
When Life Gives You Lemons... Are You Counting Them or Making Lemonade?

Why the Right KPIs Matter More Than Just Having Them



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LEMONS ?

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INTRODUCTION

Data is everywhere, but what are we **N** doing with it?

Are we squeezing every drop of value, or just counting the lemons on a tree?

CLASSIC METRICS IN QA



**NUMBER OF
TESTS**



BUG COUNT



COVERAGE



Vanity Metrics



VS

Actionable Metrics



Feel good to look at but **lack** guidance for next steps

Can be used to **inform** better business descions.

“Just because you can, it
doesn’t mean you should.”

—Sherrilyn Kenyon

INSPIRATION

Data tells a story and through my drive to #BreakTheCookieCutter, I stumbled across this video

FLI Formula

The video frame shows the FLI Formula: $X = (38/a) (b) \sqrt{(c + \sqrt[3]{d})}$. Arrows point from the variables to their descriptions: 'Games played, per league season' points to 'a'; 'Average margin of victory (in points)' points to 'd'; 'Ratio of title wins of most successful team' points to 'b'; and 'Average GD of league winning team' points to 'c'.

$$X = (38/a) (b) \sqrt{(c + \sqrt[3]{d})}$$

Games played, per league season

Average margin of victory (in points)

Ratio of title wins of most successful team

Average GD of league winning team

What is the Least Competitive League in world football? - Route None

https://youtu.be/Afwc7_Ln2Ak?si=B0GrnDeBUh-gZtf-

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Freshly squeezed...

7 STEPS FOR KPIs

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01

**DEFINE THE
PREMISE &
CONTEXT**

When choosing your lemons, know what kind of lemonade you want to make

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02

HYPOTHESISE & IDENTIFY METRICS

What will the data reveal, will the
lemons be sweet or sour?

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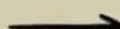
03

GATHER & ASSESS DATA QUALITY

Gather quality inputs, and source fresh lemons from reliable orchards.

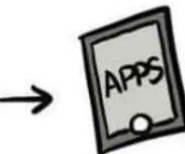
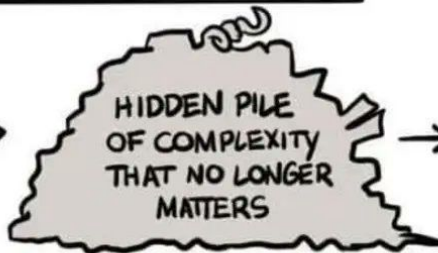
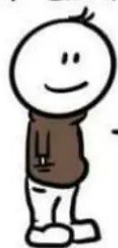
SAD ENGINEERS

CURRENT SITUATION



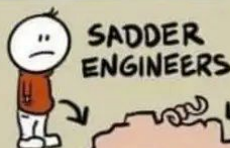
HAPPY NON-ENGINEERS

WHAT PEOPLE THINK AI WILL DO



WHAT IS ACTUALLY GOING TO HAPPEN

SAD ENGINEERS



SADDER ENGINEERS



@forrestbrazel

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Acknowledge Constraints

| PROJECT TEST PLAN | | AUTHOR: A TESTER | |
|----------------------|------------------------|----------------------|--|
| INTRODUCTION | IN SCOPE | OUT OF SCOPE | |
| RISKS ASSUMPTIONS | RESOURCE TIMESCALES | ENVIRONMENTS + TOOLS | |

Recognise limitations, biases and scope

Sometimes you might only have the lemon zest to work with

Credit: Ministry of Testing // Claire Reckless

04

ANALYSE & MODEL THE DATA

Squeeze out the juice and discard
the pith

05

TEST & VALIDATE ASSUMPTIONS

Taste your lemonade and
adjust as needed.

“Assumptions are the termites
of relationships.”

—Henry Winkler

06

REFINE & ITERATE

Try new recipes until you get
it right.

“I have not failed. I’ve just
found 10,000 ways that won’t
work...”

—Thomas Edison

“Perfection is not attainable,
but if we chase perfection we
can catch excellence”

—Vince Lombardi



07

COMMUNICATE FINDINGS

Serve your lemonade with a story that
makes it refreshing and valuable

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AVOIDING THE LEMON LAW OF METRICS

FROM COUNTING LEMONS TO MAKING LEMONADE

RECAP OF THE 7 STEPS

1. Context

2. Hypothesise

3. Data
Quality

4. Analyse &
Model

5. Test &
Validate

6. Refine &
Iterate

7. Socialise

TAKEAWAYS

Bad Quality In = Bad Quality Out

Good KPIs Drive Action & Align With Strategic Goals

Avoid Sour Outcomes By Choosing Metrics
That Reflect True Value

THANK
YOU,
QUESTIONS
?

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