

# LICENSE YOUR TRAINING COURSES

How to turn you course, product or service  
into a global business in 16 weeks with  
ongoing passive income

DES MCCABE



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into a global business in 16 weeks  
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by

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# CHAPTER 1 – License your Training Courses

## Start now!

Many thanks for purchasing this ebook.

Your first task before you start reading is to find a notebook so that you can take notes as you read through each section. The reason for this is that you will start to build your to-do lists, get lots of fresh insights/ideas and think of questions.

If you take notes from the start you can immediately apply your learning and really think in depth about how you can move your current business or opportunity forward.

This book captures the key issues, themes and questions that have been raised by prospective licensors looking to develop and build their business. You will gain from all of this practical experience.

Many of the sections are in fact training exercises in their own right. So, pause as you work through the book and take a few moments to try and answer the questions and see how they relate to your work. Create action points for yourself.

If you work alongside others, then involve them also in this development process.

These are just some of the ways that you get the best value out of this resource. And don't worry about coming back to a topic or jumping from section to section. Treat this as a practical resource that fits where you are now and your business needs.

Finally, don't be stuck! Please feel free to contact me at any stage if I can support you or your business in any way - on my mobile +44 0 7717 203325 or email me at [diversiton@gmail.com](mailto:diversiton@gmail.com) to book a free 20 minute Zoom/Skype coaching session. I'll happily answer any questions that you may have.

Start now and enjoy the adventure!

Des

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

## A different perspective for Trainers

How can a trainer, expert or entrepreneur create a seven-figure income?

Many trainers and training organizations tell me how difficult it is for them to break out of the traditional delivery framework and grow their income. The cycle of trying to win business, develop courses and deliver sessions repeats itself as they battle to earn a decent salary or grow their business. Managing this process particularly in lean times can be incredibly stressful. They are continually facing questions such as 'Where are we going to get business? What happens if our main source of income dries up? What happens if I get ill? And what about retirement or pension - when am I going to get that sorted?'

The reality is that as Trainers and Experts we often spend too much time trying to get business, too much time on development and too much time on administration. All of this reduces our delivery time. We then simply do not have enough earning capacity. There's only so much you can charge for one day's training, a coaching session or facilitation – unless you are a star attraction. It's easy then to see how we are limited in our earnings capability if we stick to this traditional delivery framework.

The aim of this book is to give you a different perspective, for you to be able to concentrate on what you are good at and to show you exactly how this can be turned quickly into a significant and sustainable income stream. Not only that I'll also give you the complete framework (the exact one that I use) to ensure that you can make it happen.

Training has been my career and my passion for 30 years. I started out as an independent trainer and have worked with hundreds of self-employed trainers and training organizations over the years – many with the common dream of trying to build a secure business and to be successful delivering workshops that they believe in. I have built numerous training businesses (including the UK's leading independent training organization and an international charity - both from scratch) – so I've learned the hard way.

I have been blessed with incredible opportunities and so much generosity from people at every stage of my journey so far. I in turn want to try and help many

more trainers, experts and entrepreneurs to fulfil their potential – and that is the purpose of ‘License Your Training Courses’. This means helping you to get your message, initiative or product ‘out there’ in the most effective, easiest, enjoyable and financially beneficial way possible.

I believe that we are all unique and that each of us has our own special gifts and talents. And I think it's our responsibility to share these with the world. So, whatever has happened in the past please remain ambitious for your future. Be determined and hold fast to your ambition. If you follow the Licensing Framework and do something every day you can make it real. I want you to see an incredible difference in your work in the next four months - and beyond.

Have you a course or service that could be delivered by others in different parts of the country - or in other parts of the world? There are many individuals and organizations that are looking to offer successful training courses, services and products. Don't lose all this untapped income potential!

I'm going to explain the Licensing Secret (Chapters 2 and 3) which very, very few people use simply because they don't know about it or how to do it. It is by far the most effective and easiest approach for the independent trainer, expert, consultant, small business, charity – in fact any organisation which is keen to build their business fast.

After this I will set out step by step for you the Licensing Framework (Chapters 4-10) - for this is where I believe I can add the greatest value to the work that you do. And this isn't just for independent consultants or businesses. Chapter 8 for example, is dedicated to showing you how Licensing can help Charities, Non-profits and Voluntary Organizations also.

As I said, there are a few questions that I will ask as we go through this book for this is also a personal development programme and a business training manual. The material in the Licensing Framework is a readymade template for your success – so please extract every piece of value that you can. Try and reflect on the questions from your own situation and start to build your Licensing mind-set from the outset. Sit quietly (with a cup of coffee perhaps) and focus on making each chapter real for you. Enjoy the process!

Using your notepad or journal to capture ideas, you are about to see your business, your ideas, your skills and your future in a whole new light – one that can give you the recognition, income and security that you require. If you

follow this Licensing Framework and copy my steps you will create an amazing business.

## We need to change our thinking

How do you really make serious money and build a substantial sustainable business as a trainer, coach or entrepreneur?

We have to forget organic growth where income dictates how fast we grow. We have to forget trying to chase money, win grants or compete with the big organizations in our sectors. We have to forget thinking that we need to open new offices or recruit additional staff.

First of all, we need to change our mind-set from that of independent trainer or small organization to one of a Licensing Manager. We have to start thinking and working as a 'Manager of Trainers' (Licensor).

To establish a successful Licensee network requires you to make an important mindset shift. We need to move up a level in our thinking from 'Trainer' to 'Manager of Trainers'.

This becomes our key priority – to build and support a network of Licensees – so that they can go and deliver the training. Everything that we do now has to be geared to this objective.

Think about how you introduce yourself. This now shifts from 'I deliver training courses in customer care,' to 'I manage a network of approved licensees who deliver the UK's leading workshop in complaints handling'.

Think about how you can communicate this to others. Create opportunities for people to find out more about your Licensee opportunities. This needs to be reflected on your website with a link from your home page to an enquiry page. Don't miss the potential of people enquiring about becoming one of your Licensees.

This new mindset will enable each of us to truly leverage our core assets – ideas, experience and values in a unique and incredible way. For Licensing replaces the slow development model that is dependent upon us building up



capital. Most incredibly, Licensing enables any trainer, expert or entrepreneur with a clear idea to turn this into a global business.

We all have to find some way to leverage our experience and expertise. I found the Licensing 'secret' 15 years ago. It has enabled me to create a very different earning and income model - not just for myself but many other individuals, organizations and businesses.

## Is it time for you to explore a new approach?

The essence of the Licensing Framework is that you can use the model and process which I shall spell out for you in this book no matter what has happened before or the state of your current business. If you can create a good 'in demand, unique course' – then you are 90% of the way there. You just need to apply the Licensing Framework.

Imagine (in the next six months) selling 50 Licenses at £8,000 each or 500 Licenses at \$5,000 each. Imagine doubling this in year two. Imagine your business in 50, 300 or even 2000 locations. Thanks to the Licensing Framework all of this is now a realistic option for trainers, coaches or entrepreneurs.

So back to that question of building a successful profitable and sustainable training business. I took 8 years to get to £10million turnover (and around £1m profit) with my first training business using the traditional organic development self-funding route. With Licensing I can now get that profit with clients and colleagues in a fraction of the time. This is what I want to show you in this book.

## I really want you to fulfil your potential

My aim is to try and help as many trainers as I can with practical advice, encouragement and support to build their businesses. I have provided one to one coaching for hundreds of individuals for I am passionate about building training businesses! So, once you've read this book I'd be happy to chat through some of the possibilities for you or your organization. We could have a Zoom / Skype call for 20 minutes – at no cost whatsoever. It will give you the chance to explore options and to ask me any questions.

Remember – you can contact me at any stage by phone or text +44 0 7717 203325 or email me [diversiton@gmail.com](mailto:diversiton@gmail.com)

Right, get that comfy chair and cup of coffee and let's get started on the Licensing Secret ...

