

29th European Biopharma Project Program and Portfolio Management Conference

3 - 4 April 2025, BASEL

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Dear Colleague



Welcome to the 29th European Biopharma Project Program and Portfolio Management Conference: Navigating Strategy, Innovation, and Decision-Making for Long-Term Success

In the fast-paced and ever-evolving pharmaceutical and biotech industries, effective portfolio management is key to driving innovation, optimizing resources, and ensuring long-term business success.

The **29th European Biopharma Project Program and Portfolio Management Conference** brings together industry leaders, decision-makers, and experts to explore cutting-edge strategies and processes that align portfolio management with organizational goals. This conference is designed to provide participants with actionable insights and the tools necessary to elevate their portfolio management practices and make informed, data-driven decisions that enhance both short-term results and long-term growth.



What will be **DISCUSSED?**



Key Topics:

- 📌 **Portfolio Strategy and Transformation:** Learn how to transform your portfolio management function, from distributed to centralized models, to drive efficiency, strategic alignment, and flexibility.
- 📌 **Data-Driven Decision-Making:** Explore how AI and advanced tools are enhancing decision quality, optimizing portfolio prioritization, and improving R&D productivity.
- 📌 **Integrating Long-Term Goals with Daily Operations:** Discover how to balance short-term pressures with long-term strategic goals to ensure portfolio success.
- 📌 **Managing Bias and Enhancing Decision Quality:** Gain insights into the frameworks and methodologies that can help mitigate bias and improve transparency in portfolio decisions.

Join us at the **29th European Biopharma Project Program and Portfolio Management Conference** to unlock new strategies, tools, and insights that will empower you to navigate the complexities of portfolio management with confidence and precision. Don't miss this opportunity to enhance your organization's success and stay ahead in an increasingly competitive landscape!

Key Features:

- 📌 **Expert-Led Keynotes:** Hear from top industry leaders as they share real-world experiences in transforming portfolio management, leveraging AI, and overcoming strategic challenges.
- 📌 **Interactive Panel Discussions:** Engage with experts in discussions on portfolio prioritization methodologies, balancing internal resources with external collaborations, and AI's transformative role in decision-making.
- 📌 **Practical Case Studies:** Discover practical examples of how leading companies have successfully confronted biases in decision-making, enhanced employee efficiency, and optimized resource allocation following portfolio reprioritization.
- 📌 **Hands-On Workshops:** Participate in workshops designed to provide you with tangible tools and strategies for improving portfolio prioritization, leveraging AI in decision-making, and building effective cross-functional teams.

Why Attend?

- 📌 **Elevate Your Portfolio Strategy:** Learn how to transform your portfolio management function and align it with broader organizational goals to enhance both operational and strategic outcomes.
- 📌 **Stay Ahead of Industry Trends:** Understand how AI, data analytics, and innovative technologies are transforming decision-making, project management, and portfolio prioritization.
- 📌 **Drive Efficiency and Innovation:** Gain actionable insights on managing resources, optimizing decision processes, and fostering cross-functional collaboration to improve portfolio outcomes.
- 📌 **Expand Your Network:** Connect with peers, thought leaders, and industry experts who are at the forefront of driving portfolio management excellence.

Testimonials



Karen Forsha, Ph.D.

Sr. Manager, Quality Systems
Terumo



„I had the opportunity to offer participants insight on how to positively impact others' well-being and influence organizational outcomes by viewing resilience, grit, and growth mindset as their leadership superpower! The dialogue afterwards was inspiring.“



Gunther Lenz

Vice President Software R&D
Biosciences BD



“Digital Transformation in PPM at the #MedTechSummit! It's always inspiring to connect with fellow professionals who are equally passionate about harnessing digital tools to revolutionize project and portfolio management in healthcare. Let's continue this conversation and keep the ideas flowing!“



Arite Wildau

Director Patient Safety
BIOTRONIK



“Great open dialogue in an expert community. Many valuable presentations, panel discussions and time for networking to share best practices and different views on similar challenges. Warm atmosphere to grow as team over two fabulous days. Also excellently organized and moderated by the WHY SUMMIT TEAM. Happy to join next year as well!“



Sarah Paro

Global QMS Associate

Director



„Last week I had the opportunity to share my experiences and learn from industry experts at Why Summits MedTech Summit. It was an incredible experience!“

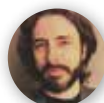


Surinder Dhillon

Head of Commercial PMO,
International
Hologic



„I found the sessions were well organized, with an interesting mix of attendees from across the industry. Various key topics were covered, all pertinent to the current MedTech landscape with good discussions on common challenges and sharing of useful lessons, practical applications and future proofing strategies.“



Benjamin Rochette

Vice President, Global Regulatory
Affairs
Coloplast



“I joined the conference in Spring 2023 and really enjoyed it. The program covered several topics of direct relevance to my daily activities, while also giving me perspectives on 'macro trends' of the medical devices industry. Speakers were experts and participants motivated to interact between sessions.“



Renea Olsen

Post-Market Surveillance Manager,
Scientific Affairs
3shape



“The fact that the conference is relatively small generates a very open dialog and it makes it easy to network“



