World-class Training Institute
Based in UAE

Alpha Training UK Limited

Dr Mohammed Tikrity

Contents

- **Part 1: Training Industry**
  - ✶ Training and Development (T&D)
  - ✶ New Trends in Training and Development
  - ✶ Competency and Assessment in T&D
  - ✶ Integration of ISO 10015 standard
- **Part 2: Assets**
  - ✶ Alpha Training
  - ✶ HRD Academy
  - ✶ PAS
- **Part 3: Valuation**
- **Part 4: Proposal**
- **Part 5: Vision**
  - ✶ The "Hedgehog" Strategy is the basis of the proposed project
  - ✶ Main Offices, Departments and Staffing
  - ✶ Vision: Year 2012 and Year 2015

Part 1: Training Industry
Trends and New Strategies

Cost of Training or Not Training?

If organisations think they can't afford the time and expense of training, they need to think again and consider this:

* Untrained users take up to **6 times** longer to perform the same tasks.

* Training enhances employee retention. A Louis Harris and Associate Poll says that among employees who say their company offers poor or no training, **41% plan to leave** within a year. Of those that say their company offers excellent training, only **12% say they plan to leave**.

* Studies show that in-house training costs **73% more** than outsourced training.

* A four-year study by the American Society of Training and Development (ASTD) shows that firms who invest **$1500** per employee in training compared to those that spend $**125**, experience on average: **24% higher** gross profit margins and **218% higher** income per employee!

* Just a **2% increase** in productivity has been shown to net a **100% return on investment** in outsourced instructor-lead training.
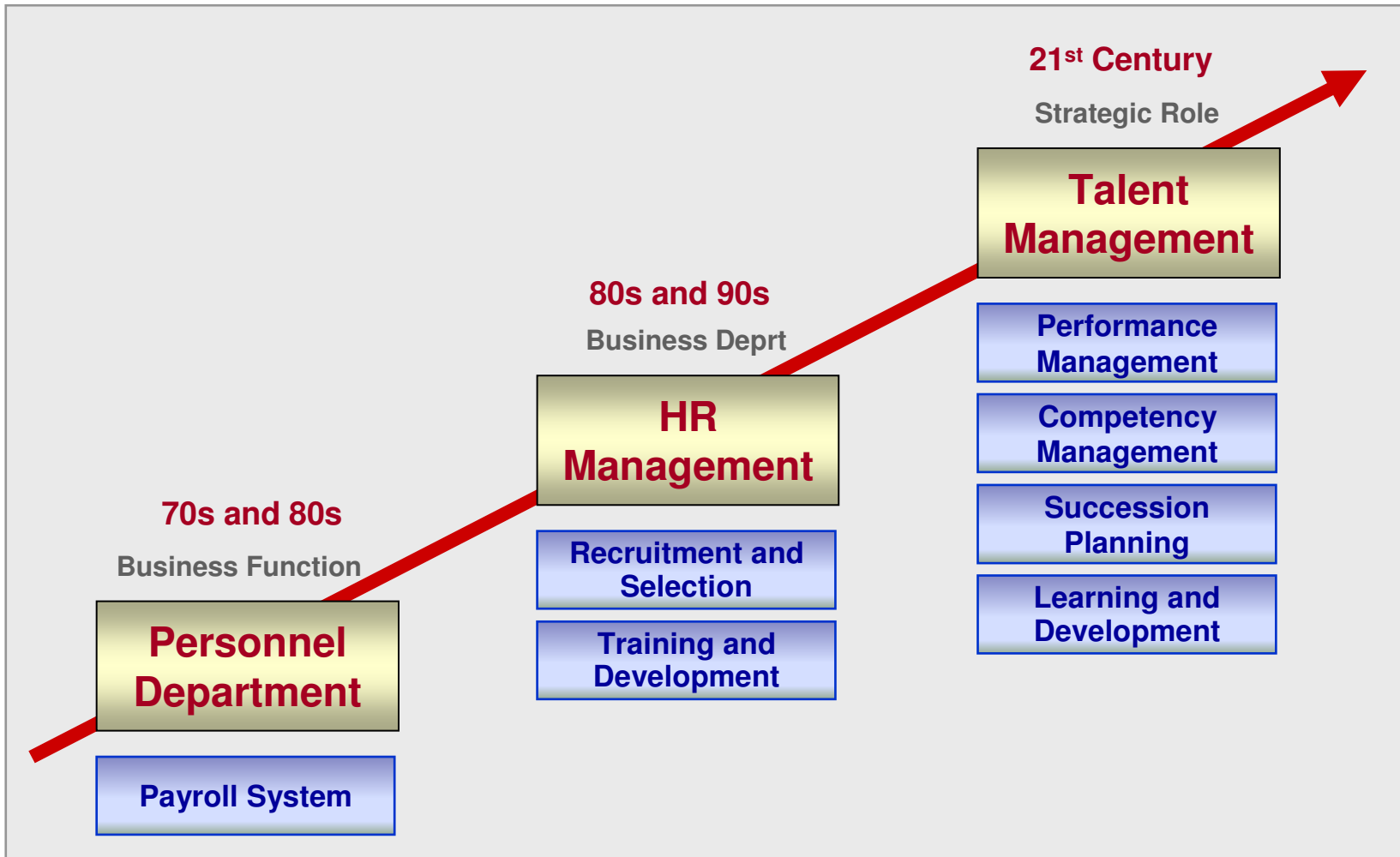
Driver of Growth

