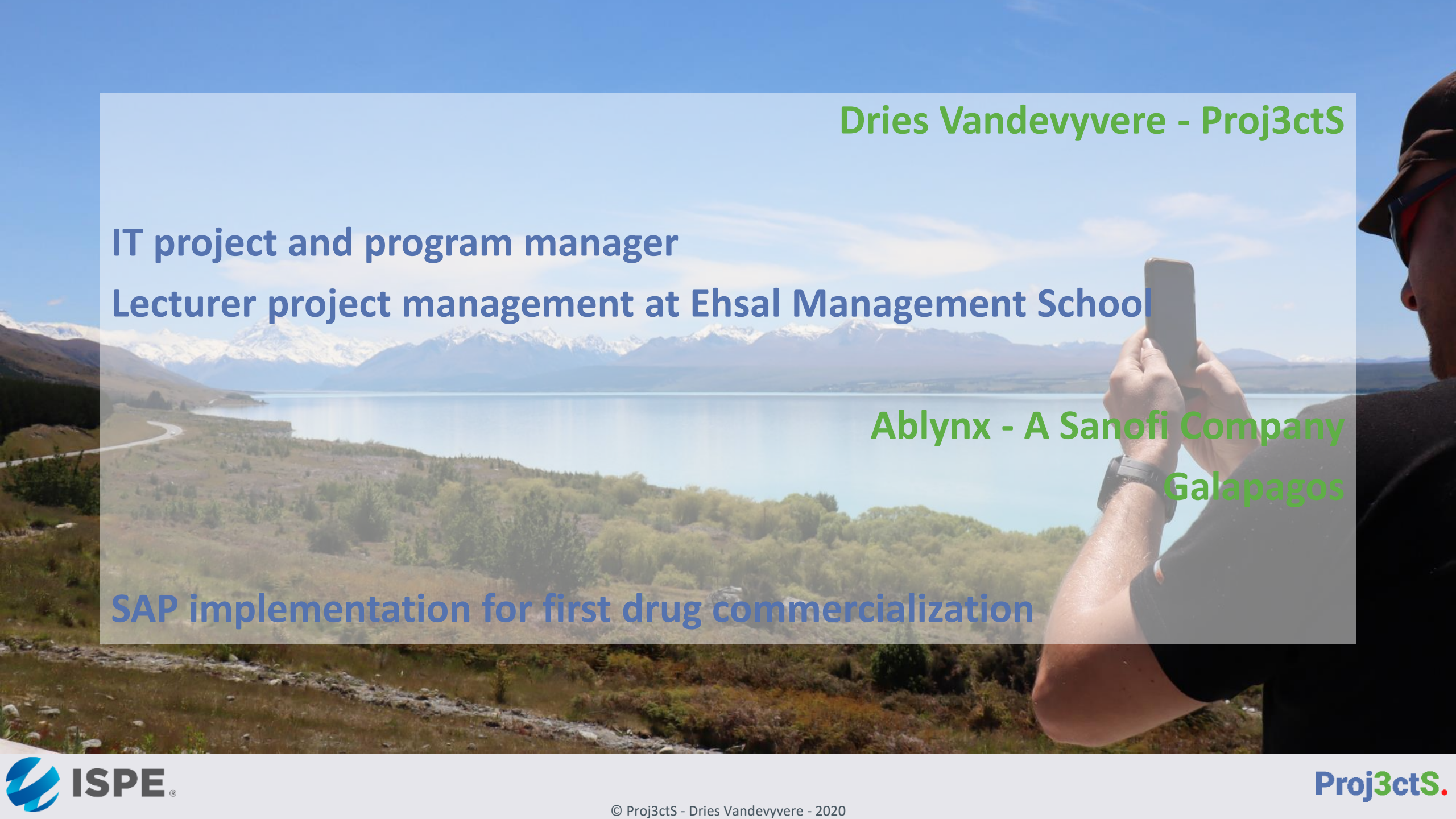




IT project cost management

going from Bio-tech to Pharma

A person wearing a cap and sunglasses is seen from the side, holding a smartphone to take a photo of a scenic landscape. The landscape features a calm lake, a winding road, and a range of snow-capped mountains under a clear blue sky.

Dries Vandevyvere - Proj3ctS

IT project and program manager

Lecturer project management at Ehsal Management School

Ablynx - A Sanofi Company
Galapagos

SAP implementation for first drug commercialization

From Biotech ...

