



LEADING ENTERPRISE
EXCELLENCE BOOK
CASE STUDY

How Metagenics Accelerated Transformation

with an Agile Innovation & Change Management System

Discover how Metagenics used an Agile Innovation & Change Management System to accelerate innovation, empower teams and deliver complex strategic projects successfully.

Metagenics' Transformation Journey

Responding to a Changing Health Landscape

Metagenics has operated in natural health care for more than forty years, with a mission to help people live happier, healthier lives. The company has long been on a journey to place its high-quality products into more people's hands. However, the health landscape has been changing rapidly. Visits to practitioners have been declining as people turn to Google, ChatGPT and other online sources for information, and as social commerce and influencers shape consumer behaviour.

Historically, the Metagenics brand had been delivered 100% through channel partners. To move forward and reach more people, the company needed to evolve how it went to market. Suzie Young and the team were tasked with designing new ways to engage customers that would fuel growth while strengthening practitioner relationships. The strategy has been to create demand on both sides: building a strong direct to customers (DTC) presence that educates and attracts new consumers, while simultaneously directing those consumers back to practitioners through better tools, richer content, and enhanced areas of support.

Empowering Teams Through Agile

Ownership, Accountability and Visibility

As work was divided into project streams and small teams, people became empowered and accountable for achieving clear outcomes. The framework gave team members permission—and expectation—to step up and lead. Many did.

The system provided a safe structure within which they could experiment, solve problems and make decisions, knowing the team would come together frequently to review and adjust.

Visibility was another major benefit. Because everything sat on the Agile boards, everyone knew the status of work at any moment, what was on track, what was blocked and where support was required.

"Everything sat on the Agile boards, so everyone knew what was progressing, what was blocked and where support was required."

Suzie Young, Metagenics

Building an Agile Culture

From Uncertainty to Enthusiasm

Suzie found that people who were new to Agile typically took around three weeks to move from uncertainty to enthusiasm. Once they experienced the clarity, pace and ownership the system created, they began to speak positively about how much it helped their performance and enjoyment at work. The system is anchored in collaboration and innovation; it naturally drives engagement, strengthens culture and lifts performance.

Planning for Long-Term Success

The planning cadence also proved critical. Longer-term release plans provided a clear line of sight to the overall transformation, while short-term sprints ensured momentum and adaptability.

For a technology-heavy project of this scale, Suzie is clear that there would have been "no chance" of success without this system in place. It created the structure needed for the project to be endorsed in the first place and then gave the team a realistic way to deliver.



Improving Quality and Performance

Better Visibility. Better Results.



Quality and productivity improved as a direct result. Because work was visible and documented, gaps and issues were easier to spot and address. The same visibility drove better prioritisation and reduced waste.



Speed and efficiency lifted across the project, and the habits developed through Agile—collaboration, transparency and rapid adaptation—began to flow into day-to-day operations, supporting Quality and Continuous Improvement systems more broadly.

Measuring Success



Success of the system was measured at both team and business levels.



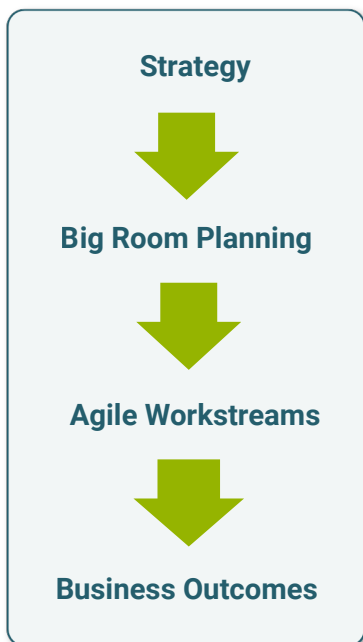
Sprint reviews and retrospectives provided regular feedback loops on how the team was feeling, what was working and where improvements were needed.



Burndown charts tracked velocity and pace, while commercial success was assessed through strategic customer results, project outcomes, and delivery on time, on budget and to agreed scope.

Aligning Agile with Strategy

Connecting Teams to Strategic Priorities



The system was closely linked to Metagenics' Strategic and Culture Planning and Deployment process. Suzie and the leadership team used big room planning sessions to align every team around key objectives and measures, ensuring the Agile workstreams were always anchored to broader strategic priorities.



Lessons from the Journey

Key Learnings



Give People Time to Learn Agile

Learning takes patience before momentum builds.

Introducing Agile requires patience. People need time to learn new terminology and ways of working. "Training wheels" are normal, but confidence grows quickly. By the second month, the team was already "humming."



Empower People to Step Up and Lead

The right structure creates new leaders.

Agile empowered frontline team members to lead workstreams, solve problems and take ownership. For many, it became a career-defining experience where their capability and contribution were clearly visible.



Build Discipline Through Strong Systems

Strong systems need strong facilitators.

People with strong organisational skills help keep Agile on track. Their discipline maintains ceremonies, boards and workflows, enabling teams to collaborate effectively and consistently deliver results.



Adapt Agile to Fit Your Organisation

Focus on Agile principles, not rigid rules.

Agile succeeds when it's adapted to your organisation. Understand the core principles, tailor them to your culture and systems, and continually refine the way your teams work.

The Lasting Impact

Building a Stronger Organisation for the Future

The results have been powerful. The key projects were delivered on time and within budget, and Metagenics has been able to create, and in many cases exceed, the increased demand it was seeking.

The organisation has successfully stepped into a new world of supply chain and customer engagement, with stronger connections to both consumers and practitioners.

Beyond the project outcomes, the Agile Innovation and Change Management System has had lasting benefits in the way teams collaborate around everyday work, quality, teamwork and continuous improvement, helping Metagenics continue its mission of improving people's health and lives at scale.



**Ready to Accelerate
Innovation Through
Agile Enterprise
Excellence?**

enterprise
excellence
group



Contact:



0402448445



enterpriseexcellencegroup.com.au



bjeavons@iqi.com.au



Located in Brisbane, Newcastle,
Sydney & Perth in Australia. We
also have representatives
located in Asia and UK.