

# Innovia Virtual Careers Evening

21<sup>st</sup> October 2020





# Innovia

T E C H N O L O G Y

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Innovia Technology is a global innovation consultancy,  
specialising in the front end of innovation,  
working with the best companies in the world to  
create opportunities for growth.

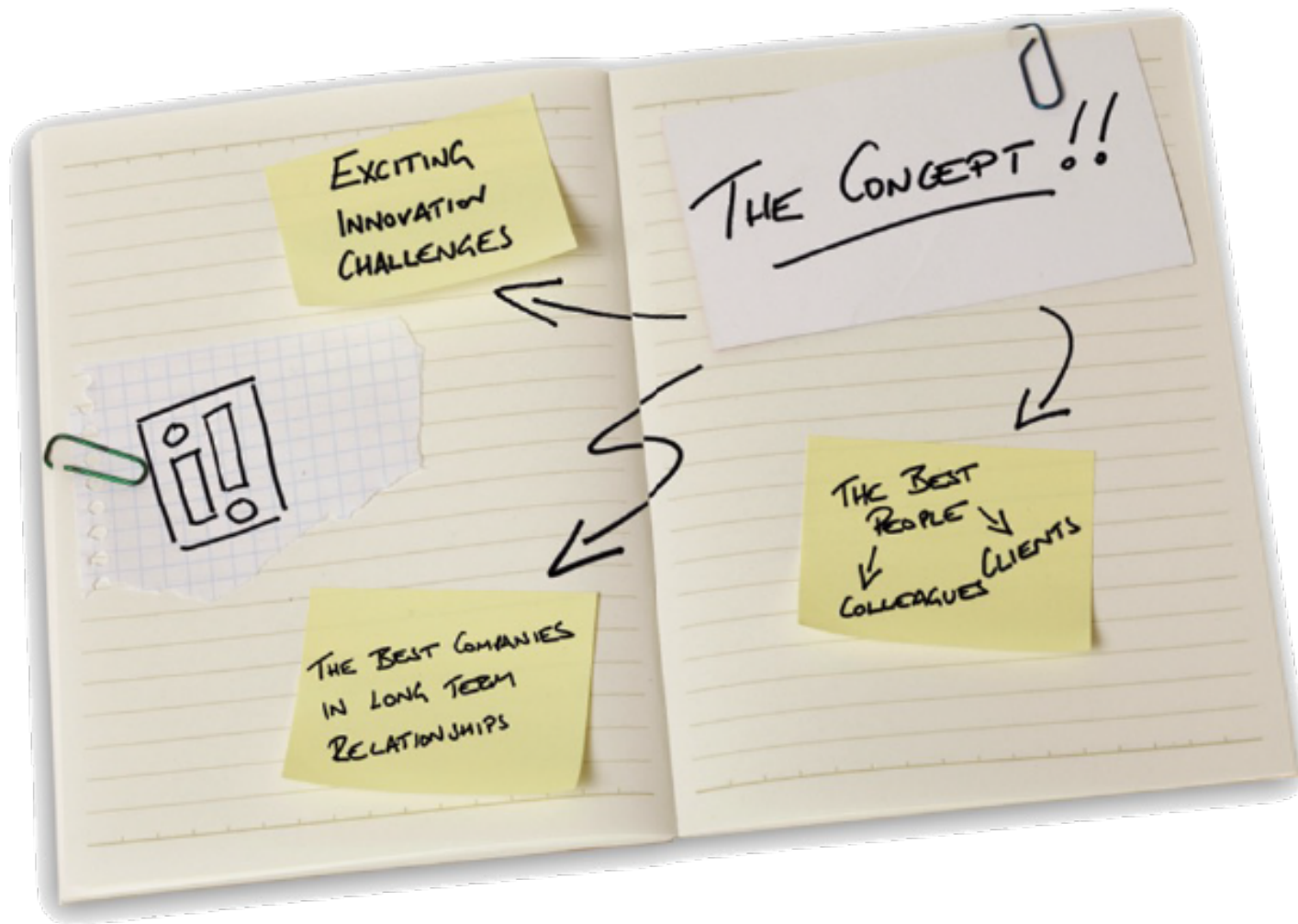


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# Alastair MacGregor

CEO

# INNOVIA: IN THE BEGINNING (1999)



# OUR CLIENTS

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**PROCTER & GAMBLE**

**SHELL**

**BOEING**

**KRAFT HEINZ**

**MEDTRONIC**

**GE HEALTHCARE**

**ANGLO AMERICAN**

**BAYER**

**VF CORPORATION**

**PEPSICO**

**JOHNSON & JOHNSON**

**ROLLS-ROYCE**

**ABB**

**PFIZER**

**JAGUAR LAND ROVER**

**BASF**

**NEWELL BRANDS**

**LEGO**

**CATERPILLAR**

**SOUTHWEST AIRLINES**

**AB INBEV**

World-class clients benefit from our experience of innovation across multiple sectors. We're proud of the fact that we've helped several of these clients innovate on over 100 different projects.

# WHAT MAKES US BETTER?

*We call it holistic innovation*

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**SCIENCE &  
TECHNOLOGY**

**MOTIVATION &  
BEHAVIOUR**

**DESIGN &  
MANUFACTURE**

**BUSINESS &  
STRATEGY**



Innovation needs to work from every angle. Holistic innovation brings different perspectives together from the start and throughout to ensure the best chance of success.



# OUR PEOPLE

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Our dynamic, multi-disciplinary teams draw on the deep technical knowledge of our physicists, designers, engineers, chemists, biochemists, and behavioural scientists to solve challenging problems for our clients in unexpected ways.



## APPROACH

We analysed the scientific literature and applied a validated behavioral model to Heineken's own data. From our analysis, we designed interventions, refined them in consumer testing sessions, and then piloted them in ten UK bars. We measured how many people intended to drive after drinking when exposed to the interventions and compared this to a control group.

# HEINEKEN

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Reducing drink-driving using behavioural science

## CONTEXT

Every year, around the world, over 300,000 road-accident deaths are attributable to alcohol. Heineken created its 'When You Drive, Never Drink' campaign to achieve its long-term goal of reducing drink-driving rates by ten percent worldwide. As part of the campaign, Heineken asked Innovia to design and test a behaviour change programme that empowers drivers to do the right thing.

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## IMPACT

