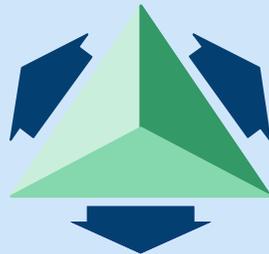


Pharma Training Programs

Catalogue

2019



Seminar

- Pharma Strategy & Marketing

Masterclasses

- Strategic Marketing Excellence
- Tactical Marketing Excellence
- Market Analysis & Forecasting
- Action Plans for Med Reps
- ELITE Program for Med Reps
- Best-in-Class MSLs
- BD&L best practices
- Smart vs. Good Managers
- Time Management
- Project Management
- KPIs & KEIs
- Storytelling in business

14 intra-company programs

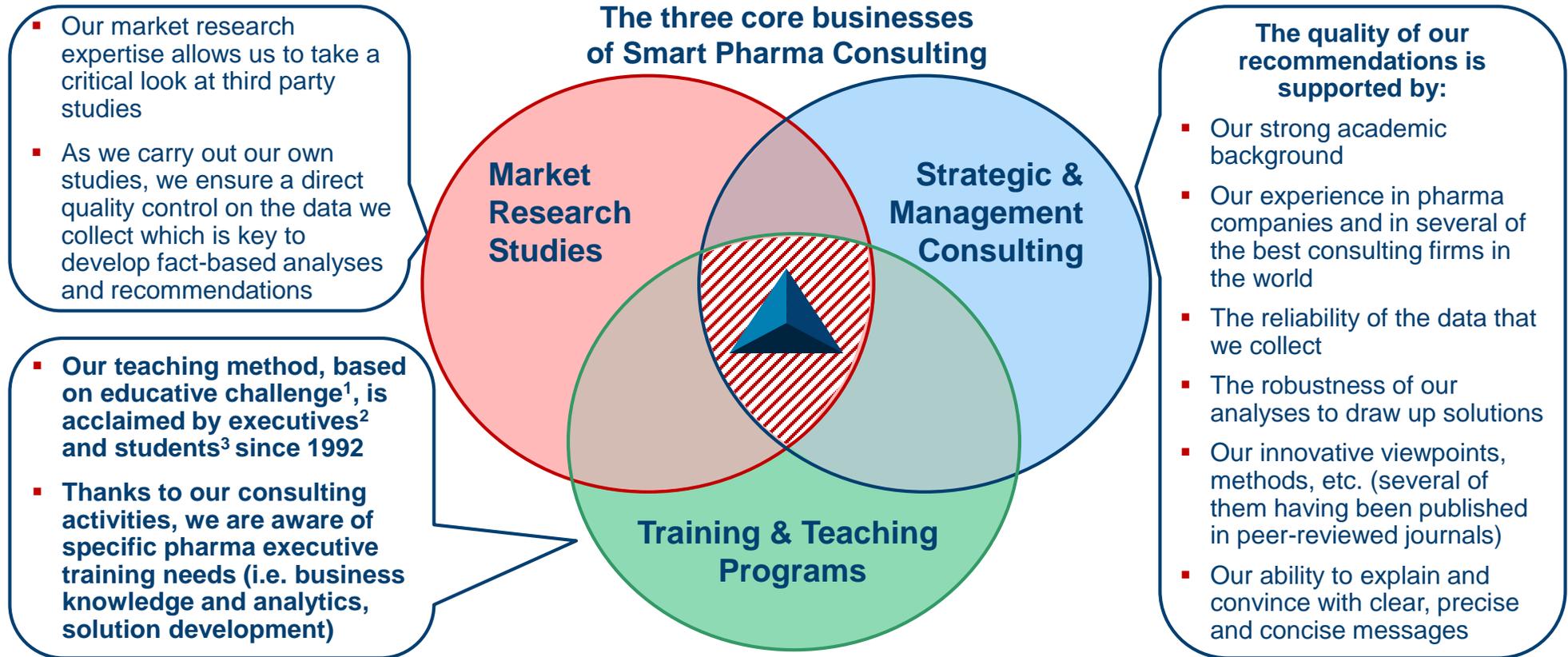
Smart Pharma *Institute of Management*

A division of  **Smart Pharma Consulting**

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Our training & teaching programs are unique because they are built on our market research and consulting expertise in the pharma sector and delivered by experts

Unique value proposition



Smart Pharma is a certified Training Organization since 2002

Sources: Smart Pharma Consulting

¹ Challenge of participants (e.g. analytical rigor, relevance of recommendations, quality of the oral presentations, etc.) – ² ~935 executives trained – ³ More than 1,830 students trained

Smart Pharma Institute of Management proposes programs which combine conventional and innovative viewpoints, methods and solutions

Innovative DNA



Is Smart Pharma Innovative?

