

Estimating the Value of the Assets of Sales Training International (STI) Using a Startup Business Evaluation Model

Over 35 years, Sales Training International amassed an impressive amount of revenue-generating Intellectual Property focused on the professions of sales, sales management, and customer service.

Resellers continue to sell our books and host, sell, and manage the Web-Based Training. However, since 2012, the sales and marketing effort has been minimal, and without someone to handle the business opportunities that continue to present themselves, revenue is relatively non-existent.

Whether it's an investor, a corporation at the make or buy decision point, or a training organization expanding into these markets, a new owner would have to consider starting from scratch, with some notable exceptions. That's why it might be more appropriate to select a valuation model designed to estimate a startup business's value with no or minimal revenues.

An "Investopedia" article reviewed several different methods of estimating the value of a startup:

1. Cost-to-Duplicate
2. Market Multiple
3. Discounted Cash Flow
4. Valuation by Stage

1. Cost-to-Duplicate: The homemade "off the top of my head" training courses will never substitute for professionally designed, instructionally sound, and validated courses in getting targeted results that are measurable and sustainable.

Additionally, corporate training departments always arrive at a point in the decision-making process for meeting a training need to either make or buy the content (IP).

Recent research (2017) into the time it takes to create an hour-long training module with moderate interactivity using the ADDIE process of the Association for Talent Development's (TD.org) Instructional Strategies Design model indicates:

- **Classroom Instructor-Led Training (ILT):** A course with moderate interaction takes approximately 86 to 282 work hours (134 hours average) X \$125 per burdened hour of development cost = \$10,750 to \$35,250 (\$16,750 average) per classroom hour. Multiply those numbers times the most popular training courses for sales, sales management, and customer service to be two eight-hour days (16 x \$10,750 = \$172,000 or 16 x \$35,250 = \$564,000).
 - Using the lowest time/cost estimates: STI's content would have a replacement value of \$2,064,000.00 for the 12 two-day courses.
 - Using the average time/cost estimates: STI's content would have a replacement value of \$3,216,000 for the 12 two-day courses.
- **Online/Virtual Web-Based Training (WBT):** A course with moderate interaction takes approximately 70 to 170 hours (110 average or \$13,750 per instructional hour). So, the costs are comparable to the classroom estimates unless a video production is selected; the development rate per hour can be three to four times the standard. STI has conservatively 55 hours of WBT.
 - Using the lowest time/cost estimates: STI's WBT content would have a replacement value of \$756,350.00
 - Using the average time/cost estimates: STI's WBT content would have a replacement value of \$1,512,500

STI owns 46 Instructor-Led Training (ILT) classroom courses. Twelve of which are two-day courses. The remaining are one-to-four-hour modules, some of which are in the two-day courses. They are structured as bolt-together modules so that specific skills development can be matched with specific skills deficits identified during the needs analysis phase and then structured in the most cost-efficient two-day course structure.

STI also owns 45 Web-Based Training (WBT) courses. Most WBT design creates highly-interactive hour-long course segments – some are longer. Thirty of the WBT are SCORM conformant and available online from our reseller. All play on the Learning Management System (LMS) e-commerce software we own and included in this sale.

Using the average costs for developing the content for the ILT + WBT = \$4,728,500 would be the replacement value.

STI has invested in thousands of hours of research and development, coupled with in-field testing and validation, to ensure the results are on target and can be replicated repeatedly by different trainers teaching the same classes.

<https://www.td.org/insights/how-long-does-it-take-to-develop-training-new-question-new-answers>

2. Market Multiple

What is the market willing to pay for an up and running company with similar assets? Like "comps" in real estate, the market multiple identifies the multiple (three times sales, EBITA times five, etc.), then discounts that to what they'd be willing to pay.

During the past couple of years, when in-person training was not allowed, training companies of all sizes lost significant amounts of value.

Many training companies started using webinars, and still others continued with live training using video conferencing services. Several corporate sales trainers continued to go into the classroom (or build out a classroom in a spare room or office area at home). They set up a big screen TV facing toward their flip chart or whiteboard so they could train as usual and see the faces of their participants on the TV. Some technically advanced trainers used the "breakout room" feature for small group practice sessions.

