

Bayer AG Links Personalized Performance Support With Company Strategy

Bayer AG
Best Use of Performance Support
February 2018



Company Background



Company At-a-Glance	
Headquarters	Global headquarters: Leverkusen, Germany; Crop Science division: Monheim, Germany
Year Founded	1863
Revenue	Bayer: 46,769 billion EUR; Crop Science 9.915 billion EUR 2016
Employees	Bayer: 115,200, Crop Science: 22,400 - 2016
Global Scale	More than 120 countries
Customers/Output, etc.	As the world's population growing and with it the demand for health care and high-quality food, feed and plant-based raw materials, Bayer is addressing such issues and contributes to making the world a better place.
Industry	LifeSciences, Pharmaceuticals, Consumer Health, Crop Science: Crop Protection solutions, seeds
Stock Symbol	BAYN
Website	www.cropscience.bayer.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	~ 10 Mio Euro over 5 years for overall SkillCamp learning framework]
Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	40
Number of contractors involved with implementation	4, MTAC, KnowHow, Bayer Business Services, other technical providers]
Timeframe to implement	Started 2012 – ongoing; major new milestones 2016/17
Start date of the program	2012

Business Conditions & Business Needs

As Bayer AG evolved its SkillCamp Learning & Performance Support framework, new features in an overall integrated Performance Support Approach included personalization, updated design, search, video concepts, and measurement.

SkillCamp won a Silver Award Best Use of Performance Support in the 2016 Brandon Hall Group HCM Excellence Awards. This section covers the business context of the learning framework from the beginning of SkillCamp to the most recent changes based on learning needs.

Crop Science was #3 in the global crop protection market in 2010. Despite having an innovative, broad product portfolio, Bayer had not been able to assume market leadership in key areas. Therefore, senior leaders defined market leadership in key areas as the long-term goal for the company.

One of the four strategic pillars to reach that goal was defined as “customer centricity” following an analysis that clearly identified commercial-excellence skills as one of the

main leverage opportunities. Commercial Excellence for Crop Science was defined as activities in the areas of marketing and sales with a scope of up to five years.

In more depth, the analysis showed the following gaps in commercial excellence in the organization:

- 1. No common language, marketing and sales approach, tools, and methods for commercial excellence across the organization.**
- 2. Huge variances in marketing and sales skills across headquarters, regions, and countries.**
- 3. Existence of best-in-class marketing or sales approaches in some parts of the organization and high-development needs in other parts of the organization/**

To leverage commercial excellence alongside Bayer's portfolio led to a strategic decision to accelerate transformation towards stronger and more-integrated marketing and sales organizations in Crop Science. Relevant competency criteria were defined with top down as well as bottom-up alignment.

A marketing academy existed from 2005 to 2010 with a classroom delivery system. The marketing academy, however, lacked top management and cross-functional support to create alignment on terminology, processes, and methodology or to encourage organizational changes and a performance-oriented approach. In short, the marketing academy was not closely tied to the business and daily work of employees. Additionally, there were no measurement mechanisms beyond immediate evaluations on the effectiveness of classes. Therefore, real business impact of the academy was estimated rather low.

Content was detached from the real-working environment of the learner. Once participants returned from an inspiring classroom training to their offices, they quickly were overtaken by their daily tasks and shared none of the insights from that training. There were opportunities to align marketing and sales activities in a better way by integrating learning through a comprehensive Performance Support Solution.

The new academy to be designed had promising pre-conditions:

- Strong top management support.
- Clear link to the overall-business strategy.
- Mandate to create globally-binding marketing and sales "standards" and approaches.

The new academy was supposed to create real business impact and to change and globally align the way Crop Science approached marketing and sales.

Therefore, it was absolutely necessary to set up the new academy in a performance-support way. To clearly differentiate the program from the previous academy and underline its performance orientation, the initiative was called SkillCamp. SkillCamp customizes general marketing and sales content with relevant-industry details and competency elements.

Figure 1: SkillCamp



Source: Bayer AG 2018

As SkillCamp team members ventured into implementing the program, they realized they needed a common storyline and common language to convey messages, processes, and ideas consistently. The team wanted a red-line story on how to teach commercial excellence and turned predefined content into the 12-Step Go-to-Market Approach. This method has become part of the DNA of Crop Science, and its success stems from the performance-support approach of SkillCamp.

With marketing and sales organizations undergoing structural changes that needed to be reflect in SkillCamp, the training used the urgency as an opportunity to introduce role-based and personalized learning into the program's performance support approach.

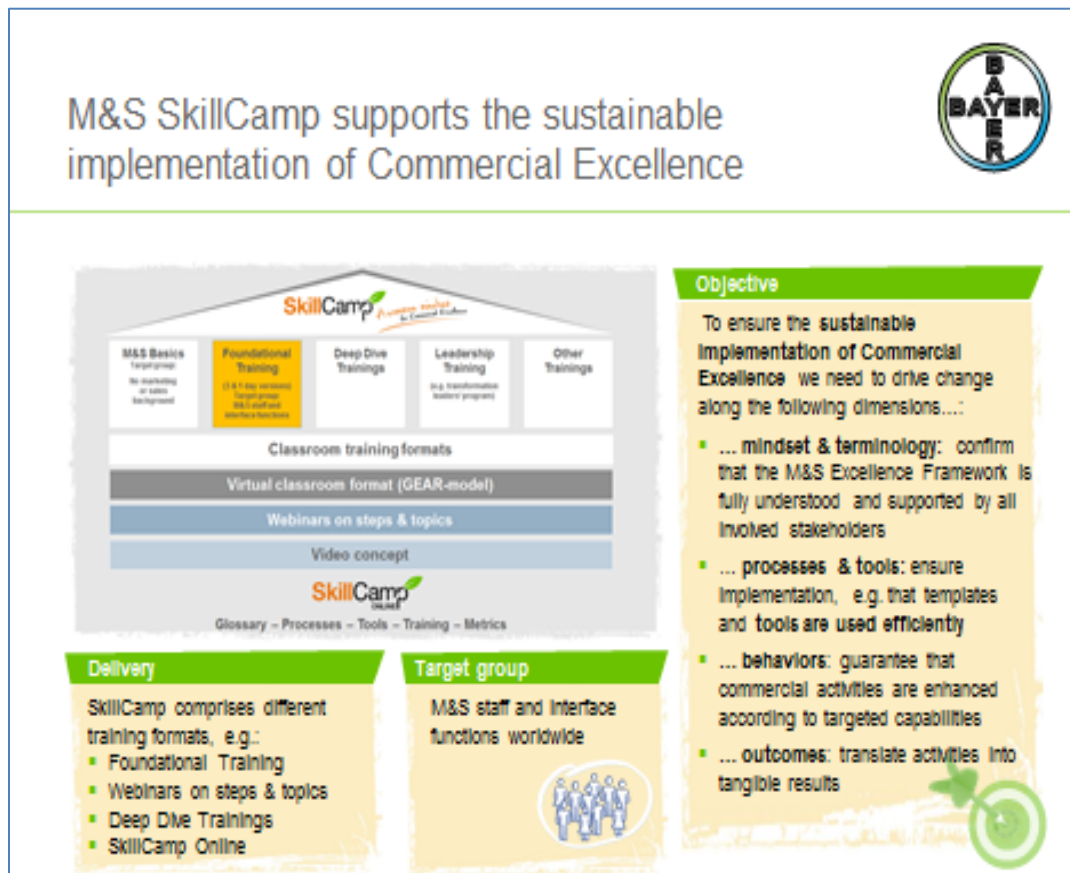
Overview

SkillCamp is a learning program designed for the five moments of learning need set forth by Conrad Gottfredson and Bob Mosher and the 70-20-10 learning and development model.

