

Assessment A requirements

Recent innovation in manufacturing

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Categorise the innovation developments which have taken place in terms of Greg Satell's typology and analyse them in relation to:



1. The extent to which they have shifted the chosen company's market position.



2. The extent to which they have influenced the company's internal structures and management processes.



3. The extent to which they have been technology dependent - and if so which technologies.



4. A consideration as to the outcome of the innovation.



Huel (HUMAN + FUEL)

THE COMPANY WAS FOUNDED BY [JULIAN HEARN](#) IN JUNE 2015 WITH A MISSION.

TO MAKE NUTRITIONALLY COMPLETE, CONVENIENT, AFFORDABLE FOOD, WITH MINIMAL IMPACT ON ANIMALS AND THE ENVIRONMENT.

Is this new technology (Breakthrough)

Well- not exactly

► Carl Sagan said, “You have to know the past to understand the present;” and Martin Luther King, Jr, “We are not makers of history. We are made by history.”¹





The Metrecal steak.

About this picture: Our photographer said, "Since Metrecal's a complete meal, let's shoot it like one."



The Metrecal steak by the Mead Johnson company

The extent to which Huel have shifted their market position.

- ▶ Huel's innovation- A fresh approach.
- ▶ Huel's focus on high-quality.
- ▶ Huel's focus on direct-to-consumer sales.
- ▶ Market place leaders



The extent to which Huel have influenced the company's internal structures and management processes

▶ Internal Structures-

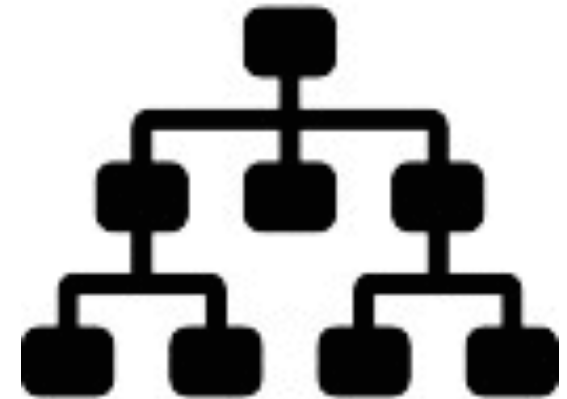
- ▶ We believe a strong and positive culture is vital for success. So we codified our rules of the game in the first few months after Huel was launched, printed and framed them. When we moved into our new office we went one step further and covered the whole wall with our values. - HUEL

▶ Management process-

- ▶ Everyone is involved in the process, there is no top down in the company, it is based on Customer focus, both internal & external to fulfil our requirements.

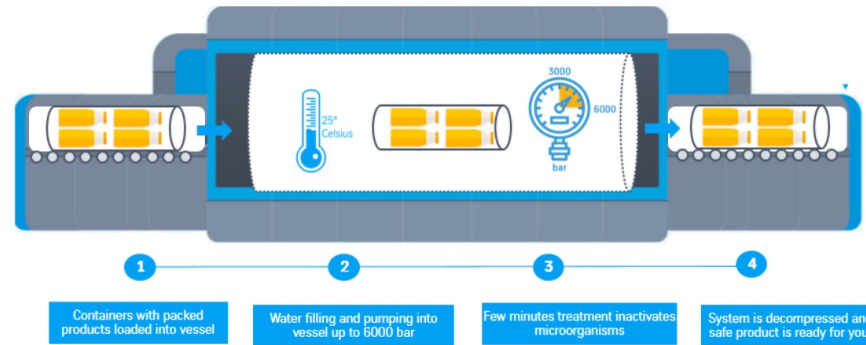
▶ Direct-to-consumer sales-

- ▶ E- Commerce.



The extent to which Huel have been technology dependent - which technologies have had the biggest impact.

▶ Advanced manufacturing techniques.

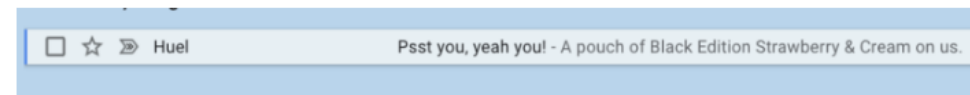


▶ E-commerce platform.

▶ Quality Testing.



