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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



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

- 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

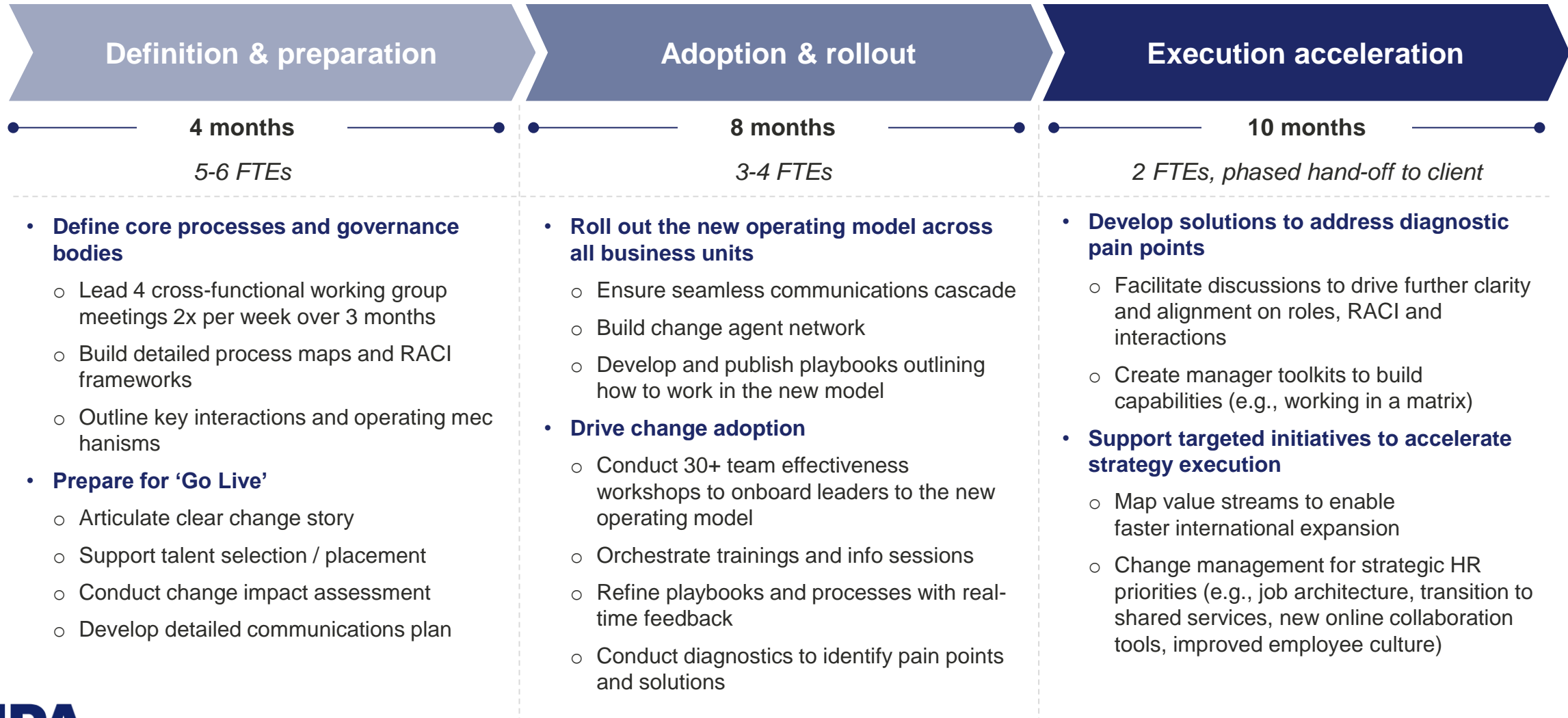
Devin, Consultant

- 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 | <ul style="list-style-type: none"> Facilitate cross-functional working groups to analyze operating 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Playbooks outlining new ways of working and governance bodies End-to-end process maps for business-critical areas Clear RACI frameworks and role mandates Manager toolkits to strengthen targeted capabilities | <ul style="list-style-type: none"> 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



Playbooks



- **Playbooks** for various aspects of the new operating model outlining how work gets done
- **End-to-end process maps** for business-critical 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)



