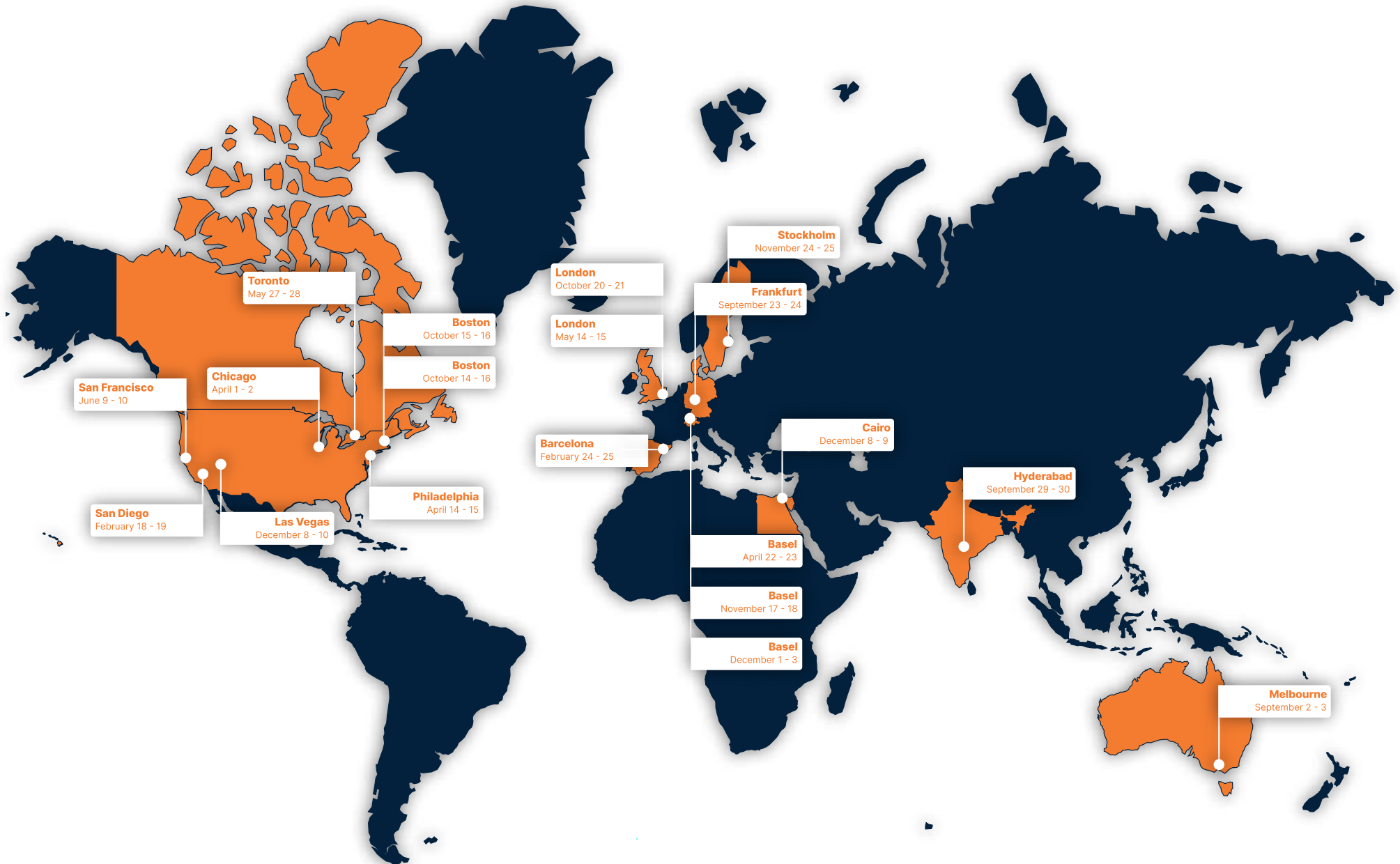


PPM WORLD TOUR 2027



INTRODUCTION



GOVERN BETTER. DECIDE FASTER. DELIVER MORE.

We didn't assemble a conference.

We started with a harder question: what does it actually take to run project, program, and portfolio management in life sciences at the standard the science and the patients deserve?

That question shaped every session on this agenda.

The uncomfortable truth is that most life sciences organisations have the talent, the data, and the tools to make better PPM decisions than they currently make. What they lack is governance that holds under political pressure, financial models that drive decisions rather than justify them, assumptions that are honestly set and honestly updated, and the cross-functional alignment that stops good strategies from dying at the interfaces between functions. They also lack a forum where senior practitioners can speak candidly about what is working, what is not, and what they are genuinely uncertain about - without performing confidence they do not feel.

This programme is that forum. Built with and for senior PPM leaders across large pharma, mid-size/small biotech, and specialist life sciences companies - portfolio heads, PMO directors, program leaders, governance and finance executives - it covers the full PPM landscape with the depth and specificity that a senior audience deserves.

