



IKEA

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Testing with “IKEA people”

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Global Test Manager One IKEA-HR



TestNet “meertalig testen”
June 19th and 26th, 2012



Agenda

- Introduction
- OneIKEA-HR programme
 - Purpose and set up
 - Test approach
- “Meertalig testen”
 - Planning, Organization, Tools, Training
 - Challenges & Advantages
- Questions

Introduction



IKEA Älmhult, Sweden
Jan – Apr 2008
Local Test Manager

IKEA Haarlem, Netherlands
Since May 2008
Global Test Manager



OneIKEA-HR programme

Mission statement:

“To standardize Human Resource systems and processes, creating a better way of working for the Human Resources community and better support and service to IKEA co-workers around the world: OneIKEA-HR.”

10 jobs
in 10
years



6 To attract, develop and inspire our people

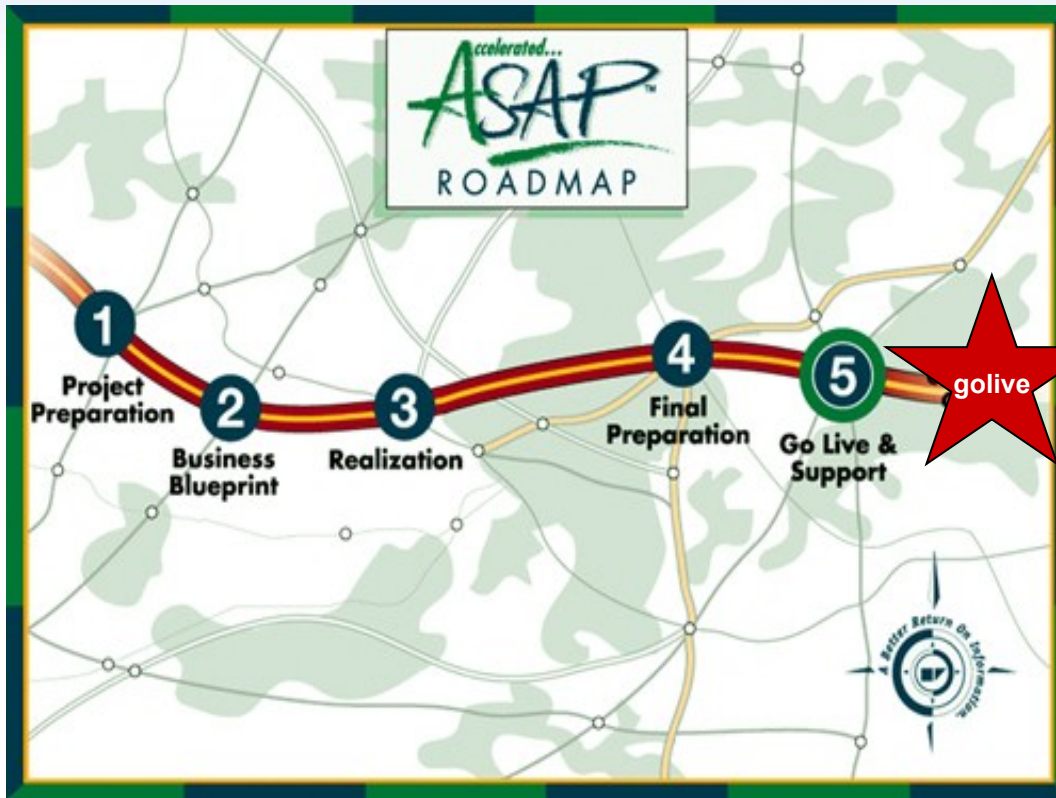
7 To be one IKEA

8 To become leaner, simpler and quicker

GlobalView® - A SAP HCM solution for global payroll services

The image displays two side-by-side screenshots of the SAP Easy Access web interface. Both screenshots show the same menu structure on the left side, which includes categories like 'Office', 'Cross-Application Components', 'Logistics', 'Accounting', 'Human Resources', 'Manager's Desktop', 'Personnel Management', 'Time Management', 'Payroll', 'SAP Learning Solution', 'Training and Event Management', 'Organizational Management', 'Information System', and 'Tools'. The 'Payroll' menu item is expanded in both, showing sub-items such as 'Administration', 'Recruitment', 'Personnel Development', 'Benefits', 'Compensation Management', 'Personnel Cost Planning', 'Management of Global Employees', 'Administrative Services', 'Pension Scheme', and 'Position Budgeting and Control'. The right screenshot features a large red advertisement for ADP Employer Services, which includes a photograph of business professionals and the text 'ADP Employer Services Payroll & HR Solutions'. The bottom of the interface shows a Windows taskbar with various open applications and system icons.

