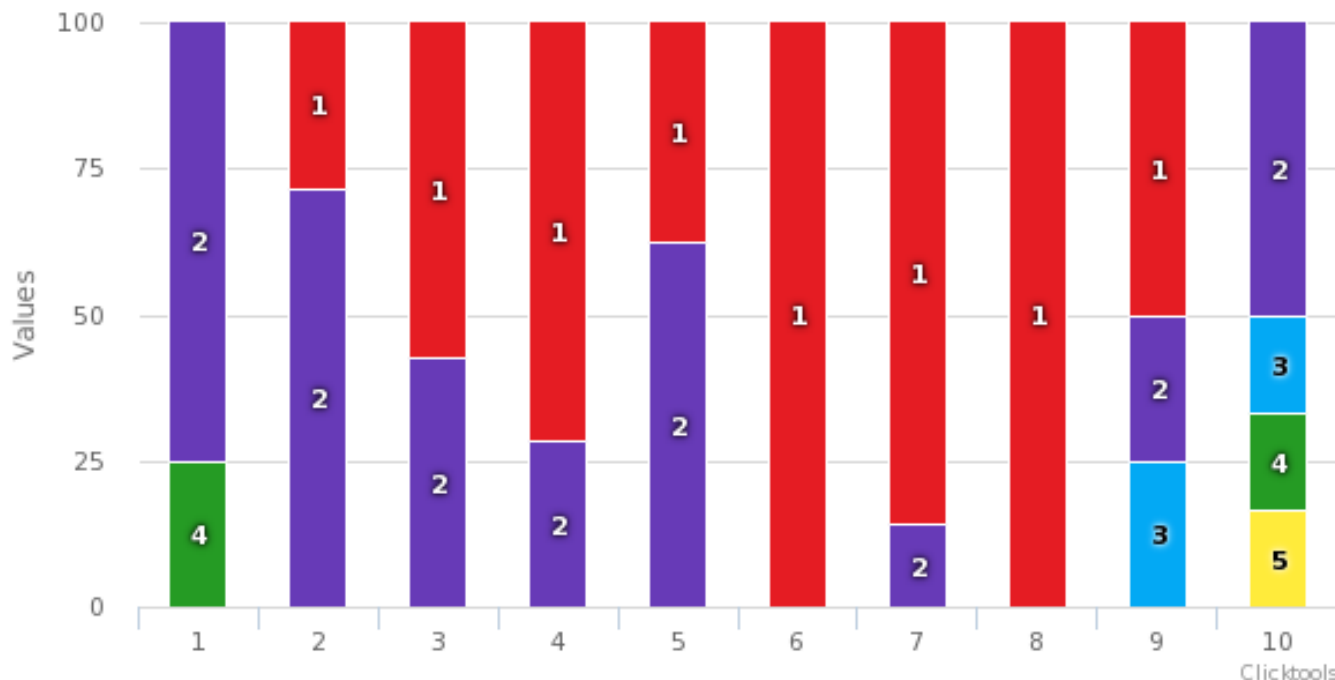


SaaS and not SW (9)

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

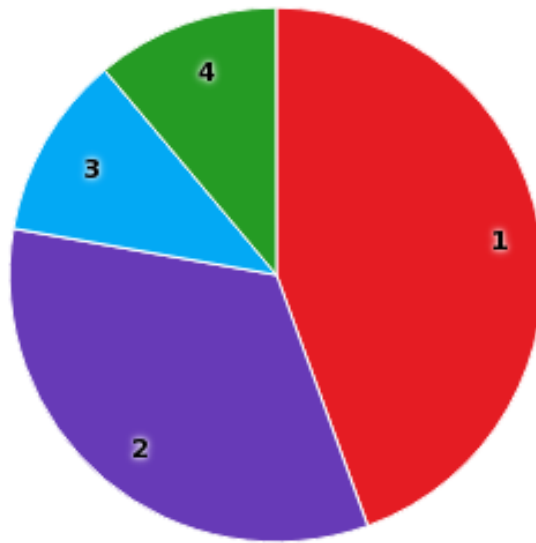


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	0% (0)	75% (6)	0% (0)	25% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.5
2 Virtual Classroom	28.57% (2)	71.43% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.71
3 e-Learning	57.14% (4)	42.86% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.43
4 Self-paced	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.29
5 Certification	37.5% (3)	62.5% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.62
6 Learning Consulting	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
7 Learning Technologies	85.71% (6)	14.29% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.14
8 New learning modalities	100% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1
9 Subscriptions	50% (4)	25% (2)	25% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.75
10 TOTAL TRAINING REVENUE	0% (0)	50% (3)	16.67% (1)	16.67% (1)	16.67% (1)	0% (0)	0% (0)	0% (0)	0% (0)	3

Response: 8

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



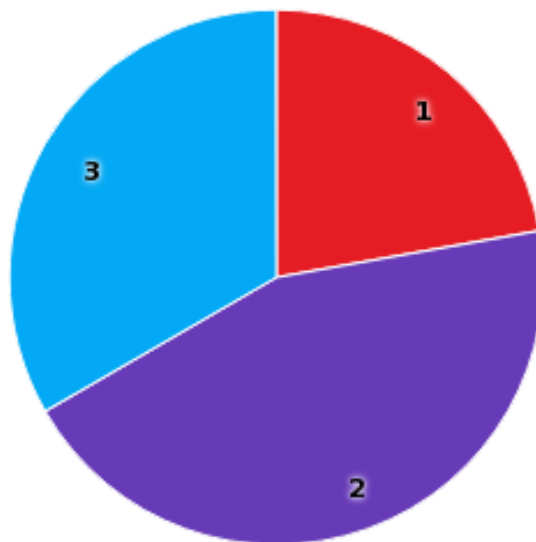
Clicktools

1 - 10 or less	44.44% (4)	2 - 11-20	33.33% (3)
3 - 21-50	11.11% (1)	4 - 51-100	11.11% (1)
5 - More than 100	0% (0)		

Mean: 1.89

Response: 9

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



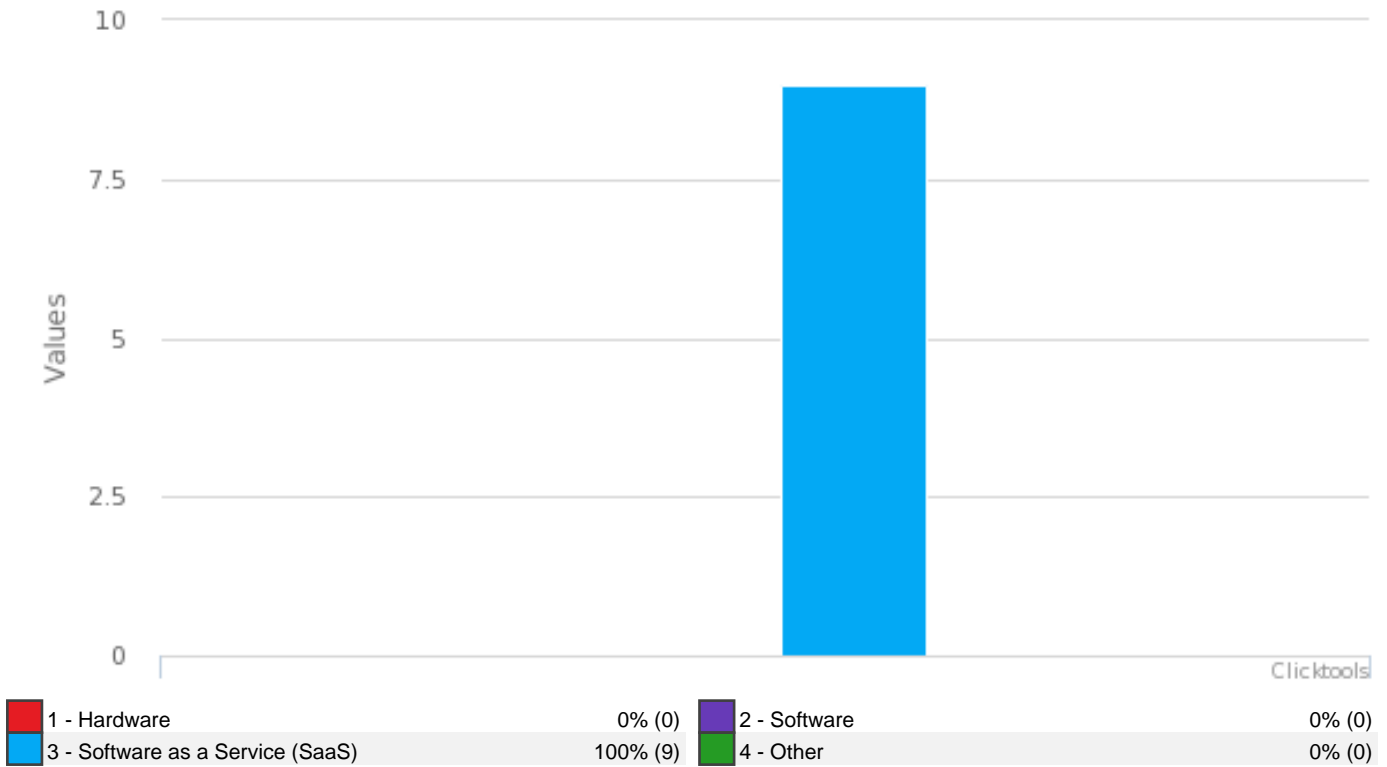
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	22.22% (2)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	44.44% (4)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	33.33% (3)	4 - A hybrid depending upon the education business unit	0% (0)
5 - Other	0% (0)		

Mean: 2.11

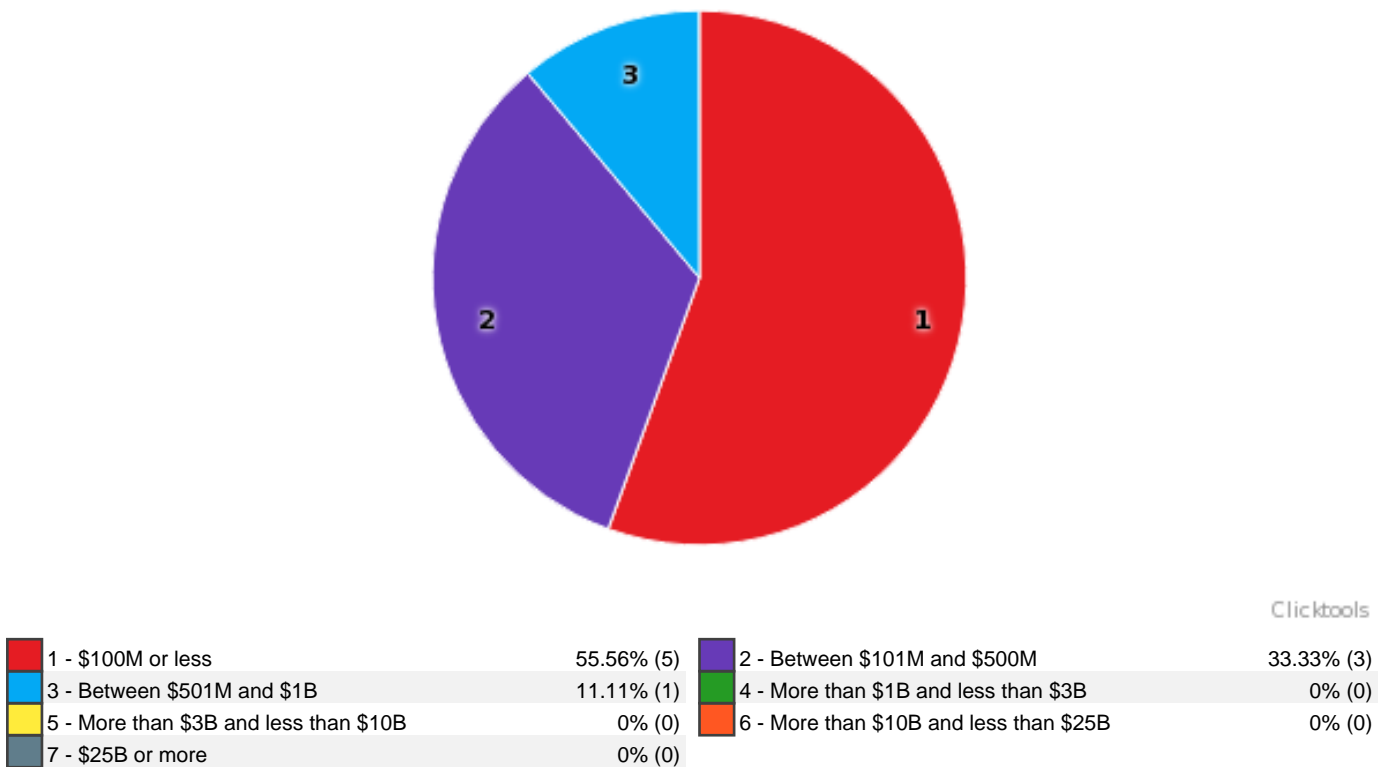
Response: 9

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



Response: 9

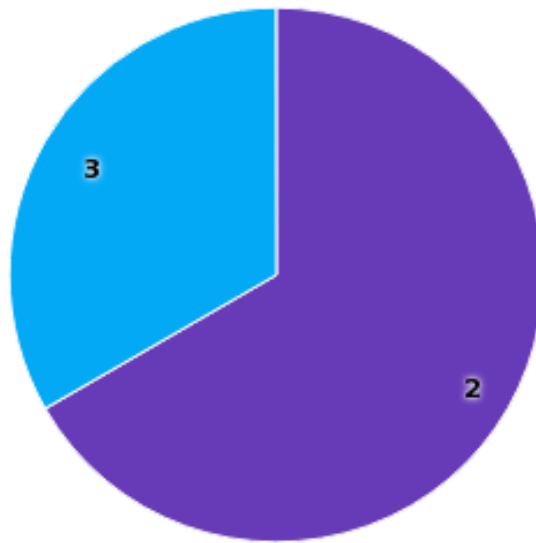
5. What was your company ' s worldwide annual revenue in the most recent fiscal year?



Mean: 1.56

Response: 9

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



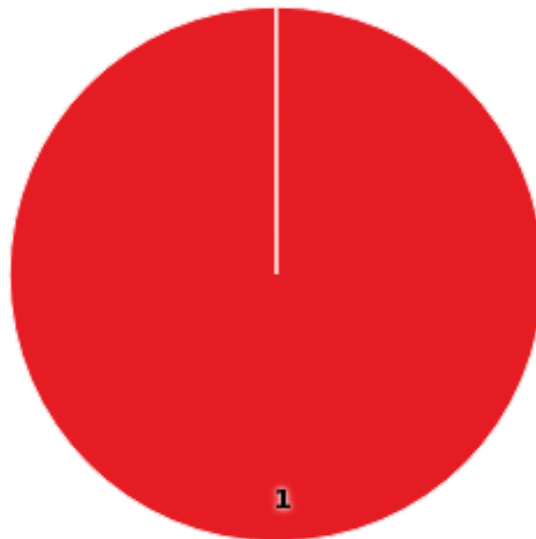
Clicktools

1 - 100 or less	0% (0)	2 - 101 to 1000	66.67% (6)
3 - 1001 to 5000	33.33% (3)	4 - 5001 to 10000	0% (0)
5 - 10001 to 50000	0% (0)	6 - More than 50000	0% (0)

Mean: 2.33

Response: 9

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



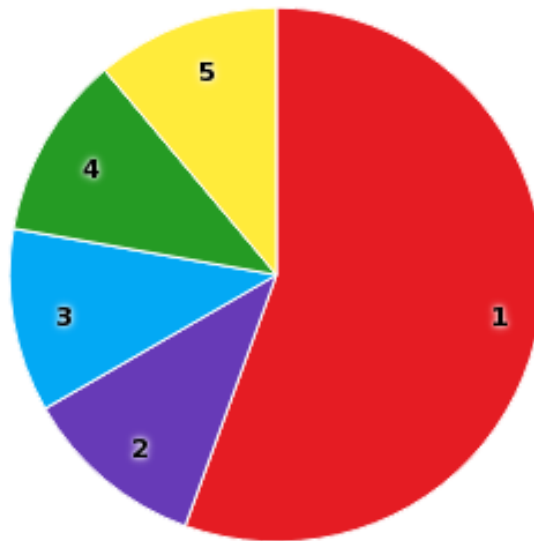
Clicktools

1 - USD	100% (9)	2 - EUR	0% (0)
3 - GBP	0% (0)	4 - Other	0% (0)

