

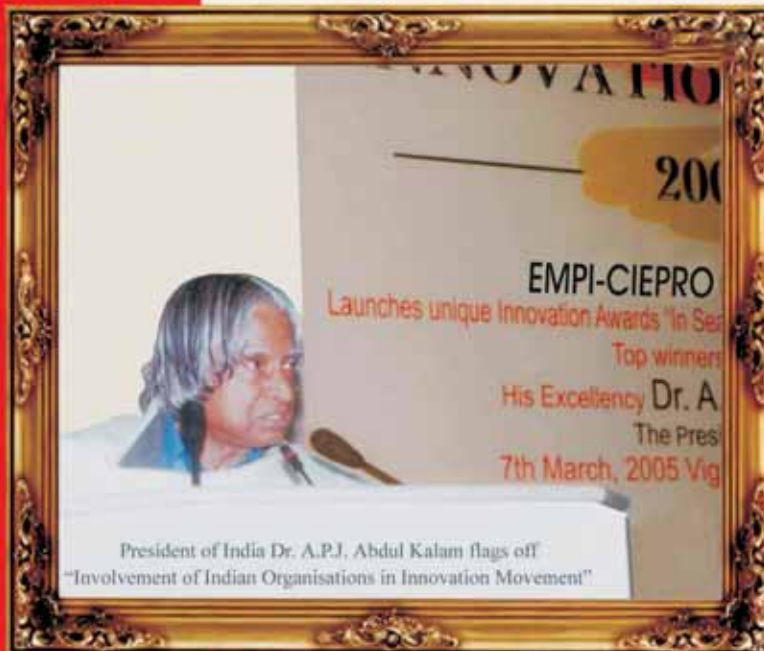
Initiatives

A spot bulletin of EMPI Business School

Volume 1

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MISSION
INNOVATIVE
INDIA



eMpi

B-School

Innovation Awards Ceremony 2005

7th March, Vigyan Bhawan, New Delhi



Contents

| | | |
|--|--|----|
| 1. Editorial | | 3 |
| Award Ceremony - 2005 | | |
| 2. The Jury | | 4 |
| 3. The Organising Council | | 4 |
| 4. President of India Speaks | | 5 |
| 5. Messages | | |
| ● Minister of HRD Hon'ble Mr. Arjun Singh | | 8 |
| ● Chief Minister of Delhi Hon'ble Ms. Sheila Dixit | | 9 |
| 6. Awards and Citations | | 10 |
| 7. Annexure: | | |
| ● Welcome Address by Mr. D.V. Kapur | | 12 |
| <i>Chairman of the Organising Council</i> | | |
| ● Awards Concept by Mr. M.G.K. Menon | | 14 |
| <i>Chairman of the Jury</i> | | |
| ● Acknowledgments by Mr. Gurnam Saran | | 16 |
| <i>President, EMPI B-School, New Delhi</i> | | |
| 8. Unfolding the Future | | |
| ● Dr. Ashok Jain / Pankaj Saran | | |
| <i>Co-convenors EMPI-CIEPRO</i> | | 21 |

From the Editor

S ≠ T and T ≠ I: “Science alone is not Technology” and “Technology alone is not Innovation”

- Akio Morita, Chairman of the Board, Sony Corporation at the Royal Society, London
(... as narrated by Prof. M.G.K Menon)



20th century more than all the other centuries put together has been the century of change – change that is political, economic, social and above all technological. The institutionalisation of the change process or the planned ‘changing of change’ has been perhaps the most important change of the 20th century. From the early days of

science and technology where lone inventors like Michael Faraday or a Thomas Edison invented ‘new things’, Invention has evolved to entire Organisations or the populace making new things. Further the search for newness has gone beyond new things to systems and processes that makes up the present socio-technological era - a trend that has been characterized as Innovation. Thus the 20th century is witnessing a transformation in search for ‘newness’ in not only new products or inventions produced by eccentric inventors but entire organisations. Further, Innovations have even gone beyond corporate organisations to all forms of Organisations. Therefore we have innovations in government - the modern welfare estate; Innovations in Socio-Economic Development - the Amul Model; Innovations in social institution building - the Montessori school; the modern research University - Harvard, Stanford and the like; innovations in the rural sector - Gramin Bank etc. and above all traditional corporate innovations like JIT by Toyota, Sony and the Walkman. Of course, the taxonomy of Innovation varies from the Disruptive, Application, Product, Process, Experiential, Marketing, Business model to Structural etc.

Indian organisations, especially in the post-liberalisation era, have realized the importance of innovation as an imperative necessity to join the global race in generating and capitalizing intellectual capital as the essence of business. No more is the petty manipulation of the regulatory system important to sustain business, but the capability to efficiently and

effectively adapt, develop and create new products, processes, and systems for growth and development. India as a whole with its regulating institutions and government is realizing that age old methods cannot provide the public-private partnership requirement to power the creation of a globally competitive society. Also there is a growing perception that India like other emerging economies and developing societies with its unique problems of poverty and illiteracy requires innovations in non-corporate areas - innovations in Agriculture, Social Development, Government etc.

Traditionally, India has been characterized as a conservative non-changing society where the innovator has been branded as a maverick outside the mainstream functioning at the fringes of society. A lot has to be done to create awareness of Innovation and Innovators.

EMPI in response to this felt need has set up **CIEPRO - Centre for Innovation, Entrepreneurship & Intellectual Property**, and is launching the Journal – **INNOVATIONS** that shall synthesise academic disciplines with professional practice to address the larger paradigm of Innovation which goes beyond the classical innovation paradigm of high technology product based breakthrough invention situated in the modern corporates, to look at Innovation in all organized forms of human endeavour - from Governance and Policy to Education and Health. This Journal does not negate the classical paradigm of Innovation but aims to extend it. A guiding thought is the relevance of the larger paradigm to developing societies and emerging economies where innovative solutions are required for the enormous problems they face – poor governance, colonial administrative structures, dilapidated infrastructure, illiteracy, health etc.. Our attempt is to bring theoretical and methodological rigour to the ‘larger paradigm’ as the Journal aims to address both the scholar and the practitioner.

A handwritten signature in black ink, appearing to read 'P. Saran'.

