



championing innovation  
through business and  
university collaboration

## Lord Stafford Awards – East Midlands

### Judging Guidelines

#### **The overall concept**

It was agreed by the steering group that the process for the judging of applications submitted for consideration of a Lord Stafford Award should be systematic and consistent.

A set of performance expectations, and award criterion have been established, against which the judgement process can be made. This will also ensure overall coherence of the awards and to establish a framework upon which the awards become seen as a 'mark' or standard, in their own right.

The basis of the scoring system is that the judges will assess each application against the criteria for that category of award and then allocate scores consistent with the evidence presented within the application documents.

In recognition of the fact that there is a significant core of evidence that would be expected to present in all applications, it has been decided that the scoring criteria should be subdivided into three main categories, these being:

- Common criteria
- Award specific criteria
- Discretionary criteria

The main aim of the judges is to arrive at a single score for each application based on a scale of 1 to 100 points, with points being allocated for on the basis of a maximum of 60 points for the common criteria, 30 points for the specific criteria, and finally 10 points for the discretionary criteria.

## The Common Criteria (x 60 points)

### 1. Collaboration (10 points)

- **Mutuality** – to what extent does the project represent a mutual collaboration where there is evidence of real sharing of risk and reward?
- **Business proactivity** – how proactive has the business been in the project. To the extent that the project is simply subsidised consulting where the business is entirely passive, the scores will be low, where the business is proactive and has a high degree of participation and involvement, then the scores would be high
- **Investment** – in this case judges should be seeking to establish the overall level of investment in the project by the business. It is important to consider however that the important criteria here is not the absolute value of the investment made per se, but the proportion that it represents of the overall project and the significance that this might have given the financial status of the business

### 2. Degree of innovation (10 points)

- **Represents shift in thinking** – one of the key measures of the degree of innovation that the project represents is the extent to which the basic product or service idea being considered genuinely represents a shift in thinking. Submissions based on traditional thinking where continual improvement is the driver would therefore score low, ideas that challenge the norms would conversely score higher.
- **New product or service** – does the submission relate to a genuinely new product or service (as against a 're-packaged old one') if the answer were yes, then the scoring would be high.
- **New application of an existing idea** – innovation is not simply about new products and services and therefore, where an existing idea or principle can be demonstrated as having been applied to a new market sector or segment, the scoring would be high.

### 3. Knowledge transfer (10 points)

- **Knowledge exchange** – one of the catalysts for the development of ongoing collaboration between Universities and business is the exchange of knowledge. In the case that there is clear knowledge exchange, and that it is a two way process, then the score would be high. Should the exchange be predominantly one -way however (i.e. University to Business) then the score would be lower.
- IP created in the University

### 4. Evidence of market need (10 points)

- **Market research** – does the application indicate any evidence of market demand or need for the product or service covered in the application has been established through some form of formal or informal market research?
- **Customer demands** – is there any evidence of demand from current or prospective customers?
- **Exceeds current performance norms** - does the product or service exceed current performance norms? Is it faster, cheaper, more reliable, have higher output etc. than is normally expected from the marketplace – to the extent that it does then the score would be high

### 5. Market strategy (10 points)

- **Clear plan / proposal for positioning the innovation within the marketplace** – does a clear plan / strategy for the promotion and marketing of the product or service exist, is it clear in relation to pricing, projected volumes, target audience etc? Scores here will depend upon the apparent strength and coherence of the plan and approach, and as such are not simply a measure of the applicant's ability to produce a marketing strategy and plan.

### 6. The case for winning the award (10 points)

- **Likely impact upon the business** – what is the likely impact of the award on the applicant and their business? To the extent that the awards will have a significant and real impact, the scores should be higher.
- **Evidence of a desire to win** – does the applicant really want to win the award?