Mean: 1

Response: 9

8. How do you manage price lists globally?

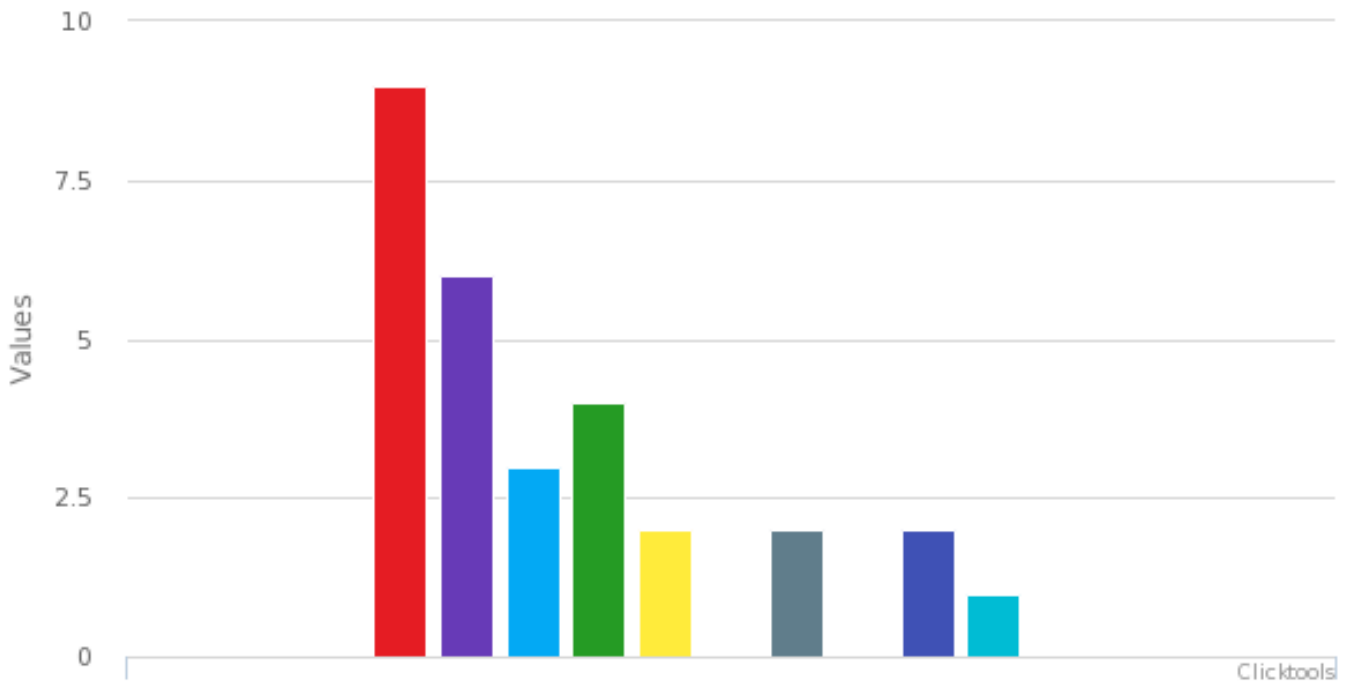


Category	Percentage	Count	Clicktools
1 - We have one price list with our base currency	55.56%	(5)	
2 - We have a price list per geographic region based on our base currency	11.11%	(1)	Clicktools
3 - We have a price list per geographic region or country based on the regional currency	11.11%	(1)	
4 - We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	11.11%	(1)	
5 - Other	11.11%	(1)	

Mean: 2.11

Response: 9

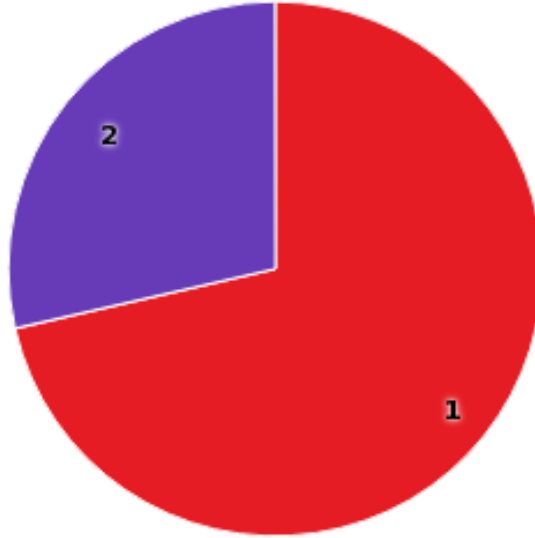
9. In which currencies do you charge your customers (choose all that apply)?



1 - USD	100% (9)	2 - EUR	66.67% (6)
3 - GBP	33.33% (3)	4 - JYP (Japan)	44.44% (4)
5 - AUD (Australia)	22.22% (2)	6 - INR (India)	0% (0)
7 - CNY (China)	22.22% (2)	8 - BRL (Brazil)	0% (0)
9 - CAD	22.22% (2)	10 - SGD (Singapore)	11.11% (1)
11 - Other	0% (0)		

Response: 9

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

71.43% (5)

2 - Price changing based on the actual exchange rate

Clicktools

28.57% (2)

Mean: 1.29

Response: 7

11. How are the prices calculated?



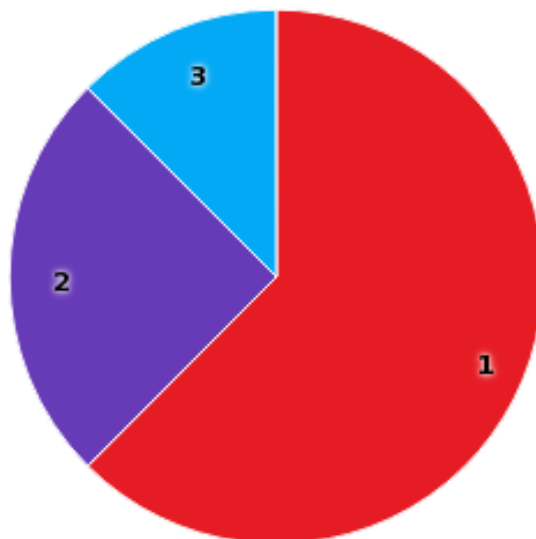
Clicktools

1 - Costs plus margin (all costs plus required margin)	0% (0)	2 - Market price (comparison to competitor and historical pricing)	33.33% (3)
3 - Value based pricing (perceived value to customer)	33.33% (3)	4 - Mixture of all	33.33% (3)
5 - Other	0% (0)		

Mean: 3

Response: 9

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



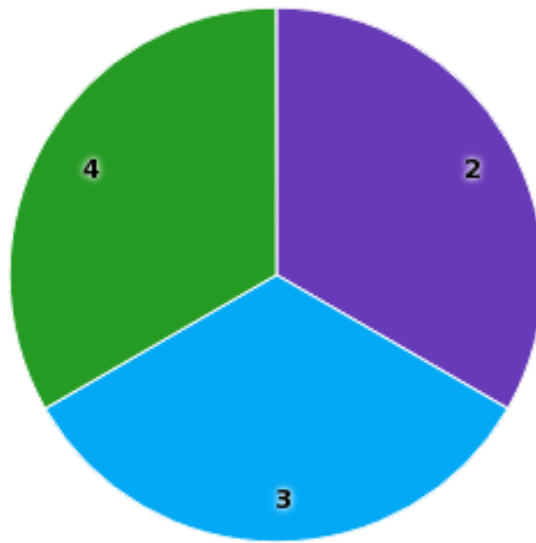
Clicktools

1 - Only 1 pricing level	62.5% (5)	2 - 2-3 pricing levels	25% (2)
3 - More pricing levels	12.5% (1)	4 - Each offering can have different prices in the same service type	0% (0)

Mean: 1.5

Response: 8

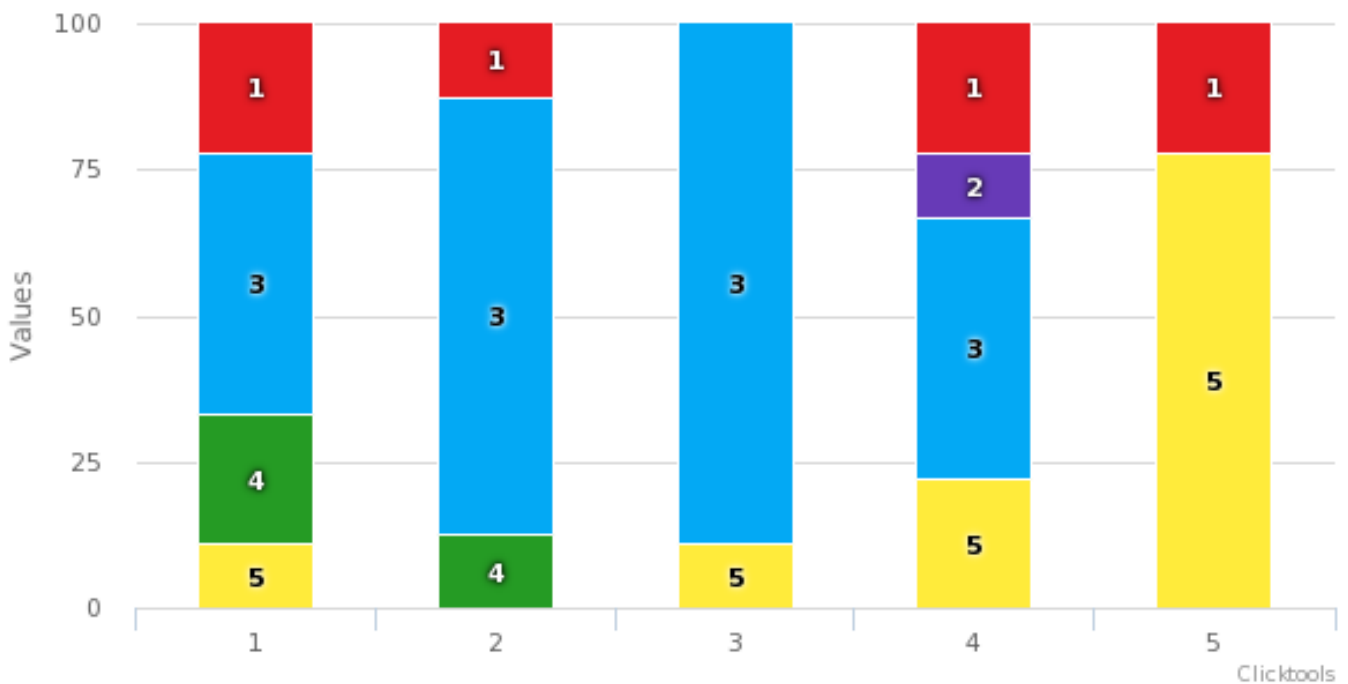
13. As you have different levels, what is the difference between your lowest and highest level?



1 - <10%	0% (0)	2 - 10-25%	33.33% (1)
3 - 26-50%	33.33% (1)	4 - >50%	33.33% (1)

Mean: 3
Response: 3

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

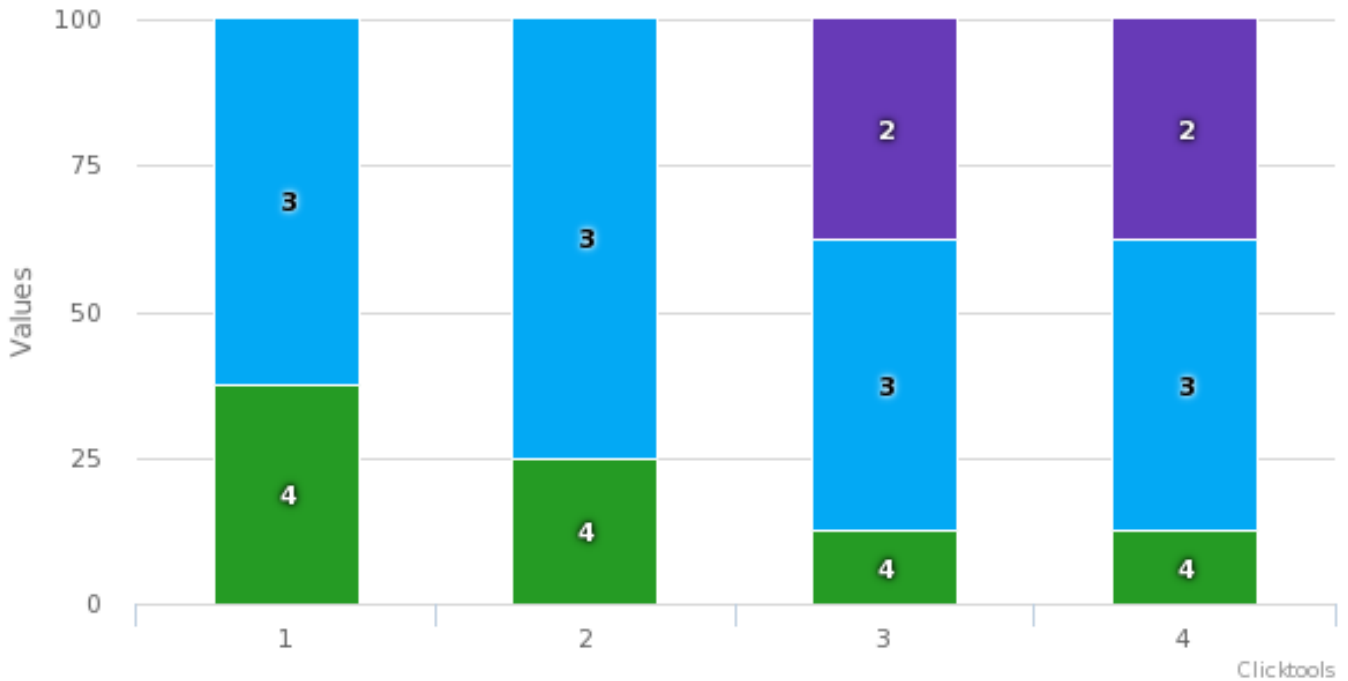


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

	1	2	3	4	5	Mean
1 End user	22.22% (2)	0% (0)	44.44% (4)	22.22% (2)	11.11% (1)	3
2 Business User	12.5% (1)	0% (0)	75% (6)	12.5% (1)	0% (0)	2.88
3 Technical/Admin	0% (0)	0% (0)	88.89% (8)	0% (0)	11.11% (1)	3.22
4 Partner	22.22% (2)	11.11% (1)	44.44% (4)	0% (0)	22.22% (2)	2.89
5 Employee	22.22% (2)	0% (0)	0% (0)	0% (0)	77.78% (7)	4.11

Response: 9

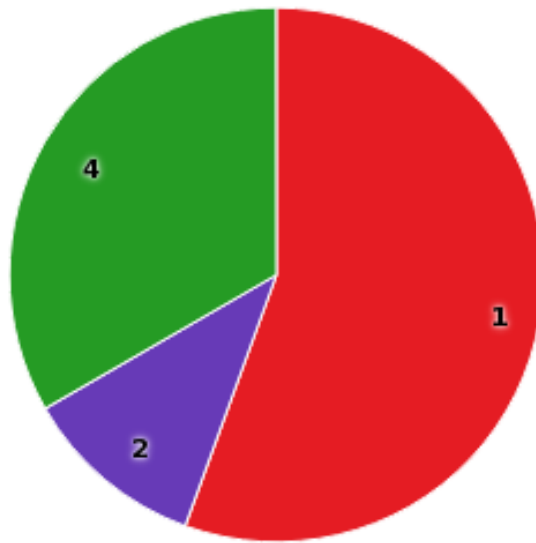
15. Do you have different pricing per complexity of content: compare the price per hour and same delivery format to the first comparable course in the learning path.



	1	2	3	4	Mean
1 Overview/introduction	0% (0)	0% (0)	62.5% (5)	37.5% (3)	3.38
2 Fundamentals/new starter	0% (0)	0% (0)	75% (6)	25% (2)	3.25
3 Advanced/expert	0% (0)	37.5% (3)	50% (4)	12.5% (1)	2.75
4 Workshop	0% (0)	37.5% (3)	50% (4)	12.5% (1)	2.75

Response: 8

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



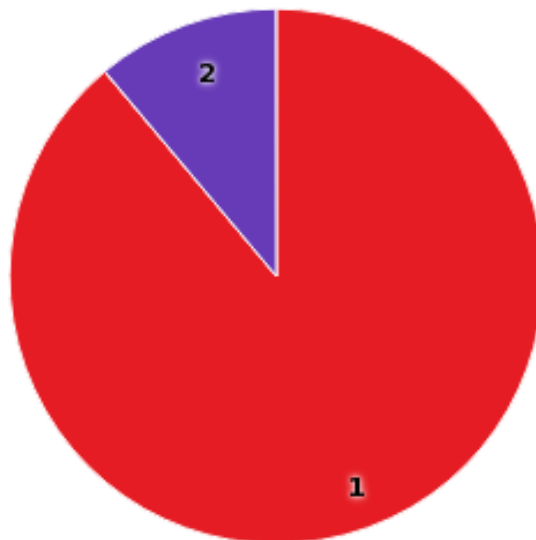
Clicktools

1 - Actuals incurred	55.56% (5)	2 - Daily fixed fees	11.11% (1)
3 - We don't charge for T&L	0% (0)	4 - T&L costs included in onsite rates	33.33% (3)

Mean: 2.11

Response: 9

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



Clicktools

1 - No mark-up and margin	88.89% (8)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	11.11% (1)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1.11

Response: 9

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



Clicktools

1 - No additional fees	88.89% (8)	2 - Yes, beyond a threshold of max 1-day travel to/from customer	0% (0)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	0% (0)	4 - Yes, for any travel time	11.11% (1)

Mean: 1.33

Response: 9

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

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

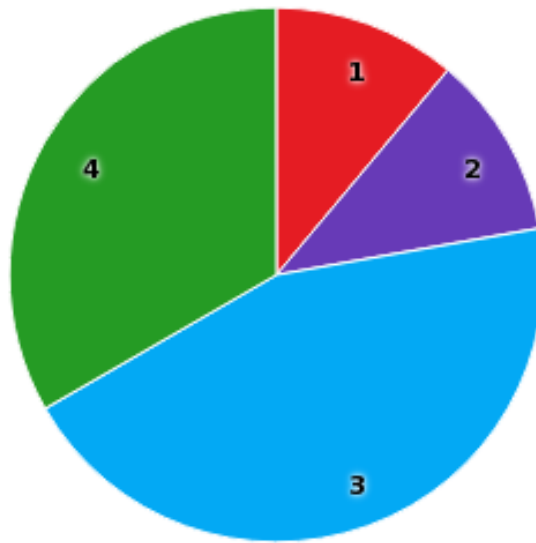
Response: 0

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	60%	1.11%	37.78%	1.11%	0%
Highest	100%	10%	95%	10%	0%
Lowest	5%	0%	0%	0%	0%
Standard deviation	43.52	3.33	45.15	3.33	0

Response: 9

21. Do you sell education together with product sales?



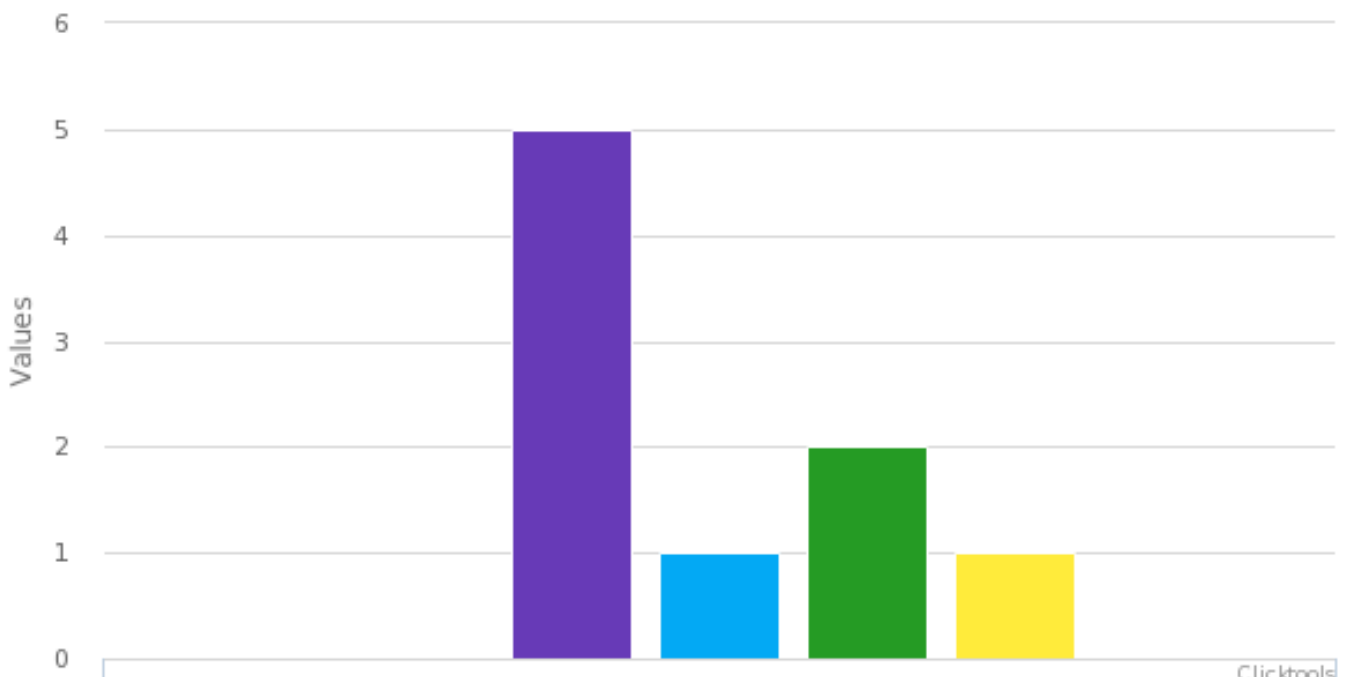
Clicktools

1 - Mandatory attach	11.11% (1)	2 - Automatic attach, can be removed	11.11% (1)
3 - On a case by case basis	44.44% (4)	4 - Never, always separate	33.33% (3)

Mean: 3

Response: 9

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

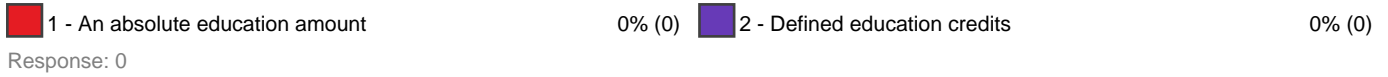


Clicktools

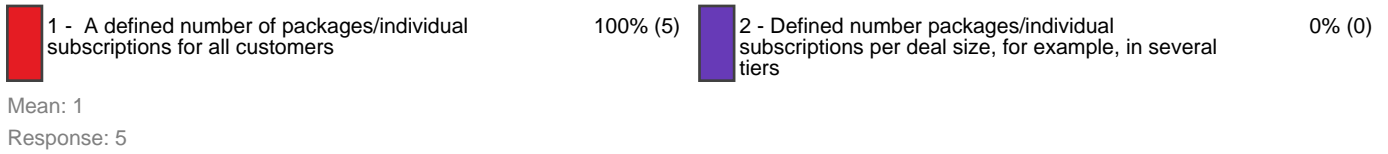
1 - Percentage of product fees	0% (0)	2 - Predefined education packages	83.33% (5)
3 - Number of individual education subscriptions per product deal size	16.67% (1)	4 - An enterprise education subscription	33.33% (2)
5 - Other	16.67% (1)		

Response: 6

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



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

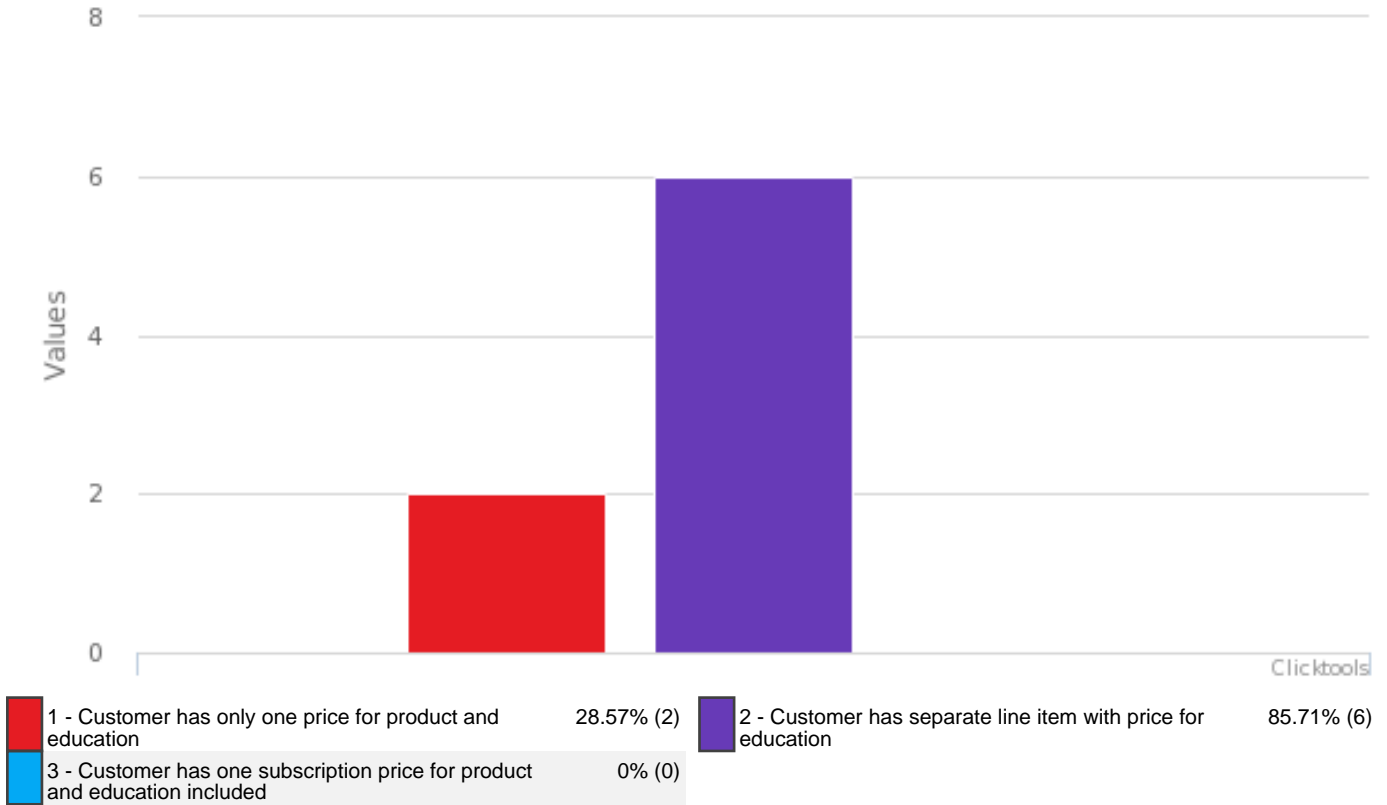


25. What is the average percentage education revenue vs product revenue?

Average	1.83%
Highest	5%
Lowest	1%
Standard deviation	1.6

Response: 6

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



Response: 7

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

Average	21.17%
Highest	100%
Lowest	1%
Standard deviation	38.83

Response: 6

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



Clicktools

1 - One to one like product – full quota retiring	55.56% (5)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	0% (0)	4 - Up to a limit but less than product	0% (0)
5 - Not compensated	33.33% (3)	6 - Other	11.11% (1)

Mean: 2.89

Response: 9

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



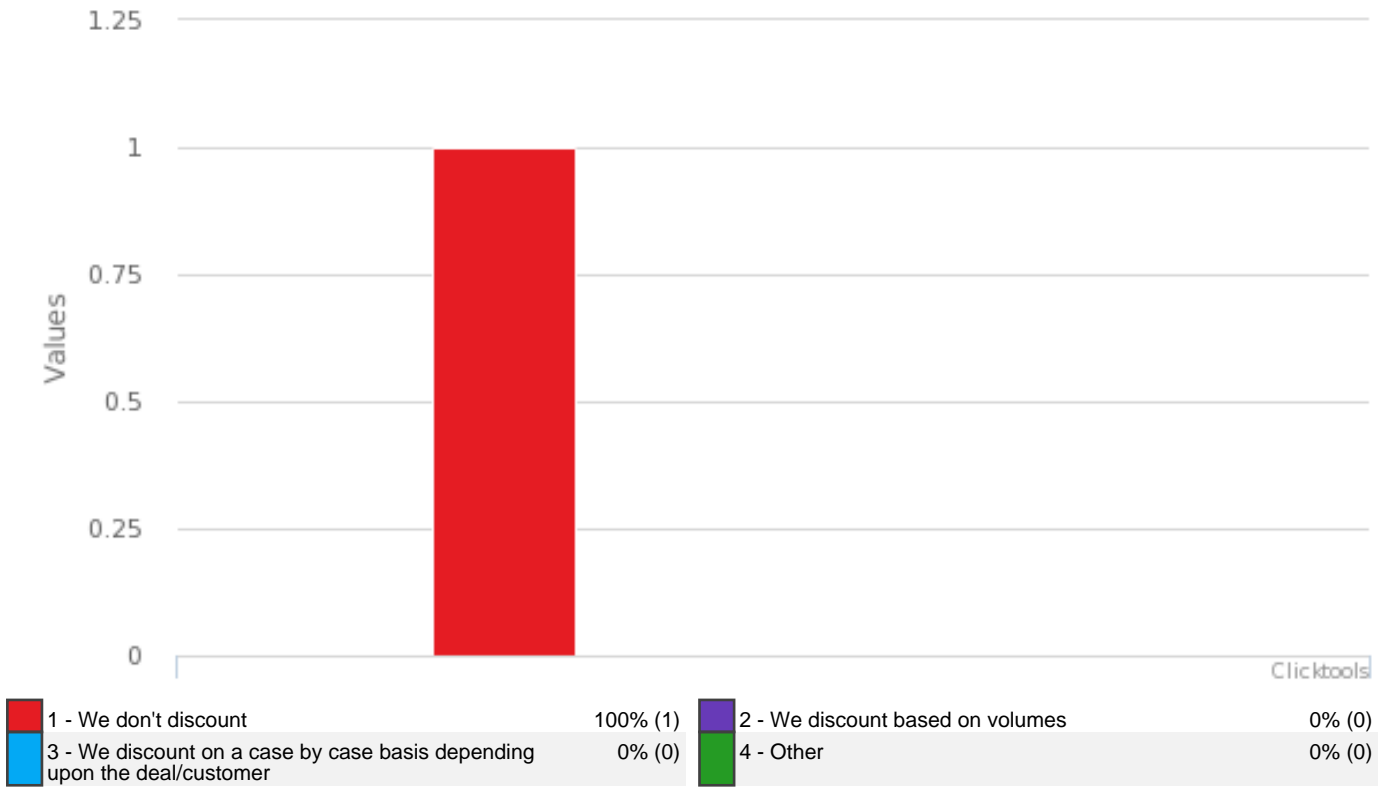
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	100% (1)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	0% (0)
3 - Other	0% (0)		

Mean: 1

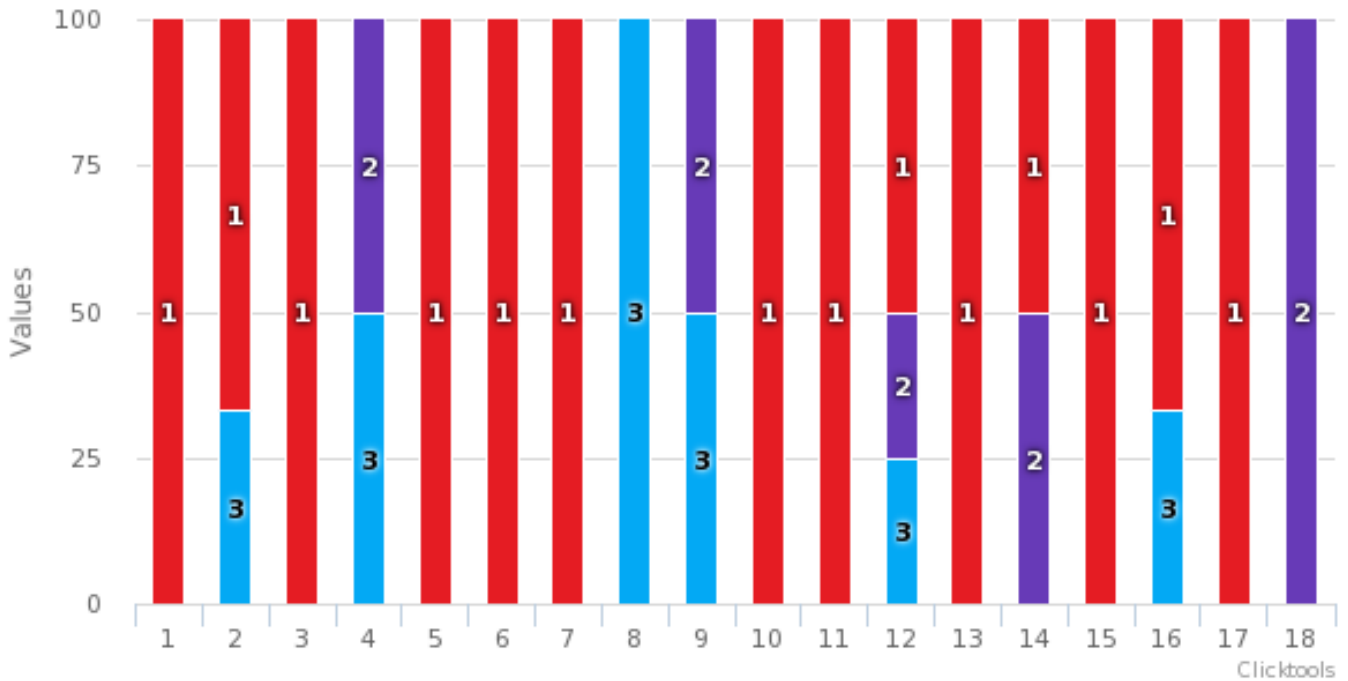
Response: 1

30. Do you discount training credits?



Response: 1

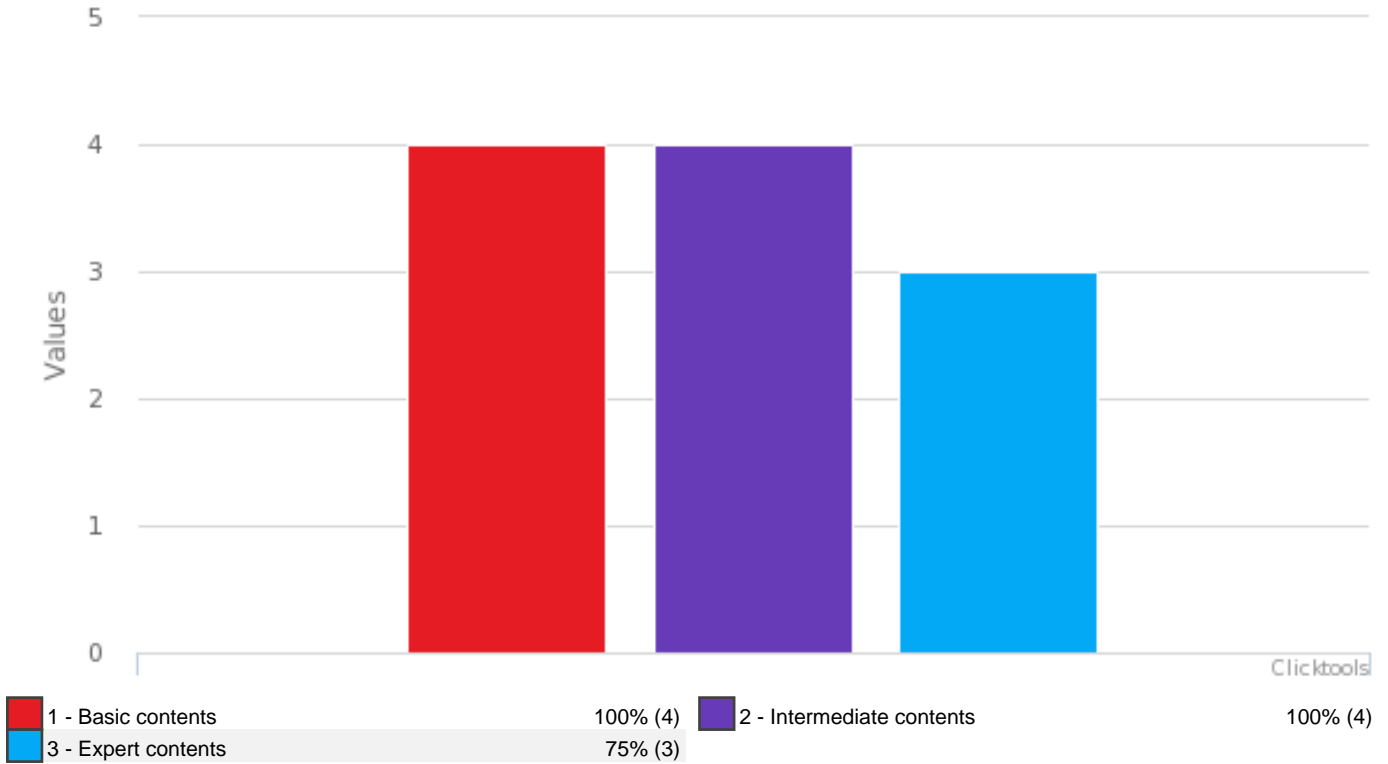
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



	1 Unlimited	2 Limited	3 No	Mean
1 eLearning/WBTs	100% (3)	0% (0)	0% (0)	1
2 ILT - live classrooms	66.67% (2)	0% (0)	33.33% (1)	1.67
3 VILT - virtual classrooms	100% (3)	0% (0)	0% (0)	1
4 Closed/dedicated classes (onsite or virtual)	0% (0)	50% (1)	50% (1)	2.5
5 Recorded instructor-led training	100% (3)	0% (0)	0% (0)	1
6 Demos	100% (2)	0% (0)	0% (0)	1
7 Videos	100% (3)	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)	50% (1)	50% (1)	2.5
10 Student books	100% (1)	0% (0)	0% (0)	1
11 Access to other self-study options	100% (3)	0% (0)	0% (0)	1
12 Access to online/virtual labs	50% (2)	25% (1)	25% (1)	1.75
13 Assessments	100% (2)	0% (0)	0% (0)	1
14 Certification exam attempts	50% (2)	50% (2)	0% (0)	1.5
15 Webinars/recorded webinars	100% (2)	0% (0)	0% (0)	1
16 Communities/Social Learning/forums/chats	66.67% (2)	0% (0)	33.33% (1)	1.67
17 Support to find required training	100% (2)	0% (0)	0% (0)	1
18 Other	0% (0)	100% (1)	0% (0)	2

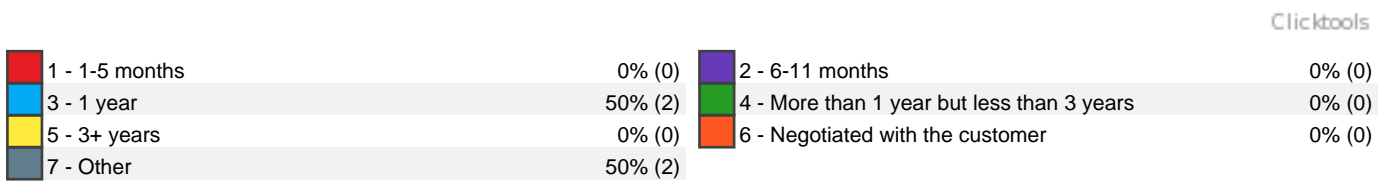
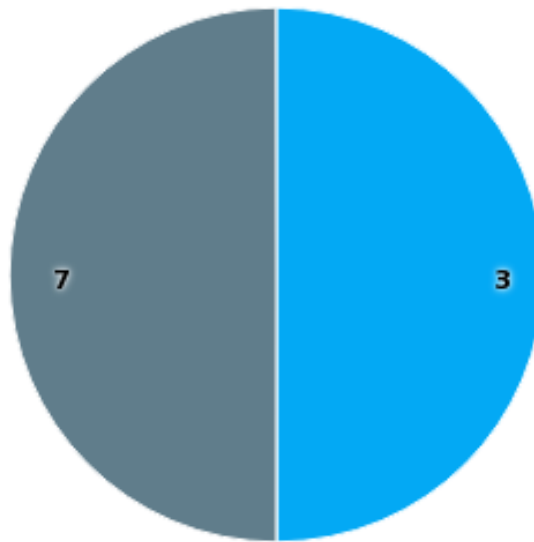
Response: 4

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



Response: 4

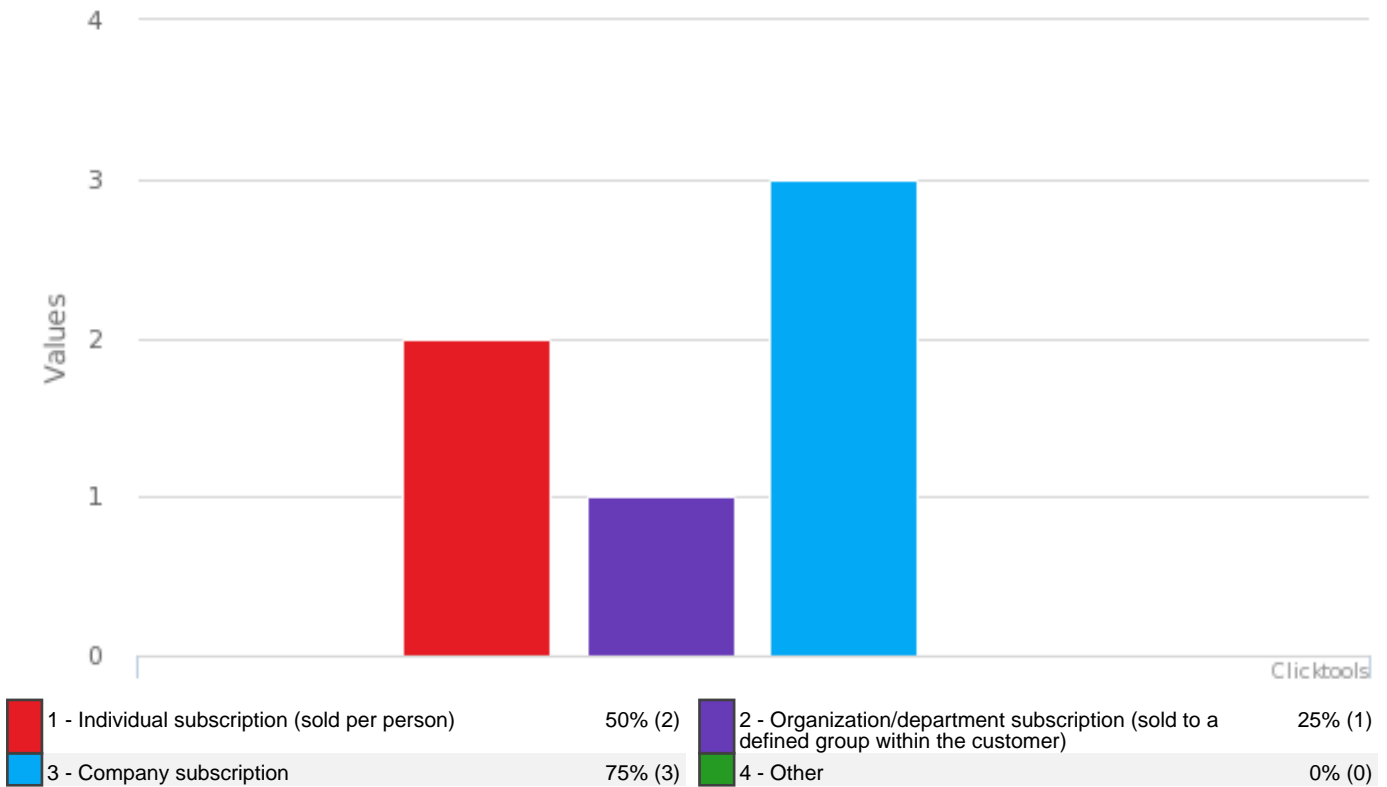
33. How long is a subscription valid?



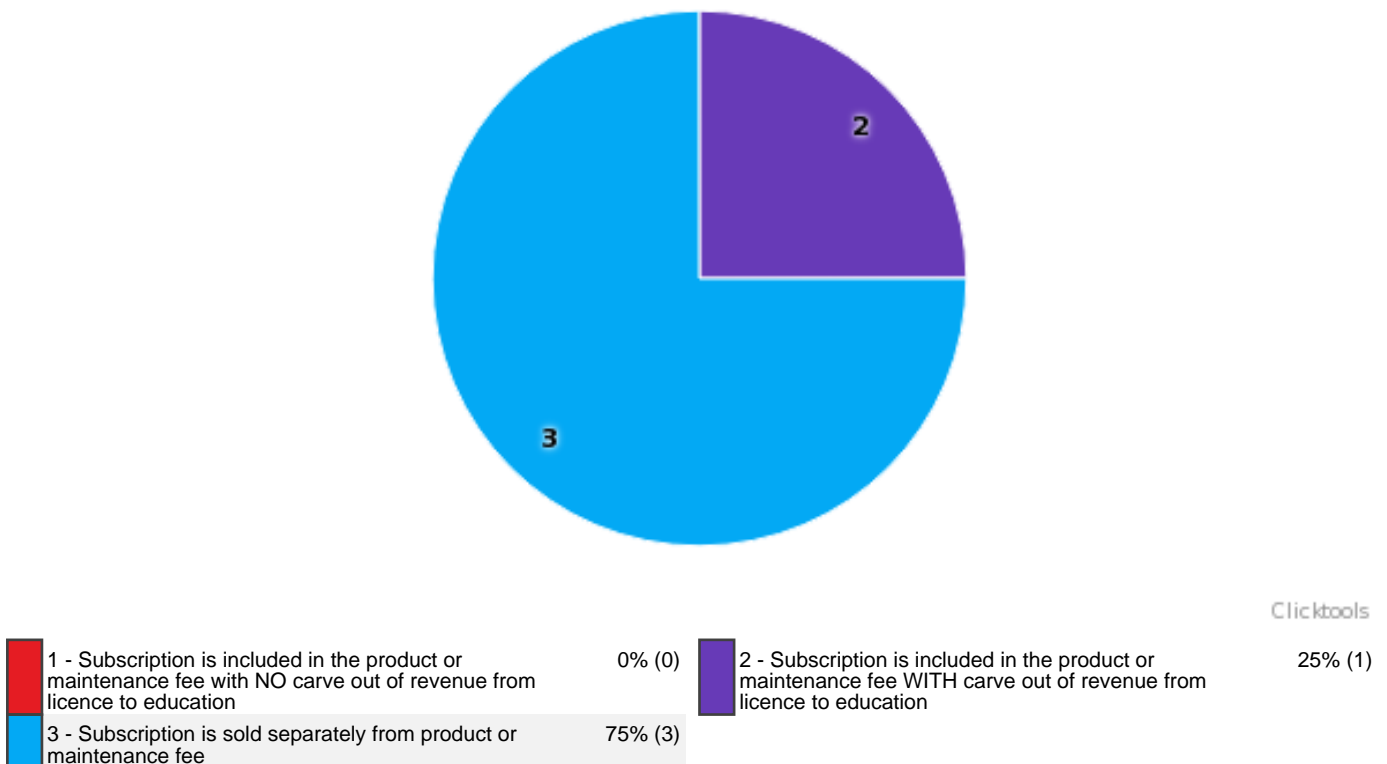
Mean: 5

Response: 4

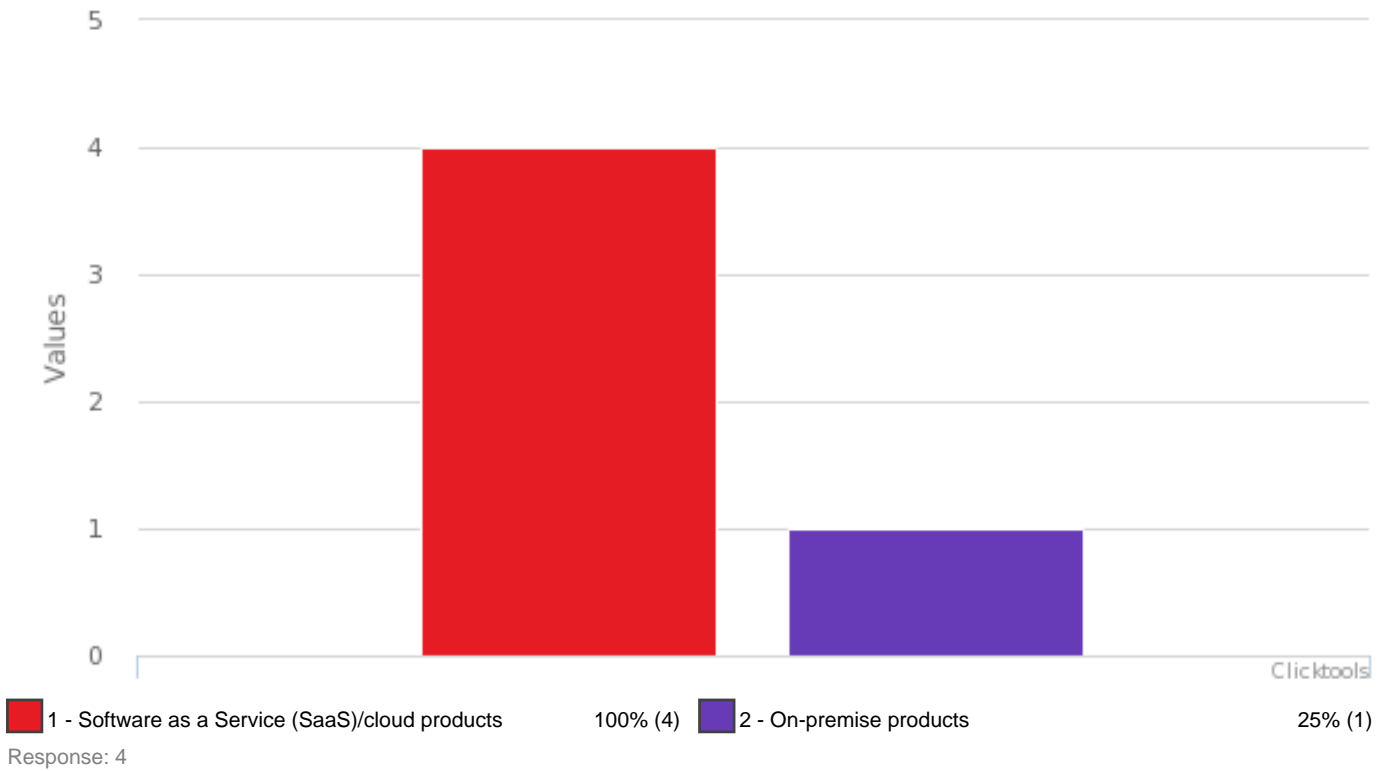
34. Which type of subscription do you offer?



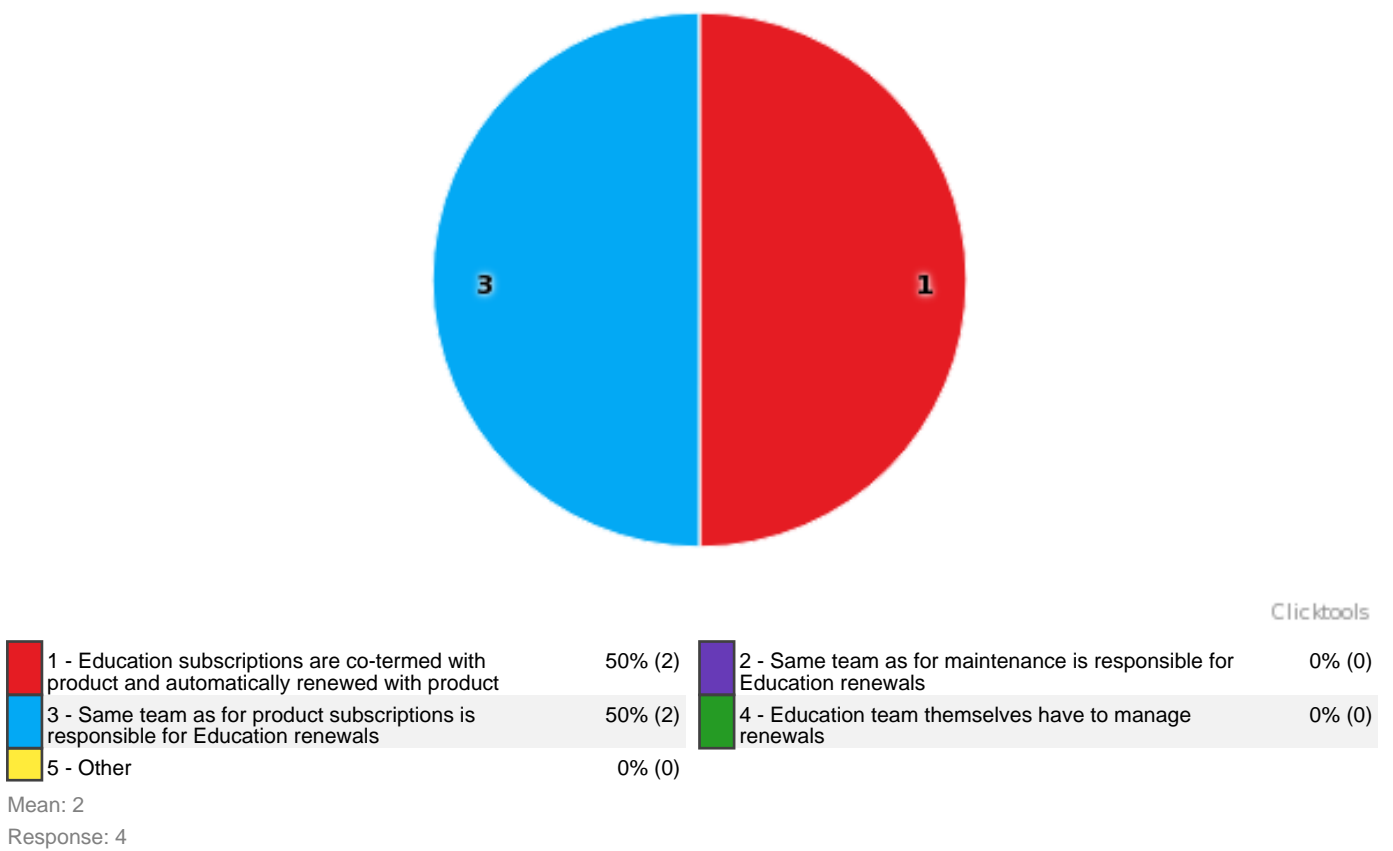
35. How do you charge for subscriptions?



