



Club Bayer

Pharmacy Engagement Solution



Reapplication Toolkit

Version 1.0
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TCS (Roll Out Deployment)



Purpose of this document

Show purpose, features, how to deploy and operate PES

This document introduces the global web platform Pharmacy Engagement Solution, known as **Club Bayer with its purpose, value propositions, key functionalities and content.**

It comes with **guidance and processes for rollout into the markets as well as for operations.**

The **document is intended as a quick-start for all parties responsible for deployment and operations** of the Bayer Club in the local markets, where the platform will or should be rolled out.

It is **not intended to be a complete project documentation.** You'll find links to detail information on many pages and in the chapter "Documentation and trainings".

If you need access rights or support for the platforms ([SharePoint/Teams](#), [Confluence](#), [Global Instance](#)), please contact Club Bayer Project Management.





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Introduction to Club Bayer

What is Club Bayer

**Objectives, Value Proposition,
Delivery**

Product Strategy



Pharmacy Engagement Solution (PES) – Our vision

PES is the Bayer sales service digital channel for HCPs

“...The one stop shopping channel where our customers can find all from Bayer...”

WHAT ARE THE OBJECTIVES?	WHAT IS THE VALUE PROPOSITION?	HOW ARE WE DELIVERING PES?
<ul style="list-style-type: none">// To grow HCPs engagement// To increase sell out// To improve Bayer's productivity// To collect Customers Data and Consents	<ul style="list-style-type: none">// For HCPs<ol style="list-style-type: none">1. To improve capabilities to recommend to consumers being rewarded & recognized,2. To increase sell out,3. To get additional incentive (pay per performance)// For Bayer<ol style="list-style-type: none">1. To increase sell in,2. To improve commercial activities' ROI by focusing on sell out,3. To integrate customers data on Bayer ecosystem	<ul style="list-style-type: none">// To grow HCPs engagement// To increase sell out// To improve Bayer's productivity// To collect Customers Data and Consents

“...CRM & PES are main key components from our customer platform...”

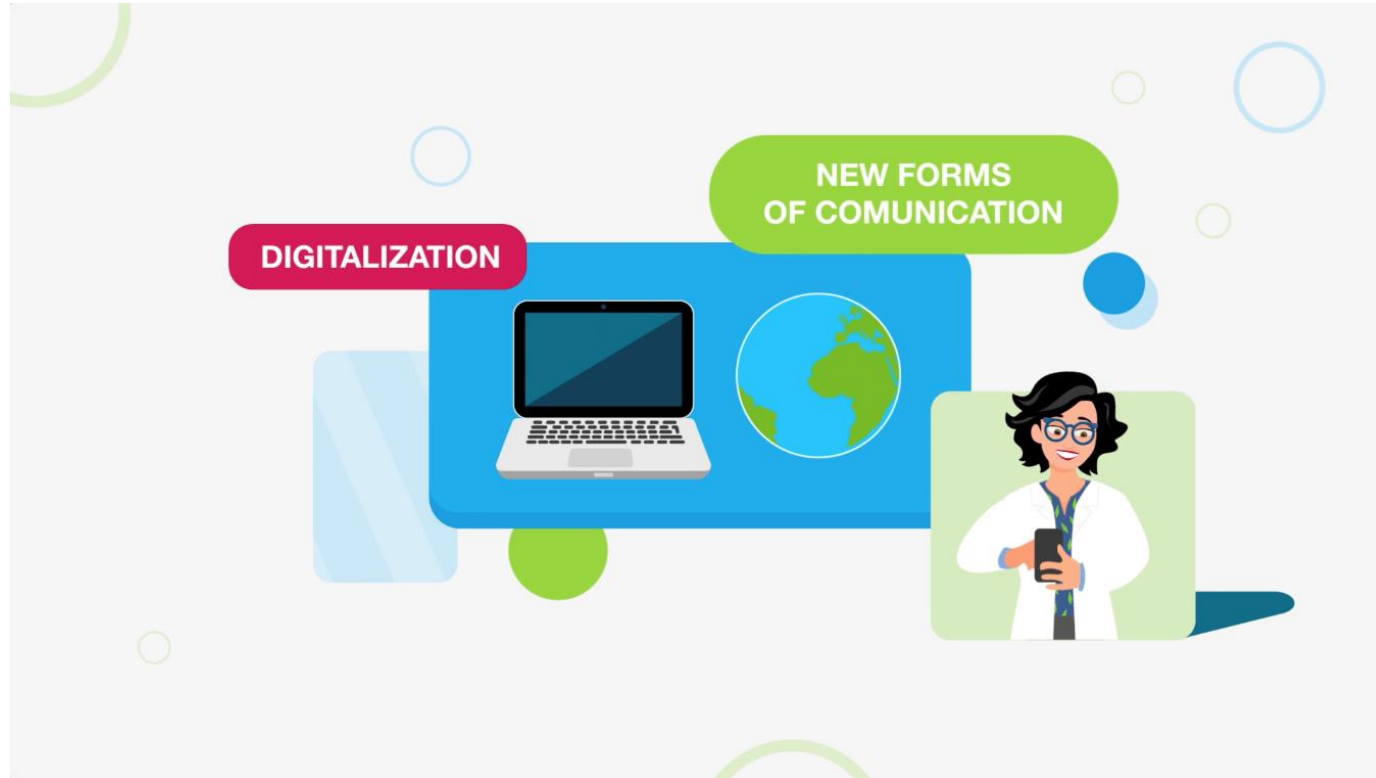


Pharmacy Engagement Solution

Video – What is Club Bayer?

Open video in browser

<https://hcp-club.bayer.com/what-is-club-bayer>





KSF: Driving HCP engagement through gamification & incentives

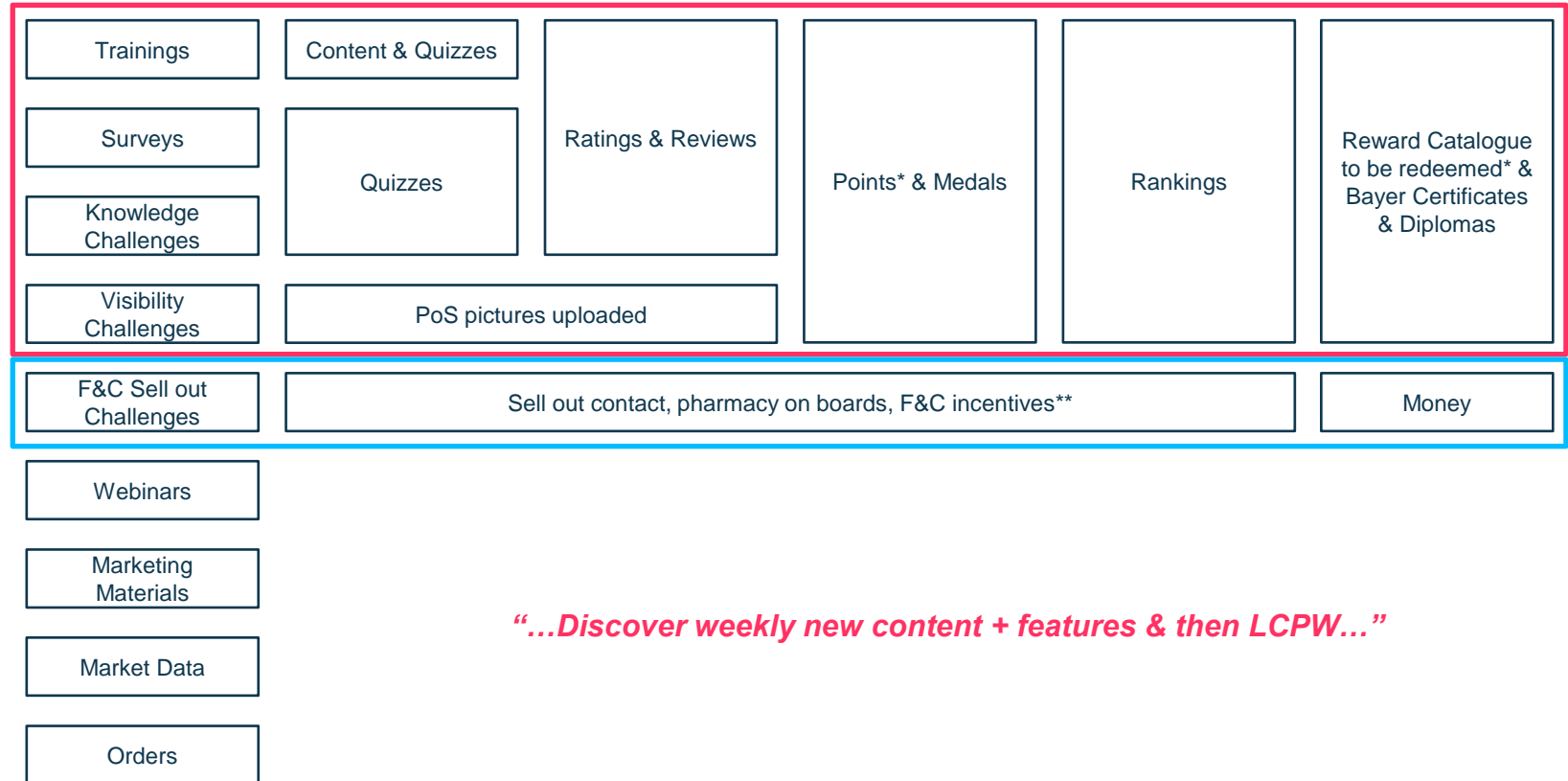
LCPW effect drives users to PES in a regular basis to engage them & promote self service features

LEARN
Improve your professional knowledge with our training courses.

