



# TMMi: Business-driven and Keeping it Simple

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[www.tmmi.org](http://www.tmmi.org)



# Erik van Veenendaal

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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

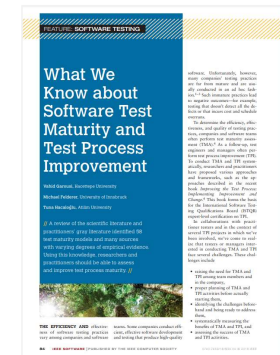
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# TMMi FOUNDATION

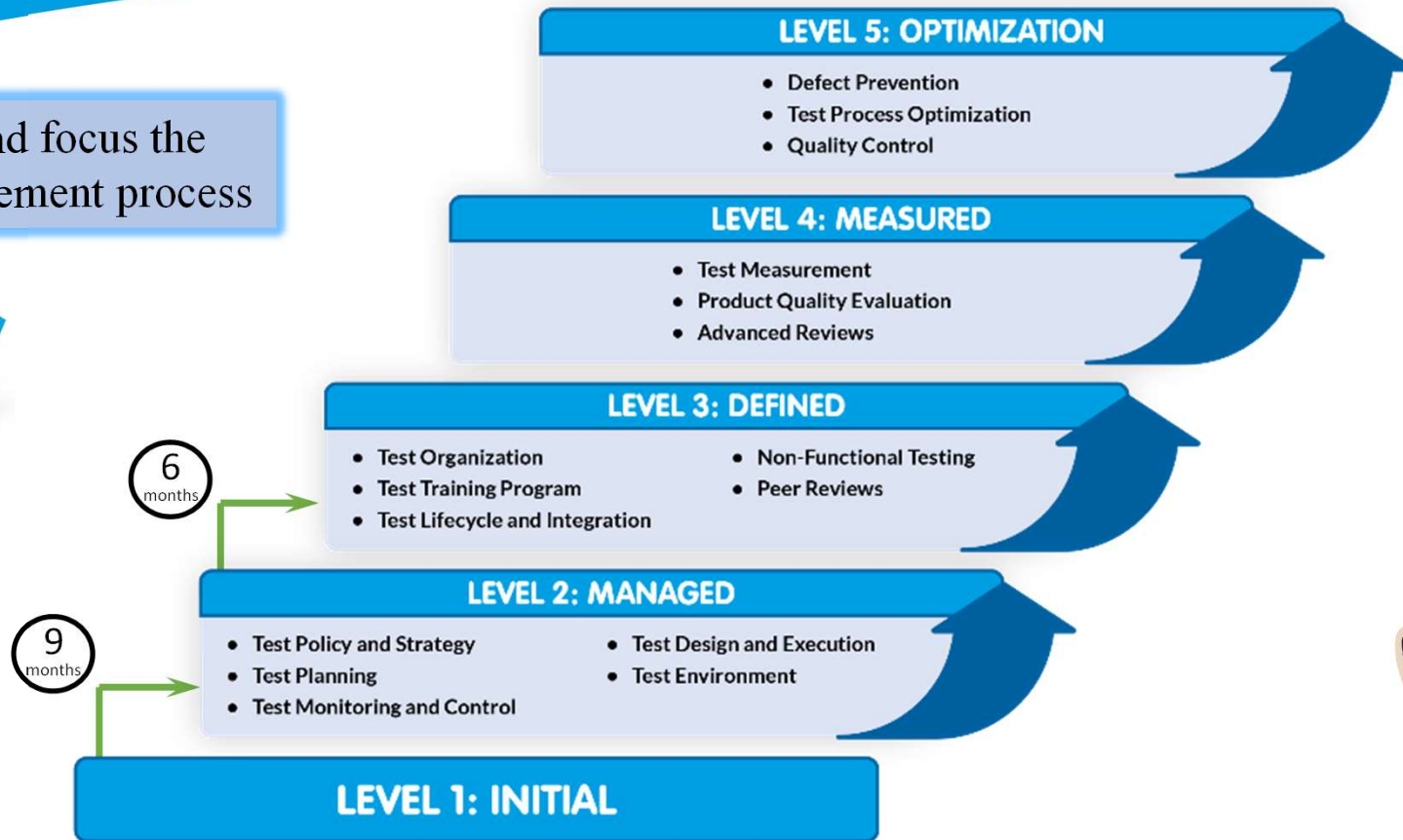


- TMMi Foundation (2005)
  - Develop the TMMi standard
  - Framework for TMMi assessments
- TMMi Model (2010)
  - ISTQB, ISO, IEEE, CMMI, best practices
  - Available in English, Chinese, French, Italian, Spanish, Portuguese, etc.
- Independent model
- *World leading model* for test process improvement
  - Confirmed by IEEE (≈ 8.600 organizations)



