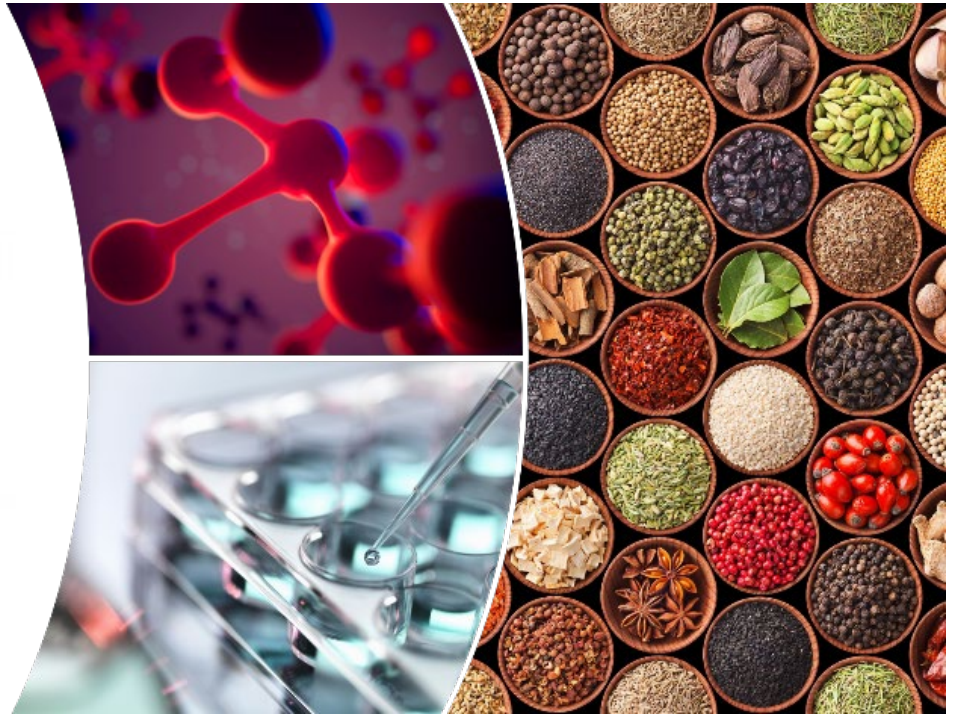


Entrepreneurship in Food
&
Nutrition Science
Project Management

Corina Mudini

- Project Manager, Nestlé Research
- PhD in Neurosciences, University of Lausanne
- EMBA in innovation & entrepreneurship, EPFL
- PMP

12y in clinial trials

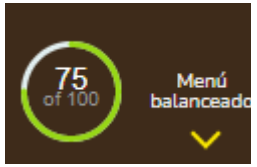
2y Portfolio management

5y+ PMO

expertise
Clinical trials,
Project & portfolio management

20 clinical trials
In 10+ countries

My menu IQ



Digital
AI

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From Idea… to launch!

Clarify consumer need & business opportunity

Define product format & positioning

Identify bioactive & physiological mechanism of action

Ensure regulatory compliance

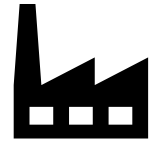
Test in relevant population

Plan & budget properly

Develop technical solutions

Ensure quality & safety

Calculate costs & benefits (P&L)



