![CA technologies - A Broadcom Company logo]

Four Steps to Digital Product Management

Reach successful business outcomes every time with Clarity.

Go beyond traditional project management.

It's time to transform yourself into a software-based digital business that pleases customers, disrupts competitors and maximizes value. Easier said than done, for sure.

But there's a way. Shifting your focus to digital product management is a key step in any business transformation. Indeed, 85 percent of companies are already adopting, or plan to adopt, a product-centric delivery model.

From luxury retail and global banks to makers of medical devices and candy bars, Clarity from Broadcom helps enterprises move beyond traditional projects to manage sustained assets, like logistics apps, employee portals or e-commerce sites, with persistent, business-focused product teams, who deliver real outcomes.

Instead of one-off projects, you continuously support all the underlying components comprising the digital products. By funding digital products, rather than departments or individual work, you finally get clarity on how business investments are performing.

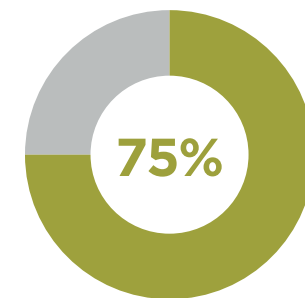**Let us show you in four simple steps.**

Digital Product Management Outcomes

50%
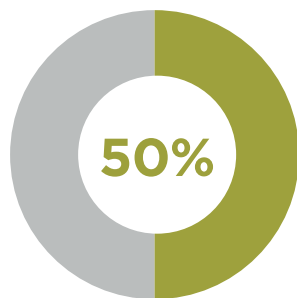
50% improvement in product quality.

70%
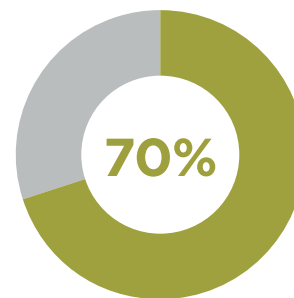
70% better business-IT alignment.

75%

75% boost in people utilization.

Step 1: Organize investments your way.

A major issue with investing in projects is they don't always work the way your business does. In fact, it's often the exact opposite.

Projects are temporary pieces of work. When done, the development team is dispersed and an entirely different group is brought in to run, secure and monitor the business outcomes – that's not very efficient. With digital products, on the other hand, the business invests in a sustained asset, one that must be maintained and enhanced continuously.

The first step towards digital product management is to organize investments to support your key products:

- Forge a long-term plan for each digital product
- Show stakeholders accountability of delivery
- Demonstrate tangible business outcomes

But in a world where every product is unique, how can you do all this using regular project portfolio management software, which assumes every investment is the same? After all, isn't that's what most PPM tools do?
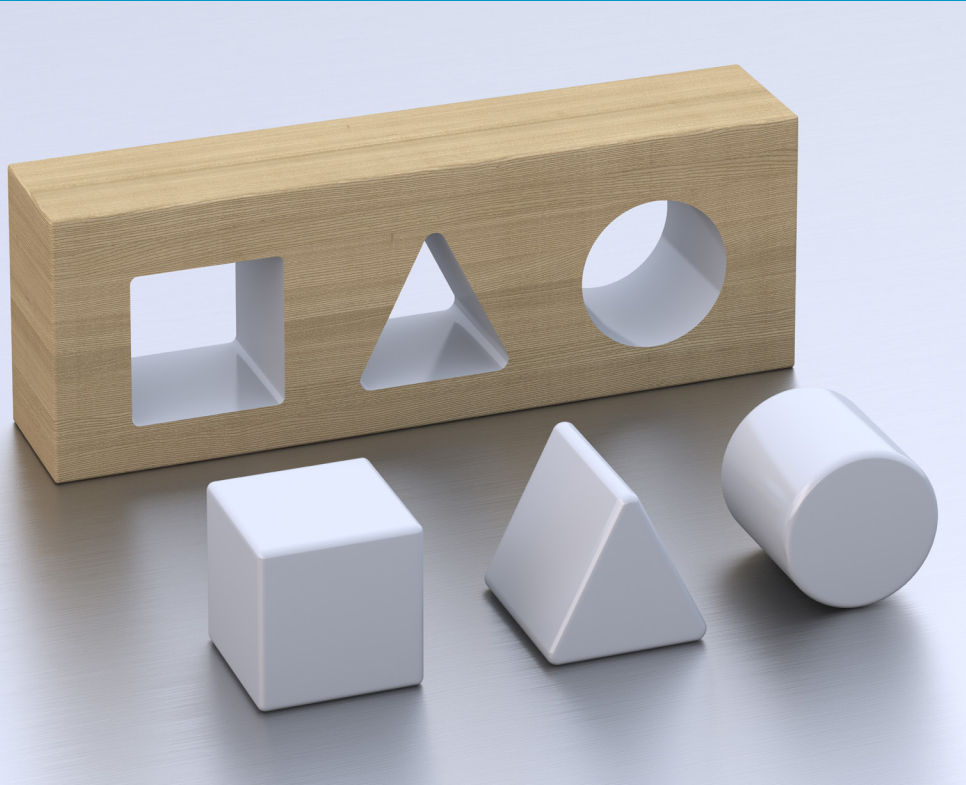
Get Clarity

The answer is you can't, nor do you have to. With Clarity, you focus on sustained assets, such as products, platforms and value streams, to reflect your unique business needs. Simply set up multi-dimensional hierarchies to plan from top to bottom and execute from left to right.

Unlike never-ending Gantt charts, Clarity lets you nest multiple workstreams under each investment. Need different investment types for different types of products? No problem, Clarity lets you configure as many as you want. If you're operating internationally, using different fiscal periods, for example, Clarity allows you to set up quarterly, four-monthly, half-yearly or completely custom intervals. The choice is yours.

Step 2: Map your business objectives.

Once you have organized your plans, you need to paint a picture of how your investments will benefit the company's overall goals.

This is the second step in digital product management: define the strategic roadmap for the company's sustained products. Each product needs to demonstrate its strategy, its contribution as well as its risks. With executives increasingly focused on business objectives, rather than project milestones, the roadmapping exercise is growing more important.

You're in a highly fluid situation, though. As customer needs shift and competitors disrupt markets, the relationship between business and product strategies is constantly evolving. In this environment you need to be able to map, and often remap, your strategy quickly and easily.

Get Clarity

That's where Clarity excels and so many other products fail. Clarity lets you connect strategy to business objectives with drag-and-drop speed, adding details as ideas evolve – just like you would with sticky notes in a planning meeting.

But unlike sticky notes, Clarity connects your plans with people, work and money, giving you a 360-degree view of all the investments in play. Finance can now clearly discern the business value of each initiative. Resource managers can confidently schedule capacity. And, as obstacles inevitably present themselves, product managers can adjust plans on the fly.

Step 3: Prioritize work based on business outcomes.

You've organized your investments. You've roadmapped your business objectives. The next step is to prioritize investments and funding allocation.

But be aware, one of the biggest investment-planning issues companies face is prioritization. Usually, everything has to be done ASAP.

The underlying problem is easily diagnosed:

- Executives don't have the data to determine how investments will contribute to the business' success.
- Nor do they know how much of the operating budget – sometimes up to 95 percent – is already allocated.

Get Clarity

With Clarity, you prioritize work based on business outcomes, not intuition and gut feeling. With strategic roadmaps, you immediately see how investment choices support both company and product strategies.

You also see carryover items – incomplete work from previous periods that needs funding from this period – and mandatory investments in compliance, maintenance and security, which can't be vetoed.

Ultimately, however, your funding decisions will be driven by profitability. Clarity provides insight into the total cost of ownership (TCO) at the product level, no matter how many applications, platforms or solutions roll up to form a single digital product. And we allow you to carry out indirect cost allocation for expenses that aren't directly attributable to a product but still impact the business outcome.

Step 4: Empower your people to succeed.

After all the planning, there's actually work to be done. That's where the final step – empower – comes in.

When you run a company through digital products, you need an environment where work is productive, team-based and fused with the overall business objectives. It's critical for teams to understand what they have to deliver, for product managers to validate progress, and finance to quantify business outcomes.

To do that requires not just flexible practices, but teams with the freedom to adjust work on the go as customer demands shift. That can be difficult in a product-driven world that's missing the natural end points and gauges projects usually provide.

Get Clarity

Fusing investment planning with team work is a must if you want to break down IT and business silos to manage the digital product lifecycle from start to end. Combining Clarity with Rally Software helps you define objectives, outcomes, and development plans, with early visibility into whether initiatives are achieving expected outcomes. At Broadcom, we call this ValueOps.

For teams, Clarity and Rally connect their efforts to the bottom line, showcasing the impact they have on the business' success. With deeper engagement from employees, morale gets a welcome boost too. Both collaboration and innovation bloom, as executives and team members share a common view of the work ahead.

Digital BizOps from Broadcom

Beyond Clarity, you can combine ValueOps, DevOps, AIOps and Automation capabilities on Broadcom's Digital BizOps platform, which leverages artificial intelligence and machine learning to analyze, correlate and connect data across the entire company. With an unprecedented degree of transparency and visibility, you foster trust, alignment and confidence.

Broadcom Inc. is a global infrastructure technology leader built on 50 years of innovation, collaboration and engineering excellence.

Broadcom Inc. (NASDAQ: AVGO) is a global technology leader that designs, develops and supplies a broad range of semiconductor and infrastructure software solutions.

Broadcom's category-leading product portfolio serves critical markets including data center, networking, enterprise software, broadband, wireless, storage and industrial. Our solutions include data center networking and storage, enterprise and mainframe software focused on automation, monitoring and security, smartphone components, telecoms and factory automation. For more information, go to **www.broadcom.com**.

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