

# Learn Face-to-Face

## From Internationally Acclaimed Pharma Experts

For your 2017 market leadership 



C.E.L. *for pharma*

CENTRE FOR EXECUTIVE LEADERSHIP

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- Strategic Pharma Marketing
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- Business Development & Licensing

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# Welcome

**4000+**  
**Executives**

Since its foundation in 2005, The Centre for Executive Leadership for the Pharmaceutical Industry – C.E.L.*forpharma* in short – welcomed over **4000 executives** from **pharma, biotech and other life science industry sectors from all over the world.**

Many executives travel a long way to C.E.L.*forpharma*'s **1- or 2-day courses** to be trained **face-to-face** by international top-notch experts on **new competencies in business-critical areas of expertise.** Such is the uniqueness and quality of our short-duration courses, our delegates not only come from Europe but also from beyond: Middle & Far East, Russia, Turkey, U.S.A etc.

At C.E.L.*forpharma*'s courses you **learn from true experts** (as opposed to professional trainers), carefully selected for the **international reputation** they enjoy in their field of expertise and professional network. They combine a strong theoretical backbone with a wealth of practically relevant experience in working with pharma and related companies across a wide spectrum of therapeutic and geographical markets. In addition, they are skilled in transferring the essentials of their expertise to a broad international executive audience.

You also learn a lot from **interacting in a small class with your peers** from a rich variety of functional areas, geographical and therapeutic markets. The discussions sparked during a C.E.L.*forpharma* course add a valuable learning dimension, as testified by many past participants in this brochure.

Hence, investing in such a unique learning experience will both **advance your career** and equip you with new competencies to address your company's business-critical issues in today's fast changing market environment.

This C.E.L.*forpharma* brochure highlights **course titles that have proven to be highly valued by past participants.** For details about content, the expert-trainers, dates, locations and new courses, please visit our website at **[www.celforpharma.com](http://www.celforpharma.com)**.

We look forward to meeting you at one of our unique courses.

Sincerely yours,



**Luc De Langhe**  
Co-Founder & CEO

# Principles of Pharma Market Access in Europe

2-Day Course

Understand Market Access and grasp the structure of a healthcare system with its stakeholders – Learn the Market Access environment in Europe's major markets – Know how to develop a Market Access Plan and how to communicate value to stakeholders.

## By Nick Proctor & Mark Silvey

- Senior consultants with the Adelphi Group, a group of specialist companies that uniquely embraces all the disciplines that integrate into Market Access.
- This expert faculty combines a unique blend of expertise and experience of all strategically vital aspects in market access optimisation.

This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.



## By Attending This Course, You Will



- 1 Grasp the full meaning of market access, its importance for optimising product launches and its implications for the whole organisation, from phase II up to post-launch.
- 2 Learn to integrate market access concepts into clinical and brand marketing plans.
- 3 Have a good understanding of the differences across the healthcare systems in Europe (EU-5) with respect to optimising market access for your brands.
- 4 Gain insight into how stakeholders – and which ones! – impact on the success of your brand along its lifecycle.
- 5 Know how to develop a Market Access Plan from early phase II up to post-launch, including all tactical components.
- 6 Learn to use the concepts and techniques that have proven to be successful in influencing the market access decision-makers.
- 7 Gain expert insight and advice from an expert faculty with vast relevant cross-functional and multi-therapeutic experience from both industry and consultancy.

## What Participants Say About This Course:



*Learning and discussing market access with international experts like Mark and Nick really helps you in building future strategy that best responds to the demands of changing healthcare systems.*

### Bristol-Myers Squibb

**Catalina Moinescu**, Customer Marketing Manager Virology - Romania - December 2016



*Great course! Nice to be a part of it and learn from 2 specialists with loads of insights and advice. The group work on developing a Market Access Plan was SUPER!*

### Mundipharma

**Christiane Bullmann**, Medical Affairs Manager - United Kingdom - December 2016



*High quality course in terms of both content and practical arrangements. I also highly valued the interaction between participants. Thank you!*

### UCB

**Jérémy Peaudecerf**, Operational Excellence Project Manager - Belgium - December 2016



C.E.L. Pharma  
Centre for Executive Leadership

# Value Pricing for Market Access

2-Day Course

## The Fundamentals

Understand the language, the concepts and research techniques in pharmaceutical pricing – Learn how to set prices for optimal access and returns across market access systems, payer types and at different times of a product's life cycle – Grasp the impact of international reference pricing and parallel trade, and how to deal with these.

### By Gary Johnson

- The most down-to-earth pharma pricing expert with superb training talent.
- Founder & CEO of Inpharmation, Europe's most respected pharma forecasting & pricing specialist consultancy.
- Has been involved in pricing and/or forecasting of around half of the new molecular entity launches over the past five years.
- Author of *Sales Forecasting for Pharmaceuticals: An Evidence Based Approach* and *Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals*.



This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will



- 1 Understand how price affects market access throughout a healthcare system and how to set prices for optimal access and returns.
- 2 Learn what constitutes value for different payers and which pricing techniques to deploy across different payer types and at different times in a product's life cycle to measure your added value.
- 3 Understand how international reference pricing and parallel trade can prevent a product being priced to its true value and how to deal with these.
- 4 Be able to group major international markets into categories of pricing and market access systems – and understand which pricing techniques work best for each.
- 5 Leave with a collection of techniques and principles that you can implement immediately.
- 6 Receive Gary's book *Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals*, which will be a valuable reference to have with you.

### What Participants Say About This Course:



*Very valuable course with a great expert! I now have a wide perspective on pharma pricing and learnt a lot. I will definitely recommend it to others!*

#### Sanofi

**Ewelina Bernaszuk**, Junior HEOR and Pricing Specialist - Poland  
- December 2016



*Gary Johnson's vast knowledge and experience is very well structured into an instructive, yet easy to follow course. Excellent course material provided as well.*

#### Fresenius Kabi

**Sampreet Ramachandra**, Director, Anaesthesia & Analgesia  
- Germany - December 2016



*Very interactive, high level though accessible course. Gary is an excellent speaker and the discussions with participants were very insightful!*

#### Novartis

**Christophe Gerbeau**, Early Phase Market Access SPE - France - September 2016

# Health Economics for Non-Health-Economists

2-Day Course

Understand the terminology, tools, models and argumentation used in health economic evaluation articles – Learn to distinguish good from bad ones – Know how to integrate HECON studies into clinical & marketing plans – Learn how to use HECON evaluations towards healthcare payers.

