

# Grow your sales faster with a Winning Sales Strategy

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- ✓ Grew the Dumex India Business from 9 Mn USD to 15 Mn in 2006
- ✓ Built a highly profitable business of 5 Mn USD from scratch for J&J in Sri Lanka, Bangladesh, Nepal & Male in three years
- ✓ Formulated & implemented strategy doubling the growth for J&J India
- ✓ Doubled the Animal Feeds Business of Unilever in India from 15,000 to 30,000 Tons per annum
- ✓ Formulated & Implemented differential strategy for growth of RIN Detergent Cake for Unilever in India



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**Winning Business Strategy Formulation, Marketing Planning, Sales & Advertising Development, Market Research, Project Management,  
New Product Development, Quality Improvement, Customer Service Improvement, Inventory Reduction and Cost Reduction & Profit Improvement**

# What is the Winning Business Strategy?



**Winning Business Strategy** is a combination of the goals you are trying to achieve and the means by which you can get there. The key elements of the Winning Business Strategy are

- How will you compete broadly in the categories you have chosen to build the business?
- What are the sales, market share and profitability goals for next 3-5 years?
- What product and service line will you have?
- Which markets and customers will you target to build your business
- How will you generate the demand for your products and services?
- How will you sell and distribute your products and services?
- How will you purchase the materials and manufacture your products and services
- How will you get the right people and get best out of them?
- How will you develop the new products and services?
- How will you finance your business and exercise management control?

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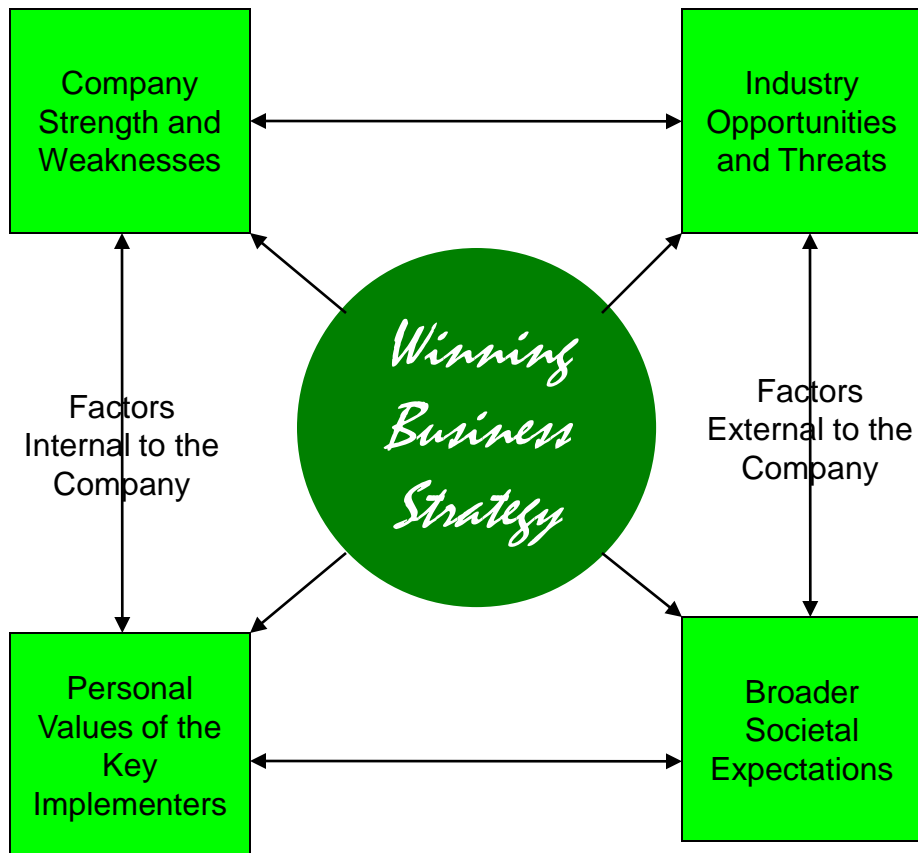
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# Is your Winning Business Strategy based on right things?



