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# Making Oracle EBS R12 Upgrades Manageable

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John Miner – Dir of Operations

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Delivering Quality Through Innovation



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# Win This Helicopter!

One of you will win this helicopter today.

Shipped tomorrow and in time for the Holidays!

Be sure to complete the short survey after the Webinar ends.





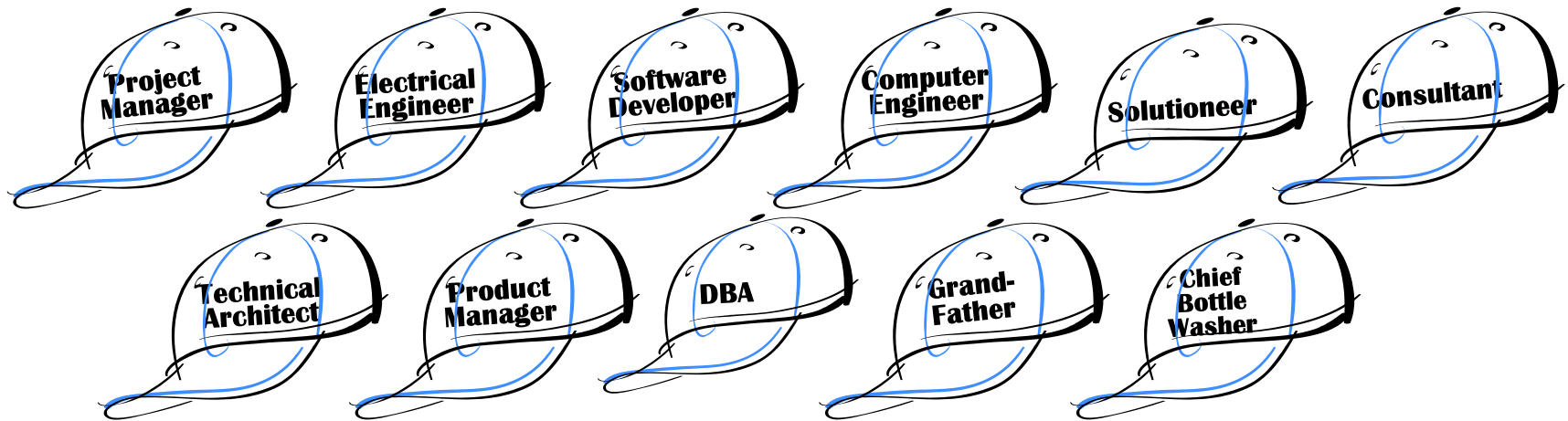
# Agenda for Success

- Introductions
- Biggest Challenges
- Importance of collaboration
- Responsibilities
- The project
- Validation/testing effort
- Gaining collaboration
- The payback





- John Miner
- Background (Have worn lots of hats...)





- Either you
  - Have already upgraded to R12.1
  - Have a plan to upgrade to R12.1
  - Plan on deciding when to upgrade to R12.1
  - Are playing Ostrich
  - Are discontinuing use of EBS
  - Getting support for 11i via 3rd party
- End of life coming for 11i



## What's your situation regarding Oracle EBS R12 Upgrade

- We have already completed the upgrade
- We've begun the upgrade it should be complete within 2 - 6 months
- We plan on beginning an upgrade within 3 - 6 months
- We plan on beginning an upgrade within 9 months
- We do not plan on upgrading



