

Bayer Turns Compliance Training into Video Game

Bayer AG
Best Use of Games or Simulations
for Learning Program
October 2017



Company Background



Company At-a-Glance	
Headquarters	Global headquarters in Leverkusen, Germany.
Year Founded	1863
Revenue	46,324€ million in 2015
Employees	115,200 globally
Global Scale	The Bayer Group comprises approximately 301 consolidated companies in 78 countries.
Customers/Output	Pharmaceuticals focuses on prescription drugs, especially for cardiology and women's healthcare, specialty therapeutics in the oncology, hematology, ophthalmology, and radiology. Consumer Health primarily offers non-prescription products. Crop Science focuses on high-value seeds, pest management solutions, and customer service for sustainable agriculture. Animal Health offers farm and companion animal products.
Industry	Life Sciences
Stock Symbol	BAYN.GY (Bloomberg Xetra)/CUSIP: 072730302
Website	www.bayer.com

Budget and Timeframe

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Overall budget	150,000€
Number of (HR, Learning, Talent) employees involved with the implementation?	Core team of 3 employees from Bayer AG's Compliance department. Two HR administrators.
Number of Operations or Subject Matter Expert employees involved with the implementation?	10 internal legal Compliance risk area leads, one per Compliance Policy Principle/level described in the game.
Number of contractors involved with implementation	2
Timeframe to implement	11 months, June 2016 to April 2017
Start date of the program	Late April/early May 2017.

Business Conditions & Business Needs

Bayer AG implemented a systematic compliance management approach called "Integrated Compliance Management @ Bayer" and identified nine legal compliance risk areas for the company.

Within this framework, the Bayer project team focused on creating regulations, risk mitigation processes, effectiveness monitoring solutions, and training for each of the compliance risk areas. The training takes a deep-dive into each of the nine legal compliance risk areas and were assigned to employees based on their respective risk exposure.

With the 2016 redesign of the Corporate Compliance Policy that translated the compliance risk areas into 10 tangible business conduct principles, it soon became clear that every employee in the company needed to be trained on the principles.

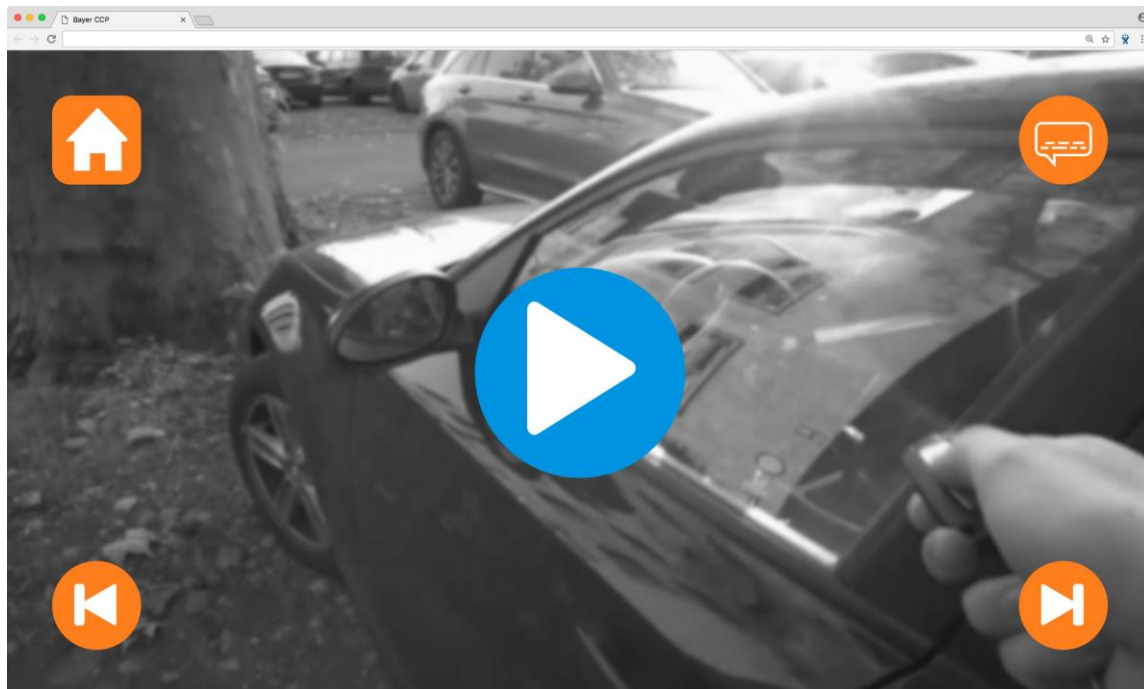
As traditional web-based training had been used in the past, the project team sought a more creative, interactive, innovative, engaging, user-friendly, and impactful way of training employees on compliance. The content of the training would focus on practical examples generally applicable to everyone within the company. It needed to be easy to understand and playful, because not every employee is considered a digital native.

