



ValueOps®
by Broadcom

From Boardroom to Backlog: How Leaders Close the Strategy-Execution Gap

Executive Summary:

Fixing the Disconnect Between Strategy and Delivery



More than 80% of organizations do not successfully execute on their business strategies.

Source

Most large enterprises don't lack strategic ideas. The challenge is turning those ideas into outcomes.

Strategy and execution must move together. But too often, they live in disconnected tools and workflows. Leadership is forced to make decisions based on stale data. Delivery teams work in silos without understanding how their efforts drive the business forward. Finance lacks visibility on where dollars are going and what return is being achieved. The result? Slow execution, misaligned investments, and value that gets lost along the way.

The organizations breaking through this gridlock aren't adding more siloed tools and flooding data lakes. They're building an integrated operating model that connects strategy to work and provides the visibility and governance required at the enterprise level.

That's where **ValueOps** comes in.

ValueOps combines **Clarity** for strategic portfolio management with **Rally** for digital product management and strategic agile portfolio execution, providing a single, trusted view from the boardroom to the backlog.

With ValueOps, large enterprises can:

- Capture accurate, audit-ready time and effort data, without disrupting teams
- Optimize funding, capacity, and execution in one platform
- Align priorities across business and delivery teams
- Gain real-time visibility without forcing tool changes
- Tie strategic plans to deliverables and outcomes
- Create a digital operating model

In this eBook, you'll learn how ValueOps helps global enterprises operate efficiently, connect strategy to outcomes, and continuously adapt in a world where speed and insight are competitive advantages.

SPM:

Turn Big Plans Into Real Business Outcomes

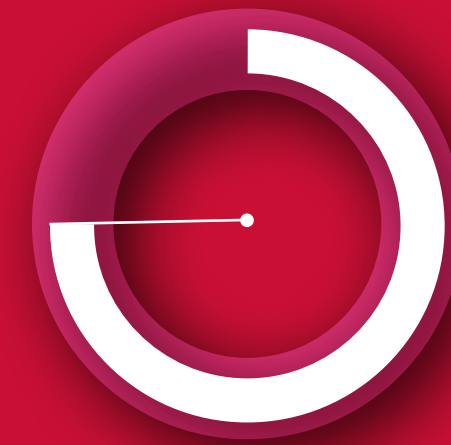
For most large enterprises, strategic portfolio management is a constant balancing act:

- You need to drive growth and innovation while managing cost and risk.
- You need transparency into priorities, funding, and delivery progress across dozens, if not hundreds, of initiatives.
- You need to know which of your investments, particularly AI investments, are paying off.
- And you need to adapt faster than your static annual plans ever allowed.



74% of executives
say their planning
processes are too
slow to keep pace
with market dynamics

- McKinsey, The Agile Enterprise



Too often, organizations manage this complexity with disconnected tools and inconsistent data. Finance builds models in spreadsheets. PMOs struggle with outdated reports. Business leaders lack visibility into where their investments are really going.

The result? Delayed decisions, duplicated work, and strategic priorities that get lost in the noise of day-to-day execution.

Clarity changes that.

Clarity delivers an enterprise-wide platform for strategic portfolio management that puts visibility, governance, and agility in the hands of leadership. It's not just a planning tool; it's a dynamic system of record for how your organization prioritizes and funds work.

With Clarity, you can:

- **Align investments with strategic outcomes** by linking budgets and capacity to the highest-value initiatives.
- **Gain real-time visibility** into progress, dependencies, and risks across portfolios, programs, and products.
- **Scenario plan with confidence**, adjusting priorities and funding as market conditions shift.
- **Streamline governance and compliance** with built-in financial management and audit-ready reporting.
- **Optimize investment portfolios** to reduce redundant work.

Whether you manage traditional projects, agile portfolios, or hybrid programs, Clarity provides a single source of truth for the data your executives, finance, and delivery leaders rely on to steer the business forward.

In the next section, we'll show how **Clarity and Rally together** take this strategic alignment even further, connecting portfolio-level priorities to team-level execution in real time.

Creating the Steel Thread: Visibility Without Disruption. Governance Without Compromise.

Aligning portfolio priorities is only half the battle. The real challenge for large enterprises lies in closing the loop, ensuring those priorities flow seamlessly into execution across hundreds of autonomous teams and varied tools.



69% of companies say tool fragmentation negatively impacts visibility and decision-making.

Gartner, Market Guide for Enterprise Agile Planning Tools



This is where most organizations struggle:

- Teams use different agile tools (Jira, Azure DevOps, Asana, Monday.com), frameworks, and ways of working.
- Leadership often lacks a unified view of progress, risk, and value delivered.
- Manual data gathering slows reporting and clouds decision-making.
- Teams deliver work that doesn't drive strategic outcomes.
- Finance and the PMO chase teams for time tracking and capitalization data, creating friction and compliance risk.

Rally changes this equation.

Rally acts as a digital product hub that creates a steel thread between strategy and execution by integrating with virtually any third-party tool. This means that no tool change is required for your teams. Its out-of-the-box integration with Clarity provides a real-time connection between portfolio-level plans and team-level delivery work.

With Rally, you can:

- **Integrate work from Jira, Azure DevOps, and other tools** through bi-directional synchronization and automated data normalization.
- **Give teams the flexibility to work where they want**, while providing leadership with accurate, consolidated visibility across products, programs, and portfolios.
- **Roll up progress, dependencies, and risks automatically** - no manual spreadsheets or status meetings required.

- **Visualize product roadmaps** across funding, capacity, and delivery in real time.
- **Support Agile ceremonies while maintaining finance controls** - Keep teams flexible without sacrificing governance.

Frictionless Time Tracking and Agile Capitalization

As an added benefit, Clarity + Rally uniquely enables frictionless time tracking and supports Agile Capitalization:

- **Time data is captured automatically** from delivery tools, down to the feature and sprint level.
- **Audit-ready data is always available**, reducing risk and eliminating the need for manual time entry or chasing developers.
- **Finance and PMO teams gain trusted visibility** into where engineering effort is going, enabling more accurate forecasting, capitalization, and portfolio planning.
- **Teams stay focused** on delivery. No process disruption, no compliance compromises.

By connecting strategy to execution and automating the capture of critical time and effort data, ValueOps ensures your leadership has the visibility to make smarter, faster decisions across the entire value stream.

The ValueOps Benefit:

Enterprise-Ready. Built on Trust.

Large enterprises need more than point solutions, data lakes, and bolt-on modules. You need a platform that scales with your business, secures your data, and provides audit-ready insights, without adding layers of complexity.

ValueOps delivers precisely that.

ValueOps provides a unified, enterprise-ready platform designed to meet the needs of CIOs, transformation leaders, and heads of EPMO, finance, product management, and engineering. Every capability, from strategic planning to execution tracking to frictionless time capture, is built in, not bolted on.

That means no expensive add-ons, no headaches, and no compromises on trust or security.

With ValueOps, you get:

- **Trusted, audit-ready data** across your entire portfolio and delivery ecosystem
- **Out-of-the-box executive dashboards** that provide real-time visibility across programs and products
- **Enterprise-grade security and compliance built to scale**, supporting the most regulated industries
- **Built-in financial governance** - supporting accurate Agile Capitalization and cost tracking
- **Seamless integration with third-party delivery tools**, with no forced tooling changes for your teams

While many platforms require you to purchase add-on modules for critical capabilities like time tracking, financial management, portfolio alignment, or reporting, ValueOps includes them all, ready to use, fully integrated, and trusted by some of the world’s largest enterprises.

The result:

A simpler, more scalable operating model where leadership always has visibility, and teams are free to focus on delivering value.



Organizations with an integrated platform are **40%** more likely to report high business agility.

- McKinsey Digital



ValueOps Powers the Operating Model of the Modern Enterprise.



In large enterprises, complexity is inevitable. Confusion is not.

Leading enterprises are moving to integrated operating models that connect strategy, execution, and financial governance, without disrupting how teams work.

ValueOps is helping them do it. We’d love to show you how.

If you’re ready to explore how ValueOps can help your organization:

- Enable strategic portfolio management
- Create a steel thread between strategy and execution
- Optimize funding and Agile Capitalization

SCHEDULE YOUR VALUEOPS STRATEGY SESSION TODAY.