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SAN DIEGO • 2023

# How to Take Charge of Digital Transformation with Digital Product Management

**Your Guide:**  
Laureen Knudsen

# Laureen Knudsen

Chief Transformation Officer, Broadcom

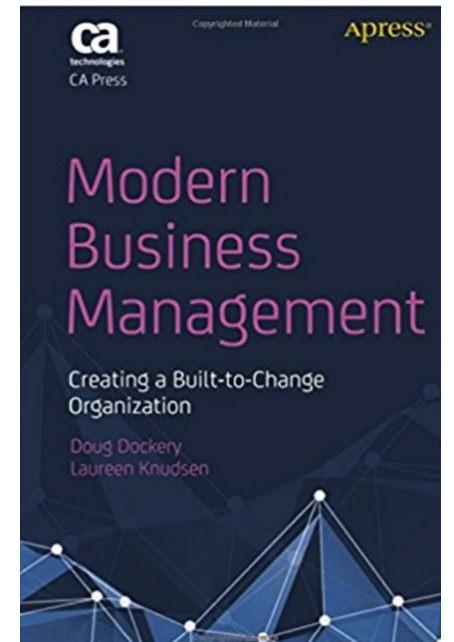


Award-winning senior business leader with 30+ year career. Led transformations at 4 Fortune 1000 companies in highly regulated environments and has transformed Product and Strategy, IT, Engineering, Professional Services, and Sales and Marketing organizations. Co-Author of *Modern Business Management: Creating a Built-to-Change Organization*.

Currently serves as trusted advisor internally to Broadcom and to C-Level executives and leaders working to revolutionize operations to better respond to market changes, while creating an environment for innovation.

Connect: LinkedIn: Laureen Knudsen    Twitter: @LaureenKnudsen

[Forbes Technology Council member](#), [Top 100 Women in Tech](#), Change and Transformation Council member, Member of World Economic Forum's Impact Circle on Digital



Historically, major technology investments were in hardware and networks and vendor spending (i.e. big one-time projects).





Now, technology spending is ongoing investments in digital products/assets that change much more quickly and require constant care & feeding.



**80% of companies**  
are going through  
or planning a  
**digital transformation.**



Building digital solutions  
to **please customers**  
and **disrupt competitors**



# TRANSFORMATION

But only **14%** succeed.



# What went wrong?

- Organizational change fatigue.
- Failed communications.
- Fractured approach.



**8 of 10  
projects are  
misaligned.**



# Digital Transformation Remains Challenging

Value Stream Management Improves Visibility, Efficiency and Alignment

## The Challenge

80% of companies report that they still have organizational silos ...



correlate these silos with reduced customer value and product ROI<sup>1</sup>

## The VSM Difference

84% of companies will adopt or expand their use of VSM by 2024 ...



believe VSM will optimize their product lifecycle and delivery processes<sup>2</sup>

## Early Adopters

55% of companies are already implementing VSM initiatives ...



have experienced improvements in visibility, efficiency, and alignment<sup>2</sup>



## **Companies Look to DPM to Achieve Top Business Objectives**

- Improved customer value, product quality, and increased efficiency lead strategic business goals for 2022
- 74% of companies are shifting to product focus philosophy
- Improved efficiency and collaboration lead the numerous benefits companies want from DPM

# Digital Product Management Study - Key Findings



## DPM Drives Success

- 94% of DPM initiative are successful
- 90% say DPM enable the shift from projects to products
- 86% indicate DPM better connects business objectives and customer needs
- 91% claim DPM improves communication between business leaders and development teams
- 89% state DPM make digital transformation easier

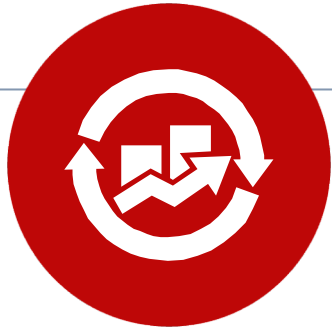
# Digital Product Management Study - Key Findings



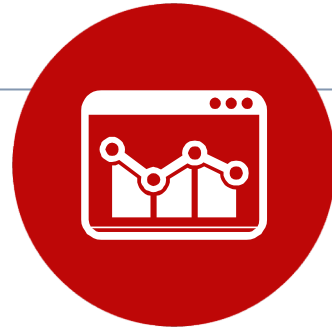
## Companies Are Aggressively Moving to DPM

- Changing processes and habits lead DPM adoption challenges, followed by DPM solution integration
- 89% plan on increasing DPM solution utilization over the next 18 months
- For those that work with digital products, 93% indicated it is a substantial part of, if not their entire, role

# Digital Product Management Enhances Digital Transformation



Organize  
investments



Map your business  
objectives



Prioritize based on  
business outcomes



Empower your people  
to succeed



# What's Digital Product Management?

Managing sustained assets, like logistics apps, employee portals or e-commerce sites, with persistent, outcome-driven teams, connected to the business through a strong product strategy.



# Digital Product Management

## 4 STEPS

Organize | Map | Prioritize | Empower



# STEP 1: Organize investments your way.

Focus on sustained assets, such as products, platforms and value streams – the language of the product paradigm.

## CLARITY

- Definable investment types
- Multi-dimensional hierarchies





## STEP 2: Map your business objectives.

Understand how your products perform by aligning strategy to business objectives.

### CLARITY

- Strategic roadmaps
- Flexible fiscal periods



## STEP 3: Prioritize based on business outcomes.

Connect business outcomes to customer needs with adaptive prioritization in strategic roadmaps.

### CLARITY

- Continuous investment planning
- Staff allocation
- Must-haves prioritization



# STEP 4: Empower your people to succeed.

Let teams work the way they want while staying engaged with the business.

## CLARITY

- Any development methodology
- Side-by-side progression
- Connection to Rally Software

# ValueOps and Clarity

Digital Product Management

Strategic roadmaps

Definable investment types

Multi-dimensional hierarchies

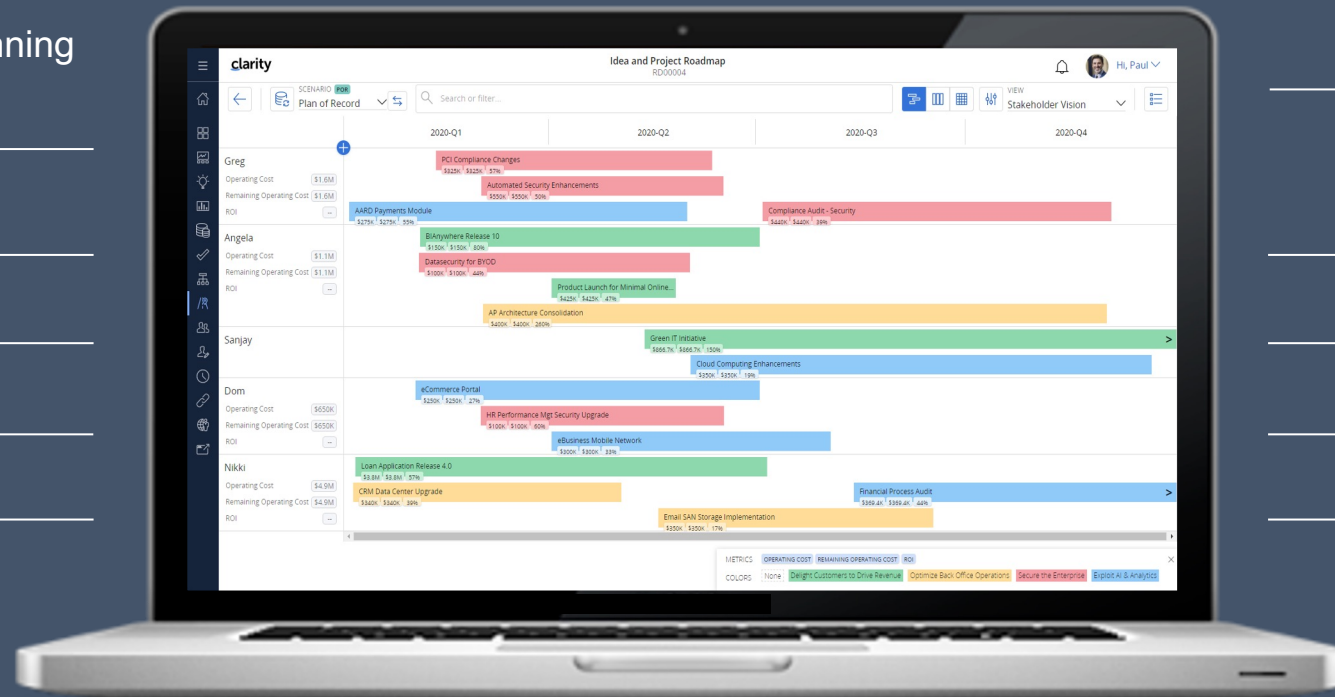
Continuous investment planning

Flexible fiscal periods

Must-haves prioritization

Side-by-side progression

Staff allocation



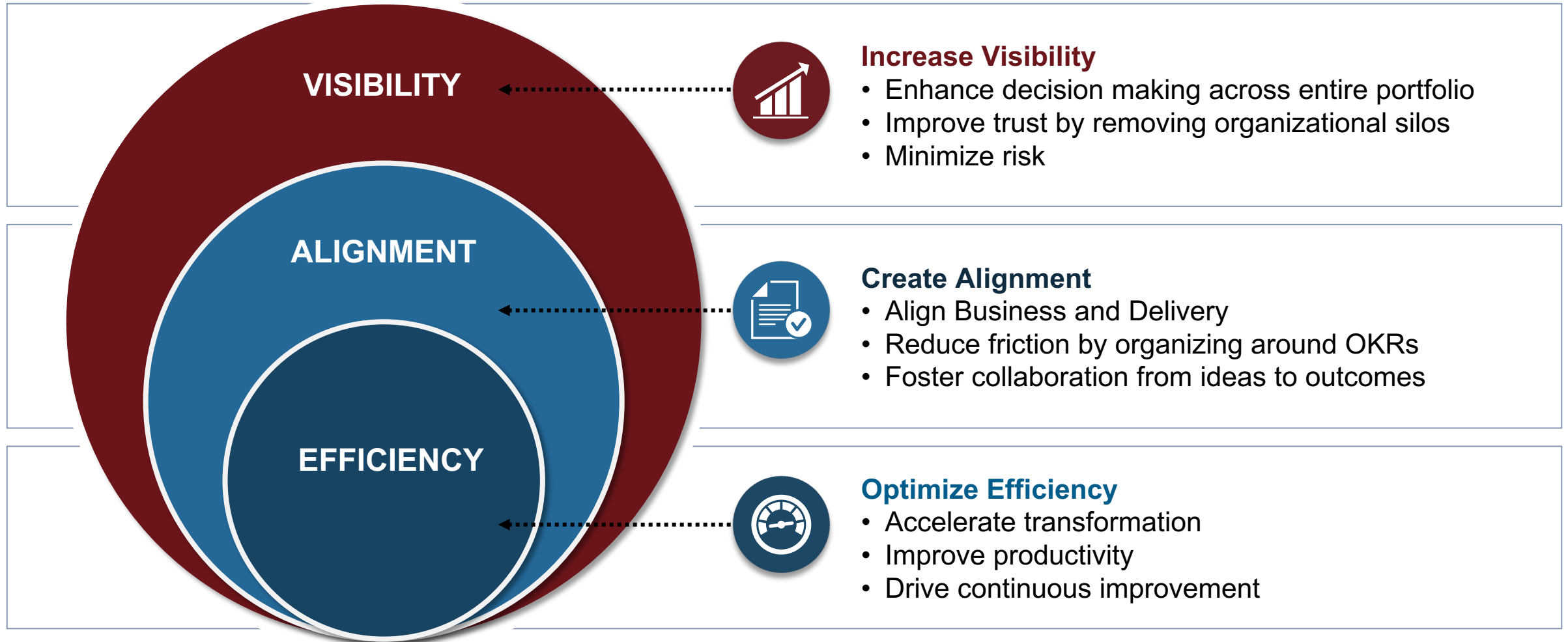
Reporting and analytics

Data warehouse

Any development methodology

ConnectALL to Rally and more

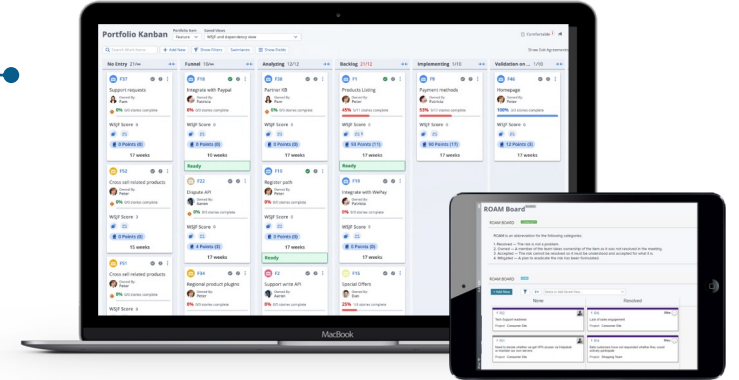
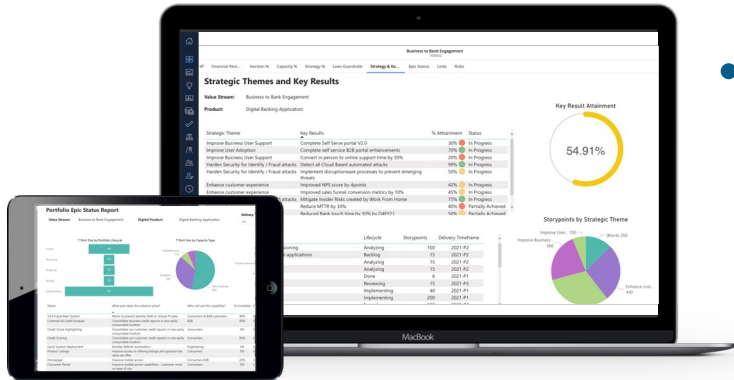
# End to End Visibility with ValueOps



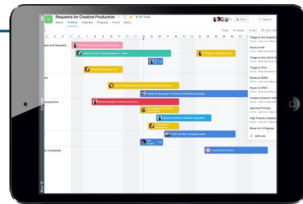
# Broadcom ValueOps Enriched

- Investment Strategy
- Innovation Roadmaps
- Demand Management
- Funding Decisions
- Strategic OKRs
- Financials Reporting
- Business Agreements
- Resource Management
- Project Management

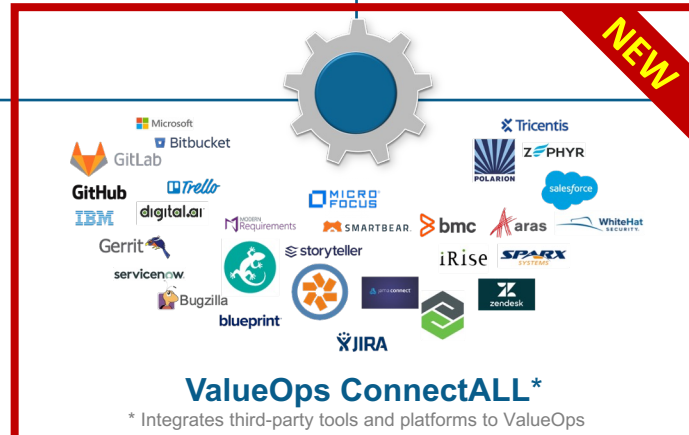
- PI Planning & Tracking
- Dependency & Risk Mgt
- Capacity Planning
- Execution Roadmaps
- Delivery OKRs
- Quality Management
- Release Tracking
- Efficiency Metrics
- Enterprise Visibility



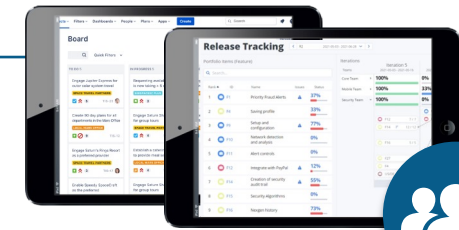
Collaborative Work



Project Management



ValueOps ConnectALL\*  
\* Integrates third-party tools and platforms to ValueOps



Agile Teams



# Questions?



# Surveys

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