



# Transforming Global Operations to Improve Value and Efficiency

**Tina Self, Bayer**

Head of Global Biologics Manufacturing  
& Berkeley Site

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# Meet Tina Self...

*Bayer Biologics Manufacturing Capability Cluster Lead and Berkeley Site Head*

- **8 years at Bayer**
  - Past head of manufacturing operations & site quality leader
- **25 years in Biotech**
- BA Georgia Southwestern State University
- MS Johns Hopkins University
- MBA from Florida Atlantic University





# AGENDA

- Transforming operations through Dynamic Shared Ownership
- Developing a culture of empowered teams with Product Supply Systems
- Current progress and case studies
- Q & A



# Dynamic Shared Ownership

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DSO



# We're overhauling our operating model to benefit the communities and stakeholders we serve

## *Introducing Dynamic Shared Ownership (DSO)*

**What we focus on**



Critical outcomes that foster our mission

**How we organize & relate**



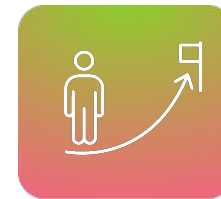
Empowered teams in a network – collaboration & accountability go hand-in-hand

**How we create value**



Customers and products are front and center, supported by fluid flow of capabilities & resources

**How we get the work done**



Faster, 90-day work cycles with continuous learning & improvement

**How we show up**



Respect differences, embrace inclusion & show up as our best selves

*Underpinned by a new approach for leadership*

# Our new operating model yields several advantages for our stakeholders

## For Customers



### World-Leading Innovation

- **Stronger focus on customer needs** with autonomous, dedicated product and customer teams
- Increased speed to market with **faster innovation cycles**

## For Investors



### Superior Financial Performance

- Cost efficiencies with the elimination of roles, processes and activities **not focused on our mission**
- **€ 2 bn** in sustainable organizational savings by end of 2026

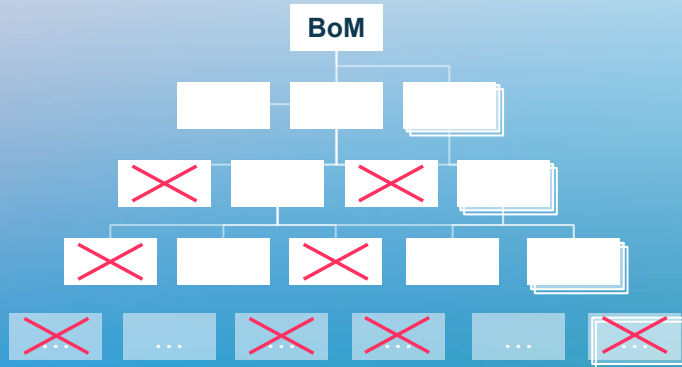
## For Employees



### Productive, Fulfilled People

- Removal of bureaucratic, time-consuming tasks **that don't add value**
- More dynamic resource flow to **highest-impact priorities**
- A **more fulfilling and inclusive** place to work

# Fundamental system change versus traditional restructuring



## Traditional Restructuring

Preserves & reshuffles hierarchical bureaucracy

Eliminates jobs, not work, often at operational level

Delivers temporary savings, not truly performance-focused

## Fundamental System Change

Focused on sustained improvement in performance & delivering more value to customers, colleagues, investors & all other stakeholders

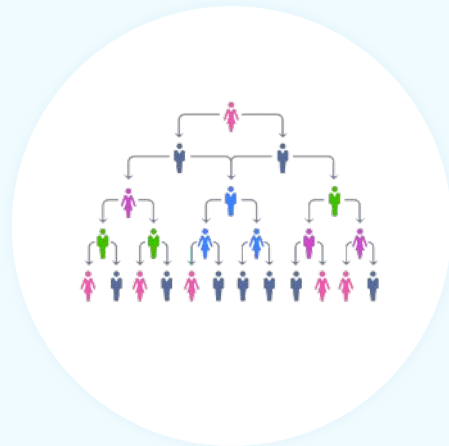
Comprises fundamental reimagining of business & operating model, including structure, processes & economics

