

PPM WORLD TOUR 2026



World's Greatest PHARMA,
BIOTECH & HEALTHCARE
Project and Portfolio
Management Conferences
UNITED under WHY Summits
PPM WORLD TOUR

TESTIMONIALS



It was an honor to be part of such a prestigious event and to contribute to discussions. Thanks Why Summits for the opportunity to engage with such a knowledgeable audience and networking with industry leaders !!

★★★★★



Dhawal Upadhyay
General Manager - Global
Program Management
Intas Pharmaceuticals
(Biopharma division)



Thank you for giving me the opportunity to speak in front of this specialized PPM audience within the broader context of PLM.

★★★★★



Raffaele Marranzini
CEO
Platflow



It was a real pleasure being part of this great event.

★★★★★



Blerim Shkodra
Sr Director Capital
Procurement & Category
Leader
Lonza



Always a fun time MCing the Why Summits conferences! It's the intersection of a topic I'm so deeply passionate about (PPM), the industry I know so much about (life science in general, pharma in particular), and the people who - dare I say it - have become my friends.

★★★★★



Dave Penndorf
PPM Advisor
Groundswell Pharma
Consulting, LLC.



A big bravo to the Why Summit Team for organizing the great conference. Excellent speakers, fantastic attendee!

★★★★★



Bhaskar V. Sathaye
Lead Project Engineer
The Janssen Pharmaceutical
Companies of Johnson &
Johnson



Thanks to Why Summits and the Great Speakers and Panels. Very inspiring. So many great things to do to provide a better Life for our patients.

★★★★★



Emmanuel Happe
Senior Leader | Global Director
Lonza



It was a very transparent discussion on Agile, waterfall and hybrid methodologies. I have fully enjoyed participating in this panel!

★★★★★



Mugunthan Maheswaran
Sr Project Manager,
Technology, Digital &
Operational Excellence
Roche



We were proud to be Sponsors for the 31st European Life Sciences Project & Portfolio Management Conference in London. Two really energising days of learning and connection. Huge thanks to Why Summits for such a well-run event. The presentations, panels and workshops sparked great conversations around portfolio strategy, governance, risk and innovation across the sector. Most of all, it was fantastic to reconnect with familiar faces and meet new Life Sciences leaders who share the same passion for PPM.

★★★★★



Merryn Horneman
Life Sciences Delivery Partner
Mi-GSO-PCUBED



It was an honor to be part of such a prestigious event and to contribute to discussions. Thanks Why Summits for the opportunity to engage with such a knowledgeable audience and networking with industry leaders!!

★★★★★



David Swift
Senior Procurement Leader
Lonza



Reflecting on my participation in the 22nd American Pharma and Biotech Project, Program, and Portfolio Management Conference in San Francisco last week, I am inspired by the wealth of knowledge shared and the incredible community of experts and lifelong learners I had the pleasure of working with and connecting to.

★★★★★



Noel Decker
vP and Head, Science
& Development Project
Management, Strategy and
Business Operations
Emergent BioSolutions



Very good and engaging discussion! Thanks Why Summits for being part of the panel

★★★★★



Christophe De Vleeschouwer
Director, Pipeline Project
Management
GSK Vaccines

INDUSTRY PIONEERS ATTENDING FROM



GSK Pfizer Lilly MERCK Roche sanofi AstraZeneca

Bristol Myers Squibb EMD SERONO NOVARTIS abbvie Boehringer Ingelheim Johnson & Johnson

AMGEN VERTEX Genmab GILEAD Takeda novo nordisk

BAYER teva Biogen Daiichi-Sankyo CSL Otsuka Adaptimmune

Mylan astellas VIATRIS SANDOZ BIONTECH moderna

THE PPM SUMMIT BARCELONA IS YOUR MUST-ATTEND EVENT IN 2026!



STRUGGLING WITH RESOURCE CONSTRAINTS, COMPLEX PORTFOLIOS, OR AI ADOPTION?

This summit is your shortcut to **smarter decisions, optimized strategies,** and **real impact.**



LEARN FROM THE BEST.

Get insider knowledge from **top pharma & biotech PPM leaders** who've cracked the code on **eciency, risk management, and innovation.**



FUTURE-PROOF YOUR PPM APPROACH.

Master **AI-driven decision-making, scenario planning, and next-gen project execution** to stay ahead.



SOLVE REAL CHALLENGES - FAST.

Engage in **interactive workshops, think tanks, and case studies** designed for **actionable takeaways** you can implement immediately.



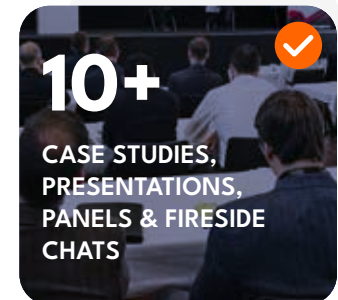
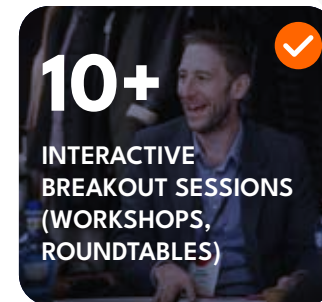
EXPAND YOUR NETWORK.

Connect with **key decision-makers, industry pioneers, and peers** who are shaping the future of pharma PPM.



EXCLUSIVE WORKSHOPS.

Get **hands-on training** in portfolio strategy, governance, and AI for PPM with world-class experts.



WHY IS THIS **EVENT RIGHT FOR YOU?**



THE PRESSURE ON PHARMA AND BIOTECH PROJECT LEADERS HAS NEVER BEEN GREATER:



Clinical programs
must move faster



Portfolios must
become smarter



Digital
transformation is
rewriting the rules



Global
manufacturing and
capital projects
demand flawless
execution

Through **visionary keynotes, practical case studies, hands-on workshops, and peer-driven roundtables**, you'll gain not only the frameworks and tools to deliver results but also **the strategic connections that will power your projects forward.**

That's why the **PPM SUMMIT BARCELONA** brings together Europe's leading **project, program, and portfolio management (PPM)** executives for **two days of high-value insight, debate, and networking in the heart of Barcelona.**

This is not a theory event – **it's where real solutions meet real challenges.**

IF YOU ARE RESPONSIBLE FOR DRIVING PROJECT SUCCESS, PORTFOLIO VALUE, OR ORGANIZATIONAL TRANSFORMATION, **THE PPM SUMMIT BARCELONA IS YOUR MUST-ATTEND EVENT IN 2026!**

KEY TAKEAWAYS



FASTER R&D DELIVERY

Proven methods to remove bottlenecks and accelerate clinical project execution.

SUPPLY CHAIN & MANUFACTURING EXCELLENCE

Strategies to manage complex expansions, tech transfers, and risk in global facilities.

LEADERSHIP IMPACT

Practical skills to influence executives, secure buy-in, and lead transformation without authority.

AI & DIGITAL MASTERY

Clarity on where digital adds real value in PPM today (and where it doesn't).

SMARTER PORTFOLIO DECISIONS

Tools for resource forecasting, scenario planning, and governance that drive efficiency.

PEER INSIGHT

Unfiltered exchanges with fellow project leaders facing the same regional and global challenges.

WHO SHOULD ATTEND

- **PHARMA & BIOTECH** – Heads of Project Management, Portfolio Strategy, R&D Operations, Clinical Development, Manufacturing, Supply Chain, and Capital Projects.
- **CROS & SERVICE PROVIDERS** – Clinical, operational, and data management leaders partnering with pharma on critical programs.
- **DIGITAL, AI & PPM TECHNOLOGY PROVIDERS** – Offering solutions for forecasting, dashboards, decision intelligence, and digital transformation.
- **CONSULTANCIES & ADVISORS** – Supporting governance, change management, and large-scale project execution.

JOIN US AT **PPM SUMMIT BARCELONA 2026** TO SHAPE THE **FUTURE OF PHARMA & BIOTECH PORTFOLIO MANAGEMENT** - AND TAKE HOME THE **INSIGHTS, TOOLS, AND CONNECTIONS** TO DELIVER SMARTER PORTFOLIOS, STRONGER PROJECTS, AND FASTER RESULTS.

OUR SPEAKERS AND PANELISTS



Albert Palomar

Global Portfolio & PMO Director

ESTEVE



Eric Vigas Saenz

Director, Strategic Projects -
Alliance Management

AstraZeneca



**Helen Santamaria
Popescu**

Associate Director, Project
Management, Clinical
Pharmacology Regulatory
Submissions

AstraZeneca



Lucile Bellier

Senior Director (People Manager),
Vaccines, Government, and Public
Health Services

Thermo Fisher Scientific



**Mariona Noguera
Codina**

Global Quality Pharma &
Compliance Director

ESTEVE



Marta Fernandez

Project Manager, Clinical
Pharmacology & Quantitative
Pharmacology

AstraZeneca



**Meritxell Corbeto
González**

RPA Project Manager

Bayer



Dr. Ramzan Tabasum

E2E Strategic CAPEX Program Lead
Small Molecules

Lonza



Marta Herrero

Global Innovation & Portfolio
Director

Reig Jofre



Jonathan Galduf

Senior Director Global
Market Access International,
Immunoglobulins portfolio

CSL



Silvia Martin-Padilla

Global Director, Quality, Regulatory
& Pharmacovigilance Operations &
Compliance

Ferrer



José Luis Toro

Global Head of Quality,

Reig Jofre

Chairing both days

OUR SPEAKERS AND PANELISTS



Belén Rueda de Ize
Head of Corporate Development
Centrient Pharmaceuticals



Mathias Mönckedieck
Head of Project Management Office
- New Projects
Tiefenbacher Group



Tania Nadal
Global Clinical Development Head
ESTEVE



Miguel Pedro
Senior Director Global Innovation
Portfolio & New Products
Grifols



Yanita Marinova
Assoc Dir DDIT US&I Operational
Excellence Management
Novartis



Kristian Luoma
Cofounder
In Parallel



Eva Kryszczuk
Diagnostics Direct Procurement -
Global ASPIRE Transformation Lead
Roche



Francisco Javier Domingo
Business Unit Director & Corporate
Affairs Head
Adamed Pharma Spain



Mayuri Jivan
Dir. Compliance Counsel: Global
Anti-Corruption Program Office
Lead
Pfizer



Sara Martinez
Global PMO manager
Centrient Pharmaceuticals



Johannes Vänngård
CEO
Captario



Raffaele Marranzini
CEO
Platflow

CONFERENCE **AGENDA**

NIGHT BEFORE THE EVENT



17:30 MEET & GREET

WELCOME TO OUR EVENT! WE'RE THRILLED TO HAVE YOU WITH US AND TRULY APPRECIATE YOUR PRESENCE.

Kick off the experience with **early registration and a relaxed networking session over drinks!** As delegates start arriving, this is the perfect opportunity to connect, catch up with familiar faces, and meet new industry peers. Whether it's **handshakes, conversations, or shared laughs**, we invite you to join us in setting the stage for an inspiring event. Cheers to new connections and meaningful discussions!



DAY 1

8:20 REGISTRATION



8:50 OPENING REMARKS

BLOCK 1: ACCELERATING R&D AND CLINICAL PROJECTS

Driving Portfolio Value: Smarter, Faster R&D Execution

9:00

Keynote: From Molecule to Milestone – Accelerating Clinical Pharmacology Submissions Through Project Management Excellence

Delivering high-quality clinical pharmacology submissions is no longer just a scientific challenge – it is an execution challenge. In an environment of rising regulatory expectations and compressed timelines, project managers who deeply understand clinical pharmacology are the ones keeping submission pathways on track, minimizing rework, and enabling faster, more robust filings. This keynote showcases how leading teams integrate structured project management with scientific expertise to transform submission planning and delivery.

- What clear critical paths, milestones, and risk logs reduce late-cycle surprises in clinical pharmacology submissions.
- Practical ways to harmonize cross-functional inputs (clinical, stats, regulatory, safety) and enforce data readiness checkpoints.
- The role of project managers in orchestrating authoring, review, and health authority interactions using digital and AI-enabled tools.
- Why excellence in submission project management is becoming a key differentiator for getting medicines to patients earlier.

Helen Santamaria Popescu, Associate Director, Project Management, Clinical Pharmacology Regulatory Submissions, **AstraZeneca**

Marta Fernandez, Project Manager, Clinical Pharmacology & Quantitative Pharmacology, **AstraZeneca**

9:30

Reserved Presentation: AI for Portfolio Strategy: From Vision to Reality

Pharmaceutical companies are exploring AI for portfolio decisions, but most approaches risk hallucination and lack the grounding needed for billion-dollar strategic choices. This session demonstrates a breakthrough approach: using 10,000 Monte Carlo simulation outcomes as scenarios for AI analysis. By combining structured models, comprehensive input data, and simulated scenarios, we've created AI-driven portfolio analysis that delivers full transparency, zero hallucinations, and completely traceable insights - transforming what used to take analysts weeks into seconds while maintaining mathematical rigor.

