1-Day Course

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

Transforming Your Pharma & Medtech Business Model

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.

Prof. Dr. Brian D. Smith

- The world's leading authority on the evolution of the life science industry, Brian 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).

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.

Why You Should Attend

The life science industry is subject to enormous social and technological evolutionary pressures, from demographics and economics to systems medicine and the information revolution. Adapting your business model in a focused, timely and competitive manner will mean the difference between growth vs. decline. Therefore, decision makers in pharma, medtech and related companies must understand the industry's evolution and learn how to accelerate the evolution of the business models best suited to their company at all levels (global, regional and local). The only way to survive and thrive is to evolve faster and more efficiently than your competition!

The Content: This senior executive seminar will give you a research-based, evolutionary science understanding of why and how the pharma and medtech industry is changing, resulting in many more types of business models in the future than there are now. This foresight will leave you with a much deeper understanding of where your industry is headed and how you can proactively adapt to those changes in a strategic, rather than simply reactive, manner.

The Expert: Prof. Dr. Brian D Smith is uniquely qualified to deliver this seminar. Whilst the term is often misused, Professor Smith is truly a thought leader in the life sciences sector. He has worked in and with the industry for almost 40 years, first as a research chemist, then in commercial roles and now as an academic, author and advisor. Widely published and globally renowned, nobody knows and understands our industry's evolution better.

Who Should Attend

As, in the future, business models within a company can differ between the global, regional and local level, all senior level executives in pharma and medtech companies will benefit from attending this seminar, primarily those in positions that contribute to competitive strategy and organisational development. More specifically, executives heading:

- Business units
- Country affiliates and regional offices
- Functional departments, such as Finance, Strategic Planning, Strategic Marketing, Medical Affairs, Market Access, Business Development, R&D, Organisational Development, etc.

Agenda

9:30	**Welcome & Audience Expectations**
10:00	**First Principles: Applying Evolutionary Science to Industries**
	• What kind of system is our industry? • The basic concept of evolutionary economics • Evolutionary parallels between biological systems and the life science sector
11:00	Coffee Break
11:15	**The 6 Fundamental Shifts Shaping the Life Sciences Sector**
	• How six fundamental changes are transforming how value is defined and created in our industry • How these changes are creating new market opportunities whilst making old models obsolete • How these changes will impact on your own business model • How understanding these changes can guide the evolution of your new business model • Group knowledge sharing exercise: Assessing the impacts of the 6 shifts on your own business model and how this varies between the different members of the group
13:15	Lunch
14:00	**The Evolution of Business Models in Pharma & Medtech**
	• How technology and society is fragmenting our industry's landscape • How 9 competitive habitats will shape the future • How 26 new business models will dominate our market and will result in a more diverse and dynamic competitive landscape, with stronger competitors in each business model (which will force you to choose and direct the evolution of your own organisation) • Group knowledge sharing exercise: Understanding the current evolutionary path of your business, other firms in the market and the alternative opportunities open to both
15:30	Coffee Break
15:45	**Accelerating the Evolution of Your New Business Model**
	• How business model transformation depends on your firm's DNA • The five critical steps in transforming your own business model • What examples from other pharma and medtech companies reveal about the mechanism of business model transformation • Group knowledge sharing exercise: Understanding the process for choosing a new business model, developing a transformation plan and beginning the change process
17:45	**Wrap Up & Take Homes**
	Delegates will be guided to compare their learning with their initial goals, to identify their most important learning points and decide a personal action plan
18:00	**Close**

Learning Methodology

The seminar is designed and delivered as an intensive, interactive programme for senior executives. Professor Smith's seminars are always described as "thought provoking" and "insightful". They are often also described as "challenging" and "paradigm shifting".

You will be strongly encouraged to ask questions and bring your own challenges and experiences to the meeting. In addition to learning from Professor Smith's research and experience, you will gain from sharing knowledge with your peers across the industry.

One of the most valuable aspects of attending any C.E.L.forpharma course is not only being able to have your specific questions answered by a leading expert, but also having the opportunity to share experiences and have in-depth discussions with your international peers.

How To Register

1.) Check our website (www.celforpharma.com) for the most recent course dates and fees.

2.) Click "Register Now" & fill out the registration form with your personal and company (invoicing) details.

If applicable please add your company's VAT number. We will include this on your invoice, which is needed for your company to reclaim VAT.

3.) Choose a payment method.

a. If you select "Pay by credit card" we will email you a pro forma invoice and secure payment link.

b. If you select "Pay by bank transfer" we will email you a pro forma invoice for you to process through your company's payment system.

4.) Click **Confirm Registration >**

You will receive an automatic confirmation email shortly followed by a personal email with your pro forma invoice and further payment instructions.

Included in the Registration Fee

- Course Material (Digital & Print Versions)
- Coffee, Tea & Refreshments During the Course
- Lunch During the Course
- Certificate of Attendance Signed by the Expert
- A Signed Copy of: *Darwin's Medicine: How Business Models in the Life Sciences Industry are Evolving* (Brian D. Smith, 2016)

Have Any Questions?

Contact Annelies Swaan for general enquiries, group discounts, and more info.

email: annelies.swaan@celforpharma.com
call: +32 (0)2 709 01 42

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

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

Great Course. Very helpful in the current journey.

UCB

Maarten van Oirschot, Operations Lead Neurology Europe

The Netherlands - November 2016