



Updated: 2 June, 2026

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conference website



14 - 16 October, 2026



Boston, Massachusetts



PPM SUMMIT BOSTON 2026

30th American Pharma and Biotech Project, Program and Portfolio Management Conference

The most popular PPM conference for pharmaceutical managers worldwide

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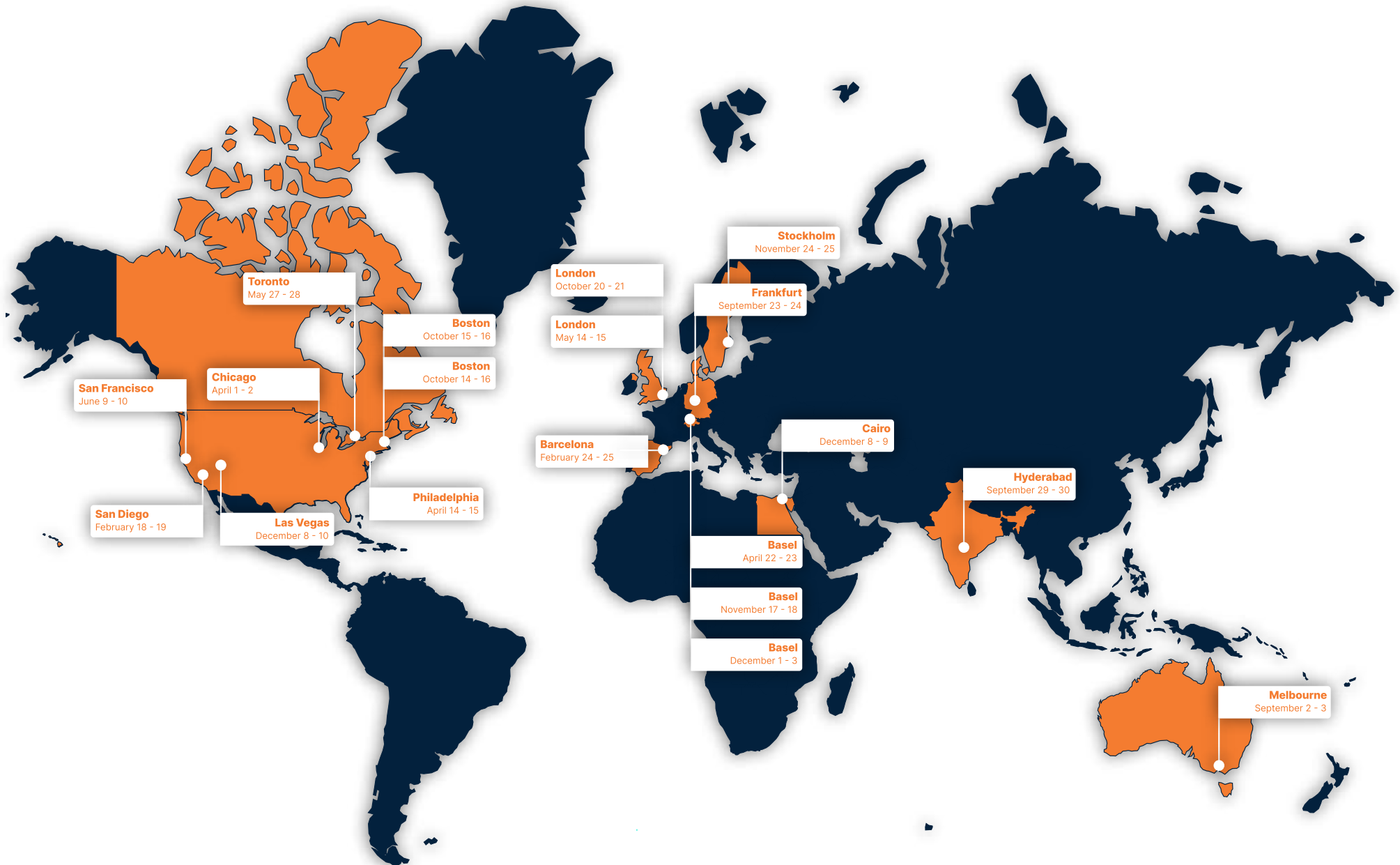
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PPM WORLD TOUR 2026



THE PHARMA & BIOTECH PPM

EVENT YOU CAN'T AFFORD TO MISS!



3

Days of Focused Insights and Practical Learning

150+

Senior PPM, Program and Project Leaders

30+

Expert Speakers from Pharma and Biotech

10+

Hours of High-Value Networking

10+

Hands-On Toolkit Workshops

10+

Think-Tank Discussions

3

Presentations, Panels And Fireside Chats

Struggling with complex portfolios, resource constraints, slow decisions, or execution bottlenecks?

This summit is designed to help you make better portfolio decisions, allocate resources effectively, execute faster, and build stronger PPM organizations, with practical insights you can apply immediately.

WHAT YOU'LL GAIN:



Make better portfolio decisions

Learn how leading pharma organizations prioritize investments, model scenarios under uncertainty, and turn data into decisions that drive real outcomes.