- › Portfolio financial evaluation, assumption governance, and prioritisation discipline.
- › Program planning, cross-functional alignment, and resource management under real constraints.
- › Project-level risk, decision analysis, budget integrity, vendor governance, and execution under pressure.
- › AI where it genuinely helps. Honest assessment of where it does not.
- › A clear-eyed look at the structural forces, beyond AI, that will reshape how the sector manages programs and portfolios in the future.

Just two days of rigorous, practitioner-led content, case studies from people who lived it, panels where disagreement is welcome, workshops that produce tools you use on Monday morning, and roundtables where the best conversations happen because everyone in the room has earned their seat at the table.

Better decisions. Fewer wasted resources. Programs that deliver what they promised.

That is what good PPM makes possible - and that is what this programme is built around.

TESTIMONIALS



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In these interesting times, it is more important than ever to sharpen our minds. At the recent Pharma Partnering Conference in Basel, I had the pleasure of chairing a full day of peer to peer interactions on how venture funds, pharma and biotech can best work together to achieve successful partnerships. Many thanks to Why Summits for organizing and to all keynote speakers, panelists and participants in the fireside chats.

★★★★★



Luis Correia
Founder and CEO
Basel Biotech Consulting GmbH

“

It was a real pleasure participating in such a collegial, and engaging event. Thoroughly enjoyed the discussions and atmosphere. Looking forward to future meetings!

★★★★★



Dawid Łyzwa
Head of Clinical Development
JJP Biologics

“

Honored for the opportunity to speak at Why Summits on “The Evaluation of Agile Methodologies in Portfolio Management.” It was a fantastic experience connecting with professionals, exchanging insights, and exploring more. A heartfelt thanks to the organizers, fellow speakers, and everyone who attended the session.

★★★★★



Gizem Çankaya
Portfolio & Strategy Head
Sanofi

“

We would like to extend our gratitude for the opportunity to present our speech. It was an incredible experience to share our thoughts, ideas, and experiences with such an engaged audience. Thank you for your time, attention, and the valuable discussions that followed. We look forward to future opportunities to connect and share insights.

★★★★★



Raffaele Marranzini
Chief Executive officer
Platflow (Lean IT Consulting)

“

Thank you so much for organizing the event and bring AI topics to the conference. I am so happy that I can contribute and give some inspiration to peers. Also very grateful to have the opportunity to connect with peers

★★★★★



Lili Nie Andersen
Program Director
Novo Nordisk

“

This week, I had the privilege of presenting at the Why Summits: 26th EU Pharma and Biotech Project Program and Portfolio Management Conference. My presentation focused on the digital evolution of Pfizer Pharm Sci's global resource management model followed by a panel with Amit Arkad, EMBA, PMP on aligning people and portfolio priorities. The conference offered fascinating insights.

★★★★★



Nicola Clear
Director Pharmaceutical Sciences,
Portfolio Excellence
Pfizer

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

NIGHT BEFORE THE EVENT

DAY 0

17:30  **Meet & Greet**

Get a head start on networking!

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!



CONFERENCE AGENDA

DAY 1

Day One builds the foundation.

The morning focuses on portfolio-level financial discipline – how value is evaluated, how assumptions are governed, and how termination decisions are made without political distortion. After lunch the programme shifts to program and project execution – risk management, vendor governance, and what real accountability looks like when a project enters crisis. The afternoon workshops and roundtables move into applied territory, giving delegates hands-on practice and peer exchange on the themes covered through the day.

8:30  **Registration and Welcome Coffee**

9:00  **Chairmans Opening Remarks**

9:15  **START WITH WHY? ICE-BREAKER SESSION**

Meet Your Peers, Share Your Priorities, and Set Your Objectives

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

- Why are you attending the conference?
- What are your main challenges (in PPM/PV/etc..)
- What do you want to learn about or take away

9:30  **KEYNOTE**

Portfolio Strategy Under Pressure: Redefining How Life Sciences Organisations Prioritise, Prune, and Protect Value When Assumptions Stop Holding

Traditional portfolio prioritisation frameworks are proving brittle in today's environment of cost-containment pressure, competitive obsolescence, and structural uncertainty. This keynote challenges senior leaders to examine whether their portfolio governance is genuinely decision-grade – or a sophisticated rationalisation of conclusions already reached on other grounds – and makes the case for treating portfolio strategy as a continuous, assumption-sensitive discipline rather than a periodic scoring exercise.

Objective: Identify the governance design failures that allow advocacy and seniority to override analytical rigour in portfolio allocation decisions – and the structural countermeasures that leading organisations have found effective.

Takeaway: A diagnostic framework to evaluate whether your portfolio prioritisation is decision-grade or decorative – including five concrete warning signs and the governance changes that address each.

10:00  **RESERVED PRESENTATION**

Decision-Grade rNPV in Practice: Building Financial Models That Drive Portfolio Allocation Decisions Rather Than Justify Them

Technically sophisticated financial models consistently overridden by advocacy in portfolio reviews are one of the most expensive failures in life sciences portfolio management. This session examines what separates a decision-grade portfolio financial model from a decorative one – covering rNPV framework design, assumption governance, input parameter management across planning cycles, and direct integration of project-level outputs into the strategic financial plan.

