

Molinos Agro: Changing the Corporate Culture and Modernizing Communications with SAP® Jam™



After a corporate restructuring in 2016, the newly formed Molinos Agro S. A. decided to implement the SAP® Jam™ collaboration platform in order to modernize its internal communication system. In a short time, its culture was transformed by democratized information, increased HR capacity, and higher employee satisfaction and integration.



Changing the Work Environment with SAP® Jam™

Molinos Agro S.A.

Victoria, Argentina

www.molinosagro.com.ar

(Spanish)

Industry

Consumer products

Products and Services

Soybean processing,
export of cereals
and soybean milling
by-products

Employees

700

SAP® Solutions

SAP® Jam™ collaboration
platform

Before: Challenges and Opportunities

- Modernize internal communications
- Develop a unique corporate culture
- Promote information democratization
- Support interaction and experience sharing among employees scattered across different offices
- Encourage employee self-development

Why SAP, Seidor Crystalis, and Green Comm

- Implemented SAP Jam as the communications platform for the company
- Completed the project in four months with the assistance of consulting company Seidor Crystalis
- Gained support from Green Comm for interface customization

After: Value-Driven Results

- Created significant cultural change company-wide
- Improved employee satisfaction with the new communication model to 100%
- Integrated employees scattered in different locations
- Increased employee self-development capacity

“We have transformed the way **employees establish relationships.**”

Fernando Portero Castro, Head of Corporate Affairs and Human Capital, Molinos Agro S.A.

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Modernizing the Internal Communications Model

When Molinos Río de la Plata decided to separate its two lines of business into two separate corporate entities, Molinos Agro was created as the independent operator of the bulk trade business. While creating the new organization, the board of directors identified the opportunity to modernize and improve its internal communications one-way or two-way system, which was previously based on e-mails and printed communications.

To reach that objective, the company would need to invest in technology, setting up a multidirectional platform that encouraged the exchange of information and integration among its employees. The system would democratize employee self-development and information that was, until that time, held exclusively by the human resources department.

100%

Employee satisfaction with the new model

“Bidirectional communication is old news,” says Fernando Portero Castro, head of corporate affairs and human capital for Molinos Agro. “We had to seize this moment of transformation to also modernize the internal communications model. We looked for a technological solution that would allow multi-directional communication between the company and its employees, and among employees. We proposed that all 700 employees of Molinos Agro, from the boardroom to the production floor, be able to share information and experiences.”

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Connecting Employees with Multidirectional Communications

In 2016, Molinos Agro kicked off its internal communications modernization process. It was led by the corporate affairs department and supported by the information technologies department, and it analyzed two different solutions, one of which was the SAP® Jam™ collaboration platform. “We carried out concept tests and business cases with those tools, arriving to the conclusion that SAP Jam was a better fit for our cooperative communication proposal,” explains Federico Monarca, manager of corporate affairs for Molinos Agro. “First of all, we already used SAP solutions. Additionally, the tool allows us to create groups, and employees and managers can add content,” added Sofia Ugarte, who works in the human resources department.

The implementation project for SAP Jam was supported by two partner organizations – Seidor Crystalis provided technological support and Green Comm provided communications support through the development of customized interfaces and the creation of an identity for the platform. “In addition to these business partners, we began this project with a group of 10 employees from different areas in the company. That group then expanded to include 200 people,” says Monarca. “The project proposed that users play with the tools and learn how to use them on the job,” added Portero Castro.

SAP Jam went live in only four months. Since then, it has been the official means of communication between the company and its employees, and among employees.

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Supporting **Happier Employees** and **Higher Productivity**

Molinos Agro did more than implement a technological tool to support a new internal communications model; it fostered cultural change. “We can say with all certainty that our process was 20% technology, 80% cultural change,” stated Monarca. “The best part is that users approved of the new platform and nobody misses e-mails and printed reports.”

“They can post whatever they want in SAP Jam,” says Portero Castro. “This is a free space in which personal or professional information can be provided, discussion groups can be created, and information can be exchanged freely. There is no filter whatsoever. Our point of departure view is that if we hired someone to work for us, we believe that person to be a responsible individual.”

Additionally, by adopting SAP Jam, Molinos Agro obtained other benefits, including higher employee

self-development capacity, information democratization, and better quality in multidirectional communications. The employees all feel that it has fostered a better work environment and has helped integrate employees scattered across different company offices.

“SAP Jam enables employees to add and update personal information, and the additional content allows us to find new capabilities and skills in people, which can be better leveraged. This helps us increase employee satisfaction, and it allows people to work better and to self-develop,” concludes Portero Castro.

“This experience has been extremely satisfying. Users embraced the tool and our goal is to have as few official communications as strictly necessary. All other news is shared personally by collaborators,” adds Federico.

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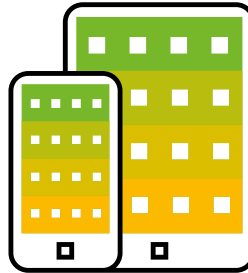
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Adding **Mobility**

After 100% of the Molinos Agro population gained access to SAP Jam in June 2017, the company undertook the process of moving the communication platform to mobile devices. “We wanted to expand the use of the platform by allowing users to add content from all devices,” says Federico. It will continue to focus on deploying the mobile platform and increasing mobile user engagement.



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