

28 APRIL 2020  
Brussels

Innovation Roundtable®  
Workshop hosted by



# Business Model Innovation in the Digital Era

Creating New Businesses Using Digital and IoT  
– and Organizing for Internal and External Startups



## PRESENTATIONS



**SHANKAR KRISHNAMOORTHY**  
Executive Vice President



**CHRISTOPH H. WECHT**  
Program Director  
Management by Design



**ERIK JIVMARK**  
Chief Operating Officer,  
Volvo Car Mobility



**BERND WACHMANN**  
Director - Business  
Innovation Center Europe



**SEBASTIAN PHILIPP**  
Head of Business  
Innovation Studio



**LILIAN MATISCHOK**  
Director Digital Business  
Office, Industrial  
Technology

## TOPICS



Setting up a Startup to Disrupt the Core Business • The Methodology for Business Model Innovation – from Initiation to Implementation • Scaling at the Right Time by Validating and Maturing New Business Models • Setting up an Internal Incubator or Accelerator – from Organizing to Culture and Ways of Working • Leveraging Business Model Patterns to Go beyond Industry Logic and Think outside the Box • Identifying the Right Way to Organize for New Businesses – from Resource Allocation to Management Approach • The Limitations and Applicability of Lean Startup for Business Model Innovation in Corporations • Enabling Fast Decision-Making and Clear Communication • Creating and Developing New Digital Businesses • Validating Uncertain Ventures and Working with User Feedback • Selecting the Right Ideas to Avoid Innovation Theatre • Finding the Right Balance between Integration with vs Separation from the Core • Implementing New Digital Business Models in a Large Hardware-Based Firm • Partnering Strategically – and Leveraging Collaborations to Learn and Scale Faster





## AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast

09:00 - 17:00 Workshop (incl. lunch and coffee breaks)

**ENGIE** • Even Big Companies can Innovate: Funding and Organizing for New Business Creation, Leveraging Startups, Spotting Weak Signals, and Embracing Digital Innovation  
Shankar Krishnamoorthy • Executive Vice President ENGIE, in Charge of Strategy and Innovation

**New Design University St. Pölten** • How to Find Business Model Innovation Ideas and Introduce Them to the Market: Innovation Culture as a Key Success Factor  
Dr. Christoph H. Wecht • Program Director Management by Design

**Roundtable Discussion I:** Choice between:  
1) Exercise on Rethinking Business Models, by Dr. Christoph H. Wecht, New Design University St. Pölten; 2) Exercise on Innovating and Scaling in Ecosystems, by Lilian Matischok, Bosch; 3) Selection of topics

**Volvo Car Mobility** • Building a Fully Standalone Company to Offer a Real Alternative to Car Ownership in Cities  
Erik Jivmark • Chief Operating Officer

**Konica Minolta** • Creating, Incubating and Scaling New Digital Businesses: Organizing, Success Factors and Partnering with Startups  
Bernd Wachmann • Director - Business Innovation Center Europe

**Roundtable Discussion II:** Choice between 3 different discussion options / exercises (see roundtable discussion I)

**Volkswagen Group** • Incubating and Accelerating New Business Models, Creating Digital Services, and Managing Organizational Obstacles  
Sebastian Philipp • Head of Business Innovation Studio

**Bosch** • The Journey of Developing a Digital Business and Scaling It within a Large Firm  
Lilian Matischok • Director Digital Business Office, Industrial Technology

### Wrap up and Plenary Sharing

17:00 - 18:00 Drinks on the premises

28 APRIL 2020 • Brussels

## Business Model Innovation in the Digital Era

Creating New Businesses Using Digital and IoT – and Organizing for Internal and External Startups



**ENGIE**  
Boulevard Simon Bolivar 34-36,  
100 Bruxelles, Belgium

✈ Brussels Airport 30 min

Venue, directions, parking and recommended hotels on p. 7-8

## NETWORKING DINNER

On the evening of **Tuesday 28 April**, the evening after the event, attendees will have the opportunity to meet for dinner (at own expense) at restaurant **Belga Queen**.

