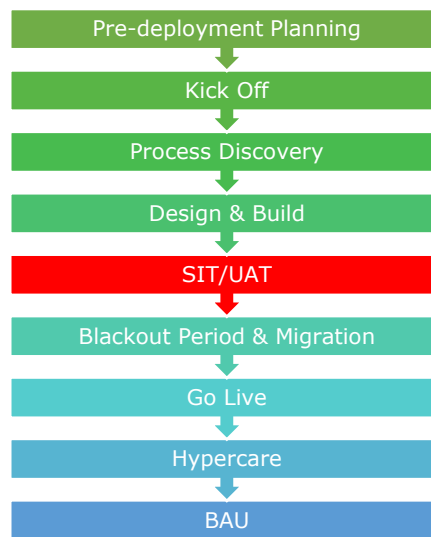# TOM: User Acceptance Testing

TOM

Operating Models - User Acceptance Testing Insights...

User Acceptance Testing (UAT) testing is an important phase, a phase of when you can test your new system, build your confidence from the use of the new system, and understand how each process works. However, it is very nervous when it comes to UAT testing because it is about 'change' and ' responsibility and ownership' before the system can GO LIVE. Testing can only be carried out after the Process Discovery, Design, and System build (as per the flow below):

Pre-deployment Planning

Kick Off

Process Discovery

Design & Build

SIT/UAT

Blackout Period & Migration

Go Live

Hypercare

BAU

How do you go about planning for UAT?

UAT planning is about define, design, select and approve the correct testing scenarios before launching them officially. Define your supply routes within an organization first, then liaise with the SME BPO to determine what testing scenarios are available that should match your current supply routes, unless there is a change of operating model, then testers should know what the future state scenarios are going to be. Be aware that if the practice process is different from the standard process, then a change request will have to be raised for further configuration before the testing.

The volume of scenarios should be sufficient and representative of the overall results, for example: the new operating model or new system will have 100 scenarios in total, however, it is entirely unnecessary to select all 100 scenarios to test, this is because of timing and replicated

scenarios. Therefore, scan through the population and randomly select the relevant ones for the Super Users to perform the testing and the remaining ones can be done by the system architect during the System Integration Testing phase (SIT) and UAT. Once scenarios have been selected, then the super users will have to review the scripts and assign the correct users to those scripts.

Here are some processes within the Target Operating Model to consider:

- Intercompany processes – such as Transfer Pricing, Freights
- Sales processes – from external vendors and intercompany vendors
- Resupply processes – within intercompany and external vendors
- Supply Chain processes – production, quality, costing
- Procurement processes – direct and indirect purchasing and payment
- Record to Finance and Order to Cash processes – end-to-end.
- Management Reporting processes – end to end
- Shared Services processes – such as Intrastat Tax, Treasury FX Hedging, and Intercompany- Netting
- Other areas: system interfaces such as Corporate Performance Reporting (CPM), Human Resources (Workday)

What will you be testing?
Your chosen scenarios will represent the change in the business system from your given operating model. The testing aims to ensure that all scenarios will pass successfully and to move the testing scenarios into the production environment. If the users are not clear or understand what process you have chosen for testing at this stage, then liaise immediately with the project manager and BPO/SME for further clarity.

How will we know that the testing is right?
Before the testing, you must have been through some training sessions with your system architect and BPO regarding new processes. Also you should be given access to the testing environment during the system

familiarisation phase, so you can get access and navigate around the new system.

The SME/BPO will guide you through and explain about these processes during the training.

If you are in an organization that already has implemented the system before, then the risk of failure for UAT is low.

What resource should you need?

Assigned users for testing should be named under each test script.

Each scenario should have between 3-5 users on average. However, check the scripts where those prerequisite steps might be dependent on external resources for triggering in advance.

How long will it take you to test?

From your chosen and signed-off scenarios, your team should spend no more than two weeks for testing those scenarios. However, it depends on the size and the complexity of the business model.

During these two weeks, all super users and support members will be sitting together in one environment to perform the testing. The testing manager should have a walkthrough of the testing approach and control in advance before the testing begins.

If the testing is delayed, the testing manager is responsible for communication and escalation.

What if it goes wrong and what is the contingency testing plan?

What can go wrong during the testing depends on the number of defects from the scenarios/scripts. These defects can be resolved instantly or can be delayed due to operational issues, or even put on hold due to readiness reasons. These readiness reasons can be incomplete costing, invalid material, supply routes not being configured properly within the system, etc. Post-pandemic of the Covid 19– UAT Testing can be done off-site, but online.

All UAT approach has a contingency plan for timing and alternative testing scenarios for substitution. The testing manager will collate these defects

and then communicate the overall status daily. The testing manager's job is to ensure the UAT plan runs smoothly and mitigates any risks on time.

Testing governance and control

The testing manager will adopt the testing governance to ensure its quality, morale, timing, and budget are under control. A control tool can be used to track and monitor the UAT progress. The control tool is also used for the audit trail. The auditor will eventually turn up sometime after the system GO LIVE, they will audit the UAT testing scenarios and the LIVE system, therefore, this is important to have the audit trail to save time.

What happens after the UAT testing?

The testing manager will collate the overall status for reporting purposes and will announce the testing result plus the next steps if any retesting will need to be done or any risks are pending for further mitigation. Successfully testing results will be moving into the production environment during the Blackout period. This is a phase of system migrations for data, and it's switching between the old system into the new system.

Finally, don't forget to celebrate your hard work over the UAT testing period. You are now over halfway through of your project implementation.

YTT offers services for the Target Operating Model:

- Target Operating Model review and design.
- Target Operating Model implementation roadmap.
- Target Operating Model system configuration and UAT.
- Target Operating Model change managements.
- Target Operating Model project management and training.
- Target Operating Model post GO LIVE support.

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