

## Agenda

- 19:00 – Introduction
- 19:10 – Presentation:
  - Positioning SME versus large companies
  - Setting the Scene for Interactive Workshop
- 19:45 – Interactive workshop
- 20:30 – Share Learnings
- 20:45 – Conclusion and Q&A
- 20:55 – Closing remarks by PMI
- 21:00 – Reception/networking
- 22:00 – Get Back Home Safely



Introducing  
**project management**  
in small and medium sized enterprises  
from  
**Chaos to Order**



## CMAST Introduction



### Our Mission

Have real impact on people's lives

- By contributing to the **creation and development of innovative healthcare solutions**
- By accelerating those solutions to society through **project management and consultancy**
- And thus becoming a leading **Trusted Third Party** in the **Life Sciences Ecosystem**

## CMAST Facts & Figures



Founded in 2008

90+ Industry Experts, 10+ Nationalities

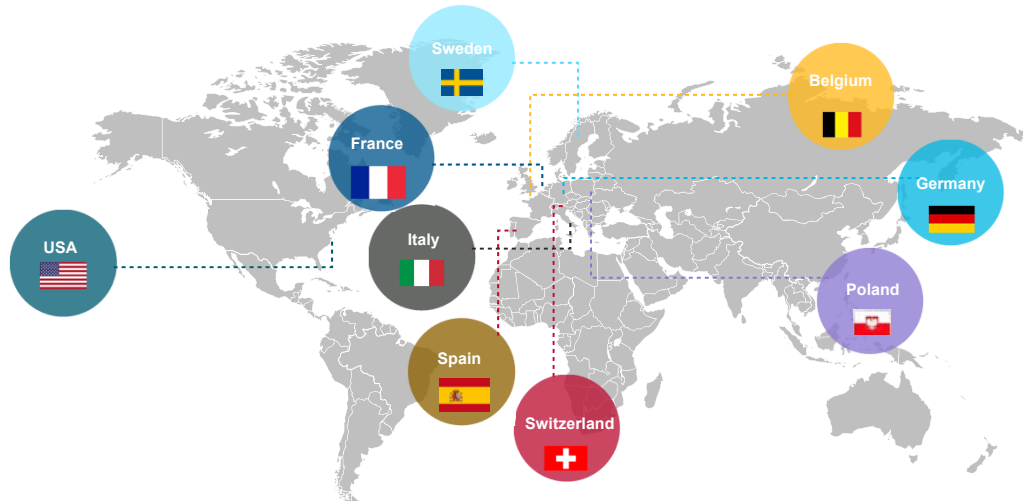
Clients in Start Up, SME, Scale Up, Public – Private, Academia, Biotech, Medical Devices, Diagnostics & Pharma

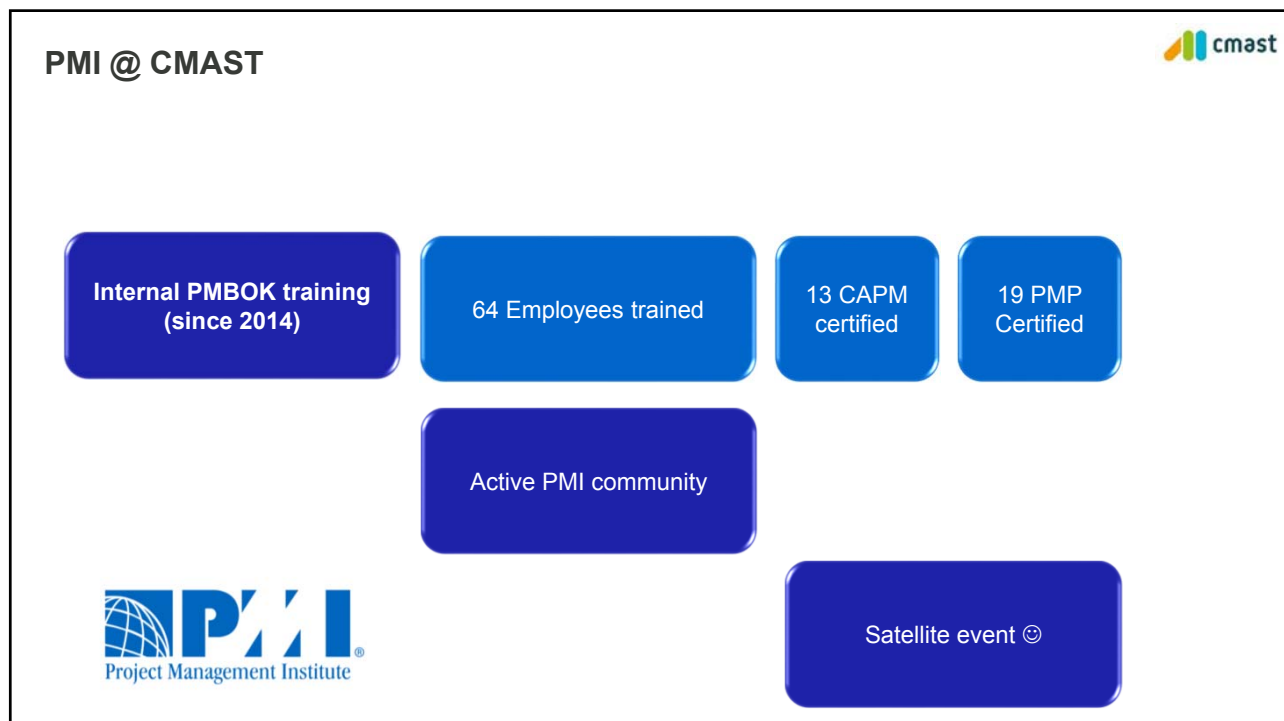
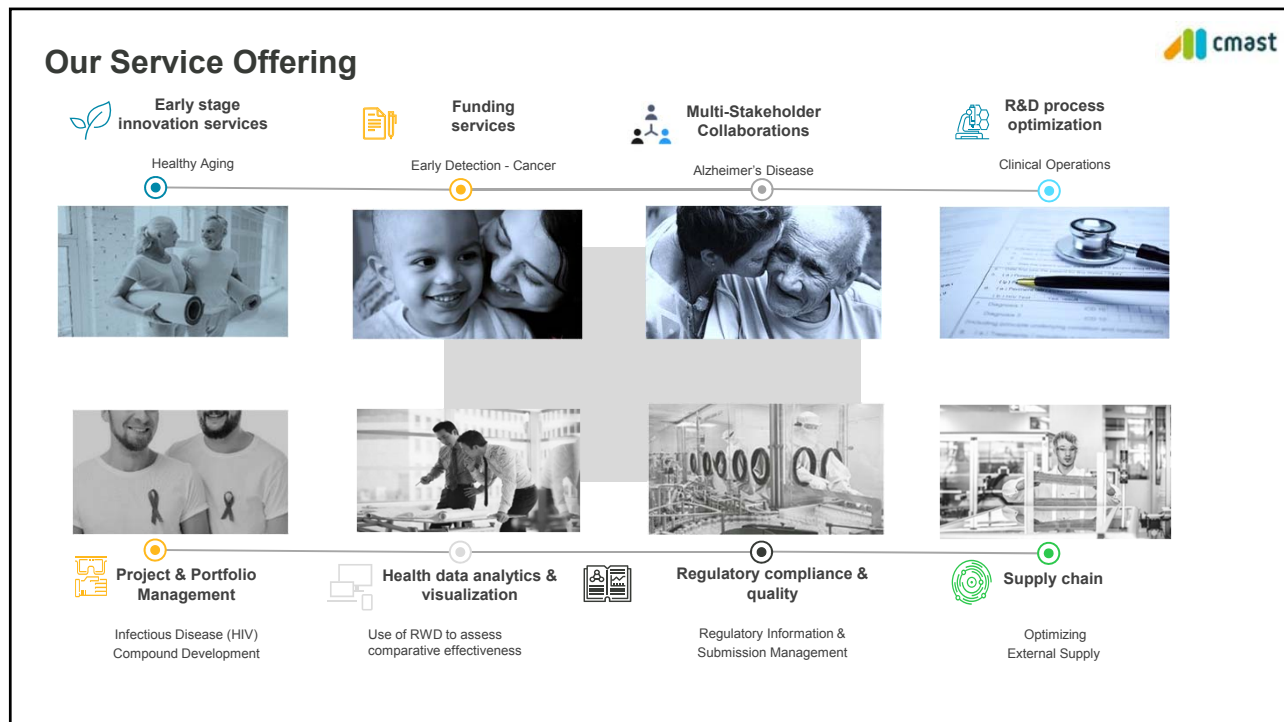
Since 2018, part of Modis Life Sciences / The Adecco Group



