CASE STUDY

Accelerated Innovation through Value Stream Management

Tyson Foods

CLIENT PROFILE

Site: www.tysonfoods.com

Industry: Food Industry

Headquarters: Springdale, Arkansas

BUSINESS

The largest processor and marketer of chicken, beef, and pork in the US, and the second-largest in the world. Operates major brands, including Jimmy Dean and Hillshire Farm.

CHALLENGE

Commitment to accelerated digital innovation required new ways of operating, and new ways of thinking.

SOLUTION

A value stream management approach that fundamentally reimagines how business gets done.

BENEFITS

Greater understanding of what's being done and why, elimination of silos, and stronger relationships between technology and business.

Business

Tyson Foods (Tyson) is the largest processor and marketer of chicken, beef, and pork in the US, and second-largest in the world. Based in Springdale, Arkansas, it operates major brands, including Jimmy Dean, Hillshire Farm, Ball Park, and many others.

Challenge

As a company, Tyson is focused on the future, proudly declaring "We think differently, and we act boldly. At Tyson Foods, we're not only ready for tomorrow, we're leading the way."

Internally, they needed to do just that, breaking down traditional departmental silos, as well as improving transparency and visibility while eliminating confusion around what was being done and why.

Tyson realized that they needed to start with their technology teams, transforming that function as a pilot for the rest of the business. But they needed to do so while still delivering on all the projects that were currently planned and in progress. Also, they needed to ensure that the transformation was delivered in conjunction with all Tyson employees.

Solution

Tyson determined that a value stream management (VSM) approach using ValueOps™ by Broadcom® was the right solution, and they knew that they needed to manage this transformation in a way that was easier for the organization to consume. That started by defining the value streams and processes, and then selecting the right solution for supporting the transformation.

That decision was easy, with ValueOps being the clear choice because it allowed them to apply their new ways of working without compromise, while providing complete transparency and visibility in the right context for all stakeholders. While IT was the first business area to commit to value stream management, it was understood that it was acting as a pilot for the rest of the organization. ValueOps provided stakeholders across all areas with not only accurate insight into what was happening and why, it also allowed those stakeholders to make decisions driven by data, not assumptions. This provided confidence in the solution, and confidence in the value stream management concept.

Solution (cont.)

At the same time, Tyson was able to demonstrate with real data how work aligned, or didn't align, with the strategic needs of the business, ensuring that the right work was being undertaken to achieve the right outcomes. Tyson was able to demonstrate its ability to operate as one organization, rather than as a series of separate silos, and for IT, ValueOps provided a way to demonstrate an understanding of their needs, making future VSM adoption across those business units easier.

One of the keys to success has been the iterative approach that Tyson has taken. They spoke with other organizations in their industry who had started their own VSM journeys and learned how important it was to ensure that the transformation could be consumed by stakeholders. Chelsey Marr, Senior Director, Technology PMO explained "we made sure that we over communicated, over trained, created change champions, etc. to help people—they need to understand the value, not just the mechanics". By taking this iterative, measure approach, Tyson has been able to transform with their people, not subject those people to transformation.

Benefits

The portfolio-based ValueOps approach is delivering many benefits for Tyson. They have already created a Technology Council, containing leaders from every business area to select and prioritize the critical organizational projects. This ensures that value is being delivered not only effectively, but appropriately, directly contributing to improved OKRs and KPIs. ValueOps data is directly correlated to enterprise-wide employee goals, providing insight into where people are spending their time and how that is contributing to goals. This data is improving understanding of everything from project status to ROI. And the journey is only just beginning. Next up for Tyson is the expansion of ValueOps to other areas of the business. This also represents the expansion beyond IT ownership to a new group called Digital Enablement.

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