**At the broadest level *Winning Business Strategy* formulation involves the consideration of four key factors that determine the extent you can be successful**

- Company Strengths and Weaknesses are your assets and skills relative to the competitors including financial resources, technology posture, brand identification etc.
- The personal values of an organization are the motivations and needs of the key executives and other personnel who will implement the chosen strategy
- Strength & Weaknesses combined with Values determine the internal limits of the Winning Strategy you can successfully adopt
- The external limits are determined by the industry and broader environment
- Industry Opportunity and Threats define the competitive environment with its attendant risks and potential rewards
- Societal Expectations reflect the impact on the company of such things as government policy, social concerns, evolving mores etc

**These four factors must be considered before you develop a realistic and implementable *Winning Business Strategy***

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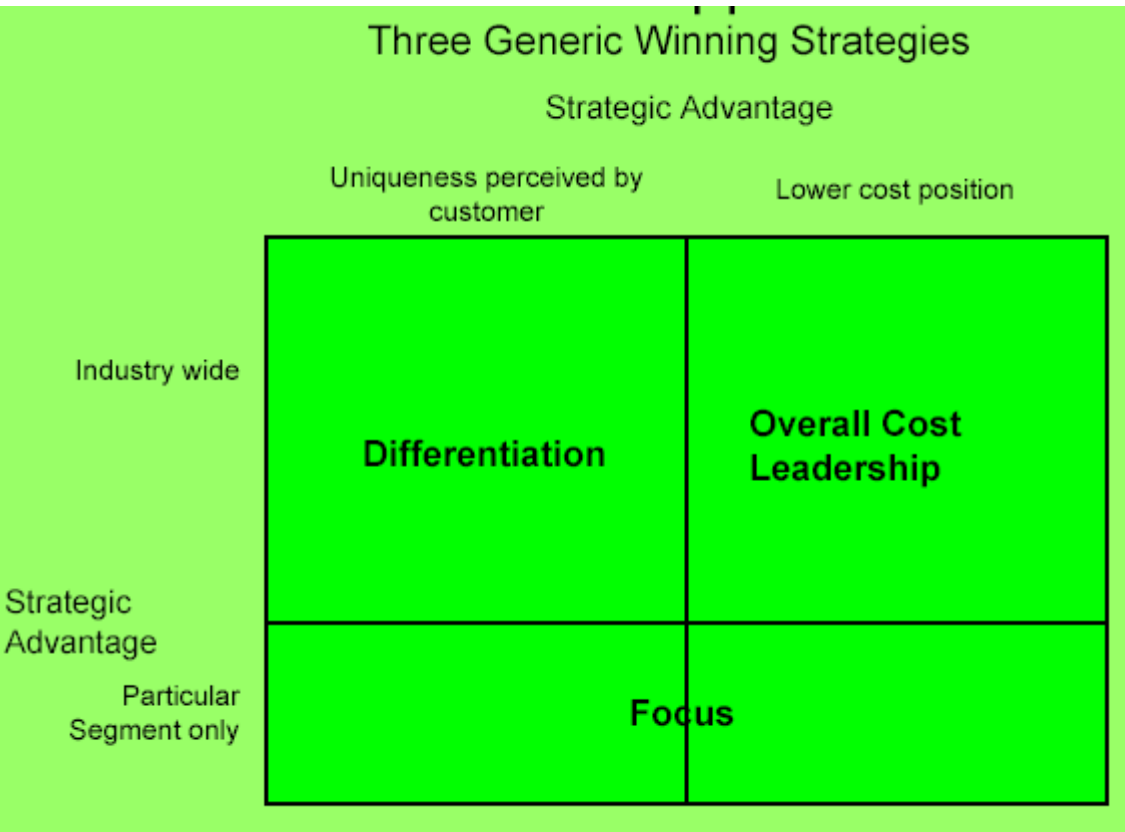


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# How can you win over other firms in your industry?



**There are three generic strategies that can make you win over other firms in the industry**

## Overall Cost Leadership

- Aim to achieve low cost position relative to your competitors in the industry
- Requires aggressive construction of efficient scale facilities, vigorous pursuit of cost reduction from experience, tight cost and overhead control, avoidance of marginal customer accounts and cost minimization in all functional areas

## Differentiation

- Offering products and services that are perceived unique industry wide through design, brand image, technology, features, customer service, dealer network etc

## Focus

- Focuses on a particular buyer group, segment of product line, or geographical market in achieving differentiation or cost leadership or both

**These generic strategies become the basis of developing other elements of the Winning Business Strategy like Goals and Functional Policies**

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# Is your Business Strategy the Winning Strategy?



**You can determine if your Business Strategy will really make you outperform your competitors by testing for the following**

## Internal Consistency

Are your goals mutually achievable?

Do the key operating policies address the goals?

Do the key operating policies reinforce each other?

## Environmental Fit

Do the goals and policies exploit industry opportunities?

Do the goals and policies deal with industry threats to the degree possible with available resources?

Does the timing of the goals and policies reflect the ability of environment to absorb the actions?

Are the goals and policies responsive to broader societal concerns?

## Resource Fit

Do the goals and policies match the resources available to the company relative to competitors?

Does the timing of goals and policies reflect the organization's ability to change?

## Communication and Implementation

Are the goals well understood by the key implementers?

Are the implementers committed these goals and policies?

Is there sufficient managerial capability for effective implementation?

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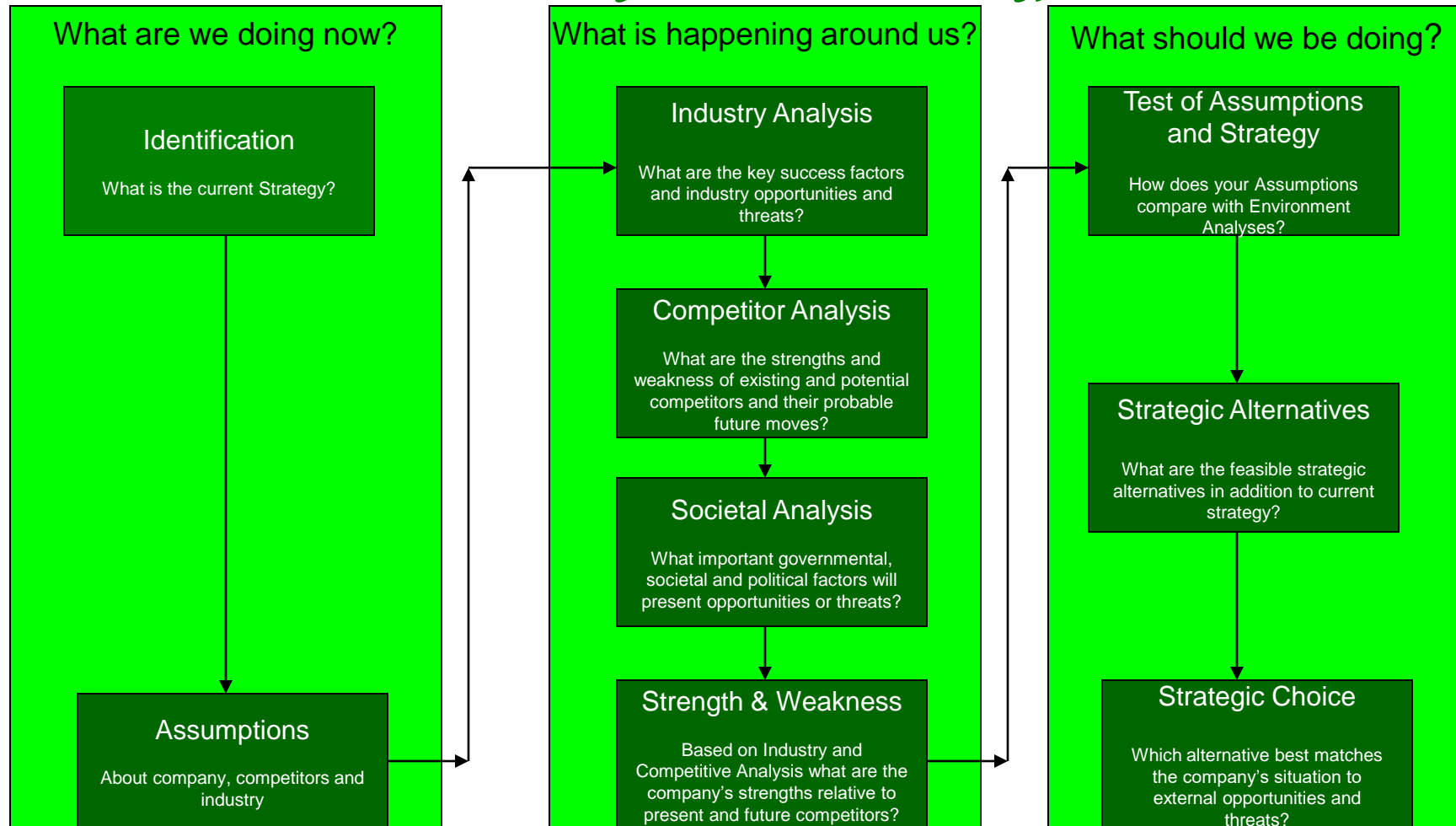
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# Formulate the Winning Business Strategy in Three Steps



