



THE BUYER'S GUIDE FOR PEOPLE-CENTRIC STRATEGIC PORTFOLIO MANAGEMENT SOFTWARE

IDENTIFYING TECHNOLOGY PLATFORMS THAT WILL HELP YOU UNITE
THE ENTERPRISE AND TAKE CHARGE OF THE DIGITAL TRANSFORMATION

WHAT HAS CHANGED, WHAT HAS NOT, AND WHY A CHANGE IS NEEDED

WHAT CHANGED

It was not that long ago that technology was viewed as a kind of utility, important and relied upon, but not strategic.

These days, technology fuels pretty much every critical business service for every company in every industry. Technology is inextricably bound with the business. Without technology, business stops.

WHAT HAS NOT

Technology environments continue to get more complex, dynamic, and business critical. It seems everything about technology has changed in recent years—except the way it is funded.

WHAT IS THE PROBLEM

While business and technology are intertwined, the same is not true for business and technology leaders. These leaders operate in different spheres and speak different languages. This is perhaps best underscored by their respective goals and metrics. Business leaders are focused on ROI, revenue, and profit margin. IT teams are focused on metrics like flow rate, delivery state and portfolio change.

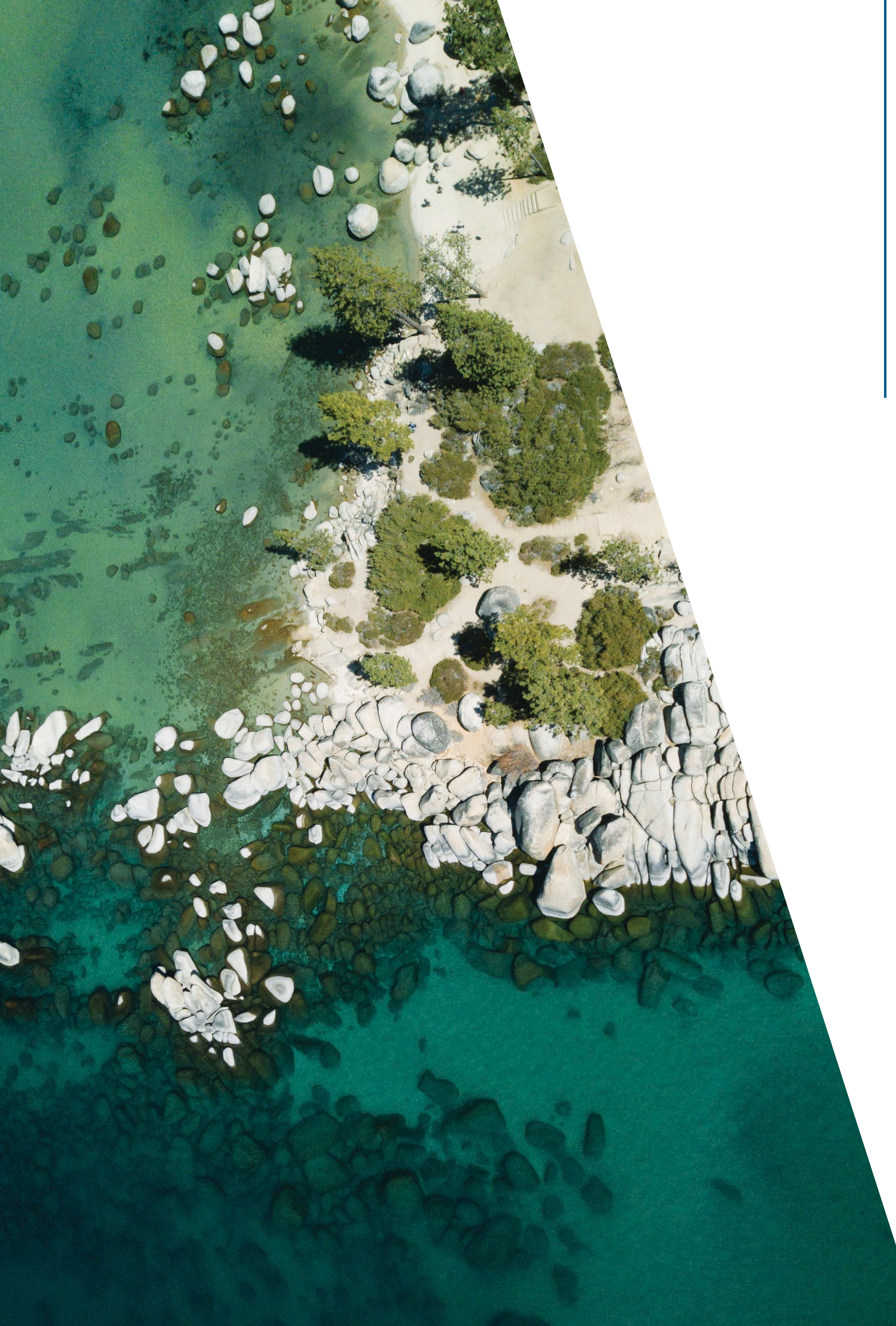
In many ways, technology planning and funding are run the same way they have been for decades. These legacy, project-based approaches are inefficient and wasteful, and are fundamentally misaligned with modern technologies and realities.

This stubborn disconnect stifles business outcomes and digital transformation success. According to Gartner research, “By 2025, **70% of digital investments will fail** to deliver the expected business outcomes due to the absence of a strategic portfolio management approach.”¹

¹Gartner, “Top Trends for Strategic Portfolio Leaders for 2023,” Kevin Rose, Rachel Longhurst, et al, August 14, 2023, ID: G00789708

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01 THE REQUIREMENT: PEOPLE-CENTRIC PLANNING

TO MEET YOUR PRESSING IMPERATIVES, YOU AND YOUR TEAMS CAN NOT CONTINUE TO OPERATE THE SAME WAY, FUNDING WORK AND PROJECTS. NOW, TECHNOLOGY FUNDING AND PLANNING NEEDS TO GO THROUGH A FUNDAMENTAL SHIFT.

Now, it is about funding the products and the teams that are delivering value. Now is the time to move to people-centric funding.

Here are three hallmarks of this approach:

READ ON TO FIND OUT MORE ABOUT PEOPLE-CENTRIC PLANNING AND HOW YOU CAN FIND THE OPTIMAL SOLUTION FOR YOUR ORGANIZATION.

01

Teams are given persistent, long-term funding.

02

Teams are organized around products and value streams, rather than in the siloed departments of the past.

03

Teams work toward common, business-level objectives.

02

THREE PILLARS OF
PEOPLE-CENTRIC PLANNING

There are three key pillars that form the foundation of a successful people-centric planning implementation.

PILLAR #1

GOVERN INNOVATION WITH INCREASED VISIBILITY

Historically, teams have been focused on the never-ending cycles of funding projects and work. Laborious, detailed planning exercises were undertaken and granular requirements were established—and they were out of date immediately. Therefore, the process never really ended.

With the interweaving of business and IT, teams need to move to tracking a single set of metrics: business metrics, namely value. According to a Gartner report, 60% of strategic portfolio leaders will transition from a focus on delivery execution to a focus on value realization.²

With people-centric planning, teams are given visibility into key metrics and they're given the autonomy to determine how to best achieve those metrics. Across the organization, teams are using a single set of metrics, and they're tracked in real-time. This is the way people-centric planning helps foster directional alignment. All that ultimately matters is that business metrics are moving in the right direction and that teams are contributing to those outcomes.

PILLAR #2

ALIGN TECHNOLOGY WITH BUSINESS

Through people-centric planning, you create value streams that fuse business and IT staff. All these teams align around one set of shared and negotiated goals.

This takes negotiation between your business and technology stakeholders. Often, in an effort to strike the right balance among various types of work, it is helpful to have these leaders negotiate percentages.

For example, the decision could be to establish a mix in which 20% is dedicated to defect resolution, 40% to new feature development, 20% to addressing technical debt, and 20% to discretionary work. Leaders may have these conversations on a calendar basis. A business leader may ask for an increase in allocations to new feature development, but the technology leader will have to balance that with potential ramifications of putting off technical debt reduction.

Either way, these leaders need to have a good working relationship and believe that each person is being reasonable and truly partnering in negotiation.

PILLAR #3

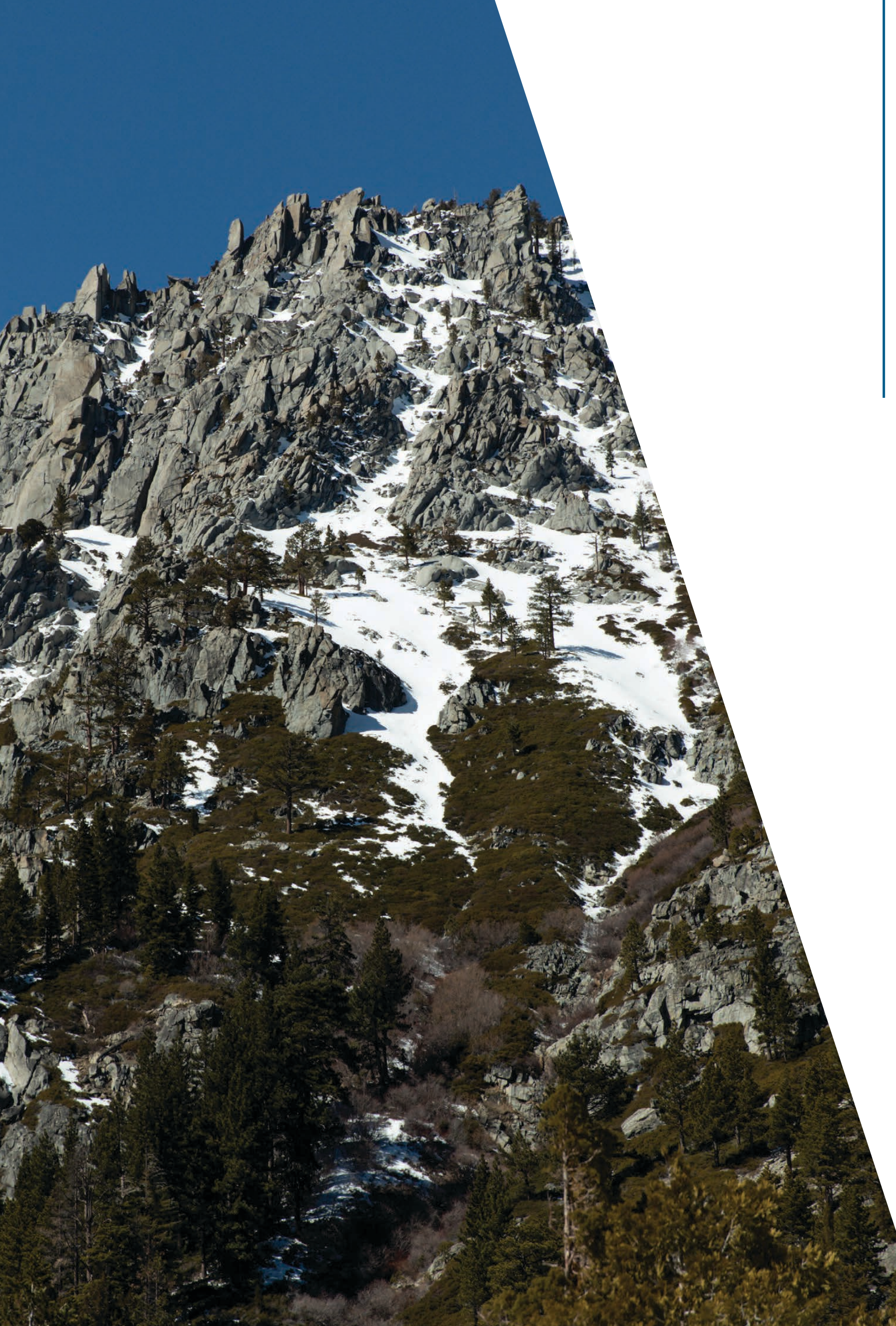
EMPOWER TEAMS TO OPTIMIZE EFFICIENCY

People-centric funding is about boosting efficiency. A big part of how it achieves this is through decentralizing authority. Fundamentally, you need to have good people and have visibility into what they are doing, while enabling them to make decisions in a timely fashion. Ultimately, it's about trusting that they are best equipped to know what's the right thing to do and when.

Instead of funding individual projects with temporary funding, you continuously fund the teams delivering the products and services that generate value. When teams have persistent funding, they can be empowered with the autonomy to figure out what needs to be done and do it. Teams gain the freedom to adapt, without having to go back to a central authority.

There is still accountability. You make portfolio-level decisions at the beginning of the year. Maybe you decide to reduce or eliminate funding for a team that's no longer delivering value based on the metrics defined. However, as long as a team continues to deliver value, they'll continue to be funded. That is all the governance you need.

² Gartner, "Top Trends for Strategic Portfolio Leaders for 2023," Kevin Rose, Rachel Longhurst, et al, August 14, 2023, ID: G00789708



03

BUSINESS ADVANTAGES OF PEOPLE-CENTRIC PLANNING

ENHANCED VISIBILITY AND INSIGHTS

Through effective people-centric planning, your teams have increased visibility into capacity planning, resource management, and risk management. Teams can apply concrete insights to fuel continuous improvement.

With improved visibility, teams throughout the organization get the insights needed to make better decisions. Teams gain better visibility into top-level strategies, and they can use this insight to better prioritize backlogs and resources. Better visibility fosters improved trust and collaboration, and it helps minimize business risk.

IMPROVED ALIGNMENT

By cultivating the establishment of optimized value streams, people-centric planning enables teams to align strategy, planning, and work across the organization. With this tighter alignment, teams are better positioned to connect strategy with work, reduce unnecessary friction, and foster deeper collaboration.

OPTIMIZED EFFICIENCY

Traditional investment planning and project funding requires users to articulate every detail of what's going to be delivered, justify it at length, and then fund it. Inevitable changes require that process to be repeated over and over again.

By contrast, people-centric planning ensures stakeholders are in agreement on the value being generated. As such, they commit to funding products and teams for an entire fiscal term. Instead of getting bogged down in processes, people-centric planning empowers teams to make changes on the fly.

Users can move things around during the roadmap review and see the impact of different changes. Doing so improves time to market and it boosts agility. Through people-centric planning, you can minimize the effort and overhead associated with governance, while still ensuring you get the value needed.

04 GETTING STARTED

#1

GET ORGANIZED

To get started with people-centric initiatives, it is vital to first ensure you have maximum visibility and can gain a complete understanding of your application portfolio, investments, resources, and people. Toward that end, it is important to categorize, assess, and analyze your application portfolio, and to the greatest extent possible, begin to centralize portfolio administration.

#2

SET THE COURSE

Next, your leaders need to establish a roadmap for transformation, and ensure that roadmap is aligned with top-level business strategies. Roadmaps need to be developed, refined, reviewed, and approved by key stakeholders. Teams need to be able to track progress of investments and initiatives, and knowledgeably determine how they are advancing business strategies. Further, it is vital to establish mechanisms to ensure roadmaps are reviewed on a recurring basis to ensure they stay aligned with evolving business realities and priorities.

#3

OPTIMIZE DELIVERY

Teams need to optimize work flows to speed execution. To do so, leaders need to have the unified visibility needed to intelligently balance application work and priorities with people capacity. Toward this end, it is essential that organizations establish a consistent model for managing and tracking strategy, objectives, work efforts, progress, and results.

#4

TRACK PROGRESS AND ACHIEVE BENEFITS

Teams must take a data-driven approach, tracking progress toward planned objectives and key targeted results. To do so, teams must move from the reliance on quarterly status reports and other techniques of the past and leverage real-time dashboards that keep all stakeholders apprised. Data from execution needs to be rolled up for business leadership, delivering real-time insights that reveal what is happening across the organization.

05 KEY REQUIREMENTS

COMPLETE INTELLIGENCE

To realize the complete potential of people-centric planning, teams need advanced, unified technology solutions that deliver all the following capabilities:



Team Collaboration

When it comes to collaboration, solutions can either help the cause—or hurt it. Look for a unified app that gives everyone the current information they need. Without leaving the app, teams should be able to ask questions, provide updates, and more. Keep all team members in sync and share your plans with other groups and executives. Tools should enable teams to create, share, and automate to-do lists with groups both inside and outside the organization.



Staff Allocation

Leverage a solution that offers complete support for intelligent staff allocation. You should be able to find the right person or team, and allocate specific percentages of their workload to ideas, projects, or custom investments—with the click of a button. Tools should make it easy to search for and filter available resources and investments, including at the department or team level.



Continuous Investment Planning

Your solution should empower you to prioritize work based on business outcomes, not gut feelings. The solution should help you engage teams and executives in ongoing roadmap planning, all with a clear goal of delivering more customer value.



Strategic Roadmaps

Your solution should give you the agility to map strategy to objectives on drag-and-drop roadmaps, so you can clearly understand how your products are performing. Unlike never-ending Gantt charts, roadmaps let you nest multiple workstreams under each investment, with direct links to resources, work, and financial data.



Reporting and Analytics

To fully realize people-centric planning’s potential, people from various groups and different levels need to be able to gain real-time access to data from across the organization. Your solution should provide executive teams with consolidated reports that enable objective comparison of what they planned and what was executed. Gain reporting capabilities that help users to quickly create, adjust, and share near-real-time information with stakeholders and team members.



Value-Based Prioritization

Leverage value-based prioritization capabilities, which is key to making planning more powerful and realistic. View all planned initiatives and the areas these efforts support, whether optimizing current operations, supporting future growth, or fortifying long-term business resilience.

05

KEY REQUIREMENTS

COMPLETE FLEXIBILITY

You need a people-centric planning solution that works for your organization. Demand a solution that offers these capabilities to ensure alignment with your specific organization, teams, and objectives:



Multi-Dimensional Hierarchies

Your solution should give you the flexibility to organize investments the way your business runs, including arranging people, work, and money by product lines. Go beyond traditional projects and configure the investment hierarchies and types that you need.



Definable Investment Types

Your organization has its own specific requirements and objectives. Look for a solution that enables you to organize investments your way, with fiscal periods that align with your calendar. Make sure you can set up different investment types, including projects, products, and platforms.



Support Any Development Methodology

Leverage a platform that can help you govern all technology investments and teams across your organization, including those working with traditional, agile, and hybrid approaches.



Broad Technology Integration Support

For complete, intelligent management of teams and digital products, your solution must feature strong integrations with your other business tools. Solutions should come with preconfigured connectors for a range of solutions, including application lifecycle management (ALM), IT service management (ITSM), enterprise agility, DevOps, and more.

06

CHOOSING THE RIGHT TECHNOLOGY PARTNER

To succeed with people-centric planning, you need more than technology. You need the right solution provider. Find a strategic partner that can help your organization maximize the power of a people-centric planning approach.

LOOK FOR A PARTNER THAT CHECKS THESE BOXES:



Domain Expertise

Partner with an organization that has a history of successful VSM implementations and a track record of thought leadership and innovation in its foundational disciplines, such as digital product management, portfolio management, and enterprise agile.



Advanced, Integrated Solutions

Trust a provider that offers the innovative and integrated solutions that empower all value streams across the enterprise—not just IT.



Demonstrated Success in the Enterprise

Work with a provider that has a track record of working with the world's largest, most complex organizations—and with people and solutions that have proven to be successful in these demanding environments.



Robust Partner Ecosystem

Choose a solution provider that has an extensive array of strategic partners that have complementary services and solutions. Ensure you can work with the organizations and teams who are best equipped to provide proven blueprints, strategies, and expertise that can help you expedite the realization of value from your investments.

07

EVALUATION

HERE ARE SOME KEY QUESTIONS TO ASK A POTENTIAL PROVIDER:



Enterprise-Wide Support

- Can your solution help me establish true, enterprise-wide value streams?
- Can your solution be used across my organization, including by teams in business, IT, development, marketing, and human resources?
- Can your solution be efficiently integrated with technologies I have in place?



Traceability of Value

- Does your solution offer unified data models for tracking value?
- Does the solution also enable teams at every level of my organization to quickly and efficiently get the insights they need?



Boost Efficiency, Reduce Waste

- Does your solution give us the flexibility we need to adapt to the specific requirements of our teams and enterprise-wide value streams?
- Will your solution enable us to establish uniform guardrails that ensure compliance with policies and mandates?
- Can your solution scale to support thousands of users?



08

CUSTOMER SUCCESS



Within Boeing, groups across the organization have been able to deliver much more, with much less—with Clarity™. The organization's leaders were able to get the insights they needed to eliminate massive amounts of low-value work, which resulted in a 30% project cost reduction worth hundreds of millions of dollars. While the business weathered a challenging period, Clarity enabled teams to achieve improved business outcomes and hundreds of millions of dollars in savings.

HONDA

With Clarity, the team at Honda was able to turn work into value streams. The team leveraged the solution's strategic roadmap functionality, which helped them eliminate manual work and cultivate a collective understanding of key priorities and work status among key stakeholders. The solution fueled improved engagement, efficiency, and empowerment across the organization.



At Unum, Clarity delivered the improved insights that fueled intelligent, data-driven decision making. The organization's successful rollout of value streams enabled them to maximize outcomes while minimizing disruption. These gains ultimately yielded improvements where it mattered most: customer value.



The team at Verizon relies on Clarity. With the solution, leaders were able to reimagine the way work gets done—and see dramatic results. The solution fueled a range of improvements across multiple business domains. Within one portfolio alone, the company immediately realized \$2 million in cost savings.

09

CONCLUSION

Too much has changed in recent years. Your organization can not afford to continue to rely on decades-old technology funding models. By employing people-centric planning approaches, your organization can eliminate the waste, inefficiency, and inflexibility of old-school approaches.

Instead, you can establish alignment around key business metrics, empower teams, and streamline governance. Find out how you can leverage people-centric planning to maximize visibility, alignment, and efficiency in your organization.

CONNECT WITH A PEOPLE-CENTRIC PLANNING EXPERT

Connect with a Broadcom® people-centric planning specialist to learn more about how our technology can help you eliminate waste, achieve strategic initiatives, and align your entire enterprise around customer value.

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

ABOUT CLARITY FROM BROADCOM

Broadcom is a leader in the VSM software market. With our Clarity solution, businesses can implement and manage an effective, efficient DPM strategy that enables internal teams to gain the visibility required to maximize alignment, reduce inefficiencies, and speed time to value.

With Clarity from Broadcom, executives can more effectively understand priorities, capacity, progress, and results across their organizations.

As part of the Broadcom ValueOps™ platform, Clarity enables every role within an enterprise to manage, track, and analyze digital products and their associated value streams. With the solution, teams can focus more squarely on delivering the strategic outcomes that matter to your business.



To learn more about collaborative work management capabilities from Broadcom, be sure to visit [BROADCOM.COM/CLARITY](https://www.broadcom.com/clarity)