



Updated: 24 June, 2026

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conference website



December 8 - 10, 2026



Las Vegas, NV

WELCOME to Fabulous LAS VEGAS

INNOVATION **OPERATIONAL EXCELLENCE** **PERFORMANCE OPTIMIZATION** **DIGITAL TOOLS** **STAKEHOLDER ENGAGEMENT** **DECISION-MAKING** **EXECUTION** **INNOVATION SHOWCASE** **PLANNING** **PERFORMANCE OPTIMIZATION** **OPERATIONAL EXCELLENCE** **COLLABORATION MODELS** **DECISION FRAMEWORKS** **PERFORMANCE OPTIMIZATION**

SHOWCASE **DECEMBER 8-10** **VALUE** **BUSINESS AGILITY** **PORTFOLIO LEADERSHIP**

PROJECT MANAGEMENT **CREATION** **OPTIMIZATION**

PPM SUMMIT LAS VEGAS 2026

3rd American Projects & Portfolio Leadership Summit

Gold Partner



PPM WORLD TOUR 2026



ABOUT THE **SUMMIT**



Where life sciences portfolio leaders and portfolio technology companies meet to shape the future of PPM, strategic portfolio management, AI-enabled decision intelligence and enterprise execution.

The 3rd Annual PPM Leadership Summit Las Vegas connects two sides of the PPM market: life sciences organizations managing complex portfolios, and the technology companies helping them make better decisions.

Life Sciences PPM Summit

Portfolio strategy, resource allocation, clinical execution and digital PPM

- For pharma, biotech, medtech and diagnostics leaders
- Portfolio governance, resource allocation and clinical execution
- Digital PPM, AI, PMO maturity and cross-functional delivery
- A single-track summit designed to keep the room senior and focused.
- Covering the real operating questions: what to fund, what to accelerate, what to stop, where resources should go and how data and AI can support faster and better decisions.

Key Takeaways

- Prioritize portfolios under capital, pipeline and resource pressure
- Improve capacity planning and resource trade-offs across functions
- Connect portfolio decisions with clinical development execution
- Use digital PPM, data and AI to support portfolio intelligence
- Strengthen PMO maturity without creating bureaucracy
- Increase the strategic influence of PPM leaders

PPM Tools Summit

Portfolio technology, AI, adoption, product strategy and growth

- A meeting place for companies building, selling and scaling the future of portfolio technology: PPM and SPM platforms, enterprise work management tools, resource planning solutions, portfolio intelligence providers, implementation partners, customer success leaders, product and go-to-market teams, AI/data providers and ecosystem partners. Selected enterprise buyers and analyst advisors join to keep the discussion grounded in real demand.

Key Takeaways

- Understand where the PPM and SPM tools market is heading
- Learn how enterprise buyers evaluate and approve portfolio technology
- Explore why deals stall and how to create executive urgency
- Differentiate when many platforms sound similar
- Improve implementation, adoption and renewal outcomes
- Use partnerships, marketplaces, pricing and verticalization to support growth

ABOUT THE SUMMIT



Program at a Glance

Day One

Format: Shared Plenary

Focus: Life Sciences Portfolio Technology and Decision Intelligence Day. Life sciences leaders and portfolio technology providers meet around digital PPM, AI, resource planning, implementation and structured 1:1 meetings.

All partner sessions are educational, case-based and focused on business challenges rather than product demonstrations.

Day Two

Format: Two Dedicated Programs

Focus: Track A: Life Sciences PPM Summit - governance, resource allocation and clinical execution.

Track B: PPM Tools Summit - market direction, buyers and product strategy.

Day Three

Format: Two Dedicated Programs

Focus: Track A: Life Sciences PPM Summit - digital PPM, operating models and future portfolio leadership.

Track B: PPM Tools Summit - AI, implementation, customer success, partnerships and growth.

Why Attend

- Understand how life sciences organizations are changing portfolio governance, resource allocation and clinical execution.
- Explore how AI, data and PPM tools can improve decision quality, portfolio visibility and execution confidence.
- Network with over 100 industry professionals through more than 10 hours of dedicated networking sessions.

Key Takeaways

- Better portfolio governance and decision-making under capital, resource and pipeline pressure.
- Resource allocation, capacity planning and scenario modelling across R&D, clinical development and cross-functional teams.
- Clinical development execution, vendor risk, timeline confidence and portfolio-level escalation.
- Digital PPM, data quality, AI-enabled portfolio intelligence and decision-ready reporting.
- PPM tool implementation, adoption, value realization and long-term customer success.
- Product strategy, buyer behavior, partnerships, pricing and growth in the PPM tools market.

Who Will Attend

LIFE SCIENCES LEADERS

- Heads of Project, Program and Portfolio Management
- R&D portfolio and strategy leaders
- Clinical development program leaders
- PMO and EPMO leaders
- Resource planning and capacity leaders
- Digital PPM, data and analytics leaders
- Finance, strategy, regulatory, CMC, medical affairs and commercial stakeholders

PPM TOOLS & TECHNOLOGY COMPANIES

- PPM and SPM platform executives
- Product and product marketing leaders
- Sales, BD and revenue leaders
- Customer success and account leaders
- Partner and ecosystem leaders
- Resource planning, portfolio analytics, AI/data and enterprise work management providers

ADVISORY, IMPLEMENTATION & ECOSYSTEM PARTNERS

- Life sciences consulting firms
- PPM implementation partners and system integrators
- AI, data and decision intelligence providers
- Clinical technology companies
- CRO and vendor governance partners
- SaaS growth, GTM and customer success advisors

HOW THE SUMMIT WORKS



Speaking at the Summit

Keynote

30 minutes

A senior voice setting direction on a major theme for the full room or dedicated track.