Pankaj Saran

Vice-President, EMPI B-School

The Jury - Awards 2005

Menon, M.G.K., Chairman

Chairman, BOG, IIT Delhi, President, ISI Kolkata

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|--|--|
| <p>Bhargava, R.C. Former CMD, Maruti Udyog Ltd.</p> <p>Desai, Nitin Former Under Secretary General for Economic & Social Affairs, UN</p> <p>Hussain, Abid Former Ambassador of India to USA</p> <p>Irani, J.J. Director, Tata Sons Ltd.</p> <p>Jain, H.K. Former Director, Indian Agricultural Research Institute, Dy. Director General, ISNAR, The Hague</p> <p>Kapur, D.V. Chairman, Reliance Power Ltd. Former Founder Chairman, NTPC & Secretary to Ministry of Power and Industry, GOI</p> <p>Kohli, F.C. Fr. Dy. Chairman, Tata Consultancy Services Ltd.</p> <p>Lall, Brijmohan Chairman, Hero Honda Motors Ltd.</p> <p>Mashelkar, R. A. Director General, CSIR & Secretary, Deptt. of Scientific & Industrial Research, GOI</p> <p>Maira, Arun Chairman, The Boston Consulting Group</p> <p>Nigavekar, Arun Chairman, UGC</p> | <p>Pal, Yash Former Chairman, UGC</p> <p>Parekh, Deepak S. Chairman, HDFC Limited</p> <p>Rajagopal, P.V. Vice Chairman, Gandhi Peace Foundation</p> <p>Roy, Prannoy President, NDTV</p> <p>Saran, Gurnam Former Director, BHEL & Senior Management Consultant, Commonwealth (U.K.)</p> <p>Sharma, Manju Former Secretary, Dept. of Bio-technology, GOI</p> <p>Sharma, M.M. Emeritus Professor of Eminence, Univ. Inst. of Chemical Technology, Mumbai</p> <p>Singhvi, L.M. Former M.P. & Senior Advocate, Supreme Court</p> <p>Tandon, P.N. Chairman, National Brain Research Centre</p> <p>Verma, J.S. (Justice) Former Chief Justice of India</p> <p>Vittal, N. Former Chairman, Telecom Commission & Secretary, Department of Electronics, GOI</p> |
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Organising Council

Kapur, D.V. (Chairman)

Chairman, Reliance Power Ltd. Former Founder Chairman, NTPC & Secretary to
Ministry of Power and Industry, GOI

| | |
|--|--|
| <p>Bami, P.S. (Co-Chairman) President, Indian Energy Forum Former Chairman, NTPC</p> <p>Saran, Pankaj (Co-Convenor) Vice President, EMPI B-School</p> <p>Bhatia, S.K. Former Director General, Research & Development for Electrical Industry, Govt. of India</p> <p>Chandna, Yadav Faculty Consultant, EMPI B-School</p> <p>Gupta, Vipin (International Advisor) Senior Fellow, Wharton School</p> <p>Khanna, Sushama Co-Director, EMPI HR-LABS</p> <p>Motiwal, O.P. Director, EMPI University Law School</p> <p>Pant, J.M. Faculty Consultant, EMPI B-School</p> <p>Ramachandriah, V. Director, EMPI Global Business Management & Research, Former Director, GIFT (Vizag)</p> | <p>Natarajan, R. (Co-Chairman) Former Chairman, AICTE, Govt. of India Former Director, IIT Madras</p> <p>Jain, Ashok (Co-Convenor) VP, EMPI Academics Devpt. & Research Former Director, NISTAD</p> <p>Saksena, A. N. Former Additional Secretary to Govt. of India</p> <p>Sarkar, Suman Director, EMPI B-School</p> <p>Sethi, Sanjay Chief Publisher, MacMillan India</p> <p>Verma, S.P. Chief Editor, IGPA & HPA Senior Dean & Director, EMPI B-School</p> <p>Saran, Abira Faculty, EMPI B-School</p> <p>Jyoti N. Singh Faculty, EMPI B-School</p> |
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PRESIDENT OF INDIA SPEAKS

07-03-2005 : Vigyan Bhavan, New Delhi.

Development challenges in reaching difficult regions of the Nation

I am delighted to participate in the Indian Innovation Awards 2005 organized by the Entrepreneurial Management Processes International (EMPI) in collaboration with NDTV and Business World. I greet the organizers who are celebrating Indian Innovative Organisations towards promotion of a culture of innovation among our entrepreneurs. I congratulate the award winners, Infrastructural Leasing and Financial Services, Narayana Hirudayalaya, BAIF Development Research Foundation, Mother Dairy Food Processing Ltd., All India Society for Electronics and Computer Technology, National Stock Exchange of India and the Department of School Education, Government of Nagaland. I understand that these seven innovative organisations have been selected through a process of selection from five hundred and ninety six participants. I was thinking, what to discuss with the teams assembled here. I have chosen the topic as "Development challenges in reaching difficult regions of the Nation". To begin with let us discuss the Engine of knowledge society which is innovation.

Engine of Knowledge Society is Innovation

During the last century, the world has undergone a change from agriculture society, where manual labour was the critical factor, to industrial society where the management of technology, capital and labour provided the competitive advantage. Then the information era was born in the last decade, where connectivity and software products are driving the economy of a few nations. In the 21st century, a new society is emerging where knowledge is the primary production resource instead of capital and labour. The Knowledge society is powered by innovative capacity. Efficient utilisation of this existing knowledge can create comprehensive wealth of the nation and also improve the quality of life - in the form of better health, education, infrastructure and other social indicators. Ability to create and maintain the knowledge infrastructure, develop knowledge workers and enhance their productivity through creation, growth and use of new knowledge will be the key factors in deciding the prosperity of this Knowledge Society. Whether a nation has arrived at a stage of knowledge society is judged by the way the country effectively deals with knowledge creation and knowledge deployment in all sectors like IT, Industries, Agriculture, Health Care etc., Innovation is the key



element in building the knowledge society. Knowledge society in turn leads to developed societies. I am very happy that with institutions that deal with entrepreneurship, electronic media and print media in business are joining together, taking the innovation as an important task.

