Redesigning Stryker: A Strategic Blueprint for Innovation, Sustainability, and Inclusivity in a Changing Healthcare Landscape

by

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Author Note

The author is currently enrolled as an MBA student at Seton Hall University in Professor Amar's BMBA 9456 Management Theory & Practice class. The author is also currently employed by Stryker Corporation as a Marketing Associate. This paper is a final project for the class and

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Executive Summary

Stryker Corporation (more commonly known as Stryker) is a leading global medical technology and healthcare company that specializes in innovative healthcare solutions, which include surgical equipment, orthopedic implants, neurotechnology, and spine products. To maintain this position the company must be able to adapt to the rapid shifts in the macro environment. When Stryker was founded in 1941, it was because Dr. Homer Stryker innovated to create medical products that would fit the needs of his clients. Since then, Stryker has continued to adapt, evolve, and innovate by creating and acquiring products. Stryker is active in over 75 countries and currently operates in multiple divisions which include Orthopedics, Medical & Surgical, Neurotechnology, Spine, Endoscopy, and Instruments. Stryker's Orthopedics division, its largest in terms of resources and profitability, holds a market share of approximately 34% (IBISWorld, 2024). Across the broader healthcare industry though, Stryker holds an overall market share of about 3% (CSIMarket, 2024). Companies such as Johnson & Johnson and Medtronic hold higher market share percentages over Stryker despite the massive success that Stryker has had in the industry. The following strategic plan that I present analyzing Stryker's current position and situation within the global medical technology landscape will prepare the organization for the future of the industry. This strategic plan is to redesign Stryker to put the company in a better position to succeed. Throughout this report I will assess the future of the global macro environment, lay out the key impacts on Stryker, assess Stryker's preparedness, and then redesign Stryker based on these changes. This process will include a redefined mission and vision statement, structural reorganization, cultural changes, and new sustainability initiatives.

I. Assessing the Future

As we look towards the future it is important to assess the nature of the global macro environment as this will be important to any organization that is trying to be successful. The first major change that is changing rapidly year by year is technological advancements. Throughout the last decade alone technology has become significantly more advanced, which leads experts to predict that in the next decade, the same will happen. According to Angelo Kinicki, an organization that can fully integrate technology into its processes will have much more efficiency and overall satisfaction with its consumers (Kinicki, 2022). Additionally, new technologies will require R&D and investments in the machinery/software of the technologies. The emergence of Artificial intelligence (AI) has been a huge innovation as well that has had an impact on many facets of technology to make it more advanced and transformative. Another huge issue that will cause major changes in the near future is climate change and environmental awareness. This issue overall is compelling organizations to adopt sustainable practices as customers and regulators both want reduced carbon footprints and more eco-friendly products/practices (Kuhlman & Farrington, 2010). This causes there to be pressure on organizations to conform to both help the environment and not have negative backlash. As the frequency and severity of natural disasters are expected to increase, it will lead to which could lead to lower economic growth, and higher poverty, which as a result the World Bank predicts that global growth will slow to 2.4% in 2024 (Brookings Institution, 2023). With climate change and sustainability will also come a decarbonization movement in the global economy. According to GIC (2023), the global decarbonization movement is being driven by mounting regulatory pressures, technological advancements, and increasing demand for sustainable practices across industries. The next change that organizations need to be ready for is the aging demographic of people in the workforce. According to Temasek (2024), by 2030, around 17% of people worldwide will be 65 or older. Hence, this is expected to lead to more healthcare costs and companies will have to start looking for younger employees who can be integrated well into each business and industry. Another change that could come into effect is issues with supply chain management. There are many contributing factors that can lead to changes in the supply chain, with one of the biggest being geopolitical conflicts. Tensions with trade, for example, currently with the U.S. and China have led to some restrictions and tariffs (Financial Times, 2023). Sanctions of raw materials and resources can also contribute to those issues. Any companies that operate in multiple countries will need to have a good understanding and backup plan of the climate of the world. Supply chain can also be affected by regulations by the U.S. government, or pandemics like the COVID-19 Pandemic did to the world. Being prepared for a potential pandemic is important for an organization to keep in mind. The evolution of the workforce is another change that is crucial to have an understanding of. Most Millennial and Gen Z employees have an expectation of inclusivity, flexibility, collaboration, and meaningful work which organizations in turn must be able to adapt to their cultures to attract and retain top talent (Amar, 2024). Hybrid and online working have become a normality since the COVID-19 Pandemic, and companies need to be able to be efficient in that kind of environment. Overall, there are many changes in the global macro environment that are coming to the business environment in the next 5-10 years, and organizations need to be prepared for the ones that will affect them.