Details & registration info on p. 6 (NB: register by 21 April)



### The leading network exclusively for corporate innovation practitioners

Innovation Roundtable® provides access to the latest insights on effective innovation practices in large corporations. We facilitate connection and peer-to-peer exchange between innovation practitioners at our large-scale, corporate-only conferences and through our online network.

Discover our 2020 calendar of events in Europe, the US and China on the last page of this program. For more info on our network and our 150+ member firms, please visit [innovationroundtable.com](https://innovationroundtable.com)







**SHANKAR KRISHNAMOORTHY**

Executive VP ENGIE, in Charge of Strategy and Innovation



## Even Big Companies can Innovate: Funding and Organizing for New Business Creation, Leveraging Startups, Spotting Weak Signals, and Embracing Digital Innovation

As in many other industries, the value chain of energy is deconstructing and reconstructing, and the disruptors are coming from everywhere. Innovation is essential to companies' competitiveness on the short

term, and even to survival on the long term. How do big energy companies address the tidal-wave of innovation to stay relevant in the decades to come? Shankar Krishnamoorthy, ENGIE EVP, will talk about some of the challenges and choices faced by ENGIE over the last 5 years and the key lessons learned along the journey:

- Allocation of resources between traditional and new businesses
- Make or buy choices: internal vs. external innovation
- Integrating start-ups into the organization
- Centralized vs. decentralized innovation management systems
- The role of digital innovation in a heavy infrastructure industry
- Detecting and acting on weak signals: too early vs. too late



**CHRISTOPH H. WECHT**

Program Director Management by Design



## How to Find Business Model Innovation Ideas and Introduce Them to the Market: Innovation Culture as a Key Success Factor

It is no longer sufficient to innovate products and services. Digital disruption comes with the necessity to rethink your own business model. Therefore business model innovation has become a key success factor. But how can ideas for business models be found, developed into concepts, and introduced to the market? A limited

number of recurring patterns are the building blocks of a proven methodology to approach this challenge. Successful implementation of new business models turns out to be the most challenging part. It heavily depends on a fitting innovation culture. Also here existing practices can be used to build a cohesive, motivated culture and to sustain it in your organization.

- Business model innovation is key for a company's survival in the age of digital disruption
- This is especially true when platform-based ecosystems emerge in the respective industry/market
- For established company's/incumbents there is a proven methodology how to innovate business models along the steps of initiation, ideation, integration, and implementation
- During ideation 55 business model patterns help to break the industry logic and to think outside the box
- Transferring, combining and leveraging those patterns often leads to radical, new approaches that are further developed to market maturity in the subsequent steps
- Implementing changes to business models comes with a lot of hurdles – a fitting innovation culture is the single most important requirement to master them
- Successful cultural practices can help to establish an environment where new ideas flourish and problems get solved
- Numerous examples of cultural practices that illustrate those above mentioned points can be found in the Innovation Culture Navigator tool box

Christoph H. Wecht has a background in mechanical engineering and has been involved in innovations for 20 years. After heading the Center of Excellence for Open Innovation at the Institute for Technology Management at the University of St. Gallen, he moved to the New Design University (NDU) in St. Pölten, where he heads the degree in Management by Design. During 2019, he has been visiting professor at the Stanford University Center for Design Research.

## Roundtable Discussion I • Choice between:

- Exercise on Rethinking Business Models** • *exercise facilitated by Dr. Christoph H. Wecht, New Design University St. Pölten.* The group will select one of the companies represented at the table and go through a structured exercise with a worksheet:
  - Describe and discuss the key elements of the business model.
  - What is the single most important external driver affecting it? How will you deal with it?
  - How would McDonald's/IKEA/Apple run your business?
- Exercise on Innovating and Scaling with Partners and in Ecosystems** • *exercise facilitated by Lilian Matischok, Bosch.* Participants will be guided through a structured questionnaire; we will identify, evaluate and discuss different kind of partnerships and cooperations for innovating and scaling in intra- and cross-company set-ups.
- Topics of choice.** Selection of discussion topics within the overarching themes of the day



