

29 MARCH 2023  
Lyon

Innovation Roundtable®  
Workshop hosted by





# Culture of Design Thinking, Agility & Experimentation

Nurturing a Culture of Customer Orientation & Co-Creation;  
Scaling Agile; Leading & Managing for Agility;  
Creating a Climate of Experimentation & Tolerance for Failure

## SPEAKERS

  <p><b>Sandra Boivin</b> Head R&amp;D Department for Solutions &amp; Product Business Segment</p>	  <p><b>Bengt Steinbrecher</b> Head of Digital Partnerships</p>	  <p><b>Jonathan Tripp</b> Head of Agile Innovation Centre of Excellence</p>	  <p><b>Jiri Vasek</b> Head of Human Centered Design &amp; User Experience</p>	  <p><b>Karina Rempel</b> Head of Innovation Excellence, Siemens Digital Industries</p>
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  <p><b>Renaud Castaing</b> UX Design Director, GE Digital</p>	  <p><b>Volker Sauerbrey</b> Product Owner (Head of) Holistic UX &amp; Design Thinking</p>
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## TOPICS

**Agility & Design Thinking:** Driving Agility: from Emphasizing Mindsets to Focusing on People Aspects and Experiences • Using Agile to Accelerate Collaboration across the Organization and Its Silos • Supporting Leaders and Teams in Becoming Agile: Positioning Autonomy as Interdependence • Leveraging Design Thinking for Venturing • Creating a Customer-Centric R&D Unit: Collaborating Internally and with Customers

**Experimentation:** Fostering Questioning Mindsets and Customer Focus • Driving Early Customer Involvement and Early Prototyping • Generating Insights with a Dual Approach to Experimentation • Weaving Design Thinking, Lean, and Agile into an Iterative Business Model Innovation Approach • Using the Benefits of Each Method to Prototype and Experiment Fast • Selecting the Right Tools from Design Thinking, Lean and Agile to Fit the Project at Hand



## AGENDA OUTLINE

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

**Holcim** • **Leveraging the Iterative Simplicity of Design Thinking, Lean, and Agile – and Learning from Startups**  
Sandra Boivin • Head R&D Department for Solutions & Product Business Segment  
Bengt Steinbrecher • Head of Digital Partnerships

**Roundtable Discussion I:** Insights & challenges

**Boehringer Ingelheim** • **Agile Journey: Focusing on the Mindset and Principles, Collaborating Across Silos, and Leveraging Design Thinking & Lean Startup**  
Jonathan Tripp • Head of Agile Innovation Centre of Excellence

**Konica Minolta** • **The Journey of Creating a Customer-Centered R&D Unit: Building Relationship Networks, Collaborating with Customers & Lessons Learned**  
Jiri Vasek • Head of Human Centered Design & User Experience

**Siemens** • **Integrating Design Thinking, Lean & Agile: Learning and Failing Fast**  
Karina Rempel • Head of Innovation Excellence, Siemens Digital Industries

**Roundtable Discussion II:** Topics of choice

**GE** • **The Best of Many Worlds: Combining Elements of Lean, Design Thinking, and Agile in the Digital Industry**  
Renaud Castaing • UX Design Director, GE Digital

**Schaeffler** • **Bringing Design Thinking, Data and AI Together: Fostering Collaboration and the Evolving Role of User Experience**  
Volker Sauerbrey • Product Owner (Head of) Holistic User Experience & Design Thinking

### Panel & Plenary Sharing

17:00 - 18:00 Drinks on the premises

29 MARCH 2023 • Lyon

## Culture of Design Thinking, Agility & Experimentation

Nurturing a Culture of Customer Orientation & Co-Creation; Scaling Agile; Leading & Managing for Agility; Creating a Climate of Experimentation & Tolerance for Failure



### Holcim Innovation Center

95 Rue du Montmurier,  
38291 Saint-Quentin-Fallavier,  
France

✈ Lyon Saint-Exupéry 15 min

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

## NETWORKING DINNER

Ahead of the workshop, on the evening of **Tuesday 28 March**, attendees will have the opportunity to meet for dinner (at own expense) at **Victoria Hall Restaurant**.

