Acme Corporation Technology

Strategic Plan As of December 3, 2013

MISSION STATEMENT

The mission of Acme Corporation Technology is to create technology solutions for forward-thinking organizations.

VISION STATEMENT

To be known as the technology experts and resource center for small to medium-sized organizations.

CORE VALUES

Purpose & Growth - our foundation is built on our purpose and provides a place for our team's passion
Client Focus - a razor-sharp focus on our customer's growth is essential and the only way to succeed.
Integrity - to have honesty and respect for all individuals.
Leadership - to empower and inspire entrepreneurial leaders.
Professionalism - to be professional in our actions to our clients, partners and each other.
Excellence - to continually pursue knowledge and learn.
Community Service - to effectively help organizations to make an impact.
Fun - to have enjoyment and fulfillment in our work

COMPETITIVE ADVANTAGES

Reoccurring revenue that is scalable
Assets and software products in place outside our services
Innovative in marrying business process with technology
Business Network - domestic and international
Patented Intellectual Property - interactive, integrated web-based

ORGANIZATION-WIDE STRATEGIES

Organization-Wide Focus:
2013 - Lay the foundation for the organization.
2014 - Execute a market penetration strategy to increase top line.
2015 - Standardization of all processes.
2016 - Develop the infrastructure to prepare for high growth.

CUSTOMER SEGMENTS

Current Customers	Has an existing system in place. Needs minimal to maximum coaching through the package selection process and installation. Willing to hire someone. Willing to commit time, money and staff. Willing to be facilitated throughout the process.
Program or Product	Describe how program or product are service people.
New Customers	Needs a quick solution to focus and guide their business. Needs a tool to get started. Want a self-support product. Desire to move their business to the next level. Ready to commit time and money to their information systems. Do it-yourselves. Not necessarily sole-proprietors. Needs to be easy, practical and simple. Linear use. Do it and it is done. More than 5 employees. Established business. Size of market: # of Small Businesses: 5.5 million # of Sole Proprietors: 17 million # of Women-Owned Business: 34% # of Businesses in our City: 7,000

STRATEGIC PLAN - AT-A-GLANCE

FINANCIAL OBJECTIVES & ORGANIZATION GOALS

1 Revenue Growth: Grow our revenue by 30% each year

1.1 Generate sales of $1 million by the end of the year. (Source:Quick Books)

2 Productivity Improvement: Maintain a 20% Net Profit Margin each year

2.1 Maintain a 20% profit margin in 2013.

2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.

2.3 Increase average billable hour factor. (Source: Time-tracking Program)

CUSTOMER OBJECTIVES & ORGANIZATION GOALS

3 Licensing: Be viewed as the valued online resource

3.1 Licensing: Acquire 1,000 total licenses by the end of the year.

3.2 Develop understanding of technological issues had by existing customers.

4 Maintenance Contracts: To be viewed as the top technology resource in the western region.

4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month

4.2 Maintain 75% of our current customers.

5 Professional Services: To be the professional partner of choice.

5.1 Professional Service: Acquire 2 new consulting clients $10,000+ per month.

INTERNAL OPERATIONS OBJECTIVES & ORGANIZATION GOALS

6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.

6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits).

6.2 Acquire: Increase rate of visit to lead from .41% to 1%.

6.3 Convert: Increase the number of leads who become customers from 20% to 25%.

7 Innovation/Product Development: Continue to develop technology innovation.

7.1 Launch integration with 2 other applications

7.2 Complete and launch the API

8 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.

8.1 Set up computers to be accessed from any destination.

8.2 Define all procedures and process in writing in order to support projected growth.

8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.

PEOPLE/LEARNING OBJECTIVES & ORGANIZATION GOALS

9 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.

9.1 Train sales people in best practices

9.2 Develop better communication and presentation skills to increase ability to work with and assist clients.

10 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.

10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.

