

AXWAY IMPROVES SOFTWARE DEVELOPMENT OPERATING MODEL

HIGHLIGHTS

- GREATER VISIBILITY INTO RELEASE FORECASTING
- FASTER TIME TO MARKET FOR PRODUCT DELIVERY
- CONTINUOUS ALIGNMENT WITH MARKET NEEDS
- AGILE ADOPTION ACROSS DEPARTMENTS

CHALLENGES

Axway is an enterprise integration company which provides solutions to manage, run, secure, and monitor business interactions. Its comprehensive portfolio includes managed file transfer, B2B integration, API management, secure content collaboration, and more.

Due to complexities surrounding their solutions and constantly changing market demands, Axway needed to find a better way to track and manage development for their constantly growing backlog of product feature requests. After deciding to adopt Agile development methods and testing a wide range of planning and management solutions, Axway selected VersionOne.

As a veteran of the software industry, Jorge Rodriguez, Axway's SVP of Product Development, was intimately familiar with the software development challenges associated with evolving market demands. Rodriguez explained, "Software

development is unpredictable, and the job of the software development organization is to put a model in place that manages inherent risk as tightly as possible"

Axway's managed file transfer business was growing rapidly and development teams were held responsible for innovating to meet market demands while supporting existing customers. As the lead for Axway's product development team, Jorge had to guide his team on balancing new product development with existing product improvements. He soon recognized the need to adopt development practices that would provide his team with greater visibility into their product release forecasts, while mitigating risks associated with misaligned market demands and customer feature requests.

“Enabling significant improvement in our software delivery was paramount. VersionOne has given us the ability to turn on a dime and quickly react to both market and customer needs.”

Jorge Rodriguez
Sr. Vice President, Product Development
axway.com



Jorge also had to find a better way to harness the collective power of Axway's Agile teams who were located across the United States, European Union, and India. The company's distributed nature meant 50-60% of their projects were spread across seven development labs - some with time differences greater than seven hours. Rodriguez said, "Not only did we have to contend with geographic challenges, we also had to find a way to manage continuous integration and development across all projects and locations".

With a complex team and development structure, Axway needed to improve communication and collaboration across functions and location to ensure success. Jorge advocated for the adoption of Agile methodologies and coached his teams to understand that doing so will only help drive efficiencies and better communication practices. He also wanted to help teams understand that these iterative methods played a significant role in risk management and predictability, rather than viewing them as disruptive changes. "It's about identifying predictability so that the company doesn't lose millions on a botched deployment" said Rodriguez.

SOLUTION

Once Jorge realized that Agile would serve his organization's best interests, he began his search for an Enterprise Agile Planning tool. After testing several open-source tools, Jorge was underwhelmed by the lack of functionality and visibility they provided. This led him to evaluate two commercial-class products - one of which was VersionOne. Axway first tried a VersionOne competitor for six months, which was unable to meet the demands of various functions in their organization. When they tried VersionOne, Axway quickly realized it could meet all of their needs and made the decision to adopt VersionOne.

After implementing VersionOne and bringing in an Agile coach to guide teams through a full release cycle, Jorge was delighted by the results - a significantly improved operating model and an Agile management platform that delivered visibility into release forecasting while identifying misalignment between market demands and feature requests. Jorge added "Managing iterative development in VersionOne provided us with the foundation to assess and reassess whether what we were delivering met the market's needs". Additionally, he gained clarity in feature definition through backlog management and was able to create a foundation to measure his software development operation while managing risk more effectively. "We were able to track trends using key metrics in VersionOne which enabled us to course-correct early on", said Jorge.



Within six months, Axways had standardized on VersionOne. Jorge was thrilled by the market-leading usability of VersionOne, saying “The user experience of VersionOne’s solution was impressive. The intuitive interface made it easy to roll out VersionOne across the entire organization”

BENEFITS

Axway has more than 500 people, spread across 60 teams, in seven development labs - including R&D, product development, and Q&A. After switching to VersionOne, Axway’s engineers were able to streamline operations and effectively align market needs with implementation and delivery. Using VersionOne, Axway can now track customer requests through the development cycle, accurately forecast releases, and better manage risk to improve overall time to market for product deliveries.

“Many companies struggle to translate their product vision into tangible execution and delivery. VersionOne helped us lay the foundation to use our product vision for effective guidance and build a cohesive and disciplined process to manage the backlog. This was instrumental in keeping our organization aligned and focused on top customer and market priorities” said Rodriguez.

