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## Does the Presence of a Jugado Person Assist Organizations in Gaining Competitive Advantage? An Evaluative Study

Sanjive Saxena<sup>1</sup> and Navneet Joshi<sup>2</sup>

### Abstract

*In the commercial world of today, Jugad or innovation is the need of the hour. In order to gain competitive advantage, organizations and business units are evaluating the role of the Jugadoo's and whether it assists in the process of gaining market leadership. From time immemorial, Jugadoo's have played a key role whereby their short term innovative measures had ensured that the problem which was insurmountable in the beginning vanishes with a whimper. In order to assess whether the presence of a Jugadoo in a business unit enables an organization to gain competitive advantage, this papers thus, conducts an evaluative study. The findings indicate that the presence of a Jugadoo's fails to provide a competitive advantage. Unless and until the organizations develop and implement a system the competitive advantage will not be achieved.*

**Keywords:** Competitive advantage, Innovation, Jugadoo's, Process

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### 1. Introduction

Jugadoo, *Harfanmullah*, *Jack of all*, *Master piece* and its concomitants have gained tremendous importance in today's business world which is marked by hyper competitiveness, severe complexity, cost cutting measures (*on account of recession or otherwise*) and above all capricious customers who are no longer willing to tolerate time delays, unjustified costs and other implausible reasons all of which has led to their expectations being belied. In order to survive, business heads are required to develop capabilities which will enable them to survive environmental pit falls or shocks such as recession (Kitching *et al.*, 2009, p. i-ii). Some of the commentators have coined the term 'creative destruction' for recession as it involves the process of restructuring the economy as many of the business units are closed down while new ideas, technologies, business processes, industries and new verticals emerge leading to the new path of economic growth (Bryson 1996). On the other hand, Kitching *et al.*, 2009, in their study concluded that during recession business firms must develop an aptitude to innovate as the cost of unwillingness to innovate is higher than the pre-recession scenario.

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1. Associate Professor, Jagan Institute of Management Studies, Sector 5, Rohini  
Near Rithala Metro Station, New Delhi  
E-mail: sanjive.saxena@gmail.com
  2. Associate Professor, Jagan Institute of Management Studies, Sector 5, Rohini  
Near Rithala Metro Station, New Delhi  
E-mail: joshinavneet21@gmail.com

## 2. Literature Review

Different researchers and academicians have attributed different meaning to the word innovation. According to Jon *et al.* (2001) innovation in the context of newness is representative of construct which is one-dimensional which can be noticed only by the depth and degree of the change from accepted practices and behaviour. On the other hand, De Wit *et al.* (2007), concluded in their study that recession has shifted the focus on achieving short term results without delving into the process of carrying out systematic research work or activities.

The word innovation is often used in conjunction with another word *Jugaad*. According to Bobel, Ingo (2012), *Jugaad* is word which has its genesis in Hindi language and is understood to provide the way which leads to the solution of a problem which has defied several conventional processes and for which no imminent resolution could be envisaged. Fleming (2016), extends the concept of *Jugaad* further wherein she states that *Jugaad* empowers people to feel powerless and strengthens them when they feel weak.

On the other hand, Rangaswamy and Denmore, (2013) in their research concluded that *Jugaad* has societal context as it was widely practiced in rural India wherein people were required to get the work done within the confines of limited resources. They further concluded that the practice of *Jugaad* has percolated to business domain where it is greatly sought after in today's scenario which is marked by hyper competitiveness.

*Jugaad*, has close linkage with innovation and it does possess some difference with innovation. According to Ranjit (2010), *Jugad* is a narrow form of innovation and is mainly concerned with the process of finding means and mechanisms to make things work and in many situations it is worthwhile where there are many operating constraints. Innovation, however, on the other hand, deals with the process of creating something new and is concerned with the process of trying to solve the problem without worrying about the constraints. However, Srinivason, R (2013), *Jugad* is a low cost Indian concept of improved improvisation which is not scalable and is not aligned with the demands of the market place. He further concluded that *Jugad* is driven more by necessity rather than the development of an idea. According to Greeff, Heloise (2014), *Jugad* commences with the problem rather than the product whereas Innovation starts with the product and then new methods, measures and features are incorporated in it.