Post-launch monitoring…

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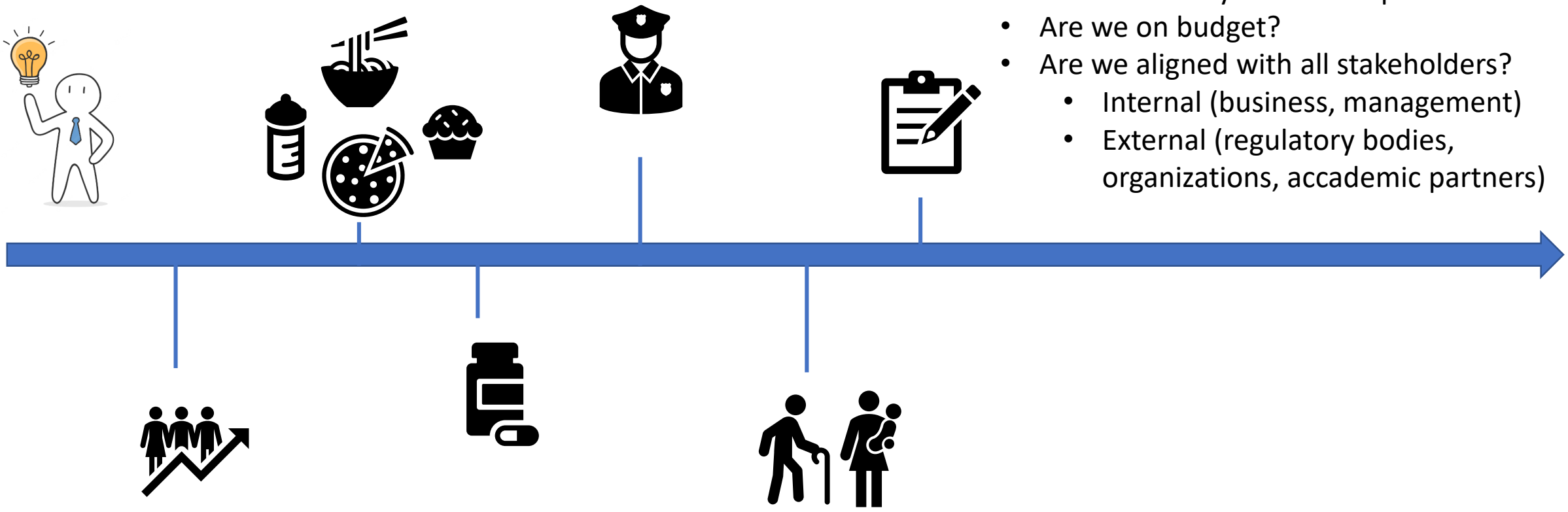
From Idea… to launch!



- Are we on time for the launch?
- Did we identify the critical paths?
- Are we on budget?
- Are we aligned with all stakeholders?
  - Internal (business, management)
  - External (regulatory bodies, organizations, accademic partners)

Outline

- Definition, importance & Benefits
- Project life cycle
- Scope management
- Budget management
- Risk management
- Communication
- Change management
- Waterfall & agile
- Leadership in project management
- AI in project management

Definition of project management

The application of:

- knowledge
- skills
- tools
- and techniques

to project activities to meet project requirements

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Importance of project management

It helps organizations to achieve their goals by completing projects efficiently and effectively.

Project management help teams break down a project into manageable smaller parts

By breaking the project into a clear process of assigned tasks, milestones, and deadlines, project managers can direct their teams more efficiently and react to issues with greater agility.

Better project planning = better projects

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Top 10 benefits of project management

Types of projects

software development

construction projects

cars

research studies

Example for this course:

Launch a food product on the market

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Key Concepts in Project Management

SCOPE

Defines the boundaries and goals of the project

OBJECTIVES

Specific, measurable, achievable, relevant, and time-bound (SMART) targets to achieve the project's goals

DELIVERABLES

products, services, or results that are produced by the project

MILESTONES

Key points in the project that indicate progress

PHASES

A series of stages that the project must go through to reach its completion

Project Management Life Cycle

- Definition: The series of phases that a project goes through from initiation to closing.

Initiation	Planning	Execution	Monitoring	Closure
starting point of the project, where its feasibility is assessed and stakeholders are identified	project plan is created, incl. tasks, resources, and budget	actual work of the project is performed	project is monitored & controlled to ensure that it stays on track	project is completed & deliverables are handed over

Project Initiation

- Definition: The phase where the project is conceived and planned.

- Key activities:
  - Identify the need for the project
  - Define the project goals and objectives
  - Identify stakeholders, their needs and expectations
  - Create a project charter

