



**SAP TESTING CENTER OF EXCELLENCE**  
 ENABLES FORTUNE 500 PHARMACEUTICAL  
 AND CONSUMER HEALTHCARE COMPANY TO  
 REDUCE REPUTATIONAL RISKS, IMPROVE  
 QUALITY AND IMPROVE COST EFFICIENCY



BUSINESS ASSURANCE &  
 TESTING



## CUSTOMER DESCRIPTION

Fortune 500 pharmaceutical and healthcare company with a portfolio of products for major disease areas such as asthma, cancer, virus control, infections, mental health, diabetes and digestive conditions

## BUSINESS NEED

Client embarked upon implementation of a global financial and commercial system in SAP ECC 6.0 to simplify its operating model. A single, global SAP template using ECC 6.0 built upon the previous Commercial ERP Solution template with limited future customization was being deployed in successive waves. This new Commercial ERPS program was implemented and deployed to 14 markets in the European region covering their pharmaceutical and consumer business processes

The client was concerned with adherence to Pharma Regulatory Compliance for the implementation testing. Other key challenges included:

- Reduction of defect leakage to UAT and compliance to regulatory needs and audits.
- Primarily project-specific Testing methods
- Increasing cost of Testing and detection of defects in later stages of Testing
- Poor experience of quality Testing in previous implementation and risk of failure due to bad Testing

## HCL'S APPROACH

HCL partnered with the client to establish a Testing Center of Excellence (TCoE) to provide testing solution in a shared service model. Over a period of three years, the scope of the Testing Center of Excellence expanded:

- From testing the foundation implementation which was a global release to various market localization (14 Pharma markets ) and Consumer markets
- From testing few modules moved to testing various business processes which spread across multiple modules of SAP ECC 6.0 version.

## HCL approach included:

### IDENTIFY STRENGTHS, GAPS AND AREAS OF OPTIMIZATION

HCL initiated the engagement by performing gap analysis of the existing testing frameworks. This was achieved by conducting interviews and analyzing testing artifacts. The transition complexity was understood and release plan was thoroughly studied.

Following the brain storming sessions, HCL established an integrated test service operating model and a high level ERP program testing methodology which was broadly customized to V model that fits into ASAP methodology. This step defined the development activities for a project which should have been validated and verified before proceeding to the next phase / set of activities and automation framework for HP QTP being built.

### CENTRALIZATION OF TESTING OPERATING MODEL

As the next step towards centralization of testing operating model, HCL established the SAP component library to improve reusability. Other activities performed are as listed:

- Effective usage of HCL Project Support Environment tracking and version control tool as a process repository. It is also used to drive the project approvals and deliverable process (including Test Plan Approval, Managing Risks, Issues, Decisions and also Test case approval process).
- Standardized project specific documents using tool Central Document Management System as a repository.

Project Support Environment, SAP Solution Manager 7.1, HP-QC 10.0 with BPT and HP QTP 10 was adopted in this phase.

### OPTIMIZATION OF TEST DELIVERY ORGANIZATION

Driven by continuous improvement and technology and personnel being largely centralized, the goal of this phase is to reach to a model where test delivery organization is fully optimized with key focus on

- Core and flex resourcing
- Higher offshore based delivery
- Increased productivity/automation
- Cost saving

As a next step, Risk Based Testing (RBT) was implemented using MoSCoW principles; HP QTP BPT Accelerator is used to reduce test design effort, enhanced reusable SAP component library with 214+ reusable components is utilized and a Program Training and e-learning Approach is adopted.

HCL employed RBT Framework, HCL Requirements Ambiguity Framework (RAT), SAP Solution Manager 7.1, HP-QC 10.0 with BPT, HP QTP 10 and BPT Accelerator, Central Document Management System and ELearning Program in this phase.

## BUSINESS BENEFITS

HCL was able to reduce post-production defects through structured requirements analysis and full traceability to test cases. In addition, normal test cycle effort was reduced by applying RBT methodology and regression tests cycle times were reduced by automating test cases. HCL also used its process improvement knowledge to enable comprehensive metrics collection and reporting. This enhanced the visibility and image for IT and its testing services.

The SAP TCoE enabled the client to scale up existing testing services and offer new services with higher quality, shorter delivery time and reduced cost.

### The key benefits included:

- Flexibility to ensure the programs are delivered within budget constraints even when there was delay in development deliverables, testing timelines was not extended and deliverables were met within the scheduled plan.
- Provided leadership and Subject Matter Experts (SMEs) in several key change initiatives including: the transition to single track, integrated ERP roadmap, Strategic Review Team and new deployment methodology. With this approach, we were able to reduce the cycle time by 30% as there was no requirement to track the transport requests and test the changes made in different environment.
- Right shoring of resources for supporting all test cycles (System, Integration, E2E, UAT, Day In Life, Regression, Automation and Performance).
- Productivity is enhanced by the use of HP QTP BPT Accelerator for SAP which reduced test design time up to 20%.
- Cycle time is reduced up to 20% by using reusable SAP component library
- Implementation of Risk Based Testing resulting in 21% reduction in overall test effort

HCL is currently 4 years into its relationship with the client as a largest IT supplier and has worked collaboratively with the client to deliver the Commercial ERP and other supporting ERP initiatives.



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