

# Collaboration & Data for Sustainability & Circularity

Partnering Across the Value Chain for Circularity and Scope 3;  
Availability of Internal Data and Transfer of Data Between Partners;  
Digital Measurement Tools

## SPEAKERS

MERCK



**Petra Wicklandt**

Head of Corporate  
Sustainability, Quality  
and Trade Compliance

ABB



**Elena Pazzini**

Global Head of  
Sustainability – Motion

BMW  
GROUP



**Markus Seidel**

Head of Research  
Circular Economy

Schneider  
Electric



**Christophe  
Quiquempoix**

VP, Sustainable  
Procurement

EVONIK  
Leading Beyond Chemistry



**Sascha Ceylan**

Head of Sustainability,  
Risk & Compliance,  
Procurement

BASF  
We create chemistry



**Christoph Jaekel**

Vice President  
Corporate  
Sustainability

## TOPICS

**Collaboration for Sustainability & Circularity:** Defining Key Areas for Sustainability: Focusing on Business Value and Creating Added Value for Customers • Collaborating Across the Value Chain – and Creating a Sense of Ownership for All Partners • Moving to Sustainable Procurement: Favoring Action and Speed over Perfection • Achieving Transparency on Scope 3 in the Value Chain – and Linking Data to KPIs • Reducing Supply Chain Emissions: from Engagement to Training and Net Zero Levers

**Data for Sustainability & Circularity:** Creating Scorecards to Assess Sustainability of R&D Projects and Existing Products • Standardizing and Validating Data: from Automation to Accounting and Scale • Developing a Digital Carbon Footprint Data Platform – and Making Data Comparable • Enabling Secure Exchange of Carbon Footprint Data Across the Value Chain • Building a Digital Passport Beyond Carbon Footprint – and Addressing Data Quality

## AGENDA OUTLINE

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

### **Merck Group** • Moving Towards a Sustainable Portfolio: Developing Scorecards, Measuring Progress, and Setting Ambitious Targets

Petra Wicklandt • Head of Corporate Sustainability, Quality and Trade Compliance

### **ABB** • Embedding Sustainability into Business: from Strategy to Impact

Elena Pazzini • Global Head of Sustainability – Motion

### **Roundtable Discussion I:** Insights & challenges

### **BMW Group** • Innovating for Circularity and Reducing Scope 3 Emissions

Markus Seidel • Head of Research Circular Economy

### **Schneider Electric** • Reducing Scope 3 Emissions: Moving at Speed through Deep Suppliers Collaboration

Christophe Quiquempoix • VP, Sustainable Procurement

### **Evonik** • Driving Data Transparency in Scope 3: Engaging the Value Chain, Setting Data Standards, and Leveraging Digital Tools

Sascha Ceylan • Head of Sustainability, Risk & Compliance, Procurement

### **Roundtable Discussion II:** Selection of Topics

### **BASF** • Driving Data Exchange for Sustainability: Building Trust, Standardizing Data, and Enabling Scale

Christoph Jaekel • Vice President Corporate Sustainability

### **Wrap Up & Plenary Sharing**

17:00 - 18:00 Drinks on the premises  
17:15 - 18:15 Tour of Merck Campus & Plant

## CONNECT • LEARN • SHARE

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

Our workshops attended by **150+ participants**, are **exclusively for corporate innovation professionals**. This creates an intimate environment enabling peer-to-peer in-depth sharing of challenges and insights.

### 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, USA, China, and online – and learn more about our network and 100+ member firms by visiting [InnovationRoundtable.com](https://www.innovationroundtable.com)

27 JANUARY 2026 • Darmstadt

## Collaboration & Data for Sustainability & Circularity

Partnering Across the Value Chain for Circularity and Scope 3; Availability of Internal Data and Transfer of Data Between Partners; Digital Measurement Tools



### **Merck KGaA**

Frankfurter Straße 250,  
building B31 (Innovation Center),  
64293 Darmstadt, Germany

✈ Frankfurt Airport 25 min

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

## NETWORKING DINNER



After the workshop, on the evening of **Tuesday 27 January**, there will be a networking dinner (at own expense) at **Restaurant Sitte**.

