Contemporary Issues in Project Management

‘Accelerating project management to the next level’

PIPMG (Pharmaceutical Industry Project Management Group) is an informal, not-for-profit organisation providing a forum for the discussion of matters of common interest to those in project management roles within the Pharmaceutical, Biotech and associated sectors primarily in the UK and Europe.

Tuesday 29th May 2012 PM
Wednesday 30th May 2012 All Day

PIPMG are pleased to announce that this event will be held at Novartis, with thanks for their offer of hosting

Novartis Campus
4002 Basel
Switzerland

www.pipmg.org
‘Delivering value in a challenging market’

The first day includes Pharma / Biotech case studies and panel discussions covering:
- How to select an EPPM system
- Case studies from Pharmaceutical/biotech of EPPM systems in action
- Opportunities for discussions with some suppliers of top EPPM systems
- Top tips for implementation

If you are:
- Wanting to get better value from your portfolio and projects
- Thinking of raising your project management maturity levels
- Want to see what is happening in the market

Then come along, hear the pros and cons and get involved in the discussions

Novartis Campus

12:30 Registration and coffee
Circulate Sponsor stands

13:00 Welcome & Introduction
Moira Thomson, Keith Rodgers, Christine Scott,
Tom Halliwell PIPMG

13:05 Enterprise Portfolio & Project Management System – from concept to practice

Steve Jackson, Associate Director, Parexel

18 months ago Perceptive Informatics started the journey towards the implementation of an Enterprise Portfolio & Project Management System. Turning the promises of the EPPM sales pitch into practice creates many challenges and ‘lessons learned’ along the way. This is the story so far...

13:55 Building an EPPM System on Solid Foundations

Stuart Owen, Director, Project Planning & Management, GSK

- The importance of building the implementation of an Enterprise Portfolio & Project Management System on a solid foundation of standardised planning capability (e.g. good scope management, scheduling and risk management) within the project and portfolio management community
- Motivators, enablers and barriers that influence the quality of information in the EPPM system
- How GSK is now utilising cross-project information to inform decisions that drive delivery of the projects in the portfolio in a co-ordinated way rather than in isolation of each other

14.45 Panel Discussion ‘Selecting an EPPM system supplier’

Stuart Owen, Pauline Stewart Long, Keith Rodgers,
Moira Thomson, Steve Jackson, Tom Halliwell, Patrick Adams

15:30 BREAK & Circulate Sponsor stands

16:00 Panel Discussion ‘Implementing an EPPM system’

Stuart Owen, Pauline Stewart Long, Keith Rodgers, Moira Thomson,
Steve Jackson, Tom Halliwell, Patrick Adams

17:00 Summary & Close

Delegates on Full Meeting Packages to make their way to the Swissôtel La Plaza.

19:00 Drinks reception

19:30 Dinner

21:30 After Dinner Speaker - Hervé Jullien de Pommerol

Executive Director, Program Office at Novartis Institute for Biological Research (NIBR)

1 PIPMG do not endorse any particular supplier and any comments by suppliers are not necessarily the views of PIPMG
‘Accelerating project management to the next level’

The global pharmaceutical industry continues to restructure and change as a result of the challenging business environment and enhanced competitive pressures. As a result, project managers need to continue to stay at the forefront of innovation and knowledge in the project management arena. A heightened understanding of project quality, professional issue management, effective stakeholder management and project management ethics is becoming increasingly important as the trend towards cross cultural project diversity and globalization continues.

**08.30** Registration and coffee

**09.00** Welcome & introduction

*Moira Thomson, Keith Rodgers, Christine Scott, Tom Halliwell PIPMGM*

**09.15** Project Quality – A Neglected Part of the Project Management Triangle

*Peter Schiemann, Managing Partner, Widler & Schiemann AG*

Project Quality is often a neglected part of the project management triangle. Why is quality an important element in the management of projects? How should quality be managed within projects? What are the issues and challenges and how can these be overcome?

**10.00** Professional Issue Management

*Michael Forstner, Integrated Safety Risk Manager and Leader, F. Hoffmann-La Roche Ltd*

In the development of a risk into a crisis there is usually a step that is frequently overlooked, yet offers a chance to positively influence the outcome of this process. This is usually referred to as an “issue” and occurs when a decision needs to be taken on an unsettled matter that has the potential to get out of hand. While risk management is an inherently forward looking process and crisis management refers to the steps necessary to keep in control of a situation that got out of hand, issue management describes the means of corrective action that may help to prevent the development of a crisis. This presentation deals with the steps leading from a risk to a crisis and how to effectively prepare for issue management. Examples of successfully and less successfully managed issues shall show the key steps that need to be taken to maintain control in an issue situation.

