Quantified

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FOR COMMERCIAL & REVENUE LEADERS

Making Field Readiness Measurable

A Commercial Framework for Strengthening Field Execution, Accelerating Readiness, and Measuring Progress Before Launch Day

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Informed by work with commercial and training teams at leading pharmaceutical companies.

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00 EXECUTIVE BRIEF

What Commercial Leaders Need to Know

A launch plan is only as strong as the field's ability to execute it. Commercial leaders increasingly need a clear view of whether reps can deliver approved messaging, navigate realistic HCP questions, and apply what they have practiced before launch day. That calls for a shift from documenting training activity to measuring demonstrated readiness.

The opportunity	Early launch performance compounds. A field that enters the market prepared, consistent, and confident is better positioned to build momentum in the first months that matter most.
The shift	Completion confirms that training happened. Readiness shows whether reps can apply the approved message in realistic customer conversations.
The visibility	Objective readiness data lets leaders see strengths and gaps by rep, team, and region while there is still time to act.
The measurement	Measures such as time to readiness, certification coverage, message consistency, proficiency growth, coaching focus, and ramp to productivity give a more useful commercial view than completion rates alone.
The bottom line	Measurable readiness gives commercial leadership greater confidence that launch strategy will translate into consistent field execution.

01 WHY IT MATTERS

The Commercial Value of Being Ready Early

Launch performance is shaped early. IQVIA's launch research has consistently found that the first six months carry a disproportionate influence on a product's longer-term commercial trajectory, and launches that begin with a weak start rarely recover the gap later.

That makes pre-launch readiness one of the few execution levers commercial leaders can directly influence before the first customer conversation. The goal is not simply to certify faster. It is to enter the market with a field that can consistently deliver approved messaging, respond to realistic customer needs, and give leadership confidence in execution.

Traditional certification can make that hard to see. Assessment quality varies by manager or region, only a portion of the field is observed, and the results offer limited insight into where coaching will help most.

WHAT A MEASURABLE READINESS MODEL ADDS

- → A consistent definition of readiness across teams and regions
- → Objective evidence of what each rep can demonstrate
- → Earlier identification of where coaching will have the greatest effect
- → Clearer visibility into launch preparation at the leadership level

02 THE MOMENT

Why Readiness Deserves More Attention Now

Pharmaceutical launches increasingly ask the field to navigate specialized clinical information, complex access questions, and highly specific customer needs. That raises the value of preparation that goes beyond knowledge recall. Reps need opportunities to apply approved messaging, respond to realistic questions, and build confidence before those conversations happen in the market.

More specialized conversations

Complex clinical and market-access discussions require application, not memorization.

More need for consistency

Leaders need confidence that approved messaging translates across teams, regions, and customer situations.

More opportunity for visibility

Readiness data can show where the field is prepared and where targeted support will improve execution before launch.

Teams that make readiness measurable enter launch with greater visibility, stronger consistency, and a clearer plan for supporting the field.

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03 THE DISTINCTION

Training Completion Is Not Field Readiness

Completion and readiness are not the same thing, but many organizations measure them as if they are. The gap between the two is where leadership can lose visibility into whether training will translate into field behavior.

COMPLETION MEANS	READINESS MEANS
Reps attended the training	Reps can navigate a realistic HCP conversation using approved messaging
They worked through the modules	They can handle clinical questions specific to the therapeutic area
They passed a knowledge check	They stay within approved guardrails under the pressure of a real visit
The LMS shows green across the board	They can do it consistently across the field

A field may have completed training without yet demonstrating that it can deliver the message accurately, adapt to realistic HCP questions, and stay within approved guardrails under pressure.

Objective measurement lets commercial leaders answer a more useful question before launch day: can the field consistently apply what it has learned in realistic HCP conversations? When that answer is visible by rep, team, and region, leaders can direct support where it will have the greatest effect.

What Measurable Readiness Makes Possible

When readiness becomes measurable rather than assumed, three things change for commercial leadership: speed, consistency, and visibility.

Faster readiness without sacrificing quality

In one Sanofi launch program, 80% of a 500-person team certified within 48 hours and the full cohort certified within five days, saving roughly 250 hours of manual assessment time. The value is not speed by itself. It is the ability to see where the field is ready and where support is still needed while there is time to act.