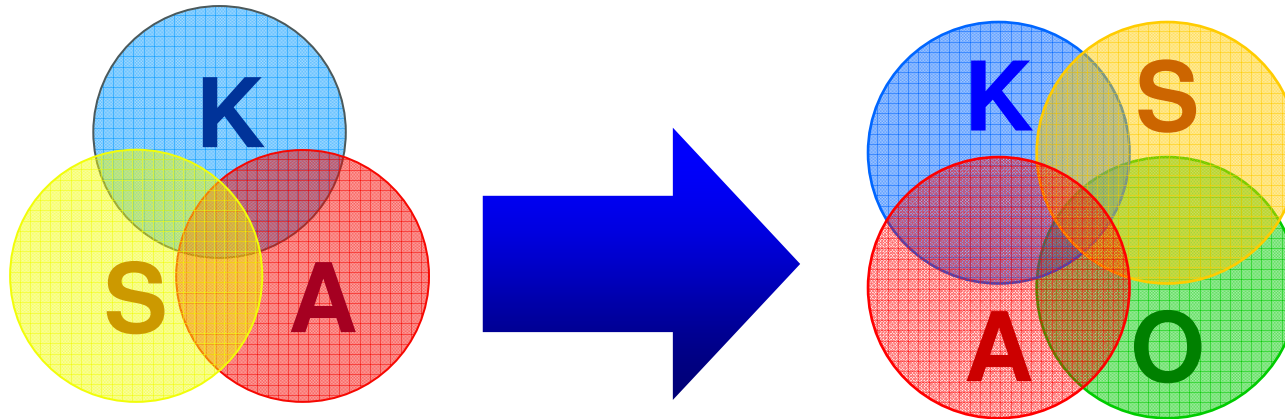"Access to competencies, rather than access to cash, is the most critical driver of growth."

C. K. Prahalad
Management educator and author, "Competing for the future", "Leading the Revolution" with Hamel

From HR to Talent Management

21st Century

Strategic Role

Talent Management

| Performance Management |
| Competency Management |
| Succession Planning |
| Learning and Development |