Strengthen planning, forecasting and resource allocation

Understand how to improve forecasting reliability, manage capacity across competing programs, and make better trade-offs across the portfolio.



Turn insights fast into action

Every session is designed with practical takeaways, from real-world case studies to interactive discussions.



Execute with speed and clarity

Discover how high-performing teams manage resource constraints, improve cross-functional alignment, and accelerate time-to-market in complex environments.



Build stronger PPM organizations

Explore how governance, operating models, and capability building enable better decisions, more effective execution, and scalable performance.



Connect with the right people

Engage with peers, leaders, and decision-makers facing the same challenges, and learn how they are solving them.

KEY THEMES & WHY ATTEND



KEY THEMES SHAPING THE AGENDA:

BETTER DECISIONS:

Portfolio Strategy, Modelling and Forecasting

- Portfolio prioritization and investment decisions
- Scenario planning and portfolio modelling under uncertainty
- Forecasting, reforecasting, and decision confidence
- Using data, analytics, and digital tools to support better decisions

BETTER EXECUTION:

Resource Allocation, Planning and Delivery

- Bridging strategy to execution
- Resource and capacity allocation across competing programs
- Reprioritization and managing shifting priorities
- Integrated planning across R&D, clinical, and commercial
- Reducing bottlenecks and accelerating time-to-market

BETTER ORGANIZATIONS:

Governance, Value and Capability

- Governance, decision rights, and operating models
- Measuring portfolio performance and value realization
- Managing risk, uncertainty, and portfolio resilience
- Improving portfolio intake and demand management
- Building future-ready PPM capabilities and roles

WHY THIS EVENT IS DIFFERENT:

THIS IS NOT

- ✗ Another AI-heavy conference
- ✗ A tool showcase
- ✗ A theoretical PPM discussion

THIS IS WHERE YOU LEARN

- ✓ How better portfolio decisions are made under uncertainty
- ✓ How resources are allocated and execution works in practice
- ✓ How organizations consistently deliver value across the portfolio

JOIN US AND LEAVE WITH:



Clear strategies to improve decision-making and prioritization



Practical approaches to resource allocation and execution



Better forecasting, planning, and portfolio management capabilities



New perspectives on governance, leadership, and PPM transformation



A stronger network of industry peers

HIGH-IMPACT FORMATS



DESIGNED FOR REAL LEARNING & REAL RESULTS

We have carefully designed every format to go beyond passive listening, so you do not just **hear** ideas, **you learn how to apply them.**

KEYNOTES AND CASE STUDIES

Real stories. Real decisions. Real impact.

Go beyond theory and hear directly from pharma leaders who have tackled complex portfolio, program, and organizational challenges. These sessions focus on what actually worked, what did not, and what they would do differently today.

- Learn from real-world successes and failures
- Understand how decisions were made and executed
- Take away practical insights you can apply immediately

PANEL DISCUSSIONS

Multiple perspectives. Honest debate. No one-size-fits-all answers.

Our panels bring together diverse voices from across pharma and biotech to explore the real tensions behind PPM; from prioritization and resource allocation to execution and governance.

- Hear different approaches to the same challenges
- Explore trade-offs and decision-making nuances
- Gain a broader perspective on industry practices

TOOLKIT WORKSHOPS

From insight to action.

These hands-on sessions are designed to help you build practical skills and apply proven frameworks to your own challenges, covering areas such as prioritization, forecasting, execution, and resource planning.

- Apply frameworks in interactive exercises
- Solve real problems with peers and experts
- Gain practical, pharma-specific techniques

THINK-TANK ROUNDTABLE DISCUSSIONS

Small groups. Real challenges. Practical solutions.

Step into focused, peer-driven discussions where you can openly share challenges and learn how others are tackling similar issues.

- Engage in open, solution-focused conversations
- Learn from peers facing similar challenges
- Walk away with actionable ideas and fresh perspectives

FIRESIDE CHATS

Unfiltered conversations with industry leaders.

Get behind the scenes of how decisions are really made, how execution challenges are handled, and what leaders have learned along the way.

- Hear candid stories and lessons learned
- Explore real-world challenges and trade-offs
- Engage in dynamic, discussion-driven sessions

EVERY FORMAT IS BUILT FOR

Practical outcomes, not passive listening.

- Real-world, pharma-specific content
- Frameworks you can apply immediately
- Interactive, peer-driven sessions
- Diverse perspectives across pharma & biotech

TESTIMONIALS



“ Wrapping up an extraordinary Day 3 at the 23rd American Pharma and Biotech PPM Conference! Our Founder and CEO, Sandeep Kumar, delivered an inspiring session on “Accelerating Time-to-Market in Pharma NPD: The Role of AI in Project Management.” His insights into leveraging AI for faster, more efficient pharma product development left the audience buzzing with excitement and possibilities! It’s been a phenomenal journey of learning, innovation, and connections. Here’s to continuing the momentum and driving change in the biotech and pharma industries!

