

26 JUNE 2024  
Palo Alto CA

Innovation Roundtable®  
Workshop hosted by



# New Business Creation & Startup Collaboration

Creating & Incubating Internal Startups – and Supporting Intrapreneurs;  
Collaborating with External Startups and Ecosystems  
– Venture Clienting and CVC

## SPEAKERS



V O L V O

Genentech  
A Member of the Roche Group



Google



**Loretta Li-Sevilla**

Global Head, Future of Work and Services Enablement, HP Commercial Business

**Adam Jansen**

Director of US Innovation Lab

**Eric Fahs**

Head of gRED Portfolio Strategy, Co-Founder gREDi (R&D Incubator)

**Andrea Sguazzi**

Head of West Coast and Mexico Enel Innovation Hub

**Alexandra Dumas**

Head of VC and Startup Partnerships (US West)

WELLS FARGO

L'ORÉAL



**Adam Holt**

Head of Innovation Product Management (formerly)

**Shuman Mitra**

Associate Vice President, Open Innovation

## TOPICS

**New Business Creation:** Innovation Accelerator: from the Model to Value Creation and Success Factors • Accelerating Innovation with AI: Ideating and Generating Consumer Insights • Moving beyond Incrementalism: Thinking Bigger and Expanding Innovation Scope

**Startup Collaboration:** Setting Up a Balanced CVC Structure: Aligning Incentives and Combining Functions • Enabling Successful Collaboration with Startups: from Internal Teams to Expectations • Supporting and Growing Startups at Speed: Ensuring Depth of Partnership and Adoption • Leveraging a Stickiness Model: Building Trust and Assigning Resources in a Nimble Way • Taking an Agile Approach to Evaluating and Assessing Startup Solutions • Creating a Holistic Go-to-Market Strategy for VCs and Startups: Balancing Alignment and Autonomy • Best Practices in Creating Win-Win Partnerships – and Leveraging Startup and Corporate Strengths



## AGENDA OUTLINE

08:30 am - 09:00 am Registration & light breakfast  
09:00 am - 05:00 pm **Workshop** (incl. lunch and coffee breaks)

### **HP** • Shaping the Future of Work with AI – and Supporting It through Venturing & Partnerships

Loretta Li-Sevilla • Global Head, Future of Work and Services Enablement, HP Commercial Business

### **Volvo Group** • Leveraging Open Innovation & Collaborating with Startups

Adam Jansen • Director of US Innovation Lab

### Roundtable Discussion I: Insights & challenges

### **Genentech (Roche Group)** • Incubating High-Risk Ideas: The Approach and Lessons Learned

Eric Fahs • Head of gRED Portfolio Strategy, Co-Founder gREDi (R&D Incubator)

### **Enel Group** • Collaboration with Startups on Green Tech: Dos and Don'ts in Adopting Startup Solutions at Scale

Andrea Sguazzi • Head of West Coast and Mexico Enel Innovation Hub

### **Wells Fargo** • Accelerating New Business – and Making AI a Part of the Innovation Toolkit

Adam Holt • Head of Innovation Product Management

### **Google** • Startup Collaboration: Leveraging a Stickiness Model and Helping Startups Grow

Alexandra Dumas • Head of VC and Startup Partnerships (US West)

### Roundtable Discussion II: Topics of choice

### **L'Oréal** • Building Win-Win Partnerships with Startups on Disruptive Technology

Shuman Mitra • Associate Vice President, Open Innovation

### Panel & Plenary Sharing

05:00 pm - 06:00 pm Drinks on the premises

## TOUR

During lunch and the afternoon break, pre-registered attendees will have the opportunity to join a tour of the **HP Customer Welcome Center**, including visits to the Founders Offices & Innovation Showcase.

Info and registration on p. 5



26 June 2024 • Palo Alto, CA

## New Business Creation & Startup Collaboration

Creating & Incubating Internal Startups – and Supporting Intrapreneurs;  
Collaborating with External Startups and Ecosystems – Venture Clienting and CVC



### HP Customer Welcome Center

Building 3, 1501 Page Mill Road  
Palo Alto, CA 94304

✈ San Francisco 28 min, San José 22 min

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

## NETWORKING DINNER



After the workshop, on the evening of **Wednesday 26 June**, attendees will have the opportunity to meet for dinner (at own expense) at **Cascal** restaurant in Mountain View.

