

# Ops Setups for Venture Speed

ROUNDTABLE SESSION MINUTES

12.06.2025



Sergio Zaforas  
Corporate Incubation  
Enablement Director at HP



Luca Pozzoli  
Group Strategy, Long-term  
Partnerships at Avolta



Marisa Loureiro  
Innovation Lead at Grupo  
Ageas Portugal



Sejal Gandhi  
Head of Bosch Business  
Innovations LLC



Hiren Desai  
VP of Startup Partnerships  
at Co-pace, Continental



Ali Alsudairi  
Innovation and Corporate  
Venture building at STC



Megan Crandall  
Senior Corporate  
Strategy at Steelcase



Davide Ritorto  
Management Engineer  
at Lamborghini



Nazeer Bhore  
Ex-Global Mgr Tech Scouting &  
Venturing at Exxonmobil



Yun Uhm  
Director of Innoventures  
at Biotronik



Peter Roeber  
Global Fabrics Exploration  
Leader at Gore



Anita Manik  
Innovation Leader & Chairperson,  
Merck Digital Sciences Studio



Patrick Luke  
Co-founder and CEO of  
Zigzag (CV of Purina)



Swan Zanelli  
Innovation Manager at Henkel



Gianluca Berlotti  
Business Leader at Stahl



Aitor Martínez Molina  
Strategy and Incubation Dir at  
Schneider Electric

## KEY OUTTAKES

- Default to Independence to Maximise Speed**  
Corporate processes are built for stability, not speed. Treat the mothership as a selective service provider, not a default, to avoid bottlenecks.
- Frame the "Build" like a "Buy"**  
Leverage existing M&A governance and integration frameworks to make the venture “independent”. This builds leadership trust.
- Anchor to a Clear Strategic Mandate**  
Clear & top-down = more protection than a champion. It's the venture's true source of funding and political resilience.
- Build a Venture-Native Team**  
Recruit externally for a startup mindset and skills. Internal talent development can slow progress, especially in early-stages.
- Design for Advisory, Not Just Oversight**  
Keep the decision-making group small and agile. Use a larger board for strategic guidance and securing buy-in, not daily oversight.

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Experienced  
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Thomas Van Halewyck  
CEO at Bundl

Host



Patrick Luke  
CEO at Zigzag (Nestle Purina)

Co-Host

Founded and curated by  
our shared passion for  
corporate venturing.



More than a decade of experience in helping the world's leading consumer-driven companies drive new growth by strategically building and partnering with ventures.

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# Overcoming Barriers

## The Big Challenge of Venturing Quickly?

The systems, processes, and culture that make the core business successful are often what slows down or kills a new venture. The challenge is navigating this inherent conflict.

### CORPORATE BARRIERS

#### Functional Friction

Corporate functions are optimised for stability and cost, directly conflicting with a venture's need for speed.

Default to independence. Frame needs as shared problems to solve with functions, not processes to follow. Borrow assets, not process overhead.

#### A Crisis of Confidence

Leadership sees ventures as a high-risk liability and instinctively applies the wrong corporate playbook.

Frame the venture's governance like an M&A deal. Using a familiar playbook de-risks the initiative and builds leadership trust.

#### Core's Gravitational Pull

Ventures face constant pressure to integrate back into the mothership, threatening their speed, culture, and advantages.

Anchor the venture to a clear, top-down strategic mandate. This justifies its independence and protects it from premature integration.



# Challenges Discussed

A

Designing Ops for  
Speed



How do we align the ops system with  
venture’s needs & progression?

B

Building Clarity with  
Governance



How do we decide which functions to  
own vs to borrow?

C

Navigating the  
Mothership



Where does independence create  
frictions and where it helps to speed up?

D

Sponsorship vs  
Oversight



How do you keep C-suite buy-in without  
daily oversight?

MEMBER SURVEY RESULTS:

Average level of integration with mothership



# Venture Ops

A

Designing Ops for Speed

B

Building Clarity with Governance

C

Navigating the Mothership

D

Sponsorship vs Oversight

## MEMBER QUESTIONS

- “How do we build operational independence without being seen as rebels?”
- “What’s the right balance between going fast and staying compliant?”
- “Should we build everything from scratch or selectively borrow?”

*Have a question? Reach out to Lee ([leyash.pillay@bundl.com](mailto:leyash.pillay@bundl.com))*

1

### Default to Independence

Corporate processes are built for stability, not speed. Treat the mothership as a selective service provider, not default.

2

### Isolate the Riskiest Assumption

Create a "throwaway" MVP to validate key assumptions before building full ops around it.

3

### Use a Value Chain Analysis

Assess every function line-by-line. Decide what to build independently versus what to borrow without losing speed.

4

### Leverage External Partners

Use a venture partner to bypass slow internal hiring and procurement, insulating the project from corporate drag.

5

### Stage-Fit Compliance

Early stages benefit from leaner compliance; structure can scale as risk and exposure grow.

# Venture Ops

A | Designing Ops for Speed

B | Building Clarity with Governance

C | Navigating the Mothership

D | Sponsorship vs Oversight

MEMBER QUESTIONS

- “What do we need full ownership of from day one?”
- “How early should legal be involved—and in what way?”
- “Is it possible to use group systems without getting stuck in group processes?”

Have a question? Reach out to Lee  
([leyash.pillay@bundl.com](mailto:leyash.pillay@bundl.com))

Own / Borrow



Retain control over critical functions. For everything else, use structured agreements to avoid misalignment.

Legal, a co-founder



Involve legal from day one as a strategic partner. They’re critical in navigating compliance.

Keep IP in the Mothership



House under a licensing agreement. This simplifies the structure and avoids complex transfer costs later.

Lightweight, Not Loose



Flexible retainers and pre-aligned legal/compliance frameworks give ventures the support they need.

Stage-Gated Funding



Align with corporate funding cycles. This creates predictability for proving value & securing investment.

# Venture Ops

A

Designing Ops for Speed

B

Building Clarity with Governance

C

Navigating the Mothership

D

Sponsorship vs Oversight

- MEMBER QUESTIONS
- “How do we avoid becoming ‘too independent’ and triggering red flags internally?”
  - “Where do you draw the line on using shared services?”
  - “How do we build trust with group functions while still pushing speed?”

Have a question? Reach out to Lee ([leyash.pillay@bundl.com](mailto:leyash.pillay@bundl.com))

	CHALLENGE	SOLUTION
Mitigating 'Rogue Venture' Risk	An independent venture can be seen as an uncontrolled liability, creating internal friction.	Frame the venture as a 'buy,' using familiar M&A playbooks to build trust and provide oversight.

	CHALLENGE	SOLUTION
The Shared Services Dilemma	Internal processes are built for scale, not speed, and their bureaucracy can kill momentum.	Borrow assets, not processes. If a service creates a bottleneck, build or source it externally.

	CHALLENGE	SOLUTION
Turning Gatekeepers into Partners	Corporate functions act as gatekeepers, enforcing standard processes that can hinder progress.	Bring in key functions from day one. Frame the challenge as a shared problem to co-solve.



# Venture Ops

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Sponsorship vs Oversight

MEMBER QUESTIONS

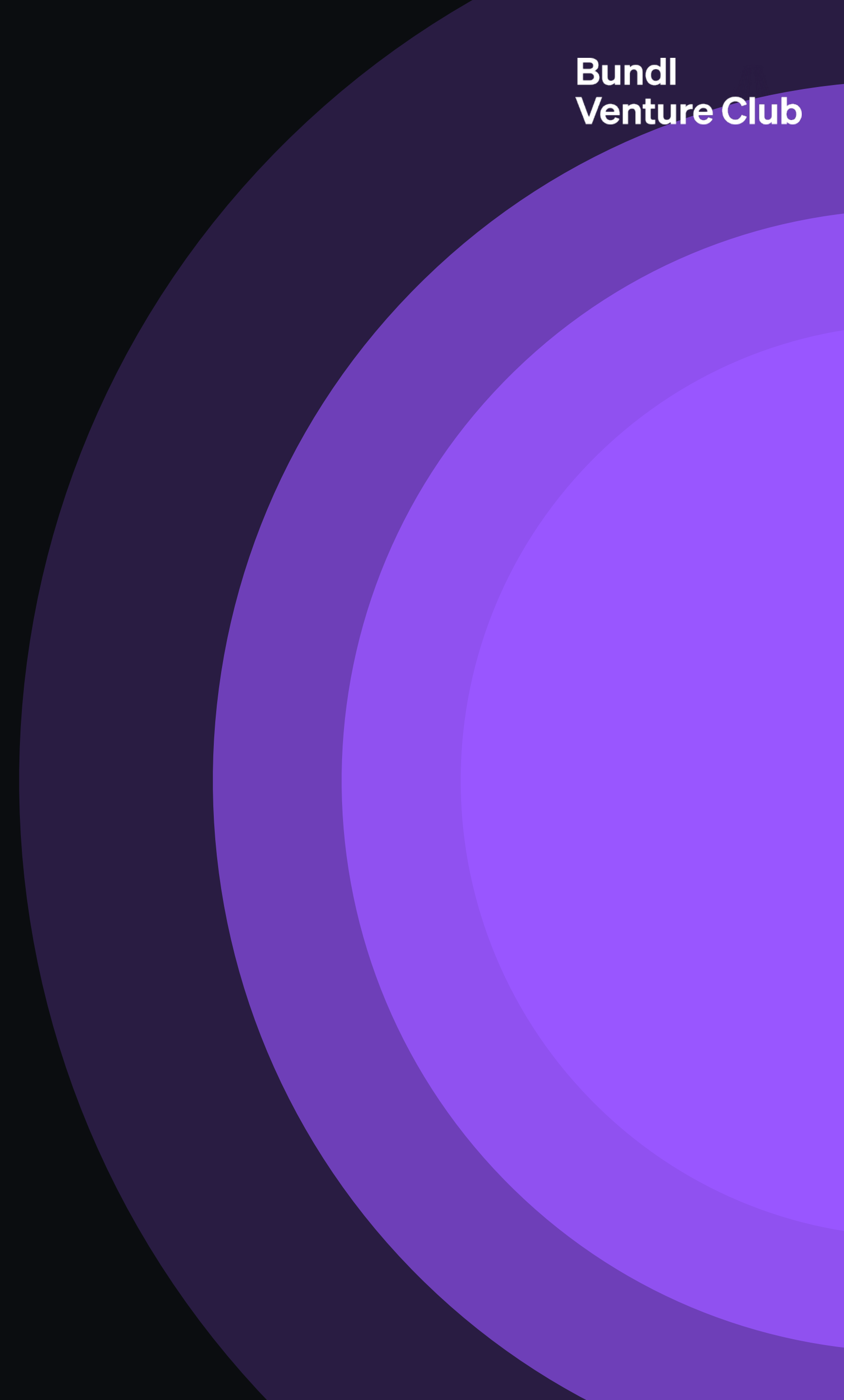
- “How do you keep leadership close enough to support, but far enough to not slow things down?”
- “What does the ideal review rhythm look like?”
- “How much oversight is too much in the early days?”


Have a question? Reach out to Lee  
([leyash.pillay@bundl.com](mailto:leyash.pillay@bundl.com))

	Sponsorship	Oversight
Leadership Proximity	Keeps leadership strategically close to provide air cover and protect the venture's core mission.	Keeps leadership operationally distant to prevent meddling. Interaction is limited to formal reviews.
Review Cadence	Relies on continuous alignment and acts as an 'on-demand' sounding board for strategic guidance.	Follows a predictable 6-9 month cadence tied to specific funding milestones and evidence against KPIs.
Board Structure & Purpose	Empowers the team by setting a clear strategic direction and then trusting the venture lead to execute.	Guides with a small advisory board. Too much (e.g., a large board) leads to presenting over executing.



How to structure an operating  
model adaptable to our  
ventures' changing needs



- 01 | Common ops roadblocks
  - 02 | Timing of slow functions
  - 03 | Timing of mission-critical functions
  - 04 | Build vs Borrow
  - 05 | Integration vs Autonomy
- 

# Avoid ops setup roadblocks by asking these questions of each function

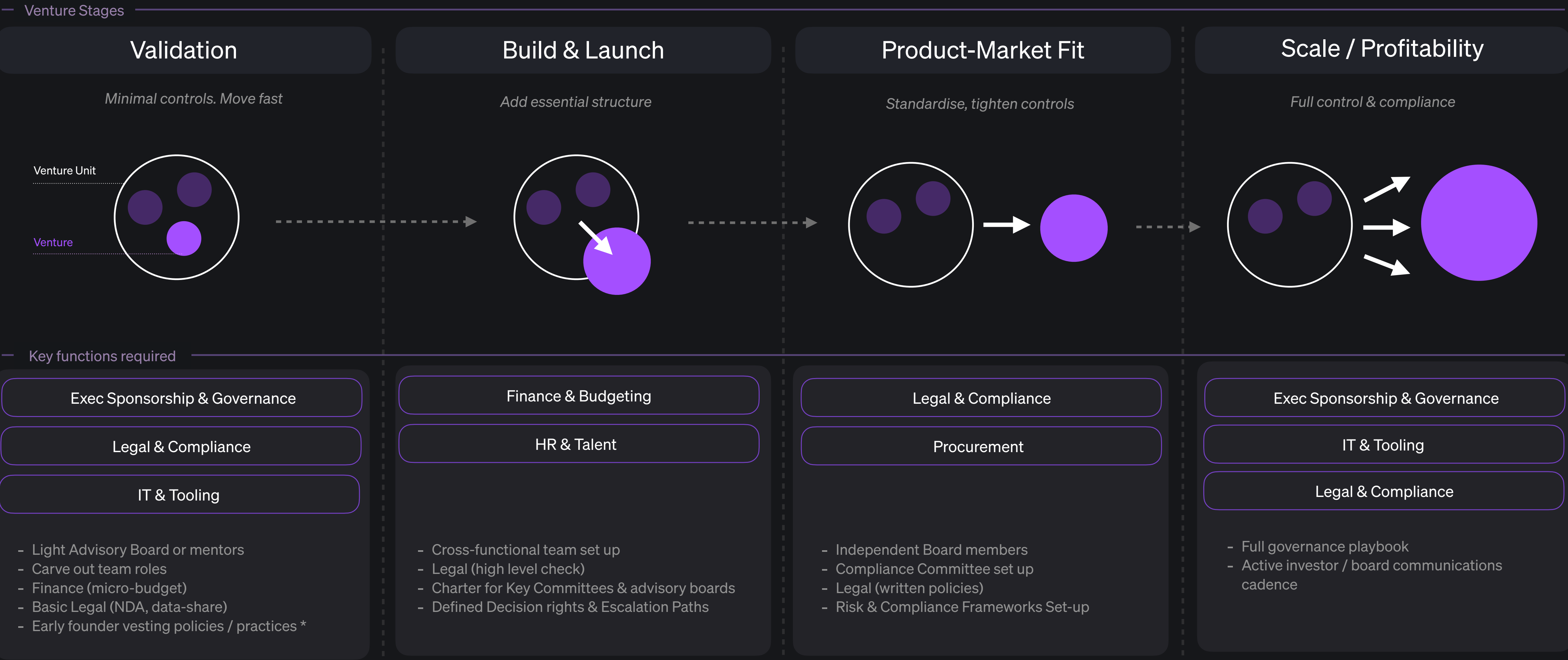




# Which functions tend to slow you down the most and when?

Key Functions	Speed implications		Key Questions to Consider
Exec Sponsorship & Gov	Highest drag in: Scale / Exit	Lowest drag in: PMF	What is the <i>minimum</i> level of central oversight that still lets us hit our risk appetite?
HR & Talent	Highest drag in: Build / Launch	Lowest drag in: Scale	Which legal safeguards are non-negotiable—and which can wait until the next stage?
Legal & Compliance	Highest drag in: Validation	Lowest drag in: Scale	Can we justify a stand-alone tech stack, or should we leverage (and live with) shared services?”
Finance & Budgeting	Highest drag in: Build / Launch	Lowest drag in: Scale	Does our growth ambition demand an off-cycle funding model, or can we tolerate corporate timeframes?
Procurement & Supply Chain	Highest drag in: PMF	Lowest drag in: Validation	What is the lightest procurement path that still honours corporate standards?
IT, Data & Tooling	Highest drag in: Validation	Lowest drag in: PMF	Where is the sweet-spot between corporate policy and the speed demanded by our stage?

# When does each function become mission-critical?



# Which functions to build vs to borrow?

🎯 Strategic Edge test:

Does leaning on the parent’s assets *directly strengthen* the venture’s operations or chosen win-metric— revenue, capability learning, or market entry?

- If Yes: Borrow
- If No: Build

✨ Optionality test

Is it strategically important to keep a clean path to spin-out, spin-off or M&A?

- If low optionality needed: Borrow
- If high optionality needed: Build

🚀 Cost-of-Delay vs. Cost-of-Control Test

If this function stays on corporate rails, does the delay cost more than the risk cost of running autonomously at our current stage?

- Risk > Delay: Borrow
- Delay > Risk: Build

● Borrow

● Build

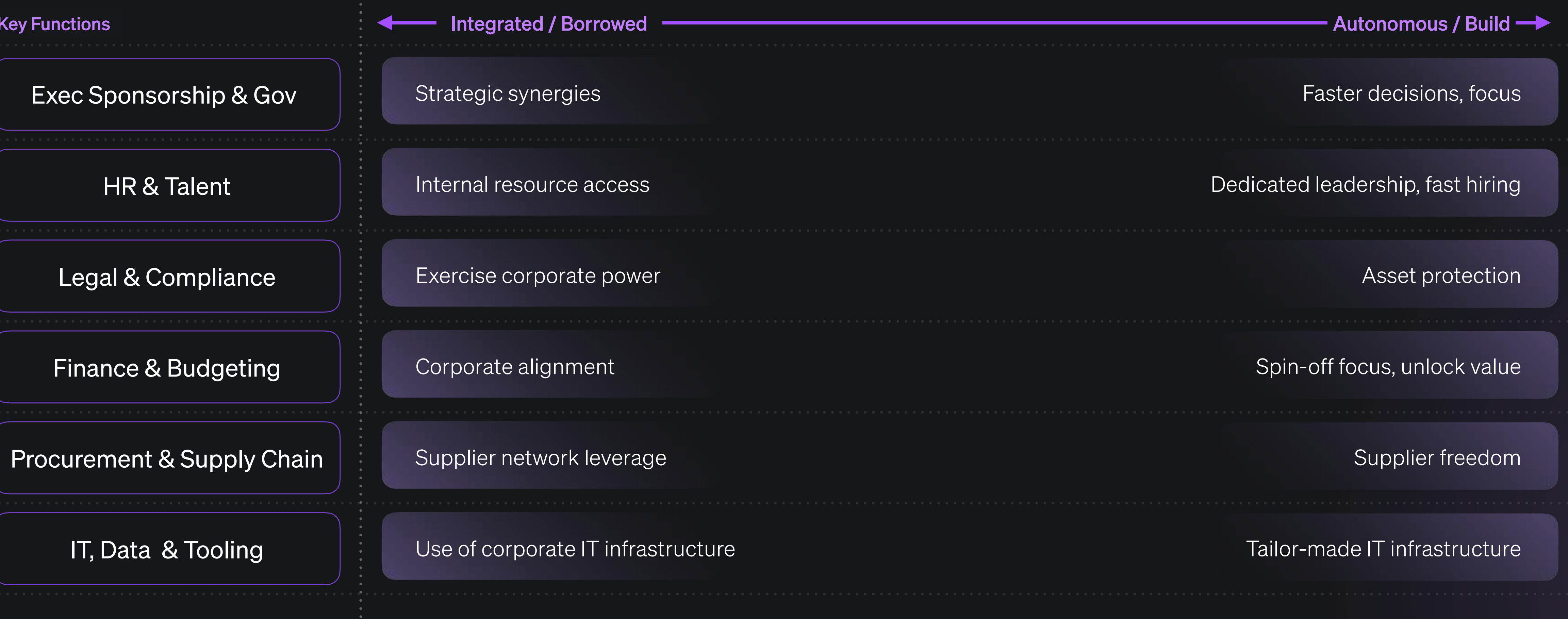
	Strategic Edge	Optionality	Cost-of-Delay vs. Cost-of-Control	Recommendation
Exec Sponsorship & Governance	● Yes	● Low	● Delay > Risk	● Borrow
HR & Talent	● No	● High	● Risk > Delay	● Build
Legal & Compliance	...	...	...	...
Finance & Budgeting	...	...	...	...
Procurement & Supply Chain	...	...	...	...
IT, Data & Tooling	...	...	...	...

⚠️ Note:

This table is illustrative. Actual answers depend on your venture’s context and the specific results of each test.



# What do we gain from each function's integration vs autonomy?







Bundl's experience helping leading consumer-driven corporations

# Set Up Venture Ops that Unlock Speed

VENTURE STUDIO



**FUJITSU**

Defining the strategy and operating model of their venture studio.

INTERNAL & EXTERNAL



**PEPSICO**

Designing governance model and stage gates for internal incubation.

VENTURING STRATEGY



**CHANEL**

Creating venturing strategy & launch of multiple vehicles.

