



## Case Study

### Bank Test Centre of Excellence

**Introduction** The Corporate IT Division of a UK top 5 bank is responsible for the delivery of software development projects. As part of an organisational cost saving program, they were charged with reducing the cost of IT by 10%. Operating in silo based project/test teams, it was recognised that the cost of testing, and in particular the time spent on test projects, was above the industry norm.

Two years previous in to this, the client had chosen to have a third party TPI® assessment to assess where the bank was against the TPI® model. This resulted in a Test Process Improvement Programme which the TCE began to implement.

**The Challenge** The client having spent two years implementing TPI®-driven improvements, now wanted a focussed structured and independent approach to identifying improvements with the aim of delivering measurable value which would assist them to meet the cost reduction targets. All within a realistic timeframe.

Process improvement implementations of TPI® had been without a benefit focus, with no level of institutionalisation to aim for with milestones and measures of success not established. This was compounded by a difficulty in prioritising improvement activities across the quality lifecycle and poor communications relating to the implementation plan. This also manifested itself in the User satisfaction surveys, which continued to receive bad satisfaction ratings.

The assessment objectives were to:

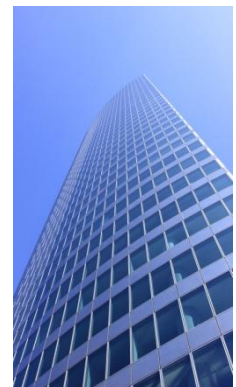
- Review the progress and activities against TPI®
- Map improvements against the industry standard TMMi model
- Formulate gaps and weaknesses
- Document additional value add activities/changes
- Provide a structured, prioritised and integrated Implementation Plan with achievable timescales

**Our Solution** Experimentus won the tender recommending a software quality management and test process assessment using Test Maturity Model integration (TMMi). This established a sound process foundation at project level, which could then be an industrialised organisation wide framework. In addition it provided the detail for test process improvement integration (not silo-ed) across the software quality lifecycle and how to move away from defect detection, to defect prevention where the major cost and efficiency savings were to be made.

The Experimentus assessment approach incorporated a survey across 11 different roles throughout the quality lifecycle, followed by interviews to validate the responses received and to investigate in more detail the strengths, weaknesses and gaps in their software quality management and test activities.

**The Result** The results, conclusions and recommendations were then presented to the sponsors which included:

- Identification of the gaps and progress made against the original Test Process Improvement Plan



*“From my perspective the testing function is now having a real and beneficial influence on the rest of the organisation. You’ve left a worthwhile and lasting legacy”.*  
Senior Project Manager



- A Management summary of test and management of software quality maturity against an integrated implementation approach
- Uncovering specific areas where significant ROI would be achieved by carrying out test process improvement change
- Comprehensive integrated Test [Process] Improvement Plan (TIP), based on TMMi outcomes which included detailed priorities, key performance indicators, communication and implementation planning

All recommendations were accepted and a dedicated process improvement team was formed to lead the activities.

Experimentus were asked to provide ongoing (2 days a month) quality assurance consultancy covering piloting, assistance in definitions, quality reviews and mentoring for the team to ensure a successful implementation and industrialisation of appropriate processes.

### **The Benefits**

Overall, the recommended improvements contributed to 8% of the targeted 10% cost reduction program. These savings were reinvested in productivity which resulted in a 12% reduction in ongoing project costs. Something not imagined possible after the TPI® assessment.

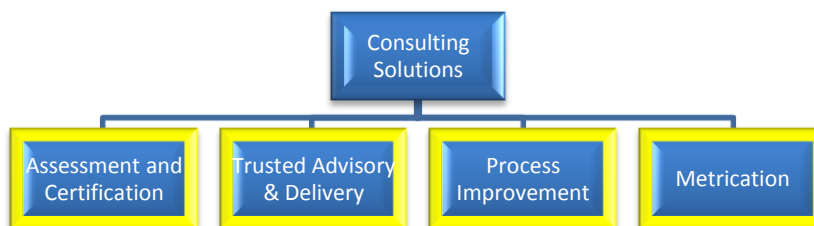
There was in a important additional benefit in a significant increase in user satisfaction with IT deliverables.

Some of the operational impacts included

- Better understanding and implementation of risk management
- Improved communications throughout the SDLC
- Reduced contingencies in estimates
- Less post production support required
- Reduced development estimates by approximately 4%
- Integrated approach to improvements resulted in better quality deliverables
- Culture of self improvement

Having demonstrated an increase in efficiency and effectiveness in the Corporate IT Division, improvements were then industrialised in another division.

### **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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