



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

# The Pharma Forecasting 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.



## Gary Johnson

- The most down-to-earth pharma forecasting and 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*.

## 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*. An excellent resource which dives further into the content covered during the course and will assist you in your forecasting activities.

## Why You Should Attend

With every major business decision in pharma being based on a sales forecast, it is imperative that you know how to forecast (and challenge forecasts) accurately. Therefore, the focus of this course is on teaching the concepts, techniques and approaches which have been proven to work best for pharmaceuticals.

**The Content:** Unlike other forecasting courses, this programme teaches a multitude of modelling techniques and how to combine them in order to generate the most accurate results, as opposed to focusing on one single complex model. It is also pharma specific, meaning issues like market-access are taken into account.

**The Expert:** Gary Johnson is Europe's most respected pharma forecasting & pricing expert and has authored the industry's most authoritative books on pharma forecasting and pricing. His specialist consultancy, Inpharmation, has been involved in forecasting and/or pricing around half of the new molecular entity launches over the past five years. Gary has trained 1000s of executives around the world. His presentations are constantly tweaked according to delegate feedback. They have thus evolved over the years so they are easy to understand and consistently get very high customer feedback scores.

## Who Should Attend

- Forecasters who want to build more evidence based approaches into their forecasts.
- Marketers who want to understand how to link forecasts to their real-world concerns (like the competitiveness of their product profile, promotional spend, speed to market etc.).
- Market researchers who want to know how to take data from surveys and audits and reflect them in forecasts.
- Market access and pricing executives who want to break down the silos that exist between forecasting and other functions and to understand how their concerns should be reflected in forecasts.
- As well as any other executive who has to produce or receive a forecast as a part of their professional role.

*As this course is delivered by Gary Johnson, Founder & CEO of Inpharmation - a leading specialist in evidence based insights for the pharma Industry, executives from other professional service agencies should request approval prior to registering for this course. Please contact Annelies Swaan, Head of Business Operations, for more information ([annelies.swaan@celforpharma.com](mailto:annelies.swaan@celforpharma.com), tel +32 (0)2 709 01 42).*

## Agenda Day 1

### 10:00 Welcome & General Introduction

### 10:30 The Right Approach to Forecasting

- When to use models and when to use judgement
- When to use extrapolation and when to use "causal" (e.g. promotional spend)
- Whether to use a single forecasting model or more than one

11:15 Coffee Break

### 11:30 The Proven Rules of Good Forecasting

- Why you should 'divide and conquer' when building a forecast
- Why simple approaches work best (and what we mean by 'simple')
- The other key rules that forty years of academic research into forecasting have proven

12:30 Lunch

### 13:15 Structuring a Forecast

- What is meant by an 'epi-based forecast'
- What is meant by a 'patient-based forecast'
- What is meant by a 'sales-based forecast'
- When to use each of the above

### 14:30 Extrapolation

- A simply totally non-mathematical explanation of how extrapolation techniques differ from each other
- Which simple extrapolation techniques work best?
- Which ones are built into Excel and which ones require additional software
- How to take seasonality into account in your forecast

15:15 Coffee Break

### 15:30 The Impact of Product Profile on Your Market Share

- The key idea behind conjoint analysis (the most common research technique for looking at the impact of product profile)
- How to build a simple conjoint-type model yourself, without a survey for forecasting

17:00 Close

**Group Dinner**

## Agenda Day 2

### 09:00 Modelling Exercise – Part 1

### 10:00 ECONOMETRICS - The Impact of Launch Order on Your Market Share

- How and why launch order affects your market share
- How to build a simple launch order model to predict the impact of your launch order

10:30 Coffee Break

### 10:45 ECONOMETRICS – The Impact of Promotional Spend on Your Market Share

- How and why promotional spend affects your market share
- How to build a simple promotional spend model to predict the impact of promotional spend on your market share

### 11:15 Modelling Exercise – Part 2

### 11:30 Building Market Access and Other Pharma Specific Considerations into Your Forecast

- How market access has different effects at different levels of your forecast
- Simple market access modelling approaches
- How co-prescription affects shares
- How 'lines of therapy' affect shares
- The risks of using analogue modelling and market research that quantifies the intention of physicians to prescribe

12:30 Lunch

### 13:15 Forecasting How Quickly You Will Achieve Your Sales Potential

- Why therapy class uptakes tend to be 's-shaped'
- Why brand market share uptakes tend to be 'r-shaped'
- A simple non-mathematical explanation of how the famous Bass Model can help you predict the above
- Flow/State models (new, repeat, switch etc.) and their role in forecasting uptakes

### 14:15 Modelling Exercise – Part 3

15:00 Coffee Break

### 15:15 Where to Get the Data for Your Forecasts

- Compliance and continuation/persistence
- Epidemiology sources and accuracies
- Diagnosis and prescription rate sources and accuracies
- Events (which events really matter and why most forecasts are "over-vented")

15:45 Close

## Learning Methodology

The first day of this course takes the form of an interactive lecture, with the expert explaining theory around forecasting and forecast modelling. Gary's storytelling approach to teaching helps make complex concepts simple to understand and easy to remember. The second day is more practically focused and revolves around modelling a full epi-based forecast in stages using an Excel based tool (which you can take home). This exercise will be completed within groups and Gary will give further explanation of the techniques between each stage of building the forecast.

*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](http://www.celforpharma.com)) for the most recent course dates and fees.
- 2) Click "Register Here" & 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
- A Group Dinner on the First Day
- Certificate of Attendance Signed by the Expert
- Book "Sales Forecasting for Pharmaceuticals: An Evidence Based Approach" by Gary Johnson

## Does your team need training?



Contact Inge Cornelis:

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**call:** +32 (0)2 709 01 43

## Any other questions?



Contact Annelies Swaan:

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*Highly practical content that can be used on every forecast opportunity. Very comprehensive theoretical content with a combination of useful practical exercises.*

### Janssen

Gabriela Gonzalez-Koch, Sr. Business Insights and Analytics Manager  
Germany - October 2018

*Very accessible training which starts from the basics but quickly goes to in-depth forecasting principles.*

### AbbVie

Guillaume Van Dael, Finance Manager  
Belgium - October 2018

*The forecasting course can be of interest for a broad audience. Professionals with vast experience and newcomers will find useful information. The course is well-structured, has a friendly language and explains quite difficult subjects with simple language and great examples.*

### Servier

Alexander Nozdrachev, Business Development Director  
Russia - June 2018