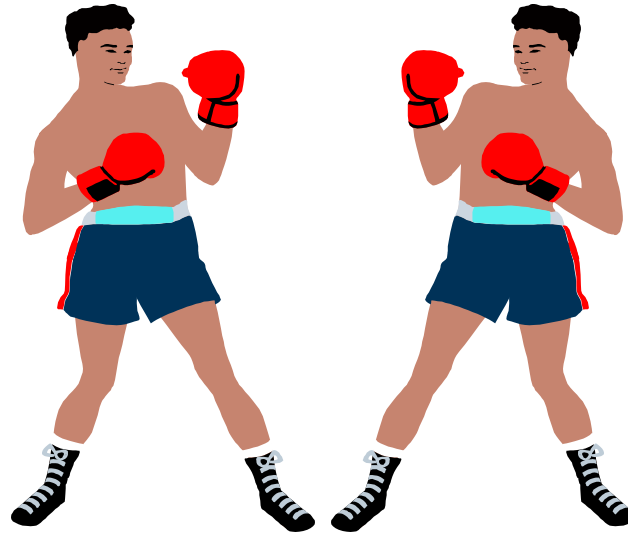


Project Managers in Pharmaceuticals Presents:

**Enterprise/Web-Based
Project Management:**

**Efficient Drug Development Tool
or
Time-Consuming Techno-Toy?**

A Point-Counterpoint Discussion



Efficient Tool

George Ksander

Senior Consulting
Project Manager,
& Techno-Dude

Genentech

Over-Hyped Toy

Greg Baigent

Director of
Project Management,
& Luddite

Chiron

Moderators: Joe Carlino and Amy Bolten

February 22, 2001 6PM Chevy's Foster City

Overview of Enterprise Project Management Software

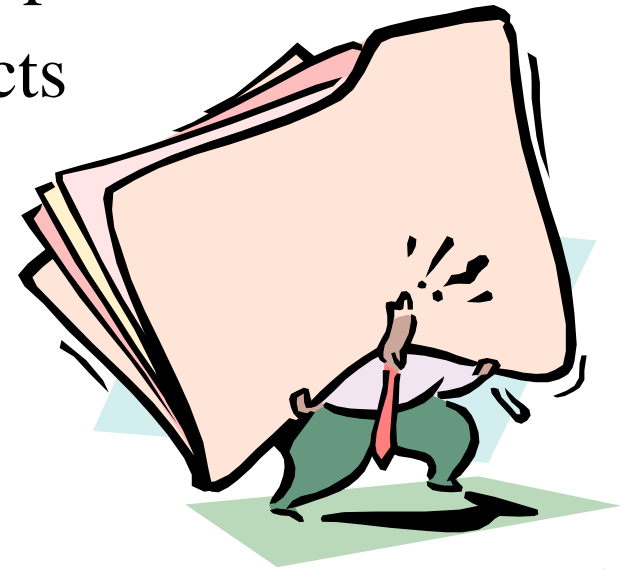
Amy Bolten
Project Coordinator
Chiron Corporation

What is an Enterprise Project Management System?

- a single system linking together many company-wide operations.

Why might an organization consider Enterprise Project Management Software?

- Resources are spread thin and there is a problem getting Team members assembled and “on the same page”
- Document control is slowing development
- Managing large, complicated projects
- Managing multiple projects
- eliminates the need to keep other applications on the desktop.



Why might an organization be wary of an Enterprise PM System?

