Practical advice based on experience

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Synapse

IMI projects

Are they special?

- Complex distributed projects (e.g. FP and IMI projects) represent an **atypical case:**
  - Multiplicity of stakeholders
  - Freely associated participants (no hierarchy)
  - Scope and cost are not easy to change, trade-offs typically solved at expense of time/quality
  - Strict rules and admin requirements. Shared costs philosophy
  - Autonomy of partners in key management areas (e.g. HHRR)
  - PPP: Particularities of academic behaviour may clash with industry common practice
  - Long 'approval' process – early planning of paramount importance

- Standard Project Management processes can be applied, but they need to be modulated. **Communication and trust** are essential for ultimate success.

IMI projects

Are they special?

- The **EoI process** is deceptively simple; actually, it somewhat hides **important, complex decision-making**:

- Scoping, workplan

- Applicant Consortium composition

- Consideration of possibly undefined industry needs and expectations

- Basics for communication and work dynamics, team building

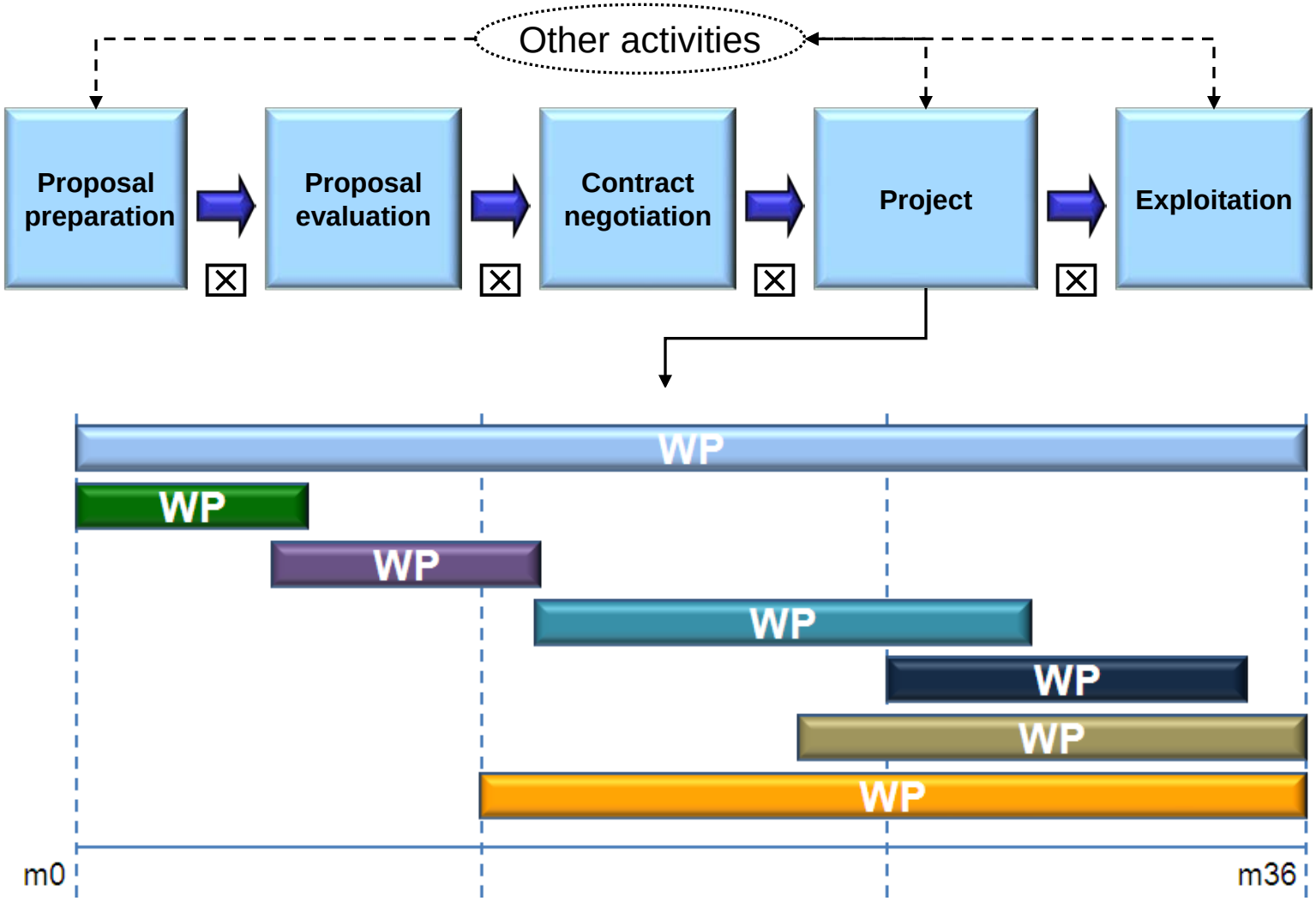
- Budget considerations

There is margin to change, but not infinite

…on the other hand, you will need to change anyway!

