



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:

Mohammed Thomas:

Why don't make it to be your habit? Right now, try to ready your time to do the important take action, like looking for your favorite reserve and reading a reserve. Beside you can solve your long lasting problem; you can add your knowledge by the guide entitled Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth. Try to face the book Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth as your close friend. It means that it can to get your friend when you experience alone and beside regarding course make you smarter than ever before. Yeah, it is very fortunated for you personally. The book makes you considerably more confidence because you can know everything by the book. So , we need to make new experience in addition to knowledge with this book.

Omar Hinojosa:

Reading a guide tends to be new life style in this era globalization. With studying you can get a lot of information that may give you benefit in your life. With book everyone in this world can certainly share their idea. Ebooks can also inspire a lot of people. A great deal of author can inspire their own reader with their story or maybe their experience. Not only the story that share in the textbooks. But also they write about the data about something that you need instance. How to get the good score toefl, or how to teach your children, there are many kinds of book which exist now. The authors in this world always try to improve their expertise in writing, they also doing some exploration before they write on their book. One of them is this Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth.

Rene Moore:

Reading a book to be new life style in this season; every people loves to read a book. When you learn a book you can get a lot of benefit. When you read books, you can improve your knowledge, due to the fact book has a lot of information upon it. The information that you will get depend on what sorts of book that you have read. If you would like get information about your research, you can read education books, but if you act like you want to entertain yourself you are able to a fiction books, these kinds of us novel, comics, and soon. The Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth offer you a new experience in reading a book.

David Ruby:

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