The Achmea Journey implementing Tosca

SAP Quality Assurance Exploration Workshop

March 25, 2025

Joost van Lieshout | Achmea
John Bertens | Achmea

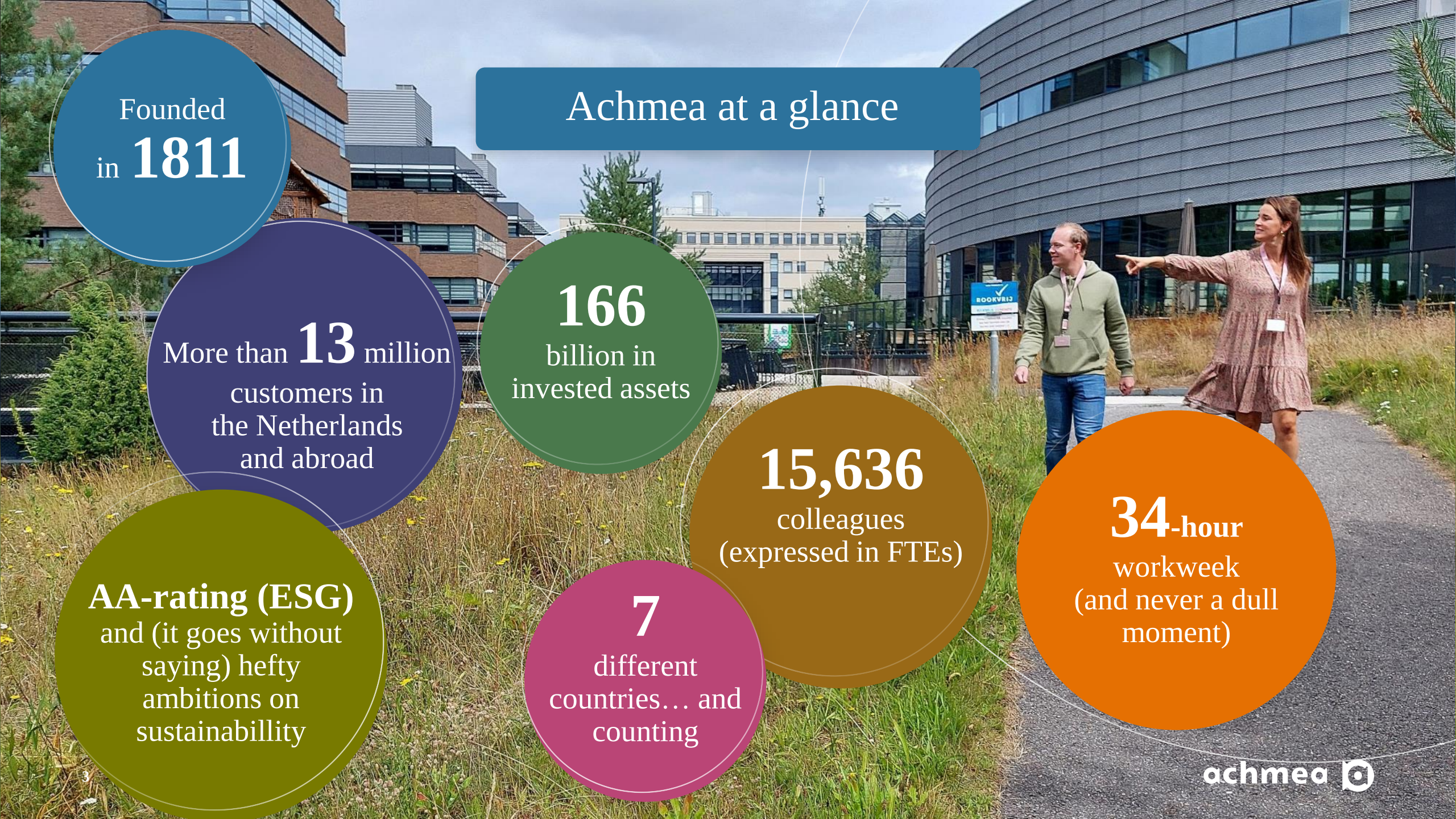
PUBLIC – SAP External

The Achmea journey implementing Tosca

Four pillars for the successful introduction of a new quality assurance solution

achmea

Achmea at a glance



Founded in **1811**

More than **13** million customers in the Netherlands and abroad

166 billion in invested assets

15,636 colleagues (expressed in FTEs)

34-hour workweek (and never a dull moment)

AA-rating (ESG) and (it goes without saying) hefty ambitions on sustainabillity

7 different countries… and counting

achmea

A short introduction

Joost van Lieshout

Testmanager IT Keten Schade & Inkomen

John Bertens

Change Agent & SAFe Practice Consultant

achmea

Why start a quality assurance transformation journey?

achmea

Why SAP Enterprise Continuous Testing by Tricentis (aka Tosca)?

