TESENA · TRAINING & EVENTS LEAD

From CZK 6M to 7.2M and beyond

A Training & Events growth plan for Tesena

Diagnosis · system view · three bets · numbers · roadmap · my deal



AGENDA

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Current state & P&L

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Observations & diagnostics

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The system: full funnel

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Current state: training carries the department

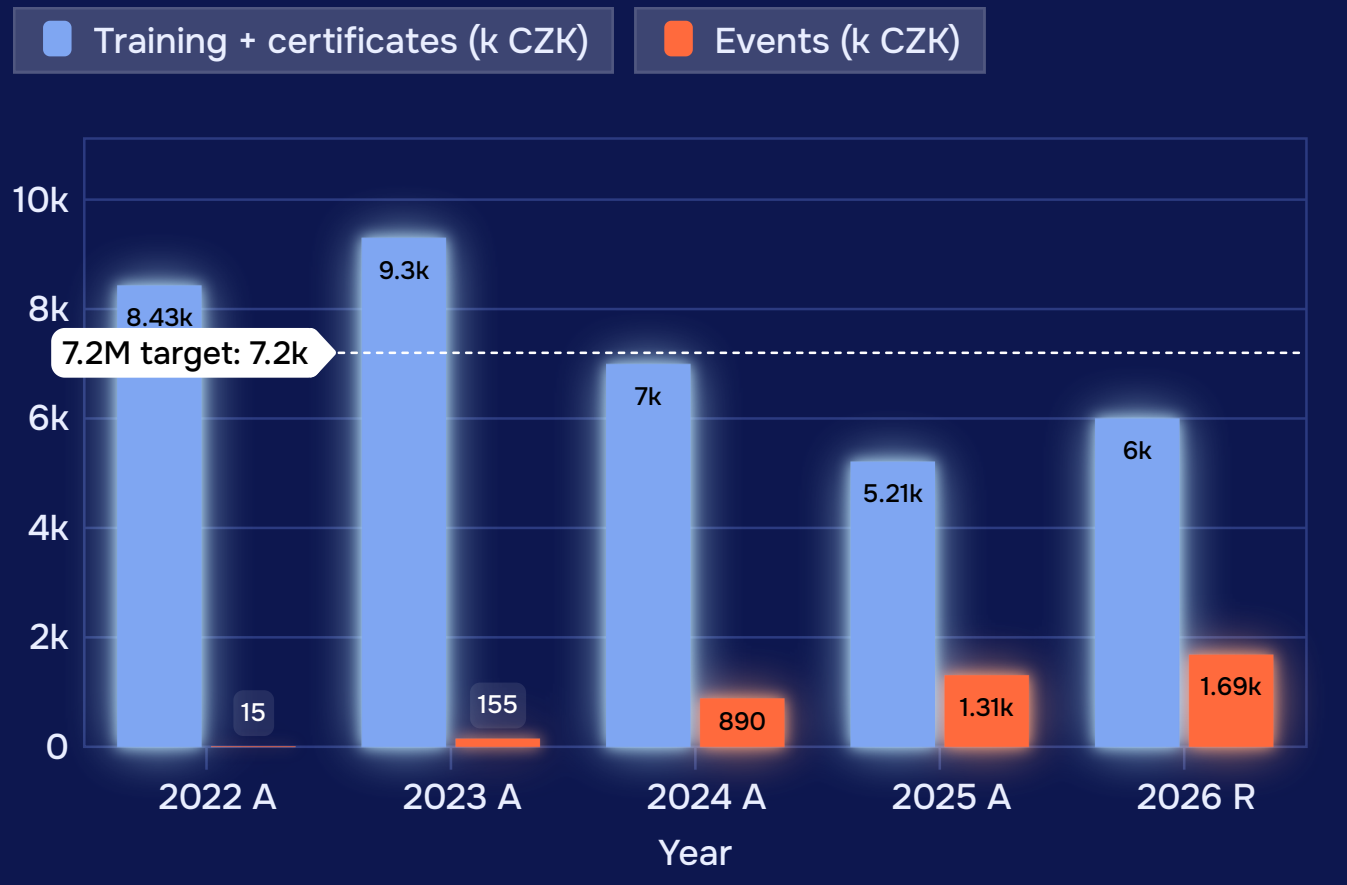
T&E P&L 2022–2026 (2022–2025 actuals, 2026 R), in thousands of CZK

Line	2022 A	2023 A	2024 A	2025 A	2026 R
Revenues – Training	7,820	8,710	6,340	4,758	5,642
Revenues – Events (Tesena Fest)	15	155	890	1,313	1,688
Revenues – Certificates	610	590	655	455	358
T&E Revenues	**8,445**	**9,455**	**7,885**	**6,526**	**7,688**
Expenses – Training	3,120	3,410	3,150	2,462	2,234
Expenses – Events	640	470	860	1,521	1,742
Expenses – Certificates	625	520	870	449	384
T&E COS	**4,385**	**4,400**	**4,880**	**4,432**	**4,360**
GP – Training	4,700	5,300	3,190	2,296	3,408
GP – Events	-625	-315	30	-208	-54
GP – Certificates	-15	70	-215	6	-26
T&E GP	**4,060**	**5,055**	**3,005**	**2,094**	**3,328**
T&E GPM	48%	53%	38%	32%	43%
T&E OH	2,540	2,480	2,420	2,231	1,688
T&E NP	**1,520**	**2,575**	**585**	**-138**	**1,640**
T&E NPM	18%	27%	7%	-2%	21%

OBSERVATION 1

Revenue fell for two years, events kept rising

- Training + certificates target is CZK 7.2M; it was overachieved in 2023
- Two years of steep decline followed, with a partial recovery in 2026
- Events revenue grew from 15k (2022) to 1,688k (2026): a strong lead-generation stream for training and certificates



Sum of training and certificate revenue lines from the T&E P&L, k CZK

OBSERVATION 2

Training subsidizes an unprofitable mix

53%

Department GPM peak (2023)

32%

Low (2025)

43%

Rebound (2026)

Mix

Events and certificates lose money; training funds the department.

