WHY? SUMMITS

Updated: 18 June, 2026

for the latest programe update, please download agenda on conference website

20 - 21 October, 2026

London, UK

PPM SUMMIT LONDON 2026

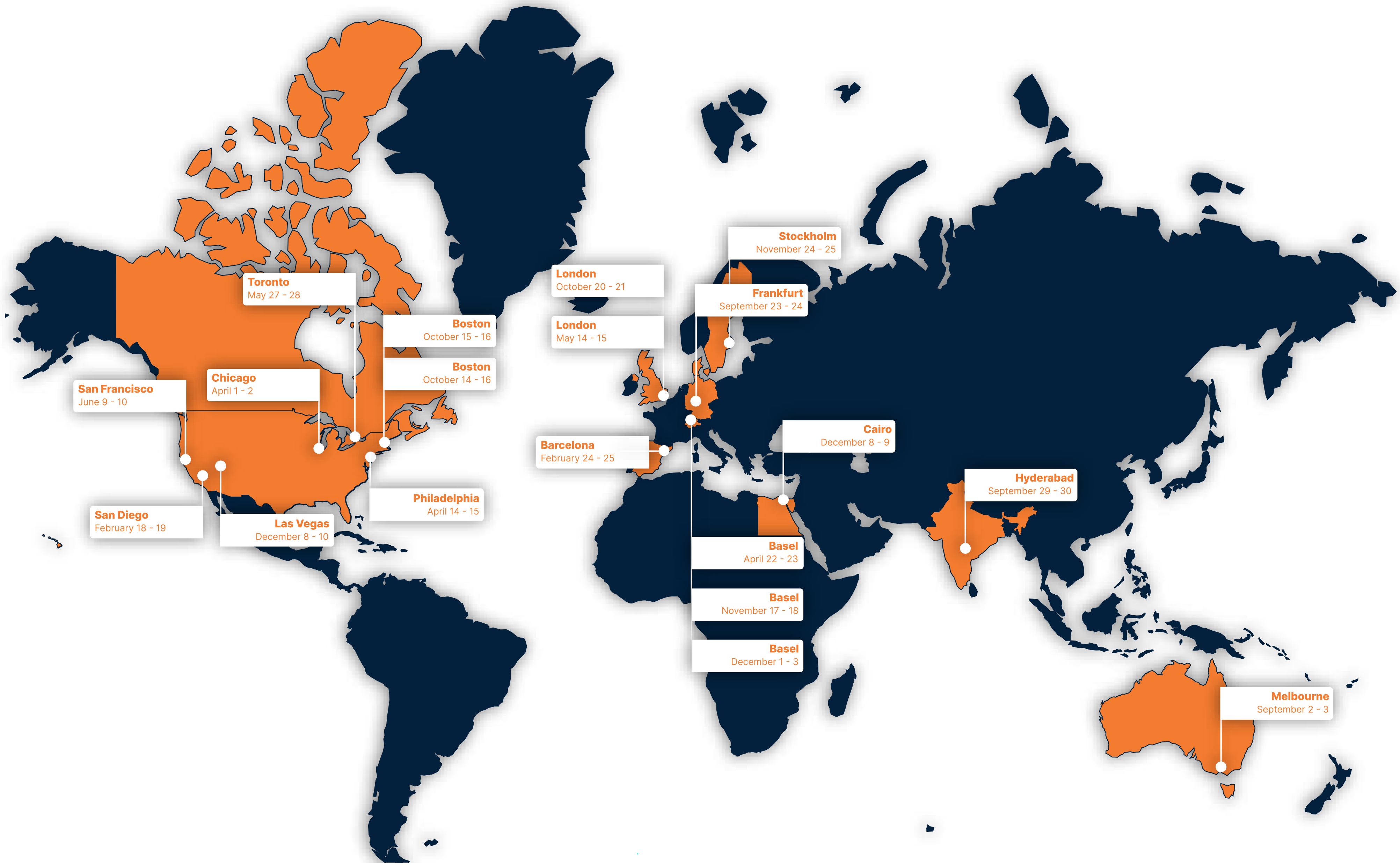
35th European Pharma and Biotech Project, Program and Portfolio Management Conference

Premium Gold Sponsor: Planisware

Gold Sponsor: rego consulting — Let Rego Be Your Guide; ValueOps by Broadcom

Silver Sponsor: blue matter; cora

PPM WORLD TOUR 2026



WHY THIS CONFERENCE?

