Hewlett Packard Enterprise

Accenture testing strategy supports ambitious global integration programme

HPE ALM on SaaS aids rapid application integration project

High performance. Delivered.

Objective
Rapidly implement a testing solution for a client to test large scale integration of SAP and other applications while minimising business disruption during an ambitious multinational merger

Approach
Sought a suitable ALM software technology partner to deliver an end-to-end testing solution

IT Matters
- Offers comprehensive testing capability, delivering defect workflows, real-time reporting on progress, quality, governance and support

- Conducted more than 55,000 test cases in Phase One and Two combined, involving teams of more than 2,000 testers

- Employs pre-configured testing solution, increasing testing efficiency and decreasing project cost

- Automates core regression testing, increasing testing speed, frequency and coverage

Business Matters
- Integrated 30 merged companies onto the centralised SAP platform to increase corporate efficiency

- Delivers higher quality applications, minimising business disruption, improving business processes and enhancing application delivery and the end-user experience

- Reduces the release lifecycle, accelerating time-to-market

- Enables factual decision making at each stage, minimising risk and securing controlled go-lives without business disruption

Challenge

IT consolidation
Senior executives frequently consolidate operations following mergers. Amalgamating each business's main departments increases efficiency, lowers operational expenditure and boosts earnings growth. Moreover, with end-users relentlessly demanding better and faster applications, IT directors often seek a flexible cloud-based Application Lifecycle Management (ALM) software platform, creating a scalable infrastructure that delivers continuous value.

Two multinational FMCG companies recently faced these challenges when integrating their application landscapes during a merger. Both organisations managed their core business processes with SAP Enterprise Resource Planning (ERP) software and numerous non-SAP applications.

The merger doubled IT operations and triggered a large-scale integration project. The new business wanted to integrate and rationalise its IT landscape without business disruption, creating a consolidated environment for the new organisation.

"Managing application testing throughout the integration project was a major client concern," explains Maarten Lor, senior manager, Accenture Amsterdam, Advanced Technology & Architecture - Test Services & Innovation.

"A robust testing regime for both SAP and non-SAP applications would identify any defects introduced during the software development and configuration processes, remove any potentially damaging faults and ensure a smooth migration to the new environment."

"HPE ALM on SaaS is ideally suited to large-scale projects that manage the scope of testing a complex ERP implementation with multiple geographies, business functions, and a large volume of configuration requirements. We built our ERP Testing Strategy around this intuitive, easy-to-use platform due to its reliability, excellent reputation and ability to scale up and down on-demand without on-site installation."

– Maarten Lor, senior manager, Accenture Amsterdam, Advanced Technology & Architecture - Test Services & Innovation

After assessing the IT services sector for a suitable integration partner, the new company approached Accenture.

Solution

Combined strategy and testing tool

SAP ERP Central Component (ECC) and approximately 200 non-SAP applications are at the heart of the client's business. The application suite supports all critical business processes including purchasing, manufacturing, logistics, finance, sales and marketing. During phase one of the project, the client asked Accenture to integrate the business processes of operating companies in over 20 countries into the core application suite.

Ronald Krabben, managing director, Accenture Amsterdam, supervised the IT integration work.

"This testing programme involved large geographic scope, a high volume of testing, structural planning and continual risk management," says Krabben.

"The key to success comprised two critical components; the robust HPE Application Lifecycle Management (ALM) on SaaS solution from Hewlett Packard Enterprise and the Accenture ERP Testing Strategy and testing capability. This strategy involved a ready-to-use solution containing a pre-built HPE ALM configuration, a pragmatic defect workflow, real-time progress and quality reporting, training materials and a test support model."

Lor continues: "HPE ALM on SaaS is ideally suited to large-scale projects that manage the scope of testing a complex ERP implementation with multiple geographies, business functions, and a large volume of configuration requirements.

"We built our ERP Testing Strategy around this intuitive, easy-to-use platform due to its reliability, excellent reputation and ability to scale up and down on-demand without on-site installation."

Testing and migration strategies

After establishing testing and migration strategies, part of the Accenture team was dedicated to application test management. In Phase One of the project, more than 500 people simultaneously conducted tests and, over a six-month period, a worldwide community of more than 2,000 people used HPE ALM on SaaS. Testers conducted approximately 30,000 test cases to migrate more than 20 countries onto the central SAP system.

In Phase Two of the project, local operating companies in 10 more countries were migrated from their legacy systems and integrated into the central SAP ERP system. Over 100 non-SAP applications were migrated, rationalised and connected to the central system in an exercise that involved more than 2,000 IT and business testers who executed another 25,000 business test scenarios.

A global regression testing approach was put in place, re-using the ALM set-up and test scenarios created during previous releases, mobilising business users from the existing 20 live operating companies to prepare and execute regression tests, mitigating the risk of adding 10 more countries to the central system. In order to alleviate business regression test efforts, more than 500 business test scenarios were automated using HPE Unified Functional Testing software, HPE Business Process Testing, HPE ALM and SAP TAO. This set was run nine times to mitigate the risk of regression in multiple system releases.

Customer at a glance

Software
- HPE Application Lifecycle Management on SaaS
- HPE Unified Functional Testing on SaaS
- HPE Business Process Testing

"Two critical components formed the key to success; the robust HPE ALM test management product from Hewlett Packard Enterprise and the Accenture ERP Testing Strategy and out-of-the-box testing capability."

– Ronald Krabben, managing director, Accenture Amsterdam, Products - SAP

Using HPE ALM on SaaS ensured every country employed consistent systematic testing processes regardless of location. Before the integrated applications went live, frequently referred to as 'a big bang', all the business solutions were tested in a highly structured manner. IT personnel initially tested the solutions, followed by the business users. The Accenture ERP Testing Strategy combined with HPE ALM test and requirements reporting capabilities enabled mature risk management, allowing the merged company to make well-founded decisions at every stage.

Benefit

Rapid implementation
By adopting HPE ALM on SaaS to support its ERP Testing Strategy, Accenture successfully completed the IT integration project, satisfying the client's tight deadline requirements. Inherent to this success was the training of the client's business and IT testers and their subsequent adoption of the test strategy and tooling.

"We clearly demonstrated that our testing methodology had successfully assessed all of the important processes across the client's entire business model," adds Lor. "There were no disrupting incidents during and after the SAP and non-SAP go live dates, which is quite an achievement considering the exceptionally short implementation time."

Looking forward
After migrating over 30 countries, the client is undoubtedly benefiting from running its integrated business processes on the consolidated IT environment. In addition, the organisation now possesses a mature application lifecycle management and testing capability, which keeps adding value to subsequent system releases. This proficiency also increases delivery efficiency, aids risk management and accelerates time-to-market.

"We're looking forward to continuing with our client on this test industrialisation and automation journey. Utilising and further expanding this testing capability towards future releases, we'll continue to speed up the testing process, increase application quality and lower the cost of defects globally," concludes Lor.

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