

# Achieving Speed to Value with Test Automation at Coles

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# Coles Corporate Systems modernisation journey

Demerger  
Nov 2018

2019

2020

2021

2022

2023 +

**SAP ECC**  
(x3)

**SAP S/4 HANA**

**SAP HR**

**SAP SuccessFactors** 

**SAP R/3**

**SAP Ariba** 

**SAP BW**

**SAP Fieldglass** 

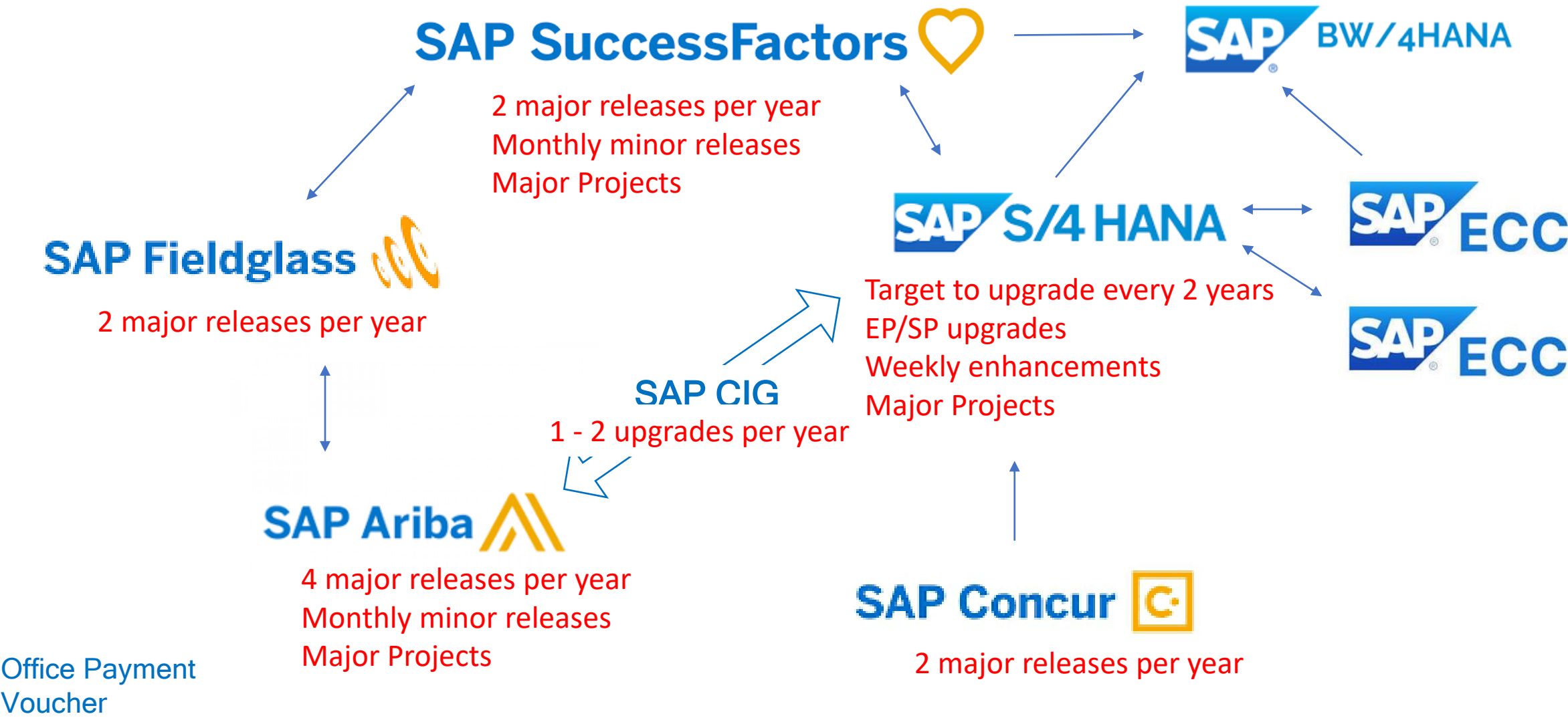
**SAP BW/4HANA**

Office Payment  
Voucher

All testing manual, project based and managed  
in a mix of HPQC & Excel

**SAP Concur** 

# The resultant landscape is subject to constant change...

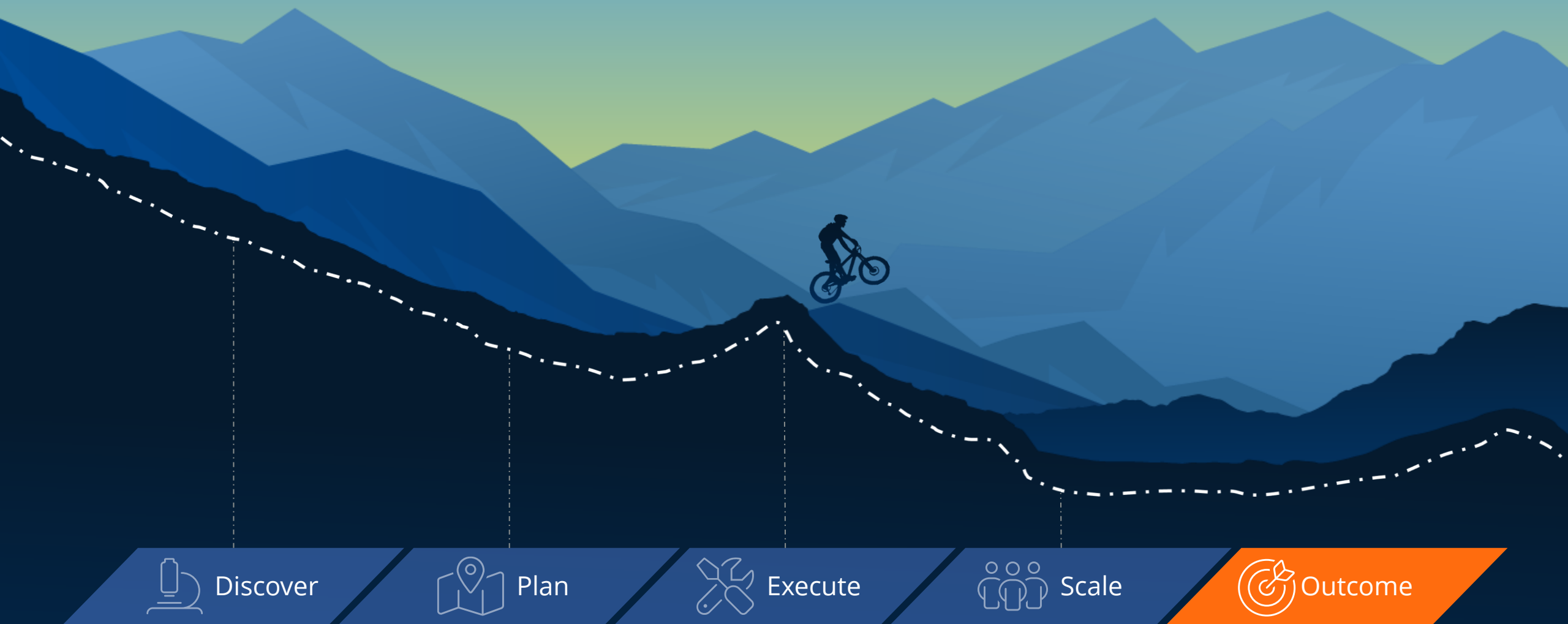


# Challenges

- We have core metrics around speed to value and system health in an environment that demands continual innovation (examples: Coles Express sale to Viva Energy, purchase of milk production facilities from Saputo)
- With the adoption of S/4 Hana and a number of enterprise SaaS Applications our teams very quickly realized that our very manual labor-intensive quality engineering process did not scale
- Significant manual testing effort, that was drawing down on the BAU teams during the Releases and impacting the day-to-day business over these periods
  - Significant effort required for each SuccessFactors major Release
  - Finance testers unavailable for 1 week every month
- How to fund?



