

5TH ANNUAL

**L**TEN<sup>®</sup>

EXCELLENCE  
AWARDS



*Celebrating*  
**TRAINING  
EXCELLENCE**

2019 Poster  
Presentations

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# Thanks to all who participated in this year's Poster Presentations!

## Meet this Year's Finalists & Winners

Congratulations to the finalists for the 5th Annual LTEN Excellence Awards. ★ indicate Winners.

### Practitioners All-Star Teams:

Patient Journey Workshop Team, Astellas Pharma U.S. ★  
CVRM (CV, Renal, Metabolic) Training Team, AstraZeneca  
Business & Leadership Development Team, Boehringer Ingelheim  
Center for Excellence, Genentech  
Commercial Learning & Development, Gilead Sciences  
Commercial Training Team, Sage Therapeutics  
Trintellix Commercial Learning & Development Team, Takeda

### LTEN Members of the Year :

Jill Tetrault, Otsuka Pharmaceuticals Canada.  
Jason Zeman, Bausch Health.  
Pam Marinko, Proficient Learning

### Practitioners Emerging Leaders:

Aryal Afifi, Genentech  
James Ashby, Philips Healthcare  
Chloe Bangs, Teva Commercial Training & Development ★

Karen Eno, Takeda Pharmaceuticals ★  
Kathryn Tawakol, Gilead Sciences  
Patrick Tresner, Genentech

### Providers Industry Partnership:

BI Worldwide ★  
CMR Institute  
IC Axon, a Division of GP Strategies

Proficient Learning  
Remap Consulting  
Scrimmage

### Practitioners Innovation:

Gerald Golden, LEO Pharma ★  
Matt Hayden, Allergan Training  
Leslie Mason, Sage Therapeutics  
Mike Paradiso, Novartis

Christine Sadowski, GlaxoSmithKline  
Shawn Thomas, Bristol-Myers Squibb  
Kristi Vredenburg, United Therapeutics

### Providers Innovation:

ACTO Technologies  
AdMed  
IC Axon, a Division of GP Strategies ★

Scrimmage  
Syneos Health  
The Inception Company

### Providers Learning Content:

AdMed ★  
Axiom  
Custom Learning Designs (CLD)

Red Nucleus  
Strategic Thinking Institute

### Practitioners Training for Change:

Amgen Global Learning & Performance Team  
Tara Leahy, Daiichi Sankyo  
Andrew Nemiccolo, Gilead Sciences

GlaxoSmithKline SMx Team  
Merz Neurosciences Learning & Development  
Melissa Lowe, Philips ★

# ONE PATIENT: THREE UNIQUE JOURNEYS

## ALL-STAR TEAM AWARD

### ALL-STAR TEAM

- Beverly Joyer – CL+D
- Tim Fergus – Marketing
- Stephen Skinner – Sales
- Laura Miller – Sales
- Kolleen Sulli – Sales
- Joseph Williams – CL+D



### SUMMARY

Educational, emotional and inspiring. That was the impact of a learning session developed by a cross-functional team from Commercial Learning + Development, Marketing and Sales. The session highlighted the impact that sales representatives have on patients, caregivers and healthcare professionals. The workshop shared one patient's emotional journey through the lens of three different perspectives ... a patient, her mother and principle caregiver, and her physician. The sales force left the session energized and motivated, ready to incorporate the insights they gained into their sales efforts.

### METHODS/APPROACH

#### A MOTHER'S LOVE AND UNDYING HOPE

A journey that changes lives so dramatically called for a dramatic storytelling approach. Three separate stages were set up at the front of a dark room. Lights came up on the stage right area and there, sitting on a stool, was Sharon. She told the audience of the day she received a frantic phone call from her daughter Dynele, who was supervising a construction site infested with black mold when the crew – who didn't realize she was in the building – arrived without warning and began demolition, sending a cloud of mold-infested dust up the stairs and into Dynele's lungs. Over the next few months, Dynele became sicker and sicker. Sharon vividly recalls the months of growing symptoms, hospitalizations, misdiagnoses, misguided treatments, and near-death experiences. Against all odds, Sharon refused to give up on her daughter's life, and her hope was rewarded when she and Dynele finally met Dr. Mark Rumbak.

#### A PHYSICIAN'S INSIGHT

The lights went down on Sharon and came up on the stage at the opposite end of the room, revealing Dr. Rumbak. He described Dynele's condition when he first met her. She had been in a coma for more than six weeks and was showing no clinical improvement. Dr. Rumbak ran the right tests and finally arrived at an accurate diagnosis. He described his treatment and Dynele's slow but steady improvement. At the end of Dr. Rumbak's account, the lights came up on the center stage...

#### A PATIENT'S JOURNEY

...and there the audience met Dynele and her service dog Clyde. After a month in Dr. Rumbak's care, Dynele emerged from her coma on her 36th birthday! Dr. Rumbak and Sharon joined Dynele on the center stage where Dynele told the story from her perspective – the devastating fear and despair of the disease, the near-miraculous survival, the struggles she still deals with as a result of her infection, and the full, happy life she now leads with her family and Clyde. All three individuals talked about the critical role representatives play in providing education to health care providers about an under-recognized, under-diagnosed and under-treated condition. There were few dry eyes at the end of the session and Dynele received a standing ovation.

### EVALUATION

Broadening the team's knowledge and understanding of the patient journey from three unique perspectives was a more immersive, more personal and more emotional approach to a learning session than they had ever encountered before. The impact of the experience was both immediate and lasting. This session was the highest rated session of the entire National Sales Forum, including the social events. Nearly a year later, people are still talking about it. Members of the leadership team have incorporated Dynele's story into their messaging, and sales team members keep asking if Dynele can come back and talk to them again. This experience inspired an already highly dedicated team to redouble their efforts and reach beyond their goals. They put that inspiration into action and exceeded their sales goals for the tenth consecutive year, affecting the lives of even more patients like Dynele.

### SITUATION ANALYSIS

An Invasive Fungal Infection is life-threatening. The session created a living example of the seriousness of this unmet medical need, demonstrating the stark reality of the impact it can have—physically, emotionally, psychologically and financially.

### CONCLUSION

By thinking outside the box, the team planning the session created a unique experience that had a profound impact on everyone who took part in it. Dynele's story is never far from the minds of the Hospital Team; a constant reminder that what they do matters because it has such a profound impact on so many lives. Their memory of this unforgettable experience has motivated them to look for creative ways to break through challenging access barriers and take ownership in helping healthcare professionals identify the risk factors of Invasive Fungal Disease.

