



Case study

The Advantages of Centralization



Medline

Medline is a leading global healthcare company providing quality medical and surgical supplies with superior value throughout North America, Europe, Asia and the Middle East.

Founded in 1910, Medline has grown from a small manufacturer of aprons, surgical gowns and uniforms to a thriving global healthcare company by virtue of its dedicated people, entrepreneurial spirit and honest values. Fifty-two years of consecutive annual growth have led to 2017 sales of more than \$10 billion worldwide and a stream of new products and services. Medline holds top-tier market share in more than a dozen major medical product categories around the world.



The Power of Centralization

Many multinational organizations are in a state of flux often switching from centralized to decentralized models for everything from HR to Learning & Development to Marketing. There are clearly advantages and disadvantages of each model and demands from the business regions for a local vs. global approach are often at play.

When it comes to corporate learning, many organizations struggle to roll out global programs for a variety of reasons – most notably the difficulty in finding truly global learning partners that can also provide local support at a reasonable cost.

In the case of global language training programs, few companies have achieved success and instead have adopted a patchwork approach with numerous vendors across multiple regions. This inefficient model delivers varying standards of learning outcomes and poor visibility and transparency of return of investment.

In the case of Medline Europe, previously each of the Medline offices across Europe, Asia and Africa was responsible for its own language training provision.

“In most countries, we had different language training plans, with varying degrees of success.” says María Martínez, HR Manager at Medline Iberia (Spain and Portugal).

The idea of standardizing training policies arose in 2013, when Medline’s Madrid office first started working with Learnlight and learned more about Learnlight’s unique global capability.

“At the start, we worked with Learnlight along with other training providers,” recalls María. “Thanks to [their] virtual training [programs], Learnlight allowed us to start courses at different times, and offered us flexibility when it came to changing the approach to lessons, the trainer, or the times when employees could log on and access their training. A system with pre-scheduled face-to-face lessons can hinder attendance and even cause learners to drop out,” she commented.

Based on the success of the new learning approach and innovative technology, María shared her findings with HR teams in other Medline countries. Her proposal to roll out this new learning model was well received. The first step saw a pilot project launched to test the learning platform and new training methods in the other countries. The success of this pilot then saw the full rollout to all employees across 14 countries.

“A centralized and global plan allows us to rely upon a standardized platform worldwide.” María Martínez, HR Manager at Medline Iberia (Spain and Portugal).

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THE MEDLINE & LEARNLIGHT RELATIONSHIP IN NUMBERS

474 Medline employees trained

5 different training programs

2,200 hours of training delivered last year

6 languages taught (English, Spanish, French, German, Italian and Portuguese)

4.7/5 overall satisfaction with the trainers

4.4/5 overall satisfaction with sessions



Challenges

For María Martínez, global training policies provide HR with a very clear picture of what's going on. "When a program fails, it's often because, after investing huge resources on the implementation of a training plan, there's no clear vision of what you're doing or a quick way to follow up on the results, something which the Learnlight platform does offer."

A multivendor model delivers varying standards of learning outcomes and poor visibility and transparency of return of investment

The main challenges in developing this global training program included:

- » Designing a global language training plan for all Medline offices, offered by a single provider who could guarantee learning outcomes
- » Obtaining a clear and consistent vision of program performance in each office
- » Providing training in all required languages, according to the specific needs of each of the Medline teams across Europe
- » Offering high quality training through a virtual program that would meet learners' demands, with a focus on flexibility, adaptability and accessibility
- » Delivering an outstanding multilingual service to a multinational and diverse set of learners, to support them and meet their needs throughout their programs



Solutions

Learnlight and Medline worked together to design a language training program that met the high expectations of this global initiative.

Learnlight developed a virtual program that could be implemented and used simultaneously in all Medline Europe offices. The program is powered by Learnlight's award-winning platform that allows learners to access it via any device at a time and place of their choosing.

