

CELforPharma's

2024-2025

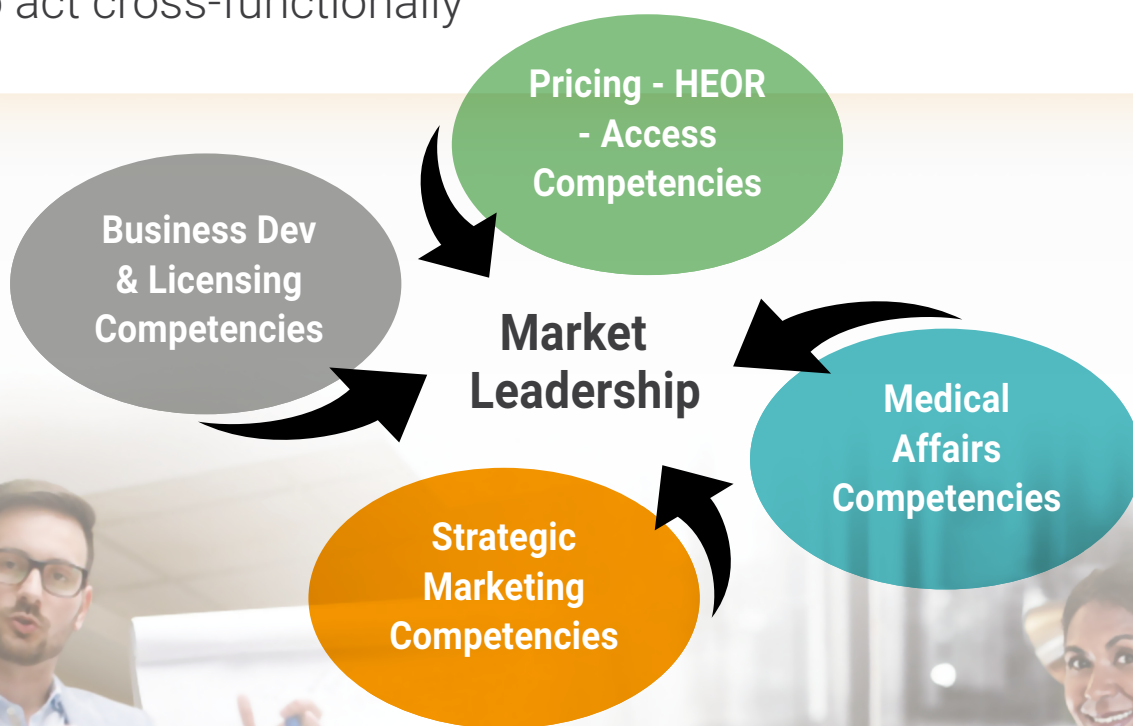
# COURSE CONTENTS

The International Business School  
for (Bio)Pharma & Medtech



## Learn

- > From true industry experts
- > From your peers in other companies
- > To think from the market's perspective
- > To act cross-functionally



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Discover our Course Offering in the Fields of:

Pricing - HEOR - Access	Medical Affairs	Strategic Marketing	Bus Dev & Licensing
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# “Welcome to CELforPharma”

“The Centre for  
**Executive Leadership**  
for the Pharmaceutical Industry”

INTERNATIONAL  
In 2023, executives from  
**59**  
Countries  
Participated

TOP FACULTY  
**20+**  
True Industry  
Experts

TRUSTED  
Since our foundation in 2005,  
**9.500+**  
Participants in Public  
Programmes

SMALL CLASSES  
**5 to 25**  
Participants

CROSS-INDUSTRY  
In 2023, executives from  
**250+**  
Companies  
Participated

TRAINING PARTNER  
In the past 3 years, we organised  
**44**  
In-House Programmes

TOP QUALITY  
In 2023, our audience gave an  
**8,9/10**  
Recommendation  
Score

“Where you can learn  
from true experts and your peers  
to boost your market & thought leadership!”

Inge Cornelis, Director, Client & Product Projects



LEARN

- > The logic and math 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, 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 much sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

The following 4-week online programmes are planned

17 September - 17 October 2024  
15 October - 14 November 2024

12 November - 12 December 2024

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Programme

“10/10 recommendation for this self-study programme! Prof. Dr. Lieven Annemans explains the concepts in a very clear way, and the exercises were very illustrative.”

**Grifols**

Angels Pardos  
Global Commercial Learning & Development Director  
Spain (March 2023)

“This course is truly a great value for money. It has provided me with a comprehensive understanding of health economic topics and has empowered me to actively participate in discussions with our reimbursement team. It's not every day that a course surpasses expectations, but this one certainly did.”

**Medtronic**

Tim van den Heuvel  
Senior Medical Affairs Specialist  
The Netherlands (June 2023)

“The course provides a great overview of the key concepts of Health Economics with a clear, effective and flexible programme, based on the experience of Prof. Dr. Lieven Annemans.”

**Chiesi**

Giacomo Brandi  
Market Access Specialist,  
EU&EMs, Rare Diseases  
Italy (September 2023)

# 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 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 that are used by payers and pharma to mitigate risk.



