



Updated: 18 May, 2026

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conference website



27 - 28 May, 2026



Toronto, Canada

Four Points by Sheraton Toronto  
Mississauga, Toronto, Canada

CLINICAL INNOVATION  
PERFORMANCE METRICS  
SCENARIO PLANNING  
EXECUTION GOVERNANCE  
DATA DECISION SUPPORT  
LEAN SIX SIGMA  
CROSS-FUNCTIONAL TEAMS COMPLIANCE  
MAY 27-28  
AGILE GOVERNANCE  
PORTFOLIO STRATEGY  
CLINICAL INNOVATION  
STRATEGIC PLANNING  
RISK  
PORTFOLIO MANAGEMENT  
LEADERSHIP STRATEGY

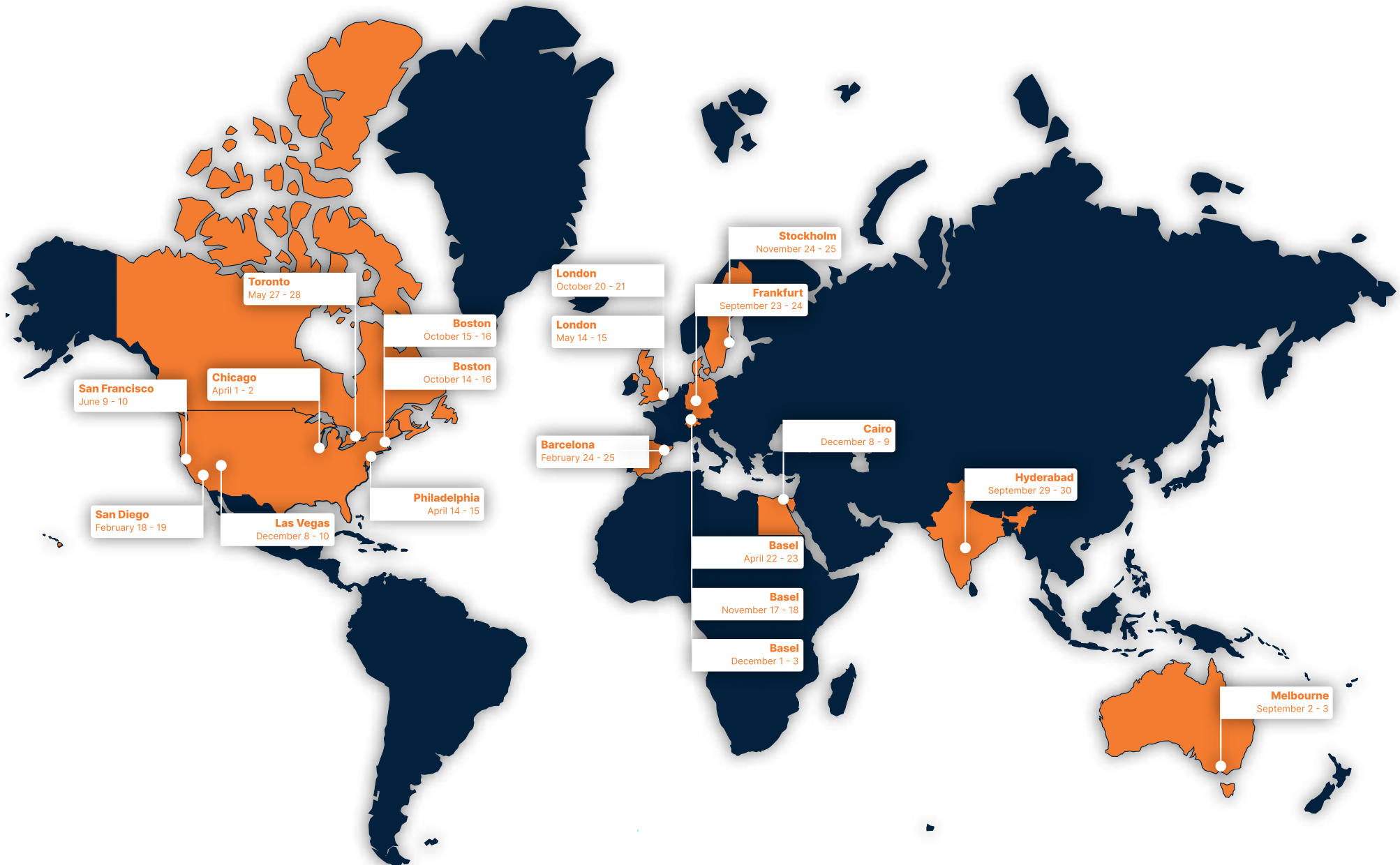
# PPM SUMMIT TORONTO 2026

## Canadian Pharma and Biotech Project, Program and Portfolio Management Conference

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# PPM WORLD TOUR 2026



# INTRODUCTION

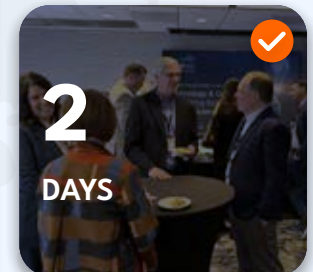
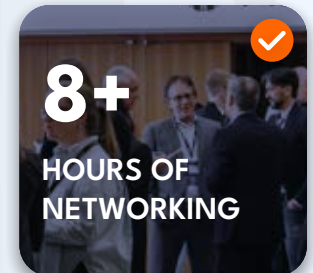


The **Canadian Pharma & Biotech Portfolio Management Summit** brings together senior leaders from **innovative pharma, generics and emerging biotechs** to answer one question: **how do we make better bets in a tougher Canadian market?**

Pricing pressure, PMPRB, pharmacare discussions, global supply risk and fast-moving science mean old ways of managing projects and portfolios no longer work. This summit is where Canadian affiliates, Canadian headquartered companies and investors step back from day to day firefighting to rethink how they design, prioritize and resource their portfolios.

Across two days you will benchmark how peers kill, pivot or double down on assets and SKUs, integrate regulatory and market access timelines into planning, use data and AI for real time decisions, and position Canada inside global portfolios and manufacturing strategies.

If you own projects, programs or portfolios in Canada and need sharper decisions, fewer surprises and stronger stories for HQ, investors or boards, this is your room.



# THE POWER OF THE PPM CONFERENCE



## Key topics:

- 📌 Building resilient portfolios in Canada under PMPRB, pharmacare and tender pressure
