WHY? SUMMITS

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24 – 25 November, 2026

Stockholm, Sweden

PPM SUMMIT STOCKHOLM 2026

36th European Pharma and Biotech Project, Program and Portfolio Management Conference

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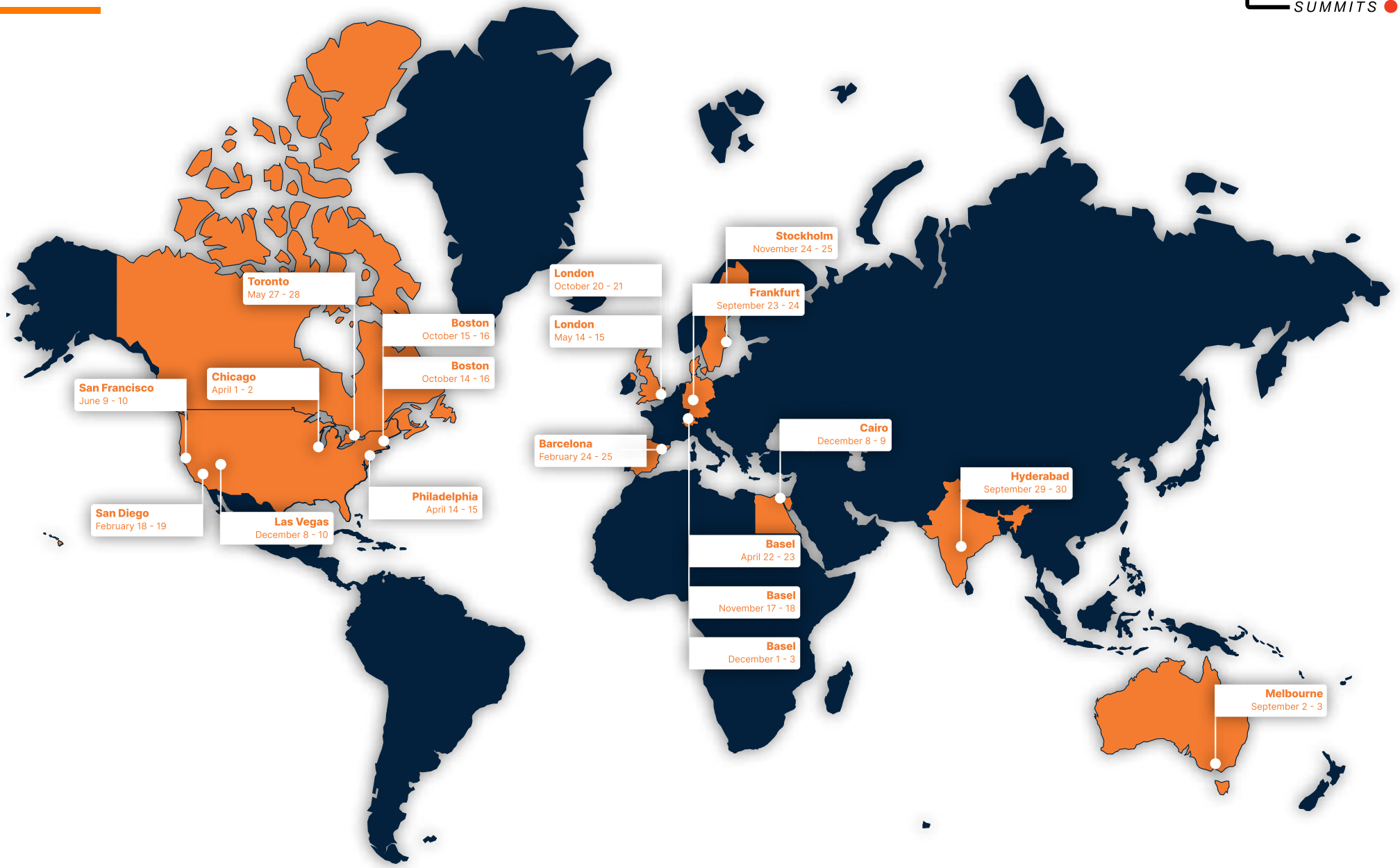
WHY? SUMMITS



ABOUT THE PPM CONFERENCE

What to expect?

