

Value-Based L&D

From Learning Value to Business Value

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Your internal clients expect tangible results, and so should you. You need to demonstrate the impact of the services you deliver to your internal clients and stakeholders.

We understand that you need to show how your services impact business KPIs. For instance, you need to show an increase of sales, productivity, quality, and a decrease in the occurrence of errors, and safety issues.

The Learning & Development Challenge

Successful organizations change their business models to stay relevant and competitive. Retailers migrating to online sales and banks offering online financial services are perfect examples. In many companies, despite business models changing to ensure survival and profitability, L&D remains the same.

Are you still focused on delivering formal learning and digital content - learning value? Or have you begun to transform how you work with internal clients to deliver greater business value? The pressure for L&D now is to contribute value by improving performance and producing business impact.

The LinkedIn 2017 Workplace Learning Report identified two key factors that give insight into L&D's current dilemma:



Download a copy at www.702010institute.com/learningreport2017

1. **Business Impact is the #1 measure** used by CEOs to evaluate L&D effectiveness, yet only 8% of CEOs see the business impact of learning in their organizations.
2. **ROI is the #2 measure** that CEOs want to see from learning, yet only 4% see the ROI from their investment in L&D.

"L&D's top challenges are tied to demonstrating business impact."

Desired L&D Business Model™

New business models

L&D can learn from business-proven approaches where the focus on developing new business models releases new value and drives transformation. In our practice we see most L&D teams using learning-focused business models, specifically the Order Taker and Learning Enabler on the left side of the L&D Business Model.

However, if L&D is to deliver sustained performance improvement and business impact it needs to move to the right-hand side of the L&D Business Model. This means working as Performance Enablers and Value Creators.



*Where are you
on this model?*



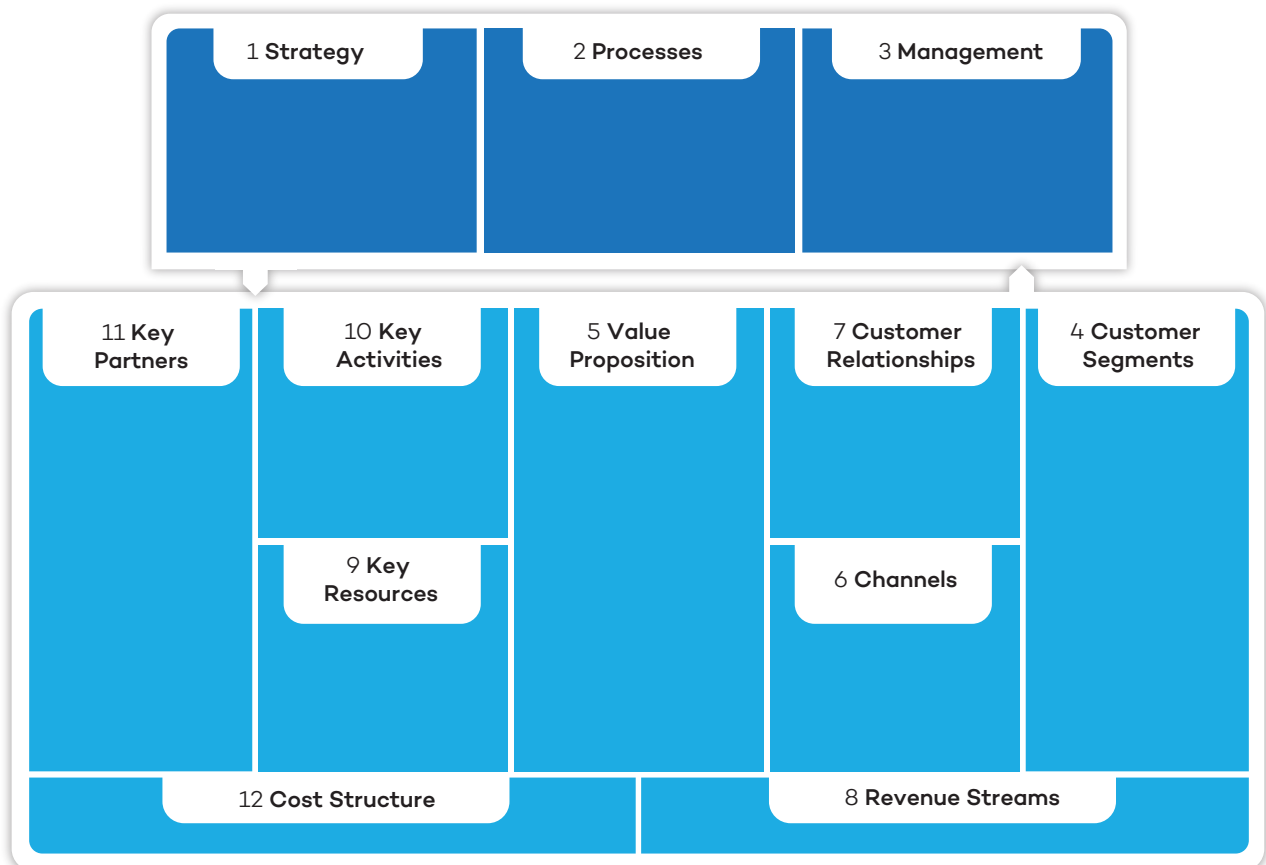
*Where would
you like to be?*

Value-Based Methodology™

The 70:20:10 Institute supports organizations in delivering Value-Based L&D solutions, by using an approach developed over years of consulting experience.

Our Value-Based Methodology builds on a tool that organizations use to change their strategy or create new products and services. The L&D Business Model Canvas™ provides a framework for evaluating your current state. From there you can design a roadmap to move toward a new L&D business model better aligned with your organization's future needs. We work collaboratively with you to co-create Value-Based L&D.

L&D Business Model Canvas



Are you ready to get started?

Keeping an eye on the big picture can be challenging. Not only do you need to ensure you manage your own daily work and keep your L&D team focused on the right things. At the same time, you need to meet with your internal clients who often ask a lot of challenging questions. On top of these daily tasks, everything needs

to be ready and delivered within the month! Putting it all together can be overwhelming. With our fully integrated **Value-Based L&D solutions** you can either integrate our solutions into your existing approach or we can help you develop a new strategy with much less effort than if you started with a blank sheet.

Change Your L&D Business Model

A professional setting with three people. In the foreground, a woman with long brown hair, wearing a white blazer, is smiling and looking towards the left. Behind her, a man with a beard and dark hair, wearing a light blue shirt, is also smiling. To the left, the back of a man's head and shoulders in a dark suit are visible. The background is a bright, out-of-focus office space.

We have discovered that clients can begin the change process at any point, based on their unique situation and business objectives. This is why we haven't numbered the steps in the Value-Based Methodology, preferring to offer you a flexible and easy to customize approach.



Steps to a new L&D Business Model that Delivers Results

Clients typically
begin by establishing
their desired business
model

This can be done with an audit process that looks at your L&D function from a systemic perspective considering all elements of the business canvas.

Depending on your
implementation
strategy, you may
report project results

Including business impact, investments and costs, to internal stakeholders. You may also gather feedback on client perception of value.

We work together
to develop a customized
multi-year roadmap

And we begin implementing the change process based on your unique situation and priorities.

Based on the project
outcomes and client
feedback, you adapt

You learn from the progress made and update the roadmap as necessary to continue the change process towards the desired L&D Business Model.

Value-Based Solutions

For each cell in the L&D Business Model Canvas, the 70:20:10 Institute offers one or more services including consulting, capability building experiences, performance support tools and clinics that accelerate your transformation process. Working together, we determine the optimal solutions for your organization, timeframe and budget.

Client Success Stories

Clients select one of three annual investment levels, each of which is associated with a number of vouchers (30, 60 or 90) available for the Value-Based Solutions. Each service in our Value-Based portfolio has a related number of vouchers. This provides a maximum level of flexibility as you design your first-year intervention.

Because each engagement is unique, the following Client Success Stories illustrate two approaches that may inspire you to explore these solutions further with us. We look forward to starting a dialogue with you soon.

