



## *Team meetings – Argentina*

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# Agenda

- Who is new to team?
- Introductions
- Our culture
- New IT operating model
- Development methodology
- ACS2 and OBP overview
- Q&A



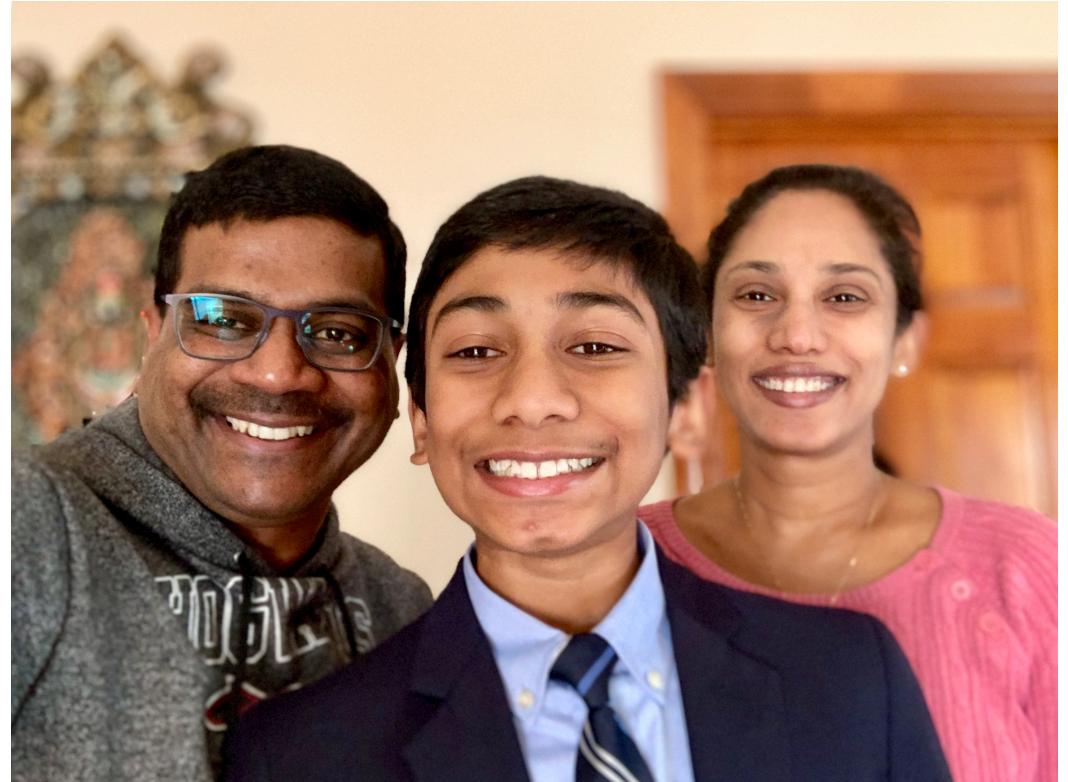
*Who's new to  
team?*



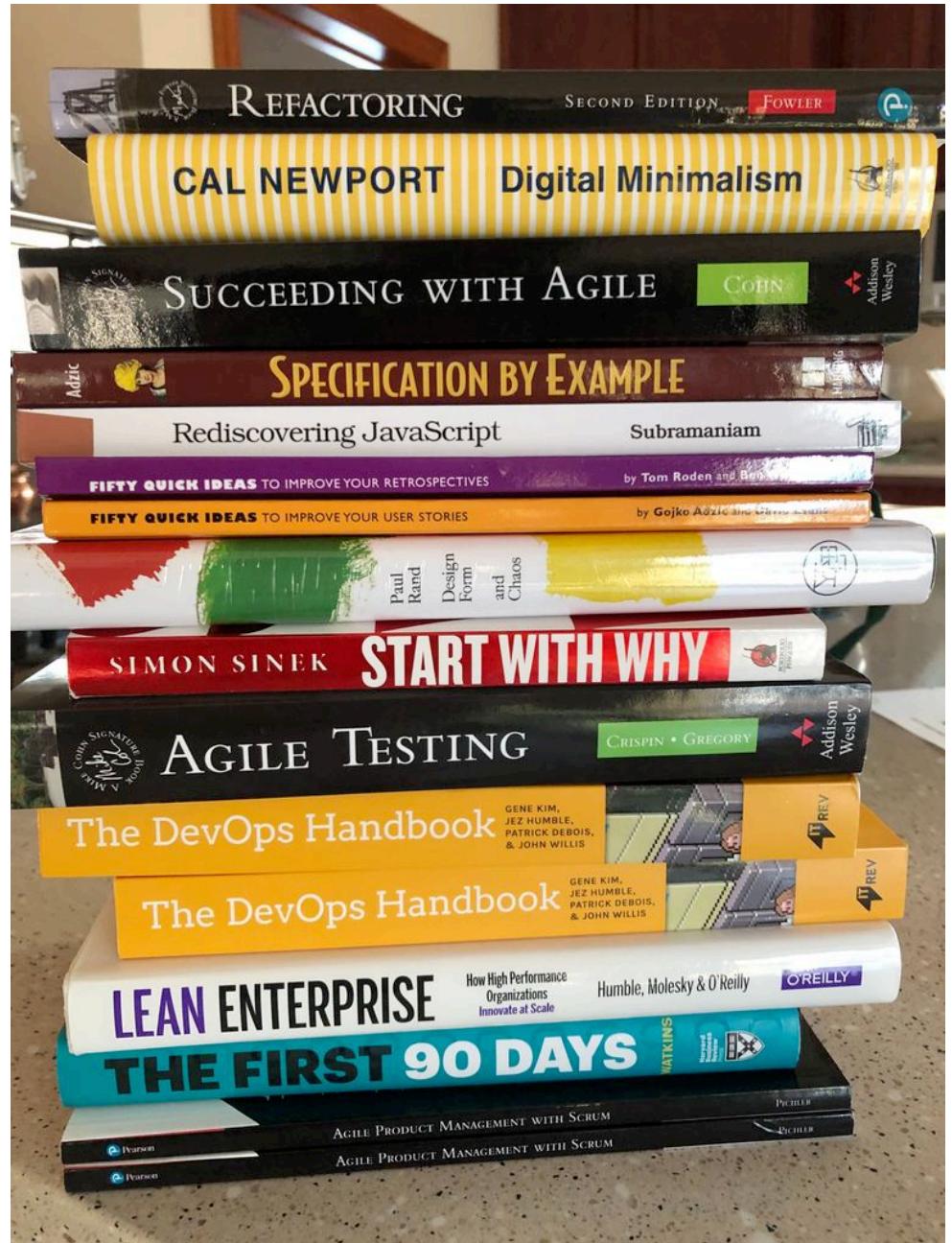


# About me

- With Bayer from March, 2003.
- Started as developer with research development organization.
- Multiple roles across various organizations.
- Started leading Finance platform & Argentina COE from 2016.
- Love exploring new gadgets.
- Playing table tennis.
- Reading books.



# Books for your reading pleasure!





## *Our culture*





# Our culture

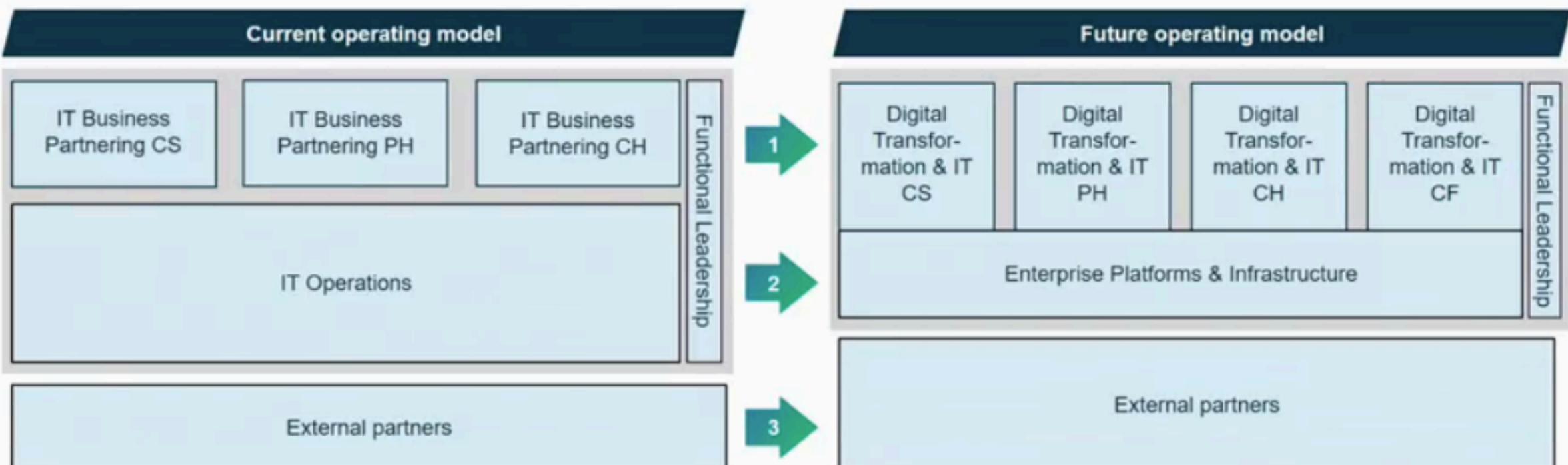
- Team autonomy with accountability.
- Collaboration & engagement
  - Inside & outside the organization.
- Radical candor:
  - Challenge directly and care personally.
  - Example: Stick to WA, DoR and DoD
- Do the right thing vs Doing the right things.
- Continuous learning.
- Fail fast.



## New *IT* operating model



# Transformation will lead to a new IT Operating Model



- 1 Agility for differentiating, divisional solutions
- 2 Efficient, cross-functional enterprise platform
- 3 Strategic partnerships for non-differentiating services



# *Finance Platform*

## 2019 - Q2 Focus Areas



# Finance DevOps Q2 2019 Focus Areas

## Testing

- Education & Ownership
- Tools/Practice Alignment
- End to End Testing

## App Security

- Education & Ownership
- Practice Alignment
- Tracking & notification

## Monitoring

- Education & Ownership
- Engagement strategy
- Smart/Centralized Monitoring

## Outcomes

- Improved Team Ownership and Knowledge
- Improved Product Quality
- Improved App Security and Visibility
- Effective Monitoring & Improved User Experience



