

## SUCCESS STORY

Portfolio consolidation  
and governance in the  
pharmaceutical industryCUSTOMER  
BENEFITSSHARED  
SINGLE SOURCE  
OF TRUTH

Exhaustive project list/portfolio  
baseline

PRIORITIZATION  
RULES FOR  
RESOURCE  
ALLOCATION

of portfolio pipeline based on  
value/effort analysis

TEAMS  
ENGAGED

thanks to clear organization  
and management system

## CHALLENGES



Our client, a **pharmaceutical company**, faced difficulties to reach its objectives of new product launch and product changes delivery. These difficulties were partly due to the lack of **portfolio management, in a context of high volume of projects and limited resources**.

CYLAD was mandated to :

- **Consolidate, characterize and rationalize the portfolio** of all ongoing and future projects
- Develop an **optimized portfolio management system**

## SOLUTIONS



For the portfolio consolidation, CYLAD:

- **structured the portfolio architecture** based on project triggers and types
- defined the attributes **necessary to facilitate selection and prioritization** (e.g. value, risk)
- **consolidated** all ongoing or forecasted projects within the organization, in a robust shared baseline

Simultaneously, CYLAD defined the portfolio management system:

- **Definition and sizing of the organization** around newly created Portfolio Manager position, with clear roles and responsibilities
- Demand management & steering processes, methods, routines and rules for **portfolio governance**, including project in-flow, monitoring, workload/capacity management and arbitration.

## KEY DELIVERABLES



**Optimized  
consolidated  
portfolio baseline**



**Evaluation  
matrix**



**Portfolio  
management  
handbook**



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