## Amgen ICON Value & Access: Transforming Customer Engagement

Training for Change Practitioner Award

*Amgen Global Commercial Learning & Performance Team:  
Lou Countryman, Hector Mobine, Laura Last, Susanne Laningham,  
Cindy Bowell, Michael Ratican, Charlie Gardner, Brad Richter*

### Summary

- The Amgen Inter-Continental Region ("ICON") consists of more than 20 countries. The diversity of this region, competitive landscape, and an innovative portfolio of medicines required a new approach to engage customers.
- A needs assessment revealed the requirement to design curriculum, resources and innovative value-based agreements to build the capabilities of cross-functional teams.
- A Business Planning Workshop was constructed with three levels of design including a capstone simulation.
- The outcome was a more than 12-fold increase in the number of executed value-based agreements, representing 15% of the Region's cumulative sales. This approach is being adopted by multiple functions across Amgen regions.

### Situation Analysis

- Access to medicines is granted by third-party "payers" who assess the uniqueness, benefit, and cost of the intervention. Price is routinely under pressure as payers balance expenses across a diverse patient population and within a fixed healthcare budget.
- An agreement between Amgen and the payer defines the conditions of reimbursement and/or price of a product or service. Thus, business-to-business selling based on differentiation and clear articulation of the value proposition is critical to avoid commoditization and a weakened negotiation position.
- ICON Value & Access ("V&A") Leadership concluded that opportunities to differentiate and execute successful contracts were being lost because affiliate countries did not have the proper training, resources, and support to generate and present innovative payer approaches.
- To prepare the teams with new capabilities, ICON V&A Leadership partnered with the Global Account Manager & ICON Learning & Performance ("L&P") teams to develop an Account Planning and Contracting Excellence Framework and Learning Plan.

### Methods/Approach

#### Foundations (Pre-work)

Affiliate Planning to identify attendees, accounts, and products for the team groups. Pre-work consisting of relevant eLearning courses and teams preparing an overview presentation of the account/payer they wanted to focus on throughout the Instructor-Led days.



#### Fundamentals (Day 1)

Account Overview Presentations  
Account Management Workshop: with application activities such as Influence and Network mapping.



#### Fluency (Day 2)

**Negotiation Skills:** A standardized framework across the organization, with outputs of multiple offers tailored to customer needs.



#### Fluency (Day 3)

**Contracting Excellence Workshop:** participants consider innovative approaches to value-based agreements in terms relevant to the customer's business priorities by using a proprietary methodology.



#### Negotiation Simulation (Day 4)

**Payer Negotiation Simulation:** allows participants to practice presenting and negotiating contract offers, as well as addressing potential customer objections, with training moderators and country leaders.



### Evaluation

- Contracting Excellence implementation was a key goal for 2018. Affiliates learned how to identify, negotiate, and execute successful value-based agreements through durable Business Planning Processes.
- Application led to attainment of outcomes of more than 12-fold increase in the number of executed value-based agreements and a significant short-term impact of 15% of cumulative regional revenue being based on these agreements in 2019-2021.
- Long-term Strategic impact is happening with expansion of Contracting Excellence into other regions at Amgen.
- Sustainability of the Business Planning and Contracting Excellence Curriculum is expected through a repository of application resources available on two proprietary sites resource sites.

### Conclusions

- Contracting Excellence was a key goal
  - Rollout has occurred in 18 countries with follow-up in 2019
- Feedback has been very positive
  - Affiliates have requested follow-on sessions, field rides, and individual contract reviews
  - Affiliates' ability to identify and design contracts increases by over 100% following the workshop
- High level of accountability
  - Every brand is accountable: Affiliates are expected to present their proposed innovative contracts at each business review
- Contracting Excellence is becoming a part of Amgen's Value & Access fabric
  - Recently trained Global, European, and JAPAC V&A leaders
  - We are embedding the framework into functional deliverables

## Daiichi-Sankyo

**Tara Leahy**, Director, Sales Training and Development

### PRACTITIONERS TRAINING FOR CHANGE AWARD FINALIST

#### NEED

Daiichi Sankyo, Inc. is preparing to enter the competitive Oncology/Hematology marketplace with several late-stage development pipeline agents for three distinct tumor types. Daiichi Sankyo, Inc. needed a global franchise training and development solution to introduce Oncology and Hematology to the organization, attract top talent, and prepare the organization for the launch of three key products in a therapeutic area that was completely new to the organization.

#### SOLUTION

Daiichi Sankyo, Inc. worked collaboratively with Axiom to develop and deploy an immersive and engaging Oncology Clinical Practicum (OCP), designed to emulate the training process that Oncology and Hematology clinicians undergo. Overall OCP strategy and solutions were designed and executed to initiate the shift from primary care sales to specialty sales, with a sharp focus on the organization's immediate needs: General Oncology, Acute Myelogenous Leukemia (AML), and Tenosynovial Giant Cell Tumor (TGCT).

- Provide a strategic scalable solution for both knowledge transfer and application
- Accommodate both short-term and long-term goals
- Engage a cross-functional audience
- Provide an active, immersive, and experiential learning environment strategy

#### SHORT TERM IMPACT

“ We are ecstatic about the feedback that we received from this immersive training, and this is just the beginning. To put the patient at the center of everything we do will really help accelerate our transformation for a successful launch and will be the right thing for the organization as we launch ourselves into oncology ”

*Vice President, Daiichi Sankyo, Inc.*

#### LONG TERM IMPACT

Daiichi Sankyo, Inc. now has a scalable strategy and a successful solution for continual delivery of updated approved content through the OCP.



Axiom is an award winning global scientific engagement partner. We empower cross functional teams to achieve and maintain their leadership in evolving competitive landscapes, by providing unforgettable healthcare communications, medical training, and marketing solutions to the pharmaceutical and biotech industries.



## CREATING A CROSS-FUNCTIONAL DISEASE STATE CONTENT DEVELOPMENT AND REVIEW PROCESS FOR MEDICAL SCIENTIST AND COMMERCIAL NONALCOHOLIC STEATOHEPATITIS (NASH) HOME STUDY CURRICULUM



THE ABILITY TO IDENTIFY THE OPPORTUNITY FOR CROSS-FUNCTIONAL COLLABORATION WITH COMMERCIAL LEARNING & DEVELOPMENT (CL&D) AND MEDICAL AFFAIRS LEARNING & DEVELOPMENT TEAMS, THROUGH ONE SHARED PROCESS.



