

5 SEPTEMBER 2023
Copenhagen

Innovation Roundtable®
Workshop hosted by

INNOVATION
CENTRE
DENMARK

Circularity 2.0, Net Zero, and Ecosystems

Advancing Best Practices for Sustainability & Circular Business Models; Engaging
Employees and Working Across Silos;
Collaborating with Partners, Startups, and Ecosystems

SPEAKERS



Barry Waddilove

Head of Circular
Economy &
Partnerships



Ann-Sofie Wulfsberg

Director, Circular
Development



Marco Bosch

Head of Carbon
Management
Technologies



Robert Heidsieck

Director, Life Cycle
Solutions Product
Circularity



Kris Renwick

Sustainability Packaging
Strategy Manager



Thomas Suchy

Sustainability Leader at
IKEA Retail (Ingka Group)



Anders Christjansen

Executive & Board Advisor
- ICDK Palo Alto, Danish
Ministry of Foreign Affairs



Vivian Titze

Venture Development
Manager, Henkel dx
Ventures



AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast
 09:00 - 16:45 **Workshop** (incl. lunch and coffee breaks)

Electrolux • From Ideas to Implementation: How a System-Wide Approach to Collaboration Can Deliver Innovative Circular Economy Partnerships

Barry Waddilove • Head of Circular Economy & Partnerships

BASF • Reaching Net Zero: Reducing Emissions and Product Carbon Footprint, Setting Up a Net Zero Accelerator and Partnering Externally

Marco Bosch • Head of Carbon Management Technologies

GE HealthCare • From Service Circularity to Full Wing-to-Wing Product Circularity: Changing Business Focus & Culture, Organizing and Partnering Up

Robert Heidsieck • Director, Life Cycle Solutions Product Circularity

Volvo Group • Remanufacturing Parts for the Volvo Group Products – Setting Up Reverse Logistics and Lessons Learned

Ann-Sofie Wulfsberg • Director, Circular Development

Roundtable Discussion I: Group discussions and Q&A with opening speakers

Reckitt • Creating Circular Loops in Packaging: Identifying and Exploring Opportunities, Creating Incentives to Transition to Circularity and Engaging with the Ecosystem

Kris Renwick • Sustainability Packaging Strategy Manager

IKEA (Ingka Group) • Extending Product Lifecycle: Lessons Learned on Making Second-Hand Viable for the Business and Customers

Thomas Suchy • Sustainability Leader at IKEA Retail

Roundtable Discussion II: Hosted discussions

Innovation Centre Denmark • Scope 3 Emissions – and Net Negative with Carbon Removal

Anders Christjansen • Executive and Board Advisor, ICDK Palo Alto – Danish Ministry of Foreign Affairs

Henkel dx Ventures • Leveraging Startups for Sustainability: Strategic Investments and Partnerships on Sustainable Innovations in an Uncertain Market Environment and Growing Regulations

Vivian Titze • Venture Development Manager

Roundtable Discussion III: Hosted discussions

Panels & Plenary Sharing

17:00 - 18:00 Drinks on the premises

5 SEPTEMBER 2023 • Copenhagen

Circularity 2.0, Net Zero, and Ecosystems

Advancing Best Practices for Sustainability & Circular Business Models; Engaging Employees and Working Across Silos; Collaborating with Partners, Startups, and Ecosystems



INNOVATION CENTRE DENMARK

Innovation Centre Denmark

Ministry of Foreign Affairs of Denmark - Eigtveds Pakhus
 Strandgade 25D, 1401 Copenhagen

✈ Copenhagen (CPH) 18 min

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

NETWORKING DINNER



Ahead of the workshop, on the evening of **Monday 4 September**, attendees will have the opportunity to meet for dinner (at own expense) at restaurant **Madklubben København**, located in the city center.

Details & registration info on p. 5 (NB: register by 25 August)

DEEP-DIVE EVENT

Continue the discussion and work in groups, with an innovative iterative method, on **building next practices for sustainability and circularity**. Join 50+ experienced peers for an interactive 2-day **Deep-Dive Workshop**, taking place at the same venue on **6-7 September**.

