

Execution Acceleration

April 2025

............

A medical device company lagging on execution timelines engaged HPA to support a complex transformation

Background & context

- An S&P 500 medical device company was in the middle of transforming its operating model to reduce inefficiencies across its product and commercial functions, among others
- A previous firm delivered a **high-level org design**, but **execution gaps remained** around process alignment, governance, and talent placement
- The company engaged HPA to **optimize the new operating model** and build up the necessary functions to support the new **product-led organization**

Client need

- Support with **executing a transformation with multiple workstreams** to operationalize a newly designed matrix structure
- Alignment on processes, roles, and governance, including detailed RACI* development and playbook creation, among cross-functional teams
- **Standing up new CPXO** (Product & Customer Experience) and CTO functions to support product innovation, commercialization, and enterprise enablement
- Change management to support the leadership transition and a communications strategy to provide the right level of transparency to employees

Curated team

	(
00	•

Charlie, Transformation Program Lead

25+ years of transformation experience in both consulting and in-house roles

Select Experience:

- Sr Consultant at **PwC** and **Prophet**
- 13+ years at Novartis in leadership roles including Head of PMO, Head of Strategic Planning, and Chief of Staff
- Head of Integration at **GSK**
- Led transformation program across all workstreams

Diana, Advisor / SME

- 15+ years in organizational consulting
- Partner at **BCG** in the Organization & People / Healthcare Practices
- Provided senior thought leadership on organizational design

Karyn, Workstream Lead

- 20+ years of operational consulting / operating experience
- Oliver Wyman Senior Manager
- 12+ years at **Thomson Reuters** in
- regional CFO, VP, and CoS roles
- Led OpModel workstream

Deborah, Workstream Lead John, Sr.

- 25+ years in organizational consulting
- PwC Consultant
- Org Consultant / Director at Pepsi, Levi's, Gap, and Nike
- Led change management workstream

Valérie, SME

- 15+ years of experience in org consulting
 / operational roles
- Capgemini Manager, People
- Director and VP roles at **Bayer** and **Prudential Financial**
- Provided change management expertise

John, Sr. Consultant

- 15+ years in organizational consulting / HR
- McKinsey, KPMG, & Slalom Consultant
- HR and PM roles at Moderna, IMC
 - Trading, and Echo Global Logistics
- Supported change management workstream

Devin, Consultant

- 6+ years in strategy and organizational consulting
- BCG Consultant
- Analyst at Goldman & Blackrock
- Supported OpModel and change
- management workstreams



Primary objectives included establishing clear governance and processes and ensuring a smooth transition to the new ways of working

Workstream	1 Operating model 2	Change management
Objective	Clearly define governance bodies, processes, and operating mechanisms to execute under the new operating model	Enable smooth transition to future state by driving awareness and adoption of new ways of working
Key activities	 model design and assess current capabilities to identify gaps Create and stand up new governance bodies Define new accountabilities (e.g., RACI), operating mechanisms and cross-functional interactions Map core processes to future state operating model and organizational structure 	Interview leaders to identify implementation gaps and solutions Enable talent selection and placement process Oversee network of change ambassadors who help build the case for change Lead team effectiveness workshops to embed new ways of working (e.g., team role play across different use cases) Elevate success stories to reinforce early wins
Deliverables	 End-to-end process maps for business-critical areas Clear RACI frameworks and role mandates 	Diagnostic assessments Change impact assessment and change agent network Use case examples Integrated change and communications plan



The scope of work took place over 22 months, and we flexed the size of the working team in real time based on engagement needs

