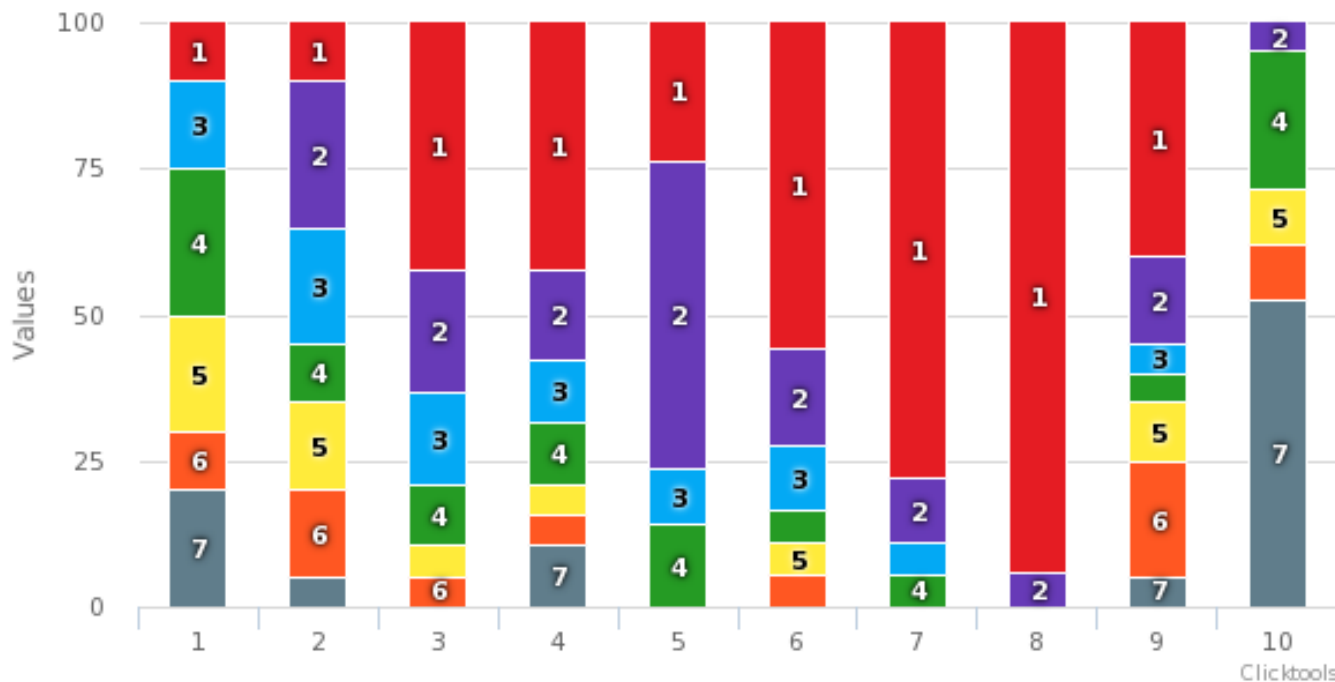


SW and SaaS (22)

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

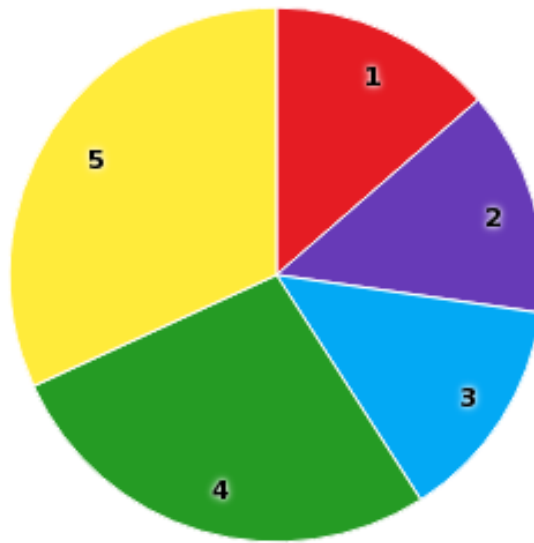


1	No revenue	2	<\$500K	3	\$500K-\$1M	4	\$1M-\$3M
5	\$3M-\$5M	6	\$5M-\$10M	7	\$10M-\$50M	8	\$50M-\$100M
9	>\$100M						

	1	2	3	4	5	6	7	8	9	Mean
1 Live Classroom	10% (2)	0% (0)	15% (3)	25% (5)	20% (4)	10% (2)	20% (4)	0% (0)	0% (0)	4.55
2 Virtual Classroom	10% (2)	25% (5)	20% (4)	10% (2)	15% (3)	15% (3)	5% (1)	0% (0)	0% (0)	3.6
3 e-Learning	42.11% (8)	21.05% (4)	15.79% (3)	10.53% (2)	5.26% (1)	5.26% (1)	0% (0)	0% (0)	0% (0)	2.32
4 Self-paced	42.11% (8)	15.79% (3)	10.53% (2)	10.53% (2)	5.26% (1)	5.26% (1)	10.53% (2)	0% (0)	0% (0)	2.79
5 Certification	23.81% (5)	52.38% (11)	9.52% (2)	14.29% (3)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	2.14
6 Learning Consulting	55.56% (10)	16.67% (3)	11.11% (2)	5.56% (1)	5.56% (1)	5.56% (1)	0% (0)	0% (0)	0% (0)	2.06
7 Learning Technologies	77.78% (14)	11.11% (2)	5.56% (1)	5.56% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.39
8 New learning modalities	94.12% (16)	5.88% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	1.06
9 Subscriptions	40% (8)	15% (3)	5% (1)	5% (1)	10% (2)	20% (4)	5% (1)	0% (0)	0% (0)	3.1
1 TOTAL TRAINING REVENUE	0% (0)	4.76% (1)	0% (0)	23.81% (5)	9.52% (2)	9.52% (2)	52.38% (11)	0% (0)	0% (0)	5.76

Response: 21

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



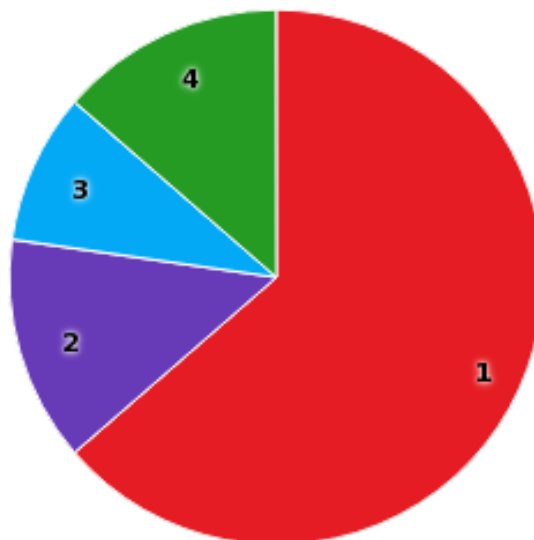
Clicktools

1 - 10 or less	13.64% (3)	2 - 11-20	13.64% (3)
3 - 21-50	13.64% (3)	4 - 51-100	27.27% (6)
5 - More than 100	31.82% (7)		

Mean: 3.5

Response: 22

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



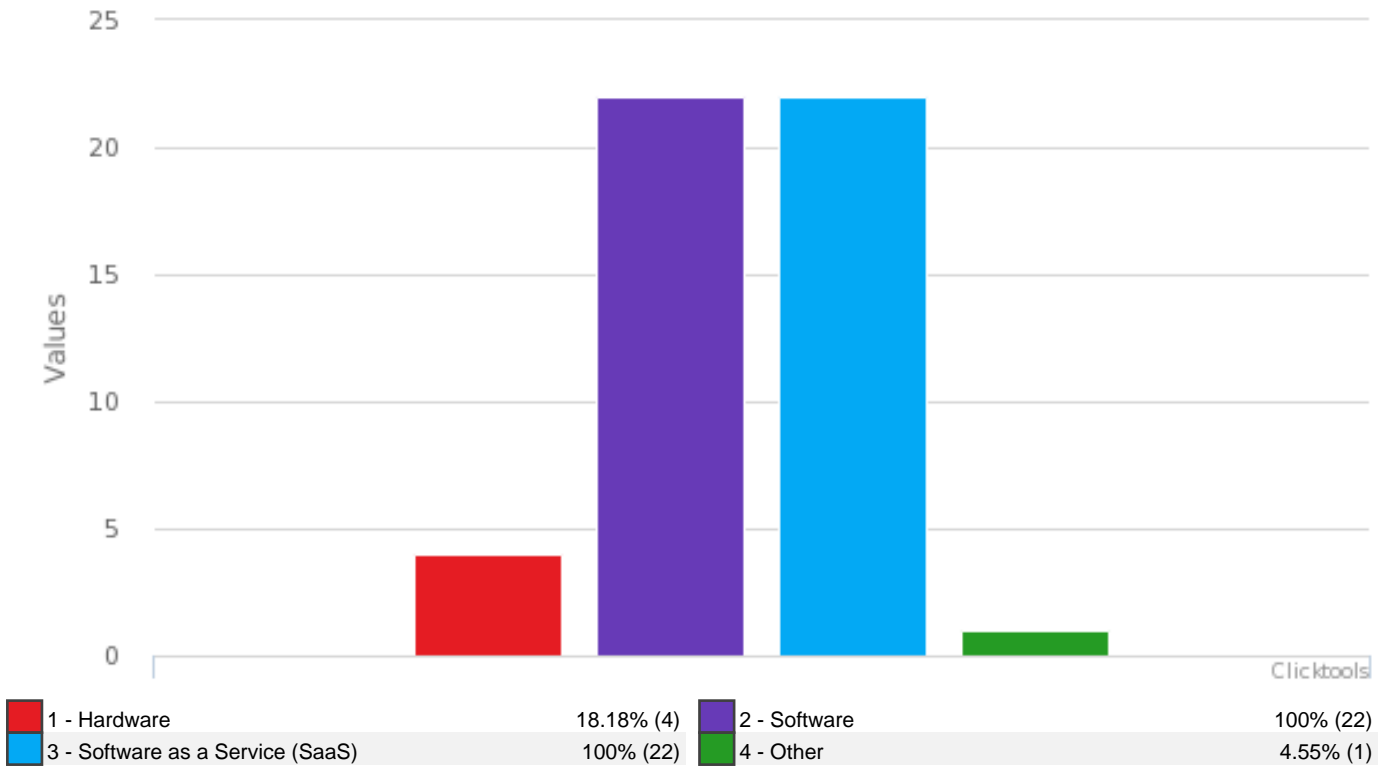
Clicktools

1 - Profit Center (expectation is to make a profit - may have a margin target to achieve)	63.64% (14)	2 - Cost Recovery (expectation is to sell enough training to at least break even on expenses)	13.64% (3)
3 - Cost Center (expectation is to provide non-education revenue benefits - for example better trained employees and partners)	9.09% (2)	4 - A hybrid depending upon the education business unit	13.64% (3)
5 - Other	0% (0)		

Mean: 1.73

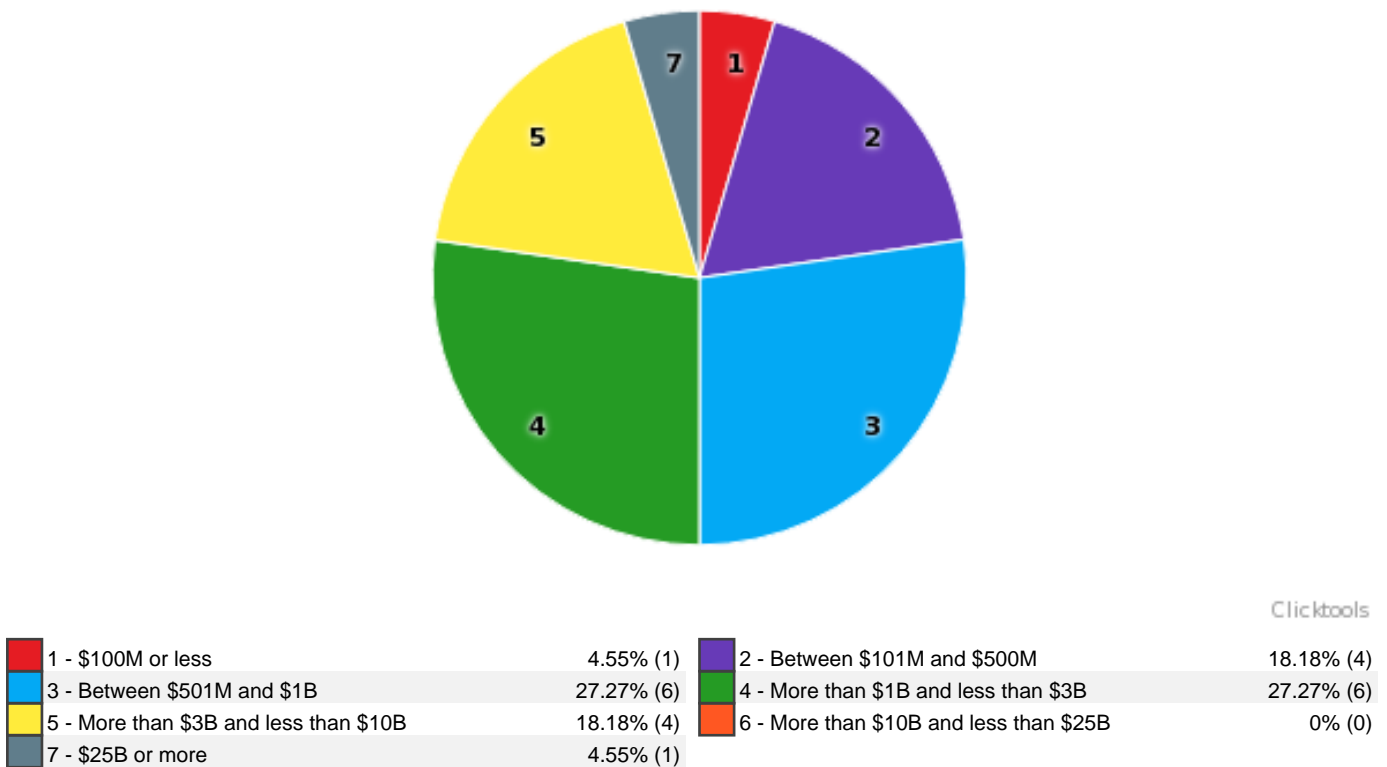
Response: 22

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



Response: 22

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



Mean: 3.55

Response: 22

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



Category	Percentage	Count	Clicktools
1 - 100 or less	0%	(0)	
2 - 101 to 1000	14.29%	(3)	
3 - 1001 to 5000	33.33%	(7)	
4 - 5001 to 10000	28.57%	(6)	
5 - 10001 to 50000	14.29%	(3)	
6 - More than 50000	9.52%	(2)	

Mean: 3.71

Response: 21

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

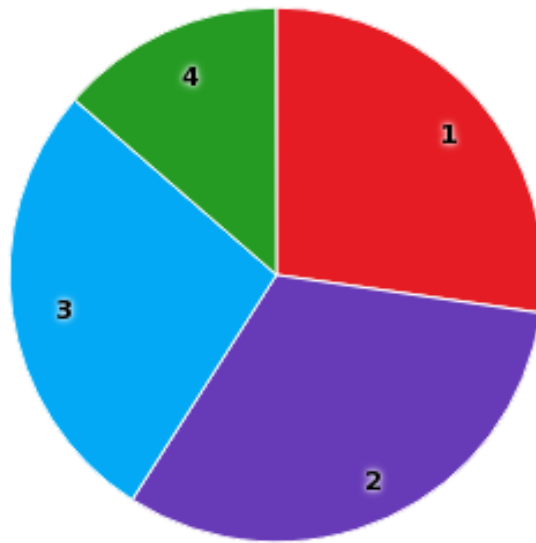


Category	Percentage	Count	Clicktools
1 - USD	90.91%	(20)	
2 - EUR	0%	(0)	
3 - GBP	9.09%	(2)	
4 - Other	0%	(0)	

Mean: 1.18

Response: 22

8. How do you manage price lists globally?

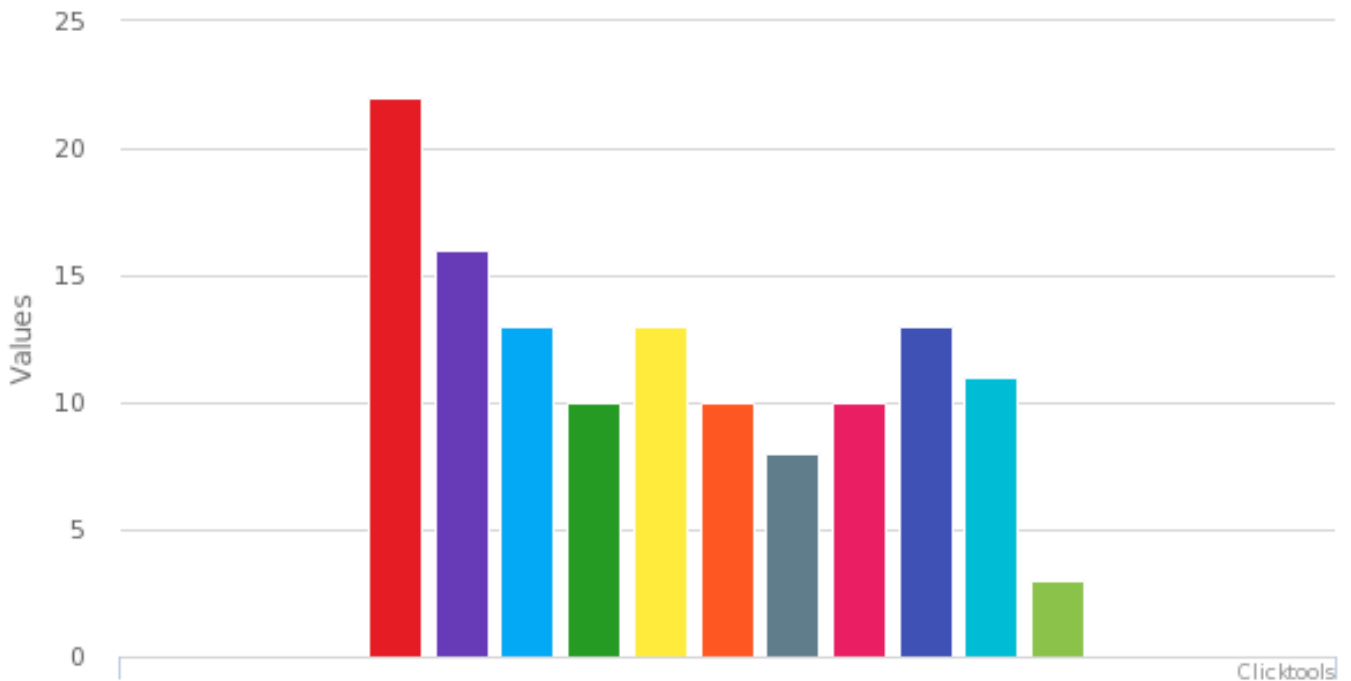


Category	Description	Percentage	Count
1	We have one price list with our base currency	27.27%	(6)
2	We have a price list per geographic region based on our base currency	31.82%	(7)
3	We have a price list per geographic region or country based on the regional currency	27.27%	(6)
4	We have a price list based on pricing zones (eg high price countries in zone 1, low in zone 5)	13.64%	(3)
5	Other	0%	(0)