More consistent application of the message

Ahead of a product launch, more than 500 Bayer representatives completed thousands of realistic simulations and reached a 97% mastery rate. In a separate global pharmaceutical deployment, the organization measured gains in sales messaging and win rate alongside an increase in frontline manager coaching. Together these show what becomes measurable when practice, assessment, and coaching are connected.

A clearer view of readiness and performance

Readiness data gives commercial leaders a new leading indicator to weigh alongside field performance. Over time, teams can compare certification scores, message consistency, coaching activity, and ramp time with commercial results to understand where stronger readiness lines up with stronger execution. The point is not to claim one measure causes revenue. It is to give leadership a clearer view of the capabilities that support performance, and the areas where support may help.

05 CUSTOMER PROGRAMS

Published case studies

Examples of Measurable Readiness Outcomes

Sanofi launch program

500
Team members certified

80%
Certified within 48 hours

100%
Certified within five days

250 hrs
Approximate manual assessment time saved

Bayer launch program

500+
Representatives prepared for launch

1,000s
Of realistic simulations completed

97%
Mastery rate achieved

Global pharmaceutical deployment

68%
Improvement in sales messaging

27%
Improvement in win rate

2×
Increase in frontline manager coaching conversations

Results reflect specific customer deployments with different program designs, populations, baselines, and measurement approaches. They are examples of what teams have achieved, not guaranteed or universal outcomes.

How Readiness Data Supports a Stronger Compliance Posture

Readiness assessment can reinforce compliance before reps enter the field. When practice is scored against approved messaging, teams can identify off-label language, reinforce required content, and document what each rep was assessed on.

That gives compliance and commercial leadership a more consistent record of preparation, and lets reps close gaps in a controlled practice environment rather than in front of an HCP.

The result is a more proactive posture: reinforce the approved message during practice, document readiness consistently, and provide targeted support before customer conversations begin.

07 THE SCORECARD

A Commercial Readiness Scorecard

Commercial leaders do not need another training dashboard. They need a concise view of whether the field is progressing toward the capabilities a launch requires.

