



ANIMAL HEALTH

A Henry Schein Company

Presented by:
Ben Coe
VP Business Development & Special Markets

Presented to: VSPA
May 2, 2013 Memphis TN



Ben Coe VP Business Development
Butler Schein Animal Health

Strategic Planning

Call It What You Want!

- **"Fortune favors the prepared mind." – Louis Pasteur**
- **"Of all the contrasts between successful and unsuccessful businesses, or between those who lead and those who follow, the single most differentiating factor is strategy" (Canon)**

Organizations who have a strategic plan:

1. **"Are Less Likely to Fail"**
2. **"Have Higher Profitability and Growth"**
3. **"Are More Innovative"**
4. **"Are Able Break Down Silos"**
5. **"Can Move In One Direction When Team Members Clearly Understand Their Role and Work Together"**

copyright 2012: Ben Coe (Butler Schein Animal Health)



Critical To Success

1. **“Be The Best At What Matters Most”**
2. **“Don’t Major In Minor Things”**
3. **“The Best Ideas Are Already Out There. Its Just A Matter Of Connecting The Dots” S. Jobs (Involve The Whole Team)**
4. **Look At Other Industries & Learn From Them**
 - **Lexus, Google, Chic Filet, etc.**
5. **“Managing Change Is Both Stupid & Dangerous” P. Drucker (Need To Create Change)**
6. **“Write Music You Cannot Play” – Take Risks!**
7. **“Troubleshoot As You Go Along”**
8. **Ask “What If”!**
9. **Just Do It**

copyright 2012: Ben Coe (Butler Schein Animal Health)

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

- **Multiple Strategic Plans**
 - Helped us through integrations.
 - Helped us grow
 - Helped us stay focused
 - Helped us breakdown silos
 - Helped us communicate
- In use today globally, locally, and by division.
 - Example special markets



Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

TIME, Cooperation, Follow-up

What is your biggest frustration with strategic planning?

If strategic planning was a structured, active, integral, operational function, I would say the biggest frustration(s) would be....time, level of commitment, resources, implementation and an unpredictable market. Just to name a few off the top of my head!

The ability to have multiple people sticking to the plan and carrying out initiatives over a period of time. The ball gets dropped the further away from the planning session.

Creating time to do it!

Too many separate business to create a cohesive strategic plan.

Having time to focus on the items. Spending too much time putting fires out.

Limitations of time and personnel to pursue

The priorities of the practice are ever-changing. It can be difficult to stay ahead of the needs of the practice and still manage the priorities as they develop. Constantly balancing the need to address the current demands of the practice with developing new initiatives.

Participation from owners

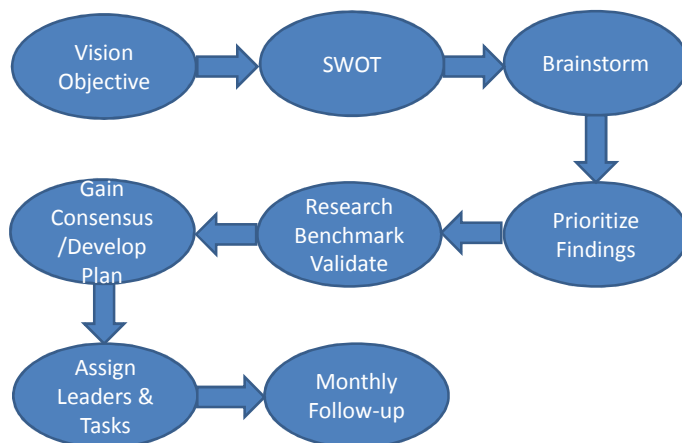
Remind the team of our strategic initiatives and keeping them focused on why we are doing so.

Lack of strategic thinking/meeting time for mgmt & ownership team to develop, update, implement and measure goals.

