

CELforPharma's

2025-2026 COURSES

The International Business School
for (Bio)Pharma & Medtech



Learn

- › From true industry experts
- › From your peers in other companies
- › Strategic & tactical decision making
- › Insights, tools, critical success factors and ideas



"Welcome to CELforPharma"



Inge Cornelis,
Director, Client & Product Projects

1000+

Executives
trained every year

Participants in 2024
came from

200+
companies

45

In-house programmes
in the last 3 years

Participants in 2024
came from

40

countries

Average
recommendation score
in 2024:

8,8 /10

Visit our
website for
more info.



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Discover our Course Offering in the Fields of:

Market Access	Medical Affairs	Marketing	BD & Licensing
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The AI for Pharma Market Access Course

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- Understand key terminology, the transformative impact of AI, and industry-specific challenges.
- How to seamlessly incorporate AI into market access processes to boost efficiency and achieve superior outcomes.
- The best available AI technologies, along with their pros and cons, tailored to pharma market access applications.
- Participate in practical exercises using AI-driven tools for market access planning, systematic literature reviews, dossier writing, and payer negotiations.
- Learn from your peers as they will share their challenges, experiences, and innovative solutions.



The Expert

Stefan Walzer

- As the founder and CEO of MARs Market Access & Pricing Strategy GmbH, Dr Stefan Walzer initiated the application of AI platforms and tools in the area of market access to revolutionise dossier preparation, payer negotiations, and strategic decision-making.
- Stefan's impressive career includes pivotal roles such as Global Payer Strategy Leader at F. Hoffmann – La Roche AG, author of over 40 peer-reviewed articles and 400 abstracts, as well as serving as a recognised lecturer on market access, pricing, and negotiation at leading universities in Germany.
- Stefan holds a PhD in Health Economics from the University of Zurich, alongside qualifications from the University of Tübingen and the London School of Hygiene & Tropical Medicine.

Dates & Locations

23-24 September 2025 (Brussels)
16-17 December 2025 (Brussels)

19-20 March 2026 (Brussels)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"The course was a real eye-opener. AI tools will continue to support our industry, helping to bring innovative drugs and devices to the patients who need them."

Roche

Laurent Cohen

Access Engagement Manager

Belgium (April 2025)

Health Economics for Non-Health-Economists

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The logic and mathematics behind QALYs, ICERs, decision trees and Markov models.
- How external stakeholders use and challenge health economic evidence.
- How to distinguish good from bad health economic evaluation studies (of your brand or its competitors).
- Key principles of cost-effectiveness analysis and Budget Impact Analysis.
- The role of health economic evaluations in clinical research, pricing & reimbursement decisions, and post-launch.



The Expert
Lieven Annemans

- Prof. Dr Lieven Annemans has participated in more than 400 health economic evaluations in over 20 countries across a wide spectrum of therapeutic areas. He has also been involved as an expert in a large number of Health Technology Assessments (HTAs) and is actively involved in HTA on a European level.
- Lieven has a unique profile: academic professor, past-president of ISPOR, author of *Health economics for non-economists* (Pelckmans Pro, 2018), trainer and consultant.
- Highly respected for his vast international and cross-therapeutic experience, Lieven is a sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma's faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

Dates & Locations

7-8 October 2025 (*Brussels*)
25-26 November 2025 (*Brussels*)

5-6 March 2026 (*Brussels*)

Visit www.celforpharma.com for registration fees and updates.

Dates don't suit?

Check out our [Online Self-study Programme: Basics of Health Economics](#).

What Participants Say About This Course

"I would highly recommend Lieven and this course. If you have the opportunity to go, you should! I feel a lot more confident and able to collaborate with my HE colleagues."

ViiV Healthcare
Lauren Mitchell
Market Access Manager
UK (March 2024)

"A great course bringing structure to the elements of Health Economics, allowing great understanding of the HE world. I can recommend the course for other marketing colleagues."

CSL Behring
Timothy Akroyd
Sr. Dir. Marketing Intercontinental Region
Switzerland (March 2024)

"A high-quality course that exceeded my expectations! Lieven managed to explain all the topics in a very pedagogical, easy-to-understand, and even fun way. Even though the course was intensive, I remained engaged throughout and was excited to bring back my learnings to discuss with my team."

Boehringer Ingelheim
Jemina Lehto
Oncology Medical Science Liaison, Nordics
The Netherlands (January 2025)

Understanding Pharma Market Access & Payers in Europe

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- The patterns in pricing & reimbursement systems and processes in France, Germany, Italy, Spain and the UK.
- Market access challenges and opportunities in these countries.
- How to differentiate between different categories of payers.
- Payer archetypes and the drivers of their decision-making processes.
- The market access plan and process, and the contributions of internal stakeholders across functions.
- The types of Managed Entry Agreements used by payers and pharma to mitigate risk.



The Expert
Nick Proctor

- Dr Nick Proctor has been a senior consultant to the pharmaceutical industry for over 25 years, most recently as a Partner with Access Infinity. He has led pricing, reimbursement and access projects for the majority of the world's top pharmaceutical brands and manufacturers.
- Nick has a strong background in pricing, evidence synthesis, health economics and outcomes research, as well as experience working with payers in all major developed and emerging international health markets.
- A CELforPharma faculty member since 2015, Nick is a very passionate trainer. He actively engages participants in discussions and is highly experienced in leading interactive sessions.

Dates & Locations

3 October 2025 (live online)
10 December 2025 (live online)

10 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Useful for putting ourselves in the shoes of a payer!”

Almirall

Rituparna Banerjee
Global Market Access
Senior Manager
Spain (October 2024)

“As someone who has been working in pharma for the past 10 years but not in the market access space, this course gave me a rich understanding of the market access process, its complexities, and its role in enabling pharmaceutical products to reach patients. Thank you!”

Ferring

Sonia Johnston
VP HR (Global Science & Medical Organisation)
Switzerland (October 2024)

“A very engaging course that is relevant to a broad audience, both within the market access function and outside of it. Highly recommended!”

Vertex

Yana Berezovskaya
Senior Medical Science Liaison
UK (December 2024)

Understanding Pharma Market Access in the US

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The structure and key players of US Managed Care systems, and how they compare with other global systems.
- The scope of medical benefit and how to navigate the pricing and access control mechanisms in this system.
- The role and significance of Pharmacy Benefit Managers (PBMs) and how to navigate the pricing and access control mechanisms in the pharmacy benefit system.
- The tools and context needed to understand and discuss the potential future impact of the Inflation Reduction Act, increased PBM transparency, and other recent policy decisions.
- Strategies for navigating towards successful market access and how to deal with the most common challenges along the way.



The Experts

**Nick Proctor
& Louisa Oliver
Byrne**

- Dr Nick Proctor is a Partner at Access Infinity with over 25 years of experience in pricing, reimbursement, and access projects for many of the world's top pharma brands. He has worked extensively with payers and providers across all segments of the US managed care system. Nick also supported the US and global launch planning of multiple products during his four years living in the US.
- Louisa Oliver Byrne leads Access Infinity's US Managed Care Centre of Excellence. With over seven years of experience as a global pricing and market access consultant, Louisa has spearheaded numerous US-focused engagements to support evidence generation, payer value stories, and pricing strategies.
- Nick has been a CELforPharma faculty member since 2015, and Louisa since 2024. Both are passionate trainers and experts in leading interactive, engaging sessions, ensuring participants gain practical and actionable insights.

Dates & Locations

22 October 2025 (live online)
25 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"Special thanks to Louisa and Nick for their ability to explain complex subjects in a comprehensive manner. I also really appreciate the quality of the provided materials."

