

Revolutionising project management

**Embracing an innovative PMO for
greater organisational efficiency**



When project management is treated as a support function – for example, being carried out by non-experts or not integrated fully into the organisation – organisations rarely benefit from its full potential. PwC and Project Management Institute (PMI) have joined forces to change this perspective and empower companies to deliver excellence in project management throughout their organisation as the wide business environment continues to evolve.

What does the future hold for project management? Anja Vandenberg, President at PMI Belgium, and Michèle Paque, Senior Adviser at PwC Belgium, explain the disruptors, technology and trends that we can expect to see in the coming years.

Project Management Office (PMO) and improved efficiency

While the definition of PMO can vary from organisation to organisation, it is widely understood to be responsible for creating standards, enhancing communication and creating a framework for processes, making it essential for transforming organisational environments. To give an example, the healthcare and life science sector has a large drug development framework. PMO is vital for improving the governance of the drug development process, including clinical trials, to benefit management, patients and end-users.

There are three aspects of a successful PMO:

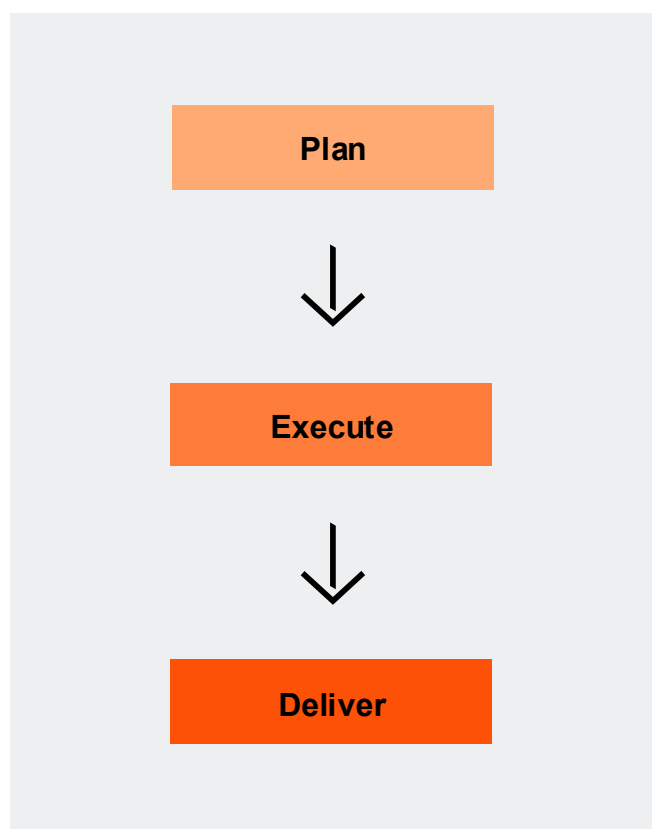
1. Fully understanding of their **customer's needs**: in other words, analysing who the customer is, what they need and what they expect.
2. A solid framework: **clear roles, responsibilities** and accountability reduce confusion and frustration while increasing efficiency and clarity.
3. **Flexible methodology**: able to adapt to the environment, benefiting the organisation as it evolves to meet changing market needs.

PMI's proven project management methodology has **five dimensions at its core**: scope, schedule or timing, costs, risks or quality, and customers. These dimensions are interconnected and dynamic, meaning a change in one dimension impacts the others. **Getting the balance right is important for customer satisfaction and project success.**



PMO challenges and drivers

PMO is currently facing a number of potential disruptors, both positive and negative. The main disruption is the **accelerated pace of change in today's business environment**. This is extremely challenging for traditional project management methodologies that followed a standard project path of :



However, this accelerated pace of change is creating opportunities for project managers to **rethink their approach**. Instead of planning each step to run consecutively, they now use an agile mindset to question this approach: how much time does each step actually need? Why is the step needed? What resources does the step need? The answers to these questions are at the heart of the innovative ways that **project managers are now planning, executing and delivering projects**.

As a disruptor, technology is both a challenge and a driver. For example, project managers need to be **increasingly proactive** in the way they work in order to keep pace with the changes in technological and digital regulations that impact the norms that a project is built on, such as GDPR and privacy regulations. Technological advances also impact cybersecurity and compliance.

And as a driver, technology is propelling the sector forward. Automation of reports and data entry, for example, has significantly reduced the amount of manual work that project managers need to do, giving them more opportunities to focus on complex problems and increase their engagement with stakeholders.

