CHAPTER V: FINDINGS, CONCLUSION AND RECOMMENDATIONS

Chapter five provides findings recommendations for MMEs for application of innovation. The chapter lays down the scope for future research as well as highlights the contribution of this research to the existing body of knowledge on the subject.

5.1. Findings

1. One of the objective of the study is to find out relationship of organizational growth and innovation practices shows trend of yearly sales over the past five years” 28.3% respondents said their is fast increase of sales, 40% respondents said there is gradual increase of sales, 31.7% respondents said there is moderate increase of sales, 40% Hence it is concluded that performance of organizations is improving over a period of five years and innovation may be the one of the reason for improvement of organizational performance.

2. 56.7% respondents said their focus of business is domestic market, 5% respondents said focus of business is export oriented, 38.3% respondents said their focus of business is export and domestic market, from this findings it can be inferred that export orientation of business shows scope for the innovation. But focus of majority organization is domestic business which shows that there is wide scope for the manufacturing business in export. Export market

3. 66.7% respondents said their organization won awards for its achievement. 33.3% respondents said their organization not won awards for its achievement. Out of valid 46 respondents, 10% respondents said their organization won awards for process innovations, 30% respondents said their organization won awards for product uniqueness, 11.7% respondents said their organization won awards for employee management, 6.7% respondents said their organization won awards for financial aspects and 18.3% respondents said their organization won awards any other aspects. Hence it can be inferred that innovations happens in the area of product
development, process, employee management and financial aspects.

4. Respondents were presented with seven sources of information of information and were asked to choose whichever applicable. Out of the 250 responses 20.4% accounted for customer, 16.4% accounted for suppliers, 14.8% accounted for competitors, 14% accounted for collaborative partners, 14% accounted for consultants, 10.4% accounted for channel partners and 10% accounted for publications and other Media. Hence it can be calculated that the top three sources of information are customers, suppliers and competitors.

5. Out of the 60 respondents 80% agreed that organization has introduced new or significantly improved product over the last three years and 20% respondents agreed that organization not introduced any new or significantly improved product over the last three years. Hence it can be inferred that the innovation happens in product development in these organizations.

6. 6.7% respondents said their organization received certification for process. 16.7% respondents said their organization received certification for product. 56.7% respondents said their organization received certification for quality. 10% respondents said their organization received certification for environmental norms. 6.7% respondents said their organization received certification for other norms.

7. There is significant difference in the mean ranks of growth factor. In order to identify where the difference lies, we referred to ranks table from rank table it can be seen that identification of new customer segment has mean rank of 3.78, the number of new project undertaken 3.23, increase in revenues concentrated in core traditional business 2.83, growth through vertical integration 2.63, diversification into newer business 2.53, based on mean ranks it is calculated that the top two reasons for growth are identification of new customer segment and new project undertaken. Hence it can be said innovation is an important factor for organizational growth.

8. The following finding classified into according to the level of agreement. They
collectively throw light on very positive to negative agreement about innovation practices

A. The respondents have very positive agreement on the following items

1) Organization has a clear vision of the future of its business.
2) Organization has a continuous plan for business development
3) Organization constantly upgrades facilities
4) Organization continually reviews allocation of financial resources.
5) Organization uses Information system to manage and monitor business activities
6) Organization renews the administrative system for better operations
7) Organization has a structure that strongly supports innovation in each functional area.
8) Organization encourages integration and knowledge sharing within the unit”.
9) Organization develops new products with technical specifications and functionalities totally differing from the current ones.
10) Organization develops newness for current products leading to improved ease of use for customers.
11) Organization makes efforts to decrease manufacturing cost in components and materials of current products
12) Organization increasing manufacturing quality in components and materials of current products
13) Organization introduced changes in processes that are significantly different in the last 3 years.
14) Organization has clear operating procedures for effective conduct of operations.
15) Organization determines and eliminates non value adding activities in processes.
16) Organization works towards increasing output quality in processes.
17) Organization works towards decreasing costs in processes.
18) Organization works towards increasing speed in processes.
19) Organization regularly reviews customer need and expectations.
20) Organization conducts regular customer feedback.
21) Organization renews the promotion and selling techniques of products.
22) Organization renews the distribution channel.
23) Organization renews the product pricing techniques employed.
24) Organization renews the design of current and new product
25) Organization reviews its market research and forecast activities.
26) Organization reviews its value creation proposition.
27) Organization reviews ICT use in marketing.
28) The workplace culture strongly supports innovation
29) There is high involvement of people in the operations of each function
30) Employees are incentivized for new ideas and development
31) Organization Supports employees to take risks without negative action
32) The employees receive formal skills training in functional areas important to business
33) The employees receive formal skills training on capability development, creativity and innovation.
34) Organization renews the human resource management systems.
35) Organization involves employees in decision making at their levels.
36) Organization encourages employees to undertake innovative methods and new ideas.
37) Organization fosters team work and empowerment.
38) Organization has very good knowledge of competitor’s strategies and activities.
39) Organization has good understanding of the technologies that affect their industry.
40) Organization has strong relationship with local businesses and associations.
41) Organization has strong relationship with its suppliers and continually renews it.
42) Organization has good knowledge about customer expectations and needs.
43) Organization continually experiment with changes in all aspects of their business.
44) Organization has good knowledge of the operative forces in the industry.
45) Organization facilitates strategic partnerships and business collaborations
46) Organization has involvement of immediate stakeholders.
47) Challenge faced by the organization in innovation is bureaucracy.
48) Challenges faced by the organization in innovation is lack of satisfaction.

