



## SARA LEE

# INCREASING BUSINESS CONTINUITY AFTER AN UPGRADE VIA SAP® TEST ACCELERATION AND OPTIMIZATION

### QUICK FACTS

#### Company

- Name: Sara Lee Corporation
- Headquarters: Downers Grove, Illinois
- Industry: Consumer products
- Products and services: Coffee, meat, bakery goods
- Revenue: US\$10.7 billion
- Employees: 33,000
- Web site: [www.saralee.com](http://www.saralee.com)
- Implementation partners: FocusFrame Inc. and Accenture

#### Challenges and Opportunities

- Optimize core operations by upgrading to the latest version of the SAP® ERP application
- Ensure business continuity and meet quality objectives
- Perform sufficient functional and regression testing for critical business processes in time to meet tight deadline

#### Objectives

- Reduce testing time and effort after updating SAP software by implementing automated testing solutions
- Find, fix, and centrally manage defects before software changes are used by the business

#### SAP Solutions and Services

- SAP Test Acceleration and Optimization application
- SAP Solution Manager application management solution
- SAP Quality Center application by HP

#### Implementation Highlights

- Upgrade completed in 8 months across international IT landscape
- Shorter amount of time used for testing due to use of automation
- Partner built test scripts for complex scenarios and maintained them going forward

#### Why SAP

- Trusted solution provider
- Comprehensive test automation solution optimized for existing SAP software landscape

#### Benefits

- 80% reduction in the cost of comprehensive regression testing
- 90% decrease in the number of defects found by operations (after changes went into production)
- 70% reduction in test execution time
- Elimination of all critical defects before going into production
- More time and resources available to perform testing of 80% to 90% of critical functionality (up from 10%) and 80% of noncritical functionality

#### Existing Environment

SAP software landscape that varies by geography and can include SAP ERP, the SAP Customer Relationship Management application, the SAP Supply Chain Management application, and other SAP software, along with SAP MaxAttention™ services

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Joost Knoop, Solution Architect,  
Sara Lee Corporation



Sara Lee Corporation, a leading food and beverage company with global operations, specializes in retail coffee, packaged meats, bakery goods, and other food service lines of business. When it needed to upgrade to the latest version of the SAP® ERP application, the firm had a tight deadline to meet, but only slow, manual testing to find defects before going live. “To help ensure business continuity and meet quality objectives, we deployed the SAP Test Acceleration and Optimization application,” states Joost Knoop, solution architect at Sara Lee.

### Planning Ahead for a Smooth, Rapid Upgrade

Sara Lee has relied on SAP ERP to run its core operations for years. “It’s been a solid solution for us, but because we were running an older version, we were having maintenance issues,” explains Knoop. “We were also launching new food service programs, and to support them, we needed new functionality that’s only available in the latest version of SAP ERP.” For example, management wanted to leverage new trade promotion functionality to promote new products, run campaigns, and drive new sales. Upgrading was the best way to gain this functionality, as the alternative was to build extensive and complex custom code for an outdated version of SAP ERP.

Because the upcoming food service programs were critical to meeting near-term revenue objectives, management wanted the upgrade completed in just eight months – a tight time frame for such a large project. “We considered our manual software testing approach one of the biggest risks to the project,” comments Knoop. “We had a solid

testing methodology, but without automation, we simply couldn’t perform sufficient functional and regression testing in time to meet our deadline.” For example, the upgrade schedule required that final testing and retesting – just one step in the upgrade process – be completed in the three-week period prior to releasing the software in a production environment. This was simply not possible given current resources and processes.

The IT department also wanted to increase the scope and quality of its testing efforts to avoid releasing software with potential critical defects that could hurt business continuity. Explains Knoop, “In the past, we typically only ran tests on about 10% of critical software functionality – and even less on noncritical software. So business users ended up finding hidden defects and reporting them to us. We needed a way to automate the testing process so we could dramatically increase the scope of functionality tested and the quality of our testing – and release very stable, reliable functionality for our lines of business.”

### Choosing and Deploying the Right Solution

Given that Sara Lee was preparing for a global upgrade of SAP ERP, management naturally looked to SAP for an automated testing solution. “SAP is a trusted solution provider,” says Knoop, “and we were already leveraging SAP MaxAttention, which includes support offerings specific to upgrades.” For example, leveraging the quality management of SAP MaxAttention™ services, Sara Lee could have an SAP expert on site during the upgrade to perform quality reviews on the main deliverables. These experts also helped solve any critical issues during the cut over. “This service would help us mitigate many of the risks of the upgrade,” notes Knoop.

To address its testing needs, Sara Lee deployed the SAP Test Acceleration and Optimization application, which enables the IT department to streamline business process tests by automatically generating draft test cases and test components for SAP user interface-based transactions. The company then uploaded the test cases to the SAP Quality Center application by HP for execution. Because SAP Test Acceleration and Optimization creates modular test cases using test components instead of command lines, Sara Lee can easily reuse tests with updated data input and readily maintain them when test cases are damaged due to functional changes. IT can also add patches, provided by SAP, so that test cases remain valid. “With SAP Test Acceleration and Optimization, we could address our testing challenges



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head-on and lay the foundation for lower-cost, lower-risk upgrades going forward,” states Knoop.

Sara Lee chose FocusFrame Inc. as its partner to implement the automatic testing software using a proven SAP methodology and to create over 100 test cases in preparation for the upgrade. The project was completed in eight months, enabling Sara Lee and its implementation partner, Accenture, to complete its upgrade to SAP ERP on time.

### Realizing the Benefits

“With SAP Test Acceleration and Optimization, now we can compose and execute automated business pro-

The benefits of the automated testing software have been considerable.

“We’ve been able to cut the cost of comprehensive regression testing by 80%,” states Knoop. “At the same time, we’ve lowered test execution time by more than 70%. Automated testing is so much faster and more efficient, and we can get so much more done in a short period of time.”

This increased efficiency has also enabled the IT department to perform much more thorough testing, which is paying off in terms of reduced business risk and happier internal customers. For example, the number of defects found by operations is down by 90% as most defects are now found and fixed before software is released into the produc-

### Looking to the Future

“With SAP Test Acceleration and Optimization, we’ve reduced the number of issues found by our users after going live with an upgrade or software changes, which has boosted business continuity and reduced risk,” explains Knoop. “We’re very pleased with the improvements in key metrics that we’ve realized.”

Looking ahead, Knoop anticipates that Sara Lee will expand the use of automated regression and functional testing to cover human resources and customer relationship management software from SAP. “We’re continuously trying to reduce test costs and increase the quality of our changes to SAP software, and SAP Test Acceleration and Optimization can help us do that.”

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cess tests in SAP software development and test systems,” explains Knoop. “These automated test cases – primarily regression tests – can then be run and executed on end-to-end business processes, dramatically boosting our testing productivity, quality, and efficiency.” Solution documentation for the new version of SAP ERP is maintained in the SAP Solution Manager application management solution, but test scripts are maintained in SAP Test Acceleration and Optimization.

tion environment. This is because Sara Lee can test 80% to 90% of critical functionality (compared to 10% using manual testing), as well as 80% of noncritical functionality. States Knoop, “If we had to do this scope of testing and retesting manually, it would have required 1,000 person-days. Now we can do it in 10 days.”

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