

INNOVATION = ADDED VALUE

Jacopa's Managing Director, Alex Lloyd argues that it's no longer sustainable to think that what you did yesterday will be alright tomorrow.

Many people think of innovation as a radical change in concepts and practices. Yet in the mature and cautious water industry, innovation is unlikely to take the form of some radical new invention. Arguably, it's not since the advent of the likes of membrane technologies or UV disinfection that a significantly new approach has been found and rather than being 'game changing' most innovation has centred on incremental improvements to solutions in terms of their efficiency and cost. A more modest, but nonetheless most appropriate definition is therefore that innovation is in reality the business of adding value.

As Einstein once said, "If you always do what you always did, you will always get what you always got." Jacopa, believe that innovation means continuously bringing forward new, often quite small-scale ideas, to generate improvements in project delivery, with an emphasis on early collaboration to mitigate risk and realise opportunities. This approach is vital to ensure that the industry as a whole can be more sustainable and meet increasingly demanding environmental and cost challenges.

Jacopa foster innovation and add value by sustaining a high level of expertise and offering best-in-class customer support. We are committed to adding value through rationalisation, modularisation, and fabrication of systems offsite to ensure simple, quick installation and ease of use wherever possible. We also leverage value by carrying an extensive inventory of spare parts and continuously improve our ERP (enterprise resource planning) system to ensure customers enjoy the best possible response to their repair needs, and by offering world-class maintenance facilities and practices.

Our focus on rationalisation, and configuration of standard products and solutions for individual applications, is an important aspect of innovation. Through standardisation, we are able to offer solutions that create the best possible value for our customers, which is for them a key driver. We have also focused on innovation through market-leading design tools that ensure that the development of products for customer projects is undertaken effectively and efficiently. Our library of products is continually growing with documentation to the level required for building information modelling (BIM) standards, which enable



Jacopa MD, Alex Lloyd.

the building and workflow of projects to be significantly improved.

Innovation can also help to solve the industry's productivity challenges in many significant ways and for us this entails continuous product development and improvement. We believe in identifying risks early and communicating both with clients and the supply chain to ensure that the framework for the design and scope of work, the interface with the supply chain, and the programming of work activity all generate ideas about how to innovate in the detailed planning and execution of work.

Innovation is an integral part of what Jacopa does day to day and we recognise that innovation must always deliver a client win. In such a mature market, it is unlikely in most cases that there will be game changing innovation. However, on a smaller scale, we constantly strive to bring forward ideas to deliver improvement by collaborating early to bring ideas to the table which both mitigate risk and realise opportunity. This approach is imperative to ensure that the industry is both sustainable and can deliver necessary output improvements and cost savings in the future.

The simple product focused business model is now unsustainable and clients are rightly calling for more. Today's market demands a customer-centric, digital, agile and collaborative way of working that delivers tangible, practical benefits on each project and it's certainly no longer sustainable to think that what you did yesterday will be alright tomorrow.

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