



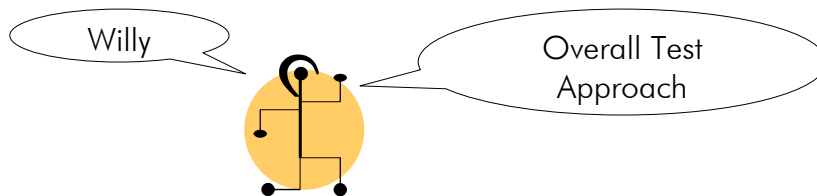
Idea to Business  
Software Quality Services

# Variable Test Strategy A case study

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## Context



- CRM Package, configurable for EMEA use
- Ongoing project (2 years)
- Mainly requirements definition
- Analysis and development just started
- RUP Development approach
- Existing test team asked to leave

## Content

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## Why VTS

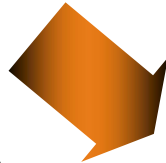
- No dedicated testers
- No test strategy
- Test plan not up to date
- Little defects found
- No test designs
- No test tools
- Automated testing poor (lots of maintenance)
- Defect tracking not done or poor
- No repair time
- Testing gets squeezed
- Defects are not repaired
- Testers seem hostile



## What is strategy (1/2)



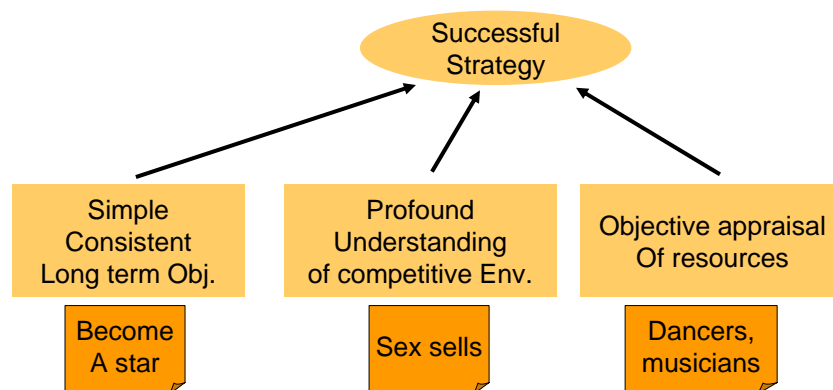
No exclusive talent  
No protégé  
Own effort  
One goal:  
Become a superstar



- 1978: Age 20, small time dancing
- 1984: first album: 10 mioCopies
- 1985: Like a virgin: 12 mioCopies
- 1991: 20mioEUR EARNINGS
- ...



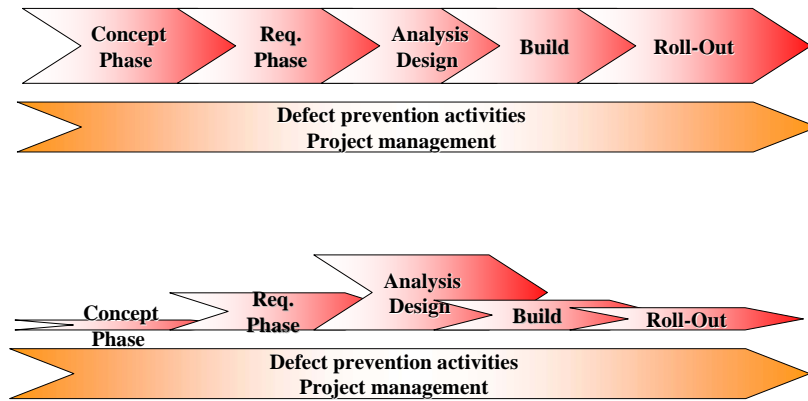
## What is strategy (2/2)



Strategy is a unifying theme that gives coherences and directions to actions and decisions of individuals or an organisation

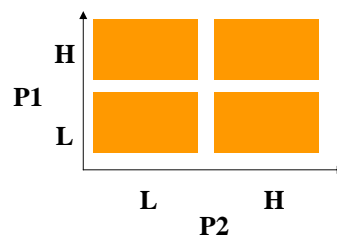
## Framework for VTS (1/2)

- Value Chain and Value drivers

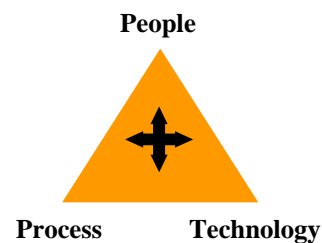


## Framework for VTS (2/2)

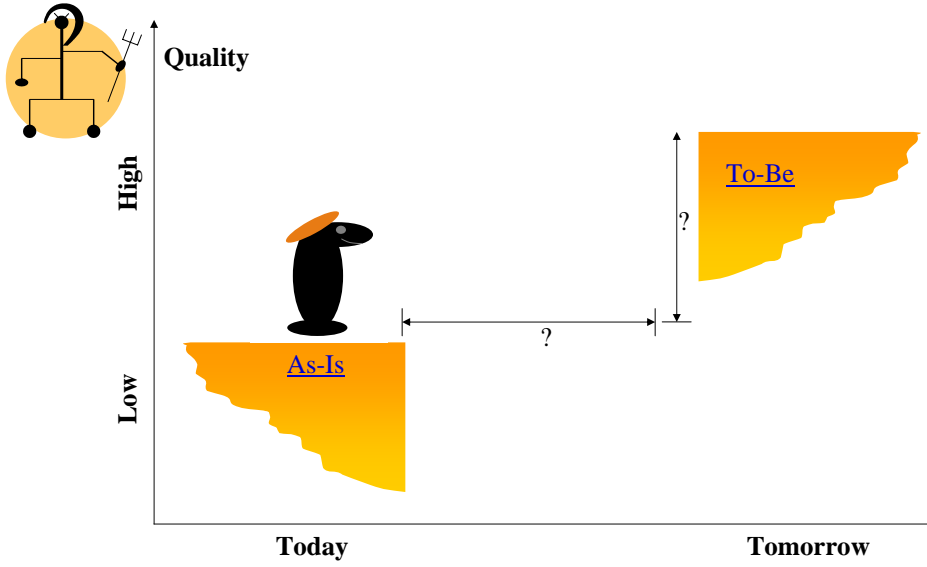
- Portfolio analysis



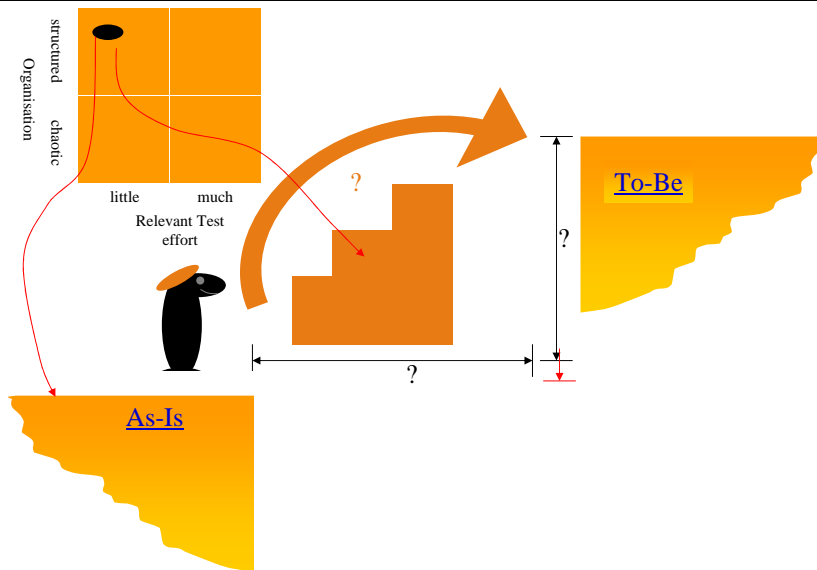
- Areas of investigation
  - Risk management
  - Desired process quality
  - Current test strategy and effort
  - Company Culture and Structure
  - Software Engineering Process



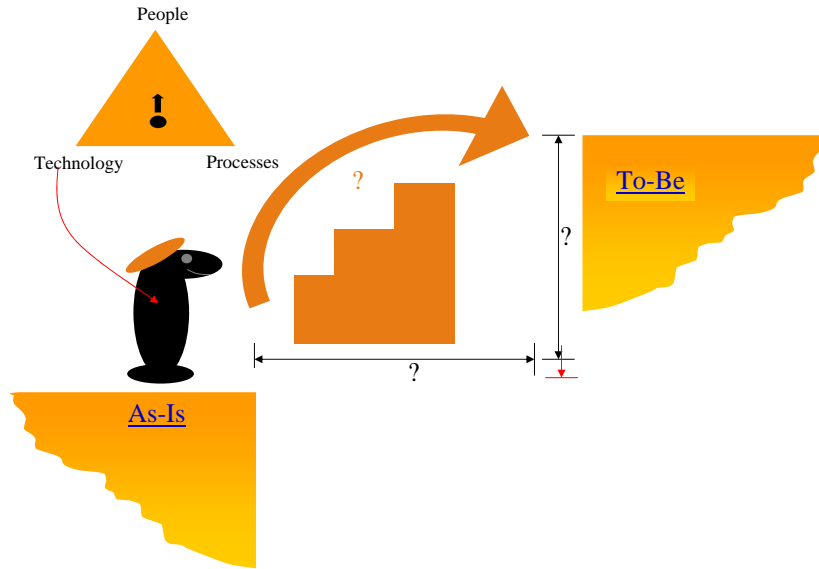
# Communicating assessment results



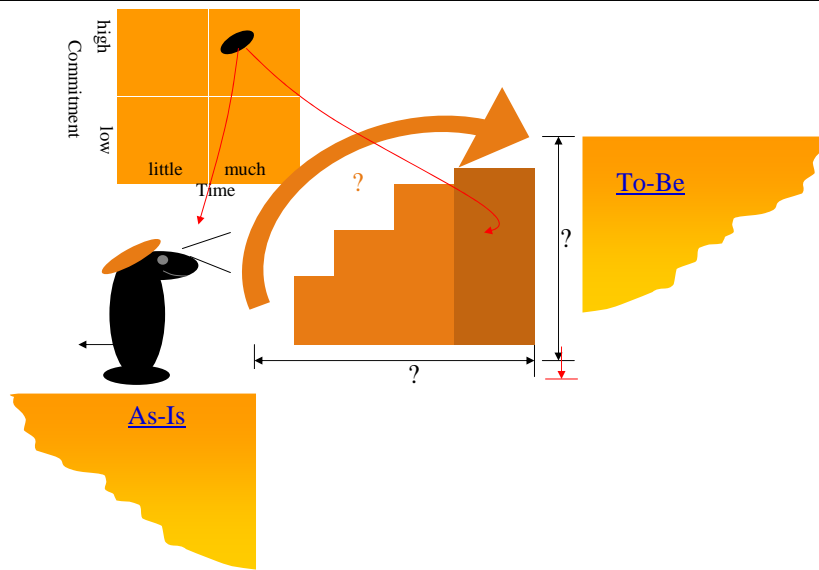
# Organisation vs relevant test effort



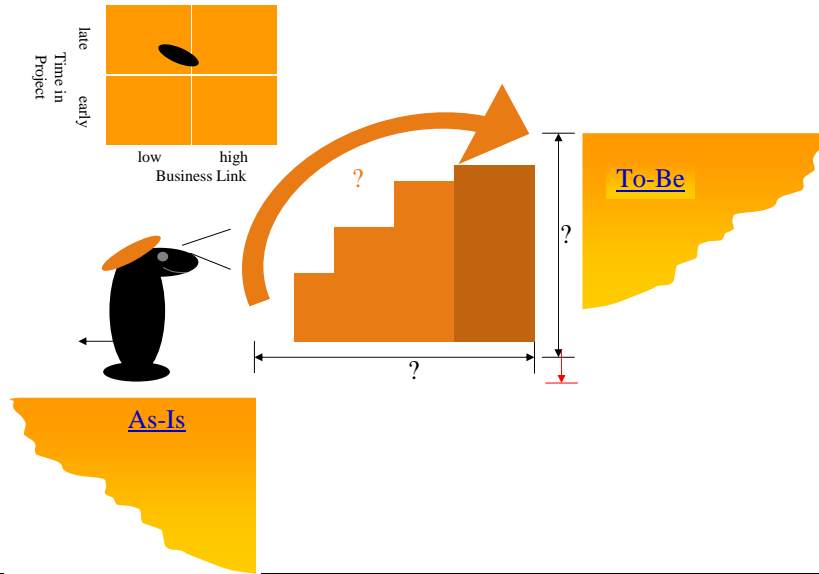
# Organisational focus



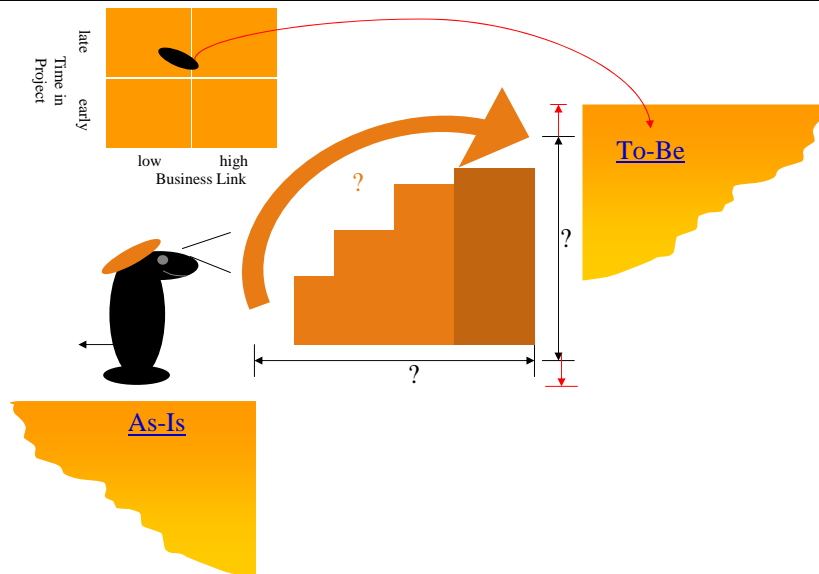
# Time and commitment



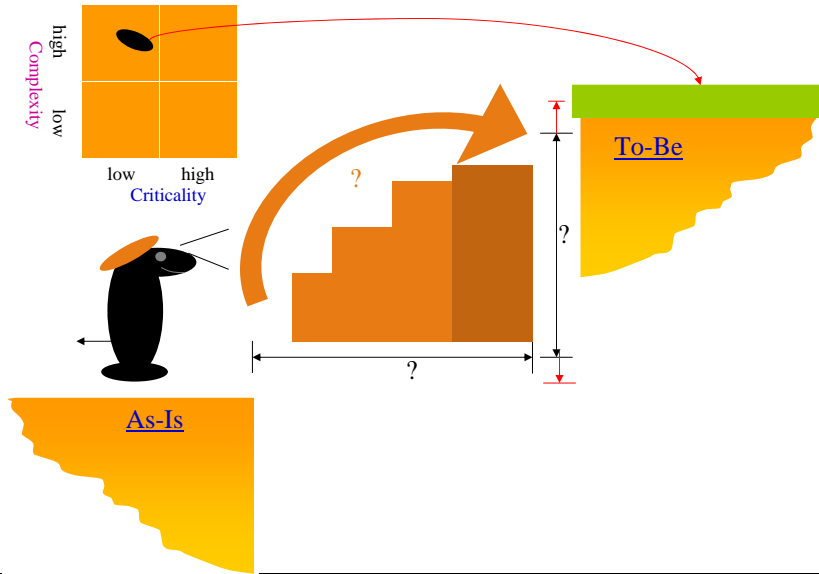
# Time and business link



# Time and business link



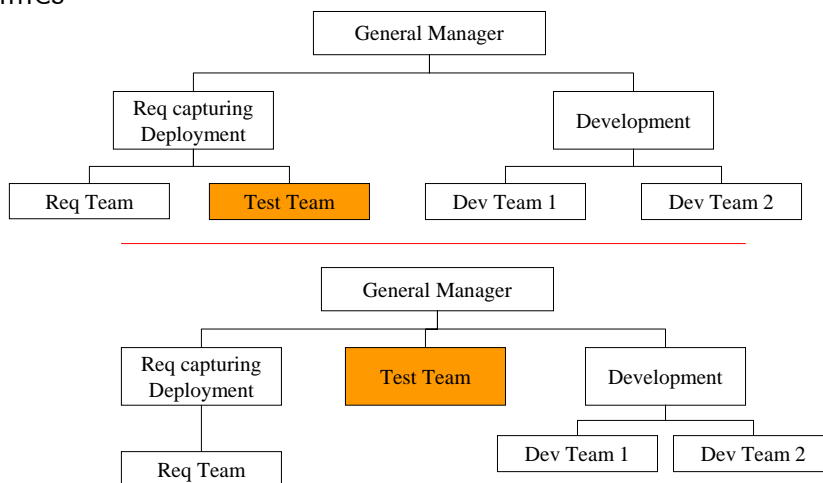
# Complexity vs Criticality



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# Lessons Learned (1/4)

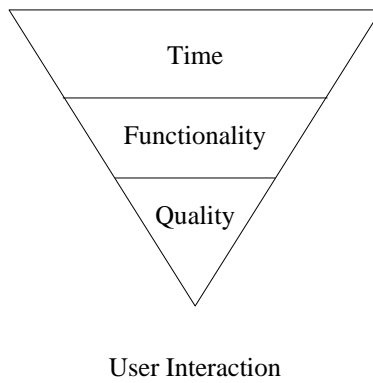
- Politics



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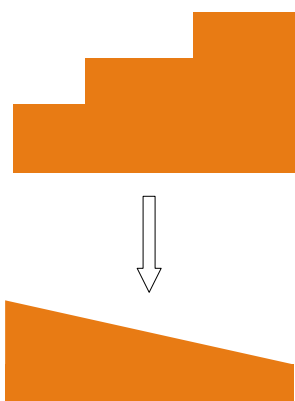
## Lessons Learned (2/4)

- Commitment



## Lessons Learned (3/4)

- Software Engineering Process



## Lessons Learned (4/4)

- Communication approach worked very well



Questions?

END

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