Case Study

Building a Product-Centred Technology Organisation

/ Broughton

Broughton Group is a specialist life sciences and scientific services organisation providing analytical testing, consultancy, and regulatory compliance support. Operating in a quality-critical and highly regulated environment, the business depends on reliable systems, clear processes, and dependable technical support to help its teams and customers navigate complex scientific and compliance demands with confidence.

> " Regulated environments like ours present additional challenges to any transformation program. The NewRedo team navigated these sensitively and effectively "
>
> Paul Moran - Chairman of the Broughton Group

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Project Introduction

Supported Broughton Group in an agile transformation across its technology organisation, helping teams improve delivery flow, quality practices, stakeholder alignment, and product execution for internal and external life sciences software platforms through discovery, workshops, coaching, and delivery practice improvements.

Project Challenge

Broughton Group operated in a demanding environment where software quality, predictability, and responsiveness all mattered deeply. Its technology teams supported software products that enabled internal business operations as well as customer-facing laboratory management capabilities, creating the need to balance product innovation with consistency, traceability, and operational confidence.

As the organisation evolved, it needed ways of working that would allow teams to deliver value more regularly, align more effectively with business priorities, and maintain a very high bar for quality. This required a clearer understanding of delivery maturity, stronger alignment across stakeholders, better facilitation of planning and execution, and more robust engineering and testing practices to support sustainable delivery at scale.

Project Solution

We worked with Broughton Group through a structured agile transformation approach that combined assessment, enablement, and embedded coaching.

- **Discovery and assessment:** We carried out fact-finding across stakeholders, teams, and delivery practices to understand the current state of agile maturity, delivery flow, team structures, dependencies, quality practices, and supporting delivery infrastructure.
- **Workshops and collaborative learning:** We designed and facilitated workshops, clinics, and discussion sessions to build shared understanding of lean and agile principles, improve role clarity, and establish more effective approaches to planning, prioritisation, collaboration, and execution.

- **Stakeholder engagement and facilitation:** We supported conversations across delivery teams, leadership, and wider stakeholders to align expectations, improve decision-making, and create the conditions for better flow of work and clearer value delivery.
- **Coaching across teams: **We provided practical coaching to multiple delivery teams, helping them strengthen team cadence, refine backlogs, improve flow-based delivery, reduce delivery friction, and build habits that supported regular, predictable progress.
- **Quality engineering and testing improvement:** We helped teams evolve their testing approach through more structured quality practices, including tactical and strategic risk-based testing, stronger thinking around quality ownership, and improved support for dependable release decisions.
- **Delivery infrastructure improvement:** We advised on the evolution of delivery infrastructure and engineering practices, including areas such as test automation, delivery management, and deployment ways of working, to better support efficient and reliable software delivery.

Customer Value Proposition

The engagement helped Broughton Group develop a stronger and more mature product delivery capability across its technology organisation. Teams were better equipped to work in a leaner, more adaptive way while still protecting the levels of quality and confidence required in a life sciences environment.

As a result, the organisation was able to improve the regularity and effectiveness of delivery, increase alignment between technology and business priorities, and strengthen the quality practices supporting both internal platforms and customer-facing software products. The overall effect was a more resilient and commercially valuable delivery model: one capable of producing high-quality outcomes consistently, supporting product evolution with greater confidence, and enabling the technology organisation to deliver value at a higher level of operational excellence.

Project Skills

team coaching, backlog refinement, test automation, operating model development, Agile transformation, Lean software delivery, pragmatic agile coaching, discovery interviews, stakeholder engagement, workshoping, flow-based delivery, Agile Delivery Management, deployment management, Quality Assurance (QA), Product Management, engineering collaboration, software delivery assessment