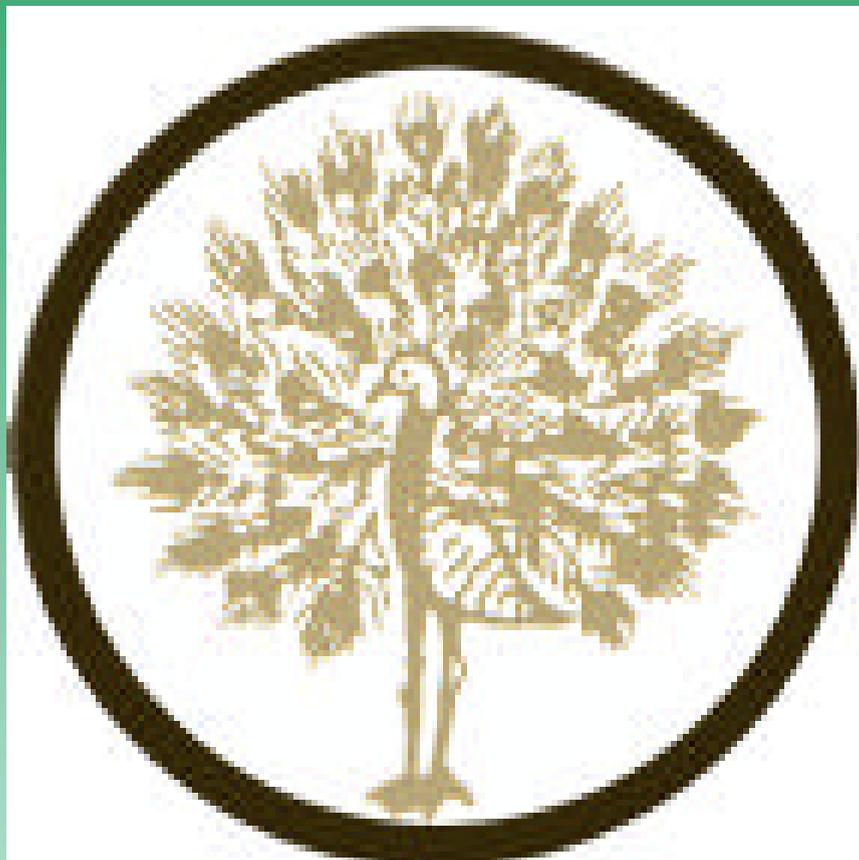


# **GOLDEN PEACOCK INNOVATION AWARD (GPIA)**



***GUIDELINES & APPLICATION FORM***

# Innovation

“Innovation is to knowledge economy what productivity was to industrial economy. Innovation is going to be the key competitive differentiator for 21st century. Wealth in this century will not be created by optimisation but innovation, not by perfecting the known but imperfectly mobilising the unknown.90% of the products we use today will disappear in the next 10 years. Our cars, our homes, clothes, computers, TVs, phones and even food are going to change in ways we cannot even imagine today. We have a choice: we either innovate or annihilate ourselves”.

**Dr Madhav Mehra**

President

World Council For Corporate Governance

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# INTRODUCTION

## **Innovation – The Key to Competitive Advantage**

The concept of innovation is often associated with the single big, new idea: the one-off breakthrough. However, in today's world, innovation has to mean more than this. It has to become a continuous way of life. Only those companies that recognise this, and are equipped to deal it, are going to succeed. We are far from tapping the total creative potential of every one of our citizens; but the Government and a foundation for an environment of creativity and innovation.

## **Products are becoming Obsolete**

In a world where knowledge is growing exponentially and products and services are fast becoming obsolete, the challenge of innovation is irresistible and restless. Innovation is no longer an option. You either innovate or perish. Change-economic, social or political-is biggest threat to business today. Ignored or unanticipated it can be devastating. But tapped properly it can offer the greatest opportunity even to the most fledgling business and act as the most powerful engine for growth.

## **Leadership for Innovation**

Managing innovation is rooted more in leadership and organizational capabilities than it is in technological prowess. Winning through innovation is led by managers who can build embrace, and take advantage of yet not get trapped by today's culture and the firm's historical success. Winning through innovation is about managing contradictions, managing for both today and tomorrow. It is about taking advantage of technology cycles to proactively shape today's and tomorrow's innovation streams.

