



Stovall Grainger Modleski Inc.

Partners in Building Competitive Immunity®

Strategy...Chill Out About It

Folks, it's hot out there. At least where some of us are...or depending on the season and such, but if not physically hot, it is at least on the "stuff that challenges me" side of life. The Strategic Process, if engaged properly, is a challenging but rewarding approach to customer access and ultimately increased marketshare. However, let's not make an already robust process unnecessarily onerous and prone to a meltdown. Chill out about it and focus on...

Step One...The Terrain:

All success, according to Sun Tzu, is manifest in the Temple Rehearsal. And one of the crucial, and in the opinion of at least of at least one or two people in the SGM shop, the most crucial Temple Rehearsal input is your terrain knowledge.

Knowledge of the Terrain is the game changer regarding the creation of more customer-centric account/market segment level strategy. And there's no short cut to it.

So how do we manage our terrain centric approach without melting down? Learn one new terrain bit every day about the accounts or

market segments you find yourself in. And when we say a terrain bit...NOT information about your therapeutic category or clinical issues per se. Open your definition of the terrain to one that transcends the obvious. Our experience tells us that chances are—your competition isn't opening their eyes to the larger context...the macro-centric definition of terrain. Ahh...therein is your opportunity. And one or two **Strategic Business Calls** each week won't conflict with your call rate attainment.

Step Two...S.M.A.R.T. Objectives:

Be vigilant and rigorous with arithmetically-metric rich objectives. And please, **put a drop dead date on them** so that we know when to

plan the victory celebration. The focus that comes from having unambiguous objectives is amazing—and we aren't even to the strategy part yet.

Yes, we know that you...
*"want to be a partner—
provide superior value—be
a resource—have customer*

delight" ...but please, leave these admirable and aspirational visions to your Mission-Vision Statement for your efforts. If you are going to win at the expense of competition, you need business performance objectives that let you





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know that you are headed towards your defined endpoint.

Make your objectives answer, with as much math as possible the following question... “What is it that I want to accomplish”? And we’d add for the rigor test... As measured by what?...Market share from “point a” to “point b” plus how many additional share points? Or dollars from what to what? And by when?

Step Three...Your Winning Strategic Position:

For this particular account ONLY. Why? Because **unsurpassed efficacy** is something that a strategist will never give up if indeed they own it. However, an aspirational declaration like that gets announced to your customers every day, by suppliers that you don’t even compete with. So the value becomes hazy at best.

How do you craft a winning, ownable, terrain centric version of “**patient—adherence friendly**” or “**unsurpassed efficacy**” or “**scaleable automation**” or “**fastest throughput**” that accounts for this specific account’s needs, critical success factors and terrain realities.

Folks, if you don’t know the terrain, it ain’t gonna be easy. Oh, and another thing, limit your account level-market segment specific strategy to one that is **singular in nature**. The more additional

stuff you throw into that wining position says that you really don’t know what the best position is so you’ll just chunk a bunch of attributes in there to hope something sticks. Phase III strategists become good editors. And remember, don’t confuse simplicity with weakness. There’s a lot of power associated with customer-terrain centric clarity in a well-honed strategic position.

Step Four...Supporting Tactics:

If steps one, two and three are well crafted, your tactics...those actions you undertake to support the strategy to achieve the objective—are more obvious. Rank your tactical actions based on which ones need to get done first in order to maximize your plan.

Use your Winning Strategic Position as **the filter through which you run** all of your tactical ideas, obsessions, considerations and seductions. If it doesn’t make it through the filter, chances are it won’t help you support your strategy to achieve your objective so don’t do it. Remember

Musashi... “*Pay attention to trifles but do nothing that is of no use*”.

Step Five...Resources:

Time-Human-Money...If you can clearly articulate all of the previous steps, then getting access to or permission to use any of these resources

becomes a much simpler task. You need these things and don’t lose sight of the fact that a





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plan can implode overnight, even if all the other components are solid, when your plan isn't nourished with the appropriate resources.

Again, your best case for resources is always made via a confident and clear articulation of the other steps in the Strategic Process.

Call us if you need us. Email us if you want. We're right here waiting on you, sitting in the shade, drinking sweet tea. Stay cool and don't fall short of the call rate.

Core Messagingly Yours,

The SGM Team

*SGM Inc. is a Training &
Consulting coalition with
strengths in Strategy and the
Evolving Healthcare
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