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Testing in Today's Enterprise: More Than Just Testing

October, 2008

Agenda



- **Introduction**
- Today's Enterprise
- Today's Tester
- Taking Action

Who is Jamie Campbell?

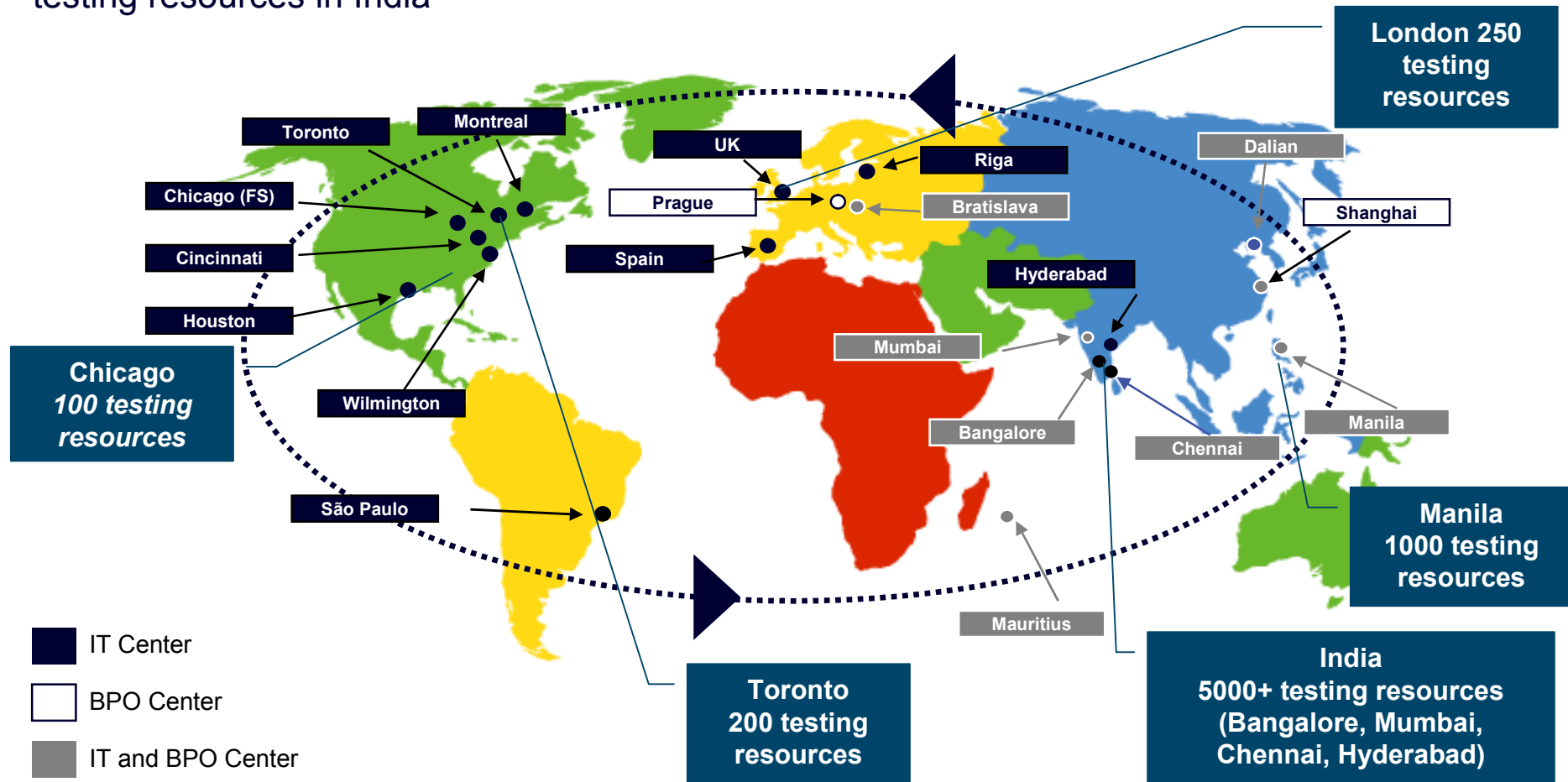


- By Education – BSc Civil Engineering, Queen’s University
- By Experience –
 - Systems Integration Project Manager
 - Management and Strategy Consultant
 - Testing Assessor and Strategist
- Current Responsibility –
 - Director of Accenture’s Test Services practice in Canada
 - Part of Accenture’s global testing leadership team managing the worldwide 6000+ resource Testing Centres of Excellence (TCoE)

Accenture Test Services



Accenture has access to the knowledge capital and innovation of a global firm of over 180,000 people. Accenture delivers testing services from all major geographies and has over 5000 testing resources in India



A New World - Testing in the Enterprise



Testing has emerged into the spotlight from its 'black box' roots to become Enterprise Quality Assurance

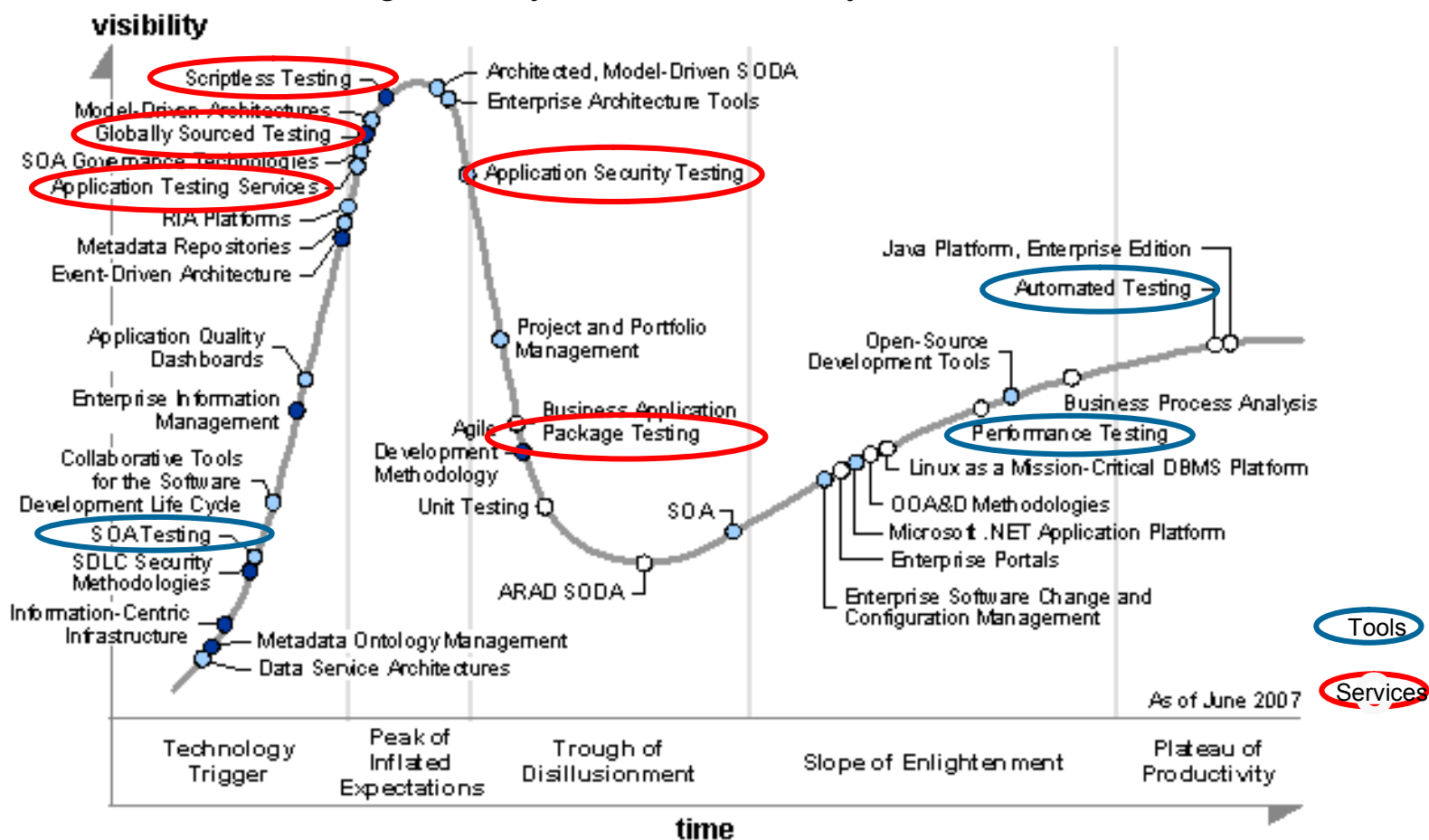
Why the Change?

- Executive visibility and buy-in
- Demands for reduction of IT budgets & Cost to Serve
- Increased awareness of concepts of Cost of Poor Quality (COPQ)/ Cost of Lost Opportunity measurement
- Projects are becoming large multi-system, multi-year integrations
- Enterprise-wide metric programs are the norm
- Offshore/ Outsourcing solutions have matured
- Emergence of TCoE Programs – Enterprise, Performance, Automation
- Stronger Sales & Marketing of Testing Services

Testing – An Emerging Industry



The 2007 Gartner Hype Cycle for Application Development indicates demand for Testing Services will increase significantly in the next 2 – 5 years



Scope of Presentation



Test Professionals are now more than ever in the ‘spotlight’ of senior leadership to deliver quality products to the enterprise.

To be successful, Test Professionals must take a business-focused approach to their day-to-day practices, including;

- Understanding Sr. Leadership Expectations
- Enterprise Metrics
- Bottom Line Savings
- Communications
- Systems Integration
- The Organization

Examine the demands put on today’s Enterprise Test Professionals and what is expected of them by Senior Leadership

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Today's Enterprise Solutions



Mainframe Integration

Package Integration/
Implementation

CRM Transformation

Data Conversion

Mobile Re-Platforming

3rd Party Integration

SOA

Data Warehouse Integration

Offshore/Outsource Testing

What are you facing?

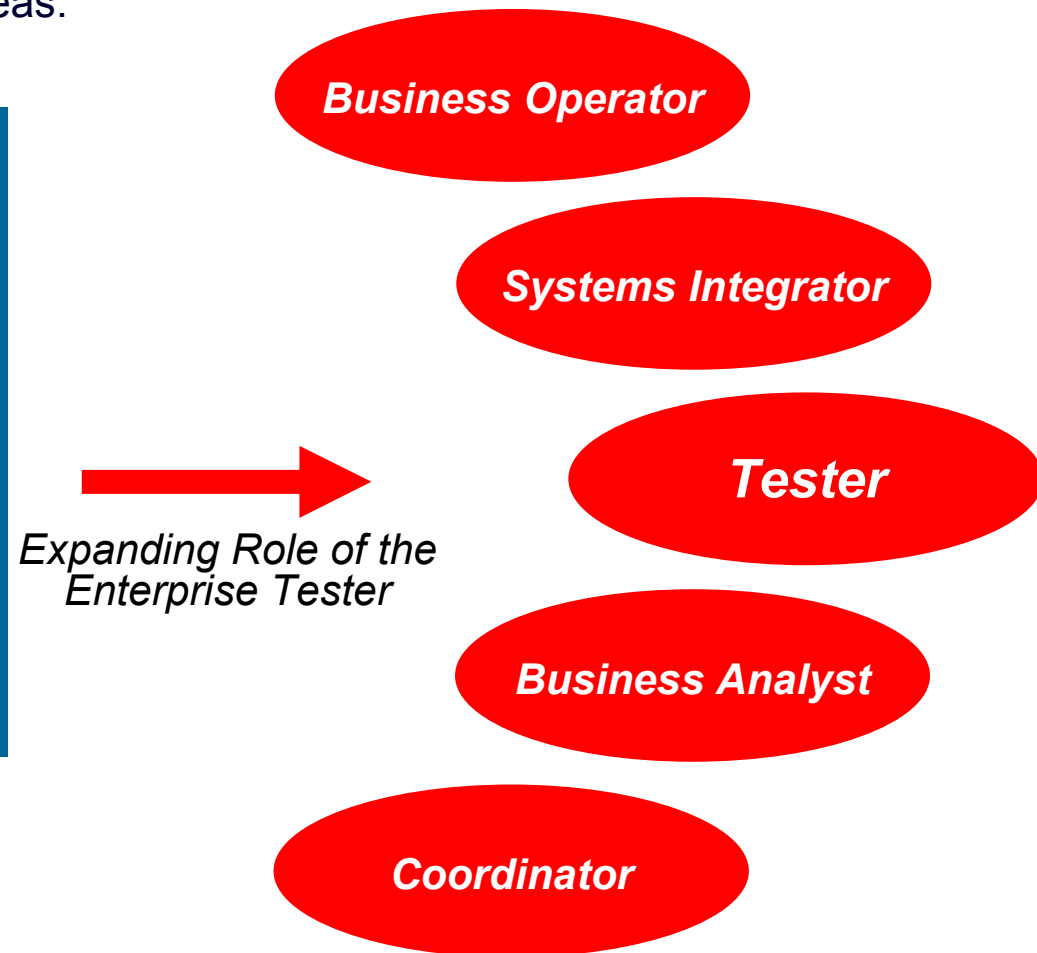
What are your current challenges?

The Expectations



Today's Senior Leadership requires Test Leadership to have knowledge in each of these areas:

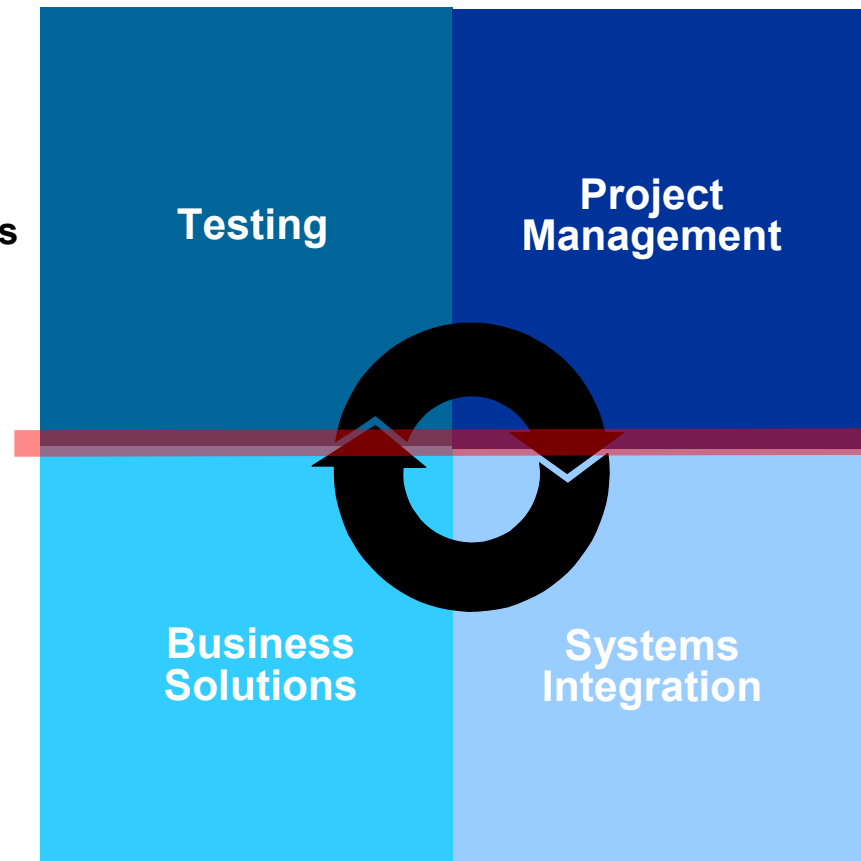
- **Enterprise Testing**
- Cost of Poor Quality
- Total Cost of Ownership
- Speed to Market
- Labour Arbitrage
- System Integration
- Distributed multi-site Tests
- Resource Utilization
- Requirements Traceability



More than just Testing...



- Test Strategy
- Test Planning
- Test Execution
- Test Data
- Test Environments
- Test Automation
- Test Performance
- Test Metrics



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- Management/ Financials
- Defect Management
- Conversion
- Release Management
- Change Management
- Enterprise Metrics
- Offshore/ Outsourcing
- People Management ¹¹

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Selling Testing to the Business



The Language of Testing:

- Defect Aging/ Closure
- Script Execution & Pass Rates
- Fix Backlog Trend



Where is Your Focus?

The Language of Business:

- Bottom Line Savings
- Resource Utilization
- Speed to Market
- SPI/ CPI



Providing Value to the Business



Business Priority	Testing Response
Clear and concise metrics for prediction and visibility	How to effectively communicate positive progress & status?
Keep costs down by finding value levers	How, as a tester, am I saving the business \$\$?
Focus on effective communications to keep 'in the know'	What messages are required, and to whom?
Build a strong organization to support delivering on our business objectives	What skills and knowledge are required on the test team?

Test Metrics – What is your Approach?



Today's Test Professional requires both a tactical and holistic view of enterprise test metrics & how they are reported to stakeholders.

Ask Yourself:

- Are you employing consistent metrics collection & measurement processes?
- Are you reporting metrics beyond that of your project?
- **How much manual preparation time is required to collect & generate reports?**
- Are you aware of what metrics & reports the business wants? The C Suite?
- **Are you conscious of activities at the project, program, and enterprise levels?**
- Are you tracking efficiency metrics for internal/ third-party test resources?
- **Are you conducting Root Cause Analysis on your metrics?**
- **Are you able to 'protect' yourself & your test team with the metrics?**
- Can you justify your IT spend to senior leadership in an 'elevator pitch'?



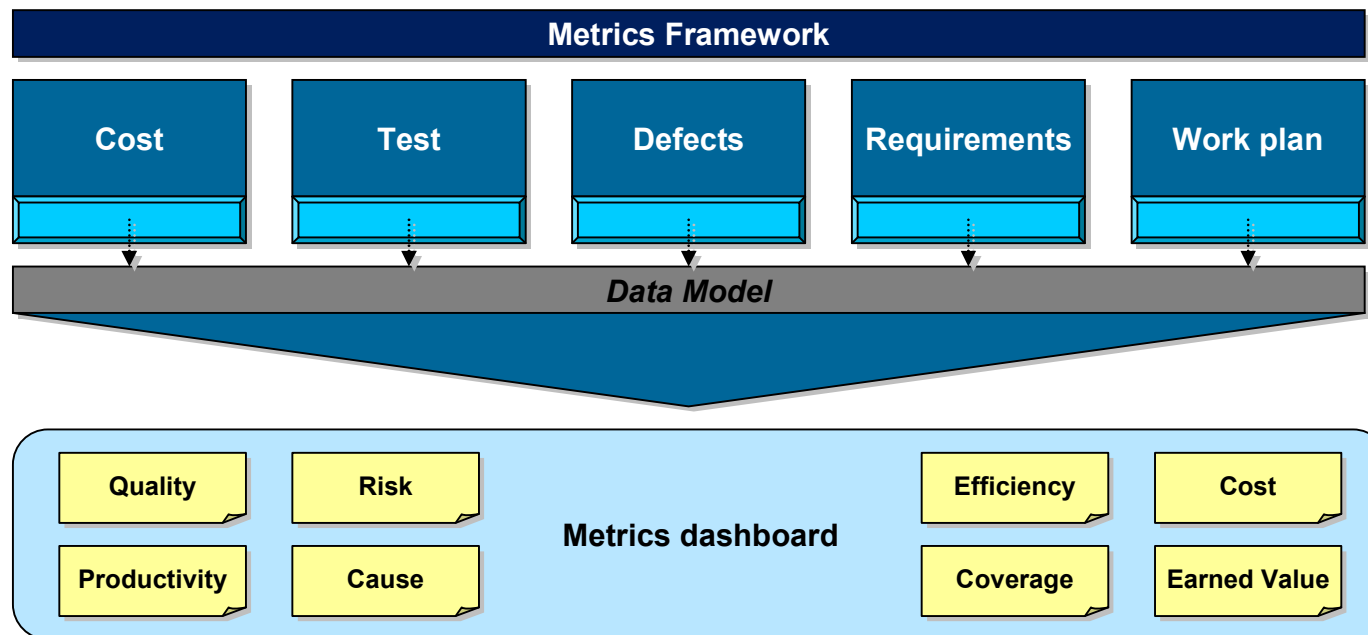
**An Enterprise Test Metrics & Measurement Program guides
Testing & controls the Enterprise**

Enterprise Metrics Solution

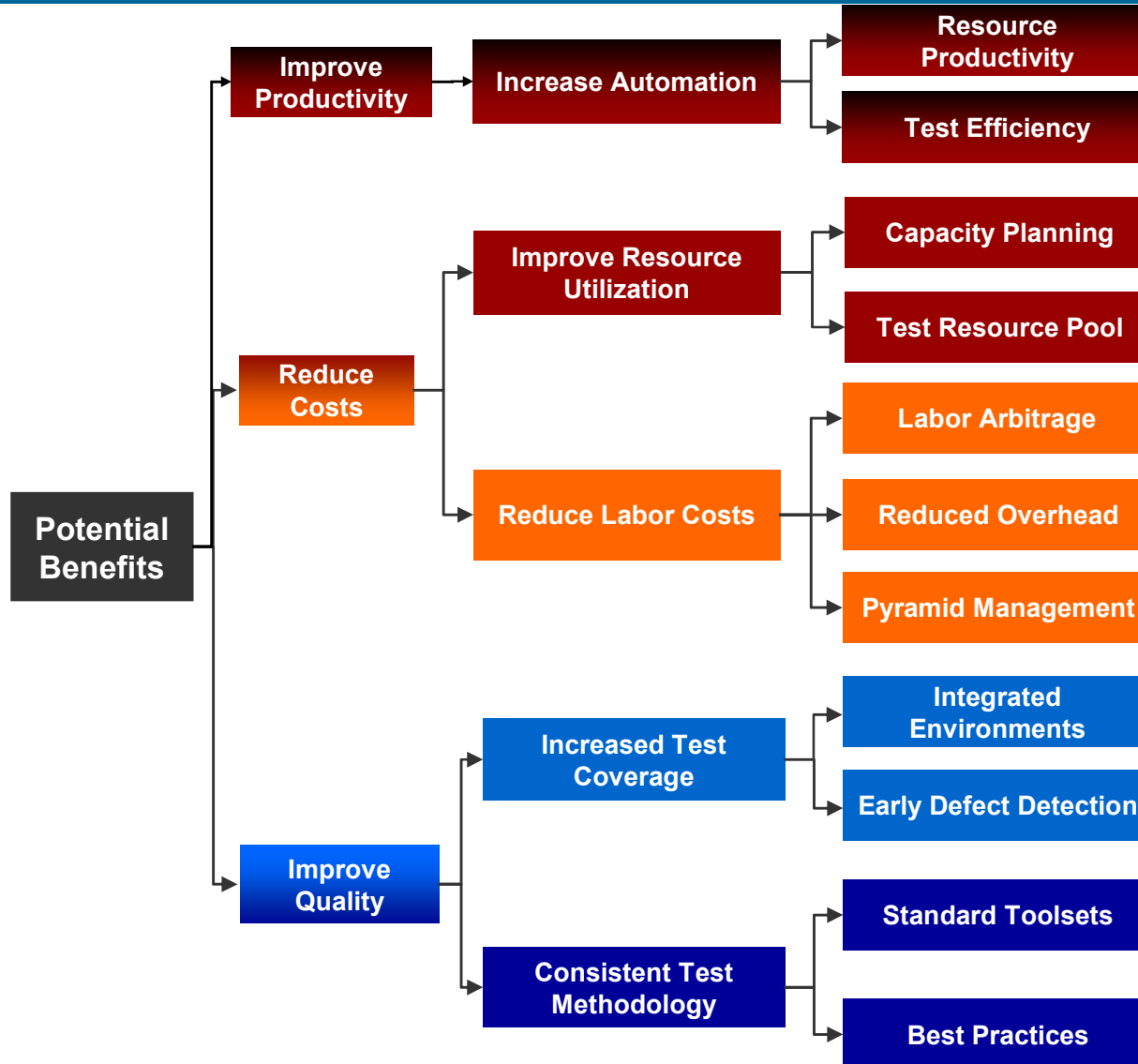


Key Components:

- Strategy & Framework governing data entry, collection, reporting, & analysis
- Metrics reported at Project, Program, and Enterprise levels including;
 - Test Progression
 - Cost, schedule, risks & efficiency
 - Trending & root cause analysis (e.g. SDLC impacts)
- Simple & easy to use for generation and analysis
- Integrates with Enterprise Tool Suites & CI programs such as CMMI



Test Value Levers – What the Business Understands



Communication



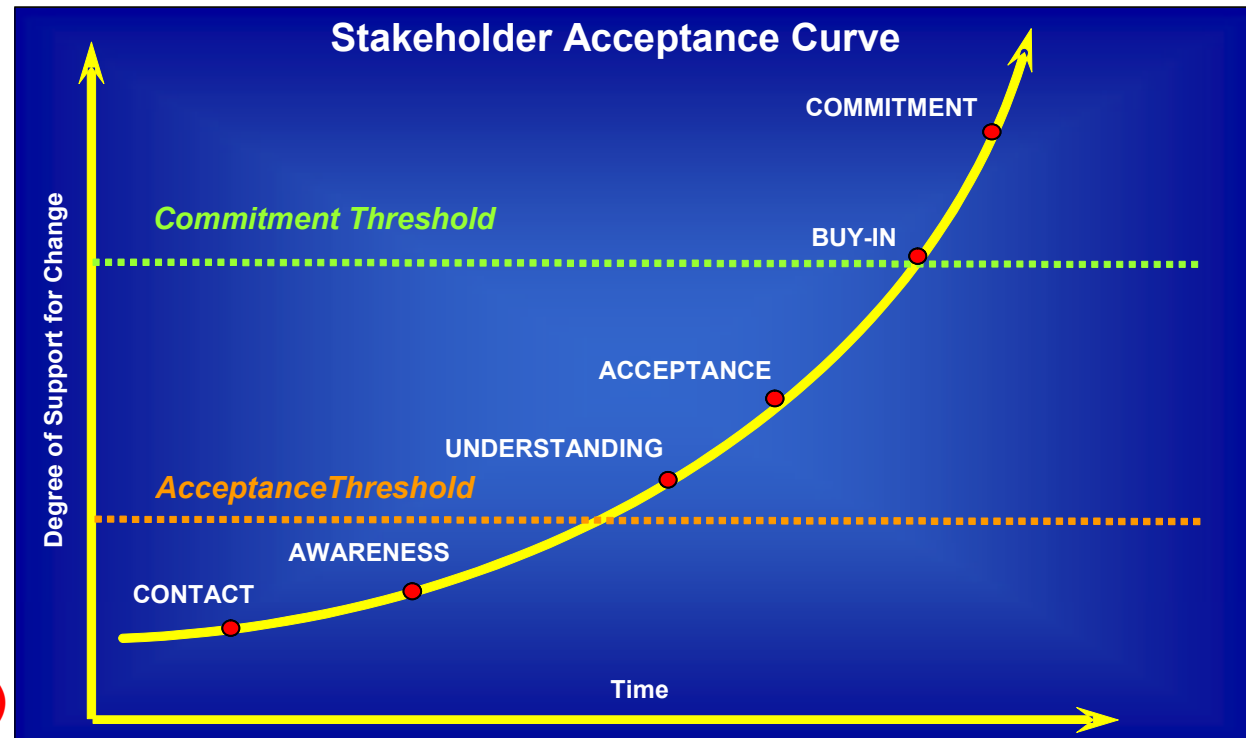
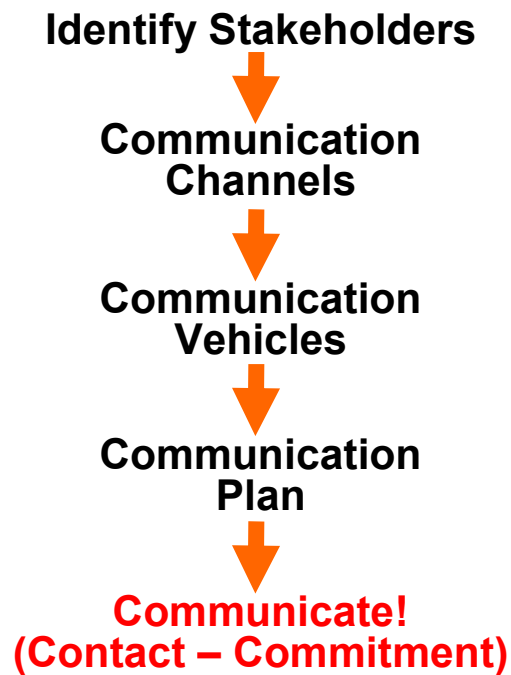
Perfect Metrics \neq Satisfied Stakeholders

Guiding Principles:

- Identify your stakeholders
- Understand your approach;
 - each stakeholder expects something different
 - balance between low and high level details
- Avoid 'silo' thinking – testing is inter-connected with the broader SDLC
- Identify your breadth of communication channels, tools & methods
- Be proactive, plan ahead, understand impacts to stakeholders
- A 'Disciplined/ Flexible' approach is paramount
- Plan for issues & risks
- Knowing when to apply Art versus Science



The Communication Plan – Identifying and Communicating



Communicating – The Basics Questions

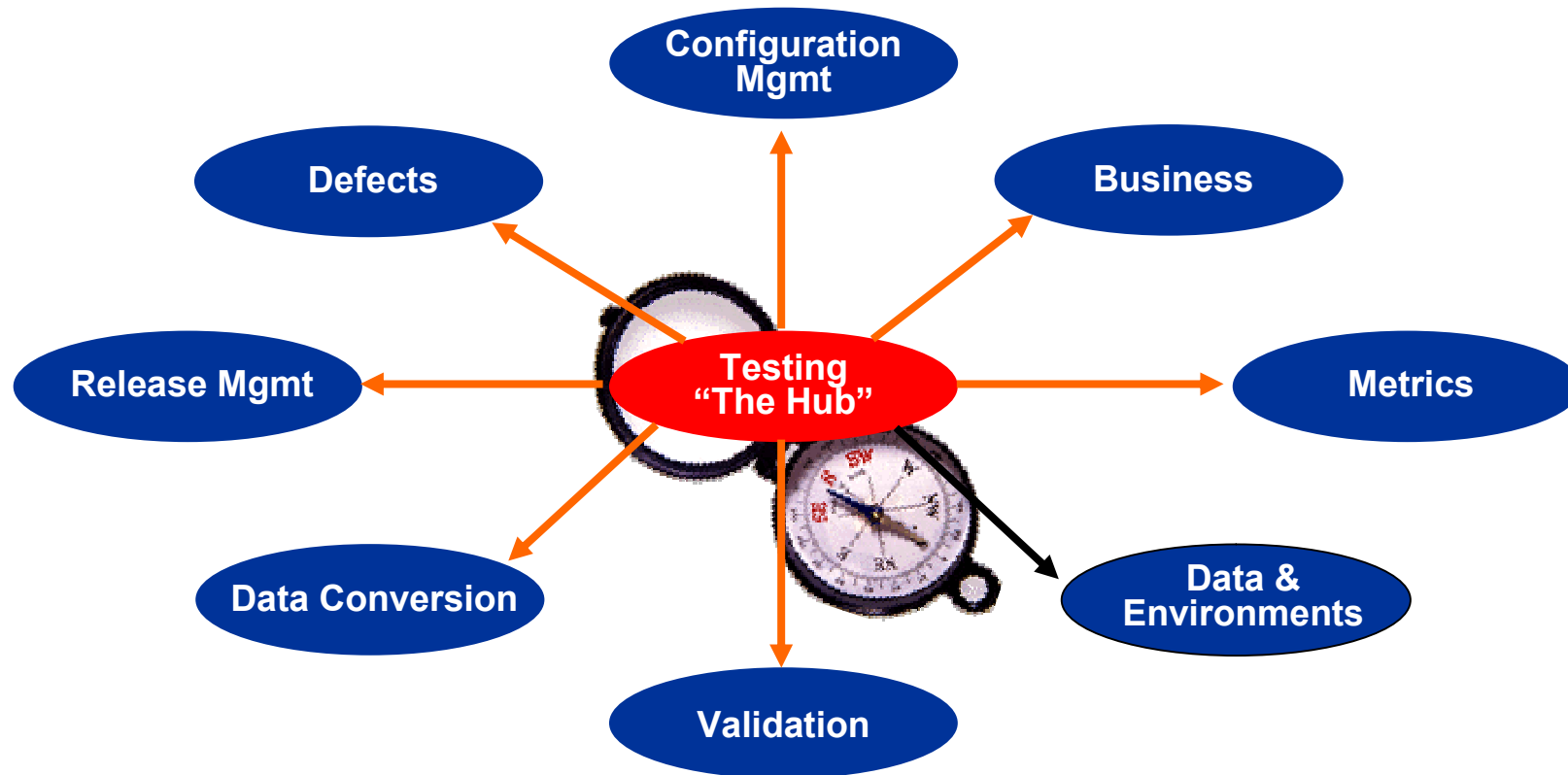


Who?	How?
Sr. Leadership Business Stakeholders Design & Development Teams Tools Team Environment Team Offshore/ Third Party Test Team	Newsletters Status Meetings Sign-Off Meetings Email

Top Success Factors:

- Communication & people skills – people, social networks and cultures
- Report timely, consistently and accurately
- Know common issues/ bottlenecks
- Protect your Test Team – spend time communicating identified root causes, risk management
- Know your options – time constraints will happen, forecast & communicate options
- Balance! – Artist, Scientist, Business Person, Theorist, Practitioner

The Role of Systems Integrator – The Testing Hub



The World Class Tester



The leading Enterprise Test Professionals exhibit the following characteristics:

- Test SME – enterprise test strategy, flexible & robust plans, scope & efficiency
- Project Manager - workplans, estimating, resource management, risks
- Business Operator – project financials, cost takeout, metrics, efficiencies
- Solution Architect – broad understanding of complete end-to-end solution
- Project Coordinator – coordinate/ plan releases, migrations, conversions, defects
- Problem Solver – proactive analysis & ability to think ‘outside the box’
- Team Builder – ability to manage test teams & combine technical/ functional skillsets



Test Management is one of the most essential, well rounded professions in today's IT organization

Staying Ahead of the Curve – Delivering Differentiated Solutions



Sr. Leadership Hot Testing Topics/ Differentiators:

- Risk Based Testing – decrease scope, increase focus on top business requirements
- Automation – increase speed to market, implement self funding model
- Labour Arbitrage – leveraging low-cost delivery, decreased reliance on contractors
- TCoE – centralize operations and consolidate Resources, Processes, & Tools
- Statistical Testing
- SOA Testing



The Test Organization – Establishing the Proper Balance



- Project Manager – manage schedule, risks, financials, stakeholder management
- Test SME – expert in testing best practices, approaches (e.g. statistical testing)
- Functional Testers – understand the overall business solution, business requirements
- Technical Testers – expertise in underlying technology, interfaces, data
- Tools SME – configure/ customize tools
- Offshore SME – setup & coordinate offshore/ third party testing
- Performance Testers
- Automation Testers

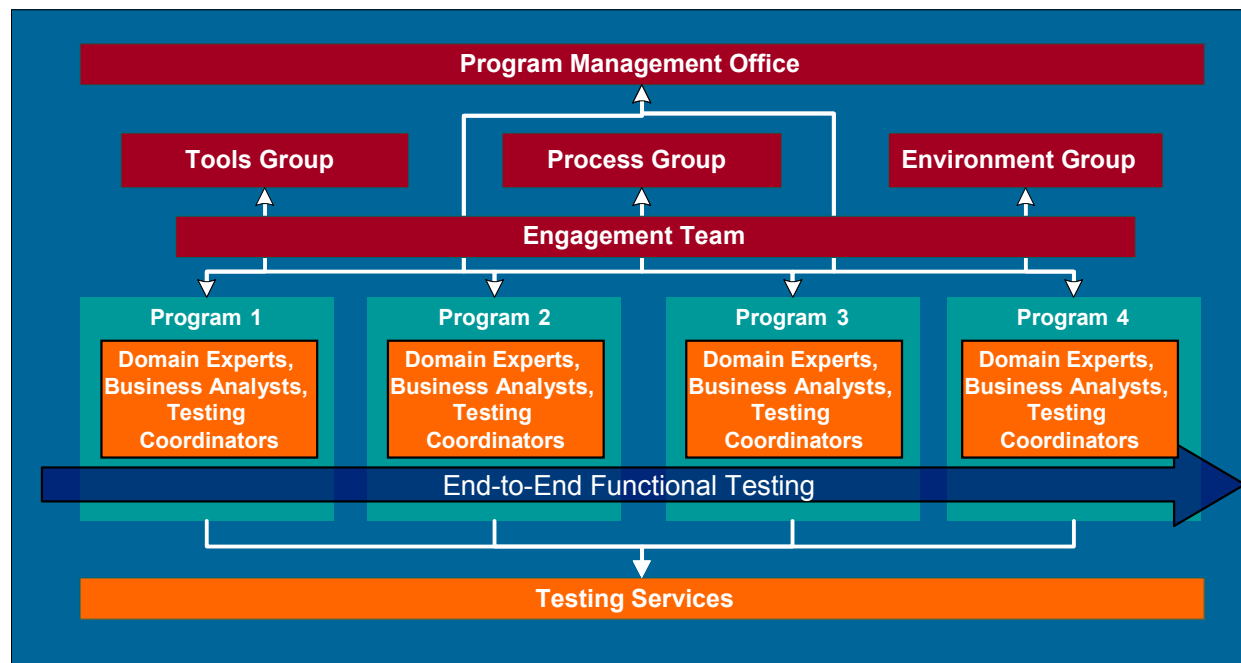


BALANCE!

Technical vs. Functional vs. SME vs. Business Operator



The Test Organization – Driving Value



Centralized Testing Centre of Excellence

Enablers:

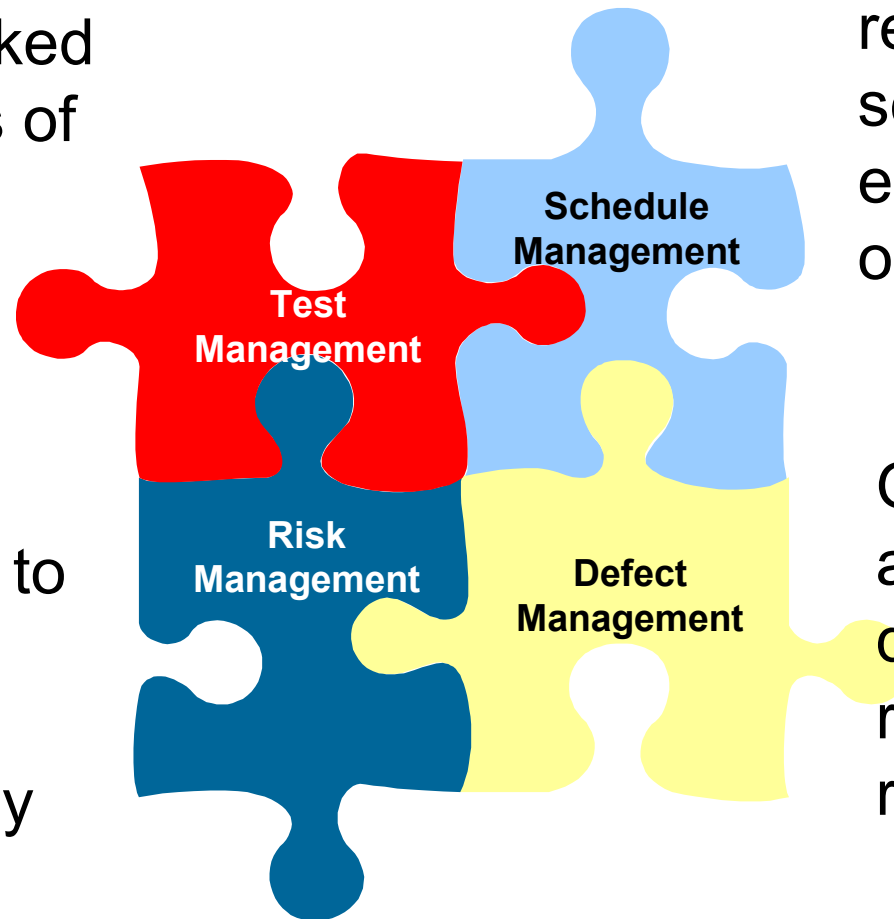
- Capacity Planning
- Common Resource Pool
- Maximize Utilization
- Resource Arbitrage
- Centralized Leadership
- Pyramid Management
- Training

Is There Life Outside of Testing? – Fitting into the Puzzle



Create a robust & flexible plan linked to other 'pieces of the puzzle'

Things will go wrong, prepare to manage and communicate risks before they are issues.



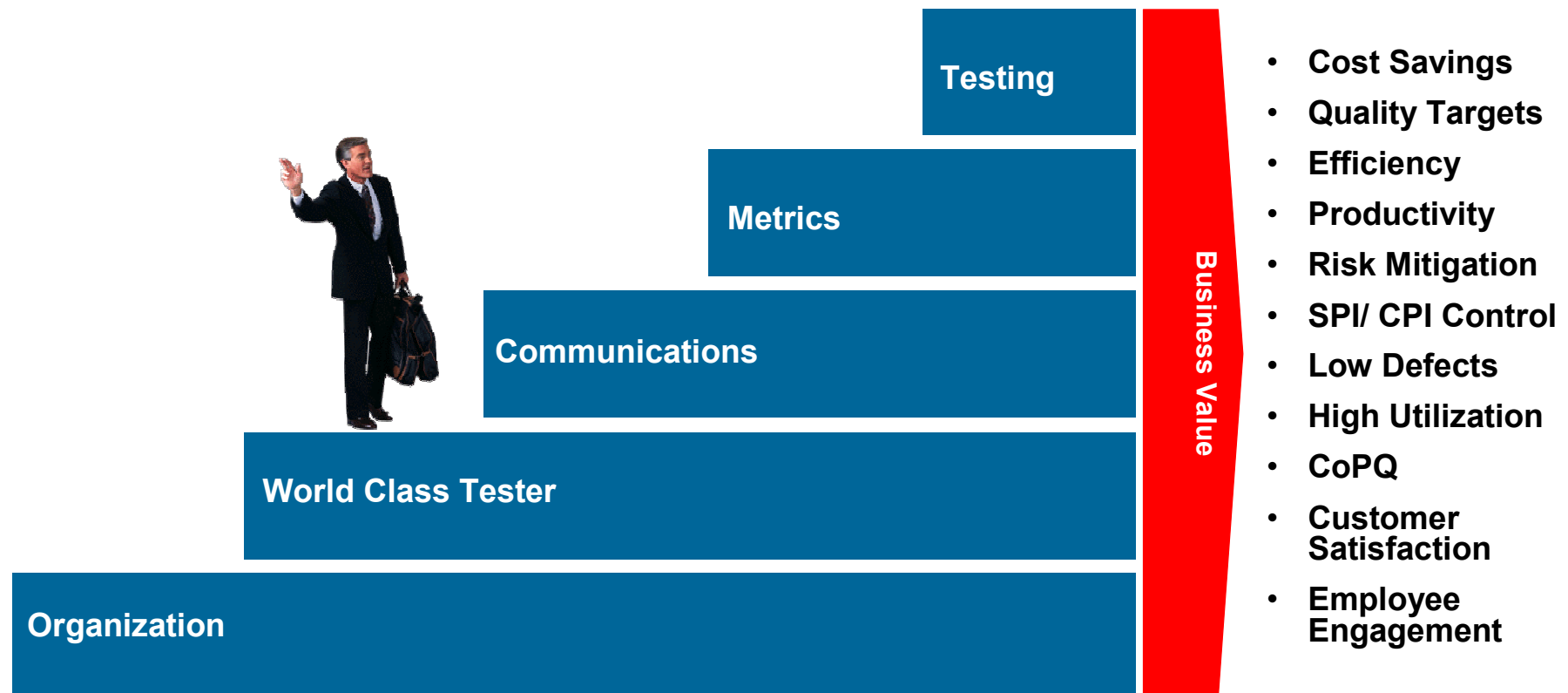
Know requirements, scope, environment and other drivers

Govern, prioritize and communicate defects and related responsibilities

The End Result



By focusing on each of these key components, and iteratively building up the solution, today's Test Professional will successfully deliver quality across the enterprise and achieve the required overall results



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Jamie's Black Book of Testing Tips



- **Understand** the business, and their expectations of you
- Focus on the **big picture**, 'silo' thinking isn't effective in today's complex enterprise
- **Be creative.** The perfect test solution may not be obtainable nor feasible
- **Be flexible.** Issues will always occur in testing, your success depends on how you deal with it
- **Be well rounded.** Knowledge of the application, interfaces, technology, supporting SDLC process are critical when shaping the strategy and leading your team
- **Avoid 'Analysis Paralysis'** – sometimes you just have to start
- Time is Money! - Look to approaches that will **drive quality while achieving milestones**

Communicate, Communicate, Communicate!

Q&A





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