Details & tickets at: InnovationRoundtable.com/sustainability-lab

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 extensive calendar of workshops and Summits in Europe, the US, China and online – and learn more about our network and 100+ member firms by visiting InnovationRoundtable.com



The workshop day will weave together **presentations and moderated discussion sessions** on sustainability and circularity:

- The day will start with the first round of presentations, followed by a discussion session with dedicated tables for each of the talks
- After the second round of talks, 15+ discussion hosts will give a short introduction to their discussions
- The afternoon will feature two rounds moderated discussions, on different challenges within the theme of the event, and a final round of presentations
- At the end of the day, speakers and moderators will sum up the insights from the discussions at their tables in two panels



Barry Waddilove

Head of Circular Economy & Partnerships



From Ideas to Implementation: How a System-Wide Approach to Collaboration Can Deliver Innovative Circular Economy Partnerships

Barry Waddilove will talk about Electrolux' wide-ranging approach to sustainability and circularity. He will discuss how innovation methodologies at Electrolux have evolved towards working in ecosystems of collaboration:

- Taking a system-wide approach to sustainability and circularity – rethinking product and service platforms through the lens of sustainable food: how the Gro concept was developed to shape future kitchen behaviors and support new food habits
- Collaborating with the ecosystem – identifying key collaborators outside the business to build new knowledge towards circularity
 - Engaging with a broad range of organizations including recyclers, chefs, startups, and other partner organizations
 - Leveraging different collaboration approaches depending on project ambition and timeline
- The Pure iG Robot Vacuum – How Electrolux democratized robot cleaning through an Appliance-as-a-Service platform: understanding and supporting new consumer behaviors through circular business models



Marco Bosch

Head of Carbon Management Technologies



Reaching Net Zero: Reducing Emissions and Product Carbon Footprint, Setting Up a Net Zero Accelerator and Partnering Externally

Marco Bosch heads carbon technologies management at BASF. He will talk about how the organization reduces carbon emissions and works towards achieving net zero – and the role of measuring product carbon footprint (PCF). Marco will also share what it takes to

partner for success and how the organization leverages an internal Net Zero Accelerator.

- The carbon emission challenge approach – from energy transformation to increasing the use of recycled and biobased carbon to reducing leakage
- Tackling product carbon footprint – creating a software to calculate the footprint for all 40000 products to understand and reduce their footprint
- Partnering externally for net zero – identifying needs and running pilot projects
 - Speaking the same language and using same standards for product carbon footprint – and the need to maintain the low carbon product attributes along the value chain
- Setting up the Net Zero Accelerator for ideas in new areas – gathering projects and taking a global overview to determine where to invest
 - Working with the operational divisions and encouraging people to think about the opportunities – and supporting project preparation throughout the process



Robert Heidsieck

Director, Life Cycle Solutions Product Circularity



GE HealthCare

From Service Circularity to Full Wing-to-Wing Product Circularity: Changing Business Focus & Culture, Organizing and Partnering Up

Robert Heidsieck will talk about how GE HealthCare (GEHC) shifted the focus of the business to circularity and leaned into its existing service circular business model to create a full wing-to-wing product circularity. Robert will chart the organization's journey and

share insights and challenges on:

- Leveraging medical equipment full lifecycle ownership and existing service circular economy (remote services, short loop maintenance, refurb, extended life, product upgrades and secondhand programs) to switch the focus from financial to environmental – discovering blind spots and new areas
- Working cross-functionality with GEHC global ESG, functions and segments as well as regionally to benefit from local ecosystem.
- Setting vision, metrics and use cases to provide direction and infuse change by doing and learning – tracking, measuring progress and ensuring that success are scaled and communicated.
- Expanding the reach of circular initiatives – working to reuse more parts, broaden circular loops, reinforce the eco-circularity rules during design; and integrate more end-of-life into new products
- Organizing internally and embedding circularity into the GEHC ESG strategic goals – driving collaboration, culture and values change, and setting up circularity-focused groups to drive the shift
- Collaborating externally with academia and Circular IT alliance – creating internal mechanisms to identify projects and external ones to drive the collaboration
- Current successes and steps ahead



Ann-Sofie Wulfsberg

Director, Circular Development

V O L V O

Remanufacturing Parts for the Volvo Group Products: Setting Up Reverse Logistics and Lessons Learned

Volvo Group has a seven-decades long legacy in remanufacturing. Ann-Sofie Wulfsberg will draw on the organization's heritage to share the approach and learnings on remanufacturing. She will discuss how the organization sets up processes to ensure products flow out and back on a global scale. Ann-Sofie will share learnings

and challenges on:

- Remanufacturing set-up – the approach and what remanufacturing entails at Volvo
- Setting up the reverse logistics processes for global reach – leveraging different incentives to get the products back, exploring new business models, and working with repair centers
- Examples – illustrating the different methods for remanufacturing
- Working with Potting's gR model for circularity
- Designing products for remanufacturing – dos and don'ts

Roundtable Discussion I • Participants will be able to choose between four sections of tables, covering the themes of each of the four opening talks. The 4 speakers circulate for Q&A at the different tables within their own section.



