

Rudra Narayan Sahoo

Vision, Mission, Objectives and Goals





Vision

“description of something in the future”

“mental perception of the kind of environment an individual, or an organization, aspires to create within a broad time horizon and the underlying conditions for the actualization of this perception”




Vision Statement

A vision statement answers the question,

“ What will success look like?”

The pursuit of this image of success is what motivates people to work together.

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- A Vision provides strong foundation for developing a comprehensive mission statement .
 - Strategic vision addresses the „where are we going“ questions and explains the course and direction chartered by management.
 - A strategic vision should provide a clear understanding of what the business should look like and provide help to take strategic decisions.



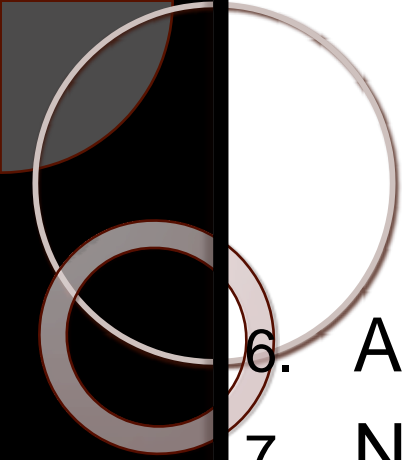
Vision

- Strategic intent should lead to an end.
- That end is the vision of an organization or an individual.
- It is what the firm or a person would ultimately like to become.
- Should be short and specific.
- It should be based on overall purpose of organization



Characteristics

1. It's a blue print of the kind of business organization the management is trying to create and the market position it would occupy.
2. It should be forward looking a provide strategic course the management will adopt to help the company prepare the future
3. Specific and provide guidelines to managers for making decisions and allocating resources
4. Flexible to changing environment
5. Within realm of companies hope to achieve

- 
6. Appeal to emotions and motivate employees
 7. Narrow vision, can focus effort and excite people
 8. May not fit to present circumstance, but contributes to future. Shows picture of future.
 9. Should be easy to explain to all stake holders and preferably short

Benefits of having a vision

Good visions are inspiring and exhilarating.

Help the organization to prepare for the future.

Clarifies and crystallizes the senior executives views about the companies long term direction.

Good vision reduces risk-taking and experimentation.

Good vision help to motivate and morale boosting of employees.

Good visions are competitive, original and unique.

Good visions represent integrity, they are truly genuine

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and can be used for the benefit of people.

Limitations of a vision statement

Vague and incomplete

Not forward looking

Too broad

Uninspiring

Not distinctive

Examples

BSNL Vision Statement : ***“To become the largest telecom service provider in Asia.”***

Walt Disney vision Statement : ***“Make people happy”***

3. Stokes Eye Clinic, Florence, South Carolina :

“Our vision is to take care of your vision.”



Example vision statement

Infosys

Vision "To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people."

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VISION

VISION



Our Vision is to be the world's mobile communication leader – enriching customers' lives, helping individuals, businesses and communities be more connected in a mobile world.



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MISSION



Mission

Organizations relate their existence to satisfying a particular need of the society. They do it in terms of their mission.

Mission is a statement which defines the role that an organization plays in a society.

It refers to the particular need of that society for instance, its information needs.

Defining Mission

“essential purpose of the organization, concerning particularly why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy.”


“purpose or reason for the organization’s existence.”

“mission is an enduring statement of purpose that distinguishes one firm from

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other similar firm.”

- 
- Different from vision by it is more focused on „what is our business“ as compared to the „where are we headed“ or „ what we want to become“ nature of vision.



Characteristics

Declaration of attitude

Customer orientation

Declare of social policy

1) Declaration of attitude

Declaration of attitude

- Not designed to specific or to have a concrete end.
- Is declaration of attitude and outlook
- Is meant to provide motivation, general direction, an image and a philosophy to guide the organization
- Should be flexible, even vague to provide room for adapting to changing environments and ways of operations

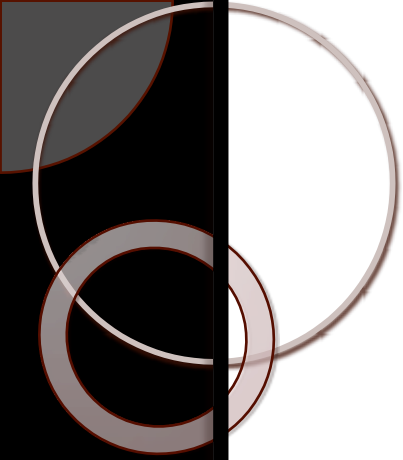
2) Customer orientation

Customer orientation

- Reflects the anticipation of customer.
- The operating philosophy of the organization is to identify customer needs and then provide a product or service that fulfill those needs.

Should define:

- „what organization is and what is aspiring to be“
- „be limited enough to exclude some exclude some ventures and broad enough to allow for creating growth
- „Have its own identity that distinguish it from others“

- 
- „serve as a framework to evaluate both current and prospective activities.
 - „be stated in terms sufficiently clear to be widely understood throughout the organization“

3) Declaration of social policy

Declaration of social policy

- Socially oriented policy suggest that the company takes into consideration not only profit owed to shares and what it owes to major stakeholders, but also seriously responds to responsibilities towards consumer, environmentalists, minorities.



Mission Statement


“A mission statement is an enduring statement of purpose that distinguishes one business from other similar firms. A mission statement identifies the scope of a firm’s operations in product and market terms.”



BSNL mission

“To provide world class state of art technology telecom services to its customers on demand at competitive prices.

“ To provide world class telecom infrastructure in its area of operation and to contribute to the growth of country“s economy.”



The mission statement of an organization is normally short, to the point, and contains the following elements:

Provides a concise statement of why the organization exists, and what it is to achieve;

States the purpose and identity of the organization;

Defines the institution's values and philosophy;

and

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Describes how the organization will serve those

Formulating mission

1. What is the basic purpose of your organization?
2. What is unique about your organization?
3. What is in your company that will make it stand out in a crowd?
4. Who are, and who should be, your principal customers?
5. What are the basic beliefs, values and philosophical priorities of your firm?



Components of mission statement

Product or service

Customers

Technology

Survival, growth & profitability

Company philosophy

Public image

employees

Product or service

- Invariably includes mention of the product or service the company offers to customers.

customers

- Information in the mission statement describes the profiles of customers and the organization it services.

Technology

- Components of the mission statement generally refers to means of production, operations and organizational functions.

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- It include elements such as equipments, materials, techniques, processes

survival, growth and profitability

- make a general reference to the company's survival and healthy functioning, which include growth and profitability.

Company philosophy :

- It reflects the basic believes, values, aspirations and ethical priorities of company that guide the employee in conditioning organizational function.

Public image :

- elements of the company deals with how the company wishes to be viewed by external constituencies.
- To create a positive public image, the mission statement could explicitly refers to the responsiveness of the company to concerns about the company and the society

Employees:

- To develop a public image a company could include concerns for recognition of the value of employees in the statement

Need for an explicit mission

To ensure unanimity of purpose within the organization.

To provide a basis for motivating the use of the organizations resources.

To develop a basis, or standard, for allocating organizational resources.

To establish a general tone or organization climate.

To serve as a focal point for those who can identify with the organization's purpose and

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direction.

MISSION MISSION



Driving in a wireless world

Vodafone is primarily a user of technology rather than a developer of it, and this fact is reflected in the emphasis of our work programme on enabling new applications of mobile communications, using new technology for new services, research for improving operational efficiency and quality of our networks, and providing technology vision and leadership that can contribute directly to business decisions.

Infosys

Mission ““To achieve our objectives in an environment of fairness, honesty, and courtesy towards our clients, employees, vendors and society at large.”



A ***Vision statement*** describes what the organization would like to become.

A ***Mission statement*** describes what the organization is now.

