

# Venture Clienting

Roundtable Session Minutes

06.02.2025



**Sergio Zaforas**

Corporate Incubation  
Enablement Director at HP



**Esmine Kampmeier**

Snr Mgr - Transformation  
New Business at Henkel



**Amit Pingle**

Head of Michelin  
Innovation Lab AIM



**Diego Bonifacino**

Corporate Innovation Expert



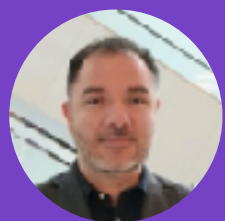
**Artemie Bilevici**

Principal Commercial  
Strategy at Zalando



**Arvid Fossen**

Head of New Business  
Development at Telenet



**Boris Romero**

New Business Venture  
Lead at Philips



**Clément Lafargue**

Snr Leader Acceleration  
at Expertise France



**Stephane Shu Kin So**

Director of External  
Innovation at Zoetis



**Saurabh Bhandari**

Lead - Sustainability  
Incubation Hub at Yokogawa



**Ole Bentzin**

Partnership Mgr at  
Lufthansa Innovation Hub



**Pepe Pascual del Valle**

Head of Cencosud Ventures



**Davide Ritorto**

Management Engineer  
at Lamborghini



**Jonathan Lule**

Head of Emerging  
Markets at BP



**Hemant Chimote**

Initiative Partner at  
Michelin Innovation Lab



**Marc Curtis**

Head of Innovation at  
Lyreco Group



**Guilherme Ciuffi**

Group Leader Innovation  
Manager at thyssenkrupp

## KEY OUTTAKES



### From Initiative to Business-Critical

Position venture clienting as a core business strategy rather than an experimental side project. Success requires leadership backing, clear KPIs, and integration into corporate objectives.



### Create a Fast-Track Procurement

Traditional procurement processes kill startup momentum. LOIs, NDAs, pre-set budgets enable rapid engagements..



### Solve the IT Bottleneck

Startups fail when corporate IT roadmaps push integration out by 12-18 months. Establish a dedicated IT fast lane or sandbox environment that allows real-world testing without delay.



### Rethink Success Metrics Beyond Immediate ROI

Track strategic value creation, including cost avoidance, process acceleration, and market insights, to maintain support before financial return is realised.



### Bridge the Mid-Level Management Gap

Middle management often blocks progress due to unclear incentives. Solve this by linking venture clienting success to performance reviews and internal career progression.

# Overcoming Barriers

## The Big Challenge of Venture Clienting?

Despite growing interest, venture clienting efforts often stall due to overlooked structural and cultural challenges within corporations.

### CORPORATE BARRIERS

#### The Illusion of Internal Buy-in

Balancing employees' core responsibilities with venture development creates focus and progress challenges.

Shift venture clienting from a passive initiative to an active priority by tying it to KPIs that matter to key departments (e.g., cost reduction, efficiency gains, or competitive differentiation).

#### Procurement Battle

Traditional procurement processes are designed for stability, not agility, making startup compliance painful.

Pre-approve a procurement pathway with standardised contracts that fast-track pilots up to a set budget (e.g., €100K threshold before triggering procurement reviews).

#### The “Integration Trap”

IT operates on long-term roadmaps and backlog prios, pushing startup integrations 12-18 longer than their runway.

Create an "Innovation Fast Lane" by embedding IT reps in venture clienting teams, ensuring early alignment and dedicated technical resources for rapid integration.

# Member Focus Areas



How do I raise awareness of Venture Clienting activities within my company?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Make Success Visible:**  
Regularly showcase quick wins and tangible impact within internal channels (e.g., newsletters, leadership meetings) to drive engagement.
- **Engage Middle Management:**  
Ensure department heads understand how venture clienting supports their KPIs to secure buy-in and internal traction.
- **Use Internal Champions:**  
Identify and empower internal advocates who can drive adoption across teams by sharing case studies and firsthand experiences.