## By Lieven Annemans

- Europe's most entertaining health economics and HTA expert.
- A unique profile: an academic professor, past-president ISPOR, consultant and former pharma executive.
- Sought-after advisor and educator to health policy makers and pharma companies.
- Highly respected for his vast international and cross-therapeutic experience.
- Author of *Health economics for non-economists* (Academia Press, 2008).



This course will be organised 4 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Learn about the language, key principles and methods of health economic evaluations.
- 2 Know how to interpret the results of health economic evaluations.
- 3 Learn to integrate health economic evaluations in product development, pre-marketing and post launch.
- 4 Gain insight into the perspective of decision makers.
- 5 Ensure alignment of health economics with marketing strategies.
- 6 Understand and avoid the pitfalls of health economic evaluations.
- 7 Gain expert insight and advice from Lieven Annemans who has conducted health economic evaluations in over 20 countries across a wide spectrum of therapeutic areas.

## What Participants Say About This Course:



*Fantastic course, much appreciated. Excellent balance between duration and value.*

### Shire

**Didier Weerts**, Business Partner International Leadership - Switzerland - December 2016



*I learned a lot of practical information to better understand HEOR and how it can be applied in new clinical development programs as well as for marketed products. Lieven Annemans is a great instructor and extremely informative. I now feel much more confident to have advanced discussions with the market access team.*

### Novo Nordisk

**Mark Bryant**, Senior Global Marketing Director - Switzerland - December 2016



*Lieven is an excellent teacher, both engaging and energetic. The course content is easy to understand and the balance between lectures and workshops works very well. I highly recommend it.*

### Allergan

**Rishi Rattan**, Director, International Market Access - Ophthalmology - United Kingdom - September 2016

# The Health Technology Assessment Course

1-Day Course

## Trends & Opportunities in Europe

Understand what HTA really means, the different types of HTAs across the EU and what can be expected from it – Learn the optimal HTA process and which criteria for assessment should be applied  
– Discover multiple solutions for optimising the quality of the evidence.

### By Lieven Annemans

- Europe's most entertaining health economics and HTA expert.
- A unique profile: an academic professor, past-president ISPOR, consultant and former pharma executive.
- Sought-after advisor and educator to health policy makers and pharma companies.
- Highly respected for his vast international and cross-therapeutic experience.
- Author of *Health economics for non-economists* (Academia Press, 2008).



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will



- 1 Understand what Health Technology Assessment really means and the different types of HTAs across the EU.
- 2 Understand the optimal HTA model, how to work effectively with the different HTA processes / stakeholders and how to influence decision-making.
- 3 Learn how to determine the many possible criteria for assessment and their relative weights.
- 4 Be introduced to the Health Economic principles used in HTAs and understand that there are many other factors at play in the assessment.
- 5 Discover solutions to the most common problems and mistakes when optimising the quality of the clinical evidence.

### What Participants Say About This Course:



*Great overview of HTA with a very enthusiastic speaker.*

**AstraZeneca**  
**Pieter Van Bochaute**,  
Medical Science Liaison  
- Belgium - December 2016



*A great overview of the HTA landscape and challenges/opportunities presented in a perfect mix of theory and practical examples – and everything in just one day!*

**Johnson & Johnson**  
**Andreas Preising**, Director  
Government Affairs & Policy EMEA  
- Belgium - June 2016



*This 1-day HTA course with Prof Lieven Annemans was extremely useful as I learnt about joint initiatives, how to get into dialogue in an early phase, harmonization, the criteria, do's & don'ts etc. Highly recommendable!*

**Siemens Healthcare**  
**Dr. Bernhard Fahn**, Head of Health Economics & Outcome Research, Medical Office - Germany - June 2016

# Improve Reputation for Better Results in Pharma

## How Each Business Unit Can Achieve More by Managing Stakeholder Perceptions

Understand the impact of your company's reputation on sales, stakeholder engagement, market access and government affairs – Learn how to measure reputation and how to improve results with proven strategies & tactics – Know how to get organised and deal with the most common issues.

### By Stefan Gijssels

- Former VP Public Affairs of the Janssen Pharmaceutical Companies up to 2016, where he championed one of the industry's most comprehensive global reputation plans.
- Former Chairman of the Trust, Reputation & Compliance Policy Committee of the European Federation of Pharmaceutical Industries and Associations.
- Currently strategy consultant in external leadership and public affairs, designing reputation strategies for pharma companies.




This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will

- 1 Grasp the full meaning of reputation in pharma and be able to anticipate the most critical challenges.
- 2 Understand the impact of your company's reputation on market access, sales, share price, etc.
- 3 Know how to measure reputation and how to translate results into effective action plans.
- 4 Learn who should "own" reputation in your company and how to organise for success.
- 5 Be able to improve your company's reputation with successful tactics and best practices, while knowing the do's & don'ts.
- 6 Know how to deal with the most common issues.
- 7 Learn from discussing real cases in the pharma industry.

### What Participants Say About This Course:


  
*This course illustrates the value a good reputation can bring to the company. The real life examples of the trainer and the testimonials of the participants inspire me to match even more the expectations of the stakeholders.*

#### Sanofi

**Bart Torbeyns**, Head Public Affairs Belgium-Luxembourg  
- Belgium - December 2016

  
*It's clear that Stefan is a real expert in the 'Reputation' domain. This course has provided me with an excellent introduction into the dynamics of a company's reputation and how to manage it. I will for sure apply the lessons learned in this course in my future approach towards the stakeholders (regulators + payers).*

**Isabelle van der Dussen de Kestergat**,  
Regulatory Affairs Professional - Belgium  
- December 2016

  
*This course had the perfect size for discussions. Stefan is a true expert and good presenter. His course confirmed we are on the right track with measuring our company's reputation, and offers expert advice for the action plan we will need to apply the findings.*

#### Boehringer Ingelheim

**Ralf Jansen**, Teamleader Business Analysis Primary Care - Germany  
- December 2016



# Transforming Your Pharma & Medtech Business Model

1-Day Course

## Choosing, Designing and Building From 26 Emerging Alternatives

Understand the 6 shifts in the business environment that will force life science companies to change their business models – Know the 26 business models that are emerging and why your company needs to choose at all levels (global, regional and local) – Learn how to accelerate your business model's evolution into new winning models.