Anchored in fundamental shifts in mindsets & ways of working at a team level



# Organizing ourselves as a collaborative network of teams with decision-making authority

## **From** *Traditional hierarchy of individuals*



- Working in siloes
- Slow, less-efficient
- Top-down management

Reducing layers  
from 12-13 to 5-6

Shifting from span  
of control of 3-5 to  
**span of coaching** of  
15-30+

Establishing **peer  
accountability**  
and transparency  
between teams

## **T** *Thriving network of teams with customers at the center*

## **O**

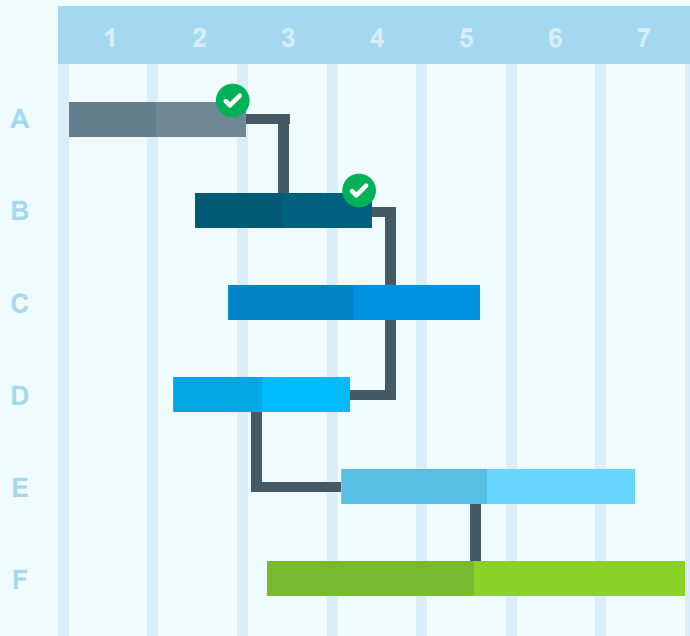


- **Small businesses & functional units** with decision-making power focused on customer value
- **Empowered cross-functional teams** supply expertise and support flowing to where they can add most value
- **Leadership teams** support in setting vision, empowering and coaching teams, and enabling resource flow



# Operating in rapid 90-day cycles of decision, action and learning

## From *Traditional Annual Planning Cycles*



## To *90-day Cycles of Action & Learning*



- Define and prioritize highest-impact **outcomes**
- Identify available **capacity & skillsets**
- Emphasize quick, efficient and continuous **decision making**
- End each cycle and begin the next with a **retrospective**



