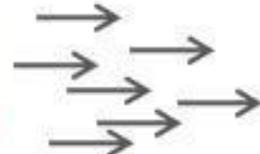
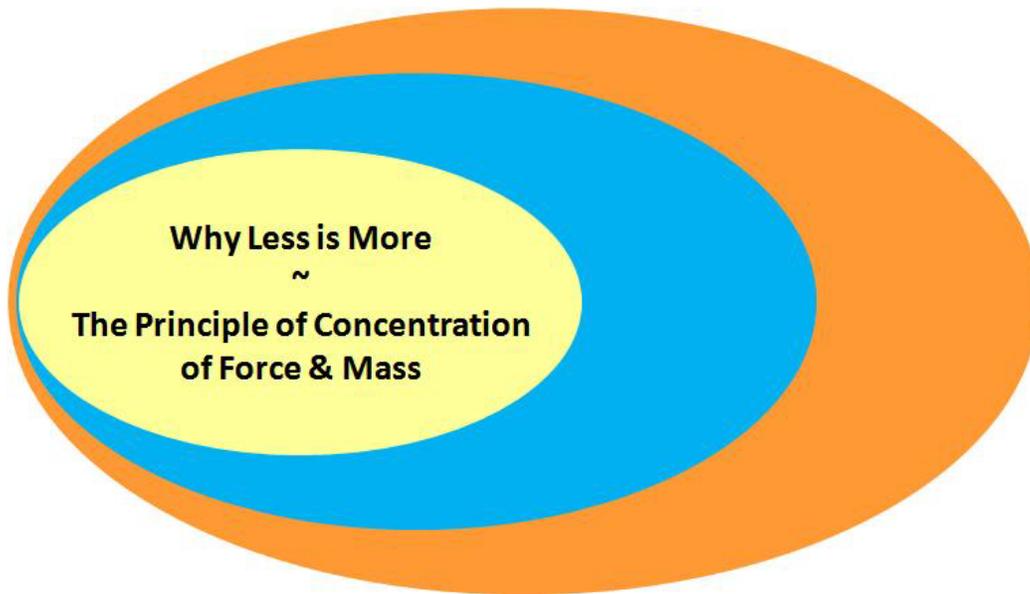




KappaEast
Management Consultants



Achieving radical and sustainable improvement in top line performance



May, 2011

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The Challenge:

In our entrepreneurial and opportunistic business culture we often hear clients say "more is better." Let's sell and service *more* opportunities in *more* markets/geographies with *more* products and *more* solutions. Consider a hungry lion stalking a herd of zebra in the tall grass, thinking to herself that every zebra represents a luscious opportunity. As we all know, success occurs when the pride teams-up and targets. Intense focus and discipline brings with it a successful kill. The concept of focus - concentrating force and mass - is a fundamental law of nature and when we focus our minds on the few "*right things to do*" we achieve greater success.

The lesson learned is that you are better off being some "or fewer things" (products, solutions, services) to some targeted customers rather than being all things to all customers. This is especially challenging when an organization has limited or finite resources.

What Works:

The goal is, of course, to create more time and inevitably set priorities. We have created a simple and highly effective tool to help answer the two most important targeting questions of strategy namely "Q1: Who are we selling to?" and "Q2: What are we selling?" Referring to the diagram



above, consider the inner ring as "Core," the middle ring as "Near Core" and the outer ring as "Outfield." When something is in Core (a customer, product or solution) we recommend allocating at least two thirds of customer facing resources and the remaining one third of the resources goes to Near Core. In a perfect world Outfield should get between 0-5% max of the resources. Performing this exercise on a regular basis (once per quarter) will increase your effectiveness.

Just Try It:

An executive's willingness to face up to tough decisions to make them and to live with the results sets a great example for the entire organization. To begin the exercise, [click here](#) for a complimentary targeting matrix. As a general rule for every ten items in a targeting category (geography, product, solution) there should be no more than a few (1-2) items that wind up in Core. Remember, rationalizing why more things belong in Core is a violation of the principle of concentration of force and mass, resulting in sub-standard performance.



3 stage core

What's Next:

If you would like to explore ways to perform corporate triage using this tool, we would welcome a call. If you have additional best practices we would welcome hearing those as well. You can reach us at kappainfo@kappaeast.com

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