# Finance Agile Q2 2019 Focus Areas

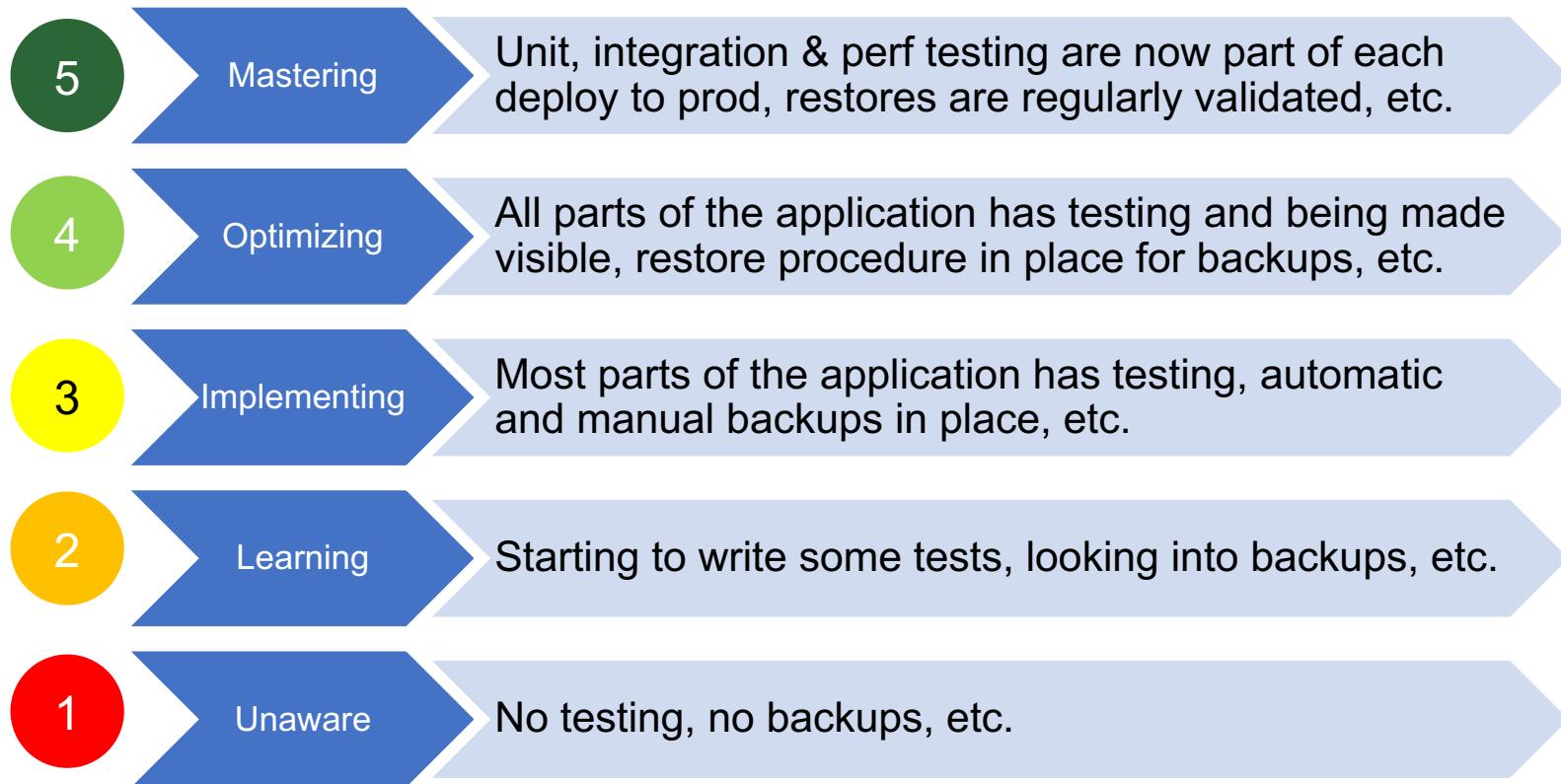
Technical Practices	Requirements	Planning	Teamwork
<ul style="list-style-type: none"><li>• Increase Skill development: TDD Training, Learning Library, Innovation Day, etc.</li><li>• DevOps Maturity focus</li></ul>	<ul style="list-style-type: none"><li>• Align work to Strategic Goals, Initiatives and Features</li><li>• Identify Technical Debt in product backlog</li></ul>	<ul style="list-style-type: none"><li>• Become more effective through Strategic and Tactical Planning.</li><li>• Improve Business &amp; Product Management partnerships with teams so as to affect scope-deadline constraints</li></ul>	<ul style="list-style-type: none"><li>• Review of WINFY and update Working agreements</li><li>• Update and adhere to DoR, DoD</li></ul>

## Outcomes

- Enhancing Learning Culture
- Reduce Amount of Technical Debt
- Understanding of Product Strategic Goals and Vision, Including Critical Business Dates.
- Better Understanding of How to Work Together and Enhance Partnerships on How To Meet Business Needs



# DevOps Maturity Scale



## Tools

[GlaDOS](#)  
[Metrics Dashboard](#)  
[AWS Cost Dashboard](#)

## Trello Boards

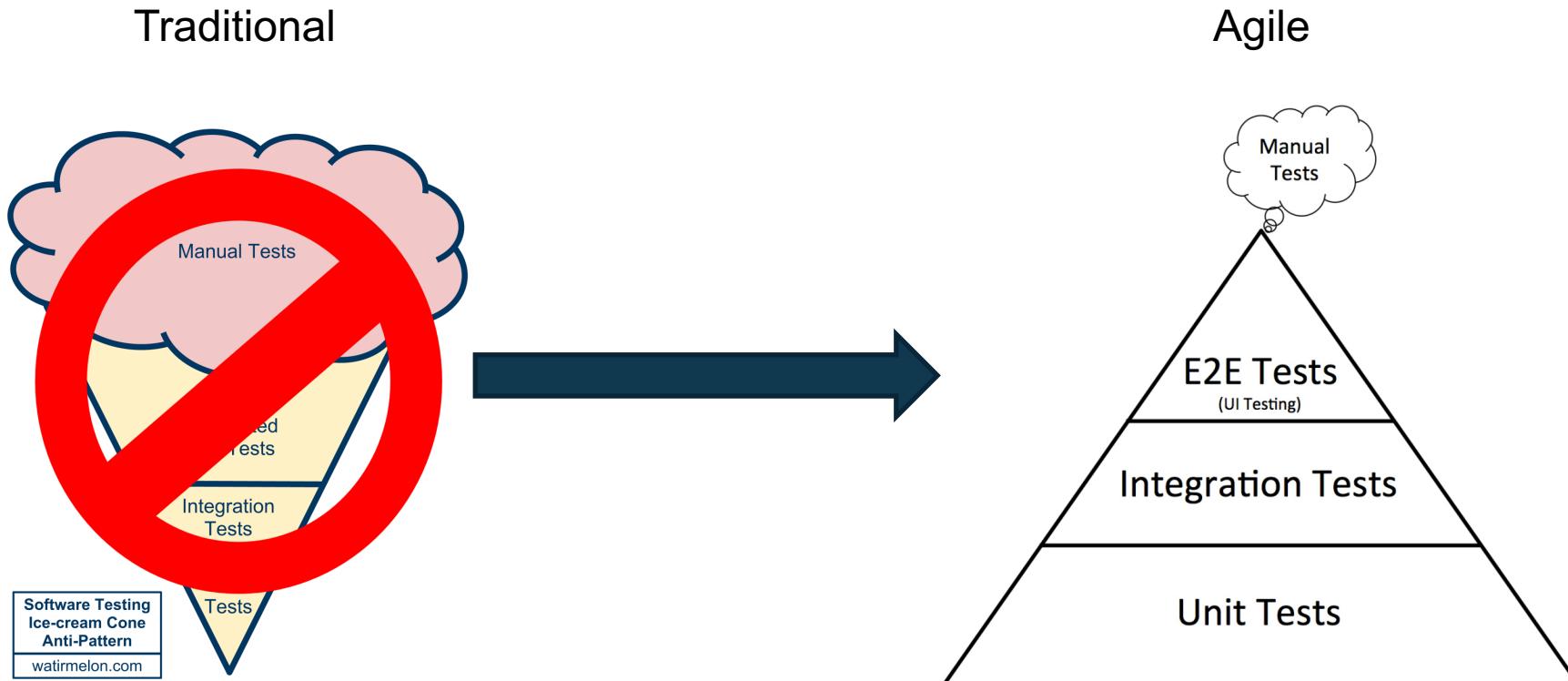
[ACS2](#)  
[Barter](#)  
[VCT](#)



