



# SPM, YOUR WAY!

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HOW CLARITY BY BROADCOM GETS YOU COMPLETE  
VISIBILITY TO ALIGN STRATEGY AND WORK



AI spending will comprise 25% of IT budgets in 2025.

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By 2028, enterprises will spend over

\$630 billion on AI.

## ARE YOU MAKING CONFIDENT INVESTMENT DECISIONS—OR BETS?

Are you truly confident you know where every dollar is going and the return it's generating?

To make smart business decisions you need accurate and up-to-date portfolio intelligence—not siloed tools, incomplete data sets, manually produced reports and lots of guesswork.

Today, executives are making big bets on various technology initiatives—including artificial intelligence and cloud automation—but they're lacking the intelligence to make those bets with confidence.

While most strategic portfolio management (SPM) solutions leave you guessing, Clarity® by Broadcom® offers a unique level of financial visibility, connecting investments directly to business outcomes.

## ARE TEAMS SPENDING TOO MUCH TIME ON REPORTING THAT YIELDS LIMITED INSIGHTS?

The fundamental problem is that leaders are having a hard time tracking investments and, crucially, understanding their financial impact. They know broad categories but lack the ability to trace exactly where the money goes and if it's delivering value.

To mitigate this visibility gap, teams across the organization spend an inordinate amount of time and money trying to piece the right data together. With investment delivery in a range of modern approaches and frameworks from agile to ITIL, enterprises still make strategic business decisions, not to mention course corrections, based on limited, stale or inaccurate data. What's worse, they have even less visibility into the returns and revenues being generated by these investments.

For all these reasons, the odds of success are not favorable.

## CAN YOUR BUSINESS AFFORD TO KEEP MAKING BIGGER BETS?

Now, even bigger bets are being made on artificial intelligence (AI), and the stakes are even higher. Not only are the initial expenditures extremely large, but they have an outsized potential impact on the fundamental fortunes of the business.

As technology, AI services and cloud investments continue to get larger and more business critical, this lack of visibility grows increasingly unsustainable, potentially putting company solvency at risk.

Clearly, technology investment and planning need a rethink.

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## 70% of digital investments fail

to deliver expected business outcomes due to poor SPM.

## 38% of compliance work

is manual.

## OBSTACLE: FRACTURED OPERATIONAL ECOSYSTEMS

### DO TOOLS WORK WELL IN SILOS, BUT LEAVE TEAMS SPENDING MASSIVE AMOUNTS OF TIME AND MONEY PULLING TOGETHER DATA TO MAKE INFORMED DECISIONS?

Technology innovation has created two isolated ecosystems within most enterprises. On one side, you have the portfolio and talent management systems operations leaders employ to govern labor and investment spending. On the other side, you have the tools used by technology teams, such as agile and DevOps software, to manage work execution.

With these separate ecosystems, business leaders don't have visibility into the execution layers of the organization. They see strategic plans being developed and approved, but they don't see these efforts delivering the dividends expected and lack clear evidence as to why. Furthermore, financial leadership has limited traceability into depreciable capital needed to balance out these big bets, which increases the divide with more governance.

Development teams want the autonomy to select their own tools and methodologies. However, none of the DevOps applications available today provides the insights these teams need to manage talent and forecast team or capital costs. Further, these tools won't enable teams to intelligently prioritize backlogs based on business and investment commitments.

As long as these two sides remain separated, leaders will continue to make technology bets with limited insights, which all too often results in poor outcomes.

## REQUIREMENT: STRATEGIC PORTFOLIO MANAGEMENT

As markets keep getting more dynamic, and bigger bets continue to be made on AI, cloud and other technology initiatives, organizations need advanced strategic portfolio management (SPM). The overarching purpose of SPM is aligning investments in people and technology with the organization's targeted goals and outcomes. Through SPM, teams set strategic direction with actionable objectives that are based on clear, measurable targets. Critically, these strategies govern commitments, forecasts, and course correction.

An advanced SPM platform can bridge the gap between isolated ecosystems that exist in finance and operations today. This is why so many successful business leaders and prominent industry analysts now view SPM as essential.