Mean: 2.27

Response: 22

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



1 - USD	100% (22)	2 - EUR	72.73% (16)
3 - GBP	59.09% (13)	4 - JYP (Japan)	45.45% (10)
5 - AUD (Australia)	59.09% (13)	6 - INR (India)	45.45% (10)
7 - CNY (China)	36.36% (8)	8 - BRL (Brazil)	45.45% (10)
9 - CAD	59.09% (13)	10 - SGD (Singapore)	50% (11)
11 - Other	13.64% (3)		

Response: 22

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



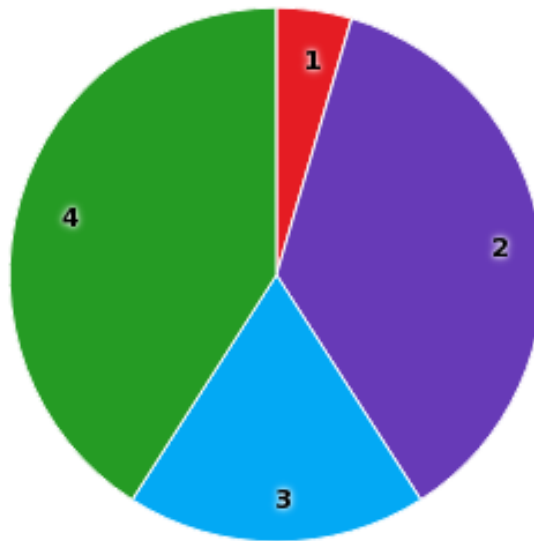
1 - Fixed rate in local currency	90.91% (20)	2 - Price changing based on the actual exchange rate	9.09% (2)
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Mean: 1.09

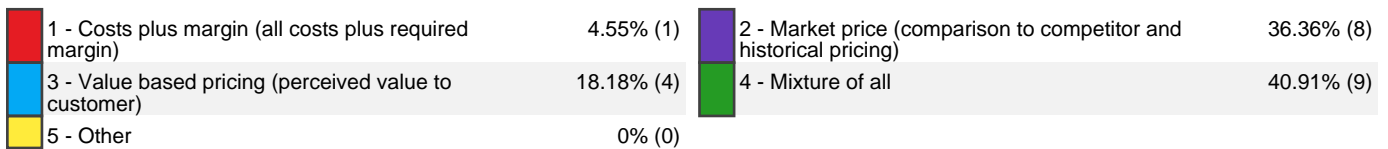
Response: 22

Clicktools

11. How are the prices calculated?



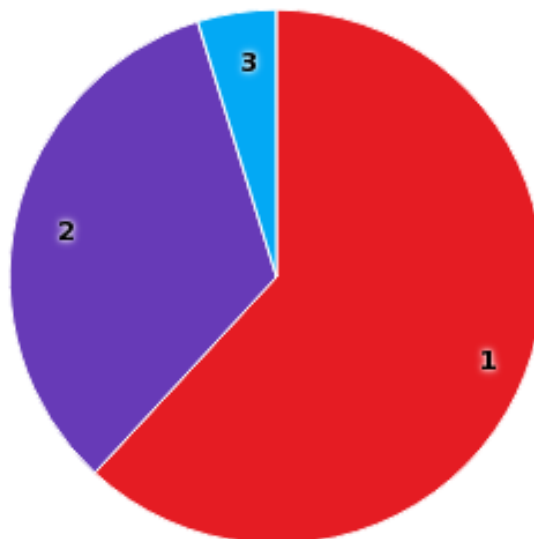
Clicktools



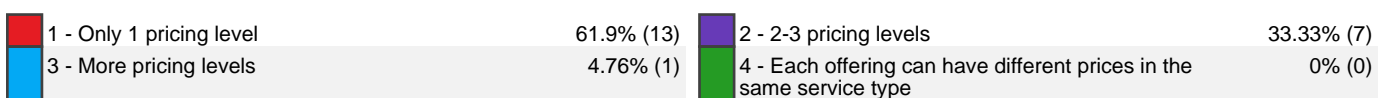
Mean: 2.95

Response: 22

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



Clicktools



Mean: 1.43

Response: 21

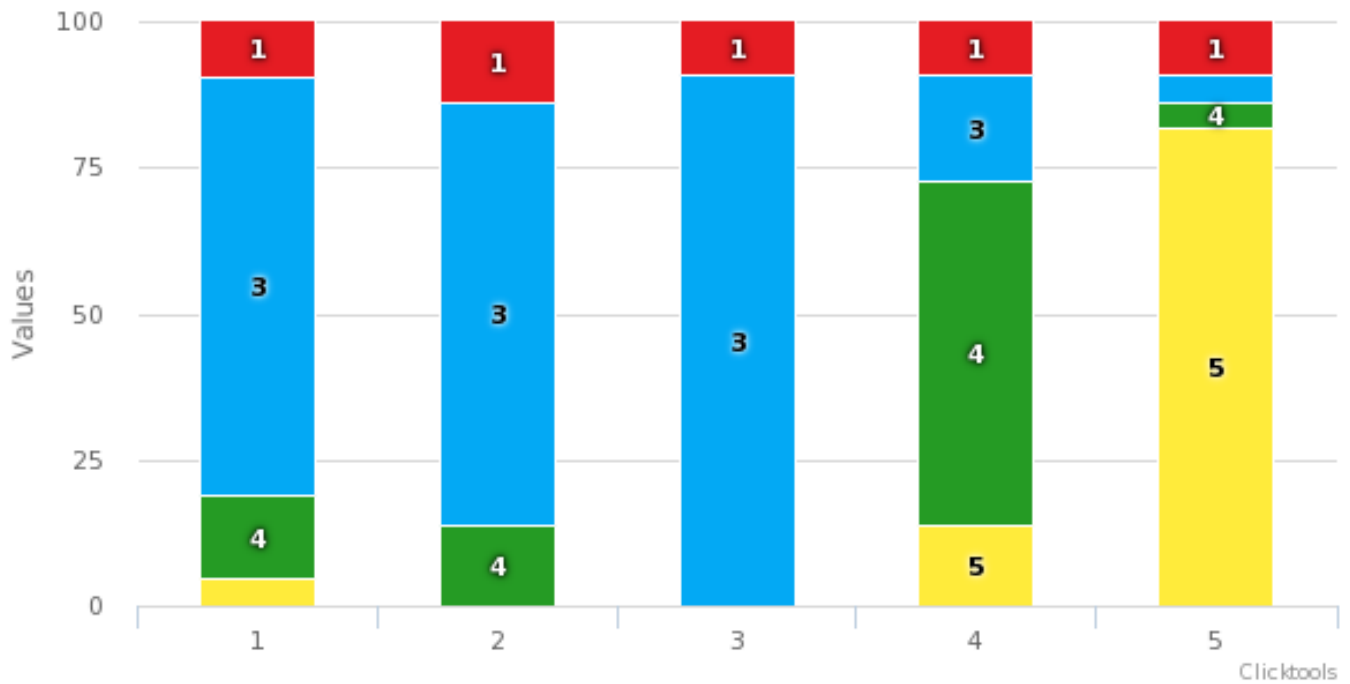
13. As you have different levels, what is the difference between your lowest and highest level?



1 - <10%	12.5% (1)	2 - 10-25%	37.5% (3)
3 - 26-50%	37.5% (3)	4 - >50%	12.5% (1)

Mean: 2.5
Response: 8

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

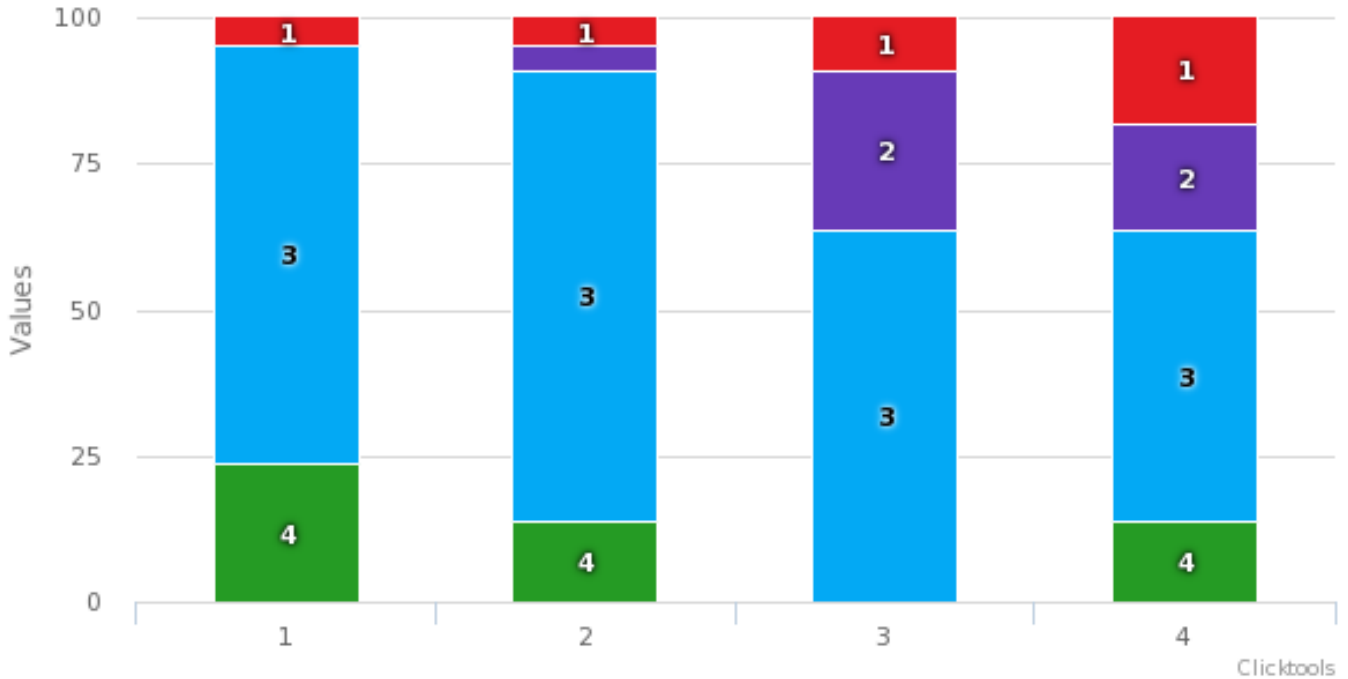


1	We do not train	2	More than technical	3	Same as technical	4	Less than technical
5	Free						

	1	2	3	4	5	Mean
1 End user	9.52% (2)	0% (0)	71.43% (15)	14.29% (3)	4.76% (1)	3.05
2 Business User	13.64% (3)	0% (0)	72.73% (16)	13.64% (3)	0% (0)	2.86
3 Technical/Admin	9.09% (2)	0% (0)	90.91% (20)	0% (0)	0% (0)	2.82
4 Partner	9.09% (2)	0% (0)	18.18% (4)	59.09% (13)	13.64% (3)	3.68
5 Employee	9.09% (2)	0% (0)	4.55% (1)	4.55% (1)	81.82% (18)	4.5

Response: 22

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	4.76% (1)	0% (0)	71.43% (15)	23.81% (5)	3.14
2 Fundamentals/new starter	4.55% (1)	4.55% (1)	77.27% (17)	13.64% (3)	3
3 Advanced/expert	9.09% (2)	27.27% (6)	63.64% (14)	0% (0)	2.55
4 Workshop	18.18% (4)	18.18% (4)	50% (11)	13.64% (3)	2.59

Response: 22

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



Clicktools

1 - Actuals incurred	31.82% (7)	2 - Daily fixed fees	13.64% (3)
3 - We don't charge for T&L	9.09% (2)	4 - T&L costs included in onsite rates	45.45% (10)

Mean: 2.68

Response: 22

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



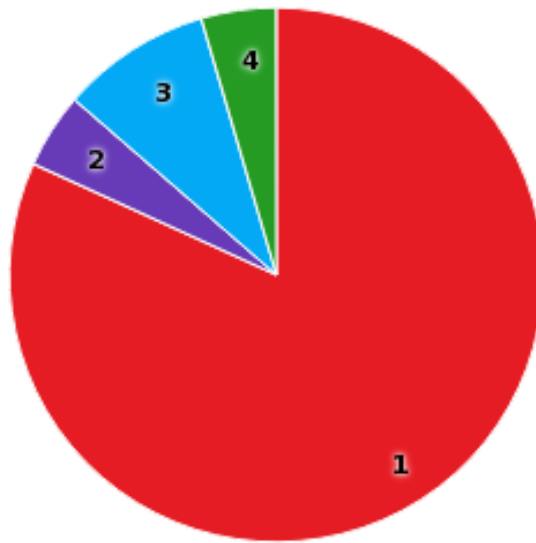
Clicktools

1 - No mark-up and margin	90.48% (19)	2 - No mark-up but margin due to higher daily fixed fees than average T&L	9.52% (2)
3 - Mark-up and therefore margin	0% (0)		

Mean: 1.1

Response: 21

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

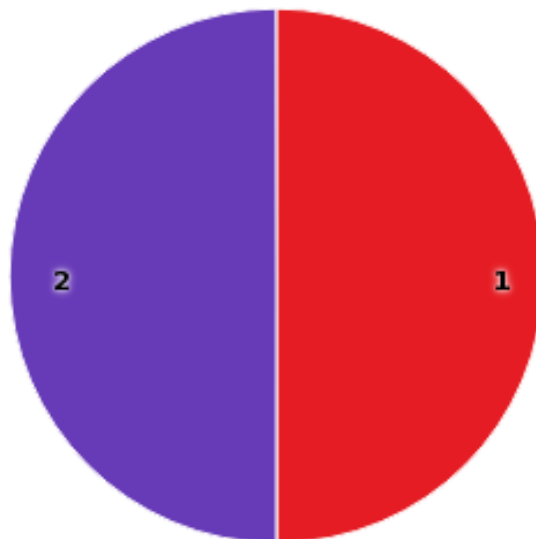


			Clicktools
1 - No additional fees	81.82% (18)	2 - Yes, beyond a threshold of max 1-day travel to/from customer	4.55% (1)
3 - Yes, beyond a threshold of more than 1-day travel to/from customer	9.09% (2)	4 - Yes, for any travel time	4.55% (1)

Mean: 1.36

Response: 22

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

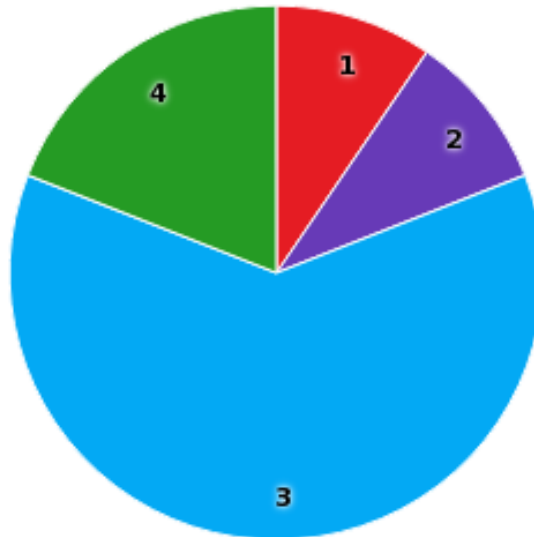
Response: 4

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	33.6%	38.5%	19.9%	5.25%	1.75%
Highest	100%	90%	94%	65%	15%
Lowest	0%	0%	0%	0%	0%
Standard deviation	32.27	31.64	25.3	14.73	4.67

Response: 20

21. Do you sell education together with product sales?



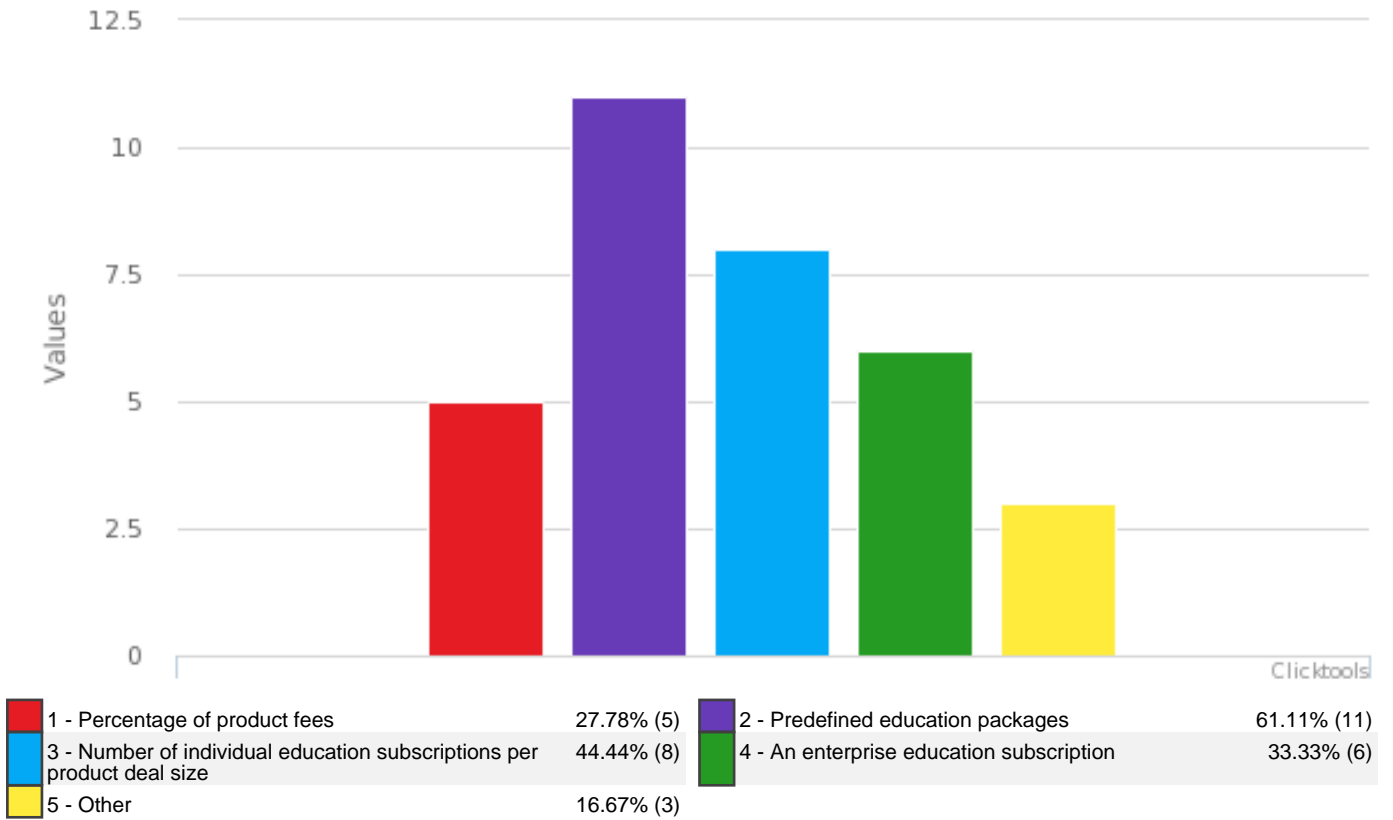
1 - Mandatory attach	9.52% (2)	2 - Automatic attach, can be removed	9.52% (2)
3 - On a case by case basis	61.9% (13)	4 - Never, always separate	19.05% (4)

