Crafting Business Objectives, Marketing Objectives and Communications Objectives

What this worksheet covers

- Definitions and illustrations on how to craft clear business, marketing and communication objectives with the help of useful tools/ frameworks
- Examples of objectives to help illustrate the various tools
- Tips to help you craft clear objectives

Importance Of Crafting Clear Objectives

Well-written business objectives, marketing objectives and communications objectives defines a clear direction for your business activities and campaigns.

These objectives will help provide an anchor with clear metrics to help you measure the business progress and achievements.

Overview Of Objectives

This is an overview of the 3 types of objectives, their definitions and how they relate to each other.

01 Business Objectives	The desired measurable business results
02 Marketing Objectives	Identifies the barrier to overcome in order to deliver the business objective
03 Communications Objectives	Articulates the change in attitudes/ beliefs that will lead to the desired change in consumer behaviour

☑ Tip

- Craft these objectives in sequence and ensure that each objective flows into the other and is closely interlinked, to help achieve a coherent and impactful activation.

01 Business Objectives

What?
Business objectives are the desired measurable business results (e.g. revenue, market share or profitability).

A clearly defined business objective articulates the incremental value that will be delivered for the business.

Sources Of Growth
The following grid gives a systematic way to identify mutually exclusive areas of growth.

More People	More Often
Visitor(s)	Frequency/ occasions
Vol. per occasion	$ per visit
More Stuff	More Spend/ Value

Singapore TOURISM BOARD

Examples Of Different Sources Of Growth:

• More people – More visitors visiting Singapore

• More Often – Visitors repeating their trips and visiting more frequently

• More Stuff – Visitors doing more when they visit (e.g. Visit two attractions instead of one)

• More Spend - Visitors trading up for a more premium option (e.g. staying at a hotel instead of a hostel)

Examples of Business Objectives

SNICKERS An example from Snickers

Business Challenge:

While 30% of China's annual chocolate sales take place during Chinese New Year, Snickers sales & market share declined as it is not seen as a gifting brand. Amidst this feasting period, Snickers saw an opportunity to tackle potential hunger (their core proposition) during the CNY mass migration period.

Using the sources of growth model (tweaked for Snickers), Snickers focused on growing by getting more people to buy Snickers during Chinese New Year.

More People	More Often
Consumer(s)	Frequency/ occasions
Vol. per occasion	$ per visit
More Stuff	More Spend/ Value

Business Objective:
Reverse declining sales and market share during Chinese new year by increasing the number of Snicker buyers during CNY.

Singapore TOURISM BOARD An example from STB*

Business Challenge:

The Singapore tourism industry has had stagnant growth in revenue in the past few years due to decline in spend per tourist. Further research have shown that this is because Early Career Visitors are spending lesser days in Singapore per visit.

With the sources of growth model, STB chose to achieve growth by getting Early Career Visitors to spend on more stuff (More activities/ More Days) per trip.

More People	More Often
Visitor(s)	Frequency/ occasions
Vol. per occasion	$ per visit
More Stuff	More Spend/ Value

Business Objective:

• Increase average length of stay amongst Early Career Visitors by 15%

☑ **Tips**
• Ensure that business objectives are measurable.

• Choose one source of growth - Focus on the source that would achieve the best return for the business / source that you can influence.

• Use data when deciding the source of growth. This will help you craft measurable business objectives.

• Check and ensure you meet the business objectives during the campaign development journey.

This is an illustrative example only.

02 Marketing Objectives

*This section is a summary of Marketing Objectives. For more detailed content, please refer to the **Defining Marketing Objectives** worksheet.*

After defining your business objective, the next step is to craft a compelling marketing objective.

What?
A marketing objective identifies the barrier to overcome, or the desired consumer behaviour change required, in order to deliver the business objective.

Get–To–By Framework
The Get–To–By Framework helps you formulate a concise marketing objective.

Illustration of the framework with Snickers as an example:

SNICKERS

	Explanation:	Snickers' example:
Get who…	Target consumer	Young Chinese Migrants (15-35 year old Chinese) travelling home
To do what…	Desired change in behaviour required	Purchase Snickers during CNY migration
By…	Convincing them (desired attitude)	Convincing them that with Snickers, they can have a hunger/anger-free trip home.

Here's an example of a marketing objective for STB:

	Explanation:	STB example:
Get who…	Target consumer	Get Early Careers individuals visiting Singapore
To do what…	Desired change in behaviour required	To spend a longer time in Singapore
By…	Convincing them (desired attitude)	Convincing them that there are many exciting activities for them.

Tips

- Ensure that your Marketing Objective flows from your Business Objective

- For 'GET', focus on a specific target consumer segment (e.g. Early Careers instead of visitors from Indonesia)

- Always ensure that the 'BY' is insightful and provides a benefit that helps with changing their attitude. At the same time, don't specify an 'activation/ campaign idea' here. Leave the creative work to the creatives!☺

03 Communications Objectives

Finally, after defining your marketing objective, you now have a spring board to craft your communications objectives.

(?) What?
Communications objectives articulates the change in attitudes/belief that will lead to the desired change in consumer behaviour.

4 Types of Communication Objectives

Based on your marketing objective, decide the communications objectives type(s):

Guiding questions:

AWARENESS

What is the current level of awareness?
When someone becomes aware of Singapore, they should…?

ATTITUDES

What is the current consumer attitude towards Singapore?
What is the desired consumer attitude towards Singapore?

EDUCATION

Do you need to enlighten potential visitors about what Singapore offers?
What needs to be taught? Why?

BEHAVIOUR

What do you want potential visitors to do once they become aware of Singapore?

The 4 types of communication objectives are not weighted equally and have different roles to play at different stages of the consumer journey.

Communication Objectives Examples:

For Snickers:

They focused on **educating** them that they can buy Snickers to help them have a hunger/anger-free trip back home.

Now let's take a look at what it could look like for STB:

STB would focus on **educating** Early Careers from 'Singapore has limited things to do' to 'Singapore has a wide variety of unique experiences that I can enjoy'.

Tips

- Pick the type of communications objective that is most relevant to where the consumer is in the consumer journey (e.g. when consumer is in the 'Book' journey stage, a 'behaviour' communication objective is more relevant than 'awareness')

Final Words

When crafting your objectives, you can use the S.M.A.R.T criteria to craft better objectives to improve the chances of you succeeding in accomplishing your goal.

SPECIFIC	What exactly do I want to achieve? How will I go about achieving the goal?
MEASURABLE	What metrics can I use to determine if my goal is met?
ACHIEVABLE	Do I have the tools/skills needed to accomplish the goal? If not, what I can do / who can I get involved to achieve this goal?
RELEVANT	Does my goal tie in to the overall business objectives?
TIME-BASED	When do I want to achieve this goal by? Is my timeline realistic? If not, how can I tweak my timeline or goal?

For further learning on this topic, check out the Crafting Business, Marketing & Communications Objectives learning bite.