# Criteria for Selecting an Enterprise Value Stream Management (VSM) Platform

An Evaluation of ValueOps® by Broadcom and Planview Value Stream Management (VSM)

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Value Stream Management (VSM) solutions have become integral to driving digital transformation, with a growing emphasis on enhancing product creation efficiency, boosting revenue, and elevating customer satisfaction. As organizations shift from a traditional project-based approach to a product-centric mindset, the need for rapid delivery to meet customer expectations becomes paramount. This evolution demands a comprehensive strategy that VSM solutions are uniquely positioned to provide.

VSM solutions now offer a holistic view of value streams, enabling organizations to pinpoint inefficiencies, optimize workflows, and enhance overall operational performance. By fostering improved collaboration, product quality, and revenue growth, VSM solutions align closely with strategic goals and support continuous improvement. As business environments become more dynamic, the adoption of flexible, scalable, and adaptive VSM solutions is essential for maintaining a competitive advantage.

One popular VSM solution is ValueOps® by Broadcom, a purpose-built Value Stream Management (VSM) solution that combines business-oriented investment planning and strategic portfolio management with enterprise Agile management to create a unified solution for delivering digital transformation at scale. ValueOps includes four solutions that seamlessly work together in a unified platform:

- **Rally®**: Rally is an agile management solution that connects strategy with execution and scales agile work across a business.
- **Clarity®**: Clarity is a strategic portfolio management (SPM) solution that supports continuous planning, work prioritization, and resource management to help companies meet customer and business needs.
- **ValueOps® ConnectALL**: ConnectALL synchronizes data from third-party software development tools, automating the flow of information in a value stream
- **ValueOps® Insights**: ValueOps Insights is an out-of-the-box, no-code solution that organizes data based on product hierarchy, providing real-time dashboards for leadership, managers, and development teams to visualize value streams

With these four Broadcom solutions, ValueOps enables leaders to plan, fund, manage, track, and optimize work within a unified framework. ValueOps also enhances visibility, alignment, and efficiency across stages of value creation and aligns strategy, investments, people, and work across the enterprise.

Another solution is Planview's Value Stream Management solution, which comprises two products:

- **Planview Portfolios:** Formerly called Planview Enterprise One, this solution uses portfolio management software to connect programs, projects, resources, and financials with business outcomes.
- **Planview Viz:** Planview acquired Tasktop in July 2022 and rebranded the solution. Planview Viz captures data from DevOps toolchains for measurement and analysis.
- **Plutora:** Planview acquired Plutora on September 18, 2024. Plutora is a software development management solution with release, test, and deployment orchestration capabilities. Plutora has also added support for Flow metrics in the past two years.

To better understand the most effective vendor criteria for selecting one of these two VSM solutions, Exponential Insights interviewed enterprise decision-makers in the United States who use ValueOps by Broadcom or Planview Value Stream management. Interviews were conducted from June 1, 2024, through August 1, 2024, with decision-makers representing organizations, each with annual revenues exceeding $500 million. The interviews focused on the following questions:

1. How are organizations supporting VSM? What are their goals for using VSM?
2. What current VSM challenges are enterprises experiencing?
3. What decision factors do organizations use to evaluate and select Planview versus ValueOps for VSM?

4. Since deployment, what strengths and weaknesses have been experienced with the respective selected solution?

Interviewed enterprise leaders consistently reported five factors they evaluated when considering Planview or ValueOps for VSM:

1. **Purpose-built for VSM:** Is the solution built and optimized specifically for VSM? Does the solution support VSM-specific metrics, insights, dashboards, and reporting?
2. **Resource, portfolio, and value stream planning:** Does the solution support VSM at the company, portfolio, and team levels for prioritized work delivery? Does the solution support effective resource planning?
3. **Value-focused work balancing and prioritization**: Does the solution evaluate work requests based on their contribution to strategic goals and ROI? Can the solution automatically re-prioritize work with changing investments, resources, and goals? Can it create, compare, and balance multiple investment scenarios to optimize plans continuously
4. **Consume and analyze large volume of DevOps toolset data:** Does the solution consume data from a broad number of DevOps tools? Can the solution normalize data from toolsets into actionable metrics?
5. **VSM insights and actionable reporting:** Does the solution support the analysis and creation of actionable insights? Can the solution provide insights into value stream health, defect trends, and burndown to help direct resources to meet development goals? Does the solution support manager and leadership reporting?

## Part 1: Factors to Consider when Selecting a VSM Solution

If your organization is considering one of the two vendors included in the study for VSM, you should utilize these five decision criteria as part of your evaluation process.

1. **Purpose-built for VSM:** Is the solution built and optimized specifically for VSM? Does the solution support VSM-specific metrics, insights, dashboards, and reporting?

   Many platforms are jumping on the VSM "bandwagon," trying to position their solutions for the latest trends. It is important that solutions being considered to manage value streams are purpose-built with the following core architectural components:

   - **Value stream hierarchy**: Organization around the flow of customer value with hierarchical items that detail cost metrics, teamwork metrics, and owner and business data
   - **Value stream cost plans**: Cost plans that are directly linked to value streams
   - **Value stream guard rails**: Allocating investments based on capacity, horizon, and strategy
   - **Vale stream insights**: Specific reporting and analytics with VSM-specific metrics

2. **Resource, portfolio, and value stream planning**: *Does the solution support VSM at the company, portfolio, and team levels for prioritized work delivery? Does the solution support effective resource planning?*

   Planning for success and meeting customer demand is critical for a modern VSM platform, which should have the following planning capabilities:

   - **Investment planning:** Functionality that includes resource, capacity, and investment planning support is crucial. Investment planning should also be able to set detailed cost plans that are aligned with business strategy, expected outcomes, and visibility by stakeholders across the value stream.
   - **Capacity planning:** Solutions should allow product and engineering management to bring the right type and level of work for release and program increment planning. These capabilities should also support analyzing work and portfolio item dependencies and highlight bottlenecks and risks to completing the work.
   - **Resource planning:** The solution should have strong team-based planning to balance resource plans for skill and specialty, cost, and alignment to desired business outcomes.
   - **Roadmap planning:** The ability to plan, align, and communicate work plans and initiatives on a visual timeline to identify the impact the proposed investment decisions will have on project timelines, resources, and budgets.

- **Team planning:** Functionality should be able to pull work from backlogs, schedule work items, and assess the impact of team velocity and capacity.

3. **Value-focused work balancing and prioritization:** *Does the solution evaluate work requests based on their contribution to strategic goals and ROI? Can the solution automatically re-prioritize work with changing investments, resources, and goals? Can it create, compare, and balance multiple investment scenarios to optimize plans continuously?*

   The shift toward perpetual workstreams has introduced the complex challenge of prioritizing work in an environment where new demands and opportunities continually arise. Decision-makers are seeking solutions that extend beyond traditional backlog management, enabling centralized and streamlined prioritization without imposing rigid governance models. The ideal solution should support both continuous workstreams and finite projects, prioritizing work based on strategic outcomes rather than outdated organizational constraints. This approach fosters better alignment across the organization, ensuring that resources and efforts focus on initiatives that drive value and support business goals.

   Interviewed decision-makers highlighted the need for solutions prioritizing new work, feature requests, defects, and initiatives based on cost, resource impact, and alignment with value streams and business outcomes. Modern Value Stream Management (VSM) solutions being considered for purchase should support resource and investment management with capabilities such as:

   - **Value Stream Budgets:** Detailed cost plans and budgets that track ongoing spending and variances for both labor and non-labor investments, ensuring transparency and accountability.
   - **Scenarios and "What-If" Comparisons:** The ability to analyze project and demand backlogs, simulate multiple scenarios based on cost, resources, and strategic alignment, and compare various project portfolio scenarios to select the one that best aligns with organizational objectives.
   - **Value Stream Guardrails:** Guided investment capabilities to ensure investments directly contribute to value creation, maintaining a balance between technical debt and new features.
   - **OKR Management:** Alignment of value streams, portfolios, and team-level work with qualitative objectives, quantitative key results (KRs), and goals.
   - **VSM Traceability:** Visualization of how value streams align with investment decisions and business objectives, ensuring leaders can analyze fulfillment of assigned strategies.
   - **Roadmap Planning:** Visual timelines for planning, aligning, and communicating work plans and initiatives, facilitating better strategic planning and execution.
   - **Expected Benefit Tracking:** The ability to track and report the expected benefits of each value stream, providing detailed insights into cost versus benefits for informed decision-making.

   Effective VSM platforms must support precise financial and resource management, allowing organizations to plan and execute projects in alignment with leadership expectations. When evaluating VSM solutions, it's crucial to ensure they offer the capability to manage investments across business units, products, and teams while providing dedicated funding for individual value streams

4. **Broad toolchain integration**: *Does the solution integrate with a wide number of DevOps toolchains across the enterprise to ingest and centralize data for analysis?*

   VSM solutions should be able to integrate, consume, and analyze data from a large number of DevOps toolsets. Organizations must have visibility into all their DevOps-related data to understand the status of value streams and identify bottlenecks accurately. This is why a VSM solution must be able to integrate and ingest work items from top platforms, such as Jira, ServiceNow, and Azure DevOps, as well as a broad number of DevOps tools, including top test management and release orchestration platforms. One interviewed VSM user, a head of DevOps from an international food manufacturer, said:

   > "*We have ten different DevOps tools from which we need to integrate and analyze tool data. Without having an international layer that can aggregate that data, normalize it, and analyze it into actionable materials, I am not sure we would have an effective VSM process."*

5. **Actionable reporting and insights**: *Does the solution support the analysis and creation of actionable insights? Can the solution provide insights into value stream health, defect trends, and burndown to help direct resources to meet development goals? Does the solution support manager and leadership reporting?*

Modern VSM solutions are expected to provide actionable insights and reporting for multiple audience members, including engineers and developers, DevOps managers, application owners, and business leaders. Interviewed users reported wanting the following insights and reporting capabilities within their VSM solution:

- **Expected benefit analysis:** The platform should be able to track and report on the value stream's expected benefit, with details on cost vs. benefits.
- **Flow and VSM metrics and insights:** Insights that included DevOps metrics, typical agile metrics, such as milestone cumulative flow and defect summary, and VSM-specific insights, including lead time, cycle time, WIP, throughput, code quality, and flow efficiency.
- **Leadership reporting:** Reports should be able to put development efforts into a business context, highlighting cost, alignment to business goals, and ROI.

## Part 2: VSM Vendor Considerations

The second part of the study focused on evaluating the two solutions: Planview and ValueOps. Users of both platforms were interviewed and asked about their perceptions of solution strengths and weaknesses. In addition, users were asked to rate each solution they used according to the five criteria listed above. User rankings and product perceptions are listed below by each of the five selection criteria.

1. **Purpose-built for VSM**: The interviewed customers reported that, when evaluating a solution to meet their VSM needs, they wanted a purpose-built solution for managing value streams. Customers highlighted the fact that solutions that reportedly offer "VSM capability" fail to provide a value stream–specific hierarchy and architecture that adequately supports development toward value streams. The customers highlighted that ValueOps was purpose-built with strong VSM-specific capabilities, including value stream hierarchy, insights, and cost plans.

   According to the manager of the PMO at a large international consumer goods company, ValueOps was selected by the organization because it was built from the "ground up" as a VSM solution.

   > *"ValueOps was designed with a clear focus on the value stream, which was crucial for us. We didn't need another Agile or PPM tool masquerading as a VSM solution. Instead, we sought a platform built to support the value stream hierarchy and targeted investment and resource management for our specific needs."*

   Planview does leverage some VSM-style concepts to connect strategy, analyze outcomes, and optimize flow. However, interviewed Planview customers reported that Planview needed more elaborate process modeling, value focus, and end-to-end metrics capture typically associated with pure-play VSM solutions they had previously evaluated. According to the head of engineering for a US financial service:

   > *"Planview pivoted and inherited VSM as a concept, but it is not something that is a native program for them. It has been recently Planview has been able to provide visibility between strategy and delivery. But they still struggle in the platform to align work to a specific value stream."*

   Broadcom has recently announced ValueOps AI, a new AI offering that provides comprehensive benefits across the enterprise. Features include analytics automation, investment portfolio summarization, bottleneck identification, and data quality improvement. These capabilities enhance visibility, alignment, and efficiency, enabling more informed decision-making, streamlined operations, and improved resource allocation for various organizational roles.

   On September 18, 2024, Planview announced its acquisition of Plutora, a company founded in 2011 to provide solutions for release, test environment, and deployment management. In 2021, Plutora introduced its first VSM feature, Release Insights, leveraging predictive analytics to identify problem areas and track software builds and larger projects. By January 2024, Plutora expanded further into VSM by adding Flow metrics and VSM insights. This acquisition aligns with Planview's goal of enhancing its end-to-end VSM capabilities, utilizing Plutora's strengths in release management, test environments, and DevOps integration to break down operational silos and improve real-time metrics. However, while this acquisition strengthens Planview’s focus on DevOps governance, it shifts the VSM emphasis toward development rather than strategic business alignment. In contrast, Broadcom's ValueOps continues offering VSM functionality that supports business leaders and developers, ensuring alignment of business goals with DevOps execution.

2. **Resource, portfolio, and value stream planning:** ValueOps customers reported that planning is one of the top reasons they selected ValueOps over other vendors' VSM solutions. ValueOps' customers highlighted specific planning features that help prepare for creating and managing successful value stream deployments, including the following:

    - **Roadmap planning:** ValueOps' roadmaps provide top-down planning and a visual timeline, allowing users to plan for upcoming initiatives based on existing data, such as projects, epics, and programs, and to align these with business objectives. Users can share these visual plans with other organizational stakeholders, enabling collaboration and shared decision-making.
    - **Team planning:** ValueOps' team planning supports current and upcoming iterations (Scrum) and allows teams to pull work and schedules into iterations, prioritizing the highest value features first and providing warnings and notifications for iterations that are over velocity. It also allows teams to use Kanban for flow-based planning to visualize work at the team level.
    - **Portfolio planning:** ValueOps has strong VSM capabilities throughout the platform but demonstrates significant differentiation with portfolio planning. ValueOps' portfolio Kanban board supports key capabilities that customers highlight, including:
        - Portfolio items–progress data roll-up from each team's epic
        - Kanban view by portfolio item type to visualize levels of work at each item type
        - Exit agreements and WIP limits at each phase of work.
    - **Investment Funding Plan:** ValueOps' investment funding plan manages investments by allocating funds to investment entities, such as business units, products, and teams, and then prioritizing investments based on their organization's business needs and strategic objectives. This feature also supports top-down and bottom-up funding to enable funds to be distributed more accurately to investments based on short—and long-term goals.
    - **Resource planning:** ValueOps supports resource planning with insights to prioritize existing work and identify the impact of new work by using what-if scenarios to prepare for release/program increments (PIs).
    - **Release planning:** Release planning allows customers to review backlogs, align candidate features into upcoming PIs or releases, and compare the planned load to the estimated capacity at a more macro level.

3. **Value-focused work and prioritization:** Interviewed ValueOps users reported that the solution offers multiple features to ensure that work execution is delivered on time and prioritized to meet customer value. According to the head of application engineering for a large international financial services institution,

    *"Prioritizing and right-sizing work due to complicated processes and politics is a real issue in organizations today. It is critical to measure the full impact of your technology initiatives, considering both operational investment and customer benefit and value, including the effects of delays and risks on delivering solutions. Then, you can make better decisions, understanding the importance of risks and delays. There is a great visual called the "Assess Impact of Delays & Risks" that is great to use and show when a team is blocked. You can use this visual to show what the blocker does to the overall timeline. It's a great strategy for de-scoping or getting buy-in from other teams to "swarm" the blocker during a scrum of scrums."*

    Planview users reported frustration with the need for integrated support for delivery. For example, according to the director of program management at an international pharmaceutical company,

    *"Planview Viz, previously known as Tasktop Viz, lacks the necessary features for managing work execution in an ordered and prioritized manner. As a result, we have to rely on additional tools to handle work management, which isn't integrated with Tasktop [Planview Viz]. Within Tasktop, there is no way to plan for the necessary investments and resources to resolve constraints that come up. challenges."*

    Customers reported the following critical ValueOps features that support value stream delivery:

    - **Roadmaps:** ValueOps roadmap is a central communication and planning tool that aligns strategy and organizes roadmaps to stakeholders by horizon timeline, capacity, epic, or investment.
    - **Release tracking:** ValueOps supports release tracking, enabling users to visualize the exact features every team in the train or program works on in every sprint. It also allows users to ensure that the features teams are working on are in the release and program increment (PI) with their

associated rank and status and highlight potentially problematic dependencies.

- **Lean guardrails:** Another differentiator of ValueOps is the lean guardrails that support leaders by directly investing labor and non-labor resources to impact goals and customer value. This includes guardrails by capacity, horizon, and strategy.
- **Agile management and project execution:** ValueOps includes native project and portfolio management, including demand management, investment, financial management, planning features, and resource and capacity management.

4. **Broad toolchain integration**: ValueOps and Planview can integrate with DevOps toolchains across the enterprise and ingest data. Planview Viz can integrate with over 60 applications, while ConnectALL can connect with 75 toolsets.

   With Broadcom's June 2023 acquisition of ConnectALL, ValueOps can now natively support data ingestion from unlimited DevOps tools. With ValueOps ConnectALL, the solution supports bi-directional information capture and exchange, data normalization through its common data model, and actionable insight creation. In addition, analyzed and created metrics can then be aligned to portfolios and value streams to support prioritization, goal management, and strategy alignment.

   Another unique differentiator is that ConnectALL is designed to connect any technology to its Universal Adapter, including legacy systems, modern apps, and even those without native web service capabilities using adapters. Planview Viz requires custom scripting & development to create a custom connector. According to a DevOps Engineer from an internal publishing company,

   > *"The ConnectALL Universal Adapter was one of the reasons we selected it over Planview Viz. We had been trialing both tools and needed one that could integrate into our legacy systems without custom scripting. This seemed to be the main issue for us with Planview Viz, requiring custom scripting to tools that they do not cover out-of-the-box. The fact that ConnectALL can connect to virtually anything, even without native web service capabilities, has saved us so much time and development effort. It's truly a plug-and-play solution, even for toolsets that are not part of the out-of-the-box library."*

5. **Actionable reporting and insights**: ValueOps supports granular insights and reporting into value stream health, defect trends, and investment alignment. ValueOps users highlighted several out-of-the-box metrics, insights, and reporting that are available within ValueOps:

   While both ConnectALL and Planview Viz support flow metrics, ConnectALL delivers a broader range of insights, including application and automatic stats, VSM insights, and production insights. According to interviews with ConnectALL users, it offers deeper and more actionable insights across various dimensions of production, portfolio management, and value streams compared to Planview Viz. Although Planview Viz emphasizes flow metrics, ConnectALL stands out with its unique production insights, comprehensive data synchronization, and a more intuitive, customizable user experience facilitated by its Universal Adapter and drag-and-drop designer. Interviewed ConnectALL users highlighted that ConnectALL provides deeper insights and a broader view into work. According to a DevOps Engineer from an internal publishing company:

   > *"In our comparative trials, we saw that both Planview Viz and ConnectALL have insights on Flow metrics. But we also discovered that ConnectALL went further to provide more actionable insights across different dimensions of the development lifecycle with production insights, automation statistics and metrics, and portfolio insights."*

   ConnectALL and ConnectALL Insights support the following set of metrics out-of-the-box:

   - **Flow metrics**: Including flow time, flow efficiency, flow velocity, flow load, and flow distribution (which Planview Viz also supports)
   - **Production Insights**: Value added time, MTTR, escaped defect ratio, WIP, blocker data and blocker trend analysis (blocked by the customer, blocked by support), queues, throughput and production impact (unique to ConnectALL)
   - **Portfolio insights and reporting**: Consolidates the highlights from a product line, portfolio, group, or department and includes detailed portfolio reporting, including burn-up and down, cumulative flow, defect analysis, build health, and velocity charts. ValueOps also includes a "Smart Cumulative Flow Diagram" that provides pattern sensing and guidance to the ValueOps

Team Cumulative Flow Diagram. These new intelligent capabilities provide insights into recurring patterns that can be challenging to detect, allowing teams to act faster.

- **VSM insights**: WIP insights, bottleneck detection, timeline events (flow metrics aligned by timeline), lifecycle insights, VSM map of workflow sequence
- **Flow modeling**: Automates workflow mapping to the four flow states (new, active, waiting, done)
- **Automation statistics**: Visual reports that provide metrics on transactions (automation usage data and success/failure), work items (the number of records synchronized over the specified period), and application statistics the number of created and updated records from the integration tools and apps).

Based upon the collective feedback from user interviews, Exponential Insights discovered that ValueOps by Broadcom successfully met all five VSM selection criteria customers highlighted as important considerations for purchasing a modern VSM solution. Even with Planview's acquisition of Plutora, Broadcom's ValueOps, combined with ConnectALL, offers broader support for both developers and business leaders by providing comprehensive analytics, flexible workflow orchestration, and real-time governance across all value streams. Unlike Plutora's narrower focus on DevOps, ValueOps delivers deeper integration across portfolio management, agile development, and DevOps, ensuring continuous compliance and data-driven decision-making throughout the entire software delivery lifecycle. Broadcom's platform also offers greater flexibility and customization, accommodating enterprise-specific needs beyond predefined workflows.

## Part 3: Comparative Solution Table

The final part of the study asked Planview and ValueOps users to rank the solution based on the five VSM solution criteria and specific VSM capabilities. The following comparative table illustrates some of Broadcom's broader benefits of ValueOps.

| Full Functionality (90%–100%) | Partial Functionality (51%–89%) | Moderate Functionality (25%–50%) | Missing Significant Functionality (1%–24%) | No Feature or Capability Present (0%) |
|---|---|---|---|---|
| ● | ◕ | ◑ | ◔ | ○ |

| Evaluation Criteria | ValueOps® | Planview |
|---|---|---|
| **Integrated, Native Project Execution**<br>**Integrated project management and execution capabilities, including:**<br>▪ Project and portfolio management<br>▪ Resource management and capacity management<br>▪ Financial and investment management | ● | ◕ |
| **Breadth and Scalability of VSM**<br>**End-to-end capabilities to plan, track, adjust and manage Value Stream projects within a single platform and User Interface, which include:**<br>▪ Program-level and VSM planning<br>▪ Resource management and Capacity planning<br>▪ Budgeting & investment management<br>▪ Roadmap creation / Roadmap management | ● | ◕ |
| **Agile Management Flexibility**<br>**Ability to support waterfall, agile, SAFe, and hybrid methodologies** | ● | ◑ |
| **Alignment of Work to Strategy**<br>**Ability to align projects and portfolios to business strategy, business goals, and OKRs** | ● | ◑ |
| **Portfolio Planning and Management**<br>**Portfolio planning capabilities with cross-enterprise visibility:**<br>▪ Portfolio planning comparisons, budgeting, funding, & investment prioritization | ● | ● |
| **VSM Investment Balancing**<br>**Ability to identify the impact proposed investment decisions will have on project timeline, resources, and budget.**<br>▪ Roadmap planning, scenario modeling/"what-if" comparisons<br>▪ Value stream & portfolio budgeting, forecasting, & investment management | ● | ◑ |
| **DevOps Metrics Ingestion & Analysis**<br>**Includes agility to ingest data from almost any data source, normalize it, and analyze into actionable metrics**<br>▪ Unlimited data origin consumption: Ingest data from any source<br>▪ Flow Metrics: Including flow time, flow load, flow distribution, and flow velocity.<br>▪ VSM Metrics: Including value flow, epic & portfolio alignment by value stream<br>▪ Automation Metrics: Metrics on transaction, work items & app statistics | ● | ◑ |
| **VSM Time-to-Value**<br>**Timeline to realize VSM without waiting for new acquired products to be fully integrated**<br>▪ Purpose-Built VSM vs. Acquiring & Using Disparate Solutions | ● | ○ |
| **Purpose-Built VSM AI**<br>**Purpose-built AI and machine learning to support VSM, Flow, DevOps metrics, and DORA correlation & insights** | ● | ◔ |
| **End-To-End Compliance & Governance**<br>**Governance Across the entire SDLC vs. limited to release & deployment management** | ● | ◔ |