

Enterprise Testing Enablement for Equipment Provider

Client: One of the world's largest companies selling and leasing used computers



Situation

The client performed development and maintenance on its global application portfolio from a centralized location in the United States. However, a new software release brought down the order management and fulfillment systems worldwide; halting sales and delivery for this US\$2.2 billion global company. The Program Manager recommended to the CIO that I lead establishing an Enterprise Testing capability that would:

- Enhance the quality and reliability of software
- Minimize the likelihood of a future outage due to software or system defects



Challenge

The client CIO granted 'Carte Blanche' authority and provided a US\$6 million budget to me. Several challenges existed:

- Software development and maintenance involved 200+ development consultants from 62 competing vendors
- There was no Solution Development Life Cycle (SDLC)
- There were no IT standards
- There was no formal testing; developers pushed changes directly to Production, often without even performing Unit Testing (UT)



Action

As Enterprise Test Manager, I led 10 testers in establishing and maturing the Enterprise Testing capability and integrating it with other IT disciplines:

- Including people, process, and technology
- Conforming to IEEE Computer Society (IEEE-CS) software engineering standards
- Providing process descriptions, ready-made templates, and training

I recommended and secured:

- A reduction to three (3) prime vendors supplying all software development consultants
- Adopting IEEE-CS software engineering standards throughout the IT department



Result

Enterprise Testing capability was defined, implemented, and applied to all IT projects with a marked improvement to software reliability.

The client Testing professionals slowly replaced the consultants until the client's Enterprise Testing Team stood on its own.

Establishing an Enterprise Testing capability eliminated devastating defect-induced Production outages for this US\$2.2 billion global company.