In pharma and biotech, better science does not automatically lead to better outcomes. Projects and portfolios are now being managed under tighter budgets, greater delivery pressure, constrained resources, shifting evidence, and rising expectations for faster, clearer decisions. For many organisations - especially scaling biotechs as well as larger pharma companies - the challenge is no longer only what to prioritise, but how to make confident choices, align functions, and deliver with discipline when uncertainty remains high.

PPM Summit London 2026 is built around that reality. Across two focused days, the conference will explore how life sciences organisations improve portfolio decision-making, sharpen prioritisation, strengthen governance, connect strategy with execution, and build more practical project, programme, and portfolio management models. The programme is designed to reflect the pressures delegates face in real life - from capacity constraints and decision bottlenecks to cross-functional misalignment and the growing need for better strategic judgment.

Who Will Attend?

The conference is designed for senior professionals from pharma, biotech, and selected MedTech organisations who are responsible for projects, programmes, portfolios, planning, governance, and cross-functional decision-making. It is relevant both for leaders overseeing broad portfolios and for project and programme managers in smaller or growing biotech companies managing earlier-stage assets and leaner organisations.

Typical attendees will come from portfolio management, project and programme management, PMO, R&D strategy and operations, governance, resource planning, clinical development, development operations, CMC, regulatory, and strategic planning.

WHAT DELEGATES WILL GAIN:

Delegates will leave with:

- better ways to make portfolio decisions when evidence is incomplete
- stronger approaches to prioritisation, strategic alignment, and portfolio value
- practical ideas for improving capacity visibility, execution realism, and delivery confidence
- clearer thinking on governance, decision rights, and cross-functional alignment
- stronger approaches to decision quality, smarter risk-taking, and more disciplined strategic choices
- practical frameworks, tools, and peer-tested lessons that can be applied immediately back in the business

CONFERENCE THEMES

- **Making Better Portfolio Decisions in an Uncertain World**
  How teams improve forecasting, scenario planning, and decision support to make clearer and more confident portfolio choices.
- **Prioritizing the Right Assets and Maximizing Portfolio Value**
  How leaders balance strategic fit, risk, value, and timing to make better investment decisions and build stronger portfolios.
- **Turning Strategy into Delivery - Managing Capacity, Bottlenecks and Execution Pressure**
  How organisations improve capacity planning, expose delivery risks earlier, and create more realistic execution models across functions.
- **Faster Decisions, Stronger Governance and Better Cross-Functional Alignment**
  How teams reduce decision bottlenecks, improve accountability, and create governance that helps rather than hinders progress.
- **Making Portfolio Management Work in the Real World**
  How to create practical portfolio processes, reporting, and operating rhythms that people actually use and trust.
- **Smarter Strategic Choices - Better Decision Quality, Better Risk-Taking, Better Outcomes**
  How biopharma leaders improve decision quality, strengthen strategic thinking, and use better frameworks to support high-stakes choices.

CONFERENCE FORMAT:

The format is designed to be practical, interactive, and highly relevant to life sciences leaders. Across two days, delegates will take part in keynotes, presentations, panel discussions, the **Start with a Why** opening session, interactive workshops, and roundtable discussions. The aim is not only to share ideas, but to help delegates benchmark with peers, challenge assumptions, and leave with sharper thinking, stronger contacts, and more useful takeaways.

TESTIMONIALS

WHY? SUMMITS

“

I just wanted to take a moment to extend my sincere gratitude for the fantastic conference you organized. It was an absolute pleasure to attend, and I thoroughly enjoyed being part of the panel discussion. The entire event was incredibly insightful, and I walked away with a wealth of knowledge and new perspectives. Your efforts in putting together such a well-structured and engaging conference are truly commendable. Thank you once again for the opportunity, and I look forward to future events.

★★★★★

Dr. Therese Triemer
Associate Director Process Innovation
Novartis

“

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)

“

I truly enjoyed being there among others high skilled professionals! My personal thanks to everybody enabling this great discussion! I was especially delighted to touch the diversity of the clinical trials data.

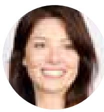
★★★★★

Guna Dansone
Head of Clinical research
Olpha

“

We were proud to be Sponsors for the 31st European Life Sciences Project & Portfolio Management Conference in London. Two really energising days of learning and connection. Huge thanks to Why Summits for such a well-run event. The presentations, panels and workshops sparked great conversations around portfolio strategy, governance, risk and innovation across the sector. Most of all, it was fantastic to reconnect with familiar faces and meet new Life Sciences leaders who share the same passion for PPM.