Objective: Design an rNPV and scenario-weighted scoring methodology with a rigorous assumption governance protocol – defining how input parameters are set, owned, updated, and version-controlled across planning cycles.

Takeaway: A structured rNPV model design guide and assumption governance protocol template covering parameter ownership, change approval, version control, and accuracy tracking – immediately applicable to existing portfolio financial models.

10:30  **PANEL DISCUSSION**

When Should You Kill a Project? Governance Mechanisms and the Discipline Required for Evidence-Based Portfolio Pruning

Termination decisions are simultaneously the most value-creating act available to a portfolio governance body and the one most consistently delayed under organisational pressure. This panel brings together senior leaders with direct experience of making difficult termination decisions to examine the governance mechanisms and pre-committed decision frameworks that make evidence-based portfolio pruning possible –

and addresses honestly the political barriers that make it so difficult even in organisations that know better.

Objective: Examine the governance mechanisms - pre-committed termination criteria, independent challenge panels, sunset provisions - that depoliticise stop decisions and reduce the influence of asset champions.

Takeaway: A termination trigger criteria checklist ready for embedding in portfolio governance charters - providing an objective, advocacy-resistant basis for initiating formal project termination reviews.

• 11:00 ☕ **Morning Coffee and Networking**

• 11:30 📄 **CASE STUDY**

Unifying Pipeline Financial Assumptions Across Finance, Commercial, and Development: How One Organisation Eliminated Three Versions of the Truth

A life sciences organisation describes how it resolved the competing-assumptions problem undermining both portfolio governance quality and strategic financial planning credibility - achieving a single approved set of pipeline financial parameters feeding consistently into portfolio prioritisation, long-range planning, and external communications without quarterly reconciliation battles between functions.

Objective: Demonstrate the assumption architecture redesign and data integration model that eliminated conflicting financial views across Finance, Commercial, and Development and connected the unified assumption set to the strategic financial plan in real time.

Takeaway: A replicable assumption architecture design covering data structure, ownership model, governance protocol, and version control - with a cross-functional alignment playbook for organisations attempting the same integration.

• 12:00 🗨️ **RESERVED PRESENTATION**

Integrated Program Planning Across Multi-Workstream Environments: Maintaining Strategic Coherence Under Operational Complexity

Life sciences programs increasingly require simultaneous management of commercial, regulatory, manufacturing, market access, and lifecycle workstreams that are individually complex and mutually interdependent. This session provides a structured methodology for building integrated program planning architectures that scale with complexity - maintaining milestone integrity and strategic coherence without becoming planning bureaucracies that slow delivery.

Objective: Build an integrated planning architecture linking workstream schedules to asset-level milestones and portfolio-level financial triggers - with a cross-workstream dependency mapping approach that surfaces bottlenecks before they become execution crises.

Takeaway: A scalable integrated program planning framework covering timeline architecture, milestone hierarchy design, dependency mapping, and cross-workstream conflict resolution - with worked examples across programs of different complexity.

• 12:30 🗨️ **PANEL DISCUSSION**

Cross-Functional Alignment in Life Sciences Programs: Why Programs Break Down at the Interfaces and What Structural Fixes Actually Work

Cross-functional misalignment is the proximate cause of a disproportionate share of program delays and budget overruns in life sciences - yet most organisations continue treating alignment failures as interpersonal problems rather than symptoms of governance design flaws that reliably reproduce the same failures regardless of who fills the roles. This panel examines the structural root causes of misalignment and focuses problem-solving on governance interventions that address causes rather than symptoms.

Objective: Identify the structural, governance, and incentive design factors that reliably produce cross-functional misalignment - and distinguish practical interventions within program manager authority from those requiring senior sponsorship.

Takeaway: A peer-validated taxonomy of cross-functional alignment failure modes with specific structural intervention designs drawn from panellists' direct experience in comparable life sciences organisational contexts.

• 13:00 🍴 **Luncheon**

• 14:00 📄 **CASE STUDY**

Rebuilding Project Risk Management from the Ground Up: From Compliance-Driven Documentation to Genuine Decision-Support Across a Multi-Asset Portfolio

A life sciences organisation shares the multi-year journey of transforming project risk management from a governance compliance exercise into a genuine decision-support capability that project managers actually use to manage outcomes. The case covers the diagnostic, the framework redesign, and the change management programme that embedded new behaviours across a project management community that had learned to treat risk management as administrative overhead.

Objective: Describe the risk framework redesign and the specific methodological changes - from static risk registers to active response ownership with defined triggers - that delivered the greatest measurable improvement in project outcome predictability.

Takeaway: A risk framework redesign methodology and maturity assessment tool that allows organisations to identify where they sit between compliance-driven documentation and genuine decision-support capability - and their highest-leverage improvement opportunities.