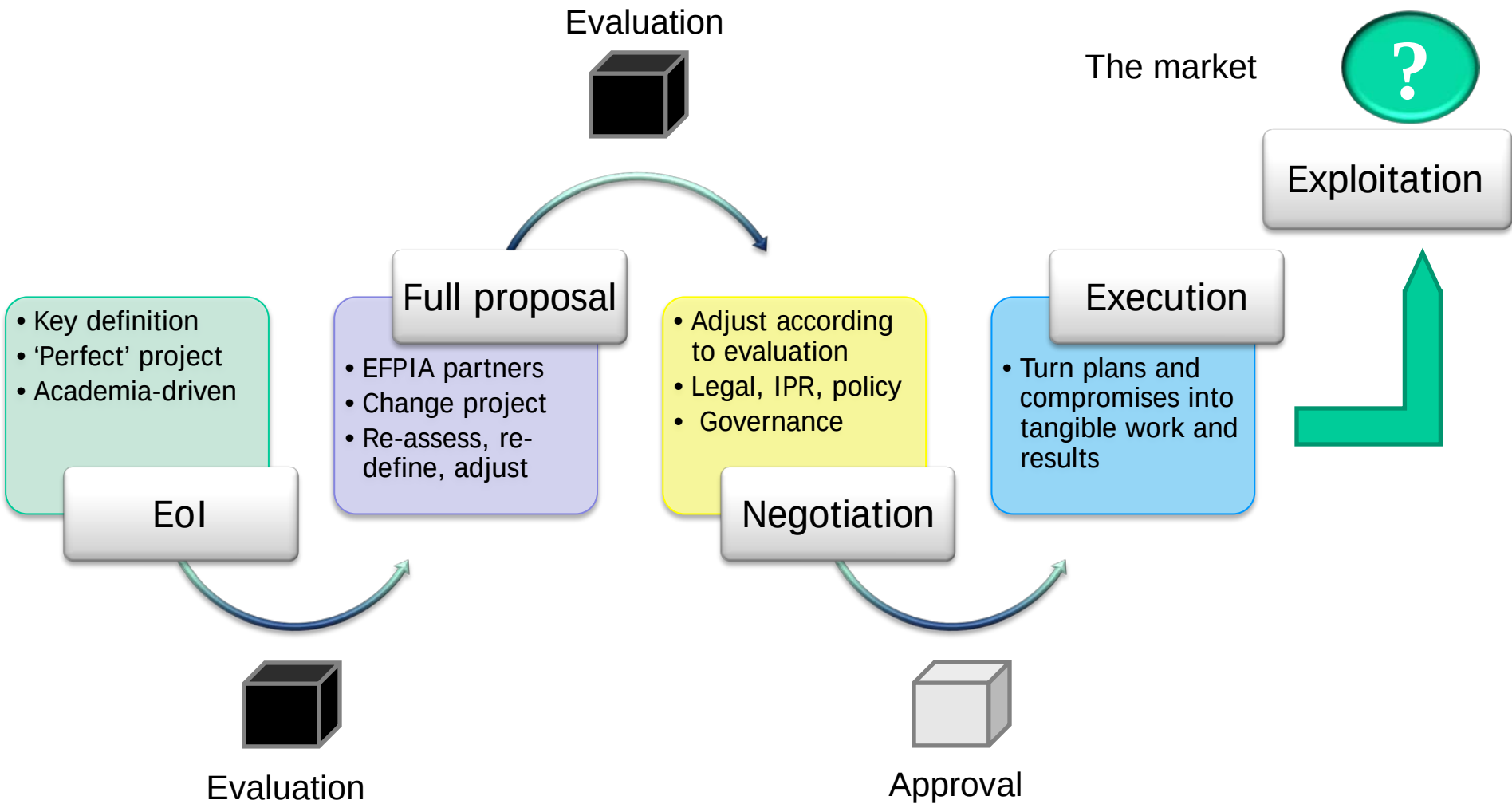
IMI projects

Sample extended lyfe-cycle of an EU project



IMI projects

Sample extended lyfe-cycle of an IMI project



IMI projects

Sample extended lyfe-cycle of an IMI project

The idea

- Key definition
- 'Perfect' project
- Academia-driven

EoI

Evaluation

Evaluation

Full proposal

- EFPIA partners
- Change project
- Re-assess, re-define, adjust

- Adjust according to evaluation
- Legal, IPR, policy
- Governance

Negotiation

Approval

Execution

- Turn plans and compromises into tangible work and results

The market

Exploitation

IMI projects

Sample extended lyfe-cycle of an IMI project

Project Management

Exploitation

EoI

- Key definition
- 'Perfect' project
- Academia-driven

