

doctor theory on its head and instead bring the expertise of doctors to the villagers.

The book also talks about keeping the innovation module simple while also including the marginal sections. While most companies are chasing profits, the authors believe that the time has come where marginal sections of the population are fast becoming the majority. They strongly advocate that companies need to sit up and take notice. Procter & Gamble provides an interesting case in point.

And finally, at the heart of all 'Jugaad Innovations' is a deep-rooted passion for the cause. Most people will agree with the authors that Steve Jobs was the epitome of an entrepreneur who followed his heart

to create the world's most innovative and loved company.

Each of these tenets is explained in minute details across the chapters. The authors not only delve into the concept, but also illustrate why large companies are averse to such principles. Further, the authors give step-wise suggestions on how companies can start adopting these principles in their day-to-day operations. Each principle ends with an interesting case-study on a company that has successfully employed the said principle.

What is interesting to note is that the authors do not make 'Jugaad Innovation' out to be a panacea. Rather, they ask companies to marry their existing innovation modules with 'Jugaad Innovation' principles. "Jugaad is neither mutually exclusive with good

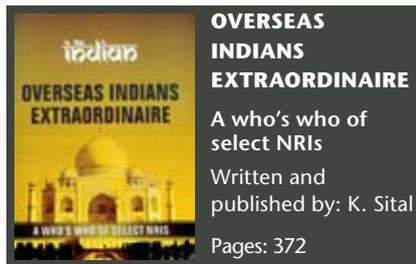
quality, nor is it solely a precursor for cutting costs. Toyota, known for its quality, is also a good example of flexibility and creativity in their application of Jugaad, within their constraints of quality maintenance. Apple, on the other hand, is a wonderful example of a company that has managed to create an aspirational value for their products and a perception of superior quality, even though their products are made in China", explains Prabhu.

This insightful book shows leaders everywhere why the time has come for 'Jugaad Innovation' to emerge as a powerful growth strategy. It serves as a comprehensive tool-kit for businesses that wish to grow, innovate and succeed in these turbulent times.

♦ JAMSHED PATEL

## Chronicling the clan

**This publication is an attempt to highlight the extraordinary, inspirational success stories of certain overseas Indians**

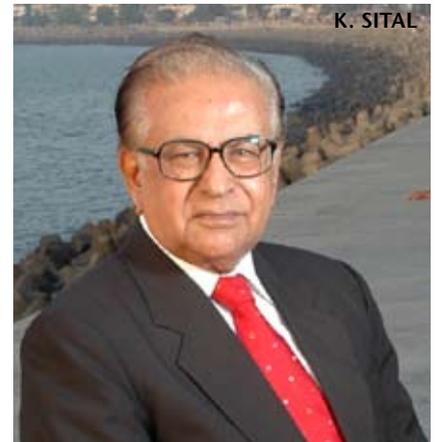


When K. Sital, 80, talks about the Indian diaspora, which he does most of the time, he is almost philosophical. Indians, he says, are the best when they are out of India. Better take him seriously, since it's been a life-long mission and a passion with Sital to highlight the role played by what he calls the world's most globalised community. Nothing unusual for someone who has been publishing *The Indian* magazine (from Hong Kong) month after month for the past four decades, the well-documented business directories of NRIs settled across continents, and the different editions of *100 Global Indians*. If one were to stretch the scope

of Indophiles to include non-resident Indians, Sital would certainly make it to the top of the list.

*Overseas Indians Extraordinaire* is the latest addition to the growing body of Sital's compilations on the global Indian businesspersons – be it Ryuko Hira of Japan, Chetun Chug of Congo, or Hassan Chougule of Qatar. That is the major strength and the crucial contribution of current volume – chronicling the lives of lesser-publicised overseas Indians. "While many of them (NRIs) are held in high regard in their own adopted countries, often little is known about them in India or in other countries," explains Sital. "This publication is an attempt to highlight the extraordinary, inspirational success stories of certain overseas Indians..."

Of course, the list does roll up the names of Laxmi Mittal, Anil Agarwal, Hinduja and Harilelas, among many others. But what makes the compilation lively and engrossing is the profiles of 'unfamiliar' Indians. For instance, how many of us know about Ryuko Hira – born Kamlesh



K. SITAL

Panjabi – who has been in the Japanese hospitality business for a quarter century now. His Tokyo-based Ora group of companies and the Kobe-based HMI Hotel group employ 5,000 people and own and operate 60 hotels and resorts with 6,200 rooms, utilised by almost 10 million guests a year. Then there is Cheril K. Menon whose Behzad group is involved in fuel transportation by road and sea in West Asia, and into steel making; and Chetan Chug, owner of cobalt and copper mines in Congo!

There are many more such sagas, painstakingly collected and presented by the indomitable Sital. When queried about the selection criteria, Sital is quick to point out that it was "framed to identify not just those who have

been 'successful', but to seek out those who have made significant contributions to enriching the life of the community and the country they live in." Though the volume's landscape is littered with business men and women, there is a sprinkling of others too – writers, researchers, administrators and medicine-men. These include Nobel laureate Sir V.S. Naipaul, Pulitzer Prize winners Dr Siddhartha Mukherjee and Jumpa Lahiri, and senior officials in President Obama's administration, Dr Rajiv Shah and Preeti Bansal, to mention some.

Interestingly, this volume is not a commercial venture. A number of people volunteered to extend generous financial support, apart from Sital, who chipped in liberally to follow his passion. "We are deeply indebted to our valued sponsors whose financial support has made this publication possible," he writes in the introduction." This could be equally said about Sital himself, as without his unbound passion and tireless efforts this invaluable compilation wouldn't be possible!

♦ ANOOP BABANI

# Divergent voices

**Samsung and Sahitya Akademi felicitates seven Indian writers**

**I**t is a far cry from the glamorous world of Indians writing in English regional languages. Writers in India barely make a living out of their writings. There is little support of a publishing infrastructure, and a glitzy launch in a five star hotel is still somewhere in the future.

Yet, there is no dearth for dedication and alternate voices of India that the writers bring to their writings. "We truly write for the love of it," admits Manipuri writer N. Kunjamohan Singh.

At faraway Kochi, at the latest edition of the Tagore Literature Awards ceremony, seven writers from as many languages of India were felicitated for their excellence in the regional literary community, and once again the spotlight underscored the difference between literary haves and have-nots. The winners

for this year were Sheela Kolambkar for *Geera* (Konkani), Jagdish Prasad Mandal for *Gaamak jingi* (Maithili); Akkitham Achyuthan Nambudiri for *Anthimahakaalam* (Malayalam), N. Kunjamohan Singh for *Eina kenge kenba natte* (Manipuri), Indramani Darnal for *Krishna Krishna* (Nepali), Arjan Hasid for *Na ien na* (Sindhi) and Amitav Ghosh for *Sea of Poppies* (English). Except for Ghosh, all were present.

With this, Samsung India completed another year of its association with Sahitya Akademi. These awards, begun in 2009 with the objective of encouraging Indian language literature, usually felicitate writers in eight languages every year, with 24 Indian national languages getting covered by the end of the third year. "The Tagore Literature Awards celebrate the power of literature to unify

N O P O P U L I S T S E N S A T I O N A L I S M .



N O D U M B I N G D O W N O F C O N T E N T .



**BUT,  
YES.**

I N C I S I V E ♦ C R E D I B L E ♦ A U T H O R I T A T I V E