# DevOps Maturity Snapshot

Category	Details	ITS Sales	ITS POD	Barter	ACS2 DF	OBP
Backups	Automated backups, backup notifications, restore procedures, periodic restore validation	4	4	3	4	2
Remediation	Handling Kafka failure scenario's, Idempotency and retries	4	3	3 ↑	4	N/A
Requirement Traceability	JIRA number in code commits. Acceptance criteria, artifact version & test results in JIRA	4	4	4	4	2
Database usage	Encrypted Database. Strong Database passwords and periodic rotation. Database Auditing	4	4	3 ↑	3	N/A
Cost Management	Cost monitoring and awareness. Cost saving opportunities identification and implementation.	4	4	4	4	N/A
Logging	Centralized Logging	5	3	4 ↑	4	2
Monitoring	Monitoring & alerting on apps/process/Infrastructure. Web Analytics	3 ↑	3 ↑	4	4	2
Testing	Automated Unit, integration, performance tests. Tracking and Visibility	3	3	3	4	2
Password Storage	Passwords & Secrets stored in Vault. Vault secret encrypted and rotated periodically	5	4	3 ↑	4	3
Security	API's secured with Ping and Entitlements, SQL Injection, XSS, etc.	4	3 ↑	4	3	3
Patching	Build tools, Build Packs, libraries, JDK, OS patched periodically	2	2	2	3	3

# Agile Testing Methodology





*Updates on other  
products in our  
platform*





# ACS2

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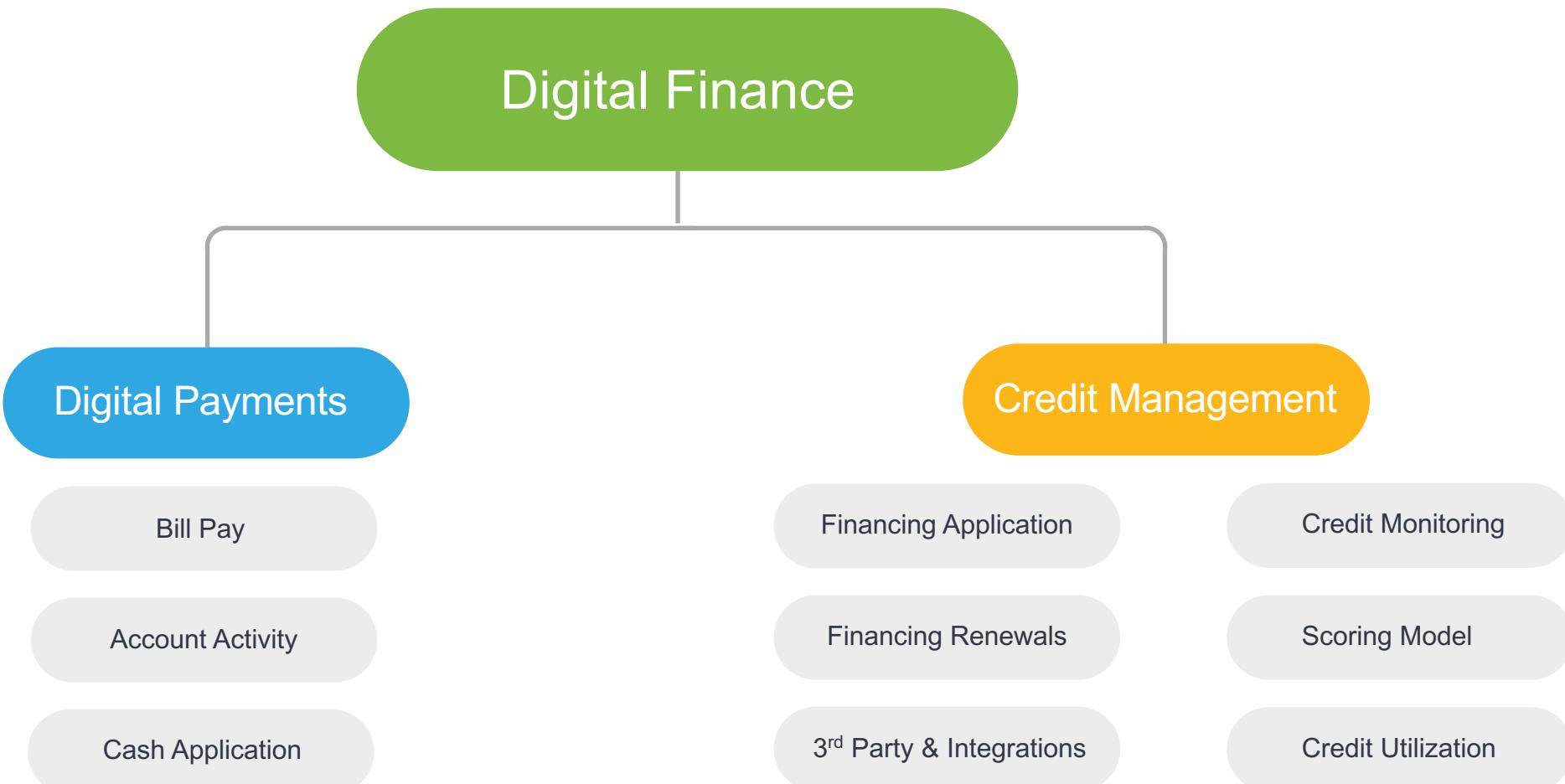


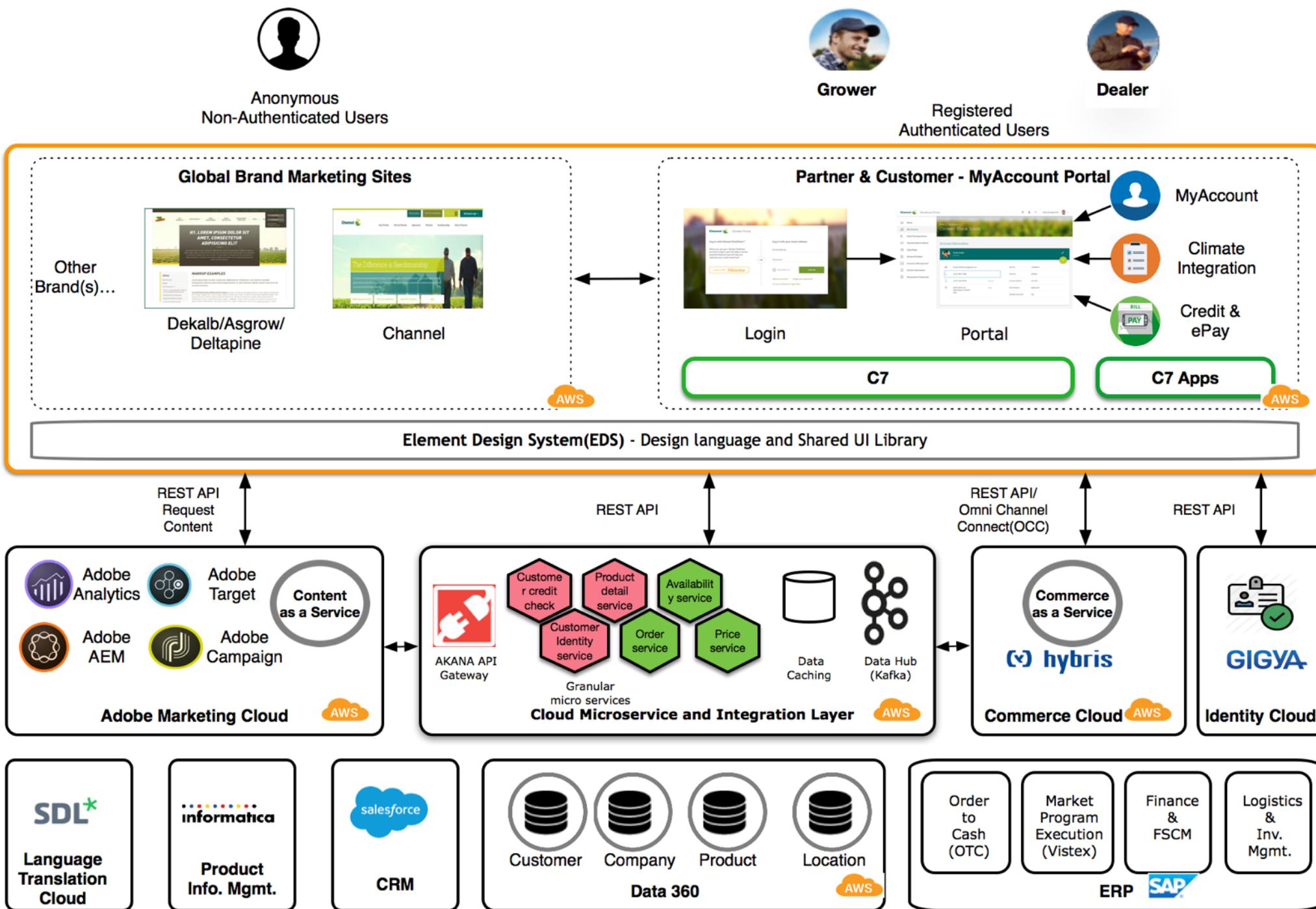


# ACS2 intro...



# What is ACS2 Digital Finance?







OBP



# Program / Project Rationale

## Outcome Based Pricing – Phase 1 Digital Investment

### Rationale

- // The current pricing model is a barrier to unlocking the value created by Technology (inputs) and Climate (decision science) advances, and keeps growers from realizing their potential profit opportunity
- // Current misalignment of price and performance negatively impacts NPS and growth potential
- // Current industry environment encourages low-cost reaction and “race to the bottom of value”, instead of a focus on increasing value and grower profits
- // Building a Digital Platform to support the launch of Outcome Based Pricing is essential to scale rapidly and gain a competitive advantage in the industry.

### Current Challenges

Optimal  
Price/Value



Over Pay

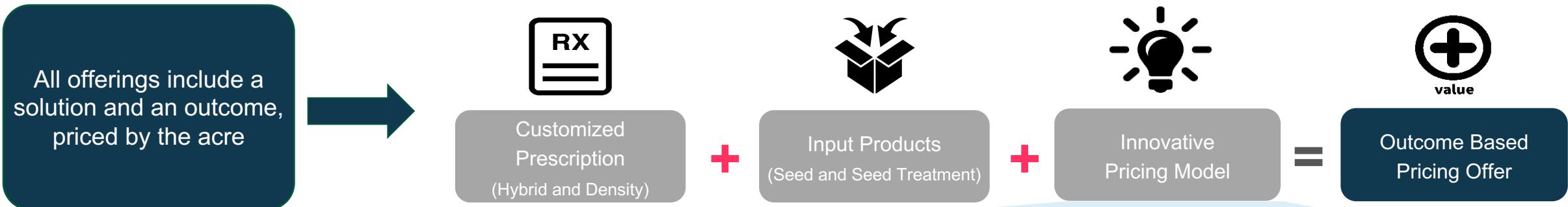
Under Pay

Farmgate

# Outcome Based Pricing creates new value through 4 personalized pilot offerings (details of offers subject to change)



This is the best of Bayer, personalized for you and your fields



## TRADITIONAL

Seeds are priced and purchased by the bag.