Medincell
Bérengère Duhamel
**Business Insight and Market
Access Leader**
France (September 2024)

"I highly appreciate the structured and business-focused approach in explaining complex healthcare issues with a clear and simple-to-understand story."

Olpha
Elena Bushberg
Executive Director
Latvia (September 2024)

"I can highly recommend this course! Nick and Louisa gave a very clear presentation of the US Market Access systems."

GSK
Florian Toussaint
**Market Access and Public Affairs
Manager**
France (September 2024)

Essentials of Value Pricing for Successful Market Access

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- An overview of payer types and of national pricing & market access systems around the world.
- The concepts and language of pharma pricing and market access that confuse many executives.
- The difference between setting prices and defending prices with health economics.
- Talking to payers using surveys, interviews, and AI to get the most accurate assessment of the achievable price.
- Using AI and econometrics to analyse payer behaviour and predict future pricing behaviour.
- How to anticipate the impact of the international pricing system on your prices around the globe.



The Experts

**Gary Johnson
& Sam Johnson**

- Gary Johnson is the Founder & Chairman of Inpharmation, Europe's pharma specialist consultancy that has been involved in the pricing and/or forecasting of around half of the new molecular entity launches over the past 5 years.
- As Board Director and Head of Research and Development, Sam Johnson leads the development of forecasting and pricing technologies at Inpharmation.
- Authors of several books, including "Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals" and "The AI Cube: Can we use AI in pharma pricing and forecasting?".
- Gary has been on CELforPharma's faculty since 2007 and Sam joined our faculty in 2021. Their course content has evolved over the years, ensuring it remains up-to-date with new pharma market and technology developments.

Dates & Locations

30 Sept -1 Oct 2025 (Brussels)
2-3 December 2025 (live online)

17-18 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Great overview of everything related to pricing. The group interaction with the experts really added to the learning experience.”

FAES Farma
Laura Blanco
Global Strategic Marketing
Manager
Spain (March 2024)

“This course provides a comprehensive overview while offering sufficient depth in the details. Lots of value stories support the theory and understanding.”

Guerbet
Manue Basle
Market Access Specialist
France (October 2024)

“I recently attended this training and found it to be very valuable. The course provided comprehensive and broad coverage of the pricing field in the pharmaceutical industry, ensuring all the key topics were thoroughly addressed. The trainers were extremely knowledgeable and patient, always willing to clarify concepts and answer questions. I would definitely recommend it to others in the field.”

Tillotts Pharma
Lei Wang
Market Access Manager
Switzerland (December 2024)

The Healthcare Payer Negotiations Course

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- Understand core negotiation principles and styles: Gain foundational knowledge of what negotiation entails and how to navigate different negotiation styles.
- Develop and apply a structured negotiation strategy: Learn to define clear goals, build strong BATNAs/ZOPAs, and use tactical tools to manage objections and maintain dialogue.
- Tailor negotiation approaches to healthcare payer contexts: Explore the specific dynamics of healthcare negotiations.
- Challenge common payer negotiation myths and biases: Identify and dismantle misconceptions about payer negotiations while learning to foster empathy and understanding.
- Practise and refine negotiation skills through real-world exercises: Collaborate on case-based simulations involving pharma products to create and execute negotiation strategies.



The Expert
Stefan Walzer

- Dr Stefan Walzer is a recognised expert in healthcare market access and payer negotiation strategy.
- He is the founder and CEO of MARs Market Access & Pricing Strategy GmbH, a niche consultancy that focuses on optimising market access, pricing strategies, and reimbursement processes. He has been teaching market access and negotiations since 2012 and developed AI-based systems and tools to empower market access negotiators.
- Stefan has held pivotal roles, including Global Payer Strategy Leader at F. Hoffmann–La Roche AG. He is the author of over 40 peer-reviewed articles and more than 400 abstracts.
- He holds a PhD in Health Economics from the University of Zurich, along with degrees from the University of Tübingen and the London School of Hygiene & Tropical Medicine.

Dates & Locations

26 November 2025 (*live online*)

Visit www.celforpharma.com for registration fees and updates.

Why You Should Attend This Course

This one-day course is designed to address the specific complexities of healthcare payer negotiations. Grounded in real-world pharma experience, it will strengthen your ability to navigate payer negotiations with clarity, confidence, and impact. Through a combination of structured guidance, scenario-based exercises, and expert insights, the course equips you with the tools to adopt a collaborative, strategic, and effective negotiation approach.

Basics of Health Economics

LEARN

- The logic and mathematics behind QALYs, ICERs, decision trees and Markov models.
- How external stakeholders use and assess health economic evidence.
- Key principles of cost-effectiveness analysis and Budget Impact Analysis.
- The role of health economic evaluations in clinical research, pricing & reimbursement decisions, and post-launch.



The Expert

Lieven Annemans

- Prof. Dr. Lieven Annemans has participated in more than 400 health economic evaluations in over 20 countries across a wide spectrum of therapeutic areas. He has also been involved as an expert in a large number of Health Technology Assessments (HTAs) and is actively involved in HTA on a European level.
- Lieven has a unique profile: academic professor, past-president of ISPOR, author of *Health economics for non-economists* (Pelckmans Pro, 2018), trainer and consultant.
- Highly respected for his vast international and cross-therapeutic experience, Lieven is a sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma's faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

The following
4-week online
programmes
are planned

2-30 September 2025
12 November - 11 December 2025

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Programme

“My company made the “Basics of Health Economics” course possible for me and my team! Lieven Annemans is an extremely good trainer. Bringing in so much clarity, drive and passion is a big challenge – especially online – but he succeeded. I really enjoyed the course. I’m looking forward to putting what I’ve learned into practice every day.”

Viatis

Claude Egger

Head Access, Communication & Operational Excellence

Switzerland (June 2024)

“I found the course/content extremely comprehensive and especially valuable as a person not fully immersed in health economics! I have already been able to apply some of the concepts to my current role and no doubt can apply them in the future.”

Vertex

Thomas Blair

Senior Medical Science Liaison

UK (October 2024)

“Great course! I would recommend it to anyone wanting to understand the basics and how they translate across the product lifecycle. Very pragmatic and easy to follow.”

UCB

Joanne Irving

Director Market Access

- Global Payor Evidence Lead (Immunology)

UK (December 2024)

Critical New HTA Developments in Europe: Challenges & Solutions

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The different types of HTAs in Europe.
- How to address the broad and evolving range of assessment criteria in Europe.
- How to optimise clinical evidence generation for HTA bodies.
- How to use Real-World Data for HTA purposes.
- How to prepare for the Joint Clinical Assessment (JCA) in the EU.



The Expert
Lieven Annemans

- Prof. Dr. Lieven Annemans has participated in more than 400 health economic evaluations in over 20 countries across a wide spectrum of therapeutic areas. He has also been involved as an expert in a large number of Health Technology Assessments (HTAs) and is actively involved in HTA on a European level.
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- Highly respected for his vast international and cross-therapeutic experience, Lieven is a sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma's faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

Dates & Locations

11 December 2025 (live online)
24 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Great overall introduction to the topic, with excellent details on the challenges to be dealt with in the new legislation. The interactive aspect and engaging presentation, were particularly valuable. The course deepened my understanding of HTA and provided a comprehensive overview.”

Merck

Laura Bauer
Senior Manager, Global Policy & External Affairs
Germany (June 2024)

“The course and instructor were great. Lieven is clearly an expert in the field, with clear and articulate presentations. The interactions between attendees added to the experience, and I have gained valuable insights into the upcoming EU HTA changes. Highly recommended!”

