



Student Startup Support System (S4)

**Report:**

**"Learning implementation of different types of Innovation  
in products and processes at industries"**

**Date:** 27th November 2015

**Time:** 05:00 PM to 07:00 PM

**Venue:** GTU Innovation Council, 131, Second Floor, ACPC Building, LDCE Complex, Navrangpura, Ahmedabad-380015.

A product innovation is the introduction of a good or service that is new or has significantly improved characteristics or intended uses; a process innovation refers to the implementation of a new or significantly improved production or delivery method. Evidence from surveys on innovation in a number of firms suggests that the share of firms with a product or process innovation varies significantly across countries and that firms often adopt mixed modes of innovation, meaning that they combine product and process innovations.

With respect to services, the distinction between products and processes may be less clear, as the production, delivery and consumption of many services can occur at the same time. Some distinguishing guidelines are as follows:

- (i) If the innovation involves new or significantly improved characteristics of the service offered to customers, it is a product innovation.
- (ii) If the innovation involves new or significantly improved methods, equipment or skills used to perform the service, it is a process innovation.
- (iii) If the innovation involves significant improvements in both the characteristics of the service offered and in the methods, equipment or skills used to perform the service, it is both a product and a process innovation.

This session was led by **Mr. Kalp Bhatt** focused on understanding the types of innovation and how these are implemented in industries, since the dawn of industrial age. Students were divided into 5 teams and each team was provided with **5 different case-studies** about various types of innovation that have been carried out in the industry and the correlation that exists between them.



The five teams studied the following case-studies, based on the type of innovation:

## 1. Product Innovation

### ❖ Volvo's Product Development Practices - Focus on Safety

**Innovation Type:** Product Innovation

**Background:** Maryann Keller, an automobile industry analyst noted, "Since the introduction of airbags in the late 1980s, the industry has understood that safety sells. A customer who buys a Volvo may find that incremental value is worth the cost simply because (he or she) already places a higher than normal value on safety."

**Goals:** To manufacture the safest cars in the world.

**Actions (Actual Ideas):**

- Conducting R & D for safety technologies has been constantly emphasised at the company.
- The Volvo Safety Centre, one of the most advanced safety engineering facilities in the world, was inaugurated in 2000.
- All Volvo vehicles and their components were subjected to safety tests including computer simulation, component testing and crash testing.

**Teams:** The Volvo Safety Centre

**Results (Benefits):**

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- Several path breaking safety technologies were introduced by Volvo, which were way ahead of the times.
- The state-of-the-art safety technologies reaffirmed Volvo's top position in the field of automobile safety and contributed towards better accident prevention in Volvo cars.
- The company enhanced its brand image to such an extent that the name Volvo became a synonym for safety.

URL: <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER042.htm>

YouTube: <https://www.youtube.com/watch?v=QNu4jAdCkcs>

### ❖ The Making of BOEING 777

**Innovation Type:** Product and Process Innovation

**Background:** When Boeing announced the development of a new airplane model - Boeing 777 - in the late 1980s, many aviation experts wondered about the rationale behind the decision. They questioned the need for a new model since Boeing's highly successful 747 model had been flying successfully for over 30 years.

**Goals:** To make the 777 model technically superior as compared to other competing models during the time of its launch.

**Actions (Actual Ideas):**

- The 777 was designed and developed in close collaboration and involvement of Boeing's customers, fellow aircraft manufacturers, airline users, engineers, finance experts, technicians and computer experts.
- Various computer based technologies like CAD, CAM and CATIA were used in designing the 777.

**Teams:** Boeing and Boeing's customers, fellow aircraft manufacturers, airline users, engineers, finance experts, technicians and computer experts

**Results (Benefits):**

- The 777 has a distinction of the first paperless designed aircraft in the aeronautical history.
- The Boeing 777 family came to be known as the builders of the most technologically advanced aeroplanes.
- The 777 design, innovative features and approach to manufacturing established a benchmark for development of aircrafts in future.
- The management and technical approach used to develop the 777 were applied to a number of projects including the International Space Station.