B. The respondents have neither agreement nor disagreement on following items

1) Organization continually invests in R&D.
2) Organization develops new products with components and materials totally differing from the current ones.
3) Organization introduces new products to markets before competitors.
4) The Employees are customer focused.
5) The challenges faced by the organization in innovation are execution constraints.
6) The challenge faced by the organization in innovation is lack of financial resources.
7) The challenges faced by the organization in innovation Lack of Experience / Knowledge of the Personnel
8) The challenge faced by the organization in innovation is company culture.
9) The challenge faced by the organization in innovation is lack of suitable infrastructure.

9. There is significant relationship between strategy, culture innovative practices and yearly sales (r=0.46, P value 0.000, Hence there is a moderately positive relationship between strategy, culture innovative practices & yearly sales.

10. There is significant relationship between product development innovative practices and yearly sales (r=0.36, P value 0.005, Hence there is a moderately positive relationship between product development innovative practices & yearly sales.

11. There is significant relationship between process innovative practices and yearly sales (r=0.34, P value 0.007, Hence there is a moderately positive relationship between process innovative practices & yearly sales.
12. There is significant relationship between marketing innovative practices and yearly sales (r=0.45, P value 0.000, Hence there is a moderately positive relationship between marketing innovative practices & yearly sales.

13. There is significant relationship between Human capital innovative practices and yearly sales (r=0.32, P value 0.012, Hence there is a moderately positive relationship between Human capital innovative practices & yearly sales.

14. There is no significant relationship between external linkages innovative practices and yearly sales (r=0.16, P value 0.212, Hence there is a negative relationship between external linkages practices & yearly sales.

15. There is a significant difference in intensity of challenges perceived by respondents across different challenging factors presented to them

16. From rank table it can be seen that lack of financial resources has mean rank of 4.34, lack of satisfaction 4.33, execution constraints 4.28, bureaucracy 4.02, lack of experience/knowledge of the personnel 3.77, company culture 3.68, and lack of suitable infrastructure 3.58.

17. Lack of financial resources, lack of satisfaction, execution constraints are the top three challenges to innovation

18. There is a significant difference in degree of importance of responses attached to various components of innovation.

19. From rank table it can be seen that strategy and culture has mean rank of 3.81, process has mean rank of 3.65, external linkages has mean rank 3.63, marketing has mean rank 3.42, product development has mean rank 3.40, and human capital has mean rank 3.09.

20. Strategy and culture, process and external linkages are the top three components of innovation.
5.2: Recommendations

As a result of the research, the following suggestions are made. An effortful attempt has been made to support the suggestions with reference to context of the study, backward linkage to analysis and feasibility. There are many stakeholders to innovation both external and internal. However, this study is conducted in relation to organization mainly and therefore the suggestions are to be taken at organizational level. The recommendation are classified into 12 major areas which are the core part of the practices

1: Business Focus

Export business focus opens various business opportunities and segments for new product and services. Enterprises with focus on export business generating business for their unique product in the international market, researcher has come across such organization which focuses on export business for example Silver bright steel. They start innovating new product and implementing innovative practices to improve quality and efficiency of product and process, to meet standard and requirement of international market. Hence it is recommended that enterprises should focus on export orientation to generate more business from international business. In order to achieve export business focus research for market potential, consumption level, industry potential etc., must be data mined from import and export council and agencies.