Now I would like to discuss the ingredients of Knowledge Society.

Necessary ingredients for Knowledge Society

Knowledge is converted into wealth for social good through the process of innovation. Innovation is an important factor for the competitiveness of both service and manufacturing

sectors. Innovation is mainly fed by dynamic organizational change and also in various walks of life borne out of experiences of individuals and groups and at times from R&D labs also. Hence there is an urgent need to establish an efficient innovation system in the country. Such a system would involve creation of clusters, which are networks of

- a) Inter-dependent firms,
- b) Technology and knowledge producing institutions like universities, colleges and institutes, research institutes, and technology providing firms,
- c) Bridging institutions like think tanks, providers of technical or consultancy services, and;
- d) Customers links the value-added production chain

The concept of clusters goes beyond that of a firm network, as it captures all forms of knowledge sharing and exchange. Thus, an

innovative system with its clusters would tap into the growing stock of global knowledge, assimilate and adopt it to local needs and finally create new knowledge and technology. The innovators who have been awarded can replicate their innovations in different parts of the country. Time is now ripe especially since the Government is focused to provide a new deal for the rural India.

New Deal for Rural India

In my address to the nation on the eve of the Republic Day 2005, I had outlined a vision for rural development. The vision envisages total eradication of poverty, excellent and affordable opportunities for education and skill development for all citizens, health care for all and sanitation coverage and

generation of higher income levels for all the people in the country. In addition, agriculture, manufacturing and services sectors will not only cater to domestic needs but also acquire leadership positions in the global economy. In the Finance Minister's latest budget proposals the programme of Providing Urban Facilities in Rural Areas (PURA) plays a very important role. PURA envisages four connectivities. They are Physical connectivity, Electronic connectivity and Knowledge connectivity thereby achieving economic connectivity.

Role of Innovators

There is always a tendency, even among social institutions and social organisations including religious institutions, that they would like to select for education, healthcare and other socially relevant activities, always well developed parts of states (with few exceptions), and preferably urban areas. Particularly, the innovators should always select difficult areas and trigger development to ensure the balanced development of the whole nation. Here I am reminded of an e-mail which I received from one of our citizens. The e-mail reads as follows:

Here is a piece to remind all of us on whatever health, wealth or light we have, and the importance of sharing it with the less privileged or inherited ones. A few weeks ago National

In my address to the nation on the eve of the Republic Day 2005, I had outlined a vision for rural development. The vision envisages total eradication of poverty, excellent and affordable opportunities for education and skill development for all citizens

Institute for Mentally Handicapped, Hyderabad, had conducted a sports meet for all the physically & mentally handicapped children at National Stadium Hyderabad. In one race., Nine contestants, all physically or mentally disabled, assembled at the starting line for the 100 mtr race. At the starting signal, they all started out, not exactly in a dash, but with a relish to run the race to the finish and win. All, others except one little boy who stumbled on the asphalt, tumbled over a couple of times, and began to cry. The other eight heard the boy cry. They slowed down and looked back. Then they all turned around and went back.....every one of them. One girl with Down's syndrome bent down and kissed him and said, "This will make it better." Then all nine linked arms and walked together to the finish line. Everyone in the stadium stood, and the cheering went on for several minutes. People who were there are still telling the story. Why? Because deep down we know this one thing: What matters in this life is more than winning for ourselves. What matters in this life is

helping others win, even if it means slowing down and changing our course. I would say that, you do not have to slow down. Rather by helping difficult areas, the feed back will make you go faster. If you pass this on, we may be able to change our hearts as well as someone else's. "A candle loses nothing by lighting another candle".

This noble act will promote creativity and socially conscious society among our billion people and they will all become partners in national development.

Creativity

Since our population is of a billion people, the society in its own way has to make innovations continuously, not only in urban areas but also in rural areas. For example, the honey bee network movement at Ahmedabad is an excellent attempt towards promotion of creativity. Creativity comes from beautiful minds. It can be anywhere and any part of the country. It may start from a fisherman hamlet or a farmer's household or a dairy farm or cattle breeding centre or it emanates from class rooms or labs or industries or R&D centres. Creativity has got multi dimensions like inventions, discoveries and innovations. Creativity has got an ability to imagine or invent something new by combining, changing or reapplying existing ideas. Creativity has an attitude to accept change and newness, a willingness to play with ideas and possibilities, a flexibility of outlook, the habit of enjoying the good, while looking for ways to improve it. Creativity has a process to work hard and continually to improve ideas and solutions by making gradual alterations and refinements to their works. The important aspect of creativity is: seeing the same thing as everybody else, but thinking of something different. Now I would like to share my experiences with National Innovation Foundation.

Partnership

I have seen in Ahmedabad the working of the National Innovation Foundation which is able to attract a number of innovations coming from the rural sector. However, what they need is design input to make it into a competitive marketable product. I would recommend a collaborative venture between the Entrepreneurial Management Processes International (EMPI) and National Innovation Foundation to work on converting the promising innovations into a commercially viable venture. This can lead to creation of a number of enterprises in the rural sector leading to large scale employment opportunity and wealth generation in the rural areas. The establishment of enterprises for such ventures can be financially supported by the institutions like IL& FS.

Now I would like to suggest a method by which EMPI and other partners can make productive use of the valuable data generated through the conduct of Indian Innovation Award Scheme.



Presentation of Memento to the President of India by Mr. Gurnam Saran, Honorary President, EMPI Business School

Role of Entrepreneurial Management Processes International (EMPI) & similar institutions

The Entrepreneurial Management Processes International has received five hundred and ninety six applications on different areas relevant to the development of our society such as: public policy, physical infrastructure, social infrastructure, rural development, high technology and manufacturing industries, new convergent media, service industries, banking, insurance, hospitals, agriculture, food, water management and environment. EMPI can create a forum in which the proposals submitted for the award can be discussed facilitating its dissemination to intended users and also create market connectivity for wider applications. The faculty members of EMPI could select the top three innovations in each of the area and prepare them as case studies for the students of EMPI. The television partner NDTV and print partner Business World can make these innovations as episodes and disseminate to different institutions through their channel. This will be an effective method of promoting these innovations towards societal applications. Can you take up this challenge?

Conclusion: Development of Invisible Leaders

For the nation today what is needed is a combination of technology, innovation, leadership and inspired workforce. Let us analyze the dynamics of good organizations for national development. Developed India as defined can be only powered by economic strength.

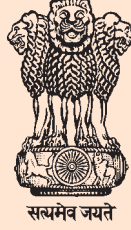
- *The economic strength is powered by competitiveness*
- *The competitiveness is powered by knowledge power.*
- *The knowledge power is powered by Technology and innovation.*
- *The Technology is powered by resource investment.*
- *The Resource investment is powered by revenue and return on Investment.*
- *The Revenue is powered by Volume and repeat sales through customer loyalty.*
- *The customer loyalty is powered by Quality and value of products.*
- *Quality and value of products is powered by Employee Productivity and innovation.*
- *The Employee Productivity is powered by Employee Loyalty, employee satisfaction and working environment.*
- *The Working Environment is powered by management stewardship.*
- *Management stewardship is powered by Invisible leadership*

The Invisible leadership means exercising the vision to change the traditional role from the commander to the coach, manager to mentor, from director to delegator and from one who demands respect to one who facilitates self respect. I am sure all the institutions and the future aspiring institutions are spearheaded by invisible leadership. For a prosperous and developed India, the important thrust will be on the growth in the of number Invisible Leaders and Innovative Organisations. Once again let me congratulate all the award winners and wish you all success in promoting innovative organisations.

May God bless you.



अर्जुन सिंह
ARJUN SINGH



मानव संसाधन विकास मंत्री
भारत
नई दिल्ली-११० ००१
MINISTER OF
HUMAN RESOURCE DEVELOPMENT
INDIA
NEW DELHI-110 001
06 MAR 2005

MESSAGE

It gives me immense pleasure to learn that EMPI Business School is organizing "The Indian Innovation Awards 2005" function.

I would like to compliment the select winners for 2005 as well as all those organizations who have participated in the National Innovation Awards Competition organized by EMPI Business School. This will go a long way in encouraging other organizations to emulate the initiatives taken by your Management. The movement has great potential to explore the talent of the vast human resource of India for our socio-economic development.

I convey my greetings to all those associated with this endeavor and wish all success for the function.


(ARJUN SINGH)



SHEILA DIKSHIT
CHIEF MINISTER



GOVT. OF NATIONAL CAPITAL TERRITORY OF DELHI
DELHI SECRETARIAT, I.P. ESTATE, NEW DELHI-110002

D.O. NO.: *CMR/05/11338*
Dated: *06/03/05*

MESSAGE

It is heartening to know that EMPI Business School which had on an earlier occasion provided excellent assistance to Delhi Government's Department of Social Welfare in organizing the Kalyan week in November 2004 has set up a Centre for Innovation, Entrepreneurship and Intellectual Property (CIEPRO).

The Center's first major initiative in identifying the need to motivate Organizations that focus on Innovations, an area which has been generally perceived as part of the Science and Technology domain, is indeed commendable.

I am glad that very large number of organizations/Institutions both Public & Private have responded to the call from all over the country and CIEPRO is organizing the INDIAN INNOVATION AWARDS-2005 function (first of the series) in Delhi at Vigyan Bhavan on 7th March, 2005.

I hope that the awardee organizations who have been chosen by a high powered jury and are being given the awards by the President of India will present exemplary cases worthy of emulation by others and help in further promoting a culture of innovation in the country.

My congratulations to the winners and best wishes to all those involved in organizing and setting up the process for making innovation a way of life.

Sheila Dikshit

(SHEILA DIKSHIT)

Awards and Citations



Ms. Priti Jacob, CEO, receiving the Gold Award on behalf of Narayana Hrudayalaya



Mr. A.K. Khanna, Managing Director, receiving the Gold Award on behalf of Mother Dairy Foods Processing Ltd.



Dr. Narayan Ganapa Hegde, President, receiving the Gold Award on behalf of BAIF Development Research Foundation, Pune



Mr. Ravi Parthasarathy, Chairman & Managing Director receiving the Gold Award on behalf of Infrastructure Leasing and Financial Services (IL&FS), Mumbai



Mr. Ravi Narain, Managing Director & CEO receiving the Silver Award on behalf of National Stock Exchange of India Ltd., Mumbai



Mr. S.K. Choubey, Secretary, receiving the Silver Award on behalf of All India Society for Electronics and Computer



Shri Neiphiu Rio, Chief Minister, Nagaland, receiving the Silver Award on behalf of Department of School Education, Government of Nagaland, Kohima



Welcome Address by Dr. D V Kapur, Chairman, Organising Council, Indian Innovation Awards – 2005

**Respected Rashtrapatiji,
Prof. Menon and Distinguished Members of the Jury
President EMPI Business School (CIEPRO) Shri Gurnam Saran
Recipients of Indian Innovation Awards and Ladies and Gentlemen**

It is my proud privilege to welcome you Sir, and convey our sincere thanks for agreeing to give away the Indian Innovation Awards – 2005 commissioned by EMPI Business School's Centre for Innovation, Entrepreneurship & Intellectual Property (CIEPRO), New Delhi.

Sir, the entire country acknowledges your achievements not only as a great innovator but also as guiding spirit leading the teams responsible for scientific and technological innovations the nation is proud of. Your graceful presence as Chief Guest at today's function is, therefore, most appropriate for launching a movement to promote the culture of innovation on a platform in variety of fields. We are indeed grateful for your blessings and encouragement.

Recognitions and awards for innovations have been organised for many years by Government Departments, Industry Chambers and Private trusts. However, by and large these were to recognize individuals and not organisations. It was in this background that some of the enterprising minds in EMPI initiated an in-house debate for accelerating a motivational process, which involves wider segments of society and catalyses organisational innovations. It would be agreed that to gain its rightful place in the community of nations and to fulfill objectives of Vision 2020, our country needs to, perhaps more than anything else, become an innovation super power. The culture should also percolate in all forms of organisational endeavours spanning corporate sector to development institutions, government departments to NGOs etc. The Indian Innovation Awards function being held today is not culmination of the thought process but is an important first step to take movement of innovation culture forward.

