

Article

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Accountability

Certain groups tend to be absent when the measurable objectives and metrics are handed out. The concept of companies having no sales targets is unthinkable. But how often do marketing, human resources, legal or regulatory affairs for example, dodge the accountability bullet? (If you're in government think policy groups).

Remarkable sums are frequently invested in functions like advertising with no expected measurable outcome? Trying to pin these groups down can be allusive. Asking what measurable impact they intend to create is often like asking—how long is a piece of string?

It's no accident that some of these same groups are candidates for out-sourcing. An excellent defense against outsourcing is to establish objectives and track metrics that are related to how you are helping the organization succeed.

Many executives can relate to John Wanamaker, a US department store merchant, who observed, "half the money I spend on advertising is wasted; the trouble is I don't know which half".