“What the company is providing to society?”



Example Mission Statements

Wal-Mart "To give ordinary folk the chance to buy the same thing as rich people."

Mary Kay Cosmetics "To give unlimited opportunity to women."

3M "To solve unsolved problems innovatively"

Google's mission is "to organize the world's information and make it universally accessible and useful."

Examples of vision and mission

statements are :

Bellevue Hospital, New york :


Vision : “ The Bellevue Hospital is the leader in providing resources necessary to realize the country’s highest level of health throughout life. ”

Mission : “ The Bellevue Hospital, with respect, compassion, integrity and courage, honours the individuality and confidentiality of our patients, employees and community, and is progressive in anticipating and providing future health care services .”

California Energy commission

Vision Statement : “ It is the California Energy Commission for Californians to have energy choices that are affordable, reliable, diverse, safe and environmental acceptable. “

Mission Statement : “ It is the California Energy Commission’s mission to assess, advocate and act through public/private partnership to improve energy system that promote a strong economy and health environment. ”



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Synthite industries

Synthite industries

VISION Statement

“By consistently delivering the Ingredients of success for the most exciting Food, Health and Wellness Solutions, we will be the partner of choice to our clients worldwide”.

MISSION statement

GROWTH

INNOVATION

SERVICE

ENHANCE VALUE

MAKING IT A GREAT PLACE TOWORK

L \$ T technology, Engineering and Construction Company

- Vision
 - L\$T shall be a professionally managed indian multinational, committed to total customer satisfaction and enhancing shareholders value.

Mission

L\$T belives that the true and full measures of growth, success and progress lies beyond balance sheets or conventional economic indices. It is best reflected in the difference that business and industry makes to the lives of peoples. Through its social investments L\$T addresses the needs of communities residing in the vicinity of its facilities, taking sustainable initiative in the areas of health, education, enivronment conservation, infrastructure and community development .

Difference b/w vision and mission

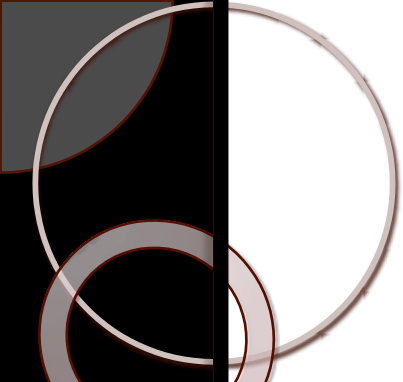
Difference b/w vision and mission

	Mission Statement A Mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your customer needs and team values.	Vision Statement A Vision statement outlines WHERE you want to be. Communicates both the purpose and values of your business.
About	It answers the question, "What do we do? What makes us different?"	It answers the question, "Where do we aim to be?"
Answer		
Time	A mission statement talks about the present leading to its future.	A vision statement talks about your future.
Function	It lists the broad goals for which the organization is formed. Its prime function is internal; to define the key measure or measures of the organization's success and its prime audience is the leadership, team and stockholders.	It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.
	Change	Your mission statement may change, but it should still tie back to your core values, customer needs and vision.

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As your organization evolves, you might feel tempted to change your vision. However, mission or vision statements explain your organization's foundation, so change should be kept to a minimum.



<p>Developing a statement</p>	<p>What do we do today? For whom do we do it? What is the benefit? In other words, Why we do what we do? What, For Whom and Why?</p>	<p>Where do we want to be going forward? When do we want to reach that stage? How do we want to do it?</p>
<p>Features of an effective statement</p>	<p>Purpose and values of the organization: Who are the organization's primary "clients" (stakeholders)? What are the responsibilities of the organization towards the clients?</p>	<p>Clarity and lack of ambiguity: Describing a bright future (hope); Memorable and engaging expression; realistic aspirations, achievable; alignment with organizational values and culture</p>




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OBJECTIVES



Objectives

Objectives represent a managerial commitment to achieve specified results in a specified period, of time. They clearly spell out the quantity and quality of performance to be achieved, the time period, the process and the person who is responsible for the achievement of the objective.