11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [**Sample Goal Cascading**]

11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [**Sample Goal Cascading**]

1 Revenue Growth: Grow our revenue by 30% each year

1.1 Generate sales of $1 million by the end of the year. (Source:Quick Books) (Administration) (12/31/13)	Measure: $ in sales		Target: $1,000,000
Department and Team Member Goals	**Measure**	**Target**	**Start Date, End Date**
1.1.1 Software Licenses: Generate $300,000 (Administration)	$ generated	$300,000	01/01/15 12/31/15
1.1.1.1 Secure 20 new license contracts quarterly. (JoAnne Rogers)	# of new license contracts	80	01/01/13 12/31/13
1.1.2 Maintenance Contracts: Generate $500,000 in maintenance contracts (Sales/Marketing)	$	$500,000	01/01/13 12/31/13
1.1.3 Professional Consulting: Generate $200,000 in web design consulting (Customer Service)	$	200,000	01/01/13 12/31/13

2 Productivity Improvement: Maintain a 20% Net Profit Margin each year

2.1 Maintain a 20% profit margin in 2013. (Administration)	Measure: % Complete		Target: 100%
Department and Team Member Goals	**Measure**	**Target**	**Start Date, End Date**
2.1.1 Maintain a 20% profit margin in 2013. (Administration)	% profit margin	20%	12/31/13

2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development. (Administration) (12/31/13)	Measure: % for product development	Target: 50%
2.3 Increase average billable hour factor. (Source: Time-tracking Program) (Administration) (12/31/13)	Measure: $ per billable hour.	Target: $200

3 Licensing: Be viewed as the valued online resource

3.1 Licensing: Acquire 1,000 total licenses by the end of the year. (Operations) (12/31/13)	Measure: # of new licenses		Target: 1,000

Department and Team Member Goals	Measure	Target	Start Date, End Date
3.1.1 Grow average monthly licenses by 40% to 427 (IT Group)	# Licenses	427	01/01/13 12/31/13
3.1.2 Grow new customer conversions by 100% to an average of 60/month. (IT Group)	# of new licenses	60	01/01/13 12/31/13
3.1.3 Grow new customer trials by 25% to mark of 75 New Trials per month. (IT Group)	# of New Trials	75	01/01/13 12/31/13
3.1.4 Maintain or decrease the Churn Rate of Licenses which is currently at 8.5%. (Customer Service)	% Churn	8.49%	01/01/13 12/31/13
3.1.4.1 Secure coaching on Customer Success Manager for team. (Crystal Langdon)		100	

3.2 Develop understanding of technological issues had by existing customers. (IT Group) (10/30/13)	Measure: % complete		Target: 100%

4 Maintenance Contracts: To be viewed as the top technology resource in the western region.

4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month (Sales/Marketing) (12/31/13)	Measure: avg monthly # of new maintenance contracts		Target: 5

Department and Team Member Goals	Measure	Target	Start Date, End Date
4.1.1 Identify and maintain list of 50 target customers that could benefit from a maintenance contract. (Sales/Marketing)	% Complete	100%	01/01/13 12/31/13

4.2 Maintain 75% of our current customers. (Customer Service) (02/01/13)	Measure: % increase in customer base annually		Target: 85%

Department and Team Member Goals	Measure	Target	Start Date, End Date
4.2.1 Implement marketing campaign to draw in new markets. (Sales/Marketing)	% completed	100%	01/01/13 12/31/13
4.2.1.1 Research and identify 6 opportunities in new markets that company could expand into. (Joanne & Tracy) (JoAnne Rogers)	% complete	100%	01/20/13 06/30/13
4.2.1.1.1 Complete a competitive analysis study of our current and prospective markets. (Tom Jones)	% complete	100%	01/01/11 04/30/12
4.2.1.2 Develop campaign material for new markets. (Sales Director)	% complete	100%	03/01/12 12/31/13
4.2.1.3 Create new web pages (rough draft) for the campaign promotion. (Randall Scion)	% Complete	100%	06/01/12 05/31/13
4.2.2 Develop a competitive analysis survey for our market. (Administration)	% Complete	100%	06/01/13 12/31/13
4.2.3 Increase sales close rate by 25% (Sales/Marketing)	% increase in close rate	25%	01/01/13 12/31/13

5 Professional Services: To be the professional partner of choice.

5.1 Professional Service: Acquire 2 new consulting clients $10,000+ per month. (Sales/Marketing) (12/31/13)	Measure: # of new consulting clients		Target: 24

6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.

