Lesson 8- Goals:

The term ‗goals' used with many different meanings, and, has many definitions. It is certainly a topic that has engaged the attention of many P.R. thinkers; (Scott) suggests that goals ―are the statements of planning purpose developed within any kind of business plan‖.

(Ansoff) sees goals as ―decisions and rules which enable management to guide and measure the firm's performance towards its purpose‖.

Goals – objective : Many practitioners mentioned a number of differences between goals and objectives, the first are more wide (strategic) and long term than the second. If we may regard goals as the map reference we may consider objectives as milestones and landmarks along the chosen route. They serve exactly this purpose: to enable the company to check that it is still on-course and to examine the reason why it has made any deviation. Goals might be set during the strategy establishment; can only be properly defined after strategy has been determined. Objectives should always be expressed in quantitative terms, since they are designed as a standard of management, and it is virtually impossible to measure performance against a qualitative statement of expectations. They should also be defined against time – that is, they should indicate not only what should have resulted but when it should have taken place. Objectives might be defined for:

_ Percentage market share (by product and/or country)

_ A ratio, such as return on sales

_ An absolute figure for sales

_ A minimum figure for customer complaints

_ A maximum figure for hours lost in industrial disputes

_ A labor productivity ratio

_ Total number of employees

_ A maximum employee ‗wastage' rate

_ A standard cost

_ A cost-reduction target

Objectives support goals, and they need to be (S.M.A.R.T) Specific, Measureable, Agreed Upon, Relevant, Timetabled.

On the other hand we can we can classify Goals (Objective) according to its level into: **Primary** a- Primary :the primary or profit goals comes directly from a consideration of the basic duty of the P.R team, which is to manage the company in such a way that it fulfills the profit obligations to all the shareholders and at the same time provides an adequate cash flow for what may be termed

‗corporate renewal'. There are a number of factors should be taken into consideration when the P.R team sets profit targets:

1-Trends over previous years (these provide a baseline for growth)

2-Progress by other companies of a similar size or in the same industry

3- The performance of the leading companies quoted on the Stock Exchange 4-The vision of the management , and intention to give the shareholders more than they have had in the past.

5- Rates of inflation. There should be an improvement in real terms 6- Acceptable levels of risk.

b- **Secondary**: Profit is an important aspect of corporate goals, but it is not the only one. The term ‗secondary' is chosen to describe the next group of goals not because they are less important to success but because they should really be defined after the profit objectives have been set. Secondary objectives are descriptive and attempt to set out the key elements of the business of the future. Where the corporate appraisal seeks the present corporate identity, the secondary objectives describe the company‘s future identity. They paint a picture not of what is now, but what the company is determined to become in the future. They take the old question *What business am I in*? and give it a new dimension, oriented to the future rather than the present. This type of objective, sometimes called ‗the mission‘, should examine the nature and scope of the business, the geographical sphere of operation, and some of the key factors about the company which the management feels are important. They may include a statement of the way the company intends to conduct its relations with its employees, customers, and society: there is a straightforward link with the management ethical viewpoint.