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THE ELEPHANT CATCHERS

Scaling Up

How to take your business to the next level

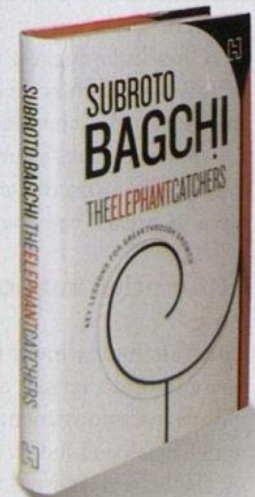
Starting one's own business is always a scary prospect, with the odds severely stacked against the entrepreneur and the future uncertain. Yet, it is among the most exciting pursuits. There's nothing like creating your own enterprise. It is no less challenging than taking a successful business to another plane or, in management jargon, scaling up. It not only requires greater risks but, more importantly, it requires the right skills, sensitivity and prudence to prevent screwing up the very foundation of what made a business successful. Aimed at entrepreneurs who have already built a business, is the crux of Subroto Bagchi's book *The Elephant Catchers* (Hachette; Rs499; 232 pages), on how they can take it to the next level.

The book is arranged in six sections. The first part presents the idea of scaling up, the needs and reasons for doing so. The term 'elephant catcher' is also defined here; it refers to scoring large deals and having the skill-sets, the resources and infrastructure to deal with the volume and complexity that comes with scaling up.

The second part talks about how a business can score large deals, by employing the right people and adopting the appropriate business model to facilitate growth. This part also explains the nuances of mergers & acquisitions from a practical point of view.

The third part deals with intellect, the capacity to use leadership to steer an organisation and forge its path, particularly by tapping into external expertise.

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- ▶ reputation management, internal and external, with the right public relations (PR) strategies. After all, scoring large deals depends on a good track record.

Part five underscores the importance of people management, inspiring them to strive for the best. It deals with the traps that leaders fall into, when they hire wrong or fail to retain talent, thereby stalling growth. It also deals with the issue of succession planning and grooming leaders from within.

The sixth and final part talks about the so-called ‘final frontier’ where organisations would have to reach a point where a business is on auto-pilot. Bagchi strings all the parts together by narrating his own experiences at Mindtree, a company he founded in 1999 and of which he continues to remain the chairman. He also infuses stories of other organisations and its leaders with whom he has interacted, into the narrative. The book isn’t about management; It is about entrepreneurship and is a continuation of his previous best-seller *The High-Performance Entrepreneur*. Budding entrepreneurs will absorb lots of titbits and ideas from this book.
— *Aditya Govindaraj* ■