AgileSparks
Challenging your comfort zone

imperva

CASE STUDY

Imperva

Imperva is a cybersecurity global leader whose mission is to protect data and all paths to it. It employs more than 1,300 Employees in 17 locations.

The challenge

The Development life-cycle of the AppSecCore group (~150 people) was not flowing efficiently. It was challenging to coordinate and align projects involving multiple teams and there were many dependencies (internal & external) and priorities conflicts. Predictability was low, with limited visibility and as a result, it was hard to respond quickly to changes and time to market was long.

AgileSparks solutions

- Organize programs and scrum teams around value.
- Define Roles and Responsibilities and establish an efficient process.
- Establish OKRs-driven planning & backlogs (business goals).
- AppSecCore Discovery: Cross programs alignment on top features.
- Forecast on the PI (Quarter) level, strong commitment on sprint level.
- Define clear Definition of Ready and Definition of Done for all backlog levels.
- Focus on flow management (rather than resource utilization).
- Improve predictability with PI planning.
- Define and track KPIs.
- Health assessment tool as a compass.

Results after two quarters

	Before	After a few months in the process	After two quarters
Sprint Predictability	Unknown	76%	92%
Epic Cycle Time	Unknown	62.8 days	50 days
Story Cycle Time	Unknown	10.6 days	8.7 days

> " *Following the GA of New Packages yesterday - I was thinking about this project. How "easy" it was. It amazed me. 7 Product Development teams worked on it together and finished it in one quarter. I just realized that before Agile and PI planning it would have taken us two or three quarters. We gave it high priority on AppSecCore (Solution) level and coordinated the work to be done in parallel (reduced the idle time)scale.*

Dana Haim
Team Leader, Product Development-PMO

> " *Our organization's pursuit of delivering meaningful value to our customers swiftly and efficiently led us to embark on an Agile transformation journey. Partnering with AgileSparks has proven to be a game-changer. Their expert guidance and unwavering support of adopting the Scaled Agile Framework (SAFe) has driven remarkable improvements in our efficiency, velocity, predictability, and overall visibility. Thanks to AgileSparks, we're now firmly on track to achieve our Agile goals.*

Amit Guz
VP Engineering, AppSec Core,
Product Development