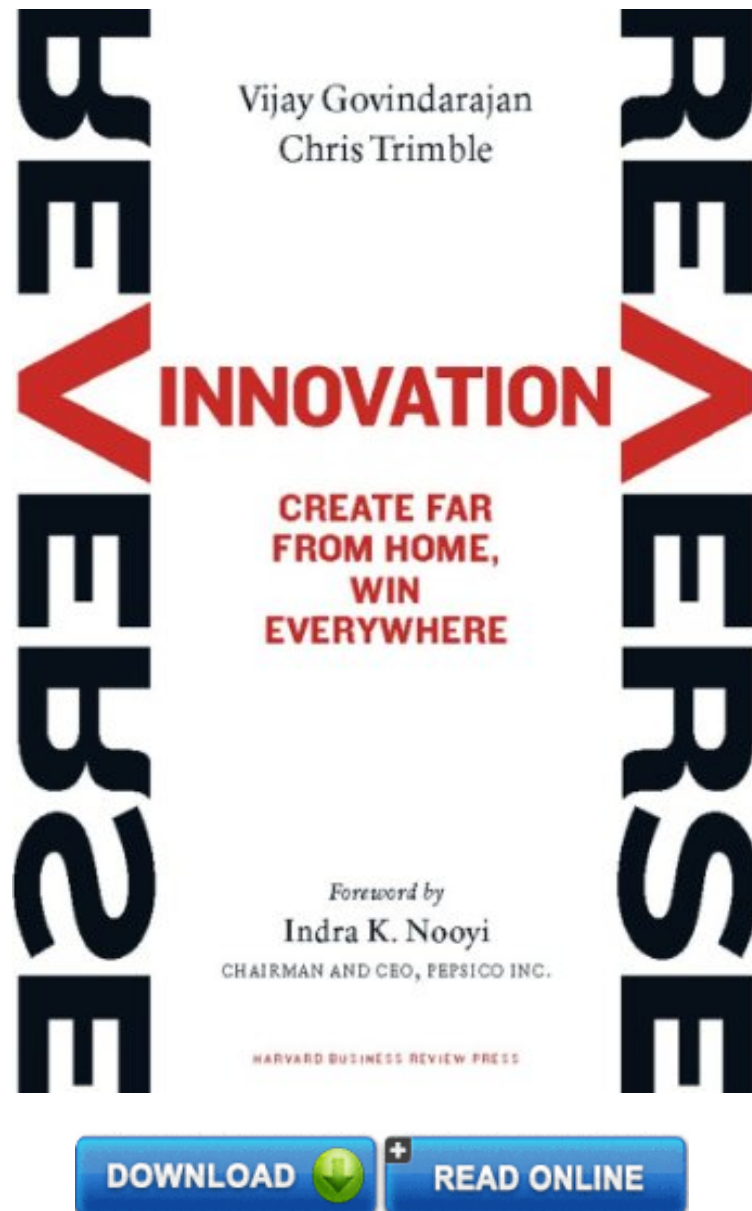


Reverse Innovation: Create Far From Home, Win Everywhere

Vijay Govindarajan, Chris Trimble

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Vijay Govindarajan, Chris Trimble : Reverse Innovation: Create Far From Home, Win Everywhere before purchasing it in order to gauge whether or not it would be worth my time, and all praised Reverse Innovation: Create Far From Home, Win Everywhere:

0 of 0 people found the following review helpful. Must read for executives with global resourcesBy JayTwigMust read for executives with Global markets and resources. Global enterprises ignore the concept of "Reverse Innovation" outlined in this book at their own peril. Govindarajan and Trimble do a great job of shining the spotlight on this inconvenient truth, explain its strategic importance, provide insightful examples and practical advice. As a 20 year innovation practitioner, I've experienced the concept in both big ways and small. Not to be ignored is what happens to change innovator's perspectives and approaches simply by redefining the playing field of opportunities. In our work,

