

Value Spaces

Roundtable Session Minutes

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Session host and CEO of Bundl

KEY OUTTAKES



From Theoretical to Actionable Value Spaces

Success requires clear decision frameworks and leadership buy-in. Move beyond conceptual discussions by integrating spaces directly into corporate innovation roadmaps.



Prioritise with Confidence, Not Paralysis

Avoid getting stuck in analysis paralysis. Use a mix of strategic fit, market opportunity, and internal assets to prioritise high-impact spaces while maintaining agility for emerging trends.



Validate Early, Scale Smartly

Use external validation—customer insights, market testing, and industry benchmarking—to assess multiple spaces concurrently potential before full scale investment.



Timing is Everything

Not all spaces are ripe now—track regulatory shifts, emerging tech, and market readiness before diving in.



Sponsorship Determines Success

Internal support determines execution speed. Secure executive sponsors early, and align new opportunities with corporate objectives to ensure long-term commitment.

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Overcoming Barriers

The Big Challenge of Value Spaces?

Moving from identifying value spaces to executing them. Internal misalignment, resource constraints, and uncertainty stall progress.

CORPORATE BARRIERS

The Illusion of Strategic Fit

A value space may seem like a perfect fit on paper, but misalignment in capabilities and execution often leads to failure.

Conduct deep-dive assessments combining internal capability audits and early market signals to validate operational feasibility before committing significant resources.

Prioritisation Paralysis

With too many potential value spaces, teams get stuck in analysis mode, delaying execution.

Set a clear decision framework using strategic fit, market opportunity, and internal capabilities. Keep a rolling pipeline of emerging opportunities.

The Execution Gap

Activation can fail due to lack of ownership, unclear governance, and rigid funding models.

Align cross-functional stakeholders early by integrating value space exploration into existing strategic planning cycles, ensuring leadership buy-in, resource commitment.

A2A's approach and lessons discovering and activating new value spaces



Ruggero Renzetti
Venture Architect at A2A

Value Spaces

PROCESS

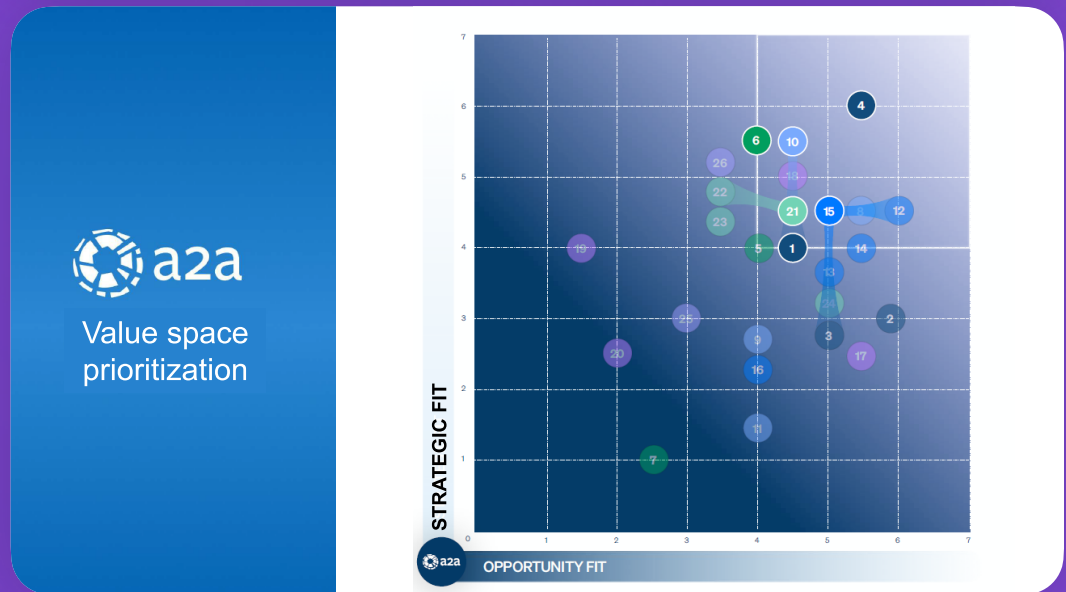
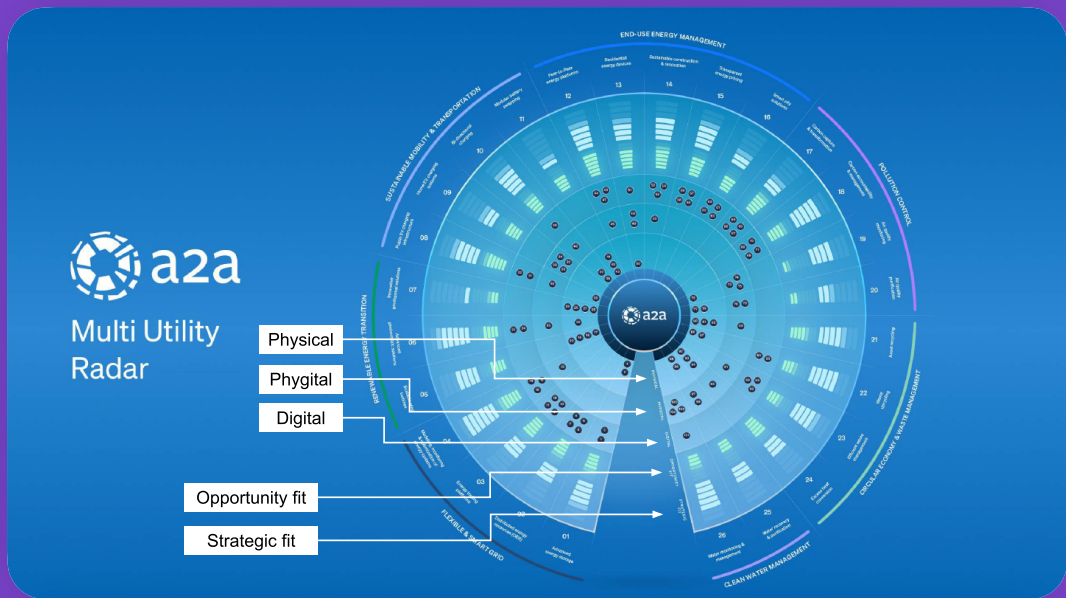
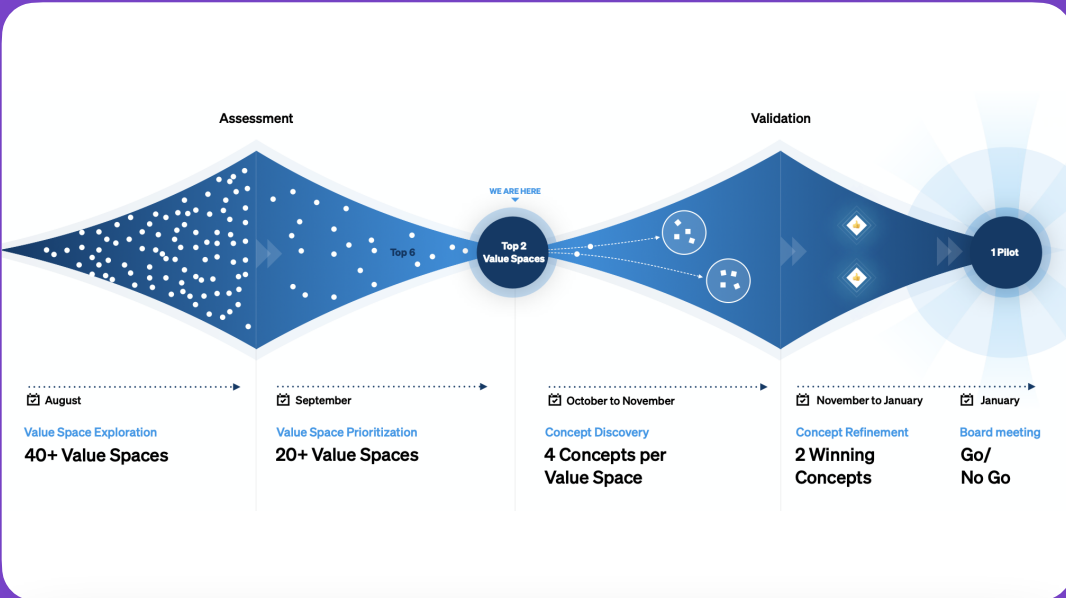
DECISIONS

CHALLENGES

LESSONS



Ruggero Renzetti
Venture Architect at A2A



1 Broad Exploration
Identified six value spaces using an inside-out (corporate needs) and outside-in (market trends) approach.

2 Strategic Prioritisation
Applied scoring criteria to filter and cluster the most promising opportunities.

3 Focused Validation
Shortlisted three high-potential projects based on feasibility and execution speed.

4 Market Testing
Engaged external stakeholders to validate demand and refine concepts.

5 Final Selection

- 1 pilot launched
- 2 concepts in the pipeline
- 1 paused due to regulatory uncertainty
- 2 deprioritised for strategic misalignment

Value Spaces

PROCESS

DECISIONS

CHALLENGES

LESSONS



Ruggero Renzetti
Venture Architect at A2A

Strategic Fit



Ensured alignment with A2A’s long-term objectives, leveraging internal assets for competitive advantage.

Market Opportunity



Assessed macro trends, customer demand, and competitor positioning to validate scalability.

Company Assets



Prioritised projects that utilised A2A’s existing capabilities, ensuring differentiation and a clear right to win.

Feasibility



Avoided projects requiring high capital investment or complex regulatory approvals to maintain momentum.

Exco Buy-In



Ensured strong internal sponsorship before advancing any initiative.

Value Spaces

PROCESS

DECISIONS

CHALLENGES

LESSONS

Internal Decision-Making Complexity

CHALLENGE

Aligning diverse stakeholders and navigating corporate processes.

SOLUTION

Applied structured scoring and stakeholder interviews to balance qualitative and quantitative decision-making.

Balancing Strategic Fit vs. Market Potential

CHALLENGE

Weighing internal priorities against external market opportunities.

SOLUTION

Combined corporate strategy alignment with external validation through customer interviews and feasibility analysis.

Managing Uncertainty in a Shifting Landscape

CHALLENGE

Regulatory changes and evolving customer demand impacting project feasibility.

SOLUTION

Adopted a flexible pipeline—pausing high-risk projects while fast-tracking viable opportunities.



Ruggero Renzetti
Venture Architect at A2A

Value Spaces

PROCESS

DECISIONS

CHALLENGES

LESSONS

Avoid Over-Engineering
Early-Stage Prioritisation

Use a structured framework but experienced judgement is still needed for decision making.

Customer & Market
Validation is Critical

Engaging potential clients early helped filter viable ideas from internal assumptions.

Time-to-Market is Key

Speed matters—focusing on digital and capital-light opportunities allowed A2A to test and scale ventures faster.

Regulatory Uncertainty
Can Be Managed

Rather than abandoning an idea entirely, keeping high-risk concepts in a ‘wait and see’ mode.

Leadership Sponsorship
is a Must

Without it, even the best ideas struggle—ensuring internal buy-in early helps drive execution



Ruggero Renzetti
Venture Architect at A2A

Group solutions to member challenges

1

Decision Criteria for Prioritisation

2

Prioritising Amidst Uncertainty

3

When to Abandon a Value Space?

4

How Broad Should Value Spaces Be?



Member Focus Areas

1

Decision Criteria for Prioritising Value Spaces

MAIN CHALLENGE

“How should companies determine which value spaces to fully commit to, given limited resources and evolving corporate priorities?”

GROUP-ALIGNED SOLUTION

“Implement a balanced decision-making framework that combines quantitative scoring with qualitative stakeholder insights. Ensure leadership is engaged early to avoid political roadblocks later.”

DISCUSSION HIGHLIGHTS

- **Structured scoring models**
Many organisations use this to evaluate potential value spaces. For example, A2A employs a seven-point system, weighing factors such as strategic alignment, market opportunity, and feasibility.
- **Corporate stakeholder interviews**
Internal validation helps gauge whether a value space fits within the broader organisational objectives.
- **External validation**
Customer research, competitor analysis, and market trends is essential to determine if the opportunity is viable outside of internal assumptions.
- **Decision-making is irrational**
Emotional and political factors play a role. Leaders may favour certain spaces due to personal interest, internal power dynamics, or perceived quick wins.
- **Leadership buy-in**
This a critical enabler—if executives are not aligned, even a high-scoring value space can fail due to lack of funding or internal support.

Member Focus Areas

Prioritising Amidst Uncertainty

2

MAIN CHALLENGE

"When multiple value spaces seem promising, how do companies confidently select the best ones without prematurely discarding others?"

GROUP-ALIGNED SOLUTION

"Establish a tiered approach—validate a small set of high-potential spaces first, while keeping a secondary pipeline for spaces that may become relevant later.

Balancing internal strengths with external market shifts ensures decisions are strategic, not reactive."

DISCUSSION HIGHLIGHTS

- **Balanced prioritisation**
Use a structured framework that blends strategic fit, market demand, and execution feasibility to focus on the right spaces.
- **Problem-first approach**
Define the core problem before ideating solutions, ensuring selected spaces address real pain points rather than speculative opportunities.
- **Agility in decision-making**
Set clear validation checkpoints to refine or pivot spaces based on early insights instead of getting stuck in long planning cycles.
- **Flexible pipeline**
Keep a secondary track for future-ready spaces, allowing for staged execution without discarding high-potential but premature opportunities.
- **Internal vs. external triggers**
Prioritisation should be informed by both internal capabilities and external market movements, ensuring adaptability.

Member Focus Areas

When to Abandon a Value Space?

3

MAIN CHALLENGE

"How do companies know when to stop investing in a value space rather than persisting with additional iterations?"

GROUP-ALIGNED SOLUTION

"Define clear exit criteria upfront—if a value space doesn't gain traction within a set timeframe or after multiple pivots, deprioritise it to avoid sunk-cost bias. Some spaces may be paused rather than abandoned, depending on market readiness."

DISCUSSION HIGHLIGHTS

- **Market signals matter**
Regularly track customer demand shifts, regulatory changes, and competitor activity to assess whether the space is still viable.
- **Failed pivots = warning sign**
If multiple iterations fail to gain traction, reconsider the space rather than forcing another pivot.
- **Resource drain vs. opportunity cost**
Ensure continued investment doesn't limit efforts in higher-value spaces with stronger momentum.
- **The “right to win” factor**
If a company lacks the necessary capabilities, assets, or positioning, it may be better to pivot to a more viable space.
- **Pause vs. stop**
Some spaces may be ahead of their time; rather than fully discarding them, maintain a watchlist for future revisitation.

Member Focus Areas

How Broad Should a Value Space Be?

4

MAIN CHALLENGE

"Should value spaces be broad to capture multiple opportunities or narrow for easier execution?"

GROUP-ALIGNED SOLUTION

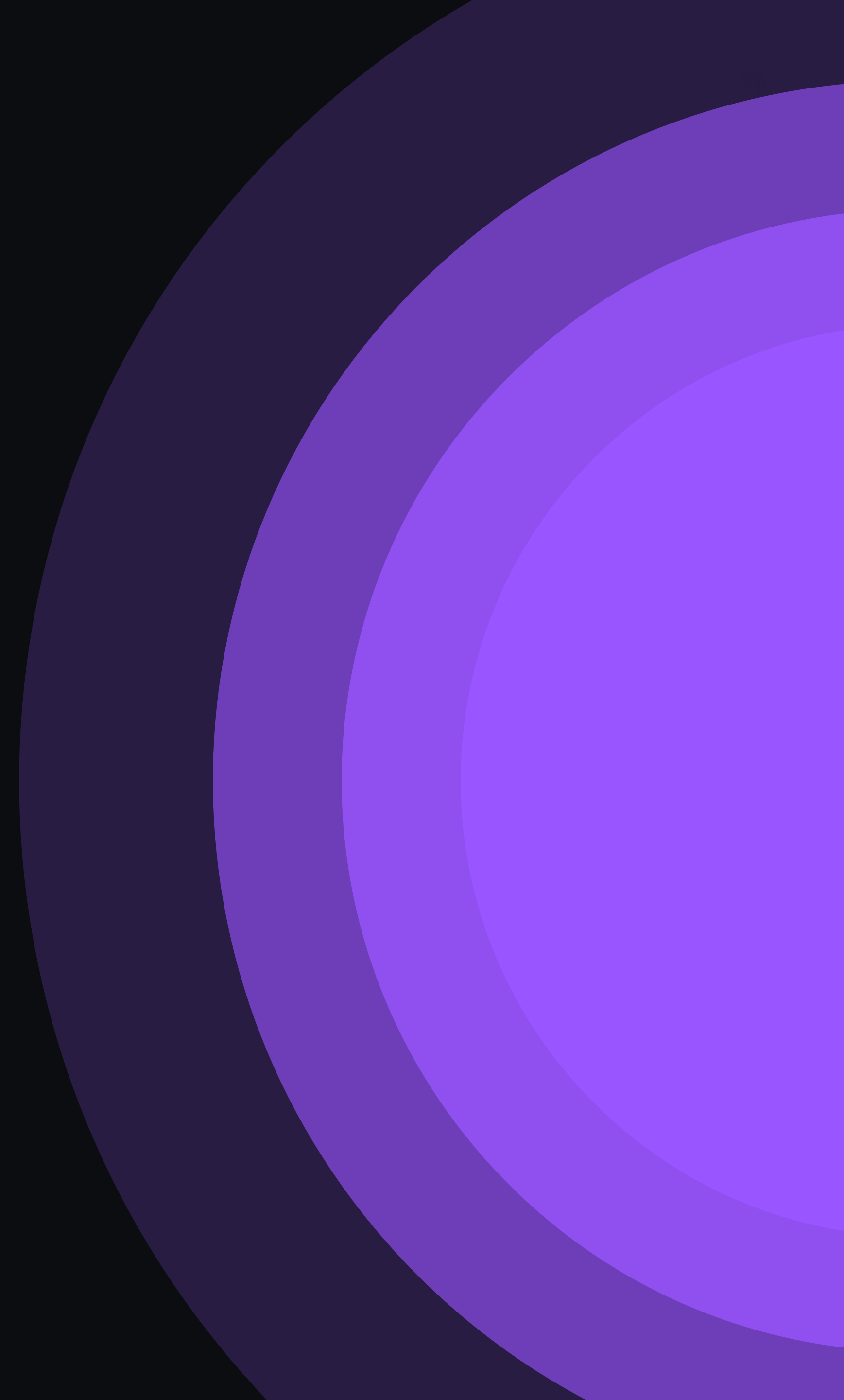
"Start broad to explore multiple strategic opportunities, then narrow down based on feasibility and market validation.

A structured refinement process ensures adaptability without losing execution power."

DISCUSSION HIGHLIGHTS

- **Broad value spaces = flexibility**
Allows companies to explore multiple strategic angles without prematurely dismissing potential opportunities.
- **Narrow value spaces = focus**
Enables a more structured execution path but may risk missing out on adjacent opportunities.
- **Hybrid approach**
Start broad during exploration, then progressively refine based on validation, ensuring a balance between flexibility and execution.
- **Structured refinement**
Set regular review checkpoints to reassess the scope and adjust based on data rather than gut feel.
- **Corporate alignment matters**
Ensure the breadth of a value space aligns with the company's ability to act, avoiding overly ambitious scopes that lack execution backing.

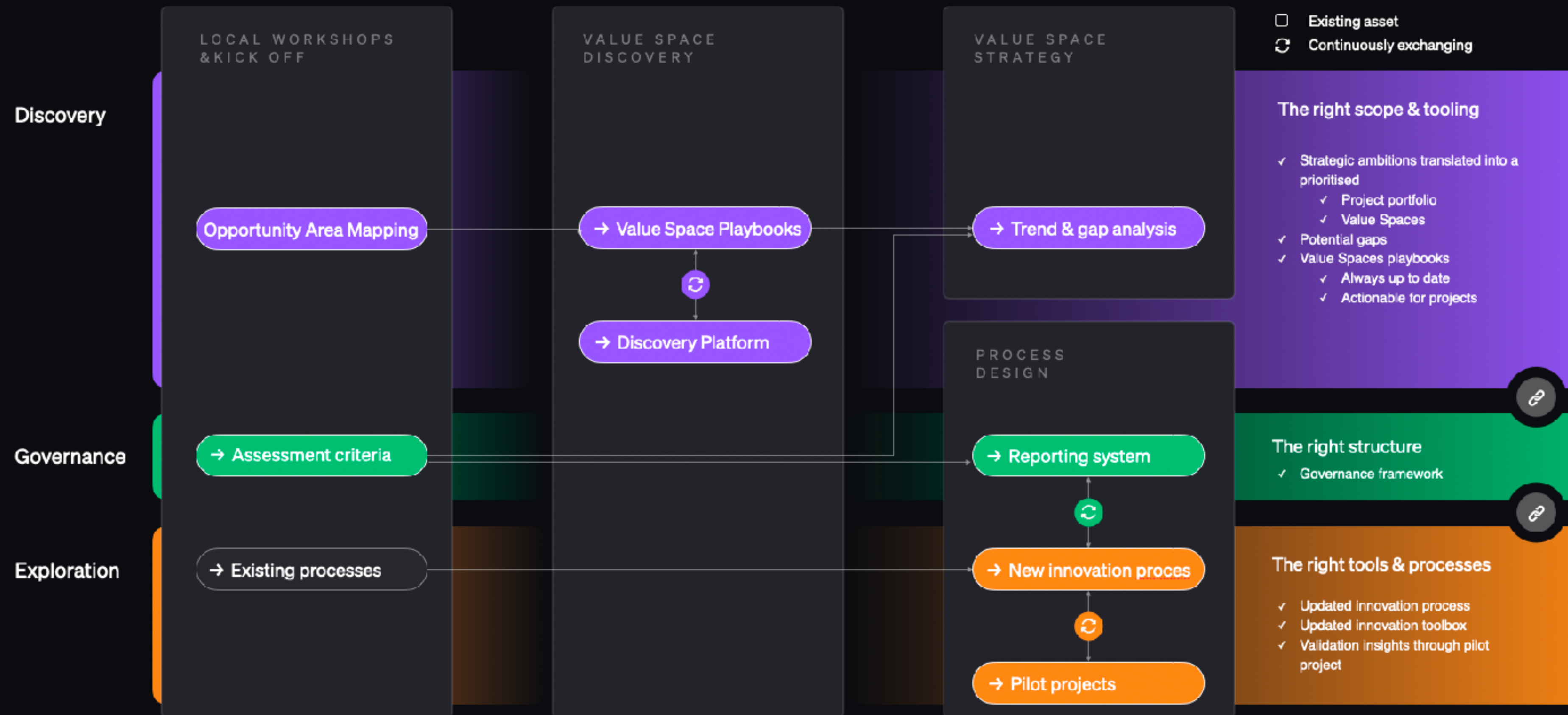
Extra info to help you
identify and activate new
value spaces



Key Value Space Actions

THE ROAD TO SUCCESS

Parallel innovation discovery approach



Key Value Space Actions

Value Space Exploration

ROLE

Constantly discover opportunity areas and value spaces using tools that update

OUTPUT

- ✓ Workshops with various teams
 - Needs mapping
 - Project pipeline mapping
 - Capability mapping
- ✓ Territory elements
 - OUTSIDE IN Market & user insights
 - INSIDE OUT Corporate projects & assets
- ✓ Opportunity areas and value spaces clustering
 - Estimated market size & CAGR
 - Hero cases
 - Link to existing assets

STEP 1

Select all sources to integrate in your research.

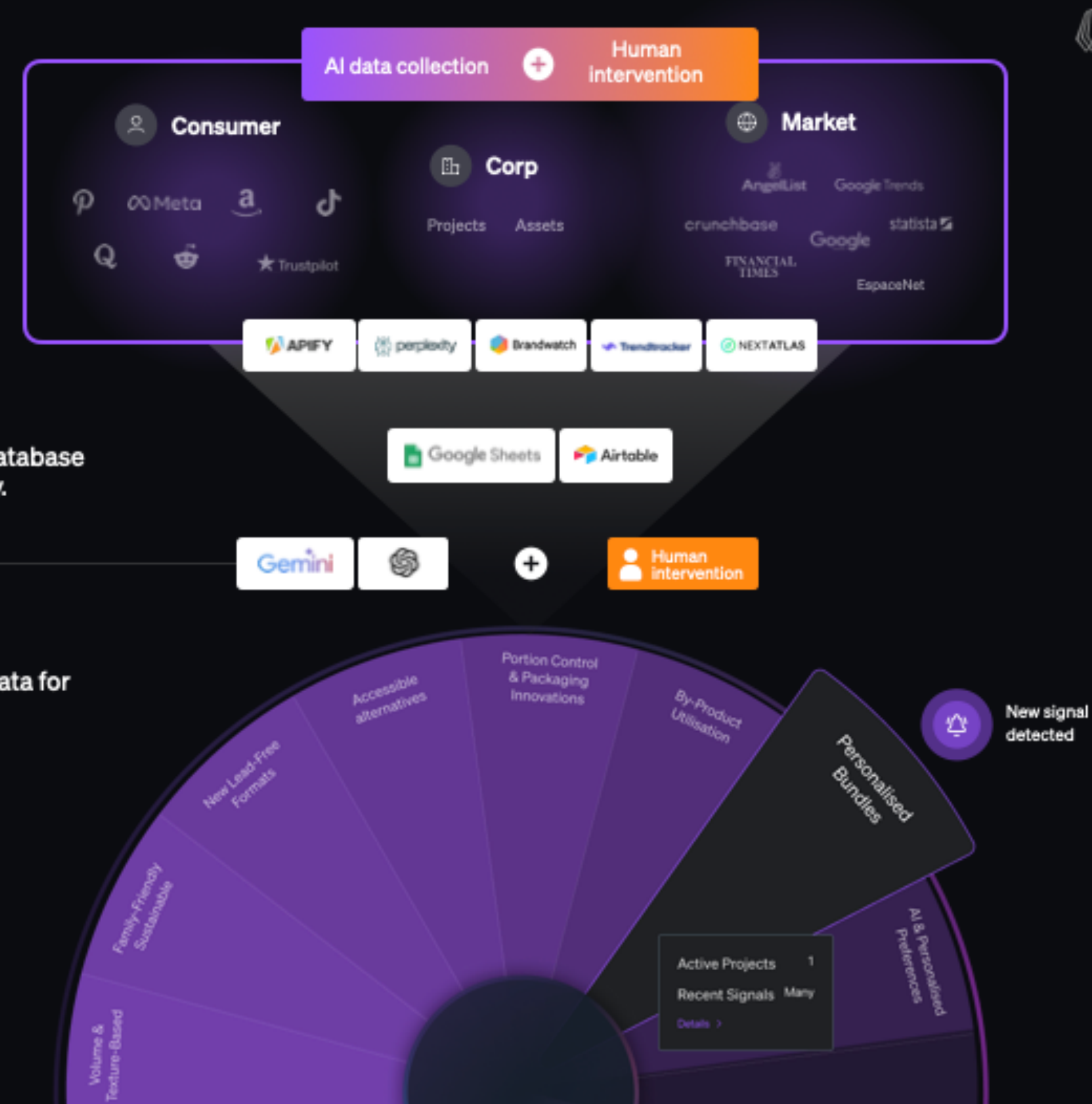
STEP 2

Process data to a central database and use LLMs for efficiency.

STEP 3

Structure and extract the data for various applications

- ✓ Summarise insights
- ✓ Detect patterns
- ✓ Recognise content type
- ✓ Analyse sentiment



Key Value Space Actions

Territory template

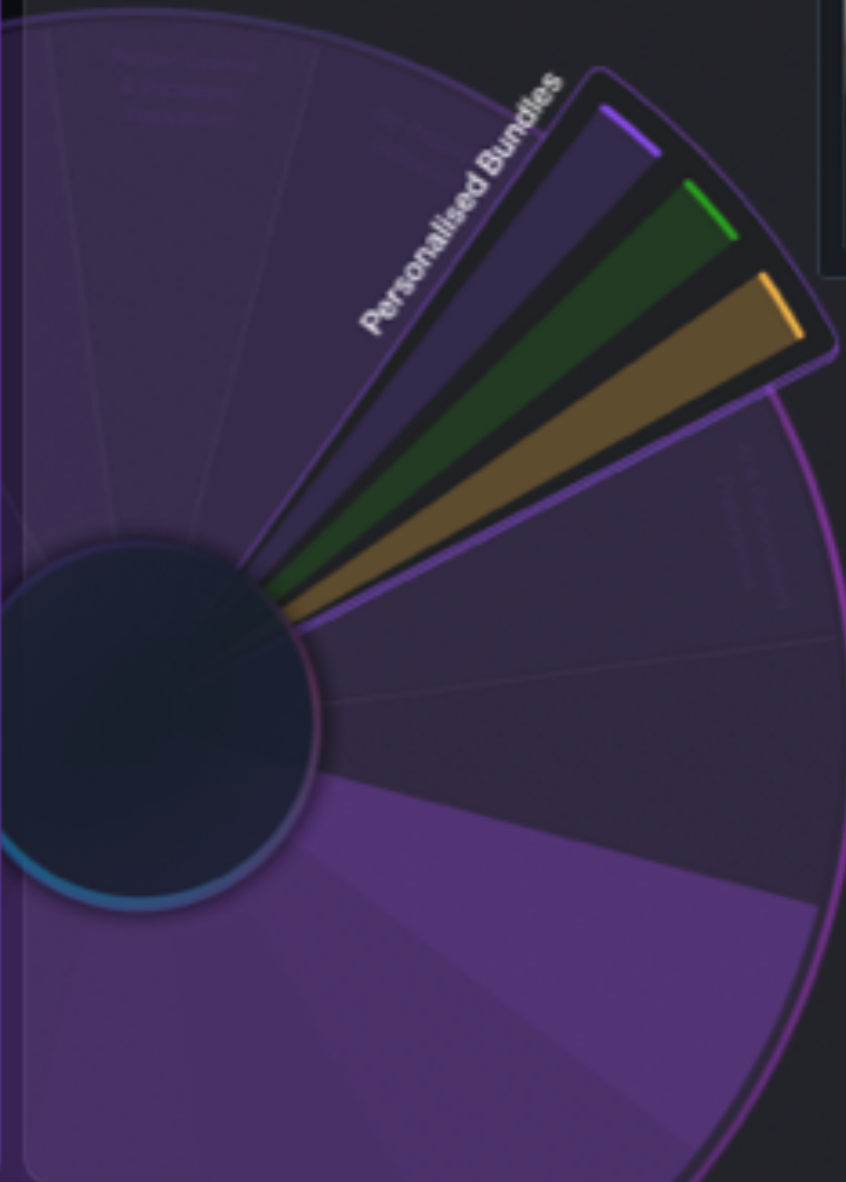
ROLE

Communicate to relevant teams using a playbook that triggers interest and engagement

OUTPUT

- ✓ Workshops with various teams
 - Needs mapping
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- ✓ Territory elements
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Turn the data into an interactive visual tool or any another format.
AI chatbot, AI podcast, AI instagram account, ...



Trending Startups

Just Date
US

Organic delectable meat packs with sustainable engine ingredients: sprouted, fair trade, biodegradable.

Kopp and Marie
DE

Home cooked meals that are delivered frozen for convenience. Options are localized to your neighborhood and cooking for you.

Better Belly
US

In-store meals focused on gut health to support general well-being.

New customer trend

Rising demand for custom meals

Consumers are increasingly seeking alternatives to meatless, with customization emerging as a popular option due to their personalization.

Competitor activities

Trig Pig US - Reopened & Rebranded for Mars 2020

Home from lockdown and home you haven't, changing sustainability with heritage.

Global food market

USD 6.63B mmm → USD 17.20B mmm

Dried food market

USD 12.02B mmm → USD 16.84B mmm

New patent detected

Preservative L-ASCORBIC ACID

This invention involves creating products that incorporate powdered freeze-dried fruits. The process.

Latest News

Fruity Valentine

Companies offered freeze-dried strawberry toppings as part of their Valentine's line-up.

Key Value Space Actions

Trend and gap analysis

ROLE

Apply the assessment criteria to all territories and internal projects.

INPUT

→ Assessment criteria

OUTPUT

- ✓ Preparation depending on the assessment framework
- ✓ Financial assessment (e.g. market size, growth forecast, startup traction,...)
- ✓ Strategic assessment (e.g. fit with vision, leverage of existing assets,...)
- ✓ Prioritisation workshop to narrow down directions (1.5h min.).

STEP 1

Evaluate all value spaces & projects based on the assessment criteria.

Weighted average analysis

Assessment criteria



	1	2	3	4	5	Average
Market size	High	Medium	Low	Medium	High	Medium
CAGR	High	Medium	Low	Medium	High	Medium
External investment	High	Medium	Low	Medium	High	Medium
Fit with vision	High	Medium	Low	Medium	High	Medium
Leverage of existing assets	High	Medium	Low	Medium	High	Medium

EXAMPLE CRITERIA

FINANCIAL

- ✦ Market size
- ✦ CAGR
- ✦ External investment
- ✦ ...

STRATEGIC

- ✦ Fit with ambitions
- ✦ Leverage supply chain
- ✦ Target audience
- ✦ ...

STEP 2

Prioritise value spaces and projects and identify specific gaps.

Empty value spaces with high priority





Bundl's experience discovering value spaces for global companies

OUTSIDE OF CORE

Givaudan^o

Identifying opportunity
spaces fuelled by
digital.

essity

Spotting innovations
close to the portfolio of
Essity Ventures



LIBERTY GLOBAL[®]

Unveiling opportunities
within Home Management
Ecosystems (HEMS).

OUTSIDE OF CORE

BOORTMALT
› MASTERS OF MALT

Finding new opportunities
beyond the core to
develop joint value
propositions.

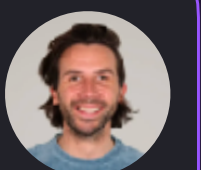
OUTSIDE OF CORE

Beiersdorf

Unearthing
opportunities within
Digital Skin Health.



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



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.



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Join the WhatsApp group:

