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Project Management in a Digital World

Lynn DeHart, PMP
Sr. Director Digital & Technology Architect
Pfizer

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About Me



Meet Brianna and Corey



Transformational Landscape

Technology has revolutionized the way we do things today

- **Playing outside versus navigating an iPad at 2 years old**
- **Creating markets for services that never existed before – Ex. Uber**
- **Disrupting existing businesses**



We cannot ignore emerging technologies

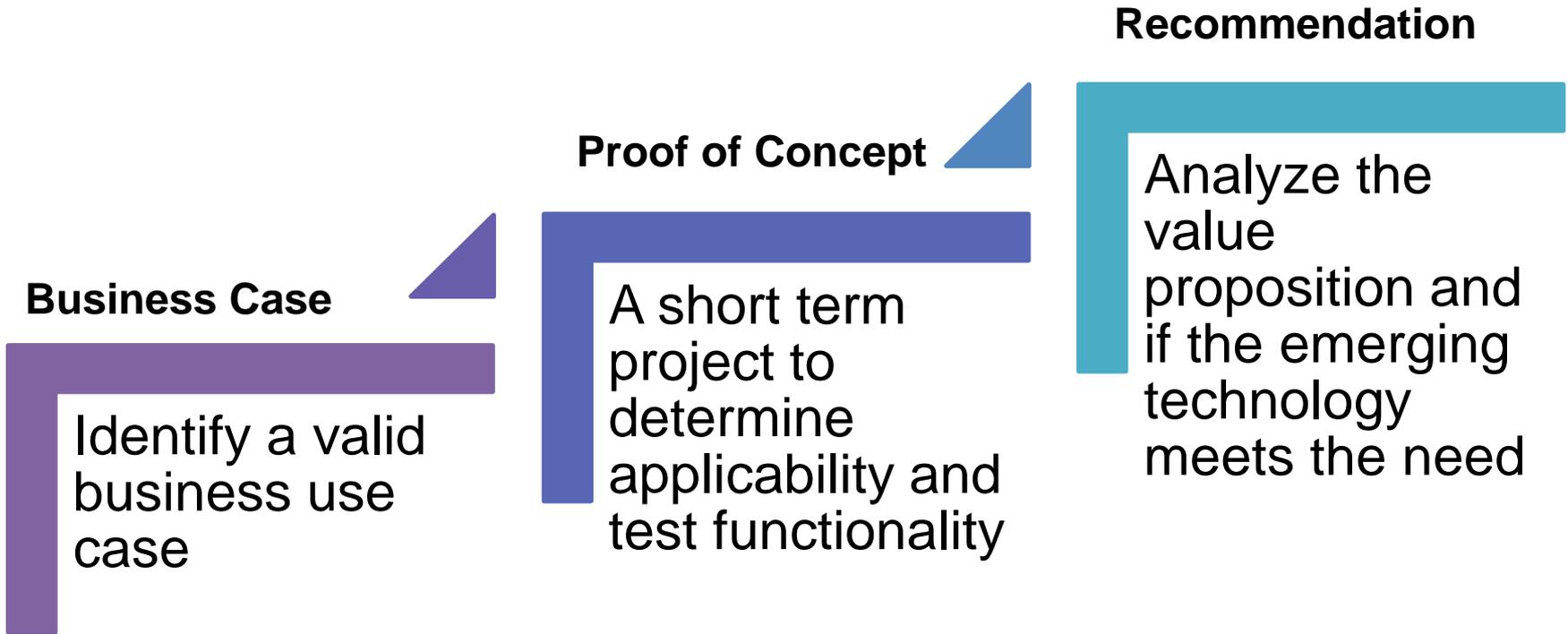
Pfizer's Digital Transformation

- Digital solutions are expected to **significantly transform how products and services are delivered** in the future across all industries
- Pfizer will leverage emerging technology to maintain its Best in Class position by optimizing **Quality, Compliance, Accuracy, and Cost**
- The approach we have taken is two fold:
 1. Implement technologies that are already here
 - **Robotic Process Automation (RPA)** through the deployment of over 130 bots
 - Use of **Predictive Analytics**
 2. Evaluate emerging technologies including **Cognitive, Blockchain, and Natural Language Generation** to assess their fit and value generation in the context of Pfizer's landscape

Digital solutions will have immediate impact now and in the future. Our focus is on delivering benefits in 2019, while building long-term capabilities across Pfizer



How do we embrace Digital Transformation and Emerging Technology?



