

Ignition™ from Macleod & Co.

SMART GOALS WORKBOOK

How to define, set and keep
your business goals

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SMART Goals are:

- **Specific**
Target a specific area for improvement.
- **Measurable**
Goals should be measurable so that you have tangible evidence that you have accomplished the goal.
- **Attainable**
Goals should be achievable; they should stretch you slightly so you feel challenged, but defined well enough so that you can achieve them. You must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.
- **Relevant**
What results can be realistically achieved given available resources?
- **Time-Bound**
Goals should be linked to a timeframe that creates a practical sense of urgency.

Step 1: Establish Goal Sets

We start by establishing Goal Sets around the key areas of your organization. We suggest Revenue, Product or Service, Operational, People and Brand as the areas, but you know your business best. We've filled in some simple examples along the way to help get you started:

Identify goals your organization has around the following categories. List as many as you'd like:

Revenue Goals

Sales numbers, revenue numbers, unit sales, channel sales, donations, margin, savings or other revenue-related goals.

EXAMPLE: To increase unit app sales by 185% in 2016.

What are your revenue goals?

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Product or Service Goals

Launch or roll-out goals, certifications or clearance goals, modifications, improvements, versions, specifications, or other product-related goals.

EXAMPLE: To launch Product X version 2.0 featuring integration with Facebook & Twitter in 2016.

What are your product or service goals?

Operational Goals

Warehouse or office improvements, moves, team support goals, transportation and logistics goals, vendor and infrastructure management, or other operational goals.

EXAMPLE: To upgrade our servers and double our capacity in 2016.

What are your operational goals?

Human Resources Goals

Rock-star hires, establish departments, find reliable freelance support, decrease churn, increase safety, be the employer of choice for local programming graduates, or other people goals.

EXAMPLE: To hire two full-time developers and establish an in-house programming team in 2016.

What are your human resources goals?

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EXAMPLE: To hire two full-time developers and establish an in-house programming team in 2016.

What are your human resources goals?

Brand Goals

Create a brand, establish a social media presence, define a content marketing strategy, garner mentions, improve SEO, hire a marketing agency, or other brand goals.

EXAMPLE: To rise to the first page in organic search rankings in 2016.

What are your brand goals?

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Step 2: Explore Goal Sets

Next, we answer three questions about each goal:

1. Why do we need to reach this goal?
2. What are the three most important things that will get us there?
3. What are the three biggest impediments or threats to accomplishing that goal?

Using the example: Increase unit app sales by 185%:

Why?

- Because we need to demonstrate ROI to our investors to keep funding going.

What are the top 3 things that will get us there?

1. Social Media integration in version 2.0 (this is a sub-goal—good!)
2. Better content strategy
3. An offline campaign

What are the impediments?

- Development team could fall behind schedule
- Not getting the new developers on board (sub-goal!)
- Content creation is not a core competency

What is your primary revenue goal?

Why?

What are the top 3 things that will get you there?

1. _____
2. _____
3. _____

What are the impediments?

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What is your primary product or service goal?

Why?

What are the top 3 things that will get you there?

1.

2.

3.

What are the impediments?

What is your primary operational goal?

Why?

What are the top 3 things that will get you there?

1.

2.

3.

What are the impediments?

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What is your primary human resources goal?

Why?

What are the top 3 things that will get you there?

1.

2.

3.

What are the impediments?

What is your primary brand goal?

Why?

What are the top 3 things that will get you there?

1.

2.

3.

What are the impediments?

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Step 3: Organize Your Goal Sets

You should now have quite a list of issues that you can graph, looking for patterns and themes. Note the themes that come up the most, the table below will help you call them out. As Simon Sinek tells us, “Why?” is always an important indicator. The real goal is in the why.

Goal	Why?	What will get us there?	What could impede us?	Recurring Themes	Notes
Revenue					
Product or Service					
Operational					
Human Resources					
Brand					

Step 4: Build SMART Goals

Ultimately, you want to end up with a specific statement in the form of a SMART goal: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound. It’s binary; the goal will either be reached or it will not be reached, and it can be shared easily.

SMART Goal Worksheets

The example below is from a real client. Use this as a template, but change it as it suits your business.

Our goal is to generate \$ _____ in monthly revenue by _____ (MM/DD/YY).

This goal requires us to grow by ____% in the next ____ months by acquiring _____ more customers who generate \$ _____ in revenue per year with an average margin of ____%.

(NOTE: Additional detail (desired margin) has been added to the SMART Goal vs. the revenue goal, as revenue goals don’t necessarily relate to profit goals. Be specific and think holistically: how do your goals work together? Are there places where goals need to be stated differently or more specifically to engage other parts of the organization?)

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Additional goals include:

- _____ (Increasing broker education)
- _____ (Increasing private label orders)
- _____ (Penetrating key accounts more actively)

In order to achieve these goals, we need to _____ and

_____.

(Increase leads; make it easier for specific key accounts to order)

Our plan includes:

- _____ (Bringing on more brokers)
- _____ (Communicating more effectively with a specific key account)
- _____ (Expanding e-commerce options)

Our current challenges are around _____.

(Getting sales to engage with a CRM, and enter into an SLA with marketing)

This is different than previously because _____.

(We didn't have a digital strategy)

Our biggest challenges have been _____.

(Tracking ROI in the past, and getting internal constituents to embrace a digital strategy so we can measure our investment return)

Our deadline to hit this goal is _____ (date). If we can't _____

we will miss our goals and _____ will be the consequence.

(December 2016; if we can't penetrate the key account better; our parent company will cut the funding for the new program)

As you can see, this client's goals evolved significantly from where they started, but it honed in directly on the *real* goals, and the fastest way to reach them. This tells us a great deal about the research we need, about the internal goals we need to undertake. For example, sales must be convinced before we're going to make much headway, and we need to really target that existing key-account customer and help them understand the nuts and bolts around ordering our product. Just because we're a preferred vendor, doesn't mean individual customers will, or even want to, order our product.

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Step 5: Scope Research

The goals we set above give us a clear framework and help us scope our research requirements. Quickly we can see we need to understand (as an example):

- Our competitive threats
- Our primary audience
- Multiple levers to accomplish our goals
- A clear understanding of the current plan
- A path to expanding and augmenting our plan to make it more effective

So a research scope might look like this:

With our research we need to answer the following questions:

1. Who is our primary competition?

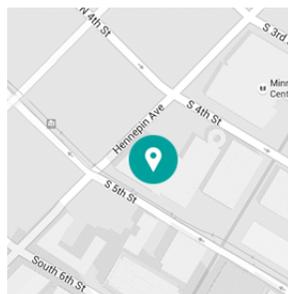
- Who are they?
- What do they do?
- How do they position themselves?
- How are they viewed on social media?
- Who are they targeting?
- What have their recent activities been and what strategies can we infer?

2. Who is our primary audience?

- Who are they?
- What affinity do they hold with the market space?
- How are they interacting with competing options?
- How, when, where, and why do they purchase?

This becomes as much an art as a science. Make a list of the questions you need answered before you can move forward. Then, let the research process fill in the blanks and determine the next steps.

And if you need a partner along the way, Macleod & Co. is here to help. We specialize in Holistic Marketing and we can make your business more profitable.



Macleod & Co. The Holistic Marketing Agency™

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