CHALLENGE
Join the sell out, knowledge and visibility challenges of Club Bayer

PLAY
Answer the question of each training by doing different quizzes and earn points or medals diploma

WIN
Answer the question of each training by doing different quizzes and earn points or medals diploma



New

Not new Innovation

“...Discover weekly new content + features & then LCPW...”

* **New Points Incentive for F&C&M for Spain (NEW).** Regulatory & legal incentive framework fits with Local Trade Association Code for F&C&M. Approved locally (LPC Head, CH CDH, Iberia CEO, internal auditors), comfort letter from ANEFP Director (ANEFP is the Local Trade Association for OTC for General Healthcare Products).

Each Roll out country has to evaluate & define its local incentive framework according to “Global incentive framework” to be provided and local regulation.

** **F&C Sell out incentives for Spain:** Part of Bayer commercial policy & contracts.

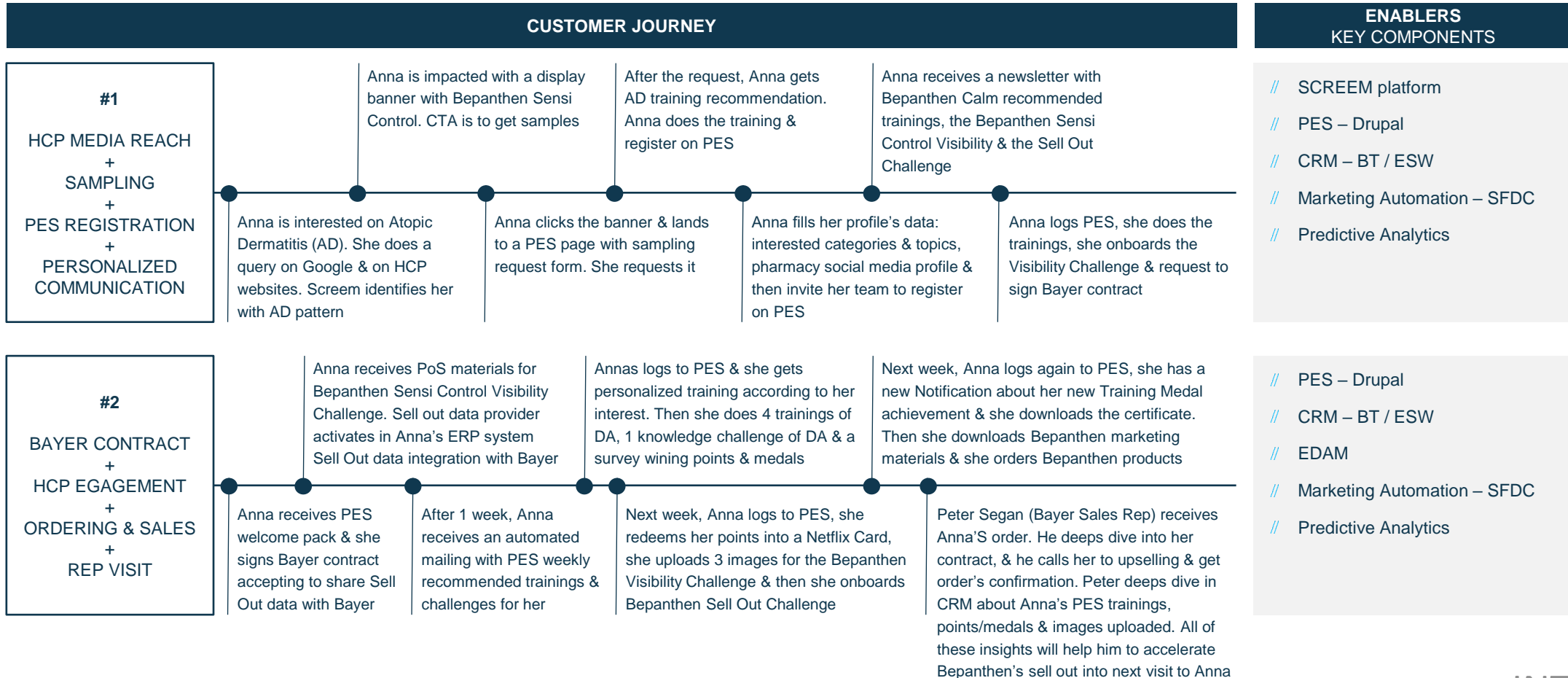


EMEA Digital Transformation Road Map – Connecting the dots

PES plays a key role connected to our customer platform components to deliver a seamless & personalized Customer Journey



Anna Smith
39 years old, Married, 2 kids
Owner of Smith Pharmacy, Barcelona
Gold Pharmacy, Anna has a team of 5 staff





Club Bayer Pharmacy Engagement Solution

(PES)

-
- ... known also as '**HCP engagement solution**' or '**Club Bayer**', is the standard pharmacy engagement solution for EMEA region. **HCP Portal** will migrate to this solution. **No additional local** Pharmacists' oriented digital solutions should be developed.

 - ... as a product, **provides various tools** and benefits to pharmacy staff to improve their engagement, education and sales in order to better serve patients and consumers.

 - ... uses **economies of scale** while preserving a degree of flexibility required by markets by selecting specific features to be localized and activated locally.

 - ... is a part of **EMEA CUEX digital activation plan 2020+** & part of **CUEX blueprint**



Club Bayer Centralized Product Strategy

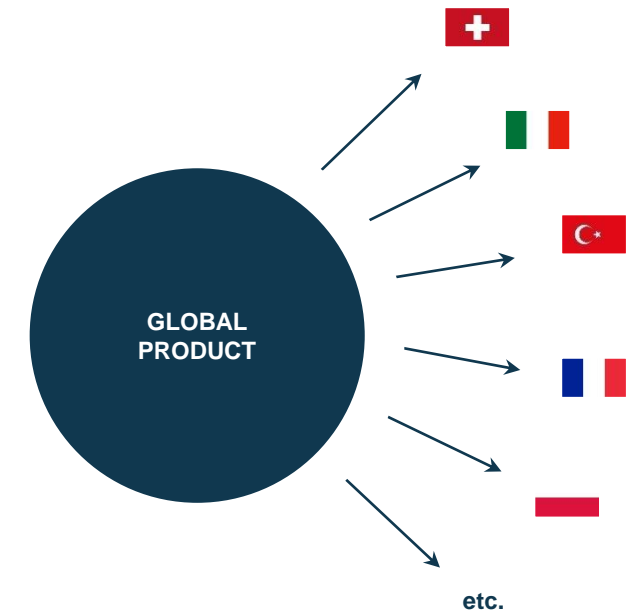
Leveraging global synergies: Create once, deliver at scale

Club Bayer follows a centralized product approach. It **provides a common structure and design language** as well as **a set of functionalities and content** of the Club Bayer Website.

The product is developed by a global team and then copied and customized as separate instances to country markets.

This approach **leverages synergies** between markets, ensures **constant high quality and state of the art market websites** while **keeping a degree of flexibility for each market.**

Club Bayer follows **standards** (design, UX, code, security) and standard processes **are available to allow markets to focus on content and communication rather than processes and technology.** To an extent, each market can configure their own website according to their requirements.



Global product copied to local instances



Club Bayer Showcase

Features and functionalities
Systems architecture



Club Bayer Features

OUT-OF-THE-BOX FEATURES

- // Ready for all devices (desktop, tablet, mobile)
- // Theme in accordance with Bayer Corporate Identity
- // Content Management System
- // User Management and Profiles
- // User Consent
- // Multilingual support
- // Gamified trainings, quizzes, tools
- // Video Player
- // Salesforce CRM interface
- // Corporate Standard Analytics Google 360

