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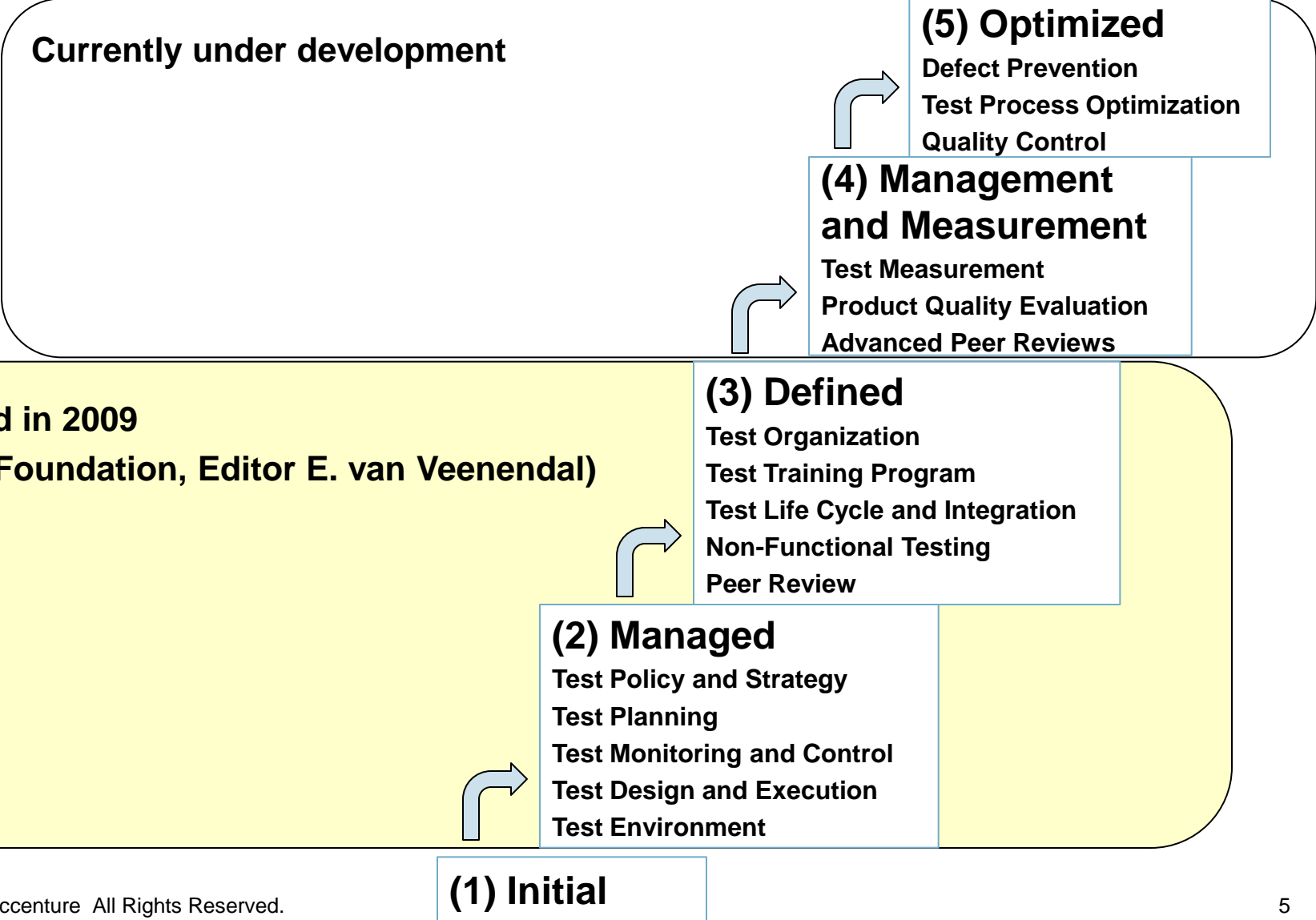
TMMi® Model Development and Practical Experiences

June 8th 2010

Developing TMMi®

Using TMMi® to deliver value

The TMMi® model is in the process of being extended to cover all 5 maturity levels



The development of Maturity Levels 4 and 5 is a collaborative effort from various industry participants



TMMi Foundation Working Group for Model Development and Maintenance

Matthias Rasking (Manager)



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Review Committee

Ca. 90 TMMi foundation members reviewing each draft version (2 review cycles)

Srivatsan Tiruvallur Thattai (Manager)