Category: Training for Change

### AUTHORS AND CONTRIBUTORS:

GILEAD: ANDREW NEMICCOLO, JEFF NARVID, LAURA BRIGGS  
RED NUCLEUS: DAVE NOONAN, JESSICA ROTH-CROSS, THOMAS SMITHEN

### Situation Analysis

Gilead wanted to create an interactive learning experience on NASH disease state content for both the global Medical Scientist team and the US Commercial team. Gilead and Red Nucleus were able to create a cross-functional work stream to help drive efficiencies in the CL&D and Medical Affairs Learning & Development teams for the NASH content.

### Approach

Gilead worked with Red Nucleus (RN) to create a full home study curriculum to help educate and develop NASH disease state experts with their Medical Scientist and Commercial teams. The curriculum was customized through ebook modules & was tailored to meet the needs of both Medical Scientist and Commercial teams. The storyboards for these ebook home study modules took on an innovative approach by including 2 sets of learners in a single document. This meant that the medical writing team at RN was able to share 70% of the content in each module for both the Medical Scientist and CL&D learners at once. The RN team submitted the Medical Scientist content first, gathered feedback, updated for approval, and then pulled any changes through to the applicable CL&D content.

### Evaluation and Conclusion

- Both the Commercial and Medical Scientist teams were able to receive a cohesive, impactful home study curriculum, with similar look and feel.
- US and EMEA Medical Reviewers, plus US Business Conduct, all used a single internal platform for quick review of content.
- The 6 initial home study ebooks were **built in 4 ½ months**, including full curriculum assessments and print summaries of each module.
- Single, productive work stream for medical and commercial content that can be emulated for future projects.
- Developmental principles such as large visuals, interactions, etc. were kept simple enough to be completed quickly.
- All modules were developed for PC/iPad for learner's device compatibility because the Medical Scientist and Commercial teams use a variety of devices and different LMS platforms.



### NASH – Home Study: Two Learner Groups, One Workflow

#### Efficiencies Planning:



RN had the opportunity to leverage graphics between both programs, which saved development time, review time, and investment.

RN was also able to leverage many of the same references between programs, which helped drive significant efficiency in review time and investment.

RN and Gilead evaluated all learning objectives and content that might overlap between the two programs. Finally the team identified the following areas as potential areas that applied to both sets of learners:

**INTRODUCTION TO NASH** (CORE TOPICS)

**PATHOPHYSIOLOGY** (SELECT TOPICS – ABLE TO UTILIZE SOME SIGNIFICANT STREAMLINING)

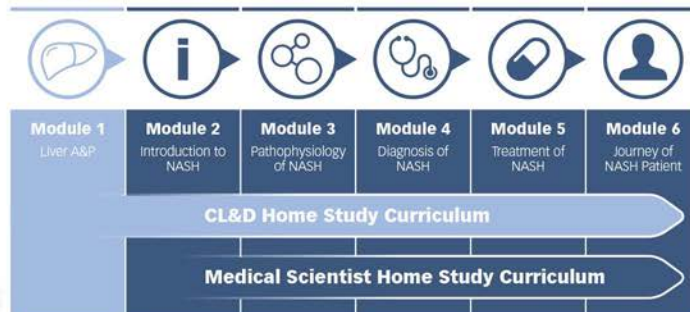
**DIAGNOSIS** (SELECT TOPICS – ABLE TO UTILIZE SOME SIGNIFICANT STREAMLINING)

**TREATMENT OF NASH** (SELECT TOPICS – ABLE TO UTILIZE SOME SIGNIFICANT STREAMLINING)

**JOURNEY OF NASH PATIENT** (SELECT TOPICS – ABLE TO UTILIZE SOME SIGNIFICANT STREAMLINING)

Gilead implemented a streamlined process by creating a cross-organizational review team (including multiple medical review and business conduct members spread across the US and EMEA) to evaluate content.

#### NASH Curriculum Content:



The modules were written with the end user in mind. The Medical Scientist learners focused on trial data and advanced topics within the NASH disease state; and the CL&D learner focused on liver anatomy and physiology and NASH basics. The CL&D experience also included a Patient Journey module that was later re-purposed by the Medical Scientist team. The modules are currently being translated into other languages besides English.



# COMPETE TO WIN

GERALD GOLDEN developed an innovative way of reinforcing product knowledge in a competitive team building activity. Verbalization of key product messages was required to escape the room. Prizes were awarded to the 3 teams with the best escape times.

## ANALYZE THE NEED

A needs' analysis was done with the sales force to determine their training needs to enhance their effectiveness. **Competitive Selling** was identified as a core need.



## APPROACH

Groups of 8-10 sales representatives solved a series of clues.

## THE SURVEY SAID..

Overall star rating:  
4.74 (out of 5 stars)

My learning was enhanced by  
the format of the workshop:  
9.21 (out of 10)

I was well engaged  
during the session:  
9.67 (out of 10)

The content was valuable and I am  
motivated to apply what I learned:  
9.31 (out of 10)





# THE SCIENCE OF INNOVATION.

## Summary

Providers Innovation Award Finalist



NOMINEE  
Joan Francy  
Founder/CEO  
AdMed, Inc.

### Making the Science of Imagination a Reality

AdMed's Trivia Sweep game is used by clients during live training opportunities to generate engagement and content retention in the learners. AdMed defines impactful gamification through knowledge application and collaborative fun. The game is offered as both a print card game and an app, providing flexibility and mobility. Multi-level action and chance reinforce one another—effective card play decisions yield trivia question opportunities, and successful applications of core content knowledge to answer these trivia questions extend turns and permit additional card play decisions.

### Situation Analysis



Sales representatives expressed a desire to effectively learn concepts critical to their job function. To help them accomplish this goal, trainers were challenged to train in an impactful and creative way. This card game is meant to recast the way sales representatives evaluate and apply their understanding of core content knowledge. Not only can they revisit the information they are learning in a new context, they can also apply that knowledge in their interactions with other teams. In doing so, players more effectively learn the content they need to know to be able to verbally communicate with healthcare practitioners.

### Evaluation



AdMed's Trivia Sweep game was designed with a game pacing mechanic where strategy matters and players must plan the sequence of actions they would like to execute during their turn. The answers players provide to questions impact who wins the game.

