



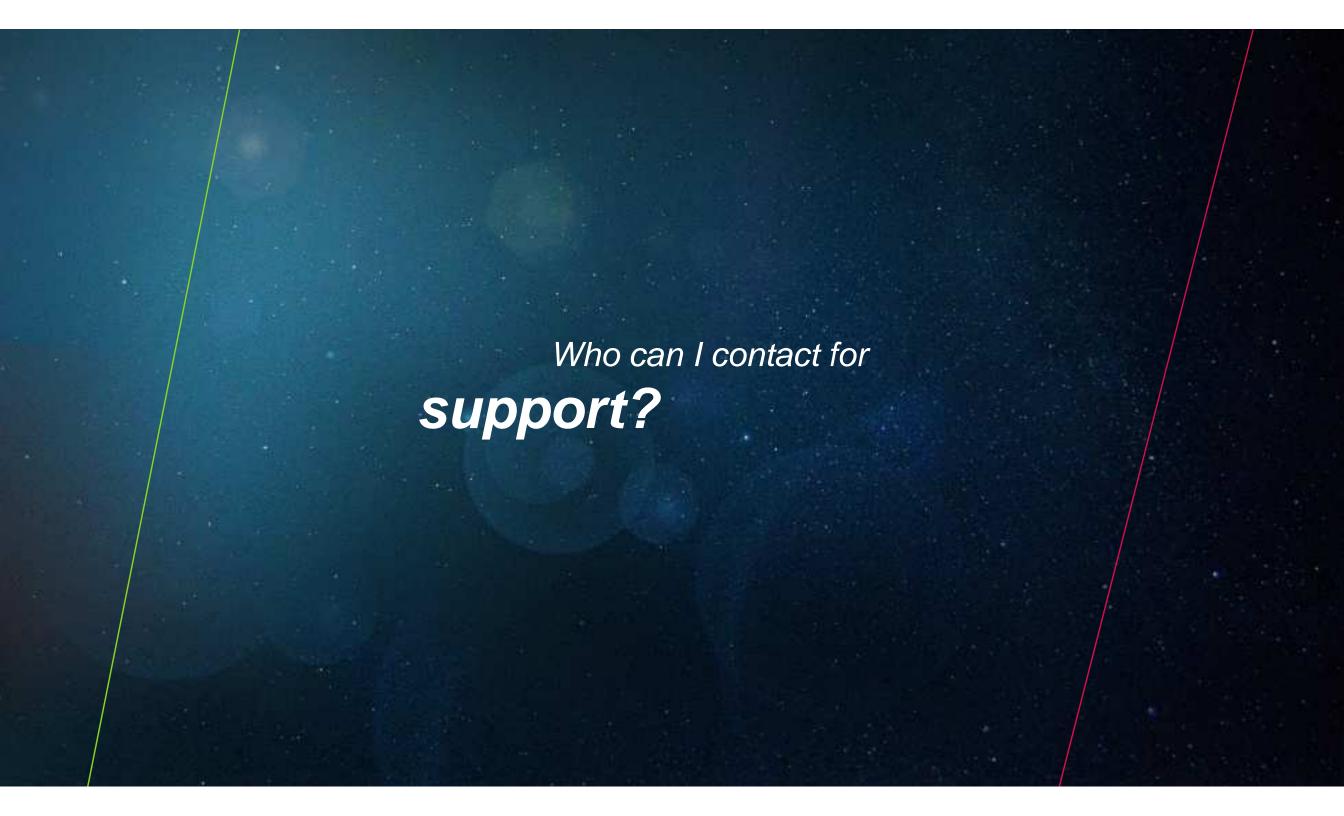
From like-minded innovation enthusiasts to intrapreneurs