II. Key Future Impacts on Stryker

Now after assessing the overall future of the global macro environment, it is imperative to consider the main issues that will impact Stryker and the healthcare/medical device industry. Especially in healthcare, forecasting is immensely important to be able to gain a competitive analysis as the world changes. There are many big competitors in the industry, some of which already have a bigger market space compared to Stryker. The top five main changes that will most impact the business environment of Stryker are technological advancements, demographic shifts, sustainability, regulatory standards, and workplace culture.

1. Technological Advancements

Through the next decade and beyond technological advancements will continue to improve and make breakthroughs in healthcare. Medical technology advancements have already transformed the industry profoundly as the outcomes for patients and the accessibility of care have been enhanced. Many key changes already in healthcare have included: telemedicine and remote care, electronic health records, wearable fitness trackers, robotic surgery, and advanced drug development (U.S. Department of Health and Human Services, 2024). Nonetheless, as we look to the next 5-10 years the first major innovation that is continuing to improve is Artificial intelligence (AI) and machine learning/automation. AI is not just the future of healthcare but the future of the world as all facets of our lives are starting to revolve around it. In healthcare machinery that can learn diagnostics treatment planning and perform surgical procedures are not only coming to light but are becoming very efficient. Taking away human error is crucial in innovations for healthcare which is why robotic-assistant and AI processing/imagining are the future in standards for precision and efficiency. AI can also provide innovations in technology that provide managing services for patients' data and work as a greater cybersecurity. I’ve also mentioned how wearable fitness trackers have been a breakthrough for healthcare, and as time goes on more telemedicine technology will become available, especially in areas that are underserved or not applicable right now. Stryker will need efficient Research and Development to gain a competitive edge on AI and technology altogether.

2. Demographic Shifts

Demographic shifts are very important when it comes to healthcare as aging populations and trends in people require more advanced solutions. Additionally, emerging markets are now seeing a growing middle class with better access to healthcare. This creates opportunities for companies as there are high-value markets for the aging population, while there is also an issue of creating affordability for many groups. Another huge change that is predicted to come is staffing issues that will come with aging. According to the American Hospital Association, the ratio of the working-to-senior population has decreased from 4-to-1 in 2015 to 3-to-1 today... Projected demand gaps are expected to be 10.6% for physicians, 7.5% for specialists, and 5.9% for nurses (American Hospital Association, 2024). As the age of healthcare workers goes up and the burnout of working in the industry is catching up with employees, this is for sure going to be an ongoing dilemma. The average active age of a physician is 55 years old which is close to the average retirement age, so corporations will have to take this into consideration throughout each year.

3. Sustainability

Environmental issues and sustainability are at the forefront of all organizations, and having awareness of these issues is important for a corporation to address. In the medical technology and healthcare industries, there is a big reliance on manufacturing which causes sustainability concerns. Global warming for example is a massive concern in today's world and is something that is increasingly going to get worse as more pollution is created. The mounting pressures of the media also will put a negative connotation on companies that aren't sustainable. When it comes to consumers, investors of the company, or the government regulators you must make sure you make your company look good by doing the right things. It may be hard to balance profitability and sustainability but to maintain an image, and market relevance, it is something that must be taken seriously.

4. Regulatory Standards

In an industry as complex and stringent as healthcare and medical devices, there are increasingly difficult regulations that stand in the way of doing business. Organizations have to comply with many regulations such as Patient Privacy Protection, Quality Assurance, Fraud Prevention, and Data Security (Porter, 2023). On top of that, there are many clinical testing studies that these organizations have to do to comply with evolving standards. Companies that operate in multiple countries also need to understand geopolitical regulations and be able to work through supply chain issues as well. As mentioned by the World Business Council for Sustainable Development (2020), trade tensions will remain in the geopolitical landscape through the future as a shortening of supply chains, and a focus on national self-sufficiency.

Stryker operates in over 75 countries, which is even more of a reason to be aware of the overall geopolitical climate of the world.

