

Building a strong VSM foundation: The role of VSM platforms

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Executive summary

Value Stream Management (VSM) is a strategic approach that organizations can adopt to optimize processes, enhance efficiency and deliver customer value. VSM is gaining traction across organizations, although complete adoption remains in its early stages.

In this whitepaper, we explore key aspects of VSM to demystify the landscape, examine the prominence and necessity of VSM platforms and solutions and unpack the capabilities and benefits these platforms and solutions offer. In the process, we answer these questions: Are VSM platforms yet another set of tools organizations must invest in? Can an organization adopt VSM without a platform and leverage their existing tools?

While process and people transformation remain key imperatives for successful VSM adoption, a robust VSM solution backbone is essential for scaling. It supports new ways of working and accelerates the pace of transformation.



Current VSM solution landscape

While VSM may be a relatively new concept, value streams themselves are already present in every organization. Think about it: the flow of work, from initial ideas to delivering value to customers, is inherent to any business operation. The challenge is that most organizations have not yet adopted a value stream mindset in their daily operations and management. They often operate in silos, focusing on individual stages without considering the entire value stream.

This disconnect begs the question: if value streams exist, shouldn't there be tools with enterprise capabilities to manage their various processes across the organizational functions and silos? The answer is yes. For simplicity, if we examine an ideal development value stream flow and its different stages, we will likely find that most organizations already have enterprise capabilities deployed to manage and optimize one or more of these stages.

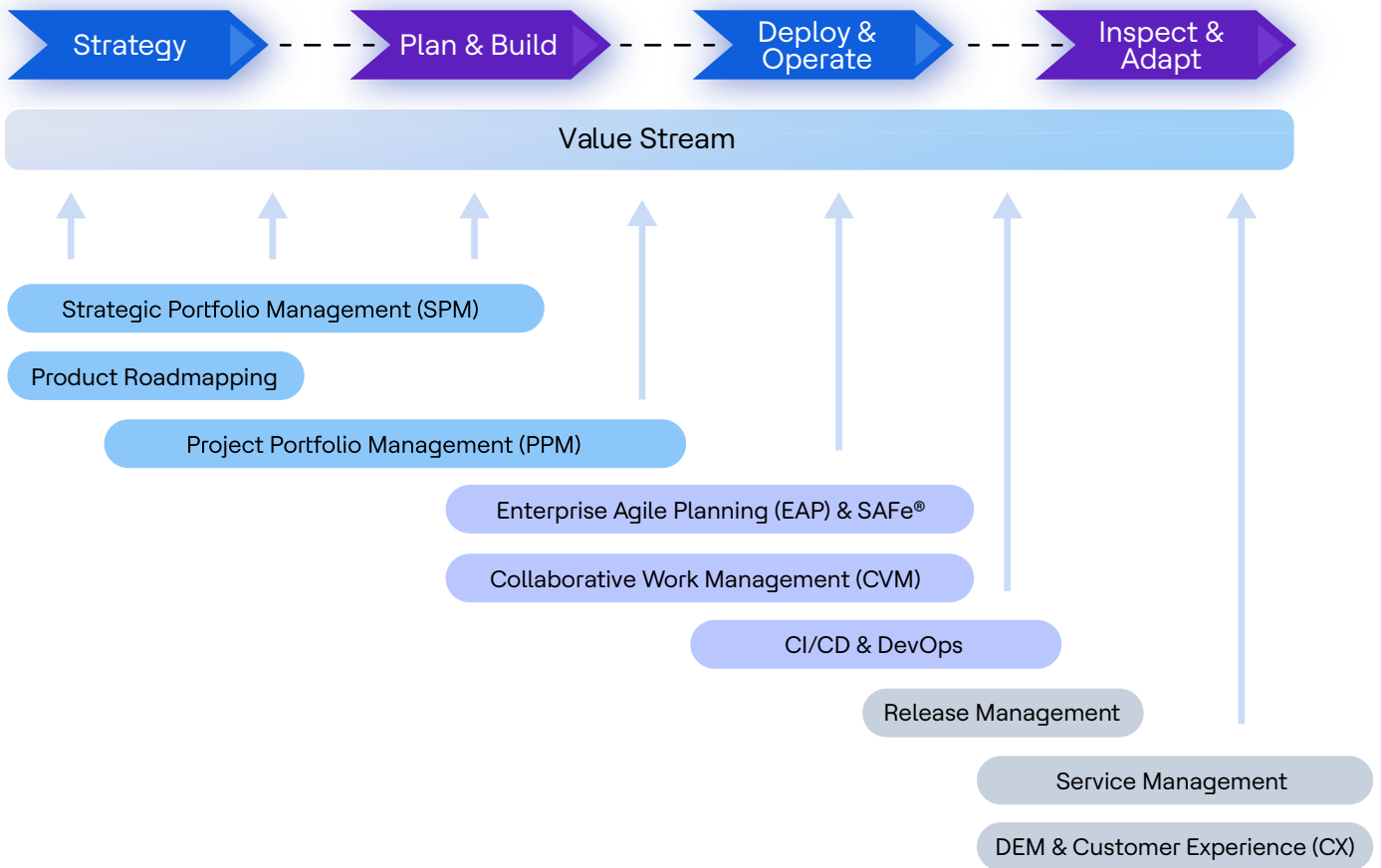


The following section explores the landscape of VSM solution capabilities, which we categorize into two groups: core VSM capabilities and supporting enterprise capabilities.

