

**A 14-WEEK SELF-MANAGED, WRITTEN, DISTANCE LEARNING COURSE**

Starting 29 March 2010 • Ending 2 July 2010

*Save 50%*  
with the Falconbury  
Partnership Scheme  
see inside for details...

# THE PHARMA 'BUSINESS MASTERS'<sup>TM</sup>

**"GOOD OVERVIEW OF AND INSIGHT INTO THE CENTRALLY CRITICAL SUBJECTS OF PHARMA'S CORE COMPETENCY FIELDS"**

BIRGIT ANDEREGG, PH.D., MANAGER, BUSINESS DEVELOPMENT, MERZ PHARMACEUTICALS GMBH

*Focus on the essential theory, practice and techniques needed to be a high-performer in the field of pharmaceuticals*



## THIS COURSE WILL:

- **UPDATE** you on the strategic pressures facing organisations within the pharma industry
- **ADVANCE** your knowledge of strategic techniques in practice in the pharma industry
- **BOOST** your knowledge of key competitive marketing techniques and tools that are successfully used within the pharma industry
- **DEVELOP** your skills as a leader and manager within the business
- **IMPROVE** your strategic financial awareness and have a direct impact on the bottom line
- **BENCHMARK** your leadership approach against current best practice and leading thinking in the area
- **SAVE** one or even two years and the huge costs involved in enrolling for a more traditional executive management development programme

**A 14-week distance learning course designed for:**

Executives and managers in the pharma, biotech and life sciences industry.

Accredited by:



# THE PHARMA 'BUSINESS MASTERS'<sup>TM</sup>

Starting 29 March 2010

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## MODULE ONE

### Introduction to pharma

- Why a pharma 'Business Masters'<sup>TM</sup>?
- Emphasis on practice in the pharma industry
- What is distinctive about the pharmaceutical industry?
- Original brands and generics
- The international dimension in pharmaceuticals
- US v Europe
- Emerging markets
- The need for specific techniques for pharmaceuticals

## MODULE TWO

### Strategy is the key

- The value of generic strategic techniques
- Selected generic techniques and their usefulness to pharma:
  - SWOT
  - The product-life cycle concept
  - The Boston Matrix
  - PEST

## MODULE THREE

### Strategy in practice in the pharmaceutical sector

- The target product profile
- Key milestones in development process
- R & D portfolio strategy and management
- Mission statements and therapeutic goals
- Strategy for new markets

## MODULE FOUR

### Strategy for deals

- Strategic alliances
- The range of alliance types
  - Guidelines for successful pharmaceutical alliances
  - Practical points in partnering
- Joint ventures
- Strategic alliances versus alternatives
- Mergers and acquisitions

## MODULE FIVE

### Managing yourself and others

- First learn to master yourself
- Performance management
- Communicate and motivate
- Effective coaching
- Tackling poor performers
- Managing your team ... and also your time
- Ensure that all meetings are positive
- How to be assertive, not aggressive

## MODULE SIX

### Learn to be a leader

- What do we mean by management?
- A survey of leadership styles?
  - Sun Tzu
  - Sensitive leadership
  - Exemplary leadership
  - Inspirational leadership
- The leader as mentor
- Decision-making in leadership
- Management and leadership... essentially a team effort

## MODULE SEVEN

### Leadership and change in the pharmaceutical industry

- Acquiring, managing and retaining talent in a competitive world
- Employee engagement
- Leading through uncertainty
- The importance of corporate culture
- Managing cultural change and transition
- Developing leadership at every level
- Learning and leadership: self-awareness and self-development

## MODULE EIGHT

### Mastering pharma marketing: Introduction

- How marketing works
- Pharmaceutical market research
  - Data sources
  - Market mapping
  - Competitor analysis

4 easy ways to book Telephone: +44 (0)20 7729 6677 Fax: +44 (0)20 7729

## MODULE NINE

### Mastering pharma marketing: Marketing strategies

- Life cycle management
- The importance of range extensions
- Pricing
- Global pricing issues
- Pricing mechanisms and reimbursement

## MODULE TEN

### Mastering pharma marketing: distribution, promotional activities and codes of practice

- Distribution – recent trends and margins
- The role of promotion
- Other media
- Duration of promotion
- Codes of practice

## MODULE ELEVEN

### Demystifying finance: Accounting principles and practice

- Understand basic accounts
  - Profit and loss
  - Balance sheet
  - Assets and liabilities
- How to analyse performance
  - Balance sheet measures
  - Finance ratios
- Working capital management
- Detailed case study
- Accounting principles
  - Fixed assets and depreciation
  - Long term liabilities
  - Owner's equity
  - Notes to the accounts

