

Segment Spotlight: BioTech



OPM in Action: Organizational Project Management helps Biotech Client speed Innovation-driven products to market.

In an industry where innovation in development spans such disparate areas as health care, technology, food & agriculture and energy, leading biotech companies need to stay focused on organizational efficiencies. To remain competitive, they must speed the development of innovative new products and get them to market while windows of opportunity remain open. After struggling with project management challenges that were hindering their efficiency, a global biotech client looked to Cadence to get them back on track, to delivering projects and innovation on time, and to remaining a key biotech player in a competitive industry.

CASE STUDY SUMMARY

Helping a global biotechnology client retool project management disciplines organization-wide, in order to shorten time-to-market for new products in an innovation-driven industry

THE CHALLENGE

With limited project management training, marginal executive-level engagement and lack of overall organizational involvement, this Cadence client was struggling to meet new product delivery goals. In a hyper-competitive global market driven by product innovation, they needed to ensure that their product management group - responsible for getting new products to market - had high-performing project management teams armed with the tools and training necessary to deliver on time. It was also imperative that project management disciplines extended to key company management and involved the overall organization, beyond just the project teams.

THE SOLUTION

Cadence worked closely with the client to assemble and execute an extended multi-year development plan. Cadence prioritized project management training and tools, but also included targeted training and workshops for management, as well as extended initiatives to instill project management disciplines beyond those groups, and encompass the broader organization.

THE RESULT

The number of innovation-driven products delivered to the market on time tripled. Project planning time was cut in half. Overall ROI increased by 5%. Cadence's organizational approach to project management has kept the client's project teams, management and the broader organization focused on driving innovation to the market, while staying in sync with product deliverables and market opportunities.

INITIAL ASSESSMENT

In the Initial Assessment review of the client's current project management practices and capabilities, a number of high-priority issues were identified. Not only were the client's project management resources inadequate for the large number of active projects, but unrealistic project schedules, limited project management training, and a lack of project management tools were resulting in a majority of projects being delivered late and without the anticipated project results being realized.

IMPLEMENTATION PLANNING

In their custom Project Management Guide, Cadence experts documented the tools and project management disciplines to be consistently applied to all projects. Access to the guide was provided via company Intranet. Cadence's electronic tools for project collaboration were implemented, with training for relevant project managers and teams. Cadence consultants also assembled a high-level implementation plan as a prescriptive approach to incorporating the appropriate Cadence training and tools over time.

KEY SUCCESS FACTORS

Cadence experts focused their training and ongoing consulting efforts on ensuring client improvement across a set of key success factors. A process was put in place to prioritize projects. Internal Project Management consultants, coaches and internal champions were identified. Project capacity planning was more tightly integrated with operational capacity planning. Resource management and capacity planning were put in place. Top executive endorsement and commitment to process development and implementation was prioritized. The right people — at all levels of the organization — were trained.