



Global Pharmaceutical Manufacturer / France Project Controls and Project Delivery Recovery

AT A GLANCE



Supplied an independent Project Controls Lead to stabilise a failing pharmaceutical capital project

Enabled restoration of a single, reliable version of schedule and cost performance

Delivered increased cost certainty and restored senior stakeholder confidence through embedded expertise



ENGAGEMENT OVERVIEW

The Situation

A major pharmaceutical capital project in France was in serious difficulty. The project had lost four Project Managers, confidence in delivery was low, and senior stakeholders lacked clarity and certainty on both schedule and cost outcomes.

Reporting was fragmented and inconsistent. The delivery team could not clearly substantiate demonstrable schedule performance against the contract baseline, nor explain the root causes of delay.

Cost forecasts indicated a substantial overrun of the sanctioned budget, but could not accurately document, quantify or estimate the predicted cost of executing the remaining scope.

In short: no single version of the truth.



Control and Clarity

For the first time, we had a single, reliable view of schedule and cost performance. The project moved from uncertainty and opinion to evidence-based control almost immediately.





THE INTERVENTION

Clear Pathways

An independent Project Controls Lead was embedded to stabilise delivery, re-establish programme control and introduce credible at-completion forecasting.

The immediate priority was to test the integrity of the evolving programme and restore confidence in both schedule and cost performance.

The existing Microsoft Project schedule was migrated into Primavera P6, enabling direct comparison between the contractual baseline and the live forecast.

For the first time, schedule variances were fully transparent, clearly quantified and aligned to a realistic pathway to completion.

Key actions included:

Re-baselining programme performance through validated comparison of contractual baseline versus current forecast

Rigorously testing and dismantling unsupported global delay claims, establishing a collaboratively agreed route to completion

Conducting a full cost validation across all work packages, comparing committed cost, remaining scope and residual risk

Producing robust Forecast to Complete and At Completion positions using validated cost estimates and historical performance data

Implementing meaningful executive reporting to improve clarity, strengthen stakeholder confidence and support decision-making

This structured intervention left a lasting legacy: a robust, transparent controls framework with real-time reporting aligned to the client's internal toolkit and governance cadence, enabling sustainable management of planning, cost and commercial performance.





THE OUTCOME

Restored a single, reliable version of schedule and cost truth

Provided transparency within/increased cost certainty of Anticipated Final Costs.

Allowed project to start declaring Budget underspends

Improved confidence levels providing senior stakeholders and sponsors with timely quality performance information enabling proactive decision-making

Project ultimately met the declared cost objectives

Provided a portable suite of performance tools, models and processes

Became a reference model for subsequent projects

Consultant was retained to deliver major programmes across other sites

Why It Mattered

This intervention shifted the project from opinion-based reporting to evidence-based control; restoring credibility, protecting commercial position, and allowing leadership to make informed decisions with confidence.



Commercial Confidence

What looked like a significant overrun was fundamentally due to a lack of control. Once control was introduced, credibility, confidence — and contingency — returned.





CONTACT: PROJECT CONTROLS EXPERT



Colin Laphorn

E: colin@osirian.com

UK: 0044 118 946 2212

UK M: 0044 7488 887780

US: 001 469 9626965

[View our website>](#)

