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conference website



October 14 – 16, 2026, 2026



Boston, Massachusetts, US



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INTRODUCTION



WHY DID WE CREATE THE AMERICAN PHARMA & BIOTECH PROJECT DELIVERY & CAPEX SUMMIT 2026?

Pharma & biotech capital projects are evolving faster than ever, but project delivery is only getting more complex. With larger investments, compressed timelines, global supply chain disruption, and rising regulatory pressure, it's no longer just about delivering projects on time, it's about building agile, scalable, and resilient capital programs that support operational readiness and long-term growth.

That's why we created the American Pharma & Biotech Project Delivery & CapEx Summit 2026, a focused, three-day event designed to help project delivery leaders improve execution across modern pharma and biotech capital programs.

The pharma & biotech industry is transforming rapidly through advanced therapies, biologics, digital manufacturing, and global facility expansion. At the same time, leaders face increasing pressure from procurement challenges, labor shortages, operational readiness demands, sustainability targets, and accelerating delivery expectations.

This summit is designed to help you:

- › Strengthen governance and execution across complex capital programs
- › Improve collaboration between engineering, construction, CQV, and operations
- › Accelerate delivery through modularization, digitalization, and integrated execution models
- › Improve predictability across procurement, construction, and commissioning activities
- › Leverage data, AI, and connected project environments to support smarter decision-making
- › Build resilient project delivery systems ready for future manufacturing demands
- › Align capital project delivery with long-term operational and business objectives
- › Reduce risk while improving speed, flexibility, and execution performance

Through case studies, workshops, and executive roundtables, you'll gain practical tools and frameworks that leading pharma & biotech organizations use today to improve project delivery performance and operational readiness.

Conference Format

- › Visionary Keynotes
- › Real-World CapEx Case Studies
- › Expert Panel Discussions
- › Interactive Workshops & Roundtables
- › Executive Fireside Chats
- › Strategic Networking Opportunities
- › Peer-to-Peer Knowledge Exchange
- › Evening Networking & Social Events

Roles Invited

Why Summits invites C-Level Executives, EVPs, SVPs, VPs, Directors, Heads, and Senior Leaders responsible for:

- › Capital Projects & Engineering
- › Project / Program / Portfolio Management (PMO)
- › Pharma & Biotech Manufacturing Operations
- › Construction Management
- › CQV & Operational Readiness
- › Facility Expansion & Asset Management
- › Procurement & Supply Chain
- › Digital Transformation & Innovation
- › Manufacturing Technology & Automation
- › Engineering & Technical Services
- › Operational Excellence & Continuous Improvement
- › Sustainability & ESG Programs

3

days of strategic insights,
delivery excellence &
industry connections

100+

senior pharma, biotech &
engineering leaders

35+

expert speakers & project
delivery innovators

20+

keynote presentations, case
studies & executive panels

10+

interactive roundtables &
workshops

12+

hours of networking & peer
exchange

3

focused tracks covering
strategy, execution &
operational readiness

DEAR COLLEAGUE



Project delivery leaders are no longer operating behind the scenes.

In 2026, they are the driving force behind pharmaceutical and biotech expansion, operational readiness, manufacturing resilience, and future facility innovation. As capital programs become larger, faster, and more interconnected, managing projects is no longer enough.

Today's leaders must bridge the gap between strategy and execution, balancing speed with compliance, flexibility with standardization, innovation with operational reliability, and delivery performance with long-term business value.

That's exactly why we created the American Pharma & Biotech Project Delivery & CapEx Summit 2026.

This summit serves as a blueprint for leaders responsible for delivering the next generation of pharmaceutical and biotech facilities.