## **Winning through Innovation**

Winning through innovation is also about managing change. The world is full of inspiring visions, grand strategies and breakthrough innovations that were either never implemented or implemented too late. Winning through innovation hinges on the ability to implement change in often complacent or inertial organizations. As innovation and change are intertwined, we have focused on managing change within and across organizations: we have coupled managing innovation streams with managing politics, organizational control and individual resistance to change.

## **Innovation Happens Everyday**

The world is usually reserved for revolutionary invention and one-off designs, but innovation happens every day, in the successful exploitation of ideas. Whether companies priorities innovation in both strategic plans and action will determine how far they will outperform competitors, both in terms of profit and in winning and retaining market share. It's about creating a commercial culture that inspires people throughout the company to be innovative.

## **Handling Creativity**

Creativity Spurs activity and buoyancy and makes even a mundane business exciting and stimulating. Creativity brings about a paradigm shift in thinking, determines the distinctive way the company operates its business and results in break-through technology and products. The way creativity and innovation is handled, it can initiate profound changes all across the organisation and enable ordinary men and women achieve extraordinary results.

## **Empowerment is the Key**

Trust, empowerment and delegation are the hallmark institutionalizing a culture of excellence and creativity that inspires every employee. The ultimate challenge before every corporation is to tap the creative thinking

skill of everyone in the organisation. It will be valuable to institutionalize the practice of continuously imbibing new ideas, suggestions and recommendations and acknowledging, recognising and rewarding ideas which add value to company's operations. Suggestion box is the starting point.

### **Innovation is never Orderly**

Innovation in the real world is never orderly. It is, after all, an intensely human process and at times managed with a degree of chaos. Sometimes management's actions can get in the way. The trick is to find the right balance. If companies cannot adapt to change they will not survive. Innovation enables corporations not only to survive but also to succeed.

### **Essence of Successful Innovation**

The essence of successful innovation comes down to three key elements: that make a difference to it's bottom line:

- Unique understanding of customers and markets;
- An outstanding capability to implement;
- Inspirational and cultural leadership.

Innovation and creativity have long been a principal way for businesses to improve their competitive edge. Organisations need to generate an environment and method of working which fosters and encourages such a climate?

### **Making Innovation Happen – Creating an Environment**

So what can be done to make innovation happen? This shortlist of actions can ensure future success:

- *Keep it simple.* Create a clear and easily understandable vision; evangelize and sell to all the players and people involved – communication is always the vital element.
- *Under-manage.* Let go at the top, empower people to succeed and provide the framework in which everyone is a partner.
- *Seek out supportive relationship.* Find organisations, companies and people who salute and support your cause, and with the skills and facilities to satisfy and supply your needs – it is easier to be a winner when working with winners.
- *Build networks early.* All forms of networks bring high returns.
- *Invert the rules.* The value chain of the new is unlikely to resemble the old and will almost certainly be inverted.
- *Seek exponential growth.* Find the routes to and mechanisms for explosive growth that far exceeds the old linear markets.
- *Focus on customers.* The future of business is about sucking up – really sucking up!
- *Virtualise.* Outsource as much as possible – the days of Do It All have long gone.
- *Technologies.* Use the best available – ultimately it costs far less than people – and you cannot win against competition with superior fire power.
- *Make information free.* Let people have access – for without communication and data availability they will be disabled and ineffective.
- *Reward everyone.* Make sure that all involved get a significant slice of any success.
- *Celebrate the winners and care for those in trouble.* Remember the power of praise and the rehabilitating impact of concern and support.
- *Reward Good tries,* we should not focus only on success but look for good tries and reward them.
- *'Failure is the badge of honour'* The organization must put a precaution on owning failures & trying again.

# AWARD SCHEME

## The Awards

The Golden Peacock Awards Secretariat has great pleasure in inviting applications for The Golden Peacock Innovation Award 2004 from companies, individuals and organisations.