### By Brian D. Smith

- The world's leading authority on the evolution of the life science industry, Prof. Dr. Brian D. Smith leads the only research group in the world that applies evolutionary economics to the life science sector.
- A former industry executive and advisor to many leading firms, Brian has almost 40 years' industry experience in pharma & medtech markets.
- Author of over 300 publications, including the influential books *The Future of Pharma* (Gower, 2011) and *Darwin's Medicine* (Gower, 2016).



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will



- 1 Understand how evolutionary science applies to the life sciences industry.
- 2 Discover the 6 fundamental shifts in pharma & medtech's environment that will determine which business models will thrive and which will fail.
- 3 Learn about the fragmentation of the industry landscape into 26 business models.
- 4 Know how to identify potential new business models best suited to your company at the global, regional and local levels.
- 5 Learn the process to accelerate the evolution of your business models.
- 6 Understand the role that your business unit or affiliate can play in the evolution of your company.
- 7 Receive Professor Smith's new book *Darwin's Medicine: How Business Models in the Life Science Industry Are Evolving* – which is a complete guide to understanding and directing the evolution of your company.

### What Participants Say About This Course:



*Brian's course is well structured and documented, offering an innovative and practical approach for evolving your own business model.*

#### Servier

**Charlotte Marmousez-Tartar**,  
Strategic Forecasting Director  
- France - November 2016



*Great Course. Very helpful in the current journey.*

#### UCB

**Maarten van Oirschot**,  
Operations Lead Neurology  
Europe - The Netherlands  
- November 2016



*Excellent, scientifically robust model to think about and discuss the evolutions in our industry and to see how and why we can manage our evolution. Every pharma/medtech executive interested in the future direction and strategy of his/her company will find this course valuable and take profit out of it.*

#### Takeda

**Paul Maris**, Managing Director  
- Belgium - November 2016

# Late Stage Pharma Lifecycle Management

2-Day Course

Prepare for patent expiry with a winning LCM plan for established brands – Know which drivers of differentiation can be used - Learn where, when and how to compete in a generic world using late stage LCM strategies & tactics – Learn how to make portfolio management decisions for mature brands.

## By Neal Hansen

- Europe's most authoritative expert on lifecycle management strategies in the pharmaceutical industry.
- Leading consultant for superior decision making in LCM and brand strategy.
- A world-class speaker and trainer!
- Co-author of *Pharmaceutical Lifecycle Management – Making the Most of Each and Every Brand* (Wiley & Sons, 2012).



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Understand product maturity and be prepared for what happens at patent expiry.
- 2 Know which drivers of differentiation can be used in a seemingly undifferentiated world.
- 3 Learn where, when and how to compete in a generic world using pricing and contracting strategies, authorised and own generic strategies, Rx to OTC switching strategies, etc.
- 4 Learn how to select the best tactics for your brand(s).
- 5 Be able to take portfolio management decisions at late stage.
- 6 Know how to build winning organisations in late stage LCM.
- 7 Gain insights from real world LCM case studies and benefit from Neal's insightful recommendations based on his unique background as a senior consultant in working on LCM solutions for many pharma companies.

## What Participants Say About This Course:



*This is the most valuable course I ever attended. It is ACTIONABLE – STRATEGIC – INSPIRATIONAL. Thank you!*

### Sanofi

**Marianne Ramon**, Established Products - France - November 2016



*Neal's LCM course is full of relevant insights and the audience size was just perfect for interaction.*

### Chiesi

**Davide Santucci**, Global Brand Leader - Italy - November 2016



*I went to the Late Stage LCM course and was very impressed by the expert Dr. Neal Hansen. He is a very seasoned, engaging, highly motivational speaker and I have thoroughly enjoyed the 2-day course!*

### Shire

**Renate Specht Gryp**, International Marketing Lead GI - Switzerland - November 2016

# The Pharma Business Development Course

2-Day Course

## An Overview Course

Understand the structure of the pharma business development process – Grasp the terminology, challenges, concepts & tools in each step, from analysis and planning ... up to closing and following-up a deal – Be prepared for the financial and legal pitfalls.

### By Martin Austin

- Martin uniquely combines a wealth of BD experience with entertainment talent.
- A former senior BD executive with Roche and Paul Capital Partners.
- Board member of several start-ups and Founder of TransformRx.
- Author of *Business Development for the Biotechnology and Pharmaceutical Industry* (Gower, 2008) and *Licensing, Selling and Finance in the Pharmaceutical and Healthcare Industries* (Gower, 2012).



This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will



- 1 Grasp the entire process of deal-making within the pharmaceutical and biotech industries, and learn the language, the concepts and tools from a practitioner's point of view.
- 2 Know how to profile the most suitable products for your company's profile, and where to search for the opportunities.
- 3 Grasp the principles of valuation and know what works best for which purpose.
- 4 Get expert advice on negotiation strategy and tools, and on how to best conduct the interactions.
- 5 Learn what makes up a good term sheet and how to assess those from other parties.
- 6 Know how to best manage the contract phase and how to avoid the financial and legal pitfalls that can break a deal.
- 7 Capitalise on Martin Austin's vast experience in concluding and financing successful deals in the pharma and life science biotech industries.

### What Participants Say About This Course:



*Excellent Pharma Business Development course with a brilliant speaker and overall well-organised.*

**medac**

**Daniel Banovic**, Global Portfolio Manager - Germany - September 2016



*Thanks to the valuable experience of Martin Austin, I caught different aspects for my future business development activities. I will use it for my daily business life. Thank you again!*

**Abdi Ibrahim**

**Ece Akbiyik**, Account Executive  
- Turkey - September 2016



*Very inspiring course, focused on the real meaning and value of the BusDev function.*

**AstraZeneca**

**Maria Luisa Giorello**,  
Head of Partnering & Portfolio  
- Italy - April 2016

# The Pharmaceutical Out-licensing Course

2-Day Course

Be able to decide on the best deal type – Know what to include in CDAs, MTAs and term sheets – Learn how to prepare product information and how to find potential partners – Know how to calculate the value of your product and optimise the deal structure.