Mean: 2.9

Response: 21

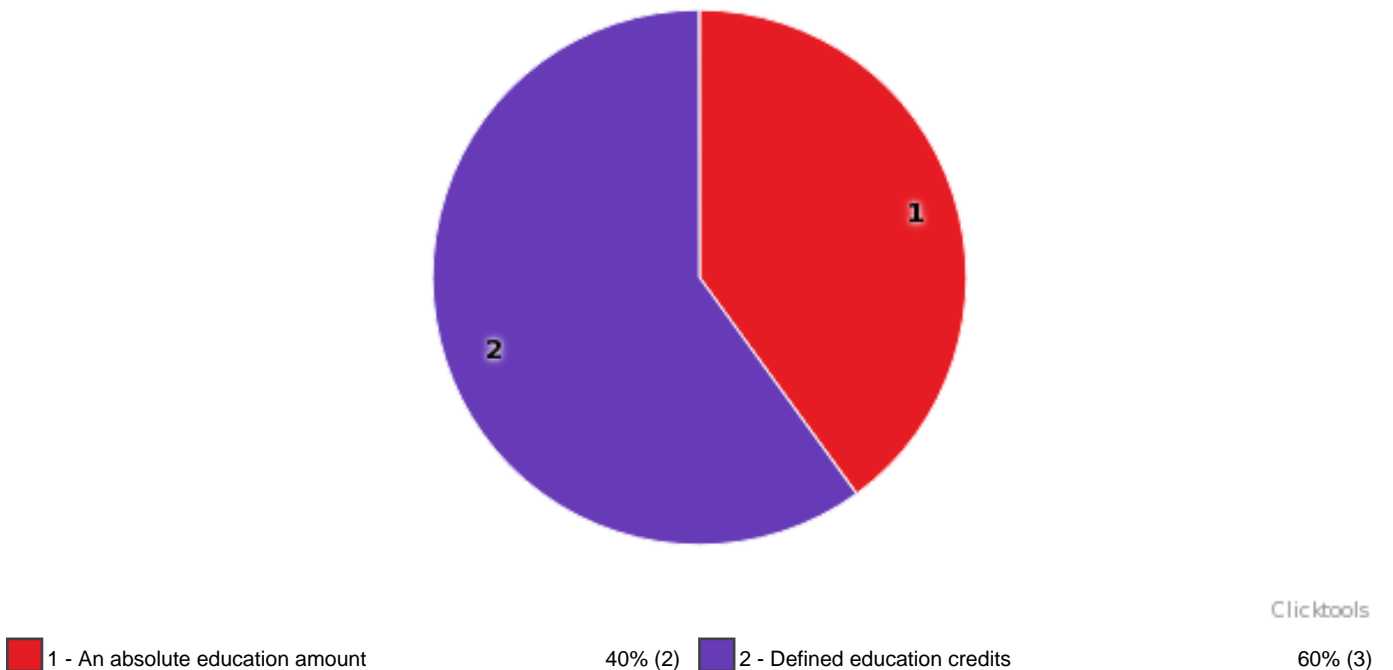
Clicktools

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



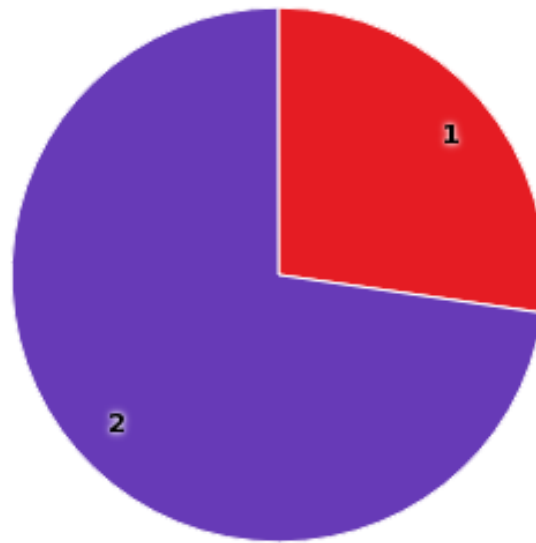
Response: 18

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



Mean: 1.6
Response: 5

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



Clicktools

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

27.27% (3)

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

72.73% (8)

Mean: 1.73

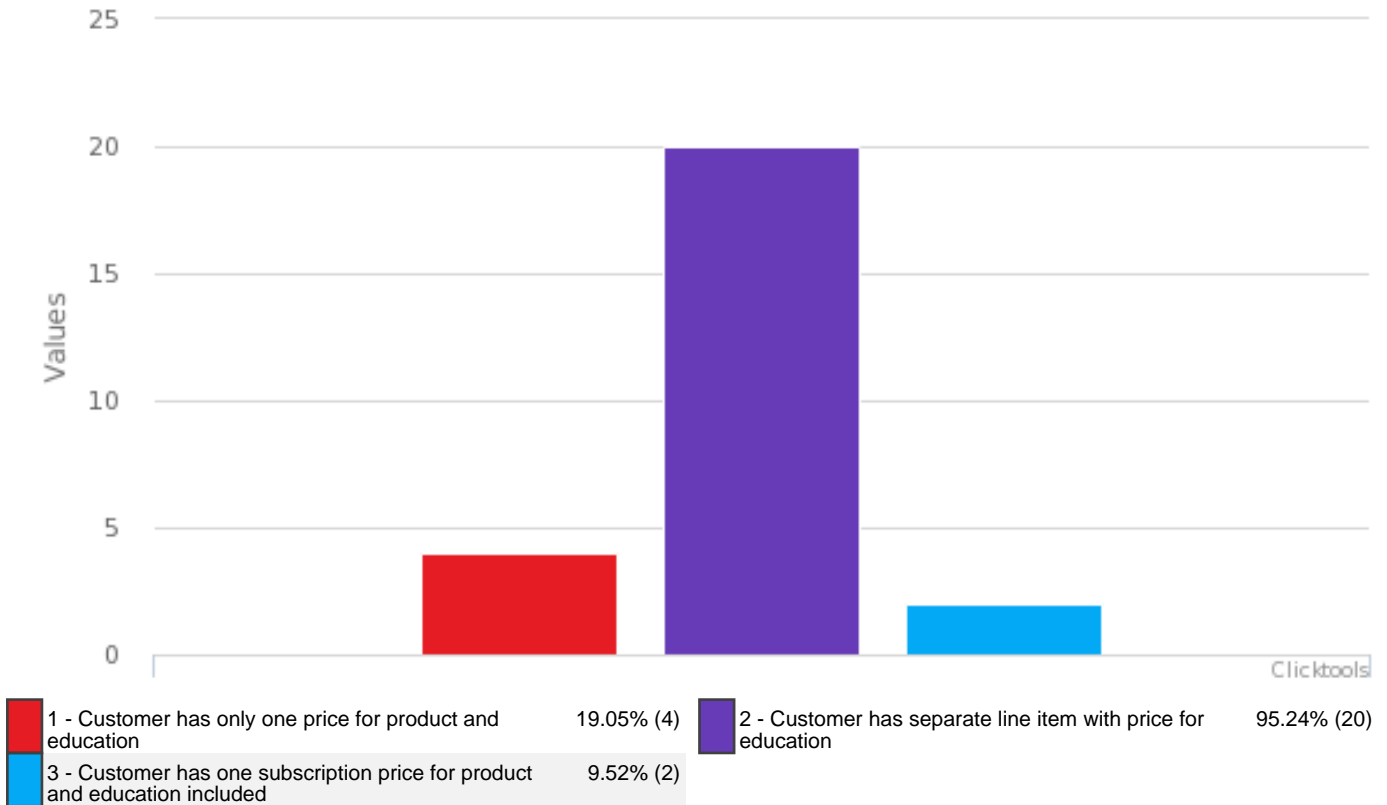
Response: 11

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

Average	6.72%
Highest	25%
Lowest	1%
Standard deviation	7.03

Response: 18

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



Response: 21

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

Average	24.37%
Highest	97%
Lowest	1%
Standard deviation	28.67

Response: 19

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



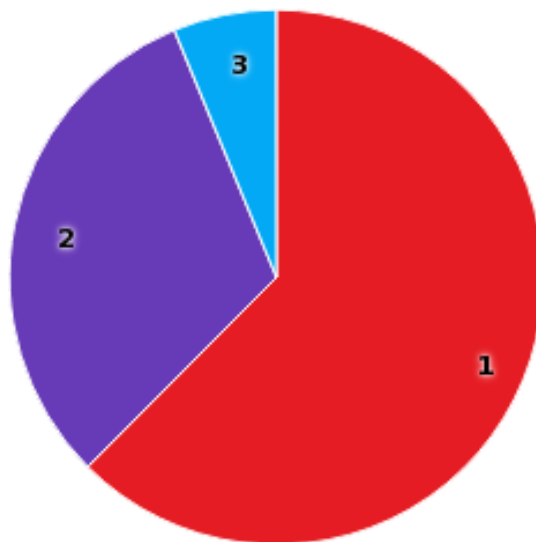
Clicktools

1 - One to one like product – full quota retiring	33.33% (7)	2 - Up to a limit but like product	0% (0)
3 - Unlimited but less than product	14.29% (3)	4 - Up to a limit but less than product	23.81% (5)
5 - Not compensated	19.05% (4)	6 - Other	9.52% (2)

Mean: 3.24

Response: 21

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



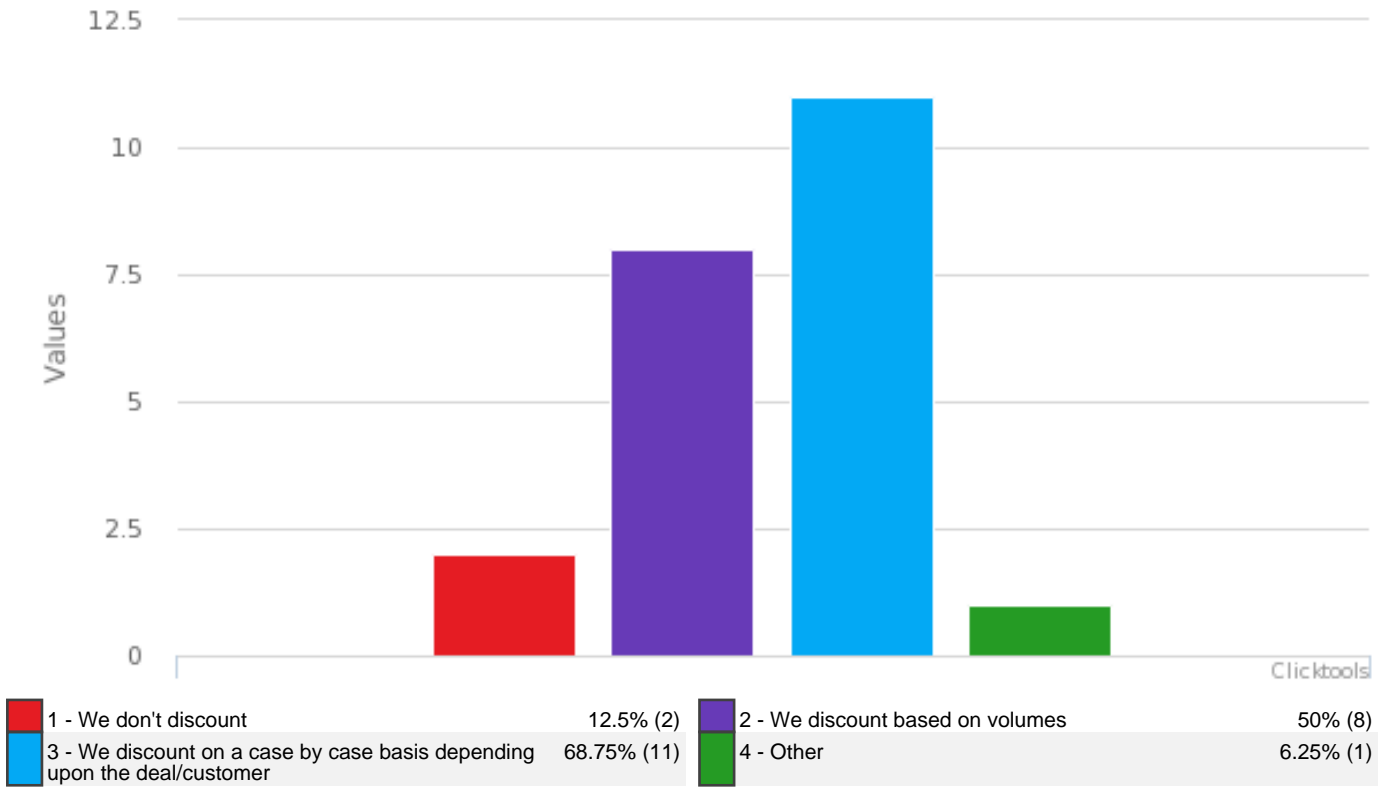
Clicktools

1 - 1 unit of the credit is equal to an amount in our base currency (e.g. 1 credit=1 USD)	62.5% (10)	2 - 1 unit of the credit is equal to a certain amount of learning services (e.g. 1 credit=1 student day)	31.25% (5)
3 - Other	6.25% (1)		

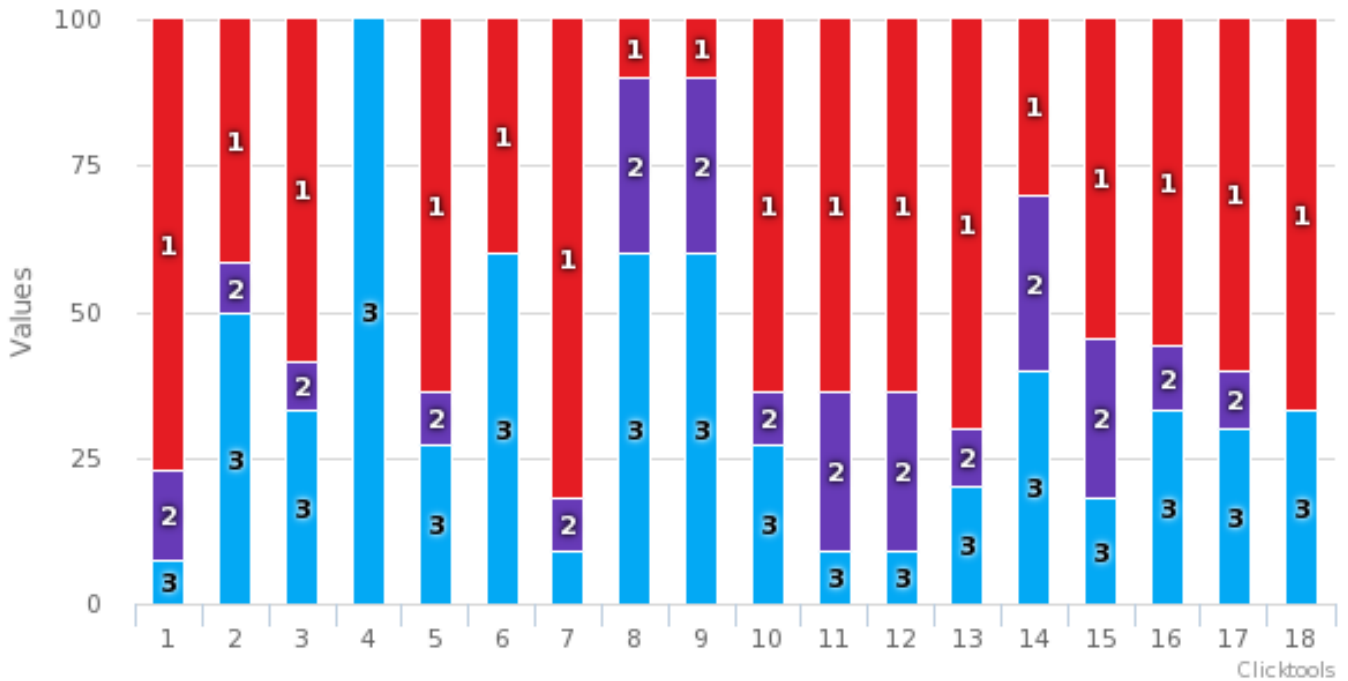
Mean: 1.44

Response: 16

30. Do you discount training credits?



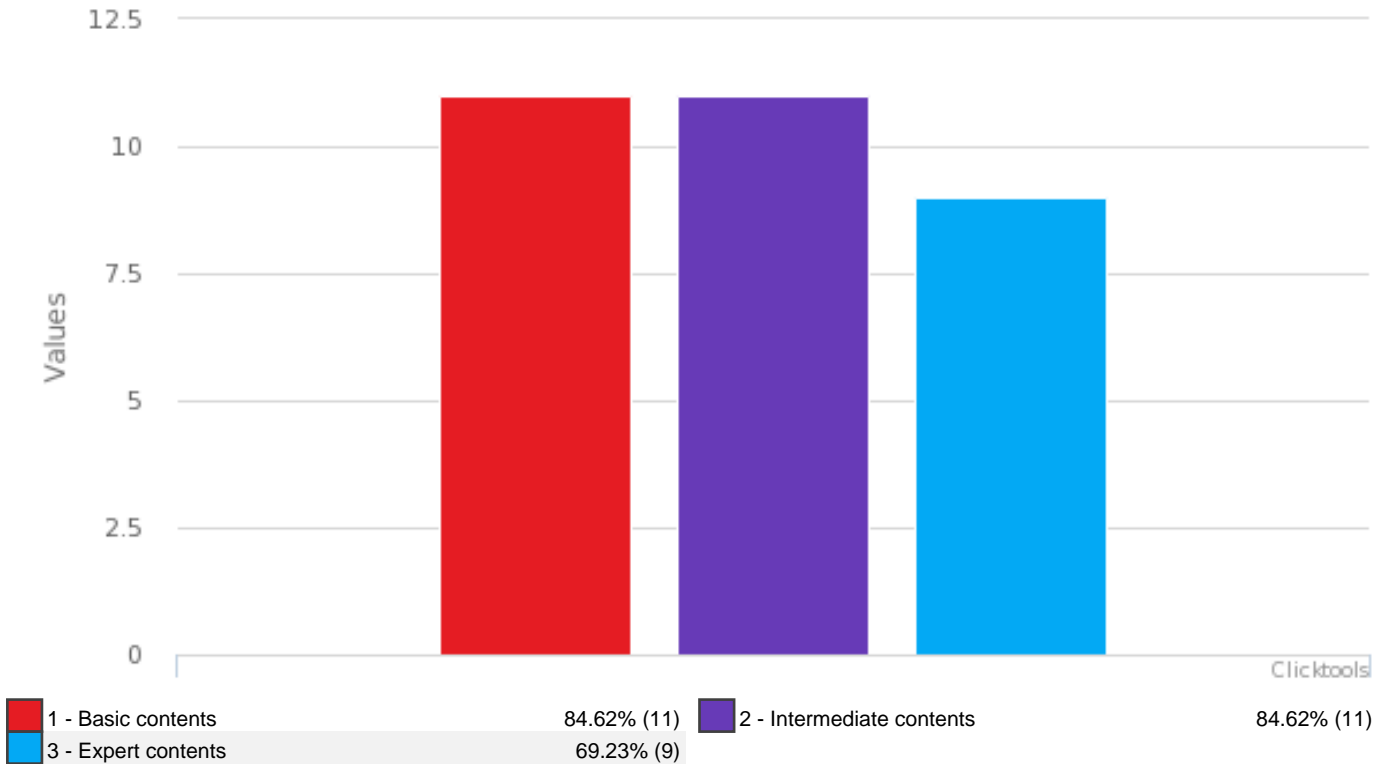
31. What does the subscription cover (if you have more than one subscription, use the subscription with the highest value)?



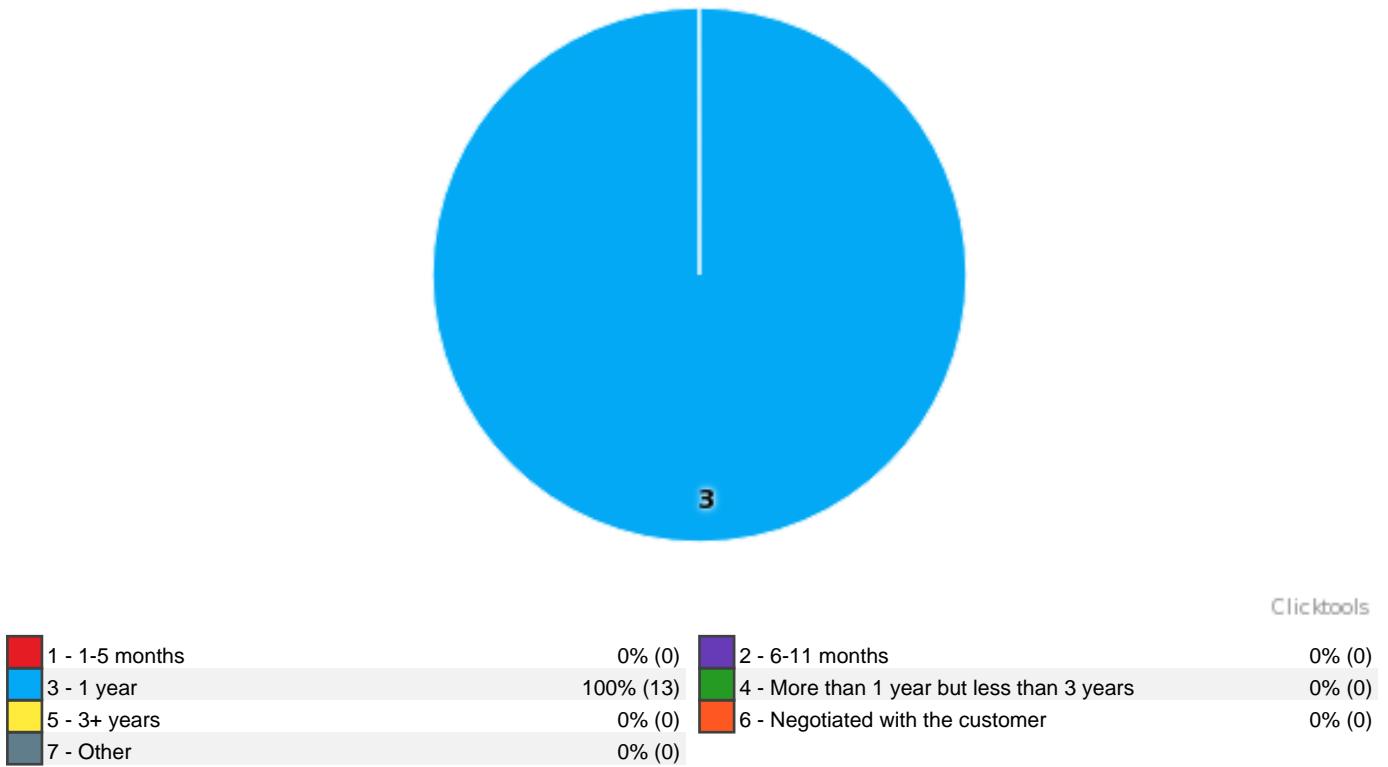
	1 Unlimited	2 Limited	3 No	Mean	
1 eLearning/WBTs	76.92% (10)		15.38% (2)	7.69% (1)	1.31
2 ILT - live classrooms	41.67% (5)		8.33% (1)	50% (6)	2.08
3 VILT - virtual classrooms	58.33% (7)		8.33% (1)	33.33% (4)	1.75
4 Closed/dedicated classes (onsite or virtual)	0% (0)		0% (0)	100% (10)	3
5 Recorded instructor-led training	63.64% (7)		9.09% (1)	27.27% (3)	1.64
6 Demos	40% (4)		0% (0)	60% (6)	2.2
7 Videos	81.82% (9)		9.09% (1)	9.09% (1)	1.27
8 Instructor support (at regular dates)	10% (1)		30% (3)	60% (6)	2.5
9 Instructor coaching one-on-one	10% (1)		30% (3)	60% (6)	2.5
10 Student books	63.64% (7)		9.09% (1)	27.27% (3)	1.64
11 Access to other self-study options	63.64% (7)		27.27% (3)	9.09% (1)	1.45
12 Access to online/virtual labs	63.64% (7)		27.27% (3)	9.09% (1)	1.45
13 Assessments	70% (7)		10% (1)	20% (2)	1.5
14 Certification exam attempts	30% (3)		30% (3)	40% (4)	2.1
15 Webinars/recorded webinars	54.55% (6)		27.27% (3)	18.18% (2)	1.64
16 Communities/Social Learning/forums/chats	55.56% (5)		11.11% (1)	33.33% (3)	1.78
17 Support to find required training	60% (6)		10% (1)	30% (3)	1.7
18 Other	66.67% (2)		0% (0)	33.33% (1)	1.67

Response: 13

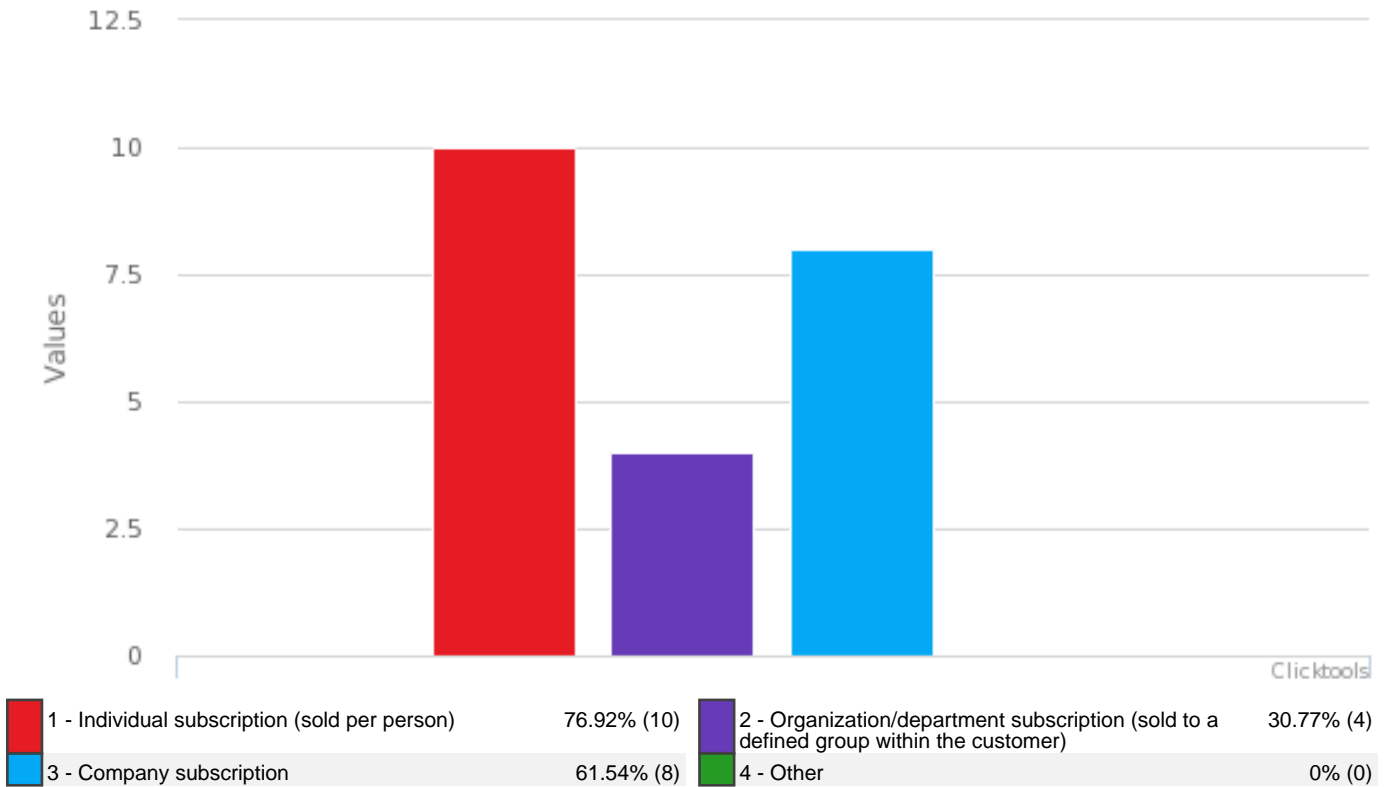
32. Which levels of complexity of content do you include in your subscriptions? Please select all you include in your subscriptions.



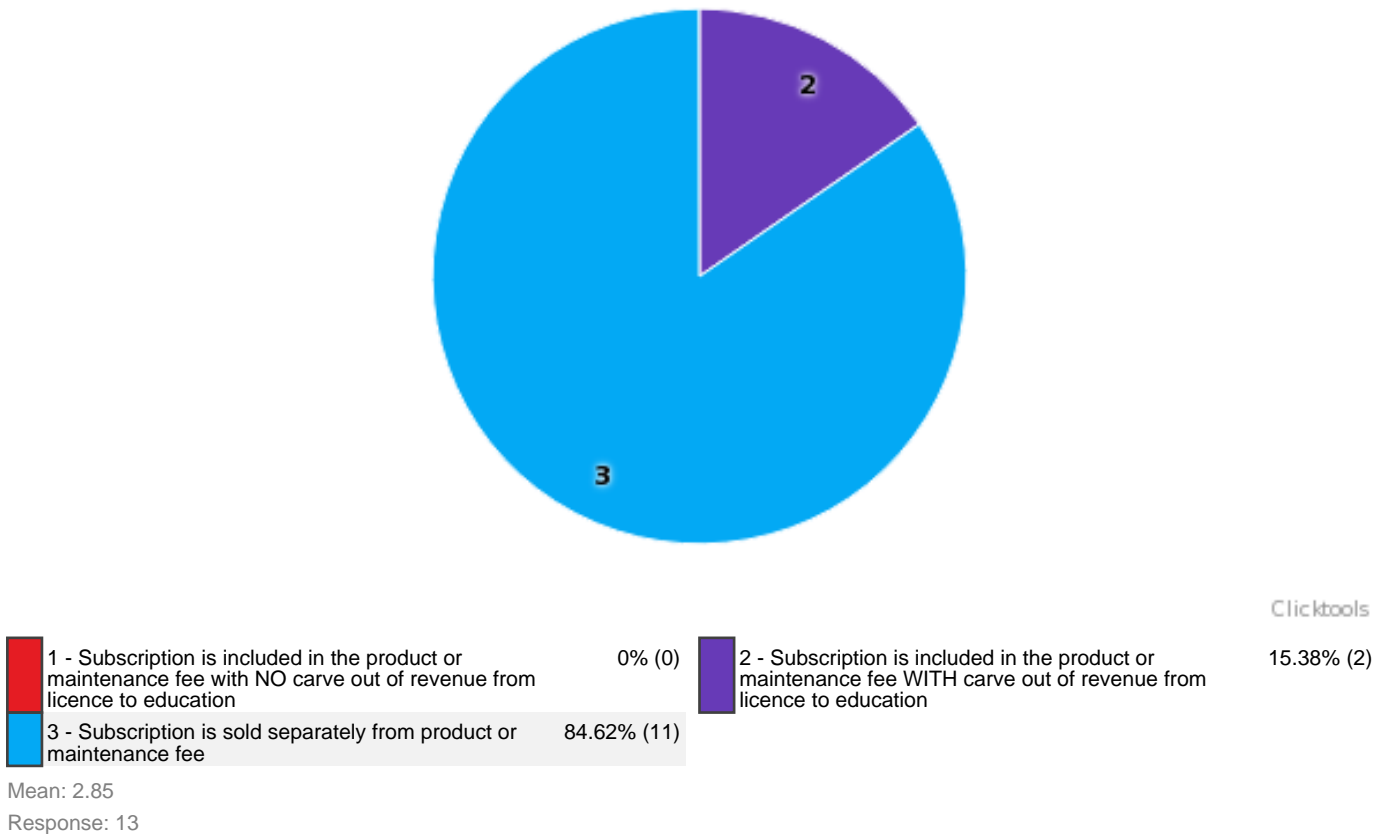
33. How long is a subscription valid?



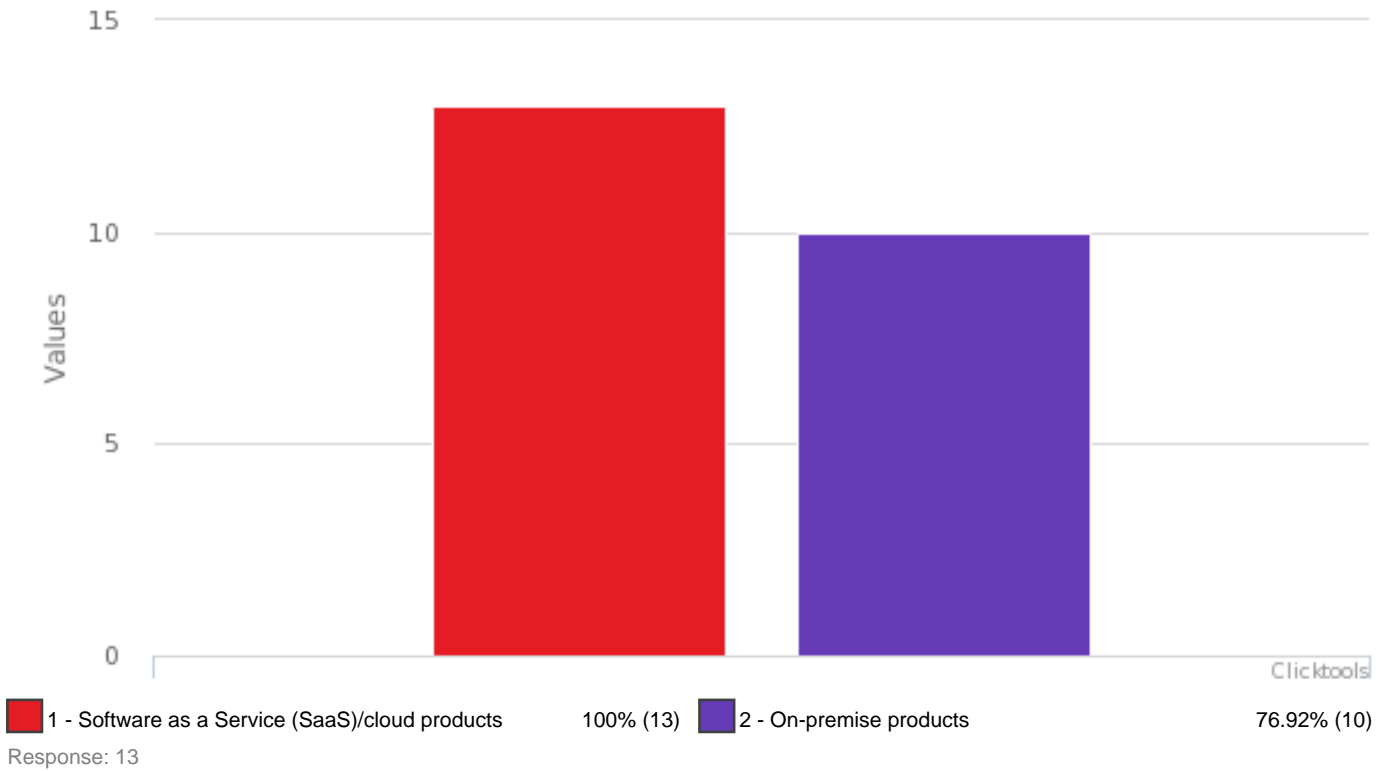
34. Which type of subscription do you offer?



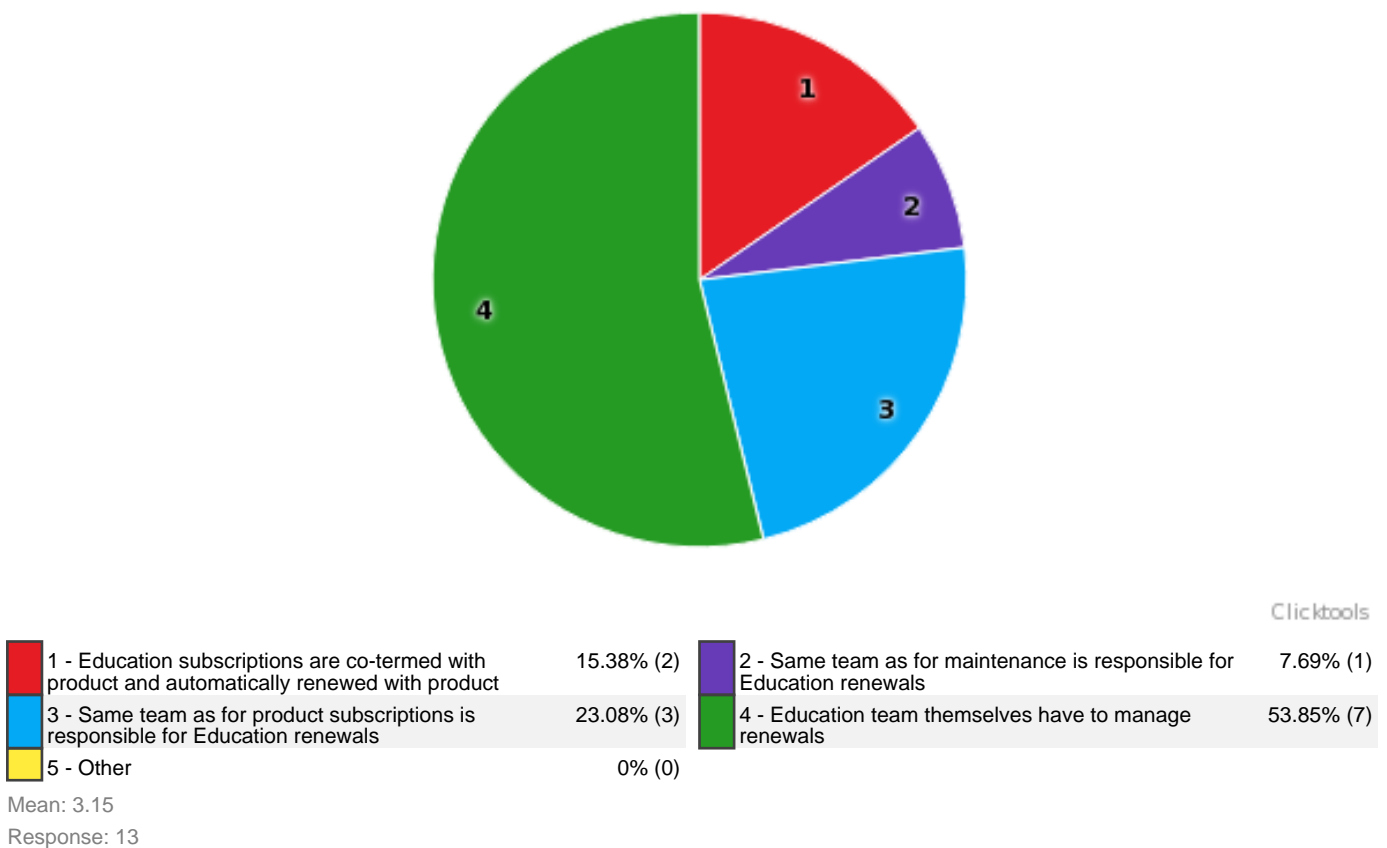
35. How do you charge for subscriptions?



