

✦ A FABULIZ SOLUTION

Amazon Global Negotiations Training & Enablement Program

Scaling Learning Excellence Across 4,000 Leaders in 10+ Countries

A five-year case study demonstrating how strategic program architecture, multi-modal learning design, and Train-the-Trainer sustainability models can scale negotiations training from pilot to global deployment while maintaining 92% effectiveness and driving measurable business compliance improvements.

4,000

Vendor Managers
Trained Globally

92%

Workshop
Effectiveness Score

93%

Compliance Rate
(+8.4% YoY)

10+

Countries &
Regions Served

Global Reach: Training Delivered Across Multiple Market Places

US NA

BR Brazil

MX Mexico

JP Japan

SG Singapore

AU Australia

EU EU9

AE UAE

SA Saudi Arabia

EG Egypt

ZA South Africa

+ Emerging Market Places

ORGANIZATION

Amazon Stores Learning & Development

MY ROLE

Sr. Program Manager, Worldwide Negotiations Training

PROGRAM DURATION

October 2020 – August 2025

SCOPE

L4-L7 Vendor Managers, Global Consumer Organization

The Challenge

The Problem: Amazon's rapid global expansion required scalable negotiations training for 4,000+ Vendor Managers with varying skill levels (L4-L7) across diverse cultural markets. The organization needed to maintain quality and drive measurable business impact while keeping North America sustainable and scaling to worldwide deployment – all during a global pandemic transition from virtual to in-person delivery.

Specific Challenges:

- **Scale:** Train 4,000 Vendor Managers across Amazon's worldwide consumer organization while maintaining high effectiveness standards.
- **Skills Diversity:** Address varying proficiency levels from new hire (L4) to leaders (L7+) with tactical to strategic needs.
- **Global Complexity:** Adapt content for cultural differences across 10+ countries including established and emerging markets.
- **Quality Assurance:** Maintain consistent learning experiences across multiple facilitators and regions
- **Sustainability:** Build scalable delivery model that doesn't rely on a single point of failure.
- **Measurement:** Prove business impact through compliance rates and effectiveness scores.
- **Evolving Needs:** Shift from onboarding-only to continuous development model aligned to changing business landscape.

Strategic Context: As Sr. Program Manager, I was responsible for the entire negotiations training strategy, from needs analysis through global delivery, for Amazon's consumer organization – managing one of the largest learning programs in the portfolio.

My Approach:

Product Management Meets Learning Science

The FabuLiz Philosophy: I don't just design training – I build learning products with roadmaps, user tiers, quality systems, and iteration cycles. This program succeeded because I combined *strategic product thinking* (3-year roadmap, tiered framework, sustainability architecture) with *learner-centered design* (engaging delivery, cultural adaptation, continuous feedback integration).

Phase 1: Discovery & Product Architecture (2020 – 2021)

Comprehensive Learning Needs Analysis

- **Stakeholder Interviews:** Conducted analysis across L4-L10 leaders to understand development needs.
- **Tiered Framework Development:** Created competency progression addressing both tactical excellence and strategic partnership capabilities.
- **3-Year Roadmap:** Architected multi-year strategy aligned with evolving business needs and organizational growth.
- **Multi-Modal Design:** Developed blended approach (virtual introduction, in-person foundations, on-demand resources, advanced workshops).

Program Product Suite Designed:

- **Introduction to Negotiations Workshop (Ni):** 4-hour virtual instructor led hands-on experience for months 0-3.
- **Negotiation Foundations eLearning:** 2-hour self-paced asynchronous foundation of the negotiation framework, including simulation, and negotiation styles assessments.
- **Negotiation Foundations Workshop (NF):** 2-day in-person intensive with practice, feedback, and role plays
- **Advanced Vendor Negotiations (AVN):** 1-hour deep dives on tools, strategies, and specific levers (partnership with SMEs and product managers).
- **Negotiations Coaching Workshop (NC):** 2-day in-person intensive for people managers with scenarios, practice, and coaching framework.
- **Always On Resource Library:** Self-service access to negotiations guidance, templates, and reference materials.

Phase 2: Qualith & Scalability Architecture (2021 – 2023)

Train-the-Trainer Certification Program:

- **Certified 40+ facilitators globally** maintaining 94.2% (4.71 out of 5) effectiveness scores across all programs.
- **Developed comprehensive facilitator resources:** Created scripts, slide decks, timing guides, troubleshooting support materials.
- **Created regional adaption playbooks:** Cultural intelligence guidance for BR, MX, JP, SG, AU, MENA, EU, and ZA Markets.
- **Implemented quality assurance system:** Observation protocols, feedback mechanisms, continuous facilitator development.
- **Built sustainability model:** Each region has certified trainers reducing dependency on central team.

“Liz is the engine of our team. Beyond being an outstanding program manager for core workshops, she’s continued to nurture our global partnership and external benchmarking efforts and developed our Negotiations Enablement strategy. She’s assumed a leadership role on the team, driving strategic conversations about goals and priorities.”