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company



Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Mission & Vision Statements

	Mission Statement	Vision Statement
Time:	A mission statement talks about the Organization's present .	A vision statement talks about the organization's future .
Function:	It lists the broad goals for which the organization is formed.	It lists where the organization sees itself some years from now . For employees, it gives direction about how they are expected to behave and inspires them to give their best.
About:	Defines the organization's purpose and primary objectives .	A Vision statement outlines where an organization wants to be . Communicates both the purpose and values of the organization

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

• Step 1 – Vision/Objective

– What Are Your Goals?

– Inclusions

- Business
 - Revenue & Profits (RG)
 - Expense (OE)
 - Ownership Returns
- Culture
 - Medical (CI)
 - Staff (CI)
 - Clients (CI) Referral Practices
 - Clients (CI) Pet Owners



Vision
Objective

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

- **Step 2**
 - **SWOT Analysis With Staff**
 - SWOT = Situational Analysis



Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Strengths

- **Excellent Medical Facilities**
- **Profitable & Growing**
- **Caring and Compassionate**
- **Qualified Doctors & Staff**
- **Good Relations With Local Practices**
- **Growing Referrals**

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Weaknesses

SWOT

- **Inventory Metrics, Allocation**
- **Staff Efficiency**
- **Charge Capture**
- **Communication Skills**
 - With Local Practices
 - With Patients “Pet Parents”
- **Limited Tools For Practices**
 - Management
 - Medicine
 - Client Information
- **To Many Silos In Organization**
- **Reception Training Programs**
- **Community Involvement**
- **Succession Planning & Talent Assessment**

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Opportunities

SWOT

- **Inventory efficiencies**
- **Staff efficiencies**
- **Survey referring practices to see what they need.**
- **Survey clients on our services.**
- **Communication with referring practices.**
 - Visit Face To Face
- **Marketing initiatives.**
 - Services
- **New Medical Services**
- **Opportunity to further show our value to referring practices.**
- **We can provide services above and beyond referrals.**
 - Procedure expertise
 - Client Materials
 - Seminars
- **Tighter team environment**

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Threats

SWOT

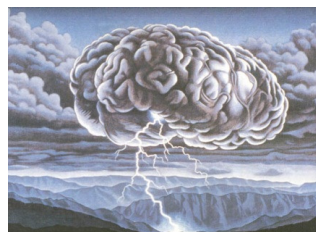
- **Hospitals and Clients Price Versus Value**
- **Medication Dispensing (Walmart)**
- **Lower Spending Threshold**
- **Consolidation**
- **University Specialty Practices**
- **Corporate Medicine**
- **Local Hospitals Taking Back Certain Procedures**
- **Disruptive Forces Becoming The Norm**
 - **Example (Landlines-Wireless) (Photographic Film- Digital Photography)**

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

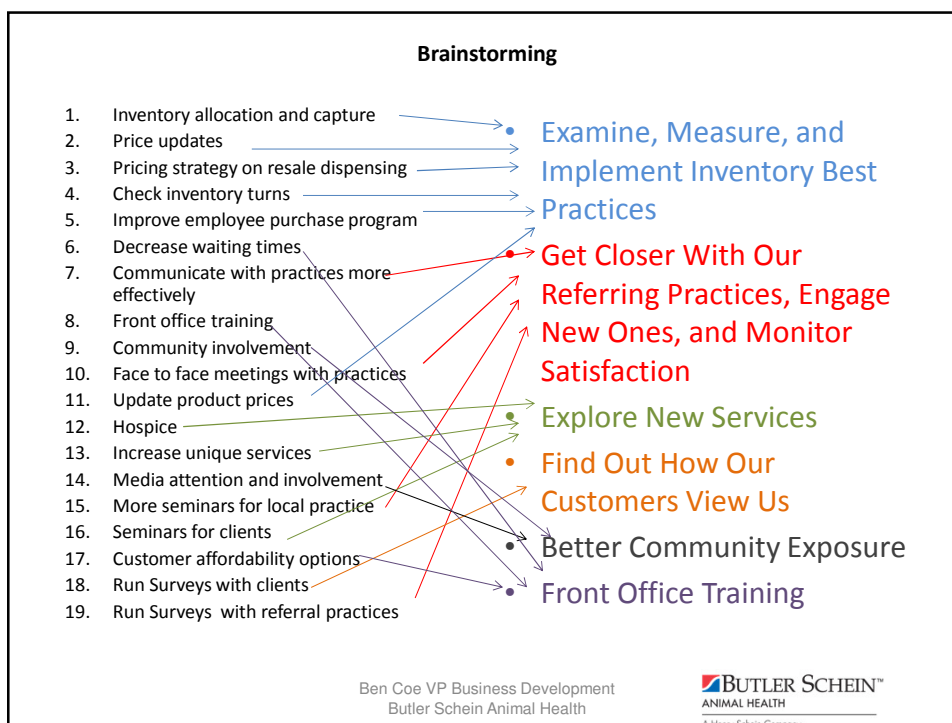
- **Step 3**
 - **Brainstorm**
 - **List All The Possible Actions That Can Be Taken To Capitalize On Strengths, Repair Weaknesses, Take Advantage of Opportunities, and Mitigate Threats.**
 - **Write Down All Ideas & Combine Like Ones?**
 - **No Such Thing As A Bad Idea! No Criticism Allowed!**