# Innovation in Development award (specific 30 points)

## 1. Impact upon the business and its people (10 points)

- **Securing the future of the business** – is there clear evidence that the collaboration has brought about the creation of new opportunities or has safeguarded existing relationships / supplies / capabilities beyond those which might otherwise have been created by the business alone.
- **Safeguarding jobs** – has the innovation succeeded in either safeguarding or creating new jobs within the business? It is critical that clear evidence of the role of the innovation in this regard is proven, and any job impacts are directly attributable
- **Generating profits** – has the collaboration generated new or additional profits for the business? This will need to be evidenced by comparative accounts (pre and post collaboration)

## 2. Impact upon society (10 points)

- **Impact upon society** – can be measured in many ways. The important factor however is that there must be clear evidence of a societal benefit which by definition will have influenced the lives of many people. Examples of the impacts which would contribute to the achievement of this award include:
  - Improvements in the quality of life
  - conservation of the earth's natural resources
  - improvements in health and wellbeing
  - the provision of increased functionality which will positively influence people's lives
  - the creation of new opportunities for growth
  - the reduction of poverty

## 3. Scale of the impact (10 points)

- Whilst it may be the case that significant impact can be made on a small scale (e.g. very localised) the greatest societal impacts happen when the innovation touches many people. Has this collaboration impacted locally, regionally, nationally, or globally?

# Innovation Achieved award (specific 30 points)

## 1. Customer expectations exceeded (10 points)

- **Customer feedback** – has the product or service been well received by the market? Where there is clear evidence (either written or anecdotal) of a positive impact then the scores will be high.
- **Value added** – what value is the product or service adding to the customer? In the cases where there is clear value add then score will be high. Where the proposition is more of a commodity, then the scores will be low.

## 2. Revenue forecast (10 points)

- **Level of income generated** – has the offering generated real income at this point and to what extent is it meeting sales targets? Where sales performance is good scores will be high.
- **Future income streams established** – what evidence is there that longer term sustainable revenue streams have been created by the product or service? Has it created other revenue opportunities for the business?

## 3. Impact upon the world at large (10 points)

- **Positive impact upon the world (Environmentally, socially etc.)** – does this product or service represent a positive impact upon the world at large? To the extent that it does then scores shall be high. This is not a measure of its market attractiveness, but a genuine indicator of the contribution to society, to the environment, to health etc.

# Innovation for Sustainability award (specific 30 points)

## 1. Degree of impact on the East Midlands region (10 points)

- **Positive impact on the region** - how has the innovation benefited the sustainability of the East Midlands? What impact has the innovation made on the corporate social responsibility of the company(s) involved?  
How replicable is the innovation, for example, can best practice be easily employed by others?

## 2. Degree of impact on the business/industry (10 points)

- **Concepts of sustainability** - how far does the innovation reduce resource use (e.g. water, energy, raw materials and carbon footprint)?  
Is there clear evidence that innovation in sustainability is likely to continue or is it a “one-off”? E.g. Does the innovation lead to wider commitments to sustainability such as towards an Environmental Management System?  
Have the company and the University demonstrated that the concepts of ‘sustainability’ play a key in their overall corporate strategy? Are there other sustainable development strategies used in the business such as corporate social responsibility issues, green procurement, volunteering by staff, green transport, enhancing biodiversity, etc.?

## 3. Degree of impact on staff (10 points)

- **Impact on company policies** - to what extent have ‘shop floor’ staff been involved in the innovation?  
Has the innovation been instrumental in changing the organisational culture of the business?  
Have measures been put in place for staff to benefit over the short, medium and long-term from the innovation, e.g. through the provision of training?  
Has the innovation led to a shift in overall company policies and practices?

# The judges' discretionary criteria (10 points)

## 1. WOW factor

- **The instinctive winner** – where the application is clearly head and shoulders above all others and a significant impact has been made on the judges in all areas (the WOW factor) then scores this criteria can be used to allocate additional points to the application
- **The balancing vote** – in the case that there are two or more applications which are similar in their scores, this criteria can be used by the judges to allocate additional points in the form of a balancing vote.
- **Enthusiasm & receptiveness at visit** – how enthusiastic and receptive was the applicant during the visit? This is an opportunity to use a more subjective assessment of the applicant and their relationship with the awards