AgileSparks
Challenging your comfort zone

CASE STUDY

Blazemeter (CA)

Founded in 2011, BlazeMeter is a continuous testing tool for the entire technical team throughout the product development lifecycle. Developers, DevOps, and QA Engineers can run Continuous or "On Demand" testing for APIs, apps, and websites. In late 2016, BlazeMeter was acquired by CA Technologies.

The Challenges

- Scaling up rapidly following the CA acquisition.
- Fast-growing R&D establishing a new way of work.
- Sales increase by 50% - increased demand.
- Monolith architecture.
- Stressful releases.

AgileSparks Solutions

- Management workshop with the organization leaders.
- Coaching and training for the team and leaders.
- Establishing cross-functional delivery teams and new Scrum Master roles.
- Teams self-selection process to increase engagement and fit.
- Autonomous, self-sufficient teams, with clear areas of responsibility from development to production.
- System testing planning.

Results

- "Release tax" - time spent on release-related activities at the end of each sprint -- was reduced from 20% to 2-3% (from 2 days to 2-3hours per 2wk sprint).
- Quality improvement - reduced number of hotfixes (critical defects affecting customer) from 3-5 hotfixes per sprint to less than one.

In recent years BlazeMeter has been growing tremendously, with the help of AgileSparks and Yael in particular we have created a way in which the growth preserves the quality and ownership of the teams to build a valuable product for the customer.

The difficulties and tensions created by the Delivery process have dropped dramatically and the process has become natural and routine. AgileSparks helped us analyze the current situation and choose the right and appropriate way for us.

For me, the most indicative achievements are lowering "release tax" and "hotfixes". They are literally time killers, affecting team velocity and morale. This was achieved by a combination of team ownership of the features, restructuring of the quality assurance process, and test automation.

The ability to see things in a pragmatic way while understanding the various options, the organization's connection to "why" make the change, helped us ultimately implement the right methods in the way we had hoped while achieving the goals we had set for ourselves.

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