



# Countering the “Testing Crunch”

## Effective Test Strategies in Planning for Success

October 8<sup>th</sup>, 2014



# Introduction of Speakers

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## Debbie Hugh

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**Consulting Systems Integration**

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### Background and Experience

- 8+ years of extensive functional and testing experience on large scale custom solutions
- Experienced leading the design of test strategies and managing diverse teams responsible for functional, regression, performance, accessibility, and automation testing
- Bachelor of Science in Computer Science and a Master of Information Systems Management from Carnegie Mellon University.

## Kim Tatum

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**Consulting Testing Services**

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### Background and Experience

- Driven leader, centered on delivering scalable testing solutions and providing transformational testing services to complex projects
- Focused on helping organizations build out standards of excellence to help grow their testing maturity thereby enhancing their efficiency to allow faster go-to market times

# Key Drivers of Testing Crunches

There are many perpetrators contributing to the testing crunch. Highlighted below are a few common drivers across industries.

## Lack of Planning

- Failure to incorporate unplanned occurrences and minor activities impact resources
- Late assessments of requirement testability

## Continuous and Unplanned Changes

- Perpetual influx of change requests caused by environmental factors, customer churn, and clarifications
- Environment upgrades and maintenance windows

## Development Delays

- Ramping up of resources within existing framework or new technology implementations
- Defect turn-around-times slower due to competing priorities

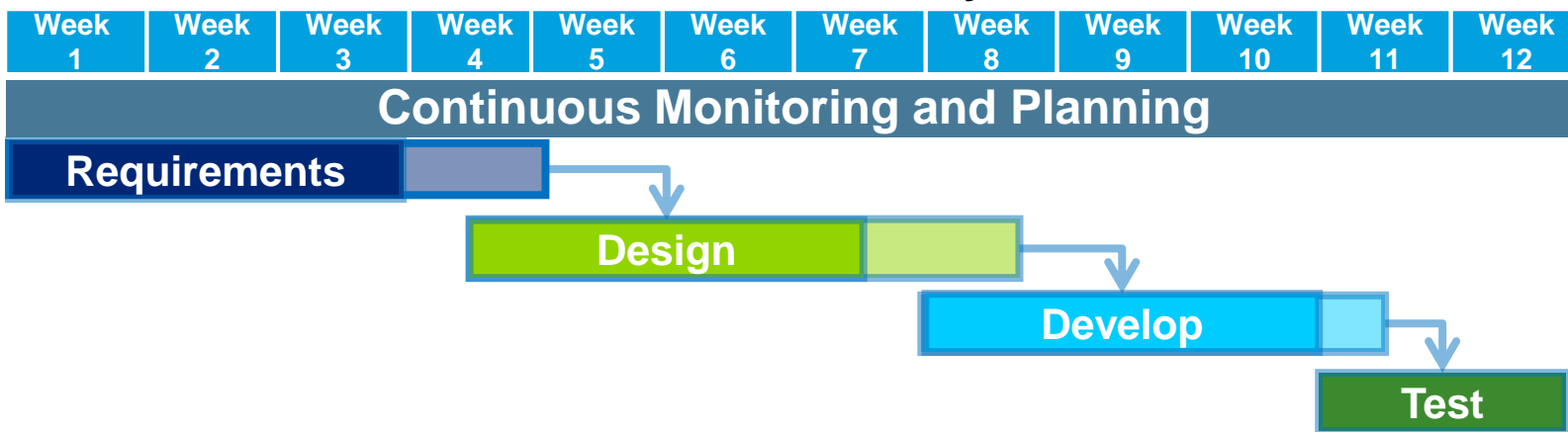
## Lack of Leadership “Push”

- Testing remains somewhat of an afterthought during planning. Leadership is needed to drive testing forward
- Limited visibility into test status to provide pushback when things go wrong

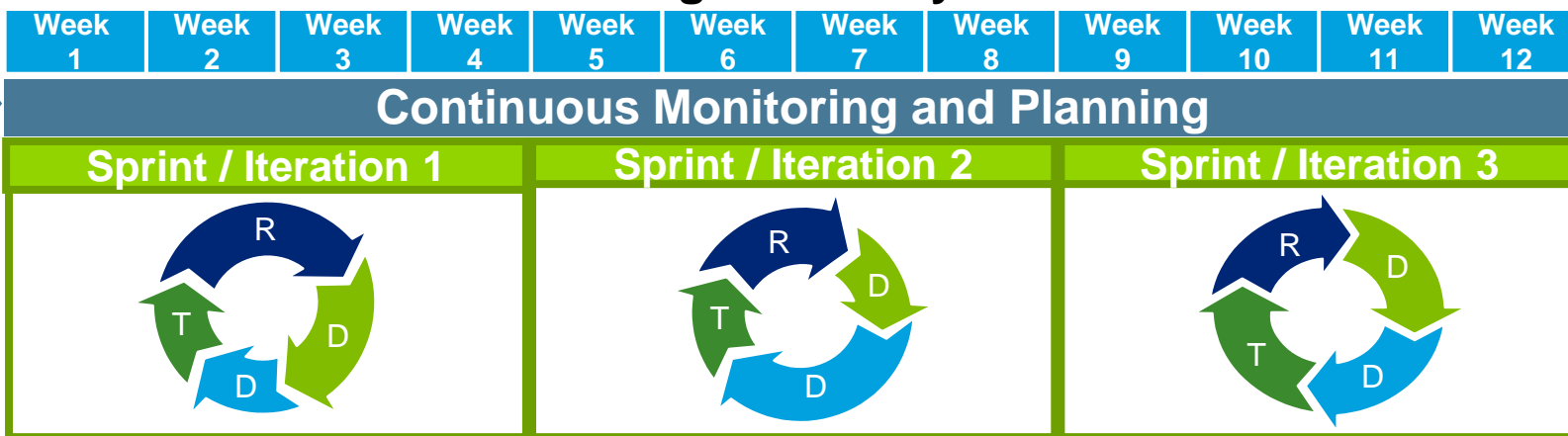
# Approach to Countering the Test Crunch

Deloitte's approach to managing transformational implementations begins with a comprehensive roadmap and plan. Regardless of methodology, continuous monitoring and planning is key to overcoming pitfalls.

## Waterfall Delivery



## Agile Delivery

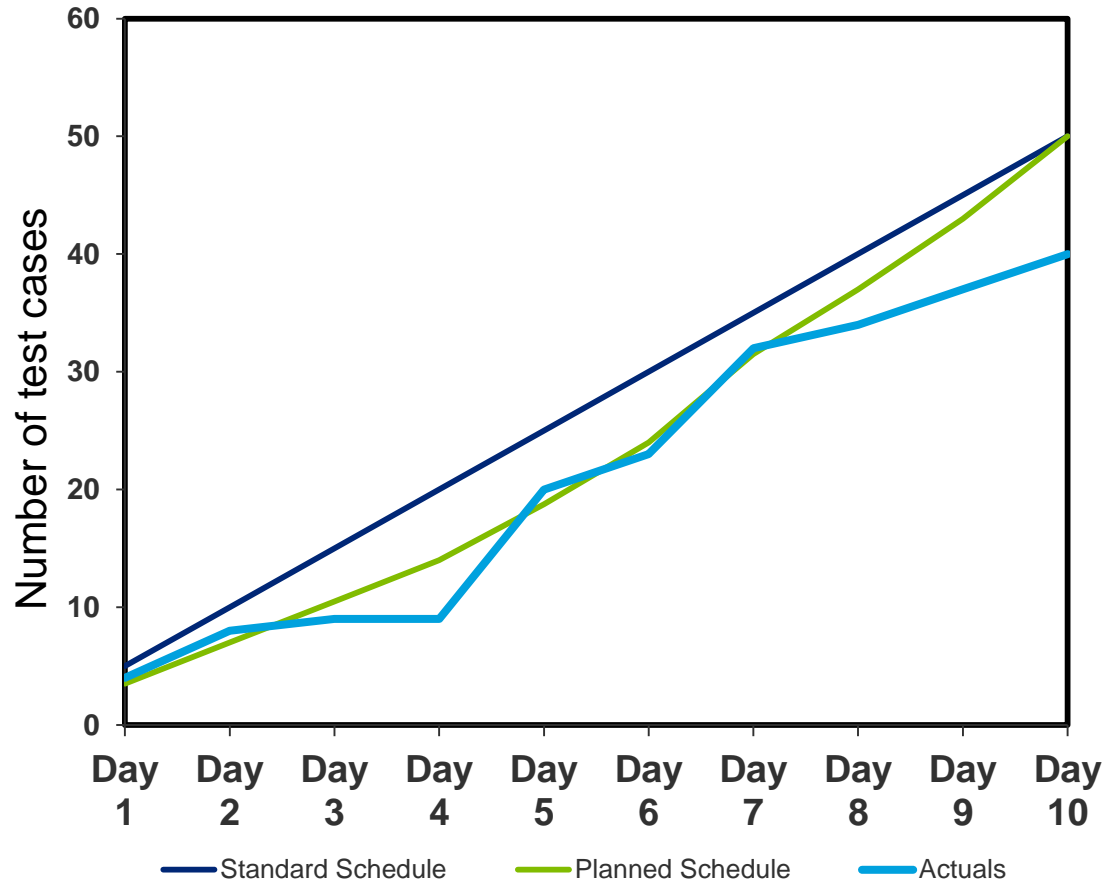


# Plan for Factors that Contribute to Failure

Every organization has things they are great at doing and some that they aren't so great at doing. Planning for development areas is a more comprehensive approach to counter the testing crunch.

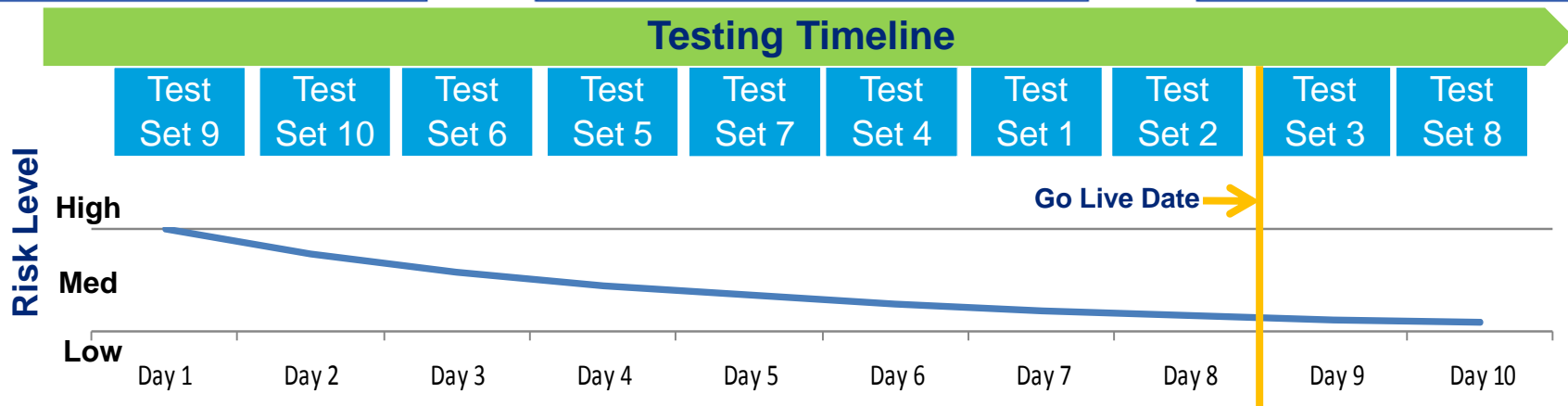
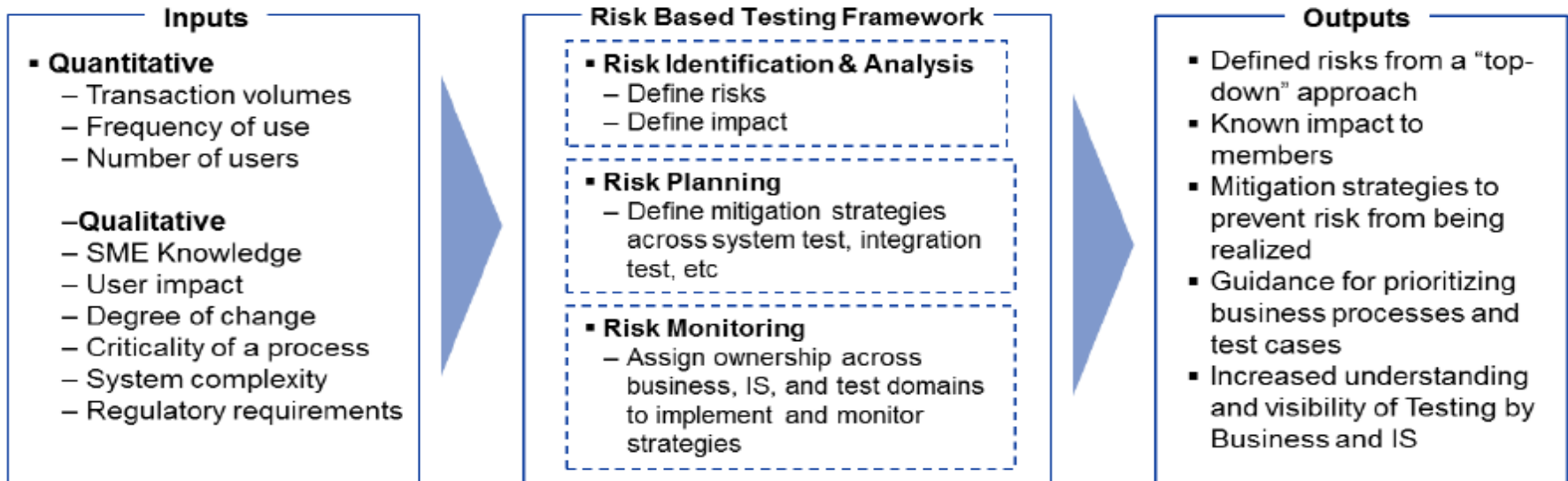
## Key Schedule Considerations

- Build a failure rate into the planned schedule
- Incorporate time for defect fixes
- Add time for trouble shooting and root cause analysis
- Consider deployment and downtime cadences



# Deloitte's Risk Based Testing Approach

Some organizations tend to fall into a cyclical pattern of repeating testing crunches. To help counter the inevitable, leveraging a risk based testing approach helps prioritize key functionality.



# Demonstrated Success Case Study

Deloitte applied these toolsets for a Fortune 500 nonprofit membership organization offering financial solutions in a Business Intelligence implementation to align legacy IT systems with changing business needs.

## Challenge: IT Modernization

Consolidate and convert 8 Legacy annuity and life product administration systems onto a single platform product suite

### Solution: Testing CoE

- Established Risk Based Testing strategy and approach
- Established roadmap that included test demand intelligence capacity planning
- Defined test execution environments and standards

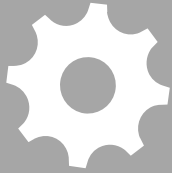
### Result: Successful delivery

- Increased efficiency and reduced bottom line cost of testing
- Reduced effort by 40%
- Advanced schedule by 3 months
- Coined culture of accountability

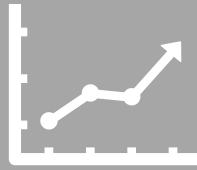
# Key Takeaways

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By leveraging these techniques of continual monitoring, planning, and prioritizing test teams can minimize the impact of the test crunch.



Continual monitoring throughout the lifecycle and adhering to a formal change process



Plan around areas of organizational improvement in the test schedule to minimize the impact of delays



Focus priorities on the critical and higher impact functionality first through Risk-Based testing