★★★★★



Merryn Horneman
Life Sciences Delivery Partner
Mi-GSO-PCUBED

“

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

“

Grateful for the engaging conversations and the chance to share insights with such a talented group of professionals. Looking forward to applying these learnings and continuing the dialogue on these critical subjects!

★★★★★

Rosa Arienzo
Translational Science Portfolio Manager
LifeArc

INDUSTRY PIONEERS ATTENDING FROM

WHY? SUMMITS

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

CONFIRMED **SPEAKERS**

Lena Shukla
Director, R&D Project Management
Jazz Pharmaceuticals

Olga Apryshkina
Global Program Effectiveness Coach
Novartis

Ariana Adjani
Co-Founder and Managing Director
FINE TREATMENT

Sarah Batey
Chief Operations Officer
Ochre Bio

Jai Patel
Senior Programme Manager
Beacon Therapeutics

Mayuri Jivan
Director, Compliance Counsel: Global Anti-Corruption Program Office Lead
Pfizer

Jens Lohrmann
Global Head, Cell & Gene Therapies Portfolio Management (Technical R&D)
Novartis

Millie Pari
Director, Corporate Strategy
Astellas Pharma

Umair Farrukh Khiljee
Product Owner
Novo Nordisk

NIGHT BEFORE THE EVENT

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

8:40 **CHAIRMANS OPENING ADDRESS**

8:45 **START WITH A WHY? ROUNDTABLE DISCUSSION**

Meet your peers, share your priorities, and set your objectives

A short, structured icebreaker designed to help delegates connect early, share their priorities, and start the conference with more relevant conversations. In tables of eight, attendees will briefly introduce themselves and discuss:

- who they are and what they do
- why they are attending the conference
- why PPM matters in their role or organisation
- what they want to learn or take away
- who they would like to meet, exchange ideas with, or partner with

This session helps turn introductions into meaningful networking from the very start.

BLOCK 1: Making better portfolio decisions in an uncertain world

How do you make the right calls when data is incomplete, timelines are moving, and priorities keep changing? This area explores how pharma and biotech leaders improve forecasting, scenario planning, and decision support to make faster, clearer, and more confident portfolio choices.

9:00 **KEYNOTE**

Making Better Portfolio Decisions When the Data Is Incomplete and the Pressure Is Real

Portfolio decisions are rarely made with perfect information. In pharma and MedTech, leaders are expected to make timely, high-impact choices while timelines move, evidence evolves, and priorities compete for attention. This keynote explores how organizations improve the quality of their portfolio decisions in uncertain environments - using clearer criteria, stronger governance, and better alignment between strategy, risk, and execution.

- How to make portfolio decisions when uncertainty is high and trade-offs are unavoidable
- Balancing strategic ambition with resource, timing, and delivery constraints
- When to accelerate, pause, re-sequence, or stop initiatives
- How to improve decision quality without slowing the organization down
- What effective portfolio review and governance discussions look like in practice

9:30 **PRESENTATION**

Governance by Design - Using Scenario Planning, Forecasting and AI to Improve Portfolio Decisions

As portfolio environments become more complex, leaders need better ways to compare options, test assumptions, and make decisions they can stand behind. This session explores how scenario planning, forecasting, and AI-enabled decision support can strengthen portfolio reviews and improve confidence in high-stakes choices - while maintaining the governance, transparency, and control expected in regulated industries.

- How scenario planning helps teams test options before decisions are locked
- Using forecasting to improve visibility into timing, trade-offs, and portfolio impact
- Where AI can add value in decision support, prioritization, and portfolio analysis
- How to create more trust, transparency, and auditability in AI-assisted decision-making
- Strengthening governance so technology supports judgment rather than replacing it

TBC, Broadcom

10:00 **PANEL DISCUSSION**

How PPM Leaders Make Better Decisions When Priorities Shift, Data Conflicts and Pressure Builds

Portfolio decisions become most difficult when the original plan no longer fits reality. In this panel, experienced project, program, and portfolio leaders share how they make difficult calls when priorities shift, data points in different directions, and multiple stakeholders compete for the same resources. Expect a practical discussion on how real organizations improve decision-making under pressure.

- What typically triggers a true portfolio re-prioritization
- How much data is enough to make a decision with confidence
- When scenario planning genuinely changes the outcome
- How to manage pressure when every initiative is presented as a priority
- Differences between decision-making in global pharma and smaller biotech environments
- What makes a decision defensible months later when results are reviewed

Millie Pari, *Director, Corporate Strategy,* **Astellas Pharma**

10:30 **Morning Networking and Coffee Break**

CONFERENCE AGENDA

DAY 1

BLOCK 2: Prioritizing the right assets and maximizing portfolio value

In a market shaped by tighter budgets, higher scientific risk, and growing pressure to deliver results, prioritization has never mattered more. This area focuses on how leaders balance strategic fit, risk, value, and timing to make better investment decisions and build stronger portfolios.

