

## Introduction

Novo Nordisk is undergoing unprecedented growth, marked by some of the largest pharmaceutical investment projects ever. The ever-increasing scope and scale of their portfolio emphasizes the importance of project portfolio management as to maximize value creation and ensure strategic alignment globally.

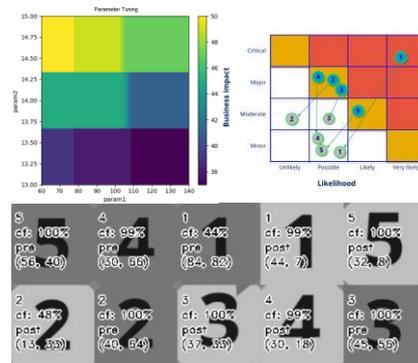
This project aims to investigate how portfolio level management occurs and understand in what ways analytics can be utilized to drive collaboration, improve data-driven insights, and enhance risk management practice.



## Methods

Reflexive approach combining technical findings and qualitative insights from relevant stakeholders

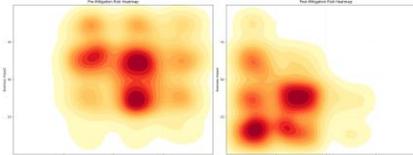
- Semi-structured interviews conducted with managers in projects and risk, business intelligence, IT, etc.
- Risk assessment information is scraped from project execution presentations
- Variances in visual formatting necessitate robust detection algorithms to determine pre and post mitigation projection of risk



## Outcome

Aggregated risk assessment data permits the evaluation of portfolio management practice

- Risk management is visually discernible as a discrete practice



- Appending budgetary information to project riskiness reveals little to no correlation

Thematic analysis of interviews reveal several areas of critical focus

- Stakeholder engagement with risk management
- Challenges in quantitative risk assessment
- Practices in data utilization and accessibility
- Organizational misalignment across business units

## Perspectives

Legacy information systems constrain the pervasion of data-informed decision making. Organizational inertia assigns immense costs to updating these dysfunctional systems.

Organizational attitudes regarding risk management undermine value of effective risk analysis.

**Risk:** Language is a problem for supplier  
**Mitigation action:** accept

Unique practices across business units exacerbates challenges in strategic alignment and standardization of risk management.

Unique identifiers associated with each project give way to exploring association with project riskiness in numerous ways in further research. Additionally, modelling network effects of project risk could assist in portfolio learning.