## PHARMACEUTICAL IN-HOUSE TRAINING

[www.falconbury.co.uk/inhouse](http://www.falconbury.co.uk/inhouse)

Falconbury have developed an extensive range of in-house training programmes designed specifically for the pharmaceutical industry in both face-to-face and distance learning format. Each programme can be developed for your needs or we can create something new that will specifically fit your business culture and development needs. Topics include: Understanding the Pharmaceutical Industry, Finance for the Non-Financial Manager in the Pharmaceutical Sector, Drafting Contracts for the Pharma Sector, Mini-Masters and many more.

For your FREE quote, please contact Caroline Glen on  
**+44 (0)20 7729 6677** or email [caroline.glen@falconbury.co.uk](mailto:caroline.glen@falconbury.co.uk)



## MODULE TWELVE

### Demystifying finance: Budgeting and decision-making

- The budget
- Setting a budget
- Reviewing a budget
  - Zero-based budgeting
  - Monitoring your budget
- Management accounting
- External analysis: the press
  - Understanding the Stock Market
  - PE's, yields and market cap
- Analysing costs
  - Break-even
  - Building up costs
  - Decision-making and golden rules
- Making sense of the future
  - Techniques for decision-making
  - Rate of return and payback period
  - Time value of money
  - Discounted cash flow

## MODULE THIRTEEN

### Demystifying finance: Financial management in the pharma industry

- What drives business – pharma is just a money making machine – or is it?
- What is a P&L account or an income statement?
- What is a balance sheet?
- The importance of cash flow
- Accruals, depreciation, deferred income and stock valuation explained
- What does the future hold? – The importance of budgeting
- Financial strategy
  - Costing – price volume and margin issues
  - R & D expenditure
  - Project appraisal – use models to make better decisions
- Understanding finance is vital

## MODULE FOURTEEN

### Successful negotiation techniques and tactics

- Legal foundation for negotiation
- Freedom to negotiate
- Agreements of the parties
- Duty to disclose information
- Representations, promises and puffery
- Duress and undue influence
- Exclusion clauses
- Unfair contracts
- Best practice negotiation rules and principles
- Managing the relationship
- Effective expectation engineering
- Supporting documents and evidence
- Platform building
- Taking defensive measures
- Identifying time bombs
- Developing corporate, general and personal relationships
- Negotiation tips and tactics

# Focus on the essential theory, practice and techniques needed to be a high-performer in the field of pharmaceuticals

## Why choose the Pharma 'Business Masters'™?

The impact of major patent expiries, the growth in strategic alliances and partnerships, the drug development crisis and consolidation are just a few issues currently confronting the top pharma executives. The question facing most of those executives is whether, within their organisations, the skill set exists that is needed to drive the business forward in this tough environment.

In order to succeed it is vital that as an individual working within the pharma sector you develop, not only the expert technical skills required, but also the key business and management skills needed to ensure that you can take a dynamic approach to overcoming each challenge.

### This course gives you:

- **FLEXIBILITY** – learn at a pace and place of your own choosing
- **WELL-DESIGNED** programme focused on practical relevance
- **MANAGEABLE** weekly instalments and self-assessment progress questions
- **NO NEED** for time away from the office
- **REDUCED EXPENDITURE** – no hotel or travel fees
- **SELF MANAGED STUDY** – no compulsory marked tests or assignments
- **ENJOY** the flexibility of studying at work, home or on the move
- **ACCESS** to the experts
- **DISCOUNTED** attendance at seminars
- **CERTIFICATE** on course completion
- **GUIDELINE ANSWERS** for self-assessment questions
- **OPTIONAL FINAL ASSESSMENT** upon completion of the course

## Structured to fit into your working day

The course will fit around your current commitments with each module requiring an average study time of up to 3-4 hours. Course materials will be sent to you anywhere in the world and offer the flexibility of studying at work, at home or on the move, while having access to confidential help and support from our experts.

## Save up to 50%

Join the **FALCONBURY TRAINING PARTNERSHIP SCHEME** and **SAVE UP TO 50%** off all public and distance learning training courses.

To find out more telephone: **+44 (0)20 7729 6677** or visit our website: **[www.falconbury.co.uk/public/content/training-partnership-scheme](http://www.falconbury.co.uk/public/content/training-partnership-scheme)**

## The best possible preparation for future challenges

This course has been designed specifically for executives and managers working within the pharmaceutical and biotech sector. The modules have been developed to offer comprehensive training in both generic and sector specific strategic management techniques to ensure you develop as an individual and within your organisation. It combines learning focused specifically on enhancing pure management skills with modules that illustrate how and which techniques are applied practically within the sector. By the end of this course you will have the confidence to drive your business and career forward.

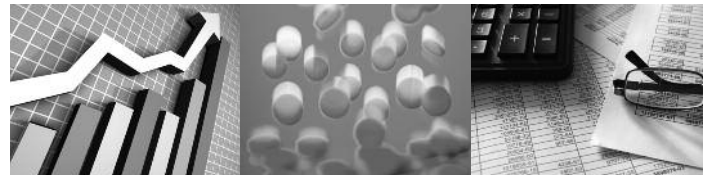
## Who should enrol on this programme?

Executives and managers across the pharmaceutical and biotech sector who want to increase their understanding of successful strategic management within the sector.

Those who want to enhance their performance as individuals and improve the performance of their business by developing their combined knowledge of key business management skills with Pharma industry trends.

## Online final assessment

Upon completion of the course there is an **OPTIONAL** final assessment in the form of an online multiple-choice paper. This is evaluated by the Academy of Distance Learning in Business training faculty.



### NEED IT NOW?

Please see our website for more details on how this course can be downloaded for you to start learning immediately  
**[www.falconbury.co.uk](http://www.falconbury.co.uk)**

### NEED IT FOR YOUR WHOLE TEAM?

This course can provide fantastic value for training and developing your whole team. If you are interested in a corporate multi-participant deal please contact **Caroline Glen** on **+44 (0)20 7729 6677** or **[caroline.glen@falconbury.co.uk](mailto:caroline.glen@falconbury.co.uk)**



**“I FOUND THE FLEXIBILITY OF LEARNING VERY HELPFUL. I WAS ESPECIALLY IMPRESSED WITH THE CLEAR AND COGENT WRITING STYLE OF THE MATERIALS”**

DR SEBASTIAN GRUSON, HEAD OF LEGAL DEPARTMENT, NIPPON BOEHRINGER INGLEHEIM

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## Contributing faculty

### Faculty Leader

**JOHN ANSELL** is a biochemistry graduate with a Masters degree in Business Studies. John began his 20-year career in international marketing and business development in Holland with Organon, worked for Schering AG and Fisons in the UK, and again in Holland, with Solvay. Finally, from 1985 to 1989 he worked at Glaxo Holdings, on Zantac. Subsequently, as an independent industry consultant, John has worked for over 110 clients on commercial strategic projects. He is a frequent speaker, and has also acted as chairman at over 30 industry conferences. John is the author of more than 40 articles and reports on strategic industry issues.

### Faculty

**DR HELENA BOSCHI** has spent the last 17 years working closely with businesses in the pharmaceutical sector to define and design new strategic initiatives, particularly in the areas of leadership development, learning and organisational change. Until very recently she worked at Shire Pharmaceuticals as Vice President, Talent Management and prior to this Corporate Director, Head of Global Organisation Development for Serono International SA in Geneva. Her recent achievements include leading a global team to design and communicate a company-wide leadership development framework, advancing the talent acquisition function for the hiring of a new sales force for a product launch, delivering and co-ordinating tailored development in different countries in line with the requisite capabilities and business requirements and creating a process for building a talent pipeline. She has also been involved in setting up new employee assimilation and integration, culture transition and other major change initiatives. Helena continues to research the talent management arena for best practices and new approaches across organisations worldwide.

**IAN RUSKIN-BROWN** has been the owner/entrepreneur of several service businesses, a course director at the Chartered Institute of Marketing for courses on marketing in the service sector and has designed, written and piloted in-company training courses on marketing and selling consultancy services for a number of blue chip companies. He currently runs the Marketing Your Services course for Management Center Europe and client specific courses in the USA and South East Asia.

**STEPHEN BROOKSON** is an independent consultant, and specialises in the provision of practical business development consultancy and training programmes. He qualified as a Chartered Accountant in 1980 and his experience includes working with Ernst & Young as a consultant.

**PAUL ELKIN** provides consultancy services with a particular focus on business strategic development, performance management and corporate image. He is a Fellow of the Chartered Institute of Management Accountants. After many years in a range of senior management roles in both public and private sector industry with UK and US businesses plus time with Price Waterhouse, he formed the TMMi group at the end of 1989.

