



■ BUSINESS TOOL: MISSIONS, AIMS AND OBJECTIVES

■ RATIONALE AND APPLICATION:

Mission Statement

A mission statement is a statement of the overriding direction and purpose of an organisation. It is the foundation for any strategic plan and expresses its “reason for being”. A mission statement is the foundation for the entire strategic planning process. It sets the standard to which the organisation aspires, now and in the future, and forces the Board members and staff to align themselves around a specific agenda.

The term vision statements is used by some organisations instead as mission statements, vision and/or value statements may also be developed alongside the mission statement.

Aims

These normally flow from the mission statement and are subsequently used to develop suitable organisational objectives. Organisational and strategic aims represent the link between mission and objectives and act as a statement of intention. They tend to be positive in nature and unquantifiable, unlike objectives.

Objectives

Objectives are statements of specific outcomes that are to be achieved, from the strategic to operational levels. Objectives are developed and extended from an organisations mission statement and goals, they can be stated in financial and non-financial terms. Conventional wisdom is that unless objectives are SMART (Specific Measurable Attainable Relevant Time Bound) then they are not helpful, however, some organisational objectives are important but difficult to quantify or convert into measurable terms, such as to be the leader in ones field. Milestones and indicators of achievements are essential to monitor progress of all objectives.

■ LIMITATIONS AND ERRORS OF APPLICATION

- The mission statement may not incorporate all an organisations critical guiding principles
- Lack of clarity, this creates misinterpretation & misunderstanding for the reader
- Verbose and lengthy mission statements making them hard to remember
- Contradictory sentiments expressed in the mission statement, for example an organisation that wishes to significantly increase its audience base may not also be to maintain a certain quality threshold
- The lack of connection and linking between operational and strategic objectives
- Objectives being too general in nature

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<u>Goals</u>	<u>Objectives</u>	<u>Action Plans</u>	<u>Lead Responsibility</u>	<u>Budget Heading</u>	<u>Status</u>	<u>Target Date</u>
STRATEGIC						
1. Actively pursue a more ethnically diverse audience.	1.1 Increase the total number of subscribers to 1,500 as per budget projections for next financial year (3% increase over last year).	1.11 Develop overall subscriber development campaign plan	Marketing & business development aided by Sub Committee of the Board.	Marketing and organisational development	Active.	Dec 2009

■ EXAMPLES

Sample Mission Statement: “To celebrate through theatrical performance the common bond that binds humanity together.”

The mission statement is used to develop objectives, action plans etc.

Mission statement: Bridgend County Borough Council

Our mission is to..

“Increase the number and range of people experiencing the arts through access and participation and to further opportunities across a wide range of art forms which will enrich, educate and provide enjoyment.”

We aim to...

- Develop a sound arts infrastructure through encouraging and supporting best practice in the arts.
- Encourage social and economic regeneration.
- Develop a centre of artistic excellence.
- Promote cultural diversity.

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■ FURTHER POINTS

The mission statement should be influenced by and reflect

- Products and services that are essential to the organisation
- Quality of performance and delivery based on resources
- Audience profile
- Geographical area of operations
- Educational commitment