### Conclusion

This game marries the fun, strategic qualities found in many card games with the unique sense of satisfaction associated with answering trivia questions. These 2 components of the game mutually reinforce and propel one another—effective card play decisions yield trivia question opportunities, and successful applications of core content knowledge to answer these trivia questions extend turns and permit additional card play decisions.

### Method & Approach

To achieve this sort of game, we relied on content expertise from many disciplines:



**Learning Science:** We believe that learning should be an organic process, so Trivia Sweep was designed to replace traditional rote memorization with fun, experiential activities.



**Game Psychology:** Trivia Sweep gives learners an opportunity to craft their own learning experience by rewarding collaboration, communication, and critical thinking, in addition to the successful demonstration of knowledge.



**Algorithmic design and mathematical techniques from set theory, probability, and combinatorics:** These help us define game strategies and fine-tune game pacing.



The short-term impact that we provided the client with was an innovative experience for their sales representatives during a major live training event this year. The game reinforces assessment question knowledge in an engaging and fun way. The long-term impact to the client is the continued use of both print and digital app versions of the game for their recurring smaller events in the future, enabling continued engagement retention.

# Gamification + Mobile Platform = Fast, Impactful Results For Sales Training.

As a rising biopharmaceutical firm with its first lead product, Radius was looking to break boundaries by implementing an innovative, multi-prong (even risky) learning program for its sales team that would take on a learner-first approach.



## SITUATION



New mobile learning app drives all on-boarding and on-going learning for 275+ Sales Reps



Multi-level, competitive gamification bypasses rote learning with 500+ randomized Q/As

Leadership set a mandate to revolutionize training in 2018 using "innovative tech tools for learning to disrupt current customer thinking, drive performance and achieve wide commercial success."

- Enhance Skill Development
- Accelerate Time-To-Impact
- Develop Leadership
- Increase Knowledge Retention
- Deeply Engage the Sales Organization
- Hold Sales Leadership Accountable

## APPROACH

Compass acts as both a customizable mobile learning app and as a CMS resource housing all product information, sales materials, reports, home study and just-in-time training modules.

### FOR LEARNERS:

**INTERACTIVE GAMES** also drive content engagement directly within the app: FAQs, market access info, and training guides

**FREEDOM-TO-FAIL STRATEGY** enables a dynamic and vital learning experience with leaderboards, badges, levels, rankings

**IN-GAME REPORTING** gives learners instant visibility into their progress

### FOR STAKEHOLDERS:

**ON-DEMAND COACHING** supports sales leaders via the games' continuous data, feedback tools and skills gap analysis

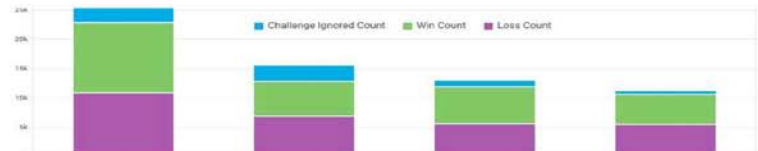
**LEARNING TOOLS** help identify potential gaps, target related training or coaching, and to certify achievement

**ROBUST BACKEND** offers real-time reports and full analytics across content interactions and learner usage

## RESULTS

Consistent 90%+ learner engagement across the board, with major cost savings tied to keeping deployed reps in the field, fully utilizing company-issued devices.

LIVE TRAINING	AVERAGE SCORE	AVERAGE TIME
Area Sales Director	100.0%	27m 26s
Clinical Sales Specialist	97.1%	32m 44s
Regional Sales Manager	95.1%	20m 21s



**PROVEN LEARNING TRANSFER** led to strong sales and year-over-year revenue growth of 7% in 2018 with increased market share reaching a phenomenal 40% of new anabolic patient starts (NBRx) for FY18

**85%+ ACCEPTANCE OF COMPETITION**, with 300,000+ games played, high utilization and demand for continuous learning opportunities and similar team-building experiences

125,000+ Users in the Life Sciences

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# THE SCIENCE OF LEARNING CONTENT.

Providers Learning Content Award Finalist



**NOMINEE**  
Joan Francy  
Founder/CEO  
AdMed, Inc.

## Summary

Augmented reality (AR) bridges the gap between the virtual and physical worlds, creating an enhanced learning environment. 2D or 3D models can be overlaid into any live environment in real-time, offering a novel and interactive way to visualize information. Augmented reality is a supplement to existing learning strategies that can integrate with existing LMS systems and increase learners' retention.

AdMed was tasked with developing a training program to create excitement and train on core leadership attributes. AdMed created a group training scavenger hunt augmented reality experience based on the client's core leadership attributes.



### Situation Analysis

AdMed was challenged to provide an innovative experience to be used for the live training of approximately 500 sales representatives. It was important to provide core leadership attributes to the sales representatives who were new to the industry while creating a fun and interactive activity that would also engage experienced new hires.

### Evaluation

This training initiative was evaluated by the client's feedback at their live training event. Success measurement has also been based on the continued and expanded interest from this client, and others, in developing augmented reality programs.

### Conclusion

This augmented reality experience served as a group exercise for sales representatives in order to expand on their existing knowledge. The experience allowed representatives to work as a team to apply their knowledge in a critical-thinking environment, and do so in a fun and impactful way.

Three key impacts have been identified in AdMed's augmented reality experience: usage, time, and trainer or manager interaction.

### Method & Approach

The augmented reality activity was developed to be a scavenger hunt-style experience, where trainees formed into groups of eight. Posters located in the training area came alive and provided interactive questions and clues to learners when viewed through their iPads. When the teams completed their scavenger hunt, the puzzle pieces formed a symbol used by the client to represent their core leadership values.

The augmented reality activity was designed to be creative, highly engaging and innovative, while facilitating knowledge retention.



**Usage:** The augmented reality scavenger hunt was designed to be a fun activity for adult learners to engage as members of a team and test their knowledge of the client's guiding principles and values.



**Time:** During the live training session, the augmented reality scavenger hunt provided learners a training experience that was flexible to their schedule at the event while motivating performance due to its competitive nature.



**Trainer or manager interaction:** The augmented reality experience was a team-based activity that allowed learners to engage with each other and gave trainers and managers more opportunities to facilitate team-building.