Full proposal

- EFPIA partners
- Change project
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Negotiation

- Adjust according to evaluation
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Execution

- Turn plans and compromises into tangible work and results

Applicants (academia + SMEs)

EFPIA

IMI JU

Users

Importance of Project Management

What is Project Management?

PM is essentially about trade-off solving

SCOPE | QUALITY | TIME | COST

RISK

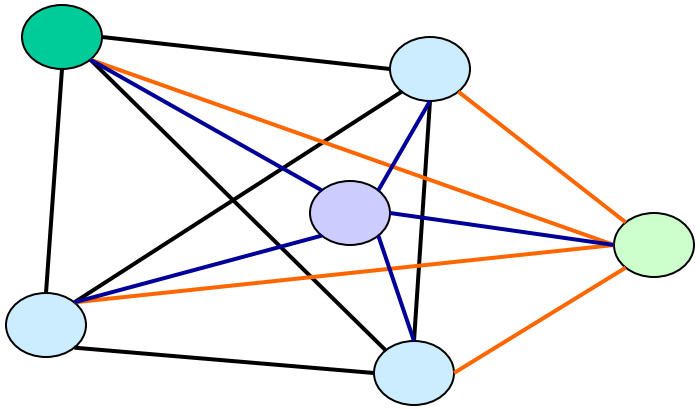
Scientific Co-ordination
Project Management

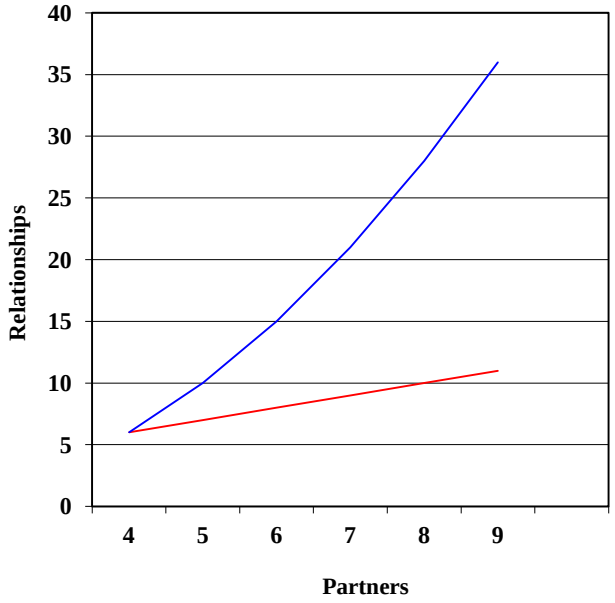
STAKEHOLDERS
(needs + expectations)

Consortium complexity

Does size matter?

The complexity of a consortium grows each time an additional partner joins.





