

INSSAN

B u l l e t i n



OFFICIAL BULLETIN OF INDIAN NATIONAL SUGGESTION SCHEMES' ASSOCIATION

Nov.' 11 - Dec' 11, Vol. 23 - No. 4

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President's Communication

Greetings for the New Year !



The recently concluded 22nd Annual Convention at Jamshedpur was great success both in terms of numbers and quality of participation. The participants were very happy with the facilities and the arrangements. Compliments to EIC managing committee and their team for their efforts in making convention a success.

The year 2011 has been a mixed year for the industry. The economic growth was forecast to be certainly more than 8%. Plans were afoot for utilising the benefits on the projected growth rate. However due to various Global and internal factors the growth has been lower and now forecast around 5 to 6 %.

This situation is putting pressure on the industry compelling it to look for various alternatives and means to sustain and grow. This situation also presents opportunity to get best from the available resources.

The Suggestion Schemes and other initiatives to harness employee participation will also contribute and would be worth revisiting to make them more effective. There is growing emphasis on involving groups/ teams within and across functions in Suggestion Schemes. The collaborative approach is found to get better people involvement, encourage healthy competition. Some organisations have extended Suggestion/Idea Schemes involve customers, vendors to get valuable and innovative suggestions.

We at INSSAN will be very happy to contribute in this journey and welcome suggestions from our members to make us serve better. We would also like to urge our members to send us articles of their achievements of suggestions /ideas to give it wide coverage through our bulletin.

On behalf of all my colleagues in Managing Council we wish "Greetings for the New Year" to all our members and their families for Happy, Healthy, Safe and Wealthy 2012.

U.S.Bapat

Editor : Sudhir H. Date

Chapter	WIC - Pune	NIC - Delhi	SIC - Tamil Nadu	EIC - Jamshedpur
Chairman	Mr. Anil Parasharami Tata Motors Ltd., Pune	Yogesh Munjal Munjal Showa Ltd., Gurgaon	B. Palaniappan Caparo Engineering India Pvt. Ltd.	A. M. Misra Tata Steel, Jamshedpur
Secretary	Mr. Pramod Gijare Tata Motors Ltd., Pune	V. K. Srivastava Suprabha Protective Products (P) Ltd., Gurgaon	S. Natarajan SAIL - Salem Steel Plant	G. V. Srirama Kumar Tata Motors Ltd., Jamshedpur

Editorial...



Welcome to New Members

Dear Member Colleagues,

Greetings of the New year 2012 to all our members of INSSAN ! We wish a very productive & value adding new year 2012 to all our esteemed members ! Let this new year be a prosperous year to you all !

We have a pleasure to put in your hands the INSSAN Bulletin Nov.'11 - Dec.'11, Vol. 23, No. 4 issue.

This issue covers the report of the just concluded 22nd National Convention held at Jamshedpur on Nov. 11th & 12th. Very well organized by our EIC under the able leadership of Chairman Mr. A. M. Misra and Secretary Mr. G. V. Sriramakumar. WELLDONE EIC ! The response and arrangements and the conductance was great. The details are part of this issue with photos.

The great Suggestion Fair organized by Tata Motors Ltd. of Pantnagar speaks volumes of great support & encouragement by Top Management to employees. The exhibition of implemented suggestions and visit of top management teams deserve to be a role model for other member organizations !

As usual our active chapter NIC conducted another training programme at Tata Motors Ltd. - Lucknow. The response was overwhelming as can be seen by the photos and report published in this issue. Great job done by NIC !

INSSAN felicitated 6 top organizations of INDIA for their consistent encouraging & motivating support to the cause of Employee involvement in their organizations-which happens to be one of the objectives of INSSAN. A BIG THANK YOU to these organizations !

We are publishing Award winning Technical paper in this issue. The result of Best Technical Paper/ Best Suggestor/ Best Presentation is available in this issue.

INSSAN for the first time has published Planner for the year 2012 for the members of INSSAN, which is sent to all members. Hope you will find the same very useful.

As usual you will get information on Did you know series, New members, Appeal for contributions to this bulletin etc.

Sudhir Date
Editor & Publisher

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Members
are
requested.....



.... to contribute.....

for this bulletin by your success stories, innovative ideas on improvement in your organisations, Employee Involvement activities for sharing with others. Your participation will add value to this bulletin.

- Editor

Those who wish to receive INSSAN Bulletin,
please communicate to the Editor

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Did You Know.....

CAT SCANNER



The discovery of X-ray photography in 1895 was a huge boon to medical diagnosis. Seventy-three years later, Godfrey Hounsfield put X-rays to even more impressive use when he invented computer-aided tomography [CAT] in 1968.

The word tomography comes from the Greek words tomos, to cut and graphein, to write, because the image is made up of a number of cross-sectional 'slices' of the object being scanned.

