

ANY PLANS FOR 2026?

Strategizing for 2026 and beyond
Part 1: Positioning and goal setting



Naveen Krishnamurthy

Senior Vice President,
Executive Programs



Arij van Berkel, Ph.D.

Chief Product Officer

AGENDA

01

Strategizing for near-term wins

Taking a cue from external sources

02

Positioning and goal setting

Trends and signals in two industries

03

Priorities and targets

How to incorporate trends and signals

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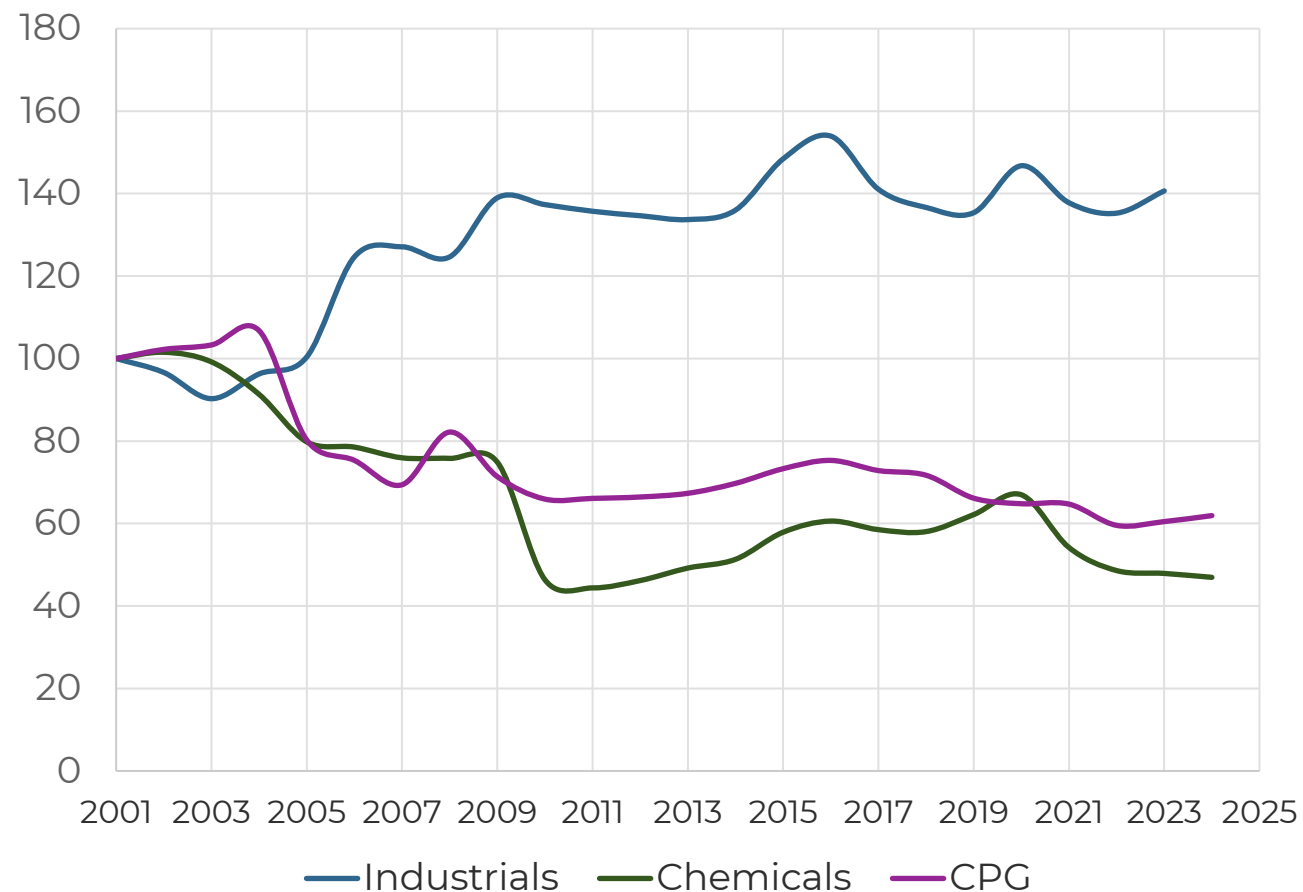
STRATEGY DRIVERS

R&D is getting concentrated in the middle of the value chain.

