



You Successfully
Launched a New
Global Training
Initiative—Now What?

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Introductions

Laura Baginski

*Director Worldwide
Commercial Skills and
Capabilities*

Bristol-Myers Squibb

David Davis

President and Owner
Romar Learning Solutions

Objectives

- Develop an effective sustainment strategy
- Manage your limited resources to continue the momentum behind a newly launched initiative
- Gain stakeholder buy-in to sustain a new initiative

BMS Case Study: Global Selling Skills

- Recognized need for global selling skills
 - Centralized resource
 - Customizable to local markets
- Developed in 2015
 - Global steering committee/core team
 - Global field rides
 - Piloted in two key markets
- Launched in 2016
 - Global live train-the-trainer
 - Local market customization
 - Launched by local trainers and first-line managers

Discussion Question



What are some challenges you have faced sustaining a learning program after you have launched it?

BMS Challenges

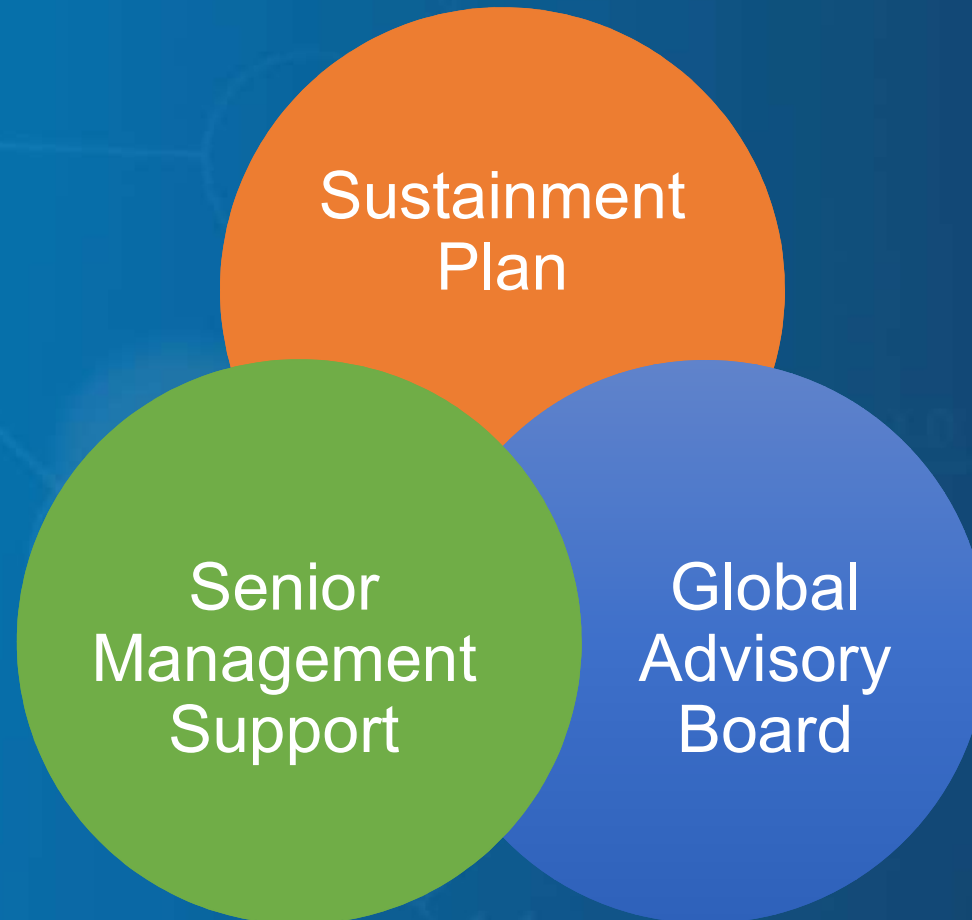
- Global legal and compliance approval process
- Competing priorities
- Identifying sustainment needs or programs
- Integration with all other systems

Key Thought for Sustainment

The three most important groups to sustainment:

1. Learner
2. Learner's manager ← ***Arguably the most important***
3. Learner's resource suppliers (marketing, analytics, training, etc.)

Sustaining Learning



Global Advisory Board

Trusted group of global advisors who provide feedback, outline needs, and support implementation of the program

- Representation by key global markets
- Respected training leaders or other key stakeholders
- Need to be candid but supportive

Part of the solution, not the problem



BMS Global Steering Committee Experience

Senior Management Support

Support all sustainment programs by making them a priority and holding management accountable

- Convinced early of the value of sustainment – Return on investment approach
- Trained on the value of sustainment – Development is a process, not an event!
- Socialization of key senior management stakeholders to the sustainment strategy



Gaining BMS Senior Management Support and Socialization

Sustainment Strategy and Plan

- Initially, focus on the learner's manager – Sustainment tools
- 2–3-year plan
- Components of a sustainment plan:
 - Objectives
 - Time and events
 - Ownership
 - Senior management champions

Best time to create a sustainment plan is prior to launch



BMS Sustainment Strategy and Plan

Discussion Question



What are key elements of a global sustainment strategic plan?

Activity: Best Practices for Sustaining Global Learning

- Divide into small groups
- Share or brainstorm best practices for sustaining a global learning initiative
- Share key findings with the large group

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