80s and 90s

Business Deprt

HR Management

| Recruitment and Selection |
| Training and Development |

70s and 80s

Business Function

Personnel Department

| Payroll System |

The Extension of Learning Domains

KSA

Knowledge
Skills
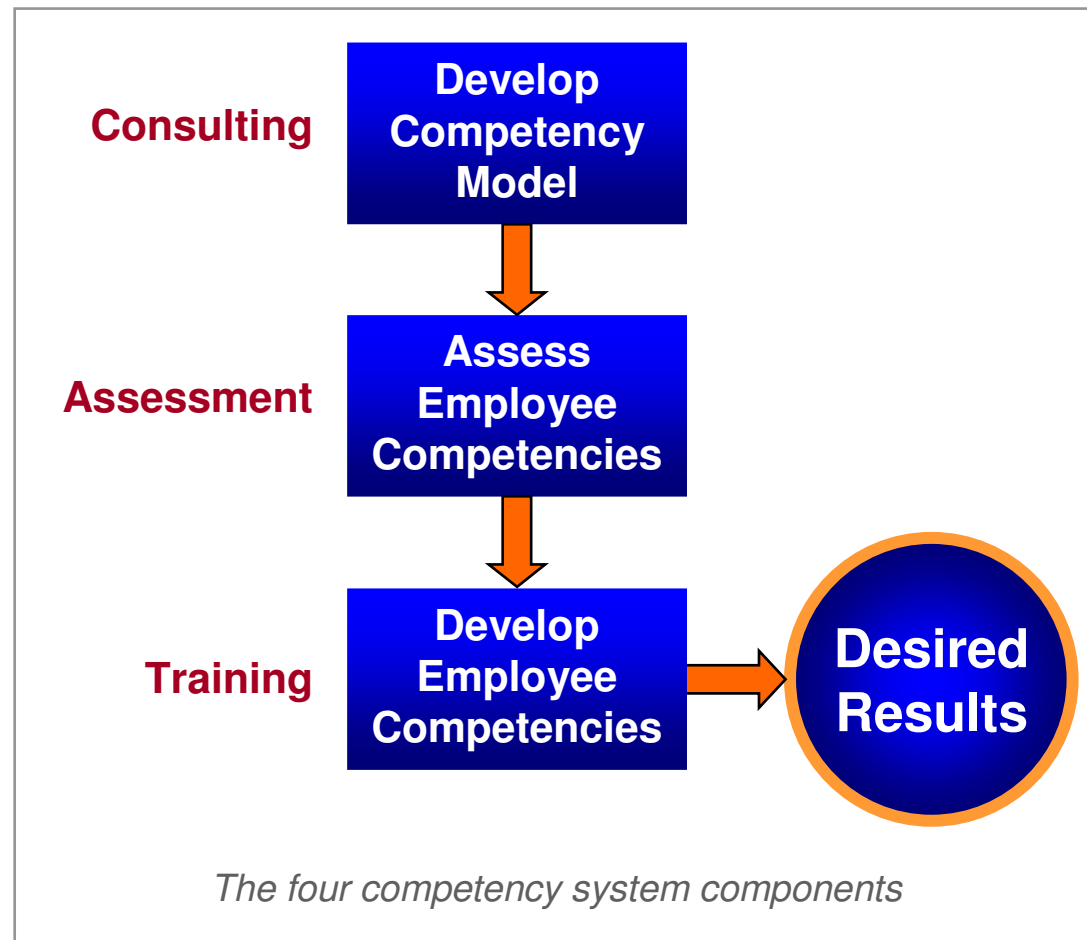**Attitude**

KSAO

Knowledge
Skills
Attitude
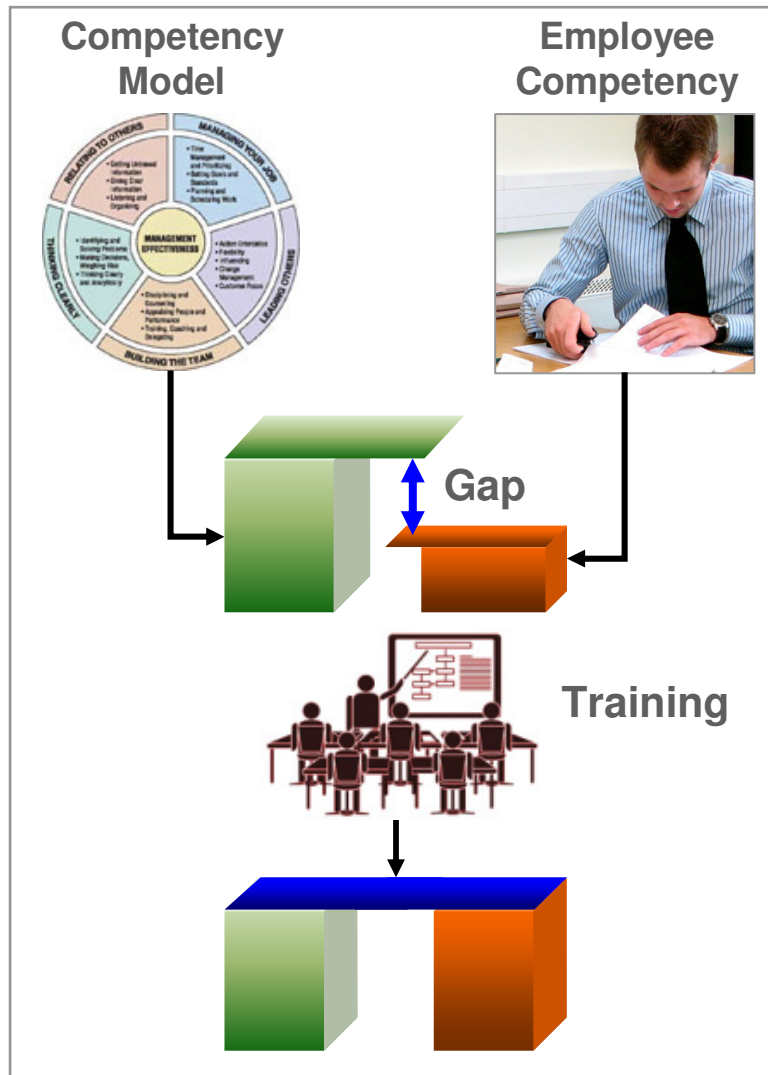**Others**

New Trends in Training and Development

- From Training implementation to **assessment and follow-up**

- From training performance to **organisational performance**

- Focus on training **results and ROI**

- Integration and alignment of T&D with **organisational strategy**

- **Globalisation**

The Four System Components

Consulting → **Develop Competency Model**

Assessment → **Assess Employee Competencies**

Training → **Develop Employee Competencies** → **Desired Results**

The four competency system components

New Approach

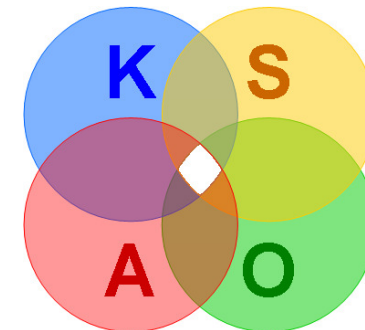Competency Model · Employee Competency · Gap · Training · Assessment Tools · KSAO

