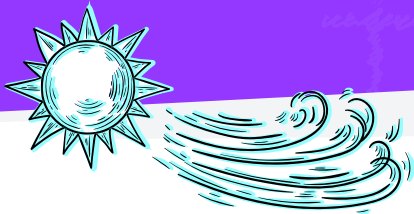


A Healthcare Insurance Company Transitions from Waterfall

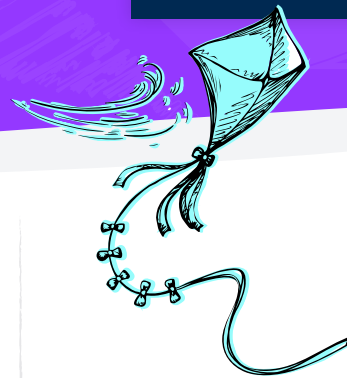
A healthcare technology company focused on accelerating the transformation of the U.S. healthcare system reached out to Sketch with a vision: Becoming a high-quality, best-in-class, resilient “vending machine” for infrastructure to all parts of their organization and their trusted partners. They wanted to transition from waterfall functional groups to agile teams. In doing so, they hypothesized it would lead to improved alignment with their enterprise customers, build better predictability into the system, and increase their value delivery frequency.



SOLUTION

Sketch leveraged a variety of experts and proven tools, along with a deep partnership with this segment of the organization’s leadership, to build and execute a meaningful transformation roadmap. The first step on this roadmap was to facilitate a Success Sketch, which is designed to guide senior leaders in identifying and prioritizing the outcomes necessary to achieve a meaningful organizational transformation. Once the outcomes, guiding principles, and vision were established we hit the ground running. First, we created Continuous Improvement teams to establish the foundation for the deliverables required which included:

- Agile Fundamentals Bootcamps
- Workshops (Leadership, Team Working Agreements, Product Vision & Roadmap, etc)
- Transformation Roadmaps
- Scrum Master and Product Owner Functional Guilds
- Migration into the cloud
- Creating and coaching cross-functional teams



RESULTS

This portion of the organization embraced the values, principles, and framework for a successful cultural transformation. Sketch worked with each team to resolve implementation challenges and partnered closely with senior leaders who further invested in their people and their vision, “A virtual vending machine for infrastructure.” In 18 months, Sketch helped create five product families and four enablement teams.

Sketch’s partnership with this organization resulted in a significant increase in speed-to-market across three business units, including a comprehensive application monitoring solution and a company-wide Contact Center Cloud migration to Amazon Connect. Additionally, the company saw a 75% reduction in critical defects. Our collective efforts helped enable a \$13 billion merger with a Fortune 100 top five healthcare company.

👏 Sketch dug in early and asked a lot of good questions to understand our current organization. And over the course of the agreement became part of the team for many parts of our Agile transformation. We developed a high trust in their ability to understand us and to help steer our transformation in the right direction while taking into account the entire situation while doing so. Each team member who would be part of calls seemed to be up to speed and didn’t need a lot of catching up from us to get engaged quickly and provide value to all of us. It was a delight working with Sketch.”

— Vice President, End User Services