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**The Spider Strategy ([www.ishanadvisors.com](http://www.ishanadvisors.com)) Amit Mukherjee (Press - An Imprint of Pearson (www.ftpress.com))**

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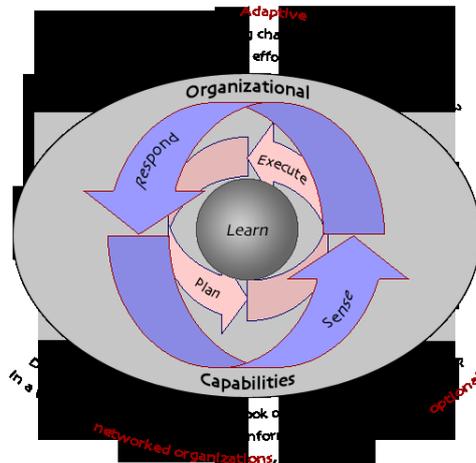
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Creating Networks to Avoid Crisis, Create Change and Really Get Ahead

A spider is known for building a net to catch its preys. The spider's net looks fragile but is strong enough to strangle its prey. Spider is also known for its patience and tenacity to build and sustain its "net"work. Business today has undergone transformation and takes place across continents without people having to travel. The "network" that computers provide has made it possible to conduct transactions at the click of a button. Interestingly this network is also called the Web.



Before explaining the concept of the spider strategy, Mukherjee traces various epochs in the evolution of the way business was conducted (p18-19). In these epochs one sees the changes taking place in terms of quality, productivity and tools in business. In Freidman's words, the world is flat, hot and networked.

As companies expand their business across the globe the network of suppliers and customers grow. Technology notwithstanding, the need to collaborate, and adapt to different business environments is paramount.

Mukherjee proposes four design principles to thrive in this networked world.

### Design Principles for Adaptive Businesses

Principle	Description	Learning
Embed sense and respond capabilities within normal plan and execution process	It is the ability to sense a problem/opportunity early and correctly AND the ability to react effectively that defines the competitive advantage. In absence of these abilities, companies lurch from one crisis to another	Important words are sensing Capabilities and communication channels with suppliers and within the company
Adapt strategies that promote collaborative action among network partners	Globalisation leads to poor visibility of a company's competitive advantage. A good relationship with partners can help the company to keep in touch with realities	Collaboration with business partners keeps the company in touch with market reality
Value and nurture organisational learning	Knowledge about what works and what does not is to be collected, analysed and shared with partners: "Intelligent knowledge sharing"	Sharing of risks and benefits with stakeholders
Deploy technologies that enable intelligent adjustment to major environmental shifts	To adjust to changed conditions, companies must employ IT that supports the first three principles	Technology must be used to further organisation's goals. (Dr.Monzcka)

The book describes the principles and how to implement them as well. Mukherjee comes out with a unique concept of Chief Networking officer.

This is a fantastic book for a practicing manager as well as students of Business Management in all disciplines.

#### Chapters

##### **Part I: Why Change?**

1. The Fire that changed in Industry
2. Shadows of the Past
3. Visions from the Present

##### **Part II: Design Change for Adaptive Capabilities**

4. Transform Everyday Work
5. Succeed in Dog-Eat Dog World
6. Ensure that Work Teaches
7. Make Technology Matter

##### **Part III: Going Adaptive**

8. Create the Organisation
9. Introduce Change Holographically