- Why AI needs a foundation: The three elements required for trustworthy AI in portfolio decisions (structured models, comprehensive data, thousands of scenarios)
- Real portfolio analysis in action: Live demonstration of AI analyzing a \$7B+ portfolio - identifying value concentration, quantifying competitive timing impacts, and optimizing composition using efficient frontier analysis
- From interesting to trustworthy: How simulation-grounded AI eliminates hallucination and makes outputs reliable for strategic decisions
- Speed meets rigor: Accelerating portfolio strategy questions from weeks to seconds while maintaining full transparency and traceability

Johannes Vänngård, CEO, **Captario**

10:00

Panel Discussion: Accelerating Clinical Projects Without Breaking Quality or Budgets

Clinical project managers are often caught between rising R&D complexity and the need to deliver faster. This panel gathers senior leaders from pharma, biotech, and CROs to share how they are redesigning execution models to bring therapies to patients on time.

Discussion Points:

- Speed vs. quality: How to accelerate study start-up and patient enrollment without creating downstream risks.
- Digital enablers: Where AI, e-clinical platforms, and automation really make a difference - and where they still fall short.
- Vendor collaboration: How to work effectively with CROs and technology providers to streamline delivery.
- Global complexity: Managing trials across multiple geographies, regulatory frameworks, and cultures.
- Budget pressure: Practical tactics for staying within cost constraints while handling protocol amendments, delays, and resourcing gaps.
- Future outlook: What skills, tools, and mindsets will define the next generation of clinical project managers.

Eric Vigas Saenz, Director, Strategic Projects - Alliance Management, **AstraZeneca**

Miguel Pedro, Senior Director Global Innovation Portfolio & New Products, **Grifols**

Tania Nadal, Global Clinical Development Head, **ESTEVE**

Lucile Bellier, Senior Director (People Manager), Vaccines, Government, and Public Health Services, **Thermo Fisher Scientific**



10:30 COFFEE BREAK AND NETWORKING

BLOCK 2: AI, DATA & DIGITAL TRANSFORMATION IN PHARMA PORTFOLIOS

From Spreadsheets to Smart Decisions: What PPM Leaders Must Know Now

11:00

Keynote: Driving PPM Transformation through Innovation: Lessons from a Global Life Sciences Implementation

Digital transformation in project and portfolio management is not just about deploying a new platform - it's about rethinking how decisions are made, how teams work, and how value is delivered. Drawing on real-world experience from a global life sciences PPM transformation, this session explores how a technology implementation became a catalyst for broader organisational change. It highlights the realities PMOs and project managers face when driving transformation and what it takes to turn complexity into progress.

- What it really takes to drive PPM transformation beyond tools and technology
- Common challenges in global life sciences implementations - from change resistance to data and governance complexity
- How to enable transparency, consistency, and adoption across regions and functions
- Positioning the PMO as a strategic partner in enterprise transformation
- Practical lessons and takeaways that project and portfolio leaders can apply immediately

Yanita Marinova, Assoc Dir DDIT US&I Operational Excellence Management, **Novartis**

11:30

Reserved Presentation: PPM's Blind Spot in Pharma Launches: Introducing Product Launch Orchestration (PLO)

Pharma organizations run launches across formulations, packaging configurations, regulatory pathways, and local market readiness—yet the operating model is often stitched together with PPM, RIMS, ERP, and spreadsheets. The result is fragmented visibility: teams can track projects, but struggle to answer product- and market-specific questions that determine launch success.

In this session, the founders of Platflow share what they learned while building for Life Sciences and why they believe **Product Launch Orchestration (PLO)** is an emerging discipline—connecting product intelligence, execution workflows, multi-market rollout, and bottom-up business case inputs in one coordinated system. The talk concludes with a live demo showing how PLO creates a single source of truth across product, project, and market dimensions.

Raffaele Marranzini, CEO, **Platflow**

12:00

Case Study: AI-Digital transformation: Role of Program and Portfolio Managers as Leaders

- Why Leadership traits during disruptive times of AI-Digital transformation are getting even more weight?
- How aviation industry and pilots are trained to run better projects- use of Alpha Bravo Charlie
- What Project managers need to focus today to stay relevant tomorrow

Dr. Ramzan Tabasum, E2E Strategic CAPEX Program Lead Small Molecules, **Lonza**



12:30 NETWORKING LUNCH

BLOCK 3: MANUFACTURING, SUPPLY CHAIN & CAPITAL PROJECTS

Managing the Journey from Science to Commercial Supply

13:30

Keynote: From Lab Breakthroughs to Factory Floors: How Project Managers Deliver Scalable Pharma & Biotech Manufacturing

Developing a therapy is only half the battle. The other half — building the plants, supply chains, and capital projects to produce it at scale — is where timelines slip, budgets overrun, and patient access is delayed. In today's pharma and biotech landscape, project managers are the linchpins of successful scale-up, bridging R&D, manufacturing, and supply chain execution. This keynote explores how leading organizations are managing complex expansions, ensuring resilience, and keeping production aligned with scientific and market needs.

