

Quantified

— LEARN FROM THE BEST

The 2026 Pharma Field Readiness Playbook

How **Bayer**, **Novartis**, and **Sanofi** are using AI-powered coaching to certify reps at record speed — and prepare them for the conversations that matter.

FEATURING

 NOVARTIS



sanofi

97%

BAYER REP
MASTERY RATE

5 days

SANOFI FIELD
FORCE CERTIFIED,
RSV LAUNCH

59%

NOVARTIS TRAINING
EFFICIENCY GAIN

QUANTIFIED.AI
SPRING 2026

The State of Pharma Field Readiness in 2026

In pharma, field readiness has quietly decoupled from training completion. A rep can check every box on the training plan and still walk into a shorter, tighter, more consequential conversation underprepared for the moment that determines the visit's outcome.

HCP access has shrunk. Compliance scrutiny has climbed. Launch timelines have compressed. The leading training teams have already stopped treating *completion* as readiness and started certifying for the **conversation itself**.

36%

decline in prescriber access
— ZS Associates

65%

fewer in-person HCP interactions
— McKinsey

2 of 3

drug launches underperform expectations
— industry benchmark

The Three Forces Rewriting Field Readiness

HCP access has not simply narrowed. It has changed shape. As we document in [Revamping Pharma Sales Force Effectiveness Metrics](#), more than half of HCP interactions now happen through digital channels, and the in-person moments that remain carry compressed agendas, shorter windows, and physicians who have already seen the deck before the rep walks in.

Compliance has climbed in parallel. MLR and legal teams are scrutinizing more claims with less tolerance for off-label drift, and the cost of a single misstated qualifier in a 20-minute visit is higher than it has ever been.

Launch tempo has compressed at the same time. The window between FDA approval and full field readiness is where most launch underperformance gets manufactured. Commercial training leaders are being asked to launch faster, certify faster, and drive consistent on-label messaging across in-person, digital, and MSL-adjacent channels simultaneously.

The Legacy Readiness Playbook Is No Longer Effective

Two methods have carried most of the weight of pharma commercial readiness for the last twenty years, with a third layered on top more recently. All three are reactive by design, difficult to scale, and becoming less effective in the current conditions.

01 Traditional person-to-person roleplay.

As we document in [Why Pharmaceutical Sales Training Fails and How AI Roleplay Fixes It](#), most pharma reps receive a handful of roleplay sessions per quarter. Feedback is delayed, subjective, and inconsistent across trainers. Scenarios rarely include the regulatory and therapeutic depth representatives encounter in the room: the progression-free survival challenge, the black-box warning concern, the formulary decision that requires a live answer. Compliance readiness is assumed rather than tested — a rep can pass a roleplay and still make a claim that would not survive MLR review. Training completion gets logged. Unfortunately, training completion is an activity metric, not an outcome-centric one.

02 The manager ride-along.

For a generation of pharma trainers, the ride-along was the backbone of development and the closest thing to a real performance signal. It still is. *That is the problem.* The physician is the live test, and the access window is the testing ground. Feedback arrives after the call has already happened, from a single observer, on a single visit, with a coaching conversation whose quality depends entirely on the manager in the passenger seat. As we document in [Coaching the Coaches: Why Pharma Needs to Reinvent Manager Development](#), manager coaching capability varies widely across any 500-rep organization. Ride-alongs cannot scale across a launch, cannot standardize what good looks like, and cannot certify readiness before a rep sits in front of an oncologist for the first time.

03 Call recording as post-call audit.

Over the last few years, many commercial training teams layered call-recording technology on top of this model, hoping that post-call audio would produce the visibility and coaching data the ride-along could not. As we document in [The Hidden Cost of Call Recording: Why Surveillance Fails in Pharma Sales](#), physicians and representatives both change their behavior when they know they are being recorded. Major health systems are implementing no-recording policies in the accounts where readiness matters most. And like the ride-along, recording is a post-mortem discipline: if a safety warning was missed or an off-label claim was made, the violation has already reached the market. In [Redefining Pharma Rep Readiness: Compliance AI](#), we argue that readiness has to be certified before the visit, not audited after it.

LEGACY PLAYBOOK

Roleplay, ride-alongs, and recordings.

- A handful of trainer-led roleplays per quarter.
- Ride-alongs that test the rep on the live physician.
- Call recordings as post-mortem audit.
- Compliance assumed; completion logged as readiness.

2026 REQUIREMENT

Certify the conversation, before it happens.

