

14 MAY 2019
London

Innovation Roundtable®
Workshop hosted by

**BAKER
HUGHES**
a GE company



Culture of Innovation & Customer Centricity

Redefining Organization, Culture, and Leadership
for Disruptive & Customer Centric Innovation
– with Room for Experimentation



PRESENTATIONS

**BAKER
HUGHES**
a GE company



LLOYDS BANK

3M

Allianz



**KAISER X
LABS**



TAYLOR SHINN

Vice President for
Ventures & Growth



**SOPHIE
BIALASZEWSKI**

Head of People & Capability
Transformation



CHRIS HOWITT

Technical Director EMEA



DANIEL POELCHAU

Head of Digital Factory



MARTIN LANGKAU

SVP & Managing Director
at Kaiser X Labs,
a Company of Allianz

VOLKSWAGEN
AKTIENGESELLSCHAFT

AIRBUS



KAI ROSE

Manager UX Research,
Volkswagen Group
Future Center Europe



LOUISE KYHL TRIOLO

Head of Leadership Develop.,
Culture Innovation & North
American Leadership University

TOPICS



Culture of Innovation: Breathing New Oxygen into Innovation Processes with the Right Leadership • Creating a Psychologically Safe Environment for Listening and Learning • Emphasizing Inclusion, Diversity and Integrity • Taking a Prototyping Approach to Transform Corporate Culture and Drive Change • Tolerating Risk-Taking and Encouraging, Not Punishing, Creative Expression • Orchestrating Change with Both Top-Down and Bottom-Up Elements • Thriving by Fostering Innovation • Implementing a Flat Hierarchy • Using a Circle Structure Where Anyone Can Be the Head • Changing the Innovation Culture to Be Agile at Scale • Building an Always Learning Culture

Customer Centricity: Using Customer Centricity as the Guiding Principle to Lead Change and Facilitate Collaborative Innovation • Cultivating a Culture of Insight-Driven Co-Creation and Design Thinking • Bringing Digital Initiatives and Customer-Centric Approaches Together • Developing In-House Customer Centricity Competencies • Working with Users and Doing Prototyping and Experimentation





AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast
09:00 - 17:00 **Workshop** (incl. lunch and coffee breaks)

Baker Hughes, a GE company • **Creating a Culture That Fosters Entrepreneurship: Ensuring Tolerance for Risk and Balancing the Short vs. Long Term**

Taylor Shinn • Vice President for Ventures & Growth

Roundtable Discussion I: Insights and challenges in innovation culture and customer centricity

Lloyds Banking Group • **Doing Things Differently: Helping People through Change, Creating a Safe Environment, and Fostering a Culture of Experimentation & Customer Orientation**

Sophie Bialaszewski • Head of People & Capability Transformation

3M • **Innovating Boldly: Placing Customers at the Core of Our Culture and Innovation Model**

Chris Howitt • Technical Director, EMEA

Visual Thinking: An Interactive Illustration Session facilitated by Alex Matthews, Creative Director of Ludic Group (*optional session during lunch*)

Allianz • **Building a Customer Centric and Agile Culture for Digitalization: The Journey and Approach – and the Role of Allianz Germany's Digital Factory and Kaiser X Labs**

Daniel Poelchau • Head of Digital Factory

Martin Langkau • SVP & Managing Director at Kaiser X Labs

Roundtable Discussion II: Selection of topics

Volkswagen • **Involving Users, Doing Experiments, and Setting up a Different Kind of Organization & Culture with Circles and a Flat Hierarchy**

Kai Rose • Manager UX Research, Volkswagen Group Future Center Europe

Airbus • **Cultural Innovation: Intrapreneuring from Within - Innovating at the Edge...and the Role of Leadership in All This**

Louise Kyhl Triolo • Head of Leadership Development, Culture Innovation and North American Leadership University

Recap and Visual Summary of Insights from the Day

17:00 - 18:00 Drinks on the premises

14 MAY 2019 • London

Culture of Innovation & Customer Centricity

Redefining Organization, Culture, and Leadership for Disruptive & Customer Centric Innovation – with Room for Experimentation



Congress Centre London

28 Great Russell St, Fitzrovia
London WC1B 3UB, UK

✈ London Heathrow 50 min
London Gatwick 50 min

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

Workshop hosted by

BAKER HUGHES
a GE company



NETWORKING DINNER



On **Monday 13 May**, the evening before the workshop, attendees will have the opportunity to meet for dinner (at own expense) at **VIVI Restaurant & Bar**.