• 14:30 🗨️ **RESERVED PRESENTATION**

AI-Augmented Risk Identification: From Probabilistic Risk Registers to Predictive Early Warning Systems - What Is Production-Ready and What Governance Is Required

AI is beginning to expand what is possible in project risk management - primarily by broadening the information base on which risk identification depends rather than replacing human judgment in risk response. This session provides a grounded

assessment of the current state of AI application in life sciences project risk management: mapping what is in production, what is in piloting, and what remains aspirational - and establishing the data and governance requirements for responsible integration.

Objective: Map the current landscape of AI application in project risk management with evidence-based maturity assessments - and establish the data quality, human oversight, and audit trail requirements for responsible integration of AI-generated risk signals into project governance.

Takeaway: A practical AI application map categorising current use cases by production readiness - with a governance framework covering oversight requirements, audit trail standards, and an implementation readiness assessment with a prioritised gap-closing roadmap.

15:00 **PANEL DISCUSSION**

CRO and Vendor Governance Beyond SLA Management: Building Strategic Partnerships with Genuine Risk-Sharing and Joint Accountability

The vendor governance models most life sciences organisations operate were designed for transactional relationships and arms-length oversight - increasingly inadequate for the complex, operationally interdependent partnerships that major programs now require. This panel examines what genuinely effective vendor governance looks like when the ambition is strategic partnership rather than contract compliance - and what it requires from both sides in terms of transparency, shared accountability, and commercial model design.

Objective: Define the practical steps required to move from managed vendor oversight to genuine strategic partnership - including the outcome-based commercial model structures, risk-sharing mechanisms, and internal capabilities that make the transition work in practice.

Takeaway: A vendor governance maturity model from transactional oversight to strategic partnership - with a risk-sharing commercial model design guide and a sponsor-side capability development roadmap with a prioritised build sequence.

15:30 **CASE STUDY**

Project Rescue Under Pressure: Real-Time Budget Reforecasting, Resource Reallocation, and Executive Communication When a Major Project Enters Crisis

When a major project entered crisis - cost overruns accumulating faster than the team could diagnose, schedule contingency eliminated, and a key vendor underperforming - the organisation had weeks to stabilise, build a credible recovery plan, and present it to executive leadership. This session provides the unvarnished account of how that was done: the diagnostic process, the reforecasting methodology, the resource reallocation decisions, and the executive communication strategy - including what worked, what failed, and what changed permanently.

Objective: Walk through the crisis diagnostic process, real-time budget reforecasting methodology, and executive communication strategy - including the specific decision sequence used to stabilise the project and restore governance confidence under severe time pressure.

Takeaway: A crisis budget reforecasting playbook covering the five assumption categories to challenge first, cost categories with greatest reforecast leverage, and executive communication templates for each stage - designed to be prepared before a crisis rather than invented during one.

16:00 **Afternoon Coffee and Networking**

16:30 **WORKSHOPS**

WORKSHOP 1: Portfolio Financial Simulation: Stress-Testing Pipeline Valuations Under Scenario-Based Assumption Changes Using Monte Carlo Methods

Working with a representative life sciences pipeline model, participants apply Monte Carlo simulation and structured scenario analysis to understand how portfolio-level NPV distributions shift under different assumption combinations - and develop the skills to present simulation outputs to portfolio committees in formats that improve decisions rather than create false precision.

Objective: Apply Monte Carlo simulation and scenario analysis to a representative portfolio model - identifying the assumption variables driving greatest financial variance and developing governance-ready output formats that present uncertainty as decision-relevant risk narrative rather than technical exhibit.

Takeaway: A working portfolio simulation model template with Monte Carlo methodology and governance-ready sensitivity output formatting - immediately adaptable to participants' own pipeline context, with peer-benchmarked insights on the assumptions most difficult to calibrate accurately.

WORKSHOP 2: Dynamic Resource Capacity Planning: Building an FTE and Budget Model That Responds to Portfolio Priority Changes Across Multi-Program Environments

Resource capacity planning is one of the most consistently underdeveloped capabilities in life sciences program management. This workshop provides a structured methodology for building dynamic resource capacity models genuinely integrated with program milestone schedules - robust enough to function as a real governance tool for resource allocation decisions at program and portfolio level.

Objective: Build a function-by-function FTE demand model linked directly to program milestone schedules - and apply supply-demand gap analysis to identify capacity bottlenecks and develop the prioritisation logic for resolving resource conflicts across concurrent programs.

Takeaway: A dynamic FTE capacity model template incorporating milestone-linked demand calculation, supply tracking, gap analysis, and priority-based conflict resolution logic - immediately adaptable to participants' own organisational structure and program portfolio.

WORKSHOP 3: Lessons Learned That Actually Change Behaviour: Designing Project Review Processes That Produce Organisational Learning Rather Than Documentation

Lessons learned processes in most life sciences organisations produce reports that are filed, rarely read, and almost never used to change how the next project is run. The failure

is not a lack of good intentions – it is a failure of process design. This workshop examines what makes lessons learned processes produce genuine organisational learning rather than governance documentation, and gives participants hands-on practice redesigning their own review processes to close the gap between what projects experience and what the organisation actually learns from them.

