IPI Academy

MANAGEMENT forum



Presented by
Management Forum

Finance for Non-Financial Leaders in the Pharmaceutical Industry

13-14 May 27
+ 18-19 November 27

Gain essential financial fluency for today's complex pharma environment. This intensive training course helps non-financial leaders interpret P&L, manage compliance, and link strategic, operational, and regulatory decisions to financial performance

Format:
Live online

CPD:
12 hours for your records

Certificate of completion

Course overview

In today's highly regulated and cost-sensitive pharmaceutical environment, financial literacy is no longer optional for business leaders - it's a strategic necessity. Every decision, from R&D investment to market access and compliance, directly impacts the Profit & Loss (P&L) and long-term value creation.

This workshop-style training course is designed specifically for non-financial leaders across the UK and global pharmaceutical sector who need to understand how financial principles integrate with the unique regulatory, pricing and compliance frameworks shaping pharma performance.

Through a mix of hands-on case studies, financial modelling exercises and a capstone simulation, participants will gain practical insight into how financial decisions interact with VPAG pricing, HTA outcomes, IFRS reporting, and compliance obligations under GxP, ABPI, and global anti-bribery frameworks.

By the end of the training course, you'll be able to confidently interpret and explain a pharma P&L, connect operational and regulatory realities to financial outcomes, and apply accounting and compliance standards to real-world business scenarios. You'll also learn how to anticipate the financial impact of complex issues such as serialisation, managed entry agreements, transfer pricing and global tax reforms.

Whether you lead commercial, operational, or compliance teams, this training course will equip you with the financial fluency and strategic insight to contribute effectively to cross-functional decision-making and drive sustainable growth in a challenging global market.

During this highly interactive course, the expert trainer uses a practical, case-based learning approach that bridges technical finance with pharmaceutical operations, including:

- **Interactive simulations:** scenario-driven exercises where teams interpret real-life product P&Ls and cash-flow impacts
- **Worked models**: participants use tailored Excel tools (gross-to-net waterfall, rebate accrual engine, NPV calculator) to quantify and visualise financial outcomes
- **Regulatory crosslinks**: each finance topic is tied to live UK and global regulatory sources (KPMG, GOV.UK, EMA, OECD, ABPI)
- **Capstone session**: a group-based simulation integrating finance, compliance, and strategy to manage a hypothetical product through a complex pricing and supply chain challenge

Delegates will benefit from a toolkit for ongoing reference, including:

- **Excel models:** gross-to-net waterfall, rebate accrual engine, NPV scenario tool
- **Checklists**: VPAG forecasting checklist, ABPI/EFPIA disclosure template, BEPS Pillar Two readiness scan, GxP/GVP financial triggers, DSCSA/FMD compliance tracker
- **Reference compendium**: summaries of key regulatory and financial frameworks, including IFRS, OECD, MHRA, and ABPI updates.

Key references (standardised citations):

- *GOV.UK – Voluntary Scheme for Branded Medicines (2024–2028)*
- *KPMG Pharma Accounting Updates (Revenue Recognition & IFRS Applications)*
- *EMA – Good Manufacturing Practice and Serialization Guidelines*
- *OECD – Base Erosion and Profit Shifting (Pillar Two Framework)*
- *ABPI – Code of Practice (2024)*
- *MHRA – GxP Data Integrity Guidance*

All financial and regulatory frameworks used in this training reflect the latest publicly available guidance at the time of delivery. (VPAG rates, DSCSA/FMD timelines, OECD BEPS Pillar Two thresholds, etc., are subject to periodic revision.)