- Enormous financial investment
- Enormous resource investment
- Possibility of disruptive organizational changes
- “Built-in logic of the system may not mesh with organization’s”*
 - clinical, pharmacology, manufacturing/distribution
- Reports of “growing number of horror stories about failed or out-of-control projects”*

* Harvard Business Review, Aug. 1998

Two general classes of Enterprise Project Management Software Available:

1. PM / Team Level Support Software
2. Senior Level / Portfolio Support Software



PM / Team Level Support Software:

- smaller scale
- user friendly
 - less complicated desktops
 - less comprehensive, fewer functions
- conducive to Team collaboration
 - functions built in to facilitate communication
 - functionalities are on “Team” level
- more appropriate for PM level control



Larger-Scale PM software:

- can be more visually complicated
 - increased capabilities on desktop
- provides upper-management / portfolio view
- provides cross-project comparisons (budgets, resources, etc.)
- appropriate for managing large numbers of projects
 - large-scale operational planning



Common Features:

- links to other software systems (SAP,etc)
- document control capabilities
 - archiving, collaborative document generation
- regular upgrades
- customizable
- users seem pleased with the products
 - most users have not been using systems very long and could be in a “honeymoon” period
 - references were from salespeople and could be only the satisfied customers

Example of the smaller-scale project management software: Project home page

The screenshot shows a Microsoft Internet Explorer browser window displaying the 'Project home page' for the 'ACME Pharma Demo Project'. The browser's address bar shows 'Enterprise:ACME Pharma Demo Project - Microsoft Internet Explorer'. The page features a navigation menu with links for 'Home', 'Overview', 'News', 'Change Agents', 'Status', 'Participants', and 'Project Outline'. Below the navigation menu, there is a search bar and a dropdown menu for 'Add New Item...'. The main content area displays the title 'Endothelin receptor...' and a small image of a person's eyes. A notification banner indicates a 'Project Team Meeting on March 4, 8:30 am'. Below the notification, there is a search bar with a 'Search' button and a dropdown menu for 'From Here'. The page is organized into sections: 'Business Folders', 'Development Folders', and 'Research Folders'. A large yellow arrow points to the 'Sub-Projects' section, which contains a link for 'ET-R HTS Sub-Project'. Below this, there is an 'Items' table with columns for 'Type', 'Name', 'Size', 'Modified', 'Info', and 'Actions'. The table lists several items, including 'ACME Pharma Demo Project', 'ACME Pharma Demo Project Discussion', 'ACME Pharma Demo Project Task List', 'Gantt Charts and Workflows', 'Images', and 'Queries'. The footer of the page contains copyright information for PharMatrix and Livelink.

Enterprise:ACME Pharma Demo Project - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit Discuss

Project Workspace: ACME Pharma Demo Project Go to... PharMatrix ?

Home Overview News Change Agents Status Participants Project Outline

ACME Pharma Demo Project Add New Item...

Endothelin receptor...

Project Team Meeting on March 4, 8:30 am

Search: From Here Search

Business Folders Development Folders Research Folders

Sub-Projects

ET-R HTS Sub-Project

Items

Type	Name	Size	Modified	Info	Actions
Home	ACME Pharma Demo Project	8 Items	02/23/2000 12:56 PM	Info	Edit
Discussion	ACME Pharma Demo Project Discussion	4 Items	12/15/1999 11:12 AM	Info	
Task List	ACME Pharma Demo Project Task List	7 Tasks	12/20/1999 09:32 PM	Info	
Folder	Gantt Charts and Workflows	3 Items	10/04/1999 05:23 PM	Info	
Folder	Images	2 Items	10/08/1999 06:13 PM	Info	
Folder	Queries	2 Items	02/23/2000 12:55 PM	Info	

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Internet

Top tier organizational page

Personal Workspace: julie

Home Departments Projects News Change Agents Alerts! Status Tasks Favorites

Search: From Here

Type	Name	Size	Modified	Info	Actions
	Alias to Acme Pharma Demo Project		02/23/2000 12:09 PM		Original
	Misc. personal	0 Items	02/23/2000 12:08 PM		
	Travel requests	0 Items	02/23/2000 12:08 PM		

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Workflow page

PharMatrix Workflow Painter - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit Discuss

Workflow Map: Demo Workflow

Map Edit

Demo Workflow

Start

Compound Synthesis

Screening

Are Compounds Active?

Re-design compounds

Active Compounds - Secondary Screening

Go to...