Agile & innovative

Let's make it happen

Small household of generalists

Cross team collaboration

Every € counts

... to Pharma

Structured & organized

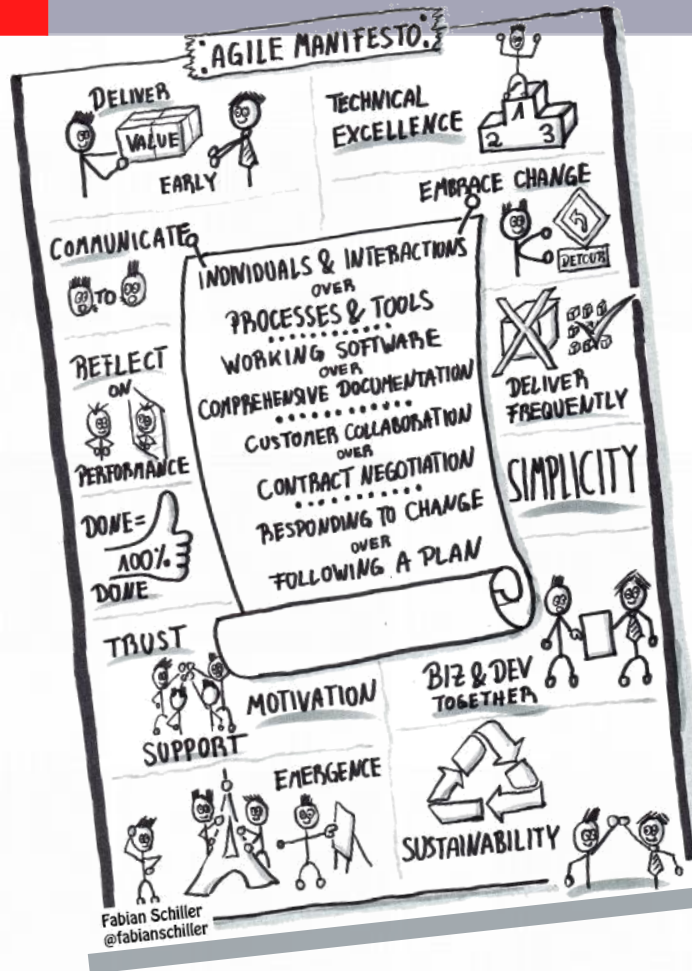
Let's think about it

Large family of experts

Overhead & coordination

Large budgets available

IT projects for Biotech



In projects for Biotech
we valued

Agile approach

over

Traditional
Project Management

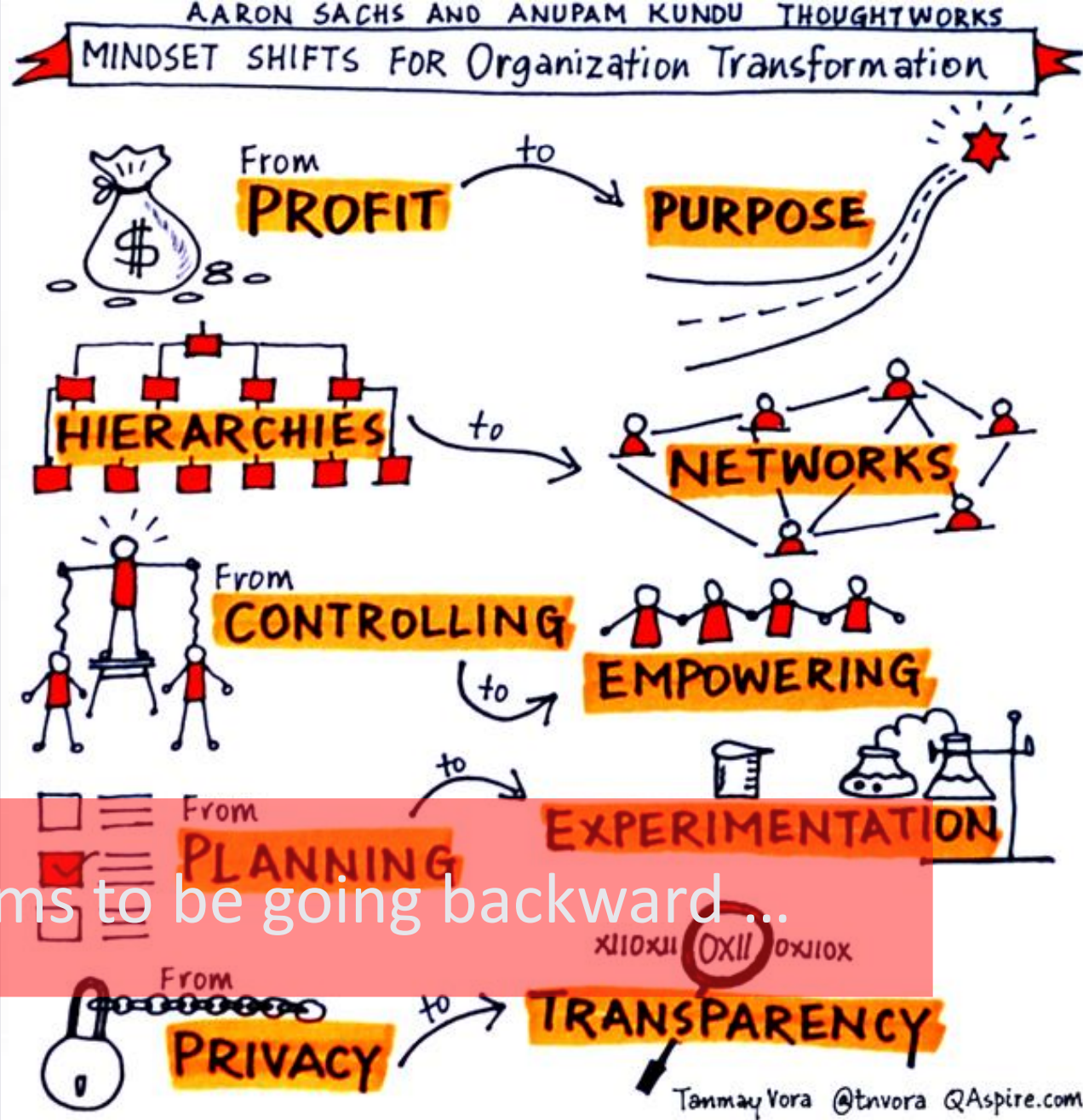


Moving to big pharma: agility



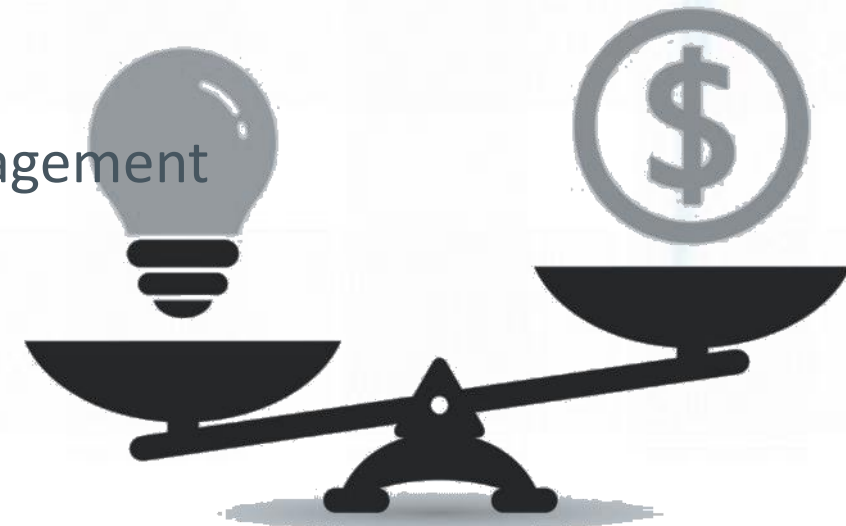
While organisations
need to shift
their mindset

Moving to pharma seems to be going backward ...



Move from cost to value

- **Value management:** a strategic management approach
 - Guiding principles (stemming from value analysis/engineering)
 - Concept of functions: define product by functionality rather than technical characteristics
 - Multi-disciplinary team: develop well-balanced and comprehensive solutions
 - Structured job plan: sequential use of creativity and analysis
 - Focus on deliver business benefits that are both
 - In line with the strategic intent
 - Achievable
 - Combination of portfolio, program and project management
 - Key elements of success
 - Strong stakeholder focus
 - Creative approach
 - Sensible resource management



Move from cost to value

- **Earned value management:** a project cost management tool
 - Combines scope, schedule and cost to assess project performance and progress
