

CUSTOMER STORY • LAUNCH CERTIFICATION

Ready for Launch, Three Months Sooner

How Novartis Oncology certified an experienced field force on a compressed launch timeline, without lowering what “ready” meant.



100%

of the field force
certified within the
launch window

564

AI roleplay sessions
in about two days

4.5+

average practice
sessions per rep
(minimum 3)

4.1 → 4.5

average score out
of 5, practice to
certification

THE SHORT VERSION

When FDA momentum pulled an oncology launch forward by three months, Novartis could no longer certify reps in person at the launch meeting.

The training team moved certification to virtual, on-demand AI roleplay and kept the standard: reps had to show they could carry the launch strategy into a real HCP conversation.

Every rep certified within the window, most after practicing well past the minimum.

AT A GLANCE

Customer	Novartis
Team	Oncology commercial training
Program	Launch certification
Field force	114 specialists
Delivery	Virtual, on demand
Customer since	2024

THE CHALLENGE

When the Launch Date Moved, the Old Certification Plan Broke

THE ORIGINAL PLAN

In-person certification at the launch meeting

Timed around approval, run by trainers and field leaders room by room.



THE NEW REALITY

Virtual certification in a 24 to 48 hour window

Approval was expected to land before the meeting, and reps couldn't discuss the indication until certified.

A launch that moved up three months

Novartis Oncology was preparing an experienced field force for a new indication in its radioligand therapy portfolio. Strong signals from the FDA pulled the launch training timeline forward by about three months.

The division had always certified reps in person at the launch meeting. Now approval was expected to land before that meeting, and reps could not discuss the new indication until they were certified.

Virtual certification, same rigor

Running the same certification virtually was possible. The training team saw the risk: it would depend on trainers, field leaders, and cross-functional partners deep in their own launch work.

A higher bar than knowing the label

Moving into an earlier line of therapy changed how reps had to talk with customers. They had to make the case for an unmet need against a strong standard of care, and identify the right patients in a much more varied population.

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Competency alone was not going to be enough to demonstrate readiness.

**Keenan Stare**

Product & Disease Training Manager, Novartis



THE APPROACH

Four Decisions Behind the Program

01 Defined readiness as execution, not recall

Readiness meant fluency across the disease state, patient journey, product, and marketplace, used in a real HCP conversation. Scoring followed the four sales capabilities Novartis already coaches to, so results fed straight into first-line coaching.

“It wasn’t enough for our team to simply understand or memorize the disease state data and clinical statistics. It was more important for them to transform that into impactful and compelling customer dialogues.”

02 Chose AI roleplay for objectivity and scale

Novartis already used Quantified for knowledge assessments, and colleagues had piloted AI roleplay. Three things decided it:

Flexibility

Peers had built scenarios for HCPs and non-prescribing stakeholders across many business goals.

Objectivity

Every rep scored on the same criteria, tied to the Novartis selling model, not one evaluator’s judgment.

Efficiency

On-demand certification inside the window, with a leader dashboard tracking every rep in real time.

03 Built scenarios around anchors, not scripts

Two scenarios covered the conversations that mattered most for the launch strategy:

SCENARIO 1

Unmet need

An HCP mildly indifferent to the unmet need and confident in the current standard of care, with objections to match.

SCENARIO 2

Patient identification

An HCP who pushed reps to show which patients in a varied population were at greatest risk of progression.

The AI customer got beliefs and biases, not a script. Approved materials shaped each scenario, and off-label questions were flagged for referral. Pointed only to NCCN and AUA guidelines, it used them to defend its current practice.

“When I first tested the model, I expected it to feel easier than role-playing with a peer. But it really wasn’t.”

THE APPROACH, CONTINUED

04 Rolled out in three phases

BEFORE APPROVAL

A small task force from training, marketing, and sales leadership chose the scenarios, customer types, and objections. They also set aside time for testing.

AT APPROVAL

A formal introduction and clear expectations, then a pre-call planning worksheet. The next day, first-line leaders ran local workshops to refine each plan.

AFTER APPROVAL

Certification opened on demand. Reps were asked to practice at least three times first, with two attempts allowed. Training leads tracked completion live.

Senior leaders reinforced the expectation at every touchpoint, so it was an organizational standard and not only a training request.

“We’ve been in situations in the past where we’re depending on pieces of paper coming from 18 different rooms, from 18 different evaluators, all having to funnel back to one place.”

THE RESULTS

Every Rep Certified,
With Practice to Spare

All 114 specialists certified within the launch window. In about two days they completed 564 AI roleplay sessions, roughly 151 hours of practice. The average rep practiced more than 4.5 times before certifying, against a minimum of three, and some practiced as many as 12 times.

AVERAGE SCORE, OUT OF 5



Skepticism faded once reps started

Fear of being watched

Resolved quickly: no video is kept, and the transcript exists so a rep can dispute a score.

Doubt that AI felt real

Resolved by practice: reps wrote in praising how real-world the conversations felt.

FOR THE TRAINING TEAM

Manual Coordination, Replaced by One Dashboard

Building and testing the scenarios took real effort before approval. After that, certification ran itself: reps practiced and certified on demand, and results arrived in real time.

OFF THE TRAINING TEAM'S PLATE

- ✗ Lining up trainers, MSLs, and leaders
- ✗ Scheduling sessions and invites
- ✗ Collecting scorecards from every room
- ✗ Compiling scores by hand

IN ITS PLACE

- ✓ On-demand certification, no scheduling
- ✓ The same objective scoring for every rep
- ✓ Real-time results by rep, team, and region
- ✓ A dashboard flagging who isn't certified



"The investment is heavier on the front end, and it's incredibly light on the back. Overall, I would say it saved me an immense amount of time."

WHERE IT STARTED • 2024

The division's training team first used Quantified when the field force doubled and onboarding was cut from five weeks to just over two. More than 150 new specialists and 18 field leaders practiced and completed their verbal assessments with AI roleplay, without pulling existing leaders out of the field.

95%

passed on the first attempt

59%average rise in assessment scores
after practice**16**practice sessions per learner on
average

LESSONS FOR TRAINING LEADERS

Advice for Teams Facing a Compressed Launch

01 Start with the “what”

Name the two or three capabilities reps must execute at launch, and agree with leadership to leave the rest off the certification.

02 Bring the field into scenario design

Real-world input on customer challenges and demeanor makes practice relevant and builds buy-in.

03 Protect time for testing

Quality checks matter most in a launch, when only a few people can see the final materials.

04 Introduce it before you require it

Reps who understood the AI roleplay experience early engaged with more confidence.

05 Make leaders own the mandate

Practice lands when it's an organizational expectation, not a training request.

06 Fit the format to the moment

Virtual or live, AI roleplay gives each rep more practice per hour than peer roleplay, with more consistent scoring.

YOUR NEXT LAUNCH

Certified on Time, Without Lowering the Bar

See how a launch certification scenario is built, practiced, and scored in Quantified's AI roleplay, using your launch strategy and approved materials.

[See a launch certification scenario](#)quantified.ai/demo-request