INNOVATION ROUNDTABLE

29 APRIL 2020
Brussels

Innovation Roundtable®
Workshop hosted by

Customer Centric Innovation & Portfolio Management

Making Balanced, Customer Oriented, and Agile Portfolio Decisions – and Leveraging Customer Insights and Market Experiments for Innovation

PRESENTATIONS

RAMANI HARIHARAN
Director of New Business Factory

JEROEN HENDRIX
Business Process Owner Innovation Portfolio Mgmt & New Business Creation

NICOLAS CUDRÉ-MAUROUX
Research & Innovation Group General Manager (CTO)

VICTOIRE DAIROU
VP Research & Innovation - User eXperience

PIETER VAN DEN BERGH
Principal Designer Innovation - Global DishCare

TOPICS

Portfolio Management: Ensuring Agility in Executing Portfolio Choices • Using Strategy and Real Customer Needs to Drive Portfolio Choices • Balancing Investments in the Core versus New Business • Balancing Long-Term Focus on Technology Platforms with Fast Decisions on Specific Projects

Customer-Centric Innovation: Driving a Customer-Centric Mindset throughout the Organization • Leveraging Digital Tools to Enable Fast Delivery of Breakthrough Projects • Applying a Customer-Centric Approach for New Business Creation Tailored to B2B • Co-Designing and Iterating with Different Tribes of Users • Embedding User-Centric Teams within the Business and Operations • Using Prototypes and Market Experiments for New Business Creation • Building a Strong Global Community to Drive User Centricity – and Working Cross-Functionally • Anticipating Users' Needs by Leveraging User Observation and Google Search Analysis • Making Go/No-Go Decisions and Resource Allocation within a New Business Creation Context • Getting Quantitative Customer Input Early and throughout the Innovation Process

PROGRAM OVERVIEW

INNOVATION ROUNDTABLE

AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast

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

ENGIE • Being Customer Centric in New Business Creation and in a B2B Context – and Allocating Resources in a New Business Creation Context
Ramani Hariharan • Director of New Business Factory

Philips • Needs-Driven Innovation Portfolio: Balancing Core vs. New Business
Jeroen Hendrix • Business Process Owner Innovation Portfolio Management & New Business Creation

Roundtable Discussion I: Insights and challenges

Solvay • Portfolio Management: Leveraging Agility and Customer-Validated Insights for Breakthrough Innovation
Nicolas Cudré-Mauroux • Research & Innovation Group General Manager (CTO)

Danone • Driving User Centricity: Generating User Experience Insights, Co-Designing with Users, Changing Mindsets and Engaging Internally
Victoire Dairou • VP Research & Innovation - User eXperience

Roundtable Discussion II: Selection of topics

P&G • Shaping the Future: Designing Future Ideas with Today's Consumers
Pieter Van den Bergh • Principal Designer Innovation - Global DishCare

Panel and Plenary Sharing

17:00 - 18:00 Drinks on the premises

29 APRIL 2020 • Brussels

Customer Centric Innovation & Portfolio Management

Making Balanced, Customer Oriented, and Agile Portfolio Decisions – and Leveraging Customer Insights and Market Experiments for Innovation

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

Brussels Airport 30 min

Venue, directions, parking and recommended hotels on p. 6-7

NETWORKING DINNER

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

Details & registration info on p. 5 **(NB: register by 21 April)**

CONNECT • LEARN • SHARE

Innovation Roundtable® events are **highly interactive** and designed to enable in-depth knowledge exchange and dialogue about challenges and innovation management best practices.

Our workshops, hosted by leading companies, are attended by **170-220 corporate innovation practitioners**, with no vendors or consulting firms. This creates an intimate environment enabling in-depth exchange between peers during **roundtable discussions**, facilitated exercises, and informal **networking** breaks.

INNOVATION ROUNDTABLE

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

Agenda may be subject to change

RAMANI HARIHARAN

Director of New Business Factory

ENGIE

Being Customer Centric in New Business Creation and in a B2B Context – and Allocating Resources in a New Business Creation Context

Ramani Hariharan heads Engie's New Business Factory. He will present the Factory's approach to new business creation, while also detailing the challenges in applying a customer centric approach in the B2B context. He will also discuss resource allocation decisions in the context of new business creation and uncertainty.

- New Business Factory's approach to new business creation
  - Tackling challenges, including assessment and approval procedures within a large firm
- Distinctive features of customer insights for new business creation, and for B2B
  - How to build a customer-centric mindset and overcome difficulties
  - The Factory's approach to using prototypes and market experiments
- Distinctive features of go/no-go decisions and resource allocation within a new business creation context, with high levels of uncertainty and the need for an iterative and experimental approach

JEROEN HENDRIX

Business Process Owner Innovation Portfolio Management & New Business Creation

PHILIPS

Needs-Driven Innovation Portfolio: Balancing Core vs. New Business

Philips is making the strategic shift from a diversified high- tech electronics company to a single purpose Health Tech company. The company is moving from diverging, 'inside-out', technology driven innovation, to converging, 'outside-in', innovation driven by the needs of customers. Philips needs to move from transactional customer relationships towards long-term strategic partnerships. This has major impact on how the company innovates and makes choices in its portfolio. Topics we will cover:

- How strategy and real customer needs drive portfolio choices
- How to balance investments in core versus new business
- How to ensure agility in executing portfolio choices

Roundtable Discussion I: Each attendee makes an illustration or writes a text to summarize or highlight a key aspect or challenge in either customer centric innovation or portfolio management theme. The group discusses the input one person at a time. Discussion tables will be divided into B2B, B2C and B2B2C.

NICOLAS CUDRÉ-MAUROUX

Research & Innovation Group General Manager (CTO)

SOLVAY
asking more from chemistry®

Portfolio Management: Leveraging Agility and Customer-Validated Insights for Breakthrough Innovation

Nicolas Cudré-Mauroux will present Solvay's approach to portfolio management and will explain how the organization drives breakthrough innovation with an agile approach and combines deep scientific developments with customer-validated market insights.

- Making balanced portfolio decisions
  - Balancing a long-term focus on technology platforms with fast decisions on specific projects
  - Getting scientists engaged in understanding and evaluating value propositions to ensure better decisions
  - Reviewing critical questions to assess and see if there are any reasons not to kill projects
- Getting quantitative customer input early and during the whole innovation process
- Applying agile in an industrial environment with longer development cycle times
- Using digital tools as enablers of fast deliveries of breakthrough projects

VICTOIRE DAIROU

VP Research & Innovation - User eXperience

DANONE
ONE PLANET. ONE HEALTH

Driving User Centricity: Generating User Experience Insights, Co-Designing with Users, Changing Mindsets and Engaging Internally

Based on her extensive experience across industries, Victoire Dairou will explain the importance of user centricity and the need to embrace the mindset throughout the organization. She will present the approach to design winning User eXperience at Danone and how the company organizes for it. She will also introduce one or more cases (e.g. sugar in food) and lessons learned on the journey.

- The importance of user centricity across industries
- Approaches to user centricity
  - Empathy, user observation, and leveraging Google search analysis to build a thorough user understanding, and to anticipate and understand user tensions and needs
  - Engaging, co-designing and iterating with different tribes of users
  - Instilling a mindset shift throughout the organization
- Organizing for user centricity
  - Leveraging user insights across all projects - from disruptive innovation to productivity-focused projects
  - Building a strong global community to drive user centricity, and empowering people to bring in different perspectives
  - The need to embed user-centric teams within the business and operations, instead of having separate user-centric teams
  - Working cross-functionally – and the need to engage people from Marketing, R&D and Sales all together to innovate
- Cases in user centricity and lessons learned
  - E.g. approaching sugar in food with a strong user centric perspective: from sugar reduction to sweetness perception and offering pleasurable and healthy food

Roundtable Discussion II: Selection of topics. Attendees select their favorite topics from a list of discussion questions within the overarching themes of the day, formed using the issues from the first roundtable discussion.

PIETER VAN DEN BERGH

Principal Designer Innovation - Global DishCare

P&G

Shaping the Future: Designing Future Ideas with Today's Consumers

Innovation is managing uncertainty and engaging customers is crucial to design what is next. Trained as an industrial designer and with experience in innovation across several industries (automotive, FMCG, pharma, print media,...), Pieter Van den Bergh will provide insights into rapid prototyping, iterative learning and how mistakes can be opportunities. He uses storytelling as a tool to innovate. Pieter will share experiences, doubleclick on what worked and what not. But always with a clear focus on strategy. Key topics include:

- Strategy first, execution later
- The power of storytelling to enable customer centricity within the organization
- The need for consistency to ensure consumer acceptance
- Using the power of design to share ideas

Panel & Plenary Sharing: Plenary feedback session, followed by a light panel with some of the speakers from the day.

SUGGESTED READINGS

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

#Customer Centric Culture

- **6 Ways to Build a Customer-Centric Culture**
  Denise Lee Yohn, 2018 – Harvard Business Review – Free access**

- **Obsess Over Your Customers, Not Your Rivals**
  Tara-Nicholle Nelson, 2017 – Harvard Business Review – Free access**

#Customer Centric Innovation

- **Why Customer Experience Matters for B2B**
  Suketu Gandhi, Alanna Klassen Jamjoum, and Conrad Heider, 2019 – MIT Sloan Management Review – Free access*

- **New Insights for New Growth: What It Takes to Understand Your Customers Today**
  Jonathan Gordon, Volker Gruntges, Vicki Smith, and Yvonne Staack, 2016 – McKinsey – Free Access

