ValueOps®
by Broadcom

VALUE STREAM MANAGEMENT BUYER'S GUIDE AND RFP TOOLKIT

HOW TO SELECT A PLATFORM TO INCREASE VISIBILITY, CREATE ALIGNMENT, AND OPTIMIZE EFFICIENCY AT ANY STAGE OF DIGITAL TRANSFORMATION

BROADCOM.COM

ELIMINATING THE MOST STUBBORN BARRIERS TO SUCCESSFUL DIGITAL TRANSFORMATION

ABOUT VALUE STREAM MANAGEMENT

For years, digital transformation has been the most effective strategy for thriving despite disruptive threats and a chaotic business landscape—yet persistent challenges remain. Even after adopting new technologies and processes, companies still grapple with data visibility issues, misalignment between disparate teams and suppliers, and inefficient processes. Solving these specific problems is a crucial step in the journey towards generating more value with fewer resources.

Value Stream Management (VSM) is the technology category that addresses these issues. The platforms work by modeling, measuring, and optimizing how plans, people, investments, and work efforts flow from concepts to become revenue-generating products and services. This guide offers executive, engineering, and transformation leaders help on identifying the best VSM solutions to address their most stubborn organizational and process challenges—the ones that have persisted despite years of "successful" transformation.

Download your software evaluation kit.

HOW VSM UNLOCKS THE PROMISE OF DIGITAL TRANSFORMATION

TRANSFORMATION DEMANDS NEW WAYS OF WORKING, WITH THEIR OWN CHALLENGES THAT EXECUTIVES MUST FACE

We have seen radical shifts at every altitude—from the broadest geopolitical and economic factors to how we deal with processes, technologies, supply chains, and work efforts from the enterprise to the individual level. While various digital transformation approaches have emerged as the most effective way to survive these challenges, even organizations that have been relatively successful at this continue to experience persistent problems in specific areas.

Operational awareness, effective decision-making, strategic alignment, and delivery efficiency have always been key components of success, but in today's world, they are even more essential for business survival. As both a methodology and a technology category developed to address these issues in a systematic and consistent way, VSM has gained widespread adoption and approval. Designed and deployed properly, these platforms enable even the most complex organizations to increase visibility, create alignment, and optimize efficiency—in faster and more sustainable ways than ever before.

AS DIGITAL IMPERATIVES GROW URGENT, STUBBORN OBSTACLES REMAIN

68% of business leaders see a disconnect between the strategies they plan and what their technology teams actually deliver[1]

86% of technology teams are frustrated by constantly shifting priorities and plans from their business leaders[1]

78% of enterprises fail to scale and sustain their digital transformation, and **73%** are unable to realize sustained returns on their digital investments.[2]

92% of executives believe that Value Stream Management capabilities would help relieve these challenges[1]

[1] Dimensional Research, "VSM Delivering Customer Value, Efficiencies and Key Data: A Global Survey of Executives, Business Leader and IT Professionals", January 2023

[2] Everest Group, "78% of Enterprises Fail to Scale and Sustain Their Digital Transformation Initiatives," https://www.everestgrp.com/2018-08-78-enterprise-fall-scale-sustain-digital-transformation-initiatives-everest-group-says-old-school-operating-models-blame-press-release-46192.html/

HOW VSM UNLOCKS THE PROMISE OF DIGITAL TRANSFORMATION

VSM DEFINED

Value Stream Management is both a lean business practice and a set of software capabilities that enable companies to define, track, and optimize their end-to-end flow of value—from initial business objectives and plans through to the customer experience. With a complete VSM implementation, the entire enterprise can apply lean principles to its management and operations at every level. By constantly measuring both the value being generated by specific work efforts, and the costs in terms of money, time, and team effort, executives can make more insightful decisions and better investment choices, with a demonstrably higher success rates and ROI.

WHY NOW

These concepts have been around for decades, but several key forces have converged to raise both the stakes and the opportunities:

- **Digital transformation.** With most companies already well down this path, any weaknesses in visibility, alignment, and efficiency will have become very apparent. These are exacerbated by the pace of digital-first businesses, but can be offset by VSM capabilities.
- **DevOps and Agile maturation.** Engineering and delivery teams have made great strides, but disconnects remain between these disciplines and other roles such as executive leadership, product management, and support. VSM aims to bridge these gaps by creating a more inclusive flow that better reflects how value is created from concept to cash.
- **Technological innovation.** Deploying VSM in large enterprises has historically been difficult due to their scale. Advances in software capabilities now enable real-time visibility, insights, and work management that span hundreds or even thousands of teams.

PREPARING FOR TOMORROW

When organizations deploy value stream management techniques and technologies thoughtfully, they are well positioned to meet the demands of today's business environment.

As Agile and DevOps do their part in contributing to speed, scale, and agility, VSM adds the visibility and alignment needed to ensure that business decisions are well informed, so that the entire organization can focus on creating maximum value for the future.

In short, a successful VSM implementation:

- **Ensures that actual customer value is at the center of all work and quantifies its creation.**
- **Provides consistent visibility and insight to all roles and disciplines, at all levels.**
- **Eliminates friction and waste due to misalignment.**
- **Optimizes work to speed delivery of the most important contributors to increased customer value.**

"Until recently, shortening time to market, tracking value delivered, or simply finding software delivery bottlenecks was a game of guesswork and hopeful iteration. **VSM changes that.**"

— Forrester, "The Forrester Wave: Value Stream Management, Q4 2022", Christopher Condo, December 2022

BETTER DIGITAL TRANSFORMATION: THE VSM ADVANTAGE

Beyond the individual contributions of DevOps and Agile to transformation, value stream management seeks to consolidate the entire flow of work from initial prioritization and funding right through to the final customer experience. Along the way, dependencies, backlog items, risks, and of course ROI are all considered, along with traditional velocity and flow metrics. The enterprise-wide alignment and consistency of VSM, from strategy to execution, is what can truly unleash the benefits of digital transformation.

THE THREE ADVANTAGES OF VSM

By establishing a comprehensive, enterprise-wide approach to VSM, organizations can create the transparency, efficiency, and accountability required to deliver continuous business value. VSM can help them:

Increase Visibility

For executives, real-time operational awareness and end- to-end data aggregation from across the business lead to better business decisions. For delivery leaders, an accurate understanding of objectives, dependencies, risks, and changes mean more efficient processes and planning.

Create Alignment

VSM eliminates the chasm between planning intent and delivery outcomes with a common platform that fosters collaboration and a shared understanding of priorities, costs, and risks. This results in happier, more productive teams that understand how their work contributes to key outcomes.

Optimize Efficiency

By establishing enhanced transparency and visibility, teams reduce bottlenecks and waste in their value streams to ensure they're building the right products at the right time, improving both speed and quality. Over time, this can foster and sustain a culture of continuous improvement.

MEETING THE KEY ENTERPRISE CHALLENGES

VSM SHIFTS THE FOCUS FROM INDIVIDUAL TEAMS AND PROJECTS TO THE FLOW OF VALUE THROUGH PRODUCTS AND SERVICES DELIVERED ACROSS THE ENTERPRISE. THESE VALUE STREAMS FLOW HORIZONTALLY ACROSS TOOLS, TEAMS, AND DEPARTMENTS—AND WHILE THIS PRESENTS SIGNIFICANT CHALLENGES, IT'S WHERE THE TRUE VALUE OF VSM SHINES.

	Poor and Siloed Data	Scalability Limits	Strategy to Outcome Gaps
THE PROBLEM	Segregated data from different teams, tools, and business units makes it hard to see how value is created across the enterprise—and impossible to do in real-time.	While traditional Agile tools are transformative at the team or program level, enterprises struggle to expand these efforts to the portfolio level with thousands of users—or even thousands of teams.	The disconnect between leaders planning investments and those executing work creates misalignment in tools, nomenclature, and data—which ultimately leads to divergent outcomes.
VSM SOFTWARE SOLUTIONS	**Aggregate and roll up data in meaningful ways to create real insights, so leaders at all levels can build trust, cultivate transparency, and ultimately make better decisions.**	**Enable complex organizations to model, measure, and manage plans, work efforts, and results from end-to-end across multiple value streams that span the entire enterprise.**	**Provide a way for leaders at all levels and in all roles to work within a consistent, integrated, and trusted framework that encourages transparency and collaboration to accomplish shared goals.**

VALUE STREAM MANAGEMENT PLATFORMS: KEY REQUIREMENTS

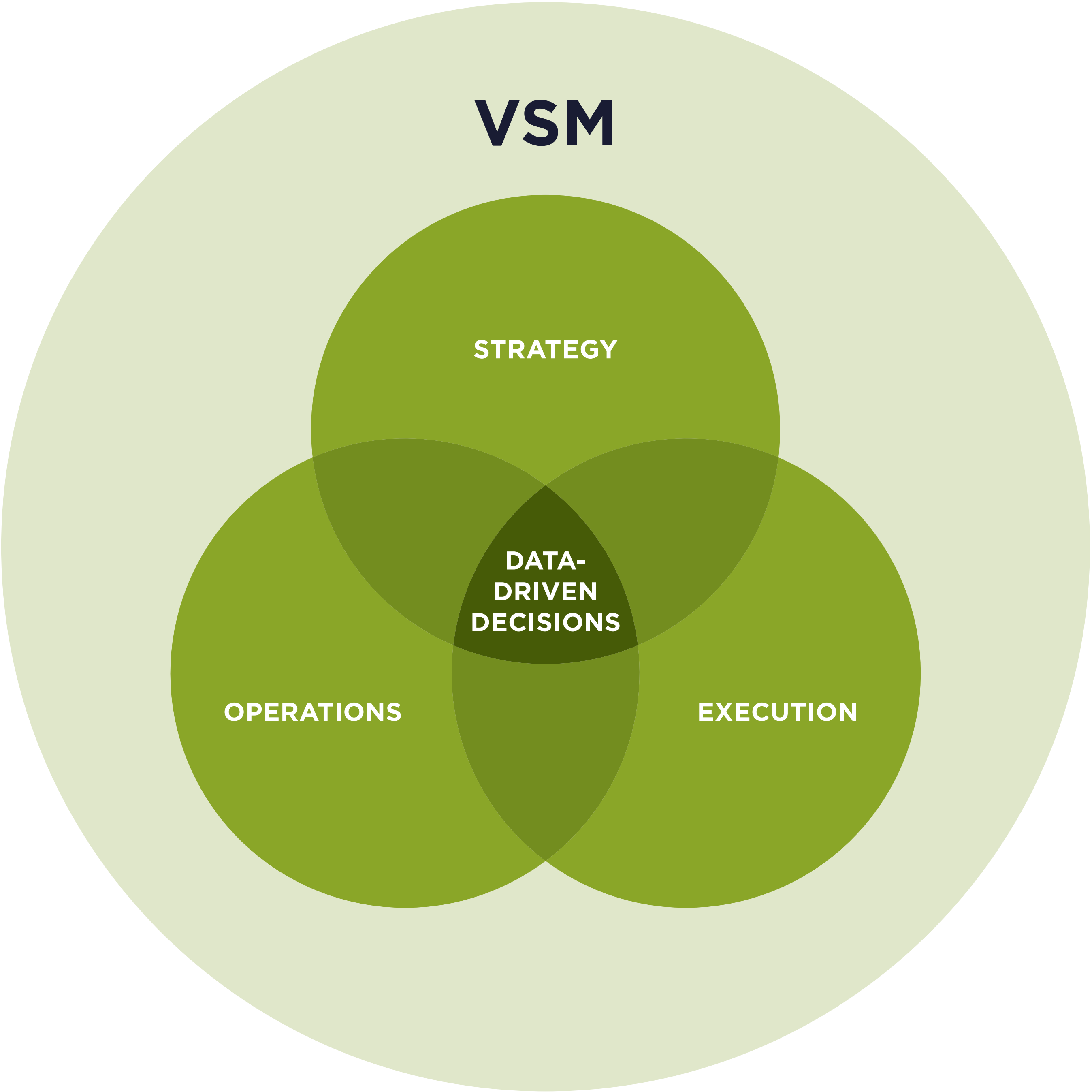
TO DEPLOY VSM SUCCESSFULLY, ENTERPRISES NEED A UNIFIED PLATFORM THAT CAN SUPPLY TRUSTED DATA FOR STRATEGIC INVESTMENT PLANNING, DEVELOPMENT, AND OPERATIONS ROLES. VSM CAN SUPPORT:

Strategic investment planning

Executives need capabilities that provide real-time insights into the performance of their priorities and investments, regardless of how they are being delivered, or by whom. They must be able to measure and report on the value being delivered by those investments so they can continue prioritizing based on value. Once these decisions are made, the VSM platform should aid these leaders in defining and articulating their initiatives in terms of their desired outcomes and key results.

Development and operations

Delivery leaders must manage teams efficiently, with a unified backlog that is continuously derived from strategic priorities. The right VSM platform offers them insight into the latest business goals and strategies, and a way to leverage these investment plans to direct their own Agile management efforts. During execution, they need end-to-end traceability across value streams, so they can provide the entire enterprise with better visibility into status, dependencies, risks, scope growth, and changes—which fosters trust and feeds back into strategic investment planning.



FOUR WAYS AN ENTERPRISE SOLUTION CAN DELIVER THE POWER OF VSM

01

DEFINE AND MEASURE VALUE CREATION CONSISTENTLY

When a leader prioritizes an initiative, they must establish and determine its value with crystal clarity. VSM platforms must support the definition, articulation, and modeling of customer value and measure it throughout the work lifecycle by:

- Breaking down the highest level of value into the specific work efforts that will become new products, services, and features.
- Helping teams effectively prioritize and plan efforts based on these value measurements.
- Tracking value from end-to-end and providing a real-time feedback loop that enables teams to determine whether value is actually being delivered.

02

IMPROVE INNOVATION WITH STRATEGIC ROADMAPPING AND PLANNING

Innovation requires a strong product vision to ensure continued customer value creation. That can only be delivered when business planning incorporates innovations and articulates them in compelling roadmaps that include visualizations of that vision.

Many organizations establish a so-called "roadmap" by simply rolling up all work items into a single report. This practice means work might not be aligned with key value imperatives and doesn't allow for innovation by the teams. VSM solutions need to enable all teams to define, manage, and view all types of roadmaps.

03

CREATE ALIGNMENT WITH A UNIFIED DATA STRUCTURE

Transformational leaders are looking to break down the final barriers between their business, technology, and operations teams. VSM provides them with a single source of truth for strategies, outcomes, plans, and progress, so that all roles have a shared and consistent understanding of every factor. This transparency can only happen with a platform offering a unified data model so that:

- All departments and teams can deliver the same data to create relevant dashboards, eliminating the friction and overhead of constant status meetings and requests.
- Leaders can spot dependencies, risks, and bottlenecks at every level across organization.
- Executives can gain the insights needed to run the business more efficiently and effectively.

04

ENHANCE QUALITY AND EFFICIENCY THROUGH INTEGRATION AND INSIGHTS

VSM goes beyond DevOps and IT to span the entire organization in each value stream. This end-to-end data enhances trust, and encourages better, more decentralized decision-making at all levels:

- Business leaders gain the real-time insights into their investment decisions so they can continually make trade-offs and refinements based on real value delivered.
- Delivery teams need a single backlog that is aligned with the business strategy and objectives, so they are always focused on optimizing their work to deliver maximum value.
- Business, delivery, and operations teams benefit from automated and continuous feedback loops that give them real-time operational awareness to understand how value is being created.

CHOOSING THE RIGHT TECHNOLOGY PROVIDER

THE RIGHT TECHNOLOGY SOLUTION PROVIDER SERVES AS A STRATEGIC PARTNER AND WILL BE INSTRUMENTAL IN YOUR ORGANIZATION’S ABILITY TO MAXIMIZE THE POTENTIAL OF VSM. LOOK FOR:

Domain expertise

A provider with a history of successful VSM implementations and a track record of thought leadership and innovation in its foundational disciplines, such as digital product management, data ordinality, and enterprise agile.

Demonstrated success in the enterprise

A trusted provider that has proven success with the scale and customization required by the world’s largest, most complex organizations. This includes a full team of specialists with real-world experience at this level.

Advanced, integrated solutions

A provider that offers the innovative and integrated solutions that empower all value streams across the enterprise—not just IT. The most successful VSM deployments seamlessly bridge any remaining business and technology silos to unify the entire organization.

Robust partner ecosystem

A solution provider that can help your team with an extensive array of partners and leverage proven blueprints and strategies that help expedite the realization of value from your investments.

EVALUATION

KEY QUESTIONS TO ASK A POTENTIAL PROVIDER

Visibility and Alignment

- Can your solution be used across my organization for all lines of business, departments, roles, and levels so I can establish true end-to-end value streams?
- Can your solution decompose strategies into individual work efforts—and then track their progress as they flow through one or more value streams?
- Does your solution aggregate and roll up data to provide data and insights to leaders at all levels?

Value Orientation

- Does your solution have a common, value-oriented data model that allows me to articulate and measure value consistently across value streams?
- Can your solution provide detailed insights into funding, costs, and ROI to enable better business decision making?

Flexibility and Scalability

- Is your solution flexible enough to meet the unique requirements of our teams and programs of teams, while still providing consistency and guardrails for effective enterprise management?
- Does your solution support any mix of agile, traditional, or hybrid methodologies?
- Does it scale to support thousands or tens of thousands of users?

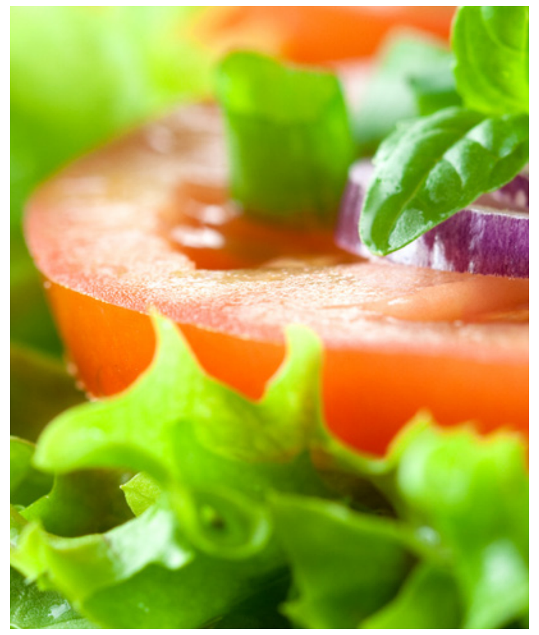
Take the next step in your VSM journey

Download your own copy of our evaluation sheet. This interactive resource will help you assess prospective tools and vendors and ensure you find the solutions that are best aligned with your business' needs.

DOWNLOAD VSM SOFTWARE EVALUATION CHECKLIST

ORGANIZATIONS USE VALUEOPS TO DRIVE MORE VALUE

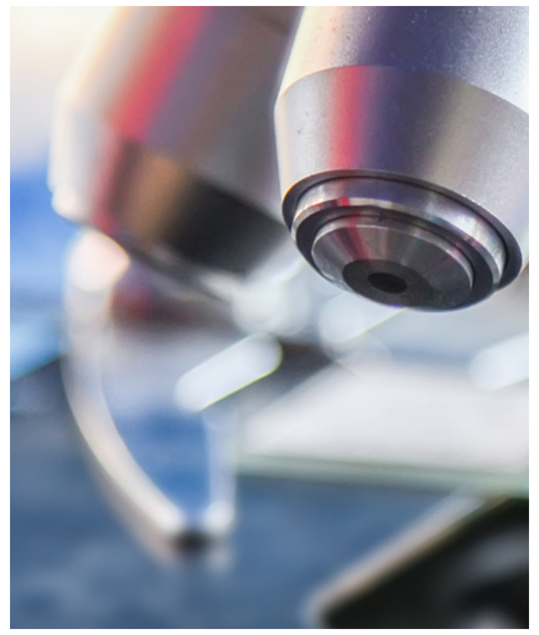
By Adopting VSM best practices and ValueOps by Broadcom, **companies are already realizing the benefits** of enterprise value stream management.



NATIONAL FAST-CASUAL RESTAURANT

Boosting cross-team collaboration to fuel new customer value

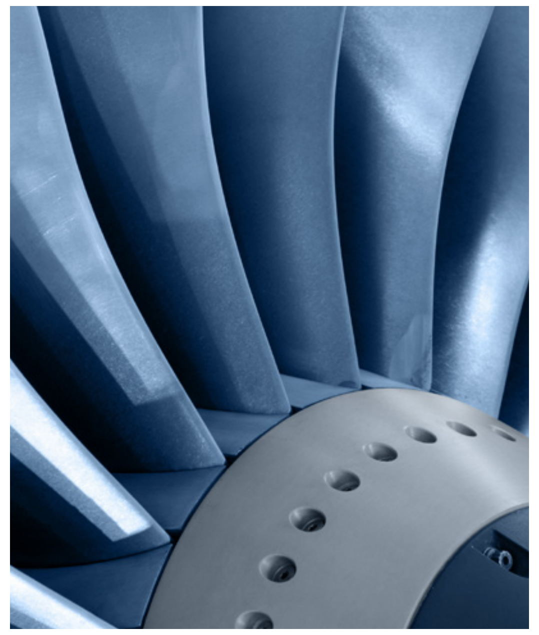
As customer reliance on online ordering and third- party delivery grew exponentially, ValueOps enabled seamless knowledge and data sharing across different departments at a fast-casual restaurant, including product teams, digital marketing groups, scrum masters, and planners. This visibility and collaboration enabled them to bring on several new delivery partners and **shrink rollout times from months to weeks**, maximizing customer loyalty and retention.



NATIONAL HEALTHCARE PROVIDER

Optimizing efficiency and agility with new ways of working

An iconic healthcare organization was already adopting value stream management when the pandemic forced them to drastically accelerate their transformation initiative. Using ValueOps, in prioritization, work management, resourcing, and budget allocations in a very challenging environment. This enabled them to deliver **twice as many large initiatives** in the year following this successful implementation.



AERONAUTICS MANUFACTURER

Saving millions with unified, enterprise-wide visibility

With air travel essentially grinding to a halt within a matter of weeks, a large aeronautics manufacturer faced an urgent need to reduce expenses across traditionally siloed infrastructure and investments. They leveraged ValueOps to gain a cross-team view so they could intelligently identify and eliminate overlapping tool sets, realizing **almost $1 billion in savings** after full deployment.

CONCLUSION

Deploying Value Stream Management is a strategic endeavor that can help your business make better decisions and deliver more value at any stage of digital transformation. It solves immediate challenges that have persisted or even emerged during the digital transformation process, and positions your business to be successful and thrive in the face of disruption and volatility.

As VSM is a broad and emerging category, the evaluation criteria provided in this guide are designed to help you separate comprehensive and unified VSM platforms from VSM point solutions that focus on limited focus areas such as integration, analytics, or workflow management. Although these are valuable capabilities, they do not provide a robust and complete set of necessary VSM features.

True, enterprise-grade VSM solutions such as ValueOps by Broadcom offer the critical capabilities needed to fund, schedule, track, and manage work throughout its lifecycle—at the scale and customization required by the world's most complex organizations. To fully capitalize on this opportunity, it is vital to find advanced solutions that can empower all your teams through the implementation of value streams, without adding unnecessary risks or overhead.

TALK WITH A VSM EXPERT

Connect with a Broadcom VSM specialist to learn more about how our VSM technology can help you increase visibility, create alignment, optimize effectiveness, and deliver more efficiently.

VISIT BROADCOM.COM/VALUEOPS

ABOUT VALUEOPS

ValueOps™ by Broadcom is the industry's most complete Value Stream Management (VSM) solution. Combining robust business planning, agile delivery management, and value stream integration in one solution, ValueOps uniquely accelerates transformation by improving visibility, alignment, and efficiency at every stage of value creation.