

The Company Backlog

How a single backlog stopped priority battles, improved decision-making, and aligned teams in MedTech

Dr.-Ing. Frederic Siepmann

Together we’re making an impact

Company overview

25 locations **1 in Tokyo!**
across Europe, Asia, Australia, North and South America

1 home
with our company headquarters in Munich, Germany

2,000 employees
with the shared goal of improving treatment for patients

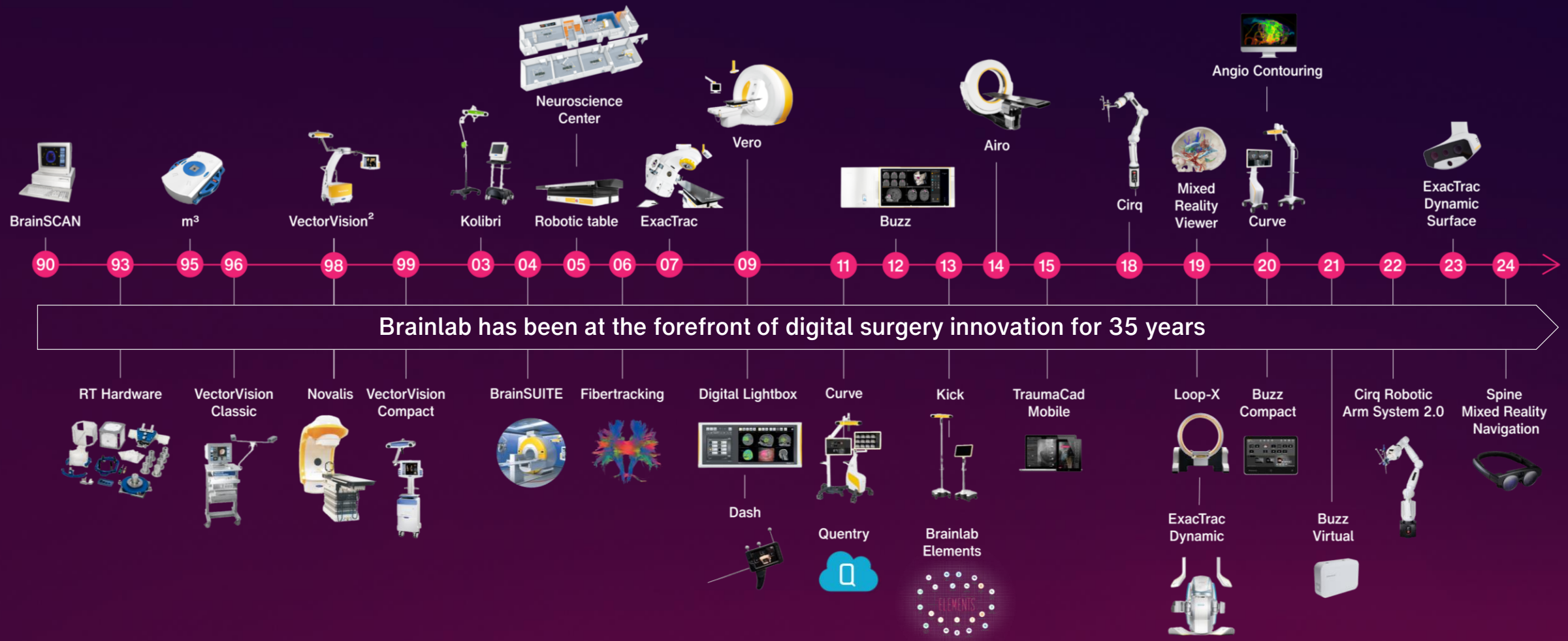
35 years
of shaping the healthcare system of the future