# TMMi MODEL AND PROCESS AREAS

priorities and focus the test improvement process

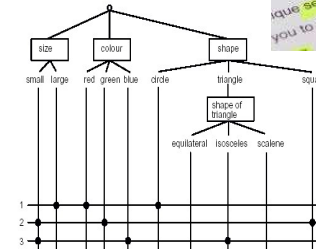
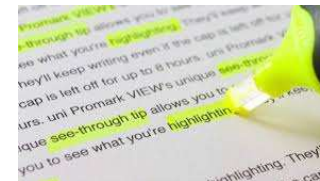
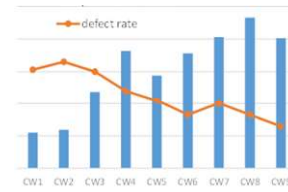
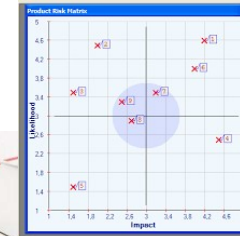




# TMMi LEVEL 2 MANAGED

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

Project oriented process areas



As a <role>  
I want <goal>  
So that <benefit>

Acceptance criteria:  
...



# BUSINESS OBJECTIVES

*Is there a problem?*

TMMi and Certification are not the objective!

- 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



**Test Objectives to be aligned with Business Objectives**



# LEADERSHIP

## Advice to others



- 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

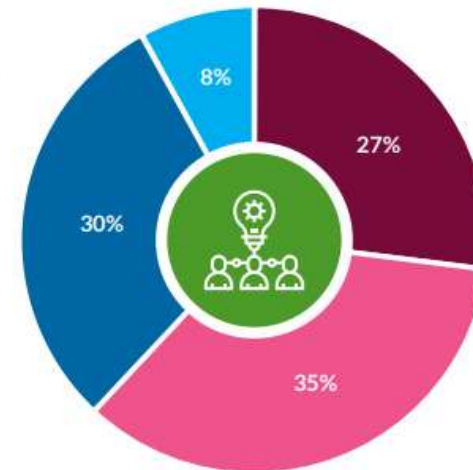
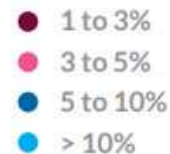
TMMi: it's simple, but not easy!



# 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



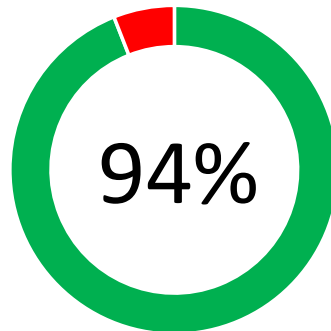
# TMMi BENEFITS

WORLD-WIDE  
USER SURVEY

2022/2023

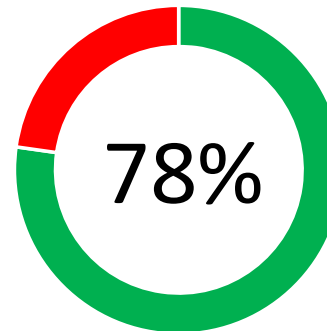
## Product Quality

Enhanced product quality  
Reduced product risks  
Reduced number of defects



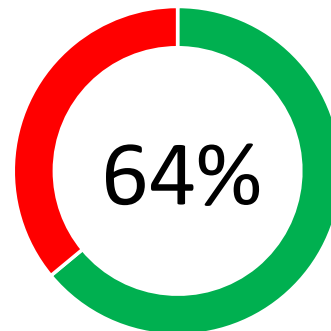
## Test Efficiency

Increased test productivity  
Accelerated software delivery  
Reduced project costs



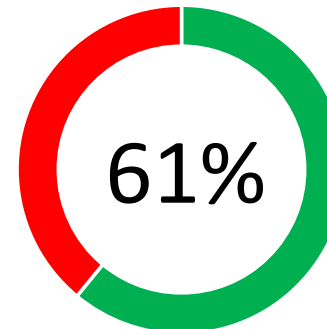
## Business Alignment

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



## People

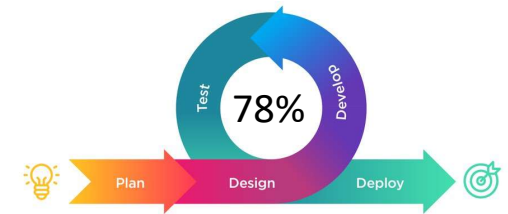
Improved test engineering discipline  
Improved team morale  
Decreased tester employee turnover



# TMMi IS OFTEN MISUNDERSTOOD

TMMi is an improvement model, *optionally* also a certification model

- 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!



# 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**



# LIGHTNING SCAN (TOOL)

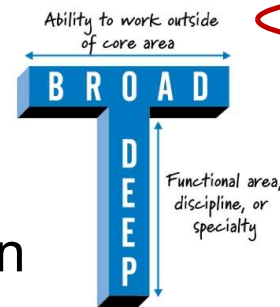


- Why
  - To support an understanding of the TMMi model
  - To make the TMMi model more tangible
  - To provide interested parties with a *very quick* evaluation of where they are
- How
  - 5 essential questions per process area of TMMi levels 2 and 3
  - Scoring: Yes, No, or Partly
  - Excel based (also available in French)

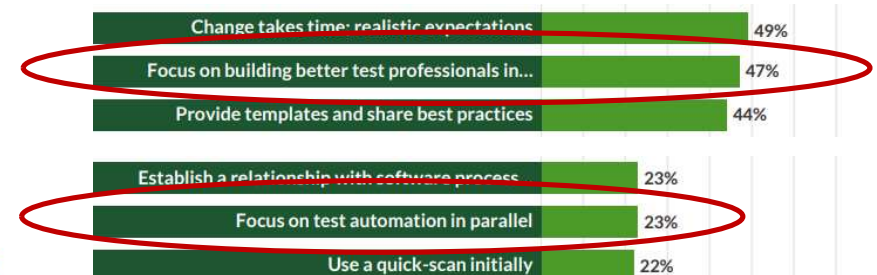


# PEOPLE

- **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



## Advice to others



Testing is a difficult and intellectually challenging task

# TMMi LEVEL 2 (!! ) BENEFITS



Estimation accuracy improved by 30%



Estimation accuracy improved by 60%



Decrease post implementation issue by 20%



Reduced test management tools from 4 to 2



Consolidated test automation tools from 6 to 4



Test estimation now 60% more accurate, increase of predictability



DDP to production improved by 15%



Enhanced software reliability by 20%



Decrease customer/user issues by 20%



Test predictability increased by 70%



More recognition for testing within organization

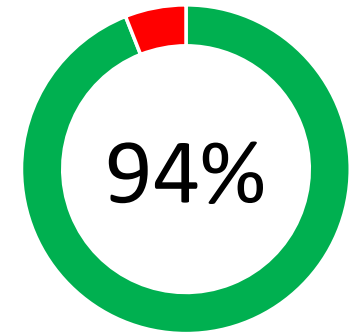


DDP improvement of 20% as it is earlier stage now

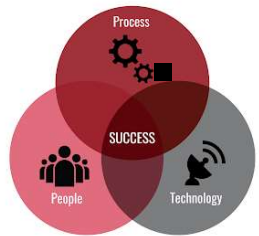
# APPLYING TMMi SUCCESSFULLY

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

Product Quality



People, Process and Test Automation in parallel







[www.erikvanveenendaal.nl](http://www.erikvanveenendaal.nl)

A TMMi page with all documents for download



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will keep you updated on TMMi

[www.tmmi.org](http://www.tmmi.org)

THANK YOU!



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