Managing a Proof of Concept (POC) project for emerging tech in this Digital Transformation Age

Define key stakeholders or company sponsors that will govern the digital transformation projects and make key decisions

Governance

Define the expectations of the use case up front including decision criteria to determine if the POC should move to a production implementation

Manage Expectations

Execute on the plan for the POC and quantify results. Define how to measure success.

Measure Execution



Emerging Solutions

A comprehensive approach to analyze emerging technologies for applicability within Finance through three Proof of Concepts (POCs), with the overall objective to further drive efficiency and effectiveness



Overview: Leverage Artificial Intelligence capabilities to automate the balance sheet fluctuation analysis by creating reports/items requiring explanation

Preliminary Findings: Enhanced review capability through anomaly detection and **identified the cause of fluctuations**

Potential Scaling Opportunities: Additional balance sheet / non-balance sheet use cases



Overview: Leverage blockchain to streamline Intercompany product transfers and reduce reconciling items across ERP platforms

Preliminary Findings: Successfully **detected potential Intercompany issues in real time**, streamlining reconciliations

Potential Scaling Opportunities: Evaluating both internal (Intercompany, Markup) and external opportunities (Chargebacks, 3rd Party Manufacturing)



Overview: Enable the automatic generation and delivery of revenue performance commentary based on analytics

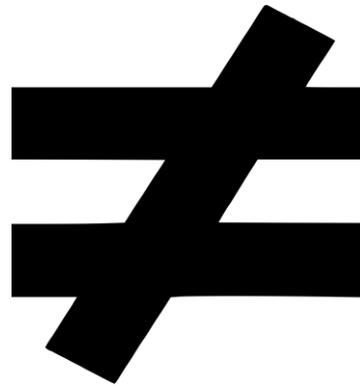
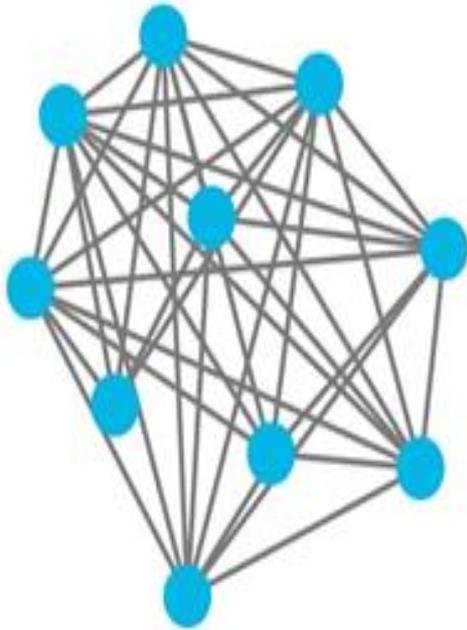
Preliminary Findings: Successfully generated a sample of market and regional reports automatically

Potential Scaling Opportunities: Scale across Finance given the ability to generate reports almost instantaneously



What is Blockchain?

BLOCKCHAIN IS NOT BITCOIN



The Blockchain Value Proposition

- **Blockchain is a decentralized digital ledger possessing unique properties:**

Distributed

The ledger is replicated in many locations

Decentralized

There is no central authority who controls the ledger

Immutable

Transactions written to the ledger can not be deleted, it is a permanent record

- **Creating opportunities for disruption and transformation:**
 - Eliminating intermediaries, reducing transaction costs
 - Facilitating the secure peer-to-peer transfer of anything of value
 - Enhancing audit trails to establish traceability of transactions

Blockchain has the potential to transform the way information is transacted, stored and shared



