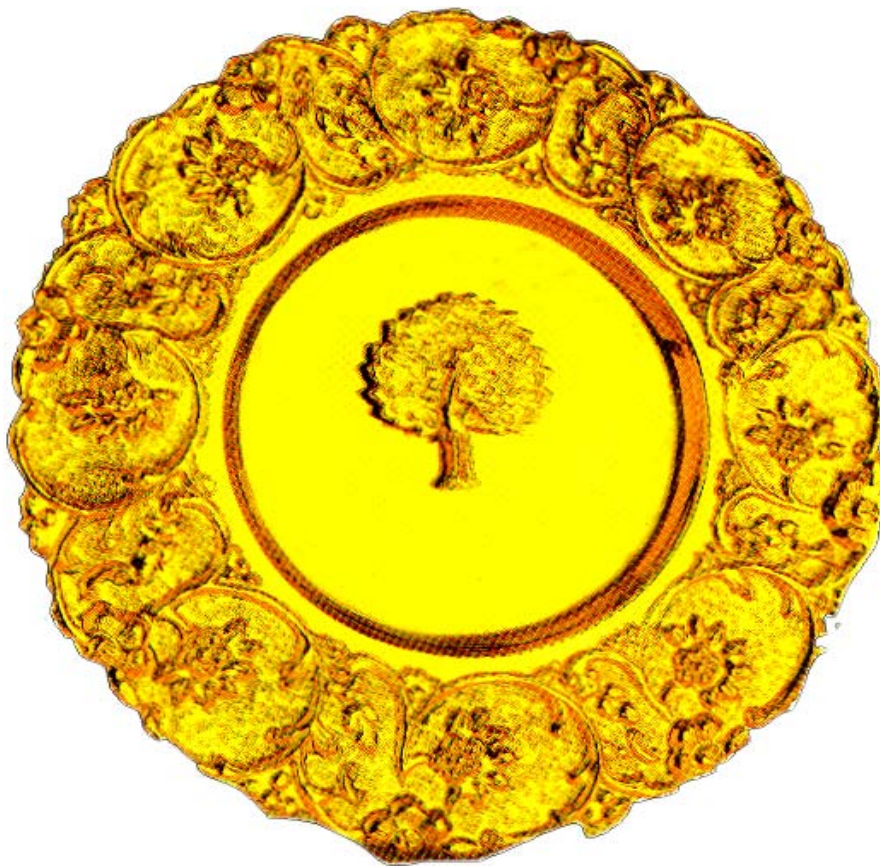


# **Golden Peacock Innovation Management Award (GPIMA)**



## ***Guidelines & Application Form***

[www.goldenpeacockawards.com](http://www.goldenpeacockawards.com)

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# Golden Peacock Innovation Management Award Scheme

## GENERAL

The Golden Peacock Awards Secretariat has great pleasure in inviting applications for **The Golden Peacock Innovation Management Award**.

Entrepreneurship gets nurtured in those enterprises where the structure is simple, informal and flexible; the leadership is strong and charismatic and employees are imbued with a sense of mission and the culture for innovativeness exists.

### **Harnessing the Human Resource**

If Indian corporations are to leverage human capital for competitiveness, much will depend on their ability to nurture knowledge and entrepreneurship. This indeed is what will give Indian corporations the organizational capability to compete in a globalised environment. Nurturing entrepreneurship is essential if corporations are to capitalise on emerging opportunities, Leveraging knowledge is key if organisations are to derive value creating linkages between processes, business units and its core functions and processes.

### **The Need to Nurture Knowledge and Entrepreneurship**

How then should organisations design themselves to nurture entrepreneurship and leverage knowledge? Therefore, Organisation design must take an integrated view of structure, people in terms of skills and competencies, remuneration and rewards tasks and processes and link them to long term goals. Organisations that are able to evolve a clear, focussed, inspiring and distinctive purpose have always found it easy to get extraordinary results from ordinary people.

### **Innovative Precepts**

In tomorrow's world, the hallmark of winning organisations will be the ability to solve the challenges of entrepreneurship and knowledge in tandem.

The paradigm of an overwhelming spate of innovative precepts being witnessed in an unprecedented array of technological invasion has suddenly forced mankind to be gotten away from the older concepts of development and created a situation for the economies in transition to stimulate a well-coordinated and well-knit operation of interdisciplinary groups of scientific and engineering community, academic, industry, finance and government.