# Who's Involved?



Helpdesk



Power Users



Training



Business Analyst



Programmers



Business Leadership



Project Manager



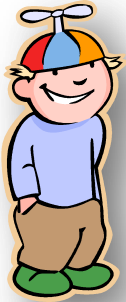
DBA's



## How many Power Users do you expect to involve in Testing and Validation

- Less than 10
- 10 – 20
- 21-30
- 31-40
- 51 plus





## IT responsibility

- Database Changes
- Customization redevelopment

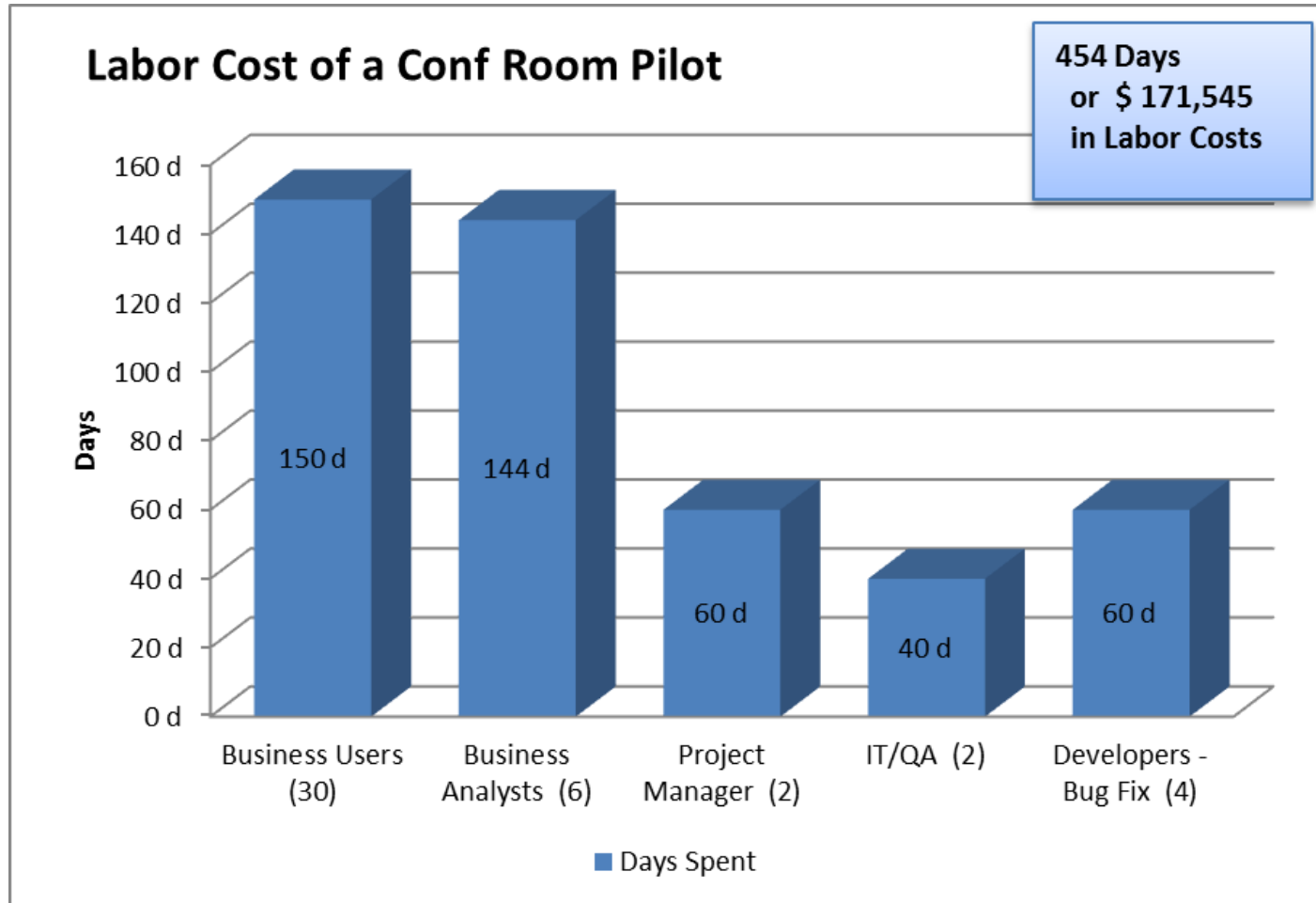


## Business responsibility

- Functional & Process changes  
e.g. sub ledger accounting, centralized bank transactions, multiple ledger capability, etc.

