# Bayer Corporation Centers of Excellence

Impact Performance Report



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### **About This Report**

Bayer partnered with 60 Decibels to speak directly with farmers engaging with Bayer's Centers of Excellence (CoE) in Kenya, about their experience with the farm advisory they received and the changes it has brought about on their farms and in their lives.

Bayer's Center of Excellence is dedicated to advancing agricultural innovation and supporting farmers through tailored solutions. It aims to promote sustainable practices and enhance productivity, helping farmers adapt to evolving challenges in agriculture.

Between November and December of 2024, 60 Decibels' Lean Data researchers conducted phone interviews with 286 farmers who engaged with Bayer's Centers of Excellence. This report presents insights based on our analyses of the information shared with us.

For details about our methodology please refer to page <u>27.</u>

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After gaining knowledge through their training, I now truly believe there is a method to practicing farming. Sometimes I wonder how much more I could have accomplished in life if I had known about Bayer's [CoE] three years ago.

- Male, 40



### **Top Insights**

Clear and accessible advisory resonates with farmers, but financial barriers limit full implementation.

7 in 10 farmers found most of the information provided at the Centers to be new to them and nearly all found most of it easy to understand (94%), demonstrating the program's effectiveness in delivering clear and accessible information. However, only 4 in 10 farmers applied all of the advisory to their farming, primarily hindered by financial constraints (67%). Affordable input recommendations also emerges among the top suggestions farmers had on how to improve the Centers of Excellence, emphasizing the need to address financial barriers in order to improve training applicability. See pages 12 and 22.

Bayer's Centers of Excellence are positively impacting farmer livelihoods by enabling improvements in their production, earnings, and farm practices.

96% of farmers report improvements in their way of farming since engaging with the Center of Excellence. Their top self-reported outcomes include better pest management, use of higher-quality seeds, and better fertilizer application. As a result, most report higher crop production, with such farmers typically reporting up to a 50% increase in their production since engaging with their respective Centers. Higher production is also leading to better income (84%) and improved quality of life (93%) for the majority of farmers. See pages 14 - 17.

Despite high impact, there is room to increase farmer satisfaction in the future.

Bayer's Centers of Excellence have an NPS of 35, which is good, but in the bottom 40% of 60dB's relevant benchmarks. Promoters value improved production via trainings and good seed and pesticide recommendations. However, dissatisfied farmers (Passives and Detractors) talk about high cost of the inputs recommended. 16% of farmers also report facing challenges with the Centers – primarily around the limited stock and lack of effectiveness of recommended inputs. The challenge rate is slightly higher among farmers associated with the HomaBay center (24%) than their peers engaging with Rumuruti (13%) or Mwea (11%) centers. See pages 20 - 22.

Farmer impact and satisfaction can be further deepened through prolonged engagement and personalization of services.

49% of farmers report accessing personalized services (either farm visits or phone calls) from the Center of Excellence. These farmers are more likely to have visited the center multiple times in the past year and report applying 'all' or 'most' of the information learnt from the center. As a result, this group also reports deeper improvements in their way of farming, crop production, income, quality of life, and confidence to invest compared to those exclusively accessing the training at the center or product information. Farmers who receive personalized services also more satisfied compared to those who do not receive such services (NPS of 49 vs 22). Additionally, when asked what could be improved about the Centers of Excellence, a quarter request for more farm visits and trainings at the center, suggesting an appetite for similar services. See pages 11, 22 and 24.

## **Performance Snapshot**

The Benchmark Performance column showcases how you compare to 60 Decibels' Agriculture Benchmarks in the Farmer as Customer sub-sector globally. The Farmer as Customer benchmark constitutes interventions where the farmer receives a product or service as a customer. This includes equipment, farm inputs (fertilizer, seeds), financial inputs (credit, insurance), livestock input (feed, vaccines, medicines), nutrition-enhancing crops, or training and information.

