



MAXIMIZING HUMAN-CENTRIC INNOVATION:

From Insights to Action



Anthony Schiavo
Senior Director & Principal Analyst

WHAT TO EXPECT

- 01** | **We'll discuss what it means to do Human-Centric Innovation and how it helps innovators overcome today's pressures.**
- 02** | We'll dig into the Lux Innovation Model and demonstrate where in the innovation process human-centric approaches have the most impact.
- 03** | We'll apply these approaches to a key question — data center energy supply — and see how they can lead to better outcomes.

A NEW ERA OF INNOVATION

- Reduced budgets
- Pressure on profitability
- Cuts to head count
- Shorter timelines
- Changing government incentives
- Venture capital (VC) drying up



INNOVATION TEAMS UNDER PRESSURE

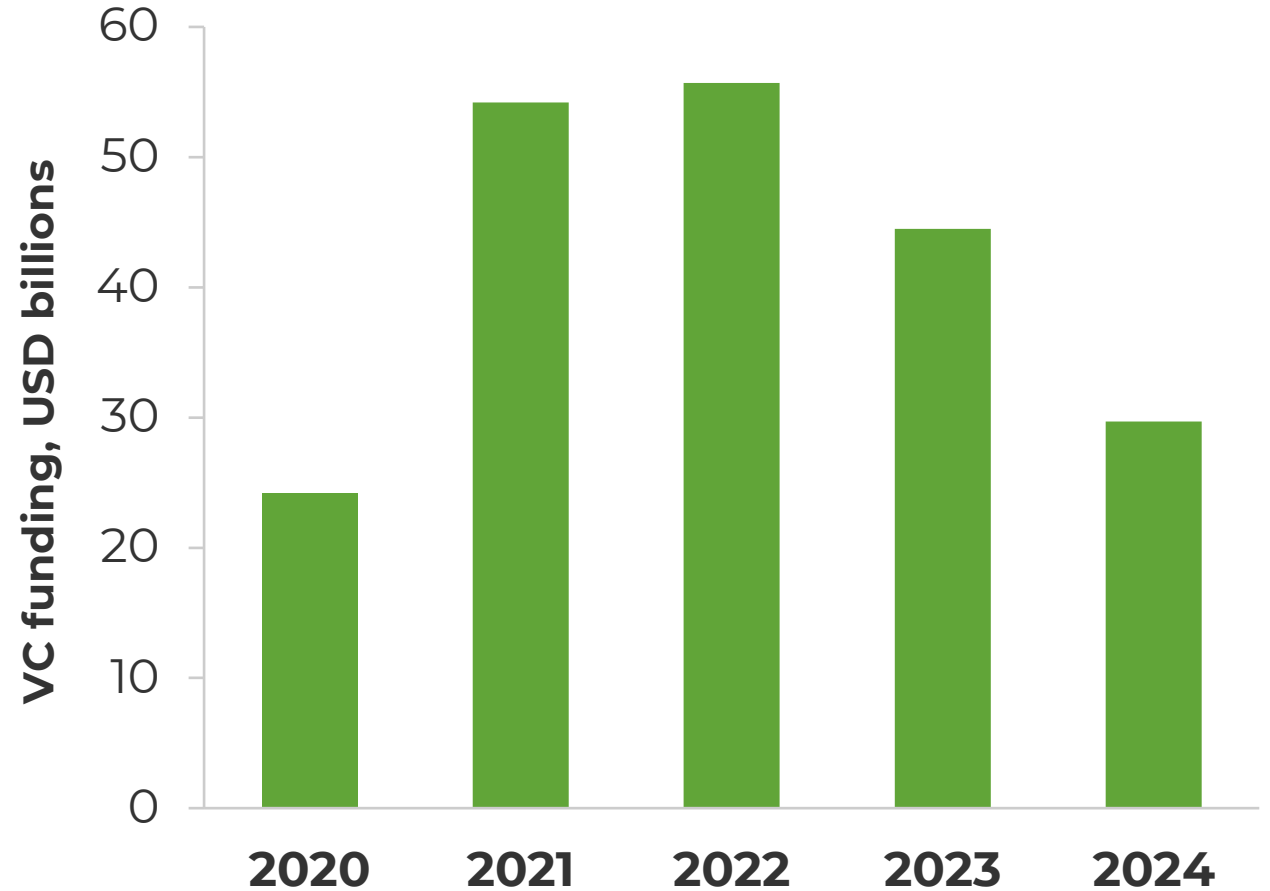
31 OCT, 2024

Layoffs surge in US white collar jobs as rates, AI alter office work

ARTIFICIAL INTELLIGENCE • CLEAN TECH AND ENERGY • VENTURE

Cleantech Funding Weakened In 2024

Cleantech VC Funding



U.S. RESEARCH FUNDING FACING CUTS

“ ”

The Texas Medical Center pumps billions of dollars into our economy ... [the] cuts put that money at risk along with thousands of jobs and critical research....

Christian Menefee, Harris County Attorney



TRADE WAR THREATS CREATE AN ENVIRONMENT OF UNCERTAINTY



Trump's Trade Wars Tip World to Slower Growth, OECD Warns

US Consumer Sentiment Drops, Price Expectations Soar on Tariffs

Trump Loves AI But His Tariffs Ramp Up Costs for Data Centers

CEOS SHIFT TO GROWTH, AWAY FROM TRANSFORMATION

2024 CEO Priorities Survey:



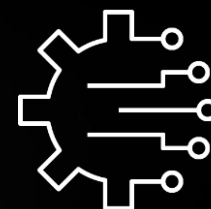
Business
growth

+26%



Business
transformation

-8%



Advanced
technology

-8%



Climate and
sustainability

-10%



**Innovation teams are under more
pressure than ever!**

3 CHALLENGES

1

Innovation teams are being asked to demonstrate results in two years or less.

2

Priorities change quickly, making it difficult to build consensus for innovation.

3

Social and political changes are disrupting existing innovation projects.

WHAT TO EXPECT

- 01 | We'll discuss what it means to do Human-Centric Innovation and how it helps innovators overcome today's pressures.
- 02 | **We'll dig into the Lux Innovation Model and demonstrate where in the innovation process human-centric approaches have the most impact.**
- 03 | We'll apply these approaches to a key question — data center energy supply — and see how they can lead to better outcomes.



HUMAN-CENTRIC INNOVATION

is a model that combines technical innovation processes with an analysis rooted in understanding human needs, behaviors, and aspirations

HUMAN FACTORS CAN SINK TECHNICALLY SOUND PROJECTS

Loudoun County, VA:

USD 1

In county spending on
data centers



generates



USD 26

In tax revenue

March 18, 2025:

**By-Right Data Centers Eliminated in Loudoun, Existing
Applications Grandfathered**



Community resistance increased dramatically when in 2023, Dominion Energy announced it would need to construct four new overhead transmission lines....

Ashburn Supervisor Mike Turner





Innovation challenge: Data center energy

THE LUX INNOVATION MODEL

DECISION GATE:
1

INNOVATION OPPORTUNITY

Go/No-go:
Is the innovation opportunity viable?



DECISION GATE:
2

ORGANIZATIONAL COMMITMENT

Go/No-go:
Is this a sound investment, and is the
innovation roadmap ready?



DECISION GATE:
3

ALIGNED HANDOVER

Go/No-go:
Are the business
units ready to
operationalize?



DECISION GATE:
4

COMMERCIAL RELEASE

Go/No-go:
Is the offering ready
for full release to
market?

THE LUX INNOVATION MODEL

DECISION GATE:

1

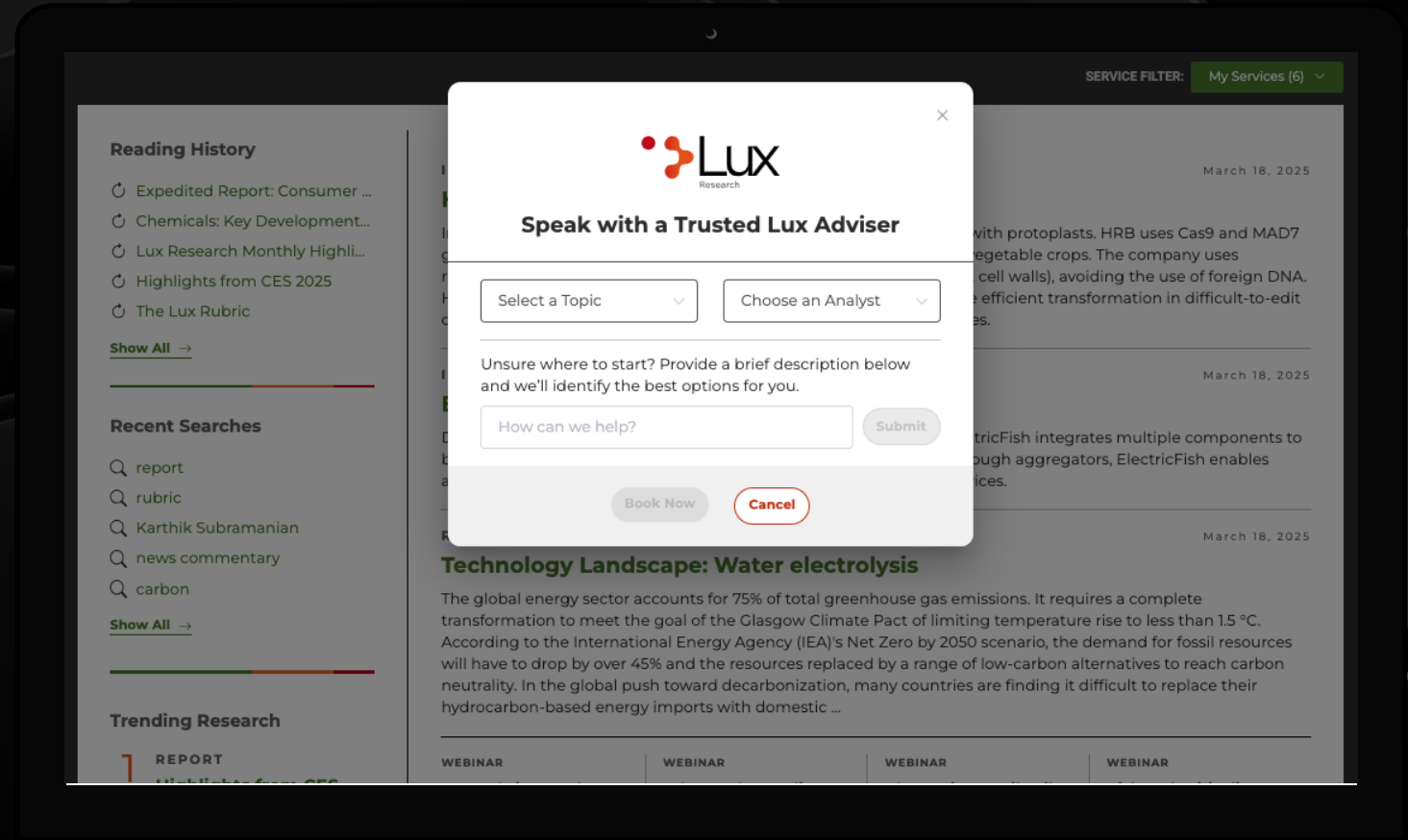
INNOVATION
OPPORTUNITY

Go/No-go:

Is the innovation opportunity viable?

