



Updated: 9 April, 2026

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April 14 - 15, 2026

7:30 AM - 6:30 PM Local Time



Philadelphia, USA

Wyndham Philadelphia Historic District
400 Arch Street, Philadelphia, PA 19106
United States

P: 1-877-999-3223

PPM SUMMIT PHILADELPHIA 2026

APRIL 14-15

Philadelphia Biopharma PPM in Clinical Research and Development Summit

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PPM WORLD TOUR 2026



THE PPM SUMMIT IN PHILADELPHIA



YOUR MUST-ATTEND EVENT OF 2026

Are you struggling to deliver clinical projects on time, on budget, and inspection-ready while keeping your teams motivated and your sponsors confident? The PPM Summit brings together the brightest minds in pharma and biotech to share the tools, tactics, and strategies that actually work in the real world.

- 🚀 **LEARN FROM INDUSTRY LEADERS:** Hear how top pharma and biotech innovators are transforming efficiency, managing risk, and driving smarter decisions across R&D.
- 🚀 **SOLVE REAL CHALLENGES FAST:** Join immersive workshops and case studies that turn complex problems into clear, actionable solutions you can use right away.
- 🚀 **CONNECT & COLLABORATE:** Network with executives, PMO heads, and project professionals shaping the next era of pharmaceutical project and portfolio management.
- 🚀 **LEVEL UP YOUR SKILLS:** Get hands-on experience in portfolio strategy, governance, and digital execution guided by world-class experts.

What Will Be Discussed

1. STRATEGY TO SUBMISSION

Explores how a drug development program moves efficiently from early planning through clinical execution to regulatory approval.

2. SCHEDULE AND CRITICAL PATH IN TRIALS

Examines how to plan, track, and protect the key milestones that define a clinical trial's timeline, from the first patient visit to the final database lock.

3. RISK, QUALITY, AND INSPECTION READINESS

Focuses on risk-based quality management in clinical trials, highlighting how to turn risk and quality signals into real-time, actionable processes that ensure continuous inspection readiness.

4. COST, CONTRACTS, AND VENDOR OVERSIGHT

Focuses on how project managers keep financial control and accountability when outsourcing work to CROs and CDMOs.

5. HIGH-PERFORMANCE PROJECT TEAMS: CULTURE, COLLABORATION, AND TECHNOLOGY

Shows how strong culture, collaboration, and digital tools build trust, accountability, and resilience in project teams.

6. PMO AND PORTFOLIO: FROM ONE-PERSON SHOP TO ENTERPRISE ENGINE

Describes how a PMO grows from a single manager into a company-wide function that links strategy and execution.

Why This Event Is Right for You

The pressure on pharma and biotech project leaders has never been higher:

1. Clinical programs need to move faster.
2. Portfolios must deliver smarter decisions.
3. Digital transformation is rewriting how work gets done.
4. Global manufacturing and capital projects demand flawless execution.

TESTIMONIALS



It was an honor to be part of such a prestigious event and to contribute to discussions. Thanks Why Summits for the opportunity to engage with such a knowledgeable audience and networking with industry leaders !!



Dhawal Upadhyay
General Manager - Global
Program Management
Intas Pharmaceuticals
(Biopharma division)



Thank you for giving me the opportunity to speak in front of this specialized PPM audience within the broader context of PLM.



Raffaele Marranzini
CEO
Platflow



It was a real pleasure being part of this great event.



Blerim Shkodra
Sr Director Capital Procurement
& Category Leader
Lonza



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



Dave Penndorf
PPM Advisor
Groundswell Pharma Consulting, LLC.



A big bravo to the Why Summit Team for organizing the great conference. Excellent speakers, fantastic attendee!



Bhaskar V. Sathaye
Lead Project Engineer
The Janssen Pharmaceutical Companies
of Johnson & Johnson



Thanks to Why Summits and the Great Speakers and Panels. Very inspiring. So many great things to do to provide a better Life for our patients.



Emmanuel Happe
Senior Leader | Global Director
Lonza



It was a very transparent discussion on Agile, waterfall and hybrid methodologies. I have fully enjoyed participating in this panel!



Mugunthan Maheswaran
Sr Project Manager, Technology,
Digital & Operational Excellence
Roche



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



It was an honor to be part of such a prestigious event and to contribute to discussions. Thanks Why Summits for the opportunity to engage with such a knowledgeable audience and networking with industry leaders!!



