SwissQ Agile Trends & Benchmarks Switzerland 2012

Where are we now – where are we going to?
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Agility resounds throughout the land – there are those who adore it and there might be others who don’t like it so much. Each to their own. However, how does the agile landscape look like in the Swiss IT Community? Let the Trends and Benchmarks of our current survey sink in, discuss about it and draw your own conclusions.

“Agility: Flexibility takes over from planning”, the Financial Times predicted on 20 November 2007. This came true sooner than many expected. More than ever before, modern organizations are challenged to respond pro-actively to the fast changes of today’s global and strongly interlinked world. Plans become waste paper before they even had a chance of being realized. The adaption of and the reaction to change is a top priority. This fast and continuous modification of business models also challenges the backbone of any company: the IT.

Agile approaches, in particular Scrum, have hit the nail on the head. In the last years, the “Lean & Agile” approach significantly gained momentum. A lot is promised, a lot is set up, but the expectations are often not met. It seems that the reality is much more complex and laborious than books and shiny presentations let you believe. The report at hand is based on a survey with more than 300 participants and numerous interviews with IT-executives. Thus, it presents facts. It shows, where agility stands in Switzerland today, what difficulties the community faces day after day and which topics are being actively pursued.

The benchmarks depicted in a multitude of informative charts and diagrams form the backbone of this report and allow you to position your company in comparison to others.

In order to show the currentness of the examined topics, we use the SwissQ Trend Wave®. It shows in four phases how select topics will most likely develop over time and in turn allows you to appraise the influence of these trends on your business.

Whereas many are still indifferent to the agile movement, others already pay a lot of attention to Scrum. Topics like using Sprints or the roles of Developers and Scrum Masters are established and almost “daily business“.

Two of the main topics, which are currently being worked on intensively, are the Definition of Done and the Product Owner Role. The Definition of Done advanced rapidly by considering it as a quality gate and by incorporating acceptance criteria. The Product Owner is recognized more and more in his role as a key player and therefore is challenged to a greater extent. In the end it is his work which forms the basis for a successful product and for the acceptance by the end user.

An amassing of topics can be noticed in the growth-sector of the Trend Wave. The restricted view from just one Sprint to the next Sprint is slowly being replaced by transparent overall planning and efficient backlog management. Thus, the overall view of the product is becoming more focused. In addition to that, new ways of collaboration are being tried out in terms of place or discipline. Keywords on this would be: online collaboration and co-location, and accordingly embedded Scrum testers and agile requirements engineers.

In addition there are topics whose future trend development is not yet assessable. Or were you concerned with Management 3.0 before?

We wish you lots of interesting findings by reading the agile report and lots of fun on your way to more flexibility and agility.
INTRODUCTION – This topic has been identified and some companies are deploying initial implementations. However, it cannot be foreseen whether this trend will positively advance and whether testing will be considerably influenced.

GROWTH – This topic is more and more accepted and many companies are considering it. The first tools are being developed and consultancy firms offer services for the same. Often risks are associated due to limited implementation experience.

MATURITY – Most companies are working on the implementation or have already completed it. The knowledge of this topic is often widespread, resulting in sub-topics being raised.

DECLINE – The topic has already been implemented by most of the companies, with the exception of individual latecomers. Often, there is no more added value in acquiring further knowledge in these areas, since it will become obsolete shortly.
Whereas most techniques are used by more than 70% of the respondents, there are still some techniques with a lot of catching up to do, like TDD, ATDD, Kanban or the Definition of Done.

Better handling of constantly changing priorities is considered to be one of the main reasons to implement agile methods, as well as increasing productivity and accelerating time-to-market.

The executives have major concerns: less forward planning, less predictability and less documentation.

Not the agile approach itself is the main obstacle but the required transformation of the organisation.

More than half of the companies apply agile development practices. Thereof 84.5% of the respondents use Scrum as their preferred agile method.