COMPLIANCE AND SECURITY

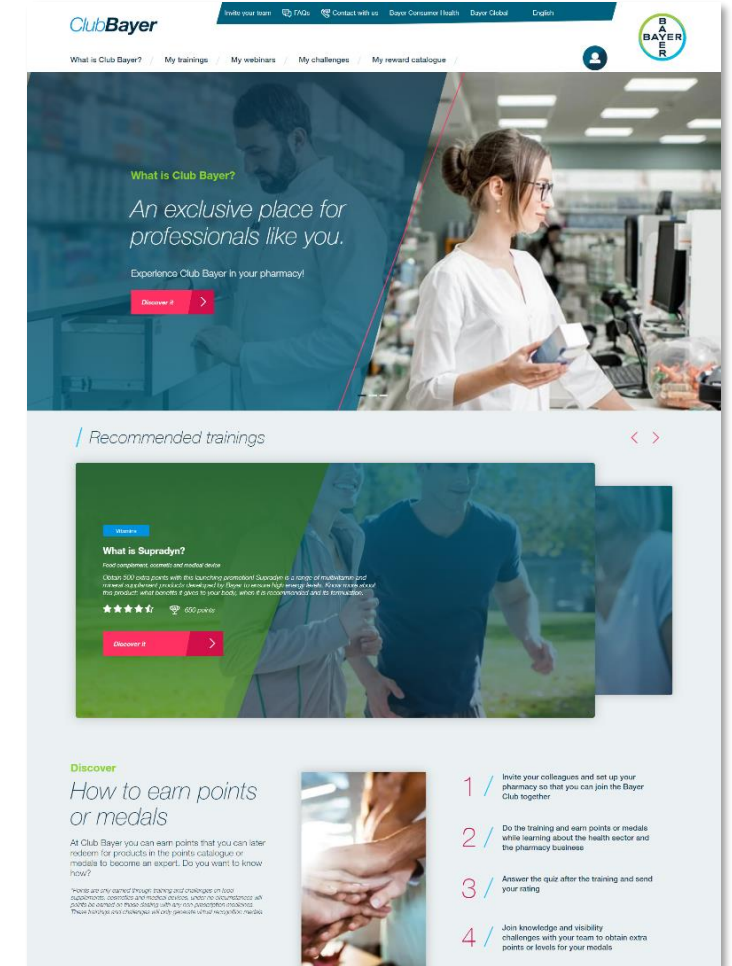
- // GDPR compliance
- // SSL secured
- // Log-in protected content areas

CONTENT

- // Proposal for sitemap/ structure
- // Launch Content in English (first iteration)

STRATEGY, GOVERNANCE, OPERATIONS

- // Product evolution: newly developed features will be available to be rolled out to market portals
- // Centrally provided hosting
- // Multilateral knowledge and best practice sharing
- // Sharing of website content and marketing materials



For a live demo, create a new account at:

<https://hcp-club.bayer.com>



Features and modules

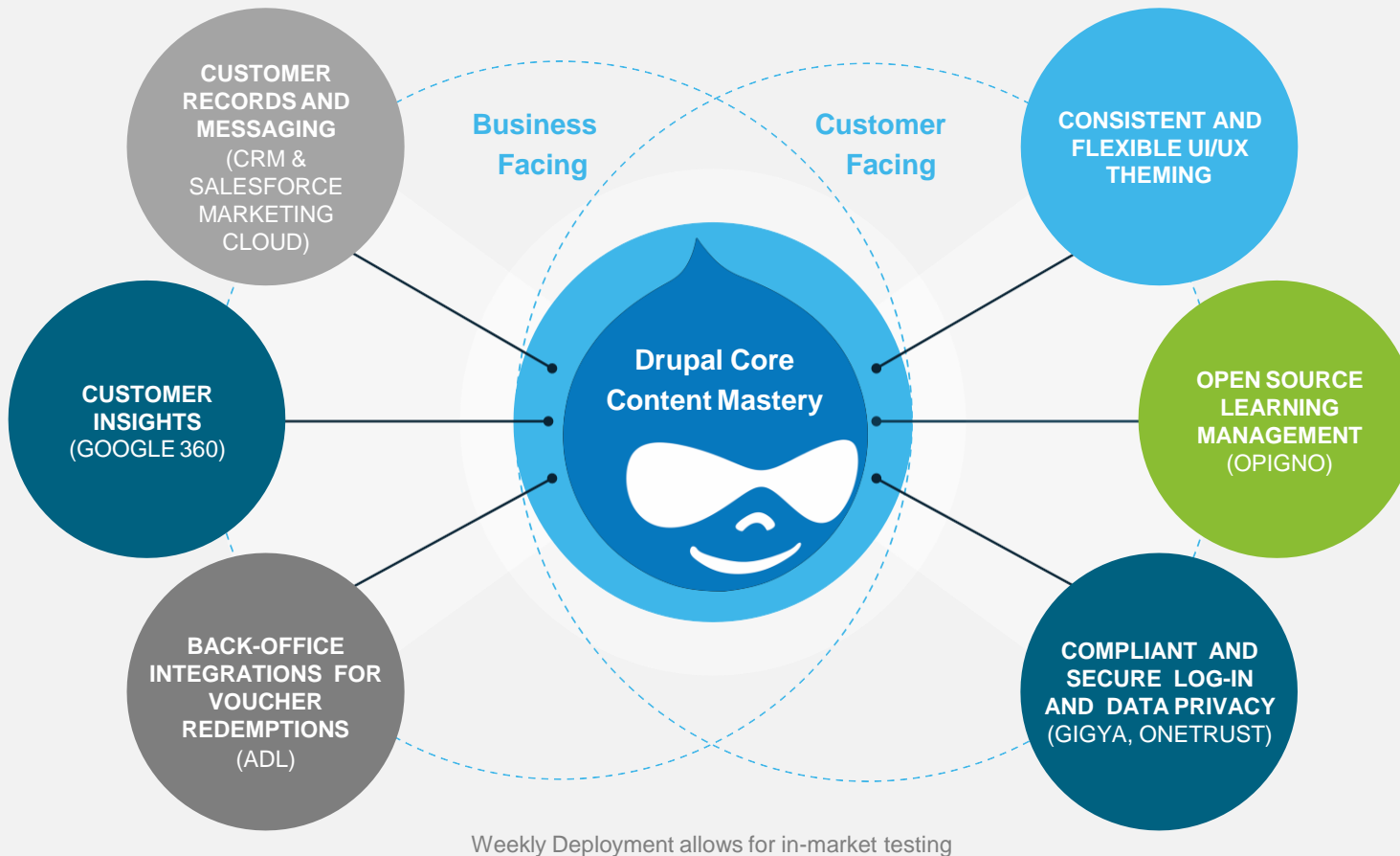
Built in a modular way, integrated to key customer components, scalable & flexible to be customized

MAIN MODULES	USE CASES
<ul style="list-style-type: none">Pharmacy & users accountTraining & QuizzesKnowledge Challenges & SurveysVisibility ChallengesRewardsMedals & CertificatesSell-out ChallengesDashboardsInterphasesMarketing MaterialsMarket DataOnline meetings & eventsOrders	<ul style="list-style-type: none">Pharmacy & staff can register, edit account data, approve team requests, consult points/medals, activity, favoritesE-learning module that allows users to consume Training content & answer quizzes in order to win points or medalsUsers can participate in temporary knowledge challenges & surveys in order to win points or medalsUsers can participate in temporary visibility challenges uploading pictures from the PoS in order to win points or medalsUsers can redeem points won through a reward catalogueUsers can win medals & certificates according to the trainings & challenges onboardedPharmacies can participate in temporary F&C sell out challenges driving sell-out growth & winning pharmacy moneyUser admin can download key KPIsCustomer & user data & Bayer assets flow automatically among different key components: CRM, Marketing cloud, EDAMUsers can download all Bayer marketing materials (POSM, packshots, digital assets etc.)Allow customers to evaluate their business vs the surrounding environmentUsers can e-meet with Bayer through edetailing, webinars, streaming events with KOLCustomers to be able to track orders, to take an order & to accept a suggested order - MyOrders integration



Systems architecture overview

Open Source core integrating agnostically



CONTENT PERSONALISATION

Ready to bolt-on **Personalisation Engine supporting rapid A-B testing of content and imagery**, provided by Acquia Lift is part of the global Website Factory contract with Acquia.

OVER 300 ADDITIONAL BAYER MODULES

Bayer Consumer Health and Bayer Pharma have **already developed over 300 additional functional and experience enriching modules** which can be easily added to PES.