David Swift
Senior Procurement Leader
Lonza



Reflecting on my participation in the 22nd American Pharma and Biotech Project, Program, and Portfolio Management Conference in San Francisco last week, I am inspired by the wealth of knowledge shared and the incredible community of experts and lifelong learners I had the pleasure of working with and connecting to.



Noel Decker
VP and Head, Science & Development
Project Management,
Strategy and Business Operations
Emergent BioSolutions



Very good and engaging discussion! Thanks Why Summits for being part of the panel



Christophe De Vleeschouwer
Director, Pipeline Project Management
GSK Vaccines

INDUSTRY PIONEERS ATTENDING FROM



GSK Pfizer Lilly MERCK Roche sanofi AstraZeneca

Bristol Myers Squibb EMD SERONO NOVARTIS abbvie Boehringer Ingelheim Johnson & Johnson

AMGEN VERTEX Genmab GILEAD Takeda novo nordisk

BAYER teva Biogen Daiichi-Sankyo CSL Otsuka Adaptimmune

Mylan astellas VIATRIS SANDOZ BIONTECH moderna

OUR SPEAKERS AND PANELISTS



IN THE CHAIR
DAY 1



Stephen Smith

Senior Program Director, Oncology and Neurology

Corcept Therapeutics



IN THE CHAIR
DAY 2



Anita Burrell

Principal

Anita Burrell Consulting LLC



Darshan Shah

Executive Director, Global Program Management

Incyte



Mark Kleinman

Senior Project Director

CSL



Cris Howard

Sr. Director, Pipeline Project Management, Viral-Based Vaccines

GSK



Mike Myers

Associate Professor, Dept. of Clinical Pharmacology

Indiana University School of Medicine



Saliha Akhtar

Portfolio Strategy & Operations in Global Drug Development

Bristol Myers Squibb



Peter Broglie

Associate Director, Program and Process Management

Precision Biosciences



Michael Faia

Head of R&D Strategy and Portfolio Management

Harmony Biosciences



Ranjani Hild

Portfolio Management Leader

Novartis



Gautam Pangu

Associate Director, Biologics CMC Project Management

Incyte



Rahim Merchant

VP, Head of Program Management

Beam Therapeutics



Riyyesh Menon

Head of Precision Medicine Program Management Office

Amgen



Jen Hirsch

Founder & CEO

Plumtree Services



Rebecca Watson

Director, Program Management Team Leader

Johnson & Johnson Innovative Medicine



Jordan Lateiner

VP, Portfolio and Program Management

Syndax



Anusha Sivaramakrishnan

Head, Strategy and Operations, Oncology/Hematology WW Medical Affairs

Bristol Myers Squibb



Liza C. Micioni

Sr. Director, Head of Clinical Operations

Tris Pharma

OUR SPEAKERS AND PANELISTS



Emily Anderson
Managing Partner - Life Science
Turnberry Solutions



Vasu Rangadass, Ph.D.
Founder and Strategy Officer
L7 Informatics



Lance Knight
Chief Value Stream Architect
ValueOps, Broadcom



Lisamarie Manso
Executive Solutioning – Value Stream Management
ValueOps, Broadcom



Miranda Russell
Associate Director, CMC Planning & Operations
Lexeo Therapeutics



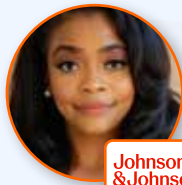
Pawan Kumar Suresh
Senior Program Manager, Integration and Strategic Outputs
Summit Therapeutics



Jayashree Subramanian
Director, Program Management
Calico Life Sciences



Raynelle Mensah
Lead Global Program Manager - Portfolio & Program Management (PPM)
Bristol Myers Squibb



Kimberly Hayes
Associate Director Clinical Project Scientist
Johnson & Johnson Innovative Medicine



Wes McCoubrie
President
Rego consulting



Adam Kolacki
Managing Principal
CMK Select



Phil Wolf
Chief Revenue Officer (CRO)
PD Ware



Dan Smith
VP, Product Management
Planview



Elizabeth Somers
Associate Vice President Project Management
Merck



Beau Bush
President
Ozmosi



Ashoka Rajendra
Chief Executive Officer
Orchestra Bio



Christine Mears
Founder
Premiere Consulting



Jimmy Crowley
Account Executive
OnePlan

NIGHT BEFORE THE EVENT

5:30PM MEET & GREET

Get a head start on networking!

