

Automated Testing of SAP at Kimberly-Clark

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Automated Testing COE Lead

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Who is Kimberly-Clark Corporation?

- Sales - \$20.8 billion in sales in 2011
- Employees - 57,000 working in 36 countries
- Customers - Global brands are a trusted part of the lives of nearly one-quarter of the world's population across more than 175 countries



Who is Kimberly-Clark Corporation?



- **Global Brands by Business**

- **Consumer** - Kleenex, Scott, Huggies, Pull-Ups, Kotex, Poise/Depend
- **KCP** – Jackson Safety, Safeskin Gloves
- **HC** - Ballard Medical Devices, Pain Management (I-Flow)

- **Brand Share** – Our Consumer business holds the No. 1 or No. 2 brand share in more than 80 countries



Kimberly-Clark Runs SAP®

- Four SAP® environments across the global regions

North America	Asia-Pacific
Europe	Latin American Operations

- North America (United States and Canada)**

- SAP ECC 6.0**

DTR Design to Retire	RTS Recruit to Separate	RTC Requisition to Check
FTS Forecast to Stock	OTC Order to Cash	ATR Accounting to Reporting

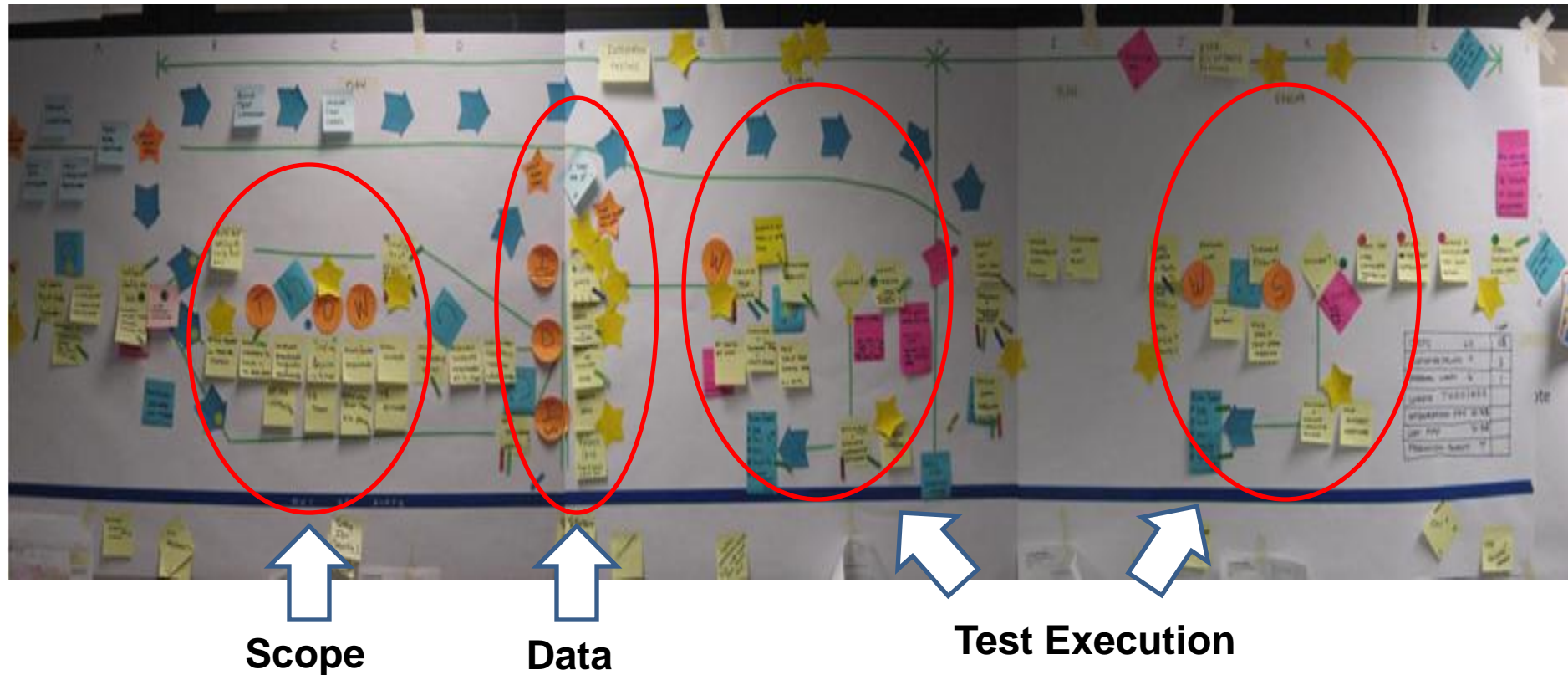
- Key Interfaces**

GATP Global Available to Promise	APO Advanced Planning Optimizer	CRM Customer Relationship Management
VMI Vendor Managed Inventory		BI Business Intelligence

Kimberly-Clark Path to Test Automation

Manual Testing Lean Event (Kaizen)

