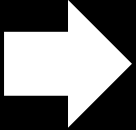
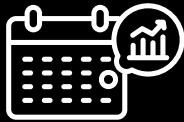


From Start-Stop Chaos to Predictable Delivery

How a leading medical device company reduced release deployment time from 27 weeks to 8 weeks.



27 to 8 Weeks
Release deployment
timeline reduced



Improved Forecasting
Greater confidence in
delivery
commitments



Reduced Burnout
Less context
switching and shifting
priorities

Our client is a leading medical device company specializing in innovative therapies for obstructive sleep apnea (OSA). Working closely with sleep specialists, ENT surgeons, and healthcare systems, the organization provides an alternative treatment option for patients who cannot tolerate traditional CPAP therapy.

As the company expanded its national footprint, its digital product organization faced increasing pressure to deliver software and digital capabilities with greater predictability while maintaining quality and regulatory alignment.

▶ THE CHALLENGE

The client's digital product organization struggled with fragmented planning, competing priorities, and limited visibility across teams.

Most teams planned only one sprint ahead, making it difficult to:

- Coordinate dependencies across teams
- Provide reliable delivery forecasts
- Align stakeholders around shared priorities
- Communicate realistic release timelines

As priorities shifted, teams frequently experienced "start-stop" work patterns that disrupted focus and created frustration. Leadership lacked confidence in delivery commitments, and stakeholders found it increasingly difficult to trust release forecasts.

AT A GLANCE



Business Challenges

- Fragmented planning
- Shifting priorities
- Limited release predictability
- Lengthy deployment timelines



agilityIRL Approach

- Agile transformation consulting
- Planning and forecasting optimization
- Planning Increment (PI) planning facilitation
- CARST[™] Training
- Quality system assessment



Results

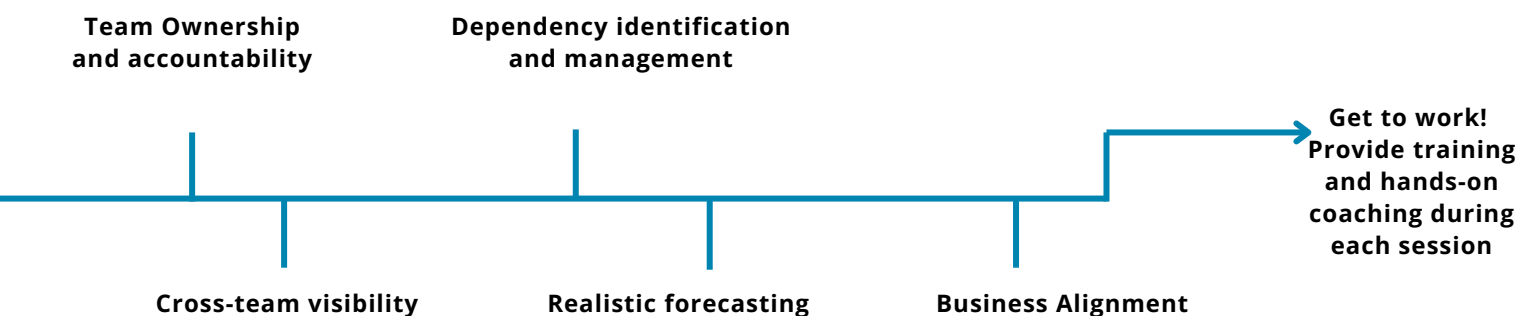
- Reduced deployment timeline by 19 weeks
- Improved release predictability
- Increased stakeholder confidence
- Reduced team burnout
- Improved cross-team coordination



The challenges became particularly visible during a major cross-team initiative that required coordination across multiple product teams, exposing weaknesses in planning, dependency management, and organizational alignment.



THE APPROACH



WHAT WE DID

agilityIRL began with a comprehensive assessment of planning practices, stakeholder expectations, and delivery constraints. While Program Increment (PI) Planning offered a useful foundation, a standard framework implementation would not fully address the organization's needs. Rather than forcing a one-size-fits-all approach, agilityIRL worked alongside leaders and teams to design a planning model tailored to their operating environment.

The new approach emphasized:

- Team ownership and accountability
- Cross-team visibility
- Dependency identification and management
- Realistic forecasting
- Business alignment

In parallel, agilityIRL provided Certified Agile Regulatory Specialist (CARSTM) training, quality system assessment, and coaching to help teams integrate testing earlier, streamline approval activities, and reduce release-related delays.

agilityIRL facilitated the initial planning events while providing training and hands-on coaching before and throughout each session. Feedback from participants was used to refine the process after each planning cycle.

By the second planning event, client leaders were independently facilitating significant portions of the process themselves—demonstrating growing internal capability and reducing long-term dependence on external consultants.

THE RESULTS

Within the first year, the organization reduced the time from feature completion to production deployment from 27 weeks to just 8 weeks for comparable releases.

Additional benefits included:

- Increased confidence in delivery commitments
- More credible forecasts for business stakeholders
- Improved trust between leadership and delivery teams
- Reduced burnout caused by constant reprioritization
- Greater focus and stability across teams
- Improved coordination of cross-team dependencies

Most importantly, the organization began transitioning from large annual releases toward incremental delivery, enabling faster customer feedback and more responsive product development.

The result was a more predictable, sustainable delivery system that improved both organizational performance and employee experience.

YOUR STORY COULD BE NEXT

Struggling with shifting priorities, missed commitments, or unpredictable releases? agilityIRL helps organizations create planning and delivery systems that fit their unique environment—improving visibility, predictability, and business outcomes without forcing a rigid framework. Let's talk about how we can help your teams deliver with confidence.

WHY AGILITYIRL?

- **Agile Experts with Medical Device Experience:** Our ability to make Agile work in medical device organizations, drawing on real-world experience with TIR45, quality systems, and regulated product development, was critical to supporting our client's agile evolution.
- **Customized Solutions:** Offering a diverse range of certified and customizable training and coaching options, we customize the engagement according to the company's unique needs and organizational culture, helping to select the best approach for your company.
- **Measurable Success:** We provide metrics and tools for your company to measure your progress as you implement solutions.



HOW CAN WE HELP YOU?

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