Here's what you can expect:

- › Engage in expert-led panels, case studies, and executive roundtables
- › Explore practical strategies for improving project execution and operational readiness
- › Learn how digitalization, AI, and connected project environments are transforming CapEx delivery
- › Understand how leading organizations are improving predictability across engineering, procurement, construction, and CQV
- › Gain insights into modular delivery, fast-track execution, and commissioning readiness strategies
- › Network with project leaders, engineering executives, operations teams, EPCs, and technology innovators from across the pharma & biotech ecosystem

Whether you're managing global expansion programs, modernizing existing facilities, accelerating startup readiness, or improving governance across complex capital portfolios, you belong in the room.

Join us in Boston to connect with peers, exchange practical lessons, challenge outdated delivery models, and shape the future of pharma & biotech project execution.

Let's turn complexity into execution certainty.

Let's build capital programs that deliver operational value - not just project milestones.



See you in Boston.

The Why Summits Team

WHAT'S **SHAPING THE AGENDA** THIS YEAR



FOCUS AREAS

- Pharma & Biotech Capital Project Delivery
- Engineering & Construction Excellence
- Digital Transformation & Connected Project Environments
- AI & Data-Driven Project Execution
- Modularization & Fast-Track Delivery Models
- CQV, Startup & Operational Readiness
- Procurement, Supply Chain & Delivery Resilience
- Sustainability & ESG in Capital Programs
- Integrated Project Delivery & Cross-Functional Collaboration
- Portfolio Governance & Capital Planning
- Operational Excellence & Manufacturing Readiness
- Global Expansion & Facility Modernization Strategies

KEY TOPICS COVERED

- Strategic Governance in Complex CapEx Programs
- Modern Project Delivery Models
- Data-Driven Decision-Making in Capital Projects
- AI & Digitalization in Project Execution
- Construction, Procurement & Supply Chain Coordination
- Commissioning, CQV & Startup Readiness
- Agile & Modular Facility Delivery
- Risk Management & Delivery Resilience
- Operational Readiness by Design
- Sustainability & Future-Ready Manufacturing Facilities
- Cross-Functional Collaboration Across Global Projects
- Continuous Improvement in Project Delivery Performance

WHY ATTEND?

- Gain Practical Tools for Better Project Visibility & Control
- Improve Delivery Predictability Across Capital Programs
- Strengthen Coordination Between Engineering, Construction & Operations
- Learn from Real-World Pharma & Biotech Case Studies
- Build Resilient & Future-Ready Delivery Models
- Network with Senior Industry Leaders & Delivery Experts
- Stay Ahead of Emerging Delivery & Regulatory Challenges
- Accelerate Execution Performance & Operational Readiness

NETWORK | LEARN | TRANSFORM DELIVERY

Join the leaders redefining how pharma & biotech organizations plan, deliver, and scale world-class capital projects.

SMARTER INSIGHT: Data-Driven & Connected Capex

- Connecting data across the full project lifecycle
- Focused visibility for faster, better decisions
- Reducing risk through simulation and structured validation
- Enabling tighter integration across project functions
- Effective predictability through disciplined execution and modular approaches

STRONGER DELIVERY: From Complexity to Control

- Early integration of commissioning, qualification, and startup planning
- Aligning project delivery with manufacturing performance and readiness goals
- Designing scalable, flexible facilities for long-term operational efficiency
- Building stronger supplier collaboration and proactive risk management in procurement
- Balancing cost, speed, localization, and resilience across supply chains

SUSTAINABLE IMPACT: Future-Ready Capex Value Creation

- Embedding ESG and sustainability across CapEx design and execution
- Developing energy-efficient, adaptable, and future-ready facilities
- Shifting from cost and schedule focus to lifecycle and business value
- Strengthening resilience across global capital project portfolios
- Using data and analytics to improve long-term performance and outcomes

TESTIMONIALS



Thank you for organising such a great event. Great presentations and discussions, and wonderful to meet so many new faces!



Connor Wakefield

Senior Account Executive – Mega Projects
Buildots



We got some amazing wisdom out of the sessions. I would most certainly recommend Why Summits.



Anand Nicodemus

Global Director & Fellow
Lean Design & Construction
Fluor



What a privilege to attend Why Summits in Basel. An inspiring event filled with thought-provoking discussions, progressive topics, and meaningful relationship building. I was pleasantly surprised by how much of the CapEx lifecycle and its challenges in the Life Sciences sector already resonated with me.



Grace Waddington

Sales Manager
Adryan



Celebrating teamwork in action at the 4th Basel Capex Summit organized by Why Summits. Proud to be part of the winning team that delivered the most cost-effective solution through collaboration, creativity, and collective problem-solving.



András Tóth

Capital Construction Procurement Lead
GSK



This is the second time we are here. It's more than just an exhibition because you interact in a different way. There are good workshops and good cases. We used the app and it was quite successful. We had a very full plate of meetings and some agreements in the making.



Niels-Erik Kongste

Sales Director Europe
KeyPlants



This is my third time attending, and every time I leave inspired. This summit is not just a meeting, it's a space for ideas, a source of inspiration, and a place to start action. I will definitely recommend everyone to join this conference, because it's a great opportunity to connect, share challenges we are facing, and get feedback from others.



Blerim SHKODRA

Sr Director – Head of Capital Procurement EAME & Director – Global Category Lead Construction & Fit-Out
Lonza



We touched on everyday problems like supply shortages, delays in projects, the connection between CapEx and the business, and how to select and work with partners in the best interest of the business. The topics resonated with the audience because they were perceived and seen in real life.



Ingrid Mueller

VP Portfolio Strategy & Execution
CureVac



It's a mix of people, a mix of ages, a mix of different types of pharma companies. Everyone is open, welcoming, and sharing information. Why Summits focuses on capital projects, which gives us delivery people a real chance to connect. It's very much recommendable.



Andrea Valdés Millen

Head of Project Excellence
UCB



We were able to meet consultants and stakeholders in the life science market and understand the trends and needs of our main clients.



Carlo Bianchessi

Business Development Director
GSE



So many diverse representatives from different parts of the business: CDMO, big pharma, biotech, consultants, service companies. I would certainly recommend it to fellow colleagues.



Yuliyana Manolova

Business Development Consultant
NextPharma



We connected with lots of peers and clients. There's a nice alignment on the challenges in the industry and the solutions.



Jayne Nichols

Director / Coach – Lean Design and Construction
Fluor



It helps a lot to get in contact with people doing the same work and build connections within the pharma and CapEx field.



Christian Berlini

Senior Director Validation
Sumitomo Pharma

INDUSTRY PIONEERS ATTENDING FROM



OUR SPEAKERS AND PANELISTS



Norbert Leinfellner
Executive Vice President, Global Engineering
CAIRE Inc.



Besaint Mehta Sahni
Sr Manager, SPMO
Intuitive



Stephen Cho
Senior Vice President, Global Portfolio & Program Management
BeOne Medicines



Ivan Kugener
VP, Head of Global Portfolio Management, Valuation & Analytics
Merck



Shefali Shah
EVP of Strategic Access, Policy & Communications
Merck



Dr. Paras Vasanani
SVP & CBO-BD&L, Portfolio, Corporate Strategy, Alliance & Project Management
Kashiv BioSciences



Ester Caffarel-Salvador
Director, Strategic Innovation, Global Rare Diseases
Chiesi USA, Inc.