- Bridging science and operations: How project managers connect R&D readiness with manufacturing and supply capabilities.
- Capital project execution: Lessons from multi-million-euro plant builds and expansions - where PPMs prevent scope creep, cost blowouts, and regulatory delays.
- Supply chain resilience: Practical steps to safeguard production timelines against global disruptions and vendor risk.
- Advanced therapies, advanced challenges: What makes scaling cell & gene therapies, biologics, and personalized medicines uniquely difficult — and how PMs are adapting.
- The European spotlight: Why Barcelona and Southern Europe are becoming focal points for manufacturing investment, and what that means for local project leaders.

José Luis Toro, Global Head of Quality, **Reig Jofre**

14:00

Panel Discussion: Balancing Speed, Cost, and Compliance in Pharma & Biotech Expansions

When pharma and biotech organizations expand manufacturing capacity or strengthen supply chains, project leaders face a three-way pressure test: deliver fast, stay within budget, and meet stringent compliance requirements. In this panel, senior project and portfolio managers will share real-world lessons from major CapEx projects and facility expansions — what worked, what didn't, and what they'd do differently.

- Managing timelines under pressure: How to accelerate construction, validation, and tech transfer without creating costly rework.
- CapEx risk management: Practical approaches to avoid cost overruns, scope creep, and contractor misalignment.
- Compliance integration: Embedding regulatory and quality considerations early so they don't derail timelines.
- Supply chain resilience: Lessons from disruptions — how to future-proof expansions against shortages, geopolitical risks, and global shocks.
- Internal vs. external execution: Balancing in-house expertise with EPC firms, CMOs, and contractors.
- Digital enablement: Where data, AI, and project management platforms are making a tangible difference in complex CapEx delivery.

Mariona Noguera Codina, *Global Quality Pharma & Compliance Director*, **ESTEVE**

Dr. Ramzan Tabasum, *E2E Strategic CAPEX Program Lead Small Molecules*, **Lonza**

Mathias Mönckedieck, *Head of Project Management Office - New Projects*, **Tiefenbacher Group**

BLOCK 4: INTERACTIVE BREAKOUT SESSIONS

Delegates can choose from multiple options between hands-on workshops and peer roundtables. Both formats are designed for maximum interactivity, but in different ways:

- **Workshops (45 minutes)**: Led by an experienced facilitator, these sessions are practical and instructional. Expect frameworks, exercises, and step-by-step demonstrations - where leaders show you how to do it. You'll walk away with tools and approaches you can apply immediately in your own projects.
- **Roundtables (45 minutes)**: Moderated peer discussions where everyone contributes. These are not presentations, but open exchanges where participants compare challenges, solutions, and lessons learned. You'll leave with a deeper perspective on how your peers are tackling the very same problems.

14:30 WORKSHOPS

WORKSHOP A: Removing Bottlenecks in Study Start-Up: A Practical Toolkit for Faster Clinical Execution

Clinical projects often stumble in the early stages — site activation, contracting, and patient enrollment create delays that ripple through the whole timeline. This hands-on workshop equips participants with practical tools to identify, prioritize, and eliminate these bottlenecks.

- Critical path for study start-up : Recurrent bottlenecks, importance of Identifying delays and pivot quickly
- Tools to monitor progression / risk identification and key metrics : discussion
- Walk away with a toolkit you can immediately apply to keep trials on track

Lucile Bellier, *Senior Director (People Manager), Vaccines, Government, and Public Health Services*, **Thermo Fisher Scientific**

WORKSHOP B: From Spreadsheets to AI Forecasting: Building a Digital Portfolio Dashboard

Many project managers rely on endless spreadsheets and static reports, which slow down decisions and hide risks. This workshop takes participants step-by-step through the process of creating a simple, interactive portfolio dashboard powered by AI-driven insights.

- Learn how to move from static Excel sheets to dynamic scenario planning.
- Practice designing a dashboard that highlights priorities, risks, and resources.
- Explore how AI forecasting can improve accuracy in project timelines and budgets.
- Take home a template for a digital dashboard that you can adapt to your own organization.

Mayuri Jivan, *Dir. Compliance Counsel: Global Anti-Corruption Program Office Lead*, **Pfizer**



15:15 COFFEE BREAK AND NETWORKING



15:45 ROUNDTABLES

Roundtable 1: Speed vs. Quality – Finding the Balance in Clinical Projects

Accelerating trial start-up and patient enrollment is a universal pressure, but cutting corners risks downstream delays and regulatory setbacks. In this roundtable, participants will compare how they streamline site activation and enrollment without sacrificing compliance or data quality. Expect a candid exchange of where speed paid off, where it backfired, and what practical safeguards peers are putting in place.