Cognizant

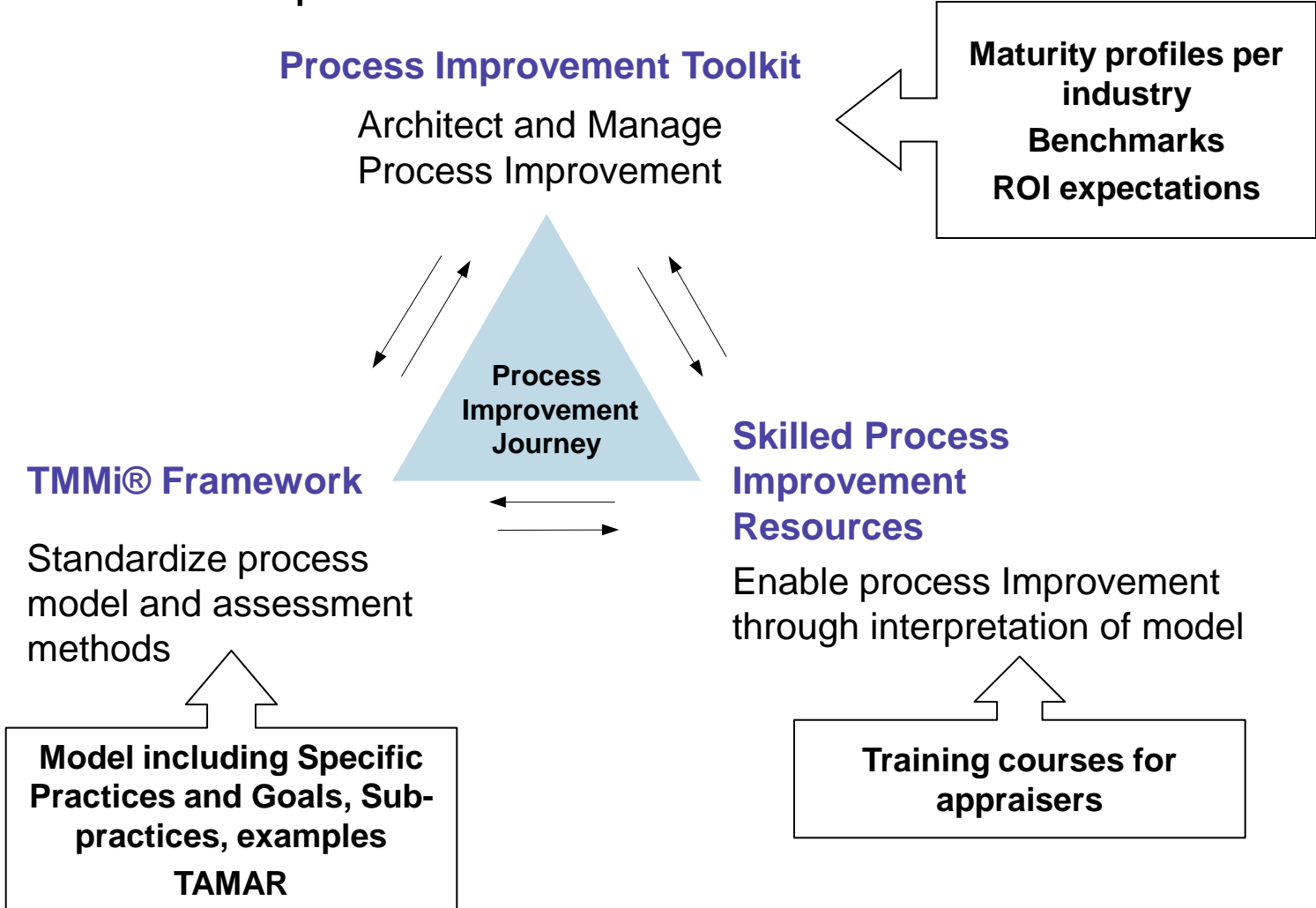


And many others...

TMMi®-based standards are a key component to deliver value when combined with resources and tools to interpret the model



Components of Test Process Improvement



Developing TMMi®

Using TMMi® to deliver value

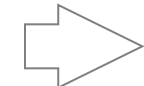






Improving processes is at the top of every CIO's agenda – but in which direction?



Through interviews with CIO's we have found that poor execution has forced companies to spend too much on maintaining old systems and too little on new systems.