Cost of sales

Training cost of sales rose from 40% to 50%; blind revenue chasing could erode margin.

Overhead

Overhead fell 24% (2025→2026): low appetite for new overhead.

DIAGNOSTICS

We don't know our customers



Heavy focus on foundation courses means constant need for new candidates



Resellers fill many classes and fully run some trainings, so customers stay anonymous and lifetime value goes uncaptured



Training + certification pairing tested only once (TMAP)



Webinars for seasoned testers, senior automation engineers, QA leads and decision-makers are an underused asset

REALITY CHECK

Is CZK 7.2M realistic? +20% has never happened

+20%

YoY growth in training + certificates = +CZK 1.2M

-27% to +18%

YoY growth range, 2022–2026

58

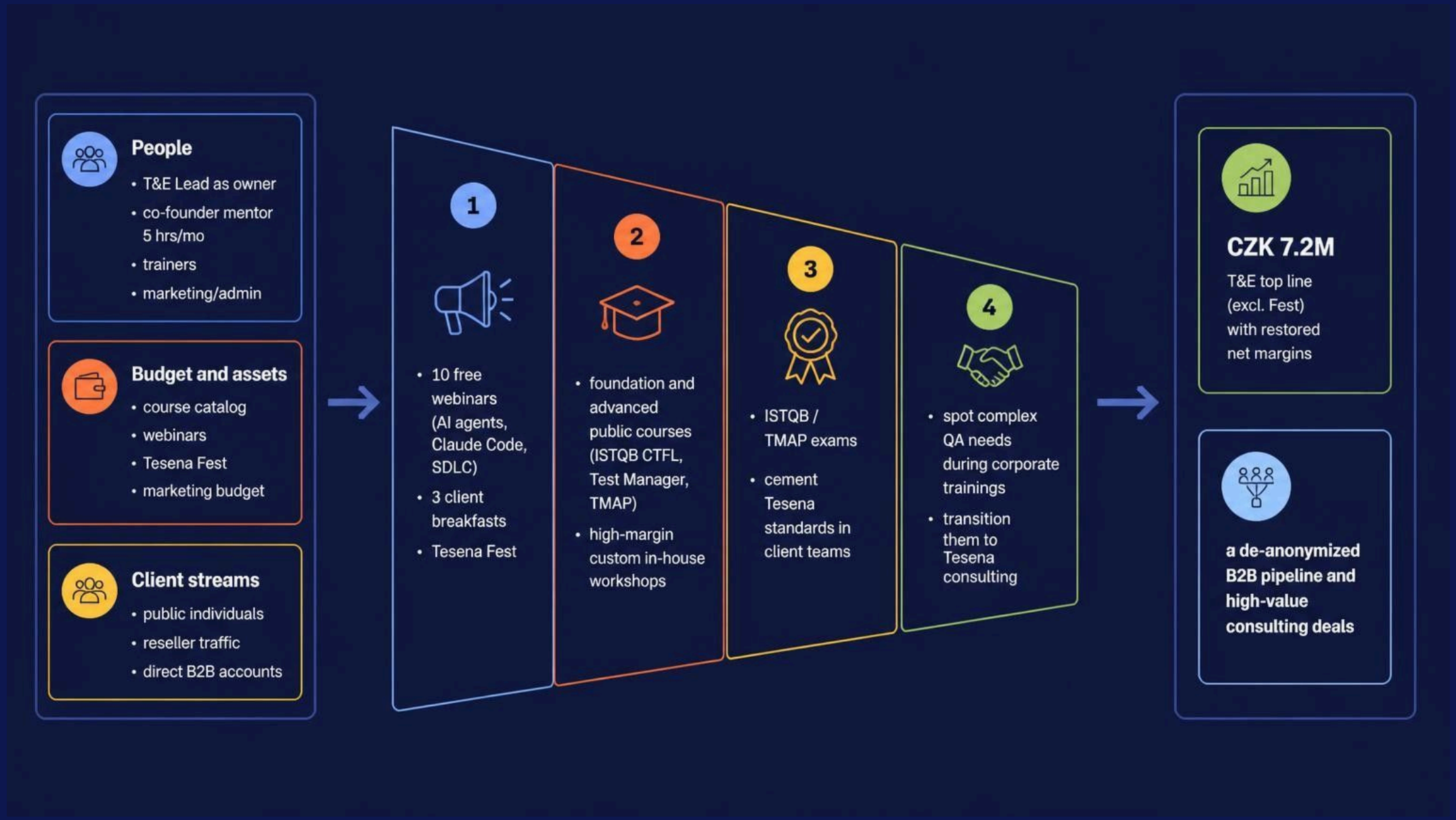
more customers at CZK 20,700 per course

4.8

more seats a month

Reality: a CZK 6M baseline with CZK 2.6M cost of sales and CZK 1.7M overhead (shared with events), plus pilots to reach 7.2M and go beyond.

The system: T&E as a profitable funnel into consulting



Three bets, nine initiatives, every one gated by a pilot

BET 1

Intelligence

1 Reseller Lead Portal

2 Post-QA Healthchecks

3 In-House Discovery "Trojan Horse"

BET 2

Format

4 Digital Skill Bundles

6 Enterprise Quality Pass

8 Mandatory Exam Bundling

BET 3

Relationship

5 B2B Peer Masterclass

7 Advanced Cert Pathways

9 Process Screening Credits

Each has revenue, cost, hypothesis, timeline and kill-or-scale criteria.

BET 1 · INTELLIGENCE

Data is the business's most important asset

Without knowing the customer, lifetime value goes unrealized. Harvest data at every step and use it as a Trojan horse into training and consulting.

INITIATIVE 1

+450k

Reseller Lead Portal

INITIATIVE 2

+150k

Post-QA Healthchecks

300–500k pipeline

INITIATIVE 3

+850k

In-House Discovery

BET 2 · FORMAT

Lower cost base, lower customer friction

Modern upskilling formats use trainers at lower cost and friction. Subscriptions replace traditional billing; loss-making exams get fixed.

INITIATIVE 4

+250k

Digital Skill Bundles

INITIATIVE 6

+600k

Enterprise Quality Pass

INITIATIVE 8

+288k

Mandatory Exam Bundling

BET 3 · RELATIONSHIP

Community that keeps clients growing with Tesena

- A flagship paid peer event cements Tesena's place in the testing ecosystem
- Career pathways keep alumni and cut early churn
- Training turns into consulting credits, profitably

INITIATIVE 5

+640k

B2B Peer Masterclass

INITIATIVE 7

+180k

Advanced Cert Pathways

INITIATIVE 9

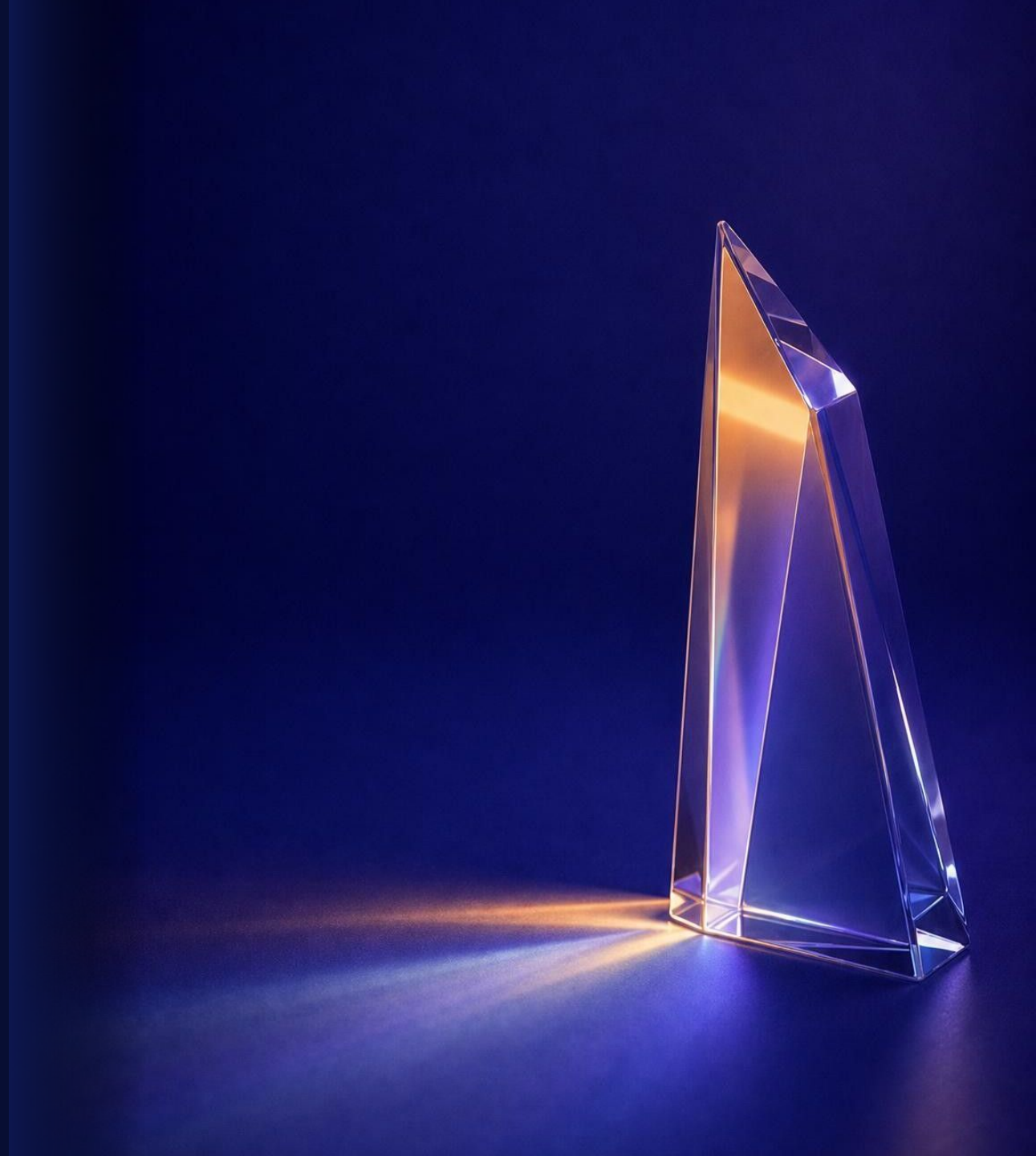
+100k

Process Screening Credits · 500k pipeline

01

Bet 1: Intelligence

Initiatives 1 · 2 · 3



INTELLIGENCE · INITIATIVE 1

Reseller Lead Portal turns anonymous delegates into B2B leads

What: gated Exam Prep & Learning Portal (mock tests, ISTQB quizzes, AI prompt cheat-sheets), free for reseller delegates who register with corporate email, job title, company

Hypothesis: de-anonymizes reseller traffic and enables account-based marketing

Pilot: 30k one-off build; 3 spring CTFL classes (~30 delegates, ~15 via resellers); 50% capture = 8 corporate leads; 0 direct revenue

Full year: ~100 reseller delegates × 30% = 30 contacts; 10% convert = 3 in-house packages × 150k = **450k revenue**; costs 30k setup + 10k maint + 3 × 36k delivery = 148k; **302k GP (67.1%)**

Timeline: Jan–Feb build · Mar rollout · Jun evaluation · Q3–Q4 direct sales

Scale: ≥25% register within 30 days · **Kill:** <10% capture or reseller pushback threatening seat allocations

