

# Strategic Acquisition Evaluation & Resource Impact Analysis

## Vertical

Manufacturing **Pharmaceutical** Healthcare Portfolio Logistics Financial Government Business

## Genre

Case Study **Project Review** White Paper Technology Overview

## Client

### Specialty Biopharmaceutical Company



## Situation

One of the world's leading specialty biopharmaceutical companies, with a portfolio of products that enable people with life-altering conditions to lead better lives, has grown at a rapid pace in recent years. Their growth is fueled by strategic acquisitions of projects in later stages of development and collaborative opportunities with organizations that have projects in development which match their strategic focus. A full assessment is required of every acquisition and conducted prior to making any significant investment decisions. One of the key elements of each assessment is providing accurate resource estimates.



Assessments increased 75% between 2009 and 2010, while scenario models have increased by 55%. The Program Resources and Decision Support group is expected to determine resource estimates for all of these assessments without increasing its staff. It is a challenge for many organizations to accurately balance resources across their portfolio and this biopharma is no exception. They needed to determine how to make accurate resource decisions while handling this increasing workload with existing staff and provide complete accuracy and fast turn-around times.

## Objective

- A single source from which they can understand their entire portfolio's resource requirements
- A method that is easy to setup and maintain and is integrated with their current methods and technologies ( which include MS Project Server)
- A tool that accurately and consistently allows them to evaluate a growing portfolio monthly
- A tool that allows for what-if scenarios experimentation to evaluate different solutions to resource contentions

## Results

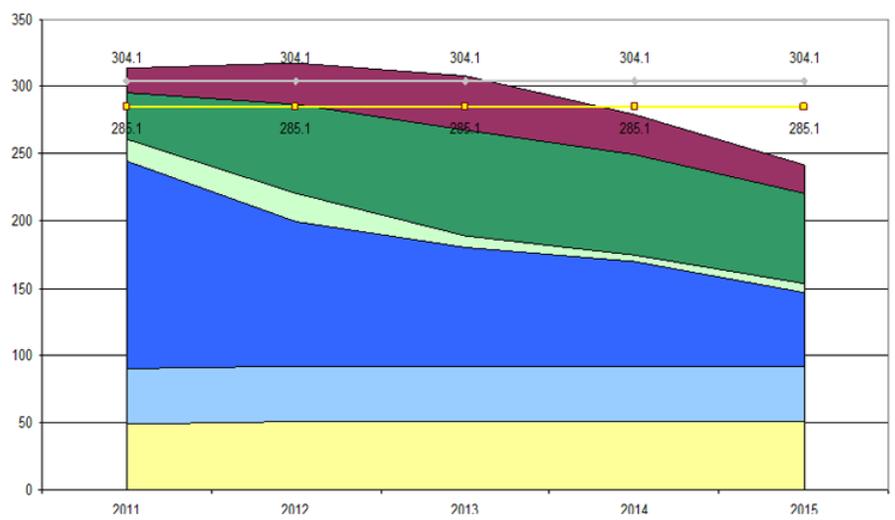
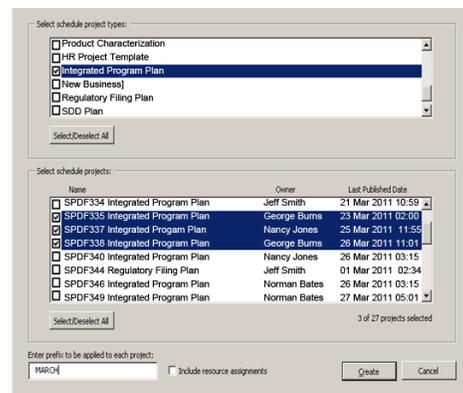
The customizable nature of Enterprise Portfolio Simulator with its templates and algorithms, integrated with this company's existing PPM methods has improved their resource analysis and decision making abilities tremendously. Each month they are now able to look at how many resources will be needed for their current portfolio by type of work and resource group. They can easily see the current portfolio resource requirements and the impact of potential acquisitions upon the portfolio and its resources. They can also view the more detailed tabbed report for resource group and resource level details.

The organization also expects to save the cost of hiring two full-time FTEs within the Program Resources and Decision Support group or about \$150,000.00 annually by using the ProModel simulation solution.

Solution

Working with ProModel's knowledgeable consultants, this organization came up with an integrated solution that combines their current project management methodologies with EPS. Each month:

1. Projects are maintained in Microsoft Project Server and updated.
2. Staging files are created from the project files and imported into EPS as a unique session. Each session is maintained as a snapshot of the portfolio at that time.
3. A schedule is developed for new products being considered for acquisition and imported into EPS as well.
4. Algorithms are applied to key tasks.
5. The simulation is run.
6. Two main output reports are analyzed.
  - Tabular Demand Estimates
  - Demand Capacity Analysis



Demand Capacity Analysis Report

BU:	Placeholder BU										
IPP:	Placeholder Project										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>R&amp;D - Biosciences</b>											
Biosci	0.7	1.1	0.9	0.9	0.2	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>0.7</b>	<b>1.1</b>	<b>0.9</b>	<b>0.9</b>	<b>0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>R&amp;D - CDMA</b>											
GMA Physician	0.0	0.0	0.2	1.2	2.1	2.4	2.3	2.0	1.8	1.3	0.3
Medical Communications	0.0	0.0	0.2	1.4	3.2	4.0	4.0	4.0	4.0	3.0	0.8
MEOP	0.0	0.0	0.2	1.0	1.5	1.5	1.5	1.5	1.5	1.3	0.4
<b>Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.7</b>	<b>3.6</b>	<b>6.9</b>	<b>7.9</b>	<b>7.8</b>	<b>7.5</b>	<b>7.3</b>	<b>5.5</b>	<b>1.6</b>
<b>R&amp;D - CDO</b>											
Clin Pharm Physician	0.5	0.2	0.3	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Clin Pharm PK	0.7	0.2	0.5	0.7	0.3	0.0	0.0	0.0	0.0	0.0	0.0
Clinical Document Management	1.5	1.9	2.2	2.1	0.7	0.1	0.0	0.0	0.0	0.0	0.0
Data Manager	1.4	1.7	1.8	1.4	0.5	0.1	0.0	0.0	0.0	0.0	0.0
TE/Pub	0.2	0.2	0.2	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0
Medical Writer	1.0	0.8	1.2	2.2	2.1	0.2	0.0	0.0	0.0	0.0	0.0
Statistical Programmer	1.1	1.1	1.1	2.4	1.8	0.2	0.0	0.0	0.0	0.0	0.0
Statistician	2.0	1.5	1.8	2.3	2.1	0.2	0.0	0.0	0.0	0.0	0.0
Clinical Physician	0.5	0.8	1.1	1.3	0.9	0.1	0.0	0.0	0.0	0.0	0.0
Clinical Scientist Study Mgr	3.9	9.8	11.3	7.8	3.3	0.5	0.0	0.0	0.0	0.0	0.0
Clin Pharm Scientist Study Mgr	2.8	0.7	1.8	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Subtotal</b>	<b>16.4</b>	<b>18.8</b>	<b>22.9</b>	<b>21.7</b>	<b>12.2</b>	<b>1.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>R&amp;D - PV</b>											
Physician PV	0.2	0.3	0.2	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0

Tabular Demand Estimates Report