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**The role of project  
information in effective  
decision-making: Is  
Earned Value reporting  
better?**

# Contents

- **Background – clinical research**
- **The EVA-based approach**
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- **The case**
- **Initial findings – EVA-based approach**
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# WALL STREET

## Telecoms Face

## reat

## Drug Firms See Cure









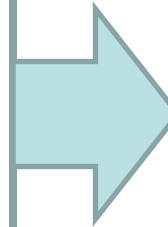
# The EVA-based approach



# Activities v Deliverables – Routine Monitoring

## Activities

- Contact site to arrange visit.
- Plan visit
- Travel to site
- Monitor CRFs
- Visit pharmacy
- Answer queries
- Travel back
- Write visit report



## Deliverable

- Monitored CRF pages brought in house





## Deliverables

EURO

Final Protocol	6,414
Final CRF	2,069
Initial Project Plan	3,885
Final Analysis plan	9,513
Final list of Investigators	6,796
Investigator meeting	24,934
Sites Evaluated	59,669
Sites Initiated	159,286
CRF pages monitored and in house	798,738
Sites Closed	50,487
Audit reports	54,563
Database Built and Tested	21,278
CRF pages entered	113,184
CRF pages cleaned	143,006
Locked Database	80,940
Tables listing and Figures approved	65,474
Final Study Report	61,485
<b>Project Management</b>	<b>664,729</b>

**64**  
**activities**  
**mapped to**  
**17**  
**deliverables**

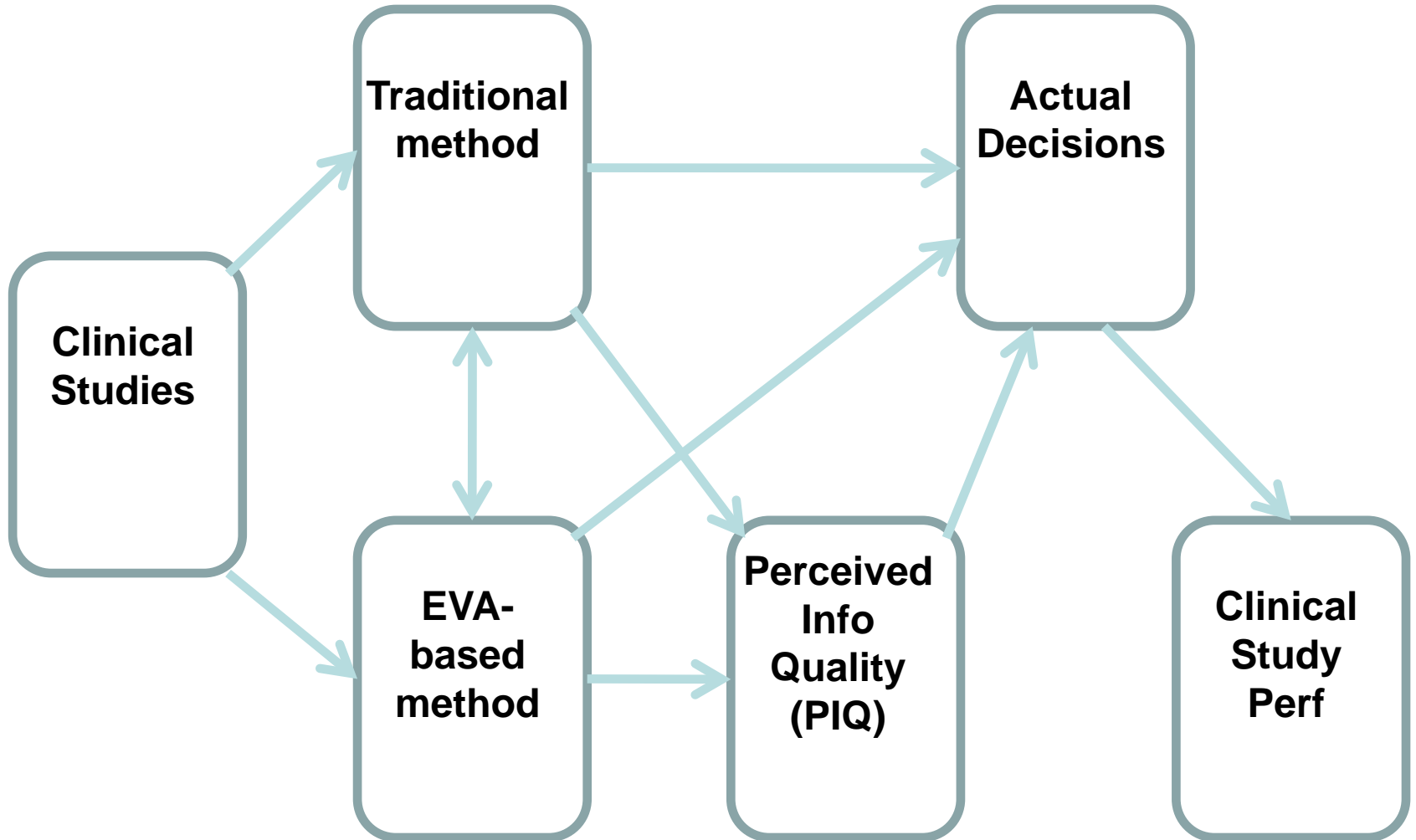
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**How can we demonstrate the value of the EVA-based approach?!**

# The Research Project



# The Case

- **Phase II study**
- **Client – small biotech**
- **Contractor – medium sized contract research organisation (CRO)**
- **Fixed price contract**
- **EVA used**
  - To measure progress
  - Provide the payment schedule