**The Expert**  
**Nick Proctor**

- Dr. Nick Proctor is a senior consultant to the pharmaceutical industry for over 20 years, most recently as a Partner with Access Infinity. Over the past 15 years, 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 of working with payers in all major developed and emerging international health markets.
- CELforPharma faculty member since 2015, Nick is a very passionate trainer.
- He actively engages participants in discussions and is very experienced in leading interactive sessions.

## Dates & Locations

16 October 2024 (live online)  
6 December 2024 (live online)

25 March 2025 (live online)  
3 October 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ Having worked in access positions for few months now, this course enabled me to structure my knowledge while filling the gaps. I recommend it for any newcomer in an Access and Pricing role.”

### UCB

Nicolas De Mot  
**Market Access Performance Lead**  
Belgium (September 2023)

“ Nick Proctor's course provides an excellent overview and introduction to key concepts in Market Access. The content is excellently structured, and Nick provides a balance between an overview of the key ideas, and details for key markets as an example for how approaches can differ depending stakeholders and country structure. Super helpful, thank you Nick!”

### Novartis

Rachel Cruickshank  
**Medical Operations Lead**  
Spain (June 2023)

“ Very informative session facilitated by an industry expert. Highly recommended if you want to know more on EU payers.”

### Boehringer Ingelheim

Hans Demeyere  
**Senior Manager Global Market Access**  
Germany (September 2023)

# Understanding Pharma Market Access in the US

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto: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 potential future impact of reforms such as the Inflation Reduction Act and increased PBM transparency.
- > 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, Partner with Access Infinity, has 20+ years of experience leading 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 of working with payers and providers from all segments of the US managed care environment. Nick lived and worked in the US for 4 years where he supported the US and global launch planning of multiple retail and specialty products across several indications.
- CELforPharma faculty member since 2015, Nick is a very passionate trainer. He actively engages participants in discussions and is very experienced in leading interactive sessions.
- Louisa Oliver Byrne leads Access Infinity's US managed care centre of excellence team which brings advanced understanding and strategic impact of updates to the consulting team through training and advisory sessions.
- She is a highly experienced global pricing and market access consultant with over 7 years' experience, having led numerous US managed care focused engagements to support brands of all sizes with their evidence generation plans, payer value stories and pricing for US commercial success.
- Louisa is an author of multiple peer-reviewed market access publications establishing burden, health utilities and treatment management approaches using approaches including TTO and Delphi.

## Dates & Locations

26 September 2024 (*live online*)  
1 April 2025 (*live online*)

22 October 2025 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## Who Is This Course For

*All in-country market access executives moving to a global role should take this course.*

*In addition, executives in functions that contribute to market access optimisation in the US will also greatly benefit: Medical Affairs, Marketing, Clinical Development and Health Outcomes.*

# How to Price Better Than Your Competitors for Successful Market Access

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

Essential Insights, Principles & Techniques

## 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.
- > Evidence-based research techniques for getting the most accurate feedback from payers about your product's profile.
- > How to analyse past payer behaviour to 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 most respected pharma forecasting & pricing specialist consultancy, and the author of *Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals* and *Sales Forecasting for Pharmaceuticals: An Evidence Based Approach*.
- As Board Director and Head of Research and Development, Sam Johnson leads the development of forecasting and pricing technologies at Inpharmation.
- Gary and Sam have been involved in the pricing and/or forecasting of around half of the new molecular entity launches over the past 5 years.
- 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

10-11 October 2024 (Brussels)  
12-13 December 2024 (live online)

11-12 March 2025 (Brussels)  
12-13 June 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ Good overview of pricing for a two-day course, I have already recommended it as a good introduction to pricing. It really demonstrated how price is a consequence of many factors. Everything was concisely presented & engaging with a good level of participation within the group. This course is useful for someone new to pricing but also comes with practical tips for the more experienced.”

### Otsuka

Helen Postill  
European Pricing Director  
United Kingdom (March 2023)

“ This course is a great opportunity to strengthen and expand our knowledge in the pricing and market access area. Listening to Gary and Sam was a wonderful learning experience!”

### EFPIA

François Bouvy  
Executive Director,  
Economic and Social Affairs  
Belgium (October 2023)

“ I attended this course and gained many insights. It was useful to get an overview about a wide variety of aspects. Having the opportunity to attend face-to-face was key to interact with other professionals and it also triggered discussions around the topics covered. To sum up, recommended also for those initiating their career within pricing.”

### Daiichi Sankyo

Andrea Gonzalo González  
Pricing Manager  
Germany (October 2023)

# Health Economics for Non-Health-Economists

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > The logic and math behind QALYs, ICERs, decision-trees and Markov models.
- > How external stakeholders use and challenge health economic evidence.
- > 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**

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- Highly respected for his vast international and cross-therapeutic experience, Lieven is a much sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

## Dates & Locations

3-4 October 2024 (*Brussels*)  
4-5 December 2024 (*Brussels*)

18-19 March 2025 (*Brussels*)  
7-8 October 2025 (*Brussels*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“Excellent course. Lieven Annemans made complicated models “easy” to understand.”

