



## Stovall Grainger Modleski Inc.

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### **About That Mature Product Of Yours...**

So your molecule or technology...you know, the one that you get most compensated for, is getting a little long in the tooth. Message fatigue is an understatement with older technology or a molecule that's ten years old. Geez, some of you out there are promoting products, albeit good ones, that are almost mature enough for a Drivers Permit.

So let's pose a strategy question. Should you, at the account level, expect at this point, breakthrough—breathtaking new strategy from your brand teams? What does your common sense tell you? Forget your MBA and your ten years of military service. This is Strategy-100.

By now, if you are selling technology, you know that your organization has the next generation equipment around the corner so investment at the strategy level for your old stuff should be near naught. What you should expect from your brands is clear communication on time-lines for your new technology launch or upgrades and no nonsense answers to why and to what degree, funding and resourcing for particular programs and tactics might be waning.

And for you account level strategists who are promoting those brooding adolescent pharma and biotech products...settle down. Product life cycle management basics tell us that your mature products are margin rich cash-cows and your organizations are rightly milking it thoroughly on the home stretch. So you should expect resources and tactics commensurate with the home stretch drawdown. Some products are billion dollar plus brands and even with the sunset visible, tactical resources remain abundant. If this is your case, just be thankful.

Good brand management requires a balancing act between keeping a mature



brand's net contribution strong and maybe stronger, while making sure that it doesn't die on the homestretch vine. But forget about breakthrough strategy.



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Oh yeah, the strategy question. Brand positioning and overall brand strategy for these mature ones is done. As well it should be. The point I'm trying to make here is that if you are positioning mature products at the account level, you need to realize that the resources you have from the brands...the raw material for account level strategy is what it is.

Demand of your brands the appropriate amount of **tactical elements** and **resources** but don't take another drag off the Hopium Pipe, expecting a sea change of strategic elements. It's on your strategic shoulders at the account level partner.

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