



CASE STUDY

# Quality Assurance Program Assessment

Fortune 500 financial services company hires DecisivEdge to assess its enterprise quality assurance program with an eye towards reducing expense.

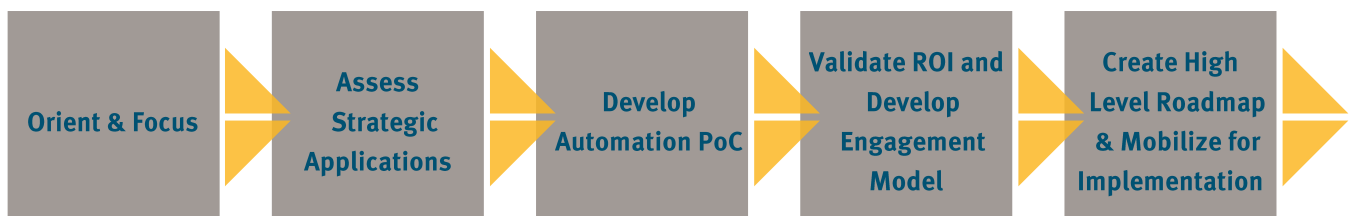
DecisivEdge identified a sizeable immediate opportunity to reduce Quality Assurance expense by up to 30% through program optimization. Further, DecisivEdge proposed a predictable cost, shared risk engagement model for a Test Center of Excellence (TCoE) that would generate a cumulative 5-year savings upwards of 25% (inclusive of the investment in program optimization and test automation) over current spend run-rate despite an increasing test load year-over-year.

A Fortune 500 financial services company in the midst of upgrading its lending platform and switching its core banking platform engaged DecisivEdge to help assess its Quality Assurance program. The ‘big’ opportunity for the company was to increase the cadence of system enhancements in order to deliver capabilities faster in response to business needs. As the company migrated its application development methodology from waterfall to agile, it recognized the need to optimize its quality assurance processes. The company was specifically looking to:

- **Lower costs** by leveraging best practices, tools and skilled resources to reduce steady state expense
- **Improve demand management** by deploying shared resource management to eliminate or better handle spikes based on demand for Test Development or Execution across the enterprise
- **Improve release quality** by optimizing test penetration in conjunction with cost and speed to market considerations
- **Improve speed to market** by deploying appropriate test optimization and test automation strategies to increase speed to market in support of a truly agile IT and business organization

## Assessment Approach

DecisivEdge followed its Quality Assurance Assessment Methodology for this initiative with a focus on seeking the most cost effective, rapid payback approach for achieving business objectives.





## Quality Assurance Program Assessment *continued*

### DecisivEdge leverages its Assessment Methodology to deliver key insights

To support its projects, the company primarily used a staff augmentation strategy with 100% manual testing to meet its quality assurance needs. The lack of cohesion in the incumbent team coupled with loose guidelines, a lack of stringent controls and inadequate reporting created a suboptimal environment.

As a trusted partner, DecisivEdge was asked to:

- Review strategic applications along with their existing test case suites for test complexity, test structure and test data
- Assess the applications technology in order to determine the potential for test automation
- Complete a proof of concept to validate the feasibility of test automation
- Develop a shared risk, predictable cost engagement model that reduced the ongoing cost of quality assurance while delivering improved outcomes

During its assessment process, DecisivEdge evaluated over sixteen strategic applications with over fifteen thousand test cases. The key insights related to the current quality assurance program were organized by Process, Test Suite Organization and Test Structure and when implemented could result in up to a 30% reduction in quality assurance expense.

With significant financial services industry experience as well as quality assurance expertise, DecisivEdge was perfectly poised to execute on those insights.

### Optimization is a precursor to automation

Quality assurance program optimization is the series of steps by which the quality assurance process, test structure and test data are organized to deliver *maximum test coverage* in the *shortest time* by expending the *least effort*.

Given the significant opportunities to improve the test case structure including the test data, DecisivEdge recommended that program optimization be completed prior to any automation investment. The key optimization activities would at least include:

- Implementing appropriate test case structure including test steps and eliminating duplicate test cases
- Consistently documenting expected test results
- Implementing a standardized and dedicated test data environment
- Improving test coverage
- Improving use of the available Quality Assurance tools (HP Quality Center)

### Shared risk-reward, predictable cost engagement model proposed

Finally, DecisivEdge proposed a unique engagement model with **predictable decreasing costs** over a multi-year period designed to align the interests of both parties that would deliver upwards of \$5M in savings over current run rate even with increasing test load year-over-year.

To optimize your Quality Assurance Program, please contact us at:

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