15 Years in Search of Innovative Solutions

"Creativity is thinking up new things. Innovation is doing new things"
(Theodore Levitt)
Position Paper
June 2016

Smart Pharma Consulting

"Finding and sharing innovative and effective solutions are part of our DNA"

Innovative Viewpoints

- In a book published in 2010, we started to draw attention to the lower economic potential than anticipated of BRIC¹ countries
- Since 2012, we have been communicating about the limited efficacy and efficiency of most digital marketing investments
- We have demonstrated that the sales and profit potential of the worldwide biosimilars market by 2020 should be low

Innovative Methods

- The 4 Ws² method to reinforce relevance of decisions made
- The Advanced SWOT making this tool more specific and useful
- The Brand Preference Mix to boost market share gain
- The Behavioral Prescriber Segmentation to increase efficiency

Innovative Solutions

- Pharma companies should focus their medico-marketing and sales efforts on creating unique interactions with "customers"
- Build a top-notch reputation to get a better valuation for your drugs

Sources: Smart Pharma Consulting

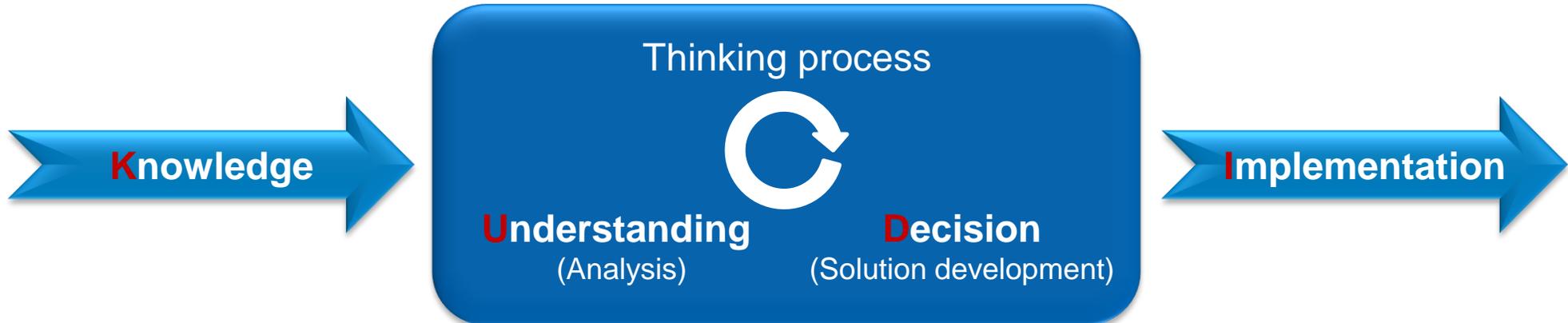
¹ Brazil, Russia, India and China – ² What? – Why? – so What? – What to do?

Our training and teaching programs have been designed to boost the knowledge of participants, their ability to understand, to make decisions and to implement them

“**Smartness Formula**” (1/2)

- Our training and teaching method is based on the “**Smartness Formula**”:

Smartness = **K**nowing x **U**nderstanding x **D**eciding x **I**mplementing



“Any fool can know. The point is to understand” – Albert Einstein

The “Smartness Formula” has shown to be effective to diagnose development needs of participants and to structure development programs

“**Smartness Formula**” (2/2)

- The “**Smartness Formula**” provides a structure to identify development needs and organize in an effective and more efficient manner

Smartness = **K**nowing x **U**nderstanding x **D**eciding x **I**mplementing

Smartness components



Smart Pharma Consulting has published in 2015 a 2nd edition of the “Pharma Marketing Tool Box” which has been specifically designed for Pharma Marketers

Publications: Marketing book¹

Jean-Michel Peny

Pharma Marketing Tool Box



2nd Revised & Augmented Edition

Smart Pharma *Institute of Management*
A division of  **Smart Pharma *Consulting***

Author: Jean-Michel Peny is President of the Strategy and Management consulting firm Smart Pharma Consulting, Director of Smart Pharma Institute of Management, Lecturer in Pharmaceutical Strategy and Marketing at the ESSEC business school, at the Faculty of Pharmaceutical Sciences (Paris XI) and of Medicine (Paris VI)

Editor Smart Pharma Consulting – 246 pages – 250 euros

Presentation

The book provides a clear, precise and concise review of the most relevant and useful concepts in the context of pharmaceutical marketing. The author presents:

- Innovative marketing approaches
- Specific analyses
- Practical tools

This user-friendly “**tool box**” has been structured to encourage the **rigor** and **relevance of marketing thinking** of pharmaceutical executives

Brief Content

- Introduction
- Part 1 – Market Research
- Part 2 – Strategic Marketing
- Part 3 – Operational Marketing
- Part 4 – Marketing Planning

In 2017 and 2018, Smart Pharma Consulting has published 8 Best-in-Class issues applicable to the pharma sector

Publications: 2017 - 2018 booklet¹

“Best-in-Class” Series

Best-in-Class Medical Science Liaisons

Methods
Tools
Advice

How to Boost Medical Science Liaisons Competence & Performance

Position Paper
February 2017



Best-in-Class Key Account Managers

Concepts
Methods
Tools

... apply the K-A Program

- Key Account Targeting
- Key Account Strategy
- Key Account Tactics
- Key Account Monitoring



Best-in-Class Pharma BD&L

Concepts
Methods
Tools

- From Theory to Practice -

Key Guidelines
November 2017



Best-in-Class Pharma Market Research

Concepts
Methods
Tools

Smart Pharma Consulting Expertise

February 2018



Best-in-Class Pharma Marketers...