Steve Conti
Senior Director of Global Engineering
Ultragenyx Pharmaceutical



Abhishek Agrawal
Senior Director, Strategic Initiatives and Market Development
GSK



Shawn S. Zadeh
Senior Automation Engineer II
Biogen

OUR SPEAKERS AND PANELISTS



Genentech

Andrew Majoch

Chief of Staff and Head, Commercial Portfolio
Organization Strategic Operations and
Administration

Genentech



SAREPTA
THERAPEUTICS

Daniel McGrath

Vice President, Facilities & Engineering

Sarepta Therapeutics



zoetis

Stefanie Sicilia

Director, Global CapEx Procurement & Bio/
BioPharma Platform Business Partner

Zoetis



Boston
Scientific

Vikas Singh

Sr Manager, Business Transformation -
Warehouse to Deliver

Boston Scientific



novo nordisk

Scott Baker

Corporate Vice President & Capital Projects
Executive (Former)

Novo Nordisk



Elektro

Christian Hasselberg

Senior Delivery Leader

Elektro



zoetis

Thomas Como

Director in Global Engineering

Zoetis



Lilly

Vinod Venkatesan

Design Lead – Capital Projects, Global Facilities
Delivery

Eli Lilly and Company



Johnson
& Johnson

Sandeep Dhar

Senior Director- Supply Chain Procurement

Johnson & Johnson



pci
PHARMA SERVICES

David Bishop

Sr Director of Strategic Projects

PCI Pharma Services

NIGHT BEFORE THE EVENT

OCTOBER 13 **DAY 0**

5:30PM 🍷 Meet & Greet

Welcome to the American Pharma & Biotech Project Delivery & CapEx Summit. We are delighted to have you with us.

Join us for an informal networking evening as delegates arrive ahead of the main summit. Collect your badge, complete early registration, and connect with peers in a relaxed setting. Take this opportunity to reconnect with familiar peers and meet new voices from across pharma, biotech, engineering, and project delivery communities. Let's begin shaping three days of focused dialogue, collaboration, and shared learning.

CONFERENCE **AGENDA**

MODERN PROJECT DELIVERY & STRATEGIC TRANSFORMATION IN CAPEX

OCTOBER 14 **DAY 1**

8:40AM 🗣️ Opening Remarks by Chairperson

8:45AM 🗣️ START WITH A WHY? ROUNDTABLE DISCUSSION

Meet Your Peers, Share Your Priorities, and Set Your Objectives

Begin the day with an open discussion alongside fellow pharma and biotech project leaders. Share current priorities, delivery challenges, and expectations for the summit while connecting with peers before the main sessions begin.

BLOCK 1: Shifts In Pharma & Biotech Project Delivery

9:00AM 🗣️ KEYNOTE

Needs & Market Trends in Life Science Capital Projects

- Investment trends shaping pharma & biotech manufacturing
- New pressures around speed, flexibility, and delivery certainty
- Balancing innovation, cost control, and operational readiness

Scott Baker, *Corporate Vice President & Capital Projects Executive (Former), Novo Nordisk*

9:30AM 🗣️ RESERVED PRESENTATION

From CapEx Projects to End-to-End Project Delivery Excellence

- Aligning engineering, construction, CQV, and operations
- Creating greater predictability across complex programs
- Delivery approaches supporting faster and more resilient approach

Cora Systems

10:00AM 🗣️ PANEL DISCUSSION

The Role of Project Delivery in Bringing Products to Patients Faster

A focus on how project delivery can better support faster patient access to products, with emphasis on:

- Moving beyond traditional cost and schedule metrics
- Aligning project delivery with manufacturing readiness
- Closing cross-functional execution gaps across teams

Abhishek Agrawal, *Senior Director, Strategic Initiatives and Market Development, GSK*

10:30AM ☕ Networking Break

BLOCK 2: Digital Delivery, Collaboration & Execution Excellence

11:00AM 🗣️ RESERVED PRESENTATION

Tools & Digitalization in CapEx Projects – New Ways of Collaboration

- Connected project environments and real-time visibility
- Better coordination across project stakeholders
- Digital tools supporting issue resolution and implementation tracking

Planisware

11:30AM 🗣️ KEYNOTE

Integrated Project Delivery Models for Modern Pharma Facilities

(Integrated Project Delivery Models for Modern Pharma Facilities: Lessons from a Mega Greenfield ADC Program)– proposed for vinod, lilly

