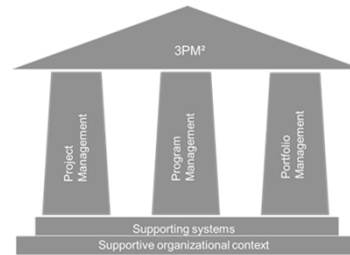# The Janssen EMEA PMO Temple

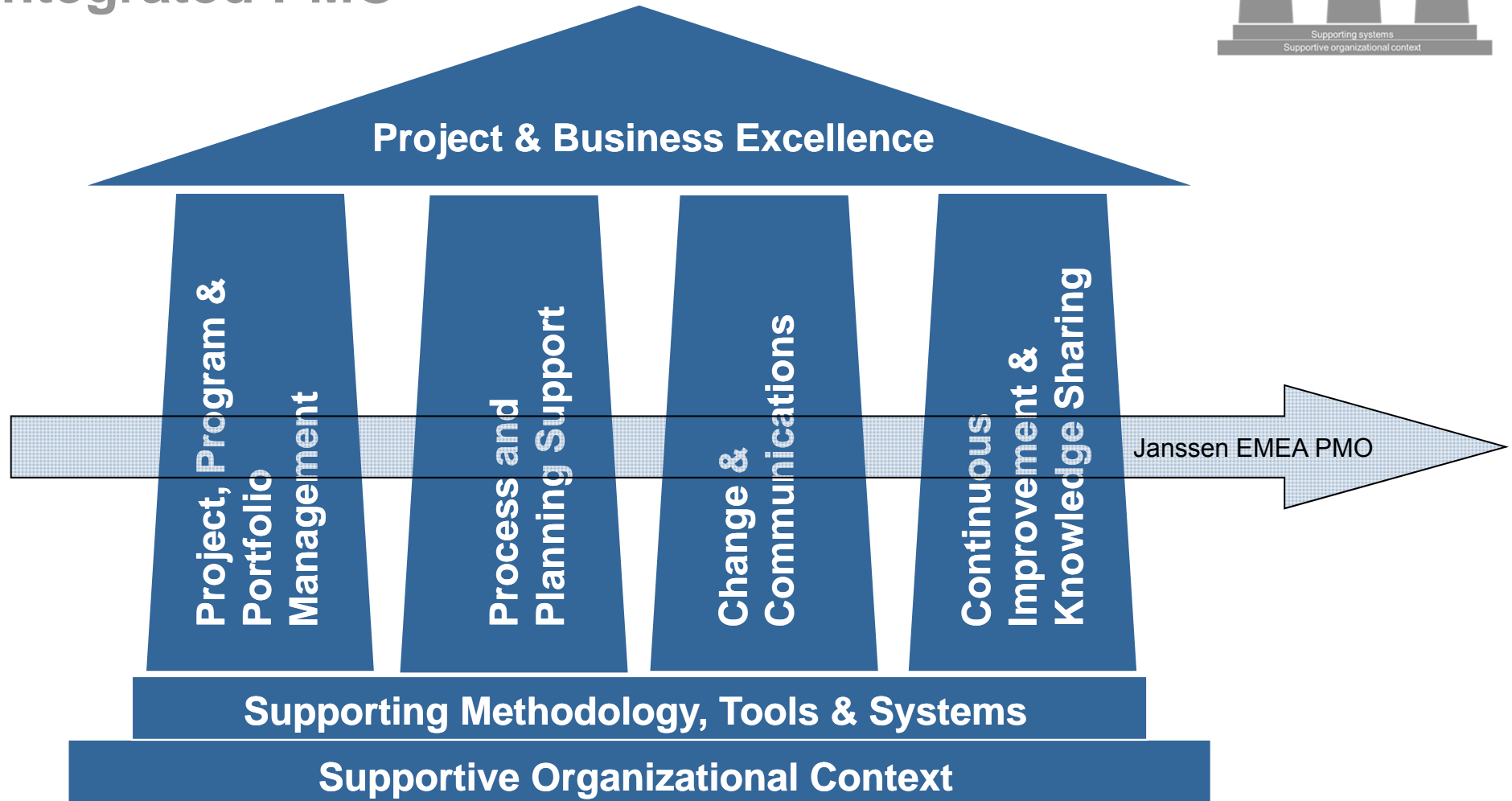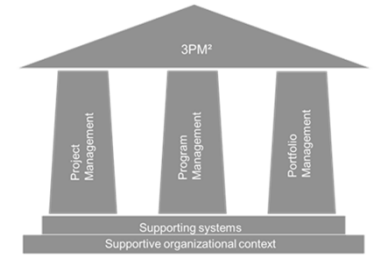## An integrated 3PM² approach