# Extending traditional management into thriving leadership

## *Leaders act as...*

### **VISIONARIES**

who engage with their teams to shape their missions

### **ARCHITECTS**

who help teams reimagine how we create value

### **CATALYSTS**

who foster empowerment and teamwork across the network

### **COACHES**

who help teams work in rapid cycles

*...enabled by creative mindset...*

## *...so their teams can...*



FOCUS ON  
OUTCOMES



CO-CREATE FOR  
CUSTOMERS



COLLABORATE WITH  
ACCOUNTABILITY



ACT, LEARN FAST &  
EVOLVE



# Empowering Teams via Product Supply System (PSS)

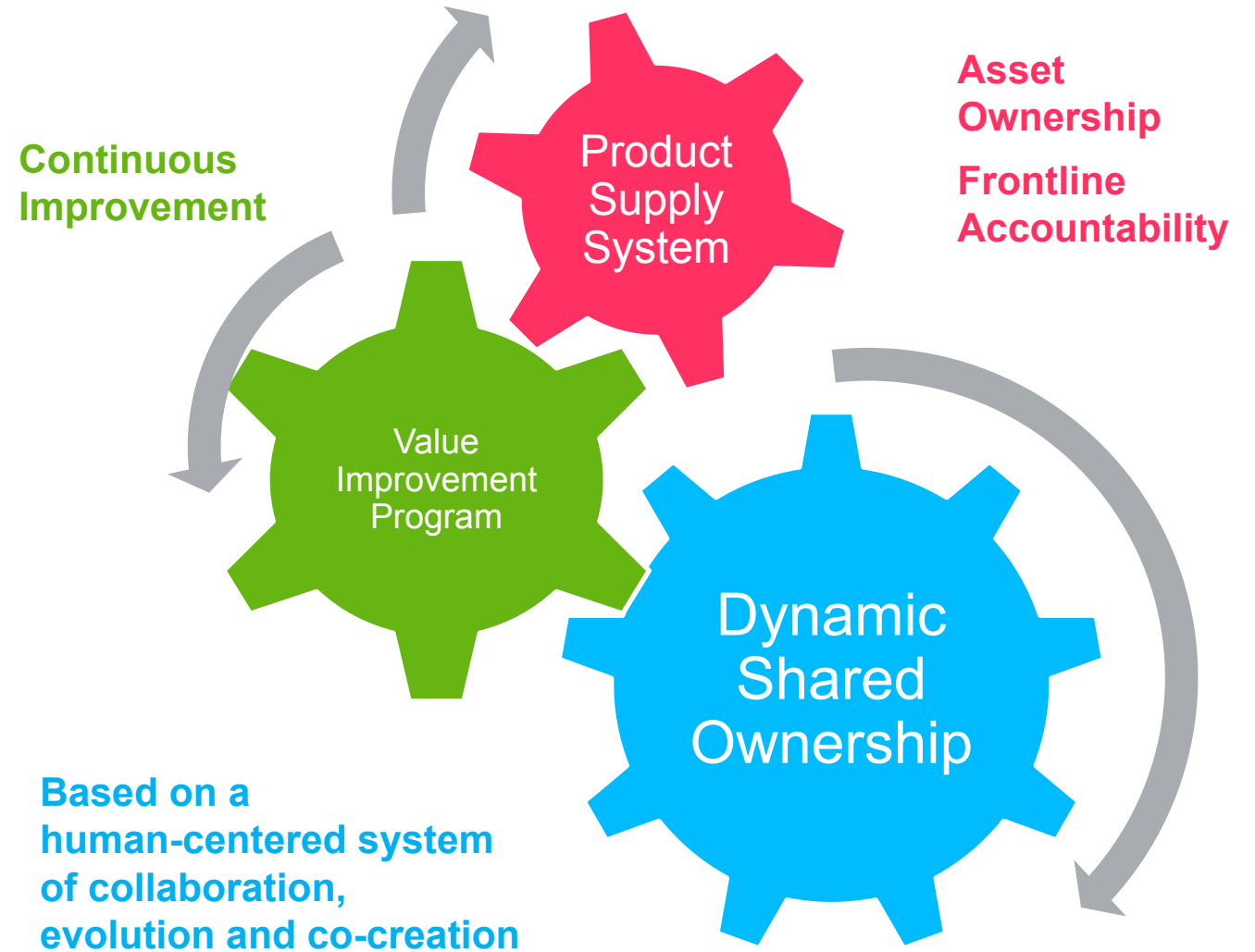
PSS



# Challenges

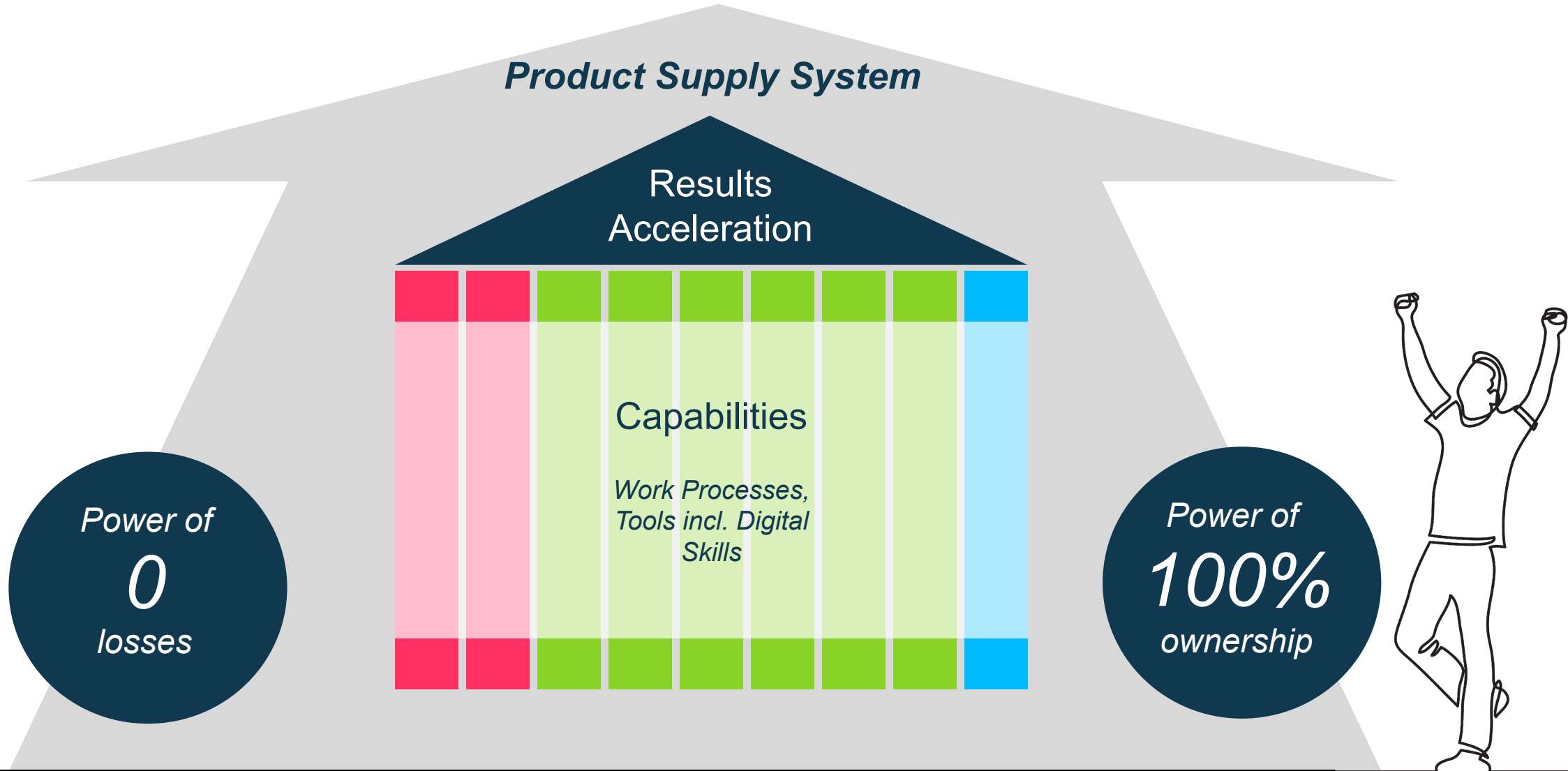
- Increased market competition drives need for lower COGs
- Site growth and expansion calls for increased efficiency and need for agile processes
- Employee morale in times of uncertainty