**MARK A THOMAS** is an international business consultant, author and speaker specialising in business planning, managing change, human resource management and executive development. Based in London, Mark works across the globe – he has worked in over 40 different countries and is a frequent conference and seminar speaker on business, organisation and human resource issues.

**RALPH TIFFIN** is a chartered accountant and registered auditor – principal of McLachlan+Tiffin. The firm has a wide range of clients and supports clients with audit and advisory work in areas such as introduction of IFRS, ethics and fraud prevention. As consultant he acts for many companies in the UK and overseas on subjects ranging from understanding accounting for pharmaceutical companies, project appraisal, budgetary control systems through to fraud prevention. Ralph lectures and consults widely on accounting topics particularly on understanding what financial reports mean and how proper accounting practice can help business.

**MICHAEL WILLIAMS** is an international management consultant. His main clients include leading business schools as well as several universities and a wide range of companies throughout Europe and North America. He is the author, or co-author, of many books in the fields of leadership, management practice and organisational psychology.

## Pharma organisations who have used Falconbury events

Abbott GmbH & Co KG  
Abbott Laboratories  
Actavis EAD  
Actelion Pharmaceutical Ltd  
Affitech AS  
ALK-Abelló AS  
Almirall Prodesfarma, SA  
AMGEN EUROPE GMBH  
Angelini Farmaceutica  
AstraZeneca  
Atos Origin Nederland BV  
Bayer HealthCare AG  
Bayer Schering Pharma AG  
Beaufour Ipsen  
Biofocus DPI  
Biotempt BV  
Bluepharma Industria Farmaceutica SA  
Boehringer Ingelheim SA  
Bristol Myers Squibb  
Britannia Pharmaceuticals Ltd  
Cambridge Antibody Technology  
CMC Biopharmaceuticals  
Cruceil Holland BV  
Debiopharm Group  
Dendrite Deutschland GmbH  
Dr Reddys  
Dyax SA  
Elan Pharma Ltd  
Envision Pharma  
Ferring Pharmaceuticals AS  
Generics (UK) Ltd  
GenesisPharma SA  
GPC Biotech AG  
Hikma Pharmaceuticals  
Hoffmann La Roche Inc  
ICON Clinical Research  
IMS Health  
Intervet Ireland Ltd  
Johnson & Johnson  
Kent Pharmaceuticals Ltd  
Laboratoires Serono SA  
Laboratoires Bouchara Recordati  
Laboratorios Liconsal, SA  
LFB Biomedicaments  
Merck Serono International SA  
Meril SAS  
MN Pharmaceuticals  
Molmed SpA  
NeuroSearch AS  
Nikem Research Srl  
Novartis Pharma GmbH  
Novo Nordisk Hungary Ltd  
NsGene AS  
NV Organon  
P&G Pharmaceuticals  
Palau Pharma SA  
PARI Pharma  
Pfizer  
Pharmathen International SA  
Roche Products Ltd  
Sandoz  
Sanofi Aventis  
Sartorius Ltd  
Schering AG  
Sepracor Inc  
Serono SA  
Servier Laboratories Ltd  
Siegfried Pharma Ag  
Solvay Pharma  
Syner-Med PP Ltd  
Tech Trans Unit  
TEVA Pharmaceuticals  
Tibotec  
Transition Therapeutics  
UCB Pharma SA  
VIB  
Wilex AG  
Wyeth Pharmaceuticals

## THE PHARMA 'BUSINESS MASTERS'<sup>TM</sup>

14 WEEKLY MODULES

Starting 29 March 2010 • Ending 2 July 2010

Ref: 1437

IT IS IMPORTANT TO FILL OUT ALL THE INFORMATION BELOW

Please quote your Partnership Number to receive your reduced rate

Full course fees: **£1250 • €1559** (VAT IS NOT CHARGED ON THIS COURSE)

**FOR MORE THAN THREE PARTICIPANTS PLEASE PHOTOCOPY THE FORM AS NEEDED**

### First participant's details

£1250  €1559 Full Price  £625  €779 **Partnership Price**

Mr/Mrs/Ms (surname) \_\_\_\_\_

First names \_\_\_\_\_

Job title \_\_\_\_\_

Tel \_\_\_\_\_

Email

### Second participant's details

£1062.50  €1325.15 **SAVE 15%**  £625  €779 **Partnership Price**

Mr/Mrs/Ms (surname) \_\_\_\_\_

First names \_\_\_\_\_

Job title \_\_\_\_\_

Tel \_\_\_\_\_

Email

### Third participant's details – FREE

£FREE  €FREE  £625  €779 **Partnership Price**

Mr/Mrs/Ms (surname) \_\_\_\_\_

First names \_\_\_\_\_

Job title \_\_\_\_\_

Tel \_\_\_\_\_

Email

### Contact details (ALL INVOICES WILL BE ADDRESSED TO THIS CONTACT)\*

**NOTE:** Enrolments received within 7 days of the start date may experience a delay in receiving the first Module.

Mr/Mrs/Ms (surname) \_\_\_\_\_

First names \_\_\_\_\_

Job title \_\_\_\_\_

Tel \_\_\_\_\_

Email

### Organisation details

Company \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_ Country \_\_\_\_\_