**10.45** Coffee break

**11.15** Workshop 1: What?

An interactive team exercise where we hear participants’ views and experiences around some challenging questions.

**12.15** Lunch

**13.15** Project Management and Ethics

*Olivier Lazar, Global Manager, Project Management Excellence, Altran*

Various professional associations recognise that ethics are important in project management. The Project Management Institute has developed and introduced a code of ethics and professional conduct for the project management profession. This code has been prepared to assist with making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values and to instil confidence in the project management profession. What are the challenges a project manager faces? What impact do the ethical standards of a project manager have on ensuring success of a project?

**14.00** Workshop 2: How?

A second set of team exercises. Feedback from teams will connect to expert presentations.

**15.00** Coffee break

**15.30** Effective Stakeholder Management

*Stuart Dickson, Head of Global Supply Chain Operations and Business Systems, Novartis*

Effective stakeholder management requires the identification of individuals who can affect or impact on the successful outcome of a project, especially those who are disposed to be less than positive towards the project or its objectives. All stakeholders require attentive management to mitigate obstacles of this type.

**16.00** Panel session

**16.30** Wrap up and meeting close
Moira Thomson Vice President
Translational Sciences; Aptiv Solutions

Moira has over 10 years' experience in project and portfolio management in a range of environments (large Pharma, small biotech, spin offs, companies, project types and therapeutic areas. Her project experience has covered a huge range of delivery routes, indications, formulations, markets, and regulatory environments and she has worked in a number of global companies including Novartis, Almirall, Otsuka, Roussel and BMS. Most recently Moira spent 10 years at Fulcrum Pharma (originally a Roche spin off) – innovative approach to virtual development – design, planning and implementation of projects using a mixture of in house expertise and third party suppliers using adaptive and streamlined approaches to increase speed to market in the most cost effective way.

Moira has managed all types of R&D teams – in house, using partners and suppliers, with multi-national team members with varying levels of functional expertise. Moira's has been involved in the development, implementation and use of several very different EPPM systems.

Moira has significant experience in projects initiated at clinical candidate stage through to lifecycle management. She has also worked extensively in the in and out licensing area, managing due diligence projects and teams and supporting preparation of projects for out licensing to partner companies.

Keith Rodgers
Managing Director Inspirexe Limited

Keith is managing director of Inspirexe Limited, a business consultancy which serves the full range of organizations from small early stage to large blue chip including academic and not for profit. He is an accomplished director, senior executive, senior consultant and project management professional with a background which includes the pharmaceutical, biotechnology, diagnostic and device sectors including 20 years with Wellcome and GlaxoWellcome.

Inspirexe provides inspiration in the areas of strategy, vision, change, project management, programme management, board & executive leadership and facilitation. Keith has:

• Provided strategic consulting to project management groups, which has included Enterprise Portfolio and Project Management systems,
• Delivered complex projects both within budget and to tight time scales. This has involved working with a wide variety of organizations including large blue chip (GlaxoWellcome, AstraZeneca), medium (Cambridge Antibody Technology, Xenova), small sized and not for profit organizations
• Led international teams to scope and plan business critical change projects
• Delivered presentations, workshops and chaired sessions at international conferences

Tom Halliwell
Programme Manager, Norgine Ltd.

Tom Halliwell is currently Programme Manager at Norgine and is based in the UK. Tom has over 30 years’ experience in the Pharmaceutical and Diagnostic industries, 25 years of which has been in Project Management roles. After graduating, Tom worked for a number of years as a medical virologist in the Public Health Laboratory Service before joining Amersham International (now GE Healthcare). At Amersham Tom was responsible, as Project Leader, for the development and launch of a number of diagnostic products before moving on to become Group Leader in the product development group at the diagnostic start-up company Anagen. Tom transitioned to the Pharmaceutical Industry in 1996 when he joined Roche as a Project Management Consultant to work on the selection and implementation of a Global Project Management Planning System. During a fifteen year period at Roche, Tom held a variety of project management positions including Senior Global Project Manager, Avastin Franchise Global Project Manager and Site Head for the UK based project management group. Tom joined Norgine as Programme Manager in June 2011.

Tom has worked on drug development projects spanning all phases of development (including three launched compounds – Herceptin, Avastin and Bondronat), in a variety of therapeutic areas (CNS, Virology and Oncology) and has been involved in the selection and implementation of a variety of Enterprise Portfolio and Project Management Systems.