Helen Santamaria Popescu, *Associate Director, Project Management, Clinical Pharmacology Regulatory Submissions*, **AstraZeneca**

Roundtable 2: Breaking Down Data Silos for Better Decision-Making

Project and portfolio leaders still wrestle with fragmented systems and conflicting data sources. In this roundtable, peers compare how they are integrating information across R&D, supply chain, and commercial functions to build a single version of truth. Discussion will cover data quality, ownership, and what tools or processes have helped cut through the noise to support faster, more credible portfolio decisions.

Dr. Ramzan Tabasum, *E2E Strategic CAPEX Program Lead Small Molecules*, **Lonza**

Roundtable 3: Managing Global Expansions Under Cost and Risk Pressure

Pharma manufacturing and capital projects are becoming more global, more expensive, and more complex. This roundtable explores how peers are handling cost escalation, supply chain disruption, and contractor coordination across geographies. Participants will share real-world practices for risk governance, escalation models, and balancing local vs. global execution strategies when managing expansions and facility builds.

Mariona Noguera Codina, *Global Quality Pharma & Compliance Director*, **ESTEVE**



16:30 CONFERENCE CLOSING REMARKS



17:00 NETWORKING COCKTAIL RECEPTION

BLOCK 5: GOVERNANCE, RISK & COMPLIANCE

Turning governance from red tape into a driver of strategy, speed, and success

9:00

Panel Discussion: Governance Without Gridlock: Balancing Strategy, Risk, and Compliance in Life Sciences Projects

Governance is often seen as red tape, but the right structures can actually accelerate decision-making, reduce risks, and keep projects aligned with strategy. This panel brings together senior project, program, and portfolio leaders to explore how governance can work for - rather than against - innovation. Panelists will share practical approaches for embedding governance into daily project execution while keeping compliance and risk under control.

Discussion Points

- Empowering vs. bureaucratic governance: What good governance looks like in practice and how to avoid processes that slow delivery.
- Roles and responsibilities: Where project, program, and portfolio managers should take ownership, and how they interface with QA, regulatory, and executives.
- Risk governance: Effective ways to capture, escalate, and mitigate risks without over-complicating portfolios.
- Compliance integration: How to embed regulatory and quality requirements (e.g., EMA, EU HTA 2025, GxP) into projects without creating bottlenecks.
- Governance tools: How dashboards, reporting platforms, and AI solutions can simplify decision-making and provide real-time portfolio insights.
- Future outlook: What governance models and skills will be essential for project leaders over the next 3-5 years.

Mariona Noguera Codina, *Global Quality Pharma & Compliance Director*, **ESTEVE**

Marta Herrero, *Global Innovation & Portfolio Director*, **Reig Jofre**

Silvia Martin-Padilla, *Global Director, Quality, Regulatory & Pharmacovigilance Operations & Compliance*, **Ferrer**

Yanita Marinova, *Assoc Dir DDIT US&I Operational Excellence Management*, **Novartis**

Kristian Luoma, *Cofounder*, **In Parallel**

9:30

Reserved Presentation: From Portfolio Reporting to Portfolio Steering with AI: How Pharma PPM Leaders Can Regain Execution Control

In Parallel helps Pharma and Biotech PPM leaders convert meetings, portfolio reviews, and governance moments into real execution insight, so risks, priorities, and commitments are visible while decisions still matter.

- Portfolio governance without heavier reporting
- Early visibility into risk, scope drift, and priority conflicts
- Turning meetings into execution assets
- Reducing “false certainty” in portfolio dashboards
- Preserving auditability and ownership in regulated environments

Kristian Luoma, *Cofounder*, **In Parallel**

10:00

Case Study: From Pipeline to Patients: How Strong Portfolio Governance Accelerates Innovation

Effective portfolio governance is not about bureaucracy - it's about making faster, smarter decisions that keep innovation on track. In this keynote, discover how leading organizations build governance structures that align projects with strategy, manage risks before they escalate, and ensure compliance without slowing delivery. You'll walk away with a practical framework for turning governance into your most powerful tool for execution.

Eric Vigas Saenz, *Director, Strategic Projects - Alliance Management*, **AstraZeneca**

10:30 COFFEE BREAK AND NETWORKING

BLOCK 6: RESOURCE & BUDGET ALLOCATION

How project leaders turn budget pressure into portfolio performance

11:00

Case Study: Dynamic Budget Allocation in Complex Portfolios

In a world of limited resources and rising project demands, how do organizations make smart allocation choices across R&D, clinical trials, manufacturing, IT, and digital initiatives? This case study explores how one company reshaped its resource and budget strategy to adapt quickly to changing priorities, while keeping critical projects on track. Attendees will learn practical lessons on balancing competing demands, engaging stakeholders, and building flexible allocation models.