ISO Based Training

- ISO 10015 is the recent and the latest concept in Training

ISO 10015
Standard for the *Quality of Training*

ISO 10015: Standard for the Quality of Training

ISO 10015
Standard for the *Quality of Training*

Identify performance gap

Input

1. Define training needs

Input

Input

Output

Input

4. Evaluate training outcomes

Monitor and improve

2. Design and plan training

Input

Output

Output

3. Provide for the training

Input

12
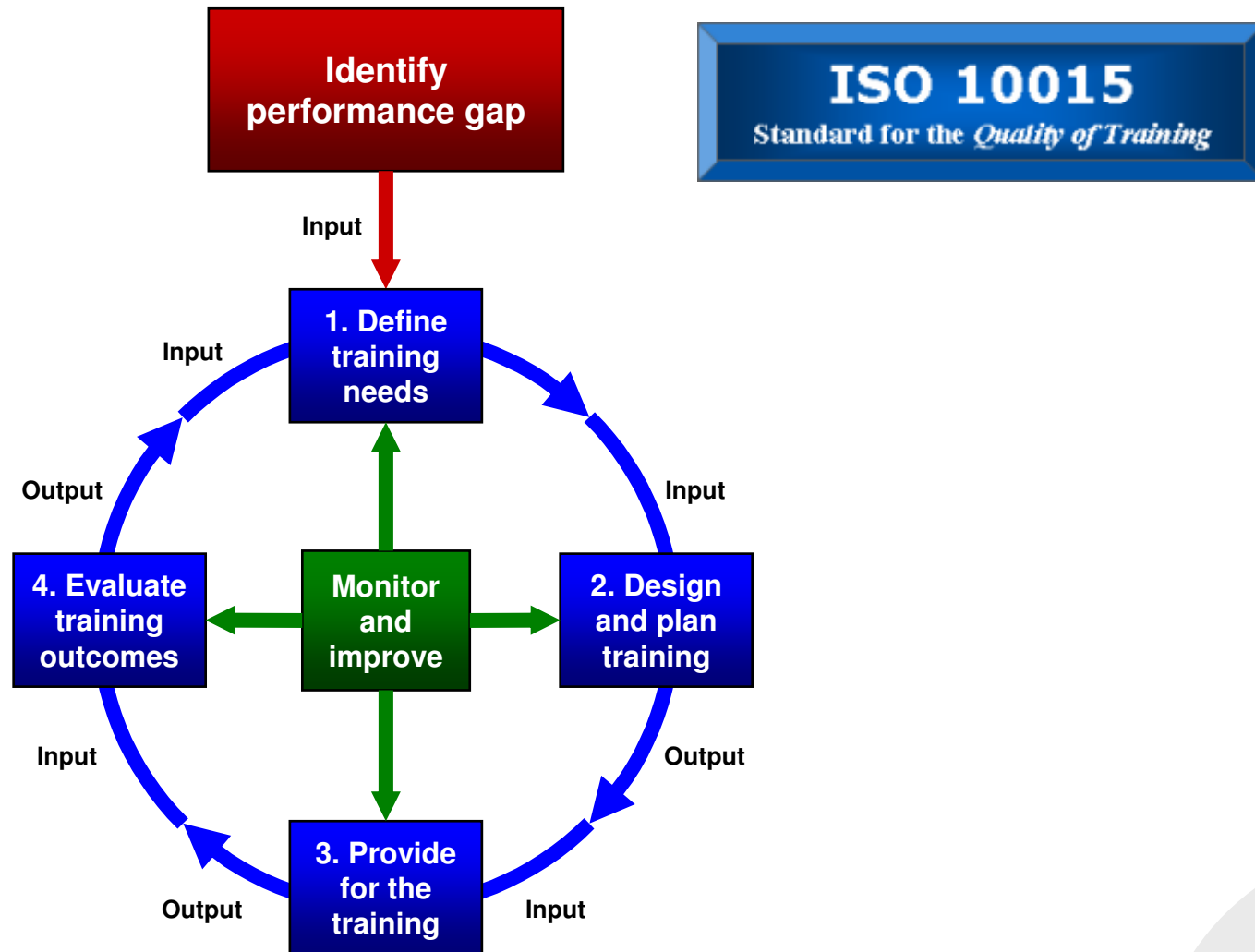
Linking Training with Organisational Performance

Organisational Performance GAP Why ?

- **Wrong or Deficient Raw Material/Parts?**
- **Wrong or Ineffective Equipment ?**
- **Under-performing Human Resources ?**
- **Wrong Products ? (no market demand ?)**
- **Insufficient Financial Resources ?**

From **Under-performing Human Resources ?**:

- **Inadequate Organisational Structure ?**
- **Ineffective Leadership ?**
- **Recruitment of staff with wrong skills portfolio ?**
- **Inadequate Competencies and Skills of current HR ?**
- **Remuneration not Labor Market competitive ?**
- **Inadequate Motivation ? (e.g. work overload ?)**

From **Inadequate Competencies and Skills of current HR ?**:

- **Solution through Rationalisation (substitution of HR through automation) ?**
- **Solution through hiring of new staff with Adequate Competencies?**
- **Solution through training of existing staff ? (acquiring of new competencies ?)**
- **Solution through job rotation as strategy for skills improvement ?**

Training Process

Part 2: Assets
Alpha, HRDA and PAS

Alpha Instructor-Lead Training (ILT) Materials

- Over 100 training courses
- From 2-20 days
- Majority 3-5 days
- Certification courses
- Some Courses overlap
- Some courses are subsets of others
- Courses are bilingual (Arabic / English)
- Courses can be linked to PAS instruments
- HRDA for certification and recognition
- **ISO 9000:2008 Registration (will be completed on December 2010)**

Alpha Training Courses

21st Century Management Skills	Strategic Management
360 Degree Feedback	Inventory Management
6 Sigma – Black Belt	Job Analysis
6 Sigma - Champion	Job Design
6 Sigma – Green Belt	Leadership
6 Sigma - Overview	Managing Conflict
7 Quality Tools	Marketing and Sales
Advanced Project Management	Meeting Management
Advanced Writing Skills	Motivation Training
Anger Management	Negotiation Skills
Benchmarking	NLP for Leaders
Budgets and Managing Money	NLP Master Practitioner
Self Esteem and Assertiveness Skills	NLP Practitioner
Business Ethics for the Office	Organisational Behaviour
Business Etiquette	Organisational Culture
Business Leadership	Organisational Structure
Business Succession Planning	Performance Appraisal
Business Writing that Works	Performance Management
Call Centre Training	Performance Measure
Change Leadership	Personal Productivity
Change Management	Presentation Skills
Coaching and Mentoring	Problem Solving & Decision Making
Coaching: A Leadership Skill	Process Management
Communication Strategies	Project Management
Competencies and the Organization	Public Speaking
Complaint Handling	Quality Management Systems
Effective Performance Reviews	Reports and Proposals Writing
Conflict Resolution	Safety in the Workplace
Creative Problem Solving	Sales Training
Customer Driven Organization	Selling Services
Customer Relationship Management	Skills for the Administrative Assistant
Customer Relationship Management	Strategic Decision Making
Customer Service Training	Strategic Planning
Delegation	Strategy Management
Diversity Training	Strategy, Leadership and Culture
Effective Complaint Handling	Stress Management
Effective Meetings	Team Building
Employee Absenteeism	Technical Report Writing
Employee Dispute Resolution	Telemarketing
Employee Motivation	Telesales
Enterprise Dynamics	The New Manager
Facilitation Skills	The Professional Supervisor
Group Dynamics	The Work Organization
Human Resource Management	Time Management
Intermediate Project Management	Training Needs Analysis
Interpersonal Skills	Train-the-Trainer
Interviewing Skills	Comprehensive Assessment System