Geert De Meulder
Director Janssen EMEA Project Management Office

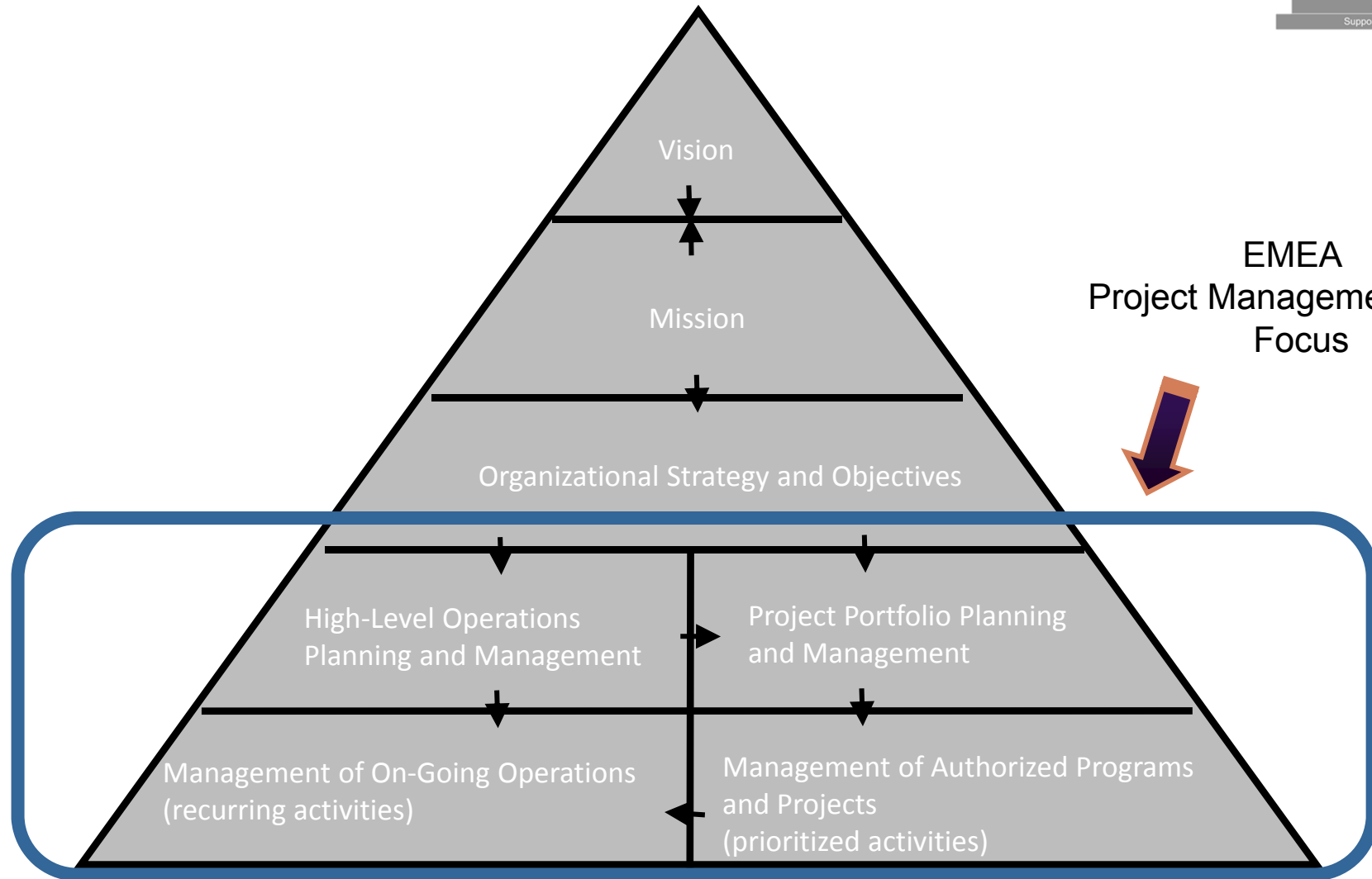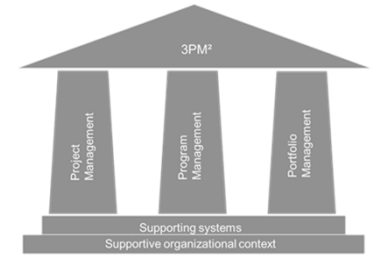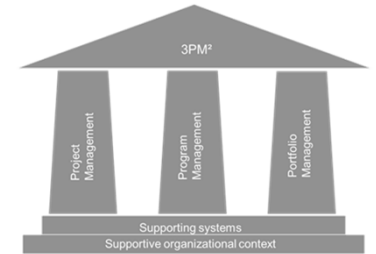# Context, history and concept