**Takeda**  
Birgitte Stroyer  
**Market Access Lead**  
Denmark (March 2023)

“Excellent content with enough details to provide the basics, but not too much to get annoyed if not in the field. The trainer motivates and engages everybody in the discussion and demonstrates in-depth knowledge of the topics. Organisation was great, from planning to attendance. In summary, this was an intense 2-day course of great value! I recommend attending this course to achieve better team work within cross-functional teams in the pharma industry!”

**Viatrix**  
Laura Colombo  
**Global Medical Manager**  
Italy (October 2023)

“A very valuable course that provides a strong foundation in Health Economics. Makes me more confident about internal cross-functional engagement in the future.”

**GSK**  
Andy McGuffie  
**Government Affairs Director**  
United Kingdom (December 2023)



# 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 array 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 new 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 much sought-after advisor and educator to health policy makers and the innovative healthcare industry.
- Lieven has been on CELforPharma faculty since 2009 and is always applauded by participants for his engaging and fun teaching style.

## Dates & Locations

17 December 2024 (live online)  
10 June 2025 (live online)

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

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ 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. I highly recommend this course!”

**Insuvia**  
Monika Staniulyte  
Regulatory Affairs Team Lead  
Lithuania (June 2024)

“ I got relevant information, it was refreshing also. The comparison of different countries' approaches and the excellent description of crucial parts of HTA were particularly useful. The experience from practice shared during the course enriched my understanding significantly.”

**Pharm-In**  
Dominik Grega  
MA & HTA Manager  
Slovakia (June 2024)

# Value-based Healthcare for Pharma: Why – When – How?

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- › The basic principles of Value-Based Healthcare (VBHC).
- › How to build the internal case for VBHC and to evaluate the situation in your own organisation.
- › The process and tools for assessing internal and external VBHC readiness and determining preparatory steps.
- › How to initiate and manage cross-stakeholder collaborations.
- › How to build your own patient care pathways and identify VBHC leverage points.



## The Experts

Silvia Rohr  
& Mark Tolboom

- Dr. Silvia Rohr is Principal at Vintura, a specialised consultancy firm for healthcare and life science companies. She has spent the past eight years supporting teams in grasping the concept of VBHC and taking the first steps towards its implementation. She has been instrumental in (re-)defining the ambition and strategy for VBHC in pharmaceutical companies, as well as bringing these ambitions to fruition.
- Mark Tolboom, partner at Vintura, brings over 20 years of healthcare and life sciences management consulting experience. He has successfully guided global pharma companies in integrating VBHC into their operations and has demonstrated the added value it brings.
- Silvia and Mark joined CELforPharma's faculty in 2023 upon recommendation of our faculty as Vintura is seen as a frontrunner consultancy in VBHC.

## Dates & Locations

3 December 2024 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## Why You Should Attend This Course

*As healthcare systems in Europe shift towards value-based approaches in response to ageing populations and increased budget pressures, pharma companies must adapt if they want to remain a relevant player.*

*Pharma companies need to show that they deliver value to patients.*

*Value-based healthcare (VBHC) is an approach that focuses on delivering high-quality outcomes to patients while considering the efficient use of healthcare resources.*

*By attending this 1-day course with Dr. Silvia Rohr and Mark Tolboom, you will understand the fundamentals of VBHC: why pharma companies need it, how to get ready, and the first concrete steps to start working on it.*

# Generating RWE for Optimising Market/Patient Access

QUESTIONS?

Annelies Swaan  
aswaan@celforpharma.com

## LEARN

- > The expectations of external stakeholders regarding RWE along 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 a RWE study.
- > How to prepare for new developments in RWE generation.



**The Expert**  
Thomas Wilke

- Prof. Dr. Thomas Wilke has 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 is leading the University-affiliated institute IPAM and acts as senior scientist at GIPAM, a consultancy specialised on European RWE studies.

## Dates & Locations

6 November 2024 (live online)  
26 March 2025 (live online)

8 October 2025 (live online)  
9 December 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“If you are looking for a training on the topic of generating RWE for Optimising Market/Patient Access, this is the perfect one for you! Every topic was delivered comprehensively and was covered from every angle with plenty of room for Q&A. The hands-on workshop was highly useful to put the theory of what we were learning into practice. The expert did a great job at presenting the course and also facilitating lots of interesting interaction throughout the day.”

**Bayer**  
Simone Caruso  
Strategic Market Access Intelligence  
Germany (June 2023)

“I definitely made the right choice by attending this training. I have learned so much and also have a good source of information I can look back on when needed in the future. It was very well organised by CELforPharma and excellently presented by the knowledgeable and professional presenter. Thank you all, it was truly an enjoyable and highly valuable day.”