- Document current testing process - find ways to eliminate waste
 - Identified areas for improvement: Impact Analysis, Data & Test execution via Automation



Executive Sponsorship

- Built Business Case for automation based upon historical testing costs and estimated 'White Space' creation
 - Saving expectations for automation
 - Conservative 25%
 - Expected 55%
 - Aggressive 75%
- Tied Test Automation whitespace savings to SAP ECC 6.0 project upgrade
- Designed Implementation Approach and Support Model
 - Focus on E2E tests crossing entire business process flow
 - Automated Testing COE
- With business case data in-hand, IT Leadership agreed to support the initiative with both resources and funding

Vendor Selection and Review process

- Leveraged Gartner and K-C Architecture services for preferred vendors
- Interviewed Midwest Peer companies (SCJ, Wrigley, General Mills) regarding current status with automated testing
- Completed onsite vendor demos and evaluations
 - Worksoft Certify endorsed by Infrastructure, Architecture and Project Management Office Teams
- Completed RFP and purchased software

Project for SAP Automation

Project Timeline	
Q4-2010	<ul style="list-style-type: none">• Project Resource Identification• E2E test Instances identified for Automation based upon Criticality and Usage
Q1-2011	<ul style="list-style-type: none">• Project Kick-off<ul style="list-style-type: none">• Certify Training• Individual test cases built into executable tests• Integration with Business SME's and design flow across SAP Workstreams lacking
Q2-2011	<p>“The Big Shake-up”</p> <ul style="list-style-type: none">• Agile methodology introduced to Project team<ul style="list-style-type: none">• Dedicated Resources – IT and Business SME's• Increased focus on building standards and re-usability of test components• Increased visibility to E2E Process flow and Design elements
Q3-2011 – mid Q4-2011	<ul style="list-style-type: none">• Automated Test Build – using Agile Cadences to minimize time impact to Business SME resources• Virtual Automated Testing COE resources identified

2011-Nov - Automation Build Project Completes – Now what?

Timeline	
Q1-2012	<ul style="list-style-type: none">• Preparation for SAP ECC 6.0 begins (remediation)• Automated Testing COE integrates Test Automation into Project Management Lifecycle
Q2-2012	<ul style="list-style-type: none">• Automation Tests executed as part of SAP ECC 6.0 Integration testing<ul style="list-style-type: none">• 25% of OTC Critical Test Cases executed via Automation• Lights out Testing execution of Regression Test Suite integrated into SAP software release cycle – soft• Automated Testing COE begins start-up activities for other SAP projects• Business Case for A-P roll-out

2011-Nov - Automation Build Project Completes – Now what?

Timeline	
Q3-2012	<ul style="list-style-type: none">• Application Team Integration<ul style="list-style-type: none">• Virtual COE = Virtually no resources<ul style="list-style-type: none">• Start-up Squad• Identify resources & start training• Global Roll-out planning<ul style="list-style-type: none">• Infrastructure Landscape• Business Case for LAO• Project Integration – new builds & Regression testing<ul style="list-style-type: none">• APO Upgrade• Warehouse Management System upgrade
Q4-2012	<ul style="list-style-type: none">• Project Integration<ul style="list-style-type: none">• i2™ Upgrade• Continued Regression test suite execution for projects• Automated Testing software as a ‘Robot’• Automated Testing infrastructure upgrade• Asia-Pacific Integration (Planned)• Integration into non-SAP Projects• Solidify 2013 Roadmap

2013 Roadmap

- Budget Allocated for Automation builds within SAP application teams
- Automated Testing Software Upgrade (platform change)
 - Introducing Mobility
- Global Roll-out – LAO
- Build Automated Testing Expertise within Application teams (Functional and Technical)
- Build Start-up Squad capabilities within Application teams
 - Staffing available for 2-3 Start-up squads
 - Enable project integration for 'Top 7' 2013 projects
 - Enable Regression test execution for projects/enhancements
- Lights out Testing execution of Regression Test Suite integrated into SAP software release cycle – Hard
- Steering Committee

Kimberly-Clark Key Learnings

- IT Leadership Support is important – Business Leadership Buy-in is even more so!
 - You need your Business SME's available and engaged to ensure success
- Test Cases do not translate into Automated Tests
 - What does “Make sure the screen looks right” really mean?
- Look for ways to tie Automation into projects and enhancements to create whitespace for your Business
 - Pro-bono work for quick wins will help with gaining funding for larger initiatives
 - Show the value and the Business resources on the ground will support you
- Not everything will be automated, nor should it be
- Advocates in IT Application teams will help to build the trust in Automation & ensure best practices are followed
- True IT resources need to be involved from the ground up in the overall design of Automated Tests
 - The tool is straightforward to use, but to get true benefit, use Functional Analysts from the application area and real Developers who know SAP to build the tests
- Be willing to ‘check and adjust’ and ask for help when you need it