Details & registration info on p. 5 (NB: register by 9 May)



CONNECT • LEARN • SHARE

Our workshops are **attended by 150-200 innovation managers** from multinational corporations and are designed to enable in-depth knowledge exchange and dialogue about challenges and innovation management best practices. Innovation Roundtable® events are highly interactive and feature **presentations** by corporate innovation leaders and experts, peer-to-peer **roundtable discussions** and exercises on selected topics, as well as ample time dedicated to **informal networking**.



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 2019 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





TAYLOR SHINN

Vice President for
Ventures & Growth



Creating a Culture That Fosters Entrepreneurship: Ensuring Tolerance for Risk and Balancing the Short vs. Long Term

Conversations about innovation today often focus on digitization, "leap-frogging" competition, efficiency or adopting new technology, but where do these advances come from? How do you create:

- a culture that fosters innovation
- a corporate environment that fosters an entrepreneurial platform
- a balance between the short-term demands of the investment community and the needs of an innovative attitude
- a tolerance for risk taking which encourages rather than punishes creative expression

Taylor Shinn, Vice President for Ventures & Growth, of Baker Hughes, a GE Company, the world's first "fullstream" oil and gas equipment and service company, will address these topics.

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



SOPHIE BIALASZEWSKI

Head of People &
Capability Transformation



Doing Things Differently: Helping People through Change, Creating a Safe Environment, and Fostering a Culture of Experimentation & Customer Orientation

In a rapidly changing world adaptability to change will become an individual and organizational imperative. Many of us will need to do things differently, and to do this more often and quicker in the future.

Organizations need a relentless focus on the customer and a culture of innovation to be successful. Sophie will talk about her experiences as a founding member of the leadership team of the first digital innovation lab at Lloyds Banking Group tasked with creating a culture of innovation and transitioning the organization with an end to end colleague experience to move to agile ways of working, building skills for the future, and supporting people through this change. She will talk about:

- Engaging colleagues and understanding motivations through a colleague experience map
- Designing pathways that help people navigate towards an organisational destination
- Creating a psychologically safe environment where learning is encouraged and experimentation rewarded
- Developing new ways of working (agile) to foster a culture of experimentation and customer orientation



CHRIS HOWITT

Technical Director,
EMEA



Innovating Boldly: Placing Customers at the Core of Our Culture and Innovation Model

Chris Howitt will present on the innovation culture of 3M including the recent road map on cultural identity including five pillars: customers, bold innovation, agile thinking, inclusion and diversity, and integrity. Innovation has been the heartbeat of 3M for over 100 years. In a rapidly changing, and increasingly VUCA world, companies are challenged to think and act in a leaner, more agile

way. Embedding the right culture becomes a significant driver to effect this change. Chris will talk about how 3M is responding to this challenge by discussing important elements of this cultural change – encouraging bold ideas and a growth mindset, an intense focus on customers and their customers and building a truly diverse and inclusive organization which reflects the global marketplace.

Visual Thinking: An Interactive Illustration Session: during lunch, it will be possible to join a 20-minute session with Alex Matthews, Creative Director of Ludic Group, on how to improve creativity by thinking tangentially.



DANIEL POELCHAU

Head of Digital Factory



Building a Customer Centric and Agile Culture for Digitalization: The Journey and Approach – and the Role of Allianz Germany's Digital Factory and Kaiser X Labs

For three years the Allianz Group has invested in making customer centricity, or customer centric digitalization, the guiding principle of its corporate renewal agenda. Recognizing that shorter innovation cycles and new competitors could render existing structures and processes increasingly obsolete, Allianz set out to completely change its culture of innovation. In their joint presentation, Daniel Poelchau and Martin Langkau will outline some of the approaches and lessons learned along the way in Allianz' – and particularly Allianz Germany's – current journey from a traditional insurance company to one that is agile at scale.