**ERIK JIVMARK**

Chief Operating Officer,  
Volvo Car Mobility



## Building a Fully Standalone Company to Offer a Real Alternative to Car Ownership in Cities

Erik Jivmark will detail the journey of Volvo Car Mobility AB, a standalone venture from Volvo Cars based in Stockholm, Sweden. In July 2018, Volvo Car Mobility announced its first brand: M, smart car sharing – a new alternative to private ownership, setting a new standard for consumer experience and tech-enabled mobility. Erik

Jivmark will discuss how to organize, validate opportunities in an uncertain context, attract talent, and more:

- Unlocking a new business model
  - Organizing and building a separate culture, and using new ways of working
  - Developing the product from the ground up: identifying the challenge, how to solve it, and the validation process
  - Managing the balance between integration with vs separation from the core
  - The methodology to validate uncertainty and working with user feedback
  - The challenge and approach in attracting talent



**BERND WACHMANN**

Director - Business  
Innovation Center Europe



## Creating, Incubating and Scaling New Digital Businesses: Organizing, Success Factors and Partnering with Startups

Bernd Wachmann leads the Business Innovation Center with a focus on developing new digital businesses and supporting the core in digital transformation. Bernd will present how the unit creates new businesses, how it incubates and scales them, and he will explain the organizational setup and key success factors. He will

also touch on the unit's approach to partnering with external startups.

- Creating and developing new digital businesses:
  - Incubating and commercializing projects within a large firm
  - The need to place innovation in a separate structure to reach maturity
  - Developing genARate, an AR-based solution: the journey, learnings, and future plans
  - The approach to scaling a startup within a corporation
- Organizing and structuring a small unit in a large firm - the approach taken
  - Enabling fast decision-making and clear communication
  - Team structures, governance and inter-cultural communication
- Partnering strategically with external startups and corporates depending on phase and objective

## Roundtable Discussion II • Choice between:

- Exercise on Rethinking Business Models** • *exercise facilitated by Dr. Christoph H. Wecht, New Design University St. Pölten.* The group will select one of the companies represented at the table and go through a structured exercise with a worksheet:
  - Describe and discuss the key elements of the business model.
  - What is the single most important external driver affecting it? How will you deal with it?
  - How would McDonald's/IKEA/Apple run your business?
- Exercise on Innovating and Scaling with Partners and in Ecosystems** • *exercise facilitated by Lilian Matischok, Bosch.* Participants will be guided through a structured questionnaire; we will identify, evaluate and discuss different kind of partnerships and cooperations for innovating and scaling in intra- and cross-company set-ups.
- Topics of choice.** Selection of discussion topics within the overarching themes of the day



### SEBASTIAN PHILIPP

Head of Business Innovation Studio, Volkswagen Group Services

**VOLKSWAGEN**

AKTIENGESELLSCHAFT

## Incubating and Accelerating New Business Models, Creating Digital Services, and Managing Organizational Obstacles

Sebastian Philipp heads the Business Innovation Studio of the Volkswagen Group Services, which is an internal consulting agency for new business creation and digital service development. In this role they enable an internal incubator and accelerators in the Volkswagen Group. In his presentation, Sebastian will explain

how the unit works and he will detail the setups of the internal incubator and accelerators for new business creation and business model innovation. He will also discuss the topic of premature scaling as a threat to the success of innovation.

- Internal incubator and accelerator - What works for business model innovation in a corporate context
  - How radical can a corporation be in business model innovation and to what extent can methods from the lean startup approach be applied?
  - Setting up the program and iterating based on learnings – and ways of working with the internal team
  - Finding internal sponsors, building the case and momentum, and aligning and bringing the idea into production with KPIs that are relevant to the core
  - Key takeaways and learnings
- Premature scaling – avoiding scaling too fast and too early by validating and maturing the new business model, and growing in the right way



### LILIAN MATISCHOK

Director Digital Business Office, Industrial Technology



**BOSCH**

## The Journey of Developing a Digital Business and Scaling It within a Large Firm

Lilian Matischok will present the journey to build a digital business model around IoT solutions, and scale it within a large firm. She will explain the challenges and success factors when scaling a new digital business – from strategy and people through how to organize and which methods to use, to culture and external factors.