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



37. How do you get subscriptions renewed?

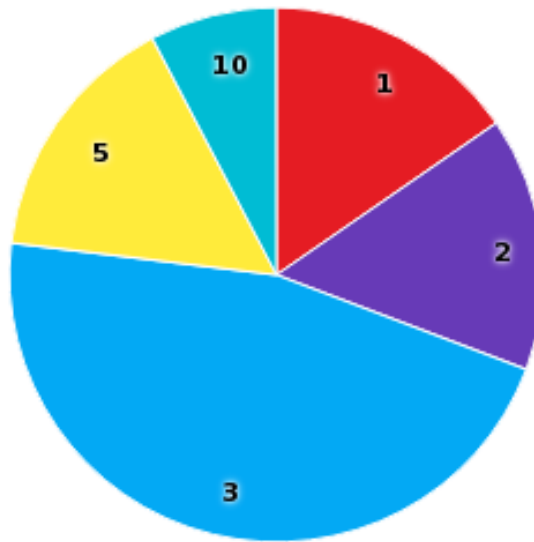


38. What is your Education subscription renewal rate (as percentage of expiring subscriptions)?

Average	43%
Highest	96%
Lowest	5%
Standard deviation	31.36

Response: 10

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



			Clicktools
1 - <10%	15.38% (2)	2 - 10%-20%	15.38% (2)
3 - 20%-30%	46.15% (6)	4 - 30%-40%	0% (0)
5 - 40%-50%	15.38% (2)	6 - 50%-60%	0% (0)
7 - 60%-70%	0% (0)	8 - 70%-80%	0% (0)
9 - 80%-90%	0% (0)	10 - >90%	7.69% (1)

Mean: 3.38

Response: 13

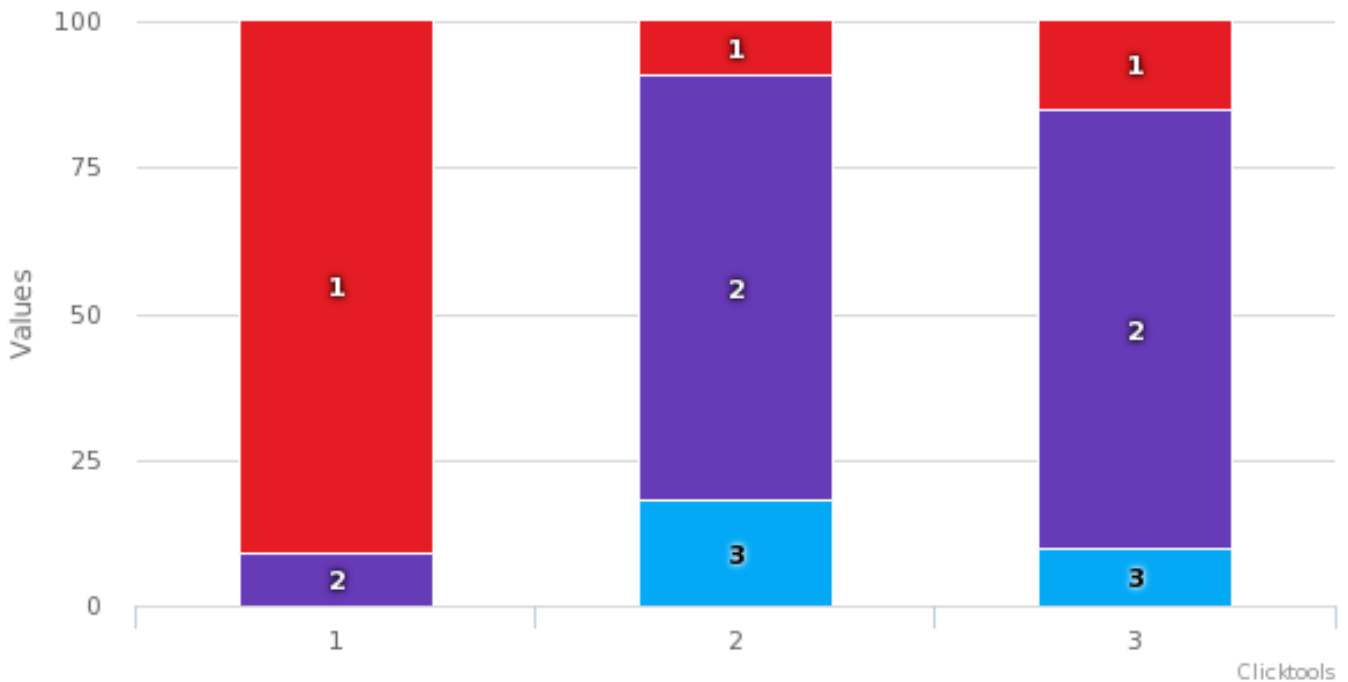
40. What is the percentage of Education subscription revenue growth for the past 12 months?



Category	Percentage	Count	Clicktools
1 - <20%	46.15%	(6)	7.69% (1)
2 - 20%-40%	7.69%	(1)	15.38% (2)
3 - 40%-60%	23.08%	(3)	
4 - 60%-80%			
5 - >80%	7.69%	(1)	

Mean: 2.31
Response: 13

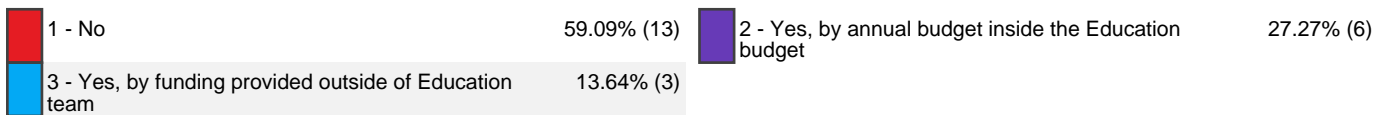
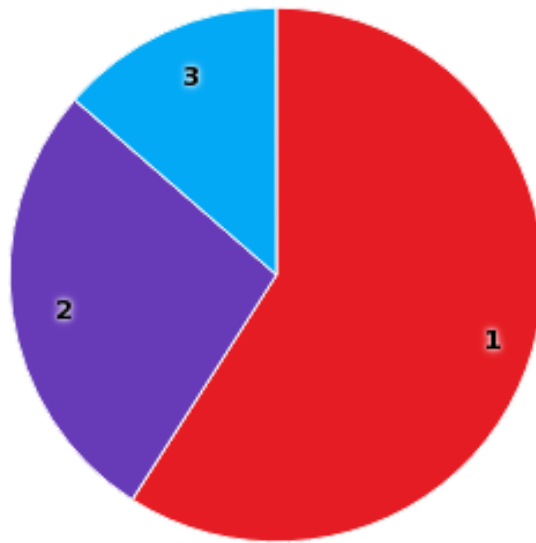
41. Do you offer free training to the following audiences?



	1 Always	2 Sometimes	3 Never	Mean
1 Employees	90.91% (20)	9.09% (2)	0% (0)	1.09
2 Customers	9.09% (2)	72.73% (16)	18.18% (4)	2.09
3 Product Channel	15% (3)	75% (15)	10% (2)	1.95

Response: 22

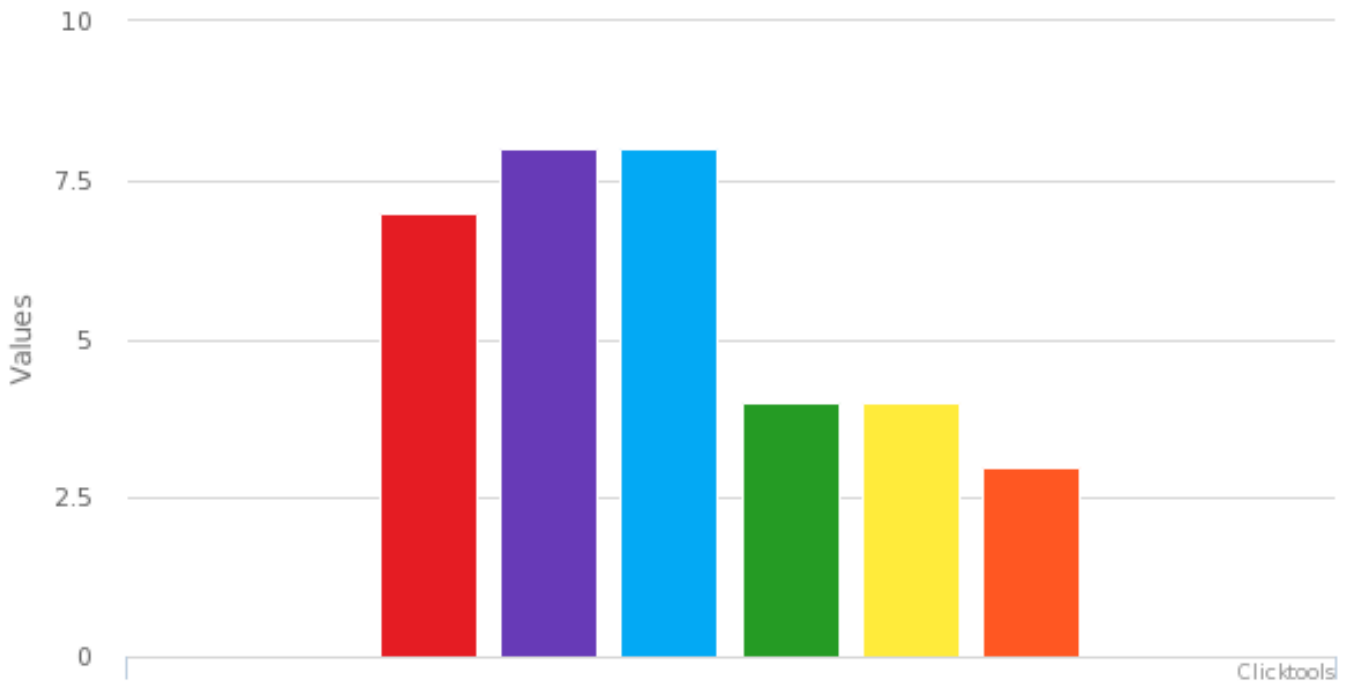
42. Is there a limit to the free training?



Mean: 1.55

Response: 22

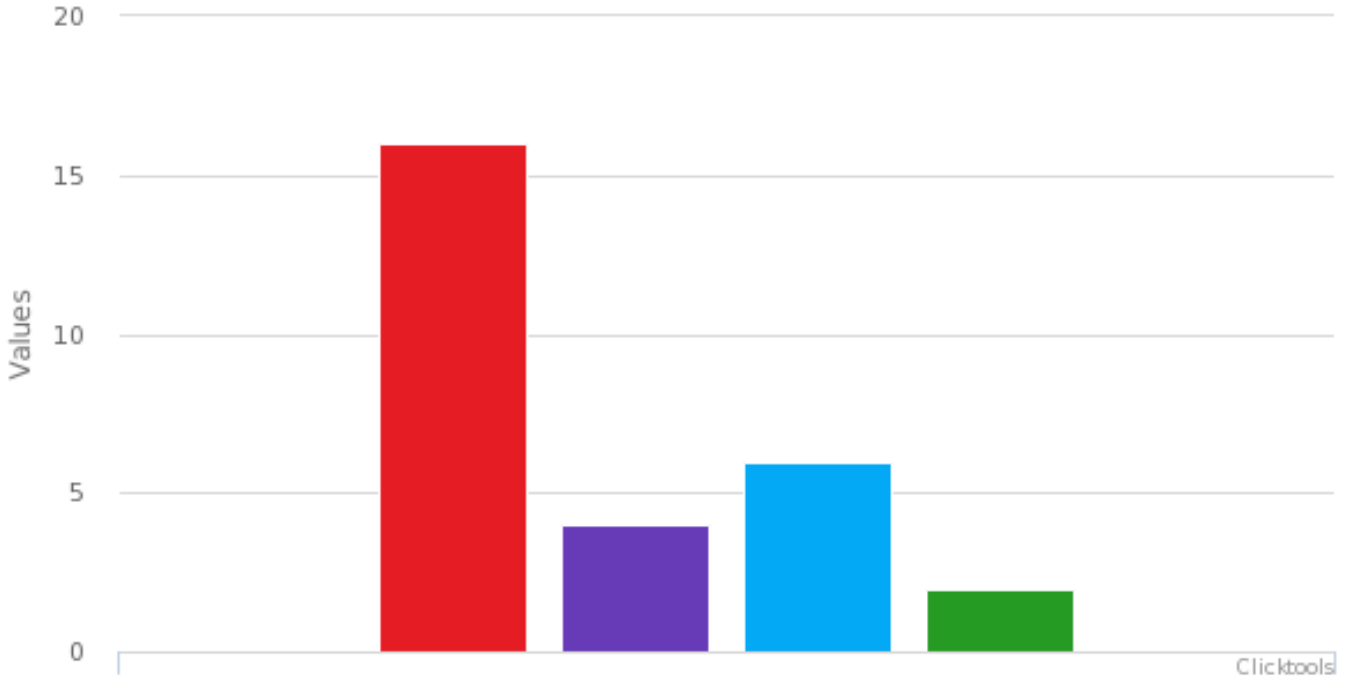
43. Do you have any special program to reduce pricing for specific customers or partners?



1 - No	31.82% (7)	2 - Yes, carve out product revenue and move to Education	36.36% (8)
3 - Yes, funding outside the Education team and transfer of costs only	36.36% (8)	4 - Yes, marketing/training development fund (% of product revenue systematically carved out and available for education funding of customer or partner)	18.18% (4)
5 - Yes, specific annual budget inside the Education budget	18.18% (4)	6 - Other	13.64% (3)

Response: 22

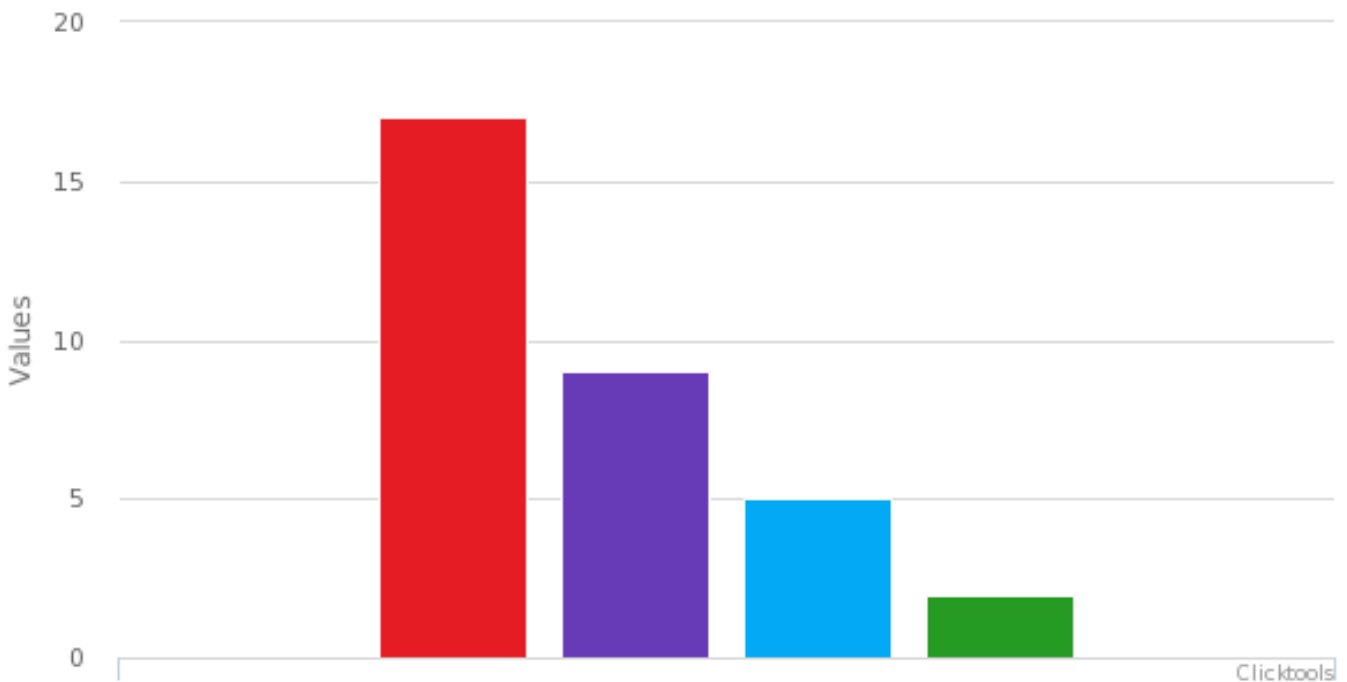
44. What do you communicate about pricing outside your company?



1 - Only list prices	76.19% (16)	2 - All available discounts	19.05% (4)
3 - Some globally available discounts, e.g. volume	28.57% (6)	4 - Other	9.52% (2)

Response: 21

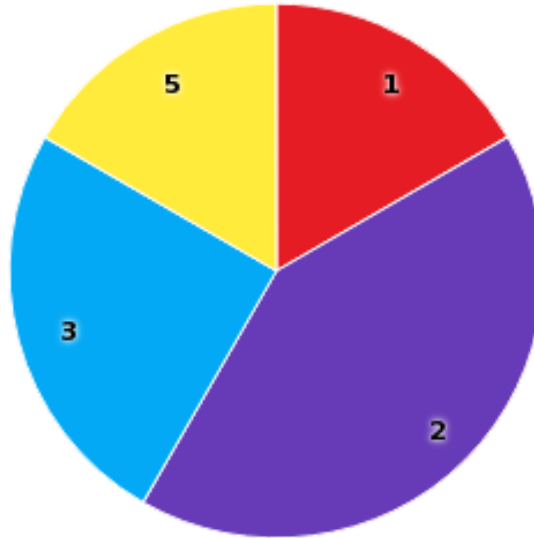
45. Who is allowed to discount training?