What are the best tools to use when setting up Venture Clienting relationships: NDA, MoU, Letter of Intent...?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Simplify Early Engagement:**  
Use a lightweight NDA & LOI to fast-track pilots without triggering complex procurement processes.
- **Create a Standardised Pilot Framework:**  
Pre-define terms for proof-of-concepts, including funding caps, legal compliance, and evaluation criteria, to avoid unnecessary delays.
- **Align Procurement with Innovation Needs:**  
Work with legal and procurement teams upfront to create pre-approved startup engagement contracts that balance compliance with speed.



# Member Focus Areas



What foundational first steps should we take to employ this approach?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Define a Strategic Focus:**  
Align venture clienting with corporate priorities to avoid scattered initiatives and secure leadership support.
- **Establish a Fast-Track Procurement Path:**  
Pre-approve NDAs, LOIs, and budget caps to speed up startup engagement without triggering lengthy approval cycles.
- **Create a Dedicated Venture Clienting Task Force:**  
Assign cross-functional stakeholders (procurement, legal, IT) to ensure smooth execution from pilot to scale.



How do I collaborate effectively with IT on integrating+developing tech from the partnership?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Engage IT from Day One:**  
Involve IT in early discussions to align on architecture, security, and scalability before integration becomes a blocker.
- **Create an "Innovation Fast Lane":**  
Establish a dedicated process for startup integrations, separate from core IT roadmaps, to reduce delays.
- **Leverage Sandbox Environments:**  
Use isolated test environments for quick validation before committing to full-scale implementation.

# Member Focus Areas



What are the KPIs and metrics that I should be tracking; do they change over time?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Early Stage: Speed & Engagement**  
Measure the number of startups scouted, proof-of-concepts (PoCs) initiated, and internal engagement levels to track adoption.
- **Mid-Stage: Business Impact**  
Focus on operational efficiencies, cost savings, and new revenue opportunities generated through startup collaborations.
- **Long-Term: Strategic Value**  
Assess long-term impact on market positioning, internal capability building, and integration success rates across business units.



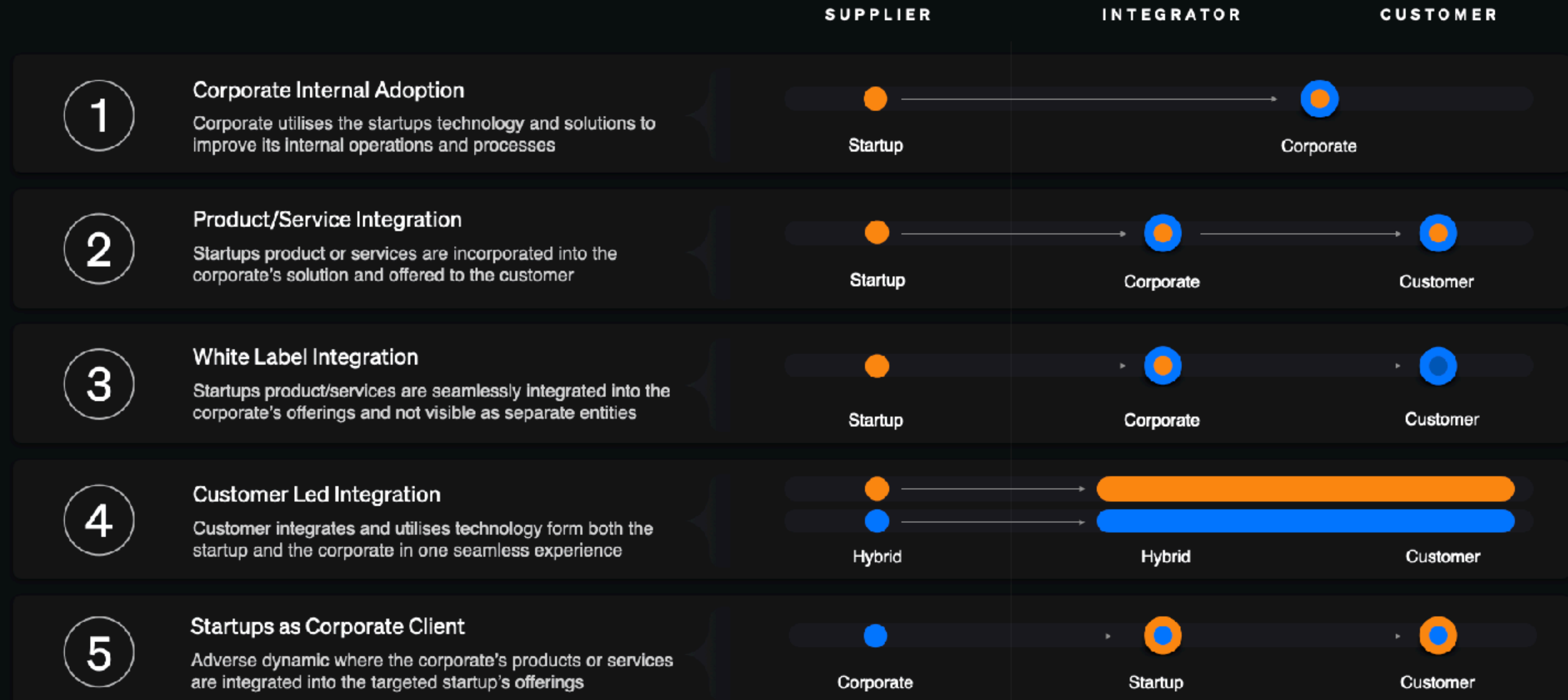
How do I setup ready-to-use "kits" for startup collaboration e.g. legal, PoC requirements etc?

