

# The GOSTM Framework

An action plan framework used for  
strategic planning



# Contents

01	Introduction	01
02	What is the GOSTM framework?	02
03	The benefits of GOSTM	02
04	A step-by-step guide to developing your GOSTM	02



## 01 Introduction

---

Entrepreneurs and business owners are often guilty of implementing their ideas without proper thought to defining clear objectives and setting out strategies to achieve the objective.

Activities carried out without a clear objective and plan in place increase the chance of failure to achieve the desired outcomes.

In order to improve your chance of success be it in starting or growing your business or, undertaking any activity such as sales and marketing, it is important to set a framework that will establish your goals, set objectives and ensure you have developed strategies and set tactics right from the onset.

In order to achieve the desired outcome, it is important you spend time to 'think, plan and implement', and a good way of undertaking this is to use the GOSTM model.

Remember your present circumstance and position do not determine where you can go; it merely determines where you start from.

# 02

## What is the GOSTM framework?

GOSTM is an acronym that stands for **Goals, Objectives, Strategy, Tactics and Metrics**

It is a very simple and effective way of setting out your desired outcomes (what), actions to achieve them (how) and measurements to assess their success (metrics) in a manner that is clear and unambiguous.

GOSTM	What	How
High Level	Goals	Strategy
Detail Level	Objectives	Tactics
Measurement	Metrics	

When building your GOSTM model it is important to start from the top with your goal, which is followed by objectives that would lead to the achievement of the goal.

The next step is to determine the strategy which is accompanied by tactics. While goals and objectives are in reference to 'what' in the strategic planning process, strategy and tactics relate to 'how' within the process and, in doing so you are moving from the general to the specific.



# 03

## Benefits of GOSTM

The benefits of GOSTM are threefold:

- **Clarity:** the simple one-page format creates clarity and transparency about the direction of the business.
- **Execution:** the goals and objectives of the business are clearly connected with strategies, tactics and metrics to ensure that plan becomes
- **Alignment:** for larger businesses it involves the team during creation and implementation leading to buy-in and ensures cascading of the strategy



# 04

## Develop your GOSTM – a step-by-step guide

Here's a more specific definition:

- Goals
- Objectives
- Strategies
- Tactics
- Measures

Goals			
Objectives	Strategies	1.	1.
		2.	2.
		3.	3.
	Tactics	1.	1.
		3.	3.
		1.	1.
	Metrics	2.	2.
		3.	3.
		1.	1.

## Step 1 – Define your Goal

*The goal is a qualitative statement about your ambition and should reflect what the company wants to achieve*

Goals and objectives are often confused and used interchangeably.

A goal is a broad outcome that sets out what you are aiming to achieve over a chosen time horizon and is not necessarily tangible. It focuses on what your business wants to achieve and not on how you want to achieve it.

It should be:

- Clear and easy to understand
- Short and easy to remember.
- In line with what the business owner wants.

An example might be that your organisation wants to “become a market leader in its field” or “increase profitability.” Your goal should help clarify the mission you have for your business.

## Step 2 – Set Objectives

*An ‘objective’ is a quantitative result that you must achieve in order to realize your qualitative objective and must link to your objective.*

Objectives and goals are often confused but go hand in hand. It is a measurable step taken toward reaching the goal. It is specific, actionable and defines progress made toward achieving your goal.

The goals and objectives together describe WHAT you are aiming to achieve and they must be SMART, or in other words:

### Specific – Measurable – Achievable – Relevant - Time-bound

Examples of objectives are concrete revenue, growth or profitability targets. Other examples may include cost savings, market share or service level targets. In more operational plans this could simply be the number of new customers acquired or a process cycle time.

#### Example:

If a goal is that Facebook wants to start increasing market share in Asia then an objective could be.

- Reach 50 million monthly active users in Asia within 6 months

 GOAL	 OBJECTIVES
I want to be the next president of the USA	I need more than 270 electoral votes to win
I want to be rich	I want a £1mill+ mortgage house I want to have £5,000pm after tax
The business needs to increase profitability	Cut overhead costs by 20%
Improved Leads	An increase of form completions by 5% in the first quarter.  Implement validation to improve quality of the leads captured in the forms decreasing the number of false data by 10% in the first year.
Better UX	User can get to high profile content in three clicks or less.  The website will be inclusive and should meet WCAG2. 1AA by 2020

The key point is that your objectives need to align with the purpose and the timeframe of your goal.

If your goal is to achieve break-neck revenue growth, choose objectives such as sales turnover, market share, leads or opportunity pipeline.

If your goal is to improve productivity, choose return on capital, operating expense ratio or inventory turns for example.

Choose no more than 3-5 objectives. These should be the key indicators whether you meet your goal. They do not need to represent every KPI you have on your operating dashboard.

Measure what matters. No more, no less.

## Step 3 – Develop Strategies

**Strategies are the key initiatives you undertake to meet your objective and achieve your goals. They are the qualitative description of your roadmap to success.**

A strategy is the plan taken towards achieving the goal by focusing on the how. It is your plan of action that will help you achieve your goals and objectives and is one of the most crucial aspects of your business operations.

Strategies can define your approach and the right strategy can help you outsmart your competitors. A lack of a suitable and cohesive strategy can often be a significant contributor to the downfall of a business.

The high street is littered with businesses that failed to change their strategy quickly enough to changing market conditions and new consumer buying behaviour.

You should have 3-5 strategies that describe how you are going to achieve your goal.

To maintain sufficient focus, stay below 6.

Strategies fall into one of the following 3 areas:

- Growth (customer or innovation)
- Productivity (production or quality)
- People (talent management or culture)

### Example:

In increasing Facebook's market share in Asia, strategies could be:

- Set up an office in Asia.
- Run a marketing campaign in Asia.
- Pay Key Opinion Leaders (KOLs) from Asia to post exclusive content on Facebook.
- Add live shopping to Facebook in Asia.

## Step 4 – Create Tactics

**Tactics are specific short-term actions you need to take to achieve the objectives associated with a strategy.**

The most commonly perceived difference between strategy and tactics is that strategy is long term while tactics is short term

Whilst a strategy deals with the long-term direction of a business, a tactic takes advantage of opportunities as they happen and deals more with day-to-day matters. If you have many strategies to be implemented, then you will have different

### Example:

Brewell - a craft brewing company in London		
Goal: to be the leading craft beer company in London and the south east		
Objectives	Strategy	Tactics
<ul style="list-style-type: none"><li>■ To achieve a 35% market share</li><li>■ To be ranked as one of the top five tasting craft beers</li></ul>	<ul style="list-style-type: none"><li>■ Add a new dark beer to the company's line-up</li><li>■ Expand the types of outlets the beer is available in etc</li><li>■ Expand its current sales territory</li></ul>	<ul style="list-style-type: none"><li>■ Become guest beer at local pubs and restaurants,</li><li>■ Make half barrel kegs available for distribution,</li><li>■ Use buy one get one free sales tactic,</li><li>■ Offer an introductory discount of 15%</li><li>■ Print coasters and other point of sales material etc.</li></ul>

## Step 5 – Set out Metrics

*Metrics are measurements that allow you to track and assess performance of your tactics/action plan.*

It is important that your metrics:

- Are quantitative and show progression.
- Are reasonably easy to track.

**BUT** - not every tactic or action will necessarily need a metric.

### Example:

In increasing Facebook's market share in Asia, metrics could be:

- Office Asia: a 1,400m<sup>2</sup> office building with 350 people.
- Marketing campaign Asia: €15 million budget with a goal of €1 CAC (rest to come from shareability).
- Key Opinion Leaders (KOLs): 10 KOLs with at least 3 million followers exclusively on the platform for up to €5 million total.
- Live Shopping: Add live shopping in Asia only, within 3 months.

