CASE STUDY

RETAIL / OPTICAL SERVICES

Delivering a seamless technology transition for a global optical retailer

How specialist testing and quality engineering supported a complex platform migration, enabling an on-time rollout with zero critical or high-priority production defects.



THE RESULTS AT A GLANCE

Zero

P1/P2 defects in production

The initial rollout completed without any critical or high-priority production defects being identified.

On time and on budget

Delivered to schedule and to cost.

No reduction in scope

Agreed functionality retained in full.

Minimal business disruption

Existing customer journeys protected.

Earlier defect detection

Shift-left testing sped up releases.

THE CHALLENGE

Modernising a complex retail technology environment

A multinational optical retail chain was undertaking an ambitious digital transformation to create a more connected, consistent customer experience across its international operations. Operating across the UK, Ireland, Australasia and Nordic markets, the business provided optical and audiology services alongside retail products.

Beginning in 2015, the programme aimed to create a single view of each customer, bringing together online interactions, in-store purchases and prescriptions. New digital capabilities followed, including an e-clinical platform, a consumer mobile application and in-store tablets.

These had been integrated with an increasingly complex legacy estate, including systems maintained over more than 20 years — a fragmented environment that was difficult to scale, maintain and adapt.

A key element of the wider modernisation was the Find and Book replatforming project: decommissioning the AWS-hosted Drupal implementation and transitioning to a new platform, with support for the legacy environment approaching its end.

The new environment needed to support

- A modern, more stable technology stack
- A common codebase across international markets
- Market-specific configuration and localisation
- Existing journeys without loss of functionality
- Improved accessibility aligned to WCAG AA
- Better technical performance and search visibility
- Flexibility to introduce new customer journeys
- Automated testing embedded earlier in development

> **The challenge was not simply to introduce new technology, but to deliver a complex transition without compromising customer experience, functionality or business continuity.**

THE SOLUTION

Embedding quality throughout the transition

A comprehensive quality engineering and testing approach was established to ensure the new implementation delivered the same functionality as the legacy system, applied one codebase across all markets, and avoided high-priority issues at rollout.



End-to-end testing

Critical journeys validated across every market and service line.

Test automation

Repeatable validation, reducing reliance on manual testing.

One-Team Agile

Internal teams, testing specialists and third parties working as one.

Shift-left quality

Risks, dependencies and defects surfaced earlier in the lifecycle.

Testing across international markets

End-to-end testing covered the retailer's UK and Nordic businesses and the optical and audiology businesses in Australia and Ireland, alongside customer messaging in the UK and Ireland — validating critical functionality across geographies and service lines.

Automation to support efficient delivery

Automated tests were implemented across the UK and Nordic businesses and the optical business in Australia, including appointment triage functionality — building repeatable validation into the delivery process as development progressed.

A collaborative, shift-left approach

With several third parties responsible for different elements of the implementation, fragmented delivery was a significant risk. A One-Team Agile approach brought the parties together, and shift-left practices identified risks and defects earlier in the lifecycle.