In the bars that delivered the behaviour-change programme most effectively, almost 50% fewer customers said that they intended to drive after drinking alcohol. Heineken launched the "When You Drive, Never Drink" behaviour change programme during the 2018 Canadian Grand Prix, in front of the global media. Regional pilots have been completed in Brazil, Russia and New Zealand. The programme continues to receive attention within the PR community. It has been shortlisted for several awards and commended for the rigour of the study.





# PROCTER & GAMBLE

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Creating revolutionary mascara

## CONTEXT

CoverGirl and Max Factor are global cosmetics brands, operating in a multi-billion dollar market. To drive competitive advantage, Innovia was asked to create a range of breakthrough mascara concepts spanning formulation, packaging, delivery systems and business models.

## APPROACH

We explored stakeholders' needs and new technologies such as smart materials and brush design concepts. We created over a hundred initial concepts and then used experiments, physical models and high quality visualisation to select the winners. We also found patent whitespace in an over-crowded area.

## IMPACT

CoverGirl LashExact and Max Factor Lash Perfection were launched with a revolutionary brush design inspired by our work. The award-winning new products delivered breakthrough lash separation with superior appearance benefits.



## APPROACH

Innovia has contributed to P&G product development across the entire innovation process – from considering where to play and how to win, solving technical challenges, generating and protecting ideas, making the ideas real, and maximising the business impact of the products. Our holistic approach enables us to tackle complex challenges efficiently, ensuring that solutions are well-rounded, with a scientific basis, a compelling consumer proposition, and a solid business case.

## PROCTER & GAMBLE

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Developing breakthrough products:  
AIRIA and OPTE

### CONTEXT

Creating successful consumer products is notoriously difficult. The marketplace is crowded, the competition is fierce, and consumer attention is hard to win, let alone retain.

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## IMPACT

We've recently helped P&G develop two breakthrough consumer products. AIRIA is a revolutionary response to whole-home scenting – a smart home fragrance system that delivers scent using patented capillary action and heating technology. The OPTE Precision Skincare System developed by P&G Ventures is the first at-home skincare device that scans the complexion and immediately corrects hyperpigmentation by precisely applying serum to blemishes. Both were launched at CES 2019 to widespread acclaim. OPTE was the eighth trending topic on Weibo and received four 'best of' and 'top pick' awards.