# The Testing transformation journey begins



## Discover



Identify your baseline  
and create a vision

## Plan



Define your playbook  
and build your plan

## Execute



Learn what works  
and what doesn't

## Scale



Create repeatable processes  
to drive improvement and growth



Collaborate

Learn from others and share with others



Measure

Track everything and identify gaps



Optimize

Continuously review and adjust course

## Discover



Identify your baseline  
and create a vision

## Activities



### Vision

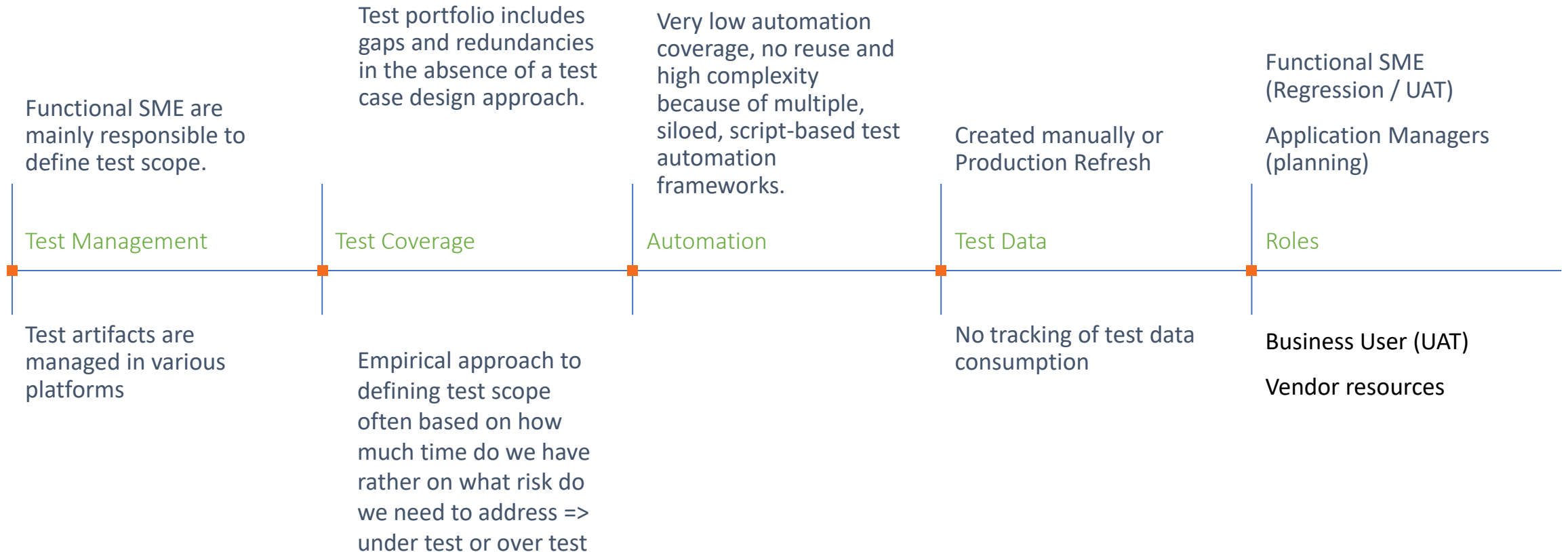
Share your vision on quality that is based on your business drivers and objectives



### Baseline

Understand your organization's current state in testing from an application, technology, and maturity perspective

# Baseline State (Summary)





# Coles Test Transformation Vision

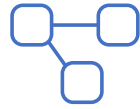
<p>Objective 1</p> <h2>Modernization</h2> <hr/> <p>Adopt modern technology stack to enhance automation and efficiency in software testing.</p>	<p>Objective 2</p> <h2>Quality</h2> <hr/> <p>Implement data-driven approaches to testing to ensure high-quality software delivery.</p>	<p>Objective 3</p> <h2>Speed</h2> <hr/> <p>Adopt an automation first approach. Focus on continuous delivery and improvement to respond quickly to market demands.</p>	<p>Objective 4</p> <h2>Collaboration</h2> <hr/> <p>Foster a culture of innovation and agility to stay ahead in a rapidly evolving market.</p>
<p><b>Coverage increase</b></p> <p>60% of applications covered in E2E automation</p>		<p><b>Risk reduction</b></p> <p>90% less defects leaked into production</p>	<p><b>Faster release</b></p> <p>2 weeks release cycle up from quarterly</p>

# Understand where we want to invest our efforts



## Criticality

What is the cost of failure



## Complexity

What is the risk of failure



## Agility

How often do things change



## Investment

How much is being spent



## Quality

How often are things failing



	Criticality	Complexity	Agility	Investment	Quality	
SAP	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	HIGH
sf	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	MED
salesforce	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	LOW
SAP Ariba	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	N/A
SAP Fieldglass	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	
API	Grey	Light Blue	Light Blue	Light Blue	Light Blue	
Other	Dark Blue	Light Blue	Dark Blue	Light Blue	Dark Blue	

## Plan



Define your playbook and build your plan

## Activities



### Framework

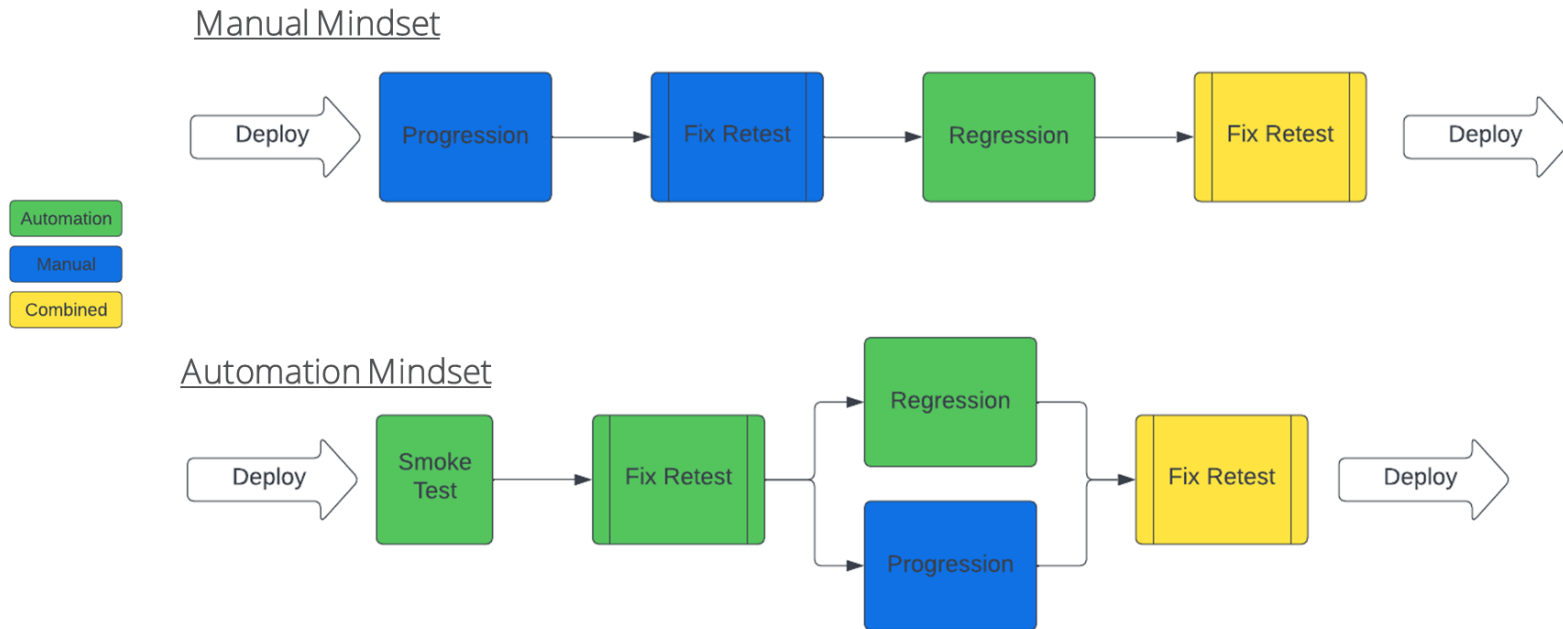
Define your ways of working based on people, process and technology



### Roadmap

Create an actionable plan and backed by solid business cases

# Change our Process and Testing mindset



- Adopt and automate
- Look to increase the use of automation (more automation runs leads to a greater ROI)
- Run automation early for faster detection (fail fast)

# Why Tricentis?

## Initially

We purchased a number of Tricentis licences in 2020 based on:

1. prior experience
2. alignment with SAP solutions

## Subsequently:

Challenged over why we didn't choose an open source solution:

1. Test data management strategy integrated into solution
2. Ability to present testing process and results to the Business in a way that develops confidence & trust
3. Functional consultant can do it - don't need developers\*
4. Aligned with our organisational objectives to build capability within our function while aligning with quality engineering frameworks
5. Experienced resources exist

## Goals:

1. speed to value,
2. agility
3. system health

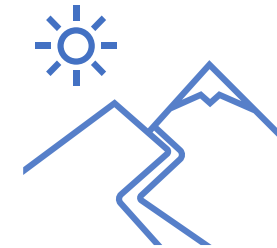
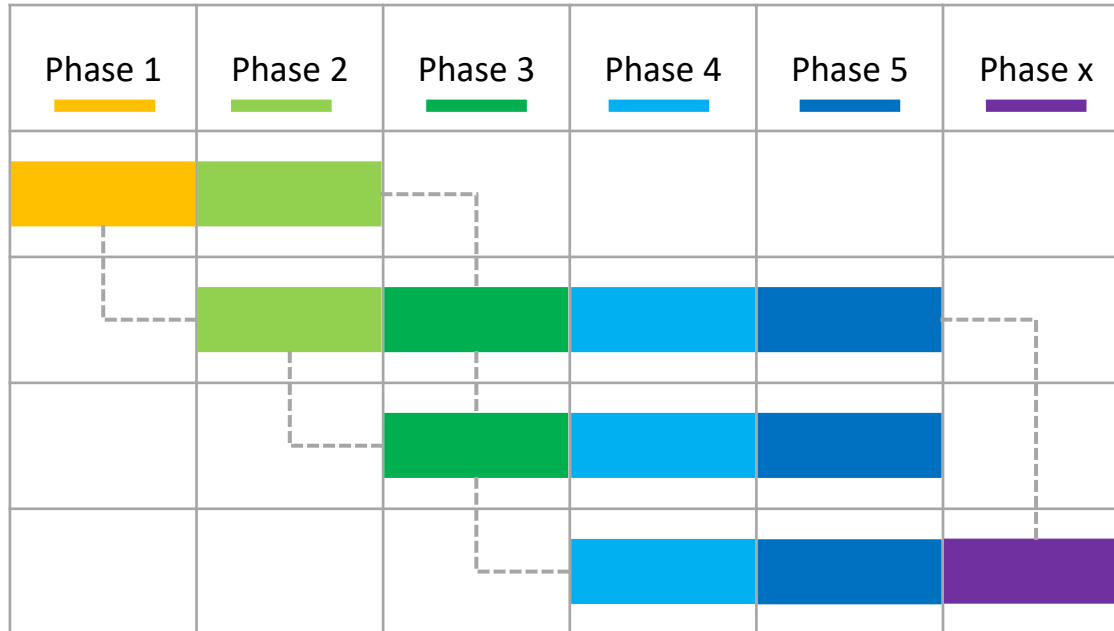
# Build our roadmap based on our vision



Aligned deliverables



Clearly defined goals



## Tailored roadmap

Aligned with objectives, maturity levels, technical capabilities, landscape, and prioritized teams



## Execute



Learn what works  
and what doesn't

# Activities



## Setup

Setup infrastructure and create a team playbook to get started

1. **Set up infrastructure**
2. **Enable the team**



## Pilot

Test your process with initial teams and refine your strategy

1. **Create a team plan**
2. **Onboard team and train people**
3. **Build, measure, learn**