Client Success #1

The L&D department from a global dairy company wanted to change their current business model. They used a roadmap to transform into the desired Performance Enabler business model to be able to demonstrate business impact. This 3-year process started with a new strategy, new work processes and capability building. Most of the L&D team are now 70:20:10 experts, having completed the 70:20:10 Expert Program. To demonstrate the value of changing the L&D business model, they used several pilot projects. In one factory intervention, the Value-Based Solution delivered a savings of almost €200,000 in the first year. In a second business intervention, a new approach to operating a critical machine in a production process reduced a €70,000 cost of unplanned shut-downs to zero.



“Focus on your organization’s core business: *consider how to make the most of your business results with the available resources.*

Solve business issues that are important for your stakeholders: *this gives you buy-in to expand your work and deliver value.”*

The L&D team is still in the process of changing their business model into the Performance Enabler. They started with new types of performance support and are now eager to implement this approach in collaboration with Continuous Improvement and Quality teams.



Client Success #2

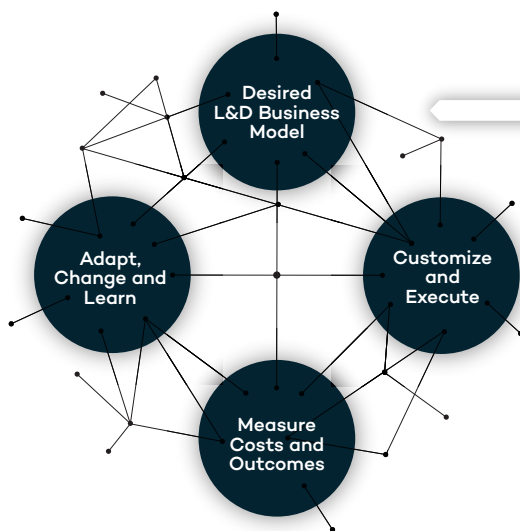
A global pharmaceutical company began its commercial capability team change process with a high-profile project supporting a major shift in sales strategy. Instead of offering a traditional training program to address the performance challenges of field sales managers who didn't pivot fast enough to support the strategy (as senior leaders requested), the commercial capability team started as Performance Detectives. After determining the business and performance goals, and identifying the root cause of performance gaps, a multi-disciplinary team was formed to design and build a solution focused on informal and social learning on the job. A limited number of formal learning elements were included, but the focus was learning embedded in work with peer coaching and performance support tools. This project produced dramatic improvements in sales results and retention of field sales managers.

“Focus on a few strategic, tangible business objectives:

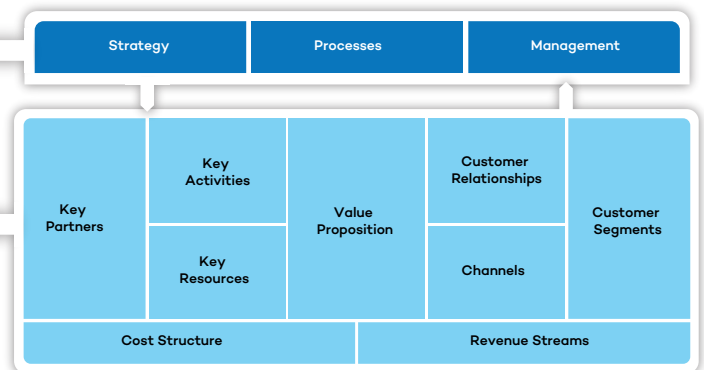
We used to focus on all products in the portfolio. Today we are focusing on short-term sales and long-term business. Co-creating with different staff departments and professionals in the business is an important success factor of performance improvement in all markets.”

How it works is why it works so well.

Value-Based Methodology



L&D Business Model Canvas



L&D Business Model Canvas

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Hélène Bargiel

Head of Commercial Excellence Leo Pharma

I have been in the commercial excellence field for years. So far, I have not been in any program that has as much impact as working with the 70:20:10 methodology.

The logo for 702010 INSTITUTE is composed of several geometric shapes. A large black square contains the number '70' in white. To its right is a blue triangle pointing upwards. Below the '70' square is a red triangle pointing downwards. To the right of the red triangle is a black square containing the number '20' in white. To the right of the '20' square is a black rectangle containing the word 'INSTITUTE' in white. Below the '20' square is a black square containing the number '10' in white.

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If you are ready to
get started on your
journey, let's have
a conversation.

You can contact us at:

Web: 702010institute.com

E-mail: info@702010institute.com

Phone: +31 (0)43 356 14 44