

A Multinational Pharmaceutical Company

Client:	A multinational pharmaceutical company.
Background	<p>A multinational pharmaceutical company of over 61,000 employees with a mission to provide medicines that people need and value for improvement of their health. This company researches, develops, manufactures and markets prescription treatments for cancer, respiratory, inflammation, cardiovascular and gastrointestinal, to name a few illnesses. With a presence in more than 100 countries, the overall structure of this global company comprises independent country-specific marketing companies with varying national regulations, training requirements, and practices.</p>
Objectives and Challenges	<p>The company sought to improve sales force productivity and reduce training costs for global commercial sales organizations by leveraging an existing learning management system (LMS) serving Global HR, Compliance, and US Commercial Sales.</p> <p>The plan was to deploy the LMS to nine strategic sales markets based on revenue, upcoming product launches, and competitive market positioning in Europe, Southeast Asia, and South America. Twelve secondary strategic markets were identified for subsequent implementation. Then finally, an additional group of smaller markets was identified based on the need to provide standardized product and sales training to a geographically dispersed sales force.</p> <p>A further analysis of the target audience presented the following challenges:</p> <ul style="list-style-type: none">• Varied technical and administrative resources depending on the size of the market• Small markets had limited available administrative resources, and would therefore require some form of regional support• State of user profile data varied widely from country-to-country• High to low caliber of technology infrastructure• Hesitancy by marketing companies to yield some of their control in favor of access to an LMS with significant cost advantages and the ability to share and repurpose content developed by other marketing companies to further reduce overall cost to deliver training on similar topics
Solution	<p>In partnership with a team of reputable consulting firms, rapidLD:</p> <ul style="list-style-type: none">• Provided implementation expertise and management• Proposed and developed three different deployment options to suit market size variances and available resources. The options included:<ul style="list-style-type: none">○ A full scale implementation to countries with adequate technical and administrative personnel as well infrastructure capable of supporting the training delivery○ A Lite implementation to offer only Web-based training.○ Deeplink access which was suitable for markets with a small audience; no login capabilities and no administrative personnel.• Determined and deployed the appropriate level of LMS implementation for each market based on strategic importance and desire.• Developed a replicable model for servicing markets with little technical and/or administrative support. <p>Established a regional administrative and support model used to service marketing companies with diverse training requirements but little to no administrative resources.</p>
Outcome	<p>Over the course of 2 years, the LMS was rolled out to all 9 strategic marketing companies as well as some of the secondary and tertiary markets. Sales training administrators in each market were trained on the requisite level of functionality to independently support their market.</p> <p>An administrative certification process was designed and implemented to support the need to for new training administrators in any given market. Admins were trained to use the application, and then were tested by having to demonstrate their expertise for a given set of scenarios during live virtual sessions.</p> <p>For the smaller markets, a regional support model was designed and outsourced to a third party provider that was tasked the responsibility of serving these markets using an enhanced call center and form requisition process. This model was overseen and implemented by rapidLD. Once proven successful, the model was replicated for two other regional areas in CEEMEA and Central America.</p>