

# Pharma Training Programs...

————— 2024 CATALOGUE —————

... for High Potential **Performers**

Smart Pharma **Institute of Management**

**Service Offering**

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## 1. Introduction

The Smart Pharma Institute of Management offers a large array of training programs for high potential executives from pharma and biotech sectors

### Training Program Offering

- Our training programs are developed and carried out by the “Smart Pharma *Institute of Management*” which is our professional training center
- Smart Pharma *Institute of Management* is a division of Smart Pharma Consulting that offers training programs to high potential executives from pharma and biotech sectors
- Those high-level training programs have been designed for professionals who are willing to reinforce their skills in Strategy, Operational Marketing and Management in both national and international contexts

*“The Smart Manager knows where, why and how to go”*

## 1. Introduction

**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**

### Our Unique Value Proposition

Three core businesses



- Our market research expertise allows us to take a critical look at third party studies
- As we carry out our own studies, we ensure a direct quality control on the data we collect, which is key to develop fact-based analyses and recommendations

- Our teaching method, based on educative challenge<sup>1</sup>, is acclaimed by executives<sup>2</sup> and students<sup>3</sup> since 1992
- Thanks to our consulting activities, we are aware of specific pharma executive training needs (i.e., business knowledge and analytics, solution development)

**Our recommendations are supported by:**

- Our strong academic background
- Our experience in pharma companies and several of the best worldwide consulting firms
- The reliability of the data that we collect
- The robustness of our analyses to draw up solutions
- Our innovative viewpoints, methods, etc. (several of them having been published in peer-reviewed journals)
- Our ability to explain and convince with clear, precise and concise messages

**Smart Pharma is a certified Training Organization since 2002**

Sources: Smart Pharma Consulting

<sup>1</sup> Challenge of participants (e.g., analytical rigor, relevance of recommendations, quality of the oral presentations, etc.) – <sup>2</sup> ~1,150 executives trained since 2002 – <sup>3</sup> More than 2,100 students trained since 1992