### 

•••• TOP 20%

#### **Benchmark Overview**

Global geographical focus Farmer as Customer sub-sector focus

26 companies included 6,599 voices listened to

Who are you reaching?	Centers of Excellence	Benchmark	Benchmark Performance
% of female	18%	31%	••000
Households in the bottom 60% wealth quintile	53%	-	-
[+] What impact are you having?			
% 'very much improved' way of farming	67%	52%	••••
% 'very much increased' production	63%	39%	••••
% 'very much increased' farm earnings	48%	42%	••••
% 'very much improved' quality of life	58%	39%	••••
% 'very much increased' confidence in farm investment	75%	-	-
How satisfied are your farmers?			
Net Promoter Score®	35	46	••000
% experiencing challenges	16%	20%	••••

#### **Farmer Voices**

Here are some farmer voices that stood out:

#### A farmer on how his quality of life improved

"Through the trainings and from applying what I've learned, I have stopped juggling too many things to make ends meet. Now, farming provides enough money to meet all my needs and those of my family." - Male, 50

#### A farmer on how he changed his way of farming

"This harvest, my production has significantly increased compared to the previous one. This is because I followed the advice provided on farming activities and product recommendations, including certified seeds and chemicals, from farm preparation to harvesting."

- Female, 30

#### A farmer on a challenge he faced

"Personally, after gaining knowledge from them, I now face challenges in accessing the inputs they recommend, as they are sometimes very expensive and there is no one to assist me."

- Male, 32

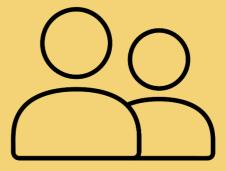
## A farmer on why he would recommend Bayer Center of Excellence

"The training I attended was very helpful and encouraging for us farmers. They showcased good, healthy crops, and the maize seeds they recommended performed exceptionally well. I'm very happy with the results. The recommended chemicals and fertilizers have also worked great on my farm." - Female, 41

## A farmer on what more can Bayer do to help them use the service again

"The trainings at the CoE should be more frequent to help us continue learning how to improve our farming. Frequent trainings would also allow someone like me to share the knowledge gained with other farmers who cannot attend the CoE or are unaware of it."

- Male, 68



# 01:

# Farmer Profile

This section helps you understand your farmer base, and if you are reaching a previously underserved population.

The key indicators in this section are:

- Demographics: Who is a typical farmer that is engaging with the Centers of Excellence?
- Wealth Distribution: Are you reaching less welloff farmers?
- Sources of Awareness: How did farmers first hear about the Bayer's Center of Excellence?



# The typical farmer we spoke to is a 42-year-old male who has been engaging with Bayer's Center of Excellence for about a year.

## About the Farmer (n = 286)



18%

Female farmers Male farmers: 82%



42

Median age Youngest: 21 Eldest: 82



41%

Rumuruti center Homa Bay center: 33% Mwea center: 26%



11

Median engagement with Center of Excellence (in months)

Min: 1 Max: 36



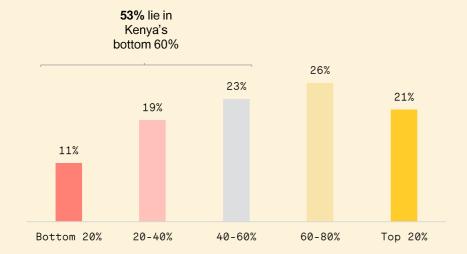
60%

**Growing Maize** 

Tomato: 37%; Kale: 36%; Beans: 19%

# There is opportunity to reach more low-income farmers through Bayer's Centers of Excellence.

National Wealth Distribution of CoE Farmers\* (n = 280)



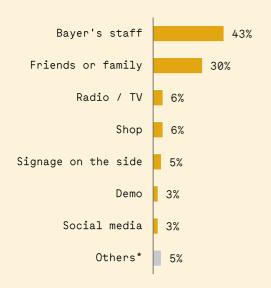
<sup>\*</sup>For more information on how wealth distribution is calculated see page 27



# 3 in 4 farmers first heard about the Center of Excellence either from Bayer's staff or from friends and family.

#### **Awareness Source**

Q: How did you first hear about Bayer's Center of Excellence? (n = 286)



#### Insight

The farmers from the Rumuruti Center are significantly more likely to learn about Bayer's Center of Excellence through friends or family (45%) compared to those from Homa Bay (26%) or Mwea (19%).



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After using the seeds and chemicals recommended by CoE, diseases like blight have significantly reduced on my plants.

- Male, 54

<sup>\*</sup>Among farmers reporting other sources, most mentioned visiting the Center out of curiosity when it was first set up.



# 02:

# Training Engagement

This section explores the reach, effectiveness, and applicability of the farming advice received through Bayer's Centers of Excellence.