Our preoccupation will now be to explore how far the preponderance of such a hyperactivity triggered by a sophisticated intellectual acumen will help improve the living standard of a more matured society of the near future.

## Technological Innovations

Thus, technological innovation has become the main driver of competition, propelling new firms to the forefront and eroding the competitive advantage of well-established firms who failed to adapt to the changing environment/market needs. A closer look across several industries reveals substantial inter-and intra-sectoral differences in innovative performance. It would, therefore, be important to know about the process of technological innovation across different industries. This knowledge will ultimately lead to the development of better instruments for the management of technology and innovation for managing in a dynamic environment with changes that may occur within months.

The rules of business success have changed and innovation has emerged as a tool for gaining and maintaining competitive advantage. Organisations can become innovative by channeling the flow of creative talents of all individuals in the right direction and through top management focus encourage risk taking, teamwork, free flow of ideas as well as provide opportunities for new learning.

If you are aiming to be an innovative organisation, you will need both, creativity or invention, and the ability to successfully implement your inventions. While invention requires greater degree of free-wheeling, innovation requires disciplined professionalisation. The need is to be innovative on the right things in the right areas at the right time, to mix the proven and the novel so as to attain an optimum, harmonious ensemble. Innovation must be combined with wisdom stemming from experience, and, for new ideas to yield maximum gains, efforts must be carefully planned.

Innovation will not flow if its channels are overly constrained or if it is perceived as suitable only for narrow isolated functions. Innovative thought processes should be regarded as potentially valuable and eligible for application in every dimension of business of a corporate- finance, marketing, product development, manufacturing, purchases, public relations and corporate communications and the rest. Superior innovative ideas continually await birth and implementation.

## The Awards

**The Golden Peacock Innovation Management Award** named after India's national bird the "*Peacock*" is awarded every year. Each winner receives a trophy together with a **certificate**. The winner may use the Golden Peacock Innovation Management Award logo on all printed and promotional materials for a period of three years. Some of the finalist organisations may also get a commendation card. The Golden Peacock Innovation Management Award would be given separately for different industrial sectors under manufacturing and service organisations, in the following categories.

### Large Enterprises

Annual Turnover 300 crores & above

### Medium and Small Enterprises

Annual Turnover less than 300 crores

### SSI (Certified Units)

## Eligibility

Manufacturing or Service organisations or divisions of organisations (self accounting profit/cost centres) in the private and public sectors and government organisations operating in India may participate in the 'Golden Peacock Innovation Management Award'.

The operations of the applicant must reasonably correspond to all the Award criteria that can be verified in India at the time of evaluation.

The operations of the organisation must be carried out independently, meaning that responsibilities, authorities, results etc, are clearly defined. This must be documented, for example, in the annual report, organisation plan or equivalent.

## **Rules and Regulations**

- \* IOD reserves the right to award more than one trophy each year and also to withhold award if the required standard is not met.
- \* IOD accepts no liability for any loss or change resulting from the disclosure of information concerning an entry, though all reasonable precautions will be taken to maintain secrecy.
- \* IOD cannot undertake to return documents or supplementary material submitted with an entry. \* IOD reserves the right to after the Award Scheme.
- \* The decision of the National Chairman of the Award Council, on the recommendations of the Jury is final and no appeal or correspondence will be entertained.

## **Non-Disclosure and Confidentiality**

Names of applicants, commentary and scoring information developed during the review of applications are regarded as proprietary and are kept confidential. Such information is available only to individuals directly involved in the assessment and administrative process.

The Golden Peacock Awards Secretariat will take all reasonable precautions to ensure that applications and information therein are treated in strict confidence. However, in no way Golden Peacock Awards Secretariate can be held responsible for any loss of confidentiality to a third party, nor held liable for any damage (to goods or persons, financial loss or consequential) incurred through the breach of confidentiality or otherwise by the applicants or any third party.

The Golden Peacock Awards Secretariat reserves the right, subsequent to the Award Presentation to publish salient details of the Innovation methods / modules/Quality Improvement Schemes of the Award Winners, as a step towards sharing of knowledge.

## **Feed Back**

Applicants for Golden Peacock Innovation Management Award scheme will receive a feed back report on areas of strength & weakness for better performance.