## SOLUTIONS PROVIDED IN DISCUSSION

- **Pre-Approve Legal & Procurement Templates**  
Standardise NDAs, LOIs, and simplified contracts to enable rapid startup onboarding.
- **Define a Clear PoC Playbook**  
Outline scope, budget limits, success criteria, and next steps for pilots to avoid unnecessary delays.
- **Create an Internal Support Network**  
Assign dedicated legal, procurement, and IT stakeholders who specialise in venture clienting to streamline approvals.

# Key Venture Clienting Topics

## 5 Venture Clienting Strategies





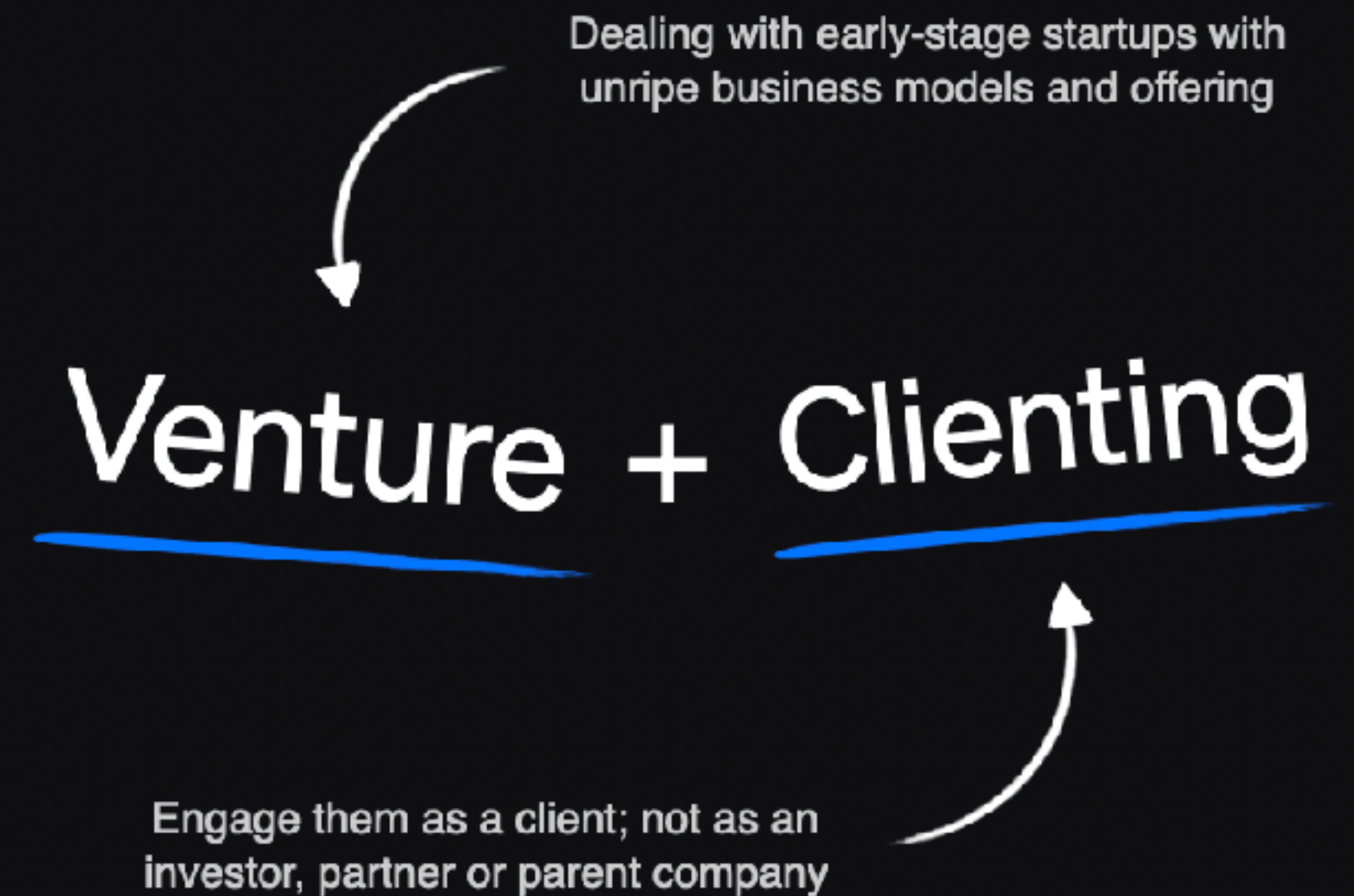
# Key Venture Clienting Topics

## Zooming in on what venture clienting truly means

Venture Clienting enables corporations to access startup innovation through a transactional, non-equity-based relationship, offering a fertile ground for a mutually beneficial collaboration at a relatively low risk.

Organisations are able to tap into the cutting-edge technologies of early-stage startups who seek to mature their technologies, value propositions and business models. These startups are what we refer to as “ventures”.

Through this collaboration, the corporate engages the startup as a “client” — not as an investor, partner or parent company — to solve problems it wouldn't be able to address with internal capabilities and existing partners.



