

Training Course Prospectus 2026



PCMG

Contents

About PCMG	2
About PCMG Training	2
PCMG Discount Schemes	3
Courses:	
Outsourcing Clinical Pharmacology Trials	5
Essentials of Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers	9
Advanced Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers	14
PCMG Training Committee	17

About PCMG

The Pharmaceutical Contract Management Group (PCMG) is a global membership association for professionals in clinical development outsourcing, procurement, and contract management. Since 1994, PCMG has fostered collaboration, shared insights, and addressed outsourcing challenges in pharmaceutical R&D.

PCMG connects members through events like the Annual Assembly, workshops, symposia, and forums, offering opportunities to learn, network, and grow. Regular training courses and webinars further enhance knowledge and skills in the evolving outsourcing landscape.

Committed to advancing clinical outsourcing, PCMG provides resources and tools to support professional growth and industry efficiency. By fostering collaboration and innovation, PCMG empowers members to shape the future of clinical trial outsourcing.

About PCMG Training

PCMG provides specialised, interactive and stimulating training courses designed for professionals in the pharmaceutical and biotech sectors. These unique programs address critical aspects of clinical outsourcing, vendor management, and contract management, offering participants actionable insights and practical tools to enhance efficiency, ensure compliance, and foster effective collaboration with Contract Research Organisations (CROs) and other service providers.

The curriculum covers essential topics such as contract financial analysis and management, risk management, and optimising outsourcing strategies. With a practical, hands-on approach, these courses keep attendees up to date on industry trends, regulatory developments, and best practices. Seasoned trainers tailor course delivery to the specific needs of delegates, identified through pre-course questionnaires, detailed introductions, and a focus on expectations and work challenges.

Renowned for their real-world relevance, PCMG training sessions are delivered by knowledgeable industry experts with a passion for training who bring extensive experience, ensuring participants gain both theoretical insights and practical expertise.

Our training is designed to bring together the full breadth of the clinical research industry. We actively welcome participants not only from pharmaceutical and biotechnology organisations, but also from CROs and the wider service sector. By encouraging diverse perspectives and real-world insights from across the industry, we create a richer, more dynamic learning environment that reflects the collaborative nature of modern clinical development and delivers greater value for every delegate.

PCMG Discount Schemes

PCMG Member rate

Full and associate members of PCMG can book onto any of the available training courses at the member rate.

Member invitation

PCMG members can invite colleagues from within their organization to register for PCMG Training Courses at an exclusive discounted “member-invited” rate.

Outsourcing extends beyond the responsibilities of the outsourcing manager, and PCMG is dedicated to fostering a broader understanding and enhancing competence across teams. To support this mission, we are offering discounted registration for your colleagues.

Non-commercial & academic

PCMG invites people from non-commercial and academic sponsor personnel to attend our Training Courses at a reduced rate. The reduced rate is a 25% discount from the main (non-member rate) available.

Outsourcing involves more than just dedicated outsourcing professionals—it’s a collaborative effort. To promote a deeper understanding and strengthen competencies across sponsor teams, we are pleased to offer discounted registration for those in non-commercial and academic roles.



Outsourcing Clinical Pharmacology Trials

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Outsourcing Clinical Pharmacology Trials

Course:	Outsourcing Clinical Pharmacology Trials
Duration:	4 hours
Course Date:	9 th July 2026
Course Location:	Online
Price for members:	£300 + VAT
Price for non-members:	£425 + VAT

Who will benefit from this training course:

This course is tailored for professionals from sponsors, CROs, and service providers involved in the outsourcing of clinical pharmacology services, including:

- **Contract Managers, Project Managers, and Operational Staff** engaged in outsourcing activities.
- **Vendor and Vendor Alliance Managers** overseeing relationships with clinical pharmacology units.
- **Proposal Managers** working on clinical pharmacology services.

A foundational understanding of outsourcing principles is recommended to fully benefit from the interactive and practical nature of this training.

