Is Transformation Even Possible?

Empower your team to learn as they build

The Sentinel Report is one of Globant's initiatives to help our clients stay relevant through the observation of market trends, insights, and industry behavior from all over the world.

This information is meant to inspire new thoughts and initiate new conversations about products, services, ideas, and opportunities in an effort to help us be more creative and innovative in our solutions.
Observation and action are at the core of any sustainable strategy, and we believe that this is a great way to create a positive trend.
We encourage you to share this information with your colleagues and deepen your understanding of the concepts and ideas that we present here.

Take a look and enjoy!

MARTÍN MIGOYA
CEO Globant
@migoya

Globant

Of Course!

we love a good transformation story

You know those inspiring transformation stories? Like the failing author who can't get past his writer's block, and then writes a memorable and successful novel? Or the young woman who's determined to be the first in her family to attend college? These stories are powerful, inspiring, and rare.

The thing is, we tend to focus on only two things: the before and the after. The middle is there somewhere; we know that transformation is hard and takes effort. But that's where the magic happens.

We believe organizational transformation *can* happen, and that the digital era has created a new motivation and set of tools for those brave enough to try to achieve greater things.

But what does it look like? How much effort will it take? And what will an organization look like when it's all over?

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So… what is **transformation?**

It's about staying fit.

In order to stay fit, companies need to evolve from making technology-driven decisions to empowering teams to learn and grow as they execute their strategies.

New technologies have emerged which revolutionize the way end-users interact with companies and re-shape the way they do their business.

Your company can begin the road to transformation by constantly creating new internal capabilities that re-imagine processes based on current and future technology instead of current platform features. Empower your organization to challenge the status quo.

Adapt or Die
How I Learned to Stop Worrying and Love Data

Lucas Hendrich
Product Director,
Product Acceleration
Studio

Data-driven decision making is not only about making choices. It is also about finding the problem to solve. This is the secret to developing successful products. The 2011 film 'Moneyball' captures this in a key scene: Seasoned recruiters are looking for the best player to turn their team around. They are focused on high batting averages, home runs, good looks, and other attributes that intuitively make up a great player. Brad Pitt and Jonah Hill (as a young mathematician) challenge this. If runs are scored by getting people on base, why not solve that problem? They propose recruiting three unattractive players who consistently get on base. This is what the data tells them. I won't spoil the ending, but I will say that they were right.

How many of us have seen the same scene take place among stakeholders on a project? Our intuition is excellent at tactical decisions—we react in a millisecond to avoid an obstacle while driving. Tactical risk aversion has helped us evolve for thousands of years, but we often make the mistake of applying this same intuition to strategic decisions. It can lead us to focus on what is right in front of us instead of treating the root cause. What is "attractive" from an intuitive standpoint may be irrelevant to the problem that a product wishes to solve. Embracing data forces us to separate concerns. It also forces us to focus on and prioritize around root causes.

Finally, we are living a moment in which there has never before existed the amount of data readily available to guide decisions, along with the processing power to visualize, understand, and incorporate that data into our decision making. This will never undo itself.

The scene ends with Brad Pitt saying "adapt or die." Although extreme, the message is clear. We need to embrace the data, especially when it contradicts our instincts.

Time to stop playing baseball and start winning moneyball.

The **Four Pillars** of Transformation

In our experience, any organization that is looking to become flexible, fit, and adaptable needs to pay close attention to these four pillars:

1. Vision
   Direction and experience

2. Skills
   Surround yourself with the right people

3. Technology
   Power to enable action

4. Culture
   Fostering a culture of empowered people

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Vision

Direction and Experience

VISION

A Common Understanding of a Unified Experience.

We often see companies that have a tremendous focus on technology, but when you talk to them about their end goal, every department has a different view; there is no common goal. Not only that, but often, the ones that do have a vision only have a one-sided view of that vision, just from the business side, or from the technology side.

We believe that a well-balanced vision is one that is drafted based on observation of human behavior, market trends, and our own capabilities and purpose.

This is a continuous cycle of exploration and storytelling that will drive your organization closer to users and data.

From Vision to Goals

At the start of a digital transformation, our mission should be to work at understanding **why** and **for what purpose** this **digital transformation** should happen**.**
The answer to those questions will define the path and the horizon of what we will embrace for the next few years, and will enable us to focus on the main strategies necessary to accomplish it.

The **why** should provide a clear explanation of the main needs and pain points the company is facing, and an urgent need for change may be the first trigger.

The **for what purpose** will define the perspective and scope of the digital transformation program.

At the moment we have those questions answered, we are ready to create a roadmap and start changing the company.