Intercompany Blockchain Overview

Pilot Overview

- **Pilot Description:** Address upstream pain points found in Intercompany product transactions and demonstrate functionality (distributed ledger, irreversibility, and **smart contract functionality**) that can be utilized for future applications
- **Scope:**
 - **Data:** One month of transactional data for product transactions between two Legal Entities
 - **Analysis:** Validation of key data attributes and summarization of accrual required to complete intercompany transaction

Benefits / Lessons Learned

Smart Contract Functionality

- Verified records provide real-time feedback of potential out of balances for **proactive correction**
- Smart Contract functionality “rules” worked using Hyperledger

Increased Efficiency

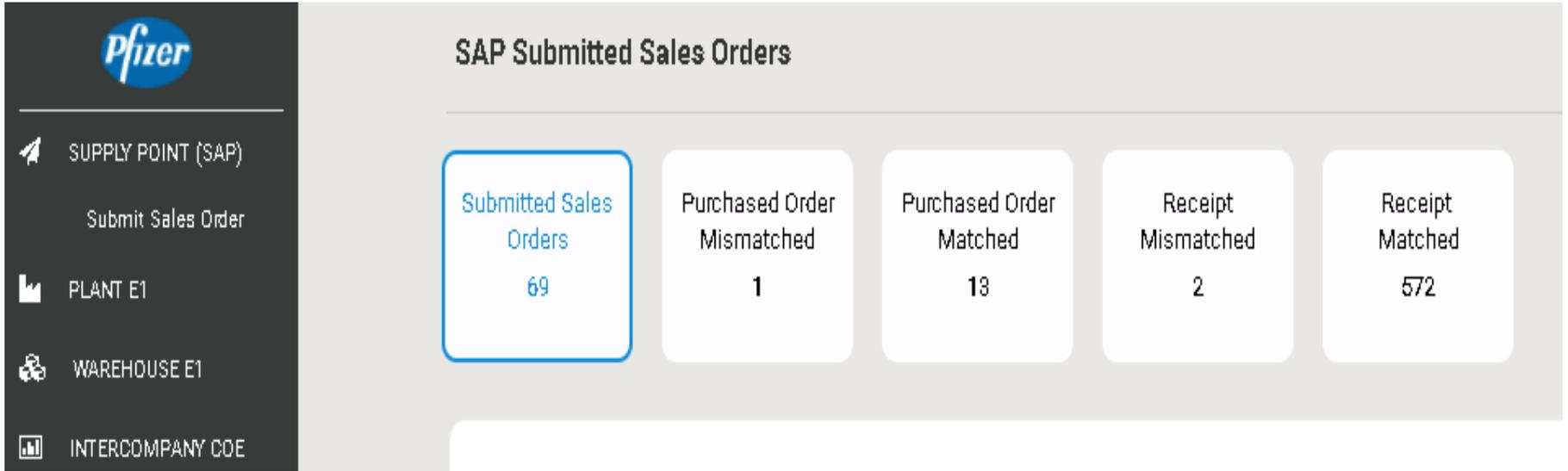
- **Significant reduction in out of balance** legal entities at month end, reducing manual operations
- Easy capture of **monthly accrual** for purchases with a time lag

Technology

- Blockchain is a **viable solution** as are other alternatives.



Intercompany Blockchain – Front End View



Business Process & Pfizer Data Flow



Intercompany Blockchain – PO and SO Matching

Sales Order			Purchase Order	
Blockchain ID			Blockchain ID	
Bill Number 9771022959	✓		Order Number 55040507	
Company Code 512	✓		Company Code 512	
Sold to Number G324012345	✓		Order Company 12345	
Sold to Name Pfizer	✓		Supplier Name Pfizer	
Description Product A	✓		Line Description Product A	
Currency USD	✗		Currency EUR	
Material Number W109876543	✓		2nd Item Number W109876543	
SU EA	✗		UM PK	
Billed Qty 100	✗		Quantity to Receive 300	
Net Value 25000	✓		Original Ordered Foreign Amount 25000	
Bill Date 12/27/2017			Order Date 12/31/1969	