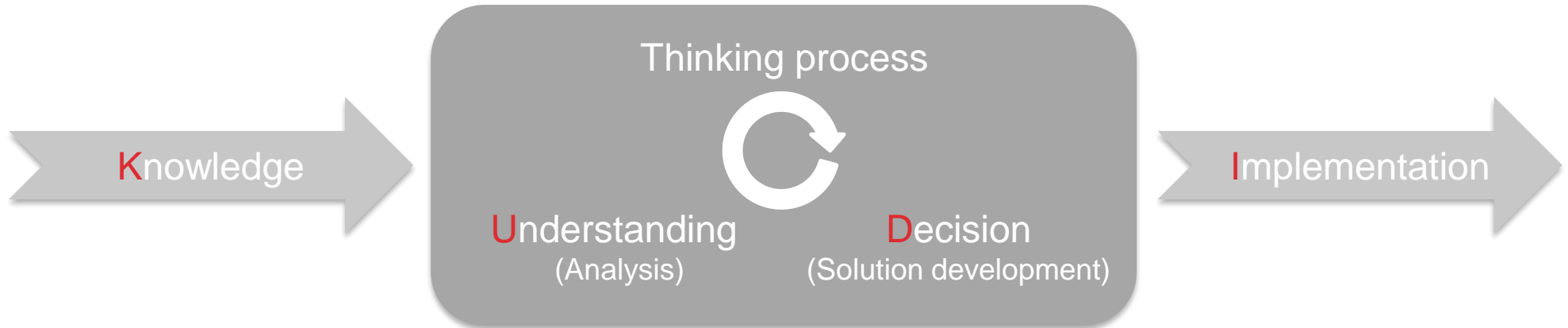
## 1. Introduction

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*

## 1. Introduction

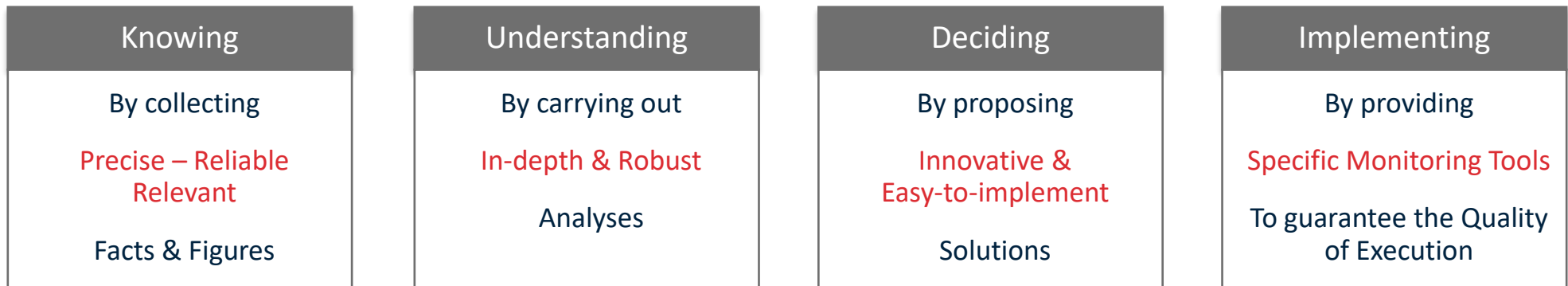
The “Smartness Formula” has shown to be effective to diagnose development needs of participants and to structure development programs

### “Smartness Formula” (2/2)

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

**S**martness = **K**nowing x **U**nderstanding x **D**eciding x **I**mplementing

#### Smartness components



## 1. Introduction

Smart Pharma Consulting has published the “Pharma Marketing Tool Box” which is a book specifically designed for Pharma Marketers

Publications: Marketing book<sup>1</sup>

**Jean-Michel Peny**

### Pharma Marketing Tool Box



2<sup>nd</sup> 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)*

*Editor: Smart Pharma Consulting – 246 pages*

### 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

## 1. Introduction

### Selected publications: Market Environment



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Pharma Market  
Insight Studies**

MARKET INSIGHTS

Smart Pharma Expertise  
- Methods & Tools -

POSITION PAPER



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Global Pharma Market  
& Covid-19 Impact**

MARKET INSIGHTS SERIES (#14)

**2019-2024 Perspectives**

*"Wrong decisions are often due  
to weak market insights"*

Position Paper July 2020

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**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Drug Value & Access  
Optimization**

BUSINESS REPORT

From drug cost  
to payer valuation

EXCERPTS



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Top 20  
Pharma Companies**

MARKET INSIGHTS

Performance & Strategies

POSITION PAPER



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**The French Pharma  
Market 2020 – 2025**

BUSINESS REPORT

Strategic Implications  
for Pharma Companies

March 2021



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**French  
Biosimilars Market**