# Key Venture Clienting Topics

DECISION MATRIX

VENTURE CLIENTING

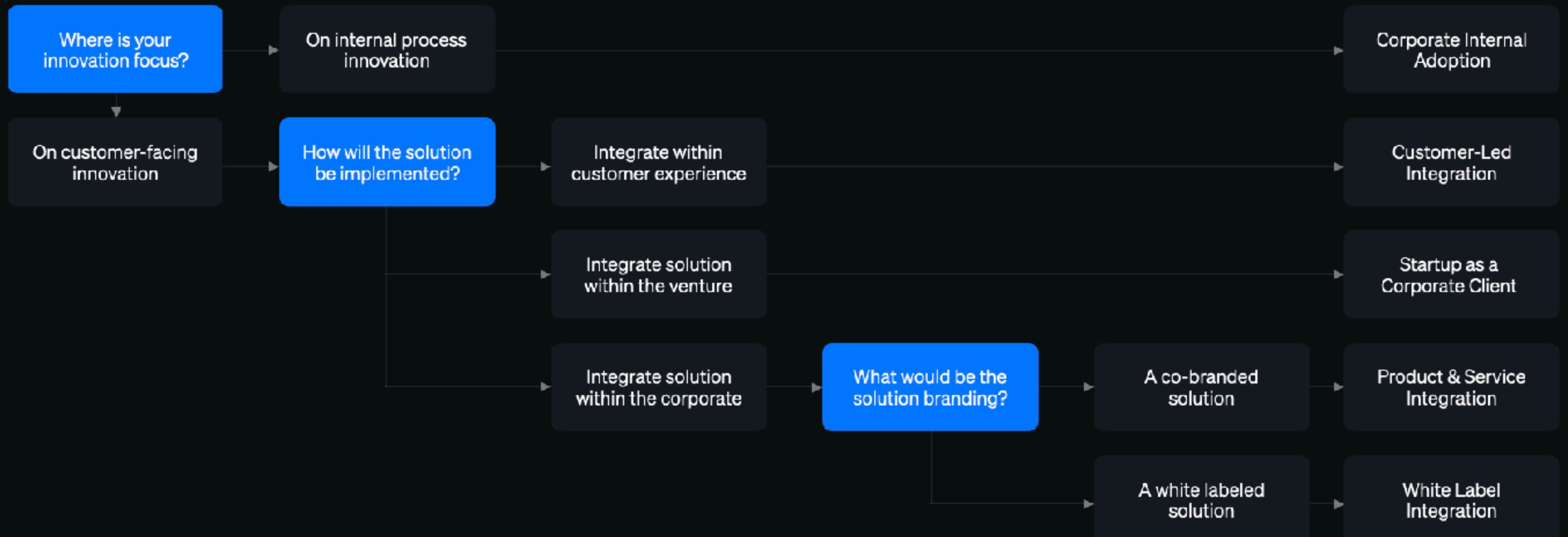
## Finding the right venture clienting model for your strategic goals

Innovation Focus

Mode of Delivery

Brand Visibility

Clienting Model





# EntertainmentLAB: Driving Innovation Through Venture Clienting

From Concept to Tested Solution in 7 Months at Tomorrowland 2024 (Belgium & Brazil)



## AI Powered Bin To Improve Sorting Rate

AI-powered waste sorting technology revolutionized festival recycling with real-time monitoring and automation. Achieved higher recycling rates and more engagement through interactive totems.

3.847

Smart Bin transactions registered

1.441

Additional Totem sessions recorded

CHALLENGE TEAM



## Experience the Festival Live In Your Living room

A next-gen AR platform created unforgettable live experiences, merging digital and physical worlds to captivate festival-goers like never before.