The key indicators in this section are:

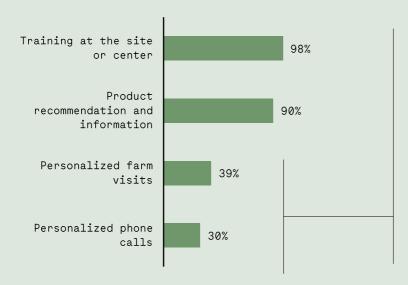
- Services Accessed: Which services have farmers received from their Center of Excellence?
- Novelty of Advisory: How much of the provided advisory was new to the farmers?
- Ease of Understanding: How much of the information did the farmer apply to their farms?
- Application and Barriers: How much of the advisory was applied to farming practices, and what challenges prevented full application?



# Most famers report accessing trainings at the Center or receiving product recommendations. Half receive personalized services.

#### Services Availed

Q: Which of these services have you received from your Center of Excellence? Select all that apply. (n = 286)



#### Insight

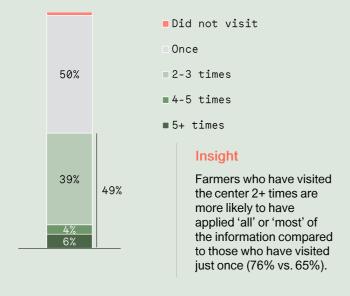
49% of farmers report accessing personalized services (either farm visits or phone calls) from the Center of Excellence. We find no significant relationship between access to personalized services and the location of the center.

Farmers receiving personalized services are more likely to have visited the center multiple times compared to those who do not receive personalized services (63% vs 37%).

# Half of the farmers visited the center at least two times last year. 3 in 4 report multiple visits from agronomists.

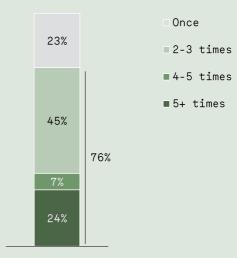
#### Frequency of Engagement

Q: In the last 12 months, how frequently did you visit the Center of Excellence? (n=286)



#### **Frequency of Agronomist Visits**

Q: [If farmer is receiving personalized farm visits] In the last 12 months, how frequently did Bayer's agronomist visit your farm? (n = 111)

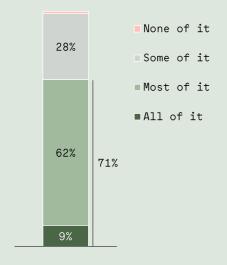




# 7 in 10 farmers find 'all' or 'most' of the advisory new to them, and nearly all find it easy to understand.

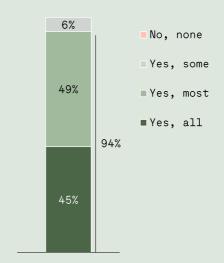
#### **Novelty of Information**

Q: How much of the advisory was new information to you? (n = 286)



#### Ease of Understanding

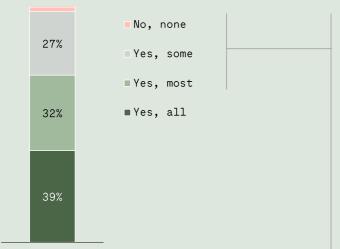
Q: How much of this information was easy to understand? (n = 286)



# 4 in 10 applied 'all' of the advisory to their farm. For the rest, lack of financial resources remains the top barrier to full application.

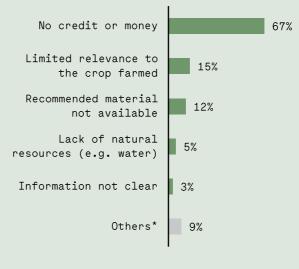
#### **Application of Trainings**

Q: How much of this information did you apply to your farm? (n = 286)



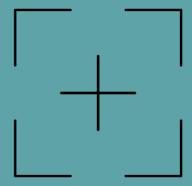
#### **Barriers to Application**

Q: Would you mind sharing with me what prevented you from applying all of the information? (n = 176)



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<sup>\*</sup>Among farmers reporting other reasons, most mentioned them having not started or planning to begin farming activities later.



# 03:

# Impact Performance

We believe that the best way to understand the social impact that you are having, is to simply ask farmers whether their livelihood and farm outcomes have changed because of your offering, and if so, how.

This section shows the degree to which you are impacting your farmers and their livelihoods.