MARKET INSIGHTS

Key Success Factors

POSITION PAPER



## 1. Introduction

### Selected publications: Strategy



## 1. Introduction

### Selected publications: Management



*Serving & Sharing with Passion*

**Be a Smart Manager  
Not just a good one!**

— BEST-IN-CLASS SERIES —

The seven tips you can't ignore

POSITION PAPER



*Serving & Sharing with Passion*

**Excellence  
in Execution**

— BEST-IN-CLASS SERIES —

Application to  
pharma companies

POSITION PAPER



*Serving & Sharing with Passion*

**KPIs & KEIs  
For Success**

— BEST-IN-CLASS SERIES —

The survival kit

POSITION PAPER



*Serving & Sharing with Passion*

**Time Management  
Programs**

— BEST-IN-CLASS SERIES —

8 practical recommendations  
to save 3 hours per day

POSITION PAPER



*Serving & Sharing with Passion*

**Project  
Management**

— BEST-IN-CLASS SERIES —

The survival kit

POSITION PAPER



*Serving & Sharing with Passion*

**Storytelling  
in Business**

— BEST-IN-CLASS SERIES —

Survival kit

POSITION PAPER

## 1. Introduction

### Selected publications: Medical & Marketing



*Serving & Sharing with Passion*

### Best-in-class Medical Science Liaisons

— BEST-IN-CLASS SERIES —

How to boost MSL's competence & performance

POSITION PAPER



*Serving & Sharing with Passion*

### Strategic KOL Engagement Planning...

— BEST-IN-CLASS SERIES —

... for better efficacy & efficiency

POSITION PAPER



*Serving & Sharing with Passion*

### Strengthening Brand Preference

— BEST-IN-CLASS SERIES —

The Brand Preference Mix approach

POSITION PAPER



*Serving & Sharing with Passion*

### Outstanding Physician Experience...

— EXTENDED VERSION —

... to boost Brand Preference

The Smart Manager Series (#6)  
Position Paper | OCTOBER 2019

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*Serving & Sharing with Passion*

### Omnichannel Strategy in Pharma Marketing

— BEST-IN-CLASS SERIES —

Best practices

POSITION PAPER



*Serving & Sharing with Passion*

### High-Performance Pharma Brand Plans

— BEST-IN-CLASS SERIES —

The 5 Pitfalls to avoid

POSITION PAPER

## 1. Introduction

### Selected publications: Sales force Effectiveness



**Smart Pharma**  
CONSULTING

**Med Reps Survival  
Post-Covid-19**

MARKET INSIGHTS SERIES (#15)

**Vision & Recommendations**

*"Give people what they need  
and not what you want"*

Position Paper August 2020

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**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Boosting Med Reps  
Effectiveness**

BEST-IN-CLASS SERIES

Implementation of  
the ELITE Program

POSITION PAPER



**Smart Pharma**  
CONSULTING

**Service-led  
Medical Calls ...**

INSIGHTS

... to secure **Access** to Physicians  
& boost **Brand Preference**

The Smart Manager Series (#7)

Position Paper DECEMBER 2019

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**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Best-in-class  
Hospital KAM**

BEST-IN-CLASS SERIES

Implementation of the  
KAM EXPERT program

POSITION PAPER



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Hospital & Institution  
Relationships in Regions**

BEST-IN-CLASS SERIES

Recommendations  
for pharma companies

POSITION PAPER



**Smart Pharma**  
CONSULTING  
*Serving & Sharing with Passion*

**Best-in-class  
Field Force Organization**

BEST-IN-CLASS SERIES

The Smart Field Force  
Framework

POSITION PAPER

Sources: Smart Pharma Consulting

<sup>1</sup> See our website: [www.smart-pharma.com](http://www.smart-pharma.com) for a free access to all these publications

## 1. Introduction

**Smart Pharma Consulting has published 41 articles in national and international specialized magazines, addressing key pharmaceutical market issues**

### Publications: Articles<sup>1</sup>

#### 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 can customer-centricity increase brand preference? (2009)

#### Environment

- Drug reimbursement harmonization in Europe (1994)
- Working with the authorities (2002)
- The Evolution of the global pharma industry (2012)
- Disease management opportunities in France (1997)
- Survival strategies in contract sales organizations (2002)
- Changes at the French pharmacy (2004)

#### 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)
- 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 pharmas sell their 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)<sup>5</sup>
- Le médicament en libre accès: La grande illusion (2007)

## 1. Introduction

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

### Jean-Michel Peny

#### ▪ Experience:

- 1 year as pharmacist at Begin hospital blood bank
- 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)
- 31 years as Consultant specialized in Strategy and Management in the pharmaceutical sector (Bain & Co, Arthur D. Little, Kearney, ISO Health Care Consulting, Smart Pharma Consulting)
- 32 years of teaching activity:
  - Lecturer: ESCP 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 B-School

#### – 22 years of training activity:

- 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:

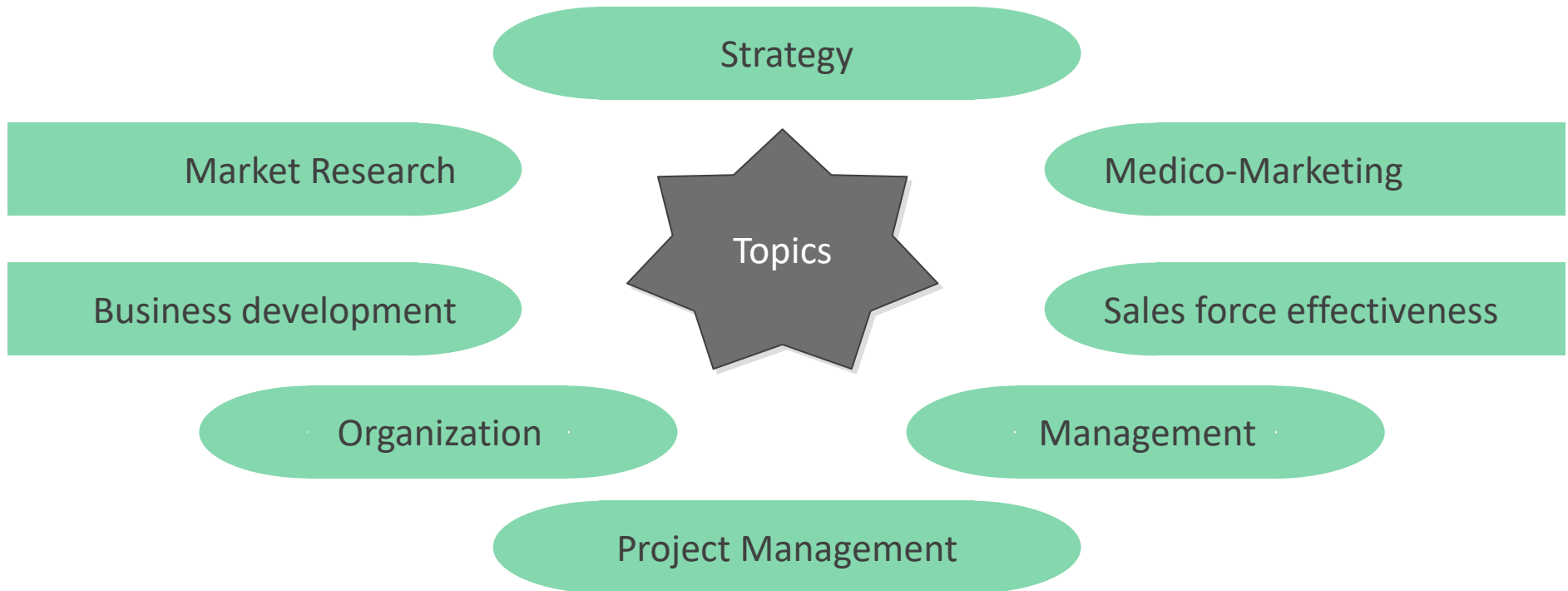
- 6 books
- 41 articles
- ~150 position papers

## 2. Training Programs

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:



## 2. Training Programs – Inter-companies

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

### Seminar<sup>1</sup>: Pharma Strategy & Marketing

2024 sessions in French in Paris  
February 19 to 23 & October 21 to 25

#### Day 1: Strategic thinking applied to companies

- Worldwide biopharma market trends
- French pharma outlooks (2021 – 2025)
- Analysis of Big Pharma strategies
- Future of Digital Therapeutics

#### Day 2: Marketing strategic thinking

- Brand value optimization: Brand Preference Mix (BPM) approach
- Dynamic prescribers’ segmentation: Behavioral Prescribers Segmentation (BPS) approach
- What strategy for what ambition?
- Brand plans: the 5 pitfalls to avoid

#### Day 3: Marketing tactical thinking

- Definition of customer journeys
- What patient services for what benefit?
- Digital marketing and omni-channel approach
- Medical-marketing-sales investments optimization
- Activities monitoring (KPIs<sup>2</sup> and KEIs<sup>3</sup>)

