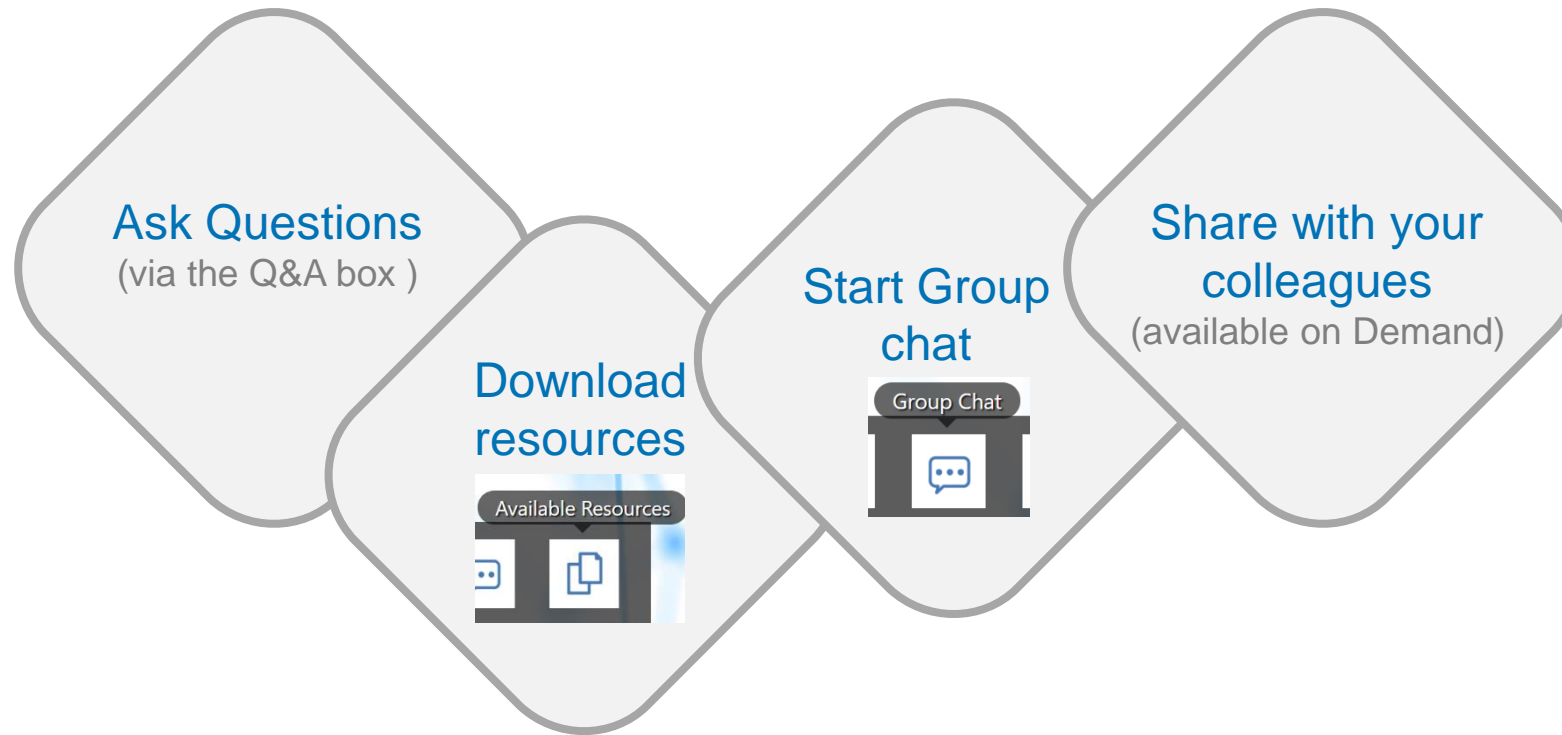


# Learning to Lead Innovation Part II: Leading Constructive Disruption

Transforming Innovation For Better Business Solutions  
05 October 2021



# Making the most of the webcast



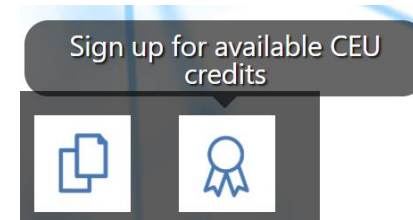
Tell us about your experience to help us improve our future program



# Earn Credits

## CPE (NASBA)

- ✓ Click the link in the **CEU Request Widget** to sign up for credit
- ✓ Stay online for the entire webcast
- ✓ Click 'ok' for 3 popups that occur during the program
- ✓ Credit available for participation in live webcast only



## Panelists:



**Christophe Perthuisot**  
Former SVP Research & Innovation  
Danone  
[Bio](#)



**John Metselaar**  
(Moderator)  
Co-Leader Innovation & Digital Transformation Institute, Program Director of the European, Asian, and Gulf Innovation Councils, and European Chief Technology & Innovation Officers Council  
The Conference Board  
[Bio](#)

# DANCING WITH THE ELEPHANT

CREATING AN AGILE R&D  
FOR  
DISRUPTIVE INNOVATION

Christophe Perthuisot  
SVP Research & Innovation  
The Conference Board- October 21  
[www.linkedin.com/in/christophe-perthuisot](http://www.linkedin.com/in/christophe-perthuisot)



# Agenda

**01** → **Disruption Economy**

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**02** → **Ecosystem Innovation**

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**03** → **Experience Inside**

---

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---

**05** → **Talents of Tomorrow**

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**06** → **Conclusion**

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# DANONE R&I: INNOVATION IN OUR DNA

Deliver innovations through breakthrough science and technologies

## Science



Probiotics  
Hydration

## Technology



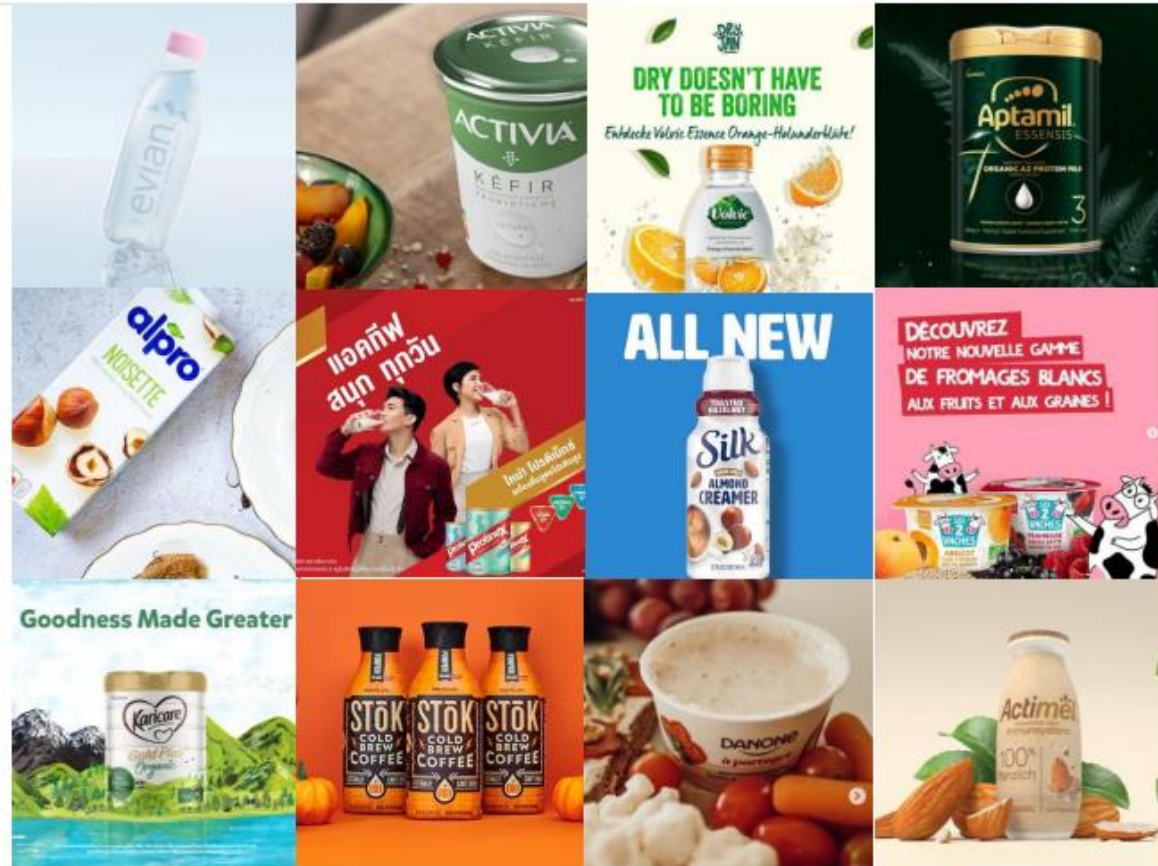
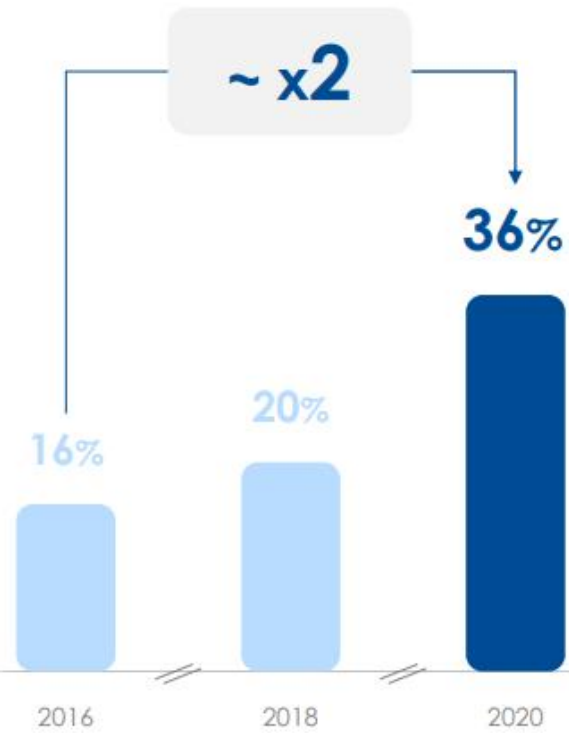
Sweetening systems  
Proteins  
Biomaterials

# AND STILL VERY ACTIVE (2020 FY Results)

Another year of accelerated innovation

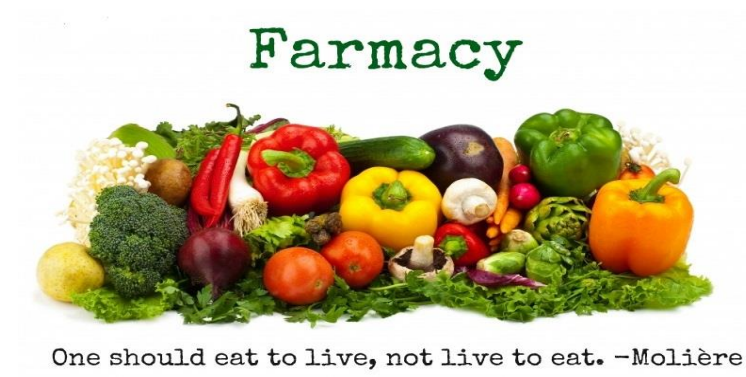
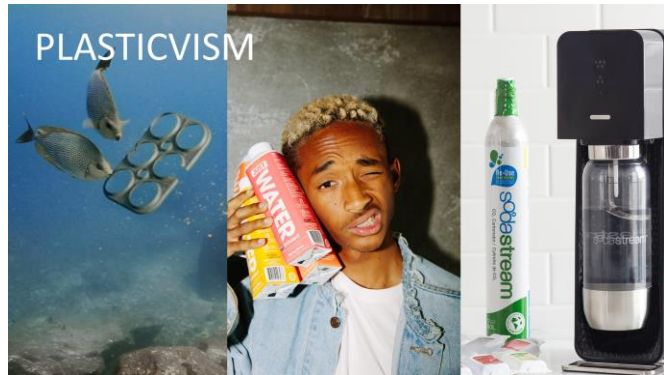
36% of revenues generated from products launched less than 2 years ago

% of Innovation in Net Sales <sup>(1)</sup>

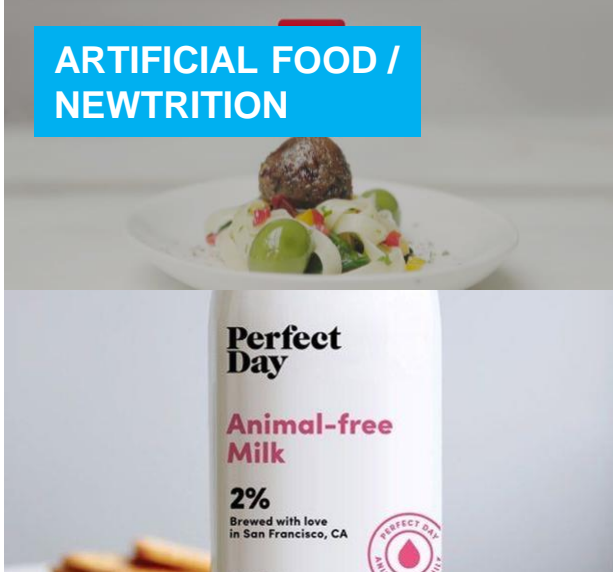
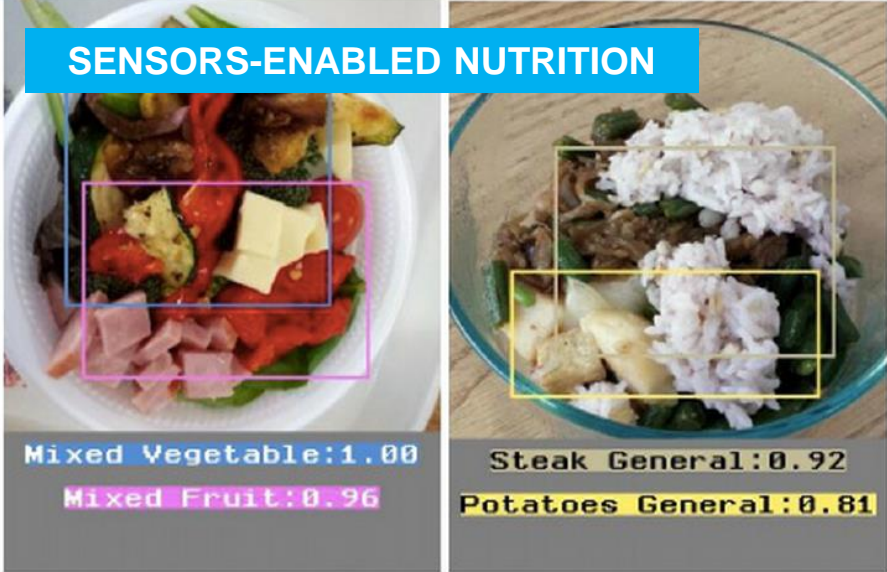
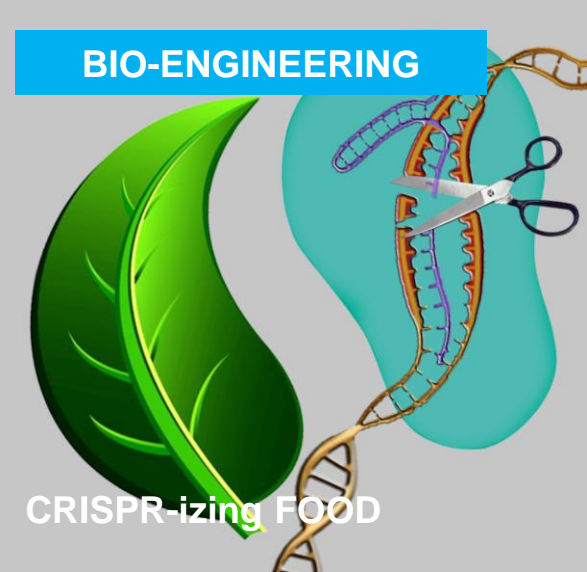




# YET... CHANGE IS HAPPENING AT UNPRECEDENTED SPEED



# ENABLED BY AN ARRAY OF DISRUPTIVE TECHNOLOGIES



**WE ARE MOVING  
TO A  
“DISRUPTION”  
ECONOMY**



# LEAVING R&D TEAMS WITH EXCITING CHALLENGES

## STRENGTH

High expertise  
Strong short term innovation portfolio

## WEAKNESS

Lack of disruptive innovation  
Science & Technology roadmaps not strong enough  
Open Innovation struggles to deliver meaningful options

## OPPORTUNITY

New consumer trends provide new ground for innovation  
Data enabled tools can rapidly expand capabilities

## THREAT

Increasing workload & complexity  
Loss of competitive edge  
New entrants on the market  
(sometime from different industries)

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# ECOSYSTEM INNOVATION: FROM MULTIPLE SOLUTIONS - Nutrition

What are my predisposition

Microbiome

DAY TWO  
Seed<sup>®</sup> thryve  
Carbiotix uBiome  
VIGME

DNA Kits

habit FOOD PERSONALIZED<sup>®</sup> MYCODE  
embodyDNA<sup>™</sup> InsideTracker  
GENETIC CONCEPT<sup>™</sup> 23andMe

How my diet affects my body daily

Metabolic trackers

Metabolic rate  
Lumen  
Nutrient status  
bowelle  
IBS tracker  
Glucose monitoring  
GoBe  
IXCELA

Lumen  
bowelle the IBS tracker  
GoBe  
IXCELA The Internal Fitness<sup>™</sup> Company

How I monitor the food I eat

Calorie counters

FITGENIE AVA  
DietSensor foodvisor  
GoBe

Plannig and coaching

nutrino zipongo  
noom InsideTracker METPRO

Food, personalized

3D print & @Home

MIXFIT Jet-Eat Printed Food

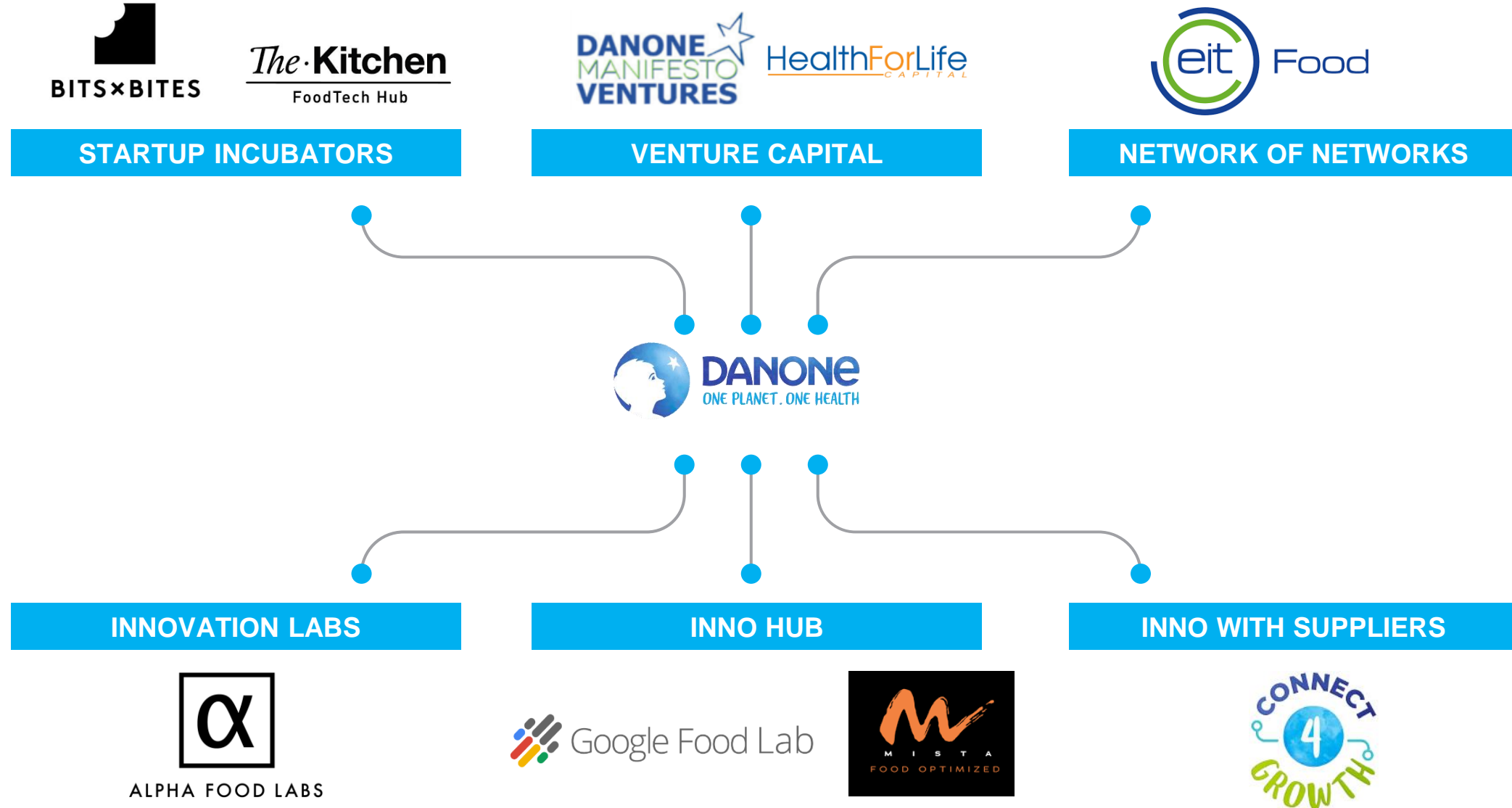
Personalized supplements

nutrigene<sup>®</sup> thryve  
Seed<sup>®</sup>  
NUTRIGENE

# ECOSYSTEM INNOVATION: TO A HOLISTIC PROPOSITION



# CO-CREATING WITH A FULL SET OF PARTNERS





# BUILD INTERNAL PLATFORMS TO ACTIVATE



# Agenda

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# SUPERIOR EXPERIENCE MUST BE DESIGNED IN

FROM

TO



Leave it to Chance

Superior by Design

# MAP THE USER JOURNEY: IDENTIFY KEY NEEDS (Eg. Out Of Home)

Find alternative water source



MAP OUT-OF-HOME WATER ACCESS

tap

Check water quality



GUARANTEE SAFETY

Lishtot

Sustainable options



PROVIDE WATER WITHOUT WASTE

dropwater  
HEALTHY · SUSTAINABLE · SMART

bevi  
pour something good

mitte

Personalisation & health benefits



DESIGN A PERSONALISED DRINKING EXPERIENCE

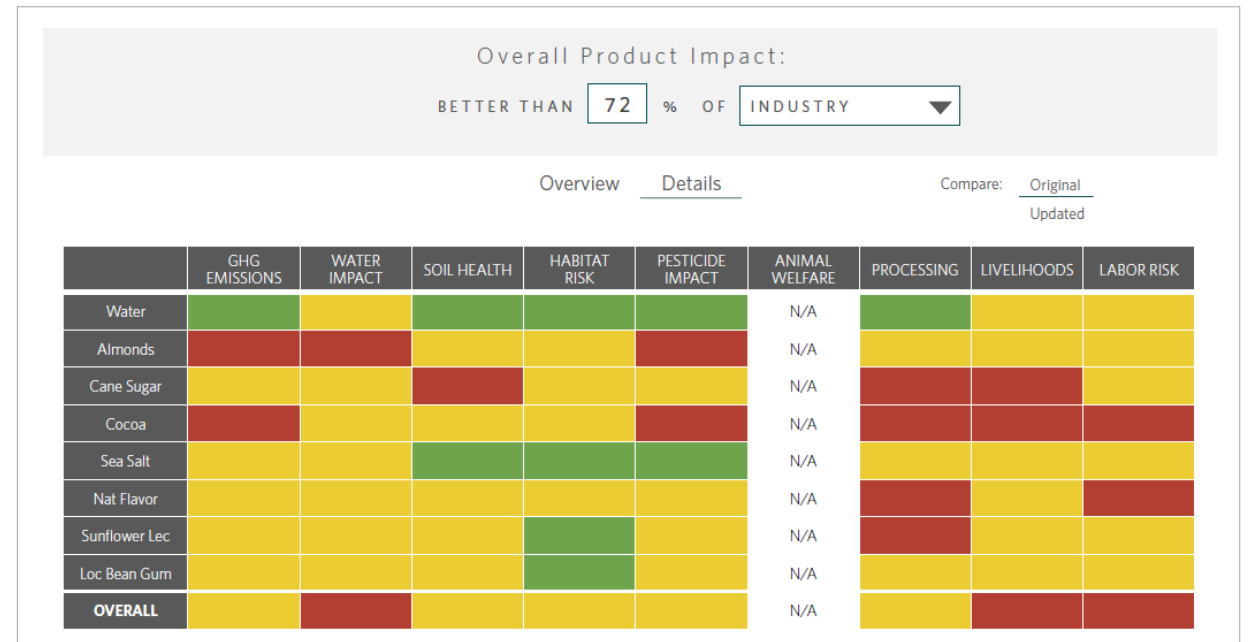
MIXFIT

# INCLUDE HEALTH & SUSTAINABILITY AT THE HEART OF EXPERIENCE



HowGood

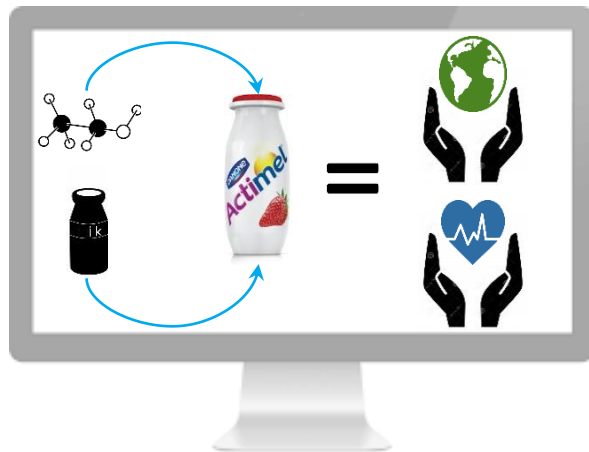
“HowGood” is an App allowing to evaluate products on 100+ criteria, enabling consumer choices



# AND AT THE HEART OF YOUR INNOVATION PROCESS



## AN ASSESSMENT COCKPIT



## A PORTFOLIO ROADMAP



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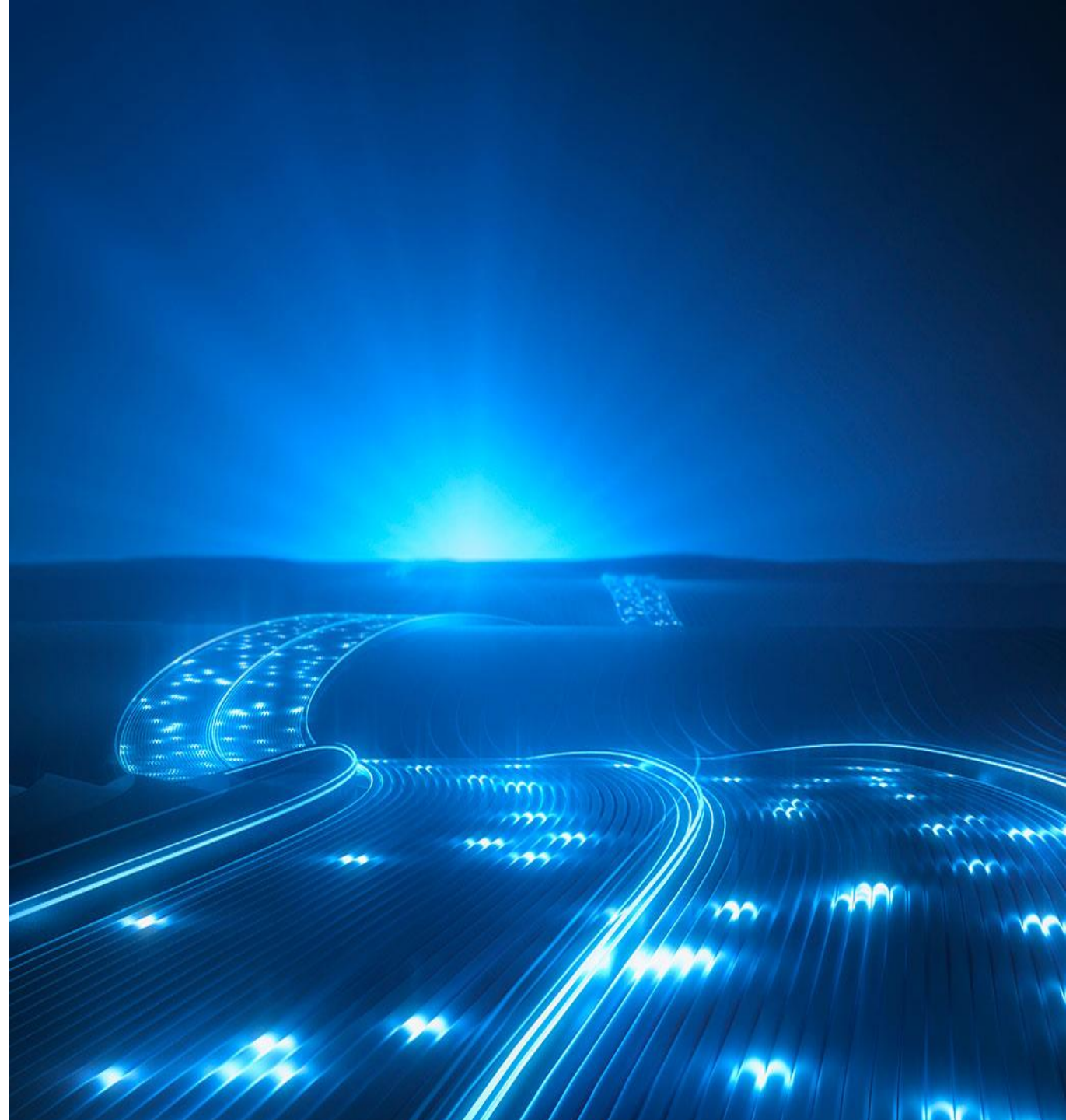
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**06** → **Conclusion**

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# TAKE R&I INTO THE DIGITAL ERA

- › Innovation / PLM
- › Data Analytics to the max
- › In-silico Product Development





# MOVE TO AN HOLISTIC MANAGEMENT OF PRODUCT INFORMATION

Implement end-to-end Product Lifecycle Management tool (PLM).

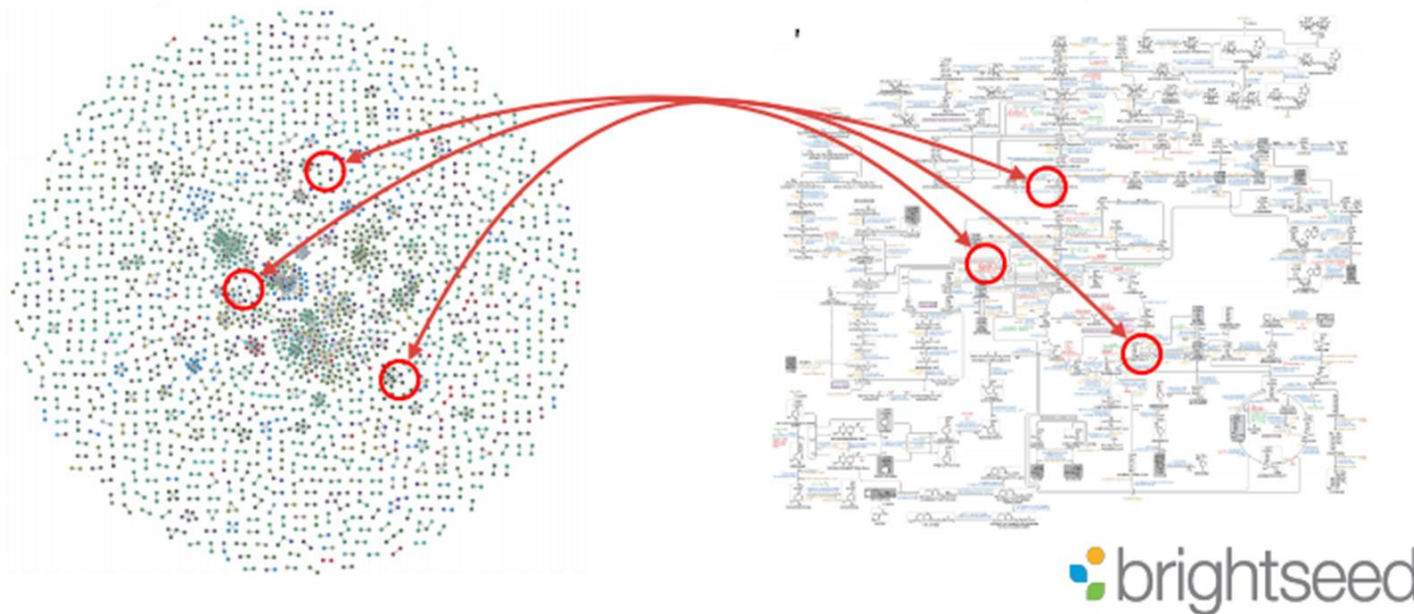
- **Accelerate Innovation**
- **Transparency**
- **Measure against goals**
- **Follow portfolio**
- **Product Insights**



# UPSKILL DATA ANALYTICS ACROSS THE BOARD

Allows to generate new insights from your consumer, science and formulation data

## Leveraging AI to generate new plant-based health solutions

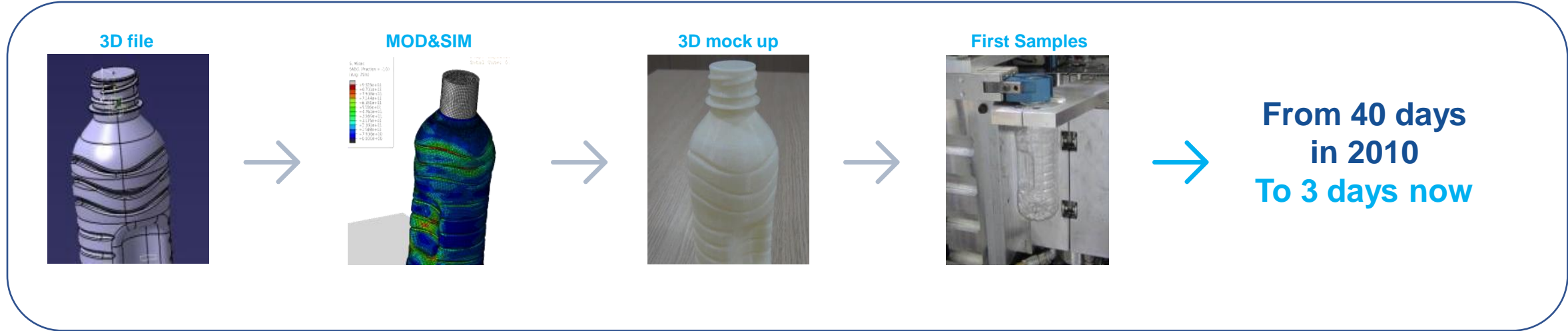


WE FIND AUTHENTIC SOURCES OF HEALTH COMPOUNDS, FASTER

Brightseed's novel  
plant compound data  
space

Human metabolism  
data space

# ACCELERATE IN-SILICO PRODUCT DEVELOPMENT



## In-silico water formulation



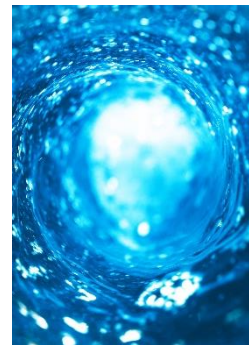
**VALIDATE  
NEW SPRINGS**



**UNDERSTAND  
MARKET**



**FORMULATE  
WATERS**



**MIX OF  
BOREHOLES**



**OPTIMIZE  
PROCESSES**

Specific functionalities

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**The reality of  
the new  
workforce will  
present  
several  
challenges in  
R&I**



# WE NEED TO EVOLVE THE WAY WE MANAGE PEOPLE

**Agility and  
Diversity.**

**The pillars of  
the modern  
R&I  
workforce.**

- How do we **manage talents** looking for regular changes in professional challenges within an expertise-based function ?
- How do **we remain attractive** in a shrinking pool of technical and scientific talents ?
- How do **leverage diversity** for the function (international talents, different generations...) ?
- How do we **access world-class competencies** for short duration?
- How do we **retain agility** yet build a competitive edge?



## CONCLUSION

- **Disruptive Economies needs Disruptive Innovations**
- **Create value through ecosystem innovations**
- **The Consumer is still the boss**
- **Data & AI will unearth new opportunities**
- **Think Coalitions and Team Sport**

# Webcasts

## Upcoming webcast:



**Learning to Lead Innovation:  
Lessons from CTIOs - Part III**

November 09, 2021 09:00 AM ET [09:00]  
(New York), 03:00 PM CET [15:00] (Brussels),  
10:00 PM SGT [22:00] (Singapore)

## Previous Webcast:



**Learning to Lead Innovation Part I:  
Ambidextrous Leadership - Perform  
Today while Creating the Future**

September 14, 2021 09:00 AM ET [09:00]  
(New York), 03:00 PM CET [15:00] (Brussels),  
09:00 PM SGT [21:00] (Singapore)

- [All Upcoming webcasts](#)
- [On-Demand \(Recorded\) webcasts](#)
- [Podcasts](#)

For more information contact:  
**Margaret Murphy – Upcoming & Content**  
+32 (0) 2 679 50 65  
[Margaret.murphy@conferenceboard.org](mailto:Margaret.murphy@conferenceboard.org)

**Derek Servais - IT & Digital Media**  
+32 (0) 2 679 50 54  
[Derek.servais@conferenceboard.org](mailto:Derek.servais@conferenceboard.org)