450k	302k	67.1%
Revenue, full year	Gross profit	GPM

INTELLIGENCE · INITIATIVE 2

Post-QA Healthchecks turn trainers into lead generators

150k

Revenue, full year

80k

Gross profit

300k

Consulting pipeline

What

Trainers write a 2-page QA Maturity & Tooling Flash Report and offer a free 30-min debrief with the Engineering Lead or CTO

Hypothesis

Systematically surfaces friction (automation backlogs, CI/CD bottlenecks)

Pilot

5 healthchecks in Q1/Q2; 5k setup + 5 × 1k incentive = 10k; output 1 qualified follow-up meeting

Full year

20 debriefs; 15% → 3 × 50k workshops = 150k; costs 5k + 20k fees + 45k delivery = 70k; 10% → 2 × 150k audits = 300k consulting pipeline

Timeline

Feb enablement · Mar 1 deployment · Jul H1 review

Kill or scale

Scale at ≥15% convert to proposal meeting · Kill at zero leads after 20 deliveries

INTELLIGENCE · INITIATIVE 3

In-House Discovery, the "Trojan Horse" into new accounts

850k

Revenue, full year

622k

Gross profit

73.2%

GPM

What

1-day In-House Discovery Workshop (e.g., AI in SDLC, GenAI testing intro) at 50k for mid-market engineering teams

Hypothesis

Bypasses long procurement, lands accounts, up-sells academies and retainers

Pilot

2 workshops in H1 = 100k revenue, 30k cost, 70k GP (70%)

Full year

8 × 50k = 400k + 3 up-sells × 150k = 450k → 850k revenue; costs 120k + 108k = 228k

Timeline

Jan–Feb packaging and outbound · Q2–Q4 delivery and 90-day up-sell

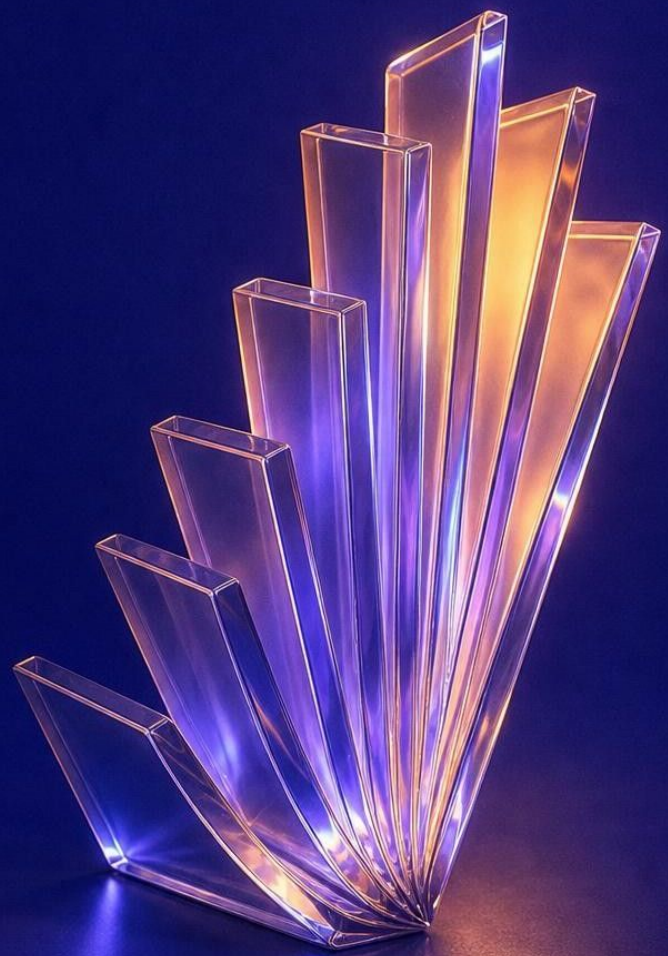
Kill or scale

Scale at ≥40% buy multi-day package or audit in 90 days · Kill at <3 sold by end of Q2

02

Bet 2: Format

Initiatives 4 · 6 · 8



FORMAT · INITIATIVE 4

Digital Skill Bundles monetize demand at near-zero marginal cost

250k

Revenue, full year

200k

Gross profit

80%

GPM

What

Webinar archives, AI prompt libraries and quiz banks packaged as 5k self-study bundles, plus free AI Testing Playbooks as lead magnets

Hypothesis

Captures leads not ready for live classes

Pilot

2 bundles, 15k editing and landing page; 10 × 5k = 50k revenue; 35k GP (70%)

Full year

50 licenses × 5k = 250k revenue; 40k curation + 50 × 200 variable = 50k cost

Timeline

Apr–May packaging · Jun 1 launch · Sep review

Kill or scale

Scale at >30k monthly sales with <5 hrs/mo upkeep · Kill at <50k after 3 months

FORMAT · INITIATIVE 6

Tesena Quality Pass locks in enterprise L&D budgets

600k

Revenue, full year

390k

Gross profit

65%

GPM

What

Prepaid annual 200k corporate credit pass usable across public courses, in-house workshops, webinars and exams at a 12% blended discount

Hypothesis

Secures budgets early, brings upfront cash, locks out competitors

Pilot

1 account in Q1; 200k revenue (~227k list value), 70k delivery; 130k GP (65%)

Full year

3 accounts × 200k = 600k revenue; 3 × 70k = 210k cost

Timeline

Feb contract templates · Mar–May outreach in L&D budget cycles

Kill or scale

Scale at ≥2 accounts by end of Q2 · Kill at zero signed by Jun 30

FORMAT · INITIATIVE 8

Mandatory Exam Bundling turns certificates profitable

+288k

Certificate revenue, full year

+96k

GP turnaround

25,500

CTFL all-inclusive bundle

What

No more course-only ISTQB tickets; CTFL moves from 20,700 to a 25,500 all-inclusive bundle, like TMAP at 24,520

Hypothesis

Reverses the projected 2026 certificate loss of -26k (358k revenue vs 384k cost)

