

**“I took this training Monday night and it was awesome! I have heard really positive feedback from others who have taken the training”**

~ Learner Feedback



Kudos to all involved in this! Great message! Great delivery!  
Great content! Great stuff!



~ Learner Feedback

### CHALLENGES

Communicate the division's new go-to-market strategy to over 2000 employees

Help employees understand and embrace their role in the new strategy

### APPROACH

Reduce development costs by using existing branding and messaging

Use Brainshark, an online presentation tool that the client wanted to repurpose for this training

Communicate messages from top executives in a way that all employees can understand

### RESULTS

4 e-learning modules that included engaging animations, interactions and assessment questions

Project completed in 30% less time than industry standards

Additional opportunities to reuse training content for other teams' efforts that support the new strategy



### TECHNOLOGY COMPANY LOOKS TO ALIGN TRAINING WITH VISION

The Americas division of one of the world's largest technology solution providers was facing a conundrum: they were well on their way to evolving their go-to-market strategy and needed to educate their 2000+ employees about how the change affected them. Because the new methodology constituted a significant cultural shift, key executives and stakeholders knew that they had to effectively communicate the vision and strategy and help everyone understand and embrace their role in the strategy.

When the Learning & Development Director learned of the challenge, she immediately contacted Michaels & Associates—her trusted vendor with whom she had a long, successful relationship.

**“I can’t tell you how thoroughly I enjoyed working with her on this project and what a pro she was the whole way through. She really added a TON of value, not just in managing this project, but in helping us more clearly articulate our value proposition.”**

*~ Director, Partner Enablement*

“I am quite impressed with the content, delivery, introductions by the leadership and focus around the messages. This is what a few of us have been doing as individuals for a long time.”

*~ Learner Feedback*



### **REDUCE, REUSE, RECYCLE, RESPECT**

When Michaels & Associates first met with the primary business stakeholder, some factors were already defined:

- Like most companies during this time, budgets were tight and the training needed to be created well within industry standard development times.
- The Sales and Marketing teams had already invested in graphics, branding and messaging for the strategy that could be repurposed for the training. Also, the company had already invested in Brainshark, an online presentation tool that they wanted to use for this training. Although the client was fairly inexperienced with using Brainshark as a training tool, Michaels & Associates had formed a strong partnership with Brainshark and was well aware of how to expand its capabilities to meet learners’ needs.
- Executives throughout the company had been communicating about the new strategy for some time, and the training needed to recreate their messages for a more diverse audience.
- Although the team would be defining quite a bit of new content for the training, it was important to respect the work already performed by the Marketing team and aim to complement and enhance their messaging in the training.

The Michaels & Associates team spent time with the stakeholder, learning about the new strategy, identifying the key business objectives for the strategy, assessing needs of the learners and creating a training game plan that aligned with the strategy. After the initial analysis, the stakeholder and development team decided on four e-learning modules—delivered one per week—that:

- Explained the reasons for and the ultimate goals of the solutions-focused strategy.
- Described how the company could enable their customers, and what that enablement looked like.
- Detailed key components of the strategy.
- Clearly defined the roles and responsibilities of different teams in supporting the strategy.

**“We had at least 95% participation for all four learning modules, and we ended up with a 97% pass rate (at 80% correct or better) for our population.”**  
~ Director, Partner Enablement

### ASSOCIATED FINDINGS What Worked Well

Very cost effective  
@ \$2.39 per learning "seat"

Management support yielded  
great completion result

Interactive designs kept  
learners engaged

"Knowledge Checks"  
kept learners attentive

Narration from leadership  
was very well received

Integrated marketing,  
branding and promotion

Excellent support from  
Marcomm and L&D

Extreme interest in slideware  
for ongoing reference



After the initial design was approved, the instructional design team created storyboards and audio scripts, and the media team created engaging, branded interactions and graphics. The client's Learning & Development administrative team loaded the modules into Brainshark so top executives in the company could narrate the e-learning. Then, the training was loaded into the client's LMS for accurate distribution, tracking and reporting.

The client also decided to incorporate two motivators for completing the course:

- At the end of each week, all employees who completed the current training module would be eligible for a \$100 cash drawing.
- After all training was released, any employee who completed all four modules plus the final assessment would be entered into one final drawing for a \$750 cash prize to be used toward planning a vacation to the destination of their choice. This prize matched the "journey to success" theme of the training.

### AN A+ IN ALL ASPECTS

When the training was released, both learners and company executives were delighted with the results. One learner commented, "I don't know who is running this program, but I give it an A+ in all aspects."

This very rewarding and important project not only communicated the business objectives; it helped everyone in the organization feel like an integral part of the new strategy. It did so well within the budget constraints—30% less time than industry standards for e-learning development. As an added bonus, other departments in the company liked the training so much that they asked to reuse chunks of it for their own projects related to the new strategy.