In addition to technology and manufacturing industry these awards cover a number of areas critical for development, such as Public Policy, Law & Governance, Rural Development and Panchayati Raj, Physical Infrastructure, Social Infrastructure including Health & Education, Agriculture & Water Management and Service Industry – areas generally not adequately emphasised for innovation.

I must also mention that transformation of the idea to a

Kapur, D.V. (Chairman)

Chairman, Reliance Power Ltd. Former Founder Chairman, NTPC & Secretary to Ministry of Power and Industry, GOI

concrete shape would not have been possible but for the active involvement of Prof. MGK Menon and the Jury Members each one of whom is one of the most distinguished persons in his field.

Commitment of EMPI President Gurnam Saran assisted by Ashok Jain and Pankaj Saran is praiseworthy and their skillful handling of the exercise was by itself innovational. Apart from promoting a good cause EMPI Business School saw this as a learning opportunity for post graduate and doctoral level students so that they could become bearer of Innovative India's flag in their careers.



Dr. D.V. Kapur, Chairman,
Organising Council

We had limited time to carry out the entire operation selecting the meritorious organisations deserving the Indian Innovation Awards. We were, however, overwhelmed with the response. There were about 600 applicants out of which 380 were documented entries. Scrutiny of such voluminous documentation was a daunting task. Each entry was evaluated by 2/3 expert evaluators. It goes to their credit that after careful scrutiny of applications, in a short time, they prepared an initial shortlist of about 70 applications for further consideration. The committee of evaluators reduced the number to 19 on the consideration of holistic merits of innovations carried out by respective organisations vis-à-vis criteria for Awards. Coordinators representing respective groups of evaluators concerned with each category of competitive theme made presentations to the Jury on the 1st March. It was due to wise counsel and insight of the distinguished members of the Jury under Prof. Menon's chairmanship that the task of selecting the awardees could be completed. I would also like to mention that a good number of entries were very deserving cases but perhaps lacked full

scale verification data and presentation. However, we are indebted to each one of them and propose to convey our gratefulness for their contributions and would like to assure them that we shall seek further information from them and consider their cases for awards in the future. We look forward to their active support in the coming months to accelerate the innovation movement.

I must also very humbly acknowledge that all this has been a very useful learning experience for the organisers. EMPI is very enthused and shall henceforward redesign the application forms, rewrite the criteria for awards separately for “Innovative Organisations” and for “Organisational Innovations” and develop such formats through which full details regarding gains of innovations and their impact on others can be focused properly.

It is proposed to hold these awards every year. At the CIEPRO a group has been created to compile the case studies for innovations carried out by participants in the competition. Publication and wide circulation of these would be one approach for furtherance of the Innovation Movement. Case studies would be useful addition in the archives of schools of management studies and for holding seminars and brainstorming sessions.

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May I now request Chairman of the Jury and my respected colleague Prof. MGK Menon to address the gathering.

Thank you



First Row (From L to R): Co-Chairman, Organising Council, P.S. Bami, Fmr. Secy., Dept. of Bio-Technology, GOI, Manju Sharma, Chairman, Boston Consulting Group, Arun Maira, and Ms. Tara Sinha

Awards Concept by Prof. M.G.K. Menon, Chairman of the Jury, Indian Innovation Awards – 2005

**Respected Rashtrapatiji,
Dr. D.V. Kapur and Distinguished Members of the Jury,
President EMPI Business School (CIEPRO) Shri Gurnam Saran,
Recipients of Indian Innovation Awards, and Ladies and Gentlemen**

The Indian Innovation Awards were conceived of by the Entrepreneurship and Management Processes International (EMPI) B-School Group in association with its interdisciplinary initiative, CIEPRO. The primary purpose is to recognize innovation of a high order at an inter-organisational levels that have demonstrated their potential for significant national development.

Innovation is broadly defined as introducing something new. Often, innovation is thought of as relating to advances that take place in science and technology; and more particularly in terms of those changes that can be exploited commercially. But for successful commercialisation to take place, and indeed more broadly for successful social and national development, innovation has to cover a broader spectrum. It is important to improve the ways of doing things through new and original approaches across a wide range of areas: science, technology, politics, economics, business, trade, industry, finance, agriculture, and in the homes and in relationships, in institutional structures and most of all in attitudes. The objective of the Indian Innovation Awards is to recognize the importance of innovation as an attitudinal aspect of society, and to set in motion a movement to bring about an innovation culture and movement.

I had the privilege more than a decade ago of listening to one of the great industrial leaders of Japan, Akio Morita, Chairman of Sony Corporation, delivering the first United Kingdom Innovation lecture at the Royal Society in London in 1992. The title of the lecture was: $S \neq T$ and $T \neq I$. He wanted to distinguish between these three aspects, science, technology and innovation. Science is the search to understand nature and the laws that govern its functions. It can result in great discoveries and must involve a high degree of creativity and originality. It does not necessarily lead to applications or the development of technology. Technology involves the manipulation of the outputs from science, and sometimes develops on an empirical or an intuitive basis, to lead to concepts, processes and devices that have a practical connotation. This also involves a high degree of originality and creativity. What Morita had to say was that, in addition, there is another important aspect also involving creativity and originality: and that is innovation.

One of the finest examples that can be cited of innovation leading to a meteoric rise to success is that of Silicon Valley in the U.S.A. where there was a continuing interaction of the great ideas of science, and ideas of innovative engineers and technologists, venture capitalists, lawyers, linkages between business and industry and academia, functioning like an integrated, interactive living organism with the many feedback loops that characterize highly productive ecosystems. This



Prof. M.G.K. Menon, Chairman, Jury

interaction has involved successes and failures, mergers and alliances, with the innovative component of failures becoming the driving force of success. For this it was important for innovative elements to be part of all aspects of the system. Some of these may be small in terms of ideas or magnitude; but when they are in synergy, the whole becomes much larger than the parts. This calls for an ambience, which is liberal, open, secular and highly interactive. It is only then that originality and innovation can flower.

