Automotive News

PACE Award
Site Visit Guide

Preparing for your discussion with
your PACE Award Judge Team

PACE AWARD

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Background

This guide is designed to help you answer that question and prepare for the site visit session with the Automotive News PACE Award Judges.

The Site Visit session with your PACE Judge Team is a major step in the Automotive News PACE Program process. The global competition is more intense each year and only a small number of innovations are selected for site visits based upon the vetting of all applications.

Often the Site Visit uncovers critical elements that drive the Finalist selections that then determines the PACE Award Winners, so this document is designed to help you make the most of the day.

It is important to note that the visiting Judges you meet with are not making any final decisions. When the overall PACE Program Judges Panel meets to select and rank this year's Finalists, and then select the Winners, they will use the individual Site Visit Reports to evaluate each innovation, assessing the "game-changing" nature of all this year's Finalists.

Should you have any questions, please contact Nuha Mosa, Programs Specialist, at nuha.mosa@autonews.com.

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Purpose and Objective of Site Visits

The purpose of the Site Visit to go *beyond* the original application to help the judge team fully understand the essence of the innovation and provide the quantitative and qualitative information needed to write a summary report that accurately documents the innovation and its "game-changing" impact on the competition, the company and the industry.

The Site Visit provides the Judges an opportunity to:

- Take a deeper look at the details of the application materials.
- Get answers to supplemental questions developed in the selection process.
- Speak to OEM references (Mandatory for PACE Award).
- Gain first-hand experience with the innovation and the innovator(s).

At the same time, Applicants have the opportunity to:

- Add or clarify information in the application.
- Explain the challenges/issues overcome in developing the innovation.
- Showcase the significance of the innovation to the company, and the OEM customer.

After the site visit, the judge team should have sufficient material to write a report explaining the innovation and its significance to the broader judging panel:

- The essence of the innovation (What is new or novel, what hasn't been seen before?)
- What changed and the metrics to prove it.
- How this innovation sets a new benchmark in the critical aspects of automotive/mobility products, processes and/or business models.
- The extent to which the innovation is being accepted and adopted over time by OEM customers (Mandatory for PACE Award).
- How the innovation changes the basis of competition (i.e., changes the rules of the game and customer/competitors' reaction to the innovation).
- How the innovation changes the company's business for the better.

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Preparation for the Site Visit

The Site Visit is the chance to make the case as to why your innovation should be selected as a PACE Award Finalist from this year's pool of applicants.

Following the confirmation of a date (coordinated by the team at Automotive News) and assignment and introduction of the Judges selected to participate in your discussion, Applicants will work directly with their assigned team of Judges to coordinate the activities during the Site Visits.

Applicants have the day of the site visit to make the case selecting their innovation from the pool of Applicants for the PACE Award. A sample agenda is provided in the following section. As your team begins to prepare for the discussion with judging team, please review the preceding Background, Purpose and Objectives Sections of this guide as well as the Sample Agenda on Pages 7-9.

As your team begins to prepare for the Site Visit:

- Review the preceding Background, Purpose and Objectives Sections of this guide. Focus on how well your application material supports achievement of the purpose and objectives. Identify where clarification or additional data are appropriate.
- Check the list of past PACE Award Winners to identify similar or related innovations. Your material should distinguish how your innovation is different and/or more significant.
- Visit the Automotive News website to read the PACE judges' biographies to get an indication of their areas of expertise. You may want to adjust your material to be sure they grasp the innovative content.
- In preparation, the Judges will review your application materials and conduct individual research. The judging team may send you supplemental questions that will need to be addressed during the site visit.

- In developing presentations and other materials supporting your discussion with Judges, take time to assess if those materials clearly showcase and communicate the essence of innovation. Applicants frequently struggle with this area. Judges will dive deeper in their evaluation by asking questions like:
    - Why hasn’t this innovation been seen before? What made it possible?
    - Does the quantitative and qualitative data convey the game changing impact of the innovation?

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- Is the essence and the significance of the innovation understandable to persons outside of your team, company, or technical discipline?

Site Visit Itinerary

Following the assignment of a Site Visit date you will be contacted by the Judging team regarding logistics and information needs. Key items include:

1. Coordinate a schedule and agenda with the Judges assigned to review your innovation.
2. Assist Judges with travel plans and other arrangements.
3. Confirm the Site Visit street address and parking instructions.
   - The goal is to plug the address into Google Maps or a Navi system.
4. On-Site Information
   - Primary and Secondary Contacts
     - Name, Title and Mobile Phone of contacts *at the site visit location* for parking and security access.
   - Advise if you need coat/shoe/hat sizes for required safety equipment for plant tours.
   - If security badges are required, it is helpful to have them pre-printed and available at the reception area.
   - The meeting room location/ID and any special instructions as required.
5. Furnish the Judges, as appropriate, with relevant additional data or documents for review prior to the visit.
6. During the meeting, the judging team will not require any special accommodations beyond the ready availability of coffee, juices, and water.
7. To facilitate candor and detail in the day's discussions, the preference is for an on-site working lunch with the presentation team instead of organizing an excursion to an off-site restaurant.

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PACE Award Applicant preparation

- This is your day to make the case as to why your innovation should be selected as a Finalists from this year's pool of Applicants. Whether you need four hours, or the full day, is up to you. Take the time needed but feel no obligation to fill a full day.
- Applicants should draft an initial agenda, including planned timing allocated to each section, and share with the Judge team for feedback. A sample full- day agenda is provided in the following section.

Sample Site Visit Agenda

Below is a sample agenda that may be helpful for organizing your site visit. It incorporates key elements of the discussion that support the purpose and objectives discussed previously. Consider what you need to tell your story based on your team and the Judges' backgrounds.

