

## Case Study

### Global Financial Advisory organisation - Institutionalising good Test practices

**Introduction** A global leader in assurance, tax, transaction and advisory services, with over 700 offices in 150 countries were suffering from poor quality and costly software deliverables, wanted to industrialise their Test and QA process' and practices'.

**The Challenge** Previous attempts at introducing an institutionalised test and quality management model across 12 Service Delivery Lines (300 people) had not been accepted nor covered the range of tools, processes, guideline, documents and checklist required to manage the end to end software quality and test lifecycle. As a result each area created their own individual solutions. Therefore the business wanted to address:

- The need for common processes and practices that could be used internally and by their suppliers
- Limited and inconsistent collection and reporting on testing metrics and key performance indicators upon which to make informed decisions and implement continuous improvement
- The test function always being the last activity in the lifecycle resulting in high delivery cost and increased time to market
- The development methodology moving from waterfall to agile
- There was no Target Operating Model for the test community
- Tools were not configured correctly or aligned to any process

**Our Solution** Our solution had to provide a stimulus for change through building sponsorship within the key stakeholders and then ensuring continued support through a complete change and communication plan as well as:

- Set action plans and priorities in line with the current business lifecycle including running a pilot which helped refine, implement and validate the solution
- Used the Experimentus intelligent Test Method (iTM) framework to fill in gaps and enhance weak areas of the Test and Software Quality lifecycle (process maps, user guidelines, templates, tools, process maps and documents). This was incorporated into the clients existing distributed test framework technology and aligned to the needs of the business
- Help delivered improved skill levels of Test and Project Management and Supplier staff, to include training sessions on Risk Based Testing, usage of the process, Metrics and Test Management.
- Provided the new Target Operating Model for the test community
- Ensured the Test method connected with dependant processes across the lifecycle e.g. requirements engineering



*“The skills and knowledge of Experimentus enabled us to quickly achieve our plans for a globally managed and effective test practice”.*



- Drove Test to be involved earlier in the lifecycle and generated metric tools
- Institutionalised the gathering and reporting of organisation and project KPI's to enable effective management and control together with identifying areas for improvement

### **The Result**

- An all-encompassing global testing processes with tools supporting the latest testing industry best practices and future proofed by building in regular process improvement reviews into the process
- Clarity of purpose with Business leaders who sponsored the change; managers take ownership for enabling and embedding change; staff thoroughly understand the change and are committed to adhering to new processes and behaviours
- Trained staff in the use of the process, the repository it resides in and the testing techniques supported by the process
- Integrated straight through process which Suppliers also follow

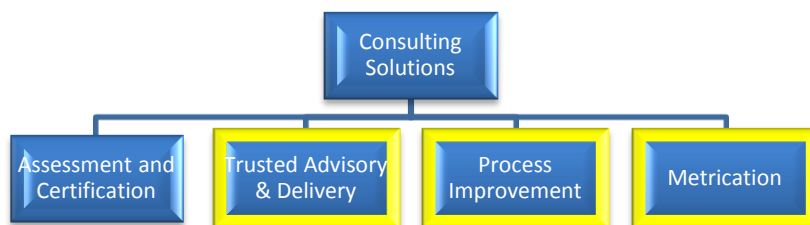
### **The Benefits** For Management:

- Managed and Reduced risk and cost across all projects
- Meaningful, actionable metrics to assist management decision making
- Increase in quality of test deliverables
- Auditable process and the measurement of test performance and capability
- Reduced time to achieve their goals

### We created a legacy of:

- End to End Test Method including process maps, guidelines, templates and enhanced use of tools to enable the process
- Improved Target Operating Model for test
- Enthusiasm for getting Test and Software quality management right
- Culture of continuous improvement embedded in appropriate good practices framework which works for them

## **Experimentus solutions provided**



For further information on how Experimentus can help you optimise your Software Quality Management and Test processes, please contact us:

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