An integrated PMO

Project & Business Excellence

Project, Program & Portfolio Management

Process and Planning Support

Change & Communications

Continuous Improvement & Knowledge Sharing

Janssen EMEA PMO

Supporting Methodology, Tools & Systems

Supportive Organizational Context

3PM²

Project Management | Program Management | Portfolio Management

Supporting systems
Supportive organizational context

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Janssen EMEA PMO: Link between strategy and action

EMEA
Project Management Office
Focus

Pyramid diagram:
- Vision
- Mission
- Organizational Strategy and Objectives
- High-Level Operations Planning and Management
- Project Portfolio Planning and Management
- Management of On-Going Operations (recurring activities)
- Management of Authorized Programs and Projects (prioritized activities)

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Janssen EMEA PMO: Value proposition

- **One integrated body**
  - To provide a helicopter view on EMEA projects/programs & portfolio
    - → review, track & report progress
    - → advise appropriate stakeholders
  - To identify, share and implement best practices

- **Deliver greater effectiveness, efficiency and consistency**
  - By ensuring projects/programs are executed on time, within budget, on target and to the agreed quality
  - By increasing project/program & portfolio management competencies within EMEA

- **Enable Market Access Leadership Team (MALT) & EMEA Leadership Team (ELT) decisions to implementation & ensure the execution of ELT/MALT priorities within the strategic and operational context**
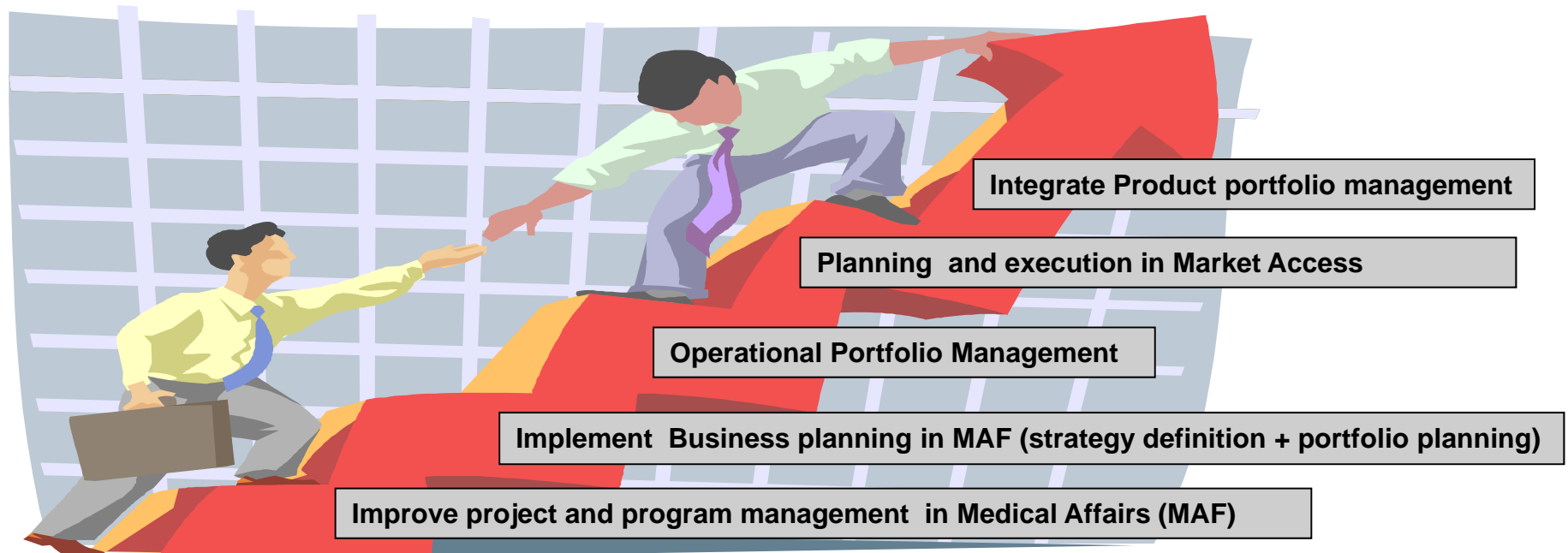
  > → **Creates greater transparency**
  > → **Encourages more relevant debate leading to clearer decisions**
  > → **Clearer communications of those decisions by ELT/MALT**
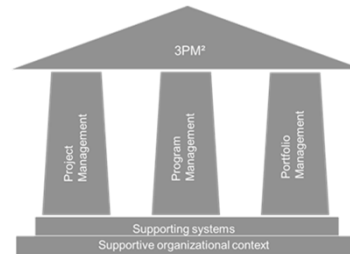 > → **Anticipates higher expectations for implementation**

