

Contents

List of Figures	<i>page</i> xv
List of Tables	xvi
Foreword	xviii
<i>Anita McGahan</i>	
Preface	xxi
Acknowledgements	xxiv
List of Abbreviations	xxv
Introduction	1
PART I MODELS OF FRUGAL INNOVATION	7
1 Outline of the Context, Literature and Methodology	9
1.1 The Inspiration for This Book	9
1.2 Theoretical Framing from the Literature	10
1.2.1 Why Focus on Innovation?	12
1.2.2 Why Focus on Institutional Voids and Resource Scarcity?	13
1.2.3 Why Study Social Entrepreneurs to Inform Models of Innovation?	14
1.2.4 Under-Researched Assumptions about Social Innovation and Social Entrepreneurship	15
1.3 What Do We Know about Social Innovation?	17
1.4 Innovation under Constraint	19
1.5 The Question of Frugal Innovation	21
1.6 How Does This Book Approach Innovation Differently?	23
1.7 The Conceptual Framework	24
1.8 Research Questions	31

XII TABLE OF CONTENTS

1.9	Approach and Method	32
1.10	Contribution to Organisation Theory and Strategic Management	35
2	Conceptualising Innovation: Model 1	38
2.1	Introduction	38
2.2	Analysis and Coding	39
2.3	Aggregating into Third-Level Theoretical Concepts	58
2.4	Generating a Model and Towards Theory	59
2.5	Discussion	59
2.5.1	Social Innovation	65
2.5.2	Challenge-Based Innovation	66
2.5.3	User-Based Innovation	67
2.5.4	Efficiency-Driven Innovation	67
2.5.5	Combining the Four Types to Define Frugal Innovation	67
2.6	Summary	70
3	Conceptualising Innovation under Constraints: Model 2	71
3.1	Introduction	71
3.2	Analysis and Coding	73
3.3	Aggregating into Third-Level Theoretical Concepts	82
3.4	Generating the Theoretical Model	84
3.5	Discussion	97
3.6	Summary	99
PART II TOWARDS A THEORY OF FRUGAL INNOVATION		101
4	Integrative Results and Theory Development	103
4.1	Introduction	103
4.2	Approach to Theory Development	104
4.3	Developing a Theory of Frugal Innovation	108
4.3.1	Intersection of Technology and Social Innovation	111

4.3.2	Intersection of Institutional and Social Innovation	120
4.3.3	Intersection of Technology and Institutional Innovation	125
4.3.4	The Technology–Social–Institutional Nexus	129
4.4	Summary	133
5	Test of Models Using Secondary Cases	141
5.1	Introduction	141
5.2	Intersection of Technology and Social Innovation	143
5.2.1	Aravind Eyecare System (Social)	143
5.2.2	General Electric’s Electrocardiogram and Ultrasound Machines (Efficiency-Based)	144
5.2.3	Tata Nano (Challenge-Based)	146
5.2.4	Ansari X Prize (Challenge-Based)	147
5.2.5	One Laptop per Child (Challenge-Based)	149
5.3	Intersection of Institutional and Social Innovation	149
5.3.1	Grameen Bank (Social)	149
5.3.2	Mumbai Dabbawalas (User-Based)	150
5.4	Intersection of Technology and Institutional Innovation	152
5.4.1	Mobile Phone Banking (Efficiency-Based)	152
5.5	The Technology–Social–Institutional Nexus	155
5.5.1	Narayana Health Cardiac Hospital (Social)	155
5.5.2	\$300 House (Challenge-Based)	157
5.6	Summary	158
6	Emerging Concepts in Innovation	160
6.1	Introduction	160
6.2	Reverse Innovation	162
6.3	Grassroots Innovation	167
6.4	Inclusive Innovation	168
6.5	<i>Jugaad</i> Innovation	169

XIV TABLE OF CONTENTS

6.6	Frugal Innovation	171
6.6.1	Conceptualising Frugal Innovation	174
6.6.2	Mechanisms Enacted in Frugal Innovation	183
6.7	Summary	187
7	Implications for Research, Practice and Policy	189
7.1	Introduction	189
7.2	Implications for Researchers	192
7.3	Implications for Practitioners	196
7.4	Implications for Policymakers	202
7.5	Limitations	206
7.5.1	Research Question 1	208
7.5.2	Research Questions 2 and 3	209
7.5.3	Results and Claims	210
7.6	Future research	212
7.7	Summary	214
	Conclusion	216
	PART III TOOLS FOR PRACTICE AND RESEARCH	223
	Appendices	225
	Appendix A. Toolkit to Identify and Categorise Frugal Innovations	226
	Appendix B. Lessons from the Frugal Innovation Lab	229
	Appendix C. Detailed Research Methodology and Design	233
	References	262
	Bibliography	298
	Index	308