Resource Portfolio Management

Issue
A large pharmaceutical company could not accurately project timelines and resources, either for a study or for the portfolio. In addition, there was no standard process across teams for managing projects. Because of this, the company could not proactively identify project risks, resource gaps, and impacts of changing timelines on bringing a drug to market.

Solution
PHARMICA consultants helped this client develop and implement an enterprise-wide planning and resource management capability. A rigorous project management process surrounding the software development lifecycle process enabled the project team to deliver on time and on budget. Key PMO tools used during the software development lifecycle were project planning, risk and issue management, quality management, communication plans, and change management plans. Key Six Sigma tools utilized were process mapping and measurement, root cause analysis, data gathering plans, Pareto diagrams, development of resource management algorithms, facilitation techniques, and benchmarking, among others.

Benefit
The solution enabled the development of a PMO with standard project management plans that enabled the client to understand the impact of changing time lines on resource estimates. In addition, it allowed the client to conduct bottoms-up planning for the annual R&D budget, and to implement a project management process for bringing a drug to market.