An introduction to Volt Pharma Associates Project, Programme and Portfolio Management (P3M) Services

"We help clients build balanced portfolios of products that meet their organisational priorities and objectives, and execute each project flawlessly. It's all about selecting the right projects, and doing them right."

Volt Pharma Associates (VPA) – Overview

OUR ETHOS

We believe in being "committed to delivery through collaboration": Volt Pharma Associates is dedicated to consistent delivery of successful client outcomes through collaboration, quality assurance, flexibility, cultural alignment, transparency and knowledge sharing. We are committed to adding value and optimising cost.

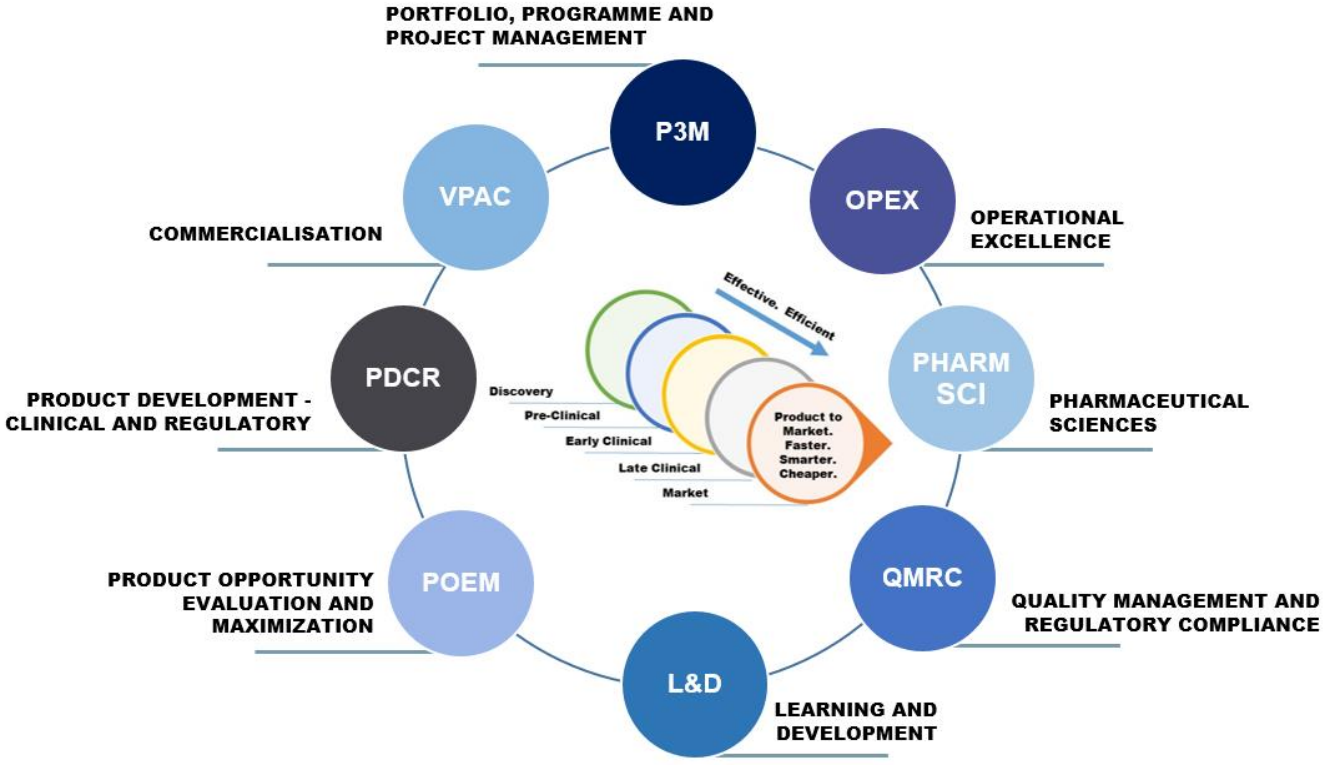
WHO WE ARE

We are a group of world-class BioPharmaceutical subject matter professionals, who put best practice to work for our clients, designing integrated innovative solutions - on both product and organizational levels - for the complexities of a constantly changing life sciences ecosystem & marketplace. The calibre of people we allocate to our clients' projects, people with 20 and 30 years of hands-on experience in their subject matter, combined to a project team covering multiple subject matters depending on our client's specific issues and situation complexity, is truly unique in the industry. Our unbiased approach enables our clients to realize their business goals by minimizing risk, raising product / portfolio value, saving cost and reducing time to patient.

VPA is part of Volt Information Sciences, Inc., a global provider of talent, technology and consulting services. Volt is a highly successful, 6 Sigma company with offices in North and South America, Asia and Europe.

WHAT WE DO – OUR SERVICES

With our unique fusion of expertise in the full range of disciplines across the product lifecycle, we help releasing the full potential of our client's products and organisations.



