EP3M SUMMIT
EXECUTIVE PROJECT, PROGRAM & PORTFOLIO MANAGEMENT SUMMIT

EP3M Summit Summary

2025 Sample Report

EP3M, a Cambridge Healthtech Institute Event

250 1st Ave, Suite 300, Needham, MA 02494
T: 781.247.6262

Executive Overview

The Executive Project, Program, and Portfolio Management (EP3M) Summit explored how organizations are evolving planning, data, and decision-making capabilities to operate more effectively in an increasingly complex and data-driven environment. Across sessions, speakers focused on the role of connected planning, AI-enabled workflows, and decision intelligence in improving portfolio outcomes. Rather than rapid or unstructured adoption of new technologies, the emphasis was on building strong data foundations, embedding tools into business processes, and enabling more consistent, transparent, and scalable decision-making.

Most Frequently Covered Issues

1. **Fragmented data and lack of a single source of truth**
   Disparate systems, inconsistent data definitions, and siloed processes limit visibility and create misalignment, making it difficult to support effective portfolio decision-making.
2. **Challenges in operationalizing AI for decision-making**
   While AI offers significant potential, organizations struggle to move beyond productivity gains to fully integrate AI into strategic planning and portfolio decisions.
3. **Scenario planning complexity and limited agility**
   Manual approaches to scenario modeling are time-intensive and often unable to support real-time decision-making, limiting responsiveness to changing conditions.
4. **Adoption barriers and change management challenges**
   User skepticism, lack of trust in outputs, and misalignment between business needs and technology solutions hinder adoption of new tools and systems.
5. **Difficulty measuring ROI and demonstrating value**
   Quantifying the impact of AI and decision-support tools remains challenging, particularly for improvements in efficiency, decision quality, and long-term outcomes.

Recurring Takeaways

- Building strong data foundations and governance is essential before scaling AI capabilities.
- AI delivers the most value when embedded within existing workflows and business processes.
- Human expertise remains critical to interpret, validate, and guide AI-driven insights.
- Iterative development, user engagement, and transparency are key to successful adoption.
- Scenario planning and decision intelligence will become increasingly central to portfolio strategy.

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Connected Planning and Data Foundations: Preparing for AI-Driven Portfolio Management

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Sylvia Marecki, Moderna

The presentation explored how organizations can prepare for an AI-enabled future by first addressing foundational challenges in planning, data, and systems. Increasing timelines, rising costs, and growing complexity in clinical development are compounded by siloed processes and disconnected systems, limiting visibility and hindering effective decision-making. The speaker emphasized that without integrated planning and aligned data, organizations risk inefficiencies, misaligned assumptions, and delayed execution. (00:01:05–00:02:22)

To address these challenges, Moderna is advancing a connected planning approach that integrates people, processes, and technology across the end-to-end development lifecycle. By centralizing planning data and aligning program, study, and functional plans within a unified ecosystem, the organization aims to create a single source of truth that enables more consistent planning and improved cross-functional collaboration. This shift represents a move away from point solutions toward a more holistic, system-level view of portfolio delivery. (00:03:32–00:05:58)

A key component of this approach is linking planning with forecasting functions, including enrollment, financial, and supply planning. By connecting these elements, organizations can better model demand signals, evaluate scenarios, and understand downstream impacts of early-stage decisions. Iterative data flows and integrated analytics support more dynamic planning, allowing teams to adapt more quickly to changing conditions. (00:11:04–00:12:23)

The presentation also highlighted the importance of strong data governance and process standardization as prerequisites for applying advanced analytics and AI. Establishing consistent data structures, defining sources of truth, and embedding systems within business processes are critical to ensuring that insights generated are reliable and actionable. This “foundation-first” approach enables organizations to scale analytics capabilities while maintaining confidence in decision-making. (00:14:55–00:16:07)

Key Takeaways

- Disconnected planning and data systems limit visibility and slow decision-making.
- Integrated, end-to-end planning enables better alignment across functions.
- Connecting planning with forecasting improves scenario modeling and adaptability.

- Strong data governance is essential to support advanced analytics and AI adoption.