Featured Presentation

30 minutes

A focused practitioner session on a specific challenge, supported by real experience or a case example.

Panel Discussion

30 minutes

A moderated discussion with three to four speakers focused on selected discussion themes.

Partner Session

30 minutes

A sponsoring organization session framed as a business problem and labelled as Partner Case Study, Technology Spotlight or Industry Perspective.

Workshop

45 minutes

An interactive working session where the speaker facilitates discussion and practical output.

Roundtable

45 minutes

A peer discussion led by a facilitator around one focused question.

What We Ask of Speakers

- A practitioner perspective grounded in real portfolio, program, product or implementation experience.
- Content built around a problem and a lesson, not a company or a product.
- A case example, framework or concrete takeaway the audience can use.
- Availability for a short briefing call with the content team before the event.

What Speakers Receive

- Access to a senior audience of portfolio and technology leaders.
- A full delegate pass for the three days, including networking and 1:1 meeting opportunities.
- Content and moderator support, including theme briefs and slide review where relevant.
- Profile across the summit program and pre-event communications.

Advisory Board

A summit advisory board of senior life sciences portfolio leaders and portfolio technology executives is being formed to shape the agenda and anchor the speaker faculty.

TESTIMONIALS



Thank you for the great conference, Why Summits!



Daniel Smith
Vice President, Product Management
Planview



I've had the incredible opportunity to attend the Why Summits and represent LifeArc on three panel discussions. We delved into fascinating topics such as AI in Project Portfolio Management (PPM), decision-making, and the nuances of leading vs. managing projects. 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



An outstanding few days of industry relevant PPM topics, from the energetic and thoughtful speakers and panels to networking new relationships to insights into where the industry is going with AI! Huge chops to Why Summits? for putting on an engaging and professional event!



Mike Fitzpatrick
Vice President of Business
Development & Operations
Umoja Biopharma



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



Thanks so much for inviting me. I had a fantastic time with the really interactive and enthusiastic attendees who came to my workshop!!



Michelle Bridenbaker
Global Medical Information Lead
Recordati



Put on by Why Summits in San Francisco, this was an awesome opportunity to speak to a pharmaceutical / biotech audience. The top reason for anyone to attend a conference is to meet new people, understand how your work lives differ & intersect, and applying what you learn from everyone's experience & expertise. And as a speaker, I also get a great big dose of clarity on how I can improve next time.



Tim Rumbaugh
Vice President, Program
Management
Edwards Lifesciences



Why Summits brings together some of the most respected thought leaders in Portfolio Management in the BioPharma industry. Whether you're a novice or seasoned leader in this discipline, there are always nuggets to be found in a presentation, panel, or roundtable discussion. If you're striving to build or improve your capabilities in Portfolio Management, the Why Summits events are the places to be.



Richard Bayney
President & Founder, Portfolio
Manager & Decision Analyst
PPVC



Thanks so much for organizing and for the super talented speakers! Fantastic event.



Alejandro Martorell Riera
Senior Project Manager
Kite Pharma



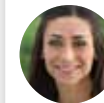
Thank you Why Summits for the opportunity to participate on this panel! It's always a pleasure to hear experiences and learnings from peers and think about how we can use them to introduce best practices across the industry



Emily Ziedman
Senior Director
Karyopharm Therapeutics



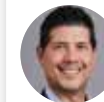
Reflecting on my journey at Edwards and in the industry, I'm grateful for the opportunity to lead with purpose and passion. Empowering teams, fostering collaboration, and putting others first have been key principles throughout my career. A special thank you to WHY Summits for the opportunity to share my journey. I'm excited to continue shaping a future where leadership is driven by purpose and positive impact.



Nasim (Sheida) Boggs
Vice President, TMT Program
Management Office
Edwards Lifesciences



Thank you to Why Summits for the opportunity to discuss key PPM trends impacting the digital workplace and remote teams. I shared insights on the rise in remote work, the demand for emotionally intelligent leaders, the importance of possessing soft skills, and raising awareness on mental health. I hope my recommendations resonate with you on your journey to becoming a transformative digital leader: - Adopt a digital-first mindset, - Challenge your assumptions, - Recognize and conquer biases, - Lead with trust, compassion, stability, and hope



Stephen Smith
Senior Program Director,
Oncology Senior Program Director,
Oncology
Corcept Therapeutics

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 PAST SPEAKERS AND PANELISTS



Izza Rodriguez

Director, Program Management
J&J



Sam Mawley

former Vice President, Portfolio &
Program Management
Edwards Lifesciences



Alexandra Procak

Lead, Strategy Capabilities &
Initiatives
Astellas Pharma



Nathan Drabek

Director of Portfolio & Process
Excellence
Bio-Rad Laboratories



Maya Thomas

Executive Director Program
Management & Governance
Stanford Health Care



Jonathan Cote

Director of Portfolio Improvement
BD



Drew Chambers

Engineering Program Manager
BD



Sachin Raje

Director Strategy Realization Office,
MRL Value and Implementation
Merck



Chris Warner

Associate Director of Global
Commercial Project Management
Gilead Sciences



Delphina Perkins

Associate Director, Project
Management, Global Commercial
Strategy & Operations
Gilead Sciences



Ani Rajan

Director, Oncology Portfolio
Management
Pfizer



Andrew Middlecamp

Executive Director, Global Program
Management
Pfizer



Karen Gunsior

Senior Director, Project
Management
Astra Zeneca



Dave Penndorf

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



Joe Stalder

Vice President Program
Management
Zentalis Pharmaceuticals

NIGHT BEFORE THE EVENT

December 7, 2026 **DAY 0**

6:30PM **Meet & Greet**

Welcome to the event. We are delighted to have you with us and truly appreciate you joining us. Kick things off with early registration and an informal networking session as delegates begin to arrive. This is the perfect opportunity to collect your badge, reconnect with familiar faces, and start building new connections with peers from across the pharma and biotech PPM community. Whether it is your first conversation or a long-awaited catch up, join us in setting the tone for the days ahead with insight, exchange, and meaningful discussions.