Tel \_\_\_\_\_ Fax \_\_\_\_\_

### Payment details

**NB Please note that payment must be made in advance of the course, Falconbury reserves the right to refuse the release of modules if payment has not been received.**

I enclose a cheque made payable to Falconbury Ltd  PO Number \_\_\_\_\_

I would like to pay by bank transfer (BACS) payment:

In GBP Sterling (£) to Nat West Sort Code 60-04-16 • Account No. 30212820

In Euros (€) to Nat West Sort Code 60-04-16 • Account No. 90618831  
IBAN No. GB78NWBK60721190618831

Please charge my credit card  Mastercard  Visa

Card no.

Expires  Security number (last three digits on signature strip)

**Alternatively book via our secure booking form on our website or call us with your card details.**

Cardholder name \_\_\_\_\_

Signature \_\_\_\_\_

\* Contact details above must be those of the cardholder

6098/

## 5 WAYS TO ENROL

WEB [www.falconbury.co.uk/distancelearning](http://www.falconbury.co.uk/distancelearning)

E-MAIL [distancelearning@falconbury.co.uk](mailto:distancelearning@falconbury.co.uk)

FAX +44 (0)20 7729 6110

TEL +44 (0)20 7729 6677

POST Falconbury Ltd, 10-12 Rivington Street  
London EC2A 3DU, UK

### THE FEE INCLUDES

- 14 weekly, mailed, distance learning course module booklets with self-aid progress questions
- Certificate of participation on completion of the course
- A ring binder to hold the module booklets
- An email contact address for on-going support and advice from the course contributors throughout the course
- Guideline answers to self-assessment questions
- Optional online marked final assessment

### HOW TO REGISTER AND PAY

An invoice and enrolment confirmation will be sent within 7 days, please contact us if you have not heard anything after that time.

Payments may be made by credit card, by bank transfer (for bank account details please see payment details section of enrolment form) or cheque made payable to Falconbury Ltd and posted to the address above. Any questions please contact **customer services on +44 (0)20 7729 6677.**

### MULTIPLE ENROLMENT DISCOUNTS

A multiple enrolment discount of 15% is available on the 2nd and subsequent participant if booked at the same time from the same organisation. This discount can apply to any online discount but, unless otherwise stated, this may not be used in conjunction with any other offer or the Falconbury Training Partnership Scheme.

### ALWAYS READ THE SMALL PRINT

#### CANCELLATIONS AND TRANSFER:

Once we have received your enrolment form the place(s) are confirmed.

#### Up to 28 days before the course

- Cancellation – 10% administration fee
- Transfers – Free of charge
- Substitute delegates – Free of charge

#### 27 to 14 days before the course

- Cancellations – 100% fee
- Transfers – 10% fee
- Substitute delegates – Free of charge

#### 13 to 0 days before the course

- Cancellations – 100% fee
- Transfers – 100% fee
- Substitute delegates – Free of charge

A maximum of one transfer is allowed. After the transfer no cancellation can be accepted and the full invoiced fee will be charged. Transfers are subject to payment of the difference on higher value courses. No substitute may be made after the start of the course.

### PARTNERSHIP CONDITIONS

The Falconbury Training Partnership Scheme cannot be used in conjunction with any other discount offer, including multiple booking discounts, unless otherwise stated or negotiated.

### PLEASE NOTE

- It may be necessary, for reasons beyond the control of Falconbury, to alter the line-up of authors or course content. However, every effort will be made to adhere to the published syllabus
- Every effort will be made to distribute the materials according to the schedule. However, certain unforeseen circumstances may delay the despatch of materials

### DATA PROTECTION

The personal information provided by you on this form will be held on a database. Sometimes your details may be made available to external companies for marketing purposes. If you do not wish your details to be used for this purpose please write to:

The Database Manager, Falconbury Ltd, 10-12 Rivington Street, London EC2A 3DY, UK.