~7,000
systems installed in 120 countries worldwide

23,000,000
patients and counting have been treated using our technology

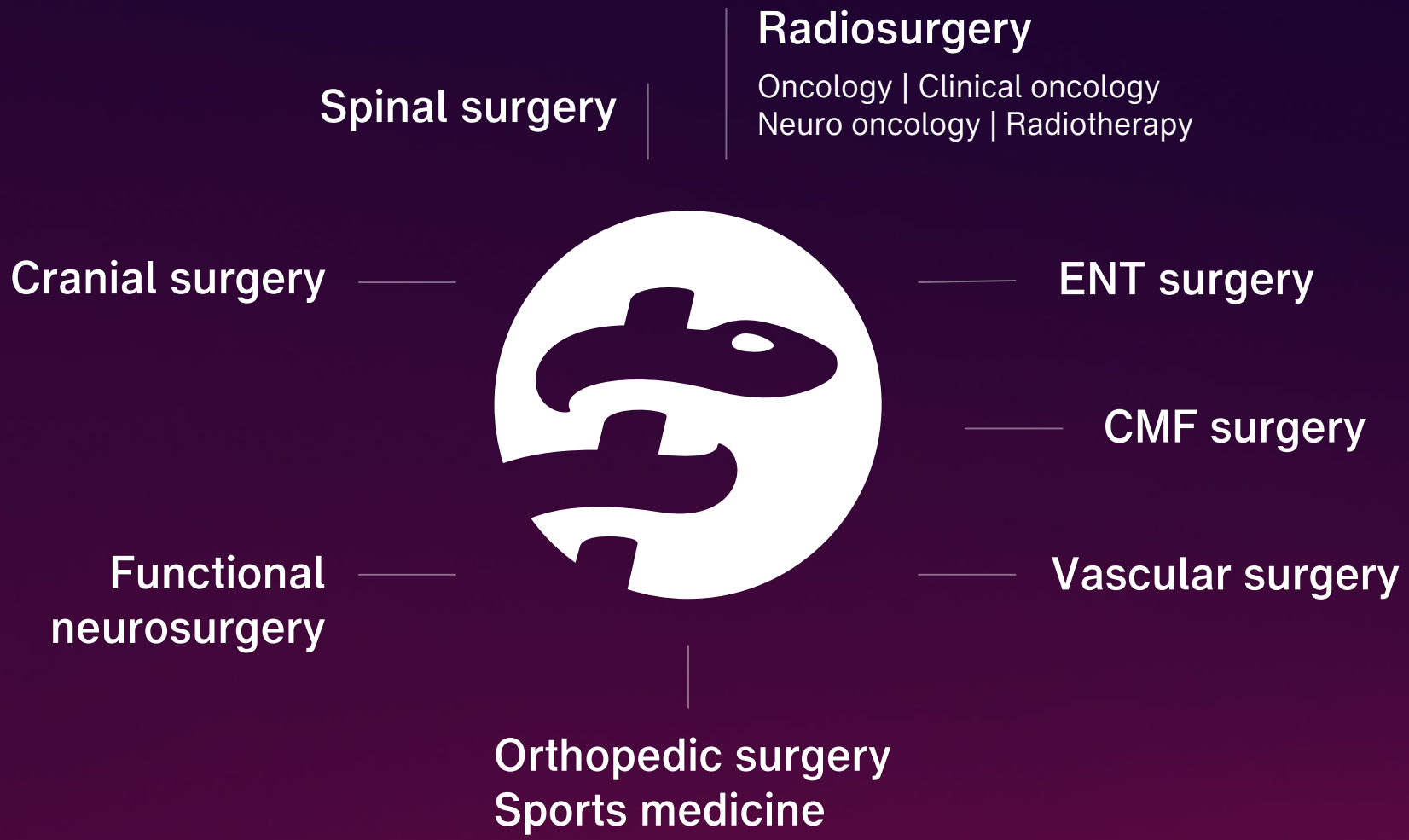
We push the boundaries of medtech

History of innovation at Brainlab



Our open healthcare ecosystem

Clinical segments



Economics 101

We should work more!

Checking the news these days might give the impression to work more.

NEWS › POLITICS

Merz calls on Germans to work more — and draws a withering backlash

The chancellor is pushing market-oriented policies he believes will boost competitiveness at home and across the EU.

▷ LISTEN COPY LINK



Germans don't work enough hours and take too many sick days, hampering economic growth, Friedrich Merz has argued in recent weeks. | Nicolas Tucat/AFP via Getty Images

MORGENSTERN

Mehr arbeiten, fordert Friedrich Merz. Aber wie viel Arbeit erträgt ein Leben?

von Alexandra Kraft 30. April 2026 • 05:54 Uhr • 5 Min.



Merz's party proposes ban on part-time work: "Those who can work more should work more"

The CDU calls for stricter rules, sparking debate over work-life balance and gender equality.

Startseite › Wirtschaft

Fünf Stunden mehr arbeiten ohne Lohnausgleich? Angeblicher brisanter Mercedes-Plan aufgetaucht

26.05.2026, 10:38 Uhr
Von: Markus Hofstetter

Google's Sergey Brin Urges Workers to the Office 'at Least' Every Weekday

The tech giant's co-founder said that if employees worked harder and were in the office more, the company could reach an artificial general intelligence breakthrough.

KATE KNIBBS BUSINESS JUL 23, 2025 5:30 AM

Silicon Valley AI Startups Are Embracing China's Controversial '996' Work Schedule

In an industry once known for cushy perks, so
founders are now asking staff to commit to a 7
weekly schedule. You're either in or you're out

Tech Workers Are Just Like the Rest of Us: Miserable at Work

Google, Meta and Amazon are piling on demands and taking away perks. A job in Silicon Valley just isn't what it used to be.

Aa 369 Listen (2 min)



ROBERT NEUBECKER

More work

How did we arrive at this realization?

Disclaimer:

This is an unrealistic & exaggerated example for presentation purposes only.

How could your organization have arrived at this realization?

Challenge: Increase Productivity

Usual options:

1. Provide teams with [better, faster, more] tools (physical capital)
2. Invest in teams through [education, training, upskilling] (human capital)
3. Invest in innovation for [production methods, workflows, minimizing waste] (technological advancement)



“We buy copilot licenses!”



“We don’t have budget because we did buy copilot licenses!”

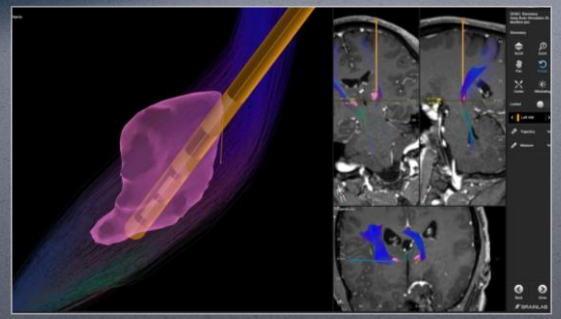


This will be the main topic of this talk!