- A two-day conference featuring leading experts from across the industry
- Engaging keynote presentations, real-world case studies, and dynamic panel discussions
- Workshops and roundtable sessions offering in-depth exploration of today's key MedTech topics
- An inspiring, creative environment designed to spark meaningful discussions
- A space for exchanging fresh ideas and forging valuable professional relationships
- The friendly and highly stimulating atmosphere in a smaller circle (around 150 attendees per conference)
- Enjoyable evening social activities that encourage networking among delegates, speakers, and sponsors

Conference Overview

- Nordic Biotech Ecosystem & Cross-Border Delivery
- Portfolio Strategy, Scenario Modeling & Decision-Making
- AI, Predictive Analytics & Advanced Modeling
- Governance, Operating Models & Cross-Functional Alignment
- Clinical Delivery Innovation
- CMC Readiness, Scale-Up & Tech Transfer
- Regional Execution Across Nordics & Baltics
- Launch, Market Access & Post-Market Value
- Partnerships, Externalization & Vendor Oversight

TESTIMONIALS

In these interesting times, it is more important than ever to sharpen our minds. At the recent Pharma Partnering Conference in Basel, I had the pleasure of chairing a full day of peer to peer interactions on how venture funds, pharma and biotech can best work together to achieve successful partnerships. Many thanks to Why Summits for organizing and to all keynote speakers, panelists and participants in the fireside chats.

★★★★★

Luis Correia
Founder and CEO
Basel Biotech Consulting GmbH

Thank you so much for organizing the event and bring AI topics to the conference. I am so happy that I can contribute and give some inspiration to peers. Also very grateful to have the opportunity to connect with peers

★★★★★

Lili Nie Andersen
Program Director
Novo Nordisk

This week, I had the privilege of presenting at the Why Summits: 26th EU Pharma and Biotech Project Program and Portfolio Management Conference. My presentation focused on the digital evolution of Pfizer Pharm Sci's global resource management model followed by a panel with

★★★★★

Nicola Clear
Director Pharmaceutical Sciences, Portfolio Excellence
Pfizer

Thank you so much for organizing the event and bring AI topics to the conference. I am so happy that I can contribute and give some inspiration to peers. Also very grateful to have the opportunity to connect with peers

★★★★★

Isabella Visconti
Founder and CEO
Visconti Alliance Managment

Honored for the opportunity to speak at Why Summits on "The Evaluation of Agile Methodologies in Portfolio Management." It was a fantastic experience connecting with professionals, exchanging insights, and exploring more. A heartfelt thanks to the organizers, fellow speakers, and everyone who attended the session.

★★★★★

Gizem Çankaya
Portfolio & Strategy Head
Sanofi

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

★★★★★

Dr. Therese Triemer
Associate Director Process Innovation
Novartis

I was really honoured to be the first Keynote speaker at the Why Summits in Basel last week. Sharing my experience and learning from others has always been a great driver for me! Looking forward to continue those exchanges very soon.

★★★★★

Arlène Derbaix
Vice President, Clinical Operations & Product Development Operations, PPM
CureVac

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

It was a real pleasure participating in such a collegial, and engaging event. Thoroughly enjoyed the discussions and atmosphere. Looking forward to future meetings!

★★★★★

Dawid Łyżwa
Head of Clinical Development
JJP Biologics

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 Managment
Intas Pharmaceuticals

My personal thanks to everybody enabling this great discussion! I was especially delighted to touch the diversity of the clinical trials data.