## GOSTM – {Tony's Italian} Example

Goal	Tony's aims to expand beyond its traditional pizza only offering to become a much loved and leading neighborhood Italian restaurant that offers great authentic Italian dishes 'just like mamma makes them'						
Objectives	Strategies	Tactics	Metrics	Who	Timeline	Status	Comments
<ul style="list-style-type: none"> <li>Sales £50k per month</li> <li>50% of sales from non-pizza</li> <li>30% awareness in the local area</li> <li>70% repeat customers</li> <li>80% customers indicate it is family friendly</li> <li>80% recognize quality and authenticity</li> <li>90% of customers enjoy meals</li> <li>&lt;1% dishes returned</li> </ul>	Offer authentic Italian recipes families will love with all-time classic and rotating seasonal recipes.	<ul style="list-style-type: none"> <li>Create new food menu by adding new non-pizza traditional family dishes</li> <li>Create new drinks menu by adding more local Italian wines that are paired with the dishes.</li> <li>Develop new shareable appetizers using locally sourced ingredients and inspired from local Italian food</li> </ul>	<ul style="list-style-type: none"> <li>4/5 non-pizza choices of traditional dishes</li> <li>5 kid's choices</li> <li>10 shareable appetizers</li> <li>5 new seasonal dishes per season</li> <li>2 new 'guest' wines per season</li> </ul>	Tony food & Angela wine	Q2	C	All menu items developed, costed tasted and ready Wines selected
	Italian cuisine is all about the quality of the ingredients so source high quality ingredients from local area and suppliers.	<ul style="list-style-type: none"> <li>Learn customer tastes and preferences by creating a survey</li> <li>Identify local suppliers by contacting local vendors</li> </ul>	<ul style="list-style-type: none"> <li>80% guests recognize 'freshness'</li> <li>~75% locally sourced ingredients</li> <li>Food costs &lt;30%</li> </ul>	Tony	Q2	C	All survey ready but will wait to do when we start
	Redesign interior and décor to resemble a traditional trattoria	<ul style="list-style-type: none"> <li>Makes guests feel like family by Tony and his wife Angela greeting guests</li> <li>Redesign interior with family photo and to make it look more traditional</li> </ul>	<ul style="list-style-type: none"> <li>80% of customer 'feel at home'</li> <li>50% of customer comment on traditional Italian feel</li> </ul>	Angela & design agency TBC	Q2-Q3	NA	Delays in delivery and with contractor proving challenging. Also cost overruns means we need to borrow £25,000
	Hire and train staff to embed new values of a family friendly restaurant	<ul style="list-style-type: none"> <li>Train staff by Tony with emphasis on his story ad values that can be conveyed to customers</li> <li>Make employees feel like part of Tony's family by sharing meals etc.</li> </ul>	<ul style="list-style-type: none"> <li>75% employees have 2+yrs experience</li> <li>100% employees are happy and feel like family</li> <li>100% of employees can tell Tony's story</li> </ul>	Tony & Angela	Q3-Q4	AR	Significant challenges in identifying and finding suitable staff. We will need to pay more and need to see how this affects financials
	Create awareness of Tony's Italian through a marketing campaign that creates interest and encourages people to come and try	<ul style="list-style-type: none"> <li>Rebrand from Tony's pizza parlour to Tony's Italian family dining and communicating Tony's story</li> <li>Use digital marketing to create awareness incl social media to tell Tony's story and show family friendly interior</li> <li>Encourage guests to share their experience &amp; post images</li> </ul>	<ul style="list-style-type: none"> <li>30% of people in local area aware of Tony's</li> <li>Getting 250 new followers per month on social media</li> <li>Getting 5-star reviews</li> </ul>	Angela and marketing agency TBC	Q3	OT	Hired agency, agreed KP's activity underway
Legend		OT= On Track	C= Completed	NA = Needs Attention		AR= At Risk	OH= On Hold

GOSTM – {insert business name}				Date – {insert date}			
Goal							
Objectives	Strategies	Tactics	Metrics	Who	Timeline	Status	Comments

Legend	OT = On Track	CO = Completed	NA – Needs Attention	AT = At Risk	OH = On Hold
--------	---------------	----------------	----------------------	--------------	--------------