ASAP Implementation method



Pre project

Five project phases with ADP:

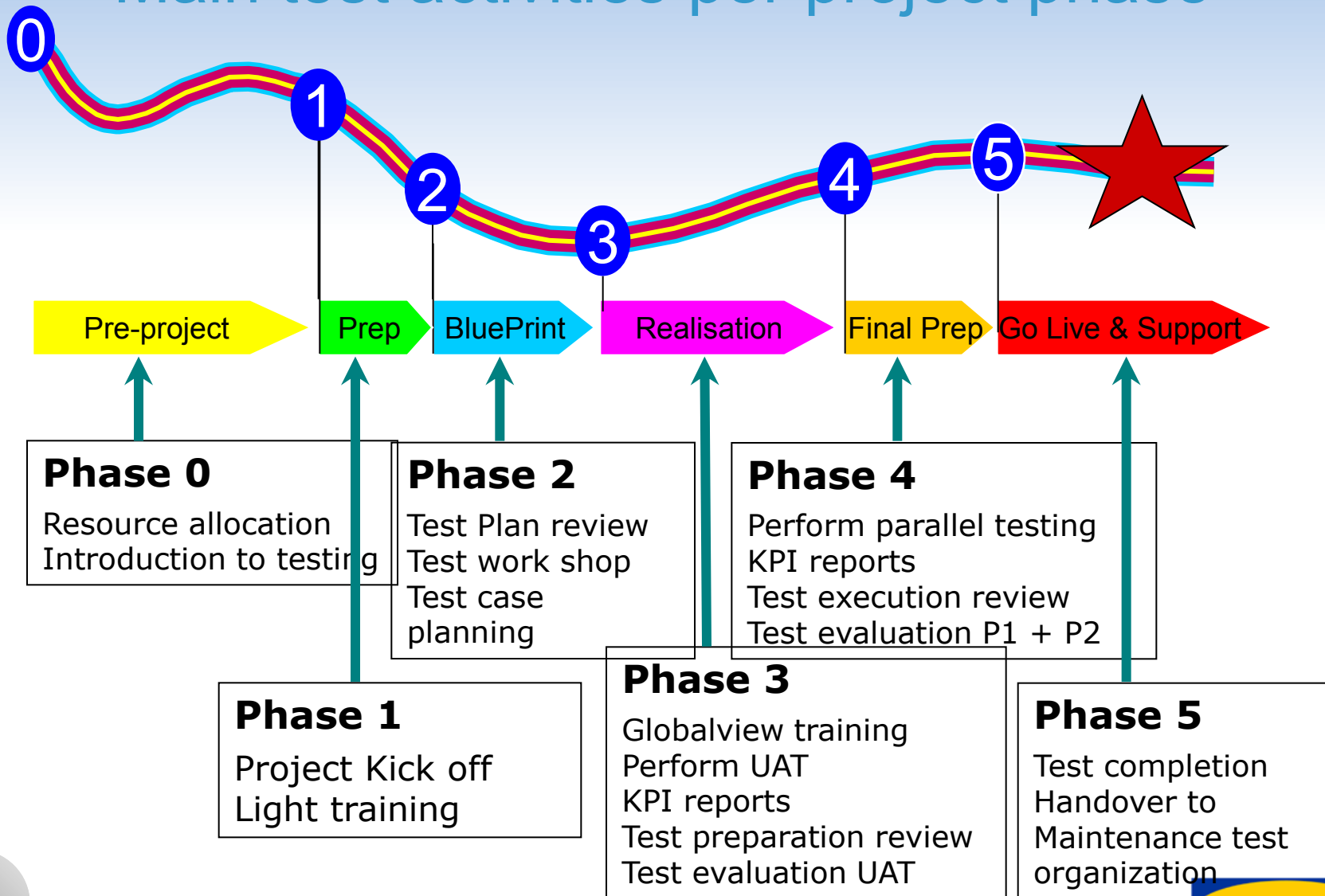
1. *Project Preparation*
2. *Business Blueprint*
3. *Realisation*
4. *Final Preparation*
5. *Go-Live and Support*

Continuous change

Test activities added to ASAP method

- Test types
 - Static testing
 - Smoke test
 - Regression testing
 - Performance testing
- Documentation
 - Global test strategy
 - Test evaluation summary
 - Vendor documentation
- Tools and environments
 - Monitoring test and training environments
- Process
 - Review layer for root cause analysis
 - Prepare for maintenance testing
- Reports
 - Attrition / resource consumption
 - Extrapolation
 - Defect leakage analysis

