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Managing a company requires a series of skills that go well beyond the administration of finances and the setting of policy. To manage a company effectively, one must be a leader, able to inspire others through personal example and vision. Leaders gain the support and loyalty of others by demonstrating the worthiness of the effort and proving that the sacrifice needed for success will be shared by all, as well as showing...

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WAR STRATEGIES & MARKETING

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As the only contributor to the Tudog newsletter that has not served in an armed force, I thought it would be interesting in this edition that explores the correlations between war and business, to include a brief study on the concept of peace in the competitive business environment. Not knowing much about what constitutes a successful military campaign or a wise military strategy, I do know that going to battle should be a last resort, and that all efforts at cooperation and peace should be explored before the...



DULY QUOTED

"The difference between what we do and what we are capable of doing would solve most of the world's problems".

- Mahatma Gandhi

WISH WE SAID IT

"Nothing ever becomes real until it is experienced".

- John Keats

THOUGHT OF THE MONTH

War... What's it Good for?

There's an old soul tune that asks the proverbial question – war - what's it good for? The song focuses on the war men wage upon one another with tanks and planes and bullets. In our more parochial world of business, sometimes we seek to emulate our comrades in uniform and approach trade and commerce as if our lives actually depended on it. We view competitors as enemies and we map out territories we want to conquer and control (from a market dominance perspective).

Surely a lot can be learned from war when it comes to business practices. The tactics of war, when mastered, can transform someone into an excellent business leader, both because of the leadership skills developed, the ability to calculate and take risks, and the capacity to plan and execute, all the while anticipated the actions of the other side.

The downside to a warlike approach to business is the inability to distinguish friend from foe or convert foe into friend. A business strategy that begins with the proposition that all players are enemies leaves little room for strategic partnerships and joint ventures. This can lead a company to doing battle, even when a battle isn't necessary. That wastes time, money and executive focus.

The very nature of competition may lead to warlike thinking, as it is hard to compete in a passive manner, and even harder to maintain balance and limits when competing as hard as you can. This leads to excesses in tactics that often lead to hard feelings - which is only a step away from things getting ugly. The rest of that old soul tune answers its own question with a resounding "absolutely nothing". In business certainly, war is futile. Profits and power increase in a civil and fair environment.





WAR STRATEGIES & MANAGEMENT

By Craig R. Frank

Managing a company requires a series of skills that go well beyond the administration of finances and the setting of policy. To manage a company effectively, one must be a leader, able to inspire others through personal example and vision. Leaders gain the support and loyalty of others by demonstrating the worthiness of the effort and proving that the sacrifice needed for success will be shared by all, as well showing their plan is deserving of support.

Leadership in a war situation, like in business, needs to make sure that everyone necessary for the achievement of stated goals has a good understanding of their role and mission, has all the resources and power to do the job, has the authority to execute, and agrees with the vision. Calling upon others to sacrifice, struggle, and put forth a strong effort can only be done when management has the moral authority to demand the extraordinary.

In war, as in business, there are 9 tasks of management that make the difference between success and stalemate or defeat. They are:

1. **Plan** - management's job is to assess the conditions of the market and based on circumstances, resources and ambition, set a series of goals that can be obtained, and the plan through which they will be reached. By looking for opportunities and setting up the infrastructure (human resources, financial support, communications, etc.) to implement, the management is demonstrating commitment and building confidence in the plan it developed.

2. **Commit to the Fight** – if management determines that a fight is necessary it needs to make certain that it provides the troops it is charging with engaging in the battle with the resources and support necessary to win. Management cannot elect to fight and then fail to commit. This will not only ensure failure, but it will also cause tremendous damage to troop morale. Failure to support a war effort will also diminish the ability to wage war at a later date, as employees will fear a similar failure to support the effort, leading them to fight a battle they cannot win. Management needs to show its employees that they can win and explain how victory will be achieved by sharing strategy logic, forming alliances, and sharing the vision of victory.

