



REDWOOD ADVISORS

*Helping organizations maximize
value and impact*

**Organization
case study:**

Johnson & Johnson

Context and approach

Context

- In 2016, Johnson & Johnson (J&J) Diabetes Solutions' innovation and R&D group had built a world-class brand and product portfolio with a leading market share in key product categories (e.g., glucose monitors, strips) but weak positions in newer ones (e.g., digital)
- In addition, the digital diabetes industry was seeing significantly increased competition and a host of new, large opportunities (e.g., wearables, sensors)
- After articulating a new product strategy with RWA's help, J&J asked RWA to help it re-organize its R&D innovation group to better position itself to win in the new, dynamic diabetes space

See RWA's product strategy case study for how RWA helped J&J articulate a new product strategy for its new digital diabetes app, OneTouch Reveal

Approach

RWA was brought in to:

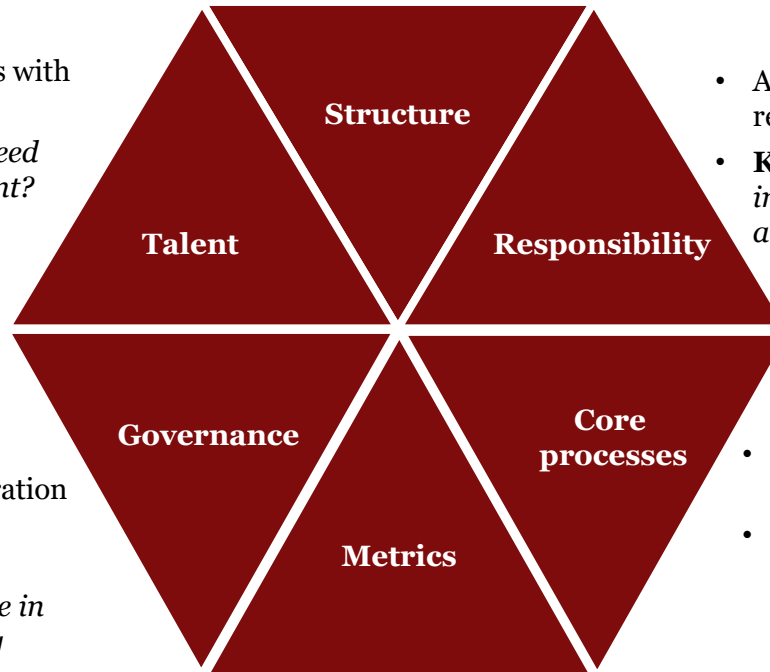
- **Build a fact base** (e.g., vetted and accurate org charts, activities and responsibilities) to inform the effort
- **Set-up an organizational re-design** by laying-out key goals and principles, conducting research into new models, and gathering input from stakeholders
- **Design a new organizational structure** and map employees from the current to the new organization
- **Support and monitor the transition** and make changes as needed



Redwood Advisors focuses on 6 key dimensions to help organizations move toward organizational excellence

- Organization and reporting structure
- **Key question:** *What roles report into what roles?*

- A skill set description that aligns with the organization and objectives
- **Key question:** *Where do we need strategic versus functional talent?*



- A clear articulation of each member's responsibilities
- **Key question:** *What is the most important thing this role must accomplish?*

- A system and cadence that enables interaction and collaboration to create effective strategic and operational decisions
- **Key question:** *Who needs to be in the room and how often do they meet?*

