



## AGFA HEALTHCARE

# SAP® PRODUCTIVITY PAK HELPS LOWER TOTAL COST OF OWNERSHIP FOR TRAINING

### QUICK FACTS

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**Luc Le Brun**, Controller, Business Process Optimization, Agfa HealthCare

#### Company

- Name: Agfa HealthCare
- Headquarters: Mortsel, Belgium
- Industry: Healthcare
- Products and services: IT-enabled clinical workflow and diagnostic imaging solutions
- Revenue: €1.4 billion
- Employees: 5,600
- Web site: [www.agfa.com](http://www.agfa.com)
- Implementation partner: Computer Sciences Corporation

#### Challenges and Opportunities

- Construct and implement business-critical training program in 2 months for external partner without business knowledge
- Provide users with hard-copy and online documentation for quick access to help

#### Objectives

Capture corporate knowledge for rapid transfer to employees and partners worldwide

#### SAP® Solutions and Services

SAP® Productivity Pak application by RWD (also known as RWD uPerform)

#### Implementation Highlights

- Rapidly rolled out training program
- Used only 1 full-time equivalent to prepare training for 50 critical business processes
- Involved step-by-step recording of each business process transaction
- Involved all users for content creation throughout project

#### Why SAP

- Recommendation from consulting partner
- Single repository for training materials
- Single step for content creation
- Ability to output training materials in multiple formats

#### Benefits

- Best practices-based training
- Ability to distribute training materials easily across worldwide organization
- Enhanced employee performance
- Less frustration for users, increased confidence
- Ability to quickly train new employees
- Lower support costs
- Greater return on SAP software investment
- Lower total cost of ownership

#### Existing Environment

Mix of manual processes

#### Third-Party Integration

- Database: Oracle
- Hardware: Hewlett-Packard, Dell
- Operating system: Microsoft Windows

Mortsel, Belgium-based Agfa HealthCare, a member of the Agfa-Gevaert Group, had only two months to build a training program and teach an outsourcing partner in Shanghai how to run the SAP® ERP application.

The company met the deadline with the SAP Productivity Pak application by RWD (also known as RWD uPerform). Agfa used the application to create the instructional content and documentation and to train the users, who received both hard-copy and Web materials to ensure quick and easy access to help.

The Shanghai outsourcer's service center provides back-office support for Agfa's Asia-Pacific finance, controlling, and procurement operations. Agfa HealthCare, a leading provider of IT-enabled clinical workflow and diagnostic imaging solutions, trained the service center employees in a classroom setting with Microsoft PowerPoint materials generated via SAP Productivity Pak. When the users need help, they can review Microsoft Word documentation – also created with the SAP application – over the Web. They are able to run simulations of business transactions to fill in gaps in their knowledge or to refresh their training. They also consult reference cards – again, generated via SAP Productivity Pak – for fingertip access to information on work processes, process flows, policies and procedures, as well as frequently asked questions and tips and tricks.

“The SAP Productivity Pak application by RWD enabled us to prepare the training program and documentation on a very short timeline,” says Luc Le Brun, controller for business process optimization at Agfa. “We generated the training and documentation materials in multiple formats in a single step. All we had to do was run each transaction in SAP software – SAP Productivity Pak automatically recorded and documented each action, along with every associated screen, and produced the training materials and practice simulations.” This helped Agfa create a corporate standard for best practices. Says Le Brun, “These training materials are based on our standard processes and best practices and can be distributed across our worldwide organization. This enables all employees, internal or outsourced, to optimally use the SAP software.”

That's a big plus for both personnel and the organization. “Employees encounter less frustration, work quickly and with more confidence, and feel much better about their jobs,” Le Brun says. “New employees can be quickly trained. This reduces support costs, especially for our level-one help desk.

SAP Productivity Pak has provided us with a better return on our SAP software investment and has lowered our total cost of ownership.”

### **Outsourcing Partner: No Experience in SAP Software**

Strong training is crucial to Agfa for a number of reasons. “We need state-of-the-art documentation for internal efficiency and to comply with FDA rules and regulations, the Sarbanes-Oxley Act, and the Health Insurance Portability and Accountability Act,” says Le Brun. “Whenever we hire new people or rotate others to new jobs, we need to enable them to become top performers quickly – as well as reinforce existing employees' ability to maintain excellence. Additionally, we moved our business unit to a new SAP software platform, so our staff needed training to master it. The larger objective is to provide end users, at any place and at any time, with up-to-date documentation to improve performance, reduce errors, and lower support costs.”

Agfa had created training curricula in the past, but it was not detailed enough to meet the company's goals for end-user performance improvement. Also, the materials were not in a single, consistent format; this made it difficult for end users to access them. Says Le Brun, “Like many companies, documenting our business procedures had not been a high priority.”



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That all changed when the company engaged an outsourcing partner that had never used SAP software before. “It was crucial that we deliver strong training and follow-up support and documentation,” Le Brun remarks.

Agfa HealthCare worked with the process owners and content creators to customize its training requirements and create test scripts for the business process flows. It then went through every transaction, letting SAP

Agfa then used the materials to train the local users. It printed additional materials for offline reference and then set up the online documentation. After deployment, Agfa also received and incorporated feedback from the end users to improve the documentation. “We added documentation requested by the outsource partner – for example, customized process flows and country-specific information about tax codes and payment methods,” Le Brun explains.

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Agfa had previously worked with another vendor to produce training materials but was not satisfied with the results. Its consulting partner, Computer Sciences Corporation (CSC), a leading global consulting, systems integration, and outsourcing company, recommended the SAP Productivity Pak application by RWD. Says Eefje Van Ranst, staff consultant at CSC, “We set up a demonstration session and showed Agfa how the application worked. After Agfa selected SAP Productivity Pak, we ran a one-day training session.”

### Transactions: Recorded Step-by-Step

The first step was to prepare the training plan. “Since the users had no knowledge at all of SAP software, we had to provide extended training,” Le Brun says. “This was not just training in finance, controlling, and procurement transactions; we had to give them an overall picture of SAP software and business processes, then train them to use the software.”

Productivity Pak record the details. SAP Productivity Pak captures and records each step, every click, and every movement in each transaction. Says Le Brun, “This makes the training and documentation very precise.”

Business process owners reviewed the output and made comments, annotations, and requests for changes. SAP Productivity Pak automatically routes documents to the people designated to review, edit, and approve the training materials, ensuring stakeholders stay up-to-date and involved.

This stage was completed relatively quickly. “Using SAP Productivity Pak, we were able to document 50 crucial business processes, some of them quite complex, in one month. And we did this with the equivalent of one full-time person,” Le Brun says. “These processes include the invoice-to-pay cycle, asset creation, intercompany reconciliations, and so forth.”

Everyone was pleased – including those who constructed the training program and the actual trainees. “I spoke with a number of people, and they all found SAP Productivity Pak to be a very good product,” Le Brun remarks. “Their comments about the software have all been very positive.”

### Reusable Training: Powering New Rollouts

Agfa is now using SAP Productivity Pak to develop training for the SAP Customer Relationship Management application. It then plans to roll out SAP ERP to a South African business unit, reusing the training program and materials there. Agfa will also use the curriculum in India, as well as in 19 European countries. And it's evaluating the use of SAP Productivity Pak to produce training for additional work streams – direct export, materials management, sales and distribution, and after-sales support.

“The main benefit of SAP Productivity Pak is that we can now construct training programs and documentation very quickly,” Le Brun says. “In a single step, we can create Microsoft Word documents and PowerPoint presentations, simulations, whatever we need. The training is fast and it’s thorough. This gives Agfa HealthCare tremendous flexibility to execute its business strategies on a global basis.”

It also helps Agfa create a living, evolving archive of corporate knowledge. Concludes Le Brun, “With the SAP Productivity Pak application by RWD, we can capture and transfer knowledge as well as best practices to employees or partners wherever and whenever we choose.”



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