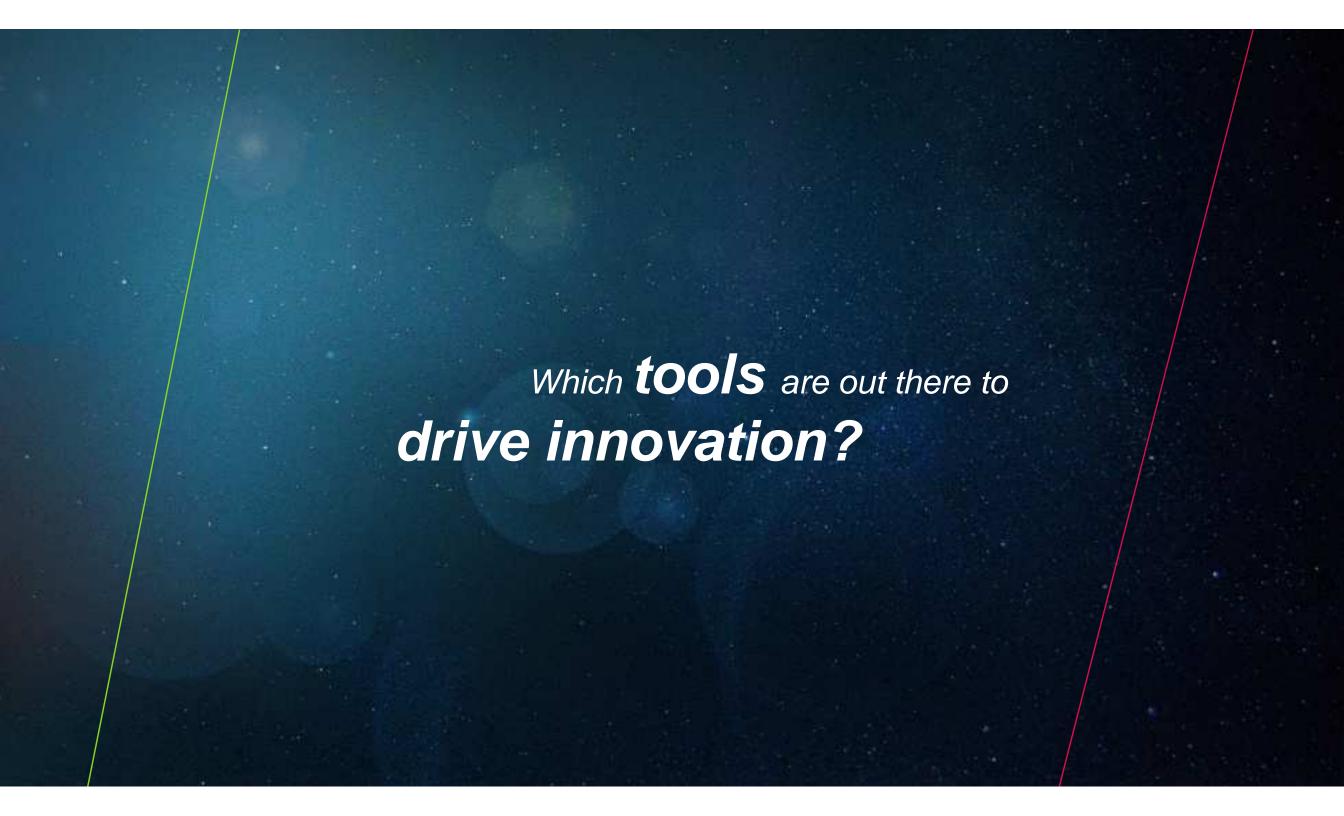
Dr. Julia Hitzbleck

Corporate Innovation & R&D, Bayer AG #IntraCnf Toronto, November 16, 2017









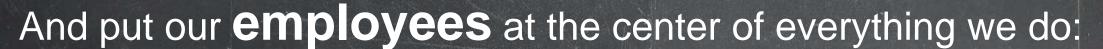


To **answer** these questions
we developed an **innovation agenda**aiming for a **shared vision**, common
language and a solid framework, to enable
everyone to **innovating**in what you do

To enable everyone to "innovate in what you do", we created a framework with four enablers











INSPIRE in numbers



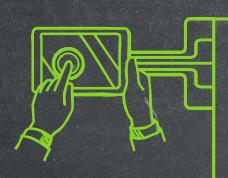
5,000 PEOPLE

engaged in innovation events

20 COUNTRIES

Hosted innovation days tailored to their country





30,000 CLICKS

generated in photo contest from

65 COUNTRIES





of inspiring stories, blogs and impressions







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



LIFESCIENCE COLLABORATION



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



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.