Overview

To reach such a wide target group with a new and innovative training approach, the team decided to develop an interactive video-game simulation. As such an approach was not completely new at the Bayer, the team was determined to try something experimental and shoot the video sequences in the first-person perspective (ego perspective). The video puts the learner right in the middle of the action, personally addressed in the interactive, hands-on journey.

Bayer AG partnered with Fabula Films to shoot videos with more than 60 Bayer employees from ±20 countries and a wide range of functions. They performed as actors and extras, ensuring the message that everyone contributes to compliance, i.e., it is not just about the “tone from the top.” Filming took place on Bayer premises to make this interaction an associable experience and as realistic as possible to engage the learner.

Figure 1: Video Screen



Source: Bayer AG 2017

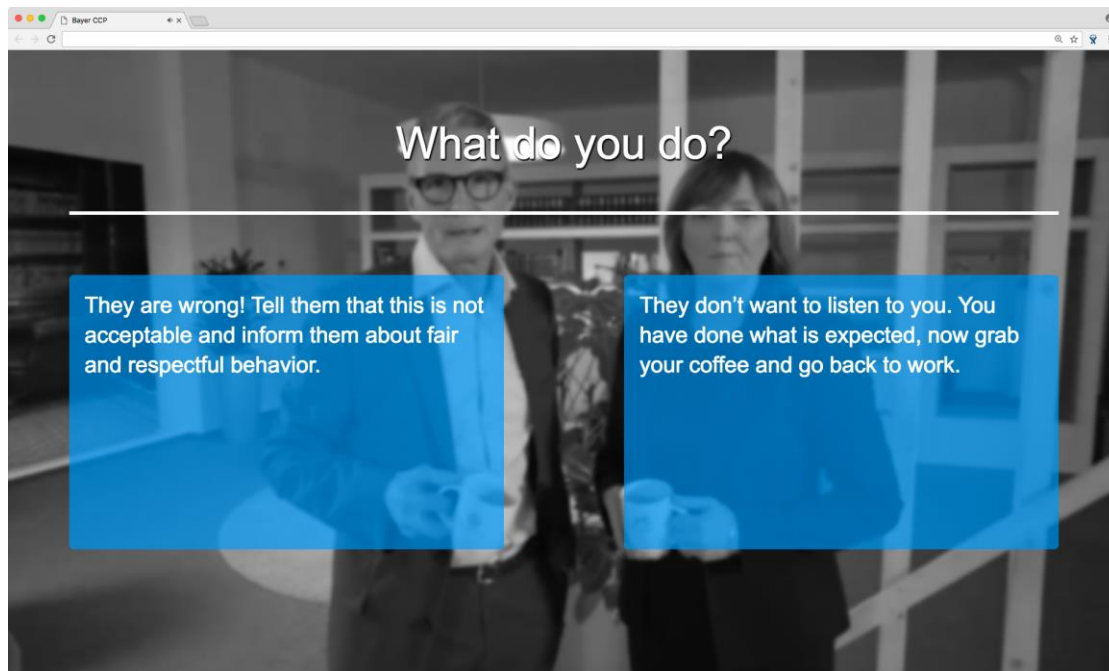
The overarching storyline has the learner working in a department at Bayer, encountering 10 different, real-world business situations, each reflecting one of the 10 core business conduct principles in the Corporate Compliance Policy.



After each real-world scenario, the film stops and asks the learner what to do/how to react in this situation. The learner needs to make an active decision. There is a total of 63 decision trees built into this Compliance Video Game Training. Depending on his/her decision, the video takes the learner onto a certain path. If the learner chooses another path, the film continues differently.