We provide strategic decision making, planning, and management as well as optimised resourcing to execute strategic programmes and projects. We operate as a lean structure without organisational overhead and pass on the benefits created directly to our clients with payment linked to successful outcomes achieved against time, quality and cost based deliverables.

Project, Programme and Portfolio Management (P3M) Services

Why P3M? Because our P3M approach is capable of generating tangible value for your organisation. This can be realised in terms such as increased revenues, reduced costs, reduced time to value delivery, and increased probability of success for patients and in meeting organisational goals.

A rapidly changing healthcare environment, new research discoveries, reimbursement hurdles, budgetary pressures and uncertain commercial success require organisations to make the right decisions earlier and execute superbly. This is even more important as organisations work more collaboratively with an increasing emphasis on partnership.

VPA P3M can help clients make the right project and portfolio decisions, and then execute their decisions more effectively through a fusion of processes, tools, analyses and modelling techniques as well as hands on facilitation. We can help clients develop and improve their project and portfolio management capabilities, and provide hands-on support in their application. Our approach would encompass internal organisational needs as well as external market dynamics for increased revenues, reduced costs, reduced time to commercialisation, and increased probability of success in delivering new therapies to patients and meeting organisational goals.

Our P3M consultants have led, shaped and delivered in real organisations, on real projects, programmes, portfolios and organisational change and improvement initiatives. Most have over 20 years of hands on, day-to-day experience; from early discovery through early and late stage development to commercialisation and life cycle management; from single projects and small programmes to global portfolios with hundreds of projects; and from constructing options for one project to defining the high level strategy for entire therapeutic areas and business units. We have a developed a deep, pragmatic knowledge of what needs to be done and importantly how to significantly and sustainably improve project and portfolio management processes, methods and tools.

Our experience and the breadth and depth of our backgrounds mean that we have a wide range of proven tools and approaches available to us. We can quickly assess where the issues and challenges are and design, implement and embed solutions that are tailored specifically to your needs. We are not wedded to any one specific approach or technology.

We know that to deliver significant and sustainable performance improvements takes more than buying a new software tool or just defining an improved process. Well-meaning initiatives may fail because of poor implementation and failure to capture the hearts and minds of staff. We understand this and are committed to helping clients with all elements that are crucial to success, be they cultural, behavioural, process or technological.

Our philosophy is that real success in project, programme and portfolio management can best be achieved through a holistic approach: well designed and managed projects aligned to portfolio and business objectives; an organisation committed to making the right decisions at the right time; an organisation that has the necessary skills, knowledge, tools, behaviours, and execution processes that support efficient, effective and timely operational delivery.

SUMMARY OF SERVICES

1. Building P3M capabilities to deliver value from your portfolio
   - Building integrated project and portfolio management processes, methods, tools and capabilities.
   - Reviewing and enhancing decision making processes at project and portfolio levels.
   - Providing training in all aspects of project, programme and portfolio management

2. Project, programme and portfolio strategy and optimisation
   - Setting portfolio strategy – establishing an organisation's strategic direction and its impact on portfolio selection and prioritisation.
   - Defining and evaluating strategies and options for individual projects and programmes to optimise delivery.
   - Applying a range of project, programme and portfolio modelling approaches to support decision making.
   - Applying "What if" tools and facilitation in order to address specific project and/or portfolio decision problems or scenarios.

3. Building project, programme and portfolio performance improvement methods and tools to reduce timelines, improve efficiency and optimise spend
   - Defining and using metrics and key performance indicators.

4. P3M process and practice diagnostic
   - Providing an independent, impartial, objective analysis of organisational capabilities to meet current and future business needs.
   - Identifying gaps in capability and developing a plan to fill them.
   - Providing interim solutions for bridging gaps in resources and skills whilst change is taking place.

1 – DELIVERING VALUE FROM THE PORTFOLIO

Business Problem: R&D projects are inherently uncertain and each individual project has its own set of priorities, issues and challenges that need to be balanced against those of other projects to ensure optimum value delivery from the entire portfolio. The goals and objectives of these projects need to be aligned to the therapeutic area, business unit and organisational goals and objectives. This requires consistent availability of clear and comparable information for each project and the ability to integrate it and use it for objective and effective decision-making at programme and portfolio level. This goes beyond simply buying a software tool and imposing an outcome on the organisation.

