

CHAPTER 1



THE FIERCE COMPETITOR COMPANY

Fierce competitor companies relentlessly, tirelessly, continuously do whatever they legally can to pursue and capture every profitable customer. They never stop innovating. They never stop selling, reaching out, and communicating to their markets. They train, train, train, and execute, execute, execute. They never stop ripping out waste and bad costs. Fierce competitor companies play to win. They compete for every inch of shelf space, every customer purchase, every first look and last look. They want every good customer, every sale, every penny in every pocketbook.



HOW TO BE A FIERCE COMPETITOR

Fierce competitor companies have peerless customer service, amazing innovation, price leadership, highest-quality image, strong market share position, and great brand names; they are “most admired” by industry followers; and they make money.

Fierce competitors focus on their customers and their competitors. They watch everything their customers and competitors do. If a competitor is doing something that appeals to customers, the killer competitors will do something similar, but better. They often know more about their competitors than their competitors’ own employees do.

The fierce competitor companies create jobs and add employees. Their marketplace success funds payrolls and benefit plans, creating prosperity for families and communities. Their purchasing budgets sustain thousands of suppliers and the suppliers’ stakeholders. Their profits create value for share owners, pension plans, and retirement accounts. Their tax payments and philanthropy support school systems, police departments, Little Leagues, and hospitals.

These companies are ethical, honest, compliant with regulations, and model citizens.

They are sometimes feared and always watched by their competitors. They are loved by their customers. They are easy to do business with, but they never take it easy. If the rest of the industry starts work at 8:30 AM, they are in by 7:00 AM. If everyone else closes on Sundays,





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they are open. If the other guy wings it, the fierce competitors plan their moves with care.

It is tough to be a tough competitor. Fierce competitors often require more sacrifice than ordinary players. Fierce competitors know that happy, rested employees are most productive, and they work at morale building, but they never lower the performance bar. Never.

If you or your company is not a fierce competitor, then hope one never enters your industry, your space, your market.

As you will read, fierce competitors do unusual things—often spectacular, hard-to-believe, bold actions—to get customers, to get market share, to win.

Some of their stories may sound like urban legends, but they're not. They are what you need to be doing, how you need to be thinking, the risks you need to take, and if you want to gain market share, seize opportunity, and win when the stakes are at their highest, read on.

