



# PROJECT CONTROLS PARTNERSHIP / PHARMA

## AT A GLANCE



£1bn+ capital investment portfolio across UK & Europe

8-10 integrated Project Controls Managers deployed at scale

Earlier risk visibility and improved programme predictability



# ENGAGEMENT OVERVIEW

## Executive Summary

A pharma company was managing a capital investment portfolio of approximately £1 billion, supporting major pharmaceutical products and infrastructure programmes across the UK and Europe. Delivery certainty was critical: delays to capital projects had the potential to impact product availability and commercial performance.

Under the leadership of the Project Controls Director, our client formed a long-term partnership with Osirian Consulting to strengthen project controls capability across its major capital projects. The relationship moved beyond a traditional preferred supplier arrangement into a true delivery partnership, focused on efficiently providing high-calibre Project Controls Managers (PCMs) who could be quickly mobilized to implement essential project controls and disciplines and operate effectively in varied complex environments.

The result was improved predictability, reduced delivery risk, and significantly faster mobilisation of trusted project controls resources.



## Client Perspective

We were managing a capital investment portfolio of around £1 billion, supporting multiple major pharmaceutical projects across the UK and Europe. The commercial impact of late delivery was significant, so predictability and early warning were critical.

**Project Controls Director,  
Global Pharma**





# PROBLEM / SOLUTION

## The Challenge:

Finding Project Controls Managers who could adopt the company's comprehensive and best in class Project Controls standards and processes.

Difficulty finding true Project Controls Managers, rather than siloed planners or cost engineers

Suppliers submitting high volumes of CVs with low relevance, increasing management effort

Limited early warning on cost and schedule risk across major projects

A growing capital programme requiring stronger control, predictability, and confidence

Problems encountered with Project Controls hires who could not effectively work in complex team based environments in line with the company culture and values

## The Osirian Approach

Osirian Consulting took a fundamentally different approach to resourcing:

Invested time upfront to understand the client's definition of effective project controls standards and processes

Focused on candidates who could integrate cost, schedule, risk, and progress, not just plan activities

Prioritised soft skills, including the ability to:

Run and facilitate workshops

Build trust with Project Managers

Communicate clearly with senior stakeholders

Adapt to different cultural and regulatory environments

Rather than volume-led submissions, Osirian consistently delivered small numbers of high-quality, role-ready candidates.



# PROJECT PARTNERSHIP

## Scope of Engagement

Over several years, the Project Controls Director deployed:

8–10 Project Controls Managers at any one time

Coverage across the majority of major capital programmes

Support primarily across the UK and Europe, where capital spend was concentrated

A mix of day-rate and outcome-based engagements

At peak delivery, this capability represented a significant proportion of the live project controls function supporting the £1bn+ portfolio.

## How the Engagement Evolved

As the capital programme expanded, the model moved beyond individual role fulfilment.

The focus shifted from filling vacancies to sustaining integrated project controls capability across multiple projects simultaneously. Continuity improved, mobilisation friction reduced, and leadership attention shifted away from resourcing challenges and back to delivery performance.

Over time, the engagement operated less like a supplier arrangement and more like an embedded extension of the project controls function.





# THE OUTCOME

## Value Delivered

While precise financial attribution was difficult to isolate retrospectively, the operational impact across the programme was clear.



## Commercial Partnership

If you're running a large capital programme and want better predictability, lower risk, and less friction around specialist resourcing, this type of partnership makes a real difference.

**Project Controls Director, Global Pharmaceutical Organisation**

## Programme-Level Impact

Earlier identification of cost and schedule risk

Integrated visibility across cost, schedule, risk, and progress

Improved forecasting confidence across major capital investments

Stronger executive decision-making and corrective action

Greater assurance that capital was being deployed effectively

## Portfolio & Leadership Impact

Significantly reduced time to identify and mobilise capable project controls professionals

Lower leadership overhead managing supplier performance and remediation

Faster resolution of capability gaps when requirements changed

As Project Controls Director reflected, the arrangement materially reduced the effort required to sustain effective project controls capability across the portfolio.





# ABOUT + CONTACT

## About Osirian

Osirian Consulting provides specialist Project Controls capability into complex, regulated capital environments. We work directly with project controls leadership to supply integrated professionals who deliver early visibility, structured forecasting and practical decision support.

Our engagements are built on long-term partnership and continuity of capability; not transactional supply.



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