

of why a client should choose his sales outlet for the purchase to be made, because this idea must be enriched by a detailed vision of the market that keeps the needs of the clients in sight (Who are my clients? What target segment are they in? What are their distinctive characteristics?) and also how his competitors are moving in the market (Which of their offers are they putting in the spotlight? What are their prices? What are their distinctive services? Which selling methods do they adopt?). Doing this merely requires observing from a privileged point of view the dynamic between demand and supply and trying to imagine and predict the moves and proposals required to produce the results desired. This strategy must then be translated into a project that includes products, brand names, positioning, communication, and above all, the commercial approach, a context in which people obviously play fundamental roles.

### **Managing human resources like a soccer team**

In order to achieve success you need coherence and determination in following your vision. It's as if the head coach of a soccer team has decided for strategic reasons to give his team a "game plan" based on pressing, in such way that his adversaries are simply not given the time to build their game. This plan of his must be the fruit of his observation of other teams and his awareness of their strengths and weaknesses. It is

clear that once the head coach has decided the game plan with which he thinks he can win the championship, it is fundamental for him to be able to explain it and in this way inspire all his players, because they are the ones who must apply it day after day on the field. It isn't enough for him to explain it just once: it must be presented dozens of times during training in order for all the players ▶



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