Definition & preparation	Adoption & rollout	Execution acceleration
4 months	• 8 months •	• 10 months
5-6 FTEs	3-4 FTEs	2 FTEs, phased hand-off to client
 Define core processes and governance bodies 	 Roll out the new operating model across all business units 	 Develop solutions to address diagnostic pain points
 Lead 4 cross-functional working group 	 Ensure seamless communications cascade 	 Facilitate discussions to drive further clarity and alignment on roles. BACL and
meetings 2x per week over 3 months	 Build change agent network 	and alignment on roles, RACI and interactions
 Build detailed process maps and RACI frameworks 	 Develop and publish playbooks outlining how to work in the new model 	 Create manager toolkits to build capabilities (e.g., working in a matrix)
 Outline key interactions and operating mec hanisms 	Drive change adoption	 Support targeted initiatives to accelerate
Prepare for 'Go Live'	 Conduct 30+ team effectiveness 	strategy execution
 Articulate clear change story 	workshops to onboard leaders to the new operating model	 Map value streams to enable fastor international expansion
 Support talent selection / placement 	 Orchestrate trainings and info sessions 	 faster international expansion Change management for strategic HR
 Conduct change impact assessment 	 Refine playbooks and processes with real- 	priorities (e.g., job architecture, transition to
 Develop detailed communications plan 	time feedback	shared services, new online collaboration
	 Conduct diagnostics to identify pain points and solutions 	tools, improved employee culture)
λ		

Key deliverables for the **operating model** workstream included playbooks for the new operating model, detailed process maps, and RACI models

Objective: Clearly define the governance bodies, processes, and operating mechanisms to execute under the new operating model

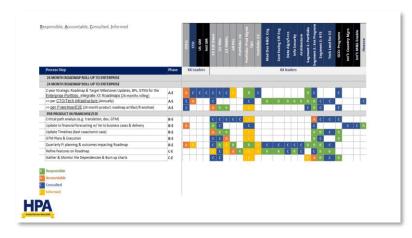
Key deliverables

- Playbooks for various aspects of the new operating model outlining how work gets done
- End-to-end process maps for businesscritical areas (e.g., annual planning, product development, commercialization)
- **RACI frameworks and role mandates** to outline clear roles, responsibilities, and accountabilities.
- Manager toolkits to build capabilities in targeted areas (e.g., working in a matrix)

	HPA	
7	Trusted Partners Since 2002	,

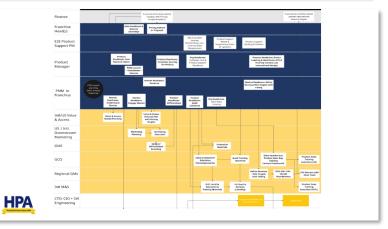
Section	Summary (right-click hyperlink to open file)	Target Audiend
Enterprise Operating Model Overview	Common understanding of new model, including organization and interactions	All
Enterprise Operating Mechanisms	Overview of annual planning process, enterprise-wide OpMech and Finance KPIs ELT & Franchise Calendars	Franchise Teams, Reg Teams, ELT
Product Teams	Overview of business phase gales Overview of product development teams/meetings, rolling 24-month roadmap, change control process, tools	Product Teams
XX Ways of Working	 Overview XX Team ways of working, roles/responsibilities, events/ceremonies, Metrics/KPIs, estimation methods & capacity 	XX Teams
Commercial	 Overview of Commercial teams/meetings, process for Go To Market Readiness/Running The Business, Global Commercial Capabilities organization/accountabilities 	Marketing teams, Reg Teams
Role Mandates	List of role mandates plus side-by-side comparisons for key roles across functions	All
Matrix Team Assignments	Matrix team assignments for franchise, product and commercial feams	All

RACI framework

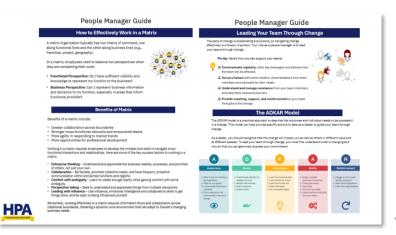


Playbooks

Process maps



Manager toolkits



Key deliverables for the **change management** workstream included an integrated change and communications plan and use case examples

Change agent network

Objective: Enable smooth transition to future state by driving awareness and adoption of new ways of working

HPA



Key deliverables

- Change agent network to create champions and ongoing feedback mechanism
- Communications plan on how to cascade information throughout the organization in sync with role changes / transitions
- Use case examples for in-person team effectiveness workshops that simulate how to work under the new operating model
- Diagnostic assessments that identified operating model pain points and potential solutions
- Change impact assessment to map key stakeholders and identify risks / mitigations