“ Strategic portfolio management is a set of business capabilities, processes and supporting portfolio management technology to create a portfolio of strategic options that focus an organization's finite resources to execute the enterprise-wide business strategy.

Gartner

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# SOLUTION: GET TRUE CLARITY

To establish advanced SPM, executives need real-time financial transparency and traceability. They need to automatically track where investments are going and whether they are delivering financial results. Practitioners need unified governance of teams employing various methodologies and approaches. And operational teams need effective ways to do capacity and prioritization modeling.

For all these reasons, your business needs Clarity by Broadcom.

Clarity bridges siloed operational ecosystems. Finance and governance leadership can govern and guide funding and forecasting. They can establish auditable actualization across teams and methodologies, with zero friction. With Clarity, operational leadership finally gets delivery autonomy—and governance credibility.

## ADAPT YOUR TOOLS TO YOUR BUSINESS. NOT THE OTHER WAY AROUND.

Clarity offers these key differentiators:

### Model Reality

Clarity offers unparalleled flexibility, supporting any type of organization, framework, and methodology. Clarity offers completely customizable investment types, so you have ultimate flexibility to model your organization's business structures, talent, governance, practices, workflows, and more.

### Unlimited Hierarchical Relationships

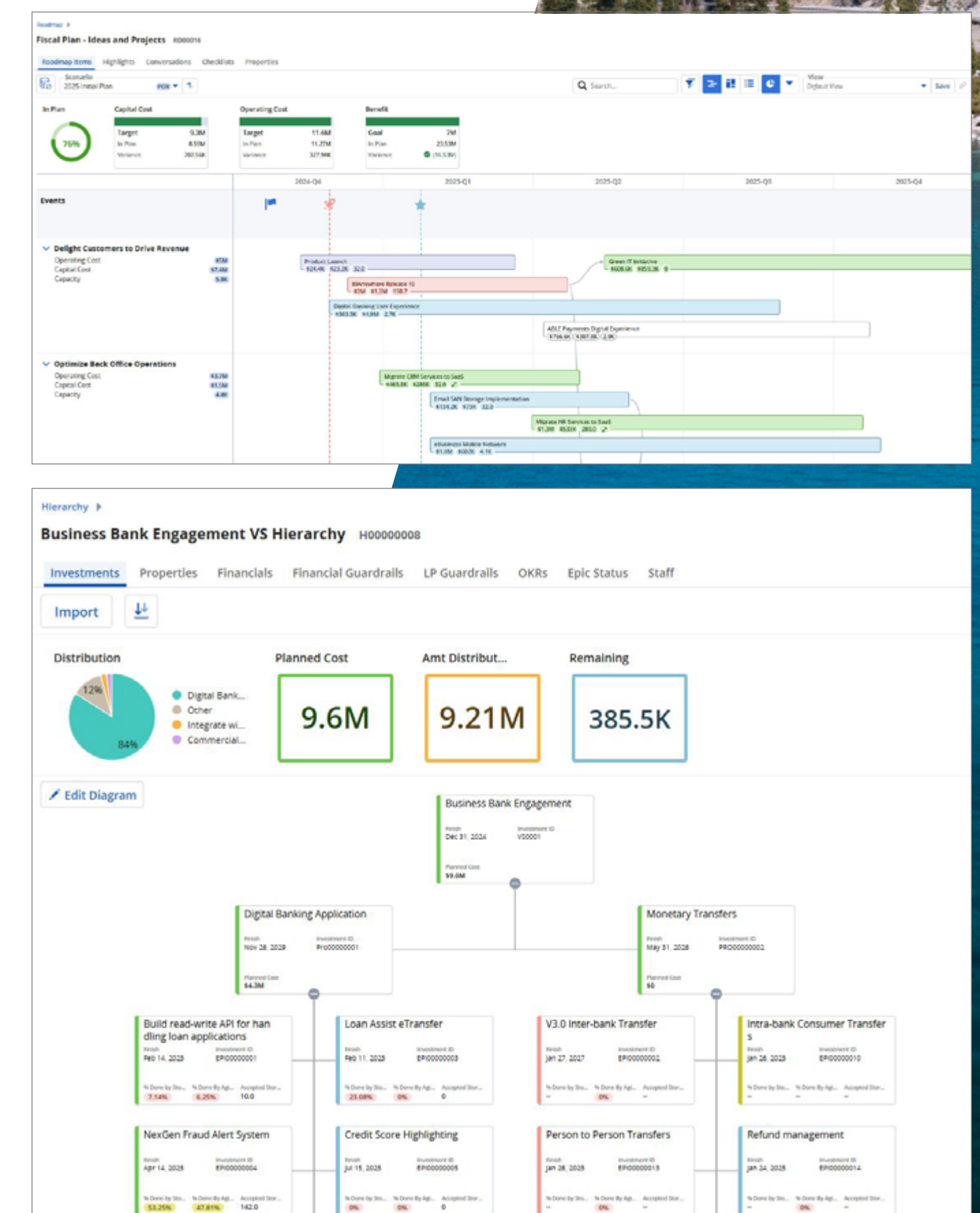
Clarity enables complete visibility of your organizational components, and it gives you unlimited capabilities for defining and governing multi-dimensional relationships of those components using hierarchies. Teams can define entirely new hierarchies and time-series models, using a point-and-click interface. At the same time, all this customization can happen without compromising the solution's core reporting, security, extensibility, and flexibility. Plus, the solution enables teams to control which data can be modified, when, and by whom, promoting compliance and auditability.