- 📌 **From projects to portfolio** - creating common language, governance and decision rules across R&D, RA, QA, PV, medical, access and commercial
- 📌 **Data, analytics and AI in PPM** - moving from static slide decks to real time scenarios and smarter portfolio reviews
- 📌 **Resource and capacity management** - balancing people, budget, sites, CMOs, CROs and suppliers across the value chain
- 📌 **Managing risk in development and supply** - shortages, inspections, site changes and global disruptions seen from Canada
- 📌 **Kill, pivot or double down** - real case studies of tough portfolio calls and what changed afterwards
- 📌 **Canada in global portfolios** - winning trials, launches, manufacturing and investments from global HQ and partners
- 📌 **Alliance and in licensing portfolios** - treating BD deals as a pipeline and integrating them into your portfolio view

## Target audience:

### Pharma and biotech companies

- General Managers and Country Presidents
- VPs and Directors of Portfolio Management, Strategy, PMO and Business Excellence
- Heads of R&D, Clinical Development, Clinical Operations and Medical Affairs
- VPs and Directors of Regulatory Affairs, Market Access, HEOR, PV and QA
- Heads of Manufacturing, Technical Operations, Supply Chain and Site Leadership
- CEOs, COOs and CFOs of small and mid size Canadian biotechs and specialty pharma
- Senior leaders in Canadian headquartered generics and biosimilars, and Canadian affiliates of global pharma and generics

### Solution providers and partners

- PPM, analytics, AI and decision support platforms
- CROs, CDMOs and clinical technology providers
- RWE, HEOR, pricing and tender analytics firms
- Manufacturing, quality, supply chain and planning solution providers
- Consulting and training firms focused on project, program and portfolio excellence

# TESTIMONIALS



**Marielouise Abi Hanna**

Founder and Executive Director  
**Creaviti**



"It was wonderful meeting Biotech and Pharma colleagues in Toronto!"