73% of the respondents already carried out agile projects and therefore see themselves as experienced with agile methods. The only question is, how “experienced” is defined.

52% of the respondents stated that agile projects fail because of lack of experience, 42% because the corporate culture was not compatible with agile principles.
Software Development Process

More than half of the companies use agile processes. Many of them are using a combination of different development processes e.g. agile in combination with waterfall.

Agile Methods in Use

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Scrum</td>
<td>84.5%</td>
</tr>
<tr>
<td>Kanban</td>
<td>16.9%</td>
</tr>
<tr>
<td>Own agile hybrid Version</td>
<td>15.5%</td>
</tr>
<tr>
<td>Extreme Programming (XP)</td>
<td>14.1%</td>
</tr>
<tr>
<td>Agile Unified Process</td>
<td>11.3%</td>
</tr>
<tr>
<td>Others</td>
<td>9.9%</td>
</tr>
<tr>
<td>SCUMBAN</td>
<td>8.5%</td>
</tr>
<tr>
<td>Feature Driven Development (FDD)</td>
<td>0.0%</td>
</tr>
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Tools in the Agile Context

<table>
<thead>
<tr>
<th>Tool</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS Office (Word, Excel)</td>
<td>67.6%</td>
</tr>
<tr>
<td>Atlassian JIRA / Greenhopper</td>
<td>31.0%</td>
</tr>
<tr>
<td>HP QC / ALM</td>
<td>28.2%</td>
</tr>
<tr>
<td>Open Source</td>
<td>19.7%</td>
</tr>
<tr>
<td>MS Team Foundation Server</td>
<td>16.9%</td>
</tr>
<tr>
<td>Others</td>
<td>15.5%</td>
</tr>
<tr>
<td>Version One</td>
<td>5.6%</td>
</tr>
<tr>
<td>Proprietary Development</td>
<td>5.6%</td>
</tr>
<tr>
<td>Rally Software Development</td>
<td>2.8%</td>
</tr>
<tr>
<td>Inflectra Spira</td>
<td>2.8%</td>
</tr>
<tr>
<td>CA Agile Vision</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

84.5% of the respondents use **Scrum** as their favorite agile method.
3/4 of the respondents are already experienced with agile methods.

2/3 of the respondents have less than 2 years experience in agile projects.

Use of Agile Techniques

Agile techniques like iterative planning, daily stand-up meetings, taskboards and retrospective meetings are already well in place. TDD, ATDD and Kanban are techniques which are of particular interest at the moment.
Drivers of Agile Methods

- Improving the handling of changing priorities: 52.1%
- Improving collaboration between business and IT: 39.4%
- Accelerating time-to-market: 38.0%
- Increasing productivity: 36.6%
- Minimizing risks: 19.8%

Reasons for Implementing Agile Methods

- Improving the handling of changing priorities: 15.9%
- Improving collaboration between business and IT: 17.4%
- Accelerating time-to-market: 28.6%
- Increasing productivity: 13.6%
- Minimizing risks: 14.5%
- Improving team morale: 7.2%
- Simplifying the development process: 7.2%
- Improving development-disciplines: 4.3%
- Increasing visibility of projects: 11.9%
- Increasing maintainability and expandability of software: 11.6%
- Reducing costs: 7.2%
- Managing distributed teams: 8.7%

Implementation Steps

- Piloting the agile approach in a single project: 43.3%
- Training and coaching the involved roles: 38.8%
- Expansion to suitable projects: 33.1%
- Active involvement of business units (e.g. in the PO-role): 32.3%
- Naturally grown in separate teams: 29.4%
- Extended pilot phase with several projects: 21.2%
- Rollout to all projects (big bang): 11.6%
- Assessment of the organization: 4.3%

Satisfaction with the Implementation

- Everything runs smoothly - there are no problems: 41.3%
- Expected benefit was fulfilled: 32.8%
- Took longer than expected: 23.0%
- Is complicated: 4.0%
- Does not meet expectations: 35.4%
- Implementation cancelled: 18.8%
The Biggest Concerns