11:00 **KEYNOTE**

Prioritizing the Right Assets When Resources Are Limited and Expectations Are High

In today's pharma and biotech environment, portfolio value is not created by saying yes to everything - it is created by making better choices, earlier and with greater discipline. This keynote explores how organizations prioritize assets, evaluate trade-offs, and focus resources where they can create the greatest long-term value. It will look at how leaders balance strategic fit, scientific risk, timing, and commercial potential while keeping portfolios aligned with business goals.

- How to improve prioritization when resources are limited and the pipeline is growing
- Balancing scientific opportunity, strategic fit, timing, and portfolio risk
- When to double down, when to hold back, and when to stop
- How to connect portfolio decisions to long-term value creation
- What stronger portfolio discipline looks like in practice

11:30 **PRESENTATION**

Strategic Alignment in Action - Maximizing Portfolio Value Where It Matters Most

In fast-moving portfolio environments, it is not enough to execute projects well - initiatives must also stay aligned with strategic priorities and deliver measurable value. This session explores how organizations can strengthen portfolio optimization by improving strategic alignment, creating clearer prioritization logic, and using better planning approaches to support portfolio reviews and investment decisions.

- Strengthening the link between strategy and portfolio impact
- How to evaluate and prioritize initiatives beyond traditional metrics
- Building clearer portfolio optimization and governance processes
- Improving visibility into trade-offs, dependencies, and value concentration
- Using planning approaches that support more confident portfolio steering

TBC, Planisware

12:00 **PANEL DISCUSSION**

Portfolio Prioritization in Practice - How Teams Balance Value, Risk and Strategic Fit

Portfolio prioritization often sounds straightforward in theory, but in practice it means navigating conflicting priorities, incomplete data, resource limits, and strong stakeholder opinions. In this panel, project, program, and portfolio leaders discuss how they prioritize assets in the real world, how they handle trade-offs, and what they have learned about balancing long-term portfolio value with short-term operational pressure.

- How organizations define and measure portfolio success
- What makes prioritization credible and actionable in practice
- How to balance long-term value creation with short-term pressure
- When strategic fit should outweigh immediate financial or operational considerations
- How leaders deal with uncertainty, competing priorities, and portfolio rebalancing
- What separates a strong prioritization process from a political one

Lena Shukla, *Director, R&D Project Management,* **Jazz Pharmaceuticals**
Sarah Batey, *Chief Operations Officer,* **Ochre Bio**

12:30 **Luncheon**

BLOCK 3: Turning strategy into delivery - managing capacity, bottlenecks and execution pressure

Even the best portfolio strategy fails if the organization cannot execute. This area looks at how teams improve capacity planning, expose bottlenecks earlier, and create more realistic delivery models across R&D, clinical, CMC, regulatory, and other key functions.

13:30 **KEYNOTE**

When the Portfolio Looks Strong but Delivery Starts to Slip

A strong strategy is only valuable if the organization can execute it. In pharma and biotech, delivery pressure often builds quietly - overloaded teams, hidden bottlenecks, competing priorities, and unrealistic timelines can all undermine even the best portfolio choices. This keynote explores how leaders improve execution by strengthening capacity visibility, identifying delivery risks earlier, and creating a more realistic link between portfolio ambition and organizational capability.

- Why execution pressure builds even when the portfolio looks well prioritized
- How to identify bottlenecks before they begin to affect timelines and outcomes
- Linking portfolio decisions to real resource and capability constraints
- Creating more realistic plans across functions, teams, and development stages
- How organizations improve delivery confidence without adding unnecessary complexity

14:00 **PRESENTATION**

From Portfolio Plans to Delivery Reality - Improving Capacity Visibility, Scenario Planning and Execution Control

Execution challenges rarely come from weak ideas alone. More often, they come from invisible capacity constraints, overloaded functions, limited skills, and poor visibility into what the organization can realistically deliver. This session explores how better capacity planning, scenario testing, and execution visibility can help teams make stronger decisions before bottlenecks become delays.