The SkillCamp team, in collaboration with business consultant MTAC and eLearning provider Know How, developed the following learning formats:

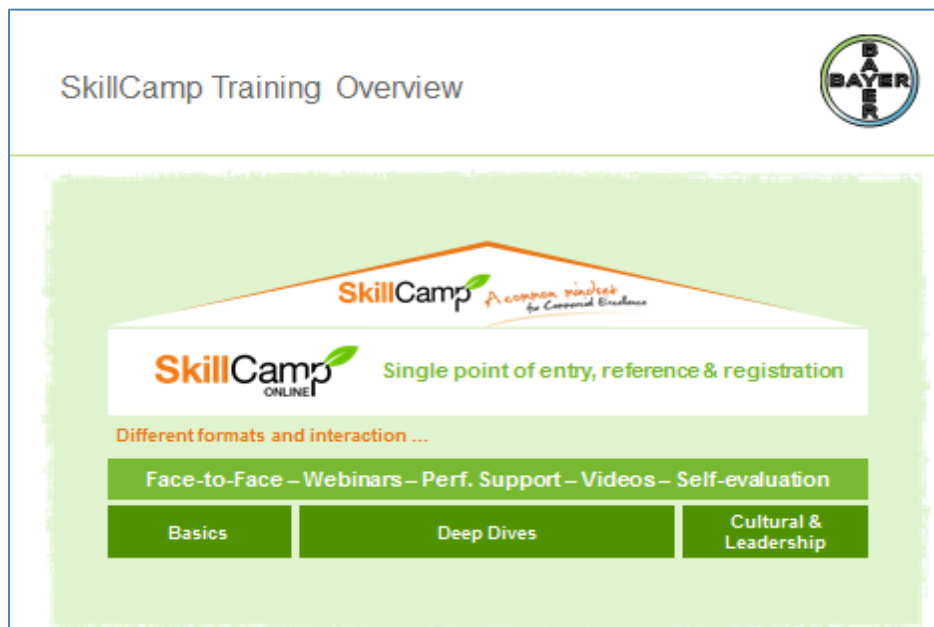
- **10% from coursework.** 10-day foundational training, several virtual ILTs, training with deep dives into content, specific-expert training such as Seedsmanship or LifeCycle Management.
- **20% from development relationships.** Subject Matter Experts available for on-the-job coaching and mentoring, community meetings, online forum and Social Media Platform integration.
- **70% from challenging assignments.** Online performance-support platform (SkillCamp Online) provides support for just-in-time application, problem-solving, and change. Includes a role-based approach with context-sensitive performance support, role-based focus areas, video concepts, optimized search and personalization features.

Figure 2: Implementation of Commercial Excellence



Source: Bayer AG 2018

Figure 3: SkillCamp Training Overview

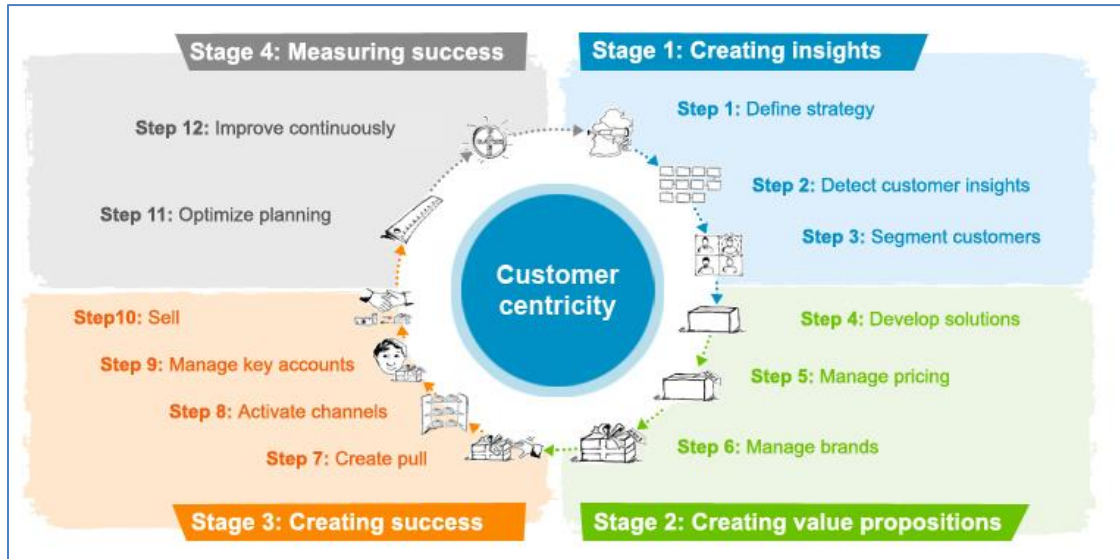


Source: Bayer AG 2018

SkillCamp Online via the EPSS is the core of the learning program. Every other learning format is designed with- and-around SkillCamp Online. It is the single point of reference for Commercial Excellence Knowledge at Crop Science. It is the go-to area to get instant help for workflow issues and to receive up-to-date templates, tools, terms, concepts, methods, or examples.

SkillCamp, a globally-steered Marketing and Sales training initiative, targets several thousand marketing and sales colleagues across many countries. The central element is the customer-centric, 12-Step Go-To-Market-Approach, which covers four stages described in Figure 4.

Figure 4: Customer Centricity



Source: Bayer AG 2018

Goals for “Commercial Excellence” were established:

1. Ensure full understanding of the Commercial Excellence framework.
2. Ensure implementation of the framework.
3. Guarantee that the target audience uses the Commercial Excellence framework.
4. Translate activities into tangible results.

Figure 5: Overarching Goals of SkillCamp

We need to drive change along the following dimensions...	
... mindset & terminology:	Confirm that the Commercial Excellence Framework is fully understood and supported by all involved stakeholders
... processes & tools:	Ensure implementation, e.g. that templates and tools are used efficiently
... behaviors:	Guarantee that commercial activities are enhanced according to targeted capabilities
... outcomes:	Translate activities into tangible results

Source: Bayer AG 2018

The goals were broken into more specific and measurable objectives for SkillCamp:

1. Ensure usage of Performance Support (platform).
2. Improve the Marketing and Sales performance of individuals and their communities.
3. Improve sharing and community building across the M&S organization.
4. Continuously improve the content quality of SkillCamp.

Those goals were broken into KPIs that are measured and reviewed on a monthly basis.

Integration of SkillCamp throughout Bayer AG

Commercial Excellence and SkillCamp are aligned closely with the organization and its strategic goals. In creating the program, the SkillCamp team developed the company's red-line story, the 12-Step Go-To-Market Approach, in Bayer Division Crop Science. One of the team's mantras is: "We teach what we do and we do what we teach."

The SkillCamp team was in charge of globally spreading the word about the 12-step approach and making sure the target audience would act along the defined framework and use its language, tools, methodology. Today, SkillCamp Online is widely accepted as the single point of reference for marketing and sales at Crop Science.

To best fit the program to the organization's needs, the SkillCamp team took several measures:

- Held more than 50 stakeholder interviews prior to developing the program. Those stakeholders included senior managers, marketing and sales leaders, subject matter experts and potential participants.
- Aligned content with more than 30 internal and several external SMEs.
- Collected internal marketing- and-sales success stories from all over the world to tailor the initiative to the special requirements of the agriculture and crop-protection industry.
- Developed learning material designed for all moments of learning need (new, more, apply, change, solve) for the crop-protection industry. Focus was on the moment of application to help using learners apply the content in their daily work.
- Developed learning and performance goals for the crop-protection/agriculture industry.

- Piloted and pressure tested the formats with all major marketing- and-sales heads and the Chief Marketing Officer to collect feedback on training formats and the Performance Support platform.

Today, indicators of alignment with the organization are evident:

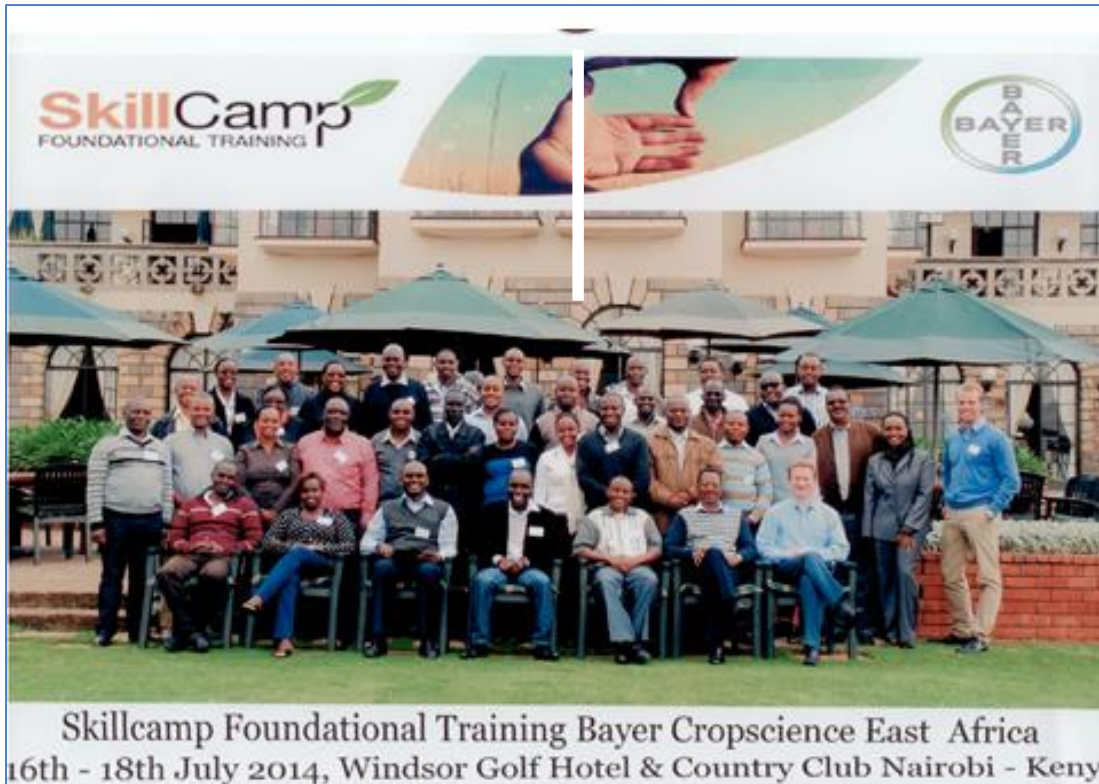
- 100% coverage of the identified target groups with SkillCamp Foundational Training (three-day classroom introducing 12-Step-Go-To-Market Approach & performance support system.) Approximately 4,500 participants; 67% of them state they have changed their behavior and use the tools and SkillCamp Online.
- A global commercial-excellence community actively exchanges best practices and discusses Commercial Excellence offline and online.
- SkillCamp reports to global marketing in Crop Science headquarters, residing in the business itself, not in an HR or learning organization. The Performance Support tool (EPSS) is used heavily with page views growing from 7,700 page views in 2015 to 15.000 in 2016.

Figure 6: SkillCamp Rollout in Argentina



Source: Bayer AG 2018

Figure 7: Training in East Africa



Source: Bayer AG 2018

The recent re-organization of the Crop Science marketing organization and the resulting learning needs led to significant change and further development of the SkillCamp Performance Support approach:

1. Communication efforts focused in learning around commercial excellence activities.
2. Organization defined new roles for Marketing and Sales, and the Performance Support Interface with its role-based approach seeks to present relevant content for those new roles first.
3. MySkillCamp offers a personalized dashboard with easy access to achieved levels and learning history and an overview of available trainings, development options, and required competencies. This aspect, developed in the past year, was being rolled out further in 2017.

4. Completely new interface design focused on the ability to offer personalized content that is shaped to the pyramid of learning and five moments of need theory even more.
5. Improved search functionality enables the user to apply filters more quickly find what they need
6. The EPSS has integrated metrics and analytics aligned with workers' councils to enable personalized content.
7. EPSS software is continuously developed following agile principles.
8. Workflows are integrated with global Bayer Systems (Social Media commenting and rating via IBM Connections; HR personal training histories; SAP global LMS; Bayer Video platform.)
9. SkillCamp team continuously builds a community of local SkillCamp ambassadors to explain and spread how to best make use of the learning framework and share insights about performance support.
10. Performance support system grows with "Focus Areas" that add and customize content around certain topics such as Seedsmanship and Lifecycle Management.
11. Video is prepared and integrated into the performance-support platform. Most recently, search functionality for video.

Designing the program for the target audience was a clear goal of SkillCamp right from the start. Therefore, a set of measures are used to ensure accomplishment of that goal:

- **Competencies and gaps.** Heatmap analysis to identify essential competencies and skill levels, helping identify the critical skills and needs for improvement.
- **Target group analysis.** Target group analysis, including size, roles, and geographic locations, to identify such needs as language or cultural-focus points.
- **Formal interviews.** More than 50 stakeholder interviews prior to developing the program.
- **Restructuring of learning content.** Context for all content are the 12 steps that represent areas of work for marketing and sales staff.
 - Content along the 12 steps is broken into work tasks.
 - Work tasks are broken into actions. Relevant resources such as tools, checklists or examples are provided for all described tasks to connect the learning to real work of Bayer employees.
 - One of the breakthrough elements of the 12-step approach.



- Addresses the question “What should your learner do with this content?”
- Developed for every area, taking much time, effort, and resources but making a major difference in the end.

Figure 8: 12-Step Overview






Source: Bayer AG 2018

- **Single point of reference.** Classroom and other training formats are provided for certain tasks or closely-related areas. But, at any time, users can access and use all content that could be relevant for their daily work in SkillCamp Online.
- **SkillCamp Online.** The single point of entry for registrations, newsletters, news, personal skill checks, personalization of individual learner profiles, community features, and video resources.
- **Personalization.** Added in several dimensions.
 - Learner can enter specific topics in focus areas.

Figure 9: Focus Areas

In the Focus Areas, SkillCamp Online provides additional content and a different approach of existing content. In the overview below you can click on the Focus Area of your choice.

- **Sales**
Here you can navigate to tools and information that specifically relates to the area of sales .
- **Life Cycle Management**
Life Cycle Management at Bayer is a five-phase process what will help us managing our assets successfully throughout the different phases of the asset lifespan.
- **Customer Marketing**
The customer marketing focus area provided tools and concepts from the 12 Steps tailored to key roles in the new country setup.

Source: Bayer AG 2018

- Learner can define a job role in SkillCamp Online and personalize content based on that job role.

Figure 10: Defining Job Roles

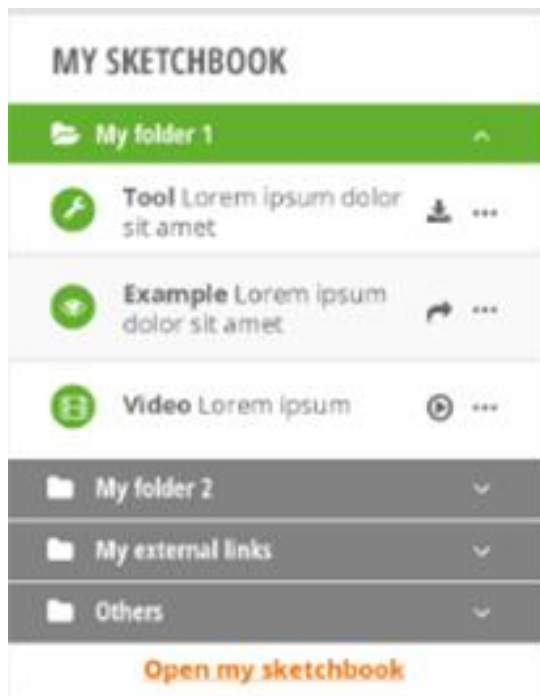


Source: Bayer AG 2018

- A learner can personalize own SkillCamp interface with notes and individualized features.



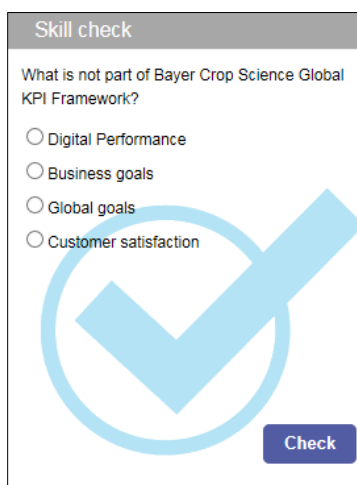
Figure 11: My Sketchbook



Source: Bayer AG 2018

- Learner can do individual skillchecks

Figure 12: Skill Check



Source: Bayer AG 2018

Every employee has a single sign-on to “MySkillCamp,” with global, regional, and local training activities available in one framework. The initiative has five levels: SkillCamp

Onboarding, SkillCamp Graduate, SkillCamp Expert, ComEx Pro (planned), and ComEx Master (planned).

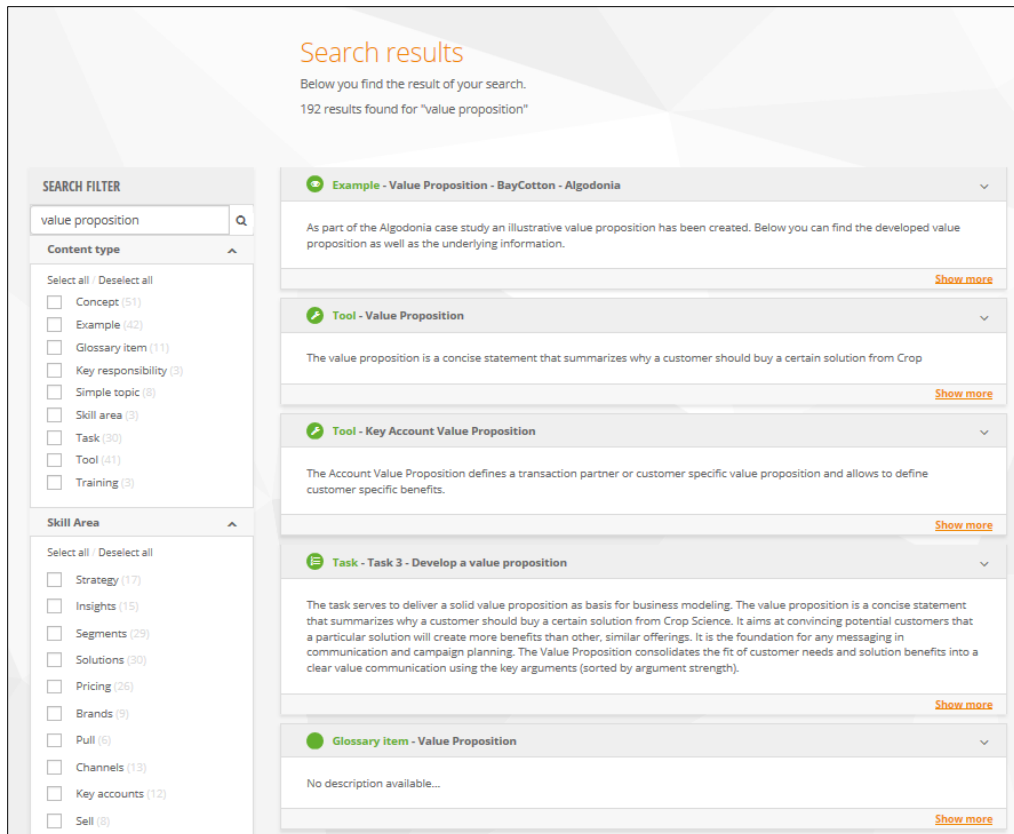
Every level is linked to certain requirements, including trainings, webinars, self-assessments, knowledge tests, work shadowing, project work, short-term assignments, and active teaching and mentoring. Those are incentivized with several learning and development activities, such as certificates, deep dives, master classes, and management tutoring based on the required competencies.