The Golden Peacock Innovation Award will be awarded every year. Each winner will receive a trophy together with a certificate. The winner may use the Golden Peacock Innovation Award logo on all printed and promotional materials. Some of the finalist organisations may also get a commendation card. The Golden Peacock Innovation Management Award would be given separately for manufacturing and Service organisations under the following categories for different industrial technology sectors:

<b>Large Enterprises</b>	<b>251 and above Employees</b>
<b>Medium and Small Enterprises</b>	<b>upto 250 Employees</b>
<b>Individuals</b>	

*If the applicant unit is sub-unit of a large enterprise, then it can apply only under large category.*

## Eligibility

Manufacturing or Service organisations or divisions of organisations (self accounting profit/cost centres) in the private and public sectors operating in India, or individuals who are Indian citizens, may participate in the ‘Golden Peacock Innovation Award’.

- ☞ Innovations may be in any area of human endeavour
- ☞ You may reapply for an Award in subsequent years provided a new application form is completed along with updated version of supporting information.

## The Categories

Innovations may be in the form of new ideas, new products, patents, inventions, services, processes, new financial techniques, or business structures, and could be divided into two broad categories, as follows :-

1. Technology Innovation
2. Business Innovation
  - ☞ Business Application of IT Services/Communication
  - ☞ Environment
  - ☞ Finance
  - ☞ Management Techniques and Organisation
  - ☞ Transport and Logistics
  - ☞ Product/Service Design
  - ☞ Social/Political Innovation

## Rules and Regulations

- The Golden Peacock Awards Secretariat reserves the right to select more than one winner and also to withhold award if the required standard is not met.
- The Golden Peacock Awards Secretariat 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.
- The Golden Peacock Awards Secretariat cannot undertake to return documents or supplementary material submitted with an entry.
- The decision of the National Chairman of the Award Council, the recommendations of the Panel of Judges 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 by the Golden Peacock Awards Secretariat 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 can the Golden Peacock Awards Secretariat be held responsible for any loss of confidentiality to a third party. Moreover, the Golden Peacock Awards Secretariat can not be 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.

## **Feedback**

All applicants for Golden Peacock Innovation Award will receive a feedback report from the assessors covering areas of strength & weakness for better performance.

## **Fee**

The application fee is as under:

- |                                 |              |
|---------------------------------|--------------|
| (a) Large Enterprises           | Rs. 14,500/- |
| (b) Medium and Small Industries | Rs. 9,500/-  |
| (c) Individuals                 | Rs. 4,500/-  |

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 be visited by a member of the jury, shall bear the actual cost of such visit.

# HOW TO APPLY

The Application for the award should be submitted 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. Application form as laid down
  - a. Part I : Particulars of the organisation/inventor
  - b. Part II : Details of innovation with self assessment report
2. Business Overview  
A summary, providing an outline of the applicant's Business. Guidelines for business overview are given the next section.
3. Self-Appraisal Report  
Part II of the application form consists of a set of questions which when answered fully, duly supported by the objective evidence, would help in appreciating the extent of excellence achieved by the applicant.
4. 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 criteria. 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. The assessment fees in the form of a bank draft payable in Delhi shall accompany each application. A copy of the last annual report of the organisation, where applicable, shall form part of the support material.
6. **Check List:** The following information/documents shall accompany each award application:
  - a. Application form completely filled out including required signatures
  - b. A complete description of the innovation, together with a one-page summary
  - c. Detailed Brochure/write up with photograph of the Idea/product/service.
  - d. Business overview-detailed report providing an outline of the applicant's organisation, business activities, research objectives and methodology adopted.
  - e. In case of individual applying for the award, a detailed CV would be required, covering education, employment and other activities.
  - f. Any other documents in support of your claim.
  - g. If the innovation is patented, provide a complete copy of the patent. If a patent has been applied for and has not yet been issued, include a copy of the patent application.
  - h. Endorsements from individuals qualified to comment on the success of the innovation may be attached.
  - i. If available, a sample of the product or a video illustrating its operation may provide a clearer understanding of the innovation. (However, such material shall be supplied at no cost to IOD and with the understanding that it will not be returned.)
  - j. Since the Selection Committee is multi-disciplinary, the innovation details should be written for non-specialists. However, the Selection Committee reserves the right to have nominations evaluated by specialists from a nominee's discipline and information should be provided to permit such an evaluation.

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

# PREPARING THE BUSINESS OVERVIEW

## 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 the overview of the Company

The Business Overview consists of the following two parts:

### 1. Basic Description of the Company

This part 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.

*Note: In case of individual applicants, the above business overview will be replaced by details of individuals self-employment/activities*

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

1. Name of Applicant Organisation : \_\_\_\_\_

Address : \_\_\_\_\_

Website : \_\_\_\_\_

2. Name of the Contact person : \_\_\_\_\_

Designation : \_\_\_\_\_

Address : \_\_\_\_\_

Telephone : (O) \_\_\_\_\_ (R): \_\_\_\_\_ (Mob.) \_\_\_\_\_

Fax : \_\_\_\_\_ Email : \_\_\_\_\_

3. Name of Highest Ranking Official : \_\_\_\_\_

Designation : \_\_\_\_\_

Address : \_\_\_\_\_

Telephone : (O) \_\_\_\_\_ (R): \_\_\_\_\_ (Mob.) \_\_\_\_\_

Fax : \_\_\_\_\_ Email : \_\_\_\_\_

4. (a) Location of principal sites

(b) Total number of employees

(c) Is the application from the whole organisation?  Yes  No

(d) Is the applicant an independent profit/cost centre ?  Yes  No

(e) Name of the Parent Organisation

Address

(f) Type of Organisation (✓) (Tick here)

(i) Large (Above 250 employees)  Manufacturing

(ii) Medium and Small (Upto 250 employees)  Service

(iii) Individual

5. Details of the Inventor/Innovator

Name of Innovator/Names of the Innovation Team (as applicable)

Address

6. Declaration

On behalf of my organisation/me, I do hereby declare that myself Shri/Smt./..... shall abide by the rules/regulation of the Golden Peacock Innovation Award Jury and accept that the decisions of the committee of judges are final. I confirm that my Organisation or me 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 /Individual

## Part-II : Details of Innovation and Self Assessment

### Description

1. Please describe your innovation fully?
2. What is the current situation in the field, in which your innovation belongs?
3. What is the main problem that your innovation is seeking to address? How does your innovation address this situation?
4. Briefly explain the multi-stage processing of your innovation from concept upto its implementation and commercial development.
5. Give unique features of the Idea/Product/Service (in detail) and what precise benefits are expected with particular reference to benefit to your company, society and environment. Describe benefits with reference to 3 Ps - people, profit and planet.
6. A statement of the economic and/or social and environmental benefits, resulting from the successful commercialization of the innovation.
7. An outline of the successful commercialization and marketing results of the innovation.
8. Give details of benefits of the Idea/Product/Service over other competitive alternatives?

### Organisational support

9. Describe the institutional support you received in developing your idea and nurturing and it's commercialisation by management.
10. How organisational support for creativity is provided in the organisation for the following:
  - a. Idea Management
  - b. Use of cross-functional teams in problem-solving and crystallising ideas.
  - c. Nurturing emotional intelligence and provocation.
  - d. Knowledge management and creativity audit.
  - e. Rewarding good tries
  - f. Managing risk
  - g. "Failure is a badge of honour"

### Submission

Your complete application, answering both Parts I and II of the above application form, along with the required enclosures and draft for the assessment fees should be sent to:-

### Director General

**Golden Peacock Awards Secretariat**, M-64, GK - II, New Delhi -110048

Tel: 91-11-51636294/51636716/17 Mob: 98111 35151 Fax: 91-11- 29217475/51636292 E-mail: iod@vsnl.com

or

to any of the following offices

### Institute of Directors

**Bangalore:** S - 117, Manipal Centre, 47 - Dickenson Road, Bangalore - 560042

Tel.: 91-80-5092234 Tele Fax : 91-80-5583490 E-mail: biod@giasbg01 vsnl.net.in

**Kolkata:** 15, Stephen Court, 18A, Park Street, Kolkata -700071

Tel: 91-33-22291602 Fax: 91-33-22290647 E-mail: qualitycal@hotmail.com

**Mumbai:** No. 1, Anand Bldg, 137A, Azad Road Vile Parle (E), Mumbai - 400057

Tel: 91-22-26187113 Fax: 91-22- 26108582 E-mail: qmibom@bom4.vsnl.net.in

**Palampur :** Moul Khud, Palampur, Distt. Kangra, Himachal Pradesh - 176 061

Ph.: 01894-235626 Fax: 01894-235626 E-mail: smctrust@sancharnet.in