- Using parallel execution and fast-track delivery strategies to reduce timelines
- Stronger coordination between EPCs, suppliers, and site teams
- Building standardized delivery models that still allow flexibility for regional requirements

CONFERENCE AGENDA

MODERN PROJECT DELIVERY & STRATEGIC TRANSFORMATION IN CAPEX

OCTOBER 14

DAY 1

12:00PM PANEL DISCUSSION

Managing Complexity in Large-Scale Pharma Expansion Programs

A discussion on how to effectively manage the increasing complexity of global pharmaceutical expansion programs, with focus on:

- Coordinating multiple stakeholders across global programs
- Managing change during implementation without impacting timelines
- Maintaining visibility across fast-moving projects
- Ensuring continuity and operational stability during large-scale facility expansion

Moderator / Panelist: Andrew Majoch, Chief of Staff and Head, Commercial Portfolio Organization Strategic Operations and Administration, **Genentech**

Daniel McGrath, Vice President, Facilities & Engineering, **Sarepta Therapeutics**

David Bishop, Sr Director of Strategic Projects, **PCI Pharma Services**

Vinod Venkatesan, Design Lead – Capital Projects, Global Facilities Delivery, **Eli Lilly and Company**

12:30PM Networking Lunch

BLOCK 3: Sustainability, Innovation & Strategic Management

1:30PM KEYNOTE

Sustainability in CapEx Projects – Innovative Solutions in Facility Design

- Sustainable facility strategies beyond compliance
- Energy-efficient and adaptable facility concepts
- Embedding ESG objectives into project planning and implementation

2:00PM RESERVED PRESENTATION

Strategic Collaboration in CapEx Project Execution

- Cross-functional alignment across project phases
 - Owner-contractor-supplier collaboration models
 - Earlier stakeholder involvement to improve alignment and reduce late-stage delivery risk
- IPM**

2:30PM FIRESIDE CHAT

AI in Project Delivery & CapEx – Real Value or Just Another Trend?

- AI applications in scheduling and forecasting
- Predictive analytics for construction and commissioning
- Practical use cases versus hype in regulated environments

3:00PM Networking Break

BLOCK 4: Building Future-Ready Pharma Manufacturing

3:30PM KEYNOTE

Advanced Manufacturing Facilities – Flexibility, Modularity & Speed

- Facilities designed for evolving product pipelines
- Modular construction and offsite manufacturing strategies
- Increasing scalability and long-term adaptability

Steve Conti, Senior Director of Global Engineering, **Ultragenyx Pharmaceutical**

4:00PM INTERACTIVE SESSIONS

ROUNDTABLE A: Latest Trends in Pharma Project Delivery

- Fast-track management models
- Post-pandemic delivery challenges
- Supply chain disruption and resilience

ROUNDTABLE B: Digital Tools for Modern Project Teams

- Data-driven execution and reporting
- Digital collaboration platforms
- Practical implementation lessons from live projects

ROUNDTABLE C: Smart Pharma & Biotech Facilities – Future & Challenges

- Flexible manufacturing environments
- Facility automation and connected operations
- Designing facilities ready for future technologies

ROUNDTABLE D: Cell & Gene Therapy Manufacturing Facilities

- Specialized facility requirements
- Accelerated timelines in advanced therapies
- Managing complexity in emerging manufacturing platforms

Daniel McGrath, Vice President, Facilities & Engineering, **Sarepta Therapeutics**

ROUNDTABLE E: From CapEx Projects to Patient Impact: Building Operating Models That Actually Work

Capital programmes in pharma and biotech often succeed on paper but struggle in practice when they hit real-world operations, patients, and field teams. In this roundtable, we'll explore how to design project delivery and governance so that major CapEx investments translate into sustainable, patient centric operating models. Discussion will focus on: aligning executive sponsors and delivery teams, integrating commercial and medical perspectives early, building rare disease and specialty capabilities into project plans, and creating feedback loops between sites, patients, and portfolio leadership. Participants are encouraged to bring concrete examples of where project delivery either enabled or constrained downstream launch and lifecycle performance.