What will you get out of this:

After the training you will be able to:

- Understand the different types of clinical pharmacology studies
- Have a broad view of the market and challenges clinical pharmacology units face
- Appreciate the differences when outsourcing clinical pharmacology studies compared to Phase 2/3 studies with respect to business models, selection, contracting & payment terms and external and internal relationship management
- Pick up some tips for successful outsourcing from our experts

Topics on the agenda are:

- **What are clinical pharmacology studies**

- Which terminology is being used?
- What characterises a clinical pharmacology study and what makes them different?
- **Clinical pharmacology market & supplier views**
 - What does the clinical pharmacology market look like?
 - What are the market's selection criteria?
 - How have clinical pharmacology units evolved over time?
 - How do they differ from CROs?
 - What kind of outsourcing strategies are there?
 - What are the main challenges for clinical pharmacology units and how are they mitigated?
- **Outsourcing clinical pharmacology studies**
 - Which selection criteria are recommended?
 - What kind of RFP and quotation can I expect from a clinical pharmacology unit?
 - What is the impact of postponement and cancellation?
 - Which payment terms should I consider?
 - Which contract considerations should I be aware of?
- **Relationships**
 - Where do clinical pharmacology units fit in your supplier segmentation?
 - How can I improve my relationship with the unit and what are the advantages for a more strategic relationship?
 - Are my internal stakeholders different and how do I manage them?
- **Expert view**
 - How does an expert from the pharma side experience working in clinical pharmacology outsourcing?

What does the training cover:

This 4-hour virtual training course delves into the unique aspects of outsourcing clinical pharmacology studies, highlighting the key differences compared to outsourcing confirmatory studies.

While general principles of clinical outsourcing are covered in the *Outsourcing Essentials* and *Advanced Outsourcing* training courses, this session focuses specifically on the nuances of clinical pharmacology outsourcing.

The course features:

- **Practical exercises** tailored to real-world scenarios.
- **Interactive Q&A sessions** to address individual challenges.

- Direct access to the **expertise and experience of trainers** specializing in clinical pharmacology outsourcing.

This focused training ensures participants gain actionable insights and practical tools specific to this critical area.

What did previous trainees say:

- *“Overall good experience and happy that CROs were invited. I thought the recorded video was really great and a nice way to have differing material/delivery of training during the afternoon.”*
- *“The trainers used a clear explanation to help us understand the concepts.”*
- *“Course trainers works hard to bring in discussion/questions.”*
- *“Both trainers were excellent.”*



Essentials of Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers

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Essentials of Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers

Course:	Essentials of Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers
Duration:	2.5 days
Course Date:	22 nd , 23 rd , 24 th September 2026
Course Location:	Windsor, UK
Price for members:	£1,250 +VAT
Price for non-members:	£1,750 +VAT

Who will benefit from this training course:

Sponsors and CROs/service providers - contract managers, project managers and others involved in outsourcing clinical trials whether as the sponsor or service provider. This course is ideal for professionals at the early stages of their career in clinical outsourcing, vendor management, or proposal development. Whether you are a sponsor organisation, CRO, or service provider, you'll gain essential knowledge and skills to confidently navigate this critical area of pharmaceutical and biotech operations.

Perfect for:

- **Contract Managers and Project Managers** looking to build a strong foundation in clinical outsourcing and vendor relationships.
- **Operational Staff** transitioning into roles involving oversight or collaboration with CROs and service providers.
- **Business Development & Proposal Managers** starting out and eager to deepen their understanding of outsourcing dynamics.
- **Procurement Professionals** working with outsourcing of clinical trials

With its focus on the fundamentals, this course welcomes anyone new to clinical outsourcing, offering an engaging and supportive environment to develop your expertise and network with peers.

What does the training cover:

This comprehensive 2.5-day, in-person course provides a solid foundation in clinical outsourcing, covering all key topics essential to the field. Designed for full engagement, the program includes:

- Interactive breakout sessions with practical exercises.
- Ample networking opportunities to connect with peers and industry professionals.
- Q&A sessions to address participants' objectives and specific challenges.
- Access to the expertise and insights of experienced trainers during presentations and informal discussions.

This immersive training ensures participants leave equipped with the knowledge, tools, and connections needed to excel in clinical outsourcing. All courses include a dynamic mix of practical exercises, plenary sessions, breakout discussions, surveys, and engaging video content to enhance learning and collaboration.

What will you get out of this:

After the training you will have a broad understanding of:

- The reasons for outsourcing
- The position of the vendor
- The outsourcing process
- Your role therein
- Key elements of the contract
- Financial and business aspects in relation to outsourcing
- How to measure performance
- The regulatory framework underpinning all of these

Throughout the networking sessions and exercises you will also get an understanding of other companies' outsourcing practices.

