Innovating to survive and thrive in a post-COVID world

Scenarios, trends, and potential responses

It was only a few months ago that the world became aware of a new coronavirus – one that caused the disease called 'COVID-19'.

To combat the virus, most countries instituted measures to protect their populations and safeguard the economy: measures unprecedented in recent times. These have been so extreme they have significantly influenced consumer behaviour and expectations.

Many countries are beginning to ease restrictions as they come out of the crisis. As we do so, we are beginning to understand more about the economic, political, social, and technical impacts (for example, digital transformations have been massively accelerated in many aspects of life). Given changed expectations and a prolonged period before the virus is eradicated, we are starting to ask, 'what will be the new normal?' and 'how can we prepare for it?'

The team at Innovia has been considering these big questions. We've combined our behavioural, technical, business and product perspectives to take a broad and provocative view of what leaders and businesses may need to do to navigate an uncertain future.

We believe that this level of disruption and uncertainty calls for radical, big-picture, holistic and breakthrough thinking – a mainstay of Innovia since its inception. We hope that this document will stimulate your thinking. Please don't hesitate to contact us if you want to talk more about any of the issues discussed here.

Dr Alastair MacGregor

CEO

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Summary

1 **What's changing now and how is it likely to evolve?**

We've explored the acceleration of pre-existing trends and considered how COVID-19 is likely to affect their trajectories.

2 **How might these changes play out in the future?**

We've described four potential scenarios for future worlds, based on an ideological and a behavioural dimension.

3 **How can you innovate for the post-COVID future?**

We've explained what you can do, when you should act, and where you should focus to help you thrive as the future materialises.

1

What's changing now and how is it likely to evolve?

New consumer behaviours | Digitally enabled transformation |
New focus in healthcare | Sustainability tensions

What's changing?

As a result of the crisis, people have been **forced to radically change their behaviours**. Some of these changes will be 'sticky'. Understanding which factors are important in sustaining new behaviours will be critical for many businesses. Will people continue to buy more of their purchases online? Will standards of beauty care be permanently changed? Will people prefer to see their doctor on their computer rather than in a consulting room? Rather than waiting to see what happens, we can make educated guesses by making use of behavioural theory and models.
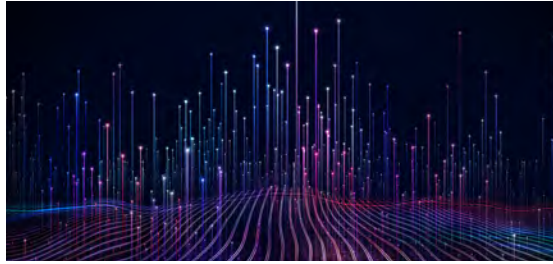
The most obvious impact in the short term is the acceleration of some pre-existing trends. In just three months, we have seen around five years of **digital transformation** across the supply chain and across all sectors – medicine, retail, the workplace, education, entertainment, and sports.
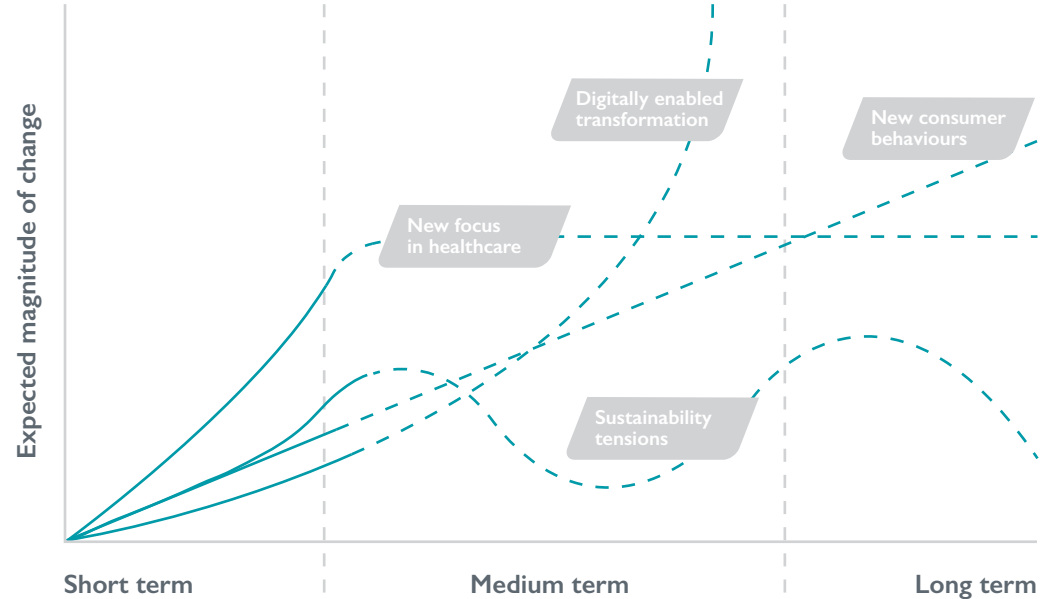
The whole of the **healthcare ecosystem has been impacted** by COVID-19. We have seen changes to the pharmaceutical and medical devices sectors, changes to ways of doing business, changed health priorities, changed patient expectations, and an opening for new entrants to accelerate their involvement.