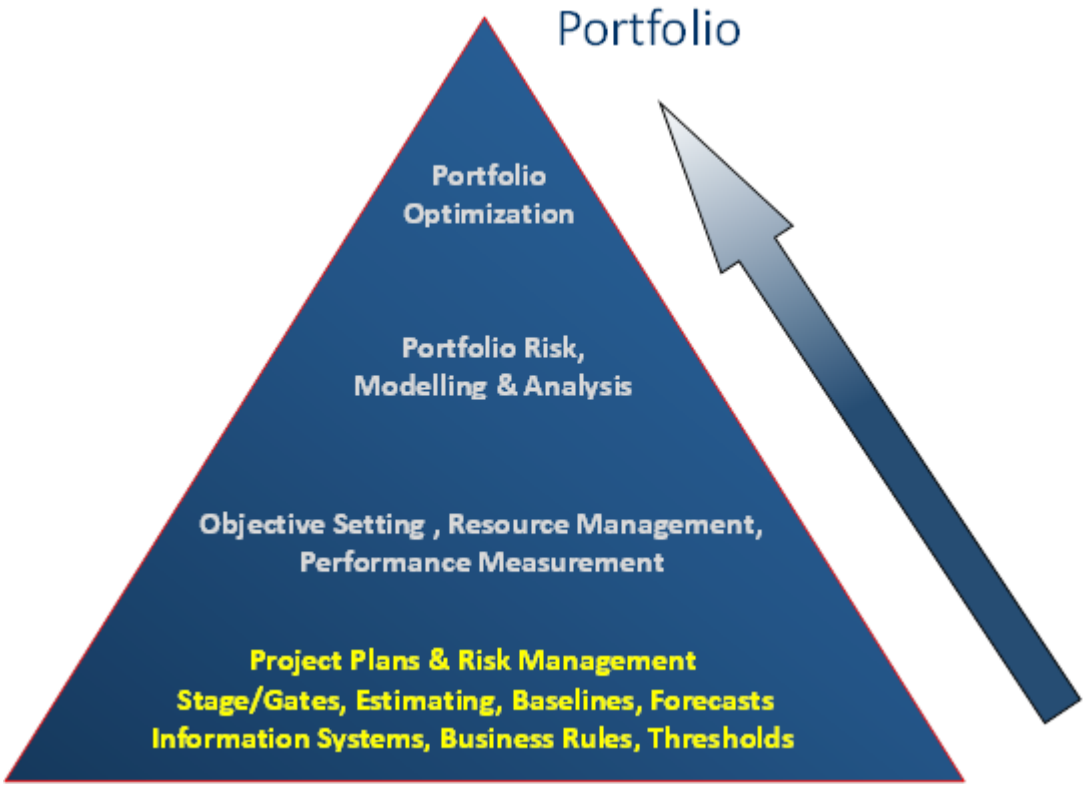
Our approach is to create a consistent and integrated framework for project planning and portfolio management so that the information required for effective portfolio and business decision-making can be obtained directly from project plans without the need for resource-intensive information gathering and consolidation. We aim to identify the key information needed for your business decision-making and ensure that this is captured easily and efficiently in the plans of individual projects. Typically, this might include milestone dates, key decision points and decision criteria, risks and mitigation plans, forecast and actual costs, resource requirements etc. We can help you optimize your governance and decision-making processes to make most effective use of this information – our broad experience in the industry means we have seen this done extremely well, and done in ways which led to poor decisions or resulted in organisations being unable to make clear and consistent decisions. VPA can help you find solutions that are relevant to the strategy and scale of your business.

We believe that good project management is absolutely fundamental to effective portfolio decision-making and management; you can't make good decisions based on unrealistic, inadequate or out-of-date project plans. VPA has experts in this field who can help you build and improve your project management practices, and help ensure that all of your project teams are working at their best. High quality data is dependent on a strong project management capability and good communication linking strategy, goals and objectives at each level – corporate, business or therapeutic area, programme and project.

A core element of an integrated P^3M approach and critical to setting realistic project and portfolio expectations is the identification and management of risk and uncertainty. Our consultants have hands on experience of successfully implementing risk management methods and can bring key lessons and state of the art risk management tools from other industries where these practices are considerably more mature.

Realising the full benefits from any improvements to project and portfolio management capabilities, requires them to be effectively implemented and embedded, and with a commitment to continuous improvement. We will apply a range of proven change management approaches to help you achieve this.

Sustainability is the key to ensure that the client organisation continues to benefit from the changes long after the consultants have left. To meet this goal, we take a structured approach to managing the change process itself, as well as ensuring that we use the most appropriate tools to define, design and implement the required changes. While our approach is typically based on use of Lean and Six Sigma tools, we will use other approaches and methods where these are more appropriate for the client's needs.



Customer and Business Objectives graph – Strong portfolio management is built upon a foundation of solid project and resource management.

Case Study 1: Integrated Project Management system for a global Pharma company

A global pharma company had been trying for several years to simplify and align R&D project planning and tracking across multiple departments in several countries. Working closely with senior management and all of the individual departments, a comprehensive work-package-based planning system was developed that integrated schedule, resource, cost and risk management from Research to Commercial for each R&D project and provided consistent project information for new stage-gate based governance and business processes.

Case Study 2: Consistent information for portfolio decision making married to improving the management of projects.

