TMMi: Business-driven and Keeping it Simple
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- In IT and testing since 1985 working for many different clients and in many different roles
- Author “TMap”, “ISTQB Foundation” and “TMMi”, and many other books and papers
- Former Vice-President International Software Testing Qualifications Board (ISTQB)
- CEO TMMi Foundation
- Winner European & ISTQB International Testing Excellence Award
TMMi FOUNDATION

- TMMi Foundation (2005)
  - Develop the TMMi standard
  - Framework for TMMi assessments

- TMMi Model (2010)
  - ISTQB, ISO, IEEE, CMMI, best practices
  - Available in English, Chinese, French, Italian, Spanish, Portuguese, etc.

- Independent model

- World leading model for test process improvement
  - Confirmed by IEEE (~8.600 organizations)

www.tmmi.org

TMMi MODEL AND PROCESS AREAS

LEVEL 1: INITIAL
- Test Policy and Strategy
- Test Planning
- Test Monitoring and Control

LEVEL 2: MANAGED
- Test Design and Execution
- Test Environment
- Test Coverage

LEVEL 3: DEFINED
- Non-Functional Testing
- Peer Reviews
- Test Case Management

LEVEL 4: MEASURED
- Test Measurement
- Product Quality Evaluation
- Advanced Reviews

LEVEL 5: OPTIMIZATION
- Defect Prevention
- Test Process Optimization
- Quality Control

Priorities and focus the test improvement process
**TMMi LEVEL 2 MANAGED**

- Test Policy and Strategy
- Test Planning
- Test Monitoring and Control
- Test Design and Execution
- Test Environment

**BUSINESS OBJECTIVES**

- Improve product quality
  - security, usability, fitness for use, conformance to requirements, value based
- Reduce time-to-market, but maintaining quality levels
- Save money, improve efficiency
- Improve predictability
- Decrease employee turnover
- Be at a capability level, e.g., for service companies
- Compliance to standards, e.g., FDA in medical domain, Financial institutions

Is there a problem?
TMMi and Certification are not the objective!

Test Objectives to be aligned with Business Objectives
TEST POLICY

LEADERSHIP

- Management commitment is too easy
- Managers plan, organize, direct, control, follow the rules
- Leaders inspire, influence, motivate, build, shape

- We require Leadership !!
  - this is change management

TMMi: it’s simple, but not easy!
TYPICAL COSTS

- Improvement program
  - Typically 5% of testing costs

- Direct costs
  - Test process improver
  - Processes
  - Training
    - How to / Workshops
    - External consultancy
    - Assessment

- Indirect costs
  - Learning curve

TMMi BENEFITS

- Product Quality
  - Enhanced product quality
  - Reduced product risks
  - Reduced number of defects

- Test Efficiency
  - Increased test productivity
  - Accelerated software delivery
  - Reduced project costs

- Business Alignment
  - Improved market competitiveness
  - Successfully won testing services contracts
  - Excellent customer feedback on projects

- People
  - Improved test engineering discipline
  - Improved team morale
  - Decreased tester employee turnover
TMMi is often misunderstood

- Start from business objectives
- Only goals satisfaction is required
- Look for alternative practices – look for the intent
  - Ask the question, how do we achieve this practice?
- TMMi is not tick-off list
  - Focus on what has added value!
- Choose the process areas, goals that have most added value
  - Largely achieved is enough for certification
- Myth: TMMi requires large and detailed processes!

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Keep it simple – this is difficult

- Forget about TMMi levels 4 and 5
- Lightning scan or Quick scan is enough
- One page process descriptions, focus on “how to”
  - corporate memory, alignment across teams, prevent re-inventing the wheel
- Focus on Templates and best practices library
- Less process more training (address people in parallel)
- Critical thinking (to TMMi)
- Think business/added value

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**LIGHTNING SCAN (TOOL)**

- **Why**
  - To support an understanding of the TMMi model
  - To make the TMMi model more tangible
  - To provide interested parties with a *very quick* evaluation of where they are

- **How**
  - 5 essential questions per process area of TMMi levels 2 and 3
  - Scoring: Yes, No, or Partly
  - Excel based (also available in French)

**PEOPLE**

- **NOT** an ISTQB Foundation training
- Meet-up’s sharing experiences
- Build a best practices library
- Coaching
- How to ..workshops
- Testing recognized as a profession
- TMMi level 3

*Testing is a difficult and intellectually challenging task*
TMMi LEVEL 2 (!!) BENEFITS

- Evaluation accuracy increased by 90%
- Estimation accuracy improved by 80%
- Decrease and Implementation issues by 20%
- Reduced test management costs from 4 to 2
- Consulting and test automation tools from 5 to 4
- Test estimation now 60% more accurate, increases of predictability
- DDP in production improved by 37%
- Enhanced software reliability by 20%
- Decrease customer/user issues by 25%
- Test predictability increased by 70%
- More recognition for testing within organization
- DDP improvement of 20% as it is earlier stage now

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APPLYING TMMi SUCCESSFULLY

- Business-driven over Model-driven
- Leaders over Managers
- Best practices & templates over Process descriptions

People, Process and Test Automation in parallel

Product Quality

94%

www.tmml.org
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A TMMi page with all documents for download

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will keep you updated on TMMi

THANK YOU!