



# NCL Innovations

- a resource center of NCL -

## NCL Innovations Seminar Series: 8<sup>th</sup> Talk

### *From Jugaad to Systematic Innovation: The Challenge for India*

by

#### **Prof. Rishikesh T. Krishnan**

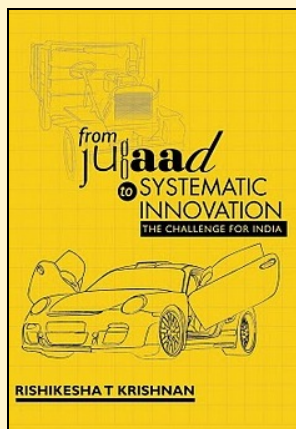
Professor of Corporate Strategy & Jamuna  
Raghavan Chair Professor of Entrepreneurship  
IIM Bangalore

on

**Thursday, 20 May 2010**

at 1530 hrs in the

Second Floor Lecture Hall, Main Building  
National Chemical Laboratory  
Pashan Road, Pune – 411008



#### **Prof. Rishikesh T. Krishnan**



Prof. Rishikesh T. Krishnan  
Professor of Corporate Strategy & Policy Area, IIM Bangalore

#### **Abstract:**

Why is it that India is unable to be the source of major industrial innovations on a sustained basis even though it has skilled talent and a penchant for jugaad (creative improvisation)?

I will draw on social, cultural, political, economic and managerial arguments to explain this paradox:

Firms are the primary agents of industrial innovation. While the incentive for innovation by firms in India has increased after economic liberalisation began in 1991, the inputs (funding, trained people and basic research and development) for innovation by firms have not kept pace with firms' needs. Nor has the capacity of firms to innovate.

Government's efforts to enhance the availability of inputs to the innovation process have been ineffective because of the lack of a strategic and integrative vision, inadequate resources, and poor implementation. I will explain the government's shortcomings in this respect in terms of the political economy of India's innovation policy. I will present various measures that could be taken to overcome these problems.

#### **About Prof. Krishnan:**

Rishikesh T. Krishnan is a Professor (and currently Area Chairperson) in the Corporate Strategy & Policy Area, & Jamuna Raghavan Chair Professor of Entrepreneurship at the Indian Institute of Management, Bangalore (IIMB), India. His research interests are in the areas of strategy, innovation and competitiveness. Prof. Krishnan is a member of several industry and government committees, and serves on the boards of several leading firms.

Prof. Krishnan's first book, "From Jugaad to Systematic Innovation: The Challenge for India" (see <http://jugaadtoinnovation.blogspot.com>), was published in February 2010.

#### **Contact info:**

Prof. Rishikesh T. Krishnan  
Email: [rishi@iimb.ernet.in](mailto:rishi@iimb.ernet.in)