## CHAPTER 2 – The Licensing Secret

### How I discovered the secret

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 answers to key questions that will help you to get started.

First, let me briefly outline how I became a specialist in helping people to license their training courses, products and services.

I think it was a mixture of circumstances really. I was fortunate to have had the opportunity to build a training company (using the traditional old-fashioned organic growth method) which I started from my front room in Sutton Coldfield near Birmingham, in England.

Using an initial 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 helped me to establish that there was a real 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 the 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 process 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. It was strange but nice to work on my own again as I enjoyed the space. 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 (and the 'Good Friday Agreement') the

first equality laws were created 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 in 1999 was to design and produce a half day course and then to train some public sector organizations.

Creating an effective training programme which deals with European Union legislation and religion was seen as 'challenging'. These were the two subjects most people didn't want to talk about at the time – politics and religion! However, the workshop was taken on board across the public sector and I spent three years training Health Trusts, Government departments, Police, Fire, Colleges, etc. That Religious Diversity course also won the prestigious Diversity 21 Award.

Here's a useful earnings tip. I was charging 'per head' rather than a daily rate which many trainers do. At £99 per person and with 12 to 28 people on a workshop I was earning between £1,188 and £2,772 per half day. (That was equivalent at the time to US\$1,880 - US\$4,386 for a three-and-a-half-hour session.) Delivering just three half days per week was giving me around £5,000 (\$8,000) per week – not bad for an independent trainer with one course.

Similar religion and belief legislation was then introduced in Great Britain in 2003. I (literally) rang up the UK 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 sessions in key cities across England, Scotland and Wales.

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

## Learning about Licensing

As I had previously 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, my kids were young and the thought of commuting regularly by plane to London and Manchester was impractical. I had to find another way to deliver these programmes regionally across the UK. I decided to explore the idea of Licensing the course to other trainers or training bodies or organizations.

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. They could do in Edinburgh for example, what I had done in Belfast. 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 healthy 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 and building the business into year two and beyond.

Charterwood worked on a monthly fee and a payment by results basis which given my lack of experience in the area, I felt was a good investment. (They charged 50% of first year fees so I was receiving £2,500 with each Licensee arrival). I kept all of the fees from year two onwards.

However, the one difficulty with the approach was that the priority of Charterwood was to place Licensees which was slightly different to mine. I wanted to find the very best trainers whereas they were more driven by numbers. They did help me however, to find some good people and for that reason I will always be grateful for their efforts and expertise. They also helped me to learn first-hand how to make Licensing work.

## Building Diversiton with Licensees

I found the people I needed, built a strong supportive team and indeed I'm still working with many of these individuals some 19 years later in various capacities. Products and businesses have changed of course but some of these individuals are very 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 ([www.diversiton.com](http://www.diversiton.com)) as well as a

range of specialist training courses in inclusion. 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 that they had created in the area of disability. They had spent all of their resources and devoted many years in securing accreditation for their courses. They asked if I could help them to License their two disability courses.

I used a similar framework to the one that I had 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 / \$450,000) for their organization. They had superb geographical coverage with their courses being delivered right across the UK. Thousands of trainees were benefiting from the accreditation for which the organization 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 organization. There is no standard formula. It is so important therefore, to get your strategy right from the outset.

Also, not every organization 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., too similar to other courses which are readily available) or they do not have a successful track record built up yet (sales/testimonials). Indeed, over 80% of people I speak with on my free calls are not ready yet.

Over the last fifteen years I have been very fortunate to work with some incredible individuals and organizations. You'll see details of some of these on the website - <http://www.workitout.info/license-your-training-courses.html> It is always exciting to explore with new clients the potential that is ready and waiting within their courses, products or services – and to see how best this can be realised. I am going to try and capture the essential learning for you.

Please see some of our clients below:



## What our clients say...

*The initial call was awesome! I learned so much in that first 20 minutes! I'm so looking forward to working with you – thanks again!*

*Des offers a great framework on which to build a business. The resources are really like a 'business in a box'!*

*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 all the help very much that I am getting from Des.*

*I really value the weekly calls – they keep me focused, on course and motivated!*

*The License materials are excellent! Having Des work with gives me encouragement, marketing strategies, presentation ideas and just the opportunity to share enthusiasm for the products and business."*

*Des has been proactive in providing marketing support and helping to keep me moving forward.*

*I was stuck in a bit of a rut before I started on Licensing. 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 mentoring process is incredibly valuable – weekly calls to push forward on all of the key activities, action points to follow-up between sessions and seeing our new business take shape.*

*Licensing our business has really helped us - not just because of additional 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, as additional Licensees are added and as renewals click-in for the second year.

Here are the main benefits:

1. Licensees pay up front in return for an exclusive area or arrangement.
2. You can build national / international coverage for your business quickly.
3. There is no need to recruit staff or open new offices.
4. The development of the business is funded by the Licensee thereby eliminating any financial exposure for you.



5. You will have positive cash-flow and income generation. The Licensees will be paying a fee annually in advance.
6. You will be 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. This is a fast-track approach. Growth and expansion can be much faster with a Licensee rather than the traditional organic growth approach. The Licensees may already be well established in their locality – and perhaps with their own business teams and customers.
8. You can establish your Licensee network really quickly. License structures can be up and running within three months. You can literally have 10, 20, 100 or more new outlets open within six months.
9. 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.
10. You will receive repeat income fees – year after year.

## What's the difference between Licensing and Franchising?

When we think of a franchise, we normally think of something like McDonald's. If you purchase a McDonald's franchise, then you are actively setting up 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 significant 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 organization 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 organization who grants a License for their products or service to be delivered by others.
- The Licensee is the person or organization who pays a fee to represent the licensor in a particular area, with a particular product or service.
- The License is an agreement whereby the Licensee has the rights to deliver the training course from the licensor in line with specific terms and arrangements as set out in the License agreement.

## 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 organization's presence - locally, nationally and internationally. You have other trainers and organizations 'out there' actively 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/services linked to your organization.

If you have a proven training programme, then Licensing could be an incredible opportunity.

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

# CHAPTER 3 – How you can benefit from Licensing

## Every License arrangement is designed differently

Every business is different, so every License arrangement is different also. Here are five important questions to consider before you start:

1. What are your objectives?
2. How you measure success?
3. What's the most important thing for your overall business?
4. What investment (time/resources) are you prepared to make to secure significant growth?
5. What level of priority will you give to your Licensing activities?

Your License approach must be designed and created around your particular business needs, your values and your ambition.

## What does success look like to you?

Have a think about what success means to you. Which one of the following is most important for you?

- To build a network of 5, 10, 20, 50 100, 1,000 or 10,000 licensees?
- To create a Licensing network which is a local, a national (for your country) or will it be global?
- To grow and sell the business in 3 years?
- To impact upon the lives of a million delegates or customers?
- To become the world's leading course/product in your field?
- To create passive income of 100k, 250k or more per annum?

This is an important question as it sets a clear direction for the business and helps to focus your activity.

## Your overall business strategy

Licensing is a central element in business development and not a bolt-on. This is one of the most important points to remember. So, in terms of your overall business strategy, try and answer the following questions:

- 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 around your offering?

## 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.

You will need to 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.

## Are you serious about growing your business or organization?

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 income 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.

## Check your credentials – 10 tough questions

Can you answer the following questions in relation to your course, product or service?

1. How many organizations have you provided this training for – over what period?
2. How much 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 or recognition in some way?
8. What about the current and future marketplace - is this growing?
9. Who are you leading competitors?
10. Why you are better than your competitors?

## Positioning – claim your space!

Define your USB (unique selling proposition). What are the unique and exceptional elements of your course?

What are the quantifiable outputs? (e.g. a stress reduction course that reduces absenteeism and saves the organization x per year.)

It is important to claim your space! Define your position from the outset.

The leading....

The number one.....

The most effective.....

