



Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth

By Navi Radjou, Jaideep Prabhu, Simone Ahuja

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"*Jugaad Innovation* is the most comprehensive book yet to appear on the subject [of frugal innovation]."

—*The Economist*

A frugal and flexible approach to innovation for the 21st century

Innovation is a key directive at companies worldwide. But in these tough times, we can't rely on the old formula that has sustained innovation efforts for decades—expensive R&D projects and highly-structured innovation processes. *Jugaad Innovation* argues the West must look to places like India, Brazil, and China for a new approach to frugal and flexible innovation. The authors show how in these emerging markets, *jugaad* (a Hindi word meaning an improvised solution born from ingenuity and cleverness) is leading to dramatic growth and how Western companies can adopt *jugaad* innovation to succeed in our hypercompetitive world.

- Outlines the six principles of *jugaad* innovation: Seek opportunity in adversity, do more with less, think and act flexibly, keep it simple, include the margin, and follow your heart
- Features twenty case studies on large corporations from around the world—Google, Facebook, 3M, Apple, Best Buy, GE, IBM, Nokia, Procter & Gamble, PepsiCo, Tata Group, and more—that are actively practicing *jugaad* innovation
- The authors blog regularly at *Harvard Business Review*; their work has been profiled in *BusinessWeek*, *MIT Sloan Management Review*, *The Financial Times*, *The Economist*, and more
- Filled with previously untold and engaging stories of resourceful *jugaad* innovators and entrepreneurs in emerging markets and the United States

This groundbreaking book shows leaders everywhere why the time is right for *jugaad* to emerge as a powerful business tool in the West—and how to bring *jugaad* practices to their organizations.

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Editorial Review

Review

“*Jugaad Innovation* goes farther than conventional business books that chart consumer growth in Brazil, Russia, India, and China. It explains how emerging economies are pioneering the art of ‘frugal engineering,’ then provides practical tips on how Western companies—from tech startups to multinational industrial corporations—can likewise do more with less. A provocative and entertaining read for 21st century business leaders.”

—**Carlos Ghosn, CEO, Renault-Nissan**

“The authors have it right: highly structured innovation processes can't deliver all the breakthroughs required by today's ‘speed of business.’ What's called for are new practices that work *with*—not against—the forces that drive our hypercompetitive world. *Jugaad Innovation* lays out the new principles that you—and every forward-thinking leader in your company—need right now.”

—**Charlene Li, founder, Altimeter Group; bestselling author, *Open Leadership***

“Businesses must move away from the top-down organizational hierarchies that have defined the past and transform themselves into social enterprises built on bottom-up, agile models based on collaboration. *Jugaad Innovation* shows how you can enable your entire ecosystem—employees, customers, and partners—to make significant contributions and drive hypergrowth. An important book for anyone who wants to compete in the future.”

—**Marc Benioff, chairman and CEO, salesforce.com; bestselling author, *Behind the Cloud***

“CEOs tend to manage innovation like an orchestra conductor—with a traditional, hierarchical, and prescriptive approach. *Jugaad Innovation* shows how to innovate like a jazz band—with improvisation, creativity, and agility. Both styles are necessary on today's global stage.”

—**Doreen Lorenzo, president, frog**

“We are entering an age when humanity's grand challenges are being solved by a new generation of ‘do-it-yourself’ innovators employing jugaad-style thinking. Today the entrepreneurial spirit of your very own employees, customers, and partners—empowered by new technologies—can literally change the world. X PRIZE has proven the value of jugaad by leveraging this bottom-up approach of ‘better, faster, cheaper’ to the point of sending a man into space for a fraction of what NASA spends. This compelling new book, *Jugaad Innovation*, articulates how you can start to accomplish amazing things on a shoestring. It is a vital read.”

—**Peter H. Diamandis, founder and chairman, X PRIZE Foundation**

“*Jugaad Innovation* throws cold water in the faces of CEOs, reminding them of the immense power of grassroots, do-it-yourself, cheap, quick, simple innovation. This is one of the most important lessons that emerging markets are teaching the West.”

—**George F. Colony, CEO, Forrester Research**

“I've long argued that the role of business is to make the world a better place. In the new economy, this requires true innovation—bold ideas, gutsy people, and extraordinary actions. Need a new roadmap? Fresh inspiration? Accessible tools? It's all in this remarkable book, *Jugaad Innovation*. Get a copy for yourself and every member of your team today.”

—Kevin Roberts, CEO worldwide, Saatchi & Saatchi; bestselling author, *LoveMarks*

From the Inside Flap

Innovation is a major directive at corporations worldwide. But how do you drive innovation and growth as the global business landscape becomes increasingly unpredictable and diverse? Western corporations can no longer just rely on the old formula that sustained innovation and growth for decades: a mix of top-down strategies, expensive R&D projects, and rigid, highly structured innovation processes. Jugaad Innovation argues that the West must look to places like India, China, and Africa for a new, bottom-up approach to frugal and flexible innovation.

Building on their deep experience of innovation practices with companies in the United States and around the world, the authors articulate how jugaad (a Hindi word meaning an improvised solution born from ingenuity and cleverness) is leading to dramatic growth in emerging markets—and how Western companies can adopt jugaad to succeed in our hypercompetitive world. Delving into the mindset of jugaad innovators, the authors discuss the six underlying principles of jugaad innovation:

- Seek opportunity in adversity
- Do more with less
- Think and act flexibly
- Keep it simple
- Include the margin
- Follow your heart

To show these principles in action, the authors share previously untold stories of resourceful jugaad entrepreneurs and innovations in emerging markets. The authors also describe how forward-thinking Western firms like 3M, Apple, Renault-Nissan, Facebook, GE, Google, IBM, and PepsiCo are already applying these principles of jugaad to innovate faster, cheaper, and better—and to win.

A groundbreaking book, *Jugaad Innovation* shows leaders everywhere why the time is right for jugaad to emerge as a powerful business tool in the West—and how to bring the jugaad mindset and practices to their organizations.

For more information, case studies, and tools, visit JugaadInnovation.com.

From the Back Cover

Jugaad

Hindi word meaning an innovative fix; an improvised solution born from ingenuity and cleverness; resourceful. Also known as zizhu chuangxin in China, gambiarra in Brazil, D-I-Y in the United States, jua kali in Africa, and système D in France.

Praise for *Jugaad Innovation*

"*Jugaad Innovation* goes farther than conventional business books that chart consumer growth in Brazil, Russia, India, and China. It explains how emerging economies are pioneering the art of 'frugal engineering,' then provides practical tips on how Western companies—from tech startups to multinational industrial corporations—can likewise do more with less. A provocative and entertaining read for 21st century business leaders."

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Users Review

From reader reviews:

Susan Velez:

What do you about book? It is not important together with you? Or just adding material if you want something to explain what the ones you have problem? How about your free time? Or are you busy particular person? If you don't have spare time to accomplish others business, it is make you feel bored faster. And you have extra time? What did you do? All people has many questions above. They have to answer that question due to the fact just their can do this. It said that about e-book. Book is familiar in each person. Yes, it is correct. Because start from on kindergarten until university need this specific Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth to read.

Beverly Brown:

Now a day folks who Living in the era just where everything reachable by connect to the internet and the resources within it can be true or not require people to be aware of each info they get. How people have to be smart in receiving any information nowadays? Of course the answer then is reading a book. Reading through a book can help individuals out of this uncertainty Information specially this Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth book as this book offers you rich data and knowledge. Of course the information in this book hundred per cent guarantees there is no doubt in it you know.

Hattie Leclair:

This book untitled Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth to be one of several books in which best seller in this year, that's because when you read this book you can get a lot of

benefit on it. You will easily to buy this particular book in the book shop or you can order it by way of online. The publisher of the book sells the e-book too. It makes you more easily to read this book, since you can read this book in your Touch screen phone. So there is no reason for your requirements to past this guide from your list.

Charles Edwards:

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