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"An ineffective vision may be worse than no vision at all"

John P. Kotter
Source: "Leading Change" by JP Kotter, 1996. Chapter "Creating an effective vision"

A.I. as the Catalyst of Transformation

Haldo Sponton

Technical Manager, Artificial Intelligence Studio

In the last two years, we have heard more about AI than about any other topic. Hundreds of initiatives claim to be "smart" by applying machine learning technologies, and in their own way, many of them are incredibly powerful. But beyond the most open-and-shut advantages offered by this technology, there is still the need to answer one of the most obvious questions: Why AI? Let's rehearse a humble approach to answer that question.

There is a strong consensus that the purpose of AI is not to supersede humans by automating or delegating tasks to machines that do better than we do. The real purpose is—or should be—to create machines which collaborate with humans, in order to overperform both parties separately. Quoting Tom Gruber (co-creator of Siri), in his idea of Humanistic AI: Instead of asking "how smart can we make our machines?", we should ask ourselves "how smart can our machines make us?". Because if we can leverage and work together with AI, then every time a machine gets smarter, we get smarter.

The same general idea is shared by Maurice Conti, when he presents his theory of the Augmented Era.

This next step for humanity would begin—if not yet started—with natural human capabilities being augmented by computational systems. Our memory and cognitive capacity would be enhanced by tools that would pass from being passive to being generative (with the capacity to create countless solutions for a given problem), and finally being intuitive (by gaining intuition, and not having to start each task from scratch every time).

AI should be considered a collaborative tool, capable of empowering us to perform tasks or make decisions which,, without this help, would be much more complex. It sounds like an easy job; it is not. Experience has shown us that this technology is not easy to adopt, both for our clients and for our clients' customers.

That is why the joint work of AI experts with experience and service designers is inseparable. By bringing together these capabilities, we are able to form teams that help our clients understand this technology and drive its adoption on the way to the next era in the digital transformation.

TELL A STORY

Whether it is a big new product or a filter manufacturer brand, one of the most powerful things you can do is to tell a story about how you will set the vision and how the experience will play out. Base that story on evidence of behavior, on expectations and desires. Put it to the test as soon as possible, and iterate the story, not the features. Refine the story and make it human, and you will create a sustainable vision.
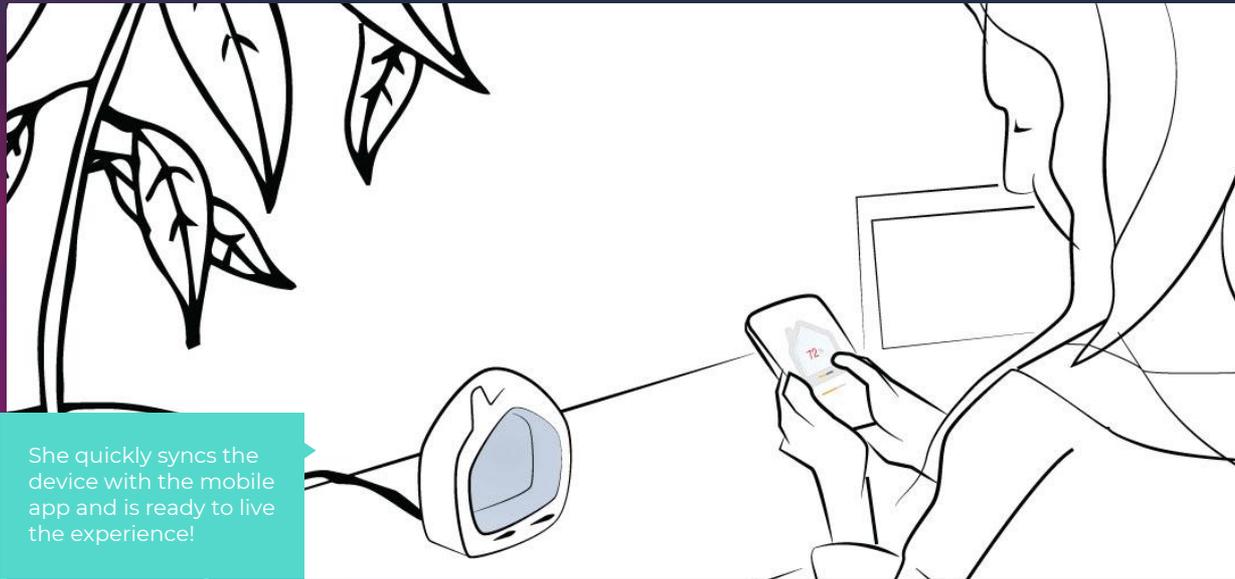
She quickly syncs the device with the mobile app and is ready to live the experience!

AirCare

100%

Connecting to your device.
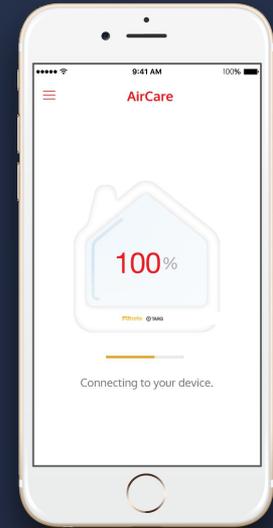
Challenge

Avoid adding any extra difficulty in the process. Reduce friction + help the user.

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Consumers

Seamless process. Make the installation process easier for the user.

Customers

Get useful data from consumers.

DESIGN OUT LOUD!

Crafting your vision is a serious endeavor, but it should also be creative and fun. We have seen that in an environment in which the design process is relatively private, the results are not that effective. When the design process is collaborative, open, and iterative, it becomes a well-balanced cycle of observation of behavior in which you'll come to really know your employees and users. Explore solutions that are based on actual behavior and not just wishful thinking, converge onto relevant solutions, and expose them to validate and move on.

Designing with your door open and including people in the process will ensure a more effective vision and a more sustainable approach to any problem you are trying to solve.

ONE BALANCED CYCLE

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The Future Commerce Case

Esteban Acosta

Technical Manager, Scalable Platforms Studio

Digital transformation is mainly a talk about the different stages to move an activity or practice from analogue to digital. These stages are moving, optimizing, innovating and of course, set a maturation grade. But there is at least one activity or practice which already has completed the moving stage and led the way for the digital transformation journey the most, and that is the electronic retailing, or eCommerce, practice. Today, it is in a continuous flux state of optimization and innovation that has led to other digital, analogue, and material transformations.

Unlike most digital transformation, eCommerce is a digital activity that mostly involves material and digital products. Products that have to be shown, paid, and delivered in order to succeed mix all the state-of-the-art technologies such as Artificial Intelligence and Big Data. Most of these activities come from traditional workflows and interactions with customers in physical stores. The interaction product-customer-salesman-store environment was always the key to success in sales. Could this interaction become irrelevant in the years to come?

Here is where digital transformation can go backwards to execute an analogue transformation, in which the real stores start to feed back to eCommerce sites in order to enhance and contribute to them. How can we, from the digital experience, improve the in-store experience and vice versa? So far, we have experienced the consolidation of order pick-ups at stores, in-store digital carts using mobile phones, NFC Technology which uses image recognition to remove any checkout lane, and of course Artificial Intelligence, which suggests digital purchases based on crossed analogue and digital order histories.

All these new initiatives are hybrid technologies which are transforming physical places into hybrid places, in which the digital world will melt into the analogue world to get create a unified shopping experience. This is why we at Globant refer to eCommerce as Future Commerce.

TESLA
Accelerate the world's transition to sustainable energy

Tesla believes the faster the world stops relying on fossil fuels and moves towards a zero-emission future, the better. It was founded in 2003 by a group of engineers who wanted to prove that people didn't need to compromise to drive electric – that electric vehicles can be better, quicker, and more fun to drive than gasoline cars. Today, Tesla builds not only all-electric vehicles but also infinitely-scalable clean energy generation and storage products.

APPLE
Masters of simplicity

"We believe that we are on the face of the Earth to make great products and that's not changing. We are constantly focusing on innovating. We believe in the simple not the complex. We believe in saying no to thousands of projects, so that we can really focus on the few that are truly important and meaningful to us. We believe in deep collaboration and cross-pollination of our groups, which allow us to innovate in a way that others cannot. And frankly, we don't settle for anything less than excellence in every group in the company, and we have the self- honesty to admit when we're wrong and the courage to change".

EA
Design with passion

Passion and being great at what you do are the common characteristics that EA's creative designers share. They are the leaders of the features and vision through huge teams that include graphics, audio, and developers. Games have turned so complex to mimic reality that this challenge can only be taken by multidisciplinary teams.

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TRANSFORMATION PILLAR

Skills

Surround Yourself With
The Right People

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SKILLS

A Multidisciplinary Team is The Key to Unlocking Success.

Teams that aren't designed to act as a customer-centric network of experts end up acting as rigid walls that delay change.

To empower change, organizations need to design teams to act as autonomous pods that are comprised of members from various disciplines, with the only goal of improving their customers' experiences.

While designing these teams, organizations need to pay special attention to certain skills, not only regarding the proficiency of their specific area of expertise, but also their soft skills. Specifically, look for people who can accept different points of view and can positively influence others' behaviours.

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Building multi-disciplinary teams that can look at **users**, **technologies**, **businesses,** and **products** will ensure a balanced and sustainable result.

SD	PM	UI	DS	AR	BA	PO	VD	QA	CE
VD	UX	ID	IOT	DM	SEO	BD	DA	MOB	UI
DB	CHM	CNS	VD	UX	DS	TD	TL	SP	BUD
DD	CP	VID	CNT	SD	SFT	EH	GE	UX	VD

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Universal Access
in The Final Stretch of a Needed Transformation
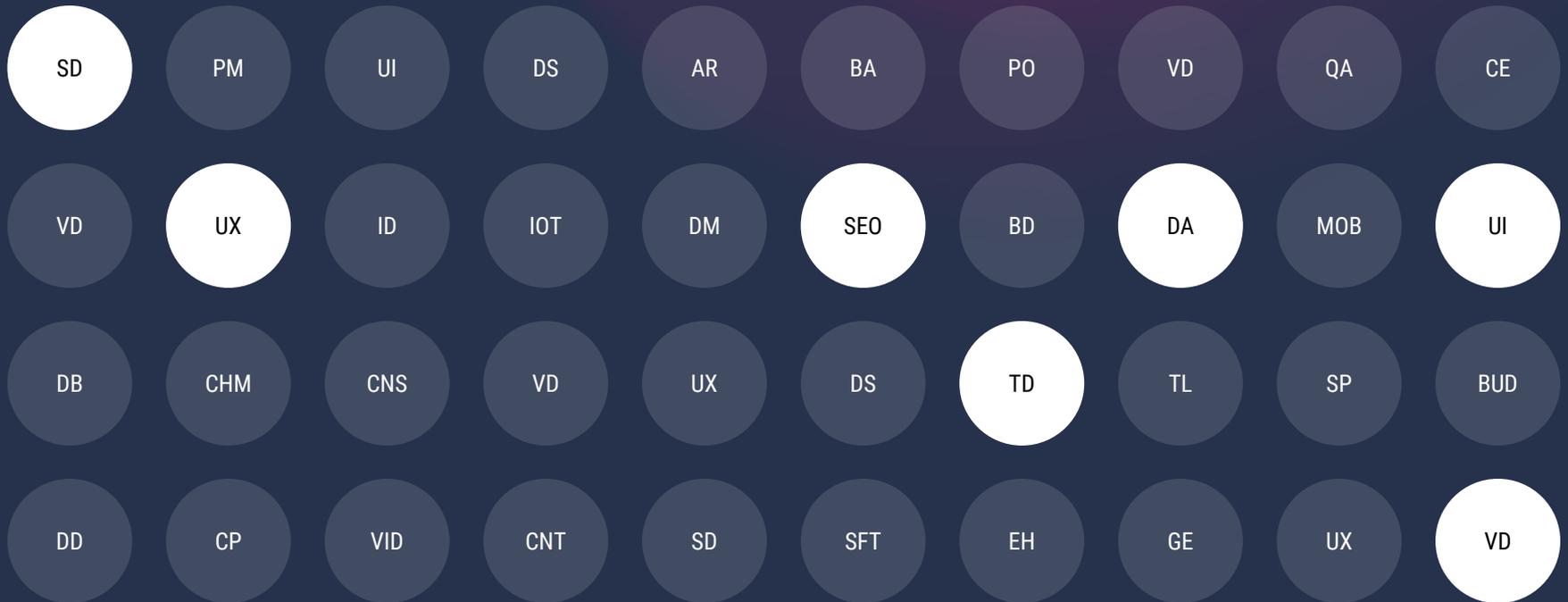
Martin Mutilva

Accessibility Practice
Lead, UI Engineering

We have seen how technological advances improve the lives of those with disabilities. There is no doubt about the benefits that features like VoiceOver on iPhone or TalkBack on Android phones bring to a blind or low-vision user. Voice activated assistants like Amazon Echo or Google Home also improve the quality of life for people with disabilities. Not to mention the freedom that autonomous driving cars, once they become mainstream, will bring to those who currently depend on others to drive them for the simplest errand.

But technology by itself is only half of it; there is not much the assistive technology can do if the underlying artifact was not designed in such a way that its features become available to and easily operable by such automated tools. The industry has made changes in that direction over the last few years, but it is time for companies speed up that transformation in its final stretch and go through a necessary cultural shift.

They need to think in terms of universal access as a non-negotiable feature for the products they build or the services they provide, as opposed to an add-on for which you must pay extra. This impacts the entire production lifecycle:
- Inclusive design should be embedded in the product design phase. Forget about the mythical average user, and design for the extremes.
- Technology teams need to have the skillset to build it so that the product can be operated in many different ways.
- The result needs to be thoroughly validated using the proper tools and techniques to assure that universal access was achieved.

The bottom line, in case it is still not apparent, is that the main driver for this transformation should be building products that can be used by anyone. If we succeed, any regulatory compliance will be met as a side effect. Moreover, the ability to seamlessly operate a device of any kind under varied circumstances unleashes everyone's potential, regardless of their current or future abilities.

TEAM DYNAMIC SKILLS

The key skills that will make change possible and empower the organization:

Collaboration

Inspired by breaking the silos of the organization's different areas—operations, product, technology, marketing, and data—and unifying them under a vision aligned with co-creation. Boost collaboration between all actors, including external providers.

Transparency

A culture of openness builds confidence in the change and builds healthy foundations. Transparency needs to be driven by a culture of leveraging various data points across the organization for data-driven decision making.

Autonomy

Diffusion of stages, results, and the work produced together are key to spreading the empowerment to inspire new ideas and make everyone feel part of the change. This enables teams to be autonomous in deciding how to impact change.

Agility

Enable your team to have an MVP approach to be able to provide unique experiences to consumers that evolve over time.

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DISCIPLINES

The organization must be flexible in specific methodologies, tools, and profiles to make a successful change:

Experience Design

Design your experience with consumers (and not systems) in mind.

Invite end users to be part of the co-creation stages to ensure their points of view are considered.

Data Analysis

Data should not be an afterthought, but a key enabler of great experiences and increased personalization.

Product Vision

Take into account the full client experience—how technology will shape the product—and allow for the different functionalities to combine what our client wants with our objectives.

Flexible Architecture

Flexibility and components can be the best allies—or the biggest blockers. This requires a great understanding of the organization's ecosystem capabilities the organization and how they interconnect or disconnect to make execution feasible in an accessible timeline.

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"How could you have a soccer team if all were goalkeepers? How would it be an orchestra if all were French horns?"

Desmond Tutu | Archbishop, Nobel Peace Prize
Source: *Excerpted from a speech to the United Nations Commission on Human Rights in Geneva in 2001*

TRANSFORMATION PILLAR

Technology
Power to Enable Action

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TECHNOLOGY

You should own your technology, not the other way around.

What should I look for when I'm re-thinking my technology infrastructure, and how do I know where to start and what to do?

It can be confusing to find order in all of this mess, so we have created a set of questions which will allow you to evaluate the state of your technology stack and see where you have room for improvement and where you need to take immediate action.

Are you ready?

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TECHNOLOGY

If you want to start an initiative today that uses **new technology,** can you put a working product on the market in the next **three months**?

Your ability to adapt and react to changes quickly is one of the biggest impacts on a transformation. Your technology stack should allow you not only to do business as usual, but also to be **flexible** enough to explore new solutions and new technologies, adopt them, and release a healthy/iterative product to **market** in a short time span. The methodology and **repeatable** process you use to define the experience, initiative, or product is key to continuing your success.

If you see an opportunity for a great partnership today, can you expose all necessary **services** to a third party today?

Having a healthy **service bus** that is constantly growing and exposing new and relevant services is the playground for true innovation. Teams from your organization will be able to try and test new solutions to relevant problems, and you'll be able to quickly create strategic partnerships without any hassle. This is a key component of a true transformation. **Documentation** is also key to democratizing knowledge.

If you need to define a new strategy, can you base your decisions on facts and **data,** and communicate the strategy effectively?

User-Data-Centric culture is the most effective behavior that you could adopt to define a sustainable strategy. Being able to visualize your data, and having a habit of observing behavior, will transform your organization from an "I feel like" to an "I know that" type of team, and this will bring relevant and sustainable results. Measuring the success of the changes you implemented is vital to retrofitting the strategy with facts. A **KPI framework** is key for achieving it.

Making the invisible visible

Transforming and Thriving in a Data-driven Culture

Sanja Licina

PhD, Future of organizations

Today, every organization is going through a transformation. Whether it is a significant digital shift, or a transition at a smaller scale, how employees embrace the initiative has a great impact on the success of the change. But in reality, most of us don't like change much, so fostering an organizational culture that puts employees at the center is critical because it makes them more open to not only accepting, but also helping drive, the transformation.

Many organizations spend time defining values to help them get through the transformation and thrive beyond, but they're not sure how to bring those values to life. This is why one of the fundamental components for shaping and fostering the right culture is employee recognition. Peer-to-peer recognition platforms, such as StarmeUp, empower employees to recognize their peers for all the positive actions that happen every day. The use of technology to share recognition makes it more visible across the entire organization, augmenting the importance of that achievement and setting a great example for the rest of the employees.

Recognition platforms also make many of the organizational dynamics that were previously invisible, visible. In many cases, during a transformation, leaders often lack the data to know how effectively a change is progressing. But imagine being able to have real-time data at your fingertips to see which values employees are recognized for the most, and in which values the organization can improve. Imagine being able to have insight into the biggest influencers and change ambassadors, those who may not be leaders by title or tenure, but are the great change catalysts the organization needs to go through the transformation. It's important to see positive dynamics across departments and locations, and areas where there is opportunity to improve collaboration.

The right culture, coupled with the right insights, can help build an environment in which both the employees and the organization have the opportunity to effectively transform and become the best versions of themselves.

TECHNOLOGY

Technology enabled, Driven by data.

The truth is that good technology can make an organization better, but it's not everything. You should focus not just on what you have but on who you are, and *that* will change the fabric of your organization.

There are things you should have, that is fair, and you should invest in them as soon as possible. But those things will only help you on your way to becoming what you need to be. Start behaving like that even before you have what you want.

Technology is here to empower you.

YOU NEED TO BE

Data Driven

User Centric

Flexible

Automation Focused

Reusable

YOU NEED TO HAVE

Healthy Data Lake

Data Processor

Full Service Bus

Machine Learning

Component based Architecture

Component-oriented architecture.

At globant we use **agile methodologies** to develop business-oriented initiatives (3 months cycles) that allow us to be part of the cloud world as a service.

Classic Applications

SaaS provider to CLOUD

WEB

MOBILE

Self Service Terminals

Startups

Social Networks

Market place

IoT

Business Layer
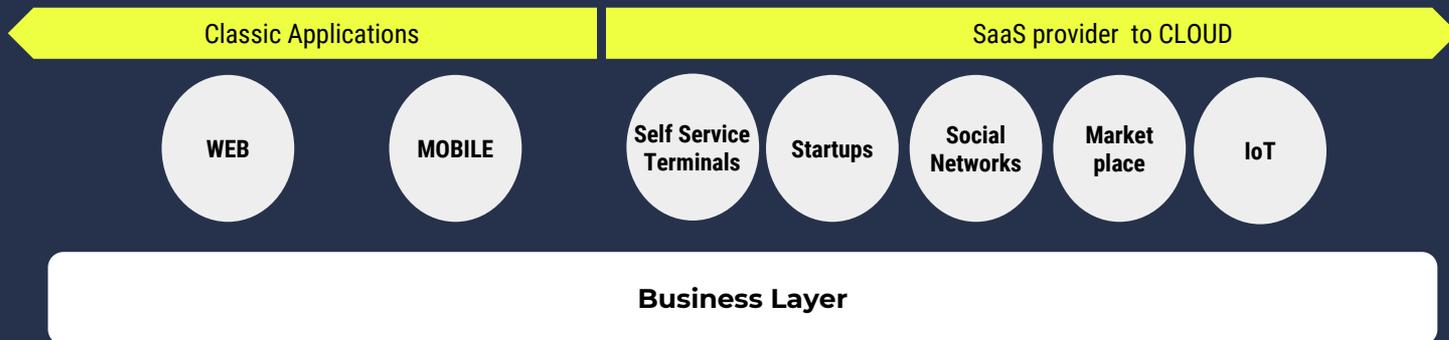
We use atomic **microservices** to extract the backend logic in components. This allows us to create an integration layer that encourages software reutilisation and reduces the time to market in future developments.

MS

Integration Layer (Canonic Microservices)

CRM

CMS

ERP

Legacy

Business Int.

SaaS consumer

Customer Relationship

Content Management

Enterprise Resource Planning

Core Backend

Big Data

Third Party Partnerships CLOUD

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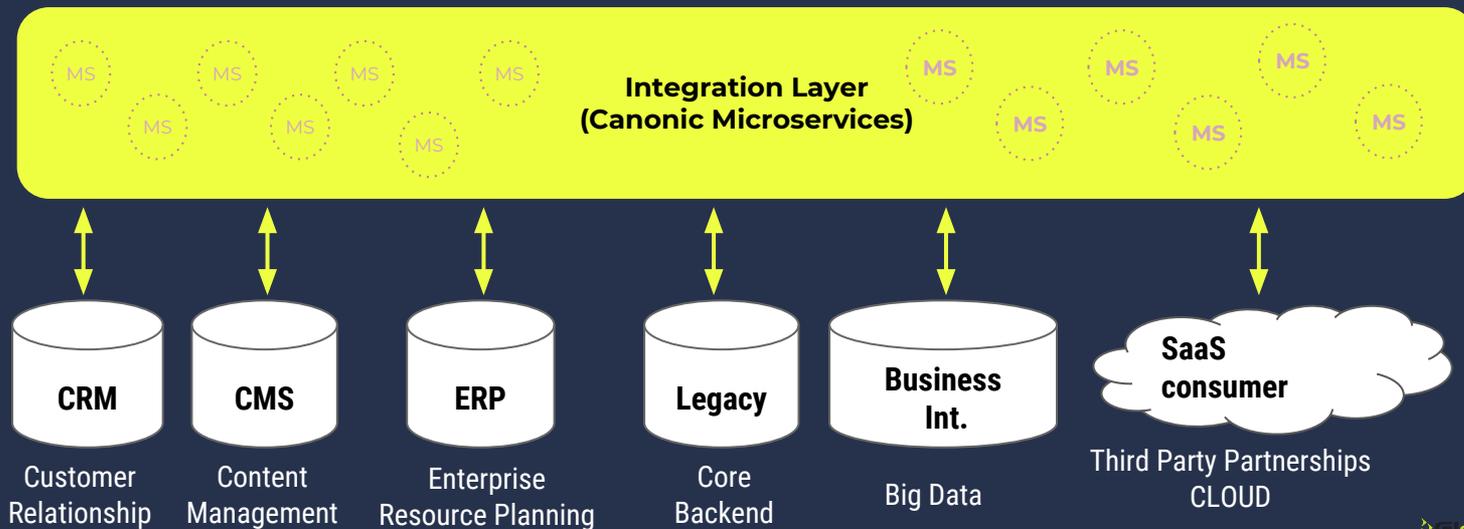
Amazon
Deploys every 11.6 seconds

Amazon moved from rigid infrastructure strategy to a more flexible, elastic Cloud one. In addition to this, their frequent deployments plan allowed them to ship product updates in shorter time spans, not only increasing revenue but also finding efficiencies through an elastic Cloud implementation for their eCommerce.

Source:
http://servicevirtualization.com/how-amazon-made-the-leap-to-a-devops-culture/
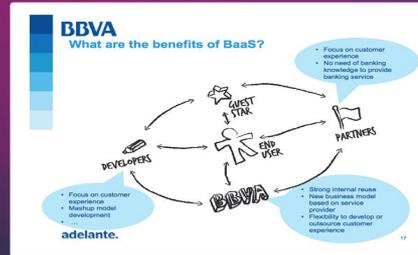
BBVA Data Monetization
Open data API to develop Data Products

BBVA is owner of most of the postnets devices in Spain, thus the tracking of consumer behavior is almost 1:1 with the market. They developed data products on top of a centralized data lake that exposed aggregated, segmented information only to uncover common consumer patterns. The reports can be aquired online at an accessible price. The API is publicly accessible.

Source:
http://www.centrodeinnovacionbbva.com/innovation-edge/apis

OTA Car Updates
Car companies have learned little from smartphones

The 10th anniversary of mobile phones reminds us of the disruptive change they have made in our lives and in several additional devices. Cars are no exception: Tesla, Audi and Volvo are implementing automatically updatable software onboard like on your phone. Cars' lifecycles are extended this way.

Source:
https://www.theverge.com/2017/6/30/15898292/automotive-disruption-icar

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TRANSFORMATION PILLAR

Culture

Fostering a Culture of Empowered People

Globant

CULTURE

How to Drive Cultural Change.

What is the first thing that comes to mind when talking about transformation? *Technology*? It's a key enabler. It allows us to be more efficient, flexible, and scalable. *Data?* It increases our capacity to predict behaviours. *Methodology*? It's the way you do things. Or is it how people behave, believe, and act—your *culture*?

You can always replace a platform for better efficiency, automate a process, or find a nugget of information to increase performance, but if you don't balance the behaviour at your organization to create a collaborative, empowered force to learn as they build, you won't be able to make better decisions. The digital age has greatly increased the capacity a driven group of people has, and if you don't enable your teams to fail by trying, you won't be able to find new frontiers.

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Fostering a Sustainable Culture That Evolves With Your Business

Diego Tartara
CTO Studios

We always think about competency, seniority, and experience as the tenure a certain professional has with regards to a specific job. And when we think about a job or position, it can be anything that connects with what an individual studied and prepared themselves for.

There are thousands of examples around this, but let me give you one that I am familiar with: software development. A software engineer studies technology and specializes in a certain domain, usually related with a group of technologies. An example of this would be a mobile developer or Cloud engineer.

Now, this says nothing about the problems they are solving for our clients. They are creating awesome and relevant experiences, creating scalable and cost effective environments for those applications, etc. A little over ten years ago, a mobile or Cloud engineer was either nonexistent or still not relevant for most people, and maybe this will be true again ten years from today. However, they will need to adapt and transform because they are still great software engineers.

How about fostering this continuously evolving behavior to incentivize our employees to change their role in the act of developing their career? What if we understand an employee's seniority as their ability to create awesome experiences and not their knowledge about mobile technologies ?

At Globant, we started this transformation with the POD Maturity model. Every Glober has a purpose above their role that is connected with the business KPI, the problem they're trying to solve, or opportunity they're pursuing.

The technology is just a tool to achieve their goal.As soon as it is no longer the best choice, there is nothing preventing the Glober from changing.

"Culture eats strategy for breakfast"

Source: as first articulated by Peter Drucker

CULTURE

Key Habits and Behaviors to Make a Transformation Sustainable and Effective.

Dealing with uncertainty is one of the biggest challenges in a transformation program. Organizations need to mature from a controlling, planning, and hierarchical structure to a network of empowered experimentation. There are highly effective habits to ensure the organization can deal with change.

Transparent: A data-driven organization leverages data as a collective power.
User Centric: Design based on final user input rather than on systems features.
Collaborative: Engage activities as a network rather than as a hierarchy.
Agile: Quickly experiment with a broad group of individuals rather than plan rigid steps.

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Cultural Change Can be a Success and a Failure

From a HiPPO driven culture to consensus and collaboration

Leaders should be catalysts and drivers of change. They should be at the service of their teams, empowering them to be their best.

Empowering your teams to make **better-informed decisions**, reducing dependencies and blockers, and allowing a healthy workflow are keys to the development of a collaborative dynamic.

Open workspaces, transparent management, the ability to learn from mistakes, and never losing the ability to shut down a project when necessary are fundamental for a transformation program to succeed. But half-baked implementation of these changes can increase your chances of failure.

Fail fast and fail often with your client in mind.

Long gone the days of detailed specifications and ulterior implementations. The market dynamics demand shorter, value-driven proposals.

Find the right partners to co-design low investment ideas and concepts to quickly validate with your core clients. With this approach, you can reduce risks out of your evolving product development cycles based on a proven hypothesis.

You can adopt a **fail fast and fail often** approach to quickly learn and evolve, in which short experimentation cycles are allowed, like design sprints methodologies adopted by Google. **If you do not fail, you are not trying hard enough.**

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GOOGLE
Losing the fear for failure

Google is well known for experimentation. They never stop trying to design and implement a product that will have a big impact on society. Project ARA and Google Wave are examples of experiments Google is not afraid of continuing. These experiments help their team learn lessons that may be applied to designing other successful products, such as Google Search Engine, Mail, and Android.

Source: https://www.theguardian.com/technology/2013/jul/09/google-android-reader-why

STARMEUP
Employee Recognition and Engagement

StarmeUp, a multiple-award-winning platform by Globant, is a recognition platform developed to help organizations strengthen their corporate culture. StarmeUp uses gamification techniques and leverages big data to engage employees and encourage a positive team mindset, while simultaneously delivering key insights on employee satisfaction, performance, and hidden talent.

Source: https://www.starmeup.com

FACEBOOK
If we don't create the thing that kills Facebook, someone else will.

"As the company of Facebook grew, we faced a lot of challenges. One of them was explaining our company's mission, history, and culture to new employees. Over the years, a lot of formative company discussions and debates had happened in Facebook Groups, over email, or in person. Those who had been present at the time had context, but for new employees that information was difficult to find, even if you knew what you were looking for"

Source: http://benbarry.com/project/facebooks-little-red-book

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Transformation for a digital bank from Quality Engineering perspective

Roberto Moschini

Technical Director, Quality Engineering Studio

Globant leads several fintech projects, and for this article, we will focus on those shaped as long-term programs to design, build, and implement new digital platforms, supporting the overhauled customer journey and business model. At Globant, our QE Studio's practices—Functional, Mobile, Automated, and Performance Testing—engage up to 65 quality engineer professionals, about 20% of the program assignees.

In these types of digital transformation programs, you will have several teams working together. Standardized procedures, templates, and activities are a must. Work with your QA department in order to tailor and publish them on the team's collaboration platform as early as possible.

Speak the same language of your client. A program like this will have hundreds of features to deliver that you will break down into thousands of user stories and tasks. When the final stages and UAT come, those have to be presented in a simple list that your customer can follow and approve. Find a way to keep this updated and linked to your product backlog. A specific workflow for them can be implemented in your issue tracking system, which will also allow for dependencies mapping.

Engage early in Automated Web Services testing, as they are the most common way to communicate with legacy systems that will be used across the board.

Early issues detection here could save tons of work downstream. Since they are typically provided and maintained by a specific client's IT department, it's highly recommended to have a unified Defect Management System to handle reported issues in every testing level. You will need it—trust me.

Regarding performance testing, test every single microservice as soon as it becomes available, and establish some test timeframes in production-like environments. Two other key spaces are the public web site and all functionalities consuming 3rd parties services. These could have a very negative impact if they don't perform well.

It might be difficult to have an integrated test environment with all legacy systems synchronized and running. In this case, it is critical to get the necessary test data in a timely manner. Have someone coordinating these efforts with the client and your teams. You will also face scenarios that won't be possible to test due to technical constraints (environment, data, interfaces, etc.) so flag them, seek the client's agreement, and keep all involved actors involved. Data issues could seriously impact quality and test times.

Finally, bear in mind that these transformations are extremely challenging. Facing multiple issues on a daily basis could blur the focus of your strategic goals. Establish a governance layer across the test organization so you can keep the strategic and tactical vision of the program on track.

"It is not necessary to change. Survival is not mandatory."

W. Edwards Deming | statistician
Source: The New Economics for Industry, Government, Education - 2nd Edition
by W. Edwards Deming

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