This is your opportunity to position yourself and your course as the market leader. You will become known as the leading, the number one, the most effective...

Everything that you do from here on reinforces and cements this position. What's more it leaves any potential competitors scrambling for an inferior second position. Stake your claim now and don't lose out.

With this position defined everything must then focus on achieving, maintaining and cementing this position – in your communications, web content, social media presence, etc.

So, what position are you claiming?

## Licensing your course for use in-house

Some organisations like health trusts or schools often ask trainers if they can run their course in house.

This can be a reasonably straightforward proposition. However, it is essential to price it correctly and get your agreement tied down properly.

The model that most people think about is to train the trainers/teachers, give them materials and monitor/support as they go along. In this case we are managing a network of health trusts/schools. This however is not the only model.

A second approach is where we find licensees (e.g. freelance trainers, training bodies or ex teachers) and they have responsibility for a fixed geographical area. They then go and sell the package into health trusts/schools and then they deliver the training. With this method, we are managing a network of trainers.

Both are viable options and may even be run together.

## Types of Licenses

Let us touch upon the seven main categories of Licensee. Think about how many of these might be relevant to you....

- Organization License (Private/Public Sector) – where Organizations deliver your courses
- Area License – where you grant a defined territory to be managed on an exclusive basis
- Individual License - where Individuals are Licensed to deliver your courses
- Education License - where Schools, Colleges or Universities are Licensed to deliver your courses
- Voluntary / Community sector License - where Charities or Not for Profit bodies are Licensed to deliver your courses
- Client License – where you work in a joint venture arrangement with some of your current clients
- Master License – where a management License is granted to run a number of Licensees e.g. a Country License
- Product License – where Companies charge an annual fee to allow you to use their product e.g. Microsoft.

Don't get overwhelmed by this list! The point to note is that Licensing fits to your business needs – not the other way round. The vast majority of Licenses that Trainers and Experts use are Organization, Individual or Area based.

## Revenue streams from Licensing

How will I earn money from Licensing?

Revenue streams usually 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, accreditation, certificates and product sales?

### 3. Your website

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

How many potential income streams can you identify from your leading course?

## Building a profitable License model

Here are a few starter questions....

What will be your License price?

Will it be the same in every area?

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

How many Licensees are you looking for and where?

Will you give a discount if someone takes 2 or more Licenses?

Will you have layers or a flat structure?

Will you have Regional or Master Licensees?

## Putting a cost on your License

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

Your License cost has to strike a balance between income expected for the Licensee and the fee they pay to you the Licensor. If you charge too much the opportunity will not represent good value. If you charge too little, then you could be underselling the opportunity.

When looking at the License fee you need to take account of the following questions:

- How will your Licensees get business?
- How much income will they earn in years one and two?
- What will their costs be?
- How much profit do you expect them to make?

It will help if you can you show a typical monthly cash flow from start up. Can you show that you or others have already made money from this course?



## Protecting your Property

One thing that stops some people from taking the further action is wondering how to protect their property. 'How do we ensure that the material is not copied by the licensees and used for other commercial purposes?'

A professional licensing agreement coupled with careful selection of Licensees usually prevents this from happening. I have never had a case where one of my Licensor clients has reported this happening to them.

As well as the legal agreement, there are 10 main strategies that I use with colleagues to dramatically reduce the risk. I'll share these with you below. It's about maximising as many of these as possible.

Two points first of all:

A. You are looking not only to protect your materials but your processes, methodology and licensing framework. This is all of your intellectual property.

B. You will need to have a focus on licensees, competitors and participants all having access to your work. This is part and parcel of being successful! You have to get the boundaries right on what and how you share.

## Ten strategies to protect your brand, content and intellectual property

1. Legal - protect materials, website and manuals with copyright notices and intellectual property protection info. All documents and info must have this.
2. Licensee compliance - agreement during their time as a licensee - and after, if they leave.
3. Being international rather than local. Create international links with other relevant bodies. This adds 'weight' as a global organisation.
4. Recruit and select licensees professionally. You are choosing the best - in terms of expertise, experience, those who fit well with your style and their integrity.
5. Position your organisation - be the leader / be the best / stay ahead / be the main attraction. Have a strong social media campaign. Get your logo and strap line everywhere - Web, LinkedIn, Facebook, etc and update frequently. Let others chase you...

6. You will have published your Book on Amazon. This shows that you are the experts.
7. Give away information for free on your website. Include course materials in your book. Then use both of these strategies to get new Licensees.
8. Web. Your website should show that you are number one. Testimonials, client logos, international links, photos of courses/students, awards, etc. Have brilliant SEO!!
9. Your license deal - Make it financially better for others to work with you than try to do this on their own.
10. Build a strong cohesive team of licensees. Treat licensees as PART of your business rather than separate from it. Support them. They are your global marketing team. Make it difficult for them to leave a supportive and winning team.

Everything you do from now has to be about finding, recruiting and keeping Licensees. Go through each of the ten points above and relate to your organisation.

I deal with all of this during the implementation process.

# CHAPTER 4 – Designing and Packaging your Training Course

## The biggest opportunity that most Trainers miss

The one thing that all Trainers, Experts and Entrepreneurs must have is a product to sell. People have to be able to buy something from you. How else are they going to give you money?

It is not enough to offer to run courses simply because most trainers do this. How do you differentiate what you do? How do you stand out? What makes people seek you out and want to buy from you?

When you create a product and give it a name however, everything changes! You immediately have a brand and an entity in its own right. It generates income and builds value for you. It is such a small step to take a training course that you have written and package it as a course, guide or ebook and offer it for sale.

The reality is that every one of your courses could generate a significant income stream – so create products!

## Creating products, services and courses to License.

Make sure that you are extracting full value from all of your day to day work. Capture the learning and use it in your training materials, products and service delivery.

For example, every meeting you have will give you a new insight or a different perspective. Every client you meet is another case study. Every training course you deliver will bring up more questions from participants that need to be answered.

Don't stop creating material but do start leveraging what you have already created. Design and develop products by adding your material and learning - all of the time. Keep a notebook with you and jot down key ideas as they pop into your brain!

## The 7 key criteria to ensure success

See if you can satisfy all 7 key criteria with your course. Give yourself a mark out of ten for each.

1. Unique offering – is your course new or different?
2. Demand – who needs this course, product or service?
3. Value – does this course offer great value for clients by saving them money, or supporting employees or adding value to current service provision?
4. Track record – can you show that it works, is effective or has had great reviews?
5. Income potential – how can it make money for your Licensees?
6. Ease of set up – how quickly can your Licensees be up and running with your course?
7. Credibility factor – how can your Licensees trust you?

Well, how did you do?

## How to design a brilliant training course!

I am often asked ‘What makes a brilliant training course?’ and ‘How do I go about designing an effective, enjoyable and memorable course?’

My answer is always to come up with training methods that engage, inform and are enjoyable! Look to include interactive activities that empower your delegates – such as a 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!

Remember, your training sessions have to excite, entertain and empower your participants. Do not just stand and read slides! Try and ensure variety in your delivery and include a range of methods in every session. This will help your Licensees to maintain interest and motivation with their groups.

Below are the top 24 training methods that I use. Take each of these methods in turn and set yourself the challenge to see how each method could be used in your courses. I know you won't use them all but as a creative exercise explore how each could be used...

1. A Quiz
2. Group or online survey
3. Factual Presentations by delegates
4. Role play
5. Group challenge – competitive and /or timed
6. Management Games
7. Outward bound type exercises
8. Project work
9. Individual or group assignment between sessions
10. Physical production of an item or product.
11. Group task with feedback
12. Case study
13. Flip chart group feedback
14. Lecture
15. Creative problem solving
16. Personal coaching or mentoring by a tutor
17. Delegates interviewing or mentoring each other
18. Reading assignments
19. On the job training
20. Research
21. Video
22. Personal presentations by Individual delegates
23. Demonstration
24. Creating Action Plans – with timescales.

Now review your course. How could you make it more fun, livelier and more entertaining - with greater variety? Remember a selection of training methods not only helps to cement the key learning points – it also builds relationships between participants that can go beyond the training room.

## What is the best Delivery Structure for your Training?

Your Licensed training doesn't have to be a one-day course – or a half day course.

Be creative about your delivery structure. You may find some of the following Delivery Formats more relevant for helping your audience to learn about your service or product.

Again, take each of these methods in turn and ask how this could be used with your material or with your Clients.

1. Training – In-House and/or Open courses
2. Breakfast briefings
3. Business clinics
4. Master classes
5. Virtual classrooms
6. Webinars
7. E-learning
8. Half-day or One-day course
9. 2-hour workshop / Evening Class
10. 2-day residential programme
11. Business clinics
12. Distance learning
13. e-learning
14. Membership site
15. Podcast
16. Blog
17. One to one Mentoring
18. Coaching

## 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 strapline will reinforce the buying decision but it's the title that attracts and sells. Just look at the business bookshelf at the airport or bookshop. 'I can make you slim', 'Work it out', 'Think and grow rich', 'The 4 Hour work week.' 'License your Training Courses', etc.

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

1. 'Training – what's the financial return?' This helped HR personnel to justify their training expenditure, argue the case for bigger training budgets and show (in financial figures) their contribution to organizational success. Trainers wanted to change the perspective that training was something that contributed to organizational effectiveness rather than just being a cost.
2. 'Liven up your training.' Our second bestselling 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 well do your course titles directly address specific identified needs?

Now create at least one title for each of your potential courses

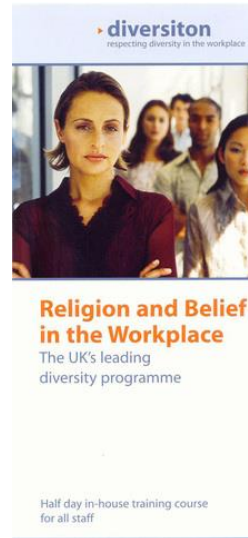
- make sure it is solution centred (what problem is it solving?)
- make sure it is relevant to today's challenges / issues
- make sure it is unique in some way (hasn't been used before)

## 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 it provided us with the opportunity for us to quickly establish a national organization within 4 months. Here's what our Religion and Belief CD contained.

## Example of a Licensee Training Product - Religion and Belief in the Workplace

- a half day workshop for all staff



**Training Course Planner** - This provided 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 was designed to guide delegates (and the trainer) through the session. On the 'notes pages' view of the PowerPoint slides there was an example 'script' (including guidance notes as well as instructions for exercises and training methods) for the trainer as the course progressed.

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

**Leaflet** - A brochure to advertise the course in pdf format plus course description information that could be used in emails to promote the course to potential participants.

If you would like a complete copy of this package please go to <http://www.workitout.info/license-documents-resource-pack.html>

So, how will you package your course?



## Related services for your course

Now have a think about the range of related services or products you could offer with your course? Which of the following could you offer?

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

## Are you ready to test your License idea?

You should be ready now to think about how to test your course or services with Licenses. Here are a few ways to do this:

- Carry out a Pilot in year one with a limited number of areas and then build from there. Write up your Information Pack (see below) and set a date now for applications to be submitted by.
- Appoint an 'In-house' Licensee to work closely with you to develop systems, etc. and to help you to develop the whole Licensing framework.
- Find a strategic partner in another area and set up your first license with them.

If you are ready to test your License idea the next question is how will you find and recruit Licensees who will pay to work with you? In the next Chapter I will show you how to do this.

# CHAPTER 5 – Finding and Recruiting Licensees

## Your License Offer

A License offer could include some of the following...

- A one-year License to deliver ABC training courses in your chosen locations.
- Exclusive defined territory. Exclusivity means that you are the only training organization that can deliver ABC training courses in your area.
- Training materials – detail.
- Marketing assistance – detail.
- Monthly support – detail.
- Brand links and use of the ABC logo.
- Monthly email marketing from ABC to our mailing list.
- Freedom to recruit additional Trainers or use Associates to free up your time.
- Referrals from the ABC website and other Licensees for your area.

## What makes a successful Licensee?

It is important to define the type of individual or organization that you are looking for as a Licensee. Here are a few methods to pick and mix from:

1. Licensee role description – prepare a description of the tasks involved in being a successful Licensee for you.
2. Person / Organization specification – experience, skills and qualifications required.
3. Organizational context - sales and administrative support.
4. Personal – qualities, ambition, integrity, etc.
5. Technical – competency in this field.

So then, what exactly are you looking for ...

- Previous experience in this sector?
- Previous experience with this topic area?
- Experienced trainer / presenter?
- Sales and marketing know-how?
- Organizational support in-house such as administration?
- Personal skills and values?
- Ability to fund set up costs?

## Where is your Book?

Having a book published in your chosen topic or field helps to establish your credibility. You are seen as an author and expert. Potential licensees checking out the validity of your licensing offer will be reassured by the fact that you have a book for sale on Amazon.

Writing your book can be achieved painlessly! Some of the material from your course, your marketing literature and your website can easily be put together into a format to educate and captivate the reader.

Don't necessarily think of your book as an income source. Think of it as a marketing document to drive people to your licensing opportunity. It only needs to be 50 or 100 pages - and it will help to position you as their leader in your field.

Amazon will also promote your book for free and the link will be picked up on Google.

## Writing your Licensing Information Pack

Here's a 'typical' layout of a successful Licensing Information Pack (prospectus) to help you to find and attract Licensees. 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 and make an informed decision.

1. An opportunity to build your business
2. The License package
3. The marketplace
4. About us
5. Our award winning Course
6. Selection criteria for Licensees
7. Designing your own work schedule
8. Keeping a full diary
9. Ongoing management assistance
10. Detailed support and information
11. Precise territorial identification

12. Potential clients
13. Building your reputation within your territory
14. Delivering the course
15. Add-on sales opportunities
16. How much money can we make?
17. Induction training for you and your trainers
18. Business development and marketing sessions
19. Free marketing support
20. Cost of a 1 year License
21. Number of trainers
22. Renewing the License
23. Regional coverage - 'pick-n-mix'
24. Any questions?
25. Becoming a partner organization – 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!

If you would like to see two examples of real Information Packs please check out

<http://www.workitout.info/license-documents-resource-pack.html>

## Ten ways to find Licensees

Where will you find your Licensees?

Here are the top ten most successful ways to find Licensees

1. Current links / contacts – who do you already know? Make direct contact with those you know, have worked with or previously trained
2. Current clients
3. Through your own website – offering Licensing opportunities
4. Google advertising
5. Email shot to target Organizations who may be interested
6. LinkedIn searches
7. Facebook marketing
8. Through other websites – e.g. professional associations
9. Amazon – publish an ebook to promote your work, your course and Licensing opportunities

10. Press advertising in the locations you are looking to fill

Do remember that Licensee recruitment is an ongoing process. Your Licensees will typically arrive in batches in response to your marketing but you will also receive ongoing enquires.

## Linkedin licensee recruitment

1. Don't forget to update your LinkedIn profile ASAP e.g. -

Nick Ganzha / business opportunities for licensees in global hiring and recruitment.

Then have your contact details at the top of your profile so it shows up when people see your home screen. Your profile should be your opening 'letter' or 'summary' from the info pack - just copy and paste in.

2. Respond to articles in in your sector - Just one a day!

3. Post an article twice a week relating you your sector, client successes, trends, challenges, advice, tips, etc

LinkedIn will generate loads of leads for you!!

## Interviewing and selecting Licensees

Will you be selling Licenses or selecting Licensees? The answer is that you should be trying to get the best people you can. Do not be tempted to select Licensees who you do not think will be successful. You will spend too much time and effort looking after them, answering queries, sorting out issues and ultimately having to replace them.