## By David Scott

- Over 25 years licensing experience in the healthcare sector - including eight years working in BD & Licensing for a multinational.
- As a freelance licensing and business development consultant since 1996, he has successfully concluded numerous inward and outward licensing agreements for clients covering small molecules, biologicals and delivery technologies.
- Author of Scrip's best-selling report: *Practical Guide to Pharmaceutical Licensing*.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Understand the key factors leading to a successful out-licensing deal of a pharmaceutical compound in R&D.
- 2 Learn how to profile your product and prepare product information to maximise its attractiveness to third parties.
- 3 Understand the key factors leading to valuing your product and how to set up a spreadsheet to optimise the commercial structure of the deal.
- 4 Find out how to target potential partners – and the best way to make successful contacts.
- 5 Learn what to include in a term sheet, as well as in CDAs and MTAs, and which issues to watch out for during negotiations.
- 6 Understand the due diligence process and what will be expected from you.
- 7 Get expert advice on negotiation strategy and on managing a deal post-signature.

## What Participants Say About This Course:



*Overall a very good experience, highly relevant content and backed up by a very experienced and personable speaker.*

### Oxford Pharmascience

**Chris Hill**, Chief Financial Officer  
- United Kingdom - October 2016



*David's course sets a solid framework to pharmaceutical licensing. His lectures are backed up by many personal experiences, which makes it all very relevant. It was an all-rounded course, and great enjoyment to participate in!*

### Alghanim Healthcare

**Nadine Zouk**, Business Development & QA Manager - Kuwait - October 2016



*This course is top quality thanks to the pharma expert, David Scott, and C.E.L. forpharma's organisation. The program is complete and easily covered in 2 days.*

### Legacy Healthcare

**Angelo Mello**, Director Business Development & Licensing  
- Switzerland - April 2016



C.E.L. forpharma  
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# The Pharma Licensing Negotiation Course

2-Day Course

Learn and practice in role plays the whole armamentarium of winning strategies, tools, dos & don'ts, tricks & tips in each step of the pharma licensing negotiation process: planning – internal negotiations – making the first contact – term sheet assumptions – face-to-face meetings – resolving issues – contract closure.

## By Roger Cox

- 30 years of licensing experience encompassing both big and small pharma/biotech companies.
- Currently Senior Consultant with Plexus Ventures, a leading global Pharma Business Development firm.
- Formerly with J&J's Global Pharma BD Group where he negotiated over 50 commercial licence agreements.
- Former Chairman of the European Pharmaceutical Licensing Council and Member of the Editorial Board of the Business Development & Licensing Journal for the Pharmaceutical Licensing Groups.

This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.



## By Attending This Course, You Will



- 1 Have the tools and skills to conclude the best financial deal when negotiating a licence agreement in the Pharma and Biotech sectors.
- 2 Know what you need to prepare and check before a negotiation.
- 3 Use the appropriate negotiation styles in a variety of negotiation positions.
- 4 Learn the communication techniques to effectively manage expectations, listen analytically, persuade and build consensus.
- 5 Be able to negotiate financials and to bargain for advantage using proven techniques for building value and win-win outcomes.
- 6 Know how to negotiate term sheets and contracts to successfully close the deal.
- 7 Apply the theory in role-play negotiation scenarios.
- 8 Benefit from Roger's wealth of experience which cuts through all relevant industry sectors: big Pharma, small Pharma, Biotech and investors.

## What Participants Say About This Course:

*Roger Cox is a very talented expert who is largely responsible for the success of the course, tremendously energizing, fun & friendly. He shared his insight & experience based on real-life examples and interesting anecdotes. Roger provides a vision & perspective of the Pharma BD role & negotiation skills that I highly share & respect. Extremely stimulating, energizing, fun & interactive course.*

**GE**  
**Elvira Perreaudin**, Sr Counsel Operations,  
Europe - France - December 2016

*It was a pleasure to attend Roger's course end of October 2016. I enjoyed both the presentation and the exercise sections, both working with Roger and with the other participants. Thanks for the great opportunity and the shared information during and after the course!*

**Egis**  
**Mónika Palotai**, Project Manager  
- Hungary - October 2016

*The course was very well planned, executed, and delivered and Dr. Cox is a very talented, experienced, and skilled presenter. Not only did he teach negotiation skills, but he covered many relevant topics that are needed for successful negotiations. I greatly enjoyed the role plays, and the real life examples. Highly recommend this course to anyone who wants to learn or sharpen their negotiation skills. Very well done, Dr. Cox!*

**Sanofi**  
**Rima Nassar**, Associate Vice President, Head  
of Regulatory Business Development - USA  
- December 2016



# Pharma-Biotech Product & Company Valuation

1-Day Course

## An Introductory Course

Understand the valuation concepts and techniques that are commonly applied in the pharma and biotech world  
– Know how to assess and calculate the value a biotech company – Learn how to calculate the value of a pharmaceutical in development and how to structure a licensing deal.

### By Patrik Frei

- Europe's top valuation expert of high-growth life science companies.
- Patrik is Founder & CEO of Venture Valuation AG, specialists in independent assessments and valuation of emerging high-growth companies in biotechnology and life sciences.
- Patrik and his team carried out valuations for the Novartis Venture Fund.
- Author of *Assessment and Valuation of High Growth Companies*.
- Owner of Biotechgate, the global business development database for the life science industry.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

### By Attending This Course, You Will



- 1 Know what determines the value of life science biotechs and emerging pharma companies.
- 2 Gain a thorough understanding of key valuation terms, concepts, tools & techniques.
- 3 Be able to assess the risk profile of a biotech company prior to its valuation.
- 4 Learn and practice how to calculate the value of a biotech company.
- 5 Learn and practice how to calculate the value of a development compound (using an Excel tool you can take home and use for any other compound in development).
- 6 Know how to structure licensing deals between pharma and biotech, covering issues such as milestones and royalty payments.

