



Medical Device Training Priorities

By Katie Rebilas

Both medical device and pharmaceutical companies struggle with similar training issues: Managing onboarding, keeping pace with technology and extending learning beyond initial phases. Each year LTEN partners with TGaS Advisors to answer the question, “What is the state of life sciences training?”

This article presents the highlights of the 2015 LTEN-TGaS Advisors Medical Device Landscape Study, featuring input from 15 medical device companies ranging broadly in scope and revenue (Figure 1: Responding Company Revenue and Scope). The report covers such issues as strategic initiatives, trending topics and the time and topics being taught across sales representative, district manager and account manager curricula. (For a report on the Pharmaceutical Landscape Study, see the June 2015 Bonus Focus: www.L-TEN.org/bonusfocus.)

Strategic Initiatives: Top Four Priorities

Globalizing Learning: The pull to “go global” continues as companies seek to drive consistency throughout the entire organization. The move toward centralizing functions allows the entire company to work toward unified goals, share best practices and minimize redundancies.

Mobile Learning: MD&D training departments are working to catch up to other learning sectors where mobile learning has become the foundation. Making the shift to mobile learning platforms also requires a shift in design mindset. Content must be provided in smaller chunks while empowering and educating learners.

FIGURE 1 RESPONDING COMPANY REVENUE & SCOPE

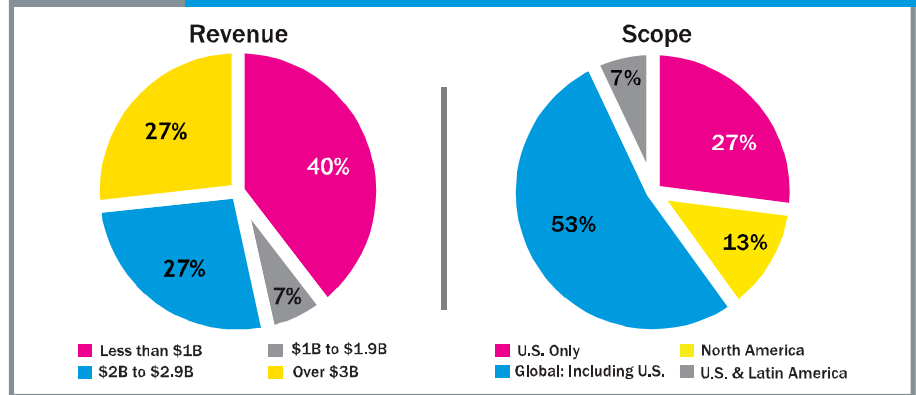


FIGURE 2 WHERE TRAINING TEAMS SPEND [THEIR TIME]

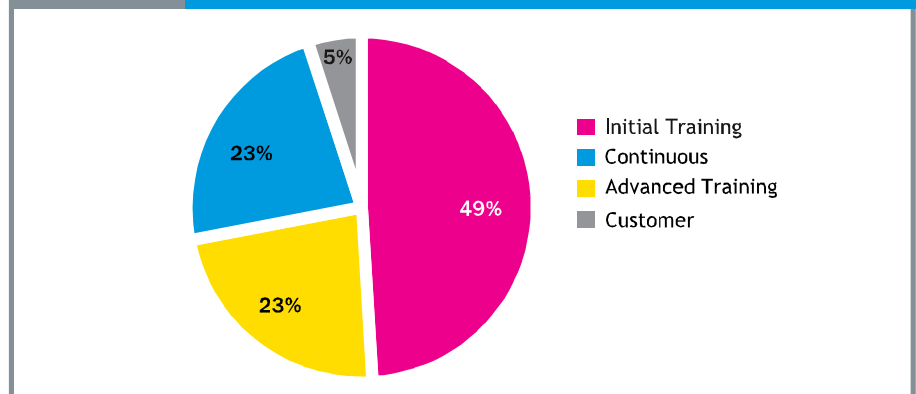
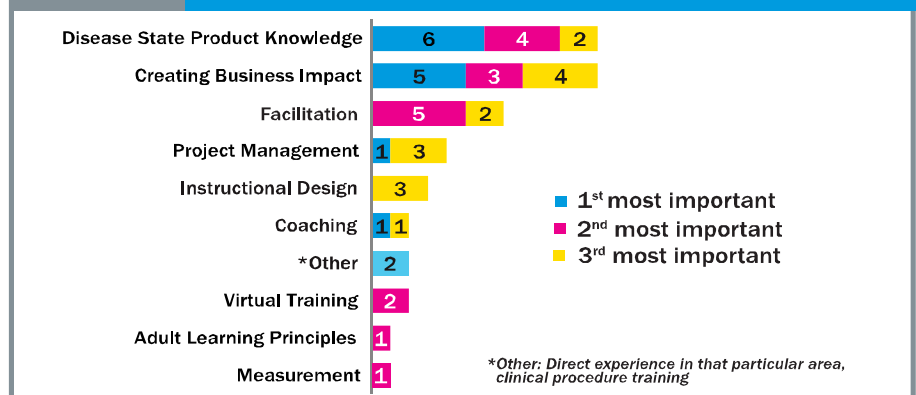