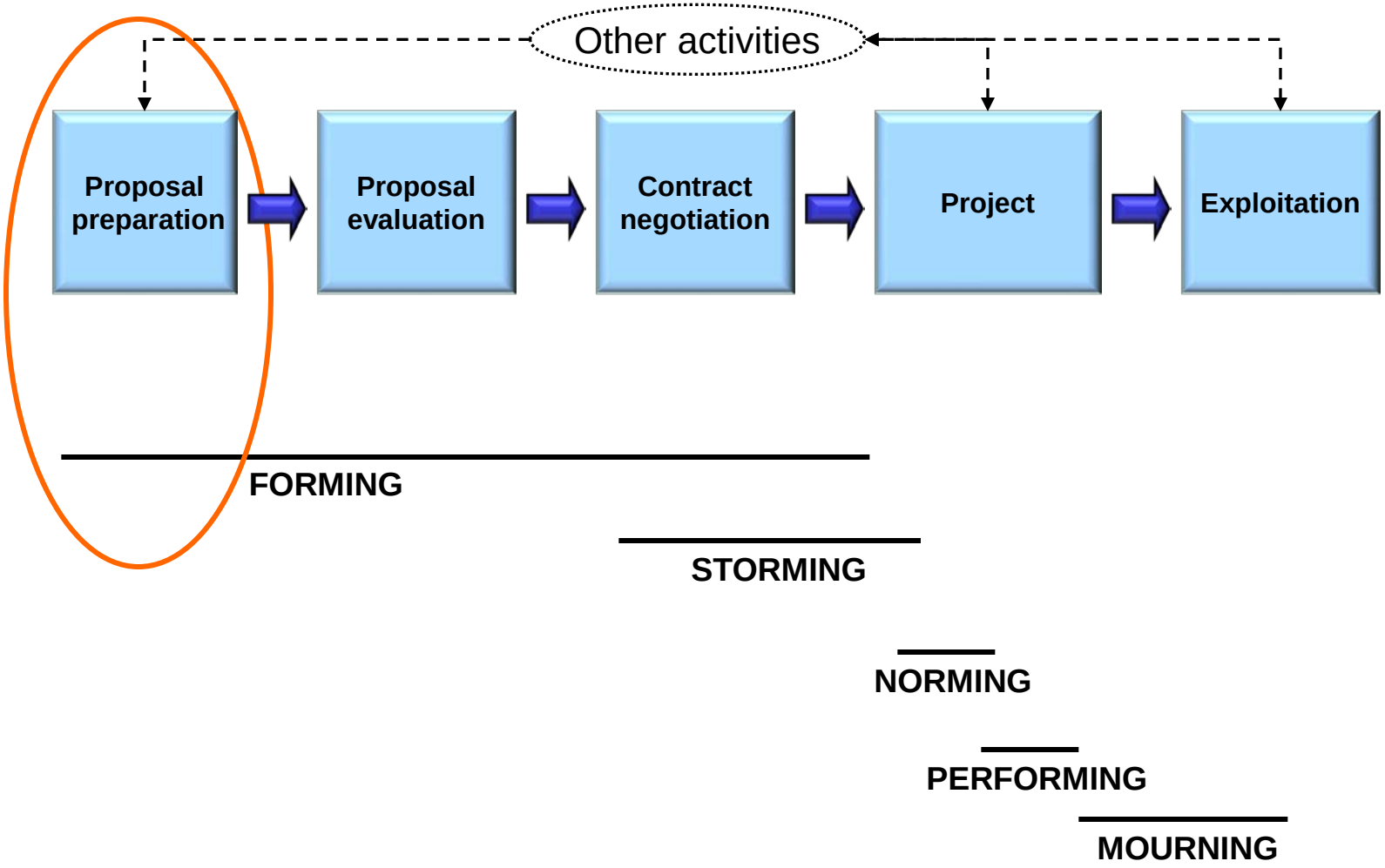
4 partners --> num. of relationships: 6

5 partners --> num. of relationships: 10

6 partners --> num. of relationships: 15

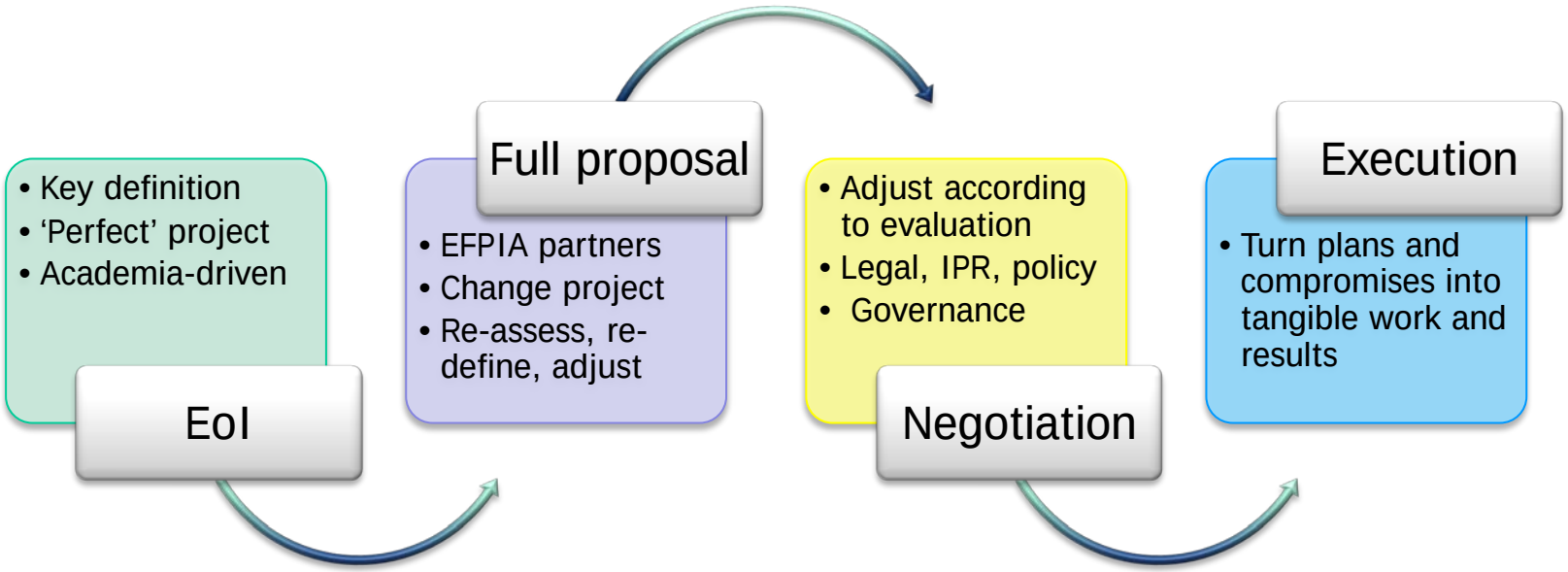
Team dynamics

Typical evolution



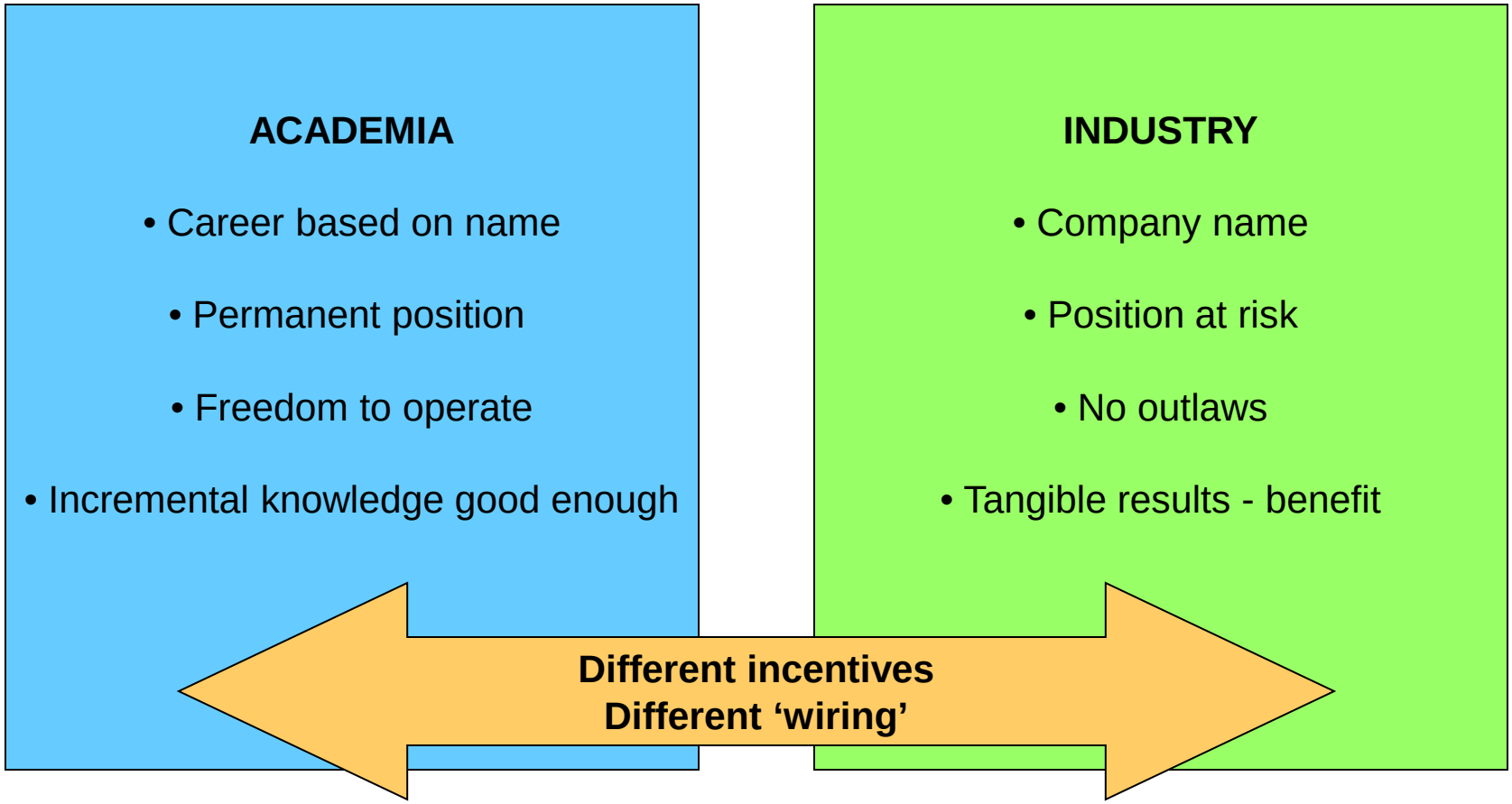
Team dynamics

IMI: added complexity

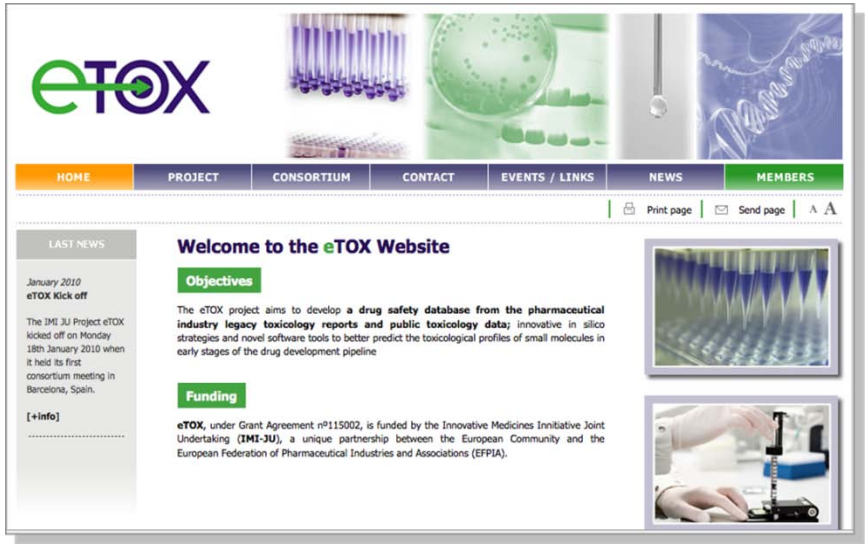


Team dynamics

The culture clash



eTOX (*In silico* prediction of *in vivo* toxicity outcomes)



www.e-tox.net

- 7 academia + 6 SMEs + 13 EFPIA
- IMI JU funding 4.7 M€
- Call 1
- 5 years
- Unified objective
- Established field

- Relatively simple governance, strong and reduced Executive Committe (n=4)
- Detailed planning
- Frequent follow-up, rapid response to changes

EMIF (European Medical Information Framework)

www.emif.org

- 3 sub-topics, 3 EoIs
- 3 consortia + EFPIA members (~60 participants)
- 3 projects with largely independent research plans to be unified/bridged
- Global budget: ~48 million €
- Different scientific areas and ways of working, distinct 'communities'
- Different management methods and teams

- Complex negotiations at full proposal stage
- Complex governance scheme
- Plans needed to be further developed to enable integration
- Change of coordinator

IMI projects

Some practical advice

IMI projects are prime PPPs: complex distributed endeavors with the capacity of creating radical changes in the field concerned

- **Plan** in as much detail as possible (tasks, roles, responsibilities). Be orthodox, but be prepared to be **flexible**.

- Break it down: planning is a futurism exercise. **Anticipate**.

- **Know your stakeholders**: first, your Consortium, then get to know quickly the rest of actors.

- Different **people** are wired for different things. Different **institutions** have different objectives, practices, policies, interests. Understand the **incentives!**

- Keep the **full life-cycle** in mind: avoid the temptation of “kicking the can”.

- Pre-figure **governance**. Decide how you will solve **project management**.

- **Communicate**: convey project **dynamics**.

PROJECT

PEOPLE

PLAN

POLITICS

PASSION

PATIENCE

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