### What Participants Say About This Course:



*Patrik's course is a very good general introduction to company and product valuations in the field of life science, with great examples and material. I particularly liked the module on structuring a licensing deal. You can easily tell that Patrik has a vast experience in the field of valuation, both from the Academia and from the Industry, and I can really recommend this course. Thank you for a great learning experience!*

**Monocl Strategy Services**

Jonathan Holmén, Associate - Sweden - October 2016



*This Valuation course is very useful and dynamic in terms of knowledge and skills. I particularly valued the step-by-step valuation process, the risk assessments in product valuation as well as the module on deal structuring and management. I highly recommend it!*

**Servier**

Natalia Baldina, Manager - Russia  
- October 2016



*Excellent overview of valuation of products & companies (in life sciences).*

**BioArctic Neuroscience**

Gunilla Osswald, CEO  
- Sweden - April 2016



C.E.L. Pharma  
Centre for Executive Leadership

# The Pharma Forecasting Course

2-Day Course

Learn the evidence-based concepts, models and techniques that work best to forecast the sales of pharmaceuticals – Know how to build Market Access into your forecasts – Learn to distinguish reliable from bad forecasts and how to forecast cost-effectively – Get practice with an Excel-based forecasting tool that integrates all the techniques taught.

## By Gary Johnson

- The most down-to-earth pharma forecasting expert with superb training talent.
- Founder & CEO of Inpharmation, Europe's most respected pharma forecasting & pricing specialist consultancy.
- Has been involved in pricing and/or forecasting of around half of the new molecular entity launches over the past five years.
- Author of *Sales Forecasting for Pharmaceuticals: An Evidence Based Approach* and *Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals*.



This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Learn the techniques and approaches that have been proven to work best for forecasting sales of pharmaceuticals – including pharma-specific drivers like market access, step-care, targeted therapies etc.
- 2 Be able to challenge the forecasts others have produced for you, and build your own forecasts in most situations.
- 3 Understand the concepts behind evidence based forecasting techniques for pharmaceuticals, which will be explained in simple, non-mathematical terms and backed up with real examples from the pharma industry rather than with vague illustrations.
- 4 Be able to determine the right level of detail to include in your forecast and understand the reliability of the different data sources you will use.
- 5 Receive an Excel-based forecasting tool which integrates all the techniques taught during the workshop. This ensures you leave with a hands-on ability to apply what you have learned over the two days.
- 6 Receive Gary's book *Sales Forecasting for Pharmaceuticals: An Evidence Based Approach*. This is an excellent resource which dives further into the content and examples covered during the course and will assist you in your forecasting activities.

## What Participants Say About This Course:



*Great course for someone relatively new to forecasting. Not too scientific and highly insightful.*

### **Novo Nordisk**

**Nika Lapkina**, Business Information Diabetes & Obesity Manager - Germany - December 2016



*Finally a Forecasting course which can be applied to my daily work!*

### **Grünenthal**

**Isabel Boo**, Business Intelligence & Commercial Opportunities Manager - Spain - October 2016



*The practical exercises were very close to some real-life cases. Thanks to this course I feel more comfortable with structuring a forecast, choosing the proper models and finding the best data sources.*

### **Chiesi**

**Iva Kacheshmarova**, Product Specialist - Bulgaria - October 2016

# Principles of Pharmaceutical Marketing for Non-Marketing Functions

2-Day Course

Understand the marketing principles that determine a pharmaceutical's commercial success – Learn how your function can contribute to a pharma brand's success in the new environment – Know how pharma marketers take strategic and tactical decisions - Gain ideas for cross-functional synergies that benefit a brand's success.

## By Edouard Demeire

- Co-author of *GOOD PHARMA. How Marketing Creates Value in Pharma* (Corstjens & Demeire, 2014).
- Contributed to the design of Roche's and Novartis' Brand Planning Processes.  
Designed and runs Roche's courses for marketing and non-marketing audiences worldwide.
- Visiting Professor at CEDEP (INSEAD) and other business schools.
- Developed business simulation games for the pharma industry (e.g. STRATPHARM) and trained 1000s of executives on pharma marketing strategy since 1990.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Become familiar with the terminology, concepts and decision making processes of your colleagues in pharmaceutical marketing and know how you can better collaborate towards a common goal: the brand's success.
- 2 Understand the drivers of a pharma brand's success and how you can contribute to commercial success in an environment that changed dramatically due to market access hurdles, the internet, new influencers and decision makers.
- 3 Learn why and how a pharma brand's success is determined by the synergistic collaboration of several functions with a variety of external stakeholders.
- 4 Know how you can align your activities with a brand's strategy and discover tactical synergies between your function and the marketing function.
- 5 Benefit from Edouard's wealth of experience in training & coaching executives in numerous pharma companies on best-practice pharma marketing across a wide spectrum of therapeutic and geographical markets.

## What Participants Say About This Course:



*Edouard Demeire provided a good overview of the marketing function and of the marketing techniques used in pharma. It was impressive to see how professionalising sales reps reports can help to shape and adjust strategy and HCP segmentation. I also learnt from real-life examples from the various companies represented in the room. Very useful course!*

### LEO Pharma

**Dr. Laura Berger**, Medical Director - Switzerland  
- May 2016



*I really liked this Pharma Marketing for Non-Marketers course, even though it was a lot of information in 2 days. Edouard Demeire is fantastic, the audience was interesting and there was a good balance between theory and exercises – I learnt a lot, thanks!*

### Alexion

**Michele Cane**, Business Excellence  
Manager - Switzerland - May 2016



*Edouard Demeire is an excellent instructor with vast expertise in pharmaceutical marketing!*

### Mundipharma

**Mohamed Eldessouki**,  
Finance Director - Egypt  
- May 2016



C.E.L. Pharma  
Centre for Executive Leadership



# The Pharma Brand Planning Course

2-Day Course

Learn how to analyse your brand's market so that you discover all sales levers – Know how to determine priority segments and define a value positioning statement – Learn how to design the optimal mix of marketing tactics in both Red (highly competitive) & Blue (highly innovative) Ocean markets.