Join us for an informal **Meet & Greet** the evening before the conference officially begins. Pick up your badge and connect with fellow attendees, speakers, and partners in a relaxed setting.



CONFERENCE AGENDA

DAY 1

8:00AM REGISTRATION AND WELCOME COFFEE

8:30AM CHAIRMANS OPENING ADDRESS

8:35AM START WITH A WHY? ICE-BREAKER SESSION

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.

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

BLOCK 1: STRATEGY TO SUBMISSION

8:45AM PANEL DISCUSSION

Greenlighting with Confidence: What Must Be in the Decision Pack?

Panelists compare evidentiary bars, trade offs, and accountability so you hear the tensions, not a checklist.

- **Regulatory view:** what makes a Regulatory Target Product Profile credible for locking design and label intent, and which precedents or guidance matter most
- **Value versus risk:** how Portfolio and Finance with Biostatistics balance Probability of Success and expected Net Present Value against late Investigational Medicinal Product or Chemistry Manufacturing and Controls uncertainty
- **Operations reality check:** when Chemistry Manufacturing and Controls or Technical Operations should request a delay due to stability, comparability, or relabel risk, and when Clinical should accept risk to keep timeline
- **Data readiness and last mile handoffs:** what must be true from Data Cut Off to Clinical Study Report to Common Technical Document for a believable submission clock
- **Governance and ownership:** which Responsible Accountable Consulted Informed pattern actually speeds decisions, and the change control triggers that a Project Manager must escalate
- **Executive view:** the essential signals for a weekly portfolio dashboard including First Patient First Visit, Last Subject Last Visit, Database Lock variance, risk heat, spend versus plan, and open Health Authority queries

Moderator & Panelist: Mike Myers, Associate Professor, Dept. of Clinical Pharmacology, Indiana University School of Medicine

Jordan Lateiner, VP, Portfolio and Program Management, **Syndax**

Jayashree Subramanian, Director, Program Management, **Calico Life Sciences**

Elizabeth Somers, Associate Vice President Project Management, **Merck**

9:15AM CASE STUDY

Why Integrating External Intelligence with Internal Data Is Essential for Pharmaceutical Portfolio Strategy

Pharmaceutical organizations struggle to make confident portfolio decisions when internal data exists in isolation from external competitive and clinical realities. This presentation introduces a strategic partnership between Planview and Ozmosi that integrates curated pharmaceutical and clinical trial intelligence directly into the Planview platform, enabling AI-powered decision-making that validates assumptions against real-world market data, identifies pipeline gaps and opportunities, and monitors competitive dynamics in real time.

Dan Smith, VP, Product Management, **Planview**

Beau Bush, President, **Ozmosi**

9:45AM CASE STUDY

From Asset Development Plan to Approval:

A sponsor-side leader traces how an Asset Development Plan (ADP) became a fundable Clinical Development Plan (CDP) and moved cleanly through phase gates to Marketing Application Submission (MAS). The story focuses on decision-ready planning, governance, and risk-to-value thinking that protects timelines and budgets.

- Build and use the Development Target Product Profile (dTPP) and Regulatory Target Product Profile (RegTPP) to shape study design.
- Align milestones from First Patient First Visit (FPFV) to Last Subject Last Visit (LSLV) and Database Lock (DBL).
- Manage CMC/IMP & supply on the critical path: expiry/stability, relabel/comparability, and Interactive Response Technology (IRT) rules so drug supply never slips a gate.
- Quantify decisions with Probability of Technical Success (PTS), Probability of Regulatory Success (PRS) → overall Probability of Success (PTRS).

- Keep governance tight: clear Responsible–Accountable–Consulted–Informed (RACI), change control, decision logs, and a one-slide Go/No-Go “ask.”

Riyesh Menon, *Head of Precision Medicine Program Management Office, Amgen*

10:15AM ☕ MORNING COFFEE BREAK AND NETWORKING

BLOCK 2: SCHEDULE AND CRITICAL PATH IN TRIALS

10:45AM PANEL DISCUSSION

Data-Driven Decision Making & Scenario Planning

Theme: How to make informed, data-driven portfolio decisions

Discussion Points:

- What are the biggest obstacles to data-driven decision-making in PPM?
- How can predictive analytics improve scenario planning?
- What are the best ways to integrate qualitative insights with quantitative data?
- What tools and methodologies are most effective for scenario modeling?

