



Innovation – Technology Drivers

Session IV
July 2022
Alan Mumby

teabags in the UK

razors in the USA

social enterprise in South Africa

feeling comfortable on an airplane Europe & America

making coffee in Switzerland

educational toys

Technology Drivers

Case Study I





Tetley a leader in the
world teabag market



promote the idea that....

”....round teabags allow the tea to go round in circles and therefore make a better brew...”



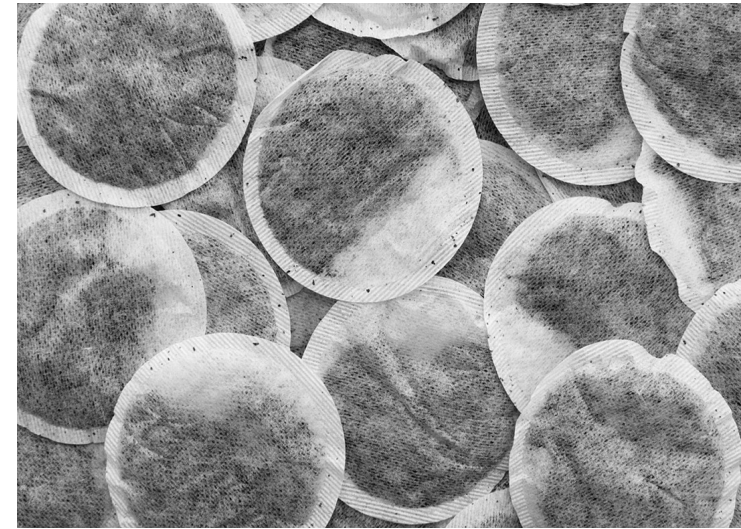
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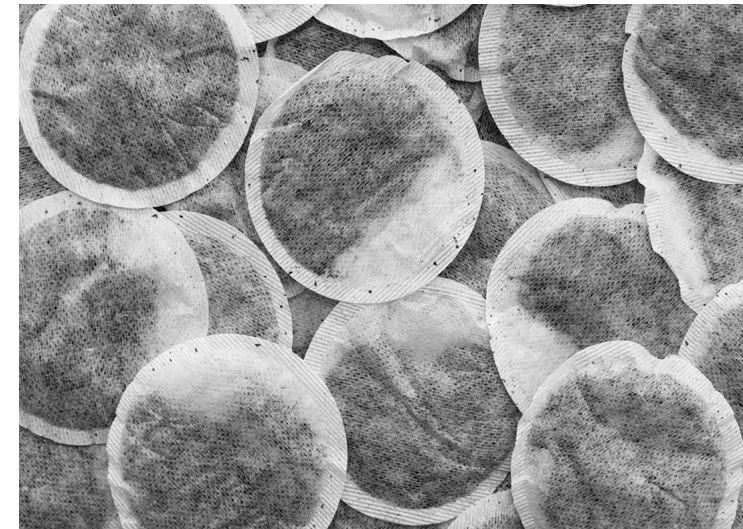
How ?

So at the design and development stage the company decided not to discuss round teabags with its supplier of manufacturing equipment. Instead, it hired engineering consultants to develop a completely new manufacturing line for round teabags.



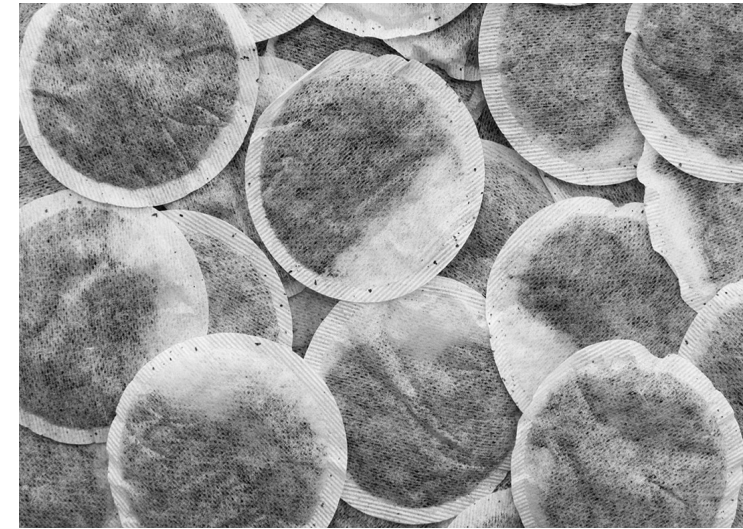


Because of this, when the new product was introduced, competitors were unable to obtain similar manufacturing equipment and Tetley maintained its lead.





“...innovation is critical. It’s really important to continually bring new and fresh things to market which surprise and delight, whether that’s simply a new blend or flavour, an entirely new product or a new route to market...”



Andrew Dobson, Director of Engineering innovation at Tetley

Technology Drivers

Case Study II

The Gillette logo is displayed in white, bold, italicized sans-serif font on a dark blue rectangular background. The word "Gillette" is followed by a registered trademark symbol (®).

Gillette®



To some, innovation is inextricably linked
to a first-to-market strategy.

Many breakthrough products have
captured the imagination of many people.



But there's a downside of being first to market....

competitors can quickly copy your innovation if you have not thought of ways to protect it.

Worst of all - a competitor's 'copy' that's better than your original.



First to market

Gillette developed an advanced razor, with its characteristic three blades set at different and very precise angles.

First to market



Boots quickly
introduced a good
copy of the product at
a fraction of the retail
cost..

How, Why.....?



Second to market



First to market



Wilkinson Sword
introduced a four-blade
razor.

When products are easy
to copy, competitors can
'leapfrog' the original
features.

Third to market



First-to-market product

This made Gillette more dependent on expensive television advertising to try and protect sales of its product.

So Gillette
introduced its
'Fusion' product
with five blades.



So Gillette
introduced its
'Fusion' product
with five blades.

Copied in a much
cheaper form by
the US Rite Aid
pharmacy chain.





All good things come to an end

...there can only be so many blades on a razor..

So now the focus switches from the number of blades on a razor to.....

.....automatic skin hydration.

Technology Drivers

Case Study III



LUMKANI
SAFER TOGETHER

Lumkani is a social enterprise that has developed an early-warning fire detection device, designed to address the challenges of shack fires in the townships across South Africa and similar settlement types around the world.


#LetsStopFire



“Johannesburg: Fire in township
leaves thousands homeless....”

The developers of the new product had been spurred on by the enormity of fire risk in South Africa's townships: between 2000 and 2010, 250,000 people were displaced because of fires.



Smoke-producing cooking is common in the township settlements, with the usual method of cooking is with gas, ‘open-fire’ cooking is still quite common.

“Johannesburg: Fire in township leaves thousands homeless....”



Lumkani's detector senses an increase in temperature rather than smoke, which reduces the chance of false alarms and accurately detects hazardous fires

- simple mouldings
- simple electronics

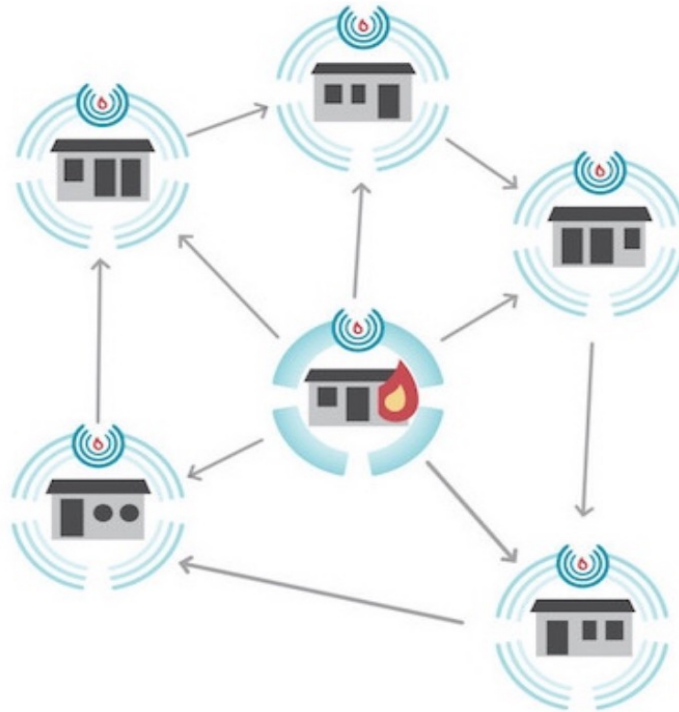
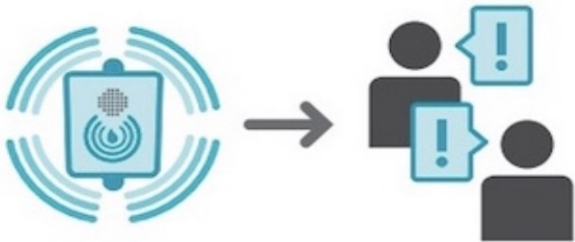


#LetsStopFire

ubiph omde – umlilo ekhayeni lakho
Long Beep – Fire in your home



biph biph biph- umlilo ebumelwaneni
Beep Beep Beep – Fire Nearby



The developers
recognised the need to
make this a community
alert.

Technology Drivers

Case Study IV



AIRBUS



BOEING



Airlines need well-designed passenger cabins and Boeing and Airbus are being challenged to provide more innovative cabin design within the limitations of the space available.





The ambient conditions, such as air quality and temperature, need careful control

but the main focus is now on the spatial layout,
more comfortable seating and cabins that are
spacious.





The ambient conditions, such as air quality and temperature, need careful control

....or should that read ...

.....that give the impression of being spacious.





Perception plays a key role and so the subtle use of décor, mirrors and dividing walls. and lighting can give the impression of more space, by reducing shadows and other effects that make passengers feel more cramped.

Technology Drivers

Case Study V





Jura was founded in 1930
first product was an electrical iron.



Jura designed its first coffee machine in 1939, it now has 685 employees worldwide and revenues of €357 million/£307 million.

* NB Manufactured by Eugster/Frismag in Romanshorn, which also manufactures machines for other brands such as Siemens, Bosch and AEG.



The top-selling Impressa Z5 was the first machine to make a cup of really frothy cappuccino at the press of a button.



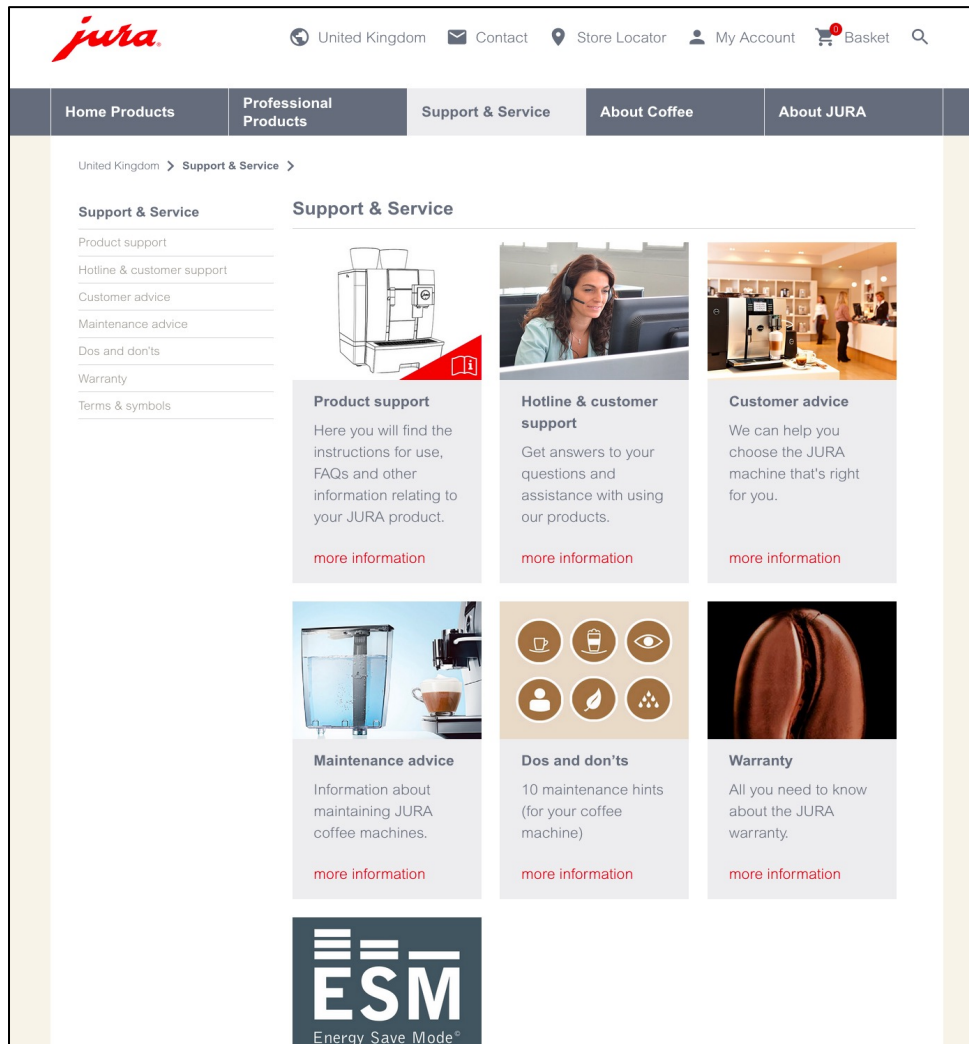
Jura's R&D has expertise in coffee grinding, brewing and producing excellent frothy milk.

All this requires expert knowledge in a number of disciplines, from mechanical engineering, to the physics of foams and the use of control software.



The Z5 is designed for easy
maintenance.

e.g. in contrast to many other
products on the market, the grinding
mechanism is self-cleaning.



Experienced and professional service personnel carefully explain how to get the Z5 working again, sharing tips such as using a toothpick to readjust a faulty detector.



Swiss owners can drive to Jura's
state-of-the-art 'service factory'
where they can personally watch
while the problems with their
machine are diagnosed and the
repair.







yours for £154





Bargain at £385



image needed of
excited young child
playing with the toy ?

copied from
John Lewis website



image needed of
excited young child
playing with the toy ?

copied from
John Lewis website



Strategy and Business

Rebuilding Lego – brick by brick

Introduction to Innovation
Management - case study

Alan Mumby October 2020

1. So, what happened to Lego?
2. How did they end up losing
£216,000 everyday
3. Did they fix it?

Read the paper and prepare to discuss
the content.