**Galderma**  
Torun Bromée  
Global Medical Franchise Lead  
Sweden (June 2023)

# Strategic Medical Affairs for Modern Pharma

*New Challenges & Competencies*

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto: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 MA teams across the globe.
- Chris' professional roles have included Managing Director at Choice Healthcare Solutions, Head of Strategy for the Choice Group, and Founder & MD of one of the UK's first specialist medical communications agencies. 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 MA 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. And apart from being a creative strategic thinker, Chris is an excellent communicator and an inspirational presenter.

## Dates & Locations

8-9 October 2024 (*Brussels*)      25-26 March 2025 (*Brussels*)  
10-11 December 2024 (*live online*)      1-2 October 2025 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“Thanks, this was a great course. I would definitely recommend it for Medical Advisors or Medical Leads who are new to the position and want a really good overview of MA. Chris is a great teacher and presenter which makes this a really enjoyable 2-day course to attend.”

### Norgine

Astrid Hartmann

Senior Medical Director, Global Affiliates  
Germany (June 2023)

“A very useful course to everyone working in Medical Affairs. It has great content, a very engaging and charismatic speaker and lots of learning and sharing of experiences not only from the speaker, but also from colleagues from other companies. Well worth attending, thanks a lot CELforPharma!”

### Novartis

Scott Beijin

Senior Medical Director, Global Affiliates  
The Netherlands (June 2023)

“High quality training, well prepared and organised. It brings new vision and value to increase our knowledge and skills!”

### Servier

Weiwei Li-Bertheau

Global Medical Lead  
France (September 2023)

# The AI for Medical Affairs Course

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- › Understanding AI in a broader pharma context: Terminology, applications and challenges.
- › How to effectively use GenAI for day-to-day tasks and for creating a Medical Omnichannel Strategy.
- › Learn from real-life use cases in Medical Affairs (e.g., insight generation).
- › Planning guidelines and ideas for applying AI in Medical Affairs.
- › Emerging AI technologies and future applications that will affect Medical Affairs.
- › The challenges your international Medical Affairs peers have experienced in applying AI and potential solutions.



**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

1 October 2024 (live online)  
23 October 2024 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## Why You Should Attend This Course

*The positive impact that AI will have on your Medical Affairs role and your career will depend on where you will apply it and whether you will do that most effectively.*

*Despite the excitement and widespread use of GenAI, the applicability of these general-purpose tools to specific tasks within Medical Affairs is still unclear. Experimentation and learning from pilots is the best way forward.*

*By attending this 1-day course you will get up the learning curve fast and know how to apply AI most effectively and efficiently in your Medical Affairs role.*

*You will not only have the chance to ask your specific questions to a true AI-Medical Affairs expert, but also benefit from the unique opportunity to share experiences and engage in in-depth discussions with your international peers.*

# Strategic Omnichannel for Medical Affairs

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- Online behaviours and needs of Medical Affairs' external stakeholders.
- A 6-step process to design an omnichannel communications strategy for Medical Affairs.
- Best practices and case studies of self-service portals, virtual meetings/congresses, Digital Opinion Leaders (DOLs) and social media.
- KPIs to measure the impact of omnichannel campaigns.
- The impact of Artificial Intelligence on the HCP, patient care and the future of Medical Affairs.



**The Expert**  
**Ben Harbour**

- Ben Harbour is Managing Director UK with Across Health, Europe's leading consultancy specialised in omnichannel customer engagement strategies for life science organisations.
- Ben is a strategic advisor to pharma, biotech and medical device companies on multi-channel communication programmes at the corporate, regional and brand level.
- 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 up a very strong reputation within the international digital pharma community as high-impact consultant and trainer.

## Dates & Locations

2 October 2024 (live online)  
12 December 2024 (live online)

19 March 2025 (live online)  
30 September 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“Attending this course allowed me to better understand the process and steps to create an omnichannel strategy in Medical Affairs and learn the do's and don'ts when creating it. The interesting websites and resources shared with us were also valuable.”

### Ferrer

Anna Guixe Simon  
Digital Scientific Knowledge Officer  
Spain (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)

“Expert speaker on the subject. Very good follow-up by CELforPharma.”

### Amgen

Karina Travassos  
De Carvalho  
Digital Transformation &  
Omnichannel Engagement  
Project Manager  
France (March 2024)

# The Medical Plan and Tactical Implementation: Best Practices

QUESTIONS?

Annelies Swaan  
aswaan@celforpharma.com

## LEARN

- > The strategic importance of a Medical Plan and its critical building blocks.
- > Various easy-to-use but 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 for implementing the Medical Plan.
- > How to assess the ROI of your Medical Affairs tactics.



**The Expert**  
**Maaïke Addicks**

- Maaïke Addicks, MD is an independent Medical Affairs consultant with expertise in strategic Medical Affairs development, change management and Medical Affairs competency development.
- She is a Board Member and currently Chair of the Medical Affairs Committee of the Dutch Association of Pharmaceutical Medicine (NVFG).
- Maaïke is a physician with over 15 years of on-the-job experience in Medical Affairs in mid-size and big pharma, in both headquarters and national affiliates, across a wide spectrum of therapeutic areas.
- She has 10 years of experience in managing Medical Managers, Medical Advisors and MSLs, with both hands-on and strategic experience in Medical Affairs.
- Maaïke is a passionate trainer, an excellent moderator and strongly believes in using interaction to increase knowledge and skills.

## Dates & Locations

27 November 2024 (*live online*)  
17 June 2025 (*live online*)

12 November 2025 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ There was a lot of interaction during the online meeting. On top of her already very interesting slides, Maaïke provided additional real-time information based on her own experience, when answering any questions that had been raised during the sessions.”

### Advanced Accelerator Applications

Jessica van den Oever

Medical Science Liaison

The Netherlands (December 2023)

“ Professional, hands-on, excellent course for MSLs starting out or even with longer experience in medical affairs!”

### Indivior

Tuulia Saarenpaa

Medical Advisor

Finland (September

2023)

“ This course was very informative. The instructor is very clear, structured, to the point, and answered all questions effectively. The organisers were also very helpful and quick to provide information and respond to any queries. I would definitely recommend this course to my colleagues, and I am looking forward to signing up to other courses with CELforPharma.”

### Gilead

Lina Mostafa

Senior Therapeutic Specialist

United Arab Emirates (September 2022)

# Strategic KOL Planning & Engagement

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- The different types of KOLs and how they can add value at each product lifecycle stage.
- A process to pro-actively 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.
- The importance of communicating the value of your KOL plan internally and building win-win collaborations.



### The Expert

**Maaïke Addicks**

- Maaïke Addicks, MD is an independent Medical Affairs consultant with expertise in strategic Medical Affairs development, change management and Medical Affairs competency development.
- She is a Board Member and currently Chair of the Medical Affairs Committee of the Dutch Association of Pharmaceutical Medicine (NVFG).
- Maaïke is a physician with over 15 years of on-the-job experience in Medical Affairs in mid-size and big pharma, in both headquarters and national affiliates, across a wide spectrum of therapeutic areas.
- She has 10 years of experience in managing Medical Managers, Medical Advisors and MSLs, with both hands-on and strategic experience in Medical Affairs.
- Maaïke is a passionate trainer, an excellent moderator and strongly believes in using interaction to increase knowledge and skills.

### Dates & Locations

27 September 2024 (live online)  
3 December 2024 (live online)

12 March 2025 (live online)  
11 June 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“A very useful course regardless of your level of experience in Medical Affairs. The information presented was very well structured and represents a valuable experience that is accumulated over many years of experience in the field.”

### MagnaPharm

Cristian Olaru

**Medical Manager**

Romania (March 2023)

“I think the course was so good because the people who attended had similar expectations as myself, so we all learned together from Maaïke who was a very good moderator during questions and discussions throughout the day.”

### Fresenius Kabi

Regina Wiche

**Senior Medical Scientific Affairs Manager & Liaison**

Germany (March 2023)

“Valuable course for both day-to-day KOL management and strategic planning. Credible and experienced course leader. Highly practical and relevant content. The course has inspired in me a high level of motivation.”

### Merz Aesthetics

Lucy Dowling

**Professional Relations Manager**

United Kingdom (November 2023)



# CSFs, Roadmap & KPIs for Medical Affairs when Launching a New Product

QUESTIONS?

Annelies Swaan  
aswaan@celforpharma.com

## LEARN

- > The strategic implications of the 4 launch types for Medical Affairs.
- > Tools for an optimal cross-functional collaboration and for generating critical launch insights.
- > The main challenges & solutions for effective stakeholder engagement during launch preparation.
- > A launch roadmap for Medical Affairs.
- > How to measure Medical Affairs launch excellence.



**The Expert**  
Kurt Arco

- As an independent consultant, Kurt Arco advises on commercial and launch excellence, drawing from his 20+ years of international experience within big and small pharma/biotech companies.
- Formerly, he was Global Launch Excellence Expert with Trilations, a strategic consultancy.
- Prior to that, Kurt led several major brand launches at MSD (Merck & Co), internationally and across several therapeutic areas.
- When responding to questions from the audience, Kurt effortlessly leverages his extensive expertise in pharma launches, bringing theory to life by providing real-world examples.

## Dates & Locations

17 October 2024 (*live online*)  
20 March 2025 (*live online*)

3 December 2025 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“Very interesting and informative course with a lot of new information for me as I am given the role of Director for Medical Affairs recently. I hope I will use the information from today's course and find a way of improvement in this new activity.”

### Belupo

Tatjana Ajhler Duretek  
Medical Affairs Director  
Croatia (November 2023)

“Insightful course which provided a great and comprehensive overview on what is expected of Medical Affairs and cross functional teams to successfully launch a new product in the market! The various case examples provided were helpful to illustrate key concepts. Would highly recommend as an introductory course.”

### Hyphens Pharma

Ho Hui Ting  
Medical Marketing  
Singapore (May 2023)

“I learned a lot in this course, and I feel that I got a very good roadmap on how to work a launch.”

