Case Study – Bayer Crop Protection

Situation

Bayer Crop Protection had implemented SAP as its enterprise system a few years before Tethys Consulting was involved. Generally, the implementation project had been considered successful, but sales administration was inefficient and many remote users felt that SAP was not delivering the functionality they had expected.

The key problems were that:

- ❑ Sales forecasting was inaccurate and cumbersome
- ❑ Reports were not user friendly
- ❑ Reports took a long time to download
- ❑ Difficulties were experienced in determining customer order supply status.

It transpired that the root cause of the problem was that SAP had been shoehorned in without any changes to operating practices or procedures. It was simply expected to be better, quicker and easier than the system it had replaced – a sort of 'magic wand' that would fix the situation.

On closer examination, it was also discovered that proper training of all staff (particularly those in remote locations) had not been carried out.

Interventions

- ❑ Report requirements were determined and standard formats developed that would cater for the significant majority of needs (over 90%), these simply require a click and print action. The ability to develop individual reports was retained but still required 'drill downs'.
- ❑ A new forecasting model was developed that required utilising different hierarchies in SAP but most significantly changed the whole internal process, building from a product-customer level to a national company level with responsibility assigned at each level. The regional structure was replaced with centralised sales administration and customer service with responsibility for order fulfilment being held in this area instead of production.
- ❑ Skill deficiency levels were identified and training courses were conducted in concert with introducing the new business processes.

Result, 1 year on

The following results have been achieved:

- ❑ Most staff are now comfortable with using SAP.
- ❑ Stock status and sales reports are provided to customers on request or as arranged. Customer level of satisfaction has increased and level of remote user frustration had decreased.
- ❑ Sales forecasting accuracy has increased significantly.
- ❑ The business result for Bayer has improved as a result of better stock management, lower inventory levels of finished goods, speedier sales information including customer account status and finally more productive use of staff time.

Tethys Consulting

Tethys Consulting specialises in the provision of processes to help our clients in the areas of Strategy Development, Software Evaluation, Effective Meetings / Workshops and Staff /Team Development. These areas are often linked, providing synergies across our projects.

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