

# STRATEGY GENIUS™ SCORECARD

## METRICS

Product Line   SBU	<b>SURGEON'S GLOVES</b>
Served market	Surgeon's gloves sold into hospital and specialty surgi-centers
Vision	SOM ≥ 12% ≤ 5 years post-launch
Historical drivers	Comfort, fit, & feel
Served market size	> \$75 million
Applicable surgical procedures	> 25 million annually
Glove pairs consumed	> 155 million
N° target accounts	< 2,000
Industry growth rate	> 2%

(000 omitted)	Total	PF.Ltx	LPLtx	PF.Syn	LP.Syn
Unit market size (Pairs)	155,150	18,654	133,742	1,705	833
Segment Preferences	-na-	12.0%	86.2%	1.1%	0.5%
Growth rate	14.6%	51.2%	10.6%	47.6%	-28.5%
Market size\$	\$78,701	\$28,727	\$44,135	\$4,007	\$1,833
Pricing	\$0.52	\$1.54	\$0.33	\$2.35	\$2.20
Relative Prices		0.96	0.21	1.46	1.37

## SEE STRATEGY FIRST

		EndUser 1-10 Scores —————>				
Q-Factors	Priority%	Client	PF.Ltx	LPLtx	PF.Syn	LP.Syn
Strength	35%	8.1	7.9	7.2	9.4	7.7
Comfort	30%	8.7	8.5	7.9	4.9	4.3
Dexterity	23%	8.2	8.1	8.1	5.5	5.6
Ease of donning	12%	8.6	8.4	8.4	4.4	5.2
Weighted scores	100%	8.4	8.2	7.8	6.6	5.9
Relative scores		114%	111%	106%	89%	80%
Relative pricing		97%	96%	21%	146%	137%
<b>VALUE INDEX</b>		<b>1.17</b>	<b>1.16</b>	<b>5.13</b>	<b>0.61</b>	<b>0.59</b>



## SEE STRATEGY FIRST

See | Think | Act

## STRATEGIC OPTIONS

- Midas Touch ~ Grow market size
- David versus Goliath ~ Attack the market leader
- Game of Inches ~ Grow market share**
- King of the Hill ~ Protect market share
- Wolves at the Door ~ Regain market share

## TACTICS

- Product differentiation ~ None today. An issue for development.
- Direct selling ~ Focus should be on supporting direct selling effort.
- Data ~ Support reps with account metrics and measuring rep effects on accounts monthly. Define potential and measure penetration of potential.
- Sales call plan ~ Be sure reps use the one we have. Manage it.
- Selling scripts ~ Train and measure the reps in their use. They work.
- Pricing ~ Use cost advantage strategically to ensure no business lost due to price.
- Graphics design ~ One "look & feel" for the Company.
- Web differentiation ~ Specialized surgical glove website for EndUsers, emphasizing VALUE of ours. Learn from the EndUsers what would be useful for them.
- Product Development ~ Improve product attributes specified by EndUsers.

## LEGEND

- Ltx ~ Latex
- Syn ~ Synthetic
- LP ~ Lightly Powdered
- PF ~ Powder Free