Think carefully about your interviewing and selection process. Will you use an application form or CV and letter? Will you meet candidates once, twice or three times before appointment? Many licensors use Zoom /Skype for the initial stages of their licensee recruitment.

Here's a great selection tip. Why not ask applicants to make a presentation on how they will develop the business in their area? This will show you their training style at first hand AND tell you if they have properly thought through how they will promote your course.

Remember to set out clearly the recruitment and selection process on your website – with stages and timescales. This all adds to your professionalism.

We shall look at Induction training in the next chapter along with the License Agreement - and then your Licensees will be up and running!

## Speaking with potential licensees

### The first video or in person conversation

**This is an initial interview.** You must have a clear structure. Outline this at the start of the call and keep to your process. The structure usually follows the following stages

**Welcome** – purpose of the call / structure of the call (5 stages) / introduce the idea of licensing right from the outset

#### **STAGE 1 - Client background**

Ask for the story of the development of their business.

Use lots of open questions, not do you? Are you? Or tell me about...

Find out about their ambitions, what they want to achieve and where they see themselves in three years

What help would they like to develop their business?

Why are they interested in this Licensing opportunity?

#### **STAGE 2 - Overview of the License opportunity**

How it works – follow the information pack (show document)

Go through costs

List the benefits for them

#### **STAGE 3 - Who we are looking for?**

Is there a possible fit?

How might you work together?

## **STAGE 4 – Initial Questions**

### **STAGE 5 - Next stage**

Tasks you want them to do

Next call /follow-up

**Note: Remember to have a professional background** behind you – modern office setting / company logo, etc.

# CHAPTER 6 – Building your Licensee Network

## Creating a successful Licensee network

I need to emphasise once again that Licensing is not just about recruiting a few agents! It is about building a strong, sustainable and highly profitable business.

So, concentrate on

- designing an effective & credible business proposition
- creating a Licensee structure in line with this – that is profitable and realistic for all,
- ensuring all the materials, website, info pack, agreement, etc. are ready,
- finding, recruiting and signing up initial Licensees, and
- training all Licensee and building this business over the next 12-24 months.

All of this is underpinned by a good website so let's look at this next.

## A professional and effective Website

Here are 5 key points to consider:

### **1. Ensure your website is Professional Looking with 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 your logo is strong and that there is consistent branding (colours / logo) across all documents and materials.

### **2. Have a great Home page**

The homepage needs to be all about the key product – or whatever the offering is. Licensees need to see that you are promoting your course as your main offering. They are buying into the core of the business.

### **3. Sell your courses online**

There needs to be a way that organizations / 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. Other pages should sell the benefits, course details, practical information, testimonials from satisfied clients, client list, case studies – and of course, the License opportunity itself.

#### **4. Make sure you have Products to sell**

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 and build your reputation. Turning your material into professionally produced products as we have discussed is vital.

#### **5. Have a 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 (Trainer/Presenter) supported by a Personal Assistant (Marketing/Admin). This frees up the Licensee 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 organization and administration
- Organising booking and joining instructions, follow-up letters, etc.

- Keeping client management records
- Liaison with Press
- Invoicing
- Updating marketing materials

Some Trainers like this approach as it allows them to concentrate on what they enjoy (training) without the bits that they feel less confident about (admin or sales).

Licensees could use a local self-employed Assistant working from home for an hour or two each day to help them or their organization. If they are happy to outsource the work, then Fiveer.com and Upwork.com have thousands of Virtual Assistants that they can hire by the hour. It's great to have someone to help with any elements that one of your Licensees is less comfortable with.

## Induction training for your Licensees

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.

The induction workshop can cover...

- Delivering the product / training
- Getting sales and building a local business
- Learning from other Licensees / ongoing development
- 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
- Social media

- Telemarketing
- Meeting and networking with other Licensees

How would you design your Induction course?

This induction training can be online, or you could provide an induction workshop for new Licensees where they can meet each other and start to build links and share ideas. I have helped to run one and two-day (including residential) induction workshops for new Licensees.

# CHAPTER 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.

Make sure that you or a senior person in your organization takes full responsibility from now and makes Licensing a priority. Experience shows that unless there is a clear plan and a commitment to this then other day-to-day activity can gradually start to intrude and momentum can be 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!

## Licensee Operations Manual

Start pulling together your Operations Manual now. You will have this information in various places so it's just a matter of gathering up all the resources and documentation that you think will help your new Licensees.

This might include information on:

1. Marketing literature
2. Invoicing and payment
3. Pricing of courses
4. Referral procedures between Licensees
5. Network support meetings
6. Support Materials
7. Sample letters/emails
8. Delegate information
9. Weekly / monthly reporting
10. Client list
11. History of your organization or course
12. Recent stories or articles relating to your topic area – research, information, stories, issues to be addressed, etc.

## Local marketing approaches

Go through with your Licensees to see how they plan to market the courses. Are they using any of the following approaches?

- eMailshots
- Local open 'free taster' 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? Will you be 'Hands off' or will you take a more 'Active' style of management?

What will your business focus be? Will you focus on building the number of Licensees as your priority or will you work to expand the business through the Licensees you already have on board? If you are going to try and do both then how will you manage this?

How will you structure your Licensees? Will they be a collection or a loose group all reporting to you or will you have some kind of 'hierarchy' or 'area' based structure?

It's important to think about these questions as this will ensure you build a sound business from day one. By working through these questions, you will create the foundation for a long term and secure business. Don't worry too much if you don't know all the answers yet. Just come back to these points on a regular basis as this will help to keep you focussed.

## 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, region or territory?

Here are some of the questions you could be asked:

- Who gets the sales fee if I find the client, but the delivery is in a different area?
- Who delivers the training if I find the client, but the delivery is in a different area?
- Who manages the client if I find the client, but the delivery is in a different area?

Then there are situations where you need a little more thought:

- What happens when the client's Head Office (invoice address) is in one area, delivery is in others and I work only in one area?
- What happens to sales generated by others for empty areas (where there are no Licensees as yet)?

None of this is difficult but it is important to have a company position or guidelines. I have found that in the vast majority of cases that people will always work with you when they understand that you are trying to be fair and consistent.

I've seen lots of scenarios where sales fees are split in some way to recognise the individual who won the business and the trainer who delivers the work – e.g., 25%/75%.

All this can be documented in your Operations Manual.

## Credibility and Integrity

Credibility and Integrity are two key criteria for building a long-term sustainable 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 course 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 solely an initial license fee, 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 for everyone in your team.

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 – so 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 ongoing and increasing revenue streams, a stronger presence for your organization 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?
- How would you define the characteristics or values inherent in your brand? In other words what do you stand for?
- What is your strapline/your key positioning statement that we referred to earlier?
- 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 and marketing materials up to scratch? These all need to be consistent in image and reinforce your core brand and message.

Here are a few recommendations from experience:

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 use 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 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 who are proud to be associated with this brand and participants all over the world keen to be seen carrying your manual. 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 products - so make them look great!

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

We are covering lots of activities and important things to do – so let's look at a few practical suggestions to ensure your success:

1. Appoint a project Licensing manager to oversee this process. This could be you initially or one of your current team.
2. Produce a plan with dates, timescales, targets and budget.
3. Bring in specialist expertise or help as and when needed or for specific tasks e.g. writing the License agreement.



4. Hold regular 'weekly' project meetings. Review how you are getting on and make sure everything stays on track.
5. Create an Operations Manual and keep it updated.
6. Hold regular structured meetings with your Licensees.
7. Be available for individual mentoring.
8. Take weekly / monthly sales reports.
9. Share successes regularly across the network.
10. There may be Licensees who drop out – so consider replacements.
11. Motivate Licensees with incentives & awards.
12. Build a relationship with your Licensees. Have regular calls to find out how they are and what help they need. Motivate and encourage them.