Market setup and Roll-out

Phases and timelines

Customization

Market team roles

Market team operation model

Migration of existing platforms



Key success factors for roll out and activation

REUSABILITY & NEW FEATURES ROAD MAP

REWARD CATALOGUE AND SELL-OUT CHALLENGES

HIGH QUALITY TRAINING CONTENT

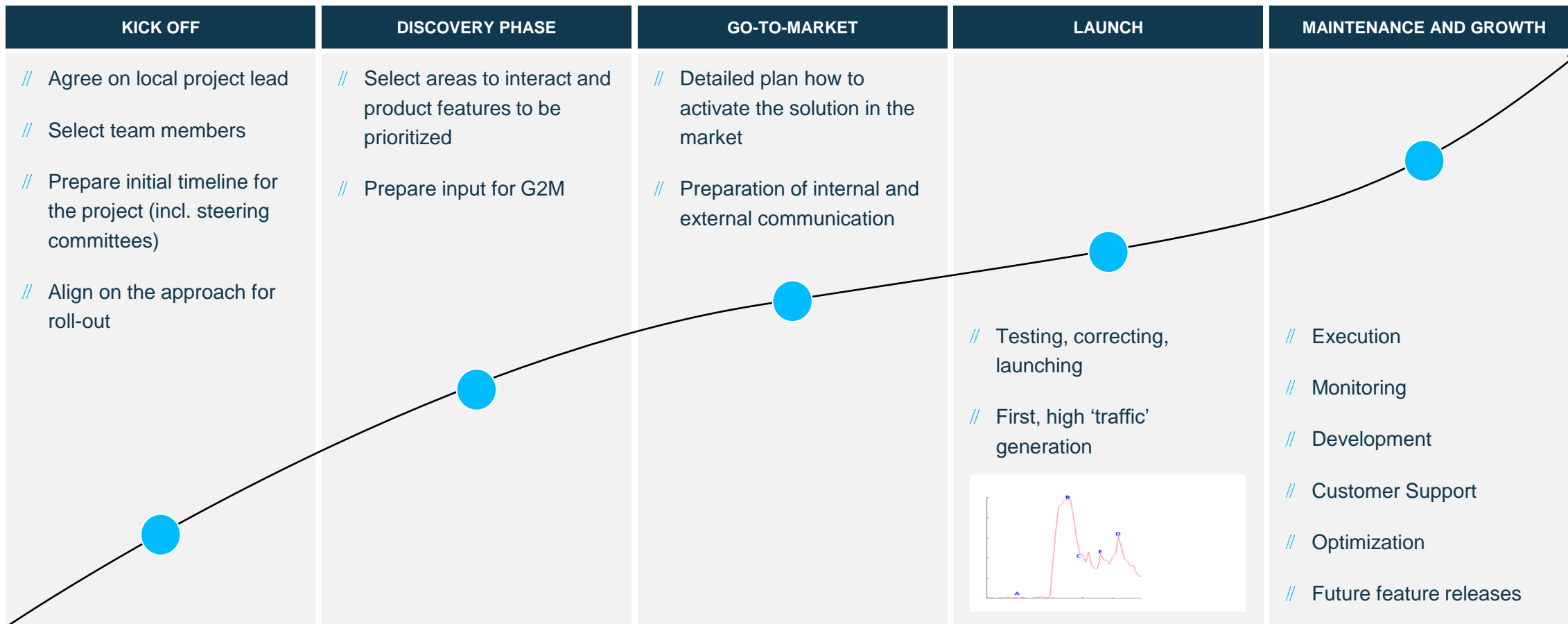
AT THE CENTER OF COMMERCIAL STRATEGY

SALES REPS ARE KEY FOR MEMBER ACTIVATION



Roll-out and activation roadmap

Five phases to start, run and optimise Club Bayer in a market





Customization: Scope and Limits

Different customization efforts for lead markets and reapplication markets

Prior launch, **requirements from a market will be collected** and **aligned with the features** of Club Bayer. We aim to keep the **customization efforts as lean as possible**.

LEAD MARKETS	REAPPLICATION MARKETS
<ul style="list-style-type: none">// Can require additional features and functionalities. Requirements will be reviewed by Global and, if approved, developed.// As a rule of thumb, if customization efforts take longer than usual launch time, the launch will be postponed or with less customization.	<ul style="list-style-type: none">// Should implement Club Bayer as-is.// However, if they require a feature that is valuable to several markets, this could be approved by global and integrated after launch.// Legal/ compliance requirements will be considered separately.// Exceptions need to be approved by Global.



Club Bayer Market Team roles

Each market needs to set up a dedicated team for roll-out



Project Leader

Coordination of country rollout & stakeholder management.



Budget owner

Provide spend and activity perspective from business.



Marketing Partner

Responsible for roll-out strategy preparation.



Sales and trade marketing Partner

Responsible for roll-out strategy preparation and execution.



Finance Business Partner

Bring specific insight regarding the financial perspective of the project.



Medical Partner

Takes care of validity of communication considering medical message.



Legal and Compliance Partner

Assures all actions are according to local legal system and BCH compliance rules.



IT business partner

Supports the country rollout from technical side. In contact with Global IT *product* infrastructure.



Market operation model: Local team running the market instance

We suggest two models to choose from:

IN-HOUSE OPERATIONS

- // 1 FTE dedicated for local Club Bayer instance acting as project lead
- // Managing the platform and platform operations
- // Developing content plan (incl. Trainings, challenges)
- // Developing and executing growth strategy

In lead markets, additionally

- // Identifying and prioritizing new requirements by users and local organization
- // Developing strategic plan for the local instance

OUTSOURCE OPERATIONS

- // 20% of a Trade manager overseeing Club Bayer acting as project lead
- // Outsourcing operations to agency partner
- // Managing and enabling the agency partner to operate the local platform
- // Refine and approve content plan and growth strategy defined by agency partner

In lead markets, additionally

- // Identifying and prioritizing new requirements by users and local organization
- // Developing strategic plan for the local instance

Please note that numbers are only indications.
Especially lead markets may need more assignment.



Existing customer engagement platforms will be migrated

How to migrate from a legacy platform to club Bayer

- // Migrate Customer Data
- // Ensure Data privacy
- // Localize Content
- // Migrate Users
- // Reconnect systems (e. g. CRM)
- // Re-Link URLs
- // Communicate the new platform to users



Roll-out: Complementary Material

// Rollout Toolkit

<https://hcp-club.bayer.com/roll-out-toolkit>

// Rollout Checklist (Example from Global, will be setup for every country)

<https://bayerweb.atlassian.net/secure/RapidBoard.jspa?rapidView=820&projectKey=ACRT>

// Go-Live Checklist

<https://bayerweb.atlassian.net/wiki/spaces/BCDR/pages/2291335208/Generic+Template>



Operations

Roles and responsibilities

Market operation models

Content production

Meetings & Cadences

Performance measurement

Technical Support



Roles, Responsibilities and Funding

Monetary and operational effort is shared by global and markets

CORE PLATFORM FEATURES, PLATFORM EVOLUTION, HOSTING	<ul style="list-style-type: none">// Global provides core platform features and updates according to the long-term feature roadmap// Global provides hosting and maintenance
ADDITIONAL REQUIREMENTS BY MARKETS	<ul style="list-style-type: none">// Every market requirement additional to “core features” goes through a global governance instance to be validated and prioritized// Legal requirements with high priority (fast track)// API/interface to local market systems// Feature requests/ innovation by feasibility and global usefulness
CONTENT AND EDITORIAL GENERATION	<ul style="list-style-type: none">// Lead markets define conceptual requirements regarding content; global agency partner creates content in required language.// Reapplication markets use lead market’s content// Content sharing between (lead) markets is encouraged// Content ‘starter kit’ will be provided in English; can be translated by global agency partner upon request
CONTENT AND USER MANAGEMENT	<ul style="list-style-type: none">// Content and user management is funded by markets// Content and user management is handled by global agency partner.
LEGAL, COMPLIANCE	<ul style="list-style-type: none">// Legal, Compliance and the corresponding business processes are managed by markets



Content Localization and production processes

Club Bayer comes with a set of preproduced content in English.

All content production and localization is carried out by the global agency partner KeC (part of WPP Group).

Translation of existing content

BRIEFING	TRANSLATION	DESIGN & PRODUCTION	VOICEOVER (ONLY FOR VIDEOS)	UPLOAD
Rebriefing by agency	Feedback by Bayer Rework by agency Approval by Bayer	Feedback Rework Approval	Feedback Rework Approval	

Development of new content

BRIEFING	CONCEPT OF THEMES/ FORMATS	WRITING	DESIGN & PRODUCTION	UPLOAD
Rebriefing by agency	Feedback by Bayer Rework by agency Approval by Bayer	Feedback Rework Approval	Feedback Rework Approval	

Note that any of the stages after briefing can take 1 to 3 weeks, depending on content volume and format.

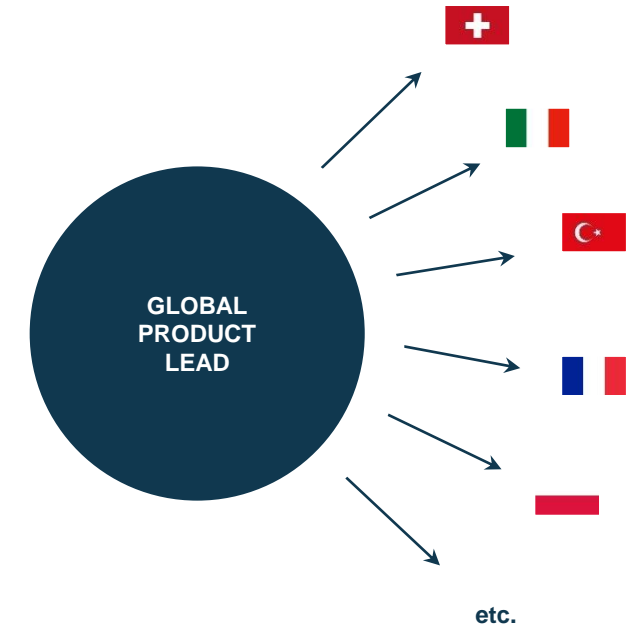


Global Club Bayer exchange committee

Regular exchange between all markets for learning and leveraging global experiences and lessons learned

We conduct a monthly exchange call between market instance leaders and the global Club Bayer leads to exchange learnings, best practices and requirements

- // What worked, what not - in terms of content, challenges, trainings, operations or other tactics
- // New content, challenges, trainings to share
- // New functional requirements or feature requests by lead markets
- // What do we need to create in order to help the markets to perform?



