

CASE STUDY

Harel Insurance

Harel Insurance Investments and Financial Services Ltd. is one of the largest insurance groups in Israel. It offers health insurance, life insurance, elementary insurance, retirement funds and other financial services.

The challenge

Traditional development methods (waterfall) and silos (e.g. Front-end and Back-end groups), and the need to integrate with our core systems (AS/400) resulted in a lot of bureaucracy and slow processes. We used to write huge requirements documents upfront, and testing was delayed until the end of development. This inhibited our ability to move fast in our highly competitive market. Something had to be done.

AgileSparks solutions

- Management workshop.
- Workshops and training for all team members.
- Implementation of Scrum, coaching teams and managers.
- Created visibility with Kanban boards on top of Scrum boards and defined and monitored KPIs.
- Implemented Definitions of Ready and Done.
- Adopted a PI planning process.
- Worked with Product and Business people on Agile requirements.

Results (after 6 months)

- Improved velocity, delivering code and value every 2 weeks.
- Dramatically improved relationship with the Business people. Demos conducted regularly and with Business people involvement we gained the ability to get early feedback.
- Higher quality.
- Increased teams' happiness and commitment.



Implementing Agility in a traditional financial organization is not an easy task. Creating transparency and collaboration required a lot of convincing and coaching. I am happy to say that after 6 months approximately our ability to deliver business results on cadence was a game-changer that received a lot of praise from Business people and enabled us to take our Agility further. All this was possible thanks to our wonderful coaches from AgileSparks!"

Ami Ben Aroche,
VP, Head Of Digital Technologies
Harel Insurance and Finance