AKSHAYA PATRA

Akshaya Patra is an initiative of ISCKON, Bengaluru, India. It is currently the world’s largest mid-day meal program that provides freshly cooked, hot nutritious meals to more than 1 million poor children in India. This unique initiative has motivated thousands of children across India to attend schools. Many parents are very happy to send their children to school since they get at least one good meal a day at the school. The Akshaya Patra initiative started in the year 2000, initially it supplied from a temporary kitchen at the ISCKON Centre in Bengaluru. Akshaya Patra has partnered with several state governments in India to help them in implementing the midday meal program in their states. The governments help in the program by subsidizing it by 45 to 50 percent.

The initiative by Akshaya Patra is unique when compared with other midday meal programs. The foundation has evolved a unique highly streamlined structured process for the initiative. The entire process from procurement of food items, cooking and delivery has been carefully designed to maximize operational efficiencies. The entire process complies with international standards of hygiene and quality. Akshaya Patra supplies free food to schools across 9 states in large and medium cities with clockwork precision on a daily basis. These highly sophisticated kitchens have the capacity to prepare 150,000 meals within five hours. Akshaya Patra also has decentralized kitchens to cater to the needs of children attending schools in rural areas.

Culture at Akshaya Patra

Akshaya Patra is a unique organization founded with the mission of alleviating millions of poor children from poverty by providing good nutritious food in a timely manner. The founders of Akshaya Patra instituted a culture in the organization where every action of employees in the organization is motivated by care and concern for the poor.
1. LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS
2. ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS
3. SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES
4. ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM
5. SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES
6. DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES
7. ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS
8. MANAGERS WALK THEIR TALK
9. VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS
10. REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE
11. CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES
12. RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST
13. ORGANIZATION CLIMATE
14. LEADERSHIP
15. CORE VALUES

AKSHAYA PATRA
**CUSTOMER FOCUS**

20. MANAGERS TAKE TIME OUT TO INTERACT WITH CUSTOMERS

21. ALL DEPTS. WORK TO ENHANCE FRIENDLINESS OF PRDTS/SRVCS

22. INVOLVE CUSTOMERS IN INNOVATION PROCESS

23. MONITOR CUSTOMERS FEEDBACK TO INTRO NEW PRDCTS & SRVCES

24. BALANCE ACQUIRING NEW CUSTOMERS & RETAINING EXISTING ONES

25. EVERYONE STRIVES TO ADD VALUE TO CUSTOMER RELATIONSHIP

26. RELENTLESS COMMITMENT TO EXCEED CUSTOMER EXPECTATIONS

**CREATIVITY**

27. EMPLOYEES CAN SPEND 20% OF TIME ON PET PROJECTS

28. ENCOURAGE THINKING OUTSIDE THE BOX

29. FORM EFFECTIVE RELATIONSHIPS WITH EXTERNAL INNOVATORS

30. MORE THAN 30% OF PROFITS ARE FROM PRDTS INTRO IN LAST 3 YRS

31. PEOPLE SHARE DIVERSITY OF PERSPECTIVES ON IMP ISSUES

32. ENCOURAGE PEOPLE TO ACT AS ENTREPRENEURS

**ENVISIONING FUTURE**

33. USE WEB 2.0 TECHNOLOGIES TO TAP NEW SOURCES FOR IDEAS

34. USE 360-DEGREE FRAMEWORK TO TAP IDEAS FROM ALL STAKEHOLDERS

35. CONSUMERS AND COMPANY CO-CREATE VALUE

36. ADOPT “OPEN INNOVATION” TO FREE INTERNAL RESOURCES

37. EXTRAPOLATE FUTURE TO BUILD PORTFOLIO OF PRDTS & SRVCS

38. CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”

39. ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS
The culture has strived to achieve a fine balance between encouraging creativity and focusing on efficiency. The freedom given to experiment has led to many innovations in the cooking and delivery processes. The focus on effectiveness and efficiency has led to providing high quality nutritious food in a timely manner at a very low cost.

In addition the founders also laid emphasis on the need to care of environmental concerns and saving energy. Nearly 80 percent of the energy fuel requirements for cooking and electricity are met through renewable sources of energy like solar and biomass technologies.

**Innovations at Akshaya Patra**

The focus of the Akshaya Patra mid-day meal programme is to ensure every child gets a hot, nutritious meal every day at lunch in the school. The programme starts each day with procurement of fresh vegetables early in the morning and the preparation of meals in their specially designed high technology kitchens. The freshly prepared hot nutritious food is transported in heated containers in specially designed vehicles. Remarkable cost savings and process time reduction innovations have been implemented in the cooking and delivery processes.

**Innovations in the Cooking Process:** This massive programme is based on professional planning and logistic operations which are executed by trained teams of kitchen and delivery staff. Akshaya Patra kitchens are characterised by high-tech machinery, most of which has been designed indigenously. For example, a flour-kneading machine prepares dough out of 75 kgs of wheat flour (atta) in nine minutes; the dough is then transferred to a roti-maker which can make 40,000 rotis in an hour.

In another section of the kitchen the rice and curries are steam cooked in huge steel cauldrons. Mechanized processes of peeling and chopping vegetables enable huge
quantities of food to be prepared in short time. Mechanization of cooking processes has
helped to reduce the manpower required by 40 percent and cooking time by 30 percent.

The prepared food is packed into specially designed tiffin boxes, and weighed to ensure
proper quantity. The tiffin boxes are then loaded onto container heated vans which deliver
the food at appropriate schools in a timely manner.

**Innovations in the Delivery Process:** The Foundation has implemented a vehicle tracking
system to know the exact location of their delivery vans on the road. A GPS device on the
delivery vans helps the logistics team to keep track of the vehicle movements. Currently
under test is also a ‘Route-Simulation’ technology developed by the students and faculty
from IIM, Bengaluru. Initial testing of the technology has improved route optimisation by
15 percent on tested routes.

The entire food preparation and delivery process adheres to 6-sigma standards – the food
gets packed at a specific temperature (not less than 90 degrees Celsius) and is delivered at
school while it is still hot (not less than 60 degrees Celsius). Route supervisors monitor the
daily delivery of meals to ensure consistency and punctuality in delivery of meals.

The kitchen staff involved in cooking is trained at regular intervals to maintain proper
hygiene and safety standards in the kitchen. Diligence and care are also taken to ensure that
the food retains its nutritive qualities, and has a range of variety that appeals to all the
children.

The meal menu is designed to provide a variety of dishes and preparations in accordance
with the nutritional standards and needs of the client schools. For instance, chapatis with
dhal and curry are supplied to schools in North India and rice meals are served in the South.
Akshaya Patra engages closely with stakeholders at every step of the meal production and distribution process. Food preparation is closely monitored on nutrition and hygiene benchmarks, and for on-time delivery. At school, the route supervisors regularly take feedback from the teachers on the quality and quantity of the food served. The amount of food to be prepared in a day is determined as per the previous day’s attendance collected from the teachers. Teachers have noticed that any feedback given by them on the food supplied is taken very seriously by Akshaya Patra managing team, and changes are made accordingly and implemented in the menu from the next day.

**Scalability**

Akshaya Patra is currently the most cost-effective provider of nutritious meals during lunchtime to underprivileged children attending schools in 9 states across India. It feeds more than 1.1 million children across different states in India. It is the world’s largest free food meals supplier in the world. The cost incurred by Akshaya Patra to provide a freshly cooked nutritious meal for a year works out to INR 675 per child. The cost efficiencies have been achieved by standardising and mechanizing the entire cooking and delivery process. Akshaya Patra’s experience in providing high nutritious food at low cost enabled it become the government’s partner in implementing free mid-day meal scheme in 9 states in India. The organization aspires to feed 5 million children by 2020.

**Benefits of Innovations**

In spite of government’s efforts to provide free mandatory education for children below 14; more than 26 million children do not attend schools because they have to work to earn and support their families. Even among the children who join schools, 40 per cent drop out before they reach 5th grade. Akshya Patra’s innovations have not only helped to bring down the cost of providing nutritious meals to children to just $15 per child for a year. The free
meals have helped to increase enrolment in schools by 28 per cent, and the dropout rate has dropped by 8 per cent. The children come more regularly to school for many it’s the only good meal they get to eat in the day. The midday meal has helped to improve the health of children in these schools. Another benefit of the mid-day meal programme is in the promotion of inter-dining in the classroom. Children across all castes and communities eat together, without discrimination.

Fig. 2: Innovation Culture at Akshaya Patra

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<th>Weighted Average</th>
<th>Organization Climate</th>
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<th>Core Values</th>
<th>Customer Focus</th>
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Many parents have mentioned that their children look forward to attending school. Gota Lal, from Nada Bhil Basti, Rajsamand District, Rajasthan is a cobbler by profession and is barely able to make ends meet. He has eight children. His elder sons and daughters are school drop outs. Three of his younger children Mahender, Sushila and Rahul are currently going to school. A daily meal from Akshaya Patra for three of his children has brought him some relief, and he shares that his children are now more particular about going to school.
Another beneficiary of the mid-day meal program is Savitha. She passed Grade 10 with 97.6 percent from Corporation School, Srirampuram, Bengaluru. She is a vibrant young girl who has not only topped the school but also secured the 9th rank in the state. A brilliant student, Savitha says that apart from her own efforts, the efforts of the teachers at the school paid off. Because of the meal the students are able to spend more time at the school.

She says, “The teachers were extraordinary. They held special classes every day to revise what we had studied. If there was any lesson that was difficult, the teachers would focus on those lessons so that everyone understood what was being taught.”

Additionally Savitha’s health also improved once she joined the school with the mid-day meal scheme. The 16-year-old says, “I loved the mid-day meal at the school. It was tasty. I loved the curds that were given as part of the mid-day meal. My parents are happy that I have put on weight.” She goes on to explain, “There were a lot of students who would come to school without eating their breakfast, mostly because of their poor economic background. The mid-day meal was even more significant for such students.”

Shyama Goyal, a rural worker at Ulpura, Gujarat, also adds that the food children get to eat at school is much better than what they get to eat at home. Most children come from poor families, and at times are not even able to afford a proper meal in a day. The mid-day lunch is thus a huge incentive to come to school.

The parents’ opinion of the programme is corroborated by teachers, who have noted definitive improvement in the school enrolment and attendance rates, and also in the nutrition status of children. Snehprabha Sharma, Head Mistress at the Government Primary School, Upla Nohra, Parwal attributes that children eat well, as there is good variety in the
meals provided by Akshaya Patra. This has not only improved their health, but has brought 100 percent retention and enrolment at her school.

**New Initiatives**

- Vessel design – the ‘Project & Infrastructure’ team has come up with a new design for vessels used in transporting food that practically eliminates spillage. They plan to integrate this in their operations by next year.

- Pressure reducing machinery – Hare Krishna Hill kitchen in Bengaluru is conducting pilot test of a new pressure reducing machinery which will help to provide steam at the right pressure and temperature for cooking. The machinery will be replicated in other kitchens later.

- Automation of cooking process – the ‘Project & Infrastructure’ team is pilot testing automatic rice cooking, packing and loading of food into distribution vehicles.

- Cook near the consumption point – the foundation is also testing feasibility of deploying mobile kitchens.
EMRI

GVK EMRI is the largest emergency services provider in India. This unique service was launched in 2005 Andhra Pradesh to respond to medical, police and fire emergencies. EMRI has a state-of-art emergency call response centres to provide free emergency response services.

EMRI provides emergency services through high-end communication and networking technologies throughout their spectrum of services. Their services include receiving incoming distress calls and forwarding them to appropriate authorities. For health services they provide online assistance, dispatching of ambulances, tracking ambulances and maintaining of patient records. They also provide online patient care with link-up hospitals while the patient is still travelling in the ambulance.

EMRI uses GIS and GPS technologies to track ambulances; it uses specially designed software called “Sense, Reach and Care” for maintaining electronic patient care records; Special emphasis is given to emergency training. EMRI has started a Post Graduate Program in Emergency Care (PGPEC) in collaboration with Stanford University. The training is provided at Emergency Management Learning Centres (EMLCs). In addition to the PG program, training and refresher courses are made available to doctors and nurses in hospitals associated with EMRI. Even pilots (ambulance drivers) have to enrol for a rigorous 7-day training program where they are trained in soft-skills and various first aid/CPR techniques. Every ambulance has three medical technicians and three pilots. 15,000 EMTs and 15,000 pilots have been trained to provide services in 5,000 ambulances. In addition, public volunteers offering their services are also trained to provide professional emergency care services.
EMRI services currently cover 197,464 villages in 12 states in India. EMRI receives 165,000 emergency calls per day and it manages 12,500 ambulance dispatches, saving more than 300 lives every day.

**Fig. 3: EMRI 108 Services Across India**

EMRI has tie ups with 6800 hospitals across India. These hospitals would provide emergency services to patients free of cost for the first 24 hours. Through their exemplary services EMRI has been able to attend to 1.7 crore emergencies and save more than 550,000 lives to date.

**Culture at EMRI**

EMRI is a very unique organization that provides world-class emergency response service at zero cost to people all over India. The culture at EMRI has been built on the principles of transparent management, passion to serve, and trust. The founders encouraged a culture of innovation by focussing on cutting edge technologies which have helped in improving the efficiencies in providing emergency response services (ERS). It has led to many innovations in conceiving and delivering emergency response services.
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ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS
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CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES
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2. APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE
3. ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO
4. FREEDOM TO MAKE OWN CHOICES RELATING TO WORK
5. PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS
6. LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES
7. UNIQUE CULTURE OF TRUST & PASSION

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<td>22. Involve customers in innovation process</td>
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<td>23. Monitor customers feedback to intro new prdcts &amp; srvces</td>
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<td>25. Everyone strives to add value to customer relationship</td>
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<td>26. Relentless commitment to exceed customer expectations</td>
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<td>27. Employees can spend 20% of time on pet projects</td>
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<td>28. Encourage thinking outside the box</td>
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<td>29. Form effective relationships with external innovators</td>
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<td>30. More than 30% of profits are from prdcts intro in last 3 yrs</td>
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<td>31. People share diversity of perspectives on imp issues</td>
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<td>33. Use web 2.0 technologies to tap new sources for ideas</td>
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<td>34. Use 360-degree framework to tap ideas from all stakeholders</td>
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<td>38. Constantly strive to identify “next innovative practices”</td>
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<td>39. Aspiration to provide best prdts/srvcs overcomes constraints</td>
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Some of the innovations include the unique design of the ambulances to provide a wide range of emergency medical services, and the use of advanced caller location identification technologies, GIS and vehicle tracking systems to constantly monitor and provide the best possible services. Special emphasis is given to provide quality services with zeal and enthusiasm. EMRI operations and services have been studied and compared with other similar service providers in US and Europe. EMRI has earned the reputation as one of the best emergency response service providers in the world.

**Innovations at EMRI**

GVK EMRI’s key innovations include:

- An Emergency Response System was designed by the R&D centre at EMRI, which automates all the activities involved in handling of an emergency. These activities include dispatching and tracking the ambulance, providing timely professional medical assistance and monitoring the emergency care process.

- EMRI also uses advanced caller location technologies to locate a caller and provide appropriate help and assistance in a timely manner.

- The dispatch unit of EMRI uses advanced Geographic Information System (GIS) and Automatic Vehicle Locating Technology (AVLT) to track the vehicle. The dispatch officer can not only track the vehicle but also virtually see the emergency location/accident site and give appropriate directions to the Pilot. The dispatch officer can also guide the pilot by suggesting alternate routes to reach the place. This helps them reach the emergency site faster. Prior to the use of these technologies, the response time was between 60 - 180 minutes, it has now been reduced to 5 - 30 minutes and has helped save more than 200-300 lives every day in the states where it operates.
• EMRI ambulances are designed in-house and equipped with latest medical equipment to provide effective pre-hospital care.

Benefits of Innovations

EMRI services offer immense benefits to society. Any person in an emergency situation can dial ‘108’. A person availing EMRI services is given free first aid care in the ambulance and taken to a hospital where free emergency services are provided for the first 24 hours. EMRI has set new benchmarks in providing emergency medical assistances.

Fig. 5: Building Blocks of EMRI Innovation

For example, as a benchmark EMRI responds to a call within two rings; and the emergency should reach the person in distress within 35 minutes. People can now be assured of reliable high quality professional help in emergency situations without having to worry about the costs of these services.
Teja is a student studying 5th grade in a small hamlet in Krishna district, Andhra Pradesh recollects his experience. Recently he took some medication to prevent vomiting to which he reacted and had convulsions. It was late in the night and his parents began to panic. The nearest hospital was 10 kilometres from their village. In desperation they dialled 108, the ambulance arrived promptly. He was given first aid in the ambulance and rushed to the government hospital which was 17 kilometres from the village. His condition stabilized and gradually improved. He has recovered completely and is now a bright student at school. He aspires to become a collector when he grows up and do some good work like the people at EMRI.
In another instance in Krishna district, a 3 hour old (3rd girl child) was discarded by her parents. Some locals noticed this, rescued the baby and informed the Sarpanch who rang up 108.

The ambulance rushed to the spot and the baby was immediately attended to. The paramedics cleared the air tracts, stabilized the baby at a nearby hospital which was 20 kilometres from the village and later shifted her to a hospital in Hyderabad. She survived
NARAYANA HRUDAYALAYA

Narayana Hrudayalaya is one of the world’s largest healthcare institutions providing a wide range of healthcare services at affordable costs. NH offers healthcare services in cardiology, diabetes endocrinology, gastroenterology, nephrology, obstetrics and gynaecology, orthopaedics, oncology, paediatrics, and other areas.

The first Narayana Hrudayalaya healthcare centre was set up at Bengaluru in 2001. It has grown to become a healthcare conglomerate with 17 healthcare centres spread across India. NH has facilities to perform 120 surgeries every day and treat 85,000 patients every month.

Culture at NH

NH healthcare institutions were started with the primary goal of making healthcare affordable for all. The passion of the founder Dr. Devi Shetty is reflected in these words, “Hundred years after the first heart surgery was done, only 8 percent of the world’s population could afford it, what happens to the rest?” This passion to make healthcare affordable has led to the nurturing of a unique culture at NH where everyone constantly strives to find new ways to bring down the costs of providing healthcare without compromising on the quality of the services. Great care has been taken to reduce costs in every activity of the institutions right from the design of the buildings – using modular prefabricated structures, to leasing expensive equipment, using generic drugs in place of branded ones and making disinfectants in-house. Everyone at these hospitals - doctors, technicians, nurses and support staff has been trained and indoctrinated with the philosophy of offering their best services to the patients seeking medical assistance. This unique culture has led to NH gaining international recognition for being the world’s best provider of healthcare services at lowest prices.
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36. Adopt “open innovation” to free internal resources

37. Extrapolate future to build portfolio of prdts & srvcs

38. Constantly strive to identify “next innovative practices”

39. Aspiration to provide best prdts/srvcs overcomes constraints
Innovations at NH

NH consistently worked to reduce the cost of good healthcare. One of the goals of the hospital management has been to provide quality healthcare at affordable cost. The factors leading to low-cost are detailed below:

**Volume:** By efficient use of resources, high volume of operations and full capacity utilization the hospital has succeeded in reducing the costs of its healthcare services. By introducing a shift system in the hospital and round the clock use of operation theatres has helped them to lower the medical costs at the hospital.

**Procurement:** Since the number of surgeries and other patient treatment procedures are very high at NH, it can negotiate the best deals with suppliers of medical equipment and medicines. NH has adopted an interesting practice for purchasing medicines. It has deliberately avoided getting into long-term contracts with suppliers of medicines. Instead it negotiates deals with them every week. This practice has not only helped to reduce inventory costs and but also ensured that suppliers offer the best possible prices. The large requirements of NH ensure suppliers a high turnover if they can maintain the competitive pricing required by NH. These cost cutting measures have resulted in a 35 percent reduction in the price of medical purchases. Another cost reduction method widely used by NH is to lease out medical equipment rather than buying it.

**Technological innovations:** NH has a dedicated R&D team that constantly tries to bring in innovations to provide better healthcare at lower costs. For instance, the R&D team found a way to reduce the cost of conventional ECG machines by more than 50 percent. The R&D team achieved this by unbundling the software and hardware of the machine. The software professionals at NH compiled a new software for the machine. NH later gave the software at no cost to other hospitals to improve their service efficiencies. NH R&D
team also designed a digital X-Ray mount which cost US$300. A similar product was priced at $82,000 in the market.

**Partnerships:** In addition to partnerships with Texas Instruments, GE and Philips for bringing down cost of technology, NH has also entered into partnerships with insurance companies to bring down the cost of health insurance. NH, in partnership with ICICI Lombard, introduced a specially designed insurance package ‘Arogya Raksha’, for poor people in 2004. Individuals enrolling for this scheme incurred an insurance premium of Rs.15 every month for which the individual would get insurance cover for 1,650 different surgical procedures. NH also entered into a partnership with pharmaceutical companies to provide generic drugs which are 20 to 30 percent cheaper than other branded products.

**Health City:** An important innovation of NH is the ‘health city’. It provides all major healthcare services at one centre. NH’s first health city in Bengaluru consists of several hospitals providing a wide range of healthcare services. Nearly 15,000 people avail the services offered by NH health city every day. It has the world’s largest cardiac centre with facilities to perform 30 major heart surgeries a day. The cardiac centre is a 1000 bed hospital. It also has a 1400 bed hospital that offers services in neurosurgery, neurology, paediatrics, nephrology, urology, gynaecology, gastroenterology and ENT. NH has also set up the world’s largest cancer hospital at the health city in association with Biocon. In addition to these services, Narayana Nethralaya, has the facilities to perform more than 500 eye surgeries daily.

In the next 5 – 7 years NH plans to build several health cities across India. This would enable NH to benefit from further economies of scale and help make healthcare costs more affordable to people in India.
Benefits of Innovations

India is now being recognized across the world as destination where people can have access to world-class healthcare services at very affordable costs. The costs of healthcare in India are nearly 15 times lesser as compared to the US. But despite the tremendous progress made, healthcare in India is still not affordable to more than 80 per cent of the population. NH has emerged as one the pioneers in India who have continuously strived to bring down the costs of healthcare in India. The innovations by NH have enabled it to provide many healthcare services at one fourth the price of comparable private healthcare institutions in India.

Table 2: Average Cost of Surgeries

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<tr>
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<th>USA Avg. cost</th>
<th>India Avg. cost</th>
<th>Narayana Hrudayalaya</th>
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<tbody>
<tr>
<td>Heart Bypass surgery</td>
<td>$1,33,000</td>
<td>$7,000</td>
<td>$2,434</td>
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<tr>
<td>Heart valve replacement</td>
<td>$1,40,000</td>
<td>$9,500</td>
<td>$2,545</td>
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<tr>
<td>Orthopedic surgery</td>
<td>$20,000</td>
<td>$6,300</td>
<td>$1,611</td>
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<tr>
<td>Cataract Surgery</td>
<td>$2,000</td>
<td>$1,350</td>
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Tele-medicine services

NH started the telemedicine service in 2002 to extend the benefits of its healthcare services to people living in rural areas who cannot afford to visit the health city at Bengaluru. NH’s telemedicine network connects the doctors at the health city to patients in India, Malaysia, Mauritius and Pakistan. The medical reports of the patients and doctors’ diagnosis are
exchanged through broadband and satellite connections. NH offers these telemedicine services free of cost and more than 21000 patients have utilized these services up till now.

**Fig. 8: Innovation Culture at Narayana Hrudayalaya**

Chandrasekhar lives in a village 12 kms from Mandya in Karnataka. He has a small plot of land - 1.5 hectares in the village. He cultivates ragi and wheat on his land. Whenever there was a good crop, he could get a profit of 30,000 rupees. However, he can no longer grow crops on his land due to the acute water crisis in his village.

He currently survives by selling milk – he has four cows. He earns about Rs. 2,500 a month by selling the milk. Six years ago he began complaining of swelling and pain in his throat. Initial tests revealed a lump in his throat which was later diagnosed as laryngeal (throat) cancer.
The doctors advised him to undergo a surgery but he was hesitant to get admitted to the hospital since he could not afford the cost of the surgery. Noticing his predicament, some of his well-wishers suggested that he enrol for the ‘Yeshashwini Health Insurance Scheme’ of NH.

Initially he was not convinced about the ‘Yeshashwini Health Insurance Scheme’. However, when he heard about the benefits of the scheme, he decided to enrol for it. He was operated successfully at NH and has now resumed his duties. He is grateful to NH and the Yeshashwini scheme for helping him at a time of dire need. He is now working hard to earn enough to enrol all members of his family in the health insurance scheme, especially his parents, since they are diabetics.
FABINDIA

Fabindia is India’s largest private company which sources and sells handicrafts products. Fabindia connects more than 80,000 artisans and craftsmen in India to customers across the world. It has now become a reliable source of employment for artisans and has helped preserve India’s rich, colourful and exotic traditional handicrafts.

Fabindia was set up by John Bissell, a native of US in 1960. John Bissell had a deep sense of appreciation and respect for Indian handicrafts. He came to India in 1958 on a two-year contract with the Ford Foundation to help artisans and craftsmen to export their offerings. He decided to stay in India after the completion of his contract with the Ford Foundation.

Fabindia initially started operations by exporting Indian handicrafts since there wasn’t sufficient demand for these products in India. In 1976, the company was restructured to meet the needs of customers in India. Fabindia began its retail operations in India in 1976. Its first store was located in Delhi and began selling handloom and hand printed garments for men and women. Over the last fifty years, Fabindia established a unique identity as company that offers eco-friendly, stylish, contemporary handcrafted products. Fabindia currently has 148 stores located in 64 cities across India. It exports its products to more than 40 countries.

Culture at Fabindia

Fabindia is a unique organization which has blended the two objectives of working for a social cause and making profits. Fabindia was started with the motive of reviving ancient Indian arts and crafts and providing a source of livelihood for artisans in India. The founders of Fabindia were not satisfied by merely providing a source of income for artisans; in addition they also brought in schemes to enable the artisans to own a part of the company by giving them shares of ownership stock in the company.
**LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS**

**ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS**

**SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES**

**ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM**

**SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES**

**DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES**

**ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS**

**MANAGERS WALK THEIR TALK**

**VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS**

**REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE**

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**RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST**

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This unique initiative encouraged the artisans to give their best. The artisan community holds more than 70 percent of the shares of Fabindia. The management at Fabindia also strived to encourage and support creativity among the artisans by providing them help from professional designers. These unique initiatives by the management have led to a culture of care and trust being nourished at Fabindia. The artisan community do not feel they are employees of Fabindia, they work with the management as one team of family members.

**Innovations at Fabindia**

**Differentiation:** from the beginning Fabindia felt the need to differentiate itself from other government-owned and often subsidized players, in handloom fabrics and apparel market. In order to differentiate itself from other players, Fabindia collaborated with designers to introduce uniquely designed ready-to-wear garments and home linen products. Fabindia also trained the artisans in new techniques to improve the quality of the products. The result was that traditional apparel and products became mainstream and fashionable.

**Restructuring:** In order to meet the growing needs of its products, Fabindia expanded its supply chain and distribution operations. Fabindia began to increase the number of artisans for sourcing its products from rural areas. It also began expanding its retail showrooms across the country. The rapid growth increased the complexity in managing the business. In order to source products efficiently from 21 states across India, the company formed 17 regional ‘Community Owned Companies’ (COCs). These COCs were designed to perform three critical operations – training artisans in new crafts and techniques, sourcing products from artisans and providing microfinance assistance to them.

**Artisans as shareholders:** Before Fabindia began its operations, village-based artisans used to get only 5 percent of the tag price of their products; the rest was shared by members of the supply chain. Fabindia felt the need to give a greater share of the profits to the
artisans. It introduced an artisan-shareholder system through its regional COCs incorporated as subsidiaries. The craftspeople collectively have 26 percent of the shares in each regional company. The Artisans Micro Finance, a subsidiary of Fabindia holds 49 percent of shares. Fabindia’s employees and private investors hold the balance. This unique initiative has greatly helped in improving the relationships between the artisans and Fabindia and has ensured that the artisans stay loyal to Fabindia.

Fabindia is now recognized as a global brand and exports its products to over 33 countries across the world.

**Benefits of Innovations**

Fabindia has adopted a unique business model where artisans own a part of the company. It has enabled more than 30,000 artisans to purchase shares of Fabindia. The company’s plan is to expand the shareholding base by encouraging more artisans to become pick up ownership stakes in Fabindia. William Bissell, Managing Director, Fabindia said that "This is like buying shares of something that is giving you livelihood and it is a very different relationship from owning equity in the share market because you are connected to the company through your associations". Many artisans have already recovered the capital invested in Fabindia and are now benefiting from the dividends. Mohammad Hafiz is a craftsman living in Bijnore, Rajasthan. He has been supplying his handicrafts to Fabindia for nearly 10 years. He invested Rs 15,000 in Fabindia in 2008. He has recovered his entire capital and now benefits from the yearly dividends. Dividends given by Fabindia have grown at 5 per cent every year for the last 4 years.
Yasin Shahabuddin comes from a family of craftsmen in Pipar, Rajasthan. He has two brothers. Yasin’s family has been in textile handicrafts business for generations. They have mastered the art of using natural vegetable dyes for printing on textiles with customized wooden blocks. It is a highly skilful but also extremely laborious work; it has been a dying trade. Until recently more than 100 households in Pipar earned their livelihood through this business. Now the Shahabuddins are among a handful of families that continue the textile business in Pipar. Their meagre earnings from this trade barely help them to meet both ends together and the family business was on the verge of bankruptcy.
By joining the Fabindia rural artisans network their family income increased more than four times. They currently supply goods worth $100,000 every year to Desert Artisans Handicrafts Jodhpur.

Desert Artisans is one of 17 companies that form the backbone of Fabindia’s supply chain. The Shahabuddin brothers have moved from a thatched residence to three identical two-story houses.

Jatinder Mistri is a lacquer artisan who lives in Ludiya village in Kutch district, Gujarat. His family has been in the business of making wooden handicrafts for nearly six generations. Due to a decrease in demand for these products, many artisan families in his village had moved to other professions. By 1990, only about 10 families in the village continued in the wooden handicrafts profession. In 1990, a team from one of Fabindia’s SRCs visited the village and apprised the situation. The artisans were glad to supply their products to Fabindia.

Jatinder has been supplying wooden handicrafts to Fabindia for more than fifteen years. He has benefited immensely since he began supplying to Fabindia. His annual income was around $7,000 in 1990, today it has increased to $170,000.
Good quality education is essential, it enables a person to live respectfully and contribute to society. The Indian government has initiated many programs to ensure that every child in India receives free primary education. Among the many initiatives taken by the government to provide free education it has banned child labour to ensure that children attend school up to the age of 14. The Indian government provides financial assistance to schools offering primary education in the country. Nearly 80 percent of the primary schools in India receive financial assistance from the government. Despite these efforts, there is a shortage of resources and the improper implementation of government programs results in poor quality education being imparted to children.

Several private education institutions and NGOs have stepped in to fill in the gaps and improve the quality of education. Gyan Shala, is one such organization which provides low cost high quality primary education. Gyan Shala projects are based on two objectives: to evolve a system of high quality education at an affordable cost; and to develop institutional capability to rapidly scale up without increasing the costs of education. Gyan Shala began with grade 1 classes at ten slum areas in Ahmedabad in the year 2000. GS now provides affordable education to more than 20,000 children in rural areas of Gujarat, West Bengal and Bihar. The quality of education provided by GS was found to be better than government schools and on par with premier private educational institutions.

**Culture at Gyan Shala**

Gyan Shala is a pioneer in providing low-cost primary and secondary level education to poor children in Gujarat, West Bengal and Bihar. The founders of Gyan Shala established these institutions with the mission of providing low-cost high quality education to the
children from low income families. GS has a unique culture where all members of the organization work as a family towards providing quality education.

The strength of the Gyan Shala program lies in its unique ‘training program’ which enables even moderately skilled people to become effective teachers. The Gyan Shala philosophy encourages students to become teachers in the primary education system. They have adopted an on the job training approach. The recruitment process begins with a team inviting prospective candidates from the local communities. The recruitment team conducts an aptitude test for the interested candidates. Those who clear the aptitude test must attend a 12 day orientation and training program on the principles, values and the teaching methodology. After the training program the new recruits are eligible to teach children of lower classes under the initial supervision of a senior teacher. The teaching staff attend regular training and refresher sessions to remain updated on the syllabi and teaching methodologies. The training programmes are conducted in three stages:

- **Monthly training programme (1 day):** It is conducted to provide training related to the curriculum and topics to be covered in the following month. Teachers are also encouraged to give feedback to the curriculum design committee about the suitability of learning material and suggest changes in design wherever required.

- **Mid-year training programme (3-5 days):** It is conducted to provide an overview of the total annual curriculum, the relationship and sequencing of topics. This training programme is meant to help teachers deal with specific problems that they face in classroom handling in the first few months.

- **Annual training programme (1 week for each grade):** This module focuses on the preparation for the new academic year, laying special emphasis on training the teachers in new teaching techniques. It is also used to get feedback from the teachers on issues of concern that had arisen during the previous academic year.
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RELENTLESS COMMITMENT TO EXCEED CUSTOMER EXPECTATIONS

EMPLOYEES CAN SPEND 20% OF TIME ON PET PROJECTS

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CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”

ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS
Innovations at Gyan Shala

**Unique children oriented class environment:** Gyan Shala has created a unique class environment that supports activity-based learning. The class schedule is designed to minimize theoretical instruction and maximize activity based learning. Each chapter module is designed to communicate a concept in a crisp and creative way that appeals to small children. Children’s progress is tracked and assessed on a continuous basis and children who are slow in learning are provided appropriate guidance and support.

**Strong emphasis on designing high quality teaching material:** Organizational processes have been established to generate high quality academic and co-curricular content, and learning material. The quality of education imparted at Gyan Shala is benchmarked with national education norms. The management at Gyan Shala also constantly studies teaching methodologies adopted by schools in the international community and adopts the best practices and norms of leading well established schools around the world.

**Unique teacher training program:** GS has evolved a highly effective teacher training program with the help of a strong team of experts. This has enabled even moderately skilled teachers to teach children in a highly effective manner. Care is also taken not to overload any teacher. Each teacher has to work with only 30 children at a time. This enables the teacher to assess the progress of each child and provide feedback on a daily basis. The teaching staff are ably supported by the management who interact with them twice a week to discuss various issues. The teachers are also required to participate in training programs held twice a year to keep them up to date with their subjects and teaching methodologies.

**Unique teacher recruitment practice:** Most of the teachers are recruited from local communities and a large number of these students have a common background and environment. This not only improves bonding between teachers and children, it also leads
to the teachers having a much higher loyalty and commitment to the school. Since many
teachers at GS schools have basic education qualifications and limited job opportunities,
being a teacher at a GS school is a matter of pride and prestige for them. People in these
communities look up to and respect the teachers at GS schools. Being a teacher at a GS
school enables them to have a source of stable income and since GS schools run for half a
day, the women teachers are free during the rest of the day to attend to their household
duties. These unique benefits have led to a large number of people enrolling for teachers at
GS schools.

**Decentralized classes:** Another unique feature of GS school system is that the classes are
regularly held in dispersed areas in rented rooms in each community. Many classes are
located close to the homes of the children to ensure regular attendance and also to reduce
the cost of travelling from home to the school.

**Benefits of Innovations**

Surveys by independent organizations have consistently shown that the learning
attainments of children in Gyan Shala were found to be significantly higher than their
counterparts in government schools and many other privately run schools. Especially in
areas of languages and math skills GS students outperformed their counterparts from other
schools. The uniqueness of GS model is that this high quality education is provided to
children at one-fourth the cost of educating a child in a government school. The GS model
has also created new employment opportunities for people in poor communities and
enhanced their status in the society. More than a 1000 teachers from these local
communities teach 30,000 students across three states in India. The government has taken
note of the success of GS program and not only does it subsidise it partially but has also
request the GS management team to train government school teachers in superior teaching skills.

Fig. 12: Innovation Culture at Gyan Shala

Two young boys Saroj Kumar and Santosh Paswan recently passed the Navodaya entrance exams. Only two years earlier, the boys had been working endless hours to earn meagre amounts. They did not have any hope of attending school before they were enrolled into the program.

Saroj had been working at a hotel in Dharavi, Mumbai when he was 7 years old. He had to work from 9 am to 11 pm for Rs. 30 a day. When he was 11 years old he was rescued by an NGO Gyan Shala Pratham and began attending a Gyan Shala school. Saroj now excels in his studies and in several extra-curricular activities. He is a member of the school kabadi and kho kho teams.

Another student Santosh Kumar Paswan had a similar history like that of Saroj. Santosh had to work from 7 am to 12 pm for Rs.50 a week in a factory at Ahmedabad.
His whole family was employed in similar jobs. Nothing seemed more distant than going to school and getting a good education until the day he was rescued by Gyan Shala Pratham and started attending a Gyan Shala school at Ahmedabad. He is now among the top ranking students in his class.

Saroj and Santosh are just two among the many children who have been rescued from leading an unhappy childhood. These children now excel at schools. The last two years have brought about an incredible transformation in them and opens up opportunities for a bright and brilliant future.
India’s healthcare costs are currently among the lowest in the world but they are still out of the reach of a vast majority of its citizens. A majority of India’s population can’t afford medical treatments even at subsidised prices in public hospitals. For instance, the cost of one cycle of chemotherapy and radiation therapy at AIIMS Cancer Centre is Rs. 750. Nearly 40 per cent of patients are unable to pay the fees for regular medical treatment even at moderate prices.

A recent survey by World Bank shows that 99 per cent of India’s population cannot afford to pay for medical services for many illnesses. The report revealed that each year, 39 million people are pushed into poverty in India since they can’t afford to pay for healthcare. To alleviate the sufferings of these millions, Sri Sathya Sai Baba set up Sri Sathya Sai Medical Trust to offer high professional medical care at zero cost for everyone. The healthcare institutions are run by SSS Medical Trust according to the following principles outlined by Sri Sathya Sai Baba.

- **Universal healthcare**: The services provided by these institutions should be of the highest standards and offered to all without any distinction.

- **De-commercialized healthcare**: All the services offered by Sri Sathya Sai hospitals to the patients should be totally free.

- **Human values in healthcare**: The doctors are inspired by the founder to offer their services with love and compassion to the patients who come to these hospitals. The atmosphere which pervades Sri Sathya Sai hospitals encourages and ensures quick recovery of patients.

- **Spiritualization of healthcare**: A doctor’s duty does not end with curing the body of the patient. The doctor must heal the mind and spirit of the injured person.
• **Preventive healthcare:** In addition to treating patients, the doctors and physicians should educate patients on how to lead a healthy life in the future and thus reduce their visits to hospitals.

These principles form the base on which the Sri Sathya Sai Healthcare model is built. The Sri Sathya Sai Medical Trust established in September 1991 provides free healthcare services to all at three levels – Primary, Secondary and Tertiary. Primary healthcare is provided at the doorsteps of thousands of people living in the villages who do not have access and cannot afford high medical costs. This is provided through modern mobile medical vans equipped with operation theatres and through regular medical camps held in rural areas. Secondary healthcare is provided by ‘General Hospitals’ which cater to addressing general and common ailments, and also provide maternity care facilities. Tertiary healthcare is provided by the ‘Super Specialty Hospitals for ailments relating heart, brain and eye.

**Primary Healthcare**

The Sri Sathya Sai Mobile Hospital is a novel outreach project aimed at providing free comprehensive and holistic healthcare at the doorstep of people living in rural areas. The project was launched in 2006. The mobile health clinic provides diagnostic and therapeutic medical treatment and advice to all the village population. Patients requiring sophisticated medical care and treatment and follow ups are referred to the Sri Sathya Sai Super Specialty Hospitals for further treatment. Sri Sathya Sai Mobile Hospitals have redefined rural health services by reducing the dependence on tertiary care.

Sri Sathya Sai Seva Organizations across the world are actively engaged in conducting camps and outreach programs to cater to the medical requirements of less privileged sections of society. These medical camps are primarily held in rural areas to serve people.
who do not have health insurance or other forms of social assistance. The medical camps provide free medical care in diverse areas including cardiology, dentistry, dermatology, endocrinology, ENT, gastroenterology, neurology, orthopaedics, and other major areas. In addition to providing medical care, free medicines are given to the patients at the camps. Healthcare services have been provided for more than 30 years through these medical camps. On an average 30,000 medical camps are conducted across India every year and more than 700,000 people come to these camps every year for diagnosis and treatment of various diseases. Inspired by the model service provided by Sri Sathya Sai Organizations, 50 hospitals in Tamil Nadu have come forward to provide free clinical care to patients referred to them by Sri Sathya Sai Organizations.

**Secondary Health Care**

Sri Sathya Sai General Hospitals at Prasanthi Nilayam and Whitefield have been providing free primary and secondary healthcare services for the last 50 years. These hospitals provide complete diagnosis and treatment in paediatrics, ENT, ophthalmology, dentistry, obstetrics and gynaecology free of cost. The outpatient services of the hospital include free diagnosis, consultation and a pharmacy that provides the prescribed medicines. More than 1100 patients come to these hospitals every day to get healthcare services for various kinds of illnesses. In the last fifty years over 4 million patients have benefited from free healthcare services at these hospitals.

**Tertiary Healthcare**

Sri Sathya Sai Super Specialty Hospitals at Puttaparthi and Whitefield free tertiary healthcare services in cardiology, cardio thoracic vascular surgery, ophthalmology, orthopaedics, plastic surgery and gastroenterology, neurology and neurosurgery. These hospitals provide all the clinical and support services free of cost. The patients are provided
with free medicines for the entire period of treatment. Over 20 lakhs patients were treated and 150,000 surgeries were performed in the various facilities provided by these hospitals. They also have a comprehensive post-discharge rehabilitation program with a staff of specialists in cardiology, CTVS, neurology and neurosurgery.

**Culture at SSSIHMS**

Sri Sathya Sai Institute of Higher Medical Sciences was established in tune with the principles of ancient Indian culture where healthcare services were provided free of cost to all those who needed it. These principles are more meaningful today because despite the many advances in medical technologies, millions of people cannot afford the cost of healthcare services. The hospitals are infused with a unique culture where the doctors and support staff work selflessly and strive to provide the best medical care.

A unique feature of the culture of these hospitals is the voluntary services offered by general public and doctors who are committed to the philosophy of Bhagawan Sri Sathya Sai Baba. Inspired by the ideals of the founder, many doctors, physicians and people from all walks of life come forward to offer their services at these hospitals. These hospitals have the environment of a family where people take care of each other with loving care. These hospitals are recognized by large segments of the population as ‘temples of healing’.
### ORGANIZATION CLIMATE

1. **ORGN PERMEATES A CULTURE OF PLAYFULNESS & HUMOR**

2. **APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE**

3. **ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO**

4. **FREEDOM TO MAKE OWN CHOICES RELATING TO WORK**

5. **PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS**

6. **LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES**

7. **UNIQUE CULTURE OF TRUST & PASSION**

### LEADERSHIP

8. **LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS**

9. **ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS**

10. **SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES**

11. **ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM**

12. **SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES**

13. **DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES**

14. **ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS**

### CORE VALUES

15. **MANAGERS WALK THEIR TALK**

16. **VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS**

17. **REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE**

18. **CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES**

19. **RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST**
### Customer Focus

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<thead>
<tr>
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<tbody>
<tr>
<td>20.</td>
<td>Managers take time out to interact with customers</td>
</tr>
<tr>
<td>21.</td>
<td>All Depts. work to enhance friendliness of Prdts/Srvcs</td>
</tr>
<tr>
<td>22.</td>
<td>Involve Customers in innovation process</td>
</tr>
<tr>
<td>23.</td>
<td>Monitor Customers feedback to intro new Prdts &amp; Srvces</td>
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<tr>
<td>24.</td>
<td>Balance acquiring new customers &amp; retaining existing ones</td>
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<tr>
<td>25.</td>
<td>Everyone strives to add value to customer relationship</td>
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<td>26.</td>
<td>Relentless commitment to exceed customer expectations</td>
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### Creativity

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<td>Form effective relationships with external innovators</td>
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<td>More than 30% of profits are from Prdts intro in last 3 yrs</td>
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### Envisioning Future

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<tr>
<td>33.</td>
<td>Use Web 2.0 technologies to tap new sources for ideas</td>
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<tr>
<td>34.</td>
<td>Use 360-degree framework to tap ideas from all stakeholders</td>
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<tr>
<td>35.</td>
<td>Consumers and company co-create value</td>
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<tr>
<td>36.</td>
<td>Adopt “Open Innovation” to free internal resources</td>
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<tr>
<td>37.</td>
<td>Extrapolate future to build portfolio of Prdts &amp; Srvcs</td>
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<tr>
<td>38.</td>
<td>Constantly strive to identify “next innovative practices”</td>
</tr>
<tr>
<td>39.</td>
<td>Aspiration to provide best Prdts/Srvcs overcomes constraints</td>
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### SSSIHMS

- Disagreement
- Agreement
Innovations in Healthcare

- **Free healthcare for all:** Sri Sathya Sai healthcare institutions and outreach programs provide the entire range of medical services – investigations, surgery, medicines and in-patient care to all at no cost, irrespective of caste, creed, religion, and financial status in an atmosphere of love and care.

- **Voluntary service:** In addition to the team of highly qualified doctors working at these hospitals reputed doctors and surgeons from all over the world visit the hospitals and offer their services at no cost. The hospital staff is supported by volunteer groups (sevadals) who come from every state of India for providing free services by rotation at the hospital every few weeks. The sevadals offer their services in various areas such as patient registration, assisting doctors in treating patients, maintaining cleanliness in the hospital premises, dietary, security and laundry departments. The volunteers also assist doctors in post-operative counselling for the patients.

- **State of the art healthcare:** Free healthcare does not necessarily mean a compromise in quality of healthcare. The healthcare services are provided with state of the art equipment comparable with the best in the world. Highly reputed doctors, surgeons and highly motivated team of support staff strive to offer the best possible services to the patients who come to the hospitals.

- **Holistic healthcare:** The Sai Rehabilitation Program is a unique holistic outreach program which caters to patients who are discharged from Sri Sathya Sai Institute of Higher Medical Sciences (SSSIHMS), Prasanthi Gram and Whitefield, after a major surgery. The hospitals keep track of the patients with the help of Sri Sathya Sai Seva organization and ensure that the patients receive appropriate post-operative medical care.
Benefits of Innovation

The unique innovations of SSSIHMS have enabled it provide the entire range of healthcare services at zero cost. It has given hope to millions of people across the country and helped save the lives of many thousands who had no hope earlier since they could not afford the healthcare services provided at other institutions. The exemplary services provided by these institutions have not only benefitted the society, and the goodwill earned by these institutions has inspired many reputed doctors, technicians and surgeons from all over the world to come forward and offer their services free of cost at these hospitals. Because of the free medical facilities offered by the hospitals, people in the general public feel encouraged to offer their services in reciprocation for medical benefits they receive. This is a unique innovative model for healthcare based on the belief of love and care that medical care should be provided free of cost as it was once provided in ancient India.