- ✓ Practice at volume, asynchronous and on-demand.
- ✓ Objective scoring at scale, against a single rubric.
- ✓ Compliance embedded inside practice, not applied as a gate.
- ✓ Manager time redirected from review to coaching.

None of these approaches close the gap between training completion and field readiness. None produce the practice volume, compliance signal, or coaching data that 2026 launches require.

Learning From the Best

The top pharmaceutical companies are shifting their approach from *how do we see what happened in the last call* to **how do we guarantee the next call goes well**. As outlined in [Using AI to Boost Growth and Pharma Field Force Productivity](#), readiness is no longer a record of past behavior. It is a forward-looking certification that a representative can deliver an approved message, handle a likely objection, and hold compliance under pressure before ever stepping into a clinic.

Four Properties of State-of-the-Art Readiness

01

Practice at volume

Reps run dozens of asynchronous reps against AI personas — not a handful of trainer-led sessions per quarter.

02

Objective scoring at scale

Every interaction graded against the same rubric, with the same tolerance — across 500 reps, 5,000 sessions.

03

Compliance as a muscle, not a gate

Off-label drift caught in simulation, before it reaches a physician or a regulatory reviewer.

04

Manager time redirected to coaching

Assessment automated. Gaps surfaced by data. Manager hours spent on the things humans do best.

The New Readiness Bar

Three launches. Three top-20 pharmaceutical companies. One pattern. Certification in days, not weeks. Mastery rates above 95%. Trainer capacity redirected, not thinned out and overtaxed.

97%

Bayer
rep mastery rate, drug launch

5 days

Sanofi
field force certified, RSV
launch

59%

Novartis
training efficiency gain

Every day between FDA approval and a fully certified field force is a day where revenue is forgone. Every compliance signal caught in simulation is one that never reaches a regulatory reviewer. What follows is how three top-20 pharmaceutical companies put these four design decisions into practice.

How Leading Pharma Teams Are Applying This Model

Here's how you'll learn from the best. Commercial training leaders at **Bayer**, **Novartis**, and **Sanofi** built their readiness AI programs on Quantified.



Cardio Renal & Women's Health franchise launch.

500+ reps certified at a **97%** mastery rate.



Sales force doubling on a compressed timeline.

5-week onboarding cut to **2+ weeks**; **95%** first-time pass rate.



RSV immunization launch certification.

100% of 500 reps certified in **5 days**, with 4 trainers.

What You'll Find in Each Case

THE CHALLENGE

The launch dynamics, timeline pressure, and capacity constraints that made the legacy playbook impossible.

THE APPROACH

How the team designed an AI-powered readiness program around custom personas, asynchronous practice, and structured assessment.

THE OUTCOME

The numbers, the leader testimony, and the downstream effect on coaching, onboarding, and pull-through.

Each program was built under unique conditions: varying launch timelines, team sizes, and certification requirements. However, the underlying design decisions are remarkably consistent. We break down what they share in Part III.



CARDIO RENAL & WOMEN'S HEALTH
FRANCHISE LAUNCH

Scaling a Launch Across **500+** Reps

How the Cardio Renal and Women's Health Franchise Training team certified a national field force without pulling leaders off territory.

500+

Reps certified

5,000+

Practice sessions

97%

Mastery rate

The Challenge

When Bayer's Cardio Renal and Women's Health Franchise Training team prepared to launch a new indication, the timeline was the problem. More than **500 field representatives** needed to be certified nationwide, fast. Field leaders were already stretched, trainer availability was limited, and conventional approaches — live roleplay, field visits, in-person certification — were not going to fit in the launch window without degrading either speed or quality.

Peter Frank, Director of Cardio Renal and Women's Health Franchise Training, summarized the requirement plainly:



“The ability to scale training without sacrificing quality was a game-changer for us.”

Peter Frank · Director, Cardio Renal & Women's Health Franchise Training, Bayer

The Approach

Bayer built a launch-readiness program around **Quantified's AI Sales Simulator**. Reps were given 24/7 access to custom AI personas representing the physicians they would be detailing. Practice was asynchronous, on-demand, and structured around Bayer's specific certification rubric.

- ✔ **5,000+ practice sessions** completed asynchronously, off the trainers' calendars.
- ✔ **AI feedback** scored each interaction on message structure, clinical accuracy, and emotional tone.
- ✔ **Performance data** pulled from Quantified to refine coaching and pull-through messaging.
- ✔ **Deliberate change management** kept experienced reps engaged alongside newer hires.

