EVENT REPORT · NOVEMBER 2026

From training events to practice habits

Six themes and a checklist from the 13th European Medical Device & Diagnostic Sales Training & Clinical Education Conference

WHERE **Sheraton Brussels Airport**	WHEN **2-4 November 2026**
ORGANISER **TT LifeSciences**	TALKS COVERED **13**

Written by the muchbetter.ai team, exhibitor at the conference

INTRODUCTION

Thirteen talks, one shared conclusion

For three days in Brussels, sales training, commercial excellence and clinical education leaders from across MedTech compared notes on a familiar frustration. Programmes launch, completion rates look excellent, evaluations are glowing, and yet customer conversations in the field look much the same as before.

The speakers came from very different organisations, from global device makers with dozens of markets to a Finnish manufacturer selling through distributors. They still converged on the same answer. Training creates capability, but capability decays unless people practise, get coached by their managers, and are measured on what they actually do with customers. Several teams are now using AI roleplay to make that practice possible at scale, and the most advanced of them were clear that trust, not technology, decides whether it is adopted.

This report groups the talks into six themes. Each theme summarises what we heard, credits the speakers, and ends with a few practical moves you can try. A one-page digest of all thirteen talks and a checklist close the report.

THE SIX THEMES AT A GLANCE

01 **Completion is an input. Behaviour is the outcome.**

02 **Practice is the missing layer.**

03 **Fix the core. Flex the delivery.**

04 **Managers decide whether training sticks.**

05 **AI scales practice. Trust drives adoption.**

06 **Protect the people who deliver.**

> **“Training does not create performance. Training creates capability.”**
>
> Hugo Cardoso, Abbott Diabetes Care

THEME 01

Completion is an input. Behaviour is the outcome.

Almost every speaker challenged the comfort of activity metrics. Attendance, completion and satisfaction tell you that training happened, not that anything changed in the field.

WHAT WE HEARD

Hugo Cardoso Abbott Diabetes Care

"Measuring Long-term Capability Impact Beyond Training KPIs"

Opened with a programme that hit 95% completion and excellent evaluations while results did not move. His point: training builds capability, but the organisation builds the system that converts it into performance. CRM, first-line managers, senior leadership signals, marketing materials and pilots all shape transfer. He proposed tracking three layers together: training indicators, leading indicators such as call planning quality and field coaching, and lagging indicators such as adoption and growth.

Jay Bratcher Ambu

"Sales Training as a Board-Level Growth Driver"

Framed capability through the lens of entropy: high performance is not a stable state, and turnover, change, competition and process drift erode it continuously. His Commercial Capability Dynamics Model links today's capability to what was inherited, what decays and what is renewed, multiplied by how well it is executed. Capability only grows when renewal outweighs decay, and if execution is zero, so is the business result.

Wim Stoffelen Abbott

"Global-Local Alignment in Sales Capability Execution"

Put it in four words: adoption is the real KPI. Move from events, completion and attendance to field application, manager coaching, customer impact and business outcomes.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ Agree up front which observable field behaviour should change, and how you will look for it.
- ✓ Report one leading indicator (call planning quality, coaching frequency) alongside completion.
- ✓ Ask where capability is most likely to decay in the next 12 months, and plan renewal there first.

THEME 02

Practice is the missing layer.

Several organisations described the same discovery: their reps had the knowledge. What they lacked was enough safe, repeated practice to use it confidently in a real customer conversation.

WHAT WE HEARD

Nicolau Albuquerque Solventum

"From AI Experiment to Scalable Sales Practice"

Summed it up as knowing versus using. Product knowledge, clinical evidence and value propositions only become effective questions, objection handling and progression through practice with feedback. Solventum's EMEA pilot used unscripted AI customer avatars across two portfolios and nine roleplay languages. Private repetition removed the discomfort of practising in front of peers, and a scorecard defined by Solventum's own experts turned each conversation into learning.

David Naylor Edwards Lifesciences

"Scaling Global Sales Academies Without Dilution"

Learners kept asking for more practice and fewer slides. After a two-day practice-based workshop, self-rated capability more than doubled, and participants immediately asked for follow-up, coaching and more real cases. He was careful to add that confidence is a start, not the finish line: the real test is behaviour over the following months.

Mette-Katrine Buch Demant

"Training Strategy in Budget-Constrained Environments"

Demant is preparing a pilot that adds AI roleplay to its "at your fingertip" learning offer, giving hearing care professionals an individual practice ground on key commercial and audiological protocols, with individual feedback and coaching.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ Design each session around a situation the learner will face next week, not around the product deck.
- ✓ Give people a private place to practise before they practise in front of peers or customers.
- ✓ Write the scorecard yourself: define what good looks like before choosing any tool.

THEME 03

Fix the core. Flex the delivery.

Global consistency versus local relevance was the most debated tension of the conference. The answer from every speaker was the same in principle: be explicit about what is fixed and what is flexible.

