

Case Study: Elevate a Biopharma Project and Portfolio Management Program

The Ask:

The client was a large, \$150B biopharmaceutical company that, in a previous assignment with Primecore, developed the business processes and in-house capability to manage capital projects in line with industry best practice. The client now wished to improve their business processes at a higher level.

The assignment objective was:

- To establish a Project, Portfolio and Program Management business process which will prioritize strategic initiatives and ensure Program and Project Management resources are deployed onto those with the highest priority.
- To build the in-house capability to draft high quality strategic business cases and to sponsor business initiatives.

The Approach:

- Primecore initially built an understanding across the leadership team of how Portfolios, Programs and Projects differ and interact with each other.
- Primecore developed a simple, standard format for proposed business ideas and trained sponsors how to present them to the Leadership team. This facilitated decisions on which initiatives would be progressed to the next stage.
- Trained a subset of the team on the development of high-quality business cases for the selected initiatives. As Primecore “trained the trainer”, the training was then further rolled out across the company with their internal team.
- Using Primecore tools, the initiatives were prioritized by the Leadership team and the agreed strategic portfolio was governed by the appointed leaders on a monthly basis.

Outcomes:

A key outcome was that the company now has a defined business process to prioritize business initiatives thus ensuring that valuable resources are only applied to the highest priorities. There was recognition that the company previously attempted to carry out too many initiatives, which was counterproductive and resulted in key initiatives not being delivered. With the new process, there was clarity on the overall operational and site priorities, and then subsequent alignment with the financial and personnel resources required.