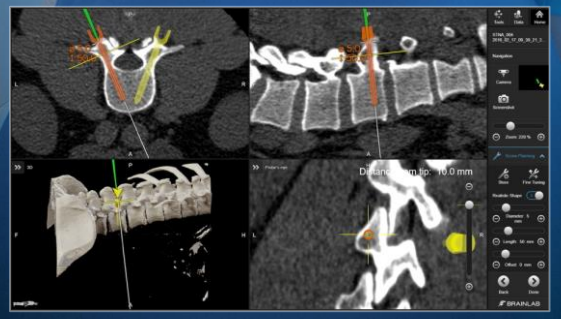
Cranial surgery



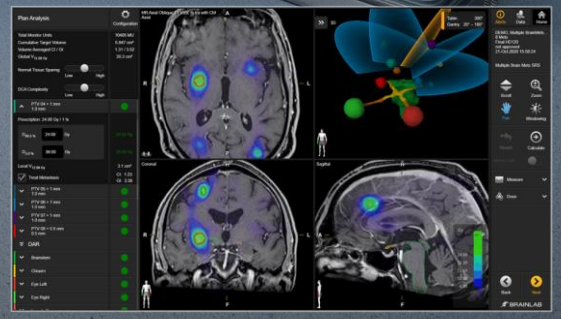
Functional neurosurgery



Spine surgery



Radiosurgery



Developing Brainlab Solutions

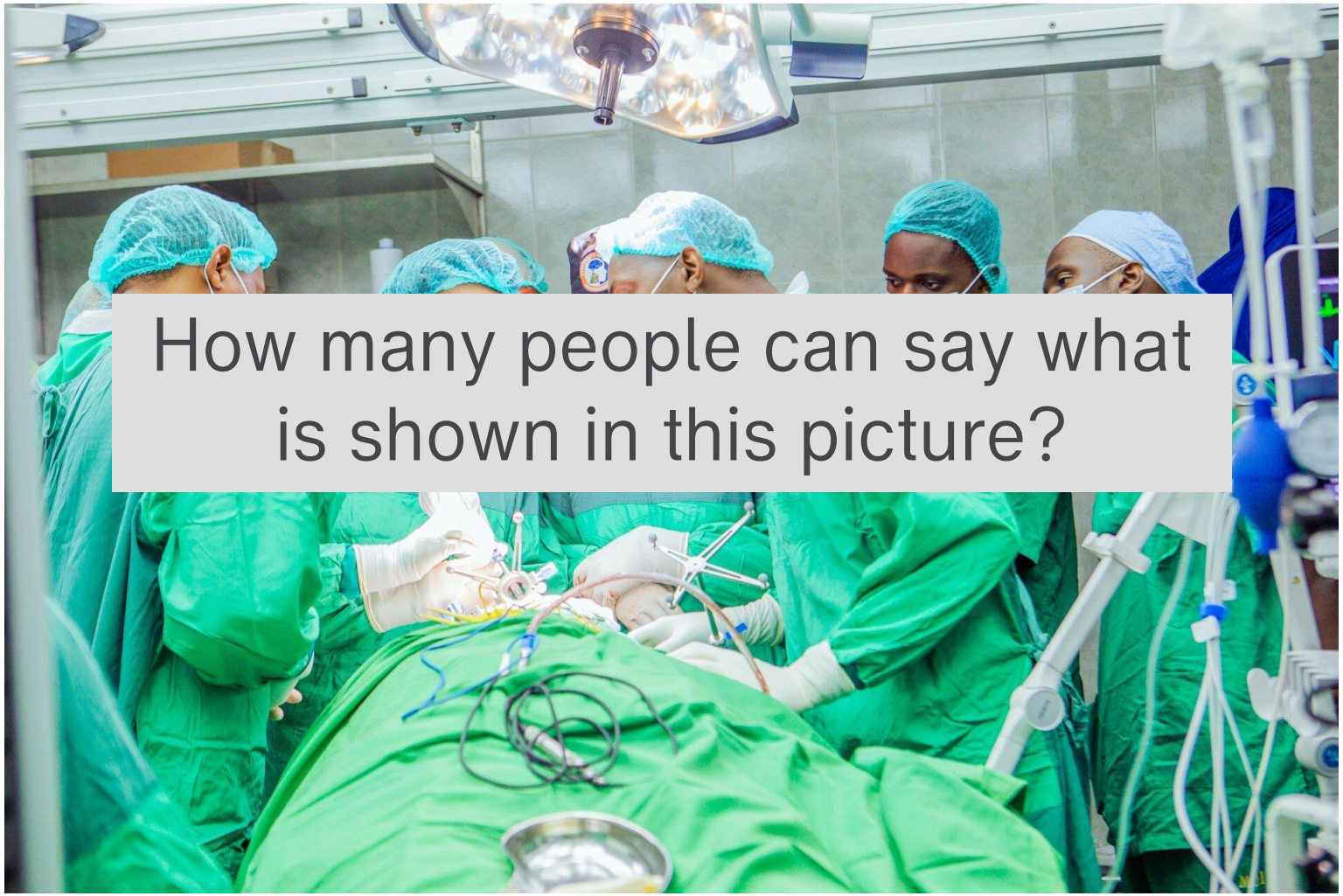
Example from another context



Marcello Casal Jr/Agência Brasil, CC BY 3.0 BR, via Wikimedia Commons

Developing Brainlab Solutions

Medical Device Context



Together We

Before we start...

This was and still is a team effort!