Technology is also enabling better collaboration, more accountability and faster decision making across global and hybrid teams thanks to real-time data that shows the global picture. In this way, technology is an integrator, integrating global and local reporting to drive projects to their conclusion.





The evolving project manager role

The changing business environment has impacted both the way that project managers are perceived and the way they carry out their role. Project managers are increasingly seen as evolving into strategic leaders, advising stakeholders and sponsors within the organisation as they spend less time scheduling and tracking tasks and more time focusing on aligning projects with business objectives and outcomes. By considering customer needs, organisational resources and strategic goals, project managers will gain a longer-term perspective.

However, as project managers evolve, it remains vital that they continue to learn and keep up with changes in tools, technologies and methodologies. There are always new skills and expertise for project managers to learn and master.



Based on their projected future role, the name ‘project manager’ is unlikely to accurately continue to summarise what they do. Possible alternatives include **‘business facilitator’, ‘strategic facilitator’ or ‘change facilitator’**.

Anja Vandenberg
President, PMI Belgium

Looking to the future

There are currently four major trends that are impacting project management:

- 1 Hybrid or customised project methodology:** organisations are using the project management book of knowledge (PMBOK) to personalise their methodology to their organisational needs.
- 2 Integration of AI:** AI is helping project managers to make better and faster decisions, predict risks, improve project outcomes and generate analysis. Plus, AI is automating routine tasks, giving project managers the time they need for other tasks.
- 3 Rise of collaboration tools:** while these tools facilitate collaboration within (remote) teams, they require project managers to use a new set of skills to realise their full potential, including understanding cultural differences, working with less casual communication and managing team members in different time zones.
- 4 Change management skills:** as increasing amounts of technology are introduced, project managers need to have the skills and ability to lead their teams through the necessary change management.

How to govern PMO to maximise its impact

In the face of these major disruptors and trends, most leaders need to change their management style towards PMO. When managed correctly, **PMO is a strategic partner, helping to achieve the organisation's goals**, which is why it should be a visible part of the organisation's hierarchy, working across all departments. Leaders can establish relevant KPIs to help highlight the work that project managers do and show ways that they can improve in the future.

Additionally, leaders and employees should start to view project management as an added value, not an additional administrative burden. By removing obstacles and empowering the role of project managers, project managers will be free to establish fresh and clear frameworks that everybody can understand and are easy to use and update as organisational needs change.



The expertise of PwC and PMI are complementary. Together, we help our customers unlock the full potential of **project management** to achieve strong outcomes.

Michèle Paque

External Senior Advisor, PwC Belgium

Strong collaboration between PMI and PwC

PMI Global and PwC have already had a strong global collaboration for several years. This is now being deepened with a **collaboration between PMI Belgium and PwC Belgium's Centre of Excellence for Project Management**.

Within the partnership, PMI and PwC have distinct, yet complementary roles. PMI assists organisations with project management methodology, skills and certifications, ensuring a high level of quality. And **PwC provides project management consultancy from strategy to implementation, as well as leadership services, often as part of a larger transformation project**. Together, PMI and PwC elevate organisations and their PMO to the next level, enhancing their readiness for the future.



Bios



Anja Vandenberg

President, PMI Belgium

Anja is a strategic project management consultant with over nine years of experience in setting up, leading and optimising PMOs across a variety of sectors. She specialises in tailoring project methodologies and frameworks to align with each organisation's goals, culture and maturity assuring not just implementation, but adoption and results. What sets Anja apart is her human-centred mindset. She integrates tools such as conscious breathing and shared laughter to reduce stress, foster psychological safety and strengthen the connection between project managers and their teams. The result: healthier collaboration, stronger performance and more resilient project environments.



Michèle Paque

External Senior Advisor, PwC Belgium

Michèle is an expert in life sciences, pharma, biotech, patient engagement, prevention and the healthcare ecosystem. She is highly skilled in strategy based on market drivers with a strong expertise in medical and clinical outsourcing, project management and service and solution delivery in B2B and B2C environments. Michèle is a creative, innovative and results-driven leader, focusing on goals and company values. She is resilient and dynamic which benefits her as she works in a highly competitive environment undergoing continuous improvement and transformation. She is CEO of the Belgian Heart League, and in close contact with physicians, hospitals and patients.

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