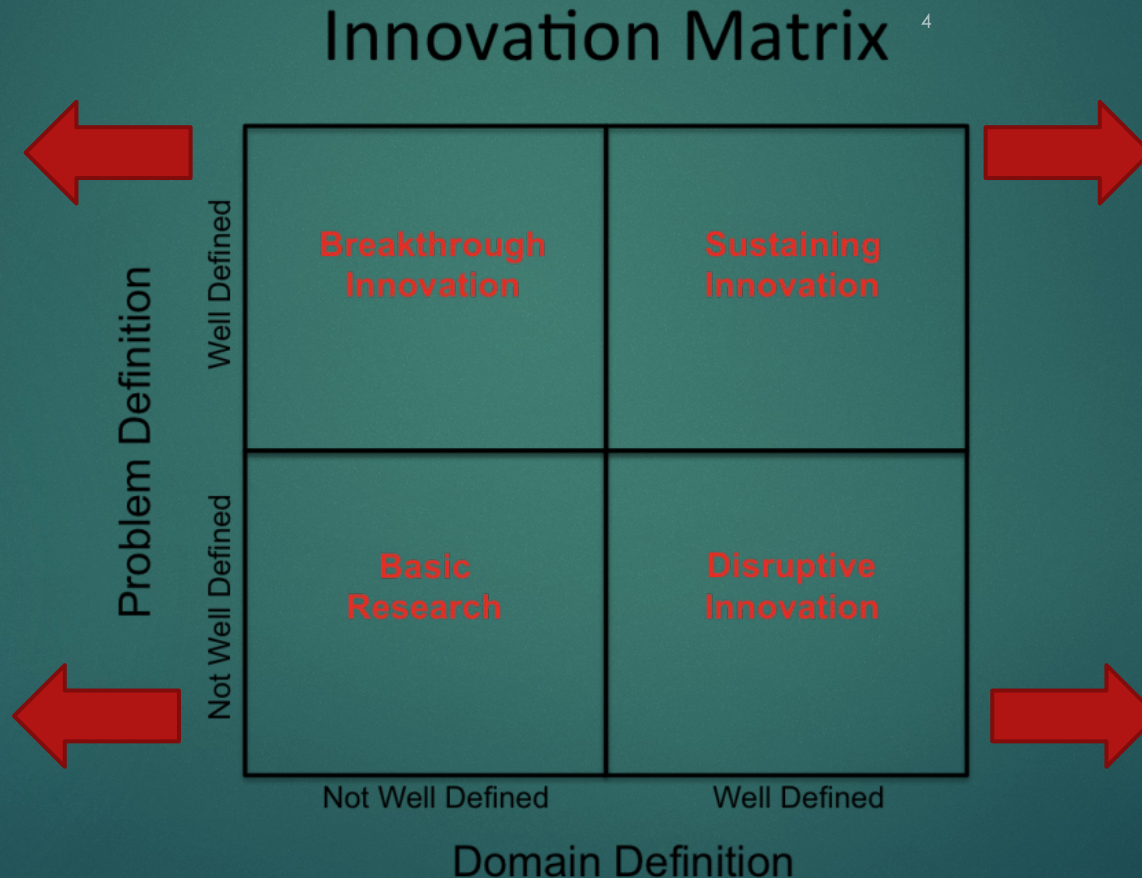
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Overview of Satell's Typology

Companies look at exploring unconventional skill domains and open collaboration between multi-disciplinary teams .

Companies executing research in the background, either in-house or by collaborating with R&D institutes



Companies look at improving existing capabilities in existing markets through R&D and acquisitions.

Companies look at changing their business model to meet the competitive shift in the market.

Innovation in Huel

- These are the multiple ways Huel have been innovative in design to align their business model to that of a Nutritious Food Economy:

Breakthrough Innovation

Combination of Nutrition, Technology and Customer base. Collaboration of disciplines and expertise that would not normally align.

Sustaining Innovation

Sourced Healthcare & Nutritionist's expertise, to design a new formula and adapt their existing technical skills to design for outcome rather than weight loss.

