

Developing a Project Portfolio Strategy

After becoming an autonomous entity, a unit within a multi-billion dollar Life Science company needed a way to define and quantify the customer benefit of its activities to ensure it focused on the right activities and was a valued business partner

Challenge

A leading pharmaceutical company committed to scientific innovation, sought to **create an industry changing portfolio management approach**. The organization recently became an autonomous business unit and needed an independent portfolio approach to **strategically navigate an evolving legal environment and quantify its value to customers and to the company**. The organization needed a new portfolio management strategy and supporting portfolio management tool to enable tradeoff decisions based on optimizing its mission, rather than return on investment, while meeting the following criteria:

- Embed innovative portfolio management concepts that would quantify activities difficult to measure
- Include features to allow users to make informed tradeoff decisions at the Product, Portfolio and Company levels

Collaborative Approach

Acquis partnered with the client to define a new portfolio management strategy and create a tool to operationalize the approach. We **collaborated with key stakeholders across the organization** to develop and lead a multi-phase product rollout that met customer needs.

We focused on:

- Helping the client to **define a new taxonomy** for portfolio management
- Translating innovative and strategic concepts into a practical tool to **operationalize change**
- Understanding and addressing organizational interdependencies to **manage rollout risks**
- Supporting stakeholder adoption of new approaches through **extensive training and knowledge exchange**

Drive Change

- Helped **establish the organization as a value driver** for its customers and business colleagues by quantifying its value
- **Created a new “currency” for the value of activities**, proving that benefits can be measured in metrics other than dollars
- Enabled a **successful rollout** amidst organizational change
- Helped **solidify the organization as the innovator** in its field
- Launched a **new portfolio management product** that empowered the organization to make more informed and measurable decisions

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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