Risk Management:  
N/A

- ! Performance uncertainty
- ! Price volatility
- ! No performance guarantee
- ! Farmer bears risk

### A. By the Acre

Seed sold by acre, price customized to the farmer based on expected yield.



Risk Management:  
None

- ✓ Best seeds for your field
- ✓ Expected performance

### B. Partial Performance Guarantee

Customized price includes product performance guarantee based on the field prescription. The farmer receives a refund, up to a portion of the cost of the offering, if execution of the prescription results in yield that is below the guaranteed level.\*



Risk Management:  
**Seed cost protection**

- ✓ Best seeds for your field
- ✓ Guaranteed performance

### C. Performance Partner

Offering B with the sharing of upside Value if execution of The prescription results in yield that exceeds the guaranteed level. This lowers the offering cost to the farmer.



Risk Management:  
**Seed cost protection**

- ✓ Best seeds for your field
- ✓ Guaranteed performance
- ✓ Shared value on yield increase

### D. Profit Partner

Farmers pay a percentage of revenue. This offer fixes farmer gross margin from Seed cost and aligns Incentives with Bayer.



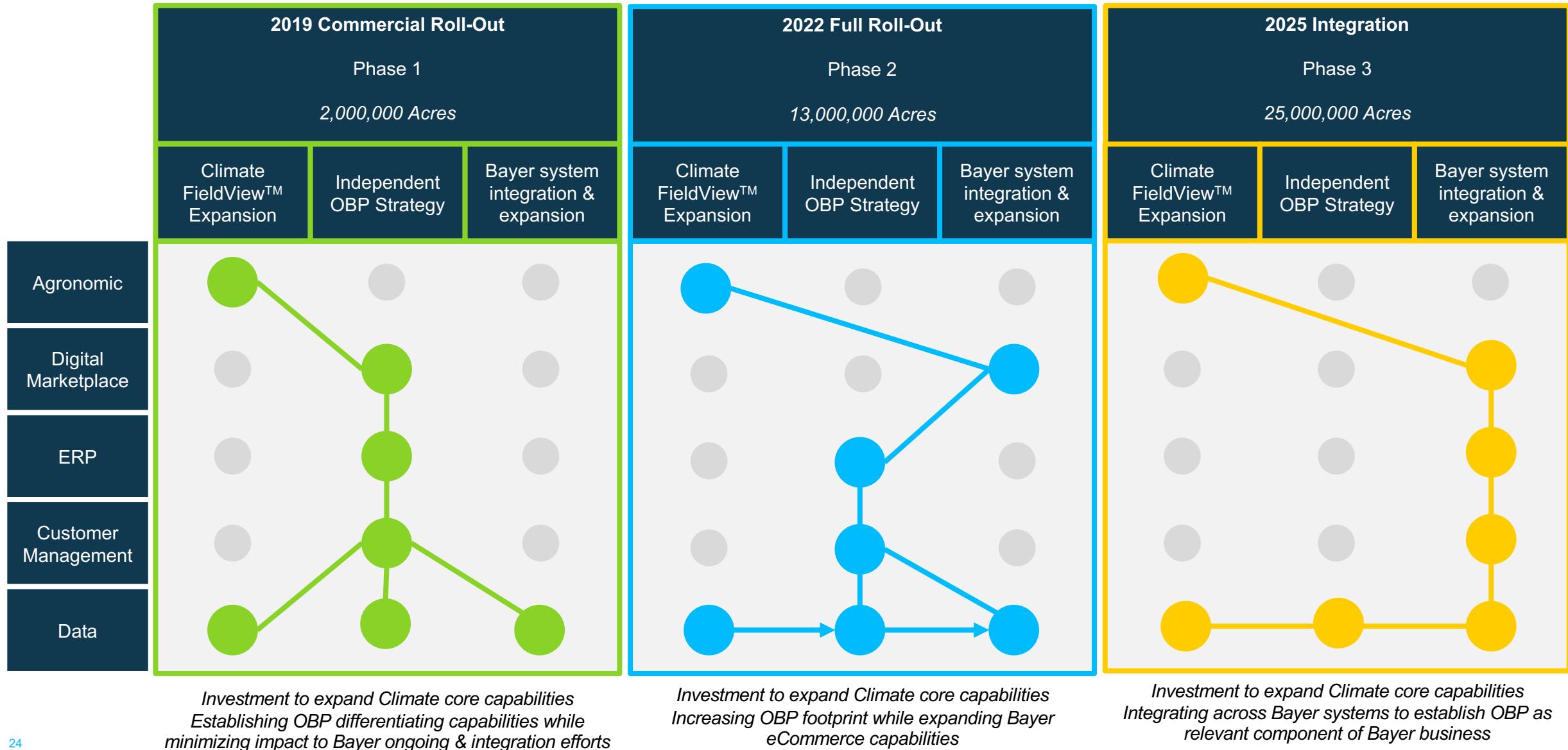
Risk Management:  
**Seed cost is based on revenue**

- ✓ Best seeds for your field
- ✓ Partnered for performance
- ✓ Seed cost protection
- ✓ Commodity risk protection