6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits). (Web Specialists) (12/31/13)

Measure:
Total visits

Target:
181,250

Department and Team Member Goals	Measure	Target	Start Date, End Date
6.1.1 Web site: Update Google AdWords, home page and landing pages on a quarterly basis. (Web Specialists)	% Complete	100%	08/01/13 12/30/13
6.1.1.1 Perform quarterly update of website with focus on home page and landing pages. (Rebecca Currie)	# of updates	100%	04/02/13 12/01/13
6.1.1.2 Manage high performance of Google AdWords (click through and conversions). (John Smith)	% Complete	100%	01/01/13 12/31/13

6.2 Acquire: Increase rate of visit to lead from .41% to 1%. (Web Specialists)

Measure:
% visits to lead

Target:
1%

6.3 Convert: Increase the number of leads who become customers from 20% to 25%. (Web Specialists) (12/31/13)

Measure:
# of leads who become custoemrs (Performable)

Target:
25%

7 Innovation/Product Development: Continue to develop technology innovation.

7.1 Launch integration with 2 other applications (IT Group) (11/01/13)

Measure:
% complete

Target:
100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
7.1.1 Map out entire integration process (Web Specialists)	Map completed	100%	01/01/13 12/31/13

7.2 Complete and launch the API (IT Group) (12/31/13)

Measure:
% complete

Target:
100%

8 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.

8.1 Set up computers to be accessed from any destination. (Administration) (12/31/13)

Measure:
# of computers set up each year

Target:
5

Department and Team Member Goals	Measure	Target	Start Date, End Date
8.1.1 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access. (IT Group)	% complete	100%	01/01/13 12/31/13

8.2 Define all procedures and process in writing in order to support projected growth. (Administration) (12/31/13)

Measure:
% of process in writing.

Target:
100%

8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved. (Sales/Marketing) (12/31/13)

Measure:
% complete

Target:
100

Department and Team Member Goals	Measure	Target	Start Date, End Date
8.3.1 Write 1 blog post per week (Web Specialists)	# of blog posts	52	01/01/13 12/31/13
8.3.2 Write 2 newsletters per month. (Administration)	# of newsletters	2	01/01/13 12/31/13

9 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.

9.1 Train sales people in best practices (Sales/Marketing) (12/31/14)

Measure:
actual attendance per year by all 12 managers

Target:
12

Department and Team Member Goals	Measure	Target	Start Date, End Date
9.1.1 Test Goal #1- Develop a program to track the training (IT Group)	% of program completed	100%	01/01/13 12/31/14

9.2 Develop better communication and presentation skills to increase ability to work with and assist clients. (Customer Service) (12/31/13)

Measure:
% complete in communication/presentation skills

Target:
100%

10 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.

10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue. (Administration) (12/31/14)

Measure:
% of license revenue

Target:
15%

11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [**Sample Goal Cascading**]

11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [Sample Goal Cascading**] (Operations) (12/31/14)**

Measure:
% complete

Target:
100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
11.1.1 Department Goal [Corporate Action Item] (Assigned to the Department responsible for seeing that the goal and its actions are completed, 12-18 months) (Public Policy)	$	$5,000	01/01/13 09/01/13
11.1.1.1 Team Member Goal (or Dept Actions) (Assigned to Team Member responsible for seeing this goal completed, 6-12 months)	% Complete	100%	01/01/13 12/31/13
11.1.1.1.1 Team Member Action (Assigned to the Team Member responsible for seeing this action completed, short term items only (30, 60, 90 days))	% Complete	100%	03/01/13 05/31/13

PLAN IMPLEMENTATION

Appoint a strategic plan manager
Hold people accountable (now that they are able)
Put in place an incentive compensation plan
Coach for achievement
Empower managers
Hold effective strategy meetings - first Mondays
Hold annual retreat - second week in December

Internal and External Assessment
(SWOT: Strengths, Weaknesses, Opportunities, Threats)

Internal	External

Strengths

- Good leadership.
- Dedicated and experienced employees.
- Good communication skills.
- Extensive product knowledge and expertise.
- Long-time community presence.
- Networking and relationships in community.
- Knowledgeable of technology.

Opportunities

- Limited competition currently.
- Skilled, well-educated workforce with high local unemployment.
- Commercial office space available at historic low $$.
- Growth of the community.
- Increasing need for knowledgeable technology people.
- Increase demand for networking of computers.

Weaknesses

- Lack of a consistent pricing strategy.
- Consistent branding/marketing messages.
- Limited physical workspace/overcrowded.
- Lack of sufficient office space.
- Inconsistent communication with potential constituents.
- Administration processes need to be written.
- Lack of organizational chart.

Threats

- Increased local competition and expansion into market by national firms.
- Margin erosion by low cost competitors.
- High unemployment rates on decline; pool of qualified potential new hires shrinking.

Objectives & Organization-Wide Goals	Short Term Goals (2013)	Mid Term Goals (2014-2015)	Long Term Goals (2016-2017)
1 Revenue Growth: Grow our revenue by 30% each year			
1.1 Generate sales of $1 million by the end of the year. (Source:Quick Books)	✔		
2 Productivity Improvement: Maintain a 20% Net Profit Margin each year			
2.1 Maintain a 20% profit margin in 2013.			
2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.	✔		
2.3 Increase average billable hour factor. (Source: Time-tracking Program)	✔		
3 Licensing: Be viewed as the valued online resource			
3.1 Licensing: Acquire 1,000 total licenses by the end of the year.	✔		
3.2 Develop understanding of technological issues had by existing customers.	✔		
4 Maintenance Contracts: To be viewed as the top technology resource in the western region.			
4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month	✔		
4.2 Maintain 75% of our current customers.	✔		
5 Professional Services: To be the professional partner of choice.			
5.1 Professional Service: Acquire 2 new consulting clients $10,000+ per month.	✔		
6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.			
6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits).	✔		
6.2 Acquire: Increase rate of visit to lead from .41% to 1%.			
6.3 Convert: Increase the number of leads who become customers from 20% to 25%.	✔		
7 Innovation/Product Development: Continue to develop technology innovation.			
7.1 Launch integration with 2 other applications	✔		
7.2 Complete and launch the API	✔		
8 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.			
8.1 Set up computers to be accessed from any destination.	✔		
8.2 Define all procedures and process in writing in order to support projected growth.	✔		
8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.	✔		
9 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.			
9.1 Train sales people in best practices	✔	✔	
9.2 Develop better communication and presentation skills to increase ability to work with and assist clients.	✔		
10 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.			
10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.	✔	✔	
11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [Sample Goal Cascading**]**			
11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [**Sample Goal Cascading**]	✔	✔	

