

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 | BANGKOK

Show Me the Money

CTOs/CIOs at large companies in chemicals, energy, manufacturing, and other mature industries are progressing from ideating to scaling in previously emerging areas like hydrogen storage & transportation, precision fermentation, lab automation, and others. Migrating from lab to scale requires significant capital — and many initial attempts will fail to prove unit economics. Well-informed boards and investors realize this. Consequently, CTOs/CIOs in these mature industries are being asked to regain control of costs while still delivering greater ROI for innovation. Levers to realize greater ROI include: (1) lower amounts of invested capital during the investment period, (2) greater magnitude of returns harvested over that period, and (3) shorter timelines to harvest those returns. In this Lux Executive Roundtable, we discuss the first of these three levers.

"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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9 June | **BANGKOK**

12:00-
13:00

Networking Lunch

13:00-
14:15

Leadership Challenge: Innovation Portfolio Allocation

As an innovation leader within your company — thrust into an era of escalating costs for transformational innovation — if you had to make do with **only 10% of your annual innovation budget**, how would you deploy those funds? 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 chose (a), how will you work with leaders within business divisions, marketing, and finance so that every transitional innovation bet pays off? How will you accelerate time to market for your transformational innovation bets?
- If you chose (b), how will you retain and grow talent within the innovation/R&D teams that are excited to work only on transformational innovation? How will you deploy AI to identify/formulate incremental innovation solutions?
- If you chose (c), how will you hasten consensus with internal/external stakeholders that would rather you pursue incremental innovation? How will you choose which customers' near-term innovation needs to deprioritize?

14:15-
14:30

Coffee Break

14:30-
15:45

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-capital thinking to in order to harvest efficiencies? Can AI play a role in enhancing your decision-making prowess?

15:45-
16:00

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