Sri Sathya Sai Tele-Healthcare Program

Sri Sathya Sai Tele-healthcare program was initiated to reach out to the economically weak segments of society living in rural areas who could not afford good quality healthcare. Since its inception in September 2007, 25,000 people have benefitted from the program. In addition to enabling these poor people to have access to high quality healthcare, the Tele healthcare program has helped them save on their costs to travel to healthcare centres. The program is now being expanded to provide consultation services in the States of West Bengal and Orissa.
Venkat and Deepa’s are residents of Addanki a small town in Prakasam district of Andhra Pradesh. Agriculture is the primary source of subsistence for the couple. During summer and in lean periods, Venkat drives a truck to earn additional income to provide for his family. Their baby was born at the General Hospital, Puttaparthi. Deepa and Venkat were ecstatic at the birth of the baby. However, their joy and excitement of parenthood was short-lived. After a few days, the parents noticed that the new born’s skin on the head had become soft and began opening up revealing the skull of the baby. They were frightened and immediately rushed back to Sri Sathya Sai General Hospital, Puttaparthi. Doctors at the hospital attended to the baby and stabilized her condition. Once the lesion started healing, the doctors at the General Hospital referred the little baby to SSIHMS, Prasanthi Gram for reconstructive surgery of the scalp.
The case was uniquely challenging because, the surgery had to be performed on a mere 35 day old baby. The baby had a non-healing ulcer at the back of the head. The operation was performed successfully at SSSIHMS. The baby was kept on observation for a week and was discharged after the baby began to recover.

The parents were grateful to Sai hospital staff for saving the life of their baby. Not a single penny was charged from them. If the free secondary and tertiary care were not available to them at Sri Sathya Sai Hospitals they wouldn’t have been able afford the treatment. The parents expressed their gratitude with tears in their eyes and overwhelming emotions that the Sri Sathya Sai Hospitals gave their child a new lease of life and they could never forget the love, kindness and care that they received at the hospital.
General Electric (GE) is one of the largest conglomerates in the world. It’s based in Fairfield, USA. General Electric was incorporated on April 15, 1892. GE operates in 11 major industries: energy, healthcare, infrastructure, advanced materials, consumer electronics, industrial equipment, insurance, commercial finance, retail finance, broadcasting and transportation.

The GE Energy division offers products and services to produce and distribute electricity from all major sources of energy. The GE Aviation division manufactures, sells and provides maintenance services for military and commercial aircraft. The GE Healthcare division does R&D, manufactures and services for sophisticated medical imaging equipment. It also provides IT services for healthcare institutions. The Transportation division offers a range of products and services spanning railways and road transport. This division provides equipment for oil and gas, power generation and marine industries. The GE Capital division offers a range of financial services to corporates and individuals.

Culture at GE

Under former CEO Jack Welch, GE focussed on continuous improvement, cost-cutting and efficiency. These practices enabled GE to grow at a steady pace over two decades. However, the present CEO Jeff Immelt believes these practices are no longer sufficient to enable GE to retain its leadership status in the current highly competitive environment. His main objective was to bring about a transformation in GE from being “a process-oriented company to a creative machine, driving growth through innovation”.

Through his distinctive leadership style he brought in a gradual change in the organization culture at GE. Under his leadership GE became more open to recruiting people from outside
the organization for high ranking positions. He also introduced the practice of hiring regional heads of GE who belong to the same culture and work ethic of these regions.

GE’s senior management has nurtured a culture where people are encouraged to share ideas on diverse issues. The management has instituted a unique mechanism to manage the huge number of ideas generated within GE. A new idea must enable GE to enter new businesses, geographic areas, or new customer segments, that can generate at least $100M of additional revenue.

GE’s current innovations are inspired by the theme ‘doing more with less’. Its energy, industrial equipment, infrastructure and consumer electronics divisions focus on innovations that reduce the ecological footprint through its ecomagination initiative. In its healthcare division, GE focuses on making healthcare services and equipment more affordable through its healthymagination initiative.
LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS
ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS
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### CUSTOMER FOCUS

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</tr>
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<tbody>
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<td><strong>DISAGREEMENT</strong></td>
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<tr>
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<td>ALL DEPTS. WORK TO ENHANCE FRIENDLINESS OF PRDTS/SRVCS</td>
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<tr>
<td>22</td>
<td>INVOLVE CUSTOMERS IN INNOVATION PROCESS</td>
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<tr>
<td>23</td>
<td>MONITOR CUSTOMERS FEEDBACK TO INTRO NEW PRDCTS &amp; SRVCES</td>
</tr>
<tr>
<td>24</td>
<td>BALANCE ACQUIRING NEW CUSTOMERS &amp; RETAINING EXISTING ONES</td>
</tr>
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<td>25</td>
<td>EVERYONE STRIVES TO ADD VALUE TO CUSTOMER RELATIONSHIP</td>
</tr>
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<td>RELENTLESS COMMITMENT TO EXCEED CUSTOMER EXPECTATIONS</td>
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### CREATIVITY

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<thead>
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<th></th>
<th>EMPLOYEES CAN SPEND 20% OF TIME ON PET PROJECTS</th>
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<tbody>
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<td>27</td>
<td><strong>DISAGREEMENT</strong></td>
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<tr>
<td>28</td>
<td>ENCOURAGE THINKING OUTSIDE THE BOX</td>
</tr>
<tr>
<td>29</td>
<td>FORM EFFECTIVE RELATIONSHIPS WITH EXTERNAL INNOVATORS</td>
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<td>MORE THAN 30% OF PROFITS ARE FROM PRDCTS INTRO IN LAST 3 YRS</td>
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### ENVISIONING FUTURE

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<td><strong>DISAGREEMENT</strong></td>
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<td>34</td>
<td>USE 360-DEGREE FRAMEWORK TO TAP IDEAS FROM ALL STAKEHOLDERS</td>
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<tr>
<td>35</td>
<td>CONSUMERS AND COMPANY CO-CREATE VALUE</td>
</tr>
<tr>
<td>36</td>
<td>ADOPT “OPEN INNOVATION” TO FREE INTERNAL RESOURCES</td>
</tr>
<tr>
<td>37</td>
<td>EXTRAPOLATE FUTURE TO BUILD PORTFOLIO OF PRDTS &amp; SRVCS</td>
</tr>
<tr>
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<td>CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”</td>
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<td>ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS</td>
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**GE**
Innovations at GE

GE has a long history of innovations dating back to 1879 when Edison invented the electric bulb. Some of GE’s most important innovations are mentioned here.

Edison invented the first commercially practical incandescent lamp on October 21, 1879. This invention continues to have a significant impact on the daily lives of people. The R&D team headed by Edison also developed the first commercially applicable dynamos that were used to power street lighting systems in 1879.

1882: Edison established the Edison Electric Illuminating Company, it was a pioneer in the power generation industry.

1896: Elihu Thomson, a scientist at GE R&D labs designed electrical equipment which could emit ‘X-rays’.

1902: A GE engineer James J. Wood, received patents for designing and developing an electric fan.

1903: GE built the largest steam turbine in the world. It was ten smaller than the first turbine designed by GE. It also cost only one-third of the original machine.

1905: GE introduced the electric toaster D-12.

1906: General Electric engineer, Ernst Frederick Werner Alexanderson designed an equipment that enabled the people to listen to radio for the first time.

1913: GE developed new ‘X-ray’ equipment using hot-cathode technology. This innovation greatly facilitated the wide use of X-rays in medical diagnosis and treatment.

1915: Calrod - a new ceramic was developed to make electric stoves safer. Nearly a century later it remains the best material for the job.
1917: GE introduced the first series of home refrigerators equipped with hermatical sealing technologies.

1918: GE scientist Albert Hull invented Magnetron - a vacuum tube that used magnetic fields to regulate power output. It became a key component in the radar systems used in the Second World War. It also led to the development of using microwaves in the cooking process.

1918: Scientists at GE designed new equipment that enabled the first trans-oceanic radio broadcast. It was used by the US military in WWI to communicate with its troops and Allies in Europe.

1921: GE's supercharger enabled a plane to set a new record of flying at an altitude 40,800 ft.

1927: GE's WGY enabled the first home television broadcast at Schenectady, NY.

1930: GE introduced an electrically powered clothes washer for domestic use.

1935: "Disposall," - the first electrically powered food waste dispenser was introduced by GE. GE also introduced Novalux lamps in 1935. These lamps enabled baseball leagues to host games at night for the first time.

1936: GE introduced several new electric home appliances including juicers, cookers, mixers, roasters and coffemakers.

1938: GE invented the fluorescent lamp.

1943: GE engineers developed equipment that enabled pilots to use the ‘auto-pilot’ mode for the first time.
1945: GE demonstrated radar technologies which enabled ships to sail more safely in the
night and also enabled them to detect previously unseen hazards while navigating the high
seas.

1946: cloud seeding was tested for the first time by GE.

1947: GE introduced the world’s first two-door refrigerator – it had a separate door for the
freezer section.

1954: GE introduced the first electronic automated dishwasher - Mobile Maid.

1955: GE introduced the process of making diamonds – for the first time diamonds could
be made through a man-made process.

1956: A toaster oven T-93 was commercially introduced for the first time in the world by
GE.

1956: GE introduced the fastest jet aircraft engine in the world.

1957: GE’s J93, jet engine broke the sound barrier for the time. It achieved MAC 3 speeds.
GE also set up the first nuclear power plant in 1957.

1959: The halogen lamp was introduced by GE.

1960: Discovery XIII was the vehicle to be sent into space and returned to earth. It took
pictures of the from an altitude of 700 miles.

1961: GE introduced the automatic toothbrush.

1962: A GE scientist invented the laser. This led to the development of many breakthrough
products like CD players, laser printers and also optic fiber based communications.

1963: GE introduced P-7 the first self-cleaning oven. GE received 100 patents for P-7.
1969: Neil Armstrong used boots made from GE silicone rubber to walk on the moon. GE also developed the control systems and satellite broadcasting equipment for the moon mission.

1971: GE introduced the first portable room air conditioner - Carry-Cool.

1978: GE introduced the world’s most advanced tomography scanner. It took images 60 times quicker than conventional scanners. GE also became the first organization to be granted 50,000 patents.

1983: GE introduced the world’s most advanced MRI scanning system. It enabled physicians to take high-resolution images of soft tissues for the first time.

1989: GE launched CNBC, the first 24 hour business channel. Within a year more than 13 million people subscribed for the channel.

1992: GE built the Mars Observer for NASA. It studied geography and climate of Mars.

1998: GE introduced the world's fastest scanner, it could images at six times the speed of regular scanners.

2000: GE introduced the first digital X-ray cardiovascular imaging system.

2001: GE introduced the most advanced cancer diagnostic equipment.

2002: GE introduced Voluson 730 - the world's first 4D Ultrasound System.

2004: The world’s most advanced and smallest cardiovascular ultrasound equipment was introduced by GE. It was popularly called the ‘visual stethoscope’.

2005: GE Healthcare introduced the first HD MRI equipment.
2006: GE introduced Discovery VCT, the most advanced PET/CT scanner with proprietary GE technology. It enabled physicians to diagnose heart disorders, cancer and neurological disorders with greater accuracy.

2007: The world's first hybrid locomotive was introduced by GE.

2008: GE introduced the GE MAC 400 the world's first portable ECG device. It was designed in India. It could fit into a physician's backpack and had battery backup for a week of regular usage.

2009: GE introduced the world's smallest ultrasound scanning machine – Vscan. It was the size of a mobile phone.

2010: GE introduced the first multi directional LED bulb. It consumed 77 percent lesser compared to an incandescent lamp.

2011: GE introduced The Discovery CT750 – the first HD CT scanner offering high resolution images.

2012: GE introduced The Discovery NM630 scanner, capable of taking superior quality scans which helped reduce scanning duration and doses by 50 percent.
GE Healthcare is a leading manufacturer of healthcare products. GE has a long history of designing and developing high-tech expensive products that were affordable only to a small section of the world’s population up until 2005. More than 70 percent of the people across the world suffer from many common illnesses that have gone undiagnosed because they could not afford the cost of healthcare.

Realizing the potential of designing affordable new products for emerging markets, GE’s new emphasis from 2005 was on designing new products to cater to the needs of people in these markets. The first product designed under this initiative was a portable ECG machine - MAC 400. Omar Ishrak, head of GE Healthcare India instructed a team of engineers led by Davy Hwang to redesign the ECG machine. The team was instructed to design and build a portable, rugged and affordable ECG machine.
Conventional ECG machines were bulky – they weighed around 15lbs, they were expensive – each unit cost $5.4 million. GE also had to undertake nearly four years of R&D to design and develop a new machine. The GE management gave 18 months to the team to develop the prototype at at least 40 percent less cost of the original machine. Everyone felt this was an unachievable objective.

Ishrak said, “when you stretch a team like that, it forces them to be far more creative.” The team experimented in many ways to cut costs. Initially the team tried to design a low-cost printer for the portable machine, but later explored the option of purchasing off-the-shelf printers. They found that the printer used by the Bengaluru bus system met all their requirements.

This printer also helped the team to reduce the size and weight of the machine. The required weight of the machine for manually carrying purposes was targeted to be around 1 kg. The team also made progress in other areas also to shrink the size of the machine.

They replaced the monitor with an LCD display which helped to reduce the weight and improve the battery life of the machine. A physician could record 100 ECG tests without having to connect the machine to a power outlet. Great care was also taken to simplify the usage of the machine without compromising on the quality. The MAC 400 interface was highly simplified, a green switch was used to start the machine; a red switch was used to switch off the machine. The team members kept the costs low by studying other products. They copied the mold design early in the process of manufacturing from GE’s portable ultrasound machine.
This enabled them to build prototypes early in the development process and get opinions from physicians throughout the design and development phase. After completing a prototype, the team did a few preliminary tests with the device. During the tests, they noticed that the battery was getting quickly drained out when the machine was in the idle mode. They had to recalibrate the battery to ensure minimum discharge in the idle mode. The MAC 400 was originally designed to meet the unique requirements of doctors and physicians in India.

However, it was in great demand even in many western markets. The demand for the portable ECG machine came largely from several developed countries in Europe. Many physicians who had set up private healthcare centres found great use for this machine since they could not afford the more expensive GE ECG machines. The engineers also noticed that the software which was also used in high-end ECG machines was overloading the portable MAC 400.

They reworked on the program and simplified it to reduce the memory overload without compromising on the features and its accuracy. The success of the MAC 400 encouraged GE to focus its attention on developing a range of affordable products through frugal innovation. GE introduced a simplified version of the portable ECG machine, called MAC India. It enabled a physician to perform an ECG scan for just nine rupees, even lesser than the cost of a bottle of purified water. The next product was a more advanced version of MAC 400, it was called MAC 600. The MAC 600 had additional features like an alphanumeric keypad and a physician could store data of 500 tests on the machine.

It cost $1,200 and was well received by physicians in urban areas who were looking for a ECG machine with more features at an affordable price.
GE later developed a more advanced version MAC 800 in China for the Chinese market. MAC 400 is now exported to the US from India.

Other examples of new products introduced by GE based on frugal innovation principles are a portable ultrasound scanning machine – Vscan, which is of the size of a mobile phone and affordable baby that were nearly 65 percent more affordable than conventional baby warmers.

The MAC series of ECG machines are now sold in more than 150 countries. GE Healthcare India is currently developing more than 35 new frugally designed products. GE plans to launch them in the next 3 – 5 years.
Hewlett Packard Inc. is a multinational company headquartered at Palo Alto, California, USA. HP’s product range includes personal computing devices, servers, networking equipment, printers, scanners, copiers. HP has four major divisions each looking after specialized operations in its category.

HP Imaging and Printing Group (IPG) is the world’s largest seller of printing and scanning devices to consumers, and corporates.

HP Personal Systems Group (PSG) is the largest vendor of personal computing devices in the world. HP’s PS Group product range includes business PCs, consumer PCs, laptops, tablets, TVs, and media vaults.

HP Enterprise Business (EB) division offers network security services, information security services, information compliance services, consulting services (SAAS), and cloud computing services.

HP Labs is R&D division of HP focuses on new cutting edge technologies that could help create business opportunities for HP.

**Corporate Culture – The HP Way**

HP’s founders William Reddington Hewlett and David Packard adopted a unique management style which was popularly called ‘The HP way.’ HP did not subscribe to the ‘hire and fire’ mentality. The company was always concerned with providing job security to its employees. Even during the economic crisis of 1974, HP did not resort to trimming its workforce, instead, it opted for a four-day work-week, which had a very positive impact on the morale of the employees.
HP’s founders believed that if they recruit the right people and provide the right kind of environment, the people would be self motivated to give their best. HP was one of the first companies to give stock options to its employees. These initiatives by the founders motivated the employees to give their best to the organization. The practices adopted by the founders became popularly known as The HP Way.

The tenets of the HP Way are outlined below:

- We have trust and respect for individuals.
- We focus on a high level of achievement and contribution.
- We conduct our business with uncompromising integrity.
- We achieve our common objectives through teamwork.
- We encourage flexibility and innovation.

The HP way set new standards in the way the management took care of its employees in the organization. It was emulated by many companies across the globe. The founders of many successful companies sought their inspiration from The HP Way - Steve Wozniak, the co-founder of Apple initially worked at HP. Many other organizations also sought inspiration from the management practices adopted at HP. They began offering stock options to their employees and introduced new measures like flexi working times to improve the work environment.
HEWLETT PACKARD

ORGANIZATION CLIMATE
1. ORGN PERMEATES A CULTURE OF PLAYFULNESS & HUMOR
2. APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE
3. ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO
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5. PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS
6. LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES
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8. LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS
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10. SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES
11. ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM
12. SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES
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15. MANAGERS WALK THEIR TALK
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CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”

ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS

Hewlett Packard
HP History of Product Innovations

1939: Bill Hewlett and Dave Packard set up Hewlett Packard (HP) in Packard's garage at Palo Alto in 1939, with an initial investment of US $538.

1939: HP200A precision audio oscillator was HP’s first successful product. It was the most reliable oscillator in the market and it was built at one-third the cost of other oscillators.

1940: Walt Disney Studios was one the earliest customers for HP’s oscillators. It purchased 8 oscillators and used them to test the sound systems for its movie Fantasia which was produced in the year 1940.

For about 20 years HP relied on equipment manufactured by Digital Equipment Corporation (DEC).

1967: HP introduced display terminals in the 2640 series. They were used extensively in gas stations, ATMs, and in shopping centres.

1968: HP introduced 9100A - the first PC. The 9100A had a CRT display and a magnetic-card storage. The machine's keyboard was based on a scientific calculator keyboard. It was sold along with a HP printer for $5,000.

1972: HP introduced HP-35 the first portable scientific calculator

1974: HP introduced the world’s first portable programmable calculator - HP-65

1979: HP introduced the world’s first programmable calculator HP-41C, and graphing calculator, the HP-28C .

1984: HP introduced the most advanced printers using inkjet and laser printing technologies.
1999: HP was restructured. HP retained the computers, imaging and storage divisions and the other divisions were restructured under a new company Agilent.

2002: HP merged with Compaq and became the largest vendor of PCs laptops and servers in the world.

2009: HP introduced ‘HP Photosmart Premium’ the first web-based printer for home use. Users could print directly from the internet without having to connect the printer to a computer.

2010: HP achieved several milestones in its environmental efforts. HP had manufactured 1 billion printer cartridges using recycled plastic. It also introduced first PVC free printer HP ENVY 100 e-All-in-One in 2010.

2011: HP introduced the world’s first Wi-Fi mouse. It could be connected to a PC without a USB dongle. It was synced with a PC via the PC’s Wi-Fi.

2012: HP set up its first net zero energy data center. It was completely powered by renewable sources of energy.

HP has introduced many unique, superior innovative products throughout its history that have set new benchmarks in the computing and electronics industries. The rich history of innovations at HP is largely attributed to The HP Way instituted by its founders leading to HP culture. The following graph depicts the results on the six parameters of innovation culture at HP.
HP LIFE is one of the initiatives of the company that provides encouragement, assistance and support to enterprising individuals across the world who have the passion to set up their own business but lack the experience and expertise to do so. This initiative provides training to prospective entrepreneurs in various skills required to set up a small business.

Since its inception in 2007, HP LIFE has:

- Reached more than 2 million people with training, access to IT, and online activities
- Helped establish and expand over 25,000 businesses
- Helped create approximately 57,000 jobs
One such beneficiary of the HP LIFE program is Shashi Rajpoot. She lives in a small village in Jhansi, Uttar Pradesh. Her family depends on income from their small piece of land in the village. Shashi’s family follows many traditional practices like many other families in rural India, girls in these families are not encouraged to pursue studies beyond primary education.

Impressed by her passion and commitment, one of the trainers of the program recommended her to a school in the community where she could train the children in basic computer skills. She gets a monthly salary of Rs. 4000 which has been of great help to support her family.

However, Shashi aspired to pursue her higher studies despite the odds and reservations of her family. Her persistence enabled Shashi to pursue her studies and pass the 12\textsuperscript{th} grade.

While studying in the 12\textsuperscript{th} grade, Shashi heard about the HP LIFE course training program from her school mates. She made up her mind to join the course, but was unable to do so since she could not afford it. Her father felt that he must help his daughter achieve her dream and with great difficulty managed to gather the amount required for the course. She enrolled and successfully completed the program.

In addition to receiving training in computer skills, she also received financial assistance from HP LIFE, to set up her own training institute to train girl students from poor communities in computer skills. She currently teaches 80 students. She wants to scale up the operations and train at least 500 students per year. She is working hard to make her dream come true.
IBM

International Business Machines is one of the world’s largest corporations in the IT industry. It is headquartered at Armonk, NY, USA. IBM offers a wide range of hardware and software products and services. Its hardware products include business servers, storage products, and custom-designed microchips. Its software range comprises of business analytics, enterprise content management and information management services. It also provides consultancy services in areas ranging from banking, construction, energy, communications, education, healthcare and city planning.

IBM was initially incorporated in 1911 as the Computing Tabulating Recording Company (CTR) through a merger of three companies: the Tabulating Machine Company, the International Time Recording Company, and the Computing Scale Company. It was renamed as International Business Machines in 1924.

IBM has gone through several organizational changes. It has acquired new businesses such as Price Waterhouse Cooper's consulting business in 2002, SPSS in 2009 and Kenexa in 2012. It divested its Lexmark server business in 1991, and ThinkPad in 2005.

Culture at IBM

Throughout its 100 year history, IBM has been driven by a set of fundamental values: respect for the individual, superlative customer service and the pursuit of excellence in all tasks. These values have inspired and motivated its employees for more than a century. During the 1980s and 90s IBM went through several upheavals. Gerstner, took over as the CEO of IBM in 1993, and brought in radical changes to manage the company. For example, many of IBMs businesses were run as independent divisions with little accountability.
These divisions competed fiercely with each other. Gerstner was responsible in turning IBM around and bring it back to profitability.

He built a unique IBM culture which was often referred to later on as the ‘IBM way’ of doing things. In this new paradigm customers focus was the most important feature. All activities in the organization, finance, accounting, marketing, R&D were singularly focused on providing exceptional customer service to their clients. This shift in thinking and making customer focus as one of their core values resulted in integrating all the employees in the company and fetched them good rewards and dividends in their business practices.

The leadership under Gerstner also instituted an important change in IBM’s management practices. The previous leaders linked employee compensation with the performance of the employee’s division. The present leadership linked employee compensation with performance of the entire company. They believed that the new approach would encourage the various divisions to cooperate with each other.

In order to encourage and motivate people to adopt the new management practices, the senior management at IBM began rewarding collaborative work between the various divisions. Every employee was expected to make three ‘personal commitments,’ that gelled with the organization’s goal and objectives. Employees were rewarded based on their ability to honor their commitments.
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**IBM**

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IBM Product Innovations Timeline

1886: Herman Hollerith introduced the first tabulating system. It was used to tabulate statistics for the Health Dept. of Baltimore.

1890: The tabulating system was used to tabulate U.S. Census. It reduced a 10 year census process to a two-year process. It also helped the US govt in saving $5 million on the census program.

1920: The first printing tabulator was introduced by the Computing-Tabulating-Recording Company (CTR).

1923: The world’s first electric tabulating equipment was introduced by CTR.

1934: IBM introduced the 405 Accounting Machine. It was the company’s flagship product until it was taken out of production in 1949.

1934: IBM was the first company to give salary to all its employees. The earlier practice was to employ workers on a contractual basis. IBM was also the first company to introduce life insurance schemes for its employees.

1935: IBM introduced the world’s first electric typewriter - Electromatic.

1936: IBM introduced punched-card systems that enabled the US government to collect and maintain employment records of 26 million Americans for the first time.

1944: IBM introduced Mark I - the world’s first machine capable of executing complex computations automatically.

1946: IBM introduced the first electric Chinese ideographic character typewriter.
1948: IBM’s SSEC was the world’s first computer capable of storing a program which could be modified later.

1952: IBM developed magnetic tape technology which later led to the magnetic tape being used as a storage medium.

1953: IBM introduced the 650 MDC the first computing machine capable of performing advanced accounting, arithmetic and scientific calculations.

1953: The world’s first cardiac surgery was performed using a heart/lung machine built by IBM.

1956: IBM introduced the first computers which used hard disks to store data. The computers had a storage capacity of 5mb on 50 magnetic disks.

1957: IBM introduced the most advanced programming language - FORTRAN. FORTRAN became an industry standard.

1959: IBM introduced an advanced printer 1403, the first heavy-duty printer which became the standard for high quality reliable printing for the next ten years.

1961: IBM introduced the Selectric® Typewriter, it featured the revolutionary “golfball” replaceable typing element.

1962: IBM developed the SABRE® the first online reservation system. American Airlines was the first company to use it for managing its airline reservation records. It could be accessed simultaneously in 50 cities.

1962: IBM Chairman Thomas Watson Jr. “bet the business” on a revolutionary concept in computing: compatibility. The concept of computer compatibility enabled clients to easily
migrate their data and applications to increasingly powerful machines as their processing needs changed.


1969: IBM researchers develop speech recognition technologies.

1969: IBM designed and built the digital computer and instrument unit that guided the massive Saturn V rocket during the Apollo moon missions.

1970: The relational database, was conceived by IBM researcher Edgar F. “Ted” Codd. It enabled people to store and retrieve information in a table format.

1970: IBM introduced virtual memory usage for the first time in its System 370 computer.

1981: IBM introduced the IBM PC – it was the smallest and cheapest computer built to-date. IBM hired Microsoft to write an operating system for its PC, which was called MS-DOS.

1983: IBM researchers invented the most advanced microscope equipment, that enabled people to view 3D images of the molecular surfaces of gold, nickel and several other metals.

1987: IBM's scientists Georg Bednorz and Alex Mueller received the 1987 Nobel Prize for physics for their breakthrough discovery of high-temperature superconductivity in a new class of materials.

1990: IBM scientists discovered new techniques to reposition individual atoms on metallic surfaces, using advanced tunneling microscopes.

2006: IBM introduced Secure Blue an advanced encryption hardware that could be embedded into microprocessors.
2007: IBM unveiled a new initiative Project Big Green, through which it would invest $1 billion every year in frontier areas of technologies.

2012: IBM developed chips that could imitate neurons in the human body.

IBM has always encouraged its employees to go beyond their call of duty and offer their services to society. Thousands of IBMers across the world have taken part in various service initiatives during weekends. IBM encourages its employees to share their experiences at various forums and recognizes those who have made significant contributions to society.
One such initiative was undertaken by Abhishek an IBM engineer based in Bengaluru, India. Abhishek has motivated 100 IBM colleagues to teach students during weekends at the Kadesh Children’s Home and Aashayein Foundation at Bengaluru. These are two non-profit organizations help abandoned and orphaned children to develop skills and learning.

The team of volunteers teach the children lessons in science, math, English, and provide a fun-filled learning environment for them. They also organize summer camps where they help children develop their interpersonal skills and computer literacy.

When the team started teaching in 2009, most of the students could not speak, read or write in English. After just one year with the Kadesh Children’s Home and Aashayein Foundation, the children showed significant improvement in reading fluency, and show more interest in subjects like science and maths.

In addition to taking weekend classes, the team conducts cultural competitions at IBM premises in the city to help children showcase their talents. Abhishek, with the help of IBM colleagues, also conducts a “Joy of Giving” drive at IBM to collect stationery, book bags and sports equipment so that the children have a better learning experience.

Father Dr. Victor Paul, the founder, managing trustee and principal of the Kadesh Happy Children’s Home, expressed his appreciation, “I would like to thank Abhishek and the entire IBM team for supporting us. The children are really encouraged and blessed with activities like the summer camp and visits to museums. I hope the IBM team will continue this association with Kadesh and conduct many more teaching programs to benefit the children.”
GOOGLE

Google Inc. is a multinational corporation company headquartered at Mountain View, California. Google offers a wide range of products and services, including search engine, email, office suite, maps and social networking platforms. Google also offers Android and Chrome operating systems as freeware. Google offers Nexus communication devices in collaboration with major electronics OEMs. Google entered into mobile handset manufacturing business by acquiring Motorola’s mobile phones division in May 2012. It entered into manufacturing of fibre-optic cables with a view to provide countrywide Google broadband internet services in USA.

Google’s wide range of products and services are offered through more than one million data servers across the world. Google servers process more than a billion search queries every day.

Culture at Google

Google attracts top-notch talent that isn’t attracted by money but by the need to work in a great working environment. This includes various aspects like work atmosphere, challenging nature of job and employee freedom among others. Google actively nurtures and maintains a culture that encourages creativity and innovation. Google believes that organizational culture is the key determinant of any great organization. Google strives to attract and retain the best people by offering some of the best environments for people to work. Google has always strived to embody the culture of a startup organization where everyone feels comfortable in sharing diverse ideas, opinions and viewpoints. In the regular meetings that take place at Google every week, Googlers interact directly with the senior management to discuss important organization issues and also share some light moments together.
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Google’s work stations and cafeterias are uniquely designed to encourage employees across different teams to interact and work freely with each other.

Surveys conducted by Fortune magazine have consistently shown that Google has been ranked as among the best organization to work in from 2007 to 2012.

**Google Innovations Timeline**

1998: Google search – it was Google’s first product introduced on 21st September 1999, and continues to be its most important offering. Google search engine processes more than a billion search queries every week.

February 2001: Google Groups – an email based service that allows users to create different groups for people they regularly interact with. Users can share information quickly and easily between members of the group.

July 2001: Image Search – helps people to search for images online.

September 2002: Google News – provides customizable search for news from all over the world.

December 2003: Google Books – enables people to access books on a wide range of subjects online.

October 2004: Google Scholar – enables people to search online for millions of scholarly articles.

2004: Suggest – a new auto-completion feature added to the search engine to enable people to find quickly what they are looking for without having to type the complete word.

January 2005: Google Video – helps people search online among billions of video clips uploaded by others. Google now offers these services through youtube.
May 2006: SWeb History enables people to track the history of webpages.

March 2006: Google Finance – provides specialized news feeds from various sources on the internet.

December 2006: Patent Search – enables people to browse through more than a million patents.

October 2008: Google Alerts – it is a customisable notification service, that forwards alerts to a subscribers’ mail based on search terms selected by the individual.

November 2010: Hotpot – customized search that enables people to locate restaurants and hotels, rate them and share their experience with their friends.

2011: Google Trader – allows people to look out for jobs and to buy and sell products and services online.

May 2012: Knowledge Graph – provides information gathered from various sources in a format similar to Wikipedia.

February 2013: Hotel Finder – offers search services for checking and managing hotel reservations.

**Google Advertising services**

April 2003: Google AdSense – provides contextual online advertising services.

October 2000: Google introduced AdWords.

2011: Adwords Express – specialised online advertising service for local companies

September 2009: DoubleClick – advertisement management service for organizations.
April 2003: Google Grants – a unique donation program that provides free advertising services via AdWords to charitable organizations.

