

## ***Case Study: Prioritizing a Pharmaceutical Capital Portfolio***

### **The Ask:**

Primecore received a request from a large Pharma company to review one of its manufacturing operations and its project portfolio. The operation in question had many active projects and was struggling to manage these efficiently. Apart from the waste of personnel and financial resources, the operation was also in danger of failing to deliver on several significant business commitments. Often in the absence of a single, business prioritized portfolio, projects will get executed based on non-strategic criteria, such as functional preferences, the strength of influence of an individual member of the leadership team, or the preferences of the individuals executing the projects. This case was no exception as projects were not prioritized by the business needs.

### **The Approach:**

Primecore suggested a two workstream approach to resolve the issue:

- Primecore helped the client establish a prioritized set of business objectives for the operation. These objectives then became the basis for prioritizing all active projects. Lower priority projects were put on hold allowing resources to be focused on defined set of higher priority projects.
- Primecore then developed and rolled out a Training and Mentoring Program to provide Project Managers with the necessary capability to deliver capital projects in line with established Project Management ‘best practice’. It was evident that the parent company had developed a project management stage gate process, but this process was not previously being followed. The training program addressed this issue.

Primecore also took the practical step of providing a highly competent project manager to overcome near term challenges. This project manager also acted as a mentor to the internal team.

### **Outcomes:**

The outcome of this exercise was both successful and sustainable. The key enablers to the delivery of the Project Portfolio process were:

- Alignment among the Leadership team around the Operations business objectives.
- Alignment around the prioritization of the projects needed to deliver these business objectives.
- A realistic data driven approach to the number of projects that can be executed using available resources.
- The capability to execute projects in line with established best practices