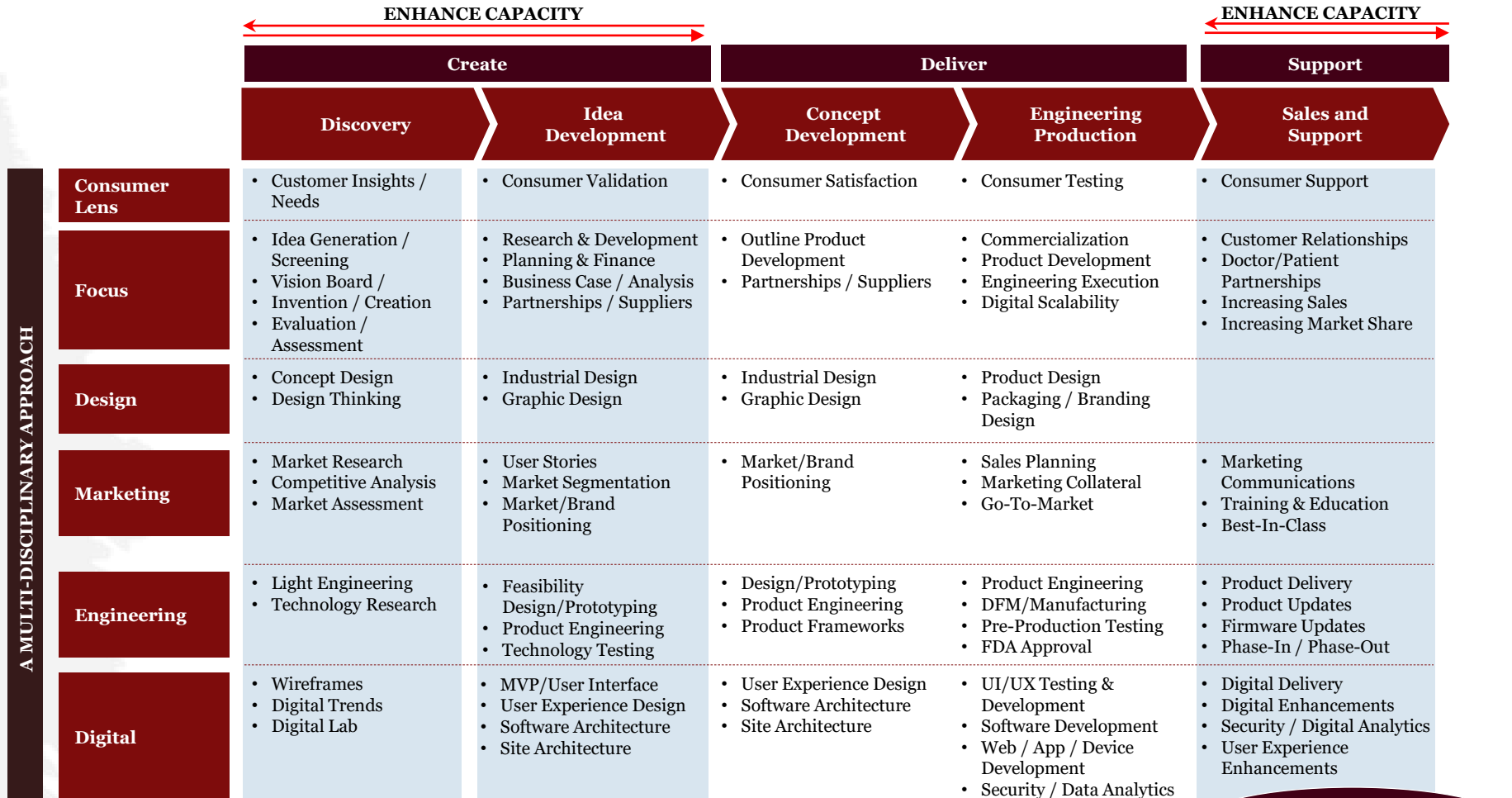
- Clear and explicit pathways that enable important things to get done
- **Key question:** *Who takes the lead on that step, and who makes the final decision?*

- Key measures that align the organization around critical priorities
- **Key question:** *What are the most important metrics for measuring this group's success?*



RWA began by mapping out the core processes for an effective innovation and R&D group to help guide the overall effort

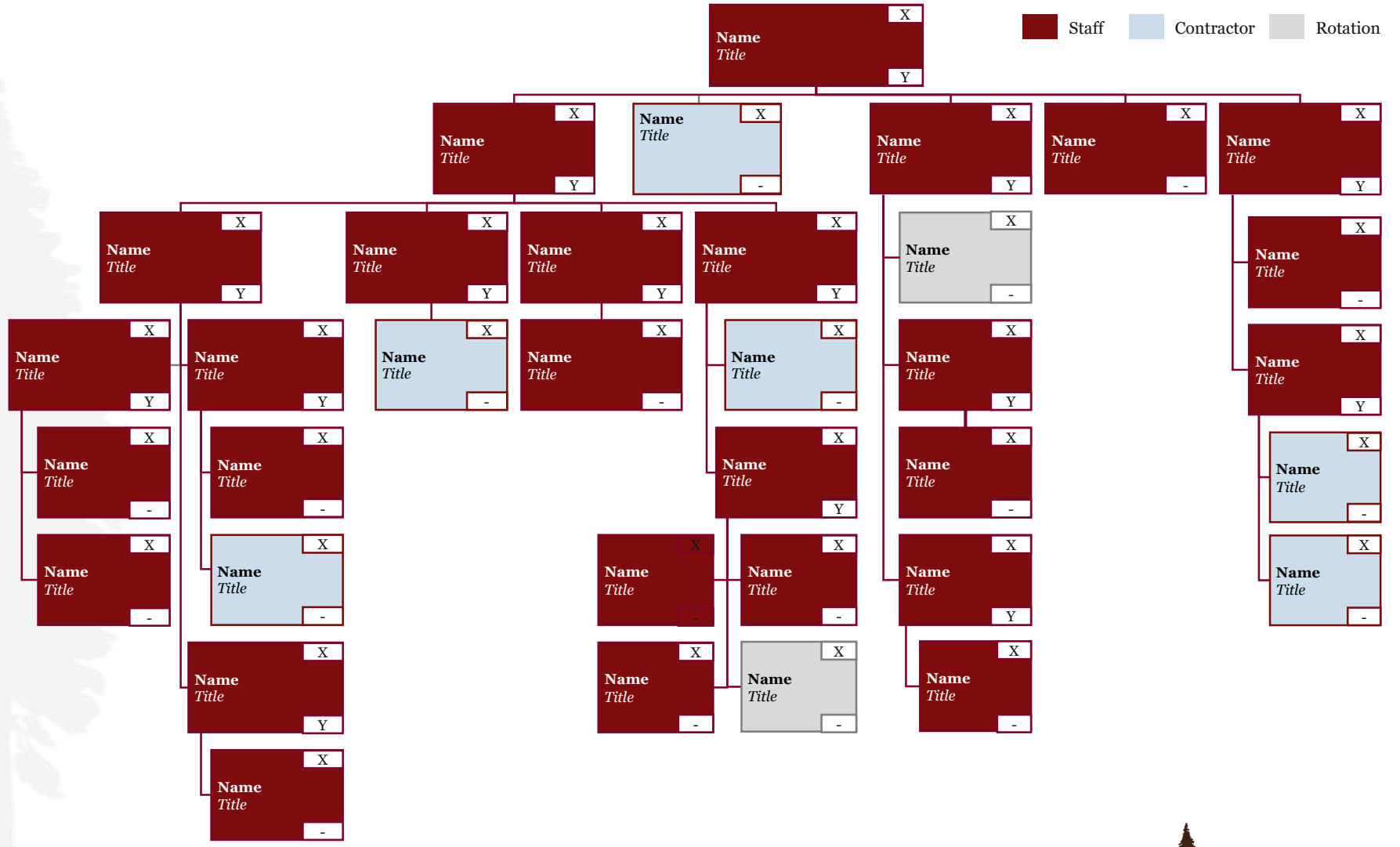
■ Key capabilities



Our org structure needs to support this

RWA worked with JJDSC's leadership to create detailed org charts laying out the current R&D organization

