

Bayer Polimeri benefits from REALTECH training

When the Bayer Group in Italy established polymer subsidiary Bayer Polimeri S.r.l., the company needed expert training for the introduction of SAP R/3 4.6C, as well as effective support for change management. Thanks to the advice and assistance of REALTECH Italia's experienced consultants, staff at Bayer Polimeri quickly developed the knowledge and skills required to get the most out of the SAP system in their day-to-day work.

: success story

Bayer Polimeri S.r.l.



Bayer

Silvana Ciceri,
Logistics Manager
at Bayer S.p.A.

"After each course, attendees filled out an assessment form on the trainers. The results were very positive – particularly considering the tight time schedule involved. Moreover, the systematic structure of the project showed our people that they were getting training tailored to their specific needs. The fact that REALTECH initially sat down with users to analyze their existing knowledge guaranteed they felt closely involved from the very outset."





The customer

In Italy, the Bayer Group manufactures and markets high-quality products in the areas of healthcare, crop science, polymers, and chemicals. With over 2,500 employees, Bayer posted revenues of 1,788 million euros in 2002. Founded on 1 October 2002, as part of the Bayer Group's international polymers project (POINT), Bayer Polimeri S.r.l. is a subsidiary of the Bayer Group in Italy. The new company, which specializes in plastics, employs a workforce of over 160 at its production facility in Filago.

New company – new software release

The POINT project created polymer manufacturing companies in all European countries where the Bayer Group maintains a presence. The project coincided with a Europe-wide upgrade to SAP R/3 4.6C, designed to provide a single, standardized system for streamlined processes across all the Group's European companies.

To ensure these far-reaching changes went off smoothly, Bayer Polimeri needed fast, effective training for some 60 to 70 users of the SAP Logistics and Sales and Distribution modules. In addition, the newly founded company required expert assistance to introduce and communicate the corresponding roles and responsibilities.

Building on a successful partnership

Since REALTECH Italia had already provided Bayer with user training for migration from SAP R/2 to SAP R/3, it was only natural to call in the SAP specialist when new needs emerged. REALTECH carried out the project in accordance with Bayer AG's training program and guidelines. In addition, REALTECH provided change management, knowledge transfer, and expert advice on localization.

Following initial meetings between Bayer and REALTECH in Germany, the Italian Bayer project got under way in early May 2002. To determine the precise skills required, gap analysis was performed. In addition, REALTECH consultants met

with a number of key users and managers from Bayer. *"This not only provided REALTECH with insight into how the Filago plant operates,"* states Lorena Sonvico, responsible for user training on IT tools at Bayer S.p.A. *"It also gave our employees the opportunity to meet the REALTECH consultants face-to-face, and find out more about their expertise."*



Bayer's Italian headquarters in Milan

In July, Bayer employees were familiarized with the SAP R/3 4.6C user interface through sessions on SAP navigation. This paved the way for the courses, which began on 26 August.

Content tailored to local needs

Working closely with the customer, the REALTECH consultants analyzed Bayer's extensive implementation documentation, carefully selected material for translation into Italian, and added information geared specifically to the needs of local users (customizing/regional settings). Together with Bayer, REALTECH determined the curriculum, and played a key role in actually delivering the content to marketing and sales personnel in Milan and logistics staff in Filago.

Rather than focusing on the individual SAP modules, REALTECH opted for a more holistic approach. The learning elements were geared to the specific roles and responsibilities of individual employees. As a result, REALTECH helped Bayer develop skills across a number of modules.

Communication – the key to mastering change

Following training and go-live of the SD module, REALTECH provided additional consulting services. These focused on change management, and explaining the significance of the reorganization to end-users. *"REALTECH helped us to effectively communicate the changes,"* says Silvana

Ciceri, in charge of the Italian part of the POINT project.

"The trust and respect the REALTECH personnel had fostered during the training phase formed the basis for frank, open dialog between REALTECH consultants and our end-users."

Expert training – made-to-measure

Thanks to REALTECH, all the requirements identified in the gap analysis have been met.

Bayer Polimeri staff now have the skills required to get the most out of their SAP system in day-to-day operations.

Silvana Ciceri is more than satisfied with the results: *"After each course, attendees filled out an assessment form on the trainers. The results were very positive – particularly considering the tight time schedule involved. Moreover, the systematic structure of the project showed our people that they were getting training tailored to their specific needs. The fact that REALTECH initially sat down with users to analyze their existing knowledge guaranteed they felt closely involved from the very outset."*

The future

Bayer continues to benefit from REALTECH services. REALTECH Italia is currently helping to train personnel in charge of IT and customizing at Bayer in Italy. And as a number of new projects calling for user training are in the pipeline, the two companies look likely to collaborate again in the near future.