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What are we doing now?

What is happening around us?

What should we be doing?

## Identify the Current Business Strategy to start the formulation of Winning Business Strategy

Test of Assumptions

What are we doing now?

Identification

What is the current Strategy?



**Identify the Current Business Strategy by asking the following questions about your business**

- What is your Vision for the future for your business?
- How do you compete broadly in the categories you have chosen to build the business?
- What are the sales, market share and profitability goals for next 3-5 years?
- What product and service line do you have?
- Which markets and customers are you targeting to build your business
- How do you generate the demand for your products and services?
- How do you sell and distribute your products and services?
- How do you purchase the materials and manufacture your products and services
- How do you get the right people and get best out of them?
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***It is all about identifying how you do all the above today!***

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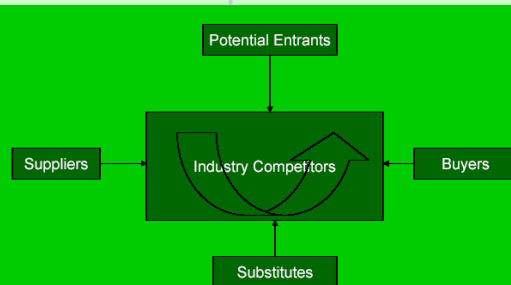
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# Identify your Opportunities & Threats by understanding the industry forces



**Identify your Opportunities & Threats by asking the following questions about each of the industry forces, society and government**

- Who are they?
- What are they doing and will do in future?
- What opportunities does it provide you?
- What threats does it pose for you?
- Select Opportunities & Threats with high probability of occurrence and impact on you to work on

**These answers provide you the list of Opportunities & Threats and you are now ready to move to identify your Strengths and Weakness**

