PROJECT PORTFOLIO MANAGEMENT WORKSHOP:  
*The CREOPM™ framework*

**WHO SHOULD ATTEND**

◆ Participants involved in Project Management, Portfolio Management, Strategic & Business Planning, Product Development, and Business Development  
◆ Targeted industries include Pharma & Biotech, Consumer Goods, IT, and Financial Services

**PARTICIPANTS WILL LEARN HOW TO:**

◆ Utilize the CREOPM™ framework to manage portfolios  
◆ Categorize – place projects into strategic buckets  
◆ Analyze Risk – quantify risk with probability assessments  
◆ Evaluate – use the 4 value drivers to generate integrated valuations of projects  
◆ Optimize – utilize programming techniques to optimize portfolios  
◆ Prioritize – rank order projects using multiple objective decision analysis (MODA)  
◆ Manage – risk, resource, and stakeholder management  
◆ Utilize Decision Trees to create options for R&D  
◆ Solve optimization problems using deterministic and stochastic programming  
◆ Build a MODA model in Excel to prioritize projects  
◆ Use Tree Plan, Solver, and Crystal Ball software

**2012 & 2013 SCHEDULE (2.5 Days)**

◆ Next public course – TBD  
◆ Private and customized courses – can be scheduled with 30 days advanced notice

To Register:  
E-Mail: rbayney@ppvc.net  
Web: www.ppvc.net  
Tel: (267) 269-3391
WORKSHOP LEADER
Dr. Richard Bayney is President & Founder of Project & Portfolio Value Creation (PPVC), a consulting boutique providing training and education in Project, Program, Portfolio, Resource, and Risk Management as well as Business, Strategic, Portfolio, and Scenario Planning services. He is a Faculty member at the University of Pennsylvania lecturing to graduate and executive students in ‘Project Portfolio Management’ and ‘Decision Modeling’. He also delivers workshops on ‘Portfolio Management of Innovative Products’ for the Vlerick Leuven Gent Management School in Belgium. Richard is a frequent speaker in ‘Portfolio & Resource Management, Risk Analysis & Risk Management, and Strategic Planning in Drug Development’ and is an Advisory Board Member to Cambridge Healthtech Institute.

Dr. Bayney is a 23-year veteran of the Pharmaceutical & Biotechnology industry at Merck & Co., Bayer Corp. and AG, Bristol-Myers Squibb, and Johnson & Johnson Pharmaceutical Research & Development. In his previous position at Johnson & Johnson, Richard was Vice President, Portfolio Management & Decision Analysis. He has spent 11 years building and leading departments in Strategic Planning, Decision Analysis, and Portfolio Management, 2 years as an International Project Manager for a marketed cardiovascular drug, and 10 years in Molecular Biology research into gene expression in drug detoxification systems and in Alzheimer’s Disease.

Dr. Bayney obtained his M.Sc. and Ph.D. from University of London, MBA from Columbia University, and PMP from the Project Management Institute.

REGISTRATION
◆ The cost of the workshop is US $2,500 and preliminary registration can be secured by contacting Dr. Bayney at rbayney@ppvc.net
◆ Group discounts of 5 or more participants from the same organization are available
◆ Checks made payable to ‘Project & Portfolio Value Creation’ should be sent to 37 Terrell Drive, Washington Crossing, PA 18977, USA
◆ Binder materials as well as breakfast, lunch, and beverages are provided throughout the course of the workshop
◆ Cancellations made more than 30 days in advance of a workshop will be fully credited toward a future workshop; alternatively, a refund less a $500 fee will be mailed via check
◆ No credits or refunds are possible if cancellations are made less than 30 days in advance of a workshop
◆ To the extent possible, participants should bring their own laptops to ensure effective training in Tree Plan, Solver, and Crystal Ball software
◆ Class sizes are restricted to 20 participants.
**Project & Portfolio Value Creation**

**Building capabilities and value, One block at a time**

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**DAY 1 TOPICS**

- **CREOPM™ Framework**
  - Utilizing a portfolio management framework based on robust strategic and analytic principles is seminal to continual value creation at the enterprise level
  - Learn how to use the CREOPM™ framework consistently to create value for your organization’s portfolio
  - Training is provided in using a structured process that is founded in scenario and strategic thinking, Decision Analysis and portfolio management principles.

- **Risk Decomposition, Options Analysis, & Integrated Evaluation**
  - Evaluating options to proceed with or discontinue a project based on its risk profile and integrated value is a continual challenge as information changes
  - Learn how to decompose risk, create options, and generate integrated evaluations using Decision Trees
  - Training is provided in probability assessment, quantifying option value, and in generating integrated evaluations based on value, risk, cost, and time.

- **Decision Analysis Using TreePlan**
  - Structuring Decision Trees that decompose complex, multi-phase decisions is critical to defensible decision-making in a highly risky and uncertain environment
  - Learn how to conduct sensitivity analysis to probabilities, costs, and commercial values
  - Training is provided in the use of Excel Solver and Data Tables to determine the impact of uncertain estimates on the dominant decision in Decision Trees.

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DAY 2 TOPICS

Portfolio Optimization (I)

Maximizing financial portfolio value depends on selecting the combination of projects that optimally utilizes constrained $ and FTEs

- Learn how to create models and solve problems with stated objectives, constraints, and requirements for optimization using Excel Solver and Premium Solver
- Training is provided in how to frame and present optimization results to facilitate portfolio decision-making under conditions of certainty.

Portfolio Optimization (II)

Maximizing financial portfolio value depends on selecting the combination of projects that optimally utilizes constrained $ and FTEs

- Learn how to create models and solve problems with stated objectives, constraints, and requirements for optimization using Crystal Ball
- Training is provided in how to frame and present optimization results to facilitate portfolio decision-making under conditions of uncertainty.

Project Prioritization

Establishing project priorities is a critical facet of successful budgetary and functional resource allocation for portfolio management

- Learn how to create a hierarchy of quantitative and qualitative objectives that enable projects to be assessed for prioritization
- Training is provided in a multi-objective methodology – MOPP$^{SM}$ – that enables rank ordering based on weighted aggregate project scores.

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DAY 3 TOPICS

◆ Decision Analysis & Portfolio Management Certification Examination

- 2.5 hour examination that covers qualitative and quantitative aspects of the workshop content discussed over the first 2 days and leading to certification in Decision Analysis & Portfolio Management

- Multiple choice examination based on content discussed over the first 2 days
- Decision Analysis examination using TreePlan and based on exercises conducted on day 1.

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