What's changing?

Because COVID-19 was transmitted so rapidly across the globe, the initial response was to focus on managing the threat. But this situation also creates opportunity. For example, we are seeing a renewed focus on **sustainability** in some sectors – consumers have seen the effects of the reduction in pollution on their immediate environment, and are pushing for change.

Expected magnitude of change

Digitally enabled transformation

New consumer behaviours

New focus in healthcare

Sustainability tensions

Short term **Medium term** **Long term**

New consumer behaviours

Behaviour change has been forced on people as a result of the crisis. Some new behaviours will be maintained. Knowledge of behavioural science can help us make educated guesses as to what will stay the same and what will change.

Many people have been surprised at the extent to which the population complied with requests to practice new protective behaviours. Recent data* shows that most people claimed to 'always' follow instructions to wash their hands, keep their distance and stay at home. There were some differences by population segment – men and younger people tended to be less compliant on average – but during the period from March to May 2020, the UK population adhered to national advice. The researchers found that when people thought some others weren't following advice, they were far less likely to comply. Social norms are a critical driver of these behaviours.

This demonstrates that **people can change their behaviour radically,** especially when the instructions are unambiguous and the behaviour is mandated and socially encouraged.

So, how might this translate to other behaviours that have been forced on us, or made possible, due to the crisis? And will they continue post-COVID-19?

Over the past few months, we have seen that many more people are purchasing and using hygiene and cleaning products, buying food and non-food items online, streaming leisure and entertainment, cooking from scratch, and doing more exercise. But how do we know whether these behaviours will be maintained? One way to think about this is to **consider what factors determine behaviour change.**

We know that there are three conditions for any behaviour to occur.**1) are people capable of performing it? 2) do they have the opportunity to perform it? and 3) are they motivated to perform it? If we look at each of these categories, we can hypothesize that **there are several factors that could lead to sustained behaviour change as a result of COVID-19.**

*https://www.youtube.com/watch?v=2O2B50iM6fl&feature=youtu.be
**Michie, van Stralen & West (2011)

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Capability – Have people had sufficient time to build a habit? Do they possess new knowledge or new skills?

Opportunity – Have social norms been created? Is there a greater desire for group conformity? Do people have the resources (time or money) to continue with the behaviour?

Motivation – Have people performed the new behaviour out of fear or in response to some other strong emotion? Have their prior beliefs changed? Have their beliefs about the consequences of the behaviour changed? Have they set themselves new goals for the future? Did they find it easy to do? Did it seem easily accessible?

Below are some selected behaviours assessed against these factors:

All have sufficient time to build a habit. For some, social norms will be critical (wearing make-up or wearing athleisure for work) for others, a change in beliefs, convenience, or accessibility will be more critical (such as for telemedicine and online food shopping).

You can assess a possible new behaviour against these criteria. For example: buying diapers online may be a 'sticky' behaviour – parents need to store a lot of diapers, have had time to build a new habit, have learned new ordering skills, have found this way of purchasing more convenient and cheaper, have found it easy to do, and believe that it is a better way to ensure that they always have diapers to hand.

Each behaviour will differ but you can **start to make educated guesses about which behaviours are likely to continue.**

	CAPABILITY			OPPORTUNITY			MOTIVATION			
	Enough time to build a habit	New knowledge	Learn new skills	Peer pressure	Group conformity	Having resources (time, money)	Prior beliefs (inflexibility or openess to change)	Fear	Beliefs about consequences	Easy and accessible
Buying food online	■		■						■	■
Consulting with doctor	■						■		■	■
Wearing less make-up	■			■	■		■			
Wearing athleisure clothing	■			■	■	■				

Digitally enabled transformation

Digital technology will continue to be critical for remote working, telemedicine, new business models, supply chain management, and e-commerce.