Intercompany Blockchain – Goods Receipt Matching

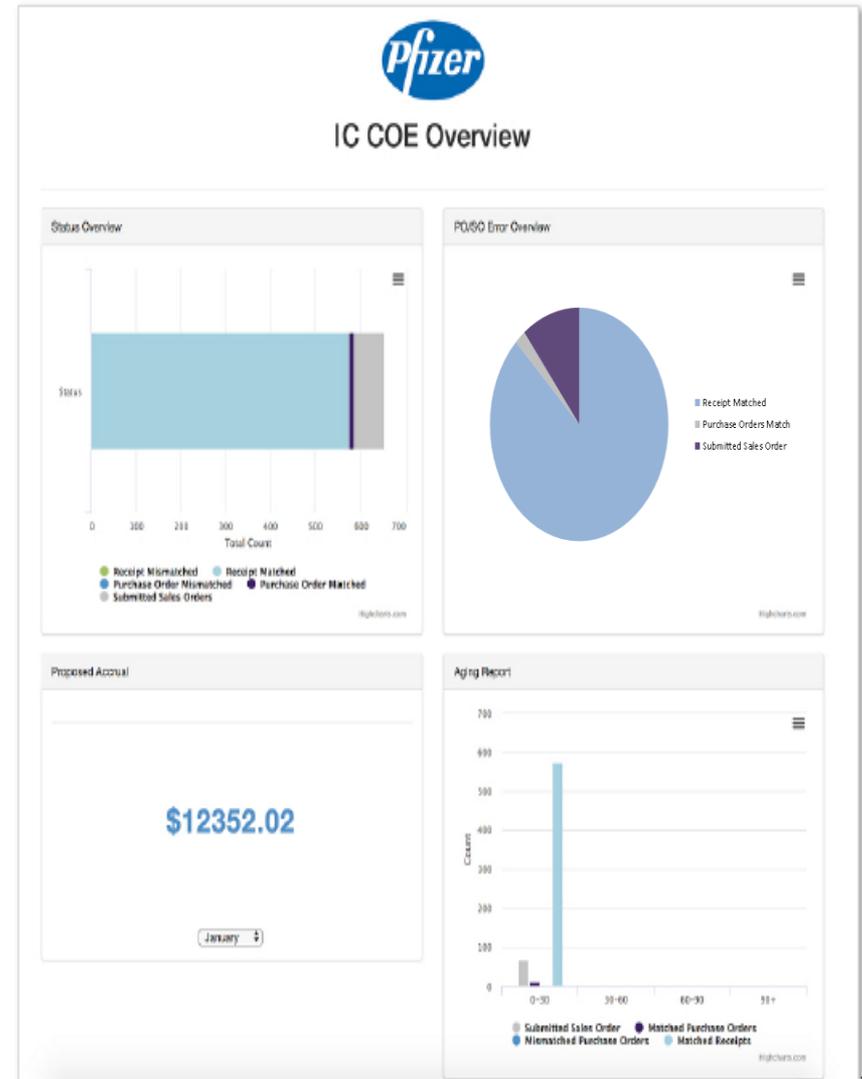
Sales Order	Purchase Order		Receipt
Blockchain ID c40d083e26	Blockchain ID c40d083e26		Blockchain ID c40d083e26
Bill Number 9771022959	Order Number 55040507		Order Number 55040507
Company Code 512	Company Code 512		
Sold to Number G324012345	Order Company 12345		
Sold to Name Pfizer	Supplier Name Pfizer		
Description Product A	Line Description Product A		
Currency USD	Currency USD		
Material Number W109876543	2nd Item Number W109876543		2nd Item Number W109876543
SU EA	UM EA		
Billed Qty 100	Quantity to Receive 100		Sum of Trans Qty 200 <input type="text"/>
Net Value 25000	Original Ordered Foreign Amount 25000		Sum of Extended Cost 26000 <input type="text"/>
Bill Date 12/27/2017	Order Date 12/31/1969		Order Date 03/01/2018