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

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

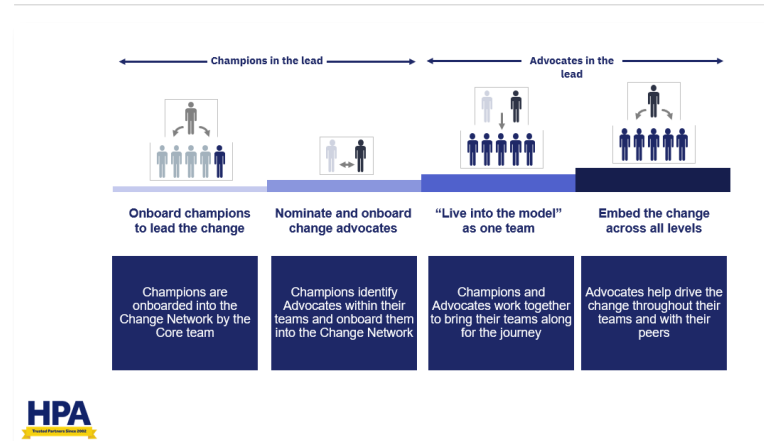


Key deliverables

- **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



Change agent network



Use case examples

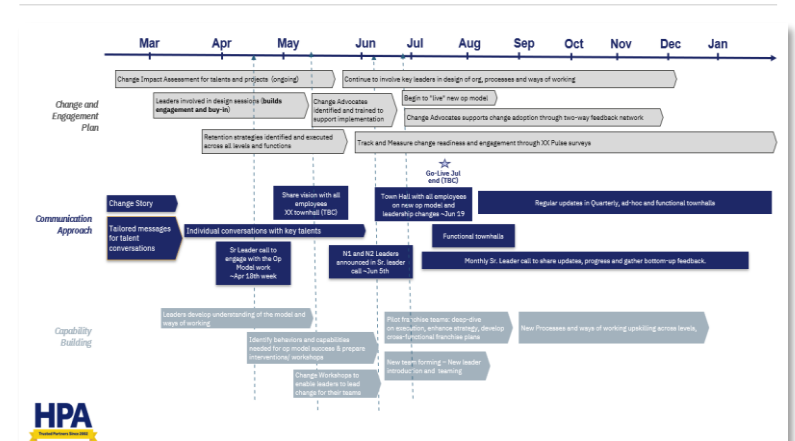
Scenario: Data isn't reliably flowing from cloud, and reports are sometimes missing necessary data.

1. Break out into 3 assigned groups and answer the questions asked
2. Select a 'scribe' for your group and the person who will lead the report-out during the debrief

| | |
|--------------------------------------|---------------|
| Intro & break into groups | 5 min |
| Discuss questions in breakout groups | 30 min |
| Come back together | 5 min |
| Debrief as one group | 35 min |
| Total Time | 75 min |



Communications plan



Diagnostic assessment

Interactions and Role Clarity



Clarity needed with certain roles/ RACIs



Further process optimization and interactions work needed between teams

Ways of working



Meeting effectiveness - too many meetings, too many attendees, unclear agendas



Deeper understanding and sensitivity in how to work in a global and matrixed structure

Team Effectiveness and Communications



Increased communications on OpModel benefits, reasons and successes



Leadership and technical capability building across functions



The new operating model has delivered significant results for the company

| Results | Description |
|----------------------------|---|
| Faster time to market | <ul style="list-style-type: none">Empowered cross-functional teams have reduced product development times by 20% and enabled rapid expansion into international markets |
| Higher employee engagement | <ul style="list-style-type: none">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 | <ul style="list-style-type: none">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



Success Factors for Acrobatic Strategic Planning



Bridging the Gap: From Strategic Vision to Operational Reality



Keeping the Pace: Planning in Hypergrowth Companies

Mergers & acquisitions



Get Beyond the Bidding War with Proactive M&A



Why Intentions Matter in Making Mergers Work



Small Acquisition, Big Deal

Execution acceleration



The Power of a Strategic PMO



Accelerate and Scale Your Most Important Initiatives, Efficiently



Keep the Change: Making Business Transformations Work



Change that Sticks: Overcoming Organizational Resistance to Change

Transformation



Business Transformations are Trending. Here's Why...



HPA's Transformation Highlights



Five Keys to Powering Your Transformation Effort

Organizational optimization



Simple Rules for Resource Allocation



Bolstering Growth Through Organizational Transformation



A People-First Guide to Organizational Transformation

Technology, data, and AI



Tech Debt – Pay Me Now or Way More Later



Enterprise Architecture: The (Frequently) Missing Link



IT and Business: Can't We All Just Get Along?



Generative AI and the Productivity Supercharge



Adopting an Enterprise AI Strategy: Your Roadmap for Competitive Advantage



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