

CASE STUDY

Harnessing Clarity® and Strategic Portfolio Management, Tyson Foods Accelerates Innovation

Tyson Foods

CLIENT PROFILE

Site: : www.tysonfoods.com

Industry: Food

Headquarters: Springdale,
Arkansas

CHALLENGE

Commitment to accelerated digital innovation required new ways of operating, and new ways of thinking.

SOLUTION

A strategic portfolio management approach that fundamentally re-imagines how business gets done.

BENEFIT

Greater understanding of what is being done and why, elimination of siloes, and stronger alignment between technology and business.

Business

Tyson Foods (Tyson) is the largest processor and marketer of chicken, beef, and pork in the U.S., and the second largest in the world. Based in Springdale, Arkansas, it operates major brands that include Jimmy Dean, Hillshire Farm, Ball Park, and many others.

Challenge

As a company, Tyson is focused on the future, proudly declaring “We think differently, and we act boldly. At Tyson Foods, we’re not only ready for tomorrow, we’re leading the way.”

Tyson needed to do just that internally, breaking down traditional departmental siloes, as well as improving transparency and visibility, while eliminating confusion about what was being done and why.

Tyson realized that they needed to start with their technology teams and transform that function as a pilot for the rest of the business. They needed to perform this transformation while still delivering on all the projects that were currently planned and in progress. Also, they needed to ensure that the transformation was delivered in conjunction with all Tyson employees.

Solution

Decision-makers at Tyson determined that a strategic portfolio management (SPM) approach was the correct decision. These leaders also knew that they needed to manage this transformation in a way that was easy for their organization to consume. That process started by defining strategic portfolios and processes and then selecting the right solution for supporting the transformation.

That decision was easy, with Broadcom® Clarity® software being the clear choice. That is because Clarity enabled Tyson to apply their new ways of working without compromise, while providing complete transparency and visibility in the right context for all stakeholders. While IT was the first business area to commit to SPM, it was understood that it was acting as a pilot for the rest of the organization. Clarity provided stakeholders across all areas with accurate insight into what was happening and why. Plus, it also allowed those stakeholders to make decisions driven by data, not assumptions. This instilled confidence in the solution and confidence in the SPM concept.

We made sure that we over communicated, over trained, created change champions, and so on. This way, we could help people understand the value, not just the mechanics.

—CHELSEY MARR, SENIOR
DIRECTOR, TECHNOLOGY PMO

Solution (cont.)

At the same time, Tyson was able to demonstrate with real data how work aligned, or did not align with the strategic needs of the business. This alignment helped to ensure that the right work was being undertaken to achieve the right outcomes. Tyson was able to demonstrate its ability to operate as one organization, rather than as a series of separate siloes. For IT, Clarity provided a way to demonstrate an understanding of internal stakeholders' needs, making future SPM adoption across business units easier.

One of the keys to success has been the iterative approach that Tyson has taken. They spoke with other organizations in their industry who had started their own SPM journeys and learned how important it was to ensure that the transformation could be embraced by stakeholders. Chelsey Marr, Senior Director, Technology PMO explained, "We made sure that we over communicated, over trained, created change champions, and so on. This way, we could help people understand the value, not just the mechanics." By taking this iterative, measured approach, Tyson has been able to transform with their people, not subject those people to transformation.

Benefits

Clarity and the SPM-based approach are delivering many benefits for Tyson. They have already created a Technology Council containing leaders from every business area. The council selects and prioritizes critical organizational projects. This process ensures that value is being delivered not only effectively, but appropriately, directly contributing to improved OKRs and KPIs.

Clarity data is directly correlated to enterprise-wide employee goals, providing insight into where people are spending their time and how that time is contributing to goals. This data is improving the understanding of everything from project status to ROI, and the journey is only just beginning. The next step for Tyson is the expansion of Clarity to other areas of the business. This step also represents the expansion beyond IT ownership to a new group called Digital Enablement.

For more information, please contact us for a demo or conversation.

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