



Introduction of a globally standardized signature authorization process at Bayer

Since August 2012, the approximately 110,000 employees at Bayer worldwide have been able to apply for and obtain authorization to sign signatures via a completely digitalized and standardized process. The process was implemented as a self-service process in the global Bayer SAP HR system. The process throughput time could be reduced from several weeks to an average of 1-2 days. The HCM Consultant Group accompanied the entire project as a consulting partner and assumed overall project management during the implementation phase.

"Thanks to the technical expertise, methodical approach and comprehensive project management know-how of the HCM Consultant Group, we have succeeded in redesigning the "Signing Authorizations at Bayer" process worldwide and introducing it on schedule. I would like to express my sincere thanks to the HCM Consultant Group for the excellent cooperation".

Thomas Beyer, Head of Holding Services in the Corporate Office of Bayer AG

The customer

Bayer is a global company with core competencies in health care, agriculture and high-tech materials. In fiscal 2012, Bayer generated sales of EUR 39.8 billion with around 110,000 employees. Three subgroups and three service companies operate independently under the management of the management holding company, Bayer AG. It defines the common goals, strategies and processes of the Bayer Group as a whole. This also includes the signature authorization process.

The task

Whether it was a matter of power of attorney, signing authority for purchasing or signing incoming invoices, the process from application to approval of such signing rights often took several weeks at Bayer in the past and was characterized in some cases by unclear organizational responsibilities, procedural breaks, isolated technical solutions and high operating costs. In short, it needs improvement for a global company that values flexibility and efficiency. For this reason, Bayer AG launched a project in 2011 with the aim of significantly improving the existing process, i.e. making it uniform, simpler and faster. The main idea was to integrate the signature authorization process as a self-service into the existing HR process and system landscape.



HCM has supported Bayer AG in its project

The HCM Consultant Group has been Bayer's consulting partner for many years and has supported the project right from the start. The range of consulting services included both the content support in the preliminary study and planning phase of the project as well as the co-design of the overall project management and the coordination of cross-departmental and interdisciplinary teams. HCM was assigned overall project management for the implementation phase.

Added value for Bayer

Since August 2012, Bayer has had a globally standardized and completely digitalized signature authorization process that can be used by around 110,000 employees in over 154 companies worldwide. For this purpose, 13 different signature authorization categories are available. The authorizations stored here are delivered to the corresponding order and release processes. While in the past the process lead time was sometimes several weeks, the new self-service solution reduced it to an average of 1-2 days. This leads to annual savings of several hundred thousand euros in running costs.

The main benefits of the new solution include the following points:

- Fully electronic paperless application and approval process
- High standardization and process transparency
- Clear responsibilities and responsibilities throughout the process
- Significantly shortened process runtime
- Increased user-friendliness
- Clear authorization concept
- Reduction of running costs
- Integration into the existing process and system landscape