Many in this country do not recognize the importance of openness and teamwork. Particularly in science and technology, and in many of our sports and in performing arts, there is a tendency for the work to be highly individualized so that a person can be recognized for a pinnacle of achievement. Even in science and technology, if one carries out a proper analysis, one finds that the greatest discoveries have had many earlier or parallel building blocks that have enabled them to take place. There is thus a tendency in this country to focus on individuals and icons whereas, invariably, large scale success at national and societal level ultimately takes place through teamwork; co-ordination

involving a large number is important. It is thus that we see great teams in football, cricket and hockey; or in music, the great orchestras. The individual entities in each one of these have to be welded together to make one powerful whole. The great conductors of world famous orchestras of western music manage to coordinate as large a number as a hundred musicians and more. Some of these may be of the highest quality who often give solo performances. But in an orchestra they work to produce sublime music. For this the leadership of a great conductor is important. And that is true of leadership needed at organisational and national levels. It is for this reason that the Indian Innovation Awards are being given to organisations, including successes that have been based on partnerships involving organisations.

More is needed beyond the awards. There is need for greater awareness amongst the people concerning some of these conceptual ideas – to have innovation as a national movement, just as Pandit Jawaharlal Nehru had always talked of the nation and society being imbued with the scientific temper that characterizes a scientific approach to the very functioning of life. For the creation of awareness, the media will have to play an important role.

Respected Rashtrapatiji! You have repeatedly spoken about your ideas concerning a developed India; and the need to

“ignite the minds”. You have throughout been interacting with the younger generation, particularly children, to motivate them to think of success and achievement that have characterized your life. We are, therefore, particularly happy that you are today in our midst to give away these awards.

My distinguished colleague, Dr. D.V. Kapur, who himself was responsible for major innovations in the power sector, has been a moving spirit behind this concept and this function. In these efforts we have had the fullest support

from Shri Gurnam Saran, Honorary President, EMPI Business School; and Mr. Pankaj Saran, and Dr. Ashok Jain, Vice Presidents of EMPI Business School.

These awards are different from others given in the country in the sense that they are for organisations and inter-organisational partnerships; they are also not only for technology and manufacturing but cover a wide spectrum of human effort that are important for development. The awards that will be presented today will illustrate both these concepts.

I am happy that there will be many more who fulfill these criteria, and who will be given awards in succeeding years as we improve our system to search and identify the gems that exist in this country and constitute the mainsprings of our dynamism.

Thank you

There is need for greater awareness amongst the people concerning some of these conceptual ideas – to have innovation as a national movement, just as Pandit Jawaharlal Nehru had always talked of the nation and society being imbued with the scientific temper that characterizes a scientific approach to the very functioning of life.



First Row (From L to R): Former CMD, Maruti Udyog Ltd., R.C Bhargava; Chairman, National Brain Research Institute, P.N. Tandon; Former Under Secretary General for Economic and Social Affairs, UN, Nitin Desai; Former Chairman, Telecom Commission Secretary, Dept. of Electronics, GOI, N. Vittal; Dutch Ambassador Hon'ble Eric F. Ch. Niehe

Acknowledgments: President, EMPI Business School, Gurnam Saran

**Respected Rashtrapatiji,
Honb'le Chief Minister of Nagaland,
(Leading the government official team which has won award today)
Prof. MGK Menon, Chairman of the Jury
Distinguish Member's of the Awards 2005 Jury,
Dr. D. V. Kapur, Chairman Organizing Council,
Recipients of the Indian Innovation Awards – 2005,
Ladies and Gentlemen,**

At the outset, I would like to first of all assure the President of India that we have very carefully listened to the advice and words of wisdom given by you Sir. We are going to further study the same in more detail on the President's website (as advised in the Presidential address). More so, because the thoughts expressed by the President have been very much on our mind from the beginning when we at EMPI, conceived the Indian

Awards today will perhaps continue to be seen as innovative in future as well. What we consider essential for achieving the goal of '*promoting a culture of innovation*', is to look at the other 589 proposals which are in the pipeline and our scheme should encourage them to become excellent. With this objective, Sir, we thought that we will go through all remaining proposals systemically and involve our faculty and students in analysis and case development and create case books sector-wise to be used as examples for emulation by a wider cross section of the society in the country.

In that sense, today has become the day what we have liked to call "**the Bhumi Pujan day**", when we have broken fresh ground through today's giving away of Awards for 2005 from the President's gracious hands. The exercise of selecting the best, if I may mention has been completed, rather speedily to meet the deadline given by the President i.e. today the 7th March, 2005. Right through the Jury was, however, clear that we should not make any mistake because of circumstantial hurry. Deliberations in the course of choosing the best also brought in focus *the need to differentiate 'organisational innovation' from 'innovative organisations'*. Being the first exercise, the Jury hand picked only those which were complete in content and presentation and of course, spotless. Other cases were deferred to be submitted again with more comprehensive and verifiable information through visits and interaction for detailed study and enabling proper presentation in future.

We at EMPI B-School, New Delhi, as I have mentioned earlier have already setup a core team which is being enlarged so as to go in details of each case of reported innovation and enable the concerned organisation to gather all relevant data and present their case in an appropriately structured format for effective communication with due justifications required for evaluation and acceptance by the Jury. Simultaneously objective is to enable dissemination of the case within the organisation for the purpose of taking it to the grass roots. We also want to encourage the organisations to avail it as a motivational tool for spreading the culture of innovation within the organisation and emulation by all those connected with it and the society at large. The President will notice Sir, that the Logo design of CIEPRO says "**Promoting a Culture**



Gurnam Saran, President, EMPI Business School delivering the vote of Thanks

Innovation Awards-2005 as a scheme. We were sure in our minds that we are starting the Awards-2005 as the first chapter of the book, not to be closed and opened again perhaps next year. Goals set have been very clear. Accordingly, we have not only intended but are working for creating a perpetual chain reaction whereby we are not going to stop after taking the first five hundred and ninety six (596) proposals through an in-depth study process leading to selection or rejection. In fact, one point which emerged as a key feature in all our deliberations has been that in operating the concept, we should always remember not to keep looking and talking about only at the first list of high visibility 7 selected innovative organisations because those who have already achieved innovative excellence and received the



Mr. Hari Shankaran, Joint Managing Director, IL&FS, Mr. Gurnam Saran, Hony. President, EMPI, Fmr. Director, BHEL & Sr. Management Consultant (Commonwealth, UK) Mr. Ravi Parthasarthy, CMD, IL&FS and Mr. Pankaj Saran share moments of happiness

of Innovation". This Sir, is our objective. As such our effort is not restricted to do this as an annual ritual to give away Awards once in a year.