MySkillCamp's personalized dashboard was developed in the past year for roll out further in 2017:

- **Integrated metrics & analytics.** The EPSS produces metrics directly. The approach is signed off by the workers' councils. The results are used to steer the personalization features and to anonymously feed the success metrics of SkillCamp.
- **Critical skills analysis.** To avoid information overload and ensure focus on the most important skills. Less important tasks are made available in EPSS SkillCamp Online.
- **Examples and best practices.** Identification of local best practices/success stories to tailor content to avoid too much headquarters' focus. Accomplished on a continuous base with a dedicated person in charge. It also involves curating content and deleting irrelevant pieces.
- **Testing.** User acceptance surveys on SkillCamp Online usability.
- **Exchange and community.**
 - SkillCamp team continuously works to build a community of local SkillCamp ambassadors to act as champions to explain and spread how to best make use of the SkillCamp learning framework and share insights about performance support.
 - Includes a Train-the-Trainer concept for internal and external trainers.
 - Covers SkillCamp policy, guidelines, and event guide.
 - Continuous exchanges with regional and local country organizations via calls to interview audience representatives about needs and wishes.
 - The team developed a SkillCamp Council and steering team with participants from within the business.

- **Translation.**
 - Automated translation to provide localized version for every language needed.
 - Non-automated, curated translation of critical tools and templates into most-used languages (English, German, Portuguese, Spanish, Italian, French, Mandarin).
 - Trainings and globally-offered VILTs in local languages and local times.
- **Search Engine.** An individual search engine is continuously refined to provide such features as a faceted search engine (performance-based search result filtering options).

Figure 13: Search Options



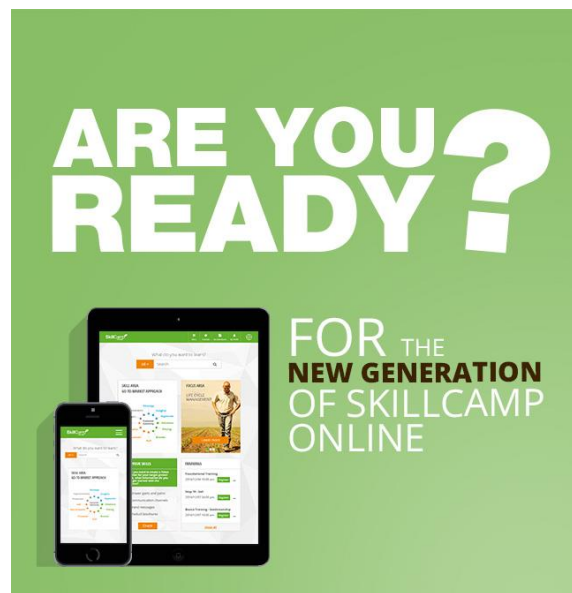
The screenshot shows a search results interface. At the top, it says "Search results" and "Below you find the result of your search. 192 results found for 'value proposition'". On the left is a "SEARCH FILTER" sidebar with a search box containing "value proposition" and two sections of filters: "Content type" and "Skill Area". The "Content type" section includes checkboxes for Concept (51), Example (42), Glossary item (11), Key responsibility (3), Simple topic (8), Skill area (3), Task (30), Tool (41), and Training (3). The "Skill Area" section includes checkboxes for Strategy (17), Insights (15), Segments (29), Solutions (30), Pricing (26), Brands (9), Pull (6), Channels (13), Key accounts (12), and Sell (8). The main content area displays four search results, each with a green icon and a title: "Example - Value Proposition - BayCotton - Algodonia", "Tool - Value Proposition", "Tool - Key Account Value Proposition", and "Task - Task 3 - Develop a value proposition". Each result has a brief description and a "Show more" link.

Source: Bayer AG 2018

- **Video.** A specific SkillCamp Video Channel can be searched via the EPSS.
- **Agile EPSS development.** With sprints usually every 2-4 weeks.

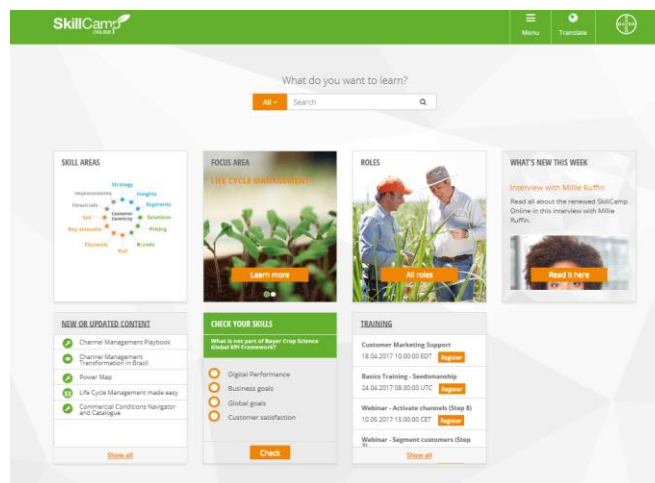
- **Workflows.** Integrated with global Bayer Systems in 2016 & 2017 Social Media commenting and rating via IBM Connections; HR personal training histories; SAP global LMS; Bayer Video platform.
- **New interface.** Rolled out in April 2017. Main focus was the ability to offer personalized content shaped to the pyramid of learning and five moments-of-need theory.