Kris Renwick

Sustainability Packaging
Strategy Manager



Creating Circular Loops in Packaging: Identifying and Exploring Opportunities, Creating Incentives to Transition to Circularity and Engaging with the Ecosystem

Kris Renwick will talk about Reckitt's approach to exploring circular packaging solutions. He will discuss how the organization is managing the systems change from linear to circular to enable exploration, experimentation, and scale. Kris will share initial

learnings and challenges on:

- Embedding sustainability within the business and building capabilities within teams – getting people on board, inspiring people, and raising awareness on benefits of the transition
- Moving from linear to circular – exploring opportunities, piloting solutions, managing failure, and progressing beyond the Trough of Disillusionment
- Tackling the challenges of introducing circular solutions through partnership and collaboration
- The shift needed in the long term incentives to encourage experimentation with new models, and avoiding the pitfall of measuring circular solutions against linear KPIs



Thomas Suchy

Sustainability Leader at
IKEA Retail (Ingka Group)



Extending Product Lifecycle: Lessons Learned on Making Second-Hand Viable for the Business and Customers

Thomas Suchy will talk about IKEA's approach to moving the needle on circularity. He will discuss how the organization explores and develops circular solutions and integrates circularity into the business. Thomas will share learnings on:

- Testing and growing circular solutions – from building a profitable second-hand store to creating a local recovery hub with different supply streams to testing customer-facing care and repair
- Anchoring and integrating circularity into strategy and business – positioning circularity as a driver for affordability and integrating it into a commercial strategy to ensure purpose-driven ownership
- Building capabilities to repair, refurbish, and retrieve products – extracting and implementing learnings from projects into stores globally
- Lessons learned including working with small teams, entrepreneurship for all, working with rigid scope and the power of collaboration, bridging the gap between innovation and operations, building the business case for the long term, and more

Roundtable Discussion II • join discussions moderated by other participants and speakers on specific challenges in innovation for sustainability, circularity, and Net Zero.

If you would like to be one of the afternoon table hosts and lead a discussion on an issue of key concern to you (within the theme of the workshop), please write to (projects@innovationroundtable.com) and propose one or more questions that you would be interested in discussing with other attendees.



Anders Christjansen

Executive and Board
Advisor, Innovation Centre
Denmark Palo Alto

**INNOVATION
CENTRE
DENMARK**

Scope 3 Emissions – and Net Negative with Carbon Removal

Anders Christjansen will discuss how companies in Silicon Valley are addressing scope 3 emissions by enforcing requirements on suppliers. And he will talk about the efforts of some firms in the region to pay back on past emissions by becoming net negative. This is enabled by carbon capture technologies, for which Anders will provide a view of state of the art and how to leverage them.



Vivian Titze

Venture Development
Manager, Henkel dx
Ventures



Leveraging Startups for Sustainability: Strategic Investments and Partnerships on Sustainable Innovations in an Uncertain Market Environment and Growing Regulations

Vivian Titze will talk about how Henkel dx Ventures invests in and collaborates with startups for sustainability. She will share how a dedicated CVC sustainability team builds close connections with R&D and business of Henkel to ensure strategic collaborations with startup and leverages this for Henkel's financial investments. Vivian will share initial insights on:

- Connect value driven capital with an established ecosystem – How Henkel dx Ventures acts in the sweetpot between sustainability investments and partnerships
- Data Driven Exploration – How Henkel identifies market segments and startups by bringing data driven insights together with internal innovation roadmaps
- Matchmaking approach – How to match strategic and financial needs and leverage internal expertise to assess technologies and potential partners
- The challenges in collaborating with startups for sustainability – from low maturity to high capital expenditures and the need for technical expertise

Roundtable Discussion III • join discussions moderated by other participants and speakers on specific challenges in innovation for sustainability, circularity, and Net Zero.

If you would like to be one of the afternoon table hosts and lead a discussion on an issue of key concern to you (within the theme of the workshop), please write to (projects@innovationroundtable.com) and propose one or more questions that you would be interested in discussing with other attendees.