★★★★★



Sandeep Kumar
Founder & CEO
Kytes

“ This conference was exceptional, featuring a diverse group of attendees, all of whom are experts in their fields. The event attracted a strong cross-section of the industry, encompassing both large and small companies. The networking opportunities were invaluable, allowing me to connect with a wide range of professionals and expand my network significantly. I wholeheartedly recommend this conference and plan to attend more events next year. It truly exceeded my expectations, with outstanding attendance and presentations throughout all three days. This conference has established itself as the premier event in the resource planning space, showcasing our commitment to excellence in the industry

★★★★★



Phil Wolf
SVP, On Demand Products
PDWare

“ This was my first time at the Why Summits, and it exceeded my expectations. We met many existing clients and had phenomenal interactions, appreciating the well-organized format that encouraged engagement. Key takeaways include the impressive quality of presenters, excellent networking opportunities with both new and existing clients, and valuable insights from a session on emotional intelligence by Kelvin Roddy, which highlighted the importance of connection and thoughtfulness in our engagements. I highly recommend this conference to colleagues as a well-structured event that fosters meaningful connections. We look forward to participating in more events like this in the future.

★★★★★



Rishi Dixit
Vice President, Strategic Solutions
(Innovative Products and Partnerships)
Atlas

“ It seems like forever ago, yet it was only two weeks ago that I had the pleasure of presenting at Why Summits in Boston on the power of Planisware and our AI capabilities regarding risk management. The engagement was lively, and the content of the conference was spot on. Be on the lookout for other opportunities to join such events later this year and in 2025!

★★★★★



Aimee Rodrigues
Vice President- Life Sciences
PPM Practices
Planisware

“ It was an honor to speak at the 23rd American Pharma and Biotech Conference in Boston, sharing how Intelligencia AI is transforming decision-making in pharma and biotech with data-driven solutions. Thank you to everyone who joined and contributed to the engaging discussions. If you’d like to learn more about our approach, feel free to reach out!

★★★★★



Marianna Esposito
Director, Business Development,
Scientific Liaison Director
Intelligencia AI

“ It was a fantastic experience presenting at the Why Summits PPM conference in Boston. An excellent opportunity to connect with industry experts and exchange valuable insights on various aspects of Project and Portfolio Management in Healthcare R&D.

★★★★★



Mark Zhang
Senior Director, Head of Global
Program Management Oncology
EMD Serono

“ I just returned from a few days with fellow Portfolio and Project management colleagues in Biotech/ life sciences as part of the Why Summits PPM conference at Boston. From being a speaker, to a panelist across a few topics and engaging with such an experienced group of professionals was a great learning experience overall

★★★★★



Anusha Sivaramakrishnan
Executive Director, Head - Enterprise
Project Management and Governance
Arvinas

“ Had a great time participating on a panel discussing “Mastering Governance and Risk in Pharma & Biotech” at the Why Summits 23rd American Pharma and Biotech Project, Program, and Portfolio Management Conference in Boston alongside Brandie Jonas, Kristen Bequeath, and Uma Staehler.

★★★★★



Stephen Smith
Senior Program Director, Oncology
Corcept Therapeutics

“ Had the opportunity to attend the Why Summits Pharma and Biotech Project, Program and Portfolio Management Conference in Boston. The keynote sessions and panels were incredibly informative. The event showcased numerous innovative technical products and tools that harness the power of AI, enhancing the efficiency of Project, Program, and Portfolio management.

★★★★★



Lavanya Ranganathan
Sr IT Program Manager
Bristol Myers Squibb

INDUSTRY PIONEERS ATTENDING FROM



OUR SPEAKERS AND PANELISTS



In the Chair Day 1



Stephen Smith

Senior Program Director,
Oncology and Neurology

Concept Therapeutics



In the Chair Day 2



Tania Bojanowski

Project Management Head Immunology
& Inflammation, VP

Sanofi Genzyme



Amy Cartaya

Director, Global Program
& Portfolio Management

Alexion Pharmaceuticals



Stephen Cho

Senior Vice President,
Global Portfolio
& Program Management

BeOne Medicines



Michele Cooley

Director Project Planning

Sanofi



Suzette Haney

Global Program Manager

Sanofi



Ranjani Hild

Senior Director,
Business Planning & Operations

AstraZeneca



Ananya Jain

Portfolio Management Lead,
Research Strategy and Operations

Biogen



Chris Knight

Asset Development Lead

FormationBio



Ivan Kugener

VP, Head of Global Portfolio Management,
Valuation & Analytics

Merck



Christian Lease

Director R&D Project Management Office

Takeda



Norbert Leinfellner

Executive Vice President, Global
Engineering

CAIRE

OUR SPEAKERS AND PANELISTS



Carla Lawendowski

Head of Research Program Management, Oncology
Sanofi



Rahim Merchant

Vice President, Head of Program Management
Beam Therapeutics



Vicki Mullen

Director, Enterprise Portfolio & Execution Leader
Terumo Blood and Cell Technologies



Kristin Robbins

Vice President, Program & Portfolio Management
Normunity



Kelvin Roddy

Senior Director, Global Program & Portfolio Management
Alexion Pharmaceuticals



Rebecca Rudicell

Director, Oncology Program Management
Takeda



Tim Rumbaugh

Vice President Program Management
Edwards Lifesciences



Michael Sacco

Portfolio Vice President for Cardiovascular and Rare Disease in R&D
Novo Nordisk



Tilo Senger

Vice President, Head of Global R&D Program Management
EMD Serono



Darshan Shah

Executive Director
Incyte



Christine Soltys-Robitaille

Director – GPM
Sanofi



Aditi Soni

Vice President - Head of Program and Alliance Management
Kelsonia Therapeutics



Neil Verma

Vice President, Portfolio & Program Management
Waters Corporation

NIGHT BEFORE THE EVENT

6:00PM 🍷 Meet & Greet

Welcome to the event. We are delighted to have you with us and truly appreciate you joining us. Kick things off with early registration and an informal networking session as delegates begin to arrive. This is the perfect opportunity to collect your badge, reconnect with familiar faces, and start building new connections with peers from across the pharma and biotech PPM community. Whether it is your first conversation or a long-awaited catch up, join us in setting the tone for the days ahead with insight, exchange, and meaningful discussions.



CONFERENCE AGENDA

BETTER DECISIONS: PORTFOLIO STRATEGY, MODELLING AND FORECASTING

OCTOBER 14 **DAY 1**

BLOCK 1: Portfolio Strategy, Prioritization & Value Creation

8:30AM 🗣️ START WITH WHY? ICE-BREAKER SESSION

A short, structured icebreaker designed to help participants connect early, promote networking, share challenges and priorities, and start the conference with more relevant conversations.

- Why are you attending the conference?
- What are your main challenges in PPM?
- What do you want to learn about or take away?

9:00AM 🗣️ KEYNOTE PRESENTATION

Killing, Pausing, or Scaling Projects: How Portfolio Decisions Translate into Program and Project Reality

In today's resource-constrained environment, making the right investment decisions is more critical than ever. This keynote explores how leading pharma organizations actively rebalance portfolios, deciding what to stop, what to accelerate, and how to communicate those shifts across the organization.

- How companies make tough portfolio trade-offs
- Translating strategy into program and project changes
- Lessons from real portfolio reallocation decisions

Michael Sacco, *Portfolio Vice President for Cardiovascular and Rare Disease in R&D, Novo Nordisk*

9:30AM 📄 CASE STUDY

Turning Strategy into Investment Decisions: How Leading Pharma Teams Prioritize and Rebalance Portfolios in Practice

This session showcases how organizations operationalize portfolio strategy using structured frameworks and digital platforms to support smarter investment decisions. Attendees will learn how to improve transparency, align stakeholders, and make faster prioritization choices across the portfolio lifecycle.

- Scenario planning and prioritization frameworks
- Linking strategy with execution
- Driving alignment across teams

Representant of Planisware

10:00AM 🗣️ PANEL DISCUSSION

What Makes a Good Portfolio Decision and How Does It Land in Practice?

A dynamic discussion exploring how strategic decisions are made (and experienced) across different levels of the organization. Panelists will share real-world examples of decisions that worked (and didn't), and how teams navigated competing priorities.

- Aligning scientific, commercial, and strategic perspectives
- Managing downstream impact on programs and projects
- When to trust data vs experience

Michael Sacco, *Portfolio Vice President for Cardiovascular and Rare Disease in R&D, Novo Nordisk*
Stephen Cho, *Senior Vice President, Global Portfolio & Program Management, BeOne Medicines*
Norbert Leinfellner, *Executive Vice President, Global Engineering, CAIRE*

10:30AM ☕ Networking Break

BLOCK 2: Scenario Planning, Forecasting & Portfolio Modelling

11:00AM 📄 CASE STUDY PRESENTATION

Forecasting & Reforecasting in Pharma Portfolios: How Reliable Are Your Assumptions?

Move beyond static forecasts and explore how organizations manage uncertainty in real portfolio environments. This session focuses on how teams build, test, and adjust forecasts as assumptions evolve, and how this impacts real decisions.

- Forecast accuracy vs decision usefulness
- Reforecasting cycles and triggers
- Linking forecasts to resource and budget reality

Presented by Partner Client

11:30 **CASE STUDY**

Scenario Planning and Portfolio Modelling Under Uncertainty: How Leading Pharma Companies Compare Strategic Options

Explore how leading organizations model portfolio choices under uncertainty—balancing risk, value, and resource constraints. This session highlights how scenario modelling becomes a core decision tool, not just an analytical exercise.

- Comparing strategic scenarios under uncertainty
- Trade-offs between risk, value, and feasibility
- Embedding modelling into real decision processes

Representant of OnePlan

12:00PM **PANEL DISCUSSION**

Making Portfolio Decisions When Data Is Uncertain

Even the best models rely on imperfect data. This panel explores how organizations make confident decisions despite uncertainty, conflicting inputs, and evolving assumptions.

- Decision-making under uncertainty
- Balancing data, experience, and judgment
- When to act vs when to wait

Tilo Senger, *Vice President, Head of Global R&D Program Management, EMD Serono*

12:30PM **Networking Lunch**

BLOCK 3: Data, Digital & AI for Decision Support

1:30PM **KEYNOTE**

AI Is Not Your Next Step – Get Your House in Order First

PM experts continually refer to AI as an essential “solution” for our profession, yet without defining what AI will solve. Meanwhile, current research, podcasts, and articles on “AI in PM” provide generic predictions, expectations and hype; rarely addressing the why, what, how, when, or how much toward an AI implementation. So that’s where we start. Distilling the noise down to practical steps essential to deploy AI for PM in a coherent, meaningful way.

Learning Objectives

- Change Management is Your Travel Companion: This journey must start with a culture of innovation and robust change management.
- Get (Your Data) Ready: Enabling AI to transform our profession is all about readiness; including data readiness. Clean. Sufficient. Complete. Accurate. Representative. With distinguishable failures and successes.
- Guidance and Trust: Consideration for whether humans, policies, procedures, and regulations, will have the capacity, willingness, and systems to accept AI-generated inputs/ outputs.

Tim Rumbaugh, *Vice President Program Management, Edwards Lifesciences*

2:00PM **CASE STUDY**

From Data to Decisions: Embedding Analytics into Everyday Portfolio Management

Explore how organizations move beyond fragmented reporting to embed analytics into everyday portfolio and program decision-making. This session highlights practical approaches to turning data into insights that actually influence decisions.

- Turning data into decision ready insights
- Integrating analytics into workflows
- Scaling decision support

Representant of Planview

2:30PM **PANEL DISCUSSION**

Decision Support in Practice: What Actually Helps Teams Make Better Decisions?

This panel explores how teams combine data, tools, and experience to support more effective decision making in real PPM environments. It will highlight practical approaches, lessons learned, and common challenges, offering a balanced view of what works well in practice and what tends to fall short.

- Tools versus judgment
- Adoption challenges
- Making insights usable

Rebecca Rudicell, *Director, Oncology Program Management, Takeda*
Suzzette Haney, *Global Program Manager, Sanofi*

3:00PM **Networking Break**

AFTERNOON BREAKOUT SESSIONS: Toolkit Workshops & Think-Tank Roundtable Discussions

3:30PM **TOOLKIT WORKSHOP SERIES**

Decision-Making & Portfolio Prioritization Toolkit

Step beyond theory and focus on practical application through interactive workshops that provide the tools, frameworks, and data approaches needed to support better portfolio decisions. Participants will gain hands on experience in influencing prioritization and equipping decision makers with the right insights, leaving with practical techniques that can be applied immediately.

- Apply real prioritization and scenario planning frameworks
- Translate project data into decision-ready insights
- Structure better governance and decision processes
- Explore how analytics and AI can support (not replace) decisions

WORKSHOP 1: Portfolio Prioritization & Scenario Planning

Learn how to structure and compare competing investment options using practical prioritization frameworks. Through interactive exercises, you'll explore how to evaluate trade-offs and make more confident portfolio decisions under uncertainty.

- Hands-on prioritization models
- Scenario comparison exercises
- Balancing risk, value, and resources

WORKSHOP 2: Decision Frameworks & Governance in Practice

This workshop focuses on how decisions are actually made inside organizations and how they can be improved. Participants will learn how to design clear decision processes and run more effective governance interactions.

- Structuring decision-making frameworks
- Defining roles and responsibilities
- Running efficient governance meetings

WORKSHOP 3: Data for Decision-Making

Understand what data truly drives decisions and how to provide it without creating reporting overload. This session helps PMs translate project-level information into insights that matter at portfolio level.

- Identifying high-impact data points
- Improving reporting clarity and relevance
- Turning data into actionable insights

Tania Bojanowski, *Project Management Head Immunology & Inflammation, VP, Sanofi Genzyme*

WORKSHOP 4: AI & Analytics for Decision Support

Explore how AI and analytics tools can support decision-making in a practical, accessible way. This hands-on session focuses on real use cases that enhance rather than replace human judgment.

- Using AI tools for decision support
- Building simple dashboards and insights
- Understanding limitations and risks

WORKSHOP 5

Representant of Cplace

4:00PM:  **THINK-TANK ROUNDTABLE DISCUSSIONS**

Decision Tensions & Trade-Offs

ROUNDTABLE 1: Smart Bets or Safe Bets: How Are We Choosing What to Fund?

Explore the tension between innovation and risk aversion in pharma portfolios.

- Breakthrough vs incremental innovation
- Organizational risk appetite

- Pressure from leadership vs long-term value

Stephen Cho, *Senior Vice President, Global Portfolio & Program Management, BeOne Medicines*

ROUNDTABLE 2: How Much Data Is Enough to Make a Decision?

At what point does analysis slow decisions instead of improving them?

- Analysis paralysis vs informed decisions
- Data quality vs speed
- When to trust intuition

ROUNDTABLE 3: Who Really Influences Portfolio Decisions?

Go beyond org charts and explore informal power dynamics.

- Hidden decision-makers
- Influence of key stakeholders
- Politics vs structured governance

ROUNDTABLE 4: Are Portfolio Processes Driving Clarity or Creating Complexity?

A critical look at whether frameworks and governance actually improve outcomes.

