Case Study

Global Financial Advisory organisation

Successfully recovering a Lotus Notes to Microsoft migration project

Introduction

A global leader in assurance, tax, transaction and advisory services, decided to migrate their internal IT systems from Lotus Notes to the Microsoft Application suite. This was a global migration affecting over 200,000 staff in over 700 offices in 150 different countries.

The Challenge

The high profile mission critical global Messaging and Collaboration program had been running for 2 years as parallel programs of work, involving the migration from IBM Lotus Notes to Microsoft Outlook, Lotus Sametime to Microsoft Lync and the implementation of Microsoft SharePoint as the global collaboration tool. Quality was determined as an important factor preventing the successful rollout to their 200,000 staff.

Experimentus was asked to conduct a review of current operations which concluded:

- An inefficient and under resourced project test team lacking effective reporting structure with defined responsibilities
- No coordinated program wide or institutionalised approach to managing test, product risk and cross product interdependencies
- Undefined Quality Success Criteria which concentrated on defect detection
- High risk of project failure

As a result Experimentus was tasked to put in place activities to ensure the project was successful in terms of time, quality, risk and cost.

Our Solution

Experimentus' managers led all the Test Management activities for the program, managing resource in UK, USA and India and became a member of the Steering Group Committee/Governance Board. They:

- Established and managed a risk based Test Approach and Strategy, operating under a coordinated and managed Test Program Management Structure
- Established and managed a common test process across all work streams ensuring consistency in delivery and flexibility in resource sharing across the UK, USA and India
- Delivery of timely and accurate program and project reports

"We were impressed with Experimentus' ability to quickly get to grips with our situation and bring it on track. This was an important program of work for our whole organisation and was skilfully managed and delivered"

which accurately tracked progress and also identified issues early in areas of testing and implementation progress. Mentoring where necessary Program Managers

- Created a cultural shift in the working environment where peoples' approach was to think at program as well as project level, with emphasis on risk mitigation, defect prevention and dependencies
- Built solid relationships with all client vendors to ensure the quality of third party deliverables

The Result
- Hit or exceeded all delivery, quality and risk targets
- Successfully migrated all applications and implemented the program across the entire organisation on time and budget
- Excellent teamwork focussing on defect prevention, quality and risk.
- Improved Testing staff knowledge and skills
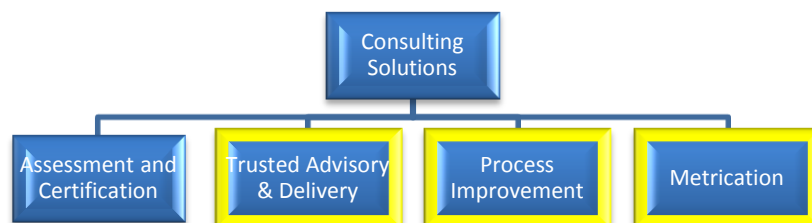- A very satisfied client management team

Benefits
Management:
- Brought the management of the quality of the migration approach under control and delivered or exceeded to their expectations
- Considerably reduced the maintenance budget by having much lower than expected production error rates, achieving 0.7% calls per user against planned 4%

Legacy:
- Motivated and effective and efficient staff
- Professional approach to testing and Quality within Cross organisation
- Institutionalised approach to test, underpinned by risk management, metrics, good processes and practice
- Embedded consistent management reporting on test progress which has been adopted by areas outside of the program of work

Experimentus solutions provided

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

Tel +44 (0)207 871 2300
info@experimentus.com