Details & registration info on p. 6 (NB: register by 27 March)

## TOUR



Holcim is at the forefront of decarbonizing building end-to-end, to build progress for people and the planet. During breaks, you will be able to join a **guided tour** of the brand new **Holcim Innovation Hub** - a showroom that sheds light on the greener, smarter, circular and next generation innovative solutions!

Limited availability, register at [innoround.co/tours](https://innoround.co/tours)

## 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](https://InnovationRoundtable.com)





**Sandra Boivin**

Head R&D Department for Solutions & Product Business Segment



## Leveraging the Iterative Simplicity of Design Thinking, Lean, and Agile – and Learning from Startups

Sandra Boivin and Bengt Steinbrecher will talk about leveraging the shared DNA of design thinking, lean startup, and agile for innovation. They will discuss their approach to learning and experimenting at speed. Bengt will draw on insights from startups, from whom corporates can learn how to accelerate new solution development.

- Driving innovation forward with a 'human first' and 'tech second' approach – embracing experimental mindsets and focusing on business model innovation to drive change
- Linking agile, lean, and design thinking for fast prototyping, experimentation, and early user involvement – and using data for development and prototyping
- Taking a dual approach to experimentation – developing solutions internally and testing what is already in the market to generate insight
- Learning from startups' challenges and successes from their appetite for risk to their traction struggles – and bringing the organization along to

push the product into the market

- Lessons learned: Focusing on testing hypotheses with rigor rather than facing the 'tech push vs market pull' dilemma – taking a consistent and customer-oriented approach to validating solutions, and more

**Roundtable Discussion I: Insights & challenges** • Each attendee makes an illustration or writes a text to summarize or highlight a key aspect or challenge in one of the key topics of the day. The group discusses the input one person at a time. Discussion tables will be divided into B2B, B2C and B2B2C.



**Jonathan Tripp**

Head of Agile Innovation Centre of Excellence



## Agile Journey: Focusing on the Mindset and Principles, Collaborating Across Silos, and Leveraging Design Thinking & Lean Startup

Enabling people to relate to and understand a new method is key to successful adoption. Jonathan Tripp leads the Agile Innovation Centre of Excellence at Boehringer Ingelheim. He will discuss how the Centre's focus on the agile mindset plays a crucial role in adopting agile across the organization, as well as how that mindset enables the organization to embrace design thinking and lean. Jonathan will share learnings on:

- The journey of driving agile and how the emphasis on the mindset enables success – focusing on the people aspects of agile, ensuring proper understanding of the method, and the soft skills required for taking a project forward
- Leveraging individual experiences and word of mouth to drive adoption, and managing resistance to agile resulting from misapplication of the method
- Supporting leaders and their teams in becoming agile – taking a structured approach, leveraging agile coaches, and building teams' competence and confidence
- Using agile as a bridge to drive better collaboration across the organization and its silos – and the benefits of silos as identity and competence anchors
- How the agile mindset enables adoption of design thinking and lean startup – driving a questioning mindset and a focus on customer needs to leverage design thinking and lean
- Lessons learned such as the need for managers to be clear on what they will do, the need for autonomy to be understood as interdependence, and more



## Jiri Vasek

Head of Human Centered Design & User Experience



## The Journey of Creating a Customer-Centered R&D Unit: Building Relationship Networks, Collaborating with Customers & Lessons Learned

Jiri Vasek will share the journey of creating an R&D unit from scratch and creating new customer-centric solutions. He will share insights and learnings on:

- Building an R&D unit from scratch – pivoting from the initial separation from the motherboard that limited impact due to lack of support and integration with the rest of the organization
- Shifting to build links with the motherboard – creating innovation days to collaborate with customers and get at the heart of their needs and pain-points but still facing obstacles
- Moving to build a relationship network and collaborating with sales, customers, and the team to create new product concepts that build on the existing product portfolio
- Lessons learned, such as the need for bottom-up support in addition to executive backing, direct contact with customers, and more



## Karina Rempel

Head of Innovation Excellence, Siemens Digital Industries



## Integrating Design Thinking, Lean & Agile: Learning and Failing Fast

Karina Rempel will talk about how Siemens developed a new creativity method and its role in driving mindset change. She will discuss how the organization leverages the method to understand the problem spaces while also leveraging design thinking, lean startup, and agile for an end-to-end iterative innovation approach. Karina will share insights on how to leverage the benefits of each method to fail fast and learn ahead of investments.

