# Case Study: Skills Assessment Tool for Bayer

**Customer:** Bayer
**Website:** www.bayer.com
**Industry:** Pharmaceuticals, Chemicals
**Company Size:** 113,000

**Services Provided:** business analysis, solution design & solution architecture, development, QA, deployment, project management, application support & maintenance

**Customer Profile:** Bayer, best known for chemicals and pharmaceuticals, is a global enterprise with core competencies in the fields of health care, agriculture, and high-tech materials. As an innovation company, it sets trends in research-intensive areas. Bayer's products and services are designed to benefit people and improve the quality of life. At the same time, the Bayer aims to create value through innovation, growth, and high earning power.

## Business Need

Bayer believes in empowering and enabling its workforce in order to achieve profitable growth, to produce talented leaders, and to gain a stronger position in the marketplace. Consequently, career guidance and planning are key aspects of Bayer's corporate culture.

With a team of over 2500 individuals located over 100 countries worldwide, Bayer wanted to improve consistency across marketing disciplines, markets, and targets quickly and effectively. Bayer's Human Resources and Marketing divisions needed to better understand the strengths and weaknesses of their current marketing team with the goal of leveraging skills and capabilities, while addressing any potential gaps and aligning their efforts. Alignment of Bayer's marketing division to the established corporate culture of the organization was a key driver of the initiative.

Communication was another area of concern, especially as geographic proximity among employees poses obvious challenges.

## PCIS' Solution

Bayer decided to introduce a tool that would assess the skill level of each employee, where the information collected would be used towards creating tailored, career development plans. Since an out-of-the-box solution could not address Bayer's unique business requirements, PCIS built a custom solution from scratch. Based on Bayer's unique capabilities model, a tool was developed to assess the skills of marketing staff across eight competencies, identifying target skill level according to role, division, and country. Supervisors can also assess the skills of their staff in the same eight areas. A final assessment report, viewable by both marketer and supervisor, is also generated.

## Benefits of the Custom-Developed Assessment Tool

By adopting the solution, marketers across all divisions of Bayer now have a clear definition of their expected skills and competencies according to their role. With this knowledge, workers can perform with greater assurance, aligning to their key accountabilities. Bayer's Human Resources and Marketing divisions also have the ability to manage and best utilize the talent and capabilities of its employees.

Marketers can more easily communicate with their supervisors and vice versa, regardless of geography or location. The tool encourages dialogue and enables transparency among staff.

Management also has the ability to run reports which determine company-wide region-, role-, and country-specific strengths and weaknesses among staff.

## Bayer's Results

A phased rollout was recommended and the tool was officially launched in June 2013. Over 40 beta users had initially signed up and over 300 marketers are now using the tool. The tool ultimately enables Bayer to promote their leading brands more consistently and effectively. With improved communication and well-defined responsibilities and accountabilities, employee satisfaction and retention have also increased.

## Other selected clients: