



Stanford eCorner

Strategy Plus Tactical Implementation Equals Success

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Mark Forchette, OptiMedica's CEO, understands how everyone loves to talk about strategy, but he believes that any strategy is only as good as the tactical plan execution behind it. Forchette elaborates on this with a story of his time with Alcon, where he helped to drive improved market share. He credits this success to the company's sustained focus on tactical execution and solid management of customer relationships.



Transcript

Strategy and tactical implementation equals success. Now, strategy is sexy and cool and everybody loves to talk about strategy but the robber meets the road in executing a plan. If you can't execute the plan, it's not worth the paper it's printed on. Now, there's a great example of this at Alcon when I was there. We had this massive success with the product you see here on the left and it launched the exact same time as a product by its chief competitor. And at the time, the chief competitor had the lion share of the market and Alcon was kind of the also-ran. In five or six years, totally flipped the market and Alcon earned more of its fair share. Why? Well, it's great technology absolutely, can't do without that but it was tactical implementation that made a huge difference. We were intensely focused on managing customers, relationships, doing the right things every single day, messaging, branding, making sure everything was running like a really well-oiled machine and that made the difference here. So that tactical implementation strategy equals success.