

# LUX ROUNDTABLE

The Lux Executive Roundtable is an invitation-only opportunity for C-level leaders within global companies navigating three dynamic imperatives: Innovation, Sustainability, and Growth. In the C-suite, Chief Technology Officers, Chief Strategy Officers, Chief Sustainability Officers, and Chief Growth Officers — all share the opportunity to address these imperatives.

For a CXO, the Lux Executive Roundtable delivers these tangible benefits:



#### Industry Connections

Exclusive gathering to tackle big challenges in innovation-related decision making.



#### Invite Only

Complimentary, invitation-only event for C-level leaders within large, global companies in adjacent industries.



#### Peer Learning

Peer-group learning, contributing, and networking around critical leadership issues.



#### Confidential Forum

Confidential, safe space to engage in open, intellectual dialogue — guided by Lux and molded by the C-suite attendees.



#### Actionable Takeaways

Ideas and frameworks to weave into decision-making and consensus-building

## SPRING 2025 | HOUSTON

### Reviving the Search for Rapid Returns

As costs for innovation escalate, CTOs/CIOs tell us that boards and investors are questioning conventional approaches and demanding greater ROI for innovation in chemicals, energy, manufacturing, and other mature industries. Even in the alcoholic beverage industry, which has long prided itself in its intensely frenetic product/market innovation with some leaders claiming idea-to-market timelines as short as 6 months — the majority of innovation in recent years has failed dramatically. How will this industry innovate in 2025 as celebrity brands continue to encroach, Gen Z resists the alcohol habit, and GLP-1 drugs limit consumption even among true adherents? Time is becoming a rapidly depleting resource in industry transitions. Directing innovation bets for earlier success will be a crucial imperative for innovation leaders in 2025.

*"I've been to other Roundtables, but they tend to be just in our industry. The same faces, the same issues....[but] this one was unique. It was a diverse group. I heard truly new perspectives."*

– Chief Technology Officer of Alternative Solutions Division at Top-5 Oil & Gas Company



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April 7 | HOUSTON

12:00-  
1:00

## *Networking Lunch*

1:00-  
2:15

## **Leadership Challenge: Portfolio Allocation**

As an innovation leader thrust into this era of hyperfocus around short-term ROI, if you were given **only one year to accomplish results**, how would you configure your innovation portfolio? Which of these would best represent your portfolio mix for incremental vs. transitional vs. transformational bets: (a) 60:30:10, (b) 100:0:0, or (c) 0:100:0?

- If you choose (a), how do you plan to accelerate time to market for your incremental innovation bets? How would you work with leaders within business divisions, marketing, and finance so that every incremental innovation bet pays off?
- If you choose (b), how will you retain and grow talent within the innovation/R&D teams that is excited to work only on transformational innovation bets? Where will you deploy AI to compensate for any attrition in the ranks?
- If you choose (c), how will you hasten consensus with internal/external stakeholders that would rather you pursue incremental innovation instead? How will you choose which customers' near-term innovation needs to deprioritize?

2:15-  
2:30

## *Coffee Break*

2:30-  
3:30

## **Potential Avenues: Innovation Outcomes**

Given your **choice of portfolio mix** above, how would you extrapolate from your experience?

- What criteria will you use to measure and track returns from your innovation portfolio mix? Will these be solely financial criteria (e.g., NPV, IRR, revenue, vitality index), or will you devise other measures for success?
- Based on the success you encounter by the end of the year, how will you alter your portfolio mix for subsequent years?
- What other decisions (other than innovation portfolio mix) would you apply constrained-timeline thinking to, in order to harvest efficiencies? Can AI play a role in enhancing your decision-making prowess?

3:30-  
3:45

## **Taking Action: Three Questions**

- What is the biggest learning from today's discussion, and how will you operationalize it within your own organization?
- What questions remain in your mind about the ideas, challenges, and solutions that we discussed today?
- What would you suggest as a topic/agenda for our next Executive Roundtable?

*Evening Networking Dinner to Follow*