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



37. How do you get subscriptions renewed?

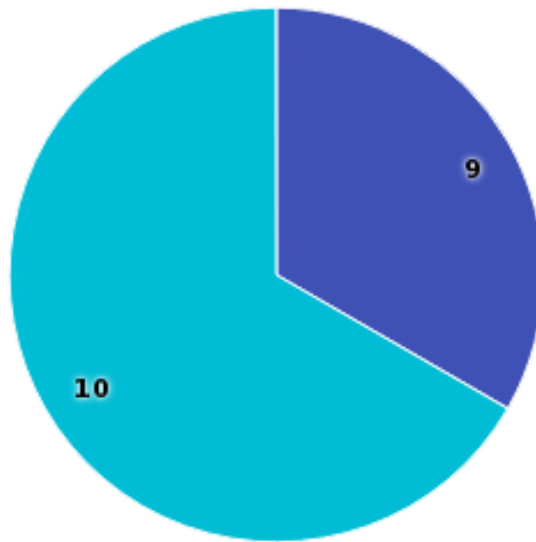


38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?

Average	73.5%
Highest	90%
Lowest	57%
Standard deviation	23.33

Response: 2

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%
3 - 20%-30%	0%	(0)	4 - 30%-40%	0%
5 - 40%-50%	0%	(0)	6 - 50%-60%	0%
7 - 60%-70%	0%	(0)	8 - 70%-80%	0%
9 - 80%-90%	33.33%	(1)	10 - >90%	66.67%

Mean: 9.67

Response: 3

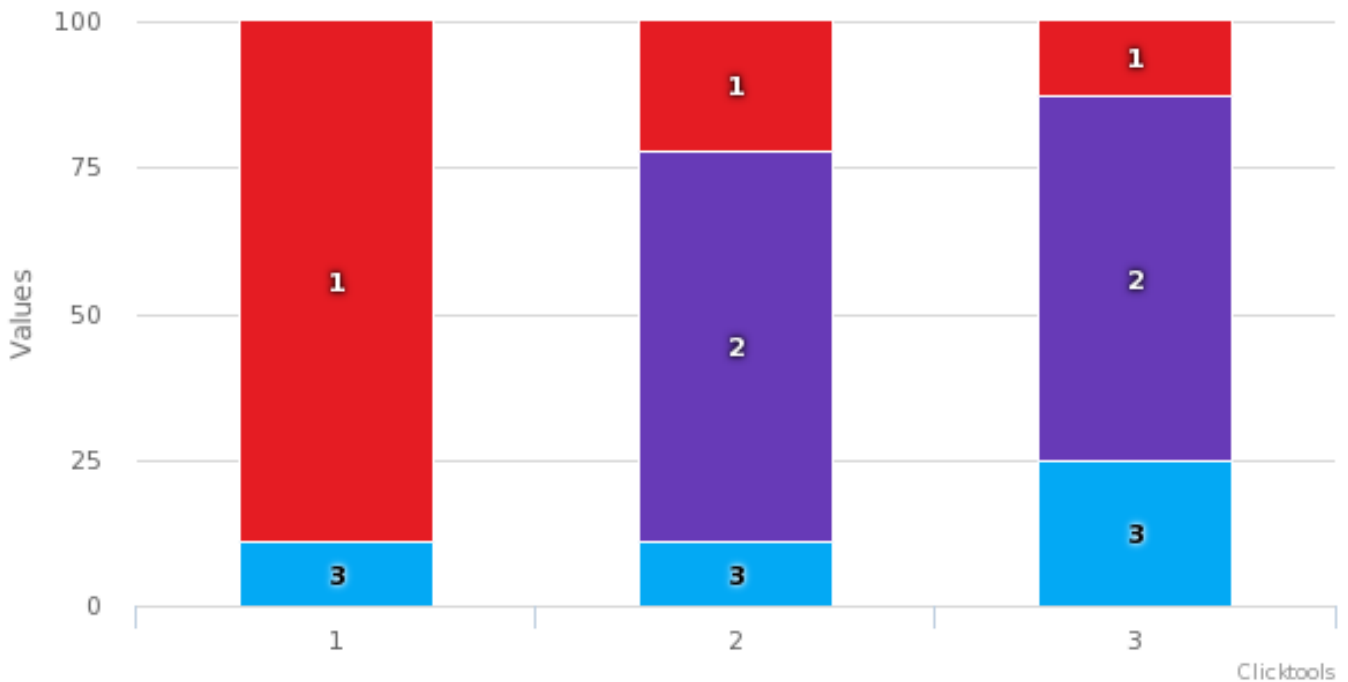
40. What is the percentage of Education subscription revenue growth for the past 12 months?



Category	Percentage	Count	Clicktools
1 - <20%	33.33%	(1)	0% (0)
2 - 20%-40%	0%	(0)	0% (0)
3 - 40%-60%	33.33%	(1)	
4 - 60%-80%	0%	(0)	
5 - >80%	33.33%	(1)	

Mean: 3
Response: 3

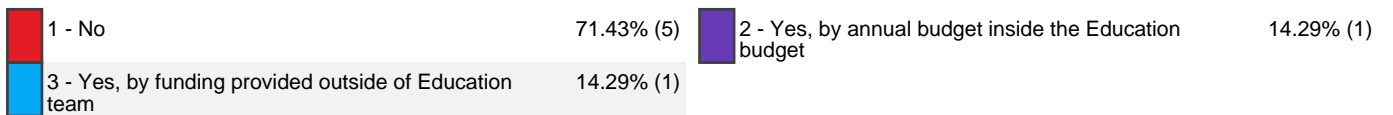
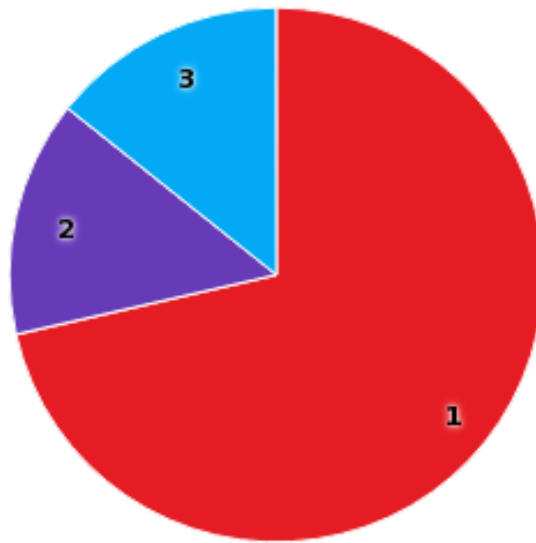
41. Do you offer free training to the following audiences?



	1 Always	2 Sometimes	3 Never	Mean
1 Employees	88.89% (8)	0% (0)	11.11% (1)	1.22
2 Customers	22.22% (2)	66.67% (6)	11.11% (1)	1.89
3 Product Channel	12.5% (1)	62.5% (5)	25% (2)	2.12

Response: 9

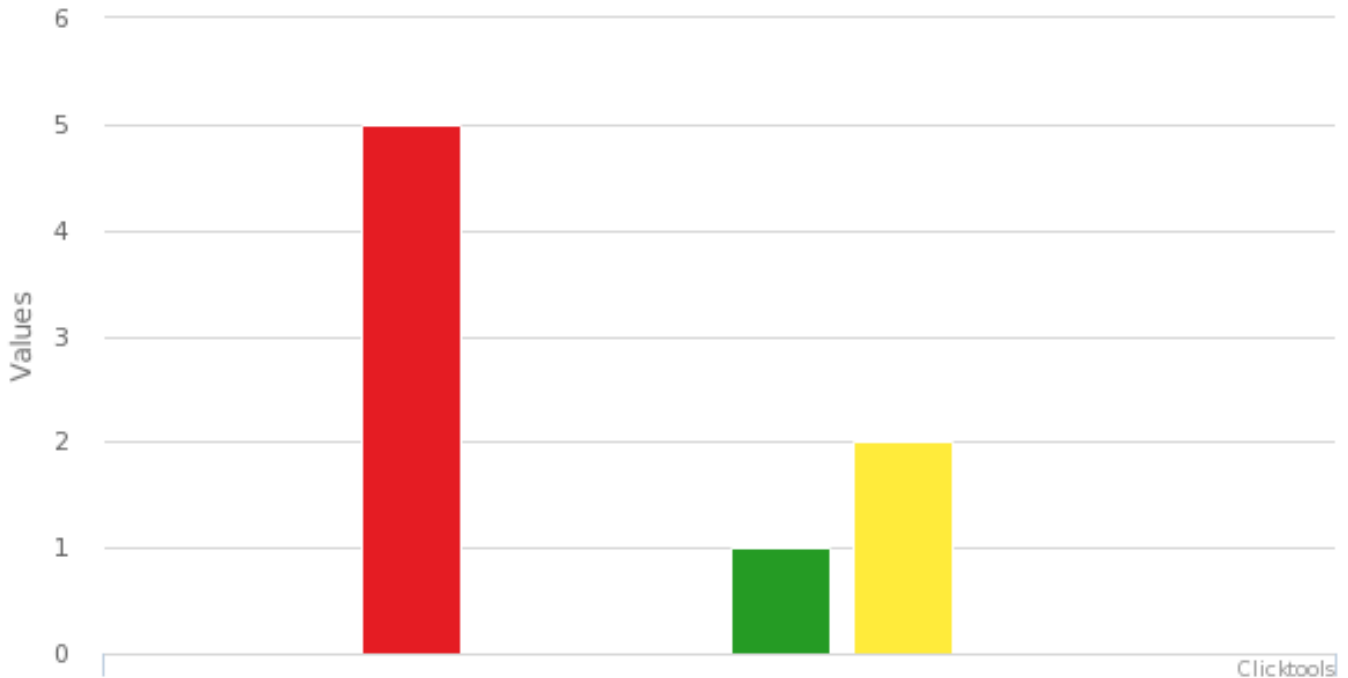
42. Is there a limit to the free training?



Mean: 1.43

Response: 7

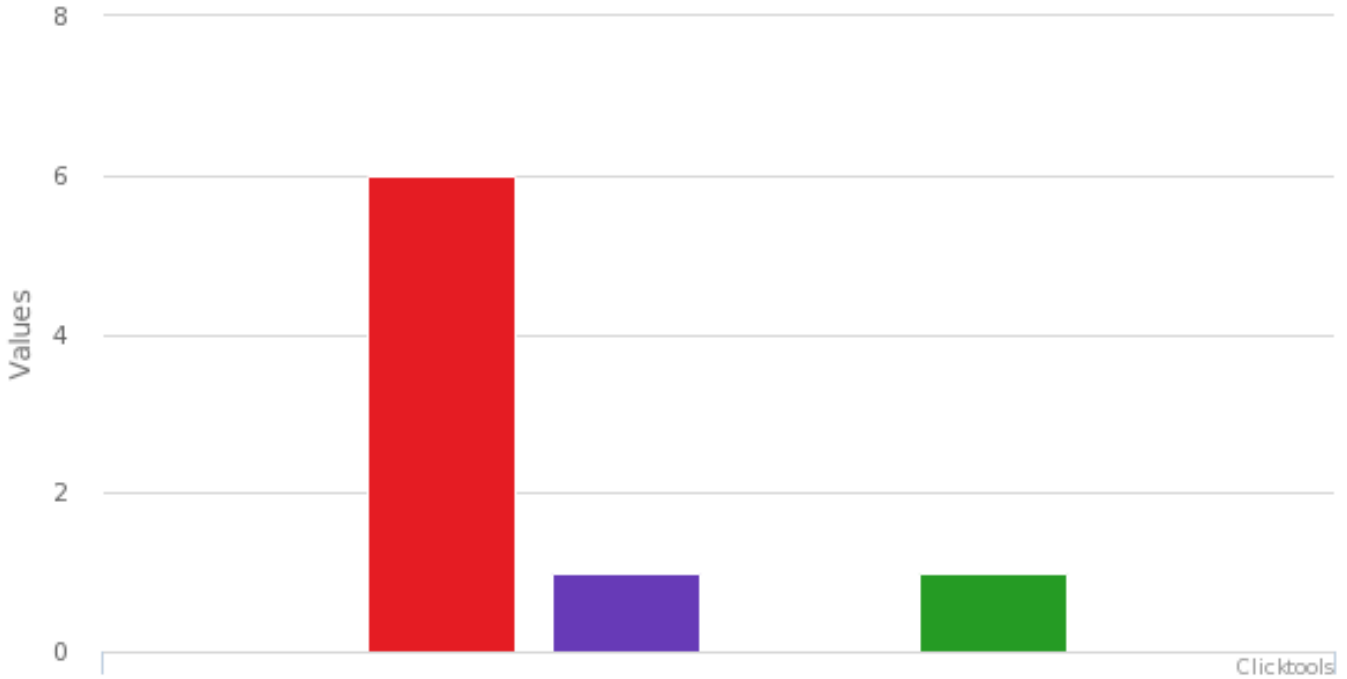
43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	62.5% (5)	2 - Yes, carve out product revenue and move to Education	0% (0)
3 - Yes, funding outside the Education team and transfer of costs only	0% (0)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	12.5% (1)
5 - Yes, specific annual budget inside the Education budget	25% (2)	6 - Other	0% (0)

Response: 8

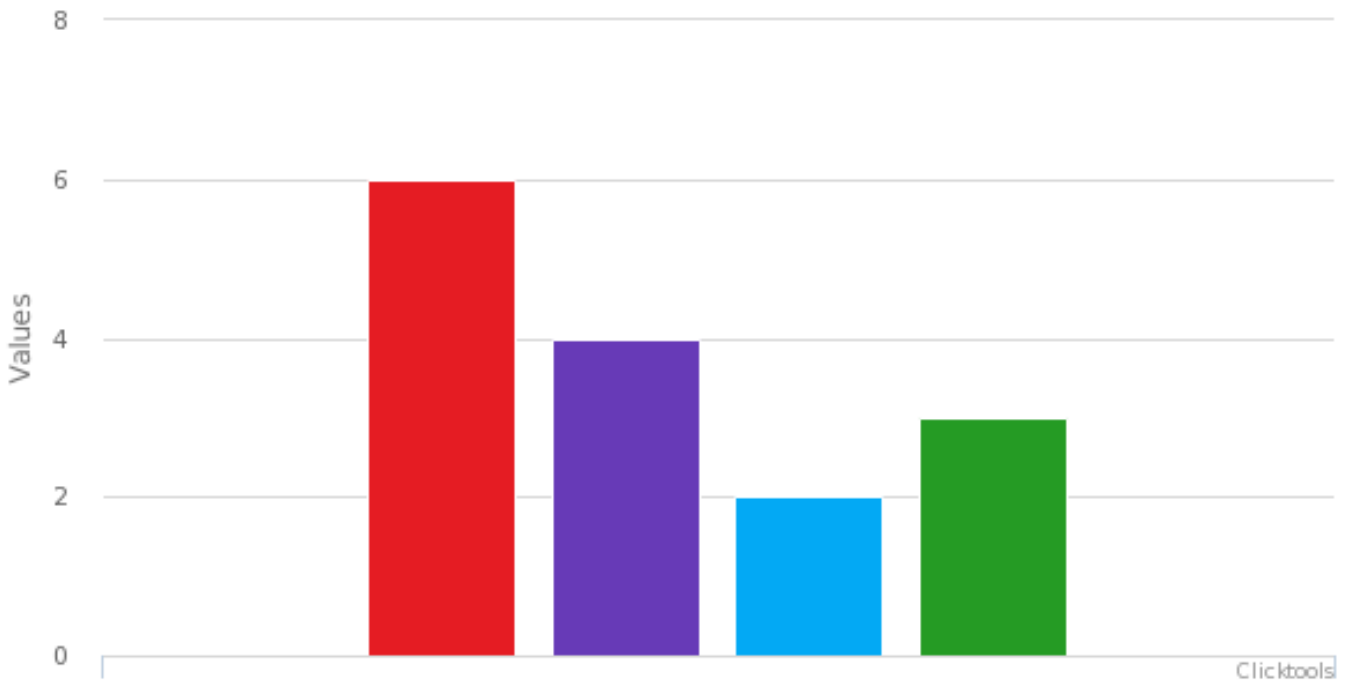
44. What do you communicate about pricing outside your company?