CONFERENCE AGENDA

December 8, 2026 **DAY 1**

SHARED PLENARY

LIFE SCIENCES PORTFOLIO TECHNOLOGY AND DECISION INTELLIGENCE DAY

8:00AM **Registration, Coffee and Networking**

9:00AM **OPENING REMARKS**

Why Portfolio Technology Now Matters in Life Sciences

Life sciences companies face rising development costs, complex pipelines and constrained resources. PPM tools have moved beyond reporting to become central to how organizations prioritize investments, allocate resources and connect strategy with execution.

9:15AM **OPENING KEYNOTE**

The Future of Life Sciences PPM: From Governance to Strategic Decision Intelligence

Traditional portfolio governance is no longer enough. This keynote explores how PPM is shifting from governance coordination and reporting toward strategic decision support.

Key themes

- Why life sciences portfolio decisions are becoming more complex
- How resource constraints are reshaping portfolio strategy
- What senior leaders need from portfolio teams
- How PPM can become more strategic and influential

9:45AM **FEATURED PRESENTATION**

From Portfolio Visibility to Better Decisions: What Life Sciences Leaders Need from Modern PPM Tools

Life sciences organizations need tools that make portfolio risk, resource capacity, funding choices and strategic trade-offs visible to leadership.

Key themes

- Moving from project reporting to portfolio decision support
- Connecting strategy, resources, timelines, risk and value
- Building executive dashboards that support real decisions
- What life sciences buyers should expect from modern platforms

10:15AM **PANEL DISCUSSION**

What Should the Next Generation of Life Sciences PPM Tools Actually Enable?

A buyer-side discussion on the capabilities that matter most for portfolio leaders, clinical development teams, resource planners and executive decision-makers.

Key themes

- Are dashboards enough, or do leaders need decision intelligence?
- How should tools support resource planning and scenario modelling?
- What should providers stop overpromising?
- How can companies avoid failed tool adoption?

10:45AM **Morning Coffee & Networking Break**

11:15AM **PARTNER CASE STUDY**

Resource Capacity Planning: The Missing Link Between Portfolio Ambition and Execution Reality

Many life sciences organizations approve more work than teams can realistically deliver. This session shows how better resource visibility strengthens portfolio decisions and reduces execution risk.

SHARED PLENARY

Key themes

- Why resource capacity is often the real portfolio constraint
- How to identify functional bottlenecks earlier
- Modelling capacity scenarios before portfolio decisions
- Aligning portfolio ambition with delivery reality

11:45AM **INDUSTRY PERSPECTIVE**

AI, Data and Portfolio Intelligence: Practical Use Cases for Life Sciences PPM

AI can support portfolio teams through summaries, risk signals and scenario support, but only when data is clean, connected and trusted.

Key themes

- Practical AI use cases in portfolio management
- Risk and delay signals across programs
- Why data quality matters before AI can be trusted
- How to avoid AI hype in regulated environments

12:15PM **PANEL DISCUSSION**

Future of PPM Tools in Life Sciences: AI, Decision Intelligence and the Connected Portfolio

The next generation of PPM tools must help leaders interpret signals, understand trade-offs and connect strategy, resources, finance and execution.

Key themes

- What will PPM tools look like in three to five years?
- Which AI use cases are realistic for life sciences PPM?
- How should tools connect with finance, clinical and resource systems?
- What should providers understand about regulated environments?

12:45 **Networking Luncheon**

1:45PM **TECHNOLOGY SPOTLIGHT**

PPM Tools Implementation: From Selection to Adoption, Value and Long-Term Success

Selecting a PPM tool is only the beginning. This session treats implementation as an operating model change, not a software rollout.

Key themes

- Why PPM tool implementations fail
- Preparing the operating model before configuration
- Avoiding over-customization
- Defining value milestones after go-live

2:15PM **PANEL DISCUSSION**

Why PPM Tool Implementations Fail, and How Life Sciences Companies Can Get Them Right

A practical panel on unclear ownership, weak change management and poor data quality that derail implementations after selection.

Key themes

- What goes wrong after tool selection?
- Why operating model design must come before configuration
- Who should own data quality?
- What does good adoption look like after 90 days?

2:45PM **Afternoon Coffee & Networking Break**

3:15PM **1:1 MEETINGS**

A structured meeting block connecting pharma, biotech, medtech and diagnostics delegates with PPM tools companies, resource planning platforms, implementation partners and AI/data providers. Meetings are pre-arranged, delegate-controlled and focused on business challenges.

4:00PM **PANEL DISCUSSION**

Connecting Portfolio Strategy, Tools and Execution in Life Sciences

The day closes by returning to the core challenge: connecting portfolio strategy with execution reality across tools, data, governance, clinical execution, finance and resources.

Key themes

- Where is the biggest gap between portfolio decisions and execution?
- How should PPM tools connect with resource, finance and clinical systems?
- How can teams avoid creating another reporting layer?
- How can PPM leaders make technology adoption strategically valuable?