1 - Education team	77.27% (17)	2 - Product Sales team	40.91% (9)
3 - Company (Professional) Services team	22.73% (5)	4 - Other	9.09% (2)

Response: 22

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



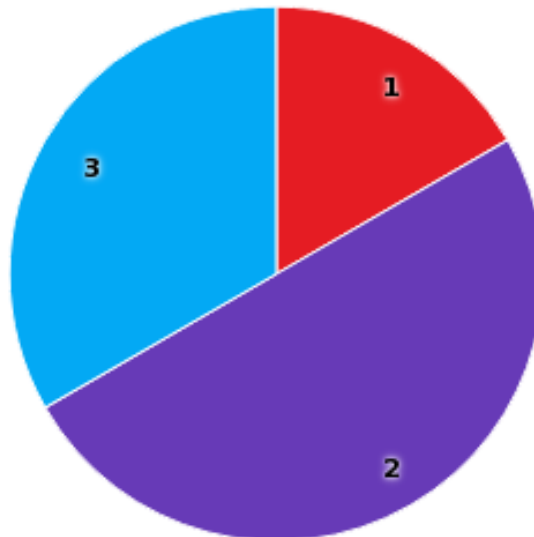
Clicktools

1 - No limit	16.67% (2)	2 - Only up to 25% of the overall possible discount	41.67% (5)
3 - 26-50%	25% (3)	4 - 51-100% of overall possible discount	0% (0)
5 - Any discount they want	16.67% (2)		

Mean: 2.58

Response: 12

47. Do these other organizations need approval to discount?



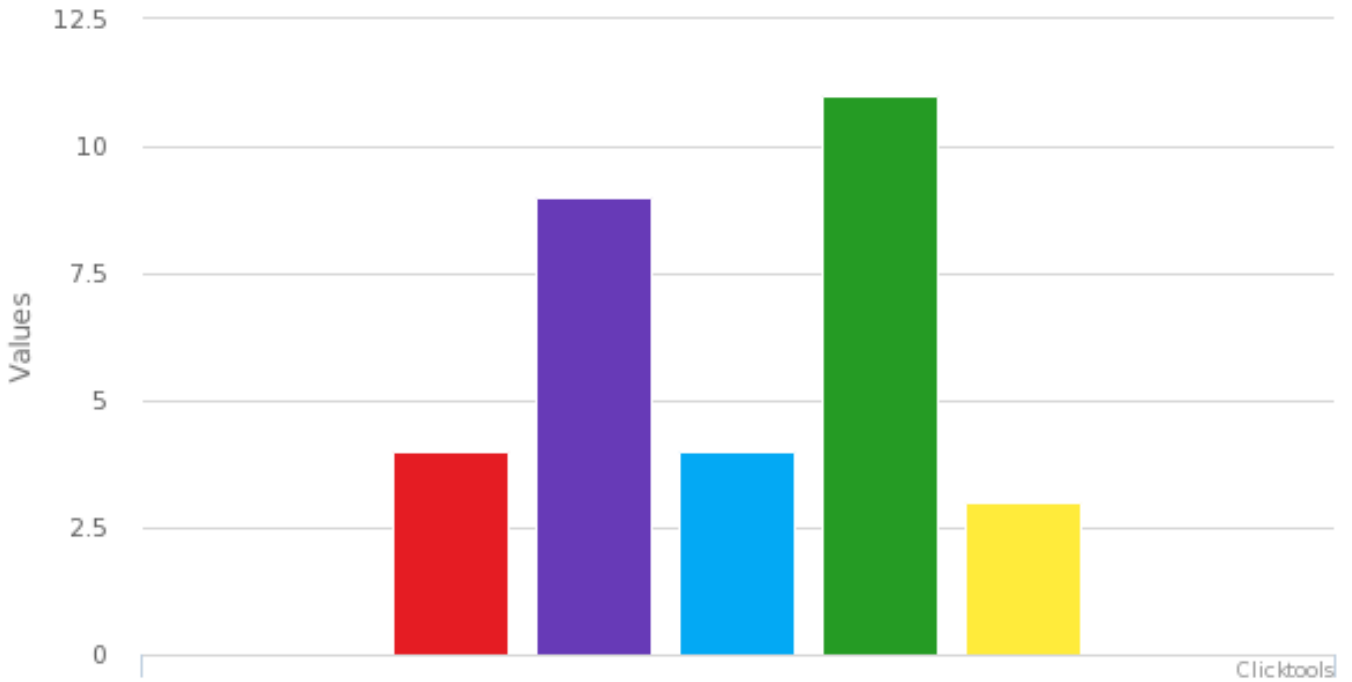
Clicktools

1 - No approval needed	16.67% (2)	2 - Approval in all cases	50% (6)
3 - Approval only if certain discount thresholds reached	33.33% (4)		

Mean: 2.17

Response: 12

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



1 - There is nothing in place	18.18% (4)	2 - VSOE or 606 enforces rules	40.91% (9)
3 - Formal agreements with other teams	18.18% (4)	4 - Quotation tools enforce rules	50% (11)
5 - Other	13.64% (3)		

Response: 22

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



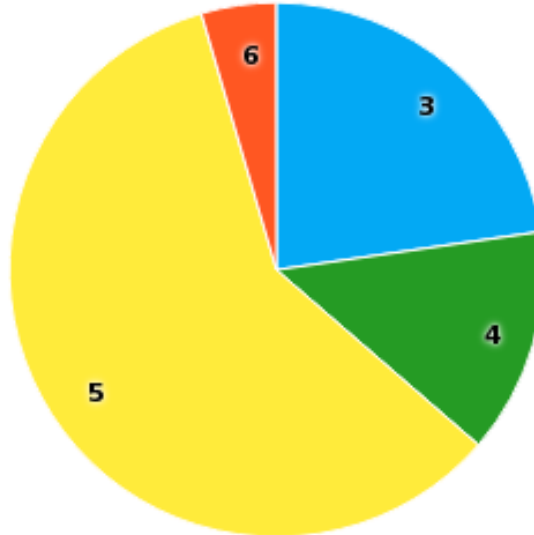
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	4.55% (1)
3 - 12 months	45.45% (10)	4 - 13 months or more	4.55% (1)
5 - No set time, just whenever it is needed	40.91% (9)	6 - Other	4.55% (1)

Mean: 3.95

Response: 22

50. How often do you change your pricing?



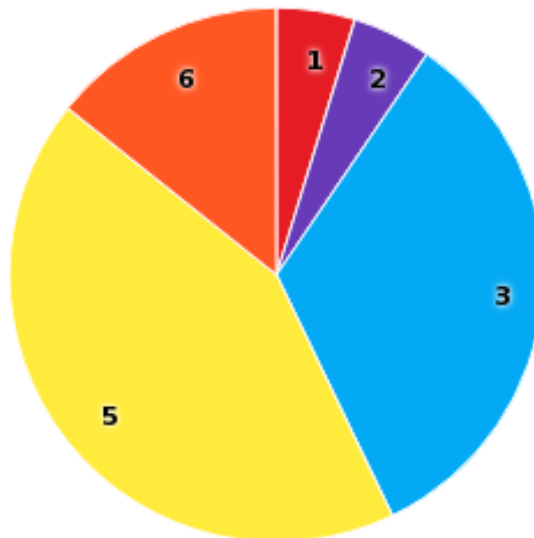
Clicktools

1 - Up to 3 months	0% (0)	2 - 4-11 months	0% (0)
3 - 12 months	22.73% (5)	4 - 13 months or more	13.64% (3)
5 - No set time, just whenever it is needed	59.09% (13)	6 - Other	4.55% (1)

Mean: 4.45

Response: 22

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



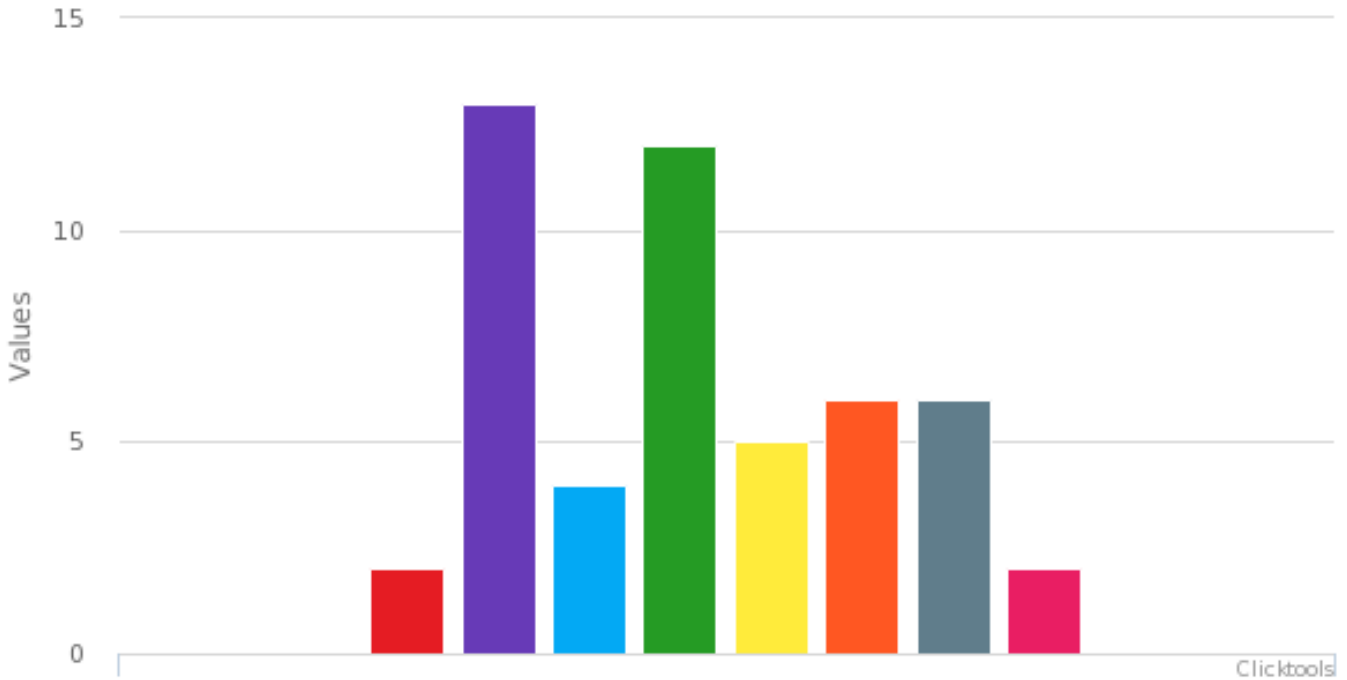
Clicktools

1 - Up to 3 months	4.76% (1)	2 - 4-11 months	4.76% (1)
3 - 12 months	33.33% (7)	4 - 13 months or more	0% (0)
5 - No set time, just whenever it is needed	42.86% (9)	6 - Other	14.29% (3)

Mean: 4.14

Response: 21

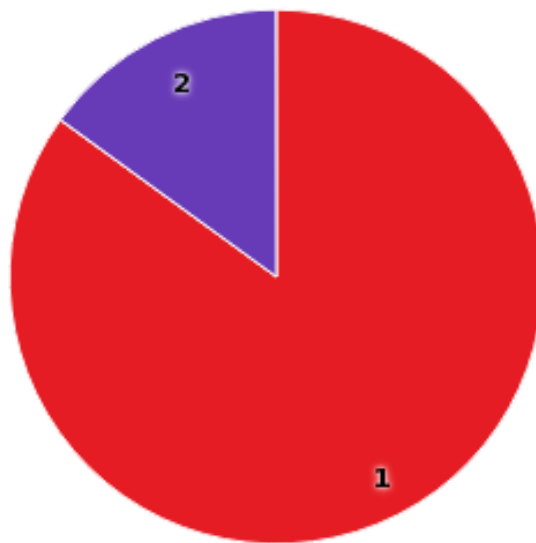
52. What is the key driver for the price change? Choose all that apply.



1 - Inflation	10.53% (2)	2 - Market trends	68.42% (13)
3 - Historical trends	21.05% (4)	4 - Competitiveness	63.16% (12)
5 - Profit margins	26.32% (5)	6 - Exchange rate changes	31.58% (6)
7 - Higher expenses	31.58% (6)	8 - Other	10.53% (2)

Response: 19

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



Clicktools

1 - Yes

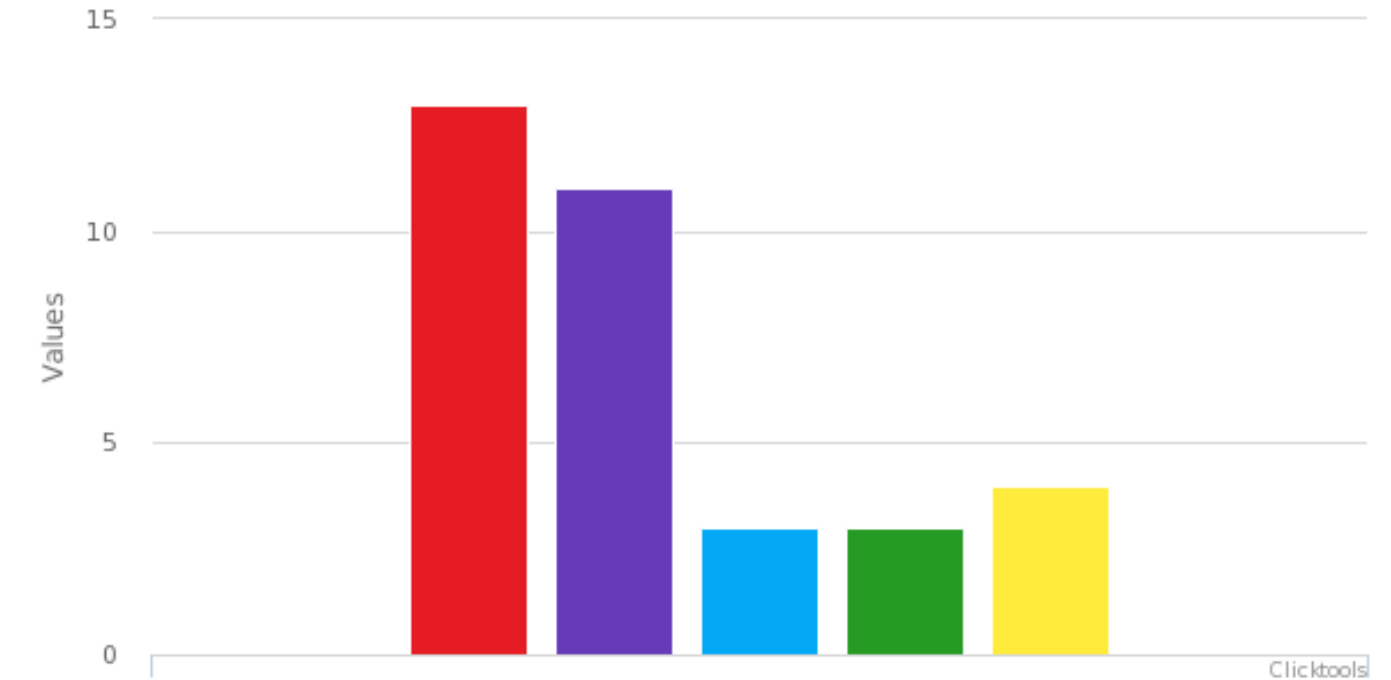
85% (17) 2 - No

15% (3)

Mean: 1.15

Response: 20

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



1 - Education Head

76.47% (13)

2 - Company Financial Head

64.71% (11)

3 - Company CEO

17.65% (3)

4 - Sales or Country Manager of impacted countries/customers

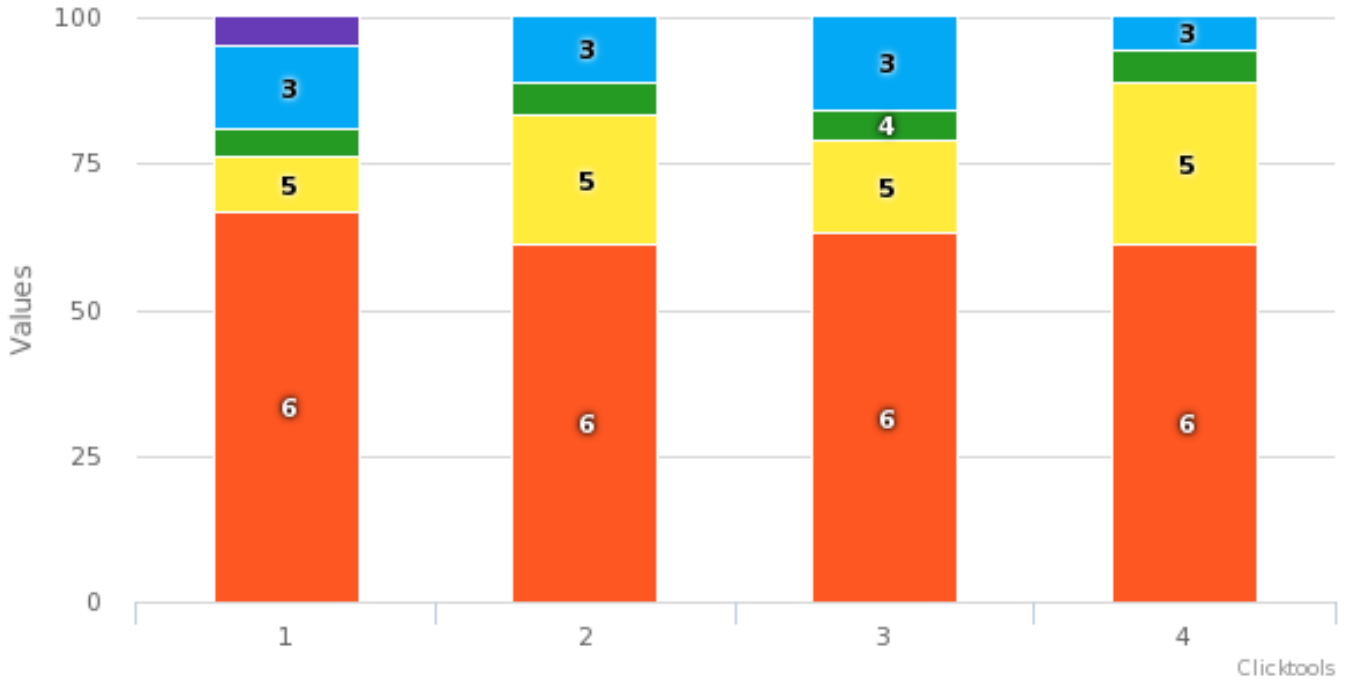
17.65% (3)