Inquiry

1



THE LUX INNOVATION MODEL

DECISION GATE:

1

INNOVATION OPPORTUNITY

Go/No-go:
Is the innovation opportunity viable?



Inquiry

Innovation
Radar/Lux Rubric

1

The Lux Innovation Radar

Filter by Service

Filter by Priority

Filter by Urgency

Search Lux Innovation Radar List...

Rank	Title	Innovation Prowess ⓘ	Market Momentum ⓘ	Urgency ⓘ
1	Water Electrolysis ♥ Decomposition of water into hydrogen and oxygen gases using electricity RECENT RESEARCH: Lux Research Monthly Highlights: March 2025	5	5	Engage
2	Low-Carbon Cement ♥ Materials and manufacturing innovations that reduce the CO2 emissions of producing conventional cement or a cement alternative with low CO2 emissions RECENT RESEARCH: Color me curious: U.S. researchers develop rapid, color-based performance test for SCMs	4	5	Engage
3	Bioplastics ♥ Plastics, both drop-in equivalents and novel plastics, derived from biobased feedstocks and/or those that are biodegradable RECENT RESEARCH: Lactips introduces new sealant-grade barrier coating to expand market reach	4	5	Assess

THE LUX INNOVATION MODEL

DECISION GATE:

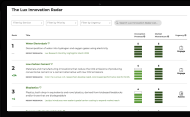
1

INNOVATION OPPORTUNITY

Go/No-go:
Is the innovation opportunity viable?



Inquiry



Innovation
Radar/Lux Rubric

1

Luxer

Virtual Research Assistant
An AI-powered Virtual Research Assistant designed to inspire, illuminate, and ignite your innovation thinking and help you make confident decisions in real time.

What is Lux's take on the technology and market readiness of sugar reduction?

Technology and Market Readiness of Sugar Reduction

The technology and market readiness of sugar reduction solutions are advancing, driven by consumer demand and regulatory pressures. The landscape includes both first-generation and second-generation technologies. First-generation solutions, such as high-intensity artificial sweeteners and sugar alcohols, are already commercially established. However, these often face consumer skepticism due to potential health concerns.

Second-generation technologies, including naturally derived alternatives, sweet proteins, physical modifications, and rare monosaccharides, are gaining traction. Sweet proteins, such as brazzein, thaumatin, and monellin, are particularly

Ready for expert insights?
Schedule an inquiry to delve deeper with a Lux analyst.

Sugar Reduction

Urbi Pathak
Research Associate
[Book now](#)

Precision Fermentation

Harini Venkataraman
Associate Research Director
[Book now](#)

THE LUX INNOVATION MODEL

DECISION GATE:

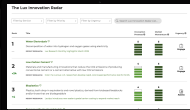
1

INNOVATION OPPORTUNITY

Go/No-go:
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Inquiry



Innovation
Radar/Lux Rubric



Luxer

Reports

1

Research Report

Fact-based and objective research and analysis engineered to inspire, illuminate, and ignite a client's innovation strategy

LAST UPDATED: OCTOBER 18, 2024

Expedited Report: Consumer Perceptions of Water Conservation (U.S., Germany, and Japan)

This report examines consumers' beliefs about water conservation in the US, Germany, and Japan, emphasizing the need to protect natural resources from commodification and ensure equitable access. They adopt water-saving habits, support sustainable industries, and adjust g...

[Tag](#) [Download PPT](#) [Download PDF](#) [Rate This Research](#): ★★★★★

LEAD ANALYST



Fabian Bauwens,
Ph.D.
Anthropologist

CONTRIBUTOR



Matthew Watton
Senior Anthropologist

Overview

This report examines consumers' beliefs about water conservation in the US, Germany, and Japan, emphasizing the need to protect

THE LUX INNOVATION MODEL

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**Innovation
Radar/Lux Rubric**

DECISION GATE:
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Go/No-go:
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DECISION GATE:
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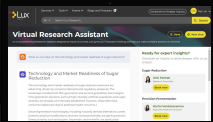
Go/No-go:
Are the business
units ready to
operationalize?



DECISION GATE:
4

COMMERCIAL RELEASE

Go/No-go:
Is the offering ready
for full release to
market?



Luxer



Reports

THE LUX RUBRIC PRIORITIZES TECH

Innovation Prowess

Inherent potential
of the technology



NOVELTY



**SUSTAINABILITY
PROMISE**



**DISRUPTION
POTENTIAL**

Market Momentum

External signals
of progress




LUX CLIENT INTEREST




INNOVATION ACTIVITY

Lux Innovation Radar

The technologies that will change the world, according to Lux Research's analysts and data scientists.

 [Download List as PDF](#)

 [Download List as CSV](#)

Overview

With thousands of emerging technologies and countless startups, deciding which innovations to pay attention to can be a daunting task. At Lux, we select innovations, based on a proprietary methodology called the Lux Rubric, which we believe will not only have the greatest business value impact but will also help you achieve your corporate sustainability goals. This Lux Technology Innovation Radar provides a list of the top technologies that our analysts are actively tracking — and that innovation leaders should be following to stay ahead of the curve.