URL: <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER044.htm>

**YouTube:**

[https://www.youtube.com/watch?v=X8X2n\\_L750](https://www.youtube.com/watch?v=X8X2n_L750)

<https://www.youtube.com/watch?v=UNPXisT3B9c>

❖ **Six-Sigma at Motorola**

**Innovation Type:** Product and Service Innovation

**Background:** The US based Motorola Inc. lost business to its Japanese competitors in 1981.

**Goals:** To achieve a ten-fold improvement in the quality of its products and services.

**Actions (Actual Ideas):**

- An ambitious and innovative quality drive --- Six-Sigma, was launched in 1981.

**Teams:** Bill Smith (Smith), a Motorola engineer, was responsible for linking the term of Six-Sigma with the company's quality initiatives.

**Results (Benefits):**

- Motorola's Six-Sigma quality target achieved not more than 3.4 defects per million products.
- It also achieved customer satisfaction by providing the best quality products and services, and significantly increased in company's sales.
- Motorola acquired the reputation of being the quality leader, not just in manufacturing but in every process including customer relations.
- Between 1986 and 1988 alone, Motorola received 50 quality awards, and became the only company in the world to have received the Malcolm Baldrige National Quality Award twice

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER050.htm>

**YouTube:** <https://www.youtube.com/watch?v=Ze3TWEXXqUU>

❖ **Intel's Centrino**

**Innovation Type:** Product Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA082.htm>

❖ **AIG's E-Business Risk Insurance Solutions**

**Innovation Type:** Product Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Insurance/INS053.htm>

❖ **Revolution in the Global Aviation Industry**

**Innovation Type:** Product and Service Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Innovation/BREP015.htm>

## 2. Process Innovation

### ❖ The Ford Production System

**Innovation Type:** Process Innovation

**Background:** Ever since it began operations in 1903, Ford Motor Company (Ford) has been recognised as a manufacturing process innovator in the automobile industry.

**Goals:** To induce more flexibility and enhance the efficiency of its automobile production systems.

**Actions (Actual Ideas):**

- A reengineering effort known as Ford Production System (FPS) was developed and implemented in its plants across the world.
- Techniques used in lean manufacturing were implemented at all of its manufacturing operations.
- The human aspects were emphasised in the effort of reducing wastes apart from using advanced technologies.

**Benefits:**

- FPS enabled Ford to develop and apply the best practices in automobile manufacturing.
- The company realised improved productivity levels and financial performance.
- Three plants of Ford found a place in the list of the 17 manufacturing plants, which received the Shingo Prize for Excellence in Manufacturing, termed by Business Week as the Nobel Prize of Manufacturing.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER040.htm>

**YouTube:** <https://www.youtube.com/watch?v=ErSZmor1qok>

### ❖ Sears' Logistics Management Practices

**Innovation Type:** Process Innovation

**Background:** The US retailing giant - Sears, Roebuck & Company (Sears) was in deep trouble during the early 1990s. In the course of fiscal 1992, Sears hired an outsider - Arthur Martinez (Martinez) to head its merchandise division.

**Goals:** To make Sears' logistics management system more efficient.

**Actions (Actual Ideas):**

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- Martinez focused on streamlining the logistics management practices by consolidating distribution centres, increasing warehouse automation, and reducing transportation costs.
- Wireless Mobile Systems were installed in the Retail Replenishment Centres (RRCs) in 2001.

**Teams:** Arthur Martinez, head of the merchandise division and William Gus Pagonis, Executive Vice-President.

### Results (Benefits):

- The merchandise division was able to make a profit in the next year of Martinez's drastic changes in the division.
- Sears became one of the few retailing companies which applied military logistics strategies in practice.
- Sears had always been among the first movers to adopt modern IT tools and Internet-enabled technologies in logistics management.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER026.htm>

**YouTube:** <https://www.youtube.com/watch?v=IP6ErZ5Au-A>

### ❖ Toyota in 2004: Managing Innovation in the new millennium

**Innovation Type:** Process Innovation

**Background:** Despite its pioneering efforts in Just-in-Time, one of the challenges which Toyota faced was in moving towards a Build-to-Order system, especially outside Japan. Build-to-Order demanded flexible manufacturing systems that allowed switching from one model to another with ease.

**Goals:** To build greater flexibility and facilitate mass customisation.

### Actions (Actual Ideas):

- Toyota had been revamping its ordering, manufacturing and distribution to make it easier for dealers and customers to make changes right before production.
- Toyota spent four years developing software that connected dealers to factories and factories to suppliers.
- Toyota also streamlined the logistics process, according to which finished vehicles were sent to sorting docks where they could be grouped by region.

**Teams:** Toyota

### Results (Benefits):

- The new ordering, manufacturing and distribution system not only improved customer satisfaction but also cut dealer inventory costs and the need for Toyota to offer rebates for slow-selling vehicles.
- The new logistics process cut delivery by two days.

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA025.htm>

❖ **Reengineering & Restructuring at Canon**

**Innovation Type:** Process Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR091.htm>

### 3. Technology Innovation

❖ **Mercedes Benz's e-Biz Solution: The Factory Delivery Reservation System**

**Innovation Type:** Technology Innovation

**Background:** By the end of 1997, Mercedes Benz United States International (MBUSI) started producing at full capacity. By 2000, the factory was rolling out around 380 vehicles per day. Mass customisation required that each vehicle be treated as a separate project, with its own Bill of Material.

**Goals:** To established itself as a company that delivered superior customer services, besides a builder of the high-quality M-Class sports utility vehicle (SUV)

**Actions (Actual Ideas):**

- The Factory Delivery Reservation System (FDRS), an enterprise wide Information Technology (IT) system, was designed and implemented.

**Teams:** IBM Global Services consultants

**Results (Benefits):**

- MBUSI was able to create and validate 1800 orders per hour.
- Material requirements and Bills of Material for 35,000 vehicles were generated automatically by FDRS per hour.
- MBUSI not only managed to improve its customer relations by providing the best service, but also demonstrated its commitment to customers by making them an integral part of the process, with its innovative use of the FDRS.

URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY009.htm>

❖ **Executing E-Business Strategies - The GE Way**

**Innovation Type:** Technology Innovation

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**Background:** Once upon a time, GE had “almost missed the e-business boat”.

**Goals:** To transform from a Brick & Mortar company into a Click & Mortar company.

**Actions (Actual Ideas):**

- The Internet was adopted as an enabler of all business functions in the value chain.
- The Internet was used to re-engineer its business processes by removing obsolete and redundant activities.
- A transactional website was launched in 1997 by one of the company’s business units, GE Plastics (GEP), to eliminate the waste of time, labour and money caused by the visits and phone calls between the concerned parties.
- An artificial intelligence system to help field engineers attend to customers’ requests for site visits was developed in 1998 by the Industrial Systems unit of GE.

**Teams:**

**Results (Benefits):**

- Costs were dramatically cut, the cycle time was reduced, and the quality of its services was improved through the BPR activities.
- In June 2000, Internet Week (a leading IT publication in the US) recognised GE as the E-Business of The Year.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY020.htm>

### ❖ PayPal.com’s Business Model

**Innovation Type:** Technology and Service Innovation

**Background:** When the PayPal service was launched in 1999 to enable people to settle small debts via the Internet, several analysts expressed doubts over its future.

**Goals:** To achieve the market leader in e-payment services, and bring a complete transformation in the way people made online payments.

**Actions (Actual Ideas):**

- A very competitive business model was adopted.
- Appropriate security systems were in place to check frauds.
- New services were consistently offered.
- The network was expanded continuously.

**Teams:** Core team of PayPal

**Results (Benefits)**

- PayPal.com has won the trust of millions of customers, and it grew from 10,000 customers in 1999 to 45 million customers in 2004.
- PayPal became the most trusted payment system over the Internet, revealed by a survey conducted by Gartner in 2002.

URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY040.htm>

❖ **Charles Schwab – Expanding Online Trading Applications**

**Innovation Type:** Technology and Service Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY007.htm>

❖ **Operations at Whirlpool**

**Innovation Type:** Technology and Service Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER034.htm>

## 4. Culture Innovation

❖ **Restructuring Philips**

**Innovation Type:** Strategy and Culture Innovation

**Background:** Philips was on the verge of bankruptcy in May 1990 when the company posted losses of \$2.6 billion.

**Goals:** To turn the company around, foster greater cooperation among its various divisions, get rid of the bureaucratic work culture prevailing in the company and promote teamwork.

