



The Cost of Disconnected Work: What Every CIO Needs to Know

Your Guides:

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I. The Strategic Imperative: Why We're Here (5 minutes)

- Setting the stage: Disconnection is a Tax on Every Initiative

II. Unpacking the "Cost" of Disconnected Work (10 minutes)

- Understanding the hidden and overt organizational impact.
- Quantifying the cost of silos and fragmentation.

III. The Vision: Connected Work with Clarity & ConnectAll (15 minutes)

- Introducing Clarity as your portfolio hub (Single Pane of Glass).
- Showcasing ConnectAll as the engine for enterprise-wide integration.
- Key integrations and their strategic value (Jira, ServiceNow, Aha!, HRIS, FinOps).

IV. Delivering Tangible Business Outcomes (10 minutes)

- Unlocking end-to-end visibility.
- Eliminating manual reconciliation.
- Enabling true portfolio governance and agile decision-making.
- The ROI of a connected enterprise.

V. Your Path Forward & Q&A (5 minutes)

- Next steps for your organization.
- Open discussion and questions.

I. The Strategic Imperative:

The High Cost of Disconnected Work

How a unified view turns misalignment into momentum

Disconnection is a Tax on Every Initiative

When strategy, financials, and execution are disconnected, you're not just inefficient; you're actively undermining your own strategic goals. This creates a "work about work" tax that drains resources from value-added activities.

- **Strategic Misalignment:** Work gets prioritized based on local optimization, not enterprise goals. This leads to delays in delivering what the market and the business truly need.
- **Wasted Resources:** Without a "single source of truth," organizations struggle to get a unified strategic view, making it impossible to tell a coherent story with their data. This often results in funding the wrong things and an inefficient investment mix.
- **Productivity Collapse:** The cost of context switching is immense. Use of "swivel chair" and disparate solutions are productivity killers. When teams are forced to jump between priorities or use fragmented tools, their focus shatters, and non-value-added time skyrockets. This is a direct hit to both developer efficiency and morale.
- **Data Silos & Tool Sprawl:** Proliferation of tools like Jira without a unifying layer creates a "Wild West" where data can't be aggregated, and visibility is lost. This forces costly manual overhead for reporting and makes data-driven decisions nearly impossible.

Symptoms of Disconnected Work



Symptoms

- **Incomplete or missing information** about ongoing projects and investments.
- **Difficulty tracking progress** and status of various initiatives.
- **Confusion** regarding the allocation of resources and priorities.
- **Frequent miscommunication** and misunderstandings between teams.

Are we creating value?



Cause

- **Disconnected systems and tools** used by different teams.
- **Lack of a centralized platform** for sharing project and investment information.
- **Siloed working environments** that inhibit collaboration and information sharing.
- **Manual and time-consuming data collection** and reporting processes.

What tool is the information in?

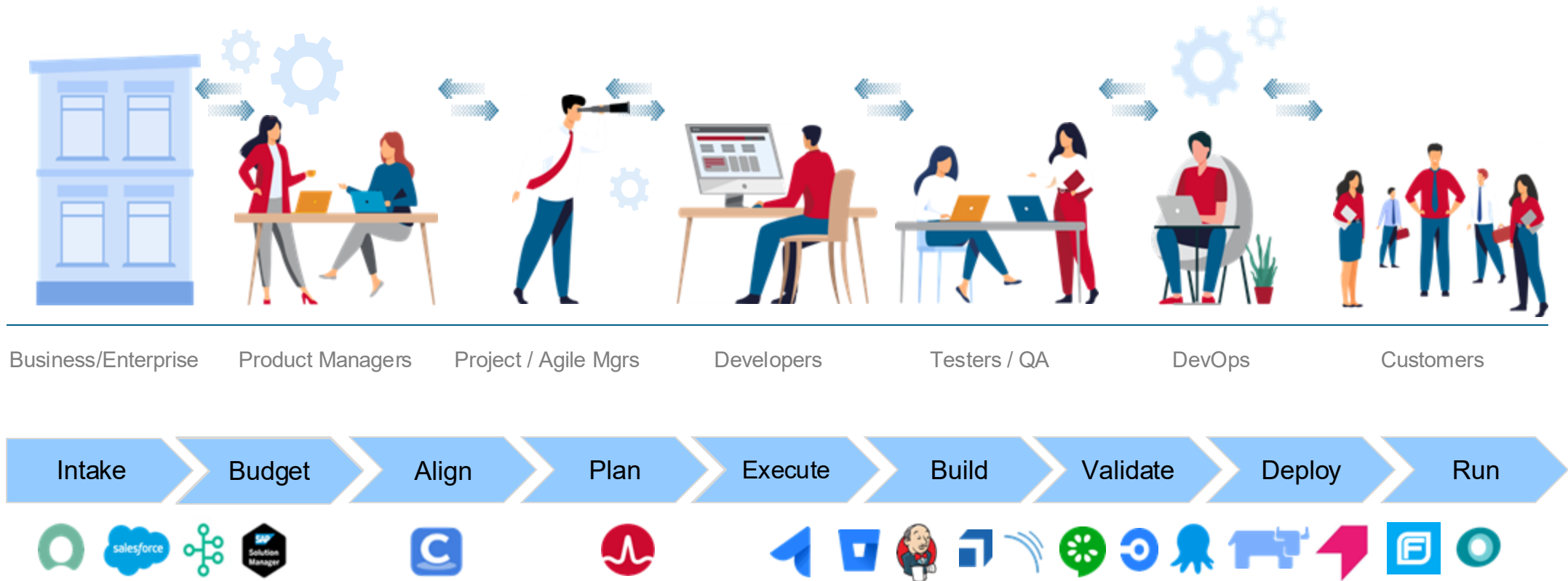


Effect

- **Increased risk** of redundant efforts and investments.
- **Delays** in project execution due to uncertainty and lack of coordination.
- **Wasted resources and budget** on duplicate or low-priority initiatives.
- **Reduced overall efficiency and effectiveness** in delivering value to the organization.

Why did that take so long to deliver?

Product Delivery Value Stream



Silos lead to lack of visibility, alignment and efficiencies

II. Unpacking the "Cost" of Disconnected Work

Where Does Disconnection Cost You the Most?

Quantifying The Measurable Costs:

- **Loss of Strategic Alignment:** Projects executed without clear connection to enterprise goals.
- **Inefficiency & Waste:** Time spent on data wrangling, not value creation.
- **Delayed Decision-Making:** Lagging or inaccurate data leads to missed opportunities.
- **Suboptimal Resource Utilization:** Inability to allocate the right people to the right work.
- **Increased Risk:** Poor visibility leads to compliance gaps, budget overruns, or project failures.
- **Employee Frustration & Burnout:** The hidden cost of constant fire-fighting and rework.

Loss of Strategic Alignment:

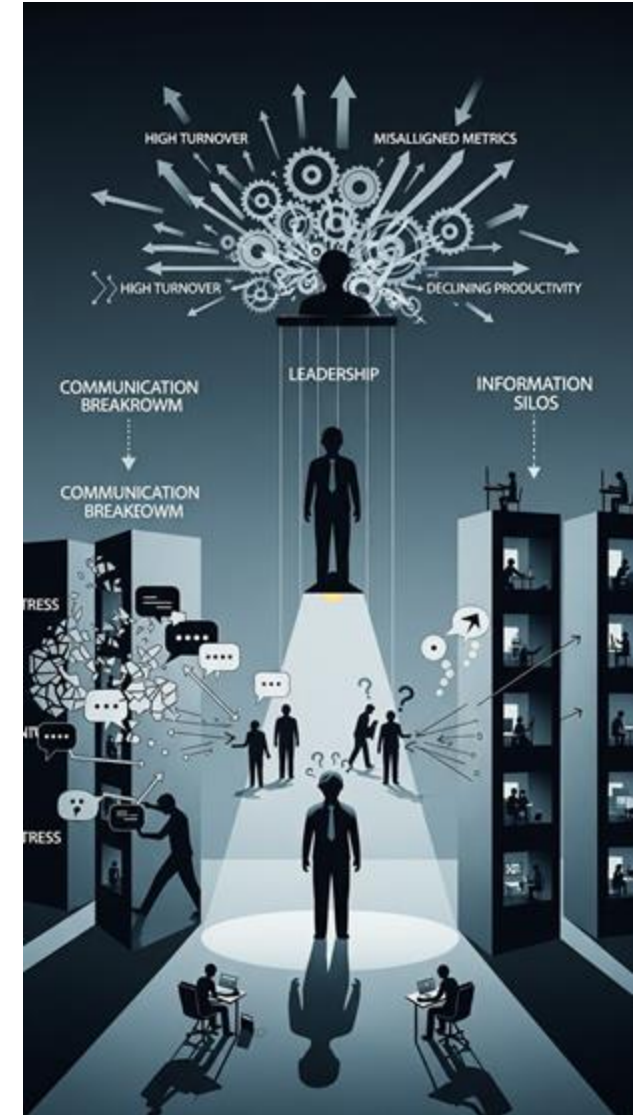
Wasted Spending:

Gartner reports that up to 50% of IT spending delivers suboptimal business value due to a lack of alignment with business objectives. (Source: Gartner, various reports on IT spend optimization).

Lost Revenue and Opportunity Cost:

Organizations with high business-IT alignment achieve 1.5x higher revenue growth and 1.9x higher profit growth than those with poor alignment. (Source: MIT Sloan Management Review, "Aligning IT with Business Strategy"). This illustrates the cost of not aligning as lost potential.

Delayed time-to-market for strategic initiatives due to misalignment can result in millions in lost revenue opportunities for new products



Inefficiency & Waste:

PMO Time Sink:

Project Management Offices (PMOs) can spend up to *30-40% of their time* simply aggregating and reconciling data from disparate sources to create reports, diverting valuable resources from strategic analysis, risk management, and portfolio optimization. (Source: Various industry whitepapers, PMO Global Alliance surveys).

Cost of Manual Reporting:

For an organization with 50 project managers, if each spends 10 hours a week on manual reporting, this equates to 500 lost productive hours weekly, or 26,000 hours annually. At an average loaded salary, this can easily translate to millions of dollars in wasted salaries on non-value-added administrative work.

Delayed Projects:

Inefficiencies stemming from fragmented tools and processes are a major contributor to project delays. The Project Management Institute (PMI) consistently reports that a significant percentage of projects (often around 47%) experience delays due to inefficient processes, poor resource contention, and lack of clear communication/data flow. (Source: PMI Pulse of the Profession reports).



Delayed Decision-Making:

Financial Cost of Delays:

According to a study by Forrester, companies that delay critical business decisions incur an average of \$1 million in lost profit opportunities per day. (Source: Forrester, "The Total Economic Impact of IBM Data and AI Governance"). While specific to one vendor, it highlights the magnitude.

Reduced Innovation & Market Responsiveness:

72% of organizations struggle with data silos that prevent them from reacting quickly to market changes. This directly impacts their ability to innovate and seize new opportunities. (Source: Informatica, "Data-Driven Business: Tackling Data Challenges").

Increased Project Costs & Risk:

Delayed decisions often lead to extended project timelines, resulting in cost overruns of 5-15% due to prolonged resource allocation, additional change requests, and re-planning efforts. (Source: Various project management studies, e.g., PMI).



Suboptimal Resource Utilization:

High Turnover Costs:

The cost of replacing an employee can range from half to twice their annual salary, including recruitment, onboarding, training, and lost productivity. For highly skilled IT professionals, this can be upwards of \$100,000 to \$200,000 per departure. (Source: Gallup, SHRM, various HR studies).

Reduced Productivity from Over/Under-Utilization:

Overworked employees (a sign of over-utilization) are 3X more likely to quit, make more mistakes, and experience a significant drop in productivity (up to 68% in some cases) due to fatigue and stress. (Source: Various productivity studies, e.g., Stanford University on working hours).

Impact on Project Delivery and Quality:

Poor resource allocation can contribute to project failure rates of 30-40%, often due to projects being under-resourced, over-resourced with the wrong skills, or resources being pulled unexpectedly for "firefighting." (Source: PMI, Gartner).



Increased Risk:

Security Vulnerabilities & Data Breaches:

The average cost of a data breach in 2023 was \$4.45 million globally, and \$9.48 million in the US, with "system complexity" (often a result of disconnected tools) identified as a significant exacerbating factor. (Source: IBM Security X-Force Cost of a Data Breach Report 2023).

Compliance Failures & Fines:

Lack of a centralized "single source of truth" makes demonstrating compliance (e.g., SOX, GDPR, HIPAA, PCI DSS) extremely challenging. Fines for non-compliance can range from tens of thousands to hundreds of millions of dollars, depending on the regulation and severity of the breach. (Source: Regulatory bodies' public records, legal analyses).

Project and Investment Failures:

Gartner suggests that 25-50% of strategic initiatives fail to deliver expected benefits due to poor execution, often stemming from fragmented visibility and control across the portfolio. (Source: Gartner, various research on strategy execution).



Employee Frustration & Burnout

Direct Financial Cost of Burnout:

The CUNY Graduate School of Public Health and Health Policy computational model estimates burnout costs employers an average of \$3,999 annually for an hourly non-manager, rising to a staggering \$20,683 for an executive.

For a typical 1,000-person company, disengagement and burnout can lead to an estimated \$5.04 million in annual losses. (Source: CUNY Graduate School of Public Health and Health Policy).

Accelerated Employee Turnover:

70% of employees say they would leave their current job for one with better work-life balance, a key factor impacted by disconnected work. (Source: APA Work and Well-being Survey).

The total cost of replacing an employee can be substantial, often estimated at 6 to 9 months of an employee's salary for mid-level positions, and even higher for specialized or executive roles. (Source: SHRM).

THE HIGH PRICE OF BURNOUT: Quantifying Financial Costs

HOURLY NON-MANAGER:



\$3,999/year

Cost per employee
due to disengagement
and burnout

HOURLY NON-MANAGER:



**EXECUTIVE:
\$20,683/year**

Cost per employee
due to disengagement
and burnout

**1,000-PERSON COMPANY:
\$5.04 Million/year**



Cost per employee
due to disengagement
and burnout

CUNY

Data Source: CUNY Graduate School of Public Health
Health Policy Computational Model

Connecting Cost to Your Reality - Use Case Mapping

Where Can Disconnection Cost You the Most?



Use Case 1: Strategic Portfolio Management (SPM) & Financial Planning

Symptom: Often annual operating plan are built on spreadsheets and static presentations, becoming obsolete the moment it's published. You cannot tie *IT spend directly to business value*. Chargebacks and Showbacks are difficult to incorporate as a variable into an annual planning process that uses spreadsheets and separate systems.

Financial Impact: You're likely wasting a significant portion of your budget on projects that aren't aligned with your core strategies. There's no clear visibility into the ROI of your initiatives. Capital optimization and compliance is difficult and can be cumbersome without SPM.

ValueOps Solution:

With Clarity, we can move from static plans to dynamic, real-time roadmaps. We can create that 'single source of truth' for the entire enterprise, ensuring every dollar spent and every hour worked is directly traceable to a strategic objective.



"If you don't have clear alignment of work to strategy, then what happens is work gets prioritized based on local optimization... what the teams think is most important very often doesn't align with what the enterprise thinks is most important."

Use Case 2: Scaling Agile & Value Stream Management

Symptom: You have hundreds of teams working in Jira, but leadership has zero visibility into progress at an aggregate level. It's a "black box." The business perceives IT as slow and unresponsive.

Operational Impact: It's impossible to manage cross-team dependencies. PI Planning is chaotic. You can't measure feature cycle time accurately, so you don't know if you're getting faster or slower. Metrics across Agile Release Trains and Programs is difficult to illustrate with a disconnected set of data.

ValueOps Solution:

By connecting Rally and Jira through ConnectAll, we can normalize the data from thousands of teams. This gives you the enterprise-level visibility you're missing, allowing you to manage flow, identify bottlenecks, and make informed decisions without disrupting the teams.



A client with 20 agile workspaces found it was "just a problem... just trying to tell a story across all 20 at one time, and you can't do that."

Use Case 3: Mergers & Acquisitions (or Large-Scale Re-orgs)

Symptom: You've just merged with another large company, inheriting their people, processes, and tools. There's a culture clash, and no one agrees on how to manage or prioritize work.

Business Risk: The entire value proposition of the merger is at risk. Without a unified way of working and a single platform to manage the transformation, you'll fail to realize synergies and may lose key talent out of frustration.

ValueOps Solution:

In times of massive change, Clarity acts as the harmonization engine. It provides the structure needed to standardize processes, align disparate entities on a common set of goals, and provide executives with the visibility they need to steer the new, combined organization.



A client described the challenge of a merger as trying to manage "right brain" vs. "left brain" cultures, where a unifying platform was essential to create order.

Use Case 4: Bridging Dev and Ops (ITSM Integration, e.g., ServiceNow)

Symptom: Your support desk in ServiceNow is flooded with incidents and problem tickets, but there's no formal link back to the development teams in Rally or Jira who built the software. Product owners are "flying blind" on the true cost of ownership of their applications.

Operational & Financial Impact: You can't easily identify which products or features are generating the most support overhead. This makes it impossible to calculate the Total Cost of Ownership (TCO) of an investment. Furthermore, recurring incidents—clear indicators of technical debt—never translate into prioritized work because the data is trapped in the ITSM tool. The result is a cycle of reactive firefighting, rising support costs, and accumulating technical debt that slows down all future innovation.

ValueOps Solution:

Using ConnectAll, we can create a two-way bridge between ServiceNow and Rally/Jira. When an incident becomes a problem, it can automatically create a defect in the correct team's backlog. With Clarity and ValueOps Insights, you can then roll up this data to see which investments are creating the most downstream cost, allowing you to make data-driven decisions about when to prioritize fixing tech debt versus building new features.



"We're treating symptoms in our support desk, but we have no way to cure the disease in our codebase.

Our support data is a goldmine of insights that we can't spend."

Use Case 5: Managing Your Workforce (HRIS Integration, e.g., Workday)

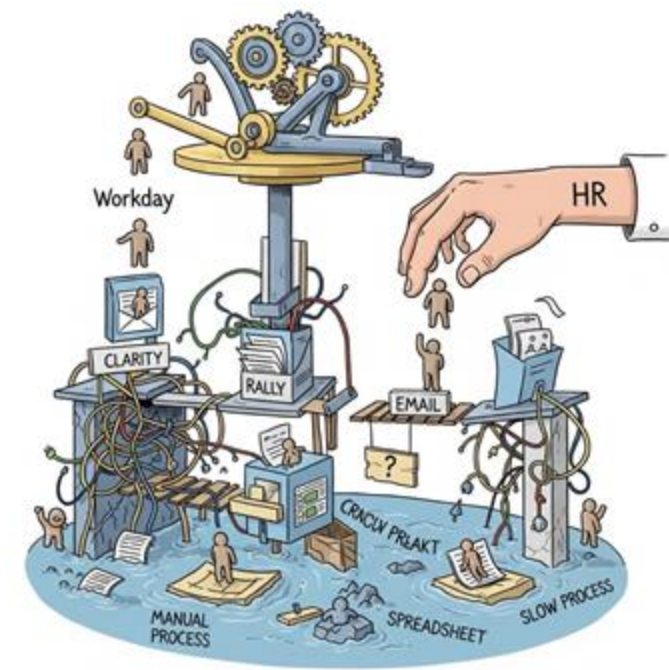
Symptom: Your HR system (Workday) is the source of truth for people, but your project management systems (Clarity, Rally) are the source of truth for work. The process for onboarding, offboarding, and moving resources between these systems is manual, slow, and depends on emails and spreadsheets.

Cost & Security Impact:

- **Adds/Moves:** Manually setting up new users and reassigning them is a time-consuming administrative burden. It delays a new hire's time-to-productivity and introduces errors in team assignments and cost center tracking.
- **This is a critical security risk. A delay in deactivating a user's account after they've left the company leaves your strategic plans, financial data, and intellectual property exposed. Every hour that account remains active is an open door for a potential breach.**

ValueOps Solution:

"We can automate this entire lifecycle. By connecting Workday to Clarity and Rally via ConnectAll, a 'new hire' event can automatically create the user, assign them to the right team, and grant permissions. More importantly, a 'termination' event in Workday can instantly and automatically deactivate their access across the entire ValueOps platform, closing the security gap from days to seconds."



"Our biggest security vulnerability isn't always our firewall; it can be the lag between an employee leaving the company and their access to our strategic systems being revoked."

Use Case 6: Graduating from Standalone Roadmaps (e.g., Aha!)

Symptom: Your product teams create beautiful, compelling roadmaps in a tool like Aha!, but these roadmaps exist in a vacuum. They are disconnected from the financial realities in your ERP and the resource capacity realities in your execution tools. They are a "wish list," not a viable plan.

Strategic & Financial Impact: You cannot perform realistic "what-if" analysis. You present a roadmap to leadership without knowing if you actually have the budget or the people to deliver it. This leads to a loss of credibility when timelines slip and budgets are exceeded. You are making multi-million dollar promises based on an artistic rendering, not a financially-grounded forecast. It lacks the "full SPM picture."

ValueOps Solution:

"Clarity turns your roadmaps from fiction into fact-based forecasts. It connects the strategic vision directly to the financial plan, resource capacity, and team-level execution. You can model different investment scenarios, understand the financial and resource trade-offs in real-time, and commit to a plan you know you can deliver. It elevates the conversation from 'what we want to do' to 'what we can do' to drive the business forward."



"Our roadmaps in Aha! tell a great story, but it's fiction. They aren't tied to our budget or our actual capacity to do the work, so we're constantly resetting expectations with the business."

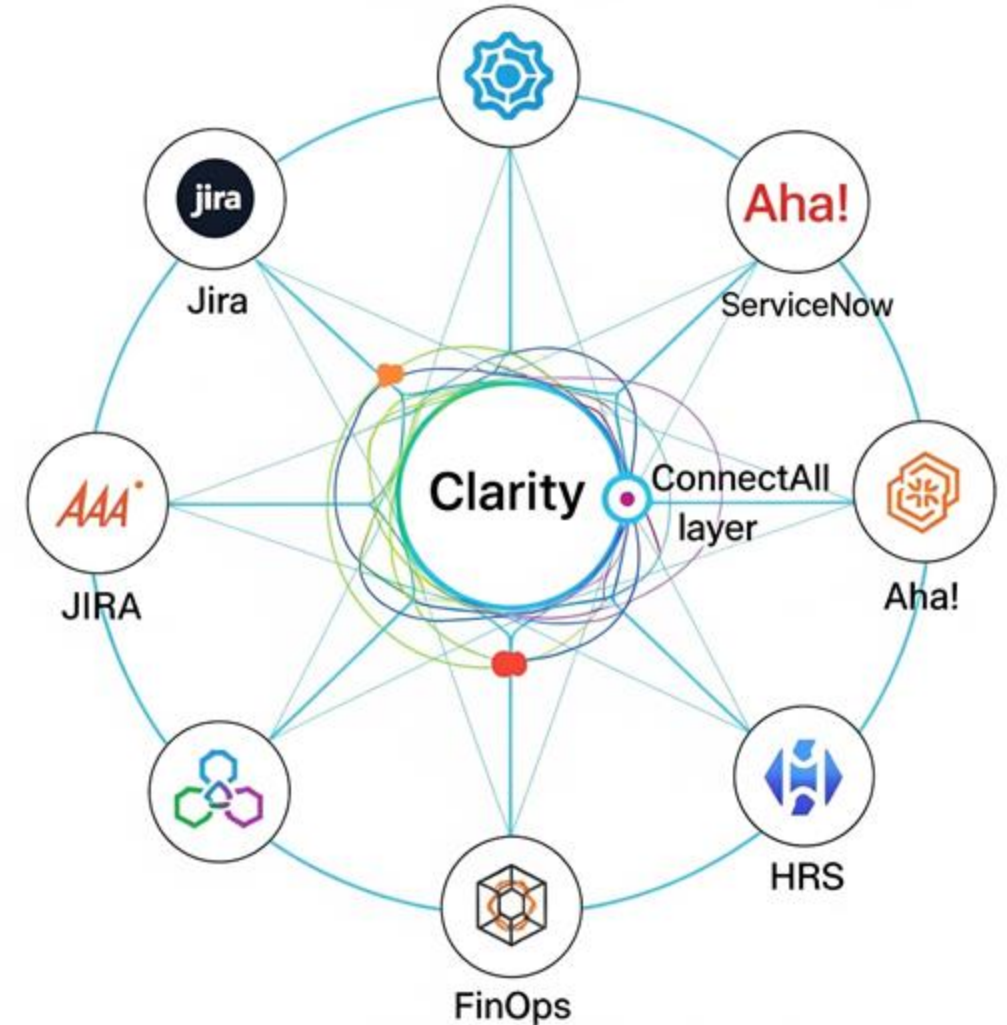
III. The Vision:

Connected Work with Clarity & ConnectAll

The Connected Enterprise: Our Vision for Your Portfolio

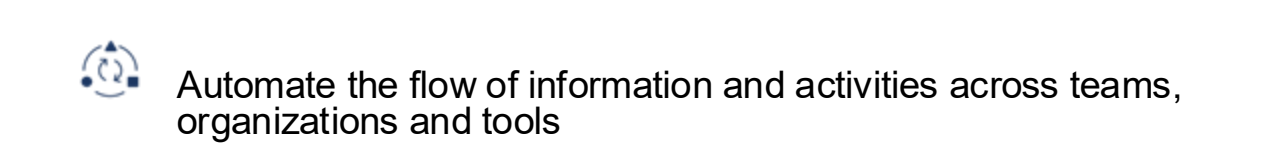
The Ideal State:

- Single source of truth for all portfolio-related data.
- Real-time insights for strategic decision-making.
- Automated, frictionless workflows across functions.
- Proactive risk management and performance optimization.

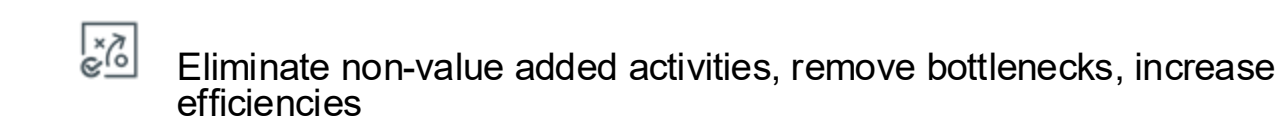


ValueOps ConnectALL

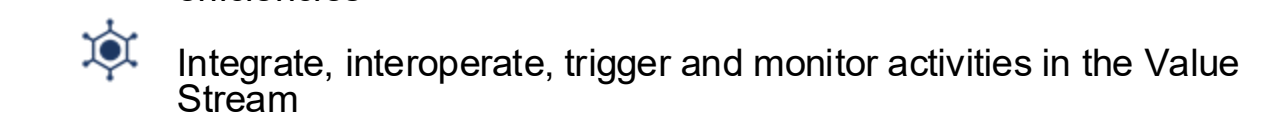
ConnectAll enables seamless, bidirectional data flow without custom coding nightmares. It transforms data silos into connected data streams.



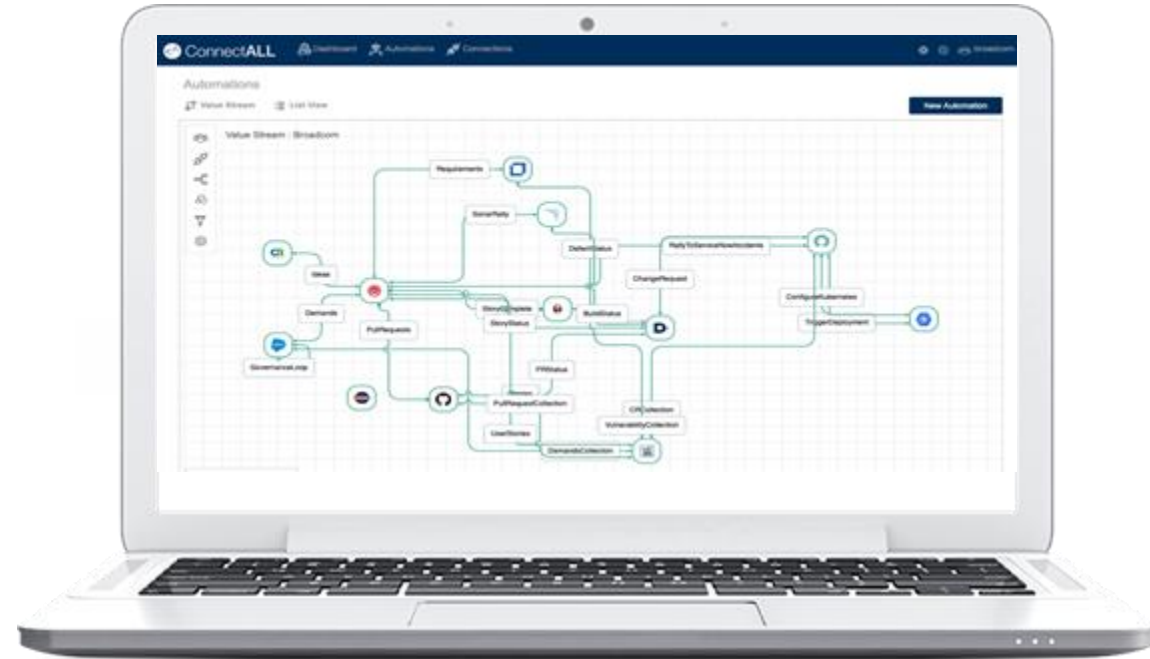
 Automate the flow of information and activities across teams, organizations and tools



 Eliminate non-value added activities, remove bottlenecks, increase efficiencies



Integrate, interoperate, trigger and monitor activities in the Value Stream



ConnectALL Key Terminology

Value Stream - All of the end-to-end steps required to bring any software from ideation to delivery

Adapter - Software that facilitates an application connection with ConnectALL platform

Connection - Configured in ConnectALL to communicate with other endpoints/applications, accessed via user credentials

Automation - Coordinates the flow of information between systems for purposes (ex: governance, triggering actions, collecting data, etc.)

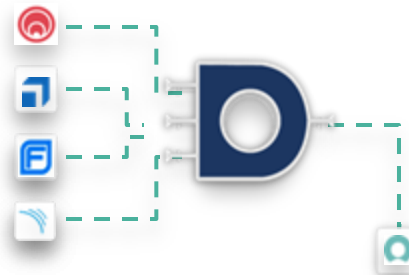
- Goes beyond simply integration, ie. Connecting two systems together for the purpose of synchronization

Special Adapter Types



Universal

- Allows you to quickly connect to any tool in your software delivery value stream
- Through Swagger can turnaround adapters in a day



Logic Flow

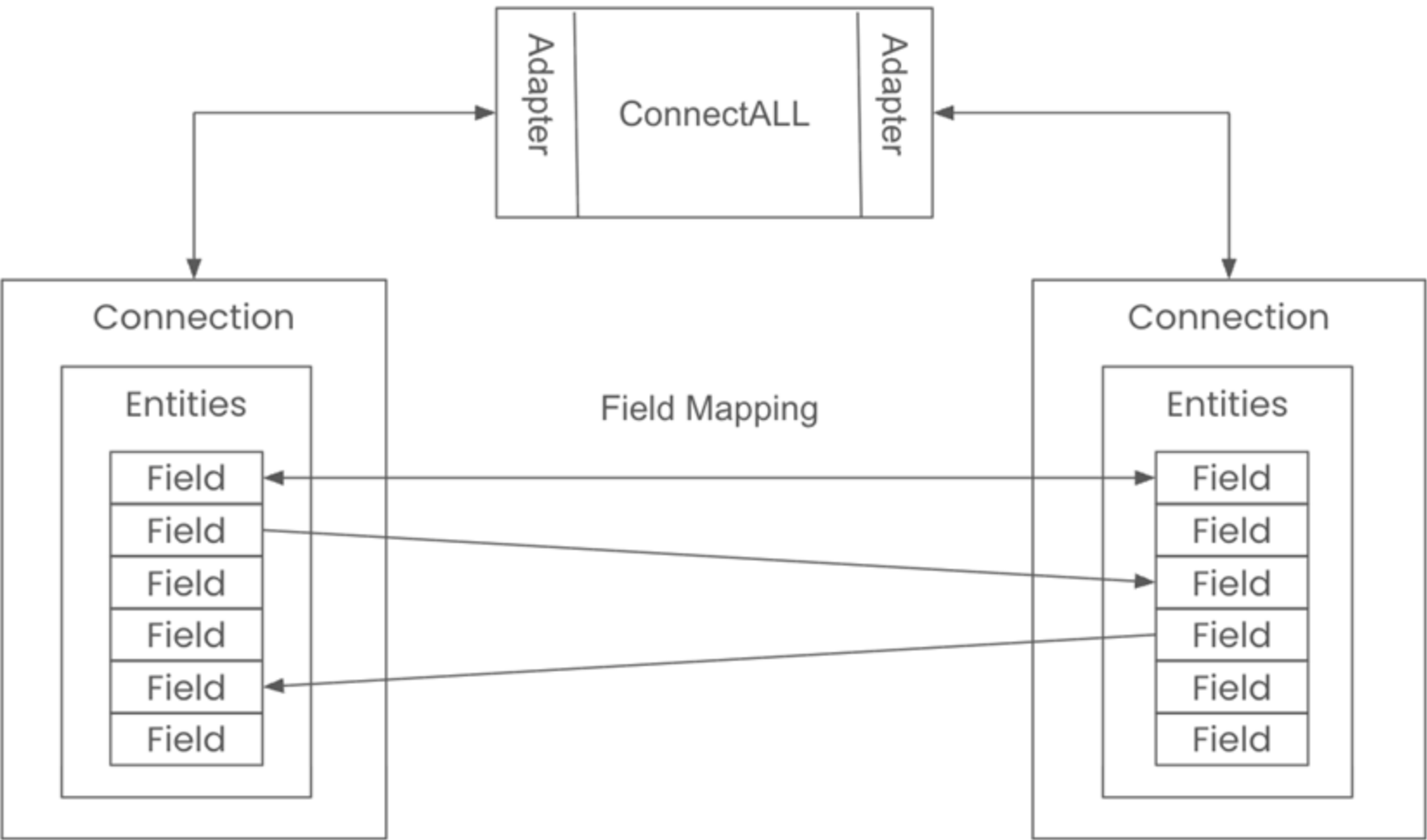
- Sync records to and from any application with any database.
- Disperse centralized data to various tools & software solutions



Database

- Smart monitoring and triggering utilizing conditional AND-Gates & OR-Gates
- e.g. - orchestrate and manage releases through conditions based on package availability, security scans, etc.

ConnectALL Automation



Automation Types



Synchronization enables

- Removal of waste
- Improved collaboration
- Bidirectional synchronization



Monitoring enables

- Amplification of feedback loops
- Implementation of governance
- Capturing of data for key results



Triggering enables

- Interoperability for increased productivity, cost reduction
- Controlled flow of information



Data collection enables

- Data-driven decisions
- Regulation and compliance

Automation At Every Step



ServiceNow



Clarity



Rally



Microfocus ALM



GitHub



Jenkins



Octopus

Service Management

- Incidents
- Issues
- Requests

Portfolio Management

- Ideas
- Strategies
- Initiatives
- Roadmaps

Requirements Management

- Initiatives
- Epics
- User Stories
- Tasks
- Sub Tasks
- Defects
- Sprints

Test Management

- Defects
- Test Plans
- Test Scripts
- Tests
- Results

Config, Build & Deploy Mgmt.

- Commits
- Pull Requests
- Builds (Jobs)
- Results
- Deployments

Request

Plan

Build

Test

Deploy

Usage

Let Rego be your guide.

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Deep Dive into Key Integrations - SPM/FinOps

Strategic Portfolio Management - FinOps Tools (e.g., Apptio, SAP, Oracle, NetSuite, ERP/Financial Systems) <> Clarity

Why Connect? Closing the loop on financial actuals, budgeting, and forecasting.

What Flows? Actual expenditures (labor, non-labor), accruals, budget allocations (from FinOps to Clarity), project forecasts, capital vs. operating expense classification (from Clarity to FinOps).

Example: CIO can instantly compare planned vs. actual spend for any project or portfolio, flagging overruns early.

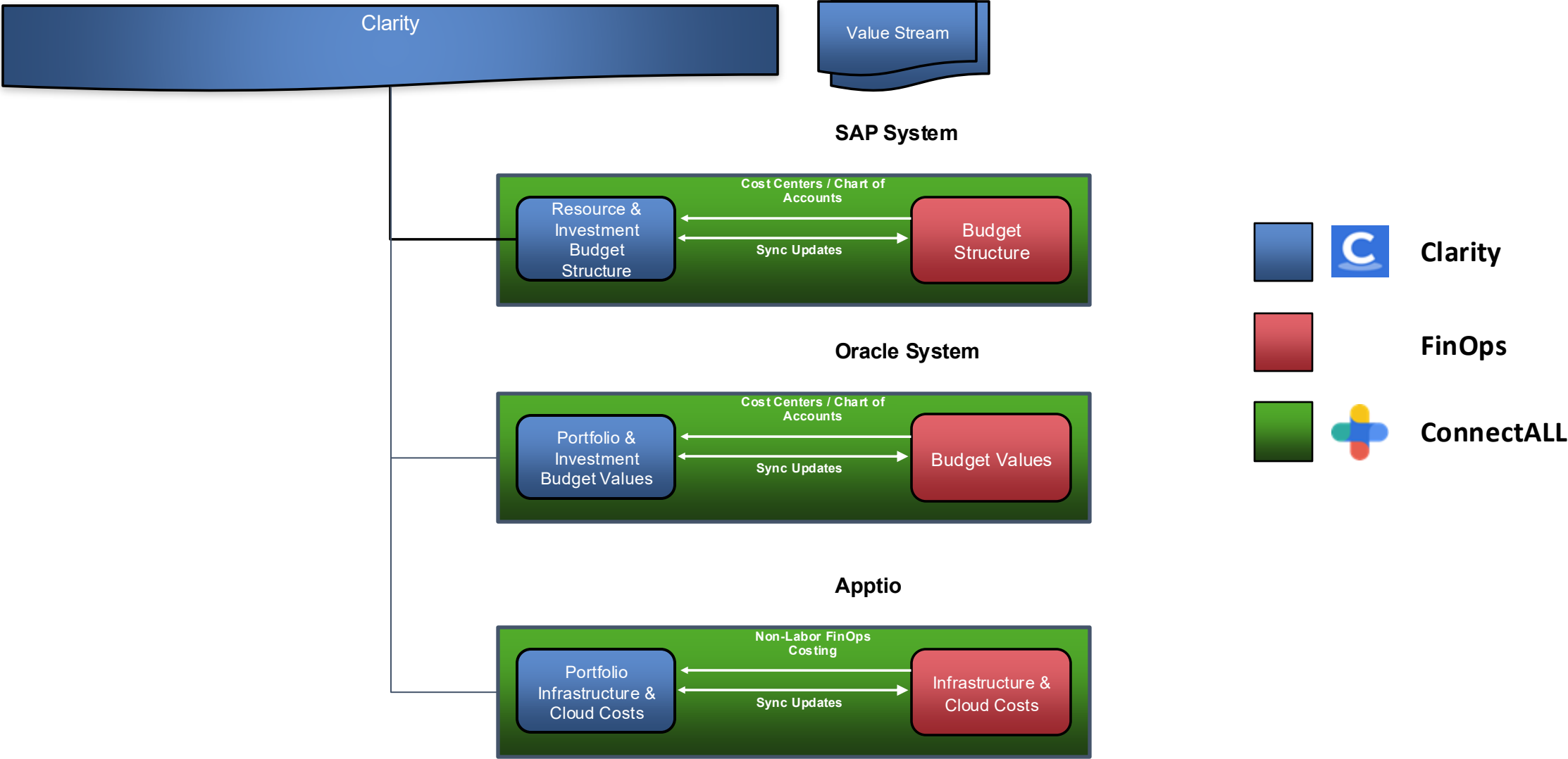
Unlocks:

Visibility: True cost of projects and portfolios, real-time budget vs. actuals.

Eliminates Manual Reconciliation: Automated financial data transfer reduces errors and audit time.

Governance: Robust financial controls, accurate chargebacks, and data-driven ROI analysis.

Example Scenario: Desired Flow for Clarity & FinOps



Deep Dive into Key Integrations - Agile

Jira (or other Agile Execution Tools like Azure DevOps, Rally) <> Clarity

Why Connect? Bridging the gap between strategic portfolio management (Clarity) and agile development execution (Jira). Capital Realization.

What Flows? Epics, Features, User Stories (from Clarity to Jira for breakdown), Status, Progress, Actuals (from Jira to Clarity for rollup).

Example: CIO can see if a critical product initiative (Clarity epic) is actually progressing in Jira sprints.

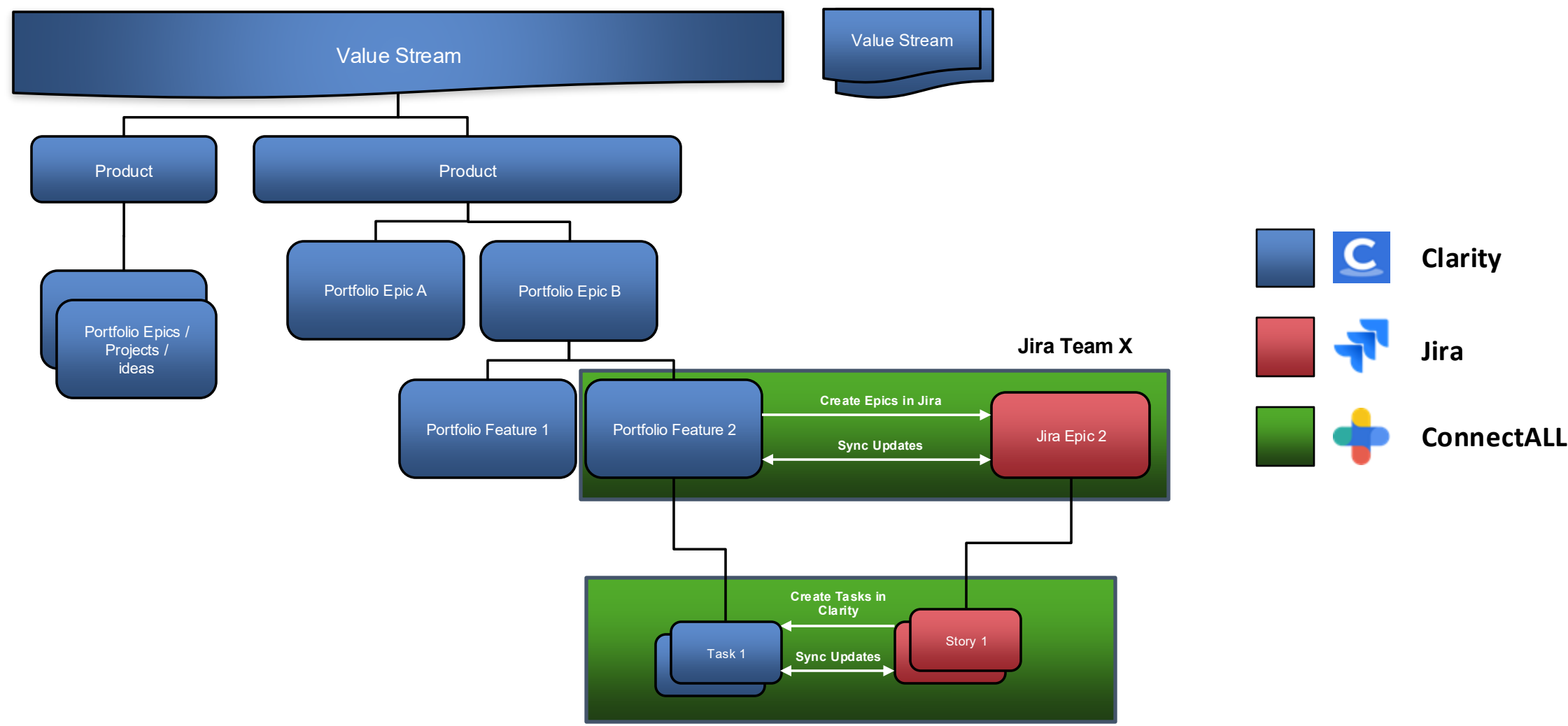
Unlocks:

Visibility: Real-time progress on strategic initiatives at the execution level.

Eliminates Manual Reconciliation: No more spreadsheets to track sprint progress or team velocity against portfolio epics.

Governance: Enables data-driven decisions on release planning, scope changes, and backlog prioritization.

Example Scenario: Desired Flow for Clarity & Jira



Deep Dive into Key Integrations - ITSM

ServiceNow (or other IT Service Management/Operations Tools) <> Clarity

Why Connect? Linking IT operations, service requests, and incident management to strategic portfolio capacity and resource planning.

What Flows? Resource requests, project tasks, operational work, incidents (from SN to Clarity for capacity planning), project assignments, actuals (from Clarity to SN for work execution), Demands.

Example: CIO can see how major incident volume is impacting resource availability for strategic projects.

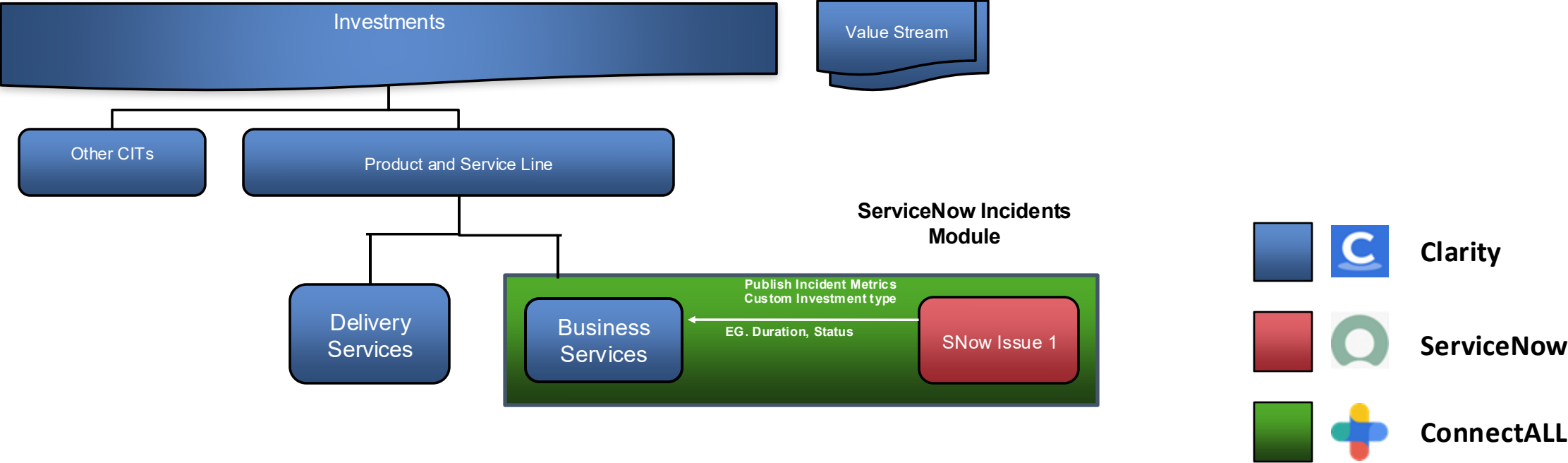
Unlocks:

Visibility: Understanding how much capacity is consumed by run-the-business vs. change-the-business work.

Eliminates Manual Reconciliation: Streamlines resource allocation requests and operational work tracking.

Governance: Better understanding of IT spend on operational vs. strategic initiatives; optimized resource deployment.

Example Scenario: Desired Flow for Clarity & ServiceNow



Deep Dive into Key Integrations - Roadmaps

Aha! (or other Product Management/Strategy Tools) <> Clarity

Why Connect? Connecting high-level strategic product roadmaps and ideas to portfolio execution.

What Flows? Strategic themes, initiatives, product roadmaps, ideas (from Aha! to Clarity for evaluation and funding), status updates (from Clarity to Aha! for strategic transparency).

Example: CIO can instantly see Roadmaps across Clarity and Aha via a Roadmap Group

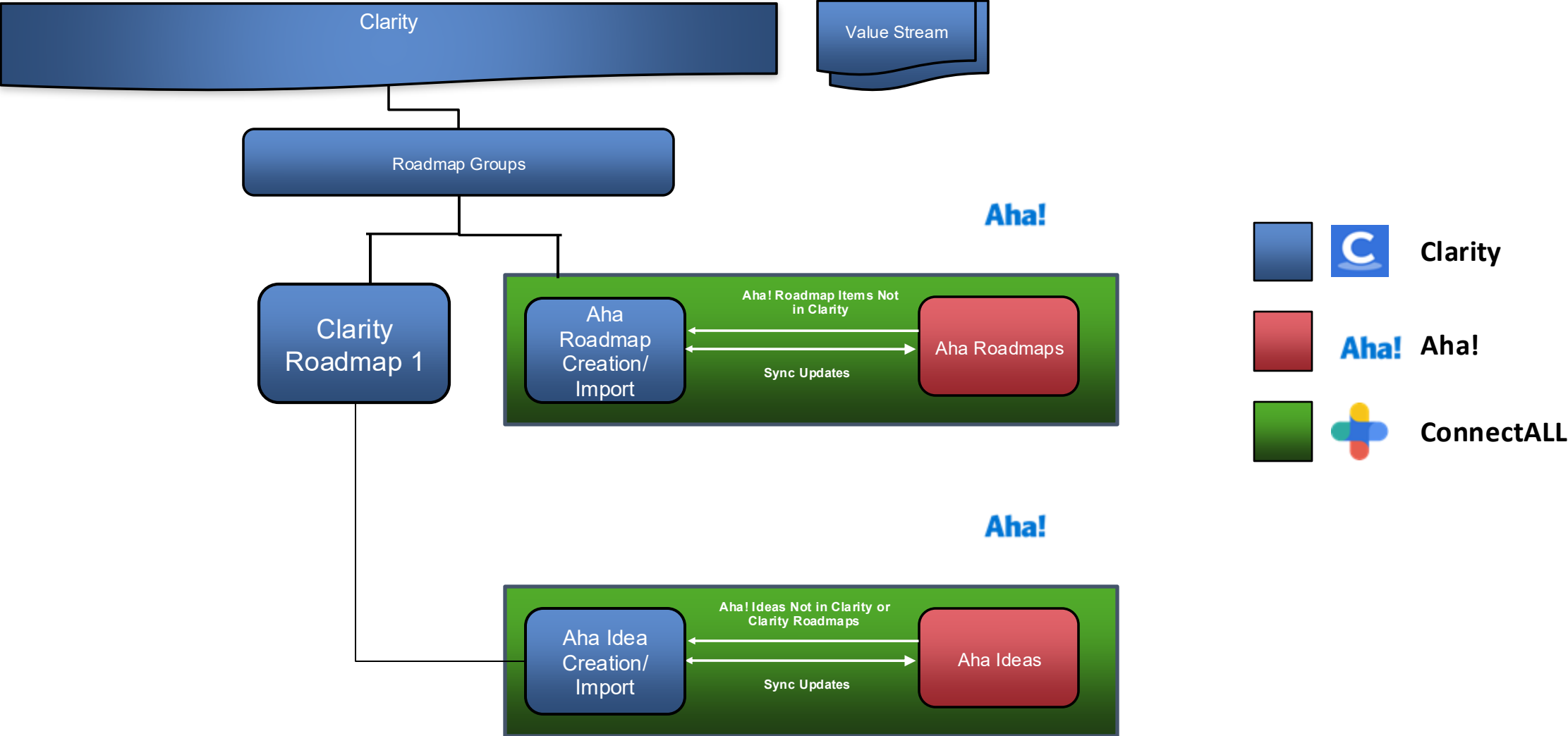
Unlocks:

Visibility: Ensuring engineering efforts directly align with product strategy.

Eliminates Manual Reconciliation: No more copying strategic goals from roadmaps into portfolio tools.

Governance: Enables rapid portfolio re-prioritization based on market shifts or new strategic mandates.

Example Scenario: Desired Flow for Clarity & Aha!



Deep Dive into Key Integrations - HRIS

HRIS (Human Resources Information Systems - e.g., Workday, SuccessFactors) <> Clarity

Why Connect? Providing real-time, accurate resource data for capacity planning and financial reporting.

What Flows? Employee data (cost centers, roles, departments, employment status), actual hours, planned time-off, contractor data.

Example: CIO can model the impact of hiring freezes or new team formations on project capacity in Clarity.

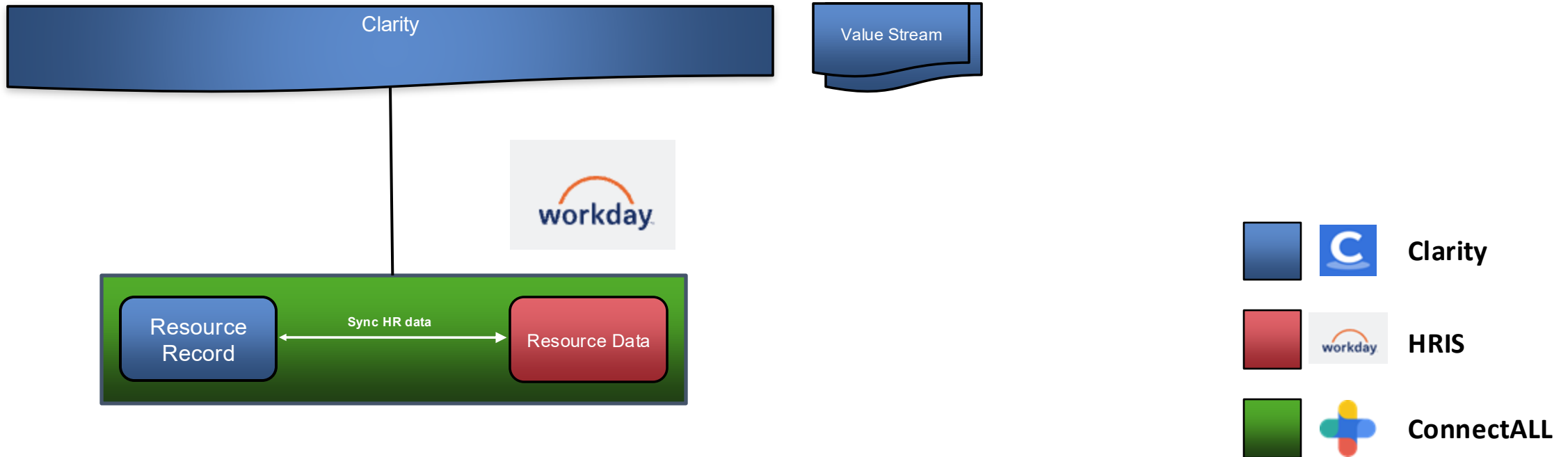
Unlocks:

Visibility: Accurate headcount, resource availability, and fully loaded costs per resource.

Eliminates Manual Reconciliation: Automated actuals for time tracking and cost allocation.

Governance: Improved resource forecasting, better hiring decisions, and accurate labor cost attribution.

Example Scenario: Desired Flow for Clarity & HRIS



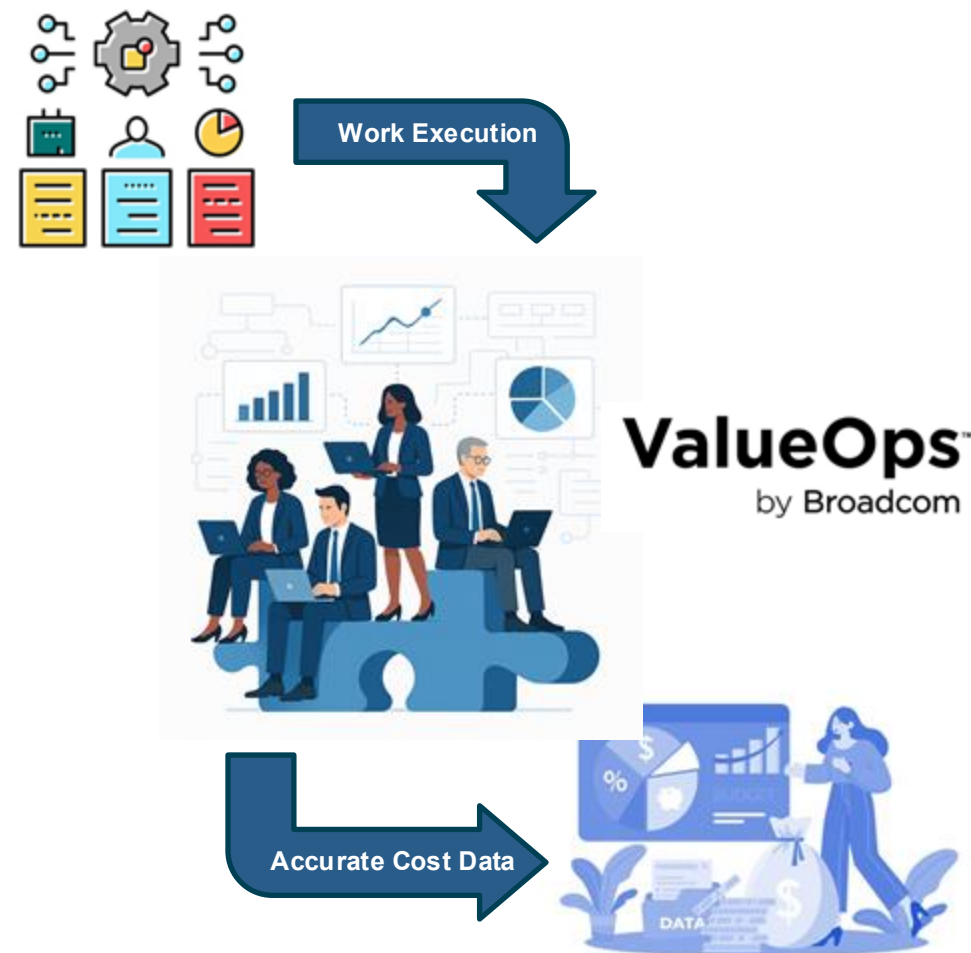
Key Information:

- Employment Status
- Manager
- Rate
- Cost Center
- Location

Use Case: Frictionless Time: Smarter Time Tracking

Automate Time Capture and Gain True Visibility

- ValueOps Frictionless Time is a solution that automatically generates accurate IT time entries by intelligently interpreting data from existing work execution systems
- Eliminate burdensome manual timesheets, provide trustworthy labor cost data for financial reporting, including Agile capitalization, and free up valuable IT resources
- ValueOps Frictionless Time translates technical activities into business-relevant cost insights, enabling more predictable financial forecasting



Proven Path to Frictionless Time

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How ValueOps Connects Work Execution in Jira to Financials in Clarity



Business as Usual

Teams track work in User Stories, Bugs, Spikes & Defects

Effort is Tracked in Story Points

Data Challenge: Data is flat and originates from the same tables. Jira lacks the Hierarchy and Teams object required for financial portfolio roll-ups



This is more than a data mover. It is a **NO Code** translation service.

MAPS: Fields from Jira to Rally.

TRANSLATES: Status and other fields for consistency (i.e. JIRA "Accepted" to Clarity "Started")

CREATES: New Feature and User Story Records in Rally creating a Hierarchy (providing full audit trail)

Replaces delicate and inconsistent scripts with a repeatable **NO Code** process automation



Rally provides the essential Hierarchical structure that Jira lacks and Clarity portfolio management requires.

Applies Context: Maps work items to teams, investment and financial cap/ex work types

Creates Structure: Organizes unstructured Jira data so that Clarity can ingest it into Business Cases and Opportunities

This is the **CRITICAL** middleware layer that custom solutions would have to build from scratch



Clarity consumes the transformed structured data and applies Finops logic from Cigna Finance.

Applies Context: Maps work items to teams, investment and financial cap/ex work types

Generates Pending Timesheet Hours: Uses resource calendars and allocations to convert story points to pending timesheet hours

Accurate, automated, and auditable timesheets

A seamless, supported and upgradeable path from team-level work to enterprise

The ROI of a Connected Enterprise (Summary of Value)

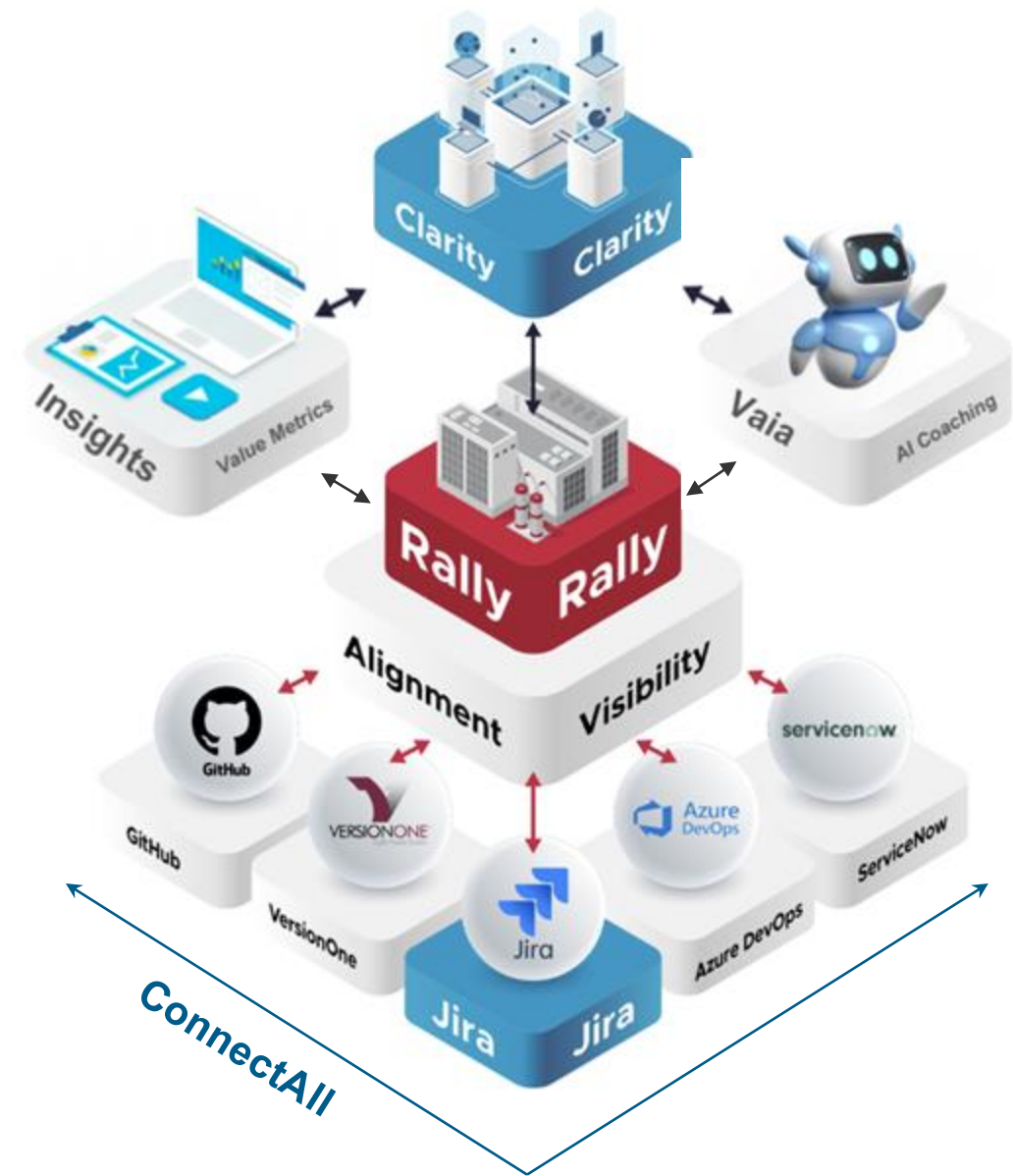
Summary of C-Level Value:

- Accelerated Value Realization: Faster delivery of strategic initiatives.
- Optimized Resource Utilization: Smarter allocation of people and budget.
- Enhanced Strategic Agility & Responsiveness: Ability to adapt quickly to change.
- Reduced Operational Costs & Risks: Through automation and improved data integrity.
- Improved Decision-Making: Based on a single source of truth.

ValueOps for Value Stream Management

Strategic planning meets enterprise delivery and execution

- **Unified Platform:** ValueOps connects strategic planning, funding, and execution into one system to align goals with work. Allowing for governance as needed.
- **Improved Efficiency:** Helps organizations eliminate inefficiencies, reduce wasted resources, and focus on what matters most.
- **Real-Time Insights:** Provides up-to-date information for better decision-making and driving business agility.
- **Enhanced Collaboration:** Bridges the gap between executives and teams, reducing friction and increasing collaboration.
- **Customer-Focused Delivery:** Prioritize work that delivers maximum value to customers and the business.
- **Adaptability:** Enables organizations to pivot quickly and manage complex business initiatives with ease.



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Insights

V. Your Path Forward & Q&A

Questions?

