
expoQA®26
MADRID 26th, 27th & 28th May
expoqa.eu

Make Room For Testing

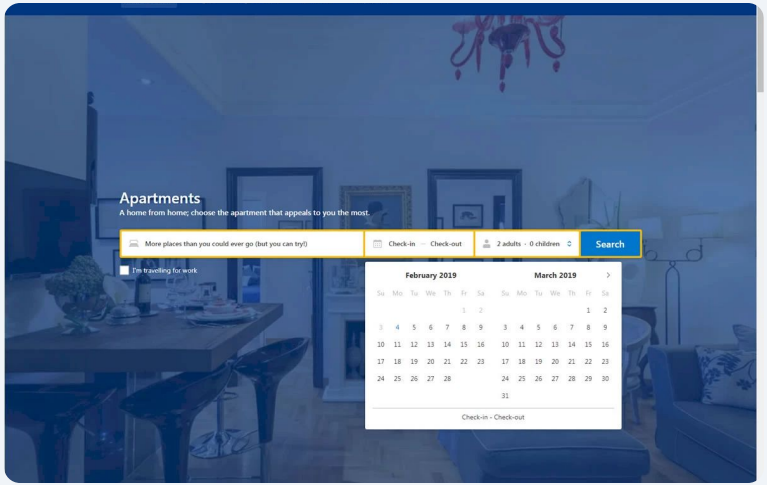
Empowering teams to deliver business value with confidence.

Traveling Light

Mastering the art of efficiency for the modern explorer.

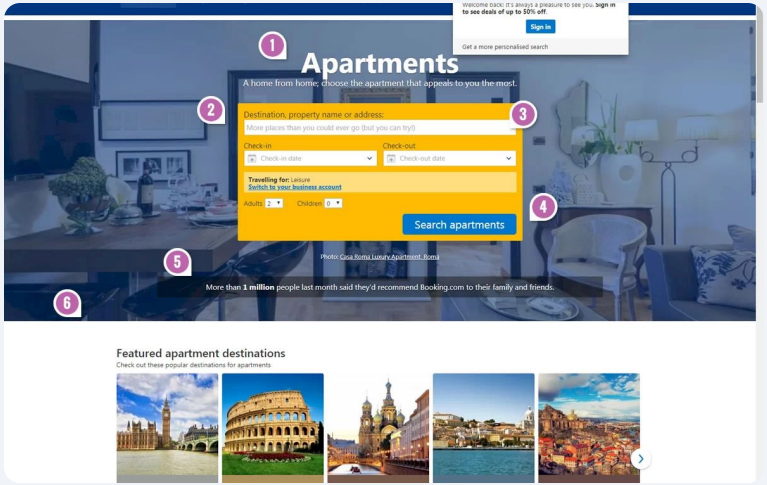
Which version delivers more value?

Option A: Minimalist



VS

Option B: Feature-Rich



Beyond A/B Testing

40+ Languages
Localized experiments tailored to global markets.

3M Room Nights
Reserved daily, driving massive data volume.

1,000+ Concurrent
More versions of the website live than there are humans that have ever lived.

- **Variety:** UI, content, and search algorithms.
- **Platform:** Internal experimentation infrastructure.
- **Timeline:** Average 3 weeks, up to 6 months.
- **Impact:** 20% of experiments become the new base.

1

A single point.
That is 1.

VS.

2^{1000}

A number with 302 zeros.
That is 2^{1000}.

If 1 represented the size of an atom ($\sim 10^{-10}$ m)...

2^{1000} would be larger than the observable universe...by about 10^{293} times.

$2^{1000} \approx 1.07 \times 10^{301}$
(a 1 followed by 302 zeros)

From the infinitely small to the unimaginably infinite. That is the power of exponential growth.

The linguistic shift: from craft to business

Quality adoption improved when the conversation changed.

Old way: speaking craft

- Centralized testing mandates
- “Please adopt this technique”
- Testing owns quality
- Leadership cannot see impact
- Adoption stalls in daily friction

New way: speaking business

- Shared ownership with SEMs and PMs
- “Here is the risk, trade-off, and outcome”
- Supports architecture and recovery goals
- Local leadership drives progress
- Business impact becomes visible

The language of quality must explain protected outcomes, not preferred techniques.

Technology Adoption Life Cycle

The Bookings Per Minute translation funnel

A quality defect becomes meaningful when translated into operational and revenue impact.

Unmitigated bug or code smell → **Outage or performance degradation** → **Drop in BPM (Bookings Per Minute)**

Why this matters

- BPM is a main business metric
- BPM breakdowns support firefighting and lower MTTR
- Projection alarms trigger for booking decline and outages

Executive quality language

- Less softness in bookings
- Lower failure impact
- Faster recovery when things go wrong

The executive version of quality is not “better testing”. It is protecting business flow, brand trust, save money

The Utrecht lesson: invest upstream, save downstream.

THE DUTCH CYCLING EXAMPLE: PROVING THE ROI

Invest Upstream, Save Downstream.

Capital Investment
~€0.5B/Year

Deaths Prevented
~6,500 annually

Life Expectancy
+0.5 years

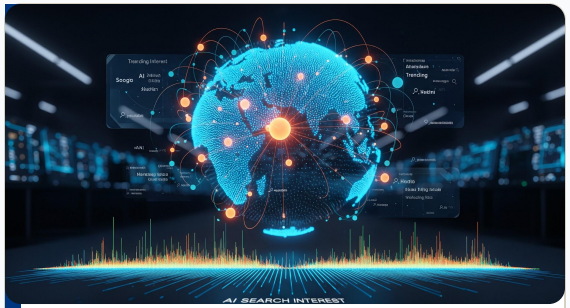
Economic Impact
>3% GDP

Quantified Health Benefit Value
~€19B / Year

Infrastructure is far cheaper than paying downstream operational and product “medical costs.”

AI-Driven Transformation: Industry Impact

Quantifiable growth and efficiency gains across travel and engineering sectors.



GOOGLE AI

+350%

YoY Interest Growth

Surge in market demand and strategic search volume for AI capabilities.

TRIP.COM / TRIPGENIE

+400%

Booking Growth

- TripGenie: 400% YoY growth in AI-assisted bookings.
- 60% of interactions tied directly to purchase decisions.

CLOUDFLARE ENGINEERING

93% Adoption rate.
MRs doubled in under a year via AI integration.

SPOTIFY PLATFORM

1,800 Migrations completed.
10 Weeks of engineering time saved through AI automation.

AI is no longer a technical experiment; it is the primary engine for scale and operational velocity.

"The bottleneck moved from coding to everything around coding. The new constraints are code review capacity, verification, cross-functional coordination and security. While these constraints always existed, they're now the primary bottlenecks."

Fiona Fung, Director of Engineering, Anthropic

Upstream / downstream investment

Quality infrastructure follows macroeconomic principles.

Upstream investment

- CI/CD, automated builds, feedback loops
- Looks expensive upfront
- Requires coordinated engineering effort

Downstream savings

- Fewer operational “medical costs”
- Lower MTTR
- Fewer failure cascades
- More reliable customer flow

The ROI of quality infrastructure is often found in the disasters that never happen.

The DORA north star

Move the conversation from technique adoption to friction removal.

Reality check

- Deployment: 3/week
- Lead time: 3-5 days
- Change failure: <10%
- Cycle time: 2 days

Observed friction

- Local dev friction
- CI friction
- Validation concerns
- **Flaky (test) environment**

Core principle

- CI from first commit
- Find bugs faster
- Reduce time to release
- Seek out friction

Quality strategy works when it improves flow, not when it only adds checks.

The trade-off dashboard

Every quality intervention should name the failure mode it reduces.

Efficiency vs. velocity

- What extra work do we add now?
- What flow impact do we accept?
- What delivery signal should improve?

Failure mode later

- What incident do we prevent?
- What rollback do we avoid?
- What customer impact do we reduce?

Hypothesis-driven quality

If we improve a feedback loop on a critical path...

...then a delivery, reliability, or business signal should move.

Quality objectives dictate the right balance between speed today and resilience tomorrow.

Hypothesis framing

Hypothesis: Improving CI will enhance delivery throughput and system stability.

Measures of success

Capability-specific:

- Auto-trigger build & test
- Suite run time
- Time to fix broken build

Outcome:

- Throughput & Stability

Actions & Timeline

Timeline: 4 weeks

- Automate main branch triggers
- Parallelize test suites
- Chat system notifications
- Fixing broken builds as priority

Success criteria

20% improvement in at least 2 outcome measures.

No degradation of other core metrics is accepted during this experiment.

Success is defined by tangible flow improvements without compromising system resilience.

Synthesis: quality as value protection

Testing becomes strategic when it connects economics, execution, and business impact.

Economics

Upstream stability

Small infrastructure investments prevent massive operational costs

Execution

Frictionless delivery

Frictionless CI and local competence enable fast, confident releases

Business

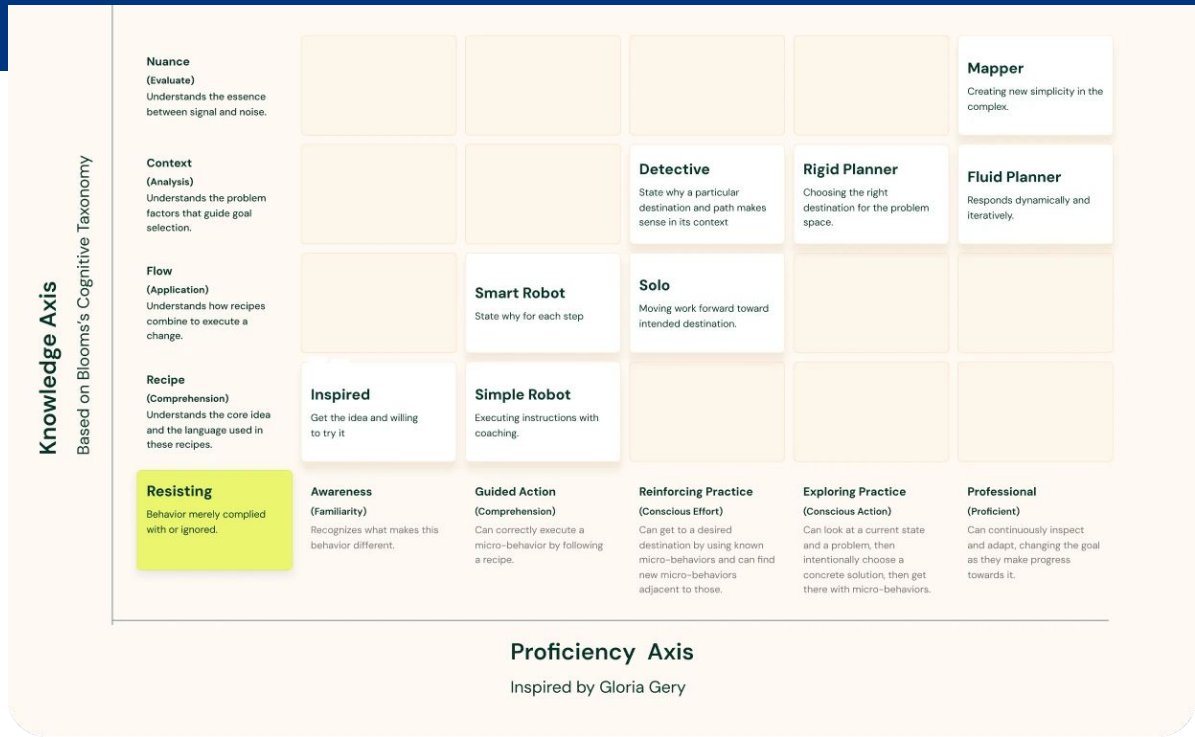
Revenue protection

Fewer unmitigated failures protect core business metrics like BPM

Testing is not an engineering luxury. It is a fundamental value-protection practice.

The Green Path Journey

Created by Marian Hartman



Mapping Bloom's Cognitive Taxonomy across Proficiency Levels: From Resistance to Professionalism.


Arsenal
ACADEMY
metaba
metaba
metaba
metaba
8

Free Kick Breakdown: Repeatable Parts

1. Setup & Stance

- Consistent ball placement.
- Marked starting point & body angle.
- Repeatable starting position.

2. Approach & Rhythm

- Consistent run-up (2, 3, or 4 steps).
- Same tempo/rhythm each rep.
- Train plant foot placement & angle.
- Hip and shoulder alignment.

3. Contact & Flight

- Contact point (Inside, Laces, Under-ball, Outside).
- Clean contact feel (slow motion).
- Precise follow-through for effect.
- Trajectory control drills (low/mid/high/dip).
- Target accuracy zones.
- Wall clearance.

4. Variables & Mastery

- Spin generation.
- Power levels (60%, 80%, Max).
- Distance & angle adaptation.
- One-cue focus reps.
- Pressure routines & fatigue resistance
- Decision training & Match simulation.

Applying Deliberate Practice: Free Kick Drills

Block 1: Technique Isolation

- 10 reps run-up only.
- 10 reps plant foot only.
- 15 reps contact for curl.

Block 2: Ball Flight

- 15 reps over wall to central target.
- 15 reps bend to top corner zone.

Block 3: Pressure

- 10 reps with full routine.
- 5 reps after sprint.
- 5 reps one-ball, one-chance.

Good Coaching Rule: Don’t train “free kicks” as one skill. Train setup, approach, plant foot, contact, spin, height, target, pressure. That is how the full kick improves.

Results

Lead Time For Change from
~4 days to 1 day just via process and skill adjustments alone. (TDD, Contract testing, Co-Creation patterns, etc.)

Automated dependency hygiene, release verification reduced MR time from 3.9 days to 1 day, and lead time for change improved by about 21%.

Lead Time for Change from
10 hours to 3 hours with pair programming

Train the trainer

Key Principles:

- Embrace - journey to mastery
- Novice - Competent - Expert - Change agent is permanent
- They are a member of the team already
- Regular Cadence | Learning - Practicing - Performing

Asking teams to self improve

The Pitfall:

Invalid assumption - you don't know what you don't know

Embedding Experts

The Outcome:

High Impact, Low scale - Rubber band effect

Ad Hoc Internal conferences & workshops

The Outcome:

Low impact, High Scale

The skill flywheel

Capability stays local when learning becomes operational.

1. Catalyst
Learning hours

2. Shift
Conscious competence

3. Scale
Volunteer trainers

4. Operationalize
Metrics and tracking

What changes decisions

- Whole-team learning
- Tacit technical skills
- Hands-on coaching
- Transparent participation metrics
- Embedded trainers inside teams

Strategy documents explain the destination. Practical skill-building changes daily decisions.

The business case for communities of practice

Better connected people are more productive, happier and will stay for longer.

Saving the cost and effort to hire new people

People connected around a common goal share knowledge and help each other.

Saving time and money by reuse of knowledge and work

Communities of practice accelerate learning for members and build environment for growth.

Saving money on training and hiring

Members of communities of practice will improve practices that enhance quality and impact.

Enabling an efficiency organization

The AI-augmented SDLC

Testing moves earlier and becomes a designer of feedback loops.

Old SDLC

- Slow
- Manual
- Reactive
- Human-heavy validation at the end

AI-augmented SDLC

- Planning
- AI generates
- AI validates
- Human decides

Strategic shift

Quality spans planning, architecture, implementation, review, deployment, and production

The role shifts from technique evangelist to feedback-loop designer

The human decision remains the control point. AI accelerates the feedback loop.

AI SDLC guardrails

Quality scales through structured judgment, not generic prompts.

Project-specific guidance

Adapts expectations to context

Overrides shared guidance

Shared guidance

Domain experts evolve standards

Overrides defaults

Defaults

Baseline standard across the organization

Governance matters more than tooling: clear criteria, concrete examples, and CI checks.

The target state is trust

Engineering teams trust the capability enough to stop worrying about it.

Foundations

Collaboration goals start with critical thinking and effective communication, not tools.

Mindset

Change is hard. Relationships matter more than being right.

Impact

Influence is created by helping leaders and teams make better trade-offs together.

Quality leadership is the practice of improving decisions without creating unnecessary friction.

I started by trying to defend testing.

I'm currently improving decisions, processes & skills

That is how technical capability becomes visible to leadership

and that is how my testing work earns the right to shape business decisions, speed, and trust.

From testing → to decision quality → to business impact

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Thank you for attending

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