While several studies have been conducted on *Jugaad* and innovation, there is a dearth of work and study on *Jugadoo*, the person who actually gets the work done. According to Satpathy and Patnaik (2012), *Jugadoo* is referred to as a manager who is focussed on cost effectiveness and works smartly by deploying creative and innovative ideas and is thus is an asset to any organization. They further attributed the fact that the demand for today's competitive business world necessitates an urgent need to have more and more of *Jugadoo's* who can understand the needs of the customer and can then quickly assimilate the *essentials* from the limited resources and thus produce a tangible (or intangible) product. *Jugadoo's* are executors but what distinguishes them from others is the image and a clear sense of identity which they have built over a period of time. Hence, *Jugadoo's* have a distinct role to play.

This paper addresses the evaluation of a role of *Jugadoo* in providing competitive advantage to the organizations.

## 3. Hypothesis Formulation

Several studies are conducted by the researchers in order to assess the advantage of *Jugad* and innovation in day to day operations. According to Hesseldahl, Peter (2013) the recent year has seen a greater shift of companies in the western world because of the products like Tata's

Nano car and GE's MAC scanner for hospitals which are mass market products at extremely low prices. The concept of the printer used in the scanner was derived from Jugad technology by using the bus ticket machine. In other words, a Jugadoo's contributed to the development of GE scanner machine.

The first hypothesis is thus proposed as

**H1.** The presence of Jugadoo enables the organization to innovate low cost solution

Simply the presence a Jugado person alone does not enable the companies get competitive advantage. The Jugadoo's approach and methodology is required to be formally drafted into a sustainable solution which will provide the necessary competitive advantage. In other words, systematic approach must be deployed as a working culture of the organization to reap benefits.

The second hypothesis is proposed as

**H2.** The innovation solution derived by Jugadoo is required to be formalized as a process to gain competitive advantage

## 4. Research Design

### 4.1 Questionnaire Development and Measures

For the purpose of this study, data was collected by means of mailing system. The questionnaire used in the survey system comprised of 2 parts. The first part comprised of two optional variables, Name and Organization. The second part of the questionnaire was mandatory and comprised of 10 variables. The inclusion of variables for this section was done on the basis of the topic of the paper, on their relevance as derived from literature review and on the basis of discussions from the industry experts. The data to be captured for each of the variables uses a 5 point Likert scale with measures from 1 to 5; 1 depicting strong agreement with 5 depicting strong disagreement.

### 4.2 Sampling and Data Collection

For the purpose of the study, the data collection was carried out by means of respondents who were working in organizations from diverse verticals comprising of Automobile, Information Technology, Health care and Tourism Industry. The initial sample size was 100 which was reduced to 60 due to operational constraints. The verification and validation further reduced the sample data to 40. The sampling process comprised of a mix of convenience and judgemental sampling. This was deliberate due to the fact that as a part of future work, the diversity of the various types of verticals will provide new avenues for research in assessing the role of the Jugadoo's. The convenience sampling was carried out due to the fact that the respondents profile included students from higher educational institutions. Further, the respondents, when selected through campus placements are the ones to easily identify Jugadoo in their allocated domain and it is this identified Jugadoo which acts as a role model for them and hence the inputs provided by them provides the best response to the variables under study. On the other hand, the students when they meet with other counterparts in working in other organizations carry out their impression of Jugadoo by highlighting the tricks and techniques which their role model Jugadoo adopts in the process of carrying out work, provides further inputs for research. The reason for inclusion of the students placed under campus is the fact that while they are in the educational institution they have been groomed under the process of systems and processes and when they start working in organizations they determine that breaking the processes and adopting Jugaad mechanism is the gateway to move ahead in the corporate world. Thus, these students act as abridge between process or system based environment and working in environment by breaking the processes and system.

### 4.3 Data Treatment and Evaluation Process

The data as received was transferred to MS Excel software version 2010 after conducting verification and validation activities. The choice of using MS Excel software for conducting statistical treatment was twofold. The verification and validation activities could be performed easily due to several inbuilt functions available in the software. For a sample size of 60, MS Excel software works equally well in comparison to other software. CronbachAlpha test was applied to the data to test the reliability. ANOVA test was applied to determine the variances among the respondents.

### 5. Findings and Interpretation

Table 1 below depicts the demographic profile of the respondents.

**Table 1: Depiction of Respondent's Profile**

S. No.	Stream	No. of respondents
1.	Science Stream (CS, Maths, Physics)	12 (30%)
2.	Non-Science Stream (Bio, Chemistry, Zoology)	10 (25%)
3.	Commerce	15 (37.5%)
4.	Others	03 (7.5%)

The result of the analysis of the respondents profile indicates that distribution of respondents profile is adequately represented by students from various streams and that there is no significant dominance of one stream over other stream.

