

Innovia
T E C H N O L O G Y

**GRADUATE
CONSULTANT
AND INTERN
ROLES**

Together, we make
breakthrough innovation happen.



WHAT DOES INNOVIA DO?

Innovia is a consultancy specialising in breakthrough innovation. We work with leading companies like Procter & Gamble, Shell, Boeing, Johnson & Johnson, LEGO and Jaguar Land Rover. They come to us with some of their biggest challenges. We help them to invent the future.

Since we started up in 1999, we've worked on over 900 innovation projects across a broad range of sectors, from consumer products to energy, from transport to healthcare. We build lasting relationships: 80% of our work is repeat business.

Why is it that such successful companies come to Innovia for help? Our clients tell us that we bring new thinking from our broad experience across many industries. They recognise that, unlike many R&D professionals, we do early-stage innovation every day. They appreciate that we can seamlessly blend expertise that normally falls across corporate boundaries. They also say that we're able to combine impressive creativity with a pragmatic appreciation of what works in the real world.

WHY WORK FOR INNOVIA?

There are many good reasons to consider a career at Innovia: being part of a world-class team; working for great clients on fascinating challenges; having a great work environment; and continually developing your skills.

As a small, Cambridge-based company, we offer people something a bit different from the average graduate employer. Here's a peek into our company, so you can decide whether working for Innovia is right for you.





WORLD-CLASS TEAM

Innovia recruits and develops exceptional people – it's really exciting to be part of this outstanding team. The best ideas emerge from integration of diverse people, skills and perspectives: our team reflects this desire for breadth.

At Innovia, you'll meet physicists, vets, engineers, chemists, biochemists, material scientists, consumer psychologists, behavioural economists and designers. Not only do they have deep expertise in their discipline, but they're also skilled at working in multidisciplinary teams and solving innovation problems.

WORLD-CLASS CLIENTS

We're very proud indeed of our client list. Few consultancies of our size can claim to work with companies as diverse as Procter & Gamble, Shell, Kraft Heinz, BASF, Bayer and Newell Brands.

For some of these companies, we've done over a hundred projects. Professionalism and integrity are really important to us: we've sometimes refused to work on projects where we don't believe the planned work is in the client's best interests.

GREAT WORK ENVIRONMENT

Innovia is a small Cambridge-based team with around 65 people. As we've grown, we've tried to stay true to the '3Fs': we seek to balance fun, fulfillment and finance. We recognise that it is just as important to enjoy working at Innovia as it is to be rewarded, and to make the business grow and thrive.

Innovia has a flat hierarchy, with almost everyone sharing the simple job title of 'consultant'. Whilst we're serious about doing great work for our clients, we maintain a relaxed and supportive culture in the office. We eat lunch together daily to ensure that we all take a well-earned break, whether that involves catching up on each other's projects or discussing more important non-work matters!

We look ahead when running our company, managing Innovia in a way that makes it robust and sustainable, and considering long-term as well as short-term opportunities and risks. It helps that everyone who owns a stake in the company is an employee, so we don't have the pressures that external shareholders can bring.

FASCINATING CHALLENGES

There are few graduate opportunities that can offer the same range of challenging work as Innovia. Our consultants typically work on two to four projects at a time, with each lasting between two and six months. The problems are rarely easy – after all, they've been passed on to us by some of the world's most capable companies. And although we're typically thinking of early-stage ideas, we need to consider all the downstream problems that might prevent our solutions being successful.



WHAT DO OUR CONSULTANTS DO?

The work our consultants do is remarkably varied. You'll find yourself working in multidisciplinary project teams to address the innovation challenges faced by our clients. Our work includes:

Understanding complex and diverse innovation challenges using a systematic and multidisciplinary approach – usually learning about new technical fields and applications.

Exploring the challenge, identifying new insights, models, approaches, ideas and solutions – often challenging conventional thinking and industry-specific assumptions, and always collaborating closely with colleagues from diverse backgrounds.

Deciding on the best solution for the client – helping them strategically evaluate their innovation options and decide on next steps. This may involve detailed analysis of technical, business or consumer data, or making ideas real using design and prototyping.

Communicating work clearly in writing, and presenting results to colleagues and clients. There's a real skill in enabling clients to quickly grasp the essence of the complex work that we do.

All of our consultant roles are client facing. We don't work on client sites for long periods of time, but we do need people who are willing and able to travel to meet our clients in Europe, the USA, and beyond.

LOOKING AHEAD: CAREER DEVELOPMENT AT INNOVIA

Our team is constantly developing its skills, complementing on-the-job learning with a comprehensive internal training programme and shared learning sessions, as well as external courses and conferences tailored to suit individual needs. New consultants are enrolled in our Consultant Development Programme, a structured package of training, learning and experience that stresses the importance of effective working in a multidisciplinary innovation team.

Choice of career path and progression in the longer term are based on your aspirations and the performance you demonstrate. Most of us play many roles at Innovia, with the balance depending on our experience, preferences and the needs of the business. Some of the key roles and responsibilities are:

Project operating: This involves working as part of a project team with an experienced project manager and colleagues from different backgrounds to deliver innovative solutions for clients.

Project management: Project managers lead teams of innovation consultants to deliver successful projects, working within budgets and deadlines.

Business development: As project managers build relationships with clients, they start to take a more active role in following up on conversations, developing proposals and winning business.

Relationship development: This entails developing existing client relationships and creating new ones.

Many of our consultants progress through these roles over time, although most of our experienced people like the variety of doing a bit of everything.

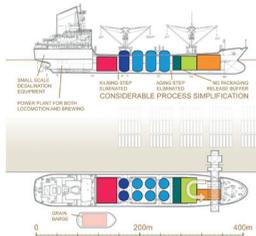
A TYPICAL WEEK AT INNOVIA?

There's no such thing as a normal day at Innovia, but we've tried to sketch out what a week might look like for a consultant during their first year here. You may be working on two to four projects, selling and internal tasks (highlighted in different colours) at once. Around 80% of time may be spent on these, with the remainder devoted to learning and development, as well as supporting sales initiatives and other internal tasks.



	Monday	Tuesday	Wednesday	Thursday	Friday
09:00				<i>Late start, after last night's late finish</i>	Proposal writing As lots of the team in yesterday's sales call are rather busy, I volunteered to create the first draft of a project proposal for the client
10:00	Meeting Team meeting to discuss ideas and to plan for the week	Desk-based analysis Using scientific principles to determine whether an idea is physically possible or not	Background reading Preparing for a new project, and its start-up call by reading around the area	Working session There's no substitute for getting a multidisciplinary team in a room to throw ideas around!	
11:00					
12:00	<i>Lunch with colleagues, followed by a stroll down by the river</i>	<i>Lunch with colleagues</i>	<i>Lunch with colleagues</i>	<i>Lunch with colleagues</i>	<i>Lunch with colleagues</i>
13:00	Meeting Innovia comes together for a weekly meeting	Group discussion Two of us meet with the project manager to refine objectives and success criteria for this new project	Desk-based research We're constantly having to learn about new things – you can't challenge conventional thinking until you understand it! There's no substitute for getting out the textbooks and reading academic literature	Making and testing prototypes Sometimes, you just need to try things out	Client call A regular, informal check on progress with the client
14:00					Finish off presentation
15:00	Training Part of the Consultant Development Programme – a session on innovation tools and techniques	Chat with guru We encourage our consultants to leverage the expertise of experienced people		Sales call Call with a potential client to discuss their needs	Finish off proposal
16:00			<i>Take a walk by the river</i>	Write presentation We expect our new consultants to quickly develop the skills of creating client-ready presentations of their work	<i>Early finish – it's been a busy week!</i>
17:00	Admin Time to catch up on emails, etc.	Write slides Helping to create the slides for tomorrow's client call	Start-up call This continues until late because it's a west-coast US client. Consultants are in client-facing roles from the start, and can expect to present to clients and contribute to discussions both over the phone and face to face	<i>Join some of the team in the pub for an after-work drink and a pizza</i>	
18:00					
19:00					

SOME RECENT PROJECTS



SABMiller: “How will we make beer in 20 years’ time?”

SABMiller owns and operates breweries across a diverse range of climatic and economic regions. It asked Innovia to assess which technologies and processes are suited to next-generation plants.

We began by envisioning plausible future business environments and describing solutions to future challenges. We explored a wide range of options for future processes, and developed concepts for plants that could achieve excellent flexibility despite substantial reductions in energy and water use. We explored areas ranging from the subtle details of beer flavour chemistry to the engineering of heat recovery systems.

Our final deliverables were process flow diagrams supported by energy and mass balance calculations. The level of detail was sufficient to allow SABMiller to conduct first-cut plant costing and prioritise specific R&D projects to make its vision a reality.



Boeing: “What should our strategy be for recycling carbon fibre?”

Over the last twenty years, the aerospace industry has been moving away from aluminium and towards carbon fibre composites. Boeing pioneered a closed-loop recycling process to reclaim the full value of its aluminium, and now aims to drive the development of carbon fibre recycling.

Our role was to help Boeing learn from the success of other companies with similar challenges. We worked with various organisations. One was Jaguar Land Rover, which not only recycles waste aluminium from its own manufacturing process, but also is starting to use recycled aluminium from vehicles and drinks cans in its cars.

Boeing is using our insights to develop a material sustainability strategy for the carbon fibre composites used in its aircraft.



arena: “How can we create a faster swimsuit?”

The swimsuits that we developed with arena have helped athletes win medals and break world records since the 2009 World Championships in Rome.

Our team took the science of swimsuit design to a new level by integrating fluid mechanics, material science, physiology, psychology and design. We created prototypes and tested them with competitive swimmers to ensure they delivered significant performance benefits in the water.

Further breakthroughs led to subsequent successes in both the London and Rio Olympic Games.



Shell: “How can we improve diesel?”

