Foreword

Nilanjan Ray is a thoroughly accomplished professional. And an amazing author. It takes more than just writing skills and mesmerizing words and charismatic language and an ocean of domain knowledge to be an author. Although he has all of those. It takes the ability to transform complex concepts into simple applicable ideas and into a book for managers to understand the deep-rooted cause and effect of what they did and should do in the future with pinpoint analysis of exactly what went wrong and how to fix it.

He wrote a revolutionary book. I’ve known him from a very long time. He is a true academic who refused a $USD 3000 teaching job offered by me for a $USD 1000 one just because he did not want to compromise his academic identity and wanted to be amongst the intellectuals for his career development. When such a person compiles and writes and analyzes the research works of other esteemed authors, who are also masters of their field, it takes more than just compilation capabilities. It takes guts. It takes dogged determination. A capacity to focus on just one goal. And the end result is as sweet as his smile itself.

Strategic planning is not just a fancy name and this has been again proven by his writing. For growth that is both organic and amalgamative, his book stands out for explaining how smaller strategic issues become vitally and virally and verily terminal at the tactical level. He stresses that when managers get confused, choosing between economies of scale and scope, between mass and niche, between product extension and cannibalization, between organic and amalgamative growth, between globalization and localization, between innovation and customization, between opportunity cost and super-specialization, and anything else that is respected as so-called prisoners’ dilemma in our field, creates debates.

He also stresses the thing that we take for granted. The other aspect of strategic thinking of to be or not to be. To first see the growth to target and then settle the external fund requirement calculation or to play safe and use the present fund available smartly to proliferate. The power to see the future, or the lack of it, and how it is communicated and made understandable at the tactical level, most importantly, what happens when Ceteris is not Paribus, is what his book highlights with example of case studies ranging from pharmacy to banking to tourism sectors, covering people, process, system, and structure. I have noticed that the case studies are all synchronized and stacked properly one by one as per the importance and frequency and relevance of such factors in the corporate world. I have been pushed to find any fault in it.

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