

14 MAY 2024  
Nuremberg

Innovation Roundtable®  
Workshop hosted by

SCHAEFFLER

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# Foresight, Front End & Portfolio Management

Generating and Validating Ideas;  
Managing Innovation and Technology Portfolio;  
Foresight and Trends to Shape Portfolio Decisions

## SPEAKERS

SCHAEFFLER

EDHEC  
BUSINESS SCHOOL



Rolls-Royce



**Uwe Wagner**

Chief Technology Officer

**René Rohrbeck**

Prof. of Strategy, Chair for  
Foresight, Innovation &  
Transformation

**Daniel Cho**

Head of Product  
Management  
Excellence

**Ricardo Entz**

Head of Technology  
Strategy and  
Roadmapping

AIRBUS



**Markus Durstewitz**

Sr. Director Innovation –  
Head of Design Thinking  
– Founder IdeaSpace

**Pooja Gajjar**

Program Manager  
Digitalization, Linde  
Engineering

## TOPICS

**Front End:** Ensuring Successful Idea Collection: From Clear Process to Addressing Idea Backend from the Start • Running Hackathons: From Engaging People to Translating Winning Solutions into the Business • Harnessing the Power of Communities: Solving Problems and Building Skills

**Foresight & Portfolio:** Best Practices in Building a Fully Integrated Strategic Foresight System • Developing a Vision Roadmap: Taking an Iterative Approach and Creating Alignment • Integrating Big Social Shifts into Portfolio: Using Simple Impact Models Based on Project's Needs • The Portfolio Approach: Leveraging Value-Based Pricing and Creating Offers for Customers • Balancing Portfolio Focus: From Gap Analysis through Measuring to Leveraging Foresight • Supporting the Tech Portfolio: Exploring Machine Learning and LLM Use Cases • Leveraging Agile and Flexible Mindsets to Drive Portfolio and Tech Strategy



## AGENDA OUTLINE

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

**Schaeffler** • Innovation-to-Business: Integrating Trends into Innovation and Managing the Innovation Portfolio  
Uwe Wagner • Chief Technology Officer

**EDHEC Business School** • Institutionalizing Strategic Foresight  
René Rohrbeck • Professor of Strategy, Chair for Foresight, Innovation & Transformation

**Roundtable Discussion I:** Choice between:  
1) Future FITness – Leveraging Foresight for Superior Firm Performance, exercise facilitated by René Rohrbeck (EDHEC); 2) Issues of Special Interest

**Philips** • Managing the Portfolio and Leveraging Value-Based Pricing  
Daniel Cho • Head of Product Management Excellence

**Rolls-Royce** • Building a Vision Roadmap: Communicating the North Star Across the Organization and Exploring LLMs for Portfolio Management  
Ricardo Entz • Head of Technology Strategy and Roadmapping, Technology Portfolio Executive

**Roundtable Discussion II:** Choice between:  
1) Building Profitability into Value Propositions from the Concept Phase, exercise facilitated by Daniel Cho (Philips); 2) Topics of choice

**Airbus** • Generating Ideas Around Challenges: Engaging People, Running Hackathons and Solving Problems  
Markus Durstewitz • Senior Director Innovation – Head of Design Thinking – Founder IdeaSpace

**Linde Engineering** • Integrating User-Centricity in the Front End: Creating Ownership and Breaking Silos  
Pooja Gajjar • Program Manager Digitalization

### Panel & Plenary Sharing

17:00 - 18:00 Drinks on the premises

14 May 2024 • Nuremberg

## Foresight, Front End & Portfolio Management

Generating and Validating Ideas; Managing Innovation and Technology Portfolio; Foresight and Trends to Shape Portfolio Decisions



**Schaeffler Conference Center**  
Galgenhoferstraße 40, 91074  
Herzogenaurach, Germany  
✈ Nuremberg 30 min

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

## NETWORKING DINNERS



After the workshop, on the evening of **Tuesday 14 May**, there will be dinners (at own expense) at **Albrecht-Dürer Stube** and **Bratwurst Röslein**, located in Nuremberg's city center.