modis

## CMAST – Modis Life Science International Footprint









## Positioning SME versus large companies

Similarities - differences



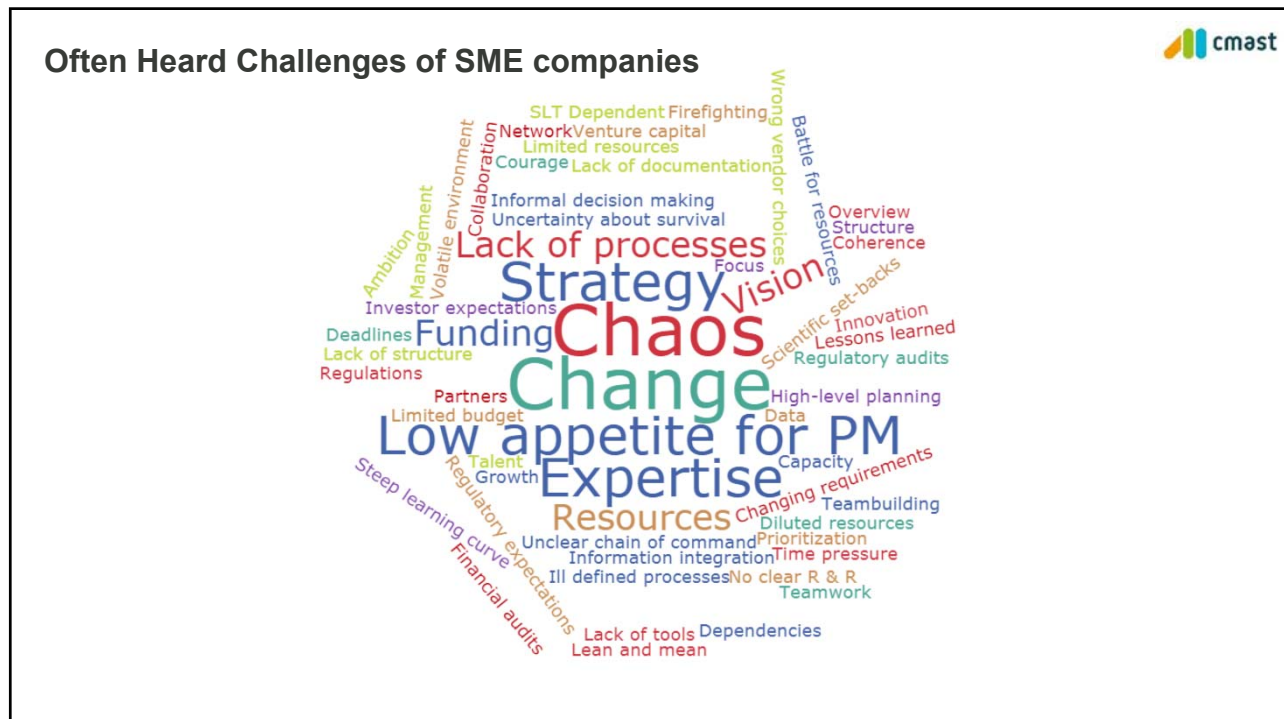
## What is an Small or Medium Sized (SME) Company?

According to the EU directive:

Company category	Staff headcount	Turnover
Medium-sized	< 250	≤ € 50 m
Small	< 50	≤ € 10 m
Micro	< 10	≤ € 2 m

In the EU, 99% of all businesses are SME!

Large Companies	↔	SME Companies
Focus on <u>delivering</u> product or services	↔	Focus on <u>developing</u> product or service
Establish their place on the market	↔	Find their place on the market
Stable vision and mission	↔	Constantly in change (even vision/mission)
Well budgeted	↔	Constant struggle to find budgets
Clearly described processes, SOPs, ...	↔	No real standards for way of working
Clearly described Roles & Responsibilities	↔	Responsibilities change often
		C-level often strongly involved in operations
Operational excellence	↔	Lean and mean
Strong PM focus, dedicated PMs/PMO	↔	Projects executed 'ad hoc'



## Consequences for SME businesses



- Hard to answer critical business questions, like
  - Do we have enough budget & resources to do the work?
  - What is the value of our R&D portfolio?
  - Which projects should get the highest priority?
  - Are our projects on track?
  - ...
- Difficult to grow, no scalable way of working
- Organization is continuously in stress!

Question to audience: do you experience the same?

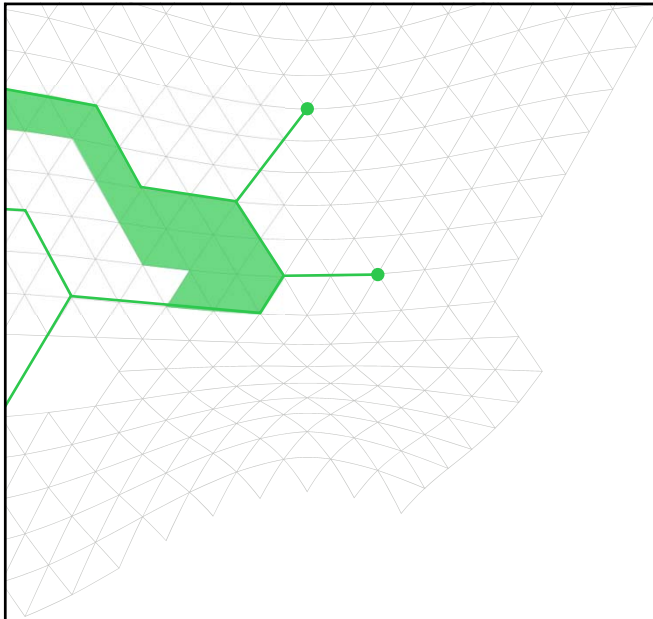
## We as PMs know the solution of course



They definitely need Project Management 😊

But these SME companies by nature have a low appetite for project management...

Solution: explain them how project management tailored to their needs can help them answering critical business questions



## Workshop

Explaining project management  
advantages for SMEs

### Concrete Example: “Do we have enough resources to do all the work”



#### 1. Question interpretation

- What are resources? Include OOP resources as well?
- What is “all the work”, and “enough resources”?

#### 2. Why is this an important question, what answer/decision do you want to make?

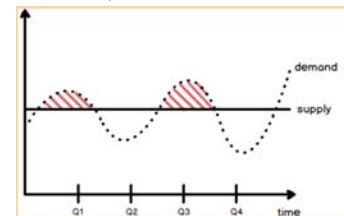
- Capacity management: can we hire? Outsource? Do we have a good view on what resources we have?
- Should we reprioritize to be able to do the work?

#### 3. What info needed? What data provides the information?

- Supply of resources and OOP per role per timeframe
- Total demand for each resource role per timeframe, total demand of OOP per timeframe for the full portfolio

#### 4. How can Project-, Program-, Portfolio Management help?

- Define work in WBS, use PM-tool to centralize planning and resource demand
- Centralize resource supply management (supply of resources by role per timeframe)
- Capacity management: visualize demand-supply per resource per timeframe
- Install a formal process to prioritize projects





## Workshop

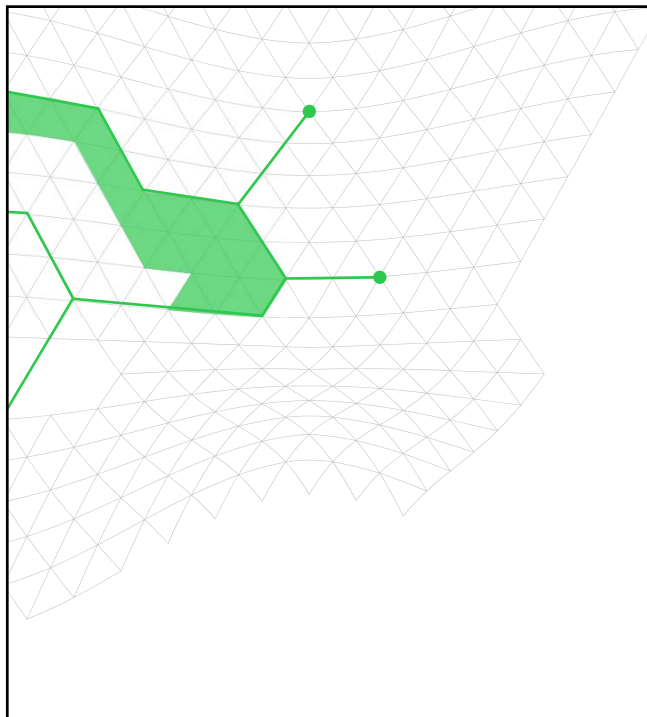


Workshop: everyone takes a seat at the assigned table and discusses in team one of the following business questions


How accurate is our planning? (Sven)

What is the impact of project delays? (Kevin)

Are our projects on track & in good shape (David/Thomas)

An abstract graphic on the left side of the slide. It features a light gray background with a fine grid of small triangles. A larger, solid green polygon is overlaid on this grid. The green polygon has several vertices, some of which are connected to the grid lines by thin green lines. There are also small green dots at some of these vertices.

## Conclusion and Q&A

The logo for cmast, featuring three vertical bars in orange, blue, and green, followed by the text "cmast" in a sans-serif font.

## Key Take Home Messages



**Project and Portfolio Management is essential to answer key business questions**

**The benefits of (scalable) project management outweigh the burden of it**

**In order to be successful, the Project Management processes should be tailored to the organization**

**PM processes should be able to grow along with the organization**

**All relevant data must be *centrally* available for reporting**

**A strong reporting solution that allows to visualize information for decision making is very helpful**

**Tailored to needs... but scalable for later growth**



**Thank you for attending this  
PMI Satellite event!**

**Any Questions?**



A green-filled polygon is overlaid on a light gray triangular mesh. The polygon has a jagged, stepped shape. Two green lines extend from the polygon: one from a top vertex to a green dot, and another from a right-side vertex to another green dot.

Closing remarks by PMI