## By Edouard Demeire

- Co-author of *GOOD PHARMA. How Marketing Creates Value in Pharma* (Corstjens & Demeire, 2014).
- Contributed to the design of Roche's and Novartis' Brand Planning Processes. Designed and runs Roche's courses for marketing and non-marketing audiences worldwide.
- Visiting Professor at CEDEP (INSEAD) and other business schools.
- Developed business simulation games for the pharma industry (e.g. STRATPHARM) and trained 1000s of executives on pharma marketing strategy since 1990.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Increase the sales and marketing ROI of your brands by learning how to determine the marketing tactics that will effectively leverage opportunities in the market.
- 2 Ensure your future brand marketing plans will logically link marketing tactics to smarter patient / stakeholder insight and analysis.
- 3 Know how to design marketing mixes for your brands in "Red Ocean" (highly competitive) markets that are superior to the competition.
- 4 Learn how to make the competition irrelevant by creating "Blue Ocean" (highly innovative) market environments for some brands, using value innovation concepts and tools.
- 5 Be armed with a box full of handy tools you can use back in the office.
- 6 Benefit from Edouard's wealth of experience in training & coaching numerous pharma companies on best-practice pharma brand marketing planning across a wide spectrum of therapeutic and geographical markets.

## What Participants Say About This Course:



*Another expertly presented and highly relevant course, tailored in order to be applicable to everyday practice.*

### Helsinn Healthcare

**Victor Badu**, International  
Brand Manager - Switzerland  
- November 2016



*Thanks to the very experienced team of organizers and to Edouard Demeire!*

### Bayer

**Jessica Hansen**, Brand  
Manager - Germany  
- November 2016



*It really fits daily practice and is a good benchmark for junior and senior brand managers at both local and global level. Highly recommendable!*

### ALK

**Maarten van Eijk**, Senior  
International Product Manager  
- The Netherlands - November 2016

# The Strategic Digital Pharma Marketing Course

2-Day Course

Learn how to design a digital marketing strategy for your brand, therapeutic area or company that integrates into the whole marketing mix – Grasp the full power and trends of all digital tactics in pharma – Learn how, and when, to select the appropriate tactics, optimise the mix and how to measure their business impact.

## By Ruud Kooi & Annelien Van Boxlaer

- VPs of Across Health, Europe's leading consultancy specialised in cross-channel marketing and digital communication in life sciences.
- Ruud is a former senior marketing leader at Janssen, having worked for teams responsible for igniting regional projects, pilots and programs as well as executing at a local affiliate level.
- Annelien is VP of Innovation Strategy at Across Health having formerly worked as a marketing manager at AstraZeneca, where she was involved in developing cross-channel strategies across several therapy areas and lifecycle stages.
- Both experts are highly respected by their pharma clients for their functional knowledge and hands-on experience, ranging from digital strategy formulation to leading regional and local implementation.



This course will be organised 3 times in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Be able to define a digital strategy for your brand or therapeutic area to stay competitive.
- 2 Know how to select the digital tactics which are best suited to achieve your specific brand plan drivers and leverage points.
- 3 Decide per tactic how ambitious you want to be and what it takes to implement your preferred tactic in your preferred scope.
- 4 Know how to tightly integrate digital into your overall marketing, sales and medical education strategy and ensure "fusion" of your online and offline efforts while respecting legal and regulatory guidelines.
- 5 Learn from well-metricised examples of successful e-tactics for physicians, consumers/caregivers and other new stakeholders like payers, nurses and pharmacists.
- 6 Know whether you are focussed on the right KPIs and be able to answer ROI related questions concerning your digital tactics.
- 7 Receive Across Health's book *Delighting Pharma Customers in the Omnichannel Age* - which is described as "the missing manual for pharma marketers".

## What Participants Say About This Course:



*Very professional and complete training. Great people and teamwork experience. A lot of take-home messages!*

### Takeda

**Annick Maréchal**, Brand and Customer Manager - Belgium  
- December 2016



*Very good training program! I have learned a lot. This will be helpful for me to develop the digital communication platform and integrate it within the overall strategy. I also learned from sharing experiences with my peers – it was a very nice group. And finally: it was very well organized – Thank you very much!*

### Orion Pharma

**Helen Allvin**, Global Brand Manager - Sweden  
- December 2016



*Very skilled teachers – up to date program – nice group size. Very valuable with the exercises throughout the program. Would definitely recommend to others!*

### Almirall

**Karina Thomsen**, Nordic Brand Manager - Denmark - November 2016



C.E.L. Pharma  
Centre for Executive Leadership

# The Multi-Channel Patient Engagement Course

2-Day Course

Learn how to engage patients with multi-channel disease awareness / patient activation campaigns – Know how to support patients in their therapy with multi-stakeholder / multi-channel patient adherence programs – Be able to measure success and impact on the critical success factors of a patient-centric organisation.

## By Beverly Smet & Vladimir Rogiers

- Vice President & Senior Consultant with Across Health, Europe's leading consultancy specialised in eCRM and digital communication in life sciences.
- Healthcare industry leaders in the multi-channel space with specific expertise in patient-centric strategy and campaign management.
- Both Beverly & Vladimir have worked as dedicated digital marketing consultants for big players in the healthcare industry (e.g. Johnson & Johnson).



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Learn how to engage with your patients in a multi-channel environment and how to support them during therapy.
- 2 Acquire the concepts & tools to determine the ideal patient-channel mix and influence patient behaviour along their entire journey.
- 3 Know how to measure the success of your patient-centric programs.
- 4 Gain ideas, tips & tricks from successful cases in Europe across therapy areas, as well as insights from exchanging best practices and discussing issues with your peers.
- 5 Know how to organise patient-centricity internally and influence internal stakeholders to get the right mind-set across your organisation.
- 6 Learn about emerging and disruptive technologies that will force pharma's business model to become truly patient-centric.
- 7 Learn face-to-face from two of Across Health's top consultants who have acquired in-depth expertise in patient-centric multi-channel campaigns through numerous assignments with pharma companies across EMEA and across diverse therapy areas.

## What Participants Say About This Course:



*Thank you very much for another amazing course! The expert facilitators (Beverly and Vladimir) bring together the very latest, advanced thinking around the patient-centric, multi-channel model. It's thought-provoking, practical and advances my strategic and tactical plans. Highly recommended!*

### Novartis

**Andrew Jonathan Squire**, Global Lead Creative & Content in Digital & Social Media - Switzerland - October 2016



*Very well-prepared workshop by experts you really feel are working in the field!*

### Ferrer

**Susana Liñero Gabiña**, Corporate Marketing Manager Hospital Products - Spain - October 2016



*Very valuable and relevant topics, with new ideas to drive business and improve outcomes.*

### Abbott

**Carsten Mühl**, Senior Field Product Manager - Germany - April 2016

# Principles of Patient Adherence & Support Solutions

1-Day Course

Understand the drivers of non-adherent behaviour – Identify adherence opportunities to improve commercial brand outcomes – Learn how to design Patient Support Programmes that resonate with all stakeholders.

## By John Weinman & Jeremy Sayers

- Prof. Weinman is one of the most prominent experts in the field of patient adherence and is head of Health Psychology (Europe) for Atlantis Healthcare, global leaders in patient behaviour change & adherence solutions.
- Jeremy Sayers is Patient Services Director at Atlantis Healthcare and develops patient support programmes for pharmaceutical and medical device companies, public health organisations and health insurers.



This course will be organised 3 times in 2017. Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Fully understand the extent and nature of the adherence challenges that patients face, and in particular the evidence-based drivers of their non-adherent behaviour.
- 2 Be able to identify adherence opportunities to effectively contribute to commercial brand outcomes and decrease healthcare resource utilisation.
- 3 Know how to design and deliver Patient Support Programmes that resonate with all stakeholders (patients, payers, pharma).
- 4 Learn the dos & don'ts, including managing regulatory restrictions, effective enrolment and regional implementation.
- 5 Have the unique opportunity to interact face-to-face with one of the world's leading experts on improving patient adherence, Prof. John Weinman, as well as with Jeremy Sayers, senior consultant with a wealth of experience in this area.

## What Participants Say About This Course:



*Good job, albeit short and very "Big Pharma" driven. Excellent interaction and excellent speakers!*

### Alexion

**Vincent Lévêque**, Associate  
Director, EMEA Marketing  
- Switzerland - October 2016



*This Patient Adherence course is not only for beginners! One always learns big insights from experts!*

### Roche

**Dr. Emilie Dejean**, Associate  
Product Optimization Manager  
- Switzerland - June 2016



*I enjoyed hearing true expert insight on patient adherence. It was not too much nor too little for a 1-day course.*

### Lilly

**Marc Adamsbaum**, Medical  
Educator - Switzerland - June 2016

# Medical Affairs for Modern Pharma

2-Day Course

Understand how medical affairs can enhance the commercial success of pharma brands – Learn how medical teams can contribute to market insight and brand value definition – Develop the skills to design a competitive medical affairs strategy and to develop the optimal mix of tactics – Know the pros & cons of each tactic.

## By Chris Toller

- Leading international consultant in pharmaceutical medical affairs who has worked with medical affairs teams in Europe, the USA as well as in emerging markets in Asia-Pacific and the Middle East.
- Chris' professional roles have included Managing Director at Choice Healthcare Solutions, Head of Strategy for the Choice Group, and Founder & MD of one of the UK's first specialist medical communications agencies.
- Devised medical affairs strategies and implemented programmes to support more than 50 medical brands on behalf of the world's leading pharma companies.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Be able to manage medical affairs not only from a scientific perspective but also from the perspective of a brand's commercial success factors.
- 2 Learn how medical affairs can contribute to market understanding and to brand development strategy.
- 3 Be equipped with the insights and tools to develop a competitive medical affairs strategy and to decide on the optimal tactical mix.
- 4 Learn the pros and cons of commonly used medical affairs tactics.
- 5 Develop a medical affairs perspective on pharmacoeconomics and market access.
- 6 Benefit from Chris' wealth of experience in working with medical affairs departments across a wide spectrum of therapeutic and geographical markets.

## What Participants Say About This Course:



*Comprehensive overview of various Medical Affairs aspects, showing the industry standard and benchmark of activities. This course is very helpful to adapt and rearrange my everyday work in MA!*

### Merck

**Kurt Marhardt**, Global Medical Affairs  
Director - Austria - November 2016



*This was a very valuable training, overlooking in a balanced way the different dimensions of Medical Affairs. The trainer was senior and experienced and very engaging. Workshop and group discussions allowed a full engagement and training.*

### Sanofi

**Mireille Bonnemaire**, Diabetes Europe  
Medical Lead - France - November 2016



*It was a great course, covering the important knowledge areas of Medical Affairs and learning skills you can apply right away. I highly recommend it!*

### Takeda

**Tim Durham**, Senior Program  
Manager - Switzerland  
- November 2016

# The Strategic e-Medical Affairs Course

2-Day Course

Learn to design a digital innovation strategy for medical affairs – Grasp the full power and trends of the whole spectrum of digital tactics that affect physicians and patients – Learn how to optimise the mix of tactics and to measure their business impact.

## By Fonny Schenck & Ben Harbour

- European thought leaders on digital and customer-centric innovation in the new go-to-market model of life sciences.
- Fonny Schenck is CEO of Across Health and was formerly Executive Director with J&J in the area of cross-channel CRM and digital marketing.
- Ben Harbour is Across Health's MD for the UK and has experience spanning the clinical, medical and commercial phases of product development across a wide range of therapeutic indications.
- The duo are highly respected for their comprehensive functional knowledge, ranging from SFE to Marketing Excellence and e-Medical.



This course will be organised twice in 2017.  
Visit [www.celforpharma.com](http://www.celforpharma.com) for dates & locations.

## By Attending This Course, You Will



- 1 Not miss the opportunities offered by the Internet for digital/cross-channel customer-centric communication in medical affairs.
- 2 Be able to design a digital strategy for key disciplines in medical affairs: medical education, medical information, KOL management, dissemination of data and clinical trial recruitment.
- 3 Know how to integrate digital initiatives in a balanced medical mix while respecting legal and regulatory guidelines.
- 4 Be able to assess the clinical impact of e-medical programmes and how to create KPIs and dashboards to assess the success of your cross-channel activities.
- 5 Learn from well-metricised examples of successful e-medical tactics for physicians, consumers/caregivers and other new stakeholders.
- 6 Be prepared for emerging digital trends that will impact medical affairs.