600 Coaches

80 Ambassadors

THOUSANDS

of ideas generated



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

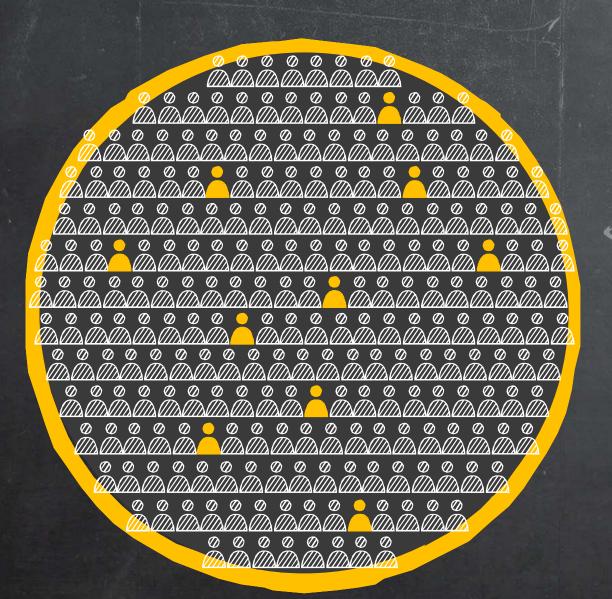
Coaches are our culture change agents and facilitate innovation sessions to tackle business challenges





INNOVATE IN WHAT YOU DO







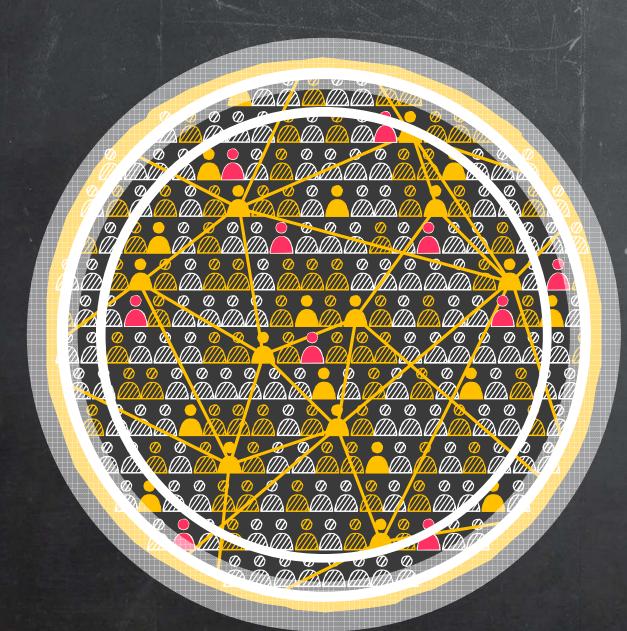
Bayer employees (110,000)



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)

