



ValueOps Value Stream Management from IT to the Business

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CASE STUDY

ValueOps™ Value Stream Management from IT to the Business

The Hartford

CLIENT PROFILE

Site: www.thehartford.com

Industry: Financial Services

Headquarters: Hartford, CT

BUSINESS

The Hartford is a leader in property and casualty insurance, group benefits, and mutual funds, with more than 200 years of expertise. They are widely recognized for service excellence, sustainability practices, trust, and integrity.

CHALLENGE

Overcome stalled agile transformation and heavily entrenched commitment to traditional planning and project delivery practices outside of IT.

SOLUTION

Deliver business value and enable sustainable success by using the right value-based approach, supported by the right software platform.

BENEFITS

Deliver better solutions in less time on a consistent basis by improving internal processes with value stream management.

Business

The Hartford is a leader in property and casualty insurance, group benefits, and mutual funds. With more than 200 years of expertise, they are widely recognized for their service excellence, sustainability practices, trust, and integrity. The Hartford sells products primarily through a network of independent agents and brokers.

Challenge

The Hartford has been pursuing an agile transformation and seeking to align with SAFe for several years, and has been tremendously successful. What started as a grassroots initiative driven by IT has become a strategic imperative for the organization.

However, The Hartford found itself reaching the point where further progress was limited. With a traditional approach to planning and work delivery, IT was structuring their work as projects that were not allowing them to create permanent teams. Instead, they were investing time and effort into creating and disbanding teams, limiting further productivity improvements.

The Hartford has been around for a long time and had been delivering work using traditional project management approaches for a long time. If that was going to change from a business perspective, there needed to be a compelling reason.

Solution

The Hartford decided to implement a value stream management (VSM) approach using ValueOps™ by Broadcom®. The initiative was driven by the IT function within the critical medium and large commercial (MLC) line of business. Reaching out to their business partners, this group presented the advantages of ValueOps with a focus on the ability to better ensure that the right work was being carried out, while also providing greater insight and transparency into what was happening.

“Feature lead time and time to market are down, predictability is up, and our business partners have confidence in their planning decisions and our ability to deliver.”

MIKE GIBSON
PORTFOLIO LEAD
MEDIUM & LARGE COMMERCIAL



Solution (cont.)

The MLC IT team was supported in their endeavors by the ability to leverage ValueOps. This provided the group with the ability to not only define and manage value streams; it also provided all stakeholders with insight into those streams. Business leaders were able to plan and prioritize work based on those streams with an understanding of how value would be delivered, and work teams could see how their efforts were contributing to organizational success.

Critically, ValueOps also allowed IT to continue their agile transformation, seamlessly adapting to concepts like permanent teams without requiring any compromises in how The Hartford wanted to operate. ValueOps also allowed business teams to adjust to value streams as they were comfortable, not forcing them to embrace lean business cases, story point estimating, and similar practices until they were ready.

Benefits

Mike Gibson, Portfolio Lead within the MLC line of business, recognizes the benefits that The Hartford has been able to achieve, “Feature lead time and time to market are down, predictability is up, and our business partners have confidence in their planning decisions and our ability to deliver.” At the same time, as business team confidence has grown, the benefits have expanded.

Lean business cases are now being used, and the benefits are being recognized and appreciated. Portfolio burn up charts from ValueOps are being used to facilitate discussions with the business. By stripping information down to just the essentials, IT and business stakeholders can focus on how to overcome challenges and improve performance.

Other lines of business within The Hartford are now also looking to evolve to ValueOps, providing the promise of further performance improvements, with stakeholders confident in both the concept and the tool that supports it.

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