At the edges (chemicals and CPG): Do more with less.

In the middle (industrials): Make it count.

R&D Intensity
index (2001 = 100)



TECHNOLOGY STRATEGY

A strategy is a plan, but not just any plan



The way in which a business, government, or other organization **carefully plans** its **actions** over a period of **time** to improve its **position** and **achieve** what it wants.

– Cambridge dictionary definition



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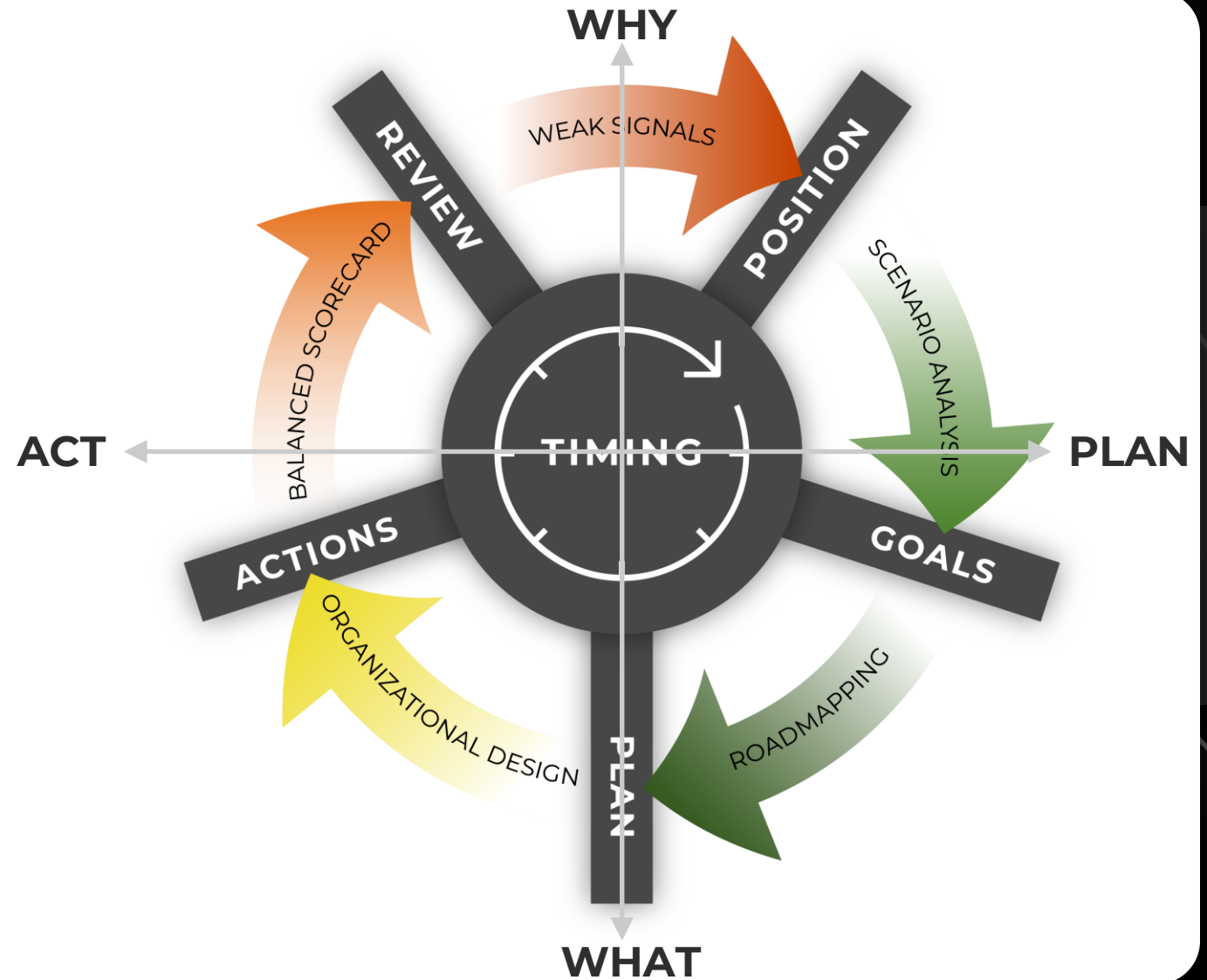
STRATEGY TO DO LIST

1. Timing of the strategy
2. Position ourselves
3. Define goals
4. Plan with flexibility
5. Define actions
6. Repeat

BEING METHODICAL

Innovation strategy requires a continuous process with a timing of 3 to 5 years.