# axiom

A division of  
The Creative Engagement Group

## LEARNING CONTENT PROVIDER AWARD FINALIST

### NEED

The client organization, Daiichi Sankyo, Inc., identified a trend where their representatives were gaining agreement from HCP customers for appropriate patients, but they noted that this agreement was not being operationalized when it reached the point where additional stakeholder involvement was required. As a result, patients were not receiving the product the HCP had recommended to add value to their customers and ultimately the patients in need. Daiichi Sankyo, Inc. wanted representatives to see the missed opportunities for themselves through a different lens, and then take action to change behavior for appropriate patients moving forward. In addition, the practitioner organization was seeking a way to capture metrics on individual and team performance to facilitate coaching and pull-through after the live training event.

### SOLUTION

Account Diagnostics, a live training workshop that helped learners recognize the unique needs of the multiple stakeholders involved in prescribing decisions and enabled them to tailor conversations accordingly.

- Stakeholder profile: Infographic presentation of key stakeholder details
- Self-evaluation: Digital application produced by Axiom whereby learners listened to a fictitious call between rep and stakeholder and paused at key statements to rate statements as effective/ineffective
- Group dissection: Team-based whiteboard activity during which learners reviewed each rated statement, discussed it, and brainstormed how to make each statement more effective
- Verbalization: Rapid-fire practice whereby all learners participated in executing an effective call with the stakeholder

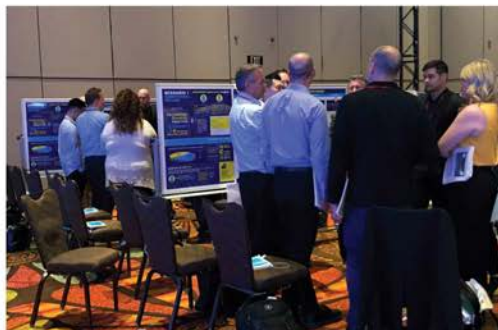
### SHORT-TERM IMPACT

Representatives were given the opportunity to immediately compare their perceptions of what an effective call sounded like against an approved and effective call of 'what great sounds like.' This immediate feedback, in the form of the results page of the Account Diagnostics digital app, served as a starting point for both self-awareness and immediate coaching from the district manager. These data also enabled the remaining elements of the session to be customized to each district for effective coaching.

### LONG-TERM IMPACT

Following the live event, the provider organization compiled national-level, district-level, and individual-level reports summarizing results obtained from the Account Diagnostics application for each Learning Lab. These results revealed overall trends within the sales team, as well as data available at both district and individual levels that could be used to facilitate ongoing coaching within each district.

Axiom provided workshop materials and a digital app to Daiichi Sankyo, Inc. after the event to be used for new-hire training. Since the initial rollout, Daiichi Sankyo, Inc. has been asked to duplicate this experience for additional brands, demonstrating the long-term value and effectiveness of this training.



Axiom is an award winning global scientific engagement partner. We empower cross functional teams to achieve and maintain their leadership in evolving competitive landscapes, by providing unforgettable healthcare communications, medical training, and marketing solutions to the pharmaceutical and biotech industries.



Award Category: Learning Content Provider  
Nominator's Name: Justine Gregoire, Astellas

Nominator's Company:



Nominee's Company:



# THE CASE FOR IMMERSIVE EXPERIENTIAL LEARNING

## OVERVIEW

Experiential learning uses critical thinking, problem solving, and decision making and has become an established method to accelerate learning. Because of this, Astellas Oncology, in partnership with their vendor CLD, sought to provide unique, immersive experiential learning approaches to engage and excite learners for two separate, concurrent launches in 2018:

- Launch 1: XOSPATA (New Hire and Launch Curriculums)
- Launch 2: Astellas and Pfizer Co-promote Launch for XTANDI's New Indication

Experiential learning is personal in nature, influencing both feelings and emotions as well as enhancing knowledge and skills. To be effective, each of these learning experiences had to be tailored to provide a unique emotional experience commensurate with the situation as well as meet the vastly different needs of each audience. In both scenarios, learners were exposed to extensive "hands on" real-world practice in different topics to best prepare learners to have effective dialogues with customers in the field.

This poster illustrates how CLD successfully tailored two very unique experiential learning solutions for two vastly different launches for Astellas in the same year to make them what has been considered...

*"Two of the most successful launches in Astellas' history"*  
- Astellas Sales Leadership

## SITUATION COMPARING KEY DIFFERENCES



DISEASE	XOSPATA
Prostate Cancer	Acute Myeloid Leukemia (AML)
PRODUCT	XOSPATA
New Indication	New Product Launch
COMPANY	XOSPATA
astellas ONCOLOGY Pfizer	astellas ONCOLOGY
AUDIENCE	XOSPATA
<ul style="list-style-type: none"> <li>• Large field (650 participants)</li> <li>• Existing staff</li> <li>• Oncology Specialty Reps &amp; Internal Medicine Reps</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted field (60 participants)</li> <li>• New hires</li> <li>• Oncology Specialty Reps</li> <li>• Flexibility to repurpose key training elements to engage all of Astellas in new launch</li> </ul>
MOOD	XOSPATA
<ul style="list-style-type: none"> <li>• Large celebration (Astellas, Pfizer, &amp; patient)</li> <li>• Ability for patients to use XTANDI earlier</li> </ul>	<ul style="list-style-type: none"> <li>• Intimate, small setting</li> <li>• Highly reflective - focus on the patients' &amp; HCPs' treatment challenges</li> <li>• Motivation enhanced by empathy</li> </ul>
SELLING SKILLS	XOSPATA
<ul style="list-style-type: none"> <li>• Memorize and drill on new clinical data</li> <li>• Practice new selling messages for new indication</li> <li>• Gaining momentum in the call continuum (coordination of matrix teams to advance the call)</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth understanding of the patient journey</li> <li>• Engage HCPs in detailed conversations about their specific patients</li> <li>• Sell with the patient</li> </ul>
APPROACH	XOSPATA
<ul style="list-style-type: none"> <li>• Broadcast used to maintain consistency across 2 large companies and simplify training for managers</li> <li>• Leverage managers to provide extensive coaching</li> <li>• Provide a 1/2 day culminating in gamified, role-play experience in 2 concurrent ballrooms: "The Challenge Stadium" and "The Evaluation Arena"</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage of small group size to provide an "intimate" experience</li> <li>• Center training around the patient, weaving the patient's story through the entire roll-out</li> <li>• Patient journey workshop that allowed learners to physically "walk in the patient's shoes"</li> <li>• Integrate KOLs, Medical, and Marketing into the hands-on workshop activities, including: patient case study workshops, poster sessions, and CVA spread discussions</li> </ul>

## METHODS



### THE CHALLENGE STADIUM

Selling skills game room provided opportunities to earn points while practicing elements of the sales call such as: objection handling, openers, mini-selling scenarios, quiz kiosks, etc.