Core VSM capabilities are specifically designed to manage the flow of value, while Supporting enterprise capabilities that contribute to optimizing the value stream and have broader functionalities within the organization. We'll focus on the capabilities, not on specific vendors offering these tools.

Stage	Core VSM Capabilities	Supporting Enterprise Capabilities
Strategy	<ul style="list-style-type: none"> • Strategic Portfolio Management (SPM) • Enterprise Product Roadmapping • Technology Business Management 	<ul style="list-style-type: none"> • Finance ERP • BI & Analytics • Enterprise Architecture
Plan & Build	<ul style="list-style-type: none"> • Project Portfolio Management (PPM) • SAFe & Enterprise Agile Planning (EAP) • Collaborative Work Management (CWM) • CI/CD & DevOps 	<ul style="list-style-type: none"> • Integration Platforms • Master Data Management • Engineering & QA Automation • Cloud Platforms
Deploy & Operate	<ul style="list-style-type: none"> • Release Management • Service Management • IT Operations Management 	<ul style="list-style-type: none"> • Cloud Ops • DevSecOps • AIOps
Inspect & Adapt	<ul style="list-style-type: none"> • Customer Experience & Feedback • Digital Experience Management (DEM) • Strategic Portfolio Management (SPM) 	<ul style="list-style-type: none"> • BI & Analytics • Customer Support & Service • Finance ERP

Why you need an end-to-end VSM platform



Many organizations rely on a patchwork of ERP / CRM solutions, project management tools, Agile methodologies and DevOps toolsets to manage various stages of their value streams. While these tools provide valuable capabilities for assessing market demand, customer management, pipeline generation and management, strategizing, planning and development, they fall short when it comes to true value stream management.



Information silos and workflow bottlenecks

Each tool operates in its own silo, creating fragmented information across the value stream. Bottlenecks and inefficiencies are hidden in plain sight, hindering an organization's ability to deliver value quickly. Imagine working on a complex puzzle – you have all the pieces, but assembling the pieces efficiently is nearly impossible without seeing the complete picture. Disparate tooling can also lead to workflow bottlenecks, with manual data entry and integration issues causing delays. Optimizing individual stages might lead to local improvements, but without a comprehensive view, the overall value stream flow might still be suboptimal, and the remaining stages of the value stream may not benefit from optimization in individual stages.



Limited visibility beyond planning

While Agile and project management have improved visibility into work planning, they often focus on the initial stages, neglecting the entire value stream lifecycle. What happens after planning? Or, for that matter, what happens before planning during the strategy phase? What external and internal factors are reviewed and at play? Build activities, quality assurance (QA), compliance validation and go-to-market activities are critical stages that traditional VSM approaches might overlook. This necessitates manual tracking of work items across these stages, which is not only error-prone and time-consuming, but can also lead to misrepresentation of progress. Imagine steering a ship – you need to track its course throughout the entire journey so that you can navigate to your destination safely, not just the initial departure point.



Manual effort and inconsistent data

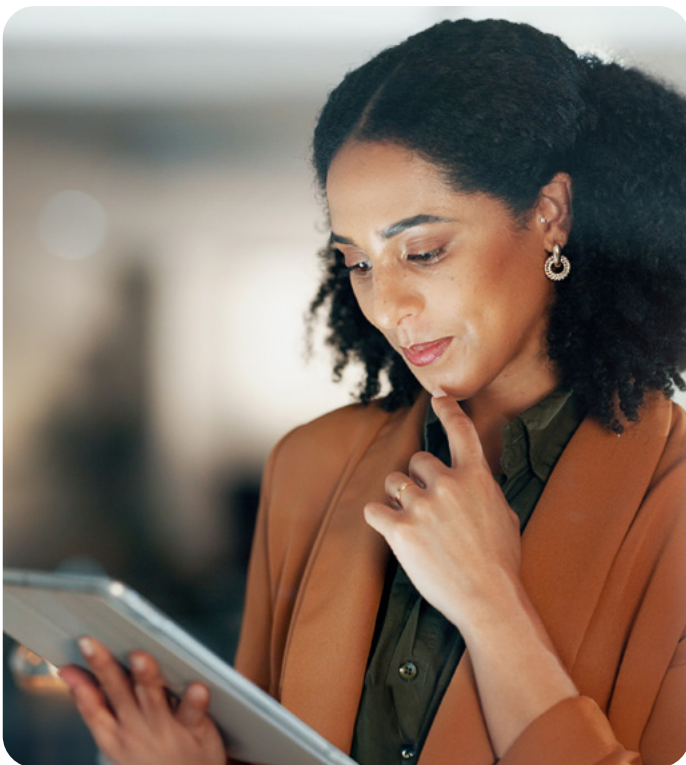
Manually tracking the status of work items across various stages is a recipe for errors and wasted time, especially when managing thousands of items per release cycle. This approach can lead to inaccurate reporting and hinder informed decision-making. Additionally, the flexibility given to delivery teams in choosing their tools for planning, development and management of work can exacerbate the problem. This resulting landscape of disparate tools creates significant complexity in gaining the necessary transparency into overall work item progress and status. It also makes quick-pivot business decisions nearly impossible to make.

To further complicate matters, human biases and variations in understanding work statuses can also contribute to inaccuracies. Essentially, it is like trying to manage a complex project with a spreadsheet – it can work initially for small projects, but as the project grows in scale, the spreadsheet becomes unwieldy and prone to errors.



Fragmented data and siloed decision-making

Individual stages generate valuable metrics, but focusing solely on them creates a limited view. These metrics often paint a partial picture, neglecting the bigger picture of the value stream. Additionally, valuable business-related metrics like customer adoption data and lifetime value often reside in separate applications. This fragmentation hinders a holistic view of performance across the value chain. It's like looking at a financial report that only shows specific line items – you miss the crucial context needed to understand those line items and make sound financial decisions. Manual updates to business insights in separate systems can also be error-prone and biased, leading to inaccurate data that hinders informed decision-making.



Limited visibility breeds siloed improvement and misses opportunities

Without a clear view of the entire value stream, fostering continuous improvement becomes a significant challenge. Lack of visibility creates information silos, with teams focused on optimizing their own individual stages using stage-specific metrics aligned with their team-level objectives. This siloed approach hinders collaboration and makes identifying bottlenecks or inefficiencies that span multiple stages difficult. It's like optimizing a factory assembly line by focusing on individual stations without considering the overall flow of materials and production. Without a holistic view, teams might inadvertently shift blame for slowdowns or performance issues, leading to finger-pointing and a lack of collaboration. This hinders a unified approach to optimization. Establishing a baseline for value stream performance is crucial for measuring progress and identifying areas for improvement. Without a clear baseline, it's difficult to track the effectiveness of improvement initiatives and ensure continuous optimization. It's like trying to improve your running time without knowing your starting point – you have no way to measure progress.

VSM platforms

Next, we enter the realm of VSM Platforms. These are purpose-built technology platforms designed to address the gaps and limitations mentioned earlier. In general, most VSM platforms offer:



Seamless integration and mapping capabilities

Connect your existing tools and visualize your entire value stream for a holistic view, all with less effort.



Actionable insights

Gain real-time visibility into bottlenecks, performance metrics and key DevOps Research and Assessment (DORA) indicators to identify improvement opportunities.



Orchestration power

Streamline workflows, automate tasks and ensure smooth handoffs between stages for faster time-to-market.

VSM platforms are relatively new to the market, but their adoption is rapidly increasing. In its Hype Cycle, Gartner identifies [25 must-know emerging technologies](#); VSM is one of the key technologies on that list. These hype and emerging technologies are expected to greatly impact business and society over the next two to ten years. They will especially enable CIOs and IT leaders to deliver on the promise of digital business transformation.





The power of purpose-built technology

The main advantage of VSM platforms over a mix of separate tools like enterprise integration platforms, release orchestration systems and analytics platforms is their focused approach. VSM platforms are niche technology solutions designed specifically for value flow optimization. Unlike cobbling together various tools, VSM platforms offer prebuilt functionalities that cater to common VSM needs.

Here's what sets VSM platforms apart:



Prebuilt integrations and insights

Most vendors in this space offer prebuilt integrations and insights essential for VSM, such as value stream mapping and visualization capabilities, DORA and flow metrics and integration packages with leading software vendors. These integrations enable stage-specific functionalities within the value flow.

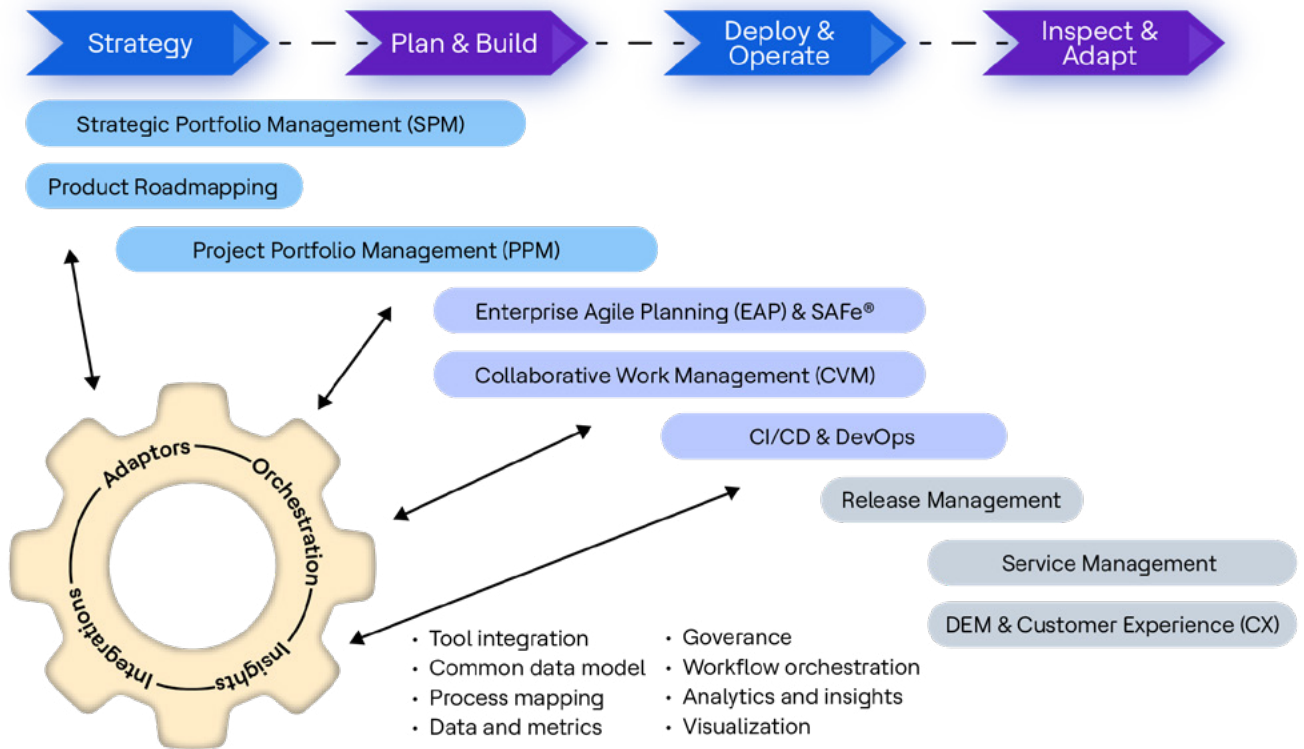


Focus on optimization, not replacement

VSM platforms don't aim to replace your existing tools that manage different stages of the value flow. Instead, they act as a complement, leveraging existing functionalities while adding valuable features that further optimize the entire flow.

Optimization journey so far: Tackling value flow challenges with disparate tools

How VSM platforms help unify disparate tools



A typical VSM solution landscape with enterprise capabilities supplemented by a VSM platform

VSM platform capabilities and benefits

Next, we will take a deep dive into the core functionalities of VSM platforms and explore the significant benefits they offer for organizations seeking to optimize their value streams. We will investigate each capability and explore some practical use cases that highlight its benefits.



Value stream mapping and visualizing flow for efficiency

VSM platforms empower users across the organization with visual mapping capabilities to capture and visualize critical information quickly.



Stages of the value stream

Clearly represent each step in your value stream, from ideation to delivery and beyond.



Processes, people and systems

Identify the key players and tools involved at each stage of the flow.



Interactions and dependencies

Visualize how different stages interact and expose any potential dependencies that might hinder progress.

These visual representations not only enhance comprehension but also offer practical benefits.



Enhanced visibility and increased alignment

Complex value streams become easier to understand, potentially revealing hidden issues through clear visualization. Mapping fosters a shared understanding of the value flow across teams, breaking down silos and aligning everyone toward a common goal.



Simplified change management

Dependencies become readily apparent, allowing for the analysis and mitigation of impact from potential changes, such as adding a new team or updating processes.

Value stream mapping for simplifying connections and boosting efficiency

VSM platforms are game-changing for connecting the various tools used throughout your value stream. Unlike generic integration tools, VSM platforms offer some important advantages.



Prebuilt connectors

There is no need for complex coding when VSM platforms come with ready-made connectors for popular applications like Jira, Rally, Clarity, ServiceNow, Salesforce, Microsoft ADO and others. Think of it as having a pre-wired toolbox with all the right tools for the job.



Drag-and-drop configuration

No technical expertise is needed when VSM platforms offer user-friendly interfaces that let you configure connections with a simple drag-and-drop action. It's as easy as connecting the dots.



API access for advanced users

If a prebuilt connector isn't available, VSM platforms still have you covered by offering API access for those on your team comfortable with coding, giving them ultimate control over integrations. These seamless integrations translate into tangible benefits for your teams.



Increased efficiency

Automating data exchange between tools within your value stream saves valuable time. Imagine work items automatically flowing from your project management tool to your development tool, with updates reflected in both places. No more manual data entry!



Automated value stream mapping

Once you've created your initial value stream map, integrations can automate updates to metrics and the map itself. This makes it simple to compare different versions and see the impact of changes you make. Think of it like having a self-updating roadmap for your value stream.



Flexibility with standardization

VSM platforms allow teams to use their preferred tools while ensuring everyone can access the same standardized data. This gives teams the flexibility they need to be productive while providing leadership with a unified view of the entire value stream.

VSM platform integrations help streamline workflows and boost efficiency across your entire value stream by simplifying connections and automating tasks.

Metrics and insights for making smart choices with clear data

VSM platforms act as a central information hub, gathering valuable metrics to help you make smart choices about your value stream. They provide a wide range of metrics across different categories, allowing you to tailor your view based on your specific needs. Key measurements available include:



Delivery performance

This is a critical category. It's where to find metrics related to work and how quickly it gets done, such as lead times and defect density. Lower is typically better, indicating faster delivery with minimal bugs. VSM platforms can often pull this data directly from Application Lifecycle Management (ALM) tools, but even if using a variety of systems across the flow, the VSM platform can capture it all. That way, you have a complete picture of how fast work moves. It is like having a single dashboard for all the traffic lights on a delivery highway, making it possible to avoid and prevent delays. VSM platforms also track other delivery metrics like velocity and burndown charts, which provide gauges showing how quickly work is progressing throughout the entire pipeline. For important QA metrics, tracking defect rates is important, too.



Customer happiness

This is another critical category. VSM platforms can even tie in metrics like Net Promoter Score (NPS) or customer churn rate. Happy customers are key to any business, so being able to see how your value stream is impacting that happiness is important.



DevOps performance

If you are following DevOps practices, VSM platforms can track DORA metrics, which can give visibility into how well development and operations teams are working together. Faster deployments and lower change failure rates are outcomes every organization is aiming for.



Making all this data available in one place gives you access to actionable insights and provides several additional advantages, including:



Track performance as it happens

Monitor key metrics like lead time and defect density in realtime, allowing you to identify and address issues quickly.



See everything at once

VSM platforms combine metrics across categories and present them in clear dashboards for different teams. Imagine having all the information you need readily available without getting lost in mountains of data.



Fine-tuning the value stream

Leverage flow metrics to pinpoint areas for improvement and optimize your value stream for maximum efficiency.

With the wealth of data they provide, VSM platforms enable you to more reliably and easily make informed decisions, streamline your value stream and achieve your desired results.

VSM platform considerations

Moving from the theoretical benefits of VSM platforms into the practical realm, when do organizations in the real world consider adopting a VSM platform? When is the right time? Here are some key considerations to help clarify when VSM platform adoption makes sense.

1

What is the difference between a VSM platform and a VSM solution?

These terms have become interchangeable, depending on who you hear them from.

- **A VSM platform** – a relatively new term coined by Gartner – acts as a central hub that connects to all existing tools within value streams and ingests data from every stage of the lifecycle. This comprehensive data collection allows it to provide a holistic view of your entire value stream, often in the form of a visual map.
- **A VSM solution** – a broader, more general term – encompasses various specialized tools that vendors offer. These tools traditionally focus on specific stages of the value stream lifecycle, like strategy management, project management and ALM (or DevOps, CI/CD and release management). Think of them as specialized toolkits for different parts and stages of your value stream.

2

Do VSM platforms and solutions work together?

While VSM platforms offer a holistic view of the value stream, VSM solutions address specific needs and capabilities within different stages of the value stream. Here's how they work together:

- **VSM solution providers are evolving:** Many are now incorporating VSM platform capabilities into their offerings to create a more comprehensive solution. They achieve this through acquisitions of existing VSM platforms or by enhancing their existing solutions to include platform-like functionalities.
- **Complementary functionalities:** For instance, you might find a VSM solution provider that excels in PPM and ALM, while another focuses on DevOps. A VSM platform can leverage data from these specialized solutions to provide a complete picture of the value stream.

In essence, VSM platforms and solutions work together to optimize your entire value stream. By harnessing and combining the strengths of both platforms and solutions, organizations can gain a comprehensive view and address specific needs within the value stream lifecycle.

VSM platforms and solutions: A piece of the value stream management and optimization puzzle

While VSM platforms and VSM solutions offer important capabilities to optimize value flow, a robust value stream management and optimization strategy requires a focus on four key dimensions that are aligned with value stream management principles.



Process

This involves identifying, mapping value streams and optimizing processes in individual stages. Teams can leverage techniques like SPM, Agile and DevOps to increase transparency, efficiency and predictability of processes.



People

Moving teams from silos to restructure and align around a common value stream is crucial. Ensuring teams have the right skills and are empowered in their new roles fosters collaboration, communication and, ultimately, more effective value streams.



Technology

The right tools are essential, including those that support specific processes, enable integrations between different systems and generate valuable data and insights. VSM platforms and solutions fall into this category.



Culture

Ensuring that people at all levels, especially leadership, understand the modern ways of working that focus on collaboration, continuous learning and experimentation and a strong sense of customer centricity is critical for successful value stream optimization. Leadership buy-in is essential for this shift.

VSM platforms and solutions act as technology enablers, helping you map, integrate and automate your value streams. However, remember they are just one piece of the puzzle, not a magic solution. They can only help you improve if your foundational practices and building blocks for value stream management are in place and strong. A holistic approach that considers all four dimensions – process, people, technology and culture – will ultimately lead to a more optimized and efficient value stream.

When is the right time for organizations to adopt a VSM platform?

While VSM platforms offer significant potential for optimizing any type of value stream, it is important to approach adoption strategically. Here's a two-step process to guide your decision if you are just starting out.

Focus on core stage optimization.

Before considering a VSM platform, prioritize optimizing the core stages of your development value stream. This typically includes intake and funding, work planning, delivery and reporting.



Intake and funding

Streamline processes for capturing and funding development initiatives, potentially utilizing project portfolio management (PPM) capabilities and solutions.



Work planning

Implement Agile methodologies and best practices for work breakdown, execution and task management.



Delivery

Integrate continuous integration and continuous delivery (CI/CD) practices to automate testing and delivery processes.



Reporting

Establish clear and consistent reporting practices to track key metrics at each stage of the value stream. This might involve utilizing existing data sources or implementing lightweight reporting tools.

Optimizing these foundational stages improves data quality for VSM analysis later. Through optimization, you gain a clearer understanding of your current value stream's performance and potential bottlenecks.

Leveraging VSM platforms for end-to-end visibility.

Once the core stages are optimized, a VSM platform can deliver significant additional value. Here's how:

End-to-end visibility and insights

VSM platforms provide comprehensive mapping, integration and orchestration across the entire development value stream. This illuminates many remaining gaps and inefficiencies so you can identify areas for further improvement.

Strong foundation for growth

A well-optimized value stream with a VSM platform in place creates a strong foundation for future expansion. Expand the scope of your value streams beyond just development activities by leveraging this platform.

The scope of what defines the value stream is another dimension to consider. In an ideal world, it should start with an idea or concept and end with customer value realization. Still, the team trying to optimize might want to focus only on the business stages—ideation, funding and planning—rather than attempt to optimize the later development or release stages, as they have no organizational influence. In that case, the value stream scope is restricted to only the initial stages. Likewise, if the scope of the value stream is limited to development focus only – because the purview and influence of the development leaders are limited to the development part of the broader value stream – that's okay. It's important to remember that progress is incremental, and you need to start somewhere instead of waiting for a perfect scenario when the entire organization is on the same page.

We just started VSM: Does a platform add value now?

So, you have just started your VSM adoption journey with a single development value stream. Now what? Is a VSM platform worth considering at this point?

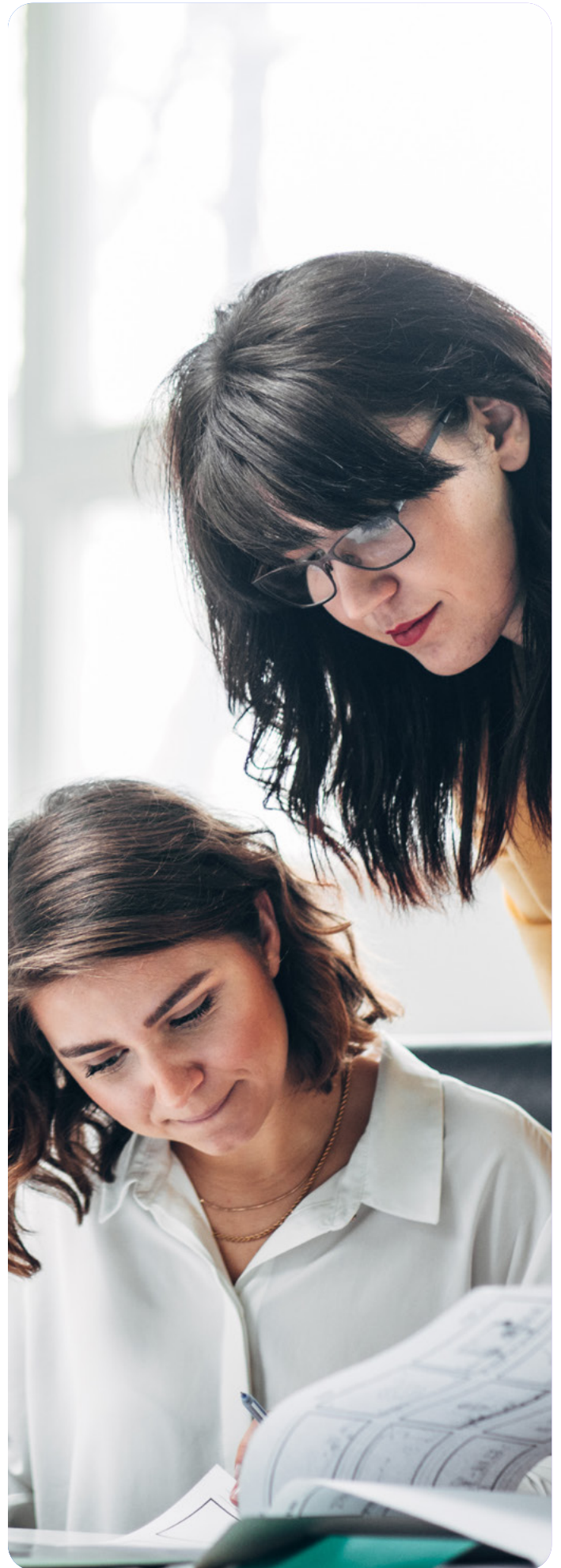
If you have already addressed some of the fundamental building blocks discussed earlier, a VSM platform can certainly provide additional value by further optimizing your development value stream. However, it's important to understand the scope and complexities of your value stream and weigh the return on investment (ROI) before deploying a platform.

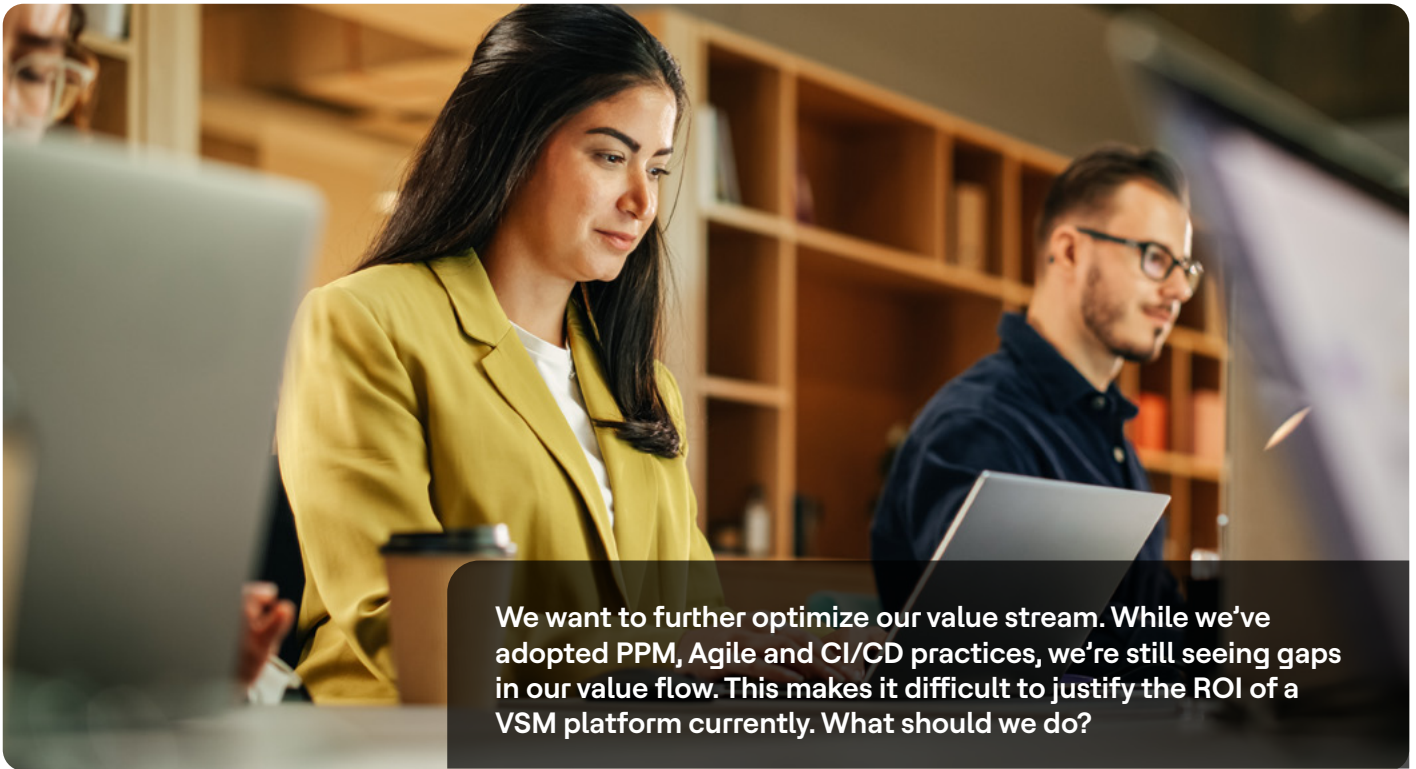
For a single, simple development value stream, the ROI of a VSM platform might not be ideal.

“ Complexity triggers
platform value ”

The true value of VSM platforms emerges as the scope of VSM increases within your organization. As more teams and departments are involved and value streams become more complex with numerous dependencies, mapping, integrating and orchestrating them becomes time-consuming and prone to errors. Here's where VSM platforms shine.

Organizations typically find that a platform's ROI improves when they've succeeded in optimizing a few value streams and are ready to scale VSM across the organization. In your organization, this can be a top-down push for broader adoption or a natural progression after initial VSM wins.





For starters, great job implementing PPM, Agile and CI/CD! But those value stream gaps are slowing you down. You might be considering a VSM platform, especially for integrating all disparate solutions in the value chain. However, if your budget is tight and a full-fledged VSM platform isn't in the cards right now, particularly when the integration scope is limited to just PPM and Jira, here are some cost-effective ways to optimize:



Streamline and integrate

Focus on tightening processes across PPM, Agile and CI/CD. Look for opportunities to eliminate bottlenecks and smooth out workflows. Then, utilize native APIs or your existing Enterprise Integration platform (if you have one) to connect your tools and improve information flow.



Data-driven decisions

Once you've integrated your tools, leverage an analytics platform to pull valuable data. This data will be crucial for identifying areas for improvement within your value stream.

In most such cases, our experience shows that organizations have built competencies within specific stages of the broader value stream – but in silos. However, most of these stages are still isolated or have limited automation and integration, resulting in limited information flow between them. This creates an enormous amount of manual work. If you are in such a situation, you must get back to the basics highlighted in this paper, like clearly identifying and mapping the various stages in your value streams. You also need to understand the areas that work efficiently well. Trying to fix and solidify the foundational building blocks, such as processes and team alignment, is critical.

Such organizations can also consider leveraging their existing tools to map and integrate the value stream, generating necessary insights and filling in the gaps in parallel. Organizations can accomplish this while the broader exercise of defining a streamlined value stream for the future is underway, which obviously requires more political capital and time.

VSM trends and future outlook

The VSM solution landscape is evolving rapidly, and we expect organizations to continue investing in advanced capabilities that further empower value stream optimization. VSM platforms are likely to see significant investments soon. Here are some key trends we anticipate:

First, we expect to see vendor consolidation, expanding capabilities and packaged add-in proliferation. As vendors expand functionalities and offer more comprehensive VSM solutions, we might see some consolidation within the VSM market through acquisitions or mergers. This will likely lead to a smaller number of dominant VSM platform providers.

Expect expanding capabilities from incumbent vendors focusing on specific value stream stages who will likely broaden their offerings to encompass more stages and provide a more holistic VSM solution. We've already seen traditional PPM vendors offering Enterprise Agile Planning (EAP) capabilities, and some DevOps vendors venturing into EAP. Additionally, established vendors are increasingly acquiring dedicated VSM platforms, further accelerating this trend.

Packaged add-ins proliferation is also likely as VSM platforms will continue to offer a wider range of out-of-the-box add-ins to integrate with the growing ecosystem of tools used throughout various value stream stages. This will allow organizations to rapidly deploy and reduce the time-to-value for value stream integrations and mapping.

Reach and adoption, plus the user experience, are other areas to pay attention to as VSM platforms gain more ground. We can expect more organizations investing in VSM platforms. To deliver even greater value, these platforms might introduce capabilities to expand their reach beyond the value stream, potentially integrating and mapping functionalities with additional systems like Finance ERP, HR and Supply Chain systems. This can further enhance value stream mapping and provide even more comprehensive insights.

As VSM platforms become more complex, we might see a focus on improving the user experience (UX). This could involve intuitive interfaces, customizable dashboards and data visualization tools that make it easier for users to interact with and interpret VSM data.



Three areas we are watching closely and anticipate will capture increasing interest, excitement or concern should come as no surprise: Metrics, AI-powered analytics and security.



Automating business metrics

Business and customer metrics (OKRs, KPIs) are critical, especially in strategy and planning stages, where they are used to prioritize initiatives and adjust strategies based on business performance. Currently, most organizations, even those using VSM platforms, still manually capture and maintain these metrics in separate strategy management systems. For example, if a business objective is to increase cloud adoption with key results like the number of apps migrated or built on the cloud, the current approach often involves manually collecting data from various sources and updating it for senior management consumption. VSM platforms can revolutionize this process by integrating with source systems (like asset management systems in the above example) and automating the collection of such business metrics.



Enhanced AI-powered analytics

VSM platforms already collect vast amounts of data from various tools and processes within the value stream ecosystem. By leveraging advanced AI and analytics on this data, valuable insights can be derived to further accelerate value stream optimization. This could include predicting bottlenecks, analyzing potential impacts of value stream changes and proactively assessing the risks associated with modifications.



Security

As VSM platforms become central hubs for integrating and collecting data across various systems within the value stream, security becomes paramount. There's a growing recognition that security simply cannot be an afterthought. It needs to be embedded throughout the entire product development lifecycle, including the early stages where investment decisions and organizational portfolio strategies are formulated. By prioritizing security from the outset, organizations can build VSM platforms with robust security measures in place to protect sensitive data. This proactive approach mitigates risks and fosters trust in the VSM platform as a reliable and secure data repository.

Finally, DevSecOps and VSM alignment make for a prudent partnership. It's worth noting that the DevSecOps philosophy, which emphasizes integrating security considerations throughout the development lifecycle, aligns perfectly with the goals of Value Stream Management. By adopting DevSecOps principles within the VSM domain, organizations can ensure that security is woven into the fabric of the value stream, from ideation and planning to development, deployment and ongoing operations. This holistic approach creates a more secure and trustworthy value stream ecosystem.

By staying informed about these trends, organizations can make informed decisions about their VSM strategy and leverage the power of VSM platforms to optimize their value streams for maximum efficiency and effectiveness.



Summary

While complete VSM adoption across organizations is still in its early stages, the solution landscape is rapidly evolving. The Gartner Hype Cycle identifies Value Stream Management (VSM) as one of the key emerging technologies expected to dramatically impact businesses and society over the next decade. This recognition underscores VSM's potential to empower CIOs and IT leaders to finally deliver on the promise of digital business transformation.

New capabilities and features are constantly emerging, aimed at accelerating VSM adoption. VSM solutions, including both stage-specific tools (DevOps, PPM, Agile) and comprehensive VSM platforms, play a critical role in this journey.

Many organizations have already implemented stage-specific optimization practices. The next step for many will be adopting VSM platforms. As highlighted earlier, VSM platforms offer significant potential for accelerating value delivery, increasing workforce productivity and ultimately improving customer value. These platforms are attracting significant investment from traditional VSM vendors, and we can expect to see even more innovation in this space soon. However, it's important to carefully evaluate the ROI potential of a VSM platform before making an investment decision.

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