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## **“Jugaad Innovation” Excerpt**

Costly R&D projects, top-down planning and inflexible, highly structured innovation methods simply don’t work anymore for driving growth in an increasingly diverse, unpredictable global business environment.

Western companies should look to emerging markets in India, Brazil, China and Africa for new, bottom-up strategies for reducing costs and spurring innovation. Authors Navi Radjou, Jaideep Prabhu and Simone Ahuja articulate the six principles of juggaad (from Hindi, meaning an “improvised solution born from ingenuity and cleverness”) innovation and show these principles in action:

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

This excerpt, “Jugaad: A Breakthrough Growth Strategy,” was reprinted by permission of John Wiley & Sons, Inc., and comes from Chapter 1 of “[Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth](#),” authored by Navi Radjou, Jaideep Prabhu and Simone Ahuja, 2012.

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