



Bayer

Building Organizational Agility with a Global Pharma Product Portfolio

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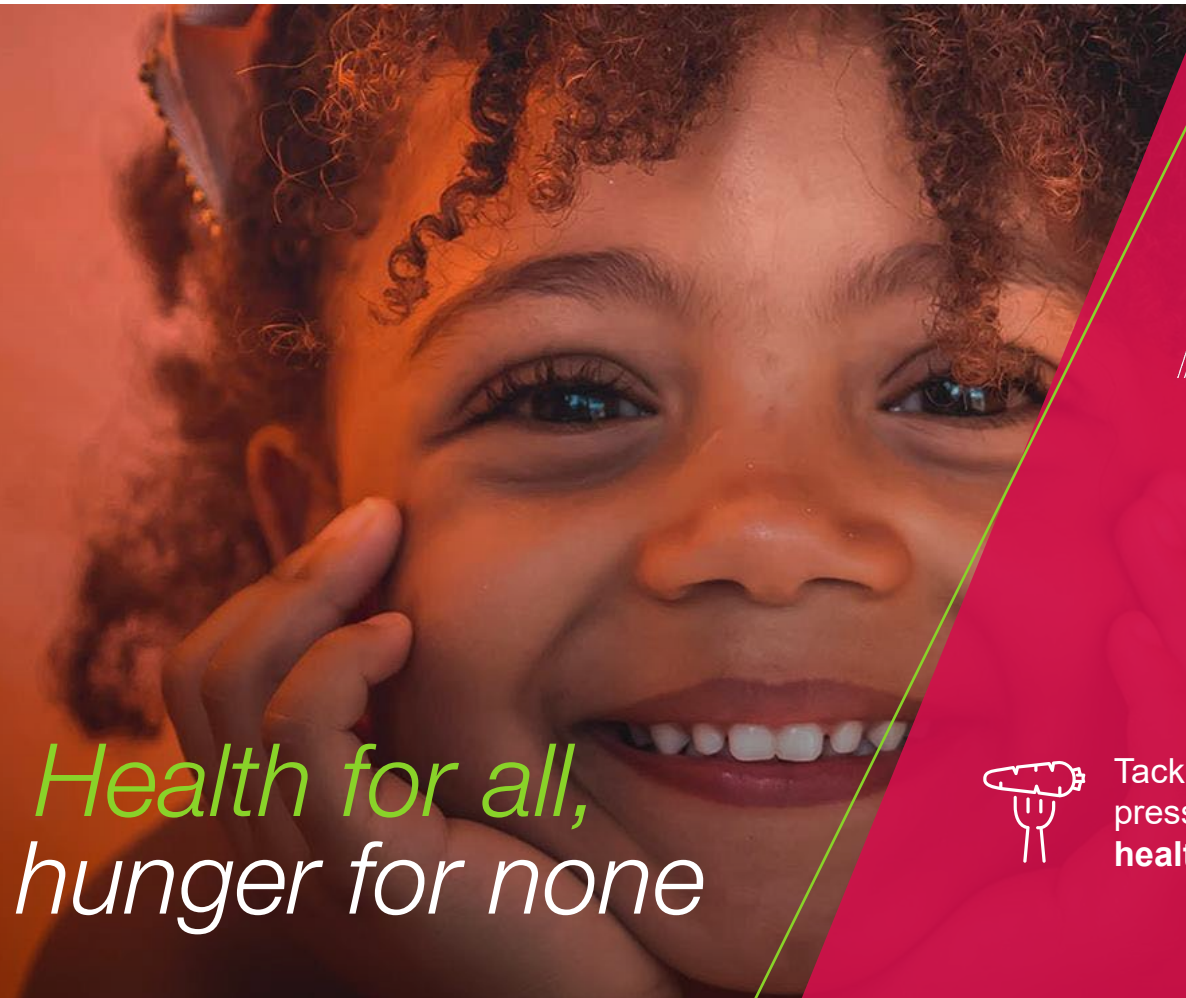
September, 2022