Moderator: Lisamarie Manso, *Executive Solutioning – Value Stream Management, ValueOps, Broadcom*

Lance Knight, *Chief Value Stream Architect, Broadcom*

Riyesh Menon, *Head of Precision Medicine Program Management Office, Amgen*

Peter Broglie, *Associate Director, Program and Process Management, Precision Biosciences*

Miranda Russell, *Associate Director, CMC Planning & Operations, Lexeo Therapeutics*

11:15AM 📄 CASE STUDY

From Strategy to Execution: Making Portfolio Decisions That Actually Work

As organizations navigate complex pipelines, regulatory pathways, and cross-functional dependencies, breakdowns often occur through disconnected planning, fragmented data, and governance models that fail to support timely, informed decisions. The result is misaligned priorities, increased risk, and slower progress toward critical scientific, regulatory, and commercial outcomes.

This session explores where these breakdowns occur and the core principles that enable effective execution, including integrated planning, decision-centric governance, and linking strategy directly to operational outcomes. Through practical examples, participants will see how these principles can be operationalized—connecting portfolio strategy to program execution through a single source of truth, real-time visibility, and scenario-based decision-making.

Introduction: Jimmy Crowley, *Account Executive, OnePlan*

Speaker: Christine Mears, *Founder, Premier Consulting*

11:45AM 🗣️ PANEL DISCUSSION

The Real Critical Path in Trials

Panelists debate what truly drives dates and what project managers should escalate.

- **Protocol to Work Breakdown Structure (WBS):** how to size visits, monitoring, and analysis so the baseline is credible.

- **Recruitment reality:** choosing the country and site mix and knowing when to resequence.
- **Data discipline:** Data Cut Off (DCO) to Database Lock (DBL) controls that protect quality and dates.
- **Investigational Medicinal Product (IMP) readiness:** when supply becomes the driver and how to recover.
- **Executive view:** the five schedule signals leadership must see weekly, including First Patient First Visit (FPFV), Last Subject Last Visit (LSLV), DCO and DBL variance, and risk trend.

Moderator: Stephen Smith, *Senior Program Director, Oncology and Neurology, Corcept Therapeutics*

Michael Faia, *Head of R&D Strategy and Portfolio Management, Harmony Biosciences*

Rahim Merchant, *VP, Head of Program Management, Beam Therapeutics*

Liza C. Micioni, *Sr. Director, Head of Clinical Operations, Tris Pharma*

12:15PM 🍴 LUNCHEON

BLOCK 3: RISK AND QUALITY AND INSPECTION READINESS

1:15PM 📄 CASE STUDY

Future-proofing your Risk & Quality Management Tech Stack with AI

A sponsor leader outlines critical questions clinical development program leaders must ask when evaluating AI partners and provides a practical framework to select, architect, and operationalize an AI-enabled clinical operations ecosystem that measurably improves risk detection, quality oversight, and trial execution at scale.”

- Define the decision you want to improve and how success is measured.
- Know what type of AI you’re buying, detect (analytical), assist (generative), or act (agentic).
- Separate systems implementation (i.e. enablement) from leader accountability.
- Build a stack, not point solutions by integrating AI into CTMS, TMF, and QMS workflows.
- Pilot narrowly, then scale deliberately to prove value and ensure control, then expand.

Raynelle Mensah, *Lead Global Program Manager - Portfolio & Program Management (PPM), Bristol Myers Squibb*

1:45PM 📄 CASE STUDY

Top Project Portfolio Management (PPM) Trends for 2026

Wes McCoubrie, *President, Rego Consulting*

2:15PM 🗣️ PANEL DISCUSSION

Inspection-Ready Every Day

Panelists compare what inspectors really test and how PMs keep control.

- Choosing QTLs, when they trigger, and how to justify thresholds.
- Which KRIs matter and how central monitoring complements on site work.
- TMF that tells the trial story; metrics inspectors ask to see.
- CAPA effectiveness and when to escalate repeat deviations.
- Sponsor oversight of contract research organizations and vendors.