3. **Fight the Fight** – management has to time its efforts to fight the fight on its own terms (as opposed to when the opposition wants to fight). But once the battle begins, it needs to jump into the fight with everything it has at its disposal. It makes no sense to hold back on weapons while the battle is lost. The only reason management should withhold resources is if the battle is being won and the resources (or secret weapons) aren't needed for victory. When fighting the fight management needs to position its strengths against the weaknesses for the opposition, coordinate the timing of actions, leverage momentum, and stick to the fundamentals of the battle plan.

4. **Leverage Strengths** - battles are fluid and management needs to be flexible in their allocation of resources and forces. It is important to take the initiative and keep the opposition on the defensive. It is useful to plan and execute surprises to keep the other side guessing and feeling vulnerable. The more knowledge management has on the conditions on the ground, the better they'll be able to interpret where the strengths are and leverage those strengths for long term, strategic benefit.

5. **Maneuver** – managing a successful warlike campaign takes the insight to recognize opportunity, the decision making apparatus to make timely decisions, and the flexibility to execute on-the-fly. Leadership needs to maneuver the effort to gain an advantage and maintain and consolidate the win. It also needs to be able to do so while masking the effort from the opposition and refraining from giving them hints as to the strategies and tactics being deployed and the objectives being pursued. By deceiving the opposition management is able to buy time and trick the other side into wasting resources.

6. **Vary Your Tactics** – management needs to consider all their tactical options and make sure that they are mixing offensive and defensive tactics. The last thing a company wants is to be disproportionately offensively oriented, leaving themselves exposed by not having sufficient defenses in place. A strategy can call for more offense than defense, but it should not allow for all offense and no defense.

7. **Know Your Environment** – a battle cannot be conducted in an area that is unfamiliar. There are too many unknown factors that can influence the outcome and being unaware of the elements of the environment within which the battle needs to be waged leaves the company too exposed. The best strategy is to fight only the battles you can win, and the best way to know what can be won is knowing all the dynamics of the war zone, the capabilities of the opposition, the positioning of the opposition, and your company's abilities.

8. **Control the War** – wars are won by the side that is most able to impose its will on the other side. The use of weapons, the timing of attacks and the deployment of forces are all critical elements. So is, of course, the resources you have and the quality (training level) of your troops. Controlling the war also means taking the initiative and choosing the battleground so that you are fighting on your terms in places you are confident you can win. Controlling also means shaping your opponent's strategy by imposing certain realities on them and placing them in a position where their strategic options are severely limited (allowing you to anticipate what they will do). It also means pressing the attack so that once you have them weak and vulnerable, you keep them struggling and in survival mode. Fighters that need to keep their heads down aren't able to take the offensive. That's where you want your opponents.

9. Fight for Total Victory – the last thing soldiers want to see is their leadership throwing their hard fought gains away through a compromise. Management should not engage in a war it is not committed to winning and it should define winning as total victory. Anything less is a compromise on the hard work and sacrifice of the soldiers in the field. Total victory is achieved when management allows troops to be disruptive and intrusive to the other side, making gains and consolidating them in order to establish a new reality in the marketplace. That needs to be management’s commitment to its team.

Management of a warlike business effort can run risks, especially if the effort fails to gain the objectives being sought. The focus on strategy, tactics, timing and opponent and the use of aggressive, surprise oriented methods increase the possibility of success. If business is like war, then there are winners and losers, although in the course of winning it should be expected to suffer some loses as well. Being the winner is not only a preferred status, it is often a survival imperative.

Craig Frank is Tudog’s CEO.



WAR STRATEGIES & BUSINESS

By David Gilad

There are a whole slew of executives out there that equate business success not with winning over customers and generating a profit, but rather with the complete and total defeat of competitors. They see their success in terms of their ability to impose failure on others. This view, while not the healthiest, in Tudog's view, points to a growing trend in business, whereby tactical approaches that were once correlated to sports, are now instead associated with war. And while Tudog doesn't think the equation is particularly useful (or correct), we do recognize that there are strategies applied in war that could serve to provide a company with a powerful strategic and competitive advantage. These strategies are worthy of exploration.

The successful implementation of a war effort incorporates the organization and simultaneous allocation of massive resources, all toward the same ultimate objective. Leaving aside aspects of troop levels, training grades, and other classic war elements that constitute and could tip the balance of power, Tudog has identified 10 features of war strategies that are also critical in the business arena. They are:

1. **Strength Assessment** – in order to fully understand your potential you need to understand where your strengths are and how they can be positioned in the field so as to maximize your efforts. You need to understand where your assets are best placed and how they can be situated to bring in the best results.
2. **Weakness Assessment** – just as you need to know your strengths, you also need to know your weaknesses so that you can avoid entering into circumstances whereby your resources will prove to be insufficient. By know your weaknesses you are able to work around them, making sure that you are not in situations that call for more than you can muster.
3. **Targeting** – it is equally important to hit the right target as it is to make certain you don't hit the wrong one. Targeting allows you to understand who you wish to speak to, who you wish to speak against, and how you are best able to deliver your message. The right message delivered the wrong way will fall short, just as the wrong message delivered the right way will.
4. **Positioning** – where you are versus where your opponents are is critical battlefield intelligence. So too is knowing where you are, where you want to go, and where and

how the opponent can hinder your advance. Knowing this allows you to plan a path of least resistance or accumulate the resources you need to overcome their challenge.

5. Optimizing Assets – the way you use the resources and assets you have can determine the outcome of your effort. You need to make certain you have all the tools you require before you embark on your battle so that you have the capacity to sustain it until your objectives are reached. If you misuse or waste assets, you may find yourself low on capacity or unable to strike when the best opportunity is presented.

6. Innovation – being able to think on the go, think creatively, and essentially out-smart your opponent is critical to winning. During the course of a campaign there are many unforeseen, unexpected and unintentional events that occur and require often immediate response. Without the time to think things through, analyze data, or test your options, you need to have the stomach, the mind, and the heart to act – and to do so creatively and effectively.

7. Execution – getting the job done is always the key to success. All the planning in the world does not matter if the plan is never executed. The ability to organize and implement an execution plan is critical, as is the ability to time the execution properly so as to best take advantage of the opportunity as it presents itself.

8. Status Analysis – you most likely can't advance if you don't know where you are, and you cannot commit resources if you do not know if they are available. A status analysis gives you the tools you need to immediately understand your circumstances, so you can quickly determine the best way to maximize your results under the current situation.

9. Strategy Review – as your campaign progresses you need to make certain that the strategies that made sense and were working at the beginning of your effort are still the most reasonable and sensible at the more advanced stages. This strategy review will give you the chance to consider your successes to date, your new position (based on those successes), and your newly acquired goals (that may be a result of your new position). The shifting of strategy (as well as tactics) is not as ill-advised as once thought. As long as the execution of the changes is handled well, the actual changes can be extremely effective as they will most likely catch your opponents off-guard.

10. Organization & Leadership – no battle, whether on a military field or a marketplace, can be successfully waged without the organization to support it and the leadership to inspire it. The organization is necessary to enable execution, whether it comes in the form of supplies, logistics, training, intelligence, or support. The resources necessary to win, even if they are allocated, can't be leveraged properly without the appropriate organization. The role of leadership, in heading the organization, is critical. There are times when the battle is raging and the motivation, hope, and abilities of the people you are relying on get diminished. Only leadership can spark the will to overcome the obstacles, and do whatever is necessary to prevail.

There is plenty about war we don't need to bring into our lives, but when it comes to moving large organizations across wide areas and getting people to collaborate resources and skills toward a common goal, war can serve as a practical example.

David Gilad serves on Tudog's Board of Directors



WAR STRATEGIES & SALES

By Ilan Sarid

The very idea of approaching sales as if it were somehow comparable to war could seem like an ill-thought out concept that serves to trivialize the brutalities of war. But the analogy isn't Tudog's alone, and many see business and war as both being winner-take-all and life and death processes. It is certainly true that the world of sales is sometimes cut-throat and approaching it as if it were a war could lead to higher performance levels. Like war, there are preparatory acts that can maximize the potential for success, while also serving to minimize the risks.