we've seen the power of this changed perspective even in domestic U.S. innovation. A good example is that of a major chemical company with a large domestic coatings business, much of which is driven by domestic automotive customers. When Tata announced they were striving for a \$2,000 car, the impact was huge for this innovation group. They began to rethink their approach to automotive coatings... if the entire car would sell for \$2,000, what would the impact be on the coatings... the paint requirements for that automobile. Or the packaged foods company that sought new global snack foods platforms and brought in their innovators from not only Europe, but from Asia and South America to explore regional tastes, forms and ingredients, leading them to three breakthrough new snack platforms based on leveraging existing regional tastes and snack habits to create new forms inspired by other parts of the world and marketed globally. And finally, a major packaged goods company who assembled an entirely new innovation team to live and work in India studying that culture, behaviors and tastes which not only inspired a range of new products designed specifically for the Indian market, but leveraged that learning to create new products and business models for their other markets around the world. As Vijay and Chris point out, this is not only a matter of creating a better offering for local developing markets, but for changing minds and mindsets of their innovators around the world. Love it! This book provides strategic guidance and practical advice for you whether you are just considering the concept, getting started, or already engaged in the practice.

0 of 0 people found the following review helpful. Well written, practical guide to innovation for emerging markets

By mikhail s mirov I read Reverse Innovation as part of a seminar on disruptive innovation at IEM, an Executive Master's degree in Information Engineering and Management at the University of Alabama at Birmingham. This book is both an excellent source of insight as well as a practical guide to innovation specific to emerging markets in emerging economies, for well-established multinational corporations. The book argues that in today's global market, the flow of innovations from developed nations to developing nations is no longer the only paradigm. Incumbent corporations must seek and seize opportunities in emerging markets to help ensure their future vitality. These opportunities require innovation and management processes different and separate from best practices for established markets. Through a series of case studies, this book demonstrates how well known multinational corporations have built business units that cater specifically to specific emerging markets. These examples also show that while reverse innovation is a powerful idea and its implementation a pathway to success in new markets, it is not a silver bullet and some of the companies profiled are struggling to remain globally competitive today.

Reverse Innovation builds on the concepts of disruptive innovation but is broader in scope. Reverse Innovation is simply any new product that is adopted first in a developing market. This adoption can be a result of disruptive innovation, in a case of a product that offers acceptable performance at a ultra-low cost, but can also be a result of the specifics of that emerging market - regulation, infrastructure, and unique market needs.

Overall, the book is thought provoking and educational - a good mix of theory and examples. I would recommend it to both entrepreneurs and big company managers and executives.

There is some practical discussion on innovation here: [...]

1 of 1 people found the following review helpful. Reverse Innovation: Consumer Goods vs. Capital Equipment

By Freddegraz Caution: this is NOT a book on innovation of capital equipment for emerging markets, nor is it dealing with "product innovation" as the topic is usually treated.

Starting reading the book, I first had a hard time to understand its "dominant logic" of connecting social aspects of people living in emerging countries and industrial innovation. Then I found out, that the authors have introduced from the beginning (2009), coining the term: "reverse innovation", the link between the argument "smaller per capita incomes" in emerging markets with "innovations" for them. This way, the living conditions of the majority of people in emerging countries become the benchmark for successful innovation and consequently social criteria like "poor and rich", "one person with 10 dollars vs. 10 people with one dollar", "megatrends with microconsumers", "downhill vs. uphill" which fill the book's pages are understandable. The focus of the book shifts automatically towards innovations for "poor" consumers and consumer goods - not capital equipment.

But "re-engineered innovation" for capital equipment to be sold in emerging markets is also on its way and faces quite similar challenges as consumer goods. In both cases the main driver is the gap between market price levels in developed and developing countries, however, the customer types differ: companies and their staff behave not quite similar to street-level consumers - therefore, social aspects as such are no longer the dominating factor (trying to avoid the use of social categories, however it is obvious, that peoples' income correlates with market prices for goods and vice versa).

The book presents several detailed (interesting and helpful) business stories of the way " reverse innovation" for consumer goods is handled - and this is the most valuable part of the book: practical examples with a lot of hints, how to overcome the dominant logic of western headquarter people and how to bridge the cultural gaps between developed and developing countries. Industrial re-engineering innovation projects for capital equipment resemble much.

