

# VENDOR SELECTION MATRIX™ VALUE STREAM MANAGEMENT PLATFORMS

The Top Vendors 2024

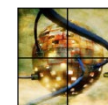
June 2024



# RESEARCH IN ACTION

## MARKET IMPACT IN 2024

Members In Survey Panel	➤	125,000+ IT Automation 90,000+ Marketing Automation
Active Enterprise Survey Participants	➤	10,000+ IT or business decision makers All with budget responsibility
Research Published	➤	25+ Research reports published 350+ plus vendors evaluated
Research Views	➤	12,000+ views per report (average)
Press Releases	➤	20+ with 2,000 views+ per release (average)
Reprints published	➤	200+ reprints, both Marketing and IT Automation



# FOREWORD

Every year, Research In Action surveys 10,000+ enterprise IT and business decision makers in order to gain insights on strategy, investments and ongoing challenges of technology innovation in the IT and Marketing Automation realm. These surveys give us access to a wealth of direct and unfiltered feedback from the buyers. It also helps us to understand how buying decisions are made in today's business environment. The Vendor Selection Matrix™ is a primarily survey-based methodology for vendor evaluation, where 63% of the evaluation is based on a survey of enterprise IT or business decision makers and 37% on the analyst's judgement. The analyst's input is fed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point-of-view as an analyst. All of this combines to make Research in Action Vendor Selection Matrix™ reports so unique. This approach is one of the key differentiators of Research In Action in market research. For this report, we interviewed 1,000 enterprise IT and business managers with budget responsibility in enterprises globally. We selected those vendors which achieved the best evaluations scores from the buyers but disregarded those with fewer than 15 evaluations.

As the digital landscape evolves, the importance of Value Stream Management platforms (VSMP) in software development and IT operations has become increasingly prominent. These platforms are pivotal in enabling organizations to visualize and optimize their software delivery processes, thereby ensuring more efficient product lifecycles and improved business outcomes. This transformation is driven by the need for greater agility, transparency, and faster market responsiveness amidst growing competition and technological advancements. However, this space is not without its challenges. Organizations often struggle with integrating VSMP into their existing frameworks, aligning various departmental objectives, and overcoming the inertia of traditional methodologies that resist the shift towards more agile, DevOps-oriented practices.

Looking ahead, the VSMP space is poised for significant evolution. With the accelerating adoption of cloud technologies and AI, VSMP's are expected to become more predictive, offering deeper insights and foresight into project trajectories and potential bottlenecks. The increasing emphasis on cybersecurity and compliance across industries will also drive these platforms to integrate more robust security features directly into the value stream. Furthermore, as enterprises continue to scale their software development efforts, the demand for VSMP's that can seamlessly integrate with a broad ecosystem of tools while providing granular analytics will grow. This will not only enhance operational efficiencies but also foster a culture of continuous improvement, making Value Stream Management as a practice an indispensable element of modern IT strategy.

You only live once (YOLO)!

Eveline Oehrlich



Eveline Oehrlich

Research Director

+49 151 40158054

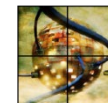
eoehrlich@researchinaction.eu

Research In Action GmbH

Alte Schule

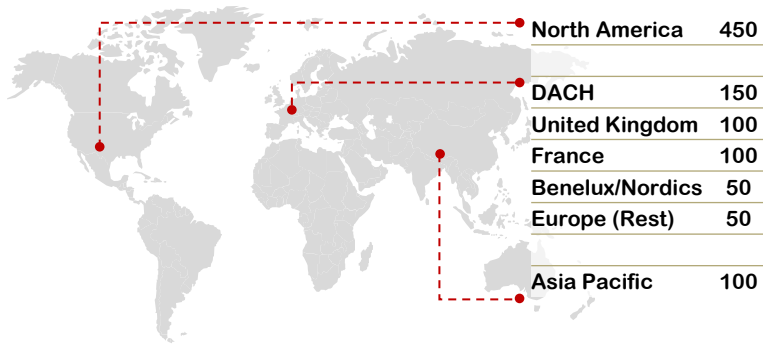
56244 Hartenfels

Germany

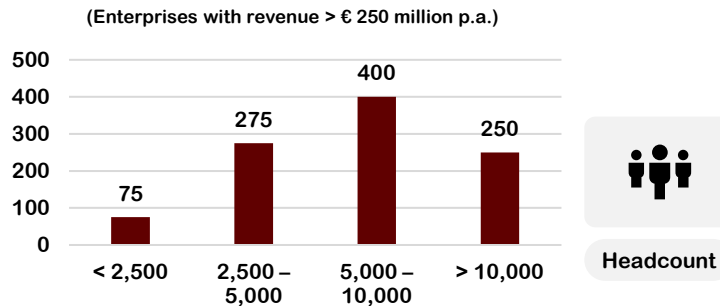


# OUR SURVEY DEMOGRAPHICS: IT AUTOMATION IN GLOBAL ENTERPRISES

## Country Breakdown



## Company Size Breakdown



## Industry Breakdown

Energy	100
Financial Services	175
Government & Non-Profit	50
Life Sciences	100
Manufacturing	250
Technology, Media & Telecoms	125
Consumer Packaged Goods & Retail	75
Professional Services	50
Travel & Transportation	75
<b>Total</b>	<b>1,000</b>

## Job Title Breakdown

VP IT Infrastructure	125	Chief Operations Officer	50
IT Manager	125	VP Operations	35
VP IT	100	Sourcing And Vendor Management	25
Chief Information Officer	100	Business Executive	25
IT Operations Manager	75	VP IT Financial Management	25
VP Service Desk	75	VP Enterprise Architecture	25
Chief Technology Officer	50	Project Manager	25
Project Management Office	50	VP Application Development	20
Chief Digital Officer	50	VP IT Shared Services	20
<b>Total</b>	<b>1,000</b>		

All Research in Action surveys are gender neutral and 100% confidential.



**75,000+**  
Data Points



**1,000**  
Enterprise Managers



**37%**  
Analyst's Opinion



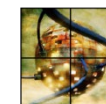
**63%**  
Survey Results

## The Vendor Selection Matrix™ Evaluation Methodology:

The basis of our competitive vendor evaluation reports is always an extensive buyer survey.

We then select those vendors which achieved the best evaluations scores from the buyers but disregard those with fewer than 15 evaluations.

The final matrix scores are a combination of the survey results, vendor input and analyst's opinion.