1 - Only list prices	75% (6)	2 - All available discounts	12.5% (1)
3 - Some globally available discounts, e.g. volume	0% (0)	4 - Other	12.5% (1)

Response: 8

45. Who is allowed to discount training?



1 - Education team	66.67% (6)	2 - Product Sales team	44.44% (4)
3 - Company (Professional) Services team	22.22% (2)	4 - Other	33.33% (3)

Response: 9

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



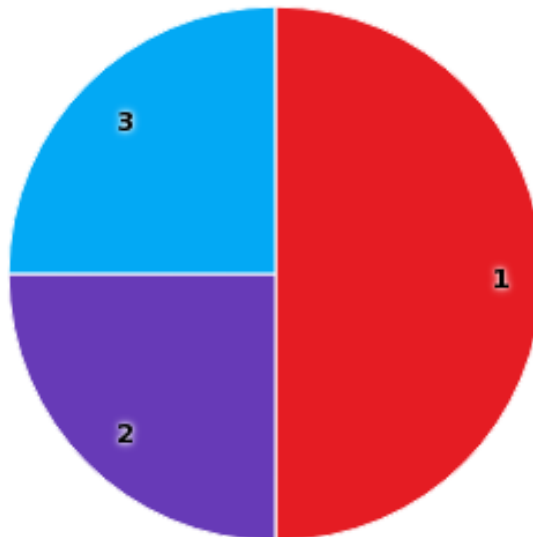
Clicktools

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

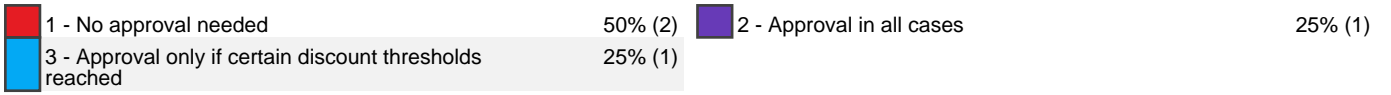
Mean: 3

Response: 4

47. Do these other organizations need approval to discount?

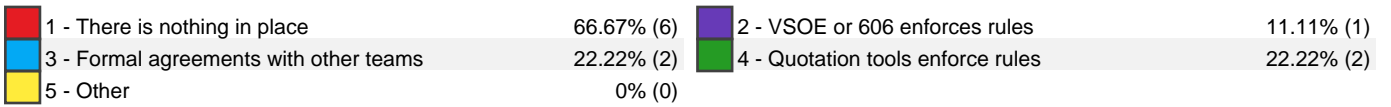
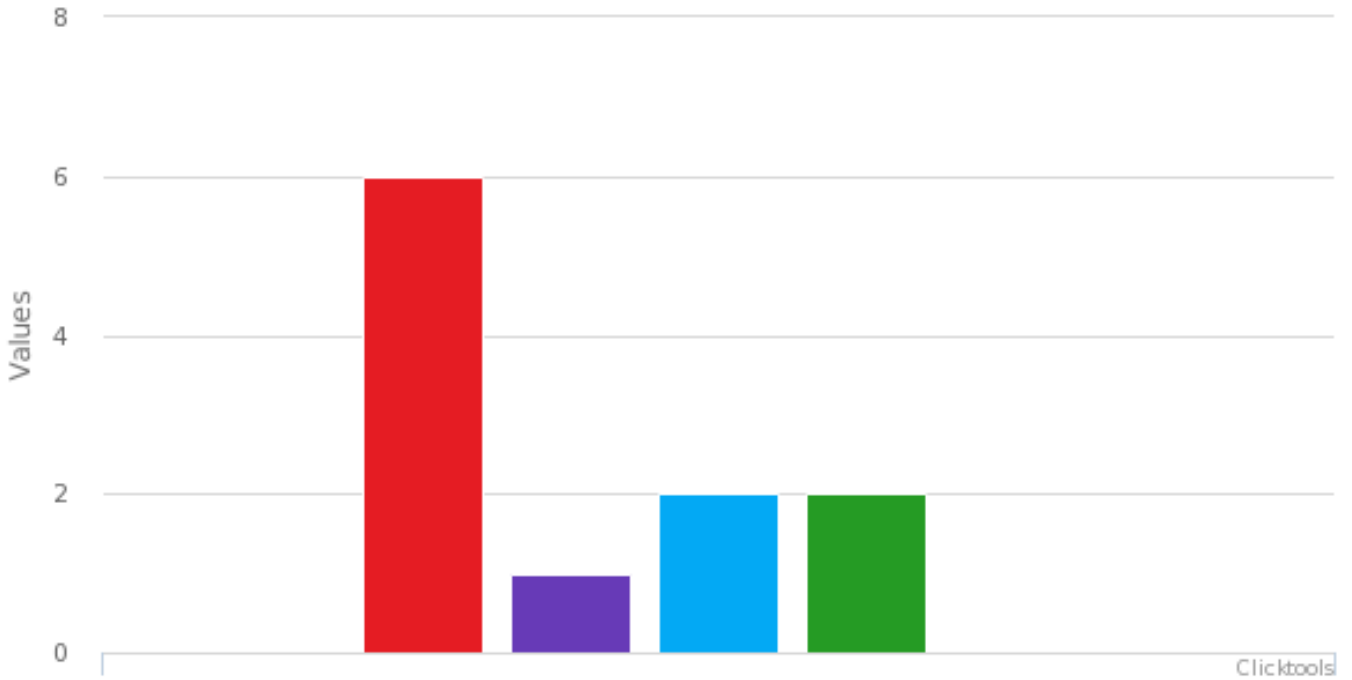


Clicktools



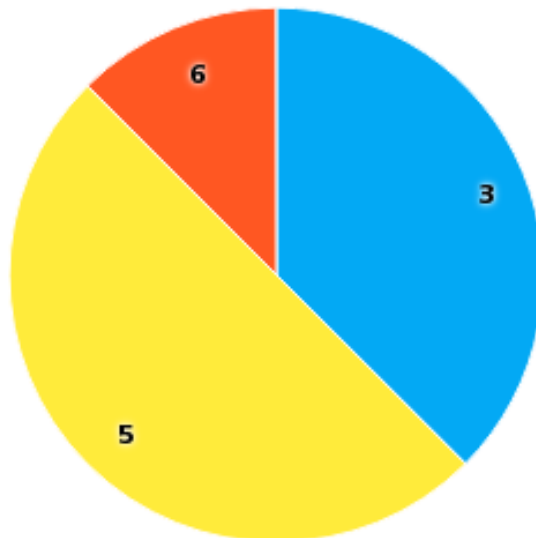
Mean: 1.75
Response: 4

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



Response: 9

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

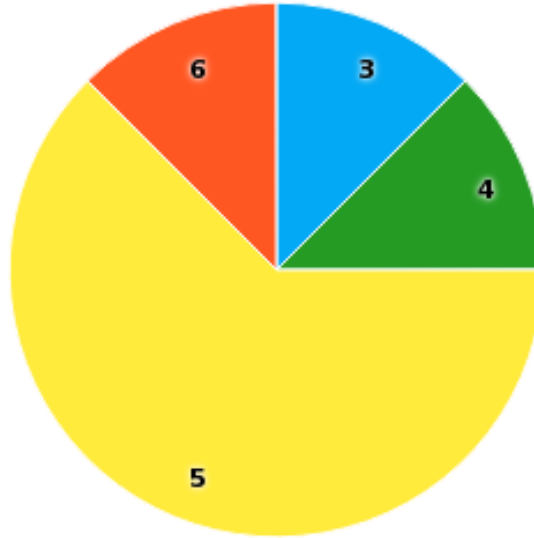


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	37.5% (3)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	50% (4)	6 - Other	12.5% (1)

Mean: 4.38
Response: 8

50. How often do you change your pricing?

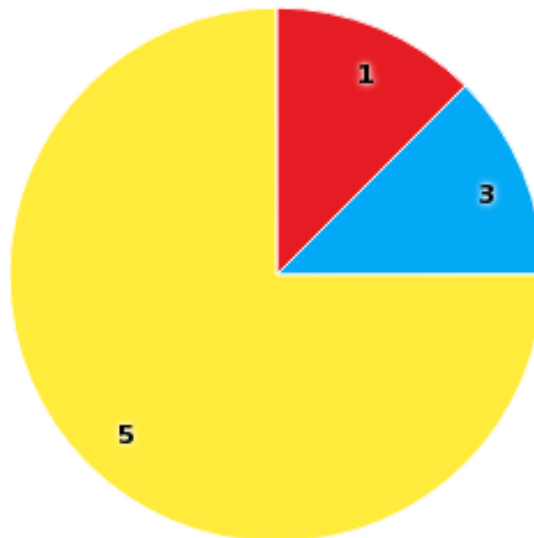


Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	12.5% (1)	4 - 13 months or more	12.5% (1)
5 - No set time, just whenever it is needed	62.5% (5)	6 - Other	12.5% (1)

Mean: 4.75
Response: 8

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



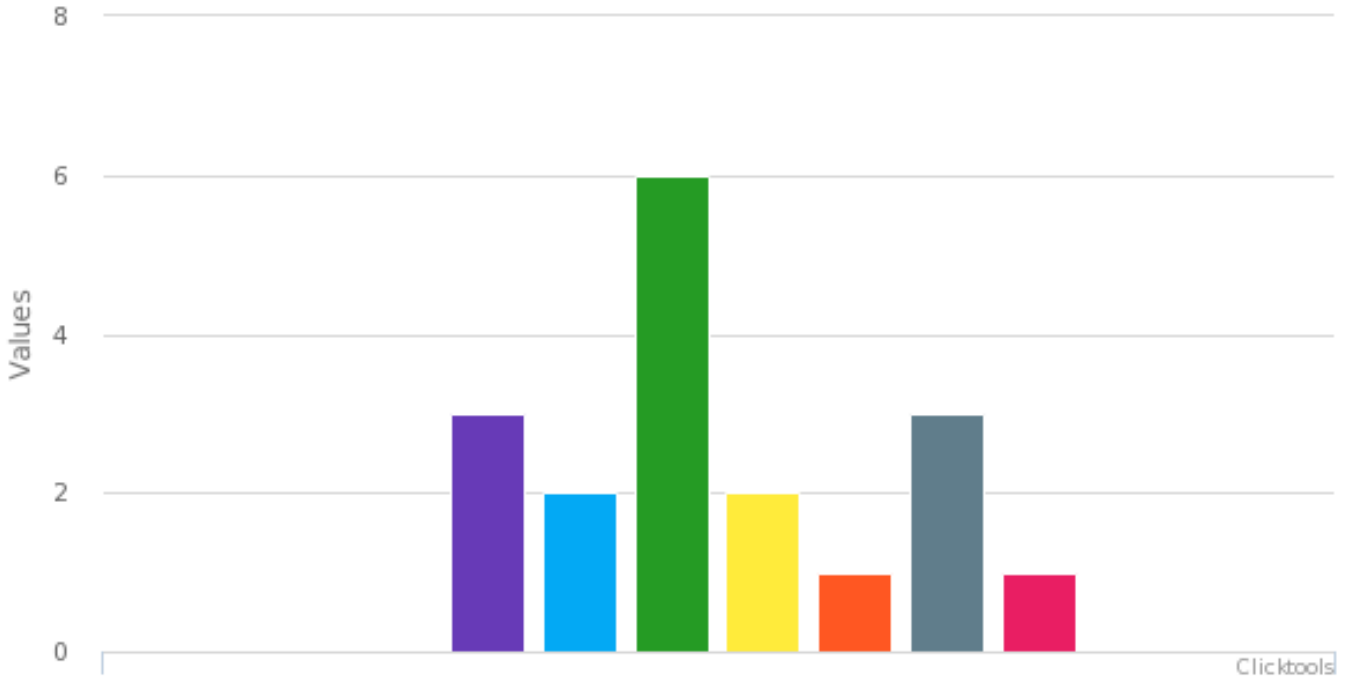
Clicktools

1 - Up to 3 months	12.5% (1)	2 - 4-11 months	0% (0)
3 - 12 months	12.5% (1)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	75% (6)	6 - Other	0% (0)

Mean: 4.25

Response: 8

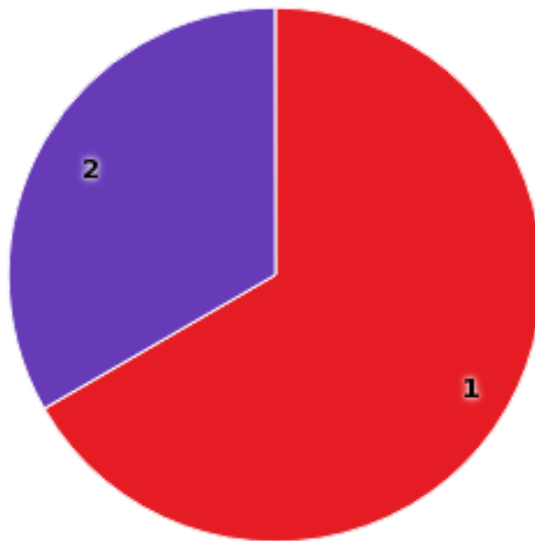
52. What is the key driver for the price change? Choose all that apply.



1 - Inflation	0% (0)	2 - Market trends	42.86% (3)
3 - Historical trends	28.57% (2)	4 - Competitiveness	85.71% (6)
5 - Profit margins	28.57% (2)	6 - Exchange rate changes	14.29% (1)
7 - Higher expenses	42.86% (3)	8 - Other	14.29% (1)

Response: 7

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



Clicktools

1 - Yes

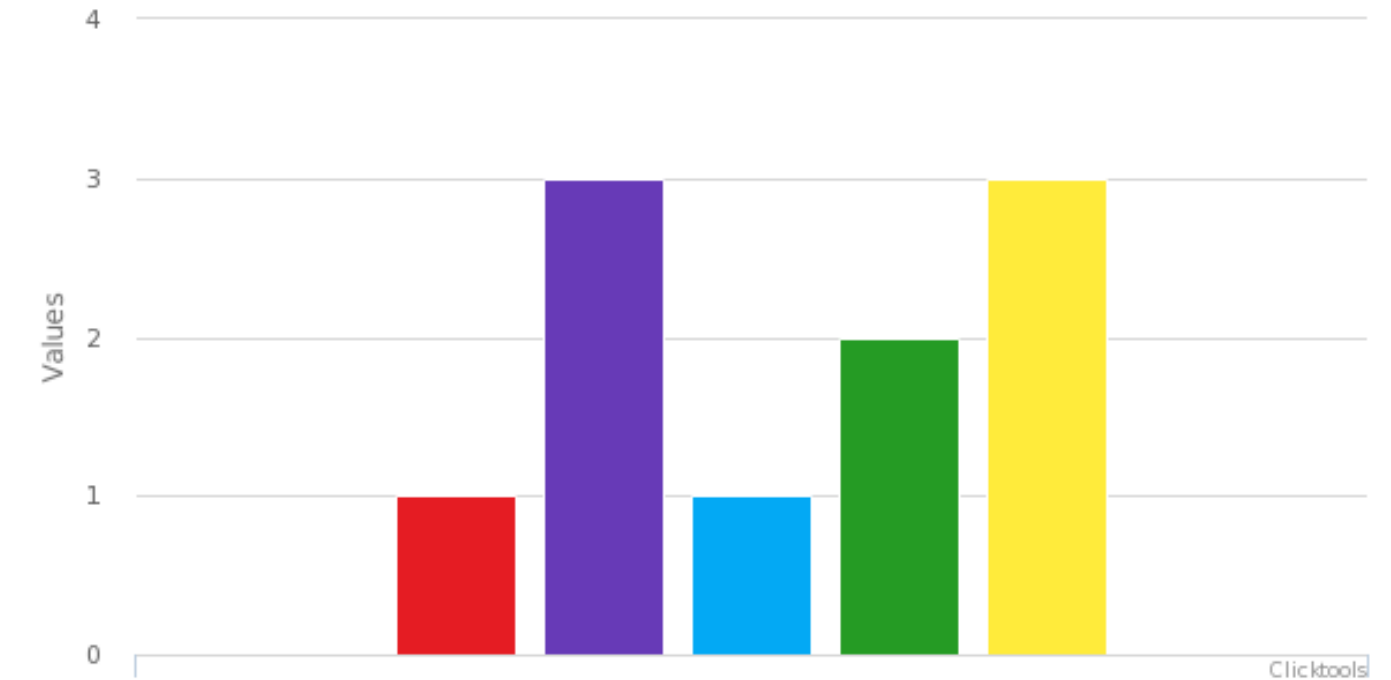
66.67% (6) 2 - No

33.33% (3)

Mean: 1.33

Response: 9

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



1 - Education Head

16.67% (1)

2 - Company Financial Head

50% (3)

3 - Company CEO

16.67% (1)

