

FIGURE 1: SMART STRATEGY BOARD

### Purpose Panel

Purpose: What is our purpose? (Mission statement)

Ambition: What is our ambition? (Vision statement)

### Customer Panel

Target market: What customer do we target? (Segment, market, region, niche, channels, etc.)

Value proposition: What do we offer our customers? (Quality, price, innovation, relationship, service, etc.)

### Operations Panel

Partners: Who are our key partners we need to maintain a relationship with? (Suppliers, distributors, communities, etc.)

Core competencies: What internal processes do we have to excel at? (Develop products and services, generate demand, fulfil demand, regulatory and social, etc.)

### Resource Panel

IT systems and data: What are the key IT systems and data deliverables? (Systems, networks, data sources, etc.)

Infrastructure: What are the key infrastructure deliverables? (Property, machinery, land, etc.)

People and talent: What are the key people and talent deliverables? (Recruit, develop, retain, engage, etc.)

Culture, values, and leadership: What are the key culture and leadership deliverables? (Values, behaviours, etc.)

### Finance Panel

Finance objectives: How will we deliver financial results?

- Revenue, profit, and cash generation, and shareholder value
- Cost, productivity, and efficiency

### Competition and Risk Panel

Competition factors and risks: What is threatening our success?

- Market, competition, and customer risks
- Operations risks
- Financial risks
- IT risks
- People risks

Source: *Big Data: Using SMART Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance* (Wiley).