5 - Other

23.53% (4)

Response: 17

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

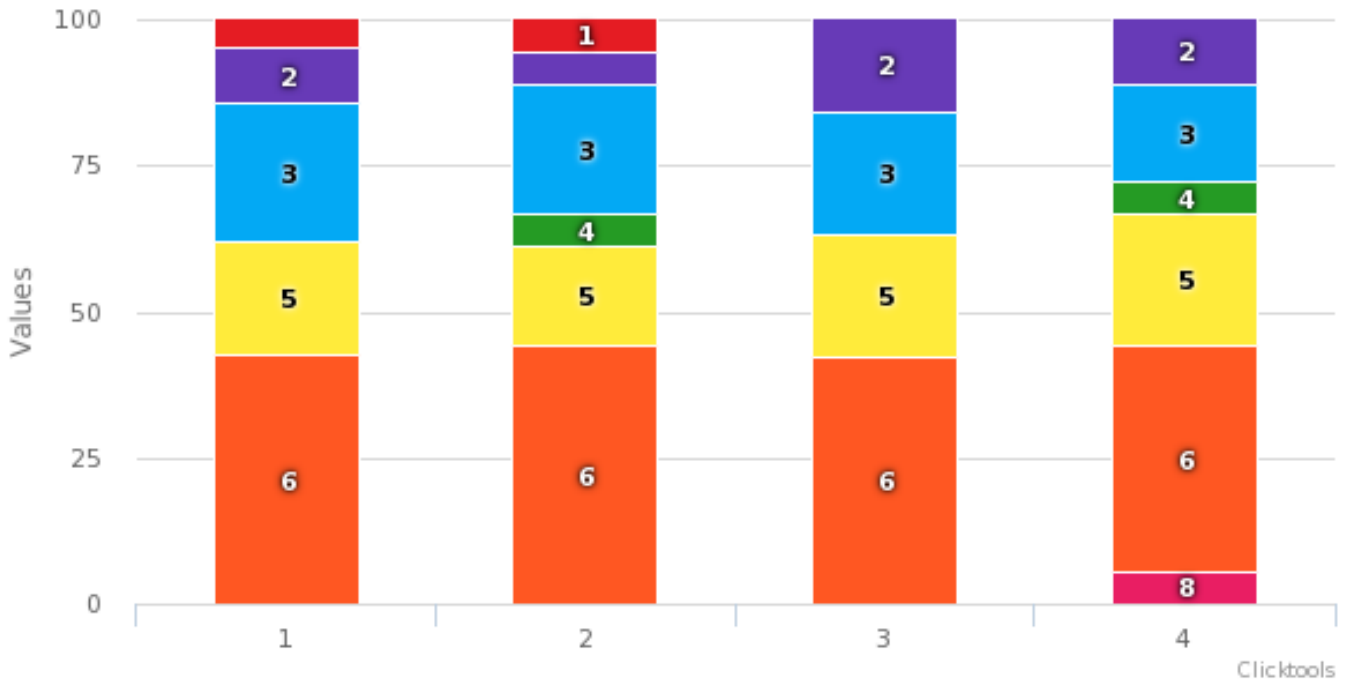


1 Increased >10%	2 Increased 7.5%-10%	3 Increased 5%-7.5%	4 Increased 2.5-5%
5 Increased < 2.5%	6 Stayed the same	7 Decreased < 2.5%	8 Decreased 2.5%-5%
9 Decreased 5%-7.5%	10 Decreased 7.5%-10%	11 Decreased > 10%	

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	0% (0)	4.76% (1)	14.29% (3)	4.76% (1)	9.52% (2)	66.67% (14)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.19
2 Central and South America	0% (0)	0% (0)	11.11% (2)	5.56% (1)	22.22% (4)	61.11% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.33
3 EMEA	0% (0)	0% (0)	15.79% (3)	5.26% (1)	15.79% (3)	63.16% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.26
4 APAC	0% (0)	0% (0)	5.56% (1)	5.56% (1)	27.78% (5)	61.11% (11)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5.44

Response: 21

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

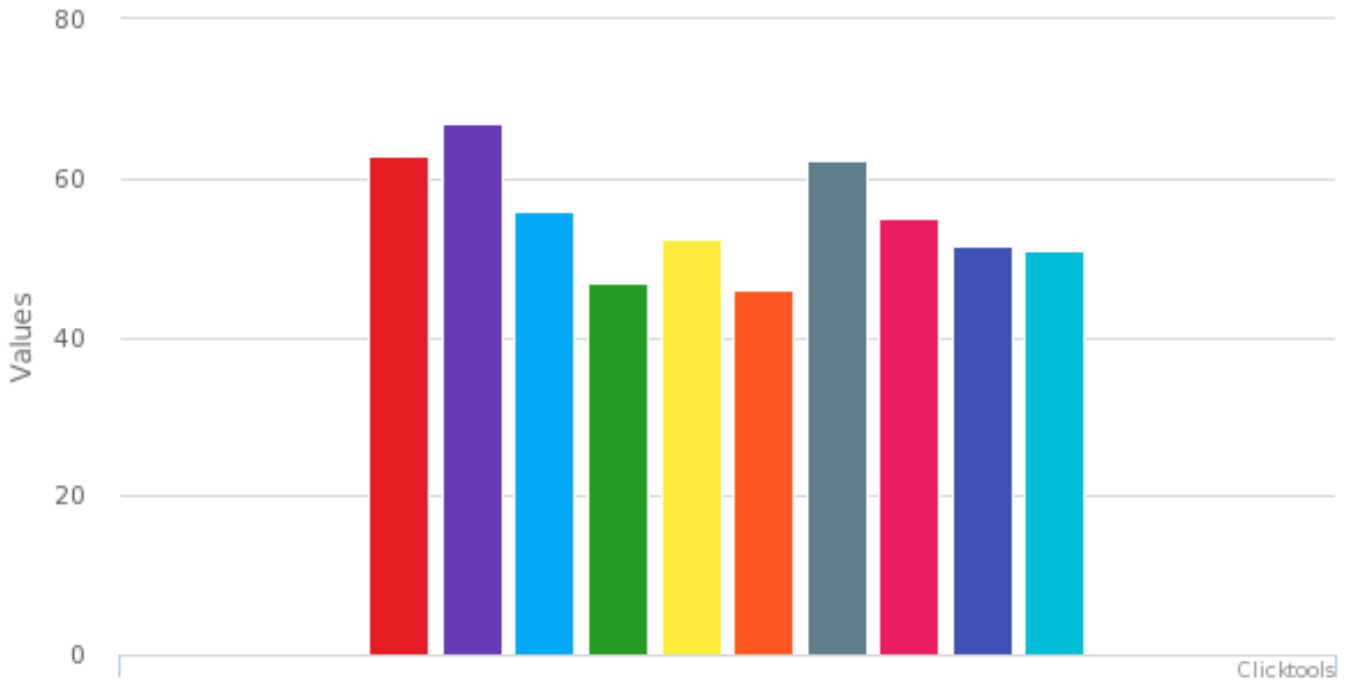


1	Increased >10%	2	Increased 7.5%-10%	3	Increased 5%-7.5%	4	Increased 2.5-5%
5	Increased < 2.5%	6	Stayed the same	7	Decreased < 2.5%	8	Decreased 2.5%-5%
9	Decreased 5%-7.5%	10	Decreased 7.5%-10%	11	Decreased > 10%		

	1	2	3	4	5	6	7	8	9	10	11	Mean
1 North America	4.76% (1)	9.52% (2)	23.81% (5)	0% (0)	19.05% (4)	42.86% (9)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.48
2 Central and South America	5.56% (1)	5.56% (1)	22.22% (4)	5.56% (1)	16.67% (3)	44.44% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.56
3 EMEA	0% (0)	15.79% (3)	21.05% (4)	0% (0)	21.05% (4)	42.11% (8)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	4.53
4 APAC	0% (0)	11.11% (2)	16.67% (3)	5.56% (1)	22.22% (4)	38.89% (7)	0% (0)	5.56% (1)	0% (0)	0% (0)	0% (0)	4.83

Response: 21

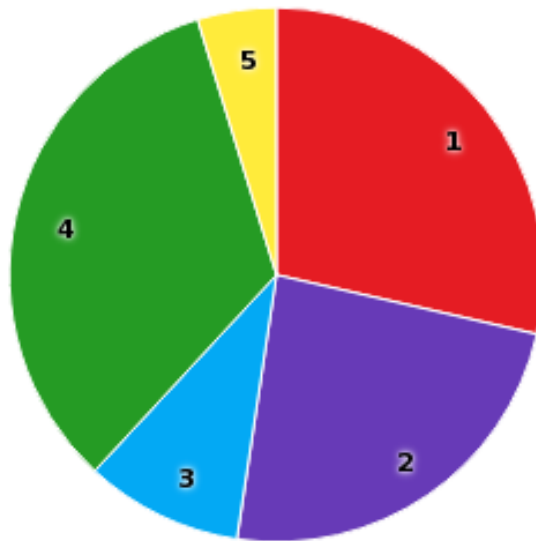
57. What are your top three reasons for discounting education? (Please order the following list, and put your top three as 1, 2 and 3.)



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

Response: 22

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



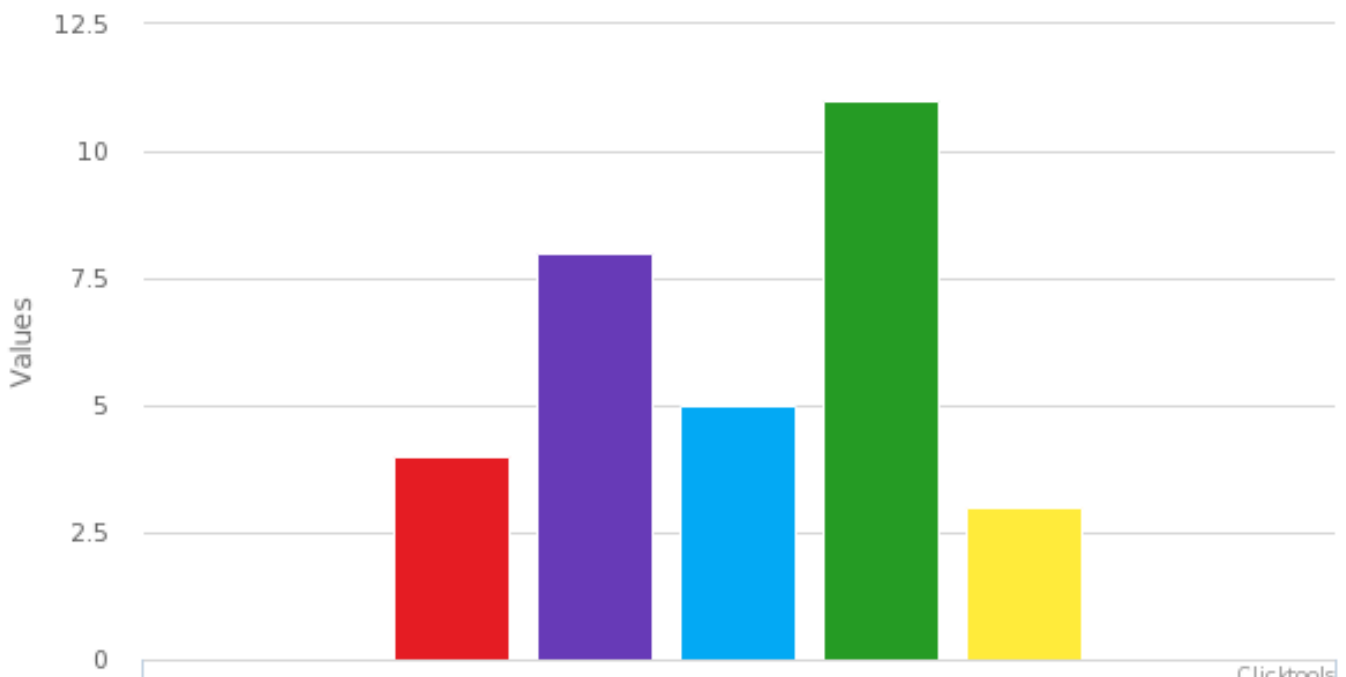
Clicktools

1 - No price differences for different local markets	28.57% (6)	2 - Global pricelist and discounts by country to bring global price down to market price	23.81% (5)
3 - Global pricelist and discount level (each country is part of one level) to bring global price down to market price	9.52% (2)	4 - Pricelists for local markets which have different prices by market	33.33% (7)
5 - Other	4.76% (1)		

Mean: 2.62

Response: 21

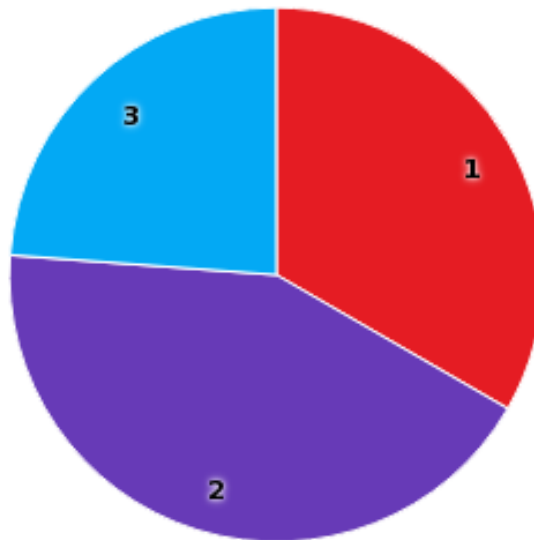
59. What other type of discounts do you offer?



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%)	44.44% (8)
3 - Valued or repeat customers (loyalty program)	27.78% (5)	4 - Promotional discounts (time limited)	61.11% (11)
5 - Other	16.67% (3)		

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

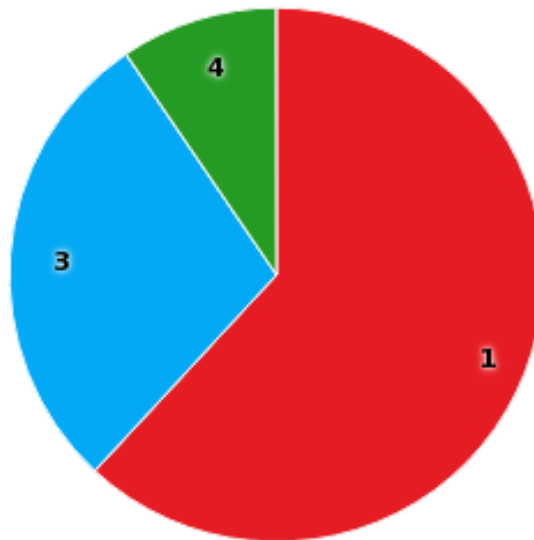


			Clicktools
1 - We don't have more than 1 discount type	33.33% (7)	2 - We have more than 1 discount type, but any customer can get only one of them	42.86% (9)
3 - Discounts can be added and then applied to the list price (List price*(discount1%+discount2%))	23.81% (5)	4 - Discounts are multiplied List price*(1-Discout1%)(1-Discout2%)	0% (0)

Mean: 1.9

Response: 21

61. How do you manage pricing for global customers?



			Clicktools
1 - They have a single price globally	61.9% (13)	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	28.57% (6)	4 - Other	9.52% (2)

Mean: 1.86

Response: 21

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



1 - Yes

95.45% (21)

2 - No

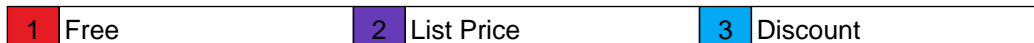
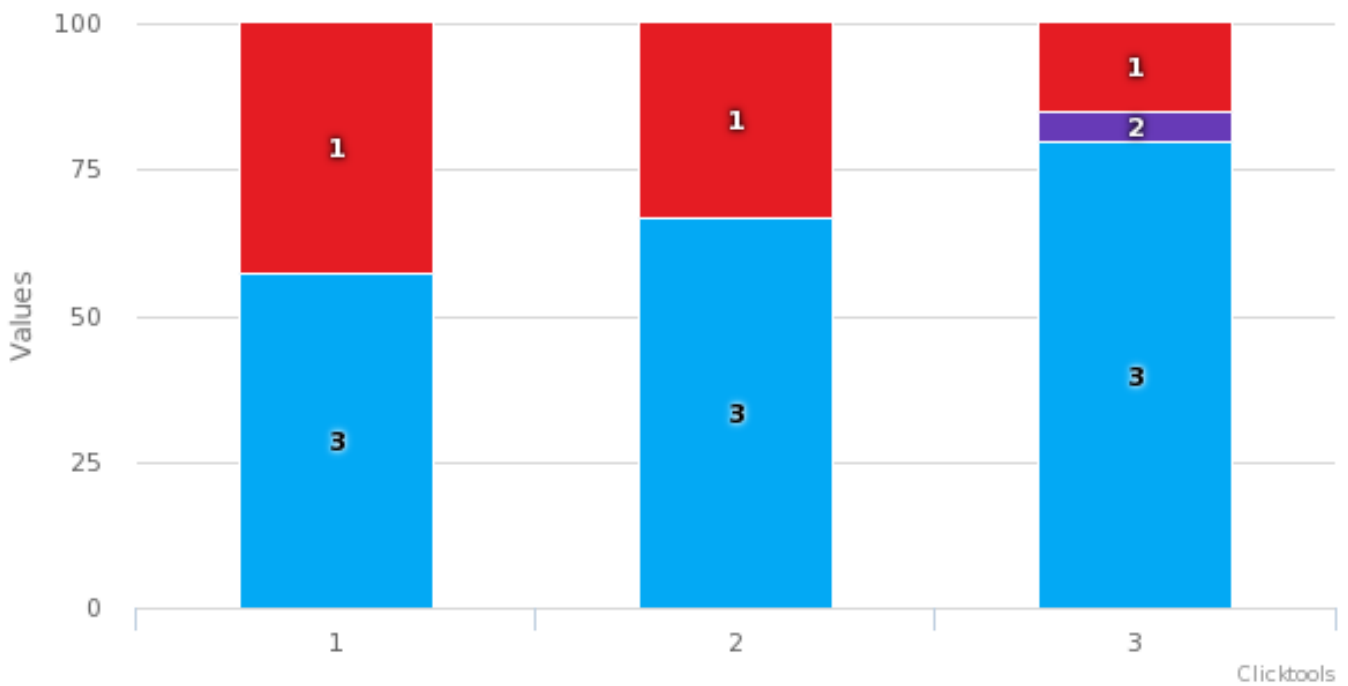
Clicktools

4.55% (1)

