

CONTROL LEVEL	EXPLANATION	EXECUTING	TIME HORISON	WORDING	ENGLISH	EXAMPLE OF SMART OBJECTIVE
Strategic	The organiza- tion's overall objective, vision, and mission	Top manage- ment	Long	Broad	Corporate level	We manage towards ROI (Return on In- vestment) of at least 20% in 5 years.
Tactical	The objectives for business areas, such as a division or a SBU (strategic business unit, page 464)	Middle man- agers	Medium	Medium	Functional level	Customer awareness of our trademark (brand) must be at least 75% in our core markets within 2 years.
Opera- tional	The objective for a depart- ment or func- tional area, for instance, purchasing	Supervisors and regular employees-	Short	Specific	Operation- al level	We must reduce cost of our ZQ machine by 25% over 2 years.

FIGURE 10.51
The levels of the objectives tree/objectives structure.