# Renaissance of The Innovating Corporate

## Renaissance of the Innovating Corporate

The 7s framework for innovating corporates, propagated by Mckinsey recommends the following:

<b>Change</b>	<b>From</b>	<b>To</b>
<b>Strategy</b>	Market to major customer segments	Add value to individual customer relationships through Tailored interactions
<b>Shared values</b>	Serve customers well	Serve customers differently; Serve best customers really well
<b>Structure</b>	Product orientation with focus on	Customer-segment orientation current period economics with focus on lifetime customer Value
<b>Skills</b>	Analytical orientation towards major segments and their collective behaviour over-long periods	Ability to gather, analyse & interpret data and design systems exploit a large, constantly evolving customer information base; ability to react at individual customer (or at least micro-segment) level.
<b>Staff</b>	Marketing analysis managed statistically; Information technology acts as support, but not as an active partner	Integration of marketing creativity with systems competencies to create capability that is both ideas driven and analytically Intense
<b>Systems</b>	Detailed, segmented, but relatively static decision support tools	Extensive, dynamic, and flexible marketing support tools, programme management and Execution systems, and operating links to support actions
<b>Style</b>	Marketing plan orientation with emphasis on programme for major segments delivered within standard period; mass media focus.  Leading measures of success: Market share Current period profits Period-Based marketing programmes	Analytical approach and experimental attitude with emphasis on continuous learning (do, test, measure, learn, fix) And value of data.  Leading measures of success: Share of most attractive customers (based on lifetime profit potential) Continuous learning/ tailored marketing. Huge impact on a small set of customers.

## How You are Assessed

Your application will be examined by a team of trained assessors to ensure a high level of consistency in scoring.

Your application will be assessed on strengths and areas of improvement and scored on a 0 to 1000 points scale for Innovation Management.

### The Organisational Agenda Building an innovative organisation

<b>Vision</b> Where do we want to go?		<b>The Focus</b>
<b>Mindset/Culture</b> What mindset/culture must we share in order to be innovative?		<b>The Ethos</b>
<b>Competitive Innovative Organisation</b> How do we design our organisation? What would be our communication	<b>Competitive Innovative Organisation</b> How do we hire & promote the desired competencies? How do we train them desired competencies?	<b>Performing Innovative Organisation</b> How do we assess & reward behaviours, efforts and results efforts & results?
<b>The Architecture</b>	<b>Sustain/Develop</b>	<b>The Motivators</b>
<b>Implementation</b> How do we assess & develop our capacity to implement ideas?		<b>Brass Track</b>
<b>Leadership</b> How do we continuously set directions & promote Innovation?		<b>Leadership.</b>

## Fee

The application fee is as under:

(a)	Large Enterprises	Rs. 19,500/-
(b)	Medium & Small Industries	Rs. 15,500/-
(c)	SSI	Rs. 7,500/-

The fee should accompany your application, in the form of demand draft/cheque in favour of 'Institute of Directors', payable at New Delhi.

Shortlisted applicants, whose sites may have to be visited by a representative of the jury, shall bear the actual cost of such visit.

## How To Apply

The Application should be submitted by 15 December 2005 in duplicate neatly typed (minimum font size 10 pt.) only on one side of A-4 size paper in English. It should cover the following:

1. Table of contents
2. Basic Information Item 1 (as per Annexure- 1)
3. Business Overview Three to five pages summary, providing an outline of the applicant's Business. Guidelines for business overview are attached as Annexure- 2
4. Self-Appraisal Report
  - a) This report will be based on GPIMA model and criteria guidelines given at annexure-3. The guidelines consist of a set of questions on each of the 11 categories which when answered, duly supported by the objective evidence, would help in appreciating the extent of excellence achieved by the applicant.
  - b) Support material:- Support material may have been derived from self-assessment of the organisation's activities. This information must be closely aligned with the Award assessment criterias. The criteria are carefully and deliberately phrased in non-prescriptive terms, to allow you the freedom to present self-assessment information which is relevant to the specific situation.
5. Annual Reports A copy of the last annual report of the organisation shall form part of the support material.

All entries should be addressed to the Director General, Golden Peacock Awards Secretariat, M-64, Greater Kailash-11, New Delhi - 110 048.



**Application Form -- GPIMA**

(you may photocopy this form or reproduce it on a word processor)

Name of Applicant Organisation .....

Address .....

.....

Name of contact person .....

Telephone (Office).....(Res).....Mob.....

Facsimile ..... E-mail .....

Contact Address (if different from above) .....

.....

Name of Highest Ranking Official .....

Position .....

Telephone (Office).....(Residence).....

Facsimile ..... E-mail .....

**Facsimile**

1. Location &amp; principal sites

2. Total number of employees

3. Is the application from the whole organisation?  Yes  No4. Is the applicant an independent profit/cost centre?  Yes  No

5. Name the Parent Organisation

Address .....

