



## THE CHALLENGE

As Executive Director and Head of Training and Development at Novartis, Kevin Kutler faced the daunting task of preparing thousands of sales reps to master complex scientific information. In the highly regulated pharmaceutical industry, it was essential that reps not only understand intricate details but also communicate them compliantly.

Launching new products posed several significant challenges for Novartis. During the four-week home study portion of their onboarding process, sales reps needed to absorb nearly 400 pages of complex scientific information. Despite daily meetings with training managers, there was no insight into what reps comprehended or struggled with.

It was challenging to pinpoint knowledge gaps and customize training without data-driven insights. Additionally, the current LMS couldn't adapt to Novartis' drug information, and there were no suitable off-the-shelf training solutions.

## THE SOLUTION

Kevin chose Ethos for its ability to deliver actionable analytics and employ learning science best practices.

### → MICROLEARNING TRANSFORMATION

Ethos converted extensive PDFs into bite-sized, interactive modules, allowing reps to learn complex information in smaller, manageable chunks.

### → CONTINUOUS ASSESSMENT

Integrated quizzes and assessments helped gauge understanding and retention, providing immediate feedback and reinforcing learning through repetition.

### → PERSONALIZED LEARNING PATHS

Tailored learning experiences were created based on individual performance and progress, ensuring each rep received the training they needed most.

### → ACTIONABLE ANALYTICS

Detailed analytics and reporting provided trainers with insights into each rep's performance and knowledge gaps, enabling targeted interventions and support.

## THE RESULTS

### 1. IMPROVED SALES PERFORMANCE

Sales reps reported faster mastery of product knowledge and greater confidence in the field. This directly contributed to stronger performance and improved launch outcomes.



### 2. TARGETED TRAINING WITH ANALYTICS

Trainers leveraged real-time insights to pinpoint knowledge gaps, allowing for focused, high-impact interventions that enhanced learning outcomes.



### 3. INCREASED USER SATISFACTION

Reps and training leads praised Ethos's intuitive experience, leading to stronger engagement and record-breaking TGaS benchmarking improvements.



“The scores across the board were higher than our normal scores, which are already well above the benchmark. With the Ethos platform, they outperformed what we currently had at Novartis. It was a very successful partnership. At the end of the day, everybody was all in, so it was a win win for everybody.”



### KEVIN KUTLER

Executive Director, Head of Training and Development at Novartis

