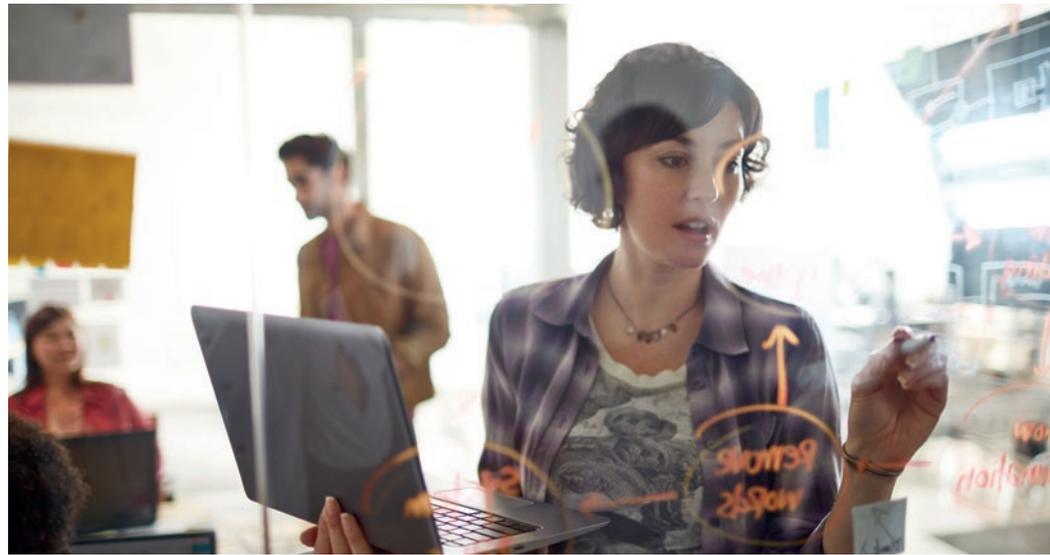


# Agile project management

## Redefining the quest for quality



### About this research

We interviewed 601 development and IT professionals using a 15-minute online survey.

### Profile of respondents

- Position: 401 professional developers and 200 IT professionals recruited from a panel of IT B2B employees
- Size of business: 32 percent SORG (10–99 employees), 31 percent MORG (100–999), and 37 percent LORG (1,000+)
- Age range: 24 to 65

### Key topic areas

- Primary development methodology used in organization and most recent project
- Time frame for Agile adoption (among those using Agile)
- Perceptions/beliefs about Agile development

### Outcomes over process in Agile

Agile development is most strongly associated with two primary concerns: continuous improvement over the application development lifecycle and the prioritization of end users and their needs. Some argue that Agile project management reflects more of an “outcome orientation” and less of a “process orientation” when compared to traditional Waterfall methods.

Through research with developers and IT professionals, we found that Agile adoption is linked to greater emphasis on quality assurance (QA) and customer satisfaction. Agile software development teams report using a greater number and breadth of quality/test practices and metrics, including customer experience metrics. Agile development organizations are also more likely to tell us that they value high quality assurance and customer experience.

### Agile organizations place more emphasis on testing and QA

Agile organizations report using a greater number and wider range of quality assurance and test practices than hybrid or Waterfall organizations.

The largest discrepancies between Agile and Waterfall organizations are evident in security and performance testing.

The one exception to this pattern is user acceptance testing. This could be explained by the idea that user feedback is collected more frequently on Agile development teams, decreasing the need for end-stage acceptance testing.

In general, and across a wide range of stages in the application lifecycle, Agile development firms seem to be investing more in QA processes.

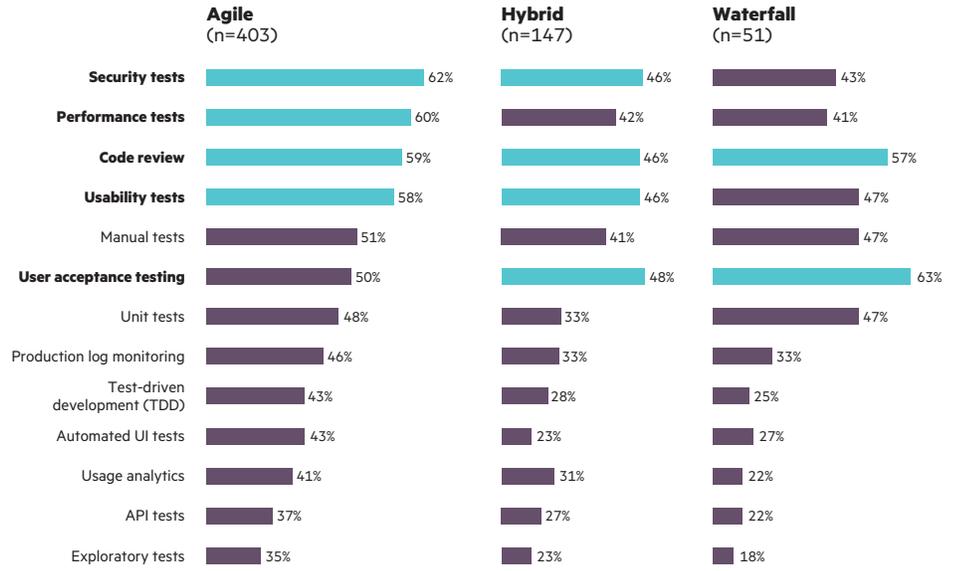


Figure 1. Test practices used by Agile, Waterfall, and hybrid organizations

### Agile developers also use test metrics more frequently

Agile organizations also report using a greater number of quality assurance and test metrics.

The largest discrepancies between Agile and Waterfall organizations are evident in user satisfaction and security. More than

half of Agile organizations incorporate user satisfaction into their testing process while most Waterfall teams do not.

This leads us to question whether organizations simply start placing more value on QA as they use Agile for longer periods of time. The section that follows seems to suggest that the answer is “yes.”

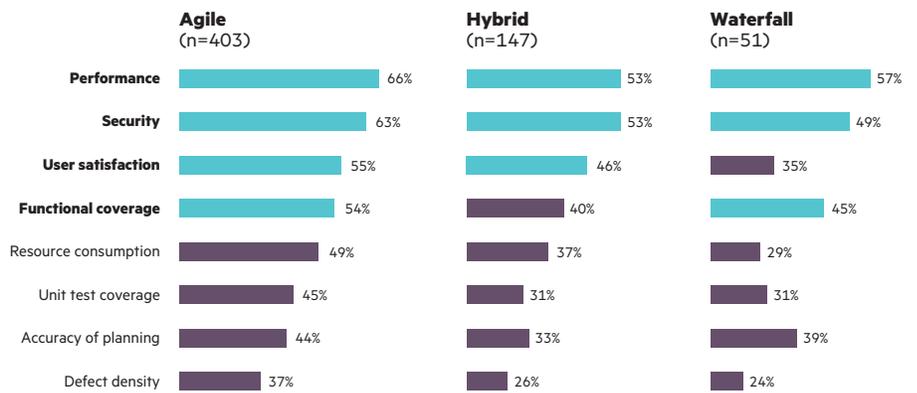


Figure 2. Test metrics used by Agile, Waterfall, and hybrid organizations

### Emphasis on quality increases over time when using Agile methods

We compared the attitudes of organizations that were relatively new to Agile project management methods with those that have longer tenure.

Organizations with greater Agile tenure were more likely to say that they valued testing and quality assurance. These same organizations,

to a somewhat lesser extent, were also more likely to say that customer experience is highly important to them.

Overall, it appears that the adoption of Agile solutions not only impacts development processes, but also development priorities concerning quality and customer experience.

Learn more at [hpe.com/software/agile](https://hpe.com/software/agile)

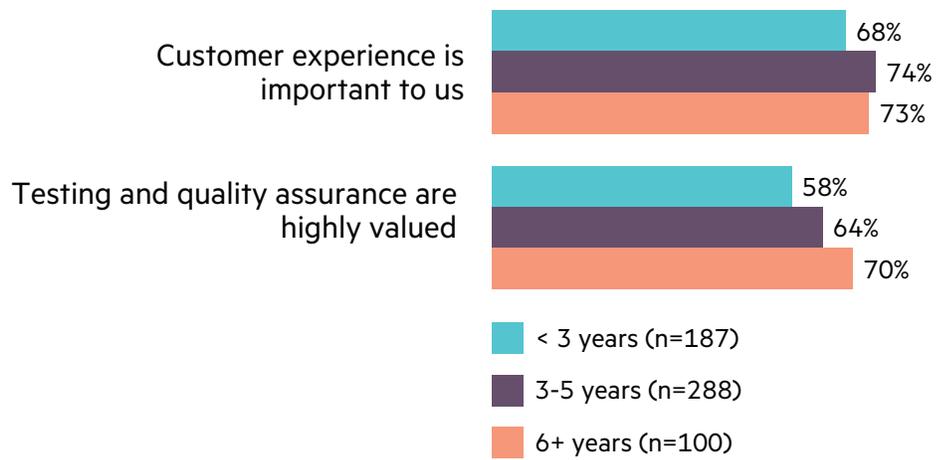


Figure 3. Percent agreeing with the statements about customer experience and testing



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