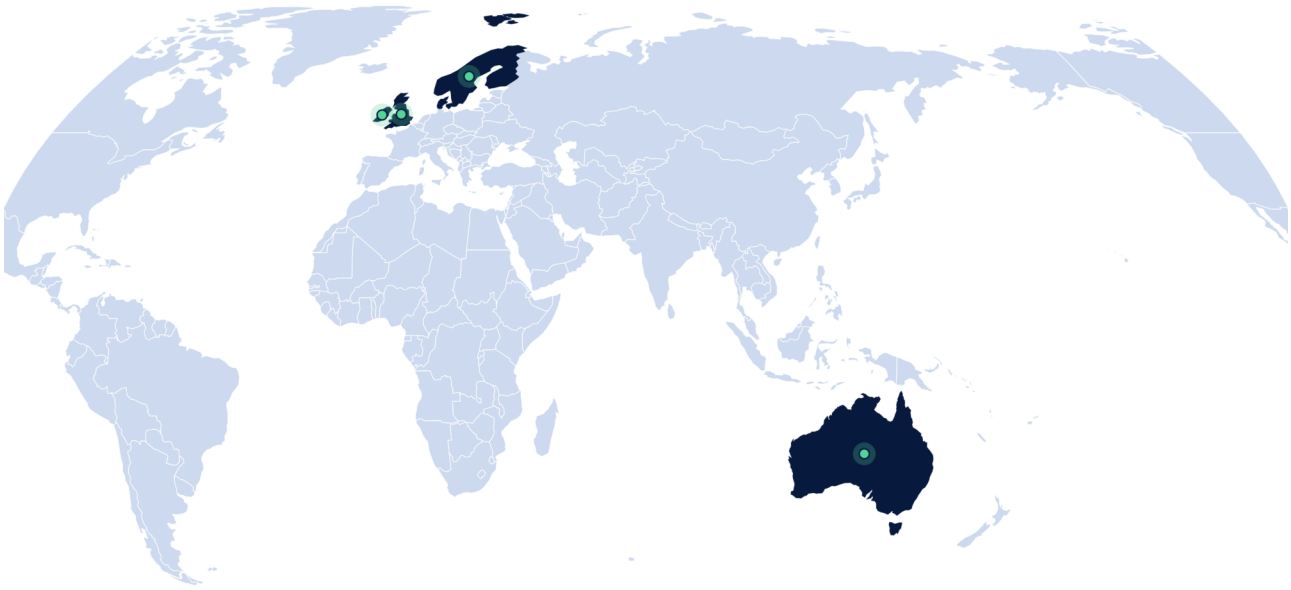
Quality maintained, not inspected in

Testing was treated as a continuous part of the programme rather than a final delivery stage — improving collaboration between teams and reducing the cost of resolving issues before release.

SCOPE AND DELIVERY

One codebase, four market groups, one delivery team

Testing spanned the retailer's optical and audiology businesses across four market groups, each with its own configuration, localisation and customer journeys built on a shared codebase.



United Kingdom

Optical & audiology, end-to-end testing, automation, triage

Ireland

Optical & audiology, end-to-end testing, customer messaging

Nordics

Optical, end-to-end testing, automation, appointment triage

Australia

Optical & audiology, end-to-end testing, optical automation

One team across time zones

Internal teams, testing specialists and third-party partners worked as a single Agile delivery team. An offshore team in India supported the programme while working UK business hours, keeping collaboration close across every market.

- Functional
- Automation
- Performance
- Security
- Accessibility
- Website testing
- Quality engineering

SUPPORTED BY

Established delivery and test management tooling, including Jira, qTest, JMeter and Selenium, underpinned the programme — chosen to fit the retailer's existing ways of working.

THE OUTCOMES

A successful transition with lasting business value

THE HEADLINE RESULT

0

P1 or P2 production defects at rollout

The initial rollout was completed as planned across the UK, Norway and Australia (Optics), establishing a foundation for planned expansion into further markets.

01 / DELIVERY

On time, on budget, full scope

The changeover was delivered to schedule and to cost with no reduction in scope — the retailer kept its agreed functionality and customer journeys.

02 / CONTINUITY

Minimal disruption to operations

Comprehensive testing and collaborative delivery minimised disruption — important given the retailer's international operations and reliance on digital services.

03 / CAPABILITY

Earlier detection, faster releases

The retailer's own teams adopted a shift-left mindset, so issues were found and fixed earlier — reducing remediation cost and supporting faster release cycles.

04 / FOUNDATION

A stronger platform for what's next

A consistent foundation across markets gives greater flexibility to adapt customer journeys, expand online and in-store capability and add new functionality.

THE WIDER IMPACT

The engagement showed how specialist quality engineering, early risk identification and collaborative delivery help organisations modernise complex technology environments while protecting business continuity.

ABOUT 2i

Specialist testing, quality engineering and assurance

2i helps organisations deliver complex technology change with greater confidence. Combining independent expertise, intelligent technology and risk-led insight, we help organisations understand quality, identify potential issues earlier and make better-informed decisions throughout the technology lifecycle.

Our work supports organisations navigating digital transformation, complex system integration, regulatory change and increasingly AI-driven development — from early risk identification through to release and beyond.

HOW WE HELP

- **Functional and end-to-end testing**
- **Performance and security testing**
- **Automation and quality engineering**
- **Accessibility and website testing**
- **Risk-led assurance and advisory**
- **Agile and shift-left delivery support**

Deliver change with confidence.

Discover how 2i can support your next technology programme.

2itesting.com