WHAT WE HEARD

Roberto D. Valderrama Alcon

"Global vs Local Commercial Training Strategy"

Called it disciplined flexibility. Too global, and programmes ignore local priorities and never get executed. Too local, and quality fragments and nothing can be measured. Fix learning outcomes, core messages, competencies and compliance; flex scenarios, objections, coaching and pace. He added a hidden variable: markets have very different execution capacity, from dedicated training teams to almost none, and a model that assumes equal capacity localises too late.

Wim Stoffelen Abbott

"Global-Local Alignment in Sales Capability Execution"

Standardise the what and the why, adapt the how. The global team owns framework, standards, content and best practice; local teams own context, priorities, customer insight and execution.

Maria Ala-Sulkava DEKO MedTech

"B2B Multichannel Medical Device Training Execution"

Showed how the same product needs different training for sales, product specialists and service teams across cultures and distributors. Her advice: choose the channel mix per audience, collect expectations in advance, keep sessions modular and under 90 minutes, and use real cases and local references.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ Publish a one-page "fixed vs flexible" list for every programme and share it with markets.
- ✓ Build a scenario once, then localise the opening, language and objections rather than rewriting it.
- ✓ Segment markets by execution capacity, not only by geography or size.

THEME 04

Managers decide whether training sticks.

If one finding cut across every talk, it was the role of the first-line manager. What happens in the weeks after training matters more than the training itself, and coaching is a skill managers rarely get to rehearse.

WHAT WE HEARD

Stephen Jones **Boston Scientific**

"AI rehearsal for manager-led coaching"

Managers need to rehearse coaching beyond the workshop, but time and practice partners are scarce. Boston Scientific has managers practise four behaviours with an AI salesperson: ask open questions before advising, explore what drives a performance gap, give specific developmental feedback, and agree an action and follow-up. The loop is learn, practise, reflect, apply. Crucially, they measure net time (total time with AI minus baseline) and human-rated coaching quality, not just usage.

Maged Mabrouk **Healthcare Commercial Excellence leader**

"Why Great Strategies Fail in Execution"

The gap is rarely a lack of training; it is the failure to turn learning into field behaviour. His enablement bridge ends with manager coaching and accountability: who reinforces the skill once training ends? Give each handoff an owner, a decision rule and a feedback loop, and start with a 90-day plan focused on one skill.

Mette-Katrine Buch **Demant**

"Training Strategy in Budget-Constrained Environments"

Regional managers sit where strategy becomes daily execution, sometimes leading up to 35 people. Demant built a regional manager hub to give them accessible, tangible support, with local commercial trainers reinforcing protocols in clinics four days a week.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ Train managers on how to coach the new skill before you train their teams.
- ✓ Give managers a short rehearsal space for difficult coaching conversations.
- ✓ Name an owner for reinforcement after every launch, with a date for the first review.

THEME 05

AI scales practice. Trust drives adoption.

AI was everywhere on the agenda, but the most mature teams spoke less about features and more about trust: with learners, with works councils, and with customers.

WHAT WE HEARD

Nicolau Albuquerque Solventum

"From AI Experiment to Scalable Sales Practice"

Scaling AI meant building trust into the design: training and development purpose only, voluntary participation, an audio-only option, and no individual AI outputs used for ranking or employment decisions. The rollout involved enablement, business leaders, HR, privacy, legal, AI governance and works councils. His summary: the AI does not define the standard, we do.

Elmar-Josef Botzet-Becker MICRO-TECH Europe

"Trust Is the Differentiator"

Brought the neuroscience: customers judge trustworthiness within a fraction of a second, and warmth before competence. Using the trust equation (credibility, reliability and intimacy divided by self-orientation), he argued that classic sales training targets the customer's evaluation, while the customer first asks whether the conversation feels safe. His proposal: a module on self-orientation, practised in roleplay with feedback on status and autonomy. Safe first, smart second.

Jaume Juan Atrivity

"7 AI Use Cases for Sales Training and Clinical Education"

Walked through seven AI use cases along the learner journey: micro-content, podcasts, test questions, translation, personal gap fixing, manager coaching reports and post-training field support. Two ideas stood out: reusable "skills" that turn a good prompt into a method with human approval points, and loops where the AI checks its own work against approved sources. Every use case came with a reminder to agree data handling with the data protection officer and works council.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ State the purpose of AI practice explicitly: development, not hidden assessment.
- ✓ Involve HR, privacy, legal and works councils at design stage, not at final approval.
- ✓ Make the scoring criteria visible to learners before they practise.

THEME 06

Protect the people who deliver.

Trainers and managers are both the bottleneck and the multiplier of any capability programme. Two talks argued that their capacity has to be designed for, not assumed.