April 2008: Website Optimizer – free tool for testing and optimising websites

**Communication and publishing tools**

2003: Blogger – free online publishing service. Subscribers can create unique blogs to share ideas, information and knowledge.

October 2005: Google Bookmarks – allows users to save frequently visited websites for quick access later.

April 2006: Google Calendar – allows people to store important dates for events and set schedules and reminders.

October 2006: Google Docs – free online collaborative office suite.

April 2012: Google Drive – free online storage and syncing service. Files stored on google drive can be accessed by the account user from any computer connected to the internet.

April 2004: Gmail – free online mailing service.

November 2011: Google+ – online social networking.

January 2004: Orkut – online social networking.

June 2006: Picasa – edit and share photos online.

November 2006: YouTube – world’s most popular service for viewing and sharing videos online.
Map-related products

October 2009: Building Maker – online tool enabling users to design 3D architectural designs for Google Earth.

June 2008: Google Map Maker – online maps editing tool.

October 2005: Google Maps – free online maps service provides directions and offers suggestions on important places in the neighbourhood.

February 2010: Street View – 3D realistic navigation version of Google maps

March 2006: Google Mars – provides online 3D imagery of the geography of Mars.

July 2009: Google Moon – provides online 3D imagery of the geography of Moon.

August 2007: Google Sky – free online tool to explore stars, meteors and galaxies.

December 2005: Google Transit – online tool working in sync with google maps to get search public transport options.

Statistical tools

November 2005: Google Analytics – generates website traffic statistics for sites using AdWords. Users of AdWords service can fine tune their ad campaigns depending on the traffic at various websites.


2007: Trendalyzer – online interactive platform for viewing data trends.

May 2006: Google Trends – online tool which shows popularity of search terms.
Operating systems

September 2008: Android OS – Google’s free OS is the world’s most popular OS for smartphones, phablets and tablets.

May 2012: Chrome OS – Google’s free OS based on web technologies. It is currently available on chromebooks – specially designed laptops which come pre-installed with chrome OS.

Desktop applications

May 2012: Chrome – the worlds’ most popular web browser that runs on multiple platforms – Windows, Mac OS, iOS, Linux and Android.

October 2004: Google Earth – provides 3D visualisation of earth using satellite imagery and GIS.

2006: Gmail Notifier – notifies users when they receive new mails.

December 2000: Google Toolbar – it is a web based toolbar which aids users to search for online information quickly.

September 2011: Google Wallet – It enables subscribers to use their phones as their digital wallet. It works on phones powered by Android which have NFC hardware.

Hardware

November 2012: Nexus 4 – a phone made by Google in collaboration with LG.

May 2012: Motorola Mobility – Google acquired the mobile division of Motorola.

January 2010: Nexus One – a phone made by Google in collaboration with HTC. Nexus devices run uncustomised android OS. Google releases one Nexus phone every year. Nexus
devices are usually the first devices to receive updates from Google whenever it releases a new version of Android OS.

November 2010: Nexus S – a phone made by Google in collaboration with Samsung, running on Android Jellybean OS (v 4.1).

November 2011: Galaxy Nexus – a phone made by Google in collaboration with Samsung, running on Android Jellybean OS (v 4.2.1).

July 2012: Nexus 7 – a tablet made in collaboration with Asus, running on Android Jellybean OS (v 4.2.1).

November 2012: Nexus 4 – 4.7” a phone made by Google in collaboration with LG, running on Android Jellybean OS (v 4.2.1).

November 2012: Nexus 10 – 10” tablet made by Google in collaboration with Samsung, running on Android Jellybean OS (v 4.2.1).

June 2011: Chromebook – Laptop powered by Google’s web based Chrome OS.

February 2013: Chromebook Pixel - Premium laptop made by Google, running on Chrome OS.

2012: Project Glass – specially designed eyewear that allows users to browse net, access information and connect with people in hands-free format using voice commands to control the device.

February 2010: Google Fiber – high speed broadband project using fiber-optic technology to provide internet to Kansas City at speeds up to 1000 Mbps.
Google is widely regarded as one of the most innovative companies in the world. Many academicians and analysts attribute this to the unique culture and management practices at Google. One important aspect of the unique innovation culture at Google is that it treats all employees equally and encourages ideas from everyone in the organization.

Susan Wojcicki, the head of Ads products division shared her experience about how one of Google’s most successful products - AdSense originated. AdSense delivers contextual ads to websites. The idea for AdSense came when one engineer in the team put ads in Gmail.
The AdSense team soon realized that using new generation technologies they could vastly enhance the quality of AdSense services. Google’s AdSense service is used by more than 80 percent of people accessing information online on the net.

In another instance, they were able to get help to solve a very challenging problem. An engineer from the Ads division put up on the ideas board for a particularly challenging problem that the ads team was facing. Googlers from other departments pitched in immediately and came up with a worthy solution within 24 hours.

Initially two similar projects were taken up by the Ads team - AdSense and Google Answers. AdSense became one of Google’s most successful products, while the other project – Google Answers was withdrawn after four years because of lack of response from users. The team learned a lot from the failure, and used the insights to build other successful products like AdWords.
MICROSOFT

Microsoft Corporation is the world’s largest multinational software corporation headquartered at Redmond, Washington. Microsoft provides a wide range of products and services through its five corporate divisions: Windows Division, Server and Tools, Online Services Division, Microsoft Business Division, and Entertainment and Devices Division. Microsoft’s Windows division designs and licenses the world’s most popular operating system – Windows OS. Microsoft Server and Tools division offers the server versions of Windows OS. It also produces development tools such as Visual Studio, Silverlight, and System Center Configuration Manager. The Business Division licenses the MS Office suite. The Entertainment and Devices Division designs, manufactures and markets the Surface tablets and Xbox 360 and Kinect game consoles. This division also designs and markets computer accessories like keyboard, mouse, and various game control devices.

Culture at Microsoft

Microsoft is one of the largest IT organizations in the world. It is a conglomeration of a diverse set of people from very diverse backgrounds, who have a passion for offering the most advanced and feature rich products to customers. Diversity and inclusion are an integral part of the culture at Microsoft. The work culture encourages people with diverse skill sets to work in a collaborative environment. Microsoft has instituted a culture of constant experimentation and learning. Employees at Microsoft are constantly encouraged to update their knowledge and skills in an area of their choice through regular training programs. Managers receive constant guidance and support from senior management to groom their managerial skills. Microsoft recognizes the fact that to build great products, it must stay close to customers, understand their needs and integrate these inputs into building new products.
## MICROSOFT

### ORGANIZATION CLIMATE

1. **ORGN PERMEATES A CULTURE OF PLAYFULNESS & HUMOR**
2. **APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE**
3. **ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO**
4. **FREEDOM TO MAKE OWN CHOICES RELATING TO WORK**
5. **PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS**
6. **LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES**
7. **UNIQUE CULTURE OF TRUST & PASSION**

### LEADERSHIP

8. **LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS**
9. **ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS**
10. **SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES**
11. **ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM**
12. **SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES**
13. **DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES**
14. **ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS**

### CORE VALUES

15. **MANAGERS WALK THEIR TALK**
16. **VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS**
17. **REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE**
18. **CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES**
19. **RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST**
**CUSTOMER FOCUS**

20. Managers take time out to interact with customers

21. All depts. work to enhance friendliness of prdts/srvcs

22. Involve customers in innovation process

23. Monitor customers feedback to intro new prdcts & srvces

24. Balance acquiring new customers & retaining existing ones

25. Everyone strives to add value to customer relationship

26. Relentless commitment to exceed customer expectations

**CREATIVITY**

27. Employees can spend 20% of time on pet projects

28. Encourage thinking outside the box

29. Form effective relationships with external innovators

30. More than 30% of profits are from prdcts intro in last 3 yrs

31. People share diversity of perspectives on imp issues

32. Encourage people to act as entrepreneurs

**ENVISIONING FUTURE**

33. Use web 2.0 technologies to tap new sources for ideas

34. Use 360-degree framework to tap ideas from all stakeholders

35. Consumers and company co-create value

36. Adopt “open innovation” to free internal resources

37. Extrapolate future to build portfolio of prdts & srvcs

38. Constantly strive to identify “next innovative practices”

39. Aspiration to provide best prdts/srvcs overcomes constraints
Microsoft started an initiative called ‘Connect’ in 2005 through which people in the organization interact with users of Microsoft products from diverse backgrounds to gain a deeper insight into how the end-user uses Microsoft products. Microsoft constantly updates its products based on feedback it receives from the customers.

**Product Innovations at Microsoft**

1975: Bill Gates and Paul Allen setup a new company – Microsoft with a vision to have a PC in every home.

1980: Microsoft introduced a new OS – ‘MS-DOS’ – a user had to type various ‘commands’ to run specific tasks.

1985: Microsoft introduced Windows 1.0. It was among the first OSes to have a graphical user interface and came with a mouse which enabled users to use computer programs with greater ease. It came with several useful tools like a calculator, a notepad for storing notes quickly, a calendar to schedule daily activities and a clock. It also supported multitasking which enabled users to run multiple programs simultaneously.

1987: Microsoft introduced Windows 2.0 with minor improvements over Windows 1.0

1990: Microsoft introduced Windows 3.0 with further improvements and support for advanced graphics. It became the most popular OS. Ten million copies were sold in two years.

1993: Microsoft released Windows NT its most advanced OS to date. Windows NT was the first major OS to use a 32-bit OS platform enabling businesses to design and run more sophisticated programs.
1995: Microsoft released Windows 95 which set a new record in the software industry - 7 million licenses were sold within five weeks of launching the product. It also had inbuilt support to access internet through dial-up networks and intranet. It had many new features like start menu – to access programs and files stored on the computer, taskbar to view and access currently running programs, and the now ubiquitous three button on the upper right hand corner to control each window.

1995: Internet Explorer – the web browser was introduced.

1998: Microsoft introduced Windows 98 with major improvements like system restore, support for USB ports and DVD playback. It also came bundled with Movie Maker software to edit movies.

2000: Microsoft introduced Windows 2000 which simplified the process of installing software and expanded hardware support to include wireless and infrared devices.

2001: Windows XP was introduced. It has been Microsoft’s most successful products to date with more than a billion copies sold. Fourteen years after its release it is still the third most popular OS and continues to be used on 95 percent of bank ATMs around the world.

It had new features like remote assistance and was the first Microsoft OS to support 64-bit processing which enabled organizations to design sophisticated programs using 3D animations.


2006: Microsoft released Windows Vista. It was not received well by customers around the world since it was a very resource intensive OS.
2009: Microsoft released Windows 7, which overcame many of the problems plaguing Vista. Microsoft also included touch based features, support for virtual drives, and handwriting recognition on Windows 7.

2012: Microsoft introduced Windows 8 with a radically redesigned UI featuring a live tile interface. Microsoft introduced many changes to make the OS more touch oriented and also to streamline the interface across all devices – phones, tablets, laptops and desktops. In the process of streamlining, Microsoft removed important features like the start button and start menu which did not go well with Windows users. Microsoft had to release an update to fix these issues.

2013: Windows 8.1 was released to rectify the drawbacks of Windows 8. The start button and menu were reintroduced. Microsoft also introduced changes which made it easier for people to manage apps on the start screen.

Fig. 24: Innovation Culture at Microsoft
Firoz Khan is a teacher at the Primary School Chidawak, Gulaothi, Bulandshahar, Uttar Pradesh. As a student, Firoz found it difficult to understand and grasp concepts clearly. At times, he used to wonder whether the Earth was round like a ‘Chapati’ (flat) or round like a ‘ball’. When Firoz became a teacher, he found that the same problems existed for his students.

To help his students and make learning more effective for them, Firoz trained under Microsoft’s Project Shiksha, which helped him enhance his skills and make his regular classroom sessions more interactive with the help of digital inputs.

A Microsoft YouthSpark initiative, Project Shiksha is a teacher training programme that empowers government school teachers to transform education and integrate computing into their daily lesson plans. Today, with the help of computers, Microsoft PowerPoint and other tools, Firoz prepares simple projects which help students easily understand how Earth rotates on its axis and what causes day and night. In fact, he also created www.chemistrymystery.com, a content rich and interactive website with a pool of learning resources where students can explore chemistry through animation, games, and quizzes.

Since Firoz started using computers to teach, he has begun to enjoy it more, as now he doesn’t have to stand in front of the blackboard and shout for hours. He enjoys explaining concepts to students. Now he can make their imagination come alive through computer projects. Firoz said that the visuals in his classes enable his students learn better in the least amount of time.
TATA

Tata Group is one of the oldest and largest business houses of India. Tata was established by Jamsetji Tata in 1868. The Tata businesses encompasses seven sectors – engineering, materials, energy, communications, information technology, consumer products and chemicals. Tata group has over 100 companies. Tata Steel, Tata Motors, and Tata Consultancy Services (TCS) are the biggest companies in the group. Other important companies are Tata Power, Tata Global Beverages, Titan Industries, Tata Communications, Tata Chemicals and Taj Hotels. Tata group offers its wide range of products and services in 80 countries. Tata is recognized as one of India’s most trusted global brands.

Tata group is India’s biggest family owned conglomerate. Tata family continues to hold a major stake in the group. The entire Tata group is managed by the parent company - Tata Sons. Throughout their long history, the Tatas has been actively involved in a number of philanthropic activities. They have also played a major role in establishing and supporting many premier educational institutions and research centres in India. The group has received international recognition and acclaim for the exemplary philanthropic activities undertaken by the group.

Culture at Tata

Tata group is held together by a strong bond of ethical principles and values which are commonly practiced by all the Tata companies. The 140 years of its history are defined by three cardinal principles: loyalty, dignity and corporate social responsibility. The Tata group has nurtured a strong culture based on trust and values. The culture of Tata has enabled it to stand the test of time and become one of the most successful business houses. The senior management at Tata strongly believe and practice the values laid down by the founders of the group. The management believes that building a culture of trust helps to
simplify the decision-making process within the organization, have better relationships with stakeholders and to generate goodwill in the society.

The founders of the Tata group strongly believed in sharing the wealth of the group. They established many philanthropic trusts to support a number of social and economic community causes aimed at improving the quality of life for the under-privileged. The six priority areas which receive their funds are:

Education – Tata group has set up several trusts to provide free primary and secondary education to children in rural areas. It also conducts literacy programs for adults in rural India.

Healthcare initiatives – Tatas undertake many community-based healthcare programs for prevention and cure of common diseases and ailments in rural India. The trusts play a major role in setting up and maintaining many healthcare institutions across India. Tata trusts also support and encourage research studies in Ayurveda and homeopathy.

Natural resource management and livelihoods – Tatas have also undertaken several initiatives for the management of natural resources in a manner that enhances the quality livelihoods of the rural folk.

Urban poverty initiatives – These initiatives support projects that address the issue of migration of people from villages to the cities. Through these initiatives, the Tatas endeavour to reduce the migration of youth to cities by providing them better employment opportunities in rural areas.

Folk art and culture initiatives – The trusts support many exotic art forms and cultural activities across India. They encourage and promote specialization in rural folk arts and music by providing scholarships and sponsoring research activities in these areas.
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Civil society, governance and human rights issues – These initiatives are committed to the protection and safeguard of human rights and help in maintaining peace and harmony in the society. These initiatives help in achieving greater economic growth and progress.

Tata Group also manages Jamshedpur - the city where Tata Steel has its headquarters. Jamshedpur is remarkably well managed and maintained. The residents enjoy facilities like broad well maintained roads, lush green parks at a number of locations across the city, reliable power round the clock and high quality healthcare and education institutions. Tata’s don’t advertise their philanthropy activities but the tagline, “We also make steel” says a great deal about the humility and culture of the organization.

Tata Group Products and Innovations

1991: Tata Motors introduced Tata Sierra, India’s first indigenously designed multi utility vehicle.

1992: Tata Motors introduced Tata Estate India’s first indigenously designed stationwagon.

