

# CASE STUDY



## **Idemia - budgeted hours down, teams meeting schedule.**

Idemia makes the world a safer place with its Augmented Identity technology and services. By ensuring a trusted environment, citizens and consumers can securely perform critical activities (pay, connect, and travel) in the physical as well as digital space.

### **The challenge**

Over time, the Civil ID division evolved to include 11 loosely structured work teams. These teams included product development, program delivery, and product sustainment. The teams spanned three geographically distributed offices.

Idemia's organizational structure paired with the individualized nature of customer solutions started to hamper its ability to scale. A contract that used to take six to nine months to complete was taking twice as long, and budgets often ended up double what was forecast. Customer satisfaction was beginning to flag. Because Idemia got paid on a per license basis, rather than for system set-up, the delays had revenue implications.

### **AgileSparks solutions**

- Planning and setting the direction to uncover the right Agile approach with leadership.
- Setting up the Agile structure including SAFe Training for Team Members and launching Agile Release Trains.
- Role-specific training including the SAFe Scrum Master Class and the SAFe Product Owners/Product Managers with POPM Certification.
- Professional Scrum with Kanban (PSK) training for the sustaining teams and development teams.
- Ongoing coaching and consulting to put practices into action.

### **Results**

- Compared with contracts completed before the start of Agile transformation, budgeted hours are down by 25%, and teams are meeting their schedules.
- Restructuring has allowed teams to work on more than one program delivery at a time. Their capacity has expanded to working on nine contracts in parallel.
- Base product development has improved with innovation and advancement that was not happening previously.
- Although not tied specifically to the Agile transformation, a global staff survey indicates improvements in engagement.
- Customer satisfaction has improved.



*Yuval was a great fit for us as an Agile trainer and consultant. He had the expertise and credibility to guide the change. Part of it was his willingness to lean in to understand what was going on so that the recommendations made sense. He didn't just regurgitate things from a textbook".*

Steve Lizotte,  
VP of Engineering