# PIQ Scores – traditional method

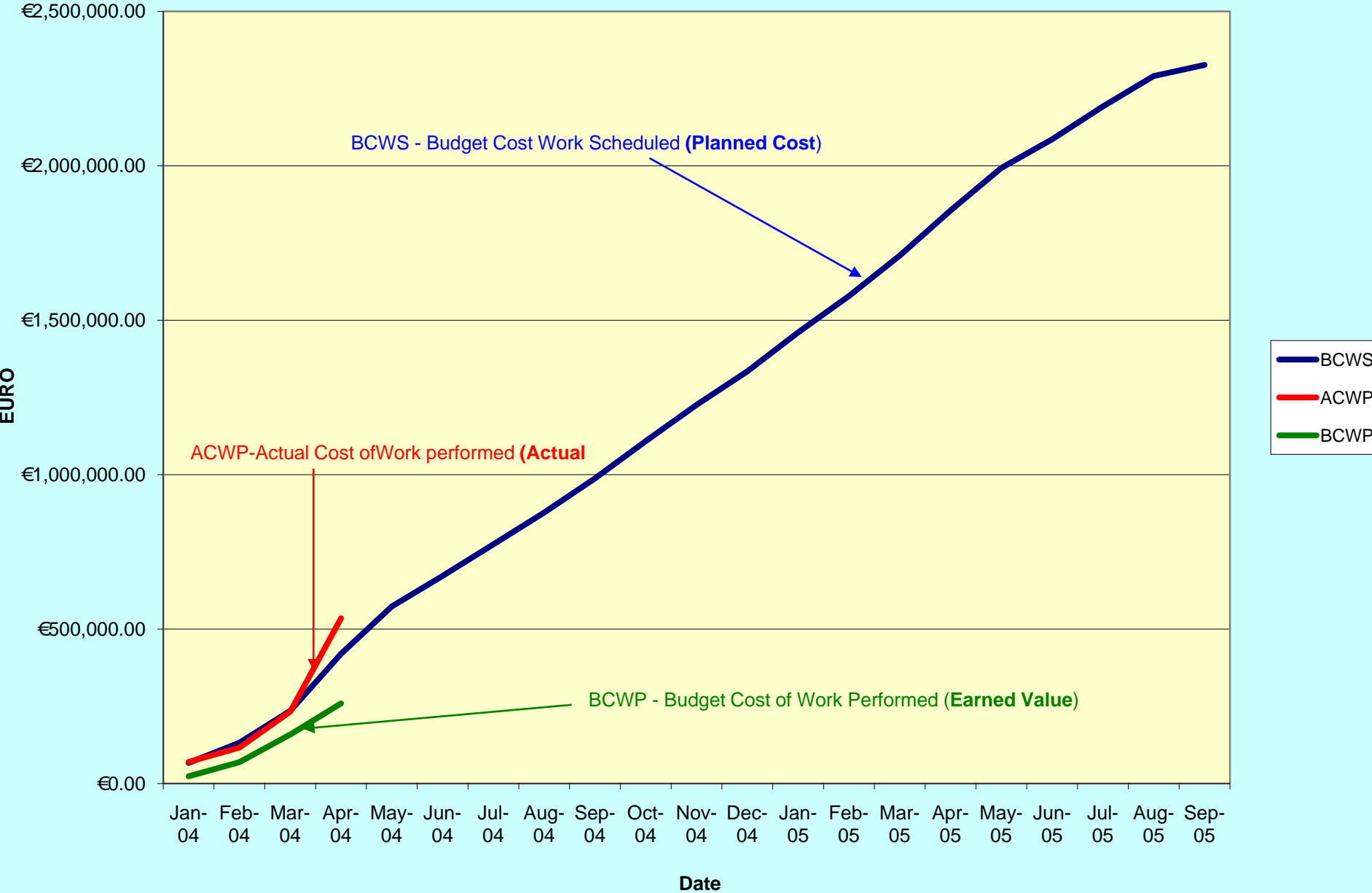
	Client			Contractor		
PIQ element	Head of Projects	PM1	PM2	PM	Finance Invoicing	Finance Revenue
Currency	7	5	4	5.5	6.5	7
Accuracy	6.5	4	4	6	6.5	6.5
Relevance	7	5	6	6.5	6.5	7
Completeness	6	6	3	6.5	7	6.5
Reliability	6	5	4	6	7	6

**7 – Highest, 1 - Lowest**

# Non-EVA v EVA method

	Client – PM2 Clinical Project Leader	
PIQ element	Non EVA Method	EVA Method
Currency	4	7
Accuracy	4	7
Relevance	6	7
Completeness	3	6
Reliability	4	6

# Earned Value





**“The graph was most useful and that was the one we would always show [the CRO]. ... Visually you can also see what the delay is, how many months behind [you are], where you should be – so it would be the graph that we all used.”**





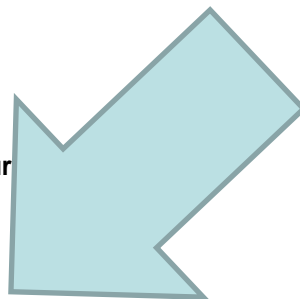
**“...they would bring all their sales and marketing people and you would get bombarded... At the end of the day you can just show them the graph and just say *‘that’s fine – but this is where we are’*. So it was a lot easier to ground the discussion and bring it back round.”**



## Deliverables

EURO

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2,326,452



**“Out-of-scopes increased .....  
The CROs will look to make  
that money up somewhere  
else because .... They are  
looking to bring in a certain  
amount of [revenue] each  
month [from the project  
management fees].”**



**“[CROs] need to be more realistic about their [project management] time.... They lose out if they [don’t] work to the defined hours they have set themselves.”**

# Issues

- **Realistic budget**
- **Dealing with out-of-scopes**
- **Early review**
- **CRO buy-in**



# Conclusion

**So is Earned Value reporting better than other methods?**







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