### THE EVALUATION ARENA

- Real-life role plays focusing on gaining momentum in the call continuum
- Internal Medicine and Oncology reps for each geographic territory worked in their teams
- Reps called on the same HCP for 15 minutes each, debriefing as a team to advance the call between each role play
- The Coaching App tracked game points for remediation and prizes



### PATIENT JOURNEY FOCUS

- Home Study began with a narrative-style patient journey module written from the patient and HCP perspective
- Through a Patient Journey Walk Workshop, learners physically "walked in the patient's shoes." With large posters and using audio headsets, learners met the patients and families and followed them through diagnosis, prognosis, and their treatment journey
- Learners used a journey guide for note-taking and self-reflection
- Posters and audio were reused by a broader corporate headquarters audience to create visibility and enthusiasm across the organization



### IMMERSIVE ACTIVITIES WITH EXPERTS

- KOLs & Patient Cases: The Patient Journey Walk was followed by various HCP speakers that discussed treating AML patients
- CVA Poster Sessions: Learners in small groups rotated to various spreads and engaged in conversations directly with MSLs, marketing, and managers stationed at each spread. Learners discussed how spreads could be used in sales calls and practiced elements of their call
- Coaching & Evaluation with Managers: At the end of the full curriculum, learners were evaluated on their sales calls using CLD's Coaching App



## EVALUATION

- In addition to knowledge assessments, home study games, and survey results, the Coaching App was used to collect:
- Sales skill evaluation scores to identify winners, gaps, strengths, and areas for remediation in real time
  - Automate tracking of remote certifications at PDUFA within 48 hours, saving many staff days previously required for prior manually tracked certifications
  - Following the meetings, Astellas customized the Coaching App for use with new hires on an ongoing basis. The app is now used by the Astellas CLD team to provide customized coaching reports to managers, real-time analytics, and trend reports to leadership

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## CONCLUSIONS

- Effective experiential learning can be designed for various audiences as well as different knowledge and skills objectives
- The gamification process was extremely effective in motivating very tenured Oncology representatives. Learners were engaged in non-stop verbalization and mentoring activities for hours and remained competitive
- These two very different experiential learning approaches were successful in setting a unique tone for each meeting, influencing emotions, and enhancing knowledge and skills simultaneously
- All necessary learners across products were certified and able to sell in the field by the intended time

PROVIDER CONTENT AWARD

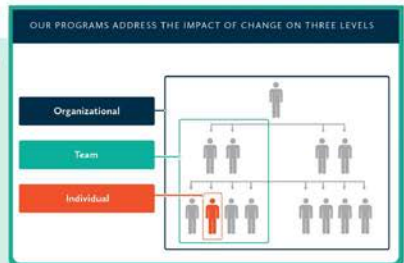
# DEVELOPING NEXT GENERATION CAPABILITIES TO MANAGE CONSTANT CHANGE

Activating skills with Learn.Do.Inspire

Wendy Heckelman, PhD. & Sheryl Unger, M.I.L.R.

## SITUATION ANALYSIS

Many companies in the Life Sciences industry are in a state of constant change due to the evolving healthcare marketplace. The ability to successfully execute ongoing change is a core capability needed to keep pace with market force trends and to meet strategic goals. The fact is, 70% of change initiatives fail due to lack of planning or because leaders are not prepared to lead through the change. How can Learning & Development support change agility at the organizational, team, and individual levels? How can this improve the company's ability to adapt and compete?



## SOLUTION: A BLENDED LEARNING APPROACH TO ADDRESS CHANGE AT MULTIPLE LEVELS

**ORGANIZATIONAL**

**The 5C's of Transition Leadership®**

A structured organizational cascade that readies leaders to effectively commit to the change, identify business risks, lead their teams, and coach through transition.

**The 5C's Approach:**

- ▶ Accelerates the adoption of large-scale change and reduces resistance
- ▶ Helps leaders champion and execute change using on-the-job activities while minimizing disruption
- ▶ Provides a common language

**TEAM**

**Jump Starting Teams**

Learning how to Jump Start a team accelerates the team's ability to prioritize efforts, create collaborative action plans, and establish "rules of engagement."

**The Jump Start Process:**

- ▶ Builds commitment to the organization's purpose, mission, and values
- ▶ Allows teams to hit the ground running
- ▶ Establishes collaborative agreements on ways to work together

**INDIVIDUAL**

**BALANCE SPEED FLEXIBILITY**

**The 3 Capabilities of Change Agility**

Equipping individuals with the capabilities needed to become change agile is critical to the success of any change initiative.

**The 3 Capabilities of Change Agility:**

- ▶ Build a skillset of the core capabilities:
  - Balance
  - Speed
  - Flexibility
- ▶ Activate individual change agility through applied exercises in each capability

## EVALUATION

Our suite of blended learning solutions is based on hundreds of large-scale consulting engagements spanning over 25 years, covering merger integrations, restructuring, and organizational evolutions:

- ▶ Organizational leaders gain the confidence and ability to lead their teams and coach direct reports through change, shape culture, and build strategic execution capabilities
- ▶ Teams receive clear direction, set ground rules, and accelerate success
- ▶ Individuals better understand their role and become accountable for driving results

## CONCLUSION

L&D departments are instrumental partners to the business when deeply involved in developing strategic change capabilities. Applying critical adult-learning and leadership development expertise, with a fully blended learning solution, supports broader organizational results and builds organizational change execution and agility.



# Yep,

It's good in any language, baby.



### METHODS / APPROACH

We developed a series of eLearning courses for our client on the topic of pediatric nutrition and health. Custom coding and advanced custom developed analytics were designed to fit the client's exact technology needs.

**50+**  
E-LEARNING  
COURSES  
DEVELOPED



ACCREDITATION

MORE THAN  
**20,000**  
LAUNCHES

Nestlé  
NutritionInstitute  
Science for Better Nutrition

CLIENT  
FOR **13+ YEARS**

### SUMMARY

The program is available and promoted to thousands of pediatricians around the globe in client-identified key markets.