Customers

About HRDA

- HRD Academy UK Limited (HRDA) is a registered British company.
- HRDA developed the following:
  - Trainer Competency Model (TCM).
  - Trainer Assessment Model (TAM).
  - Recognised Training Material Standard (RTM).
  - Approved Training Provider standard (ATP). This is a new system.
- HRDA performance in Middle East over the last 4 years
  - 600 trainers were trained according to TCM model
  - 600 trainers were assessed using TAM system
  - 100 RTM training courses for third parties
  - Sold over 20000 RTM seals
  - Issued about 6000 certificates

HRDA as a Certification Body

- The HRD Academy (HRDA) will be an independent, **non-profit** foundation

- HRDA conducts research and development projects and engages in adult education programs in support of performance improvement of private and public institutions

- HRDA provides certification and registration service

- HRDA services can easily be extended world wide. Therefore, **the potential is very high**

About the Personal Assessment System (PAS)

- PAS is a personal, management and organisational development system. It is designed and developed with the input of extensive research over decades. PAS integrates the best assessment instruments and tools, to help individuals, educators, consultants, and managers improve their performance.

- Applications
  - ✳ Recruitment and selection
  - ✳ Team Building
  - ✳ Motivation and efficiency
  - ✳ Learning and academic direction
  - ✳ Training and Development
  - ✳ Career development programs
  - ✳ Management development
  - ✳ Sales and Marketing
  - ✳ Family and relationship

PAS Instruments (Prices could be modified)

PAS 1	Test Code	Price
Teaching Styles for Teachers	PAS1-DD	$50
Learning Methods for S&E Students	PAS1-FS	$50
Learning Strategies C&HS Students	PAS1-GR	$50
Adults Learning Styles	PAS1-HM	$20
Experiential Learning Styles	PAS1-KB	$50
VARK Test for Students	PAS1-VS	$10
VARK Test for Teachers	PAS1-VT	$40
Multiple Intelligence Test	PAS1-MI	$40
PAS 2	Test Code	Price
Team Members Roles	PAS2-BB	$50
Behaviour Dimensions1	PAS2-BD1	$90
Behaviour Dimensions2	PAS2-BD2	$20
Conflict Resolution	PAS2-TKI	$50
Locus of Control	PAS2-LOC	$60
PAS 3	Test Code	Price
Personality Type Indicator1	PAS3-PTI1	$50
Personality Type Indicator2	PAS3-PTI2	$90
AB5 Big 5 Personality Test	PAS3-AB5	$90

Part 3: Valuation
Alpha, HRDA and PAS

Alpha Instructor-Lead Training (ILT) Materials

- Courses Cover 12 fields of management
- Course duration from 2-20 days
- Most courses take 3-5 days
- Certification courses
- Courses are bilingual (Arabic / English)
- Courses can be linked to **PAS** instruments
- **HRDA** for certification and recognition

Alpha Training Courses

21st Century Management Skills	Strategic Management
360 Degree Feedback	Inventory Management
6 Sigma – Black Belt	Job Analysis
6 Sigma - Champion	Job Design
6 Sigma – Green Belt	Leadership
6 Sigma - Overview	Managing Conflict
7 Quality Tools	Marketing and Sales
Advanced Project Management	Meeting Management
Advanced Writing Skills	Motivation Training
Anger Management	Negotiation Skills
Benchmarking	NLP for Leaders
Budgets and Managing Money	NLP Master Practitioner
Self Esteem and Assertiveness Skills	NLP Practitioner
Business Ethics for the Office	Organisational Behaviour
Business Etiquette	Organisational Culture
Business Leadership	Organisational Structure
Business Succession Planning	Performance Appraisal
Business Writing that Works	Performance Management
Call Centre Training	Performance Measure
Change Leadership	Personal Productivity
Change Management	Presentation Skills
Coaching and Mentoring	Problem Solving & Decision Making
Coaching: A Leadership Skill	Process Management
Communication Strategies	Project Management
Competencies and the Organization	Public Speaking
Complaint Handling	Quality Management Systems
Effective Performance Reviews	Reports and Proposals Writing
Conflict Resolution	Safety in the Workplace
Creative Problem Solving	Sales Training
Customer Driven Organization	Selling Services
Customer Relationship Management	Skills for the Administrative Assistant
Customer Relationship Management	Strategic Decision Making
Customer Service Training	Strategic Planning
Delegation	Strategy Management
Diversity Training	Strategy, Leadership and Culture
Effective Complaint Handling	Stress Management
Effective Meetings	Team Building
Employee Absenteeism	Technical Report Writing
Employee Dispute Resolution	Telemarketing
Employee Motivation	Telesales
Enterprise Dynamics	The New Manager
Facilitation Skills	The Professional Supervisor
Group Dynamics	The Work Organization
Human Resource Management	Time Management
Intermediate Project Management	Training Needs Analysis
Interpersonal Skills	Train-the-Trainer
Interviewing Skills	Comprehensive Assessment System

Alpha Flagship Programme – the TTP

- Train the Trainer Programme (TTP)

- The most comprehensive and up-to-date programme to train the trainers

- Repeated 32 times in Dubai, Abu Dhabi, Riyadh, Jeddah, Dammam, Taif, Bahrain, Oman, Kuwait, Damascus and Istanbul

- 600 participants from 15 Arab countries

- Fees: US$4500 – 5500 per participant

How to Estimate Cost of ILT Development?