Moderator: Stephen Smith, Senior Program Director, Oncology and Neurology, **Corcept Therapeutics**

Liza C. Micioni, Sr. Director, Head of Clinical Operations, **Tris Pharma**

Pawan Kumar Suresh, Senior Program Manager, Integration and Strategic Outputs, **Summit Therapeutics**

Jayashree Subramanian, Director, Program Management, **Calico Life Sciences**

2:45PM  **AFTERNOON NETWORKING BREAK & REFRESHMENTS**

3:15PM  **INTERACTIVE SESSIONS**

WORKSHOP 1: Smart Portfolio Decision-Making: AI & Advanced Analytics in PPM

Best for: PPM managers looking to leverage AI for faster, smarter decision-making in their portfolios.

- How AI improves portfolio prioritization, risk assessment, and scenario planning.
- Predictive analytics: Using data to make informed investment trade-offs.
- AI-powered real-time decision dashboards vs. static reporting.
- Case Study: AI-driven portfolio forecasting in pharma.

Lance Knight, Chief Value Stream Architect, **Broadcom**

Lisamarie Manso, Executive Solutioning – Value Stream Management, **ValueOps, Broadcom**

WORKSHOP 2: Strategic Resource Management: Aligning Capacity to What Matters Most

Wes McCoubrie, President, **Rego Consulting**

ROUNDTABLE 1: Scaling Change in Pharma: Managing Risk Through Effective Change Management

Change management is often treated as an added cost - but in pharmaceutical organizations navigating digital transformation, regulatory complexity, and global operations, the cost of ignoring it can be far greater.

This roundtable will explore how leaders define change management, when it should be embedded in transformation initiatives, and how organizations can scale change efforts to their programs. Participants will discuss the business case for investing in structured change practices, lessons learned from initiatives where adoption struggled, and practical ways to balance cost with risk mitigation in an increasingly complex operating environment.

Adam Kolacki, Managing Principal, **CMK Select**

4:15PM  **ROUNDTABLES**

ROUNDTABLE 1: Accelerating Trial Milestones: Best Practices for Timely Delivery

Focused on keeping trials on track, this roundtable examines ways to optimize project timelines from start-up to completion. Participants will discuss risk mitigation, cross-functional coordination, and strategies to ensure milestones are met efficiently.

Kimberly Hayes, Associate Director Clinical Project Scientist, **Johnson & Johnson Innovative Medicine**

ROUNDTABLE 2: CMC and Supply on the Critical Path

Deep dive with Chemistry Manufacturing and Controls and Technical Operations on Investigational Medicinal Product (IMP) readiness signals that protect gates and submissions.

- Stability, expiry, and comparability thresholds that allow a Go versus require a delay
 - How relabel and country specific packaging affect First Patient First Visit, Last Subject Last Visit, and Database Lock
 - What Interactive Response Technology rules prevent stock outs and overage waste
 - The minimum viable CMC readiness signal to proceed at each gate
- How to surface CMC and supply risks in the executive dashboard so actions are clear.

Gautam Pangu, Associate Director, *Biologics CMC Project Management*, **Incyte**

ROUNDTABLE 3: Country and Site Sequencing That Works

Discuss how to pick the right country and site mix when feasibility, start-up speed and field do not agree.

- Minimum data needed to resequence with confidence
- When to pause a site to protect monitoring and data flow
- Playbook for adding a rescue country without chaos

Jordan Lateiner, VP, *Portfolio and Program Management*, **Syndax**

ROUNDTABLE 4: Setting QTLs That Regulators Accept

Deriving thresholds, documenting rationale, re baselining after protocol changes, and communicating breaches.

Pawan Kumar Suresh, Senior Program Manager, *Integration and Strategic Outputs*, **Summit Therapeutics**

ROUNDTABLE 5: CAPA That Sticks

Root cause analysis techniques, effectiveness criteria, when to open a CAPA versus manage an issue, and useful cycle time metrics.

Pete Broglie, Associate Director, *Program and Process Management*, **Precision Biosciences**

ROUNDTABLE 6: Mapping the Value of AI in Clinical Development

Participants will work together to map out a high-level clinical development process and identify key points where AI may be applied. Based on these points, the session will introduce and explain the "return on value" concept used to justify the use of AI.