“Objectives are end results of planned activity”

“Objectives state **what** is to be accomplished by **when** and should be quantified if possible.”

- objectives are more specific and narrower
- Objectives are always measurable and particular
- It vary with the hierarchical level in the organization, becoming more focused and short term going down from top level to frontline managers.
- Objectives are critical for organizational effectiveness and efficiency, and it has been shown that managers who aggressively pursue objectives perform better than managers who are not driven by them.



Importance of objectives

Objectives help to define the organization in its environment

Objectives help in coordinating decisions and decision-maker

Objectives help in formulating strategies

Objectives provide standards for assessing organizational performance



Characteristics of good Objective

Specific and Unambiguous

Time horizon

Flexible

Attainable

Measurable

Multiple objectives

1) Specific and unambiguous

1) Specific and unambiguous

- Help to remove confusion about the target at which efforts should be directed
- Help to determine reward structure in fair and equitable manner
- Eg : objective of almost every business would have increased profitability, but it should be explicitly explained, as 10% increase in profit

2) Time horizon

2) Time horizon

- Should be stated in terms of a time frame within which they should be attained
- Without a timeframe, an objective would be ineffective and almost meaningless.
- Eg : A 10% increase in profit being targeted over a year is a different, objective than over 2yrs, if there is no time horizon, this objective would serve no purpose

3) Flexible

3) Flexible

- Since objectives are set in the future, which cannot be predicted, exactly there should be room for altering an objective should the environment change.

4) Attainable

4) Attainable

- Objectives are balanced act between being too easy and too difficult
- Should be challenging enough in that they give rise to innovation and fresh approaches, yet they should be achievable with not too much increase in resource

5) Measurable

5) Measurable

- Should be stated in quantifiable, measurable terms
- So everyone can clear about objectives, progress can be measured towards the objectives and employees morale can be tied to number rather than personalities

6) Multiple objective

6) Multiple objective

- Rare to have just one objective that all employees work towards.
- Eg : An objective such as increasing in number of customers served would directly with either a cost maximization or quality improvement objective.
- Even when the management aligns different objectives, even seemingly opposing ones, but all efforts is coordinated in the same direction.



Characteristics

- 1 Facilitate to achieve mission and goals
- 2 Set the basis for strategic decision making
- 3 Clear the relationship of organization with environment
- 4 Understandable to each member of organization
- 5 Should be measurable and controllable• Should be related to time frame
- 6 Should be challenging• Should be concrete and specific
- 7 Should be formed within the constraints
- 8 Should motivate people.

Factors affecting Objectives

- 1 Size of the organization :Bigger size makes that objective formulation process complex.
- 2 Level of management :Organizational objectives are set by managers. Different levels of managers set different kinds of objectives.
- 3 Organization culture :Culture is a system of shared set of values,beliefs and norms that

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guide behavior.



Areas of objectives

Markets share

Leadership in innovation and technology

Product quality and productivity

Resource level

Customer satisfaction

Performance level

Social responsiveness

1) Market share

1) Market share

- Healthy market share should sustain even as an organization tries to increase its share.
- Sustainable market share is important in stable markets and in competitive environment.

2) Leadership in innovation & productivity

- Innovation is needed for success and in some cases for survival.
- Innovation must be translated into objectives and indicate what the organization is aiming for.

3) Product quality and productivity

3) Product quality and productivity

- Designing and ensuring quality has been shown to be critical competitive strength.
- Constant balance between achieving efficiency as related to cost-cutting objective and maintaining quality.

4) Recourse level

4) Recourse level

- Resources includes inventory, equipments, capital, human capital
- Resources imply cost, their use should be minimized without any compromise in aspects such as quality and service

5) Customer satisfaction

- Maintaining customer relations and building customer loyalty and goodwill are highly desirable

6) Performance level

6) Performance level

- Related to productivity and effectiveness
- Performance objectives can also include innovation and professional development

7) Social responsiveness

7) Social responsiveness

- Business respond to society and community by specifying explicit objectives for socially beneficial activities.



