The Opportunity Ahead
Focus Forward
Ohio State
Scott Anderson
Gopher Greetings!!
What... How...
What we will do...

1. Take care of the customer
2. Grow faster than market
3. Grow profit faster than sales
How we will do it…

1. Differentiation
2. Customer experience
3. Culture
Think Strategically

The worst error in strategy is to compete with rivals on the same dimensions.
Dick Fosbury
“Jump higher …be different”
Industry Competition

Zero Sum Competition

| • Compete **head to head**   |
| • One company’s **gain** requires another company’s **loss** |
| • Competition **undermines** industry profitability |

Positive Sum Competition

| • Compete on **strategy** |
| • **More than one** company can be successful |
| • Competition **expands** the value pool |
How far can you jump?
“Culture Eats Strategy for Lunch”
A corporation like IBM... owes its resiliency not to its form of organization or administrative skills, but to the power of what we call beliefs and the appeal those beliefs have for its people... In other words the basic philosophy, spirit and drive of an organization have far more to do with its relative achievements than do technological and economic resources, organization structure, innovation and timing...

– Tom Watson Jr., CEO, IBM
May 6, 1954
“Every morning in Africa a gazelle wakes up. It knows it must outrun the fastest lion or it will be killed. Every morning in Africa, a lion wakes up. It knows it must run faster than the slowest gazelle, or it will starve. It doesn’t matter whether you’re a lion or a gazelle -- when the sun comes up you better be running”  Abe Gubegan
Dick Fosbury
Bob Beamon
Roger Bannister
Thank You!