**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.



## Renaud Castaing

UX Design Director, GE Digital



## The Best of Many Worlds: Combining Elements of Lean, Design Thinking, and Agile in the Digital Industry

Renaud Castaing will share the latest insights in the evolution of merging elements of design thinking, lean startup, agile, and lean management with tangible examples from the industrial space. In the presentation, he will share learnings on:

- Using design thinking and lean startup to help identify the bigger problems to be solved with lean management principles
- How every project is different with the need for a reality check and an adapted methodological approach composed of different elements from the above methods
- How the internal UX team is organized within GE Digital and how the collaboration works with other GE businesses and evangelizing this mixed-method approach
- The key employee persona called Citizen of Data Science and how finding digital talent and assembling teams is organized



## Volker Sauerbrey

Product Owner (Head of)  
Holistic User Experience &  
Design Thinking

**SCHAEFFLER**

## Bringing Design Thinking, Data and AI Together: Fostering Collaboration and the Evolving Role of User Experience

Volker Sauerbrey is a product owner of holistic user experience at Schaeffler. He will talk about how his team works to fuse together AI and data thinking with design thinking to build user-centric solutions. Volker will share the approach taken to identifying AI use cases and drive awareness and adoption of AI solutions.

- The approach to working with and identifying AI solutions – leveraging a framework on doing the right things and doing them right
  - Bringing design thinking, data science and AI together – driving awareness for design thinking and UX, changing the culture, training people, and fostering collaboration
  - Building trust for users and stakeholders – from involving users early to being transparent with AI algorithms to doing regular user testing and building small successes
- How the role of UX will change in the coming years
- Lessons learned including the need for change management, and more

**Panel and Plenary Sharing** · Plenary feedback session and a panel with speakers from the day.

## NETWORKING DINNER

Ahead of the workshop, on the evening of Tuesday 28 March, there will be a dinner (at own expense) at the **Victoria Hall Restaurant & Bar Lounge**, located in the center of Lyon and offering upscale French seasonal cuisine.

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

3-course dinner with drinks incl. 13 of wine/water, beer, coffee, soft drink): €65.90

MAR 2023  
**28**  
Tuesday

Register and pay by **27 March** at  
[innoround.co/dinners](https://innoround.co/dinners)

 **Victoria Hall Restaurant**  
353 Rue Garibaldi, 69007 Lyon  
[victoriahall.fr](https://victoriahall.fr)





## #Design Thinking

- [Can Design Thinking Succeed in Your Organization?](#)  
David Dunne, Theresa Eriksson, and Jan Kietzmann, 2022 – MIT Sloan Management Review – Free access\*
- [The Right Way to Lead Design Thinking](#)  
Christian Bason & Robert D. Austin, 2019 – Harvard Business Review – Free Access\*\*
- [Are You Asking Enough from Your Design Leaders](#)  
Melissa Dalrymple, Sam Pickover, and Benedict Sheppard, 2020 – McKinsey Quarterly – Free Access
- [The Divisiveness of Design Thinking](#)  
Jon Kolko, 2017 – Interactions Magazine – Free access
- [Design Thinking - More Than Just a Method](#)  
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access
- [Why Design Thinking Works](#)  
Jeanne Liedtka, 2018 – Harvard Business Review – Free Access\*\*
- [Design Thinking is Fundamentally Conservative and Preserves the Status Quo](#)  
Natasha Iskander, 2018 – Harvard Business Review – Free Access\*\*

## #Agile

- [Doing vs Being: Practical Lessons on Building an Agile Culture](#)  
Nikola Jurisic, Michael Lurie, Philippine Risch, and Olli Salo, 2020 – McKinsey – Free Access
- [Agile Doesn't Work Without Psychological Safety](#)  
Sam Ranbotham, 2017 – MIT Sloan Management Review – Free access\*
- [Have We Taken Agile Too Far?](#)  
Colin Bryar and Bill Carr, 2021 – Harvard Business Review – Free Access\*\*
- [The Journey to an Agile Organization](#)  
Brosseau, Ebrahim, Handscomb & Thaker, 2019 – McKinsey – Free Access
- [Lessons Learned in Being Big and Agile](#)  
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access

## #Experimentation

- [The 7 R's of Managing Failure and Learning Fast](#)  
Innovation Roundtable® Research Team, 2019 – LinkedIn Pulse – Free access
- [How a Startup Mindset Brews Innovation at a Global Scale](#)  
Tassilo Fesetics, interviewed by Chris Clearfield, 2021 – MIT Sloan Management Review – Free access\*

\* You can register as a Site Member on [sloanreview.mit.edu](https://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.