Objective: Diagnose the specific process design failures that prevent lessons learned from producing behavioural change in life sciences organisations – and redesign the review process, knowledge capture methodology, and organisational integration mechanisms that turn project experience into durable improvements in how subsequent projects are planned and governed.

Takeaway: A lessons learned process redesign toolkit – covering review session design, knowledge capture methodology, organisational integration mechanisms, and the governance checkpoints that ensure lessons from completed projects are formally considered in the planning of new ones – with peer-benchmarked examples of the process changes that have most consistently improved knowledge transfer across project portfolios.

17:30

ROUNDTABLES

ROUNDTABLE 1: Communicating Portfolio Risk and Financial Uncertainty to Executive Committees and Boards: What Works, What Fails, and How to Build Governance Credibility

The quality of board and executive committee portfolio decisions depends directly on the quality of risk and financial information presented to them – yet the communication gap between portfolio teams and governance bodies remains one of the most persistent sources of poor portfolio outcomes. This roundtable creates a structured peer exchange on what works and what fails in executive portfolio risk communication, co-developing principles grounded in participants' direct governance experience.

Objective: Co-develop a portfolio risk communication framework – covering narrative structure, uncertainty language, and scenario framing – grounded in participants' direct experience of what executive and board audiences find actionable versus what they misunderstand or react defensively to.

Takeaway: A peer-generated set of portfolio risk communication principles and a practical vocabulary for discussing risk tolerance and financial uncertainty with executive audiences – enabling more precise and less defensive governance conversations.

ROUNDTABLE 2: Budget Governance at the Program Level: Contingency Design, Variance Escalation, Reforecast Triggers, and the Financial Accountability of Program Managers

Budget authority and financial accountability at the program level is inconsistently designed even across large, mature life sciences organisations – with significant variation in contingency ownership, escalation thresholds, reforecast approval processes, and how program financial performance feeds into portfolio governance. This roundtable creates a structured benchmarking and co-design opportunity grounded in participants' direct experience.

Objective: Map the range of budget authority and contingency governance models participants operate under – and co-develop better practice principles for contingency design, variance escalation thresholds, reforecast triggers, and portfolio-level financial reporting.

Takeaway: A peer-benchmarked better practice framework for program-level budget governance – with a practical guide to advocating for improvements, identifying which changes are achievable within program manager authority and which require portfolio governance sponsorship.

ROUNDTABLE 3: Decision Analysis at the Project Level: Applying Structured Frameworks to Go/No-Go, Vendor Selection, and Scope Change Decisions

Project-level decision quality is a primary determinant of project outcomes – yet most project managers make their most consequential decisions through informal deliberation that leaves quality hostage to cognitive bias, political pressure, and variable analytical capability. This roundtable creates a peer exchange on how structured decision analysis techniques can be practically integrated into project governance without creating overhead that outweighs the benefit.

Objective: Co-develop a practical decision governance protocol – covering which decision types warrant formal structured analysis, what documentation standards apply, and how cognitive biases most damaging to project decision quality can be systematically countered.

Takeaway: A practical decision analysis toolkit with templates and worked examples for life sciences project contexts – plus a cognitive bias field guide identifying the ten biases most damaging to project decisions and the most effective countermeasures for each.

18:00

Networking Cocktail Reception

Day Two looks forward.

The morning examines the structural forces reshaping portfolio strategy through 2030 - AI-generated assets, portfolio construction discipline, and business development governance - before shifting to program and project-level disciplines in the afternoon: agile delivery, digital decision support, lifecycle management, regulatory intelligence, financial accountability, and predictive analytics. The afternoon workshops and roundtables close the programme with applied practice and candid peer exchange.

9:25 Opening Chairmans Remarks

9:30 KEYNOTE

How AI, Novel Modalities, Evolving Payer Dynamics, and ESG Obligations Are Forcing a Fundamental Redesign of Portfolio Strategy and Governance

The forces reshaping life sciences portfolios over the next five years are combining at a pace that makes the portfolio governance models of the past decade increasingly inadequate. AI is generating assets faster than governance processes can evaluate them. Novel modality economics are breaking financial models built for small molecules. Payer and HTA environments are demanding earlier, more precise evidence of differentiated value. This keynote provides a rigorous synthesis of what these converging forces mean for portfolio strategy and governance - and what senior PPM leaders need to do now.

Objective: Identify the five structural forces most likely to materially reshape life sciences portfolio composition and governance design over the 2027-2030 period - and the specific portfolio strategy and governance adaptations each one demands from organisations of different sizes and portfolio maturities.

Takeaway: A strategic portfolio planning radar covering five structural forces, their timeline and impact magnitude, and the concrete governance adaptations each demands - designed as a living planning tool participants can adapt and update for their own organisational context.

10:00 RESERVED PRESENTATION

Portfolio Construction as a Discipline: Managing Therapeutic Area Balance, Modality Mix, Risk Correlation, and Stage-Gate Distribution Across a Life Sciences Portfolio

Overview: Most portfolio governance conversations focus on prioritisation and pruning of individual assets - but the shape of the portfolio as a whole is equally strategic and far less systematically managed. This session addresses portfolio construction as a distinct discipline: how organisations deliberately design their portfolio's therapeutic area balance, modality mix, risk correlation profile, and stage-gate distribution to optimise for both near-term value protection and long-term strategic positioning.

Objective: Apply portfolio construction principles - therapeutic area balance, modality diversification, asset correlation analysis, and stage-gate distribution optimisation - to evaluate and improve the strategic shape of a life sciences portfolio beyond individual asset scoring.

Takeaway: A portfolio construction framework covering the five key design dimensions that determine portfolio resilience and strategic optionality - with an assessment tool organisations can apply to their own portfolio to identify structural vulnerabilities and prioritise corrective allocation decisions.

10:30 PANEL DISCUSSION

Buy, Build, or Partner? Strategic Decision Frameworks for Portfolio Gap-Filling When Asset Valuations Are High and the Cost of Getting BD Wrong Has Never Been Greater

Business development has become the primary mechanism through which many life sciences organisations fill strategic portfolio gaps - but record asset valuations, intensifying competition, and growing evidence on post-deal value destruction are making BD governance failures increasingly expensive. This panel examines the strategic frameworks, governance disciplines, and competitive intelligence capabilities that separate organisations consistently creating value through BD from those consistently overpaying for strategic optionality that never materialises.

Objective: Establish a rigorous strategic decision framework for the buy/build/partner/license-in choice - covering the criteria governing each option and the governance process that prevents deal enthusiasm and board impatience from substituting for analytical rigour under competitive pressure.

Takeaway: A strategic BD decision framework covering explicit criteria for each option and a BD governance design guide identifying the five most common governance failures that predict post-deal underperformance - with specific mechanisms to address each.

11:00 Morning Coffee and Networking

11:30 CASE STUDY

Building a PMO from Scratch for a Complex Multi-Market Program: Governance Architecture, Stakeholder Alignment, and Three Years of Hard-Won Lessons

Overview: When an organisation commits to a complex multi-market program with no existing PMO infrastructure and no governance precedent to draw on, the decisions made in the first six months have consequences that compound across years. This case study provides a first-hand account of building a program management office from the ground up - covering every major governance and capability decision made across three years and an honest account of what worked, what needed revision, and what would be done differently.

Objective: Share the PMO design decisions, stakeholder alignment approach, and governance failures experienced across three years - providing an evidence-based account of what a first-of-kind program management build actually looks like under real conditions.

Takeaway: A PMO design blueprint and stakeholder alignment framework for complex multi-market programs - validated as a practical starting point for adaptation, with a curated lessons catalogue organised by governance domain including honest assessments of what was preventable.

12:00

RESERVED PRESENTATION

Agile Program Management in Life Sciences: Where Iterative Methods Deliver Value and Where They Create Compliance, Governance, and Quality Risk

Agile methodologies have moved decisively into life sciences program management - driven by genuine frustrations with slow, bureaucratic governance and real speed advantages in appropriate contexts. But agile application in environments with significant documentation, change control, and quality obligations creates governance tensions organisations are resolving with varying degrees of success. This session provides an evidence-based assessment of where agile genuinely works - and where it creates risks that require careful mitigation.

Objective: Identify the specific program management activities where agile principles demonstrably improve delivery speed and quality in life sciences - and design a hybrid operating model with clear criteria for which approach applies to which work type.

Takeaway: An evidence-based agile applicability map for life sciences program management - categorising activities by agile suitability grounded in real implementation outcomes - with a hybrid model design guide and a documented set of agile adoption failures that define the boundaries responsible adoption must respect.

12:30

PANEL DISCUSSION

Digital Program Management: Are Integrated Planning Platforms and Predictive Analytics Finally Delivering Decision Support - or Just Better-Looking Reports?

Life sciences organisations have invested heavily in digital program management capabilities with the promise of transforming the function from retrospective reporting to forward-looking decision support. The gap between that promise and the reporting-plus-visualisation reality of most implementations remains large and expensive. This panel examines what genuine decision support requires, why most implementations stall at enhanced reporting, and where the organisations furthest ahead have genuinely crossed the threshold.

Objective: Define the data architecture, governance process alignment, and behavioural changes that distinguish a program management digital capability that genuinely supports decisions from one that produces more sophisticated reporting of the past.

Takeaway: A decision-support maturity model for program management digital capabilities - with a diagnostic framework for identifying why implementations stall at reporting and the specific interventions required to cross the threshold to genuine decision support.

13:00

Luncheon

14:00

CASE STUDY

Post-Approval Lifecycle Management as a Governed Sub-Portfolio: Building the Prioritisation Framework, Financial Model, and Governance Architecture for a Growing Portfolio of Lifecycle Projects

As regulatory authorities impose increasing post-approval commitments and payers demand ongoing evidence of product value, lifecycle management has grown from an afterthought into a strategically significant governance challenge. This case study presents the governance model, financial framework, and prioritisation architecture that a large pharma organisation built to transform disconnected compliance obligations into a governed sub-portfolio with its own strategic logic, resource allocation process, and financial accountability.

