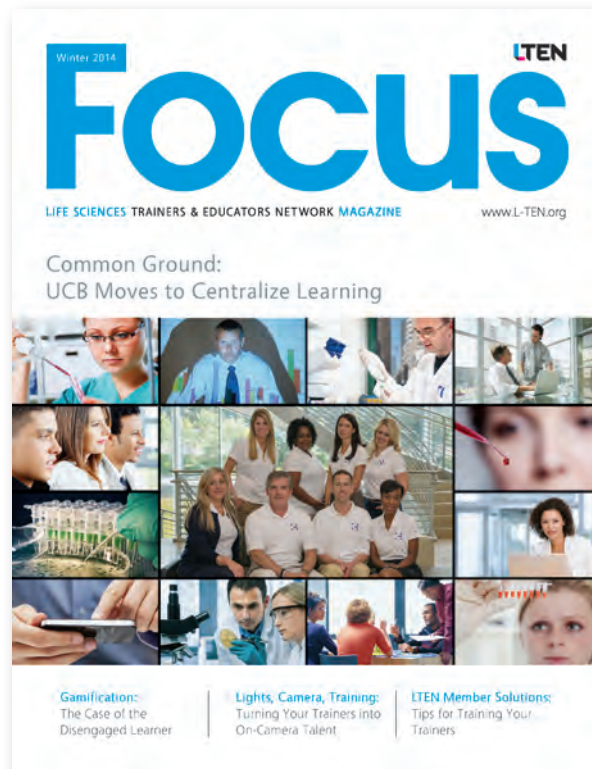




CASE STUDY

Focus unveils fresh new design



The Life Sciences Trainers & Educators Network (LTEN) is just starting to get reader responses to its recently redesigned publication, *Focus* magazine.

“It’s been positive,” said Nannette Nolan, director of marketing communications for LTEN. “It was a pleasant surprise when we unveiled it.”



Exceeding our customers’ expectations for more than 60 years...

The magazine's new look was ... an extension of LTEN's overall rebranding efforts.

The redesign of *Focus* goes hand in hand with LTEN's recent renaming and rebranding efforts. The organization's new logo has sharp, crisp lines, and organization leaders decided to pull that clean and modern look through to the magazine.

Nolan believes LTEN accomplished that objective. "The thing we wanted was a fresh, crisp feel," she said.

Big picture

LTEN, a nonprofit organization, got its start in 1971 as the National Society of Pharmaceutical Sales Trainers. In 2000, the organization responded to the biotech boom of the era by expanding its reach beyond sales training and changing its name to the Society of

Pharmaceutical & Biotech Trainers. In late 2012, LTEN's leadership started discussing more changes. "We needed a name that captured the growing diversity of our members, specifically medical device and diagnostics learning and development professionals," Nolan said. "We needed one that reinforced our transformation into a social organization that would harness the collective intelligence of our members."

In June of 2014, the organization adopted its current name. The word "network" was added to emphasize the value of the expertise members bring to the organization, as well as LTEN's value in furthering members' careers.

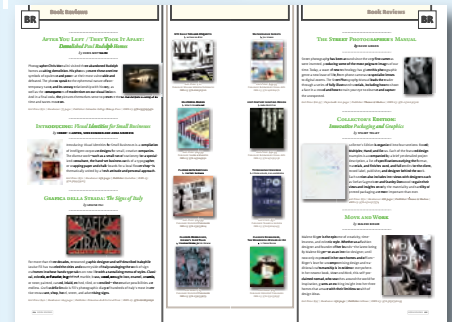
Correction

The lead story for our November 2014 issue was titled "Is it time for a redesign?" Charles Hively of *Creative Quarterly: The Journal of Art & Design* was gracious enough to provide artwork to go with the article. Unfortunately, we did not identify the artwork correctly, so we will do so now. We regret the errors and apologize for any confusion they may have caused.

The sailor cover (left) shows the old cover design for *Creative Quarterly*; the duck cover (right) showcases the magazine's redesigned front cover.

Regarding the book review pages, *Creative Quarterly* went from a single page book review format (second row, left) to a spread that features multiple books (second row, right).

As always, many thanks to the folks at *Creative Quarterly* for sharing their designs with us.



The Only Two Questions that Matter About Training

By Dr. Roy Pollock

The problem is that doing things the 'new way' is going to take a lot more effort.



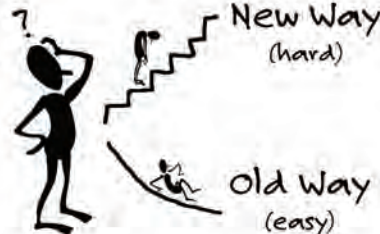
Can I? Will I?

The two questions that determine whether training adds value or is scrap.

Those are the two questions that—consciously or subconsciously—go through the mind of every employee at the “moment of truth.” The moment of truth is when, back on the job after training, he or she has to decide how to perform a task. At that critical point, employees have two choices: to perform in the new way they were just taught, or to keep doing things the “old way” they had done them prior to training.

Employees have two choices: To perform as they were taught in training or to continue old habits.

The problem is that doing things the “new way” (the approach they just learned) is going to take a lot more effort, which is why we have shown it as stairs to climb. Even though it may ultimately be more effective or efficient, initially they won't be as familiar with it. It may take longer and there is a higher probability of error. Suppose, for



example, that the training concerned using an iPad to detail. Initially, it will probably feel awkward and a representative may be concerned about looking foolish or wasting precious time with a physician if they can't get it to work right.

Other things being equal, an employee is likely to slide right back into old habits.

The “old way,” on the other hand, is easy. It has the force of habit behind it; it can almost be done without thinking. So, other things being equal, an employee is likely to slide right back into old habits. Since “if you do what you have always done, you'll get what you have always got,” performance won't change and—from management's point of view—the training will have failed.

So it doesn't really matter how much people learned, how cool the training was, how much they liked it or how efficiently it was delivered; unless the participants answer both “Yes, I can!” and “Yes, I will!” at the moment of truth back on the job, the training will be just a bunch of scrap that added no value.

The old color palette (left) used a lot of yellows; the new palette (right) incorporates a lot more black, magenta and cyan.

Nolan noted that the magazine's new look was not a response to complaints from readers; it's more of an extension of LTEN's overall rebranding efforts. “We had been discussing a rebrand of the organization for a couple of years, and so redesigning and aligning the magazine with the new brand was an easy choice,” she said.

The new look

LTEN worked on *Focus*' redesign with graphic arts professionals Kimberly Atwood of Atwood Designs and Kim Hall of Desert Desktop. After the publication's designers and LTEN executive leadership shared goals for *Focus*, the two designers made suggestions and presented them to LTEN's executive leadership for approval. Executing the

new design took about three to five months.

Focus, which has a readership of approximately 1,444 LTEN members, is released quarterly in print and digitally. The 8 ½ x 11 inch publication averages about 54 pages an issue.

One of the magazine's most obvious changes is its cover. After a redesign in 2011, the magazine would profile a member each issue and display a full-page picture and text superimposed over the photo. By contrast, the new covers have moved away from the full cover images, making use of negative space. The team has the flexibility to use single images or several on the cover — both effectively. The content themes are now separated, making the

text easier to read, and the photo has more of a spotlight effect rather than being a huge, screen-filling image.

“The difference is night and day,” Nolan said. “The old *Focus* looked a bit dated. Now, it's been compartmentalized. It's neater and cleaner and much more organized. Each of the pieces stands out distinctly.”

The effort to create a more professional, modern look continues with the inside pages, said editor Tim Sosbe. “We added pull quotes, drop caps — small details like that. We didn't reinvent the wheel; it just sharpens the look. A reader digests more with his eyes than with his brain.”

Focus has been moving away from the use of canned, generic photos, and, as much as possible, has been

The Power of Virtual Coaching and Mobile Video

By Paul Short and Melyssa Plunkett-Gomez

One of the best things coaches can do is

Today our industry faces reduced budgets, fewer training events, distributed field forces and diminished time to coach and develop our people. It is critical to find innovative processes and technologies that will help deliver the necessary sales results to fuel future growth.

Boosting the coaching relationship of the sales manager and representative is a proven way to enhance customer engagement and deliver better sales results. Providing your managers with the power of virtual coaching is one way to increase the frequency and enhance the effectiveness of their coaching interactions.

Methods

This is a retrospective analysis and case study in the launch of a new, mobile video application within a specialty sales force. The primary goal was to increase the frequency and effectiveness of manager coaching.

The secondary goals were certifying the sales team during a product launch, increasing sales representative self-coaching, and improving sales performance. The key metrics for the program were the number of additional coaching interactions, launch goal achievement and the number of practice sessions per representative.

Results

Results of the program met and exceeded expectations for the primary and secondary

goals of the launch of the app. Following is a summary of key performance indicators:

- 2.2** additional interactions with managers per representative (+110 percent).
- 100** percent sales team certification within 24 hours of approval.
- 1/2** Launch goal achieved in half the projected time.
- 79** total practice sessions per representative.

Discussion

One way to boost the power of your sales management team is to increase their presence with their teams. Through the adoption of this virtual coaching tool, we increased the number of coaching interactions by 110 percent. These virtual, asynchronous coaching sessions supplemented the regularly scheduled live, field interactions. Simply increasing the number of coaching interactions creates a greater level of representative engagement, enhances the manager's effectiveness with her team, and leads to greater customer engagement. This was successfully demonstrated through the key performance indicators referenced above.

One of the best things coaches can do is to help their teams become better self-coaches. This is important since the majority of time a representative is in territory occurs without the manager. A secondary benefit of the virtual coaching environment was the increase in self-coaching by the sales team.

The average representative conducted 79

“We added pull quotes, drop caps — small details like that. We didn’t reinvent the wheel; it just sharpens the look. A reader digests more with his eyes than with his brain.”

— Editor Tim Sosbe

taking its own photos of the people it covers. “We do augment them with canned images, but we’re making a strong effort to make sure the art tells the story,” Sosbe said. “We’re trying to use charts, too — anything to make the information more accessible.”

Focus has a new color palette, too, with more use of black, magenta and cyan. “Before we used a lot of yellow,” Nolan said. “It wasn’t horrible; it just wasn’t fresh.”

An ongoing process...

While *Focus* rolled out design changes last summer, the redesign process continues, Sosbe said. The magazine launched a survey in late 2014 to get readers’ thoughts on the magazine and what they want from it in the

future in terms of design and content. He said he would love more reader feedback on the changes made so far. “People are more quick to complain than praise, so sometimes no news is good news,” he said. “Since we made the changes, we did get a few emails telling us it’s a nice design, so people did notice.”

Each of the magazine’s teams, from editorial to advertising, is being asked to contribute feedback on the publication. “But the key team member is the reader,” Sosbe said. “No matter how ‘Nostradamus’ you are, you can’t predict what the reader will want. If you give them the right venue and keep it positive, so they know you see their feedback as important, they are going to respond.”

Sosbe acknowledged that suggestions from the various teams, and from individual readers, might not always be practical or complement one another.

“You have to do what’s possible; merging all of the ideas together is not easy. At the end of the day, though, it makes your product stronger.”

Sosbe is confident *Focus* already is stronger, and he hopes the transformations it has been experiencing will be a source of encouragement and ideas for other publishers. Meanwhile, *Focus* will continue to reinvent itself to better serve its readership. “You don’t look at the design process as a one-time shot,” Sosbe said. “It’s an ongoing process.”

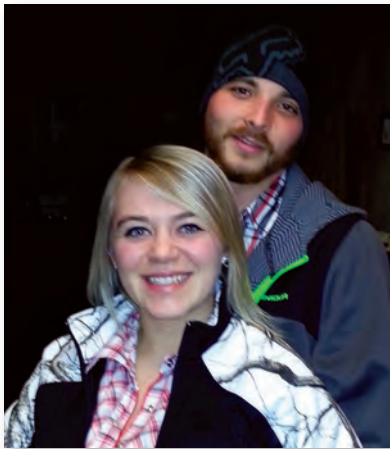
One on one

JPA profile: Emily Wertz, Mail Prep

Number of years with JPA: One year, five months

Why she loves JPA: "I like JPA because it's a small company; everyone knows you by first name," said Wertz, who moved from the role of bindery hand to her current position in early December. "When I came here, it was my first real job, and everyone welcomed me with open arms. I'm a lot younger than the others, and they had confidence in me. That felt really good."

Family life: Wertz, 19, is the youngest child of Randy and Kristine Wertz, and the sister of Stephanie Boducki. "I have



Emily and Jacob

three beautiful nieces: Nevaeh is 5; Aarayln is 4; and Angelene is a newborn," she said. Wertz spends as much time as she can with her nieces, who only live about five minutes from her. Wertz also is engaged. She and her fiancé, Jacob Lind, have not set a date yet, but Wertz says they'll probably get married in the next couple of years.

Hobbies: Wertz has enjoyed sports since she was a girl. "I love playing softball," Wertz said. "I started playing when I was 7. I also played basketball and volleyball, and I did gymnastics for two years." Wertz is a fan of dirt track racing, too. "I like to see all of them and cheer on my favorites.

It's an adrenaline rush. I really wish I could get out there with them." To relax, Wertz likes hanging out with friends and shopping. "And I like learning how to cook and watching the cooking channels," she added.

One cool fact: Wertz was offered a scholarship to play softball after high school. She was unable to accept because of a family complication, but it still means a lot to her to know she was selected. "I'm proud of that," she said. 📷



Stephanie, Nevaeh, Aarayln, Emily



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RECIPE

Angel Food Cake dessert*

One angel food cake (prepared by scratch,
by mix or pre-made)

Vanilla icing (prepared by scratch or pre-made)

Chocolate syrup

Caramel syrup

Slivered almonds

Top prepared cake with icing. Drizzle chocolate and caramel sauce over the cake, and then sprinkle with almonds.

*This is a long-time favorite of the Wertz family.

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