2: Achievement of Awards

Achievement of awards for product uniqueness, process innovation, employee management and financial aspects shows enterprises has capacity of implementing innovative practices, and existence of creative employees. Achievement of such awards motivates employees as well as management to innovate and achieve goals and objectives of organization. Enterprises should encourage employee’s creative ideas and participation in competitions.
3: Certifications

Enterprises which achieve certificates for their product, process, quality and meeting environmental norms, leads towards innovation. Certificates awarded to such organization which improve quality of their process, products and improve operations which develop culture for innovation and outcome is incremental innovations. Certifications for environmental norms are given for protecting environment and initiative taken for environment protection creates platforms for green innovation.

4: Organizational Growth

Analysis of question number one has shown that sales of the organizations are increasing yearly which have more innovation than who do not have it. Therefore, it is suggested that as a part of strategy the organizations should focus on Innovation by following steps;

- Conduct SWOT analysis from innovation point of view. The organization has to understand that which factors are favorable to them. e.g. Lab facilities, type of machines, skill level of employees.
- Market analysis and marketing strength probing report after the analysis they can decide the thrust areas of innovation whether in products or processes. This shall lead to higher sales which is the outcome of market analysis.
- Every year certain affordable percentage of amount of sales per year marked for the purpose of innovation. Thus there is a need to prepare innovation budget with reference to present sales and potential sales. In conclusion it is suggested that innovation budget has to be a part of Sales Budget where the amount of innovation budget can be increased proportionately and in phased manner.

Sales performance of organizations is improving over a period of five years and which indicate that innovation is the one of the reason for improvement of organizational sales performance. Medium scale manufacturing enterprises should focus on implementing innovation practices in various department of organization for the growth and development of organization.
5: Information Management

Information from various sources has invaluable place in the process innovation. It is suggested that for analysis, synthesis and integration refined system is necessary, which has now shifted from traditional MIS to Knowledge management. Sources of information is important factor of innovation researcher tried to find out the sources of information. Various sources of information were identified.

- Enterprises should focus on customers for information for improving existing product and try to find out customers need, and want to invent new product or new segment for meeting customers’ expectations. Incremental innovations happen in product on the basis of information and feedback provided by the customers.

- Enterprise should try to explore more information from the customers because customer is the top source of information. Suppliers are the major source of information they will provide information on alternatives for raw materials.

6: Organization, Strategy and Culture

With unprecedented changes occurring in markets, it is highly imperative for organizations to differentiate; be it at product level or process level. Innovating at fast pace will enable business growth on a sustained basis. Organizational resources have to be structured in a manner that provides the necessary impetus to innovation of every activity at work place. Traditional organizational structures which may be based on some scientific principles with degrees of authority and control may tend towards being static, thus this may stifle innovation. This state of structures which offer little flexibility may face challenges in a dynamic and turbulent business environment. Organizational structures that are flexible, agile and make use of high interaction for knowledge and experience sharing between levels and departments, with little scope for rigidity can positively contribute towards being innovative and responsive to a changing business environment. (Jensen et. Al., 2007). While designing relevant organizational structures that are conducive to support innovation, one may face innovation bottle necks. Hence adopting “Innovative value chain” framework as proposed by Hansen and Birkinshaw (2007) may provide some insights in overcoming
The overall corporate strategy should be formulated with an innovation approach. Thus while strategizing, it is imperative that organizations move from: (i) ‘present to future’ orientation to a ‘start with the end’ approach; (ii) move from only product focus to creating and identifying new competitive segments; (iii) from incremental innovation approach to breakthrough disruptive innovative steps; considering both articulated and un-articulated consumer needs and is consumer inspired.

The focus on strategy and structures will create a positive work culture that will lead to adoption and creation of effective innovative solutions towards managing change and working towards being highly competitive in existing markets.

7: Product Development

In the medium scale manufacturing enterprises it is observed that the product development has not been given importance in terms of innovation. However the study also shows that innovative practices are carried out in this group of companies this could be due to not making innovative practices as a planned strategy. Hence it is recommended that innovative practices in developing new product should be the part of overall strategy which could enable the organization to compete in the market and be able to introduce new product before competitors.