Example Objectives

Minnesota Mining & Manufacturing
(3M)

Financial objectives

To achieve 10% growth in earnings
per share.

To achieve 20% - 25% return on
equity.

To achieve 27% return on capital
employed.



Objectives of BSNL

National Plan Target of 500 million subscriber base for the country by December 2010.

Broadband customers base of 20 million in the country by 2010 as per Broadband policy 2004.



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GOALS

Goal


Goal is defined as an “intermediate result to be achieved by a certain time as part of the grand plan . A plan can, there for have many goals.”



Goal is a specific target that a firm intend to reach in long term.

A describes clearly the activities and task to be completed by an individual, a department or an organization.

Goals should be measurable, quantitative, challenging, realistic, consistent and prioritized.



- Provide basics for measuring companies performance and the process it is making towards the vision.

Strategic goals help managers to establish end result of activities in general without getting bogged down in details, such as issues of measurement and timing

Two types of Goals

1) *Financial goals* :

- These goals focus on achieving a certain level of financial performance, measured in terms of return in investment or growth of revenues



2) *Strategic goals* :

- The goals focus on achieving strategic or competitive advantages within the industry, like technology leadership, creativity and innovation and superior customer service

Characteristics of goal

According to M.D.Richards :

- 1) *Specific* : so that they are precise and measurable, would assist management in monitoring the progress towards achievement of goals at each specific point of time

2) *Issues of goal :*

- Short-term goals and objectives should be left to lower level managers to identify, plan and achieve
- Issues like lowering of cost and improving quality should be included in goals of middle level managers



3) *should be well constructed, realistic and challenging :*

- Challenging goals motivates managers to be innovative, creative and ambitious in improving operations, marketing, sales, etc.

4) *Specification of time period*

Examples of goals

Examples of goals

Strategic goals of 'El paso Electrical Company' in various operations are :

Customer Service :

- Provide quality service to customer at least equal to the highest standard in the industry
- Maintain reliability of service to customer at a level above 99%
- Ensure that customer are educated about the safety aspects of using electricity.

Community service :

- Promote economic growth and increased development of the company's total service area
- Provide job opportunities and investment in the service area which promotes a higher standards of living for all citizens.
- Cooperate with and serve the educational institutions located in the service area in a manner consistent with other leaders in the industry.

Shareholders relations :

- Assure that all expenditure are made in such a way as to protect and enhance shareholders investment.
- Provide a rate of return to the shareholders which is competitive with other investments
- Base all company involvement in new programmes or projects on solid economic principles

Employee-management obligations :

- Monitor and strive to improve the quality of management and supervision
- Attract, develop and retain able and loyal employees
- Provide equal employment opportunities and a high degree of training along with modern, professional tools

Corporate communication :

- Make a assertive effort to provide information communication on relevant company issues
- Keep senior management apprised and educated on current topics of interest
- Enhance the community image of the company by being receptive to the needs of customer and the community

Goal vs Objectives :

Goals are an expected or desired outcome of a planning process. Goals are usually broad, general expressions of the guiding principles and aspirations of an organization.

Objectives are precise targets that are necessary to achieve goals. Objectives are detailed statements of quantitatively or qualitatively measurable results the plan hopes to accomplish.

Goals vs objectives

Goal

Objective

Meaning

The purpose toward which an endeavor is directed.

Something that one's efforts or actions are intended to attain or accomplish; purpose; target.

Example

I want to achieve success in the field of genetic research and do what no one has ever done.

I want to complete this thesis on genetic research by the end of this month.

Action

Generic action, or better still, an outcome towards which we strive.

Specific action - the objective supports attainment of the associated goal.

Measure

Time frame

Goals may not be strictly measurable or tangible.

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Longer term

Must be measurable and tangible.

Mid to short term