The ideas given by you Sir, today are indeed excellent food for thought and help us in enhancing the qualitative aspects of our scheme. I on my own behalf and behalf of the young community which I represent, express my deep gratitude to you Sir, for blessing us with such wonderful words of wisdom and practical advice. We will certainly avail the opportunity of coming to you again and seek further guidance and get more details to achieve the mission of enabling our country becoming known as "**Innovative India**" and on how we should continue to work in future?

This exercise has shown us yet another dimension i.e. commonness of urge, amongst all sections of society, be it public or private, to get involved in innovation. I may mention here that quite a few proposals have been received from Government Departments including those from the Ministry of Human Resource Development (Government of India), the Governments of Delhi and Chattisgarh, in addition to the Government of

Nagaland who are one of the winner of the Awards today. I would like to thank the Minister of HRD Hon'ble Shri. Arjun Singh and Chief Minister, Government of Delhi Hon'ble Smt. Sheila Dikshit, for their keen interest and messages of encouragement. My special thanks to the Chief Minister of Nagaland Hon'ble Shri Neiphiu Rio for joining today's function and personally receiving the award.

In that sense, today has become the day what we have liked to call "the Bhumi Pujan day", when we have broken fresh ground through today's giving away of Awards for 2005 from the President's gracious hands. The exercise of selecting the best, if I may mention has been completed, rather speedily to meet the deadline given by the President i.e. today the 7th March, 2005.

We are indeed thankful to the Ambassadors of Finland, Poland and Netherlands and diplomatic staff from various countries and international organisations present here and many others who could not come but sent messages of encouragement and have been helping EMPI in joint research and knowledge sharing. We thank you all for your participation and support.

I would like to thank Prof. MGK Menon, Chairman of the Jury and all Jury Members for giving their valuable time and helping us in choosing the seven Award winners for the year 2005. We have been really enthused by their instant support which came to us at a short notice. We are equally indebted to the 29 very senior evaluators, each one eminent and accomplished in the

respective field. I can't check myself but share with you Sir, how they worked day in and day out rummaging through the 596 proposals, short listing 70 in the first go and finally to 19 which were presented to the Jury.

I can't forget acknowledging the respondents - 596 organisations, who within a matter of 10 weeks of our announcement came rushing with their proposals, some even flew their documents through personal bearers. This was like a flood which was not expected. It gave us Sir, not only confidence and reaffirmation of faith in what we were attempting but also an assurance that our country is ready for change.

Of course Government officials, Associations, Executives, Industry Leaders and distinguished members from other sections of the society who are present here, I would like to thank you for your encouragement. Our special thanks to the sponsors : NDTV, Business World, Reliance, L&T, Coca-Cola, ONGC, NTPC, and Hindi daily AAJ, who came forward to help us by providing funds, free advertisements and the like. The promptness of their response has been indeed very encouraging because such support of alone can help us to sustain and grow this concept. My profuse thanks once again to the organisations and their CEOs for the timely help. I have no doubt that many more are in waiting to extend support in future.

Of course, the Press as the President himself has mentioned - the TV and the print media, can play the key role of carrying the message of innovation to every section of society, particularly to the villages.

We are indeed thankful to the Ambassadors of Finland, Poland and Netherlands and diplomatic staff from various countries and international organisations present here and many others who could not come but sent messages of encouragement and have been helping EMPI in joint research and knowledge sharing. We thank you all for your participation and support.

We are grateful to the President's office, Security and Administrative staff, Horticulture wing and all other members of the Vigyan Bhawan who have really put in excellent efforts in making such beautiful arrangements which we are able to enjoy today.

To our own organising council Chairman Dr. D V Kapur assisted by Mr. PS Bami, Dr. A.N.Saksena, Dr. Vipin Gupta, Mr. SK Bhatia, Mr. Yadav Chandna and other colleagues, we owe special gratitude for providing incessant guidance and advice. Of course, I can't forget the Co-conveners Dr. Ashok Jain and Pankaj Saran assisted by EMPI faculty, staff and students - the work horses who made this day happen. We thank you all for making this function a success and through this setting in EMPI an example of how to work with speed and efficiency and also demonstrate what a committed team can achieve.

The small section of our students who are present here are indeed thrilled to get the Presidents attention and benefit from his personal advice. In fact more wanted to come but for the restricted availability of space. As such Sir, I will request the President for a special session with the students of EMPI Business School on the topic of innovation.

I would like to thank once again every one present here and all those who have helped us from behind the scene for making this programme a success.

Thank you very much



The audience at the Awards Function

National Anthem on the Awards 2005 ceremony closure



... beginning of a freshly synergised innovation movement
involving Indian Organisations

MISSION INNOVATIVE INDIA



Awards 2005

**Honouring the
Winners:
Annual Awards**

UNFOLDING THE FUTURE: 2006 ONWARDS

Mission – Promoting a ‘Culture of Innovation’

Promoting a Culture of Innovation - Enabling the vast intellectual potential of India to become innovative in whatever we do, thus leading to speedy socio-economic development, on one hand for alleviation of poverty and at the same time accelerating the innovative processes all around for enabling India to become a knowledge super power and find its rightful place of pride in the comity of nations.

In the post-independence India, the cognizable efforts both voluntary by individuals as well as organised by the Government and Non-Government agencies have taken routes in the country. Researching for gaps to bring about agility in what India does intellectually, EMPI Business School's Centre for Innovation, Entrepreneurship and Intellectual Property (CIEPRO) spotted the inadequacy of involvement of the Indian Organisations and felt that a quick paradigm shift is possible if Organisations – all types, are motivated to become the vast add-on through an appropriately conceived motivational environment sharply focussed on building an accelerated National Innovation Movement.