How much does it cost to develop an Instructed-Lead Training (ILT) course?
Average design times to create one-hour of training.

Estimate of ILT Development		
Estimator	**Reference**	**per training hour**
ASTD Discussion Boards	http://community.astd.org/eve/forums	25 – 50 hours
Don Clark	http://www.nwlink.com/~donclark/hrd/costs.html	34 hours
Michael Greer	http://michaelgreer.biz/?p=279	30 - 80 hours
Chapman Alliance	http://www.chapmanalliance.com/	36 hours
Beth Chmielowski	http://velocitymg.com/tag/costs/	40 hours
Average	**Most literature estimates**	**40 hours**

Standard Rate per hour		
Expert	**Year**	**Rate per hour**
Chapman Alliance	Rate per hour (2007)	$80
Beth Chmielowski	Rate per hour (2009)	$60
Average	**"fully-burdened" rate ***	**$70**

* Fully-burdened rate is the costs for all of the developer benefits and employment expenses, etc. in addition to their direct salary.

24

Value of Alpha ILT Materials

Item	Figures	Notes
Number of courses owned by Alpha	60 courses	These courses are fully developed
Average training hours per course	14 hours	Course duration 2- 5 days
Total number of training hours	840 hours	Number of training hours available with Alpha
Hours of development	33600 hours	Development ration 40: 1 (see How to estimate page)
Cost per hour	$60	Considering the lower rate (average is $70)
Cost of completed hours (paid)	$2016000	Development value in $ (assets)
Net value for Alpha ILT materials	**$2016000**	
Net value in AED	**AED7,400,000**	

Notes:

1. **Training hours per day vary, therefore the calculation is based on number of hours**
2. **Arabic courses available is around 60% of Alpha course**
3. **Over the past 20 years Alpha has accumulated huge invaluable resources for management, training and development.**

Valuation of HRDA

- HRDA developed the following **standards**:
  * Trainer Competency Model (TCM).
  * Trainer Assessment Model (TAM).
  * Recognised Training Material Standard (RTM).
  * Approved Training Provider standard (ATP). This is a new system.

- HRDA performance in **Middle East** over the last 4 years:
  * 600 trainers were trained according to TCM model
  * 600 trainers were assessed using TAM system
  * 100 RTM training courses for third parties
  * Sold over 20,000 RTM seals
  * Issued about 6000 certificates

Value of HRDA

Item	Value	Notes
Trainer's Competency Model (TCM)		
Trainer Assessment Model (TAM)		
Recognised Training Materials (RTM)		
Approved Training Provider (ATP)		
HRDA 2 websites (Arabic and English)		
600 Registered Certified Trainers		
99 Recognised courses registered		
Over 20,000 RTM seals sold		
Over 6000 Certificates issued		
High potential for International expansion		
Estimated value for the HRDA	**$750,000**	
Net value in AED	**AED2,750,000**	

Valuation of PAS

Item	Figures	Notes
16 Instruments English)		
16 Instruments (Arabic)		
3 Certification courses: PAS 1, Pas 2 and PAS 3		
Bilingual Website (www.pascentre.com)		
Working on a new better website		
First of its kind in Arabic		
Extensive research		
High potential if developed further		
Estimated value for the PAS	**$300,000**	
Net value in AED	**AED1,100,000**	

Summary

Business	Item	Products and systems	Good will
Alpha			
	Training Materials	**AED7,400,000**	
	Decision Making software *	▶	▼
	Name and trade mark	▶	▼
	History (important for contracts)	▶	▼
	Ongoing business	▶	▼
	Customers base	▶	▼
HRDA			
	Products and Systems	**AED2,750,000**	
	Ongoing business	▶	▼
	Customers base	▶	▼
PAS			
	Products	**AED1,100,000**	
	Grand Total	**11,250,000**	**4,000,000**

* **Alpha has developed a Decision Support System software (ADM). ADM is a state-of-the-art multi-criteria decision-system software based on the world's most popular decision-making methodology: the Analytic Hierarchy Process (AHP). ADM provides a powerful approach to making complex multidimensional decisions in organisations.**

Part 4: Proposal

Proposal

All Alpha, HRDA and PAS assets and good will

Business	Option 1	Option 2	Notes
Investment	AED11,250,000	AED15,250,000	
Investor	40%	60%	
MAT	60%	40%	
Company Registration	UK or Free zone	UAE or anywhere	Prefer UK for option 1
Management	MAT	MAT or anybody	MAT committed in option 1 or 2
Salary for MAT	Yes	Yes	AED70 - 80k + accommodation
Cash to MAT	none	AED4,000,000	Cash as Good will

Part 5: Vision

The "Hedgehog" Strategy (Good to Great)