Pilot

Spring CTFL, ~20 delegates; +4,800 × 20 = 96k; vouchers 3,200 × 20 = 64k; 32k GP

Full year

~60 extra exams; certificate revenue 358k → 650k (+288k); +192k voucher cost

Timeline

Feb policy update · Mar 1 effective

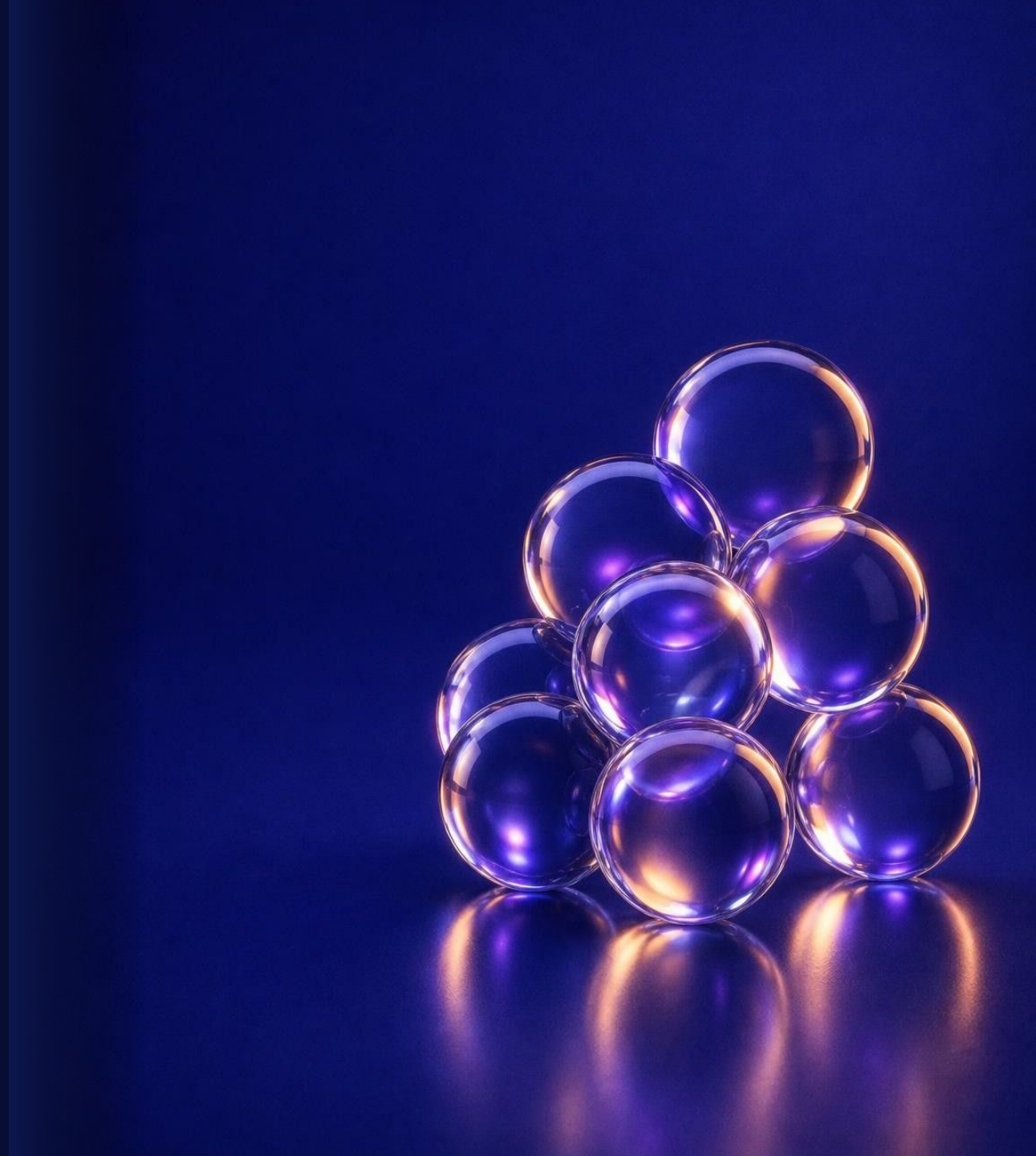
Kill or scale

Scale at 100% exam uptake · Kill if registrations drop >15% due to price

03

Bet 3: Relationship

Initiatives 5 · 7 · 9



RELATIONSHIP · INITIATIVE 5

Premium B2B Peer Masterclass at 81% margin

640k

Revenue, full year

520k

Gross profit

81.25%

GPM

What

Quality Engineering Peer Exchange & Best-Practice Masterclass; 1.5-day cohorts, max 10 participants from non-competing firms; peer benchmarking, AI integration, live cases

Hypothesis

QA Directors and VPs want peer learning; premium price, high margin, surfaces enterprise pain points

Pilot (cohort 1)

10 × 32k = 320k; venue 35k + facilitator 25k = 60k; 260k GP (81.25%)

Full year

June + November, 20 seats = 640k revenue; 120k cost

Timeline

Q1 design and booking, outreach via client breakfasts · Jun cohort 1 · Nov cohort 2

Kill or scale

Scale at ≥8/10 paid seats 3 weeks before · Kill at <5 paid seats 14 days before

RELATIONSHIP · INITIATIVE 7

Advanced Cert Pathways raise revenue per seat

180k

Revenue, full year

160k

Gross profit

88.9%

GPM

What

Career pathways from CTFL (20,700) to ISTQB Test Manager (34,500), CT-GenAI (28,700), TA/TAE (26,500–28,700), TMAP (24,520)

Hypothesis

+35–65% revenue per delegate and per instructor day

Pilot

ISTQB TM (Apr) + CT-GenAI (Jun), 10 delegates; avg 31,600 = +10,900 lift → 109k; 10k collateral; 99k GP lift