Panels and Plenary Sharing: Speakers and discussion hosts will join two consecutive panels, presenting insights and learnings from the different discussion tables.

6-7 SEPTEMBER • DEEP-DIVE WORKSHOP

Go deeper into the discussion and work in groups on **building next practices for sustainability and circularity**: join 50+ experienced peers at a **Deep-Dive Workshop**, taking place at the same venue on **6-7 September**.

During the 2 days, participants will form workgroups, and work with an **iterative method** to define current practices, envision new ones, and develop concrete concepts and approaches. This will also enable **collaboration after the event**, where the work continues in subgroups and through a digital tool to implement and further develop the practices.

Learn more and purchase your ticket at: InnovationRoundtable.com/sustainability-lab

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

#Circular Economy

• [Product Sustainability: Back to the Drawing Board](#)

Stephan Fuchs, Stephan Mohr, Malin Orebäck, and Jan Rys, 2022 – McKinsey – Free Access

• [The Circular Business Model](#)

Atalay Atasu, Céline Dumas, and Luk N. Van Wassenhove, 2021 – Harvard Business Review – Free Access**

• [The Four Fatal Mistakes Holding Back Circular Business Models](#)

Johan Frishammar and Vinit Parida, 2021 – MIT Sloan Management Review – Free Access

• [Circular Supply Chains Are More Sustainable. Why Are They So Rare?](#)

Khaled Soufani and Christoph Loch, 2021 – Harvard Business Review – Free Access**

• [How Sustainability Efforts Fall Apart](#)

Elisa Farri, Paolo Cervini, and Gabriele Rosani, 2022 – Harvard Business Review – Free Access**

#Net Zero

• [A Guide to Achieving Net Zero Emissions](#)

Maria Mendiluce, 2022 – Harvard Business Review – Free Access**

• [To Transition to Net Zero, Model the Alternative](#)

Mazen Skaf, 2022 – MIT Sloan Management Review – Free Access*

• [Playing Offense with Green Tech to Achieve Net-Zero Emissions](#)

Gerrit Becker et al., 2022 – McKinsey Article – Free Access

#Ecosystems

• [Strategically Engaging with Innovation Ecosystems](#)

Philip Budden and Fiona Murray, 2022 – MIT Sloan Management Review – Free Access*

• [Break Out to Open Innovation](#)

Denis Bettenmann et al., 2021 – MIT Sloan Management Review – Free Access*

• [How to Choose the Right Ecosystem Partners for Your Business](#)

Gianvito Lanzolla and Constantinos C. Markides, 2022 – Harvard Business Review – Free Access**

• [A Design-Led Approach to Embracing an Ecosystem Strategy](#)

Niharika Hariharan Joshi, Hamza Khan, and Istvan Rab, 2021 – McKinsey – Free Access

• [Sharing Value for Ecosystem Success](#)

Ron Adner, 2021 – MIT Sloan Management Review – Free Access*

* You can register as a Site Member on sloanreview.mit.edu and access up to 5 articles for free each month. Yearly subscription with unlimited access to articles: USD 69.

** HBR.org allows unregistered users to access up to 2 articles for free every month.

NETWORKING DINNER

Before the workshop, on the evening of **Monday, 4 of September**, there will be a dinner (at own expense) at the **Madklubben København** located in the center Copenhagen and offering modern Danish cuisine.

Participants can meet at the restaurant for drinks from 18:45; the dinner will start at 19:30.

3-courses dinner with drinks (two glasses of wine/beer, water, coffee/tea) : **581 DKK** (approximatly €78).

SEP 2023

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Monday

Register and pay by **25 August** at
innoround.co/dinners



Madklubben København

Store Kongensgade 66 1264 København K
madklubben.dk



Innovation Centre Denmark: Ministry of Foreign Affairs of Denmark

Eigtveds Pakhus, Strandgade 25D, 1401 Copenhagen, Denmark



Eigtveds Pakhus is located on the waterfront of Christianshavn, in the building complex belonging to the Ministry of Foreign Affairs of Denmark.

From Kastrup-Copenhagen Airport

From Copenhagen Airport, it is the fastest reach the venue by metro (18 min). Take the **metro M2** (direction: Vanløse) to **Christianshavn St.** – you will need a 3- zone ticket. Eigtveds Pakhus is then a 5 min walk from the metro station. A taxi from the airport will take 20-25 min, depending on traffic.