Although the invention of X-ray photography by Wilhelm konrad von Roentgen[Germany] in 1895 provided a revolution in diagnostic techniques, it's use was limited mainly because, being two dimensional, the X-ray photographs could not show the depth of an injury within the body. During the 1960s Godfrey Hounsfield [England] was researching a way of enabling computers to recognize patterns so that they could 'read' images.

Having lectured in the principles of radar during the Second World War, he combined the ideas of pattern recognition and radar rangefinding as the basis of what became known as computer-aided tomography[CAT] or computerized tomography[CT].

At first CAT was developed to scan the brain-several X-rays would be taken of different cross-sections of the brain and then combined by the computer to create a three-dimensional image. Not only was the CAT image clearer than a single X-ray, but the process was far safer than the conventional

method, which involved introducing chemicals to the brain in order to be able to create a meaningful X-ray image. Hounsfield filed a patent for his idea on 23 August 1968, but, although the principle worked, computer technology was not far enough advanced to make a practicable CAT scanner: early prototypes took over four hours to scan an object and then produce a computerized image.

The first practicable CAT scanner was built by EMI in 1971 for scanning the brain. By 1975 full-body scanners were available and CAT was celebrated as the biggest advance in diagnostic techniques since the discovery of X-rays 73 years earlier. The Nobel Foundation was in no doubt of its worth and Hounsfield shared the 1979 Nobel Prize for Physiology or Medicine with Allan MacLeod Cormack [South Africa-USA], who had been carrying out theoretical research in the same field since the late 1950s.

The inventor : Sir Godfrey Hounsfield

- 1919 born Godfrey Newbold Hounsfield on 28 August in Newark, Nottinghamshire, the son of a farmer. He later studies at the City & Guilds College, London and Faraday house College of Electrical Engineering, London.
- 1939-45 Works as a radar lecturer in the RAF during the Second World war.
- 1951 Joins electronics company Thorn/EMI Ltd., specializing in computers.
- 1968 Files a patent on 23 August for computer-aided tomography.
- 1971 EMI builds the world's first CAT scanner.
- 1972 Hounsfield becomes head of Medical Systems Research at EMI.
- 1975 Receives an honorary doctorate in medicine from City & Guilds College, London.
- 1979 Receives the Nobel Prize for Physiology or medicine jointly with Allan MacLeod Cormack [South Africa-USA]
- 1980 EMI sells its interest in Hounsfield's patent to General Electric Corp.
- 1981 Hounsfield is knighted.

Sudhir Date

REPORT OF 22ND NATIONAL CONVENTION

The 22nd National Convention was hosted by Eastern India Chapter of INSSAN at Jamshedpur on 11th & 12th November 2011 at SNTI Auditorium. The Theme for this convention was Innovation For Growth. The convention was attended by 257 delegates from 46+ companies from all over India. Amongst the delegates 44 + presented Technical Papers and 100 + presented their Best suggestster case studies over the two days.

The convention proceedings started with the inaugural ceremony at 9.00 A.M. The chief Guest for the Inaugural Ceremony was Mr. Sudhir Deoras, MD, TRF Ltd., Jamshedpur, who addressed the delegates. Mr. U. S. Bapat in his Presidential Address spoke about the importance of the theme and applauded the delegates for having come to Jamshedpur convention. Mr. A. M. Mishra, Chairman, INSSAN -EIC welcomed the delegates in his address.

Mr. Ganjoo informed the delegates that 10 veterans were felicitated for their remarkable service and support to INSSAN since its inception, at its 2010 Convention at Mumbai. He added that the Managing Council after analyzing the performance record of various member companies, who have consistently performed well through Suggestion System and other Employee Involvement systems, besides winning maximum awards in Excellence and other categories and sent maximum number of delegates to Conventions, decided to felicitate these companies at this years convention. These are Bhilai Steel Plant, Bharat Heavy Electricals Ltd, Tata Motors Ltd, Godfrey Phillips India Ltd, TVS Motor Co. Ltd, & Maruti Suzuki India Ltd. After reading the Citation engraved on the plaques, he requested the Chief Guest to honor these companies with the Plaques and a letter for their CEO's. Mr. D. I. Shahani, VP-Works received it for Godfrey Phillips India Ltd. Senior Managers from Bhilai Steel, Bharat Heavy Electricals Ltd., Tata Motors Ltd. received the plaques on behalf of their CEO's. Mr. S. C. Shekhar, GM received

the same for TVS Motor Co. Ltd., Hosur and Mr. S. Ganesh Mani, GM - OPS & C received it for Maruti Suzuki India Ltd., Guragon.

Mr. Srirama Kumar, the Secretary - EIC proposed a vote of thanks and invited every one for tea.

Soon after Tea Break Mr. Praveen Rajpal gave a talk on Innovation which was keenly heard by the delegates

Thereafter concurrent sessions for the presentations of Technical Paper and Best Suggester papers were conducted through out the day

The delegates were invited to see the Laser show organized by Tata Steel followed by dinner at Jubilee Park.