Concepts
Methods
Tools

... apply the Brand Booster Program

- Brand Preference Strategy
- Behavioral Segmentation
- Individual Prescriber Plans

"Marketing is all about strengthening customers preference"



Best-in-Class Medical Reps...

Concepts
Methods
Tools

... apply the ELITE Program

- Prescriber Insight
- Brand Preference Tactic
- High Impact Interactions
- Job Passion

"Best-in-class med reps make each physician feel unique"



Best-in-Class Pharma Strategy Crafting

Data
Concepts
Methods
Tools

Smart Pharma Consulting Expertise

March 2018



Best-in-Class Pharma Field Force Organization

Concepts
Methods
Tools

The Smart Field Force Framework

April 2018



Sources: Smart Pharma Consulting

¹ See our website: www.smart-pharma.com

In 2017 and 2018, Smart Pharma Consulting has published 4 position papers on general management applicable to the pharma sector

Publications: 2017 - 2018 booklet¹

“General Management” Series



Sources: Smart Pharma Consulting

¹ See our website: www.smart-pharma.com

Smart Pharma Consulting has published 42 articles in national and international specialized magazines, addressing key pharmaceutical market issues

Publications: Articles¹

Strategy: Ethical products

- Building prescriber loyalty (1993)
- ACE-inhibitors - an analysis of marketing strategy (1994)
- Are generic defense strategies worth the effort? (1996)
- Winning strategies in the French hospital market (1996)
- Making the most of maturity (2003)
- The end of the back-up brands? (2005)
- Financial requirements of immunisation programmes in developing countries: 2004-2014 perspective (2005)
- Nosocomial Rotavirus infection in European countries (2006)
- Les marques sont-elles condamnées à mourir ? (2007)
- Le BPS, pour la "justesse de voix" (2008)
- La réputation d'entreprise – Un nouvel enjeu stratégique (2008)

Effectiveness and Operational organization

- Heading for change: marketing and sales trends in France (1995)
- Counting the cost of purchase (1997)
- The brave new world of corporate marketing (2000)
- Talking up sales (2002)
- How customer-centricity can increase brand preference? (2009)

Environment (international)

- Drug reimbursement harmonization in Europe (1994)
- Working with the authorities (2002)
- The evolution of the global pharma industry (2012)

Strategy: Generics

- Entering the French generics market (1997)
- Is the sun rising for Japanese generics? (1998)
- Can generics really help to curb French healthcare costs? (1999)
- Lighting fire from wet timber in French generics market (2001)
- How bright is the future for generics? (2003)
- Barriers to substitution (2005)
- What is the value of authorized generic agreements? (2006)
- Princeps-génériques: Faut-il pactiser avec l'ennemi ? (2007)
- Quelles perspectives pour les génériques ? (2007)
- L'avenir mouvementé du marché mondial des génériques (2007)
- Les génériques, ce n'est plus automatique (2011)
- What future for the French retail generic market? (2015)

Strategy: OTC & Dietary Supplements

- Assessing the OTC market in France (1997)
- How bright are the prospects for self-medication in France? (1999)
- Thin pickings in dietary supplements (1999)
- Should big pharma sell its OTC business? (2004)
- Automédication: Quel attrait pour le marché mondial ? (2006)
- Des stratégies opposées pour les « big pharma » (2006)
- Le switch: solution ou danger (2006)
- Le médicament en libre accès: La grande illusion (2007)

Environment (national)

- Disease management opportunities in France (1997)
- Survival strategies in contract sales organizations (2002)
- Changes at the French pharmacy (2004)

All programs are led by Jean-Michel Peny, President of Smart Pharma Consulting and Program Faculty Director of the Smart Pharma Institute of Management

Faculty director

Jean-Michel Peny

▪ **Experience:**

- 1 year as pharmacist at Begin hospital blood bank¹
- 7 years as General Manager for pharma companies:
 - 3 years in Sri Lanka (Servier)
 - 3 years in India (Servier)
 - 1 year in France (Novartis Generics)
- 26 years as Consultant specialized in Strategy and Management in the pharmaceutical sector (Bain & Co, Arthur D. Little, AT Kearney, ISO Health Care Consulting, Smart Pharma Consulting)
- 27 years of teaching activity²:
 - Lecturer: ESCP Europe B-School, ESSEC B-School, Paris Pharmaceutical and Medical Universities
 - Former affiliate Professor of Strategy & Marketing at HEC B-School
 - 1992-2001: Master “Pharma & Biotech Management” – ESCP Europe B-School

– 16 years of training activity³:

- Intra-company programs since 2002
- Inter-company programs since 2006

▪ **Education:**

- Pharm. D. – Nantes University
- MBA – HEC Business School
- Executive programs:
 - Strategic Marketing – Harvard Business School
 - Corporate Strategy – Sloan School of Management
 - Management of small corporations – Stanford B-School
- Master 2, International Trade – IAE Lyon 3 University
- Master 2, Pharmaceutical marketing – Paris 5 University

▪ **Publications:**

- 6 books
- 42 articles
- ~150 position papers

Our training programs are developed and carried out by the “Smart Pharma Institute of Management” which is our professional training center, registered since 2002

Key topics covered

- We disseminate insights through our training programs which cover eight key topics:



We propose a 5-day seminar for high potential and seasoned marketers who want to reinforce their strategic and operational marketing skills

Seminar¹ : *Pharma Strategy & Marketing*

2019 sessions in French in Paris
 February 4 to 8 – October 14 to 18

Day 1: Strategic thinking applied to companies

- Worldwide Pharma and Biotech sectors
- Evolution of the Pharma business model by 2020
- Strategic management of Pharma companies

Day 2: Marketing strategic thinking

- Optimization of brand value: Brand Preference Mix, etc.
- Dynamic prescribers segmentation: Behavioral Prescribers Segmentation (BPS) approach
- Sales forecasting and performance objectives setting
- Brand Planning: Advanced SWOT, Strategy Card, etc.

Day 3: Marketing tactical thinking

- Digital marketing and multi-channel approach
- Promotional resource allocation
- Definition of Key Execution Indicators (KEIs) and Key Performance Indicators (KPIs)
- Integration of new marketing tools: Integrated Promotional Strategy (IPS) approach

Day 4: Specialized market segment analysis

- Marketing of generics and biosimilar products
- Marketing of OTC products and Rx-to-OTC switches
- Management of mature products
- Marketing of niche and hospital products

Day 5: Development of managerial skills

- Sales force effectiveness
- Team leadership
- Corporate behavior
- Communication principles

Target Audience

- **Marketing executive** (e.g. marketing managers, group product managers, product managers)
- **Market research executives**
- **Strategic planners**
- **Medical executives** (e.g. MSLs, medical managers)
- **Sales forces executives** (e.g. sales force managers, area managers)

We have specifically designed Masterclasses to offer in-depth trainings to former participants of the Pharma Strategy & Marketing program

Masterclass¹: Principles

Concept

- Masterclasses are advanced trainings that have been specifically designed for the former participants of the **Pharma Strategy & Marketing** program
- Masterclasses offer participants the opportunity to **focus on a specific subject** and **apply innovative concepts, useful methods** and **practical tools** to **real-life situations, to learn by doing**
- Masterclasses are **moderated by Jean-Michel Peny**, who has been, for 27 years:
 - **Teaching students** from the best French Business Schools and Universities of Pharmacy and Medicine
 - **Training executives** from the pharma industry
- Each Masterclass is limited to a maximum of **10 participants** and lasts from **two to four days**

Organization

- **Pre-Masterclass session**
 - Participants will receive a specific documentation including concepts, methods and tools that will be used during the training session
- **Masterclass session (2 days)²**
 - Part 1: Review of the concepts, methods and tools that will be used
 - Part 2: Lecture by and discussion with a “guest speaker” expert in the topic covered
 - Part 3: Implementation of the concepts, methods and tools through real-life case studies
 - Part 4: Co-development with participants of key learnings
- **Post-Masterclass**
 - Structuration of the key learnings of the Masterclass session to be sent to participants

The “Strategic Marketing Excellence” masterclass focuses on high-performance positioning and segmentation case studies calling on creativity and rigor

Masterclass¹: Strategic Marketing Excellence

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of conventional and innovative strategic marketing concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “How to create a sustainably attractive brand? – Lessons from non-pharma industries“
11:45	<i>Break</i>
12:00	Case study #1: Development and implementation of a Brand Preference strategy for: - A secondary care brand (working group A) - A primary care brand (working group B) ²
13:00	<i>Lunch</i>
14:00	Case study #1: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2 nd day
9:10	Case study #2: Development and implementation of an optimized customer segmentation applied to: - Individual prescribers (working group C) - Individual hospital departments (working group D) ³
11:10	<i>Break</i>
11:30	Presentation of the working groups C & D outputs, discussion and agreement on key learnings
13:00	<i>Lunch</i>
14:00	Case study #3: Development and implementation of an Individual Prescriber Plan for: - Individual prescribers (working group E) - Individual hospital departments (working group F) ³
15:30	<i>Break</i>
15:45	Presentation of the working groups E & F outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

The “Tactical Marketing Excellence” masterclass proposes attendees to work on case studies dedicated to best practices re. the execution of marketing initiatives