## What Participants Say About This Course:



*Very complete and entertaining course. Besides the content, I particularly benefited from interacting with peers from other companies and sharing experiences – Thank you!*

### UCB

**Dieter Fricke**, EU Medical Education Manager Immunology - Germany  
- October 2016



*Excellent overview and starting point for designing a digital medical strategy and 5-year plan at the area and affiliate level – Thank you!*

### AbbVie

**Marta Gunjaca**, Medical Director Oncology, EEMEA Region - Croatia  
- October 2016



*Great course! - Pharma needs to catch up urgently and therefore all this is important to know.*

### Pfizer

**Thierry Barten**, Medical Scientific Relations Manager - The Netherlands  
- October 2016

# Testimonials



*This was a great educational experience. I gained a lot of new insights and useful information – Highly recommendable!*

## **AstraZeneca**

**Nikolina Škaron**, Market Access, Pricing & Government Affairs Manager - Croatia - December 2016



*Very insightful and well-structured two days of walking through the main topics of value pricing in Market Access, using a simple language that all are able to follow, even if you are not an expert in the area.*

## **Almirall**

**Paula Albuquerque**, Global Market Access & Health Outcomes Manager - Spain - September 2016



*This course was very interesting and very effective for me to learn the basics of health economic principles and models. It was very well organized and Prof. Lieven Annemans is a key element for the success of this course.*

## **Chiesi**

**Tiziana Magni**, Global Pricing & Market Access Jr Specialist - Italy - September 2016



*Quite a broad subject that was well-explained. By attending this course, you will understand the most recent trends and get interesting examples.*

## **UCB**

**Solène Thieffry**, Senior Health Outcomes Manager - Belgium - December 2016



*I found Neal's LCM course very useful and practical. I particularly valued the theoretical knowledge about LCM and the benefit of sharing experiences with my peers from different countries and backgrounds. Great job!*

## **Sanofi**

**Maria Dimovska**, Product Manager SEC Europe MCO - Bulgaria - November 2016



*Martin was able to explain lots of complex information in a manner that was easy to understand and to absorb. His real life experiences added a lot of colour to the course material.*

## **Niseko Health**

**David Hammond**, Commercial Director - United Kingdom - September 2016



*For those who are interested in extending their basic knowledge of out-licensing, business negotiations, risk assessment and decision making, C.E.L.forpharma's "The Pharmaceutical Out-licensing Course" is the best option you can find. Experienced lecturer with wide knowledge in the industry and friendly atmosphere will help you to absorb maximum benefits from the course. Especially recommended for junior-middle specialists.*

## **BIOCAD**

**Dmitry Pasechnik**, Head of Overseas Commercial Strategy - Russia - October 2016



*It is always a pleasure to meet real market professionals, with whom I can discuss and get valuable insight from. This course is of great help for my day-to-day work.*

## **Servier**

**Alexander Nozdrachev**, Business Development Director - Russia - April 2016



*Very insightful 2 days of workshop. The practical tips in combination with the theoretical foundation make this course tremendously valuable!*

## **Boehringer Ingelheim**

**Nick Meilinger**, Forecaster Cardiovascular & Respiratory Products - Germany - October 2016



*I learnt a lot on this whistle-stop tour of the pharma pricing fundamentals. Gary is a highly knowledgeable trainer who can simplify the most complex subjects.*

## **Astellas**

**Lorraine Tweddle**, Associate Brand Director - United Kingdom - June 2016



*Very professional speakers! Very practical course with a lot of business cases. Useful to link brand planning to multichannel campaigns.*

## **Pharmamar**

**Davide Roccato**, Product Manager - Italy - December 2016



*Two very experienced facilitators nailing down all opportunities in digital/multichannel campaigning. Lots of new insights!*

## **Janssen**

**Moritz Müller**, Digital Solutions Specialist - Switzerland - November 2016

**... and many more on [www.celforpharma.com](http://www.celforpharma.com)**



C.E.L. for pharma  
CENTRE FOR EXECUTIVE LEADERSHIP



*As a past participant, I still enjoy reading C.E.L.forpharma's newsletters and recommend C.E.L.forpharma courses to many of my Bayer colleagues.*

*And indeed, those who attended share my experience that great experts are presenting complex content in an understandable way with many examples, i.e. the courses provide 'great value for money'.*

*My sincere congratulations to your 10th Anniversary.  
I wish you continued success for the next decades!*

### **Bayer Pharma**

**Dr. Doerthe Granitza**, Global Pharmacovigilance  
Risk Management – Germany



*If anyone wants to get a good background on Health Economics, or just better understanding of this topic, Prof. Lieven Annemans is the right teacher. He presents a unique mixture of great professional knowledge, passion, industry experience and a sense of humor. During this 2-day course I received a lot of information on Health Economics to digest and to return to in the future. Well-structured and perfectly delivered. Thank you. And a big thank you to C.E.L.forpharma for making this course happen and for the excellent organization.*

### **Novartis**

**Slawomir Lazarewicz**, Senior Director Global  
Medical Information – Switzerland

### **Visit us →**

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#### **Annelies Swaan**

Head of Business Operations

[annelies.swaan@celforpharma.com](mailto:annelies.swaan@celforpharma.com)

direct tel: +32 2 709 01 42;

or mobile: +32 486 98 52 49

#### **Luc De Langhe**

Co-founder & CEO

[luc.delanghe@celforpharma.com](mailto:luc.delanghe@celforpharma.com)

direct tel: +32 2 709 01 41;

or mobile: + 32 498 54 21 86

#### **C.E.L.forpharma**

J.E. Mommaertslaan 20A –1831 Diegem - Belgium

[info@celforpharma.com](mailto:info@celforpharma.com); [www.celforpharma.com](http://www.celforpharma.com)

tel: +32 2 709 01 40; fax: +32 2 721 13 82

BTW BE 0871.088.704, RPR Brussel