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

## TOUR

At the end of the workshop participants will be able to join a tour of **Merck Campus & Plant**, where they will gain insights into various innovative research and production areas.

Details & registration info on p. 5





**Petra Wicklandt**

Head of Corporate Sustainability, Quality and Trade Compliance



## Moving Towards a Sustainable Portfolio: Developing Scorecards, Measuring Progress, and Setting Ambitious Targets

Petra Wicklandt will talk about Merck Group's approach to transitioning towards a sustainable portfolio. She will discuss how the organization develops scorecards to enable and measure the transformation across the company's three business sectors. Petra will share learnings on:

- The sustainability strategy – and the approach to developing sustainability scorecards for R&D projects and existing products for each business sector
- Positioning sustainability in terms of business value – ensuring the company is ready for the longer payback on sustainable projects, and the role of regulation
- Involving people in the scorecard development to create a sense of ownership– and the challenge of balancing alignment with freedom of business sectors
- Setting ambitious targets for transforming products into more sustainable ones – and the challenge of time-intensive measuring and scoring of existing products
- Tackling the willingness to pay dilemma – creating added value for customers by embedding sustainability into R&D and tapping into the volume premium



**Elena Pazzini**

Global Head of Sustainability – Motion



## Embedding Sustainability into Business: from Strategy to Impact

Elena Pazzini will share how ABB has turned sustainability from ambition into action by embedding it across strategy, operations, and the value chain. She will explore how a decentralized model fosters adaptable governance, accountability, and collaboration, while leveraging data and customer value to drive meaningful impact. Elena will share insights on:

- Making sustainability strategic: how ABB has approached sustainability to aim for a unified strategy that drives both business performance and sustainability impact
- Driving accountability in a decentralized organization: practical ways to secure stakeholder buy-in, collaborate across functions, and balance clear expectations with flexibility
- Turning data into action: challenges of integrating data from multiple systems, applying a pragmatic approach to automation, and aligning reporting with strategic priorities
- Connecting to customer value: how ABB embeds sustainability in the customer value proposition through energy efficiency, decarbonization, and circularity
- Engaging across the value chain: the importance of partnering with suppliers, customers, and industry peers to align on goals, innovate together, and join forces to drive meaningful change

**Roundtable Discussion I · Insights & challenges** · Each attendee makes an illustration or writes a text to 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.



**Markus Seidel**

Head of Research Circular Economy



## Innovating for Circularity and Reducing Scope 3 Emissions

Markus Seidel will talk about the BMW Group's approach to circularity and reducing Scope 3 emissions. He will discuss how the organization creates a holistic roadmap for circularity, sets up flagship projects, and collaborates with the industry at the European level through EUCAR (European Council for Automotive R&D) and ERTRAC (European Road Transport Research Advisory Council) to drive circular initiatives forward.



**Christophe Quiquempoix**

Vice President,  
Sustainable Procurement



## Reducing Scope 3 Emissions: Moving at Speed through Deep Suppliers Collaboration

Christophe Quiquempoix will talk about Schneider Electric's framework to achieving sustainability in procurement. He will discuss how the organization structures programs in 5-year cycles and will detail the organization's journey to aggressively reduce Scope 3 emissions from top suppliers. Christophe will share insights on:

- Sustainable procurement framework – running foundational, compliance, and transformational programs (addressing E, S & G) in a structured approach integrating sustainability KPIs, and creating incentives
- The Zero Carbon Project: the approach to halving operational carbon footprint for 1000 top suppliers in five years – taking a 12-step approach and favoring action and speed over perfection
- Creating an extensive support infrastructure to engage suppliers – assessing maturity, providing dedicated training, digital tools, customized support and decarbonization levers, and more
- Meeting suppliers where they are to address regional differences – and addressing data quality challenges in a way that prioritizes speed and action
- Key takeaways and steps ahead



**Sascha Ceylan**

Head of Sustainability,  
Risk & Compliance,  
Procurement



## Driving Data Transparency in Scope 3: Engaging the Value Chain, Setting Data Standards, and Leveraging Digital Tools

Sascha Ceylan will talk about Evonik's approach to Scope 3 emissions. He will discuss the organization's ongoing five-year journey to create transparency on Scope 3 emissions. Sascha will share insights on:

- The journey towards achieving transparency on Scope 3 in the value chain – from the starting point to connecting data to KPIs, strategy, and company goals
- Engaging suppliers – motivating suppliers to provide data and training them to be able to do so
- Setting up the product carbon footprint platform – setting standards to make data comparable, and using a digital tool to measure reduction activities
- Driving value chain cooperation downstream and upstream – and enabling internal collaboration between sales and procurement
- Validating data – and setting up additional accounting systems to complement ERP systems

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



**Christoph Jaekel**

Vice President Corporate  
Sustainability



## Driving Data Exchange for Sustainability: Building Trust, Standardizing Data, and Enabling Scale

Christoph Jaekel will talk about BASF's journey to enable carbon footprint data exchange. He will discuss how the organization helped create a framework and standards to enable trustworthy data exchange within the value chain. Christoph will share insights on:

- Setting up the framework to exchange carbon footprint data with customers and collect data from suppliers – illustrating the approach and challenges with cases
- Standardizing the calculation of carbon footprint to enable scaling and data comparability – addressing LCA

differences and building credibility and trust

- Cross-linking standardization with other initiatives to go global – and digitizing the platform to enable seamless, secure, and controlled data exchange
- Aligning with stakeholders across the value chain in an open process and consultation early on – and creating a sense of ownership for all players
- Initiating ChemX to define a digital passport beyond carbon footprint – and the impact of sustainability on a product's value proposition

**Wrap Up** • Sharing of insights from the discussion groups.

## TOUR

### Tour of the Darmstadt Merck Campus & Plant

At the end of the workshop (17:15–18:15), participants will be able to join a tour of Merck Campus & Plant, where they will gain insights into various innovative research and production areas. Participants will be able to delve deeper into the three business sectors and the company's history, and experience first-hand how Merck is shaping the future!

The tour (operated by bus), will include visits to selected facilities, with focus on digitalization, automation, and sustainability in operations, and how Merck fosters cross-disciplinary collaboration across life science, healthcare, and electronics.

JAN 2026  
**27**  
Tuesday

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



## NETWORKING DINNER

After the workshop, on the evening of Tuesday 27 January, there will be a dinner (at own expense) at the Restaurant Sitte, located in Darmstadt and offering a refined selection of authentic German cuisine, featuring classic specialties and seasonal dishes.

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

3-course dinner with drinks (incl. 3 hours of unlimited water, soft drinks, beer, wine, coffee/tea): €72

JAN 2026  
**27**  
Tuesday

Register and pay by **25 January** at:  
[innoround.co/dinners](https://innoround.co/dinners)



**Restaurant Sitte**  
Karlstraße 15, 64283 Darmstadt, Germany  
[restaurant-sitte.de](https://restaurant-sitte.de)



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

## #Circularity and Data

- [Looping on Data: Best practices and barriers for sharing data in circular business models](#) (long read)  
Ellen MacArthur Foundation – Free Access
- [How BMW Started Auditing Emissions Across Its Supply Chain](#)  
Karthik Ramanna and Lauren Holloway, 2025 – Harvard Business Review – Free access\*\*
- [The Scope 3 Challenge: Solutions Across the Materials Value Chain](#)  
Tom Clauwaert et al., 2024 – McKinsey Article – Free Access
- [Make a Stronger Business Case for Sustainability](#)  
Karel Cool, Atalay Atasu, and Nathan Furr, 2024 – MIT Sloan Management Review – Free Access\*
- [Sustainability: Sources of Value Creation](#)  
Anna Granskog et al., 2024 – McKinsey Article – Free Access
- [Find a Circular Strategy to Fit Your Business Model](#)  
Samsurin Welch and Khaled Soufani, 2024 – MIT Sloan Management Review – Free Access\*
- [Scaling Green Businesses: Next Moves for Leaders](#)  
Rob Bland et al., 2023 – McKinsey Article – Free Access
- [Full Throttle on Net Zero: Creating Value in the Face of Uncertainty](#)  
Laura Corb et al., 2023 – McKinsey Article – Free Access

## #Collaboration for Sustainability & Circularity

- [Tackling Scope 3 Emissions Through Supplier Collaboration](#)  
Charlotte Bricheux et al., 2024 – McKinsey Blog – Free Access
- [Beating 'Not Invented Here' Syndrome](#)  
Rolf-Christian Wentz, 2024 – 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\*\*
- [3 Ways We Can Collaborate Better for a Stronger Circular Economy](#)  
Jacqueline Poh, 2022 – World Economic Forum – 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.



## Merck KGaA

Frankfurter Straße 250, building B31 (Innovation Center), 64293 Darmstadt



### From Frankfurt Airport

The best way to reach the venue is by taxi or car (estimated time: 22-25 min. Please be aware that it can take longer during rush hours).

Alternatively, you can reach it by public transport: Take the AirLiner, a direct bus from Frankfurt Airport to Darmstadt city center. From there, take Tram Line 8 or Bus Line R in the direction of Arheilgen, and disembark at the Darmstadt Merck stop, which is just a short walk to the venue. (estimated time: 55 min).

### From Frankfurt Central Station

The best way to reach the venue is by public transport (estimated time: 25 min). Take the RB82 train toward Erbach; get off at Darmstadt Nord, then walk approximately 500 meters to the venue. More direction details can be found on the following [link](#).

## ACCESS

Please use the main entrance and have your ID ready for check-in.

NB: All attendees will receive via email a safety and security briefing from Merck Group, which **must be completed prior to arrival**.

## PARKING

Visitor parking available at the venue. Please see directions at the following [link](#).

## 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.

## Best Western Hotel Darmstadt Mitte ★★★★★

[bestwestern.com](https://www.bestwestern.com)






-  Grafenstraße 31, 64283 Darmstadt, Germany
-  10 min (drive) to venue; 23 min (drive) from Frankfurt Airport
-  Standard single room, single bed: €121, excl. breakfast
-  Reservation on the hotel's website or booking portals

## IntercityHotel Darmstadt ★★★★★

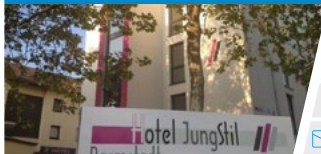
[hrewards.com](https://www.hrewards.com)




-  Poststraße 12, 64293 Darmstadt, Germany
-  11 min (drive) to venue; 25 min (drive) from Frankfurt Airport
-  Business double room, double bed: €77, excl. breakfast
-  Reservation on the hotel's website or booking portals

## Hotel Jungstil ★★★★★

[hotel-jungstil.org](https://www.hotel-jungstil.org)



-  Frankfurter Str. 77, 64293 Darmstadt, Germany
-  5 min (drive) to venue; 13 min (walk) to venue; 21 min (drive) from Frankfurt Airport
-  Double room, double bed: €115, excl. breakfast
-  Reservation on the hotel's website or booking portals

## T H E Darmstadt ★★★★★

[thehotelexperience.de](https://www.thehotelexperience.de)



-  Kasinostraße 6, 64293 Darmstadt, Germany
-  9 min (drive) to venue; 23 min (drive) from Frankfurt Airport
-  Standard twin room, twin bed: €70, excl. breakfast
-  Reservation on the hotel's website or booking portals