Today, in-person training is slowly coming back. And as a direct result, I believe we'll begin to see training company values climb.

Sales training company comps are few and far between. I know that one company that focused on just one course sold for almost a half-billion to a consulting firm giant and then resold for a fraction of that amount. Another sales training company with a comparable number of courses to our company sold to an investor group for \$40 million. Both had very different business models from each other and us, and both were based on a bestselling sales book.

During the years when our sales exceeded \$1 million with a stable and predictable growth curve, the valuation of the business from one group in Texas in their draft "letter of intent" was three times gross. Another investment company was

discussing five times EBITA. However, at that time, we were reinvesting heavily back into our company during this period of steep growth, and our EBITA was significantly lower than industry standards.

Another comparison can be made with franchise operations. A nationwide sales training company's franchise currently sells for \$90,000 base. Add to that the business side of things you'll need to get started, similar to what you have with the STI asset opportunity.

However, the big difference is that with STI, you own the copyrights, control the content, customize the module selection, and what's written in the manuals. We've structured the payout for acquiring the STI assets at \$50K per year for five years. Comparatively speaking, that leaves you \$40K for the operations side of the business for the year.

3. Discounted Cash Flow

This is the big analysis in the sky for most startups. If there is no cash flow, what do you base your decision on? For STI, there is a story to tell.

From the very beginning, when STI opened its first office in 1988, the company grew from a few thousand in revenues, with only a few courses, to breaking the half-million-dollar mark in 1995 and then doubling its sales to achieve the million-dollar goal in 1999.

The cause of the steadfast increase in sales is directly related to the credibility generated by my first book, *Psychology for Successful Selling*, published in 1988. It became the credibility-building game-changing sales tool that removed many of the risks our decision-makers faced and won us sale after sale.

However, using the book to convince a company's leadership that their sales team needed training was one thing, but demonstrating which of the hundred skills they needed was another. I unsuccessfully searched for a competency-based assessment that would tell us precisely what to train. With my background in psychometric research, I took on that challenge and developed our own sales and customer service diagnostic questionnaires.

At the 1995 ASTD International Conference, Dallas, TX. I conducted a face validity study with over 100 sales trainers at the conference of the soon-to-be-released "Sales Diagnostic Questionnaire (SDQ)."

The test progressed from a paper test to a sophisticated spreadsheet version to a web-based edition with bar charts that told the story. If we did the diagnostics, we won the sale.

It was a game-changer for us, and it provided the evidence the customer needed to remove many of the final risk elements of buying training.

From 1996 to 1999, the company doubled its sales from approximately \$600,000 to \$1.2 million. The company invoiced around \$1 million each year for the next three years.

One company with over 600 salespeople used a customized version of our SDQ to identify patterns of missed sales process steps and, as a direct result, bought over a million dollars in sales and customer service training over the years.

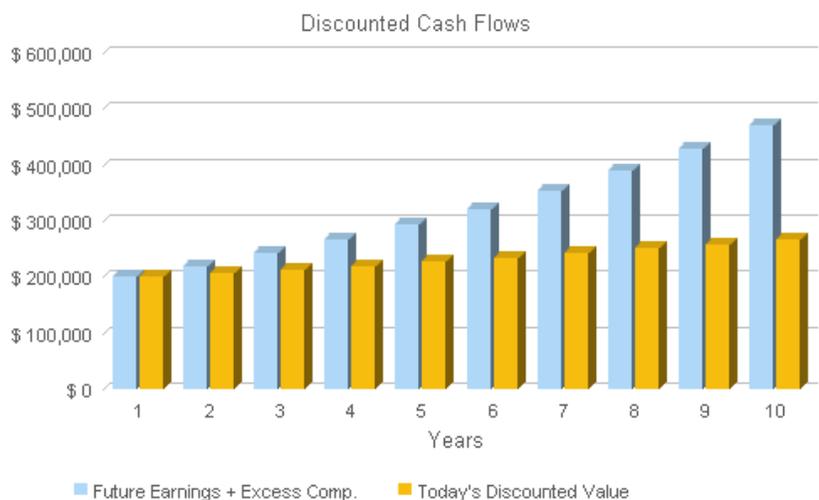
Today, we have 25 bestselling books to open doors and win sales and eight diagnostic questionnaires and checklists to provide evidence of where the training is needed *and where it is not needed*. We have the courses and courseware to provide the skills-based training.