Figure 14: New Design Teaser



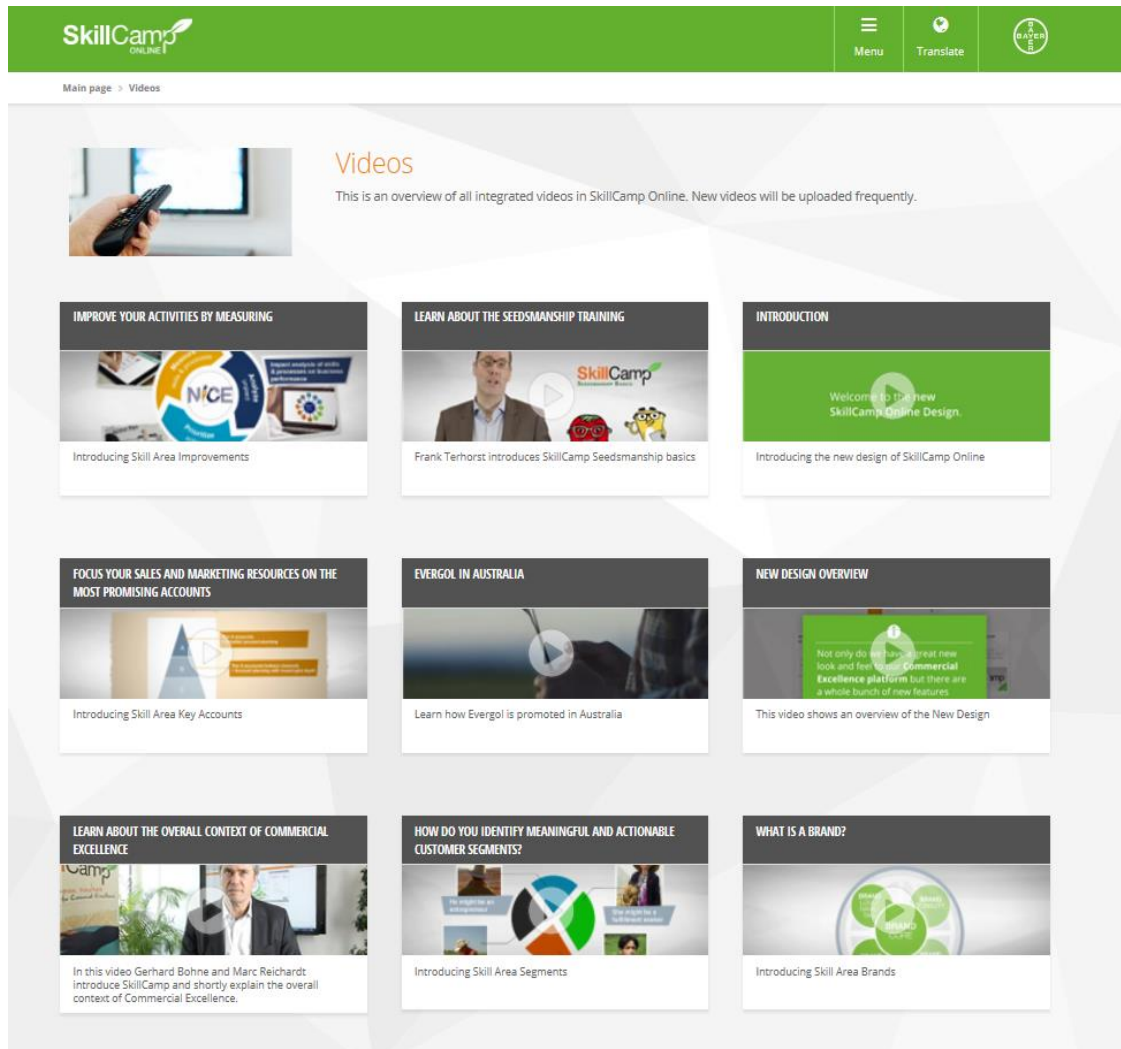
Source: Bayer AG 2018

Figure 15: New Design of SkillCamp online landing page



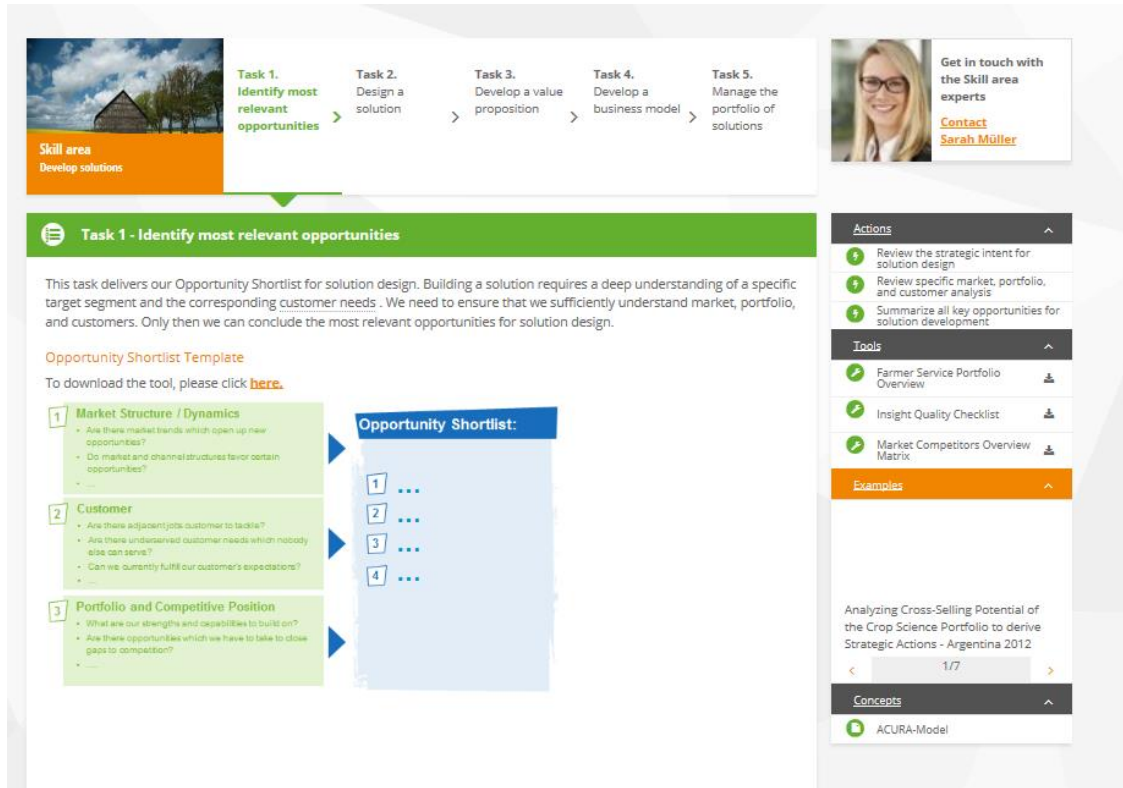
Source: Bayer AG 2018

Figure 16: Video Overview



Source: Bayer AG 2018

Figure 17: Right tools, examples and contact for specific topic



The screenshot displays a SkillCamp interface for a 'Skill area' titled 'Develop solutions'. It features a horizontal task flow with five steps: Task 1 (Identify most relevant opportunities), Task 2 (Design a solution), Task 3 (Develop a value proposition), Task 4 (Develop a business model), and Task 5 (Manage the portfolio of solutions). A 'Get in touch with the Skill area experts' section highlights Sarah Müller as the contact. The main content area is titled 'Task 1 - Identify most relevant opportunities' and includes a description of the task, a link to download an 'Opportunity Shortlist Template', and a visual representation of the template. The template is divided into three sections: 1. Market Structure / Dynamics, 2. Customer, and 3. Portfolio and Competitive Position, each with specific questions. A sidebar on the right contains sections for 'Actions' (Review strategic intent, Review specific market, Summarize opportunities), 'Tools' (Farmer Service Portfolio Overview, Insight Quality Checklist, Market Competitors Overview Matrix), 'Examples' (Analyzing Cross-Selling Potential of the Crop Science Portfolio), and 'Concepts' (ACURA-Model).

Source: Bayer AG 2018

Delivery

SkillCamp's formats cater to different learning moments and were designed using the 70-20-10 model.

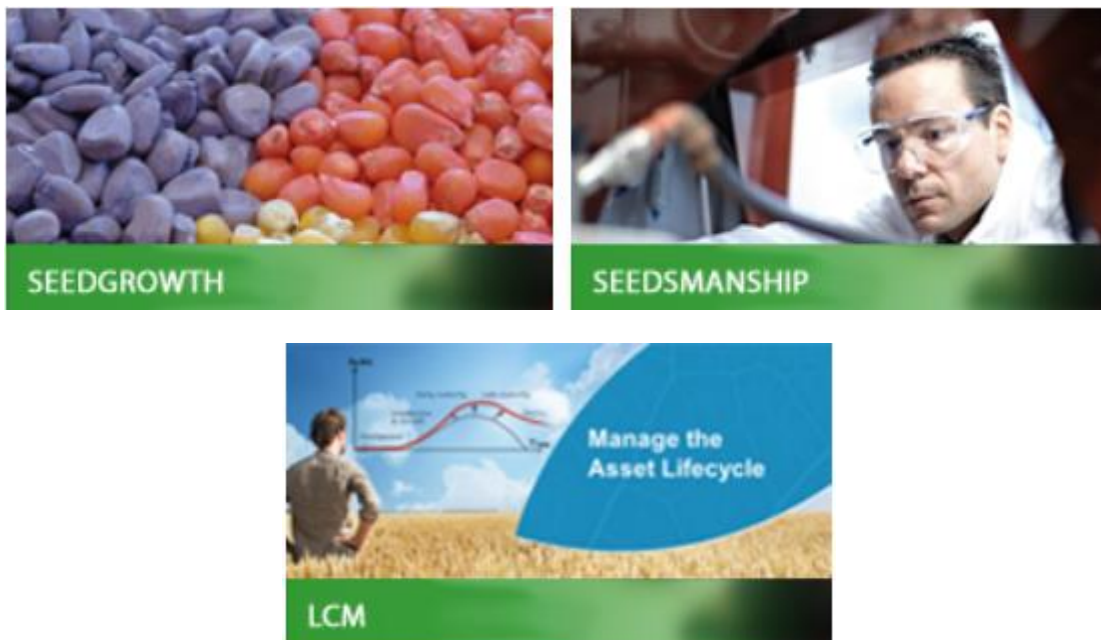
For the 10% of formal learning, there were three days of Foundational Training, several virtual ILTS, and deep-dive training.

1. ILT was the choice as the starting point for the 12 Steps that were new to the organization.
2. Began with trainings in all key countries. More than 4,000 people have been trained, and many were taught in local languages with localized material.
3. In the past two years, the foundational training eliminated PowerPoint in favor of the EPSS interface to present ILT content, which now also focuses on experience-based learning, storytelling and application of resources available in SkillCamp Online.



4. Three large ILT trainings – Seedsmanship, Life Cycle Management, and SeedGrowth – were developed leveraging the EPSS structure of SkillCamp Online and performance-based content (task-action approach).

Figure 18: SeedGrowth, Seedsmanship and LCM training formats



Source: Bayer AG 2018

For the 20% of the learning model, SMEs are available for on-the-job coaching, mentoring, and community meetings. They also are available for telephone or virtual coaching and to answering questions by phone. Their contact information is publicized via the Performance Support Platform via SkillCamp Online). In addition, many experts offer face-to-face workshops to cover frequently-asked questions, introduce new tools, or work on local challenges.

For the 70% of the learning model, the performance-support platform is delivered online with a cloud-based EPSS:

- Promoted via a monthly newsletter targeting all Foundational Training alumni; within INSIDE, the Crop Science global-intranet portal; using company community/social media sites; at events.
 - Activities are measured to determine which ones lead to higher usage rates of the Performance Support System.
- SkillCamp Online homepage is regularly updated with content and news that colleagues can use in their daily work.
- EPSS, including the search engine, underwent an overhaul.
- Content broken down into “step-task-action” structure to make it relevant to real work.

Overall, the SkillCamp team seeks to make the framework global with guidelines and even a policy to make it easy to spread learning based on performance-support principles. More specifically, the team sites three areas that will help strengthen the performance-support approach:

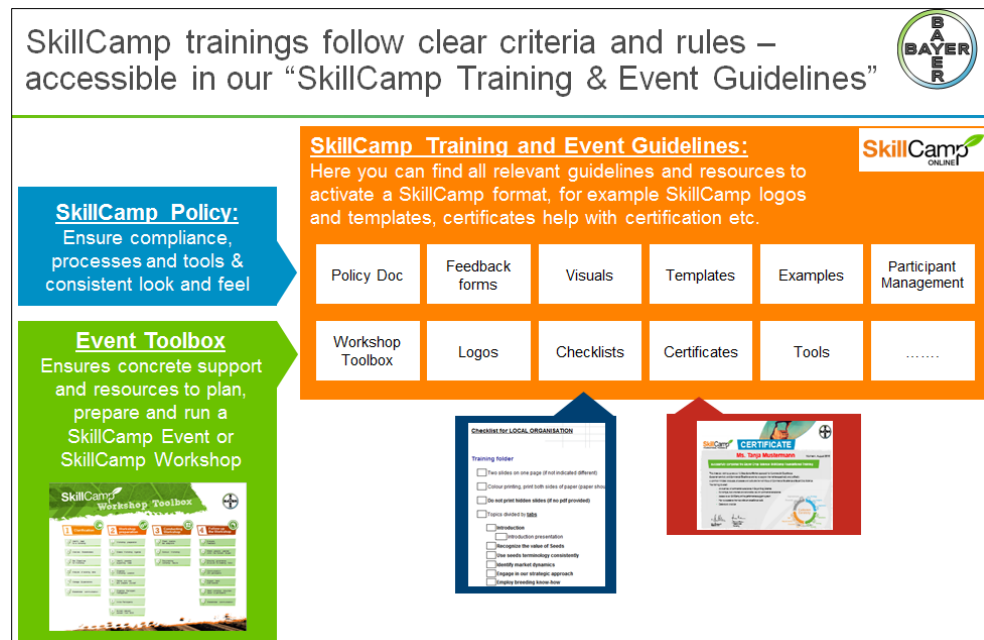
- **SkillCamp training and event guidelines.** Help activate SkillCamp formats locally, regionally, and globally by providing relevant guidelines and resources to activate the SkillCamp format, including logos, templates, visuals, feedback forms, and certificates.
- **SkillCamp policy.** Global training framework needs rules to ensure compliance, a common language, processes, and tools as well as a consistent look and feel.
- **SkillCamp event toolbox.** Concrete support and resources to plan, prepare, and run a SkillCamp event, such as a training or a workshop.

Figure 19: SkillCamp Localization Approach



Source: Bayer AG 2018

Figure 20: SkillCamp Training & Event Guidelines



Source: Bayer AG 2018

Figure 21: SkillCamp Event Toolbox



Source: Bayer AG 2018

Figure 22: SkillCamp User Example



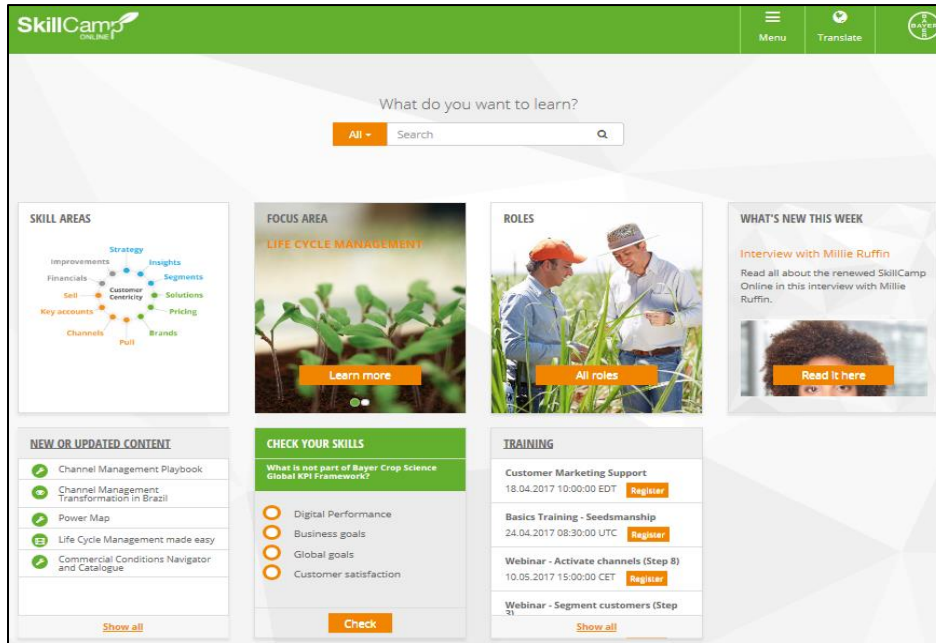
Source: Bayer AG 2018

Figure 23: SkillCamp daily work support opportunities



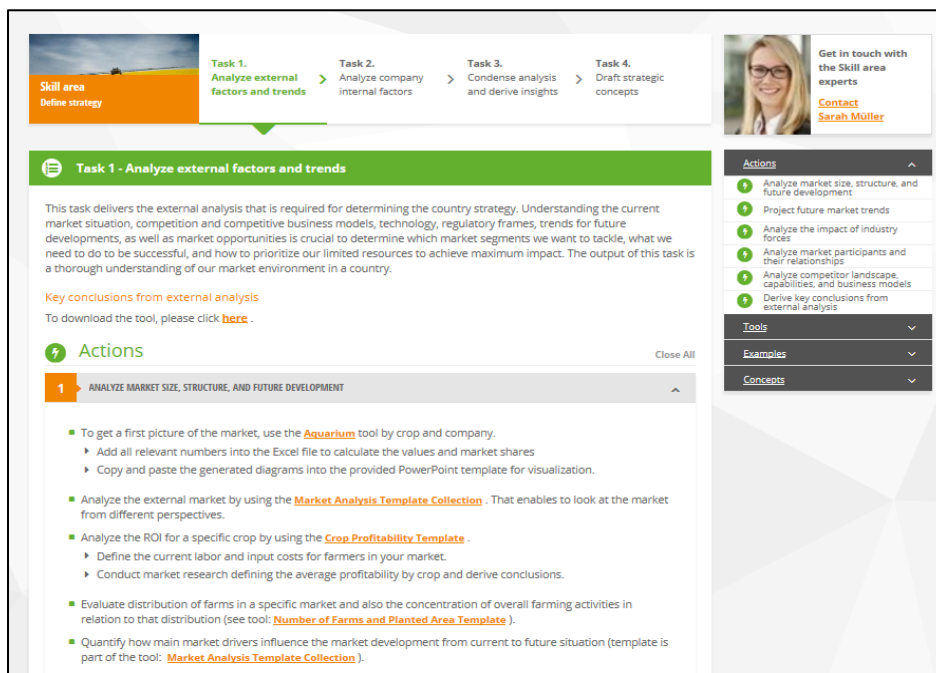
Source: Bayer AG 2018

Figure 24: New SkillCamp Homepage



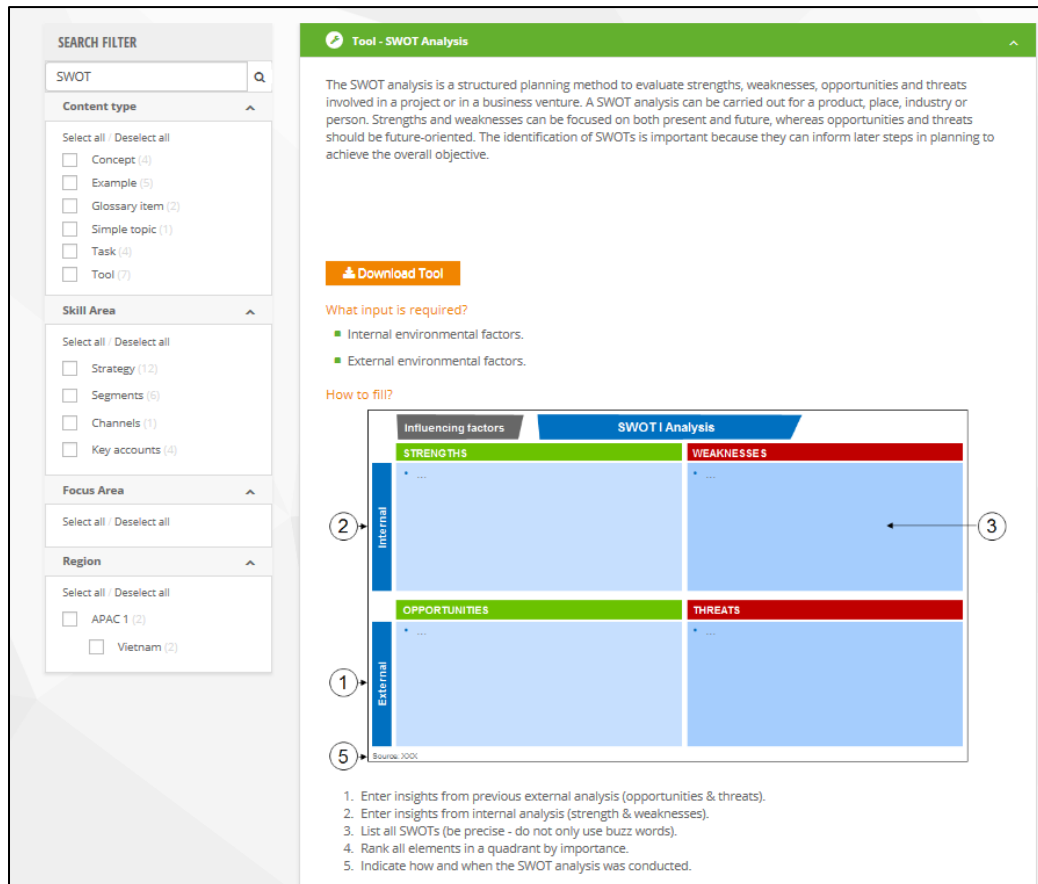
Source: Bayer AG 2018

Figure 25 SkillCamp Task-Action Structure



Source: Bayer AG 2018

Figure 26: SkillCamp Tool



SEARCH FILTER

SWOT

Content type

Select all / Deselect all

- Concept (4)
- Example (5)
- Glossary item (2)
- Simple topic (1)
- Task (4)
- Tool (7)

Skill Area

Select all / Deselect all

- Strategy (12)
- Segments (6)
- Channels (1)
- Key accounts (4)

Focus Area

Select all / Deselect all

Region

Select all / Deselect all

- APAC 1 (2)
- Vietnam (2)

Tool - SWOT Analysis

The SWOT analysis is a structured planning method to evaluate strengths, weaknesses, opportunities and threats involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. Strengths and weaknesses can be focused on both present and future, whereas opportunities and threats should be future-oriented. The identification of SWOTs is important because they can inform later steps in planning to achieve the overall objective.

[Download Tool](#)

What input is required?

- Internal environmental factors.
- External environmental factors.

How to fill?

	Influencing factors	SWOT Analysis	
		STRENGTHS	WEAKNESSES
Internal	2		3
External	1		
5	Source: 2000		

1. Enter insights from previous external analysis (opportunities & threats).
2. Enter insights from internal analysis (strength & weaknesses).
3. List all SWOTs (be precise - do not only use buzz words).
4. Rank all elements in a quadrant by importance.
5. Indicate how and when the SWOT analysis was conducted.

Source: Bayer AG 2018

Measurable Benefits

The SkillCamp team uses a metrics approach to pragmatically analyze what is measurable with acceptable investment and to evolve the learning framework, support change initiatives in Marketing & Sales, and help the individual to do a better job in their daily work.

The team combines a quantitative approach with a pragmatic qualitative and anecdotal approach using the Robert O. Brinkerhoff success-case method to find out whether the right learning resources are provided and if they have real impact.

The metrics approach supports the sustainable implementation of the train-transfer-sustain model that helps the organization and employees be successful.

Quarterly executive reports are shared with stakeholders, in the SkillCamp advocate community and community calls, and with newsletters across the global organization. Training results from SkillCamp are fed into global HR systems and the Bayer LMS to ensure global access to the data.

The team uses the findings to improve content, react to internal and external trends, adapt SkillCamp to evolving management and leadership priorities, and, of course, help learners apply the tools, resources, and content in their daily work.

Metrics Details

The metrics approach was initiated along with the setup of the SkillCamp program several years ago and refined along with the growth of content and structure of the SkillCamp learning framework.

The framework targets all Marketing and Sales units and colleagues in Bayer AG, spanning headquarters and country organizations.

Overall, the metrics approach can be broken into three levels of integration.

Level 1: Initial Objectives. In stakeholder interviews, the SkillCamp team learned that a successful learning approach needs common and consistently-used terminology, close cooperation between marketing and sales, relevant examples from Bayer AG and other industries, top-down support, and a close link to implementation. Based on this insight, the first milestones were defined.

- Train approximately 4,500 colleagues in marketing and sales functions using SkillCamp Foundational classroom training.
- Ensure a common mindset and language around the 12-Step Go-To-Market Approach.
- Provide relevant and actionable processes and tools for the daily work of those colleagues in an EPSS.

All of the initial objectives were achieved. Employees now use a common language and common processes for commercial excellence: If a marketing manager from Malaysia meets a colleague from India at a regional conference, they can quickly align and exchange their activities along the 12-Step Go-To-Market Approach. A sales manager from the U.S. can easily contact the right colleagues at headquarters for specific questions, and a manager from New Zealand can benefit from a case study provided in France. Common language, basic approaches, examples, tools, concepts, videos, and contacts are shared in the community via the EPSS.

Level 2: Learner performance. While it is difficult to relate any learning or training directly to business success using metrics such as market share or turnover, it is possible to link learner performance to successful learning and training initiatives. Borrowing on the Brinkerhoff model, the SkillCamp team conceives training and learning as a performance-improvement process of the individual. Performance improvement objectives are derived from business processes and, therefore, contribute to business success. Business success on the individual level can mean:

- **Greater business impact from training.** Example: A sales or marketing manager gains greater customer understanding based on a better leverage of customer insights.
- **Increased capability to achieve business results from learning.** Example: A sales or marketing person can easily find and use resources needed on the job.
- **Greater capability to meet emerging business needs.** Example: Staff can access emerging and existing trends for marketing campaigns as well as tools and how-to explanations about those tools.

As a result, five SkillCamp objectives were defined, and some indicators are used to measure them:

- Provide sustainable learning, i.e. learning that sticks.
- Help learners use available resources via the EPSS.
- Improve performance, such as effectiveness, speed, depth of knowledge, or contextual understanding.
- Improve sharing and community building across the organization globally, regionally and locally.
- Continuously improve content, learning material, know-how and messaging of Commercial Excellence.

Level 3: Focusing on impact. Currently, the SkillCamp team is in the process of understanding which specific metrics help to understand individual-performance improvements more deeply. This process leads to a pragmatic focus along the five goals that fit the business, which typically undergoes change all the time. It makes sense to adapt metrics reporting and communication to the changing needs while sticking to a sustainable and clearly-defined approach to ensure validity of collected data over time.

Level 3 takes the KPIs from level 2 that measure impact and adds KPIs and ways of measuring. The KPIs clearly show that SkillCamp has achieved its goals and is a strong contributor to the success of Bayer AG's strategy.

- More than 4,500 participants have benefited from the Performance Support approach.
- 85% of those report high or very high satisfaction with the Performance Support approach.
- More than 900 unique users sign into SkillCamp Online every month, representing roughly 50% of the core-target group.
- 10,000 tools and templates have been downloaded from the community, indicating strong use of the system, the new language, and the tools.
- On average, SkillCamp participants report strong integration of SkillCamp content into their daily work (4.2 out of 5).
- 75% report that their working behavior has changed through SkillCamp.
- 80% report that they now work better with their colleagues from other departments.

Future Outlook

The SkillCamp team is starting to evolve from Excel-based analysis towards a more tool-based approach by integrating relevant metrics and parts of the analysis into the EPSS structure.

Analysis of data becomes available in real time and is accessible by different user groups. In other words, metrics start to become scalable and available as a service for country organizations or individual departments in global or regional headquarters. This way, the metrics approach helps guide localization of the SkillCamp Learning Framework.

In the near future, the global Social Media platform will be integrated with SkillCamp Online, providing new insights into customer needs.

Finally, the metrics approach soon will automatically feed other Bayer systems, such as the global Learning Management System or HR reporting.

Figure 27: Quarterly Executive Summary Overview

SkillCamp Dashboard – Quarter 4 2016

Executive Summary

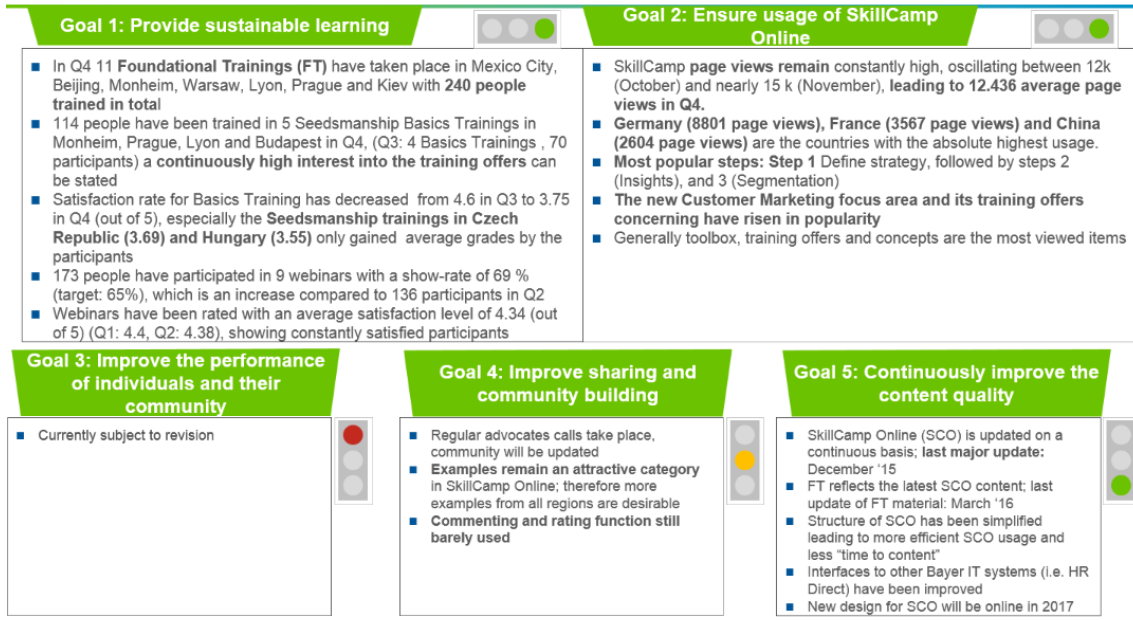
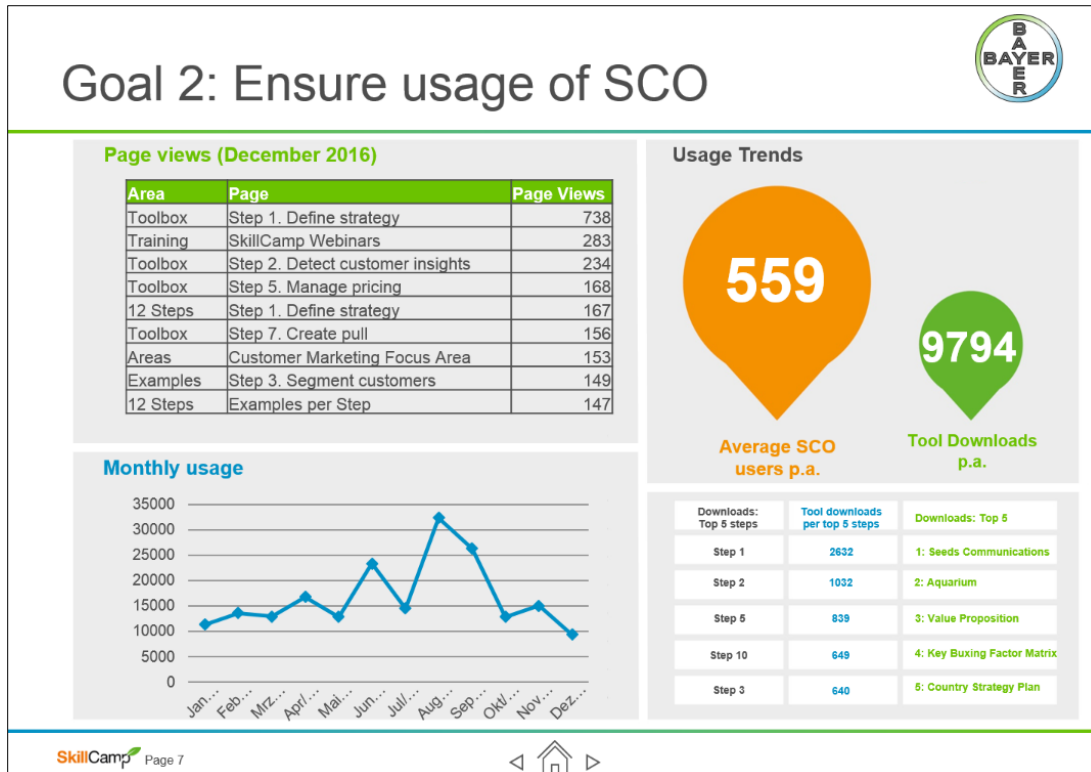


Figure 28: Participants' Training and Satisfaction Rates



Figure 29: Summary of Page Views, Tool Downloads and Average Users



Source: Bayer AG 2018

Overall

Key Learning

- Clarify & keep clarifying.** When embarking on large learning initiatives, it is important to clarify the objectives of the different stakeholders and establish a consensus on the way forward. In this case, it took approximately nine months and 50 stakeholder interviews to get clarity on what exactly SkillCamp should be. After four years, the key messages have proven right. But organizational changes, technological development, user needs, and exploding interest in this new approach consistently lead to an ongoing need to clarify what SkillCamp should or should not be.
- Establish clear milestones and objectives.** The program targets the majority of Bayer AG's M&S staff with Foundational Training and Performance Support. Thus, communication is essential, particularly to link SkillCamp learning and resources to strategic company goals and establish clear-learning objectives and relevant metrics for them.

- **Take the time.** It took roughly three years to spread SkillCamp throughout the organization and establish buy-in for it. SkillCamp was set up as a continuous initiative, not as a project. It was run successfully in the past before major evolutionary steps were taken.
- **Multiply.** In the beginning, it helps to define learning initiatives like SkillCamp as change initiatives. Once running, it is important to clearly identify champions or advocates to help drive the program and make it locally relevant. The SkillCamp team added a train-the-trainer approach for internal and external trainers and multipliers and enhanced communication with alumni and stakeholders to be able to “train what we do and do what we train.”
- **Support performance.** SkillCamp is on a continuous journey to reduce PowerPoint slides in the training context and, instead, explain where to find and how to apply relevant resources at the point of need of the individual learner via the EPSS.
- **Adding social media helps multiply understanding and use.** SkillCamp’s community site with such functions as sharing, commenting, and rating content has grown, and integration has started with the company-wide Social Media Platform.
- **Video is essential.** The SkillCamp team received more and more requests for video and developed the SkillCamp Video channel on the internal Bayer video platform, which is an optimized video site. However, the search engine for the Bayer AG videos is positioned directly in SkillCamp Online to make it easier for users to find what they need.

The SkillCamp learning framework now offers several learning formats, including webinars and classroom trainings, within the extensive performance-support approach. The team also has started personalizing more learning for specific roles and content areas.

The MySkillCamp project anchors commercial excellence in career development and inspires M&S employees to enhance their competencies to drive the company’s go-to-market strategy. That self-motivated development helps activate the company’s strategy in the countries.

MySkillCamp offers not only easy access to achieved learning levels and history but also an overview of available trainings, development options, and required competencies in a personalized dashboard.

Future Outlook

- Personalization will continue to shape learning and performance support to the needs of the individual employee.
- Integration of quantitative EPSS metrics, SkillCamp objectives, and qualitative results will lead to deeper understanding of learners' needs and a better link to business objectives.
- Demand for customized training and learning is expected to grow.
- More emphasis will be put on video. In particular, rapid growth is expected in "how-to" video demand.

The SkillCamp team also is working on localizing SkillCamp in a formalized manner so it has a more global framework with guidelines and policies that make it easier to shape learning for the individual learner while still being deeply rooted with performance support and company strategy.



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