Full year

15 delegates shifted, avg 32,700 (+12k) = 180k revenue; zero added instructor cost; 20k campaign

Timeline

Promos 4 weeks before Apr, Jun, Sep, Nov advanced dates

Kill or scale

Scale as avg seat revenue moves ~20k → >25k · Kill at <3 delegates per session two quarters running

RELATIONSHIP · INITIATIVE 9

Process Screening Credits bridge training to consulting

100k

Revenue, full year

68k

Gross profit

500k

Consulting pipeline

What

A 20k Consulting Process Screening Credit in every in-house package, redeemable within 60 days for a 1-day QA audit by a senior consultant

Hypothesis

Lowers client risk of starting a consulting engagement

Pilot

Credits in first 3 in-house quotes; 1 redeemed audit at 8k → a 250k consulting proposal

Full year

10 packages × +10k = 100k revenue; 40% redeem = 4 × 8k = 32k; 50% of audited sign 250k = 500k consulting pipeline

Timeline

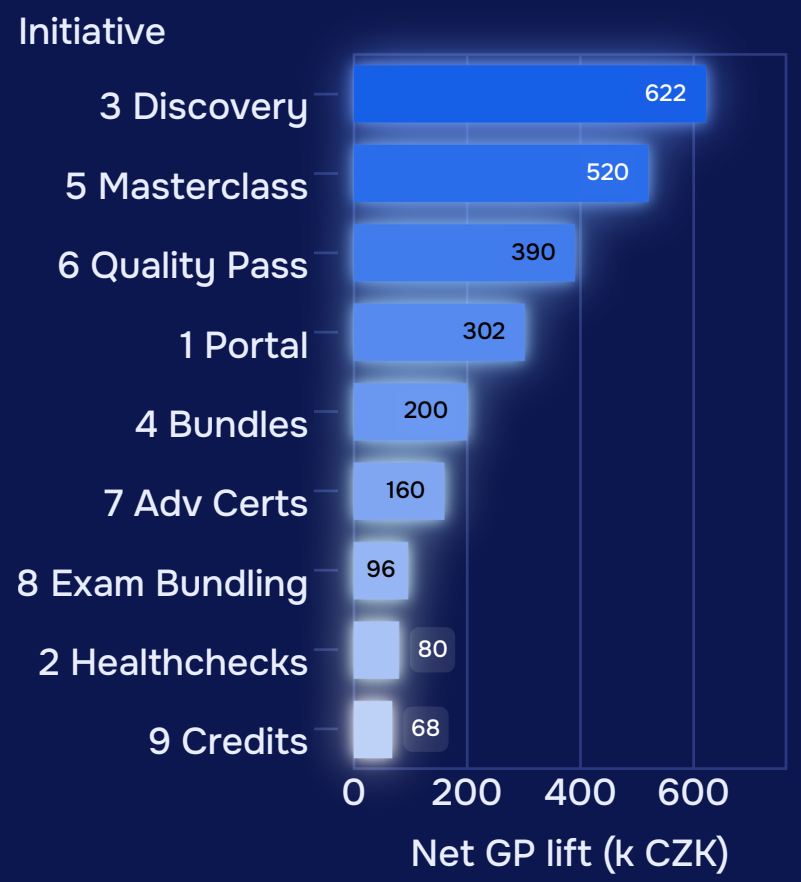
Apr 1 rollout · Q3–Q4 audits handed to consulting

Kill or scale

Scale at ≥30% redemption leading to proposals · Kill at zero redemptions after 10 deliveries

Nine initiatives add up to +CZK 3.5M revenue and +2.4M gross profit

Initiative	Revenue	Direct costs	Net GP lift	Consulting pipeline
1. Reseller Lead Portal	+450,000	-148,000	+302,000	–
2. Post-QA Healthchecks	+150,000	-70,000	+80,000	+300,000–500,000
3. In-House Discovery	+850,000	-228,000	**+622,000**	–
4. Digital Skill Bundles	+250,000	-50,000	+200,000	–
5. B2B Masterclass	+640,000	-120,000	**+520,000**	–
6. Enterprise Quality Pass	+600,000	-210,000	+390,000	–
7. Advanced Cert Pathways	+180,000	-20,000	+160,000	–
8. Mandatory Exam Bundling	+288,000	-192,000	+96,000	–
9. Process Screening Credits	+100,000	-32,000	+68,000	+500,000
Total gross potential	**+3,508,000**	**-1,070,000**	**+2,438,000**	**+800,000–1,000,000+**



Discovery and Masterclass drive the largest profit lift

We don't need CZK 1M: pilots de-risk it for CZK 297k

Initiative	Pilot budget	Full direct costs
1. Reseller Lead Portal	-30,000	-148,000
2. Post-QA Healthchecks	-10,000	-70,000
3. In-House Discovery	-30,000	-228,000
4. Digital Skill Bundles	-15,000	-50,000
5. B2B Masterclass	-60,000	-120,000
6. Enterprise Quality Pass	-70,000	-210,000
7. Advanced Cert Pathways	-10,000	-20,000
8. Mandatory Exam Bundling	-64,000	-192,000
9. Process Screening Credits	-8,000	-32,000
Total	**-297,000**	**-1,070,000**

297k

Pilot budget vs ~CZK 1.07M full direct costs

Some bets will fail, others overachieve. Every initiative starts with a small pilot up to its kill gate; only winners scale.

Result: test more ideas, keep risk low, better odds of 7.2M and beyond.