MARTIN LANGKAU

SVP & Managing Director at Kaiser X Labs, a Company of Allianz



- The reasons why Allianz' CEO embarked the organization on a journey to become more customer centric in its culture and to leverage this approach in its digital transformation
- Allianz Germany's Digital Factory: bringing digital initiatives and customer centric approaches together and rotating employees through Agile Training Centers and Kaiser X Labs to learn UX and agile methods
- Orchestrating change using a well-thought-out roadmap with both top-down and bottom-up elements – and starting small
 - Infusing the design of a transformation program with substantial initial research
 - Rethinking the core business and prioritizing (digital) customer journeys for core processes, such as how claims are filed online, and not merely making smartphone apps
 - While the vision and framework comes from the top, the frameworks should enable team-oriented collaboration
- Kaiser X Labs: developing an in-house competence in customer centricity and user experience instead of working with external agencies
 - A collaborative space to develop ideas and drive better customer experiences within Allianz and strategic, external partners

Roundtable Discussion II: Each attendee selects one discussion topic within the overarching themes of the day, based on the inputs emerging from the first roundtable discussion.



KAI ROSE

Manager UX Research, Volkswagen Group Future Center Europe



Involving Users, Doing Experiments, and Setting up a Different Kind of Organization & Culture with Circles and a Flat Hierarchy

Volkswagen Group Future Center Europe in Potsdam develops user experiences design for autonomous mobility. It's UX department is quite distinctive from the mothership in terms of how it is organized and its strong emphasis on users. Kai Rose will talk about how the UX-Design is set up organizationally and how it

works with users and does prototyping & experimentation:

- Creating a new culture in an old industry – organizing in circles, with a flat hierarchy
 - Using a circle structure where anyone can participate and gain new experiences
 - Reducing or removing the role of leaders for the department and giving responsibilities and decision power to teams
- The role of co-creation, user involvement and experimentation
 - Co-creation and personal interaction with users
 - User involvement and usability testing
 - Prototyping and experimentation
 - Innovation during e.g. 3 months periods with 6 sprints of 2 weeks each and multiple user interactions



LOUISE KYHL TRIOLO

Head of Leadership Dev.,
Culture Innovation
and North American
Leadership University

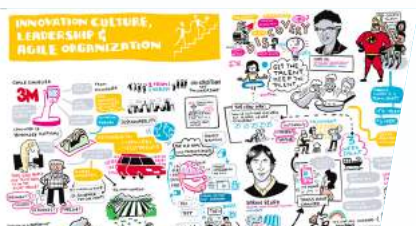
AIRBUS

Cultural Innovation: Intrapreneuring from Within - Innovating at the Edge...and the Role of Leadership in All This

Airbus is reinventing itself to adapt to disruption brought on by new players and digital transformation. It has embarked on an organization-wide cultural transformation which has been pivotal for the company. Customer- or user-centricity has become a guiding principle, since bringing the customer along the entire journey

changes the innovation process from the start. In her presentation, Louise Kyhl Triolo will outline the learnings of leadership development and innovation initiatives, some of which she designed and implemented herself, aimed at cultivating an entrepreneurial and experimental culture, where employees engage with disruptive ideas and help fundamentally change how Airbus does innovation.

- Starting small: Launching a nine-month transformational leadership program for 2,500 leaders at Airbus Helicopters as part of the 'New Ways of Working' change program, to coach them on how to collaborate differently, solve problems together, and become more customer-centric
- Gaining momentum: Bringing the Airbus Leadership University concept to North America to sustain this and igniting an 'always be learning' culture
- Reaching for the stars: Launching the A3 innovation center in Silicon Valley to create a possible new future for Airbus through a major transformation initiative 'Dream Big'



Recap and Visual Summary of Insights from the Day: the key insights from the workshop are presented, with support of the visual summaries created live during the different sessions by Ludic Creatives.



LUDIC creatives

DINNER THE EVENING BEFORE THE EVENT

13
MAY



On **Monday 13 May**, the evening before the workshop, attendees will have the opportunity to meet for dinner (at own expense) at **VIVI Restaurant & Bar**, located in the iconic Center Point building and offering seasonal menus which showcase the best of British dining.

Participants can meet at the bar from **18:45**; the dinner will start at **19:45**.

