

Business Vision & Operating Principles

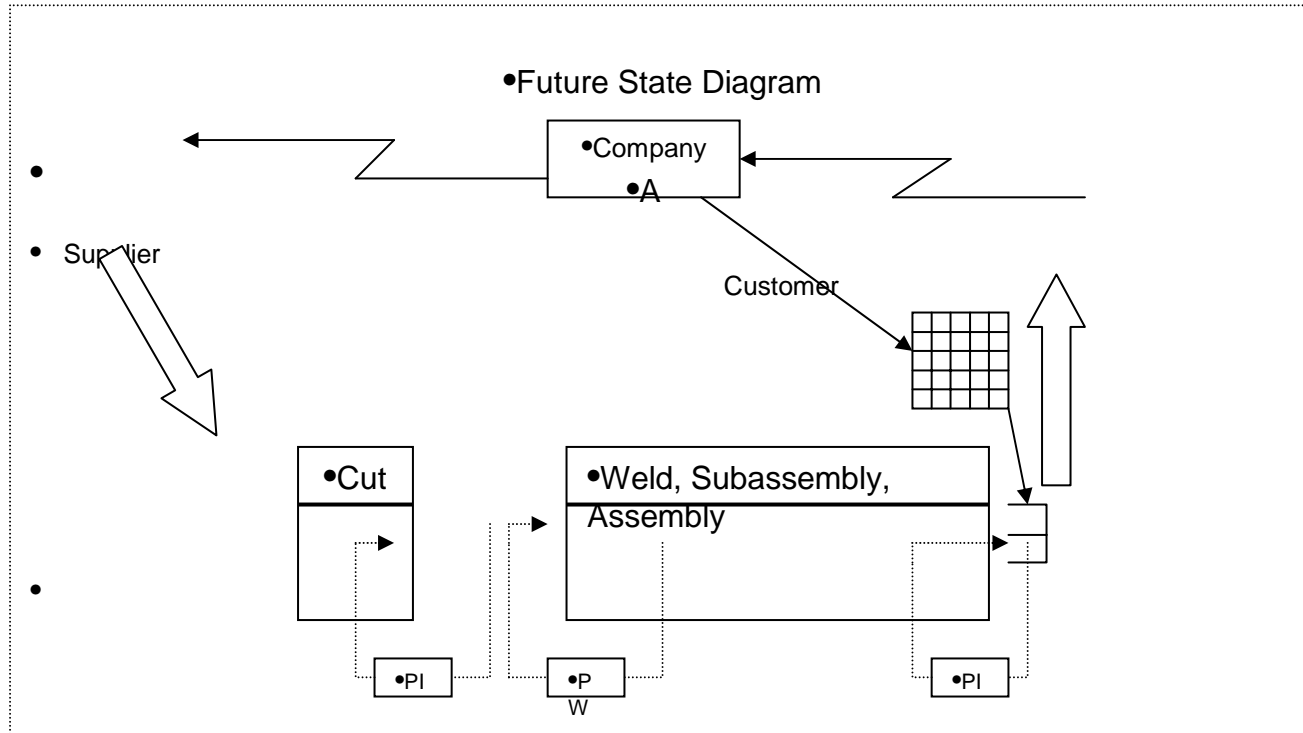
10 Year targets – Examples

(Place your company targets here)

- **5% Year on Year Cost Reduction**
- **25% Adaptability**
- **100% Delivery Adherence**
- **100% Customer Satisfaction**
- **Defect free Products and Services**
- **Accident Free Environment**
- **5% Improvement in Employee Satisfaction Year on Year**

Future State Map - Example

Place your own future state map here.....



Write your Mission Statement / Business Vision

- **Should Your Grasp Exceed Your Reach?**

Many believe that the Mission Statement should have a grand scale, be socially meaningful and be measurable. The following are some examples of historical Mission Statements that were truly grand in scale.

Ford Motor Company (early 1900's)

"Ford will democratize the automobile"

Sony (early 1950's)

"Become the company most known for changing the worldwide poor-quality image of Japanese products"

Boeing (1950)

"Become the dominant player in commercial aircraft and bring the world into the jet age"

Wal-Mart (1990)

"Become a \$125 billion company by the year 2000"

Write your Mission Statement / Business Vision

•How Specific Should You Be?

Normally, the Mission Statement should represent the broadest perspective of the enterprise's mission.

You may want to take the approach of being very specific. For instance, a Mission Statement for a fictitious airline could be worded as follows:

Airco, Inc. will be the 'guaranteed' on-time airline. Maintaining the most efficient equipment in the industry, we will target a customer base of mainly young businessmen and offer them the lowest cost service on the west coast, with an objective of a 20% profit before tax and a 30% per year revenue growth.

Or, you may want to say the same thing, but with more room for management interpretation. A more general way of stating Airco's Mission Statement could be:

Airco, Inc. will be recognized as the most progressive enterprise in the transportation business. We will offer our customers cost effective transportation service within geographical areas and market segments that can benefit from our services and will insure a return on investment and growth rate consistent with current management guidelines.

Write your Mission Statement / Business Vision

Conclusion

So, when you are preparing your Mission Statement remember to make it clear and succinct, incorporating socially meaningful and measurable criteria and consider approaching it from a grand scale. As you create your Mission Statement consider including some or all of the following concepts.

- The moral/ethical position of the enterprise**
- The desired public image**
- The key strategic influence for the business**
- A description of the target market**
- A description of the products/services**
- The geographic domain**
- Expectations of growth and profitability**

Write your Mission Statement / Business Vision

- **Using the information you have from the Business targets and the Future state map, construct your business Vision or Mission Statement for your company – Make sure everyone is in agreement.**

Operating Principles

- **Your Operating Principles are a guiding set of Behaviours which, when followed will take you towards your Business Vision, Targets and Future State Map**

Operating Principles

Step 1

Your Business Problem:

list the elements of your current competitive situation.

Be specific and include internal and external challenges

15 Mins

Operating Principles

Step 2

Performance Targets:

List the desired outcomes and performance objectives
for the site

Operating Principles

Step 3

Your Current Culture:

20 Mins

List the strengths and weaknesses of your current culture

Strengths

Weaknesses

Operating Principles

Step 4

Culture Change Objectives:

30 Mins

List the cultural elements that your organisation needs to effectively implement your objectives

Operating Principles

Step 5

Now Write The Operating Principles incorporating Cultural change and objectives

Example:-

In support of ACME inc's, Goals, management, union and employees will operate on the basis of the following key principles:

- Achieving best in class quality for all products and services and satisfying customer expectations**
- The efficient utilisation of all available resources, plant, equipment and people**
- Making the best use of the available skills, talents and time of each individual**
- Working consistently to the correct process**
- Implementing the most efficient methods of working**

Operating Principles

Step 6

Now Sign The Operating Principles to indicate agreements from all parties