Novartis

Nick Riley
Senior Market Access Manager
Australia (June 2024)

“Great lecturer; the information covered during the training was very comprehensive, addressing both the basics and the latest developments. The overview of different models used in different EU countries was extremely valuable and the participant engagement in discussions was enriching.”

Insuvia

Monika Staniulyte
Regulatory Affairs Team Lead
Lithuania (June 2024)

Generating RWE for Optimising Market/Patient Access

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The expectations of external stakeholders regarding RWE throughout the product lifecycle.
- The fundamental concepts, methodologies, and research techniques of RWE in the context of optimising Market Access.
- Types of data and their strengths & weaknesses.
- Critical success factors of an RWE study.
- How to prepare for new developments in RWE generation.



The Expert
Thomas Wilke

- Prof. Dr Thomas Wilke has more than 25 years of experience in leading and conducting European and German RWE studies, including database studies, linked data studies, medical chart reviews, and surveys.
- In addition to being an academic researcher and author of numerous articles, Thomas leads the university-affiliated institute IPAM and acts as a senior scientist at GIPAM, a consultancy specialising in European RWE studies.
- Thomas has been on CELforPharma's faculty since 2023 and participants consistently praise him for his engaging teaching style and his extensive knowledge and pragmatic approach to RWE.

Dates & Locations

9 December 2025 (live online)
17 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"The course met all the expectations I had, with a lot of opportunities to ask questions throughout. The wide range of topics covered in depth and the group exercise at the end were valuable for putting what we learned into practice. Dr Wilke was very engaging, and it was clear that he knows the subject really well."

Jazz Pharmaceuticals

Jamshaed Siddiqui

Senior Manager, HEOR, Europe & International
UK (June 2024)

"A colleague recommended CELforPharma, and he was right! Top quality course with an excellent speaker, thank you!"

Viatris

Kareem Radwan

**Head of Market Access, Channels
& Reimbursement METL**

United Arab Emirates (November 2024)

The Medical Affairs Excellence Course

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- Strategic thinking in the Medical Affairs (MA) function.
- How to create, measure and demonstrate value in the MA function.
- How to use medical insights for a successful brand development strategy.
- How to communicate effectively with HCPs.
- What MA needs to know about patient-centricity, pharmaco-economics, market access and digital communications.
- Leadership skills for Medical Affairs.



The Expert
Chris Toller

- Chris Toller is a leading international consultant in pharmaceutical Medical Affairs who has worked with Medical Affairs teams across the globe. Currently, he is Managing Partner at Havas Life Medicom UK.
- After his education as a physician, Chris built a career that has enabled him to work with Medical Affairs teams all over the world and in just about every therapy area. He has devised Medical Affairs strategies and implemented programmes to support more than 50 medical brands on behalf of the world's leading pharma companies.
- In working with these Medical Affairs teams, Chris has discovered over the years what distinguishes a successful Medical Affairs executive from the average performer. Besides being a creative strategic thinker, Chris is an excellent communicator and an inspirational presenter.

Dates & Locations

1-2 October 2025 (live online)
18-19 November 2025 (Brussels)

19-20 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“ This was a great learning experience to get the basics on Medical Affairs and get inspired.”

Servier
Stéphanie Balmes
Global Medical Affairs
France (March 2024)

“ This course gave very valuable insights to different fields of medical affairs. I liked the way it was presented and I would definitely recommend to peers!”

BioCryst Pharma
Ulrike Pichler
Ass. Director EU Medical Affairs Operations
Germany (June 2024)

“ The course was very interesting and well-structured, with clear slides and excellent printouts. The interaction with other participants, coming from different roles and companies, was a great added value. I gained a deeper understanding of the purpose and activities of the Medical Affairs department, which will be very useful in my role.”

BeiGene
Roberta Reggiani
Project Manager, Medical Excellence and Operations
Switzerland (December 2024)

Boosting Medical Affairs Impact with Insights Excellence

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- > The difference between information and insight, and the unique value each brings across a pharmaceutical product's lifecycle.
- > How to develop a structured Insights Gathering Plan using a practical, ready-to-use template.
- > How to use the impact/reach and impact/effort matrices to select high-impact Medical Affairs tactics for gathering insights.
- > Expert guidance on boosting the effectiveness of your chosen tactics, including best practices for Advisory Board Meetings.
- > How to maximise the internal impact of your insights and use them to build stronger, long-term relationships with KOLs.



The Expert
Maaïke Addicks

- A medical doctor by training, Maaïke Addicks is an independent Medical Affairs consultant with expertise in strategic development, change management, and competency building.
- She has over 15 years of on-the-job experience in Medical Affairs in biotech, mid-sized, and large pharma companies, across a wide spectrum of therapeutic areas.
- She is the President of the Medical Affairs Commission of the Dutch Association of Pharmaceutical Medicine (NVFG).
- Maaïke is a passionate trainer and consultant, highly respected for her hands-on approach and strategic expertise in Medical Affairs management.

Dates & Locations

7 October 2025 (live online, 13:30-17:00 CET)

Visit www.celforpharma.com for registration fees and updates.

Why You Should Attend This Course

"Insight" is Medical Affairs' strongest currency for making an impact in pharma companies.

Yet, to really make a difference through your medical insights, you need a clear understanding of several key aspects:

- *What qualifies as a true insight, as opposed to mere information?*
- *How do you gather actionable insights systematically, rather than ad hoc?*
- *How do you select the tactics that will generate the best insights?*
- *And how do you ensure the insights you collect are used to inform decisions, shape strategy, and strengthen KOL relationships?*

This course, led by Medical Affairs expert Maaïke Addicks, offers a practical, structured approach to building an Insights Excellence capability that delivers real organisational value.

Through hands-on exercises and peer exchange with your international peers, you will leave with a personal action plan and practical know-how to immediately boost your insights capabilities... and your Medical Affairs impact!

The AI for Medical Affairs Course

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- Understanding AI in a broader pharma context: Terminology, applications, and challenges.
- How to effectively use Generative AI for day-to-day tasks, medical slide deck creation, medico-marketing materials, and more.
- Learning from hands-on exercises and real-life use cases in Medical Affairs.
- Using a planning framework for assessing, prioritising, and prototyping AI projects.
- Addressing ethical, privacy, and regulatory considerations for AI use in pharma.
- Emerging AI technologies and future applications that will affect Medical Affairs.



The Expert

James Turnbull

- James Turnbull is the Founder of the omnichannel-native medcomms agency Camino. Equipped with a computer science degree, he pioneered the application of artificial intelligence (AI) to Medical Affairs.
- He has spoken on the use of AI at conferences from ISMPP, MAPS, and PING, and has frequently shared case studies and examples from his own experiences at the cutting edge of AI's application to pharma challenges.
- Throughout his more than fifteen years in leadership roles, James has helped healthcare brands grow and thrive through innovative solutions, earning many industry awards.

Dates & Locations

21-22 October 2025 (Brussels)
2-3 December 2025 (Brussels)

24-25 February 2026 (Brussels)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"The AI for Medical Affairs Course exceeded my expectations. The trainers very well bridged theory and practice, making complex AI concepts accessible and relevant to our field. This course has equipped me with the knowledge to start experimenting myself with AI solutions in my work, potentially making my day-to-day work more efficient."