The roadmap 2008-2011

	Blue	Bronze 2008	Silver 2009	Gold 2010	Platinum 2011
Philosophy	Not defined	• Budget based decisions • Standard reporting • Standardized submission and approval process	• Fact Based decisions • Advanced reporting • Dashboarding and initial follow-up of project execution • Reconciliation with local Business Plan	• Multi criteria / strategy decision • PPM as part of JC EMEA MA culture also including evaluation • Alignment with local	PPM integrated & synchronized with business processes (LEAN)
Processes	Informal	• Data transparency • Documented high level process	• Prioritization based on strategic execution and budget • Structured Project / Program Management and Budget Planning & Tracking for Clinical Studies	• PPM; periodic evaluation • Resource Management (Role) ? • Scenario building • Structured Project & Program Management Processes (PAN-EMEA and local)	Resource Management (FTE) ?
People	• Few people involved • No structure • Informal R&R	• Active involvement of Leadership • Portfolio Managers with limited responsibility	• Formal leadership governance bodies • Extended Role Project Portfolio Manager	• EPM • Involvement of Project / Program Managers	Involvement of line managers
Systems	• Manual • No structured data collection	Excel sheets	Web-based application Clarity for portfolio management + budget mngt	• Scenario planning	

Gradually release additional Clarity functionalities

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Implementing the roadmap

Our "Project, Program and Project Portfolio Improvement Initiative"

Integrate Product portfolio management

Planning and execution in Market Access

Operational Portfolio Management

Implement Business planning in MAF (strategy definition + portfolio planning)

Improve project and program management in Medical Affairs (MAF)

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The Janssen EMEA PMO temple into practice