The historical sequence multinational businesses have undergone is quite similar: growth by supplying home markets until they are nearly saturated, going abroad for further growth into similar economies and then, with emerging markets expanding world market volume and strengthened buying power trying to gain market share there as well. We call this "globalization" and due to price-level gaps between developed and developing countries and ever growing competition, companies had to reduce their product cost and adapted them according local needs: "glocalization" was born. Product costs were minimized producing locally and reducing product features and functions, however, the remaining costs often prevented complete market success in emerging countries. People

familiar with product management know that product costs are defined by engineering and design and production costs are only a consequence of it. So if production efforts are minimized but product costs still prevent market success - the dominant cost part, defined by design must be changed by re-engineering efforts. Every efficient product engineering project must combine two key ingredients for success for consumer- as well as for capital goods: 1. profound understanding of customer's needs and 2. Technological expertise and latest know how for a thrilling solution fulfilling those wishes and needs. And this has paramount importance for emerging markets innovations. The later (technological expertise) is usually incumbents market leader's core competency. As a consequence, their real challenge is, to have people onboard with in-depth knowledge of the needs of target-group customers - which live in completely different cultures - and to manage that merger. Preferably, experts with headquarter-know-how and local team members form an innovation project team for a defined target-group of customers. To make that teamwork happen merging the two ingredients, that's the whole story of "reverse innovation" and re-engineered innovations for capital goods! The authors deliver 8 business stories of different companies which managed "reverse innovation" successfully. The GE-story from 2009 serves as the backbone of the book and is the most colorful: it demonstrates what works in practice and what doesn't. Some key points are very clear: "Innovation is sometimes a matter of simply talking to the right employees - those who understand local needs"; "Breakthrough customer insights not breakthrough technology matter most in unloading new markets"; "Move people, power, and money to where the growth is"; "Strike the right balance between local autonomy and global authority"; "Carefully managed partnerships of local teams and global expertise" are only a few. Analyzing the business stories in detail, you see sometimes confusing mixes of social and methodological argumentation happen (e.g. in the Hartman-story) and some pure re-engineering examples focusing on one country only (mostly India). So the red thread of the book's main idea is not always very consequent. In the end, a few doubts still remain: 1. "Reverse innovation" by the author's definition takes place in a certain (emerging) country based on typical local needs (which are the root-causes for innovation). Can the innovative solution also become successful in other markets? If local needs dominate - won't localization start again and again - country by country? The book's claim: "some fundamental needs are widespread among emerging markets, so that relatively straightforward customizations will suffice for other countries" simply repeats the argument that drove glocalization - what is different this time? 2. Even if some (more than 50%) of the solutions given in the examples for "reverse innovation" could also be sold later on outside the country, where "reverse innovation" initially took place, does this percentage stand for "winning everywhere"? Why should "reverse innovation" solutions "win everywhere", when glocalization failed? 3. Many similarities in projects for consumer goods innovation (i.e. "reverse innovation") and capital goods re-engineering innovation exist today. The authors' vision of innovated solutions flowing back into "headquarter's markets" seems to be fragile and to a certain extent questionable even for consumer goods (see 2.). For capital equipment innovations: won't the percentage be much lower? 4. The cannibalization topic is well recognized and the counter-arguments given repeat well-known rational statements - however, to convince headquarter people with their emotions and fears: it needs more!

A New York Times, Wall Street Journal, USA Today, Amazon Bestseller Reverse Innovation is the new business idea everyone is talking about. Why? Because it presents the blueprint for scaling growth in emerging markets, and importing low-cost and high impact innovations to mature ones. Innovation is no longer the exclusive domain of the Silicon Valley elite. Reverse Innovation will open your eyes to the fact that the dynamics of global innovation are changing and if you want your firm to survive, you'd better pay attention. The gap between rich nations and emerging economies is closing. No longer will innovations travel the globe in only one direction, from developed to developing nations. They will also flow in reverse. CEOs of the world's most influential companies agree and have cited Reverse Innovation as their playbook for the next generation of global growth. Authors Vijay Govindarajan and Chris Trimble of the Tuck School of Business at Dartmouth explain where, when, and why reverse innovation is on the rise and why the implications are so profound. Learn how to make innovation in emerging markets happen and how such innovations can unlock even greater opportunity throughout the world. You'll follow some of the world's leading companies (including GE, Deere Company, PG, and PepsiCo) through stories that illustrate exactly what works and what doesn't. If you're in a Western economy, you need to accept that the future lies far from home. But the idea is not just for Western audiences. If innovation is at the heart of your company or your career, no matter where you practice business, Reverse Innovation is a phenomenon you need to understand. This book will help you do that.