The Outcome

Bayer hit a **97% mastery rate** across the 500+ reps trained. The program saved thousands of hours of trainer-led assessment and gave field leaders data they could act on in one-on-ones.

Kathy Driscoll, Associate Director of Brand Franchise Training, pointed to the downstream effect:



“Reps told us they felt more prepared walking into HCP conversations. They weren't just certified — they were confident.”

Kathy Driscoll · Associate Director, Brand Franchise Training, Bayer

WHAT CHANGED DOWNSTREAM

The launch set a new internal blueprint. Bayer is now extending the same pattern to **new-hire onboarding, ongoing pull-through reinforcement, and continuous coaching between launches.**



SALES SPECIALIST
ONBOARDING REDESIGN

Doubling the Sales Force on a Compressed Timeline

How a global medical leader cut new-hire certification from five weeks to two, without adding trainer capacity.

150+

Specialists onboarded

95%

First-time pass rate

59%

Training efficiency
gain

4.58/5

Average score

The Challenge

Novartis was expanding. The sales force was doubling, and the training team had a compressed window to bring new specialists to readiness. The traditional five-week program could not stretch to fit the new hiring plan — it had to be rebuilt for a timeline closer to **two weeks**.

Four constraints shaped the problem:

TIMELINE

The aggressive expansion plan required cutting program length by more than half.

SCALE

New hires were arriving in volume, across both new specialists and newly promoted leaders.

TRAINER CAPACITY

Field leaders were already absorbed by operational responsibilities and could not add one-on-one verbal assessments to their week.

ASSESSMENT WINDOWS

Learners had one day between training phases to complete assessments, leaving no room for scheduling slippage.

The Approach

Novartis stood up an AI-powered training system around Quantified with three core components.

CUSTOMIZABLE AI PERSONAS

Each persona simulated a specific customer interaction with high fidelity. Reps practiced product positioning and objection handling, with detailed personalized feedback after each session.

AUTOMATED ASSESSMENTS

Quantified handled verbal certification end-to-end. Learners completed assessments without direct trainer oversight — removing the trainer-availability bottleneck without lowering rigor.

FLEXIBLE PRACTICE ENVIRONMENT

Practice was available anytime, anywhere. Reps could run a session before a morning meeting or at the end of the day. Field leaders stopped being the scheduling constraint.

The Outcome

Novartis onboarded **more than 150 new sales specialists** with a **95% first-time pass rate** on certification. Average score across learners landed at **4.58 out of 5**, with 16 practice sessions per learner. Training efficiency improved **59 percent**.

Keenan Stare, Product and Disease Training Manager, connected the approach to the business outcome:



“Quantified's AI personas enabled us to scale our training without pulling people out of the field. Our learners loved how intuitive and customizable the tool was, and it became a key part of our accelerated training schedule.”

Keenan Stare · Product and Disease Training Manager, Novartis

The compressed timeline held. The sales force doubled. The training team did not.

RSV IMMUNIZATION
LAUNCH CERTIFICATION

100% Launch Certification in 5 Days

How the commercial training team certified 500 reps on the RSV immunization launch with four trainers and zero downtime.

500

Reps trained

100%

Team certified

5 days

To full cert

250 hrs

Trainer time saved

The Challenge

Sanofi's RSV immunization launch had a familiar shape. FDA approval was coming. Reps could not sell until they were certified. And the certification process was complicated enough that every day between approval and full certification had a measurable cost.

Four trainers. Five hundred reps. The math on the old process did not work.

Chrissy Richards, Director of Commercial Training, described the vision going in:



“The idea was fully immersive training, where trainers train, managers coach, learners learn — with little to no downtime.”

Chrissy Richards · Director of Commercial Training, Sanofi

The Approach

The team selected the RSV launch as a pilot for an AI-powered certification process. Preparation started ahead of FDA approval: the training team customized Quantified's platform, built webinar-based foundational training, and designed the AI personas around the actual HCP conversations Sanofi reps were about to have.

- 1 Reps completed **webinar-based foundational training**.
- 2 They practiced in **Quantified's Sales Simulator** against a virtual coach persona.
- 3 They took **certification exams** with a virtual certifier persona built to behave like the physicians they would detail.
- 4 They received **structured feedback**, scored against Sanofi's certification rubric.

The Outcome

Sanofi certified **100% of the 500-rep team** with AI. Eighty percent of the field force was certified inside 48 hours. The remaining 20 percent closed out within five days. Average certification time per rep was **12 minutes**. Total trainer time saved versus a manual process reached **250 hours**, with a **3x to 5x efficiency improvement**.