On the second day the presentations continued even after lunch, followed by Valedictory Function. The Chief Guest for the Valedictory Function was Mr. P. K. Chobe, PLANT HEAD - Tata Motors Ltd, Jamshedpur who addressed the delegates. This was followed by Awards Ceremony. The Judges for Best Suggester, Mr. M. M. Brahme of Godfrey Phillips India Ltd, Mumbai & Mr. T. J. Bhattacharya, Head PSD, Tata Motors Ltd, Best Technical Paper, Mr. Deepak Sinha Head BE & I, Tata Steel, Jamshedpur & Mr. K. N. Mishra, Ex VP - TCIL, Jamshedpur and Best Presentation, Mr. S. P. Gharat, Manager Estates, BPCL, Mumbai & A. B. Mankar, RCF Ltd., Mumbai were also presented with memento's.

Mr. Ganjoo on behalf of INSSAN Head Quarters thanked and applauded the chapter for organizing the convention in a professional manner, he also congratulated Mr. Mishra and Mr. Srirama Kumar and their team for all the efforts put in. Mr. Ganjoo informed the delegates that the 23rd National Convention is being hosted by INSSAN - Northern India Chapter at Delhi in December 2012 and invited all to Delhi.

Mr. Srirama Kumar proposed a vote of thanks.

Chief Guest for the Valedictory Function

Mr. P. K. Chobe

Plant Head - Jsr.

B.Tech. in Mechanical Engineering from IIT Kanpur.

Has a rich experience of 32 years in diverse functions in Tata Motors.

His first stint was at Pune where he spent 27 long years in functions like Maintenance, Materials and later as Head of Engine Factory.

He then went on to head the Tata Motors - Pantnagar Plant which got started as a "Green field Project" in 2006. Under his dynamic leadership the Plant started production in just 11 months and has become a benchmark in Safety, Quality & Operational excellence.

He has joined Tata Motors - Jamshedpur in September, 2010 as Plant Head and the winds of change have already started blowing, with his systematic, incisive and holistic approach to work. He is an advocate of empowerment, ownership, agility &

teamwork and encourages creativity.

Memberships:-

- Chairman - CII Kumaon Chapter.
- Vice Chairman - National Safety Council Uttarakhand Chapter.
- Industry Member of Uttarakhand State Vigilance Committee for Sexual Harassment of Working Women at workplace.
- Member of the Punjab State Automotive and Driving Skill Society, Mahuana, Dist. Muktsar, Chandigarh.
- Industry Member of Contract Labour State Advisory Committee, Uttarakhand.
- Also, expected to become elected as Vice Chairman of CII, Jharkhand soon.

Speaking of his personal interests, he had been an avid Trekker during his Pune days. Also, thoroughly enjoys swimming and reading.

Inauguration



Mr. A. M. Misra, EIC - Chairman giving welcome address.



President Mr. U.S. Bapat addressing the gathering.



Mr. Sudhir Deoras, MD-TRF Ltd., Address by Chief Guest.



Souvenir getting released.



View of Audience



Token of appreciation from EIC to Chief Guest.



Vote of thanks by EIC Secretary Mr. G. V. Sriramakumar.

Address by Mr. Praveen Rajpal - Talk on Creativity



Valedictory Function



Welcome to Chief Guest.



Welcome to President - INSSAN.



Dignitaries on the Dias



Address by Chief Guest Mr. P. K. Chobe.



Chairman Awards Committee Mr. Bhushan Ganjoo - Vice President-INSSAN declaring contest results.



Chief Guest handing over prizes.



Chief Guest receives his memento.



Mr. A. M. Misra distributing prizes.



Mr. Bapat giving away the prizes



Gathering.



Vote of Thanks by Secretary EIC - Mr. G. V. Sriramakumar.

INSSAN BEST PRESENTATION CONTEST RESULTS - 2011

RANK	NAME OF THE WINNER	ORGANISATION
1ST	MR. N. MAGESH	Coromandel International Ltd. Ranipeth.
2ND	MR. D. K. PATEL MR. VIJAYKUMAR YADAV	Bhilai Steel Plant, Bhilai
3RD	MR. DEEPAK SHIVHARE	Godfrey Phillips India Ltd, Mumbai

INSSAN BEST SUGGESTER CONTEST RESULTS - 2011

GROUP 1		
RANK	NAME OF THE WINNER	ORGANISATION
1ST	MR. VENKATESH SALIYAN	SKF INDIA LTD, HOSUR, BANGALORE
2ND	MR. J. R. GUPTA	RCF LTD, MUMBAI
MERIT	MR. C. VENKATESH	TATA MOTORS LTD, JAMSHEDPUR
MERIT	MR. M. BALAMURGAN	BHEL, TRICHY
MERIT	MR. NEVEEN KUMAR	TATA MOTORS LTD, LUCKNOW
GROUP 2		
RANK	NAME OF THE WINNER	ORGANISATION
1ST	MR. S. S. NAYAR MR. ADITYA KUMAR MR. Y. GAIKWAD	BPCL, MUMBAI
2ND	MR. ABHEEJIT PARIDA MR. G.SIBHAN	BHEL, RAMCHANDRAPURAM
MERIT	MR. A. P. SHARMA	IFFCO, PARADEEP
MERIT	MR. MURALI MOHAN	VISAKAPATNAM STEEL PLANT
MERIT	MR. VINEET K. B.	TELCON, JAMSHEDPUR