Name	Level
Title	
	Span



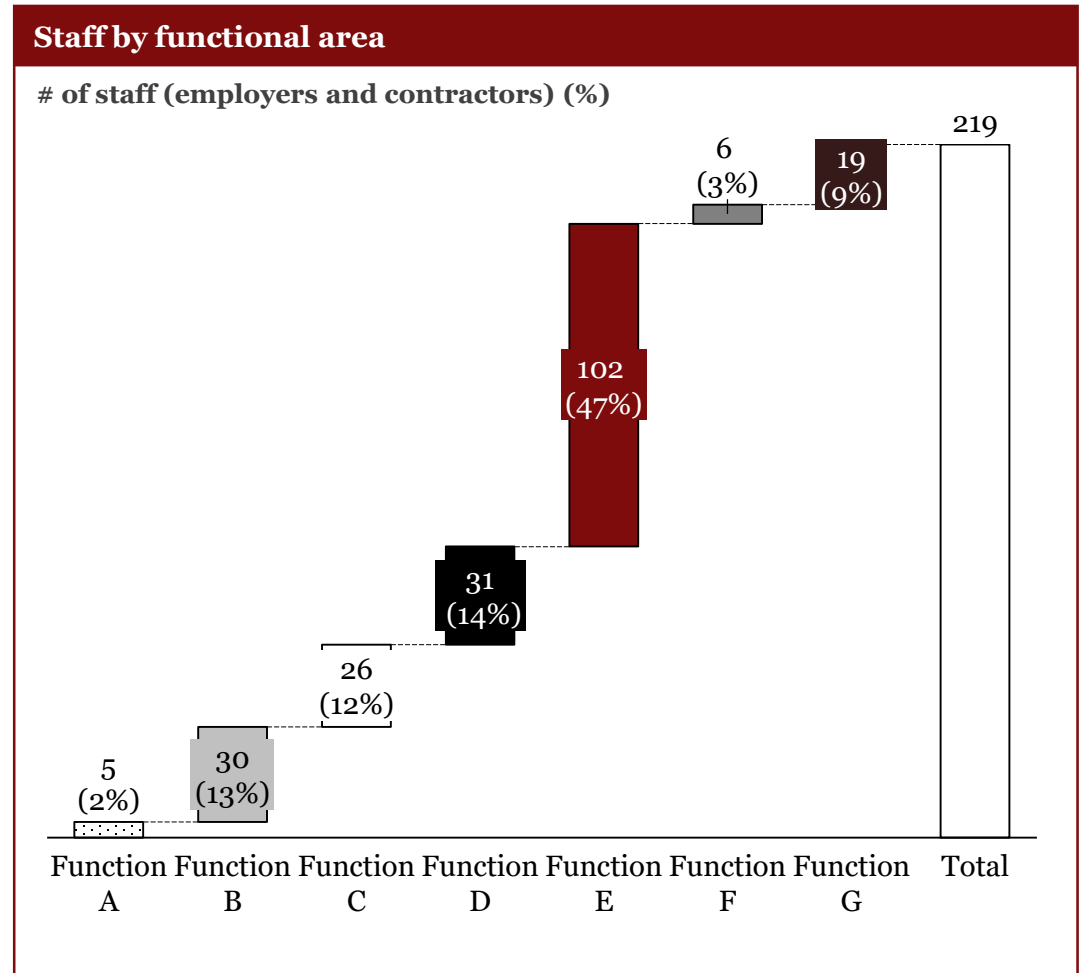
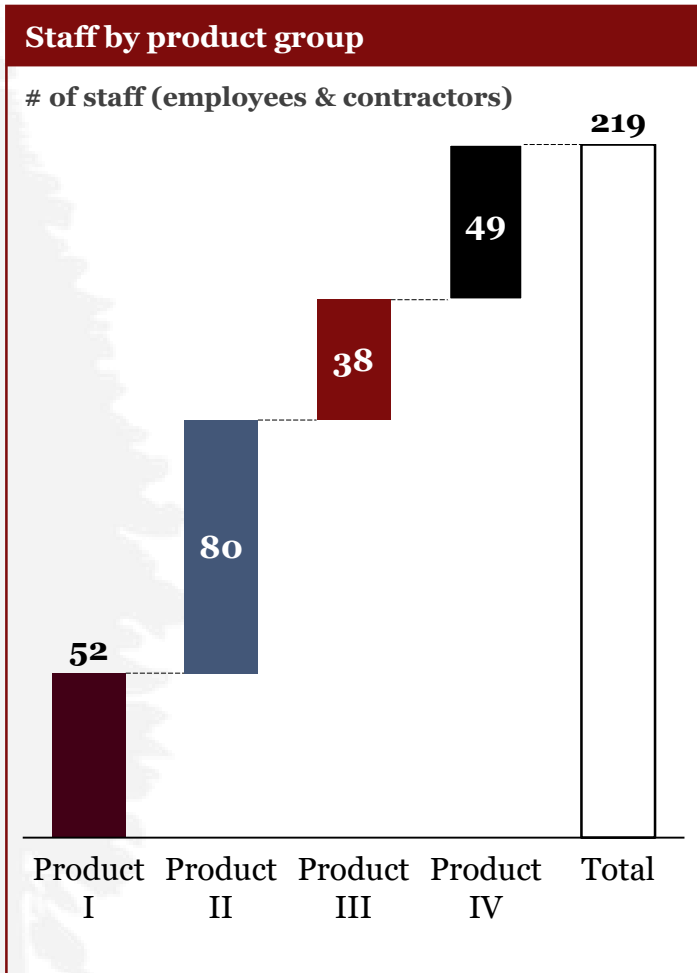
RWA worked with leadership to articulate the key activities and responsibilities for each role to better understand the current org

■ Staff ■ Contractor ■ Rotation

Name	Key activities	Key responsibilities
Name <i>Sr. Manager, Engineering</i>	<ul style="list-style-type: none"> Develops Software Participates in NPD and Agile process Ensure timely completion of web dev tasks Advises rest of team on mobile best practices 	<ul style="list-style-type: none"> Lead iOS development Ensuring coding best practices Translating requirements into product Implementing UX/UI features Liaison with hardware team
Name <i>Software Developer</i>	<ul style="list-style-type: none"> Performs management duties for test leads Coaches and problem solves with test leads Assess testing needs and deploys work to vendors Participates in the NPD and PLM processes to ensure all testing needs are met, on time 	<ul style="list-style-type: none"> Day to Day Management of Testing team Ensures a fully Validated and Verified product Project manages all testing activities Vendor management for on-shore and off-shore
Name <i>Manager, Digital Solutions</i>	<ul style="list-style-type: none"> Keeps all environments up and running Establishes new environments Advises on all Ops aspects of New Product Dev Ensures all customer data requirements met As Principal, coaches junior engineering staff 	<ul style="list-style-type: none"> Performs all systems operations duties Owens all system architectures and data models Responsible for generation of analytics Manages customer reporting requirements Vendor selection and management
Name <i>Principal Database & Network Engineer</i>	<ul style="list-style-type: none"> Performs management duties for PLM Coaches and problem solves with team Assesses incoming PLM development needs such as product defects and assigns Liaison to Customer Service organization 	<ul style="list-style-type: none"> Day to Day Management of Product Lifecycle team members Manages all sustaining development activity Manages Tier 3 customer service Vendor selection and management
Name <i>Manager, Product Lifecycle</i>	<ul style="list-style-type: none"> Develops Software Participates in NPD, PLM and Agile process Ensure timely completion of dev tasks Generates documentation artifacts as required 	<ul style="list-style-type: none"> Building optimized product code Ensuring coding best practices are followed Translating requirements into product Implementing UX/UI features
Name <i>Software Engineer</i>		