Every branch of the decision tree for every scenario offers wrong, acceptable, or best solutions and is scored accordingly based upon corresponding algorithms.

Figure 2: What Do You Do?



Source: Bayer AG 2017

Design

What makes this training really unique is that it is a video game based on real-life film scenes with actual Bayer employees as actors from a wide variety of functions within an enormous geographical scope.

There are several gamification elements offered throughout the game:

- Map with graphical user interface, 10 levels and one final stage.
- Subtitle/language selection.
- Sound on/off.

- Single/multiplayer mode.
- An intro to set the stage for the overarching storyline.
- Questions/decisions in the course of a scenario, allowing the learner to build the story along a decision-tree.
- Stars to be earned depending on the quality of the decisions made.
- Principles to be collected with the best possible decisions, filling the initially blank Corporate Compliance Policy booklet with all ten principles.
- A minimum amount of principles must be collected to unlock the last two levels to finalize the training.
- An outro congratulating the learner.
- Hints and solutions being offered to support the decision process and make it fully transparent.
- End credits of all actors and their real-life positions.
- Design in corporate colors and style.
- Single- and-group learner functionality.

When starting the video game training, the learner can:

1. Choose from nine languages for the subtitles.
2. Opt-in for a single-player mode or a group-player mode. The content does not change in group-player mode, but employees can experience the game in groups, discuss situations, and make joint decisions. The group experience is specifically relevant for production employees who do not have regular access to computers and can run through the video game in groups with a compliance business partner.

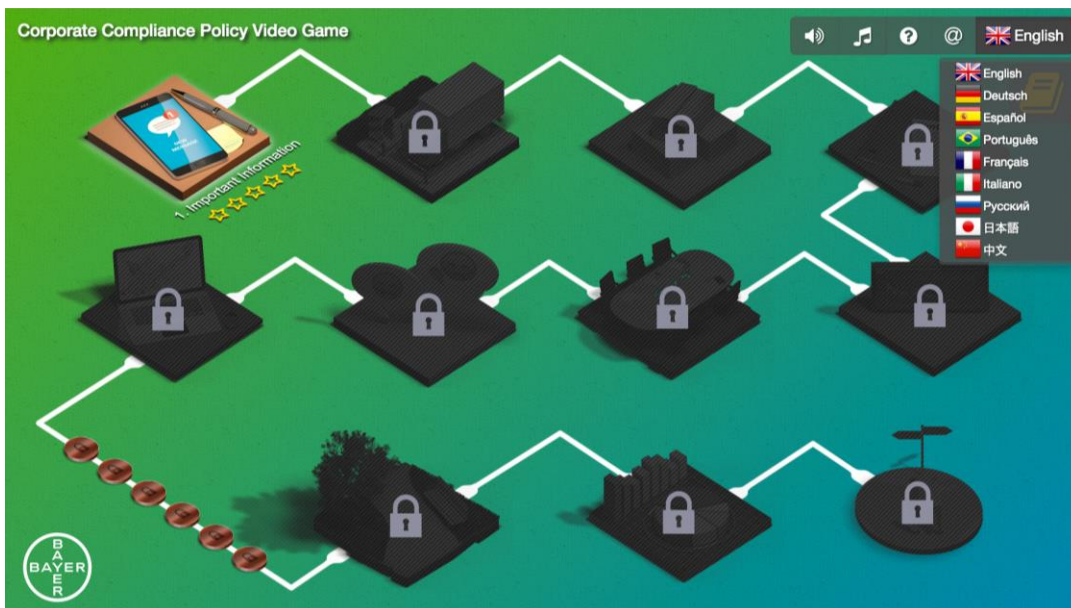
The video game starts with an intro sequence that introduces the learner to the ego-perspective, introduces the main protagonist “Frank Black,” his team, and his supervisor “Tina.” This sequence features the Bayer Group General Counsel and the Global Head of Compliance. They introduce the learner to the game and its rules and highlight the fact that learners who successfully complete the compliance game will be equipped with the principles of ethical business conduct defined by the Corporate Compliance Policy. Such powerful role models were chosen to start the game to show Bayer management’s commitment to compliance in general and to this new way of learning in particular. The screenshot below features the Bayer Group General Counsel.