WHAT WE HEARD

Jaime Leal Cook Medical

"Trainer Burnout: An Operational Risk"

The people responsible for enabling performance often work in a system that quietly drains their own. Treat burnout as a system problem, not an individual one, with a 3R framework: recognise the early signals, redesign the delivery model (rotate trainers and share expertise, move to modular learning, let technology carry repetition, shift from content delivery to facilitation and coaching) and reinforce guardrails that protect trainer capacity. Training quality, he argued, starts with the energy of the trainer.

Mette-Katrine Buch Demant

"Training Strategy in Budget-Constrained Environments"

In a dispersed med-retail network, time out of clinic competes directly with appointments and revenue, local capacity is lean, and margins are tight. The design implication: short, blended, locally enabled learning that fits the flow of work, combining central consistency, local relevance and measurable application.

David Naylor Edwards Lifesciences

"Scaling Global Sales Academies Without Dilution"

Scale the standard, not the trainer. Edwards moved from one person as the bottleneck to a community of local experts and champions who carry the standard, while still working on growing local capability without growing the central team.

TRY THIS IN YOUR NEXT PROGRAMME

- ✓ Map where trainers repeat the same content manually, and move that repetition to digital or AI.
- ✓ Build a community of local champions instead of adding central headcount.
- ✓ Protect time in clinic or in territory: aim for short sessions that fit the working week.

DIGEST

The 13 talks at a glance

SPEAKER	TALK	KEY IDEA
Jay Bratcher Ambu	*Sales Training as a Board-Level Growth Driver*	Capability decays like entropy; it grows only when renewal outweighs decay.
Mette-Katrine Buch Demant	*Training Strategy in Budget-Constrained Environments*	Short, blended, locally enabled learning in the flow of clinic work; AI roleplay pilot in preparation.
Stephen Jones Boston Scientific	*AI rehearsal for manager-led coaching*	Managers rehearse four coaching behaviours with an AI salesperson; measure quality and net time.
Roberto D. Valderrama Alcon	*Global vs Local Commercial Training Strategy*	Disciplined flexibility: fix the what, flex the how; execution capacity is the hidden variable.
Wim Stoffelen Abbott	*Global-Local Alignment in Sales Capability Execution*	Adoption is the real KPI. Global owns quality, local owns relevance.
Maged Mabrouk Healthcare Commercial Excellence	*Why Great Strategies Fail in Execution*	Five gaps and an enablement bridge: align, practise, coach, measure.
Nicolau Albuquerque Solventum	*From AI Experiment to Scalable Sales Practice*	Knowing is not using; AI roleplay in nine languages, built on trust and human-defined standards.
Jaume Juan Atrivity	*7 AI Use Cases for Sales Training and Clinical Education*	Seven AI use cases along the learner journey, with loops and human approval points.
Maria Ala-Sulkava DEKO MedTech	*B2B Multichannel Medical Device Training Execution*	Choose the channel per audience, do your homework, keep it modular and practical.
David Naylor Edwards Lifesciences	*Scaling Global Sales Academies Without Dilution*	Scale the standard, not the trainer; practice beats presentation.
Hugo Cardoso Abbott Diabetes Care	*Measuring Long-term Capability Impact Beyond Training KPIs*	The transfer ecosystem: CRM, managers, leadership, marketing and pilots.
Jaime Leal Cook Medical	*Trainer Burnout: An Operational Risk*	Recognise, redesign, reinforce: protect trainer capacity to protect quality.
Elmar-Josef Botzet-Becker MICRO-TECH Europe	*Trust Is the Differentiator*	Customers decide to trust before they decide to listen; train self-orientation.

CHECKLIST

Ten questions for your next programme

Drawn from all thirteen talks. If you can answer each one with a name, a date or a number, your programme is built to change behaviour, not just to be completed.

01	Which field behaviour should change, and how will we observe it?
02	Have we defined what “good” looks like, in a scorecard our experts own?
03	Where will people practise privately before they practise in front of others?
04	How many repetitions does a rep get before the real customer conversation?
05	What is fixed globally, and what can each market adapt?
06	Do our scenarios reflect local buyers, objections and language?
07	Who reinforces the skill after launch, and when is the first review?
08	Have managers rehearsed coaching the new behaviour themselves?
09	Is the purpose of any AI practice explicit, with HR, privacy and works councils involved early?
10	Which repetitive delivery can we take off our trainers’ plates?

ABOUT US

Rehearse the real conversation before it counts

muchbetter.ai is a European AI roleplay platform for sales, customer-facing and field teams. Teams practise realistic, unscripted conversations with AI customers, get feedback against criteria their own experts define, and repeat as often as they need, in their own language.

In MedTech and life sciences, that means rehearsing regulated conversations safely: value and evidence discussions with clinicians and buyers, objection handling, and the coaching conversations managers have with their teams.

We were in Brussels as an exhibitor, and we came home with a long list of ideas. If any of the themes in this report match a challenge on your side, we would be glad to compare notes.

Book a conversation →

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