The key indicators in this section are:

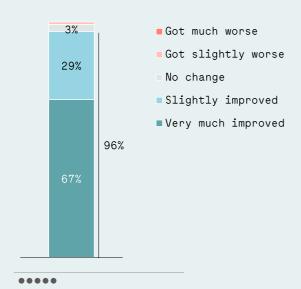
- Way of Farming: Are farmers reporting changes in their ways and methods of farming because of after engaging with Bayer's Centers of Excellence?
- Production and Earnings: To what extent are farmers experiencing changes in production and earning because of the Centers of Excellence?
- Quality of Life Change: To what extent has the quality of life of your farmers changed?
- Confidence Level: Are farmers feeling more confident since engaging with Bayer's Centers of Excellence?



# Nearly all farmers report an improvement in their farming practices since engaging with Bayer's Center of Excellence.

#### Change in Way of Farming

Q: Has your way of farming changed because of Bayer's Center of Excellence? (n = 286)



#### Insight

Farmers who report 'no change' in their farming practices (3%) primarily attribute it to not fully implementing the advice given to them (6 farmers).

TOP 20% - 60dB Benchmark

## Farmers talk about improved pest management as their top selfreported way of farming improvement.

#### Improvements in Way of Farming

Q: How has your way of farming improved? (n = 276). Open-ended, coded by 60 Decibels.

talk about improved pest management techniques (48% of all respondents)

"I now know when to use specific chemicals so that I don't lose my crops to diseases or immature growth." - Male, 25

mention the use of better quality seeds
(33% of all respondents)

"I experienced increased production in my maize harvest. This is thanks to the advice and the recommended seeds I used." - Male, 28

report improved fertilizer application
(32% of all respondents)

"I applied fertilizer to the soil before planting any seeds, as advised by Bayer." - Male, 58



# 63% of farmers report a significant increase in production. Most achieve this on the same land, indicating improved productivity.

#### **Change in Production**

Q: Has the total production from your crops changed because of Bayer's Center of Excellence? (n = 286)

#### Reasons for Increase in Production

Q: Was this increase because you planted additional land or was it from the same amount of land, or both? (n = 266)

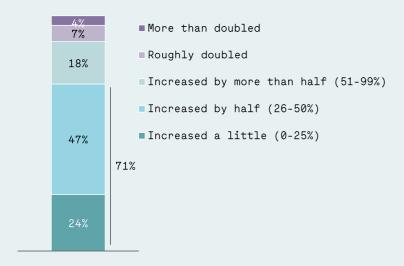


TOP 20% - 60dB Benchmark

# Among those reporting an increase in production, 71% of farmers report an increase of up to 50% since engaging with the Center.

#### Increase in Production

Q: Can you give a rough estimate of how much your [crop] production has increased because of Bayer's Center of Excellence? (n = 262)

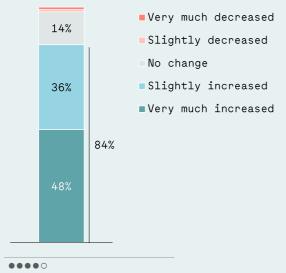




## Half report significant increases in their earnings since engaging with the Center, primarily driven by selling higher volumes.

#### Change in Earnings

Q: Has the money you earn from your crops changed because of Bayer's Center of Excellence? (n = 283)



TOP 40% - 60dB Benchmark

#### Reasons for Increase in Earnings

Q: What were the main reasons for the increase in money earned? (n = 240)





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Since attending the CoE training, I've applied better farming techniques, which have led to higher crop yields. This has significantly improved my income and financial stability.

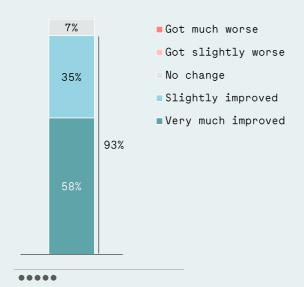
- Male, 37



# 6 in 10 farmers say that their quality of life has 'very much improved' because of Bayer's Center of Excellence.

#### **Quality of Life Change**

Q: Has your quality of life changed because of Bayer's Center of Excellence? (n = 285)



#### Insight

Farmers reporting 'no change' in their quality of life (7%) have not implemented the trainings (6 farmers), or they are yet to experience the benefits (5 farmers).

TOP 20% - 60dB Benchmark

# Farmers talk about increased crop production and income as the top self-reported drivers of improved quality of life.

#### Improvements in Quality of Life

Q: How has your quality of life improved? (n = 263). Open-ended, coded by 60 Decibels.

