

# A Global Study... Shifting Strategies

## The Company

Bayer has had a presence in Latin America for more than 100 years. The company now has affiliates in almost every country in the region and enjoys a high level of awareness among consumers. The Bayer Group in Latin America employs 9,300 people and achieved recent sales of 1.4 billion U.S..

The Pharmaceuticals Business Group operates a state-of-the-art production facility in São Paulo that supplies the entire southern part of South America.

## The Need

Increased competition and downturns in the Brazilian economy resulted in a rapidly changing industry. Bayer's leadership team realized that a combination of change in strategy and an increase in technical training was needed. Hard skills training was not the only solution.

Employees also needed to learn the necessary skills to change their perspectives to adjust smoothly to new situations. Bayer recognized that a change in attitude was the answer.

Regis Gonçalves, Sales Director of the Bayer Pharmaceutical division was faced with the challenge of increasing Bayer's market position while reinforcing positive attitudes within the sales team. Regis was referred to Eagle's Flight through his Human Resources department who had previously taken part in an Eagle's Flight showcase.

## The Solution

The Bayer pharmaceutical division had three meetings planned that would encompass technical training and the introduction of a new product. The first meeting was leadership training for 60 people in upper management and

the final two meetings were for 150 of their middle management and sales managers.

Bayer wanted its employees to learn how to make decisions in a fast-paced environment while maintaining a customer focus. Regis met with Lea Barros, Senior Facilitator of Eagle's Flight Brasil, to determine which program would benefit the leadership group and it was decided that Gold of the Desert Kings™ was the perfect fit. In order to make the technical training and product introduction successful, Regis wanted to emphasize empowerment to the sales team and

have them look for new opportunities with the realization that they have the power to change any situation.

## The Results

Gold of the Desert Kings™ delivered results far beyond the expectations of the leadership team, leading to the roll-out of the program for the rest of the management's training. Regis commented on how Lea, using

Bayer language and terms, was able to effectively communicate the key messages to the participants. Because of her ability to interpret and grasp the Bayer 'jargon', the audience was very engaged. As a result of combining Bayer's terminology with Gold of the Desert Kings™ principles, participants discovered a new common language that made communication amongst the team easier.

After the session, the sales representatives commented on the immediate impact the training had, not only internally, but also with the clients on sales calls. Participants now understand what it means to work for Bayer and to look for the 'Gold' in their everyday planning. Eagle's Flight Brasil is continuing to work with Head Office and the Paints and Pigments division.



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