Project leads of local instances
1 person per market



Measurements to track the success and allow course correction

QUALITATIVE

- // **Usability** better sales experience, joining challenges (gamification) and motivating the team
- // **Engagement** joining challenges (gamification), consuming and rating training content, using the available tools (chats, agenda, etc.)
- // **Loyalty** with a gamification system for pharmacists and also for the sales force
- // **Professional skills upgrade** more business and healthcare knowledge thanks to the training content

QUANTITATIVE

- // Digital KPIs (bounce rate, CTC, CTR, site visits, monthly active users (MAU), etc.)
- // # (value) of orders taken
- // # of trainings completed / trained personnel
- // # of log-ins
- // # of active users
- // Sell-out growth
- // Points won by users
- // Other locally identified



KPIS Framework. How we measure the success of PES local activation

These key metrics are defined at EMEA level. Countries need to set local targets

PRIMARY KPIS AFTER 6 MONTHS OF GO LIVE	METRIC	TARGET %	TARGET VALUE	DELIVERED LAST UPDATE	TO BE DELIVER END OF PERIOD (ESTIMATE)
	# Pharmacies registered	x% of visited	y	z1	z2
	# HCPs registered	x% of HCPs visited	y	z1	z2
	% Monthly Active users (winning points or medals)	x% of approved users	-	y% y users	z%
	% Sell out growth (active pharmacies on PES vs pharmacies not in PES)	x%	-	y	z

SECONDARY KPIS AFTER 6 MONTHS OF GO LIVE	METRIC	TARGET %	TARGET VALUE	DELIVERED LAST UPDATE	TO BE DELIVER END OF PERIOD (ESTIMATE)
	# Avge minutes per session	-	x mins	y mins	z mins
	# Monthly Avge Trainings completed per active user	-	x	y	z
	# Total trainings delivered	-	x	y	z
	% Points redeemed vs potential points to be redeemed	x%	-	y	z

Country can add / modify
Secondary KPIS

Analytics Report/ Dashboard
An analytics dashboard was created for the Spanish market with Web performance data collected by Google Analytics and Business performance by Drupal. You can [download an example of the Dashboard](#).



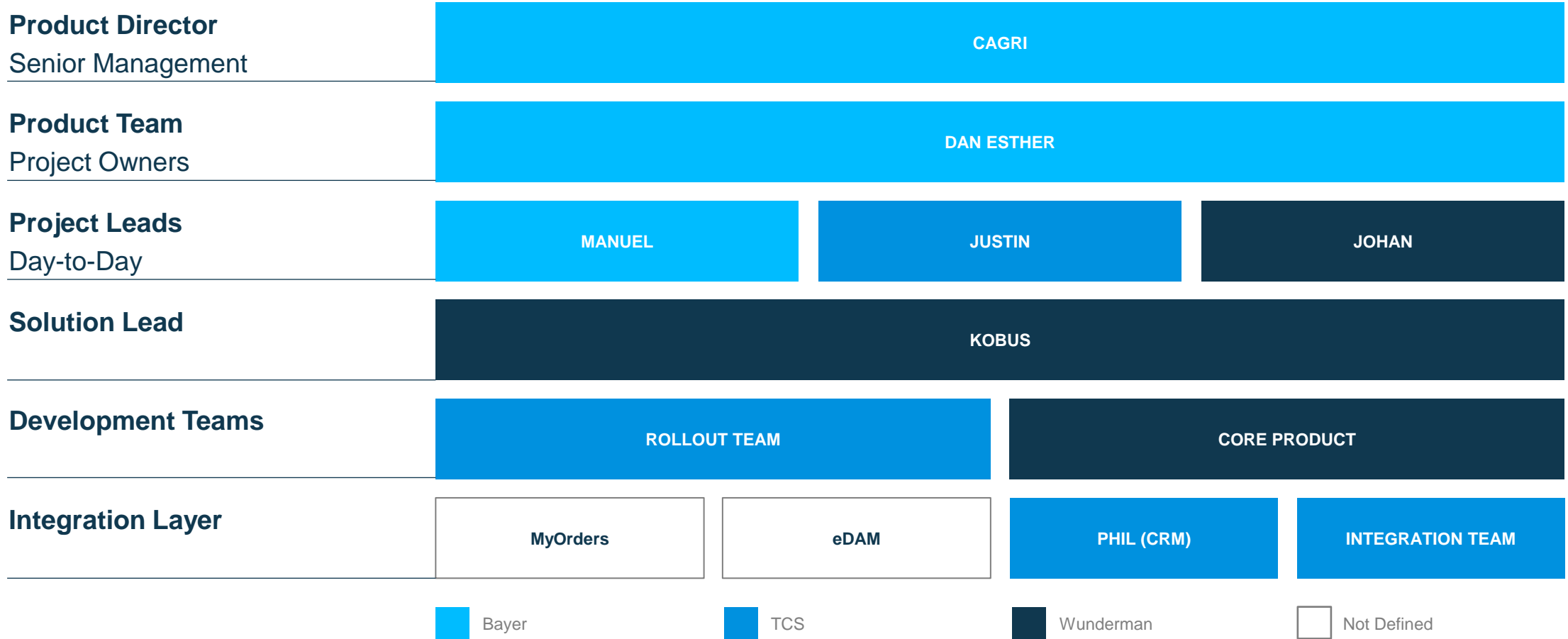
KPIS Framework. How we measure the success of PES local activation

Spain Pilot - 1,5 months since the Go Live. Very good feedback & results from the pilot.
Data updated on 30th Nov.

		METRIC	TARGET %	TARGET VALUE	DELIVERED LAST UPDATE	TO BE DELIVER END OF PERIOD (ESTIMATE)
PRIMARY KPIS AFTER 6 MONTHS OF GO LIVE		# Pharmacies registered	44% of visited	4,000	1,767	5,500
		# HCPs registered	27% of HCPs visited	10,000	4,322	12,000
		% Monthly Active users (winning points or medals)	20% of approved users	-	28% <i>1,095 users</i>	25%
		% Sell out growth (active pharmacies on PES vs pharmacies not in PES)	20%	-	NA	NA
SECONDARY KPIS AFTER 6 MONTHS OF GO LIVE		# Avge minutes per session	-	8 mins	10 mins	10 mins
		# Monthly Avge Trainings completed per active user	-	4	NA	NA
		# Total trainings delivered	-	60,000	40,000	80,000
		% Points redeemed vs potential points to be redeemed	30%	-	NA	NA



Day 2 Technical Team





Technical Support

Once a market instance is live, our dedicated support help desk becomes your primary source of raising tickets and troubleshooting technical issues. Two options:

Option 1 –
Log a support ticket

Option 2 –

- A) Email the support team (Fast Track)**
- B) Email the support team (Standard)**



Technical Support – Option 1

Option 1 – Log a Support Ticket

Visit the Bayer Service Now portal: go/IT4U

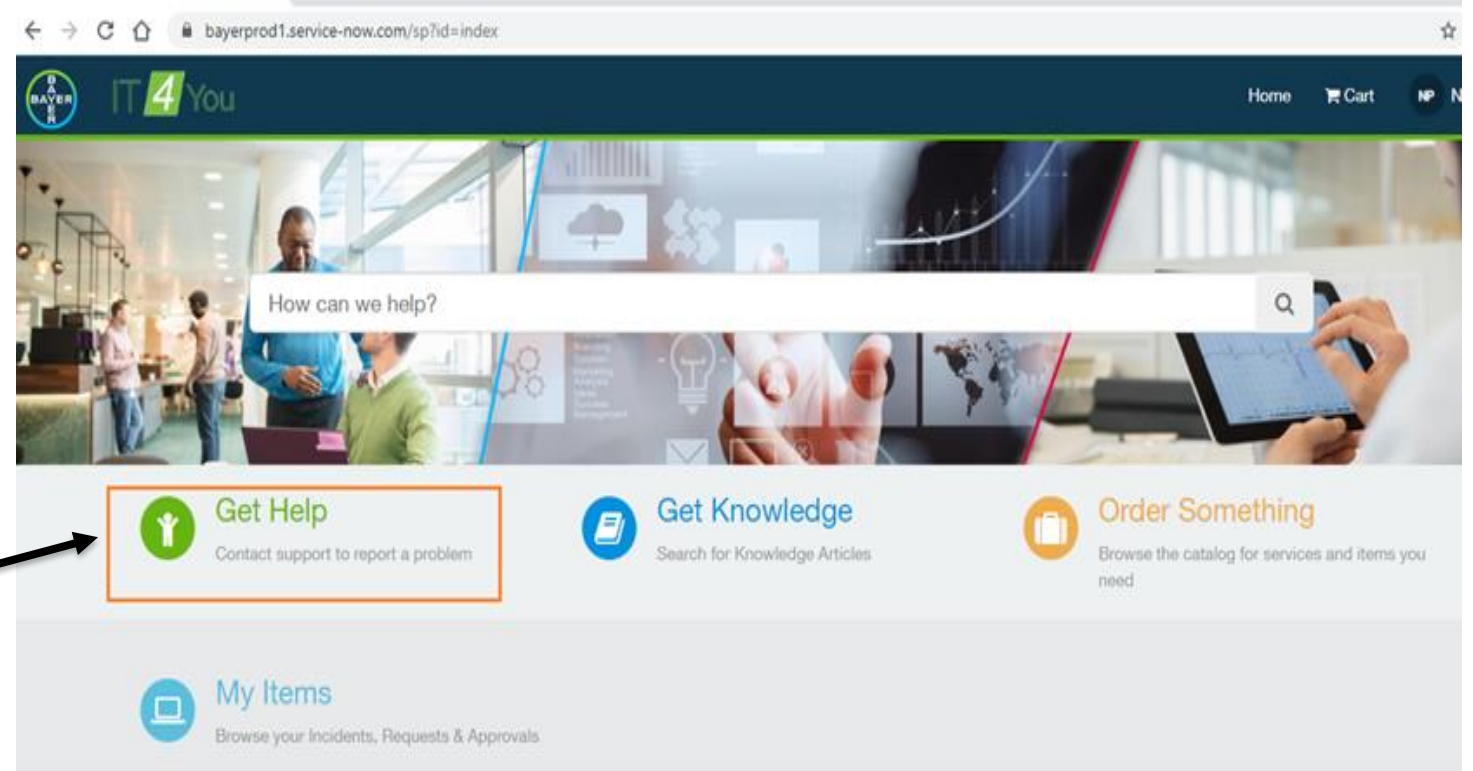
<http://go/it4you>

or

<https://bayerprod1.service-now.com/sp>

(Pre-requisite: User should have access to IT4U)

