




Learn Build Apply Coach: A Learning Academy Framework

June 2023

Our Focus

- Why an Academy
- How to Design an Academy
- Implement and Measure Success



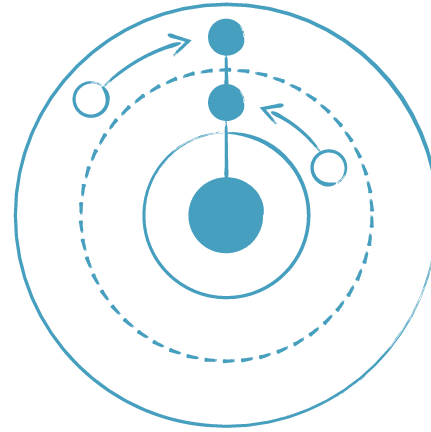


Corporate academies often feature a variety of components and opportunities for connection centered around a unique competency model that supports a function or role.

Deciding on an Academy Approach



Holistic



Consolidated

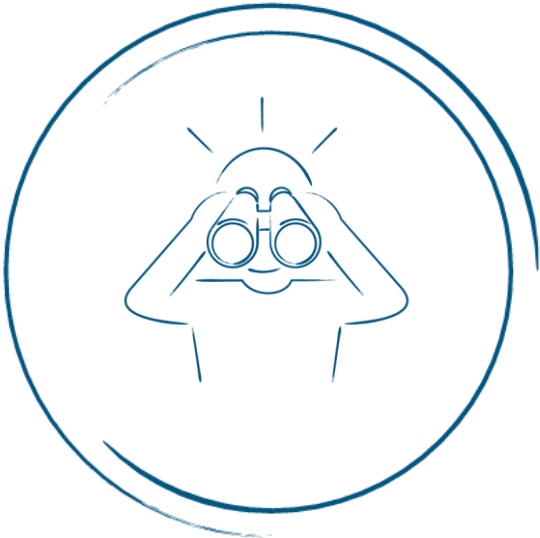


Standardized



**Why are you
interested in
Academies?**

Framework for Academy Design



LEARN



BUILD



APPLY



COACH

Discover What's Needed

- Focus on the business strategy – what support is needed
- Create a vision for the academy
- Determine overall structure and processes to support



LEARN

Organize the Approach

- Conduct interviews, surveys, and focus groups to establish roles and competencies
- Explore other industry competency models
- Build and refine competency definitions
- Locate or build education to support model



BUILD

Implement

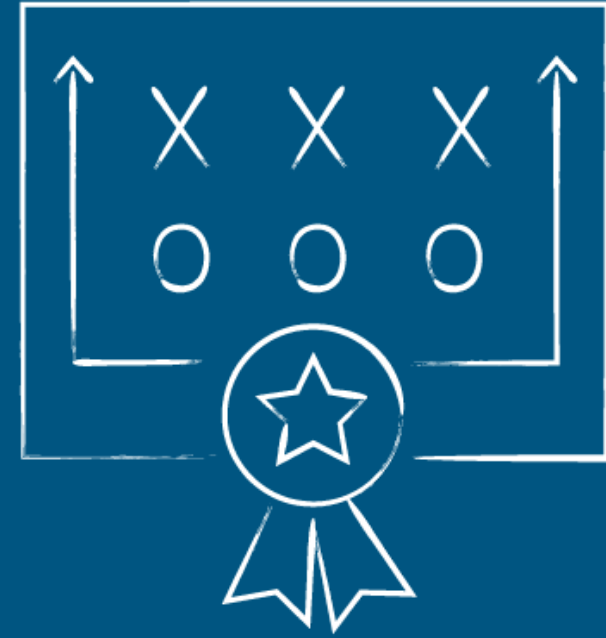
- Create role descriptions and performance levels aligned to competencies
- Share education plan that supports the model
- Adjust organizational design to support competency model if possible



APPLY

Manage Performance

- Provide manager resources to guide professional development conversations
- Measure performance and evaluate feedback on learning solutions



COACH

What Does This Look Like in Practice?

The Challenge

To stay competitive, Roche decided to invest in their marketers. Through global analysis, they found that the backgrounds of their marketing team varied with some having a few years of practical experience while others had advanced marketing degrees. Many have technical backgrounds and joined marketing with significant product knowledge; for others, product info was new.

With a need for individualization of the program, Roche challenged TiER1 to help them create “best in class” marketers in partnership with Butler University.



Well-trained, confident, and competent group of Marketers that are “certified” by Roche



Common understanding of “what good looks like” in marketing plans, tools, and techniques.