AI-Enabled Project Management: Enhancing Productivity, Collaboration, and Decision-Making

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Christopher Knight, Formation Bio**; Jennifer Kang**, Formation Bio

The presentation explored how AI can be embedded across project, program, and portfolio management to improve efficiency and decision-making. As an AI-native organization, Formation Bio has integrated generative AI tools into daily workflows, focusing on reducing manual effort, standardizing processes, and accelerating development timelines. The approach emphasizes combining AI capabilities with human expertise to ensure outputs remain accurate, contextual, and actionable. (00:00:22–00:01:13)

At the individual level, AI is being used to automate routine tasks such as meeting documentation and internal communications. Custom AI agents generate structured summaries, action items, and updates, significantly reducing administrative burden and improving information sharing across teams. These tools also support document generation, providing standardized first drafts for key artifacts such as target product profiles and investment memos, enabling teams to focus on refinement rather than initial creation. (00:03:13–00:05:52)

At the team and process level, AI-driven tools enhance collaboration and planning. Automated transcription and structured outputs improve consistency in tracking risks, decisions, and action items. Intelligent systems can also support risk identification, scenario planning, and competitive analysis by aggregating data from multiple sources and generating structured insights. These capabilities reduce variability in planning processes and enable more comprehensive evaluation of development strategies. (00:08:22–00:11:50)

At the strategic level, AI supports more advanced decision-making through scenario modeling and data-driven insights. Tools that generate and compare development scenarios allow teams to evaluate trade-offs across cost, speed, and probability of success. However, the presentation emphasized the importance of strong data governance, human oversight, and iterative refinement to ensure reliability, particularly in areas with limited data or evolving scientific understanding. (00:13:06–00:15:51)

Key Takeaways

- AI can significantly reduce manual effort and improve efficiency in PPM workflows.
- Standardized templates and structured data enable more consistent outputs.
- AI-driven tools enhance risk identification, planning, and competitive analysis.
- Strong data governance and human oversight remain critical for reliable insights.

AI-Enabled Portfolio Strategy: Accelerating Scenario Analysis and Decision-Making

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Magnus Ytterstad, Captario

The presentation explored how AI can transform portfolio management by enabling faster, more dynamic scenario analysis and improving decision-making. While AI has made significant advances in drug discovery and development, its application in portfolio strategy remains emerging. The speaker emphasized that the true value of AI lies in its ability to process complex datasets and generate insights quickly, allowing decision-makers to evaluate trade-offs in real time rather than relying on static analyses. (00:00:00–00:01:37)

A key challenge highlighted was the fragmented nature of portfolio data, often distributed across multiple systems and reliant on manual processes. Traditional approaches to scenario analysis can take weeks to generate insights, limiting the ability to respond to changing conditions. By integrating structured data inputs, including development timelines, costs, risks, and commercial forecasts, into a unified modeling framework, organizations can create a more responsive and comprehensive view of portfolio value. (00:03:00–00:05:38)

The speaker demonstrated how simulation-based approaches, such as Monte Carlo modeling, can generate thousands of potential outcomes for individual projects and entire portfolios. When combined with AI-driven interfaces, these models enable users to test scenarios, such as accelerating development timelines or adjusting risk profiles, and immediately assess the impact on value, market positioning, and probability of success. This capability significantly reduces the time required for analysis and supports more informed strategic decisions. (00:09:30–00:11:02)

However, the presentation also emphasized the importance of transparency, data quality, and user trust. AI systems must provide clear visibility into underlying assumptions and calculations to gain acceptance among stakeholders. Balancing model complexity with usability remains a critical challenge, particularly when engaging senior decision-makers who require concise, interpretable outputs. (00:15:41–00:16:57)

Key Takeaways

- AI can accelerate portfolio decision-making through real-time scenario analysis.
- Integrated, structured data is essential to enable effective modeling and insights.
- Simulation techniques provide a more comprehensive view of risk and value.
- Transparency and simplicity are critical to building trust in AI-driven decisions.

Elevating Portfolio Strategy: Data, AI, and the Growing Role of Decision Intelligence

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Dimitrios Skaltsas, Intelligencia AI

The presentation examined the increasing importance of portfolio strategy and program management in biopharmaceutical organizations, driven by declining R&D productivity, rising development costs, and growing complexity in clinical development. As organizations face fewer "low-hanging fruit" opportunities and higher attrition rates, portfolio strategy functions are becoming central to orchestrating cross-functional decision-making and maximizing value across programs. (00:01:40–00:04:09)

The speaker emphasized that portfolio strategy operates as a "mission control" function, integrating inputs from clinical, commercial, regulatory, and manufacturing teams to guide key decisions such as asset prioritization, indication selection, and go/no-go milestones. These decisions directly impact time to market, cost efficiency, and overall portfolio value, making the function increasingly critical as external pressures intensify. (00:06:06–00:08:07)

Advancements in data availability and analytics are reshaping how portfolio decisions are made. The growing use of real-world evidence, curated datasets, and predictive models enables more informed assessments of probability of success, competitive dynamics, and development risk. AI and machine learning are being applied to augment these analyses, supporting scenario evaluation and improving the quality of insights available to decision-makers. (00:11:13–00:12:44)

However, the effectiveness of these approaches depends heavily on data quality, transparency, and the integration of human expertise. While AI can enhance decision-making, it cannot replace domain knowledge or fully capture complex biological and clinical nuances. Organizations must balance advanced analytics with expert judgment, ensuring that models are interpretable and aligned with real-world considerations. (00:16:05–00:17:42)

Key Takeaways

- Portfolio strategy is becoming more critical as R&D productivity declines and complexity increases.
- Cross-functional integration is essential to effective decision-making.
- Data and AI enhance insights but depend on high-quality, well-structured inputs.
- Human expertise remains essential to interpret and validate AI-driven outputs.

Implementing Decision Intelligence: Lessons in Adoption, ROI, and Organizational Change

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Panelists: Axel Wiest, Moderna; **Christopher Knight**, Formation Bio; **Ghislaine Bedulho**, Sanofi**; Kundini Amin**, Biogen; **Stephen Cho**, SSC Strategic Advisors LLC

The panel explored the practical challenges of implementing AI-driven decision support tools in portfolio and program management. While the potential of AI to improve scenario planning and decision-making is widely recognized, organizations continue to face significant hurdles in translating that potential into real-world impact. Key drivers for adoption include fragmented data, lack of transparency, and the need for faster, more consistent decision-making across complex portfolios. (00:02:10–00:03:18)

A central theme was the importance of aligning technology with business processes. Successful implementation requires embedding tools within existing workflows and ensuring they address real business problems rather than functioning as standalone solutions. Early engagement with end users, clear problem definition, and iterative development were identified as critical factors in driving adoption and avoiding underutilized systems. (00:25:34–00:27:08)

The discussion also highlighted the complexity of design and implementation, particularly in balancing build-versus-buy decisions. Organizations must carefully evaluate whether to develop internal solutions or leverage external platforms, considering factors such as scalability, cost, and long-term maintenance. Early-stage missteps, including overinvestment in custom solutions without clear value, were noted as common learning experiences. (00:23:09–00:24:58)

Change management and user adoption emerged as key challenges. Securing both top-down support and bottom-up engagement is essential, as is ensuring that tools are intuitive, flexible, and aligned with user needs. Transparency in how models are built and how data is used helps build trust, while ongoing training, communication, and iteration support sustained adoption. (00:30:06–00:31:15)

Finally, panelists discussed the difficulty of measuring ROI for AI-driven tools. While direct financial benefits can be challenging to quantify, improvements in efficiency, time savings, and decision quality provide meaningful value. Organizations are increasingly focusing on both tangible cost reductions and less quantifiable gains such as improved data accessibility and faster insight generation. (00:31:42–00:35:05)

Key Takeaways

- Embedding AI tools within business processes is critical for successful adoption.
- Early user engagement and iterative development improve implementation outcomes.
- Build-versus-buy decisions require careful evaluation of cost, scalability, and value.
- Trust, transparency, and change management are essential to driving adoption.