#Prototyping

- **Are You Solving the Right Problems?**
  Thomas Wedell-Wedellsborg, 2017 – Harvard Business Review - Free access**

#Portfolio Management

- **Strategic Innovation and the Fuzzy Front End**
  Idris Mootee, 2011 – Ivey Business Journal - Free access

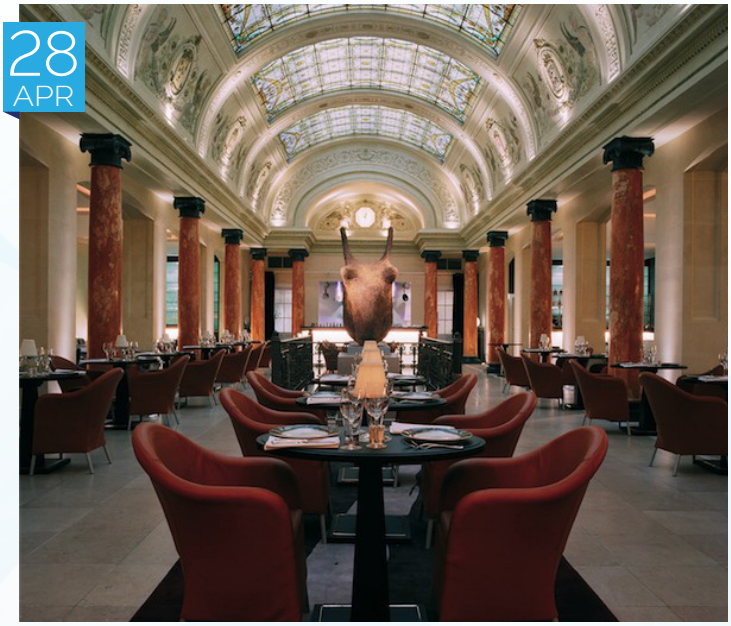
- **Organizing for Breakthrough Innovation – Interview with Roche's CEO**
  McKinsey, 2016 – Free access

- **The Biases That Keep Good R&D Projects from Getting Funded**
  Paola Criscuolo, 2017 – Harvard Business Review - Free access**

** You can register as a Site Member on 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 BEFORE THE EVENT



On Tuesday, the evening before the workshop, attendees will have the opportunity to meet for dinner (at own expense) at the restaurant **Belga Queen** - a restaruant 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

Belga Queen
Rue fossé aux loups 32, 1000 Brussels, Belgium
belgaqueen.be

VENUE & DIRECTIONS

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 Brussles 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, unitl you see the venue on your left.

To plan your journey, please check:
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
Thalys

SECURITY

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

PARKING

Paid parking facilities available nearby:

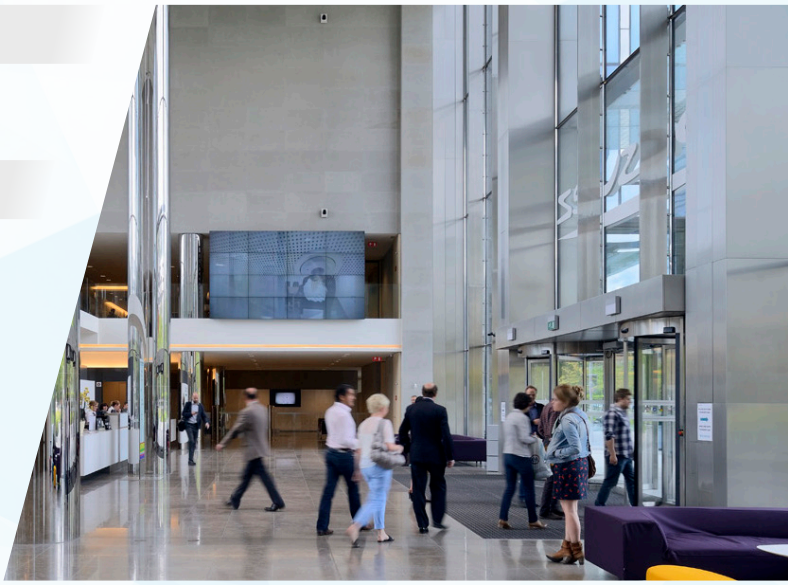
- at the WTC (entrance bd Simón Bólivar)
- Parking CCN (under Gare du Nord station)
- Interparking (Square Rogier)

INTERNET ACCESS

You will receive free WiFi access at the venue.

CONTACTS

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



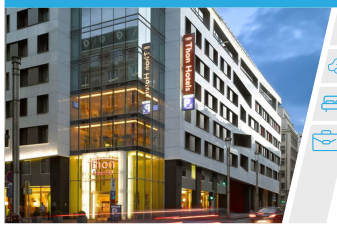
ACCOMMODATION

INNOVATION ROUNDTABLE

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



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.