Masterclass¹: **Tactical Marketing Excellence**

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of conventional and innovative tactical marketing concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “What is the real value of digital marketing initiatives? – Lessons from best-in-class pharma companies“
11:45	<i>Break</i>
12:00	Case study #1: Development and implementation of conventional and digital multichannel initiatives to: - Individual prescribers (working group A) - Individual hospital departments (working group B) ²
13:00	<i>Lunch</i>
14:00	Case study #1: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2 nd day
9:10	Case study #2: Marketing sensitivity to investment and resource allocation optimization at: - Individual prescribers (working group C) - Individual hospital departments (working group D) ²
11:10	<i>Break</i>
11:30	Presentation of the working groups C & D outputs, discussion and agreement on key learnings
13:00	<i>Lunch</i>
14:00	Case study #3: Development and implementation of action plans and monitoring tools (KEIs³ & KPIs⁴) for: - Individual prescribers (working group E) - Individual hospital departments (working group F) ²
15:30	<i>Break</i>
15:45	Presentation of the working groups E & F outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

The “Market Analysis & Forecasting” masterclass has been designed for participants looking for robust and simple tools, and wishing to strengthen their analytical skills

Masterclass¹: Market Analysis & Forecasting

Day 1: Market Analysis

9:00	Introduction to the masterclass
9:10	Review and discussion of analytical concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “Review of the most advanced market analyses – Lessons from non-pharma markets“
11:45	<i>Break</i>
12:00	Case study #1: Market & brand dynamics evaluation: - Stakeholders behaviors analysis ² - Key market drivers & barriers analysis - Sensitivity of brands to operational ³ investments - From data analysis to decision making
13:00	<i>Lunch</i>
14:00	Case study #1: cont.
16:00	<i>Break</i>
16:15	Presentation of the case study outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2: Forecasting

8:30	Introduction to the 2 nd day
8:40	Review and discussion of sales forecasting concepts, methods and tools sent to participants as a pre-read
10:00	<i>Break</i>
10:15	Case study #2 part 1: Baseline & scenario building: - Historical trends evaluation - Determination of future events and of their impact
12:30	Lecture by and discussion with an expert: “What is the business value of sales forecasting?“
13:00	<i>Lunch</i>
14:00	Case study #2 part 2: Sales forecast modeling: - Patient-based forecasting - Lifecycle based forecasting (new, growing, mature)
16:00	<i>Break</i>
15:45	Presentation of the case study (parts 1 & 2) outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

This masterclass helps med reps better understand how they must build and then use action plans to improve the efficiency and efficacy of their daily activities

Masterclass¹: Action Plans for Med Reps

Day 1

9:00	Introduction to the masterclass
9:10	Review and discussion of activity planning objective, concepts, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “How to build useful action plans benefiting primarily to the med reps?”
11:45	<i>Break</i>
12:00	Case study #1: Analysis of the situation at territory level – External & Internal analysis: - Primary care brand (group A) - Secondary care brand (group B)
13:00	<i>Lunch</i>
14:00	Case study #1: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2

9:00	Introduction to the 2 nd day
9:10	Case study #2: Objective setting and strategy crafting: - Primary care brand (group A) - Secondary care brand (group B)
11:10	<i>Break</i>
11:30	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
13:00	<i>Lunch</i>
14:00	Case study #3: Development of specific actions to support the territory strategy previously set and selection of activity and performance indicators: - Primary care brand (group A) - Secondary care brand (group B)
15:30	<i>Break</i>
15:45	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
16:45	Co-development with participants of key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

¹ Program proposed both in English and in French

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program¹

Masterclass²: ELITE Program for Med Reps (1/2)

Day 1 – Pillar #1: Prescriber Insight

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “Customer Insight – Lessons from FMCG ³ companies“
11:45	<i>Break</i>
12:00	Case study: Application of the “Seeker Portrait” Model developed by Smart Pharma Consulting to: - Individual prescribers (group A) - Individual hospital departments (group B)
13:00	<i>Lunch</i>
14:00	Case study: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 1

Day 2 – Pillar #2: Brand Preference Tactic

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “How do non-pharma companies proceed to strengthen customer preference to their brands?“
11:45	<i>Break</i>
12:00	Case study: Application of the “Brand Preference Mix” approach by med reps at: - Individual prescriber level (group A) - Individual hospital department level (group B)
13:00	<i>Lunch</i>
14:00	Case study: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 2

Sources: Smart Pharma Consulting

¹ See on our website www.smart-pharma.com the position paper “Best-in-Class Medical Reps... apply the ELITE Program”–

² Program proposed both in English and in French – ³ Fast Moving Consumer Goods

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program¹

Masterclass²: ELITE Program for Med Reps (2/2)

Day 3 – Pillar #3: High Impact Interactions

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “How to create unique touchpoints with customers? – Lessons from FMCG³ companies“
11:45	<i>Break</i>
12:00	Case study: Application of the “H2I” ⁴ Program developed by Smart Pharma Consulting to: - Individual prescribers (group A) - Individual hospital departments (group B)
13:00	<i>Lunch</i>
14:00	Case study: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of day 3

Day 4 – Pillar #4: Job Passion

9:00	Introduction to the session
9:10	Review and discussion of the concept, methods and tools sent to participants as a pre-read
10:30	Lecture by and discussion with an expert: “How to boost your passion for your work? – A practical approach“
11:45	<i>Break</i>
12:00	Case study: Identification of the drivers likely to stimulate the passion of med reps for their job: - Job-related drivers (group A) - Company-related drivers (group B)
13:00	<i>Lunch</i>
14:00	Case study: cont.
16:00	<i>Break</i>
16:15	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
17:45	End of the masterclass