The Lux Innovation Radar

Filter by Service 

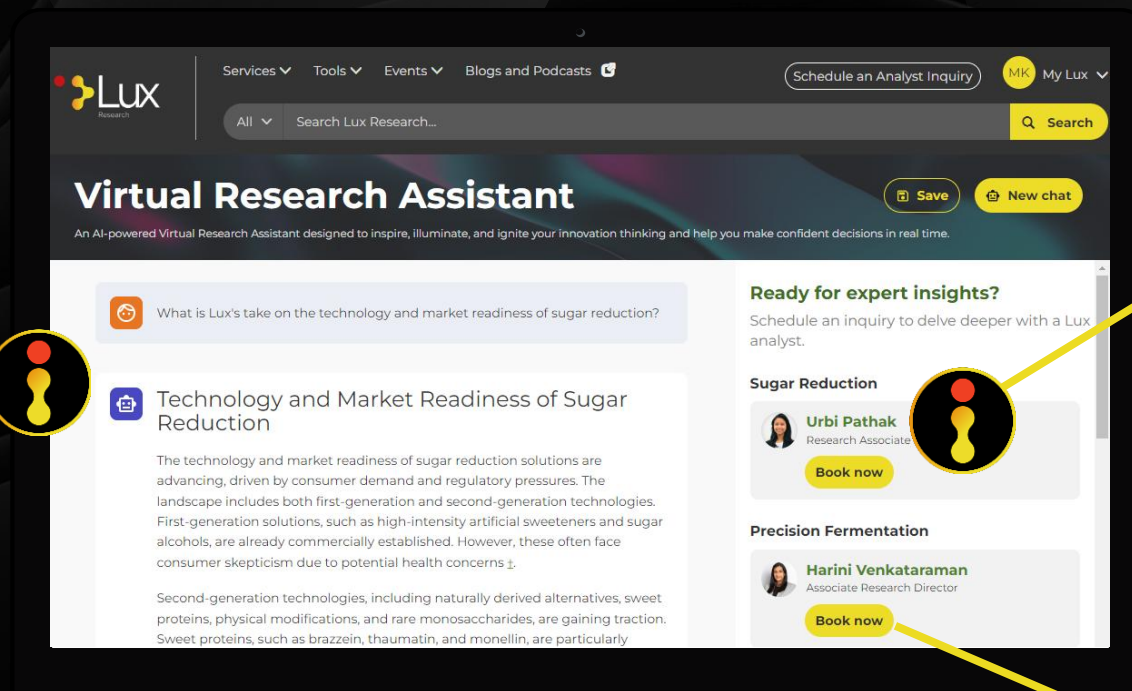
Filter by Priority 

Filter by Urgency 

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	Decomposition of water into hydrogen and oxygen gases using electricity	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	Engage
	RECENT RESEARCH: Dunia Innovations secures USD 11.5 million to advance catalyst development for climate technologies			

LUXER



IMMEDIATE ANSWERS

With sources cited?
Absolutely. Luxer points you directly to the Lux research behind every answer.

Never wait days for a written inquiry again!

EXPERT GUIDANCE

Luxer suggests the perfect Lux expert to take your understanding further.

SEAMLESS SCHEDULING

You can see the analyst's calendar and book a meeting — all within the Luxer app.




Luxer


Virtual Research Assistant





 **New Chat**

 **Home**

 **How It Works**

 **History**

 **Save Chat**

 **Lux Library**



What's the opportunity to power data centers with renewable energy?



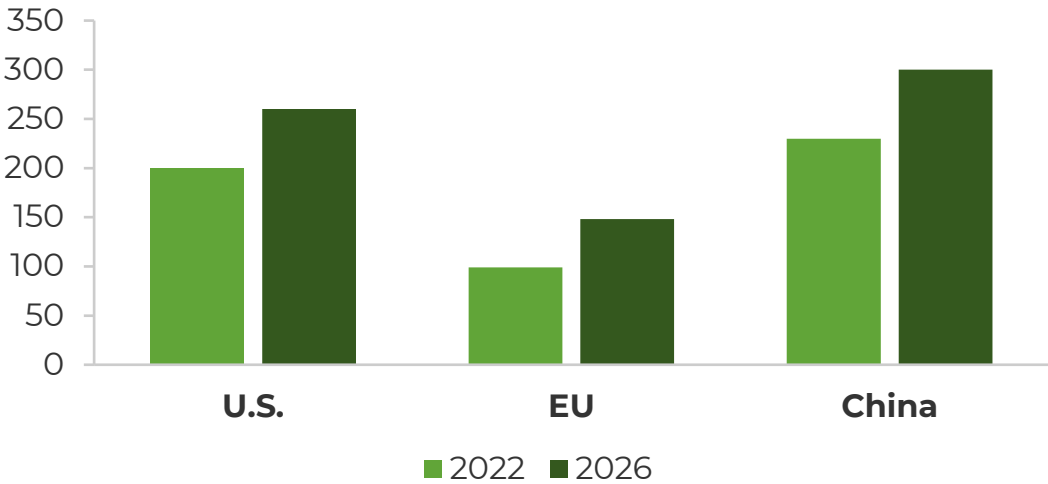
 Thinking...

REPORTS

“The Economics of Low-Carbon Power for Data Centers”