Select the "Get Help" option here





Technical Support – Option 1

Bayer Service now portal: go/IT4U

Choose the fields as below:

- Process/Process cluster: [M&S – Digital Marketing](#)
- Application/System: [Pharmacy Engagement Solution](#)
- Choose urgency based on the impact and criticality of the issue, also fill the mandatory fields to capture the details of the issue and submit the request

A ticket will be created against PES Support group in TCS Service Now

The screenshot shows the 'Create New Incident' form in the IT4U portal. The form includes the following fields and options:

- Caller/Service Recipient:** Neethu Paul (with an 'x' icon to remove)
- Additional Contact:** (empty field)
- Checkboxes:** I want to categorize my Incident
- Process / Process cluster:** M&S - Digital Marketing (highlighted with a red box)
- Application / System:** Pharmacy Engagement Solution (highlighted with a red box)
- Urgency:** 4 - Normal
- Title:** (mandatory field, currently empty)

On the right side of the form, there is a 'Submit' button and a 'Required information' section with a 'Title' field and a 'Detailed description of the issue:' field.



Technical Support – Option 2A

Send email to PES Fasttrack email account in the issue template format: PESSupport@bayer.com

(Template found on Slide #37)

- When an email is received, an incident is automatically created and will be assigned to the PES Support receiver group in TCS Service Now. All the members of the group will receive notifications through email.
- User doesn't need access to IT4U
- Here is a sample email



To

o pessupport@bayer.com

Cc

Subject

Hi Team,

Please assist on this issue

Impacted site (URL)	Issue description	Reported time	Reported by (EMAIL ID)	Error screenshot (YES/NO) - Select YES if the screenshot is attached, if not, Select NO	Functionality/Module impacted	Priority
club.bayer.es	user not able to register, 2 users impacted	29/11/2020 12:03:54 PM	abc@xyz.com	YES	User registration	Average



Technical Support – Option 2B

Send email to PES support group in the issue template format: pes_support@bayer.com

(Template found on Slide #37)

- Although Fasttrack email is configured, user can also send issues to this email account. However, automatic incident creation will not happen in this case. Support team will manually create a ticket in IT4U on behalf of the requestor by following the steps outlined.
- User doesn't need access to IT4U
- Here is a sample email

Send

Subject User not able to register in club.bayer.es

Hi Team,

Please assist on this issue.

Impacted site (URL)	Issue description (Include details of the impact as well)	Reported time	Reported by (EMAIL ID)	Error screenshot (YES/NO - Select YES if the screenshot is attached to the mail, if not, Select NO)	Functionality/Module impacted	Priority (Normal, Average, High, Critical)
club.bayer.es	Users not able to register due to an error, 2 users are impacted	29/11/2020 08:52:04 AM	abc@xyz.com	YES	User registration	Average





Technical Support – Option 2A/2B Template

Impacted Site (URL)	Issue Description (include details of the impact)	Reported Date & Time	Reported by (Email Address)	Error Screenshot (YES/NO - Select YES if the screenshot is attached to the mail, if not, Select NO)	Functionality/Module Impacted	Priority (Normal, Average, High, Critical)



Activation

Go to market strategy

Lessons learned from other launches

Existing “go to market” materials



Go to market strategy in 3 phases

The successful Spain launch model can be reapplied to other markets

We advise to conduct a staged launch. Markets may adapt Spain' three-wave model for their own specific context and capabilities:

Month 1 Wave 1 – Pilot launch with small number of users

The closest pharmacies to Bayer Spain were selected and the sales reps approached and presented the Club Bayer solution to them. They got a user account and we collected feedback on the functionalities, content, and general testing. (Example for first segment: just one city or “friendly pharmacies”).

Month 2 Wave 2 – Phase 1 launch – Scale to all visited pharmacies with sales rep support

Launch to all visited pharmacies from Bayer with a newsletter to the owners and the sales rep activation to introduce Club Bayer. Registration was done with a link with a token & a Bayer Code is going to be added to all visited pharmacies in order to simplify the register process.

Month 3 Wave 3 – Phase 2 Launch – Rollout to non visited ones, advertise

The roll out to non visited pharmacies will be done after the launch of visited pharmacies from Bayer.



Lessons from markets which already have deployed

Crucial parameters for a successful launch and go-to market

1. Get to know the product! Familiarize yourself with the global instance so you can see what Club Bayer offers.
2. Have adequate team allocation / assignment: Time, skills, decision competence
3. Integrate legal/ regulatory from the beginning
4. Embed marketing planning (brand plans) in customer excellence playbook
5. Conduct Sales rep training upfront
6. Incentivize Sales reps to invite their contacts
7. Ensure having a working, lean registration process
8. Facilitate activation of new members and migrated members
9. Define strategies to drive traffic. Each country is different!
10. Decisions should be driven by customer panel
11. Provide enough content to users from the start – i.e., 5 hours of training from the launch on.
But don't post all of your content at launch. Post from time to time to keep your mileage.
12. Keep in mind: It's a global product with many configuration options to your country needs. New requirements (change requests) will be evaluated and prioritized by the global team before developing them. New features will be available for all markets!



Activation: Complementary marketing material

Assets originally created for the Spain launch can be localized for each country

Link to [Sharepoint/ Teams Folder](#) or separate assets

[Welcome newsletter](#) email in which we introduce them to Club Bayer and encourage them to join. We install a list with a different token per each pharmacy, so the registration is pre-filled, and we avoid errors in the pharmacy selection.

[Welcome box](#) physical box sent to users with several materials inside:

// [Leaflet self-registration](#) as we are permitting users to perform two types of registration (from invitation from owner or autonomous registration) here is a step-by-step.

// [Product Catalogue](#) a small book with the list of products that are in the catalogue. Here are the Spanish products (digital and physical) but those must be customized by the products in the catalogue per country.

// [Presentation Leaflet](#) leaflet presenting the main functionalities of Club Bayer.

// [Welcome letter](#) welcome letter from the Christian, the Head of Customer in Iberia, which welcomes them to join and signs them. This can be formatted from different countries leaders.

[MAC](#) 1-page introduction to the Club Bayer and promotion training to be made.

[Sales phone material](#) material for Sales phone Customer service to have on hand to sell Club Bayer and guide users to register.

[Manual of use](#) a complete manual of use for Sales representatives in which we explain to them all the step-by-step of the onboarding of users in the solution. Also, this is a guideline for them to explain the trainings, challenges, catalogue and main functionalities and specifications of Club Bayer.



Technical Documentation and Trainings

Agile Trainings

Technical Documentation

Video Training



Technical documentation and training resources

// [Confluence](#), SharePoint, Teams, [Global Instance](#)

// Master Component and Feature Library

<https://bayerweb.atlassian.net/wiki/spaces/ACE/pages/2108817516/Master+Component+and+Feature+Library>

// Video trainings of the Club Bayer Features and Components

https://hcp-club.bayer.com/search-training?label=&field_learning_path_category_target_id=3&field_training_tags_target_id%5B%5D=931&field_learning_path_icon_value%5Bvideo%5D=video&field_learning_path_icon_value%5Bpresentation%5D=presentation&field_learning_path_icon_value%5Binfography%5D=infography&field_medal_category_target_id=All&sort_by=label



Remote agile training sessions for markets

Club Bayer is built in an agile way – we provide the necessary training to market stakeholders

We provide trainings for market stakeholders to learn agile methods and values, translating market needs into development-ready user stories and everything you need to know to work in an agile environment.

Each training session will be held remotely and contains several interactive exercises. Trainings are mandatory for lead markets and strongly recommended for reapplication markets.

SESSION 1 INTRODUCTION TO AGILITY (90 MINUTES)

Learning outcomes

- // What is Agility
- // Mindset vs motions
- // Responding to complexity
- // Bringing Agility to life at work

SESSION 2 INTRO TO PRODUCT OWNERSHIP (90 MINUTES)

Learning outcomes

- // Needs vs wants
- // Effective communication of requirements
- // Writing user stories
- // RASCI for backlog development.
- // Commitment needed from product owners.