Topics Covered:

- **The role of the Outsourcing Manager**
 - Which tasks are included, what kind of skill set do you need and how can you be most effective?
- **Strategies, suppliers and sourcing approaches**
 - What are the key drivers for outsourcing and how do you create an outsourcing strategy?
 - What type of outsourcing models exist?
 - What type of outsourcing relationships exist and what makes an ideal vendor?
 - What does the vendor landscape look like?
- **The Outsourcing process**

- What are the regulatory requirements and common inspection findings?
- Which steps are involved in the process from request to contract and what happens thereafter?
- **Contract models and legal issues**
 - Which type of documents will you encounter?
 - What are the key elements and standard terms in a contract and what are the main challenges?
 - What type of contracts are there and how can you apply these?
- **Financial considerations**
 - Business-focused analysis of the CRO proposal
 - Financial tracking and management within CROs; Change orders explained
 - Which considerations are important for the payment schedule?
 - Why is it important to understand the vendor perspective?
- **Oversight and performance & relationship management**
 - What are the key requirements for study oversight with respect to outsourcing?
 - How do you conduct financial oversight?
 - Which tools are available to measure vendor performance?
 - What are the key elements of an effective relationship?

What did previous trainees say:

- *“Well-structured and insightful, the trainers provided a great theoretical overview accompanied by practical examples from their everyday work.”*
- *“Highly interesting, should be obliged for all new outsourcing managers.”*
- *“It was so useful to understand how CROs work and how to approach budget analysis and important factors to consider in the design of payment schedules.”*
- *“The course provided valuable knowledge to support my daily operation.”*
- *“Fantastic trainers! :-)”*
- *“Great course for any level! Lots of good tips and tricks and lots of exciting discussions throughout the course. Covers all general aspects of outsourcing.”*
- *“I had two great days getting a lot of inspiration and more knowledge of my role and outsourcing in general.”*
- *“Very good professionals with lots of experience.”*
- *“Even though there were three trainers, it was a good mix and communication between them. The course setup was well done, with interaction between trainers and time for collaboration.”*
- *“Excellent trainers, great and friendly attendees, fine environment – it's been fantastic to be in London.”*

- *“Very informative and great value.”*
- *“Very good introduction to Outsourcing Management as a discipline – and what it includes.”*
- *“The real-life experience of the trainers really helped clarify the process.”*
- *“I learnt a lot from the perspective of the CRO, which was insightful.”*
- *“The event organizers were very, very good at engaging the attendees of the course.”*

Advanced Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers



Advanced Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers

Course:	Advanced Clinical Trials Outsourcing for Sponsors, CROs, and other Service Providers
Duration:	1.5 days (starts at lunchtime on 24 th November)
Course Date:	24 th – 25 th November 2026
Course Location:	Windsor, UK
Price for members:	£950 + VAT
Price for non-members:	£1,450 + VAT

Who will benefit from this training course:

This course is designed for professionals from sponsors, CROs, and service providers who are engaged in clinical outsourcing, vendor relationships, or oversight. It is particularly suited for:

- Contract Managers and Project Managers
- Operational Staff involved in outsourcing activities
- Proposal Managers
- Vendor and Vendor Alliance Managers
- Procurement Professionals

To maximize the value of this interactive training, a foundational understanding of outsourcing principles is recommended, enabling participants to fully engage with the content and practical exercises.

What does the training cover:

This dynamic 1.5-day, in-person course focuses on three of the most prevalent challenges in clinical outsourcing, identified through prior experience. The program offers:

- **Immersive video scenarios** to introduce each challenge, serving as the foundation for presentations and group exercises in breakout sessions.
- **Ample opportunities for networking**, fostering connections with peers and industry professionals.
- **Dedicated Q&A sessions** to discuss participants' objectives and specific challenges.
- Access to the **expertise and practical insights of seasoned trainers** during sessions and informal interactions.

This targeted and interactive approach ensures participants gain actionable strategies to address real-world outsourcing challenges effectively. All courses include a dynamic mix of practical exercises, plenary sessions, breakout discussions, surveys, and engaging video content to enhance learning and collaboration.