- How to implement new digital business models in a large hardware-oriented company
  - Starting with ambitious strategies and high expectations, learning and adapting – from determining which ideas are scalable and which business plans are realistic and feasible under given conditions
- From innovation to scaling
  - Selecting the right ideas to avoid innovation theatre, the challenges and key learnings in go-to-market and operating approach, taking a portfolio approach, having a suitable framework, but also involving the right people
- Determining the right way to organize for new businesses
  - How to find the right balance between separating from the core business to enable a new culture and staying close to it to use existing capabilities, advantages and resources
- Cooperating in internal and external ecosystems
  - How to use partnerships, alliances and suppliers to learn, experiment, and scale faster

**Wrap up & Plenary Sharing:** Plenary feedback session and sharing insights from the day.



We recommend the following readings with insights and cases related to the workshop themes:

## #Business Model Innovation

- [Business Model Innovation Processes in Large Corporations: Insights from BASF](#)  
Stephan Winterhalter, Tobias Weiblen, Christoph H. Wecht and Oliver Gassman, 2017 – Journal of Business Strategy – Free Access
- [The Hard Truth About Business Model Innovation](#)  
Clayton M. Christensen et al., 2016 – MIT Sloan Management Review – Free access\*
- [Creating Value Through Business Model Innovation](#)  
Raphael Amit & Christoph Zott, 2012 – MIT Sloan Management Review – Free access\*
- [Disrupting Beliefs: A New Approach to Business Model Innovation](#)  
Marc de Jong & Menno van Dijk, 2015 – McKinsey Quarterly – Free access

## #Digital Innovation

- [The First Law of Digital Innovation](#)  
George Westerman, 2019 – MIT Sloan Management Review – Free access\*
- [Making It Easier to Manage and Scale Digital Projects](#)  
Patricia J. Guinana, Salvatore Parise, and Robert Maguire, 2019 – MIT Sloan Management Review – Free access\*

## #Ambidextrous organization

- [Critical Success Factors: Disruptive Innovation & New Business Models](#)  
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access
- [What's Your Best Innovation Bet?](#)  
Melissa A. Schilling, 2017 – Harvard Business Review – Free access\*\*
- [Research: Self-Disruption Can Hurt the Companies That Need It the Most](#)  
Rahul Kapoor & John Eklund, 2018 – Harvard Business Review – Free access\*\*
- [How Separate Should a Corporate Spin-Off Be?](#)  
Andrew Campbell, 2014 – Harvard Business Review – Free access\*\*

## #Lean Startup

- [The Barriers Big Companies Face When They Try to Act Like Lean Startups](#)  
Scott Kirsner, 2016 – Harvard Business Review – Free access\*\*
- [What the Lean Startup Method Gets Right and Wrong](#)  
Ethan Mollick, 2019 – Harvard Business Review – Free access\*\*

\* You can register as a Site Member on [sloanreview.mit.edu](https://sloanreview.mit.edu) and access up to 3 articles for free each month, additional articles at USD 6.50 each. Yearly subscription with unlimited access to articles: USD 75.

\*\* HBR.org allows unregistered users to access up to 3 articles for free every month. You can also register for free and get access to up to 6 articles per month.

## DINNER THE EVENING AFTER THE EVENT



The evening after the workshop, attendees will have the opportunity to meet for dinner (at own expense) at the restaurant **Belga Queen** - a restaurant with a unique interior of a former bank, located in the centre of Brussels and offering modern Belgian cuisine with a very national touch - the addition of beer to numerous dishes.

Participants can meet at the restaurant for drinks from **18:45** the dinner will start at **19:45**.

3-courses dinner with drinks (water, two glasses of wine and tea/coffee) at the price of €65,28.