In 2013, we used an online calculator to establish the Discounted Value.

Results

Based on a calculated discount rate of 6.5%, your estimated business value is \$1,742,435.

| Summary | |
|---|-------------|
| Total future earnings/excess compensation | \$3,187,485 |
| Calculated discount rate | 6.5% |
| Present value of today's earnings/excess compensation | \$2,323,247 |
| Less adjustment for small size/lack of marketability | \$580,812 |
| Estimated business value | \$1,742,435 |



| Year | Future Earnings Plus Excess Compensation | Today's Discounted Value |
|------|--|--------------------------|
| 1 | \$200,000 | \$200,000 |
| 2 | 220,000 | 206,573 |
| 3 | 242,000 | 213,362 |
| 4 | 266,200 | 220,373 |
| 5 | 292,820 | 227,616 |
| 6 | 322,102 | 235,096 |
| 7 | 354,312 | 242,822 |
| 8 | 389,743 | 250,802 |
| 9 | 428,718 | 259,045 |
| 10 | 471,590 | 267,558 |

See the Revenue History document for more information.

4. Valuation by Stages

Here is an overview of the article as applied to the assets of Sales Training International.

| Estimated Company Value | Stage of Development |
|---------------------------|--|
| \$250,000 - \$500,000 | Has an exciting business idea or business plan |
| \$500,000 - \$1 million | Has a strong management team in place to execute the plan |
| \$1 million - \$2 million | Has a final product or technology prototype |
| \$2 million - \$5 million | Has strategic alliances or partners, or signs of a customer base |

\$5 million and up

Has clear signs of revenue growth and an obvious pathway to profitability

<https://www.investopedia.com/articles/financial-theory/11/valuing-startup-ventures.asp>

1. Has an exciting business idea or business plan:

Training Industry: Sales and Customer Service Training are exceptionally large training markets. Sales Management Training is a viable market when calling on large customers. Mid to small companies don't have the numbers of managers to make that target sales opportunity.

COVID contributed to a significant drop in training expenditures over the past two years, and In-person ILT was non-existent except in the "essential worker" markets. Although it's starting to turn around, it will be some time before seeing the standard type growth curve.

Training Magazine's 2021 training industry report showed the "average training expenditures for large companies decreased from \$22 million in 2020 to \$17.5 million in 2021. The number for midsize companies increased from \$808,355 in 2020 to \$1.3 million in 2021. Small companies dropped from \$506,819 to \$341,505 in 2021."

61% of US Companies partially or fully outsource instruction/facilitation.

- ❑ Projected funding for Sales Training in 2022: 13% of responding companies predicted increased budgets, while 39% indicated it would stay the same as in previous years. The sales training market is projected to be 4.2 billion in 2022.
- ❑ Projected funding for Customer Service Training in 2022: 16% predicted increases in training budgets, while 54% indicated it would stay the same as in previous years.
- ❑ There is no separate category for "sales" management. However, projected funding for Management Training in 2022: 31% indicated an increase in their budgets, while 51% indicated it would stay the same.

Training delivery moved to mostly online methods during the pandemic. During pre-pandemic and projecting for post-pandemic classroom available training, 90%

to 100% predicted they would use a blended approach. You don't get in the game if you don't have both ILT and WBT.

<https://trainingmag.com/2021-training-industry-report/>

Business Idea: Selling is not an unskilled occupation, nor is sales management, and nor is customer service. These are not commonly sought-after skills that create post-school needs except for business management. In the United States, there are approximately 13 million people in sales or sales-related jobs and 2.8 million customer service reps. rolls.

The demand for training is high, and consequently, there are a lot of training companies in these areas. Yes, the competition is stiff. But, human nature comes to our rescue and lets us consistently win sales against the largest and mightiest of them all.

Here's how: In almost all cases, before we buy something, we, as customers, want to know *how it is different from the others available*.

True? Of course. It's human nature.

There are many competitors in this business, but few have the *Unique Selling Points* (USPs) the STI assets bring to the table. Just as they make our offerings more attractive to the end-use customer, these USPs make our assets far more appealing to investors or expansion opportunities for existing training companies.

Since the company's inception, our goal has been to find ways that set us apart from the competition and provide significant benefits to our customers. To be sure, we invented a sales-style competitor analysis system (and software) to discover the most impactful Unique Selling Points for ourselves and our customers.

A quick review of what makes STI's assets different from most of its competitors:

1. **Twenty-Five Bestselling Books and eBooks (40 books total):** Builds great credibility and buyer confidence, increases acceptance, and motivates learning. All books are available from Amazon, B&N, BAM, and others worldwide. Objection Free Selling is now over five years on the Amazon Top 100 Best Sellers lists as of May 2022. The book started 2022 off in the number 7 position. Several other of our books are on and off and on again

and have been for the past ten years (we started publishing the books in 2012). No other sales training company has this advantage.

- a. One book: Most brand-name sales training companies have just one bestselling book around which the entire company is built. A bestselling book is an essential strategy for rapid growth. We did that with my first book, *Psychology for Successful Selling*. Once published, it opened so many doors and launched our million-dollar rocket.
- b. Books open doors and win sales: The person buying the training course is at risk, and having copies of the books to hand around to other decision-makers lessens that risk considerably. They win sales.
2. **Eight diagnostic assessments:** Train the right skills that'll make a difference, not the skills they already know how to do. Again, demonstrate to the decision-makers that you've found out what's stopping and stalling their sales using a competency model diagnostic assessment validated by their company. This provides the basis for what's called "Evidence-Based Training."
3. **Sales Diagnostic Questionnaire (SDQ) and proprietary software:** When a company's sales force completes our free Sales Diagnostic Questionnaire (SDQ) online (looks at 204 skilled competencies in 31 different categories of skill sets such as prospecting, establishing value, objection prevention, presenting, closing, negotiating, etc.), we almost always win the training component simply because we can bolt together the course modules that met the company's exacting skills development needs, and can do so either in the classroom or online.
 - a. The SDQ underwent a face validity review and competency model comparison at an ASTD (now ATD) international conference and exposition with over a hundred members of the Sales Training Special Interest Group (SIG).
 - b. Using a customized version of our SDQ, one company has invested well over a million dollars buying training from us over the past several years. As new salespeople were hired, they too took the SDQ, which then defined an individualized curriculum using our WBT just for them.
 - c. Few companies can take off-the-shelf modules to bolt together a course that meets the diagnostically identified needs, and we can, and that's another reason we win.
4. **Forty-Six Instructor-Led Training (ILT) Courses and Modules:** Enables us to literally drag and drop the modules to train what the assessments say needs training. All courses have trainer and participant manuals. If you need to hire contract trainers for the larger projects, the trainer manuals and the

corresponding Web-Based Training courses will make the difference in getting the trainers up to speed fast.

5. **Forty-Five Web-Based Training (WBT) courses and modules:** These are not videos you watch for 30 minutes; instead, they are highly interactive asynchronous courses (available on-demand 24/7), excellent for geographically dispersed salespeople, COVID restrictions, and personal preferences.
6. **Three coaching process models:** We can follow training with three different coaching models to strengthen the skills over time. Curbside Coaching and Peer-to-Peer Coaching are uniquely structured and equipped with tools to guide the process. Train-the-Trainer and Train-the-Coach courses are available as well.
7. **Courses in sales, sales management, and customer service:** We provide the necessary training curriculums in three related professions—great cross-selling opportunities.
8. **Three State-of-the-art "Value Selling" Models + One Cross-Functional Negotiating Value Model:** Comprehensive selling skills training. We help the client select the appropriate model based on the sales environment (telephone sales, city sales, in-person; tangible, intangible, big, medium, small ticket). Training the appropriate value selling model provides the knowledge and skills level baseline.
9. **Multi-bid strategy for RFI, RFP, and RFQ:** Unique process allows our clients to submit multiple competitive bids on one summary form so they won't be underbid or outbid using non-specified but critical items. Larger companies in complex bidding situations request this bid structure but rarely is it recognized as the incredible selling tool it can be with just a few acceptable modifications.
10. **Effective Sales Team Infrastructure:** We've worked with many clients to provide this infrastructure based on three of our bestselling books. The results include dramatically improved sales projections, identifying knowledge, skills, strategy, and tactic deficits, determining when an account is in trouble while there's still time to inject a solution, reinforcing skills, and rapidly bringing new salespeople up to speed.
11. **Validate Steps in a Company's Sales Process:** The Strategic Sales Plan bestselling book is a diagnostic process that helps guide the client to identify and validate the detailed steps in their sales process. This unique tool ensures that missed steps and actions that cause sales to fail are identified and fixed before they cause more sales to fail. *No other sales training company*