There are 11 elements of good sales practices that can be compared to processes that would be taken in war situations. They are:

1. Assess, Understand & Implement – the business landscape is complex with competitors acting to advance their interests, buyers seeking to resolve their challenges and deploy effective solutions, and forces (such as technologies, dueling interests and the economy) keeping the task of sales complex. The better you are able to assess the information you gather, understand the implications of your actions, and implement your strategies according to plan, the better your sales program will be.

2. Gain and Maintain an Advantageous Position - like war, the better your physical position (high ground, critical junction) the better your chances of victory. In sales, the same is true, as your position will determine your opportunities. This includes where you physically sell your product/service, who you sell to, your marketing position (cost, image, etc.) and how you are positioned against your customers. Once you gain a strong position you should do everything you can to immediately reinforce it so you are not displaced by a competitor. After consolidating your gains, you can move to advance and reach addition advantageous positions.

3. Know What You're Selling - in war, the more you know your battlefield, your weapons, your enemy and the strengths and weaknesses of your own forces, the better you are able to plan and execute your battle plan. In sales, you need to know your product/service so well that your customers and prospective customers view you as an expert. Not only will this boost their confidence in the solutions you offer, it will allow you to understand the offerings being brought to market by your competitors and how to effectively counter them.

4. **Keep Getting Better** – the secret of special forces is that they are always training, always in action, and always getting better at what they do. In sales, the same is true, as a great salesperson is someone who is always seeking to get better at sales, customer service and competitor monitoring. The better you get, the more effective you will be, earning you the respect of your rivals, the loyalty of your customers and the gratitude of your company.

5. **Know Your Competitor** – you cannot fight a battle against an enemy you know nothing about. You will not be able to anticipate their moves or reactions, spot their vulnerabilities or offset and neutralize their strengths. In sales, you need to have the same capabilities. You need to understand how your competitors might react to a move you make (such as a price cut or special offer), what their capabilities are to challenge your gains, and what forces they can field to compete.

6. **Win Big, Win Early** – war and sales are both about momentum and motivation. Nothing takes the wind out of the sales (get it? Sails...Sales) of your opponents better than beating them at winning a major account and doing so as early in the competitive process as possible. By doing so you are demonstrating your capacity to win (and their weaknesses), leaving them insecure and defensive. When competitors are on the defensive, they are not planning and executing offensive actions. This leaves the advantage with you.

7. **Learn from Your Losses** – no army wins every battle and even the most tried and tested soldiers find themselves in situations where they have to retreat. What makes them good soldiers is their dedication to learning from their mistakes and losses so that they can prevent being in that situation again. In business too we wins some and lose some, and we need to make sure that we learn from the losses so that we can avoid reverse the tide when the competitive environment permits.

8. **Take the Initiative** – taking the initiative not only puts the opposition on the defensive, it also allows you to set the pace and agenda of the competition, so that you are able to set the time and place of confrontations, allocate your resources as you wish, and time your battles to suit your circumstances. It is far better to be proactive as opposed to reactionary. Taking the initiative allows you to make the rules.

9. **Take Risks** – plainly stated, war is not safe – so you can't conduct a war that does not take risks. By taking risks you are able to keep the element of surprise on your side, as well as keep the enemy on edge. In business too you need to take risks so that your opponents remain uncertain about your next move, and need to play defense to offset your unpredictability.

10. **Transform Challenges into Opportunities** – as the battle rages and the chaos kicks in, you'll need the ability to recognize both when you are faced with a challenge and how to transform that challenge into an opportunity. By evaluating the circumstances in the field and making on-the-fly decisions, you may be able to reverse disappointments and snatch victory from the jaws of defeat. In sales, you may find yourself losing a customer to a competitor, but can reverse the decision by increasing the attractiveness of your offer, improving service, or presenting your case in a more effective way.

11. **Do the Extraordinary** – wars are won on the extraordinary actions of a very few brave soldiers. In sales, customers are won by the extraordinary efforts of exceptional salespeople. The challenge in sales is to separate yourself from the competition by establishing the relationships and reputation needed to propel the sales effort. Maintaining this distinctive edge is achieved through performance and meeting every promise you make.