Daiichi Sankyo

Sarah Tavernier

In-field Medical Advisor Hematology

Belgium (September 2024)

"This course offered high-quality content and valuable insights on how we can better leverage AI to make our daily work more efficient. It featured a great mix of talented trainers and participants from diverse geographic and company backgrounds. Collaborating on streamlining processes that are both universal and unique to Medical Affairs added significant value to the course's outcomes."

Zambon

Valeria Gradinati

Jr. Medical Advisor Respiratory

Italy (October 2024)

"The AI for Medical Affairs Course has hands-on and interactive parts, gives tangible examples, and has a good understanding of the needs in Medical Affairs!"

Novocure

Regina Zanzinger

Senior Manager Medical Communication & Education

Germany (October 2024)

The Medical Plan and Tactical Implementation

Business Acumen Course for MSLs & Medical Advisors

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- > The strategic importance of a Medical Plan and its critical building blocks.
- > Various easy-to-use, yet impactful tools for strategic decision making.
- > How a well-crafted Medical Plan lays the foundation for successful external and internal stakeholder engagement.
- > How to effectively select, plan, and execute Medical Affairs tactics to implement the Medical Plan.
- > How to assess the ROI of your Medical Affairs tactics.



The Expert
Maaïke Addicks

- A medical doctor by training, Maaïke Addicks is an independent Medical Affairs consultant with expertise in strategic development, change management, and competency building.
- She has over 15 years of on-the-job experience in Medical Affairs in biotech, mid-sized, and large pharma companies, across a wide spectrum of therapeutic areas.
- She is the President of the Medical Affairs Commission of the Dutch Association of Pharmaceutical Medicine (NVFG).
- Maaïke is a passionate trainer and consultant, highly respected for her hands-on approach and strategic expertise in Medical Affairs management.

Dates & Locations

12 November 2025 (live online)
4 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Maaïke is an excellent speaker and a pleasure to listen to. I am very happy to have had the opportunity to listen to her and interact with her directly.”

Antibiotice
Lusiana Stanescu
Medical Advisor
Romania (November 2024)

“Excellent detail and insights from Maaïke’s extensive medical experience. I heard so many ‘gems’ of knowledge that will be useful. The interaction with other participants was really enjoyable, hearing different angles and experiences. Highly recommended!”

AstraZeneca
Muireann Ní Bhaoighill
Senior Scientist
Sweden (June 2024)

“Great expertise of the trainer and a very well delivered course!”

Kenvue
Nik Loveridge
Associate Director,
Medical Affairs
UK (June 2024)

Strategic KOL Planning & Engagement

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The different types of KOLs and how they can add value at each product lifecycle stage.
- A process to proactively and strategically plan your KOL network and the activities for maximum impact.
- Criteria and mapping tools to precisely profile, identify, and prioritise those KOLs that your products need most at each stage of their lifecycle.
- How to assess the needs of your KOLs and use these insights to engage them effectively.
- The importance of communicating the value of your KOL plan internally and building win-win collaborations.



The Expert
Maaïke Addicks

- A medical doctor by training, Maaïke Addicks is an independent Medical Affairs consultant with expertise in strategic development, change management, and competency building.
- She has over 15 years of on-the-job experience in Medical Affairs in biotech, mid-sized, and large pharma companies, across a wide spectrum of therapeutic areas.
- She is the President of the Medical Affairs Commission of the Dutch Association of Pharmaceutical Medicine (NVFG).
- Maaïke is a passionate trainer and consultant, highly respected for her hands-on approach and strategic expertise in Medical Affairs management.

Dates & Locations

12 December 2025 *(live online)*
26 March 2026 *(live online)*

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“The course content was comprehensive and well-structured. It covered essential topics such as KOL identification, mapping, and alignment with brand plans. The course was expertly led.”

Helsinn Healthcare
Alessandro Alonzi
Medical Affairs Manager
Switzerland (April 2024)

“Maaïke is very knowledgeable, and lots of new ideas were discussed during this course. Highly valued!”

Galen
Rukhsana Sharif
Medical Science Liaison Manager
UK (September 2024)

“Maaïke did a great job of explaining and the course materials were well structured and useful. The interactions and discussions were also very interesting, the course exceeded my expectations. Thanks!”

Nipro Medical Europe
Yasaman Ramazani
Scientific Advisor
Belgium (April 2024)

Essentials of Statistical Thinking for Medical Affairs

How to Effectively Interpret and Translate the Statistics Of Medical Studies & Scientific Publications

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- Understanding and correctly interpreting key statistical concepts and terms used in medical studies.
- How to critically evaluate the statistical methodology that has been used in a medical study.
- Avoiding common errors and misinterpretations that could lead to flawed conclusions.
- Key considerations for clinical and RWE studies, including time-to-event analysis and meta-analysis.
- Effectively communicating statistical findings by transforming data into clear, meaningful narratives using best practices in visual data presentation.



The Expert
Kristof Theys

- Dr Kristof Theys is a Health Economics and Data Science Manager at Kintiga, a specialist pharmaceutical and biotechnology management consultancy focused on accelerating patient access to medicines, devices and diagnostics.
- In his role within market access and medical affairs, he focuses on health economic modelling and the creation of decision support tools, while also leading analyses of real-world clinical data to further support patient access to innovative treatments.
- Kristof holds an MSc in Bioinformatics, received a PhD in Biomedical Sciences from the KU Leuven and held various FWO mandates for postdoctoral research in clinical and epidemiological virology.

Dates & Locations

23 September 2025 (live online)

Visit www.celforpharma.com for registration fees and updates.

Why You Should Attend This Course

As medical studies are used extensively in interactions with pharma stakeholders, it is important that everyone in the medical affairs team understands the statistical concepts and data presented in these studies.

More importantly, they need to be able to critically evaluate the building blocks of a statistical analysis to ensure that study findings are leveraged correctly and most effectively.

By attending this course, you will develop the following skills:

- *Insightful statistical thinking: Learn to look beyond the numbers and understand their real-world significance*
- *Critical analysis abilities: Assess the robustness and relevance of statistical methods used in medical studies*
- *Effective communication of statistics: Translate statistical findings into accurate and compelling narratives for various stakeholders*

Omnichannel Launch Excellence for Medical & Marketing

The big picture, critical success factors & data-led best practices

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- > The dos and don'ts of a successful, cross-functionally orchestrated omnichannel launch.
- > How Medical Affairs can boost data dissemination by leveraging omnichannel both before and during commercial launch.
- > How Commercial can create pragmatic, high-impact omnichannel customer journeys to ensure superior customer engagement and product uptake.
- > How to minimise the risk of losing impact when transitioning the omnichannel strategy from HQ to local.
- > How to set up and track a highly actionable omnichannel measurement framework.



The Expert

Ben Harbour

- Ben Harbour is VP Global Accounts with Precision AQ (the new name of Across Health), Europe's leading consultancy specialising in omnichannel customer engagement strategies for life science organisations.
- Ben is a strategic advisor to pharma, biotech and medical device companies on omnichannel communication programmes at the corporate, regional and brand levels.
- He has extensive international experience spanning the clinical, medical and commercial phases of product development across a wide range of therapeutic indications.
- Ben has built a very strong reputation within the international digital pharma community as a high-impact consultant and trainer.

Dates & Locations

24 September 2025 (live online)
4 December 2025 (live online)

18 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Good speaker, great content, and an engaging day. The real-life examples, peer discussions, stats and facts really contributed to the overall valuable learning experience and was topped off with stellar service!”

Novartis

Ywan Karlen

Director Future Engagement Model

Switzerland (March 2024)

“The training provided by CELforPharma was exceptional! Engaging instructor, comprehensive content, and practical insights made it an invaluable experience. Highly recommended.”