A not-for-profit drug development organisation needed to create a low overhead, low maintenance way to manage a diverse portfolio of projects. A simple project planning tool was developed to ensure that progress could be effectively monitored for all projects and that senior management had the information they needed to make investment decisions. This was integrated into a more holistic approach to improving the management of the projects which included developing an integrated development plan with clear and agreed objectives and goals, improving team effectiveness, revised governance processes, stream-lined status reporting and clarification of team roles and responsibilities.

Case Study 3: Portfolio integration

Following a take-over, it was necessary to integrate the late-stage R&D portfolios of the two organisations. Each had its own planning approach, used different milestones and tracked different information. Working closely with senior management and Project Managers from both legacy organisations, a common planning framework was rapidly agreed and a series of workshops was run to enable the new management team to understand the requirements, constraints and risks for each project. Following this, transition plans were developed and over 40 projects were moved to new teams and sites without missing any significant milestones.

2 – P3M STRATEGY AND OPTIMISATION

❖ *Portfolio Strategy*

Business problem: How does an organisation decide where best to apply its resources now and in future? How can we manage our burgeoning portfolio?

Our approach can involve a top-down view of long-term trends in diseases and treatments, resulting in a set of organizational aspirations and a road-map to achieve them. A second step may involve a critical examination of the current portfolio and its alignment with the aspirations, to identify funding priorities and any changes of direction required.

The business impact is alignment of the organization against a long-term vision, and a clear understanding of current funding priorities.

Another portfolio strategy issue might concern the problems of a growing organisation. This can lead to an increased portfolio where the number of opportunities exceeds the budget or resources available; this in turn leads to a need to manage or prioritize the portfolio more actively. Other impacts of an increasing portfolio are a difficulty in understanding and managing project interactions, and a drift or loss of alignment to organisational objectives.

The business impact is a better / more efficient use of budget and resources, gaining control over the projects, and increased focus of the portfolio towards the more commercially valuable projects.

Case Study 4: Developing a therapeutic area strategy.

The problem was to provide clarity on which disease areas to focus internal resources and external licensing and acquisition activity on. The approach was independent of the existing portfolio, and took a fresh look at which disease areas were likely to provide significant opportunity over a 10-20-year time-span. The outcome was a clear picture of funding strategies across disease areas and alignment between R&D, commercial and licensing / acquisition groups.

❖ *Project and Portfolio modelling and optimization*

Business problems: Are we progressing a research or development project optimally? Have we achieved the right balance between speed, timing, cost, quality and risk?

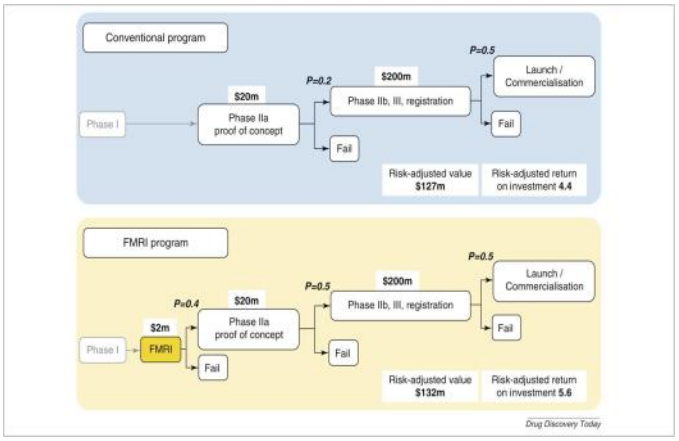
VPA P3M's approach involves an initial structuring of the problem, generation of alternative development paths, analysis of each path and selection of the option which best fits the objectives of the client organization. A similar approach can be used to help understand the value of unconventional strategies for drug development such as using probe molecules to validate targets, using diagnostics to enrich populations, or striking partnerships on development to share risk and cost, and similar.

The business impact is a decision based on a clear understanding of development options and their merits.

Case Study 5: Value of functional Magnetic Resonance Imaging in drug development

Our analysis addressed the question whether incorporating imaging studies in drug development (in neuropathic pain) could improve efficiency. Conventional programmes were compared with programmes including an early imaging study; the additional cost and time of that study was traded against the improved chances of success in subsequent phases.

A simplified version of the analysis is shown in the figure here. The analysis enabled a better understanding of the economics, and a clear decision on whether to invest in fMRI to be used for decision-making in a group of projects.



Business problem: A common problem in drug development is whether to devote resources to back-up a molecule in case the lead molecule fails. The problem is complex since there are frequently dependencies between the two molecules, and that there may be shared reasons for failure.

Our analysis can guide decisions about whether backups are useful at all and, if so, whether to park or progress a backup. A similar approach can be used to help understand the value of unconventional approaches to drug development such as using probe molecules to validate targets, using diagnostics to enrich populations, basing decisions on biomarkers, partnerships on development to share risk and cost, and similar.