★★★★★

Guna Dansone
Head of Clinical Research
Olpha

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

★★★★★

Merryn Horneman
Life Sciences Delivery Partner
Mi-GSO-PCUBED

INDUSTRY PIONEERS ATTENDING FROM

CONFIRMED SPEAKERS

Christine Lagerquist Hägglund
VP CMC Development
Scandinavian Biopharma

Chairing both days

Fin Olsen Tram
Strategic Planning Leader Corporate, Enterprise, Transformation, Portfolio, Benefits, Director
Terumo Europe (CHAIR)

Delphine Demeestere
Director, External Innovation
Lonza

Corinne Esperet
Global Project & Portfolio Management Head
Sanofi

Robert Jäger
Project Management Head, Oncology
Sanofi

Moritz Fehrle
Strategy and Transformation Lead (VP) at Pharmaceuticals Product Supply
Bayer

Andrzej Smyk
Senior Global Medical Director, Neurology&Immunology
Merk Group

Brigitta Voss
Head Program & Portfolio Management
Former Ariceum

Anna Titkova
International Operations Director
Pratia

Adam Bruce
CEO
AbarceoPharma AB

Daniel Johannson
Project Leader, Ecosystem Strategy & Projects, BIU
AstraZeneca

Dan Menasco
Director of Global Product Management
Biotage

CONFERENCE AGENDA

DAY 1

17:30 **Meet & Greet**

Get a head start on networking!

Kick off the experience with early registration and a relaxed networking session over drinks! As delegates start arriving, this is the perfect opportunity to connect, catch up with familiar faces, and meet new industry peers.

Whether it's handshakes, conversations, or shared laughs, we invite you to join us in setting the stage for an inspiring event. Cheers to new connections and meaningful discussions!

8:20 **REGISTRATION AND WELCOME COFFEE**

8:40 **CHAIRMANS OPENING ADDRESS**

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

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

This is a short, structured icebreaker session designed to help delegates connect early, promote networking, share their priorities, and start the conference with more relevant conversations.

- Why are you attending the conference?
- What are your main challanges (in PPM/PV/etc...)
- What do you want to learn about or take away?
- Where is your organization on the Portfolio Data Maturity Spectrum?

9:00 **KEYNOTE**

AI in Portfolio Management: Show Me the Numbers

As AI adoption accelerates across pharma and biotech, the conversation is shifting from experimentation to measurable business impact. This keynote focuses on real-world examples of how organizations are embedding AI into portfolio management processes to improve decision-making, optimize resources, and increase operational efficiency. Rather than discussing future possibilities, the session will examine tangible outcomes, lessons learned, and the metrics that matter most when evaluating AI investments.

Discussion Points:

- Which portfolio processes delivered the greatest value when augmented by AI?
- What organizational and workflow changes were required for successful adoption?
- How do leaders balance AI recommendations with human judgment?
- What measurable improvements have been achieved in portfolio reviews, resource planning, or investment decisions?
- Where has AI underperformed expectations, and why?
- What are the next opportunities for AI to transform portfolio management?

This keynote is designed to move beyond AI hype and provide delegates with practical insights, proven approaches, and measurable outcomes from organizations already using AI to drive portfolio performance.

9:30 **RESERVED PRESENTATION**

Data-Driven Portfolio Decisions: RWE, Risk Modeling & Resource Allocation

As development costs rise and pressure on R&D productivity intensifies, biotech and pharma companies are increasingly turning to integrated data approaches to guide strategic portfolio decisions. This presentation explores how Real-World Evidence, Probability of Success (PoS) modeling, and advanced risk-adjusted budgeting can be combined to prioritise assets objectively, manage resource constraints, and make transparent trade-off decisions.

Key Points:

- Integrating RWE to validate unmet need, refine TPPs, and inform go/no-go milestones
- Applying PoS modeling across phases to strengthen scenario planning and risk forecasts
- Using risk-adjusted financial frameworks to allocate budgets under cost pressure
- Visualising trade-offs with portfolio heatmaps and decision tools to support transparent prioritisation
- Case insights on reshaping pipeline focus using RWE + PoS to rebalance resources toward high-value assets

10:00 **PANEL DISCUSSION**

AI & Predictive Modeling for Clinical and CMC Decision-Making

Each panelist must share a real AI implementation from their organization

AI is rapidly moving from experimentation to operational use across clinical development and CMC. This panel explores how organisations are deploying machine learning to optimise protocol design, forecast patient and manufacturing risks earlier, and build governance structures that keep AI trustworthy, compliant, and audit-ready. The discussion will highlight concrete use cases where AI meaningfully reduced delays, improved quality, or de-risked development decisions.

