When growth slows down innovation

Today, almost 50 teams deliver in a shared cadence.

A global MedTech company realized that its organically grown structures were standing in the way of product development. We were engaged to develop the organization so that, despite its size, it becomes faster and more effective.

1'000+
employees in the transformation

~50
teams in the new structure

Six unconventional levers

The design team as the engine

The transformation started in March 2024 with the mobilization of an internal design team.

Co-creation in practice

The design phase was carried out consistently in co-creation. The future process organization was developed in joint workshops and sprints.

Providing a framework, enabling impact

In this phase, we acted primarily as enabler and facilitator:
Structure: We provided the methodological framework and ensured a commo…

The playbook as the foundation

The design phase concluded with the playbook. As the central design concept, it defines roles, responsibilities, tools and processes.

Flexibility beats rigid roadmaps

After design comes planning. But how do you plan a transformation for more than 1,000 employees across different sites and several business areas?

Push instead of pull channels

Our experience has shown that purely passive information offerings such as the intranet generate hardly any traffic in large projects.

The transformation in numbers

80%	open rate of the newsletter as the main steering tool
200+	people at the first Program Increment Planning
~50	internal team coaches trained
4	iterative mandates instead of one large project
12	weeks planning cadence across all teams
10–15	key people in the design team, released 50% from their regular…
3	weeks synchronized sprint rhythm

More stable structures

Today, work increasingly comes to the teams.

Clearer accountability

New roles such as Product Owners help the teams gradually set priorities based more on real impact and less on who is loudest.

More transparency

Thanks to Jira™ and joint PI Planning, dependencies become visible much earlier.
… and 2 more

Read the full story
Every phase, decision and lesson learned in the complete case study.

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