Sources: Smart Pharma Consulting

¹ See on our website www.smart-pharma.com the position paper “Best-in-Class Medical Reps... apply the ELITE Program”–

² Program proposed both in English and in French – ³ Fast Moving Consumer Goods – ⁴ High Impact Interactions

This masterclass provides a method and tools to help MSLs increase their efficacy and efficiency, especially when interacting with KOLs

Masterclass¹: **Best-in-Class MSLs**

Day 1

9:00	Introduction
9:15	Reminder of MSLs' role & responsibilities taking into account the national regulatory framework
10:00	Presentation: MSLs' issues & challenges
10:30	Presentation: Recruitment and Management of KOLs
11:15	<i>Break</i>
11:30	Workshop #1: " KOLs mapping "
12:30	<i>Lunch</i>
13:30	Workshop #2: " KOLs' relationship management "
14:30	Workshop #3: " Creation of high impact interactions with KOLs "
15:30	<i>Break</i>
15:45	Workshop #4: " Contribution of the MSL to the enhancement of pharma company's reputation "
16:45	Plenary discussion: " How to improve collaboration with medical reps and KAMs? "
17:30	Conclusion
18:00	End of day 1

Day 2

9:00	Introduction
9:15	Presentation: MSLs' strategic & operational plans (best practices – models)
10:00	Presentation: Changes in the healthcare system and in the pharma market by 2020
10:45	Workshop #5: "Analysis of the regional environment " (ARS, competition, KOLs, hospital services, healthcare networks, etc.)
11:30	<i>Break</i>
11:45	Workshop #6: "Analysis of the regional activities of MSLs " (partnerships, projects, quality of interactions with KOLs, etc.)
12:15	Presentation & practical exercises " SWOT analysis in the scope of MSLs "
13:00	<i>Lunch</i>
14:00	Workshop #7: " Objectives setting, definition of a strategy and of operational activities monitoring "
16:00	<i>Break</i>
16:15	Conclusion
17:00	End of the masterclass

The ambition of this masterclass is to provide participants with a unique experience during which they will boost their BD&L¹ knowledge and thinking process

Masterclass²: BD&L best practices

Day 1

- 9:00 Introduction (objectives, organization of the day, specific requests from participants)
- 9:15 Lecture / discussion #1: **BD&L objective and basic principles**
- 10:00 Exercise #1 in plenary session: **Would BD&L deals make sense at your affiliate / region level? And why?**
- 10:40 Break
- 11:00 Exercise #2 in working groups: **Draw the list of relevant information to be collected to evaluate BD&L opportunities, the corresponding sources and their level of reliability**
- 11:50 Debrief of the exercise #2 and key takeaways
- 13:00 Lunch
- 14:00 Lecture & discussion #2: **Market, product and company data analyses: best practices**
- 15:00 Case study #1: **Opportunity assessment**
 - Group A: Rx-driven product
 - Group B: OTC product
 - Group C: Medical device
- 16:15 Break
- 16:30 Debrief of the case study #1 and key takeaways
- 17:30 Conclusions of the day
- 17:45 End of day 1

Day 2

- 9:00 Lecture & discussion #3: **Method and Tools to select most attractive opportunities (charts, ID cards, valuation techniques)**
- 9:40 Case study #2: **Best candidate(s) selection**
 - Groups A – B & C
- 11:00 Break
- 11:15 Debrief of the case study #2 and key takeaways
- 12:15 Lecture & discussion #4: **Definition of the best deal structure (e.g. in-licensing, JV, acquisition)**
- 12:35 Case study #3 in plenary session: **Which deal structure to favor according to the situation?**
- 13:00 Lunch
- 14:00 Lecture & discussion #5: **How to approach and negotiate a BD&L opportunity?**
- 14:45 Case study #4: **Approach & Negotiation**
 - Groups A – B & C
- 15:45 Break
- 16:00 Debrief of the case study #4 and key takeaways
- 16:45 Lecture & discussion #6: **Alliance management best practices**
- 17:15 Conclusions of the session
- 17:45 End of the masterclass

This masterclass provides Good Managers with tips to become Smart Managers and thus boost their performance and the performance of their collaborators

Masterclass¹: Smart vs. Good Managers

Day 1

9:00	Introduction to the masterclass
9:10	Review of and discussion about the seven tips to be mastered to become a Smart Manager (pre-read sent to participants)
10:30	Lecture by and discussion with an expert: "Managers vs. Leaders"
11:45	<i>Break</i>
12:00	Workshop #1: Purpose – Mission – Values – Vision
13:00	<i>Lunch</i>
14:00	Workshop #2: Strategy crafting
15:00	Workshop #3: Management by mutual benefits
16:30	<i>Break</i>
16:45	Workshop #4: Use of the Smart Index
18:15	End of day 1