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Project, Program and Portfolio management
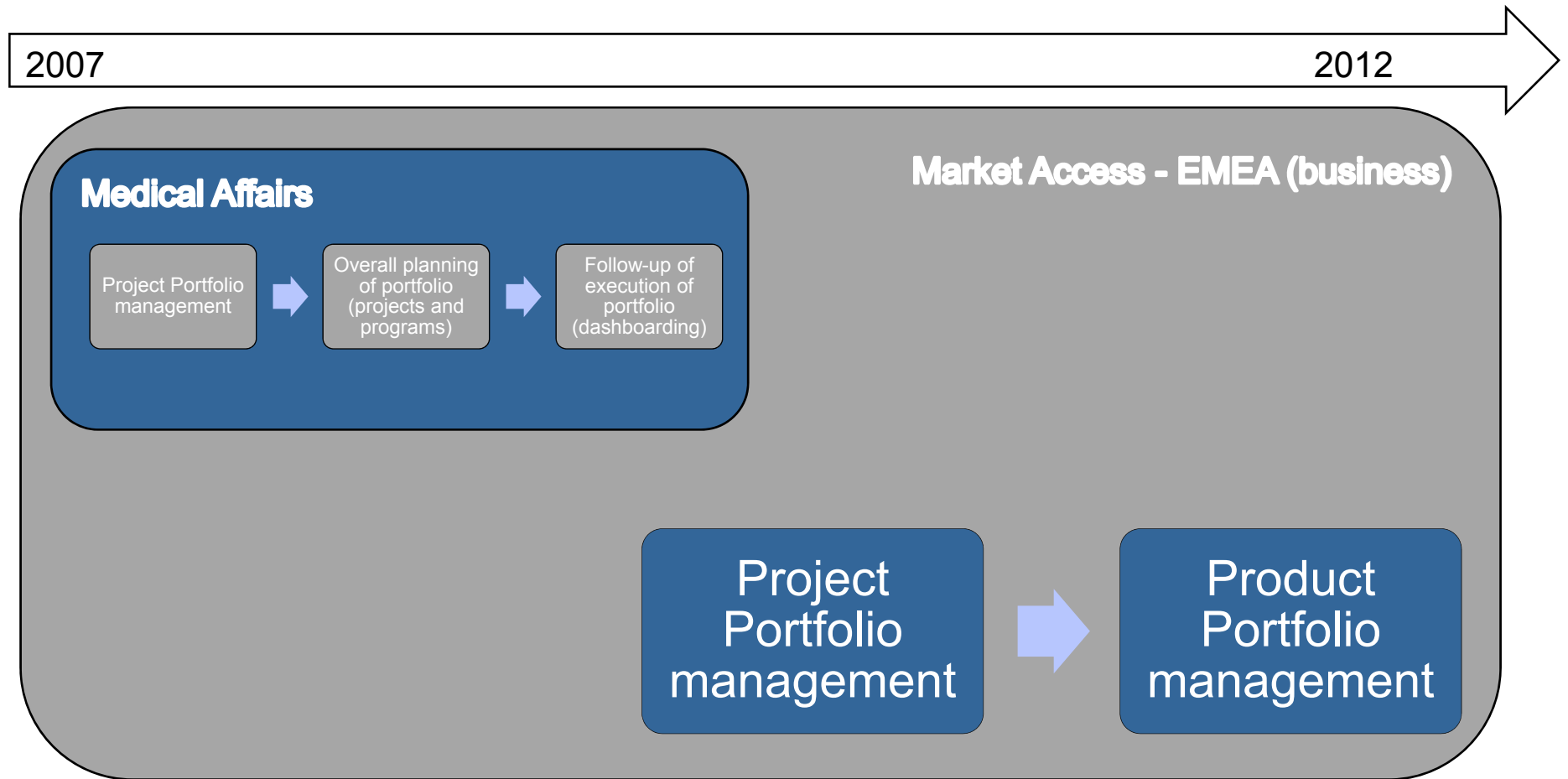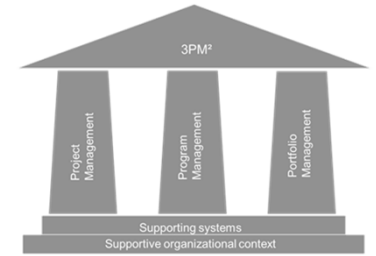
Process & planning support
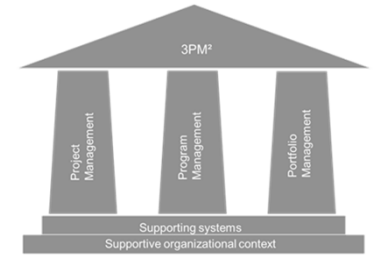
Portfolio planning & execution: overall process

RCSL / IBVT / CVT

ELT / MALT

PMO

G5/MM/EM

OPM

Process Step	
1. Product Portfolio Optimization & Prioritization	J&J producten (Incivo, Caelyx, Zytiga, ...)
2. Long Term Planning & TA /Brand Strategic Planning	Project mix: euro of studies, events, ...
3. Brand Business Planning	EMEA Project planning: which study, which event, …
4. Development of Local Strategies & Brand Tactics	Local Project planning: which study, which event, …
5. Implementation	
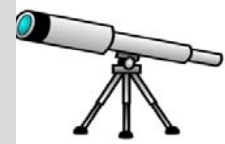
NBD