in numbers



redistered users

7,000 deas generated challenges

COLLABORATION

THOUSANDS

of seigntists connected R&D across divisions

programs being sponsored

TKE STARTUPS CHALLENGE



Challenges in

Countries

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CATALYST FUND



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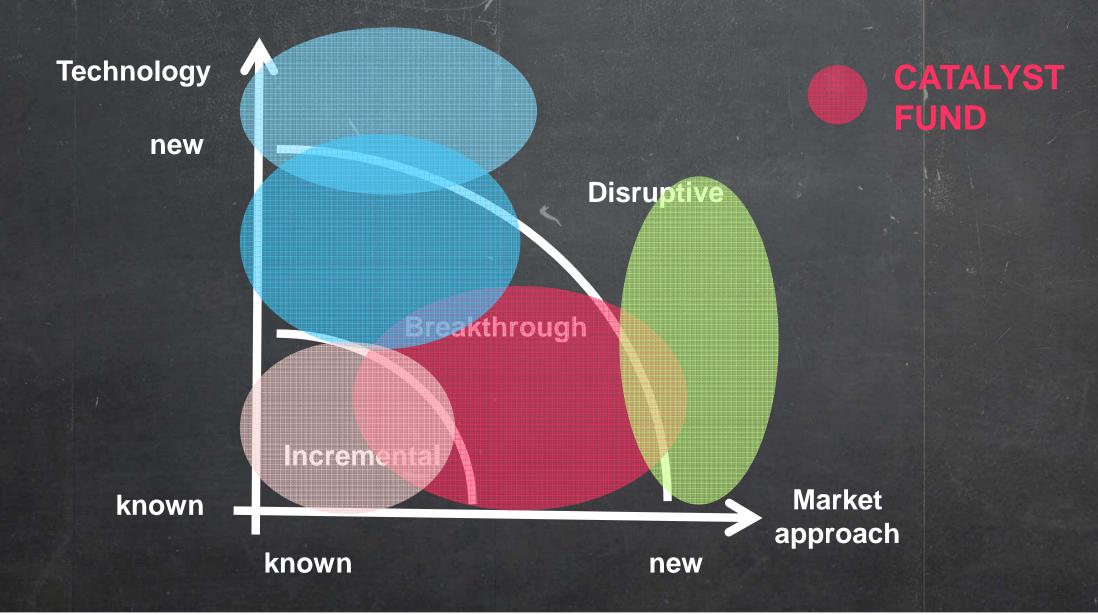
Teams work for three months with innovation agencies



11

winners now in incubation phase

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



CATALYST FUND

March 2017

May - September

Oct - Mar

Q2+ 2018

119 Challenges¹

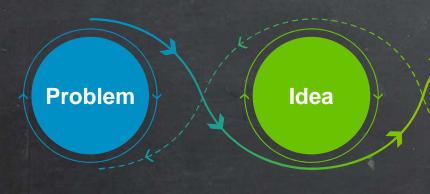
27 Projects

11 Projects

Launch

< Pitch Sep 19th

Design
Thinking &
Lean
Startup
Approach





Scale

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







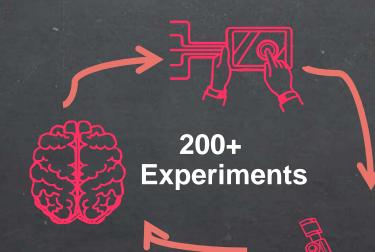
incubate

Scale

FAST Experimentation

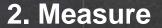
3. Learn

- Validated move to next element
- Uncertain adjust experiment
- Not validated new hypothesis



1. Build

- Extract Hypothesis
- Prototype the MVP for testing



- Design test
- Test and analyze results

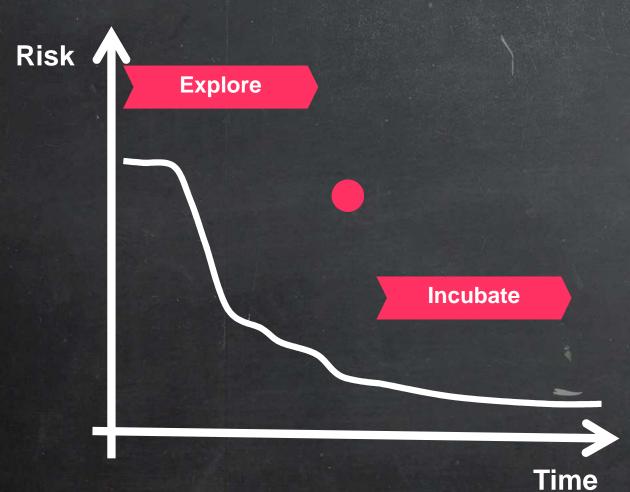
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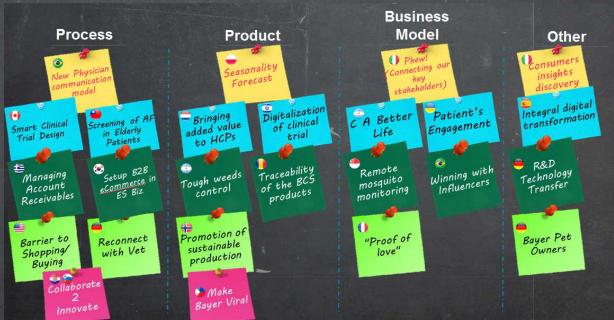
Systemic DE-RISKING was essential for teams to succeed in our Catalyst Fund