What will you get out of this:

After the training you will be able to:

- Describe which aspects are key to stakeholder engagement
- Prioritize stakeholders and plan for the appropriate relationship
- Understand the role you can play in the outsourcing strategy
- Describe subcontracting options and its pros and cons
- Describe the key stages of performance management
- Summarise the tools to measure performance
- Create suitable KPIs and metrics
- Identify risks and benefits of contract termination
- Appreciate various governance models
- Understand how to implement governance
- Identify the appropriate level of vendor relationship management for a particular type of CRO relationship
- Choose the appropriate relationship indicators
- Understand what you can do to minimise scope changes
- Understand the vendor's perspective in relation to scope changes

Topics Covered:

- **Manage your strategy**
 - How do you manage your stakeholders if they want to step outside of the agreed strategy and use of preferred providers?

- What role can you play in strategy adherence?
- What are the considerations for subcontracting in relation to the outsourcing strategy?
- **Overcome Performance Issues**
 - How can you implement robust performance management and how does it differ from continuous vendor evaluation?
 - What is the performance management cycle?
 - What are the considerations and consequences for contract termination?
 - What does governance look like?
 - How do I manage my vendors and what is supplier segmentation?
- **Business processes and Financial Control**
 - The magic of accrual-based accounting for precise financial management in CROs.
 - Estimate to complete as a key driver of CRO Change Orders
 - Five essential tips to avoid change orders
 - How do I make executing a change order as smooth as possible?

What did previous trainees say:

- *"I love the devotion of all trainers and the exceptional first-hand expertise they have, making it a really good training as examples were from a real-life scenario."*
- *"Very relevant to my daily tasks and a comfortable environment where one can share challenges and perspectives constructively."*
- *"It is sometimes difficult to prioritize work, but I feel refreshed and inspired after every session and never get the feeling that it was too long."*
- *"Excellent coverage of outsourcing subjects and interaction with the trainers."*
- *"The breakout rooms were really a great opportunity to discuss our tasks and beyond."*
- *"I really enjoyed the course and the insights it had to offer. It allowed me to re-evaluate some of the work I have been doing for the better."*

PCMG Training Committee



David Davies



Daniela Deflorio



Pauline van Heiningen



Antje Hindahl



Julianne Hull



Dorte Pedersen



Dave Webber

The PCMG Training Committee is a collaborative group of seven accomplished professionals dedicated to advancing clinical outsourcing practices through expert-led training and education. With decades of combined experience across pharmaceutical, biotech, and CRO sectors, the committee draws on its diverse expertise to develop and deliver high-quality training modules that address the complexities of outsourcing relationships and operations.

David Davies, a PCMG stalwart since 2001 and recipient of the 2023 Lifetime Achievement Award, brings a deep understanding of the financial and business dimensions of outsourcing, emphasizing the importance of education in improving Sponsor-CRO dynamics. **Dave Webber**, a veteran of over 30 years in clinical operations, vendor compliance, and outsourcing, is an advocate for fostering collaborative partnerships that benefit both sponsors and service providers.

The team's expertise is further enriched by **Pauline van Heiningen**, who draws on her 30-year career in outsourcing and clinical operations to promote principles of trust, relationship investment, and collaborative problem-solving. Pauline, a 2020 Lifetime Achievement Award recipient, remains an active trainer and advisor, contributing her insights into performance and vendor management.

Antje Hindahl, the 2024 Lifetime Achievement Award winner, brings 25 years of experience with a strong focus on governance and performance oversight. Antje is recognized for her expertise in contract law and relationship management and for building efficient outsourcing functions. **Dorte Pedersen**, an outsourcing leader formerly at H. Lundbeck, adds a pragmatic perspective with over 25 years of hands-on experience. Her skills in addressing daily challenges and mentoring professionals complement her excellence in delivering training on strategy, performance, and governance.

Julianne Hull, a global leader with 35 years of experience in Vendor Management, Clinical Data Management, and Clinical Operations, contributes her insights as CEO of WenStar Enterprises.

Julianne emphasizes quality-focused outsourcing practices, sharing her expertise through training and consultancy to companies of all sizes.

The newest addition to the Committee, **Daniela Deflorio**, provides strategic advisory and leadership on quality management systems implementation and inspection readiness. Over the years, Daniela has consistently supported pharma, biotech and clinical research units in their role to deliver new medicine in the rare diseases area.

Together, the PCMG Training Committee is a powerhouse of knowledge and practical experience. With a shared vision of enhancing outsourcing practices, the team works collaboratively to empower professionals to address challenges, build strong partnerships, and implement effective oversight and governance. Their collective efforts ensure that PCMG members are equipped with the tools and strategies needed to excel in an ever-evolving clinical development landscape.

To book visit:

pcmgglobal.org