4:30PM **OPEN NETWORKING** **SPONSOR MEETINGS & DEMO WALKTHROUGHS**

5:00PM **DAY 1 CLOSING**

What Life Sciences Leaders Should Expect from the Future of PPM Tools

5:15PM **Networking Cocktail Reception**

An informal evening reception bringing together life sciences leaders, PPM tools companies, implementation partners, AI/data providers and ecosystem sponsors.

TRACK 1: LIFE SCIENCES PPM SUMMIT

DAY 2: Portfolio Strategy, Resource Allocation and Clinical Execution

BLOCK 1: Portfolio Strategy, Governance and Decision-Making

How life sciences companies can strengthen decision quality and move beyond process-heavy review meetings toward better strategic choices

9:00AM **KEYNOTE**

Making Better Portfolio Decisions Under Capital, Resource and Pipeline Pressure

Portfolio decision-making now means balancing scientific opportunity, clinical probability, commercial value, development cost, resource availability and execution risk.

Key themes

- Why capital, resources and execution capacity are now central constraints
- How to balance scientific promise, value, risk and affordability
- What makes a portfolio decision defensible to senior leadership
- How to decide what to fund, accelerate, pause, partner or stop

9:30AM **FEATURED PRESENTATION**

From Governance Meetings to Real Decision Quality

Governance meetings often become reporting forums instead of decision forums. This session shows how to redesign governance around trade-offs, accountability and action.

Key themes

- Moving from status reporting to decision-focused governance
- Structuring portfolio reviews around trade-offs, not updates
- Clarifying decision rights and escalation pathways
- Capturing and tracking portfolio decisions effectively

10:00AM **PANEL DISCUSSION**

What Makes a Good Portfolio Decision in Life Sciences?

A focused discussion on what separates good portfolio governance from slow, political or process-driven decision-making.

Key themes

- What makes a portfolio decision high quality?
- Where do portfolio decisions most often get stuck?
- How can governance become faster without becoming reckless?
- How can PPM teams influence senior leaders more effectively?

TRACK 2: PPM TOOLS SUMMIT

DAY 2: Market Direction, Buyers and Product Strategy

BLOCK 1: PPM and SPM Market Direction and Category Evolution

How the PPM tools market is moving from project tracking toward Strategic Portfolio Management, decision intelligence and executive-level business value.

9:00AM **KEYNOTE**

From PPM to SPM: Where the Portfolio Tools Market Is Going

The market is shifting toward Strategic Portfolio Management, where buyers expect platforms to support investment trade-offs, resource allocation, strategy execution and executive decision-making.

Key themes

- How PPM is evolving into Strategic Portfolio Management
- Why buyers are moving from project visibility to decision intelligence
- Why resource planning, portfolio financials and scenario modelling are becoming essential
- What will separate category leaders from generic tools

9:30AM **FEATURED PRESENTATION**

From Market Visibility to Buyer Demand: How PPM and SPM Companies Can Stand Out

As the market becomes more competitive, companies need clearer positioning, stronger buyer education and a deeper understanding of how enterprise buyers discover and trust providers.

Key themes

- How enterprise software buyers discover and shortlist providers
- Why many PPM and SPM companies sound too similar
- How to move from feature messaging to buyer education
- How to make SPM understandable to CIOs, CFOs and PMOs

10:00AM **PANEL DISCUSSION**

What Will Separate Winning PPM and SPM Companies from the Rest?

What the next generation of successful portfolio technology companies must get right.

Key themes

- Is the market still buying PPM, or is it now buying Strategic Portfolio Management?
- Where do most platforms sound too similar?
- Will AI create real differentiation or become a generic claim?
- What should PPM and SPM companies stop saying in their marketing?

CONFERENCE AGENDA

December 9, 2026 **DAY 2**

TRACK 1: LIFE SCIENCES PPM SUMMIT

10:30AM ☕ **Morning Coffee & Networking Break**

BLOCK 2: Resource Allocation, Capacity Planning and Portfolio Trade-Offs

How organizations can improve capacity planning, identify bottlenecks and make better trade-offs across R&D, clinical development, regulatory, CMC, medical affairs and commercial functions.

11:00AM 🗨️ **KEYNOTE**

Resource Allocation as the Real Portfolio Constraint

Portfolio strategy often fails when ambition exceeds capacity. This keynote explores how to make resource allocation more strategic, transparent and connected to portfolio priorities.

Key themes

- Why resource capacity is often the biggest portfolio limitation
- How to identify functional bottlenecks before they damage timelines
- How to connect resource planning with governance and prioritization
- How to use capacity data to support stronger executive decisions

11:30AM 📺 **FEATURED PRESENTATION**

Scenario Planning When the Portfolio Is Bigger Than the Organization Can Deliver

Scenario planning lets leaders compare options and test assumptions before resource constraints become execution problems.

Key themes

- Comparing funding, resource and timeline options
- Modelling acceleration, delay and stop scenarios
- Communicating trade-offs clearly to senior leadership
- Turning scenarios into decisions and actions

12:00PM 🗣️ **PANEL DISCUSSION**

How Can Life Sciences Companies Make Better Resource Trade-Offs?

How PPM leaders can create transparency, improve cross-functional alignment and make resource decisions that reflect true strategic priorities.

Key themes

- Why do companies overcommit resources?
- Which functions are most commonly underestimated in planning?
- How should resource trade-offs be escalated?
- How can portfolio teams avoid becoming the resource police?

12:30PM 🍷 **Networking Luncheon**

TRACK 2: PPM TOOLS SUMMIT

10:30AM ☕ **Morning Coffee & Networking Break**

BLOCK 2: Enterprise Buyers, Buying Committees and Go-to-Market Strategy

How portfolio technology companies can better understand enterprise buying behavior across PMO, IT, finance, strategy, procurement and business-unit stakeholders.