Fast de-risking

Examples of projects





THE PITCHES were evaluated with a VENTURE CAPTIAL mind-set





Validate the PROBLEM



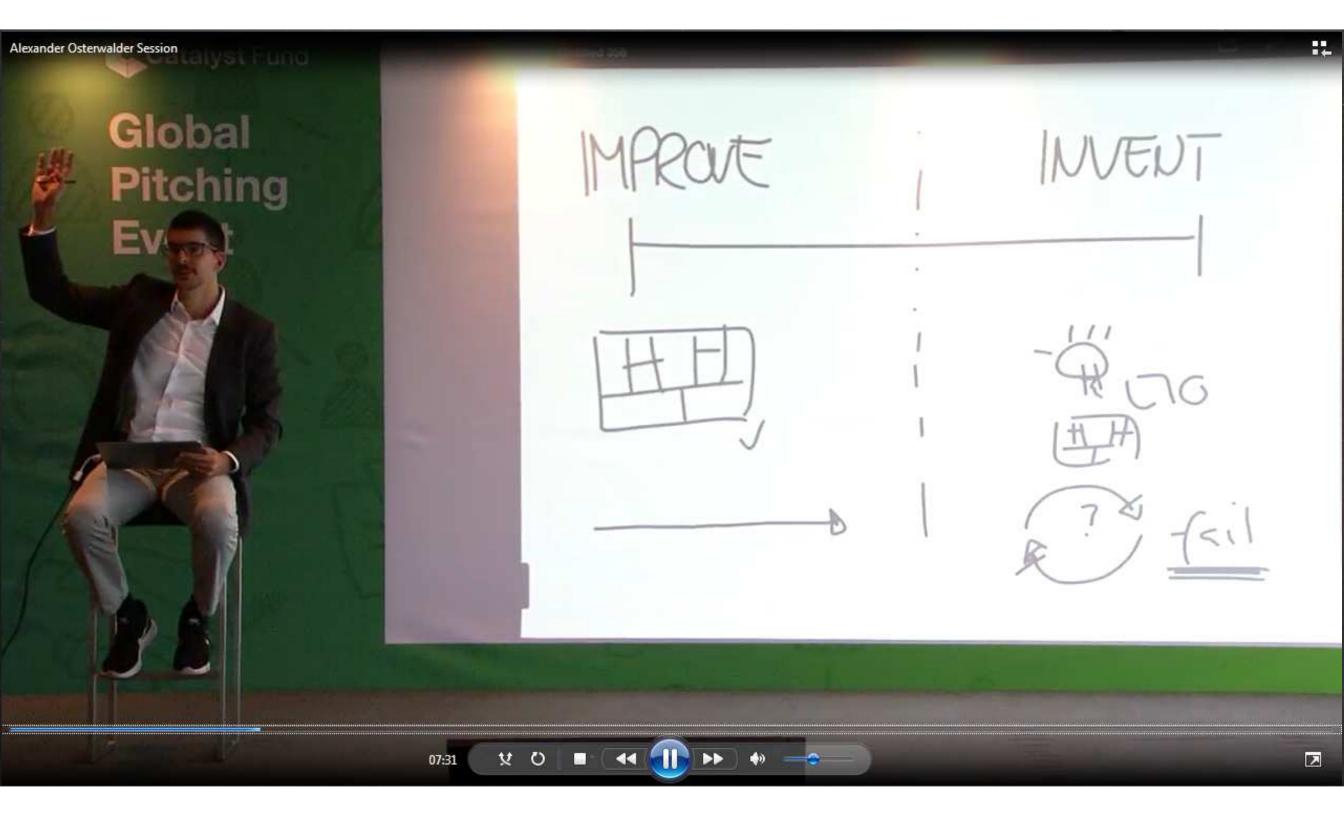
Validate the SOLUTION



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