can validate a client's sales process during training and teach the skills necessary to carry it out effectively.

12. **Objection Free Selling process:** Identify the objections that stop the customer's sales. Help them build a customized resource library (and flashcards) for what they sell. Select from STI's core library of 874 strategies and tactics to prevent, preempt, and respond to objections. Run the sales objection contest at sales meetings for the client or provide consulting for them to do it themselves using our guidebook. *No other sales training company can build and teach a custom curriculum with personalized learning to what they sell from the time the class starts until it ends.*
13. **Perpetual Licenses:** STI is one of a handful of training companies that provide perpetual licenses to our clients. Our clients can invest in customizing our content and acquire a perpetual license to the content enabling them to control the costs of using external training companies.
14. **Five web-based software programs – CRM, LMS, CASS, SDQ, CDQ:** These programs are ready for redevelopment and redeployment. For owners who also want to invest in "software as a service," STI pioneered a software subscription model in 1999 with its Learning Management System (LMS) and used it with its e-commerce sites. Since we were an early player in web-based software, these programs will need some updating and new graphical user interfaces to match the new branding look, touch, and feel.
15. **Sales and Training Strategies:** We can sell standard stand-alone courses like most of our competitors do to set baseline skills for a company, or we can bolt together modules targeted at specifically identified needs – which very few of our competitors can do.
16. **Customized and Personalized courses:** STI developed a unique approach to teaching based on our proprietary Accelerated Learning model. While we can customize the content, as a few of our competitors can, our structure enables us to personalize the skill sets to what the person sells during the training process. In other words, they will practice selling what they sell.

Business Plan Options:

1. **Remote/Virtual:** Live video conferencing for team meetings and outsourcing everything else, including using contract trainers
2. **Web-Based Training – asynchronous:** Market the current selection of on-demand courses 24/7 hosted by our reseller. Sell from anywhere and use video or telephone conferencing for coaching.

3. **Brick and mortar:** Set up offices, with or without training facilities. Advertise and sell standard off-the-shelf courses in your facilities or use rented space elsewhere (hotels, conference centers, etc.).
4. **In-person training at a remote location:** Your staff or contract trainers at the client's site or a mutually agreeable training location such as a hotel or conference facility.

Sales Strategy Overview:

- Standard Best Practices: Sales staff contacts and engages decision-makers using best practices, including networking, email marketing, social media contacts, demonstrations, and tradeshow.
- Establish credibility with hard copies of the bestselling books *Objection Free Selling* and *Strategic Sales Plan*. Give them away at Networking Events. We picked up a lot of clients on a \$3.00 and \$5.00 book (our wholesale cost from the printer/publisher).
- Use the diagnostic checklists in the books to quickly identify precise needs. For example, I've conducted client needs analysis interviews in-person and over the phone in the UK, Canada, and all over the USA using the diagnostic checklists in these books.
- Sell WBT and ILT, along with coaching. Coaching has become a stand-alone profession, and two of our three coaching models are unique in strategy, structure, and tools and impressive in their results.
- Implement cross-selling, add-on selling, and upselling. We can do this because we have multiple sales, sales management, and customer service courses. Few competitors do.
- Train-the-Trainer, Train-the-Coach, Train and Coach the Manager inside corporate clients to enhance the results and block the competition.

2. Has a strong management team in place to execute the plan:

Management Team: This is what the new owners will bring to the table. Without a focused business management team, the company will always be limited in its growth potential.

I followed Rod Cannon's advice when he said Compaq didn't have a lot of growing pains becoming a two-billion-dollar computer manufacturer because they first designed a two-billion-dollar computer manufacturing company and grew into it.

I designed a one-million-dollar sales training company and grew into it. That worked, and I didn't see beyond that because that exceeded my business operations skill set.

When we achieved the million-dollar goal was the moment when it came to me that, as a salesman, psychologist, researcher, designer, developer, and entrepreneur, I was in way over my head. I could manage and lead people, but I did not have the business skills necessary for running an operation of this size. We drove on for three more years of incremental growth, then decided to go virtual. A million dollars in 2000 is worth about 1.7 million today.

Staff: Initially, the new owners will need someone to run the business, someone to sell the training, someone to do the training (and network training organizations), and someone to do the logistical support.

3. Has a final product or technology prototype:

The STI assets provide the heavy lifting and enable the new company to get to a "go to market" position quickly.

- **25 Amazon Top 100 Best Selling ebooks/books** in sales, sales management, and customer service to open doors, break ties, and close sales (40 books total)
- **8 standardized diagnostic questionnaires** to identify specific training needs in sales and customer service (two are currently available online)
- **46 ILT and 45 WBT skills-based courses and modules** to selectively target the identified needs (evidence-based training). ILT manuals are minimally formatted and ready for the new owner's template for rebranding. 30 WBT courses are SCORM and currently selling online
- **3 Coaching Models** Peer-to-Peer Coaching, Curbside Coaching, and Formal Coaching ensure effective and sustainable results
- **5 web-based software programs**, including Non-SCORM Learning Management System (LMS) with e-commerce, Customer Relationship Management (CRM), Competitor Analysis Software System, and Diagnostic Questionnaires. The software needs an updated GUI, so we include it at no additional charge.

4. Has strategic alliances or partners or signs of a customer base:

Currently, we are acquiring new customers monthly through our reseller, Opensesame.com. However, they have exclusive interaction with the customer.

Our reputation and still active main website continue to attract customers as evidenced by select bundles of online courses purchased that can only be accessed through links on our website. It would be relatively easy to reestablish our e-commerce sites where STI would establish and retain the primary customer relationship.

Over the past few years, while we were winding operations down due to health issues (now resolved) and retirement, we still received large sales opportunities that we could not accept because they would require that we hire staff.

I do not believe that winning sales opportunities will be the issue. Along with the tools and courses, the assets include reputation, name recognition, the sales process, and the sales management system.

I believe the owners will need to have the financial resources to hire a business manager focused on business operations, hire personable, energetic sales executives capable of connecting with potential clients with good in-person and telephone communications skills, hire charismatic trainers who like seeing people learn, and to hire competent logistics support to make sure the training events, video conferencing, and other needs are professionally executed. These will be the defining factors.

The trainers will be called on to learn and teach a wide range of knowledge, including sales, sales management, and customer service skills. All courses have trainer manuals, and most all have a Web-Based Training course counterpart to help them get up to speed quickly.

One of the most effective sales trainers started his classes by holding up his bestselling book and saying, "I've never sold anything. So why would you want to listen to me? Because I've researched the best people who sell what you sell, I'm here to show you what works, why it works, and what doesn't work that many of you may still be doing. Are you ready to see what works and what doesn't?"

That's what we bring to the table as well—our extensive research documents what works and what doesn't work. The first activity in several of our sales classes starts with another research project in which the participants document what they need

to know. The course materials will show them what to do, why to do it, and how to do it.

Training the salespeople to sell using the sales models and processes they are selling will be a cornerstone of success. We have a standard method of selling using the Value Selling Strategies P.R.O.S.P.E.C.T. Model, where we sell what the prospect sells back to them while preventing their worst nightmare objection.

5. Has clear signs of revenue growth and an obvious pathway to profitability:

Initially, three people (business operations manager, seller, & trainer/consultant) could form the company's foundation. There are three standard methods for how the training/consulting services are delivered, along with different pricing models. It's becoming more common to now use a combination of these methods for both training and coaching.

1. Classroom Training – In-person
2. Classroom Training – Video Conference
3. Web-Based Training – Asynchronous

1. Classroom Training – In-person: Once COVID restrictions are lifted, we will see a resurgence in this learning method. Salespeople, in particular, use these training events to network and learn from their peers.

