



## Titel, samenvatting en biografie

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### Kees Blokland Top 10 Mistakes in Test Outsourcing Najaarsevent Testnet: 16 september 2008

#### **Samenvatting:**

Ten years of experience with test outsourcing at Polteq has shown that test outsourcing can be successful. However on the road to success, many – often painful lessons were learned. Kees Blokland shares with you the top 10 test outsourcing mistakes hoping that you will not repeat them!

One mistake is the expectation of large and rapid cost savings –many who have been seduced by this temptation have not been successful. Another mistake is to believe that the outsourcing vendor actually knows how to test your applications – just because they are test specialists doesn't mean they know your business. Kees presents a full list of outsourcing mistakes and discusses how you can prevent them from happening – or repair the damage if mistakes have already been made. If you're planning to outsource testing or are in the middle of an outsourced project you will find Kees' insight very useful.

#### **Biografie:**

Kees Blokland joined Polteq in 2003 as test consultant. Before he joined Polteq he worked 14 years for Lucent Technologies R&D of which about 10 years in various test functions, like tester, test team leader, and supervisor of a test group. As a member of the team of Polteq IT Services he provides international testing consultancy. He is specialized in test management, improvement of test processes and particularly in supporting organizations with test outsourcing. Kees teaches a broad range of test classes and is a successful speaker at a.o. TestNet conferences, ICStest 2006 and Eurostar 2003, Eurostar 2004, STAReast 2004 and STAReast2007.

# Mistakes Outsourcing Customers Make

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## A top ten

- Omission of crucial steps on the road to outsourcing
- The knowledge issue
- High expectations on fast bottom line results
- The maturity issue
- The responsibility issue
- No governance, control, monitoring, management
- Lack of openness and flexibility
- The gap between decision making and implementation
- The cultural issue (off shoring)
- Blaming outsourcing for all the problems



## Omission of crucial steps on the road to outsourcing

- Definition of strategy
- Selection of supplier
- Creation of contract
- Transition
- Management & Monitoring

Objectives are not clear (why outsourcing)  
Scope is not clear (what is outsourced)  
Scope is not clear (what is NOT outsourced)  
Approach to outsourcing (is there one?)

Profile of Supplier not satisfactory  
RFI/RFP with only one or too many suppliers  
Supplier selection lead time underestimated

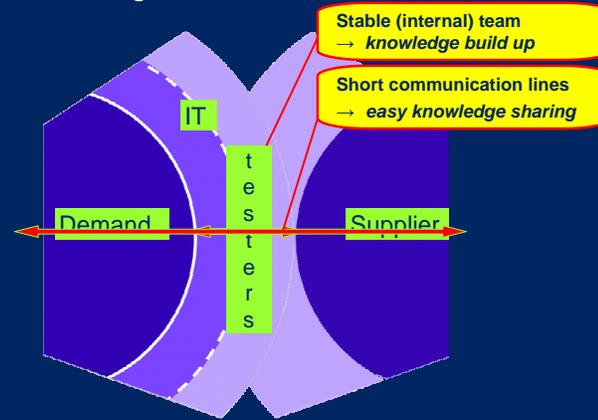
No way out  
→ *arrange the divorce before the marriage*  
No service level agreement for test services  
Too thorough contracts – no flexibility

Not handling transition as a project (\$,T,Q)  
Forgetting own organization  
→ *managing expectations - unions*

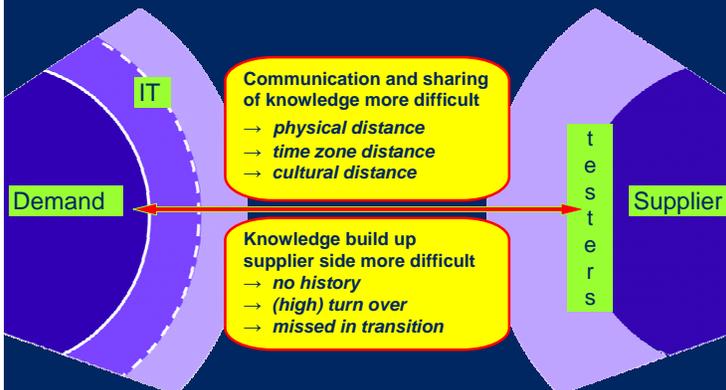
Not monitoring outsourced work well  
Not managing the test outsourcing 'system'



## The knowledge issue



## The knowledge issue



## The knowledge issue – hints & tips

### Invest in communication

- meet in person if possible (video conference)
- let supplier write meeting minutes
- work on mutual cultural awareness
- organize subject matter expert sessions
- explain the test process well
- contact moments between supplier and business
  - Q&A on functional specification
  - product risk analysis
  - let business review suppliers' test plans
  - also for test specifications and test reports

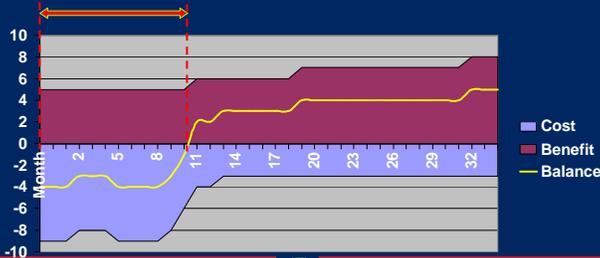
each project



## High expectations on fast bottom line results

(Q, \$, T)

- \$ expect short term cost savings
- \$ expect transition/implementation cost no money
- T expect transition/implementation takes no time
- Q expect short term quality improvements



## High expectations on fast bottom line results

(Q, \$, T)

- \$ expect that off shoring is extremely cheap

- \$ 15,- per hour
- + communication cost
- + knowledge transfer cost
- + travel cost
- + transfer cost
- + equipment cost
- + management cost
- + *total cost?*



## High expectations on fast bottom line results

(Q, \$, T)

- Q expect outsourcing solves bad internal process  
→ *outsourced chaos is still chaos*
- Q expect the supplier will solve all the issues
- Q expect CMM5 process is completely filled in

**"You may have bought a car that can speed 150mph, but it will still crash if you don't drive it well!"**



## High expectations on fast bottom line results - hints and tips

- be realistic on the business case
- plan lead time for transition/implementation
- assign budget to transition/implementation
- first improve ... then outsource

**REALISM**



## The maturity issue

### DEMAND SIDE

#### lack of 'Fitness for Outsourcing'

- insufficient test basis
- insufficient test ware
- insufficient test environment
- bad system quality
- ad hoc test process
- high dependency on experts



### SUPPLIER SIDE

#### lack of capabilities

- no experience with outsourcing
- no experienced testers
- no experience in the line of business
- champions are there first  
→ *then the lesser ones come*



## The maturity issue – hints and tips

### First improve .... then outsource

- bring test basis in order
- bring test ware in order
- bring test environment in order
- bring test process in order

**Let the supplier meet your maturity goals**



## The responsibility issue

**"Houston.... we have a problem!"**

- suppliers may try to push back on responsibilities
  - during contract phase
  - when difficulty is experienced
- it is tempting to help supplier out to rescue the project
- remember: you selected and paid the supplier to take care of it for you!



## The responsibility issue – hints and tips

**"Houston.... we have a problem!"**

- suppliers tend to push back on responsibilities
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- it is tempting to help supplier out to rescue the project
- remember: you selected and paid the supplier to take care of it for you!

**Don't take back responsibilities!**

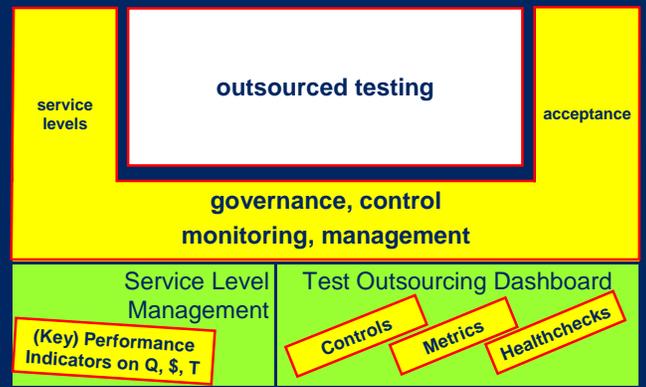


## No governance, control, monitoring, management

- do you get what you expect from the supplier?
- do you get what you agreed from the supplier?
- do *you know* if you get what you agreed/expect?
- does supplier follow the right procedures/process?
- does your organization understand the new situation?
- is the transition/implementation completed?
- co-operation between demand side and supplier side?
- remaining test activities?
- risk management? Escalation?
- innovation?
- .....



## Governance, control, monitoring, management – hints and tips



## Lack of openness and flexibility

- bad news is not reported → bad surprises
- assumptions are not verified → wrong assumptions

- keeping strictly to the contract → no flexibility

- outsourcing needs partnership

**- hints and tips**

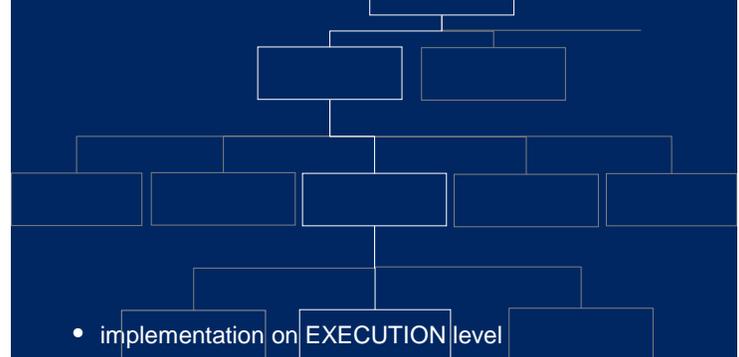
- keep the right balance between rigidity and flexibility

**contracts&agreements**



## The gap between decision making and implementation

- decision to outsource on EXECUTIVE level

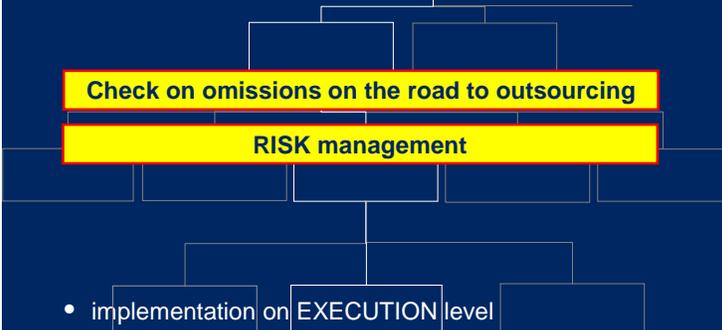


- implementation on EXECUTION level



## The gap between decision making and implementation - hints and tips

- decision to outsource on EXECUTIVE level



## The cultural issue (off shoring) - hints and tips

- different acting and thinking
- win-win?
- no: no? no!    yes: yes? yes!
- end responsibility
- report bad news?
- management qualities
  
- the India 'shock'

**Don't underestimate cultural issues**

**Work on cultural awareness (e.g. courses)**



With these hints and tips you can prevent that...

**Outsourcing is blamed for all the problems!**



## Questions?

Thank you for your attention!

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