

To Whom It May Concern

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Avecia Biocides are one of the leading suppliers of specialty antimicrobial agents in the world. We have a 30 years experience in developing, manufacturing and marketing specialty biocides for the preservation of water based products, disinfectants for household and professional use, swimming pool sanitisers and fungicides for use in plastics, paints and metal working fluids.

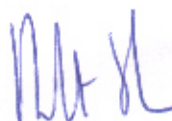
We ran a SCIMITAR programme as part of our strategy to grow our business through innovation. We were not particularly looking for fundamentally new chemistry, since this could prove extremely expensive in our regulated environment. We were, however, interested in finding new ways of using our established technology, for example in new application areas or where market changes were leading to new opportunities for our products. We were also keen to use a process which involved people from across the business and thereby gain a higher level of commitment to innovation and new product development.

We ran the programme with a team of 16 people from a wide range of disciplines and from our businesses in the UK, Europe, USA and the Far East. Team members found the sessions enjoyable and stimulating, although they were fairly tired at the end of each of the days! The programme seemed to fit together well and certainly provided a lot of opportunities for people to work together in small groups and get to know each other well.

We were surprised by the sheer volume of ideas which were generated and in particular by how many of them were capable of being developed into apparently viable ventures by the end of the six days. In fact, we had to meet again after the programme to prioritise the list of ventures and we are now working through the most exciting ones and hope to launch our first new products soon. There is plenty of scope to develop further ventures from our portfolio after these initial ventures have been launched.

SCIMITAR has proved to be an excellent programme for us: it has produced a series of interesting ventures which will keep us busy for some time, it has helped to develop our business team's skills in creativity and innovation and also helped us to get to know each other better in the process. I am happy to recommend the programme and wish you as much success with it as we have enjoyed.

Yours faithfully,



R.I.Sloss
Biocides International Technology Manager