BROADCOM®
SOFTWARE

Reimagining Work with ValueOps Value Stream Management Brings Dramatic Results to Telecom Giant

Verizon

CLIENT PROFILE

Site: www.verizon.com

Industry: Telcom

Headquarters: New York

CHALLENGE

Growing from a mobile network provider to a global technology company required new ways of working.

SOLUTION

Embrace value stream management and ValueOps VSM to focus on what value gets delivered, not what gets done.

BENEFITS

Tangible financial gains, elimination of manual tasks, and the ability to give people back time—driving employee satisfaction and engagement.

Business

Verizon is one of the world's leading providers of technology, communications, information, and entertainment products and services. It has a global presence and revenues in excess of $128 billion dollars—all enabled by almost 130,000 employees.

Challenge

Verizon was outgrowing its previous processes. As it grew and evolved into a leading global technology company, it found that it simply could not scale its old model of manual, time consuming work, PowerPoint presentations and spreadsheets. As Jason Newman, Senior Manager Systems Engineering, IT Governance and Compliance explains, "Prior to implementing ValueOps Value Stream Management (VSM) by Broadcom® Software, we had a series of distributed standalone systems. We had people getting together on Friday afternoons to try and collect data and prepare a decent picture of where we were at with projects."

It is a model that many organizations can relate to, but Verizon recognized that it was holding them back and they needed to do something about it. They knew that current processes were not only inefficient, they created problems with a number of critical elements of work delivery. Engaging functions like legal and finance in planning for key initiatives was consistently problematic, and they could not continue to scale their global company.
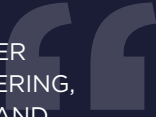
Solution

Verizon embraced ValueOps VSM. Rather than trying to improve existing processes, they shifted the conversation away from what they did to focus on what they deliver—the value they create for internal and external customers. What has been key to their success is the approach that they have taken.

While there was top-down leadership support for implementing ValueOps VSM, Newman and his team have focused on organic adoption. They started with known problem areas—engagement of legal, finance, IT security and similar functions. And they started with the IT business area that was long established and had well understood processes. While there was recognition that this group needed to change how they have always performed work, it was also an area where there was clarity over what was needed, and where any improvements would be obvious.

> **"ValueOps VSM allows us to give people time back. We free them up to focus on helping the business and helping our customers. We're not here to serve the processes, we're here to serve the people and to help them do what they do best."**

JASON NEWMAN
– SENIOR MANAGER
SYSTEMS ENGINEERING,
IT GOVERNANCE AND
COMPLIANCE

Solution (cont.)

ValueOps VSM allowed Verizon to deliver immediate success. These early pilot engagements generated the data to show other areas of the business the benefit that ValueOps VSM could deliver. The supportive and encouraging approach that was used, spearheaded by Newman, allowed everyone to engage in a way that worked for them. Groups could see where bottlenecks were occurring, understand how projects could be accelerated, and all decisions were driven by ValueOps VSM sourced data.

Newman explains that his team works on a value-add approach, "We believe that some use of ValueOps VSM is better than no use of VSM, so we let groups use it as much or as little as they want. Some groups only use it for intake, or for delivery, while others have embraced ValueOps VSM for their end-to-end approach to work."

This collaborative approach, and the fact that each group can truly control how much and where they use ValueOps VSM has helped Verizon reimagine multiple areas of their operations with front line teams embracing the changes.

Benefits

Verizon achieved $2 million dollars in cost savings for just one portfolio. The reason for the widespread acceptance of ValueOps VSM are these tangible benefits—cost reductions, the elimination of manual work, fewer meetings, and so on. But it is not just tangible gains. Newman is also keen to point out that the benefits are much more than that.

"We give people time back. We free them up to focus on helping the business and helping our customers. We're not here to serve the processes, we're here to serve the people and to help them do what they do best." This attitude and approach goes a long way to explaining why Verizon has been so successful.

Another benefit the company is seeing is a shift to more relationship based, people driven interactions. Conversations shift from talking about steps in a process to discussing how to solve challenges and improve flows. It is more personal and more engaging, even as Verizon becomes an even more global and distributed company.

For Verizon, there are also far more benefits still to come. ValueOps VSM continues to expand to new groups, and to new functions within existing groups, and Newman's team recognizes that it will continue to evolve. "Rolling out ValueOps VSM isn't like rolling out software—it's not one and done. It's going to constantly evolve as the business changes, and that change is itself evidence that it is working. It's a critical part of how the company evolves." For Verizon, VSM supported by the capabilities of ValueOps VSM is a real game changer.

For more information, please visit our site VSMSummit.com.