### AOP Orphan Pharmaceuticals

Fanny Edele  
Medical Advisor  
Germany (February 2023)

# Omnichannel Launch Excellence for Medical & Marketing

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

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > The do's and don'ts of a successful, cross-functionally orchestrated omnichannel launch.
- > How Medical Affairs can boost data dissemination by leveraging omnichannel prior to 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 Experts

**Ben Harbour  
& Mark Watson**

- Ben Harbour & Mark Watson are Senior Consultants with Across Health, Europe's leading consultancy specialised in omnichannel customer engagement strategies for life science organisations.
- They are healthcare industry leaders in the omnichannel space with specific expertise in digital transformation, customer-centric strategies and impact measurement.
- Ben and Mark have supported numerous cross-functional launch teams of leading pharma companies at both HQ and affiliate level.
- In addition to their expertise, they are widely reputed for being high-impact trainers.

## Dates & Locations

15 November 2024 (live online)  
2 April 2025 (live online)

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

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

*"I must say that I was extremely impressed with every aspect of the course, from the topic itself that totally focused on Pharma, to the level of engagement during the course and, most notably, the exceptional skill of the tutors. It has been an enriching experience, and I feel better equipped to apply the knowledge and skills gained in my professional life. I look forward to the opportunity to attend more courses organised by the CELforPharma team in the future."*

### Biogen

Maria Romano  
Senior Customer Engagement Manager  
Italy (October 2023)

*"Thank you for the great course and training session, everything was perfect – from the organisation to the hosts and course materials. Thank you so much! So helpful, interesting and beneficial."*

### Roche

Natalya Bem  
Digital Partner  
Switzerland (October 2023)

*"Trainings are of most value to me when theory and practice meet and that is what this training did for me. The experts were very knowledgeable. I also highly valued the interaction with the other participants."*

### Daiichi Sankyo

Kiki Veeger  
Omnichannel Manager  
Denmark (October 2023)

# Effectively Leading Country Launches in Pharma

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto: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 20+ years of experience, specialising in launch excellence and early commercialisation.
- Before joining Uptake, Jo held senior global launch roles at GSK and local commercial and market access roles at Roche.

## Dates & Locations

12 September 2024 (live online)  
4 December 2024 (live online)

28 March 2025 (live online)  
16 September 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“The Effectively Leading 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**  
United Kingdom (March 2024)

“I think this course covers the topic well, with all the aspects, practical tools and an expert trainer who is very experienced and knowledgeable. For this training, I thought the digital format was perfect and the interaction amongst the other participants was very dynamic!”

**Viatrix**  
Elise Bailly  
**Alliance Management & New Brand Planning Lead Europe**  
France (March 2024)

“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)

# Strategy & Planning for Commercial Launch Success in Pharma

A Cross-functional Approach

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > The 4 launch types that are based on the company/brand's profile, and the strategic implications thereof.
- > A roadmap with timelines, milestones and best practice requirements to prepare a successful global launch across all functions.
- > The market and stakeholder insights that are crucial for defining the global launch strategy.
- > How to crystallise a launch strategy based on segmentation, targeting, and positioning.
- > How to prepare the cross-functional global launch team.



## The Expert

Kurt Arco

- As an independent consultant, Kurt Arco advises on commercial and launch excellence, drawing from his 20+ years of international experience within big and small pharma/biotech companies.
- Formerly, he was Global Launch Excellence Expert with Trilations, a strategic consultancy.
- Prior to that, Kurt led several major brand launches at MSD (Merck & Co), internationally and across several therapeutic areas.
- When responding to questions from the audience, Kurt effortlessly leverages his extensive expertise in pharma launches, bringing theory to life by providing real-world examples.

## Dates & Locations

19-20 November 2024 (live online) 20-21 November 2025 (live online)  
1-2 April 2025 (Brussels)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“The course was very well structured and the expert was the real added value, bringing real-life experience to the table!”

### Chiesi

Iacopo Vanzetto  
New Products Lead,  
Respiratory  
Italy (December 2023)

“Great course, lots of details! I highly valued the templates we got, the case studies and the real-world examples. Thank you!”

### Bayer

Michael Kuderka  
Executive Director Established  
Brands Marketing  
United States (December 2023)

“Very clear and well-structured course full of highly valuable information!”

### Abacus Medicine Pharma Services

Tristan Hollyer  
Product Manager  
Denmark (December 2023)

# The Pharma Brand Planning Course

*From Patient Ecosystem Insights to Brand Strategy and Tactical Plan*

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > Analytical tools to discover and leverage patient-centric and stakeholder insights.
- > How to determine the 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 new "Blue Ocean" market for your brand.



## The Expert

**Edouard Demeire**

- Edouard Demeire is Visiting Professor at CEDEP (INSEAD) and 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 developed business simulations and decision support tools for the healthcare industry and trained tens of thousands of executives worldwide on pharma marketing strategy since 1990.
- Edouard forces 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

21-22 November 2024 (*live online*)    16-17 October 2025 (*live online*)  
3-4 June 2025 (*Brussels*)    11-12 December 2025 (*Brussels*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“Had an excellent experience with CELforPharma in the Brand Planning Course. I feel equipped with the right tools to tackle markets and run the strategy process from insights to tactics. Highly recommend the course to people in Brand Management, Product Management and Strategic Marketing!”

### Evonik

Julia Born

**Head of Market Communications Health Care**  
Germany (June 2023)

“This is a great course for those wishing to move to marketing. Edouard is very clear and thorough in his teachings and gives lots of valuable insights to take away.”

### Gilead Sciences

David Weir

**Associate Director, Market Access & Policy**  
United Kingdom (June 2023)

“A great training on pharmaceutical marketing that gives hands-on tools to better plan, execute and control the brand management process.”

### AOP Orphan

Oana Simina Patrone

**Corporate Alliance Manager**  
Austria (November 2023)

# Strategic Omnichannel for Pharma Marketing

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > Online behaviours and needs of pharma's external stakeholders.
- > A step-wise process to define an omnichannel customer engagement strategy.
- > The 6 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 the MCQ, the NPS, etc.



## The Experts

Jean-Sebastien Struyf & Olga Duvillard

- Jean-Sebastien Struyf & Olga Duvillard are Strategy Consultants with Across Health, Europe's leading consultancy specialised in omnichannel customer engagement strategies for life science organisations.
- They are healthcare industry leaders in the omnichannel space with specific expertise in patient-centric strategies and campaign management and omnichannel launch readiness.
- Jean-Sebastien and Olga have worked on countless omnichannel projects for leading pharmaceutical and medtech companies across a broad range of therapeutic areas.

## Dates & Locations

28-29 November 2024 (Brussels)  
27-28 March 2025 (Brussels)

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

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“The course is a great start to be a strategic digital leader. Thanks to the trainers that came with so many great examples that help us understand how it lands in real life!”

**GSK**  
Cigdem Cirik  
UK Digital & Tech Director  
United Kingdom (October 2023)

“I recommend the course to all those who want to understand how the pharma world has changed and how to remain competitive by refreshing their activities, following the real needs of the customers. First strategy then tactics!”

**Shionogi**  
Vincenzo Saccà  
Customer & Sales Excellence Ass.  
Director  
Italy (October 2023)

“The 6-step framework for Omnichannel Marketing in the Medical Devices sector is very actionable, for seasoned professionals and newbies alike! The training delivers pragmatic insights, tools and frameworks in a broad range of areas: strategy, landscape, channels, performance measurement, etc.”

**Edwards Lifesciences**  
Cyril Maerten  
Europe Omnichannel Marketing Team Lead  
Switzerland (November 2023)

# The Pharma Forecasting Course

QUESTIONS?

Annelies Swaan  
[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > The 6 proven principles for producing the most accurate forecasts.
- > When and how to use epi-based vs. patient-based vs. sales-based forecasts.
- > The evidence-based forecasting techniques for pharmaceuticals and how to use them.
- > How to build Market Access correctly into your forecasts.
- > How to deal with unique-to-pharma 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 most respected pharma forecasting & pricing specialist consultancy, and the author of *Value Pricing for Market Access: Evidence-Based Pricing for Pharmaceuticals* and *Sales Forecasting for Pharmaceuticals: An Evidence Based Approach*.
- As Board Director and Head of Research and Development, Sam Johnson leads the development of forecasting and pricing technologies at Inpharmation.
- Gary and Sam have been involved in the pricing and/or forecasting of around half of the new molecular entity launches over the past 5 years.
- 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

1-2 October 2024 (*Brussels*)      20-21 March 2025 (*Brussels*)  
19-20 December 2024 (*live online*)      3-4 June 2025 (*live online*)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ I would really recommend this course. The trainers are very good. Forecasting: Keep it simple!”

### **Boehringer Ingelheim**

Lisa Liberloo  
**Brand Manager**  
Belgium (October 2023)

“ Just perfect. I highly valued the didactic, the real examples and the Excel tool. Thanks!”

### **Besins Healthcare**

Cédric Filipe  
**Competitive Intelligence Director**  
Monaco (October 2023)

“ Really enjoyed the course. Thought it was a very good introduction to many different topics. Thank you!”

### **GSK**

Stefania Mataragka  
**Portfolio Competitor Insights Manager**  
United Kingdom (December 2023)

# Business Development & Licensing Course For Pharma & Biotech

An Overview Course

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto: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 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 Genecor (now Danisco).
- Carlos has trained and consulted life science executives around the world on in- and out-licensing.

## Dates & Locations

25-26 September 2024 (Brussels)  
17-18 December 2024 (live online)

13-14 March 2025 (Brussels)  
5-6 June 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“For pharmaceutical executives who don't work directly in BD&L, this is probably the best course to learn the basics and much more in this field.”

**Daiichi Sankyo**

Dan Ionescu

**VP, Head of Value and Access Specialty Medicines EU**

Germany (September 2023)

“Valuable course for BD&L professionals and people who want to understand this perspective of the industry.”