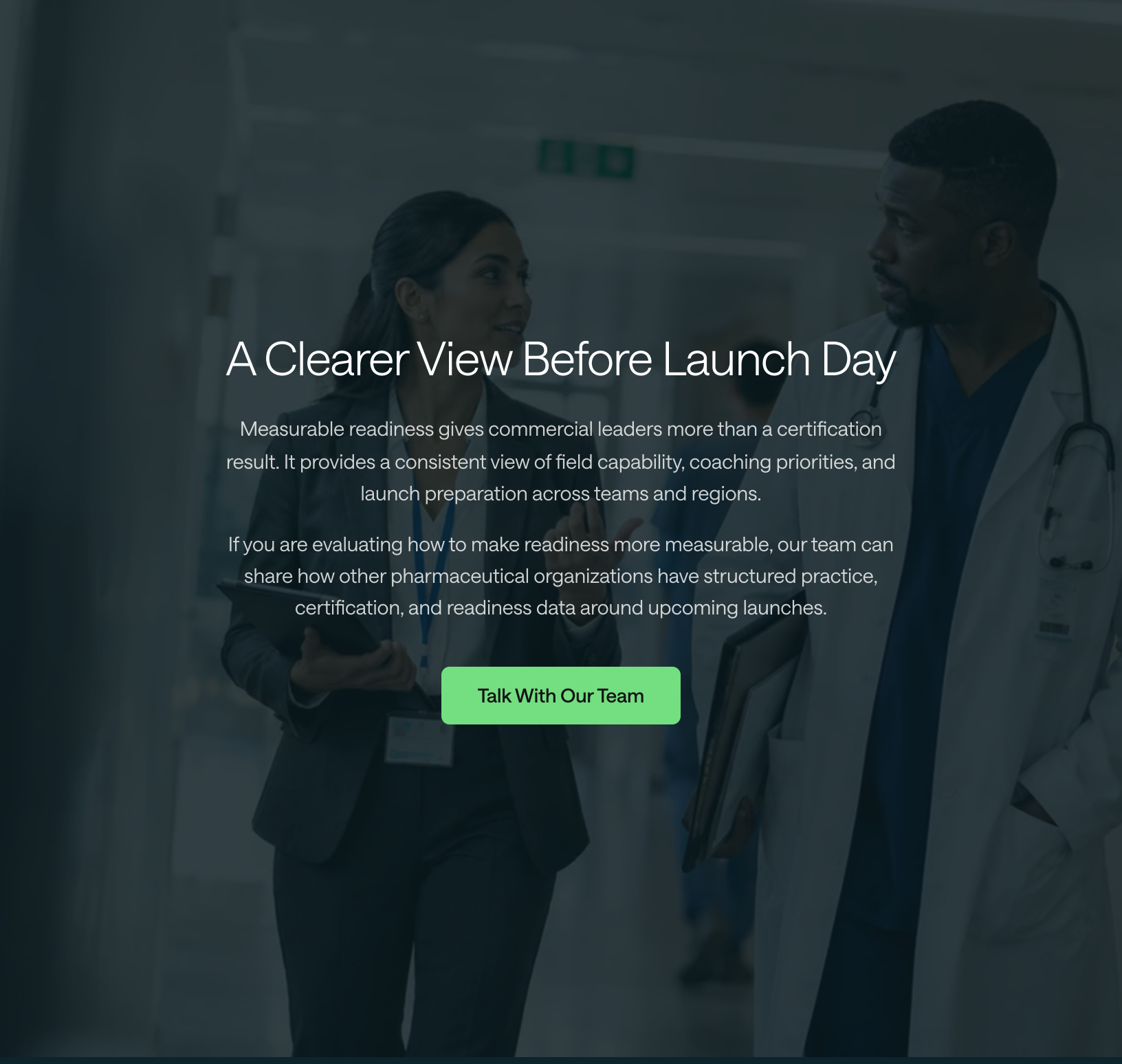
METRIC	WHAT IT TELLS LEADERSHIP	HOW TO USE IT
Time to readiness	How long a cohort takes to demonstrate the required capabilities	Set the current baseline and track improvement by launch or cohort
Readiness coverage	The share of the field meeting agreed proficiency standards before deployment	Review by team, region, role, and customer segment
First-attempt proficiency	Where training and practice are preparing reps well, and where more support is needed	Use as a diagnostic, not a simple pass or fail
Message consistency	How reliably approved messaging is applied across the field	Compare patterns across regions and spot common coaching needs
Proficiency growth	How capabilities improve through practice and coaching	Track movement by competency, not only final certification status
Ramp to productivity	How quickly new or transitioning reps begin contributing to agreed commercial activity	Compare cohorts, accounting for territory and market differences
Readiness-to-performance relationship	Whether stronger readiness indicators line up with stronger field outcomes	Evaluate over time with Commercial Operations or Analytics; do not assume causation
Compliance documentation coverage	Whether required readiness records are complete and tied to approved messaging	Set the standard with Compliance and MLR

The goal is a shared language across Commercial, Sales, Training, and Compliance: what readiness means, how it is measured, and where support can improve execution.

Questions to Ask Before the Next Launch

1. Have we defined field readiness in observable, measurable terms?
2. Can we see readiness by rep, role, team, and region before launch day?
3. Can every rep practice the customer conversations most likely to matter?
4. Do managers know where their coaching time will have the greatest effect?
5. Can we measure message consistency against approved standards?
6. Can we compare readiness indicators with downstream field performance over time?
7. Can Commercial, Training, and Compliance work from the same readiness view?

A useful page to share with Commercial Excellence or Training: how well can we answer these today?



A Clearer View Before Launch Day

Measurable readiness gives commercial leaders more than a certification result. It provides a consistent view of field capability, coaching priorities, and launch preparation across teams and regions.

If you are evaluating how to make readiness more measurable, our team can share how other pharmaceutical organizations have structured practice, certification, and readiness data around upcoming launches.

Talk With Our Team

ABOUT QUANTIFIED

Quantified is an AI-powered coaching and roleplay platform that helps commercial teams master high-stakes conversations through realistic, dynamic practice. With lifelike personas and unscripted dialogue, reps rehearse objection handling, negotiations, and value delivery, with immediate, data-driven feedback. Quantified accelerates onboarding, builds confidence, and ensures consistent, effective messaging across go-to-market teams, turning everyday training into measurable performance gains.

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