Details & registration info on p. 6 (NB: register by 10 May)

## CONNECT • LEARN • SHARE

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

Our workshops attended by **150+ participants**, are **exclusively for corporate innovation professionals**. This creates an intimate environment enabling in-depth exchange between peers during roundtable discussions and informal networking breaks.

### 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, Asia, the US and online – and learn more about our network and 100+ member firms by visiting [InnovationRoundtable.com](https://InnovationRoundtable.com)





**Uwe Wagner**

Chief Technology Officer

**SCHAEFFLER**

## Innovation-to-Business: Integrating Trends into Innovation and Managing the Innovation Portfolio

Uwe Wagner will talk about how Schaeffler has transformed the innovation process by developing a holistic and fully integrated Innovation-to-Business approach that brings together trends and go-to-market approach. Uwe will share insights on:

- Innovation to business: rethinking innovation strategy by looking further into future trends but also go-to-market approach
- Selecting ideas with early market validation – and ensuring transparency within the innovation portfolio
- Taking ideas seamlessly from stage to stage and involving the right people at the right time to ensure new solution adoption – the need to involve business units and external startups with projects at the right time
- Leveraging virtual startups to develop ideas without a clear internal fit
- Lessons learned



**Rene Rohrbeck**

Professor of Strategy, Chair for Foresight, Innovation & Transformation

**EDHEC**  
BUSINESS SCHOOL

## Institutionalizing Strategic Foresight

Prof. René Rohrbeck will introduce his strategic foresight maturity model. Reporting on his recent Global Future FITness study, he will explain how leading firms leverage foresight for preparing and profiting from transformational change in their environment. He will explain which core elements are needed to build an organizational nervous system directed at the future. Prof. Rohrbeck will explain:

- Which roles a powerful strategic foresight functions should play
- Which key capabilities matter
- How to ensure impact

### Roundtable Discussion II • Choice between:



**Rene Rohrbeck**

Professor of Strategy, Chair for Foresight, Innovation & Transformation

**EDHEC**  
BUSINESS SCHOOL

#### 1. Measuring your Organizational Future FITness

• *exercise facilitated by René Rohrbeck (EDHEC Business School)*

In this workshop, Prof. René Rohrbeck will draw on his industry experience, his 15-year benchmarking program and his experience of advising multinational companies on agile strategizing and strategic foresight. In the workshop you will be able to test the Future FITness of your company using Prof. Rohrbeck's maturity model. The empirical research has shown that companies

with high Future FITness outcompete their peers in their industry, with a 33% higher profitability and a 200% higher market capitalization growth. In this session Prof. Rohrbeck will explain:

- Which key capabilities form Future FITness
- Which roles strategic foresight should play
- How value is created

**2. Issues of Special Interest** • Participants write down one or more issues within the themes of the day on cards. Each group builds its own discussion agenda clustering the cards and defining special issues of interest to discuss and exchange experiences and insights.



**Daniel Cho**

Head of Product Management Excellence



## Managing the Portfolio and Leveraging Value-Based Pricing

Daniel Cho will talk about Philips' approach to rolling out a value-based pricing approach across the organization. Daniel will also share how to leverage the value-based pricing approach for portfolio decisions.

- What it takes to create customer-driven innovation – changing the culture, driving the right understanding of customer centricity, and developing a clear segmentation strategy to avoid falling into the Swiss army knife trap
- The portfolio approach – how to create the good, better, and best offers for customers
  - Starting with needs-based segmentation
  - Differentiating the solution
  - Demonstrating value to the customer
  - Determining the investment the customer is ready to make to acquire the solution – and how to leverage the premium offering



**Ricardo Entz**

Head of Technology Strategy and Roadmapping



**Rolls-Royce**

## Building a Vision Roadmap: Communicating the North Star Across the Organization and Exploring LLMs for Portfolio Management

Ricardo Entz will talk about how Rolls-Royce's R&T organization built a vision roadmap in an iterative manner. He will discuss the challenges in finding synergies within a diverse group, as well as the approach taken to exploring AI for portfolio management.