**Genia Radeva**

JAMP Pharma Group  
**VP Market Access & Technical Operations**



Great to have been part of the 5th Global Project Management, Portfolio Planning & Partnerships for Generics and Biosimilars Summit in Toronto as a keynote speaker and workshop leader. Thanks to the organizers and all the engaged participants who made it such a valuable experience.



**Dave Penndorf**

PPM Advisor  
**Groundswell Pharma Consulting, LLC.**



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



**Adeline Luciano**

Operational Excellence Transformation Leader  
**Sanofi**



The perfect opportunity to learn from and network with peers, share challenges, and discuss fresh approaches.



**Christian Ouellet**

Vice-President, Corporate Affairs  
**Sandoz**



A highly focused and genuinely practical summit. The discussions cut straight to the real challenges in generics and biosimilars—from stakeholder alignment to risk trade offs and the evolving role of AI in portfolio decisions. I left with clear, usable ideas I could apply immediately, especially around simplifying decision making and sharpening cross functional alignment. The curated networking also stood out: purposeful conversations with peers facing similar pressures, and exchanges that continued beyond the event.

# 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

# OUR SPEAKERS AND PANELISTS





**IN THE CHAIR**



**Marielouise Abi Hanna**  
Founder and Executive Director  
**Creaiviti**



**Alexander Bonebakker**  
Head of Strategic Transformation,  
Global Regulatory Science  
**Moderna**





**Kate Campbell**  
Chief of Staff, Project Management  
Office (PMO)  
**AbbVie**



**Aldon Gomes**  
Associate Director, Global  
Operations  
**Apotex**



**Angelina Habimana**  
Head Regulatory Affairs,  
International Markets - Innovative  
Medicines & Biosimilars  
**Teva**



**Dr. Rana Harb**  
Senior Vice President Scientific  
Affairs  
**Aurobindo**



**Alpa Jani**  
Senior Director, Regulatory  
Affairs Canada  
**Teva Pharmaceuticals**



**Adeline Luciano**  
Operational Excellence  
Transformation Leader  
**Sanofi**



**Sanyukta Kher**  
VP Regulatory Affairs  
**Mint Pharmaceuticals**



**Sumeet Mahesh**  
Director Business  
Development  
**Pharmascience**



**Dhairya Maheshwari**  
Business Head North America  
**Intas Pharmaceuticals**




**Carrie Nauyalis**  
Executive in Residence  
**Planview**



**Christian Ouellet**  
Vice-President – Corporate  
Affairs  
**Sandoz**



**Kasturi Phadke**  
Associate Director, Strategic  
Governance & Portfolio  
**AstraZeneca**



**Natalie Salt**  
Senior Director, Global Project  
Management  
**AstraZeneca**




**Julie Seide**  
Director, Government Affairs  
**Pharmascience**



**Roger Sharpe**  
Senior Director Technical  
Operations (Americas)  
**Medison Pharma**



**Rumina Sunderji**  
Director, Alliance  
Management  
**AstraZeneca**



**Sandra Tomassini**  
Vice President Alliance  
Management  
**Apotex**



**Jingwei Xie**  
Director, Data Science &  
Machine Learning  
**Pfizer**

# NIGHT BEFORE THE EVENT

## 17:30 🍷 Meet & Greet

**Welcome to our event!** We're thrilled to have you with us and truly appreciate your presence. Kick off the experience with **early registration and a relaxed networking session!** As delegates start arriving, this is the perfect opportunity to connect, pick up your badge, 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