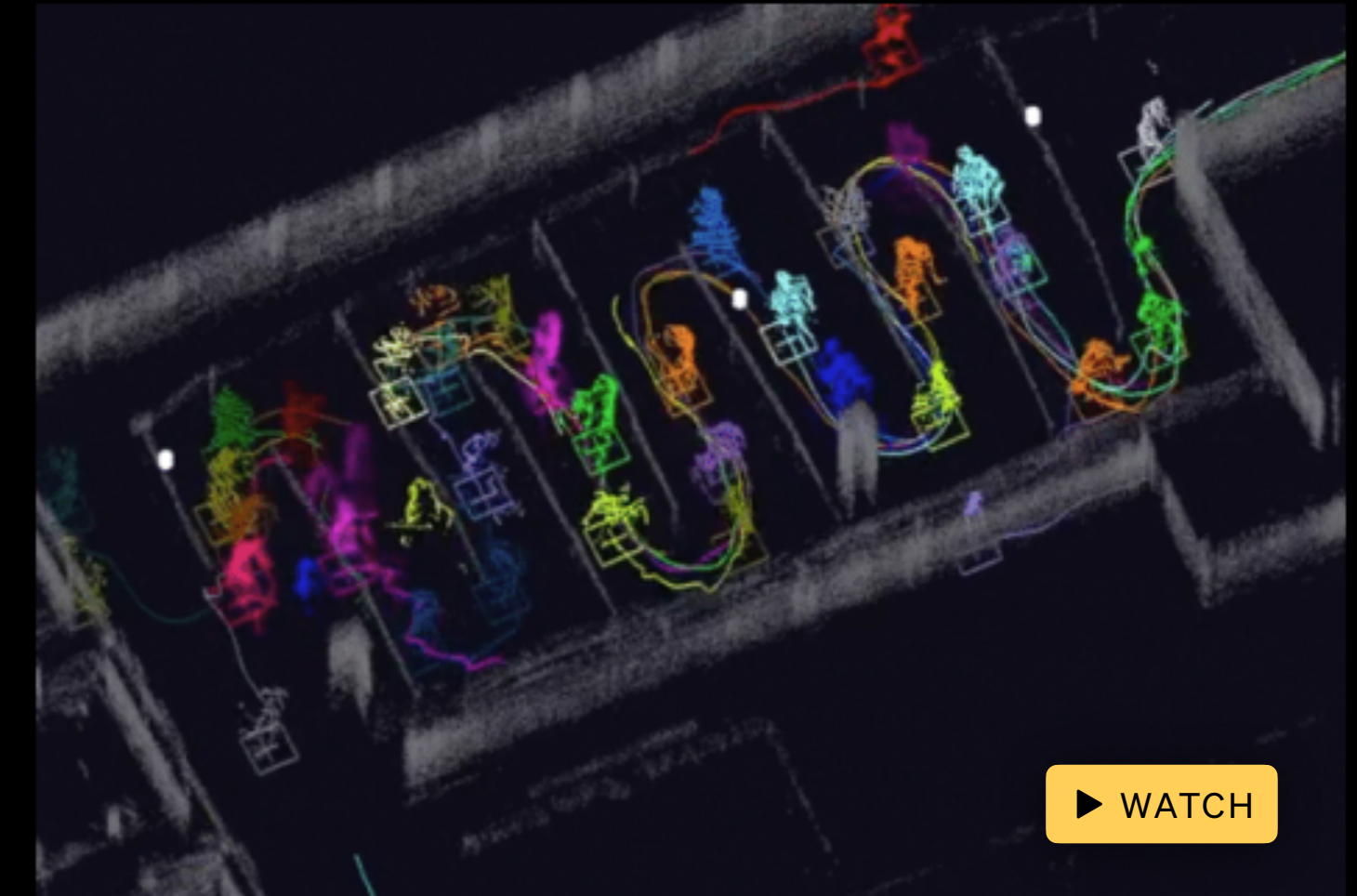
1.234

Tomorrowland-specific visual assets created

56

Engaged users

CHALLENGE TEAM



## Smart Crowd Management and Communication

Optimized visitor flow with crowd management through Lidar technology, enhancing guest experience and preventing bottlenecks during peak times.

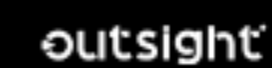
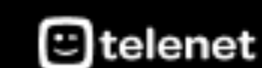
+25K