INSSAN BEST TECHNICAL PAPER CONTEST RESULTS - 2011

RANK	NAME OF THE WINNER	ORGANISATION
1ST	MR. R. VAIDEESWARAN	BHEL, TRICHY
2ND	MR. MOHAMMAD ASHIF	HERO MOTO CORP LTD., DHARUHERA
3RD	MR. S.D. JOSHI	TATA MOTORS LTD, CVBU, PUNE
MERIT	MR. R.P.TIWARI	HERO MOTO CORP LTD., DHARUHERA
MERIT	MR. S.K.SAGDEO	TATA MOTORS LTD, PCBU, PUNE
MERIT	MR. MILIND KULKARNI	GODFREY PHILLIPS INDIA LTD., MUMBAI

CATAGORYWISE JUDGES ON 11TH & 12TH NOVEMBER 2011

BEST SUGGESTER	
MR. M. M. BRAHME	GODFREY PHILLIPS INDIA LTD, MUMBAI
MR. T. J. BHATTACHARYA	HEAD -PSD, TATA MOTORS LTD., JAMSHEDPUR
TECHNICAL PAPER	
MR. DEEPAK SINHA	HEAD - BE& IMPVT GROUP GROWTH SHOP. TATA STEEL, JAMSHEDPUR
MR. K. N. MISHRA	EX VP, TCIL, JAMSHEDPUR
BEST PRESENTATION	
MR. S. P. GHARAT	DGM. BPCL, MUMBAI
MR. A. B. MANKAR	RCF LTD., MUMBAI

Felicitation of Organizations for their consistant performance and support to INSSAN



The BHEL delegation receiving the plaque from the Chief Guest Mr. Sudhir Deoras, MD, TRF Ltd., Jamshedpur.



Mr. D. I. Shahani receiving the plaque at the hands of the Chief Guest Mr. Deoras.



Mr. S. Ganesh Mani, GM - OPS & C received it for Maruti Suzuki India Ltd., Guragon receives the award at the hands of chief Guest for the Valedictory Function was Mr. P. K. Chobe.



Mr. S. C. Shekhar, GM received the same for TVS Motor Co. Ltd. Receives the plaque at the hands of the Chief Guest Mr. Chobe



SAIL - Bhilai delegation receiving the plaque from Chief Guest Mr. Deoras.



TATA Motors Ltd. delegation receives the plaque from Mr. Deoras.

Innovation for Growth - Dr.R.Vaideeswaran, M.Sc, M.I.I.M, Ph.D, BHEL, Tiruchirappalli

Innovation and technological progress are key determinants of economic growth. Much of the economic growth and rise in living standards in the post World War II era is due to advance in technology and innovation. Continued economic growth depends on our ability to maintain or increase current levels of innovation. There is today great interest in understanding how industrial organisations and governments can enhance innovation and the economic benefits it should bring. A wide range of policies including R&D policy, intellectual property rights, education and human resource policy, and financial market policy affect innovation. Open trade and investment regimes have an important role to play in the performance of innovation systems, but not enough is known about how trade affects the innovation process.

In the global scenario, innovation is the key parameter in any organisational context and may be linked to performance and growth through improvements in efficiency, productivity, quality, competitive positioning, market share, etc. All organizations can innovate, including for example hospitals, universities, and local governments. While innovation typically adds value, innovation may also have a negative or destructive effect as new developments clear away or change old organizational forms and practices. Organizations that do not innovate effectively may be destroyed by those that do. Hence innovation typically involves risk. A key challenge in innovation is maintaining a balance between process and product innovations where process innovations tend to involve a business model which may develop shareholder satisfaction through improved efficiencies while product innovations develop customer support however at the risk of costly R&D that can erode shareholder return

DEFINITION OF INNOVATION

We define “innovation” as “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations”.

Conceptualizing innovation: Innovation has been studied in a variety of contexts, including in relation to technology, commerce, social systems, economic development, and policy construction. Fortunately, however, a consistent theme may be identified: innovation is typically understood as the successful introduction of something new and useful, for example introducing new methods, techniques, or practices or new or altered products and services.

Distinguishing from Invention and other concepts

“An important distinction is normally made between invention and innovation. Invention is the first occurrence of an idea for a new product or process, while innovation is the first attempt to carry it out into practice”

It is useful, when conceptualizing innovation, to consider whether other words suffice. Invention - the creation of new forms, compositions of matter, or processes - is often confused with innovation. An improvement on an existing form,

composition or processes might be an invention, an innovation, both or neither if it is not substantial enough. It can be difficult to differentiate change from innovation. According to business literature, an idea, a change or an improvement is only an innovation when it is put to use and effectively causes a social or commercial reorganization.