**Susanna Girard, MBA, PMP,
ACP**

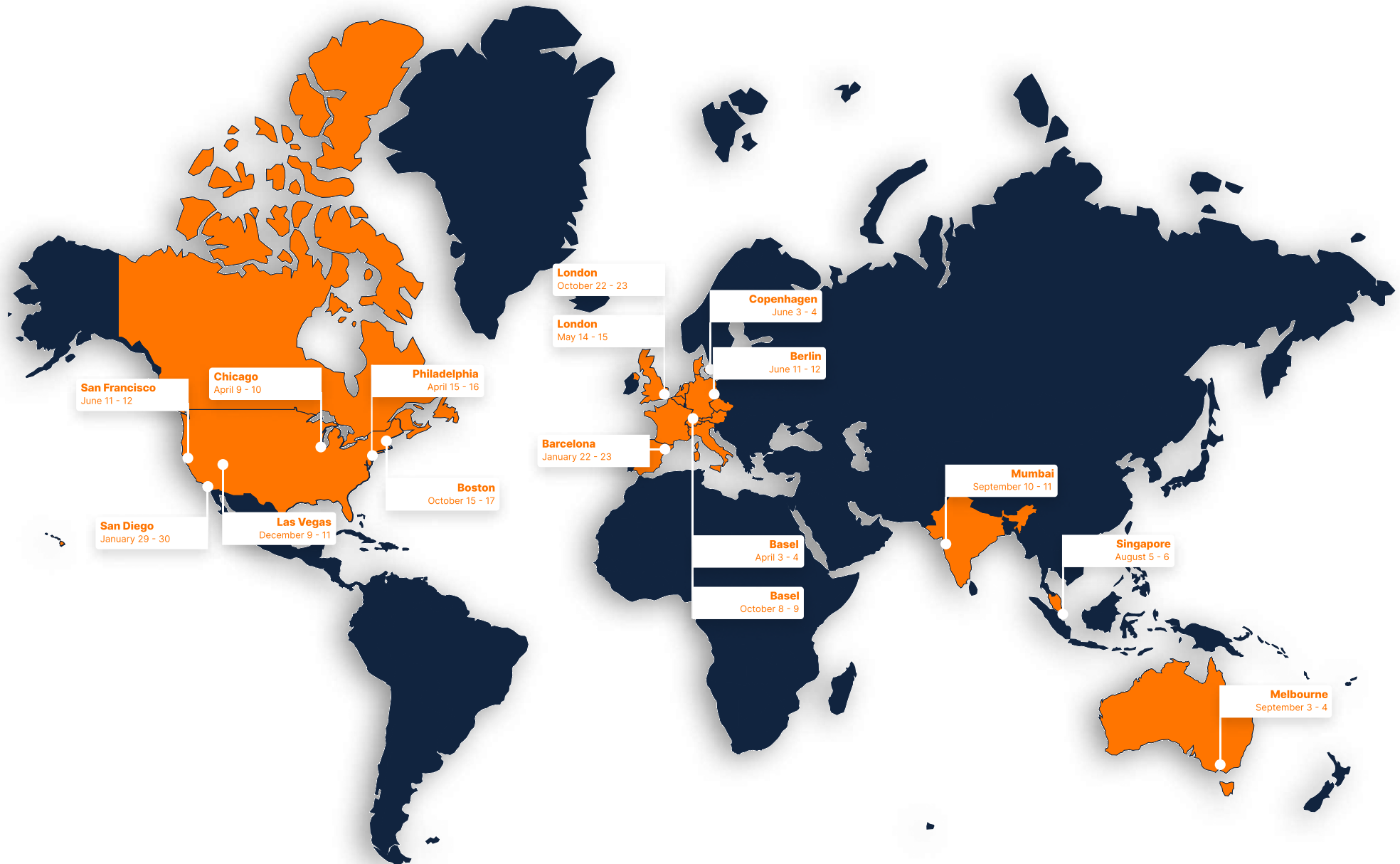
Senior R&D Program Manager
J&J MedTech



„Great discussions! It was my pleasure to be a part of it and get to know so many great people working in the industry.“



2025 World Tour at a Glance



Industry **Pioneers** Attending From



GSK  **Pfizer** *Lilly*  **MERCK**  **Roche** **sanofi** *AstraZeneca* 

 **Bristol Myers Squibb**  **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**

Confirmed Speakers:



Alex Rodriguez

Director International Medical Affairs
Immunology - Dermatology/Allergy
Novartis



Anastasiia Karnaukhova

Head of Global Program Management
N&I, Fertility, CM&E & Global Health,
Healthcare | Global R&D Strategy,
Portfolio & Hubs
Merck



Bernhard Glombitza

VP & Head Clinical Operations &
Customer Engagement EMEA & LATAM
Bayer



MindMed

Carole Abel

VP, Head of PMO
Mindmed



Cornelia Lassen

Head of Portfolio Management
Dr. Reddy's Laboratories
(Personal Views Only)



Corinne Esperet

Global Project & Portfolio
Management Head
Sanofi



Dawid Łyżwa

Head of Clinical Development
JJP Biologics



Deepak Veeraraghavan

Partner
Blue Matter



Eliza Gabryjelczyk

Director, Evidence Program
Management
Astrazeneca (Personal Views Only)



Fabrice Guerrier

Executive Principal
Global Partners Training



Fabrizio Battaglia

Partner
Global Partners Training



Finn Olsen Tram

PMO Director
Terumo



Gizem Cankaya

Portfolio and Strategy Head
Sanofi



Lili Nie Andersen

Programme Director, Research & Early
Development Portfolio & Analytics
Novo Nordisk



Huseyin Ocak

Global Alliance Management Lead,
Consumer Healthcare
Opella

Confirmed Speakers:



Marcel Hoogenraad
Head of Project Management
Grünenthal Group



Martina Hubensack
Head of Portfolio Management
Merck



Martina Wolf
Healthcare Executive, Global Product
Leader Molecular Imaging Oncolog
GE Healthcare



Max Corbett
Sr. Director of Head of CSL R&D
Chemical Product Development
CSL Behring



Mirjam Foti
Sr. Director of PMO
Pharming Group



Nurcan Coskun
Former Director of Program
Management Leader
at Johnson & Johnson



Pawan Kumar Tiwary
Head of Global Program and Portfolio
Management Biologics
Intas Pharmaceuticals Ltd.