# Phased Approach and Timeline

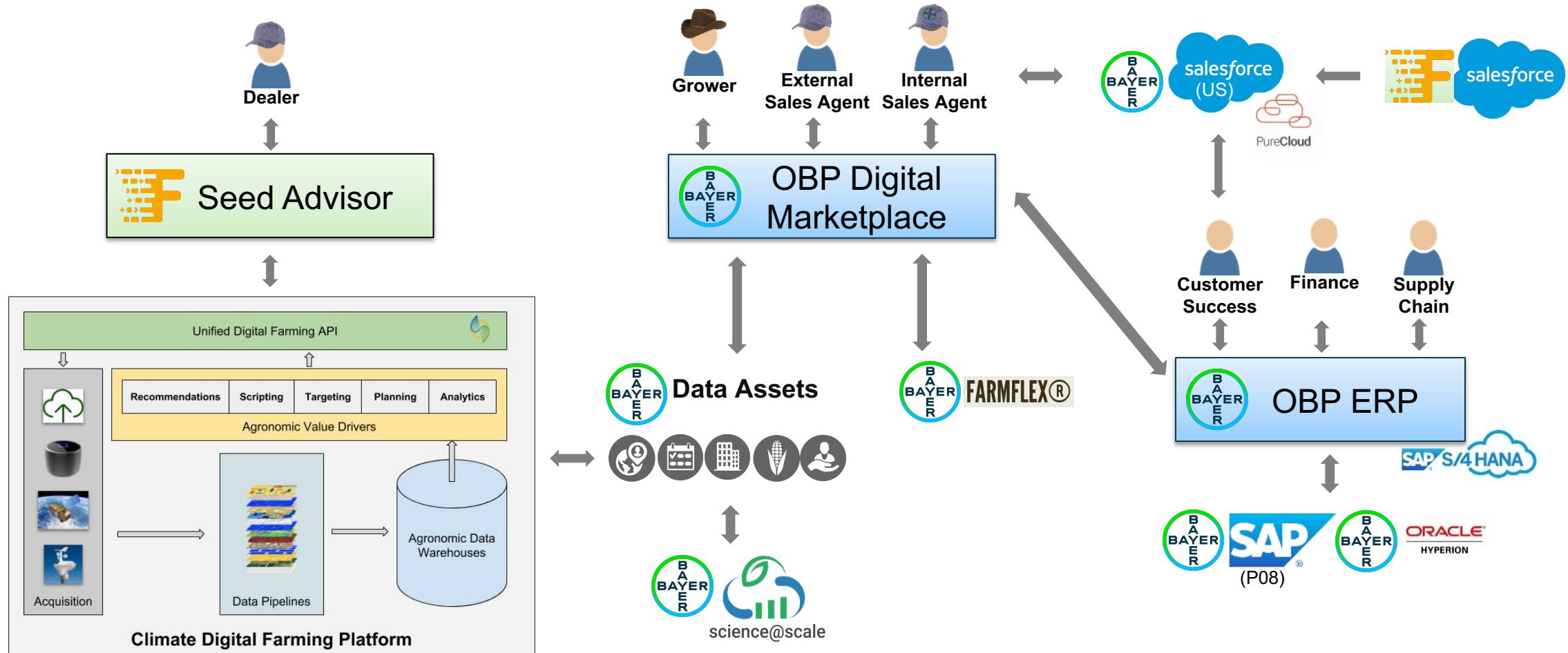
A Phased Approach allows for accelerated value creation for customers and value realization for Bayer

