



# Biopharma Portfolio Management

## THE NEED

A client was struggling to retain control of a complex and 'evolving program'. There was a general lack of clarity in terms of how the program was performing and whether it was likely to achieve its various business commitments. This scenario points to a common mistake with program governance when trying to merge different programs (i.e. different business objectives) into a single program due to the sharing of capital resources. This can lead to wide scale confusion as an element of project scope may be critical for one program, but not for another.

## THE APPROACH

- Primecore's initial review of the program established that this was not a complex program but, in fact, a small portfolio of four programs each with its own business case. The mistake had been made to try to govern this as a single program since much of the new equipment was shared across the products.
- Separate program and project charters were generated to distinguish them individually.
- Each program was assigned its own point of leadership.
- Four separate monthly governance meetings were established (two meetings per session) allowing each program to be reviewed in isolation.
- Shared project scope was incorporated into one of the programs (typically the program which had the earliest requirement) with the other program(s) treating this scope as being an assumption to their program.

The two programs had gotten into difficulty and there was confusion as to the source of the issue. On one hand, it was felt that the poor performance of the capital project was the root cause, while on the other, it was stated that the primary issue was a lack of definition of the requirements, particularly with the critical process requirements.

## THE SOLUTION

Communication with the executive leadership team on the program status for each was clearer as each one was aligned with a known business objective. This brought clarity on the performance of each of the programs. It was also recognized that one of the programs could be cancelled due to changes in the underpinning business case, which was made clear from the individual charters being established.



## THE RESULTS

- *Communication with the executive leadership team on the program status was greatly improved*
- *Each product was aligned with a known business objective*
- *Within a three-month time, the client experienced clarity on the performance of each of the programs*