In the next Chapter we shall look at how Licensing works for Charities, Non-profits and Voluntary Organizations. Even if this is not your type of business please don't skip this Chapter! It will give you an important and additional perspective to the Licensing Framework – plus you will be better equipped to help and encourage individuals from any Charities or Non-profits that you meet.

# CHAPTER 8 – Licensing for Charities, Non-profits & Voluntary Organizations

## Licensing works for all Organizations

The Licensing Framework is very important for Charities, Non-profits and Voluntary Organizations where income generation is usually the number one challenge.

Many of these bodies struggle with the ongoing stress of trying to get funding along with the demands of delivery with limited resources. For many this is a normal way of operating, driven by annual fundraising campaigns or grant applications.

This fundraising/grant perspective can often limit our thinking because 'we only have so much money' and therefore 'we can't afford to think about other initiatives – never mind significant growth'. It's a 'dependent' model in that we need others to fund us. Wouldn't it be great if we had a 'sustainable' model where we could generate our own funds and spend these as we wish?

Many Charities, Non-profits and Voluntary Organizations are very well aware of this and have created Charity shops, on-line stores and products of all sorts. These are great as they offer new additional (and hopefully) growing income streams.

Licensing takes this thinking a lot further. A Licensing approach can help us to break out of the fundraising/grant dependency model totally by leveraging the expertise, resources and experience already within our organizations in a much more significant and profound way.

What's the use of having a 'Mission Statement' or a 'Vision' for our organization if we are not serious about trying to make it real? Wouldn't it be great if a hundred or a thousand other Voluntary Organizations around the world were delivering your workshops and impacting upon millions of lives?

But it's not just other Voluntary Organizations. Your work could be utilised by Governments, International Agencies, Businesses and Individuals with the right License structure.

Take a few moments to think about this. Allow yourself the opportunity to reflect upon the possibility of expanding your work into other countries or other areas to meet the needs of those who you are keen to support. This isn't a luxury or wishful thinking – it's a key strategic mind-set.

The immediate response by Voluntary Organizations or Charities sometimes is: 'We don't have any products or courses that we could License' - or 'We are too busy delivering to create a product or course' or 'We don't have the resources (staff time) to create a workshop.'

In my recent book 'Everlasting Grants - How to turn every grant into ongoing passive income for your organisation', I detail a range of ways that community organisations can use grant funding to build new and ongoing income streams. Check out [www.workitout.info](http://www.workitout.info)

But for the purpose of this book on Licensing, let us look at three main ways in which we can leverage our expertise and resource:

- i. Making the most of Previous Work
- ii. Current Activities - Five important guidelines
- iii. Future Grants and Activities

## Making the most of Previous Work

Your organization has a track record of helping others, managing initiatives, producing publications, delivering training, etc. You have worked with individuals and groups, tackled issues and solved problems. You have case studies that will illustrate essential learning.

Your computers will be full of documents, notes, project proposals, presentations and reports - all capturing important information, strategies and approaches.

In other words, you have a wealth of material from the work that you have already completed and are doing every day. What you haven't yet done is to capture this and put it into a format that enables others to support you in a practical (delivery) way.

We can sometimes get into a mode of operating within a strategy of survival that has worked for us. Two telling examples of this are where Trainers keep creating new material rather than leveraging what they have already produced – and Charities keep fundraising and delivering initiatives rather than leveraging their core expertise and experience.

I have used the Licensing approach many times with Charities and Voluntary Organizations. The starting point is always one that requires leadership and ambition to support more of those you want to help. I would encourage you to spend a little time and explore the possibilities for your organization.

So, go back to your mission and vision. What would your organization really like to do? How can you enable others to support your work where they live and operate? What training package or support could you provide?

## Current Activities - Five important guidelines

The second way that we can leverage our expertise and resources is through our current activities. Here are 5 simple strategies or approaches to help you to make the most of what you are doing at the moment.

1. Create a proper plan that includes not just the delivery of the current project or initiative but explores all the opportunities that could arise from this.
2. Allocate development responsibilities to individuals for exploring potential courses, products or services.
3. Immediately start creating materials - books, guides, e-books, training resources, presentations, etc. for your organization. The information you had to put together on a project or grant application form or proposal is often a great place to start.
4. Capture and document the process, stages, scenarios, case studies and learning from your current projects and initiatives. Don't just deliver the project. This learning is important to others.
5. Continually ask your team
  - How can we utilise this material?
  - How can we build upon the new relationships that we are developing?

- Who else could benefit from this?
- How do we move this service forward?
- How could we improve this?
- How could we build upon this project?
- What have people said to us that we need to address?

## Future Grants and Activities

The third way that we can leverage our expertise and resources is through our future grants, funding and activities.

Funders and donors are becoming more and more keen to see evidence of 'sustainability thinking' in all work. Every grant or activity therefore should be capable of creating income generating opportunities and/or passive income streams. There are two priorities that you must build into the implementation of any grant application or service activity that you deliver in the future - delivering the initiative and creating products/services.

Make sure you include plenty of time to write and create the book, report or training manual. Make sure you can resource the skills for editing your videos, developing your webinars and writing your case studies.

Here are five ways that we can extract full value from future activities:

1. Build in product and service development to every application. Before you submit the project application or funding request ask yourself - what will we be creating out of this?
2. Make sure that you are developing products/services from every activity or grant that you deliver. These can be offered to others in some way after the project funding has finished. These products and services can continue to bring you in money - week after week. Treat your project not as an end in itself but as a product development launch-pad.
3. Deliver the planned activity and develop the products and services at the same time - parallel thinking and delivery of both elements is essential.
4. The project is simply the nucleus - your challenge is to explode this in as many different directions as possible. Build in trying to develop wider

linkages to see who will utilise this product or service. See if you can develop new partnerships and relationships that will help you to make the most of the opportunity - eLearning, book production, online courses, training workshops, etc.

5. Flip it! – It's time to totally change your thinking about grants, donations and funding. All of these are vehicles to help you to create products, produce courses, write a report, etc. Stop thinking 'delivery' only – think 'products'!

The three approaches outlined above offer the potential for long term sustainability using the Licensing Framework. Resolve from today onwards that you will create tangible products or resources that can be utilised for years to come. Build your bank of resources steadily every month.

## Action Plan to become a Licensing 'Not for Profit' Organization

Before you leave this Chapter try and answer the following questions....

- How should we develop our approach to organizational funding?
- What products or services could we have created over the last 12 months from the work we were involved with?
- What products or services could we be developing now?
- What's our future strategy in terms of products, services or training courses that we can offer to others?
- How do we move forward with this?
- Should we be considering Licensing possibilities?
- Can we set one or two key action points with timescales?

# CHAPTER 9 – Seeing the Big Picture and uncovering possibilities

## Are you ready?

Are you ready to explore the potential for Licensing your training courses, services or products with the Licensing Framework?

What about...

- Your courses? Have you got a training course, product or service that is different, better, unique, special or successful? Is it time to share this with the world?
- Your passion? Could you create a special course or workshop? Is there something that you've always felt there was a need for, that you wanted to write about, that you wanted to share with others?
- Your clients, colleagues or customers? Think about your clients that you've worked with or are working with. Have any of these got a good course, special product or service? Could you help them to expand through Licensing?

Licensing offers each of us the opportunity to transform our businesses through training and product sales. It presents us with the path from taking a 'service approach' to training delivery to creating 'an engine of multiple income streams' and a sustainable business.

## More Real-Life Case Studies

Here are some recent Case Studies that I have been working on....

**Leisure Football** – establishing and building a six-a-side football network.

**Empowerment for Women** – offering global Leadership programmes to train and develop Women into senior positions in companies.