Mean: 1.05

Response: 22

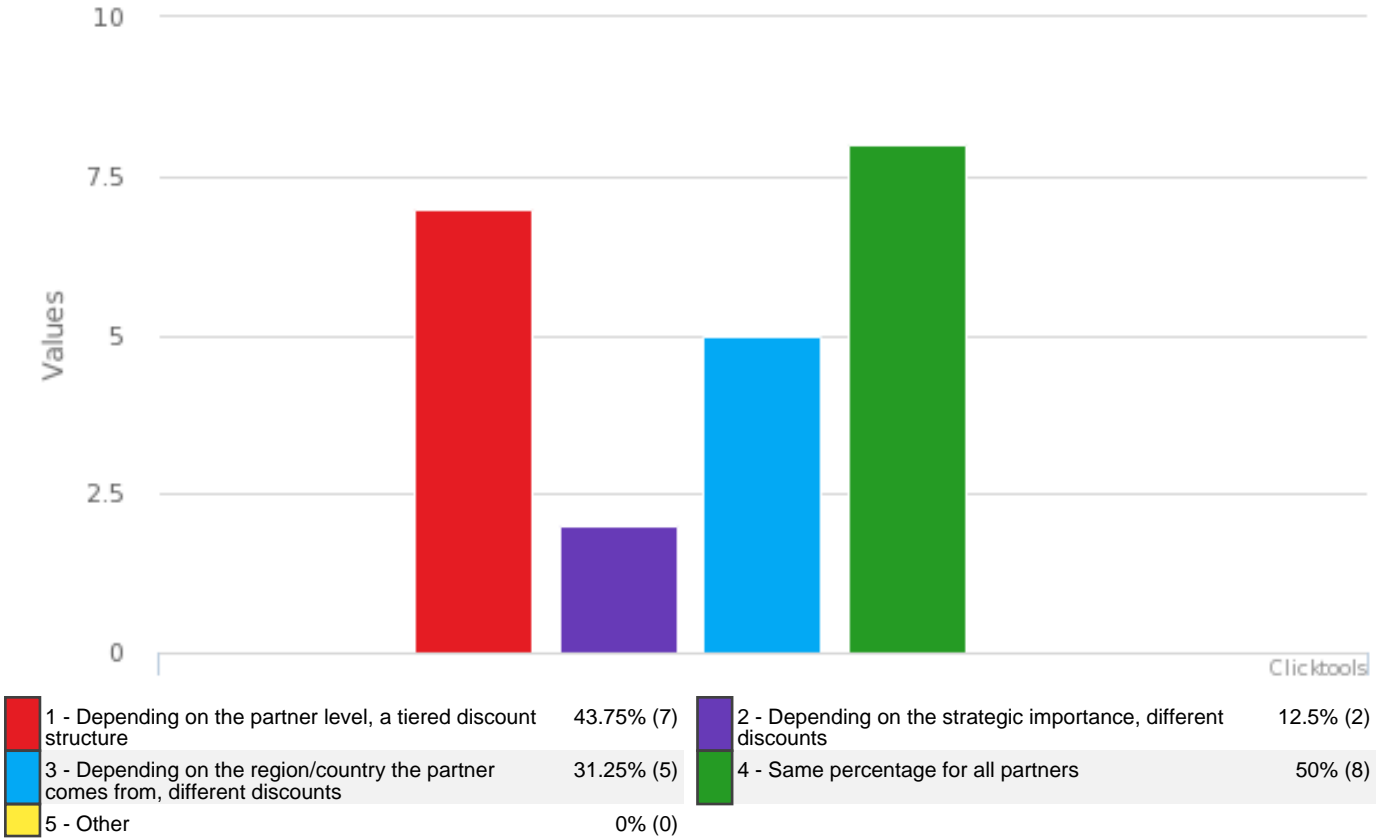
63. How do you charge for the following partner audiences?



	1	2	3	Mean
1 Channel Sales	42.86% (9)	0% (0)	57.14% (12)	2.14
2 Channel Presales	33.33% (7)	0% (0)	66.67% (14)	2.33
3 Channel Post sales - deployment, operations, maintenance	15% (3)	5% (1)	80% (16)	2.65

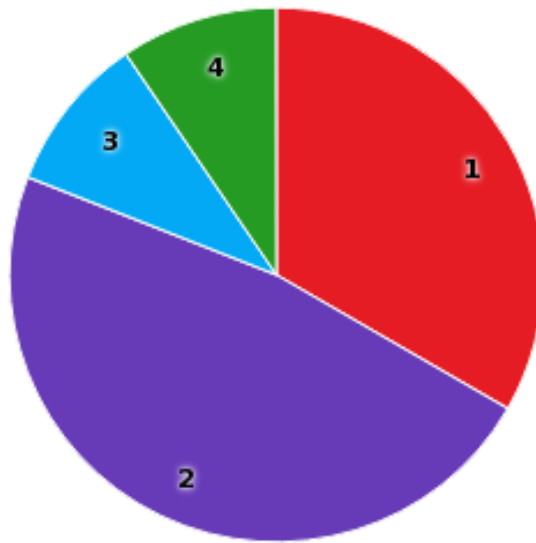
Response: 21

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



Response: 16

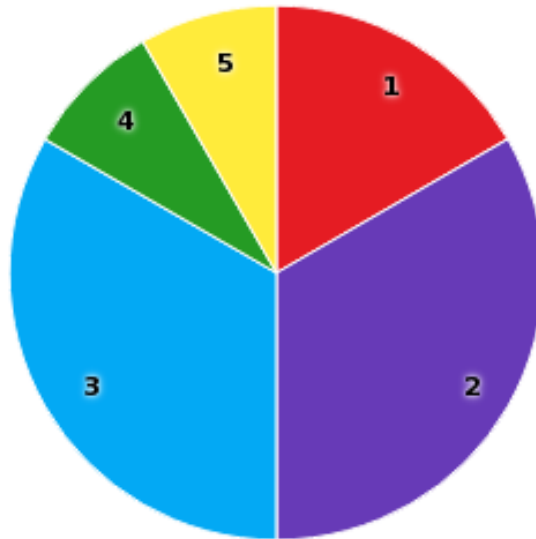
65. Do you allow partners to resell your training?



Clicktools			
■ 1 - No	33.33% (7)	■ 2 - Yes, can resell and get the normal partner discount to resell	47.62% (10)
■ 3 - Yes, can resell but get a higher discount	9.52% (2)	■ 4 - Yes, can resell but get a lower discount	9.52% (2)

Mean: 1.95
Response: 21

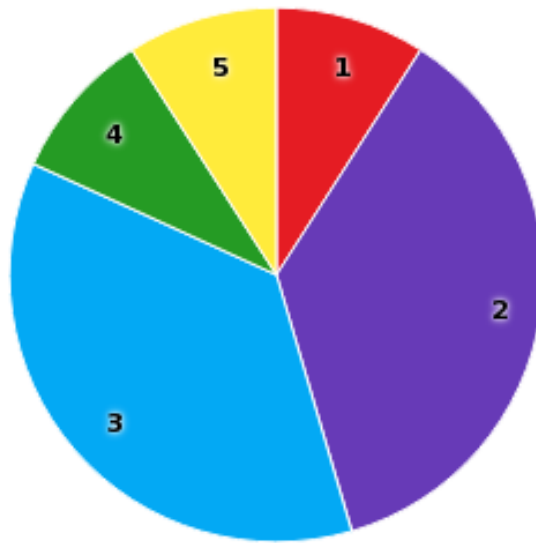
66. What discount or commission do you offer to your resellers for instructor led training (ILT)?



Clicktools			
■ 1 - 1-10%	16.67% (2)	■ 2 - 11-15%	33.33% (4)
■ 3 - 16-20%	33.33% (4)	■ 4 - 21-30%	8.33% (1)
■ 5 - Over 30%	8.33% (1)	■ 6 - Other	0% (0)

Mean: 2.58
Response: 12

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



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

Mean: 2.73

Response: 11

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

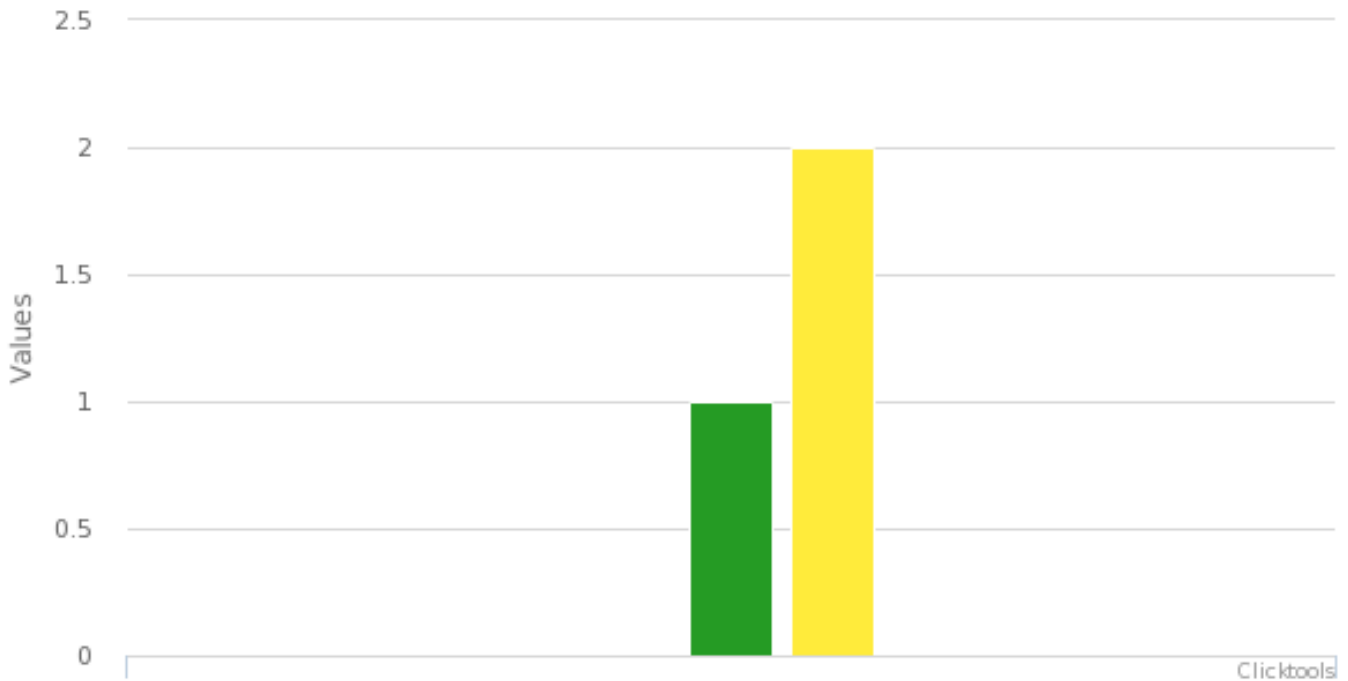


Category	Percentage	Count	Clicktools
1 - Yes	9.09%	(2)	90.91% (20)
2 - No	90.91%	(20)	

Mean: 1.91

Response: 22

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	50%	(1)
5 - eLearning source code	100%	(2)	6 - Training environment (Lab in the Cloud)	0%	(0)
7 - Other editable or non-editable content (please specify)	0%	(0)			

Response: 2

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



1 - Flat fee for the total course	0%	(0)	2 - Flat fee per course day	50%	(1)
3 - Separate price for individual items	50%	(1)			

Mean: 2.5

Response: 2

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

Average	11,000
Highest	12,000
Lowest	10,000
Standard deviation	1,414.21

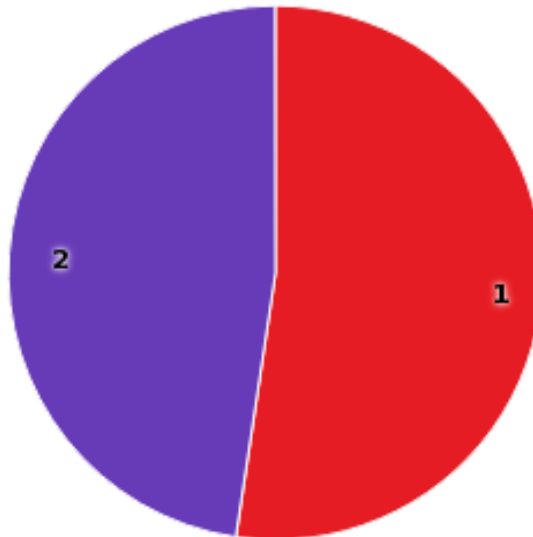
Response: 2

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

52.38% (11) 2 - No

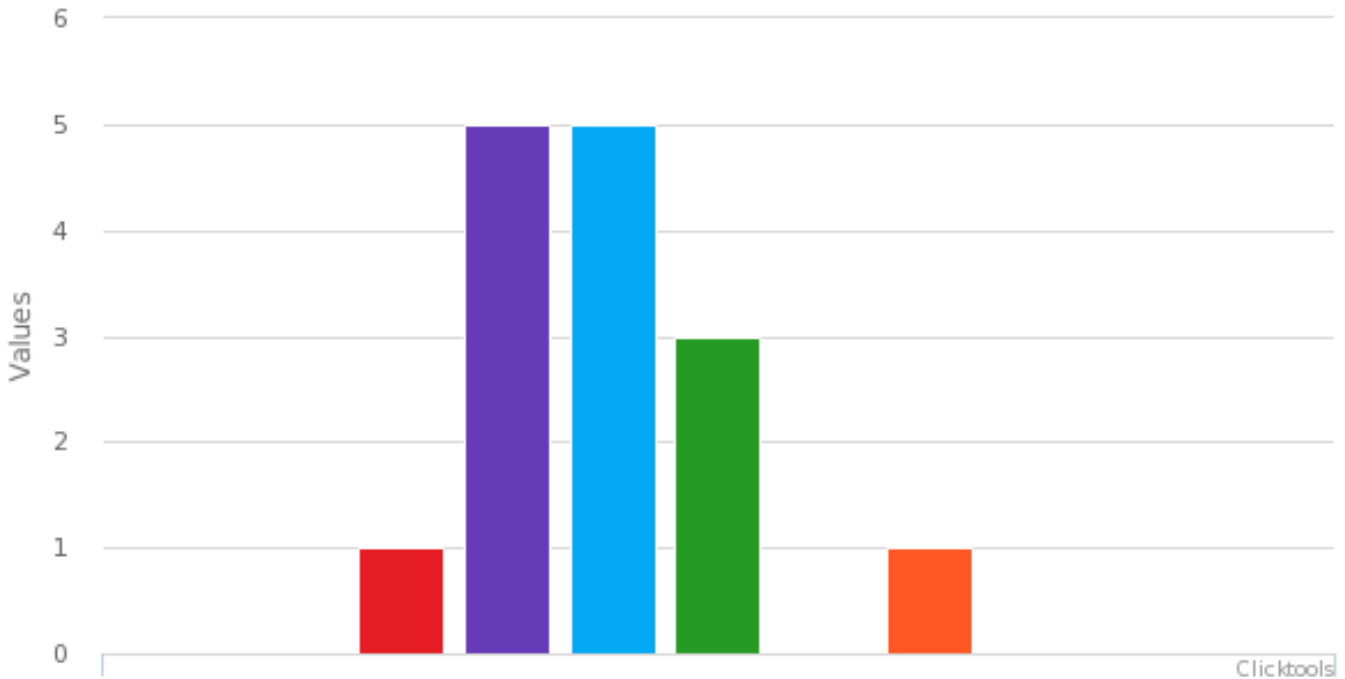
Clicktools

47.62% (10)

Mean: 1.48

Response: 21

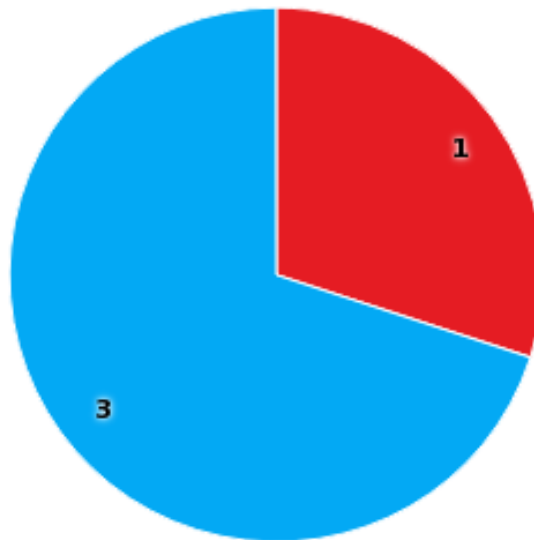
74. How do you price your development work? Choose all that apply.



1 - Per hour of content developed	9.09% (1)	2 - Per development hours	45.45% (5)
3 - Per development day	45.45% (5)	4 - Customers buy training credits and redeem credits against development	27.27% (3)
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	9.09% (1)
7 - Other	0% (0)		

Response: 11

75. How do you quote for development work?

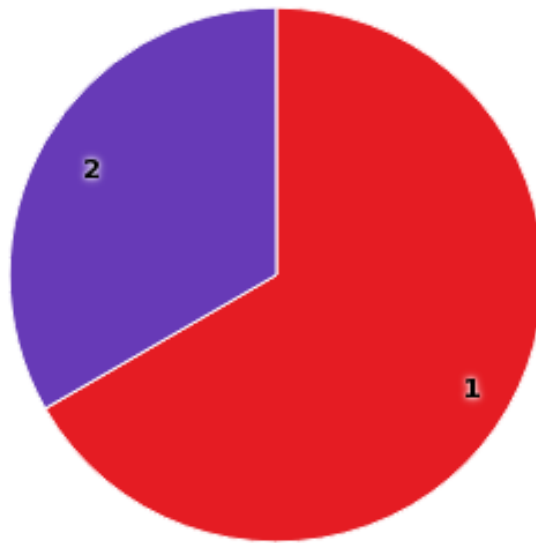


1 - Only time & material	30% (3)	2 - Only fixed price bids	0% (0)
3 - Mixture, depending on customer negotiation	70% (7)	4 - Other	0% (0)

Mean: 2.4

Response: 10

76. Do you offer services to customize existing courses?



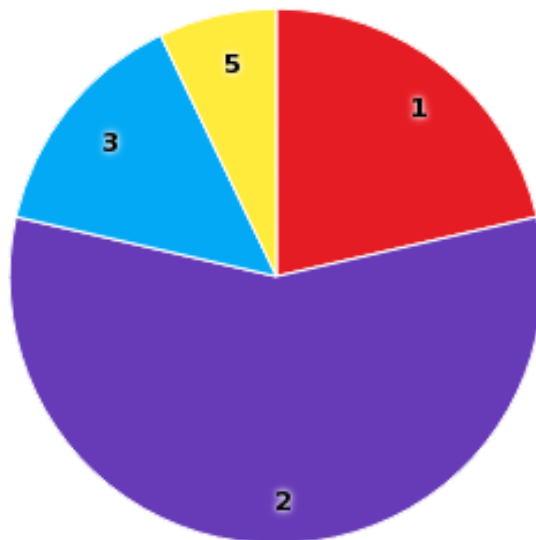
■ 1 - Yes 66.67% (14)
 ■ 2 - No 33.33% (7)

Mean: 1.33
Response: 21

Clicktools

33.33% (7)

77. When do you start to charge for customization?



■ 1 - Never charge 21.43% (3)
 ■ 2 - Strictly for any customization 57.14% (8)
 ■ 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 7.14% (1)

Mean: 2.14
Response: 14

Clicktools