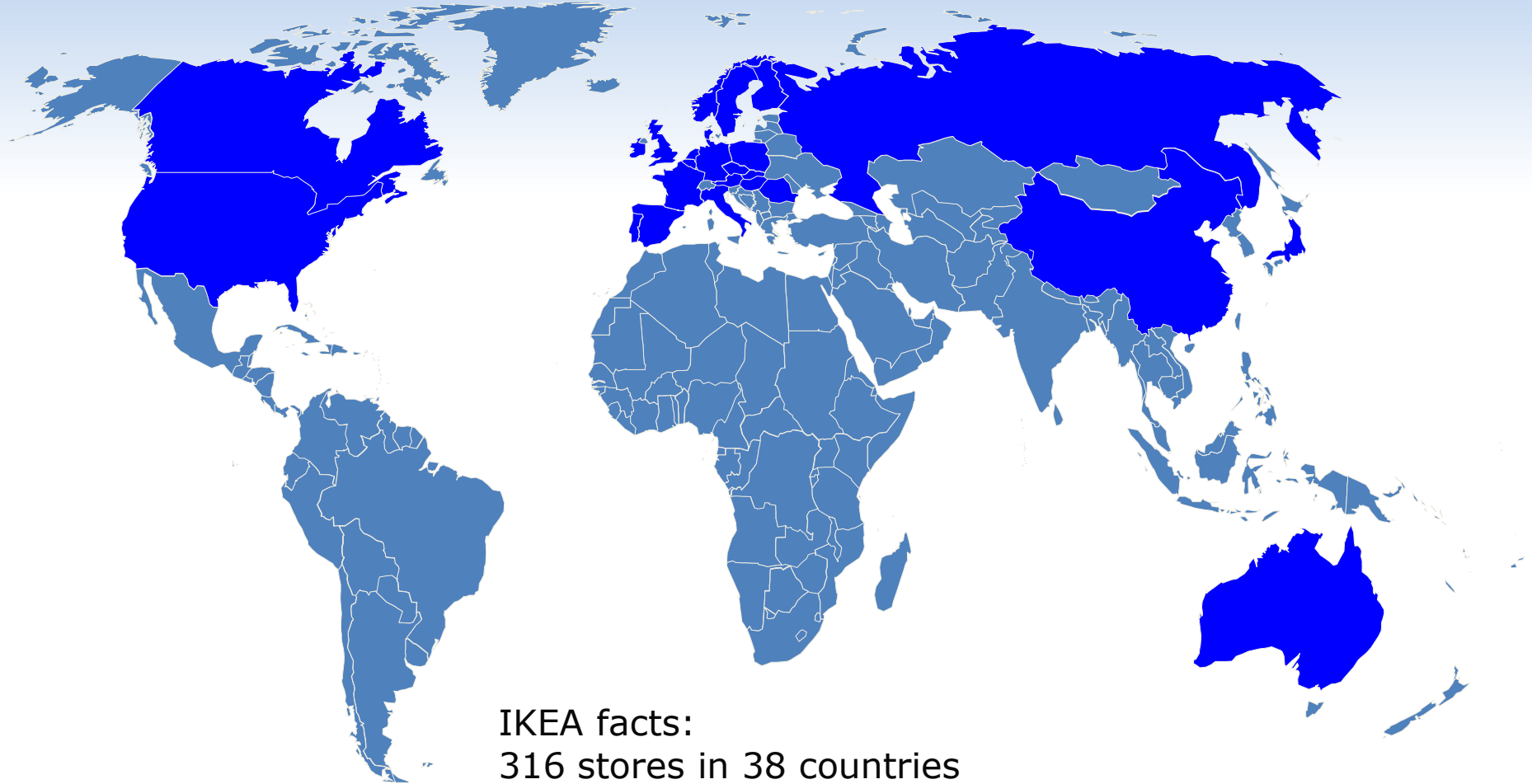
Main test activities per project phase



Specifics of Acceptance Testing

- Acceptance testing is different from “system testing” (unit/system/integration) in terms of test focus, test basis, test approach, and test techniques.
- Testers for Acceptance testing are often recruited from the business organization; they are not full-time, dedicated testers. This requires more planning and management.
- Acceptance testing requires a different skill set than system testing; domain knowledge is a pre-requisite. More training/tutoring of test standards, techniques, and tools are necessary as testers are often new to the testing discipline.
- Testing between processes and systems; in between Business and IT.

IKEA map – Project scope



IKEA facts:

316 stores in 38 countries

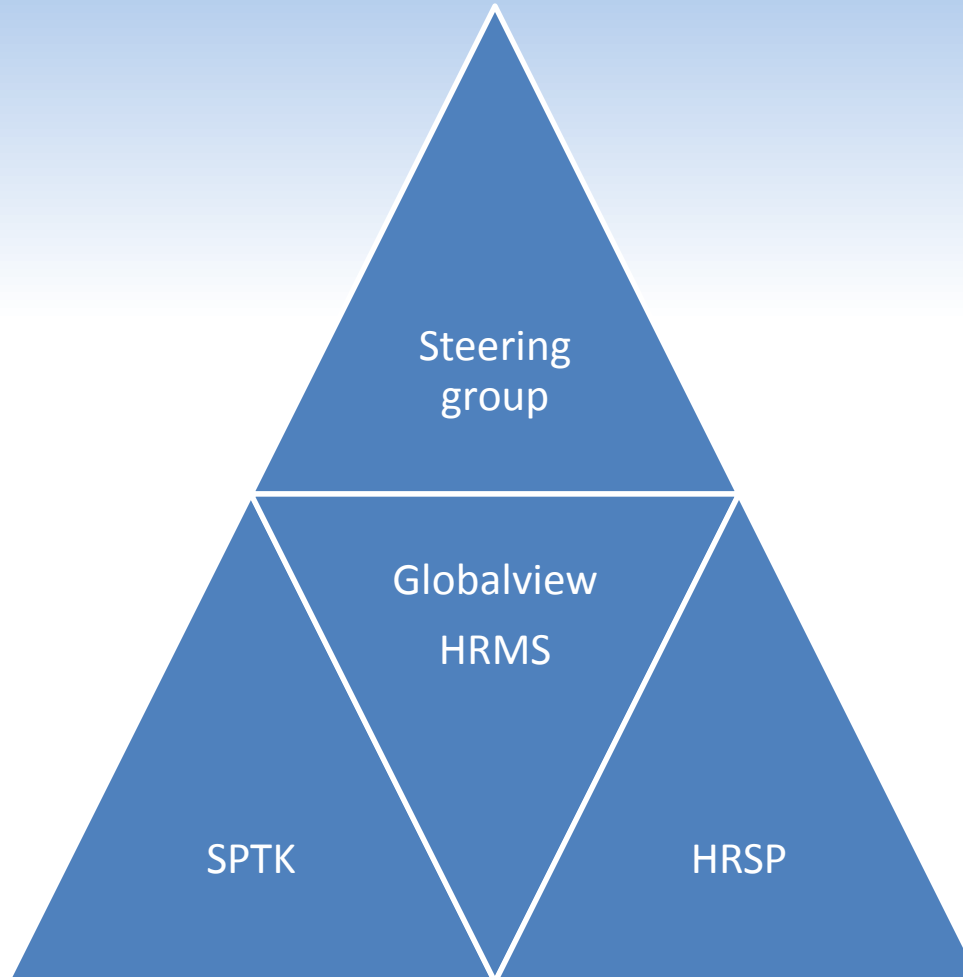
Catalogue in 26 languages and 191m ex

Largest markets DE, US, SE

25bln revenue

135k co-workers

ORGANIZATION



Our Values

- Togetherness and enthusiasm
- Humbleness and willpower
- Cost-consciousness applied in all areas of the IKEA operation
- The importance of constantly being "on the way"
- Leadership by example
- Simplicity
- Striving to meet reality
- Willingness to accept and delegate responsibility
- Daring to be different
- Constant desire for renewal

HRMS team 22 people / 7 nationalities (SE, NL, US, RU, DE, CN, FR)
Global team: 40 people / 12 nationalities

Tools

UTC-time	Amsterdam	Tokyo	Toronto
maandag, 18 juni 2012, 15:00:00	maa 17:00 *	din 00:00	maa 11:00 *
maandag, 18 juni 2012, 16:00:00	maa 18:00 *	din 01:00	maa 12:00 *
maandag, 18 juni 2012, 17:00:00	maa 19:00 *	din 02:00	maa 13:00 *
maandag, 18 juni 2012, 18:00:00	maa 20:00 *	din 03:00	maa 14:00 *
maandag, 18 juni 2012, 19:00:00	maa 21:00 *	din 04:00	maa 15:00 *
maandag, 18 juni 2012, 20:00:00	maa 22:00 *	din 05:00	maa 16:00 *
maandag, 18 juni 2012, 21:00:00	maa 23:00 *	din 06:00	maa 17:00 *
maandag, 18 juni 2012, 22:00:00	din 00:00 *	din 07:00	maa 18:00 *
maandag, 18 juni 2012, 23:00:00	din 01:00 *	din 08:00	maa 19:00 *
dinsdag, 19 juni 2012, 00:00:00	din 02:00 *	din 09:00	maa 20:00 *
dinsdag, 19 juni 2012, 01:00:00	din 03:00 *	din 10:00	maa 21:00 *
dinsdag, 19 juni 2012, 02:00:00	din 04:00 *	din 11:00	maa 22:00 *
dinsdag, 19 juni 2012, 03:00:00	din 05:00 *	din 12:00	maa 23:00 *



Älmhult in February.

Need we say more? [webex](#) your meeting



Vertaling

Van: Spaans ▾



Naar: Engels ▾

Vertaal

Spaans Engels Duits

Yo uso que el usuario introduzca en el escritorio remoto para ver los archivos enviados por la interfaz de EMD en el ftphome y ejecutar la aplicación para cargar los datos de los archivos en la base de datos SmartPeople:
SERVIDOR / PC:-RETESSO NT8004

Engels Spaans Nederlands

I use the user to enter on the remote desktop view the files sent by the interface of EMD in the ftphome and run the application to load data files into the database SmartPeople:
SERVER / PC:-RETESSO
NT8004.IKEA.COM

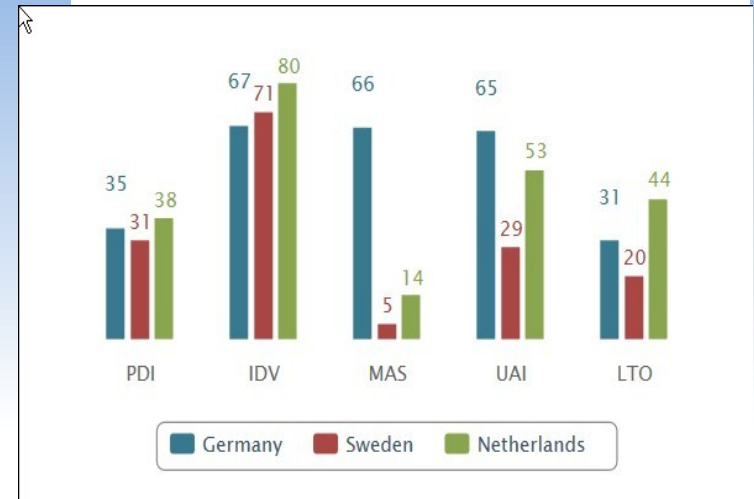
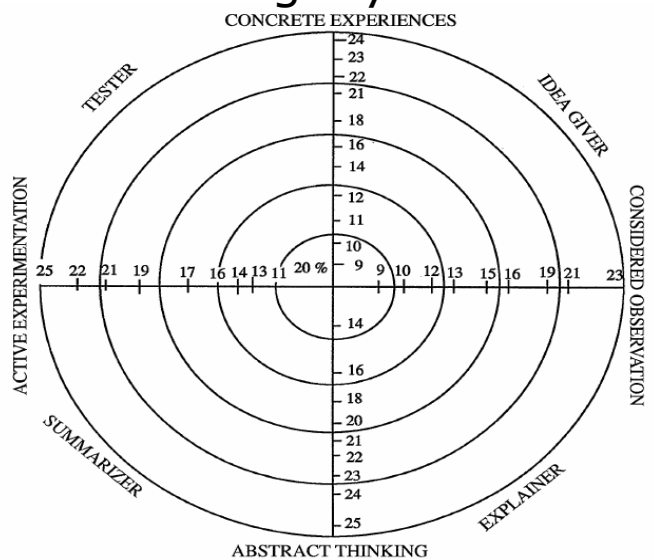


Training



Change management

Learning styles



Hofstede's cultural dimensions:

PDI – Power Distance Indicator

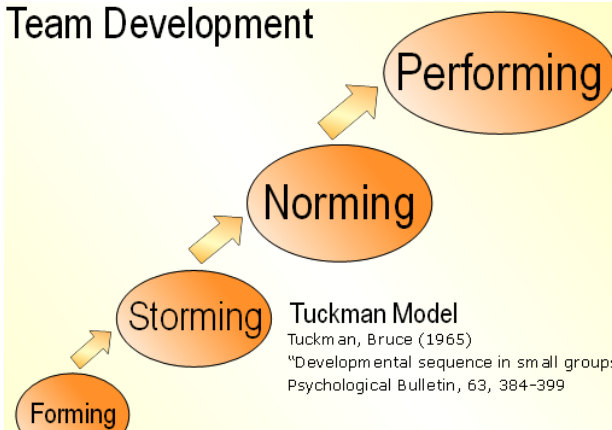
IDV – Individuality

MAS – Masculinity

UAI – Uncertainty Avoidance Index

LTO – Long Term Orientation

Team Development



Advantages & Challenges

- Cultural differences
 - Prejudice
 - Expectations
- Language barriers
 - Active/passive command of language
 - Lowest common denominator (Gesprächsverflachung)

- Diversity
- Creativity
- Best practices
- Benchmarks



Success factors

- Clear, consistent communication
 - One message
- Scalability
- Interactivity
 - Interactive training
 - Templates work
 - Reviews
 - Terminology
 - Feedback / lessons learned
- Meet Diversity with Diversity



Conclusion

- Sometimes a “Yes” actually means a “Yes”!
- Beware in believing a person’s active command of a language mirrors the passive command.
- An open curious mind often works better than trying to follow some rule of conduct that feels unnatural.

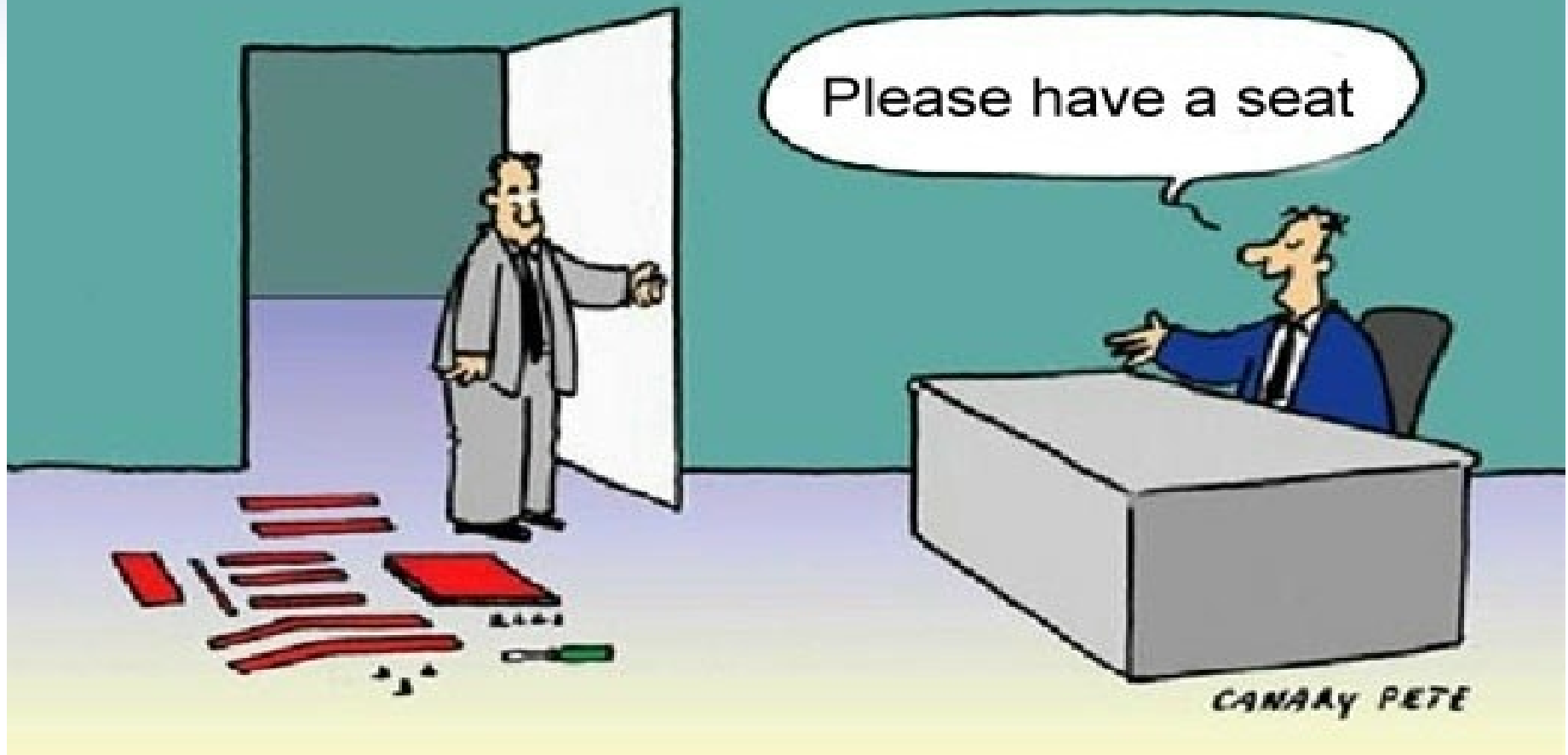


Questions?



backup

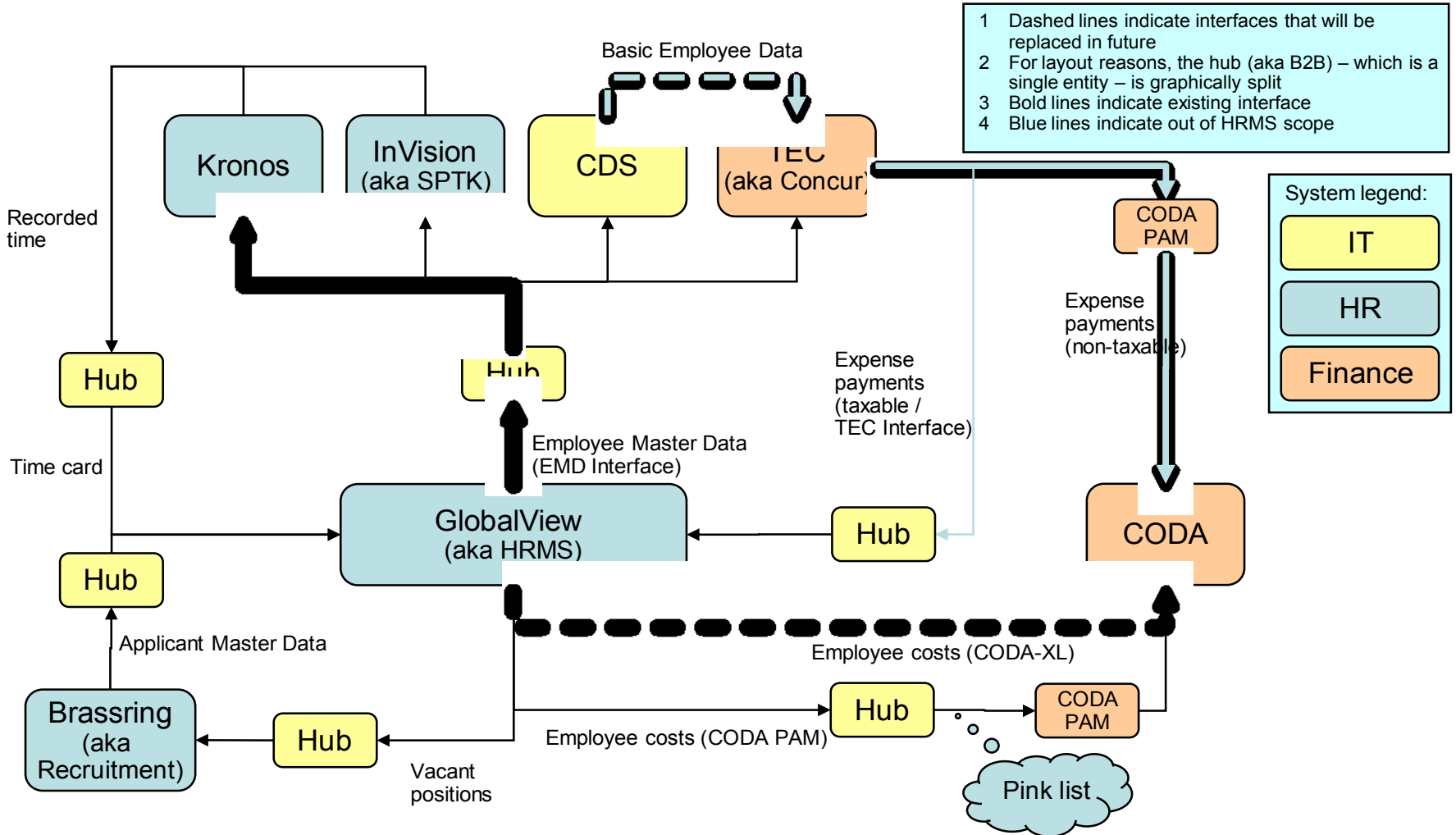
IKEA Job Interview



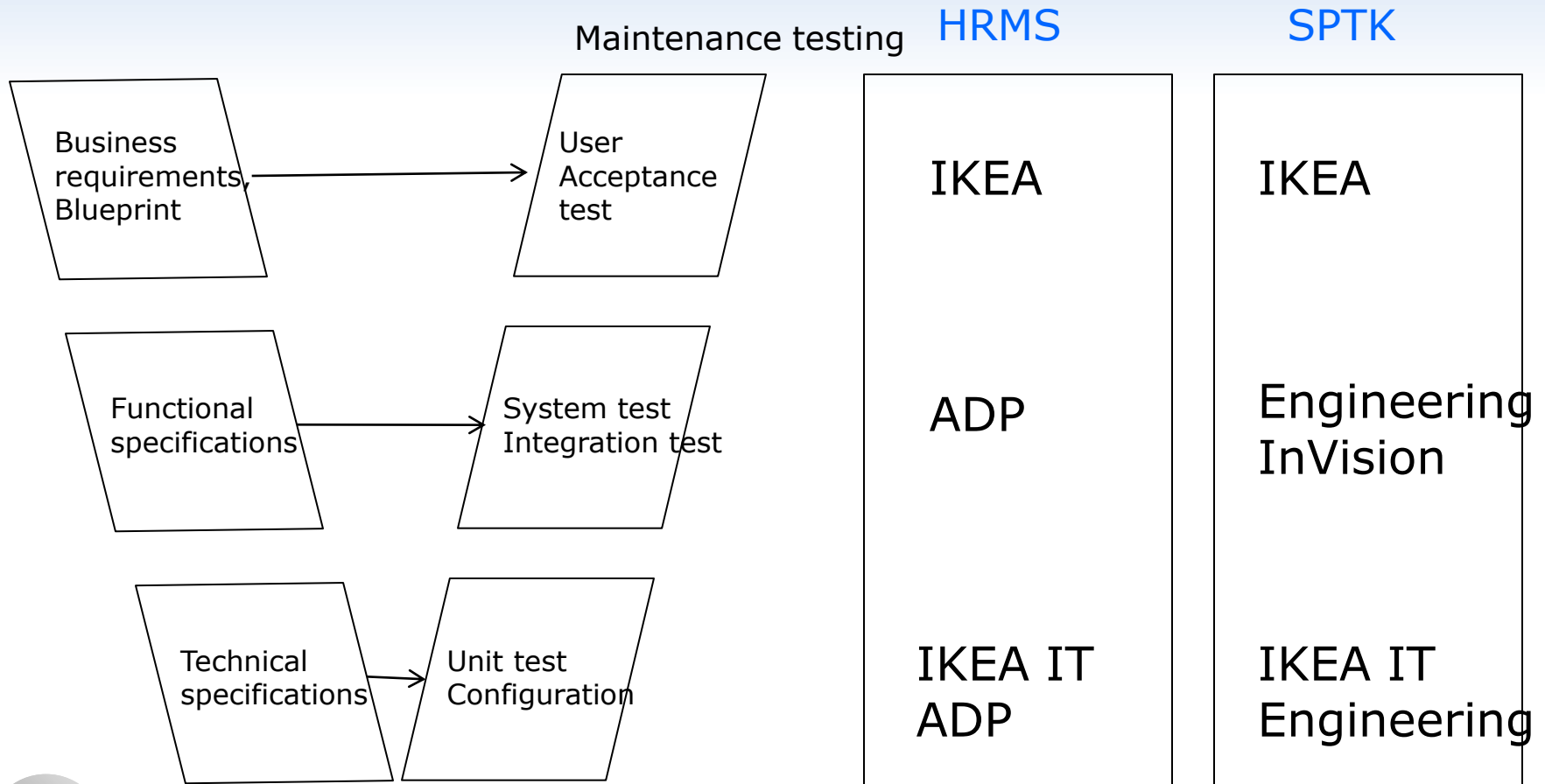
Globalview®

- Value added services
- Scope
 - Organizational Management
 - Personnel Administration
 - Compensation & Benefits
 - Payroll
 - Reporting
 - Authorizations
 - Mobility
 - Competence management
 - Training and Events management
 - ESS/MSS

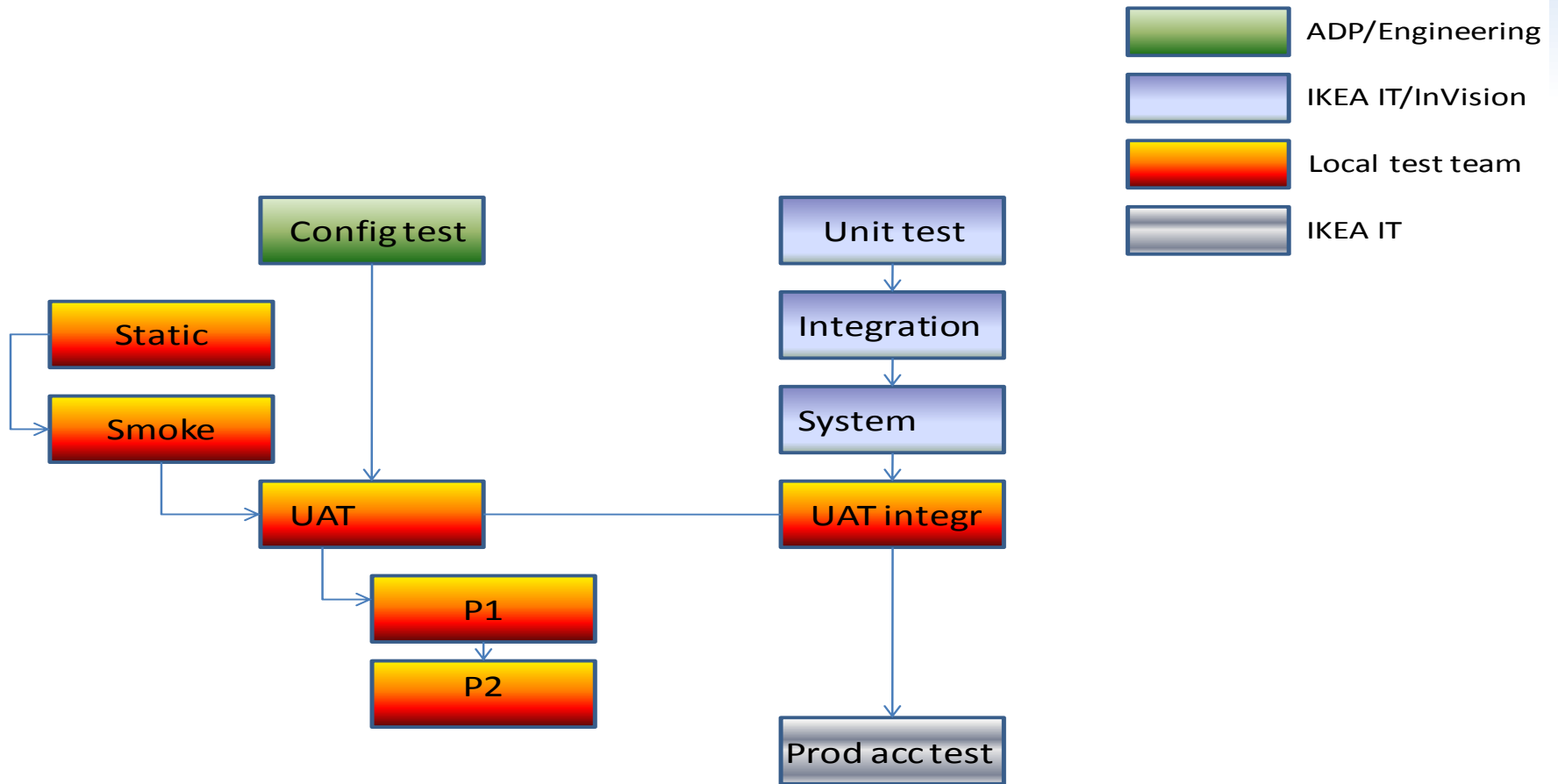
Global HR Interface Landscape



Approach



Test types and dependencies



Test / Training Environment