8: Process

The core focus is that processes have to be revisited for its enhancement and productivity. The output of process innovations lead to Business model innovations which are what global organizations are working towards to enable a competitive edge and work towards being a first mover in new spaces and newly created markets. Processes need to look at enabling technologies that support innovation processes.
9: Innovation in Marketing

The respondents positively responded to innovative practices in marketing. On other hand not indicated sufficient importance for innovative practices in marketing. This suggest that traditional form of marketing is still practiced in these companies in light of market becoming highly competitive it is recommended that these companies should conduct market research and initiate innovative practices in their firms.

10: Human Capital

The study indicates that the human capital of those organization enjoy work culture and management support in developing their skills. The employees also encouraged to undertake innovative methods and are empowered to participate in decision making. The studies also indicate that the employees find innovative practices less important. This suggests that while work culture is supportive, innovative practices are limited. Hence it is recommended that in view of the increased competition the medium scale manufacturing enterprises should incorporate innovative practices in the work culture to develop their human capital.

- Recognition and rewards have key role in motivating the human capital.
- In recruitment of human resources creativity and attitude and ability for innovation to be tested.

11: External Linkages

Building competitive advantage stems out from working out effective collaborations with stakeholders. A collaborative effort on any aspect of the entire supply chain or process is the key for sustained success. Innovation is propelled by such external relationships and collaborations. Assurance of continued market leadership or competitive position is through efforts on improving speed, efficiency and quality of operations and processes. It is essential that focusing on picking up sources of innovative ideas from external sources those are key to any manufacturing organization have to be looked upon.
12: Challenges to Innovation

The innovation practices of an organization are dependent upon several variables. Originations face several challenges cut across domains and functions while adhering to innovation in processes, systems, operations and products.

Pertinent variables with reference to challenges are:

- Financial resources, which the responses show lack of
- Execution constraints
- Lack of satisfaction

Innovation stems out of budgetary allocation. Upon further investigation it was observed that though funds were available, allocation of finance were hurdles due to other immediate needs. It is suggested that though innovation needs budgetary allocation, proper planning about investments in innovation practices are a compulsion. The organizations, in scenarios such as low budgetary allocations should not stifle the mindset towards innovation and may work towards making small improvements in processes and activities of the organization.

The top management needs to pay attention towards the details of encouraging small improvements of efficiency which are innovation practices as not all innovations may necessarily result in high impact makeovers. This results in providing a positive motivated environment for employees to make meaningful contributions and instill sense of ownership of the particular domain, process / activity of the business.

Constraints of execution of processes may hamper innovation mindset. Despite providing a conducive environment of work the organizations may not identify its own capabilities due to this constraint. The researcher suggests an internal audit so as to weed out difficulties of execution of innovative ideas that may be integrated into various functions / activities such as input, knowledge management, management of projects, organizational structures, marketing, human resource management etc.
5.3: Framework

The study relied upon a strong hypotheses i.e. “There is significant relationship between innovative practices and yearly sales” Consideration of salient aspects such as culture, strategy, marketing, product development initiatives, processes, human capital, play a crucial role as evident from the results of the tests.

With the need to be inclined towards innovation, the study recommends the following framework for identifying pointers or sources that trigger innovation in organizations:

The framework is nothing but an evolved set of guidelines for planning and boosting of innovation in any MME. These guidelines are the mapping or the road map for planning and executing the innovation in an MME. Being it is a road map it is considered as Mapping of Practices followed to bring the innovation in reality.

The mapping depicts

A. Input factors at four levels
   1. Marketing Function
   2. Competition
   3. External Linkages
   4. Organizational Level

B. Process: The interaction of these inputs with each other shall have a synergy effect and shall make the innovation planning and execution efficient and effective. All the consideration in above four major thrust areas shall be the responsibility of different departments. But as a matter of execution or implementation of different departments the coordinated efforts are essential

C. Outcome: As an outcome the MME can receive the innovations in good number in terms of products and process improvements and ultimately shall build the culture of innovation through the practices related to innovation variables and sub variables
(Framework – Mapping 5.3.1: Roadmap and Guideline for Innovation Planning and Implementation)
Mapping or guidelines is given here for dealing with each factor in above groups for planning and executing the innovation and practices there in Medium scale Manufacturing Enterprise

I. Marketing Functions

1. Review of Customer Needs

The practices to follow in this regard are:

a) Continuous survey has to be made for development of new product

b) Review of innovations undertaken by customers in terms of changes in technology, or processes.

2. Regular Customer Feedback

a) Regular feedbacks on certain parameters customers are essential. The parameters are Product performance, quality maintenance, and service delivery.

b) The meetings are necessary to be conducted regularly where the representatives of customers need to participate for spelling out their new requirements.

c) Feedback review and analysis meetings within the organization shall be a good practice to respond their new requirements by bringing changes in design, functionalities, deliverables in products and processes of MMEs

3. Promotion and Selling Techniques of Products

a) Information regarding features and performance of new products has to be effectively communicated to customers. Technical manuals of product utility, specifications, precautions etc should be prepared by seeking expertise from external sources. Technical sessions should be held to acquaint customers with product knowhow.

b) The promotion of such new products should be enhance by resorting to latest virtual and ICT tools and other promotional technical in vogue that is suitable to marketing such products.
4. Market Research and Forecast Activities

a) The traditional manufacturers generally plan their innovation on very much inside out approach basis. Rather, that does not render benefits to the MMEs. A more specified focused approach needs to be adopted that attempts to adopt benchmarked practices to implement innovations which necessarily are outcomes of Market Research.

b) Feedback from Market Research helps in forecasting the demand of such innovated products and services. This will help in estimating the feasibility of innovation to be incorporated in a product as also estimate its cost and benefit.

c) All above considerations are the part of the innovation plan with reference to its marketability in the market which is the very basis of making the decision about what kind of innovation is undertaken. It is certain that all the needed innovations cannot be undertaken by any MME because of many constraints which are discussed in preceding chapters at different parts

II. Competition

1. Knowledge of Competitors’ Products

a) A separate intelligence team is necessary to be established to study the products of competitors.

b) The task to be entrusted to this team would be to benchmark the products of the competitors, to study its
   a. Delivery Features
   b. study the sub components and parts
   c. Drafting designs of such parts

c) After doing such kind of reverse engineering the team has to report on: Distinctions, what improvements must be done to be at par with competitors and what additional things over the competitors can be given over the competitors

d) After receiving the report, the management has to prepare a budget and a plan for execution of Research and Development and activities involved.

e) The team has to work under one of the members of Top Management for proper monitoring. This Knowledge Search has to be done regularly and continuously.

2. Competitors Strategy
a) Generally, this exercise is undertaken as a part of planning and comes under SWOT analysis, while formulating Strategic Plans of the Company.

b) The focus of top management should be to study and review competitor strategy and innovative practices undertaken.

c) Efforts have to be undertaken to reduce cycle time of new product development to counter the competitors move.

d) Top Management members must participate and visit the different exhibitions like IMTEX for understanding the strategies of the competitors, particularly with reference to innovation. This would enable the firm to be proactive about developing new products.

3. Competitors Practices:

a) Competitor’s practices on innovations are difficult to access. Some of the ways to overcome this is to refer to their annual reports and general meetings.

b) Companies are awarded different awards and certifications by various national and international authorities, organizations and bodies. The parameters and awards can throw sufficient light on the practices adopted by competitors. A regular tracking system is essential within MMEs to identify these practices. Another source is literature available that provide information on practices of competitors.

III. External Linkages

External Linkages are wide ranged and have to be established from the viewpoint of creating long lasting relations and leveraging in respect of innovation.

1. Good Understanding of Technologies affecting Industry

a) Technologies are changing very rapidly. The watch dog kind of a team is necessary who would be watching the changes in technology in an industry.

b) They have to perform the task with reference to innovation and improvements by visiting exhibitions, discussions, through web site and review of technology producers.

c) On a very regular basis, this team would present a report to Top Management
regarding trends e.g. Hybrid System of Renewable Energy, LED system of illumination etc. are very common trends in an energy sector. This shall help the Top Management to develop perspective plan of Innovation.

2. **Strong Relationship with Vendors**

This feature is very common but remarkable for the companies like Honda, Suzuki and other Japanese Companies. They move along with vendor companies whenever they establish their manufacturing facilities outside Japan.

a) Participative meetings with vendors are regularly conducted for brain storming and suggestion for ideas generation and captive source for Innovation.

b) Relationship with vendors matter a lot as they are the supporters for the philosophy of the company. Through these conducive relationships MMEs can achieve customer delight which is not possible without a good number of quality improvements and Innovation.

3. **Market Uncertainties:**

The cardinal feature of the business is uncertainty. Global presence of competition has made it more intense. However, innovation can dilute the degree of risk associated with such uncertainties. A team has to undertake the task of estimating them as threats. This team has to have the members from Top management where both technical and managerial experts are part of the team. The action plan in response to the report of such a committee has to be evolved very proactively.

4. **Government Directives:**

Government is an important stakeholder having an effect on innovation. The directives are formed by the Government in India very democratically.

a) A group is necessary to be formed by MMEs to represent them to such Government Authorities which would help them to formulate policies and strategies which will be conducive for innovation and growth.

b) An initiative and leadership is required to be provided by an MME for negotiating strongly for favorable initiatives by the government to foster
innovation. For example, eco-friendly products be given an amount of exemption from taxes can be convinced to Government to draft the directives which is very conducive for Innovation.

5. **Strategic Partnership and Business Collaborations:**

Present era is that of alliances and partnership. A team is to be formed which would be very opportunistically watching the opportunities for symbiotic partnerships where a win-win situation can be created. The opportunities have the space in horizontal and vertical segments for Research and Development. Such partnerships can create innovations synergies.

6. **Supply Chain Risk:**

Now a day’s business talks in terms of Supply Chain and Value Chain. Risks associated with logistics can be outsourced (which many multinational companies are practicing) for efficient logistics. Innovative packing, sizes and product designs are the answer for minimizing these risks.

**IV. Organizational Level Issues**

Dealing with organizational issues with good acumen is the prerequisite of any innovation. They are as follows:

1. **Clear Vision :**
Clarity of vision is not sufficient at the top level. The real challenge is to internalize the vision at the lowest level of organization. It percolates from the top to down. Regular programmes have to be conducted to understand the degree or a level of percolation and internalization. It is necessary to reinforce the same through continuous indoctrination. Specially, the aspect of innovation in the vision is of foremost importance in present day of competition.

2. **Continuity Plan of Business**
a) Continuity of Business largely depends on organizational sustainability. Apart from manufacturing all other functional departments are contributing to continuity or sustainability of the business.

b) For sustainability, a series of improvements are necessary across all functions.

c) The company has to prepare a Sustainability Plan and communicate it across to actualize the same.

d) Rather to be reactive and sustain in the future, a proactive separate innovation sustainability plan is essential.

3. Use of ICT

a) ICT is like a turbo engine to connect the different parts of the organization. Being a new tool; training programmes are to be taken by HR Department of MMEs for familiarizing with ICT use.

b) The company needs to separately provide in its annual budget for the development of ICT structure. MMEs would empower by acquiring recent tools of ICT for exchange of Ideas and results of improvement by using ICT vehicle. ICT helps in efficient Knowledge Management. Effective. Knowledge Management is also one of the routes for efficient Innovation Management.

4. Continuous Research and Development

Japanese Companies have obtained the edge over other companies and have become giants in competitiveness because of heavy thrust on Research and Development.

a) Allocation of Financial Resources: Maximum allocation be made to Innovation and Research and Development Departments. Apparently, these allocations do not get justified in immediate returns but they produce sustainability.

b) Top Management needs to use the resources very judiciously and establish strategies for resource allocation.

5. Product Quality

Product Quality is considered as the responsibility of production department. The
truth is that it is a total responsibility at the organizational level. TQM has to be adopted as a culture and practiced in spirit for which employees have to be trained towards this philosophy.

6. **Internal Network**

Inter personal relations among employees is of paramount importance and which are necessary for the practice of Kaizen and Quality circles etc. Cooperation is fostered through team work. Thus, HR department of MME has to develop a network of teams which imbibes a culture of innovation.

7. **Empowerment**

For a innovative culture, teams and individuals should be sufficiently empowered through appropriate design of processes and policies. Teams have to be empowered through allocation of tasks, generate innovative solutions and manage group processes independently.

The HR department should devise monetary and non-monetary benefits to its employees which may facilitate commitment and lead to innovation.

All above prescriptions, in terms of guidelines to MMEs is the essence of the outcome of this research work. In other words above guide line together is considered as the mapping or a road map and collectively it can be called as the framework of creation of innovation culture of MME.
5.4: Further Areas for Research

The following are the area of further research:

Innovation is a very vast field to probe into. The scope of research is related to different issues related to innovation. In manufacturing sector, the study can be conducted according the sector.

1. Engineering
2. Chemical
3. Software
4. Construction

The study can be extended with reference to the manufacturing of category of goods

1. Capital Goods
2. White Goods or Consumer Durables
3. FMCG

There is a vast scope to carry out similar study in the field of Packaging Products. Further there can be similar study in case of IT enabled services. Apart from this the scope extends to actual implementation of guidelines mentioned in framework and post implementation study as evaluation study can be conducted.