.....

Telephone (Office).....(Residence).....

6. Type of Organisation (✓) (Tick here)

Large  Manufacturing Medium & Small  Service SSI Certified Orgn **7. Declaration**

I agree, On behalf of my organisation do hereby declare that I Shri / Smt.....  
 abide by the rules/regulation of the Golden Peacock Innovation Management Award Jury and  
 accept that the decisions of the committee of judges are final. I confirm that my Organisation is  
 eligible to take part in this competition and that all information and accompanying application  
 documents are correct in this behalf.

.....  
Date.....  
Signature of Highest Ranking Official

## The Business Overview

The Business Overview is an outline of the applicant's business, addressing what is most important to the business, key influences on how the business operates, and where the business is headed. The Business Overview is intended to help Examiners understand what is relevant and important to the applicant's business.

The Business Overview is of critical importance to assess the applicant, because:

- a) It is the most appropriate starting point for writing and reviewing the application, helping to ensure focus on key business issues and consistency in response, especially in reporting business results, and
- b) It is used by the Examiners and Judges in all stages of application review, including the site visit.

### Guidelines for Preparing of the Company.

The Business Overview consists of the following sections:

#### 1. Basic Description of the Company

This section should provide basic information on:

- a) Nature of the applicant's business; products and/or services, company size, location(s), and whether it is publicly or privately owned;
- b) The applicant's major markets (local, regional, national, or international) and principal customer types (consumers, other businesses, government etc.) Indicate any special relationships, such as partnerships, with customers or customer groups);
- c) A profile of the applicant's employee base, including: number, types, educational level and any other special information.
- d) Major equipment; facilities, and technologies used.

If the applicant is a sub-unit of a larger company, a brief description should be given of the organisational relationship to the 'parent' and percent of employees the sub-unit represents. Briefly describe how the applicant's products and services relate to those of the parent and/or other units of the parent company. If the parent company provides key support services, that should also be described briefly.

#### 2. Critical Business Information.

Key information that should be provided includes:

- a) Attributes of utmost importance to target customers.
- b) Type and number of suppliers of goods & services.
- c) Type and number of other partners in business such as dealers.
- d) Specific information related to strategic partnership with key suppliers/trade partners.
- e) Critical success factors that the organisation has identified as competitive factors.
- f) Other information that may be important to the organisation, such as, company's new businesses, new business alliances, development/introduction of new technologies and likely changes in strategies.

## Self-Appraisal Report

### The Criteria Guidelines

#### A. GENERAL OVERVIEW

##### A I Prime factors for innovation.

1. What were the prime factors responsible for driving your organisation to innovation?
2. What main hurdles were encountered, in introducing innovation in your organisation. What are considered as the organisational road-blocks to Innovating.

##### A II Areas for Innovation

1. What ways are used to institutionalise the practice of continuously innovating new ideas, suggestions and recommendations and recognising and rewarding ideas which add value to the company's operations
2. How do you assess and develop your capacity to implement ideas
3. How are customer contacts maintained at all functional levels
4. Areas for innovation

#### B. CORPORATE CREATIVITY AUDIT

##### B I Initiatives on product development.

1. How much of your revenue comes from products less than a year old?
2. How many new products have been developed in the last 2 years'?
3. What is the type of technology input?

##### B II Capabilities in enhancing production

1. Who brought the last six creative moves (new product ideas) to awareness: An insider or an outsider?
2. Did these initiatives arise in response to an emergency, a competition, or some other event ?
3. Were they the result of a well-considered corporate design?
4. How much do you know about the procedures and cultures of your competitors?
5. Did you foster company-wide awareness of new developments in your industry'?
6. What capabilities does your company have to create distinctively, and continuously?
7. How many of the creative talents lost in the past year have you replaced'?
8. Do you have systems for taking stock of your creative capacities and performance?
9. Details of long term investment in technology development.

#### C. STRATEGY & DECISION

##### C I Identifying measures for new strategies

1. What measures are used to identify new opportunities
2. What product development strategies have been introduced in the organisation
3. Identifying strategic alternatives in regard to long term and grand strategies
4. Development annual objectives, allocating resources and implementing short term plans

##### C II Need for Business Priorities

1. How is the need to continually refine products and services met in the organisation.
2. How are creative and business priorities of the organisation integrated.
3. How do you focus attention on differentiation /cost leadership to achieve competitive advantage.
4. How are corporate strategy sessions prevented from becoming a battle of ego and creative ideas are not shot down.