- End-to-end testing solution
- Maturity of tool and satisfied customer base
- Reusability and easy maintenance
- Readily available resources with consultancy firms
- Integration possible with Azure DevOps
- Cover as much risk as possible with minimal effort
- Close relationship between SAP and Tricentis
- Strong business case

Approach based on four pillars

- Iterative and incremental
- Follow the rules – break the rules – transcend the rules
- Based on best practices from Tricentis
- Community-driven

Achmea's Transformation Journey to Continous Testing

achmea

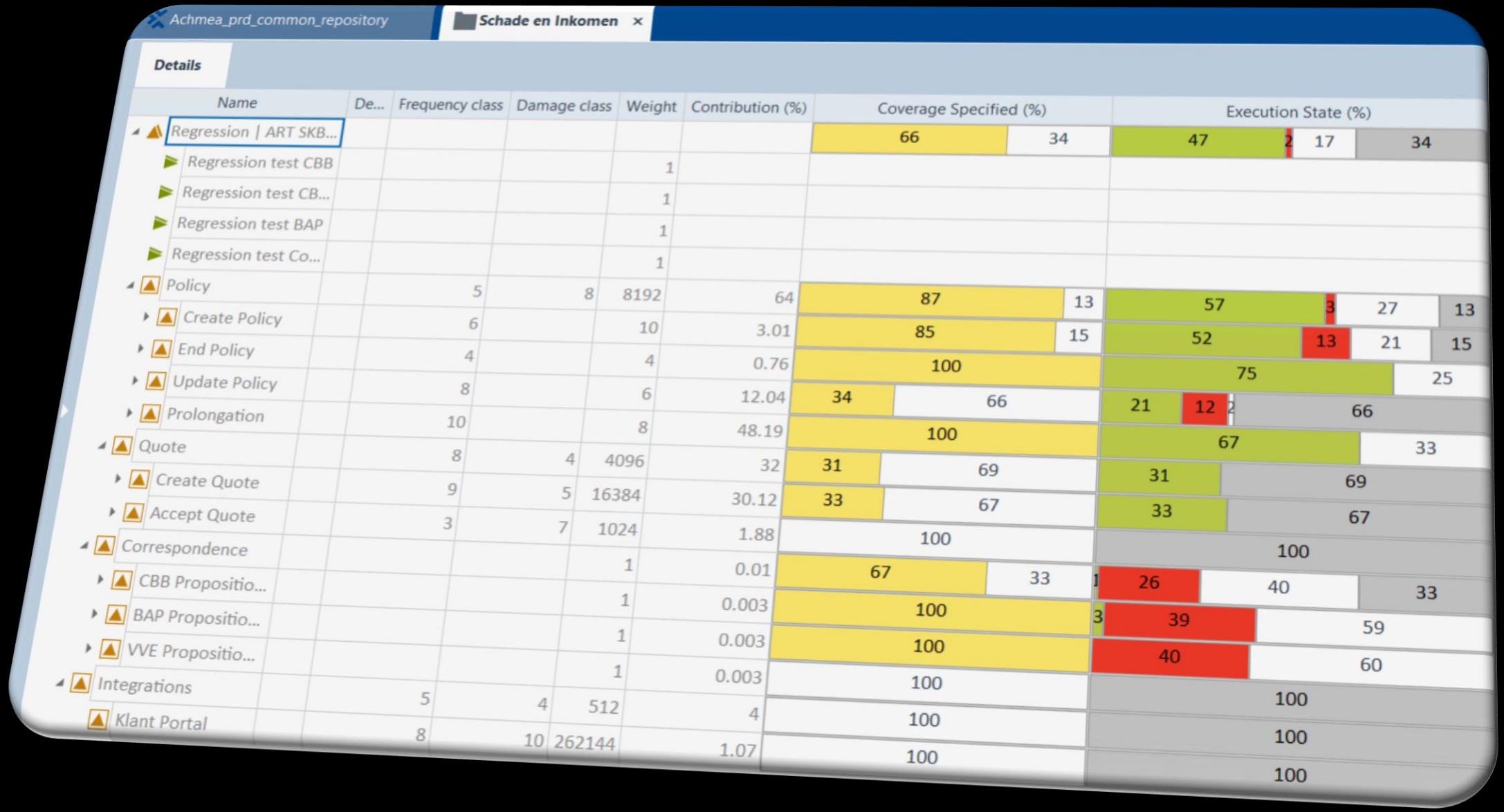
achmea

“There are some things that a vendor knows best. Achmea understood that and was eager to learn from us. With Achmea it was clear they WANTED to work with us, not because someone ordered them to work with us.”