War and sales can be compared when one considers the strategies, tactics and processes that make for victory or defeat in a high competitive and combative environment. The use of war logic when approaching sales can be helpful in that it imposes process and strategic thinking on your sales force. By making them understand that the consequences of losing, while not as drastic as in war, are severe, you may be able to motivate your sales team and train them to fight to win.

Ilan Sarid works with Tudog in Canada.



WAR STRATEGIES & MARKETING

By David Feingersch

The idea that marketing and war could have similarities is not as odd as it may seem. The elements that comprise a marketing campaign can be seen as components of a war when one considers the need to defeat an opponent and eliminate its capacity to continue to effectively compete. Without downplaying the complexity and human suffering that comes with war, a marketing campaign that approaches its objectives and challenges as if it were a war, may in fact, have a better chance of succeeding.

In considering the similarities between a successful military campaign and an effective marketing campaign, there are 8 fundamentals that a company should keep in mind. They are:

- 1. Respect Your Opponent** – just as in war, if you underestimate your opponent you will find yourself ill prepared to fight because you will not properly estimate the resources you need. Additionally, you will most likely develop an insufficient or poorly focused strategy because you will be basing your decisions on assumptions that are inappropriate and inadequate. By respecting your opponent you will most likely proceed with caution, establish a strong operational protocol, have viable contingency plans, and reserve additional resources in the event they become needed. Respecting your opponent makes you a better competitor.
- 2. Respect Your Target** – you need to have a relationship with your customers that is based in trust. Without trust you will not be able to effectively communicate because the market will fail to assign any credibility to your claims and promises. By showing your target market that you respect them, their needs, their wants, and their intelligence, you are also setting the standard at which you will communicate with them. Typically we are honest and sincere with people we respect, even if it is only because we know they are too intelligent to try to fool.
- 3. Organize Your Intelligence** – like war, marketing is all about taking advantage of unexpected opportunities that present themselves somewhat suddenly. The ability to leverage these opportunities is not only about the ability to muster and commit the necessary resources, it is also about having the intelligence (data) available so that you can analyze and determine the worthiness of the prospective opportunity in a timely manner. Organize your information properly and you'll have enhanced access when it counts the most.

4. **Have Clear Objectives** – poorly defined goals will lead to wasted resources and misguided efforts. The clearer your objectives the better you'll be able to plan and execute to achieve them, and the better you will be able to communicate them to your troops – raising their confidence and making certain they are properly motivated.

5. **Position for Strength** – once you capture and occupy a position you want to be certain that your opponents will not be able to take it away from you. It is to be assumed that if you made the effort and committed the resources to capture the position it must have some strategic value to your company. Losing it would be a strategic loss. So you need to make certain you position your company from strength to make sure you maintain the advantages your efforts award you.

6. **Keep the Surprises Coming** – the best way to keep your opponents off guard and more focused on what you're going to do next than they are on what they should be doing next, is to keep surprising them with your moves. The more unorthodox you are, the more you come at them in ways they didn't expect, and the more you hit them in places they thought they were safe, the more you distract the opposition and keep them on the defensive.

7. **Time Your Strikes** – just because you have been allocated marketing dollars does not mean that you need to rush to spend it all as quickly as you can. It is far better to accumulate your resources and allocate them as the opportunities present themselves. The worst thing that could happen is for you to spot a genuine market advantage producing opportunity, but not have the resources to leverage it. Resources and timing need to go together so you maximize your position and minimize the damage the opposition can impose on you.

Approaching marketing as if it was a war might force you to prepare for all contingencies and make certain that you have resources available when and where the need is most urgent. It is important to recognize that every move you make will be countered by a move by your opponent. These actions may cause you to reconsider your positions, redirect your energies, or open up opportunities that need to be quickly recognized and leveraged. By taking the initiative you cause your opponent to pay attention to you, which you can then use as a distraction, and a chance to gain ground.

While marketing and war have their similarities, they also have huge differences – mostly in terms of human suffering. This article, while making the analogy, should not be considered in any way as minimizing the impact and sorrow of the suffering.