BI

Finance

Global

HEMAR

3PM²

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Change & Communication
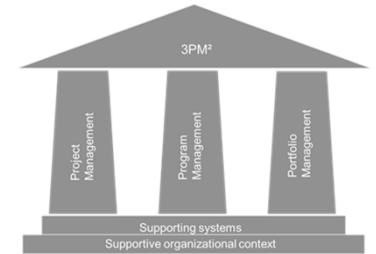
- **Targeted communication - a continuous effort**
  - Both formal & informal
  - Using a wide variety of communication channels

- **Change management is a key enabler**
  - Kotter model
  - Create awareness & buy-in
  - Provide training
  - Collect feedback & share lessons learned

- **Best practices:**

  - ⟶ **Make sure you're on the agenda of meetings with key stakeholders (e.g. MALT, ELT)**
  - ⟶ **OPM SharePoint site**
  - ⟶ **OPM Newsletter**
    - ⟶ Targeted towards different stakeholders
    - ⟶ Provides news: latest report, recent improvements, new people on board, ...
  - ⟶ **Yearly training for OPCOs**

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Continuous improvement & knowledge sharing
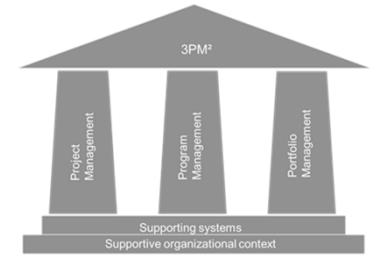
- **Yearly survey to all stakeholders**
  - → "How do you evaluate the process, guidance, ..."
  - → "Do you have suggestions for improvement?"

- **Best practice:**
  - → Continuously implementing improvements enhances participation and acceptance: creating a culture of change

Supporting methodology, tools and systems
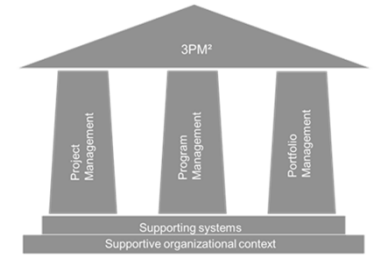
- **Implementing tools and templates**

  → Simple templates for defining projects

  → Software for planning and follow-up of projects and portfolio
    – At first: Clarity
    – Systems used in integrated process of Product Portfolio management today:

      ✓ Capture and manage information via

      ✓ Analyze and deliver information via

Capture and manage information on central hub
on the Janssen EMEA Portal

Screenshot SharePoint

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Analyze and deliver information

Supportive organizational context
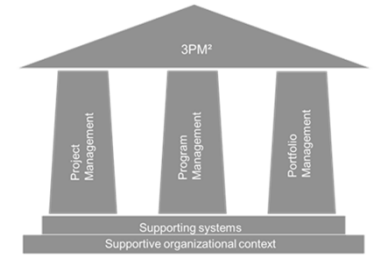
- **Training of business managers:**
  - → To make sure they all have the necessary knowledge and competences
  - → To enhance a common language across the organisation
  - → To create a supportive environment (business managers acting as ambassadors)

- **Best practice: a distributed virtual PMO**
  - → The PMO is not regarded as mere overhead
  - → Clear and visible link with business units
  - → PMO supports business needs (and not the other way round)
  - → Support from across the business

Conclusion
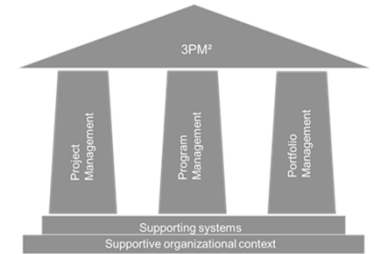
Lessons learned:

- **PMO as a distributed virtual team**

- **Targeted communication & change management**

- **Need for solid and transparant processes, involving and aligning all stakeholders**

- **Real continuous improvement**

- **Flexibility of a PMO to adapt to business needs in a supportive and facilitating way**

- **Stimulate leveraging**