COVID-19 has accelerated a trend that was already in motion – we have seen five years of digital change in a period of just two months. Companies have had to build or rethink parts of, or all of, their digital strategies to deal with changes to employee working patterns, changes to the way they interact with consumers and customers, and disruptions to their supply chains.

Those companies that already have a strong and relevant digital strategy are in a good position to take advantage of these changes. Others are playing catch-up.

There are several areas where digitally enabled transformation will continue to be critical after the crisis. We have selected a few to illustrate this point

1. Remote working – many employees have found it is possible to work from home and many employees have not seen a dramatic drop in productivity. We anticipate that there will be **new patterns of hybrid working – remote and office-based –** for many sectors in the future. This will affect your employees as well as your customers and consumers.

2. Telemedicine – this has been a topic for many years but never really took off because of entrenched beliefs about efficacy and privacy of the consultations. Added to this, clinicians in the US were reimbursed more for face-to-face consultations than those done remotely. Beliefs and reimbursements have changed. Many patients have found the experience to be positive because it is convenient and less time consuming. Clinicians find it useful for some conditions and in the US, payment for remote consultations is now at the same rate as for face-to-face consultations. We anticipate this trend will continue and **telemedicine will become normalised.**

3. Business models – digital transformation enables new business models: for example, because of scalability, new tools (artificial intelligence, machine learning, and the Internet of Things), new sources of value, and new routes to new groups of users. New, digitally enabled business models will continue to create new winners and losers.

4. Supply chains – these have experienced unprecedented disruption. Many companies are seeking to realign supply chains closer to home or moving away from China to other parts of Asia to enable greater flexibility and risk reduction. New supply chain technologies will be used to create digital supply networks with greater visibility end to end. Uptake of AI and robotics will accelerate. We anticipate long-lasting structural shifts in supply chains enabled by digital solutions.

5. E-commerce – increased purchases made online will have a major impact on already-declining brick-and-mortar stores. Many people will have accessed online services, especially those relating to fitness and entertainment. Concerns about data privacy and personal safety online will be more critical as we use online services more, so regulation will need to keep up – maybe driven by self-regulation. We anticipate that many people will continue to purchase products and services online as they have had time to form new online habits during lockdown.

New focus in healthcare

The healthcare system is experiencing change in all areas, including changed patient expectations, changed healthcare priorities, changed ways of doing business, and changes in the pharmaceutical and medical devices sectors.

Of all the sectors affected by COVID-19, medicine is one of those most impacted. No part of the ecosystem has been untouched.

Changed patient expectations

People have become much more aware of health in general as the case-fatality rate is higher for those with chronic conditions such as hypertension and diabetes. Many have formed new habits and are cooking fresh food, eating more healthily, and doing more exercise. In terms of healthcare, patients may have crossed a psychological hurdle and may find that they like remote consultations because they don't need to travel. **Expect some people to continue with these changed health behaviours.**

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Changed priorities

New global health priorities: Many organisations, such as the WHO, are demanding better cross-country coordination. There may be a shift in the traditional 'North–South divide' – countries that used to receive aid such as China and South Korea are now assisting the WHO in aiding European countries such as Italy. However, the crisis could also deepen the divide in poorer nations accelerating the need for more humanitarian action focused on making them more resilient to future health crises. **Expect medium to long-term shifts.**

New public-health focus: The crisis has highlighted the need for an enhanced focus on prophylaxis and the need to address well-being and mental-health issues. Providers may move to a more holistic view of health and there may be less focus on illnesses of the rich and more on general population protection. The population may be expected to take more responsibility for their health and be asked to give up data in exchange for better information and monitoring of their health through apps and wearables. **Expect this to have long-term impacts.**

Differently funded healthcare systems: The crisis has highlighted deep flaws in healthcare systems, especially those where health provision is not a 'public good'. Hospitals in the US are seeing an unprecedented loss of income – one in four rural hospitals in the US are vulnerable to closure. Bankruptcies are expected. Telemedicine is accelerating globally because the return on investment can now be proven and both physicians and patients like it. In countries where there are national health systems, funds are being poured in to enable resilience to future shocks. **Expect this to have long-term impacts.**

New consumer
behaviours

Digitally enabled
transformation

New focus
in healthcare

Sustainability
tensions

Change to ways of doing business

New entrants: The crisis has provided opportunities for new players to respond to increased demand and make a positive contribution. For example, some manufacturers of household goods have used their facilities to make hygiene products such as hand sanitisers and cleaning products and some apparel manufacturers reconfigured their manufacturing lines to create PPE. Some players who do not normally participate in the medical sector have stepped in and created new products. For example, Google and Apple collaborated to make a tracking app and Dyson collaborated with others to design a new ventilator. **Expect Google, Apple, Amazon and others to accelerate their existing involvement in health products and services; other outsiders may follow.**

Increased supply chain resilience: Supply chains have been enormously disrupted. Many pharmaceutical and medical device companies will seek to make their supply chains more resilient by shortening or localising them or by increasing dual sourcing. We may also see the emergence of new criteria for selection of preferred partners. For example, OEMs may want ensure that their suppliers are robust to future shocks and will apply new selection criteria to them, such as insisting that they are able to provide products reliably despite irregular orders. **Expect this to continue in the short to medium term.**

Acceleration of digital and remote solutions: Digital solutions are now used by people conducting clinical research (remote trial monitoring), physicians consulting with patients (telemedicine), patients monitoring their own health (apps and wearables), and public-health specialists and pharma companies collecting population data to improve their understanding of disease. People are finding these changes positive and many will not want to return to doing what they did before. **Expect many of these changes to continue.**

Change for pharmaceuticals and medical device manufacturers

Increased collaboration: The level of collaboration among pharmaceutical companies in search of a vaccine and treatments is unprecedented. In addition, collaboration between the private and public sectors has grown dramatically. **Expect some of these collaborations to continue.**

Servicing pent-up demand: Most elective surgery has been postponed globally. The American Hospital Association estimated $200bn losses in the US due to cancelled surgeries. There is likely to be a dramatic increase in demand for surgeries once the lockdown conditions have been relaxed. However, there is a concern that some people will continue to postpone surgery through fear of both contracting the virus and losing income during recovery. **Expect renewed demand in the short to medium term.**

Expectations of speedier delivery: The world is anticipating an effective COVID-19 vaccine in 12–18 months – this speed and scale of response are far more rapid than ever before. Some in the industry worry that expectations for rapid delivery will persist. The demands of this time frame may also catalyse the commercialisation of new technologies, not only for COVID-19 but also for other conditions. The likely scale and speed of global vaccination for COVID-19 following approval is unknown – careful monitoring and mitigation of adverse events will be critical. **Keep a watchful eye on this.**

Sustainability tensions

Pro-environmentalism had been on the increase before COVID-19. However, there was a big intention–behaviour gap: people said they wanted sustainable goods but often would not pay for them.

Being in lockdown may have contributed to a shrinking of the intention– behaviour gap. One survey found that 48% of respondents said the pandemic had made them more concerned about the environment, and 55% of respondents said that as a result of their COVID-19 experiences, they were more likely to purchase environmentally friendly products.

We have identified **factors that can shrink the intention–behaviour gap**

- Connectedness to nature
- Green identity formation
- Greater belief in the ability to make a difference
- Links to multiple goals

But there are also **factors that widen the intention–behaviour gap**

- Reduced appetite for sacrifices
- Relaxation of environmental regulations
- Lower oil and gas prices
- Recycling supply chains that are not suited to major changes

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Shrinking the intention–behaviour gap

Connectedness to nature: This is associated with exposure to and interacting with nature. During the pandemic, people are connecting with nature more than before (through walking and outdoor exercise) and have noticed the reduction in air- and noise pollution.

Green identity formation: This is a very strong determinant of pro-environmental behaviour. Spending more time outside – in the garden and exploring the natural world – enables the development of a green identity. The pandemic may have encouraged a re-evaluation of what matters.

Belief in ability to make a difference: The pandemic has shown that when we act collectively, some damage is reversible. This removes the hopelessness barrier and gives people a sense of control.

Multiple goals: When behaviours meet multiple goals such as 'protect the environment' and 'protect health' they are more likely to be performed. The pandemic has increased the salience of the effects of a declining environment on health. Aligning these goals may make pro-environmental behaviours more likely.

Widening the intention–behaviour gap

Reduced appetite for sacrifices: Declining income may make it harder for people to make sacrifices, especially in a deep recession.

Relaxation of environmental regulations: Governments may try to reduce costs to stimulate a declining or stagnant economy.

Lower oil and gas prices: This will make the use of oil-based, non-sustainable products more tempting.

Recycling supply chain is not suited to major changes: During the pandemic there has been an increase in household waste, which puts pressure on recycling facilities. Recycling is still largely manual, is highly globalised and uses low-skilled labour which is highly vulnerable. Even though some players (Walmart) are demanding an end to unrecyclable plastic, it is difficult to pilot new equipment. Due to COVID-19, it is harder to ship waste across borders to countries with the facilities to recycle it.

2

How might these changes play out in the future?

Cocoon world | Them-and-us world |
Society-matters world | Better-planet-for-all world

How to think about the future.

No one can accurately predict the future, especially given the high levels of change we are currently experiencing. However, we can consider a range of plausible scenarios that go beyond the limits of existing trends to help us to think about coming challenges.
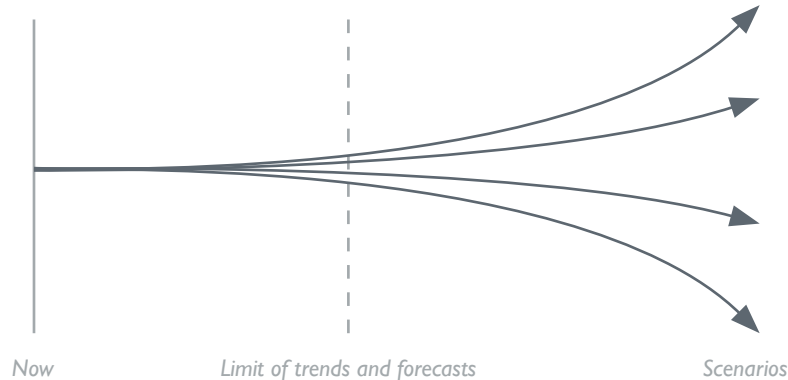
No scenario is intended to be the 'right' one, but when you plan to be robust to all of them, you are likely to be in a strong future position. These scenarios help you consider:

• What opportunities exist that I am currently blind to?

• How resilient are my future plans?

We see two key dimensions influencing how the world will evolve in response to the COVID-19 induced recession. One dimension is ideological: **people may either yearn for the past or aspire to the future.**
The other dimension is behavioural: **people may either try to collaborate or to be self-reliant.** These descriptions are absolutes, but there is a spectrum between the endpoints. If we consider the possible combinations of these dimensions, we see **four different 'possible world' scenarios.** Each of these scenarios could occur at different points in time, or at the same time in different regions.

Now   *Limit of trends and forecasts*   *Scenarios*

What are possible scenarios?

Using these dimensions, we can envisage four potential scenarios at the extremes of each dimension. These are depicted to the right.

RELY ON SELF

YEARN FOR PAST

ASPIRE TO FUTURE

RELY ON OTHERS

Cocoon world
In this scenario, the crisis and a deep recession has resulted in increased income inequality. The emphasis is on self-reliance, looking inward, and rejection of globalisation.

Them-and-us world
In this scenario, people want to be self-reliant to survive the recession but they also want to build a new world. The benefits are not realised by everyone – inequality is accepted and gets worse.

Society-matters world
In this scenario, people rely on social cohesion, looking back with nostalgia to the pre-recession world. There is regional collaboration, social support, recycling and reuse in order to survive.

Better-planet-for-all world
In this scenario, there is international collaboration. People are looking forwards to build a new and better world. There is a radical rethink of what is possible. We have the pieces: let's do it!

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Cocoon world

In this scenario, the crisis and a deep recession has resulted in increased income inequality. The emphasis is on self-reliance, looking inward, and rejection of globalisation.

Key features of this world

- Consumers want comfort and nostalgia on a budget. They think about value delivered by a product and they seek 'small luxuries'

- There is a focus on traditional values, home, family, crafts, and hobbies

- Online shopping continues to grow and brick-and-mortar stores decline

- Successful companies cut costs, are lean and risk-averse, and increase the use of remote operations

- There is reduced focus on sustainability and the environment

- Supply chains are less global and managed virtually

- The hospitality and travel industries remain, but at much lower levels

- Effective remote working is possible only for the wealthy

- There is greater salary disparity between knowledge and labour jobs

- There are more gated communities, state surveillance, and tough laws

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Think about

- Creating products that remind people of a 'better' past, such as comfort foods, familiar brands, and revived design features

- Creating products that promote rituals or traditional activities, such as crafts and hobbies that need time not just money – baking, canning, gardening

- Emphasising local as a sign of quality, authenticity, simplicity

- Using digital tools and models (such as real-world data, digital twins) to automate jobs and reduce risk and cost

- Making do with less – streamline product lines and communicate value.

- Redefining "mass premium" by small indulgence benefits and carefully-tiered sub-brands to suit different price points

- Rethinking and redefining the shopping journey and experience for consumers shopping online

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Them-and-us world

In this scenario, people want to be self-reliant to survive the recession but they also want to build a new world. The benefits are not realised by everyone – inequality is accepted and gets worse.

Key features of this world

- Consumers want to feel special with new and better products and services

- Brands that have local credentials prosper

- There is an increase in online sales, home-grown physical retail, and local brands and start-ups

- Winners control their supply chains to be onshore and local

- Sustainability is important at a local, not global, level

- Some sectors are nationalised (especially in the EU) to boost growth – green energy, tech, and transport

- A strong work ethic is expected; productivity is the key metric of self-worth

- There is reduced international travel but increase in domestic tourism

- There is an increase in self-help – individuals are encouraged to take responsibility for their own circumstances

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Think about

- Emphasising local credentials: ingredients, labour, origins, sustainability

- Introducing new products that emphasise novelty, even if the changes are small

- Creating products that encourage self-development, self-help, and personal responsibility

- Using digital tools and models to improve productivity and benefit the local economy

- Establishing partnerships with sectors and companies that benefit from government support – such as renewable energy or job creation

- Rethinking and redefining the shopping journey and experience for consumers shopping online

- Putting more emphasis on local brands and sub-brands

- Redefining products and their production methods to be more modular and local, and suitable for onshoring, such as through more automation, design for low-labour need, or digital (late-stage) finishing

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Society-matters world

In this scenario, people rely on social cohesion, looking back with nostalgia to the pre-depression world. There is regional collaboration, social support, recycling and reuse in order to survive.

Key features of this world

- Consumers want a collaboration story and people want to 'fit in'

- Consumers favour fixable products over disposable ones

- There is more corporate social responsibility and pro-social behaviour – businesses need to be seen to be acting in the collective interest

- There is heightened social consciousness: family and communities are valued

- Big brands win using global networks to drive out costs

- Strong cash reserves win – mid-size firms do badly

- People prefer social interaction to remote working – remote working is used to facilitate regional collaboration

- People are anxious about privacy and security

- People value time over money – they consume less and volunteer more

- Government funding rewards collaboration and social good

- There is international collaboration, but it is slow and bureaucratic

- The internet is a utility and all are ensured access

Think about

- Being seen to be acting in the collective interest, realigning mission and stakeholders around purpose and value to society

- Demonstrating your collaboration story, developing new partnerships, and seeking new value chains as a result

- Adding services to your product portfolio, including refurbishment and upgrading. Using these to encourage brand loyalty

- Emphasising community and family: helping people to feel part of something bigger

- Creating products that encourage and integrate with socialising, social participation, and volunteering

- Focussing on economies of scale with your biggest and broadest brands, stripping out those with smaller reach and lower societal relevance

- Establishing international collaborations with other corporates, for both scale and social benefit

- Subsidising hardware that enables greater internet access to your brands and products

- Redesigning manufacture around reliability and modularity

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Better-planet-for-all world

In this scenario, there is international collaboration. People are looking forwards to build a new and better world. There is a radical rethink of what is possible. We have the pieces: let's do it!

Key features of this world

- Consumers are more environmentally aware, want purpose-driven brands, and reward firms with pro-social policies

- There is an increase in global, remotely managed, ethically validated supply chains

- There is increased international collaboration and shared databases

- There is enthusiasm for the use and development of automation technologies (AI and ML)

- More automation leads to more leisure time

- There are more makers, influencers, and data-profile-based selling

- Governments go all out to stimulate the economy and reduce inequality

- There are more social services, safety nets, and nationalisation

- Open-sourcing is encouraged

- There is global regulation, more aid, and focus on infectious diseases

- There will be investment in green energy

- Digitisation and remote services are promoted: this leads to better work–life balance, more telemedicine, and more home schooling and collaborative open science

Think about

→

- Being seen to be radical, emphasising forward thinking and collaboration

- Polishing your tech credentials, and focussing digital tools and models on automation, remote services, better consumer choices, environmental benefits, and collaboration

- Realigning mission, brands, and stakeholders around environment and value to society, highlighting pro-environmental activities and inter-country collaboration.

- Embracing open-source and consumer modifications of your products, including 'easy-to-fix-at-home'

- Establishing international collaborations with other corporates, for both scale and environmental benefit, such as waste-stream reuse or leverage

- Being a proud citizen of everywhere – location no longer matters

- Designing brand architectures to be inclusive, and more accessible: probably simpler and far fewer tiers

- Redesigning manufacture around environmental impact and modularity

3

How can I innovate for the post-COVID-19 future?

*Clearly, I need to innovate | How do I innovate now? |
Where should I focus?*

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Clearly, I need to innovate

Innovation will play a central role in determining success or failure over the next months and years.

Innovation and adaptation enable companies to survive and thrive when disruptions occur. Not since the World Wars have there been so many disruptive changes occurring at the same time. We are seeing accelerations of technology, new behaviours and expectations, new societal norms, and highly charged political sentiments all emerging simultaneously. **Innovation will need to be radical, not marginal**, in response to these disruptions. **It will need to play a central, not subservient, role in determining strategic plans.**

Companies will need to innovate to survive, to place bold bets, and to learn quickly. Innovation strategy is all about making choices for the future, when things are still uncertain. Given the pace of change, and many possible scenarios, **innovation needs to become a core capability for any company.** Doing it well will be a key source of competitive advantage.

We are living through rapidly changing times, and there are significant challenges ahead. These challenges lie across the intersections of products, technology, consumer and societal behaviour, business models, and supply and manufacture. **Successful innovation will need to take a broad, cross-disciplinary perspective.** In fact, over the course of 20 years, we have shown this is a precondition for successful radical innovation in any circumstances. This is the founding principle of Innovia.

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How do I innovate now?

Make sure your teams have the right motivation and tools for radical innovation.

Radical innovation is always more complex and uncertain than 'the business-as-usual' innovation that most companies use. In our experience, there are three critical factors that enable transformational innovation to be better accepted – both by corporates and by end users.

Objective	Requirement	Example
Facilitate bigger-picture, less risk-averse thinking	Breakthrough mindsets and motivations	*Example: the explorer mindset, where failure is acceptable.* *See also https://www.innoviatech.com/insight/what-really-drives-innovation/*
Encourage more inquisitive, thorough, holistic thinking	Defined and simple-to-understand innovation tools	*Example: tools like "Why? Why? Why?", option mapping, and risk-reward charts*
Enable collaboration and focus in unfamiliar territory	Shared innovation language and process map	*Example: Understand–Explore–Decide model* *See also: https://www.innoviatech.com/insight/innovation-in-extreme-times/*

At Innovia, we've created and validated innovation process guides, attitudes, and tools, and trained many clients to use and integrate them. Please contact us if you want to know more.

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Where should I focus?

Prioritise exploring digital solutions, increasing your flexibility, and capitalising on new consumer behaviours.

In addition to honing innovation skills, you'll need to point those skills in the right direction. In fact, considering radical new directions is a great way to give freedom to think and work in new ways: necessity breeds invention.

Here is where we'd suggest focusing innovation:

1. **Exploring digital solutions:** New digitally enabled business models, digital tools for improved customer insights and engagement, tools for improved and more efficient internal process (such as "digital twins"). We've written before about framing the power of digital transformation in your business. See *https://www.innoviatech.com/insight/digital-transformation-what-why-how/*

2. **Methods to enable agility and flexibility:** The current crisis has made the world a much more uncertain place. Look again at the trends and scenarios, check the "think about" pages and recognise or brainstorm example success factors most relevant to your business and customers. Think forward to the new shapes your business might need to have and consider how you'd get there. Then, when you have prepared, look out for early or weak signals from the market about where to place your bets. Be sure to differentiate between your defensive short-term strategies and your transformational long-term ones.

3. **Capitalising on new behaviours:** COVID-19 has rewired many consumer and stakeholder behaviours and expectations, including towards sustainability. Recognise what threats and opportunities these present. For example, consider a COM-B analysis. See *https://www.innoviatech.com/insight/how-can-behaviour-led-innovation-improve-your-innovation-process/*

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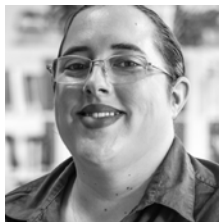TECHNOLOGY

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Contributors

This handbook has been a joint effort by a group of people at the front line of Innovia's innovation efforts, directed at Innovia's own transformation and also for current clients.

Dr Helena Rubinstein

I set up Innovia's behavioural science practice where I apply my knowledge of human behaviour to a wide range of innovation challenges in large corporations including understanding how people respond to products that don't exist yet, getting people to comply with medical instructions, encouraging people to use existing products or services in a different way and helping employees to accept new ways of working. I have a PhD in social psychology and regularly lecture on behavioural science at The University of Cambridge and City, University of London. I am the author of Applying Behavioural Science to the Private Sector: Decoding What People Say and What they Do, published by Palgrave MacMillan in 2019.

Dr Laura Churcher

I have worked at Innovia Technology since 2013 as an innovation consultant with a background in physics and business strategy and spend my time helping Innovia's blue chip clients solve tough technical challenges and create breakthrough innovations in products and services. I have led projects for Shell, VF Corporation and Johnson & Johnson. I currently focus on managing and selling projects with a strong innovation strategy component and helping Innovia grow its offering in this area. I also developed Innovia's financial modeling capability. I completed my PhD in astrophysics at the University of Cambridge after doing a MPhys in physics with astrophysics at the University of Exeter. I then spent some years in strategy consultancy with L.E.K. before moving to Innovia.

Innovia
TECHNOLOGY

Dr Geraint Davies ("G"), co-founder

A Physics education and diverse friendships set me up for a lifetime of curiosity and exploration, whether in business or on a bicycle. The huge changes in the pandemic and after it has led me to deeper and broader conversations with clients than ever before, and to a recognition that what we have done every day at Innovia for years is an ideal business vaccine for these challenging and threatening times.

Dr Alex Hellawell

As a molecular biologist, I'm fascinated by how often biological systems are either the underlying source of innovation challenges or part of the solution to them. I have the pleasure of working with colleagues from diverse backgrounds such as behavioural science, chemistry, design, physics, and strategy to solve difficult innovation problems for world-class companies in sectors such as biotech, pharma, consumer healthcare, apparel and food. I believe that the fusion of diverse perspectives leads to better problem definition and more rounded solutions with greater impact, and that innovation is a critical tool for building a better world – particularly in difficult times such as these.

Charlotte Jones

I'm a consultant with a background in psychology and work predominantly on projects involving behavioural science at Innovia. I am specifically interested in environmental psychology: using psychology and behavioural science to help mitigate the profound impacts of human choice and social behaviour on the natural world. Inside Innovia and out, I have worked on a range of sustainability-focused projects, spanning land use, recycling behaviour, and dietary choices.

Dr Alastair McGregor, CEO

Great innovation requires profound insight about ways to serve the true needs of people. It requires agility and an ability to work with uncertainty. As a physicist I learned to cut through complexity and see how seemingly unconnected things fit together. At Innovia I work with superb thinkers from diverse disciplines to solve problems that challenge the best companies in the world. Together we find previously unimagined opportunities. What could be more interesting than that? It's exactly why we set up Innovia 20 years ago.

Andy Milton

I'm an innovator with a passion for sustainability and am trying to see an upside in this crisis that leads us towards a more sustainable and resilient future. And to help our clients innovate to make that future happen. I manage several of our client relationships, with a focus on transport, apparel, and consumer products. I started my career studying Physics and brain imaging.

Dr Shreyas Mukund

I lead Innovia's practice in Innovation Strategy and act as a relationship manager with a focus on healthcare and consumer products. I enjoy spanning the gap between corporate and start-up innovation, and also act as Head of Strategy for the content marketing tech start-up, Sparrho. I started my career in translational cancer research and have a PhD in biophysical chemistry.

Ben Rose

I have been an Innovation Consultant for over 15 years. During this time I have worked with some of the world's biggest companies on their most important innovation challenges, helping them to set visions, patent inventions, design and manufacture products, and create communication campaigns. This has been made possible through Innovia's multidisciplinary approach to innovation. I'm Head of Design at Innovia and I represent all of our consulting disciplines on our Executive Management Committee.

Dr Guen Bradbury

As a veterinary surgeon, I'm used to diagnosing problems, considering a range of treatments and selecting appropriate solutions: I put these skills to good use as an innovation consultant across a range of sectors. Prior to joining Innovia, I worked in general veterinary practice, in a veterinary hospital and then in preclinical pharmaceutical testing as a veterinary anaesthetist. I hold an Honorary Fellowship from the University of Edinburgh, I lecture and supervise at the University of Cambridge, I work with the Royal College of Veterinary Surgeons to support innovation within the profession, and my textbook on behavioural problems in pet rabbits was published in 2018!

Oscar Tucker

I am an innovation consultant with a background in engineering. I am passionate about innovation strategy, next-generation manufacturing, and helping companies set and achieve the best sustainability targets. My work includes making plastic films more recyclable, helping ensure bio-based plastics are sustainable, and setting sustainability strategy for manufacturing companies.

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