Launch a new product that fits in overall company strategy

Find best ingredient, substantiate, produce and launch

New product to be safe, tasty and needed by the consumers

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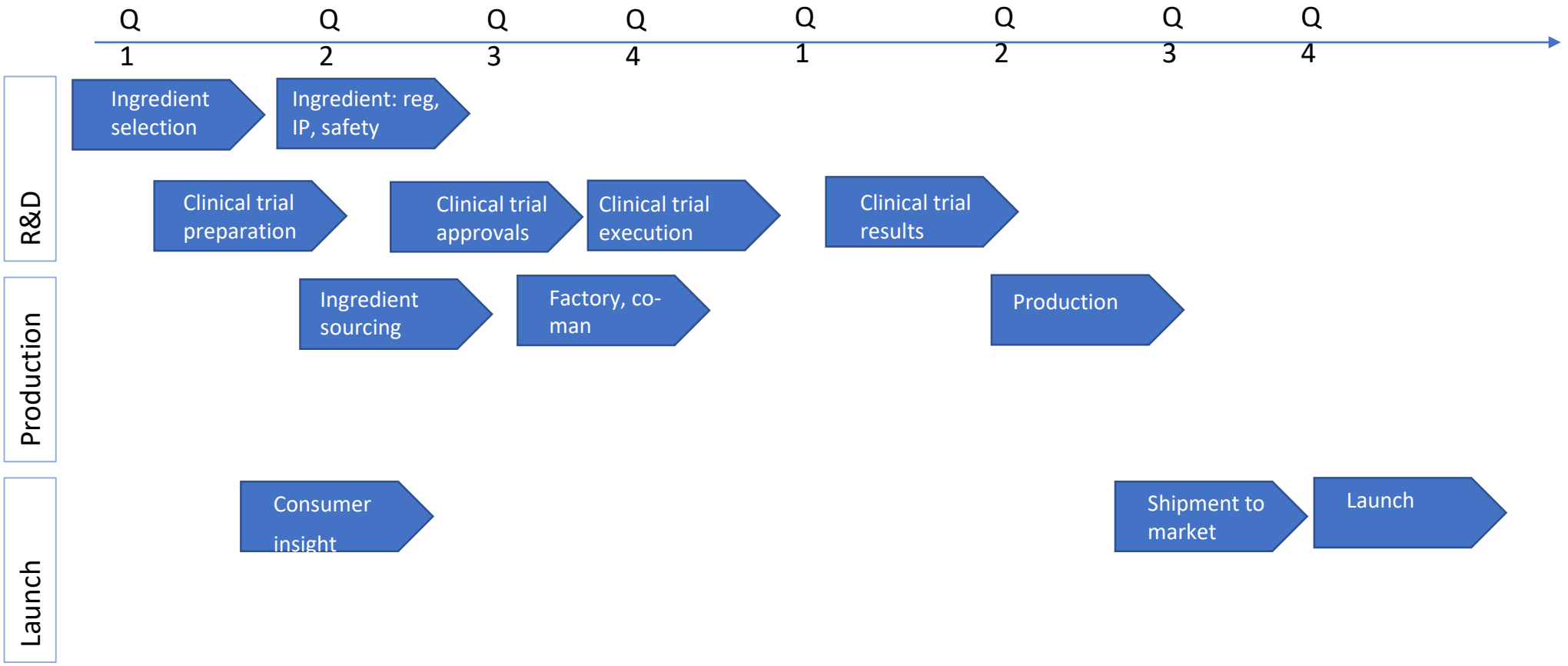
Initial Project charter



Project Planning

- Definition: The phase where the project plan is created

- Key activities:
  - Define the project scope
  - Break down the work into tasks
  - Estimate the resources needed
  - Create a detailed project schedule
  - Identify risks and develop a risk management plan

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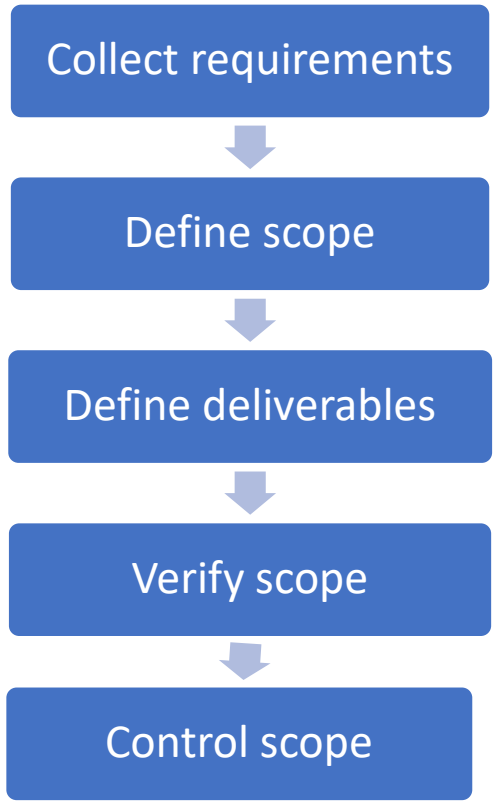
Project scope management

Importance of scope management:

- clear idea about the time, labor, and cost
- distinguish between what is needed and what isn't
- avoid common issues like:
  - Constantly changing requirements
  - Pivoting the project when already mid-way
  - final outcome isn't what was expected
  - Going over budget
  - Falling behind deadlines

Steps



What exactly are we going to do? Clearly define what is in and what is not: clinial trial, which country, etc. How will we know when we are done?