83%

talk about improved farm production and income

(77% of all respondents)

"I have noticed a significant improvement in my production. Harvesting more means I can sell more and earn more." - Male, 47

49%

mention increase in knowledge about farming

(46% of all respondents)

"I am now more knowledgeable about farming than I was before. For instance, I have learned more about maize seed varieties that I previously didn't know." - Male, 32

24%

report ability to better afford household expenses

(22% of all respondents)

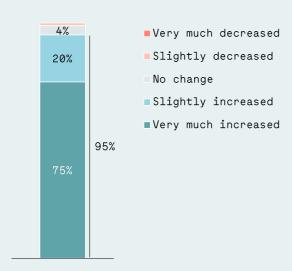
"Previously, I struggled to pay my bills. However, with the knowledge gained from the CoE's training my production has increased." - Male, 52



# Nearly all farmers report increased confidence to invest in their farms due to Bayer's Center of Excellence.

#### Change in Confidence Levels

Q:Has your level of confidence in investing in your farm changed because of Bayer's Center of Excellence? (n = 285)



#### Insight

Farmers who receive personalized services from Bayer's Center of Excellence (either personalized farm visits or phone calls) are more likely to say that their confidence to invest on their farms has 'very much increased' compared to those who did not get these services (86% vs 64%).



### 66

My confidence in farming activities has increased. Most importantly, using the recommended seeds for planting maize has significantly boosted my production, ensuring a good income and food security for my family.

- Female, 41



# 04:

# Farmer Experience

If your farmers are happy, it's likely they will continue to engage with Centers of Excellence or recommend it to others.

This section uses the popular Net Promoter Score <sup>®</sup> to understand the level and drivers of farmer satisfaction and loyalty. Additional insights on challenges and suggestions highlight areas you can improve.

The key indicators in this section are:

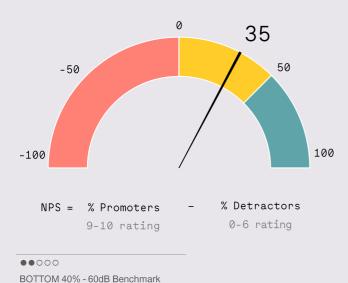
- Net Promoter Score®: How likely are your farmers to recommend Bayer's Center of Excellence to others?
- Challenge Experience: What proportion of farmers experience challenges?
- Value Perception: What aspects of Centers of Excellence did the farmers find most beneficial? What more can Bayer do to increase repeat engagements?



## Bayer's Centers of Excellence have an NPS of 35, which is good but in the bottom 40% of relevant 60dB benchmarks.

#### Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely are you to recommend [Bayer's Center of Excellence] to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 286)



The Net Promoter Score® (NPS) is a gauge of client satisfaction and loyalty. The NPS is the percent of farmers rating 9 or 10 ('Promoters') minus the percent of farmers rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'. The score can range from -100 to 100.

Promoters like witnessing improved production due to the trainings. Passives and Detractors want to see lower input costs.

41%

are Promoters (:)



#### They love:

1. Improved production via trainings

(45% / 19% of all respondents)

2. Good seed recommendations (34% / 14% of all respondents)

3. Good pesticides recommendation (29% / 12% of all respondents) 53%

are Passives (••)



#### They like:

1. Improved production via trainings

(46% / 25% of all respondents)

2. Good seed recommendations (44% / 24% of all respondents)

But want to see:

Lower cost of suggested inputs (9% / 5% of all respondents)

are Detractors (💢



#### They want to see:

1. Lower cost of suggested inputs (6 respondents)

2. Better accessibility to centers (3 respondents)

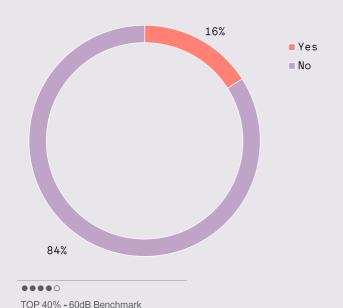
3. Follow-up support (3 respondents)



## 16% of farmers report facing a challenge with Bayer's Centers of Excellence.

#### Challenge Experience

Q. Have you experienced any challenges with Bayer's Center of Excellence? (n = 286)



#### Insight

Farmers engaging with the HomaBay center are more likely to report challenges (24%) than their peers engaging with Rumuruti (13%) Mwea (11%) centers. They are slightly more likely to talk about recommended products being ineffective than others (10% vs. 3%).