5. Workplace Culture

The last major concern in the global macro environment for the foreseeable future is how the evolution of workforce culture will be as the next generation comes through. After the global pandemic in 2020, both hybrid and online working have become a normality and have continued to be incorporated into everyday work life. Millennial and Gen Z employees also emphasize customs such as inclusivity, flexibility, and inter-divisional collaboration. According to the According to the Health Resources and Services Administration (2024), 47% of active physicians were 55 or older, with more than a quarter of all physicians are over 60 years old. With that being said, for organizations to keep up with these new trends and to be able to set an efficient culture they need to be able to adapt; especially to attract and retain young top professionals.

III. Assessing Stryker's Preparedness

Now that we have looked at the changes that will be affecting Stryker in the future it is time to more closely examine and assess Stryker's preparedness to thwart these challenges. Specifically, Stryker's Mission/Vision statement, organizational structure, and CSR/DEI goals will be evaluated only in the context of what is wrong with them when it comes to the upcoming changes in the macro environment.

1. Mission and Vision

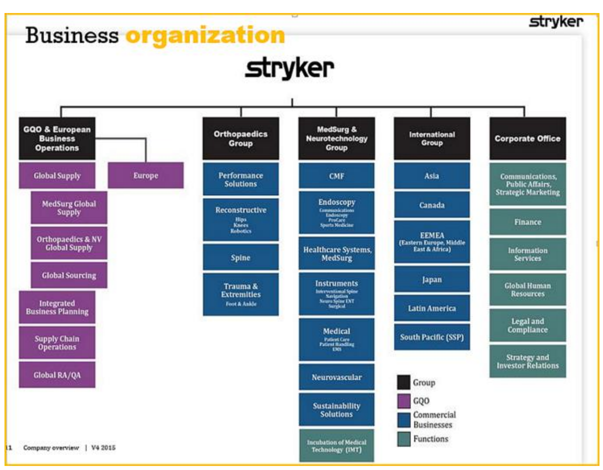
Stryker's current mission statement is "Together with our customers, we are driven to make healthcare better", while their vision statement is "We're on a mission to make healthcare better, join us". Additionally, on their website, they list values that represent the company which include, Integrity: Doing the right thing, Accountability: Doing what you say, People: Growing talent, and Performance: Delivering. Overall, these statements and values reflect Stryker's innovation and connection to its customers. However, it lacks acknowledgment of sustainability and inclusivity, which are two of the major issues that I highlighted would be affecting the future of the industry. Many of Stryker's competitors in the healthcare or medical device industry have either mentions or references to sustainability/inclusivity as well. For example, Medtronic, which has a market share similar to Stryker, has a mission statement emphasizing its commitment to contributing to human welfare through biomedical engineering, with the goals of alleviating pain, restoring health, and extending life (Medtronic, 2024). While not explicitly mentioning sustainability and inclusivity, their commitment to human welfare encompasses these principles. PHC Holdings, which operates in medical devices, has a mission to contribute to the health of society by creating healthcare solutions that have a positive impact and improve lives. Their values include diversity and collaboration, highlighting inclusivity as a core component (PHC Holdings, 2024). Lastly, Johnson & Johnson, which is one of the biggest and most well-known companies in healthcare, have both their mission and vision encapsulated in "Our Credo", which is a guiding document that highlights the company's duty to respect the dignity and diversity of all employees, fostering an inclusive work environment (Johnson & Johnson, 2024). It is clear that Stryker is at a disadvantage in addressing these values.

2. Organizational Structure

The current organizational structure of Stryker is divided into five different groups that operate their own business units, and functions. The current organizational chart is shown below in **FIGURE 1.** The company's functional structure organizes itself by each division/product line and by its different regions. This makes for operational efficiency but at the cost of being less adaptable to emerging trends, responsiveness, and innovation. This can lead to limited communication and collaboration between departments which in turn leads to a lack of synergy and slower problem-solving. With Stryker being so big as a company, it is essential for there to be more cross-divisional collaboration. Although each division acts as a separate entity, it is important for there to be ways to implement company-wide initiatives, such as cultural transformation or sustainability programs. Stryker has continued to absorb smaller companies in recent years to add to their portfolio, which makes it even more important for there to be a way to implement a more efficient structure that has a cross-divisional flow.

FIGURE 1

Stryker's Current Business Organization

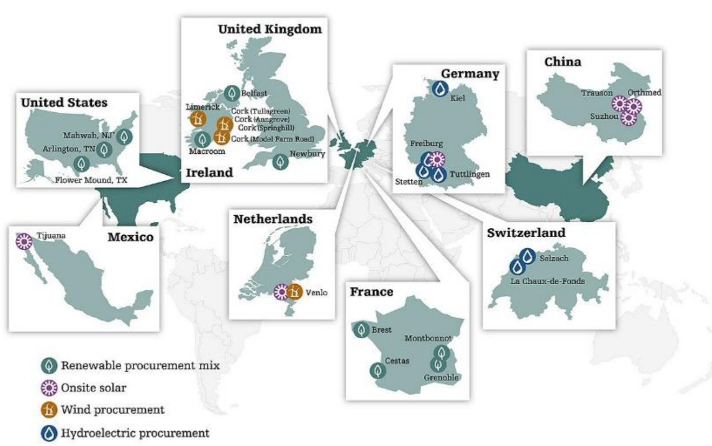


3. CSR, ESG, and DEI Goals

Lastly, when it comes to corporate social responsibility (CSR) and diversity, equity, and inclusion (DEI), Stryker has demonstrated some commitments but does lack a solid quantifiable metric system to keep track of how well they are doing. This relates closely to culture and demographics in the workforce as with the aging employees in healthcare, Stryker has to find a way to better implement an improved culture. Incorporating CSR and DEI would give a better understanding of their employee engagement, customer loyalty, regulatory compliances, brand reputation, and culture to name a few. Additionally, when it comes to environment, social, governance (ESG), Stryker needs to be able to scale sustainability, as efforts are there but not on the scale it should be for a company that operates in over 75 countries. For example, if you look at **FIGURE 2** you can see Stryker's current sustainability initiatives, which although a good start, are not nearly enough compared to all the countries they operate in. Stryker needs to be able to set goals to reach higher levels of CSR, ESG, and DEI.

FIGURE 2

Map showing Stryker's current sustainability initiatives



Note. Stryker only has sustainability initiatives in eight of the countries that they operate in

IV. Redesigning Stryker for the Future

1. Revised Mission and Vision

The revised mission statement will now be, "Driving innovation, sustainability, and accessibility together with our customers, we are committed to making healthcare better" while the revised vision statement will be, "The global leader in innovative, inclusive, and sustainable medical technology". Both statements are similar to the originals but have a clear distinction in promoting the values of sustainability, accessibility, and inclusivity. Accessibility and inclusivity are massively important to healthcare patients who want fair, effective, and responsive needs regardless of their circumstances. As stated in the last section, many of Stryker's competitors have addressed these values in their mission and vision statements in one way or another, so Stryker needed to be able to communicate the same values. When it comes to sustainability, it is also imperative for Stryker to enhance their corporate image as an environmentally friendly company. More on their sustainability goals will be mentioned later in this section, but it is crucial to get the point across that they have priorities on CSR and ESG. Moreover, the culture that revolves around the younger workforce in today's environment seeks organizations that promote inclusion. Stryker mentioning that value in their vision statement helps to foster that value.

2. Organizational Restructuring

As mentioned before, Stryker's current organizational structure lacks cross-divisional collaboration and operational efficiency. Thus, transitioning to a matrix organization structure will enhance cross-functionality by integrating functional expertise and overall creating a more dynamic and interconnected structure. This change will encourage more teamwork, enhance organizational agility, optimize resource utilization, encourage innovation, and improve the culture of the business. Stryker as of now has a top-down leadership model, meaning that management goes from the CEO to corporate leaders, to divisional leaders, and so on. The matrix model would have more decentralized leadership, where employees report to both functional leaders and project or regional managers instead of the managers all the way to the top of each function/business unit. This allows for shared authority and decision-making, which will improve flexibility, communication, and responsiveness. With Stryker being so big it is hard to implement companywide policies or culture initiatives for example, which is why a matrix structure would help make that easier. Each division would still retain its specialization and operations, as this wouldn't integrate separate divisions into each other. Divisions such as Neurotechnology wouldn't combine operations with Orthopedics for example as Neurotechnology works with neurovascular devices and Orthopedics works with implants for hip and knee replacements; but each division would instead share knowledge, resources, and expertise to align with Stryker's goals of innovation, sustainability, and inclusivity. To help with offices in different regions, the matrix system would present regional divisions with regional teams that would focus on the local market and regulatory compliance. This new organizational structure will also promote cross-functional teams. These teams would bring together employees from separate divisions to work on initiatives for Stryker overall like improving energy efficiency for example. Managers from both their separate divisions and a project manager would oversee the collaboration projects. This would help tackle Stryker's sustainability initiatives going forward. This can also spawn opportunities for cross-training programs for employees to gain a broader understanding of Stryker, or centralized committees for organizational goals and standards. Overall, this matrix structure helps Stryker to tackle the issues of cross-divisional collaboration in a company that is so big and diverse in its divisions.

3. Improved CSR, ESG, and DEI Goals

To improve Stryker's CSR, ESG, and DEI they will use enhanced strategies to unify the company, improve sustainability, and change the company's culture. When it comes to CSR Stryker will first develop a companywide framework with clear goals relating to sustainability, healthcare accessibility, and their impact on the community. As talked about earlier, values like accessibility and sustainability have been added to the mission and vision statements, but now it is time to implement these values. To accomplish this Stryker will partner with healthcare providers and or the government to expand affordable and accessible medical devices to people everywhere. Stryker will also develop programs that partner to give scholarships to underrepresented students in healthcare, medical, or engineering fields. Another big improvement for Stryker will be tracking metrics annually for their efforts such as the number of new patients reached, funds donated, etc. Being transparent with quantifiable evidence is important for Stryker going forward. With ESG, sustainability is the big focus, and thus, Stryker will commit to achieving carbon neutrality across all operations by around 2035. As shown in **FIGURE 2** Stryker has only committed to better energy options in eight countries that they operate in, so there are ways to go. Stryker will also commit to investing in better energy solutions like renewable solar or wind-powered energy for their manufacturing plants. More sustainability steps such as eco-friendly packaging, sustainable product materials, recycling initiatives, etc. As mentioned briefly in the structure redesign, a centralized management committee will also be introduced to oversee sustainability in the company along with diversity and accessibility. This committee will be in charge of overseeing progress and publishing annual metric reports to back up the results. For DEI goals senior leaders will be held accountable to introduce and conduct DEI performance evaluations. Hiring practices will also eventually come into effect that help inclusivity such as looking for diverse talents or backgrounds. Stryker has begun implementing employee resource groups (ERGs) as well and will continue to launch more for underrepresented groups of employees. Metrics will again be made available for transparency on how diverse and inclusive the organization is. This will also lead to culture shifts that will be implemented over time through training and workshops to make the workplace evolve and adapt to the current day environment.

V. Implementation and Forward-Looking Observations

With the redesign planned out, it is clear what lies ahead for Stryker as the company enters the future that is rapidly changing. Stryker will now be well-equipped to navigate these challenges and maintain its leadership in the medical technology industry; hopefully being able to capture even more market share while becoming more profitable.

Stryker's SWOT Analysis Outlook on the Future

To have a good understanding of the future it is important to have strategic planning. A SWOT Analysis gives us a great look at where Stryker lies as the company gets ready to implement its redesign. Below in **FIGURE 3,** we can see Stryker's SWOT Analysis.

FIGURE 3

SWOT Analysis for Stryker

Strengths	**Weaknesses**
• Industry leader in innovation and R&D for medical technology • Global presence with diverse product line • Market leadership in medical technology, particularly in orthopedics, neurotechnology, and surgical equipment • Consistent financial growth and stability	• Inconsistency on addressing and evaluating Sustainability and Accessibility • Lack of Cross-divisional collaboration • Having structural flexibility to be able to adapt quickly
Opportunities	**Threats**
• Scale sustainability initiatives to meet expectations • Staying ahead of the curve by adapting CSR, ESG, and DEI trends • Taking advantage of demographic trends • Leverage AI to optimize products and processes	• Employees conforming to workplace culture • Staying competitive against the big companies (J&J and Medtronic) • Geopolitical tensions that can affect supply chain stability, regulatory trends and compliance risks

