

License your Training Courses

Others are waiting to help
you to fund your growth,
build your brand and
expand your business

Des McCabe

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PART 1 – Learning about Licensing

Welcome

Licensing is one of the most exciting and effective methods of building a business quickly. This book is designed to give you not just a good overview but provides detail and questions on the key areas.

First of all, let me briefly outline how we became specialists in helping people to license their training courses.

I think it was a mixture of opportunities really. First of all, I was fortunate to have the opportunity to build a training company which I started from my front room in Sutton Coldfield near Birmingham, in England.

Using an initial letter mailshot I sent out some information sheets on one-day in-house courses I was offering in job search - as we were in the middle of a recession. None of the courses were written until I actually sold a date as this established that there was a need.

Over the next eight years with the help of a great management team we manage to build this little venture into the U.K.'s leading independent training company. By then we were providing training for not only long-term unemployed but the private and public sectors. HR and personnel departments were key clients for open and in-house courses in areas such as team building, management skills, trainer training, etc. When I sold the business it had 15 training centres across the UK, over 200 staff and a turnover well in excess of £10 million. As part of this I was fortunate to work as a training and employment advisor with the U.K., Ireland, U.S., Romanian and Albanian Governments.

I then returned to Northern Ireland (where I had grown up) as a self-employed independent consultant. One of the first small contracts I won was to design and deliver a half day programme in religion and belief. As a result of the Peace and Reconciliation talks in Northern Ireland at the time the Good Friday agreement created the first equality laws in Europe. The Northern Ireland Act 1998 stated that everyone had to be treated equally irrespective of their

religion, age, gender, etc. My £3,500 contract was to create a half day course and then to train some public sector organisations.

Creating an effective training programme which deals with EU law and religion was seen as 'challenging' by many! However, the award-winning course was taken on board across the public sector and I then spent three years training health trusts, Government departments, police, fire, colleges, etc.

Similar religion and belief legislation was introduced in Great Britain in 2003. I rang up the Department of Trade and Industry (DTI) in London, told them about my work in Northern Ireland and offered to replicate this in GB. The DTI gave me funding to create a course, set up a website and run programmes in key cities across England, Scotland and Wales.

From this, I decided to establish an organisation to underpin this diversity work and so Diversiton was created.

Learning about Licensing

As I had already built a large training company in the UK I was reluctant to repeat the process. I had returned to Northern Ireland as my Dad was on his own and the thought of commuting regularly by plane was impractical. I had to find another way to deliver these programmes regionally across the UK and so decided to explore the idea of licensing the course to other trainers or independent organisations.

I thought that if I could licence the course to them for an agreed annual fee I could support them and they in turn could build their own local training business. My thought was to find trainers and to give each of them an exclusive area of the UK for £5,000 per year. Having seen the impact of the legislation first hand in Northern Ireland I knew that the right people (with support) could build a viable income stream.

I spoke to the only licensing company for trainers that was around then (but no longer in operation) and engaged them to help me find the right Trainers. I learned a lot from Charterwood especially around licensing structures, contracts, protecting intellectual property, payment and commission structures, interviewing and recruiting licensees, building the business into year two and beyond, etc.

Beyond a monthly support fee, Charterwood worked on a payment by results basis which was great from a cash flow point of view as I did not have to pay out much until they found a licensee for me. They charged 50% so I was paying £2,500 for each licensee.

However the one difficulty with this was that their priority was to place licensees which was slightly different to mine - which was to find the very best trainers. Still, they did help me to find some good people and for that reason I will always be grateful for their efforts and expertise.

Building Diversiton with Licensees

I found the people I needed, built a strong supportive team and indeed I'm still working with all of these individuals some 10 years later in various capacities. Many are close friends now.

From a Diversiton point of view we added 'Age diversity' as a product and the Licensees continued to build and develop their own training businesses. Diversiton has continued to develop its expertise in diversity and now delivers the world's leading online diversity calendar as well as a range of specialist products. That one little course has grown well.

Sharing our Licensing experience

Shortly after I had created a license structure with Diversiton I was approached by two people with a specialist course they had created in the area of disability. They had spent all their resources and devoted many years in securing accreditation for their programme. They asked if I could help them to license their disability course.

I used a similar framework to the one that we implemented with Diversiton –

- Designing an appropriate licensing strategy
- Creating an information pack
- Finding and targeting potential licensees
- Recruiting and selecting the best people
- Delivering an effective induction programme and
- Providing ongoing support to maximise growth in year two.

Within six weeks of launching the information pack we had recruited 28 licensees at a total value of £285,000 for the organisation. They had superb geographical coverage with their programme being delivered right across the UK. Thousands of trainees were benefiting from the accreditation for which the organisation received additional fees from workbooks and certificates. They were then able to recruit a Licensing Manager to support licensees, ensure that renewals were in place for year two and to continue adding new licensees to additional areas.

It is Important to note that every licensing situation is different and needs to respond directly to the aims and objectives of the organisation. There is no standard formula. It is so important to get your strategy right from the outset.

Furthermore, not every organisation we speak to is ready to license their course (e.g., they may not be prepared to work through the process because they are busy with other tasks). And sometimes the course itself is not suitable (e.g., similar to other programmes readily available).

Over the last eight years we have been very fortunate to work with some incredible individuals and organisations. It is exciting to explore with each of them the potential that is ready and waiting within their courses – and to see how best this can be realised. This book seeks to capture the essential learning from these eight years.

Please see some of our clients below:



What our clients say...

"Diversiton offers a good backbone on which to build a business. The resources are really like a 'business in a box'!"

"I have benefitted from my fellow licensees and the meeting last week in Birmingham was very good. I am also working closely with two new licence holders."

"Speaking personally, I have a new business division and products which are successful, and I am pleased to be able to build upon this. I really welcome and appreciate very much all the help I am getting from Diversiton HQ and colleagues."

"The License materials are excellent! Having Diversiton on board gives me encouragement, marketing ideas, presentation ideas and just the opportunity to share enthusiasm for the products and business."

"Diversiton has been proactive in providing marketing support and helping to keep me moving forward."

"It is a wonderful feeling to be building my business and making such incredible progress"

"As a Public Sector body we were able to create a new self-generated income stream by licensing one of our courses. It is such a rewarding process in terms of income, learning about building a training business, team building – and sharpening our training and presentation skills!"

"The Diversiton licence really has helped us - not just because of additional sales and income but with building our whole business. Thank-you..."



Benefits of Licensing

Licensing is a low-cost way of developing your business, building your customer base, extending your reach and increasing income.

It's a process that continues to build steadily beyond the set-up phase as your licensees become established, additional licensees are added and renewals click-in for the second year.

Here are the main benefits:

1. Licensees pay up front in return for an exclusive area.
2. You can build national / international coverage for your business quickly.
3. No need to recruit staff or open new offices.
4. Sharing the risk. The development of the business is co-funded by the licensee thereby reducing the financial exposure.
5. Revenue generation. The licensee will be paying an annual fee.
6. Building a broad base of expertise. The right licensees can bring new skills, added value, additional expertise and experience in a whole range of areas to complement and support the core business.
7. New initiatives. Often new initiatives and ideas will be created with the licensee and licensor working closely in partnership on a particular need, issue or opportunity.
8. Saves time. Growth and expansion can be much faster with a licensee rather than the traditional organic growth approach. The licensees will already be well established in their locality – and perhaps with their own business teams and customers.
9. Fast delivery time – license structures can be up and running within three months.
10. Repeat income fees – year after year.
11. Very rapid expansion. You can literally have 10, 20, 50 or 100 new outlets open within six months.
12. Your expansion is funded by the licensees themselves. You also receive license fee payments which cover your set up, training and ongoing management costs - and leaves you a surplus.
13. Licensing can be used to target specific geographical markets where you know there is a need or where you are keen to develop new customers.

