THE DIGITAL PMO: GETTING FIT FOR THE FUTURE

John McGrath
ISPE Product Show
Track 4, Session 3
September 26, 2018
A comprehensive suite of functionality that provides the strategic capabilities to optimize capacity, prioritize and track the benefits of your business plan, inform all stakeholders and integrate across the business technologies to achieve maximum performance from your portfolios of work.
More projects than people

Strategy & Execution
Change Management
Traditional Project Management
Standard Methodology
Regulating the internet giants

The world's most valuable resource is no longer oil, but data

The data economy demands a new approach to antitrust rules
Research spending per new drug (billions)

<table>
<thead>
<tr>
<th>Company</th>
<th>Spending (billions)</th>
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</thead>
<tbody>
<tr>
<td>GlaxoSmithKline</td>
<td>$8.1</td>
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<tr>
<td>Sanofi</td>
<td>$7.9</td>
</tr>
<tr>
<td>Roche</td>
<td>$7.8</td>
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<tr>
<td>Pfizer</td>
<td>$7.7</td>
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<tr>
<td>Johnson &amp; Johnson</td>
<td>$5.8</td>
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<tr>
<td>Merck</td>
<td>$4.2</td>
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<tr>
<td>Amgen</td>
<td>$3.7</td>
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Source: Forbes,
Transform of Die – Embrace Business Model Innovation

The single biggest reason companies fail is they overinvest in what is, as opposed to what might be.

Gary Hamel

Mindset – Skillset - Toolset

Idea → Execution → Result
“It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change.”

Cost Improvement Program

Teleflex is a global provider of medical technologies designed to improve the health and quality of people’s lives. Their portfolio is diverse, with solutions in the fields of vascular and interventional access, surgical, anaesthesia, cardiac care, urology, emergency medicine and respiratory care.

HQ: Wayne, PA, USA | Annual revenues: $1.8 billion | Operations in 40 countries | 150 countries served | Over 12,000 employees

Confidential
Cost Improvement Program

Challenges
- Annual Cost Improvement Programme of $30 million
- Programme was being controlled through MS Excel spreadsheets among 250 project managers

Capabilities Cora bring
- Cora PPM gives Teleflex greater control, visibility and reporting on the delivery of their global cost improvement program
- A real-time global view of each site in the organisation and their savings variance figures so far for a given year
- Colour-coding provides the user instant information whether they are ahead or behind on these savings
- An interactive tooltip brings the user directly to that site's savings dashboard

Benefits
- Teleflex now has a single source of information that provides real-time, accurate data for better decision-making in each project
- The lean nature of Cora PPM has helped to slim projects back to a minimal number of documents that require updating
- Cora PPM has allowed for ownership of value streams, gives visual presentation across global operations of YTD savings, by project, plant and region
- Cuts number of cancelled projects by 50%. Ability to identify projects with potential to fail and focus on getting those projects back on track to successful completion. Delivers $2.5 million in realised savings annually.


Capital Program Management

Allergan markets a portfolio of leading brands and best-in-class products for the central nervous system, eye care, medical aesthetics and dermatology, gastroenterology, women's health, urology and anti-infective therapeutic categories.

04 Global Sites
800+ Users
1000+ Projects
01 Central source of information

HQ: Parsippany-Troy Hills, New Jersey, USA | Annual revenues: $15.07 billion | 40 manufacturing facilities, 27 global R&D centres and marketing/sales facilities worldwide | 100 countries served | Over 30,000 employees
**Capital Program Management**

**Challenges**
- Allergan were using disconnected platforms to manage their $65 million capital program on top of the remaining 800+ live projects per annum. The lack of visibility was causing unnecessary workload, missed deadlines, deviation and a lack of support on projects.

**Capabilities Cora bring**
- Project request and prioritisation
- Skillset planning and monitoring
- Timesheet management (replacement for time tracker)
- Financial planning and monitoring for Capital Expenditure projects (integrated with SAP)

**Benefits**
- Through Cora PPM, Allergan was able to achieve full visibility and control over their portfolio.
- Cora PPM provides real-time information to Allergan’s wide user group which leads to better-informed decisions and ultimately allows them to invest in projects that align with the company’s strategic goals based on their criteria.
- The Strategic Capacity Management capabilities of Cora PPM allowed resource managers to gain visibility of the demands on their teams and provided them with the ability to guarantee support for projects.

Allergan Case Study: [https://vimeo.com/281715936](https://vimeo.com/281715936)

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**Global Portfolio & Project Management**

Honeywell invents and manufactures technologies that address some of the world's most critical challenges around energy, safety, security, productivity and global urbanization.

**Honeywell**

- 1300 Sites
- 1600+ Users
- 30000+ Projects
- 40% Reduction in deviation

HQ: Morris Plains, New Jersey, USA | 47 countries (76 districts) | Home & Building Technologies division (1 of 4 divisions using Cora PPM) | Annual revenues: $38.6 billion | 12,500 employees in Honeywell Building Solutions (129,000+ corporate-wide)
Global Portfolio & Project Management

Challenges:
- Honeywell Building Solutions required a solution to support a number of challenges: around consolidating systems, project deviation, resource/capacity management and financial control

Capabilities Cora bring:
- Cora PPM brought a level of configurability that allowed the system to match the current project management methodology within Honeywell Building Solutions which minimized implications and management associated with change and provided an easy-to-use, intuitive system

Benefits:
- Honeywell has reduced their systems from 22 to 10, all of which directly integrate with Cora PPM
- Visibility has increased across all projects with specific dashboards and reports displaying key project and financial data, giving Honeywell’s team instant, accurate project status updates
- Early warning signs are now available through a number of compliance indicators which is helping to reduce project/budget deviation
- By using our centralised system, Honeywell was able to reduce project deviation by 40%

22 systems reduced to 10 with visibility into 1 single system
40% reduction in project deviation

Concluding Comments

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