

Client

A large top 20 U.S. bank was formed from the merger of three major financial institutions, each bringing its own technology ecosystem, lines of business, and testing practices. The acquisitions propelled the bank into the Large Financial Institution category, bringing additional regulatory requirements.

Challenge

Fragmented testing practices, tools, and frameworks across three legacy institutions created inefficiencies, inconsistent quality, and gaps in all testing areas, making it challenging to ensure scalability and reliability across critical systems.

Solution

Zenergy conducted a comprehensive enterprise assessment, identified the most scalable frameworks, and delivered a strategic roadmap to unify quality practices and optimize organizational structure.

Highlights

- Conducted 50–60 interviews with stakeholders across three banking entities
- Evaluated multiple automation frameworks to determine the most scalable, mature option for enterprise-wide adoption
- Provided recommendations for a quality org structure that maintained strong domain alignment
- Identified opportunities to drive agile adoption and improve delivery quality in non-agile teams
- Delivered a roadmap to standardize and streamline testing across business units and toolchains

Technologies

- Open source test automation frameworks (multiple evaluated)
- Commercial performance and functional testing tools (varied)
- Multiple technology stacks and delivery methodologies



Summary

A top 20 U.S. bank that acquired multiple financial institutions faced significant challenges around quality consistency, test practices, and performance testing. Each entity brought its own automation frameworks, tools, and quality approaches, including varied or missing performance testing strategies. Zenergy Technologies performed a bank-wide quality and testing assessment, conducting over 50 interviews and evaluating both technology and organizational readiness.

Zenergy recommended a clear path forward, selecting the most scalable test automation and performance testing frameworks, reshaping the quality organization for stronger governance, and aligning quality efforts with business domains. The outcome was a strategic roadmap to unify and elevate the bank's quality assurance function across all lines of business.

Results

Increased Efficiency - Reduced code deployment time from 10 days to under one day across environments.

Improved Organizational Alignment - Recommended a modern QA Center of Excellence organizational structure that balances governance and domain proximity.

Future-Ready Strategy - Delivered a customized roadmap to enhance agile maturity, consolidate tools, improve quality outcomes across the enterprise, and reduce costs.