FIGURE 3 TRAINER ONBOARDING AND COMPETENCIES



Advanced Training Curricula:

Companies are recognizing that training isn't a "once and done" event but part of an overall learning journey that begins when employees are hired and continues throughout their careers. While training teams still spend the majority of their time (49%) on initial phase curricula, leaders are committing more time and resources on advanced and continuous phases as a means of investing in long-term learning. (Figure 2: Where Training Teams Spend [Their Time].

Leadership Development:

Companies are providing leadership teams, usually an underserved audience, with increased learning opportunities. By investing in their development, companies are working to drive consistency in messaging, increase performance, empower leaders and retain top talent.

Now Trending: Onboarding, Technology, Metrics

More than half (53%) of participating companies now have a formal onboarding program for new home office trainers, significantly up from only 15% of respondents in 2014. Top competencies addressed in these programs are disease state/ product knowledge, creating business impact and facilitation. (Figure 3: Trainer Onboarding & Competencies) However, with initiatives such as mobile learning and technology utilization ranking as top strategic priorities, companies may want to think about making virtual training and technology competencies part of onboarding.

Technology utilization is high on everyone's list. Top training technologies continue to be e-Learning and conference call / webinar tools. Also surging are new "anytime, anywhere" technologies, such as mobile applications, podcasts and blogs, aligning with companies' strategic focus on mobile learning. (Figure 4: Technologies Used in Training) However, the