- Improving visibility into capacity limits across portfolios and functions
- How scenario planning helps teams test delivery feasibility before execution slips
- Identifying resource bottlenecks, competing priorities, and hidden constraints earlier
- Strengthening execution control across timelines, risks, and dependencies
- Turning delivery signals into earlier and better management decisions

TBC, Cora Systems

CONFERENCE AGENDA

DAY 1

14:30 PANEL DISCUSSION

Where Delivery Breaks Down - and How PPM Leaders Regain Control

Projects rarely fail because of one big issue. More often, delivery breaks down through a series of smaller misalignments - unrealistic assumptions, overcommitted teams, poor handoffs, shifting priorities, and weak visibility into emerging pressure points. In this panel, project, program, and portfolio leaders discuss where delivery most often starts to drift and how they improve execution across complex pharma and biotech environments.

- Where execution typically begins to slip across project and portfolio environments
- How to detect and escalate bottlenecks before they affect major milestones
- Managing conflicting demands across R&D, clinical, CMC, regulatory, and supply functions
- How resource constraints change portfolio and project decisions in practice
- What gives leaders confidence that plans are realistic and deliverable
- How to improve execution control without overloading teams with more reporting

Lena Shukla, *Director, R&D Project Management,* **Jazz Pharmaceuticals**

15:00 **Afternoon Networking and Coffee Break**

DAY 1 - INTERACTIVE SESSIONS

15:30 WORKSHOPS

WORKSHOP 1: Scenario planning lab - testing portfolio options before you commit

When data is incomplete and assumptions are moving, scenario planning can help teams compare choices before decisions are locked. In this hands-on workshop, participants will explore how to test portfolio options under different assumptions around timing, risk, resource constraints, and business impact.

- Building simple best-case, base-case, and constrained-case scenarios
- Stress-testing assumptions before portfolio reviews
- Comparing options when timelines, risks, and resources shift
- Making scenario planning useful for real decisions rather than theoretical exercises

Take-home:
A practical scenario-planning template that can be used in portfolio reviews.

WORKSHOP 2: Prioritization clinic - how to rank assets when everything looks important

In many organizations, every project is presented as critical. This workshop will walk participants through a practical approach to prioritization, helping them compare initiatives using clearer criteria around value, timing, risk, strategic fit, and feasibility.

- Building a prioritization model that is credible and easy to explain
- Balancing strategic value with delivery reality
- Reducing politics in prioritization discussions
- Turning prioritization into a repeatable process rather than a one-off debate

Take-home:
A prioritization scorecard that can be adapted to pharma, biotech, and MedTech portfolios.

WORKSHOP 3: Capacity heat map - identifying bottlenecks before delivery starts to slip

Execution problems often begin with invisible overload in key teams and functions. This workshop helps participants build a simple but useful view of capacity pressure, critical bottlenecks, and delivery risk across the portfolio.

- Mapping demand versus available capacity across functions
- Identifying overloaded roles and fragile parts of the operating model
- Distinguishing between local pressure and portfolio-wide bottlenecks
- Using capacity insights to improve portfolio decisions earlier

Take-home:
A practical capacity heat-map format for portfolio and project reviews.

WORKSHOP 4: Building a practical portfolio view in a scaling biotech

Not every organization has a large PMO, formal governance structure, or a full-lifecycle portfolio. This workshop is designed for smaller and growing biotech companies looking to create enough portfolio structure to support better decisions - without overbuilding the process.

- What good portfolio management looks like in a 1-3 asset or early-clinical biotech
- How much structure is helpful - and how much is too much
- Creating simple governance, reporting, and prioritization routines
- Building portfolio discipline without slowing execution

Take-home:
A right-sized portfolio management model for a scaling biotech environment.

Sarah Batey, *Chief Operations Officer,* **Ochre Bio**

WORKSHOP 5: Building a two-slide executive decision pack

Many decisions get delayed because the issue is not framed clearly enough for leadership. This workshop helps participants build a short, decision-ready pack that presents the choice, the trade-offs, the risks, and the recommendation in a format executives can use quickly.

- What belongs in an effective decision pack
- Framing options clearly and avoiding information overload
- Showing risks, assumptions, and trade-offs in a concise way
- Creating a format that works in governance and portfolio forums

Take-home:
A two-slide executive decision pack template.

Mayuri Jivan, *Director Compliance Counsel: Global Anti-Corruption Program Office Lead,* **Pfizer**

CONFERENCE AGENDA

DAY 1

16:15 **ROUNDTABLES**

ROUNDTABLE 1: When should you accelerate, pause, or stop?

A practical discussion on the signals that trigger real re-prioritization and how leaders make these calls when data is still evolving.

ROUNDTABLE 2: Balancing pipeline ambition with real capacity

How organizations deal with the gap between what the portfolio wants to do and what teams can actually deliver.