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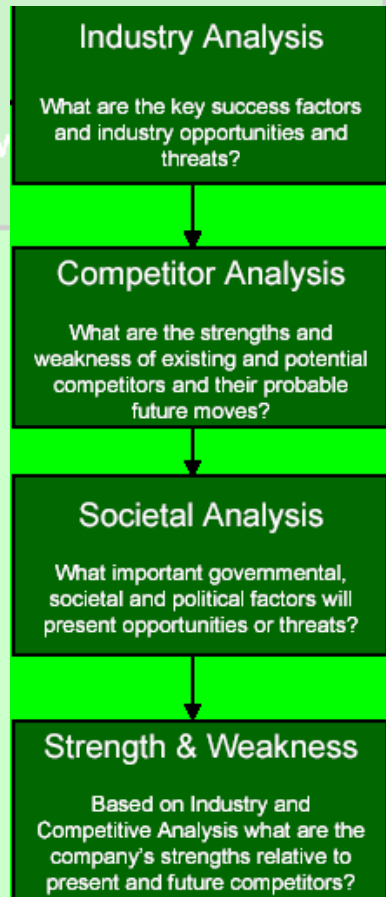


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What is happening around us?

What should we be doing?

## *Determine your Strengths & Weaknesses by Industry & Competitors Analysis*



**Determine your Strengths & Weaknesses by asking the following questions**

- What are the Key Success Factors in your industry?
- Who are your key competitors?
- How are you placed on each of the Key Success Factors as compared to your key competitors?
- Which of the Key Success Factors you are or can be better than your key competitors?
- Which of the Key Success Factors you are or can be worse than your key competitors?

**These answers provide you your Strengths & Weakness and now you are ready to test your current Business Strategy and change it into A Winning Business Strategy**

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Strength & Weakness

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# Assesses your Current Business Strategy & Determine your Winning Strategy

Test of Assumptions

What should we be doing?

## Test of Assumptions and Strategy

How does your Assumptions compare with Environment Analyses?

## Strategic Alternatives

What are the feasible strategic alternatives in addition to current strategy?

## Strategic Choice

Which alternative best matches the company's situation to external opportunities and threats?



**With the previous two steps completed, you can now make the changes in your current strategy to make it A Winning Business Strategy by asking following question about each element of the Current Business Strategy**

- Given your opportunities and threats, what else can you do?
- Given your strengths and weaknesses
  - What makes sense to continue doing?
  - What should you stop doing?
  - What should you start doing?

**These answers provide you your Winning Business Strategy . You need to now execute it and evaluate the outcome after 3 months and make changes as needed**

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# Find out what is Winning Portfolio Strategy



**The Winning Portfolio Strategy is a clear set of policies that channels your marketing investments optimally by answering the following questions.**

- Which of your product will you maximize investment and growth
- Which of your products will generate cash with minimization of investment
- Which products will you discontinue marketing investment till they become profitable
- What products will you discontinue manufacturing and marketing

**These answers provide you the Winning Portfolio Strategy which will ensure your marketing investments are optimally deployed**

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# How do you formulate the Winning Portfolio Strategy



**The Winning Portfolio Strategy is formulated by analyzing each product on its market attractiveness and probability of success**

- Maximize investment and growth in the products with high market attractiveness and high probability of success
- Minimize investment and generate cash through the products with high market attractiveness and low success probability
- Discontinue marketing investment until profitable in products with low market attractiveness and high success probability
- Discontinue manufacturing and marketing products that have low market attractiveness and low probability of success

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# How can you determine the market attractiveness of all your products

## Relative Market Attractiveness of all the Products

Products	Market Attractiveness Factors			
	Market Size	Market Growth Potential	Profitability Potential	Overall Market Attractiveness
Product A Facts				
Product A Rank				
Product B Facts				
Product B Rank				
Product C Facts				
Product C Rank				

**The Market Attractiveness of all your products is determined relatively by ranking each of them on Market Size, Market Growth Potential and Profitability Potential**

- How big is the market for each of the products you have in terms of the net realizable sales
- What is the current growth rate of market for each of these products and how much will it in next 3-5 years
- What is the inherent profit potential of each of these products

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