POV

Test Operating Model 2.0
Enabling speed, supporting diversity of SDLC and reducing costs

While organizations are being forced to be more agile, without speed, they are unable to compete in today's marketplace. Therefore, they are putting more focus at the enterprise level to become agile – both in developing the software and in the way they deploy it. However, they are doing so using legacy models for testing. Many organizations have moved to centralized testing models, while some set up monolithic T-CoEs. While these generated many benefits, they are typically not adaptable enough to support truly agile organizations. In the same breath, testing only within the agile pods / sprints is also not enough.

1. Test operating model 2.0

Thus, a new model for testing across the enterprise needs to be considered. This model must supports the speed of agile (but also recognizes that many enterprise applications cross the boundaries of their agile teams), but also leverages common services that can be shared across agile teams & non-agile teams. AND, also provides a layer of governance to ensure an optimized level of standard processes, tool usage and reporting.

2. What constitutes test operating model 2.0?

The Test Operating Model 2.0 typically constitutes of three layers that can be applied to almost any SDLC model. Varying from organizations who are fully waterfall to iterative, to hybrid, to organizations in the midst of transition to agile or even fully agile. The new operating model increases both, emphasis on testing the functionality and test coverage of the product/application. It constitutes of three layers, a project testing team that focusses on testing functions at the pod/sprint level, the LOB (Line of Business) testing team that focusses on cross-functional/ End-to-end (E2E) and non-functional testing aspects, thereby increasing test coverage and the enterprise testing team that focusses on re-usability, depicted in the picture below:
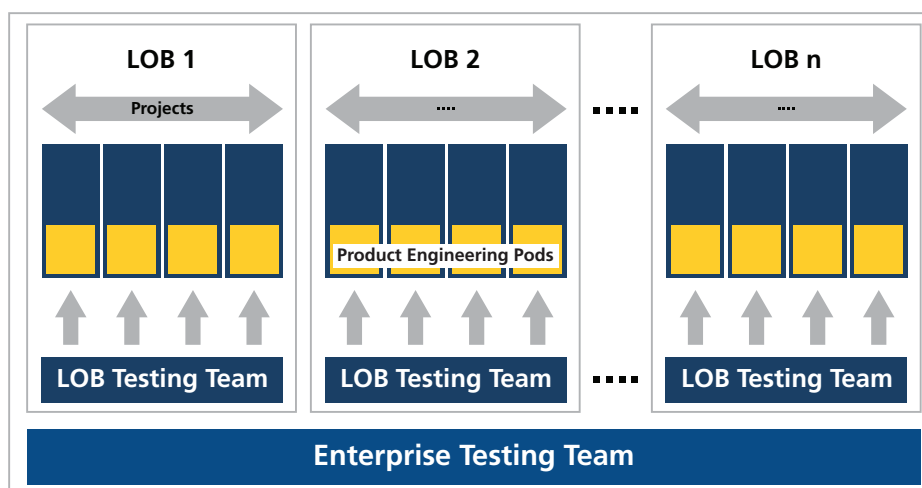

Figure 1: Test Operating Model 2.0

The figure below describes how the people, delivery and process of testing changes across the various layers of the new operating model.

