



From the CEO

Since the last edition of **Maveric Times**, we have realised three significant achievements.

Maveric delivery and management processes have been certified as compliant with ISO 9001:2000 standards. We have signed up two long-term projects with large public sector banks in India and, as a team, we have identified what makes us tick.

In the week before Christmas, the core team at Maveric sat together for two days to introspect and identify the few, vital “life-giving forces” that energise us as a team. The unanimous agreement, after over 10 hours of collective analysis, was ‘Success’ and ‘Leadership.’

Success, as defined by the team, has two dimensions: Making the client successful by adding value in excess of their expectations, and making Mavericks successful by offering growth, learning, challenge and inclusion.

Leadership, the team felt, has three dimensions - defining direction, making others successful and nurturing teams.

Over the last 12 months, our client satisfaction index has been 4.3 on a scale of 5. In order to maintain and nurture the ‘Maveric Magic,’ we have come to a collective agreement that we will work on assuring a client satisfaction index of 4.6 on 5.

Our team identified five key drivers, namely, effort estimation, project scoping, project staffing, project leadership and project communication plan, for further enhancing customer satisfaction. These processes are being redesigned to assure targeted client satisfaction and will be implemented during the second quarter of 2005.

Consistently achieving the above levels of satisfaction across our several delivery units is a key leadership focus.

- Ranga

‘Success and Leadership
are Maveric’s
vital, life giving forces.’



High Praise from the Giant

State Bank of India (SBI), with 9,000 branches across India and 51 offices worldwide, was migrating its legacy systems to Finacle, a product of the world renowned IT major, Infosys. Just working with a behemoth like SBI is a privilege and an experience no one would pass up!

The project, encompassing Trade Finance, Treasury and Core Banking functions as well as reports, included functional testing of base version and

user acceptance testing before rolling the solution out across countries.

The SBI project's high-point: client satisfaction index of 4.5+ on a scale of 5.



The bank's global product orientation spanning five continents, each with its own flavour and tight delivery timelines, was itself a challenge. Further, we were aware that our work would receive the strictest scrutiny from Infosys as well. It was a challenge we braced ourselves to.



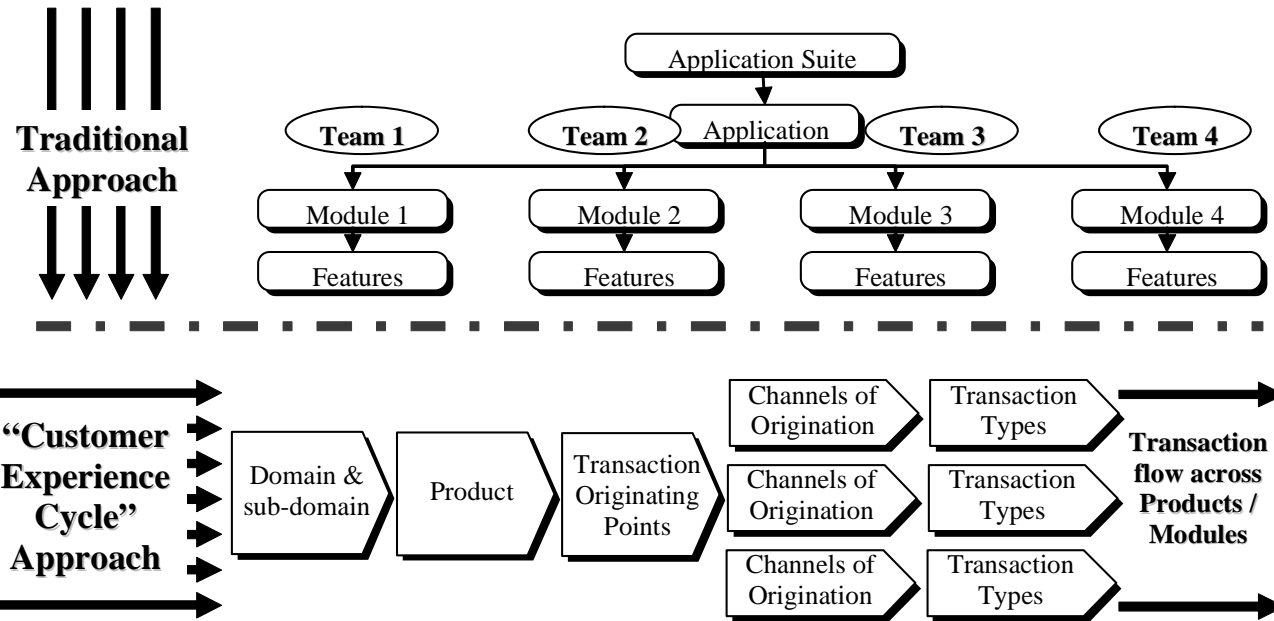
We put together a healthy mix of domain and a strong test process orientation with maximum emphasis on End-User Perspective.

We put our domain framework - which turns the testing process on its head with its focus on the operating processes rather than the way the solution is structured - to a full cycle test.

For project management, we applied our newly evolved communication and project management template that tracks and involves all stakeholders on a common platform throughout the life cycle of the project.

On the outcome front, we went beyond the usual defect reports by preparing risk documents that spelt out clearly the areas that need focus before the application goes to production.

Our unique approach to test design is based on customer experience cycle, and not application flow.



The feedback from the bank validated our skills and methodology! They ranked us upwards of 4.5 on a scale of 5 for every critical facet - domain, technical competence and project management.



Performance Testing

– A Paradigm Shift

Performance Testing usually looks at hardware upgrades, software enhancements and improvements in the overall infrastructure architecture – spotting and correcting bottlenecks. However, with businesses depending more on contemporary web applications, proactive management and precise performance-tuning solutions are needed for reduced transaction costs, expanded reach and higher profit margins.

To evaluate, define and manage the performance and reliability of web systems, performance management becomes important, especially as web applications have shorter development and release cycles, and deal with constant change, expanding user audiences and increasing expectations. So, performance management is all about measuring the customer Quality of Experience (QoE).

We look at how the customer will experience the system, says *V. S. Kannan*, who provides leadership to the performance testing practice at Maveric.

Companies doing business over the Internet need an easy, reliable way of monitoring the customer Quality of Experience (QoE) to really know what their customers encounter as they interact with various business-critical applications. They also need to collect real-time data on customer experience in order to maintain and improve the QoE.

To help customers measure this QoE and enforce service level agreements with various service providers, Maveric has a two-pronged methodology.

- *Total Performance Management (TPM) to audit the performance, tune the environment and plan for proactive maintenance and*
- *Holistic Problem Isolation Method (HPIM) for isolating performance bottleneck at various layers of the production environment.*

No single approach or tool for web application monitoring - inside or outside the VPN, active or passive - can give you a complete view of any web application. For a comprehensive, realistic view, an integrated monitoring approach is imperative.

Maveric's TPM comes up with this comprehensive solution to provide greater insight into an application and overall architecture. By viewing application from multiple perspectives, TPM helps in collecting all the data you need to address a broad array of problems, and ultimately improve the performance of your

application and take action to prevent future problems.

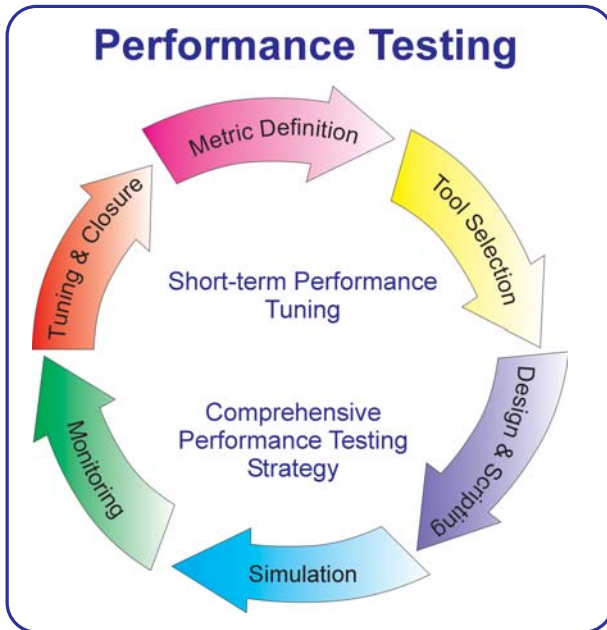
The value of an integrated solution is derived from the ability to correlate data that helps isolate variables and separate root

cause from effect. And this is where HPIM helps in zeroing down to the burning issue at hand and also make recommendations to alleviate these bottlenecks.



HPIM can be deployed at the Server and Infrastructure level, at an intra-VPN level and outside-VPN level to probe all the tiers of the application architecture. TPM would then store all these data collected in a central location, where it would be readily accessible for drill down. Thus, disparate measurements can also be readily compared and impacts measured after a performance tuning exercise is conducted.

Maveric concentrates on obtaining a summary view of those measurements that would indicate problems, allowing users to drill down to the root cause by analysing collected parameters and comparing them.



Audited & Proud of it!



All of us at Maveric wanted the ISO certification by the end of 2004. And, guess what? We got it!

At Bohemia 2003 - our annual planning meet - the ISO fever struck, and a five-member team headed by PKB, one of our Test Managers, put in place processes, templates and documentation.

After several long-drawn deliberations on the right methodologies and practices to follow, we kick-started our ISO initiative on April 19, 2004.

“The most systematic and well-managed testing assignment I have audited.”



The certification audit started off with the audit of a 25-member testing project at Mumbai. After the day-long audit, where the auditor scrutinised every process, met each module lead and, finally, the client, she was so pleased with our test process and project delivery capabilities that she remarked, “This is the most systematic and well-managed testing assignment I have audited.”

She appreciated that the quality initiative was owned by the entire team and that contributions came from across layers within the team.

Bravo...Team Maveric!!