A well-designed process separates planning, acting, the “what,” and the “why.”

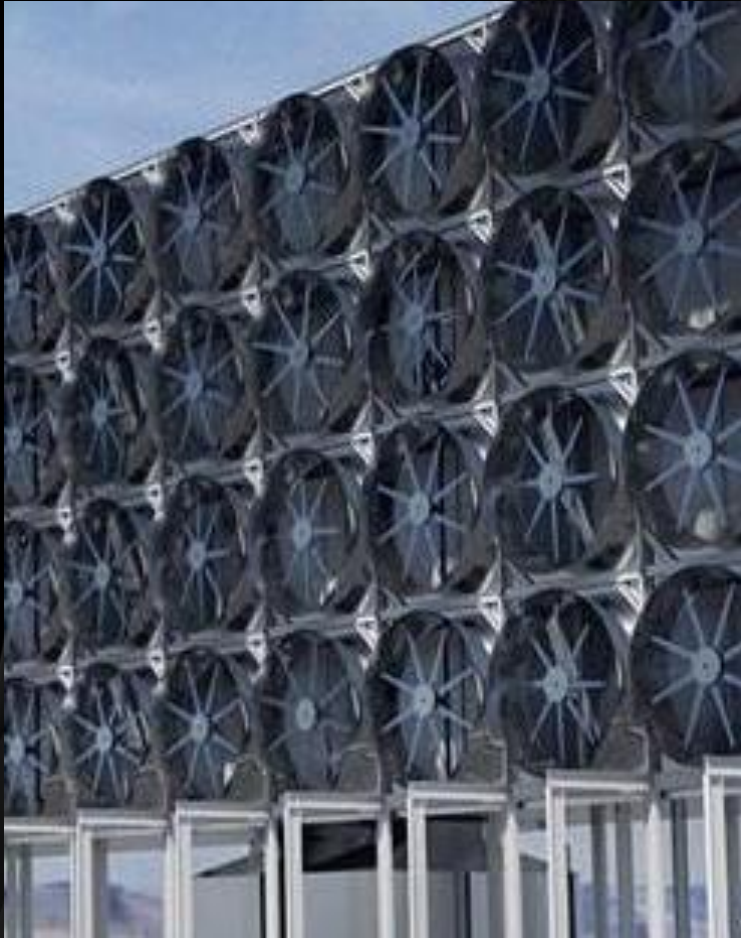


TODAY'S FOCUS: POSITIONING



IMAGINE

CO₂ is the raw material of the future



LISTEN

Nordic Electrofuel plans to open its first CO₂-based SAF plant in 2027



AMPLIFY

CO₂ is carbon ore, and the plastics industry looks like the steel industry



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SIGNALS AND...