#### D. ORGANISATION DEVELOPMENT

**50 Pts**

##### D I Organisational Structure

1. How is organisation designed to facilitate the flow of ideas that lead to innovation.
2. What changes were implemented in the traditional functional organisational and accountability structure to convert it into an innovative organisation.

3. Monitoring and improving customer value and value providing systems.
4. Services satisfaction, meeting expectations, managing differentiation, value additions and role of marketing departments.

**D II Work base for goal attainment**

1. How do you meet the need to create a network instead of hierarchies for multi-job assignments.
2. How do you organise structures, which are relatively much organic and assure a proactive stance towards their environment. How are rules and regulations used judiciously to facilitate goal attainment.
3. How are the loose-tight properties of the structure assured to accommodate free wheeling nature of creative work.

**E. Leadership**

**100 Pts**

**E I Leadership to promote innovation**

1. How do you continuously set directions and promote innovation
2. How do you create performance gaps and support innovators through an environment of stretch.
3. What top management practices are employed to encourage innovativeness.

**E II Assessment to anticipate customer needs**

1. Assessing external opportunities and threats to improving customer value
2. Assessing internal value capabilities resourcefulness and weaknesses.

**F. CULTURE**

**100 Pts**

1. How is the culture of creativity established in the organisation
2. How do you nurture emotional intelligence.
3. What is your experience in adopting provocation as a process.

**G. HRD**

**50 Pts**

1. Prime tool of innovation are people. How does the organisation change the mindset and encourage people to think without constraint and experiment without fear.
2. What are the cross-section of factors considered during the appraisal of employees
3. How do you assess and reward behaviours, efforts and results.
4. How does the appraisal process take into account the individuals potential.

**H. TRAINING & DEVELOPMENT**

**75 Pts**

**H I Importance of Training**

1. When we talk of training in a creative organisation, the training cannot be standardised. It has to be tailor made to the person's unique requirements. How this has been organised.
2. At the organisational level, how focus has been shifted for creating a learning organisation and not mere formal training.
3. Any specialised creativity training being offered on a continuing basis.
4. What is the role of supporting services and what competence based training has been offered to them.
5. What is the cost of such training? Is there any relationship between budgeting exercise and plan.

**H II Relationship between Training and productivity**

1. What is the relationship between training, productivity and performance in production units? Is there any interface.
2. What is the process of assesment of impact of training.
3. What training techniques are used to increase the creativity of the organisation.
4. How do you promote the desired competencies.

**I. RECOGNITION/REWARD**

**100 Pts**

1. How organisation is designed to nurture entrepreneurship and leverage knowledge'?
2. What is the system of managing suggestion schemes/ideas and instant recognition.

3. How cultural mind-set shift achieved in recognizing, encouraging and rewarding talent and innovation.?

## **J. LEARNING ORGANISATION**

### **J I Mechanism adopted to disseminate information**

1. What process or mechanism is adopted to expose the organisation to new information, whether created in house or acquired from the external environment and disseminate it across the organisation.
2. How the above knowledge-based activities have been institutionalised for carrying out on a conscious and continuing basis.
3. Critical success factors.
4. Key organisational problems and strategic issues.
5. Strategic options for incremental improvements

### **J II Innovation as a tool to create value for stakeholders**

1. How to ensure use of cross functional teams in product development and problem solving.
2. How are you using innovation as a tool to create value for all your stakeholders

## **K. COMMUNICATION**

1. How have you organised the communication channels?
2. What is the System to facilitate free flow of ideas?
3. How do you encourage new learning from multidimensional sources of knowledge?

## **L. CREATING KNOWLEDGE BASE**

### **L I Objectives**

- a. Product appraisal
- b. Product concept creation
- c. Flow of activities
- d. Ensuing process

### **L II Organisation strengths & weakness**

- a. Creating empowered organisation
- b. The benchmarking process
- c. Developing leadership skills
- d. Creative problem solving
- e. Employee motivation
- f. Quality improvement approach

## **M. OUTCOME**

### **M I H R Outcome**

1. Commitment
2. Motivation
3. Responsible autonomy
4. Quality
5. Teamwork

### **M II Business outcome**

1. Market share
2. Profitability
3. Service quality
4. Cost optimization
5. Differentiation

### **M III Expected affects of innovation schemes**

### **M IV Win - Win situation**

### **M V Innovative measures towards sustainability.**