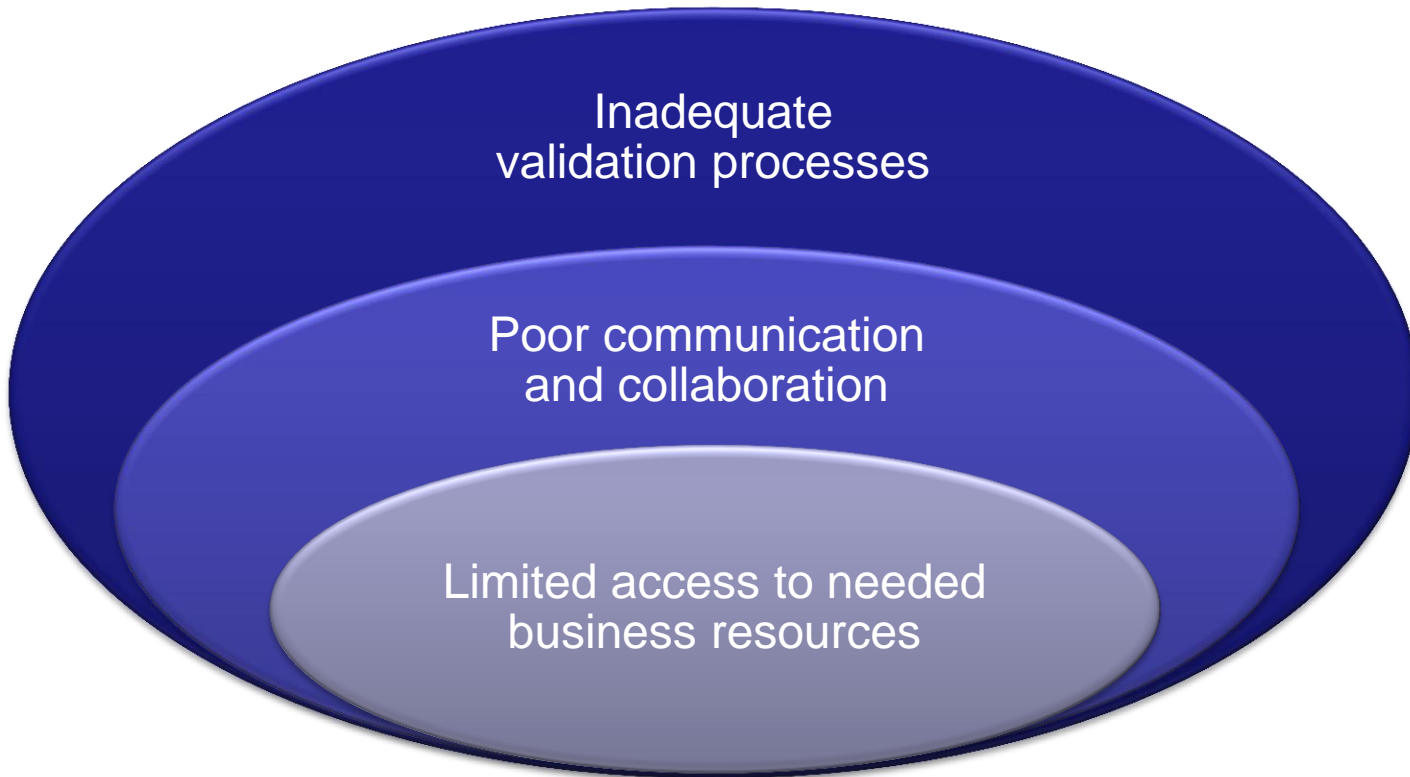


# Overlooked Impact





- My Top 3 reasons





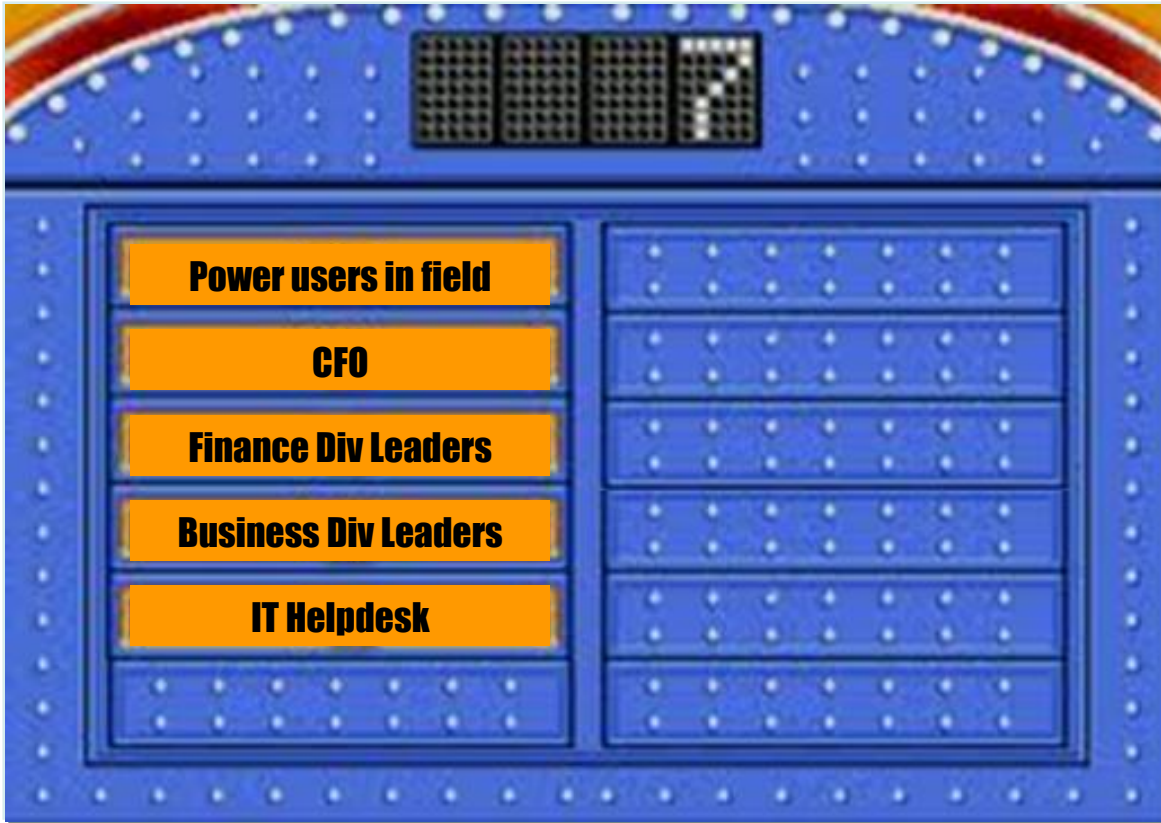
- Is this needed?
- Who owns the project?
  - Technical
  - Functional
- Is it important?





# Who really knows/cares what 11i does currently?

## • Survey Says...



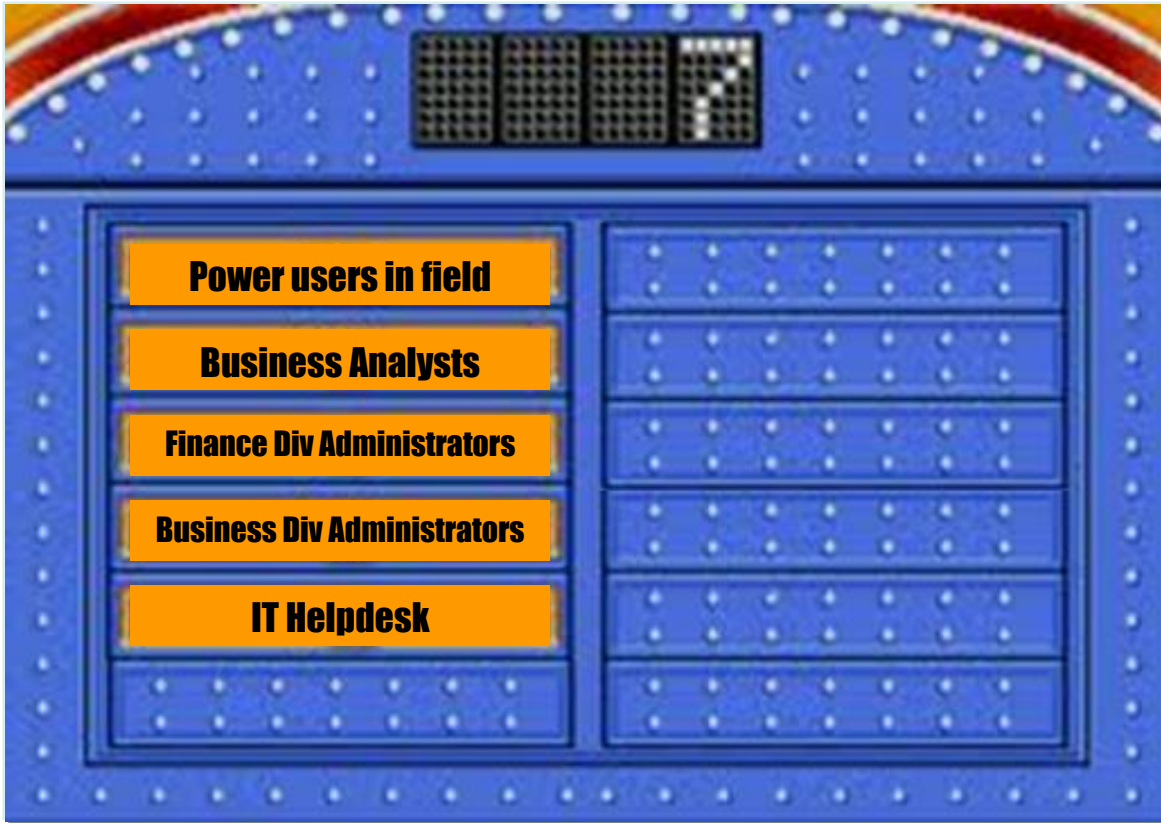




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# Who knows if R12 is working properly?

## • Survey Says...





# 11i functionality is the basis for validation after the upgrade

- Business perspective
- The upgrade is ALL about TESTING and VALIDATION
- You need to involve business to test – in a big way
- Customizations add to complexity
- Current 11i functionality defines requirements of R12 testing
  - Is this formalized in any way?



How much customization have you made to your EBS R11 implementation

- Less than 5 %
- 5 – 10 %
- 11 – 15%
- 16 – 20 %
- More than 20 %





# Are you enabled to achieve success?



- Are your current scenarios well documented?
  - Do you know what constitutes goodness?
  - Is “Create an order” good enough
  - Explicit vs. Implicit definition of test cases

- Are your business users easily accessible?
  - They know what it should do
  - Are they able/willing/available to document current functionality?





How well documented are your  
business processes in your current implementation

- Poorly
- Some documentation, likely out of date
- Customizations documented, little else
- Well documented



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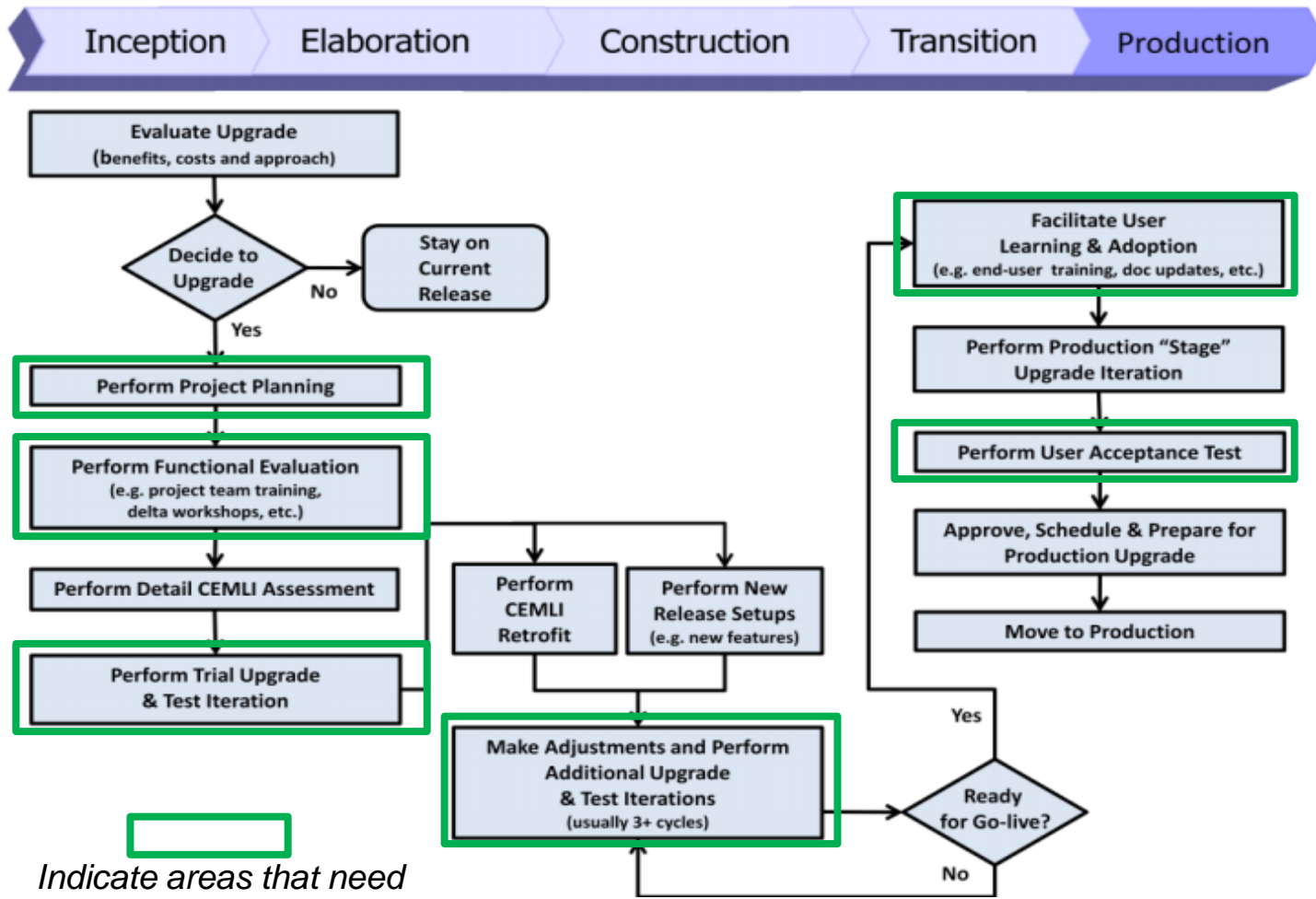
Solutions in Action...



# Once upgrade process starts...

- All ongoing initiatives stop until upgrade is done
  - Stable baseline in 11i required
  - Often a moratorium on business driven enhancements



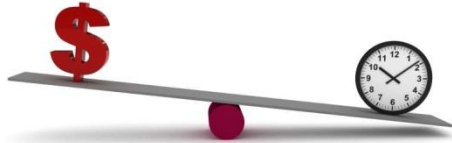


Indicate areas that need Effective collaboration

Best Practices for Upgrading Oracle E-Business Suite



# Typical work impact and cost of effort



## Oracle EBS upgrade to R12

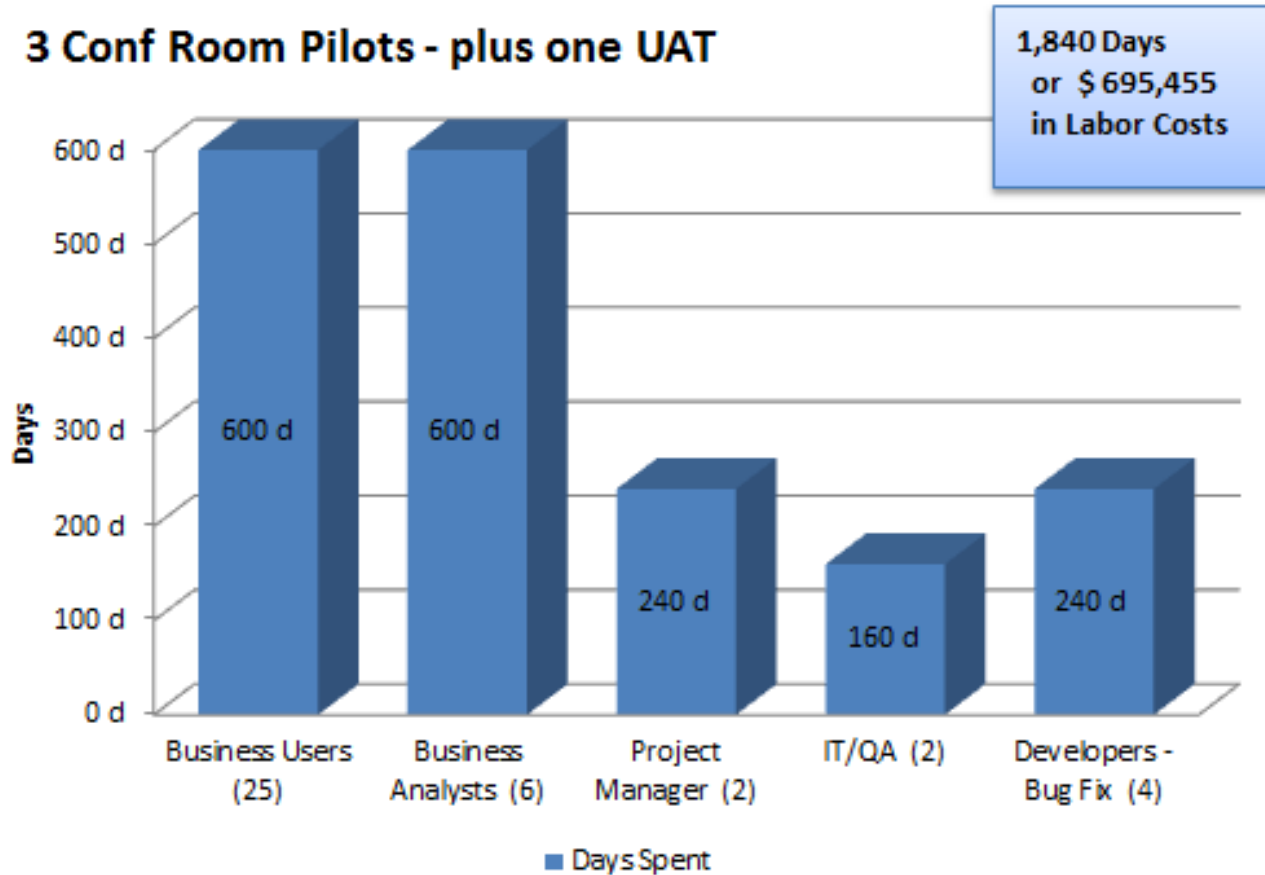
### *3 Conf Room Pilots - plus one UAT*

	No. of resources	Current Time spent (days per user)	Current Time spent (total days)	Current Labor Cost
Business Users (25)	25	6	600 d	\$218,182
Business Analysts (6)	6	25	600 d	\$231,818
Project Manager (2)	2	30	240 d	\$98,182
IT/QA (2)	2	20	160 d	\$54,545
Developers - Bug Fix (4)	4	15	240 d	\$92,727



# Typical work impact and cost of effort

## 3 Conf Room Pilots - plus one UAT





# Knowledge transfer is key



## • Transform “Tribal” Knowledge into Formal

- A myriad of islands of expertise
- Systematic approach to filling in all gaps
- Distribute load to all involved
- Track & manage progress & effort

## • It's all about collaboration







# Collaboration – What?

- Project plans
- Resources
- Timescales
- Tasks
- Progress
- Coverage
- Re-use
- Knowledge
- Data
- Environments
- Availability
- Audit
- Traceability
- Customizations
- Complexity
- Process



# Foundations for Collaboration





- How to establish a Knowledge Base?
  - Collect What, How, and Why things are done in EBS
  - Establish a central document library or Database
- Workflow & Process to “herd the cats”
- Dashboards
- Visibility
- Time saving tools



# Why do you need a knowledge base?

- Sheer volume
  - Prioritize
    - » Business critical vs. low impact
    - » High risk vs. low risk
  - Categorize
    - » Standard vs. Customizations
- Various & Numerous people involved
  - Different skills & areas of expertise





## Midwest Power company

Each iteration (CRP's, UAT's)	No. of resources	Current Time spent (days per user)
Business Users	25	6
Business Analysts	6	25
Project Manager	2	30
IT/QA	2	20
Developers - Bug Fix	4	15

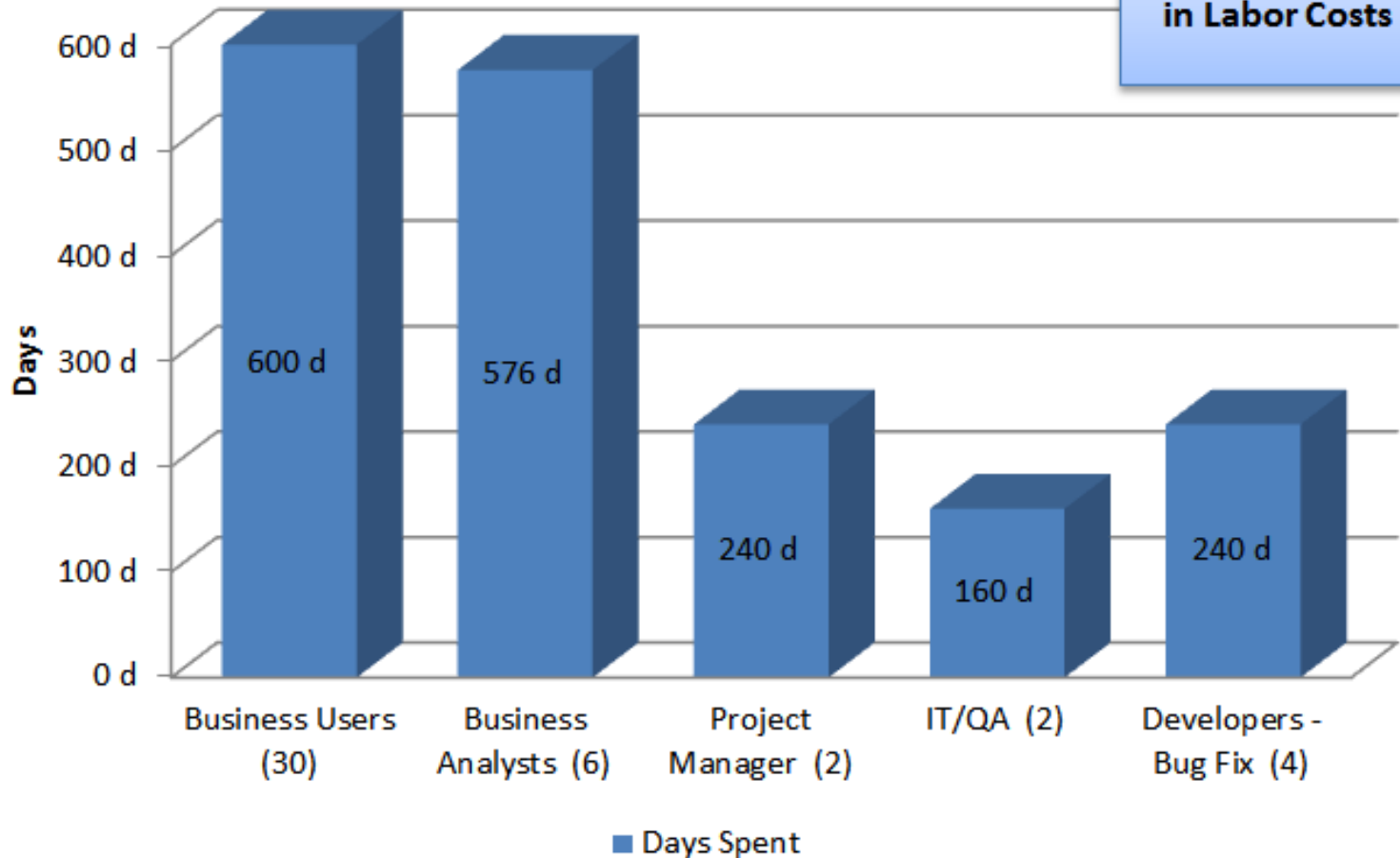


- Leveraging Original Software for
  - Test Planning & Management
  - 11i documentation
  - R12 Financials testing and validation
    - » Focusing on manual testing initially