Tricentis Professional Services

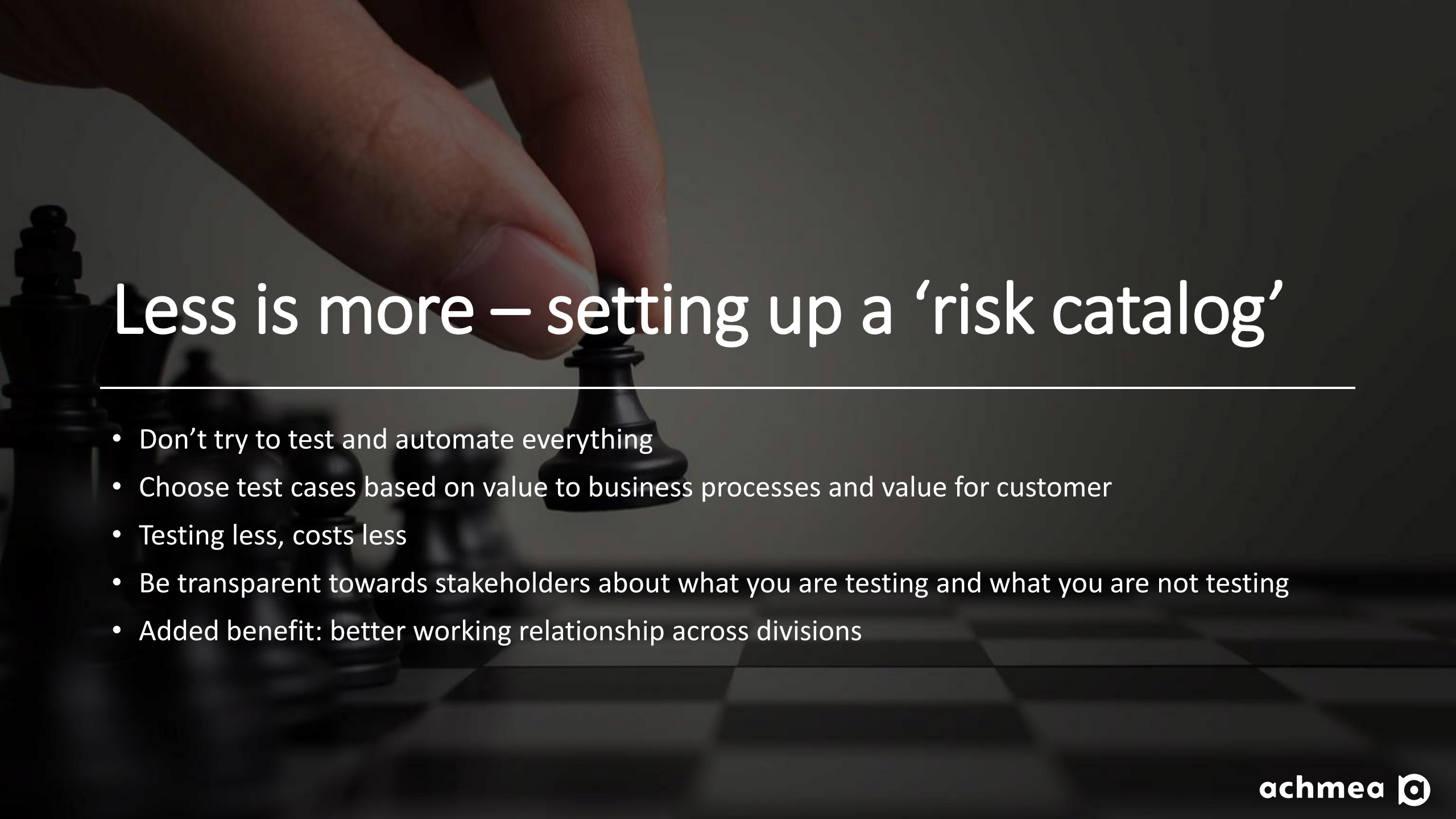
achmea

Our Risk Catalogue: Think First, Automate Second



Name	De...	Frequency class	Damage class	Weight	Contribution (%)	Coverage Specified (%)		Execution State (%)		
Regression | ART SKB...						66	34	47	2 17	34
Regression test CBB				1						
Regression test CB...				1						
Regression test BAP				1						
Regression test Co...				1						
Policy		5	8	8192	64	87	13	57	3 27	13
Create Policy		6		10	3.01	85	15	52	13 21	15
End Policy		4		4	0.76	100		75	25	
Update Policy		8		6	12.04	34	66	21	12 2	66
Prolongation		10		8	48.19	100		67	33	
Quote		8	4	4096	32	31	69	31	69	
Create Quote		9	5	16384	30.12	33	67	33	67	
Accept Quote		3	7	1024	1.88	100		100		
Correspondence				1	0.01	67	33	1 26	40	33
CBB Propositio...				1	0.003	100		3 39	59	
BAP Propositio...				1	0.003	100		40	60	
VVE Propositio...				1	0.003	100		100		
Integrations		5	4	512	4	100		100		
Klant Portal		8	10	262144	1.07	100		100		

achmea



