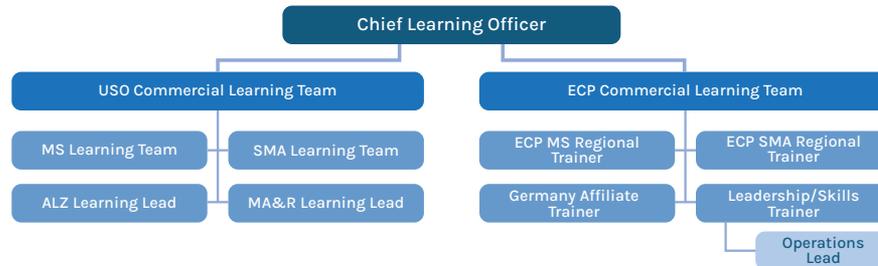


BIOGEN'S GLOBAL COMMERCIAL LEARNING TEAM

BEFORE

Commercial training programs were inconsistent across Biogen and content was often created from scratch in various markets.

PREVIOUS Commercial Learning Organization



Not Pictured: All affiliates outside of USO and ECP developed their own materials from scratch.

"I hope you all can feel the appreciation and high regards for all your quality work. [The Global Commercial Learning team] guys have transformed not just our training content but also the training mindset... you have taken us from 1st to 5th gear in NMD training this year."

— Head of SMA, ECP Region

THE PROCESS

1 Identify the need for change among current processes

Leadership examined the Biogen pipeline and analyzed the existing global commercial training. They identified a need for a structural change within the global training team. As a result, a new Global Commercial Learning team was created with a focus on training globally, rather than a separate organization for each market.

2 Get the right people in place

The new team worked to make sure they had the appropriate trainers and budget in each market to support growth globally.

"[The Global Commercial Learning team] are rockstars. They give us what we need before we even know that we need it."

— Head of BIR Region

3 Position the global team as proactive performance consultants and create immediate wins

The team created a repository of existing training assets to fill gaps globally and create short-term wins. They then positioned themselves as proactive performance consultants to the markets and partnered with each market to gain a thorough understanding of their needs.

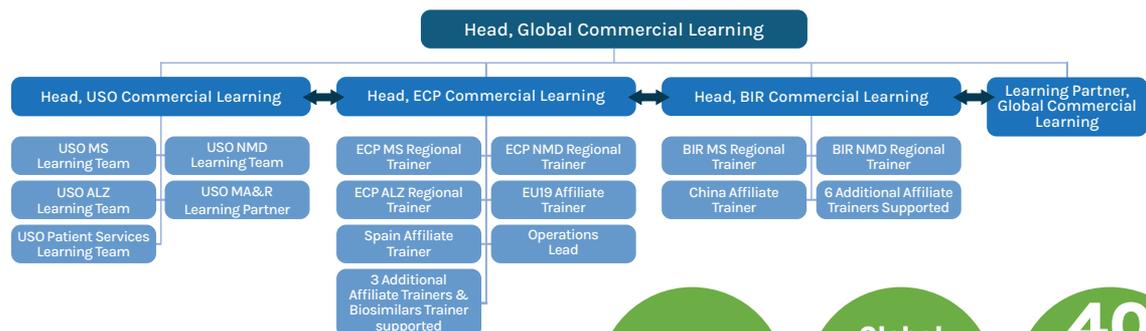
4 Set up for long-term success

The team then created a plan for long-term success. They created a curriculum development process that created cost efficiencies, while making sure the field force was competitively ready to launch. Going forward, the team is fine-tuning and cementing this process through a series of standardized global commercial training frameworks that can be applied for any future Biogen expansion or launch.

AFTER

A Global Commercial Learning team was formed in 2020 to build training that can be translated and adapted for each Biogen market. The new team created a consistent approach to launch excellence.

NEW Commercial Learning Organization



>\$1.7M
in savings

Global consistency with local flexibility

40 weeks
of content development time saved in 2021