Consistency in marketing approach, using a strategic mindset



Increased market share and “best in class” marketers

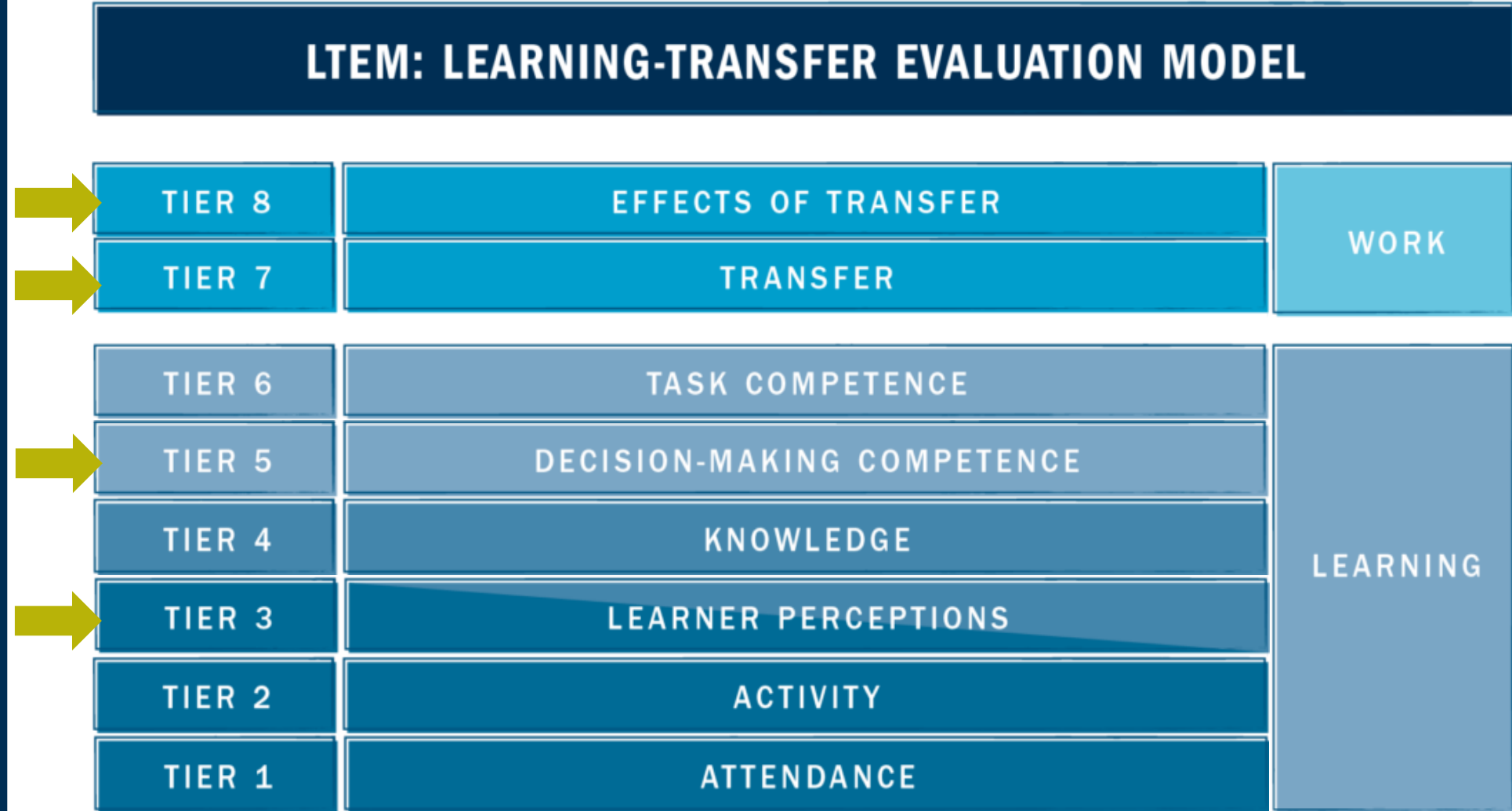


What Kind of Academy Might You Need?

A large, dark blue circle with several smaller, lighter blue lines radiating from its top edge, resembling a spotlight or a sun. The text is centered within this circle.

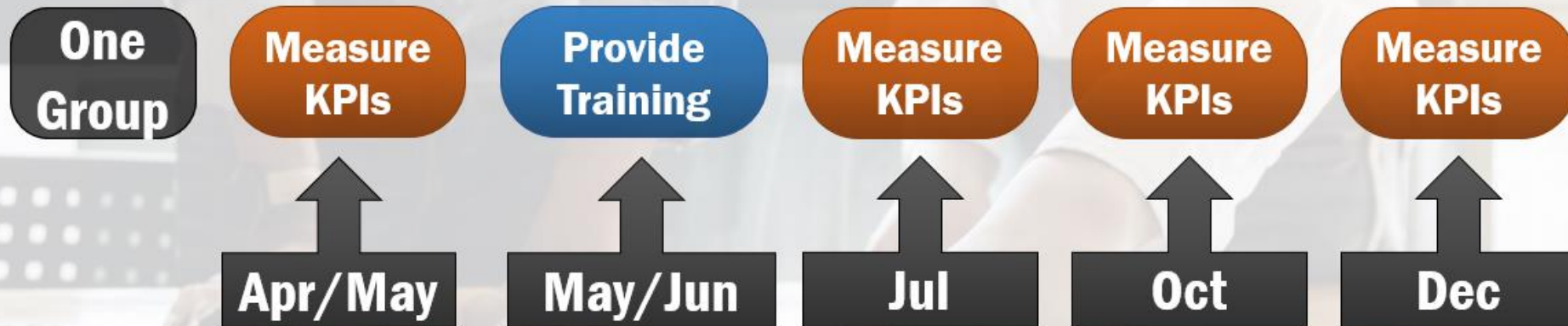
Spotlight on Measurement

- Tier 8: Sales perceptions of marketing, digital marketing campaign metrics, and CRM leads.
- Tier 7: Campaign testing, speed to campaign creation, MEA resources used, recruiting metrics, and quality of KPIs and marketing plans.
- Tier 5: Ability to make the correct decisions in common scenarios.
- Tier 3: Motivation, ability, use of materials, and recommend improvements.



Determine Assessment Approach

Time Series Approach



This design approach lets us avoid complications/risks in creating multiple target groups, allows us to examine impacts over time, and sets the stage for iterative improvements to the Academy.

Notes:

- (1) No random assignment needed.
- (2) Long process.
- (3) Time effects cannot be ruled out.
- (4) Multiple measures increase reliability of data.
- (5) Enables look at long-term impact.

Questions?



Read more about implementing an academy:



Thank you!

TiER1
PERFORMANCE