Shell’s fuel innovation team is at the forefront of combustion research. It challenged Innovia to discover novel chemistries that could deliver new benefits for automotive fuels. We systematically mapped the many physical and chemical processes occurring in a diesel engine.

We developed concepts at a level that Shell could move directly to proof-of-concept testing – candidate molecules and supporting rationale founded on fundamental science.



DePuy Synthes: “How do we help hospitals save time and money for knee replacements?”

DePuy Synthes is a leading manufacturer of orthopaedic implants. As well as implants, it makes the reusable surgical instrument sets that are needed to place the implant precisely – these sets can cost \$30,000–\$100,000.

This high cost to the industry skewed the business model and reduced flexibility and development.

We worked with DePuy to create single-use disposable versions of the two most complex instruments in the set. The disposable instruments needed to be low-cost, as accurate as the stainless steel version, and at least as acceptable as familiar reusable instruments to orthopaedic surgeons.

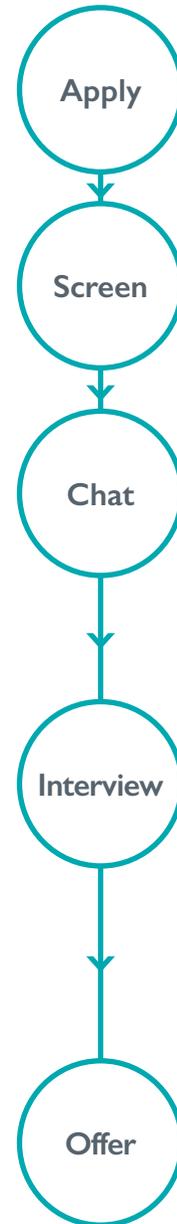
HOW DO I APPLY TO INNOVIA?

We want to keep our recruitment process simple and straightforward. As a small company, we can sometimes be more flexible than bigger organisations – please do ask if you're interested in a short-term contract, or need an answer from us quickly. Our selection process for interns is very similar to the consultant application process.

Here is what we're looking for and how we select. This should help you to make the best application and show off your skills well at interview.



RECRUITMENT PROCESS



For more information on Innovia, and instructions on how to apply, visit our web page: www.innoviatech.com/careers You'll need to provide a CV and a cover letter.

We'll screen the applications. We're looking for an excellent academic track record, strong written communication skills, evidence of diversity in thinking and your motivation, and evidence that you possess the team skills we're looking for.

If we like what we read, we'll schedule a time for a 15-20 minute chat over the phone. We'll ask some technical questions, and give you a chance to ask any questions you have about working at Innovia.

If we select you for an interview, we'll invite you to our office in Cambridge. When you arrive, we'll probably ask you to complete a task that mimics a typical innovation project. The interview will then start with technical questions, exploring your understanding of the fundamentals of your discipline, and your ability to apply your knowledge and creativity to solve problems. We will also be assessing your motivation and whether you've got the interpersonal and team-working skills that we need.

Sometimes, we invite promising candidates to a second interview before making a final decision. In general, we hope to let you know the outcome within a week of the interview. Sometimes we need a bit longer, but we'll stay in touch with you if that's the case.

WHAT DO WE LOOK FOR IN GRADUATE RECRUITS?

Innovia is a close-knit team, and we set high standards for our new recruits. We're looking for people who can bring something new and exciting to our work.

You'll need to be able to demonstrate your skills in four key areas:



Technical ability: You need to display a strong understanding of the fundamental principles of your discipline, and the ability to apply them to unfamiliar problems. Our first indication of this would usually be your exceptional academic track record – we look for at least a 2:1 from a top university. We'll assess your technical competence thoroughly at interview. It's also important that you're curious and able to learn quickly about new areas.



Problem solving: You need to be able to think in a clear and structured manner about complex topics, and take a creative approach to exploring new solutions. Our interview process includes the opportunity to engage in solving the sort of challenging problems that we deal with every day, and discuss your ideas with experienced consultants. Front-end innovation can be a fuzzy and uncertain area to work in, so you'll need to be comfortable dealing with ambiguity.



Client-facing skills: All of our consultants have client-facing roles, so we'll need to be confident that you'll make a good impression. We look for excellent communication skills in written and spoken English in your application and during your interview. We're also looking for people who take an interest in our clients and their work. Although we don't work on clients' sites for long periods, you need to be able and willing to travel internationally (to Europe, the USA, and sometimes further afield) on occasion.



Team skills: All of our work is done in teams. We need people who can contribute to complex technical discussions (like the ones we'll have with you at interview), and engage well with experts in other disciplines. You'll need to be able to take responsibility for your own work and time, be proactive, show attention to detail, and work to deadlines. We look for evidence of these skills on your CV, and we'll probably discuss the examples that you provide when we interview you.

Our interns work alongside our consultants, so we look for the same skills when assessing candidates for internships. We typically take on interns during the summer prior to their final undergraduate year. However, we can sometimes be flexible – in the past we've taken interns at different points in their education (e.g. during a PhD) and at other times in the year.

**TOGETHER, WE CAN
MAKE IT HAPPEN.**

MAKE IT HAPPEN



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