



CASE STUDY

Strengthening Portfolio Management at Pure Storage

BACKGROUND

Pure Storage, a leading provider of data storage platforms and solutions, is undergoing a massive business transformation initiative. This program aims to overhaul the company's quote-to-order fulfillment processes, reducing cycle times and enabling greater flexibility to meet customer demands.

To support enterprise-scale initiatives, Pure Storage recognized that its portfolio management practices needed significant improvement. The company faced challenges in balancing priorities between IT and internal digital products, managing capacity, and ensuring alignment with its strategic goals.

■ The Challenge

Ad Hoc Portfolio Management

When Hyperdrive joined Pure Storage to provide portfolio management consulting, the company's portfolio management process was largely ad hoc, making it challenging for leaders to know if the project teams they were working with were adding any business value.

Unstructured Intake Process

The company didn't have a structured intake process; anyone in IT could create a project. This minimal oversight led to a surge of disconnected projects with unclear priorities and questionable value. Many projects were initiated from disparate agendas rather than being aligned with the company's strategic objectives.

Delayed Project Delivery Times

Without proper governance, leadership lacked visibility into team capacity or business outcomes. As a result, teams were over-committed and pulled in multiple unplanned directions, in an ad hoc manner.

■ The Solution

An Agile Approach

Hyperdrive developed innovative new ways of working by incorporating an agile approach, which complemented the organization's existing Scaled Agile Framework (SAFe) methodology. Our efforts focused on maximizing customer value, accelerating time-to-market, enhancing collaboration, and fostering transparency.

Applying Guiding Principles

We centered our work with Pure Storage leadership on two guiding principles: effective decision making and disciplined execution.

Effective decision-making was improved through:

- Grounding decisions in clear value
- Having a solid understanding of cost
- Understanding delivery expectations
- Realizing how each initiative ranked against others already in play

Disciplined execution was performed by:

- Decision-makers regularly align on priorities
- Using a dedicated forum to review both ongoing and proposed work
- Managing shifts in scope, timelines, or development capacity that could alter priorities
- Ongoing monitoring and adjustment to reflect changes in the business landscape and evolving strategic priorities

Creating a Project Lifecycle Framework

The result was the design and activation of a Project Lifecycle Framework that captured the essence of these two principles while incorporating agile principles, addressing organizational realities, and adding the necessary structure to ensure success.

Highlights include:

- Creating a dynamic reprioritization method to ensure that projects selected align with desired business outcomes.



- Implementing stage-based progress tracking for greater visibility into the teams' work.
- Shifting stakeholder involvement earlier, ensuring functions such as security and change management were not an afterthought.

“Shift-Left” Cross-Functional Collaboration

Accelerating delivery requires engaging teams engaged earlier and establishing a more predictable and consistent approach across projects. We also focused on fostering collaboration across PMOs and functions, breaking down organizational silos and creating a shared sense of ownership by:

- Defining clear expectations for stakeholder involvement at different stages of development.
- Holding quarterly planning sessions with business leaders to align releases with events and operational constraints.
- Establishing a shared governance forum and portfolio reviews for greater transparency.
- Implementing a release cadence aligned with business calendars and priorities.

By getting stakeholders involved in the process and considering their needs, not just those of the IT teams, we were able to get leadership not only to buy into the changes but also to be excited about implementing them.

■ The Impact

Hyperdrives' work has helped teams, stakeholders, and the organization operate more efficiently and effectively, saving substantial time and money by focusing on the most impactful projects that drive business growth. →

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IMPACT ON TEAMS

Teams immediately felt the impact, with greater visibility into priorities and workload, cleaner, better-prepared backlogs, the ability to focus on high-value initiatives while pushing back on ad hoc requests, and earlier involvement in discovery and estimation, leading to improved readiness and quality.

IMPACT ON STAKEHOLDERS

Stakeholders now have clearer roles in the project lifecycle and understand where and when their involvement is needed. By setting these upfront expectations, the process moves more smoothly, and stakeholders rarely cause bottlenecks. With Improved transparency into portfolio priorities and trade-offs, stakeholders can make more informed decisions.

IMPACT ACROSS THE ORGANIZATION

We broke down silos and fostered collaboration across groups. Instead of dates slipping, delivery timelines are much more predictable. Instead of focusing on any project, there's a greater emphasis on delivering value. We've also set the stage for future improvements with metrics and measurement.

Pure Storage can now evaluate opportunities against agreed-upon strategic criteria, weigh trade-offs objectively, and act with greater speed and alignment. While the journey is ongoing, we've set the foundation for a more predictable, value-driven, and collaborative portfolio management culture.