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Case study: Digital Transformation for a Retail Bank

Key Challenges

- The Group Digital Banking Platform which operated across 4 well known Retail Banks and was delivering £20m of change per month which needs extensive QA
- The QA operating model was 85% offshore and 15% onshore resulting in a lack of governance, leadership and stakeholder ownership to the platform directorates
- Minimal Mobile Testing Capability offered by the current SI partner resulting to poor release quality and huge inefficiencies
- The Banking Group Digital Platform was moving towards a DevOps and “True” Agile (Scrum) delivery approach meaning QA was being left behind the curve.
- Unstable code delivered to System Test and a high defect leakage to UAT

Key Requirements for SQA

- Design and Implement a QA Governance model to support Test Delivery and Quality benchmarking
- Implement a Mobile TCoE (Testing Centre of Excellence) to revolutionise Digital QA demonstrating ROI and a substantial improvement in quality
- Improve the current QA frameworks across Automation and Performance to ensure they are aligned to DevOps and Scrum delivery models
- Act as the Senior QA Partner interfacing with platform directorates across all QA delivery for Digital Banking

Solution Provided

- Designed and implemented a Digital Assurance Test Strategy focusing in Shift Left, Mobile, Big Data and Cloud Solutions
- Evaluated leading automated mobile testing tools
- Presented automated testing tool capability to the bank along with a recommendation for purchase
- Deployed a team of 20+ Digital QA experts to specifically focus on enhancing Functional & Non Functional Testing across various Digital channels of interactions.
- Deployed Service virtualisation for System & Integration Test Environments

- Built and deployed an onshore & offshore Mobile Testing Lab utilising leading edge automated test tools including EggPlant and Perfecto
- Defined and implemented a lean regression test model focused on continuous integration aligned to DevOps
- Performed in-depth and detailed QA assessments across all key operating functions. This enabled the core target areas for QA improvements at a platform level to be established

Benefits Delivered

- 31% reduction in Test Planning and Preparation with a financial benefit £7.9m in year one
- Increased environment utilisation by 28%
- Reduced Test Environment outages to 4% of business hours
- Increased Test Data re-use from 30% to 47% resulting in financial saving of £1.6m per year
- Increased mobile automation test coverage from 15% to 67% resulting in a financial saving of £2.7m per year
- Built in agility to ensure continued execution of the critical testing processes, reducing testing cycles, and capitalising on out of office execution windows
- All releases are now tested across every category of mobile device and supported operating versions
- The lean governance model provides ***“right-level of information to right-stakeholders at the right time”***