Less is more – setting up a ‘risk catalog’

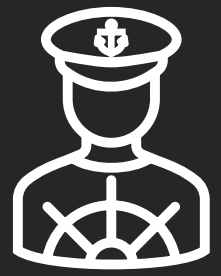
- Don’t try to test and automate everything
- Choose test cases based on value to business processes and value for customer
- Testing less, costs less
- Be transparent towards stakeholders about what you are testing and what you are not testing
- Added benefit: better working relationship across divisions

achmea

ECT Roles & Achmea Functions

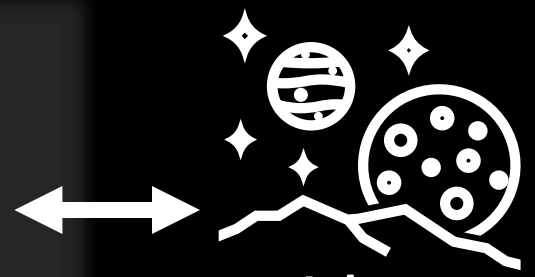
Enterprise

Playbook Owner



Enterprise Test Architect

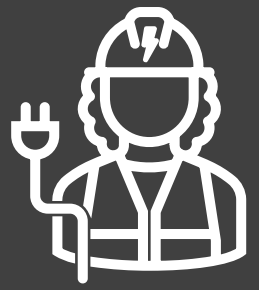
Enterprise Automation Engineer (Service Owner)



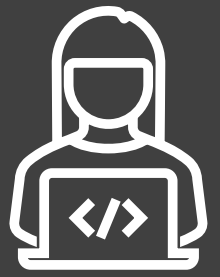
Achmea

ART / Project

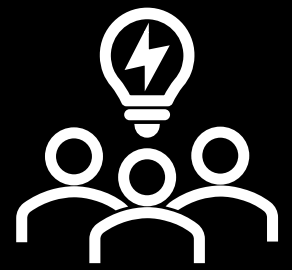
Test Manager



Test Architect

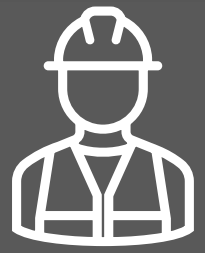


Automation Engineer

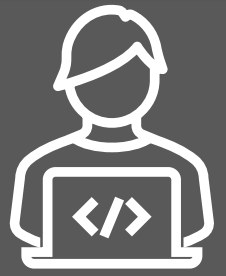


System Team (optional)

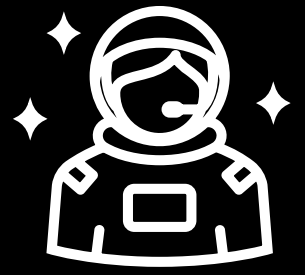
Team



Test Analyst / Automation Specialists



Expert Automation Specialist (recommended)



Business User

achmea

The Achmea Playbook

Tricentis

achmea

Tricentis Continuous Testing @Achmea Playbook v1.0

Table of Contents

1. Tricentis Continuous Testing Approach 3
1.1. Increase Test Efficiency to control Cost, Speed and Quality 3
1.2. Reusability Concept of Tricentis Tosca: Avoid the maintenance trap of Test Automation 4
1.3. Governance: Enable your team to get the most out of the Tricentis Continuous Testing Approach 5
1.4. References 5
i Tricentis Continuous Testing Framework (CTF) 5
ii Continuous Testing Maturity Assessments (CTMA) 5
2. Achmea Way of Working 7
2.1. Playbook Compliancy 7
2.2. Need further help 7
3. Process View 8
3.1. Regression vs. Progression Testing with Tricentis Test Automation 8
3.2. Risk-based Regression Test Requirements as key information for prioritization 10
3.3. Tricentis Test Automation as part of an agile way-of-working & agile ceremonies 11
3.4. Automated Regression Testing as Quality monitoring for your system under test 14
4. Governance View 15
4.1. Common Language is English 15
4.2. Team Roles & Responsibilities 15
4.3. Continuous Testing Onboarding Plan 16
4.4. Standards and Structure used in Tosca 18
i Tosca Repository Structure 18
ii Test Data Management 19
iii Tosca Test Automation 19
iv Tosca vs. Script-based test automation: some anti-patterns 19
4.5. Test Reports & KPI 19

© 2023 Tricentis

About this document

This document outlines recommended practices for test automation with Tricentis Tosca within Achmea. Its purpose is to provide guidance to Achmea's testing teams, and other stakeholders on the most effective and efficient methods for implementing test automation.

The target audience for this document includes all members of the testing team, as well as any developers or stakeholders who are involved in the testing process. It is assumed that readers have a basic understanding of Tricentis Tosca concepts and terminology as well as software testing in general.

This document is divided into several focus topics, each covering a different aspect of test automation. It's structured in 3 main sections:

- Section 1: Tricentis Continuous Testing Approach
- Section 2: Achmea Way of Working: how to be compliant to the Playbook
- Section 3: Process View – covering key aspects within ongoing testing as well as the Test Case Lifecycle
- Section 4: Governance View – covering standardization to ensure reusability aspects.

It is important to note that this document is not intended to be prescriptive or complete. Instead, it offers a set of recommendations based on Tricentis Best Practices. It is meant to serve as a starting point for developing and refining Achema's approach to test automation.

Recommendations within this document are based on current work with Achmea in the Pilot Phase as well as the Continuous Testing Maturity Assessment (CTMA) for the division S&I conducted in Feb 2023.

Document Version History

Version	Date	Updated by	Notes
0.1	Apr-12, 2023	Melanie Ambros (Tricentis)	Document created; Chapter 1 added; Chapter 3 in progress
0.2	Apr-27, 2023	Melanie Ambros (Tricentis)	Minor updates in Chapter 1 & 3
0.3	May-25, 2023	Melanie Ambros (Tricentis)	Chapter 2 added, Updates in Chapter 1 & 3
0.4	Jul-28, 2023	Melanie Ambros (Tricentis)	Changed document title, new chapter 2 added, updates/extensions in chapter 3&4 (previously 2&3)
1.0	Sept-20,2023	Melanie Ambros (Tricentis)	Updates/Extensions and clean-up of non-Playbook topics in chapters 2-4

© 2023 Tricentis

1. Tricentis Continuous Testing Approach

The increased speed in Software Development requires testing to become faster, while maintaining quality at the same costs. Tricentis' answer to this challenge is its Continuous Testing Approach.

1.1. Increase Test Efficiency to control Cost, Speed and Quality

Cost, Speed and Quality are the most common metrics in testing, still all three influences each other:

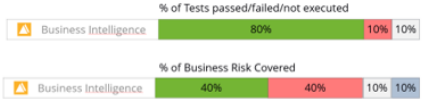
- Costs cannot be reduced, without a negative impact on speed and/or quality.
- Speed cannot be improved, without reducing quality and/or increasing costs.
- Quality cannot be improved or at least maintained without increasing costs and/or reducing speed.

Additionally, we see a constantly growing need for testing on the market as technology usage is extending and the number of deployed applications – internal or customer facing - is increasing.

The way to control the dependencies within this triangle and still meet the growing testing needs is to increase test efficiency. This is what the Tricentis Continuous Testing Approach address with 2 key elements.

By working with different organizations globally we identified:

- Knowing exactly what to test, enables organizations to achieve the same risk coverage with lower number of executed tests



Same result measured on the number of tests vs. risk-based assessment.

Risk-based testing promotes having a business view on the overall system under test (e.g., an application like SAP or Salesforce, or a customer-facing mobile application) enabling to prioritize what to test based on business processes and the harm they would cause if failing in production. Each test result will include the risk caused by failure or non-execution, or the level of certainty it is added when passed.

© 2023 Tricentis

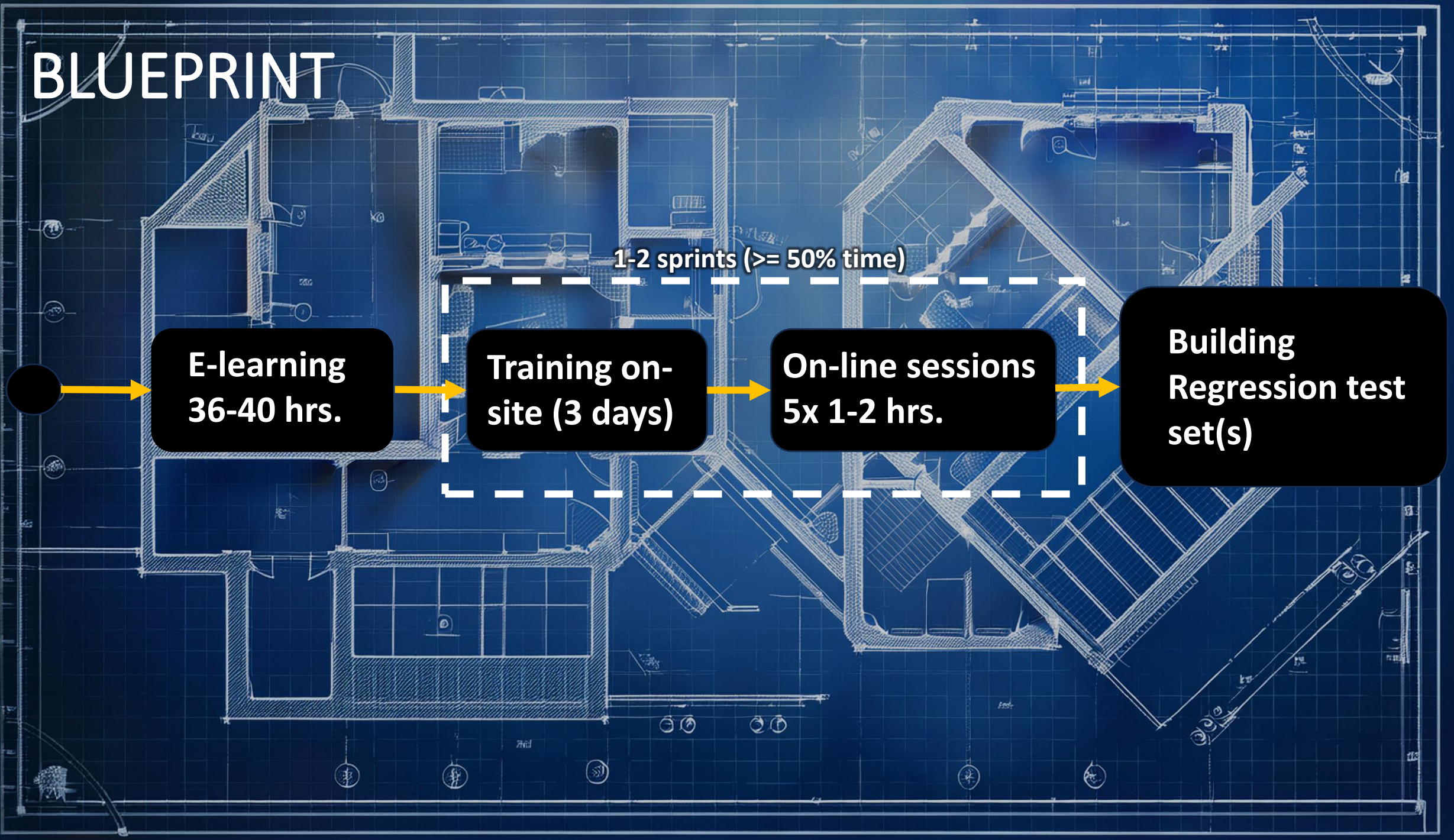
achmea

Long live the community

Scale

Business Case 10 km
Blueprint 30 km
Enablement 40 km
Governance 100 km

BLUEPRINT


1-2 sprints (>= 50% time)
E-learning 36-40 hrs.
Training on-site (3 days)
On-line sessions 5x 1-2 hrs.
Building Regression test set(s)

THE TOSCA AUTOMATION FACTORY

Requirements & User Stories

User Stories

Processed into in TOSCA

User Stories

User Stories

Analymons & Inplemmmmntort Tosca int TosCA

Design

Design

achmea

Overall Metrics for the Tosca Automation Factory

Overall

39 + 6 (16)	2266 (1392)	58 (56)	Tbd (tbd)	16 (6)
Work packages	Hours	Hours / wp	# TC 1st time right	# Sprints