	% Budget	Too Much	Too Little
Running	27%	100%	0%
Fixing	12%	100%	0%
Enhancing	17%	67%	33%
Integrating	10%	50%	50%
Building	14%	0%	100%
Testing	10%	33%	67%
Deploying	10%	0%	100%

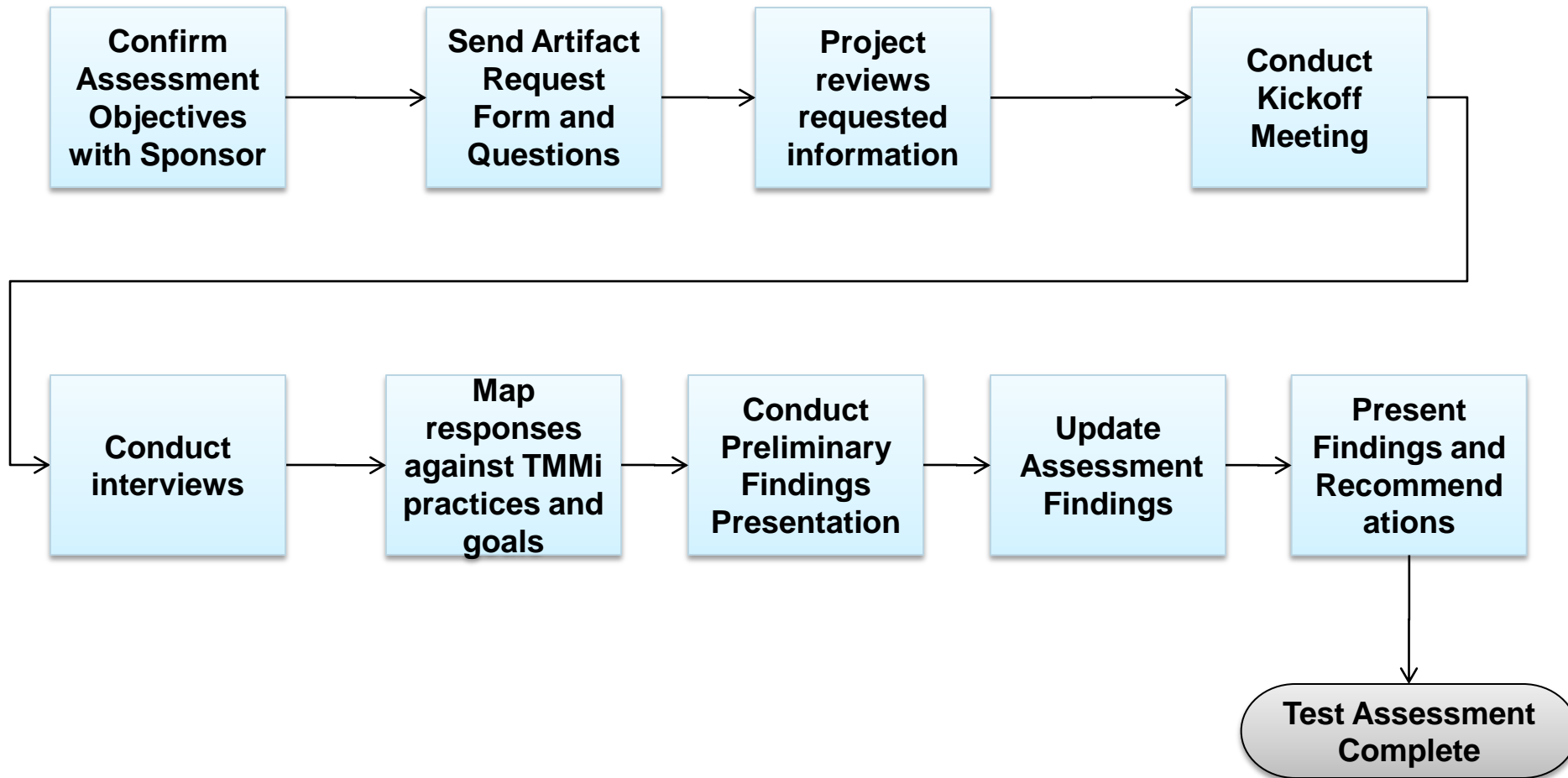
Top Drivers

-  Legacy
-  Errors
-  M&A
-  M&A
-  Growth
-  Defects
-  Defects

Accenture High Performance Technology CIO Interview Data, 2008

Acceptance of findings through review sessions is key to a successful test assessment

ILLUSTRATIVE

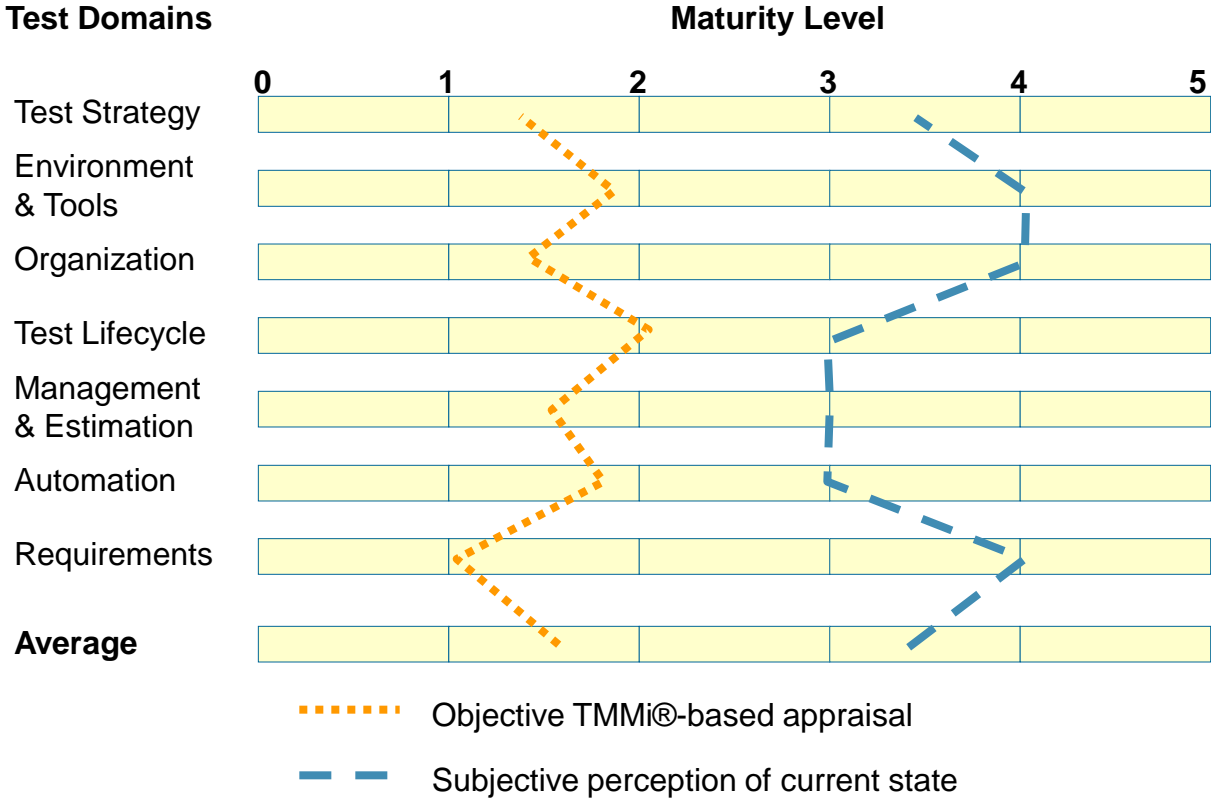


The difference between perceived maturity of (testing) processes and fact-based results can be astonishing



Even with a standardized process definition the different goals at each level need to be transparent for stakeholders to have realistic expectations.

ILLUSTRATIVE



Focus on some positive building blocks as a basis for the recommendations



CLIENT EXAMPLE

In general the organization can build on the following strengths:

- » Test Methodology / Test Strategy:
 - Manages 3 distinctive tests: Unit, Integration, User Acceptance
 - Clearly define tests. Definitions are not formally documented but known by all resources.
- » Project Management:
 - Four distinct environments are used for the various test phases. (Sandbox, Development, Quality and Production)
- » Test Life Cycle / Test Execution:
 - Business users execute tests, validate and sign off on testing results conducted during Integration Test
 - Common to reuse scripts but depends on the project needs
- » Test Estimation:
 - Estimation is based on size of the projects and vendors response to questionnaire.
- » Configuration Management
 - Process is in place and Lotus Note database is used to track each change and transports.

The recommendations can then be prioritized or tagged with a high-level duration / effort estimate



CLIENT EXAMPLE

The following recommendations pertain to the organizations’s test capabilities ...

Recommendation	Priority
Improve the project demand management process to better balance with resource capacity planning.	A
Establish standard processes for common test efforts and formalize approach and strategy.	A
Invest in tool capability (e.g. Worksoft) to improve overall test management, including test case maintenance and status tracking and defect management.	A
Establish integrated requirements process to enhance collaboration on project scoping with end-users and business.	B
Introduce test automation for regression testing.	B
Establish set of key metrics and standardize test status reporting.	B
Improve test data management process for transactional (invoice) data.	B
Formalize test estimation process with standard factors.	C

- It is important to provide a common, industry-supported and open standard for Test Process maturity and improvement.
- The development of the TMMi framework is a collaborative effort that is still ongoing.
- Through your feedback and comments the framework will get better and more widely accepted.
- When using the TMMi framework to conduct assessments, make sure you understand the objectives of the stakeholders.
- Understand the stakeholder's current perception of testing proficiency and build on strengths you have identified to gain buy-in to the improvement journey.