Piet Theisohn
Former VP of Clinical Development &
Operations at Bayer



Raffaele Marranzini
CEO
Platflow



Ricardo Gaminha Pacheco
Strategic Partnering, Business
Development & Licensing Director
Insilico Medicine



Sebastian W. Kirbach
(Senior) Global Program Manager
Roche



Dr. Thorsten Knoechel
Head of Clinical Governance Operations,
Biopharma | R&D | Global Portfolio Management
& Decision Sciences
Merck



Dr. Tycho Leifels
Director Product Management
Bachem



Yann Zabbal
Account Executive
Planisware

Conference Agenda

DAY 1

DAY 0 | 2 April 2025

18:00 PRE-EVENT MEET & GREET

Kick off the experience with some drinks while taking advantage of early bird registration and the chance to connect with fellow delegates. As everyone starts arriving, this is the perfect opportunity to network, catch up with familiar faces, and meet new ones. Raise a glass, spark conversations, exchange handshakes, share smiles, and embrace the camaraderie—whether reconnecting with old friends or forming new bonds in the industry, everyone is warmly welcomed here!

8:50 Chairman's Opening Remark

Finn Olsen Tram, PMO Director, Terumo

9:00

Keynote: Portfolio Prioritization in the Real World

In this keynote session, we will explore the practical challenges and strategies for portfolio prioritization within the pharmaceutical industry. While several theoretical approaches to prioritization exist—relying on value metrics, costs, and risks—real-world applications require a more nuanced approach. Stakeholders often have differing priorities, and multiple constraints must be addressed simultaneously.

The session will present a practical approach combining real time data with periodical reviews designed to navigate these complexities, providing transparency and enabling proactive portfolio steering to achieve strategic alignment and business objectives.

Key topics covered:

- Adapting theoretical approaches to real-world constraints
- Managing conflicting stakeholder priorities
- Developing transparent frameworks for portfolio trade-off decisions
- Optimizing prioritization to ensure long-term portfolio success

This keynote is essential for pharmaceutical leaders seeking to enhance their portfolio steering strategies and navigate the complexities of real-world prioritization

Dr. Tycho Leifels, Director Product Management, Bachem

9:30

Expand Your PPM Strategy: The Importance of PLM for Effective Portfolio Management

In today's fast-evolving life science landscape, success hinges on seamlessly managing the product journey—from early development to market launch and beyond. In this insightful talk, Raffaele Marranzini, CEO of Platflow, explores how integrating Project

Portfolio Management (PPM) with Product Lifecycle Management (PLM) transforms fragmented silos into a unified, strategic powerhouse.

Drawing from real-world experience in top pharmaceutical implementations, he reveals how smarter data integration, streamlined collaboration, and end-to-end visibility can dramatically reduce time-to-market and optimize investment returns.

Learn how Platflow's tailored platform empowers life science companies to simplify complexity, enhance compliance, and unlock the full potential of their portfolios.

Raffaele Marranzini, CEO, Platflow

10:00

Panel Discussion: The Partnership between Decision Sciences and Project Management to Improve Decision Quality in Drug Development

The session will feature a group of industry experts who have successfully integrated structured decision-making frameworks to elevate the quality of decisions across their R&D portfolios. The panel will provide insights into the distinct roles of decision science experts and project managers, while addressing practical approaches to optimizing both individual project outcomes and broader portfolio success.

Discussion points:

- The role of decision sciences in facilitating critical R&D decisions
- How to ensure strategic alignment and effective execution
- Tools and methods for improving decision quality across the portfolio
- Lessons learned from industry leaders recognized for achieving decision excellence

This interactive discussion will address key questions and challenges facing pharmaceutical managers in today's rapidly evolving landscape, offering actionable takeaways for improving decision-making and fostering long-term success

Mirjam Foti, Sr. Director of PMO, Pharming Group

Cornelia Lassen, Head of Portfolio Management, **Dr. Reddy's Laboratories** (Personal Views Only)

Dawid Łyżwa, Head of Clinical Development, JJP Biologics

10:30 Coffee Break with Exhibit Viewing

11:00

AI-Powered Multi-Level Planning with Planisware

- Optimizing Strategies with Multi-Portfolio Planning
- AI-Driven Scenario Planning
- Integrated Resource and Financial Planning
- Showcase of Two Customer Stories

Yann Zabbal, Account Executive, Planisware

11:30

Panel Discussion: Comparing Alternative Approaches to Portfolio Prioritization, Benefits, and Trade-Offs

This panel discussion brings together a group of experts to explore and compare different approaches to portfolio prioritization. Panelists will delve into strategies for balancing short-term objectives with long-term goals, discuss how alternative approaches can build resilience, and share insights on managing uncertainties while fostering innovation. The discussion will highlight the trade-offs inherent in each approach and provide practical recommendations for optimizing portfolio decisions in the pharmaceutical sector.

