INNOVATE IN WHAT YOU DO –
From like-minded innovation enthusiasts to intrapreneurs

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Around **two years** ago, we embarked on our culture change journey to drive Innovation from Research to Sales.
How can I innovate in what I do?
Who can I contact for support?
Which **tools** are out there to **drive innovation**?
To answer these questions we developed an innovation agenda aiming for a shared vision, common language and a solid framework, to enable everyone to innovating in what you do.
To enable everyone to "innovate in what you do", we created a framework with four enablers.
And put our **employees** at the center of everything we do:
INSPIRE in numbers

5,000 PEOPLE engaged in innovation events

20 COUNTRIES Hosted innovation days tailored to their country

30,000 CLICKS generated in photo contest from 65 COUNTRIES

HUNDREDS of inspiring stories, blogs and impressions

YOU NIVERSE Innovation portal

25,000 users

THOUSANDS of articles and interactions
LEARN in numbers

5,000 **EMPLOYEES**
took webinars and innovation trainings

**30** **ONBOARDINGS**
held across the globe

600 **coaches**
Trained in Systematic Inventive Thinking

5,000 **colleagues**
Participated in ideation sessions

1,400 **applied**
for Design Thinking courses

**THOUSANDS**
reached in innovation leadership seminars

#16 **best company in Learning Excellence**
Innovation Network recognized in global external award
COLLABORATE in numbers

36,000 registered users
7,000 ideas generated
250 challenges

THOUSANDS of scientists connected R&D across divisions
35 programs being sponsored

5x5 STARTUPS CHALLENGE

14 Challenges in
19 Countries
4 patents filed

CATALYST FUND

120 applications
25 Teams work for three months with innovation agencies
11 winners now in incubation phase
We connect to innovation leaders through our Open Innovation portal – www.innovate.bayer.com

**Grants4Targets™**
grants4targets.com

**Grants4Traits**
grants4traits.bayer.com

**Grants4Tech™**
grants4tech.bayer.com

**Grants4indications**
www.grants4indications.bayer.com

**Grants4Apps®**
grants4apps.com

Grants for targets and biomarkers.

Grants for novel solutions to increase crop productivity.

Grants for innovative tech solutions in production e.g. robotics.

Grants to explore novel indications for Bayer compounds.

Grants for innovative IT projects which may lead to new business models.

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Grants for novel solutions to increase crop productivity

Grants for innovative tech solutions in production e.g. robotics

Grants to explore novel indications for Bayer compounds

Grants for innovative IT projects which may lead to new business models
CONNECT in numbers

600 Coaches

THOUSANDS of ideas generated

80 Ambassadors

Coach roles

Promoter
Awareness enhancer, key contact
Common language

Moderator
Enable others to innovate
Facilitate innovation sessions

Contributor
Support peers
Initiate/attend events
Content for YOUniverse
Act as sounding board
Coaches are our culture change agents and facilitate innovation sessions to tackle business challenges.
INNOVATE IN WHAT YOU DO

Bayer employees (110,000)

600 Innovation coaches engaged
INNOVATE IN WHAT YOU DO

Bayer employees (110,000)

Aware of Innovation@Bayer (35,000)

Engaged with Innovation@Bayer (10,000)

Innovating in what they do (3,000)
COLLABORATE in numbers

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R&D across divisions

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LIFE SCIENCE COLLABORATION

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CATALYST FUND

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THE CATALYST FUND aims to address break-through innovation topics with Bayer employees.
THE INTRAPRENEURSHIP PILOT created business opportunities by 200+ employees leveraging the Innovation Network.

- **March 2017**: 119 Challenges
- **May - September**: 27 Projects
- **Oct - Mar**: 11 Projects
- **Q2+ 2018**: Launch

**Pitch Sep 19th**

**Design Thinking & Lean Startup Approach**

Challenges were submitted through the global innovation Ambassador network in alignment with country or functional Leadership teams.
FAST EXPERIMENTATION to test hypothesis and de-risk the Business Models were key for the project teams.

Lean Startup Approach

Problem
Idea
Incubate
Scale

de-risk Business Model

FAST Experimentation

1. Build
- Extract Hypothesis
- Prototype the MVP for testing

2. Measure
- Design test
- Test and analyze results

3. Learn
- Validated – move to next element
- Uncertain – adjust experiment
- Not validated – new hypothesis

200+ Experiments

Challenges were submitted through the global innovation Ambassador network in alignment with country or functional Leadership teams.
Systemic **DE-RISKING** was essential for teams to succeed in our Catalyst Fund

**Examples of projects**

- **Process**
  - New Physician Communication Model
  - Setting up of CLE in key HCPs
  - Technology to digitize clinical trial

- **Product**
  - Seasonality Forecast
  - Bringing added value to HCPs
  - Promoting sustainable production

- **Business Model**
  - Patient’s Engagement
  - Winning with Influencers

- **Other**
  - Consumers insights
discovery
  - R&D Technology Transfer

**Fast de-risking**
THE PITCHES were evaluated with a VENTURE CAPITAL mind-set

Validate the PROBLEM

Validate the SOLUTION

Create BUSINESS MODEL

Agile mindset and FAST EXPERIMENTATION
From pilot to decentralized roll-out

Feedback / lessons learned
- We do not rely on strategies and initiatives alone and rather focus on our people
- We follow up with coaches immediately after onboarding
- We focus on three methodologies: SIT, Design Thinking, Lean Startup
- We have the local leadership in the driver’s seat

Moving forward – Intrapreneurship
- Catalyst 2.0
- Kickbox

Local incubation teams
WHAT IF...
Innovation starts with YOU!