Objective: Describe the governance model, financial management architecture, and prioritisation framework used to manage post-approval lifecycle projects as a coherent sub-portfolio connected to broader portfolio strategy and financial objectives.

Takeaway: A post-approval portfolio governance model, prioritisation framework, and lifecycle management financial toolkit - adaptable to organisations looking to replace informal compliance-driven management with a structured, value-connected governance approach.

14:30

RESERVED PRESENTATION

Regulatory Intelligence as a Project and Portfolio Management Input: How Evolving Agency Guidance Should Drive Prioritisation, Risk Assessment, and Governance Decisions

Overview: Regulatory strategy is too often treated as a specialist function operating in parallel to PPM governance rather than as a direct input into prioritisation, risk assessment, and project planning decisions. This session examines how leading organisations embed regulatory intelligence - tracking evolving EMA, FDA, and HTA guidance - into their PPM governance processes, using regulatory risk as a genuine driver of portfolio prioritisation, program timeline planning, and project-level risk registers rather than an afterthought addressed at submission.

Objective: Establish how regulatory intelligence should be structured as a formal input into portfolio prioritisation decisions, program planning assumptions, and project risk registers - with the governance mechanisms that ensure regulatory risk is assessed with the same rigour as financial and operational risk.

Takeaway: A regulatory intelligence integration framework for PPM governance - covering the data flows, ownership model, and governance checkpoints that embed regulatory risk into portfolio, program, and project decision-making at the point where it can still influence outcomes rather than after plans have been set.

15:00

PANEL DISCUSSION

Budget Ownership, Estimate Integrity, and Financial Accountability: How Should Project Managers Own and Defend Their Financial Inputs in Portfolio-Level Reviews?

Portfolio-level financial decision quality depends directly on the integrity of project-level financial inputs - but the relationship between project managers who produce estimates and governance bodies that use them is frequently characterised by mistrust, systematic distortion, and processes that inadvertently reward accuracy-undermining behaviour. This panel examines what genuine financial accountability at the project level looks like and how project managers develop the skills to own and defend their estimates under challenge.

Objective: Examine the governance design failures that create incentives for estimate distortion at the project level - and define what genuine financial accountability requires in terms of assumption transparency, methodology disclosure, and prompt updating when conditions change.

Takeaway: A governance design guide for project-level financial accountability - with a project manager's estimate defence toolkit and a set of governance culture indicators that allow PMO heads to assess whether their environment rewards estimate integrity or systematically incentivises distortion.

15:30

CASE STUDY

Implementing Predictive Performance Analytics Across a Project Portfolio: Moving from Lagging KPI Reporting to Forward-Looking Early Warning Indicators That Actually Predict Outcomes

A life sciences organisation describes the design and implementation of a portfolio-wide predictive analytics capability that replaced lagging KPI dashboards - which reliably reported problems after they had already caused consequences - with a forward-looking early warning system identifying developing performance risks weeks before they become governance escalations. The case covers the indicator design methodology, data infrastructure investment, governance integration challenges, and measured improvement in project outcome predictability achieved.

Objective: Describe the indicator design methodology used to identify the leading performance signals that reliably predict project outcome deterioration weeks before it appears in standard KPI reporting - and the governance integration changes needed to ensure early warning signals are acted on rather than explained away.

Takeaway: A predictive indicator design methodology and governance integration guide - with a measured business case framework covering the outcome improvement metrics most credible to finance and executive stakeholders for organisations assessing whether the investment is justified.

16:00

Afternoon Coffee and Networking

16:30

WORKSHOPS

WORKSHOP 1: Strategic Portfolio Review Facilitation: Practising the Governance Skills Required to Run High-Quality Portfolio Committee Decision Sessions Under Real Conditions

Portfolio governance decision quality depends not just on the quality of analytical inputs but on the quality of the decision process itself - how sessions are structured, how competing advocacy is managed, how pre-agreed criteria are applied under pressure, and how decisions are documented. This workshop provides structured practice in facilitating portfolio committee decision sessions using realistic scenarios, with peer coaching and structured debrief developing the facilitation skills that are rarely taught explicitly.

Objective: Practice facilitating a realistic portfolio governance decision session - managing competing advocacy, applying pre-agreed decision criteria under challenge, and documenting decisions with governance-quality rationale - with structured peer feedback on the behaviours that most improve and most undermine committee decision quality.

Takeaway: Direct facilitation practice experience with structured peer feedback - plus a portfolio committee facilitation guide and governance infrastructure design checklist covering the pre-meeting standards and decision record requirements that make high-quality portfolio decisions consistently achievable.

