

## Managed Testing Services

**Testing has been given greater prominence in the software delivery lifecycle as businesses recognise the need to manage their risks during IT change. Many organisations have built substantial testing functions which made sense when the pace of change was relentless, but in today's climate now look like an expensive legacy.**

Our experience shows that many organisations are spending 40% or more on their testing function than they should. Their dilemma is that they are unable to make the investments required to address this problem, especially in the current economic climate. We are unique in our ability to apply Capita's proven business process transformation approach to the testing function, thereby driving certainty around cost reductions and quality improvements without the need for incremental investment.

### **Challenges of other testing models**

We have seen that most of the current manifestations of managed testing services relate to various flavours of resource provision models. Whilst resource provision is a key component of any managed service it should not be the end in itself. We perceive that most testing functions have grown in a largely ad-hoc fashion, with processes and assets focused more on meeting short term business or programme demands.

In the absence of objective measures around the effectiveness of the function, organisations have inevitably focused on measurements that superficially address costs. Measures in isolation, such as cost per resource have led to organisations changing the mix between permanent, contract and offshore resource, but have singularly failed to drive through the step

change necessary to transform the effectiveness of the function. In some cases, the drive to short term cost reduction has further inhibited the ability to drive through more fundamental process improvements.

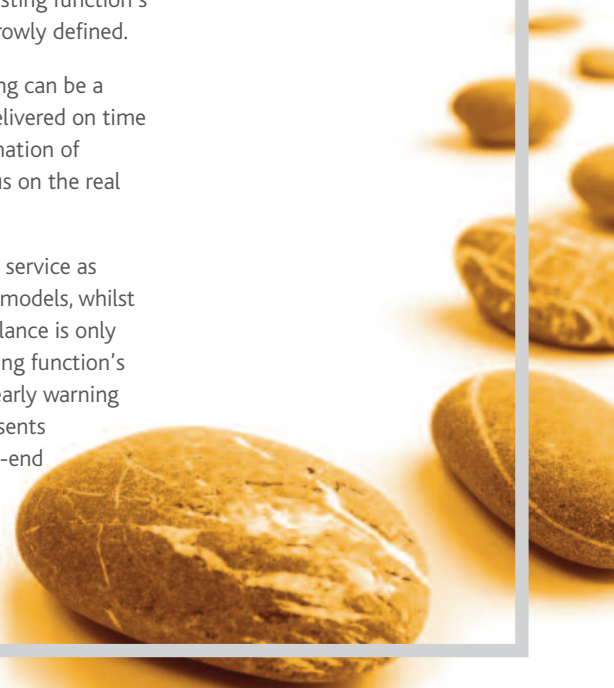
### **Change required**

Permanent and contract models in isolation suffer from inflexibility, particularly the ability to reduce team size during quiet periods. Offshore models have provided greater flexibility but have typically placed a large onus on client management and have led to scenarios where problems are only identified very late in the process.

The impact of these models is further compounded where a time and materials engagement model effectively rewards the testing partner for poor quality earlier in the software lifecycle. Large and growing testing teams are a classic symptom of testing function's role being too reactive, or too narrowly defined.

By taking a proactive stance, testing can be a catalyst to enable change to be delivered on time and budget. This requires a combination of efficiency but also a powerful focus on the real effectiveness of the function.

To be effective, we see a managed service as taking the best elements of these models, whilst minimising the downsides. This balance is only possible when you define the testing function's purpose as being a cost effective early warning mechanism. In our view this represents a step change and requires end-to-end responsibility for managing the function, and responsibility for outcomes both in the short and medium term.



## Capita Assurance and Testing's approach

We take a fresh look at the core challenges the testing function should be addressing and raise the following questions:

- > What are you getting for your current investment in testing?
- > How much should you be spending on testing?
- > What are your options to bring about the changes?

Capita's approach to managed testing services is not prescriptive but is characterised by us taking responsibility for defined outcomes. We address the immediate needs of the function whilst also committing to a series of improvements over time. Our testing managed services can be implemented for individual projects and programmes or as full outsourcing of the testing function. We will make the upfront investments necessary (for example in process improvement, or automation scripting) to drive through the change at no incremental cost to our clients.

This approach is new to the testing function but is not new to Capita, the UK's largest business process outsourcing company. Capita Assurance and Testing has grown its capabilities in an environment where programme delays give rise to substantial financial penalty clauses and the cost of the testing function has to be driven down year on year. Underpinning our service are leading edge capabilities in efficient process design, transition of work offshore,

management of third party development organisations (particularly offshore), and fourth generation automation frameworks.

## Delivering value - managing change

What makes us an ideal transformation partner? Our passion for service, combined with unrivalled capability and experience in process engineering are key, but crucially we underwrite the outcomes of the change.

As well as our extensive skills and access to best practice across all industry sectors, we also have the resources to provide accurately tailored and flexible solutions. Our staff operate in integrated teams both on and offshore. Our purpose built offshore facility in India has been designed to satisfy the technical, security and legal compliance for UK regulated organisations.

We have a measured approach which ensures co-ordinated delivery of change – without interrupting business as usual service levels. We begin with a situation analysis where we use metrics to baseline the current testing approach. We then ensure that our solutions match expectations and deliver real benefits by fully understanding each client's challenges and objectives. We work closely with them to identify the target operating model and deliver the best ways of working at no incremental cost to our client in making the necessary changes.

**Our goal:** *measurable step changes in test delivery that reduce risk and increase efficiency, quality and timeliness.*

## About Capita Assurance and Testing

Capita Assurance and Testing is the UK's leading independent systems quality assurance and testing solutions provider. We provide the full spectrum of governance, assurance, functional and non-functional testing services. Our services help organisations at all stages of test maturity to reduce risk, optimise cost and increase efficiency and business performance across the full IT lifecycle.

As part of The Capita Group Plc, Capita Assurance and Testing combines the agility of an independent specialist with the confidence and security of a FTSE 100 company and leading UK outsourcer.

## CAPITA ASSURANCE AND TESTING

17-19 Rochester Row, London, SW1P 1LA

www.capita-at.co.uk  
info.at@capita.co.uk

**T** +44 (0) 20 7808 5477  
**F** +44 (0) 20 7808 5394

Capita Assurance and Testing  
A trading name of Capita Business Services Ltd  
Registered in England and Wales No. 2299747  
Registered Office: 71 Victoria Street, Westminster,  
London SW1H 0XA