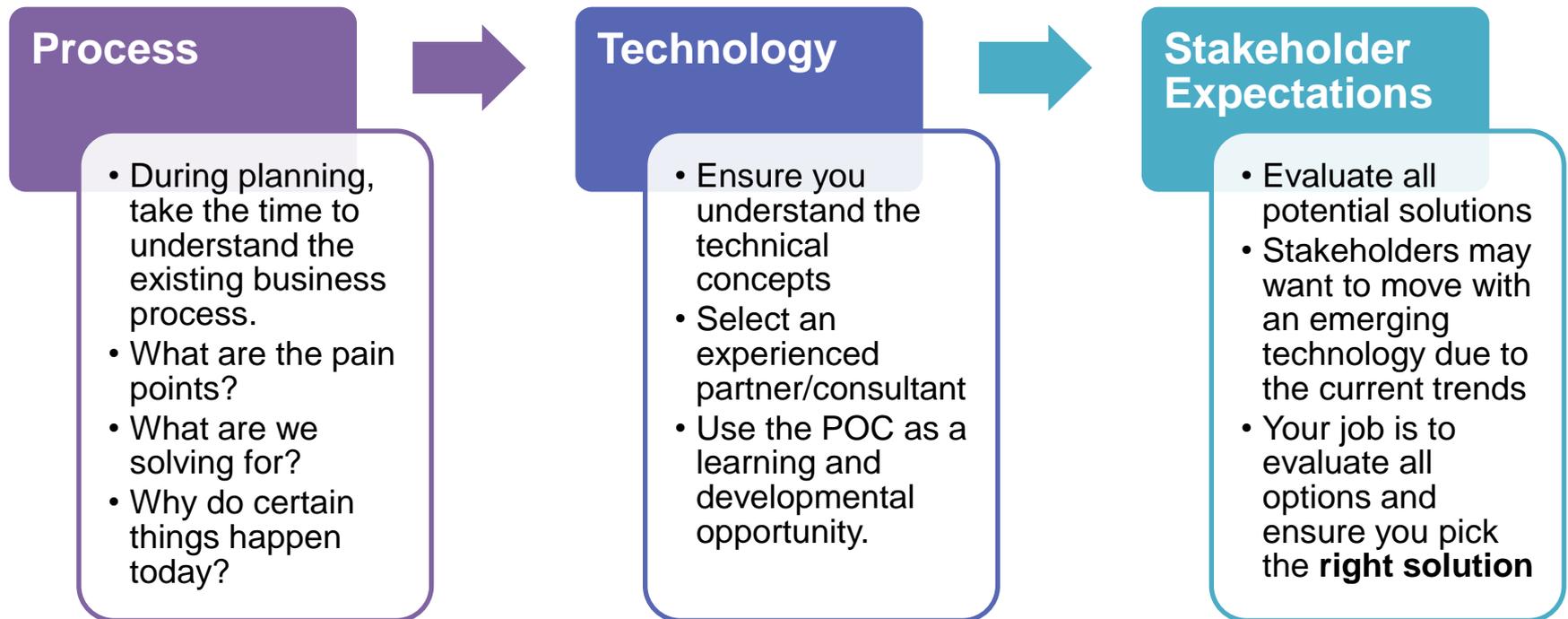
Intercompany Blockchain – Dashboard

Intercompany CoE Management through Dashboards

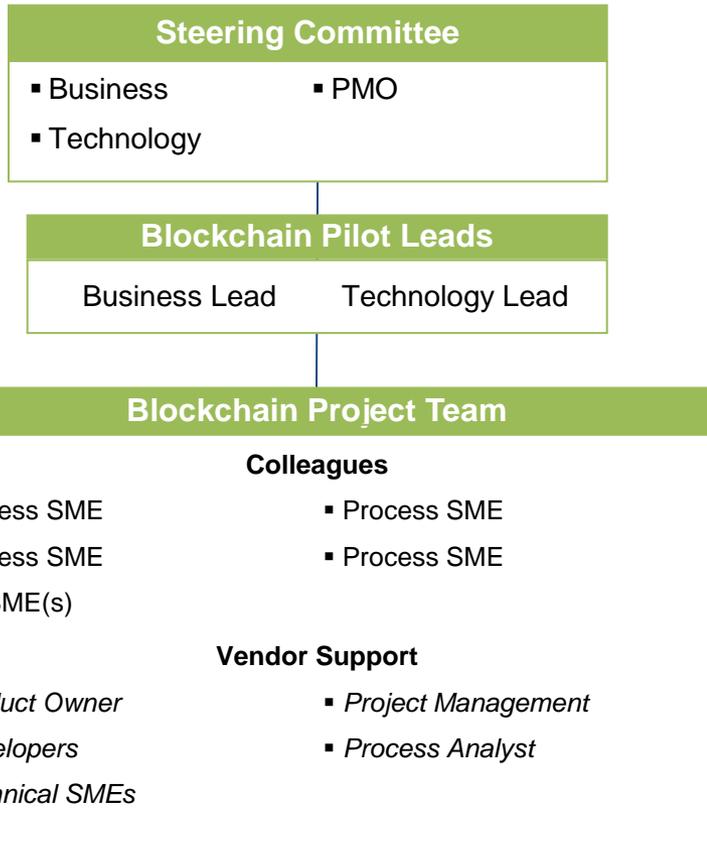
- Real-time status of where the transactions are – i.e. mismatched, matched, etc.
- Trends detection and analysis
- Proposed accrual based on status
- Review aging out of balances that were not fixed prior to month end close



Project Management - Lessons Learned



Example – Team Structure for POC



Role	Est. Time Commitment	Responsibilities
<i>Steering Committee</i>	< 1 hour per month	<ul style="list-style-type: none"> • Confirm key decisions, including go/no-go tollgates • Report-out on pilot status and results in key Finance leadership forums
<i>Blockchain Pilot Leads</i>	4-6 hours per week	<ul style="list-style-type: none"> • Provides final approval of Blockchain pilot design • Ensure pilot execution • Inform key project decisions, including scope, vendor, etc. • Manage major risks and issues • Report-out to Steering Committee
<i>Process / BT SMEs</i>	2-4 hours per week	<ul style="list-style-type: none"> • Define pilot scope, including legal entities and transactions • Provide knowledge of intercompany process and technical requirements to support building of Blockchain pilot • Validate and provide feedback on Blockchain pilot
<i>Product Owner</i>	Full time	<ul style="list-style-type: none"> • Drive project execution & lead development team • Validate and provide feedback on technical requirements provided by process SMEs • Outline key activities based on business requirements • Track and report-out on project status • Monitor open items, risks and issues; escalate, as needed
<i>Project Management</i>	Full time	<ul style="list-style-type: none"> • Manage day-to-day project execution • Coordinate between execution lead, SMEs, development team • Ensure progress is tracking to plan