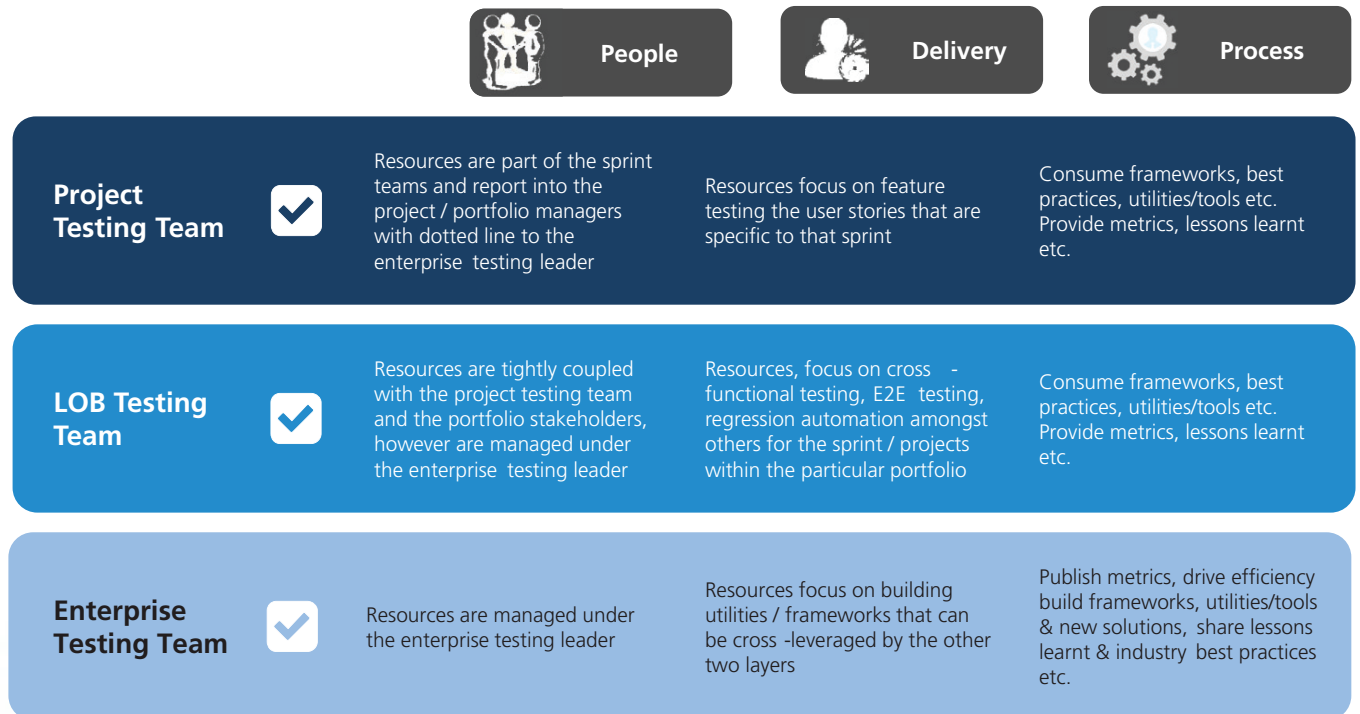|		People	Delivery	Process
Project Testing Team	✓	Resources are part of the sprint teams and report into the project / portfolio managers with dotted line to the enterprise testing leader	Resources focus on feature testing the user stories that are specific to that sprint	Consume frameworks, best practices, utilities/tools etc. Provide metrics, lessons learnt etc.
LOB Testing Team	✓	Resources are tightly coupled with the project testing team and the portfolio stakeholders, however are managed under the enterprise testing leader	Resources, focus on cross - functional testing, E2E testing, regression automation amongst others for the sprint / projects within the particular portfolio	Consume frameworks, best practices, utilities/tools etc. Provide metrics, lessons learnt etc.
Enterprise Testing Team	✓	Resources are managed under the enterprise testing leader	Resources focus on building utilities / frameworks that can be cross -leveraged by the other two layers	Publish metrics, drive efficiency build frameworks, utilities/tools & new solutions, share lessons learnt & industry best practices etc.

Figure 2: How the new operating model works

Benefit realization of the test operating model 2.0 and progress of implementation, can be accessed by gathering metrics at each layer. The Test Operating Model 2.0 though can be applied to all kinds of organizations, but have great benefits when applied to medium or large organizations which have scale and multiple testing teams.

3. Why should organizations adapt to the new test operating model 2.0?

Through this model, organizations can leverage synergies of scale, increase visibility, standardize, become more efficient & agile and improve governance leading to expedited savings, increased flexibility, continuous improvement and overall higher quality. The time taken for organizations to transform into this model with a detailed business case and custom solution, achieve cost benefits and improved quality may vary from 3 months to even a year. This will be, based on the organization's current maturity, size, people skills and leadership mandate.

4. How to get started?

LTIMindtree can engage with potential customers in varied forms of test advisory services, ranging from dipstick analysis to enterprise test consulting and guide organizations to re-design the ways of working for testing teams. At LTIMindtree, we have taken various kinds of organizations (including medium & large) through a phased transformation journey from Siloed testing model to the new Test Operating Model 2.0. This has enabled organizations to reap the benefits in the range of 20% to 40% cost & effort savings.

About the Author

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Meril Jacob K C is the Global Head of GTM, Advisory & Solutions for Quality Engineering Services at LTIMindtree. He has extensive global QE experience in Delivery, Client relationship, Advisory, Portfolio management & Solutions.