



OKR INSTITUTE

THE LEADING GLOBAL OKR INSTITUTE

— CLIENT ANALYSIS BROCHURE · MEDTECH & PHARMACEUTICAL

TURNING SCIENCE- LED STRATEGY INTO MEASURABLE EXECUTION

A cross-client analysis of how we have helped medtech and pharmaceutical organisations, from a pioneering hearing-implant maker to global research-driven pharma groups, align middle management, connect country teams to global strategy, and translate long-horizon science into focused, measurable outcomes.

Boehringer Ingelheim

MED-EL

Roche

3

MEDTECH & PHARMA
CLIENTS

103k

PEOPLE AT ROCHE, THE
LARGEST

157k+

PEOPLE ACROSS THE
COHORT

Prepared for internal
review
Confidential

OKRS FOR A SECTOR BUILT ON SCIENCE, SCALE & REGULATION

Medtech and pharma operate on a demanding mix: long R&D horizons, strict regulation, and the need to align highly specialised, globally distributed teams around a shared strategy. Strategy is rarely the problem; the hard part is translating science-led ambition into focused, measurable execution and keeping diverse country and functional teams pulling the same way.

This report brings together our work with three organisations. With **Boehringer Ingelheim**, one of the world's largest research-driven pharmaceutical companies, we approached OKRs as a way to connect long-horizon R&D ambition to focused

near-term outcomes across human pharma and animal health. With **MED-EL**, a pioneering hearing-implant maker, we embedded OKRs at the middle-management layer to close the gap between strategy and frontline execution. And with **Roche**, we equipped country managers to align diverse local teams with a global strategy across many cultures.

Different as they are, all three draw on the same practice: **hands-on enablement, workshop-led translation of strategy into outcomes, real OKR drafting, and a disciplined cadence**, capability we build to last, not a template we hand over.

3

Organisations across Germany, Austria & global markets

103k

Employees at Roche, the largest organisation in the cohort

Middle

Management often the pivotal layer where OKRs unlock execution

100%

Context-led programmes tailored to each organisation's reality

HOW WE BUILD OKR CAPABILITY IN MEDTECH & PHARMA

1 Context-led enablement

We ground leaders, middle managers, and country teams in OKR principles and behaviours, tailored to each organisation's regulatory, R&D, and operating context.

2 Strategy-to-OKR translation

We facilitate workshops that convert strategic and scientific priorities into clear, outcome-based Objectives and measurable Key Results.

3 Alignment across levels & borders

We connect middle-management and country-team OKRs to global strategy, so local execution reinforces enterprise goals across cultures.

4 Coaching, cadence & culture

We coach managers and leaders, embed a review rhythm with regular check-ins, and adapt culture so OKRs become a living, self-owned system.

BOEHRINGER INGELHEIM

CONNECTING LONG-HORIZON R&D TO FOCUSED OUTCOMES

INDUSTRY
Pharma & animal health

HEADQUARTERS
Ingelheim, Germany

WORKFORCE
~53,000 employees

Boehringer Ingelheim is one of the world's largest research-driven pharmaceutical companies, family-owned and spanning human pharma and animal health across the globe. The opportunity we see with organisations like Boehringer is to use OKRs to connect a long-horizon, science-led strategy to focused near-term outcomes, so specialised teams stay aligned without losing the patience that real research demands.

THE CHALLENGE WE SEE

- 01 Long horizons vs. focused execution.** Drug and product development runs over years, making it hard to translate a science-led strategy into the focused, measurable outcomes teams can act on this quarter.
- 02 Alignment across functions & businesses.** Research, development, commercial, and animal health, spread across many countries, need a shared, outcome-focused language to pull in the same direction.
- 03 Outcomes over activity.** As in many established, highly regulated companies, performance conversations can lean on activity and compliance rather than the outcomes that define patient and customer value.

WHY IT MATTERS

As a family-owned company able to think in generations, Boehringer's strength is patient, long-term investment in science, a context where focus and reliability are everything.

Advancing that ambition without losing focus calls for a unified execution framework that connects strategic priorities to the everyday work of specialised teams.

THE OBJECTIVE WE WOULD SET

Use OKRs to connect long-horizon R&D and commercial strategy to clear, outcome-focused near-term goals, aligning specialised teams across functions and geographies while protecting the patience that science demands.