## Holcim

95 rue du Montmurier – 38291 Saint Quentin Fallavier Cedex



**Holcim** is the global leader in building materials and solutions and active in four business segments: Cement, Aggregates, Ready-Mix Concrete and Solutions & Products.

The **Holcim Innovation Center** is located close to the airport, approx. 25 km South-East from the center of Lyon.

### From Lyon Saint-Exupéry Airport (LYS) and Lyon Saint-Exupéry TGV train station:

The best way to reach the venue is by taxi or car (estimated time: 15 min).

### From Part Dieu Railway Station:

The best way to reach the venue is by taxi or car (estimated time: 45 - 60 min).



## ACCESS

Please bring a picture ID to access the venue.

## PARKING

Free parking is available at the venue. Additional details will be provided to registered participants.

## 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 the following hotels, all located close to the workshop venue. Please note that we do not have booking agreements with many of those hotels and price and availability is subject to change. Therefore it is suggested that you reserve your room as soon as possible.

## Mercure Lyon Est Villefontaine ★★★★★ [all.accor.com](http://all.accor.com)



- Parc Technologique, 20 Rue Antoine Condorcet, 38090 Villefontaine, France
- 10 min (drive) to venue; 15 min (drive) from Lyon-Saint Exupéry Airport
- Single room, double bed €125; excl. breakfast
- To avail the special rate, send an email to [h1132-sb1@accor.com](mailto:h1132-sb1@accor.com) and mention the keyword "Holcim" and that you are a participant at the Innovation Roundtable event  
The special rate is based on availability.

## Gatsby Hotel & Restaurant ★★★★★ [hotel-gatsby.com](http://hotel-gatsby.com)



- 36 Rue des Frères Lumière, 69680 Chassieu, France
- 15 min (drive) to venue; 18 min (drive) from Lyon-Saint Exupéry Airport
- Double room, queen bed €125; excl. breakfast
- Reservation on the hotel's website or booking portals

## Novotel Lyon Bron Eurexpo ★★★★★ [all.accor.com](http://all.accor.com)



- 260 Av. Jean Monnet, 69500 Bron, France
- 15 min (drive) to venue; 17 min (drive) from Lyon-Saint Exupéry Airport
- Single room, queen bed €151; excl. breakfast
- Reservation on the hotel's website or booking portals

## Hotel Kyriad Prestige & Spa Lyon Saint Priest ★★★★★ [kyriad.com](http://kyriad.com)



- Parc Technoland ZI Champ Dolin, 9 Rue Aimé Cotton, 69800 Saint-Priest, France
- 15 min (drive) to venue; 17 min (drive) from Lyon-Saint Exupéry Airport
- Double room, queen bed €117; excl. breakfast
- Reservation on the hotel's website or booking portals

## Comfort Hotel Aeroport Lyon St Exupery ★★★★★ [comfort-hotel.com](http://comfort-hotel.com)



- 65 rue du Royaume Uni, 69124 Saint-Exupéry, France
- 11 min (drive) to venue; 4 min (drive)/15 min (walk) from Lyon-Saint Exupéry Airport
- Single room, single bed €110; incl. breakfast
- Reservation on the hotel's website or booking portals

## DoubleTree by Hilton Lyon Eurexpo ★★★★★ [hilton.com](http://hilton.com)



- 160 Cr du 3<sup>e</sup> Millénaire, 69800 Saint-Priest, France
- 19 min (drive) to venue; 16 min (drive) from LYS Airport; 25 min (drive) from Part Dieu Railway Station.
- Rates from €99 per night
- Reservation on the hotel's website or booking portals.

## Hotel NH Lyon Airport ★★★★★ [nh-hotels.com](http://nh-hotels.com)



- 915 Rue d'Espagne, 69125 Lyon, France
- 13 min (drive) to venue; 3 min (walk) from LYS Airport; 34 min (drive) from Part Dieu Railway Station.
- Rates from €130 per night
- Reservation on the hotel's website or booking portals.