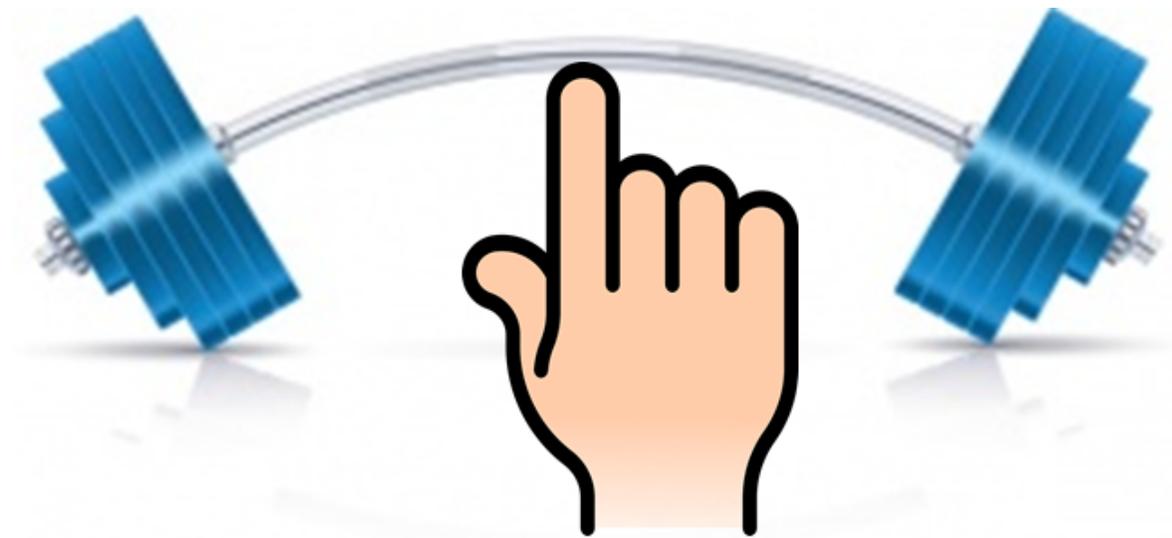




Achieving radical and sustainable improvement in top line performance

## How Strong is Your Strategy? Can You Pass These Timeless Tests?



July, 2017

### **The Situation:**

Every company has a strategy. Regardless of the tools, templates, processes and approach to either formally or informally creating it, strategies exist within every organization. Regardless of the rigor and confidence (or lack thereof) in the output, the question remains, "Will this strategy pass the test of time?" (both short-term and long-term) to contribute to mission accomplishment. Just because the strategy has been documented in a PowerPoint deck or a briefing paper/tome doesn't make it sound. A strong and sound strategy needs to pass objective tests. In this Kappa

bulletin, we will present the first five of ten tests.

### Test #1

**Will you grow market share faster than your strategic competitors?** When organizations target a growth strategy they typically concern themselves with "absolute" growth, and not relative growth. For example, if we ended the previous year with 100 units (revenue, profit, shipments, orders, etc.) most organizations will pick a number usually handed down from the Board on how much they would like the business to grow next year whether its 10%, 20%, 30% or more. The number is arbitrary and almost always does not take into account the rate at which the market is growing and the anticipated growth rate of your strategic competitors. Remember the name of the game is market share, winning more share and at a faster rate than the other market participants. Few clients, in our experience, ask if they are beating the market.



### Test #2

**How bullet proof is your competitive advantage?** By competitive advantage, we don't mean hyperbole or marketing fluff. We mean real, factual and quantified differences that must pass the "so what" test. Unless you can translate the happy talk into hard tangible differences, your perceived competitive advantage is muddled and will not make a difference. This applies to either a product and/or service offering.

### Test #3

**Do you know where you are fighting?** While corporate may provide the big picture or grand strategy, they are often unaware of the requirements and nuances of the local terrain in which the sales and marketing departments have to operate. As we have learned, one size does not fit all markets (sub-markets). In understanding the differences in each locale requires the strategy be tweaked and customized to avoid proceeding on false assumptions that may not work in your territory.





How did you score? If you would like to discuss your answers, please drop us a note for a complimentary discussion.

If you have any questions about how strong your organization's strategy is, please send us an e-mail at [kappainfo@kappaeast.com](mailto:kappainfo@kappaeast.com).

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