FOCUS AREAS

R&D focus

Cross-functional alignment

Outcomes

OUR APPROACH

01 Leadership & manager enablement

Education for leaders and managers on OKR principles, governance, and outcome-driven leadership in a research-intensive, regulated context.

02 Strategy-to-OKR workshops

Facilitated workshops converting long-horizon R&D and commercial priorities into clear, outcome-driven Objectives and Key Results.

03 Cross-functional alignment

Sessions aligning research, development, commercial, and animal-health objectives, while teams retain clear ownership of execution.

04 Coaching & cadence

Coaching through OKR cycles and a structured review rhythm, integrated with existing governance, planning, and reporting.

THE OUTCOMES WE WOULD AIM FOR

- **A clear line of sight to strategy.** A defined path from long-horizon strategy to the near-term outcomes specialised teams own, so a large, distributed organisation can pull in one direction.
- **A shift from activity to outcomes.** Performance conversations move away from activity and compliance metrics toward the outcomes that define patient and customer value.
- **Confident, capable managers.** Managers equipped to run OKR cycles themselves and cascade them to their teams, building capability that stays with the organisation.
- **Focus that respects the science.** A cadence that keeps teams aligned on near-term outcomes while protecting the long-term investment that real research requires.

OUR PERSPECTIVE

Research-driven pharma is fundamentally a focus story across long time horizons. The challenge in an organisation that thinks in generations is keeping specialised teams aligned on near-term outcomes without rushing the science. OKRs, applied with care, give that structure, a shared cadence that connects patient, long-term ambition to measurable progress this quarter.

MED-EL

UNLOCKING EXECUTION THROUGH MIDDLE MANAGEMENT

INDUSTRY
Medtech · medical devices

HEADQUARTERS
Innsbruck, Austria

WORKFORCE
1,500 employees

MED-EL is a pioneering medical-device company, best known for hearing implants that restore sound to people around the world. We partnered with MED-EL to implement OKRs specifically at the middle-management level, the pivotal layer between strategy and frontline delivery, to enhance goal alignment, execution, and management effectiveness.

THE CHALLENGE WE FOUND

- 01 Alignment & communication gaps.** There was a noticeable disconnect in strategic priorities and communication between upper management and frontline teams, mediated by middle management.
- 02 Inconsistent goal execution.** Middle managers struggled to set and track goals that were both ambitious and aligned with the company's strategic vision, leading to uneven execution and outcomes.
- 03 Limited engagement & ownership.** A lack of clear, measurable objectives left middle managers and their teams with diminished engagement and ownership, weakening their ability to drive performance.

WHY IT MATTERED

Middle management is where strategy either translates into delivery or stalls, especially in a precision medtech business where execution quality is bound up with patient outcomes.

Strengthening this layer first was the surest way to close the gap between MED-EL's ambitious vision and consistent execution on the ground.

THE OBJECTIVE WE SET

Implement OKRs at the middle-management level to enhance goal alignment, execution, and management effectiveness, closing the gap between strategic vision and frontline delivery.

FOCUS AREAS

Middle management

Goal execution

Ownership

OUR APPROACH

01

Customised OKR training

Bespoke training sessions equipping middle managers with the knowledge and tools to implement OKRs effectively within their teams.

02

Alignment workshops

Workshops bridging upper management's strategic intent and operational execution by middle management, ensuring coherent goal alignment.

03

Tracking & management tools

Specialised software tools to set, track, and review OKRs, enhancing transparency and accountability across teams.

THE RESULTS WE SAW TOGETHER

- **Enhanced strategic alignment.** We helped middle managers align their teams' efforts with MED-EL's overarching goals, improving coherence and focus in strategic execution.
- **Improved goal setting & tracking.** The OKR framework enabled managers to set clearer, measurable goals, resulting in more consistent execution and measurable outcomes.
- **Increased engagement & ownership.** The clarity and measurability of OKRs fostered greater engagement and ownership among managers, translating into higher motivation and team performance.
- **A stronger execution layer.** By investing in middle management specifically, we built durable capability exactly where strategy meets delivery.

OUR REFLECTION

MED-EL is a story about where you intervene. Rather than start at the top or the front line, we focused on middle management, the layer that translates strategy into delivery and most often becomes the bottleneck. Equipping managers to set, align, and track OKRs turned that layer from a communication gap into the organisation's execution engine.

Roche

ALIGNING DIVERSE COUNTRY TEAMS WITH GLOBAL STRATEGY

INDUSTRY
Pharmaceutical & healthcare

HEADQUARTERS
Basel, Switzerland

WORKFORCE
103,000 employees

Roche is a global leader in healthcare and pharmaceuticals. We partnered with Roche to enhance the OKR proficiency of middle management and teams, improving strategic alignment and execution across its diverse country teams and ensuring coherence with the company's global strategies and vision, across many cultures and operating landscapes.

THE CHALLENGE WE FOUND

- 01 Aligning country teams with global strategy.** Ensuring that country teams were effectively aligned with Roche's overarching strategies and vision was the central challenge.
- 02 Diverse cultural & operational landscapes.** Country teams operate in very different cultural and operational contexts, making a single, uniform approach to goals impractical.
- 03 Coherence from function to strategy.** Connecting day-to-day functional work to strategy-management level goals required a shared, outcome-focused method leaders could apply consistently.

WHY IT MATTERED

As a 103,000-person global group, Roche depends on country teams to deliver a shared strategy in very different local contexts, without losing global coherence.

OKRs offered a way to align local execution to global strategy while respecting both Roche's corporate culture and the distinct cultures of each country.

THE OBJECTIVE WE SET

Equip country managers and teams to align their efforts, from functional to strategy-management level, with Roche's global strategy, while adapting the OKR system to both corporate and local country cultures.

FOCUS AREAS

Country–global alignment

Cultural adaptation

Cadence

OUR APPROACH

01

Practitioner course for country managers

Tailored OKR Practitioner training for country managers, focused on alignment methods that respect both Roche's corporate culture and country nuances.

02

Cross-level alignment

Methods to align efforts from the functional level up to strategy management, so all activity contributes to Roche's global objectives.

03

Weekly check-in cadence

A rhythm of regular weekly check-ins to sustain engagement, enable real-time adjustments, and foster continuous feedback.

THE RESULTS WE SAW TOGETHER

- **Strategic alignment across levels.** Team leads and country managers learned to align their teams' efforts from the functional to the strategy-management level, so all activity contributed to Roche's global objectives.
- **Engagement through weekly check-ins.** The practice of regular weekly check-ins took hold, enhancing adherence to the OKR system and enabling real-time adjustments and continuous feedback.
- **Cultural adaptation of the system.** Participants mastered adjusting the OKR system to fit both Roche's corporate culture and the distinct cultures of each country, keeping implementation effective and locally sensitive.
- **A globally coherent, locally sensitive model.** Country teams gained a shared method that connected local execution to global strategy without flattening cultural differences.

OUR REFLECTION

Roche is fundamentally an alignment story across cultures. The challenge in a 103,000-person global group is that strong country teams must serve a global strategy while honouring very different local contexts. The turning point was equipping country managers to adapt the OKR system to each culture while keeping it anchored to global objectives, so local sensitivity and global coherence reinforced each other.

THREE ENGAGEMENTS, ONE DISCIPLINE

CLIENT	PROFILE	CORE CHALLENGE	HOW WE HELPED
Boehringer Ingelheim	Research-driven pharma · Germany · ~53,000	Connecting long-horizon R&D to focused outcomes	Leadership enablement + strategy-to-OKR workshops + cross-functional alignment
MED-EL	Medical devices · Austria · 1,500	Unlocking execution through middle management	Manager training + alignment workshops + tracking tools
Roche	Global pharma & healthcare · Switzerland · 103,000	Aligning diverse country teams with global strategy	Practitioner course + cross-level alignment + weekly check-ins

Three lessons we carry across the sector

01 · Focus the long horizon

In research-driven pharma, OKRs work by connecting patient, long-term science to measurable near-term outcomes, adding focus without rushing the work.

02 · Intervene where it counts

MED-EL's lesson: middle management is where strategy either becomes delivery or stalls, so enabling that layer first unlocks execution.

03 · Align across cultures

Roche's lesson: adapting OKRs to local cultures while anchoring them to global strategy turns country autonomy into shared momentum.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN YOUR MEDTECH OR PHARMA STRATEGY INTO MEASURABLE EXECUTION?

From pioneering device makers to global research-driven pharma groups, we help medtech and pharmaceutical organisations align, execute, and deliver on their strategy, within the realities of a regulated, science-led sector. We would welcome the chance to do the same with you.

Contact us →

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