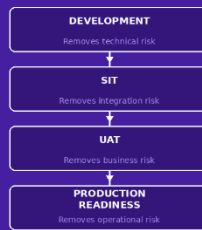


Why Projects Keep Testing the Wrong Thing

Testing isn't one activity repeated four times. Each stage should remove a different kind of risk.



Why Oracle Projects Keep Testing the Wrong Thing

Testing isn't about finding defects. It's about building confidence that your business is ready to operate.

Ask almost any Oracle implementation team what they're doing during System Integration Testing (SIT), and you'll usually hear the same response.

- "We're testing Oracle."

In User Acceptance Testing (UAT), the answer often changes slightly.

- "We're checking everything works."

Neither answer is entirely correct.

Oracle itself has already been tested.

What you're actually validating isn't Oracle Cloud.

You're validating your organisation's business processes, data, integrations, security model and operational readiness.

- The distinction matters.

Because when programmes misunderstand the purpose of testing, they inevitably spend time testing the wrong things.

Oracle Isn't the System You're Implementing

Oracle provides a world-class cloud platform.

But no two Oracle implementations are identical.

Every organisation introduces its own complexity.

- Business processes.
- Approval workflows.
- Security roles.
- Reporting.
- Integrations.
- Data migration.
- Extensions.
- Configuration.

Testing therefore isn't proving Oracle works.

It's proving that **your version of Oracle works for your organisation.**

That requires far more than clicking through application screens.

The Biggest Mistake Happens Before Testing Even Starts

Many Oracle programmes view testing as a sequence of environments.

- Development.
- SIT.
- UAT.
- Production.

Unfortunately, that mindset focuses on *where* testing happens rather than *why* it happens.

Each stage exists to answer a different business question.

If those objectives become blurred, programmes waste enormous amounts of effort repeating tests while critical risks remain undiscovered.

Development Should Remove Technical Risk

Development is often viewed simply as configuration and unit testing.

In reality, this is where most technical defects should already be eliminated.

- Configuration should be completed.
- Developers should perform unit testing.
- Reports should be validated.
- Security should be verified.
- Interfaces should be exercised.
- Migration artefacts should be tested.
- Peer reviews should be completed.

By the time a solution leaves Development, the objective should no longer be asking,

- "Does it work?"

Instead, the question should be,

- "Is it ready for end-to-end business validation?"

Programmes that postpone technical validation until SIT inevitably overload later testing phases with defects that should never have escaped Development.

System Integration Testing Isn't About Individual Functions

This is probably the biggest misunderstanding across Oracle programmes.

- SIT isn't designed to test individual transactions.

It validates whether the complete business solution works together.

- Can Procurement create purchase orders that flow correctly into Finance?
- Do integrations successfully exchange information between Oracle Fusion, Oracle Integration Cloud and Enterprise Performance Management?
- Are security roles preventing inappropriate access?
- Can reports retrieve accurate information?
- Does migrated data support complete business processes?

Individual functions may already have been tested many times.

SIT asks a much bigger question.

Can the entire Oracle ecosystem operate as one integrated business platform?

User Acceptance Testing Is Not Another Round of SIT

Many organisations unknowingly repeat SIT during UAT.

Business users execute hundreds of technical scenarios already completed weeks earlier.

This provides very little additional confidence.

UAT serves a different purpose.

It answers questions only the business can answer.

- Does the solution support daily operations?
- Can finance complete period close?
- Can procurement execute purchasing efficiently?
- Do operational teams understand new ways of working?
- Have business owners accepted the solution?
- Has the organisation become ready for go-live?

At this stage, the objective shifts away from technical validation towards business confidence.

Testing Doesn't End Before Production

One of the biggest misconceptions is that testing finishes once UAT has been signed off.

Successful Oracle programmes recognise that production readiness is a separate discipline.

Before deployment, organisations should already have demonstrated that they can successfully execute cutover activities, validate migrated data, reconcile key business information and confirm operational support processes.

Go-live shouldn't be treated as the first time these activities are performed.

It should simply be the final execution of a process that has already been rehearsed successfully.

Every Test Stage Should Remove a Different Type of Risk

A mature Oracle testing strategy progressively reduces uncertainty throughout the delivery lifecycle.

- Development removes technical risk.
- System Integration Testing removes integration risk.
- User Acceptance Testing removes business risk.
- Production readiness removes operational risk.

Each phase builds confidence for the next.

When programmes understand these objectives, testing becomes focused, efficient and far more valuable.

Quality Gates Matter More Than Test Scripts

Many organisations measure testing by the number of scripts completed.

Thousands of executed test cases can create the illusion of progress.

But volume doesn't necessarily reduce risk.

Successful programmes focus on quality gates rather than activity.

Before progressing to the next stage, teams should be confident that technical validation, integration testing, business acceptance and operational readiness have each been demonstrated through objective evidence.

Testing isn't about completing checklists.

It's about earning confidence to move forward.

A Governance Mindset Changes Everything

The most successful Oracle programmes don't treat testing as a standalone workstream.

They embed it within a governed delivery lifecycle.

- Every promotion between environments has clearly defined objectives.
- Every stage has agreed entry and exit criteria.
- Every approval is supported by evidence.
- Every deployment follows a controlled promotion path.

Testing becomes far more than defect identification.

It becomes the mechanism that gives programme leadership confidence that each release is genuinely ready to progress.

Final Thoughts

Oracle projects rarely struggle because they perform too little testing.

More often, they struggle because they test the wrong things at the wrong time.

When Development focuses on removing technical defects, System Integration Testing validates complete business processes, User Acceptance Testing confirms business readiness and Production preparation proves operational capability, testing becomes significantly more effective.

Successful Oracle programmes don't simply execute more tests.

They ensure every test stage answers a different question and removes a different type of risk.

That is how testing becomes more than a project activity.

It becomes a critical part of delivery governance.

About Sarrisco

At Sarrisco, we believe testing is not an isolated project phase but a core component of Oracle Cloud Delivery Governance. Our structured testing approach defines clear objectives, ownership and quality gates for every stage of the delivery lifecycle, from Development and System Integration Testing through User Acceptance Testing, Production Readiness and Hypercare. By ensuring each phase validates a different aspect of the solution, we help organisations reduce delivery risk, improve release quality and build confidence in every Oracle Cloud deployment.

Contact us to learn how Oracle Cloud Delivery Governance Framework can support your long-term Oracle Cloud success.

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