User Acceptance Testing for a Global Financial Services Provider

Client Situation

This client is a diversified financial services provider, offering charge, credit and payment card products, travel-related services to retail and corporate customers and card processing, point-of-sale, settlement and marketing services to merchants globally. We were engaged as a strategic partner to establish a centralized user acceptance testing process (UAT) for the client's entire card application and servicing portfolio. We undertook end-to-end ownership of the UAT, applying proven best practices and innovative solutions to the engagement.

The Challenge

Our testing team initiated the engagement by successfully transitioning knowledge from the client's test owners, mining project documentation, leveraging domain-rich training materials and engaging resources with relevant industry experience. We adopted a slim onsite-offshore ratio of 10:90 to offer significant cost savings and rapid ramp-up capability. We swiftly standardized test artifacts, estimation models, project plans, milestones, reports, dashboards, a delivery and governance model, roles and responsibilities, stakeholder maps and induction packs, laying a firm foundation on which to base the UAT operating model.

The Solution

Working with the local users, we offered various test offerings, such as user journey testing, accessibility testing, content validation, mobile device validation, browser compatibility checks and soft launch validation as part of user acceptance testing. The focus of our UAT team was on test management; business test artifact creation in collaboration with users; test design and execution by involving the business at vital decision points; and enabling the business to conduct critical journey testing and soft launch validation. We enabled test automation of repeatable user journey tests across multiple markets and handled mobile device testing.

Benefits

Through administered UAT, the client was able to realize the following benefits:

Faster Processes

- Dynamic resource management through a resourcing model that used core and flex teams.
  - › Steep 16-fold team ramp-up achieved in a short span of three months.
- Quick turnaround by leveraging experience and artifact reuse across multi-market rollouts.
- Improved time to market for a number of critical projects by using innovative tools (proprietary and commercial off-the-shelf), such as Express Scan and Jaws for accessibility testing, CRAFT for test automation, test estimation models and DeviceAnywhere for mobile device testing.
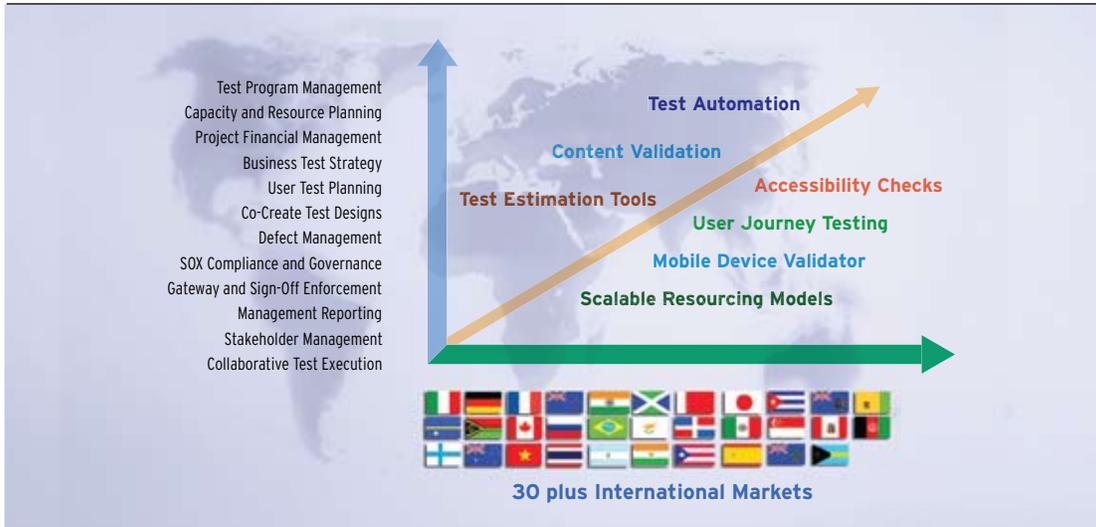
Benefits of Administered UAT

Test Program Management
Capacity and Resource Planning
Project Financial Management
Business Test Strategy
User Test Planning
Co-Create Test Designs
Defect Management
SOX Compliance and Governance
Gateway and Sign-Off Enforcement
Management Reporting
Stakeholder Management
Collaborative Test Execution

Test Automation
Content Validation
Test Estimation Tools
Accessibility Checks
User Journey Testing
Mobile Device Validator
Scalable Resourcing Models

30 plus International Markets

Figure 1

Lower Costs

- Automation savings of $200,000 per year, averaging 65% UAT test automation coverage for all projects undertaken.

- 70% cost savings on test design effort by leveraging artifact reuse across multi-market rollouts.

- Tighter governance mechanisms to ensure early defect capture in preceding phases of unit and system testing.

Higher Quality

- Reduction of defect leakage into production to zero, which stands as a testament to the quality of testing deliverables.

- Focusing of test coverage on the basis of test case and card product rationalization.

- Introduction of a software lifecycle checklist across the portfolio, a profoundly simple tool eliminating human errors and capping project risks before they become issues, thus reducing systemic risks substantially.

- Assurance of end-to-end delivery ownership through our administered UAT model, including financials, capacity planning, tools, initiatives such as test automation, stakeholder management and test program management, allowing client test owners to focus on governance.

Key Facts

- **Scope of Testing:** User acceptance testing for credit card application and servicing.

- **Markets:** 30 plus international markets, spanning Latin America, North America, Caribbean, Asia Pacific and Europe.

- **Types of Testing:** User journey testing, accessibility testing, content validation, mobile device validation, browser compatibility checks and soft launch validation.

- **Peak Team Size:** 90 (not including actual local market users across markets).

- **Onsite-Offshore Ratio:** 10:90.

- **Number of Projects:** Averaging 24 projects per year, each project leading to a rollout of at least six international markets per annum.

- Extremely effective and focused UAT, supported by statistics such as:

	Range	
Defect Validity	96%	100%
Defect Density	6%	8%

About Cognizant

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