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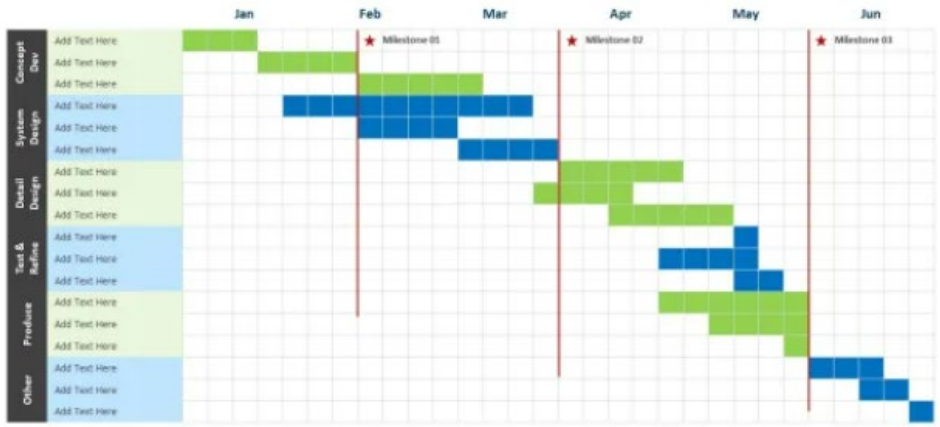
Project timelines

- Definition: A graphical representation of the project schedule

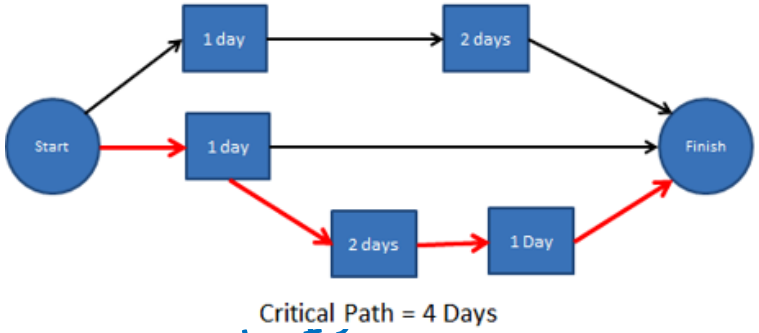
Importance of timelines management:

- ➢ manage project resources
- ➢ communicate progress to stakeholders
- ➢ ensure that the project is completed on time



Techniques for creating timelines:

- ➢ Gantt charts
- ➢ critical path analysis
- ➢ Excel, ppt, MS project, Primavera, etc



When are we going to do what?

Project Budget

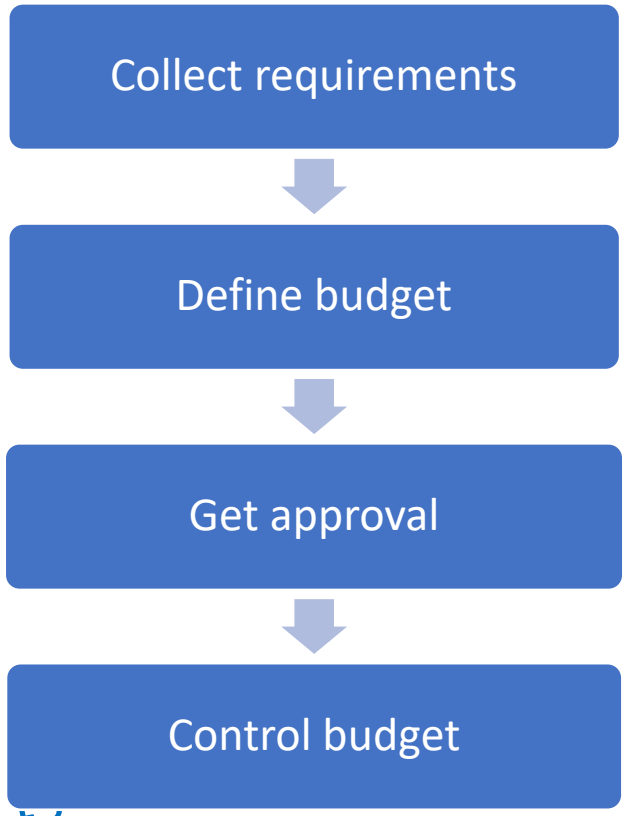
Importance of budgeting:

- remain within approved budget
- project cost control

Tools for budgeting

- Excel, ppt, MS project, Primavera, etc

Steps



How much will the project cost?

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Project Team

Importance of project team:

- Have the right expertise
- At the right time
- Facilitate cross-functional collaboration
- Increase organizational efficiency
- Drive high-impact work

Who is going to do it?
How to do it most efficiently

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Project Risk Management

Importance of risk management:

- Identify potential problems before they occur
- in the case of opportunities, try to leverage them to cause them to occur

Steps of risk management:

1. Identify the risks early
2. Consider opportunities & threads
3. Prioritize risks
4. Assess risks
5. Develop contingency plan for each risk
6. Track risks and associated tasks

Create with cross-functional team and review regularly

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Project Communication Management

Definition: lays out how crucial information will be communicated to stakeholders throughout the project

Importance of communication management

- determines who will be receiving which update, who to turn to with certain updates, how those people will receive those updates and when they'll receive them
- lays out how often everyone should expect to be updated and how they will be updated.

How are we going to do communicate, to who and how often?

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Project Execution

- Definition: The phase where the project work is done

- Key activities:
  - Assign tasks to team members.
  - Manage the project budget and resources
  - Monitor progress
  - Manage changes to the project plan

Make the project happen

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Project Monitoring and Control

- Definition: The phase where the project is monitored and controlled to ensure that it stays on track

- Key activities:
  - Monitor project progress and compare it to the plan
  - manage risks
  - Control project changes
  - Ensure quality standards are met
  - Report project status to stakeholders

Keep your project on track

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Change Management

Definition: anything that affects an aspect of project, like new deadlines, price fluctuations for key materials, the unavailability of important team members, or changes to scope

- Why is the change necessary?
- How will this change alter the schedule?
- Are there any additional costs?
- Do you need to hire additional personnel or acquire other resources?
- Do employees need training or coaching to adapt?

Change is inevitable

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Project Closing

- Definition: The phase where the project is completed and the deliverables are handed over

Key activities:

- Hand over the deliverables to customer
- Conduct a project review and evaluation
- Identify lessons learned

DOCUMENT!

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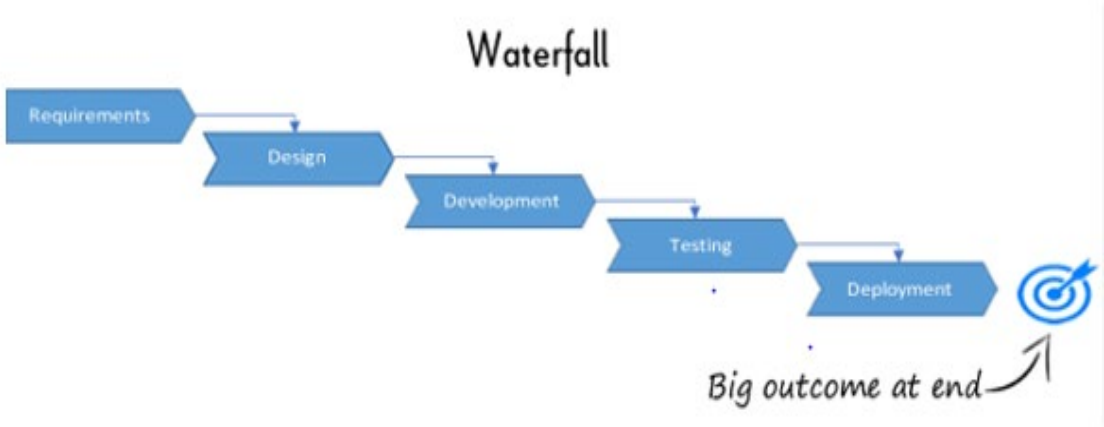
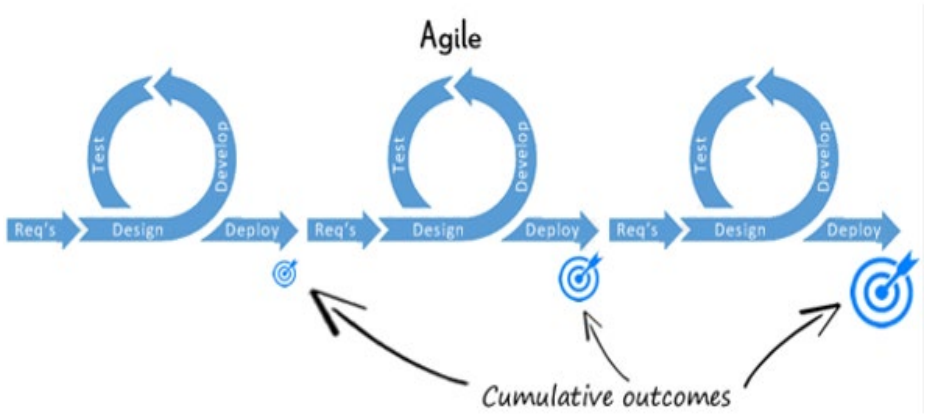
Waterfall & Agile





