

Vision

Strategic vision is the futurity of today's decisions. It anticipates change, emphasizes competitive challenges, and evaluates long-term business implications. It draws on customer insight, marketplace realities, and core operational strengths. The goal is to focus an organization on where it wants to be in the future and provide a roadmap on how to get there.

Brand

Brand is every aspect of the relationship a company has with prospects and customers. It is the sum total of everything stakeholders see, hear, feel, and experience as part of their interaction with a company—every visual encounter, every telephone call, every online exchange—every promise a company makes. *“A product or service is something made in a factory or delivered from a call center; a brand is something bought by a customer. A product or service can be copied by a competitor; a brand is unique. A product or service can be quickly outdated; a successful brand is timeless.”*-S. King, WPP

Introspection

Strategic self-assessment identifies success/failure factors, validates core business assumptions, and creates a framework for evaluating the future. It allows management to look inside, answer tough questions and make informed decisions about strategic options and ongoing market positioning.

Strategic

1. What are your company's top three comparative market advantages? Top three disadvantages?
2. Do you have what it takes inside: talent pool, marketing mix, working capital and decision agility? Top three strengths? Top three vulnerabilities?
3. Why can your company be a viable player in today's health and financial services markets, segments where even well-seasoned, savvy competitors are struggling to survive?
4. Can you deliver the sustainable value needed to justify capital commitments and meet ROE?
5. What's needed to meet profit/growth expectations—Retrench? Status Quo? Tweak? Overhaul?

Product, Service, Operations, and Sales

1. Who is controlling internal decision-making? Are decisions timely? Is the right information being communicated to the right people?
2. Are operations and business processes exceeding industry best practices?
3. Is customer service exceeding customer satisfaction levels? How do you know?
4. How do your products and services match-up with competitors – Price? Range? Pre/post-sale?
5. Are sales distribution partners motivated? Why? Why not?

Marketing

1. Who are your company's top five competitors? Oldest two? Newest entrants?
2. What is your Dominant Selling Idea – the one thing that expresses your *clarity of purpose*?
3. What position do you own in the market – price leader, service, innovator, old-reliable?
4. Head-to-head, how does your company measure-up in the market – Brand awareness? Reputation? Products and Services? Sales tactics?
5. What are the three leading reasons you close a sale over competitors? Why do you lose?

About Gorman Health Group (www.gormanhealthgroup.com)

The premier health insurance, Medicare and federal programs consultancy providing thought leadership, strategic insight and business solutions to the private sector. By leveraging extensive subject matter expertise and in-market learning, a team of former health plan executives and seasoned regulators bring clients the vision, technical acumen, and marketing savvy to excel in competitive markets.