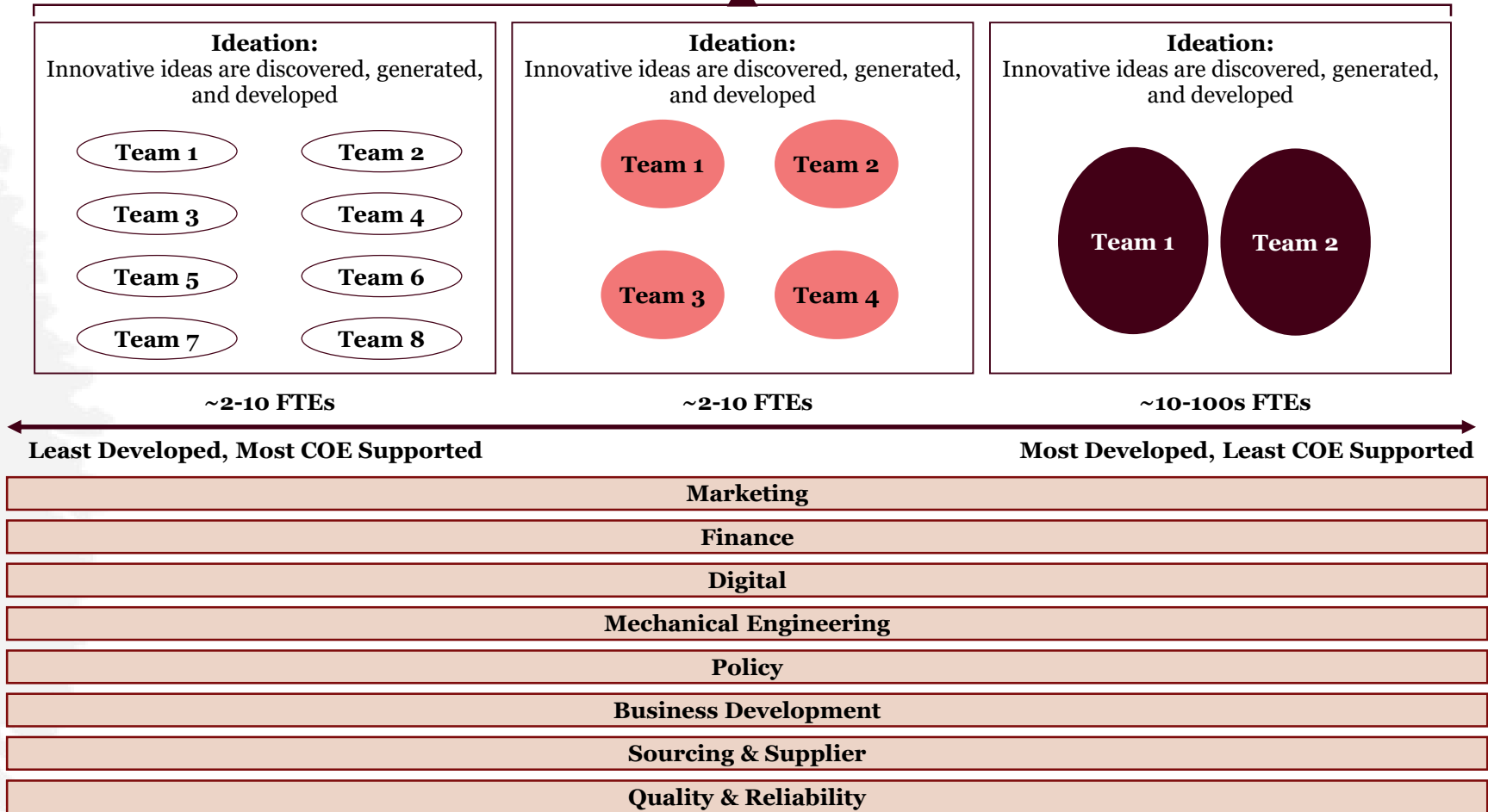


RWA conducted cross-organizational analyses including a decomposition by product group and functional area



Research-driven case studies on internal and external peers helped identify and understand new models (example: Google X)

Google X Product Teams



RWA's recommendation focused on re-organizing the product groups and adding new supporting centers of excellence

Diabetes Care: R&D and Innovation

Product Group 1

Product Group 2

Product Group 3

Product Group 4

Center of Excellence A

Center of Excellence B

Center of Excellence C

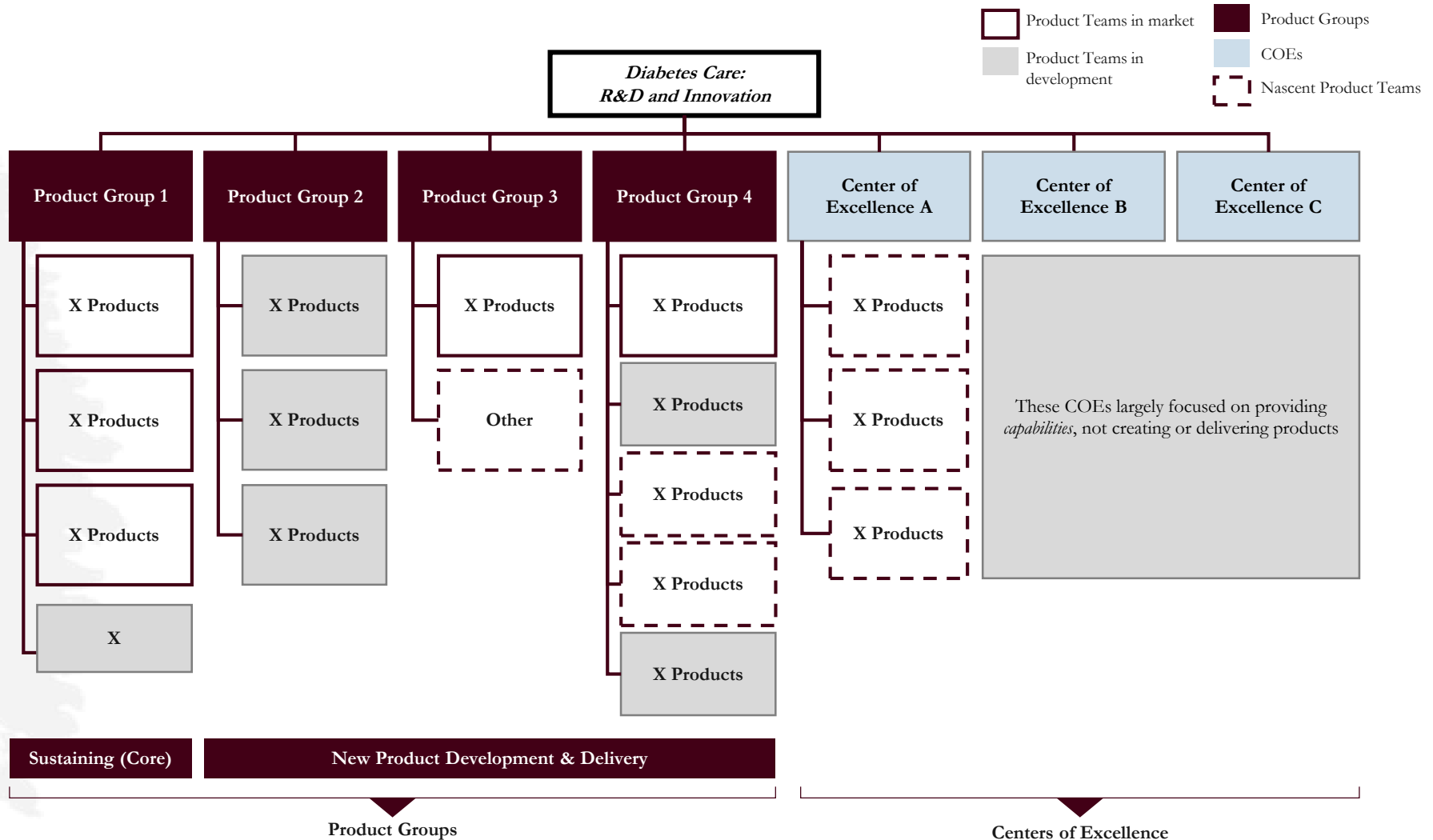
Future Expansion

Key takeaways

- Create targeted, **product-specific teams** focused on **individual categories**
- Create **new, dedicated teams** to go after the market's **new categories**
- Centralize **key capabilities** applicable across products in **new Centers of Excellence**

New Centers of Excellence

RWA then worked with JJDSC leadership to design a new structure organized around these product groups and COEs



Other clients we have worked with on Organization projects



Where we can go from here



Reach out and connect

You can reach us at inquiries@rwadvisors.com or [visit our website](#) to schedule a meeting or phone call to discuss how we can help you.



Choose your preferred approach

We are a flexible, value-oriented firm, open to working with clients in a variety of ways:

- By project
- By deliverable
- By day



Work together

We look forward to working with you!



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