

CASE STUDY

CHIPOTLE: VALUEOPS VSM BOOSTS DEVELOPMENT PRODUCTIVITY BY 25%



CLIENT PROFILE

Site: chipotle.com

Industry: Fast Casual Dining

Headquarters: Newport Beach, CA

Employees: 65,000

CHALLENGE

- Multiple teams working in multiple tools with no clear insight into what was happening across the company

BROADCOM SOLUTIONS

- One solution for all initiatives, integrated with the business and supporting every aspect of project delivery

BENEFITS

- Faster delivery, improved productivity and total visibility—all driving confidence to make better decisions.

Chipotle is a fast-casual restaurant chain that owns all of its 2,700 restaurants in North America and Europe. It's committed to the philosophy of being real—using healthy ingredients, making fresh food every day, avoiding hormones, and treating both employees and the planet with respect.

Challenge

Chipotle's project management systems were very immature. Different groups were using different tools, including physical Kanban boards in hallways and siloed spreadsheets on laptops. Nothing was integrated and even a basic like time tracking was virtually impossible to do consistently. Executives had no reliable insight into what work was being done or where money was being spent with multiple, often conflicting, lists emerging from different sources.

Status reporting was incredibly difficult. Looking at the same project data, stakeholders often had differing perspectives on the status. And everything from entering projects to reporting on progress was highly manual, resulting in high cost, low value, and extra work.

Solution

Chipotle knew they needed an enterprise solution that could support all projects across all business areas, but that would also be accepted by the users in those areas. In addition, they needed a tool that could seamlessly integrate with other enterprise solutions to ensure that there was not only a single source of information, but also that the information could be passed through the organization.

Chipotle partnered with Rego Consulting to review various tools. Staff from all over the company got to try the different solutions before a selection was made. ValueOps for Broadcom Software quickly emerged as the best fit for Chipotle.

Project and program managers would spend hours each week statusing. The majority of the time spent was on low-value template adjustments and information gathering. By implementing Clarity, we've been able to remove the administrivia and take status reporting for each project from hours to minutes. In addition to the time savings, project information is now far more consistent, and we are able to quickly roll up the portfolio to drive discussions around actions that need to occur. Prior to Clarity, we could not drive portfolio activity like this.

MASON INGALLS
SENIOR MANAGER
EPMO REPORTING &
OPERATIONS

Rego Consulting implemented ValueOps in just three months and usage ramped up from initial functionality to all features and functions for all user groups in about a month. Some 300 Chipotle employees are using everything from roadmaps and ideation to time tracking and reporting. Beyond integrating Clarity for investment planning with Rally for Agile Management at scale, Chipotle also pulls in data from Workday and Oracle Financial.

Benefits

For Chipotle the benefits have been immense. They estimate an immediate 20 to 25% improvement in productivity as a result of being able to consolidate all information into a single solution that is trusted and accepted. Leadership now has a single view of the portfolio of investments and there is a complete view of the full portfolio lifecycle.

Chipotle can now pursue every initiative—from when it is first identified as an idea to be implemented in the next 18 months or so—through to its completion as a successful initiative. They can see that detail for every initiative in every area of the business. Furthermore, they have a complete picture of all work: where dependencies exist, what the impacts of each initiative will be, and so on, providing them with a complete understanding of their work.

But most important has been the acceleration of delivery. As Ricky Heileman, Senior Manager, Enterprise Portfolio Operations, puts it “none of this visibility and connectivity matters unless it translates into faster delivery. That’s what ValueOps has given us—the ability to consistently deliver the right initiatives in less time than would otherwise be possible.”

The relationship with Rego Consulting has also been key. They helped ensure Chipotle configured ValueOps in a way that worked best for their needs and are now working to implement an integration with Oracle for all project financial information. “Rego is our go-to for any enhancements we want to make, they understand our needs and help us ensure we implement things in the right way,” said Heileman.

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RICKY HEILEMAN
SENIOR MANAGER
ENTERPRISE PORTFOLIO
OPERATIONS



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