Raynelle Mensah, Lead Global Program Manager - *Portfolio & Program Management PPM*, **Bristol Myers Squibb**

5:15PM  **EVENING NETWORKING PROGRAM**

For those with energy left to spare, we have a special experience planned. Engage with industry peers in a relaxed setting and build lasting connections. Sponsored by **Why Summits**



BLOCK 4: COST, CONTRACTS AND VENDOR OVERSIGHT

8:30AM  CASE STUDY

Designing a teaming system that accelerated delivery in high-risk clinical programs

This session will focus on a real-life example from a pharma R&D team that focused on teaming as the foundation to accelerate delivery of clinical trials partnering with CROs. Topics include:

- Define a team operating system and set up operating principles
- Understand why role clarity is essential to cut through ambiguity and uncertainty
- Define “safe” escalation pathways to solve problems in the work
- Co-create teaming charter and agreements for how teams operate, including how they work with CROs
- Learn how enhanced teaming, enabled through collaborative technology, delivered key milestones 9-months ahead of plan

Jen Hirsch, *Founder & CEO, Plumtree Services*

Rebecca Watson, *Director, Program Management Team Leader, Johnson & Johnson Innovative Medicine*

9:00AM  CASE STUDY

Exploring 7 Pillar Principles of Resource Management Performance

This presentation will discuss 7 basic concepts that are not really so basic in practice. The source data of this presentation comes from a 23-year history of delivering PDWare Resource Management engagements across industries, but with a special focus on Life Sciences. The derived concepts are a combination of ever-evolving methods and lessons learned.

Phil Wolf, *Chief Revenue Officer (CRO), PD Ware*

9:30AM  PANEL DISCUSSION

Proving Sponsor Control With Partners

Panelists discuss how to stay in charge while outsourced.

- What to lock in the Master Services Agreement and the SOW to avoid ambiguity
- The few KPIs and SLAs that really predict delivery and quality
- When to open a change order versus absorb within contingency
- How to use the Quality Technical Agreement during deviations and audits
- Escalation ladders that resolve issues fast without damaging the relationship

Moderator: Anita Burrell, *Principal, Anita Burrell Consulting LLC*

Rebecca Watson, *Director, Program Management Team Leader, Johnson & Johnson Innovative Medicine*

Liza C. Micioni, *Sr. Director, Head of Clinical Operations, Tris Pharma*

Miranda Russell, *Associate Director, CMC Planning & Operations, Lexeo Therapeutics*

10:00AM  MORNING NETWORKING BREAK & REFRESHMENTS

BLOCK 5: HIGH-PERFORMANCE PROJECT TEAMS: CULTURE, COLLABORATION AND TECHNOLOGY

10:30AM  CASE STUDY

From Crisis to Control: Evidence-Informed Leadership in a Pivotal, Phase 3 Clinical Trial Turnaround

Real-life example of a pharmaceutical or biotech team that faced severe delays due to misaligned team dynamics and how leadership reshaped the culture to achieve delivery goals.

- How early warning signs of poor culture and trust were identified
- Leadership actions that restored accountability and motivation
- Lessons learned on sustaining a high-performance mindset post-crisis

Cris Howard, *Sr. Director, Pipeline Project Management, Viral-Based Vaccines, GSK*

11:00AM  CASE STUDY

From Pipeline to Platform: Reimagining R&D Decisioning with Connected Insights

Biopharma organizations are facing mounting patent cliffs, rising R&D costs, and increasing pressure to accelerate innovation, making confident pipeline decisions more critical than ever. Yet despite investments in platforms like PPM, ELN, LIMS, and clinical systems, decisions are still driven by fragmented data and disconnected workflows. Without a shared context linking scientific, operational, and portfolio data, decision-making slows and confidence is limited.

This session explores how an ontology-driven, workflow-oriented approach can complement existing platforms like PPM by connecting data, processes, and decisions across the R&D lifecycle. Drawing on perspectives from Turnberry and L7 Informatics, we'll highlight how AI-enabled insights on top of orchestrated workflows can create a more connected, decision-ready pipeline, improving visibility, accelerating decisions, and increasing confidence in portfolio outcomes.