Innovation occurs when someone uses an invention or an idea to change how the world works, how people organize themselves, or how they conduct their lives. In this view innovation occurs whether or not the act of innovating succeeds in generating value for its champions. Innovation is distinct from improvement in that it permeates society and can cause reorganization. It is distinct from problem solving and may cause problems. Thus, in this view, innovation occurs whether it has positive or negative results.

The term innovation may refer to both radical and incremental changes in thinking, in things, in processes or in services. Invention that gets out in to the world is innovation. In many fields, something new must be substantially different to be innovative, not an insignificant change, e.g., in the arts, economics, business and government policy. In economics the change must increase value, customer value, or producer value. The goal of innovation is positive change, to make someone or something better. Innovation leading to increased productivity is the fundamental source of increasing wealth in an economy.

Innovation is an important topic in the study of economics, business, technology, sociology, and engineering. Colloquially, the word “innovation” is often used as synonymous with the output of the process. Since innovation is also considered a major driver of the economy, the factors that lead to innovation are also considered to be critical to policy makers.

Three points are underlined. First, innovation includes not only product and process innovations but encompasses new marketing methods and new organisational approaches. Second, innovation is not restricted to technology and knowledge creation through R&D, but also includes implementation or commercialisation of advances in technology. Third, innovation is not restricted to a “global first” (i.e. the introduction/application of technology for the first time in the world), but includes the introduction/application of technology for the first time in a new environment. Such a broad view of innovation is appropriate as we are interested in innovation and diffusion of innovation as they affect growth both in developed and developing countries.

Traditional growth theory emphasizes the incentives for capital accumulation rather than technological progress; innovation is treated as an exogenous process or a byproduct of investment in machinery and equipment. Grossman and Helpman develop a unique approach in which innovation is viewed as a deliberate outgrowth of investments in industrial research by forward-

looking, profit-seeking agents. They provide a useful overview of recent analyses of innovation and growth, enriching and expanding the available formal theory in a number of important ways. They develop straightforward theoretical models that treat innovation as the outgrowth of costly investments in industrial research. Such investments respond to profit opportunities, which reflect competitive conditions in national and international product markets. Since firms in different countries race to bring out new products, growth processes are linked by international technological competition. Comparative advantage is to be created endogenously in the industrial research laboratory, looking at the dynamic determinants in the pattern of trade and the interactions between trade and growth.

THE EFFECTS OF TRADE ON INNOVATION FOR GROWTH

Trade is an important conduit for the international transfer of technology which increases the pool of technology available for the domestic innovation process. This effect has been found to be important for both developed and developing countries. Developing economies and smaller nations are generally more reliant on foreign technology but it is also important for large developed economies. It should be noted that trade in this manner can have both a technology effect and a price effect. Firms may acquire new technology embedded in capital goods and intermediate products through imports. For example, Samsung predominantly imported semiconductor manufacturing equipment from the US and Japan when creating its dominance in DRAMs (Dynamic Random Access Memories). The price effect is also important. Firms may acquire technology-embedded products at considerably lower prices than domestic prices enabling such technologies to be more widely applied. One estimate states that globalisation of IT hardware resulted in IT prices some 10 to 30 percent lower than they would have been based on domestic production and domestic technological advances alone in the 1990s in the United States. It should be noted that in both the technology and price effects, there would be a one-time effect (use of better technology and access to low price goods) and a longer term dynamic effect (better technology leading to modification and application to different uses, and access to low priced computers leading to organisational changes).

Competition effects of trade

Trade enhances competition, which affects rents and influences company behaviour, including the incentives to innovate. Two opposing views on the effect of competition on innovation appear in the literature. Under the Schumpeterian view, rents are the main source of innovation for companies to conduct research and development. Under this view, erosion of profits through increased competition is thought to reduce company's ability to innovate. The opposing view is that greater competition increases the incentives to improve performance through reduction of slack and innovation.

While the relationship between competition and innovation is far from clear, one may conclude that trade and investment as driving forces of global competition can either stimulate or suppress innovation depending on levels of technology and on the level of prevailing levels of competition. In particular, if a country/sector/company is at the technology frontier, increased

competition through freer trade and investment is more likely to lead to an increase of innovation.

RECENT TRENDS IN INNOVATION FOR TRADE

From a "closed and linear innovation model" to "open innovation model"

The way companies organise, manage and conduct their innovation is significantly changing. While in the past, a "closed innovation" model of R&D departments developing technology for use only within the company (e.g. Bell laboratories) was the main corporate model for innovation, this model has become obsolete. Firms are moving towards a more open system of innovation where innovation is created through interactions within and outside the company (suppliers, competitors, customers, universities, research organizations). In this new paradigm of "open innovation," firms source ideas and technology externally and become more permeable to the flow of knowledge from outside the company. They also find new ways of exploiting their own inventions, such as through spin-off companies, licensing technology or releasing intellectual property in the public domain. As freer trade and investment would lead to an increase in the interaction with suppliers, competitors, and customers, one would expect that the shift to an open innovation model would lead to an increase in the importance of the role of free trade and investment in the innovation process. Increased emphasis on the exploitation of patents through licensing technology would imply that international protection of IPR becomes more important to facilitate innovation and the diffusion of innovation.

