

THE BUYER'S GUIDE FOR ENTERPRISE AGILE MANAGEMENT SOLUTIONS

AGILE MANAGEMENT SOLUTIONS PROVIDE A SINGLE SYSTEM OF RECORD, ENABLING HUNDREDS OF GLOBAL TEAMS TO TRACK PRODUCTIVITY AND PRODUCT QUALITY, WHILE HAVING VISIBILITY INTO DEPENDENCIES. AS A RESULT, CUSTOMER VALUE IS DELIVERED FASTER AND WITH FEWER PROBLEMS.



INTRODUCTION

AGILE INCREASES SPEED TO MARKET WITHOUT DISRUPTION

Organizations who adopt agile methods thrive. Agile allows organizations to respond quickly and confidently to change, deliver value faster than the competition, and build high-quality products that customers really want. Effort is not wasted on unwanted features that don't add value.

Don't let the word 'agile' complicate things. Agile comes in many shapes and sizes and has different meanings, but regardless of what you call it, your business needs a single system of record for enterprise agile management. The right agile management solution enables teams across your organization to be more informed, engaged, and energized. It provides teams the flexibility to work with the tools they love, while giving members of leadership clarity about their company's progress toward key objectives—so they can quickly pivot when change is needed.

One study by McKinsey shows adopting agile practices can lead to a **30% - 50% increase in operational performance¹** which is measuring speed, target achievement and predictability. The same study shows a **30% increase in overall financial performance.**

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¹McKinsey Research <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/enterprise-agility-buzz-or-business-impact>

WHAT IS ENTERPRISE AGILITY AND WHY DOES IT MATTER?

ENTERPRISE AGILITY IS ABOUT ENABLING ORGANIZATIONS TO RESPOND BETTER AND FASTER TO RAPIDLY EVOLVING MARKET CONDITIONS AND CONSUMER NEEDS

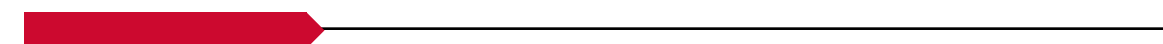
Enterprise agile management solutions extend the core tenets of agile software development methodology to the way companies manage work and deliver value across the enterprise. Agile methods help you build and deliver products incrementally, get value to customers quickly, and keep development work aligned with business needs.

When you have a company-wide source of truth to track productivity, project quality, and responsiveness on both macro and micro levels, teams are more informed, more engaged, and happier. Leadership is empowered to pivot quickly, make data-driven decisions, and speak confidently about their company's future.

ENTERPRISE AGILITY MAXIMIZES VALUE

A summary of research on project management methods found that agile approaches yielded staggering improvements²:

29% Better Cost



91% Better Scheduling



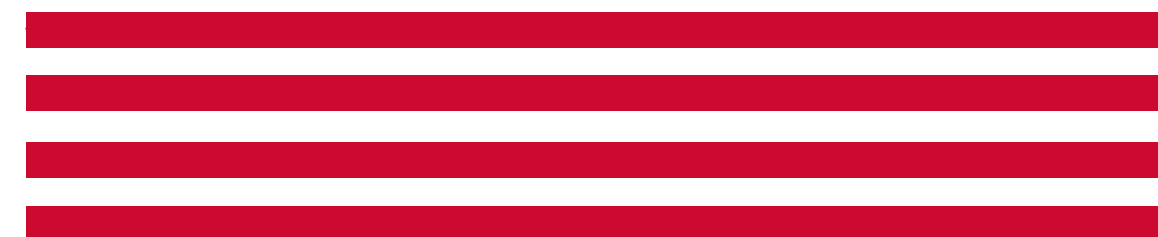
97% Better Productivity



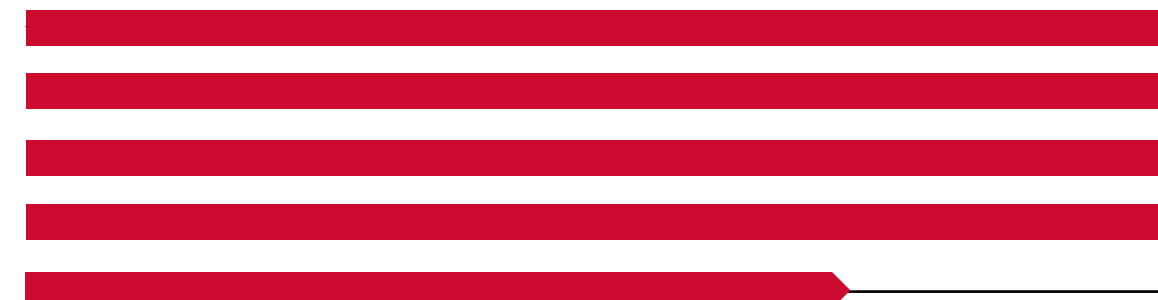
50% Better Quality



400% Better Satisfaction



470% Better ROI



LACK OF AGILITY HAS A HIGH COST:

77%

say the disconnect between IT and business units results in significant costs.²

72%

agree that agile and DevOps can provide project-level improvement, but report those benefits are negated by a lack of enterprise alignment.²

78%

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

\$5b

is wasted every day because of poor implementation of strategy.²

²<https://www.pmi.org/about/press-media/press-releases/2018-pulse-of-the-profession-survey>

FIVE COMMON CHALLENGES AND HOW RALLY® SOFTWARE SOLVES THEM



Data Silos

THE PROBLEM

The siloed nature of business and development teams and data makes it challenging to see what teams are doing, the progress they are making, and whether everyone is heading in the right direction.

THE SOLUTION: RALLY® SOFTWARE

Establish unified, cross-enterprise data alignment and visibility so leaders at all levels can run the business more effectively and build trust. Users can leverage a complete data set across the entire platform. This increases collaboration between teams no matter how they work, and helps eliminate the errors, miscommunications, and waste associated with manual data collection.



Scalability Ceilings

Organizations struggle to support thousands of users and the massive volumes of data and transactions they require.

Rally offers the flexibility for teams to work with the tools that best fit their needs. If agile teams use Rally and dev teams are using a mix of other tools like Jira, Rally can pull the Dev team information and become the single source of truth for reporting.



Building and Executing on Plans

Plans are great. But only if they are built on accurate information. How do you know if you have enough capacity? How do you know if you're on track?

Rally's end-to-end planning capabilities help ensure organizations are clear on the direction, teams know if plans are on track, and both organizations and teams are confident that the work can get done. If you do run into a hiccup, Rally shows you exactly what's happening and what's changed, so you can pinpoint precisely when and why things went off the rails and adjust as needed.



Eliminating Waste

It is difficult to know if your teams are working on the right thing when plans and priorities are constantly shifting.

Rally offers the flexibility for teams to work with the tools that best fit their needs. If agile teams use Rally and dev teams are using a mix of other tools like Jira or Azure, Rally can pull the Dev team information and become the single source of truth for reporting.



Operational and Funding Misalignment

When data is siloed, teams struggle to incorporate learnings from across the organization and to apply them to continuously improve process and delivery.

Rally is built to help leaders and teams track continuous improvements with real metrics. Rally helps you measure productivity, predictability, quality, and responsiveness across your organization—and share those insights across all teams. Use historical patterns to create benchmarks, design experiments based on data, and get closer to achieving your top-level goals.

ENTERPRISE AGILE MANAGEMENT SOLUTIONS: KEY REQUIREMENTS

TO CAPITALIZE ON ENTERPRISE AGILITY, ORGANIZATIONS NEED TO HAVE A PURPOSE-BUILT ENTERPRISE AGILE MANAGEMENT SOLUTION THAT FOSTERS COLLABORATION AND SUPPORTS DISTRIBUTED TEAMS THAT MAY BE USING VARIOUS AGILE METHODOLOGIES AND DEVELOPMENT TOOLS. HERE'S WHAT TO LOOK FOR:

01

STRATEGIC PLANNING CAPABILITIES

Leaders need a flexible platform that provides real-time insights into priorities and investments. The platform should aid these leaders in defining and articulating top-level initiatives as actionable deliverables to their teams.

02

VALUE STREAM MANAGEMENT

Leaders must answer tough questions about business and development outcomes, prioritization, progress from planning to delivery, and opportunities to optimize flow. Be sure your enterprise agile management solution can provide comprehensive, cross team data to feed into and maximize the organization's value streams.

03

END-TO-END TRACEABILITY

Leaders need to manage team projects efficiently, with a single unified backlog that is derived directly from the strategic plans. They must have visibility into the status and objectives of the business.

04

IMPROVED INSIGHTS

Members of the organization need detailed product and software delivery information from their hundreds of global teams. This lets them create realistic plans that optimize the management of capacity, work-in-progress, dependencies, and risks, as well as track related efforts throughout the value stream.

05

SYSTEM OF RECORD

Leaders need fast, efficient access to the current status of all product development from teams across the enterprise, regardless of whether teams are working in Jira or other work management tools, without ever having to leave their agile management tool.

06

ENHANCED PRODUCTIVITY

By reducing the time-consuming, error-prone efforts associated with manual reporting, teams work from a consistent, updated data set, which allows them to spend more time focusing on the tactics and initiatives that really matter.

KEY QUESTIONS TO ASK AN ENTERPRISE AGILE MANAGEMENT SOLUTION PROVIDER

Q1

DOES THE SOLUTION SUPPORT THE WAY YOU WORK OR WANT TO WORK, INCLUDING DEVELOPER-CENTRIC AGILE PLATFORMS?

Rally was built to use frameworks that best meet your needs, whether that is adopting SAFe, LeSS, Kanban, Scrum, PRINCE2, or traditional methods. With ValueOps Connectors powered by Tasktop, you can get the timely, contextual, and easily accessible insights that help optimize your value streams. ValueOps Connectors offer bidirectional synchronization of data between Rally and your other tools, so you can synch work items (features, stories, tasks, defects, test cases, and more) from Jira and other agile planning tools with your Rally solution.

“

“The bottom line is that it is NOT feasible to do agile and waterfall together or any mixed project management methodologies in the plain Jira Software.”

— Project manager at a U.S.-based Fortune 500 financial services company

Q2

CAN THE SOLUTION PRIORITIZE, PLAN, AND OPTIMIZE WORK ITEMS AND RESOURCES?

Rally's Capacity Planning provides you with transparency to see how your highest business priorities stack up against the capacity of your teams—helping you balance work allocations and team delivery. In addition to capacity planning, it also supports resource contouring, and optimizing to both over- and under-utilized resources. Leaders get realistic options for optimizing value while accounting for teams' actual capacity—taking the emotions out of it.

“

“We found that when we needed to place over a hundred different resources on a project, each with their own rate and differing skill and experience levels, this became a very manual process with Jira. The planning and allocation process took us over a week to do in Jira and then required significant oversight if there were any changes”

— IT director of a global datacenter provider undergoing a major data center renovation project



KEY QUESTIONS TO ASK AN ENTERPRISE AGILE MANAGEMENT SOLUTION PROVIDER (CONTINUED)

Q3

DOES THE SOLUTION PRIORITIZE AND ALIGN YOUR WORK TO OVERALL COMPANY GOALS AND STRATEGY?

Many agile solutions work effectively to support a single team, but struggle to scale and support hundreds of global teams. With the inability to scale, some agile planning products can't align projects and portfolios to company business goals and strategy. One of the most important tools for a product manager is a product roadmap.

Rally supports product roadmaps, enabling product managers to develop and communicate long-term product plans to business managers, engineers, and other stakeholders. There are no limits to the number or types of roadmaps that can be created, so you can align planned work to overall product strategy, customer impact strategy, business strategy, and execution strategy.

“

“[With Jira Align], You cannot see items side by side. For example, if I want to see a specific feature in Q3 of this year and a second new planned feature for Q4 on the same row, I cannot see that. In addition, there are no visual dependencies shown in the roadmap. This makes the Jira Align roadmap is highly unusable by project managers and leadership staff.””

— DevOps manager at a U.S.-based cloud monitoring company

Q4

CAN THE SOLUTION PROVIDE A 360-DEGREE VIEW OF YOUR WORK, PROJECTS, AND PORTFOLIOS?

Rally provides all members of the program team—from executive to developer—with a real-time view into the status of all work items, from individual sprint to overall program and portfolio status views. This helps teams, scrum masters, program managers, and executives track the agile metrics that matter most to the business and provide the most value to customers.

Rally also provides a view of cross-team dependencies and risks in order to ensure visibility and accountability as a plan is being executed.

“

“Jira Align does not support team-level work productivity insights or metrics, especially KPIs for completed work and outcomes... important metrics like team improvement rate and velocity acceleration are not supported. This prevents me from being able to report to leadership on our productivity and outcomes effectively.”

— DevOps manager from an international financial services firm



ORGANIZATIONS USE RALLY SOFTWARE TO DRIVE MORE VALUE



ITSD TELECOMMUNICATIONS

Increased predictability and quality

To keep pace with growing demand, the ITSD team needed to improve efficiency and provide standardized tracking and reporting for leadership. With Rally Software, ITSD can track every task and activity, providing better visibility into potential risks and issues, so they can be addressed earlier. Rally provided Improved predictability and quality for customers, as well as accelerating time to market for new applications and features. Today there are 1,000+ Rally users across 7 agile release trains and 45 Scrum teams.



ONLINE GENEALOGY COMPANY

Deliver new products to customers faster

Rally Software's portfolio hierarchy and capacity planning capabilities provided an agile solution that teams can align their work to throughout the SDLC. As an outcome, Rally provided a single view that rolls up data from the team level to the portfolio level. This enabled them to eliminate team status meetings through dashboards that provided continuous improvement metrics and increased velocity by 80%.



SWISSCOM

Accelerating time to market, shaving delivery time by one year

As Swisscom set out to launch a new IPTV product, the company decided to consolidate the entire TV value stream under one roof organizationally, transforming the IT group's role from integration to development. This strategic decision presented an ideal opportunity to adopt an agile framework and set the stage for rapid innovation.

Key Benefits

- **Gained 564,000 subscribers in first 16 months**
- **Accelerated time to market, shaving delivery time by one year**
- **Reduced development cycles from 12 months to 3-6 months**
- **Improved software quality and reduced rework**

“

“We chose Rally Software for its portfolio-level management capabilities. No other solution could link strategy to execution across 12 teams, with rolled up visibility of multiple programs.”

— Simon Berg, Agile Program Manager, IPTV Engineering, Swisscom



CONCLUSION

Lead your company to financial performance gains, greater operational efficiency, and better employee engagement.

When you have a company-wide, enterprise agile management system of record to track productivity, project quality, and responsiveness on a macro and micro level, teams are more informed, more engaged, and happier. Leaders are empowered to quickly pivot with data-driven information and confidently speak publicly about a company's future.

Enable teams across your organization to be more informed, engaged, and energized to reduce waste.

Projects that run with agile principles using Rally Software have clear goals and check-in points. Resources are not wasted on unwanted features or anything else that doesn't obviously and immediately add value. The insight from Rally contributes to Value Stream Management by allowing business leaders to answer tough questions about how work is—or isn't—delivering on key objectives. Leaders are empowered to make data-driven decisions to optimize the flow of value through the organization.

TALK WITH AN ENTERPRISE AGILE EXPERT

Connect with a Broadcom Enterprise Agility Specialist to learn more about enterprise agility and how Rally Software can help you eliminate waste, drive strategic initiatives more effectively, and align your entire enterprise to customer value.

[Visit Broadcom.com/Rally](https://Broadcom.com/Rally)

ABOUT BROADCOM

Broadcom is a leader in the enterprise agile planning software market. With our Rally® Software as part of our ValueOps® VSM solution, businesses can implement and manage an effective, efficient agile transformation that enables internal teams to gain the visibility required to maximize alignment, reduce inefficiencies, and speed time to value. ValueOps seamlessly combines the proven investment planning features of Clarity® with the advanced agile management capabilities of Rally—all in one integrated, easy-to-use, and flexible platform.

With ValueOps from Broadcom, executives can more effectively understand priorities, capacity, progress, and results across their organizations. The ValueOps VSM platform enables every role within an enterprise to manage, track, and analyze unified value streams with a consistent value orientation and methodology.

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