Richards framed what that meant for the launch:



“With Quantified we really felt that we found our solution.”

Chrissy Richards · Director of Commercial Training, Sanofi

BEYOND THE LAUNCH

The program became the model for how Sanofi's commercial training team thinks about launch readiness, and continues to shape **onboarding**, **coaching**, and **product updates** beyond the launch itself.

The Patterns Across All Three

Three programs, three companies, three launch contexts — and a few consistent decisions that make the difference.

01

Readiness, *not* completion.

Completion says a rep showed up. Readiness says a rep can hold the conversation.

All three programs report outcome-based metrics: Bayer's **97% mastery rate**, Novartis's **4.58 / 5** average score, Sanofi's **100% certification**. None lead with "hours trained" or "modules completed." They lead with whether the field is ready to sell.

That shift is what makes the data operationally useful. Managers can see, by rep, what has been demonstrated and what still needs coaching. Training stops being a compliance activity and starts being a performance input.

02

Consistency, *not* variance.

Trainer-led certification produces variance. One trainer is tougher, another is gentler; one has a bad day; some reps get fast-tracked, others wait. Across 500 reps, the variance compounds.

AI coaching applies the same rubric to every rep, in the same way, every time. The evidence is consistent across all three programs:



97% mastery
uniform across 500+ reps



4.58 / 5 avg. score
across 150+ specialists, identical criteria



100% certified
4 trainers, 500-rep field force

For pharma, consistency is not a nice-to-have. Inconsistent messaging is a compliance risk, and inconsistent field readiness shows up in launch performance. AI coaching is the most reliable way to hold a single standard across every territory.

03

Simulation, *not* recording.

Bayer, Novartis, and Sanofi each built their AI coaching programs around **simulated conversations** with AI personas. None chose to record field calls with actual physicians.

The compliance posture is fundamentally different. Simulated practice creates zero downstream exposure: no PHI captured, no patient data transcribed, no audit trail for MLR or legal to own. In a regulated industry, the quietest path is the simulated one.

How to Apply This in Your Organization

The three programs above were built in different organizations under different constraints. The underlying design decisions are consistent. For training and commercial effectiveness leaders, the shift typically happens in three moves.

MOVE 01

Define readiness as performance, not completion.

Most organizations still certify knowledge: training completion, module scores, knowledge checks. Leading teams certify **performance**: message delivery in a live scenario, handling of likely objections, compliance under pressure.

Practical start: define the three to five conversations that determine success in your field environment, and build certification around those.

MOVE 02

Make practice continuous, not scheduled.

In most organizations, practice is bounded by trainer availability, which produces low repetition and inconsistent evaluation. Leading teams make practice **available on demand**, let reps iterate before certification, and simulate real HCP interactions.

This is not more practice. It is relevant practice at the moment it matters.

MOVE 03

Redirect manager time from assessment to coaching.

The traditional model has managers observing, assessing, documenting. In the new model, **assessment is automated**, gaps are surfaced by data, and managers spend their time coaching against specific behaviors.

That is where most performance improvement happens.

What Changes as a Result

Across Bayer, Novartis, and Sanofi, the outputs are consistent: certification timelines measured in **days, not weeks**; high pass rates grounded in demonstrated performance; lower trainer dependency; and clear visibility into readiness across the field force.

The details vary. The model does not.

Hear From the Experts

Now that you've read what these experts are doing, you can hear from them directly. Quantified-hosted webinars go deeper on all three programs, featuring the training leaders behind them.

 **BAYER · WEBINAR**

Elevating sales training with AI roleplay.



Kathy Driscoll & Matthew Hooper (Bayer) with Paige Grissom (Quantified) on delivering 5,000+ simulations and 97% mastery across 500+ reps.

 **NOVARTIS · WEBINAR**

Transforming sales training: how Novartis leveraged simulation technology for onboarding success.



How immersive simulations cut certification time while maintaining standards across 150+ new specialists.

 **SANOFI · WEBINAR**

How Sanofi uses AI to certify with certainty on product launch.



Chrissy Richards (Sanofi) and Kevin Kutler (Quantified) on the AI-powered process that certified 500 reps on the RSV launch in days, not weeks.

EVALUATE THIS FOR YOUR ENVIRONMENT

The question isn't whether this model works. It's how it maps to your team.

A demo with Quantified covers your current certification process, where it strains, where readiness breaks down between training and field execution, and what a simulation-based, measurable model would look like for your team.

[Schedule a personalized demo](#) ↗

[Meet us at LTEN 2026 · Booth #400](#) ↗