## 8:00AM 🍷 REGISTRATION AND WELCOME COFFEE

### 8:45AM 🗣️ START WITH WHY? ICE-BREAKER SESSION

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

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

### BLOCK 1: BUILDING RESILIENT PORTFOLIOS IN THE CANADIAN MARKET

## 9:00AM 🗣️ KEYNOTE

### Opportunities and Challenges of Reliance to Accelerate the Regulatory Approval Process

**Dr. Rana Harb**, Vice President; Regulatory Affairs, Compliance, Quality Assurance, Pharmacovigilance, **AuroPharma**

## 9:30AM 📄 PRESENTATION

### Reliance Order: Faster Access or Greater Vulnerability?

Health Canada's proposed Reliance Order aims to accelerate access to medicines by leveraging decisions from trusted foreign regulators. While the initiative presents important opportunities for regulatory efficiency and faster patient access, it also raises broader strategic questions about pharmaceutical resilience, domestic manufacturing capacity, and Canada's long-term competitiveness.

This session will explore how regulatory modernization can influence portfolio strategy, launch sequencing, investment prioritization, market access planning, and risk management decisions within the pharmaceutical sector. Through the lens of government affairs, industrial policy, and supply chain resilience, the discussion will explore how regulatory decisions can influence investment strategies, market dynamics, and the future resilience of Canada's pharmaceutical ecosystem

**Julie Seide**, Director, Government Affairs, **Pharmascience**

## 10:00AM 🗣️ PANEL DISCUSSION

### Designing Winning Portfolios in Canada: Speed, Evidence and the Role of Reliance

Designing winning portfolios in Canada means making hard trade-offs between speed, evidence, access and value. This panel explores how companies use regulatory reliance alongside other portfolio levers to accelerate timelines, manage risk and maximize long-term returns in the Canadian market.

#### Key points for discussion:

- When reliance truly changes portfolio sequencing and investment decisions
- Balancing faster approval with evidence expectations from HTA and payers
- How generics, innovators and biotechs apply reliance differently
- Where reliance competes with pricing, tender and global portfolio priorities

**Angelina Habimana**, Head Regulatory Affairs, International Markets - Innovative Medicines & Biosimilars, **Teva**

**Julie Seide**, Director, Government Affairs, **Pharmascience**

**Dr. Rana Harb**, Vice President; Regulatory Affairs, Compliance, Quality Assurance, Pharmacovigilance, **AuroPharma**

## 10:30AM ☕ MORNING COFFEE BREAK AND NETWORKING

### BLOCK 2: FROM PROJECTS TO PORTFOLIO: GOVERNANCE, LANGUAGE AND COLLABORATION

## 11:00AM 🗣️ KEYNOTE

### From Change Story to Results: How Leadership Behaviors Accelerate Portfolio Execution

How do leaders turn strategy into tangible results? This keynote explores the critical behaviors that accelerate portfolio execution and sustain transformation momentum.

- Co-creating a compelling change story with leadership to drive alignment from the top
- Engaging stakeholders early by clearly articulating "what's in it for them"

- Embedding disciplined execution through transparent governance and decision-making routines
- Maintaining pace and quality with structured communication and clear forums
- Demonstrating early wins to build credibility and sustain momentum

Highlighting the human dynamics behind successful PPM, complementing technical approaches with leadership practices that drive real impact.

**Adeline Luciano**, *Operational Excellence Transformation Leader, Sanofi*

## 11:30 KEYNOTE

### Thought Leadership: SPM + AI: Smarter Capacity Planning: The Fastest Path to Improving Time-to-Market

Time-to-market challenges rarely stem from weak ideas. They result from hidden capacity constraints, shifting priorities, and overcommitted teams that slow execution and delay product roadmap delivery.

- Aligning R&D projects, capacity, and priorities in a single view to increase project throughput (without burnout)
- Making portfolio dependencies, resource conflicts, and trade-offs visible to avoid late-stage surprises and missed launches
- Real-world portfolio examples and AI-driven optimization demonstrating measurable time-to-market improvements through resource optimization

**Carrie Nauyalis**, *Executive in Residence, Planview*

## 12:00AM PANEL DISCUSSION

### Speaking the Same PPM Language: Aligning Projects, Programs and Portfolios Across Functions

Cross-functional alignment is at the heart of effective PPM. From clinical to RA, QA, PV, market access, commercial, and manufacturing, projects and programs can stall—or create risk—when different functions speak different “languages” and define success differently. This panel explores how companies establish a common PPM framework, align governance, and create decision forums that actually work across functions.

#### Key points for discussion:

- Defining projects, programs, and portfolios consistently across company types
- Designing governance structures, steering committees, and stage gates that everyone respects
- Aligning KPIs, success criteria, and reporting to ensure coherent portfolio decisions
- Lessons from generics, innovators, and biotechs on adapting classic PPM to their realities
- Practical tips for fostering collaboration and reducing functional friction

**Kate Campbell**, *Chief of Staff, Project Management Office (PMO), AbbVie*

**Natalie Salt**, *Senior Director, Global Project Management, Astra Zeneca*

**Alexander Bonebakker**, *Head of Strategic Transformation, Global Regulatory Science, Moderna*

## 12:30PM NETWORKING LUNCH

## BLOCK 3: DATA, ANALYTICS AND AI FOR BETTER PORTFOLIO DECISIONS

### 1:30PM CASE STUDY

#### Transforming Project Management with Power BI

- Work smarter and not harder on your projects using Power BI
- Visualize & report your data more efficiently and effectively
- Tell your story with the audience in mind, i.e. from Project Team to Senior Leadership

**Aldon Gomes**, *Associate Director, Global Operations, Apotex*

### 2:00PM PANEL DISCUSSION

#### From Slides to Decisions: Using Data, Analytics and AI to Drive Portfolio Choices

In today's complex R&D and commercial environment, static reports are no longer enough. Companies need live, data-driven insights to make portfolio decisions that balance risk, timing, and value. This panel explores how analytics, AI, and integrated data foundations are transforming portfolio management, enabling teams to forecast outcomes, test scenarios, and make better decisions across R&D, regulatory, market access, and commercial functions.

#### Key points for discussion:

- How integrated clinical, RWE, commercial, and operational data can support portfolio visibility
- AI use cases for forecasting enrolment, predicting tender outcomes, and scoring project risk
- Scenario generation: testing “what-if” decisions such as killing, delaying, or reprioritising projects
- Avoiding pitfalls: managing bad data, bias in models, and “black box” AI outputs
- Governance and decision-making: ensuring data-driven insights actually inform portfolio trade-offs

**Jingwei Xie**, *Director, Data Science & Machine Learning, Pfizer*

**Alexander Bonebakker**, *Head of Strategic Transformation, Global Regulatory Science, Moderna*

**Kasturi Phadke**, *Associate Director, Strategic Governance & Portfolio, AstraZeneca*

### 2:30PM ROUNDTABLE DISCUSSIONS

#### AI and Analytics for Better Planning, Faster Decisions and Greater Efficiency

##### 1. From Data to Decisions: Leveraging Analytics and AI in Portfolio Planning

**Jingwei Xie**, *Director, Data Science & Machine Learning, Pfizer*

##### 2. Leveraging AI to think better, work smarter and reclaim time

**Kate Campbell**, *Chief of Staff, Project Management Office (PMO), AbbVie*

### 3:00PM AFTERNOON NETWORKING BREAK & REFRESHMENTS

3:30PM **INTERACTIVE SESSIONS - WORKSHOPS & ROUNDTABLE DISCUSSIONS**

**WORKSHOP: Launching Biosimilars And Complex Generics: A Practical Playbook**

**Description**

Operational workshop focused on biosimilars and complex generics (injectables, inhalers, modified release, high risk molecules). It is designed primarily for generics and biosimilar companies with Canadian operations.

**In this 60 minutes, participants will:**

- Break down the launch workstream for a biosimilar or complex generic.
- Compare how large multinationals vs Canadian owned generics structure these projects.
- Identify specific PPM challenges: comparability, interchangeability, stakeholder education.
- Discuss how to coordinate RA, medical, market access and manufacturing in one program.
- Capture a checklist of “non negotiable” milestones for biosimilar launch programs.