David works with Tudog in Florida.



WAR & PEACE IN BUSINESS

By Leisy Melian

As the only contributor to the Tudog newsletter that has not served in an armed force, I thought it would be interesting in this edition that explores the correlations between war and business, to include a brief study on the concept of peace in the competitive business environment. Not knowing much about what constitutes a successful military campaign or a wise military strategy, I do know that going to battle should be a last resort, and that all efforts at cooperation and peace should be explored before the first proverbial bullet is fired.

The idea that a business war is a desired event is as absurd as suggesting that a genuine war is preferred to peace. Under almost every circumstance, war is to be avoided and every effort is to be made to create the opportunities for peace to prevail. In business, this is equally true because the cost of a war, in terms of dollars, consumer weariness, and employee attrition can huge. In many cases companies fail to recover from the war, and in others the results are more or less a stalemate, making the cost of the war a complete waste. Add to this the ill will and the creation of enemies in a small and generally well connected environment (the specific industry community) and the option of war becomes even less attractive.

In almost every industry the leading association, which serves as a resource, networking platform and trade show operator, make concerted efforts to promote cooperation and reduce the possibility that companies will go to war. Certainly they recognize that these companies are competing for the same customers (sometimes) and that the course of competition can get heated (sometimes), but they try to set the boundaries within which fair practice can take place. By keeping the rules well defined and well publicized, the groups hope to keep the competition civil and take away the urge to fight.

In contemplating the opportunities for peace in business, Tudog has identified 5 areas where the possibility for cooperation may exist. They are:

- 1. Common Threat** – sometimes the existence of a common threat will make companies that would otherwise be at war make peace and cooperate with one another against the common enemy. The idea that the enemy of my enemy is my friend works in the business environment as long as the threat is equal and both newfound partners have enough to lose if they do not combine forces. The idea that combining forces will reduce the threat is further enhanced by the possibility that while cooperating the companies may find more durable and long lasting reasons to remain allies.

2. **Common Benefits** – sometimes two (or more) companies are unable to maximize their respective benefits in the market because they are missing an essential ingredient that would enable them to make a more compelling offer. The opportunity to cooperate with a competitor that has the missing ingredient exists, especially if both companies serve to enhance each other's performance. These sort of agreements are win-win and strongly reduce the possibility that the cooperating entities will wage war on one another,

3. **Combining Infrastructure** – there are many companies that have varying competencies that provide them each with an edge in the market. These advantages are sacred and can't be shared with competitors. However, under many circumstances elements of the competencies, such as communications, logistics, suppliers, can be shared in exchange for benefits that serve to enhance the cooperating company's operations. Under some situations smaller companies will combine some elements of their infrastructure to share costs and manpower.

4. **Split or Share the Market** – in many cases competing companies can elect (separately not in collusion with one another) to avoid a highly competitive situation by refocusing their energies on segments of the market that the other company is not targeting. This leads to a split or sharing of the market that reduces the competitive tension and eliminates the need for the companies to actively oppose one another. While this does not necessarily get rid of all competitive activity, it does allow each company to find and grow its own niche.

5. **Explore Alternative Market Positions** – sometimes the cost of a war negates the option, meaning that a company knows it cannot win and therefore needs to find an alternative to war. In many cases the option lies in an alternative market position, abandoning the market that the company is unable to effectively compete within, and repositioning the product (as exclusive or value) in order to gain access to a new market. The avoidance of the war, perhaps not driven by a desire for peace but by the acceptance of the balance of power, is still worthy.

Healthy competition is a good thing. It keeps quality and service standards high and gives consumers alternatives from which to choose. Sometimes the urge to compete in less than fair ways becomes overwhelming and companies fall into bad business practices that serve to dirty their reputation and wear on the patience and understanding of their customers. War in business is sometimes a lose-lose situation where the warring parties forget about the customers and the profit the pursuit of which instigated the war, leaving them focused on destroying one another for no reason other than causing damage. The danger of falling into this trap can be avoided by pursuing peace from the very start.

Leisy Melian is Tudog's Director of Training