TECHNOLOGY TRANSFER

Over 60% of companies in developing countries found machinery and equipment to be one of the top three sources of technological innovation. According to the European Innovation Survey, 50 percent of total innovation expenditure is embodied in plant, machinery and equipment purchased by industrial firms, with own R&D accounting for just 20 percent. Mann (2006) points out that an Apple iPod includes "a hard drive from the Japanese company Hitachi, a battery from Sony (also Japanese), a controller semiconductor chip from California-based Portal Player Inc., a stereo digital-to-analog converter from Wolfson Microelectronics in Edinburgh UK, a flash memory chip from Sharp Electronics (Japan), an interface controller from US-based Texas Instruments, and a power management and battery charger from Linear Technologies in California". Trade openness affects both sources of technology not only improving access to codified and explicit knowledge but also increasing what Freeman (2004) defines "the general openness of a society and the movement of people and ideas".

According to an analysis, lower levels of innovation was observed at the lowest (pure monopoly) and at the highest levels of competition (perfect competition), showing that competition can either enhance or reduce innovation depending on the existing level of competition. Undoubtedly the capability to innovate and to bring innovation successfully to market will be a crucial determinant of the global competitiveness of nations over the coming decade. There is growing awareness among policymakers that innovative activity is the main driver of economic progress and well-being as well as a potential factor in

meeting global challenges in domains such as the environment and health. Not only has innovation moved to centre-stage in economic policy making, but there is a realisation that a co-ordinated, coherent, “whole-of-government” approach is required. Many OECD member countries have adopted national strategic roadmaps to foster innovation and enhance its economic impact. Even countries that have generally refrained from active industrial policy in recent years now seek new ways to improve the environment for innovation in order to boost productivity and growth. The United States, for example, came forward with the “Innovate America” strategy in 2005. The EU’s “Lisbon Agenda”, initiated in 2000, has now been updated and strengthened.

The role of innovation for growth is strengthened by advances in new technologies, and a greater focus on knowledge creation and use ...

Much of the rise in living standards is due to innovation – this has been the case since the Industrial Revolution. Today, innovative performance is a crucial factor in determining competitiveness and national progress. Moreover, innovation is important to help address global challenges, such as climate change and sustainable development. But it is the application of advances in technology, in conjunction with entrepreneurship and innovative approaches to the creation and delivery of goods and services, which translates scientific and technological advances into more productive economic activity. This results in economic growth if market structures and the regulatory environment enable the more productive activities to expand. This said, the innovative effort itself, including formal research and development, remains the sine qua non of growth.

Public funding of scientific research should focus on excellence and relevance

Public investment in science and basic research plays an important role in developing ICT and other general-purpose technologies and, hence, in enabling further innovation. Many high-technology commercial successes and fundamental innovations with deep and positive social impacts had their roots in public research and came from findings that were impossible to foresee. Fundamental innovations such as the World Wide Web and the Web browser emerged, not from competitive market processes, but largely from government-funded research conducted in universities, industry and government laboratories. Much of the R&D was conducted as part of government programmes, in some cases after the market had abandoned the research.

Reform of the steering and funding of higher education and science institutions, by providing incentives that focus on excellence and relevance, can help strengthen the contribution of public investment to scientific progress and innovation. Better governance of universities and public laboratories can be achieved through the use of new mechanisms, such as greater use of project funding (typically contracts and grants awarded through competition) as opposed to institutional block grants, selective increases of funding for research fields that are linked to social and economic needs, and the creation of multidisciplinary research centres or networks that serve both to concentrate expertise in particular fields of science and technology and to foster research at the nexus of several

disciplines. It also often requires a greater commitment to evaluating researchers and research organisations, as well as changes in the way such evaluations are conducted. Evaluation criteria must recognise that excellence in research and training of graduates has become, at least in some disciplines, more tied to industry applications and contributions to addressing social problems.

However, the science system should not be made more responsive to identifiable opportunities at the expense of creativity and diversity in exploring the knowledge frontiers within a long time frame. Because changes in business R&D strategies generally strengthen longstanding disincentives for private industry to invest in fundamental research, the need for government support increases. Securing support for fundamental research is therefore a priority for many governments, even if some have found it difficult at times to meet this objective. It is also imperative to safeguard public knowledge in order to ensure the broad diffusion of the results of publicly funded research.