4 - Sales or Country Manager of impacted countries/customers

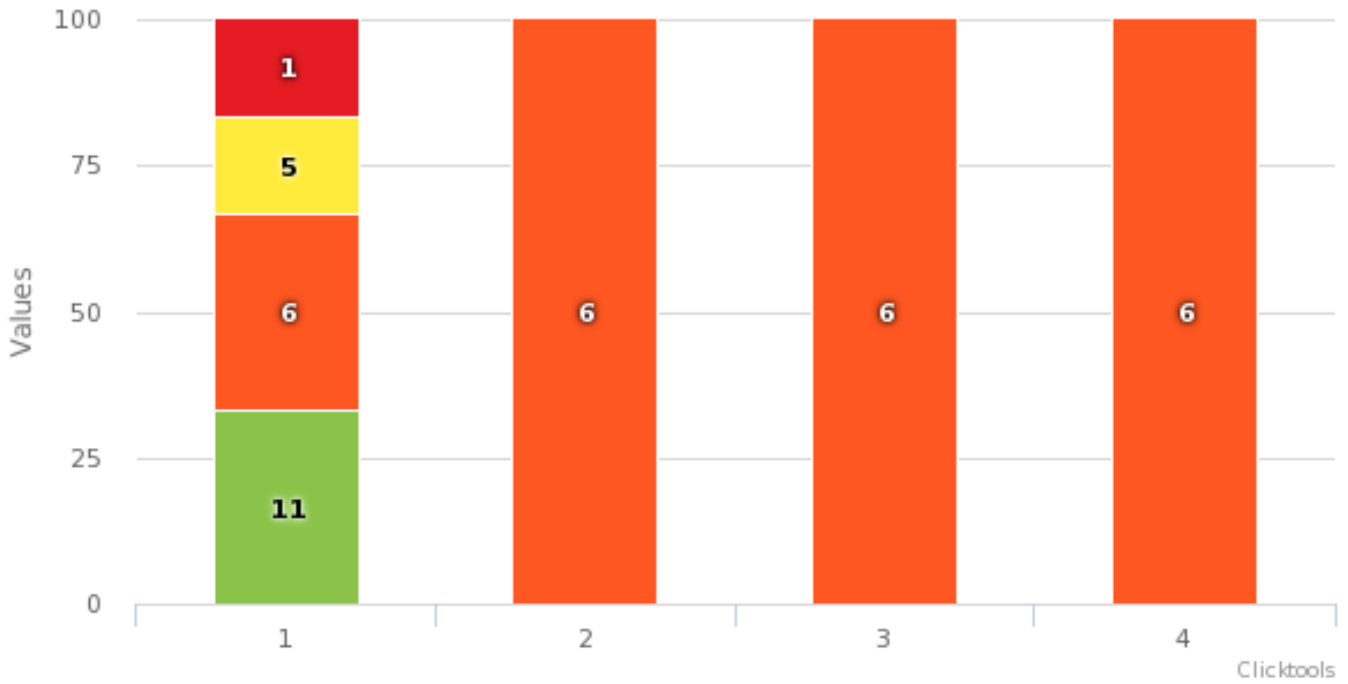
33.33% (2)

5 - Other

50% (3)

Response: 6

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

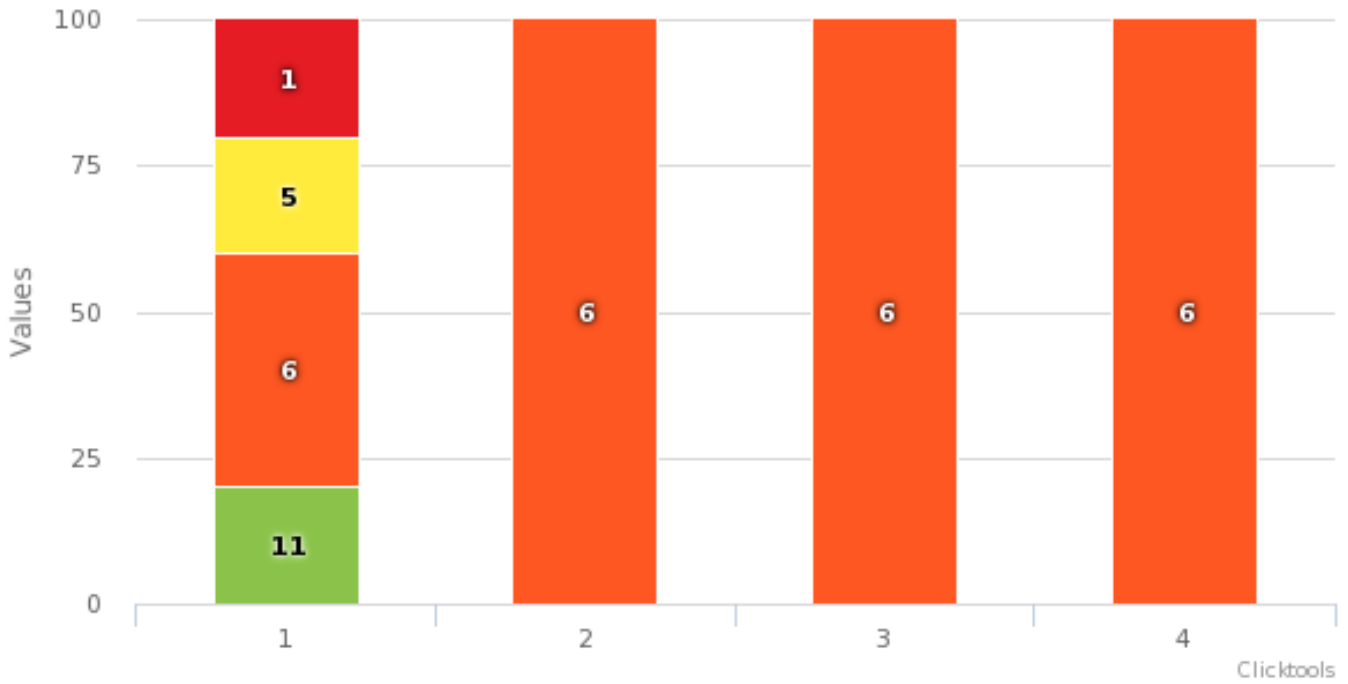


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5%-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	16.67% (1)	0% (0)	0% (0)	0% (0)	16.67% (1)	33.33% (2)	0% (0)	0% (0)	0% (0)	0% (0)	33.33% (2)	6.67
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (3)	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% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 6

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

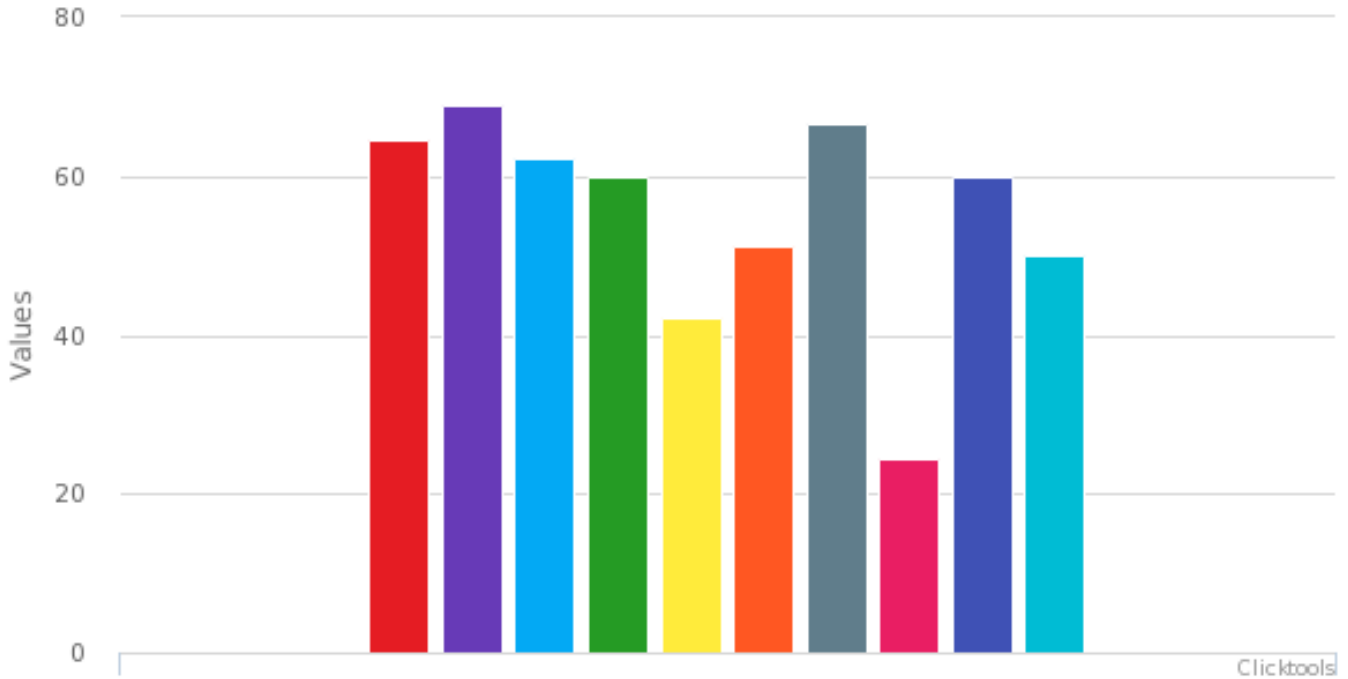


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	20% (1)	0% (0)	0% (0)	0% (0)	20% (1)	40% (2)	0% (0)	0% (0)	0% (0)	0% (0)	20% (1)	5.8
2 Central and South America	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
3 EMEA	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6
4 APAC	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	6

Response: 5

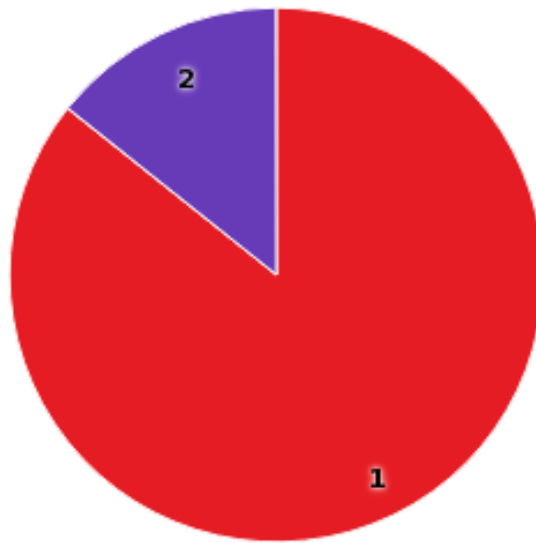
57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



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

Response: 9

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

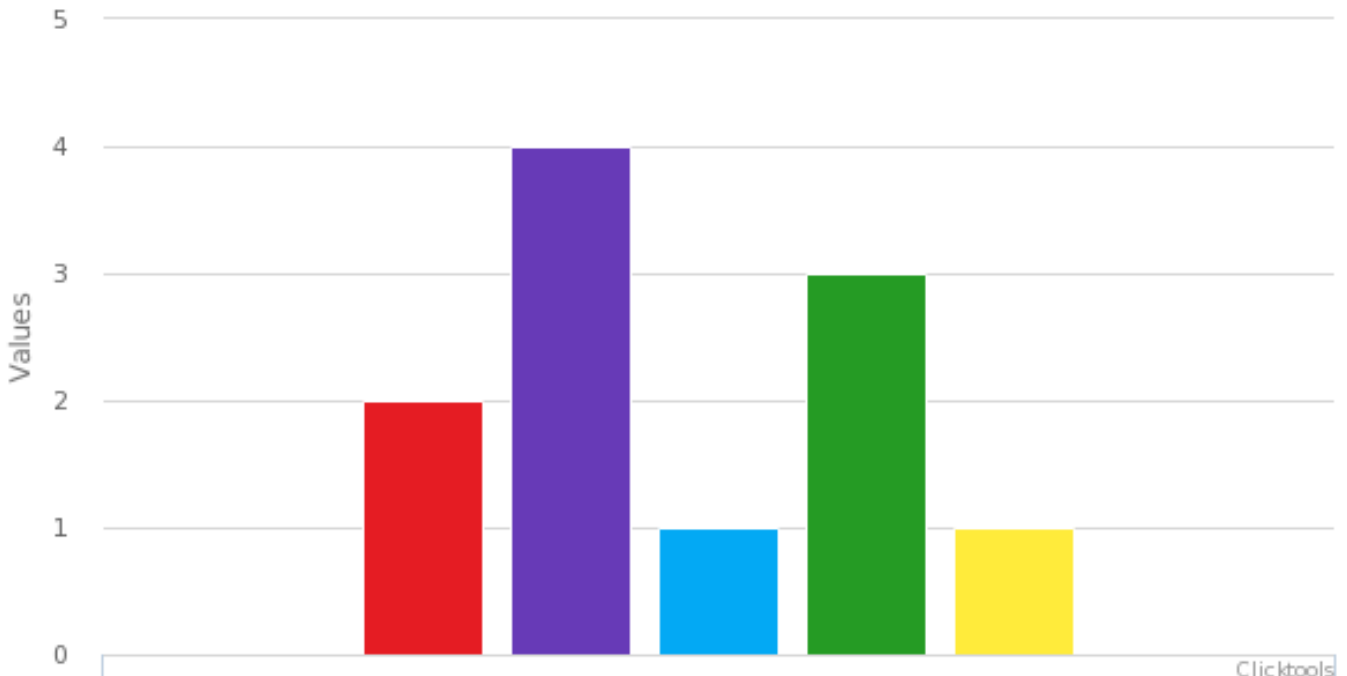


			Clicktools
	1 - No price differences for different local markets	85.71% (6)	
	2 - Global pricelist and discounts by country to bring global price down to market price	14.29% (1)	
	3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	0% (0)	
	4 - Pricelists for local markets which have different prices by market	0% (0)	
	5 - Other	0% (0)	

Mean: 1.14

Response: 7

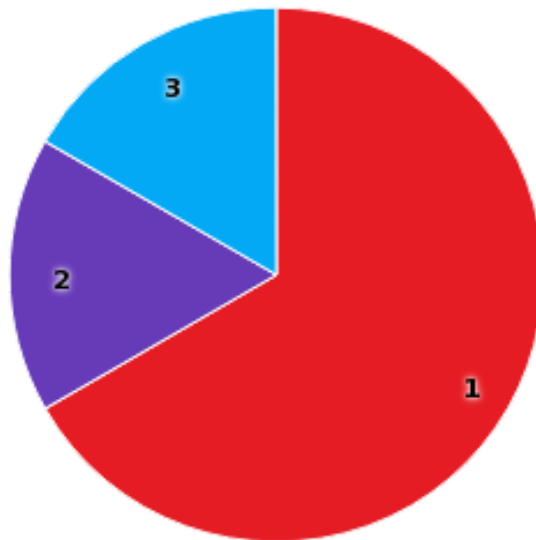
59. What other type of discounts do you offer?



	1 - Single volume (e.g. 10% for all deals above threshold)	28.57% (2)		2 - Different volume discount levels (e.g. 5% from 25-100k revenue, >100k 15%)	57.14% (4)
	3 - Valued or repeat customers (loyalty program)	14.29% (1)		4 - Promotional discounts (time limited)	42.86% (3)
	5 - Other	14.29% (1)			

Response: 7

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

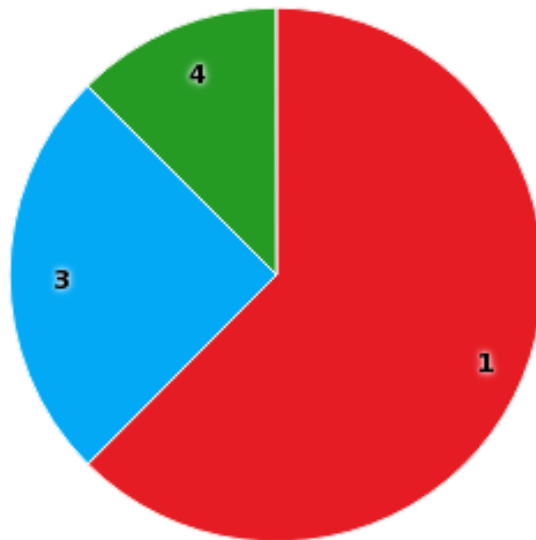


			Clicktools
1 - We don't have more than 1 discount type	66.67% (4)	2 - We have more than 1 discount type, but any customer can get only one of them	16.67% (1)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	16.67% (1)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0% (0)

Mean: 1.5

Response: 6

61. How do you manage pricing for global customers?



			Clicktools
1 - They have a single price globally	62.5% (5)	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% (2)	4 - Other	12.5% (1)

Mean: 1.88

Response: 8

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



1 - Yes

50% (4) 2 - No

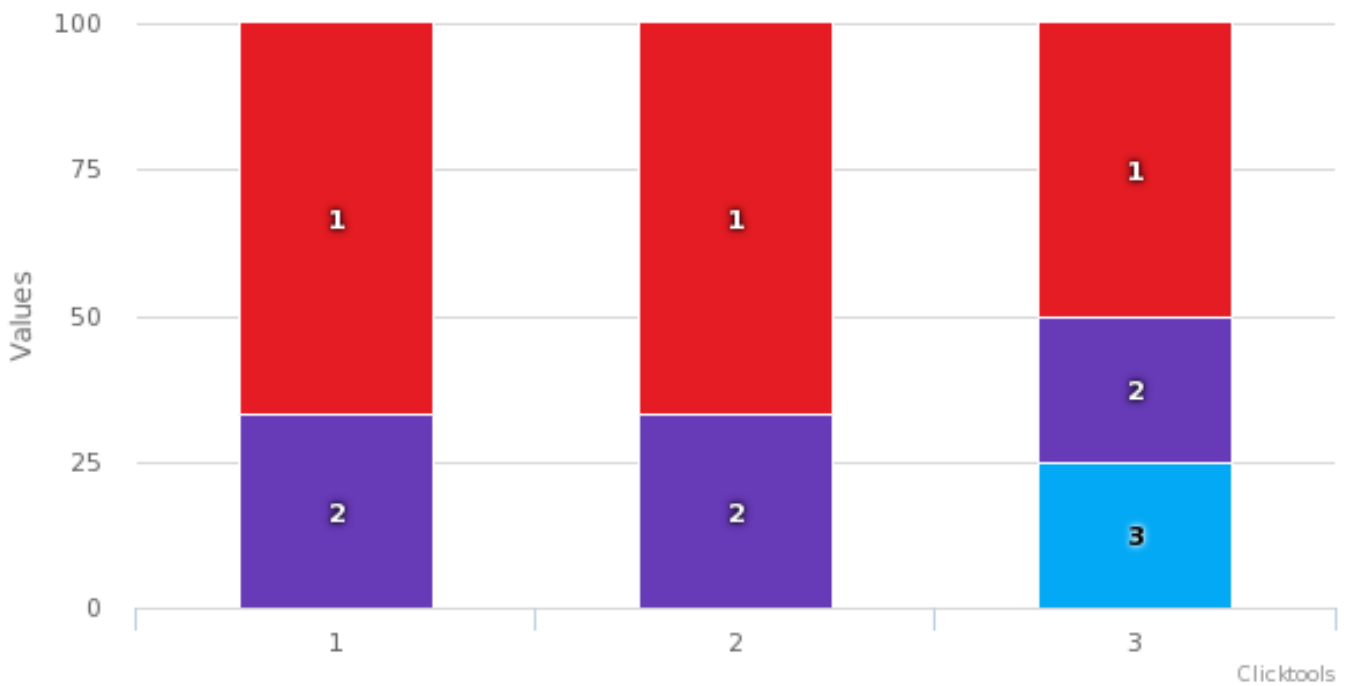
Clicktools

50% (4)

Mean: 1.5

Response: 8

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



1 Free 2 List Price 3 Discount

	1	2	3	Mean
1 Channel Sales	66.67% (2)	33.33% (1)	0% (0)	1.33
2 Channel Presales	66.67% (2)	33.33% (1)	0% (0)	1.33
3 Channel Post sales - deployment, operations, maintenance	50% (2)	25% (1)	25% (1)	1.75

Response: 4

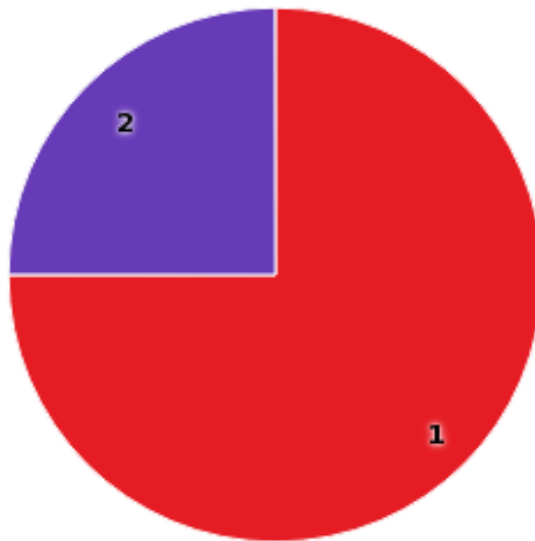
64. How do you discount training for your channel partner?



1 - Depending on the partner level, a tiered discount structure	100% (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	0% (0)
5 - Other	0% (0)		

Response: 1

65. Do you allow partners to resell your training?

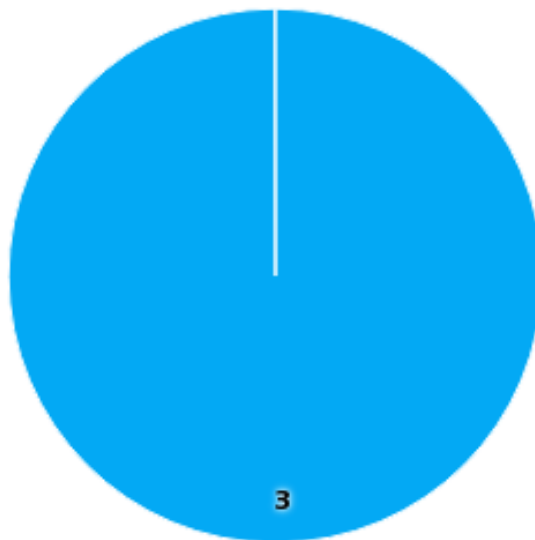


Response	Percentage	Count	Response	Percentage	Count
1 - No	75%	(3)	2 - Yes, can resell and get the normal partner discount to resell	25%	(1)
3 - Yes, can resell but get a higher discount	0%	(0)	4 - Yes, can resell but get a lower discount	0%	(0)

Mean: 1.25
Response: 4

Clicktools

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

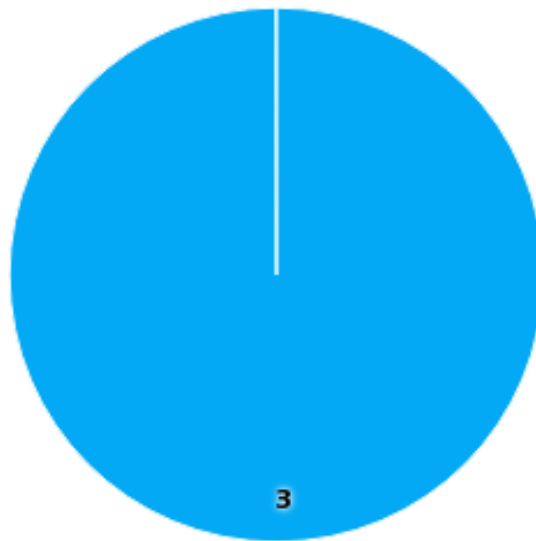


Response	Percentage	Count	Response	Percentage	Count
1 - 1-10%	0%	(0)	2 - 11-15%	0%	(0)
3 - 16-20%	100%	(1)	4 - 21-30%	0%	(0)
5 - Over 30%	0%	(0)	6 - Other	0%	(0)

Mean: 3
Response: 1

Clicktools

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



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

Mean: 3
Response: 1

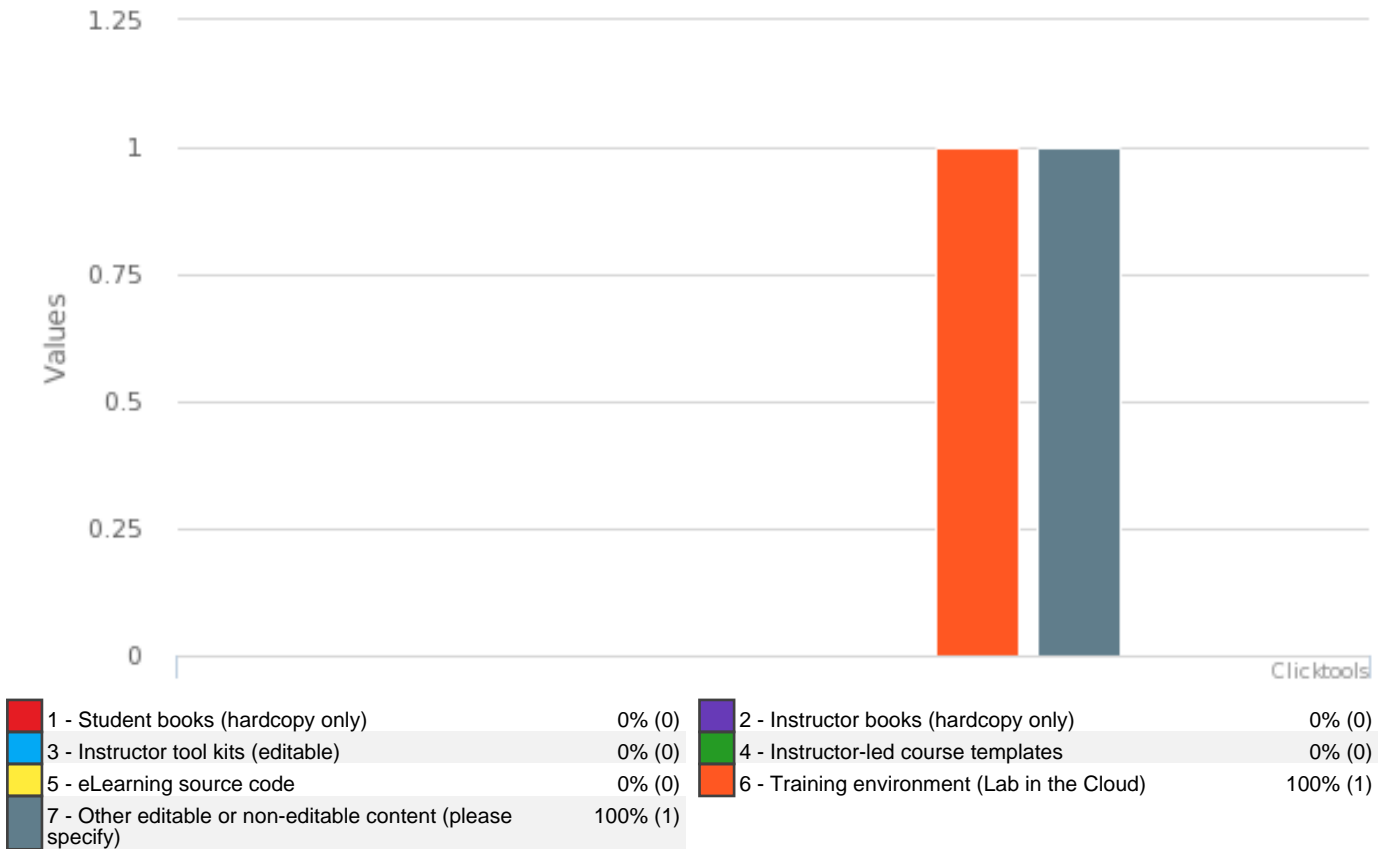
68. Do you sell any education services intellectual property as a standalone item?



Category	Percentage	Count	Category	Percentage	Count	Clicktools
1 - Yes	11.11%	(1)	2 - No	88.89%	(8)	

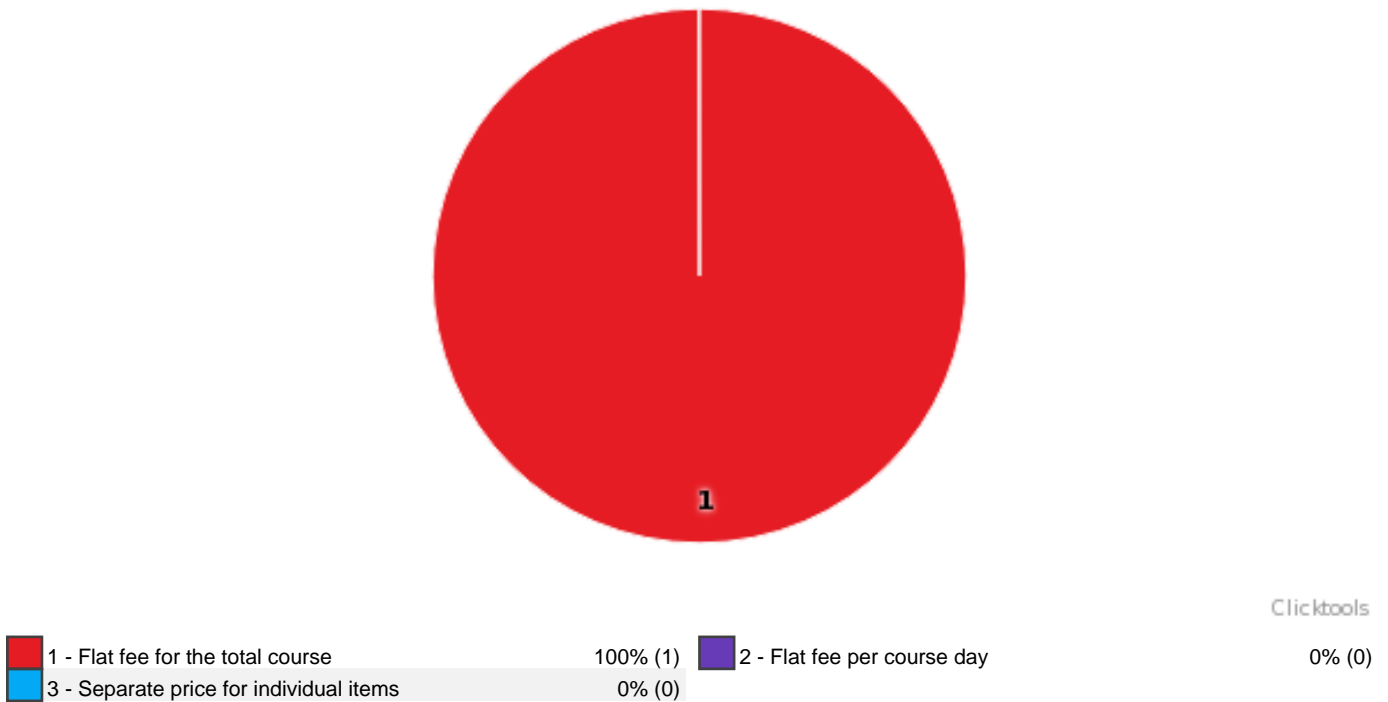
Mean: 1.89
Response: 9

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



Response: 1

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



Mean: 1

Response: 1

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

Average	700
Highest	700
Lowest	700
Standard deviation	0

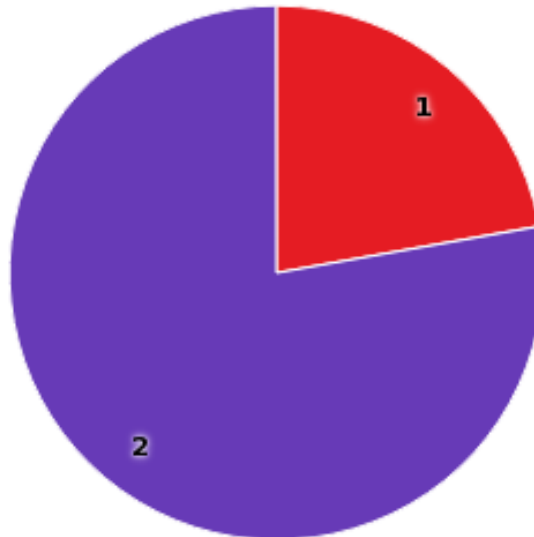
Response: 1

72. What is the average list price per course day (to the nearest \$) for each of the following items? If you do not sell the item, please enter 0.

	Student manuals (non-editable)	Instructor guides (non-editable)	Instructor tool kits (editable)	Instructor-led course templates	eLearning course/module master	Training environment (Lab in the Cloud)	Other editable or non-editable content
Average	0	0	0	0	0	0	0
Highest	0	0	0	0	0	0	0
Lowest	0	0	0	0	0	0	0
Standard deviation	0	0	0	0	0	0	0

Response: 0

73. Do you offer the service to develop training?



1 - Yes

22.22% (2) 2 - No

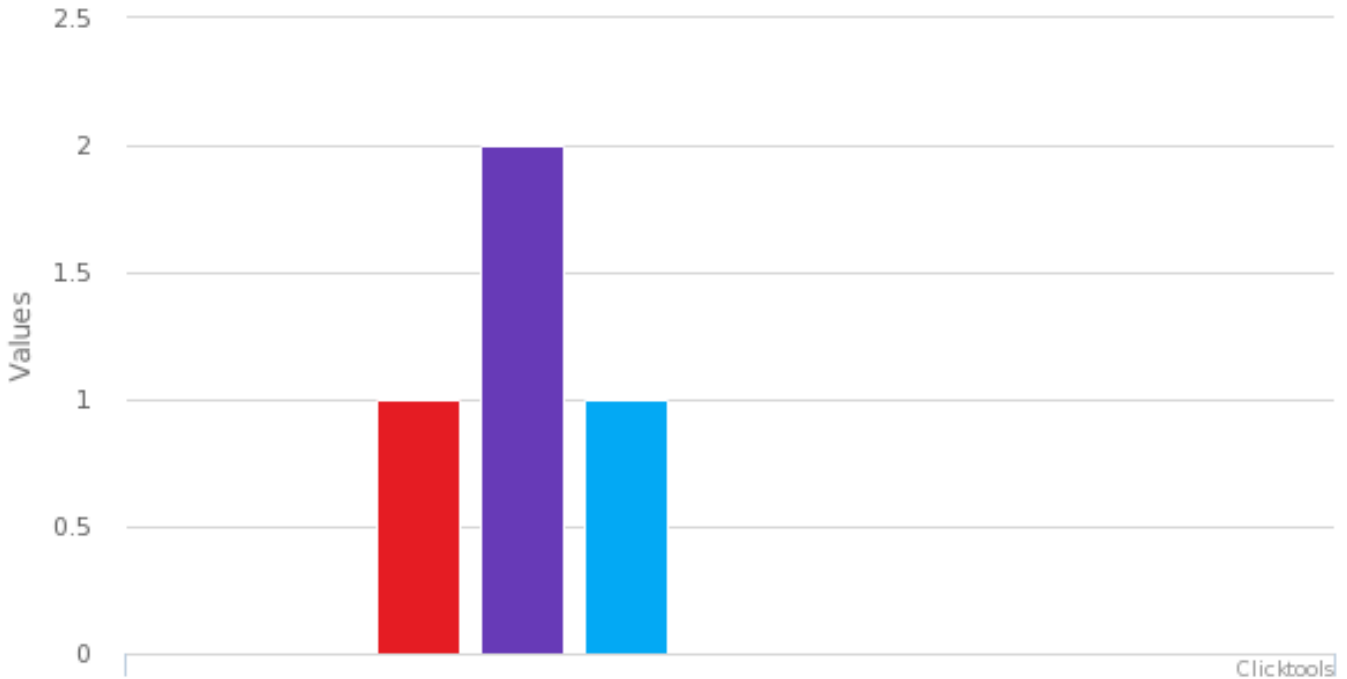
Clicktools

77.78% (7)

Mean: 1.78

Response: 9

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



1 - Per hour of content developed	50% (1)	2 - Per development hours	100% (2)
3 - Per development day	50% (1)	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: 2

75. How do you quote for development work?



1 - Only time & material	0% (0)	2 - Only fixed price bids	50% (1)
3 - Mixture, depending on customer negotiation	50% (1)	4 - Other	0% (0)

Mean: 2.5

Response: 2