#### Day 4: Specialized market segment analysis

- Marketing of hospital and orphan drugs
- Marketing of generics and biosimilar products
- Management of mature products

#### Day 5: Development of managerial skills

- What future for medical calls?
- How to boost sales force efficiency?
- Medical-marketing-sales teams management
- Corporate behavior

#### 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)

Sources: Smart Pharma Consulting

<sup>1</sup> Program proposed both in English and in French. Since 2006, 165 experienced executives from 44 companies have attended this seminar – <sup>2</sup> Key Performance Indicators – <sup>3</sup> Key Execution Indicators



## 2. Training Programs – Inter-companies

We propose a 5-day seminar for sales managers of pharma companies wishing to become “High Performers”

### Seminar<sup>1</sup>: High Performance Sales Manager

2024 session in French in Paris

#### Day 1: Recent changes in the environment and implications

- The healthcare system: national, regional and local (hospitals and other institutions)
- Strategic, tactical and organizational implications for sales forces

#### Day 2: Sales force performance – Strategy

- Dynamic and individual customer segmentation
- Search for customer preference
- Creating high impact interactions with customers

#### Day 3: Sales force performance – Organization

- Adapt activities and strengthen skills required
- Define a flexible structure adapted to targeted customers
- Craft procedures to facilitate the cooperation between medical, marketing and sales departments
- Establish a culture of commitment and excellence

#### Day 4: Best-in-class Leaders & Managers

- Develop and share a vision and values
- Stimulate collaborators passion for their job
- Manage according to the “mutual benefits” principle
- Organize and monitor sales forces activities

#### Day 5: Specific development of collaborators

- Use methods and tools to improve customers insights
- Analyze performance and set priorities
- Support the crafting of pragmatic action plans
- Improve cross-functional collaboration

#### Target Audience

- Marketing & Sales Managers
- Sales force Managers
- Commercial Managers
- Area Managers

## 2. Training Programs – Intra-companies

We have specifically designed Masterclasses to offer in-depth trainings to pharma company executives on a specific topic

### Masterclass<sup>1</sup>: Principles

#### Concept

- 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 28 years:
  - Teaching students of 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 12 participants and lasts from 1 to 4 days

#### Organization

- **Pre-Masterclass session**
  - Participants will receive a specific documentation including concepts, methods and tools
- **Masterclass session (1 to 4 days)<sup>2</sup>**
  - 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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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) <sup>2</sup>
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 <sup>nd</sup> 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) <sup>3</sup>
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) <sup>3</sup>
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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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) <sup>2</sup>
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 <sup>nd</sup> 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) <sup>2</sup>
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 (KEIs <sup>3</sup> & KPIs <sup>4</sup> ) for: - Individual prescribers (working group E) - Individual hospital departments (working group F) <sup>2</sup>
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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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 <sup>2</sup> - Key market drivers & barriers analysis - Sensitivity of brands to operational <sup>3</sup> 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 <sup>nd</sup> 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>
16:15	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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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	Break
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	Lunch
14:00	Case study #1: cont.
16:00	Break
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 <sup>nd</sup> day
9:10	Case study #2: Objective setting and strategy crafting: - Primary care brand (group A) - Secondary care brand (group B)
11:10	Break
11:30	Presentation of the working groups A & B outputs, discussion and agreement on key learnings
13:00	Lunch
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	Break
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

## 2. Training Programs – Intra-companies

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program<sup>1</sup>

### Masterclass<sup>2</sup>: 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 <sup>3</sup> 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

## 2. Training Programs – Intra-companies

We propose four-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program<sup>1</sup>

### Masterclass<sup>2</sup>: 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 FMCG <sup>3</sup> companies“
11:45	<i>Break</i>
12:00	Case study: Application of the “H2I” <sup>4</sup> 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



## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: Best-in-Class MSLs

#### Day 1

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

#### Day 2

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

## 2. Training Programs – Intra-companies

The ambition of this masterclass is to provide participants with a unique experience during which they will boost their BD&L<sup>1</sup> knowledge and thinking process

### Masterclass<sup>2</sup>: 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**  
Rx-driven product – OTC product and/or 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**
- 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**
- 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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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 <sup>nd</sup> 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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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	<b>“Why is your time at work so precious?”</b>
11:45	<i>Break</i>
12:00	Workshop #1: <b>How well do you manage your time? – Express Self-diagnosis</b>
13:00	<i>Lunch</i>
14:00	Workshop #2: <b>Situation analysis: Time wasters identification</b>
15:30	<i>Break</i>
16:00	Workshop #3: <b>Management of time wasters</b>
17:30	End of day 1

#### Day 2

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

## 2. Training Programs – Intra-companies

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

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

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: 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
- 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 KPIs and KEIs, in general and in the context of the pharma business
10:40	<i>Break</i>
11:00	Exercises: Indicators selection – Data collection – Data analysis – Dashboard design – Action taking
12:30	<i>Lunch</i>
13:30	Case study #1: Practical implementation
15:00	<i>Break</i>
15:20	Case study #2: Practical implementation
16:50	Conclusion and key takeaways
17:30	End of the program

## 2. Training Programs – Intra-companies

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

### Masterclass<sup>1</sup>: **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	<i>Break</i>
11:00	Exercises: <b>Know your audience – Define the right message – Be authentic – Keep it simple &amp; visual – Involve the audience</b>
12:30	<i>Lunch</i>
13:30	Case study #1: <b>Practical implementation</b>
15:00	<i>Break</i>
15:20	Case study #2: <b>Practical implementation</b>
16:50	Conclusion and key takeaways
17:30	End of the program

## 2. Training Programs – Intra-companies

The Physician Experience Program will provide participants with ready-to-implement solutions for in-field and back-office collaborators of pharma companies

### Masterclass<sup>1</sup>: Implementing a Physician Experience Program

#### 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	Definitions, concepts, methods, tools related to Experience
10:40	<i>Break</i>
11:00	Exercises: Defining a shared vision & ambition – Crafting a strategy – Mapping physician journeys and selecting the most relevant
12:30	<i>Lunch</i>
13:30	Case study #1: Rethinking medical calls experiences
15:00	<i>Break</i>
15:20	Case study #2: Rethinking medical meetings
16:50	Conclusion and key takeaways
17:30	End of the program



## 2. Training Programs – Intra-companies

This program specially designed for medical reps will help them find solutions to secure access to physicians and boost their preference for the brands they promote

### Masterclass<sup>1</sup>: From Promotional- to Service-led Medical Calls

#### 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

- Medical reps and their managers
- Area Managers
- Sales Force Managers

#### Example of a One-Day Program

9:00	Introduction to the program
9:10	Definitions, concepts, methods, tools related to Service-led Medical Calls
10:40	<i>Break</i>
11:00	Case study #1: Defining the medical calls likely to create a unique and memorable positive experience for physicians
12:30	<i>Lunch</i>
13:30	Case study #2: Preparing service-led medical calls
15:00	<i>Break</i>
15:20	Case study #3: Executing and following-up service-led medical calls
16:50	Conclusion and key takeaways
17:30	End of the program

Consulting firm dedicated to the pharmaceutical sector operating  
in the complementary domains of strategy, management and organization

## The 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 2024 Catalogue

- This document describes what makes the Smart Pharma Institute of Management so unique as a training organization
- 16 pre-set training programs are proposed:
  - 2 inter-company seminars
  - 14 intra-company masterclasses

## Smart Pharma Consulting Editions



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
  - Our teaching activities in advanced masters (ESSEC B-school, Paris Faculty of Pharmacy)
  - Training activities for pharma executives
  - The publication of articles, booklets, books and expert reports
- Our publications can be downloaded from our website:
  - 41 articles
  - 71 position papers covering the following topics:
    1. Market Insights
    2. Strategy
    3. Market Access
    4. Medical Affairs
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny