Testing transformation for regulatory systems function within the investment banking division of a major global bank

"Historically, we have used a mix of in house resources, contractors and consultants to service our testing needs. When we first brought in CMC, their approach and services set them apart from what we had come to expect from the independent testing market. We were particularly impressed with their data management and automation services and the way they helped us align our testing with our business and technical risks in a string of new releases."
Head of Regulatory IT.

Situation

Our clients had initiated a major regulatory change programme to implement a new global Capital Management and Reporting system to meet new BASEL III and Common Reporting (CoRep) requirements. The demands of the programme exposed a significant weakness in their ability to organize, scale and manage a test team that would enable them to deliver the solution in the timescales required.

Response

CMC defined and set-up the strategy, processes and organisational structure needed to meet the demands of the programme. This included mobilizing a multi-faceted transformation project to address the following key pillars of a testing framework:

Data Management

Recognizing the importance of being able to manage, manipulate and analyze data on such a programme, we established a framework that would enable the test team to harness full volume production data, desensitize the data and quickly and efficiently perform large data analysis to identify a rich and explainable set of test scenarios against any given snapshot in a repeatable way.

Test Automation

CMC understood the challenges faced by the business in respect of having a constrained pool of SMEs and no realistic ability to define expected results. Therefore, it was anticipated that the achievement of a successful outcome for the programme would require an iterative loop of specification by example, facilitated by the test team. In order to achieve this repeatable and continuous execution of large data through complex ETL and calculations

functions we recognized that a robust but flexible test automation framework would be required.

Offshore enabled end to end testing process

The Regulatory IT department had to operate against a number of constraints relating to onshore headcount and costs which demanded that as much of the test effort as possible would need to be delivered from offshore. CMC delivered a full end to end test process that encompassed the key testing inputs that would enable the team to meet a 80:20 (offshore:onshore) resource mix.

Requirements discovery and assurance

Our client accepted that the success of any offshore function is dictated by the quality of input provided to them. It was acknowledged that the requirements for the solution were deficient and would therefore constrain the volume and quality of work that could reasonably be expected to be delivered from offshore and at the same time would place a significant burden upon key SMEs continuously throughout the duration of the programme. To mitigate the issue, we facilitated the requirements discovery workshops that enabled the definition of User Stories to allow all domains to get a consistent and common understanding of what the business required, expanded down to the level of acceptance criteria.

Reporting framework

CMC believe that, properly structured and empowered, testing can provide the business intelligence required to make better informed decisions throughout the lifecycle of a programme. With that in mind we established a reporting framework to provide timely and consistent metrics that would enable key decision making relating to the readiness for go live and the which areas of the solution the programme needs to deploy key SMEs to unblock issues preventing progress.

In parallel with delivering the transformation, we managed a supplier selection process to engage a delivery partner to expedite the establishment of an offshore capability in collaboration with our clients' captive offshore organization.

Once the transformation artifacts had been delivered and the delivery partner engaged, CMC took operational leadership of the testing domain and drove through the delivery of a risk based test strategy that demanded the continuous adherence to the primary

principles of failing fast, knowing what's good enough, and full transparency.

Outcome

"We chose CMC ahead of the competition for two key reasons. Firstly, the approach they proposed for the testing transformation, and onboarding of an offshore testing partner demonstrated they had listened to our needs and come up with a unique proposition. Secondly, to CMC it is clear that testing is not an inconvenience reserved for the end of the change lifecycle, they embed their principles throughout and that's a game changer for us. "said the Head of Regulatory IT Systems, "CMC have combined a consistently high standard of service with the great flexibility we need. Testing is now a strategically important part of our development process. The impact of this transformation is already providing improvements in other areas of our organization."