3 course dinner with ½ bottle of mineral water, ½ bottle of red or white wine and tea/coffee with petit fours: £85. **Please register and pay by 9 May at:** innoround.co/dinners

VIVI Restaurant & Bar

Centre Point 11 St Giles Square, London, WC2H 8AP
vivirestaurant.co.uk



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

#Culture of Innovation

- [The Six Pillars for Nurturing a Culture of Innovation](#)
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access
- [The Hard Truth About Innovative Cultures](#)
Gary P. Pisano, 2019 – Harvard Business Review – Free access**
- [The Art of Balancing Autonomy and Control](#)
Hila Lifshitz-Assaf et al., 2018 – MIT Sloan Management Review – Free access*
- [Creating an Innovation Culture](#)
Dr. Waguih Ishak, 2017 – McKinsey Quarterly – Free access
- [If Your Employees Aren't Speaking Up, Blame Company Culture](#)
Hemant Kakkar & Subra Tangirala, 2018 – Harvard Business Review – Free access**
- [Grow Faster by Changing Your Innovation Narrative](#)
George S. Day & Gregory P. Shea, 2018 – MIT Sloan Management Review – Free access*

#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**

#Culture of Experimentation

- [How Coca-Cola, Netflix, and Amazon Learn from Failure](#)
Bill Taylor, 2017 – Harvard Business Review – Free access**
- [Lessons from the Maker Movement](#)
Simmi P. Singh, 2018 – MIT Sloan Management 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.

VENUE

The workshop hosted by Baker Hughes at:

Congress Centre

28 Great Russell St, Fitzrovia, London WC1B 3UB, UK
(central entrance of the building, next to the Trade Union Congress House entrance)



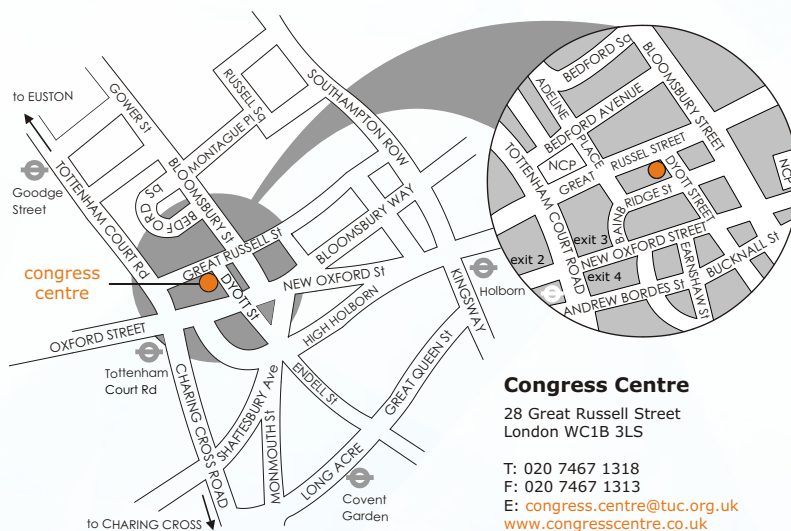
The venue is located in Central London, nearby Tottenham Court Road tube station and a short walk from Oxford Street and Covent Garden.

From Heathrow Airport

The best way to reach the venue is by tube (estimated time: **50 min**). Take the **Piccadilly line** to **Covent Garden**. The venue is located 9 minutes walk from the station. If you are arriving by car it will take approx. 1h (up to 2h in peak traffic hours) to reach the venue.

From Gatwick Airport

The best way to reach the venue is by public transportation (estimated time: **50 min**). Take **Gatwick Express** to **London Victoria** and change to **metro line Victoria**. Stop at **Oxford Circus** Underground Station and change to Central line to go to **Tottenham Court Road**. The venue is located 4 minutes walk from the station. If you are arriving by car it will take approximately 1h 20 min (up to 2 and a half hours in rush hours) to reach the venue.



PARKING

If you are arriving by car, the closest parking garages are: Quick Parking Limited (112 Great Russell St) and NCP Car Park London Shaftesbury (Shaftesbury Ave).

INTERNET ACCESS

You will receive 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.





Grange White Hall Hotel ★★★★★ grangehotels.com



-  2-5 Montague Street, London WC1B 5BU, United Kingdom
-  6 min walk to Congress Centre; 43 min (public transport) LGW; 55 min (public transport) LHR
-  Superior room: £191 incl. breakfast
-  To avail the special rate you can either send and email to whitehall@grangehotels.com quoting the reference **130519N**. The special rate is available until 15 April.


Radisson Blu Edwardian Kenilworth Hotel ★★★★★ radissonblu-edwardian.com







-  97 Great Russell Street, Bloomsbury, London, WC1B 3LB, United Kingdom
-  1 min walk to Congress Centre; 38 min (public transport) LGW; 56 min (public transport) LHR
-  Double room: £255 incl. breakfast
-  To avail the special rate you can either send and email to RESKENI@radisson.com or call on +4402076373477 quoting the reference **0513INN**, the hotel name and address and your credit card details for guarantee purposes. The special rate is available until 15 April, depending on room availability.


Additional Hotels • Other hotels close to the venue (no special rates / booking agreements, thus price and availability may vary. Reservations through booking portals or the hotel's website.





The Bloomsbury Hotel London ★★★★★ doylecollection.com



-  16-22 Great Russell Street, London, WC1B 3NN, United Kingdom
-  1 min walk to Congress Centre; 38 min (public transport) LGW; 56 min (public transport) LHR
-  Rooms from £199
-  Reservation on the hotel's website or booking portals

The Cheshire Hotel ★★★★★ cheshirehotel.co.uk



-  110 Great Russell St, Fitzrovia, London WC1B 3NA, United Kingdom
-  1 min walk to Congress Centre; 38 min (public transport) LGW; 56 min (public transport) LHR
-  Rooms from £108
-  Reservation on the hotel's website or booking portals



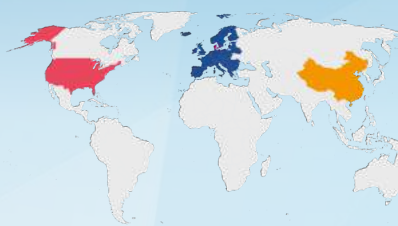
The leading network **exclusively** for innovation executives in large multinational companies

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.

2019 • OUR EVENTS

FEBRUARY / MARCH		APRIL		MAY		JUNE					
26 FEB	BOSCH Stuttgart	Digital Transform. and Agile Organization	2 APR	GORE Newark, DE	Ambidextrous Organization and Culture	14 MAY	BAKER HUGHES a GE company London	Culture of Innovation & Customer Centricity	12 JUN	Allianz Berlin	Digital & Organizational Transformation
27 FEB	BOSCH Stuttgart	Creating and Scaling New Businesses	3 APR	GORE Newark, DE	Internal & External Startups and Scaletups	22 MAY	IBM KIND Milan	AI, Blockchain, QC and Technology Foresighting	13 JUN	Allianz Berlin	Internal & External Startups for New Business Creation
19 MAR	AIRBUS Toulouse	Digital Services and Business Model Innovation	10 APR	PHILIPS Amsterdam	AI, Quantum Computing & Digital Experiments	23 MAY	IBM KIND Milan	Co-Creation with Big & Small Players	26 JUN	facebook Chicago, IL	Culture of Agility, Connection and Collaboration
20 MAR	AIRBUS Toulouse	Design Thinking, Lean Startup and Agile	11 APR	PHILIPS Amsterdam	Portfolio Mgmt & Prototyping in the Front End				27 JUN	facebook Chicago, IL	Innovating for New Growth & Adapting Ecosystems
			24 APR	Microsoft Beijing	Disruptive Innovation & Tech Trends						
			25 APR	Microsoft Beijing	Leveraging Startups to Drive Innovation						
SEPTEMBER		OCTOBER		NOVEMBER							
4 SEP	HUAWEI Shanghai	Emerging Technologies & Future Scenarios	9 OCT	edf Paris	Collaborative Culture and Leadership	5-7 NOV	Innovation Roundtable® SUMMIT 2019 Copenhagen		27 NOV	BASF Ludwigshafen	Disruptive Innovation and Circularity
5 SEP	HUAWEI Shanghai	Business Model Innovation & Ecosystems	16 OCT	Johnson & Johnson New Brunswick, NJ	Digital Innovation, IoT & Emerging Technologies	28 NOV	BASF Ludwigshafen	Startup Scouting and Ecosystems			
24 SEP	P&G Frankfurt	Value Creation with Connected Products & IoT	17 OCT	Johnson & Johnson New Brunswick, NJ	Design Thinking and Lean Startup						
25 SEP	P&G Frankfurt	Lean & Agile at Scale									



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

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- | | | | | | | |
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| Air Liquide | Borealis | EDF | HERE Technologies | Momentive | SBB | Thyssenkrupp |
| Airbus | Bosch | Electrolux | Hilti | Mondelez | Schaeffler | Toyota MH |
| Airplus | Britvic | Endress+Hauser | Hitachi | MOOG | SCHOTT | TRUMPF |
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| Allianz | CEVT | Equinor | HP | NATS | Shell | Unilever |
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