Incentives

Incentive framework

Compliance requirements



Incentives Program Concept

The approach

INCENTIVE PROGRAM AT USER LEVEL POINTS & MEDALS

- // User can win **points or medals*** after he/she answers correctly the quiz and he/she rates trainings, knowledge challenges or surveys or uploads pictures for visibility challenges
- // User gets points or level/s of medals in his/her **profile**
- // User can **redeem** points through a **product catalogue**
- // **Product catalogue** are **voucher cards** (Netflix, Amazon...), **physical products** or **donations** to Bayer Sustainability partners initiatives
- // Points can have an **expiration date**. **Redemption** per user can be **limited** to a specific period
- // User can get new **medal** per each Bayer category and get a **Bayer Certificate or a Bayer + 3rd party Certificate**
- // Countries can have **points & medals** at the same time, or **only points** or **only medals**. **Each** training, knowledge challenge, surveys or visibility challenge **can have points or level of medals**

INCENTIVE PROGRAM AT PHARMACY LEVEL SELL OUT CHALLENGES

- // All the **pharmacies** can have **access to Sell Out Challenges** but only **Pharmacy Owner or Pharmacy Manager** with Visibility & Sell Out **contract signed** (automated sell out data shared to Bayer) can **register** to Sell Out Challenges. Staff can only request to Owner/Manager to register
- // Sell out Challenges are only for **Food, Cosmetic & Medical Devices** & they are **complementary** to the YER (Year End Bonus) contract
- // Each Sell out Challenge has a specific **legal terms** to be accepted, a **temporary validity** period & a specific **period to register**
- // Each Sell out Challenge has a **target** to accomplish at pharmacy level (ie – Supradyn Sell Out Challenge: 15% of growth in units vs previous year)
- // PES **communicates** to the Owner/Manager the **target** in absolute number & the **accomplishment** or not at the end of the period
- // Bayer **transfers** the **money** to the Pharmacy account in case the target is reached

* Under development: Trainings will deliver credits required by National Health Entities



Incentives Program Activation

Example: 2020 Spanish Case

INCENTIVE PROGRAM AT USER LEVEL POINTS & MEDALS

- // **Points** are defined for **Food, Cosmetic & Medical Devices trainings, knowledge challenges, surveys & visibility challenges**
- // **Level/s of medals** are defined for **OTC / medicines with out prescription trainings & knowledge challenges**
- // **Points can be redeemed** through a **Product catalogue** provided by ADL **Agency**. Product catalogue has **voucher cards** (Netflix, Amazon...) & **physical products** to be delivered in the pharmacy
- // Points with out redemption **expires** end of 2021, then **1 year** or validity. **User can redeem only 100€ from 1st Jan to 31st Dec** (20,000 points)
- // User can get new **medal** per each Bayer **OTC / medicines with out prescription category** and get a **Bayer Certificate** signed by the CDH
- // Incentive Program at user level implemented **fits with Spanish Trade Association Code for F&C&M** & it is **internally approved** by LPC Head, CH CDH, Iberia CEO & internal auditors

INCENTIVE PROGRAM AT PHARMACY LEVEL SELL OUT CHALLENGES

- // All the pharmacies can have access to Sell Out Challenges but only Pharmacy Owner or Pharmacy Manager with Visibility & Sell Out contract signed (**2,500 pharmacies** with automated sell out data shared to Bayer) can register to Sell Out Challenges. Staff can only request to Owner/Manager to register
- // Sell out Challenges are only for **Food, Cosmetic & Medical Devices** and are complementary to the contract YER (Year End Bonus)
- // Each Sell out Challenge has a specific legal term to be accepted, a temporary **validity** period (**2 months**) & a specific period to **register (15 days)**
- // Bayer transfers the money **quarterly** to the Pharmacy account in case the target is reached
- // Incentive program at pharmacy level implemented **fits with Spanish Bayer Commercial Policy** & it is **internally approved** by LPC Head, CH CDH, Iberia CEO & internal auditors

* Under development: Trainings will deliver credits required by National Health Entities



Legal & Compliance Assessment – Pilot program – Spain

FARMAINDUSTRIA

- // Farmaindustria is the local body responsible for the application of EFPIA/IPMA in Spain
- // Law & Farmaindustria Code of Best Practice (FCBP) establish that the direct or indirect offering or provision of any type of incentive, prize or gift (in cash or in kind) to HCPs is prohibited in relation to Rx & Non Rx, as well as, Medical Devices (when addressed to Prescribers, not to Dispensers) (section 10- foreseen in EFPIA & IFPMA & MARGO 2041)
- // For Service Agreements with HCPs, FCBP requires a) Proven legitimate need b) Prior approval of the remuneration in kind by Farmaindustria (fair market value) c) Justified number of HCPs & objective qualification criteria of HCPs d) Prior notification to the Supervisory Authority

ANEPF

- // ANEPF is the local trade association for OTC and general healthcare products.
- // Allows to go incentives if the initiative targets exclusively Food Supplements, Cosmetics & Med. Devices, expressly excluding (i) RxMeds and (ii) Non-Rx Meds
- // States that Bayer Spain must ensure that there are no indirect and/or cross incentives with sell-out by Pharmacy HCPs of Rx; Non-Rx &/or Med. Devices



Legal & Compliance Assessment – Pilot program – Spain

CONSIDERING

- // One same legal entity for Consumer Health & rest of Businesses in Spain
- // CLUB BAYER (giving incentives to HCPs/HCOs for food supplements, cosmetics, medical devices) could be perceived as cross -incentive with the rest of Bayer's Rx Medicines
- // Bayer obtained prior written approval from ANEF that giving incentives to HCPs/HCOs for food supplements, cosmetics and medical devices is OK
- // To current date, FARMAINDUSTRIA has not sanctioned any company regarding Food Supplements, Cosmetics &/or Medical Devices
- // Salesforce of Bayer Spain for Consumer health and Rx are kept separate
- // Maximum limit of gifts of 80 to 100 Eur/Year/HCP is given as incentive
- // Bayer field force is being trained with DO and DO not's
- // Management (SBR, CDH Consumer health and Head of Legal) believe that there is no reputational risk

Under these circumstances Bayer Spain considered the Pilot program can be launched. The legal environment might however be different in other countries, so a legal & compliance assessment should happen prior to launching this incentive plan.



Mandatory compliance requirements (1/2)

Incentive plans to pharmacists/pharmacy assistants

1

LEGAL & COMPLIANCE ASSESSMENT

- // The local Head LPC should evaluate whether and under which circumstances incentives can be given to HCPs/HCOs for food supplements, cosmetics, medical devices.
- // Local law (anti-corruption law, medicinal law) and applicable Code of Ethical Practices (Pharma Code, Medtech code, IFPMA) must be respected. If the Bayer Club incentive schemes violates any of the principles of either local law or Code of Ethical Practices, the Incentive scheme (Engagement Solution) should NOT be introduced to the local market.

2

REPUTATIONAL RISK ASSESSMENT

- // The Head of LPC should discuss with the SBR and CDH of Consumer health any reputational risks (i.e. the fact that Bayer is mentioned in the newspapers giving incentives to HCPs/HCOs)
- // The results of such discussion should be documented

3

TERMS AND CONDITIONS

- // The Bayer Club incentive scheme should clearly describe what the conditions are that need to be fulfilled by pharmacists or pharmacy assistants to get “bonus points” that can later be exchanged for incentives. It must be clear whether Bayer is providing an incentive based on services received from an HCP or whether incentives are given unilaterally (without receiving any services in return)
- // The incentives should only be applicable to food supplements, cosmetics and/or medical devices
- // A maximum threshold of 80-100€/HCP/year should apply. If there are many pharmacists/ pharmacy assistants in a given pharmacy then the maximum amount given per pharmacy should be a multiple of individual maximum threshold (e.g. maximum 5). Amounts higher than 100€/HCP/year should be approved by Compliance business partner CH in Switzerland.



Mandatory compliance requirements (2/2)

Incentive plans to pharmacists/pharmacy assistants

4 INTERNAL CONTROLS

// The local Head of LPC should ensure that internal controls and responsibilities are defined to ensure that a) the Maximum amounts per HCP and per pharmacy per calendar year are adhered to b) regularly a reconciliation is conducted between the “incentives” (goods/vouchers) bought by the company, the amount thereof in “inventory” and the amounts distributed c) Incentives provided in a given calendar are properly accounted for in the respective calendar year d) applicable VAT laws are being followed

5 DATA PRIVACY REQUIREMENTS

// Ensure that the platform, terms and conditions, data privacy statement is in line with data privacy law. Obtain local approval from the respective data privacy manager.



