



Case Study



Corporate Banking Division - Business Testing Assurance TMMi Level 3 Certification

Introduction The RBS group is a large international banking and financial services company. From its headquarters in Edinburgh, the Group serves over 30 million customers in the United Kingdom, Europe, the Middle East, the Americas and Asia. The RBS Corporate Banking division serves all its RBS and NatWest business customers and is supported by over 100 User Acceptance Testers based in 5 geographic hubs.

The Challenge The rapidly expanding business testing team supporting the RBS Corporate Banking Division recognised an opportunity existed to achieve greater consistency, effectiveness and efficiency in test practice. It was recognised that organic test process improvement would not achieve this as fast as desired and was unlikely to achieve a global quality standard without external input.

After reviewing the market RBS chose to be measured against the Test Maturity Model integration (TMMi) model as the industry standard for test and software quality management practices, in order to establish how they compared to good industry practices.

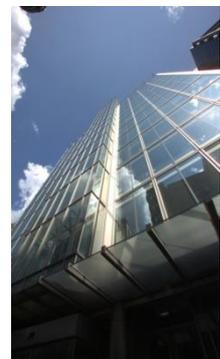
Our Solution Experimentus conducted an initial TMMi Gap Analysis to TMMi level 3 across the lifecycle to identify gaps and weak areas together with reviews of supporting documentation. The resulting Process Improvement Plan ensured that recommendations were aligned to good practices which were fit for purpose, and achieved the objectives of the RBS management and customers.

It was recognised that during implementation of the improvements that gaps in processes and other documentation would require at least 2 people 3 months to create and even then, there was a question of robustness and integration of all activities. Experimentus implemented their iTM (intelligent Test Method) framework containing all processes, documentation, templates guidelines and checklists based on TMMi, ISO, IEEE, ITIL and other industry standards. This was customised and in use within 2 weeks.

The Result

- Industrialised robust processes, standard documentation & sound test framework
- Meaningful metrics that are consistent in the way they are collected and used to effect self improvement
- Greater integration in the division's change agenda by an enhanced test culture and focus

The Benefits With no initial comparable before and after metrics, implementing an appropriate industrialised process to reach TMMi level 3 maturity, the statistical benefits are yet to be determined. However having achieved certification in around 6 weeks the following benefits have been identified:



"iTm helped us to quickly concentrate on improving processes rather than creating them. Ease of use and completeness makes iTM the "go to" framework for test and software quality management"
- Rob Hornett,
Head of Business Testing



Key Corporate Benefits

Through the implementation of TMMi compliant process and iTM aligning to deliver the RBS corporate values:

- Serving customers –
 - Delivering reliable software solutions quicker
- Working together –
 - The industrialisation of practices has produced greater clarity between all parts of the business concerning test success
- Doing the right thing –
 - Using industry good practice standards to manage risk
- Thinking long term –
 - Foundation implemented enabling ongoing test and software quality maturity aligned to the wider change community

“ Experimentus has provided us with a step change in capability for managing testing and software quality while mitigating against the risk of software failure”
 - David Wren, Test Manager

The accolade of being the first Finance organisation to achieve TMMi certification is an indication of the seriousness of RBS to demonstrate to their customers, shareholders and broader community their commitment to serve with excellence.

Key Operational Benefits

- Flexibility of using resources between projects
- Satisfaction and motivation of employees
- Step change in approach
- All activities underpinned by risk mitigation

Key Test operations Benefits

- Met objective of delivering quality standards
- Consistent test assurance
- Leveraging the benefits of appropriate metrics
- Noticeably more efficient and effective operations



Marc Gebauer-Dunlop presents the TMMi Level 3 Certificate and Experimentus Plaque to Rob Hornett and David Wren

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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