-Manager, Amazon 2024 Performance Review

Program Evolution: From Pilot to Global Scale (2020 – 2025)

2020-
21

Foundation & Strategy Development

- Conducted comprehensive needs analysis across L4-L10 stakeholders
- Developed tiered competency framework (tactical → strategic)
- Created 3-year roadmap aligned to business evolution
- Designed multi-modal curriculum architecture
- Launched virtual delivery model during pandemic

2021-
22

Scale & Train-the-Trainer Launch

- **Trained 2,500+ Vendor Managers in North America (2021-2024)**
- Maintained 92% (4.58 out of 5) workshop effectiveness score
- Implemented Train-the-trainer certification (40+ Facilitators worldwide)
- Enhanced program mechanisms: reduced drop rates, optimized occupancy to 72% (+34% YoY)
- Transitioned from virtual to in-person delivery post-pandemic

2022-
23

Global Expansion & Branding Strategy

- **Scaled to 6 Regions:** BR, MX, SG, AU, EU, JP
- Created global branding strategy with guidelines and standardized materials
- Developed regional facilitation scripts ensuring consistency while honoring cultural differences
- Achieved 93.4% avg compliance rate (8.4% YoY) for NA Stores across core programming
- **5-year trajectory: +45.4% compliance improvement**

2024

Enablement Strategy & Continuous Innovation

- **Completed 12 workshops for 672 employees worldwide** across BR, MX, SG, EU, and JP regions
- Shifted strategy from onboarding-only to continuous development enablement
- Created bite-sized, just-in-time learning opportunities manageable within workflow
- Updated content for in-person facilitation: enhanced engagement, learner-centered activities
- Developed individualized workbooks for regional markets (eliminating multiple printouts)
- Organized 1st Global Negotiations Summit (30 stakeholders, 9 countries, 30+ new ideas)

2025

Sustained Excellence & Strategic Evolution

- Maintained 92% workshop effectiveness across all regions and facilitators
- Continued global expansion and emerging market support (EG, UAE, SA, South Africa)
- Enhanced AVN (Advanced) training series in partnership with SMEs
- Proactive registration strategy: cohort model for new VMs (97% Ni Compliance, 87% NF compliance for new hires)
- External benchmarking to ensure cutting-edge practices and thought leadership

Measureable Results & Impact

Scale & Reach

- **4,000+ Vendor Managers** trained globally
- **2,500+ learners** trained in NA (2021-2024)
- **650+ employees** trained worldwide in 2024
- 10+ countries with established training programs
- 40+ certified facilitators maintaining quality globally
- Franchise model for out-of-scope teams wanting training (procurement, prime air, music)

Quality & Effectiveness

- **92% avg workshop effectiveness** (4.58/5) maintained at scale
- **94.2% facilitator effectiveness** (4.71/5) across TTT program
- **72% workshop occupancy** (+34% YoY)
- **Consistent quality** across virtual and in-person delivery
- **High bar maintained** across culture and regional adaptations

Business Compliance Impact

- **95% avg compliance rate** for NA Stores across core programming
- **+8.4% YoY improvement** in compliance rates
- **+45.4% compliance** growth over 5-year program cycle
- **97% Ni & 87% NF compliance** for NA VMs
- **Proactive registration strategy** driving sustained participation

Sustainability & Innovation

- **Global Train-the-Trainer model** ensuring scalability
- **Regional ownership** reducing central team dependency
- **3-year roadmap** aligned to evolving business needs
- **1st Global Summit** generating 30+ innovation ideas
- **External benchmarking** maintaining though leadership

“Elizabeth has been crucial to develop Brazil’s Negotiation team of Bar Raisers. She has always been available to help trainer conduct sessions for Brazil, even if that meant waking up at 3AM Pacific Time. She was crucial to carry over 1st Global Negotiation Summit and it’s a pleasure to work with her on every new initiative.”

- Amazon Learning Partner, Brazil Category Leader

“Liz is one of the most organized and structured Amazonians I have met in the company. She finds ways to evolve her work and constantly tries to take it to the next level. Her facilitation skills are outstanding, and she has shown a strong sense of inclusion and commitment by coordinating programs to provide the same experience to Japanese team members who are not good at speaking English.”

-Amazon Peer, Japan Learning Partner

Key Success Factors: What Makes This Program Exceptional

✓ Strategic Product Thinking

- 3-year roadmap with phased rollout
- Tiered competency framework (L4-L7)
- Multi-modal learning architecture
- Iterative improvement based on feedback
- Shift from onboarding to enablement

✓ Quality at Scale

- Train-the-Trainer certification model
- Standardized materials with regional flexibility
- Facilitator observation & coaching
- Consistent effectiveness measurement
- Quality assurance across all markets

✓ Cultural Intelligence

- Regional adaptation playbooks
- Local facilitator partnerships
- Inclusive design (language accommodation)
- Cultural context scenarios
- Global community building (summit)

✓ Learner-Centered Design

- Needs analysis across stakeholder tiers
- Practice-based learning (role plays)
- Proactive cohort registration
- Just-in-time resources
- Bite-sized enablement opportunities

The FabuLiz Takeaway: Why This Scales

The program succeeded at global scale because it honored a fundamental principle: **You can't sacrifice quality for scale, and you can't sacrifice scale for quality – you architect for both from the beginning.**

The 92% effectiveness score across 4,000+ learners and 40+ facilitators was not luck – it was intentional design. I built this program like a product: with a tiered user framework, a sustainability model that distributes ownership, measurement baked in from day one, and continuous iteration based on data and feedback.

The secret? Combining strategic structure (roadmaps, frameworks, quality systems) with human flexibility (cultural adaptation, learner-centered design, engaging delivery). That is where strategy meets sparkle – and where training becomes transformation at scale.

Replicable Framework: Building Learning Products that Scale

This approach works for any global learning program:

1. Discovery & Architecture

- Stakeholder needs analysis
- Tiered competency framework
- Multi-year roadmap
- Multi-modal design

2. Quality & Scalability

- Train-the-Trainer model
- Standardized materials
- Regional adaptation guides
- Quality assurance system

3. Measurement & Iteration

- Effectiveness scoring
- Compliance tracking
- Feedback integration
- Continuous improvement