



Building Thought Leadership in Test Automation

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- » **Thought Leadership**
 - » **An Introduction**
 - » **Why is it needed?**
 - » **Strategy & Framework**
 - » **Focus Areas**
- » **AppLabs Experience**
 - » **Our success stories and challenges**
- » **A Paradigm Shift / Conclusion**

- » Independent global IT services company
 - » specializing in quality management and testing
- » Largest independent provider of testing services
 - » Revenues for FY 06/07 of \$67m (\$100m for FY08) and over 2000+ employees
- » Only independent testing services organization to have a strong delivery and sales presence in the USA, Europe and India
 - » USA - Philadelphia, PA – Headquarters; Linton, UT
 - » Europe - Preston, London, Edinburgh, Belfast, Dublin, Paris, Frankfurt and Amsterdam
 - » India - Hyderabad
- » 1st software testing company to get appraised at SEI CMMI Level 5
- » Offers a comprehensive portfolio of specialist services
 - » To all the leading industry sectors
- » Over a decade of experience,
 - » Now become a trusted partner 600+ companies across the world

- » **Leadership** is defined as the ability to influence groups of people in order to make them work in a collaborative way to achieve goals
- » **Thought Leadership** is advocating new ideas that initiate an inspirational change in an organization and form new set of goals
 - » Leadership is a learned skill
 - » Leadership is always been to achieve goals that form from ideas
 - » Leadership is top-down hierarchy
 - » Leadership is important for the success of an organization
- » Thought leadership is not a learned skill
- » Thought leadership helps form goals. Engages people with company via innovative ideas
- » Thought leadership can be directed up or down or sideways
- » Thought leadership is important for the continuous growth of an organization

Thought Leadership helps us to identify that there is important distinction between leadership and management

Thought Leadership (Customer Context) : Is our ability to understand customer’s business and provide genuine insight on how we can leverage our expertise to make them competitive

Accelerating Complexity Outside, Structural Change Inside.

Outside

- » Service Commoditization
- » Rising competition
- » Extended relationships
- » Emerging economies
- » Dynamic markets, Market Polarization
- » Inter-complexity of processes, markets and customers.

Inside

- » Greater Growth, Rising Demand
- » Business making IT decisions
- » Lean Staffs
- » “Mile Wide Inch Deep” / Service Differentiators
- » Higher Credibility
- » Increased Maturity & Profitability

Thought Leaders identify external discontinuities, drive change and prepare the organization for response by laying strategies.

To overcome the outside and inside challenges:

» **Focus first on Clarity of Direction**

- » People want to do the right thing, but they can only do so if they know that the right thing is. Direction should be clear, quantified where possible and understood by everyone
- » Action Items:
 - » Define uncomplicated vision and mission
 - » Define meaningful goals and objectives
 - » Form groups and teams with clear roles and responsibilities

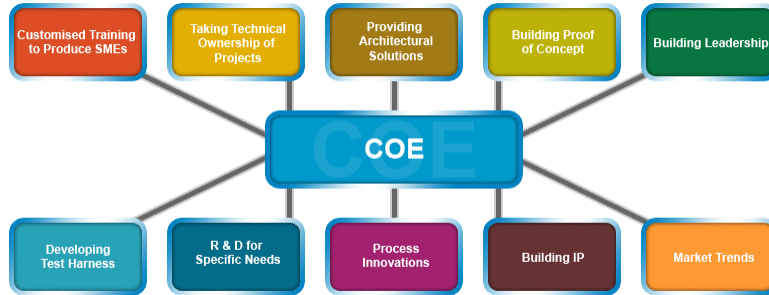
» **Build a Framework - Centre of Excellence**

- » When it comes to dealing with complex entities, a support structure that builds on a foundation is needed
- » Action Items:
 - » Define focus areas
 - » Define strategic assets
 - » Establish supporting framework

Thought Leadership via AppLabs Center of Excellence (ACE):

- » A team of skilled experts with competencies and dedicated R&D Lab for open source and commercial tools in the following areas:

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Unit Testing 2. Test Automation 3. Security Testing 4. Performance Testing | <ol style="list-style-type: none"> 5. Project Management • Architectural & Engineering • Test Process Consulting • Domain Specific Testing, primarily focusing in but not limited to: <p>BFSI ISV ENTRPRISE (Retail, Healthcare, Telecom, etc..)</p> |
|--|---|



People

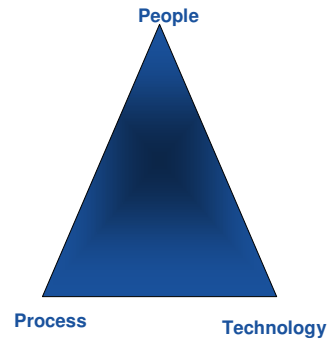
- » Selective hiring; Strong recruitment processes
- » Identify Test Evangelists
- » THL Evangelism via Customer Road Shows
- » Employee Development programs - IDP
- » Industry participation – STEP IN/AUTO, EURO STAR, STAR EW
- » Mandate Resource Rotation
- » Encourage Idea Generation via Forums / Weekly Reports
- » Reward & Recognition Program

Process

- » Establish processes to capture
 - » Lesson Learned , Best Practices
 - » Leverage Maestro Clubs
- » Create Self-Learning Wizards
- » Establish Measurement programs and promote continuous bench marking
- » Conduct Internal quality conferences
- » Portal / Knowledge Base -- Forums, Blogs, User Groups

Technology

- » Identify Tool Development areas
- » Build COE Labs with COTS / Open Source Software
- » Institutionalize the usage within the organization
- » Conduct customer workshop to promote the tool / process innovation
- » Leverage people & process to continuously build THL



- » Inconsistent quality across the organization
- » Increasing development timelines / Shorter ROI
- » Limited access to subject matter expertise
- » Rapid Growth in requirements
- » Lack of predictability in solution delivery
- » Decentralized access to collaterals like best practices, lessons learned, case-studies, success stories, etc.,



- » Build & Implementation – A Phased Approach
 - » Adhoc Processes → Defined Processes → Managed & Measurable Processes → Optimized Processes
- » Highlight only on **distinct and specific focus areas** aligning to industry expectations.
- » Enhance the CORE (**People, Process, and Technology**) as strategic assets.
- » Effectively leverage the composition of **Tools, Techniques** and **Methodologies**.
- » Think outside the Box – Technical Evangelism
- » Contributions to Open Source & Testing Community



- » **Competency Building**
 - » Both in COTS and Open Source Tools
 - » 1/3rd of the team is certified in AppLabs recognized Tools
- » **Automation Frameworks**
 - » Reusable frameworks
 - » Custom API and harnesses
- » **Process Dependent / Person Independent**
 - » Technical feasibility studies for multiple technologies out there
 - » Custom ATM (AppLabs Test Methodology) for Test Automation using all Tools / Technologies
 - » Quicker Gap analysis
 - » Setting Test Automation COE for Customers
- » **Evangelism – Contribution to Community**
 - » **Tema** – Test Management Suite built using Open Source Framework
- » **Finally, THL in Test Automation enabled us in:**
 - » Better predictability in service delivery excellence
 - » Improved ROI on Automation improving the Time to Market situation
 - » Developed custom solutions for varying demands in business

- » From narrow focus to business alignment
 - » When automating any system – not just to focus on the current problem but also align with the long term business goals of the BU / organization
- » Black box approach to Custom API
 - » Building up the transparency and moving towards componentization and or service orientation for any utility / tool
- » Automation is not just finding / using a Tool
 - » Covering the entire spectrum of parameters associated with automation, not just limiting to the usage of tool
- » Reactive to Proactive
 - » Instead of waiting for the problems to occur, proactively thinking beyond for the possible risks / bottlenecks and taking the preventive measures is the way to go

- » Thought Leadership
 - » Is the only means to sustain.
 - » Is vital driver to meet the future needs
 - » Is a journey, not a destination
 - » Can only flourish if well defined frameworks / processes are developed
 - » Must be “business driven” and aligned to customer needs

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Thank You Q&A


AppLabs
no doubt about it