# Projected Cost of Labor

## 3 Conf Room Pilots - plus one UAT

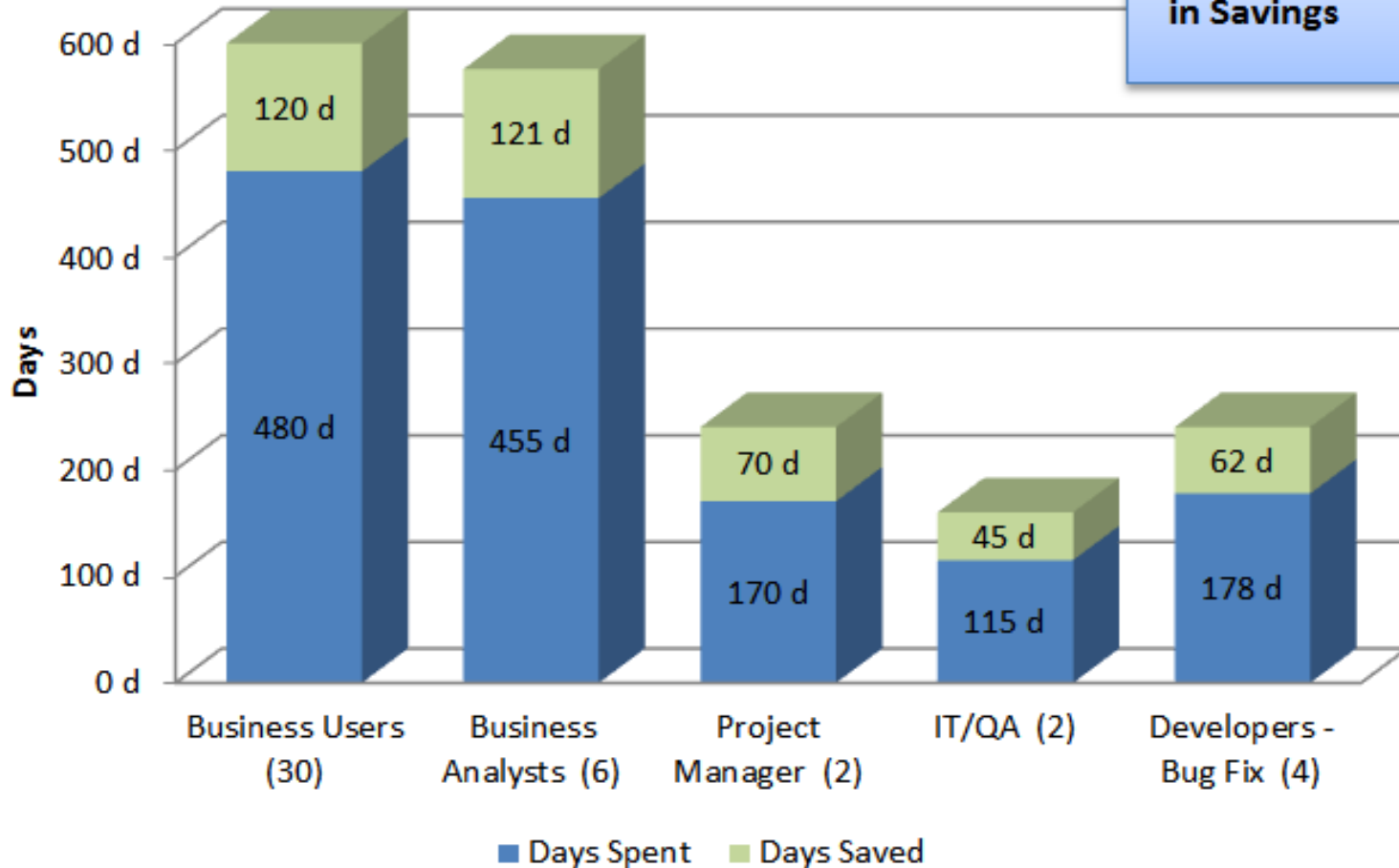




# Savings in Labor

## 3 Conf Room Pilots - plus one UAT

23 %  
or \$ 158,225  
in Savings





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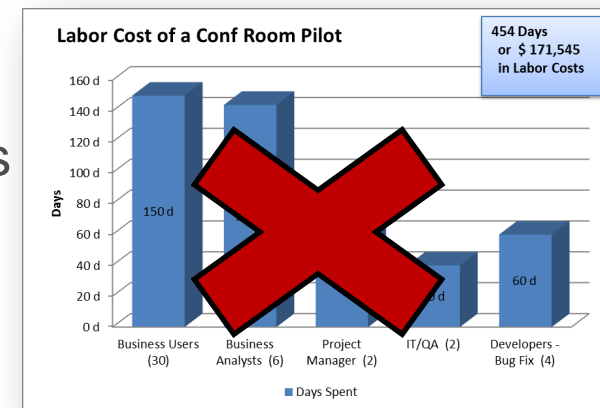
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Solutions in Action...





- 1 Deploy flawlessly
  - Guarantee that the upgraded applications continue to meet business requirements
- 2 Execute efficiently
  - Ensure the entire upgrade process is managed as productively as possible
- 3 Deliver swiftly
  - Meet the end-of support deadlines
  - Lift moratorium on business enhancements
- 4 Minimise costs
  - Can be reduced by 25%
  - Eliminate a CRP?





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# The difference between success and failure...





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