Key discussion points:

- Exploring alternative portfolio prioritization strategies
- Balancing short-term wins with long-term strategic goals
- Building resilience and managing risks in portfolio management
- Optimizing decision-making in the face of uncertainty
- Fostering innovation to create adaptable and robust pipelines

This session will provide pharmaceutical managers with actionable insights and practical strategies for improving portfolio prioritization, enhancing decision-making, and driving innovation.

Martina Hubensack, Head of Portfolio Management, Merck

Martina Wolf, Healthcare Executive, Global Product Leader Molecular Imaging Oncolog, GE Healthcare

Huseyin Ocak, Global Alliance Management Lead, Consumer Healthcare, Opella

12:10 Networking Lunch

13:10

Case Study: Global Program Management (GPM) Evolution: Key to Transforming Global Program Team (GPT) Operating Model

Outline:

- Transformation of the Interconnected Team of Teams
 - New Global Program Team (GPT) Operating Model
 - Strategic benefits of a new focused interconnected approach
- Elevation of Program Management within Global Program Teams
 - The role of Program Management Leader as 'COO of the program'
 - Agile GPM footprint leveraging global & regional GPM resources
- Upskilling for Success: Evolution of the Program Management Leader Role
 - Program Management Skill Grid
 - Competencies required for future-ready GPM organization
- Lessons Learned & Key Take-aways

Anastasiia Karnaukhova, Head of Global Program Management N&I, Fertility, CM&E & Global Health, Healthcare | Global R&D Strategy, Portfolio & Hubs, Merck

13:40

Panel Discussion: Customizing Project Management Strategies for Biopharma Success—Key Lessons from Small and Large Companies

In this panel discussion, industry leaders will explore how project management methodologies vary between large and small biopharma companies. Panelists will share lessons learned in managing R&D projects, considering the unique challenges and opportunities presented by company size. The discussion will cover how resource availability, stakeholder pressures, and organizational structures influence decision-making and project outcomes.

Key discussion points:

- Adapting project management approaches to fit the maturity of the organization
- Comparing team structures, governance models, and decision-making processes in large vs. small biopharmas
- How trade-offs are made in resource-limited environments versus resource-abundant settings
- Leveraging the strengths of both large and small companies to optimize R&D project success

This session will provide pharmaceutical managers with practical insights into how to align project management practices with company size, ensuring both efficiency and adaptability in R&D environments.

Anastasiia Karnaukhova, Head of Global Program Management N&I, Fertility, CM&E & Global Health, Healthcare | Global R&D Strategy, Portfolio & Hubs, Merck

Carole Abel, VP, Head of PMO, Mindmed

Marcel Hoogenraad, Head of Project Management, Grunenthal Group

Nurcan Coskun, Former Director of Program Management Leader at Johnson & Johnson

14:20 Coffee Break with Exhibit Viewing

14:50

Roundtable Discussions

Roundtable Discussions provide an interactive, informal setting where participants can engage in open discussions, raise their own challenges, and benchmark strategies with their peers. Each roundtable will be facilitated by a discussion leader who ensures the conversation stays focused and that everyone has the opportunity to contribute. These sessions are designed to foster active problem-solving, share practical experiences, and encourage collaborative idea exchange.

To make the most of this format, participants should come prepared with real-world examples from their work and be ready to actively engage with others. Please see the Roundtable Discussions list for a complete listing of topics and facilitators

Table 1: Striking the Right Balance Between Top-Down (Strategic & Enterprise) and Bottom-Up (Asset-Focused) Decision-Making

Attendees will have the opportunity to share how their organizations handle decision-making at both the portfolio and asset levels, and how these decisions impact overall company strategy.

Key discussion points:

- Processes for making both asset-level and portfolio-level decisions
- The interplay between optimizing at the asset level and ensuring portfolio-wide success
- Best practices for balancing analytics and oversight at both levels, without overburdening resources

This roundtable is designed to foster an open exchange of ideas, allowing participants to benchmark strategies, share real-world challenges, and collaborate on approaches to achieve effective decision-making across all levels of the organization.

Cornelia Lassen, Head of Portfolio Management, Dr. Reddy's Laboratories (Personal Views Only)

Table 2: Influencing, Initiating, and Executing Organizational Change Management

The participants will explore how to identify organizational pain points, manage competing priorities, and integrate project management with change management practices to ensure successful outcomes. Participants will share experiences and best practices for initiating and influencing change while addressing the complexities of managing multiple projects and ideas.

Key discussion points:

- Identifying and addressing sources of organizational pain points
- Strategies for prioritizing projects and learning how to say "no" or "not now" to proposed initiatives
- Differentiating between project management and change management, and integrating them to achieve successful organizational change

This roundtable offers a collaborative environment where participants can exchange insights and learn how to influence and execute change within their organizations effectively.

Alex Rodriguez, Director International Medical Affairs Immunology - Dermatology/Allergy, Novartis

Table 3: Balancing Internal R&D Investments and Resources with External Collaborations

In this roundtable discussion, participants will explore the complexities of balancing internal R&D investments with external collaborations. Attendees will engage in an open dialogue on how to evaluate and prioritize resources across both internal projects and external opportunities. The session will focus on strategies for optimizing resource allocation to ensure both internal innovation and successful external partnerships.