Andrew Majoch, Chief of Staff and Head, Commercial Portfolio Organization Strategic Operations and Administration, **Genentech**

WORKSHOP:

Representant of **Implement Consulting Group**

5:15PM Networking Cocktail Reception

Sponsored by **Cora Systems**

CONFERENCE AGENDA

PROCUREMENT, CONSTRUCTION & OPERATIONAL READINESS

OCTOBER 15

DAY 2

8:50AM 🗣️ Opening Remarks by Chairperson

BLOCK 5: Procurement, Supply Chain & Delivery Strategy

9:00AM 🗣️ KEYNOTE

Strategic Procurement in Pharma Capital Projects

- Procurement as a strategic delivery enabler
- Category management in matrix organizations
- Balancing cost, quality, speed, and resilience

Stefanie Sicilia, *Director, Global CapEx Procurement & Bio/BioPharma Platform Business Partner, Zoetis*

9:30AM 🗣️ RESERVED PRESENTATION

Contracting & Delivery Models in Pharma CapEx Projects

- EPC, EPCM, and integrated delivery approaches
- Risk-sharing and accountability structures
- Lessons learned from major facility programs

XYZ realty

10:00AM 🗣️ PANEL DISCUSSION

Supply Chain Digitalization & Procurement Transformation

How digital capabilities are reshaping supply chain and procurement performance:

- Greater visibility across global supplier ecosystems
- Stronger supplier performance tracking and risk management practices
- Adoption of digital procurement tools improving delivery outcomes

Stefanie Sicilia, *Director, Global CapEx Procurement & Bio/BioPharma Platform Business Partner, Zoetis*

Sandeep Dhar, *Senior Director - Supply Chain Procurement, Johnson & Johnson*

10:30AM ☕ Networking Break

BLOCK 6: Construction Success Stories & Execution Models

11:00AM 🗣️ KEYNOTE

Facility of the Future - Modularization, Flexibility & Fast-Track Delivery

- Modular construction strategies
- Accelerating schedules through parallelization
- Designing adaptable manufacturing environments

11:30AM 🗣️ RESERVED PRESENTATION

Fast-Track Delivery in Regulated Manufacturing Environments

- Overlapping engineering and construction phases
- Managing compliance under compressed timelines
- Maintaining performance discipline during accelerated delivery

Keyplants

12:00PM 🗣️ PANEL DISCUSSION

Smart Manufacturing & Facility Modernization

How facilities are being upgraded while keeping operations running smoothly:

- Modernizing facilities without disrupting operations
- Integrating automation and digital manufacturing systems
- Increasing productivity, quality, and supply continuity

Steve Conti, *Senior Director of Global Engineering, Ultragenyx Pharmaceutical*

12:30PM ✂️ Networking Lunch

BLOCK 7: Commissioning, CQV & Operational Readiness

1:30PM 🗣️ KEYNOTE

Operational Readiness by Design - Planning for Startup Success Early

- Integrating operations teams into project delivery
- Reducing commissioning and startup delays
- Aligning CQV with engineering and construction activities

2:00PM 🗣️ RESERVED PRESENTATION

Commissioning a Modern Biopharma Facility - Avoiding Delays in the Final Delivery Phase

- Common startup bottlenecks
- Managing handovers between project and operations teams
- Lessons learned from commissioning under schedule pressure

2:30PM 🗣️ FIRESIDE CHAT

Reality of Execution in Large-Scale Pharma CAPEX Programs

Real-world experience from delivering complex pharmaceutical capital projects, covering:

- Practical challenges in executing large-scale pharma CAPEX programs
- Balancing cost, schedule, and quality under delivery pressure
- Coordination gaps between engineering teams, EPC contractors, and operations
- Lessons learned from delays, recovery efforts, and fast-track execution approaches

