

Strategy = Plan; Tactics = Action; Logistics = Everything Else!

“Developing A Healthcare Plan & Making Sure Your Healthcare Strategy Gets Implemented”

By Robert J. Oosdyke - Health Care Furnishings, Inc.

“Logistics = Everything Else” is the third and final in this series. We are now determining the steps needed to make our tactics or actions in the field successful. This means we will be implementing, in total, our strategy to reach our goals.

Defining “Everything Else” is really quite simple. These are the things in the planning process that we overlook internally, such as the little steps that are forgotten or not planned and hold up our progress in the field. Thus, it either makes us fail or prolongs success. We have all been there.

Last week we assumed you were a contract furniture dealer and we will continue with this example. Your goal was to enter healthcare quickly and effectively and achieve a positive ROI as soon as possible with your current sales force.

As an example, our first tactic last week was to find products that were desirable in your healthcare customer’s eyes. This is easy to say, but “who”

is going to do this in your dealership? Where will they get the time? What duties do they need to give up to accomplish these tasks? How will they gather the internal knowledge to even ask the right questions of individuals who may have the answers?

The real issue is time which means finding the time to add “just one more task” to an already large list of duties. Consequently, we are short on staff and everyone is pushed to the brink, so how are we going to get our questions answered when you don’t have the time to devote? Many times, we give the project to someone who is the “do’er” in our organization without really thinking about how much they can handle. The “do’er” may get the job done, but certainly will not be able to devote the time necessary to obtain an outstanding result. This gives you the best information needed to make some wise decisions.

How many times have we seen great initiatives left in the dust? Healthcare is too big of an opportunity not to do it right the first time. There are no short cuts in finding the right products or areas to develop in the healthcare market. You must be on target or the cost of the “error” can ruin profitability.

Another tactic we used in last weeks article was making sure we get the product lines we need and want. There are proper ways to approach a manufacturer while trying to gain access to their product line; there are also ways on how “not to” approach. We discussed the right way, and that was to become a student of their market and present them with your knowledge of “their” market.

As your “do’er” gets his or her job accomplished in gathering information on the “hot” and “got to have” products in your line, they will begin learning about the background in that particular market. It is suggested with this tactic they are obviously the person to continue learning all they

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can about the application of the product in healthcare. Again, this is a time consuming challenge and this person must have a good basis of healthcare knowledge to be able to present what they have learned.

The bottom line is we have built the strategy for healthcare; we have our action steps we want to implement; however, the middle is still missing, unless some one free's up Mr. or Ms. Do'ers time! You have heard the statement "Best laid plans...." Many times we forget the "middle" of the planning process that stifles the outcome.

How will we accomplish healthcare training? Again, we have a strategy, and great tactics or action steps are fine, but the middle of our process or logistics means training. So remember, you need training to carry out the action steps. Will you do it internally yourself or bring in a healthcare training team? Without the training aspect being completed, the outcome could be suspect and wouldn't that be a waste of time, energy and money!

In conclusion, tactics = logistics, in simple terms, if you have tactics and actions that need to be completed, logistics need to come into play before the tactics so they the tactics are successful. Remember, logistics is like a race car. It can look great and handle perfect but without the motor putting out 470 horses, we won't be in the winners circle.

As a final example, one tactic may be an event in our showroom where we invite hospital guests to an introduction of a new bariatric product line. We serve food, wine and cocktails and "woo" them with a nice informative presentation. This event must be planned and staged while invitations are sent on a timely basis to roll out a "new" healthcare product line. Timing is everything!

These are very simple examples of tactics that need "logistics" applied to them for the best effect on your strategy and plan. So don't let pro-

crastination or forgetfulness be the reason why the "timing is off". Cease the opportunity and run with it!

Remember, timing is everything and if you use Strategy = Plan; Tactics = Action; Logistics = Everything Else you will always be on the right track. A well planned initiative is only as good as the process by which it is carried out and executed.

Your next step is to send someone to the upcoming Health Care Furnishings Forum which is co-sponsored by MMQB & Healthcare Design Magazine and held in Chicago during NeoCon on June 15th.

Health Care Furnishings Forum will give you an excellent insight into what the healthcare market needs and expects. You will hear from the President of Medline Interiors, a Senior Director with Consorta, Vice President with AmeriNet, A&D healthcare specialists, and Owens and Minor, the largest healthcare distributor in healthcare. You will also hear from others in the healthcare furnishings industry that are blazing trails like Mark Nemschoff and Brayton who is effectively penetrating the furnishings market.

Listen to them as they tell you what you need to do and what not to do to assist them in project business. Learn about a very unique project being implemented by a large (pure) healthcare distributor from Los Angeles. Hear GPO's discuss their needs, issues, and challenges. And of course, be aware that all the panelists will discuss "what's hot and what's not!"

To learn more about the Health Care Furnishings Forum, visit our website at <http://www.hcfi.net> where you can download the Registration Form.

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