## APPROACH

For the 2012 London Olympics, arena launched the Powerskin Carbon-Pro. In our work on this next-generation suit, Innovia identified actionable technical benefits and translated them into compelling consumer propositions. We showed arena how to achieve the benefits and advised on how to communicate them to consumers, culminating in an Innovia consultant explaining the suit's technical features in the launch video.

# ARENA INTERNATIONAL

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Translating technical benefits into consumer propositions

## CONTEXT

The first suit developed by Innovia's collaboration with arena, the Powerskin X-Glide, dominated the 2009 World Championships. arena swimmers won more gold medals, and broke more world records than ever before. Since then, our partnership has continued.

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## IMPACT

The Powerskin Carbon-Pro includes a next-generation compression technology that can provide improved support where needed, without detracting from the swimmer's mobility. 34% of swimming medal winners were wearing the suit at the 2012 Olympic Games.



## APPROACH

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. Another was Interface, the world's largest commercial carpet tile manufacturer, which recycles nylon from both its own carpets and from discarded fishing nets into new carpet tiles.

## BOEING

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Guiding a materials sustainability strategy

## CONTEXT

Lighter carbon-fibre composite materials have revolutionised aircraft manufacture, but they are very hard to recycle. Boeing wanted to drive the development of carbon-fibre recycling. It asked Innovia Technology to conduct a learning exchange with non-aerospace organisations to unearth key insights and processes for achieving material sustainability in different industries.

## IMPACT

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





## APPROACH

To make the future of biopharma tractable, Innovia identified key disruptive trends and uncertainties to define four distinct worlds. In each world, different threats and opportunities impacted GE Healthcare. We considered how novel competitive strategies and business model innovation could create a robust business across the worlds.

# FUTURE-PROOFING BIOMANUFACTURE

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Future-proofing biomanufacture

## CONTEXT

GE Healthcare makes the technology that enables the manufacturing of many biological drugs. It asked Innovia to consider how its industry might change, and to define the most powerful strategic responses. It wanted to build a robust strategy to navigate an uncertain future. Two decades ago flip-phones were the next big thing, the first human genome was not yet sequenced and antibody drugs were not yet mainstream. What could we expect in the next two decades?

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## IMPACT

Innovia's work highlighted where GE Healthcare's current strategy was robust, and identified new strategies to capitalise on emerging opportunities, in order to help the business stay dominant for the decades to come.



# ABB

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Envisaging future factory automation

## CONTEXT

Automation, robotics, cloud computing, and big data are driving a revolution in manufacturing that some have called 'Industry 4.0'. ABB is a world-class automation company and wants to maintain its leading position during these changes. It asked Innovia to envisage the future and identify opportunities for ABB to realise value.

## APPROACH

We worked closely with the ABB teams in the strategy process, taking responsibility for envisaging the future factory automation architecture - what automation systems will exist in future factories, how they will interact, and what opportunities this will create. Using a scenario-planning approach, we considered the uncertainties and trends associated with automation and created four plausible futures.

## IMPACT

Our recommendations helped ABB to develop its future strategy, deciding where to play and how to win. We provided an external perspective on a challenging problem, structuring a complex space to accelerate the decision-making process and deliver to tight deadlines. We helped ABB to see how to move from lofty strategic aspirations to future business reality.





## APPROACH

The challenge: over a wide range of temperatures and shear forces, ensure oil is present when the lubricated surfaces are moving but prevent its escape when they are stationary. We combined the fundamentals of rheology with a molecular-level understanding of colloids and gelation mechanisms. Using this first-principles analysis, Innovia created concepts for new-to-world thickeners and established new directions for improving current systems. We then identified the experimental steps needed to develop the concepts, and key partners.

## SHELL

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Finding new ways to thicken grease

## CONTEXT

What came first, grease or the wheel? Greases were originally based on animal fats and modern greases based on lithium soap owe something to this ancestry. Shell's Lubricants Discovery Hub is at the forefront of research in this field and challenged Innovia to find alternative approaches to thickening grease.

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## IMPACT

Our work created 5 valuable patents for Shell. It will ensure that, across the globe, rotating equipment continues to run smoothly.

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# MAKE IT HAPPEN

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