

BD

CLIENT SUCCESS STORY



“With our worldwide footprint, we recognized that adding online learning to our instructor-led offerings was the only way BD could fully and consistently develop our employees. Harvard Business Publishing is helping BD step into this future.”

Ed Franzone, Director, Worldwide Learning and Development, BD

Reaching Associates in More than 50 Countries with Technology-Based Learning

BD (Becton, Dickinson and Company) is a global medical technology company with a long history of commitment to employee learning and development. With 30,000 associates in more than 50 countries, BD recognized that its exclusive focus on instructor-led training (ILT) was inefficient. As a result, the BD Learning and Development team began exploring technology-based learning solutions.

Challenging Content, Flexibly Delivered

The BD team knew that online materials would have to be sophisticated, challenging, and well presented or they'd sit on the virtual shelf. They also knew that any learning technology would have to integrate with ILT. BD chose Harvard Business Publishing's *Harvard ManageMentor*, an online solution with learning modules covering a broad spectrum of business and management topics. Content is directly relevant, practical, and useful. The program's flexible design means that the content can support formal ILT or be used on a self-directed basis.

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AT A GLANCE



BUSINESS CHALLENGE

Implementing a more consistent approach to learning worldwide, with less reliance on instructor-led training

AUDIENCE

BD associates, professional employees worldwide, from individual contributors to senior managers

OFFERINGS AND SERVICES USED

Harvard ManageMentor®

IMPACT

- > Shifted from 100 percent ILT to a combination of ILT and technology-enabled learning
- > Within first 12 months, 100 percent of licenses used actively
- > More consistent learning delivery, worldwide

UNITED STATES | EUROPE | INDIA | SINGAPORE

> For more information, visit: www.harvardbusiness.org



Partnering with Harvard Business Publishing has paved the way for BD to implement other learning technology.

Online Learning Offers Flexibility

BD's shift from its exclusive reliance on ILT to an approach that uses learning technology was prompted by the need for greater efficiency and flexibility. By leveraging *Harvard ManageMentor*, BD is able to offer its associates more learning options than they had before and reach a wider audience. As an added benefit, *Harvard ManageMentor* resources are accessible whenever and wherever learners have time, whether it's a few minutes to locate a tool they can use immediately or a few hours to take a deeper topic dive. For BD, *Harvard ManageMentor's* support for multiple languages is also key. The company offers its global learners *Harvard ManageMentor* in six languages. Still, in transitioning to more technology-based learning, BD knew that it would have to make a concerted effort to educate employees on *Harvard ManageMentor*.

Global and Local Rollout

The BD Learning and Development team combined global and local approaches to introducing *Harvard ManageMentor*. Leveraging resources from the *Harvard ManageMentor* Implementation Tool Kit, the team sent emails to BD associates across their global enterprise. A series of communications connected *Harvard ManageMentor* topics with current organizational initiatives (e.g., career development, performance appraisals, goal setting). Regional Learning Days further promoted the solution with a demo and on-the-spot sign-ups.

Ensuring Active Users

Thanks to aggressive marketing and roll-out efforts, interest in *Harvard ManageMentor* was high from the launch at BD. The learning team actively monitored and managed usage to make sure all users were active users. Soon after roll-out, demand exceeded the initial 3,900 licenses. This led BD to an enterprise license with single sign-on, streamlining access to *Harvard ManageMentor* for all associates across the organization. BD has also rolled out *Mobile ManageMentor* for learning via smartphones and tablets. BD can now integrate the resources and content in the offering in numerous ways, including within formal programs and through its new social learning platform.

INTEGRAL TO LEARNING

BD is using *Harvard ManageMentor* in numerous ways:

- **Developing a one-day program on innovation.** Based on a senior executive program delivered by a Harvard University professor, this new program incorporates a video lecture by the professor, case studies, and *Harvard ManageMentor* content.
- **Using virtual classroom technology for sessions on key topics** conducted by senior BD leaders. Attendees must complete the *Harvard ManageMentor* module associated with the topic before the session.
- **A new social learning platform** is offering BD employees a forum for connecting with internal topic champions and learning from others. They can access tools, videos, abstracts and other content from multiple learning providers aligned with their learning areas of focus.
- **Launch of the mobile learning app, *Mobile ManageMentor*,** makes learning more accessible on the go.

From a 100 percent ILT environment, BD has quickly transitioned to one in which learning technology is embraced.