**Alkaloid**

Viktorija Pavlovikj

**Out Licensing Specialist**  
North Macedonia  
(September 2023)

“The “Business Development & Licensing Course For Pharma & Biotech” has been an excellent opportunity for me to benchmark my technical skills with other relevant professionals, to get new insights on the topic and, at a glance, to improve the way I do my job and the value I can bring to the company.”

**Molteni Farma**

Rodolfo Perriccioli

**Business Development & Alliance Management**  
Italy (November 2023)



# The Pharmaceutical Out-licensing Course

For R&D-based Products

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- › Critical initial planning decisions such as timing, deal type etc.
- › Key elements and do's & don'ts of critical documents, i.e. CDAs, MTAs and term sheets.
- › How to set up a spreadsheet to simulate the value and 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 from you.
- › Tips for negotiating and managing the deal.



## The Expert

David Scott

- Formerly a pharma BusDev & 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

7-8 November 2024 (live online)  
10-11 June 2025 (Brussels)

13-14 November 2025 (live online)

Visit [www.celforpharma.com](http://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 throughout the 2 days, 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](mailto:aswaan@celforpharma.com)

## LEARN

- > The skill set required to successfully negotiate licence 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 4 interactive role plays featuring typical Pharma/Biotech licensing situations.
- > The differences between integrative and distributive negotiation strategies and tools to improve leverage.
- > The various types of licence 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 licensing experience encompassing both big and small pharma/biotech companies.
- Currently Regional Advisor for UK and Europe with Plexus Ventures, Roger was formerly Executive Director with J&J's Global Pharma BD Group where he negotiated over 50 commercial licence 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

13-14 November 2024 (live online)  
3-4 April 2025 (Brussels)

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

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ Thanks for the great training course during these two days! It was of a great value, I appreciate the shared experiences from Roger and the discussions with other attendees. Very positive and inspiring 2 days!”

### NRS Innovation

Brahim Sennane

**Transfer & Licensing Manager**  
France (June 2023)

“ This is a perfect course for anyone wanting to learn about licensing negotiation within the pharma industry. It was really useful, not only in terms of the theoretical part but especially thanks to putting that theory into practice with experienced participants during exciting negotiation role-plays.”

### Biofarm

Monika Witkowska-Kubicka  
**Key Account Manager**  
Poland (June 2023)

“ Fantastic course! Thank you, Roger and thank you, CELforPharma. 2 days well spent.”

### Bluepharma

José Dias

**Business Development Manager**  
Portugal (December 2023)

# Pharma-Biotech Product & Company Valuation

An Introductory Course

QUESTIONS?

Annelies Swaan

[aswaan@celforpharma.com](mailto:aswaan@celforpharma.com)

## LEARN

- > A methodology for assessing 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 with the Discounted Cash Flow method, comparables and exit valuation.
- > 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 author of *Assessment and Valuation of High Growth Companies*.
- Patrik and his team carried out valuations for the Novartis Venture Fund.
- He is the owner of Biotechgate, the global business development database for the life science industry.

## Dates & Locations

27 September 2024 (live online)  
3 April 2025 (live online)

25 September 2025 (live online)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## What Participants Say About This Course

“ This session was well worth attending, very valuable. I enjoyed the discussions and the diversity of the group's backgrounds. Patrik is really amazing!”

### Novartis

Tamer Basha Elnaggar  
Global Cell and Gene Pipeline  
Engagement Lead; Long Term  
Commercial & Pipeline Strategy  
United States (March 2023)

“ This program was great for walking us through valuation and the different ways of thinking about it. It is easy to read text on valuation, but when you have someone you can ask questions to and then work through case studies, the learning experience is much better. Top marks all around for the content, the trainer and for the support from CELforPharma!”

### Canurta

Akeem Gardner  
CEO  
Canada (March 2023)

“ Thanks to Dr. Patrik Frei and his extremely clear and helpful course, valuation is now much clearer for me. I feel more confident to evaluate our future deals with biotech companies and look forward to meeting again soon with the peers I've met!”

### Laboratoires Expanscience

Philippine Furge  
Business Development Project  
Manager  
Spain (September 2023)

# Boost your **TEAM's** performance!

**IN-COMPANY**

**TRAINING**

Contact Inge Cornelis

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Give your team the unique opportunity  
to be trained by top industry experts  
on business critical competencies

**EFFICIENCY**

**MEETS**

**EXCELLENCE**

- > **Ideally suited to train teams of 10+ cost-effectively**
- > **The most optimal solution for your training needs will be developed by a senior CELforPharma executive** with deep knowledge of client needs, the content and dynamics of all our courses, and of capabilities of our expert faculty
- > **An experienced CELforPharma course coordinator** will be your dedicated central point of contact for all administrative questions and communications leading up to and after the training. During online sessions this coordinator will be present to coordinate the training and support both the participants and the expert(s)
- > **An online evaluation form** will be completed by the participants after the training. The results will be processed and reported so that you can measure training impact

“ 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.”

**Biotech 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

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

