

AIMA Global Innovation Conference

Global Innovation Conference
6-7 November, 2009
Hotel Taj Mahal, Mumbai

The Context

Over the last decade, driven by its stellar economic growth, India has steadily established its image as 'preferred destination' for innovation. Home to, a growing young talent pool, unexplored and under-served markets and a socio-culturally diverse population traversing the aspiration-curve, the Indian geography presents innovators with a laboratory to experiment and profit from innovation.

The Conference

The AIMA Global Innovation Conference 2009 will discuss India's innovation ecosystem and explore the potential of India to become a global center for innovation.

Accenture, the Knowledge Partner of AIMA for this Conference will prepare a study focusing on the types of innovations and enabling mechanisms, having the potential to transform India from a preferred innovation-destination into an innovation hub. The findings of this study will be presented at the AIMA Global Innovation Conference 2009.

The Survey

This survey questionnaire is intended at gathering responses of executives from large, medium and small scale enterprises operating in India, on the present and future state of innovation. Consolidated responses from the questionnaire-based survey will then be utilized to infer key messages that will be a part of the study presented at the AIMA Global Innovation Conference 2009.

Should you agree to participate in this survey, please be assured that no comment would be attributed to you or to your company in the final study, without your approval. Please send in the completed questionnaires to:

Aseem Kumar

All India Management Association
Management House
14, Institutional Area, Lodhi Road,
New Delhi 110003, India

akumar@aima-ind.org

Section 1: About your company

1. Which of the following best describes your job title?

- Board member SVP/VP/Director Head of Business Unit
 CEO/President/MD Head of Department Manager
 CFO/Treasurer/Comptroller CIO/Technology Director Other C-level executive
 Other (please specify)

2. Which of the following best describes your legal status?

- Domestic Indian private company Domestic Indian public company
 Subsidiary of an MNC

3. What are the annual revenues of your company's India operations in US dollars?

- Less than US\$100m US\$100m to US\$200m
 US\$200m to US\$500m US\$500m to US\$750m
 US\$750m to US\$1bn US\$1bn to US\$5bn
 US\$5bn to US\$10bn US\$10bn or more

4. What is your company's primary business?

- Banking, Insurance & Capital Markets FMCG (Manufacturing)
 FMCG (Retail) Pharmaceuticals & Medical Products
 Health & Life Sciences Industrial Equipment
 Building Materials Automotive
 Transportation & Travel Services Freight and Logistics
 Electronics and High-Tech Communications
 Media and Entertainment Chemicals
 Oil and Gas Renewables & Other Energy
 Forest Products Metals & Mining
 Utilities – Water, Gas, Electricity and others Aerospace and Defence
 Education Postal
 Other government-related services Professional or Business Services
 No primary industry – Diversified/Conglomerate Other (please specify)

Section 2: The Present and Future of Innovation in India

5. According to you what are the top three types of innovations currently dominating the Indian innovation landscape? How do you expect this to change over the next three to five years? Please rank the top three (where 1 means most important)

Types of Innovation	At Present	In the next three to five years
Brand Innovation (e.g. new ways of positioning an existing brand or carving out a new brand)		
Business Model Innovation (e.g. new ways of aligning cost and revenue drivers to enhance value proposition of offerings)		
Managerial Innovation (e.g. new ways of working or organizing a business)		
Process Innovation (e.g. new processes to manufacture goods or supply services)		
Product Innovation (e.g. creation of new products)		
Service Innovation (e.g. creation of new services)		
Others (Please specify)		

6. Which are the sectors that have played a critical role in defining India's current position on the global innovation map? Please ✓ the top five

- | | |
|---|---|
| <input type="checkbox"/> Banking, Insurance & Capital Markets | <input type="checkbox"/> FMCG (Manufacturing) |
| <input type="checkbox"/> FMCG (Retail) | <input type="checkbox"/> Pharmaceuticals & medical products |
| <input type="checkbox"/> Health & Life Sciences | <input type="checkbox"/> Industrial Equipment |
| <input type="checkbox"/> Building Materials | <input type="checkbox"/> Automotive |
| <input type="checkbox"/> Transportation & Travel Services | <input type="checkbox"/> Freight and Logistics |
| <input type="checkbox"/> Electronics and High-Tech | <input type="checkbox"/> Communications |
| <input type="checkbox"/> Media and Entertainment | <input type="checkbox"/> Chemicals |
| <input type="checkbox"/> Oil and Gas | <input type="checkbox"/> Renewables & Other Energy |
| <input type="checkbox"/> Forest Products | <input type="checkbox"/> Metals & Mining |
| <input type="checkbox"/> Utilities – Water, Gas, Electricity and others | <input type="checkbox"/> Aerospace and Defence |
| <input type="checkbox"/> Education | <input type="checkbox"/> Postal |
| <input type="checkbox"/> Other government-related services | <input type="checkbox"/> Professional or Business Services |
| <input type="checkbox"/> No primary industry – Diversified/Conglomerate | <input type="checkbox"/> Other (please specify) |

7. Which areas of innovation will have the most impact on positioning India as an innovation hub? Please ✓ the top five

- | | |
|--|---|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Hi-tech manufacturing and design |
| <input type="checkbox"/> Biotechnology | <input type="checkbox"/> Financial products |
| <input type="checkbox"/> Bioinformatics | <input type="checkbox"/> Delivery of education, healthcare and financial services |
| <input type="checkbox"/> Pharmaceuticals | <input type="checkbox"/> Rural/Grassroots innovation (e.g. Dual fuel stove) |
| <input type="checkbox"/> Clinical research | <input type="checkbox"/> Infrastructure project execution and maintenance |
| <input type="checkbox"/> Information & Communications Technology | <input type="checkbox"/> Space research |
| <input type="checkbox"/> Low-carbon/energy efficiency/green innovations/natural resource mgmt. | <input type="checkbox"/> Outsourcing |
| <input type="checkbox"/> Nanotechnology | <input type="checkbox"/> Others (please specify) |

Section 3: Innovation in your company

8. How will you best describe innovation being carried out in your company?

- Only making modifications to existing products/services/processes and/or;
- Mostly making modifications to existing products/services/processes and/or;
- Only introducing new products/services/processes that revolutionize the market and or;
- Mostly introducing new products/services/processes that revolutionize the market

9. In what manner is innovation carried out in your company?

- | | |
|---|--|
| <input type="checkbox"/> Sporadically | <input type="checkbox"/> Mostly sporadically |
| <input type="checkbox"/> Systematically | <input type="checkbox"/> Mostly systematically |
| <input type="checkbox"/> Equal share of sporadic and systematic | |

10. What type of innovation has your company carried out the most? How do you expect this to change over the next three to five years? Please rank the top three (where 1 means most important)

	At Present	In the next three to five years
Brand Innovation		
Business Model Innovation		
Managerial Innovation		
Process Innovation		
Product Innovation		
Service Innovation		
Others (Please specify)		

11. What is the average time frame of your innovation-projects (i.e. from the time an idea is developed to the time the product is sold in the market)?

- Less than a year 1-3 years 3-5 years More than 5 years

12. What has been the contribution of innovation in your company towards the following? Please ✓ the relevant level of contribution

	Critical	Significant	Moderate	Low
Increasing sales/revenues				
Process efficiency				
Reducing cost of material/operations				
Enhancing overall national economic growth				
Achieving wider social and development goals (e.g. reducing poverty)				

13. What proportion of your company's investments is directed towards innovation? How do you expect this to change over the next three to five years? Please ✓ the relevant range

	At Present	In the next three to five years
Less than 5%		
5% to 10%		
10% to 25%		
More than 25%		

14. What percentage of your revenues is derived from innovation that is less than three years old?

- 0-1% 1-2% 2-3% 3-5% 5-10% 10-20%
 More than 20%

15. How has the current recessionary scenario impacted innovation in your company? Please rank the top three outcomes (where 1 means most important)

Resulted in cuts in R&D budget	
Led to postponement of key innovations	
Resulted in postponement of strategically less important innovations	
Led to reduction of staff strength involved in R&D activities	
Resulted in closure of certain R&D departments	
Enhanced budgets for innovation	
Fostered investment in new R&D	
Accelerated key innovation initiatives	
Led to creation of new departments linked to innovation activities	
Compelled staff reconfiguration to optimize on innovation costs	

Section 4: Enablers and Factors stimulating Innovation

16. What are the enablers/factors that have transformed India into a competitive innovation destination? How do you expect this to change over the next three to five years? Please rank the top five (where 1 means most important)

	At present	In the next three to five years
Growing collaboration with firms		
Increasing access to different funding instruments		
Inspirational leadership at the firm level		
Nurturing innovation mindset within the firm		
Formation of innovation clusters		
Increased government spending on innovation		
Growing accessibility to desired talent		
Growing competition		
Growing per capita incomes in India		
Growing entrepreneurship		
Enhancement in quality of infrastructure required for innovation		
Identification of markets at the 'bottom of the income pyramid'		

17. What do you consider to be the key external barriers to innovation? Please ✓ the top three barriers

- | | |
|--|---|
| <input type="checkbox"/> Lack of collaboration with other firms | <input type="checkbox"/> Long time taken for innovation to reach market |
| <input type="checkbox"/> Lack of effective collaboration between industry, universities and R&D labs | <input type="checkbox"/> Insufficient external funding options (venture/seed capital) |
| <input type="checkbox"/> Skill shortages | <input type="checkbox"/> Insufficient growth of markets |
| <input type="checkbox"/> Uneven and inadequate infrastructure setup | <input type="checkbox"/> Insufficient external pressure to innovate |
| <input type="checkbox"/> Weakness in IPR enforcement | <input type="checkbox"/> Excessive government regulations |
| | <input type="checkbox"/> Others (please specify) |

18. What do you consider to be the key internal challenges to innovation? Please ✓ the top three

- | | |
|---|---|
| <input type="checkbox"/> Skill shortages due to lack of in-house training | <input type="checkbox"/> Resistance to innovate within top management |
| <input type="checkbox"/> Inability to move beyond first innovation | <input type="checkbox"/> Low stakeholder involvement |
| <input type="checkbox"/> Tendency to force fit best practices | <input type="checkbox"/> Absence of innovation champions |
| <input type="checkbox"/> Holding on to past failures to innovate successfully | <input type="checkbox"/> Poor understanding of customer needs and market dynamics |
| <input type="checkbox"/> Problems in measuring innovation intensity | <input type="checkbox"/> Insufficient knowledge management systems |
| <input type="checkbox"/> Insufficient budget allocation | <input type="checkbox"/> Lack of organizational focus on innovation as a strategy |
| <input type="checkbox"/> Resistance amongst employees to innovate | <input type="checkbox"/> Others (please specify) |

-----THE QUESTIONNAIRE ENDS-----