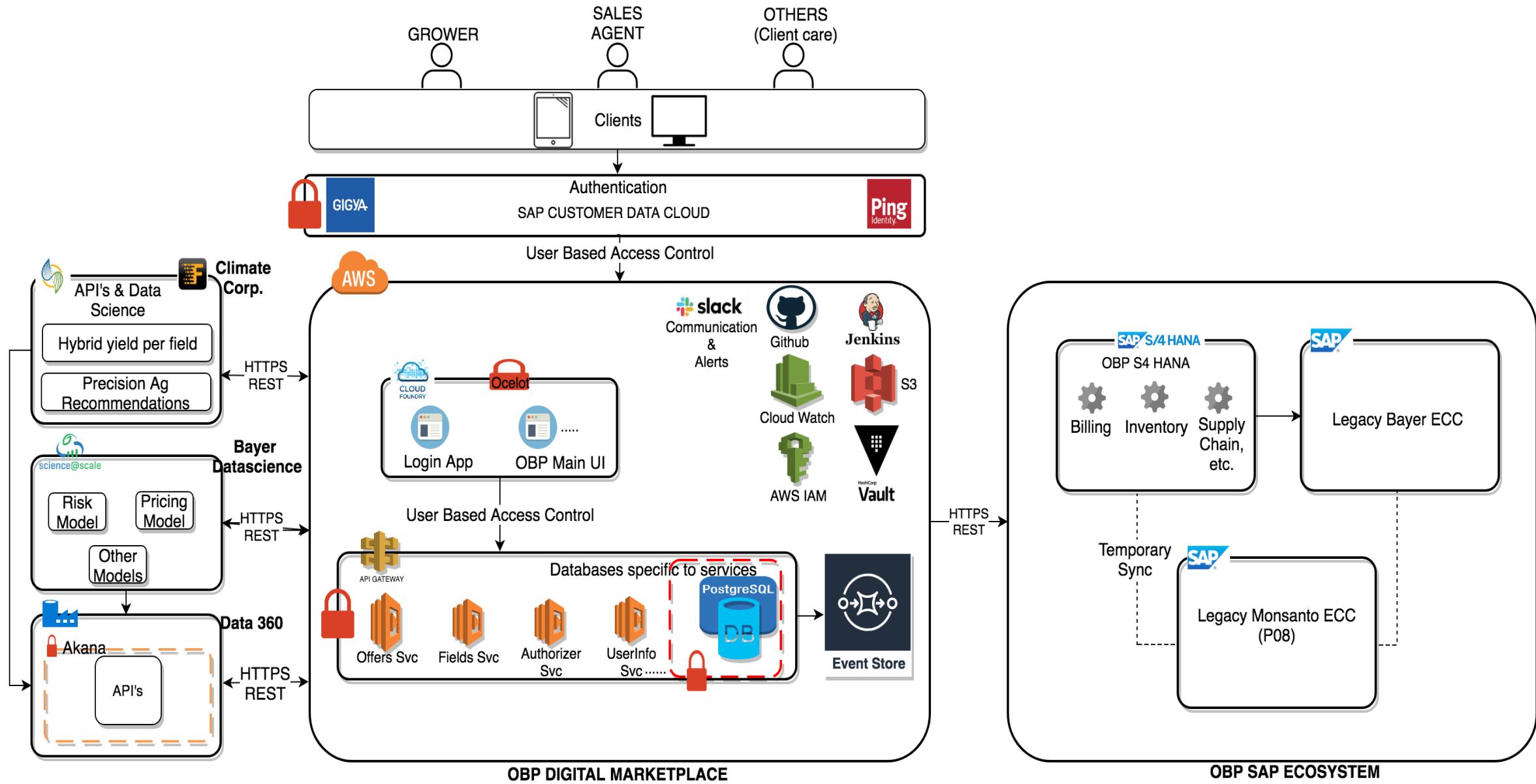


# OBP Digital Platform

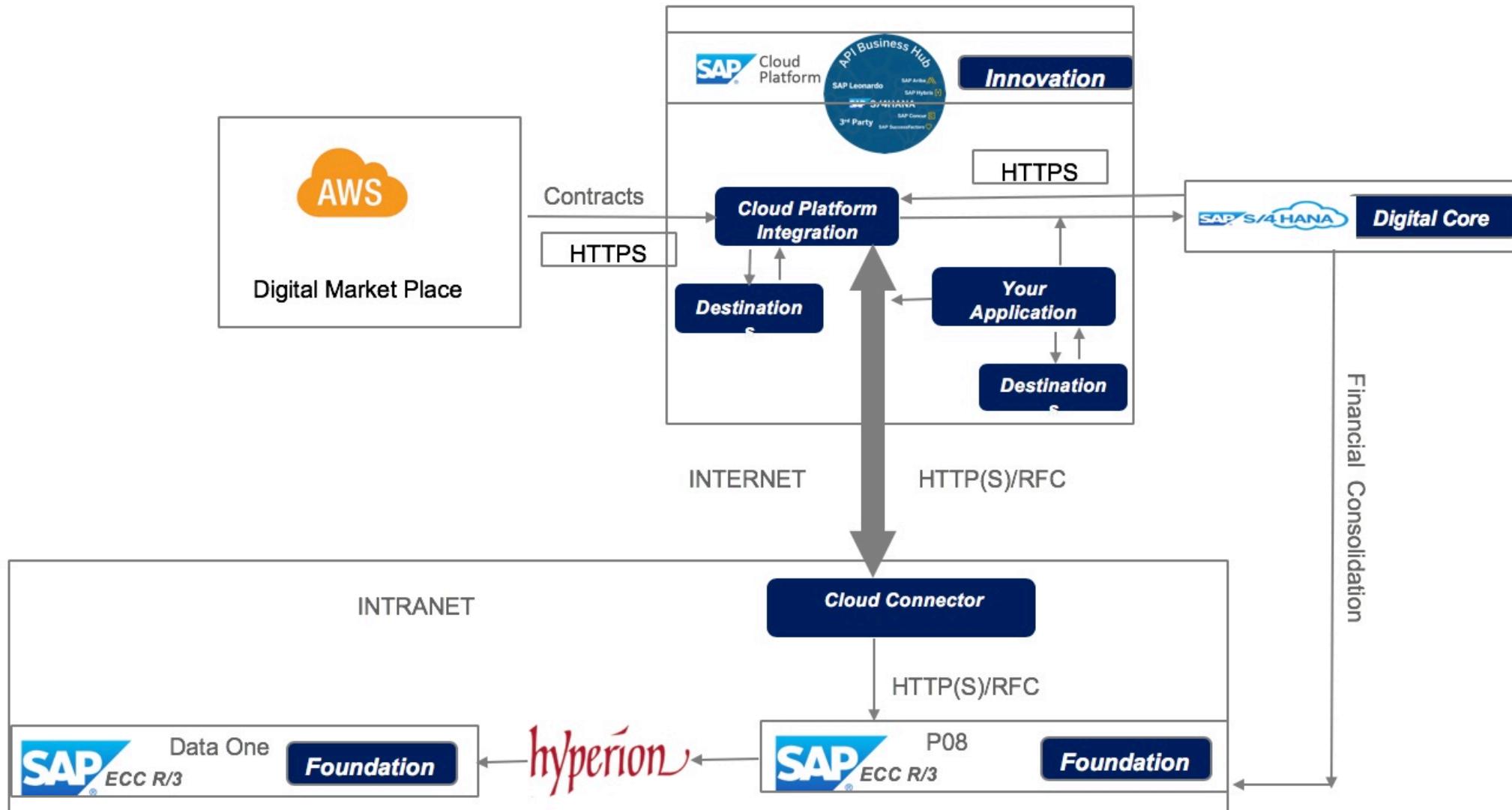


Integrated with Climate Digital Farming Platform and Bayer Enterprise Platforms to leverage and extend existing capabilities



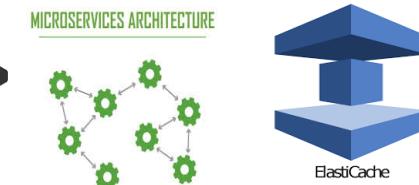
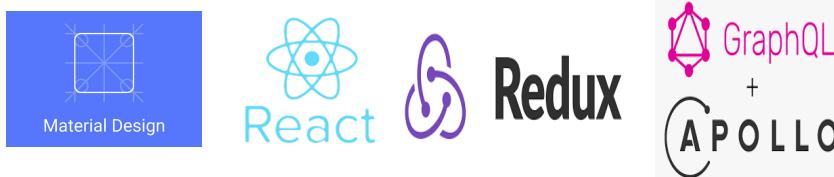


## OBP ERP ARCHITECTURE





# Tools, Technologies & Integrations





## Q & A

