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ACHIEVE YOUR VISION

quality assurance & testing for a Luxury Watch Brand's digital transformation programme

context

Our client, who is known as one of the most prestigious global watch brands, initiated a wide-reaching digital transformation program. This ambitious program included a total revamp of their digital presence. This meant creation of a new website as well as implementation of an eCommerce site. The back-office processes were streamlined which of course impacted their ERP system. Furthermore, they implemented new business solutions to manage their product information and digital assets.

The program was structured in several Agile streams with multiple providers and agencies selected to collaborate on the implementation. Luxury branding translates to high quality expectations. Recognizing that the multiple subprojects and actors could generate issues, the program sponsors wanted a global approach to quality. As a recognized actor in Quality Assurance & Testing for 25 years, they selected Itecor to take the lead for quality on the program.

solution

QA Function – defined and sponsored at program level
The implementation of a Quality Assurance Function that acted across all streams was important to ensure that everyone was applying the same best practices.
The objectives of this QA Function were to avoid the typical issues that affect such a large and diverse program. In our experience these include:

> **Accountability for overall Quality not defined:** often there is no single individual ensuring that the solution is fit for purpose. And if there is, they may have no empowerment to ensure that the QA processes and organization can deliver.

> **Scope not always delivered with quality:** even if features are delivered they do not always meet the desired quality level (which includes functionality, performance, consistence and usability).

> **Clear metrics and KPIs:** there is often little standardization across delivery teams, meaning that consistent reporting is impossible

> **Problem anticipation:** with poor visibility of upcoming issues, this can lead to a reactive culture and last-minute identification of delivery failures

> **No global test approach in place:** each agency using their own quality assurance processes.

(...)

mission

- Digital transformation of luxury watch brand
- eCommerce site and backend systems transformed
- Itecor selected for Quality lead

challenges

- Multiple agencies involved
- Accountability for quality
- QA included Test Management, Test Automation and Performance

success catalysts

- Sponsorship for QA at program level
- Experienced QA lead
- Hybrid delivery model
- Shift left principles applied
- One team spirit

trusted advisor for your digital transformation

The QA Function for this program was headed by a Senior Test Manager from Itecor. Organizationally, they acted on behalf of delivery management and had a strong sponsorship of the business stakeholders. The responsibilities included:

> Definition of program Test Strategy
> Implementation of a Test Framework (tools, methods, processes)
> Coordination & training of the various teams and test coordinators
> Reporting on the global program quality

Testing Activities – delivered in hybrid model
A key success factor for the program was the implementation of a hybrid delivery model for testing which offered additional capacity at an optimised cost.
In addition to our Test Manager and Test Coordinators, the program team was extended to benefit from the Itecor nearshore Testing team. Their focus was on delivering

> **Test design & execution** - Functional, Integration and E2E Testing
> **Performance Testing** - leveraging our framework and tools such as Neoload and Dynatrace
> **Test Automation** - automation of regression tests to accelerate the time-to-market

benefits & results

Implementation of a global Quality Assurance function with the right organizational support was a key success factor on this program with multiple agents and sub-projects. The testing practices defined by this QA Function secured the global delivery by staying in control of all the quality aspects.
We applied Shift Left principles throughout the program, allowing us to perform testing activities earlier in the software development lifecycle and hence uncover quality issues as soon as possible. Through integration of our nearshore testers in the Agile sprints we improved communication and turnaround time. Finally, a One-Team spirit combined with deep expertise in testing ensured the successful Go-Live of the program.

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control
QUALITY ASSURANCE & TESTING