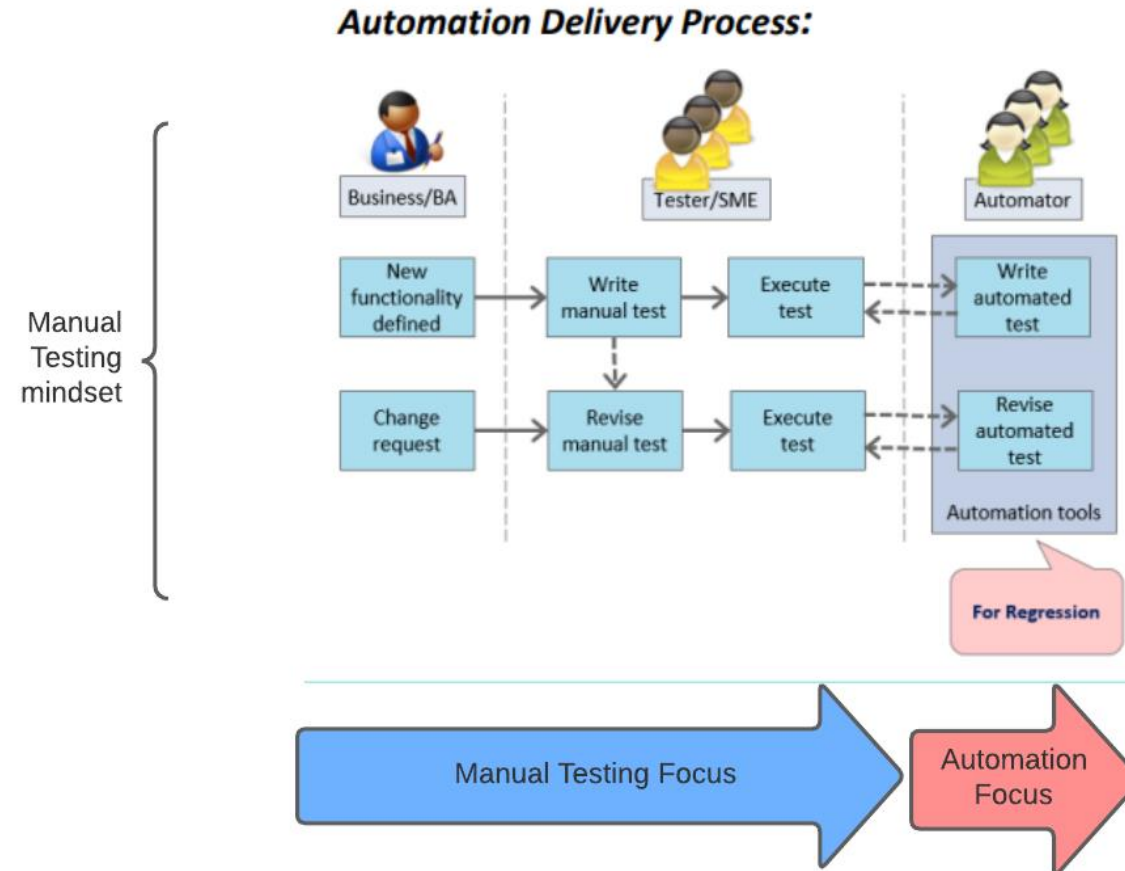
## Broad rollout

Generate demand, onboard new teams and create successes

1. **Create success stories**
2. **Onboard more applications**
3. **Track value realized by the teams**

# Automation Delivery Process

- Need to consider the implementation of TCD to drive an automation first approach.
- You need to transition Manual Testers to Automation Engineers
- If you have automation as an after thought, it prevents you from changing processes and habits to drive these initiatives and caters to the mindset of, “we are too busy to automate just run it manually”



# Details on the Roll-out



**What went well**

# SAP Automation Uplift

75

S4 Hana  
Reduction in Testing Effort

2

Increase Speed across  
Releases

60

Success Factors  
Reduction in Testing Effort

8k

Hours saved per year

## The Situation

- Significant manual testing effort, that was drawing down on the BAU teams during the Releases and impacting the day-to-day business over these periods of time.

## The Need

- Creation of Automated Regression suites that could be triggered on demand, to alleviate the overhead on BAU teams, and to reduce the release cycle times for faster deployments.

## The Outcome

- The implementation of Tricentis Tosca through the central Automation team, enable a regression suit to be built that was structured for easy maintenance and could be triggered without a significant overhead of resources

# What's next?



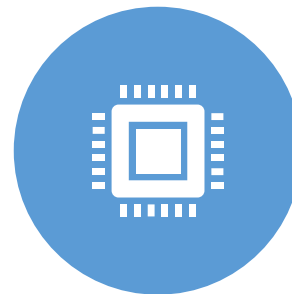
Establishment of a BAU function



E2e process testing – stubs or full integration



Embed test automation into all future developments



With the help of automation and DevOps practices release new features quickly, increasing accuracy and reducing costs



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## How to Connect with Me

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