**Table 2: Depicts the Responses of the Participants Pertaining to the Questionnaire**

Name (optional)		Organization (optional)					Mean response value	Standard Deviation value
S. No.	Question	1*	2*	3*	4*	5*		
1.	Does the organization has a formal process based work environment	12	4	13	4	7	2.75	1.45
2.	Does the organization lay emphasis on creativity and innovation designed to produce low cost products	15	8	7	5	5	2.42	1.43
3.	Does the organization uses some form of measurement to manage creativity and innovation	0	7	12	11	10	3.6	1.05
4.	Does the organization uses some form of make shift arrangements to get the work done	7	4	19	4	6	2.95	1.24

5.	Does the organization discusses the generic strategies for organization growth	4	6	10	14	6	3.3	1.20
6.	Does the organization discusses the generic competitive environment in various forums	5	6	12	14	6	3.1	1.15
7.	Does the organization identifies Jugadoo	13	12	6	4	5	2.4	1.37
8.	Does the organization honours Jugadoo	2	3	15	12	8	3.52	1.06
9.	Does the organization provides some compensation to Jugadoo	5	9	15	5	6	2.95	1.22
10.	Does the organization proposes to formally make a process based approach of the Jugadoo	2	1	17	9	11	3.65	1.07
<b>Cronbach Alpha Value</b>		<b>0.97</b>						

**1\* Strongly Agree; 2\* Agree; 3\* Do Not Know 4\* Disagree; 5\* Strongly Disagree**

The analysis of the table represents results which are in line with the findings of the existing literature review. The mean value of 3.65 pertaining to the variable for formation of a process based approach for identification of Jugadoo indicates that the organizations are realizing the need for a creation of a distinct vertical in an organization which will deal with identification, development and management of Jugadoo to maintain position in the market. Hence, hypothesis H2 possesses a good chance of being accepted. On the other hand, the mean value of 3.6 pertaining to the variable concerning the usage of measures for managing creativity and innovation indicates that gradually organizations are realising the importance of creativity and innovation to meet the demands of today's competitive world. The mean value of 3.52 pertaining to honouring of Jugadoo indicates that organizations are realising the importance and place of Jugadoo in the competitive world and that it cannot be a make shift scenario. It has to done through a process based structure.

The mean value of 2.42 pertaining to the variable wherein organizations are emphasising on creativity and innovation leading to the production of low cost products indicates that the presence of a Jugadoo fails to provide the necessary impetus to the production of low cost solution. Thus, there are low chances of hypothesis H1 being accepted.

The Cronbach Alpha value of 0.97 indicates that the values are reliable. Figure 1 below depicts the results of ANOVA as processed by MS Excel.

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	74.96	9	8.32888889	5.47445296	4.26E-07	1.9039027
Within Groups	593.35	390	1.52141026			
Total	668.31	399				

**Figure 1: Depiction of ANOVA Calculations through MS Excel**

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From Figure 1, the p-value of 4.26E-07 is less than F critical value of 1.903 hence there is no significant variation in the samples. Hence H2 is accepted and H1 is rejected.

## 6. Final Conclusion

From the findings and data analysis, it is concluded that the presence of a Jugadoo's fails to provide the necessary impetus to produce low cost solution while the presence of process based system generates the adequate environment to derive the maximum benefit of Jugadoo.

## 7. Limitation of the Study

The present study has the following limitations.

- i. The composition of the sample comprised of students selected from campus recruitments wherein organizations provide limited exposure to the functioning of the organization. The concept of Jugadoo was thus confined to the allocated tasks given to the respondents.
- ii. The small sample size provided only a restricted and limited aspect of the study. By increasing the sample size, more robust results can be obtained

## 8. Future Scope and Contribution to the Existing Study

The study in its present form along with limitations formed the base for the future research work. By studying the role of Jugadoo in the providing competitive advantage several new avenues are opened for future research.

## 9. Recommendations

The findings of the study recommend that in order to gain competitive advantage organizations must develop a systematic procedure for identification, management and giving a concrete shape and structure to the creative and innovative instincts which each of the employee possesses. Further, any out of the box, creative and innovative work carried out by means of defying the conventional procedures must be suitably honoured so as to identify more and more Jugadoo within the organizational workforce

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