Day 2

9:00	Introduction to the 2 nd day
9:10	Workshop #4: Use of the Smart Index (cont.)
10:45	<i>Break</i>
11:00	Workshop #5: Dynamic management of collaborators
13:00	<i>Lunch</i>
14:00	Workshop #6: Stimulation of job passion
15:30	<i>Break</i>
15:45	Workshop #7: Management model selection
17:15	Conclusion of the masterclass
18:00	End of the masterclass

Sources: Smart Pharma Consulting

¹ Program proposed both in English or in French

This program helps participants to significantly improve their time management through the application of simple and effective good practices

Masterclass¹: Time Management

Day 1

9:00	Introduction to the masterclass
9:10	Review of and discussion about the 8 tips to better manage time at work (pre-read sent to participants)
10:30	“Why is your time at work so precious?”
11:45	<i>Break</i>
12:00	Workshop #1: How well do you manage your time? – Express Self-diagnosis
13:00	<i>Lunch</i>
14:00	Workshop #2: Situation analysis: Time wasters identification
15:30	<i>Break</i>
16:00	Workshop #3: Management of time wasters
17:30	End of day 1

Day 2

9:00	Introduction to the 2 nd day
9:10	Workshop #3: Management of time wasters (cont.)
10:45	<i>Break</i>
11:00	Workshop #4: Planning and implementation
12:00	Workshop #5: Tracking & sharing outcomes
13:00	<i>Lunch</i>
14:00	Case study #1: “Manager Time”
15:30	<i>Break</i>
15:45	Case study #2: “Pharma Time”
17:15	Conclusion of the masterclass
17:30	End of the masterclass

Sources: Smart Pharma Consulting

¹ Program proposed both in English or in French

This one-day program has been designed to help participants manage effectively and efficiently projects, more or less complex

Masterclass¹: Project management

Content & Organization

- The program will include basic principles, key tools, practical exercises and case studies relative to the pharmaceutical industry
- The program content will be customized according to the specific needs of the clients
- The program duration will be of one day, one day and a half or two days, according to the clients needs and desire

Target Audience

- Any collaborators from pharmaceutical companies having the responsibility to manage projects that are more or less complex
- Participant can be part of the medical, marketing, commercial, market research, strategic,... departments

Example of a One-Day Program

9:00	Introduction to the program
9:10	Review of the basic principles and key tools to properly manage projects
10:40	<i>Break</i>
11:00	Exercises: <i>Familiarization with the key tools</i>
12:30	<i>Lunch</i>
13:30	Case study #1: <i>Application to a simple project</i>
15:00	<i>Break</i>
15:20	Case study #2: <i>Application to a moderately complex project</i>
16:50	Conclusion and key takeaways
17:30	End of the program

This one-day program will help participants define relevant KPIs (key performance indicators) and KEIs (key execution indicators) for a better efficacy and efficiency

Masterclass¹: KPIs & KEIs

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies relative to the pharmaceutical industry
- The program content will be customized according to the specific needs of the clients
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participant can be part of the medical, marketing, commercial, market research, strategic,... departments

Example of a One-Day Program

- 9:00 Introduction to the program
- 9:10 Review definitions and basic principles related to KPIs and KEIs, in general and in the context of the pharma business
- 10:40 *Break*
- 11:00 Exercises: Indicators selection – Data collection – Data analysis – Dashboard design – Action taking
- 12:30 *Lunch*
- 13:30 Case study #1: Practical implementation
- 15:00 *Break*
- 15:20 Case study #2: Practical implementation
- 16:50 Conclusion and key takeaways
- 17:30 End of the program

This program will help participants get familiar with the basic principles and methods to tell stories to connect with and influence audiences

Masterclass¹: Storytelling in business

Content & Organization

- The program will include basic definitions, recommendations, key tools, practical exercises and case studies related to the pharmaceutical industry
- The program content will be customized according to the specific needs of the client
- The program duration will be of one day, one day and a half or two days, according to the client needs and desire

Target Audience

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,... departments

Example of a One-Day Program

- 9:00 Introduction to the program
- 9:10 Review definitions and basic principles related to storytelling, in general and in the context of the pharma business
- 10:40 *Break*
- 11:00 Exercises: Know your audience – Define the right message – Be authentic – Keep it simple & visual – Involve the audience
- 12:30 *Lunch*
- 13:30 Case study #1: Practical implementation
- 15:00 *Break*
- 15:20 Case study #2: Practical implementation
- 16:50 Conclusion and key takeaways
- 17:30 End of the program

The 14 intra-company programs are mainly targeted at strategy, medico-marketing and sales teams wishing to significantly enhance their competence

14 intra-company programs¹ (1/2)