Please register and pay through this link by **21 April**: [innoround.co/dinners](https://innoround.co/dinners)

### Belga Queen

Rue fossé aux loups 32, 1000 Brussels, Belgium  
[belgaqueen.be](https://belgaqueen.be)

28  
APR



## ENGIE Campus Brussels

Boulevard Simon Bolivar 34-36, 100 Bruxelles, Belgium

The **ENGIE Campus Brussels** venue is located in the **Northern Quarter**, a central business district of Brussels.

### From Brussels Airport:

The best way to reach the venue from the airport is by train, travel takes only 15 min. From **Brussels Airport-Zaventem** stop take the direct **IC train** and get off at **Bruxelles-Nord** station. The venue is within 4 min walk (350m) from the station.

If you wish to arrive by taxi or car, estimated travel time is 30 min. Please be aware that it can take longer during rush hours.

### From Brussels city & other locations in Belgium:

You can easily reach the venue from other locations by train. Engie is located just 4 min walk (350m) from the **Bruxelles-Nord** station, offering local tram connection with the city, regional train connections within Belgium, and fast train to the airport.

From the Brussels center you can take the tram **line 3** or **line 4**, and get off at **Bruxelles-Nord** station. Walk few minutes along Boulevard Simon Bolivar, until you see the venue on your left.

To plan your journey, please check:

[www.belgianrail.be/en](http://www.belgianrail.be/en)

### From nearby European cities:

You can reach the venue conveniently by train from most of nearby European capitals. It takes:

- 1 hour 45 minutes from **Paris**, Gare du Nord (route operated by Thalys)
- 2 hours 15 minutes from **Amsterdam** (Thalys & IC train)
- 2 hours from **Rotterdam** (direct IC train)
- 2 hours 30 minutes from **London** (direct by Eurostar)
- 2 hours from **Cologne**, Germany (direct IC train)

To plan your journey, please check:

[NMBS/SNCB](http://NMBS/SNCB)

[Thalys](http://Thalys)



## SECURITY



**Please bring your passport or ID card,** as it will be required to enter the venue.

## PARKING

Paid parking facilities available nearby:

- at the WTC (entrance bd Simón Bólivar)
- Parking CCN (under Gare du Nord station)
- Interparking (Square Rogier)

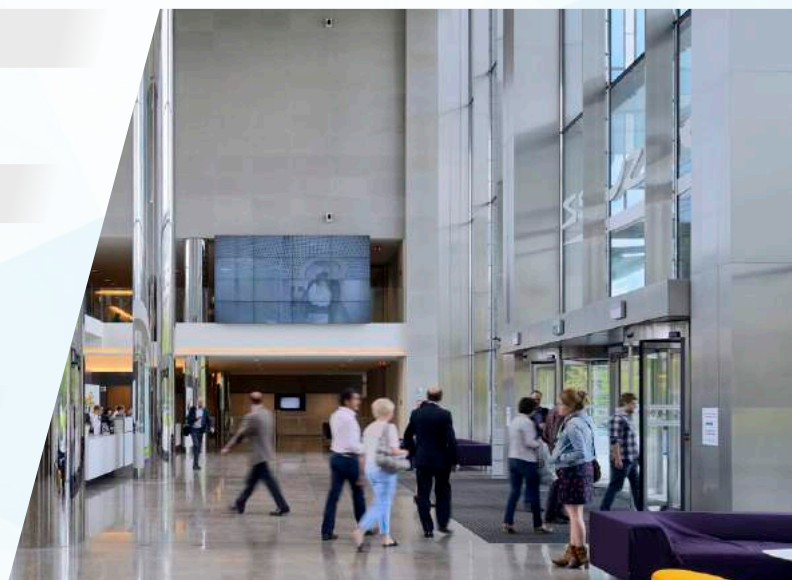
## INTERNET ACCESS



You will receive free WiFi access at the venue.

## CONTACTS

For inquiries, please call us: +45 4050 8686.





**Recommended Hotels** • Attendees can book rooms at special rates at the following hotels, all located close to the workshop venue. Please note that the special **rates are available for a limited amount of rooms and for a limited time**, therefore it is suggested that you reserve your room as soon as possible.