Details & registration info on p. 5 (NB: register by 24 June)

## 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 **100+ 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://www.InnovationRoundtable.com)



## Loretta Li-Sevilla

Global Head, Future of Work and Services Enablement, HP Commercial Business



## Shaping the Future of Work with AI – and Supporting It through Venturing & Partnerships

In the opening session of the day, Loretta Li-Sevilla will introduce HP's perspective of the future of work and her team's vision/purpose, with an emphasis on HP's AI PC and its evolution. She will also delve into the Tech Ventures' mission and, specifically, how HP's Start up Cohorts team is evolving to support the HP's

objectives. Moreover, Loretta will present the current start ups/partners in the program and share insights on the collaborations and tech being developed through it.



## Adam Jansen

Director of US Innovation Lab



## Leveraging Open Innovation & Collaborating with Startups

Adam Jansen will talk about open innovation at Volvo, how to set up teams to ensure successful startup collaboration, and share best practices on the journey. Adam will share challenges and insights on:

- How to set up innovation teams to enable successful collaboration with startups – fostering a culture of open communication, setting expectations from the start, and building relationships internally to ensure projects can move forward
- Challenges and benefits of open innovation – early best practices including starting with a problem instead of a solution, streamlining legal and procurement processes, having connections within business areas, and leveraging past successes
- Lessons learned such as getting executive buy-in, engaging the traditional business, and respecting the startups

**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.



## Eric Fahs

Head of gRED Portfolio Strategy, Co-Founder gREDi (R&D Incubator)



A Member of the Roche Group

## Incubating High-Risk Ideas: The Approach and Lessons Learned

Eric Fahs co-founded an incubator within Genentech's R&D group in 2018. gREDi seeks to fund ideas with the potential to radically change established scientific practices and/or significantly improve patient outcomes. Eric will talk through how he went about founding this first of its kind program within Genentech and the opportunities and challenges he encountered along the way such as:

- How the incubator was set up, what options were considered, why was this option chosen?
- What are the critical operating principles: allow scientists to bring ideas without filter, blind the funding committee to the applicant's identity, not requiring line managers to approve
- Why finding a strong senior level advocate to protect the program was important
- How to keep the team motivated during the good times and the bad
- Scaling at the right pace starting small, adjusting as it scales, when to scale
- Why even the best ideas only go so far alone, the benefit of linking back to the main organization



## Andrea Sguazzi

Head of West Coast and Mexico Enel Innovation Hub



## Collaboration with Startups on Green Tech: Dos and Don'ts in Adopting Startup Solutions at Scale

Andrea will talk about Enel's approach to startup collaboration. He will discuss how one of the largest utilities in the world identifies the right startups to work with and pushed the adoption of green technologies in a traditionally conservative industry. Andrea will share experiences and learnings on:

- How to structure a corporate innovation organization to work with startups: building the necessary tools and your value proposition.
- The evolution of our corporate venture client model and how the definition of success changed over the years.
- The approach to identifying interesting startups and initiating collaboration between startups and business units – evaluating startup solutions on scalability and focusing on long-term collaboration
- What works and what doesn't – overcoming adoption and onboarding challenges with strong sponsorship and support from business units during the innovation process
- Startup collaboration cases – experiences and insights



## Adam Holt

Head of Innovation Product Management, Design and Startup Accelerator (formerly)



## Accelerating New Business – and Making AI a Part of the Innovation Toolkit

Adam Holt has been the Head of Wells Fargo Innovation Center in Palo Alto, California. He will discuss the approach to accelerating new business and solutions. Adam will also share how the accelerator team embeds AI within the innovation process. He will share insights on:

- The model and success factors for accelerating innovation
- Managing challenges and reframing problems in terms of user problems to create value – and the role of empathy in driving perseverance throughout the innovation cycle
- Moving beyond incrementalism – getting people to think bigger and create more disruptive innovation by intersecting unmet needs with the art of the possible
- Plugging in experiential and productivity AI – accelerating innovation with AI to increase speed and synthesizing large amounts of data to ideate and generate consumer insights



## Alexandra Dumas

Head of VC and Startup Partnerships (US West)



## Startup Collaboration: Leveraging a Stickiness Model and Helping Startups Grow

Alexandra Dumas leads a nimble team working on the nexus of startups and emerging tech at Google. She will extract best practices from matchmaking VCs and startups on building relationships with and supporting startups. Alexandra will share learnings on:

- Taking a holistic approach to shaping a holistic go-to-market strategy for VCs and startups – identifying strategic focus to create value
- Supporting startups – understanding what startups need and helping them streamline their product roadmap to maximize supply and demand, and grow as they scale
- Leveraging a stickiness model with very small but rapid wins to provide foundation momentum and build trust
- Establishing a framework to assess leaders and laggards to assign resources in a nimble way – and growing startups fast while ensuring depth of partnership and adoption
- Lessons learned

**Roundtable Discussion II • 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.



## Shuman Mitra

Associate Vice President,  
Open Innovation



## Building Win-Win Partnerships with Startups on Disruptive Technology

Shuman Mitra will talk about L'Oréal open innovation approach. He will focus on discussing the organization's R&D efforts and startup collaboration approach. Shuman will share insights on:

- Key collaboration areas and pillars – selecting startups working within disruptive and unique technologies aligned with organization's needs
- Connecting startups with internal teams – taking an agile approach to evaluate and assess startup solutions

## Panel & Plenary Sharing

### NETWORKING DINNER

After the workshop, on the evening of Wednesday, 26 of June, there will be a dinner (at own expense) at the **Cascal restaurant**, located in Mountain View, California and offering Latin-inspired cuisine in vibrant atmosphere.

Participants can meet at the restaurant for drinks from 6:45 pm; the dinner will start at 7:45 pm.

4-courses dinner with drinks (2 glasses of sangria, house wine, or beer): **\$131**

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Register and pay by **24 June** at  
[innoround.co/dinners](https://innoround.co/dinners)

 Cascal restaurant  
400 Castro St, Mountain View, CA 94041, United States  
[cascalmv.com](https://cascalmv.com)



### TOUR

#### HP Customer Welcome Center

Experience the Silicon Valley history touring the HP's original Founders Offices, where Bill and Dave settled HP's headquarters. In addition, you will be able to experience a day in a life through HP's innovative technologies and discuss with experts from HP.

The tour will take place during lunch and the afternoon break.

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Registrations (limited availability, first come first served) are open at:  
[innoround.co/tours](https://innoround.co/tours)



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

## #New Business Creation

- [Rethinking Corporate Incubation: The Power of The Innovation Pipeline](#)  
Ian Wilding, 2023 – Forbes – Free Access
- [The Missing Discipline Behind Failure to Scale](#)  
Andy Binns and Christine Griffin, 2023 – MIT Sloan Management Review – Free access\*
- [How Good Are You at Business Building? A New Way to Score Your Ability to Scale New Ventures](#)  
Markus Berger-de León et al., 2021 – Leap by McKinsey – Free Access
- [An Entrepreneur's Guide to Surviving the "Death Valley Curve"](#)  
Thomas Ritter and Carsten Lund Pedersen, 2022 – Harvard Business Review – Free access\*\*
- [The Incumbent's Deep Tech Strategy Playbook](#)  
François Candelon et al., 2023 – MIT Sloan Management Review – Free access\*
- [Overcoming Common Challenges to Disruptive Innovation](#)  
Ned Calder, Freddy Solis, and Rob Bell, 2024 – Harvard Business Review – Free access\*\*