HRA Pharma Rare Disease

Amina Rarrbo

International Product Manager

France (March 2024)

“A highly insightful experience providing a comprehensive overview of key trends, strategies for mapping HCP channel preferences, and practical tools for optimising budgets and ensuring impactful launches. The focus on aligning cross-functional teamwork was especially valuable. The interactive group exercise at the end was a great way to apply learnings collaboratively with other participants.”

AbbVie

Sarah Schreurs

Multichannel Marketing Manager

Belgium (November 2024)

Applied Behavioural Science for HCP & Patient Engagement

Key Principles & Use Cases

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- > Understand the brain's 90/10 decision-making process and how Applied Behavioural Science improves HCP and patient engagement.
- > Identify the subconscious biases and heuristics that drive prescribing, adherence, and communication outcomes.
- > Learn to apply the COM-B model to assess and influence behaviour.
- > Expert guidance and use cases on neuroplasticity enhancing techniques that can effectively change behaviour.
- > Explore real-world examples of how pharma teams measure and guide behaviour change.
- > Gain practical techniques such as priming, the 5% rule, and emotional storytelling.



The Expert

Diana Heimberg

- Diana Heimberg is very passionate about Applied Behavioural Science because of its proven track record in pharma's communications to HCPs and patients.
- As a behavioural science practitioner, she has worked with many pharma companies to improve their marketing and medical affairs communication campaigns.
- As a Communications Expert with The Bloc, a global health-native agency, Diana is specialised in patient and medical education, behavioural science, neuromarketing, and omnichannel strategy.
- She has over 25 years of experience in the pharmaceutical and healthcare communication industries and has held diverse roles including Behavioural Science and Neuro Change Expert, Medical Lead, Marketing Manager, and Sales Associate.

Dates & Locations

13 November 2025 (live online, 13:30-17:00 CET)

Visit www.celforpharma.com for registration fees and updates.

Why You Should Attend This Course

Are you still relying on rational messaging? You might be missing the real drivers of behaviour change.

Changing behaviour is at the heart of every successful HCP or patient engagement strategy. But most pharma teams still focus heavily on logic, overlooking the fact that up to 90% of decisions are made subconsciously, shaped by biases, beliefs and heuristics.

This course equips you with essential knowledge to apply behavioural science in your daily work. By teaching you how to work with the brain in mind, it enables you to influence decision-making more effectively throughout the customer journey.

This isn't just another course. It's a shift in how you think and communicate with impact.

The AI for Pharma Marketing Course

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- › Understanding AI in Pharma Marketing: Terminology, impact and challenges.
- › How to optimise data management and organisational readiness.
- › How to apply AI for strategic & tactical decision making.
- › How to hyper-personalise HCP experiences with AI.
- › How to boost your personal productivity with AI.
- › How to streamline Medical-Legal-Regulatory approval processes with AI.
- › Additionally, you will learn from your international pharma marketing peers who will share their challenges, experiences and solutions.



The Expert
Manuel Mitola

- Manuel Mitola is Partner & Head of AI Consulting at ctcHealth, a specialist pharma consultancy focused on the transformation of marketing, sales and commercial excellence through the adoption of AI technologies.
- His expertise is regularly showcased at various AI in Pharma conferences, and he actively shares case studies on his LinkedIn profile and YouTube channel. Manuel authored a chapter on AI for Pharma Marketing in the 2019 book "AI Marketing", published by HOEPLI. Additionally, he has trained numerous pharma managers, professionals and students in his role as a guest professor at IULM University (Milan).
- During various marketing and digital innovation roles at Eli Lilly and Menarini, Manuel led the adoption of new technologies and capabilities, including AI. He has designed innovative omnichannel strategies and contributed to the successful launches of multiple brands in oncology and neuroscience.

Dates & Locations

14-15 October 2025 (Brussels)
16-17 December 2025 (Brussels)

26-27 March 2026 (Brussels)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"I would highly recommend this course for gaining an overview of how AI can help commercial departments in the pharma industry become more competitive."

Johnson & Johnson
Maria Guerrero
Hematology Portfolio Lead
Switzerland (April 2025)

"Really valuable training. Not the average training with AI generalities, but real examples, this adds value on how AI could shape different aspects of the industry, at the stage we are now."

Viatis
Maresia Diaz
Digital Engagement Lead - Global Marketing
Mexico (October 2024)

"This course showed me how to get the most out of AI Tools, even in ways I'd never considered before. It was very informative, filled with practical examples, and not just theory. A very hands-on and valuable experience that definitely met my expectations."

Dechra
Becky Morris
Marketing & Technical Director
United Kingdom (April 2025)

Effectively Leading Country Launches in Pharma

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The ingredients of a successful country launch team.
- Timelines, critical elements, and tools to build an effective country launch plan.
- Key criteria to determine the optimal 'Go-to-Market' model for your brand.
- Principles and tools for measuring and assessing the progress of the country launch plan.
- How to ensure launch readiness at the country level.
- Key considerations for developing your post-launch optimisation plan.



The Expert
Jo Lopez

- Jo Lopez is Practice Lead Early Commercialisation and Launch Excellence at Uptake - a global value-driven independent healthcare consultancy focused on driving uptake across the pharma and biotech industry.
- She is an international pharmaceutical leader with over 20 years of experience, specialising in launch excellence and early commercialisation. Before joining Uptake, she held senior global launch roles at GSK, as well as local commercial and market access roles at Roche.
- Jo joined the CELforPharma faculty in 2023, and participants praise her for her deep expertise, engaging teaching style, and ability to provide practical, actionable insights that can be immediately applied to real-world launch scenarios.

Dates & Locations

5 December 2025 (live online)
20 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Very good and relevant course with hands-on experience shared. It was valuable to learn and discuss the reasons for failing launches and to focus on the ones you can influence. Thank you for a great course!”

Norgine

Gitte Elgaard

Senior Launch Brands Lead, Nordics
Denmark (March 2024)

“This was a really interesting course, packed with valuable insights and practical frameworks. I would recommend it not only to country launch leads but also to members of global teams to have an overall understanding of the launch management process at the country level.”

Zambon

Alexander Lifanov

Launch Excellence
Italy (December 2024)

“Good refreshment, concise knowledge, raising awareness of important steps in the launch phases.”

Medis Therapeutics

Sonja Pekošak

Business and Alliance Head

Slovenia (December 2024)

Strategy & Planning for Global Commercial Launch Success in Pharma

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The early commercial activities required to maximise product differentiation versus the competition at launch.
- The market and stakeholder analyses that are crucial for identifying all growth opportunities.
- How to define the components of an impactful brand strategy: segmentation, positioning, strategic imperatives, and financials.
- How to prepare for a global launch in terms of scenario planning, customer engagement, and critical deliverables.
- How to allocate resources, define KPIs, and engage country affiliates.



The Expert
Jo Lopez

- Jo Lopez is Practice Lead Early Commercialisation and Launch Excellence at Uptake - a global value-driven independent healthcare consultancy focused on driving uptake across the pharma and biotech industry.
- She is an international pharmaceutical leader with over 20 years of experience, specialising in launch excellence and early commercialisation. Before joining Uptake, she held senior global launch roles at GSK, as well as local commercial and market access roles at Roche.
- Jo joined the CELforPharma faculty in 2023, and participants praise her for her deep expertise, engaging teaching style, and ability to provide practical, actionable insights that can be immediately applied to real-world launch scenarios.

