# The Armageddon in Life Sciences Industry: Survive and Thrive in Project Management

Priya Kasturi and Connie Veilleux

#### About Us

#### Connie Veilleux, Hoffmann-La Roche, Inc.

- Director of Global Technical Development
- Project Management and Portfolio Planning
- Accountable for global portfolio of over 90 products
- Over 20 years of industry experience; 12 years experience teaching Microbiology
- B.Sc. in Biology/Chemistry San Francisco State University, MS Ed, PMP

#### Priya Kasturi, Inform LLC

- President
- Over 20 years of experience in product development, information management, dms, portfolio resource planning, and financial management
- Corporate experience Group Director, Hoffmann-La Roche, Inc.
- B.Sc. and M.Sc. Bangalore University, India; M.S. in Statistics The University of Connecticut
- Voluntary service: President of Narika, a non-profit organization, serving women in South Asian community.

# **Learning Outcomes**

- Learn about life sciences industry and the creative configurations of collaborations that challenge the people, processes, and structure in project management groups
- Gain insight in managing a project management department in a fair and respectful manner in a changing environment
- Create an environment to develop organic solutions to challenges faced now and in the future by tapping into the experience base and competencies of project managers

#### Orientation

- Armageddon
- Life Sciences
- Project Management
- Survive and Thrive



# The Armageddon Project

Even if peace has reigned in the world of EVE for a number of years, this does not mean that the \_\_ are sitting at ease when it comes . Each one of them is spending huge sums of money on R&D every year, as well as supporting independent research facilities and scientists. All of them have the same dream of discovering the ultimate



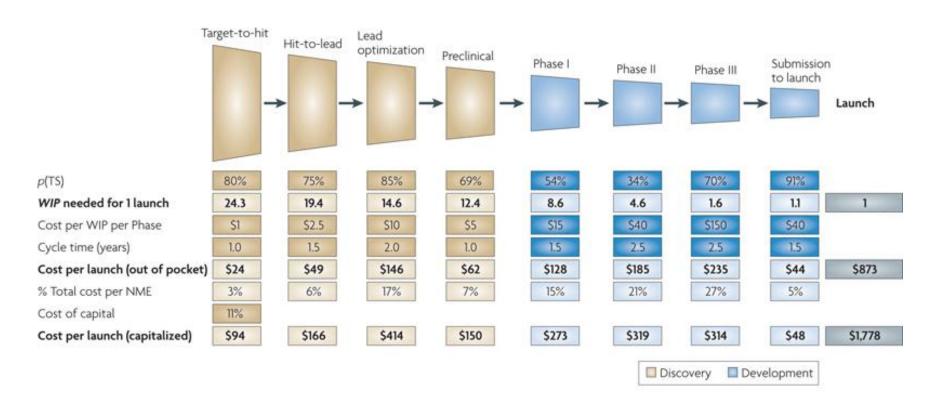
20018CCP HF. ALL RIGHTS RESERVED. WWW.CCPGAMES.COM.

#### Orientation

- Armageddon
- Life Sciences
  - Biotechnology, pharmaceutical, diagnostics, medical device
- Project Management
- Survive and Thrive



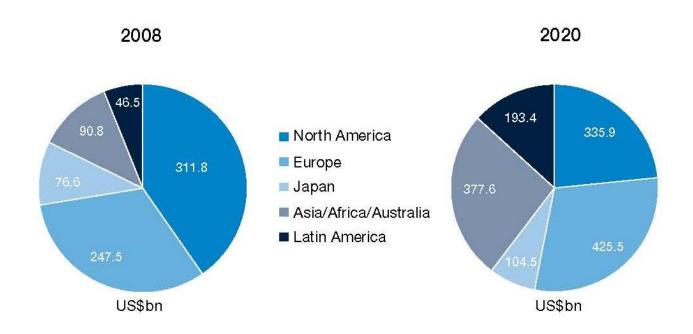
## BioPharm R&D Process - Current Paradigm



Nature Reviews | Drug Discovery

<sup>\*</sup> Does not include costs for Discovery Research and Post Launch

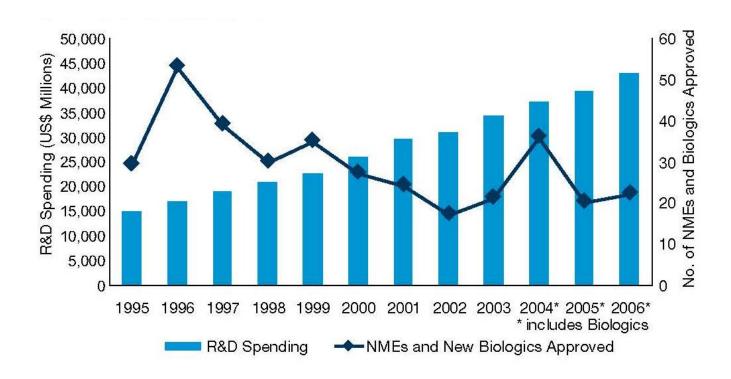
### Global Biopharmaceutical Sales by Region



Sources: IMS Health Total Unaudited and Audited Global Pharmaceutical Market by Region (2008); IMS Health Market Prognosis (March 2009); and PricewaterhouseCoopers analysis.

Note: IMS Health has produced lower and upper projections for the growth of the global pharmaceutical market over the next five years. We have extrapolated from these projections to estimate the regional split in 2020, using the midpoint between the upper and lower ranges.

# R&D Spend – US Manufacturers



Sources: FDA/CDER Data, PhRMA data, PricewaterhouseCoopers analysis

Note: Data on R&D spending for non-PhRMA companies are not included here, because they are not available for all 11 years

# **Factors Leading to Armageddon**

WORLD ECONOMY HEALTHCARE

INTERNAL DRIVERS

MARKET/ INVESTORS

# Impact on PM Role

	Large - Mid Cap	Small Cap	Start-up
Portfolio	Large Multiple TAs	1-2 Molecule	1 Molecule/1 Indication
Investment	\$\$\$\$\$	\$\$	\$
Focus/Strategy	Global/Multiple OCs/Partners		Local
Team Leader	$\sqrt{}$	√ (PM)	
PM	$\sqrt{}$		
Team Member	$\sqrt{}$	$\checkmark$	√ (TL/PM?)

#### **Project Management is Imperative**

# Familiar Themes Reshaping R&D

To achieve greatest medical and commercial impact ...

- Flexible approach to discovery
- Translational science to identify the right disease targets\*
- Focus on compounds with highest probability of success
- Focus on manufacturing and distribution
- Greater partnering with external service providers to share risk\*
  - Networked development alliance
  - Equity and success based
- In-source creativity; Outsource redundancy
- Reduce cycle times, and lower costs\*
- Greater use of sophisticated portfolio management techniques\*

<sup>\*</sup>according to Tufts Center for Study of Drug Dev

# Impact on PM Knowledge Areas

- Integration
- Scope
- Time
- Cost
- Quality
- Human
- Communications
- Risk
- Procurement

# Survive and Thrive ... Transformation of the Life Sciences Ecosystem

- Emphasis on Portfolio Management
- Manage vast network of service providers
  - Need for alliance/partner management
- Doing more with less
  - Innovative thinking
    - Team organization, collaboration, change agents, sustainability
  - True test: in difficult times, demonstrate strength of purpose, alignment, and resilience
  - Work-life balance and self care
  - PM network, contract PMs, virtual



# A Case Study: The Virtual Bus Journey

October 6 2011 Connie Veilleux, PMP Director, Project Management

#### Introduction



- Lead a department in a fair and respectful manner in a changing environment
- Develop solutions including transparent communications for the challenges the department and company were facing
- Continuously problem solve how to use our best talent and monitor for burnout





- Create a safe environment to communicate changes
- Engage and support staff through changes
- Education how to take care of self/department through changes
- Empower the department and support staff to come up with solutions



# Virtual Bus Journey Implementation

October 6 2011 Connie Veilleux

**Director** 



#### **Bus Journey Planning**



- Designated a manager to take ownership of a section
- Keep the messages simple and few
- Encouraged interactions during the meeting and after the meeting
  - Bus ride session was quarterly
  - Requested managers proactively address challenges in 1:1 and group meetings
- Used visuals to convey positive atmosphere
  - Bus and Journey Posters
  - Colorful bus branding on slides
  - Arranged the conference room as if on a bus
- Meeting was global
- Staff given pre-work to think about questions before the session

#### A Bus Journey Agenda





- Exercise 1: Waiting for the Bus and Rules of the Road (Manager 1)
- (Message) What is the Bus Journey? (Director)
- Exercise 2: Destination Pipeline (Manager 2)
- Exercise 3: Challenges: The Engine Stalls (Manager 3)
- (Message) Closing and reflections (Director)



- Please turn your cell phone to vibrate or off
- Speak up! Offer your perspective and ideas. In order for this bus ride to be a success everyone needs to participate.
- Listen to what everyone has to say. Ask questions to learn what others know and to get at the heart of the issues.
- Understand what is happening in the organization and how the changes impact you or others in department.
- Share "ah-ha" moments. It's what you feel when insight strikes, when a solution to a tough problem suddenly occurs to you, or when a great idea hits you seemingly "out of the blue."









# What is the Bus Journey?

A Message



## Why a Bus Journey?



#### The bus journey is about:

- Uniting in vision and direction to deliver the pipeline
- Opening the discussion on the challenges impacted by change
- Coming up with solutions or opportunities, both personal and as a group, to keep the bus moving to deliver

#### **Exercise 2: Destination Pipeline**



Purpose: Give recognition for accomplishments and for completed work

#### Exercise:

- Staff add pipeline accomplishments to a poster
- Display in a public area



# Exercise 3: the Challenges... The Engine Stalled

- 1. What challenges & obstacles are facing with an increase workload
- 2. Are there opportunities to change our way of thinking & approaches?

		·
Challenge/Obstacle	Opportunities	





#### **Closing Message**

Continue the discussions with peers and managers

Put together a mental action plan for personal uplifts during the week. Work this for 30 days.

is

#### **Final Exercise**





#### One 5 min YouTube video

- Motivation: Dan Pink
- Getting Things Done: Dave Allen



#### **Conclusions**



To meet the demands of the business world in the changing health care industry:

- a PMO will need to adopt new practices including a different "mindset"
- Leaders must remain transparent and continue to look for solutions to continue to gain staff trust and respect
- Project managers need to become increasingly more diverse to work in a global economy



# **Learning Outcomes**

- Learn about life sciences industry and the creative configurations of collaborations that challenge the people, processes, and structure in project management groups
- Gain insight in managing a project management department in a fair and respectful manner in a changing environment
- Create an environment to develop organic solutions to challenges faced now and in the future by tapping into the experience base and competencies of project managers

# THANK YOU!