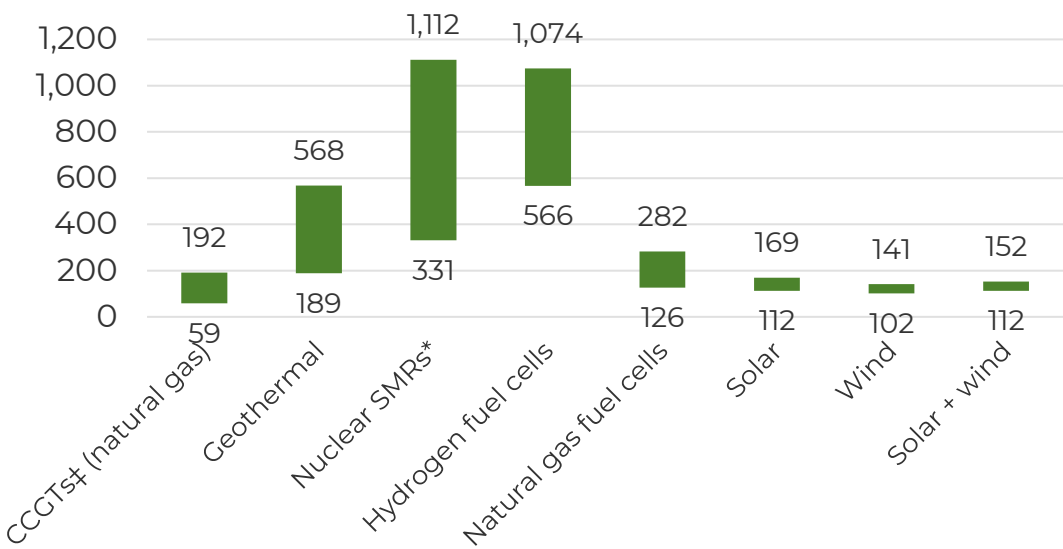
Data Center Electricity Consumption

TWh



Data center electricity consumption is expected to increase by over 30% in all major regions by 2026, a substantial rise in just a few years (IEA).

LCOE[†] (USD/MWh)



Note: Solar and wind have accompanying Li-ion storage and are reliant on the main grid to satisfy part of the demand.

THE LUX INNOVATION MODEL

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Inquiry



**Innovation
Radar/Lux Rubric**

DECISION GATE:
2

ORGANIZATIONAL COMMITMENT

Go/No-go:
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Luxer



Reports

THE LUX INNOVATION MODEL

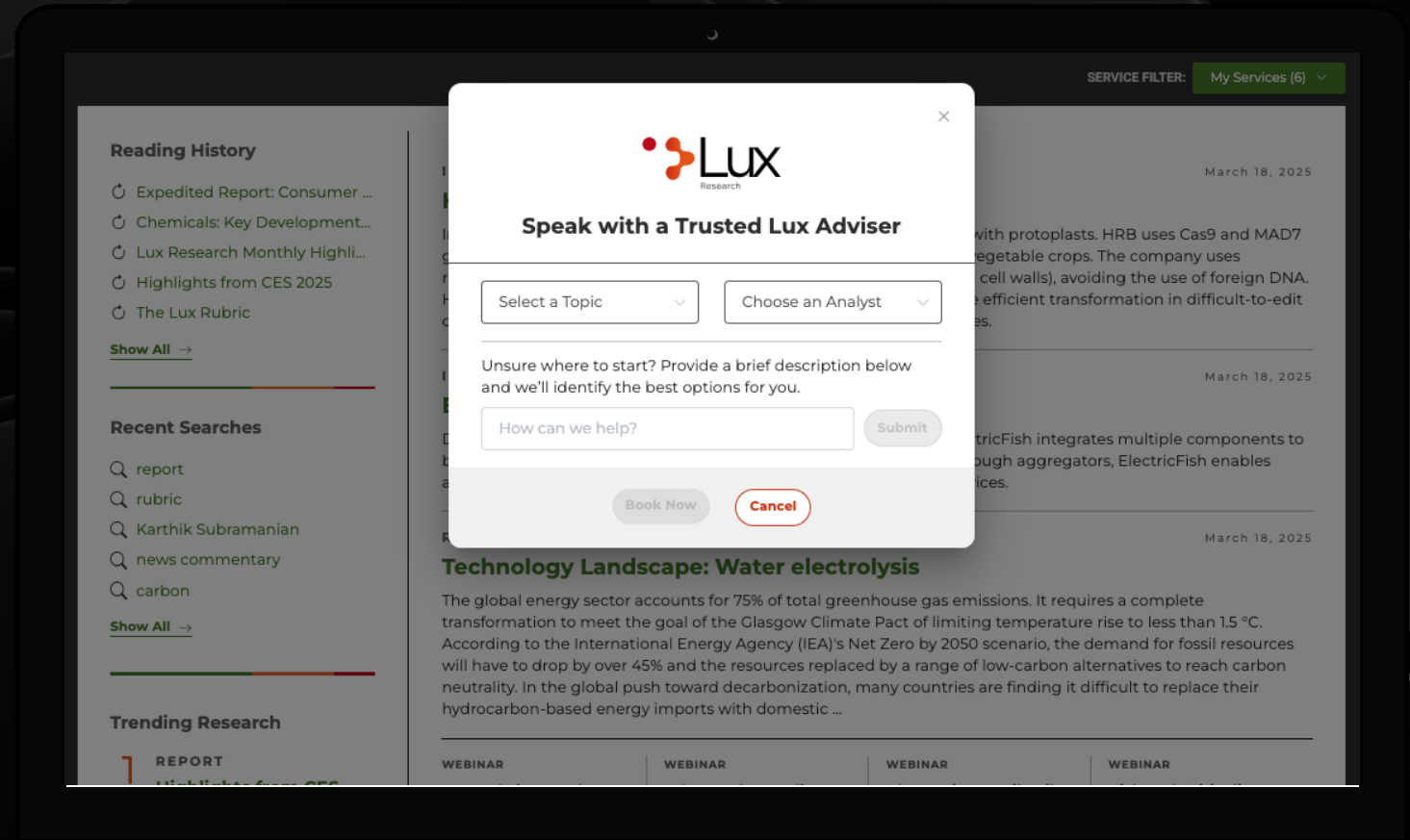
DECISION GATE:
2

ORGANIZATIONAL COMMITMENT

Go/No-go:
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Inquiry

2



THE LUX INNOVATION MODEL

DECISION GATE:
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ORGANIZATIONAL COMMITMENT

Go/No-go:
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Inquiry

Lux Lists

2



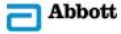

Lux List Explorer

Acute Condition Self-Care

Search any term

List Players Grid Map

2 Sort(s) 0 Filter(s)

<input type="checkbox"/>		Nutissu Ltd United Kingdom	LUX TAKE Wait and See	Electrostimulation for the management of chronic wounds.	Open >
<input type="checkbox"/>		3M United States of America		3M is engaged in developing technologies for hydrogen storage and production, focusing on its Glass Bubbles, which are high-strength, low...	Open >
<input type="checkbox"/>		Abbott Laboratories United States of America		Abbott Laboratories is known for its healthcare technologies across various domains. The company has developed the FreeStyle Libre...	Open >
<input type="checkbox"/>		Ada Health Germany		Ada Health's core technology is an AI-powered symptom assessment and care navigation platform. The company claims that its platform is 35%...	Open >

THE LUX INNOVATION MODEL

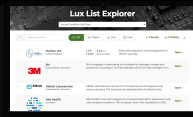
DECISION GATE: 2

ORGANIZATIONAL COMMITMENT

Go/No-go:
Is this a sound investment, and is the
innovation roadmap ready?



Inquiry



Lux Lists

Innovator
Assessments



Deep and balanced evaluation of important technology innovators based on primary research, including in depth interviews and an evaluative scorecard based on Lux's trusted methodologies

LAST UPDATED: MARCH 21, 2025

MEMSIFT INNOVATIONS

Advanced membranes and membrane distillation systems for industrial zero liquid discharge and resource recovery.

INTERVIEWED BY
Nancy Kang
Research Associate

Follow Tag Download Rate This Research: ★★★★★

At a Glance Details Scorecard Innovation Grid Key Relationships Tech Signal Investment Trends Patent Trends Related Research

LUX TAKE

Lux Take: Positive

End-user clients seeking cost-effective water reuse, sludge reduction, or high retentate concentration should partner with Memsift. Its MD technology offers low operational costs and high-water recovery efficiency, with proven scalability. However, investors should proceed with caution, as the company has yet to establish a strong long-term market strategy.

THE LUX INNOVATION MODEL

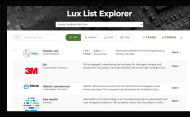
DECISION GATE:
2

ORGANIZATIONAL COMMITMENT

Go/No-go:
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Inquiry



Lux Lists



Innovator
Assessments

Virtual
Anthropologist



Consumer Insights

Anthropology at scale, decoding millions of consumer conversations online to predict the future of culture.

US

how do consumers view plastic packaging?

Apply

Saved Searches

How do I ask a good question?

"how do consumers view plastic packaging?"

AssistantCalculate ProfilesPDF | PPT | SAVE

Research Assistant

sustainability of their consumption habits. However, the convenience and practicality of plastics in everyday life create a significant barrier to completely abandoning their use.

Overall Tempo: The tempo of change in consumer attitudes towards plastic packaging is moderate to fast. This is evidenced by the

THE LUX INNOVATION MODEL

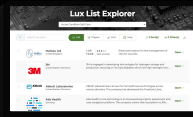
DECISION GATE: 2

ORGANIZATIONAL COMMITMENT

Go/No-go:
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Inquiry



Lux Lists



**Innovator
Assessments**



**Virtual
Anthropologist**









ANALYST ENGAGEMENT IS CRUCIAL


Approximately **90%** of Lux analysts have advanced degrees in science, engineering, or business.


Advisory members have unlimited access to analyst conversations.



ANALYST DISCUSSIONS ARE 1 CLICK AWAY



 What's the opportunity to power data centers with renewable energy?

 **Title: Renewable Energy Challenges for Data Centers**

Answer: The opportunity to power data centers with renewable energy is fraught with challenges and complexities. Despite the growing demand for sustainable solutions, data centers continue to rely heavily on traditional power sources like natural gas due to their economic advantages and ease of deployment. The lack of emissions caps and the urgency to procure power have led to the continued use of coal and gas generators, which are cheaper and quicker to deploy than renewables such as geothermal or nuclear.

Regulatory pressures are mounting, with the EU mandating emissions reporting for data centers, and similar regulations are anticipated in the U.S. However, the absence of standard software or reporting mechanisms complicates compliance. Community opposition also poses a significant barrier, as data centers are often met with resistance due to environmental and resource concerns, including high electricity and water consumption, land use, and noise pollution.

While hyperscalers like Microsoft, Google, Amazon, and Meta are making strides toward carbon-negative operations, the broader industry remains conservative, hesitant to invest heavily in new technologies like liquid and immersion cooling, which require significant capital and compatible hardware. The high cost of green hydrogen further limits its potential as a renewable energy source for data centers, with prices needing to drop by 80% to 90% to compete with natural gas turbines.

In summary, while there is a clear push towards renewable energy in data centers, economic, regulatory, and community challenges, along with technological conservatism, continue to impede rapid adoption.


Sources:

Luxer answers questions based on tens of thousands of proprietary research reports written by Lux analysts, assembling responses using a proprietary generative AI application. It's been tested extensively, but we recommend speaking with a Lux Analyst to confirm key points.

Ready for expert insights?

Schedule an inquiry to delve deeper with a Lux analyst.


Fuel Cells

**Karthik Subramanian**
Analyst

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Novel Nuclear Power Generation

**Karthik Subramanian**
Analyst

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Geothermal

**Karthik Subramanian**
Analyst

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Low-Carbon Combustion


**Karthik Subramanian**



Mukunda Kaushik



Analyst Inquiry

 50 min


 Web conferencing details provided upon confirmation.


The guests on this invite are your Account Manager and Customer Experience Manager. They will join the inquiry if at all possible. Please do not remove them from this form or they will not receive the invite. Thank you!

Select a Date & Time

 March 2025 

SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Time zone
 Eastern Time - US & Canada (10:36am) ▼

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33

LUX LISTS STREAMLINE INNOVATOR MAPPING

Lux List Explorer

Microgrids

Q

Search any term

List


Players

Map

2 Sort(s)

0 Filter(s)

☐

 **BlockEnergy**
\$5 million
United States of America

LUX
TAKE

●●●●○
Positive

Close ^


BlockEnergy is focusing on the specific market of housing communities with its DC microgrids. The company has already deployed three microgrids and is run by a highly experienced leadership team. Utility clients interested in microgrids (for housing) should engage with the company to explore possibilities.

LUX SCORECARD

Technology/solution value ●●●●○	Addressable market size ●●●●○	Competitive landscape ●●●○
Barriers to growth ●●●○	IP position ●●●●○	Regulatory factors ●●●●○
Management team ●●●●●	Partnerships ●●●●○	Momentum ●●●●○
Other ●●●●○		

Innovator Assessment →

☐

 **Spirae**
United States of America

LUX
TAKE


●●●●○
Positive

Distributed energy resources (DERs) management system (DERMS) for microgrid...
Open >

INNOVATOR ASSESSMENTS

Built from
proprietary research

3–5 startup
introductions every
week




LAST UPDATED: OCTOBER 10, 2023

VEIR


High-temperature superconductor cabling for overhead power transmission.

[Follow](#) [Tag](#) [Download](#) [Rate This Research](#): ★★★★★

INTERVIEWED BY

 [Juan Cortes](#)
Senior Research Associate

CONTRIBUTOR


 [Rune Percy](#)
Senior Research Associate

At a Glance Details Scorecard Key Relationships

LUX TAKE

Lux Take: Wait And See ⓘ

Utilities clients should note that VEIR's method for cooling superconducting tapes has the potential to unlock additional transmission capacity, a key for the deployment of renewables and transition toward electrification. However, the company is still in the early stages of developing and demonstrating the technology. Thus, interested clients should monitor VEIR's partnerships and pilot project demonstrations, validating the company's claimed transmission capacity and cooling system operation. The company requires additional partnerships to develop safety and operational standards, which will be critical for engaging with potential customers.



VIRTUAL ANTHROPOLOGIST



Identifying needs



Validating solutions



Revelation & evolution

Consumer Insights

Anthropology at scale, using millions of consumer conversations online to predict the future of culture.

US | how do consumers view plastic packaging? | Apply | Saved Searches

How do I ask a good question?

“how do consumers view plastic packaging?”

Assistant | Calculate Profiles | PDF | PPT | SAVE

Themes, Underlying Symbolism & Key Insights

THEME:	THEME:	THEME:
Concerns about environmental impact of plastic waste	Awareness of landfill issues	Perception of packaging as a reflection of brand values
UNDERLYING SYMBOLISM:	UNDERLYING SYMBOLISM:	UNDERLYING SYMBOLISM:

LUX'S VIRTUAL ANTHROPOLOGIST DIGS IN ON CONCERNS ABOUT DATA CENTERS

THEME:

Worries about energy efficiency

UNDERLYING SYMBOLISM:

Desire for sustainable energy solutions

KEY INSIGHT:

Consumers express concerns about the energy efficiency of data centers, reflecting a desire for sustainable energy solutions.



"I'm worried about the energy efficiency of these data centers. We need more sustainable energy solutions."

THEME:

Worries about energy consumption

UNDERLYING SYMBOLISM:

Environmental impact of data centers

KEY INSIGHT:

Consumers are worried about the huge energy needs of computing and data storage centers, reflecting concerns about the environmental impact of data centers.



"I'm concerned about the huge energy needs of these data centers. It's not just about my data, it's about the environment too."

THEME:

Datacenter dominance: A cause for concern

UNDERLYING SYMBOLISM:

Fear of AI monopolizing resources

KEY INSIGHT:

Consumers are concerned about the increasing dominance of AI in datacenters, fearing it may sideline more urgent priorities like clean energy.



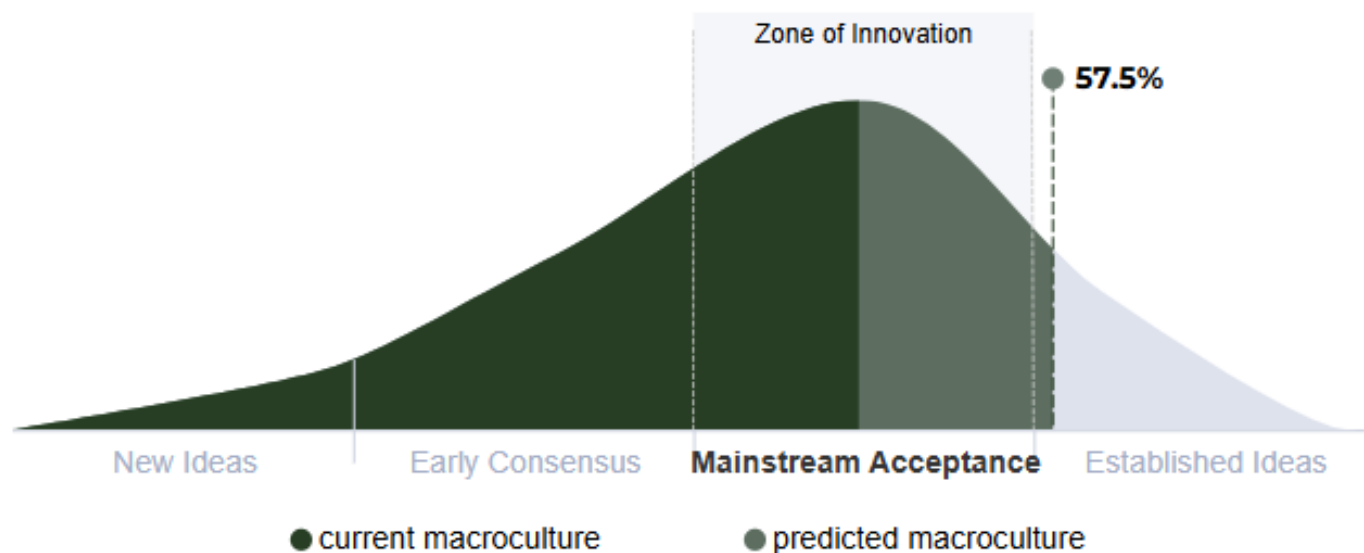
"I'm worried that the focus on AI in datacenters will overshadow the need for clean energy solutions."