Training

Assessment

Certification
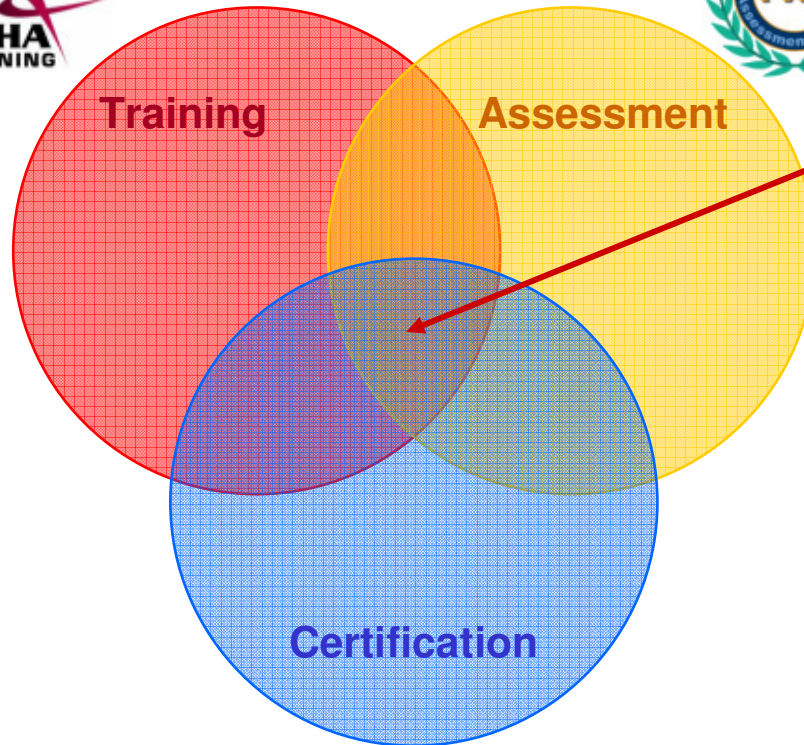
Hedgehog

4 websites

www.pascentre.com

www.hrda.co.uk
www.hrda-me.com

www.alphatraining.co.uk

Proposed Main Offices, Departments and Staffing

UK	General Manager				
Director	Assistant	Manager	Manager	Manager	Manager
Certification	R&D	Assessment	Training	Design and Development	Marketing
UK	UK	UAE			
HRDA UK	Alpha (UK)	PAS (UAE)	Alpha (UAE)	Alpha (UAE)	Alpha (UAE)
2	1	2	6	4	7