- linear sequential model : predecessor phase ends and the successor phase starts just after
- helps to perform progress measurement easily
- The testing phase takes place at the end of the development

- continuous improvement and iteration
- Continuous collaboration
- Scrum, Kanban Methodology
- Not all the projects and organizations are suited to agile approaches

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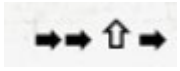
The Manifesto for Agile Project Management

We are uncovering better ways of managing knowledge generation, developing concepts & products by doing it and helping others do it.

Through this work we have come to value:

	Individuals & interactions		Processes & tools
	Applied Knowledge, successful concepts & products	OVER	Comprehensive (process) documentation
	Stakeholder collaboration		Brief negotiation
	Responding to change		Following a plan

But we value these items more!

These items have value

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Agile mindset for project team

Commitment
Because we have great control over our destiny,
we are more committed to success.

Courage
we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges

Focus
Because we focus only on a few things at a time, we work well together and produce excellent work.
We deliver valuable items sooner.

Openness
We express how we are doing, and what is in our way, and our concerns,
so that they can be addressed.

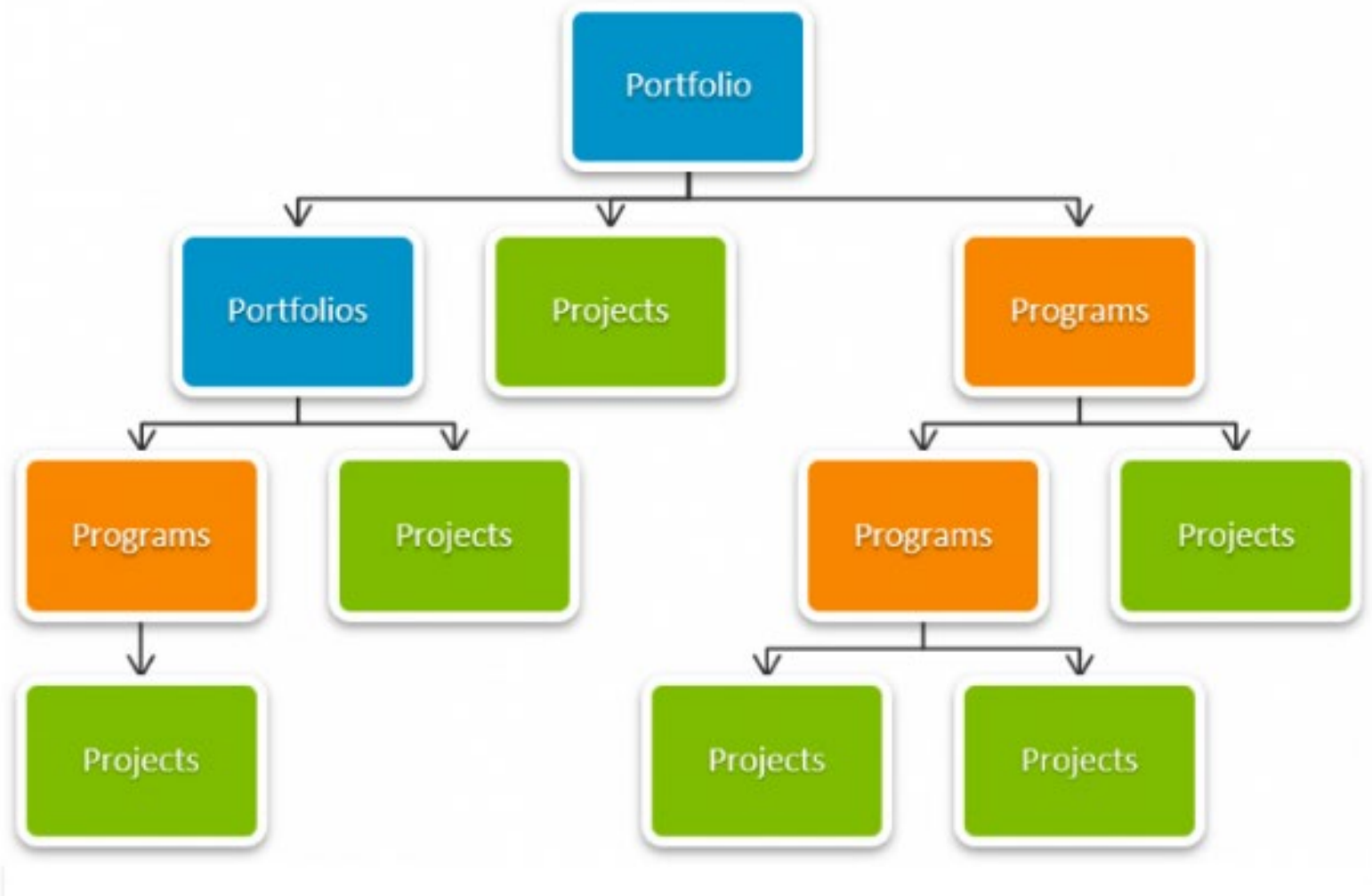
Respect
Sharing successes and failures, we come to respect each other and to help each other becomes worthy of respect.

Value driven

- Fast delivery, early feedback from customer (Test-measure-iterate)
- Continuous delivery of value to customer
- Focus on highest priority/highest value work
- Eliminating or reducing waste

Continuous improvement
inspection, learning and adaption

Programs and portfolio



Leadership in project management

Managing tasks is not enough

Leadership is what moves people, builds momentum, and navigates uncertainty

"Management is doing things right. Leadership is doing the right things." — Peter Drucker

The Leadership Gap in Project Management

- Most PM failures aren't technical—they're relational

- Lack of vision, unclear communication, poor stakeholder engagement = project drift

→ *According to PMI, poor communication is responsible for 30%+ of project failures*

Project Managers as Leaders

Project managers need to be:

- **Vision Holders** (keep purpose alive)
- **Energy Managers** (sustain team motivation)
- **Obstacle Navigators** (anticipate and remove blockers)

➢ This is *leadership in motion,* not just task tracking

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5 Core Leadership Skills for Project Managers

- ☑ Communicating with clarity and context
- ☑ Building trust across diverse teams
- ☑ Making decisions under uncertainty
- ☑ Managing conflict with calm presence
- ☑ Inspiring ownership—not just compliance

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Leading Without Authority

Most PMs lead cross-functional teams without formal authority

Leadership = influence without positional power

 Skills needed:

- Relationship building
- Emotional intelligence
- Courageous conversations

The Inner Work of Leadership

You can't lead others effectively if you're reactive, overwhelmed, or misaligned yourself

Self-leadership comes first

Quick insight:

- Emotional regulation
- Presence over pressure
- Staying anchored during project turbulence

Practical Tools for Leadership in Projects

- Start every meeting with "Why this matters" → anchor motivation
- Weekly "pulse checks" with team → proactive communication
- Reflective journaling for decision-making → better clarity under pressure
- Clear agenda

Common Leadership Traps for PMs

⃠ Overcontrolling → kills ownership

⃠ Rushing → causes misalignment

⃠ Avoiding hard conversations → seeds distrust

➢ *Leadership is not about doing more—it's about leading better*

Growth Mindset for Project Leaders

- Projects are complex because *people are complex*

Leadership = continuous learning, feedback, and course correction.