<i>Process Analyst</i>	Full time	<ul style="list-style-type: none"> • Document Blockchain goals and business rule requirements • Support development • Liaise with Process SMEs to address Developer questions
<i>Developers (4)</i>	Full time	<ul style="list-style-type: none"> • Includes: a technical architect, blockchain developer, smart contract developer, and a UI/UX developer • Translate business rules into technical requirements • Build, test, and iterate on Blockchain pilot
<i>Technical SME(s)</i>	~2 hours per week	<ul style="list-style-type: none"> • Provide insights and guidance on Blockchain solution development and infrastructure requirements



Example - Project Status Template

Leads

Project Status Summary					
Overall Status	Y	Scope	Schedule	Budget	Resource
		G	Y	G	G

Key Accomplishments

Upcoming Activities

Legend:	Complete (B)	On Track (G)	Risk of Delay (Y)	Delayed (R)	Not Started (W)
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Deliverable	Baseline Finish Date	Revised Finish Date	Status	Comments
			B	
			G	
			Y	
			B	
			G	
			Y	
			G	
			G	

ID	Name (Risk/Issue/Decision)	Impact Description	Mitigating Action(s)	Due Date	Owner	Status
1						
2						
3						



Key Takeaways for Digital Transformation



No Hiding

- There is no hiding from emerging technologies and the impending digital transformation
- We cannot wish it away or pretend it's not happening



Take Advantage

- Evaluate what is out there today, learn how to apply within your organization
- This is your chance to drive and define the standards versus the late adapters



Considerations

- This is a partnership between the business and your technology organization
- You should also include key stakeholders like compliance, audit, and other impacted functions.