

# Bridging the Gap Between Business and IT

## Retail Internet Banking Case Study



## Executive Summary

- ❑ A large UK based Retail Bank engaged SOA to prepare an E2E Programme Test Strategy and setup and manage the initial phases of Testing. This was the Banks largest Programme and as a result carried tremendous stakeholder interest .
- ❑ Project Description
  - ❑ This project delivered an enhanced integrated internet platform to meet the anticipated growth of Internet Traffic post the planned merger with a large Bank recently acquired. The project placed great emphasis on only using cutting edge technology.
  - ❑ The project delivered a new Internet Banking channel for Consumer Banking serving authenticated personal customers, providing enhanced sales processes for existing product types and an improved user interface for current servicing processes.
- ❑ The Project objectives were to:-
  - ❑ Align the Groups Internet Channel capabilities across the Group to create strategic competitive advantage
  - ❑ Create a shared internet utility to leverage enhanced capability across the Group
  - ❑ Deliver a Programme which safeguards sales growth targets whilst also realising cost savings for the Group

## SQA Engagement & Scope

- ❑ SQA was asked to lead the Testing work stream which included both Systems & Business Testing. The Client recognised that SQA had the expertise and track record to integrate the clients primary systems test supplier & business users to form an effective & efficient single unit capable of meeting the challenges & demands that high profile projects bring.
  
- ❑ Key deliverables include:-
  - ❑ Stakeholder Management
  - ❑ Terms of Reference Management of Clients Offshore Supplier
  - ❑ Programme Test Strategy
  - ❑ Detailed 18mth project plan.mpp
  - ❑ Budget Planning & Management (5.2m)
  - ❑ Preparation and acceptance of a Fixed Price Contract
  - ❑ Creation & Implementation of an On-Offshore Testing Operating Model with Build & Testing Suppliers
  - ❑ Resource Acquisition & Management
  - ❑ Governance & Quality Gate Management
  
  - ❑ Systems Testing (Functional & Non Functional Testing)
  - ❑ Business Process Testing
  - ❑ Operational Acceptance Testing (OAT)

## SQA Delivery Model

- ❑ Overall Effort
  - ❑ 220 man days
- ❑ Effort Details
  - ❑ Team Size 4
    - ❑ Programme Test Lead
    - ❑ Non Functional Test Lead
    - ❑ Automation Lead
    - ❑ Support x1
- ❑ Delivery Model
  - ❑ SQA delivered to the clients operational requirement of :-
    - ❑ 25% onshore
    - ❑ 75% offshore
- ❑ Tools
  - ❑ Quality Centre
  - ❑ Quick Test Professional
  - ❑ LoadRunner
  - ❑ KnowledgeCore Reporting

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## Challenges

## Solutions

Integrating IT & Business Testing Teams

- ❑ TOR detailed respective scope of both IT & Business Test Teams
- ❑ Dedicated sessions that focused on the cultural differences between the UK and India (offshore Supplier). These were open sessions, but very focused on understanding respective working habits & cultural differences
- ❑ Detailed Training was given to all testing resource on the adopted On/Offshore operating model
- ❑ Offsite Team building events helped developed relationships and build unity

Managing Multiple Test Suppliers

- ❑ TOR detailed Project testing principles & methodology
- ❑ The Testing Operating Model was very specific and focused on specific Suppliers responsibilities
- ❑ Daily communications and reporting ensured all parties were in synch at all times

Complex mix of applications and interfaces to be tested

- ❑ Each application had a different test environment. Integration of these test environments was ensured
- ❑ Effective use of test environment was done through test schedules, code deployment schedules and batch jobs management across available test environments
- ❑ The Testing work stream appointed a dedicated Release Manager and Test Environments Manager, both reporting direct to the Programme Test Lead

Lack of Client Non-Functional Expertise

- ❑ Non Performance Non Functional Testing was an unknown to the Client. SQA prepared a detailed Strategy and testing plan
- ❑ Co-ordination with Infrastructure and Live Support team to agree testing scope and ownership
- ❑ Formal training was prepared for parties involved, which included Development Suppliers, Test Suppliers, Infrastructure Teams and BAU Support functions

Managing Multiple Test Suppliers

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### Value additions

### Business Benefit

#### Quality of deliverables

- ❑ SQA transitioned the Client's primary Test Supplier from a T&M contract to a Fixed Price contract which saved the Client £2.2m
- ❑ Resources reduced from 135 to 70 following detailed planning deep dives with Client's Offshore Supplier
- ❑ Non Performance Non Functional Testing was an unknown to the Client. SQA provided a Strategy & Test plan and training workshops for Client onsite resources and relevant other Supplier consultants

#### Enhanced knowledge repository

- ❑ All Test Documentation created used Client templates and processes, this allowed easy handover to BAU teams
- ❑ A number of SQA document deliverables have now been added to the Client's Testing Library and become policy for new Testing Projects. An example would be Operational Acceptance Testing (OAT) which was a new concept to the Client within the Internet Channel Business Unit

#### Re-usable test ware

- ❑ Automated regression packs were created for all core functionality
- ❑ Performance scripts were developed in conjunction with existing BAU testing, this ensured an easy handover would be possible post go-live

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## About SQA Consulting

- ❑ SQA Consulting provides Business-Driven Solutions through Quality and Risk Management Services directly to our clients , we are also happy to support other business by providing specific skills and resources to strengthen existing teams.
  - ❑ Our approach to QA is underpinned by our focus on delivering high quality solutions with customer return on investment
  - ❑ Recognising that our clients want support that is sensitive to their priorities, we focus on their business needs and are always responsive to the constant change they experience
  - ❑ We engage with open minds and look to provide methods that address all of your needs, taking into account other parameters such as cost, management, skills availability and communication methods.
  - ❑ Working with the largest clients in the world's most competitive markets, we have provided integrated QA solutions and leveraged our experience to bring clarity to the business case for all aspects of QA
  - ❑ Through project-level engagements or complete managed services, our service offerings can increase your market advantage and strategically align software testing to your business

For more information about SQA consulting and our services please contact [patrick.chatee@sqa-consulting.com](mailto:patrick.chatee@sqa-consulting.com)