- No / less forward planning: 41%
- Necessity to change management style: 37%
- Less predictability: 32%
- Less documentation: 31%
- Less management control: 28%
- Not / not easily scalable: 24%
- Development team not ready for change: 23%
- Insufficient discipline in development: 16%
- Inconsistency with the regulatory standards: 13%
- No concerns: 10%
- Others: 9%
- Less quality of the software: 9%
- Quality of the development skills: 7%

Main Implementation Obstacles

- Ability to change the organizational culture: 55%
- General resistance to change: 39%
- Availability of personnel with necessary qualifications: 37%
- Projects are too big or too complex: 34%
- Collaboration with the client (internal / external): 31%
- Lacking support of line management: 28%
- Confidence in the scalability of agile methods: 25%
- Not enough time for sustainable changes: 23%
- Cost reasons: 9%
- Others: 6%
- No obstacles: 0%

Main Reasons for the Failure of Agile Projects

- 52% Lack of experience with agile methods
- 45% Corporate culture is not compatible with agile principles (theory and practice are difficult to reconcile)
- 41% External pressure to follow a traditional approach
- 38% Lack of support from line management
- 37% Lack of cooperation between organisational units
- 35% Lack of team motivation
- 23% Lack of experience with agile methods
**Industrial Sector**

More than 60% of the respondents work either in the IT or in the financial sector. Compared to the last years their proportion has decreased, demonstrating that the subject has arrived in other industries too.

**IT Employees**

A bit more than half of the respondents work in companies with more than 500 IT employees.

**Responsibilities**

More than 50% of the respondents describe their job with more than one role. Especially test managers don’t work 100% as test managers, but also take responsibility for other roles.

**Future Investments**

<table>
<thead>
<tr>
<th>Future Investments</th>
<th>Investments increase</th>
<th>Investments remain constant</th>
<th>Investments decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Training for Employees</td>
<td>33%</td>
<td>54%</td>
<td>13%</td>
</tr>
<tr>
<td>Better Cooperation of Business and IT</td>
<td>33%</td>
<td>53%</td>
<td>14%</td>
</tr>
<tr>
<td>Standardisation of the internal RE-Processes</td>
<td>25%</td>
<td>61%</td>
<td>14%</td>
</tr>
<tr>
<td>Elaboration / Definition of the RE-Role</td>
<td>24%</td>
<td>60%</td>
<td>16%</td>
</tr>
<tr>
<td>Development of Templates and Guidelines</td>
<td>22%</td>
<td>61%</td>
<td>17%</td>
</tr>
<tr>
<td>Hiring new RE-Employees</td>
<td>22%</td>
<td>55%</td>
<td>23%</td>
</tr>
<tr>
<td>Establishing specific RE Tools</td>
<td>21%</td>
<td>64%</td>
<td>15%</td>
</tr>
<tr>
<td>Establishing internal RE-Divisions/-Departments</td>
<td>17%</td>
<td>63%</td>
<td>20%</td>
</tr>
<tr>
<td>Outsourcing RE-Activities</td>
<td>11%</td>
<td>48%</td>
<td>41%</td>
</tr>
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**Cost Savings by Test Automation**

- Costs increased: 7.3%
- up to 10%: 22.6%
- up to 20%: 23.7%
- up to 50%: 10.2%
- up to 80%: 2.8%
- No statement possible: 33.3%
ABOUT US

SwissQ supports its clients in the development and implementation of IT-solutions and assures that the end users get the functionality they really need. This is achieved by unambiguously determining requirements and risk-based testing the implementation.

Our vision is to improve the added value of IT through requirements management and software testing. Along with providing high-quality services, we pursue this vision by establishing independent platforms, like the Swiss Testing Day and the Swiss Requirements Day, which facilitate the exchange of know-how and experiences.

In addition to that we help bright minds to expand their knowledge in our trainings.