What's the difference between Licensing and Franchising?

When we think of the franchise we normally think of something like McDonald's. If you purchase a McDonald's franchise then you are actively setting up as a copy of what has been done before. You will be under contract to implement the same systems, offer the same products, follow their exact

procedures, deliver the same staff training etc., etc. There are real benefits (and big costs) in this given the success of McDonald's business.

Licensing is different in that it gives all the benefits of a successful tried and tested product or service but without the constraints of having everything totally prescribed and managed through head office. Licensees have the flexibility of accessing your course and adding it to their current business or organisation set-up to maximise their overall effectiveness. They still have to follow your systems and procedures but have the flexibility to drive their business forward in the best way that suits them. This works well for both parties in that the licensee has an additional income stream and you have a greater presence in the market.

Some Definitions

- The licensor is the individual or organisation who grants a license for their products or service to be delivered by others.
- The licensee is the person or organisation who pays a fee to represent the licensor in a particular area, with a particular product, with a specific range of customers, etc.
- The license is an agreement whereby the licensee has the rights to deliver the training program from the licensor in line with specific terms and arrangements as set out in the license agreement.

EXERCISE - Could Licensing help you?

Money is only the tip of the iceberg with licensing. It's a brilliant cost effective way of quickly building your organisation's presence - locally, nationally and internationally. You have other organisations out there promoting your course, your ethos and your products.

You can also gain additional revenue through the sale of training manuals, membership fees and other products linked to your organisation.

If you have a good training programme at the moment then Licensing could just be an incredible opportunity.

Write down the main ways in which Licensing could possibly help you....

A large, empty rectangular box with a thin black border, intended for the user to write their answer to the question above.

PART 2 – How you can benefit from Licensing?

Are you serious about growing your business or organisation?

Do recognise that there is a cost in setting up your license structure. It will take management time, a financial budget and a determination to make it happen.

Once you are clear about the benefits and targets on the one hand and the costs and time investment on the other - you will then be in a position to make a proper business decision on how to proceed with your licensing approach.

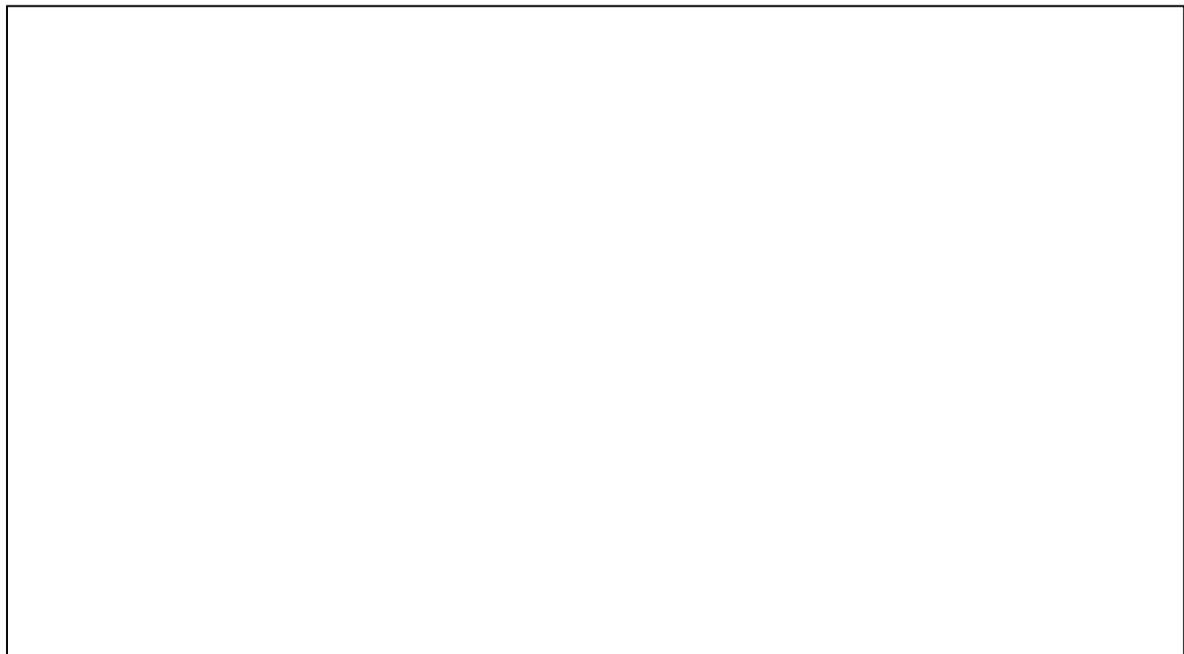
EXERCISE – Check your credentials

1. How many organisations have you provided this training for – over what period?
2. What have you earned from this?
3. How much of your business is repeat / continuous business?
4. What testimonials do you have?
5. What is special about your training?
6. Are you the sole provider or a leading provider in this area?
7. Do you offer qualifications that no other organisation does?
8. What about the current and future marketplace - is this growing?
9. Who are your leading competitors?
10. List the reasons why you are better than your competitors?



EXERCISE - Your overall business strategy

- Need for a clear view - where and how does Licensing fit in?
- Licensing is just one element - how does it link with your overall strategy?
- Know the market – have you identified competitors, their offerings & methods?
- Have you identified local gaps / national needs / key issues which your course addresses?
- Have you identified best practice, good case studies and standards?



Revenue streams from licensing

Revenue streams come from three key sources

1. the licensee network

How much can you earn from license fees, course fees, commissions, training manuals and product sales?

2. course participants

How much can you earn from training guides, membership fees, ongoing professional fees, certificates and product sales?

3. your website

How much can you earn course fees, commissions, training manuals and product sales?

EXERCISE – Identify potential income streams from your course.



PART 3 – Your Licensee Business Model

Every license arrangement is designed differently

Every business is different

What are your objectives?

How you measure success?

What's the importance to the overall business?

What investment / priority are you prepared to make?

Your license approach has to be designed and created around your particular business needs, your values and your ambition.

REMEMBER - Licensing is a central element in business development and not a bolt-on.

Creating your licensing strategy and plan.

It is essential to be clear at the outset what the aims and objectives of your licensing strategy are. It may be about opening new territories, building your customer base, increasing turnover, strengthening brand awareness, etc.

Put some numbers against this along with a properly thought out timescale and plan

This book will help you to identify the main components that will need to be addressed in your plan.

Key points:

- You should be clear how licensing is going to support the development of your business.
- You should have a picture as to what the shape of your business could look like in 6, 12 or 24 months.
- You should have a detailed plan in place setting out weekly tasks to be achieved
- You should have allocated resources (people, time and cash) to fund this development phase.

EXERCISE - Designing your business model

It is essential to put the correct value on your License opportunity

1. You have to define the context for pricing of your courses
2. You have to differentiate yourself in the market
3. You have to demonstrate earnings potential for licensees
4. You have to be thinking of building long term relationships with licensees

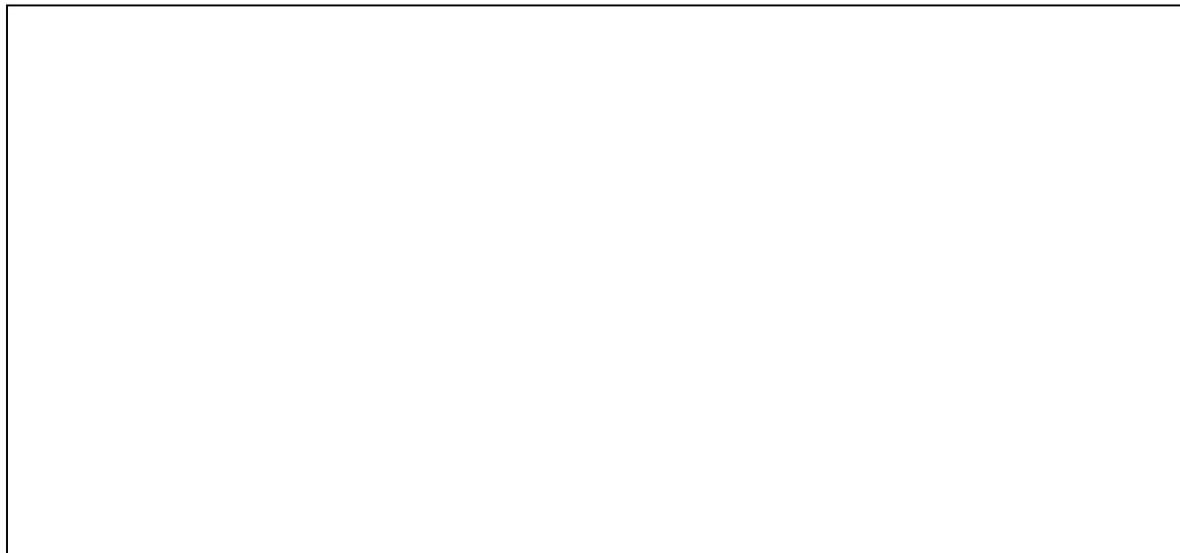
How will your licensees get business?

How much income will they earn in years one and two?

Can you show a typical monthly cash flow from start up?

Do you have any successful licensees in place?

What do they say about the business?



Types of Licenses

There are 7 main categories of Licensee

- Organisation license (Private/Public Sector)
- Master license
- Area license
- Client license
- Individual license
- Education license
- Voluntary / Community sector license

Geographical areas, fees and earnings

- Exclusive areas – number / criteria
- Annual contract / renewable
- Initial payment, training costs, meetings costs, monthly payment, delivery fees, etc
- Relationship to earnings
- Good value
- Master License

EXERCISE - Building a profitable license model

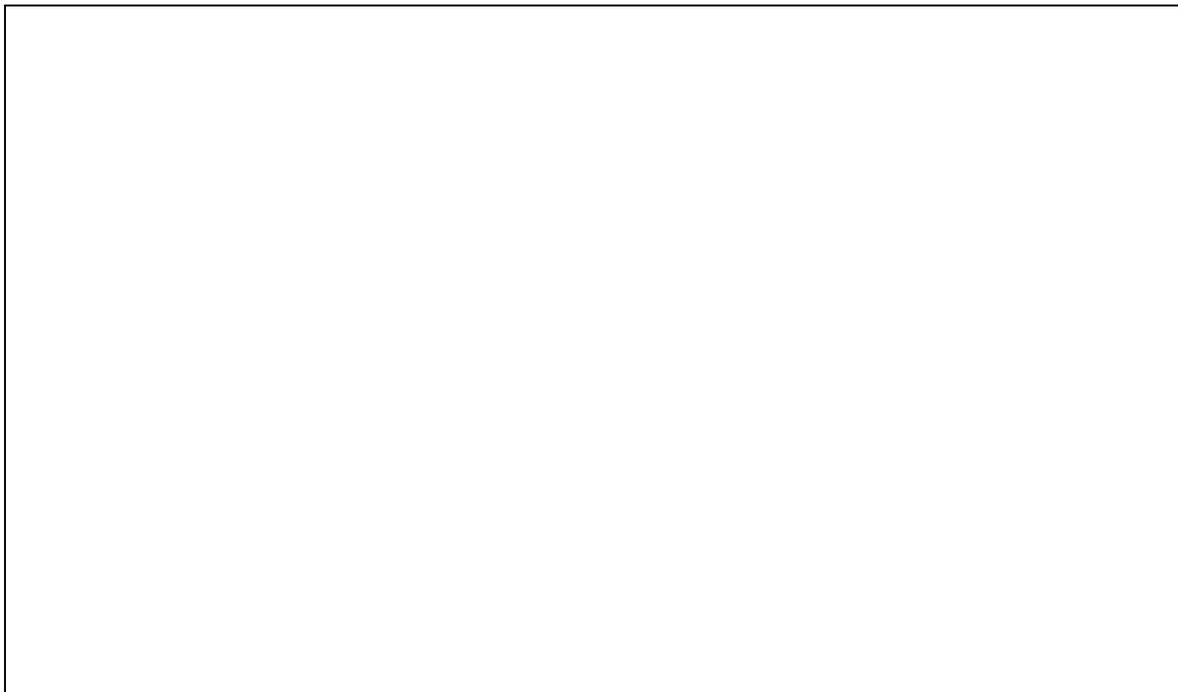
Will you fix the License price? Will it be the same in every area?

Will you tender the Licenses – and give to the highest bidder in each area?

Will you offer fixed price multiple area discounts? Will you give a discount if someone takes 2 or more licenses?

How many Licensees are you looking for and where?

Will you have layers or a flat structure? Will you have Regional or Master Licensees?



PART 4 – Packaging your Training Course

About your Training Course

- What is special about your training?
- Who are you selling and delivering training to?
- How do you communicate with and reach your target audiences?

What are the key criteria for a successful product or service to license?

- Unique offering
- Track record
- Income potential
- Demand
- Ease of set up
- Value for customers
- Credibility factor

EXERCISE - The importance of the right Title for your course

Come up with an exciting title!

It's the title that will sell your training course. The summary will reinforce the buying decision but it's the title that attracts and sells. Just look at the business bookshelf at the airport or newsagent. 'I can make you rich', 'The Rules of Wealth', etc.

When I was building my training business in the UK the two bestselling training courses were:

1. Training – what's the financial return? This was to help HR personnel to justify their training expenditure, argue the case for bigger training budgets and show their contribution to organisational success. Trainers wanted to

change the perspective that training was something that contributed to organisational effectiveness rather than just being a cost. This course promised them a solution.

2. Liven up your training! Our second best selling course provided trainers with a wide range of icebreakers, case studies, exercises, games, etc to inject new life into their training courses. Trainers felt they needed to freshen up their induction programmes, customer care training, management courses, etc. – and were looking for ideas and inspiration.

How do your courses directly address specific identified needs?



Design a brilliant training course!

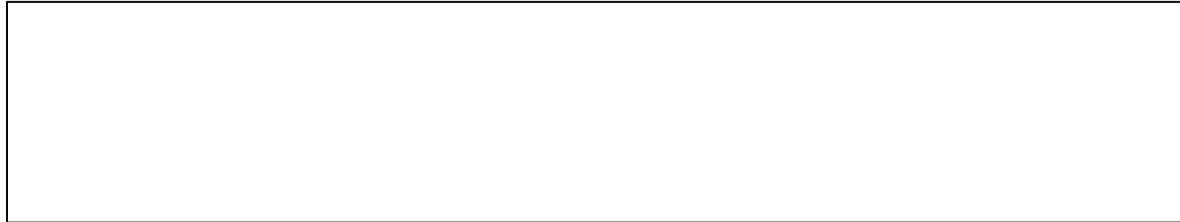
Come up with a format that is enjoyable and effective. Look to include interactive activities that engage and empower your delegates – such as Quiz, Presentations by delegates, Flip chart group feedback, Group task with feedback, Case study, Creative problem solving, Action Plan, etc. Make sure it's not all lecturing or a non-stop power point presentation!

EXERCISE – Your delivery format

Be creative about your delivery format. Which of the following could be relevant for you?

- Training – In-House and/or Open courses

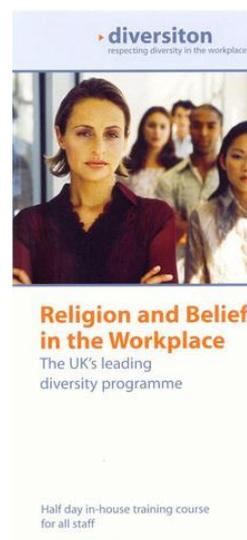
- Breakfast briefings
- Business clinics
- Master classes
- Virtual classrooms
- Webinars
- E-learning



Professional packaging and presentation

The first product licensed by Diversiton was a half day course in Religion and Belief. It won numerous awards – but most importantly provided us with the opportunity for us to quickly establish a national organisation within 4 months. Here's what our Religion and Belief CD contained. If you would like a copy of all this please see the Resources Section or

Example of a Licensee Training Product - Religion and Belief in the Workplace - a half day workshop for all staff



<http://www.workitout.info/license-your-training-courses.html>

Training Course Planner - This provides a step by step guide with timings. The course is 3.5 hours and the Training Course Planner allocates times for each

element and activity.

Powerpoint Presentation - The professionally produced Powerpoint presentation has been designed to guide delegates (and the trainer) through the programme.

Trainer Notes - On the 'notes pages' view of the Powerpoint slides there is an example 'script' (including guidance notes and points on exercises) for the trainer to make as the course progresses.

Delegate Notes - A complete set of delegate notes is included – ready to print off as needed.

Leaflet - A brochure to advertise the course in pdf format. Course description sheet

EXERCISE – Your course packaging

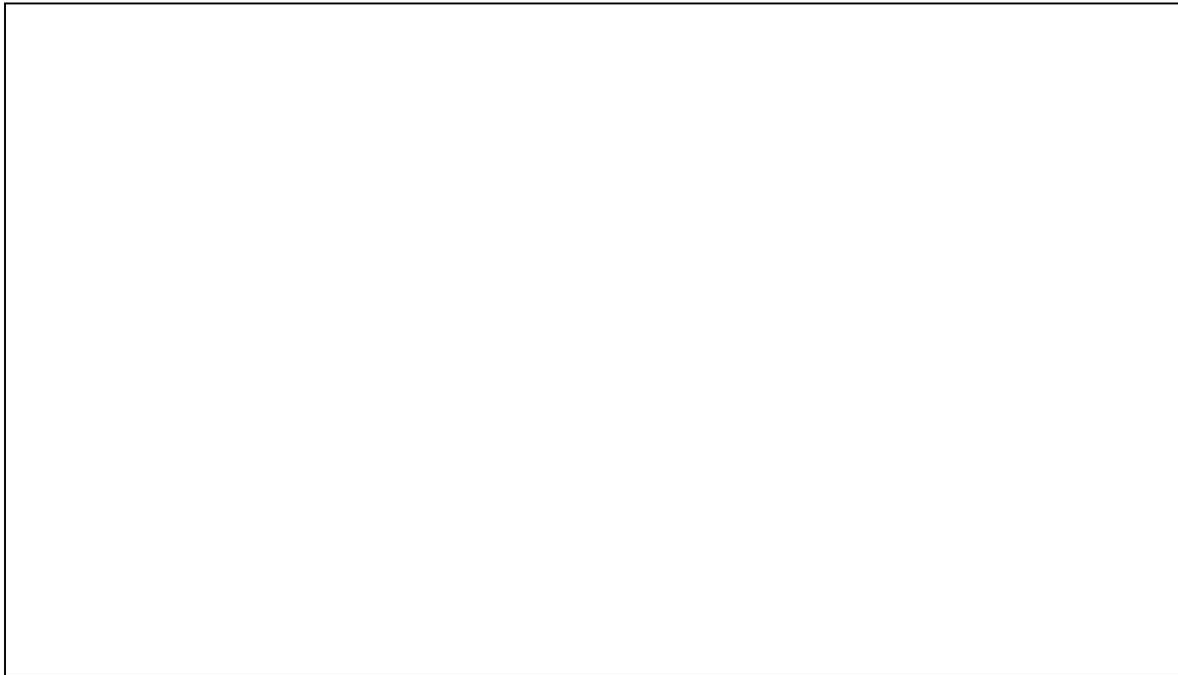
How will you package your course?

EXERCISE – Related services for your course

Which of the following will you offer?

- Accreditation and/or Certification.
- Consultancy – Advice.
- Products – DVDs, ebooks, training manuals, etc.
- Services – Audits, Surveys, etc.

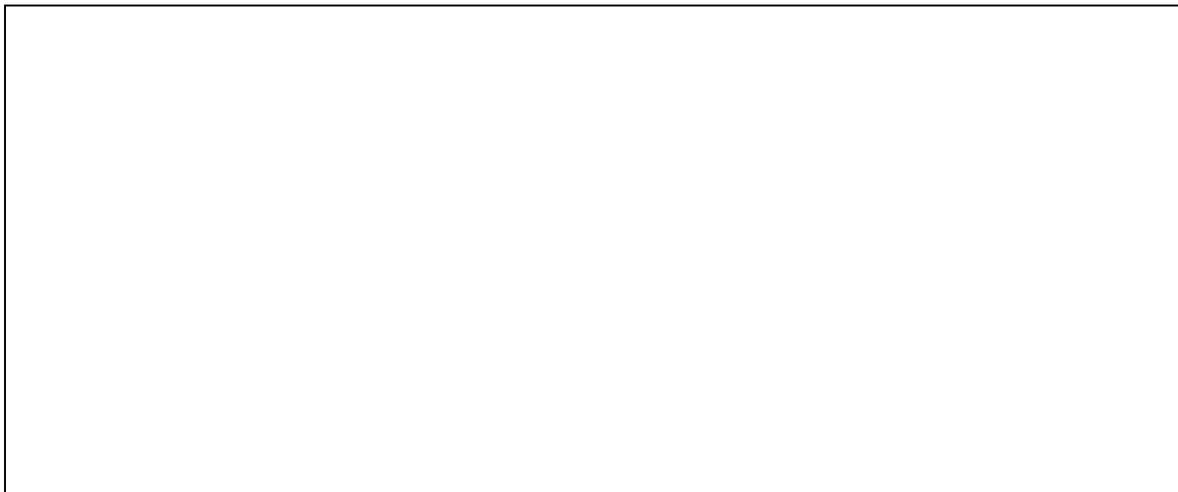
- Coaching and/or mentoring.



Exercise - How to test your license idea

- Pilot in year 1 – limited number of areas, then build from there.
- Appoint an In-house licensee to work closely with, develop systems, etc.
- Find a strategic partner in another area

How will you test your License idea?



PART 5 – Finding and Recruiting Licensees

Your License offer

This could include the following...

- A one year license to deliver Diversiton training programmes in your chosen locations.
- Exclusive defined territory. Exclusivity means that you are the only training organisation that can deliver Diversiton management training courses in your area.
- Training materials – A full library of training material online ready for you to use or to create your own courses. This will continually grow.
- Marketing assistance – a dedicated area on the Diversiton website to promote your courses and programmes – maintained by us.
- Monthly support and networking meetings – designed to help you build your business quickly.
- You will also benefit from your link to the Diversiton brand and the Diversiton logo.
- Monthly email marketing support from Diversiton to our 12,000 mailing list.
- Freedom to recruit additional Trainers or use Associates to free up your time.
- Referrals from the Diversiton website and other Partners from clients in your area.

What makes a successful licensee?

1. Licensee role description
2. Person / Organisation specification
3. Organisational context - sales / admin
4. Personal – ambition / integrity
5. Technical - competence

Writing your license package – presenting all of the important information

Here's a 'typical' layout of a successful prospectus. Just adjust this to suit your needs. The purpose of the list is to ensure you have captured all the key business information that will enable potential licensees to understand the business opportunity.

1. An Opportunity to Build Your Business
2. The License package
3. The marketplace
4. About Us
5. The Award Winning Programme
6. Selection Criteria for Licensees
7. Designing Your Own Work Programme
8. Keeping a Full Dairy
9. Ongoing Management Assistance
10. Detailed Support and Information
11. Precise Territorial Identification
12. Potential Clients Available
13. Building your Reputation within your Territory
14. Delivering the Programme
15. Add-on sales opportunities How much money can we make?
16. Induction Training dates for your trainers.
17. Business development and marketing workshops
18. Free Marketing support
19. Cost of a 1 year License
20. Your Tender price for each area
21. Number of trainers
22. Renewing the license
23. Regional coverage - 'pick-n-mix'
24. Any questions?
25. Becoming a Partner Organisation – the time-table
26. Some of our Clients
27. T E N D E R F O R M
28. 5 REASONS TO Join us!

Finding licensees

- Current links / contacts
- Press advertising
- Web site – email shots
- Google Adwords

- One off v ongoing process

Interviewing and selecting Licensees

- Selling or selecting?
- The selection process – interview or induction programme
- Clear definition of the process to prospective licensees
- Contract / Agreement

Recruiting your licensees

1. What is your person/organisation specification?

Previous experience in this sector

Previous experience with this topic area

Experienced trainer

Sales and marketing know how

Organisational support such as administration

Personal skills and values

Ability to fund set up costs

2. Where will you find your Licensees?

The main ways of contacting licensees could be:

- Emailshot to target Organisations who may be interested.
- Direct contact to those you know, have worked with or previously trained
- LinkedIn searches
- Facebook marketing
- Google adwords
- Through your own website – offering Licensing opportunities
- Through other websites – e.g. professional associations.

NOTES

PART 6 – Building your Licensee network

Creating a successful Licensee network

I need to emphasise that this is not just about recruiting a few Licensees! It is essentially about

- (i) designing an effective & credible business proposition (this is where we are still at)
- (ii) creating a licensee structure in line with this – that is profitable and realistic for all,
- (iii) ensuring all the materials, website, info pack, agreement, etc. are ready,
- (iv) finding, recruiting and signing up initial licensees, and
- (v) training all Licensee and building this business this over the next 12/24 months.

A professional and effective Website

Here are 5 key points to consider

Professional Looking and Strong Branding

It shouldn't need to be said but you need a professional looking website that will be impressive to clients and potential Licensees. This is what they are investing in after all so it needs to be impressive. Make sure you logo is strong and that there is consistent branding (colours / logo) across all documents and materials.

Home page

The homepage needs to be all about the key product supercharge your business/hot – or whatever the offering is. Licensees need to see that you are promoting supercharge your business/hot as the core offering. This is at the heart of Kara Academy. They are then buying into the core of the business. Alan should feature as part of this (their role model) but other aspects like change management should be less prominent.

Sell your courses online

There needs to be a way that organisations / individuals can purchase your courses or training online. This shows you are actively marketing the courses and therefore it could be a source of referral business that licensees can potentially get from central marketing. The dedicated pages to specific courses should sell the benefits, process, practical details, quotes from satisfied clients, client list, case studies, etc.

Products to sell are critical

I often see Training Company websites with lots of good information about different programmes and courses – but they don't have anything for me to buy. I think it's important to have an option to buy for every course, training manual, ebooks, coaching session, etc. All these not only generate revenue but they bring in new customers AND most importantly they give you an opportunity to develop these relationships further. Products (dvd's, ebooks, webinars, training manuals, etc.) can be sold 24/7 online – all over the world. Turning your material into professionally produced products is vital.

Licensee page

There should be a direct link on your homepage to opportunities for new or additional Licensees or Training Partners. Offer the opportunity for more information, a brief chat and how to apply online.

Role of a PA

Some Licensee structures work on the basis of a Licensee (Presenter) supported by a Personal Assistant (Telephone support and Admin). This frees up the Licensee (Presenter) to focus on delivery.

Here are some of the tasks often allocated to the PA:

- Email list building
- Mail list building
- Organising and sending mailshots
- Telemarketing
- Booking visits for Presenter
- Responding to enquiries – booking courses, setting up meetings, etc
- Sending email shots
- Follow up calls to email mailshots

- Course organisation and administration
- Organising booking and joining instructions, follow-up letters, etc.
- Keeping client management records
- Liaison with Press
- Invoicing
- Updating marketing materials

Proposed timescale for initial recruitment exercise – with dates!

1. Define License opportunity – by
2. Update website, develop information pack, agree recruitment strategy - by
3. Launch Kara Academy opportunities week commencing
4. Initial interviews
5. Conditional offer letters sent/returned and course deposit received by
6. Final Selection (Full Day) for initial Licensees
7. Agreements signed and licensee fees paid by
8. Commencement of 6 month development programme

Helping your licensees to be successful from day one.

Remember your aim is to get the very best licensees and provide them with the very best support from day one. You want them to be incredibly successful! They are a key element to building your business.

Induction training for your Licensees

The Induction training programme should be designed to cover 4 key aims:

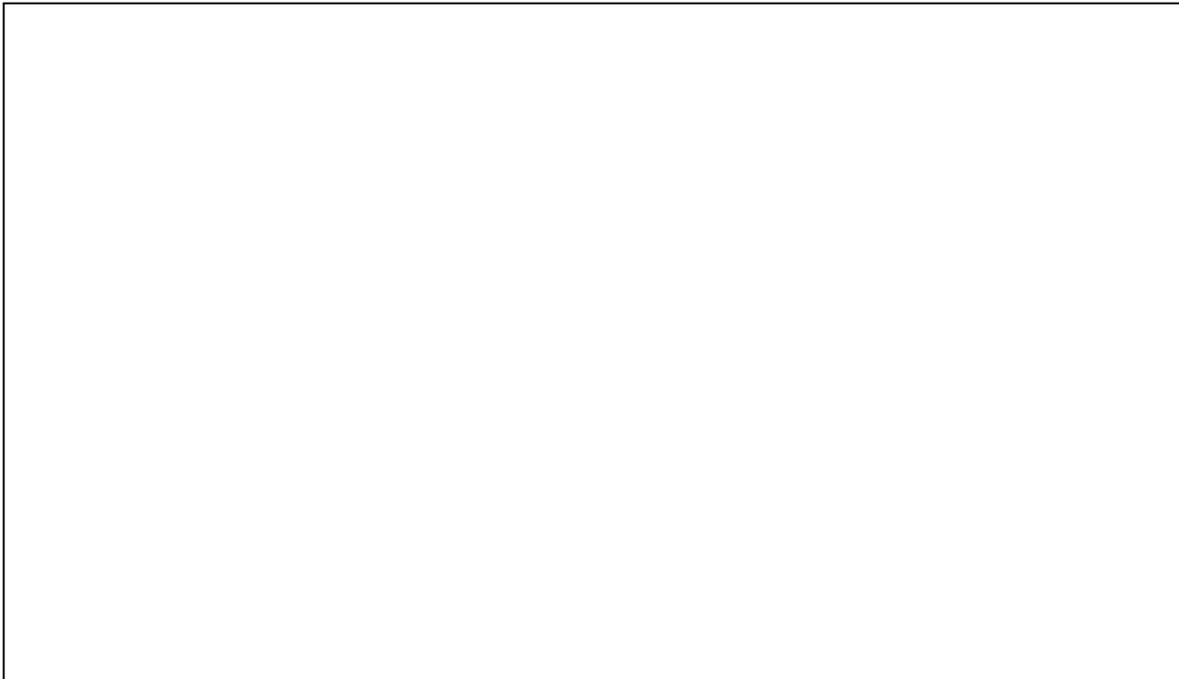
- Delivering the product / training
- Getting sales and building a local business
- Ensuring high standards
- Learning from other Licensees / ongoing development

You should provide an induction workshop for new Licensees where they can meet each other and start to build links and share ideas.

The induction workshop can cover...

- Understanding the market
- Professionalism and standards
- Business planning – sales projections, cost management and profitability
- Marketing the courses locally – public/private sector, downloads, retail, general public.
- Priority target audiences
- Operations Manual
- Responding to enquiries – taking orders, setting up meetings.
- Marketing and sales literature
- Keeping client management records
- Invoicing and payment
- Pricing of courses and products
- Local contacts and presentations
- Email and mail list building
- Sending email shots.
- Telemarketing
- Meeting and networking with other Licensees

EXERCISE – What is your possible Licensee recruitment plan?



PART 7 – Managing your Licensees

Managing the licensing business.

This is a huge area of potential rapid growth and as such needs dedicated and focused support especially.

Make sure that a senior person in your organisation takes full responsibility and makes licensing a priority. Experience shows that unless there is a clear plan and a commitment to this then other day-to-day activities gradually start to intrude and momentum is lost.

This typically results in a much longer time scale for development, fewer licensees than expected coming on board or the licensing project been postponed altogether. All of this means greater costs and less profit!

Consultant operations information

- Invoicing and payment
- Reporting
- Pricing of courses
- Format / timescales
- Network support meetings
- Support Materials
- New product development
- Sample letters in operations manual
- Delegate information
- Marketing literature
- Weekly / monthly reporting
- Client list update form

Local marketing approaches

- eMailshots
- Local General courses
- Breakfast briefings
- Social networking

- Proposal writing
- Local networking
- Local Employer Groups
- Client development
- Own website
- Referrals
- Links with other consultants
- Course follow-up
- Building lists – your client network

The owner–licensee relationship

Remember, your Licensees are not employees or associates. They are effectively your partners helping you to build your business. So how will you manage and support your fast growing team?

What will be your style of managing and working with your Licensees?

- Hands off v active management

What will your business focus be?

- Initial sale v business expansion

How will you structure your Licensees?

- Loose group v hierarchy (Regional) structure

Referral management

How will you manage the referral of new contacts and potential sales when the sale or delivery is outside of the Licensee's area?

Who gets the sales fee?

Who delivers the training?

Who manages the client?

What happens when Head Office is in one area and delivery is in others?

What happens to sales received for empty areas?

All this can be documented in your Operations Manual.

Credibility and Integrity

These are the two key criteria for building a long-term successful license structure. Credibility comes from a proven course so before you license ask yourself:

1. How much money have I made from this programme in the last 12 months?
2. What is the feedback been like from clients or participants?
3. Who is buying this program and why?
4. What is the real potential for growth in each of the license areas?
5. How much will Licensees really earn in year 1 and 2 - if they follow our guidelines?

Integrity comes from your reason for licensing. If this is purely financial then it is likely that the licensing experience will be short term.

Your priority should be to build a strong licensee relationship that is capable of surviving business difficulties and able to maximise potential opportunities.

When you have your licensees on board your priority should be to support them work with them and help them to be successful. The money and growth for your business flows from this relationship - look after it well.

Developing Your World Class Brand

Licensing is not just about expanding your operations or indeed about income. Properly handled, it provides a framework for a ongoing and increasing revenue stream, stronger presence for your organisation and a platform for rapid expansion.

Licensing ultimately is a key strategy for building value in your brand and therefore value in your business. It is important from the outset to ensure that your course and training materials are packaged professionally.

- Have you got a good strong brand name?
- Is your logo and colour scheme effective and recognisable?
- Have you got a clear benefit statement as to what your course will offer or provide?

- Is the packaging of your training DVD, delegate manuals, trainer notes, marketing materials up to scratch? These all need to be consistent in image and reinforce your core brand.

If you haven't got this in place yet then here are a few quick guidelines:

1. Make sure your course has a great title and a strong strapline. The strapline is usually a description of the benefits of your course.
2. Decide on a strong colour scheme and good positive images to represent your course.
3. Engage a good graphic artist for a few hours to put this together. They will be able to produce two or three images for all your materials plus your website.
4. Always use the same typeface/font and colour for your text.

Remember that your course is a separate entity in its own right. You want licensees keen to deliver this program and people of the world looking to benefit from it. So it's worth taking a little time at the outset to present it in the best possible way. A few Word documents simply won't work!

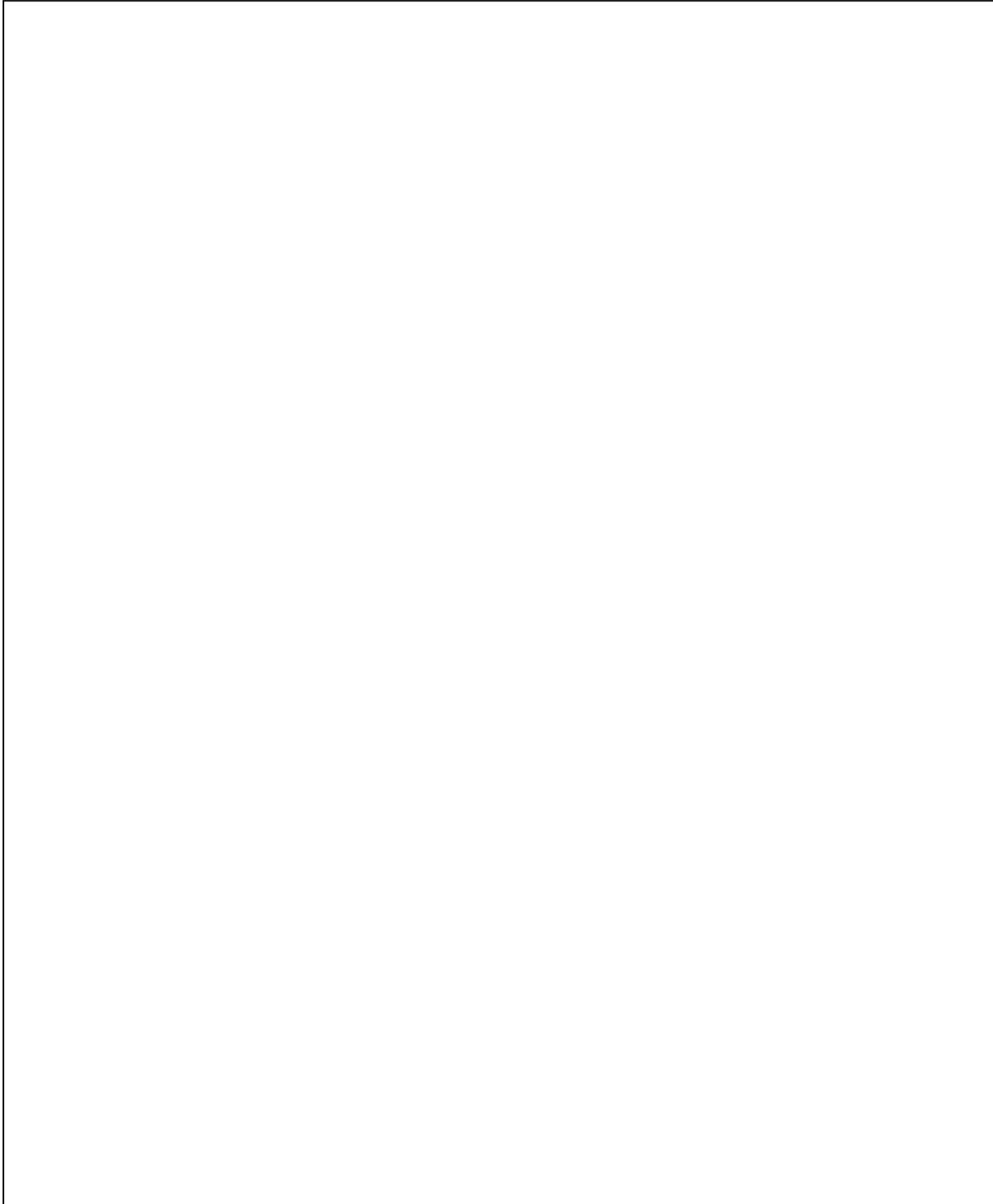
All of this reinforces your professionalism and credibility. Your materials are your shop window - so make it look good.

Some practical management suggestions for making sure you deliver on your licensing plan

- Appoint a project licensing manager.
- Produce a plan with dates, timescales, targets and budget.
- Bring in specialist expertise or help as and when needed or for specific tasks e.g. writing the license agreement.
- Hold regular 'weekly' project meetings.
- Operations manual – keep it regularly updated.
- Hold regular structured meetings.
- Be available for individual mentoring
- Take weekly / monthly sales reports.

- Share successes regularly across the network / encourage friendly competition.
- There may be Licensees who drop out – so consider replacements.
- Motivate through incentives / awards / annual dinner.

NOTES



PART 8 - Resources

License your Training courses - RESOURCES

Diversiton is the leading Licensing Agent for the promotion of training courses, programmes and personal development products and services in the UK (and beyond).

We have a full package of resources to help and support you. These give you proven templates and real life examples that will save you time, costly mistakes and missed opportunities.

1. PACKAGING YOUR COURSES

Real example of how to package a successful Licensee Training Product - Religion and Belief in the Workplace (see information). (This is provided in download format)

2. LICENSEE INFORMATION PACK

TWO real examples of Licensee Information Packs that have worked! Use these as templates to help you to present your Licensee opportunity in the best way - and recruit your Licensees.

3. LICENSEE CONTRACT

Real example of a Licensee contract. Use and adapt this template with your details.

4. LICENSE AREAS

UK Area Framework ready for you. Great example template with 60 License Areas defined by Postcode (with the option of 10 Regions). Easily adapted for any Country.

5. INDUCTION TRAINING - COURSE STRUCTURE

Real examples of 1 day and 2 day Course Structures for induction programmes for your new Licensees - with topics and timings. |

6. INDUCTION TRAINING - POWERPOINT PRESENTATION

Real PowerPoint presentation template for induction training of new Licensees. Just add your information!

7. OPERATIONS MANUAL - Base document

Create your Licensee Operations Manual quickly with this base document. Typical sections include sample emails, booking of courses, terms and conditions, referral procedure, invoicing, etc.

You can have complete use of this full packages of resources for only £495 per year - which includes a detailed review and support session every 12 months. This is an incredibly cost effective way of kick starting your Licensing journey without committing a large up front investment.

Please note that these resources are updated and added to on an on-a continuous basis. To purchase the full packages of resources for just £495 per year please click

<http://www.workitout.info/license-your-training-courses.html>

PART 9 – Training and Support

Benefits of using a licensing specialist

1. The licensing specialist will have worked on numerous projects before and will bring a wealth of experience and knowledge.
2. You will save time and money not having to reinvent the wheel or correct costly mistakes.
3. A good licensing specialist should also act as support to your project manager - proactively advising and assisting them as required.
4. The licensing specialist should significantly increase the effectiveness of your initial licensing efforts. In this way the cost of the agent should be easily recovered from license fees received.

Why choose Diversiton?

1. We have successfully built our own organisation using Licensing. We have first hand experience.
2. We have worked with many organisations to evaluate if Licensing is right for them - and if so helped them to design the right solution. Our aim is to help you grow your business.
3. We don't just talk about it. We can actually work with you to make it happen. Linking your product and our expertise is an exciting combination for us!
4. We have a great team. Des McCabe has built numerous training bodies - including a national Training company from start-up (in his front room) to a turnover of £10m+ (120 trainers).

License your Training Courses – START-UP SUPPORT OPTIONS

We provide initial advice and assistance for individuals and organisations to help them to get started with a clear strategy and practical plan. The most popular option is an initial half day session - usually through Skype but we can

also deliver at your premises. We also offer a one hour consultation and a full one day workshop - so choose what suits you best and get started

Key points covered in both half day and one day Workshops

- What are the key criteria for a successful product or service to license?
- How to package your current course or service as a 'high value - in demand' product
- Putting the correct value on your product or service
- Building a profitable license business - fixed price or tender models - Geographical areas, fees and earnings
- How to test your license idea
- Writing your license package - presenting all of the important information
- Finding licensees
- What makes a successful licensee?
- Interviewing and selecting licensees
- Induction - training your licensees
- The owner - licensee relationship
- Managing licensees
- Monitoring quality, ongoing training and support
- Renewals in year 2 and beyond.

The initial half day/full day training and consultancy package

All organisations that we have worked with have found the half day or full day consultancy support Workshop invaluable.

This will help you to:

1. Clearly identify the key elements of a successful licensing framework
2. Develop a licensing strategy for your business.
3. Produce a draft plan for moving forward (full day option)

The half day session will detail every step of the license process relevant to your organisation and your courses. With the full day option you'll also have a clear action plan that will enable you to build a successful and sustainable licensee network quickly.

Half day Strategy workshop for you and your colleagues.

Full PowerPoint presentation with question and discussion sessions. Ideal for 2-6 people; Three hour workshop with Licence your Training Courses Manual and Workbook (see below) - only £595.

Half day (Parts 1 & 2)

Part 1 - Overview of Licensing (1.5 hours)

Part 2 - Your Licensing strategy and plan (1.5 hours)

Full day Strategy and Planning workshop for you and your colleagues.

Full PowerPoint presentation with question and discussion sessions. Afternoon session is devoted to the planning specifics to maximise the opportunities for your course(s). Ideal for 2-6 people; Six hour workshop with Licence your Training Courses Manual and Workbook (see below)- only £895.

Full day (Parts 1,2,3 & 4)

Part 1 - Overview of Licensing (1.5 hours)

Part 2 - Your Licensing strategy and plan (1.5 hours)

Part 3 - Building a robust financial model, how to recruit your licensees & licensees contracts (1.5 hours)

Part 4 - Licensee induction, management of licensees, protecting your business, double your licensee income in year two (1.5 hours)

Hi Des,

Thank you so much for this session. It was brilliant! I have waited 4 years for this course. I had various ideas and pieces of information in disparate parts of my brain but this training session brought everything together and more.

If you are thinking of licensing your training materials - don't do it before you have been on this course. Highly recommended.

Sonia Thompson - [Transformations](#)

Grow your Business - fast!

Licensing is a low-cost way of developing your business, building your customer base, extending your reach and increasing income.

It's a process that continues to build steadily beyond the set-up phase as your licensees become established, additional licensees are added and renewals click-in for the second year.

License your Training Courses – ONGOING SUPPORT

- to guide you every step of the way and to MAKE SURE licensing works for you.....

Yes - after the initial session we can continue to work with you - and on a results only basis if you wish! We are determined to do all we can to deliver significant results for you. All in all this is one of the best opportunities to drive real growth in your organisation - and share your training with thousands of people. Here are two typical ongoing support packages if you want us to continue working with you.

The 'support in getting set-up' - (3 month) package

If you would like specific support for getting up and moving quickly then the first 3 month 'working with you' package is an ideal solution. This provides you with:

1. Packaging your product.
2. Creating a draft license agreement
3. Branding and design
4. Assistance in the development of a licensee information pack
5. Pricing and tender strategy
6. Three monthly review meetings (on site).
7. Weekly progress meetings (Skype)) to monitor action points against plan.

The 3 month programme provides intensive support to help you to get to the point whereby you are ready to market to your potential licensees. This can be extended on a monthly basis if required.

The complete 'we do it for you' - (6 month) package

If you would like us to oversee and directly manage all aspects of the Licensing process for you then the 'we do it for you' package is the one to choose.

This is a six-month programme which includes all the features of the 12 week package PLUS

1. Website update for your courses, licensees and clients.
2. The building of a specific database of potential licensees for your courses
3. Design of all material including emails & brochures.
4. Online marketing and telesales input as required.
5. The ongoing day-to-day management of licensees as they come on board.
6. Work to put in place renewals for year two.

PART 10 – Action Plan and Next Steps

Recap on the Licensing Process

This is not just about recruiting a few Licensees. It is essentially about

- (i) designing an effective & credible business proposition,
- (ii) creating a licensee structure in line with this,
- (iii) ensuring all the materials, web, info pack, agreement are ready
- (iv) then finding and recruiting initial licensees and
- (v) building a business from all this over the next 12 months.

Priorities for pulling together your plan

Key initial priorities are:

The licensing opportunity needs to be clearly defined as a business opportunity with targets, timescales, initial investment, projected profit and loss (year 1 and 2) and management responsibility for making it happen.

So what exactly are you licensing? Are you licensing training courses or a consultancy/partnership opportunity? Are you looking at 20 local associates or 60 area trainers or 10 country managers?

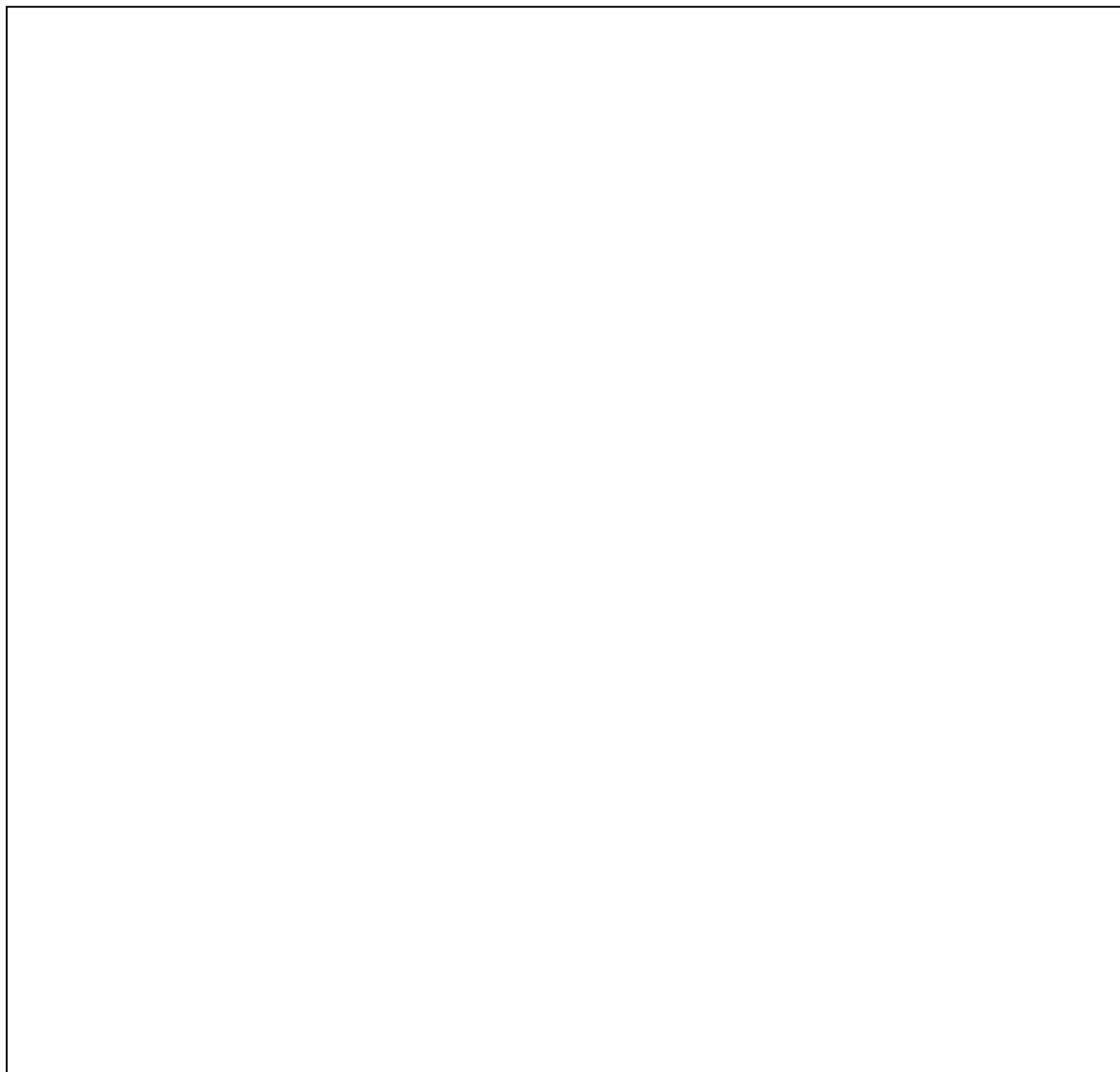
Have a superb product. The products/services to be licensed – professionally produced with training materials, trainer notes, Power point, marketing materials, etc.

You need an excellent Information pack for potential licensees. It should show them exactly how they will make money. It will detail different delivery case studies.

Make sure you know how you are going to find, recruit, select – and train your Licensees.

Have a strong website setting out the range of products/services – with benefits, testimonials, market position/USP and track record - all essential to position you and build credibility for introducing the licensing opportunities.

EXERCISE – Our priorities and to-do list

A large, empty rectangular box with a thin black border, intended for the user to write their priorities and to-do list.

Many thanks!

Many thanks for reading through this Training Manual and Workbook. I hope it has sparked interest and indeed excitement about the possibilities and potential of Licensing.

Please contact me at any stage if I can help on +44 0 7717 203325 or email me at diversiton@gmail.com

Please check out the latest Licensing information at
<http://www.workitout.info/license-your-training-courses.html>

Des McCabe



<http://www.diversiton.com/>

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