

How We've Built a High Performing Engineering Organization

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VP R&D AppsFlyer



Fortunate to work on significant challenges since 2004



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VP R&D AppsFlyer



Living in Herzelia with my wife and 2 kids

Meet AppsFlyer

Mobile Analytics & Attribution Platform



15

Offices
Worldwide



650+

Employees



70k+

Clients



3500+

Integrated Partners

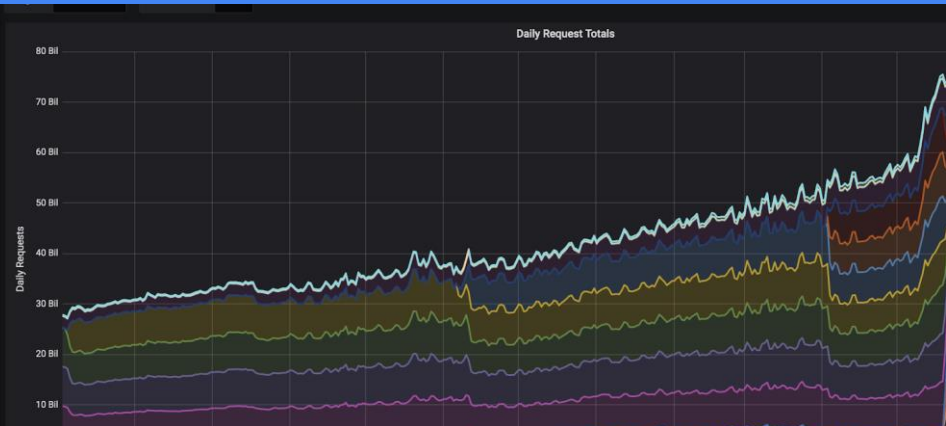


70%

Market share

Challenges

- 10X Traffic growth (2 years)
- Team size 2X YOY
- New Product Every Quarter
- 15K Servers
- 3 R&D Offices



2017

**I DON'T ALWAYS TEST MY
CODE**

**BUT WHEN I DO IT'S IN
PRODUCTION**

Culture over Control

- **Commitment**
 - **Clear & Practical Values**
 - **Quality**
 - **Craftsmanship**
 - **Modesty**
 - **Visibility**
 - **Autonomy**
-

Levi Strauss Aspiration Statement (1987)

“We all want a company that our people are proud of and committed to, where all employees have an opportunity to contribute, learn grow and advance based on merit, not politics or background.”

Ripple Effect

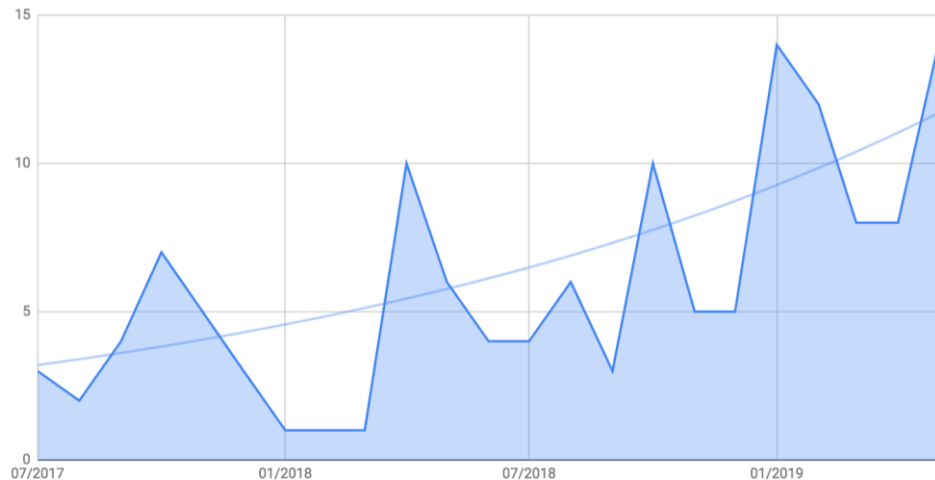
- **Team Structure**
 - **Architecture & Technical Dependencies**
 - **Recruiting**
 - **Boarding New Engineers**
-