Key Discussion Points:

- AI-driven protocol optimisation and feasibility simulation
- Predictive models for clinical risk detection and enrolment forecasting
- AI-enabled CMC insights: process variability, yield, and batch failure prediction
- Practical AI governance: validation, oversight, and regulatory expectations

Andrzej Smyk, *Senior Global Medical Director, Neurology&Immunology,* **Merck Group**

10:30 **Morning Coffee and Networking**

CONFERENCE AGENDA

DAY 1

11:00 FIRESIDE CHAT

Human + AI: Will Project Managers Become More Important or Less?

Key Points:

Future PMO skillsets

- AI-assisted decision-making
- Leadership in an AI-first world
- Workforce transformation

11:30 RESERVED PRESENTATION

FTE & Capacity Planning for Small Nordic Markets

Nordic and Baltic biopharma teams operate with tight talent pools and limited headcount flexibility. This session covers how to model real FTE demand, manage bottleneck functions, and make portfolio decisions that reflect true capacity constraints. Attendees learn practical methods to avoid overcommitment, balance internal vs. outsourced work, and protect critical-path delivery.

Key Points:

- Realistic FTE forecasting and workload modeling
- Managing bottlenecks in CMC, biostats, regulatory, and clinical ops
- Internal vs. external capacity trade-offs
- Portfolio sequencing and pausing work under FTE limits
- Guardrails and contingency plans for thin teams

12:00 PANEL DISCUSSION

Agentic AI in Pharma: Hype, Reality and the Next Five Years

As artificial intelligence evolves beyond copilots and decision-support tools, pharmaceutical organisations are beginning to explore the potential of autonomous AI agents capable of coordinating workflows, generating insights, and executing complex tasks with minimal human intervention. This session examines where agentic AI is delivering real value today, where expectations may be outpacing reality, and how organisations can prepare for the next wave of AI-driven transformation across R&D, clinical development, regulatory affairs, and portfolio management.

Key Discussion Points:

- AI agents versus copilots: understanding the differences and practical applications
- Autonomous project coordination and cross-functional workflow orchestration
- Clinical trial agents for protocol support, patient recruitment, monitoring, and data management
- Regulatory intelligence agents for submission planning, compliance monitoring, and health authority interactions
- Risks, governance, accountability, and oversight in autonomous AI systems

12:30 Luncheon

13:30 CASE STUDY

Clinical Critical Path Execution (FPFV → DBL): Timelines, Signals & Replanning

Managing clinical trials from First Patient First Visit (FPFV) to Database Lock (DBL) requires tight coordination across multiple Nordic sites and therapeutic areas. Early identification of baseline deviations, re-planning triggers, and monitoring Risk-Based Quality Management (RBQM) signals ensures trials remain on schedule while maintaining quality standards. This lab explores practical tools and templates for orchestrating startup activities efficiently across the region.

Key Points:

- Startup choreography: Mapping site activation, ethics/IRB submissions, and investigator training to compress timelines.
- Baseline credibility: Establishing realistic schedules that account for local regulatory and operational variability.
- Re-planning triggers: Recognizing early deviations and implementing corrective adjustments without cascading delays.
- RBQM signal monitoring: Tracking quality and risk indicators to anticipate patient-safety or compliance issues.
- Hands-on templates: Using trial-ready documents to standardize workflows and enable faster decision-making.

Andrzej Smyk, *Senior Global Medical Director, Neurology&Immunology,* **Merck Group**

14:00 RESERVED PRESENTATION

Quantitative Risk (Schedule & Cost)

Industrialization and complex life-sciences projects face uncertainty in both schedule and cost. Monte Carlo simulations and buffer planning provide a rigorous, data-driven method to anticipate risks and guide go/no-go decisions. This lab emphasizes practical implementation for project managers.

Key Points:

- Buffer sizing: Determining appropriate contingency to absorb project shocks.
- Gate thresholds: Defining risk levels that trigger executive review or mitigation.
- Scenario analysis: Testing "what-if" outcomes to guide robust decision-making.
- Integration into planning: Translating quantitative risk into actionable project plans.

14:30 PANEL DISCUSSION

Digital Twins & Advanced Modeling for Trials and Manufacturing Operations

This panel explores how Nordic biotech and pharma companies are leveraging digital twin modeling to virtually replicate clinical and manufacturing operations. By simulating multi-site trials, predicting bioprocess capacity, and modeling regulatory or inspection outcomes, organizations can identify bottlenecks and optimize resource use before real-world execution. Discussion will highlight integration with ERP, CTMS, and QMS systems, and how sensitivity analyses enhance decision-making across development and production.

Moritz Fehrle, *Strategy and Transformation Lead (VP) at Pharmaceuticals Product Supply,* **Bayer**

15:00 Afternoon Coffee and Networking

CONFERENCE AGENDA

DAY 1

15:30 **WORKSHOPS**

WORKSHOP 1: Integrated Clinical Data: Digital Biomarkers, Remote Data & Data Plumbing

As clinical development becomes increasingly data-rich, organisations must learn to integrate diverse data streams—from digital biomarkers and remote patient monitoring to operational and portfolio data. This workshop focuses on the practical side of "data plumbing": how to collect, standardise, connect, and make these datasets usable for decision-making across clinical operations and PPM.

Bring a dashboard screenshot, report, or portfolio pack and explain how leadership actually uses it.

WORKSHOP 2: Vendor & Partner Oversight (CRO/CDMO)

As sponsors increasingly depend on CROs and CDMOs for clinical and manufacturing operations, effective oversight has become critical to maintaining compliance and quality. This workshop translates regulatory expectations into practical governance frameworks, focusing on defining clear SLAs and QTAs, enforcing disciplined change-order management, and maintaining audit-ready documentation. Participants will explore sponsor control metrics and engage in hands-on exercises to strengthen vendor oversight across complex partnership models.

16:30 **ROUNDTABLES**

ROUNDTABLE 1: How to Build Portfolio Scenario Packs for the C-Suite (What Execs Actually Want & Don't Want)

This roundtable focuses on how PMO, portfolio, clinical, and CMC leaders can create crisp, decision-ready scenario packs tailored for Nordic/Baltic executive teams. Instead of long slide decks or functional status updates, the discussion will explore how to present only what leaders need to make fast, capital-efficient decisions—especially in small-market, resource-constrained environments.

Discussion Starters:

- What makes a scenario "decision-grade"? Defining the minimum inputs (PoS, cost, FTE, CMC impact, timing shifts).
- How to frame trade-offs: Presenting 2–3 discrete options with quantified consequences—not open-ended analysis.
- Signals that trigger updates: Capacity shocks, regulatory shifts, site delays, cash runway changes.
- C-suite preference patterns: What Nordic CEOs/COOs consistently want more (clarity, options, risk) and what they want less (status slides, functional minutiae).
- Effective templates: What a 5-slide scenario pack looks like in practice—structure, visuals, and must-have numbers.
- Common pitfalls: Overmodeling, unclear recommendations, and drowning leadership in data.

ROUNDTABLE 2: Decentralized trial execution specifics with Nordic enablers (eID, home nursing, remote data capture) and their portfolio impact.

Decentralized clinical trial models are reshaping how Nordic biopharma organizations design and execute studies, offering new flexibility while raising complex operational and regulatory considerations. This roundtable will explore how regional enablers such as national eID systems, home nursing services, and remote data capture technologies can streamline trial execution and expand patient access. Participants will exchange perspectives on integrating decentralized capabilities into portfolio planning, assessing cost and feasibility impacts, and ensuring data quality, compliance, and patient engagement across diverse Nordic settings.

ROUNDTABLE 3: AI for Portfolio Scenario Planning: What Would You Trust AI to Decide?