### Team Financial Management

Clarity delivers unique capabilities for governing team registries. The solution provides team forecasting capabilities that are essential for effective talent management. Managers can do constraint-based team allocation and capacity-based funding models, enabling pragmatic balancing of backlogs. The solution also uniquely enables team-to-individual actualization.

### Business-Aligned Roadmaps

Clarity is the only solution where both operations and development teams work with the same data. Featuring a strong financial engine and proven executive adopted UX, Clarity comes with unique roadmapping capabilities from dependency management to AI summation. Teams across operations can easily align business objectives with investment strategies and optimize delivery to boost strategic outcomes.



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# BENEFITS

“ We’re leveraging Clarity to support new ways of working.



“ In our first two years, we saved hundreds of millions of dollars.



“ Feature lead time and time to market are down, predictability is up, and our business partners have confidence in their planning decisions and our ability to deliver.



## UNIFY OPERATIONAL TRANSPARENCY

Leaders need to govern and ensure commitments are met, and that takes intelligence. With Clarity, stakeholders can intuitively gain visibility into all their operational practices, including the associated financial data, within the context of business objectives and investments. Financial leaders can see what is happening in operations. Technology teams can gain clear, current visibility into strategic objectives. Plus, they can ensure decision makers finally see the value they deliver—without onerous translation and reporting efforts.

## MAKE BETTER DECISIONS

Clarity enables easy mapping of the many-to-many relationships that span the enterprise, including people, work, financials, and objectives. The solution delivers state-of-the-art roadmaps, AI-driven insights, real-time analysis, and scenario planning—so leaders can move from making bets to making intelligent forecasts.

## BOOST ALIGNMENT WITH STRATEGY COLLABORATION

All operational leadership wants is clear direction. With never-ending backlogs, they want the business to set achievable goals. With Clarity, leaders can ensure teams are all pulling in the same

direction. Leaders can communicate strategic objectives from the executive level to the execution level. With Clarity, teams gain unified visibility for planning, decision making, and execution. Instead of working from disparate systems, teams and leadership can work together to model options and make informed decisions instead of bets.

Further, Clarity can have an even bigger impact on technology teams. By connecting granular work to key strategies and outcomes, your talent will more fully leverage their intelligence, time, and technology. Clarity empowers your teams to accomplish more, speed innovation, and improve quality.

## ELIMINATE THE WORK OF REPORTING ABOUT WORK

Clarity delivers the automation and integration that promote advanced insights and maximum efficiency, while eliminating all the manual effort associated with reporting on work. With Clarity, teams can stop spending days creating monthly reports and countless hours in status meetings. Clarity automatically generates insights based on work rather than manual entry, collection, and reporting.

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Manual time entry costs \$50 billion a year in lost billable hours.

## WHERE CLARITY CAN HELP

### OPTIMIZE ANNUAL OPERATING PLANNING

With existing manual tools, the annual operating planning process is a time-consuming, inefficient, and roughly right at best endeavor. Too often, teams are stuck with cumbersome data aggregation efforts and creating manual reports using spreadsheets and slides. Beyond being time consuming, these efforts yield limited insights, stifle collaboration and buy-in, and result in plans being based on an inordinate amount of rigid history and guesswork.

When teams do annual operating plans with Clarity, the picture changes fundamentally. The solution delivers a one-stop source of intelligence, while offering insights that are customized and tailored to the organization's culture and workflows. The solution's support for hierarchies, time-series intelligence, custom investment types, and more, enable seamless rollups from across teams, yielding unified visibility. Ultimately, annual operating planning is sustained, faster, far more efficient, and much more effective.

### AUTOMATE TIME TRACKING

Governance represents a critical underpinning of SPM. However, when timesheets are employed at the investment level, business and financial leaders lack visibility into the capital aspects of work at the team level with all its diversity. Further, operational practitioners continue to contend with painful

governance and compliance processes and a lot of onerous, manual translation to understand team planning and feature deployment with investment context. All of this makes it impossible to track, let alone predict, spending.

For many Clarity customers, timesheets enable the attestation of efforts completed for activity-based cost accounting. This information is essential for spend management, financial forecasting, capital management, and ensuring SOX compliance.

With Clarity, teams can gain complete, continuous traceability of time. They can leverage automated capabilities for capturing and governing actual efforts from team delivery systems. The solution provides capabilities for managing talent, forecasting, identifying capacity constraints, and governing team registries. Featuring automated integration with HR and contractor resource profiles, in-product rate matrices, and a modern user experience, Clarity makes tracking the borrowing and sharing of team resources an effortless experience achieved in seconds.

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# WHY IT PAYS TO PARTNER WITH BROADCOM

## VALUEOPS BY BROADCOM

With ValueOps by Broadcom, you can finally bridge the divide between strategic decision-makers and delivery teams. With the platform, teams can achieve continuous alignment and collaboration, even as priorities and technological realities change.

In addition to Clarity, ValueOps combines these industry-leading solutions:

- **Rally.** Rally enables scalable Agile management. With the solution, business and development teams have a single source of truth to stay informed, synchronized, and engaged. This solution offers industry-leading capabilities for delivering flow metrics and automating program increment (PI) practices across complex, diverse delivery environments.
- **ValueOps ConnectALL.** With ConnectALL integration adapters, you can collect work artifacts from a range of other systems, including continuous integration/continuous delivery (CI/CD) and application lifecycle management (ALM) tools. Leverage your existing tools, while streamlining operations, unifying collaboration, and establishing traceability of work artifacts.
- **ValueOps Insights.** ValueOps Insights automates reports and real-time dashboards, which provide continuous insights into business operations.

With the ValueOps platform, you can leverage a unified approach, enabling execution teams to track work and gain tailored visibility, while the same data rolls up to top-level initiatives.

## MORE THAN A VENDOR: THE ADVANTAGES OF PARTNERING WITH BROADCOM

Working with Broadcom is the definition of a strategic partnership. Broadcom has the solutions, people, services, and practitioner network to truly partner with customers and cultivate their success, up front and over the long term.

ValueOps customers enjoy these advantages:

- **Engage with product team.** Speak with ValueOps product team members during weekly office hours, monthly roadmap sessions, and quarterly release reviews.
- **Learn from experts.** Leverage free training and certification classes. Engage with a community of 1,000 active users.
- **Tap into a global partner network.** Choose from Broadcom's extensive set of partners, leading firms that can help you deploy, upgrade, and expand.

In addition, our strategic customers work with a dedicated solutions engineer who can help every step of the way.

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Connect with a Broadcom SPM specialist to learn more about how we can help your business handle strategy and work, people and money.

**[BROADCOM.COM/CLARITY](https://broadcom.com/clarity)**