Tom is a member of the Pharmaceutical Industry Project Management Group’s Executive Committee and a former Chairman.
Steve Jackson
Associate Director eClinical Operations Perceptive Informatics (Parexel)

Steve’s current role is Associate Director, eClinical Operations at Perceptive Informatics in Nottingham, UK, a division of Parexel, a leading global bio/pharmaceutical services organization that helps clients expedite time-to-market through development and launch services.

Perceptive Informatics is the industry’s leading eClinical solutions provider helping customers accelerate the drug development process through innovation. Perceptive’s products include; Randomization Trial and Supply Management (RTSM), Medical imaging, Clinical Trials Management Systems (CTMS), Electronic Data Capture (EDC), Electronic Patient Reported Outcomes (ePRO) and Clinical Technology Solutions.

One of Steve's current responsibilities is to lead the implementation of the PlanView enterprise portfolio and project management system into the Perceptive Informatics business.

Steve gained a degree in Production Engineering and Production Management from the University of Nottingham and then spent 20 years in the Textiles industry as, in turn, Industrial Engineer, Production Planning Manager and Supply Chain Manager. In 2006, prior to its acquisition by Parexel, Steve joined Clinphone as the Global Planning Manager, developing a centralised project planning and resourcing function with responsibility for scheduling projects and resources across North America, Europe and Asia.

Stuart Owen
Director, Project Planning & Management GlaxoSmithKline UK

Stuart is part of GlaxoSmithKline’s Project Planning & Management Department within R&D and has 17 years of pharmaceutical industry experience in clinical development and project management. He has project managed the development and registration of a number of medicines in the metabolic and neuroscience therapy areas. As a core member of the team that was tasked with further raising project management capability in GSK R&D and embedding the use of an Enterprise Portfolio & Project Management (EPPM) system, Stuart had specific accountability for developing and embedding enhanced project management practices and processes. These acted as the foundation upon which the use of an EPPM tool could be built. As a project manager on a late stage neurosciences asset, Stuart was also an early adopter of Planisware in GSK R&D. GSK is now harnessing the enterprise capability of Planisware with Stuart leading an effort to utilize cross-project planning information to support enterprise-level decision making to maximize the likelihood of success of the whole of GSK’s late stage portfolio. Stuart has a Bachelor of Science degree in pharmacology from Leeds University, a PhD from University of East London, and PMI’s PMP credential.

Pauline Stewart-Long
Managing Director at Stewart-Long Solutions Ltd

Pauline is a practitioner with over 25 years experience in the pharmaceutical industry in both project and portfolio management. She now runs her own consultancy business but in her previous role as VP Global Project Management at GlaxoSmithKline led a major change programme to introduce an enterprise project management system into R&D with the associated cultural, process and practice developments.

She has a special interest in the critical role of people in the delivery of projects and has been involved in project management capability interventions around the globe. She now helps organisations of all sizes to grow and perform through the right structure, team culture, project management maturity and leadership capabilities. Her collaborative style enables clients to clarify their vision so she can help them design an appropriate solution to deliver.

Patrick Adams
General Manager Central Europe

Patrick Adams brings 20 years of experience in international sales management with publicly traded enterprise software companies and market-making start-ups to his role as General Manager Central Europe at Planview.

Patrick joined Planview from Vallstein, an expert for Bank Relationship Management, where he was responsible for European sales management. Prior to that Patrick held several senior positions at business software providers Vendavo, achieving substantial growth across their international business and at Ariba, such as GM for the Central – and South European region and GM for the European business process outsourcing services, thereby being instrumental with a core team in building the European business from the ground up to the leading player in their field.

Previous to that he was responsible at enterprise resource planning provider Baan for their Swiss business and prior to that he was at Hewlett-Packard.

Patrick holds bachelor degrees in electronic engineering and in computer science.

Hervé Jullien de Pommerol
Executive Director, Program Office at Novartis Institute for Biological Research (NIBR)

Hervé Jullien de Pommerol is Executive Director, Program Office at The Novartis Institute for Biological Research (NIBR), responsible for the Project Management Office and for global initiatives aimed at enabling excellence in drug discovery/early development. He started his career as a consultant in drug development, then joined Ciba Vision/Novartis Ophthalmic clinical development department where he held positions of increasing responsibility contributing to the development of Visudyne® and Lucentis® before joining NIBR in Project Management for the Neuroscience Disease Area. He then moved to the UK to help build-up the Gastrointestinal Disease Area as Project Management Director/Head of Operations and more recently served as GI Disease Area Head (a.i.). Over the past few years, Hervé has been a member of various management and decision boards and attended management trainings from Harvard Business School and Tuck School of Business. With an experience spanning new target generation to bringing a new drug to the market in a multicultural and cross-functional environment, Hervé has a good understanding of the value that project management can bring in today’s challenging context. Hervé holds a Master’s degree in Physiology and a post-graduate degree in clinical pharmacokinetics from the Claude Bernard University (Lyon), a Biostatistics degree applied to clinical trials from the Pierre et Marie Curie University (Paris) and a Master of Business Administration from the Panthéon-Sorbonne University (Paris).
**Peter Schiemann**
peter.schiemann@wsqms.com

Peter is managing partner at Widler & Schiemann Ltd, a consulting firm working in the area of quality management in clinical trials and drug safety out of Zug in Switzerland. He is a pharmacist by training and obtained his PhD in human biology both from Philips University in Marburg, Germany. He started his career in the pharmaceutical industry in 1996 by joining Roche in Switzerland. From 1999 to 2003 he worked with PricewaterhouseCoopers as a consultant in R&D Strategy in Switzerland and the US. During this time he obtained his post-graduate degree of Pharmaceutical Medicine from the University of Basel and a cMBA on International Marketing from Jones International University in Colorado, USA. He re-joined Roche in the US in 2003 as Global Planning Manager and moved back to Basel in 2004. In 2006 he fully dedicated his attention to the QRM project designing and implementing the novel approach and in 2009 he became global head of the QRM group in Roche’s Clinical QA.

**Michael Forstner**
michael.forstner@roche.com

Dr. Michael Forstner is “Integrated Safety Risk Manager” at F. Hoffmann-La Roche in Basel. In this role his main duties are to develop and implement processes for the coherent and consistent global management of drug safety risks together with his colleagues at other Roche drug development sites. These processes include data driven, integrated safety management planning, the development of integrated solutions for signal detection, the implementation of meaningful benefit-risk assessment processes, and the development of methods for a systematic approach to identifying, assessing and improving drug safety risks.

Michael is also the Leader of the Global Risk Management Planning Work Group, a cross-functional global committee within Roche to develop, implement and oversee efficient processes for the development, tracking and update of risk management plans, their global harmonization and coherence, and their comparability to US REMSs.

Prior to joining Roche, Dr. Forstner worked in a variety of positions in pharmaceutical R&D at Pharmacia (Nerviano, Italy) and Novartis (Basel, Switzerland), and in drug liability risk management at Zurich Financial Services. He studied biochemistry and medicine in Graz, Austria, holds a PhD in biochemistry from the Swiss Federal Institute of Technology Zurich, Switzerland, did postdoctoral work at UC Berkeley/Lawrence Livermore National Laboratory, California in the area of structural enzymology and biophysics, and was Assistant professor of Molecular Structural Biology at Sveriges Lantbruksuniversitetet in Uppsala, Sweden.

In his spare time, Michael loves to spend time outdoors with his children and to engage in various activities from skiing and hiking, to fishing, hunting and gardening. He is also an avid reader, and loves the opera and music in general.

**Olivier Lazar**
olivier.lazar@orangemail.ch

Olivier Lazar is a Project Management consultant, coach and trainer. Graduate with a Master’s degree in Strategy, Project and Program Management and an Executive MBA from the Lille Graduate School of Management, in addition he is Global Manager for the Project Management Excellence Practice at Altran, global leader in technology and innovation consulting with more than 17,000 employees in 26 countries; Olivier is also Partner at Valense, Project Management experts’ worldwide network.

With more than 15 years of Project and Program Management experience, both on the operational and consulting perspective, Olivier has worked in a large range of industries, from Corporate Finance to Aerospace or from E-business to Pharmaceutical, being mainly involved in the implementation of Project Oriented Organizations.

With a demonstrated expertise in Earned Value Management, Risk Management and Strategy, Olivier has developed the “Project Driven Strategic Chain©” concept linking the Strategic Vision to the Project operational level, developing a complete Governance approach. As complementary to it, the “Project Management Office Life Cycle©” model proposes a new evolving approach to a PMO, adapting itself to the level of Maturity of an organization.

He is regularly published in professional press and present in number of PM conferences around the world, including PMI Global Congresses in EMEA and North America.