Case study 6: Evaluation of the requirement for a backup to a lead compound

A facilitated approach was implemented in which three what-if scenarios were tested, based on the safety and efficacy profile of the lead and backup molecules:

Lead safe and efficacious	→ backup not required
Lead safe but no efficacy	→ backup not required – poorer performer than lead
Lead unsafe	→ likely class effect, backup not required

The outcome was a simple decision to abandon plans to develop a backup since the evidence collected for the scenarios did not support any further investment.

Business problem: We don't have enough resources to deliver all of our projects properly.

Frequently organizations have more projects than available resources. Symptoms may be projects which don't progress, budgets which are inaccurate and/or poor delivery in relation to organizational expectation.

Our approach involves an initial diagnosis of the challenges of managing the portfolio and the objectives of the organization. Depending on the outcome of the diagnosis, a framework can be created for understanding each project / option, and how these can be built up into portfolios. The framework can then be used to model different portfolios in order to understand the range of resource needs and outputs, which could include delivery, speed, commercial potential (patient population, pricing, reimbursement, access and commercial costs) and other variables of interest to the client. The approach can be scaled to accommodate portfolios of different size and/or complexity.

The business impact can include the likely output in terms of numbers of successful projects and their commercial value, alignment with objectives, transparency around portfolio resource allocation and identification of gaps or bottlenecks. The end result is investment decision-making that is based on solid foundations. Throughout the process the quality of the dialogue is as important as the end result.

Case Study 7: Non-commercial portfolio opportunities

The problem was how to select projects to fund from a group of opportunities with low/no commercial value, but nonetheless addressed diseases with significant unmet need. A framework was created which included the impact on disease burden, the cost of development and the likelihood of success. The outcome was a clear set of funding categories (fund immediately / seek partners / wait / monitor).

An example of the output of the analysis is shown in the graphic below. The "traffic light" display revealed the strengths and weaknesses of each of the opportunities, and an overall ranking based on weighted attribute scores.

	Value measures		Risk			Cost		Score
	Burden	Impact	DevReg	Disc	Agg	3=low	Benefit	Percent
Weight	100	100	100	100		100		
Project A	5.8	4	100	100	100	3	467	78
Project B	2.6	3	100	100	100	3	378	63
Project C	4.1	3	70	75	73	3	349	58
Project D	3	2	100	75	88	3	327	54
Project E	2.4	2	100	75	88	3	316	53
Project F	5.8	3	20	100	60	2	303	51
Project G	0.8	5	60	75	68	2	299	50
Project H	0.1	3	100	100	100	2	285	47
Project I	0.01	3	80	100	90	2	263	44
Project J	1.4	3	20	75	48	2	202	34
Project K	0.01	4	70		35	2	187	31
Project L	0.01	3	30		15	2	113	19
Project M	0.01	2				1		

Case Study 8: R&D site modelling

The problem was to balance the resources across several therapy areas in a single R&D site to optimize the site output. Our model identified the resource needs and risk profile of projects within each therapy area. Options included in-house development versus out licensing at different stages. The outcome was a better understanding of the characteristics of each therapy area, such as costs, development risk profile and resource needs in different disciplines which enabled discussions of re-allocating resource to maximize value and output.

Case Study 9: Restructuring following a take-over

In the preparation for a major pharma take-over, prior to availability of detailed technical and resourcing information about the target company's portfolio, management needed to understand the likely resource and facility requirements for the new, combined portfolio. We developed models of the incoming portfolio based on available information, industry knowledge and benchmarking and these were used to forecast resource requirements for a range of scenarios. These estimates were then used to develop proposals for organisational size, site closures and facility rationalisation for the combined organisation, so that the changes could be implemented soon after the closure of the deal.

❖ *"What If" tools and facilitation*

Business problem: Making timely R&D decisions in the face of complexity, uncertainty, risk and/or multiple perspectives.

Our approach is to provide rapid, hands on guidance for specific, difficult or complex R&D decisions where independent, neutral facilitation can make a significant impact. Key elements would be; the development of decision options, creation of a common framework to compare the options, the exploration of "what if" scenarios and the provision of highly-visual interactive tools to illustrate and explore trade-offs between options.

This approach enables teams and governance to come to a timely decisions based on a clear understanding of the consequences of each option.

Case study 10: Development strategy for a class of drugs with multiple formulations and indications

A facilitated approach was used with multiple teams to generate a small number of distinctly different options to model. The models were used to answer teams' "what if" questions such as impact of delays, different assumptions about product patent lives, cannibalization of sales between different compounds etc.). The outcome was a clear recommendation for investment based on a shared understanding of the commercial value, risk and timing of each option.

3 – P3M PERFORMANCE IMPROVEMENT

Business Problem: There is a constant need to improve efficiency in all aspects of R&D operations to deal with increasing commercial and regulatory pressures and deliver maximum value to stakeholders.