WORKSHOP 2: Integrated Value and Evidence Planning: Aligning Program Strategy with Payer, HTA, and Commercial Requirements from Initiation to Maximise Asset Value at Launch

The gap between the evidence a program generates and the evidence that payers, HTA bodies, and commercial functions need to maximise asset value at launch is one of the most expensive and preventable failures in life sciences program management. This workshop provides a structured methodology for building integrated value and evidence plans that connect program strategy to payer and HTA requirements from initiation - identifying evidence gaps early enough to address through program design rather than costly post-hoc studies.

Objective: Build a structured integrated evidence plan mapping payer and HTA evidence requirements against the evidence the program is designed to generate - identifying gaps that require program design changes and applying a value framework that evaluates program decisions from a launch value perspective.

Takeaway: A working integrated evidence plan template structured around key European payer and HTA evidence requirements - incorporating gap analysis, program design implication mapping, and a practical guide to the evidence standards of EMA Joint HTA, NICE, and G-BA with specific implications for program design decisions.

WORKSHOP 6: Change Control That Works: Designing Risk-Based, Proportionate Change Management Processes That Are Both Governance-Compliant and Operationally Fast

Change control is one of the governance processes most consistently experienced as a source of unnecessary delay - yet also one whose failure most reliably contributes to scope creep, budget overrun, and quality compromise. This workshop designs a change management process that is simultaneously rigorous enough to protect project integrity,

proportionate enough to process routine changes without bureaucratic overhead, and fast enough to maintain delivery momentum.

Objective: Design a risk-stratified change control framework - distinguishing major, moderate, and minor changes with appropriate workflows, approval authorities, and documentation standards for each - and develop change impact assessment templates connecting project-level changes to program and portfolio-level financial implications.

Takeaway: A risk-stratified change control framework with workflows, approval authority structures, and audit trail requirements calibrated to be governance-compliant and operationally proportionate - with peer-benchmarked data on processing times and the process redesigns that delivered the most significant efficiency improvements.

17:30

ROUNDTABLES

ROUNDTABLE 1: ESG Integration into Portfolio Strategy: How Environmental, Social, and Governance Commitments Are Reshaping Asset Selection, Development Sequencing, and Portfolio Governance

ESG considerations are moving from reputational management into genuine portfolio strategy territory - influencing which assets organisations prioritise, how they sequence development investment, and how they communicate portfolio decisions to increasingly ESG-focused investors, regulators, and institutional stakeholders. This roundtable creates a structured peer exchange on how organisations are navigating ESG integration into portfolio governance - with honest assessments of where it creates genuine strategic constraints versus primarily reporting obligations.

Objective: Share how participants' organisations are incorporating ESG criteria into portfolio prioritisation - examining the real tensions between ESG commitments and financial performance optimisation and identifying the ESG disclosure requirements most likely to create binding governance obligations over the 2027-2030 period.

Takeaway: Peer-benchmarked approaches for incorporating ESG criteria into portfolio governance - with an honest assessment of where ESG creates genuine strategy constraints versus reporting obligations and a practical watch-list of ESG developments most likely to create binding portfolio governance obligations in the near term.

ROUNDTABLE 2: Cross-Functional Alignment in Complex Programs: How Leading Organisations Keep Strategy, Operations, Regulatory, and Commercial Teams Moving Together

As life sciences programs become more globally distributed and strategically complex, maintaining alignment across program, regulatory, clinical, commercial, medical, and operational stakeholders is becoming increasingly difficult. Misalignment creates delays, duplicated work, governance friction, and costly late-stage surprises. This roundtable brings senior program leaders together to discuss the structures, behaviours, and governance approaches that genuinely improve cross-functional alignment in complex programs.

Objective: Explore how organisations are managing cross-functional alignment across strategically complex programs - including decision ownership, governance forums, communication cadences, escalation management, and the integration challenges that emerge when functions operate with competing priorities, timelines, and success metrics.

Takeaway: Peer-tested approaches for improving cross-functional alignment in life sciences programs - including governance structures, meeting models, escalation pathways, stakeholder engagement practices, and early warning indicators that help prevent alignment breakdown before it impacts delivery, cost, or launch readiness.

ROUNDTABLE 3: Next Trends Beyond AI: What Structural, Regulatory, and Operational Developments Will Most Significantly Change Life Sciences Project Management Over the Next Three to Five Years

The PPM conversation has been dominated by AI - rightly so - but several other structural, regulatory, and operational developments are evolving simultaneously that will significantly shape how project management is practised in life sciences over the 2027-2030 period and are receiving less systematic attention than they deserve. This roundtable creates a forward-looking peer exchange on the non-AI trends senior project managers believe will most significantly change their work.

Objective: Surface and collectively assess the non-AI trends most likely to change life sciences project management practice over the next three to five years - and co-develop a forward-looking adaptation agenda covering the practice changes, capability investments, and governance adaptations that will most effectively position project managers for these developments.

Takeaway: A peer-generated watch-list of the non-AI trends most likely to materially change life sciences project management over the 2027-2030 period - with practical early adaptation moves from organisations already responding and a collective horizon-scanning commitment to share intelligence as these trends develop.

18:00

End of Conference

OUR VALUED PARTNERS, PAST AND PRESENT



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