ROUNDTABLE 3: Prioritization in global pharma vs. Scaling biotech

A comparison of how prioritization works in larger portfolio environments versus leaner biotech organizations.

ROUNDTABLE 4: What data is enough to make a good decision?

A discussion on decision thresholds, incomplete evidence, confidence levels, and how much analysis is enough before action.

ROUNDTABLE 5: Managing trade-offs when functions disagree

How project, program, and portfolio leaders handle conflicting priorities across R&D, clinical, CMC, regulatory, and commercial teams.

17:00 **DAY 1 CLOSING REMARKS**

17:15 **Cocktail Reception**

CONFERENCE AGENDA

DAY 2

BLOCK 4: Faster decisions, stronger governance and better cross-functional alignment

Many projects slow down not because the science is wrong, but because decision-making is fragmented. This area is about building governance, accountability, and decision rights that help teams move faster, align more effectively, and reduce friction across complex matrix organizations.

9:00 KEYNOTE

Why Good Projects Stall - and How Better Governance Gets Them Moving Again

In pharma and biotech, delays are often caused not by weak science, but by slow decisions, unclear ownership, and fragmented alignment across functions. This keynote explores how organizations improve governance, clarify decision rights, and create faster, more effective ways of working across R&D, clinical, CMC, regulatory, finance, and commercial teams.

- Why portfolio and project decisions often stall in complex matrix organizations
- How stronger governance can improve speed without creating bureaucracy
- Clarifying decision rights, escalation paths, and ownership across functions
- Reducing friction between strategic intent and operational execution
- What effective cross-functional alignment looks like in practice

9:30 CASE STUDY

From Slow Decisions to Clear Accountability - Redesigning Governance for Faster Execution

When decision-making becomes too slow, even well-prioritized portfolios lose momentum. This case study looks at how one organization improved execution by redesigning governance, creating clearer accountability, and improving the way functions worked together around key project and portfolio decisions.

- The governance problems that were slowing execution and creating confusion
- How decision rights, meeting structures, and escalation models were improved
- Creating greater clarity between project teams, functions, and leadership forums
- What changed in terms of speed, alignment, and accountability
- Lessons learned from making governance more practical and more useful

10:00 PANEL DISCUSSION

How Cross-Functional Teams Make Faster Decisions Without Losing Alignment

Strong delivery depends on more than technical expertise. It depends on how well teams across functions can work together, resolve competing priorities, and make timely decisions with shared ownership. In this panel, project, program, and portfolio leaders discuss what helps cross-functional teams work effectively in real life - and what still gets in the way.

Discussion points:

- The biggest causes of delay in cross-functional decision-making
- How to improve alignment between R&D, clinical, CMC, regulatory, finance, and commercial
- When governance helps - and when it creates unnecessary drag
- How project and portfolio leaders influence without formal authority
- What decision rights and escalation paths actually work in practice
- How to maintain accountability when priorities shift and pressure rises

Mayuri Jivan, *Director Compliance Counsel: Global Anti-Corruption Program Office Lead,* **Pfizer**
Sarah Batey, *Chief Operations Officer,* **Ochre Bio**

10:30 **Morning Networking and Coffee Break**

BLOCK 5: Making portfolio management work in the real world

Good portfolio management is not just about frameworks - it is about creating processes, reporting, and operating models that people actually use. This area focuses on how companies make portfolio management practical, scalable, and useful in day-to-day decision-making without creating more bureaucracy.

11:00 KEYNOTE

What Effective Portfolio Management Looks Like Beyond the Frameworks

Many organizations have portfolio processes, dashboards, and review meetings in place - but far fewer have a portfolio management model that genuinely helps the business make better decisions day to day. This keynote explores what separates portfolio management that looks good on paper from portfolio management that actually works in practice.

- Why portfolio management often becomes too theoretical or too complex
- What practical, decision-oriented portfolio management looks like in real organizations
- How to build useful governance, reporting, and operating rhythms without creating bureaucracy
- Aligning project, program, and portfolio views so the business sees one coherent picture
- The habits and structures that make portfolio management more usable and more credible

11:30 PRESENTATION

The Core Capabilities of an Effective Strategic Portfolio Management Model

Strategic portfolio management is not just a set of reports or a technology layer - it is a combination of capabilities, processes, governance, and decision support that helps the organization act with more clarity and consistency. This session explores what those core capabilities look like in practice and how companies can strengthen them over time.