Shawn S Zadeh, *Senior Automation Engineer II, Biogen*

3:00PM ☕ Networking Break

CONFERENCE **AGENDA**

PROCUREMENT, CONSTRUCTION & OPERATIONAL READINESS

OCTOBER 15

DAY 2

• 3:30PM **🔧 INTERACTIVE WORKSHOPS**

WORKSHOP A: Technology Transfer & Facility Readiness in Pharma Manufacturing

- Aligning project timelines with manufacturing scale-up
- Reducing delays during validation and startup
- Better coordination between engineering, CQV, and operations teams
- Lessons learned from commercial readiness planning

David Bishop, *Sr Director of Strategic Projects*, **PCI Pharma Services**

WORKSHOP B: Delivery Performance Acceleration in Complex Capital Projects

- Managing performance across engineering, procurement, and construction
- Effective communication between project stakeholders
- Spotting performance risks earlier in the project lifecycle
- Practical ways to improve schedule reliability

Shawn S Zadeh, *Senior Automation Engineer II*, **Biogen**

WORKSHOP C: Sustainable Facility Design & Operational Efficiency

- Designing facilities with long-term operational performance in mind
- Energy efficiency and utility optimization strategies
- Balancing sustainability goals with project cost and timelines
- Building adaptable manufacturing environments

WORKSHOP D: Execution Excellence in Pharma & Biotech Capital Programs

- Fast-track delivery approaches under regulatory constraints
- Governance and decision-making
- Maintaining quality and compliance under schedule pressure
- Building consistency across global project teams

• 5:00PM **🍷 Networking Cocktail Reception**

CONFERENCE AGENDA

INTEGRATED DELIVERY, LEADERSHIP & FUTURE PROJECT PERFORMANCE

OCTOBER 16

DAY 3

8:30AM 🗣️ Opening Remarks by Chairperson

BLOCK 8: Integrated Delivery & Leadership

9:00AM 🗣️ KEYNOTE

Building Enterprise-Wide Project Delivery Systems in Pharma & Biotech

- Standardizing KPI approaches across global portfolios
- Improving decision science through governance and program assumptions quality
- Connecting strategy and operational execution to deliver performance

Ivan Kugener, VP, Head of Global Portfolio Management, Valuation & Analytics, Merck

9:30AM 📺 RESERVED PRESENTATION

Bridging Global Strategy & Local Project Delivery in Capital Programs

- Aligning headquarters, EPCs, and site teams
- Managing cultural and operational differences
- Strengthening accountability and ownership at site level

10:00AM 🗣️ PANEL DISCUSSION

Strategic Collaboration & Delivery Alignment Across Pharma Projects

How alignment between key stakeholders improves project outcomes:

- Stronger owner-contractor-operations coordination
- Shared accountability and project performance transparency
- Reducing friction during complex project delivery

Moderator: Ester Caffarel Salvador, Director, Strategic Innovation, Global Rare Diseases, Chiesi USA, Inc.

Abhishek Agrawal, Senior Director, Strategic Initiatives and Market Development, GSK

10:30AM ☕ Networking Break

BLOCK 9: Project Recovery, Performance & Delivery Improvement

11:00AM 🗣️ KEYNOTE

From Capital Allocation to Execution Intelligence: Building Smarter, More Predictable CapEx Programs

Norbert Leinfellner, Executive Vice President, Global Engineering, CAIRE Inc.