Basic Research

Using in house expertise to solve problems that were associated primarily with Weight loss & fitness

Disruptive Innovation

Step change in business model to align with the new food economy

Innovation Matrix ⁵

Problem Definition	Well Defined	Not Well Defined
	Breakthrough Innovation	Sustaining Innovation
Not Well Defined	Basic Research	Disruptive Innovation
Domain Definition		

A consideration as to the outcome of the innovation

- The outcome of Huel's innovation has been highly positive, with the company achieving significant growth and success in a short period of time. Huel's innovative approach to meal replacement products has enabled the company to establish itself as a leader in the health and wellness market, with products available in over 80 countries worldwide.
- One key outcome of Huel's innovation has been its ability to meet the changing needs and preferences of modern consumers. Huel's focus on high-quality, plant-based ingredients and innovative manufacturing techniques has enabled the company to develop a unique product that meets the nutritional needs of busy consumers who are looking for convenient and healthy meal options. In addition to this Huel's innovation has been its ability to build a strong relationship with its customers. The company's focus on direct-to-consumer sales and subscription-based model has enabled Huel to gain valuable insights into its customers' preferences and needs, which has steered its product development and marketing strategies. This has contributed to the company's success in building a highly engaged and loyal customer base.
- Huel's innovation has also had positive outcomes for the wider health and wellness industry. The company's success has highlighted the growing demand for convenient and healthy meal options and has encouraged other companies to invest in developing similar products.
- Overall, the outcome of Huel's innovation has been highly positive, with the company achieving significant growth and success while meeting the changing needs and preferences of modern consumers. Huel's innovative approach has had positive outcomes not only for the company itself but also for the wider health and wellness industry.

Greg Satell's "Mapping Innovation," Huel's innovation strategy.

Mapping the Landscape: Huel identified a gap in the market for convenient, healthy, and affordable food options that could meet the nutritional needs of busy individuals. By leveraging advances in food science and technology, Huel developed a range of meal replacement products that could be easily prepared and consumed on-the-go.

Finding the Opportunity: Huel's opportunity was driven by several key factors, including changing consumer attitudes towards health and wellness, increasing demand for plant-based foods, and a growing trend towards convenience and time-saving solutions.

Defining the Challenge: Huel's challenge was to create a product that was not only nutritionally complete but also delicious and convenient to use. This required extensive research and development to create a range of products that could meet the needs and preferences of a diverse customer base.

Developing the Solution: Huel's solution was to create a range of meal replacement powders, bars, and ready-to-drink shakes that were formulated to provide all the essential nutrients required for a healthy diet. By using high-quality ingredients and innovative manufacturing techniques, Huel was able to produce products that were both nutritious and delicious.

Building the Business Model: Huel's business model is built around direct-to-consumer sales, allowing the company to maintain control over its products and provide customers with a high level of service. Huel also uses a subscription-based model, which provides customers with regular deliveries and ensures a consistent revenue stream for the company.

1. An outline of what each of you contributed to the review on which the presentation is based;
2. What each of you learned in undertaking this assessment

➤ **John Robert Isaac.**

- Subject matter, design foundation and layout, research and citations. All notes', summaries of findings. Slides 1-7. 10-13

➤ **William Mcallister-Lovatt.**

- Slides 7-8-9

➤ **John Robert Isaac.**

- Some of my key learnings have been, that very few times in history can innovation be attributed to a single event, most innovation comes from past inventions or discoveries. In terms of my subject matter; I believe Huel has touched on all four of Greg Satell's innovation matrix. Julian Hearn followed the lead of Steve Jobs by asking two very simple but extremely important questions- How well is the problem defined? and Who is best placed to solve it?, two amazing questions that can be taken forward to solve most challenges we face, not just within the subject of innovation but with many fields.
- My next key learning sounds obvious but I guess up until this point I have not considered it. Without innovation everything ceases to progress, perhaps it even goes backwards, without incremental innovation such as the example given- if we powered our laptops using the original version of DRAM from 1966 would it now weigh 250,000 tons!⁶

Citations

- ¹BMJ 2018;361:k2392
- ² Donald Uhrbrock/Getty Images
- ³ <https://www.thyssenkrupp-industrial-solutions.com/high-pressure-processing/en/what-is-hpp>
- Slide 4- Stephanie Buck Dec2016
- ⁴ Mapping Innovation by Greg Satell
- ⁵ Mapping Innovation by Greg Satell
- ⁶ Bernard Meyerson, Turing Lecture 2014
<https://tv.theiet.org/?videoid=5012>
- Slide 8- *Oli Brand Business Leader Sep2020*
- Slide 4- Freedman, 1982