

14 MAY 2024
Nuremberg

Innovation Roundtable®
Workshop hosted by

SCHAEFFLER

SCHAEFFLER

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



Tiffany Monaco

Global Business
Development &
Innovation Leader

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: Focus and Speed in Corporate Innovation

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) Insights & challenges

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

IKEA • Making Balanced Portfolio Decisions: Supporting Job Owners and Integrating Big Social Shifts into Portfolio

Tiffany Monaco • Global Business Development & Innovation Leader

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 DINNER



After the workshop, on the evening of **Tuesday 14 May**, there will be a dinner (at own expense) at the **Albrecht-Dürer Stube** restaurant, in the city center.

Details & registration info on p. 6 (NB: register by 7 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.

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Uwe Wagner

Chief Technology Officer

SCHAEFFLER

Innovation-to-Business: Focus and Speed in Corporate Innovation

Uwe Wagner will present how Schaeffler as leading Motion Technology Company has incorporated their new "innovation-to-business" approach into its organization, processes and portfolio management. With regards to the overall objective of delivering innovation more focused and even quicker in uncertain and dynamic environments, he will provide insights in particular on:

- Schaeffler's innovation clusters as organizational home for innovation
- The integrated Innovation-to-Business Process to systematically identify and address future business opportunities
- Early assessment of innovation potentials in the market/technology portfolio



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. 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.



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



Tiffany Monaco

Global Business
Development & Innovation
Leader



Making Balanced Portfolio Decisions: Supporting Job Owners and Integrating Big Social Shifts into Portfolio

Tiffany Monaco will talk about how IKEA's centralized innovation team makes portfolio decisions. She will share how the team works across the ten company jobs in partnership with strategic stakeholders to balance and manage the portfolio. Tiffany will share insights on:

- Driving the portfolio across the ten company jobs – leveraging past learnings and flexible mindsets to smooth out any potential challenges
- Working with job owners to analyze their strategy and their goals – doing gap analysis, identifying opportunity areas to fill the portfolio, measuring, and supporting job owners in creating content
- Incorporating big social shifts into portfolio and strategy – working in different time horizons, using foresight to balance the portfolio's focus, and leveraging the simple impact models based on the project's needs
- Learnings and challenges including getting a clear mandate and resources, building trust, and managing cultural challenges

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

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

#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 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

After the workshop, on the evening of Tuesday 14 May, there will be a dinner (at own expense) at the Albrecht-Dürer Stube, located in Nuremberg and offering traditional Franconian dishes.

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

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

MAY 2024

14

Tuesday

Register and pay by **07 May** at
innoround.co/dinners



Albrecht-Dürer Stube

Albrecht-Dürer-Straße 6, 90403 Nürnberg
albrecht-duerer-stube.de





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

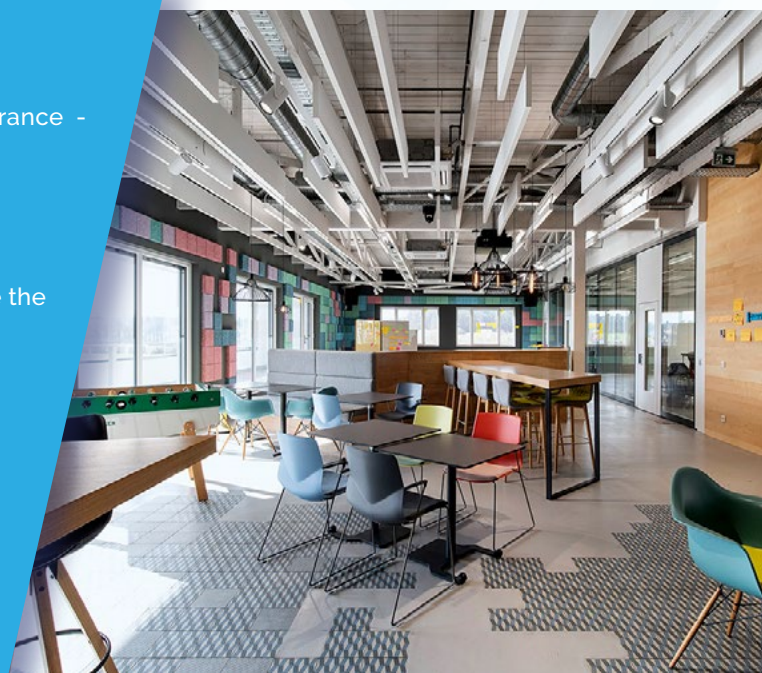
Visitor parking is available. If the visitor parking is full, please use the parking garage nearby, where 200 parking spaces are available.

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



- 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



- 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



- 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



- 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



- 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.