11:00AM 🗨️ **KEYNOTE**

How Enterprises Really Buy PPM and SPM Tools

Enterprise portfolio technology decisions sit at the intersection of strategy, execution, IT, finance and change management. This keynote explores how committees evaluate platforms and what creates urgency.

Key themes

- Who really influences a PPM and SPM buying decision
- Why buyers struggle to define clear requirements
- Why deals stall after initial interest
- How to move from feature selling to outcome-based selling

11:30AM 📺 **FEATURED PRESENTATION**

Using Buyer Intelligence and Intent Data to Identify Companies Ready for PPM Transformation

Only some interested prospects have real urgency, budget and leadership attention. This session shows how to identify stronger opportunities and reach the right stakeholders earlier.

Key themes

- How to identify accounts showing buying intent
- Which business triggers create demand for portfolio tools
- How to prioritize accounts based on urgency, maturity and fit
- How intent data and sales intelligence can improve pipeline quality

12:00PM 🗣️ **PANEL DISCUSSION**

Why PPM Deals Stall, and How to Create Executive Urgency

Why enterprise deals lose momentum before budget approval, and how providers can help buyers build stronger internal alignment.

Key themes

- Why interested buyers do not always become active buyers
- What makes a business case strong enough for approval
- Why demos often fail to connect with senior decision-makers
- How to position against incumbent spreadsheets and generic tooling

12:30PM 🍷 **Networking Luncheon**

TRACK 1: LIFE SCIENCES PPM SUMMIT

BLOCK 3: Clinical Development Portfolio Execution

How organizations can connect portfolio priorities with clinical development execution and manage timeline, vendor and operational risk across programs.

1:30PM **KEYNOTE**

From Portfolio Priority to Clinical Execution Reality

Strategic importance does not remove execution risk. This keynote explores how to improve the handoff between portfolio decisions and clinical development delivery.

Key themes

- Why strategic importance does not remove execution risk
- How to identify clinical development bottlenecks earlier
- How to manage timeline risk across studies, vendors and regions
- How portfolio governance should monitor clinical execution risk

2:00PM **FEATURED PRESENTATION**

Improving Visibility Across Clinical Development Programs

Clinical portfolios often suffer from fragmented information and late escalation. This session shows how to create reporting that supports action, not just awareness.

Key themes

- What clinical development leaders need to see across the portfolio
- How to identify timeline and operational risks earlier
- How to connect clinical operations data with portfolio governance
- How to improve escalation before problems become critical

2:30PM **PANEL DISCUSSION**

Managing Timeline, Vendor and Resource Risk Across the Clinical Portfolio

How life sciences organizations can manage the combination of timeline, recruitment, vendor and capacity risks at portfolio level.

Key themes

- Where do clinical programs most often lose time?
- What should be escalated to portfolio governance?
- How should CRO and vendor risk be managed at portfolio level?
- How can PPM teams support clinical execution without creating bureaucracy?

3:00PM **Afternoon Coffee & Networking Break**

TRACK 2: PPM TOOLS SUMMIT

BLOCK 3: Product Strategy, Differentiation and Roadmap Priorities

What portfolio technology companies must build, prioritize and communicate to remain relevant.

1:30PM **KEYNOTE**

The PPM Product Roadmap Buyers Actually Care About

Buyers want platforms that help them understand capacity, compare investment choices, model scenarios and connect strategy with execution.

Key themes

- Resource capacity planning, scenario modelling and what-if analysis
- Portfolio financials and investment trade-offs
- Governance workflows and decision records
- How AI should influence product roadmap priorities

2:00PM **FEATURED PRESENTATION**

From Feature Requests to Product Intelligence: Building Roadmaps Buyers Believe In

The challenge is deciding which needs represent real market demand and which roadmap choices support long-term growth.

Key themes

- How to separate real buyer demand from isolated feature requests
- How to combine customer, sales and usage data
- How to identify adoption friction
- How to build roadmap credibility without overpromising

2:30PM **PANEL DISCUSSION**

Why Most PPM Platforms Sound the Same, and How Real Differentiation Is Created

Where real differentiation exists and how companies can create stronger positioning through product depth, vertical focus, implementation quality and measurable outcomes.

Key themes

- Which capabilities create real differentiation?
- Can AI create meaningful differentiation?
- What is more valuable: flexibility, usability or depth?
- How can product marketing communicate differentiation without exaggeration?

3:00PM **Afternoon Coffee & Networking Break**

TRACK 1: LIFE SCIENCES PPM SUMMIT

- 3:30PM **🔧 PARALLEL WORKSHOPS FOR LIFE SCIENCES PPM LEADERS**
Interactive working sessions for leaders responsible for portfolio management, clinical execution, resource planning, PMO maturity and digital PPM.
WORKSHOP 1: Designing a Better Portfolio Governance Model
Defining the decision rights, escalation rules and governance rhythms that improve decision quality.
WORKSHOP 2: Resource Capacity Planning Across R&D and Clinical Development
Creating realistic capacity planning across functions, roles and development phases.
WORKSHOP 3: Building Better Portfolio Scenarios for Leadership Decisions
Creating scenarios that help leadership compare investment, resource, timeline and risk trade-offs.
WORKSHOP 4: Improving Clinical Program Visibility and Escalation
Making clinical risks visible earlier and structuring escalation to portfolio governance.
WORKSHOP 5: Strengthening the Role of PPM as a Strategic Business Partner
Moving PPM beyond coordination toward genuine partnership with R&D, finance and leadership.
- 4:15 **🗣️ PARALLEL ROUNDTABLE DISCUSSIONS**
ROUNDTABLE 1: How can portfolio governance become faster, clearer and more decision-oriented?
ROUNDTABLE 2: How should life sciences companies make better resource trade-offs?
ROUNDTABLE 3: What makes scenario planning useful for senior leadership?
ROUNDTABLE 4: How can clinical development risk be managed at portfolio level?
ROUNDTABLE 5: How can PPM leaders increase their strategic influence?

TRACK 2: PPM TOOLS SUMMIT

- 3:30PM **🔧 PARALLEL WORKSHOPS FOR PPM TOOLS LEADERS**
WORKSHOP 1: Building a Clearer PPM and SPM Category Position
Finding language that resonates with PMO, CIO, CFO and transformation buyers.
WORKSHOP 2: Mapping the Enterprise Buying Committee for PPM Tools
Understanding who owns budget, who influences requirements and why deals stall.
WORKSHOP 3: Prioritizing the Product Roadmap Buyers Actually Want
Separating basic requirements from genuine differentiators.
WORKSHOP 4: Customer Success Playbook for PPM Adoption and Renewal
Moving customers from go-live to real adoption and proving value before renewal.
WORKSHOP 5: Building the PPM Tools Ecosystem
Working effectively with implementation partners, marketplaces and vertical specialists.
- 4:15PM **🗣️ PARALLEL ROUNDTABLE DISCUSSIONS**
ROUNDTABLE 1: How can PPM and SPM companies stand out when everyone sounds the same?
ROUNDTABLE 2: What really creates urgency in enterprise PPM buying decisions?
ROUNDTABLE 3: Which product capabilities will define the next generation of PPM platforms?
ROUNDTABLE 4: Why do PPM implementations fail after the sale?
ROUNDTABLE 5: How can the PPM tools ecosystem grow through partnerships, AI and verticalization?
- 5:00PM **🔧 DAY 2 CLOSING**
Key Takeaways from the PPM Tools Summit
A short facilitated summary covering market direction, buyer expectations, product strategy, differentiation and ecosystem growth.

CONFERENCE AGENDA



December 9, 2026 **DAY 2**

TRACK 1: LIFE SCIENCES PPM SUMMIT

5:00PM

DAY 2 CLOSING

Key Takeaways from the Life Sciences PPM Summit

A short facilitated summary of the day's most important insights on portfolio strategy, governance, resource allocation and clinical execution.

CONFERENCE AGENDA

December 10, 2026 **DAY 3**

TRACK 1: LIFE SCIENCES PPM SUMMIT

DAY 3: Digital PPM, Operating Models and Future Portfolio Leadership

BLOCK 4: Digital PPM, Data, AI and Portfolio Intelligence

How life sciences companies can use digital PPM, connected data and AI to improve portfolio visibility, scenario planning, risk detection and executive decision-making.

9:00AM KEYNOTE

From Dashboards to Decision Intelligence in Life Sciences PPM

Dashboards alone do not create better decisions. Leaders need connected portfolio information that clarifies risk, capacity, investment choices and strategic trade-offs.

Key themes

- Why dashboards are not enough for modern portfolio leadership
- What portfolio leaders need to see before governance meetings
- How to design decision packs that senior leaders actually use
- How digital PPM can reduce the manual reporting burden

9:30AM FEATURED PRESENTATION

AI in Portfolio Management: Practical Use Cases, Limits and Risks

AI can support portfolio teams, but life sciences companies must be careful about trust, explainability and decision accountability.

Key themes

- AI-generated portfolio summaries and governance preparation
- Early risk signals and timeline confidence indicators
- Data quality requirements for AI-enabled PPM
- Governance, explainability and responsible AI considerations

10:00AM PANEL DISCUSSION

What Can AI and Data Realistically Change in Life Sciences PPM?

Where AI can create real value, where hype must be avoided and what companies must fix before AI can be trusted in portfolio decisions.

Key themes

- Which AI use cases are most credible for life sciences PPM?
- What should not be automated in portfolio decision-making?
- Who should own data quality across the portfolio?
- How can AI support governance without replacing accountability?

10:30AM Morning Coffee & Networking Break

TRACK 2: PPM TOOLS SUMMIT

DAY 3: AI, Data, Implementation, Customer Success and Growth

BLOCK 4: AI, Data, Integration and Portfolio Intelligence

What AI can realistically deliver, what data foundations are required and how companies can build credible, trusted portfolio intelligence.

9:00AM KEYNOTE

AI in PPM Tools: What Is Real, What Is Hype and What Buyers Will Pay For

Enterprise buyers are cautious about generic AI claims. This keynote explores where AI can genuinely improve portfolio management and where companies must avoid overpromising.

Key themes

- AI copilots for portfolio leaders, PMOs and project teams
- Predictive risk detection and delay signals
- Why data quality is the foundation for credible AI
- How to communicate AI value without losing buyer trust

9:30AM FEATURED PRESENTATION

Building the Data Foundation for AI-Ready Portfolio Intelligence

Credible AI is impossible if customer data is incomplete, inconsistent or poorly governed. This session covers the foundations, integration architecture and governance AI depends on.

Key themes

- How fragmented project, resource and financial data limits portfolio intelligence
- The role of data platforms, integration layers and APIs
- How to improve data readiness before deploying AI features
- Why explainability, security and governance matter

10:00AM PANEL DISCUSSION

How AI and Data Will Redefine PPM Platforms

How AI, data quality, integration and analytics will reshape the future of PPM tools.

Key themes

- Which AI use cases are most credible today?
- What AI claims are buyers likely to distrust?
- Who should own portfolio data quality?
- Will AI create real differentiation or become standard?