Benchmark time per work package complexity

Benchmark is a weighted mixture of work package size (S,M,L,XL), available knowledge and technical complexity

Low	48 hours	Medium	64 hours	High	72 hours

Latest sprint (16)

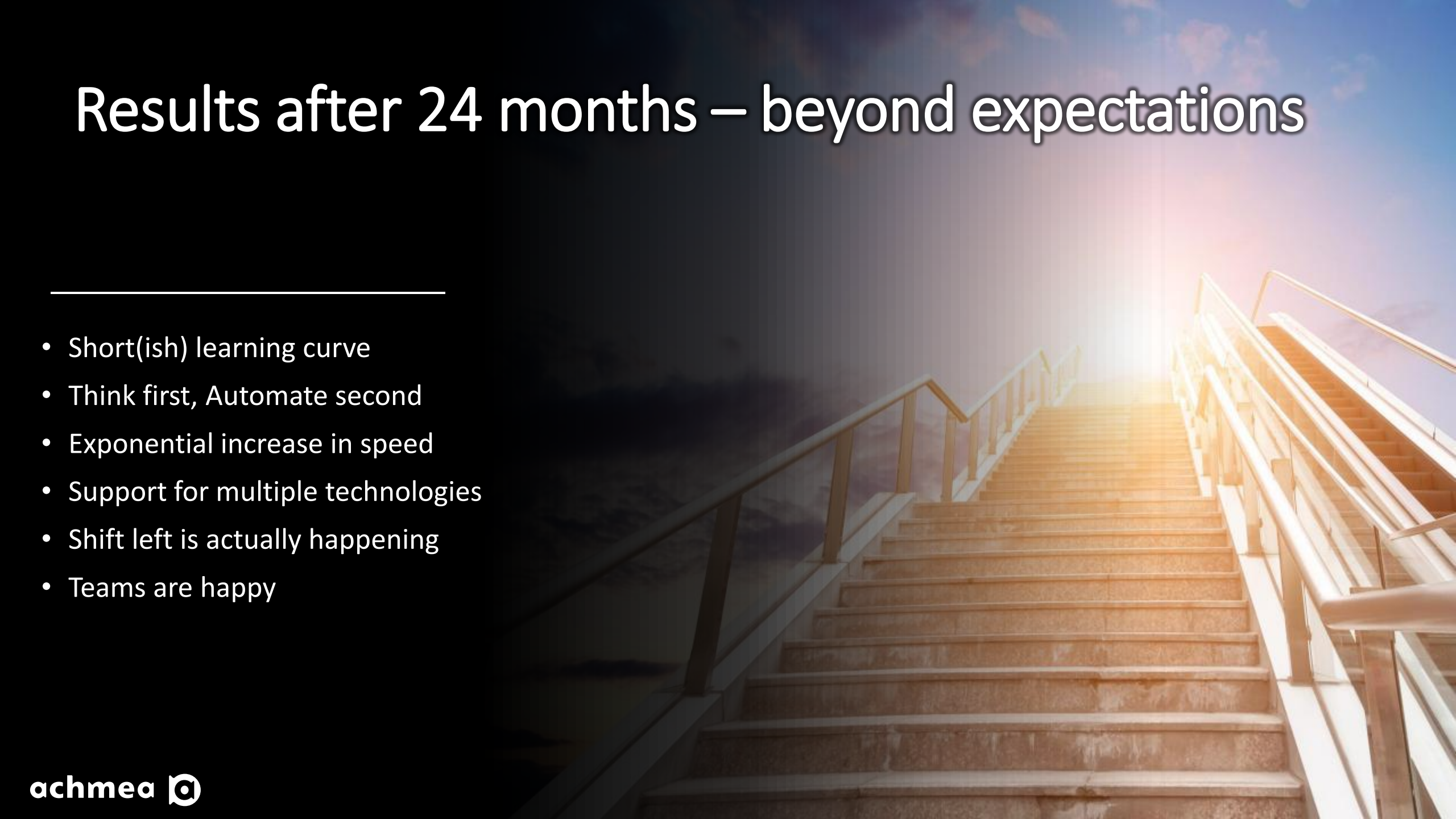
1 (other)	240	240	tbd
Work packages	Hours	Hours / wp	# TC 1st time right