Hiring

(11 Engineers monthly)

- Distributed Process
- High Particpance (~70 Engineers)
- Hiring by Profession (not by team)
- Never Compromise

Monthly hiring R&D



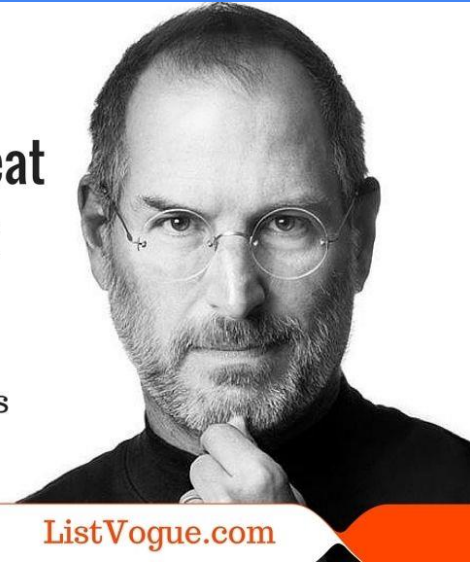
Hiring

Key factors

- Potential (Hire smart people)
- Team Player
- Passion

"The only way to do great work, is to love what you do"

-Steve Jobs



ListVogue.com

Onboarding

28 Engineers in training

Process

2 Months

Engineering
Fundamentals

3 Weeks

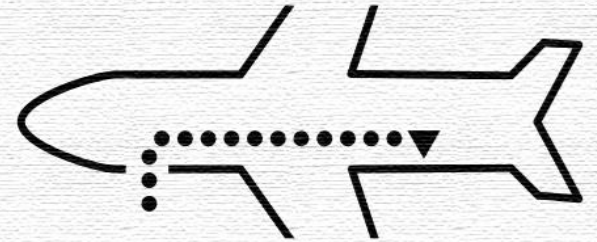
Team


- ★ **Exercise**
- ★ **Selection**

Continuous
Improvement

Seat
A22


Window



Departing 9:40 AM 

Onboarding

Imbedding Our Culture

- **Quality – Continuous improvement of the process**
- **Autonomy - Team Selection**
- **Craftsmanship - Ownership of the technical depth**

Onboarding Benefits

- **Reduced boarding time**
 - **Improved Collaboration and knowledge**
 - **Social and technical acquaintance with different teams**
 - **Increase boarding scale**
-

Challenges

- **Building Ownership & Value**
 - **Team Matching**
 - **Managing a technical academy**
 - **Commitment to the process**
-

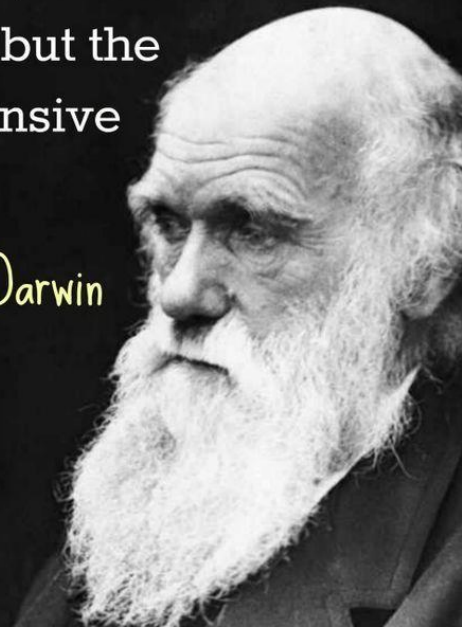
Summary

It's all about the culture

- **Significantly stronger team**
- **Strong engineering brand**
- **0 Attrition in ~2 years**

It is not the strongest species that survive, nor the most intelligent, but the most responsive to change.

-Charles Darwin





Thank You!

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