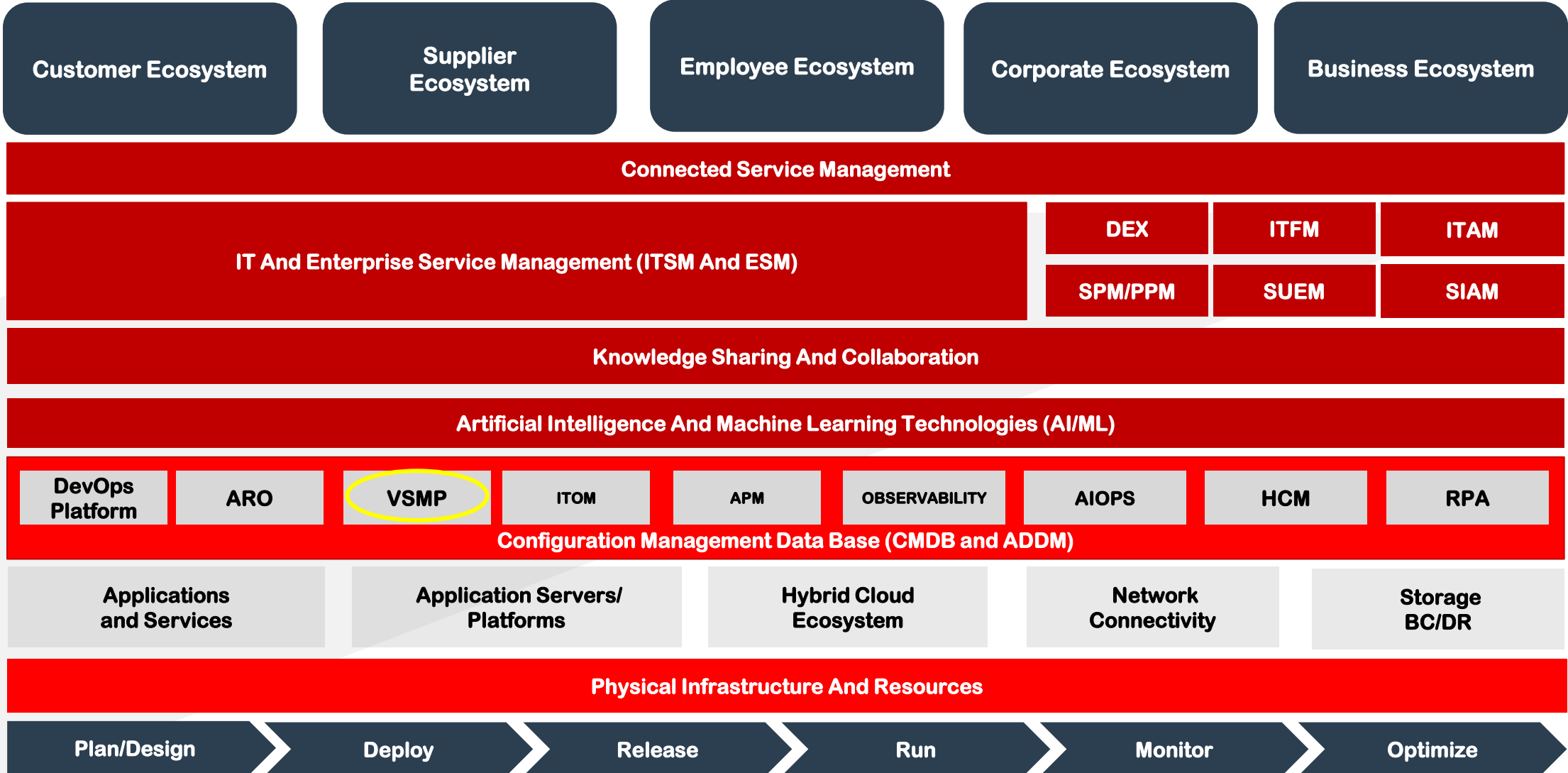


# ➤ WHAT IS A VALUE STREAM MANAGEMENT PLATFORM?

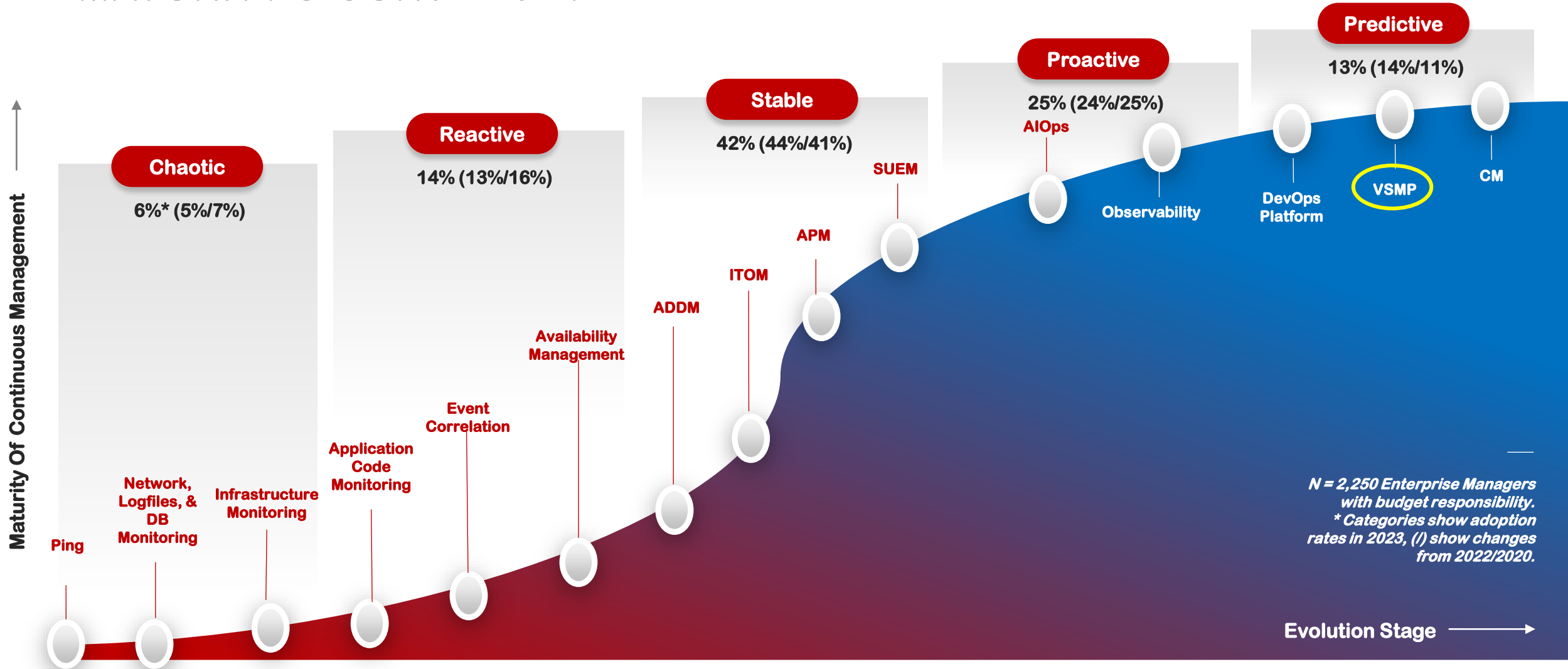
- Value Stream Management platforms (VSMP) capture, visualize, and analyze the flow of work across the entire Agile software delivery project. The capabilities include end-to-end visibility, traceability and governance over the entire process and help to plan, track, and steer work at the team, program, portfolio, and enterprise levels.
- It includes the people working on a product, the systems which are operated and leveraged, and the flow of information and materials between teams. It enables the measurement of speed and quality for digital transformations.
- The focus of the vendors offering VSMP's is to improve the value chain of software delivery including the macro steps of ideate, plan, create, release, and operate.
- The subprocesses within the macro steps are also essential and necessary to understand a complete picture of the value stream. The VSMP should cover the following key aspects:
  - Normalization of data across related topics and other pipeline processes
  - Analytics to measure pipeline efficiency, effectiveness of results and overall business value
  - Integration with key other topic areas such as requirement management and portfolio management
  - Ability to support compliance and governance requirements
  - Visualization capability of e.g., resources, project status and quality details.



# THE IT AUTOMATION MARKETEXTURE

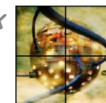


# CONTINUOUS MANAGEMENT (CM) MATURITY S-CURVE 2024



N = 2,250 Enterprise Managers with budget responsibility.  
\* Categories show adoption rates in 2023, (I) show changes from 2022/2020.

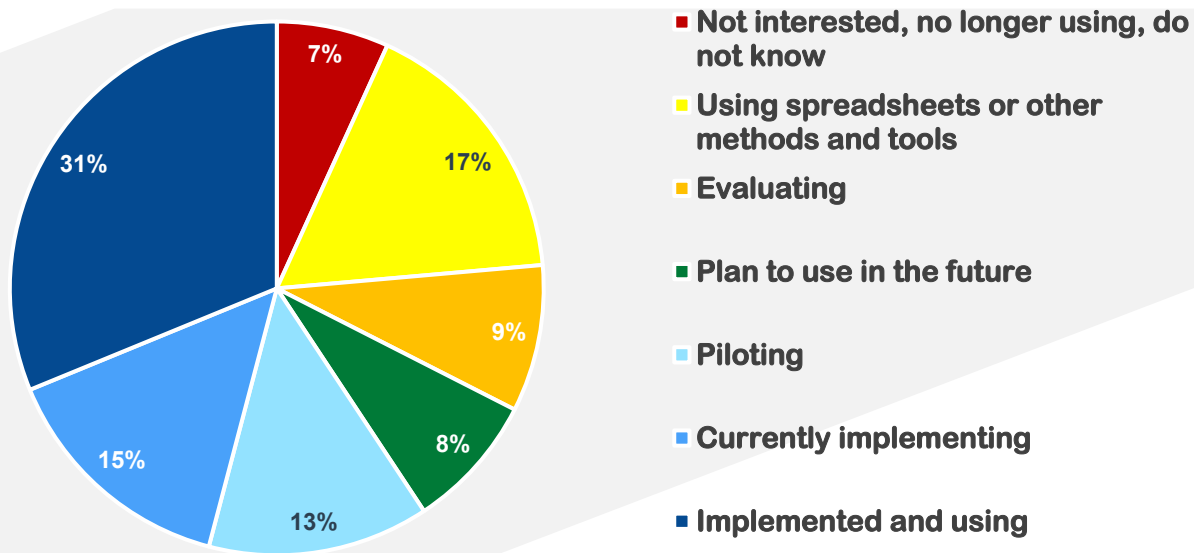
All acronyms are defined in the report Appendix



RESEARCH IN ACTION  
vendor selection matrix®

# VSMP GLOBAL IMPLEMENTATION STATE 2024

## A POSITIVE TREND TOWARDS THE ADOPTION OF VSMPs



N = 1,000 Enterprise IT and Business Managers with budget responsibilities.

Question: At what stage is your team or organization with the implementation of a Value Stream Management Platform/Solution today? (select the one which fits best)

### Conclusions/Recommendations:

As **31%** of respondents already using VSMPs, it's evident that a significant portion of the market sees value in these platforms. Customers considering VSMPs should take this as a sign of maturity.

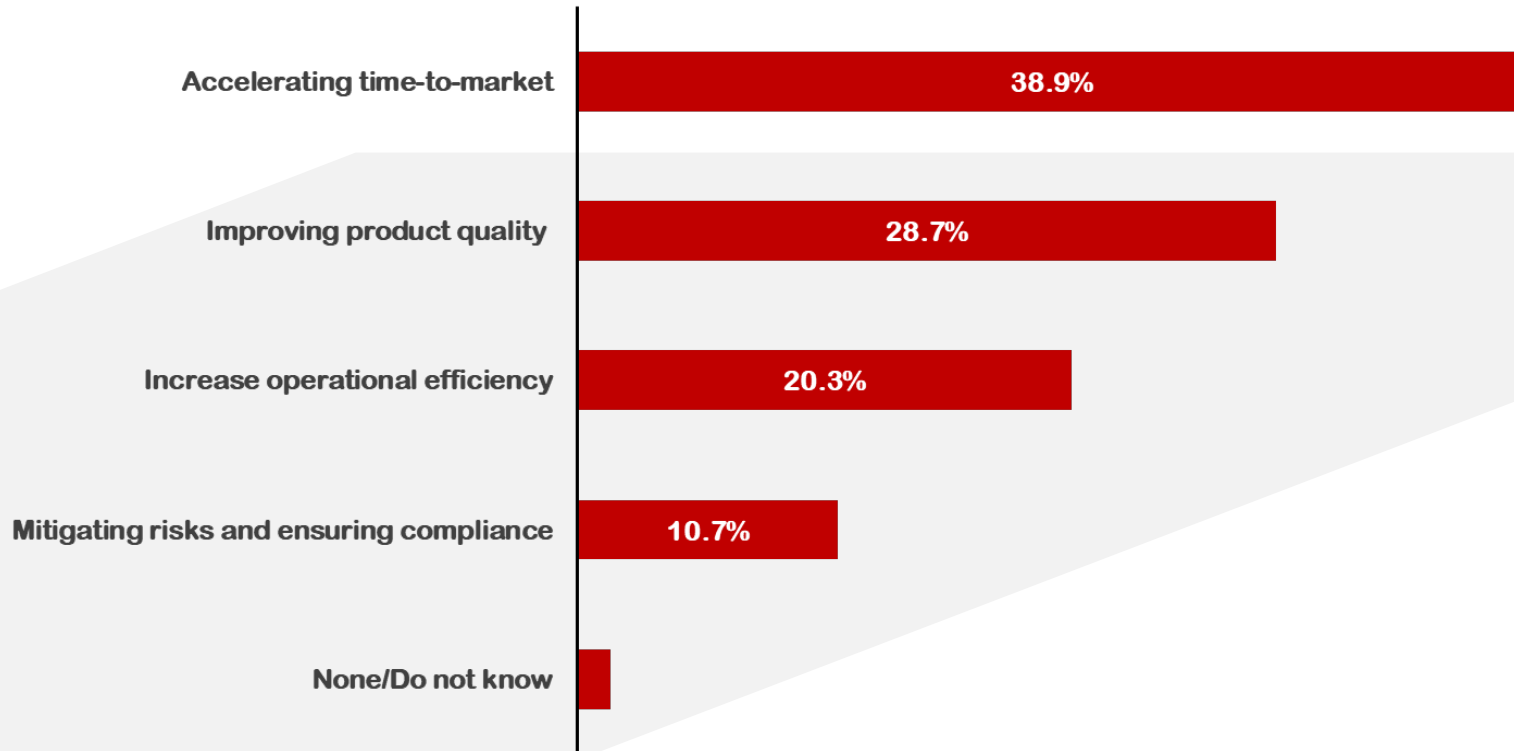
Another **28%** are in the process of implementing (15%) or piloting (13%) VSMPs. This indicates a strong momentum towards adopting these platforms. Organizations that are in the early stages of their digital transformation journey can look to these groups for insights and best practices on successful implementation strategies.

A combined **17%** are either planning to use VSMPs in the future (8%) or currently evaluating them (9%). This shows a growing interest and an expanding market for VSMPs. Companies in these stages should focus on thorough evaluation and careful planning to ensure a smooth transition when they decide to implement.



# VSMP GLOBAL PRIORITIES 2024

## ORGANIZATIONS ALIGN VSMP INVESTMENTS WITH THEIR STRATEGIC GOALS



N = 1,000 Enterprise IT and Business Managers with budget responsibilities.

Question: Which is your team or organizations top priority for investment in Value Stream Management in 2024? (select the one which fits best)

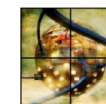
## Motivations For Adoption of VSMPs

With 39% of respondents prioritizing the acceleration of time-to-market, it's clear that speed and agility are the foremost concerns for most organizations. This indicates a competitive business environment where getting products to market quickly is crucial for gaining or maintaining a competitive edge.

Improving product quality is the second most important priority, with 29% of respondents indicating this focus. This underscores the importance of delivering high-quality products to meet customer expectations and reduce the cost and impact of defects or rework.

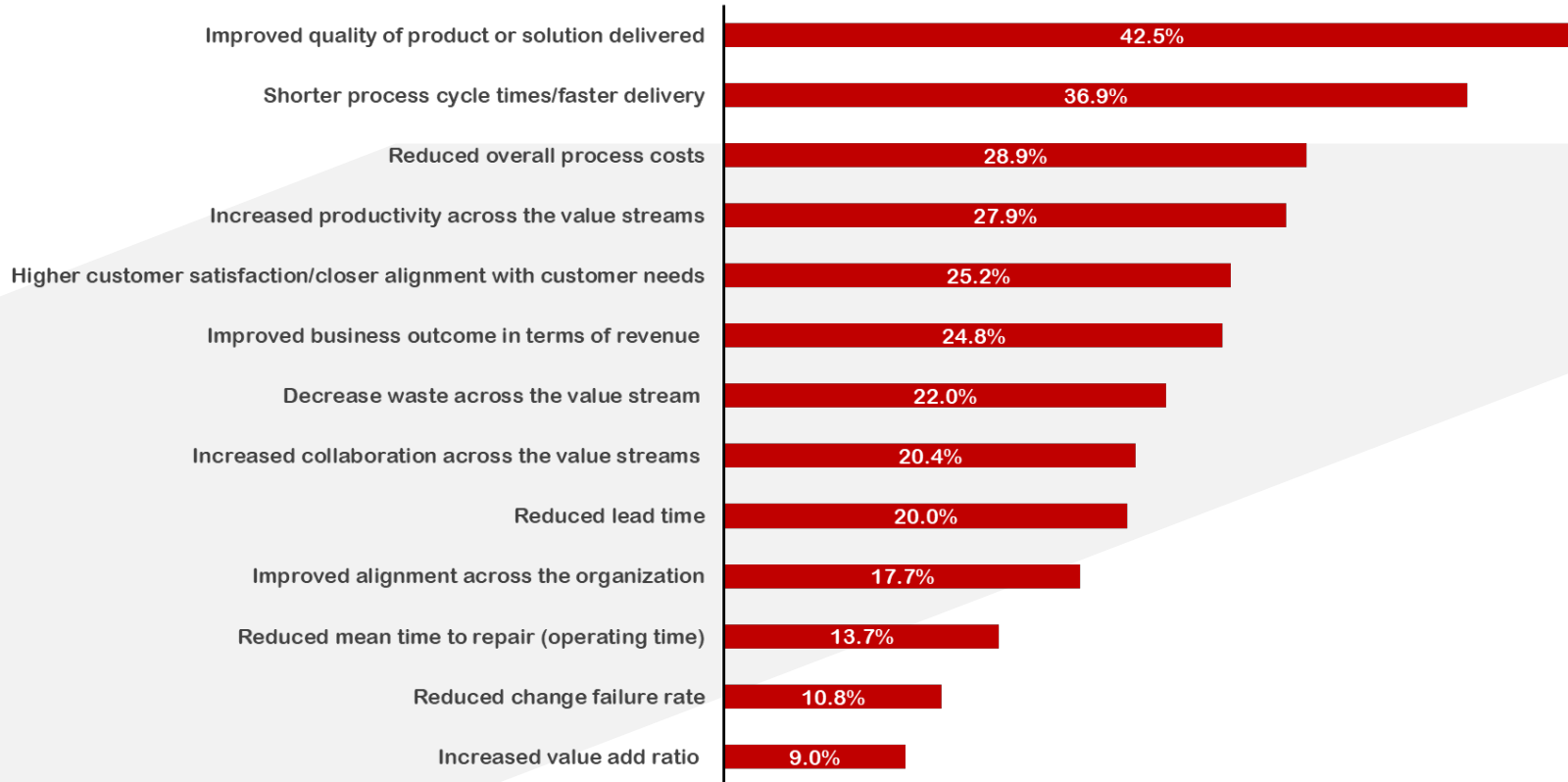
Increasing operational efficiency is a priority for 20% of the organizations. This suggests a strong interest in optimizing processes, reducing waste, and enhancing productivity to improve overall performance and profitability.

11% of respondents are focused on mitigating risk and ensuring compliance. This reflects the importance of regulatory compliance, risk management, and the need to safeguard against potential disruptions, which can have significant financial and reputational repercussions.



# VSMP GLOBAL BENEFITS 2024

## CUSTOMERS SEE THE PRIMARY BENEFITS OF VSMPs IN IMPROVING PRODUCT QUALITY AND ACCELERATING DELIVERY TIME



N = 1,000 Enterprise IT and Business Managers with budget responsibilities.

Question:  
What are the top three benefits you have achieved (are planning to achieve) through the adoption of VSM?

## Benefits For Adoption of VSMPs

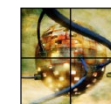
Customers see the primary benefits of VSMPs in improving product quality and accelerating delivery times. These should be focal points when implementing VSMPs.

Significant gains in cost reduction and productivity indicate that VSMPs help streamline processes and optimize resource usage. Organizations should prioritize these areas to enhance efficiency and profitability.

The link between operational improvements and business outcomes (revenue and customer satisfaction) suggests that investments in VSMPs can have a direct positive impact on the bottom line.

Improved collaboration and organizational alignment highlight the importance of integrated workflows and communication. Businesses should foster a culture that supports these enhancements.

Efforts to decrease waste and lead time are essential for maintaining lean and efficient operations. Continuous improvement in these areas should be a strategic priority.



# WHAT THE DATA MEANS: Implementation of VSMPs without supporting strategic goals, integration into workflows and ongoing adjustments are not adding value and are a waste of time.



## Ensure Implementation is Focused on Strategic Goals.

Implement VSMPs with a clear focus on the areas where the most significant benefits are expected, such as quality improvement, cycle time reduction, and cost savings.

**What this means:** Organizations should start by defining and monitoring specific quality metrics that they aim to improve with the help of VSMPs. VSMPs can be used to map out current workflows and identify bottlenecks or inefficiencies for future streamlining. Additionally, insights provide the optimization of resource utilization for more efficient use of manpower, materials, and time.



## VSMPs Must be Integrated into Existing Workflows and Supported with Upskilling and Training.

Ensure thorough integration of VSMPs into existing workflows and invest in training to maximize the platform's potential benefits.

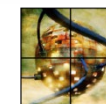
**What this means:** VSMPs should be integrated seamlessly into the organization's current processes and systems, such that it enhances and optimizes the flow of work without causing disruptions. Additionally, investing in comprehensive training ensures that all users are proficient in using the platform's features, allowing them to fully leverage its capabilities for monitoring, analyzing, and improving value streams.



## Continuously Monitor, Adjust and Improve.

Continuously monitor the performance and impact of VSMPs and be prepared to adjust processes and practices based on data-driven insights.

**What this means:** It is essential to Systematically track key performance indicators (KPIs) and other relevant metrics to assess how well the platform is achieving its intended goals, such as improved quality, reduced cycle times, and cost savings.



# INSIGHTS: TOP MARKET TRENDS PEOPLE 2024



## Increased Focus on Collaboration and Cross-Functional Value.

Organizations are increasingly emphasizing the importance of cross-functional teams to break down silos and enhance collaboration across the different value streams. This trend is driven by the need for diverse skill sets and perspectives to optimize end-to-end processes and deliver higher-quality products faster.

**What this means:** Leaders must champion this approach, ensuring that the necessary structures, tools, and cultural elements are in place to support and sustain cross-functional collaboration.



## The Rise of DevOps and Ongoing Importance of Agile Practices.

The adoption of DevOps and Agile continue to grow, with VSMPs playing a crucial role in facilitating these practices. DevOps and Agile approaches prioritize continuous integration, continuous delivery (CI/CD), and iterative development, requiring teams to work more cohesively and respond quickly to changes.

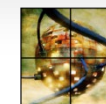
**What this means:** As an IT Leader, it is crucial to understand that adopting a VSMP is not just about implementing a new tool, but about enabling a culture of collaboration, responsiveness, and continuous improvement all enabled via these new practices.



## The Shift Towards Upskilling and Training.

As VSMPs become more sophisticated, there is an increasing need for specialized skills and training. Organizations are investing in upskilling their workforce to ensure they can effectively leverage these platforms. This includes training on tools, methodologies, and best practices related to value stream management.

**What this means:** As an IT leader, it is essential to prioritize training and upskilling to ensure your team can leverage these platforms effectively. This approach will lead to better utilization of VSMPs, enhanced collaboration, and ultimately, greater efficiency and success in delivering high-quality products.



# INSIGHTS: TOP MARKET TRENDS PROCESS 2024



## Shift Towards Lean Practices.

Lean methodologies are becoming more prevalent, with a strong focus on eliminating waste, optimizing processes, and enhancing value delivery. VSMPs are integral to this shift, providing tools and insights to streamline workflows and improve efficiency across the value stream.

**What this means:** As an IT leader, your role involves championing these methodologies, leveraging the VSMPs to optimize processes, eliminate waste, and enhance the overall value delivered to customers. By focusing on continuous improvement and data-driven decision-making, you can drive significant improvements in the efficiency and effectiveness of your value streams.



## Integration of Business Goals and Strategic KPIs.

There is a growing emphasis on aligning value stream management with overall business goals and key performance indicators (KPIs). VSMPs are used to ensure that operational activities are tied to strategic objectives, enabling better decision-making and demonstrating tangible business value.

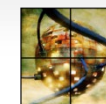
**What this means:** As an IT leader, this involves defining clear KPIs, integrating VSMPs with business processes, and leveraging data for better decision-making and continuous improvement. This alignment helps demonstrate the tangible business value of value stream management efforts, supporting strategic priorities and driving business success.



## Continuous Improvement for Improved Outcomes and Quality.

Continuous improvement is a core principle driving the adoption of VSMPs. Organizations are increasingly using VSMPs to monitor performance, identify bottlenecks, and implement incremental improvements. This trend is aligned with the broader movement towards various continuous improvement frameworks.

**What this means:** As an IT leader, this involves fostering a culture of continuous improvement, setting up robust monitoring systems, and aligning with established frameworks. By doing so, you can ensure ongoing enhancements in efficiency, productivity, and value delivery, ultimately driving greater business success.



# INSIGHTS: TOP MARKET TRENDS TECHNOLOGY 2024



## AI and Machine Learning Integration.

The integration of artificial intelligence (AI) and machine learning (ML) into VSMPs is a significant trend. These technologies are being used to enhance predictive analytics, automate routine tasks, and provide deeper insights into process performance and potential areas for improvement.

**What this means:** As an IT leader, embracing this trend means leveraging these technologies to enhance predictive analytics, automate routine tasks, and gain deeper insights into process performance. By doing so, you can drive more effective and targeted continuous improvement initiatives, ultimately leading to greater efficiency, productivity, and business success.



## Enhanced Data Analytics and Visualization.

Advanced data analytics and visualization capabilities are becoming standard features in VSMPs. These tools enable organizations to analyze complex data sets, visualize value streams, and gain actionable insights to drive process improvements and strategic decisions.

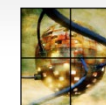
**What this means:** As an IT leader, it is crucial to leverage these tools to analyze complex data sets, visualize value streams, and gain actionable insights. This also includes emphasizing data-driven decision-making and fostering a culture of continuous improvement which will ensure that your organization remains competitive and agile in a rapidly evolving market.



## Integration with Existing Toolchains.

There is a growing trend towards seamless integration of VSMPs with existing toolchains and enterprise systems. Organizations are looking for platforms that can integrate with their current software ecosystem, including project management tools, ERP systems, and other operational software, to create a unified, end-to-end value stream management solution.

**What this means:** As an IT leader, it is crucial to focus on evaluating integration capabilities, planning for integration, engaging stakeholders, ensuring data consistency, and continuously monitoring and optimizing the integrated solution to achieve your goals.



# VENDOR SELECTION MATRIX™

## VALUE STREAM MANAGEMENT PLATFORM VENDORS 2023



These are the Top 16 vendors as selected by 1,000 users from buyer companies based upon product, company and service quality.

VENDOR NAME	SOLUTION
ATLASSIAN	Jira Align
BLUEPRINT	Blueprint Platform
BROADCOM	Broadcom ValueOps
CLOUDBEES	CloudBees Software Delivery Automation
DIGITAL.AI	Digital.ai Value Stream Management Platform
GITLAB	GitLab DevSecOps Platform
IBM	IBM DevOps Velocity
INTLAND	codeBeamer Application Lifecycle Management
JAMA	Jama Connect
KOVAIR	Kovair DevOps
OPENTEXT	ValueEdge
OPSERA	Opsera Unified DevOps Platform
PLANDEK	Plandek
PLANVIEW	Planview Viz and Planview Hub
PLUTORA	Plutora Platform
SERVICENOW	ServiceNow Value Stream Management

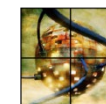
This list is alphabetical and includes all relevant Value Stream Management Platform vendors named by the survey respondents.

For this report we interviewed 1,000 enterprise IT and business managers with budget responsibility in enterprises globally. We selected those vendors which achieved the best evaluations scores from the buyers but disregarded those with fewer than 15 evaluations.

Additional vendors that were cited but did not list in the Top 15, or had less than 15 ratings:

- CORA
- LEANIX
- VERACITY

**NOTE:** If a vendor does not respond, Research in Action will complete its scoring assessment based on analyst experience and desk research. The vendor's products and quick facts will be documented in the report, though a full vendor scorecard will not be written.



# VENDOR SELECTION MATRIX™

## VALUE STREAM MANAGEMENT PLATFORMS



### Vendor Quick Facts

VENDOR NAME	Market Presence	Growth Rate	Customer Traction	GOOD TO KNOW
ATLASSIAN	Big	High	Strong	Optimizes the software delivery lifecycle through its integration capabilities.
BLUEPRINT	Medium	Medium	Low	Provide a comprehensive and integrated solution for optimizing the software delivery processes.
BROADCOM	Big	High	Strong	Provides a robust and flexible platform that drives value and supports enterprise growth.
CLOUDBEES	Medium	Medium	Good	Augments existing tools to improve efficiency and value.
DIGITAL.AI	Medium	High	Strong	Provides end-to-end visibility and control over software delivery processes.
GITLAB	Medium	High	Strong	Provides a comprehensive, integrated solution accelerating software delivery.
IBM	Medium	High	Strong	Provides a complete solution that optimizes delivery with reliability and security.
INTLAND	Small	Medium	Medium	Integrates across the software delivery lifecycle to create cohesive and efficient workflows.
JAMA	Small	Medium	Medium	Enables IT leaders to make informed decisions & optimize their value streams for better business outcomes.
KOVAIR	Small	Medium	Medium	Provides a holistic view of the software development processes to improve efficiency.
OPENTEXT	Medium	Medium	Good	Enables teams from software planning to delivery.
OPSERA	Small	High	Good	Provides unified insights across the entire value stream, from ideation to delivery.
PLANDEK	Small	Medium	Good	Provides customizable metrics and deep visibility into the performance & health of software delivery pipelines.
PLANVIEW	Medium	High	Strong	Integrates portfolio management with software delivery lifecycle management.
PLUTORA	Medium	Medium	Strong	Offers comprehensive visibility, traceability, and observability across the entire software delivery pipeline.
SERVICENOW	Medium	High	Strong	Enhances visibility, collaboration, and efficiency across software delivery processes.

MARKET PRESENCE	GROWTH RATE	CUSTOMER TRACTION
Very Big	Very High	Strong
Big	High	Good
Medium	Medium	Medium
Small	Low	Low









#### NOTES:

- Market Presence combines the market share and perceived Mindshare (or Share of Mind).
- Growth Rate is the anticipated growth rate for this year where Medium is the average growth for this market.
- Customer Traction combines the vendor's customer retention rate and the Research In Action Recommendation Index (RI). The RI is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



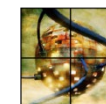
# VENDOR SELECTION MATRIX™

## EVALUATION CRITERIA

STRATEGY		EXECUTION			
 <b>Vision And Go-To-Market</b>	<b>30%</b>	<ul style="list-style-type: none"> <li>› Does the company have a coherent vision in line with the most probable future market scenarios?</li> <li>› Does the go-to-market and sales strategy fit the target market and customers?</li> </ul>	 <b>Breadth And Depth Of Solution Offering</b>	<b>30%</b>	<ul style="list-style-type: none"> <li>› Does the solution cover all necessary capabilities expected by customers?</li> </ul>
 <b>Innovation And Differentiation</b>	<b>30%</b>	<ul style="list-style-type: none"> <li>› How innovative is the company in this market?</li> <li>› Does the solution have a unique selling proposition and clear market differentiators?</li> </ul>	 <b>Market Share And Growth</b>	<b>15%</b>	<ul style="list-style-type: none"> <li>› How big is the company's market share and is it growing above the market rate?</li> </ul>
 <b>Viability And Execution Capabilities</b>	<b>15%</b>	<ul style="list-style-type: none"> <li>› How likely is the long-term survival of the company in this market?</li> <li>› Does the company have the necessary resources to execute the strategy?</li> </ul>	 <b>Customer Satisfaction</b>	<b>25%</b>	<ul style="list-style-type: none"> <li>› How satisfied are customers with the solution and the vendor today?</li> </ul>
 <b>Recommendation Index</b>	<b>25%</b>	<ul style="list-style-type: none"> <li>› Would customers recommend this vendor in this market to their peers?</li> </ul>	 <b>Price Versus Value Ratio</b>	<b>30%</b>	<ul style="list-style-type: none"> <li>› How do customers rate the relationship between the price and perceived value of the solution?</li> </ul>

**NOTES:**

- 63% of the evaluation is based on the survey results, 37% is based on the analysts' assessment.
  - 40% of the evaluation is based on the survey results: (1) Recommendation Index, (2) Customer Satisfaction, (3) Price Versus Value.
  - 15% of the evaluation is based on the analysts' assessment: (1) Viability And Execution Capabilities, (2) Market Share And Growth.
  - 45% of the evaluation is based on a combination of survey results and analysts' assessment: (1) Vision And Go-To-Market (2) Innovation And Differentiation (3) Breadth And Depth Of Solution Offering.
- The Research In Action Recommendation Index (RI) is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



# VENDOR SELECTION MATRIX™

## VALUE STREAM MANAGEMENT PLATFORMS THE TOP GLOBAL VENDORS 2024



	STRATEGY	EXECUTION	TOTAL	
1.	<b>BROADCOM</b>	4.58	4.73	<b>9.30</b>
2.	<b>SERVICENOW</b>	4.64	4.65	<b>9.29</b>
3.	<b>DIGITAL.AI</b>	4.56	4.71	<b>9.28</b>
4.	<b>PLANVIEW</b>	4.53	4.73	<b>9.25</b>
5.	<b>GITLAB</b>	4.49	4.71	<b>9.20</b>
6.	<b>ATLASSIAN</b>	4.49	4.64	<b>9.13</b>
7.	<b>PLUTORA</b>	4.45	4.60	<b>9.05</b>
8.	<b>OPENTEXT</b>	4.28	4.50	<b>8.78</b>
9.	<b>IBM</b>	4.28	4.43	<b>8.70</b>
10.	<b>CLOUDBEES</b>	4.14	4.29	<b>8.43</b>
11.	<b>OPSERA</b>	4.08	4.08	<b>8.15</b>
12.	<b>KOVAIR</b>	3.85	3.93	<b>7.78</b>
13.	<b>PLANDEK</b>	3.78	3.85	<b>7.63</b>
14.	<b>INTLAND</b>	3.71	3.78	<b>7.49</b>
15.	<b>JAMA</b>	3.56	3.71	<b>7.28</b>
16.	<b>BLUEPRINT</b>	3.35	3.58	<b>6.93</b>

**Notes:**

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



RESEARCH IN ACTION  
vendor selection matrix®

# VENDOR SELECTION MATRIX™

## VALUE STREAM MANAGEMENT PLATFORM

Broadcom is the global winner in VSMP and provides a robust and flexible platform that drives value and supports enterprise growth.



### GENERAL

Broadcom was originally founded in 1991, and through a series of mergers and acquisitions, including the significant acquisition of Avago Technologies in 2015, it has grown into a major player in the tech industry. The company has its headquarters in San Jose, California. Broadcom Inc. is a dynamic and influential company in the global technology landscape. With its extensive range of semiconductor and software solutions, a strong commitment to innovation, and strategic market positioning, Broadcom continues to drive technological advancements and deliver value to its customers and shareholders.

### STRATEGY

In the last 12 months, Broadcom has strategically enhanced its Value Stream Management (VSM) offerings to meet the evolving needs of enterprise buyers. Through integrating its key tools—Clarity, Rally, ConnectALL and Insights—into a cohesive ValueOps platform, it provides a unified solution for managing value streams. Additionally, its strategy has been to provide enterprises with end-to-end visibility across the entire value stream. By leveraging advanced analytics and real-time data and applying artificial intelligence (AI), Broadcom ensures that organizations can track progress, identify bottlenecks, and optimize their workflows to enhance alignment and efficiency. Broadcom has received the second highest score in our Recommendation Index.

### EXECUTION

Broadcom is known for its strong emphasis on research and development, investing significantly in innovation to stay ahead in the rapidly evolving tech landscape. This commitment to R&D has resulted in numerous patents and groundbreaking technologies that drive the company's growth and industry leadership. The survey respondents have given Broadcom the highest score for price versus value ratio.

### BOTTOM LINE

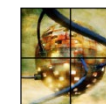
Broadcom's ValueOps VSMP stands out as a powerful, integrated solution for organizations looking to optimize their project and portfolio management, embrace agile methodologies, and ensure value-driven outcomes. Its comprehensive approach to value stream management, combined with robust analytics, security, and support for digital transformation, makes it a valuable tool for modern enterprises aiming to enhance efficiency and deliver greater value to customers. Broadcom has achieved the highest score within breadth and depth of its solution offering.

STRATEGY	RESULT
Vision And Go-To-Market	4.50
Innovation And Differentiation	4.50
Viability And Execution Capabilities	5.00
Recommendation Index	4.50
	4.58

EXECUTION	RESULT
Breadth And Depth Of Solution Offering	5.00
Market Share And Growth	4.50
Customer Satisfaction	4.50
Price Versus Value Ratio	4.75
	4.73

#### NOTES:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.
- The Research In Action Recommendation Index is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



RESEARCH IN ACTION  
vendor selection matrix®

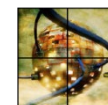
# THE RESEARCH IN ACTION GMBH VENDOR SELECTION MATRIX™ METHODOLOGY

## Vendor Selection Matrix™ Disclaimer:

The Vendor Selection Matrix™ is a primarily survey-based methodology for comparative vendor evaluation. Research In Action GmbH does not endorse any vendor, product or service depicted in our research publications, and does not advise technology users to select only those vendors with the highest ratings. The information contained in this research has been obtained from both enterprise as well as vendor sources believed to be reliable. Research In Action GmbH's research publications consist of the analysts' opinions and should not be considered as statements of fact. The opinions expressed are subject to change without further notice. Research In Action GmbH disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. All trademarks are recognized as the property of the respective companies.

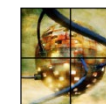
## About:

Research In Action GmbH is a leading independent information and communications technology research and consulting company. The company provides both forward-looking as well as practical advice to enterprise as well as vendor clients.



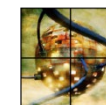
# APPENDIX: IT AUTOMATION MARKETEXTURE DEFINITIONS

- **Application Discovery and Dependency Mapping (ADDM)** solutions automatically discover various applications running on server and network devices within the business hybrid infrastructure and maps the dependencies between them providing a holistic view of all the resources running and the relationships between them.
- **Application Performance Management (APM)** solutions manage the performance and health of applications within a IT enterprise.
- **Artificial Intelligence and Machine Learning (AI/ML)** are both technologies and are leveraged in automation solutions. Artificial intelligence (AI) is the ability of a computer program or machine to think and learn (AI can mimic human cognition). Within IT Automation AI is used to correctly interpret a variety of data, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation. Machine learning enables computers with the ability to learn without being programmed (explicit algorithms). It explores the study and construction of algorithms which can learn and make predictions on data. The algorithms follow programmed instructions or can make predictions or decisions based on the data. Machine learning is used when explicit algorithms cannot be done (e.g., computer vision, search engines, optical character recognition).
- **Artificial Intelligence for Operations (AIOps)** solutions equip IT enterprise teams with analysis of volumes and categories of data to improve key processes, tasks and decision making. The adoption of these tools automates the ingestion of fast volumes of data; leverage machine learning to analyze the data, present findings to either predict or alert on issues, and leverage the knowledge for automation or decision making.
- **Application Release Orchestration (ARO)** solutions equip IT enterprise organizations and their teams with the automation of the software deployment cycle across hybrid technology environments.
- **Configuration Management Database (CMDB)** is a database which captures IT components referred to as configuration items (CIs), which can be software, hardware, a document, article, or any such item that is part of the information system of the organization.
- **Continuous Management (CM)** platforms or solutions empower, automate and continuously manage the ongoing demands of all digital functions within an enterprise no matter if they are within IT or business teams.
- **Connected Service Management (CSM)** platforms or solutions are part of the management domain which manage the entire spectrum of customer, employee and digital experiences.
- **Digital Employee Experience (DEX)** solutions manage an employee's digital experience across digital touchpoints, technologies and tools in the workplace.
- **DevOps Platforms** are solutions that enable the development, security, and operations professional with a single management platform to work together to release software faster.
- **Enterprise Service Management (ESM)** is a category of business management software - typically a suite of integrated applications that a service organization uses to capture, manage, save and analyze data critical to their service business performance. It automates service offerings across internal functional areas such as (1) Human resources, (2) Vendor management, (3) Technical services, (4) Field services, (5) Financial management and (6) Shared services organizations.
- **Hybrid Cloud Management (HCM)** solutions manage the Cloud infrastructures and applications from an end-to-end perspective.



# APPENDIX: IT AUTOMATION MARKETEXTURE DEFINITIONS

- **IT Asset Management (ITAM)** software manages the full lifecycle of IT assets which typically includes all software, hardware, networking, Cloud services, and client devices. In some cases, it may also include non-IT assets such as buildings or information where these have a financial value and are required to deliver an IT service. IT asset management can include operational technology (OT), including devices that are part of the Internet of Things. These are typically devices that were not traditionally thought of as IT assets, but that now include embedded computing capability and network connectivity.
- **IT Financial Management (ITFM)** software enables the alignment of IT investments with business goals, optimize costs, and demonstrate the value of technology expenditures through transparent financial and operational metrics. NOTE: Technology Business Management (TBM) is part of this market.
- **The IT Infrastructure Library (ITIL)** is the de facto standard for IT Service Management process definitions today.
- **IT Operations Management (ITOM)** solutions monitor and control IT Services and infrastructure and enable IT to execute routine tasks necessary to support the operation of applications, services and hardware components within an organization; typically included are the provisioning of IT infrastructure, capacity management, cost-control activities, performance and security management and availability management for all IT infrastructure and assets.
- **IT Service Management (ITSM)** refers to the entirety of activities – directed by policies, organized and structured in processes and supporting procedures – that are performed by an organization to plan, design, deliver, operate and control Information Technology (IT) services offered to internal customers. It is thus concerned with the implementation of IT Services that meet customers' needs, and it is performed by the IT service provider through an appropriate mix of people, process and information technology.
- **Observability** solutions enable the aggregating, correlating and analyzing of steady streams of performance data from distributed applications and the hybrid infrastructure which support the applications.
- **Robotic Process Automation (RPA)** solutions enable the automation of tasks, processes and procedures which are normally conducted by a human. RPA solutions create software robots that mimic human actions. Typically, these are tasks that a human would do. (Ro)Bots and Virtual Agents are part of RPA solutions.
- **Secure Unified Endpoint Management (SUEM)** software enables the management and securing of mobile applications, content, collaboration and provides for the management of all endpoints like smartphones, tablets, laptops, printers, ruggedized devices, Internet of Things (IoT) and wearables.
- **Service Integration and Management (SIAM)** software enables to efficiently manage and integrate multiple internal and external service providers to enhance service delivery and support dynamic sourcing models.
- **Strategic Portfolio Management/Project Program Management (SPPM/PPM)** software enables project-oriented financial, resource, functional (line-of-business) and cross organizational planning for portfolio and projects delivering desired outcomes and/or outputs.
- **Value Stream Management Platform (VSMP)** software solutions capture, visualize, and analyze the flow of work across the entire Agile software delivery project. The capabilities include end-to-end visibility, traceability and governance over the entire process and help to plan, track, and steer work at the team, program, portfolio, and enterprise levels. It includes the people working on a project, the systems which are operated and leveraged, and the flow of information and materials between teams. It enables the measurement of speed and quality for digital transformations.



# CONTACTS

# Research In Action

[www.researchinaction.eu](http://www.researchinaction.eu)



Eveline Oehrlich  
Research Director  
+49 151 40158054  
[eoehrlich@researchinaction.eu](mailto:eoehrlich@researchinaction.eu)



Dr. Thomas Mendel  
Managing Director  
+49 160 99492223  
[tmendel@researchinaction.eu](mailto:tmendel@researchinaction.eu)



Peter O'Neill  
Research Director  
+49 174 3210020  
[poneill@researchinaction.eu](mailto:poneill@researchinaction.eu)



James McCormick  
Research Director  
+44 7867 125645  
[jmccormick@researchinaction.eu](mailto:jmccormick@researchinaction.eu)