macroculture: data centers

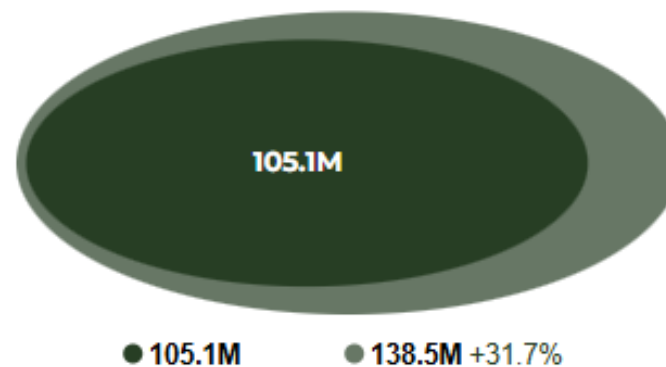
Maturity Curve

43.7%

current



Population



This topic scores **43.7%** on the maturity curve and is expected to expand to **57.5%** in 12-24 months.

This culture is currently relevant to **105.1M** people and is expected to grow by in 12-24 months.

☒ Show Prediction

Our consumer insights platform answer questions based on 270M+ consumer data points, our proprietary library of thousands of manual ethnographies written by Lux anthropologists, and our proprietary anthropology at scale methodology for determining cultural maturity and future states, assembling responses using a proprietary generative AI application. It's been tested extensively, but we recommend speaking with a Lux analyst to confirm key points.

THE LUX INNOVATION MODEL

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INNOVATION OPPORTUNITY

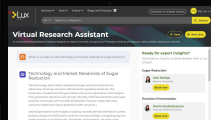
Go/No-go:
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Inquiry



**Innovation
Radar/Lux Rubric**



Luxer



Reports

DECISION GATE:
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Inquiry



**Innovator
Assessments**



Lux Lists



**Virtual
Anthropologist**

DECISION GATE:
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ALIGNED HANDOVER

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market?

HUMAN-CENTRIC INNOVATION IS THE ANSWER

1

Innovation teams are being asked to demonstrate results in two years or less.

Move quicker in the early stage of the innovation funnel.

2

Priorities change quickly, making it difficult to build consensus for innovation.

Quickly validate hypothesis and build cases for innovation.

3

Social and political changes are disrupting existing innovation projects.

Dig deep into culture and meaning to understand risks.

WHAT TO EXPECT

01

We'll discuss what it means to do Human-Centric Innovation and how it helps innovators overcome today's pressures.

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Community resistance increased dramatically when in 2023, Dominion Energy announced it would need to construct four new overhead transmission lines....

Ashburn Supervisor Mike Turner



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1

INNOVATION OPPORTUNITY

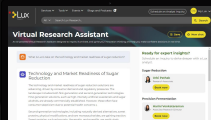
Go/No-go:
Is the innovation opportunity viable?



Inquiry



**Innovation
Radar/Lux Rubric**



Luxer



Reports



DECISION GATE:
2

ORGANIZATIONAL COMMITMENT

Go/No-go:
Is this a sound investment, and is the
innovation roadmap ready?



Inquiry



**Innovator
Assessments**



Lux Lists



**Virtual
Anthropologist**



DECISION GATE:
3

ALIGNED HANDOVER

Go/No-go:
Are the business
units ready to
operationalize?



DECISION GATE:
4

COMMERCIAL RELEASE

Go/No-go:
Is the offering
ready for full
release to
market?

HUMAN-CENTRIC INNOVATION POINTS US TO NOVEL TECHNOLOGIES



**Claims 5× transmission
capacity**

THEME:

Worries about energy consumption

UNDERLYING SYMBOLISM:

Environmental impact of data centers

KEY INSIGHT:

Consumers are worried about the huge energy needs of computing and data storage centers, reflecting concerns about the environmental impact of data centers.



"I'm concerned about the huge energy needs of these data centers. It's not just about my data, it's about the environment too."

KEY TAKEAWAYS

1

Human-centric innovation is key for innovation teams, even in B2B industries.

Humans are behind all the key decisions customers and colleagues are making, and approaches that keep humans at the center are vital for successful innovation.

2

Innovation teams are being challenged to adopt new skills and capabilities quickly.

Science and economics are no longer enough; convincing a skeptical public and navigating a fraught political environment require new skills.

3

Innovation fails most often for human reasons, not technical ones.

Building consensus for innovation requires more than data — it needs a compelling narrative that makes it clear how innovation aligns with corporate priorities.



THANK YOU



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questions@luxresearchinc.com



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ABOUT LUX

Our mission is to advise leaders about commercially viable science and technology to enable sustainable innovation. We deliver research and advisory services to inspire, illuminate, and ignite innovative thinking that reshapes and grows businesses. Using quality data derived from primary research, fact-based analysis, and opinions that challenge traditional thinking, our experts focus on finding truly disruptive innovations that are also realistic and make good business sense.

The “Lux Take” is trusted by innovation leaders around the world, many of whom seek our advice directly before placing a bet on a startup or partner — our clients rely on Lux insights to make decisions that generate fantastic business outcomes. We pride ourselves on taking a rigorous, scientific approach to avoid the hype and generate unique perspectives and insights that innovation leaders can’t live without.



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www.luxresearchinc.com



EMAIL

questions@luxresearchinc.com



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