## Thon Hotel Brussels City Centre ★★★★★

[thonhotels.com](http://thonhotels.com)



- Avenue du Boulevard / Bolwerklaan 17, 1210 Brussels, Belgium
  - 5 min drive to the venue; 30 min drive from Brussels Airport; 6 min drive from Gare Cenrale St.
  - Single room: €150, Double room: €180 incl. breakfast (excl. city tax)
  - To avail the special rate please use the following [weblink](#).
- The special rate is available until **03/04/2020**.

## Novotel Brussels Centre Tour Noire ★★★★★

[all.accor.com](http://all.accor.com)



- Rue de la Vierge Noire 32, 1000 Brussels, Belgium
  - 8 min drive to the venue; 34 min drive from Brussels Airport; 7 min drive from Gare Cenrale St.
  - Single room: €160 - €175 (excl. city tax)
  - To avail the special rate, you can send an email to [H2122@accor.com](mailto:H2122@accor.com) including fully filled and signed [registration form](#).
- The special rate is available until **27/03/2020**.

## Hotel Le Plaza Brussels ★★★★★

[leplaza-brussels.be](http://leplaza-brussels.be)



- Adolphe Maxlaan 118/126, 1000 Brussels, Belgium
  - 6 min drive to the venue; 25 min drive from Brussels Airport; 6 min drive from Gare Cenrale St.
  - Standard room: €198
  - To avail the special rate please use the following [weblink](#).
- The special rate is available for limited number of rooms.

## Crowne Plaza Brussels - Le Palace ★★★★★

[ihg.com](http://ihg.com)



- Rue Gineste 3, 1210 Bruxelles, Belgium
  - 4 min drive to the venue; 25 min drive from Brussels Airport; 6 min drive from Gare Cenrale St.
  - Single room: €139 - €159 incl. breakfast (excl. city tax)
  - To avail the special rate please use the following [weblink](#).
- The special rate is available until **20/03/2020**.



IRmeet

powered by **cvent**

Optimize networking & sharing opportunities at our events [on our official mobile app](#)

IRmeet allows participants to interact with other attendees and speakers, post insights, take part in live polls... and access agenda, slides and event info at their fingertips!

Confirmed workshop attendees will receive their access credentials via e-mail on Thursday or Friday before the event.





## The leading network **exclusively** for innovation executives in large multinational companies

Innovation Roundtable® facilitates **connections** between innovation managers in a setting where they can **learn** about best practices from executive speakers and leading experts, discuss selected innovation topics, and **share** experiences with peers.

Our events, **attended by 150-200 innovation executives**, provide a unique source of inspiration and new ideas for managers and help them create an even stronger foundation for innovation in their firms.