- Go to...
- Personal Workspace
- Enterprise Workspace
- Search
- Departments
- Projects
- Users & Groups
- PharMatrix Explorer Interface
- Workflow Status

Properties

Save

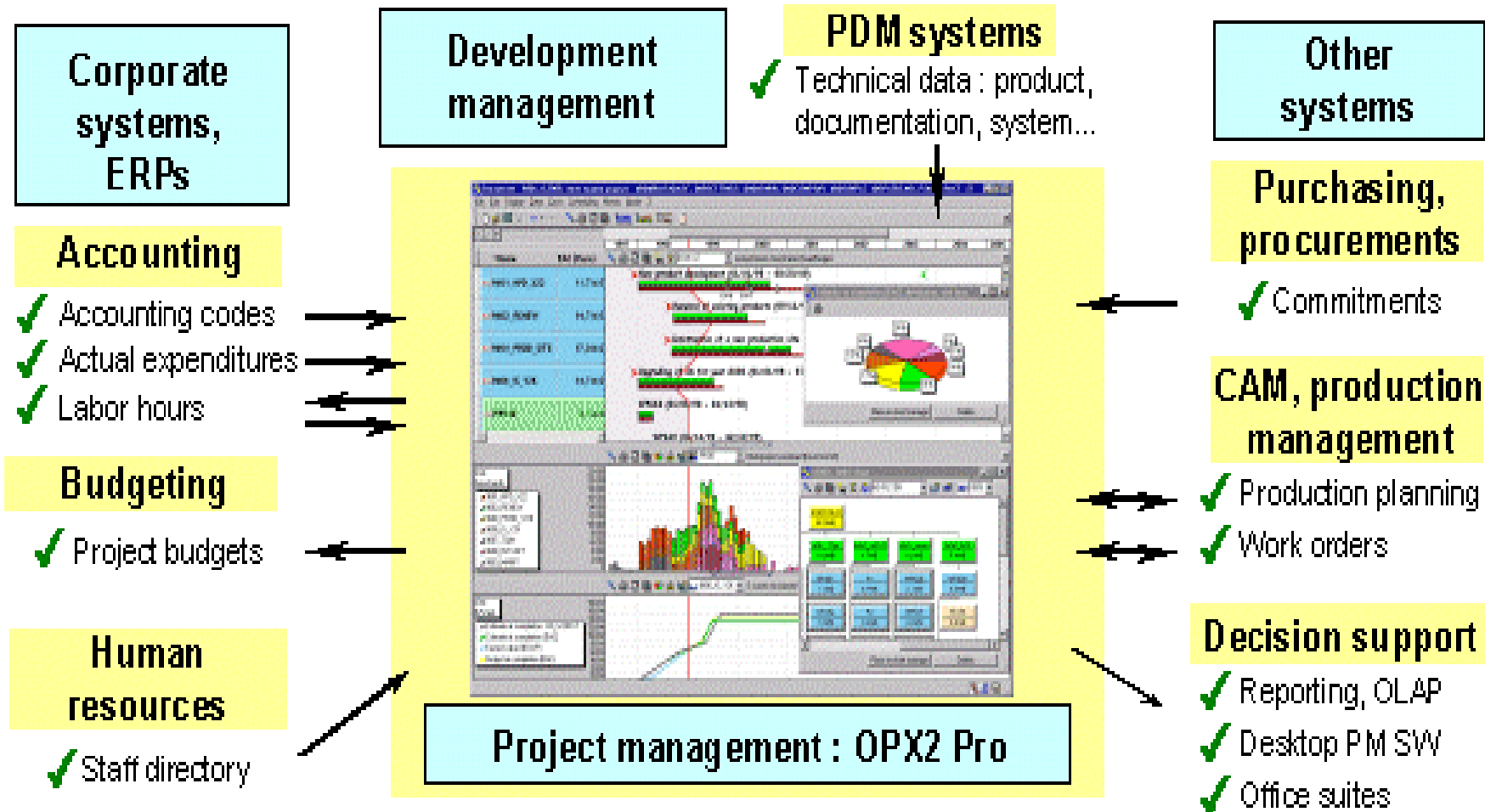
Save As...