This roundtable explores the growing role of AI in portfolio decision-making and where leaders are willing - or unwilling - to rely on AI-generated recommendations. Participants will discuss how AI can support scenario planning, resource optimization, and investment decisions while maintaining appropriate human oversight and governance.

Discussion Points:

- Resource allocation: Where can AI improve capacity planning and identify bottlenecks?
- Portfolio prioritization: Can AI help rank assets and programs more effectively than traditional methods?
- Trial selection: Using predictive analytics to optimize study design, site selection, and execution strategies.
- Investment decisions: How much influence should AI have on funding and portfolio trade-off decisions?
- Human override thresholds: When should leaders challenge, validate, or overrule AI recommendations?
- Building trust: What evidence, transparency, and governance are needed before AI can support critical portfolio decisions?

17:30 **Networking Cocktail Reception**

CONFERENCE AGENDA

DAY 2

9:00 KEYNOTE

Integrated CMC-Clinical Project Management

Linking Chemistry, Manufacturing, and Controls (CMC) readiness to clinical project timelines prevents launch delays and ensures regulatory compliance. This integrated approach aligns cross-functional teams and improves predictability in product development.

Key Points:

- Synchronizing PPQ, validation, and trial enrollment milestones
- Risk-based contingency planning across CMC and clinical domains
- Predictive monitoring of batch release and regulatory submissions
- Integration with portfolio EVM metrics and variance analysis
- Best practices from multi-site Nordic implementations

9:30 RESERVED PRESENTATION

Tech Transfer & Scale-Up under Inspection Pressure

Transferring manufacturing processes from R&D to commercial production while under regulatory scrutiny requires a disciplined, inspection-ready approach. Using real-world cases from Hillerød, Uppsala, and Kalundborg, this session demonstrates how PPQ scheduling, validation, and deviation management converge to support scale-up success. Monte Carlo mini-labs provide quantitative insights into timing, capacity, and risk.

Key Points:

- PPQ scheduling & sequencing: Planning Process Performance Qualification to align with product launch timelines.
- Validation & deviation handling: Ensuring process robustness while documenting and resolving nonconformances.
- Change control discipline: Managing minor and major changes without triggering regulatory observations.
- Inspection pressure case studies: Lessons from real Nordic-scale projects to illustrate best practices.
- Monte Carlo risk modeling: Quantifying likelihood of delays and resource conflicts to optimize scale-up decisions.

10:00 PANEL DISCUSSION

Continuous Inspection Readiness in Hybrid Monitoring Environments

As life sciences projects increasingly operate under hybrid remote and on-site inspection models, maintaining continuous inspection readiness has become a strategic priority. Leveraging real-time data to monitor QTLs, KRIs, and TMF health enables organizations to ensure regulatory compliance on a daily basis—reducing audit risk and enhancing overall operational quality.

This panel will explore best practices and emerging technologies that support proactive, data-driven oversight across complex study portfolios. Experts will share insights into how continuous monitoring frameworks can be integrated into daily operations and governance to sustain long-term inspection readiness.

Key Discussion Points:

- Real-time monitoring of QTLs and KRIs across multiple trials
- TMF completeness tracking and regulatory metric dashboards
- CAPA lifecycle management and effectiveness measurement
- Hybrid monitoring strategies and remote audit readiness
- Embedding inspection readiness within project governance structures

10:30 Morning Coffee and Networking

11:00 CASE STUDY

Nordics + Baltics Case Track (Cross-Country Delivery Patterns & Best Practices)

Cross-region life-sciences projects face operational and regulatory diversity across the Nordics and Baltics. This curated case track examines oncology, medtech/diagnostics, and bioprocess/CDMO projects to reveal patterns in multi-country delivery and best practices for seamless execution.

