

Banking on quality: Are you moving fast enough in a competitive regulated environment?

How the right approach to quality engineering and assurance (QE&A) can help **Westpac** deliver better services, faster.



Westpac has a clear purpose: to create a better future together.

A big part of this is making banking easier and more intuitive, anticipating customer needs, and streamlining the customer experience.

The bank has a great opportunity to realise these ambitious goals faster and more effectively than ever.

How? By re-thinking its approach to quality engineering and assurance (QE&A).

Shifting to a holistic end-to-end view of customer experience across branch, ATM, online and digital will help simplify the delivery of digital programs, engineer quality outcomes on the first attempt, and minimise the cost of testing.

In this eBook, we explore the challenges banks like Westpac currently face when it comes to QE&A, and look at how a best-practice approach can unlock new opportunities for growth.

The wrong approach to QE&A hinders progress

The ultimate goal of QE&A is to help enterprises succeed in the connected world with quality and speed. When done well, it helps bring new solutions to market quickly, with the confidence that they have been rigorously tested for performance, security and compliance. Yet, too often, the way that enterprises go about QE&A can end up putting the brakes on.

In fact, a recent report found that only 7% of enterprises have evolved to a future-ready business assurance model (a discipline that drives positive business outcomes faster, by orchestrating quality as a key objective across the value chain) for their enterprise quality functions.¹

Problems can arise when banks only view QE&A as a 'last line of defence'. They see it as a way to protect the organisation from harm – be it from reputational damage, non-compliance, or a cyber-security attack.

Yet this 'last line' mindset can hinder progress and end up damaging the brand anyway, by slowing down the delivery of digital initiatives and hampering the success of its technology leadership.

Some financial services organisations don't even view quality assurance as an essential service. In these instances, QE&A is not given a central role in the organisational structure, resulting in cumbersome, fragmented or overlapping processes.

To launch new features, departments end up 'going rogue' and doing their own testing, which increases complexities – and risk. Either way, if testing is not embedded as a 'Day One' operation, organisations experience costly setbacks.



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future-ready business
assurance model

The setbacks can include:



Excessive UAT cycle times



Poor in-sprint automation coverage



Defects discovered too late



Slow time to market for digital services



Risk of non-compliance



Poor customer experience



Falling behind your competitors

All these setbacks add up, with poor testing running up excessive costs, often in the millions of dollars.

By slowing down the delivery of new services, they end up taking too long to reach the market and negatively impact the customer experience.

This leads to lost opportunities – according to Forrester, even a minor improvement to a brand's customer experience quality can add tens of millions of dollars of revenue by reducing customer churn and increasing share of wallet.²



The solution lies right at the start

In today's digital world, it's more important than ever to focus on quality. As banks shift towards business models and customer experiences centred around the digital space, the way they test for quality has to change – both to keep pace with faster development cycles and evolving customer expectations.

The solution? Continuous testing from Day One. This can alleviate many of the challenges banks currently face with digital transformation, helping increase the cadence of release of applications and systems. By delivering higher-quality outcomes more efficiently, banks are better positioned to deliver on customer expectations and provide a better banking experience – ultimately leading to tangible ROI.

In fact, enterprises that put continuous assurance at the core of their enterprise testing methodology – in other words, adopt a business assurance model for their enterprise quality function – realise 1.6 times the productivity output of other enterprises, and 1.5 times better strategic, business and operational outcomes.³

Why? It helps stop chaos downstream. With a hybrid model of federated testing with centralised enablement and governance, banks can undertake initiatives that build long-term capabilities for quality. Functional groups can still retain responsibility for specific aspects of quality via federated testing, but within a centrally governed and assured model.

It's all about enabling a continuous testing mindset that empowers developers and business owners to easily, quickly and cost-effectively test every new feature or function as it's developed.

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Put simply, the benefits of continuous testing can include:



Reduced rework through earlier detection of issues



Less risk of error / defect leakage



Faster go-live of digital services



Cost savings

Dutch multinational bank realises 98% reduction in UAT cycle times

A major global bank was being held back by its testing model, which saw teams using a range of different testing strategies and tools. They lacked clarity around the test coverage of business scenarios and wanted a better way to standardise testing.

Since switching to a federated model, which embeds continuous testing and automation at its core, the bank has improved quality, reduced risk, and lowered the cost of defect fixing.

With help from Cognizant, this bank reduced UAT cycle times from 96 hours to 90 minutes, and has seen 65% of its QA professionals transformed to Software Development Engineer in Test (SDET) professionals.

90min.