1998: Tata Motors introduced Tata Safari - the first SUV to be designed, developed and manufactured entirely in India. Tata Motors also launched Indica, India’s first indigenously designed compact diesel hatchback.

2000: Tata Steel designed SilentTrack, an innovative railway track that decreases excessive track friction and noise. It was launched in 2000 and won an award for best noise reduction technology in 2001. SilentTrack is used for high speed rail networks in United Kingdom, Holland and Germany.

2002: The Research & Development department of Tata Steel developed a lightweight, super effective armour steel ‘Superbainite’ in 2002. Superbainite is an ultra-high hardness armour steel developed by Tata Steel which is at least twice as effective as conventional
steel armour. ‘Superbainite’ has a unique patented design which causes bullets to topple and shatter on impact. The perforated design spreads and reduces the force of the projectile.

2004: Tata Steel developed DP800 Hyperform the world’s first advanced high strength steel (AHSS) in 2004. The DP800 Hyperform was designed to overcome the limitations of alloy steel in the automotive industry. High strength steel was stronger but was also heavier and not easily weldable. DP800 Hyperform provides the same flexibility as lower strength dual phase 600 MPa steel but is three times more stronger than 600 MPa steel. The second generation Hyperfoam is being developed with the help of new technologies in the manufacturing process.

2004: Tata Steel developed an innovative technique to enhance the corrosion resistance of construction grade steel in 2004. Tata Steel’s innovation was in combining zinc with magnesium to enhance the corrosion resistance and life of the steel. It has also helped in reducing the cost of manufacturing by 40 per cent. These steels are attractive coated products produced to eliminate the need for painting on a construction site thereby saving time and cost, and the associated risk to personnel working at height during construction of a new building. A patent was filed in 2004 for this new MagiZinc coating.

Steel plants across the world need coal with ash content below ten per cent for efficient steel production. The main problem in India is that indigenous coals contain high ash content of 30-35 per cent compared to good quality imported coal which has less than 20 per cent ash. Tata Steel’s washeries produce coal with an ash level of 15 per cent at 39 per cent yield using physical beneficiation techniques. But when targeting the eight per cent ash level using the present method, it further cuts down yield to ten per cent. With this challenge Research, Development and Technology (RD&T), Jamshedpur, took a decision
to make eight per cent ash clean coal without diminishing yield through the development of a new technology alternative to the existing physical beneficiation techniques.

The chemical leaching process involves adding chemicals that react with the mineral matter locked inside the coal matrix to allow it to be easily removed. The pilot trial results show that the ash content of Tata Steel’s captive coals can be reduced by about 60-65 per cent with more than 70 per cent yield, without any deterioration in coking properties. Through the implementation of this process, Tata Steel can use low ash clean coal produced in-house and avoid dependency on low ash imported coal from other countries.

The pilot plant includes a coal preparation section, feed preparation area and production zone with two reactors and one filter each for alkali and acid leaching. It is also equipped with facilities to regenerate and recycle the chemical reagents. The coal slurry and reagents prepared at the feed preparation tanks are processed inside two alkali reactors at atmospheric and elevated pressure followed by treatment inside two acid reactors. Coal slurry is then filtered and washed with water to produce low ash clean coal. The filtrate sample is recycled and concentrated using a triple effect evaporator. The pilot plant is designed to beneficiate the run of mines, middling and clean coal from West Bokaro washeries.

2005: Tata Motors created a new segment by launching the Tata Ace, India’s first indigenously developed mini-truck.

2008: Tata Motors introduced the world’s most affordable car - Tata Nano.

2012: The Tata Steel HIsarna plant in Ijmuiden, Netherlands has developed an innovative technology to process iron ore and produce high quality iron and steel. The innovative process has helped cut down CO2 emissions by 20 per cent when compared to existing iron
ore processing technologies. It has also helped to bring down production costs by 30 per cent.

**Fig. 26: Innovation Culture at Tata**

![Bar chart showing weighted averages for various aspects of innovation culture at Tata]

Rajesh is a fifteen-year-old from Pipla village in Bihar. Due to the extremely poor living conditions in the family he had to drop out from school to support his family. He would wake up early in the morning, help his parents in several household chores and then had to go and to a nearby well to fetch water for the family. Later he had to go along with his mother and father to work in the fields for meagre wages. He never dreamed of going back to school. The Tata Steel Rural Development Society (TSRDS) set up a residential school to provide education to children who had dropped out of school for some compelling reasons.
Rajesh was very keen to join the Tata school. Initially his parents were reluctant to send him to school but they consented after being counseled by the TSRDS staff. The unique residential school provides a nine months bridge course of intense learning to ensure that these children come on par with other students of the same grade who attend school regularly.

They are then helped through scholarships to join the mainstream educational schools in their vicinity to complete their schooling. Rajesh was a passionate and a determined student, he was among the top ten in his class. He was able to clear the bridge course comfortably. Seeing his determination the TSRDS encouraged him and provided assistance to pursue his higher studies. He continued to study diligently and topped the class in the 12th class board exams. Rajesh is now attending classes to join a medical school and wants become a doctor. He wants to come back and serve the people of his village.

Jeetrai Hansda is a resident of Jatajhopri village in Jharkhand. From a very young age he was interested in folk arts. He joined a touring drama troupe and did small part time jobs to support himself. His passion and commitment were the driving force for him to perform at state level and later national level folk arts competitions.

Jeetrai wanted to further finetune his skills, seeing his determination, his wellwishers advised him to approach Tata Tribal Cultural Society, an initiative of the Tata group to support tribal people. Tata Tribal Cultural Society provided him financial assistance to join a professional training program. He succesfully completed the course and is now working with a prestigious drama company as an artist and is able support himself and his family.
Pradip is a four year old boy from Dura village in Odisha. He was born with a cleft lip, and faced enormous difficulties in eating and drinking. His parents took him to various local doctors in the hope that he would be cured. The doctors advised that a surgery had to be performed on the child on a priority basis. The boys’ parents were very worried as his condition was deteriorating, they were desperately seeking financial assistance to perform the surgery. A friend suggested them to go to Chhatrapur where Tata Lifeline Express, the “Hospital on Wheels”, was providing free treatment for various illnesses. The boys’ surgery was successfully performed on the hospital train. Pradip’s parents are extremely happy that he was finally able to eat without any difficulty. They said, the boy smiled for the first time in 4 years after the surgery.

Like Pradip, hundreds of poor people from remote areas of districts like Ganjam, Gajapati, Rayagada, Kandhamal, Nayagarh, Puri and Khurda have benefited by the free treatment by expert doctors. Lifeline Express tours the entire country and provides free medical aid and assistance to hundreds of poor people. It provides free medical assistance and performs surgeries for polio deformities, hearing disorders, dental, cleft lip and eye problems. Lifeline Express service was started in 2002 and has made 17 trips across the length and breadth of the country. More than 25,000 people have benefited from the medical services provided by Lifeline Express.
INFOSYS

Infosys Limited is a multinational organization headquartered at Bengaluru, India. It provides a wide range of IT related products and services that include business consulting, and business process management services. Infosys is one of India’s largest organizations providing IT services. Infosys was established by Narayana Murthy and his colleagues in 1981. It was the first Indian company to be listed on the NASDAQ in 1999. Infosys forms a part of the NASDAQ-100 index. Infosys Technologies Ltd changed its name to Infosys Ltd in June 2011. Infosys currently has 67 business centers around the world.

Culture at Infosys

Mr. Narayana Murthy, one of the founders of Infosys played a major role in nurturing the culture of the organization. According to him integrity and transparency are the key to building a value based culture in an organization - “the softest pillow is a clear conscience”. The company attracts some of the best talent in the country and provides them rigorous training to become professionals with values. Infosys strives to foster and maintain the zeal and enthusiasm of a youthful organization. Infosys ensures that good work-life balance exists for all employees by providing a wide range of recreational facilities inside the campus. The campuses have swimming pools, basketball, volley ball and tennis courts, gymnasiums, food courts, departmental stores, libraries, landscaped parks, multiplexes and a golf course. They also have accommodation equivalent to a 4 star hotel for employees who wish to stay at the campus for short duration during peak work seasons.

A campus art gallery displays the artworks of Infoscions who work in organization. In addition to providing these facilities, Inculcom, an event management team of Infosys hosts cultural events every week at the campus. They organize quiz competitions, art, music and dance fests among others to keep the place vibrant and alive with creativity.
LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS

ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS

SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES

ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM

SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES

DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES

ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS

MANAGERS WALK THEIR TALK

VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS

REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE

CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES

RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST

ORGANIZATION CLIMATE

1. ORGN PERMEATES A CULTURE OF PLAYFULNESS & HUMOR
2. APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE
3. ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO
4. FREEDOM TO MAKE OWN CHOICES RELATING TO WORK
5. PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS
6. LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES
7. UNIQUE CULTURE OF TRUST & PASSION

LEADERSHIP

CORE VALUES

DISAGREEMENT ↔ AGREEMENT

1. DISAGREE
2. MODERATELY DISAGREE
3. SLIGHTLY DISAGREE
4. AGREE
5. MODERATELY AGREE
6. STRONGLY AGREE
**CUSTOMER FOCUS**

20. MANAGERS TAKE TIME OUT TO INTERACT WITH CUSTOMERS

21. ALL DEPTS. WORK TO ENHANCE FRIENDLINESS OF PRDTS/SRVCS

22. INVOLVE CUSTOMERS IN INNOVATION PROCESS

23. MONITOR CUSTOMERS FEEDBACK TO INTRO NEW PRDCTS & SRVCES

24. BALANCE ACQUIRING NEW CUSTOMERS & RETAINING EXISTING ONES

25. EVERYONE STRIVES TO ADD VALUE TO CUSTOMER RELATIONSHIP

26. RELENTLESS COMMITMENT TO EXCEED CUSTOMER EXPECTATIONS

**CREATIVITY**

27. EMPLOYEES CAN SPEND 20% OF TIME ON PET PROJECTS

28. ENCOURAGE THINKING OUTSIDE THE BOX

29. FORM EFFECTIVE RELATIONSHIPS WITH EXTERNAL INNOVATORS

30. MORE THAN 30% OF PROFITS ARE FROM PRDCTS INTRO IN LAST 3 YRS

31. PEOPLE SHARE DIVERSITY OF PERSPECTIVES ON IMP ISSUES

32. ENCOURAGE PEOPLE TO ACT AS ENTREPRENEURS

**ENVISIONING FUTURE**

33. USE WEB 2.0 TECHNOLOGIES TO TAP NEW SOURCES FOR IDEAS

34. USE 360-DEGREE FRAMEWORK TO TAP IDEAS FROM ALL STAKEHOLDERS

35. CONSUMERS AND COMPANY CO-CREATE VALUE

36. ADOPT “OPEN INNOVATION” TO FREE INTERNAL RESOURCES

37. EXTRAPOLATE FUTURE TO BUILD PORTFOLIO OF PRDTS & SRVCS

38. CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”

39. ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS
The management has also nurtured an informal culture where employees are free to call each other by their first name. Employees, irrespective of their authority and position stand in the same line while taking lunch at the food courts.

The senior management at Infosys pays great attention to integrating innovation into its corporate culture and extends this integration to its partners and networks. Innovation is a top priority at Infosys. Infosys Labs, an extension of R&D units has established several research centres across the world.

**Infosys Products and Innovation Timeline**

2000: Infosys introduced Finacle, one of the world’s leading comprehensive banking software solutions offered by Infosys. It helps banks manage their services such as: core banking services, e-banking, mobile banking, customer relationship management, payments, treasury, origination, liquidity management, wealth management and Islamic banking. Finacle is used by 183 clients across 84 countries.

2005: Infosys Technologies collaborated with Airbus on the A380 program. Infosys provided its expertise in the design of the top and bottom skin extensions for the jet. Infosys also played a key role in developing tools and processes for A380’s product life cycle management.

2008: Infosys Technologies introduced ShoppingTrip360, a unique solution that enabled retailers and FMCG companies to have real time visibility and information of in-store shopping activities.

2009: Flypp is a mobile app platform that helps mobile operators monetize their services offered to customers through business apps, utility apps and entertainment apps.
2009: Infosys iTransform - ICD-10 Migration Suite offers a comprehensive software solution for helping healthcare institutions in US to manage the transitions to the 5010 version of the Health Insurance Portability and Accountability Act. By automating a major part of the transition, iTransform has helped healthcare providers reduce their migration costs by 50 percent. The iTransform suite has also reduced the time taken to transition to the new requirements by 50 percent.

2010: Infosys Technologies introduced the Smart Home Gateway powered that enables many devices to communicate with each other. These devices can interact over a home Wi-Fi network and be managed through either a Wi-Fi console or a smart phone.

2010: Infosys Technologies Ltd introduced the iEngage, a comprehensive solution that empowers organizations to manage all their critical activities. It was later reintroduced as two products - SocialEdge and CommerceEdge.

2011: Infosys introduced the XBRL Filing Solution, a software solution that makes it easier for Indian companies to comply with the new regulations of the government. XBRL Filing solution is compatible with MS Excel and data can be easily transferred between these to platforms.

2011: McCamish Systems, an Infosys subsidiary (BPO) specializing in insurance related solutions introduced PMACS 8.1, a service which enables insurance companies in US to manage their agent network.

2011: Infosys, introduced Version 11 of its Finacle Banking solution. The updated version of Finacle offers several new features such as unique personalization capabilities, improved security features and better management of customer insights.
2011: Infosys introduced TalentEdge, a comprehensive talent management platform that enables organizations to improve employee engagement. TalentEdge covers all major HR activities, enabling organizations to streamline their HR processes and reduce operational costs.

2011: Infosys also introduced a Health insurance exchange platform for state governments in USA to manage their insurance programs as per Affordable Healthcare Act.

2012: Infosys introduced a unique solution ‘India in a Box’ for Japanese firms exploring the option of setting up operations in India. The innovative solution enables Japanese companies to reduce the time taken to set up their business operations in India by enabling them to get their IT infrastructure functioning within eight weeks. It offers a wide range of features like tax and accounts management, supply chain management, production management, resource & project management, employee management and customer relationship management.

2012: Infosys introduced SpeedSolve – a comprehensive product suite that enables telecommunication service providers to improve the quality of the services offered to their customers. SpeedSolve enables service providers to improve their messaging, multimedia, and smart device management services by enabling real-time collaboration between customers, service representatives and subject matter experts. This unique and innovative communication platform helps service providers to resolve customer queries faster and more accurately by minimizing call transfer.
Sumangala is a resident of Balwadgi village, in Gulbarga district, Karnataka. She works as a laborer for constructing houses in nearby towns. Her family like many others in the village lived in thatched houses. In the recent monsoon season of 2012, nearly the entire village of Balwadgi was washed away due to heavy rains and floods. Sumangala and her family were devastated. She earned a meagre Rs.250 a day and her husband also a laborer earned Rs. 350 a day. They did not have the resources to build a new house. They were also afraid to take a loan to build a new house because they could not afford it. Moreover they weren’t sure if the new house would last the next rainy season. There were many families like her in the village. Much to their relief and delight, Infosys foundation, Karnataka came forward to rebuild houses for the entire village under its flood relief program ‘Aasare’.
Under this unique initiative the laborers were paid to construct the houses. But this time they were constructing their own houses. The motive of the Foundation was not restricted to building houses alone for the flood hit victims, but had a wider perspective to get their lives back on track. The Foundation is constructing houses in Gulbarga, Yadgir, Raichur, Dharwad and Belgaum districts under the Aasare scheme. It has constructed 2000 houses in 14 villages in Karnataka since August 2012. In an effort to recreate the ‘happy-village’, Infosys constructed primary schools at each of these villages. They distributed solar lanterns to each household and planted saplings in front of the houses to beautify the villages. In addition, The Foundation also requested the State Bank of India to open a ‘zero balance account’ for each family. Nandan Nilekani, the former head of Infosys came forward to ensure that Aadhar cards were issued to residents of these villages on a priority basis.
MOSER BAER

Moser Baer is a leading global computer technology corporation located at New Delhi, India. It was incorporated in 1983 and is currently the world’s leading manufacturer of digital storage devices including compact discs (CDs), digital versatile discs (DVDs), high definition digital versatile discs HD-DVDs and Blu-Ray discs. One out of every five discs available in the market is manufactured by Moser Baer. It also manufactures optical storage media at the most affordable rates in the global market. Moser Baer has a presence in over 100 countries across the world. Moser Baer’s other products offered by the media division include USB drives, micro SD memory cards, content replication equipment, and home entertainment devices. Moser Baer is also a leading player in the highly competitive photovoltaic industry. The company offers a range of photovoltaic products and services in 82 countries. It is also the first company in the world to receive a 5-star rating from TÜV Rheinland for 3 consecutive years. The rating is given for consistency in maintaining the highest quality standards for manufacturing photovoltaic modules.