Independent Non-profit making Board of Trustees

Staff = 23
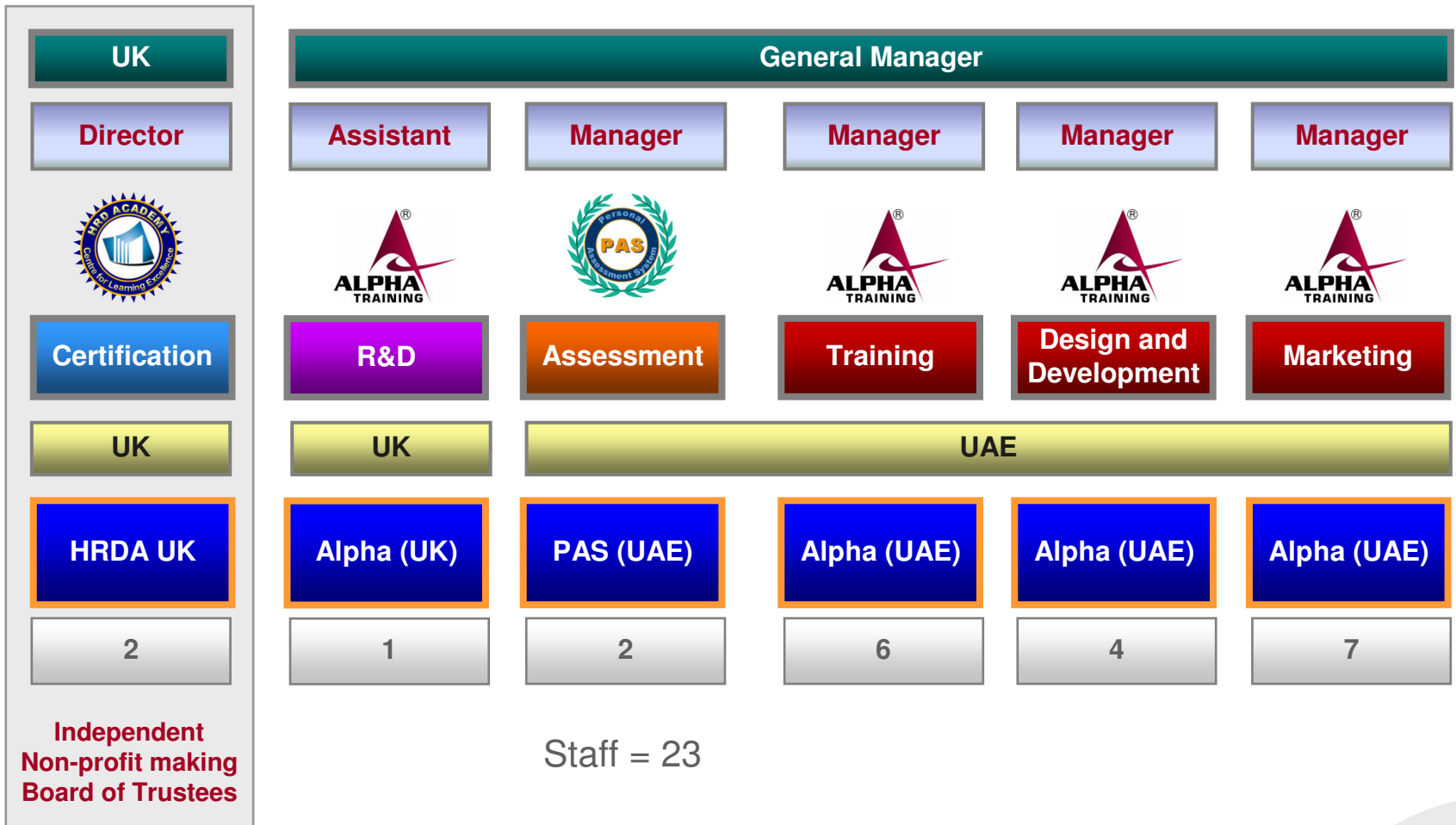
Reusable Learning Object

Courses will be redesigned and arranged using Reusable Learning Objects (RLO) method

Programme

Module

RLO

unit

Section
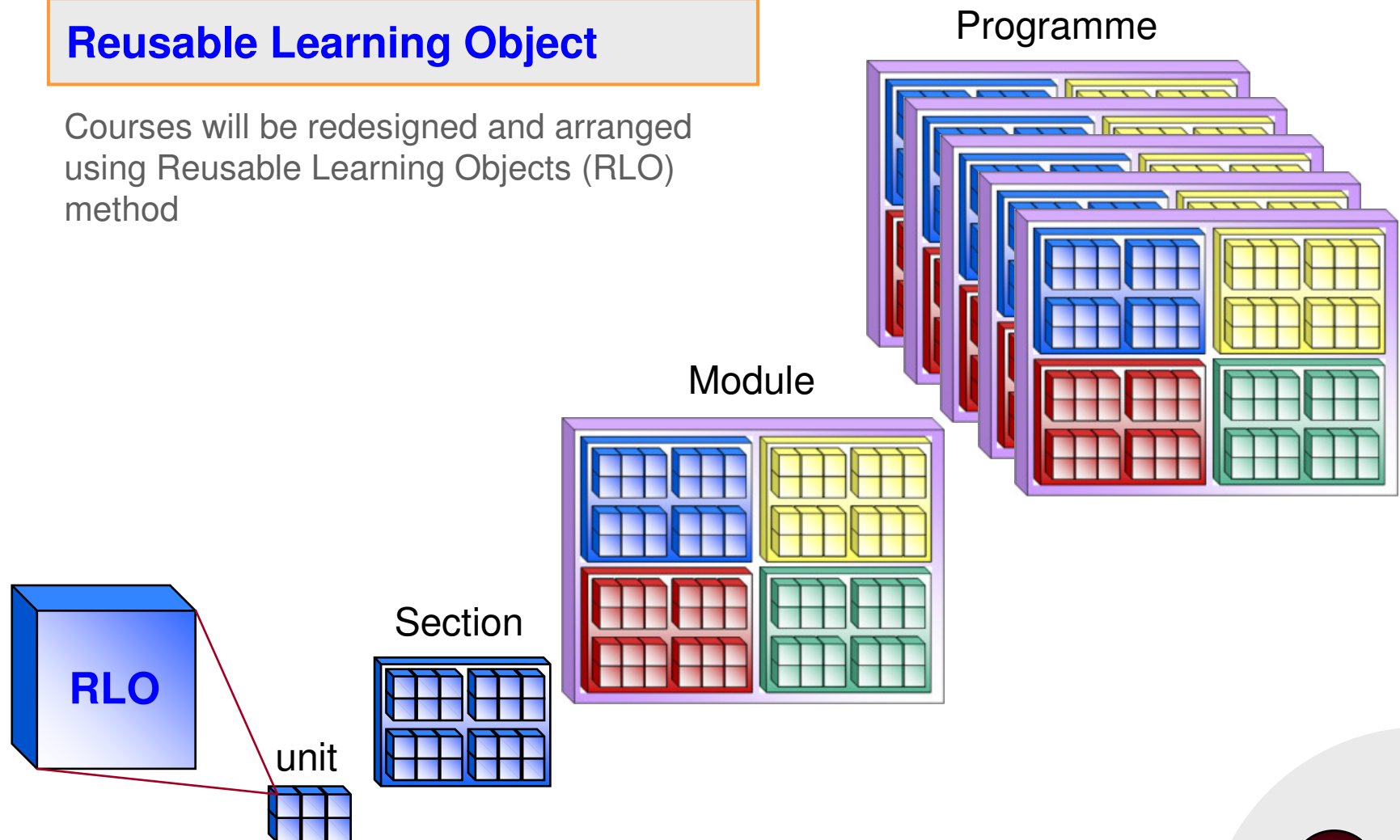
Strategic Objectives

- Establishment of the **first of its kind** and **best training organisation** in the Middle East

- Following the **ISO 10015** standard

- **Accreditation and certification** for training providers and freelance trainers

- **First class training materials** for trainers and training organisations

- **Agencies and dealership** of the leading world consulting, learning and development providers (HBDI, Big Five for Works, SYMLOG, Spiral Dynamics, …etc)

- Planning for and implementation of **e-learning**.

- ISO 9000:2008 Registration (December 2010)

From Good to Great

- Expansion
- Development
- Improvement
- Market share
- Globalisation

Vision 2012

Vision 2015

End