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Cognizant delivers end-to-end assurance at speed

Cognizant's forward-thinking engineering approach to QE&A ensures quality outcomes from the start.

It combines centralised governance with federated testing to support agile development and reduce time to market. Embedded across the organisation, it enables CX and digital teams to roll solutions out faster, with less risk.

Leveraging a range of smart automation tools and technologies – including AI and generative AI – Cognizant's offerings assure everything from core to next-gen applications.

We help drive business outcomes through:

- **Business process assurance**
Protecting the core, focusing on end-to-end compliance and quality.
- **System modernisation assurance**
Ensuring safe and hassle-free migrations.
- **Continuous testing and automation**
Zero-touch automation and AI-driven testing for quality at speed.
- **Cloud platform assurance**
Promoting safe and accelerated cloud adoption.

- **Robotic test automation**
24x7 automated testing for devices to enable Industry 4.0.
- **Customer experience assurance**
Improved customer satisfaction while increasing business outcomes.
- **SMART verification and validation**
Ensuring safe and secure products, adhering to quality and safety controls.

From commercial banking to retail lending, from payments to capital markets, these QE&A offerings help banks bring better services and solutions to market, faster and with less risk.

How we leverage AI and generative AI

At Cognizant, we are using AI and generative AI to further optimise the quality lifecycle and accelerate both manual and automated processes, while managing data security risks with robust design and planning.

Across a range of areas, these AI and generative AI tools are already delivering significant time and cost savings for our clients, with further gains still to come.

Assuring quality from Day One

To bring the benefits of continuous testing to our banking clients, Cognizant's QE&A offerings are built around three core pillars.

01 Automation

While many Australian banks claim to be using automation in their testing, they are generally not seeing increased efficiencies from that automation.

This suggests that their automation tools are ineffective or unsuited to the tasks at hand; or that they have been added as ad hoc, one-off solutions that don't consider the whole problem or test data.

Cognizant helps banks realise the benefits of automation – such as cost savings and speed to market – by embedding **automation leverage** as a core success metric for QE&A.

We measure how much manual effort is avoided through automation by looking at the “why” of automation and how it helps achieve business results. Crucially, we design automation processes around people – be they your customers, employees, partners, or suppliers – fused together from the front-office to the back-office, across all functions.

What we've achieved

~100%

in-sprint automation coverage for a US FS provider

\$1.5m

in savings through next gen automation for one banking client

50%

faster rollout of F2B validation of trade and settlement systems for a leading European bank



02 Quality at speed

Cognizant's forward-thinking approach to QE&A ensures optimal quality on the first attempt. Rather than simply saying 'shift left', we build rigorous QE&A solutions into all processes, right from the start.

This way, issues are identified and resolved faster in the lifecycle. This reduces rework and delivers higher-quality outcomes while delivering significant time and money savings.

What we've achieved

95% +

Story Acceptance Rate for a US financial services provider

98%

reduction in UAT cycle time (96 hours to 90 minutes) for a Dutch Bank

03 Business assurance

As digital solutions become core to every business, so too does enterprise testing and quality. Cognizant's approach to QE&A leans into business assurance – orchestrating quality as a key objective across the enterprise value chain.

Using a highly consultative approach, we deliver better outcomes for the business and its customers, not just IT. A business assurance model ingrains a culture of continuous improvement, realising faster business growth, user satisfaction, ROI, speed to market, and more.

No wonder, as noted above, those that adopt this model experience 1.5x better strategic, operational, and operational outcomes. ⁴

What we've achieved

>300

Identified and resolved more than 300 performance defects in a digital platform, which could have impacted CX

40%

Comprehensive assurance for the first commercial deployment of Blockchain technology for private equity, ensuring zero defects and 40% effort reduction

Cognizant is here to help Westpac engineer a better future together

In this era of digital-first services, QE&A is a critical and continuous component of service delivery. With Cognizant by your side, QE&A becomes a powerful lever of success, helping you release services faster, decrease time to market, realise cost savings and more.

Cognizant draws upon deep global experience in engineering financial transformation to embed testing across your business. Taking a highly consultative approach, we are as committed to your business outcomes as you are and will co-create a shared vision for your success.

Our seven-year partnership with Westpac has built both familiarity and trust, and our forward-thinking approach is in complete lockstep with Westpac's goals to streamline the customer experience. We believe the expertise in your organisation paired with the capabilities in ours will provide the collaborative power to deliver on your ambitions to engineer a better future for your business and your customers.

Ready to get started?

To learn more about Cognizant's QE&A offering, visit [Quality Engineering & Assurance Services](#)

or to get started, book a workshop with our team by emailing contact_au@cognizant.com