Culture at Moser Baer

The management at Moser Baer believes that commitment to providing quality products to customers is vital to their success. To institutionalize quality and make it a part of the company’s culture, they have initiated a training program to strengthen skills of all employees. They carry out many compatibility and comparative benchmark studies on their products to continuously improve the quality of their products. The management encourages employees to visit their OEM customers and other manufacturing locations across the globe to study and incorporate the best practices.
### Organization Climate

1. ORGN PERMEATES A CULTURE OF PLAYFULNESS & HUMOR
2. APPROPRIATE LEVEL OF TOLERANCE FOR FAILURE
3. ENCOURAGE PEOPLE TO CHALLENGE STATUS QUO
4. FREEDOM TO MAKE OWN CHOICES RELATING TO WORK
5. PEOPLE RECEIVE TOP-LEVEL RECOGNITION FOR CONTRIBUTIONS
6. LITTLE DIFFERENCE IN STATUS BETWEEN MANAGERS & EMPLOYEES
7. UNIQUE CULTURE OF TRUST & PASSION

### Leadership

8. LEADERS DEMONSTRATE CHARACTER & INTEGRITY IN THEIR ACTIONS
9. ENCOURAGE AND SUPPORT IDEAS AND DECISIONS FROM OTHERS
10. SOLICIT INPUT FROM ALL EMPLOYEES FOR CRITICAL INITIATIVES
11. ONLY PROFESS TO HAVE VALUES, THEY RARELY PRACTICE THEM
12. SHOW AN OBSESSION IN CARING FOR THEIR EMPLOYEES
13. DEVELOP STRONG CORE COMPETENCIES IN EMPLOYEES
14. ENCOURAGE FORMING CROSS-FUNCTIONAL TEAMS

### Core Values

15. MANAGERS WALK THEIR TALK
16. VALUES HELP GAIN CLARITY OF WHAT WE STAND FOR IN BUSINESS
17. REWARDS & RECOGNITION ARE DIRECTLY LINKED TO PERFORMANCE
18. CORE VALUES ARE COMMONLY PRACTICED BY ALL EMPLOYEES
19. RELATIONSHIPS & ARE BASED ON VALUES OF CARE & TRUST
## MOSER BAER

### CUSTOMER FOCUS

20. MANAGERS TAKE TIME OUT TO INTERACT WITH CUSTOMERS
21. ALL DEPTS. WORK TO ENHANCE FRIENDLINESS OF PRDTS/SRVCS
22. INVOLVE CUSTOMERS IN INNOVATION PROCESS
23. MONITOR CUSTOMERS FEEDBACK TO INTRO NEW PRDCTS & SRVCES
24. BALANCE ACQUIRING NEW CUSTOMERS & RETAINING EXISTING ONES
25. EVERYONE STRIVES TO ADD VALUE TO CUSTOMER RELATIONSHIP
26. RELENTLESS COMMITMENT TO EXCEED CUSTOMER EXPECTATIONS

### CREATIVITY

27. EMPLOYEES CAN SPEND 20% OF TIME ON PET PROJECTS
28. ENCOURAGE THINKING OUTSIDE THE BOX
29. FORM EFFECTIVE RELATIONSHIPS WITH EXTERNAL INNOVATORS
30. MORE THAN 30% OF PROFITS ARE FROM PRDCTS INTRO IN LAST 3 YRS
31. PEOPLE SHARE DIVERSITY OF PERSPECTIVES ON IMP ISSUES
32. ENCOURAGE PEOPLE TO ACT AS ENTREPRENEURS

### ENVISIONING FUTURE

33. USE WEB 2.0 TECHNOLOGIES TO TAP NEW SOURCES FOR IDEAS
34. USE 360-DEGREE FRAMEWORK TO TAP IDEAS FROM ALL STAKEHOLDERS
35. CONSUMERS AND COMPANY CO-CREATE VALUE
36. ADOPT “OPEN INNOVATION” TO FREE INTERNAL RESOURCES
37. EXTRAPOLATE FUTURE TO BUILD PORTFOLIO OF PRDTS & SRVCS
38. CONSTANTLY STRIVE TO IDENTIFY “NEXT INNOVATIVE PRACTICES”
39. ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS
At Moser Baer, great care is taken to provide employees a friendly and conducive environment. The objective is to enable people to blend work with fun. Moser Baer is committed to ensuring that its employees get enough growth opportunities at all levels. The senior management plays a proactive role in encouraging, and mentoring the people of the organization. The company fosters a fast track growth policy that helps better performing employees to rise relatively faster in the company. Moser Baer has evolved a robust process for identifying people with right potential who are groomed to be next generation leaders. Moser Baer has initiated many healthcare programs to promote good health among its employees and their families. It also addresses the need for education of its employees’ children.

**Product Innovations Timeline**

1983: Moser Baer was incorporated

1985: Moser Baer was the first Indian company to manufacture 8.0"/5.25" floppy disks with a storage capacity of 500 kilobytes.

1987: Moser Baer was among the first companies in the world to introduce the new generation 3.5" disks with 1.44 megabytes, double the storage capacity as the previous generation disks.

1999: Moser Baer set up one of the biggest facilities in the world to manufacture new generation optical storage media – compact disc, popularly known as CD. It could store 700 MB of data and was a quantum leap in storage technology from previous generation devices. Moser Baer began exporting its disks to US and Europe. It also manufactured discs for multinational companies – HP, IBM and Sony.

2000: Moser Baer was the first Indian company to introduce rewritable CDs (CD-RWs)

2006: Moser Baer was the pioneer in introducing HD DVD-R disks in the global market.
2007: Moser Bear established the largest solar fabrication facility in the world for thin film solar modules.

2008: Moser Baer conducted the first successful trials on Generation 8.5 Thin Film solar modules.

2010: Moser Baer extends its lead in solar modules by achieving the highest efficiency rate for manufacturing Thin Film modules. Moser Baer R&D centre developed a proprietary process which increased the efficiency of the module from 340 watt/panel to 400 watt/panel.

2012: Moser Baer introduced the smallest USB Drive in the world. Moser Baer also began research on new generation “Hybrid Solar Modules using Organic Polymers and specially developed inorganic nano compounds.

**Fig. 30: Innovation Culture at Moser Baer**
The employees of Moser Baer are actively involved in various initiatives to improve the lives of underprivileged people living in communities around Moser Baer facilities. They participate in computer literacy programs under the ‘E-Shiksha program’. Through this program the employees train underprivileged children on the basics of computer usage.

The employees have designed special leaning material for blind children under the ‘Udaan program’. Through this initiative, they distribute special learning material free of cost to blind children across India. More than 9000 children have benefited from the program.

Under Project Drishti the employees conduct regular medical camps to conduct eye checkups for people in 186 villages around Moser Baer facilities. More than 20,000 people have been cured of their eye problems.

Employees at Moser Baer provide vocational training courses to poor people in villages around Noida. Sonam a girl student from a nearby village was very interested in pursuing studies after 12th Class but her parents could not afford it. To add to the misery of the family, Sonam’s father contracted a rare illness and succumbed to it. Sonam tried hard to get a job to support her family but she wasn’t able to get employment anywhere since she had not undergone any vocational training and did not have any professional skills.

Sonam came to know about the ‘Disha Employability Training Center’ at Surajpur from a friend. After a counseling session, she joined the ‘Customer Relations & Sales’ (CRS) course.
She found the ‘life skill’ sessions to be the most impressive part of the training program and felt that it enabled her to become more confident in interpersonal interactions. After successful completion of the course, she got placed as a Customer Care Executive with Reliance earning a salary of Rs. 18000/- per month. Sonam is a very happy that she is now able to support her family.
DUN & BRADSTREET

Dun & Bradstreet, Inc. is a multinational corporation headquartered at New Jersey, USA. D&B has one of the world’s largest databases of business information which it licenses to corporates around the world, enabling them to make more informed and accurate business decisions. Dun & Bradstreet traces its history back to 1841. Initially the company was incorporated to provide reliable business credit information. The company was later renamed as Dun & Bradstreet 1933 after a merger with two of its premier competitors.

Dun & Bradstreet’s database has business and credit information of more than 200 million business houses across the world. Over a period of time D&B has gathered expertise in sorting and analysing the enormous amount of data at its disposal. It has developed many highly specialised and sophisticated tools to analyze the data. D&B either licenses its databases independently or packages it along with the tools to analyze the information. Many of the tools developed by D&B can be customized according a company’s specific requirements. D&B also prepares specialized business reports and forecasts which can be purchased by companies to assist them in their decision making processes.

Culture at D&B

The founders of D&B believed that a strong focus on the needs of their customers would enable the organization to become the most trusted source of financial information and data for their customers. They fostered a culture that focused on winning in the marketplace and creating superior value for their shareholders.

For more than a century, D&B provided business information and tools to analyze data to companies around the world. These organizations used D&B products, such as business and market information reports to improve their cash flows, mitigate their risks, and
increase their revenues. But in the 80s 90s D&B acquired many new companies and also divested many of its divisions into separate companies. This diluted the values of the company and had a direct impact on its performance. By 1999 D&B had become an underperformer with massive underleveraged assets.

In May 2000, Allan Loren was appointed as the new CEO of D&B with the objective to make D&B the leader in its industry. Loren was earlier the CIO of American Express. He had turned around American Express during his tenure at that company from 1994 – 2000. He recognized that there was tremendous untapped potential at D&B. However, the massive resources at the disposal of the company needed to be channelized in the proper direction in order for the company to perform to its potential.

Under his leadership, the management at D&B adopted a new and agile business model that was designed to maximise its investments. The management identified areas that were not in sync with the core ideologies and values of the company and that were not contributing to its growth. They were divested from the company. The savings from the restructuring process were reinvested into the company to expand its core businesses. Gradually under Loren’s leadership D&B became a more focussed and lean organization.

The management had instituted a culture which laid emphasis on focusing on core areas, and instilled in its employees the need to treat customers as their first priority. The revival of the culture enabled D&B to regain its leadership position in the industry. D&B’s performance improved significantly, it began achieving double-digit growth in earnings and its market value increased by nearly 300 percent in four years.
### Organization Climate

1. ORGN permeates a culture of playfulness & humor
2. Appropriate level of tolerance for failure
3. Encourage people to challenge status quo
4. Freedom to make own choices relating to work
5. People receive top-level recognition for contributions
6. Little difference in status between managers & employees
7. Unique culture of trust & passion

### Leadership

8. Leaders demonstrate character & integrity in their actions
9. Encourage and support ideas and decisions from others
10. Solicit input from all employees for critical initiatives
11. Only profess to have values, they rarely practice them
12. Show an obsession in caring for their employees
13. Develop strong core competencies in employees
14. Encourage forming cross-functional teams

### Core Values

15. Managers walk their talk
16. Values help gain clarity of what we stand for in business
17. Rewards & recognition are directly linked to performance
18. Core values are commonly practiced by all employees
19. Relationships & are based on values of care & trust
DUN & BRADSTREET

CUSTOMER FOCUS
20. MANAGERS TAKE TIME OUT TO INTERACT WITH CUSTOMERS
21. ALL DEPTS. WORK TO ENHANCE FRIENDLINESS OF PRDTS/SRVCS
22. INVOLVE CUSTOMERS IN INNOVATION PROCESS
23. MONITOR CUSTOMERS FEEDBACK TO INTRO NEW PRDCTS & SRVCES
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39. ASPIRATION TO PROVIDE BEST PRDTS/SRVCS OVERCOMES CONSTRAINTS
D&B Products and Innovations Timeline

2002: D&B introduced Business Information Report. It was the world’s most widely used report by organizations to evaluate risks associated with new and existing business relationships.

2005: D&B introduced DNBi, an interactive, web-based subscription service that enhanced customers' risk management experience through its fully customizable, interface. It enabled customers to personalize the information that they wanted to be displayed on their page. Customers were also able to have real-time access to D&B's global database for the first time.

2009: DNBi Premium is a tool that provides commercial risk management solutions. DNBi Premium is an upgrade of DNDi which includes several new features like: Detailed Trade Risk Insight; DNBi Live Reports; and DNB Credit Network.

2010: D&B360 is a solution that enables enterprise information service providers to integrate D&B data into their applications, through on-demand access known as “data as a service.”

2011: ‘D&B Direct’ is an application that enables users to access D&B's business information services on any platform.

2012: ‘D&B AllianceNetwork’ integrates information between consultants, system integrators and value-added resellers, and who provide data solutions to their customers.

2012: Hoover's Optimizer, is designed to help small and medium-sized businesses to analyse their customer data and improve the ROI on their marketing campaigns.

2013: Dun & Bradstreet introduced D&B360 version 3.0, an updated version of its CRM systems solution package. D&B360 provides marketing professionals vital insights that enable them to sell their products and services more effectively.
2013: ‘D&B Viability Rating’ is a service that provides a highly reliable probability assessment of whether an organization continue to exist after a year. The rating is based on four key components: Viability Score, Portfolio Comparison, Data Depth Indicator and Company Profile.

2013: ‘D&B Total Loss Predictor’ helps analysts to identify organizations that have a risk of defaulting on their very first payment. It helps organizations avoid risky investments.

2013: ‘D&B Delinquency Predictor’ is solution specially designed for credit managers focused on late payments. It helps credit managers to take quick credit decisions with confidence, by minimizing the risks of defaulting.

![Fig. 32: Innovation Culture at D&B](image)
Dun & Bradstreet actively supports and sponsors the ‘All Stars’, a non-profit organization that is dedicated to identifying the talents of children and helping them to develop these talents. The All Stars program undertakes several activities to improve the education levels and communication skills of these children with the help of volunteers. It also organizes several educational, entertainment and recreational activities for thousands of children belonging to minority groups in USA.

D&B encourages its employees to not only contribute financially but also volunteer to offer their services to improve the quality of life of these children. Hundreds of employees D&B volunteer to offer their services to train children in various skills like drawing, sketching, painting, essay writing, singing, dancing, dramatics and various other talent enhancing activities.

These volunteers work with the underprivileged children right from their childhood and also provide financial assistance to needy children.

After they graduate, D&B also provides a dedicated internship program for students of the All Stars Project to get trained in corporate etiquettes which enable these students to be better prepared for the corporate world.

Lindsay McKenzie, Clarele Mortimer, Shelon Edwards and Stephanie Gidibi are a few examples of the thousands of children who have benefited from the All Stars Project. These children came from very poor backgrounds and had no hope of receiving good education and getting a respectable job. Lindsay, Clarele and Shelon were among the many who received support and encouragement to finish their schooling and pursue higher studies.

Lindsay recollects that in addition to receiving support for their education, they were taken on many educational tours to visit museums, planetariums, art exhibitions and cultural shows.
On one such educational tour the children visited a court and even interacted with the judge. Later, Lindsay read in the news that the judge they had interacted with was nominated by President Obama to be a judge of the Supreme Court.

This motivated Lindsay to aspire to become a judge like her. He is currently studying law at the Harvard Law School. Clarele, Shelon and Stepanie have all graduated from premier educational institutions. Clarele Mortimer is now a Senior Manager at AIG Corp., Shelon Edwards is Senior Training Manager at AT&T and Stephanie Gidibi works in The Obama Administration.