Bayer at a glance

Group key data



*Health for all,
hunger for none*

3 divisions

- // Crop Science
- // Pharmaceuticals
- // Consumer Health

Represented by
**374 consolidated
companies** in

83
countries

99.6k
employees worldwide
in 2021*

€5.4bn

investment in R&D
in 2021

€44.1bn

sales
in FY2021



Tackling two of the most
pressing challenges of our time:
health & nutrition



Diverse, international focus
with cross-border and cross-
division **people development**

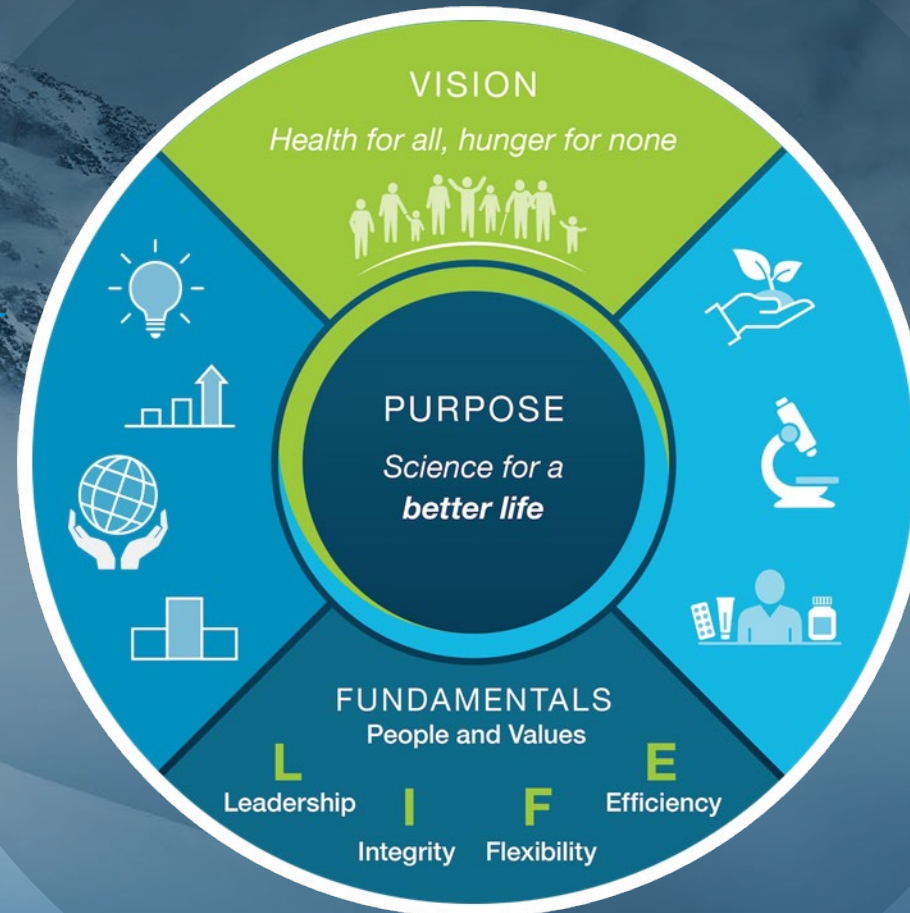
* As of December 31, 2021; employees in full-time equivalents



Our purpose, vision and strategy

GROUP STRATEGY

- // Deliver world-class innovation
- // Drive operational performance
- // Generate sustainable impact
- // Shape a leader





Leveraging PPM improvement potential helps to...

Improvement Areas

A high PPM maturity will...