Traditional in-person classroom pricing models:

1. Two and three-day training sessions are the most popular, especially when travel is involved.
2. \$2,000 to \$5,000 per participant is a standard fee, including participant materials.
3. Seminar-style sessions with 100 plus participants sell for \$50 to \$1,500 per person. The higher-end pricing is mostly seen at professional organization meetings, specialty training, and other large venue-style events.
4. Trainer fee + Materials is another standard option. The company charges the client a fee for the trainer's time plus expenses and materials. Trainer fees range from \$1,500 to \$25,000 per day based on the trainer's credentials and abilities. \$3,500 to \$5,000 is typical. Participant materials

are usually billed at \$125 to \$450 per manual (materials), with an individual use license.

- ❑ Standard class size: 12 to 21 participants for highly interactive training sessions. We modified a model of instruction for larger groups, typically around 35 participants, in which they are divided into seven teams of five people each.

2. Classroom Training – Video Conference: COVID lockdowns brought a new era to training. In the past, the cost was prohibitive with studio time involved. We first used closed-circuit TV for training participants from several companies in the early '90s. Today, a Zoom account is a minor expense.

- ❑ Two different styles are commonly used:
 1. The first is a standard webinar style where the slides dominate the screen, and there is some interaction depending on the number of participants.
 2. The second replicates the standard classroom with the trainer in the front next to the whiteboard or flip-charts and the participants appearing on a large screen TV facing the instructor. All mics are live, just as in a classroom, and sometimes require the trainer to use a lavalier mic.

Many trainers will use the "breakout room" function for practice sessions with the second option. A technically competent trainer or support person makes this training work and terrible if the technology is not used well. Refund, please.

Once you've decided how to present (Zoom or other), it would then be a matter of defining and scheduling the curriculum. For example, you could easily create a year-long training schedule by using the:

- Eleven two-hour modules of the basic selling skills curriculum
- Ten modules of the Value Selling Strategies advanced training
- Ten modules of the prospecting curriculum, ten modules of the Negotiating Value course
- Ten modules of the customer service curriculum
- Nine modules of the sales managers' curriculum

Next, it's up to you to advertise and promote. You could run 40 two-hour interactive sessions throughout the year. You could restart the series mid-way so that those coming on later could start at the beginning. You could run these courses for

private sessions with a single corporate client. All but the Value Selling and the Negotiating Value are stand-alone modules. This means someone can start anywhere in the series and not be behind, or they could pick and pay for the classes they want. Using the recording function of the video conference means you can provide access to those who paid but could not attend the live class.

- ❑ Standard size class: 12 - 20 participants for interactive training sessions. The trainer must be well versed in the technology to have a class that can become a commercial success.
 - Fee schedules: Trainer per hour fees, or per participant, usually \$50 to \$250 per hour of training.
 - Class time: 1 to 2 hours is most common with multiple lessons. Six-hour class is maximum screen time.
- ❑ Medium size class: 20 – 50 participants can be manageable for a single trainer with minimal tech support using short practice sessions with the Q&A function open.
 - Fee schedules: Trainer per hour fees, or per participant, usually \$25 to \$150
 - Class time: 1 to 2 hours online class time is most common, and some go as long as six hours during a session with a break in between.
- ❑ Large size class: 50 to 100 participants is manageable for a single trainer with an increasing number of tech support staff as the class grows past 100. The tech support would also be responsible for quick surveys, questions, and shifts between the various presentation methods (slides, instructor on-screen, flip chart, or whiteboard screen).
 - Fee Schedules: Trainer per hour fees, or per participant, usually \$10 to \$100 based on topic and trainer credentials.
 - Class time: 1 to 2 hours is typical; six hours per day is max. Break up the training into 2-hour blocks with homework assignments in-between.

Pricing has not stabilized and runs from free for a class to what your appetite enough to buy the course they're selling; to thousands for interaction with celebrities or skills-based courses with an identified and quantified corporate need in a small interactive class setting.