Figure 3: Introduction to the Rules of the Game



Source: Bayer AG 2017

Figure 4: Game Homescreen



Source: Bayer AG 2017

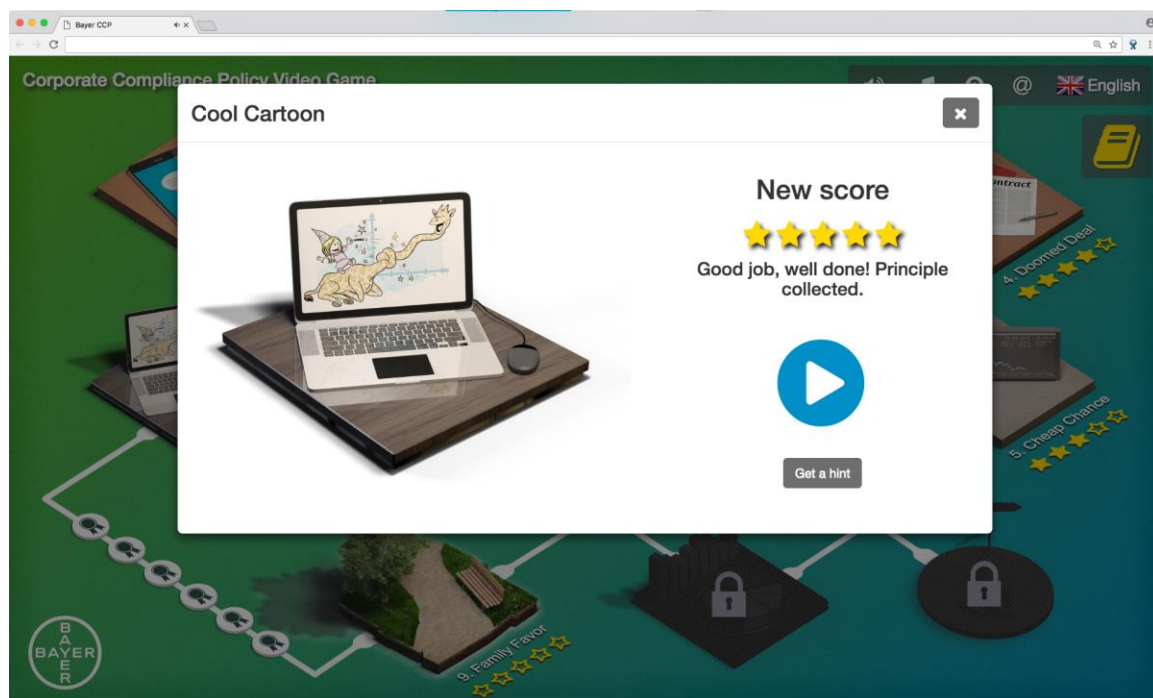
The map consists of 10 levels, each representing a common business situation and a chapter of the Corporate Compliance Policy. When the storyboard was created, the project team filled it with situations, dialogues, and examples that apply to every employee irrespective of his/her function, experience, or seniority.

To start the play, learners click on level 1. At each level, learners face a dilemma, hinted via a creative chapter title, and makes decisions. To simplify the decision-making, there are only two answer options per dilemma. The choice influences how the story will continue in this level. Once learners have made all decisions, the level is finished and their personal results are shown on screen.

Depending on the decision, learners will receive between zero and five stars. If they have three or more stars, the next level will unlock and they can proceed. If not, learners can retry the level as often as they like to get three or more stars.

Every level can be replayed without losing earned stars. This allows learners to be curious and test different reactions to a dilemma situation. Alternatively, learners can get a “hint” to finish the level.

Figure 5: Level Completed



Source: Bayer AG 2017

When learners complete a level with the best possible decision, five stars are awarded and lead to a medal and principles in the policy book.

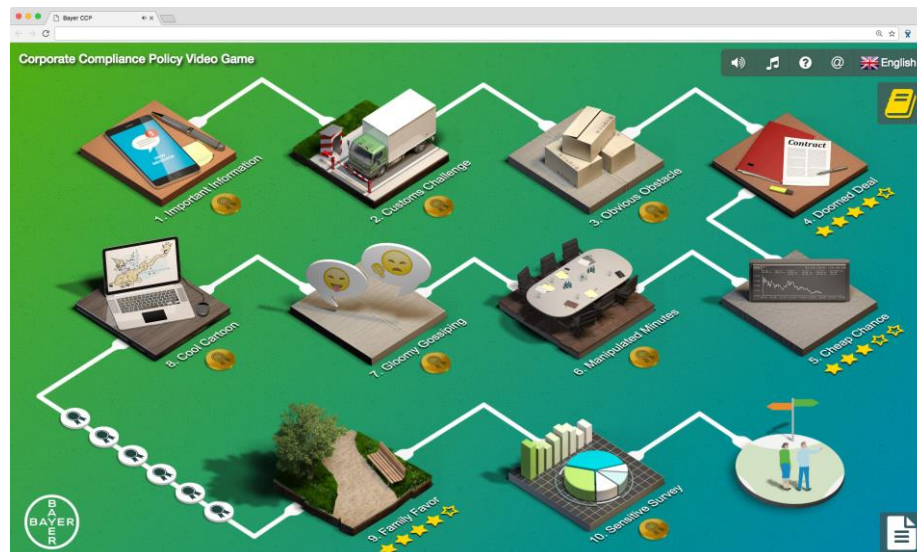
Figure 6: Corporate Compliance Policy Book



Source: Bayer AG 2017

The medals will unlock the blocked path to levels 9 and 10. After level 8, learners need to have earned at least six medals and principles in the policy book to unlock the final two levels to complete the game. Learners also can finish a level by not giving the best possible decision. In that case, they only earn three or four stars and no principle will appear in the policy book. If they give a wrong answer, they fail the respective level and will be forced to play it again.

Figure 7: Level Progression



Source: Bayer AG 2017

The game can be played in sequences, allowing learners to save their progress and leave or re-enter at any time. The game will then pick up where the player left it.

Once all levels are played, the game will end with an outro. In this outro, players will be congratulated personally by the global Head of Compliance and can download or print a certificate.

The training combines the advantages of computer games and video films. Through the interactivity, players' own actions determine scores and appropriate rewards. The competition within the computer game ensures that learners want to engage with the topic of integrity and legal. Learners also may be driven by the desire to gain as many stars and medals as possible and fill the Corporate Compliance Policy book.

The unusual presentation from the ego perspective ensures that learners have a lot of fun. The actors playing colleagues, team members, or supervisors talk directly to learners during video sequences. This action puts learners in the driver seat and increase their connection to the situation at hand. The simulation level is much higher compared to 2D or 3D animations and so is the level of reality. In addition, the video medium is well known so the user interface is easy and intuitive and engages non-digital natives.

In addition, the videos show high commitments both from senior managers, e.g., members of the Bayer AG board of management or Senior Bayer Representatives in given countries or regions), and from mid-level management or peers. It emphasizes the idea that all employees should own compliance.

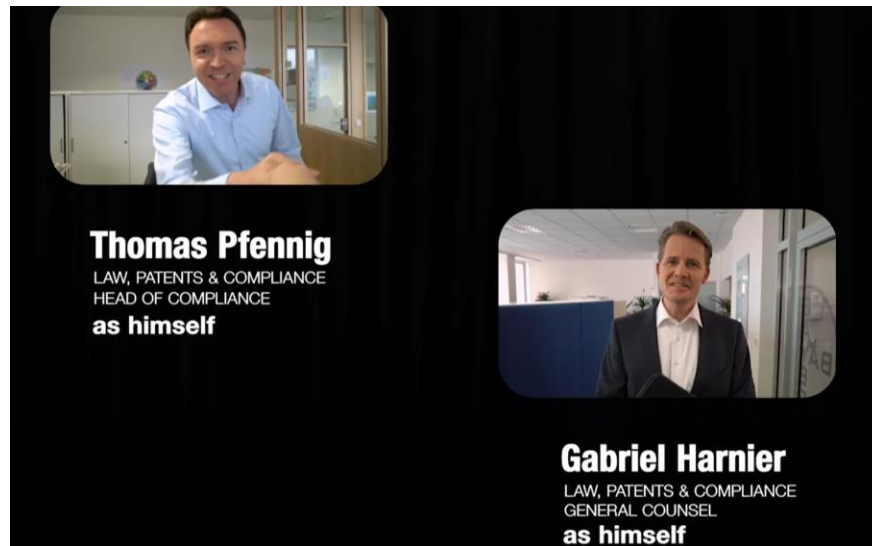
Finally, to better depict that idea, the game finishes by giving the learner the option to watch a short-credit video, showing the cast members with their real functions at Bayer.