- The capabilities that support effective strategic portfolio management
- How stronger portfolio processes improve visibility, prioritization, and decision-making
- Connecting governance, reporting, and operating rhythm into one workable model
- Identifying gaps that reduce maturity and slow execution
- Practical ways to make portfolio management more scalable, consistent, and useful

TBC, Rego Consulting

CONFERENCE AGENDA

DAY 2

12:00 **PANEL DISCUSSION**

Why Portfolio Management Works in Some Organizations - and Stalls in Others

Portfolio management can create real value, but only when it is embedded into the way decisions are made and work is managed across the business. In this panel, project, program, and portfolio leaders discuss why some portfolio models become trusted and useful, while others struggle with low adoption, weak data, poor alignment, or too much process.

- What makes portfolio management practical and trusted in day-to-day decision-making
- Why some portfolio processes fail to gain traction across functions
- How much governance is helpful - and how much is too much
- The relationship between portfolio visibility, decision quality, and business confidence
- How reporting, operating rhythm, and role clarity affect adoption
- What organizations should strengthen first when portfolio management is not delivering enough value

12:30 **Luncheon**

BLOCK 6: Smarter strategic choices - better decision quality, better risk-taking, better outcomes

Great portfolios are built on great decisions. This area explores how biopharma leaders improve decision quality, strengthen strategic thinking, take smarter risks, and use AI where it adds real value to judgment, prioritization, and portfolio choices.

13:30 **KEYNOTE**

Better Strategic Decisions in Biopharma - What Stronger Decision Quality Really Looks Like

In biopharma, the quality of strategic decisions can shape the future of an asset, a portfolio, or an entire company. Yet many decisions are still made under pressure, with incomplete information, competing assumptions, and unclear logic. This keynote explores how organizations improve decision quality, take smarter risks, and strengthen strategic thinking so that portfolio choices are more robust, transparent, and defensible.

- What stronger decision quality looks like in real portfolio environments
- Why good strategic decisions require more than experience and intuition alone
- How to improve clarity when uncertainty, pressure, and competing views are high
- Taking smarter risks without becoming too cautious or too reactive
- Building decision processes that support better long-term outcomes

14:00 **PRESENTATION**

Applying Decision Science to Improve Strategic Choices in Biopharma

Making the right strategic choice is rarely about choosing between a clearly right and clearly wrong option. More often, it is about navigating uncertainty, weighing trade-offs, and creating a more disciplined way to compare alternatives. This session explores how decision science can improve portfolio strategy, sharpen prioritization, and help teams make better strategic choices with greater confidence.

- Why decision quality matters as much as decision speed
- Applying more structured thinking to portfolio and strategic choices
- Improving the way teams compare risk, value, and uncertainty
- How better decision frameworks support more consistent portfolio outcomes
- Using AI carefully and selectively where it genuinely improves strategic judgment

TBC, Blue Matter

14:30 **PANEL DISCUSSION**

How Portfolio Leaders Make Strategic Choices When the Right Answer Is Not Obvious

Strategic choices are often hardest when several options look viable, the data is still evolving, and the cost of delay is rising. In this panel, project, program, and portfolio leaders discuss how they navigate difficult choices, how they weigh risk and uncertainty, and what helps them avoid weak decisions dressed up as consensus.

- How leaders make strategic choices when evidence is still incomplete
- Balancing risk-taking with discipline in portfolio and project decisions
- What improves decision quality when multiple stakeholders see the situation differently
- How to challenge assumptions without slowing momentum
- Where AI, analytics, and structured frameworks genuinely help - and where they do not
- What makes a strategic decision hold up over time

Millie Pari, *Director, Corporate Strategy,* **Astellas Pharma**

15:00 **Afternoon Networking and Coffee Break**

DAY 2 - INTERACTIVE SESSIONS

15:30 **WORKSHOPS**

WORKSHOP 1: Governance playbook - designing decision rights that actually work

Strong governance should speed decisions, not slow them down. In this workshop, participants will build a practical governance model with clearer decision rights, escalation paths, and accountability across functions.

- Defining who decides what, when, and with what evidence
- Mapping escalation paths for stalled or high-risk decisions
- Reducing confusion across project, program, and portfolio forums
- Creating governance that supports speed and clarity

Take-home:

A governance playbook with decision-rights and escalation templates.

Mayuri Jivan, *Director Compliance Counsel: Global Anti-Corruption Program Office Lead,* **Pfizer**

CONFERENCE AGENDA

DAY 2

WORKSHOP 2: Pmo maturity sprint - building the right operating model for your organization

This workshop helps participants assess whether their PMO or portfolio structure is fit for purpose and what should be strengthened next. It is designed for both larger organizations and smaller biotech teams building capability step by step.