### 2020 • OUR EVENTS

FEBRUARY / MARCH		APRIL		MAY		JUNE					
26 FEB	 GE Power Power Conversion Berlin	Agile & Lean Startup Culture	1 APR	 SIEMENS Munich	People & Culture for Digital Transformation	6 MAY	 VOLVO Mountain View, CA	Culture of Design Thinking & Innovation	3 JUN	 LafargeHolcim Lyon	Digital Business Innovation with IoT, AI & 3D Printing
27 FEB	 GE Power Power Conversion Berlin	Digital Services and Startup Collaboration	2 APR	 SIEMENS Munich	From Technology Prototype to Scaling Business	7 MAY	 VOLVO Mountain View, CA	Gamechanging Innovation with Startups	4 JUN	 LafargeHolcim Lyon	Design Thinking, Lean Startup & Agile
17 MAR	 BNP PARIBAS Paris	Sustainability and the Role of Ecosystems	15 APR	 Microsoft Shanghai	Internal & External Startups for New Business Creation	19 MAY	 INNOVATION ROUNDTABLE host tba London	Leadership for Innovation, Transf. and Recession	16 JUN	 T Bonn	Creating Leaps in Customer Value
			16 APR	 Microsoft Shanghai	Digital Transformation & Digital Startups	26 MAY	 Electrolux Stockholm	Circular Business Models & Startups / Ecosystems	17 JUN	 T Bonn	Culture of Innovation, Customer Experience and Co-Creation
			28 APR	 ENGIE Brussels	Business Model Innovation in the Digital Era	27 MAY	 Electrolux Stockholm	Service Innovation and Business Models			
			29 APR	 ENGIE Brussels	Customer Centric Innovation & Portfolio Mgmt						
SEPTEMBER		OCTOBER		NOVEMBER							
9 SEP	 covestro Shanghai	Business Model Innovation & Agile Organization	7 OCT	 B. Amsterdam	Internal & External Startups	3-5 NOV	 INNOVATION ROUNDTABLE® SUMMIT 2020 Copenhagen				
10 SEP	 covestro Shanghai	Ecosystems and Circular Business Models	8 OCT	 B. Amsterdam	Sustainability, Circularity and Customer Centricity	18 NOV	 Allianz Berlin	Culture of Trust & Psychological Safety			
22 SEP	 DHL Bonn	Emerging Technologies and Foresighting	14 OCT	 DUPONT Wilmington, DE	Front End and Customer Centric Innovation	25 NOV	 SANOFI Paris	Digital, IoT, & AI for Customer Value			
23 SEP	 DHL Bonn	Transforming Organizations for a Digital Future	15 OCT	 DUPONT Wilmington, DE	Lean Startup Mindset for Innovation						



Learn more about our network  
and upcoming events on  
[innovationroundtable.com](http://innovationroundtable.com)

Learn more about our network  
and upcoming events on  
[innovationroundtable.com](http://innovationroundtable.com)

*"Innovation Roundtable® is a great platform  
to learn, exchange and partner up"*

Wolfgang Reich • Director, Advanced Materials & Systems • BASF

*"This kind of event is excellent, I have really learnt a lot:  
a mind opener for innovation."*

Julie Lv • China Engineering Director • Johnson & Johnson

### JOIN OVER 150 GLOBAL FIRMS FROM A WIDE RANGE OF INDUSTRIES

3M	Bentley	Dow	Goodyear	Lufthansa Group	Roche	Swiss Post
AB InBev	BNP Paribas	DSM	Gore	Lufthansa Technik	Royal Cosun	Swiss Re
ABB	Bosch	DTEK	Groupe SEB	MANN+HUMMEL	RWE Renewables	Tata Steel
ABN AMRO	Britvic	E.ON	Haldor Topsoe	Mars	Sanofi	Tessenderlo Group
Accor	Carl Zeiss	Electrolux	Heathrow	Medtronic	SAP	Tetra Pak
Air France - KLM	Cartier	Endress+Hauser	Henkel	Metalsa	Sartorius	Thales
Air Liquide	CEVT	Enel	Heraeus	Momentive	Schaeffler	Thales Alenia Space
Airbus	Chiech	ENGIE	HERE	Mondelez	Schlumberger	Thermo Fisher
AkzoNobel	Cisco	Eni	Hilti	MOOG	SCHOTT	thyssenkrupp
Allianz	Clariant	Equinor	HP	National Grid	Seco Tools	Toyota MH
Arla Foods	Coca-Cola	Evonik	Huawei	Neste	Shell	UBS
Artec	Covestro	ExxonMobil	Infineum	Nitto	Siemens	Unilever
AT&T	CROWN	FS Italiana	Johnson & Johnson	Novo Nordisk	SONY	Vaillant Group
Axens	Danone	Fincantieri	Johnson Matthey	OMV	Stabilus	Vattenfall
Baker Hughes	Datwyler	Freudenberg	KION Group	OMYA	Standard Life	Volvo Cars
BASF	Deutsche Bahn	GEA	L'Oréal	P&G	STIHL	Volvo Group
BDR Thermea	Deutsche Telekom	General Motors	LafargeHolcim	Proximus	Sulzer	Weir Group
Beiersdorf	DHL	Gigaset	Liebherr	RHI Magnesita	Swarovski	ZF