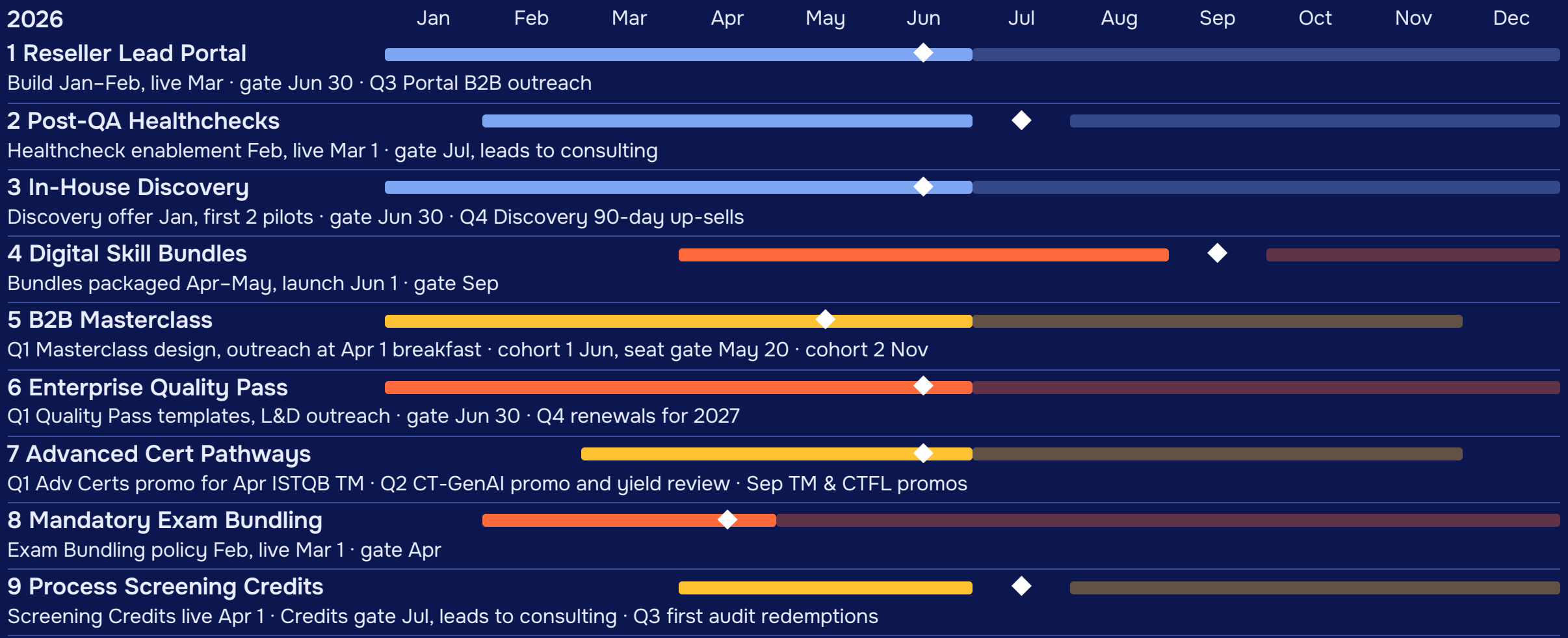


MANAGEMENT

Hybrid management: predictable baseline, agile bets

- Business as usual runs on predictive planning
- New initiatives live in a backlog, prioritized by benefit and cost, grounded in team capacity
- Launching all nine in January would lower quality; the schedule is preliminary and adapts to capacity

2026 roadmap: pilots in H1, decision gates mid-year, scaling in H2



Intelligence · Format · Relationship

Solid = pilot · faded = scale · ◆ = decision gate

Tesena Fest Sep 24–25

Q4 full-year review vs CZK 7.2M

MY FIRST 90 DAYS

Understand people, win early, launch the bets

01

November · Discovery

"Understand the people first, then audit the business."

Map stakeholders with Marcel Veselka; 1-on-1s with trainers and reseller directors; audit live fill rates, trainer costs and cancellations against the P&L; sort quick wins vs long-term bets

02

December · Quick wins and baseline

"Don't wait for 2027."

Steer schedule, venues and trainers; execute quick wins #1 and #2 (TBD); deploy pilot infrastructure

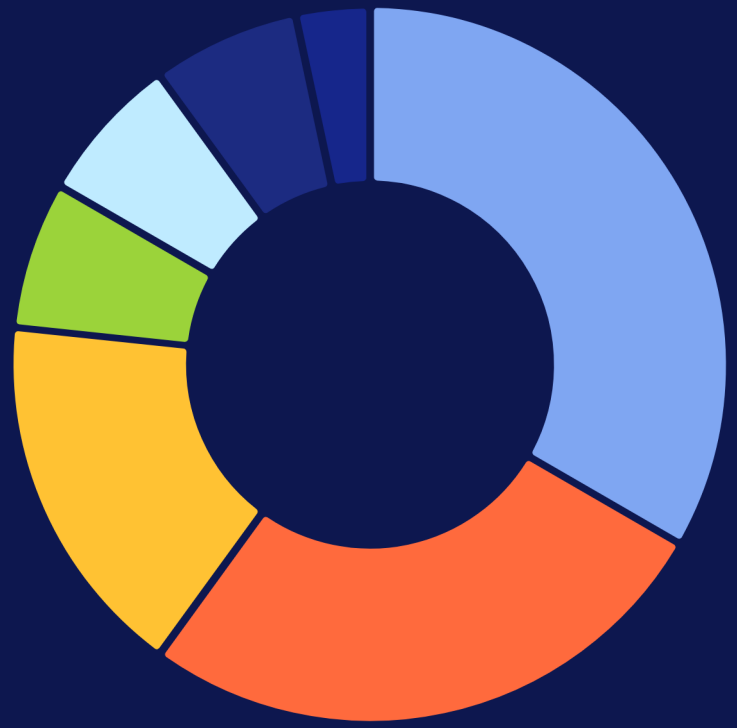
03

January · Adjust and launch

Review early metrics (portal capture, exam bundle margins, webinar conversion); stabilize admin, invoicing and scheduling; launch Discovery Workshops, open Masterclass registration, pitch Quality Pass

My mentor: Marcel's 60 hours go to C-level doors and closing

Use	Hours / year	What Marcel does
1. Reseller Lead Portal	4	Align key reseller directors on corporate email registration
3. In-House Discovery	16	Warm intros to CTOs and VPs of Engineering
5. B2B Masterclass	20	Co-host and facilitate June and Nov cohorts
6. Enterprise Quality Pass	10	Executive sponsorship and final negotiation
Initiatives 2, 4, 7, 8, 9	0	Run by T&E Lead, trainers, marketing
Quarterly P&L and pivot reviews	4	1 hr per quarter on gates and tactics
Tesena Fest VIP hosting	4	Executive track and sponsor lounge in Q3
Consulting pipeline steering	2	Bi-annual attribution of T&E-sourced deals
Total	**60**	**5 hrs/month; zero added fixed overhead**



50 hours on four revenue initiatives, 10 on strategic leverage

MENTOR · 90 DAYS

My first 90 days with Marcel: 10 hours to open the right doors

November · 3.5 h

Strategic debrief and top-20 enterprise target mapping (2.5 h); reseller executive intros and portal strategy (1 h)

December · 3.5 h

Refine Discovery and Masterclass messaging (1 h); warm handoffs to 10 CTOs/VPs (2.5 h)

January · 3 h

First pipeline review (1 h); spring Client Breakfast guest list and agenda (2 h)



MY DEAL

Low base, incentive-heavy, tied to gross profit

Base

CZK 50,000 as an employee (lower end of the ad), plus a company car for events, client visits and personal use

Logic

Pay should follow a KPI I control; current GP ~CZK 3.3M, +20% target ≈ CZK 4M; the ad's CZK 600k on-target bonus ≈ 15% of GP



My questions for you

01

AI

The business is built around human trainers. What measures are you introducing so trainers leverage AI to win in this era?

02

Cost cutting

Between 2025 and 2026, training cost of sales and overhead fell while training revenue rose significantly. What interventions did you make, and is this baseline sustainable?

03

Branding

"Training & Events" is descriptive but generic. Have you considered a name that cements the department's edge and builds a recognizable brand?

04

Trojan horse

I see the department as a Trojan horse for your multimillion consulting business. How do the departments work together now, and what are the targets?

05

Infrastructure

How do you work with customer data across the journey and capture lifetime value? Which systems, how do people use the data, how is knowledge shared?

06

Capacity

What are the constraints? If we lack capacity for nine initiatives, how do we get more?

METHOD

How I used AI: four tools, human judgement in charge



Google Notebook

formerly NotebookLM

Analyzed documents; I corrected calculations and prioritization judgement



Gamma

World-class presentation; I steered the narrative rather than generating every slide blindly



Microsoft Excel Copilot

Combined numerous calculations without manual input



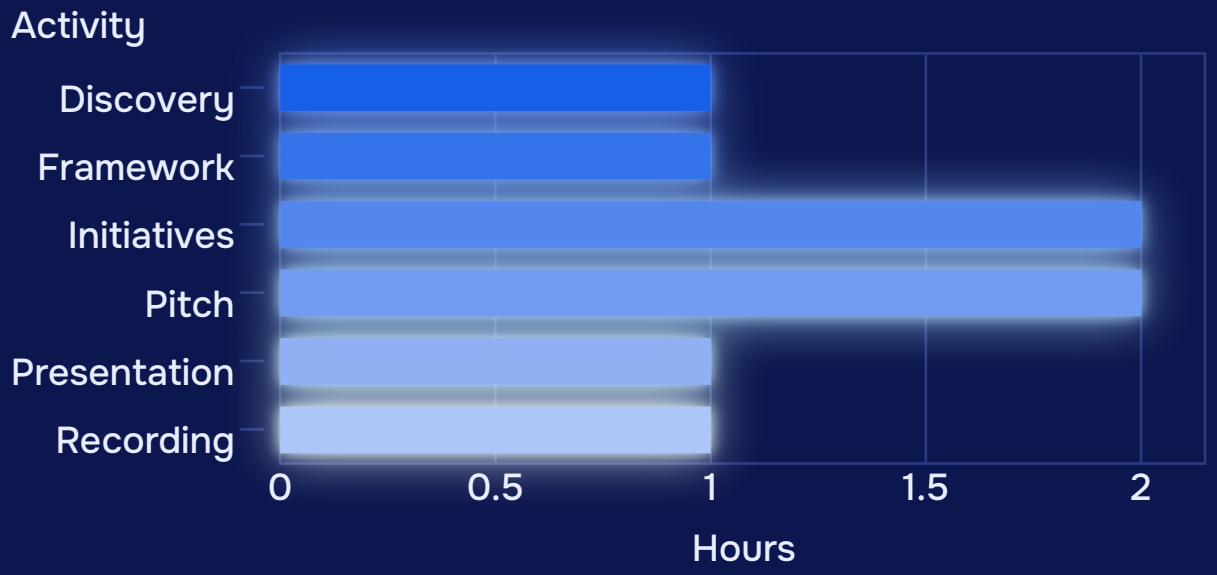
Lovable

No-code build of a website documenting my full Tesena journey; I steered it to my vision

DELIVERY

Delivered on budget: 8 hours, exactly 1 man-day

Tesena delivered 417 projects, none over budget. I estimated 1–1.5 man-days (8–12 hours) on Thursday.



Total: 8 hours = 1 man-day, within budget (8–12 hour estimate)



The plan on one page

01

Baseline

CZK 6M training + certificates

02

3 bets, 9 initiatives

+CZK 3.5M revenue potential, +2.4M GP, +0.8–1M consulting pipeline

03

Pilots first

Pilot budget CZK 297k instead of 1.07M; kill-or-scale gates by mid-year

04

People and pay

Mentor 60 h/yr on C-level doors; pay tied to GP bands

THE PORTAL

One more thing

Milan4Tesena.com

My portal with the most amazing assets, including an Excel spreadsheet that lists everything in numbers.



This is what I deliver in one working day. Let's talk about what is possible in a year!

I really enjoyed this exercise. If work at Tesena is like this, count me in.