Well-designed metrics and key performance indicators can provide valuable insights into organisational performance. However, all too often large volumes of data are collected and unless they can be tied back to the process of drug development, they don't result in sustainable changes in performance. Tried and tested approaches are often no longer sufficient to meet today's challenges.

Our approach: We have extensive experience designing and implementing sustainable efficiency improvements in R&D organisations, supported by the right key performance indicators and the streamlined processes for monitoring and facilitating continuous improvement.

Case Study 11: Cycle time reduction without increasing risk

A pharmaceutical company needed to reduce the time between achieving Proof of Concept for a project and the availability of drug supplies suitable for Phase IIb and Phase III, without front-loading costs or incurring additional technical or regulatory risk. Nine separate departments were involved in the work. Using a combination of Lean and Six Sigma tools and an iterative ("Agile") approach, an integrated set of process improvements was implemented across all of the departments, reducing the average cycle time by 32% with no increase in cost or technical or regulatory risk.

4 – P3M PROCESS AND PRACTICE DIAGNOSTICS

Business problem: We constantly hear frustrations expressed about the ineffectiveness of an organisation's project, programme or portfolio management functions.

> "We know that we need to get better – but are not sure what the problem is – or how much better we need to be"
> "We keep missing important deadlines – but don't know why."
> "It takes forever to make decisions in this organisation – and even then they keep changing…"
> "We empower our project teams and it's just not working – what are we doing wrong?"

VPA's P3M approach is to provide an in-depth independent, objective, impartial review of an organisation's Project, Programme and Portfolio processes and capabilities and how they are employed.

To understand the issues, it's equally important to grasp the key aspects of the culture and organisational values.

Projects do not operate in a vacuum and understanding the contextual background is critical to being able to identify measures that will make a lasting improvement to performance. For example, it could be that high level strategies and objectives (at organisational or portfolio level) are poorly formed and/or poorly communicated, resulting in misalignment between objectives at the project level and those of the business unit or organisation. We also sometimes encounter issues with the dynamics within the individual project teams where an independent view can help open up discussion of the issues and suggest solutions.

This analysis provides a means to identify the gaps in performance that reduce the impact of an organisation's P^3M processes and practices, and need to be addressed.

The experience of our consultants from working with different organisations, and in asking the right questions allows us to help you determine what level of capabilities will be required – we don't all need to be "better than all the rest"!

Then, key business questions that support critical decisions now and into the future need to be addressed. Typical questions we have encountered include:

- "Is this portfolio of projects capable of delivering the returns that this organisation needs?"
- "Are the available resources capable of sustaining this portfolio over the next 3-5 years?"
- "What options are available to us to increase the probability of success?"
- "How can we best prioritise our portfolio to optimise return on investment?"
- When will this project reach its key milestone and how much will it cost to get there?

Projects must be delivered effectively and efficiently and here we can make a major difference by reviewing your project management processes and advising on ways to make them fit for purpose in your organisation. We will not suggest bureaucratic approaches that force your experienced teams to spend their valuable time box-ticking but we will find methods that are easy to use and deliver tangible value for your organisation. Ensuring consistent understanding of the planned time and costs for your projects will help you make the most of your opportunities.

Case Study 12: Improving the management of projects at a "not for profit' pharmaceutical organisation

The Head of Research and Development recognised that virtually every key project milestone was being missed. Not only did this impact of project delivery, it was having a serious impact on the credibility of the organisation with the funding community.

We performed an in depth analysis of the project management processes, practices and culture by holding a number of structured interviews with staff at all levels in the organisation, reviewing the project processes (as far as they existed) and reviewing the project management "products" (schedules, development plans, portfolio plans and status reports). A key aspect of this assignment was to understand how the project teams actually performed – and this highlighted that even identifying who was on the team was not at all clear.

A report was presented that led to the identification of a number of key areas that required immediate focus which included providing a clear and consistent structure for project plans and schedules (which also support the annual portfolio planning cycle), putting in place a team development agenda – which started with assembling the right team of people, setting clear objectives and developing a team charter.

The impact on the teams we have worked with has been very positive and rapid – dysfunctional teams have been "turned around" and are now seen as "the best teams we have".

Case Study 13: Delivering training in planning techniques at a mid-sized pharmaceutical company

The client had identified that the level of knowledge of planning techniques in their project leaders, project managers and planners was not as high or as consistent as they needed it to be in order to be able to move forward with a major revision or their working practices.

We discussed the level of needs with the client to understand the appropriate level of training required and, using insight from our associates experienced in training in project management skills created and delivered a one-day workshop covering a range of planning techniques with interactive quick and simple activities to illustrate the teaching points being made.