Attendees passed the bridge entrance daily

2.200

Attendees tracked at CORE stage during peak times

CHALLENGE TEAM





## CASE STUDY

# EntertainmentLAB 2025

6 corporate partners, 12 top start-ups

## Work together with start-ups to create new solutions

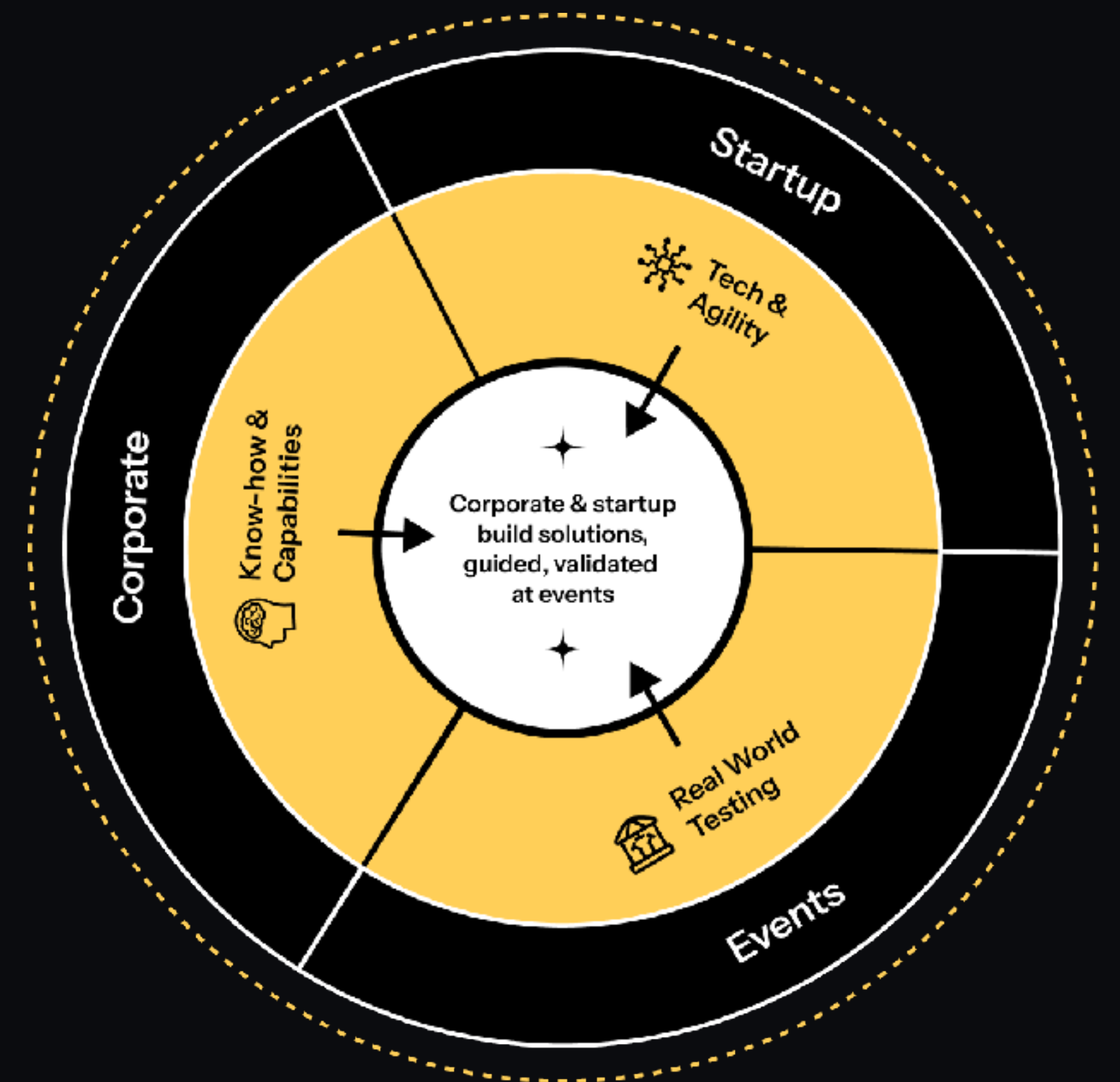
We offer an agile, results-oriented approach.

Our modular stage-gate methodology allows corporate partners to validate solutions fast before scaling, while startups benefit from direct market access and expert acceleration.

## Imagine your new solution being tested at Tomorrowland

EntertainmentLAB 2025 is a results-driven innovation accelerator, operating from our hub in Antwerp (Belgium) and remotely, that unites corporate partners with cutting-edge startups to transform the entertainment industry.

Our venture clienting model transforms corporate challenges into real-world solutions, supported by experts from imec.istart, Bundl, Lab of Tomorrow, and Startup.Flanders. Together, we co-create and test market-ready innovations at world-class events.



➤ APPLICATION DEADLINE **MARCH 30**

➤ CONTACT [CHRISTIAN.DECATELLE@BUNDL.COM](mailto:CHRISTIAN.DECATELLE@BUNDL.COM) FOR MORE

Venture Club Resources:



The collection of  
session recaps

GET INSIGHTS



The latest club  
newsletter

SEE UPDATES

# Want to dive further into these insights?

Reach out to me or the members  
who attended.



Leyash Pillay - Venture Club Manager  
leyash.pillay@bundl.com  
+32 474 02 68 59

Join the WhatsApp group:

