



## Case Study

### Leading International Lloyds Insurance Broker

**Introduction** The client is an international insurance and reinsurance underwriting group with offices throughout the world and a recognised leader in each of the six main business areas in which it operates: reinsurance, accident and health, aviation, marine, enterprise risk, and property and special lines.

**The Challenge** The client engaged Experimentus to help define a new Quality structure within its IT department. Following the internal reorganisation this generated, the client was in the process of setting up a best in class quality assurance function, but, due to self-imposed short time scales, they felt they did not have sufficient resources to achieve their goals without external help. Experimentus were invited to provide consultancy services to help the Head of Quality Assurance define his areas of responsibility and to aid in developing a fully functioning quality management system. Their aims were:

1. Lead the way in setting an example to others by defining its overall function, policy, strategy and procedures in a clear, concise and timely manner through the Quality Assurance section.
2. Produce a quality assurance manual defining and describing their quality assurance management system, with the Quality Assurance Section to give as much assistance as possible to other sections to help them plan and define their own processes and procedures.
3. **Achieve a “quick win”** to give a kick-start to the whole process and to act as a prototype or pattern for subsequent activities.
4. **Follow the ITIL Version 3 methodology and be (as far as possible) in accordance ISO9000. Any documents and procedures produced were to include controls following CoBIT 4.0 at least to level 3.**

**Our Solution** In conjunction with the IT Management team Experimentus defined the need for and justification to have a Quality Manager overseeing the whole IT organisation. Experimentus also provided the permanent Quality Assurance Manager.

In consultation with the Head of Quality Assurance, it was decided that the **“quick win”** would be in the area of software testing. As a major part of the overall quality assurance system, the software testing function (mostly outsourced) was identified as a relatively self-contained area that, within a short time-frame, could be improved and brought up to **industry standards**.

A brief investigation confirmed that there was little documentation for the testing function, so it was decided to produce a suite of documents defining the test and defect function together with providing a framework around and against which testing could be properly carried out, controlled and measured. **A new test strategy was written** (based on **current best practice and informed by ISEB, ISTQB and IEEE** standards) and associated documents, such as metrics, KPIs and test control procedures, were produced, quickly signed off and introduced into practice.

Work then commenced on other aspects of the clients quality management system. We focussed on areas that had been identified as having some weaknesses. This included the two process areas, **change management and release management**. A short-term release management process **was defined**



*“They provided us with valuable insight into our existing operations, and enabled us to implement consistent operational delivery processes across the business. This has been a cornerstone to our growing success”.*  
Chief Engineer



**and signed-off within two weeks** to provide a stable and more controlled release procedure and a longer-term, more detailed process was also defined which included formal Implementation Management.

Having dealt with the more immediate challenges, focus was changed to **risk management**. The client was already very risk aware, but despite having a very well-defined risk assessment and acceptance strategy for their core underwriting business, it was felt that the risk assessment process for the non-underwriting side of the business, including IT, could be better. Experimentus therefore helped to define a risk management policy, a risk management process and guidelines that could be used throughout the whole of the client, based on the OGC's M\_O\_R framework. This work included **the design and production of a fully functional risk register** that could be used to track and report on risk and mitigation effectiveness while research continued on the introduction of a fully integrated risk management tool.

Having helped to define many of the processes and procedures that would form a large part of the quality management system, those procedures were placed in a more formal context. Experimentus drafted **the client's quality strategy and quality policy, providing executive summaries for presentation to Top Management, and producing the client's quality manual** summarising the whole of the quality management system.

As the assignment drew to a close, Experimentus helped to induct the newly appointed member of the quality assurance team and ensured a smooth handover with a minimum of disruption.

### **The Result**

Experimentus' assignment at the client lasted for eight months, with only the main tasks outlined here, however there were many other activities undertaken such as defining **role definitions**, , drafting **security management standards** and an Information Security Manual, **defining implementation plan guidelines and templates**, selection of appropriate standards, definitions of a **data migration process** and so on.

Experimentus having understood the client's ultimate aims and goals provided the support and guidance necessary to make them a reality.

### **The Benefits**

- The assignment was a **partnership between Experimentus and the client**, establishing a good working relationship based on trust and mutual respect, enabling an efficient and effective realisation of their ambitions
- Clear accountability and ownership for the quality of all products produced by the IT department through establishing a 'best in class' QA department
- Increased confidence in outcomes through the industrialisation of properly defined, understood and implemented standards across the departments
- Reducing defects in test and production through organisational alignment of Quality across the Software Development Lifecycle
- Reduced costs and time to market due to the focus on Quality
- Easy to use and clear templates encourage their use to ensure that they will continue to be used

### **Experimentus solutions provided**



For further information on how Experimentus can help you optimise your Software Quality Management and Test processes, please contact us on +44 (0)207 871 2300 or by email on [info@experimentus.com](mailto:info@experimentus.com).