**100%**  
PEDIATRICIAN  
RECOMMENDED  
CONTENT

### EVALUATION

To measure the effectiveness of this on demand, global training initiative, we embedded a survey at the end of the content and results were overwhelmingly positive.

“IT IS AN EXTRAORDINARY COURSE, EASY TO UNDERSTAND AND WORK IN.”

### CONCLUSIONS

Based on the success of the US program, global demand for the client's content increased significantly.

### TRANSLATED LANGUAGES



# Roadmap to Partnership Success

LTEN Provider Award: Industry Partnership Finalist

Authors:  
Pamela Marinko and  
Marcy Lantzy,  
Proficient Learning, LLC  
Contributors:  
Ann Railton, Sr Director  
Training and Education  
Dan Scott, Director,  
Training and Education  
Mike Kearns, Director of Sales

## Summary

Fresenius Medical Care, Renal Therapies Group, Training and Education Team and Proficient Learning, LLC partnered to develop and implement a tailored coaching system and Field Coaching Report system within its Renal Pharmaceuticals division. After conducting an in-depth analysis, we worked together to roll out a customized version of the Proficient Learning COACH™ model, including COACH Excellence Training, and the mCoach® mobile coaching platform (for convenient in-field use). The implementation has positively transformed the way the pharmaceutical sales team collaborates to enhance sales performance, resulting in increased field coaching and engagement, well-defined field expectations, and consistent coaching among managers. We received complete top-down buy-in.



## Situation Analysis

Fresenius Medical Care's Renal Pharmaceuticals division needed a partner to bring a culture of coaching and development to the forefront of its business. Proficient Learning conducted a training needs analysis in Q4 2017 via online survey, focus group meetings, and data reporting. This analysis revealed that there was a need for consistent coaching and field coaching report (FCR) utilization, improved clarity of roles and processes, and for a way to challenge

assumptions while clearly defining expectations. In addition, sales leadership and managers wanted a better process and tool overall—one that was reflective of actual field coaching activities, user friendly, enabled coaching beyond the "check box," elevated the team's coaching effectiveness and provided sales performance metrics.

## Methods/Approach

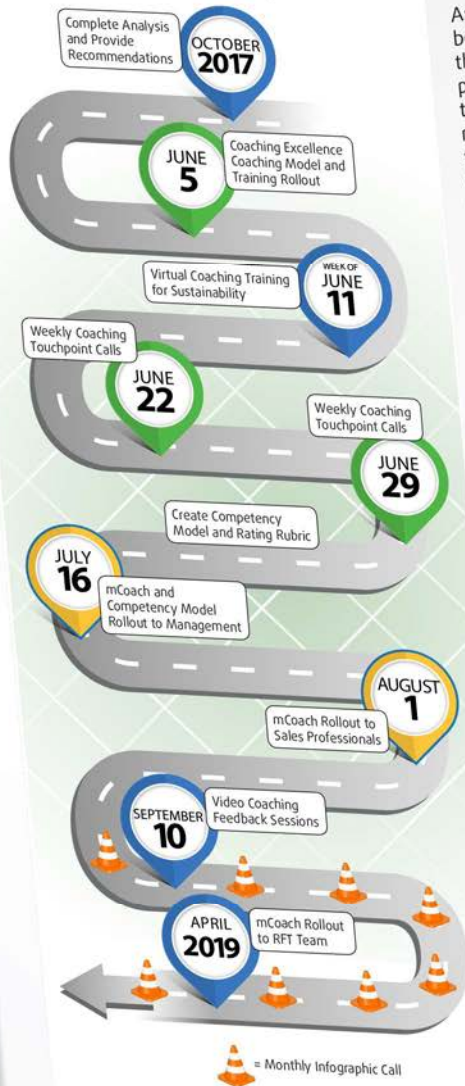
Proficient Learning proposed a solution that was innovative and performance-driven that also was easy to understand, adopt, and enhance coaching and sales performance. We worked closely with the Training and Education team and sales leadership.

Using the COACH Excellence Training model, COACH program materials, and the mCoach mobile coaching platform, Proficient Learning used a Coaching Excellence Training Roadmap to highlight the outcomes of the gap analysis and sustainability elements. The roadmap covered 4 months of deliverables encompassing the COACH model, Director of Sales (DOS, first-line managers) weekly calls, virtual coaching trainings, mCoach training and rollout, and coaching feedback sessions. As part of the mCoach platform, we developed a competency rubric and rating for Sales Managers (SM, field sales professionals) based on the Fresenius Medical Care skill-based competencies.

Year	Total FCRs	Sales Mgr Started FCRs	Pct of Total	Sales Mgrs who started FCR	Sales Mgrs Not started FCR	Pct Sales Mgrs starting FCR
2018	146	105	71.92%	63	4	94.03%



## Step-by-Step Integration



## Conclusions

As a result of our partnership, FCRs are now being consistently written for all SMs, and they include updates on action items from prior coaching sessions, goals, and agenda for the next field ride. During the monthly data review, infographic call, and insights sessions, the executive team is engaged and proactive with the trends and information. Each month's data shows an increasing rate of FCRs initiated by the SMs than the total completed FCR count, meaning they are prepared for their next field ride in advance.

Since the rollout, behaviors have improved in both the DOS team's coaching and the SMs engaging in their own development. Sales leadership confirms that the COACH process and mCoach platform have helped their team to achieve sales goals, and that it continues to add value.

- Key success metrics:
- 94.03% of SMs started FCRs
  - 71.92% of FCRs started by SMs
  - Easy identification of skill gaps to be addressed
  - Average of 16 FCRs per DOS since launch
  - Average of 24.33 FCRs per month as a team

The sales leadership-level buy-in from top down has been crucial, along with vocal support and clearly communicated expectations. This partnership has reiterated that face-to-face training with built-in practice and pull-through activities are important to ensure people are comfortable with the process and tool. Although it does take meeting time and time out of the field, doing this has ensured the Renal Pharmaceuticals sales team is using mCoach and the coaching process on a regular basis.

Description	2018 Avg Rating
Skill 1	▲
Skill 2	▲
Skill 3	▲
Skill 4	▼
Skill 5	▲
Skill 6	▲

## Evaluation

The training solution positively impacted the Fresenius Medical Care's Renal Pharmaceuticals division as well as their customers. Internally, this solution resulted in increased engagement, better collaboration, and stronger interactions with the sales team. Teams also gained the ability to use reports from mCoach to identify skill gaps and to identify trends related to sales performance.

