

CASE STUDY

# Aligning on Value No Matter How Complex the Operating Model

## Cox Automotive

### CLIENT PROFILE

Site: [www.coxautoinc.com](http://www.coxautoinc.com)

Industry: Automotive Services and Technology Provider

Headquarters: Atlanta, GA

### BUSINESS

Automotive data company operating globally with brands that include Autotrader, Kelley Blue Book, and many others.

### CHALLENGE

Need to develop and maintain a hyper focus on optimizing value in a business defined by acquisitive growth.

### SOLUTION:

A shift from a product focus to value streams that re-imagine how the customer experience can be understood to generate value.

### BENEFITS

More empowered teams, reduced development costs, a greater focus on what matters, and greater employee and customer satisfaction.

### Business

Cox Automotive (Cox), a division of Cox Enterprises, operates across North and Latin America, Asia, Australia, and Europe. Its key brands include Autotrader, Kelley Blue Book, Manheim, and many others providing automotive products and services.

### Challenge

Cox Automotive is a company built on acquisitions. These acquisitions are predominantly product focused, providing additional customers, products, and services each time. That focus requires the ability to integrate new products into the existing business quickly, effectively, and efficiently.

To optimize the value delivered to customers, Cox must quickly turn each acquired product and associated value stream into a high-performing flow of work and value. Redundant, unnecessary, or duplicated work must be eliminated, and resources must be focused on the areas where the most customer value can be created and delivered.

This process is not just about optimizing the return on the investment in the acquisition. Cox must also demonstrate to existing clients that it is providing them with additional value through expanded product and service offerings, while protecting the Cox Automotive brand.

### Solution

Cox knew that to achieve this goal, they needed a technology platform that was an enabler for them. They chose ValueOps<sup>™</sup> by Broadcom as the solution that would help them achieve their goal. Not only does it help ensure that all leaders are aligned in their thinking around value streams rather than legacy ideas of individual projects and products, but it also helps to ensure that all investments are delivering what they need.

For Cox, ValueOps is viewed as an investment management system, helping the company to ensure that they are always generating the return on investment that they need. Cox can identify the core value that each initiative needs to deliver, and then manage and monitor performance in a single platform, regardless of how work gets done.

**Clients can literally feel it when you focus on them. They know it. They can feel the results of it not only in the relationships that you formed with them, but the products you put in front of them are going to meet their needs, and in ways that they couldn't even imagine themselves.**

CYNTHIA COFFEY, VICE  
PRESIDENT SOLUTION  
DELIVERY



That has real value to Cox. As Cynthia Coffey, Vice President Solution Delivery points out: “Clients can literally feel it when you focus on them. They know it. They can feel the results of it not only in the relationships that you formed with them, but the products you put in front of them are going to meet their needs, and in ways that they couldn't even imagine themselves.”

Value stream management (VSM) with ValueOps helps Cox focus on those client needs, even as they scale complex solutions across hundreds of teams. With everyone operating in a single solution, Cox has been able to implement the idea of enabling constraints. These constraints are defined problems that Cox wants to solve, providing teams with an understanding of what they should be working on, but then giving those teams the freedom to solve the problems as they see fit—driving engagement and performance.

## Benefits

For Cox the benefits are many, and they are not just tangible. Key for the company was the recognition that their technology teams were predominantly thought workers who needed to feel satisfaction from their work. As Coffey points out, “engineers don't love being told what to do, that's not the value that they bring. They want something satisfying.”

With this principle of providing people with the freedom to solve problems as they see fit, Cox has seen a shift to a more engaged, productive culture in their technology teams. This distribution of problem solving to work teams has also benefited leadership. Leaders are now able to focus on making the business better, further encouraging the evolution of the culture to focus on outcomes.

Another benefit of this approach has been the ability to bring their business and technology teams closer together. This environment encourages real collaboration. Regular collaboration ensures that there is always optimal alignment with the value in both the problems being solved, and the work that is being done to deliver those solutions.

ValueOps helps Cox not only facilitate those collaborations and the communication of decisions, but provides a single platform for all work across all value streams. There is greater clarity over what the current priorities are, eliminating confusion and potential conflict. ValueOps provides everyone with a shared understanding of what has been done, what is being done, and what is going to be done.

From a practical standpoint, Cox has seen reduced development costs, improved organizational expertise around value delivery, and improved employee and customer satisfaction. Achieving these goals while aligning the business on consistently optimized value flow is what will allow Cox to continue to thrive in a complex business that constantly evolves.

For more information, visit our website at: [www.broadcom.com](http://www.broadcom.com)

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