What this workshop will cover:

- What different stages of PMO maturity look like
- Which services and routines actually add value
- How to avoid both under-building and over-building the PMO
- Aligning PMO capability with company size, pipeline, and strategic needs

Take-home:

A PMO maturity scorecard and next-step roadmap.

WORKSHOP 3: Decision quality lab - structuring better strategic choices

Many poor decisions are caused by unclear assumptions, weak alternatives, and rushed framing. This workshop introduces practical methods for improving decision quality without overcomplicating the process.

What this workshop will cover:

- Clarifying the decision before debating the answer
- Separating assumptions, criteria, and evidence
- Comparing alternatives more consistently
- Improving the quality of discussion in strategic reviews

Take-home:

A decision-quality checklist and structured decision template.

WORKSHOP 4: Influencing without authority in cross-functional environments

Project and portfolio leaders are constantly expected to move work forward without owning the people involved. This workshop focuses on the practical skills needed to align stakeholders, manage tension, and build commitment in matrix organizations.

What this workshop will cover:

- Building influence across functions without formal authority
- Managing resistance and conflicting priorities
- Framing decisions in ways that win support
- Improving alignment in difficult stakeholder environments

Take-home:

A stakeholder influence and alignment toolkit.

WORKSHOP 5: Writing decision logs and governance records people actually use

Decision logs are often created but rarely used well. This workshop shows participants how to create simple, useful records that improve accountability, help leadership track logic over time, and reduce confusion when priorities change.

What this workshop will cover:

- What a useful decision log should include
- Capturing rationale, assumptions, thresholds, and ownership
- Linking decisions to governance and follow-up actions
- Making decision history easier to revisit and defend later

Take-home:

A practical decision-log template and governance record format.

16:15 **ROUNDTABLES**

ROUNDTABLE 1: Governance forums that speed decisions instead of delaying them

What meeting structures, cadences, and decision rules actually help organizations move faster.

ROUNDTABLE 2: Making portfolio management work in a 1-3 asset biotech

A practical discussion for smaller companies building portfolio discipline without creating unnecessary process.

ROUNDTABLE 3: How much risk should a portfolio really take?

A discussion on risk appetite, smarter risk-taking, and how organizations balance boldness with discipline.

ROUNDTABLE 4: What belongs in an executive pack?

How teams present strategic choices, trade-offs, and recommendations clearly enough for leadership to act.

ROUNDTABLE 5: Where ai helps strategic decisions - and where it still does not

A peer discussion on the realistic role of AI in portfolio management, governance, and executive decision-making.

17:00 **CLOSING REMARKS**

OUR VALUED PARTNERS, PAST AND PRESENT

WHY? SUMMITS

Planisware
Syneos Health
Intelligencia AI
CAPTARIO
planview
OnePlan

rego consulting
Let Rego Be Your Guide
i2e Consulting
GLOBALPARTNERSTRAINING
IPM
Atlas
TURNBERRY SOLUTIONS

cmkselect
Skarbek
PDWARE
PLATFLOW
blue matter
PATCH & SPARKS
PASSION FOR SUCCESS

cplace
4C PHARMA SOLUTIONS
PROJECT WIDGETS
LIFE SCIENCE PPM SPECIALISTS
Sensei
project widgets
Sciforma

TempusResource
by ProSymmetry
proggio
enrich
cora
smartsheet
MIGSO-PCUBED
AN ALTEN COMPANY

ValueOps
by Broadcom
vSCare
powered by vSaaS
flexpro

CONTACT US

GENERAL INQUIRIES:

Liza Zhaivoronok
Vice President, PPM World Tour
liza.zhaivoronok@whysummits.com

SPEAKING:

Barbora Kačmarčíková
Conference Producer
barbora.kacmarcikova@whysummits.com

Tania Jadhav
Conference Producer
tania.jadhav@whysummits.com

ATTENDING AND SPONSORING:

Lubos Kusy
Director of PPM & PV Projects
lubos@whysummits.com

Srihari Kamban
Sponsorship Director
shk@whysummits.com

FOR THE 2026 SPONSOR KIT:

why@whysummits.com

whysummits.com/partnership-exhibitopportunities/

JOIN US IN LONDON

The industries that shape the future will be in the room.
Make sure your brand is part of the conversation.

Please note – all of the information in this document is subject to change at any time. Whilst every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a final version prior the subsequent meeting. Additionally, the user information is only valid at a certain moment in time and is subject to change due to movement and changes in bit rate requirements.