



Project & Portfolio Value Creation



Course Leader

Dr. Richard Bayney

President & Founder of Project
& Portfolio Value Creation

DECISION ANALYSIS & PORTFOLIO MANAGEMENT

CERTIFIED MASTERCLASS

AUGUST 7-8, 2025 | SINGAPORE

MASTERCLASS HIGHLIGHTS

Features

- Real-time, instructor-led masterclass
- Live discussions
- Networking with participants
- Case studies & activities
- Individual consultancy with the trainer
- Colored hardcopy of training materials in a binder
- Electronic copy of trainer's textbook
- Certificate of completion issued by the trainer

Overview

Learn how to frame decision problems and apply Decision Analysis to solve them on the basis of maximization of eNPV. Apply a holistic Portfolio Management framework (CREOPM™) to facilitate portfolio selection under constrained resource conditions using project prioritization and portfolio optimization. Finally, examine the impact of linking strategic, portfolio, and business plans interdependently.

Key Topics

- The value of decision framing and the Decision Quality cycle
- The discipline of Decision Analysis and the application of Decision Trees
- Project and program risk analysis and risk management
- Integrated asset valuation using Decision Analysis and sensitivity analysis to variables
- Portfolio Management from Drug Discovery through Clinical Development to Registration
- The CREOPM™ framework for portfolio value maximization
- Creating portfolio value using Multiple Objective Decision Analysis (MODA) in prioritization
- Maximizing portfolio value using Linear Programming (LP) in optimization
- Linking strategic, portfolio, and business plans
- Examining the importance of decision-making and Portfolio Management capability maturity models

Masterclass Audience

This masterclass is particularly interesting for industry professionals involved in:

- Project, Program, Portfolio Management
- Research
- Clinical Development
- Resource Management
- Forecasting & Competitive Intelligence
- Finance
- Licensing & Business Development
- Commercialization

Meet the Masterclass Leader

Dr. Richard Bayney is President of [Project & Portfolio Value Creation \(PPVC\)](#), a consulting boutique that he founded in 2008 which provides training and education in Project, Program, Portfolio, Resource, and Risk Management as well as Business, Strategic, Portfolio, and Scenario Planning services. He is an adjunct faculty member at the University of Pennsylvania.


Dr. Bayney is a 23-year veteran of the Pharmaceutical & Biotechnology industry at Merck & Co., Bayer Corp. and AG, Bristol-Myers Squibb, and Johnson & Johnson Pharmaceutical Research & Development. In his previous position at Johnson & Johnson, Richard was Vice President, Portfolio Management & Decision Analysis. Dr. Bayney obtained his M.Sc. and Ph.D. from the University of London, MBA from Columbia University, and PMP from the Project Management Institute.



AGENDA

MODULE 1

DAY 1 - AUGUST 7, 2025

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| <p>8:00 1. Introduction
Agenda, background, goals; review of Decision Analysis & Portfolio Management survey</p> <p>9:00 2. Decision-making under uncertainty and risk
The value of decision framing and the Decision Quality (DQ) cycle</p> <hr/> <p>10:15 COFFEE & TEA BREAK </p> <p>10:45 3. Introduction to Decision Analysis & Decision Trees
A discipline oriented toward strategy selection on the basis of eNPV maximization under conditions of uncertainty and risk.</p> <p>Case study I - Anatomy of a Decision Tree
Software: Lumivero's Precision Tree</p> <hr/> <p>12:15 LUNCH BREAK</p> | <p>13:15 4. Risk Analysis & Risk Management
Phase-dependent risk decomposition, SME risk elicitation, biases, tracking concordance between predicted and actual success rates</p> <p>Case study II - Tracking concordance between predicted success rates using risk decomposition and actual success rates</p> <hr/> <p>14:45 COFFEE & TEA BREAK </p> <p>15:15 5: Integrated Asset Valuation
Structuring single- and multiple-indication Decision Trees to conduct project and program valuations; indication sequencing; conducting sensitivity analysis of risks and uncertainties to dominant decisions</p> <p>Case study III - Creating strategic alternatives to drug development, registration, and commercialization using Strategy Tables
Software: Lumivero's Precision Tree</p> <hr/> <p>17:00 DAY 1 CLOSING REMARKS </p> |
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AGENDA

MODULE 2

DAY 2 - AUGUST 8, 2025

- 8:00 **6. Crossing the Chasm: From Drug Discovery through Clinical Development**
Cultivating and embedding a Portfolio Management mindset across the entire value chain
- 8:45 **7. CREOPM™**
A holistic Portfolio Management framework oriented toward portfolio value maximization and capability maturation

Case study IV - Comparison of portfolio value creation and maximization using prioritization and optimization
- 10:15 COFFEE & TEA BREAK
- 10:45 **8. Project optimization**
Searching for the best rank order of projects to create portfolio value within defined resource constraints using Multiple Objective Decision Analysis (MODA)

Case study V - Achieving portfolio value creation with project prioritization via MODA
- 12:15 LUNCH BREAK
- 13:15 **9. Portfolio Optimization**
Searching for the best combination of projects to maximize portfolio value within defined resource constraints using Linear Programming (LP)

Case Study VI – Achieving portfolio value maximization with optimization via LP
Software: Lumivero's Evolver
- 15:30 COFFEE & TEA BREAK
- 15:45 **10. Strategic, portfolio, and business plans**
The importance of actionable and interdependent strategic, portfolio, and business plans
- 16:15 **11. Decision-making and Portfolio Management capability maturity models**
Diagnosis of organizational decision-making and Portfolio Management capability maturity levels
- 16:45 **12. Wrap up**
- 17:00 DAY 2 CLOSING REMARKS

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Dr. Richard Bayney's
masterclass, only!

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