Dates & Locations

20-21 November 2025 (*live online*)
24-25 March 2026 (*Brussels*)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"I really appreciated the real-world examples and case studies. The course provided a holistic view – from early commercial involvement to post-launch optimisation – which made it especially valuable."

Pfizer
Milena Reinhard
Senior Manager Launch Excellence
Germany (April 2025)

"Many thanks to expert-trainer Jo Lopez and the CELforPharma team! It was an amazing experience and a great learning opportunity."

Miltenyi Biomedicine
Ruiyu Zhang
Global Business Strategy & Analytics Specialist
Germany (April 2025)

"The content was very well presented and structured, with clear slides. I especially appreciated the practical real-world examples and the group reflections. Jo is highly competent and a great expert with extensive experience!"

Boehringer Ingelheim
Ulrike Voigt
Franchise Manager Leisure in Global Strategic Marketing
Germany (April 2025)

Managing Uncertainty & Risk in Pharma Marketing & Planning

Future-proofing Key Brand and Portfolio Plans to Drive Durability and Impact

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- > Identify the types and sources of uncertainty that need to be planned for as part of pharma marketing and planning at strategic and operational levels.
- > Master the proven processes and tools such as risk prioritisation, situational analysis, and scenario planning to anticipate and manage uncertainty.
- > Learn how to integrate uncertainty management into brand/franchise plans, launch plans, and country-level tactical planning.
- > Develop the skills to communicate uncertainty clearly and convincingly to internal stakeholders.
- > Gain hands-on experience in applying uncertainty management tools to realistic pharma marketing scenarios.



The Experts

Neal Hansen & Mitchell Cooke

- Neal Hansen is the founder and CEO of Align Strategy, an international pharma consultancy specialising in high-quality decision-making for brand and portfolio planning, competitive strategy, and lifecycle management.
- He is the co-author of *"Pharmaceutical Lifecycle Management – Making the Most of Each and Every Brand"* (Wiley & Sons, 2012), and a long-standing CELforPharma faculty member who has always been highly rated by participants for his vast experience and teaching style.
- Mitchell Cooke is a Principal Consultant at Align Strategy with over a decade of experience supporting and advising multiple global pharmaceutical and biotech companies in overcoming their complex strategic challenges.
- Mitchell supports companies throughout the entire product lifecycle and specialises in what it takes to successfully bring products to market, and in how to navigate the internal and external complexities of building a successful franchise and portfolio.

Dates & Locations

3 December 2025 (live online)

Visit www.celforpharma.com for registration fees and updates.

Why You Should Attend This Course

In today's volatile and complex pharma market, uncertainty is not the exception but the rule. Yet most pharma brand, franchise, launch, and tactical plans are still built on assumptions of predictability. This gap is a key reason why strategic marketing plans often fall short or fail altogether.

This course provides a practical, pharma-specific approach to identifying, quantifying, and managing risk and uncertainty. You will learn how to apply risk and uncertainty management tools directly to key global and local marketing planning processes, e.g. asset/brand planning, portfolio planning, country launch and implementation planning. Successful integration of uncertainty management into planning processes will ensure robust, adaptive, and resilient plans.

To build risk-aware marketing plans and avoid costly missteps, this course is a must-attend!

The Pharma Brand Planning Course

From Patient Ecosystem Insights to Brand Strategy and Tactical Plan

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- Analytical tools to discover and leverage patient-centric and stakeholder insights.
- How to determine the brand's Critical Success Factors that will ensure the brand planning process leads to customer-centric tactics.
- Processes and best practices for the two critical strategic decisions: "Where to play?" and "How to win?" (Segmentation & targeting – Positioning).
- How to design the tactical mix for highly competitive "Red Ocean" markets.
- How to make competition irrelevant by creating a highly innovative and new "Blue Ocean" market for your brand.



The Expert

Edouard Demeire

- Edouard Demeire is a Visiting Professor at CEDEP (INSEAD) and the author of *KICCASS PHARMA – Keep it Customer Centric, Agile & Strategically Simple In Pharma & Diagnostic Management* (2020).
- He has contributed to the design of Roche's and Novartis' brand planning processes and runs courses for marketing and non-marketing audiences worldwide.
- Edouard has developed business simulations and decision support tools for the healthcare industry and has trained tens of thousands of executives worldwide on pharma marketing strategy since 1990.
- Edouard encourages you to think "out of the box". He challenges his audience and, while he is an authority on pharma marketing strategy, he also transposes learnings from other industries to stimulate creative thinking. His approach sparks plenty of new ideas!

Dates & Locations

16-17 October 2025 (*live online*)
11-12 December 2025 (*Brussels*)

10-11 March 2026 (*live online*)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“The Pharma Brand Planning Course was such a great learning experience led by expert Edouard Demeire and perfectly organised by CELforPharma. Special thanks to CELforPharma for being so friendly & helpful.”

Roche

Nermeen Makky

Strategy Lead Learning Transformation

United Arab Emirates (June 2024)

“What a fantastic course that brought brand planning theory to life through relatable case studies and real-world examples. I'm walking away from the course much more knowledgeable and informed!”

Sciensus

Katie Duncalf

Digital Commercialisation & Partnership Lead

UK (June 2024)

“The course provides a comprehensive understanding of the brand and disease planning process, backed by practical tools to lead or contribute effectively. Edouard's clear and thorough teaching, combined with case studies, made complex concepts come to life, leaving me with valuable insights that I can immediately apply.”

Biotest

Nadja Wetzel

Product Manager

Germany (November 2024)

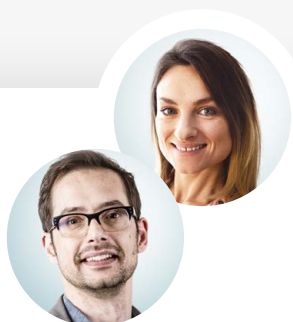
Strategic Omnichannel for Pharma Marketing

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- Online behaviours and needs of pharma's external stakeholders.
- A step-by-step process to define an omnichannel customer engagement strategy.
- The six omnichannel communication strategies to consider.
- The opportunities, impact and best practices of each digital communication channel for pharma & medtech companies.
- How to design a system of KPIs to measure the ROI of your digital tactics.
- How to correctly use key measurement tools, such as MCQ and NPS.



The Experts

Vladimir Rogiers &
Olga Duvillard

- Vladimir Rogiers & Olga Duvillard are Strategy Consultants with Precision AQ (the new name of Across Health), Europe's leading consultancy specialising in omnichannel customer engagement strategies for life science organisations.
- They are recognised industry leaders in the omnichannel space, with deep expertise in patient-centric strategies, campaign management, and omnichannel launch readiness. They have successfully delivered numerous projects for top pharmaceutical and medtech companies across a wide range of therapeutic areas.
- With Vladimir and Olga, you can expect an engaging, insightful, and dynamic training experience that includes hands-on exercises, real-world omnichannel case studies, and plenty of interactivity and knowledge sharing.

Dates & Locations

14-15 October 2025 (*live online*)
9-10 December 2025 (*Brussels*)

12-13 March 2026 (*live online*)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“CELforPharma courses are beyond expectations in comparison with other courses provided by other companies. Every single cent is worth it when you compare it to the amount of knowledge you are gaining.”

Chiesi

Filip Zhelev
Product Manager Respiratory
Bulgaria (March 2024)

“This course provided us with high-level content and great interactivity. The time was very well managed, thank you CELforPharma.”

Roche

Gözde Altuğ
Marketing Manager
Turkey (March 2024)

“Incredibly relevant and comprehensive. The interactions with my peers were of high quality.”