Donations

Framework



Local Donation Activation

Local PES Project Lead is responsible end to end for the local activation. At least 3 months lead time is required

ASSESSMENT	DONATION CATALOGUE CREATION	DONATION CATALOGUE CONFIGURATION	DONATION CATALOGUE GO LIVE
<ul style="list-style-type: none"> // Build the local team (PA & Sustainability team, CDH, PES Project Lead) // Evaluate strategic fit // Define Local Donation Approach 	<ul style="list-style-type: none"> // Select EMEA Donation initiatives provided // Identify 2-3 Local Donation Entities / NGOs & projects fitting Sustainability requirements (sustainability focus, local categories fit, NGO tax exemption status,...) // Contact Local Donation Entities and get the agreement (contract, brand & image use,...) // Validate donation catalogue with HCPs, local 	<ul style="list-style-type: none"> // Add Donation Initiatives to the PES Product Catalogue to be redeemed by the user // Assign points / Euros // Define process with accounting & Order to Cash // Train Sales Rep, PES Admin User & Develop Go to Market Materials 	<ul style="list-style-type: none"> // Go live // Review donations & initiatives conversions // Refine according to user's feedback // Share donation's impact // Proceed with the year payment // Refine & improve



Local Donation Activation

Check list for countries

SPAIN	<p>Consult legal and Compliance</p> <p>// “The donation partner must be recognized as a recognized non for profit organization and be able to provide us with tax receipt”.</p>
SWITZERLAND	<p>// The donation partner must have a mission/ purpose that falls into the Corporate Social Responsibility “corridor” of Bayer;</p>
ITALY	<p>// Donation form approvals exist</p> <p>2-3 NGOs per country Compliance</p>
TURKEY	<p>// Possible landscape: women’s health, elderly, kids, etc.</p> <p>// Environment – reuse, recycle etc.</p> <p>// Reputation, annual reports, transparency, other donors</p>
FRANCE	<p>// The cause is connected to BCH narrative</p> <p>// Can be small but a raising star</p> <p>// Check customers’ appreciation</p>
ME	<p>// PASS contact the NGO (less commercial emphasis)</p> <p>// Agreement – Must have including use of their name and logo in a commercial operation</p>
POLAND	<p>Make the process easy and straight forward: donation from BCH to NGO done once or twice/ year after aggregation of all the small donations</p>

Health & Environment





Women & Children




Heart Health



Health for Unsung Heroes



















Legal

**T&C, Privacy Statement,
Imprint, Pharmacovigilance**



T&C, Privacy Statement, Imprint, Pharmacovigilance

Exemplary legal texts can be found on the global instance. Please note that they may need to be adapted to your local market.

// Terms and conditions

<https://hcp-club.bayer.com/node/56>

// Privacy statement

<https://hcp-club.bayer.com/node/11176>

// Imprint

<https://hcp-club.bayer.com/node/11181>

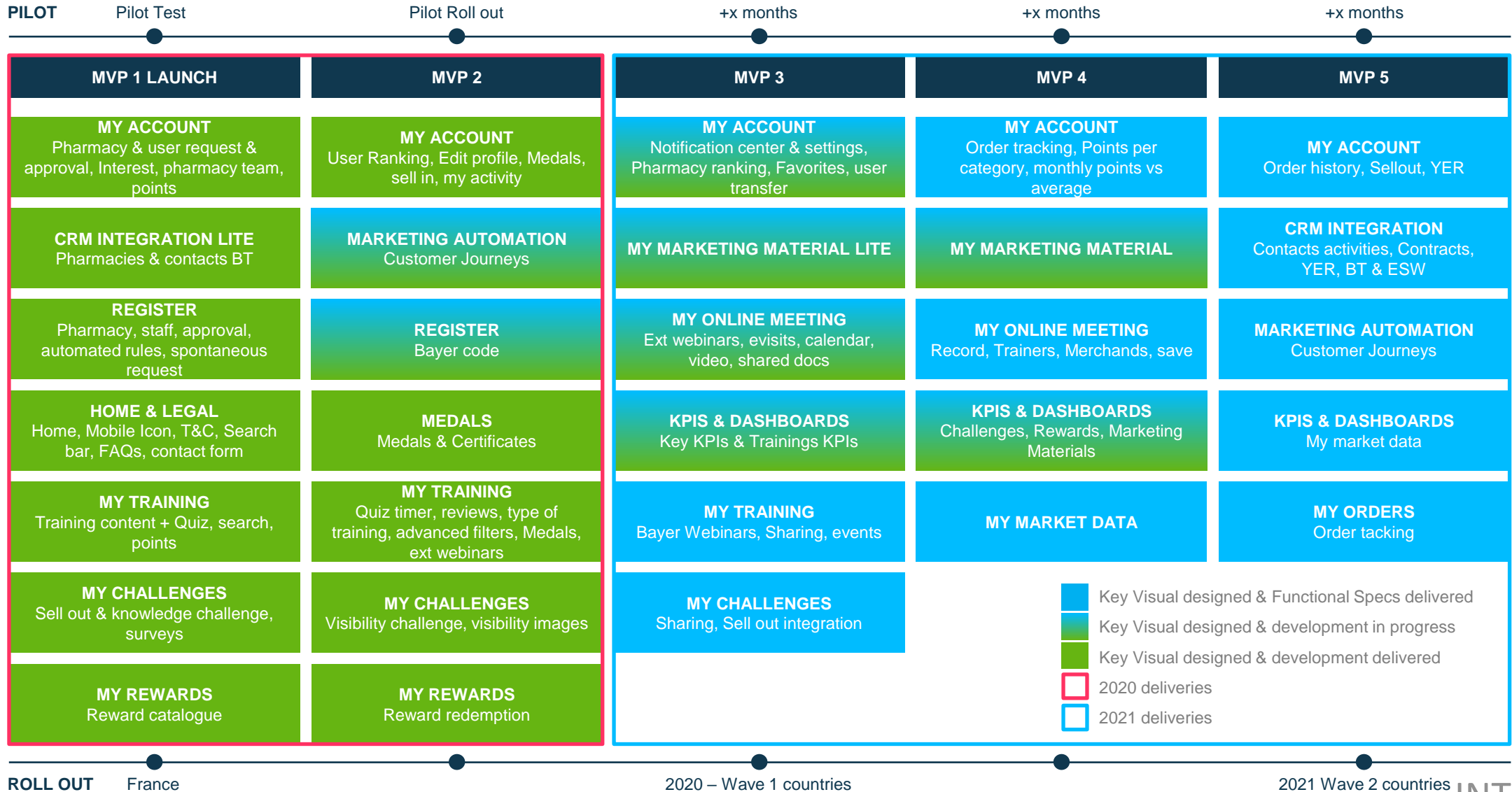


Club Bayer Long Term Vision

Road map of future product features



1 - Core Product Update Business modules road map





FAQ and Glossary



Frequently asked questions

The FAQ are a living document and are available online at the global instance:

// <https://hcp-club.bayer.com/FAQs>



Glossary

Backlog	The collection of user stories (requirements) which have not been developed yet
CDH	Country Division Head
CMS	Content management system, a software for collaborative creation and management of content. Club Bayer is built upon the CMS Drupal.
Confluence	A wiki-like platform for collaborative software documentation, where all technical documentation about Club Bayer is hosted: https://bayerweb.atlassian.net/wiki/spaces/ACE/overview
Content Localisation	The process of adapting content for another locale, e.g., translating and adjusting currencies, time formats or legal requirements
CTC/CTR	Click through conversion/ Click through rate, a digital performance indicator
CRM	Customer relationship management
Delta to core product	The difference to the centrally created version of Club Bayer and another instance
Drupal	The content management system where Club Bayer is built upon
F&C	Food & Cosmetics
GDPR	General Data Protection Regulation, a regulation in EU law on data protection and privacy
HCP	Health Care Professionals
Instance	A stand-alone unit of Club Bayer for a specified user group, e.g., the global instance, the Spanish instance, etc.
Jira	A web-based ticket system, part of Bayer's Atlassian instance
KeC	KingEClient – the agency responsible for Concept/ Creatives origination & localization/ Content Upload/ Maintenance/ Customer Service
KOL	Key opinion leaders
KPI	Key performance indicator
LPC	Legal Patents and Compliance
MAU	Monthly active users, a digital performance indicator
OTC	Over the counter
PES	Pharmacy Engagement Solution, the project name for „Club Bayer“
PO	Product owner, a role within the agile/ scrum framework.
POSM	Point of sale material
RASCI	Responsible, Accountable, Support, Consulted, Informed. A matrix to define project responsibilities.
SBR	Senior Bayer Representative
Scrum / Scrum of Scrums	An agile framework for software projects. A scrum team has typically the roles of scrum master, product owner and development team members. Scrum of scrums is a frequent meeting of each scrum team's ambassadors to align the teams of a scaled scrum project.
SM	Scrum master, a role in the agile/ scrum framework
SME	Subject matter expert
SSL	Secure sockets layer, a protocol for secure data transfer (https)
TCS	Tata Consulting Services, the consultancy responsible for the deployment of Club Bayer into the markets
UAT	User acceptance testing, testing if the software meets the given requirements or specifications of users
User story	A natural language description of a feature of a software system, described from the user's perspective.
User story decomposition	The process of fragmenting a user story into atomic units. Necessary to make them ready for development.
WT	WundermanThompson, the agency responsible for developing the core product



More questions? Want to start?

Your next steps



For more info, go to

- // [Confluence](#)
- // [PES Sharepoint/ Teams](#)
- // [Global Instance \(Demo\)](#)

Contact

- // [Global Rollout and Deployment](#)