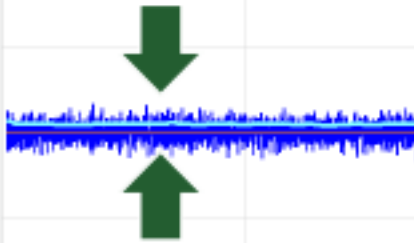


...NOISE



ISOLATING SIGNAL FROM NOISE

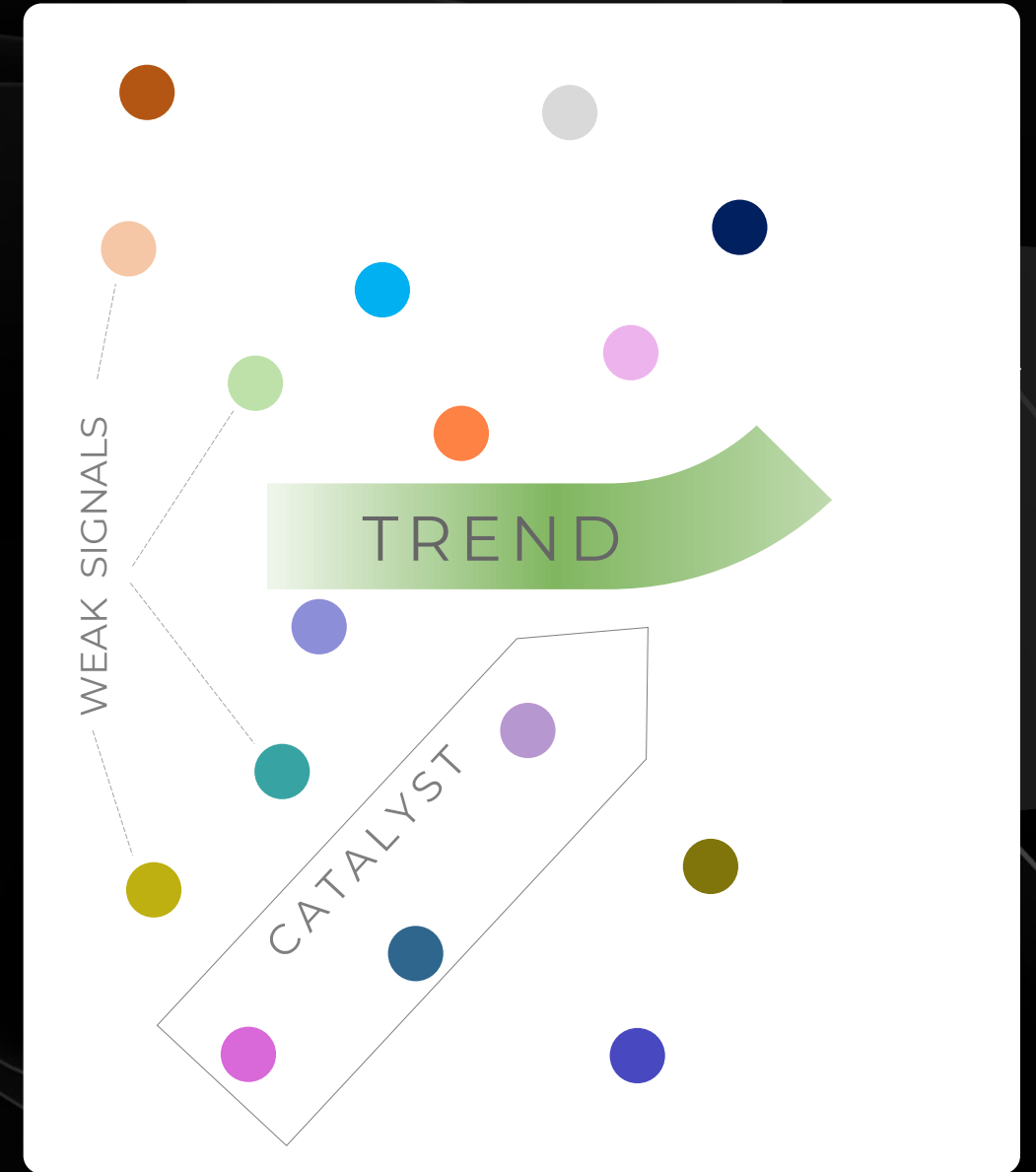
Baseline Noise



WHAT IS A WEAK SIGNAL?

1. Always a **fact**, not a feeling
2. Routinely **missed**
3. Typically, can be **interpreted** only in retrospect

Often occurs outside the course of established workflows, systems, and value chains



SIGNALS IN INDUSTRY



We respond to market signals. [But] we develop assets over a period of years and often decades, and their life spans are often times many decades. So, we take a long-term view on **supply, demand, technology, competition**, and **price** to set our capital spending plans. We tend not to move our investment plans around shorter term movements in commodity prices.

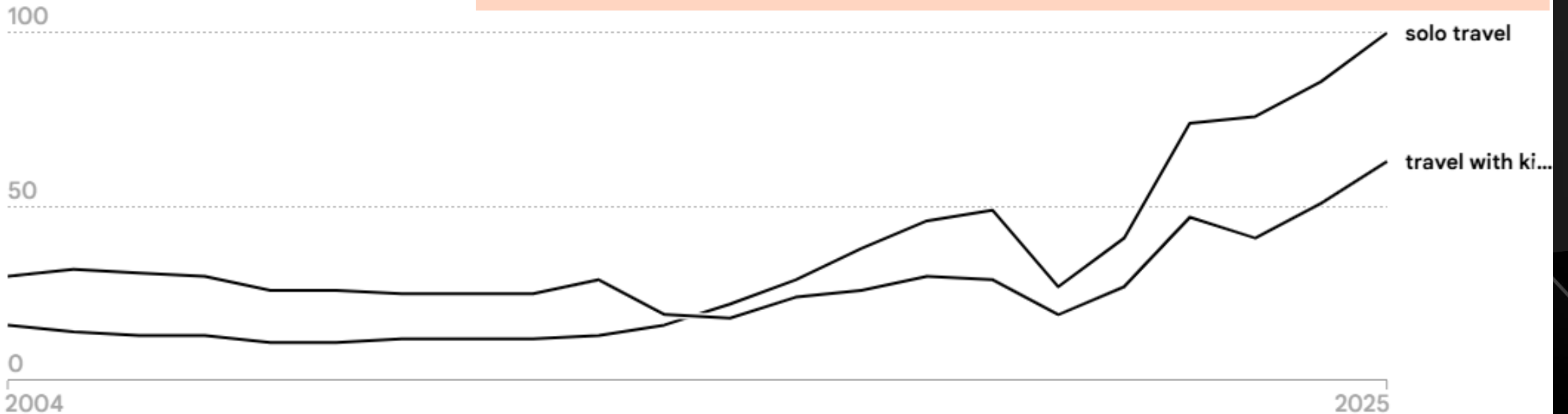
– **Mike Wirth**

CEO, Chevron

COMMERCIAL AIRLINES

Interest over time

Google searches for “solo travel” surpassed “travel with kids” in 2014 and by 2024 “solo travel” was searched 1.5× more than “travel with kids”



WOONG THE SOLO TRAVELER



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YOLO, Fly SOLO: United Airlines Shares How Travelers Can Treat Themselves Ahead of National Plan a Solo Vacation Day

February 13, 2025 | *Routes, Products and Customer Experience*

MONETIZING THE SOLO TRAVELER



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Solo flyers on US flights can pay much more than those traveling as a pair, report finds

By Tamara Hardingham-Gill, CNN

3 min read · Updated 2:59 PM EDT, Sat May 31, 2025

CABIN REFRESHES



NEW AIRCRAFT DESIGNS



COMPOSITES & MANUFACTURING



SOLO TRAVELERS AND COMPANIONS



25% of MeMooners travel with their furry friends. From 2023 to 2024, Hilton.com searches for pet-friendly hotel options **doubled year over year**, ranking among the top 10 most used search filter terms and is also the fourth highest in search-to-stay conversion.

