



High performance. Delivered.

Testing within an offshore Factory model

David Huselius & Matthew Woodward

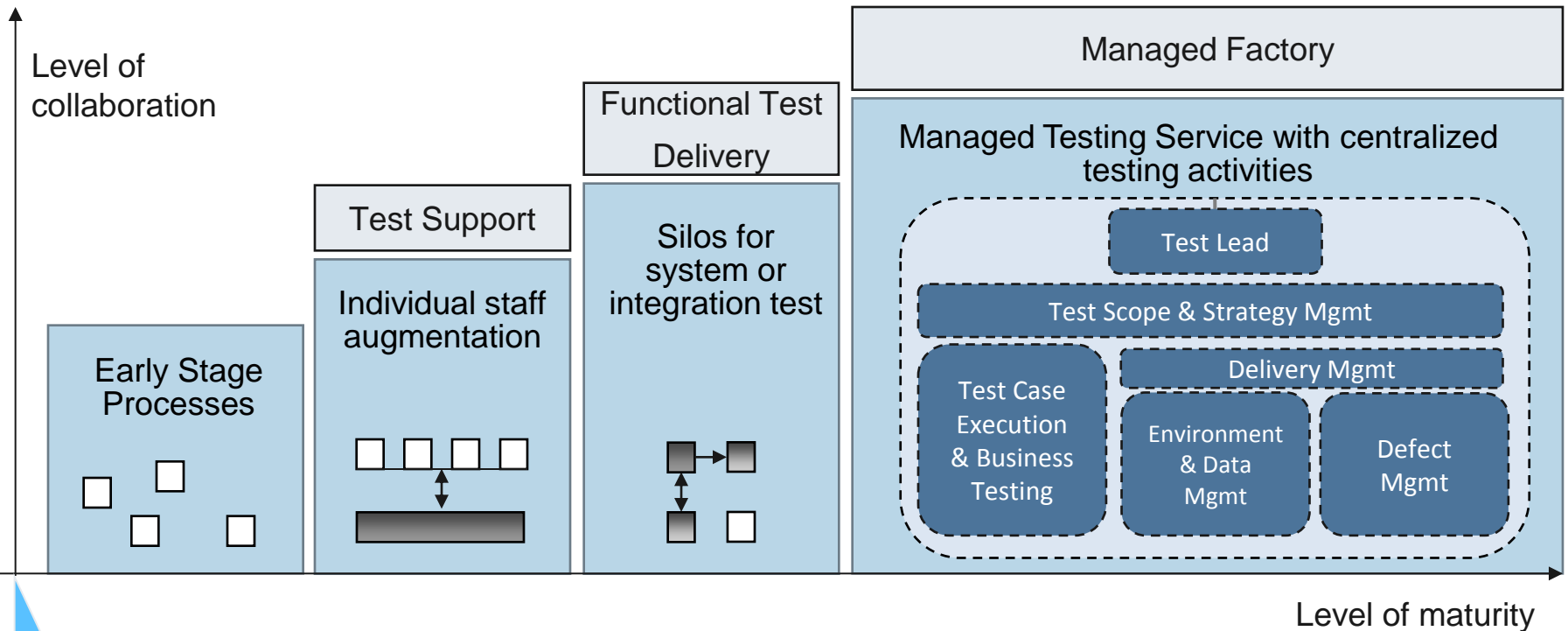
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Project Introduction

Overview	Large Application Development project within Nordea Risk Management, supporting full development lifecycle: Requirement gathering, Design, Build, Test and Deployment.
Key Activities	Monthly data reporting engine - receiving source data, data transformation, calculation, reporting and analytics.
Solution	ETL / SAP data warehouse / reporting solution
Resources	~100 project resources, of which ~75 from Accenture
Test Resources	15 resources
Test Scope	Mature testing processes, combining functional and technical capabilities: <ul style="list-style-type: none">• System Testing• Integration Testing• Performance Testing• Data Quality Testing• Regression Testing• User Acceptance Testing

Supporting Nordea through the testing journey

Establishing testing processes / models clearly measured against testing requirements, required collaboration and maturity, were fundamental steps taken towards reaching the Factory model.



- Accenture's experience shows that a managed testing service reduces complexity and increases efficiencies within the whole release cycle, impacting not only testing but upstream processes like requirements development as well.

Implementing a factory model to support increased testing activities and complex functional requirements at Nordea

Key Client Drivers

1) **Functionally complex** scope, increasing in size.

2) **Increase in** releases and deployments to production landscape

3) **Increased testing** and support activity requests

4) Increased focus on **cost efficiency** utilizing an offshore model

Accenture Test Offering

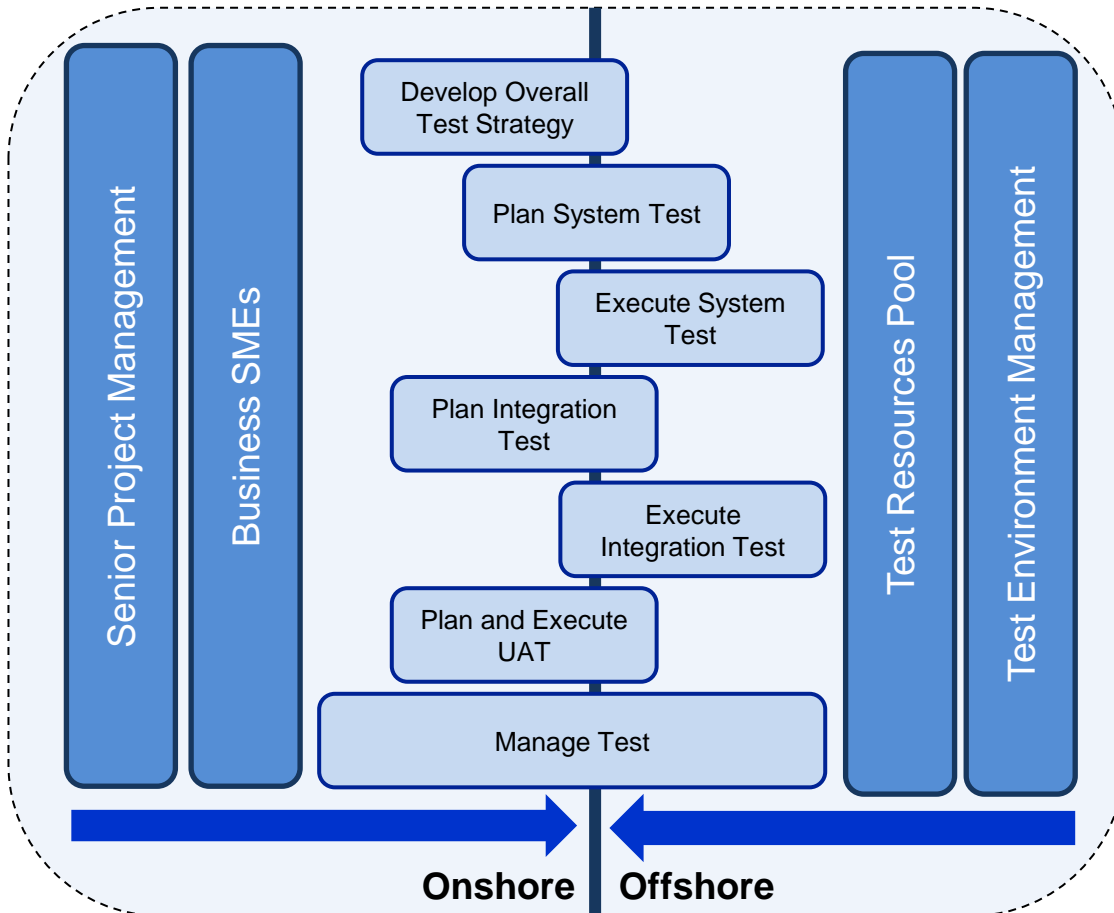
1) Implemented **Test Factory organization model** with offshore resources at the core:

- **80 / 20%** off - onshore ratio

2) **Centralized testing processes**, creating synergies between system, integration and UAT testing

3) **Aggressive offshore resource ramp up** to handle increased testing workloads and parallel testing phases

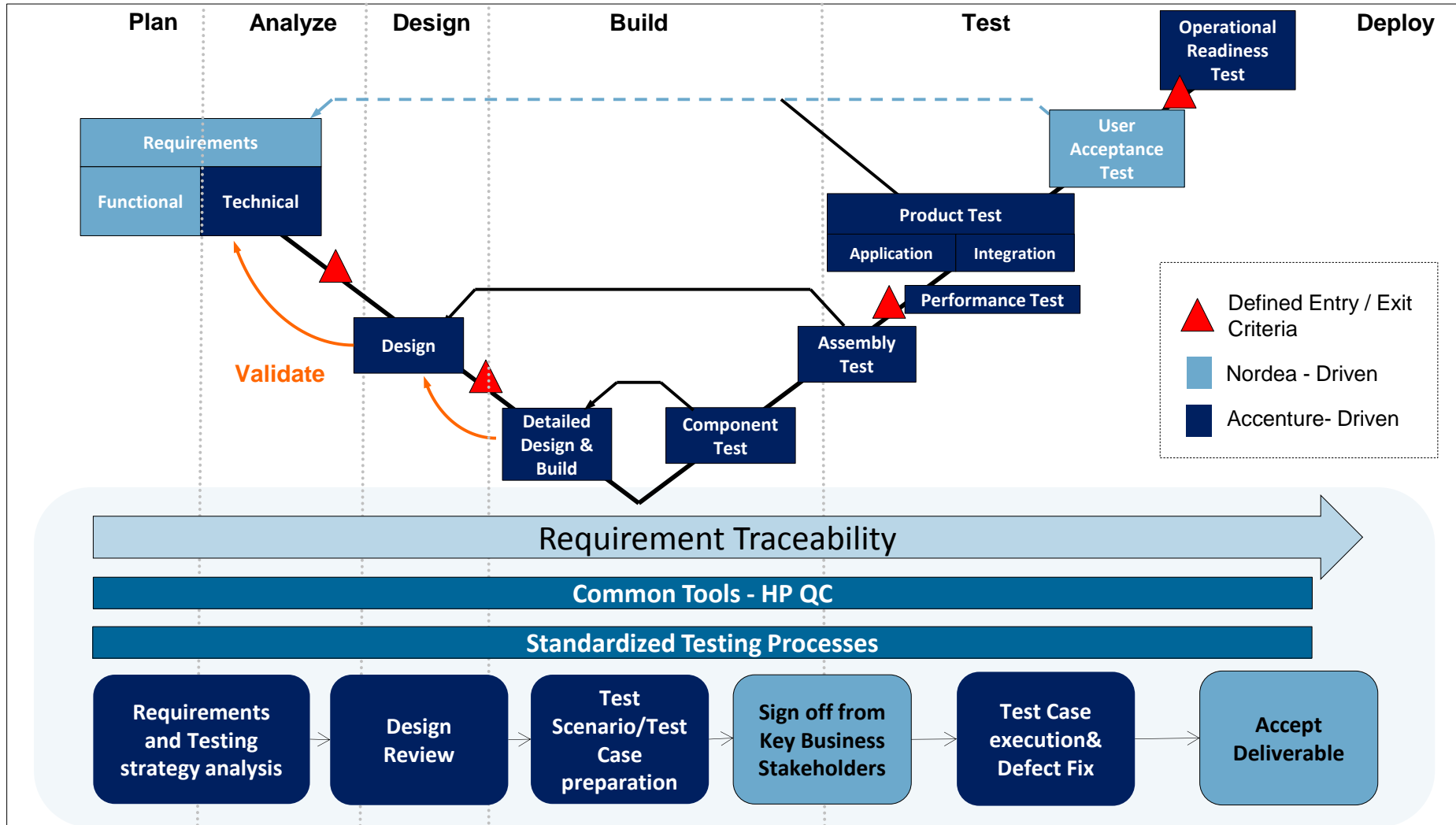
Establishing an onshore / offshore mix of activities for testing



Structure Benefits

- Industrialized testing processes
- Balanced and cost effective resource focus
- Common Testing Resource Pool
- Scalable Model

Centralizing test processes driven through the test Factory model



Key challenges / Lessons Learned

Key Area	Actions Taken
Managing cultural / geographical differences between onshore and offshore locations	<ul style="list-style-type: none">- Bring offshore resources to the onshore location on a rotational basis- Map offshore work hours to on-shore location
Finding the correct balance of on vs. offshore resources	<ul style="list-style-type: none">- Agree clear responsibility boundaries between resources from the beginning.- Keep client intensive activities (UAT) and overall management onshore with core testing execution located offshore
Managing varying workloads throughout the year	Created a centralized system test resource pool, allowing flexible resource allocation to meet demands directly.
Multiple workstreams requiring testing activities in a limited environment	Co-ordinate test scope centrally, with common test planning across all workstreams, managed through daily meetings.

Q&A