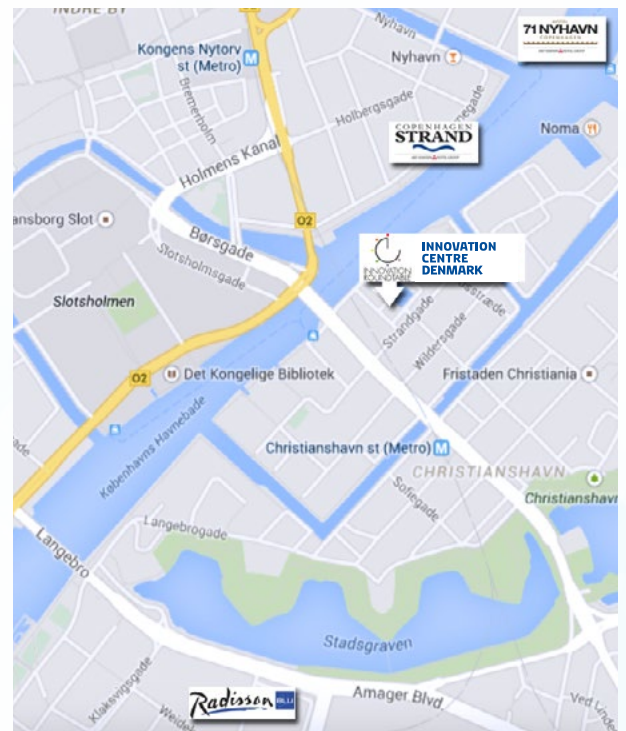
From the city center

From **Nørreport St.**, take the **metro M1 or M2** (respectively to Vestamager nad Lufthavnen) and get off at **Christianshavn St.** – you will need a 2-zone ticket.

From Copenhagen Central Station (København H)

Take the metro line 3 or 4 via Kongens Nytorv and get off at the third stop, **Kongens Nytorv St.**; change to lines M1 or M2 (direction Vestamager or Lufthavnen) for 1 stop and get off at **Christianshavn St.**

To plan your journey visit: rejseplanen.dk



ACCESS

All attendees should have with themselves a **valid ID** document to be given access to the venue.

PARKING

As parking is limited in the Christianshavn area, we recommend participants to reach the venue with public transport.

INTERNET

You will receive WiFi access at the venue.


CONTACT

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 number of rooms and for a limited time, therefore it is suggested that you reserve your room as soon as possible.

Copenhagen Strand Hotel ★ ★ ★ ★ copenhagenstrand.dk



- Havnegade 37, 1058 København K, Denmark
- 11 min (walk) to venue; 20 min (drive) from Copenhagen Airport
- Standard single room, single bed from: DKK 1,365 (€183), incl. breakfast
- To avail the special rate please make a booking through the [link](#).
Early bird rate until 30 June. General group rate: 1 July until 31 July

NH Collection Copenhagen ★ ★ ★ ★ ★ nh-hotels.com




- Strandgade 7, 1401 København K, Denmark
- 5 min (walk) to venue; 20 min (drive) from CPH Airport
- Superior Double room, Single Use: DKK 2,120 (€284), incl. breakfast
- To avail the special rate, please make a booking through the [link](#).
The special rate is available until 28/08/2023.

Best Western Plus Airport Hotel ★ ★ ★ bestwestern.com




- Kastruplundgade 15, 2770 Kastrup, Denmark
- 15 min (drive) to venue; 7 min (drive) from CPH Airport
- Standard room, queen bed: DKK 995 (€133), incl. breakfast
- To avail the special rate, please make a booking through the [link](#).
Special rate available until: 20/08/2023

Clarion Hotel Copenhagen Airport ★ ★ ★ ★ nordicchoicehotels.dk



- Copenhagen Airport, Ellehammersvej 20, 2770 Kastrup, Denmark
- 15 min (metro + walk) to venue; 5 min (walk) from CPH Airport
- Standard room, queen bed: 10% off the standard rate incl. breakfast
- To avail the special rate, please book on the website using the following code:
Innovation Roundtable

Comfort Hotel Copenhagen Airport ★ ★ ★ nordicchoicehotels.dk



- Ellehammersvej 18, 2770 Kastrup, Denmark
- 15 min (metro + walk) to venue; 5 min (walk) from CPH Airport
- Standard room, queen bed: 10% off the standard rate incl. breakfast
- To avail the special rate, please book on the website using the following code:
Innovation Roundtable



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.

