

CUSTOMER STORY

How Kaléo Improved Rep Confidence & Competence with Personalized Learning and Pull-Through



ABOUT KALÉO

Kaléo is a fully integrated pharmaceutical company dedicated to commercializing products for people at risk for life-threatening allergic reactions, including anaphylaxis.

EXECUTIVE SUMMARY

Kaléo's Training team needed to send the most confident and competent Sales reps into the field, yet they faced significant challenges in their new hire onboarding program. The existing program did not provide a way to assess reps' knowledge retention, nor their effectiveness at delivering messaging in the field.

To address this issue, Kaléo replaced its "one-size-fits-all" program with a personalized learning approach using the ACTO platform. ACTO's personalized learning capability, *Journeys*, facilitates adaptive reinforcement training, including coaching opportunities, based on the specific needs of individual field reps. It also allows reps to "fast track" through information they already know, while adhering to regulatory compliance requirements by taking a quiz and acknowledging completion.

This new approach allowed Kaléo to assess each new hire's baseline knowledge and provide different learning journeys for those with high competency levels versus those with specific knowledge gaps or challenges. This personalization resulted in reps taking ownership of their own learning paths to boost their competence—all while leveraging the original training curriculum and material. Along with strengthening their partnership with Sales, this new approach provided Kaléo's Training team with insights to reassess and refine their training without completely overhauling the entire program.

“ The insights we now have allow us to reassess the existing curriculum and refine specific areas, as opposed to completely overhauling the entire program. ”

- Tanya Stamp, National Field Sales Trainer
Kaléo

THE CHALLENGE: “ONE-SIZE-FITS-ALL” TRAINING

Kaléo’s new hire training was initially a two-step process consisting of pre-work for reps to do at home followed by a 90-minute virtual training meeting. The virtual meeting focused on product content, marketing resources, and messaging to prepare new hires for the field. Regardless of prior experience, every new rep went through the exact same training. There was no pull-through activity following the training.

Furthermore, the Training team lacked baseline assessments required to:

- Efficiently identify rep competency gaps
- Deliver personalized training matched to reps’ specific needs
- “Fast track” reps who demonstrated competency in specific areas
- Assess how well reps retained information and conveyed it in the field

THE SOLUTION: BASELINE ASSESSMENTS ADDED WITH MINIMAL DISRUPTION AND COST

“First and foremost, we didn’t want to change the overall training since we had invested a significant amount of time developing materials, including a practice session within the virtual training,” said Tanya Stamp, Kaléo’s National Field Sales Trainer. “Working with ACTO, all we did was add assessments that allowed us to learn if reps understood the content from the pre-work.”

To efficiently gain insight into a new rep’s baseline knowledge so they could build personalized learning journeys, Kaléo up-leveled their training program in the following manner:

1. Kaléo deployed baseline assessments prior to the virtual meeting that consisted of five multiple-choice questions that revealed what knowledge the learner gained from the pre-work. This helped the Training team know where to focus their efforts in the virtual meeting.
2. Additional assessments were deployed following the virtual meeting using *Journeys* by ACTO that resulted in two different paths:
 - If the rep answered enough questions correctly to demonstrate competence, they moved on to a self-assessment (confidence survey).
 - If the rep failed to answer enough questions correctly, they were directed to review additional training material to improve their competence before retaking the quiz.

3. Once reps passed the quiz and completed a confidence survey, they were placed on a learning path based on their score (e.g., very confident, confident, somewhat confident, not confident). Each score corresponded to a different path with pre-determined training content matching the confidence level.
4. Each rep was then provided with a coaching scenario where they recorded themselves practicing how they would deliver the messaging to a healthcare provider (HCP). The scenario was submitted to a member of the Training team, who assessed their “mastery of the message.”

Those who demonstrated mastery of the message completed training. Those who didn't demonstrate mastery were given additional training and another opportunity to complete the coaching scenario.

The goal for each rep was to pass the knowledge quizzes (competence), score themselves highly (confidence), and pass the coaching scenario, which together, demonstrated the necessary level of mastery to enter the field and be successful.

“Each learner arrives at the same endpoint; how they get there is based on their objective knowledge measured through quizzes and their subjective self-assessment measuring their confidence,” said Stamp. “The learner only sees the specific next step relevant to them. In fact, some reps were able to move right to the coaching practice scenario.”

THE RESULTS

After implementing this new approach, Kaléo gained valuable insights into:

- **Who lacked both competence and confidence**

These reps did not demonstrate material comprehension, nor did they indicate sufficient confidence. They were given additional training and practice.

- **Who lacked competence, but felt confident**

These reps scored themselves as “very confident,” yet their assessments and practice scenarios revealed a lack of material comprehension. They were sent back to practice verbalizing the content, giving a powerful pitch, and/or working on objection handling.

- **Who demonstrated competence, but lacked confidence**

These reps performed well during all of the training—from pre-work to coaching scenarios—but lacked confidence. In this case, Sales managers worked one-on-one with their reps by sharing their test scores as well as offering personalized coaching to bolster confidence.

Kaléo also gained insight into where to improve training material. For instance, they noticed that most of the new hires kept failing one particular question during assessments. Flagged as a potential issue with the content itself, or how it was being delivered to the reps, Kaléo's Training team revisited that particular topic and adjusted it for future use.

“ The new approach allowed us to address competency gaps and provide valuable insight to improve training effectiveness, enhancing individual and organizational performance. ”

- Tanya Stamp, National Field Sales Trainer
Kaléo

THE IMPACT: HIGHLY CAPABLE SALES REPS READY FOR SUCCESS IN THE FIELD

Following Kaléo's new approach using ACTO, Kaléo has:

- Improved the perception of training from a “check-the-compliance-box” activity to a valuable personalized experience for reps, using competence and confidence data to ensure success in the field.
- Enhanced collaboration between Training and Sales teams:
 - Sales reps and managers recognize how weaving coaching into training makes them more effective, giving Sales managers a baseline for future ride-alongs.
 - Now, Kaléo's Training team and Sales managers can recognize and communicate specifics around rep improvement based on data and insights rather than conjecture.
 - The two departments continuously revisit training material and ensure training pull-through as needed to maximize field force effectiveness.
 - Trainers and Sales managers have a more granular understanding of how individual reps learn, which helps them support knowledge application in real-world scenarios.
 - Trainers use these valuable insights to optimize and enhance training material to ensure clarity and understanding amongst their reps.

“First and foremost, the personalized journey is necessary because not everybody comprehends information and applies that information in the same manner,” said Stamp. “Being able to personalize learning using our existing training materials saves tremendous amounts of time and resources. Additionally, the insights we now have allow us to reassess the existing curriculum and refine specific areas, as opposed to completely overhauling the entire program.”



How Kaléo Improved Rep Confidence & Competence with Personalized Learning and Pull-Through

ABOUT ACTO

ACTO is an AI-powered Intelligent Field Excellence (IFE) platform built for Life Sciences that helps Sales, Marketing, and Medical teams improve customer engagement and brand performance by turning field professionals into “Masters of the Message” who engage HCPs and their support teams with authority and impact. With ACTO, biopharma companies can ensure field professionals are always competent, confident, and credible, delivering the right message to HCPs, while providing senior leaders and frontline managers with the insight they need to drive continuous field force effectiveness.

Copyright ©2024, ACTO Technologies, Inc. All rights reserved.

LEARN MORE

acto.com

CONTACT

+1 844 277 2286
sales@actoapp.com

CONNECT



linkedin.com/company/actoapp/



acto.com/blog



acto.com/podcast