DIAGNOSIS ISSUES AND OUTCOMES

Your company wants to be able:

To **rapidly react to changing portfolio and business needs** guided by a clear longer term strategy to support the **delivery of project and portfolio value.**

To easily assemble essential project & portfolio data to support **fast and optimal decision making.**

To identify and manage risks & opportunities **to enable realistic expectations to be set, reduce wasteful fire-fighting and improve project and portfolio delivery.**

To improve the allocation of resource to projects for **optimal operational efficiency of the R&D business.**

To allow projects and individuals to **control their own work more effectively.**

To enable practical portfolio strategies to be developed and tested and that creates the capability to continuously **challenge and improve the value delivered and the Return on Investment.**

Your company will need:

The capability to rapidly and accurately **assess current and future project and portfolio resource needs.**

The ability to **define and re-define project and portfolio strategies to meet corporate goals.**

Excellent **tools and processes, consistently applied** to generate, gather and assemble project and portfolio data.

Risk management processes and tools applied consistently.

Clear and agreed **organisational priorities** and the mechanisms to ensure that they are applied effectively across governance units and lines.

Clear **boundaries, thresholds, accountabilities, and business rules** for projects and colleagues.

The capability to **define and effectively model future portfolio** scenarios.

VPA's P3M practice can help your organisation create and implement any of the methods and process required to achieve tangible value from your projects, programmes and portfolio. We can call on experts from our Project Opportunity Evaluation & Maximization practice to support individual projects. Our Lean Six Sigma practice can ensure any new processes are efficient and effective and working with our Learning and Development practice we can provide professional training as part of the change implementation so that your staff are fully informed and engaged.

TEAM BIOGRAPHIES

John Bennett BSc PhD

John has over 25 years of experience in drug discovery and development. He started his career in the cardiovascular biology research group at Pfizer before moving to drug development as a project manager. He has supported and led candidates across many therapeutic areas and at all stages of development.

He also led or contributed to a number of global initiatives that designed and implemented project management, knowledge management, risk and resource and finance management processes and systems for Pfizer globally and managed a global organisation focused on project management operations and development. He spent 10 years as a Portfolio Director – initially for projects in early development and latterly for the pain, GI, GU and respiratory therapeutic areas. In that time he was instrumental in the development of therapeutic area strategies that spanned the research, development and commercial areas.

John left Pfizer in 2009 and began a new career in consultancy working with a number of global, mid-sized, small pharma and not for profit companies on a broad range of assignments in the portfolio, programme, project and finance management areas including developing Strategy and operational planning frameworks, working with individual drug project teams to craft development strategies and operational plans and improving annual portfolio review and planning processes. He has also extensive experience of working closely with project teams to improve their effectiveness. John has a particular interest in Risk and Uncertainty Management and works with a specialist risk management company, Risk Decisions limited, who have extensive experience in many other high tech industries, to implement risk solutions with pharma clients.

Graham Finch BSc BEng MSc

Graham is a consultant to biopharmaceutical organisations providing strategic and analytical guidance to Research and Development and Business Development investment decisions. He has a background in product and portfolio strategy, commercial analysis and valuation, business development, due diligence and deal terms for licensing and acquisition, market and customer analysis, investment and risk analysis.

Graham has eleven years' experience working for a major pharmaceutical company and recent independent experience providing consultancy to biotech and mid-sized pharmaceutical organisations. He is a Graduate of Physics and Engineering with an MSc in Operational Research from the London School of Economics.

Mike Florence PhD MBA

Mike Florence has over 20 years' experience in Pharmaceutical and Chemical industries delivering step change improvements and projects across manufacturing, supply chain, Research and Development and marketing companies. Mike is a winner of the European strategic risk award for building risk and lean into portfolio management and a sustainable business cycle. Previous roles include Global Project Manager accountable for leading cross functional teams to deliver large and complex portfolio of projects to decision points on time and budget. He is a full member of the Association of Project Management and the Institute of Risk Management. Mike gained a PhD from the University of Edinburgh, MBA from the Open University and is a registered practitioner of Prince2 and Management of Successful Programmes.

Jan Nichols BSc

Jan is a project and change management consultant with extensive experience in in transforming project and portfolio management organizations, processes, systems and teams, gained over 25 years in blue chip pharma and more recently in the not-for-profit sector. She has expertise in a range of approaches and tools, and applies them flexibly and with sensitivity to the customer's context to enable sustainable business change.

Jan has held a variety of roles spanning early drug discovery through clinical development and launch; this has included the establishment and leadership of a performance analysis function for GSK Drug Discovery and, as Vice President of Project and Portfolio Management Capabilities, global responsibility for all GSK R&D's project and portfolio management processes, systems and training.

More recently, Jan has gained experience in the not-for-profit sector through assignments in the sphere of corporate/not-for-profit partnerships, including a secondment to an international Non-Governmental Organisation.