10:30AM Morning Coffee & Networking Break

TRACK 1: LIFE SCIENCES PPM SUMMIT

BLOCK 5: Operating Model, PMO Maturity and Cross-Functional Execution

How life sciences companies can build PPM and PMO operating models that improve execution without slowing the organization down.

11:00AM **KEYNOTE**

What Should the Modern Life Sciences PMO Actually Own?

The PMO role is shifting from reporting function toward strategic enabler of governance, prioritization, resource planning and decision support.

Key themes

- What the PMO should own and what it should not own
- How to balance governance, delivery support and business partnership
- How PMO maturity should develop over time
- What capabilities future PPM and PMO teams will need

11:30AM **FEATURED PRESENTATION**

Right-Sizing Governance for Faster and Better Portfolio Execution

Too much governance slows teams down; too little creates confusion. This session covers governance models matched to portfolio complexity and execution risk.

Key themes

- How to design governance that supports execution
- How to define clear decision rights and escalation paths
- How governance should vary by program size, risk and maturity
- How to make governance lighter, faster and more useful

12:00PM **PANEL DISCUSSION**

Connecting Strategy, Finance, R&D and Execution Through a Stronger PPM Operating Model

How life sciences companies can build operating models that connect decision-making with delivery.

Key themes

- Where do operating models most often break down?
- What decision rights need to be clearer?
- What should be centralized versus owned by functions?
- How can PPM teams influence without direct authority?

12:30PM **Networking Luncheon**

TRACK 2: PPM TOOLS SUMMIT

BLOCK 5: Implementation, Adoption and Customer Success Excellence

How to reduce implementation risk, improve adoption and turn customers into long-term champions.

11:00AM **KEYNOTE**

Why PPM Implementations Fail, and What Must Be Fixed Early

Implementation failure is rarely only technical. It is usually a mix of unclear governance, poor process design, weak sponsorship and insufficient adoption planning.

Key themes

- Why operating model design must come before configuration
- The danger of automating broken processes
- How over-customization increases complexity
- How to move from go-live to measurable business value

11:30AM **FEATURED PRESENTATION**

From Go-Live to Real Adoption: Driving Customer Value Before Renewal

Customer success must begin during onboarding and continue through adoption, executive alignment and value realization, not 90 days before renewal.

Key themes

- What adoption signals matter beyond user logins
- How to build customer health scores for enterprise PPM tools
- How to structure 30, 60 and 90-day success plans
- How to turn executive sponsors into active champions

12:00PM **PANEL DISCUSSION**

Improving Time-to-Value, Adoption and Renewal Outcomes

Enterprise customers judge providers by how quickly the platform becomes useful and how much value is proven.

Key themes

- What should be achieved in the first 30, 60 and 90 days after go-live?
- Why do customers lose momentum after implementation?
- Which adoption metrics matter beyond login data?
- How can users become champions and champions become references?

12:30PM **Networking Luncheon**

TRACK 1: LIFE SCIENCES PPM SUMMIT

BLOCK 6: Future Portfolio Leadership Across Innovation, Lifecycle and Business Value

The expanding role of PPM leaders as strategic contributors across external innovation, lifecycle management, medtech and diagnostics complexity and enterprise strategy.

1:30PM **KEYNOTE**

Beyond the Molecule: Portfolio Leadership Across Internal and External Innovation

Life sciences companies increasingly depend on a mix of internal programs, partnerships, licensing and platform strategies. Portfolio leaders must understand how these fit together.

Key themes

- How external innovation changes portfolio strategy
- How to evaluate internal versus external opportunities
- How partnering, licensing and BD&L influence portfolio priorities
- How PPM leaders can support enterprise-level innovation decisions

2:00PM **FEATURED PRESENTATION**

Managing Portfolio Complexity Across Pharma, Biotech, MedTech and Diagnostics

Pharma, biotech, medtech and diagnostics face different development models, regulatory pathways and lifecycles. This session explores what portfolio leaders can learn across segments.

Key themes

- How portfolio complexity differs across life sciences segments
- How development models influence portfolio governance
- How lifecycle management affects portfolio decisions
- How PPM practices can be adapted across business models

2:30PM **PANEL DISCUSSION**

The Future Role of PPM Leaders in Life Sciences Strategy

How the PPM function can become more strategic and more valuable, influencing investment choices, resource strategy and executive decisions.

Key themes

- What skills will future PPM leaders need?
- How can PPM become more influential with executive teams?
- How can PPM support both innovation and discipline?
- What will make PPM indispensable over the next three years?

3:00PM **Afternoon Coffee & Networking Break**

TRACK 2: PPM TOOLS SUMMIT

1:30PM **KEYNOTE**

Building the PPM Tools Ecosystem: Partners, Integrators, Marketplaces and Co-Selling

As buyers expect faster time-to-value and stronger integrations, companies increasingly need a broader ecosystem of partners and specialists.

Key themes

- The role of implementation partners and system integrators
- How cloud marketplaces and co-selling channels support growth
- How to build partner programs without channel conflict
- Why partner quality matters more than partner quantity

2:00PM **FEATURED PRESENTATION**

Partner-Led Growth for Enterprise Software Companies

Implementation partners, referral partners, marketplaces and co-selling programs can help companies reach new buyers and increase customer lifetime value.

Key themes

- How to structure partner programs for different partner types
- How to avoid inactive partnerships
- How to manage partner enablement and certification
- How to measure partner contribution beyond signed agreements

2:30PM **PANEL DISCUSSION**

Pricing, Packaging and Growth Strategy for the Next Generation of PPM and SPM Companies

The difficult commercial decisions companies must make around AI, resource planning, analytics, packaging and vertical growth.

Key themes

- Should AI, analytics and resource planning be premium modules?
- When does seat-based pricing limit growth?
- How can companies support land-and-expand without weakening deal value?
- How can verticalization create stronger pricing power?

3:00PM **Afternoon Coffee & Networking Break**

CONFERENCE AGENDA

December 10, 2026 **DAY 3**

TRACK 1: LIFE SCIENCES PPM SUMMIT

3:30PM **PARALLEL WORKSHOPS FOR LIFE SCIENCES PORTFOLIO LEADERS**

WORKSHOP 1: Building a Portfolio Intelligence Roadmap

Moving from dashboards and manual reports toward decision intelligence.

WORKSHOP 2: AI Readiness for Life Sciences PPM

Identifying realistic AI use cases and the data foundations needed to support them.

WORKSHOP 3: Designing a Modern Life Sciences PMO

Defining what the PMO should own and how it works with R&D, finance and strategy.

WORKSHOP 4: Improving Cross-Functional Accountability and Escalation

Clarifying decision rights and ensuring portfolio decisions are executed across functions.

WORKSHOP 5: Expanding the Role of PPM Across Innovation, Lifecycle and Business Value

Supporting external innovation, lifecycle strategy and commercial value discussions.

4:15PM **PARALLEL ROUNDTABLE DISCUSSIONS**

ROUNDTABLE 1: How can life sciences companies move from reporting to portfolio intelligence?

ROUNDTABLE 2: What AI use cases are actually useful for life sciences PPM?

ROUNDTABLE 3: What should the modern life sciences PMO own?

ROUNDTABLE 4: How can cross-functional execution be improved after portfolio decisions are made?

ROUNDTABLE 5: How can PPM leaders become more strategic across the life sciences value chain?

5:00PM **DAY 3 CLOSING**

Key Takeaways from the Life Sciences PPM Summit

Closing question: What is the one change life sciences PPM leaders must make now to become more strategic, more influential and more valuable to their organizations over the next three years?

TRACK 2: PPM TOOLS SUMMIT

3:30PM **PARALLEL WORKSHOPS FOR PPM TOOLS GROWTH AND COMMERCIAL STRATEGY**

WORKSHOP 1: Designing a Partner Ecosystem That Creates Revenue

Moving partner programs beyond logos toward real pipeline and customer value.

WORKSHOP 2: Building a Cloud Marketplace and Co-Selling Strategy

Identifying which marketplaces matter and what readiness is required.

WORKSHOP 3: Pricing and Packaging PPM Tools in the AI Era

Deciding how AI, analytics and advanced capabilities should be packaged and monetized.

WORKSHOP 4: Vertical Growth Strategy Across Regulated Industries

Adapting messaging, proof points and partner strategy for pharma, defense, energy, infrastructure and government.

WORKSHOP 5: Competing Against Larger Platforms Without Becoming Generic

Competing through sharper positioning, faster implementation and stronger proof.

4:15PM **PARALLEL ROUNDTABLE DISCUSSIONS**

ROUNDTABLE 1: How can PPM and SPM companies build partner ecosystems that deliver real revenue?

ROUNDTABLE 2: What role will cloud marketplaces and co-selling play in the future of PPM growth?

ROUNDTABLE 3: How should companies price and package AI, analytics and resource planning?

ROUNDTABLE 4: How can verticalization help companies win in regulated industries?

ROUNDTABLE 5: How can specialist companies compete against larger platforms without becoming generic?

5:00PM **DAY 3 CLOSING**

Key Takeaways From The Ppm Tools Summit

Closing question: What is the one decision each PPM and SPM company must make now to become more valuable, more trusted and more strategically relevant to enterprise buyers over the next three years?

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Sponsors, Partners and Speaking Opportunities

The PPM Leadership Summit Las Vegas offers focused access to senior life sciences portfolio leaders and the wider portfolio technology ecosystem. Partnership formats are designed around content, conversation and qualified meetings rather than stage promotion.

Partner Audience Access

The summit is designed to create qualified access to two connected markets: enterprise life sciences buyers and the portfolio technology ecosystem.

Life Sciences Buyer Access

- Portfolio, PMO and R&D leaders
- Resource planning and capacity leaders
- Digital PPM, data and analytics stakeholders
- Clinical development and operations leaders
- Finance, strategy and governance stakeholders

Portfolio Technology Ecosystem Access

- PPM and SPM platform companies
- Product, GTM and customer success teams
- Implementation partners and SIs
- AI, data and integration providers
- SaaS growth and marketplace partners

Why Partner

- Meet life sciences PPM, R&D portfolio, resource planning, PMO and digital PPM leaders.
- Position your organization around portfolio decision-making, resource allocation, AI, implementation and adoption.
- Use structured 1:1 meetings to connect with relevant buyers based on shared interests.
- Participate in a credible, case-led agenda where partner sessions solve business problems.
- Build visibility across both the life sciences PPM audience and the PPM tools ecosystem.

Partner Principles

- Main-stage partner sessions are educational, case-based and built around a business problem.
- Product demonstrations are reserved for off-stage meetings, demo walkthroughs and private discussions.
- Partner sessions should include a customer case example, buyer-side perspective or practical implementation lesson wherever possible.
- Structured 1:1 meetings connect partners with relevant delegates through accepted, interest-based matching

Typical Partnership Formats

Content & Visibility

- Featured Presentation
- Partner Case Study
- Technology Spotlight
- Industry Perspective
- Panel participation
- Workshop or roundtable facilitation

Meetings & Networking

- Structured 1:1 meetings
- Networking reception sponsorship
- Coffee or luncheon sponsorship
- Demo walkthroughs
- Private meeting tables
- Delegate introductions

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