Brainstorm



Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

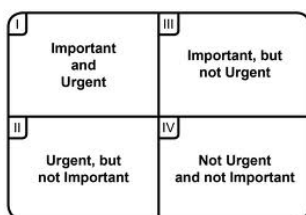


• Step 4

– Prioritize Findings

Prioritize Findings

- Stack Rank Ideas and Potential Initiatives
- Examine High Level Costs & ROI
- Define What Can Be Accomplished In A Reasonable Period Of Time Given The Resources Available
- Place In Logical Buckets (Inventory Management, Staff Training, Pricing Strategy)
- Vote



Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Strategy	Ted	Alice	Mary	Frank	Sue	Joe	Total	Bucket	Rank
•Examine, Measure, and Implement Inventory	2	1	3	2	3	5	16	OE	2
•Get Closer With Our Referring Practices, Engage	1	2	2	1	2	4	12	CI	1
•Explore New Services and Medical Opportunities	5	3	1	3	4	3	19	RG	3
•Find Out How Our Customers View Us and Make Needed Customer Experience Improvements	3	4	5	4	5	2	23	CI	4
•Better Community Exposure & Involvement	4	6	6	5	1	1	23	CI	4
•Improve Front Office Training	6	5	4	6	6	6	33	CI	5

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Step 5- Research, Benchmark & **Validate**

Research
Benchmark
Validate

Knowledge Gap Analysis

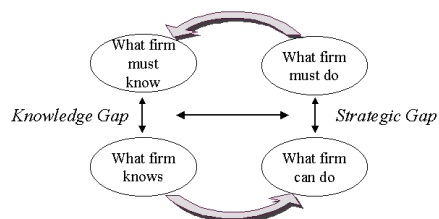


Figure 3
©Michael H. Zack

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

Strategic Planning, Thinking and Implementation!