A monthly infographic meeting is completed on a monthly basis by running reports to gain key metrics and having an insights-directed discussion with sales leadership to gain observed behavior change and impact. Proficient Learning provides the reports and discusses the highlights and how it may impact the Renal Pharmaceutical division business. This approach has provided a better picture of the business, coaching behavior, skill gaps, and accomplishments.



**About Proficient Learning**  
Proficient Learning is a full-service company that creates advanced selling and coaching skills training for life science professionals. With our creative product sales kickoff workshops, experiential hands-on events, and engaging curriculum-based training, we enable life science companies to accelerate product adoption, increase product utilization, and improve sales performance.

## About Fresenius Medical Care

Fresenius Medical Care provides coordinated health care services at pivotal care points for hundreds of thousands of chronically ill customers throughout the continent. As the world's only vertically integrated renal company, we also offer specialty pharmacy and laboratory services, as well as manufacturing and distributing the most comprehensive line of dialysis equipment, disposable products and renal pharmaceuticals.







# Partnering with industry experts to deliver ultimate pricing and market access eLearning training programme

Providers Industry Partnership Award Category | Contributors Sarah Bailey & Paul Craddy

## SUMMARY

- ▶ Pharmaceutical pricing and market access is the critical challenge for **successful product launch today**
- ▶ Amgen identified that country affiliates and global teams **required pricing and market access training** to help them make **better business decisions**
- ▶ Amgen partnered with Remap Consulting due to their **superior combination of pricing and market access training** and **instructional design capabilities**
- ▶ In **partnership**, Amgen and Remap Consulting designed and developed a **bespoke eLearning training programme** detailing the country **pricing and market access challenges** in order to **improve commercial outcomes**

## METHODS/APPROACH

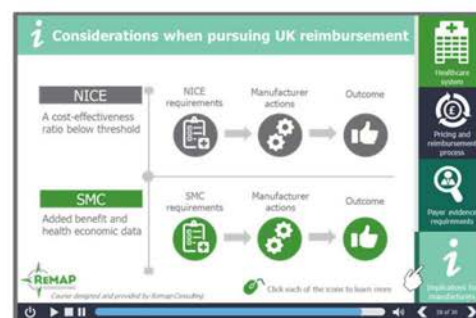
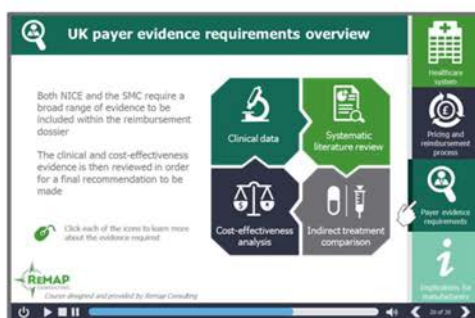


*Bespoke modular eLearning programme as required approach enabling the ultimate user experience*

*Turn a complex subject into easily digestible, highly interactive, visual online training programme*

*Incorporation of real-life case studies, voiceover and video recordings of payers for added context and enhanced learning*

*Sustainable business partnership to provide updates and additional training modules*



## CONCLUSIONS



- ▶ **Enhanced awareness** of the pricing and market access process
- ▶ **Improved discussions** with global and affiliated teams leading to **better business decisions**
- ▶ **Ongoing partnership** to provide updates and future training modules in additional global countries



### ABOUT REMAP CONSULTING

Remap Consulting is a specialist pharmaceutical pricing and market access consultancy. Our mission is to support you in solving your pricing and market access challenges to improve patient access to your products | Contact: Paul@remapconsulting.com

## March Madness Training Sprint Reveals Gaps, Saves The Year.

Facing numerous external challenges and internal shifts, the training team for the Neurology Group at Lundbeck, a stalwart global pharmaceutical firm, partnered with Scrimmage to quickly implement a custom tournament game as a mobile learning app across its 14 sales regions to build new knowledge, engagement, and trust.



## FACING A FULL-COURT PRESS

A rapidly shifting payer landscape was about to drastically affect compensation plans, sparking an urgent need to refocus the sales team with a creative and high-impact training solution that would successfully build account manager trust.

- Beyond the need for real-time reporting, dynamic dashboards, and robust technical features, the training team saw promise in the power of Competitive Gamification
- But stakeholder resistance to Gaming for Learning also made buy-in a challenge

## GAME ON

Scrimmage's integrated gaming platform gave Lundbeck a deep bench of star features:

### LEARNERS' SCORECARD:

**MOBILE LEARNING ON ANY DEVICE** enables quick micro-learning spurts that negate valuable time out of the field

**EASY-TO-USE PLATFORM** lets learners focus on the competition, making learning more fun and engaging

**REAL-WORLD SITUATIONS** mimic under-pressure interactions where answers must come quickly and with confidence

**TEAM-BUILDING ENVIRONMENT** encourages comfort among peers to share experiences and best practices

### STAKEHOLDERS' GAMEPLAN:

**COLLABORATIVE DEVELOPMENT** enables a fully customized solution can be implemented in a matter of weeks

**PROACTIVE DEPLOYMENT** anticipates issues pre-launch to minimize workloads and maximize engagement at launch

**DEEP ANALYTICS** easily surface skills gaps and new learning opportunities

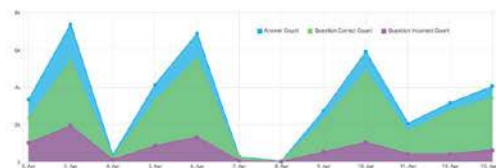
**ROBUST BACKEND** offers real-time reports and full analytics to measure effectiveness and ROI of training strategies

## A SLAM DUNK

Play identifies major skills gap changing the course of learning for the year and preventing lost revenue:



"THE MORE YOU PLAY, THE MORE YOU LEARN" became our catch phrase for learning transfer, with response times decreasing by 50% and scores increasing by 25%, and the competitive spirit translated to confidence in the field, with quick answers when meeting with physicians.



WITH PHENOMENAL 99.9% ENGAGEMENT, 14 teams and 130+ learners competed head-to-head, racking up a vigorous 54,383 answers across all challenge games for the 3-week tournament

125,000+ Users in the Life Sciences

PHARMA BIOTECH MEDICAL DEVICES

Visit [wescrimage.com](http://wescrimage.com)



Mobile Learning. Anytime. Everywhere.

