

## Case Study



### Consolidation and outsourcing improves QA process and saves \$3.5 million annually for a leading financial services company

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The client faced challenges in setting a strategic direction for QA and measuring QA effectiveness. There was a lack of standardization in QA and an absence of a centralized testing organization. Infosys enabled the client to address its core concerns by setting up an enterprise-wide Testing Center of Excellence, which produced tangible benefits in terms of cost savings, process standardization & enhanced productivity.

## The Client

The client is a leading global financial firm, providing wealth management and investment banking services for over 150 years. With over 67,000 employees spread across the Americas, Asia Pacific, Europe, the Middle East and Africa, it has been classified as the best Asian securitization house of the decade by a prominent investment magazine in Asia.

## Challenges

The client faced several challenges in managing Quality Assurance (QA). Historically, QA was being managed at a discrete project level and not coordinated across programs / functions. As a result there was:

- Limited strategic direction for QA at an organization level
- No standardization of tools / processes / test environment
- No centralized reporting or service execution
- A limited view of function level progress / quality

To address these concerns, the client initiated processes of consolidation and outsourcing of testing. However, while undertaking this QA initiative, it encountered critical challenges in execution, including:

- Knowledge transfer from existing vendors
- Process standardization
- Rapid resource ramp-up

## The Infosys approach

The Infosys approach presented a consolidated, scalable and robust delivery model and offered several benefits through global governance, standardization and reusability. This approach provided a single governance umbrella that leveraged best practices and standardization across different functions resulting in synergies and economies of scale in the QA process.

The thrust was to strategically transform the managed service into a Testing Center of Excellence (TCoE). This was done using a three-phased strategy (Figure 1):

- Skill augmentation
- Managed services
- Establishing the TCoE

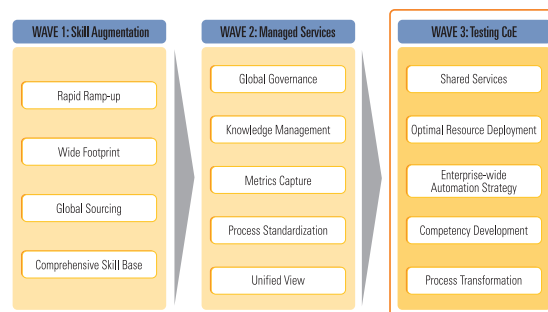


Figure 1: Testing Center of Excellence

The managed services phase included:

### *Global governance*

- Infosys' set up a global governance model, escalation mechanisms and communication processes that ensured successful program delivery

### *Knowledge management*

- Well-defined knowledge capture and knowledge management plans were rolled out with customizations for each function
- Comprehensive induction and initiation of resources was undertaken prior to reuse of the captured knowledge

### *Matrix Reports*

- The matrix provided the client with an overview of function-level effectiveness and productivity. It also provided details about the applications and enabled QA managers to track releases, as well as identify and correct issues. This enabled the transition to an SLA-driven managed service

### *Process standardization*

- Defining Test Director usage standards helped in the implementation of best practices such as test traceability matrix, standardized reporting processes across functions and applications, standardized deliverables that included coverage analysis and test case design. This ensured standardization across the QA program

### *Unified view*

- Unified view of service provided program status updates (fortnightly and quarterly), billable effort breakdown across applications and functions, utilization reports of teams and matrix scorecards for functions

The Infosys approach also focused on competencies and shared services across the program, enabling enterprise-wide change driven by the standards and captured by the matrix.

The TCoE included:

### *Shared services*

- Infosys offered specialized resources to the client such as domain experts, test automation experts, performance testers and process experts
- Applications serviced by a group of core testers were supported by supplementary teams from a common pool of specialized resources

### *Optimal resource deployment*

- High-risk critical testing activities were completed onsite
- Low-risk high-volume testing activities were optimized through offshoring
- Explored near-shore options (such as our Canada delivery center) for roles requiring resources to work in the same time zone

### *Enterprise-wide automation strategy*

- A unified test automation framework with strategy, standards, test suites and configurations across the program was developed
- Infosys led automation across functions based on a strategic approach, including automation suitability and ROI analysis followed by a well-defined estimation approach

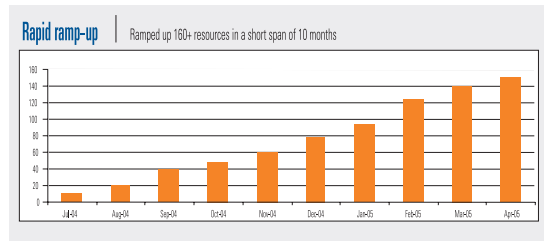
## Competency development

- Focus on building competencies such as test processes, tools, technologies, domain to improve productivity and efficiency of output
- Competency building was supported by a “shared services” model that enabled greater focus and improved ROI on training

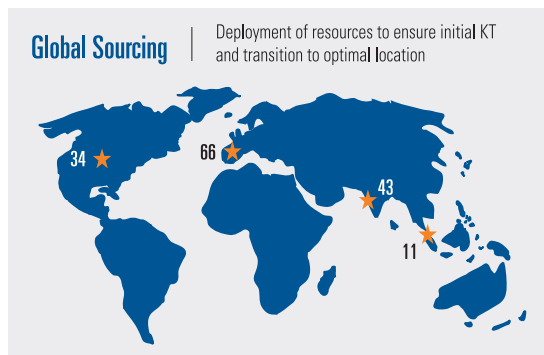
## Process Transformation

- Focus on process transformation within QA and change management through the matrix captured and benchmarked against best practices

The engagement team ramped up to 160+ resources in 10 months, resulting in successful on-time delivery.



Infosys' global delivery model ensured smooth transition and execution of the engagement.



Adopting best practices led to better-managed and well-executed delivery:

- **Knowledge management:** Created a domain repository for the client's QA program – a single-point contact for all domain-related queries
- **Performance testing:** Performance testing was a part of the QA deliverables
- **Training:** Cross-training program for resources enabled the re-utilization of resources from one application to another and facilitated a backup resource for each application
- **Test Director:** Test Director user manual improved its usage across all functions
- **Matrix report:** Snapshot of QA activity was generated within each function to benchmark effectiveness and productivity
- **Post-implementation analysis:** Infosys shared a post-project review report with the client and suggested corrective actions
- **Structured Knowledge Transfer (KT) plan:** The effectiveness of the knowledge transfer process was measured and a detailed reverse KT plan was developed

## Benefits

### 1. Cost Savings

- Leveraging its expertise in Global Delivery, Infosys remotely executed testing services at offshore locations, which led to the reduction of project resource costs by approximately 45%
- Annual direct cost savings of over \$3.5 million led to a 35% cost saving in a single function
- Economies of scale led to decreasing incremental unit cost

### 2. Process Standardization and Transformation

- Leveraged the consolidation of QA services as an outsourced program, which resulted in standardization of tools and processes across the organization
- QA and change management, which was benchmarked against best practices, led to process transformation and standardization

### 3. Scalable Management Approach

- Scalable team structure, governance mechanisms and reusable processes were replicated for all QA initiatives across the client organization

### 4. Enhanced Productivity

- Reusable artifacts, knowledge assets and processes resulted in improved team productivity
- Annual improvement of 5% was achieved through efficiency gains and internal resource review across functions

### 5. Flexible Resourcing

- Infosys demonstrated skill augmentation model for a quick ramp-up / ramp-down with a fungible resource pool to address the peaks and troughs of the testing cycle

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## Infosys among the world's top 50 most respected companies

Reputation Institute's Global Reputation Pulse 2009 ranked Infosys among the world's top 50 most respected companies.



## About Infosys

Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.

For more information about Infosys (NASDAQ:INFY), visit [www.infosys.com](http://www.infosys.com).

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### Middle East and Africa

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