Emily Anderson, *Managing Partner - Life Science, Turnberry Solutions*

Vasu Rangadass, *Founder and Strategy Officer, L7 Informatics*

11:30AM  PANEL DISCUSSION

Managing Through Disruption: How Leaders Sustain Team Performance During Change

- Organizational shifts in priority and how to keep teams aligned
- Maintaining productivity through departmental reorganizations and M&A
- Retaining knowledge during team turnover and leadership transitions
- Tools and frameworks that support resilience and continuity

Moderator: Darshan Shah, *Executive Director, Global Program Management, Incyte*

Emily Anderson, *Managing Partner - Life Science, Turnberry Solutions*

Cris Howard, *Sr. Director, Pipeline Project Management, Viral-Based Vaccines, GSK*

Michael Faia, *Head of R&D Strategy and Portfolio Management, Harmony Biosciences*

Saliha Akhtar, *Portfolio Strategy & Operations in Global Drug Development, Bristol Myers Squibb*

12:00PM  LUNCHEON

BLOCK 6: PMO AND PORTFOLIO: FROM ONE-PERSON SHOP TO ENTERPRISE ENGINE

1:00PM CASE STUDY

PMO by Design, Not Default: Scaling Delivery in Clinical R&D

The right PMO fits the business you have today and the pipeline you want tomorrow. This talk lays out how a one-person PMO in a startup grows into an enterprise backbone that guides how work is done, how projects are run, and how people are engaged without adding bureaucracy.

- **Right-sizing:** from single senior PM running a “one-person PMO” to a model that supports multiple asset project managers, planning leads, and functional portfolio project managers.
- **The six imperatives of a good PMO:** transparent information, strategy connection, defined governance, predictable execution and delivery, explicit benefit realization, and a robust methodology and toolkit.
- **Stakeholder-led service design:** understand who needs what, prioritize provisions, and phase capabilities in over time.
- **Executive sponsorship:** why unconditional support and visible buy-in unlock PMO impact.

Anusha Sivaramakrishnan, *Head, Strategy and Operations, Oncology/Hematology WW Medical Affairs, Bristol Myers Squibb*

1:30PM CASE STUDY

Lessons from the Transformation of Tech Product Management for Biopharma PMS

There’s widespread speculation about how AI will transform biopharma PPM, but the tech industry has already made this shift. A decade ago, technology product management required many supporting roles, such as scrum masters coordinating sprints, QA engineers manually testing releases, and user researchers synthesizing interviews.

These roles have largely disappeared over the last few years as better software organized work and AI automated synthesis and analysis. Biopharma program managers now face the same transformation: shifting from spending 80% of their time reading reports, writing updates, and reconciling budgets to orchestrating AI agents that do this work while they focus on driving strategic decisions and managing stakeholders.

Ashoka Rajendra, *Chief Executive Officer, Orchestra Bio*

2:00PM PANEL DISCUSSION

PMO Maturity in the Real World: What Works at Each Stage

Panelists compare how they guide work, run governance, and connect to portfolio decisions. You will hear how a one person PMO, an enabling PMO, and an enterprise PMO each create clarity without bureaucracy.

- **One person PMO:** what to provide first for Clinical, Regulatory, CMC, and Finance, and what to postpone.
- **Enabling PMO:** services that lift delivery across programs, such as decision logs, common templates, and training, and how they plug into portfolio reviews.
- **Enterprise PMO:** how portfolio management sets priorities, allocates resources, and measures benefits, and how the PMO enforces decision rights.
- **Moving up the ladder:** triggers to scale, warning signs you are over built or under built, and how to phase capabilities.

- **People and sponsorship:** what executives must do, how to earn buy in from project managers, and how to keep the culture focused on predictable execution.

Moderator: Darshan Shah, *Executive Director, Global Program Management, Incyte*
Peter Broglie, *Associate Director, Program and Process Management, Precision Biosciences*
Rahim Merchant, *VP, Head of Program Management, Beam Therapeutics*
Jordan Lateiner, *VP, Portfolio and Program Management, Syndax*
Anusha Sivaramakrishnan, *Head, Strategy and Operations, Oncology/Hematology WW Medical Affairs, Bristol Myers Squibb*

2:30PM AFTERNOON NETWORKING BREAK & REFRESHMENTS

3:00PM WORKSHOPS

WORKSHOP 1: Build a Vendor Oversight Playbook

Create the sponsor playbook you can run next week.