Pauline Stewart-Long BSc PhD

Pauline has over 25 years' experience in the pharmaceutical industry with roles in clinical research, project management and portfolio management. After managing drug development projects in several therapeutic areas and all phases of development, Pauline spent 7 years as a portfolio director responsible for the respiratory portfolio at GSK. Moving back into project management to become the VP of Global Project Management she had a significant line management role as well as leading a major change initiative to define the practices and processes associated with the implementation of an enterprise project management system across R&D.

She has a special interest in the critical role of people in delivering projects and has been consulting since 2012 within the life science sector but also worked in finance, IT and education, regularly running in house master classes on many aspects of project management.

Pauline graduated in Nutrition at University of Surrey, has a PhD in Biochemical Nutrition from University of Cambridge and chairs the Pharmaceutical Industry Project Management Group executive.

Alistair Swanson BSc DPhil FRSC

Alistair has over 25 years' R&D experience in Pharma and related industries in technical, managerial, leadership and consultancy roles, delivering projects involving colleagues and partners in the EU (UK, Germany, Italy & Belgium), US and Canada. As both a line manager and a consultant, he has completed numerous business process improvement and change programs, ranging from design and implementation of project management systems to business and portfolio integration following a take-over, organisational change and cycle time reduction.

Alistair has a deep understanding of drug development and P3M, together with extensive hands-on experience at a senior level of project and portfolio governance and project leadership. As EU CMC portfolio head at Pfizer, he was responsible for a portfolio of over 40 development projects, with an external spend of >$100MM p.a. and he managed the CMC development, industrialisation and registration of seven new medicines. He has a degree and doctorate in Chemistry and is a Fellow of the Royal Society of Chemistry.

Fraser Penny, BEng Chemical Engineering

Fraser has led effective programme management, supply chain and continuous improvement delivery in small operating sites and large global organisations for 20+ years. He helps clients to accelerate and maximise their return on investment from business and organizational change, typically associated with the introduction of new processes, systems and ways of working. He has an inclusive, hands-on approach which draws out the best in others whilst generating engagement and buy-in at all levels in a company.

Delivery skills include Workshop design and facilitation, End to end process capability mapping, metrics and measurement / Problem solving / risk identification and minimization / Project prioritization, initiation and management / Individual and team coaching and facilitation / Strategy definition and deployment / Culture and capability development / Lean manufacturing and change readiness assessment and Lean / supply chain awareness

Personal scorecard: 14 years supply chain programme and change management; 3 years supply strategy / design and new product introduction; 7 years manufacturing process design, scale-up and management. A lifetime connecting process and people.

Cliff Preston MA DPhil MSc

Cliff has 25 years' experience in the Pharmaceutical Industry, initially as a clinical researcher in MSDRL and GlaxoWellcome, followed by terms as a Decision Scientist at GSK and as Director/team Leader in the Portfolio & Decision Analysis Group at Pfizer. He has experience helping project teams make development decisions, and guiding budget holders and governance in allocating their scare budget and resource across a portfolio of opportunities.

Cliff is skilled at modelling business problems, both at a strategic and operational level. In 2011 he completed a MSc in Management Science at the University of Kent; his thesis was on R&D portfolio allocation modelling. His doctorate was in the field of physiological psychology.

HOW DO VOLT PHARMA ASSOCIATES ADD VALUE?

Solutions tailored to your needs:

- Best-in-class knowledge, skills and experience to guide projects, programmes and portfolios to deliver their full value.
- Hands-on strategic consultancy services, loaned executives, or complete project teams.
- When you need it, for as long as you need it.
- Flexible commercial options including fixed price contracts with payment linked to successful outcomes achieved against time, quality and cost-based deliverables.

You benefit from expert business interventions at multiple levels:

- Strategic planning & decision making
- Management and execution of key business activities including drug development programmes, outsourcing, technology choices and investments.
- Cost optimisation programmes and strategic workforce optimisation.
- Optimised resourcing of demand, including strategic demand management and planning at portfolio level through to tactical resource optimisation.

Sharing "lessons learned" from across life sciences and other industries to drive innovation that delivers competitive advantage.

- New development models drawing elements from open/collaborative innovation enterprises.
- Enhancing risk management practices by learning from mature industries.

HOW WE WORK WITH YOU

We work as your trusted colleagues, accountable, aligned, committing quality and performance excellence, from advice on specific issues to full outsourcing:

Advice:

- Consulting advice on issues requiring rapid response
- Guidance on difficult to solve problems

Partial Outsourcing

- Lead components of major projects
- Individual experts dedicated for extended periods

Full Outsourcing

- Fully loaned executives
- Turn-key projects with dedicated teams

We create tailored solutions and seamless integration to fit your product, your needs and your goals. These are not quick fixes but any changes are aimed to be embedded – it's a solution that lasts and not a quick sticking plaster.

CONTACT FOR FURTHER INFORMATION

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