UCB

Devendra Kalkar
Digital Channel Capability Lead
France (November 2024)

The Pharma Forecasting Course

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The six proven principles for producing the most accurate forecasts.
- When and how to use epi-based, patient-based, and sales-based forecasts.
- The evidence-based forecasting techniques for pharmaceuticals and how to use them.
- How to correctly integrate market access into your forecasts.
- How to deal with pharma-specific issues like lines of therapy, co-prescription, etc.
- The future impact of new technologies (e.g., AI and Big Data) on pharma forecasting.



The Experts

**Gary Johnson
& Sam Johnson**

- Gary Johnson is the Founder & Chairman of Inpharmation, Europe's pharma specialist consultancy that has been involved in the pricing and/or forecasting of around half of the new molecular entity launches over the past 5 years.
- As Board Director and Head of Research and Development, Sam Johnson leads the development of forecasting and pricing technologies at Inpharmation.
- Authors of several books, including "Sales Forecasting for Pharmaceuticals: An Evidence Based Approach" and "The AI Cube: Can we use AI in pharma pricing and forecasting?".
- Gary has been on CELforPharma's faculty since 2007 and Sam joined our faculty in 2021. Their course content has evolved over the years, ensuring it remains up-to-date with new pharma market and technology developments.

Dates & Locations

9-10 October 2025 (Brussels)
27-28 November 2025 (live online)

26-27 February 2026 (Brussels)
23-24 June 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Great insights founded in peer-reviewed science and proven real-life cases. The mix of learning and excel application makes the forecasting aspects learned easier to implement in our work in the future.”

LEO Foundation
Anton Kieler Saietz
Senior Associate
Denmark (March 2024)

“I highly valued the experts' backgrounds linked to real-life practice, the opportunity to apply what was learned and the chance to benefit from the experiences of other participants. Recommended!”

iQone Healthcare
Heidrun Anders
Senior Marketing Manager
Switzerland (December 2024)

“This course covers the important points. It is easy to follow, pragmatic where it can be, and complex where it needs to be. Many thanks to CELforPharma; everything was handled perfectly before and during the training!”

Daiichi Sankyo Europe
Birgit Bohlmann
Director Commercial Planning and Analysis
Germany (December 2024)

Business Development & Licensing Course For Pharma & Biotech

An Overview Course

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- The role of the BD&L function and partnering models for corporate growth.
- Key success factors and tips for the planning and execution of the out-licensing process.
- Key success factors and tips for the planning and execution of the in-licensing process.
- What you need to know about patents and intellectual property.
- Overview of forecasting and valuation tools, methods and approaches.
- Introduction to term sheets, negotiation, closing the deal and managing the alliance.



The Expert
Carlos Velez

- Dr Carlos Velez is the Founder and Managing Partner of Lacerta Bio, an international consultancy specialising in both in- and out-licensing of prescription and non-prescription product candidates and commercial products, across multiple therapeutic areas and markets.
- Prior to that, Carlos built a 10+ years career in senior Business Development roles at Penwest Pharmaceuticals, Lantic Therapeutics Forest Labs, and Genencor (now Danisco).
- Carlos has trained and consulted with life science executives around the world on in- and out-licensing. Participants applaud him for his excellent didactic approach and his ability to draw from his vast experience in BD & Licensing.

Dates & Locations

25-26 September 2025 (*Brussels*)
4-5 December 2025 (*live online*)

3-4 March 2026 (*Brussels*)
11-12 June 2026 (*live online*)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“Very valuable course with great content, good speaker and great organisation.”

Neuvasq
Isabel Vogel
**Senior Scientist/
Alliance Manager**
Belgium
(March 2024)

“This course gave a complete overview of all BD aspects. Carlos' own experience, examples and practical tips really added to this learning experience and the tools & processes shared (e.g. pitch deck, follow up, etc.) were also valuable. Thank you very much for two engaging and insightful days!”

Zealand Pharma
Dino Bertani
Vice President, Head of Alliance Management
Denmark (March 2024)

“Very informative course for professionals entering the BD market. The trainer is obviously vastly experienced in this sector and managed to transfer a lot of knowledge to the participants.”

Viatrix
Zafeirios Anagnostopoulos
Senior Medical Manager Business Development
Europe (December 2024)

The Pharmaceutical Out-licensing Course

For R&D-based Products

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- Critical initial planning decisions, such as timing and deal type.
- Templates and dos & don'ts of critical documents, such as CDAs, MTAs and term sheets.
- How to set up a spreadsheet to simulate the value and determine the optimal commercial structure of the deal.
- How to maximise your attractiveness to potential licensing partners.
- How to target licensees who are more likely to pay a premium.
- Understand the due diligence process and what will be expected of you.



The Expert

David Scott

- Formerly a pharma Business Development & Licensing executive, David Scott has worked as a Senior BD&L Consultant since 1996.
- He has concluded numerous inward and outward licensing agreements for clients covering small molecules, biologicals, and delivery technologies.
- David is the author of Scrip's best-selling report *"Practical Guide to Pharmaceutical Licensing"*.
- With a strong track record in running successful training courses and workshops, David has a no-nonsense, hands-on approach to training.

Dates & Locations

14 November 2025 (*live online*)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"A wonderful training. Very insightful, very valuable. David is a great instructor. Besides his experience in BD, he is also a phenomenal storyteller which kept us engaged and excited to learn, thanks a lot!"

Ferring

Akin Kurtoglu

Head of Evaluation & Due Diligence, Global Business Development
Denmark (June 2023)

"This course provides us with several aspects of licensing from zero. It is very well organised and our teacher was very experienced and approachable. The course also provides an opportunity to network with other people who work in the same field! I highly recommend it to anyone interested in learning more about the out-licensing process in the pharma industry."

Laboratorios Azevedos

Ana Patricia Monteiro

International Business Development
Portugal (December 2023)

"A valuable opportunity to understand and gain insights into the foundations of licensing in the biotech and pharmaceutical industry."

Basilea

Tom Wyckmans

Corporate Development Analyst
Switzerland (December 2023)

The Pharma Licensing Negotiation Course

QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

LEARN

- The skill set required to successfully negotiate licencing deals in the pharma-biotech world, to persuade and build consensus.
- What you need to prepare and check before starting a negotiation.
- The methods for determining value and how to use a financial modelling spreadsheet to improve negotiation outcomes.
- Practise negotiating skills in four interactive role-plays featuring typical Pharma/Biotech licencing situations.
- The differences between integrative and distributive negotiation strategies and tools to improve leverage.
- The various types of licencing agreements used in pharma-biotech, and methods to determine royalty rates and value sharing.



The Expert
Roger Cox

- Dr Roger Cox has 30 years of experience in licensing, encompassing both large and small pharma/biotech companies.
- Currently a Regional Advisor for UK and Europe with Plexus Ventures, Roger was formerly an Executive Director with J&J's Global Pharma BD Group where he negotiated over 50 commercial licencing agreements.
- Roger is a highly regarded pharma licensing veteran. His course participants highly value the opportunity to tap into his exceptional knowledge and expertise, backed up by an impressive career.

Dates & Locations

23-24 October 2025 (live online)
27-28 November 2025 (Brussels)

5-6 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"By attending this course, you get new ways to view negotiation stages and roles. And you get insight into some pharma-specific details that hadn't been exposed to me before. Also the role-plays were a great learning experience. Thanks!"

ImmunoPharma
Kjetil Ramsøy
Director, Corporate Development
& Special Projects
Norway (April 2024)

"Very interactive course enriched by Roger's expertise and the possibility to practice the concepts in the role plays."