- Over-engineering vs simplicity
- Stage gates vs agility
- When processes become blockers

ROUNDTABLE 5: Project Prioritization and Annual Budgeting within MedTech

Vicki Mullen, *Director, Enterprise Portfolio & Execution Leader, Terumo Blood and Cell Technologies*

4:30PM  **End Of Day 1**

5:00PM  **Networking Cocktail Reception**

CONFERENCE AGENDA

BETTER EXECUTION: RESOURCE ALLOCATION, PLANNING & DELIVERY

OCTOBER 15

DAY 2

BLOCK 4: Better Execution: Bridging Strategy to Execution

8:30AM KEYNOTE PRESENTATION

Why Good Portfolio Decisions Break Down and What PMs Can Do to Keep Execution Aligned

Even the best strategies fail without strong execution. This keynote explores the common disconnects between decision-making and delivery and what organizations can do to close that gap.

- Where strategy-to-execution breakdowns occur
- Maintaining alignment across programs
- Role of PMs in sustaining clarity

9:00AM CASE STUDY

Connecting Portfolio Strategy to Delivery: Creating a Single Source of Truth

Learn how organizations connect strategy with execution by creating unified planning environments. This session explores how teams improve visibility, alignment, and coordination across functions.

- Centralized planning and data visibility
- Aligning portfolio and program views
- Improving coordination across teams

Representant of Rego Consulting

9:30AM PANEL DISCUSSION

From Decision to Delivery: How Do We Stay Aligned as Priorities Shift?

In fast-moving pharma environments, priorities rarely stay fixed. This panel explores how organizations navigate constant change while keeping teams aligned, focused, and moving forward. We are diving into how reprioritization really works in practice, beyond the theory.

- Reprioritization in practice
- Communicating change
- Maintaining alignment

Kristin Robbins, *Vice President, Program & Portfolio Management, Normunity*

Neil Verma, *Vice President, Portfolio & Program Management, Waters Corporation*

10:00AM Networking Break

BLOCK 5: Resource and Capacity Allocation

10:30AM CASE STUDY PRESENTATION

Resource Allocation in Practice: Who Gets the People and Why?

Resource constraints are one of the main reasons strategies fail in execution. This session explores how organizations allocate scarce resources across competing programs, and how those decisions are made in reality.

- Allocating scarce resources
- Managing shared functions
- Balancing strategy versus feasibility

11:00AM RESERVED INDUSTRY CASE STUDY

Enabling Smarter Resource Allocation with Digital Tools

Explore how organizations use digital tools to improve resource transparency, capacity planning, and allocation decisions across portfolios.

- Resource visibility across projects and functions
- Capacity planning and forecasting
- Supporting allocation decisions with real-time data

Best suited for:

- Resource and capacity planning platforms
- Workforce planning and allocation tools
- Portfolio-level resource management solutions

11:30AM PANEL DISCUSSION

Resource Allocation in Reality: How Do You Resolve Conflicts?

A candid discussion on one of the biggest challenges in pharma PPM, which is deciding where limited resources should go.

- Resolving conflicts between programs
- Strategic vs political allocation decisions
- What actually drives prioritization in practice

Norbert Leinfellner, *Executive Vice President, Global Engineering, CAIRE*

Tania Bojanowski, *Project Management Head Immunology & Inflammation, VP, Sanofi Genzyme*

Neil Verma, *Vice President, Portfolio & Program Management, Waters Corporation*

12:00PM Networking Lunch

BLOCK 6: Execution Excellence and Reprioritization

1:00PM FIRESIDE CHAT

Speed to Market: What Removes Bottlenecks and What Does Not

Everyone talks about speed, but what really moves the needle in complex pharma environments? This fireside chat explores how teams have attempted to accelerate delivery using digital tools, where those efforts succeeded, and where they fell short. Expect a candid discussion on what truly improves flow, and what simply adds another layer of complexity.

- Where digital tools genuinely improve speed and where they don't
- Common bottlenecks in execution, and why they persist
- The gap between tool capabilities and real-world adoption
- Lessons learned from attempts to reduce delays and manual effort

Moderated by: Darshan Shah, *Executive Director, Incyte*

1:30PM **CASE STUDY**

Integrated Planning Across Research, Clinical, and Commercial Functions

Discover how organizations break down silos by connecting systems and processes across the value chain. This session focuses on enabling seamless collaboration and end-to-end visibility.

- End-to-end visibility across functions
- Data integration and synchronization
- Real-world implementation examples

Representant of Orchestra Bio

2:00PM **PANEL DISCUSSION**

Why Cross Functional Alignment Still Fails and What Teams Do About It

This panel explores why alignment breaks down in complex environments and how teams manage dependencies, priorities, and communication in practice.

- Managing dependencies across functions
- Aligning timelines and priorities
- Practical approaches to cross-functional coordination

Christine Soltys-Robitaille, *Director – GPM, Sanofi*

2:30PM **Networking Break**

AFTERNOON BREAKOUT SESSIONS: Toolkit Workshops & Think-Tank Roundtable Discussions

3:00PM **TOOLKIT WORKSHOP SERIES**

Execution Excellence & Delivery Acceleration

Move beyond theory and into practice with these interactive workshops focusing on improving execution, removing bottlenecks, and delivering projects more effectively.

- Identify and remove execution bottlenecks
- Improve resource and capacity planning
- Strengthen cross-functional coordination
- Optimize workflows and delivery processes

WORKSHOP 1: Reducing Cycle Time & Removing Bottlenecks

Discover how to identify delays and inefficiencies across project and program workflows. This workshop provides practical techniques to streamline processes and accelerate delivery without compromising quality.

- Mapping workflows and identifying delays
- Quick wins vs structural improvements
- Improving decision and execution speed

WORKSHOP 2: Resource & Capacity Planning in Complex Portfolios

Learn how to manage limited resources across multiple projects and shifting priorities. This session focuses on practical approaches to balancing demand, capacity, and realistic planning.

- Capacity planning techniques
- Managing resource conflicts
- Improving allocation across projects

WORKSHOP 3: Integrated Planning Across Functions

Explore how to build unified plans that align multiple functions and stakeholders. This workshop focuses on managing dependencies and improving coordination across complex environments.

- Building cross-functional plans
- Managing interdependencies
- Aligning timelines and priorities

Representant of Skarbek

WORKSHOP 4: Execution Tools & Workflow Optimization

This session focuses on how tools and processes can be optimized to support smoother execution. Learn how to reduce manual work, improve visibility, and enhance team collaboration.

- Automating reporting and tracking
- Improving workflow efficiency
- Enhancing team coordination

WORKSHOP 5

Representant of Rego Consulting

4:00PM **THINK-TANK ROUNDTABLE DISCUSSIONS**

Execution Realities & Friction Points

ROUNDTABLE 1: Why Do Well Planned Projects Still Fall Behind Schedule?

Unpack the root causes behind delays.

- Unrealistic planning assumptions
- Dependency mismanagement
- External vs internal delays

ROUNDTABLE 2: Is Resource Management Broken in Pharma?

A candid discussion on one of the biggest pain points.

- Shared resources across projects
- Overcommitment and hidden workload
- Realistic vs ideal allocation

ROUNDTABLE 3: Are We Overloading Teams with Tools and Processes?"

Explore the trade-off between structure and usability.

- Tool fatigue
- Reporting burden
- When systems slow teams down

Rebecca Rudicell, *Director, Oncology Program Management, Takeda*

ROUNDTABLE 4: What Prevents Cross Functional Teams from Working Seamlessly and How to Get it Right?

Even with alignment efforts, silos continue to exist. What is driving this?

- Incentives that do not align
- Gaps in communication
- Differences rooted in culture and structure

Kristin Robbins, *Vice President, Program & Portfolio Management, Normunity*

Tilo Senger, *Vice President, Head of Global R&D Program Management, EMD Serono*

4:45PM 🤝 **End Of Day 2**

5:00PM 🍷 **Networking Cocktail Reception**

CONFERENCE AGENDA

BETTER ORGANIZATIONS: GOVERNANCE, VALUE AND CAPABILITY

OCTOBER 16

DAY 3

BLOCK 7: Portfolio Performance and Value Realization

8:30AM CASE STUDY PRESENTATION

Measuring Portfolio Value: Are Your Decisions Delivering Results?

Making decisions is only part of the story, delivering value is what matters. This session explores how organizations track outcomes, measure success, and revisit decisions as execution unfolds.

- Tracking value realization across the portfolio
- Leading vs lagging performance indicators

When and how to revisit decisions

Presented by Partner Client

9:00AM RESERVED INDUSTRY CASE STUDY

Using Data to Drive Proactive Portfolio Performance

Learn how organizations move beyond static risk tracking toward integrated performance and risk insights that inform ongoing portfolio decisions.

- Linking risk, performance, and outcomes
- Scenario-based risk and performance insights
- Supporting proactive portfolio adjustments

Representant of Protagonist Consulting Group

9:30AM PANEL DISCUSSION

Are We Managing Risk or Avoiding Decisions?

An engaging discussion on how risk is handled in practice, and how it influences decision-making across the organization.

- Risk culture vs decision-making
- Avoiding vs addressing uncertainty
- Practical examples from real portfolios

Michael Sacco, *Portfolio Vice President for Cardiovascular and Rare Disease in R&D, Novo Nordisk*

10:00AM Networking Break

BLOCK 8: Governance and Decision Systems

10:30AM CASE STUDY PRESENTATION

Designing Decision Systems: Clarifying Roles and Governance

Clear decision ownership is essential, but so is how decisions flow through the organization. This session explores how leading pharma companies design governance systems that enable clarity, accountability, and consistent execution at scale.

- Defining decision rights across levels
- Improving escalation and decision flow

Reducing ambiguity in complex environments

Christian Lease, *Director R&D Project Management Office, Takeda*

11:00AM RESERVED INDUSTRY CASE STUDY

Designing Governance That Scales with Digital Workflows

Explore how organizations redesign governance using digital workflows to improve consistency, transparency, and execution discipline, without overcomplicating processes.

- Structuring governance workflows and approvals
- Improving visibility and accountability
- Enabling scalable governance across portfolios

Best suited for:

- Workflow orchestration and process automation platforms
- Governance, risk, and compliance (GRC) solutions
- Decision tracking and approval management tools

11:30AM PANEL DISCUSSION

Governance That Works: Balancing Structure, Speed, and Accountability

This panel explores how organizations design governance that supports execution, without slowing teams down. Expect practical perspectives on what works, what doesn't, and how governance evolves in real environments.

- Balancing structure with flexibility
- Empowering teams while maintaining control
- Avoiding over-engineered governance

Michele Cooley, *Director Project Planning, Sanofi*

12:00PM Networking Lunch

BLOCK 9: Operating Model, Intake, and Capability

1:00PM FIRESIDE CHAT

The Future PM: From Manager to Strategic Leader

As PPM evolves, so does the role of the project and program manager, but is the reality keeping pace with expectations? This fireside chat explores how PMs are (and aren't) becoming strategic partners, what's changing in leading organizations, and what still holds the role back. Expect honest perspectives on career evolution, influence, and the skills needed to stay relevant.

- How the PM role is evolving across different organizations
- From execution to strategy: where PMs are adding real value
- Skills, mindsets, and capabilities needed for the future
- Barriers to becoming a true strategic partner

Moderated by: Darshan Shah, *Executive Director, Incyte*

1:30PM RESERVED INDUSTRY CASE STUDY

Building a Future Ready PPM Organization

Explore how organizations evolve their PPM operating models to support better decision-making, execution, and scalability.

- Aligning tools, processes, and roles
- Scaling capabilities across the organization
- Supporting transformation and maturity

Best suited for:

- Consulting and transformation service providers
- PPM maturity and capability-building solutions
- Organizational design and change management platforms

2:00PM  **PANEL DISCUSSION**

Portfolio Intake Discipline: How Do You Filter Demand Before It Dilutes Strategic Focus?

A practical discussion on how organizations manage incoming demand and prevent weak or misaligned initiatives from entering the portfolio.

- Improving intake quality and filtering
- Aligning demand with strategy and capacity
- Avoiding portfolio overload

2:30PM  **Networking Break**

AFTERNOON BREAKOUT SESSIONS: Toolkit Workshops & Think-Tank Roundtable Discussions

3:00PM  **TOOLKIT WORKSHOP SERIES**

Governance, Leadership, and PPM Capability

Strong delivery requires strong foundations. These workshops focus on how to design governance that works, build high-performing teams, and develop the skills needed for modern PPM environments. Ideal for those looking to step into more strategic roles or drive organizational change.

- Design effective governance and decision structures
- Strengthen stakeholder management and influence
- Build high-performing, future-ready PM teams
- Define roles, skills, and operating models for next-gen PPM

WORKSHOP 1: Governance Design & Decision Rights

Learn how to design governance structures that enable faster, clearer decision-making. This workshop helps participants define ownership, reduce ambiguity, and improve escalation processes.

- Mapping decision ownership
- Designing governance frameworks
- Improving clarity and accountability

WORKSHOP 2: Stakeholder Management & Influence

Effective delivery depends on strong stakeholder relationships. This workshop provides practical techniques to manage expectations, influence decisions, and navigate complex organizational dynamics.

- Communication strategies
- Managing conflicting priorities
- Building influence across teams

Carla Lawendowski, Head of Research Program Management, Oncology, Sanofi

WORKSHOP 3: Building High-Performing PPM Teams

Explore what makes PPM teams truly effective and how to build strong team dynamics. This session focuses on leadership, collaboration, and performance improvement.

- Team dynamics and collaboration
- Leadership skills for PMs
- Improving team performance

WORKSHOP 4: Future of PPM: Roles, Skills & Operating Models

Understand how PPM roles are evolving and what skills are needed for the future. This workshop helps participants prepare for more strategic and impactful roles.

- Evolving PM roles and expectations
- Key skills for future success
- Adapting operating models

4:00PM  **THINK-TANK ROUNDTABLE DISCUSSIONS**

Organizational Realities and Leadership Challenges

ROUNDTABLE 1: Are We Designing Governance for Control, or for Speed?

Examine how governance impacts decision velocity.

- Control vs empowerment
- Risk management vs agility
- What “good governance” looks like

ROUNDTABLE 2: Do PMs Have Enough Influence, or Just Responsibility?

A powerful discussion on the evolving PM role.

- Accountability without authority
- Influence vs hierarchy
- Shifting expectations

ROUNDTABLE 3: Are We Preparing PMs for the Future, or Training Them for the Past?

Explore whether current skill development matches future needs.

- Strategic vs operational skills
- AI and digital capabilities
- Leadership development

ROUNDTABLE 4: Is Culture the Real Barrier to Better PPM?

Go beyond tools and processes to discuss cultural constraints.

- Resistance to change
- Decision avoidance
- Organizational silos

4:45PM  **End Of The Conference**

OUR VALUED PARTNERS, PAST AND PRESENT



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Make sure your brand is part of the conversation.

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