The timing, content, order and emphasis of supporting presentations and other materials are dependent on Finalists' review and discussions with the Judges assigned to assess their innovation.

Sample only. For illustrative purposes.

Topic	Objective
Introductions and company overview	Appropriate company leadership may want to provide a very brief company overview, including the company's future vision showing the impact of the current innovation on achieving corporate strategic objectives. This time might also include a few slides on the company's innovation process.
Innovation Overview	Executive summary of the innovation, its impact on the industry, competitors, and the company's business. Additional materials should include a few key slides that showcase/illustrate the innovation. A good test of this material is to ask if your senior leadership would fund the launch of this innovation based on the Overview

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Topic	Objective
Innovation presentation(s) and demonstration	A review of the innovation; what is the specific innovative content and what does it do; to what extent is the innovation being accepted in the short- and long- term; how does it really change the basis of competition; how does this innovation change the company? How are competitive suppliers/OEMs responding to this innovation? The emphasis should be placed on going beyond the application to clarify the elements of the innovative content, and substantiating claims • What significant barriers were encountered and how were they be overcome? • Explain the degree and intensity of collaboration with others including the OEM customer(s). • Indicate what type of innovation processes are affected by your innovation across the full span of the value chain. • If you identified any entries that are actual and/ or logical competitors to your entry during your review of the list of past PACE Award Winners, make the case for your innovation. • If you received additional questions from Judges in advance of the discussion, please include your responses in the day's presentations. • You will be asked as part of the site visit to confirm your first commercial customer for inclusion in the innovation profile in Automotive News. *Public disclosure of your first OEM customer can be withheld upon request.* Finally, plan to demonstrate your innovation. This affords the Judges an opportunity to see/experience the innovation, including the opportunity to ask questions of the team members responsible for its creation, development, and production.

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Topic	Objective
OEM customer reference call(s)	As part of the discussion agenda, it is imperative that Applicants schedule a 15- to 20-minute call to the OEM customer listed in the application. We appreciate that these are customer calls and can be scheduled based around their availability that day. The meeting can be paused at any logical time to fit the reference's schedule. NOTE: After the first introduction, Applicants personnel will not participate in the customer calls.
Judges' private meeting	At the conclusion of the presentations and customer reference call(s), the Judges may ask to adjourn for a 30-minutes private discussion to review their notes and develop any final questions.
Final debrief	After the Judges' private meeting, Applicants should plan on reassembling for a final debrief. During this final session, the Judges may ask follow-up questions. They will also answer your team's questions, if possible. There is usually a discussion of what updated documents may be needed for the Judges' final report and samples or demonstration material that will be used in deliberation and selection of this year's PACE Award finalists. .
Adjourn	

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Additional questions Judges may ask during the discussion

- How much business is booked to date? How much is likely?
- How much growth is unknown but likely enough to be part of the business plan?
- What does the revenue stream look like? How important is that strategically?
- Is the innovation profitable? If not, at what point will that change?
- What do you believe drives customer adoption?
- How quickly do you anticipate rivals to respond?
- How much of revenue projections reflect overall market growth, and how much an improved market share?
- Does this innovation bring benefits above and beyond sales of the innovation itself?
- Does it help you to establish a reputation as a technology leader in the relevant segment?
- Is the innovation a component of a larger system, and open the door to selling other system components?
- Is it a "minor" innovation – except that it is now recognized as the market leader?
- Does it bring a technology or solution approach from another industry that has potential wide applicability?
- Does the innovation reflect the outcome of an interesting partnership effort, or a collaboration with an engineering school or other non-standard player?
- Do you tap a new (or at least underappreciated) revenue stream or customer base?
- Does the innovation reflect the work of a lone inventor or industry outsider, which the Applicant was able to identify and commercialize?
- What needs do you believe your innovation meets?
- What do you do differently as an innovator?
- What stimulated the innovative effort? What significant barriers were encountered and how could they/ were they overcome?
- What was the degree and intensity of collaboration with others, including OEM customers?
- Where do you go next with this technology?

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Confidentiality

The Judges' ability to evaluate PACE Award candidates and the PACE Award Applicants' ability to effectively make their case for their innovation, depends directly upon the free conveyance of information and evidence, some of which may be sensitive or confidential. By this point in time, the program has a thirty-year history of successfully dealing with sensitive and confidential product, process, and commercial information. And the PACE Judges include previous industry executives that are aware of and sensitive to the limits of OEM-Supplier communications.

In filling out the application for a PACE Award, each applicant electronically signed a "Confidentiality Statement and Truth of Information Release." It is suggested that Applicants review that prior to the site visit.

Specifically, the Confidentiality Statement provides that:

> "I have marked any sensitive information 'Confidential' and understand that it will be kept strictly confidential and will be available only to the Automotive News PACE coordinators and the Judges."

IT IS VITAL THAT YOU AND THE PACE JUDGING TEAM AGREE WHAT INFORMATION IS CONFIDENTIAL AND/OR SENSITIVE TO THE JUDGING AND AWARDS PROCESS.

This principle extends to the Site Visit. Discretion and confidentiality are maintained as a matter of course in connection with discussions. However, if secret or confidential information, materials, items, or processes are being revealed or shown, the Judges and Automotive News PACE coordinators must be informed clearly and explicitly.

In the course of trying to develop all the intelligence necessary to evaluate a company and its innovation fully and fairly, Judges will attempt to clarify what, if anything is secret or confidential as their site visit proceeds.

It is the Applicant's responsibility to make explicit what they regard as secret or to identify confidential matters explicitly.

Use this opportunity to clarify what has been presented, shown, or discussed that is secret or confidential, for purposes of finalist press descriptions, summaries, or possible citations.

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