Key Points:

- Regional operational nuances: Addressing differences in local regulations, site capabilities, and timelines.
- Cross-country coordination: Synchronizing clinical, commercial, and manufacturing teams.
- Case-based learning: Lessons from oncology (NO), medtech/diagnostics (SE/FI), and CDMO/bioprocess (DK/LT/LV/EE).
- Best practices in delivery patterns: Leveraging successful templates for multi-region projects.
- Integration across portfolio: Understanding how regional execution impacts global strategy and risk.

11:30 RESERVED PRESENTATION

EVM & Variance for Life-Sciences Projects

Earned Value Management (EVM) offers a quantitative lens to track schedule and cost performance in clinical and manufacturing projects. When applied carefully, EVM metrics like CPI, SPI, EAC, and ETC provide early warning signals to guide corrective action. This hands-on clinic demonstrates practical applications and limitations in life-sciences contexts.

Key Points:

- CPI/SPI interpretation: Assessing cost and schedule performance relative to plan.
- Forecasting EAC/ETC: Predicting total project cost and remaining work effort.
- Variance analysis: Identifying root causes and potential mitigation actions.
- When EVM helps vs. hurts: Understanding situations where EVM is informative or misleading.
- Hands-on exercises: Applying metrics to clinical trial and CMC case studies for decision-making.

12:00 PANEL DISCUSSION

End-to-End Lifecycle Management: Linking R&D, Launch, and Post-Market Strategy

Modern asset teams must think beyond phase-by-phase execution and manage products through a continuous lifecycle. This session focuses on how early scientific choices, evidence generation plans, regulatory pathways, and launch preparations interlock — and how post-market performance data feeds back into pipeline strategy, label optimisation, and long-term value creation.

Discussion Starters:

- Defining lifecycle-critical decisions during early development (target profile, differentiation, access hurdles)
- Aligning clinical, regulatory, and commercial evidence plans to support approval, reimbursement, and launch sequencing
- Building coordinated launch readiness across supply, safety, medical, and market access teams

CONFERENCE AGENDA

DAY 2

- Capturing post-market signals (RWE, safety trends, utilisation patterns) to refine indications and guide next-phase investments
- Establishing cross-functional governance to manage lifecycle trade-offs, resource allocation, and portfolio impact

Andrzej Smyk, *Senior Global Medical Director, Neurology&Immunology,* **Merck Group**

12:30 **Luncheon**

13:30 CASE STUDY

Benefits Realization & Post-Launch Value

Beyond product launch, life sciences organizations face the challenge of ensuring that early investments translate into measurable commercial and medical impact. This case study explores how defining outcome-based KPIs and structured decision memos enables teams to evaluate whether strategic portfolio bets are delivering expected value. The session highlights practical approaches to integrating clinical development, commercial strategy, and real-world evidence for continuous value optimization.

Key Points:

- Outcome KPIs: Establishing metrics for patient impact, market reach, and revenue performance
- Decision memos: Structuring post-launch reviews to guide executive portfolio decisions
- Portfolio linkage: Connecting early-phase R&D investments with long-term therapeutic and commercial goals
- Post-launch monitoring: Identifying deviations from expected outcomes and implementing corrective actions
- Cross-functional alignment: Bringing together clinical, medical, and commercial perspectives in value assessment

Moritz Fehrle, *Strategy and Transformation Lead (VP) at Pharmaceuticals Product Supply,* **Bayer**

14:00 RESERVED PRESENTATION

Nordic HTA Pathways & Market Access: Country-Specific Requirements

This session delivers a practical, country-by-country walkthrough of how biopharma companies can navigate HTA submissions, value assessments, and pricing negotiations across Sweden, Denmark, Norway, and Finland. Using a live case example, the presentation will contrast the differing decision criteria, evidence expectations, and stakeholder dynamics — moving beyond the EU-JCA framework to focus on local execution realities.

Key Points:

- How HTA bodies in the Nordics interpret and apply value frameworks
- Integrating clinical and economic data for national submissions
- Strategies for aligning pricing, access, and outcome-based contracts
- Lessons learned from real-world product launches in the region

14:30 PANEL DISCUSSION

Scaling Smart: Building Capacity and Partnerships in Nordic Markets

This discussion brings together biotechs, CROs, and funding bodies to explore how to optimize operations and partnerships across Nordic and Baltic markets. Panelists will address strategies for patient access, regional site clustering, and sequencing countries for maximum efficiency — while also leveraging Medicon Valley collaborations, academic spin-outs, and co-funding opportunities.

Key Discussion Points:

- Balancing regional capacity constraints with trial delivery demands
- Using site clustering to accelerate patient enrollment and oversight
- Structuring alliances and governance models for shared success
- Public-private funding mechanisms and innovation grants in the Nordics
- How strategic partnerships strengthen long-term portfolio execution

15:00 **Afternoon Coffee and Networking**

15:30 WORKSHOPS

WORKSHOP 1

Designing Effective Partnerships: Funding, Governance & Collaboration Models

This interactive session explores how to build and manage strategic partnerships within the Nordic life sciences ecosystem — from Medicon Valley collaborations to university spin-outs and co-funded R&D initiatives. Participants will work through real-world scenarios to develop alliance governance templates, map funding opportunities, and define success metrics for sustainable joint ventures.

Learning Objectives:

- Identify key funding sources and co-financing mechanisms in Sweden and the broader Nordics
- Structure alliance governance frameworks for public–private or academic–industry partnerships
- Understand common pitfalls in partnership execution and how to mitigate them
- Develop an actionable roadmap linking partnerships to portfolio strategy

WORKSHOP 2

Building the Portfolio Data Operating Model: From Fragmented Systems to Decision-Grade Insights

Many biotech and pharma organizations struggle to connect data across CTMS, EDC, ERP, and QMS systems, limiting visibility into true project performance. This interactive workshop helps participants design a modern, integrated portfolio data operating model that turns operational data into strategic insight for governance, forecasting, and capital allocation.

Learning Objectives:

- Map core data flows across clinical, CMC, and finance systems
- Define decision-critical KPIs and automated reporting triggers
- Learn how to establish a single “data backbone” for portfolio oversight
- Identify data ownership and governance roles across PMOs, QA, and Finance
- Nordic case example: Integrated data platforms supporting RWE and HTA readiness

Interactive Working Session: Participants will work through a real portfolio case to map critical data sources, decision points, KPIs, dashboard requirements, and governance ownership, leaving with a practical portfolio data blueprint they can apply within their own organization.

CONFERENCE AGENDA

DAY 2

16:30 ROUNDTABLES

ROUNDTABLE 1: Leadership & Incentives: Stopping Low-Value Work and Driving Portfolio Focus

Even the best governance frameworks fail if incentives reward activity instead of value. This executive roundtable tackles how to align leadership behaviors, accountability structures, and reward systems with portfolio impact rather than project volume.

Discussion Starters:

- How to embed "value milestones" into team and leadership scorecards
- Incentives for stopping or pivoting underperforming programs
- Behavioral signals that sustain focus on priority assets
- Aligning functional KPIs (CMC, clinical, regulatory) to portfolio outcomes
- Lessons from Nordic mid-size biotechs integrating incentive reform

Moritz Fehrle, *Strategy and Transformation Lead (VP) at Pharmaceuticals Product Supply,* **Bayer**

ROUNDTABLE 2: Nordic Decentralized Trial Execution: eConsent, Remote Monitoring & Data Integrity

Decentralized and hybrid trials are reshaping how sponsors operate across the Nordics — but national differences in digital identity (eID), data privacy, and home-nursing infrastructure create real executional complexity. This roundtable brings together clinical operations, digital, and portfolio leads to discuss how decentralized models can accelerate timelines while staying compliant.

Discussion Starters:

- How Nordic eID systems enable or limit eConsent deployment
- Integrating remote data capture and home nursing with traditional site models
- Ensuring data integrity and audit readiness in DCTs
- Harmonizing digital tools and SOPs across multi-country programs
- Implications for portfolio planning, budget forecasting, and vendor oversight

17:30 **End of The Conference**

OUR VALUED PARTNERS, PAST AND PRESENT

WHY? SUMMITS

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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.