Named a Best Business Book for 2012 in strategy+business magazine Whether you are an executive of a global company or you are simply interested in innovation among cultural differences, creativity, and diversity, this is a lovely and persuasive read. Business Insider In Reverse Innovation: Create Far from Home, Win Everywhere, Vijay Govindarajan and Chris Trimble make a compelling argument for companies to not just widen their lens, but shift it to a completely different context that of developing economies. strategy+business magazine This lovely, persuasive work couples the focused repetition of a good textbook with the lively style of an entertaining article.

Directorship (South Africa) Highly recommended... released this year to a chorus of approval from global business leaders this book explains the way in which the flow of innovation has changed... Reverse Innovation shows senior managers how to make innovation in emerging markets happen, and how these innovations can unlock business opportunities on a global scale - using real-life case studies to illustrate the theories.;

Business Executive The book presents its ideas clearly, with about half devoted to the general concepts and the other half to case examples of companies such as GE, Procter Gamble and PepsiCo, which are leading the way in reverse innovation. If your company can benefit from reverse innovation or might suffer from it the book is well worth reading.;

Globe Mail a book that offers provocative insights into the quickly changing dynamics of the global economy.;

The book is rich with examples.;

The Wall Street Journal In Reverse Innovation, [the authors] argue that western businesses must similarly learn new tricks from their emerging markets. It is an idea that they have been championing for years and which has become increasingly fashionable.;

The Financial Times The book, an extension of a 2009 Harvard Business article that Govindarajan and Trimble co-authored with General Electric CEO Jeff Immelt, reads like a how-to guide for executives looking to innovate beyond the U.S. and Europe... It's a useful and even inspiring read for any executive who cares about the future of business innovation.;

Fortune.com Reverse Innovation is a must read for anyone seeking to participate in emerging markets, be they CEOs of multinationals, leaders of NGOs, or government policy makers.;

Stanford Social Innovation This accessible new book... provides a clear evaluation of the issues faced and expert advice on how to implement a reverse innovation strategy.;

Developing Leaders Govindarajan [and Trimble] writes about how reverse innovation is rapidly changing the way companies think and how that's affecting the way they look at markets.;

Fortune (India) This insightful book makes a compelling case for the developing world supplying the strongest emerging market of the new century.;

Publishers Weekly This is a fascinating book for anyone interested in how concepts of innovation need to change in order to succeed, and an even more important book for those who can actually take part on the level the authors advise.;

800 CEO READ A well-researched and thoughtful book.;

The Irish Times This book shows how, counter-intuitively, there are many circumstances when business models and products developed in emerging markets can provide new opportunities in rich economies also.;

Forbes.ru ADVANCE PRAISE for Reverse Innovation: Jeffrey R. Immelt, Chairman of the Board and Chief Executive Officer, General Electric Govindarajan and Trimble offer a framework for the next phase of globalization.;

Robert A. McDonald, Chairman of the Board, President and Chief Executive Officer, The Procter Gamble Co. Reverse Innovation is a playbook for leaders who want to unlock growth in emerging markets.;

William D. Green, Chairman, Accenture Innovation knows no geographic boundaries. This book is a defining work on how we invest and engage the future.;

Omar Ishrak, Chief Executive Officer, Medtronic, Inc. "Unique and important work, hard-hitting examples, detailed and actionable steps, and clear explanations.;

Ajay Banga, President and Chief Executive Officer, MasterCard As the world's economic center of gravity continues to shift and as new consumers continue to emerge it's clear that the logic and business practices that drove yesterday's success won't drive tomorrow's.;

Peter F. Volanakis, Former Chief Operating Officer, Corning Technologies I wish I had this book ten years ago."