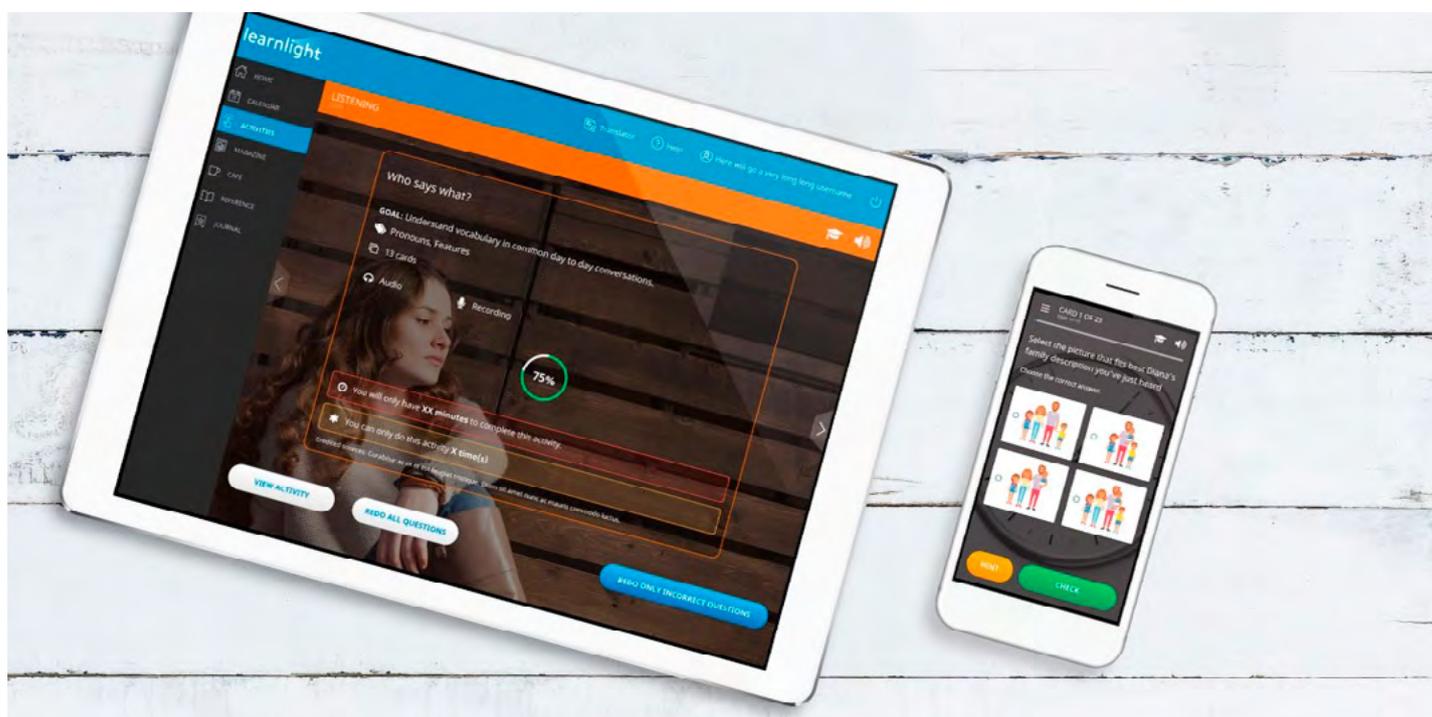
Medline also identified a series of employees who, due to specific needs related to the projects they were involved in, needed more intensive and personalized training. A totally blended, one-to-one program was designed for them, combining the best of both worlds: a traditional trainer and the digital platform.

Prior to training, the first crucial step was an internal launch plan. Personalized messages were sent out to each of the offices to encourage learners to sign up to the program to receive training in their target language. HR Manager María Martínez made an invaluable contribution to the project, liaising between Learnlight and the different training departments. Learnlight carried out language competency tests with all learners, to assign them to the course and trainer that best suited their individual needs and desired learning outcomes.

Throughout the whole process there was constant communication with learners and Learnlight's Program Management team ensured a very successful start to the new language initiative.

The new Medline language program included:

- » A global training program deployed using Learnlight's award-winning learning platform
- » Access to training for all employees regardless of location
- » Digital training combined with 30-minute virtual sessions delivered by highly qualified trainers
- » Blended one-to-one learning programs for learners with very specific or urgent needs
- » A dedicated Program Manager for learner support
- » Regular learner satisfaction surveys



Results

The Learnlight global language program has now been rolled out to circa 300 Medline Europe employees. While English is naturally the most in-demand service, additional languages delivered include German, Spanish, Italian, French, Portuguese, Dutch and Flemish.

Medline measures the success of this new global learning initiative with several key KPIs with an emphasis on learner satisfaction and the ability for learners to deploy what they have learned in their day-to-day work.

Medline, in collaboration with Learnlight, carries out regular learner satisfaction surveys to track trainer performance, review learning content and measure the effectiveness of the virtual training sessions.

“For the team here at Medline, the most important return on our investment is for our employees to be able to put into use what they have learned,” highlights María Martínez.

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María Martínez
HR Manager
Medline Iberia

Learnlight is an award-winning EdTech company that provides language and soft skills training to more than 1,000 clients and over 100,000 learners in 150 countries.

Since our foundation, our dream has been to bridge the gap between the disparate worlds of education and technology by harnessing cutting-edge technology to optimize instructor-led training. Our obsession was, and continues to be, to empower talented trainers to create transformative learning experiences because we think people are the real killer app.

Visit learnlight.com to discover more about Learnlight and our unique range of digital, tutoring, virtual and face-to-face solutions.

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