

A Case Study in the Life Sciences Industry

Bruce Fieggen
Round Table Project Management



0

Learning Objectives

- The symptoms of too many projects authorized in our company
- How many projects is too many to manage?
- The three questions to ask management to get them to agree to prioritization
- Who should be involved in project prioritization?
- A five-step approach to prioritize projects
- The five groups to categorize projects into for easy prioritization



1

Learning Objectives

- The way to answer the inevitable question of “Why not prioritize projects using Excel?”
- How to balance long-term and short-term projects
- How to reprioritize on a monthly basis
- How to gather the Supply side of the resource loading equation
- How to gather the Demand side of the resource loading equation
- How to staff the correct number of projects and draw the line
- How to refine the Demand side for the top projects



2

Too Many Projects

Multitasking

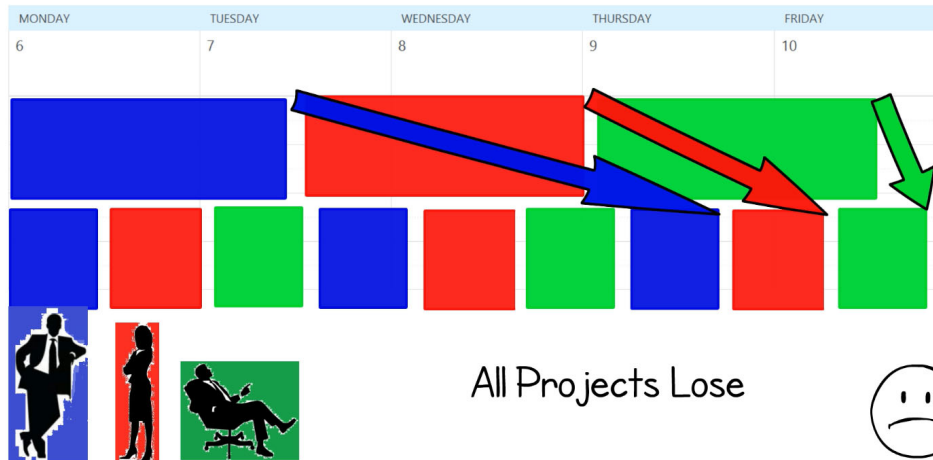
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
6	7	8	9	10



3

Too Many Projects

How many projects is too many? 5 Medium or small concurrently or 2 large



4

Three Questions to get Management to agree to Prioritization

1) When do you make money?

- When a new product is released to the market?
- When a process improvement project completes?
- Or during the project?

2) When do you spend money?

- When the Project is over?
- Or during the project?

3) What's smarter?

- Starting 50 projects or finishing 10?

So, let's be smart about which 10 we work on

5

Project Prioritization

5-step approach:

1. Inventory all projects
2. Categorize into groupings
3. Prioritize within groups
4. Prioritize across groups
5. Load resources from top

- Done by Project Steering Team
- Frequency = about every 30 days
- Published & distributed widely

Priority List	
1	
2	
3	
4	Active
5	
6	
7	
8	
9	
10	
11	Scarcity Zone
12	
13	
14	Inactive
15	
16	



6

Sample Prioritization Criteria

Examples of prioritization

- Revenue Generator
- Political Sensitivity
- ROI
- Required by Law
- Cross-functional Benefit
- Phase
- Closeness to End Date
- Executive Mandate
- Risk
- Cost Reduction
- Emergency
- Fit to Business Goals

Not: Weighted ranking, sunk cost, hurt feelings, "horse-trading"



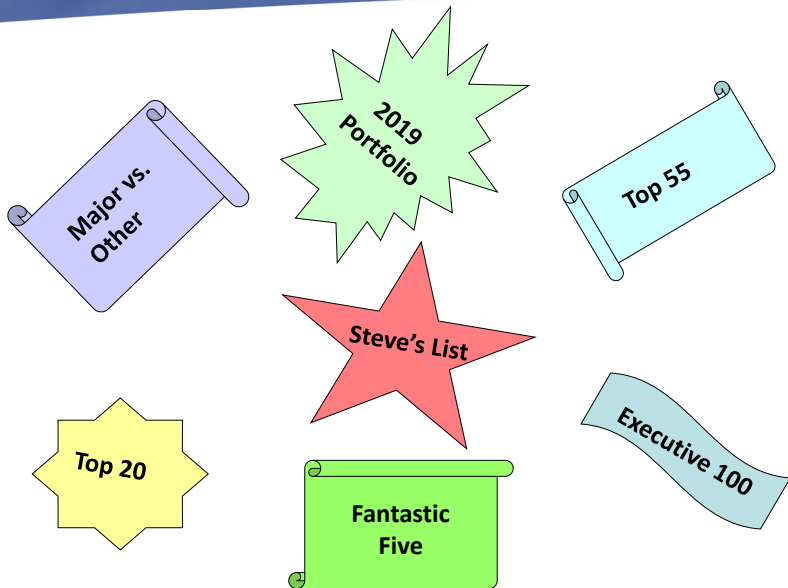
7

Project Prioritization Groupings

New Product Development	Customer Order	Process Improvement	Regulatory	Overall
1) NPD01	1) CUS01	1) PRI01	1) REG01	1) FAC01
2) NPD02	2) CUS02	2) PRI02	2) REG02	2) REG01
3) NPD03	3) CUS03	3) PRI03	3) REG03	3) NPD01
4) NPD04	4) CUS04	4) PRI04		4) CUS01
5) NPD05	5) CUS05	5) PRI05		5) NPD02
6) NPD06		6) PRI06		6) NPD03
7) NPD07		7) PRI07		7) PRI01
8) NPD08		8) PRI08		8) PRI02
9) NPD09		9) PRI09		9) FAC02
10)NPD10		10)PRI10		10)REG02
11)NPD11		11)PRI11	1) FAC01	
12)NPD12		12)PRI12	2) FAC02	
13)NPD13		13)PRI13	3) FAC03	
		14)PRI14	4) FAC04	
			5) FAC05	

8

Project Prioritization Lists

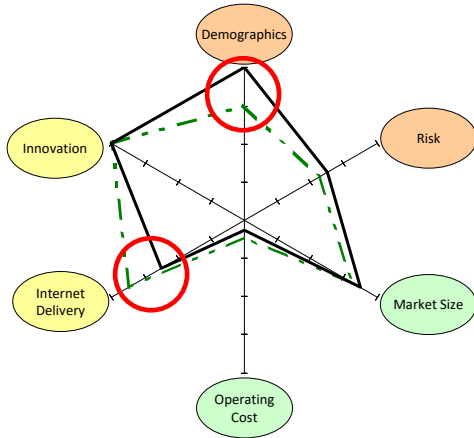


9

Portfolio Strategic Change

Weighting Business Change

New Business Conditions Suggest a Required Change in Weighting of Two Criteria



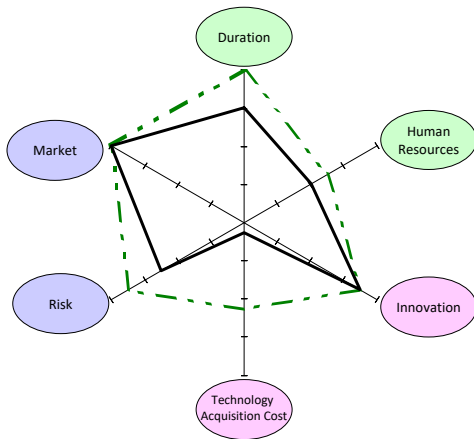
Legend				
0	1	2	3	4
○				○
None	Low	Med	High	Most
Thick Edge = key criteria; Highest # = Best				
— Original Weight				
- - - Required Change				

Adapted from Standard for Portfolio Management – 2nd Edition, PMI®
Getting Projects Done © Cadence Management Corporation. 1983-2020 All rights reserved.

Project Performance Compared to Preset Criteria

Reviewing Project XYZ

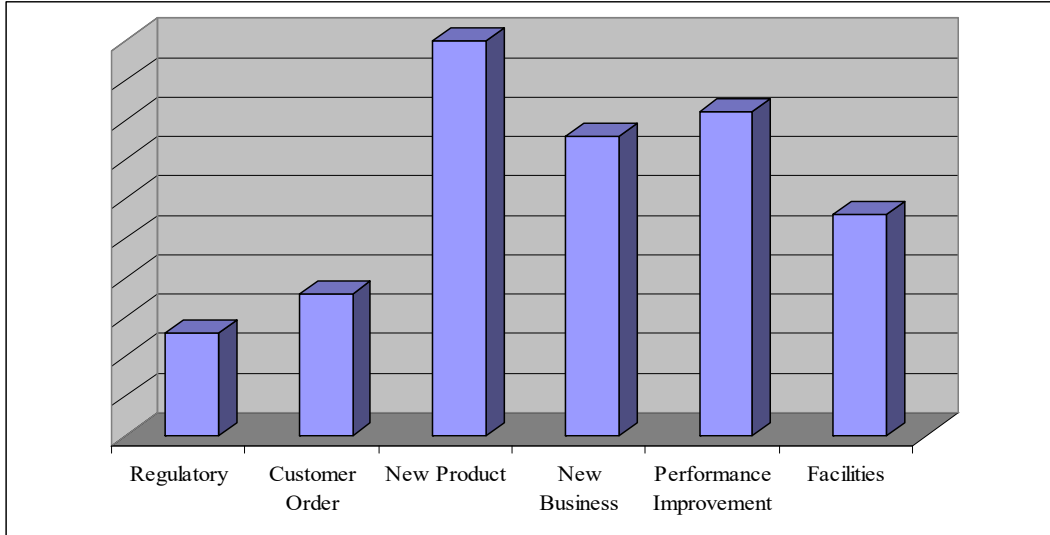
Projects which are Outside Targets and Presented for Executive Discussion



Legend				
0	1	2	3	4
○				○
None	Low	Med	High	Most
Thick Edge = key criteria; Highest # = Best				
— Original Weight				
- - - Required Change				

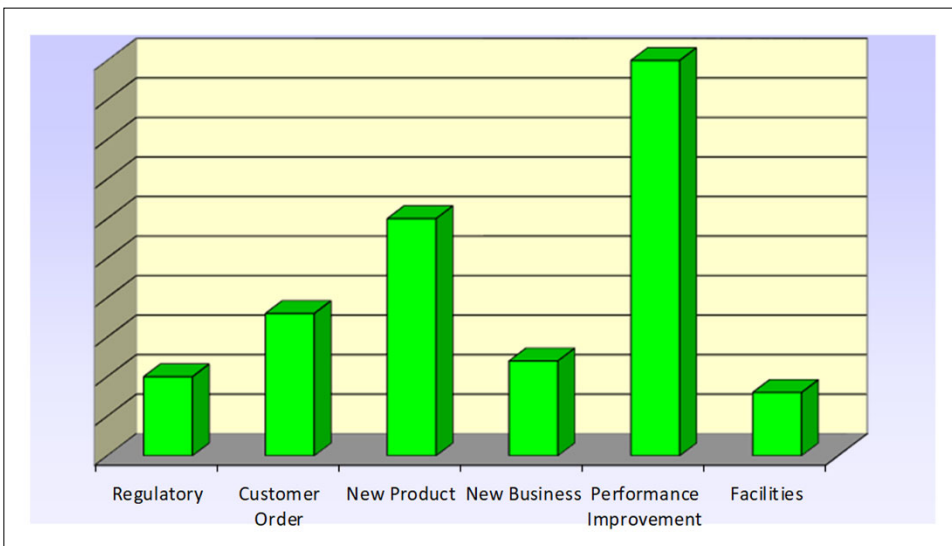
Adapted from Standard for Portfolio Management – 2nd Edition, PMI®
Getting Projects Done © Cadence Management Corporation. 1983-2020 All rights reserved.

Project Budget Allocation by Category



14

Human Resource Allocated to Projects



15

Portfolio Balancing Non-examples

- Authorizing all projects regardless of capacity
- Not challenging a “heir-apparent” VP’s projects
- Giving each business unit equal funding
- CEO balances portfolio without input
- Portfolio established in January not allowed to change



16

Prioritization after the 2nd or 3rd month

- **Delete completed or cancelled projects**
- **Identify new projects to be added**
- **Prioritize new projects**
- **Place new projects in the list**
- **Re-prioritize the list**



17

Functional Group's Resource Allocation and Assignment Summary

Advanced Research	2023											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average allocation	102%	102%	109%	104%	88%	78%	72%	73%	67%	59%	55%	54%
Marie Curie	100%	105%	100%	110%	105%	85%	55%	55%	55%	55%	60%	60%
Alfred Newman	105%	105%	110%	100%	65%	45%	45%	40%	35%	35%	35%	35%
John Doe	115%	115%	110%	105%	110%	125%	105%	90%	60%	50%	50%	55%
Logan Run man	100%	110%	110%	110%	105%	80%	75%	75%	75%	75%	75%	75%
Luigi Mario	90%	75%	115%	95%	55%	55%	80%	105%	110%	80%	55%	45%



18

Project Work Requirements

Project	R&D	M.E.	Ops	Mktg	QA	RA	Legal	Facil	IT
Genesis	70%	50%	125%	10%	25%	15%	5%	10%	
Vanguard	225%	25%	30%	30%	20%	10%	10%	5%	
Trackwise	50%	15%	15%		15%	5%		15%	120%
Knitting Yields	25%	40%	90%		10%	5%		25%	
Building Move	25%	25%	80%	5%	15%	10%	5%	75%	40%



19

Individual Project Assignments

John Doe	2023											
Ops Eng.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Unavailable	15%	15%	15%	15%	15%	15%	15%	25%	20%	15%	15%	20%
Emergencies	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Daily Work	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administration	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Project 00943	35%	45%	45%	20%	20%	30%	15%	5%				
Project 00944				25%	25%	25%	20%	10%				
Project 00945	30%	20%	15%	10%	5%							
Project 00956					10%	20%	20%	15%	5%			
Project 5												
Project 6												
Project 7												
Project 8												
Project 9												
Project 10												
total	115%	115%	110%	105%	110%	125%	105%	90%	60%	50%	50%	55%

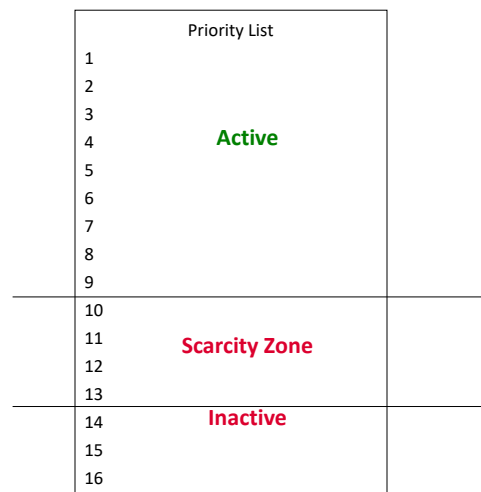


20

Project Prioritization

5-step approach:

1. Inventory all projects
2. Categorize into groupings
3. Prioritize within groups
4. Prioritize across groups
5. Load resources from top



21

Project Work Requirements

Task Name	Work	Duration	Start	Finish	Finish	Finish	Names	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
13 User Requirements (URS)	256 hrs	25 days	Tue 10/14/03	Mon 11/17/03	0%	\$7,200									
14 Modify existing URS	24 hrs	9 days	Tue 10/14/03	Fri 10/24/03	7	0%	\$3,600 Candace[40%]								
15 Review URS (CSSC QA)	8 hrs	1 day	Mon 10/27/03	Mon 10/27/03	14	0%	\$1,200 Jeff								
16 Revise URS	8 hrs	1 day	Tue 10/28/03	Tue 10/28/03	15	0%	\$1,200 Candace								
17 Review URS (Client)	160 hrs	10 days	Wed 10/29/03	Tue 11/11/03	16	0%	\$0 Nina,Client Team								
18 Revise URS	8 hrs	1 day	Wed 11/12/03	Wed 11/12/03	17	0%	\$1,200 Candace								
19 Approve URS	48 hrs	3 days	Thu 11/13/03	Mon 11/17/03	18	0%	\$0 Nina,Client Team								
20 Functional Specifications (FS)	152 hrs	13 days	Tue 11/18/03	Mon 12/8/03	0%	\$6,000									
27 Design Specifications (DS)	158 hrs	23 days	Fri 11/21/03	Tue 12/30/03	0%	\$6,900									
28 Develop DS	22 hrs	12 days	Fri 11/21/03	Wed 12/10/03	21	0%	\$3,300 Candace[50%]								
29 Review DS (CSSC QA)	16 hrs	2 days	Thu 12/11/03	Fri 12/12/03	28	0%	\$2,400 Jeff[50%],Candace[50%]								
30 Revise DS	4 hrs	1 day	Mon 12/15/03	Mon 12/15/03	29	0%	\$600 Candace[50%]								
	Resource Name	Details	Oct	Nov	Dec	Jan	Feb	Mar	Apr						
1	Bruce	Work	26.68h	7.2h	8h	8.4h	8h	7.8h							
2	Candace	Work	90.4h	48h	158h	112h	31.6h	54.4h							
3	Jeff	Work	20h	8h	8h	16h	4h	6h							
4	Nina	Work	88h	216h	216h	192h	56h	112h							
5	Client Team	Work	88h	216h	216h	184h	208h	200h							
6	Gar	Work		72h	32h										
7	Peter (PE)	Work		48h	32h										
8	Ashish	Work					152h	88h							
9	Earl	Work					80h	40h							
10	Vikram	Work	3.2h	18.88h	1.12h	17.6h									

Contact Info

Bruce Fieggen
Round Table Project Management
Bruce@RoundTablePM.com
(973) 768-3831
www.RoundTablePM.com