**Actions (Actual Ideas):**

- Philips initiated job cuts, sold unprofitable businesses and closed down many manufacturing facilities worldwide throughout the 1990s.
- In late 1999, Philips embarked on a worldwide marketing campaign for the first time in its history.
- In 2001, the Towards One Philips (TOP) restructuring program was launched.

**Teams:** Philips

**Results (Benefits):**

- The restructuring efforts in the 1990s helped improve the financial health of the company but were not able to address concerns like the bureaucratic work culture and the company's poor marketing of its products.
- The company made a clean break from its past image as a technology-oriented company to one that was market-oriented through the marketing campaign.
- The TOP program has achieved cut cost, develop innovative products and technologies, and improve relationship with customers.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy/BSTR170.htm>

**YouTube:** <https://www.youtube.com/watch?v=7ttobzF-HkU>

❖ **IKEA's Innovative Human Resource Management Practices and Work Culture**

**Innovation Type:** Culture Innovation

**Background:** The retail sector, especially in the United States, was not known for being employee-friendly. Many large retailers paid low salaries and offered negligible benefits while expecting employees to work long hours. Consequently, it suffered from high human resource (HR) costs, as companies had to recruit and train replacements at frequent intervals. In this context, IKEA stood out for its employee-friendly policies and generous benefits, which made it the preferred employer in the retail sector.

**Goals:** To promote life balance and diversity in the company.

**Actions (Actual Ideas):**

- Several human resource management practices were adopted, including flexible work design, comprehensive benefits, quality of work life, and employee training and development.
- The company also created unique work culture that supported co-workers (as employees were called at IKEA) and encouraged creativity and diversity.

**Team:** IKEA

**Results (Benefits):**

- IKEA's committed workforce has become one of the sources of the company's innovative concepts.
- IKEA North America (IKEA) was in the annual list of the Fortune "100 Best Companies to Work For".

**URL:**

<http://icmr.icfai.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB066.htm>

**YouTube:** [https://www.youtube.com/watch?v=hkm4LSH0v\\_o](https://www.youtube.com/watch?v=hkm4LSH0v_o)

❖ **Procter & Gamble in 2004: Managing Product Innovation**

**Innovation Type:** Strategy and Culture Innovation

**Background:** By the summer of 2000, things were not looking good for the US based Procter & Gamble (P&G), one of the most well known consumer goods marketing companies in the

world. Costs had gone up, volumes stagnated and profit margins had shrunk on P&G's biggest brands like Pampers, Tide, and Crest.

**Goals:** To turnover its declined business.

**Actions (Actual Ideas):**

- The company had focused on building the core brands.
- Many products' prices were cut.
- Lafley had attempted to introduce more creativity into P&G's innovation process.

**Teams:** CEO of P&G Alan Lafley appointed in the summer of 2000

**Results (Benefits):**

- Many new products were launched.
- Over the past three years, core volume (units sold in P&G's existing businesses) rose on an average by 7% annually.
- Since 2002, P&G has improved its new-product hit rate (the percentage of new entries that deliver a return above the cost of capital) from 70% to 90%.
- In the first quarter of 2004, 19 of P&G's 20 largest brands improved their market shares.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA102.htm>

**YouTube:** <https://www.youtube.com/watch?v=jXscSRjNAsg>

❖ **Fannie Mae's Human Resource Management Policies**

**Innovation Type:** Culture Innovation

**URL:**

<http://icmr.icfai.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB038.htm>

❖ **Microsoft in 2004: Shaping a New Image**

**Innovation Type:** Culture Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA113.htm>

## 5. Strategy & Service Innovation

❖ **BMW's Innovation Strategies**

**Innovation Type:** Strategy Innovation

**Background:** The Munich based Bayerische Motoren Werke AG (BMW) automobile company grew into one of the leading automobile producers in the world by the 1990s, and radically changed the way BMW was handling "innovation process management" at its automobile division.

**Goals:** To develop and demonstrate exceptional skills in constantly creating and capturing value, through its innovations and development of new products.

**Actions (Actual Ideas):**

- The new innovation management system was developed and implemented in the 1990s.
- Let innovation be the driving force for its product development process throughout the late 1990s.

