

The successful implementation of SAP R/3 provides a standard basis for shared business processes

• Services



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Peter Melichar, Head of CRM Sales Processes and Projects, OSRAM

Customer profile

Company:	OSRAM AG
Industry:	Technology
Country:	Germany
Employees:	41,000 worldwide
Website:	www.osram.de

Business need

The stated objective was to develop standardised customer- and cost orientated processes, as far as practical and possible, and to centralise them in a Shared Services solution.

Solution

Centrally-formulated business visions served as the driving force for this extensive and comprehensive integration into one standardised system.

The OSRAM organisation in Europe thus had to adopt an optimised process structure covering all functions, divisions and regions.



Benefits

- Replacement of various stand-alone IT systems
- Reduction of media breaks and interfaces
- Development of shared master data
- Successful introduction of standard item number system in Europe
- Integration of e-business as key element of our worldwide success across all processes

OSRAM's successful implementation of SAP R/3 established a groundbreaking standard for shared business processes for its German parent company and affiliates in Europe. Yet even the most perfectly configured system can only fulfil expectations if its users accept it and are able to make the best possible use of it. This requires IT specialists with a training background, in-depth skills and a high degree of flexibility. Dell was commissioned to develop the ambitious training concept and to implement and support it worldwide.

"2,000 endusers across all divisions are faced with a 'Big Bang' SAP implementation, you need a partner that is able to work with you to develop constructive solutions to emerging issues. For example, if training experts were absent or were replaced, Dell consultants always dealt with things reliably and quickly."

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In 2,000, OSRAM executive management launched the 'Europa 2005' project. The scope of this ambitious project was to replace all existing systems and procedures, used mainly for country-specific work, with SAP R/3. Centrally formulated business visions served as the driving force for this comprehensive integration into one standard system. The OSRAM organisation in Europe thus had to adopt an optimised process structure covering all functions, divisions and regions.

The stated objective was to develop standardised customer- and cost-orientated processes, as far as practical and possible, and to centralise them in a Shared Services solution.

"Whether it was production, sales, logistics, supply chain management, centralised procurement or controlling, we replaced a number of stand-alone IT systems in these areas, reduced media breaks and interfaces and, in particular, developed shared master data," explained Peter Melichar, Project Manager for the German parent company and France. "At the same time, we also successfully introduced a standard item number system in Europe and integrated e-business as a key element of our worldwide success across all processes."

Ambitious training concept

Such an extensive system implementation places severe demands on enduser training and support. There were essentially two reasons why OSRAM decided to work with an external training partner: the first was the resource issue, the second was the

training qualification required. Firstly, providing training for more than 2,000 users in Germany and Europe means high personnel costs for preparing and delivering training that is both professional and tailored to OSRAM's requirements. Secondly, trainers had to be competent and skilled tutors who were able to withstand the pressure of running a three-and-a-half month programme for such a large number of people, while still maintaining the same levels of enthusiasm from start to finish.

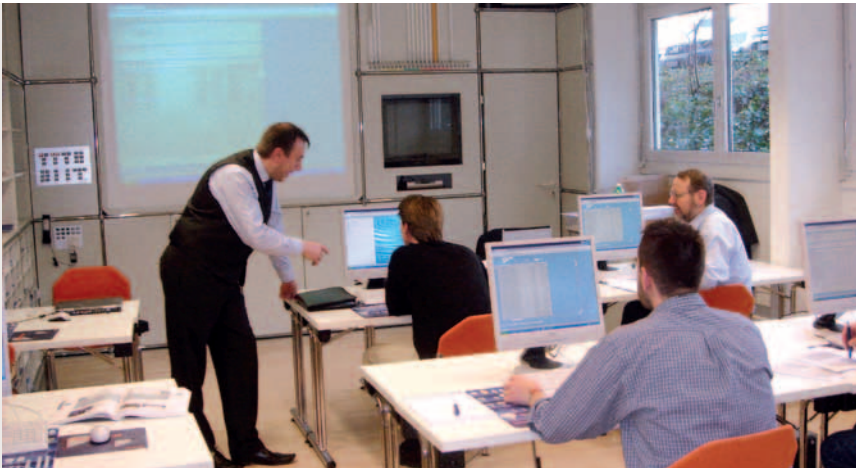
In developing the SAP R/3 training concept for OSRAM's parent in Germany, there were a number of challenges to overcome. These included:

- The transfer of knowledge to external training resources to ensure they remained abreast of the OSRAM business
- Developing the course structure according to the principle of user roles / areas of activity, to avoid unnecessary training time for users
- The ability to continue to use and re-use individual learning and course units and user manuals
- Encouraging acceptance, curiosity and enthusiasm for the new system

Technology in practice

Services

Dell Knowledge Transfer



"System implementation and the testing phase ran in parallel to preparing and delivering the training. This required huge levels of flexibility, as we constantly had to respond to new project developments. Deadlines also had to be changed at short notice to take account of day-to-day operations. To be able to deal with these challenges quickly and effectively, one basic condition is essential: the relationship between consultants and the customer must be based on mutual trust and the idea that we are all working as one team. That is something that we could always rely on at OSRAM," says consultant Kerstin Hagenkord, who managed Dell's part in the training project from the outset.

Business-specific training sessions, exercises and documentation were designed around OSRAM processes and used OSRAM data. Another requirement was that the external trainers for the core project in Germany had to acquire their knowledge as efficiently as possible. 'Master Trainers' for the key processes of material master, purchasing, sales and logistics joined the project two months before the other trainers. Their task was to familiarise themselves with the company and then to pass on their knowledge to the other trainers in the team.

A multi-stage training programme was introduced for endusers. The material included user manuals accessible via the Intranet learning portal, presentations, exercises and solutions, a trainer's guide, together with 'quick reference cards' with the key functions for a productive start-up. A web-based training programme was provided to

help users get to grips with SAP basics. In face-to-face training sessions, the focus right from the start was on practical use and plenty of exercises.

User manuals set standards at OSRAM. For example, the process documentation previously available was replaced by user manuals and continues to be updated in this format. The other training materials will be used for subsequent rollouts and localised as required.

Global rollout

The core project for OSRAM AG., the German Parent company, impacted all areas of the organisation. As well as the requirement for training in Germany, there was therefore also a need for training in the European affiliates, whose information functions were already linked to the subsequent shared system as part of EuroLogistics.

Training in Germany was organised centrally at three locations. Training sessions for the European affiliates were delivered on their own premises, for the most part in the language of the country concerned.

At the same time, the training project supported eleven OSRAM's affiliates in France, Belgium, the Netherlands, Denmark, Sweden, Finland, Switzerland, Austria, Spain, Portugal and England. The scheduling, organisation and trainer coordination for the international training sessions was handled from Munich. "We held training sessions in English, German, French and Spanish. Training documentation was also translated into four languages," says Kerstin Hagenkord.

The next stage was to launch the global SAP rollout. Dell consultants were sent to China, Taiwan, Japan, Korea and Australia to deliver training. To date, a total of 27 Dell staff have provided training in 14 countries.

Global player

Peter Melichar is Head of CRM Sales Processes and Projects at OSRAM. A graduate in business administration, he joined the company straight from university and began his career as a Product Manager. He then moved to the position of E-Business Manager and subsequently to Project Manager for SAP implementations. Dell provided us with consultancy support right from the start of the 'Europa 2005' project. An in-depth application process was introduced for the implementation of the comprehensive training concept.

Melichar says "we are delighted with this long-standing co-operation. When 2,000 endusers across all divisions are faced with a 'Big Bang' SAP implementation, you need a partner that is able to work with you to develop constructive solutions to emerging issues.

For example, if training experts were absent or were replaced, Dell consultants always dealt with things reliably and quickly. We developed the Master Trainer concept together.

In IT consultancy and particularly in training, the focus is on the people involved. This is where passion and commitment for the customer is required, and that was something that Dell staff always had in good supply.

The name 'Europa 2005' has meanwhile become a trademark for us and is synonymous with the realignment of a process-orientated integrated IT landscape that no longer stands for a specific period."

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