BRISTOL-MYERS SQUIBB DE MÉXICO

BETTER TRAINING AND LESS MISTAKES WITH SAP® PRODUCTIVITY PAK

QUICK FACTS

Industry
Life sciences

Revenue
US$19.5 billion (Bristol-Meyers Squibb global)

Employees
800

Headquarters
Mexico City, Mexico

Web Site
www.bms.com.mx

SAP® Solutions and Services
SAP® Productivity Pak application by ANCILE

Bristol-Myers Squibb's Mexican subsidiary faced two challenges with the biopharmaceutical firm's global training program: a gap between the information provided and the actual issues local employees faced and transactional mistakes due to inadequate training. To help, it implemented the SAP® Productivity Pak application by ANCILE. It now needs less time to assimilate the global information and apply it locally and also sees fewer mistakes.

Key Challenges

- Create meaningful business training to satisfy end-user requirements and expectations
- Update content of training programs continuously to map business process changes
- Prevent the loss of acquired knowledge, within business areas and across the company
- Close the gap between global training programs and actual local issues
- Avoid operational and transactional mistakes due to inappropriate training

Why SAP Was Selected

- Only software vendor to offer constant value-focused advisory services
- Best solution for the customer
- Rapid deployment with minimal business disruption
- Best fit to meet strategic requirements

Implementation Best Practices

- Supported implementation by reengineering business processes
- Ran a successful train-the-trainer program
- Named key users to coordinate the project and the process reengineering
- Delimited scope to avoid overruns
- Gave people the freedom to design their own material

Low Total Cost of Ownership

- Rapid implementation, taking less than 2 months from installation through training
- Elimination of high-maintenance training slides, e-mails, and other printed files (approximately 100 legacy files)
- Less paper being used with online training programs
- Single solution for multiple uses: training, e-learning, knowledge transfer, on-boarding

Financial and Strategic Benefits

- Employees now responsible and accountable for knowledge management
- Improved tracking and control of the newest training programs
- Able to transfer knowledge to other countries
- Able to assimilate and integrate new processes and transactions faster
- Greater speed in shifting people from one role to another
- Greater speed in shifting transactions and operations from one country to another around the world

Operational Benefits

Key Performance Indicator	Impact
Reduce time to move business processes between countries	-90%
Create online training	+100%
Improve knowledge assimilation and understanding	+60%
Reduce training time	-50%
Reduce training costs	-80%
Reduce time to change roles	-70%
Make knowledge management a continuous process	100%
Access training programs anywhere	100%
Track courses taken by employees	100%

Bristol-Myers Squibb México

"With SAP Productivity Pak, we can transfer the period-end closing from Mexico to another subsidiary in a different country without any personnel movement. We save time and money on airfares, hotels, meals, and so on."

Arturo Islas, Finance and Human Resources Customer Support Manager, Bristol-Myers Squibb de México S. de R.L.

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Global Thinking Not Helping with Local Problems

Bristol-Myers Squibb is one of the world's most important biopharmaceutical companies. Its global workforce of 27,000 discovers, develops, and delivers innovative medicines that help patients prevail against serious diseases like cancer, hepatitis, HIV/AIDS, and diabetes.

But the company's Mexican subsidiary, Bristol-Myers Squibb de México S. de R.L. BMS México, was facing a challenge. Its knowledge management process needed to be improved in order to train new people on local transactions and procedures. "The training material was global, but the transactional problems and mistakes that needed to be addressed were local. And people learned from e-mails, PowerPoint slides, and printed manuals, which could become outdated or be lost," says Arturo Islas, finance and human resources customer support manager for BMS México.

"The company spent a lot of money training employees, but at the same time we were losing valuable knowledge, having no central place to keep it," adds Islas. "People moved internally or left the company, there were changes in the software, printed procedures were lost – these were big causes of obsolete knowledge and future mistakes."

Finding a Comprehensive Solution

The company understood that current enterprise management solutions are becoming more complex and diverse and that it needed a multipurpose educational solution. Any firm can have state-of-the-art managerial software, but if people do not use it correctly, it will be a waste of money. With this in mind, BMS México started to search for educational software. In 2010 it found a comprehensive solution with the SAP® Productivity Pak application by ANCILE, which supports BMS México in developing documentation and training material. In addition, SAP Productivity Pak supports both SAP and non-SAP software, one of the company's requirements.

The company then analyzed the best way to start and roll out the project. It decided to implement the application in its most complex area first and then roll it out in stages.

More Savings and Less Mistakes

The deployment of SAP Productivity Pak has resulted in a reduction in training costs and transactional mistakes. And it has also been used by BMS México to develop, transfer, and safeguard global and local knowledge. "Now people are responsible for managing and updating the knowledge that they developed themselves," Islas says proudly.

The deployment also gave BMS México another quick-win result: Without any employee movement, it can transfer its end-period closing, which has more than 60 different transactions, from Mexico to another country in less than one month. "The first relocated end-period closing process was seamless and a total success," adds Islas.

BMS México is using SAP Productivity Pak not only to share knowledge between Mexican offices but also to import knowledge from other subsidiaries. "Some weeks ago we attended a training program outside Mexico to learn a new process," Islas explains. "We were using SAP Productivity Pak to record the new transactions. Meanwhile, the rest of the participants were writing down the instructions on paper. I think it was easier for us to later share the knowledge we gained than it was for them."

Going Global

Today, BMS México enjoys great knowledge management skills that allow it to share its know-how with other countries without any personnel movement. And Bristol-Meyer's global headquarters is so interested in this project that it wants to roll it out to other countries.

The company is also thinking about using SAP Productivity Pak for e-learning programs and to leverage the application not only for human capital management but also for sales and other areas. "We want the information and knowledge to become accessible to everyone, wherever they are," concludes Islas.

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