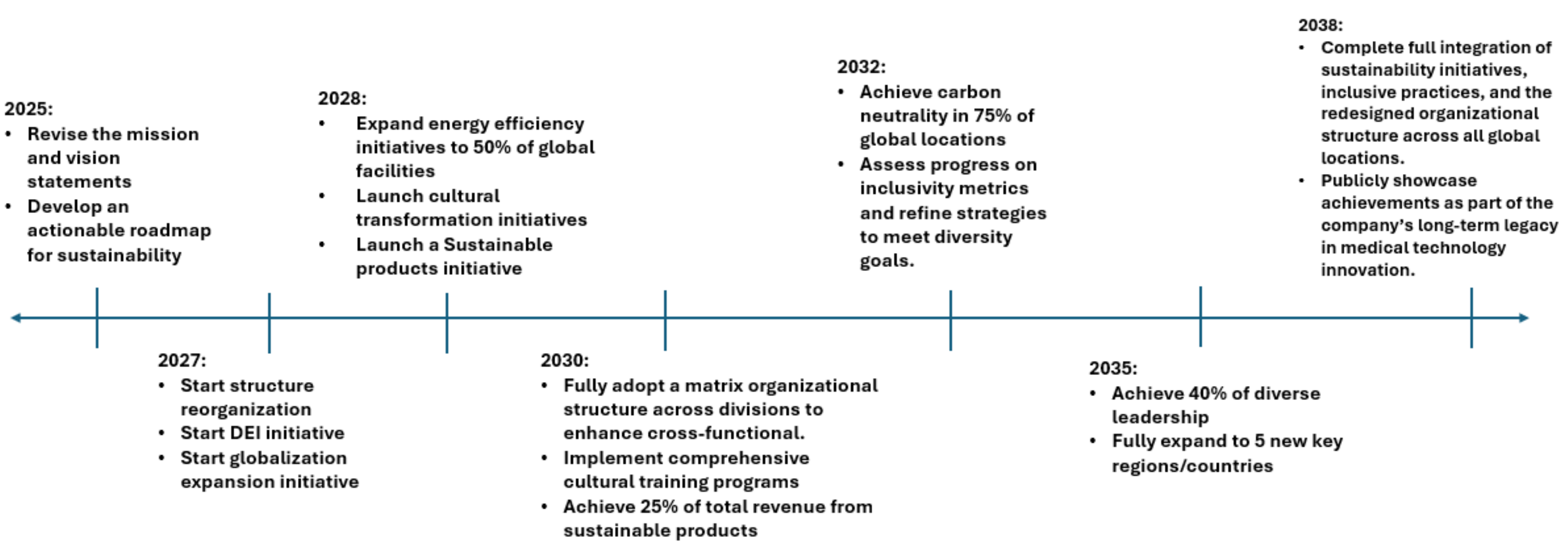
Overall, Stryker is already one of the market leaders in medical devices and healthcare with consistent financial growth and stability while continuing to innovate, but has weaknesses in areas such as sustainability, accessibility, and lack of cross-divisional collaboration. There are opportunities though to scale sustainability initiatives while implementing revised CSR, ESG, and DEI goals. Taking advantage of trends in demographics and leveraging new technology like AI is also an opportunity for innovation which Stryker excels at currently. Some threats must be kept in mind though such as making sure Stryker is competitive against the biggest players in the market and making sure that Stryker employees will adapt to the new changes. Lastly, making sure to have knowledge of geopolitical trends that will affect things like supply chain trends, regulatory trends, and compliance risks.

Changes that are Coming and How Stryker Will Implement Them

Organizations throughout the world are shifting to a more agile and collaborative approach to address global competition. Focuses on structure, culture, and digital transformations are the trends that companies are taking for the future. The redesign proposed will put Stryker in a position to compete better with the evolving companies in the healthcare and medical device industry. **FIGURE 4** is a timeline of how Stryker's redesign will be implemented going forward.

FIGURE 4

Timeline of the implementation of Stryker's redesign



With this timeline plan, Stryker will be able to fully integrate the redesign within the next 10-15 years successfully. Stryker will track the success of the redesign using key performance indicators (KPIs) which are shown in **FIGURE 5.**

FIGURE 5

KPIs and Targets for Stryker's Redesign

Focus	**KPI**	**Target**
Sustainability	Carbon footprint reduction and the addition of renewable energy options	Achieve carbon neutrality and sustainability by 2038
Innovation	Revenue from Sustainable products	25% of total revenue by 2030
Market Growth	Expand to some countries in emerging markets	Expand to 5 key regions by 2035
DEI Initiatives	Diversity and Inclusion	40% diverse leadership by 2035
Structural Change	Change to Matrix organization structure	Fully adapt matrix organizational structure by 2030

Conclusion

The future of healthcare and medical device technology is going to revolve around companies that are on top of all the trends and can innovate. By redesigning Stryker slightly to reorganize its structure, enhance sustainability practices, adapt culturally, and continue to innovate, the company is now in a great direction moving into the future. This redesign will improve cross-functional collaboration, respond to environmental and market changes, and position itself as a global leader in sustainable, accessible, inclusive, and innovative healthcare solutions. With a clear strategy, plan, and measurable goals, Stryker is very prepared to thrive in the near future in an always-evolving industry over the next 10-15 years.

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