

Center for Family Business Excellence

SIMPLE STRATEGIC PLANNING - CREATING SMART OBJECTIVES

Plans require specifics in order to be implemented. Your completed plan will contain goals which provide general statements of direction and guidance. It must also contain objectives which are the action steps that give meaning to the goals. Together they drive change in the company.

Below is an example of a goal and its objectives. Consider the difference when objectives are written in a SMART format. Which do you think is more likely to happen?

GOAL	
Gain market advantage in our region.	
OJBJECTIVES	SMART OBJECTIVES
<ol style="list-style-type: none"> 1. Compare our margins with competitors. 2. Improve our market share by 10% 	<ol style="list-style-type: none"> 1. By October 30, complete a margin comparison analysis using current market data. 2. Prepare and deliver market margin report for distribution to sales team by November 15. In this report identify targets which will increase market share by a minimum of 10% in three new areas. 3. Create 3 market advantage targets with implementation scheduled to launch January 1.

SMART OBJECTIVES ARE

- **Specific** – they are tangible outcomes and real activities.
- **Measurable** – can we tell if it has been accomplished?
- **Achievable** – can we really do it?
- **Realistic** – should we really do it?
- **Time bound** – when could we either expect to see some results or finally measure the result?