11:30AM 🗣️ PANEL DISCUSSION

Turning Around a High-Risk Project Mid-Execution

- Identifying early warning indicators
- Resetting governance and stakeholder alignment
- Restoring timelines, cost control, and delivery momentum

Sandeep Dhar, Senior Director- Supply Chain Procurement, Johnson & Johnson

Thomas Como, Director in Global Engineering, Zoetis

12:00PM 📺 RESERVED PRESENTATION

Resetting a Multi-Site Pharma Capital Program – Rebuilding Cost, Schedule, and Governance Control Across a Global Portfolio

- Multi-site capital projects were executed in silos, leading to reduced portfolio-level visibility
- Governance structures differed across headquarters, site teams, and EPC partners, creating decision delays
- Lack of standardized delivery and reporting practices resulted in cost escalation and schedule drift

12:30PM 🍴 Networking Lunch

BLOCK 10: Future Organizations, Culture & Delivery Excellence

1:30PM 🗣️ KEYNOTE

Leadership & Culture Change in Modern Project Delivery Organizations

- Building high-performance delivery cultures
- Developing future leadership capabilities
- Managing organizational transformation during major expansion programs

Andrew Majoch, Chief of Staff and Head, Commercial Portfolio Organization Strategic Operations and Administration, Genentech

2:00PM 🗣️ PANEL DISCUSSION

Improving Engineering Execution to Avoid Project Delays

- Engineering discipline and delivery predictability
- Reducing rework and coordination failures
- Enhancing handoffs between engineering, construction, and CQV

Norbert Leinfellner, Executive Vice President, Global Engineering, CAIRE Inc.

2:30PM 📺 RESERVED PRESENTATION

End-to-End Tech Transfer – From Facility Delivery to Commercial Manufacturing

- Aligning facility readiness with process scale-up
- Accelerating validation and startup readiness
- Ensuring operational stability after handover

3:00PM ☕ Networking Break

CONFERENCE **AGENDA**

INTEGRATED DELIVERY, LEADERSHIP & FUTURE PROJECT PERFORMANCE

OCTOBER 16

DAY 3

• 3:30PM **EXECUTIVE ROUNDTABLE DISCUSSIONS**

ROUNDTABLE A: Workforce Transformation & Future Skills in Project Delivery

- Addressing workforce shortages across engineering and construction
- Building leadership capabilities for complex project environments
- Developing cross-functional teams across projects and operations
- Attracting and retaining talent in pharma capital programs
- Upskilling teams for digital and automated project environments

David Bishop, *Sr Director of Strategic Projects, PCI Pharma Services*

ROUNDTABLE B: Lean & Fast-Track Execution Models in Pharma Projects

- Managing parallel activities without compromising compliance
- Better coordination between engineering, procurement, and construction
- Reducing delays caused by late design changes and rework
- Practical lessons from accelerated facility delivery programs
- Maintaining performance discipline under compressed schedules

Vinod Venkatesan, *Design Lead – Capital Projects, Global Facilities Delivery, Eli Lilly and Company*

ROUNDTABLE C: Strategic Execution & Network Planning for Global Capital Programs

- Aligning capital project portfolios with long-term network and site strategy
- Driving engineering governance and standards across a global project network
- Balancing speed, cost, and compliance in pharma/animal health capital delivery
- Strengthening collaboration between engineering, operations, and site leadership on major projects
- Applying lessons from human health capital programs to animal health (and vice versa)

Thomas Como, *Director in Global Engineering, Zoetis*

ROUNDTABLE D: Data Standardization Across Global Project Portfolios

- Managing inconsistent project data across regions and systems
- Increasing visibility across global programs
- Standardizing reporting and project performance metrics
- Strengthening collaboration through connected project information
- Supporting faster decision-making with reliable project data and evaluation

Ivan Kugener, *VP, Head of Global Portfolio Management, Valuation & Analytics, Merck*

• 4:30PM **Final Closing Remarks & End of Conference**

OUR **VALUED PARTNERS**, PAST AND PRESENT



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MascoGroup

 **WESTGATE
GLOBAL**

VTU

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WSP

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PM
GROUP

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ATTENDING AND SPONSORING:



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Srihari Kamban

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✉ why@whysummits.com

🌐 <https://whysummits.com/american-pharma-biotech-project-delivery-capex-summit/>

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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.

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