



# Executing Strategy

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# Strategy 101

**The Essence of Strategy is  
Choice and Focus!**

# Strategy - Alignment

1. Capabilities
2. Compensation and Rewards

# Strategy - Tools

1. Porter's 5 Forces
2. SWOT Analysis
3. Buying Criteria
4. Competitive Position
5. Differentiators - Graphed

# Strategy - Levers

1. Revenue
2. COGS
3. SG&A
4. Finance

# Strategy - Data vs. Information

1. Customers
2. Products
3. X-Box
4. 80/20 Rule
5. Presentation Tells the Story – Strategy is Obvious
6. “Simple, not Easy”

# Case Study #1 – High Performing Business

## BEFORE:

1. \$18 Million Revenue
2. 80 Employees
3. 33% Instruments, 33% Vet, 33% Repair

## AFTER

1. \$42 Million Revenue
2. 180 Employees
3. 60%+ Instrument Repair
4. Sold 13x EBIDTA

# Case Study #2 – Turn Around

## BEFORE:

1. \$42 Million Revenue
2. 600 Employees
3. 40%+ Turn Over
4. Losing Millions

## AFTER

1. \$6 Million change in Earnings
2. 20% Turnover
3. Nobody Fired from initial team (ladder up against the wrong wall).



Questions?

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