Key discussion points:

- Analytical frameworks for evaluating R&D investments and resource allocation
- Strategies and tools for balancing internal project investments with external collaborations
- Best practices for prioritizing resources between competing internal and external projects

Participants are encouraged to share their own experiences and challenges, benchmark strategies, and collaborate on solutions for more effective resource planning in R&D environments.

Piet Theisohn, Former VP of Clinical Development & Operations, Bayer

Table 4: Unlocking the Power of AI in Project Decision-Making and Portfolio Management: When and Where It Adds Value

In this roundtable, participants will discuss the evolving role of AI in project decision-making and portfolio management. The conversation will focus on identifying where AI has been successfully applied and where it can provide the most value. Participants will also explore potential challenges and roadblocks when integrating AI into decision-making processes, helping teams navigate implementation pitfalls.

Key discussion points:

- Real-world examples of AI applications in decision-making and project management
- Identifying the stages and areas where AI can add the most value
- Anticipating challenges and roadblocks when implementing AI in portfolio management

This roundtable offers a chance for participants to share their experiences with AI, exchange insights on how to maximize its impact, and learn strategies to avoid common pitfalls.

Bernhard Glombitza, VP & Head Clinical Operations & Customer Engagement EMEA & LATAM, Bayer

15:35

Workshops

Workshops provide a structured, hands-on environment where participants can learn and apply practical methodologies under the guidance of an experienced workshop leader. These sessions are designed to offer deep dives into specific topics or tools, allowing participants to develop new skills, refine their approach to problem-solving, and gain actionable insights that can be implemented immediately.

Each workshop is led by a subject matter expert who will guide participants through real-world scenarios, practical exercises, and case studies. Attendees are encouraged to actively participate and apply what they learn in a collaborative and supportive setting.

To get the most out of this format, participants should come prepared to engage in hands-on activities and apply the concepts learned to their own work. Please visit the Workshops listings for a complete overview of topics and workshop leaders.

Workshop 1: Implementing Project Prioritization Frameworks for Strategic Decision-Making and Resource Allocation

In this hands-on workshop, participants will learn practical frameworks and methodologies to enhance their project prioritization and resource allocation strategies. Led by an experienced industry expert, the session will guide attendees through proven approaches for evaluating both internal and external projects, making informed investment decisions, and optimizing resource allocation to align with organizational goals.

Through interactive exercises and real-world case studies, participants will:

- Gain a deep understanding of various project prioritization frameworks
- Learn how to apply quantitative and qualitative analysis to investment decisions
- Explore techniques for balancing resources between competing projects
- Develop actionable strategies for aligning prioritization with long-term business objectives

This workshop offers a practical, problem-solving approach and tangible tools where participants can immediately apply to their portfolio and project management efforts.

Finn Olsen Tram, PMO Director, Terumo

Workshop 2: Leveraging AI Tools for Enhanced Project Decision-Making and Portfolio Management

In this hands-on workshop, participants will explore the power of AI in transforming project decision-making and portfolio management. Led by an expert facilitator, the session will introduce a specific AI tool designed to optimize decision-making processes by providing real-time data insights, predictive analytics, and actionable recommendations. Attendees will gain practical experience with the tool and learn how to integrate AI-driven insights into their project and portfolio management workflows.

Key topics covered:

- Overview of the AI tool and its applications in project decision-making
- How to use AI-driven analytics to prioritize projects and resources
- Hands-on practice with the tool's features, including predictive modeling and scenario analysis
- Real-world case studies demonstrating the AI tool's impact on portfolio management
- Strategies for implementing AI within your organization to maximize value and avoid common pitfalls

Participants will leave this workshop with practical knowledge of the AI tool and actionable strategies for incorporating AI into their decision-making and portfolio management practices.

Lili Nie Andersen, Programme Director, Research & Early Development Portfolio & Analytics, Novo Nordisk

Workshop 3: Building Effective Cross-Functional Partnerships for Enhanced Productivity

In this hands-on workshop, participants will learn practical strategies and engagement models for fostering collaboration between key departments—Project Management, Resource Management, Functional Management, and Finance. Through interactive exercises, the workshop will guide participants in developing internal partnership frameworks, identifying potential pitfalls, and aligning resource needs to enhance productivity across the organization.

Key topics covered:

- Building engagement models to establish trust and collaboration
- Identifying and avoiding common partnership pitfalls
- Tools and strategies for maintaining strong relationships across functions

This workshop offers practical, hands-on learning for participants looking to drive better cross-functional collaboration and productivity within their teams.

Max Corbett, Sr. Director of Head of CSL R&D Chemical Product Development, CSL Behring

16:30

End of Day One Closing Remarks

16:45 Networking Reception

8:20 Chairman's Opening Remark

Piet Theisohn, *Former VP of Clinical Development & Operations, Bayer*

8:30

Keynote: Aligning Portfolio Strategy with Resource Deployment to Drive Operational Excellence

In the fast-paced world of pharmaceutical and biotech development, aligning portfolio strategy with resource deployment is critical to maximizing project success and operational efficiency. This keynote will explore best practices for linking portfolio intent with resource allocation, ensuring that resources are deployed effectively to meet both short-term milestones and long-term organizational goals.

Through data-driven insights and forecasting techniques, participants will learn how to balance resource demand with capacity, make informed decisions, and enhance overall productivity. The session will highlight strategies for overcoming resource constraints while maintaining agility and innovation across the portfolio.

Key takeaways:

- How to align resource deployment with portfolio strategy to maximize project outcomes
- Best practices for leveraging data analytics to forecast resource needs
- Strategies for optimizing resource distribution to enhance operational efficiency in pharma and biotech environments

This keynote is essential for leaders looking to refine their approach to resource management and drive success in complex, resource-intensive R&D environments.

Martina Wolf, *Healthcare Executive, Global Product Leader Molecular Imaging Oncology, GE Healthcare*

9:00

RESERVED PRESENTATION: Optimizing AI and Human Skills for Current and Future Challenges

What is the proper emphasis of your investments right now – Artificial intelligence or Human skills – and in what balance? How will critical management and contributor roles in this industry evolve as AI continues to surge? And how do you take advantage of today's rapid change to sharpen the skills and behaviors of your people for this exciting future?

Join former technology executives as they revolutionize learning designs and share a 'validated change framework' your company can put to work right away to address today's challenges and prepare for what is to come.

This session is ideal for pharma and biotech executives and managers looking for solid footing in a fast-changing, AI-forward environment, with tips on how to help your people operate with greater confidence and optimism for their future!

Fabrice Guerrier, *Executive Principal, Global Partners Training*

Fabrizio Battaglia, *Partner, Global Partners Training*

9:30

Case Study: A Value Assessment model for Medical Affairs Studies to Support Decision Making and Portfolio Optimization

Marketing authorization is a critical milestone in the lifecycle of a drug. While pre-authorization studies focus on securing approval, post-authorization studies aim to deepen the scientific & medical knowledge about a pharmaceutical product or broaden the understanding of its real-world performance. Often, such medical affairs studies are initiated by experienced clinical investigators, who may submit an unsolicited funding request to the product owner to support the study. At Merck we receive >50 of such investigator-sponsored study proposals per year, and prioritization between them is challenging, because classic financial valuation methods don't capture their main benefits.

This case study outlines a project to develop a multi-parametric, non-financial assessment model for medical affairs studies, which helps to objectively evaluate, rank and prioritize a portfolio of medical affairs studies and make informed funding decisions for medical affairs studies to maximize benefits for our patients.

Dr. Thorsten Knoechel, *Head of Clinical Governance Operations, Biopharma | R&D | Global Portfolio Management & Decision Sciences, Merck*

10:00 Coffee Break with Exhibit Viewing

10:30

Case Study: The Evolution of Agile Methodologies in Portfolio Management

Gizem Cankaya, *Portfolio and Strategy Head, Sanofi*

11:00

Strategic Success Formula: A Scientific Approach to Driving Better Strategic Decisions

In a recent series of one-on-one interviews, Blue Matter asked 14 biopharma executives and R&D leaders to identify the key success factors (KSFs) for a "Best Practice" R&D organization. Two of the KSFs they identified are closely intertwined: the need for "smart risk-taking and decision-making" and a highly strategic approach to portfolio prioritization.

This presentation highlights the need for a more scientific approach to decision-making, particularly within the context of portfolio strategy development. It outlines key principles of decision science, contrasts the characteristics of bad portfolio strategy vs. good portfolio strategy, and provides insights to help biopharma companies apply decision science to portfolio strategy development to enhance their likelihood of success.

Deepak Veeraghavan, *Partner, Blue Matter*

11:30

Panel Discussion: Optimizing Resource Allocation—Strategies for Internal, External, and Regional Sourcing

In this dynamic panel discussion, industry leaders will explore approaches to maximize organizational efficiency through effective resource allocation across internal teams, external partnerships, and regional sourcing. Panelists will share their insights, case studies, and decision-making frameworks for navigating complex resource allocation challenges. Attendees will learn how to balance internal capabilities with strategic outsourcing and regional opportunities to drive optimal results.

Key discussion points:

- Balancing internal and external resource allocation for maximum efficiency
- Best practices for forming strategic external partnerships
- Regional considerations in resource planning and sourcing
- Case studies showcasing successful resource allocation strategies across diverse organizations

Join this discussion to gain actionable insights from multiple perspectives on optimizing resource management in the pharmaceutical and biotech sectors.

Sebastian W. Kirbach, (Senior) Global Program Manager, Roche

Finn Olsen Tram, PMO Director, Terumo

Corinne Esperet, Global Project & Portfolio Management Head, Sanofi

12:00 Networking Lunch

13:00

Panel Discussion: AI in Biopharma: Unlocking Potential While Navigating Challenges

This panel will explore the current and future landscape of AI utilization in biopharma, focusing on how AI is transforming operations and decision-making processes. Industry experts will discuss the greatest opportunities AI offers, the challenges and limitations of its integration, and the ethical considerations that arise with AI adoption. The session will also delve into finding the optimal balance between human expertise and AI capabilities in decision-making, and examine future trends in AI technology and its potential impact on the biopharma sector.

Key discussion points:

- Current applications of AI in biopharma operations
- The greatest opportunities for AI to enhance decision-making and operational efficiency
- Challenges and limitations of integrating AI into biopharma workflows
- Ethical considerations surrounding AI adoption in the industry
- Striking the right balance between human expertise and AI capabilities
- Future trends in AI and their potential impact on the biopharma landscape

This panel offers attendees insights from multiple perspectives on how to navigate the exciting yet complex role of AI in the future of biopharma.

Lili Nie Andersen, Programme Director, Research & Early Development Portfolio & Analytics, Novo Nordisk

Ricardo Gaminha Pacheco, Strategic Partnering, Business Development & Licensing Director, Insilico Medicine

Alex Rodriguez, Director International Medical Affairs Immunology - Dermatology/Allergy, Novartis

13:30

Panel Discussion: Building Effective Cross-Functional Teams: Key Strategies for Internal Collaboration in Pharma

This panel will explore the critical strategies needed to build and sustain effective cross-functional teams within pharmaceutical organizations. Panelists will discuss how to develop structured approaches for decision-making that foster alignment and conviction across diverse teams. The conversation will also focus on strategies for enhancing communication channels to ensure that all team members understand, commit to, and execute decisions effectively. Attendees will gain insights into techniques for addressing uncertainty, fostering full buy-in, and ensuring seamless collaboration across departments.

Key discussion points:

- Developing structured decision-making approaches within cross-functional teams
- Enhancing communication to ensure alignment and commitment to team decisions
- Techniques for addressing uncertainty and fostering buy-in across diverse teams
- Best practices for cross-functional collaboration to drive successful execution

This panel offers actionable insights for pharma leaders looking to improve internal collaboration and create high-performing cross-functional teams.

Martina Hubensack, Head of Portfolio Management, Merck

Mirjam Foti, Sr. Director of PMO, Pharming Group

Max Corbett, Sr. Director of Head of CSL R&D Chemical Product Development, CSL Behring

Dawid Łyżwa, Head of Clinical Development, JJP Biologics

14:00

Panel Discussion: Integrating Long-Term Goals into Daily Portfolio Decisions: Bridging Strategy and Operations

This panel discussion will explore how organizations can effectively integrate long-term strategic goals into their day-to-day portfolio decisions. Industry leaders will share their insights on defining and communicating long-term objectives, while navigating short-term pressures that often conflict with these goals. Panelists will discuss practical tools and frameworks to help align daily operational practices with overarching strategic priorities, as well as the key performance indicators (KPIs) used to track progress.

Key discussion points:

- How organizations define and communicate long-term goals
 - Managing short-term pressures that may conflict with strategic objectives
 - Tools and frameworks for embedding long-term goals into daily operations
 - KPIs and metrics to track progress toward long-term goals
 - Strategies for overcoming resistance to change and sustaining momentum
 - Anticipated trends and disruptions that could impact long-term planning
- This session will provide pharma leaders with actionable strategies for balancing immediate demands with long-term vision, ensuring alignment between operations and strategy.

Nurcan Coskun, Former Director of Program Management Leader at Johnson & Johnson

Finn Olsen Tram, PMO Director, Terumo

Dr. Tycho Leifels, Director Product Management, Bachem

Pawan Kumar Tiwary, Head of Global Program and Portfolio Management Biologics, Intas Pharmaceuticals Ltd

14:30 Coffee Break with Exhibit Viewing

15:00

Roundtable Discussions

Roundtable Discussions provide an interactive, informal setting where participants can engage in open discussions, raise their own challenges, and benchmark strategies with their peers. Each roundtable will be facilitated by a discussion leader who ensures the conversation stays focused and that everyone can contribute. These sessions are designed to foster active problem-solving, share practical experiences, and encourage collaborative idea exchange.

To make the most of this format, participants should come prepared with real-world examples from their work and be ready to actively engage with others. Please see the Roundtable Discussions list for a complete listing of topics and facilitators

Table 1: Aligning Program Goals with Organizational Objectives for Long-Term Success

This roundtable discussion will focus on strategies for aligning program goals with broader organizational objectives, ensuring that metrics, governance, and communication processes remain in sync. Participants will explore challenges such as addressing program delays and maintaining alignment when timelines extend, as well as techniques for improving cross-functional communication to achieve cohesive outcomes at both the program and portfolio levels.

Key discussion points:

- Aligning program goals with organizational objectives and tracking progress with the right metrics
- Overcoming challenges when program timelines exceed expectations while keeping organizational alignment intact

- Techniques for enhancing cross-functional communication to drive strategic alignment across programs and portfolios

This interactive session is designed to foster collaborative problem-solving, with participants encouraged to share experiences and best practices for achieving strategic coherence and operational efficiency.

Eliza Gabryjelczyk, Director, Evidence Program Management, AstraZeneca (Personal Views Only)

Table 2: Ensuring Data Integrity for Informed Decision-Making and Strategic Alignment

This roundtable will explore how to implement robust processes that guarantee data inputs are current, reliable, and complete, ensuring informed decision-making at all levels. Participants will discuss strategies for overcoming internal biases that may affect data accuracy and discover techniques for effectively communicating data insights to senior management. The goal is to ensure that the information provided is not only accurate but also actionable and well-understood by decision-makers.

Key discussion points:

- Implementing processes to ensure data reliability and completeness for better decision-making
- Overcoming internal biases to maintain data accuracy and integrity
- Techniques for communicating data insights to senior management for effective action

This session offers an opportunity for participants to share practical experiences and strategies to enhance data-driven decision-making, ensuring organizational success.

Marcel Hoogenraad, Head of Project Management, Grunenthal Group

Table 3: Maximizing Growth through Strategic Divestment: Aligning with Corporate Vision

This roundtable will focus on how organizations can align divestment decisions with their long-term vision and growth strategy. Participants will discuss methods for reallocating resources freed up by divestment to enhance strategic focus and capitalize on new growth opportunities. The session will also address strategies for overcoming challenges in divestment to ensure long-term growth and alignment with corporate goals.