## #Startup Collaboration

- [What Sets Successful Startup Accelerators Apart](#)  
Susan Cohen, Benjamin Hallen, and Christopher Bingham, 2024 – Harvard Business Review – Free access\*\*
- [Steer Clear of Corporate Venture Capital Pitfalls](#)  
Ilya A. Strebulaev and Amanda Wang, 2024 – Harvard Business Review – Free Access\*\*
- [How Venture Client Units Are Revolutionizing Corporate Innovation](#)  
Greg Ombach, 2023 – Forbes – Free Access
- [The Three Internal Barriers to Deep-Tech Corporate Venturing](#)  
Josemaria Siota and Maria Julia Prats, 2022 – MIT Sloan Management Review – Free access\*
- [Collaborations between Corporates and Start-Ups](#)  
Sean Brown et al., 2021 – McKinsey Podcast – Free Access
- [Twenty Years of Open Innovation](#)  
Henry Chesbrough, 2023 – MIT Sloan Management Review – Free access\*
- [72% of Startups Aren't Happy with Their Corporate Partnership – This Is Why](#)  
Freya Pratty, 2020 – Sifted – 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.



## HP Customer Welcome Center

Building 3, 1501 Page Mill Road Palo Alto, CA 94304

### From San Francisco Int. Airport

The best way to reach the venue is by taxi or car (estimated time: 28 min – it may take longer during rush hours).

If using public transport: Take BART from San Francisco Airport to the Millbrae Station. At the Millbrae Station, transfer to Caltrain and take the southbound train towards San Jose Diridon. Get off at the Palo Alto Caltrain Station. From the Palo Alto Caltrain Station, you can take a bus (22) or other local transportation options to reach 1501 Page Mill Road. (estimated time: 2h 15min)

### From San José Mineta Int. Airport

The best way to reach the venue is by taxi or car (estimated time: 22 min – it may take longer during rush hours).

If using public transport: From San Jose Airport Terminal B take the bus (60) until you reach the Milpitas BART. From there proceed to take the Express 104 to Hanover & Hillview. The venue is few minutes walk from the station.

Useful public transport link:  
<https://www.bart.gov/>



## ACCESS

Security requirements: Please enter through the main entrance of Building 3 and bring valid ID.

## PARKING

Visitor parking is available in front of the venue.

## 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.

**Enchanté Boutique Hotel ★★★★★** [enchantehotel.com](http://enchantehotel.com)

- 1 Main St, Los Altos, CA 94022, United States
- 8 min (drive) to venue; 24 min (drive) from San Francisco Airport; 20 min (drive) from San José Mineta Airport
- Deluxe queen room, double bed \$440; incl. breakfast
- Reservation on the hotel's website or booking portals

**Nest Hotel, Palo Alto ★★★★★** [nestpaloalto.com](http://nestpaloalto.com)

- 3901 El Camino Real, Palo Alto, CA 94306, United States
- 5 min (drive) to venue; 26 min (drive) from San Francisco Airport; 20 min (drive) from San José Mineta Airport
- Delux king room, double bed \$394; excl. breakfast
- Reservation on the hotel's website or booking portals

**Hotel Zico ★★★★★** [hotelzico.com](http://hotelzico.com)

- 200 E El Camino Real, Mountain View, CA 94040, United States
- 13 min (drive) to venue; 27 min (drive) from San Francisco Airport; 15 min (drive) from San José Mineta Airport
- King room, king bed \$202; incl. breakfast
- Reservation on the hotel's website or booking portals

**Comfort Inn Sunnyvale – Silicon Valley ★★** [choicehotels.com](http://choicehotels.com)

- 940 W Weddell Dr, Sunnyvale, CA 94089, United States
- 14 min (drive) to venue; 29 min (drive) from San Francisco Airport; 13 min (drive) from San José Mineta Airport
- Standard room, queen bed \$196; incl. breakfast
- Reservation on the hotel's website or booking portals

**Glass Slipper Inn - Stanford Palo Alto ★★** [glassslipperinn.top](http://glassslipperinn.top)

- 3941 El Camino Real, Palo Alto, CA 94306, United States
- 5 min (drive) to venue; 27 min (drive) from San Francisco Airport; 19 min (drive) from San José Mineta Airport
- Business king room, double bed \$166; excl. 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.