- Define SOW guardrails and change control rules
- Select KPIs and SLAs per function with thresholds and owners
- Map an escalation path with time to respond and time to resolve
- Set a monthly review agenda and evidence pack

Take home: an oversight playbook and dashboard layout

Miranda Russell, *Associate Director, CMC Planning & Operations, Lexeo Therapeutics*

WORKSHOP 2: Applying Trial Turnaround Principles to Your Own Projects

A hands-on session to apply evidence-based leadership principles to active trials.

- Identify the real root cause behind persistent trial challenges.
- Pressure-test incentives, leadership approach, and team dynamics.
- Commit to one high-leverage action you can test in 30-60 days.

Take home: A concrete action plan tailor to your own clinical trial.

Cris Howard, *Sr. Director, Pipeline Project Management, Viral-Based Vaccines, GSK*

WORKSHOP 3: Turning Data Into Stories for Decision Making

In this workshop, you will learn about crafting presentations with messages so that your audience is encouraged to take action. After introducing key concepts of data visualization and storytelling, small groups of participants will be encouraged to create their own mini set of slides while incorporating the new concepts. The slide stories will be presented back to the group. By the end of the workshop, you’ll appreciate how to turn clinical, project and portfolio data into stories for rapid decision making.

Mark Kleinman, *Senior Project Director, CSL*

WORKSHOP 4: The Rapid Retro Team Diagnostic - How to do it in less than 30 minutes with your team

This session will focus on leveraging a teaming canvas and a prioritization matrix to:

- Assess your team’s current state - what’s working well and what’s holding the team back
- Identify clear gaps and needs

- Brainstorm effective mitigation efforts or new practices to try within the team
- Prioritize where to get started first
- How to engage your team in conducting a rapid retro

Jen Hirsch, *Founder & CEO, Plumtree Services*

Rebecca Watson, *Director, Program Management Team Leader, Johnson & Johnson Innovative Medicine*

4:00PM ROUNDTABLES

ROUNDTABLE 1: Managing Team Transitions and Leadership Handover Without Losing Momentum

Exploring best practices for knowledge transfer, leadership changeovers, and maintaining continuity.

- How do you preserve trust and rhythm when leadership changes mid-project?
- What tools or rituals help build fast credibility for a new PM?
- How to measure team confidence post-handover?

Peter Broglie, *Associate Director, Program and Process Management, Precision Biosciences*

ROUNDTABLE 2: Dealing with Underperformance and Restoring Collective Talent

Building strategies to address motivation, capability, and bandwidth issues

- How can project leaders diagnose the real cause of underperformance?
- What's the right balance between coaching and escalation?
- How to maintain team morale when addressing individual performance issues?

Mike Myers, *Associate Professor, Dept. of Clinical Pharmacology, Indiana University School of Medicine*

ROUNDTABLE 3: Scaling a PMO by Maturity

A candid discussion on what a one-person PMO, an enabling PMO, and an enterprise PMO should each provide, and when to add or retire services.

- First services that Clinical, Regulatory, Chemistry Manufacturing and Controls, Finance, and Biostatistics actually use
- Triggers to scale up or scale down the PMO, and warning signs you are over built or under built
- How to earn sponsorship and keep buy in from project managers and functional leads

Anusha Sivaramakrishnan, *Head, Strategy and Operations, Oncology/Hematology WW Medical Affairs, Bristol Myers Squibb*

ROUNDTABLE 4: Portfolio Governance That Drives Real Decisions

Go deep on how the PMO partners with Portfolio and Finance to set priority and funding that teams can execute.

- What belongs in a two slide executive pack that leaders use every week
- How portfolio reviews connect to stage gates and funding decisions
- Rules for resource contention in a matrix and when to re sequence, split scope, or defer
- How to link benefits realization to portfolio choices without heavy tooling

Ranjani Hild, *Portfolio Management Leader, Novartis*

ROUNDTABLE 5: Navigating Portfolio Challenges During Organizational Change

This session explores strategies for maintaining TA portfolio delivery and team performance amid shifting organizational priorities. Participants will discuss:

- Aligning project timelines and portfolio goals during departmental reorganizations and leadership transitions
- Balancing productivity and resource allocation when priorities change rapidly
- Preserving institutional knowledge and ensuring smooth handoffs during team turnover or project reshuffles

Mark Kleinman, *Senior Project Director, CSL*

5:00PM END OF THE CONFERENCE

OUR VALUED PARTNERS, PAST AND PRESENT



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