# Developing a Culture of Empowered Teams





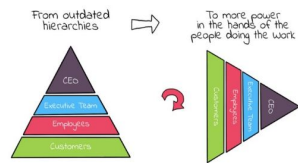
# PSS connects results acceleration, capabilities and behavior





# Product Supply System (PSS) uses capabilities, tools and behaviors to drive DSO on the shopfloor

## How we organize *Collaborate with accountability*



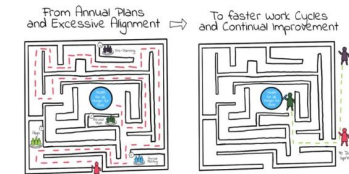
- 100% ownership for process, equipment & performance
- Pillar teams ensure learnings are captured
- Self-directed teams drive daily improvement

## How we create value *Co-create for customers & patients*



- Coaching Culture
- Servant Leadership
- Empowered teams set and improve their own work standards
- Recognition

## How we get work done *Act, learn fast and evolve*



- Rapid review every-day, everywhere
- Zero loss / continuous improvement culture
- Problem solving in teams
- Process improvement capabilities



# Case studies

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# From customer needs to a tangible solution in record time

*“Thanks to Froggy, engaging my child in the infusion process has become much easier. The frog-shaped tool allows him to feel like a regular, playful kid, shifting the focus away from the life-saving medication he needs.”*

— Mother of two-year old hemophilia patient



## Froggy



*“How can I inject two vials with only one hand?”*

This need, expressed by many hemophilia patients, led to the creation of Froggy – a tool that improves the infusion experience for patients, especially those using two syringes.

- **Co-creating for customers:** With patient needs at the forefront, the team moved from an idea to realization in just 90 days
- **Rapid Innovation:** In 90 days, the team solved a long-standing problem and successfully launched Froggy to 1,000 patients across Italy in April 2024



**Addressing needs and improving outcomes for patients even faster**



# Driving productivity gains to support increased demands



*Opportunity for expanding markets required rapid capacity scale up*

## Operating in a patient focused product team...

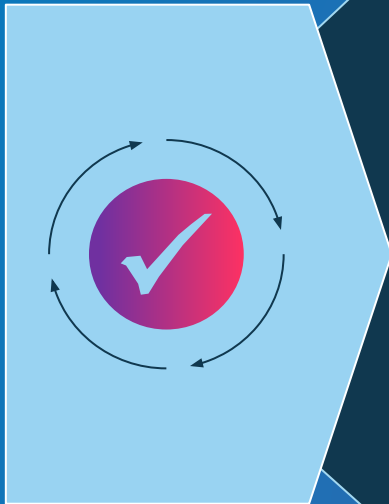
- **Rapidly adapted to changing demands** with focused talent flow and flexible resources
- **Allowed for global, cross functional team** to accelerate implementation of new production model & implement key efficiency projects



*Rapidly increasing capacity and realizing efficiency gains in patient-focused, self-directed teams*



# Evolving how we show up each day to fully enable a culture of empowered teams



- Creating greater value by placing customer and product teams at the center
- Operating in rapid cycles of decision, action and learning
- Getting more mission focused and addressing our key challenges by amplifying our strengths

Health for all, Hunger for none



Q &  
A

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# Thank you!