Topics	Content	Duration	Participants
1) Pharma Strategy and BD&L	<ul style="list-style-type: none"> ▪ Presentation and explanation of the basic concepts and tools applied to the pharma sector ▪ Exercises and case studies 	2 days	<ul style="list-style-type: none"> ▪ BD&L managers ▪ Marketing & BU managers ▪ Business intelligence managers
2) Pharma Marketing strategy and tactics	<ul style="list-style-type: none"> ▪ Presentation and explanation of the basic concepts and tools applied to the pharma sector ▪ Exercises and case studies 	2 days	<ul style="list-style-type: none"> ▪ Marketing team ▪ Market research team ▪ 1st & 2nd line managers
3) Market analysis & sales forecasting: Method & Tools	<ul style="list-style-type: none"> ▪ Presentation and evaluation of common methods and tools ▪ Exercises and case studies 	1.5 day	<ul style="list-style-type: none"> ▪ Market research team ▪ Marketing team
4) Brand Plans & Business Reviews	<ul style="list-style-type: none"> ▪ Improvement of the robustness of the analyzes and of the relevance of the decisions made with methods such as the 4 Ws 	1.5 day	<ul style="list-style-type: none"> ▪ Marketing team ▪ Market research team ▪ BU managers
5) Individualized & Behavioral physicians segmentation	<ul style="list-style-type: none"> ▪ Why and how to shift from a mass to an individualized segmentation? 	1 day	<ul style="list-style-type: none"> ▪ Marketing team ▪ 1st & 2nd line managers ▪ Market research team
6) Brand Preference enhancement	<ul style="list-style-type: none"> ▪ Reinforcement of customers' brand preference by activating the "<i>Brand Preference Mix</i>" 	1 day	<ul style="list-style-type: none"> ▪ Marketing team ▪ Market research team ▪ 1st & 2nd line managers
7) Digital Marketing & multichannel approach	<ul style="list-style-type: none"> ▪ How to make the best use of digital solutions and of multichannel possibilities? 	1 day	<ul style="list-style-type: none"> ▪ Marketing team ▪ 1st & 2nd line managers

The 14 intra-company programs are mainly targeted at strategy, medico-marketing and sales teams wishing to significantly enhance their competence

14 intra-company programs¹ (2/2)

Topics	Content	Duration	Participants
8) KOL Management	<ul style="list-style-type: none"> ▪ KOL management plan design ▪ Guidelines to ensure the excellence of execution with specific tools (key execution indicators) 	1 day	<ul style="list-style-type: none"> ▪ MSL managers ▪ MSLs
9) Project Management	<ul style="list-style-type: none"> ▪ How to manage effectively and efficiently projects more or less complex by applying basic principles and using simple tools? 	1 day	<ul style="list-style-type: none"> ▪ Medical team ▪ Marketing team ▪ Sales & Commercial teams
10) Area & Territory Action Plans	<ul style="list-style-type: none"> ▪ Implementation of the 4 Ws method to define key actions to be carried out based on fact analysis 	1.5 day	<ul style="list-style-type: none"> ▪ 1st & 2nd line managers ▪ Medical representatives
11) Medico-marketing & sales activities monitoring	<ul style="list-style-type: none"> ▪ Application of the most relevant metrics to monitor the quality of execution with key execution indicators (KEIs) and to measure their impact with key performance indicators (KPIs) 	1 day	<ul style="list-style-type: none"> ▪ Medical team ▪ Marketing team ▪ Sales & Commercial teams
12) Portfolio management & resources allocation	<ul style="list-style-type: none"> ▪ Presentation of a rigorous method with tools ▪ Exercises and case studies 	1 day	<ul style="list-style-type: none"> ▪ Market research team ▪ Marketing team ▪ BU manager
13) Understanding National and Regional healthcare system	<ul style="list-style-type: none"> ▪ Presentation and explanation of the healthcare system and its implications on the pharma sector 	1 day	<ul style="list-style-type: none"> ▪ Medical team ▪ Marketing team ▪ Sales & Commercial teams
14) Strategic Market Access at National & Local levels	<ul style="list-style-type: none"> ▪ Presentation and explanation of methods and tools such as the “Market Access Brand Plan” 	1 day	<ul style="list-style-type: none"> ▪ National Market Access team ▪ Regional Market Access team

Smart Pharma *Institute of Management*

- The Smart Pharma Institute of Management has a unique position as a training organization due to its connection with Smart Pharma Consulting
- Thus, the training programs proposed by the Smart Pharma Institute of Management benefit from:
 - An in-depth market knowledge
 - A state-to-the-art command of concepts and methods
 - Innovative solutions and practical tools

Smart Pharma is a certified Training Organization since 2002

Pharma Training Programs Catalogue 2019

- This document describes what makes the Smart Pharma Institute of Management so unique as a training organization
- 27 training programs are proposed:
 - One inter-company seminar
 - 12 inter- & intra-company masterclasses
 - 14 intra-company programs

Smart Pharma Consulting



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
 - Our teaching and training activities
 - The publication of articles, booklets, books and expert reports
 - As of today, more than 100 publications in free access can be downloaded from our website
 - Since 2016, we have published more than 1,150 pages of documents covering Pharma market insights, strategic and marketing expert reports, as well as management concepts, methods and tools
 - Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
 - This booklet presents our inter- and intra-company training programs
 - We also organize training seminars or carry out projects to help your collaborators improve their operational excellence
- Best regards
Jean-Michel Peny