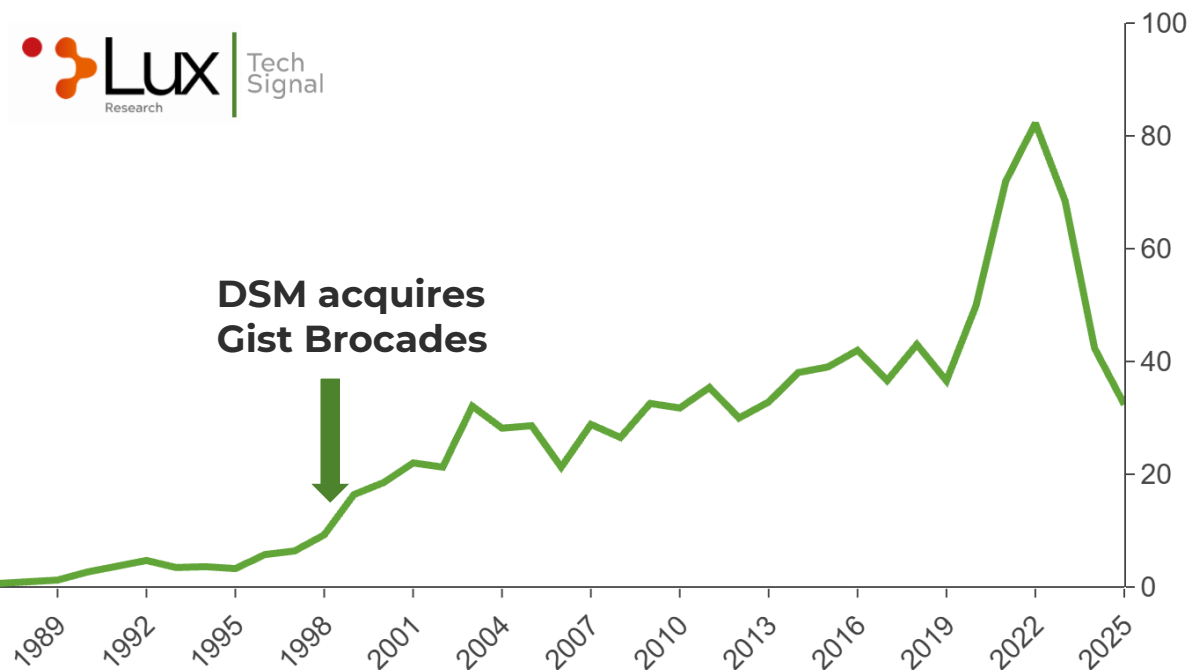
– **Hilton Hotels & Resorts**



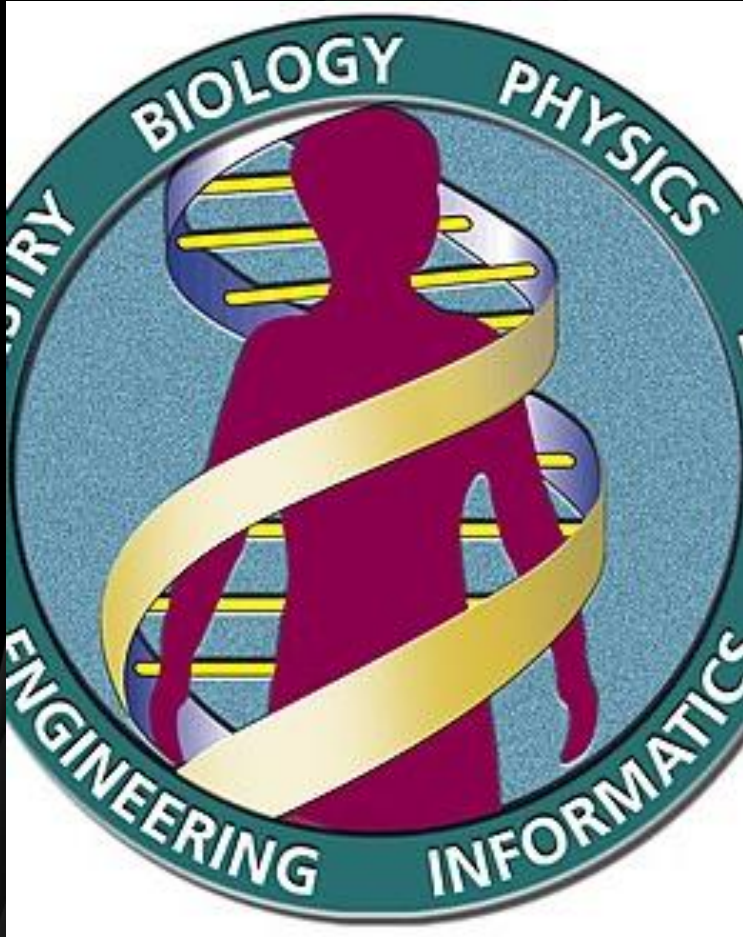
CATCHING THE BIOTECH WAVE

DSM pivoted hard from thermocatalytic chemistry to (white) biotech in 1998 by acquiring Gist Brocades.

How did they know to catch the wave?



IMAGINE



LISTEN



AMPLIFY



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CATCHING YOUR OWN WAVE: IMAGINE

The imagine stage is the hardest part. Take a day and prepare well by gathering trends.

CONSUMER TRENDS

THEME:

Demand for Personalization

UNDERLYING SYMBOLISM:

Reveals need for unique, tailored experiences

KEY INSIGHT:

Consumers increasingly expect personalized products and services, valuing tailored experiences that cater to individual preferences and needs.



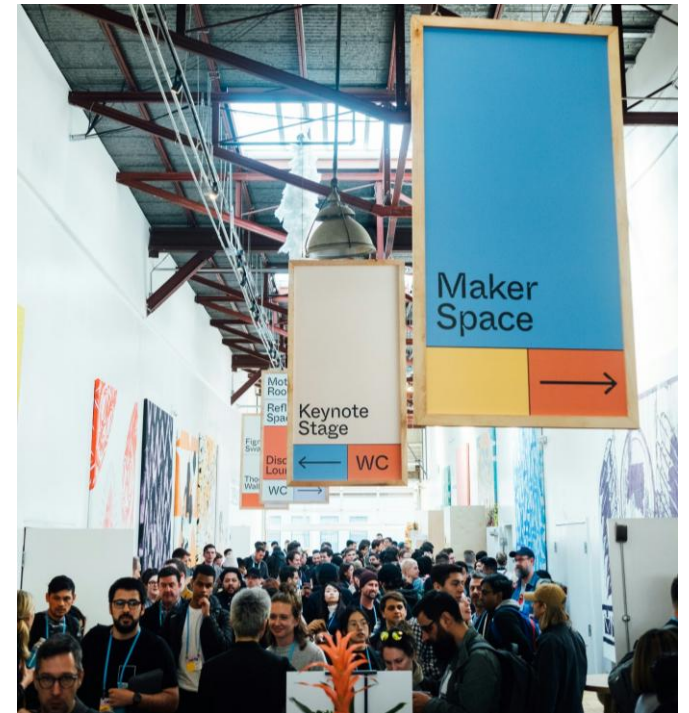
"I prefer brands that offer personalized recommendations. It feels like they really understand what I want."

TECHNOLOGY TRENDS

The Lux Innovation Radar

Rank	Title	Innovation Prowess	Market Momentum
1	Synthetic Biology ♥ Technologies to create new biological organisms, enzymes, and synthetic systems with valuable capabilities for various applications. RECENT RESEARCH: Amyris regains full control of Brazilian fermentation plant amid questionable pivot	4	5
2	Biofertilizers ♥ Agricultural inputs that contain living microorganisms, which, when applied to seeds, plant surfaces, or soil, colonize the rhizosphere, plant, or adjacent soil region, promoting growth by increasing the supply or availability of macro- and micronutrients to the host plant. RECENT RESEARCH: Industry Event Recap: SynBioBeta 2025	4	5
3	Advanced Plastic Recycling ♥ New valorization routes that produce high-value materials and chemicals from low-grade plastic waste. RECENT RESEARCH: The EU inches toward a firm acceptance of mass-balanced recycled plastics; introduces additional rules to penalize fuel production	4	5
4	Consumer Packaging Materials ♥ Innovations in materials for consumer packaging applications. RECENT RESEARCH: Mars launches USD 250 million sustainability investment fund, but impact will be limited	4	5
5	Biobased Chemicals ♥ Chemicals derived from biobased feedstocks via biological or chemical conversion RECENT RESEARCH: Avantium looks beyond PEF, steps into insulation foams for construction and other applications	4	5

CROWD SOURCE

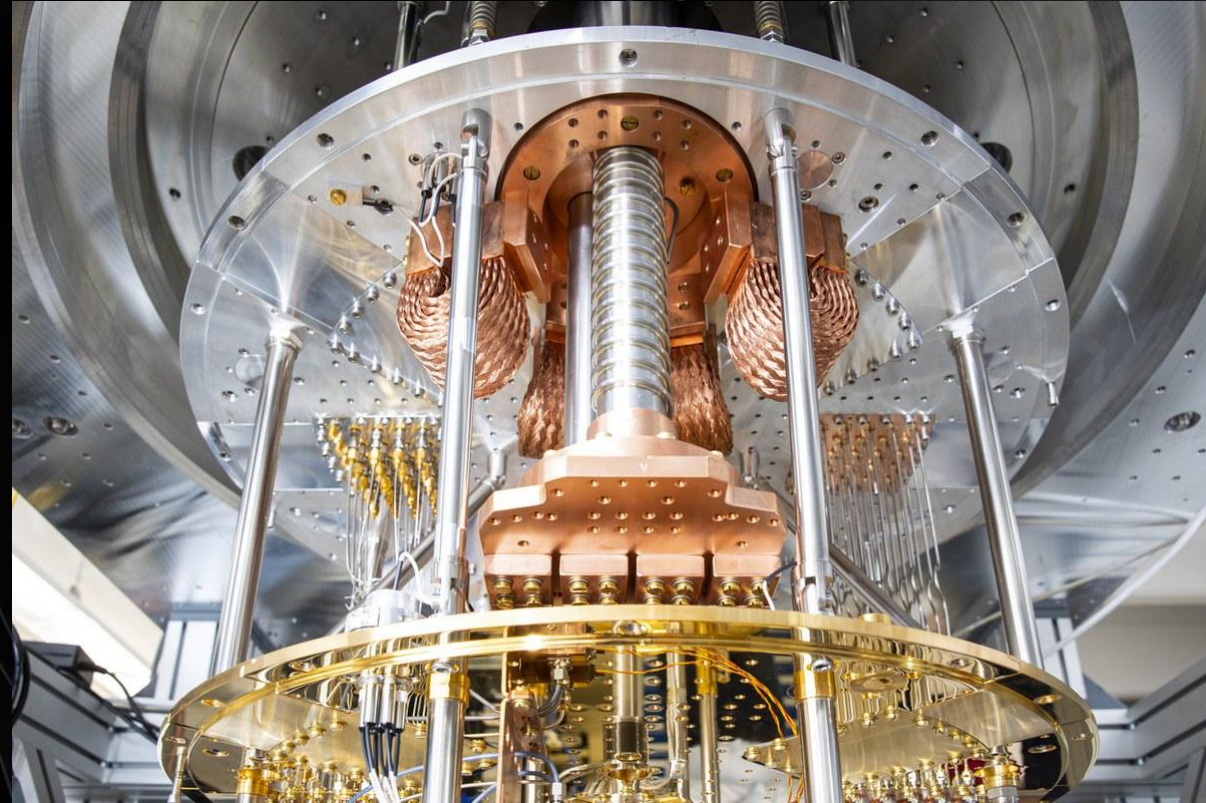


CATCHING YOUR OWN WAVE: LISTEN

Search for weak signals that can ascertain your hypothesis.

The most **pertinent** weak signals are:

- **Real:** A serious project, article, opinion
- **Costly:** Proposing or executing the signal requires money, or guts
- **Resilient:** The signal persists even as it meets resistance or mishap



CATCHING YOUR OWN WAVE: AMPLIFY

What if the weak signals become the norm?

List the
consequences

Translate to
business impact

Define your
positioning



Quantum technology becomes scalable and affordable in any application

- High demand for superconducting materials
- Super-precise lithography needed
- Rare doping materials required
- Faster product development cycles



Faster product development cycles

- Manufacturing becomes the limiting factor
- Versatile and flexible manufacturing required
- Opportunities for highly specialized materials, provided you can make them



Become the best flexible on-demand materials manufacturer

- Focus on process intensification
- Develop highly versatile process equipment

KEY TAKEAWAYS

1

Innovation is no longer serendipitous.

You need to target your innovation precisely. Highly diversified **chemicals** and **CPC** companies must innovate part of the portfolio to retain momentum.

Industrials must make choices to create speed and accuracy.

2

Separate the “why,” the “what,” planning, and acting.

Get support for your innovation strategy by making decisions at the right levels. The **why** of your portfolio requires board-level support. The **what** requires expert support.

3

Find a positioning using weak signals.

Your business will change beyond recognition. You need to position yourself for success in that unknown future. Weak signals help you go beyond just extrapolating your current business.



THANK YOU



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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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