Figure 8: Cast in Order of Appearance



Source: Bayer AG 2017

Figure 9: Cast Members



Source: Bayer AG 2017

Delivery

With its Spring 2017 launch, this video-game training is the first Bayer compliance training not mandatory for employees. Rather, a global communication campaign promotes the training, engaging employees to self-register. This campaign has three components:

1. A global article on the internal BayerNet.
2. A video on the making-of-the video game.
3. A link to the video game training on Bayer's LMS. With three clicks, an employee can self-register for the training.

As this training reflects a new training approach, the project team created a "making of the video" to offer behind-the-scenes look, raising employee's curiosity and offering fun outtakes. In addition, senior managers in the cast say why they think this training is useful, why they supported the project, and how they enjoyed being part of it.

The videos are stored on an internal "Compliance Video Portal" channel, so they can be accessed, shared, and liked outside the training platform as well. Further, the videos can be used as a tool to present compliance in a positive light during various compliance events, e.g., by focusing on efficient and positive collaboration between Bayer employees and compliance.

A presentation slide deck will be available so people without a computer can access the training. The decision tree will be transformed into questions for self-study or groups.

Measurable Benefits

In the end, the goal is raising awareness and creating the proper mindset towards compliance so employees continue seeing compliance in a positive, pragmatic, and approachable way while protecting the company. To do so, all case studies in the training are based on real questions and cases raised by employees.

In developing the training, the project team used a sounding-board approach that included representatives from various business functions to check whether the examples were appealing, pragmatic, generally applicable, and meaningful. That early interaction with a major part of the user group ensured that the training in content conveyed real compliance messages.

Data will be collected as employees complete the training.

Overall

This project presented several challenges from a technical, logistical, and collaboration point of view.

Due to the videos, the program size quickly exceeded the maximum capacity of the LMS. The project team had to figure out a way to maintain connectivity to the LMS to track training.

To solve the problem, the team created an internal Compliance Video Channel, which became another innovative communication channel. This resolution emphasizes one of the most important lessons learned during this project: successful training and communication go hand in hand.

That lesson also was proven during the scripting phase of the scenarios because dialogues of actors needed to be fun, less legalistic, and still convey the key messages. This challenge triggered a change of mindset that trainings could no longer be as detailed as they were in the past. Each of the compliance principles needed to be delivered in a high-level, real-life scenario that needed to be intuitive and reasonable for every employee.

The project team also came to the conclusion that the compliance game could no longer be perceived as another mandatory training but rather should engage employees to familiarize themselves with important compliance principles in a fun way. The game



enables them to know what's right or wrong and empowers them to speak up with observations or questions.

Closing the loop to communication, this game will be part of 2017r's "Speak Up" Compliance Campaign, further enhancing "Trust" as one of the company's focus behaviors.

Another lesson came as the project team interacted with business partners. To find suitable dilemmas for each of compliance principle, the team not only collaborated with legal risk-area leads but also asked for input from colleagues from different business areas, hierarchy levels, and countries to be part of the cast.

Keeping gender, nationalities, and business areas well balanced was a significant logistical challenge. It was a major task to align people's schedules and still allocate the cast in a diverse, gender-neutral way for each dilemma situation. During eight filming days, employees from the Board of Management, country Presidents, Senior BU heads, mid-level employees, and employee representatives – all without any specific acting background – transformed into real actors. Looking at the result, every one of them did a great job and gave a personal touch to each of the sequences.

That aspect leads to the another very important lesson learned: Compliance must be considered an approachable business partner!

This project motivates Bayer AG to be even more innovative in future, moving away from classic eLearning solutions and segmenting topics to serve employees with learning nuggets.



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