BIAL
Maria Sampaio
Business Development
& In-Licensing Manager
Portugal (November 2024)

"The course is valuable for reinforcing key negotiation concepts and gaining insights from an experienced trainer, making it an excellent opportunity to develop these essential skills."

Inmunotek
Carlos Subiza
Legal Affairs
Spain (November 2024)

Pharma-Biotech Product & Company Valuation

An Introductory Course

QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

LEARN

- > A methodology for assessing and optimising the risk profile of a life science company prior to valuation.
- > The different valuation methods used for life science companies and products.
- > How to calculate the value of a biotech or life science company using the Discounted Cash Flow method/rNPV, comparables, and Venture Capital method.
- > How to use risk-adjusted Net Present Value (rNPV) to calculate the value of a pharmaceutical compound in development.
- > How to structure the licensing deal between companies, covering issues such as milestone and royalty payments.



The Expert

Patrik Frei

- Dr Patrik Frei is Founder & CEO of Venture Valuation, specialists in independent assessments and valuation of emerging high-growth companies in biotechnology and life sciences.
- He is Europe's top valuation expert of high-growth life science companies and the author of *Assessment and Valuation of High Growth Companies*. He and his team have carried out valuations for the Novartis Venture Fund.
- He is the owner of Biotechgate, the global business development database for the life science industry.
- Patrik has been on CELforPharma's faculty since 2007 and is always praised by participants for being an excellent speaker who generously shares his wealth of expertise.

Dates & Locations

25 September 2025 (live online)
12 March 2026 (live online)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

"The Product and Company Valuation course taught by Patrik Frei was an extremely valuable refresher with two very useful practical exercises."

Origent Data Sciences

David Ennist
CEO
USA (April 2024)

"A very well done course. It helped me to improve some aspects in companies and products evaluation."

Molteni Farmaceutici

Filippo Mannelli
Portfolio & Business Development
Manager
Italy (April 2024)

"Very well structured, introduced and explained. Patrik is an excellent speaker, perfectly combining theory and case studies. The organisation was great."

Noucor

Heidi Sisniega
Head Business Development
& Licensing
Spain (September 2024)



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WANT TO KNOW MORE?

Email me at inge.cornelis@celforpharma.com



“ My team and I regularly attend CELforPharma trainings and organise in house sessions for our medical community (HEOR, Medical Affairs for Modern Pharma, Understanding Patient Behaviour). I would highly recommend these really enjoyable and informative courses. The in-house HEOR workshop and online self-learning sessions with Prof. Annemans have exceeded our expectations: the content is relevant and very well organised, and the presentation style is just amazing. Thank you for this great experience and look forward to our future trainings!”

Sandoz

Elena Zakirova

**Head of Global Medical Affairs
(small molecules)**

Germany - Custom Training
Programme

“ Thanks to Edouard for making the course engaging and insightful to the team. I very much expect that the team will be able to take their learnings and apply directly into their brand planning activities over the next weeks. I will certainly consider CELforPharma should additional training requirements arise.”

Biotest AG

Michael Millington

**Head of Global Product
Management, Specialty
Products**

Germany - The Pharma
Brand Planning Course

*“ I also want to send you a HUGE thanks for such a great course. The pathway to building the medical affairs team is long and tortuous, but be sure you made a tremendous difference!
THANKS!!!”*

Bial

Flavio Azank

**Global Head of
Medical Affairs**

Spain - e-Medical
Affairs and
Business Acumen
for MSLs Training
Trajectory

Some More Testimonials

What Participants Say About CELforPharma's Courses

“ Carlos Velez is a great speaker and very didactical!”

Exeltis

Julia Redondo

Open Innovation Manager

Spain (June 2024)

“ The Effectively Leading Country Launches in Pharma course was excellent. Jo spoke with real experience and expertise and the practical tools shared are invaluable. Really valuable use of time with learnings that can be applied immediately. Thank you!”

Biogen

Mandy Beynon

Associate Director Marketing

UK & Ireland (March 2024)

“ I participated in this training with Professor Lieven Annemans and I go home with a clear vision of health economics principles and some concrete follow-up actions to implement in my job. I recommend this training for every age/seniority/company size employee.”

Sanofi

Margaux van Poucke

Issue Management & Patient Engagement Manager

Belgium (March 2024)

“ Great course to gain essential knowledge on all aspects related to pharma pricing!”

MSD

Gert-Jan van Uem

Market Access Manager

The Netherlands (October 2024)

“ Great interaction, great content, great course!”

Insmmed

Andrea Nervegna

Commercial Lead EMEA

Switzerland (March 2024)

“ Looking forward to applying these insightful learnings about our targets to our communications at Debiopharm and evaluating the impact. This course is strengthening our capacity to be truly customer-centric.”

Debiopharm

Dawn Bonnie

Head of Communications

Switzerland (March 2024)

“ It is a very informative and well-structured course, with interactive opportunities to engage with other participants. Exchanging ideas with participants from different regions and experience levels broadened my perspective and helped me see new and better ways to operate locally, which was very enlightening. I also appreciated the practical advice from Maaïke that can be applied to my work.”

LEO Pharma

Yu-Claire Xu

Medical Scientific Advisor

Australia (September 2024)

“ Highly valuable course with clear content and a complete 360 vision. The real-life cases were very much appreciated.”

HRA Pharma Rare Disease

Tamara Nasser

International Product Manager

France (March 2024)

“ Very interesting and clear course with a good approach! Gary & Sam are very good orators, they transmit their passion for forecasting.”

OM Pharma

Raphaël Brun

Partnering & Business Development Specialist

Switzerland (March 2024)

“ Great course: relevant topic, useful information & tools, great speaker!”

Abbott

Julie Michel

Patient, Market Insights and Competitive Intelligence Manager

France (June 2024)

“ The Country Launches in Pharma course was full of interactivity and had a nice scheduled agenda. Jo Lopez, the expert, is a very knowledgeable presenter.”

Alexion

Luca Benfatti

Launch Excellence Lead

UK (March 2024)

Registration Form

Complete the below form and email to aswaan@celforpharma.com
or go to www.celforpharma.com and complete the online registration form.



QUESTIONS?

Annelies Swaan

aswaan@celforpharma.com

Course(s)

Course Title _____

Course Date(s) _____

Registration Fee

Visit our website www.celforpharma.com for information about the early bird fee and full fee, group discounts, etc.

Participant Details

Title _____ Email _____

First Name _____ Mobile Number _____

Last Name _____ Country of Work _____

Job Title _____

Company Details

Company Name _____

VAT Number _____

Invoicing Address:

Street Address _____

City/Province _____

Postcode _____

Country _____

Payment

Payment Method ☐ Bank Transfer (+3%) ☐ Credit Card

PO Number (optional) _____

Confirm Registration

In order to complete the registration, please tick the following box(es):

☐ I, the participant(s), have read and accept CELforPharma's
Transfer & Cancellation Policy (www.celforpharma.com/transfer-cancellation-policy)
and Privacy Policy (www.celforpharma.com/we-value-your-privacy)

☐ I accept that CELforPharma regularly sends me information by email on topics discussed within their website
(www.celforpharma.com) and relevant to my function, under the condition that I can unsubscribe at any time.
I accept that relevant personal details are stored in a database for that purpose, as per CELforPharma's
Privacy Policy (www.celforpharma.com/we-value-your-privacy), of which I accept the terms.

CELforPharma is the only
international training institution
where pharma, biotech & medtech executives
can **LEARN business-critical
competencies**
for market-facing functions