- The Challenge: What made resource and budget allocation difficult? (conflicting priorities, limited capacity, external pressures).
- The Approach: How the company reviewed priorities and engaged leadership to reallocate resources.
- Execution: What governance model, tools, or processes were applied to manage the shift.
- The Outcome: What improved (speed, alignment, risk mitigation) and what lessons were learned.
- Takeaways for the Audience: Practical advice for project leaders facing similar budget and resource pressures.

Albert Palomar, *Global Portfolio & PMO Director*, **ESTEVE**

11:30

Keynote: Risk & Opportunity Intelligence in PPM – Using Power BI & AI for Smarter Decisions

- Risk and Opportunity Management – a tool for coherent risk and opportunity overviews – enabling a holistic overview of the risk profile within the company – what is the right level of risks vs the opportunities provided?
- PowerBI and AI in project management (for timelines, budget, status dashboard(s) and risk opportunity management) – tools to improve planning and agility in project environments

Mathias Mönckedieck, *Head of Project Management Office - New Projects*, **Tiefenbacher Group**

12:00

Panel Discussion: Making Every Euro Count: Balancing R&D, Manufacturing, and Digital Investments in Complex Portfolios

Every project manager knows the pressure of trying to deliver more with fewer resources. Budgets are stretched across clinical programs, manufacturing expansions, and digital initiatives - and project leaders are often the ones who must highlight trade-offs, flag risks, and keep execution on track. In this interactive panel, senior project and portfolio managers will share how they tackle tough allocation decisions, forecast resource needs, and keep stakeholders aligned when competing priorities threaten to derail portfolios.

Discussion Points:

- Ranking projects under pressure: How project managers contribute to scoring models (ROI, risk-adjusted value, strategic fit) to help leadership decide what gets funded.
- Forecasting in practice: Tools and methods managers actually use to map team capacity, budget burn, and resource bottlenecks across portfolios.
- Budget shifts mid-cycle: Real experiences of reallocating funds or people mid-year - how to adjust without breaking critical timelines.
- Working with CROs/CDMOs/IT vendors: What project managers have learned about balancing internal vs. external resources when money is tight.
- Managing conflicts across functions: Practical tactics for mediating when R&D, manufacturing, and digital all compete for the same funding.
- Communicating trade-offs clearly: How PPMs frame tough decisions to executives - using data, dashboards, and storytelling to secure buy-in.

Miguel Pedro, Senior Director Global Innovation Portfolio & New Products, **Grifols**

Mathias Mönckedieck, Head of Project Management Office - New Projects, **Tiefenbacher Group**

Tania Nadal, Global Clinical Development Head, **ESTEVE**

Francisco Javier Domingo, Business Unit Director & Corporate Affairs Head, **Adamed Pharma Spain**



12:30 NETWORKING LUNCH

BLOCK 7: LEADERSHIP & CHANGE MANAGEMENT IN CROSS-FUNCTIONAL PROJECTS

Leading Transformation: Building Resilient Teams Across Borders

13:30

Fireside Chat: Driving Change Through Uncertainty: Lessons from Leading a Global Cross-Functional Project

A project leader shares how they kept a multi-country team aligned during a major transformation (e.g., portfolio reprioritization, digital adoption, M&A integration).

Key takeaways: building trust, navigating resistance, and keeping execution on track despite disruption.

Jonathan Galduf, Senior Director Global Market Access International, Immunoglobulins portfolio, **CSL**

14:00

Panel Discussion: Leading Transformation Without Losing Teams: The Project Leader's

Project leaders today are not only managing timelines and budgets — they are leading people through change. In this interactive discussion, senior managers share strategies for balancing delivery with empathy, aligning global stakeholders, and building resilience in teams working under constant transformation.

Discussion Points:

- Managing change fatigue: keeping teams motivated during ongoing transformation.
- Cross-cultural leadership: lessons for global and regional project leaders.
- Building trust across functions: aligning R&D, manufacturing, IT, and commercial stakeholders.
- Leading without authority: how project managers influence senior executives and peers.
- Tools for engagement: using dashboards, collaboration suites, and feedback loops to sustain alignment.
- Future-ready leadership: what skills tomorrow's project leaders must master beyond technical execution.