FIGURE 4 TECHNOLOGIES USED IN TRAINING

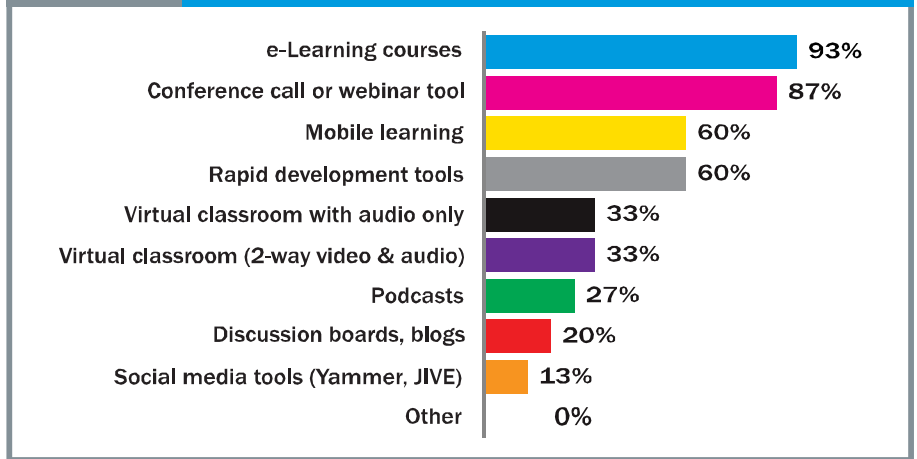


FIGURE 5 MEASURING TRAINING EFFECTIVENESS

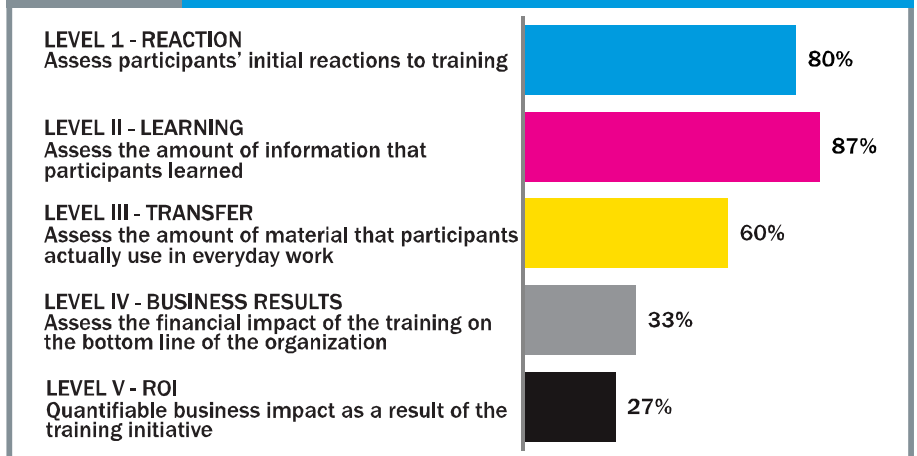
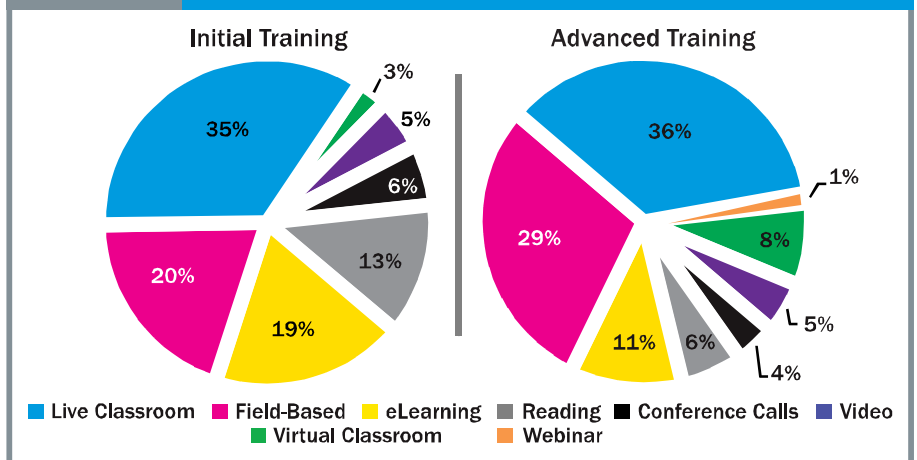


FIGURE 6 HOW TIME IS SPENT: INITIAL AND ADVANCED TRAINING



majority of companies do not have a formal learning technology strategy or roadmap in place.

Companies are continuing to measure training effectiveness. Some 60% of participating companies now conduct Level 3 assessments, up from 46% in 2014. (Figure 5: Measuring Training Effectiveness)

Sales Rep Training

According to respondents, sales reps spend an average of 378 hours on initial training activities, including pre-work and classroom activities. The majority of companies focus on the therapy area / disease state information, product knowledge, competitive knowledge, marketing messaging and compliance training during the initial phase. Given the dynamic healthcare landscape, an increased number of organizations also provide market access training.

Sales reps spend an average of 78 hours on advanced training, with the majority of companies focusing on selling skills, including objection handling and negotiation. Throughout both initial and advanced training, sales reps continue to spend the most time in a live classroom during the initial phase, with significant time also spent learning through field-based activities and e-Learning. (Figure 6: How Time is Spent: Initial and Advanced Training)

District Manager Training

As leadership training becomes more prevalent, the number of companies with formal district manager curricula continues to increase. On average, 40% of respondents have district manager curricula with both initial and advanced phases, focusing on such topics as administrative skills;

performance management, coaching, presentation and influence skills; and disease state/product knowledge.

Account Manager Training

Only 20% of respondents have a formal account manager curriculum. Those who do spend 280 hours on average on such market access topics as IDNs, reimbursement and Medicare Part D/Medicaid. Also covered are therapy area, disease state, product knowledge, C-suite selling and marketing messaging. ■

About this Study:

Working in partnership with LTEN, TGaS Advisors, a benchmarking and advisory services firm, conducts studies of training and development in life sciences companies. For more information on the 2015 Medical Device or Pharmaceutical Landscape Studies, contact Katie Rebilas, kathryn.rebilas@tgas.com.



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