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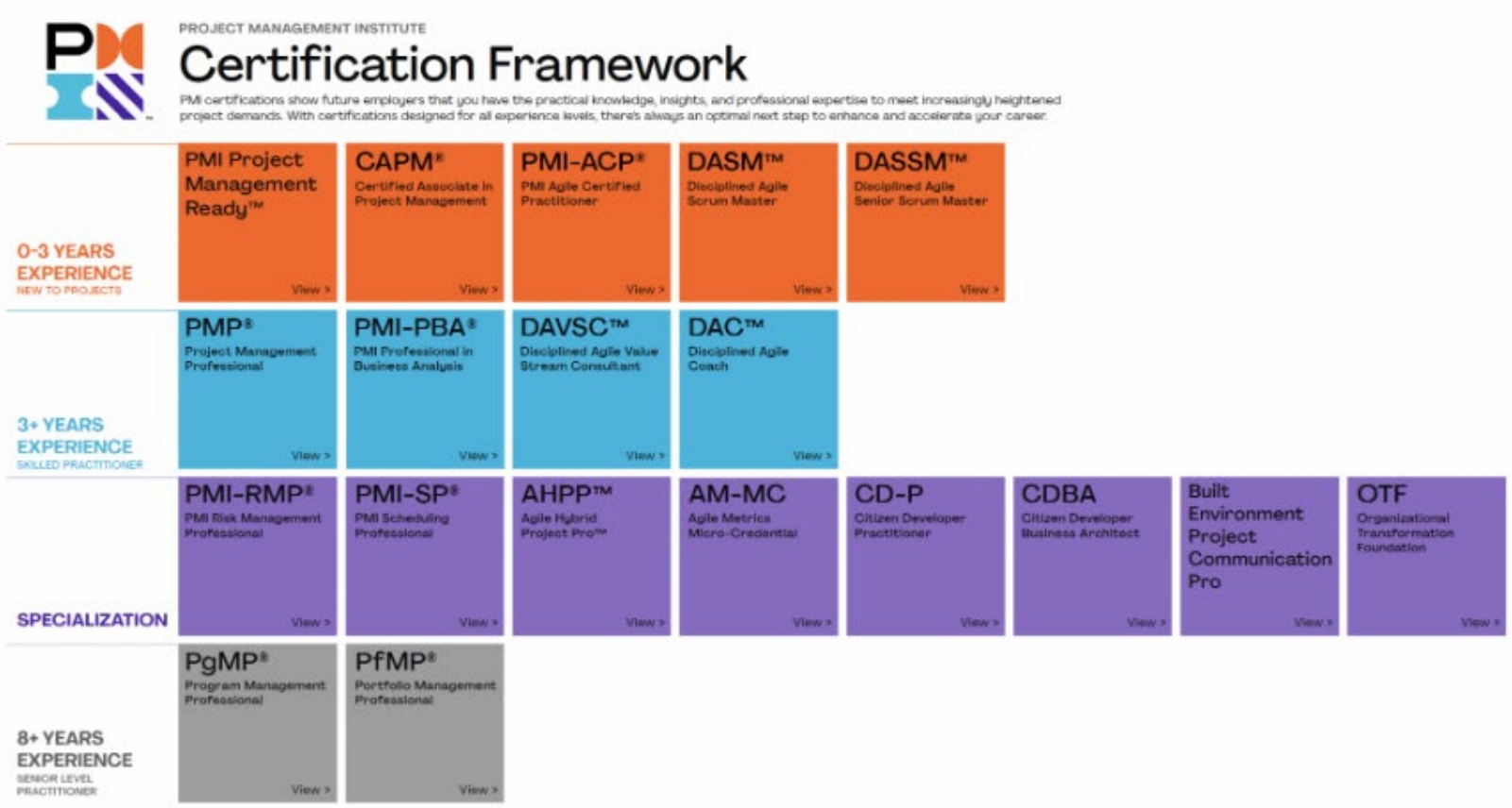
AI in project management

https://infinity.pmi.org/chat

!!! Confidentiality !!!

Certifications

PMP: https://www.pmi.org/