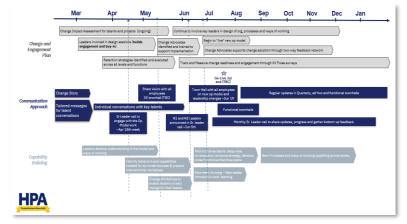


Champions in the lead Advocates in the _∎_ 1 ŤŤŤŤ Onboard champions Nominate and onboard "Live into the model Embed the chang to lead the change across all levels change advocates as one team Champions are Champions identify Champions and Advocates help drive th onboarded into the Advocates within their vocates work together change throughout their ange Network by the teams and onboard the hring their teams alon teams and with their Core team into the Change Netwo for the journey neers. HPA

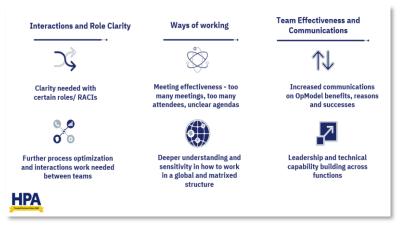
Use case examples

Break out into 3 assigned groups and answer the questions asked	Intro & break into groups	5 min
	Discuss questions in breakout groups	30 min
Select a 'scribe' for your group and the person who will lead the report-out during the debrief	Come back together	5 min
	Debrief as one group	35 min
	Total Time	75 min

Communications plan



Diagnostic assessment



The new operating model has delivered significant results for the company

Results	Description
Faster time to market	 Empowered cross-functional teams have reduced product development times by 20% and enabled rapid expansion into international markets
Higher employee engagement	 Notable increase in employee engagement within 18 months, with employees reporting a strong understanding of case for change, better cross-functional collaboration, and more clearly-defined roles and accountabilities
Scalable processes	 Consistent processes and ways of working have delivered efficiencies of scale and enabled the company to launch more new releases than ever before in its history



Explore how our thought leadership accelerates transformation at scale

Strategy	Mergers & acquisitions	Execution acceleration
Success Factors for Acrobatic Strategic Planning	Get Beyond the Bidding War with Proactive M&A	The Power of a Strategic PMO
Bridging the Gap: From Strategic	Why Intentions Matter in Making	Accelerate and Scale Your Most Important Initiatives, Efficiently
Vision to Operational Reality	Mergers Work	Keep the Change: Making Business Transformations Work
Keeping the Pace: Planning in Hypergrowth Companies	Small Acquisition, Big Deal	Change that Sticks: Overcoming Organizational Resistance to Change
Transformation	Organizational optimization	Technology data and Al
Transformation Business Transformations are Tranding, Hora's Why	Organizational optimization Simple Rules for Resource	Technology, data, and Al Tech Debt – Pay Me Now or Way More Later
		Tech Debt – Pay Me Now or Way
Business Transformations are	Simple Rules for Resource	Tech Debt – Pay Me Now or Way More Later Enterprise Architecture: The
Business Transformations are Trending. Here's Why Image: Construction of the state of the sta	Simple Rules for Resource Allocation Bolstering Growth Through Organizational Transformation	Tech Debt – Pay Me Now or Way More LaterEnterprise Architecture: The (Frequently) Missing LinkIT and Business: Can't We All Just
Business Transformations are Trending. Here's Why	Simple Rules for Resource Allocation Bolstering Growth Through	Tech Debt – Pay Me Now or Way More LaterEnterprise Architecture: The (Frequently) Missing LinkIT and Business: Can't We All Just Get Along?Generative AI and the Productivity

7



CONTACT US

West Coast

2101 E El Segundo Blvd Suite 502 El Segundo, CA 90245 310-616-0100

East Coast

641 Lexington Ave. 15th Floor New York, NY 10022 973-896-1101

Sumeet Goel Founder and Managing Director sgoel@highpoint-associates.com

Justin Moser

Chief Operating Officer and Partner jmoser@highpoint-associates.com

Richard Berger

Partner rberger@highpoint-associates.com

Kristel Kurtz

Partner kkurtz@highpoint-associates.com

www.highpoint-associates.com