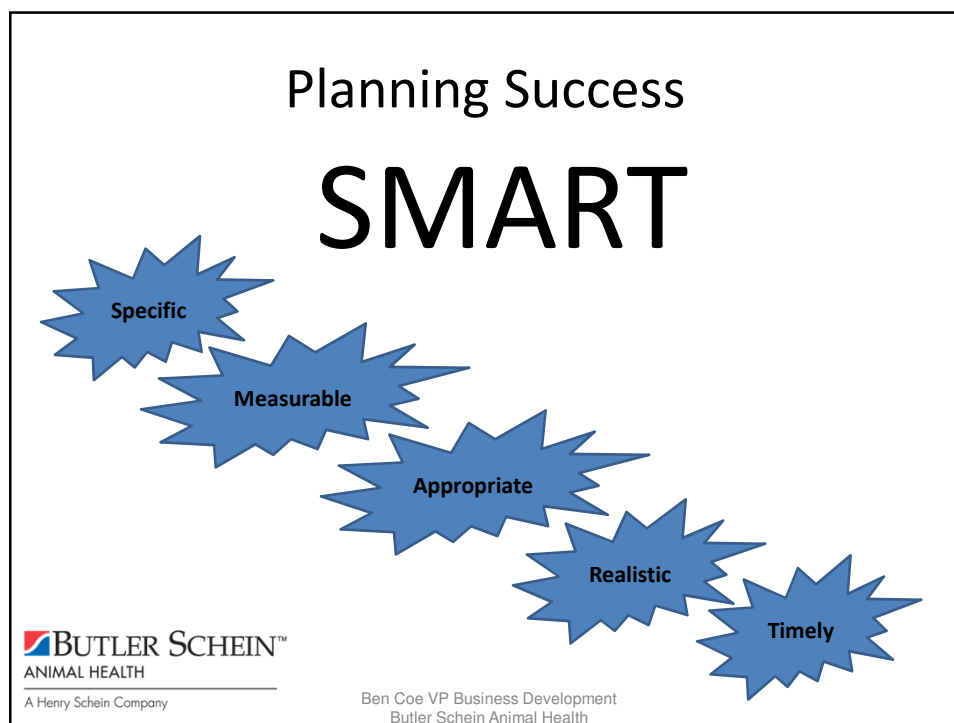
- **Benchmarking**
 - What Are Others Doing Right?
 - What Can I Learn From Other Industries?
 - » What Is Applicable To My Business?
 - Where Have Others Failed?
- **Benchmarking Opportunities**
 - Trends In OTC
 - Human Specialty Groups
 - Internet-What are people saying about you and your competitors?
 - Corporate Veterinary Medicine
 - Others?



- **Step 6**
 - **Gain Consensus & Develop A Plan For Each Agreed Upon Initiative**
 - **Gain Final Staff Consensus On Final Initiatives**
 - **Make Number Of Initiatives Doable!**
 - **Prioritize Final Initiatives**
 - **Define Strategies & Tactics**
 - **Define Metrics For Success**

Ben Coe VP Business Development
Butler Schein Animal Health





- Step 7
 - Assign Project Leaders & Tasks
 - **Designate A Leader & Support That Leader**
 - Give Them The Time & Resources
 - **Each Bucket Should Have A Leader (Manager)**
 - Team Leaders Assign Team Members
 - Team Leaders Develop Tasks & Timeline
 - Team Leaders Monitor Progress
 - Budget Funds
 - Tie Results Into Compensation & Bonuses
 - All Approved By Ownership

Ben Coe VP Business Development
Butler Schein Animal Health

BUTLER SCHEIN™
ANIMAL HEALTH
A Henry Schein Company

ABC Animal Hospital							
STRATEGIC PLANNING							
ACTION PLAN DETAILS							
						Date Modified:	
PLAN YEAR							
VISION							
STRATEGY							
TACTIC							
TEAM LEADER							
RESPONSIBLE TEAM MANAGER(S)							
	P = Priority						
TASK	P	EXPECTED COMPLETE DATE	COST	BENEFIT	RESULTS EXPECTED	PARTIES REQUIRED TO COMPLETE	CURRENT STATUS

Ben Coe VP Business Development
Butler Schein Animal Health

Strategic Planning, Thinking and Implementation!

- Step 8
 - Monthly Follow-up
 - Staff Meeting Emphasis
 - How are we doing against established goals, timelines, resources?
 - What have we learned?
 - Have Leaders Report!
 - **Overhaul Plan Yearly Or More Often As Needed**



Ben Coe VP Business Development
Butler Schein Animal Health



Conclusion

My Advice:

1. Spend Time Developing A Strategy Complete With A Measurable Action Plan.
2. Follow up!
3. Don't get bogged down in the process.
4. Don't get bogged down in semantics.
 - Examples:
 - What is the difference between a business plan versus a strategic plan.
 - What is the definition of a strategy versus a tactic?
5. In the absence of a current business plan you can incorporate long and short term goals.



Ben Coe VP Business Development
Butler Schein Animal Health



➤ Thank You!!

➤ Email: ben.coe@butlerschein.com