Initiate

PharMatrix™ Version 2.1.2, Copyright © 1998-1999 Base4 Inc.; powered by Livelink® Version 8.1.3, Copyright © 1995-1999 Open Text Inc. All rights reserved.

Internet

Example of top-level project management software



* the two classes of systems appear to be merging into the same software as upgrades constantly roll out

Enterprise Resource Project Management at Genentech

George Ksander

Project Managers in Pharmaceuticals

February, 2001

Vision Statement

Provide an enterprise-wide, integrated project management and portfolio information system to increase productivity and support decision making.

Vision

- Provide easy access to project and portfolio information that is fully integrated, accurate and current
- Minimize the time and resources required to collect, coordinate and distribute project and portfolio information
- Be flexible to meet the customized needs of all users for functionality, look and feel, and access
- Provide capability that is not presently available for analysis and reporting of current and historical information

EPM Trends within Pharma

- Provide system to manage work at the departmental level (tox study, clinical trial, submission, etc)
- Tie schedules together at a higher level across all R&D departments
- Manage resource capacity and allocation within departments
- Track time at the phase or task level
- Replace point solutions (MS-Project, Excel, Access) with integrated EPM systems

Key Requirements

- Single software product accessible from any desktop
- Generate summary and detailed project schedule reports
- Track and report current project versus project baseline
- Secured access to data and reports
- Provide resource and cost management
- Schedule linking

Enterprise Project Management Systems: What Would Ned Lud Have Thought ?

Greg Baigent, Director of Project
Management, Chiron Corp

Enterprise PM Systems

- Me, a luddite ?

... no, but lots of healthy skepticism

Enterprise PM Systems

- Who needs 'em. May be useful to large enterprises but overkill for most
- Overlaps with systems already in place. Ever heard of the phone ? E-mail ? Who even uses a fraction of MS project's capabilities ?
- Might look fancy but more/prettier data probably not better data

Enterprise PM Systems

- Who has time to learn another bloated, redundant program ? My team members won't drill down six layers just to read minutes. If the system doesn't get used it's worse than useless
- This isn't project management - its information management. I didn't become a PM to manage a database

Enterprise PM Systems

- How much information do you need to manage a project ? No project ever failed because its Gantt charts weren't detailed enough
- Projects go off track because production screws up, FDA changes its mind or some patient in NJ has a panic attack after his third dose. How do I plan for that ?
- Needs top-down commitment. Don't hold your breath in most organizations.....

Questions to Consider When Considering EPM Systems:

1. What specific activities do you think would be improved with one of these systems?

Document review

Information dissemination

Minutes

Project status reports

Study results

Timeline Changes/updates

Project summary documents (development plan, monthly reports, etc.)

Resource utilization

2. How long do you think it would take to integrate one of these systems into team operations?

For a pre-clinical project team

For an early clinical development team

For a late clinical development team

For a joint/co-development team

For a specific functional area within the project

3. What type of team/project do you think these systems would be especially valuable/useless?

4. How “high” does the buy-in have to be in order for this to succeed? How do you get that buy-in?

5. How do you think these systems could demonstrate added value most quickly? How do you measure added value? What value do they add over existing systems such as email, Documentum, MS Project, etc.?

Questions to Consider When Considering EPM Systems:

6. What is most important for such a system to be accepted, pending any clear added value?

Interface ease / user-friendliness

Ease of maintenance

Ability to support other applications/platforms

Cost

Other

7. Who is the primary customer for these systems?

The project manager

Executives

Core team

Extended team

Partner/Customer

8. Do you think the team might feel dis-empowered or “watched over” by the use of these systems?

9. What is PMs role in the implementation and maintenance of these systems?

10. Is there an analogy here with the implementation and use of MS Project vis-à-vis its (sometimes high) maintenance and use (or lack thereof) by the team?

11. Do these systems foster the PM as “database manager” rather than project manager?

Selected URL Guide for EPM Systems:

www.pharmatrix.com

www.frametech.com

www.kickfire.com

www.primavera.com

www.planisware.com