



Bridging a gap, building customer experience

Deloitte Operate: Project Management-as-a-Service
A global pharmaceutical company

The challenge

Throughout its history, this global pharmaceutical company has worked to strengthen health systems and improve access to quality healthcare services for people around the world. The company not only has a physical presence in markets globally; virtually, its footprint is far more expansive.

Thousands of internal and external websites, subsites, portals, and mobile apps are used by employees, suppliers, health care providers, and other stakeholders for information gathering and dissemination, product promotion, business transactions, clinical testing, and many other purposes. With such a far-reaching virtual presence, the company views online user experience—

Critical communications with a wide spectrum of users

The launch of a new cancer drug is a good example of why user experience is so important. When a new cancer treatment goes to market, health care providers, patients, health insurers, regulators, and other stakeholders need clear, consistent, and readily available information about the drug, pricing, use, possible interactions, and much more. An effectively designed and targeted website—or, often, a series of websites—can significantly affect how quickly internal and external stakeholders find and gain access to the information they need.

the quality of interactions with internal and external users—as a top priority.

Recently the company created a dedicated “customer experience” team to be a center of excellence (CoE) for developing, implementing, and supporting web-based channels for the company’s various divisions and departments. The new CoE combined

several existing groups that managed projects within various product teams or other departments. Under its new banner, the CoE would have a centralized planning and orchestration group to provide project management and reporting. However, because of a hiring freeze instituted along with the reorganization, no project managers were assigned to the group yet.



This created a gap for the CoE's leaders: It would likely be months before project managers were brought in, yet the CoE already had an extensive portfolio of projects that were in various stages of completion and widely dispersed both geographically and organizationally. During that period, CoE leaders would have limited cross-departmental visibility into project goals and deliverables, timelines, costs, and human and system resources required. Because existing projects were being managed in different parts of the company by employees using different approaches and tools, there was no way yet to roll up project status reports to a portfolio level for a unified view or decision making.

Building a bridge with solid foundations

To help the CoE bridge the gap, the pharmaceutical company chose Deloitte to provide support under a Project Management-as-a-Service (PMaaS) model. This would allow Deloitte to bring project coordinators, program and project managers, and business analysts to bear in an approach designed for lower cost, long-term tactical delivery. It would also enable the CoE to scale resources up or down based on demand and balance cost, quality, risk, and accountability with the skills required.

Initially, the PMaaS team had three objectives:

- Provide project management support for several core CoE projects
- Assist the CoE team with configuration of the company's new project management software for centralized project and financials management, as well as an integrated third-party resource management tool
- Advise CoE leadership on project management and reporting methods that could unify disparate existing approaches so the new tools could be used to consolidate and roll up project information to the management level

A creative compromise

A pivotal decision for the CoE during this period was whether to use the project management software for all aspects of project management or deploy a separate tool for day-to-day resource management. Highly detailed information is needed for effective project and financials management, but resource management doesn't require as much granularity—in fact, such detail could be counterproductive in a design studio environment like the CoE where professionals develop and deploy websites and other digital channels whose success hinges on how graphical and intuitive they are to navigate.

Instead, the PMaaS team suggested looking at other resource management tools that could enable the required resource management tasks but do so through a more visually appealing and easy-to-use interface. CoE leaders settled on a SaaS resource management tool that provides a highly visual portfolio-level resource plan that integrates with detailed project plans maintained in the project management software itself.

To fulfill these objectives, four PMaaS project managers hit the ground running and began addressing several tasks at once. First, the team began working with CoE leaders to understand the current status of the project management software implementation and their planned path forward.

Next, the PMaaS team helped CoE leadership identify current core projects, prioritize them, and determine where project management assistance was most needed. At the end of this process, CoE leadership assigned nine core projects for the PMaaS team to manage.

Then the PMaaS project managers began identifying who had requested each project, how each project was currently defined, what its scope was, when it needed to be completed, and what deliverables were expected. With an understanding of these parameters, they could start identifying and trying to bridge gaps in project management by answering questions such as: how was the “success” of this project defined, what tools and methods were currently being used to plan and monitor the project, what human and other resources were needed to keep the project on track, and how was progress being reported?

With those questions answered, the PMaaS team took a two-pronged approach to aligning “in-flight” projects and existing project management approaches with the new project management tools and capabilities being developed within the CoE:

- Working with the project management software implementation team and vendor, they began to advise on the configuration of the new centralized project management tools and templates so they could accommodate the various project management methods currently being used “in the field.”
- At the same time, they began helping the project teams themselves adopt practices that would make it easier to use the new project management software capabilities and ultimately would align with a unified, company-wide approach to project planning, tracking, and reporting.

Making all of these actions more challenging was the fact that the company-wide restructuring continued throughout the PMaaS engagement. So both the CoE leaders and PMaaS team had to constantly adjust to changes in personnel, organizational structure, and resources available.

Results

Since being engaged by the pharmaceutical company, the CoE and PMaaS team have made significant progress in bringing together formerly disparate project groups and creating a stable, unified project management environment, including:

- **Dashboard and report visibility into core projects**, providing CoE leaders with consistent and detailed information about project scope, time, and risk factors.
- **A powerful new project management platform** that can report effectively at the individual project and portfolio levels.
- **Improved consistency of project management method and tool use** across project teams in different countries to aid adoption of the new platform and its project management and reporting capabilities.

Contributing to the achievements of this engagement were Deloitte's:

- **Flexible staffing model** that allowed the PMaaS team to efficiently scale resources to an often rapidly changing client environment.
- **Multishore service delivery** through a cost-effective model that assigned PMaaS resources in the time zones where the CoE had projects underway.

Looking ahead

With the CoE and its project management capabilities in place, the pharmaceutical company has an effective mechanism for managing its broad portfolio of digital customer experience projects now and expanding those capabilities in the future. CoE leadership can make decisions based on both high-level and detailed, up-to-the-minute intelligence about projects that span diverse business groups, products, and end-users. The PMaaS team continues to be engaged as needed to fill other gaps as the company-wide restructuring winds down and the CoE team is fully staffed up.

Learn more about how Deloitte's PMaaS capabilities and resources can make a difference for your business.



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