Company Confidential © 2023 Sogeti. All rights reserved

achmea

Results

Results after 24 months – beyond expectations

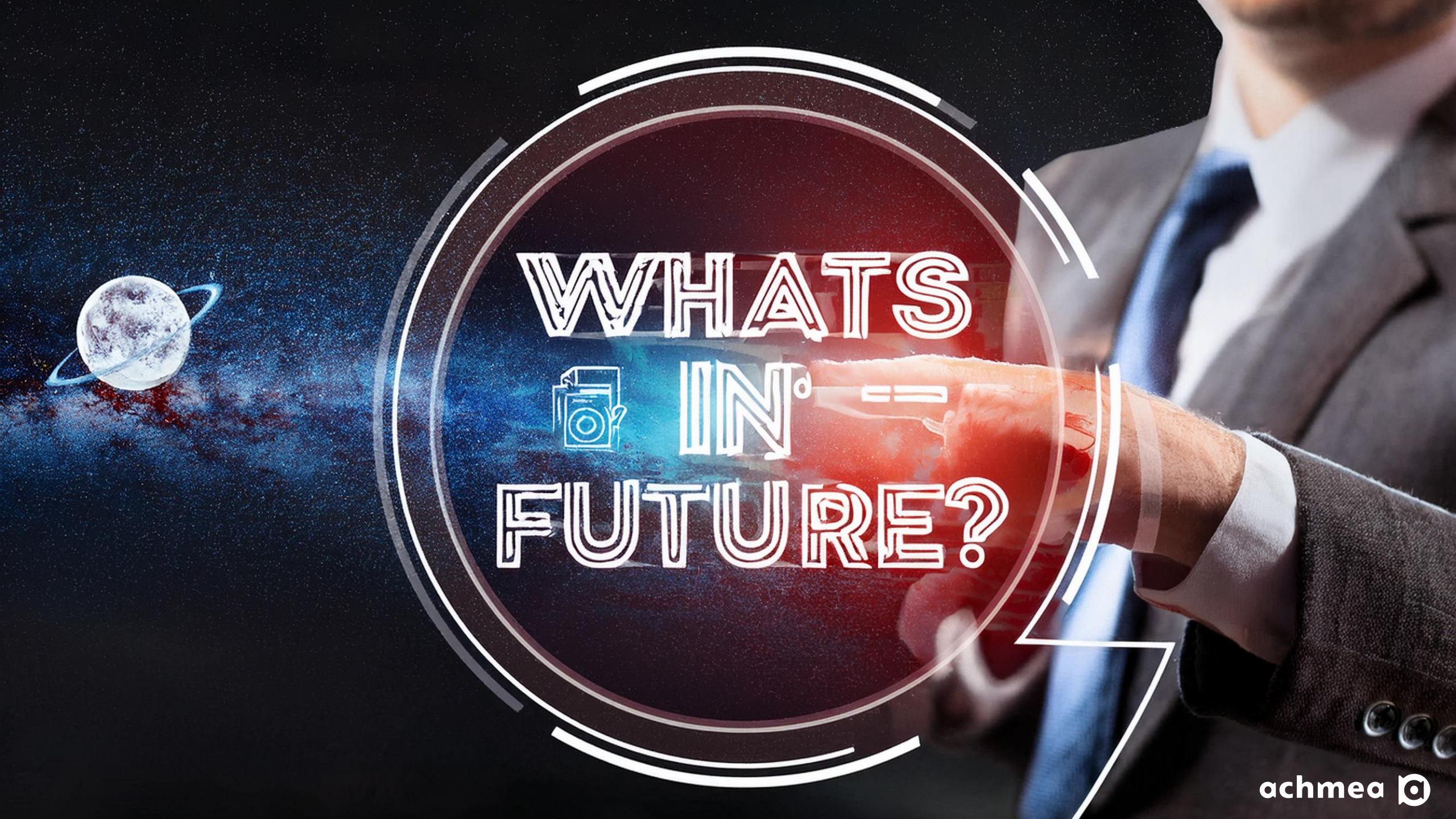


- Short(ish) learning curve
- Think first, Automate second
- Exponential increase in speed
- Support for multiple technologies
- Shift left is actually happening
- Teams are happy

Six lessons learned

1. Have and keep management buy-in
2. Use the experience of your vendor to accelerate the journey
3. Don’t implement a tool. Implement a methodology, a way of working and a mindset
4. Build your community from day one
5. Communication and governance are key
6. It’s a continuous journey, beyond the tools selection

achmea



achmea

Do you want to exchange experiences?

Joost van Lieshout | joost.van.lieshout@achmea.nl |

John Bertens | john.bertens@achmea.nl |

achmea