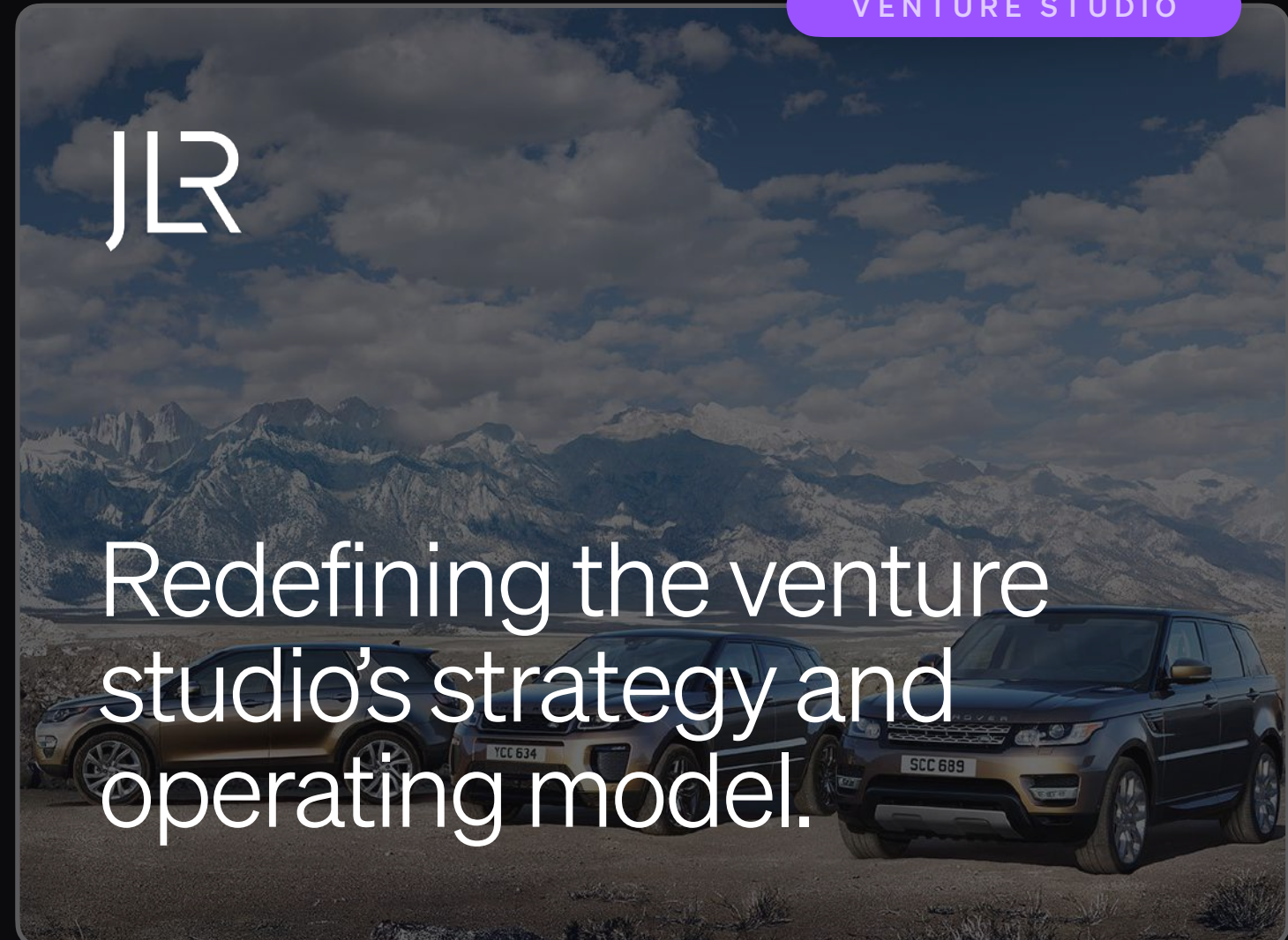
VENTURE UNIT DESIGN



**BOORTMALT**  
› MASTERS OF MALT

Defining venture hub governance to tap into new out of core opportunities.

VENTURE STUDIO



**JLR**

Redefining the venture studio's strategy and operating model.



Interested in discovering and activating new value spaces for your company? Reach out to [thomas@bundl.com](mailto:thomas@bundl.com) for more info on how we can help.

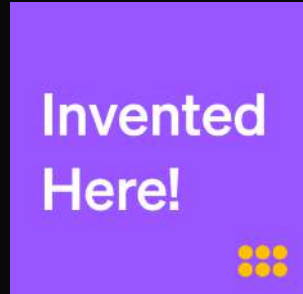


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Leyash Pillay - Venture Club Manager  
leyash.pillay@bundl.com  
+32 474 02 68 59