Rebecca



Thomas



Max



Julia



Ben



Merle



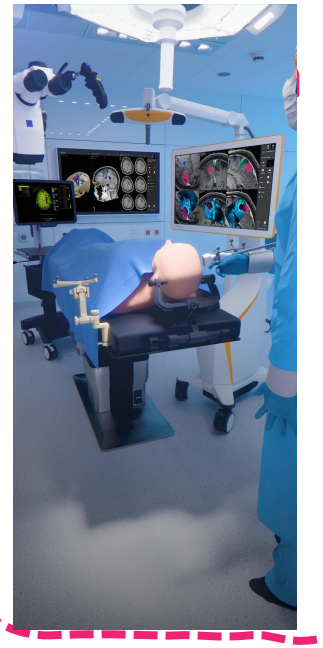
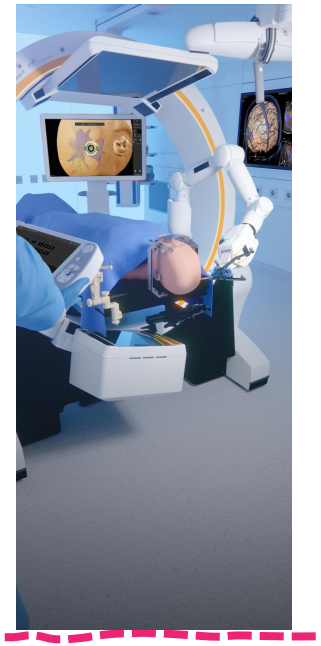
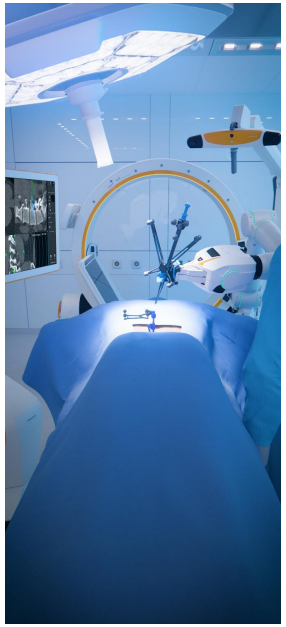
Developing Brainlab Solutions

About Structure

Product Manager

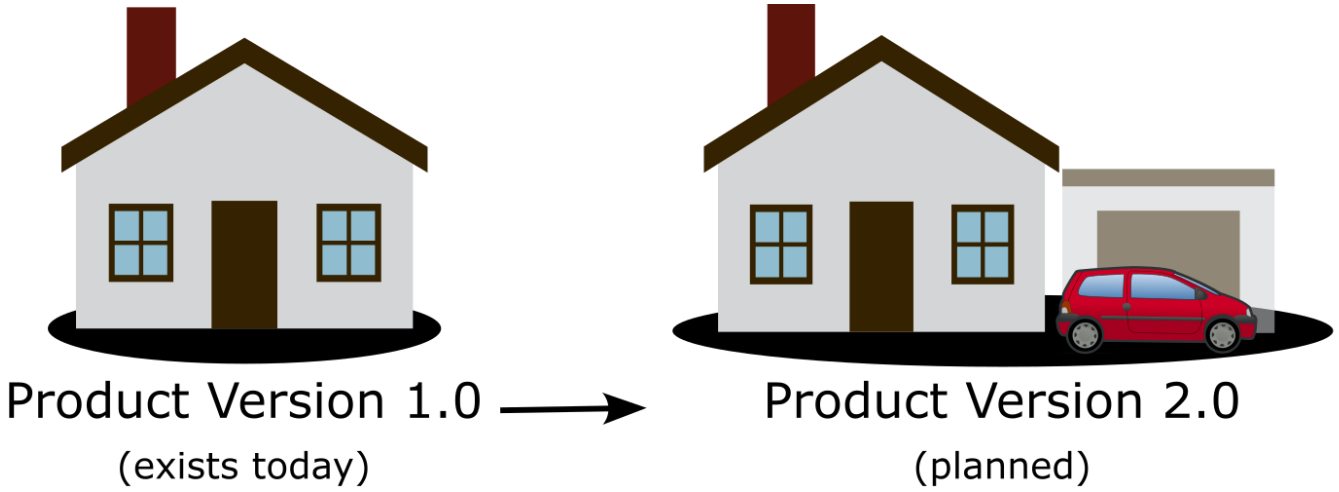
Product Owner

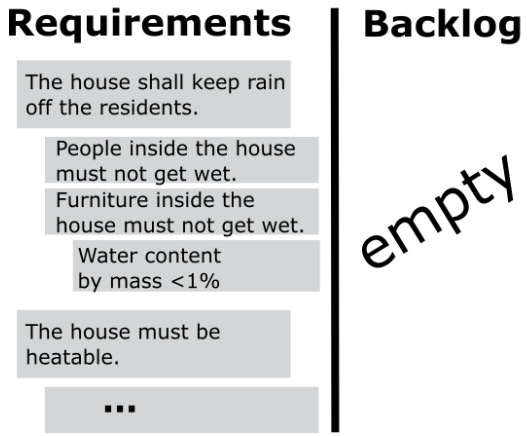
Product Development!

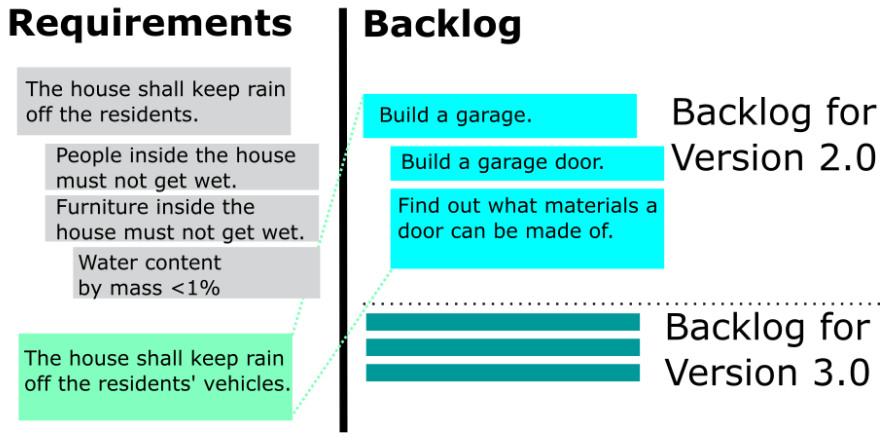





Misconceptions About The Backlog

What about the requirements?



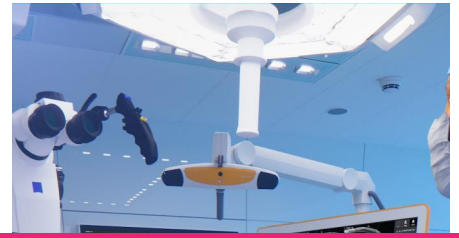




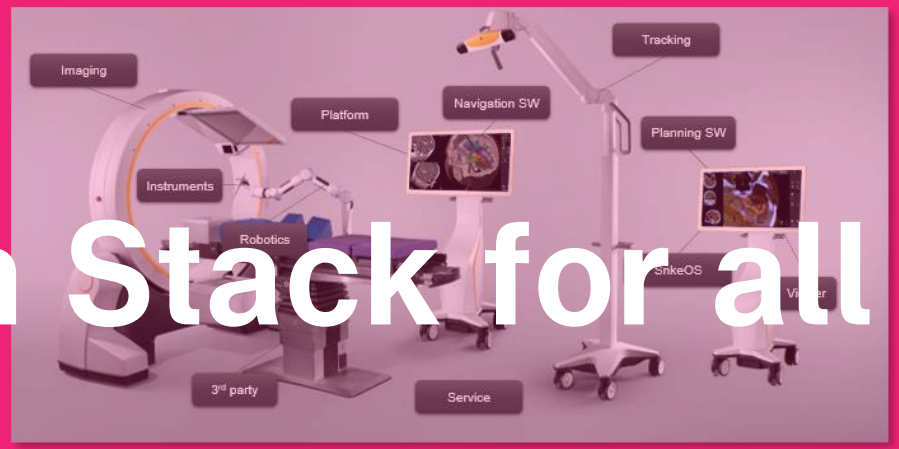
https://agile-in-medtech.works/2025/02/19/dont-put-it-in-the-backlog/

Dependencies & The Stack

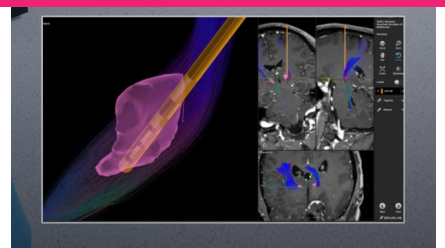
Developing Products that are also Medical Devices





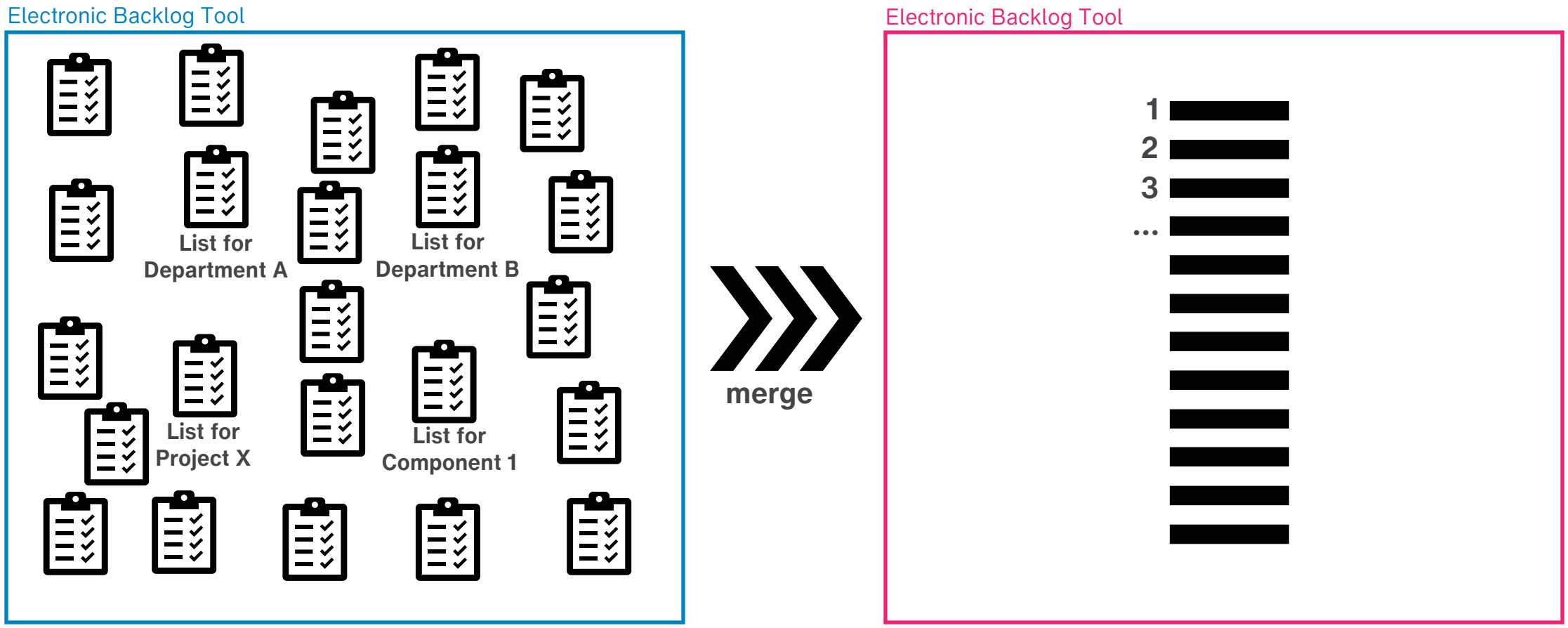
Common Stack for all Products!



Creating The Company Backlog

One Backlog To Prioritize Them All!

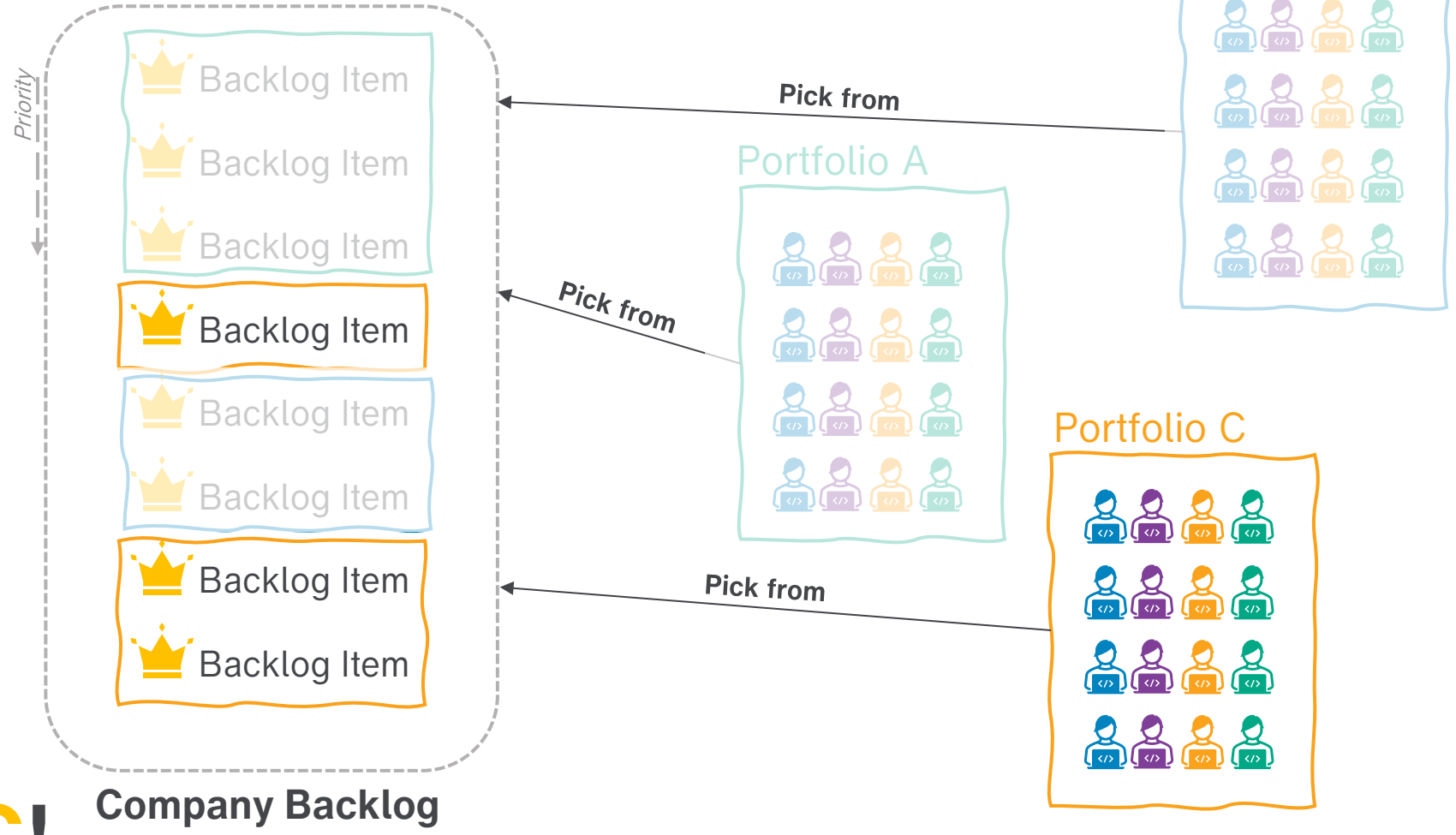


Creating The Company Backlog

Where Are My Products?



R&D Roadmap



Active Filter for Portfolio C!

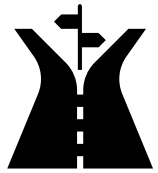
Creating The Company Backlog

Improvements

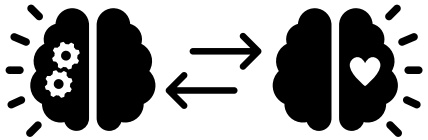
- The Company Backlogs makes development topics (and their priority) visible to everyone
- It's from the customer perspective and emphasizes the outcome
- Avoids multi-topic tasking and can help to reduce WIP



- Backlog focuses on outcomes, teams can actually decide (as late as possible/necessary)
- (Product) strategy has an impact on priority & decisions
- Technical decisions become easier, because we can see what comes next

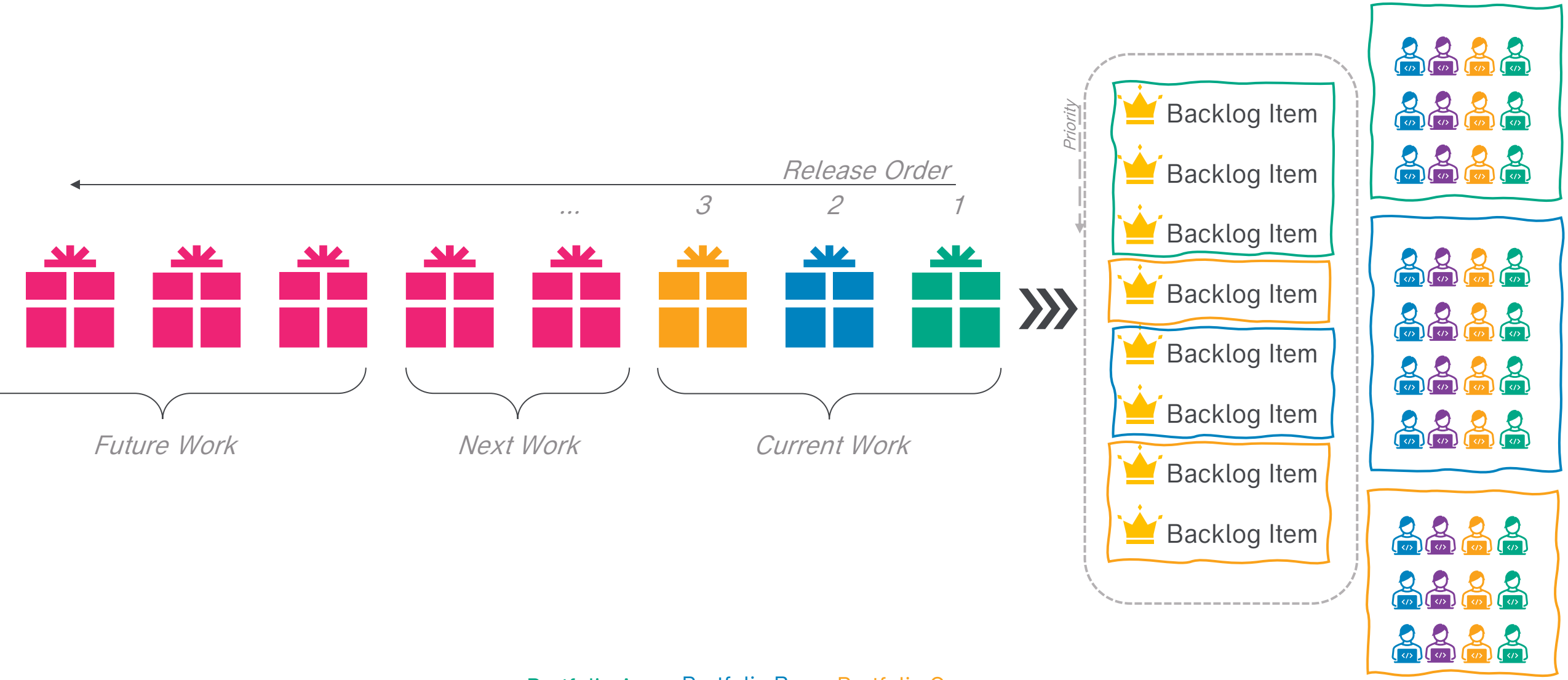


- Teams know where they are contributing on product level
- Medical Device work is better aligned, because we know what/when to release
- Enabling of collaboration → I can not interrupt you, because we are working on the same thing!



Creating The Roadmap

What do we need?



Company Backlog Observations

Culture Catalysts

“How do we even prioritize the roadmap together?”

“What makes an item on the roadmap important?”



“Do we have a strategy on that?”

“Do we have a strategy on that?”

“Who do we need to talk to for this item?”