Albert Palomar, Global Portfolio & PMO Director, **ESTEVE**

Meritxell Corbeto González, RPA Project Manager, **Bayer**

Belén Rueda de Iecea, Head of Corporate Development, **Centrient Pharmaceuticals**

Eva Kryszczuk, Diagnostics Direct Procurement - Global ASPIRE Transformation Lead, **Roche**

BLOCK 8: INTERACTIVE BREAKOUT SESSIONS

Delegates can choose from multiple options between hands-on workshops and peer roundtables. Both formats are designed for maximum interactivity, but in different ways:

- **Workshops (45 minutes):** Led by an experienced facilitator, these sessions are practical and instructional. Expect frameworks, exercises, and step-by-step demonstrations - where leaders show you how to do it. You'll walk away with tools and approaches you can apply immediately in your own projects.
- **Roundtables (45 minutes):** Moderated peer discussions where everyone contributes. These are not presentations, but open exchanges where participants compare challenges, solutions, and lessons learned. You'll leave with a deeper perspective on how your peers are tackling the very same problems.



14:30 WORKSHOPS

WORKSHOP A: Risk & Governance in Action: Building a Lightweight Framework That Speeds Decisions

Governance and risk management often slow projects down - but it doesn't have to be that way. In this hands-on workshop, participants design a simple, practical governance model they can apply immediately.

- Learn how to map decision rights (who decides what, when).
- Build a risk register that is actionable - not just a compliance checkbox.
- Practice escalating and mitigating risks without creating bottlenecks.
- Walk away with a governance "playbook" you can tailor to your organization.

Belén Rueda de Iecea, Head of Corporate Development, **Centrient Pharmaceuticals**

Sara Martinez, Global PMO manager, **Centrient Pharmaceuticals**

WORKSHOP B: Forecasting That Works: Building a Practical Model for Resources & Budgets

Most companies say they forecast, but few do it well. In this workshop, participants will walk through a step-by-step forecasting exercise: mapping capacity, identifying bottlenecks, and stress-testing a portfolio under shifting priorities.

- Learn how to set up a simple but effective forecasting model.
- Practice scenario planning (best case, worst case, constrained case).
- Take home a template you can adapt to your own portfolio.

Miguel Pedro, *Senior Director Global Innovation Portfolio & New Products*, **Grifols**

WORKSHOP C: Influence Without Authority: Getting Executives to Say Yes

Project leaders often need to persuade without formal power. In this workshop, a facilitator walks participants through practical influence techniques.

- Map your stakeholders: allies, blockers, and neutrals.
- Practice framing a tough resource trade-off in a way executives will support.
- Role-play “executive conversations” with peer feedback.

Mayuri Jivan, *Dir. Compliance Counsel: Global Anti-Corruption Program Office Lead*, **Pfizer**

15:15 COFFEE BREAK AND NETWORKING



15:45 ROUNDTABLES



Roundtable 1: Governance Tools That Really Work

Dashboards, reporting platforms, and now AI tools all promise to simplify governance - but which ones actually deliver value in day-to-day portfolio decision-making? In this roundtable, peers compare what they use (from Excel to enterprise platforms to bespoke AI pilots), what integrates smoothly, and where tools create more noise than insight. Participants will trade experiences on building real-time portfolio visibility, and you'll leave with a peer-tested view of what works, what doesn't, and what's worth exploring next.

Mathias Mönckedieck, *Head of Project Management Office - New Projects*, **Tiefenbacher Group**

Roundtable 2: Ranking Projects When Everything Looks Important

When budgets tighten, every project sponsor claims their initiative is critical - but how do project managers bring structure to those trade-offs? This roundtable focuses on practical use of scoring models (ROI, risk-adjusted value, strategic fit) and the role PPMs play in shaping, challenging, and feeding data into them. Attendees will share how they've navigated heated debates, how transparent their models are, and how they influence leadership decisions without losing credibility.

José Luis Toro, *Global Head of Quality*, **Reig Jofre**

Roundtable 3: Communicating Trade-Offs Executives Can't Ignore

Portfolio leaders often need to deliver uncomfortable messages: something must be delayed, deprioritized, or cut. How do you communicate those trade-offs in a way that executives actually hear and act on? This roundtable digs into the art of framing tough decisions - from data storytelling and visual dashboards to real-life examples of conversations that landed (or failed). Participants will share tactics that help secure executive buy-in while protecting project credibility.

Sara Martinez, *Global PMO manager*, **Centrient Pharmaceuticals**



16:30 CONFERENCE CLOSING REMARKS

OUR VALUED PARTNERS, PAST AND PRESENT



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