Public support for business innovation for growth can be made more effective

All OECD countries provide public support to promote innovative activity in the private sector. The effectiveness of such support can often be improved, by identifying an appropriate mix of direct and indirect instruments such as tax credits, direct support and well-designed public-private partnerships, support for innovative clusters and rigorous evaluation to ensure that public support achieves its goals in

an efficient manner. Direct support to business innovation in the form of competitive grants or subsidised or guaranteed loans remains important even if use of indirect schemes such as tax credits has tended to increase. Recent reviews of innovation policy have prompted reforms in countries such as Austria, Finland, the Netherlands, Norway and the United Kingdom.

Measures of innovation: Individual and team-level assessment can be conducted by surveys and workshops. Business measures related to finances, processes, employees and customers in balanced scorecards can be viewed from the innovation perspective (e.g. new product revenue, time to market, customer and employee perception & satisfaction). Organizational capabilities can be evaluated through various evaluation frameworks e.g. EFQM (European foundation for quality management) -model. The new Oslo manual from 2005 takes a wider perspective to innovation, and includes marketing and organizational innovation. Other ways of measuring innovation have traditionally been expenditure, for example, investment in R&D (Research and Development) as (3%) percentage of GNP (Gross National Product)

Goals of innovation towards Growth: Programs of organizational innovation are typically tightly linked to organizational goals and objectives, to the business plan, and to market competitive positioning. For example, one driver for innovation programs in corporations is to achieve growth objectives. “Companies cannot grow through cost reduction and reengineering alone. Innovation is the key element in providing aggressive top-line growth and for increasing bottom-line results”

In general, business organisations spend a significant amount

of their turnover on innovation i.e. making changes to their established products, processes and services. The amount of investment can vary from as low as a half a percent of turnover for organisations with a low rate of change to anything over twenty percent of turnover for organisations with a high rate of change.

The average investment across all types of organizations is four percent. For an organisation with a turnover of say one billion currency units, this represents an investment of forty million units. This budget will typically be spread across various functions including marketing, product design, information systems, manufacturing systems and quality assurance. The investment may vary by industry and by market positioning.

One survey across a large number of manufacturing and services organisations found, ranked in decreasing order of popularity, that systematic programs of organizational innovation are most frequently driven by: 1.Improved quality 2. Creation of new markets 3. Extension of the product range 4. Reduced labour costs 5. Improved production processes 6. Reduced materials 7.Reduced environmental damage 8. Replacement of products/ services 9. Reduced energy consumption 10.Conformance to regulations

These goals vary between improvements to products, processes and services and dispel a popular myth that innovation deals mainly with new product development. Most of the goals could apply to any organisation be it a manufacturing facility, marketing firm, hospital or local government.

“In our culture, innovation is dubbed as craziness but our success lies in identifying more crazy people so that the innovation revolution can spread across the country. In the last several years we are losing many such affordable scientific knowledge due to sheer neglect ” Says Prof. K.Anil Gupta, Vice chairman, National Innovation Foundation, Ahmedabad. As per his view, funds crunch, lack of adequate assistance from government officials and private firms, and lack of awareness among people are the main deterrents in identifying rural innovations as a national movement. Besides being cost effective and eco-friendly, these potential scientific discoveries need to be commercialized.

A farmer from Allahabad, U.P. has developed a concept of sowing paddy seeds inserted in clay pellets. The farmer says he got this idea from within household. The seeds can be easily inserted inside the clay and remain safe during sowing and later germinate well. This method saves time and money and the need to prepare a nursery for paddy plants does not arise. By adopting the conventional nursery method, paddy crops take 160 days to mature while using this technique I takes only 145 days.

A coherent, cross-government approach to innovation will help grow/ strengthen its benefits:

Innovation does not need to go at the cost of employment performance. Several of the countries that have strongly emphasised innovation in recent years have also experienced strong employment growth, showing that these can go hand in hand. Indeed, several countries that have observed strong employment growth over the past decade (such as Ireland and Spain) are now emphasising innovation as the scope for further employment-led growth is becoming more limited and future growth will need to come from more rapid productivity growth, including innovation.

Strengthening innovation is often regarded as a challenging policy goal. As it places a premium on new and higher level skills and may involve significant adjustment, it may be perceived as conflicting with social objectives, including income distribution, job security and employment creation. Indeed policies to strengthen innovation cannot be conceived and implemented in isolation. Policy co-ordination is essential – only a comprehensive and wide-ranging strategy to foster and strengthen innovation can help address social and environmental goals while building a lasting foundation for future economic growth and competitiveness. Governance of policies towards innovation is also important as innovation often requires efforts from many Ministries and government agencies, and from the national and sub-national levels. Coordinating policies at different levels is important to avoid duplication of efforts and ensure a coherence of policies at different levels.

NIC conducted Creativity Meet (4th & 5th Nov, 2011)

Creativity Meet was successfully organized on 4th & 5th November, 2011 in the TATA MOTORS Pantnagar Plant. The chief guests were Mr. K.K. Singh (Hon. Finance Secretary, Inssan) & Mr. V.K. Srivastava (Hon.General Secretary, Inssan). This two day event was Inaugurated by Mr. S. N. Sharma (Manufacturing Head). It is the first time happened in the Indian industry where business associates were involved by Tata Motors organized with INSSAN NIC, Delhi.