 - Compares the baseline to the actual schedule and cost performance
 - Integrates scope, cost & schedule baseline to form the performance baseline
 - 3 key dimensions
 - Planned value (PV)
 - Actual Cost (AC)
 - Earned value (EV)
 - Performance measures and indicators
 - Schedule / cost variance
 - Schedule / cost performance index
 - The basis for your project forecast



A close-up photograph of a black leather wallet lying flat. A silver metal chain is draped over the wallet, and a yellow padlock is attached to the chain, locking it. The background is a plain, light-colored surface.

Solution of a Dutch CEO

The closed wallet

Pharma executives say
current cost systems
don't meet their needs

Zero-based budgeting (ZBB)
vastly improves
spending visibility and
accountability



BAIN & COMPANY

An elephant is shown surfing on a wave in the ocean. The elephant is standing on a surfboard, leaning forward, and riding the crest of a wave. The background is a clear blue sky and the ocean waves.

Who says you can't
be big and nimble?

Make it a **top management**
priority

Link savings to **growth**

Focus on **strategic costs**
vs. nonstrategic costs

Pave the way for
behavior change

How to fix it when it is broken ?





It is all about the culture

And the good news is:
“You are the culture”

Model the behaviour
you want to see

Setting an example is
not the main means of
influencing others, it is
the **ONLY** means.

Albert Einstein



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