The challenge rate does not vary by farmer tenure, gender, or whether the farmer received personalized services.

# Farmers complain about the products recommended at the Center of Excellence being unavailable, ineffective, or expensive.

#### **Most Common Challenges**

Q: Please explain the challenges you have experienced. (n = 46). Open-ended, coded by 60 Decibels.

26%

talk about limited stock of recommended products

(5% of all respondents)

26%

report suggested products being ineffective

(4% of all respondents)

22%

mention high cost of recommended inputs

(4% of all respondents)

"The seeds were very scarce 0when I went to the nearest Bayer shop. They were sold out and directed me to another shop, for which I incurred transport expenses." - Female, 44

"I used DK 8031 from them, which didn't do well. I had to repeat the planting circle to be able to harvest at least something." - Female, 29

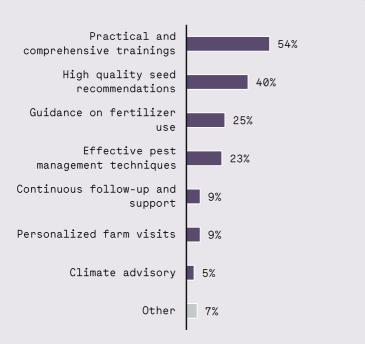
"Even though the certified seed they recommend is effective, they have been packaged into small quantities and are expensive." - Male, 50



## Farmers find the practical trainings offered at the Center to be the most beneficial aspect of their engagement.

#### **Most Valued Aspects**

Q: What aspects of the Center of Excellence do you find most beneficial? (n = 286). Open-ended, coded by 60 Decibels.



#### Insight

Farmers primarily value practical trainings and specific seed recommendations. This is in line with farmers talking about the trainings' limited relevance to their crop as a barrier to application (see page 18). While they appreciate learning better practices, expanding the advisory to cover a broader range of cropspecific guidance could address implementation gaps and enhance the perceived value of the Center's offerings.

## A greater frequency of farm visits and trainings would ensure repeated engagements with the Centers.

#### Recommendations for Improvement

Q: Is there anything the Center of Excellence could do to help you use the service again? (n = 255). Open-ended, coded by 60 Decibels.

28%

talk about needing more farm visits

(25% of all respondents)

"I would like for the agronomists to be doing more farm physical visits. That way they can correct us. They have really abandoned us lately." - Male, 40

24%

mention more periodic trainings or demos

(21% of all respondents)

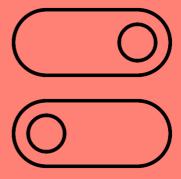
"If the training are done frequently, someone like me will even be able to share the information gotten from CoE with other farmers who are not able to go." - Male, 68

18%

report wanting affordable input recommendations

(16% of all respondents)

"Chemical recommendations are very expensive. They should try to balance for us even if it is to mix with expensive and affordable" - Male, 60



# 05:

# Segmentation Analysis

Not every farmer is the same. Understanding whether your impact varies across farmer groups can reveal additional insights into how you can improve performance.

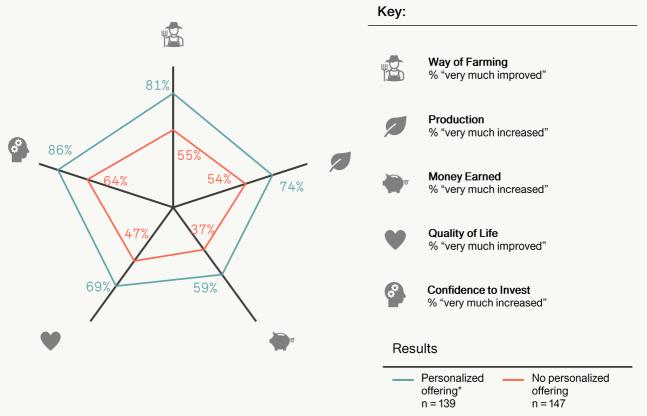
This section disaggregates results by the type of service received through the Center of Excellence across five key indicators introduced in previous sections. The key indicators in this section are:

- · Way of farming
- Production
- · Money earned
- · Quality of life
- · Confidence in Investing



# Farmers receiving personalized offerings from the Center of Excellence report significantly deeper impact than others.

Personalization of Services: Segmentation Analysis



<sup>\*</sup>includes farmers receiving either personalized farm visits, phone calls, or both. These farmers may also be receiving training at center and product recommendation in addition to the personalized offering. See <u>page 12.</u>

## Insights

We wanted to understand if the impact experienced by farmers differed by the type of training they received from the Center of Excellence. We compare farmers receiving personalized services such as farm visits and phone calls with those who do not receive these services (and simply visit their center for trainings).