**Christian Ouellet**, *Vice-President – Corporate Affairs*, **Sandoz**

**Alpa Jani**, *Senior Director, Regulatory Affairs Canada*, **Teva Pharmaceuticals**

**ROUNDTABLE DISCUSSIONS**

**1. From Change Story to Results: How Leadership Behaviors Accelerate Portfolio Execution**

**Adeline Luciano**, *Operational Excellence Transformation Leader*, **Sanofi**

**2. Cross-Company Benchmarking: How Different Players Tackle the Same Canadian PPM Challenges**

**Natalie Salt**, *Senior Director, Global Project Management*, **Astra Zeneca**

4:30PM **DAY 1 CLOSING REMARKS**

## BLOCK 4: DECISION QUALITY: KILL, PIVOT OR DOUBLE DOWN AND LEARNING FROM FAILURE

### 9:00AM 🗣️ MORNING ROUNDTABLE DISCUSSION

#### The PPM Pulse Check: Priorities, Pressures, and Trade-Offs

### 9:30AM 🗣️ KEYNOTE

#### Strategic Portfolio Choices: Balancing Risk, Value, and Timing

**Marielouise Abi Hanna**, *Founder and Executive Director, Creaviti*

### 10:00AM 🗣️ PANEL DISCUSSION

#### Kill, Pivot, or Double Down: Making the Tough Calls in Pharma Portfolios

Stopping a project, pivoting a strategy, or doubling down on an uncertain asset are some of the toughest decisions across pharma, biotech, generics, and biosimilars portfolios. In this panel, industry leaders share real examples—from discontinuing indications and exiting markets or tenders to reinvesting in high-risk programs—and discuss how organizations turn setbacks into stronger portfolio discipline and better decision-making.

##### Key Points of Discussion:

- How companies decide when to kill, pivot, or double down on projects or SKUs
- Real examples of discontinuing indications, exiting markets/tenders, or reprioritizing assets
- What effective post-mortems look like and how lessons are applied
- How failures influence valuation models, stage-gate criteria, and risk appetite
- The role of culture and psychological safety in enabling honest portfolio decisions

**Natalie Salt**, *Senior Director, Global Project Management, AstraZeneca*

**Sanyukta Kher**, *VP Regulatory Affairs, Mint Pharmaceuticals*

**Christian Ouellet**, *Vice-President – Corporate Affairs, Sandoz*

### 10:30AM ☕ MORNING COFFEE BREAK AND NETWORKING

## BLOCK 5: PORTFOLIO EXECUTION UNDER PRESSURE: RESOURCES, ALLIANCES AND RISK

### 11:00AM 📄 CASE STUDY

#### Alliance Management as a Strategic Lever in Portfolio Optimization

In an increasingly complex pharmaceutical ecosystem, effective strategic alliance management has become a critical driver of portfolio resilience and performance. This session will explore how embedding alliance partners into core portfolio governance, decision making, and risk management frameworks can accelerate innovation, strengthen operational execution, and unlock greater value across global R&D and commercialization.

**Rumina Sunderji**, *Director, Alliance Management, AstraZeneca*

### 11:30AM 🗣️ PANEL DISCUSSION

#### Managing Global Development and Supply Risks from a Canadian Base

Canadian teams face the challenge of delivering global portfolios while managing scarce resources, complex supply chains, and development risks. This panel explores how companies allocate internal and external resources, mitigate trial and manufacturing risks, and make portfolio trade-offs to ensure projects progress from lab to patient on time and on budget.

##### Key discussion points:

- Allocating RA, QA, PV, clinical, and CMC resources across multiple projects
- Balancing internal teams and external partners (CROs, CDMOs, consultants)
- Managing supply risk: shortages, site changes, inspections, and global disruptions
- How generics, innovators, and biotechs approach risk and capacity differently

**Roger Sharpe**, *Senior Director Technical Operations (Americas), Medison Pharma*

**Sanyukta Kher**, *VP Regulatory Affairs, Mint Pharmaceuticals*

**Alexander Bonebakker**, *Head of Strategic Transformation, Global Regulatory Science, Moderna*

### 12:00PM 🗣️ INTERACTIVE SESSION

### 12:45PM 🍷 NETWORKING LUNCH

## BLOCK 6: CANADA'S POSITION IN GLOBAL PORTFOLIOS AND PARTNERSHIPS

### 1:45PM 🗣️ KEYNOTE

#### Beyond the Deal - How to Operationalize Alliances for Sustainable Inorganic Growth from Term Sheet to Commercialization

This presentation explores how organizations can successfully translate partnership agreements into long-term commercial value. Moving beyond term sheet negotiations, it focuses on the critical steps required to operationalize alliances—governance models, cross-functional execution, risk management, and lifecycle coordination—ensuring seamless progression from deal signing to product commercialization. The discussion builds on the topic of building resilience, scalable partnerships that drive sustainable growth and maximize return on external innovation.

**Sandra Tomassini**, *Vice President Alliance Management, Apotex*

### 2:15PM 🗣️ PANEL DISCUSSION

#### Canada at the Global Table: Securing Portfolio, Trials, and Partnership Opportunities

Canada's role in global portfolios goes beyond local execution — it's about shaping decisions that affect trials, launches, manufacturing, and overall portfolio performance. This panel explores how Canadian teams influence global portfolio priorities, allocate resources effectively, and use local strengths to drive strategic impact across R&D, regulatory, and commercial functions.

##### Key discussion points:

- How Canadian teams influence global portfolio decisions and priorities
- Integrating Canadian trials, manufacturing, and project timelines into global portfolio planning

- Using Canada's strengths (patient diversity, academic networks, manufacturing footprint) to enhance portfolio value
- How alliances and in-licensed assets are managed as portfolio levers, not just deals
- Balancing local priorities with global strategy and trade-offs

**Sumeet Mahesh**, *Director Business Development, Pharmascience*

**Sandra Tomassini**, *Vice President Alliance Management, Apotex*

**Dhairya Maheshwari**, *Business Head North America, Intas Pharmaceuticals*

## 2:45PM 🗣️ INTERACTIVE SESSIONS

### ROUNDTABLE DISCUSSIONS

#### 1. Biosimilar principles for reimbursement

**Christian Ouellet**, *Vice-President – Corporate Affairs, Sanofi*

#### 2. Turning Partnerships into Portfolio Advantage

**Sumeet Mahesh**, *Director Business Development, Pharmascience*

### WORKSHOP: Alliances That Work: A Technical Operations View of BD Portfolios

This workshop is facilitated from the viewpoint of a Technical Operations leader accountable for making alliances work after they are signed. It assumes responsibility for regulatory outcomes, quality compliance, and supply continuity, and intentionally contrasts small biotechs or specialty companies with large innovators and large generic companies.

BD signs the deal. Technical Operations lives with it.

#### By the end of this 60-minute workshop, participants will:

- Map the end-to-end BD funnel with an operational risk overlay
- Compare alliance priorities across small biotechs, large innovators, and large generics
- Practice ranking and resourcing alliances when RA, QA, and Supply capacity is constrained
- Explore how alliance performance feeds back into portfolio decisions
- Co-create a Technical Operations-ready alliance portfolio dashboard

**Roger Sharpe**, *Senior Director Technical Operations (Americas), Medison Pharma*

## 3:45PM 🏆 CONFERENCE CLOSING REMARKS & END OF THE SUMMIT

# OUR VALUED PARTNERS, PAST AND PRESENT



# CONTACT US



## GENERAL INQUIRIES:



**Liza Zhaivoronok**

Vice President, PPM World Tour

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## SPEAKING:



**Kristina Sestaková**

Conference Producer

✉ [kristina.sestakova@whysummits.com](mailto:kristina.sestakova@whysummits.com)

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**Srihari Kamban**

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🌐 <https://whysummits.com/ppm-summit-toronto-2026/>

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