

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 inventing, manufacturing, and commercializing life-transforming products for serious and life-threatening medical conditions.

EXECUTIVE SUMMARY

Kaleo's Training Team recognized the need to reassess part of their New Hire Training Program to provide a customized learning experience. The existing program did not fully provide a way to assess reps' knowledge retention, nor their effectiveness at delivering messaging in the field.

To address this, 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.

“ Through the implementation of Journeys we have been able to build upon our existing curriculum to deliver a more effective way for each learner. ”

- 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

“We didn’t want to change the overall training since we had invested a significant amount of time developing content, including a practice session within the virtual training,” said Tanya Stamp, Kaléo’s National Field Sales Trainer. “Working with ACTO, we added assessments which enabled us to learn if reps understood the pre-work content.”

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

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 prework. This helped the Training team know where to focus their efforts in the virtual meeting.
2. Deploy additional assessments 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. Provide a learning path based on the reps score from the confidence survey. Each score corresponded to a different path with pre-determined training content matching the confidence level, i.e. very confident, confident, somewhat confident, not confident.
4. Offer a coaching scenario where the rep recorded themselves practicing how they would deliver the messaging to a healthcare provider (HCP). The scenario was submitted to 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.

Stamp explained, “Every learner reaches the same endpoint, but their path is shaped by a combination of objective knowledge, assessed through quizzes, and subjective self-assessment of confidence. The learner sees only the next step that is relevant to them.”

THE RESULTS

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

- **Who lacked both competence and confidence**

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

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

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

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

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

Kaléo also gained insight into where to improve training material. For instance, they noticed that most of the new hires were failing one particular question during assessments. Kaléo's Training team revisited that particular topic and adjusted the content and delivery for future use.

“This revised 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:

- Helped create 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 pullthrough 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.

“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 which allows us to reassess the existing curriculum and refine specific areas, as opposed to completely overhauling the entire program.”



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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.

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