The Launch Process 2005:

Instant agreement of the EMPI's Advisory Board Chairman Dr. D.V. Kapur, Chairman Reliance Power Limited and Prof. M. G. K. Menon, Chairman, BOG, IIT Delhi supported by the EMPI Hony. President Mr. Gurnam Saran, to constitute an organising body for translating the concept into an action plan.

1. Setting up a motivational process by inviting and awarding organisations who have been innovative in the past years without being identified for any recognition, as a start-up of the accelerated national effort for innovation.
2. Constitution of a high powered Jury to select the best Innovating Organisations operating in initially 9 identified sectors and enable their receiving national level awards given by the President of India.
3. Study, review and bring about refinements in the judgement processes through setting up of appropriate structures and Study Groups. Seven out of 596 proposals received were thus given awards in the launching year-2005. Remaining proposals, including those which lacked adequate verifiable information, were deferred for detailed study and consideration for awards in the next and following years.

Future Action Plan:

1. Re-classify the Organisations innovation effort into three segments :-
 - a. Organisational Innovation: - A break through innovation in a Business Model that forms the raison'detre for the organisation's creation in a challenging environment e.g. Gramin Bank, Discovery Channel etc.
 - b. Innovative Organisations: - An organisation which, within a sector or industry, constantly innovates new Products, Services, Technologies, Systems etc, thereby continuously emerging as not only a market leader but a trend setter, e.g. SONY, 3M etc.
 - c. Business Process Innovations: - An organisation which has introduced a new system or process at a sub-organisational / organisational level that has transformed delivered product or services. Innovation in Business Processes could be in:-
 - Marketing
 - Finance
 - Supply Chain
 - Human Resource Management
 - Manufacturing
 - R&D and New Product Development
2. Sector-wise listing limited to 9 in 2005 is proposed to be redefined to contain the following
 - a. Governance and Policy Making
 - b. Social Sector
 - c. Corporate Sector
3. Enlarged specialised Evaluator Groups suiting the sector and segment judgement needs are being constituted.
4. An enlarged partner and supporting sponsor base is being created for a sustained effort to make the innovation enabling drive perpetual till it becomes a national habit and a part of our educational intellectual milieu.
5. Preparation of a Promotional Plan.
6. Case documentation for the younger generation in Institutions to study.
7. Enable setting up an Annual Award as a calendared event.

About EMPI, New Delhi

EMPI Business School Group is a unique conglomeration of institutions/centres of excellence founded in 1994, New Delhi. It is a complimentary part of the innovative CSKM Educational complex housed in a sprawling 45 acres residential campus in the picturesque environs of South Delhi. EMPI is founded by a group of eminent management professionals and academicians lead by Mr. Ajit N.Haksar (Chairman Emeritus – ITC Ltd.) as the group's founder chairman who has been providing continuing guidance in making EMPI a highly industry interactive education set up. Joined by Late Patron Col. Satsangi, Chairman, CSKM Educational Complex; Patron Dr. D.V. Kapur, Chairman Reliance Power Ltd.; Patron Advisor, Ms. Tara Sinha, Founder – Tara Sinha Associates and its President, Mr. Gurnam Saran (Former Director, BHEL & Sr. Management Consultant-Commonwealth, UK). The Group's activities have developed towards two distinct foci. While the front set up, EMPI's PGI imparts highly enriched Business Management Education, a second set comprises of Centers involved in global research and studies on the one hand and industry required education training on the other. Considering the need for infusing the Entrepreneurship dimension in all its pedagogy, it is christened as EMPI – Entrepreneurship and Management Processes International. EMPI's flagship Post Graduate Programme in Business Management was launched in 1995 after obtaining due approval from the All India Council for Technical Education (AICTE).

In its endeavours to achieve high quality standards, EMPI has set its focus on ever enriching intellectual property processes through joint major research studies with intellectuals drawn from International institutions like AMIC – Singapore, European Union, Japanese Multinational Enterprise Study Group and the Globe Program and Wharton School of Management among others. A major EMPI initiative of constituting a society 'We Think for India (WTI)' is a unique participatory public policy body that brings together, perhaps for the first time in India, Academics, Government, Industry and NGOs on a common platform. Their first study on Drafting a Manufacturing Policy for India drew the attention of the Prime Minister Honourable Atal Bihari Vajpayee who formally handed it over to the Minister of Industry for consideration. EMPI has also set up a first of its kind Inter-disciplinary Centre for Innovation, Entrepreneurship & Intellectual property (CIEPRO) which is emerging as a 'Process House' for promoting INNOVATIONS in a wide open context. The centre has taken the initiative, for the first time in India, to launch the concept "Innovation Movement in India." Seeding of the movement has been done in 2005 by inviting organizations to participate in a national competition with top seven entries being honoured by H.E. the President of India, Dr. A.P.J Abdul Kalam on 7th March 2005 at Vigyan Bhawan, New Delhi. While lunching the innovation movement at the inaugural function, the honorable President directed the Faculty and Students of EMPI to create real life episodes of industry innovations as case-studies for emulation by others.

EMPI's commitment and beliefs are novel and unique. Every effort is made in identifying and imparting market-need related management education and training. It also provides consultancy and facilities for global research which aid in the fast growing socio-economic situations in India. EMPI's motto is, "Whatever the EMPIans do, it must be found on excellence for creating new global students aligning with mission 2020.



About EMPI's CIEPRO

Centre for Innovation, Entrepreneurship & Intellectual Property – (CIEPRO) is a unique EMPI inter-disciplinary initiative that attempts to bring together on a common platform integration at different levels i.e. Public Policy, Economics, Technology, Psychology, and Management, to study the emergence, creation and diffusion of innovation within the context of developing countries like India so as to foster a ‘Culture of Innovation’; integration of Innovation and Entrepreneurship with specific reference to India wherein our developmental model kept the two largely separate. Integration of Governments, Corporates & Academia; Integration of Product, Process & Market drivers of Innovation so as to create an Internationally Networked Resource & Research Centre.

CIEPRO’s activity profile includes Policy Studies, creation of an Indian Innovators Forum, conducting an Indian Innovation Awards, function apart from Education, Training and Consulting to Organization and individuals on Innovation.



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