...increase the number of projects that have **clearly defined financial & non-financial benefits**

+30%

...**reallocate resources** across projects in portfolios more **effectively**

+30%

...**better integrate PPM process** with strategic planning

+30%

...enable systematic **ranking and prioritizing** of projects which leads to stringent project selection

+30%

...bring stronger **strategic alignment** of programs and projects

+20%

...increase number of projects **within budget**

+30%

...increase number of projects **on time**

+30%

...increase number of projects that **meet goals** and business intent

+20%

... build organizational agility and increase responsiveness

Advantages of high PPM Maturity

Project Portfolio Management (PPM)



Fast **strategy delivery**



Executive **line of sight**



Adaptive **prioritizing & funding**

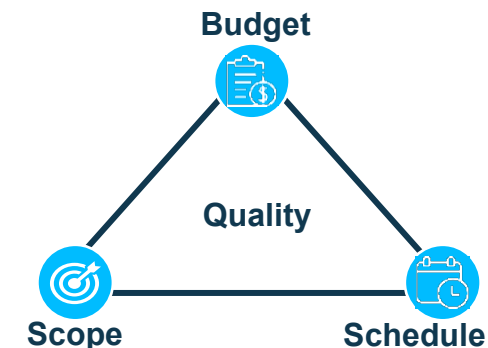


Flexible **resource planning**



Aligning **people and teams**

Project Management (PM)



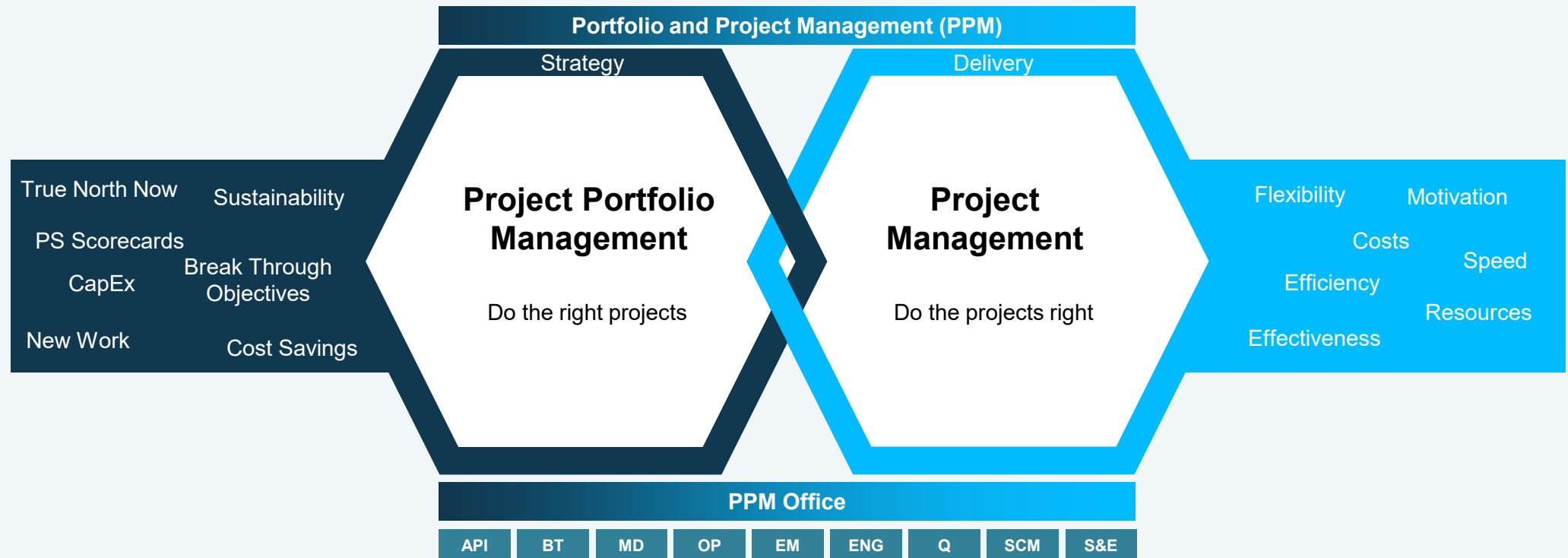
Sources:

1. Winning through Project Portfolio Management – The practitioner's perspective in PMI Thought Leadership Series Report
2. R. Wagner - Erfolgreiches Projektportfoliomanagement



Project and Portfolio Management (PPM) is the connecting layer between business strategy and project execution

Portfolio and Project Management



Our goal is to establish good Project and Portfolio Management practices to realize efficiencies in PHPS



Project Portfolio Management enables us to execute our strategies / programs / projects successfully!

OUR benefits

Project Portfolio Management
Project Management

// Strategic Planning



// Project Prioritization



// Program Management



// Project Management



// Reporting



// Resource Management



Pharma Product Supply

Vision



Framework for realizing the **right projects**



Transparent and **solid decision** making



One **single source** of truth



Full picture of our projects and their dependencies



Standardized way of working



Easier management of projects

A short introduction to Project Portfolio Management





After creating the PPM Foundation, we now need to define the ways we work to gain efficiencies

Implemented

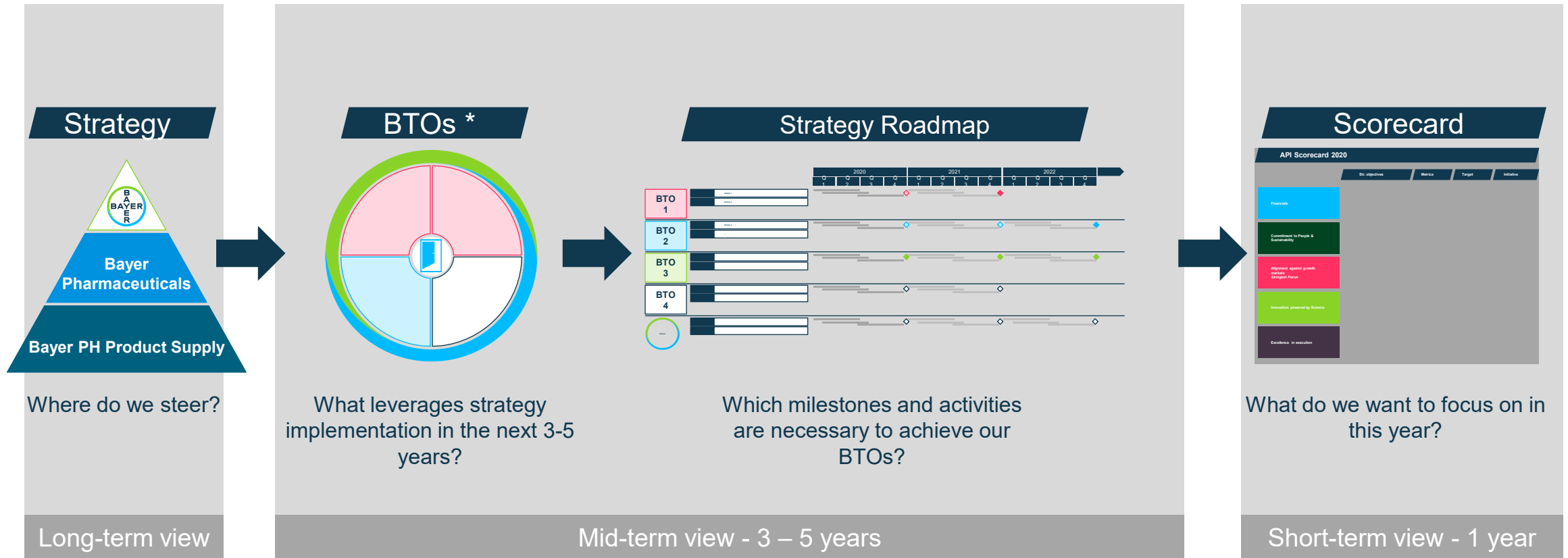
Current focus

Future focus

	1. Tool Roll Out and PPM Start	2. PPM Stabilization, Growth and first efficiencies	3. Mature PPM Processes and Organization		
	2020	2021	2022	2023	2025
Activities	<ul style="list-style-type: none">// PPM Tool selection, and technical Go-Live// Development of technical PPM capabilities// Development of PPM trainings// High level process and guardrail definition	<ul style="list-style-type: none">// PPM Maturity Assessment conducted// Need for further PPM development identified to become more efficient// Process improvements and standardization// Implement PPM Office// Support programs	<ul style="list-style-type: none">// All required programs / projects with high data quality in Planview// Full Roll Out of standards (processes and organization)// Maintain high level of PPM Maturity to safeguard achievements// Measure Progress on KPI basis		
Benefits	<ul style="list-style-type: none">// Standardized tool// First processes// Best practice sharing	<ul style="list-style-type: none">// Global PPM standards// Major strategic initiatives supported// Efficiency gains in PPM tasks	<ul style="list-style-type: none">// Doing the right projects in the right way		
Status	<div>Foundation</div> <div><div>Strategic Planning</div><div>Project Prioritization</div><div>Program Management</div><div>Project Management</div><div>Reporting</div><div>Resource Management</div><div>PPM Organization</div></div>	<div>The Way we Work</div> <div><div>Strategic Planning</div><div>Project Prioritization</div><div>Program Management</div><div>Project Management</div><div>Reporting</div><div>Resource Management</div><div>PPM Organization</div></div>	<div>Efficient Professionals</div> <div><div>Strategic Planning</div><div>Project Prioritization</div><div>Program Management</div><div>Project Management</div><div>Reporting</div><div>Resource Management</div><div>PPM Organization</div></div>		



Real life examples on strategy deployment supported by PlanView in place



Strategy Deployment is the process that aligns and links business strategy and execution. It will enhance strategic decision-making in (global) PPM by enabling a new level of transparency in PlanView.



Planview delivers a holistic solution for Project Portfolio Management (PPM) & Project Management (PM)

Overview of products purchased at Bayer for the implementation of PPM and PM

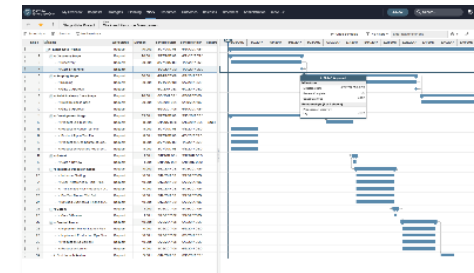
PPM

Enterprise-wide project portfolio planning and delivery



- Project portfolio visibility and governance
- Strategic planning
- Project prioritization based on strategic fit and capacities (financials, resources)
- Financials, Schedules, Resources
- Reporting

Disclaimer: S&E support is limited to Enterprise One™ due to resource shortages.



Empower the Mngt¹

Synchronized automatically

PM

Bringing teams together to execute projects ([Link](#))

Project oriented work



- Full project team (internals & externals) can collaborate
- Schedule is synchronized from E1
- Single tasks can be distributed and tracked within the team
- Professional document management



Agile portfolio visualization and agile work mngt

Process oriented work

- Roadmapping and management of objective key results (OKRs)
- Connected portfolio Kanban including agile program/project management
- Team collaboration

Empower the Teams

[Read more](#) about Projectplace & LeanKit

¹including PHPS-leaders, global & local project portfolio managers, all project managers

Lessons Learned



- **Implement E1 in a agile way – adapt to the provided standards**
- **Start small – have a clear vision**
- **Search your supporters and create use cases to convince**
- **Be quick in providing high quality reports**
- **Make Leaders use your data**
- **Roll out governance processes in an iterative way**



Thank
you

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Forward-Looking Statements

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