There were 32 teams from different division/dept of TML, Pantnagar & 15 Teams from our local suppliers/vendors comprising of Minda Industries, Mayur, Mutual, Spicer, Panse, Bajaj, ASAL, Rojeetasha & etc.

In this event TML Pantnagar Team Winners:-

First Prize: TCF- 1A		Second Prize: APL		Third Prize: Paint Shop	
1.	Avinash Kumar	1.	Navaneet Saini	1.	Sagar Sharma
2.	Deep Chandra Joshi	2.	Hari Krishna Maurya	2.	Vishal Ohlan
3.	Paramjeet Singh			3.	Sandeep Sharma
4.	Anil Tewari				

From our vendor end,

Minda Industries Limited: Won the First Prize

Minda Acoustic Limited: Won the Second Prize

And finally the Third Prize was won Delphi- TVS

The award ceremony was done on the second day at the end of the event and awards were honored by Our Chief Guest along with Mr. Dhananjay Singh (AGM, Materials), Mr. Navnit Malhotra (AGM,ADD) and by Mr. Vikram Singh (Senior Manager ,Employee

Engagement)

The best Suggestor award was felicitated to Chet Ram (BIW-1C), Sagar Saxena (Paint Shop), Shakil Ahmad (ADD), Vinod Simmon (TCF1B) and Arvind Arora (Ind. Material)

Shop of the month Mementos for July, Aug, Sep, and Oct were also felicitated in this event.

Congratulations to the winners!!

It was a great learning experience for the delegates.



Inauguration by Mr. S. N. Sharma (Manufacturing Head, TML, Pantnagar)



Session by Mr. V. K. Srivastava.



Session by Mr. K. K. Singh.



In attention.



First Prize: TCF- 1A Avinash Kumar, Deep Chandra Joshi, Anil Tewari.



Left to Right: Mr. V. K. Srivastava, Mr. Ankit Shukla, Mr. Dhananjay Singh, Mr. Vikram Singh, Ms. Meena, Ms. Komal Agrawal & Mr. K. K. Singh.

Suggestion Fair 2011 @ Tata Motors Ltd., Lucknow

A grand Suggestion Fair was held on 18th November at Lucknow to showcase break-through and other equally valued suggestions by our colleagues. With its historical success over the last few years this year the organizing team took a step beyond their comfort zone and what came up was a grand, thought provoking fair with a mix of a wealth of knowledge, innovation and insurmountable enthusiasm.

It was indeed a pleasure to have Senior Management Team visiting us on this very special occasion.

Mr. Ravindra Pisharody, President - CVBU, Mr. Satish B. Borwankar, Sr. Vice President - Manufacturing Operations - CVBU inaugurated the fair in presence of Dr. Ajit K. Jindal,

Head - Engineering, Commercial Vehicles - ERC and other Senior Management representatives.

More than 100 suggestion were displayed at varied stalls which showcased suggestions pertaining to Safety, Quality, Delivery Cost, Ergonomics & Environment etc.

This Fair witnessed a huge gathering & appreciation from all the visitors. Needless to say that the encouragement and motivation that the Senior management gave to the workmen and organizing team was what the workmen would cherish for years to come.

The grand success of this event will surely motivate all of us to give our best shot!!!



Inauguration of Suggestion Fair 2011 by Mr. Ravindra Pisharody & Mr. S. B. Borwankar



Lightning of lamp of Suggestion Fair 2011 by Mr. Ravindra Pisharody



Lightning of lamp of Suggestion Fair 2011 by Mr. S. B. Borwankar



Senior Management having a look at the implemented suggestions displayed during Suggestion Fair.

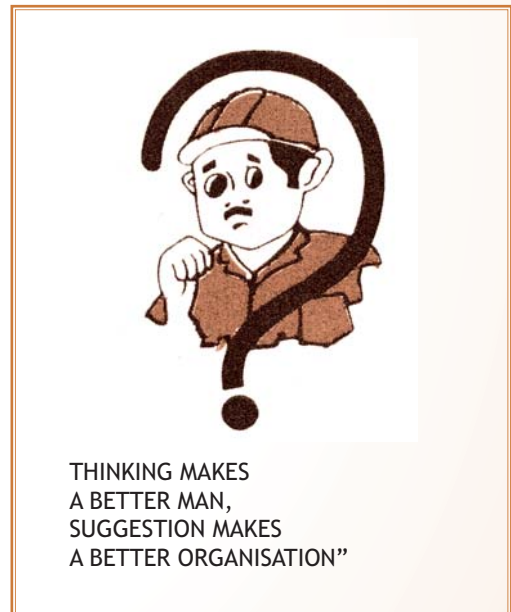
To



Employees enthusiastically sharing their accomplishments at the Suggestion stalls.



Appreciation by Top Management



If not delivered, please return to:
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