**Teams:** BMW Innovation

**Results (Benefits):**

- BMW was able to exploit various path breaking technological innovations, right from the idea generation stage to the market introduction stage.
- The company was able to develop continuous stream of new products and brands.
- BMW successfully withstood competitive pressures and held on to its market position, and established itself as one of the leading players in the premium segment of the global automobile market.
- BMW was awarded the Outstanding Corporate Innovator (OCI) title for 2002 by the Product Development & Management Association (PDMA).

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy1/BSTR060.htm>

**YouTube:**

[https://www.youtube.com/watch?v=Y5\\_6V7E6PXA](https://www.youtube.com/watch?v=Y5_6V7E6PXA)

<https://www.youtube.com/watch?v=dS89sUWVIFE>

❖ **Business Model Innovation at Dell**

**Innovation Type:** Strategy Innovation

**Background:** Many players in the PC industry have attempted to replicate Dell's business model but failed. It is Dell's disciplined execution that has driven Dell's success.

**Goals:** To become the leading players in the PC industry.

**Actions (Actual Ideas):**

- Dell has created a direct selling model and build-to-order format.
- The company had concentrated on activities where it could add most value and on market segments where profits were highest.
- Dell had taken care to ensure that customer service was not diluted in the process of cutting costs.

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- In addition to the [www.dell.com](http://www.dell.com) site which offered various services to customers, Dell offered customer-specific sites called Premier Pages, which provided facilities such as paperless purchase orders, real-time order tracking and purchase history.

**Teams:** Dell

### **Results (Benefits):**

- The company maintained momentum in a rapidly commoditising industry, where most other players were struggling.
- During the period 1997-2002, Dell's global market share of PCs went up from 5% to 15%.
- In many product categories, Dell set the standard for customer service.
- Dell has also demonstrated that it is not R&D spending alone which determines a company's success.

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA058.htm>

**YouTube:** [https://www.youtube.com/watch?v=jpWyl-zg\\_X8](https://www.youtube.com/watch?v=jpWyl-zg_X8)

### ❖ **FedEx: Competitive Advantage through Information Technology**

**Innovation Type:** Strategy and Technology Innovation

**Background:** Began as an express air delivery company in the early 1970s, FedEx has successfully transformed itself into an integrated transportation and logistics service provider. A major part of FedEx's success is directly attributed to its committed use of information technology (IT).

**Goals:** To transform into an integrated transportation and logistics service provider.

### **Actions (Actual Ideas):**

- FedEx was the first who give away more than 100,000 PCs loaded with FedEx software, which was designed to link and log customers into FedEx's ordering and tracking systems.
- FedEx was also the first to issue hand held scanners to its drivers that alerted customers when packages were picked up or delivered.
- FedEx also offered a number of IT related solutions that supported its clients in areas like warehousing, inventory management, billing and invoicing, and distribution.

**Team:** Fedex

### **Results (Benefits):**

- Clients were provided with seamless logistic and supply chain solutions.
- FedEx has successfully transformed itself into an integrated transportation and logistics service provider.

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA063.htm>

YouTube: <https://www.youtube.com/watch?v=ISZdKK14zgg>

❖ **Wal-Mart in 2004: Creating a New Image**

**Innovation Type:** Strategy Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA111.htm>

❖ **IKEA: Managing Global Expansion**

**Innovation Type:** Strategy Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy3/BSTA068.htm>

❖ **DHL's Business Strategy in China**

**Innovation Type:** Strategy Innovation

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR138.htm>

❖ **Coca-Cola's Re-Entry and Growth Strategies in China**

**Innovation Type:** Strategy and Process Innovation

**Background:** The Coca-Cola Company (Coke) re-entered China in 1979. Today it is recognised as one of China's most trusted brands according to Interbrand. Coke's top managers and industry observers too believe that it is the company's winning approach of "Think Local, Act Local" that has enabled it to capture markets outside of the United States.

**Goals:** To localise the entire Coca-Cola system to the Chinese market.

**Actions (Actual Ideas):**

- Coke encourages local managers to develop strategies that are best suited for their areas, and regional offices have the freedom to approve local initiatives.
- Coke worked closely with Chinese state-owned enterprise, formed joint ventures with state-owned enterprises to set up more bottling plants.
- Coke developed its own infrastructure for distribution but gradually came to mainly rely upon state-owned distribution companies and local Chinese distribution companies.

