

# EMBED PROJECT CENTRICITY

Insights from the 2025 Novasecta R&D Symposium



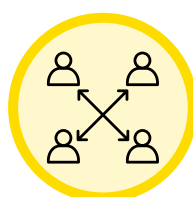
On 26th and 27th of March we hosted our annual R&D Symposium in London, bringing together R&D leaders from mid-sized pharmaceutical companies to discuss how they overcome important challenges in their organisations. The first of three facilitated discussions focused on how R&D leaders embed project-centric ways of working within R&D.

## How Pharma Embed Project Centricity



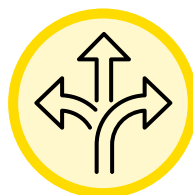
### Maintain consistency while evolving project team membership

- Ensure the project manager is the enduring team member as the project team evolves over time
- Maintain a central repository of project knowledge and diligently follow handover processes to ensure information is not lost as the team evolves



### Ensure project team members collaborate cross-functionally

- Appoint dedicated Project Leaders with technical, strategic, and managerial experience, who can influence and persuade across functions
- Set cross-functional goals that contribute towards project team members' individual objectives, and educate them to think with a cross-functional, enterprise mindset



### Balance project team autonomy with direction from senior leadership

- Establish regular checkpoints within the R&D governance model to validate and/or evolve the project strategy
- Empower Project Leaders to make decisions within the framework of the agreed strategy



### Prevent internal bias from negatively impacting project strategy

- Regularly seek external validation of project strategy e.g. from Key Opinion Leaders
- Ensure project teams include people with broad experience



### Engage the next generation of leaders in projects

- Provide opportunities for horizontal development with job shadowing and rotation
- Empower scientists by enabling them to progress to the same seniority as managers
- Communicate requirements for career progression, including clear responsibilities and expectations for different roles, and the value of each role to the organisation

## Conclusion

R&D leaders embed project centricity by building project-focused, cross-functional teams of experienced and motivated individuals, who are empowered to make decisions within the framework of the agreed project strategy.

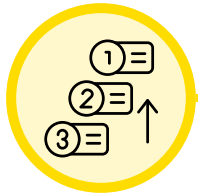
# ALLOCATE RESOURCES EFFECTIVELY

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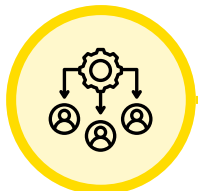
The second of three discussions focused on how R&D leaders allocate resources to optimise the productivity of their organisations.

## How to Allocate Resources Effectively



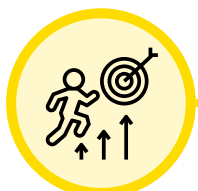
### Allocate resources based on project priority

- Systematically assign a priority level to each project and reassess them regularly
- Ensure employees working on multiple projects understand how they should divide their time according to project priority level



### Respond to evolving project priorities and resource requirements

- Continually assess the resources required for projects
- Ensure employees register the proportion of time spent on different projects, and use the data to guide resource allocation
- Trust project teams to allocate their time appropriately as priorities evolve



### Motivate project teams working on lower priority projects

- Label lower priority projects as 'conditional' to motivate teams to resolve specific issues so that the project's priority level can be reassessed
- Communicate to teams the importance of all projects regardless of current priority level
- Empower project leaders to escalate resourcing issues that prevent progress



### Allocate time for innovation in R&D

- Identify individuals with the ability to generate new ideas, and ensure they allocate time to innovation in R&D
- Build a forum for employees to submit ideas, and a dedicated committee to review each idea against specific criteria
- Create opportunities for employees to interact and exchange ideas with external parties e.g. by creating a 'biotech hub' with shared research facilities

## Conclusion

R&D leaders allocate resources between projects based on a systematic and dynamic prioritisation of the portfolio, ensuring employees are clear on the priorities and how they should divide their time. They also build in time specifically for innovation in R&D.

# MANAGE PARTNERSHIPS SUCCESSFULLY



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Our final discussion focused on how R&D leaders manage partnerships to maximise value.

## How to Manage Partnerships Successfully



### **Build trust and mutual respect with licensing and co-development partners**

- Create partnerships where each partner brings equal value, to facilitate joint decision-making and effective collaboration
- Build trust and mutual respect by demonstrating competency and commitment
  - Hold in-person meetings where possible to drive collaboration
- Recognise and leverage one another's strengths, and adapt to each other's culture
- Promote the value of partnerships for future success internally
- Define responsibilities as early as possible, including which partner is responsible for each decision



### **Collaborate with vendors as partners instead of service providers**

- Form collaborative partnerships rather than transactional agreements, where vendors are invested in and committed to achieving the organisation's objectives
- Recognise each other's capabilities, and embrace opportunities to learn from one another
- Invite vendors to project meetings to integrate them with the internal team
  - Educate employees on the value of collaborating with vendors
- Set clear expectations during the contracting stage

## How to Maximise the Value of Acquisitions



### **Balance integration and independence after acquiring biotechs**

- Take time to understand the acquired biotech's strengths
- Avoid losing critical capabilities by fully integrating too quickly
- Adjust the speed of integration depending on the degree of overlap with internal capabilities
- Bring teams together to learn from each other and align on responsibilities
- Set clear objectives for the acquired company and give its teams the autonomy to decide on the best approach to deliver them

## Conclusion

R&D leaders form productive partnerships by aligning on responsibilities early and building trust. They recognise the value of partnerships and dedicate time to nurturing them to maximise the value created. This includes acknowledging and capitalising on each partner's strengths.