An active member and volunteer at the Project Management Institute, Olivier is Vice President at the PMI Switzerland Chapter. Also, as an International Correspondent for PMForum and PM World Today, he’s reporting news about projects and project management in Switzerland and across Europe.

**Stuart Dickson – Effective Stakeholder Management**
stuart.dickson@novartis.com

As Head of Global Supply Chain Operations and Business Systems in Novartis Vaccines and Diagnostics, Stuart is responsible for all planning of supply, warehousing and distribution, artwork and supply chain business process development. This includes being Business Process Owner (BPO) for Planning, Data Management and Business Reporting within the Company SAP environment, and the BPO for Artwork and Labelling across the Division.

Key experiences in his time with Novartis have been

- Building the supply chain function and capability
- Leading supply planning and execution through the H1N1 Flu Pandemic
- Running a SAP reinforcement programme (part re-implementation)
- Building the case for a new Artwork / Labelling process and system (current) alongside the day-to-day running of the operations of supply chain across the Vaccines network.

Stuart joined the Vaccines division in May 2008 after nearly 20 years with GlaxoSmithKline. His previous experience covered technical and production management, site logistics, site director, divisional supply chain management– all for the primary (API) part of manufacturing plus supply chain strategy development. The latter roles were as part of the Global Logistics function.

He has also acted on the boards of a supply chain conference and a global research council, advising on content and structure.

Stuart’s breadth of experience has given him plenty of opportunity to see in practice the results and implications of both effective and less effective methods of stakeholder management and the importance of not overlooking this key aspect of project management.

Stuart holds a degree in Chemical and Process Engineering from Heriot Watt University in Edinburgh.
PIPMG Spring Meeting Registration Form

Delegate Information

<table>
<thead>
<tr>
<th>NAME</th>
<th>JOB TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPANY</td>
<td>ADDRESS</td>
</tr>
<tr>
<td>POSTCODE</td>
<td>TELEPHONE</td>
</tr>
<tr>
<td>FAX</td>
<td>E-MAIL</td>
</tr>
<tr>
<td>SPECIAL DIETARY NEEDS</td>
<td></td>
</tr>
</tbody>
</table>

Early bird rates for registrations received before Friday 20th April 2012

Registration Details

Early Bird Full Meeting package:

- Early Bird Rate: £454.00 (inc VAT)
- Normal Rate: £554.00 (inc VAT)

Rate includes – Half day meeting on Tuesday 29th May, Evening Dinner on Tuesday 29th May and a Full day meeting on Wednesday 30th May 2012.

Early Bird Tuesday 29th May Meeting rates:

- Early Bird Rate: £200.00 (inc VAT)
- Normal Rate: £250.00 (inc VAT)

Rate Includes – Half day meeting on Tuesday 29th May and Evening Dinner on Tuesday 29th May 2012.

Early Bird Wednesday 30th May Meeting rates:

- Early Bird Rate: £341.00 (inc VAT)
- Normal Rate: £441.00 (inc VAT)

Rate Includes – Full day meeting on Wednesday 30th May 2012.

Please note if accommodation is required this can be organised through Lime Blue Solutions and a list of hotels can be provided upon request. This is at an additional cost and not included within the packages.

Payment Details

You can pay Online, by Cheque or Invoice

<table>
<thead>
<tr>
<th>Cheque - Payable to Lime Blue Solutions Ltd</th>
<th>OR</th>
<th>Invoice - Please fill in details below</th>
</tr>
</thead>
<tbody>
<tr>
<td>INVOICE ACCOUNTS PAYABLE ADDRESS</td>
<td></td>
<td>POSTCODE PURCHASE ORDER</td>
</tr>
</tbody>
</table>

Event held at:

Novartis Campus, 4002 Basel, Switzerland

Please send completed forms to

Lime Blue Solutions Ltd, 3b Pinkneys Farm, Furze Platt Road, Maidenhead, Berkshire, SL6 6PZ
fax: +44 (0)1628 780534 e-mail: events@pipmg.org telephone: +44 (0)1628 780211

• Your place at this meeting is not confirmed until full payment is received. • Requests for refunds must be made in writing. No refunds will be made for cancellations or alterations received less than 21 days before the meeting. • For cancellation received more than 21 days before the meeting, fees will be refunded less an administration fee of £25. • If accommodation is no longer required, we will attempt to cancel the booking; however, if this is not possible, the cost of accommodation will not be refunded. • Alternative delegates may be substituted at any time, subject to an administration fee of £25.