**Teams:**

**Results (Benefits):**

- Since 1990 it has been making profits in China and according to AC Nielsen it had a market share of over 50 percent share of the Chinese beverages market in 2002.

URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR140.htm>

YouTube: <https://www.youtube.com/watch?v=UZ3iLo9RrSg>

After the students had read and understood these case studies on various types of innovation, a group discussion was carried out; where each of them presented their case-study to the entire group.

<b>Types of Innovation</b>	
<b>Product and Process Innovation</b>	<b>Product Innovation</b>
<b>Product and Service Innovation</b>	<b>Technology Innovation</b>
<b>Strategy Innovation</b>	<b>Process and Culture Innovation</b>
<b>Strategy and Process Innovation</b>	<b>Service Innovation</b>
<b>Culture Innovation</b>	<b>Strategy and Technology Innovation</b>
<b>Process Innovation</b>	<b>Strategy and Culture Innovation</b>
<b>Technology and Service Innovation</b>	

Later, for better understanding of these case-studies, some videos were shown. At last, a puzzle was provided to determine how much the students had learnt during the workshop.

**Note:**

1. Find out: Types of Innovation (Vertical, Horizontal, Diagonal)
2. Decipher: Hidden Message (Vertical, Horizontal)

A	I	Y	I	O	T	A	L	O	O	U	H	Y	A
B	N	N	G	M	H	N	I	U	V	A	Y	M	I
O	T	O	N	E	R	U	T	L	U	C	H	U	C
U	S	D	W	O	T	R	T	T	A	L	O	C	T
T	E	A	E	Y	V	A	L	W	T	L	W	H	E
A	R	Y	L	O	E	T	R	H	I	Y	H	B	C
L	V	S	T	U	S	E	I	T	O	I	E	U	H
L	I	S	C	A	E	L	E	O	S	S	R	S	N
K	C	E	U	L	M	S	B	A	N	W	E	I	O
I	E	M	D	L	I	U	I	T	N	H	M	N	L
N	D	I	O	F	N	T	T	I	A	A	O	E	O
D	I	N	R	P	R	O	C	E	S	S	I	N	G
O	D	A	P	O	A	E	A	N	C	T	N	S	Y
F	T	R	C	R	R	L	B	N	T	W	E	S	X

## References:

(List of Case-studies with Type of Innovation)

The following case-studies were provided for additional learning.

- ❖ **PepsiCo's Distribution and Logistics Operations**  
Innovation Type: Process Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Operations/OPER031.htm>
- ❖ **Nokia - Fostering Innovation**  
Innovation Type: Process and Culture Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB023.htm>
- ❖ **Merrill Lynch's IT Initiatives**  
Innovation Type: Technology Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY038.htm>
- ❖ **Knowledge Management Initiatives at British Petroleum**  
Innovation Type: Technology Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY026.htm>
- ❖ **Knowledge Sharing Initiatives at the World Bank - Creating a Knowledge Bank**  
Innovation Type: Technology Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY043.htm>
- ❖ **Xerox PARC: Innovation without Profit?**  
Innovation Type: Strategy Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR150.htm>
- ❖ **Ericsson in the New Millennium**  
Innovation Type: Strategy Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR128.htm>
- ❖ **The McDonald's Turnaround Story**  
Innovation Type: Strategy Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR142.htm>
- ❖ **IBM's Turnaround and its New Business Model**  
Innovation Type: Strategy Innovation  
URL: <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy2/BSTR107.htm>
- ❖ **Marriott's Customer - Focused E-Business Strategy**

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**Innovation Type:** Strategy and Process Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY035.htm>

❖ **Gateway - Implementing Innovative Strategies in the IT Industry**

**Innovation Type:** Service Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/Business%20Strategy1/BSTR067.htm>

❖ **The eCitizen Portal - Integrating Government Services Online in Singapore**

**Innovation Type:** Service Innovation

**URL:** <http://icmr.icfai.org/casestudies/catalogue/IT%20and%20Systems/ITSY021.htm>

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