

## **Commodity Training**

### What do customers value?

- Convenience (location, delivery, scheduled, and so on)
- Schedule (flexibility)
- Fit for purpose (80% relevance to job profile)
- Very price sensitive
- Ease of purchase
- Embedded learning – modularization
- Pre and post training assessment, even certification
- Speed
- Simplicity
- Clarity of message – sales enablement
- Very simple online TNA

### Where do they currently get value? (Or they don't!)

- Vendors
- On the job training
- Grey Market
- Self-teach (books, podcasts, and webinars)
- Internal training
- Communities, YouTube
- Independent training companies
- Universities
- Consultants/partners

### **Considerations**

The percentage of training done internally is expected to drop as the economy turns around. **We must fill the gap.**

The positive market value of certification keeps the grey market under control.

State programs for the unemployed need to be more attractive in the value proposition to individual reseller/delivery partners.

Geographic coverage – partner certified resource must be mandatory in the support agreement.

Global, EMEA-wide, or country-wide schedule gives greater scalability and higher growth (internal or external).

Collaboration with competitors implies Brand = USP = Virtual Classroom + E-learning.

Consider modularization for industry specifics.

For the largest customers or partners, turn them into AEPs

## **Marketing Plan**

Product: As above

Price: Lower price which implies lower costs

Place: Higher coverage and schedule with Virtual Classroom reseller network

Promotion:

Online TNA

Communities

Social media

Brand building

Product and training bundles

Campaigning

Inbuilt product promotion

Virtual classroom reunion (alumni)

Support (mentoring)

Support – recommend subscription training

Celebrity webinars

Engage with User Groups

Collaboration/Authorisation of grey market

Free course retake

State programs

SMS campaigning

## **Advanced Technical**

What does the customer want?

- Sand box
- Problem solving
- Ability to implement what they have learned
- “Need to know what they need to know”
- Reference materials and resources, such as access to practitioners and experts
- Certification – meaningful – performance-based, not multiple-choice
- Hands-on experience
- Preferential treatment – response time, consulting, support services

What can we sell them?

- Communities – authorised plus online or face-to-face
- Classroom (ILT)
- “Knowledge delta”
- Industry best practice
- In-class workshops

The Program:

- “Subscription”/Membership
- Classes, both Virtual Classroom and ILT
- Online community with sub-communities
- Workshops – specialized
- Experts/Gurus
- Yearly conference
- Certification
- Unlimited e-learning
- Platform to upload educational material, plus peer rating

Promotion:

- If currently certified (key target), “recommend a friend”
- Go where your customers are – online communities
- Seeding – free membership to high profile experts/gurus
- Free “taster” webinars with high profile experts (Want more? Join the program.)

## **Industry Specific – First Group**

Value:

- Productivity improvement
- Product satisfaction
- Efficiency
- Time-saving

What they want:

- Specific training and in-depth content
- Hands-on training
- Delivery by subject matter experts
- Productivity improvement
- ROI

What can we sell/What is the product?

- Dedicated company-specific training, onsite/classroom ILT
- Application-specific public classroom
- Scenario-based labs, product simulation
- Certification

How can we take it to market?

- Website
- Newsletter
- Course collateral
- Targeted telemarketing
- Internal communications
- Taster e-learning
- Channel communications
- Brand awareness
- Online skills assessment
- BUT Beware localization/certification/vertical issues (such as Public sector)

**Industry Specific – Second Group**

What do customers want?

- Do customers want vertical training? (If yes, why?)
- Yes, depending upon product
- Have we credibility in customer market?
- Business owner/CIO-dependent
- Business need/context, that is, compliance versus competitive advantage
- Brand relevance
- Differentiation
- Fit/relevance

What can I sell them?

- ILT: schedule and/or private and/or onsite
- e-Learning/blended
- Marketing seminars/road shows
- Reference/self-study
- Hands-on/lab component/demo
- Workshops
- Coaching/mentoring
- Consulting/transformation management (“business solution”)
- Internal/licensing
- Incentives

### Creating a Marketing Plan

- Education IP/consulting
- Create modular ILT seminar -> Take generic content, but delivery person needs to be a specialist in the vertical and the customer -> embedded into the consultative engagement -> No standalone pricing for the customer (internal revenue pricing) -> Value proposition – a complete end-to-end business solution
- For customer:
  - Total transparency
  - Uses existing content
  - Increase focus on consulting
  - Broader offering to customer
  - Access to additional resources but no additional cost
- For the business:
  - More time to spend on other customers
  - Increased productivity
  - Lower costs

### Brand and Package

- Align with current consulting branding
- Create product definition/context/worksheet
- Brand/logo/accreditation for post assessment and vertical expertise
- Promotion: trade shows, press, business analysts
- Extend reach through "strong specialized partners" (VARs, Learning Partners, Distributors, Sis) and "new channels" (volume/value incentives)

## **Custom Tailored**

### Customer Drivers

- Migration/Installation – change
- Minimize internal training
  - Cost of development
  - Mitigate cost productivity
  - All about me:
    - Unique usage
    - Specific to business and to role
    - Ownership/control
- Cost of timing/deployment plus implementation
- Security/confidentiality
- Program – longer term
- They think they need it customized

Customer's Value:

- Specific to role/organisation
- Relationship – trusted advisor
- Vision guidance – on right path to their goals
- Fit for purpose of organisation
- De-risk training/project outcomes
- ROI

Get this from:

- Internal training
- Consultancy/knowledge transfer
- Self-study
- Life skills

Dissatisfactions/un-served needs:

- Time
- Money
- Resources
- Buy-in from users
- Limitations
- Staff retention
- Measurability of results

Product:

- Understanding needs analysis
- Case studies/proof of concept
- Relationship building
- Knowledge of their business
- Scope/full Training Needs Analysis
- Framework/Model – internal
- Method of approach – external
- Evidence

Value Proposition:

- Unique
- Carries IP of product
- Progressive
- Timely
- Culture
- Versionable/easily maintained/updated
- Scaled appropriately

How to put the Product Together

- Use framework
- Trust/reassurance/hand holding/security => Brand
- Real life case studies
- Endorsements such as IITT, CIPD – professional, internal, customer
- Self-belief /value
- Sponsor industry awards

Web Site/Collateral:

- Social networks (informative, not overbearing)
- Community forums
- Personal tracking
- Event management

Incent Internals:

- Visibility
- Transparency
- Strong communication
- Recognition for success
- Train own people - “Drink our champagne”

Leads:

- Influence influencers
- Word of mouth
- Praise from within
- Publications, both online and published
- User groups/SIGs
- Maintain relationships
- “Opt out”