3. Web-Based Training – Asynchronous: This type of WBT is available on-demand 24/7. Our asynchronous WBT courses are highly interactive and have end-of-course

assessments. Most take one to two hours to complete the course, and a few are significantly longer and are taken in one-to-two-hour modules.

- ❑ No class size limitations
 - Fee Schedules: Range from:
 - \$5 for 10-minute training sessions
 - \$15 for 30-minute to 45-minute sessions
 - \$25 to \$150 for select modules
 - Ecommerce sites / bundled courses: www.LearnSellingOnline.com and www.LearnCustomerServiceOnline.com were initially e-commerce sites where we sold subscriptions that provided complete access to all the courses and resources on that site for \$150. Currently, we offer bundles of courses on our reseller's server. For example, the basic selling skills bundle of courses sells for \$65. Most of the online courses we offer are priced starting at \$15 each.
 - Ecommerce Sites: A part of the STI assets are the e-commerce registration system, LMS, and site names. The new owners can reactivate all on their own servers or where they continue to reside at Optiquet.
 - Private Ecommerce Sites: We set up home pages with password protection for our larger clients and stocked the website that we managed on our server with their selection of courses and software based on our needs analysis. We closed the last of these websites at the end of February 2022.
- ❑ Library Certification: ATD (ASTD) produced criteria for what made WBT engaging, learnable, and functional technically. If the template you used to develop your courses meets the requirements (submit courses), they awarded you "Library Certification." Any future course you developed that met that standard would be ATD certified. This certification was discontinued. STI was one of seven companies to receive Library Certification in the first year. Our courses are rock solid.
- ❑ Award-Winning WBT: Just how good are our courses. Brandon Hall Research named STI Off-the-Shelf eLearning courses in the top-40 available in the USA.

4. Coaching – In-person or video/teleconferencing: Coaching is a major cornerstone to training success for skill development, from piano playing to golfing to selling. You can use any form of contact that will work for you, and I've coached using in-person sessions, video and teleconferencing, email, and text.

These are not hard and fast set-in-stone pricing rules, and they are general guidelines based on surveys of what other training companies are currently charging.

The path to profitability is based on the new owner's vision of how the assets can best be deployed using the resources they can bring to bear. There are a lot of assets and a lot of options.

The current asset owner (Robert DeGroot) can help take inventory of the new owner's preferences, capabilities, and resources to provide strategies and tactics for getting off to a quick start.

Summary

Training delivery started with in-person classes and seminars and then added remote learning with correspondence courses to the mix. In the 2,000s, WBT brought about a "blended learning" solution. In 2020 COVID training moved almost exclusively online, and now, it's starting to return to the stage.

I believe that in-person training will continue to pick up momentum online and in the classroom.

The IP is up-to-date, positioned well, and can compete successfully against any of the major sales training companies. The assets will let the new owners go to market with three critical Unique Selling Points that establish trust, credibility, and broad-based acceptance providing exceptional positioning:

- 1) Standardized validated diagnostics provide evidence-based course selection. The need for specific training is not coming from just you and the manager; it's backed up with industry standardized and validated comprehensive competency-based assessments of the team members themselves.
- 2) Courses to teach what's needed. We' don't just teach what we have, we have the courses to teach what the customer needs. We have the modules to bolt together to create a customized curriculum targeted to meet the identified needs using both ILT and WBT delivery methods.
- 3) Bestselling books to attest to the popularity and widespread acceptance of the knowledge, skills, strategies, and tactics taught. Two of the

paperbacks have diagnostic assessment checklists included. One is now 59 months on the Amazon Top 100 Best Sellers lists (May 2022).

I started Sales Training International during the deepest darkest hours of the oil recession in Houston in 1986. We were successful because we conducted a brief needs analysis and then quantified what they weren't doing right was costing them. The money was there, just in a different budget (inefficiency, lost revenue, etc.). When the recession started to recede, we were prepared with the book, a few solid skills-based classes, and a backlog of training needs. Today, I believe the new owners of the STI assets will be well ahead of the curve.

We're an open book, ready to help in any way we can. If you are interested in relighting this rocket ship, please contact me.

You can find the listing and descriptions of the assets and the value proposition with pricing on our website:

<https://www.saleshelp.com/About/STIAssetsForSale.html>

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