Ricardo will share insights on:

- The roadmapping approach – translating business objectives into innovation north stars for the organization with the right amount of detail to move forward and create alignment, including on the front-end of innovation
- Taking a gradual approach in order to enable greater control and more risk taking – how an agile mindset was critical for development of a technology strategy with uncertain boundary conditions
- Exploring the use machine learning and large language models to support technology portfolio management
- Lessons learned including the need to systematize the strategy process, have people speaking the same language, adapting the vision to each level, and more

### Roundtable Discussion II • Choice between:



**Daniel Cho**

Head of Product Management Excellence



#### 1. Building Profitability into Value Propositions from the Concept Phase

• exercise facilitated by Daniel Cho (Philips)

Customer driven innovation starts and ends with customer value in mind. This exercise will engage participants in examining how innovation development links to core customer value drivers. Participants will work on a provided case to identify key value drivers that impact buying and pricing decisions. They will translate product features into customer value, to then

quantify the value for each segment and use it to develop the price

**2. Topics of choice** • Each attendee selects one discussion topic within the overarching themes of the day, based on the inputs emerging from the first roundtable discussion.



## Markus Durstewitz

Senior Director Innovation  
– Head of Design Thinking  
– Founder IdeaSpace

**AIRBUS**

## Generating Ideas Around Challenges: Engaging People, Running Hackathons and Solving Problems

Markus Durstewitz will talk about Airbus' approach to shaping idea generation. He will discuss how the organization sets up hackathons to engage people, develop solutions, and translate them into real business. Markus will share learnings on:

- Why idea collection often fails and why it is necessary to think about idea backend from the start
- Defining the means to put things into play based on the strategy and framing – setting up innovation challenges and running hackathons
- Engaging people and raising awareness to drive participation – creating a process with clear rules and guidelines, bringing people into a team, and moving to a solution that can be implemented
- Identifying the right pathway to translate the winning solution into business
- Determining where to place the innovation team to keep the spark going – having Board support and managing politics
- Understanding the power of communities beyond problem solving and towards new skills – raising topic awareness, identifying talent, and building solutions



## Pooja Gajjar

Program Manager  
Digitalization



## Integrating User-Centricity in the Front End: Creating Ownership and Breaking Silos

Pooja Gajjar will talk about Linde Engineering's approach to embedding user experience within product development. She will discuss how the organization created an industry benchmark tool to drive organic adoption.

Pooja will share insights on:

- Getting the user perspective into early-decision making – making user pain points easy to understand for stakeholders and arriving at common agreement
- Designing for multiple user types – and bringing this across to the rest of the organization
- Building a tool and enabling organic and peer-to-peer onboarding – the need to evolve prioritization, increase transparency, and tools that work across silos
- Involving multiple sub-sponsors from different verticals to distribute ownership on the user and management sides across locations

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



## #Front End

- **Does Your Idea Have the 'Voltage' to Scale?**  
Yuval Atsmon, 2022 – McKinsey Podcast – Free Access
- **How Maker Tools Can Accelerate Ideation**  
Hila Lifshitz-Assaf and Sarah Lebovitz, 2021 – MIT Sloan Management Review – Free access\*
- **Your Best Ideas Are Often Your Last Ideas**  
Loran Nordgren and Brian Lucas, 2021 – Harvard Business Review – Free Access\*\*
- **Unleash the Unexpected for Radical Innovation**  
Wenjing Lyu, Gina Colarelli O'Connor, and Neil C. Thompson, 2023 – MIT Sloan Management Review – Free access\*

## #Foresight & Trends

- **Learning from the Future**  
J. Peter Scoblic, 2020 – Harvard Business Review – Free Access\*\*
- **Scenario Planning and Wargaming**  
Rene Rorhbeck, 2020 – Free Access
- **Five Key Trends in AI and Data Science for 2024**  
Thomas H. Davenport and Randy Bean, 2024 – MIT Sloan Management Review – Free access\*
- **Gartner Top 10 Strategic Technology Trends for 2024**  
Gartner, 2023 – Free Access

## #Portfolio

- **Why You've Got to Put Your Portfolio on the Move**  
Sandra Andersen et al., 2020 – McKinsey Quarterly – Free Access
- **Innovation Portfolio Can Help Balance Risk, Reward**  
Deloitte, 2019 – Wall Street Journal – Free Access
- **How to Create a Customer-Centric Innovation Strategy**  
Sungkyu Chang, 2022 – EY – 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.

## NETWORKING DINNERS

Due to a large number of registrations, exceeding the available capacity of first restaurant, we have organized two dinners (at own expense) on the evening of Tuesday 14 May. Both restaurant are located in the same area, in the center of Nuremberg, and will offer similar menus with traditional Franconian dishes.

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

### dinner A • Albrecht-Dürer Stube **SOLD OUT**

3-course dinner with drinks (aperitif, 2 glasses of beer/wine, water, and hot drinks): €47

📍 Albrecht-Dürer-Straße 6, 90403 Nürnberg  
[albrecht-duerer-stube.de](https://albrecht-duerer-stube.de)

### dinner B • Bratwurst Röslein

3-course dinner with drinks (2 glasses of beer/wine, water, and hot drinks): €50.52

📍 Rathauspl. 6, 90403 Nürnberg  
[bratwurst-roeslein.de](https://bratwurst-roeslein.de)

MAY 2024  
**14**  
Tuesday

Register and pay by **7 May** at  
[innoround.co/dinners](https://innoround.co/dinners)





## Schaeffler Conference Center

Building 34 - Galgenhoferstraße 40, 91074 Herzogenaurach, Germany

### From Nuremberg Airport

The best way to reach the venue is by taxi or car (estimated time: 30 min). Please be aware that it can take longer during rush hours. If using public transport, from the airport station Flughafen take the bus 30 (15 stops) until you reach the Erlangen Neuer Markt / Rathaus. From there take the bus 201 (9 stops) until you reach the Herzogenaurach Berufsschule. A five-minute walk from there will take you to the venue (estimated time: 75 min).

### From Train station Erlangen Hauptbahnhof

The best way to reach the venue is by taxi or car (estimated time: 16 min). Please be aware that it can take longer during rush hours. If using public transport, from Erlangen take the bus 200 (8 stops) until you reach Herzogenaurach Bahnhofstr. From there, the venue is around 10 minute walk (estimated time: 34 min).



## ACCESS

Please bring your ID and enter the venue from the east entrance - building 34 Conference Center as provided in directions.

## PARKING

Visitor parking is available. If the visitor parking is full, please use the parking garage nearby, where 200 parking spaces are available.

## 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 these hotels and price and availability is subject to change. Therefore it is suggested that you reserve your room as soon as possible.

## Hotel HerzogsPark ★ ★ ★ ★

[herzogspark.de](http://herzogspark.de)



- Beethovenstraße 6, 91074 Herzogenaurach, Germany
- 5 min (drive) to venue; 33 min (drive) from Nuremberg Airport
- Classic double room, double bed €180; excl. breakfast
- Reservation on the hotel's website or booking portals

## Novina Hotel Herzo-Base Herzogenaurach ★ ★ ★ ★

[novina-hotels.de](http://novina-hotels.de)



- Olympiaring 90, 91074 Herzogenaurach, Germany
- 6 min (drive) to venue; 33 min (drive) from Nuremberg Airport
- Double room, double bed €128; incl. breakfast
- Reservation on the hotel's website or booking portals

## the niu Cure ★ ★ ★

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



- Paul-Gossen-Straße 75, 91052 Erlangen, Germany
- 15 min (drive) to venue; 20 min (drive) from Nuremberg Airport
- Single room, single bed €162; excl. breakfast
- Reservation on the hotel's website or booking portals

## Holiday Inn Express Fürth, IHG Hotel ★ ★ ★

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



- Rosenstraße 44, 90762 Fürth, Germany
- 20 min (drive) to venue; 19 min (drive) from Nuremberg Airport
- Standard room, single bed €117; incl. breakfast
- Reservation on the hotel's website or booking portals

## Novina Sleep Inn Herzogenaurach

[book-gres](http://book-gres)



- Erlanger Str. 60, 91074 Herzogenaurach, Germany
- 3 min (drive) to venue; 15 minutes (walk) to the venue; 25 min (drive) from Nuremberg Airport
- Double room, double bed €84; incl. breakfast
- Reservation on the hotel's website or booking portals



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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.