Key discussion points:

- Identifying how divestment supports the company's vision and long-term strategy
- Reallocating freed-up resources to pursue strategic growth opportunities
- Navigating the challenges of divestment to maximize long-term growth and alignment

This roundtable provides a collaborative space for participants to share insights and strategies for effectively managing divestment decisions, ensuring they drive future success.

Huseyin Ocak, Global Alliance Management Lead, Consumer Healthcare, Opella

15:45

Workshops

Workshops provide a structured, hands-on environment where participants can learn and apply practical methodologies under the guidance of an experienced workshop leader. These sessions are designed to offer deep dives into specific topics or tools, allowing participants to develop new skills, refine their approach to problem-solving, and gain actionable insights that can be implemented immediately.

Each workshop is led by a subject matter expert who will guide participants through real-world scenarios, practical exercises, and case studies. Attendees are encouraged to actively participate and apply what they learn in a collaborative and supportive setting.

To get the most out of this format, participants should come prepared to engage in hands-on activities and apply the concepts learned to their own work. Please visit the Workshops listings on for a complete listing of topics and workshop leaders.

Workshop 1: Mastering Data Flow and Governance for Streamlined Decision-Making

In this hands-on workshop, participants will learn how to ensure a seamless flow of information throughout their organization by implementing effective master data management practices. The session will focus on optimizing data operations, governance, and stewardship to provide quicker, cleaner, and standardized access to critical data. Attendees will explore how rapid and standardized data delivery can significantly enhance decision-making processes and improve overall organizational efficiency.

Key workshop takeaways:

- Techniques for ensuring seamless data flow and communication across teams
- Best practices for implementing master data management to streamline operations
- Strategies for clean and standardized data delivery to accelerate decision-making
- Practical exercises on optimizing data governance and stewardship

This workshop provides participants with actionable insights and tools to improve data operations and decision-making capabilities, ensuring that organizational efficiency is enhanced through effective data management.

Dr. Thorsten Knoechel, *Head of Clinical Governance Operations, Biopharma | R&D | Global Portfolio Management & Decision Sciences*, **Merck**

Workshop 2: Navigating Biotech and Pharma Collaborations: Strategies for Building Successful Partnerships

In this interactive workshop, participants will explore the diverse strategic choices and perspectives that drive successful collaborations between biotech and pharmaceutical companies. Through practical exercises and case studies, attendees will gain insights into how to identify strategic motivations, evaluate potential partners, and measure the success and value of collaborations. The session will also cover the common challenges faced in biotech-pharma partnerships and provide actionable strategies for overcoming these obstacles while fostering trust and alignment.

Key workshop takeaways:

- Understanding the strategic drivers behind biotech-pharma collaborations, including resource sharing, risk mitigation, and technological advancement
- Identifying what each sector looks for in a partner, from complementary expertise to cultural and strategic alignment
- Tools and techniques for measuring partnership success, using milestones and performance metrics
- Practical strategies for navigating common challenges and building trust between partners

This workshop is designed for professionals seeking to deepen their understanding of strategic biotech-pharma collaborations and develop skills to foster successful, long-term partnerships.

Sebastian W. Kirbach, *(Senior) Global Program Manager*, **Roche**

16:30

Conference Closing Remarks

2025 World Tour at a Glance

- 
- 1** 22 – 23 January, BARCELONA
28th European Pharma and Biotech Project, Program and Portfolio Management Conference
 - 2** 29 – 30 January, SAN DIEGO
American Strategic Portfolio Management in Life Sciences – West Coast
 - 3** 3 – 4 April, BASEL
29th European Biopharma Project Program and Portfolio Management Conference
 - 4** 9 – 10 April, CHICAGO
2nd American Medical Device Project & Portfolio Management Conference
 - 5** 15 – 16 April, PHILADELPHIA
24th American Pharma and Biotech Project, Program and Portfolio Management Conference
 - 6** 14 – 15 May, LONDON
European Strategic Portfolio Management in Life Sciences
 - 7** 3 – 4 June, COPENHAGEN
Biopharma PPM in Clinical Research and Development Summit Edition
 - 8** 11 – 12 June, BERLIN
2nd European MedTech Summit 2025 – Medical Device Project & Portfolio Management Conference
 - 9** 11 – 12 June, SAN FRANCISCO
25th American Pharma and Biotech Project, Program and Portfolio Management Conference
 - 10** 5 – 6 August, SINGAPORE
Asian Pharma and Biotech Project, Program and Portfolio Management Conference
 - 11** 3 – 4 September, MELBOURNE
Pharma and Biotech Project, Program and Portfolio Management Conference
 - 12** 10 – 11 September, MUMBAI
3rd Strategic Project, Program and Portfolio Management Conference for Pharmaceuticals
 - 13** 8 – 9 October, BASEL
30th European Pharma and Biotech Project, Program and Portfolio Management Conference
 - 14** 15 – 17 October, BOSTON
26th American Pharma and Biotech Project, Program and Portfolio Management Conference
 - 15** 22 – 23 October, LONDON
31st European Pharma and Biotech Project, Program and Portfolio Management Conference
 - 16** 9 – 11 December, LAS VEGAS
2nd Annual PPM TOOLBOX SUMMIT

Our Partners



Contact us

Updated: 31 March, 2025
for the latest programme update, please
download agenda on conference website



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Vice President, PPM World Tour
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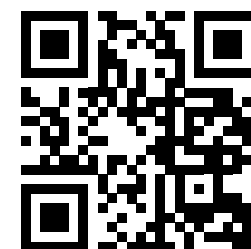
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