

# Implementation of Hybrid Project Management Throughout the Company

## Digitalization in Pharmaceutical Company

**Software Implementations are often perceived as complex undertakings which are met with little acceptance on part of the employees, particularly if it includes the implementation of new methods. At Losan Pharma GmbH, things were quite different. Here, project management software was implemented in two steps while relying on hybrid project management.**

The hybrid system allows to provide each employee only with the scope of functions he/she requires for his/her work depending on the planning horizon. Planners can continue to use the established traditional planning method with an extensive range of functions while the majority of employees complete their task management and time recording with great ease using the agile tool following its implementation throughout the company.

The entire staff could be integrated in a standardized project management governance structure. By implementing a standard project process, digitalization could be realized with success and the company now disposes of a more modern project management set-up without abandoning its proven PM tool and its established planning method.

### Control Complex Projects

In 2007, Losan implements the multi-project management system PLANTA project, initially only in the area of research and development, for planning and realization of external development projects for the production and packaging of pharmaceuticals and test samples.

PLANTA project allows 40 employees in F&E to structure the often comprehensive projects with long lead times and many work packages and their complex data for dates, effort, and quality data. The system in which time is recorded on work packages allows for transparent accounting of hours worked and accrued costs which can be then communicated to the client when invoicing. Customer projects are

planned with milestones using the proven traditional planning method in accordance with the cascade model. With the help of templates, individual customer project plans are created, the required resources are assigned, and controlling can be carried out efficiently for both Losan and its customers.

### New Governance Structures

Due to capacity expansions, digitalization and automation projects as well as the construction of another business site, 12 years la-

ness sites and is primarily used for task management and recording of hours worked via Kanban boards. The hybrid connection to the planning tool PLANTA project allows them to retain the established project planning method and to carry out efficient project controlling at the same time.

With the collaboration tool PLANTA pulse, they can also plan projects in an agile manner according to Kanban and Scrum and carry out sprints to respond flexibly to changing requirements.

However, Losan only uses agile planning sporadically for internal organisation projects. They still plan their pharmaceutical projects, a sector which is highly regulated, with PLANTA project since they come with fixed dates and specific objectives, e.g. a market approval for a drug by a fixed date or large-scale infrastructural projects with extensive reconstruction of production rooms/laboratories which must be qualified and accepted by the regional council to get approval for the produc-

tion of medicinal products at that site (GMP "Good Manufacturing Practice").

### Avoid Hyper-Administration

Losan's primary goal is to include all company projects in their project management while avoiding hyper-administration. A central project management office which oversees the central project planning in cooperation with a project portfolio steering committee help to achieve this goal. This structure is backed up by six PMOs who unburden the project managers in project administration and furthermore make sure that the governance be adhered to. Another factor that helps to avoid hyper-administration is that external customer



ter, Losan was dealing with such a large number of projects that a company-wide project management solution became necessary. In late 2019, an internal project with employees from all company departments was launched. All projects were supposed to be carried out in accordance with standardized plans and a uniform methodology. Each project member was to manage his/her own tasks and record his/her hours worked, so that they can be juxtaposed with the project budget.

### Hybrid Project Management Throughout the Company

The agile tool PLANTA pulse was rolled out for all 600 employees who work at the two busi-

projects are structured by three categories: smaller C projects, of which around 35 run simultaneously, are planned in only one task in PLANTA project. Detailed task planning is carried out in PLANTA pulse in accordance with the typical Kanban principle: todo, in process, in testing, approved/completed. Tasks can be planned in any number in the Kanban board. Each employee has a clear overview of his/her tasks and the project plan in the traditional tool remains uncluttered. For the B projects, of which around 20–25 run simultaneously, there are usually several tasks in project for reporting and several boards in pulse. Large-scale A projects are projects like the aforementioned infrastructural projects, of which usually 5 run simultaneously and in which new lines of production or buildings are planned with budgets running into the millions. The expansion of their own plant is mapped as a program which comprises several projects.

### Objectives Achieved and Problems Solved

According to Losan, the introduction of hybrid project management throughout the company in two steps has enabled them to achieve its project management objectives and to solve existing problems:

1. Significant improvement in cost control across all projects in all departments
2. More reliable budgeting with lessons learned from previous projects
3. Much better communication and collaboration and better exchange of information in remote work during the pandemic as a result of the introduction of shopfloor management on pulse boards
4. Good resource management which helps to decide whether or not to accept new customer orders due to a good overview of available capacities
5. Task management for all because now, all departments are integrated in our new hybrid planning

rid planning

6. Fast rollout of the hybrid method in the entire company since it does not entail a change in project culture and the established planning method for F&E was retained

### Additional Components Used

Losan also uses the Portfolio component of PLANTA's enterprise project management system to facilitate the management's decision making in strategic projects, e.g. by means of risk and opportunity evaluation. Since the standard functionalities of the new PLANTA versions already meet Losan's needs, they now use the customizing options of the software suite to a lower extent than before when all planning was carried out in F&E projects. The next upcoming project is an interface between the PLANTA systems and SAP ERP to achieve a better integration of the isolated project management solution into the company IT.

## Extract of List of Customers

PLANTA customers come from a wide range of economic sectors. These are primarily: IT, banks, and insurance companies, engineering and plant construction, as well as automobile manufacturers and suppliers.



### PLANTA Germany

PLANTA Projektmanagement-Systeme GmbH  
 Bunsenstrasse 14 · 76135 Karlsruhe  
 Tel. +49 721 8281111 · kontakt@planta.de  
[www.planta.de](http://www.planta.de)

### PLANTA Switzerland

PLANTA Projektmanagement-Systeme GmbH  
 Stadthausstrasse 39 · 8400 Winterthur  
 Tel. +41 52 2690303 · info@planta-gmbh.ch  
[www.planta.de](http://www.planta.de)