Benefits of attending

By the end of the training course, participants will be able to:

- **Interpret** a pharmaceutical Profit & Loss statement, identifying the impact of rebates, chargebacks, clawbacks, and returns on gross-to-net revenue
- **Apply** IFRS 15, IAS 38, and IAS 37 standards to real-world pharmaceutical settings, understanding how revenue recognition, development capitalisation, and provisions interact within R&D and market access portfolios
- **Navigate** the UK VPAG 2024–2028 pricing framework, model revenue implications of NICE and HTA outcomes, and integrate these into business forecasts
- **Recognise** the financial consequences of GxP, GMP, and MHRA compliance deviations - from yield losses and write-offs to impairments
- **Integrate** key compliance frameworks (ABPI/EFPIA, UK Bribery Act, US FCPA, Anti-Kickback Statute, Sunshine Act/Open Payments) into SOPs and finance controls
- **Understand** OECD BEPS Pillar Two and global minimum tax reforms for multinational pharma operations, and model their impact on tax and transfer pricing decisions
- **Assess** how serialisation and traceability regulations (EU FMD and US DSCSA 2024/2025) influence financial exposure, inventory management, and working capital.

Who should attend?

This training course has been designed specifically for senior and mid-level managers, team leaders and technical specialists from R&D, clinical, regulatory, commercial, sales and marketing, manufacturing, distribution and purchasing in the pharmaceutical industry.

- General managers and team leaders
- Operations directors
- Business unit heads of department
- Technical specialists from R&D and clinical
- Medical affairs professionals
- Commercial and brand managers
- Quality assurance managers
- Regulatory affairs managers
- Procurement and supply chain managers
- Market access and pricing managers
- Legal and compliance officers
- Finance business partners transitioning into strategic finance roles
- Non-financial executives preparing for senior leadership roles

Programme

Day 1

Module 1: Revenue, Costs, Inventory & GxP

Welcome & diagnostics

- Poll: comfort with P&L, balance sheet, cash flow; 'where finance meets pharma' map

Anatomy of a pharma P&L

- Revenue lines: list price vs gross-to-net (commercial & government rebates, returns, clawbacks)
- IFRS 15: variable consideration estimation & constraint; typical data sources (contracting, primary sales, rebate accrual models) (KPMG)
- Exercise: Build a gross-to-net waterfall and sensitivity (volume mix, rebate %)

Costs, inventory & GMP realities

- COGS under GMP/cGMP: batch failures, yield loss, QC release timing; ties to EU GMP and 21 CFR 210/211 (Public Health)
- Inventory valuation (IAS 2) and impairment triggers (IAS 36) when stability/deviation issues arise
- MHRA GxP data integrity → audit trails → write-offs/provisions (GOV.UK)
- Exercise: Calculate the cash impact of a 2% yield loss and a 1-month QP release delay

Module 2: R&D, pricing access and global compliance

R&D, intangibles & portfolio spend

- IAS 38: expense research vs capitalise development; criteria & evidence packs in pharma; impairment testing (IFRS)
- Milestones, options, in-licensing/out-licensing - accounting touchpoints
- Exercise: Decide capitalise vs expense for a Phase III program with CMC workstreams

UK pricing & access: VPAG and NICE

- VPAG 2024–2028: structure, 2025 headline payment % = 22.9%, budgeting and revenue guidance impacts (GOV.UK)
- NICE technology appraisals (STA/HST), QALYs & ICER £20–30k; budget impact and patient access agreements
- Exercise: Model a VPAG clawback and a NICE-driven price cut into a forecast

Global compliance that hits finance

- ABPI Code / Disclosure UK, EFPIA transparency; controls to avoid mis-posting
- UK Bribery Act (adequate procedures; reasonable hospitality) (GOV.UK)
- US FCPA, Anti-Kickback Statute & Open Payments: risk areas in speaker fees, grants, research funding
- Exercise - controls lab: map these rules to finance approvals, GL tagging, and third-party due diligence steps

Day 2

Module 3: Decisions, tax and supply chain risk

Decision finance for leaders

- Cash vs profit; NPV/IRR for launch, capacity, or localization; scenario & sensitivity trees
- Working-capital levers in pharma (inventory turns under GMP lead times; serialisation buffers)

International tax & operating models

- OECD BEPS Pillar Two (15% minimum) - who it hits, what to monitor (ETR, topup tax), and implications for site/location choices and transfer pricing (OECD)
- Exercise: Pillar Two quick-scan - where might your group face top-up tax?

Supply-Chain Integrity & Financial Risk

- EU FMD serialisation and write-off risk; US DSCSA 2024/2025 interoperable traceability → revenue hold risks & chargebacks (EMA)
- Exercise: Quantify the cash impact of a serialisation/traceability non-compliance hold

Module 4: Revenue excellence, risk and capstone

Revenue excellence in practice

- Contracting mechanics: tenders, patient access/MEAs, returns and recalls
- Deep dive IFRS 15: estimating rebates/returns, constraint, true-ups; audit trail expectations (KPMG)
- Exercise - workbook: Build a rebate accrual model (baseline vs stretch scenarios) and draft disclosure notes

Risk, controls & governance

- Linking GxP deviations, GVP pharmacovigilance obligations and recall decisions to provisions (IAS 37) and impairment; board reporting (EMA)
- Exercise: Draft a finance–QA joint KPI set (deviation cost per batch, right-firsttime, stability failures, PV signal cost)

Capstone simulation

- Team case: one product faces
  - (i) VPAG clawback uplift
  - (ii) DSCSA system delay at a 3PL
  - (iii) PV signal requiring label change
- Teams update P&L/CF forecast, set provisions, outline controls & stakeholder comms (NHS, HTA, HCP transparency)

Action plans and 30/60/90-day commitments

Presenter



GAZI Arif

Gazi Arif is a consultant and corporate trainer and economist with over 15 years' experience designing and delivering executive education for global organisations across finance, strategy, leadership and risk management. His programmes combine analytical rigour with actionable tools, enabling leaders to make faster, smarter, and ROI-driven business decisions.

He has worked across many industries including finance, healthcare, energy, law, and professional services. Having trained professionals from the NHS, DWP, ARAMCO and the European Central Bank, amongst others, Gazi Arif is renowned for his interactive, case-based teaching style and his ability to translate complex financial and economic concepts into clear, results-oriented insights.

He holds a PhD in Economics and is a member of the Chartered Institute for Securities & Investment (CISI), a member of the Royal Economic Society (UK) and a Fellow of the HigherEducation Academy (FHEA). His teaching style bridges academia and industry, helping organisations build financial fluency, leadership capability and strategic agility in a changing global economy.

His selected publications & media include "Why Businesses Must Take Corporate Digital Responsibility" – Raconteur Magazine (2021), book chapter: "Constraints in Bank Interest Rates in DSGE Models" - Pilbeam (2021), and reviewer for the Journal of Banking and Finance and the Journal of Applied Corporate Finance.

Course dates

13-14 May 27	**Live online** 09:00-17:00 **UK (London)** (UTC+01) *Course code 17180*	GBP **999** ~~1,199~~ EUR **1,399** ~~1,679~~ USD **1,607** ~~1,919~~ **Until 18 Mar**
18-19 November 27	**Live online** 09:00-17:00 **UK (London)** (UTC+00) *Course code 17498*	GBP **999** ~~1,199~~ EUR **1,399** ~~1,679~~ USD **1,607** ~~1,919~~ **Until 23 Sep**

How to book

Online:
ipi.academy/3375

Alternatively contact us to book, or if you have any queries:

Email:
info@ipiacademy.com

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Discounts

- Booking more than one delegate on any one date qualifies for a **30% discount** on the second and subsequent places.
- Most events qualify for an **early booking discount** prior to 6 weeks before the course date. Be sure to check on our website, where the latest discounts will be shown.

Further information

Fee
The fee includes all meals and refreshments for the duration of the course (for venue-based courses) and a complete set of course materials (provided electronically). If you have any particular requirements, please advise customer services when booking.

Please note
IPI Academy (and our training partners) reserve the right to change the content and timing of the programme, the speakers, the date and venue due to reasons beyond their control. In the unlikely event that the course is cancelled, we will refund the registration fee and disclaim any further liability.

Terms and conditions
The rest of the our terms, the event cancellation policy and the terms and conditions are on our website, please visit ipi.academy/content/terms-and-conditions

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IPI Academy

IPI Academy is a training initiative of Falconbury and Management Forum; leading providers of industry training for over 30 years, based in the UK.

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