



Case Study

Banking Focused Systems Integrator Test Organisation Restructure

Introduction The client is a large Systems Integrator (SI) who is the main outsourced supplier to a global financial organisation. The outsource value was a multi-million pound contract involving more than a thousand people, with over one hundred people in the test group. The SI provides resources both locally and in multiple centres off-shore. The programmes and projects range from major, large scale infrastructure changes to business as usual changes on legacy systems.

The Challenge The SI was approaching a major contract renegotiation with its client and had been concerned about their management of software quality, the practice of testing and the volume of priority one defects in production. The SI invited Experimentus to examine its practices based on the TMM model and provide a structured, impartial assessment of their capability and maturity against industry good practices and then take the lead on implementing the improvements.

Our Solution Experimentus started by investigating and assessing three work streams. This was performed by running face-to-face interviews, evaluations sessions based on TMM and reviewing test artefacts. From these activities a Prioritised Improvements Plan (PIP) was formulated to address both short- and long-term goals.

Experimentus actively engaged in negotiations between the SI and their client to gain approval for the PIP to ensure deliverables could be agreed to the satisfaction of all.

Experimentus was then tasked with implementing a suite of short to medium-term changes and embed a long-term process improvement framework. This consisted of four key activities:

1. Re-structuring the organisation to enable a strong, account wide leadership in testing. This included devising strategies for maintaining strong on and off-shore test teams and ensuring full participation by all, as well as providing a consistent and controlled use of tools, environments and internal test consultancy support.
2. Developing an optimised test documentation structure. This included defining and gaining sign-off of the test policy and the master test plan documents.
3. Creating a single consolidated metrics framework from many varied tool-sets to provide meaningful and actionable information. This was used to provide critical data to project and programme teams, as well as providing the insights needed to facilitate targeted process improvements.
4. Delivering the ISTQB Foundation Course to ensure a consistent and common use of terminology and increased knowledge of testing practices and processes. Also included in this activity were those who regularly interface with the testers.

The Result The day to day working practices for 125 test people based in the UK and across India were changed in a structured and coordinated manner. The result was that the costs for the changes were lower than expected and that the



"Their focused approach was best summed up by our clients who described Experimentus as having "the right people, with the right skills, doing the right things, at the right time".
Business Development Director



framework delivered would work well within the wider organisation, whilst maintaining opportunity for growth in the future.

A new test organisation structure was implemented that ensured both on-shore and off-shore teams had a clear and valued reporting line. This meant that all teams had an equal stake in the process and could influence improvements. The structure also realised the maximum benefits of a combined on/off-shore model, by firstly ensuring that both teams had equal representation at the top of the testing organisation, and secondly that the current and future practices would suit all teams. The structure also allowed continued testing over a significantly increased working day utilising time zone differences.

The existing test tools team was used to implement a consistent use of tools, environments and a quality management consultancy service. The team, supplemented with additional staff had their visibility and status in the organisation raised through direct contact with the senior test management.

The actualised documentation framework allowed the test organisation to clearly understand and implement the test processes and practices. This also allowed individual project teams to create appropriate, project specific, testing documentation within the framework. All stakeholders were involved in the design of the framework to ensure the adoption of the framework.

Software quality management, test skills and the approach to testing improved with additional people gaining test qualification. Ongoing training was embedded into the organisation, including peer to peer mentoring, brown bag information sessions and other communication activities, all formalised within the human resources career structure.

The Benefits

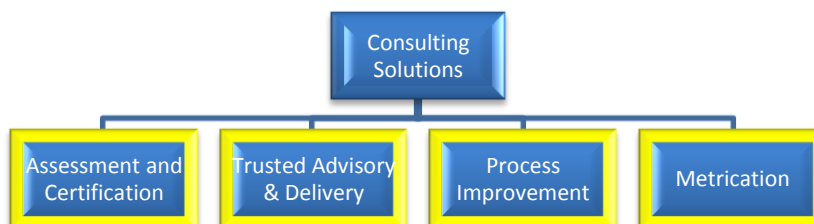
The immediate benefit was that the contract between the SI and their client was renewed, ensuring a multi-million pound revenue stream for three years for the SI and an increase in the quality of the deliverable to the client, at better cost.

Projects started under the new system showed considerable improvements in the quality of the delivered products. The client was particularly pleased with the testing practices, including the level of transparency and accuracy of communications, which resulted in no priority one defects in production.

The SI testing organisation profile was raised to be a valued and critical feature of the SI's service and provided the client with confidence in the approach and execution of testing.

The impact of the changes made with this client, have been reflected in the way that the SI presents their offerings, which subsequently have won them more business.

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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