APPENDIX C: 2013 - 2016 BUDGET

Goals and Action Items	2013	2014	2015	2016
1 Revenue Growth: Grow our revenue by 30% each year				
1.1 Generate sales of $1 million by the end of the year. (Source:Quick Books)				
1.1.1 Software Licenses: Generate $300,000	$500			
1.1.1.1 Secure 20 new license contracts quarterly.	$2,000			
1.1.2 Maintenance Contracts: Generate $500,000 in maintenance contracts	$50			
1.1.3 Professional Consulting: Generate $200,000 in web design consulting	$200,000			
2 Productivity Improvement: Maintain a 20% Net Profit Margin each year				
2.1 Maintain a 20% profit margin in 2013.	$23			
2.1.1 Maintain a 20% profit margin in 2013.	$400			
2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.				
2.3 Increase average billable hour factor. (Source: Time-tracking Program)	$90,000			
3 Licensing: Be viewed as the valued online resource				
3.1 Licensing: Acquire 1,000 total licenses by the end of the year.				
3.1.1 Grow average monthly licenses by 40% to 427				
3.1.2 Grow new customer conversions by 100% to an average of 60/month.				
3.1.3 Grow new customer trials by 25% to mark of 75 New Trials per month.				
3.1.4 Maintain or decrease the Churn Rate of Licenses which is currently at 8.5%.				
3.1.4.1 Secure coaching on Customer Success Manager for team.				
3.2 Develop understanding of technological issues had by existing customers.				
4 Maintenance Contracts: To be viewed as the top technology resource in the western region.				
4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month				
4.1.1 Identify and maintain list of 50 target customers that could benefit from a maintenance contract.				
4.2 Maintain 75% of our current customers.	$400			
4.2.1 Implement marketing campaign to draw in new markets.	$300			
4.2.1.1 Research and identify 6 opportunities in new markets that company could expand into. (Joanne & Tracy)	$5			
4.2.1.2 Develop campaign material for new markets.				
4.2.1.3 Create new web pages (rough draft) for the campaign promotion.				
4.2.2 Develop a competitive analysis survey for our market.	$650			
4.2.3 Increase sales close rate by 25%				
5 Professional Services: To be the professional partner of choice.				
5.1 Professional Service: Acquire 2 new consulting clients $10,000+ per month.				
6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.				
6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits).	$200			
6.1.1 Web site: Update Google AdWords, home page and landing pages on a quarterly basis.	$500			
6.1.1.1 Perform quarterly update of website with focus on home page and landing pages.	$300			
6.1.1.2 Manage high performance of Google AdWords (click through and conversions).	$250			
6.2 Acquire: Increase rate of visit to lead from .41% to 1%.	$200			
6.3 Convert: Increase the number of leads who become customers from 20% to 25%.	$200			
7 Innovation/Product Development: Continue to develop technology innovation.				
7.1 Launch integration with 2 other applications	$1,200			

7.1.1 Map out entire integration process	$45			
7.2 Complete and launch the API				
8 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.				
8.1 Set up computers to be accessed from any destination.	$50			
8.1.1 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access.	$5			
8.2 Define all procedures and process in writing in order to support projected growth.	$300			
8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.	$200			
8.3.1 Write 1 blog post per week	$100			
8.3.2 Write 2 newsletters per month.	$100			
9 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.				
9.1 Train sales people in best practices				
9.1.1 Test Goal #1- Develop a program to track the training				
9.2 Develop better communication and presentation skills to increase ability to work with and assist clients.				
10 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.				
10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.				
11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [Sample Goal Cascading**]**				
11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [**Sample Goal Cascading**]	$10,000			
11.1.1 Department Goal [Corporate Action Item] (Assigned to the Department responsible for seeing that the goal and its actions are completed, 12-18 months)	$2,000			
11.1.1.1 Team Member Goal (or Dept Actions) (Assigned to Team Member responsible for seeing this goal completed, 6-12 months)	$500			
Totals	**$310,477**			

APPENDIX D: SCORECARD AND EVALUATION PLAN

Organization Goals	Key Performance Indicators	Target	YTD	Status
1.1 Generate sales of $1 million by the end of the year. (Source:Quick Books)	$ in sales	**$1,000,000**	$969,000	→ $-31,000 As of 12/03/13
2.3 Increase average billable hour factor. (Source: Time-tracking Program)	$ per billable hour.	**$200**	$125.56	→ $-74.44 As of 10/24/13
3.1 Licensing: Acquire 1,000 total licenses by the end of the year.	# of new licenses	**1,000**	580	→ -420 As of 11/04/13
3.2 Develop understanding of technological issues had by existing customers.	% complete	**100%**	75%	⊘ -25% As of 12/02/13
4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month	avg monthly # of new maintenance contracts	**5**	3.75	✓ -1.25 As of 10/28/13
6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits).	Total visits	**181,250**	165,000	← -16,250 As of 09/24/13

APPENDIX E: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Objectives (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Goals and Action Items (1 year)	Short-term Goals that convert the Objectives into specific performance targets. Effective Goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Objectives?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Goals. How will we know we have achieved our Goals?