



CLIENT STORY

How Lux’s Insights Enable Strategic Technology Partnerships at Air Products

By empowering decision-makers with reliable third-party insights, Lux Research helps Air Products pursue strategic partnerships faster, smarter, and with greater confidence.

About Air Products

Air Products is a global leader in industrial gases, specializing in air separation, rare and atmospheric gas technologies, and hydrogen — including low-carbon hydrogen solutions — for decarbonization and energy transition initiatives. With more than 80 years of history, Air Products supports key sectors from manufacturing and refining to new energy and clean technology.

The company’s Strategic Technology Partnerships (STP) group — led by Barry Herzog — is the open innovation engine of its global technology organization. Tasked with identifying and advancing external partnerships across startups, academia, labs, and large enterprises, STP plays a critical role in ensuring Air Products remains at the forefront of industrial innovation.

Client Challenge

Air Products operates at the cutting edge of industrial technology — but even a company with deep in-house expertise can’t go it alone, especially in fast-evolving areas like the energy transition and artificial intelligence. The STP team needed more than information — they needed an agile partner that could help them:



Identify credible technology partners faster



Accelerate internal responsiveness to executive inquiries



Validate new innovations against market hype



Support AI adoption and digital transformation with strategic insight

Above all, Air Products needed an external resource that could offer unbiased perspectives and supplement their own analysis — ensuring smart, timely decisions that align with both safety and environmental mandates.



“My team can do what your team can do — but the answers are going to be different. Lux gives me a completely independent lens to compare against our internal research, which is critical to sorting out hype.” — Barry Herzog, Director of Strategic Technology Partnerships, Air Products

Our Approach

Air Products integrates Lux Research across multiple layers of its technology scouting, partnership strategy, and AI innovation efforts — embedding Lux into daily workflows to drive faster decision-making and wider engagement with stakeholders across the organization.



Accelerated Response Times: With Lux, Herzog and his team can instantly respond to executive inquiries — relying on curated reports, Innovator Assessments, and analyst-authored deliverables that save hours or even days of internal effort.



Trusted Third-Party Perspective: Lux's research helps validate — or debunk — new opportunities, making it easier to prioritize which technologies are worth pursuing and which can be deprioritized. That clarity improves internal credibility and stakeholder trust.



Team Enablement: From onsite visits and live presentations to report-sharing and training frameworks, Lux empowers STP to serve as a hub of innovation intelligence — helping other departments act quickly and confidently.



AI Strategy Support: Lux has also played a critical role in helping Air Products understand the rapidly evolving AI landscape — from use cases in physics-based modeling to evaluating external vendors.



“In the AI space, it’s all moving too fast. If we don’t stay on top of it, we’ll get lapped. Lux helps us keep up.”

— Barry Herzog, Director of Strategic Technology Partnerships, Air Products

“When I get an inbound from an executive asking me to look at a company, I start with Lux.”

— Barry Herzog, Director of Strategic Technology Partnerships, Air Products

The Benefit

Working with Lux Research delivers measurable benefits to Air Products' Strategic Technology Partnerships team — not just in speed, but in strategic clarity and organizational influence.



Hours of Time Savings

Having instant access to Innovator Assessments, market research, and deep technical evaluations regularly helps Air Products save hours — and often, entire days — of research time on each inquiry or project.



Team Credibility

The ability to quickly respond to executive questions with curated Lux research has enhanced STP's reputation internally — making the team a go-to source for insights and guidance across the business.



Risk Analysis

Lux often helps Air Products avoid investing time in technologies that don't meet strategic or technical standards — and makes introductions to high-potential partners faster and warmer.



Deeper Assessments

Lux doesn't just surface companies — it provides structured frameworks, analyst context, and deep technical reviews that help STP approach every opportunity with confidence.

"Lux is polymathic — multifaceted, multi-talented, and valuable in so many different ways. You're a true partner in how we explore and innovate."

— Barry Herzog, Director of Strategic Technology Partnerships, Air Products



VISIT

www.luxresearchinc.com



READ

www.luxresearchinc.com/blog/



CONNECT

www.linkedin.com/company/lux-research



FOLLOW

[@LuxResearch](https://twitter.com/LuxResearch)



CONTACT

questions@luxresearchinc.com



INSPIRE
ILLUMINATE
IGNITE