We find that farmers receiving personalized services report significantly deeper impact from because of their center across metrics compared to others. We also see that those receiving personalized services are more likely to have applied 'all' or 'most' of the information from the center than others (77% vs. 65%), likely because they have visited the venter multiple times instead of just once (see <u>page 11</u>). This may further explain differences in impact between the two groups.

We also find that farmers receiving personalized services are significantly more satisfied compared to those who do not access such services.

Metric	Personalized	Not personalized
NPS	49	22
© Challenges	19%	14%





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Crops shown at the Center of Excellence are attractive and encouraging to not give up any farming activities. Their advice and recommendation on the chemicals are very good and they assist us in the farm.

- Male, 43



# Appendix

## Methodology

#### About the 60 Decibels Methodology

In November – December 2024, 60 Decibels' trained researchers conducted 286 phone interviews with farmers who engaged with Bayer's Centers of Excellence. The farmers were randomly selected from a sample of Bayer Seminis' farmer database covering 23 counties in Kenya. Here is the breakdown of how we collected this data:

Country	Kenya
Sample Frame	2,086
Interviews Completed	286
Response Rate	60%
Languages	Swahili
Average Survey Length	16 mins
Confidence Level	90%
Margin of Error	5%

#### **Calculations and Definitions**

For those who like to geek out, here's a summary of some of the calculations we used in this report.

#### Metric Calculation

#### Wealth Index

What proportion of borrowers lie in the bottom three wealth quintiles of Kenya's population? This indicator uses the Wealth Quintiles developed by Innovations for Poverty Action to identify the likelihood of your borrowers living in a certain wealth quintile compared to the country's population. We use the index to determine the proportion of borrowers that lie in the Bottom 20th, Bottom 40th, Bottom 60th, and Bottom 80th wealth quintiles in Kenya. This gives you insight into the inclusivity of your service.

#### Net Promoter Score®

The Net Promoter Score (NPS) is a common gauge of client satisfaction and loyalty. It is measured by asking clients to rate their likelihood to recommend a product/service to a friend of family member on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of clients rating 9 or 10 out of 10 ('Promoters') minus the % of clients rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.

## Ideas for How to Use these Results

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

Review Your Results	Review your results and qualitative farmer responses. There's a lot of interesting feedback in there!
Engage Your Team	Send the report to your team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
	Set up a team meeting & discuss what's most important, celebrate the positives, and identify next steps.
Spread The Word	Reach a wider audience on social media & show you're invested in your farmers.
Close The Loop	We recommend posting on social media/website/blasting an SMS saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ'
	After reading this report, don't forget to let us know what you thought: Click Here!
Take Action!	Collate ideas from team into an action plan including responsibilities.
	Keep us updated, we'd love to know what changes you make based on these insights.
	Set up the next Lean Data project – we recommend checking in again in 6 to 12 months.



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The training information from the center is so detailed - I even wrote it in my notebook. I have been following it from the time I visited the center and it has really helped.

- Female, 52

### 60 \_\_decibels

## **About 60 Decibels**

60 Decibels is a global, tech-enabled impact measurement company that brings speed and repeatability to social impact measurement and customer insights. We provide genuine benchmarks of impact performance, enabling organizations to understand impact relative to peers and set performance targets. We have a network of 2,000+ researchers in 97+ countries, and have worked with more than 800 of the world's leading impact investors, companies, foundations, corporations, NGOs, and public sector organizations. 60 Decibels makes it easy to listen to the people who matter most.

#### **Project Team**

Ramiro Rejas

Malavika Rangarajan

Jacob Thamarapally

**Charles Sebastian** 

Vikas S R

For queries, please email: <a href="mailto:ramiro@60decibels.com">ramiro@60decibels.com</a> malavika@60decibels.com

# Thank You For Working With Us!

Let's do it again sometime.

We'd love to hear your feedback on working with 60dB; take 5 minutes to fill out our feedback survey here!

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