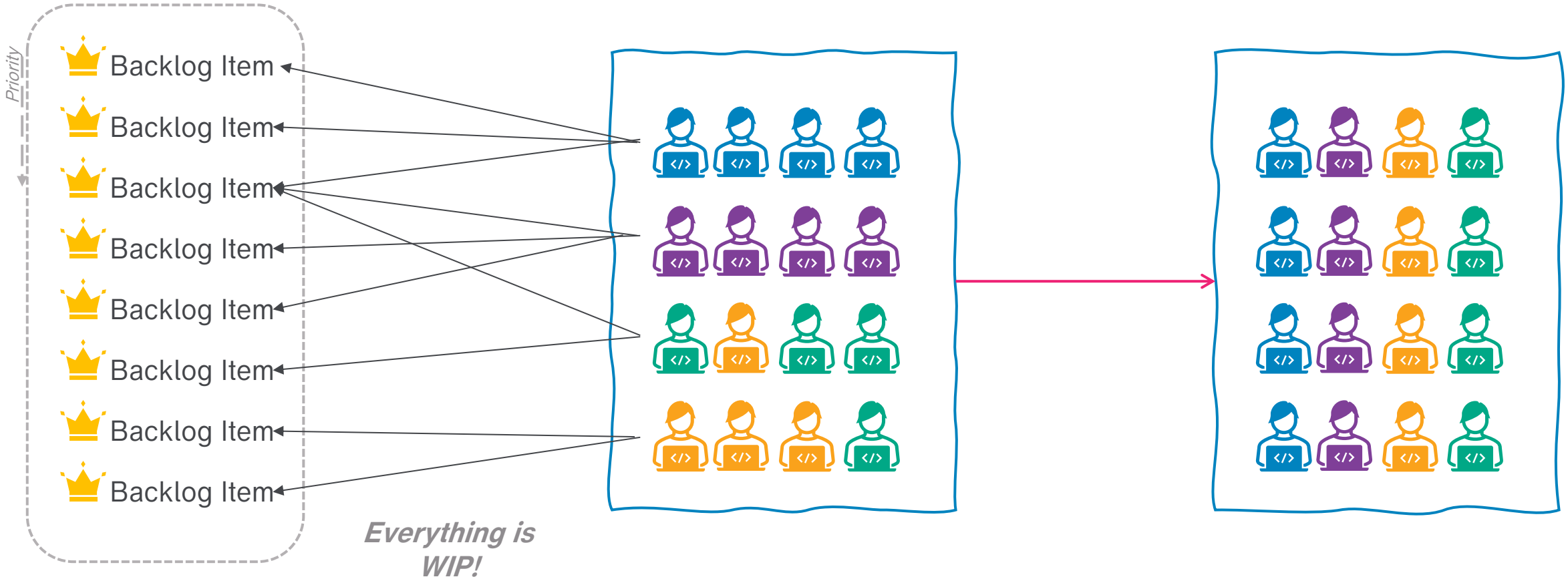
“How can we work on this part without breaking anything?”

“How do we document this?”

“How do we know we are done?”

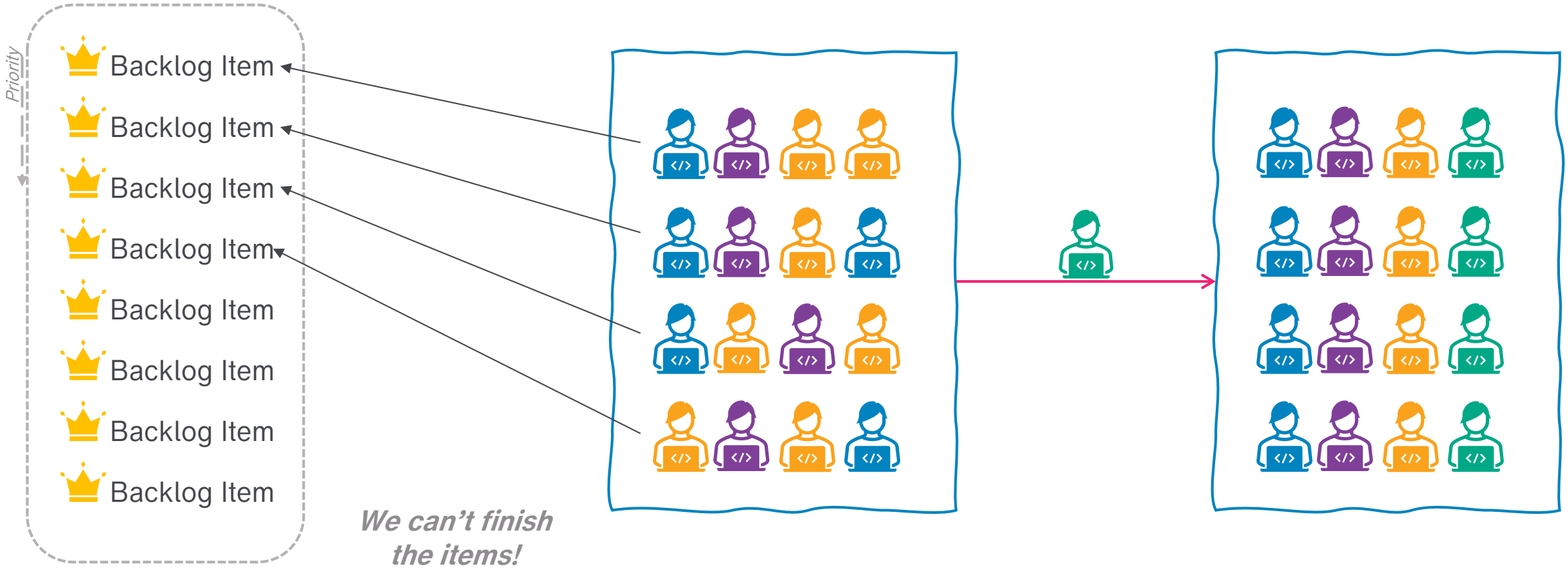
Company Backlog Observations

Team Structure



Company Backlog Observations

Capabilities



= developer with main skill **A**

= missing skill **D**



brainlab.com