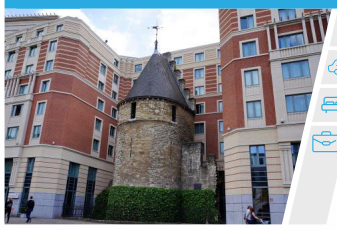
Single room: €150, Double room: €180 incl. breakfast (excl. city tax)

To avail the special rate please use the following weblink .

The special rate is avaiable until **03/04/2020**.

Novotel Brussels Centre Tour Noire ★★★★

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.

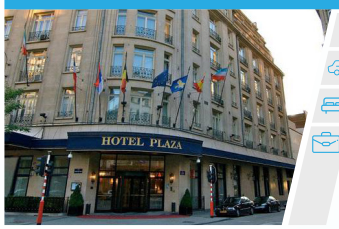
Single room: €160 - €175 (excl. city tax)

To avail the special rate, you can send an email to H2122@accor.com including fully filled and signed registration form.

The special rate is avaiable until **27/03/2020**.

Hotel Le Plaza Brussels ★★★★

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.

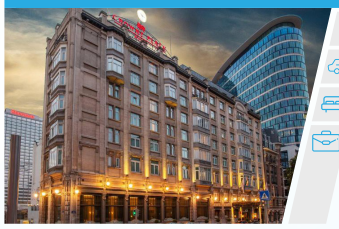
Standard room: €198

To avail the special rate please use the following weblink .

The special rate is avaiable for limited number of rooms.

Crowne Plaza Brussels - Le Palace ★★★★

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 avaiable until **20/03/2020**.

IRmeet

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Optimize networking & sharing opportunities at our events on our official mobile app

IR*meet* 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.

INNOVATION ROUNDTABLE

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

26 FEB	GE Power Power Conversion, Berlin	Agile & Lean Startup Culture
27 FEB	GE Power Power Conversion, Berlin	Digital Services and Startup Collaboration
17 MAR	BNP PARIBAS, Paris	Sustainability and the Role of Ecosystems

APRIL

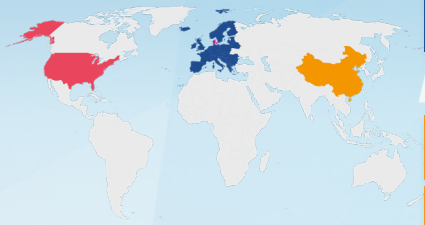
1 APR	SIEMENS, Munich	People & Culture for Digital Transformation
2 APR	SIEMENS, Munich	From Technology Prototype to Scaling Business
15 APR	Microsoft, Shanghai	Internal & External Startups for New Business Creation
16 APR	Microsoft, Shanghai	Digital Transformation & Digital Startups
28 APR	ENGIE, Brussels	Business Model Innovation in the Digital Era
29 APR	ENGIE, Brussels	Customer Centric Innovation & Portfolio Mgmt

MAY

6 MAY	VOLVO, Mountain View, CA	Culture of Design Thinking & Innovation
7 MAY	VOLVO, Mountain View, CA	Gamechanging Innovation with Startups
19 MAY	Innovation Roundtable host tba, London	Leadership for Innovation, Transf. and Recession
26 MAY	Electrolux, Stockholm	Circular Business Models & Startups / Ecosystems
27 MAY	Electrolux, Stockholm	Service Innovation and Business Models

JUNE

3 JUN	LafargeHolcim, Lyon	Digital Business Innovation with IoT, AI & 3D Printing
4 JUN	LafargeHolcim, Lyon	Design Thinking, Lean Startup & Agile
16 JUN	T, Bonn	Creating Leaps in Customer Value
17 JUN	T, Bonn	Culture of Innovation, Customer Experience and Co-Creation



SEPTEMBER

9 SEP	covestro, Shanghai	Business Model Innovation & Agile Organization
10 SEP	covestro, Shanghai	Ecosystems and Circular Business Models
22 SEP	DHL, Bonn	Emerging Technologies and Foresighting
23 SEP	DHL, Bonn	Transforming Organizations for a Digital Future

OCTOBER

7 OCT	B. Building Business, Amsterdam	Internal & External Startups
8 OCT	B. Building Business, Amsterdam	Sustainability, Circularity and Customer Centricity
14 OCT	DUPONT, Wimington, DE	Front End and Customer Centric Innovation
15 OCT	DUPONT, Wimington, DE	Lean Startup Mindset for Innovation

NOVEMBER

3-5 NOV	Innovation Roundtable® SUMMIT 2020, Copenhagen	
18 NOV	Allianz, Berlin	Culture of Trust & Psychological Safety
25 NOV	SANOFI, Paris	Digital, IoT, & AI for Customer Value

Learn more about our network and upcoming events on 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

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