**Elite Sports Performance** – online personal training programmes

**UK University Accreditation Network** – providing UK degree courses through a network of private colleges in Africa.

**Business consultancy network** – results orientated support for small and medium sized enterprises.

**Value Based Proposition** – helping international companies to define and add value to their offerings.

**Publishing Network** – setting up a network of local community based publishers across the UK.

**Young Entrepreneur Training** – introducing children in Canada and worldwide to enterprise at a young age.

**Music making** – writing, playing and recording music with young people worldwide.

**Family Transitions** – helping families to build success after periods of trauma

**Presentation Skills** – how to craft your signature speech

As you can see these cover a wide range of ages from children through to older people. Licensing can support differing levels of academic, artistic, professional or practical skills. Your focus can be at a local community level or a global network.

## Recap on the Licensing Process

So, let us re-cap.

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



Remember, this is not just about recruiting a few Licensees. The Licensing Framework set out in this book ensures that you are:

- designing an effective & credible business proposition,
- creating a Licensee structure to support long term strategic growth,
- ensuring all the materials and resources are professionally produced,
- finding and recruiting the best Licensees, and
- making this a reality within the next 4 months.

## Priorities for pulling together your plan

If you are ready to start the 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.
- Decide what exactly you are Licensing. Are you Licensing a training course, a specialist service or a consultancy/partnership opportunity? Are you looking at 50 local associates or 60 area trainers or 10 country managers?
- Have a superb product. The products/services to be Licensed must be well presented 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.

## Benefits of using a Licensing Specialist

With the notes and questions in this book you should have started to build a good understanding of the Licensing process. Take time to read through each section again, taking more notes and perhaps discussing the possibilities with a colleague.

Some organisations choose an experienced Licensing Specialist to help them. It is not essential. There are, however, a number of significant benefits with this approach:

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. The Licensing Specialist should have models/frameworks for all of the documentation that you are likely to need.
3. A 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 can be easily recovered from the first License fees received.

## Would you like me to help you?

As far as I know, I am the leading Licensing Specialist for the promotion of training courses, personal development products and consultancy services.

I 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.

All of my clients have FREE access to these resources. This is an incredibly cost-effective way of kick starting your Licensing journey. Please note that these resources are updated and added to on a continuous basis.

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

There are a few reasons why Organizations and Individuals ask for my input:

1. I have successfully built our own organization using Licensing. I have first-hand experience.
2. I have worked with many organizations to help them to evaluate if Licensing is right for them - and helped many to design the right solution. If it not the best approach for you for any reason I will tell you. My aim is to help you grow your business – not sell Licensing services! Indeed, over 80% of the people I speak with on my free calls are not ready yet for licensing.
3. I don't just talk about it. I work with you every week to make it happen. The linking of ambitious businesses with my experience is an exciting proposition for me!

In Chapter 10 I will set out a plan that you can follow to get up and running within sixteen weeks.

# CHAPTER 10 – A 16 Week Start-Up Plan

## Review

The fundamentals for growing your training, coaching or expert business can be summarised under five key headings:

1. **Your message.** What is your passion? What are you really good at? How can you help others? What issue or problem can you help others to address? What can you show or explain or help others to learn? Are you distinctive? Why is your message or approach different? Have you got a brand name for your services? How do you summarise the benefits of your message in one sentence?
2. **Your communication.** How do others know about you? How can they find out more? Are you communicating to enough of the right people? How many people are visiting your website every day? Most trainers that I have met are great at developing materials but poor at converting this material into a resource capable of consistent income generation. The biggest challenge specifically always seem to be around effective marketing. It's one thing creating training products and another selling them effectively.
3. **Your products.** What can people buy from you right now? Is it easy for them to click and buy your course, your DVD, your ebook or one to one coaching sessions? How professionally are these packaged and presented? The great thing about products is that they are not related to your time. You create a product once – like a training course or a DVD or an ebook – and you can sell it week after week. Each product can be an additional income stream – if we market and sell them effectively.
4. **Your commitment.** What's your marketing approach? Have you got a plan? When will your next product be ready? Are you working to clear activity targets? Are you doing something every single day to make it happen?
5. **Your strategy.** All of this needs the best strategy. That's what this book is about – taking all of the above and leveraging it in the most incredible way.

Licensing brings all of this together in a coherent framework and action plan.

## The 16-week Start-up Plan

Here is a schedule of the key activities you need to address to get your licensing network up and running within the next 16 weeks. (Some activities deliberately overlap to give you flexibility and allow for some slippage.)

### **1. Business strategy review and potential for licensing (week 1 -3)**

- Overall business objectives - what exactly are you seeking to achieve?
- Roles, responsibilities, meeting points and key indicators. Who is going to do the work and will they dedicate the time?
- Agreement of implementation plan and timescales. Make sure you are happy that you can achieve all the tasks below in your timeframe.

### **2. Designing an effective & credible Licensing proposition (week 3-4)**

- Unique and exceptional elements of the License - the USP. What is special about your work?
- Defining the Licensing Strategy. Explain how this will work, step by step.
- Who are we Licensing to? Where are they based? Who would be your ideal Licensee?
- Core product and multiple income streams. Where will the money come from?

### **3. Creating a Licensee structure (week 3-5)**

- Geographical areas, organisation type, fees and earnings. How will all the numbers add up?
- Licensee income - examples to be created. How much will Licensees earn?
- Pricing of Licenses - putting the correct value on your product or service. How much will you charge for a 12-month license?
- Person / business specification of successful licensees. What does your ideal Licensee look like?
- Your overall Licensing business plan. Write down your plan and describe the process.

### **4. Premium Global Brand - Expert Positioning – POSITIONING (week 4-5)**

- Name, Strapline and Web address. Is it clear who and what you are?
- Competitor analysis and Value Proposition. Why are you the best?
- Global positioning in the market. Claim your space!

### **5. Premium Global Brand - Expert Positioning – WEBSITE (week 4-8)**

- Your website, web presence, banners and content. Get your branding sorted and consistent across everything!
- Social media links and SEO. How will you get your core message out there? How do you appeal to potential Licensees?

#### **6. Premium Global Brand - Expert Positioning – BOOK (week 5-8)**

- Writing the book. What's story you want to tell or the opportunity you want to promote?
- Publishing on Amazon. When will your book be available on Amazon? Do you need help with this?

#### **7. Premium Global Brand - Expert Positioning - COURSES /ACCREDITATION (week 6-9)**

- Training Content - trainer guide, delegate notes, operations manual, etc.
- Advertising materials to sell course - leaflets / web forms.
- Testimonials, Feedback, Benefits & Quantifiable outputs.

#### **8. Licensee Information Pack (week 5-7)**

- Structure of the Information Pack. Is it clear how amazing your licensing opportunity is?
- Development and writing of the Information Pack. Does this answer all the questions potential licensees might have?

#### **9. Recruiting Licensees (week 5 – 13)**

- Recruitment strategy - starts day one! Start telling people about your network of Licensees.
- In-house links for Licensee streams.
- Building of a database of potential licensees.
- Amazon, Facebook and LinkedIn recruitment strategies.
- Recruitment from your website. Is there a link from your home page to a Licensee information page?
- Design of all recruitment materials including emails & brochures.
- Email marketing.
- Direct contact.
- Using other Agencies on a commission only basis.

#### **10. Interviewing, Selecting and Recruiting Licensees (week 13-15)**

- Writing the license agreement. Does your legal agreement cover you?
- Interview process and format. What is your recruitment process?

- Interview & selection timescale for first batch of Licensees. Have set dates that you are working towards.

### **11. Induction training of licensees (week 16)**

- Writing of Licensee Operations Manual - systems & procedures to support new licensees
- Design of Induction Programme – what exactly will it cover?
- Delivery of induction training for first Licensees. Where and when?
- The ongoing day-to-day management of licensees as they come on board. How will you liaise with and support your new licensees?

### **12. Building the Licensee business (week 16 onwards)**

- Managing licensees - key performance indicators. How will you measure the success of Licensees?
- Monitoring quality, ongoing training and support. How will you maintain high standards of delivery and professionalism in all areas?
- Renewals in year 2 and beyond – what are you doing now to ensure current licensees stay into year 2 and beyond?

You can use the above list of activities to create your own licensing implementation framework. I suggest that you use an excel spreadsheet (or a simple planner) and follow these steps:

1. Identify all the key activities that need to be completed.
2. Set the overall timescale for completion for you to bring your first licensees on board (e.g. 16 or 24 weeks)
3. Start to shade boxes on the spreadsheet to show the weeks when each activity will be actioned / completed.
4. Refer to your licensing framework on a daily basis and tick off those areas that have been successfully completed.
5. Adjust the times as necessary for any topics that have fallen behind schedule to ensure that you still achieve your overall goal.

## **Let's get YOU started – the next 4 months**

Are you serious about licensing your business? Would you like me to work with you (and your organization) over the next 4 months to make this happen? If so, I can support you as one of my clients. We'll work together on the proven 12-

part framework above to create a lucrative License business for you based on your expertise and experience.

You'll have the opportunity to take one (or more) of your courses, products or initiatives and start to create the business you want. I'll support you over the four months to help you make it happen. You'll be working on a series of specific tasks each week to create your Licensing structure. You'll be following my proven blueprint and I'll help you to build an incredible business piece by piece. I will support you with everything you need - and it will be 100% owned by you.

You and I will meet on Zoom or Skype every week to review and progress all areas. You'll see the business unfolding in a way you will find hard to believe. You'll be developing your own unique high income (and sustainable) national or global training infrastructure. I'll even show you how to turn it into passive income so that you can enjoy the full benefits for years to come – without any work whatsoever, if that's what you choose.

Please note that I only work with 4 individuals or organizations at any one time. I therefore need people who are serious, keen to work hard and determined to make this happen.

Once you complete this process with me after four months you can still have my input for as long as you need it in a way that works for you. I'll personally stick with you to make it happen.

For further information on the current availability of places please contact me [diversiton@gmail.com](mailto:diversiton@gmail.com)

## Explore the Possibilities – for FREE!

If you would like to chat through some of the possibilities for you or your organization then I'd be happy to have a Zoom or Skype call for 20 minutes – at no cost whatsoever. It will give us the chance to meet, to explore options and for you to ask me any questions.

Please contact me at any stage - on my mobile +44 0 7717 203325 or email me at [diversiton@gmail.com](mailto:diversiton@gmail.com)



Some individuals and organisations are ready to get going with their licensing plans and don't need any advice or support. They often just want the key documents!

To help you to avoid costly mistakes, speed up the start-up process and save money you can purchase my proven 'ready to use' [Licensing Documents Resource Pack](#).

This includes:

**Licensing information pack** - A Licensing Information Pack is essential for you to present all the relevant information to prospective Licensees. I will give you two real examples from other licensing businesses. All you need is already mapped out for you!

**Draft license agreement for your licensees** - A legal agreement is essential to protect your assets, copyright and Intellectual property. I will share with you the Licensing Agreement that has proven successful and is used by all of my Licensing clients.

**Turning your course into a Licensed product** - Religion and Belief was my first ever licensed product. You can download the complete package with PowerPoint, Trainer Notes and Delegate Manual. It's a proven template upon which to present your course!

**16-week success implementation planner** – I will give you my successful project planning framework. This will make sure that you do not miss anything and help keep you on track - no matter what timescale you set. Just follow the steps!

To access all the above please click on the link below:

<http://www.workitout.info/license-documents-resource-pack.html>

All of the above resources are free to my Licensor Clients (on the four months start-up process).

## The web graphic

Have you thought about the little spider's web graphic on the front of this book? It has been chosen for four main reasons:

First, you are at the centre and therefore all of your network springs from you – in many locations. It's down to you. If you don't create it, it will never exist.

Secondly, you manage the shape and size of your web, growing it as fast or as steadily as you choose. Your role is to look after the overall health of your web.

Thirdly, the purpose of your web is to create a structure that enables licensees to capture new clients for you and dramatically build your business.

And the colour green? Well that just means 'GO'! Don't waste any more time procrastinating, thinking about doing this, wondering whether it's right time, et cetera. I have spoken with many potential licensors that never actually made the decision and have always wondered what might have been.

## Many thanks!

Don't forget my offer of a free chat to answer any questions you may have  
Just click here - <http://www.workitout.info/license-your-training-courses.html>

You can contact me at any stage in the future on my mobile +44 0 7717 203325  
or email me at [diversiton@gmail.com](mailto:diversiton@gmail.com)

Many thanks again for reading this ebook. If you found it helpful, please drop me a note right now. I'd love to hear more about your business and your plans!

Take care – talk soon!

Des McCabe

## About Des McCabe

See Des McCabe's [other books](#)

Des McCabe is one of the UK's leading experts on human resource management and workplace training.

After a number of corporate roles, in 1984 he founded TBG Learning which in the 1980s and early 1990s grew to become the largest independent training organisation in the UK. By the time the company was sold in 1995 it was finding jobs for 5,000 long-term unemployed and helping 4,000 people to get qualifications every year.

Des's expertise in the field of job creation led to him becoming an advisor to the British, Irish, US, Argentinian, Romanian and Albanian governments on employment, social inclusion and training-related policy. He received formal recognition of his standing as one of the leading job creation entrepreneurs from 'Europe's 500', one of Europe's most prominent bodies of entrepreneurs. Beyond his professional achievements, Des established and raised funding for The Training Trust, an international charity set up to meet the humanitarian needs of children in Romanian orphanages. One notable example of how the charity sought to bring about fundamental change was a three year programme, in which local people were trained to become trainers of orphanage staff. This was delivered in conjunction with the Romanian Government.

In Africa, Des has been involved in Comic Relief projects in Kenya, and has supported a range of anti-poverty work in Ghana and Madagascar. Closer to home, Des served as Chair of the European Union's cross-border Interreg training group in Northern Ireland and as Chair of the EU Border Training Bureau. He was an advisor to the Irish and US Governments in the early stages of the Northern Ireland Peace Process and went on to design the 'PeaceBuilder' training programme with US Special Envoy Senator George Mitchell's Northern Ireland Fund for Reconciliation. This sought to encourage schoolchildren from different backgrounds to work together with their counterparts in Namibia.

In 2002, Des received the Diversity 21 Award for the development of an innovative diversity programme on religion and belief. He was singled out for this recognition by a peer group of senior managers in over 300 public sector organizations and government departments. With the support of the British

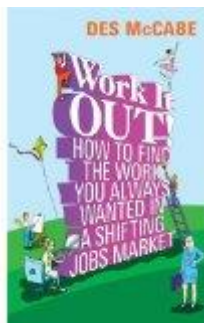
Government, he founded Diversiton in 2003 which is now best known for its online Diversity Calendar.

Des McCabe's best-selling book 'Work It Out!: How to Find the Work You Always Wanted in a Shifting Jobs Market' (Hay House) was published in 2011. He now has over 20 books published on Amazon in topics such as personal development, spirituality and career development. Des is a sought-after international speaker, facilitator and conference chairperson.

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

## Other Books by Des McCabe on Amazon

### [Work It Out!: How to Find Work You Always Wanted in a Shifting Jobs Market](#)



Des McCabe's best-selling book [Work It Out!: How to Find the Work You Always Wanted in a Shifting Jobs Market](#) (published by Hay House).

Employment is changing! Fewer of us have full-time jobs with final salary pensions, and the former assumption that if you studied hard you would get the job of your dreams no longer holds.

"Work It Out!" will help you gain the skills, aptitude and confidence to adapt and prosper in this new world of work - whatever your age or background. Rather than devoting all your time to one job - often to the exclusion of other interests - "Work It Out!" shows you how to find and create individual pieces of work with the help of personal contacts, the internet and other resources, and use these workpieces to build a career.

But this book is about far more than the process of working to earn money. It provides a template for making work fit into your life, providing an income and financial security, but also accommodating the needs of your family and relationships, and satisfying your personal ambitions. Let it guide you in creating a life that is truly fulfilling!

[Read more....](#)

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