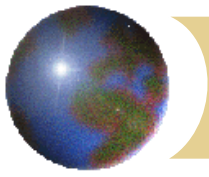


第二章 使命說明與企業願景

楊鈺池 副教授

高雄海洋科技大學 航運管理系暨研究所

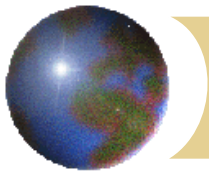


智慧語錄

✦ 一個企業並不是由他的企業名稱、各項規定及公司章程等所定義，而是由企業使命所定義出來的。只有明確定義組織的使命，才能使企業的目標明確而清楚。
-Peter Drucker

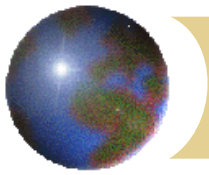
✦ 策略家的工作不是去看公司現在是何種樣子，而是看公司將來會變成何種樣子。

-john w. Teets



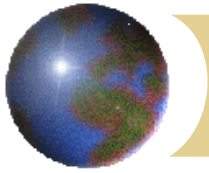
授課重點

- ⊕ 定義事業
- ⊕ 使命說明之定義
- ⊕ 使命說明之重要
- ⊕ 使命說明之內容
- ⊕ 使命說明之表現
- ⊕ 使命說明之撰寫
- ⊕ 使命說明之案例



一、定義事業

- ✦ Peter Drucker認為：訊問「我們的企業爲啥？」與「我們的使命爲啥？」是相同意思。使命之目的在於區別一個組織與其它相近企業之間差異性持續說明，是一個組織「存在理由」之說明。
- ✦ 形成公司使命的第一重要步驟是定義公司經營的事業。
- ✦ 定義事業將回答「我們的事業爲何？」、「將朝啥方向發展？」、「應該朝啥方向發展？」等。這些問題將會引導使命說明之形成。



定義事業之口號

✦ 3M

"To solve unsolved problems innovatively"

Mary Kay Cosmetics

"To give unlimited opportunity to women."

Merck

"To preserve and improve human life."

Wal-Mart

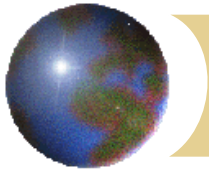
"To give ordinary folk the chance to buy the same thing as rich people."

Walt Disney

"To make people happy."

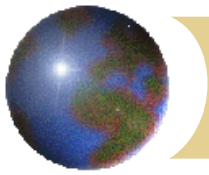
Google

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



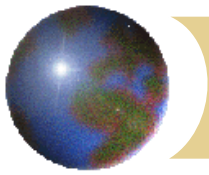
Peter Drucker 認為下列問題較能夠有效回答
在當今競爭環境下組織使命說明：

1. 我們是怎樣的組織與啥是我們目的。
2. 我們代表啥？啥是我們的信念與價值？
3. 我們顧客是誰？
4. 我們與競爭者如何區別？
5. 我們長期願景為何？我們勤奮想變成啥？



二、使命說明之定義

- ✿ 一份根據**Fortune**針對五百大企業所進行研究指出，績效較佳公司之使命說明較績效差之公司之使命說明來完整詳細。
- ✿ 使命說明(Mission Statement)，有時候翻譯成Creed Statement, A statement of purpose, A statement of philosophy, a statement of beliefs, a statement of business principles, vision statement.
- ✿ 使命說明係在定義我們事業(A Statement “Defining Our Business”)。換言之，使命說明，顯示關於組織希望變成爲啥樣子以及希望服務對象之長期願景。

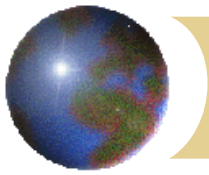


✦ 使命說明 (Mission statements)

可以用來區別企業與其他相似企業之長久不便目標之陳述。使命陳述認明企業所營運之產品及市場條件之範圍。同時廣泛地描繪組織未來發展方向。

✦ 使命(Mission)，係指包含組織未來15到20年想要變成怎樣之更寬廣質化說明。

✦ 目標(Objective)，係指組織未來達任務說明所制定理想(Goal)，近而設立可以量化之目標(Target)。Objective定位於部門層級，Target定位於業務層級。



✦ 長期目標(Long-term Objectives)

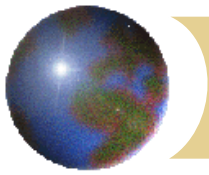
組織為達成其所追求基本使用所尋求特定結果，而長期意超過一年以上的時間。

✦ 年度目標(Annual Objectives)

是組織要達成長期目標，在短期間之里程碑。年度目標應具有可衡量性、量化、有挑戰性、一致性、可實現性以及 優先順序等特色。

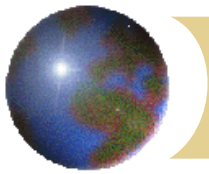
✦ 政策(Policies)

是要達成年度目標所使用工具，政策包括準則、規則以及程序的建立以用年支援年度目標。

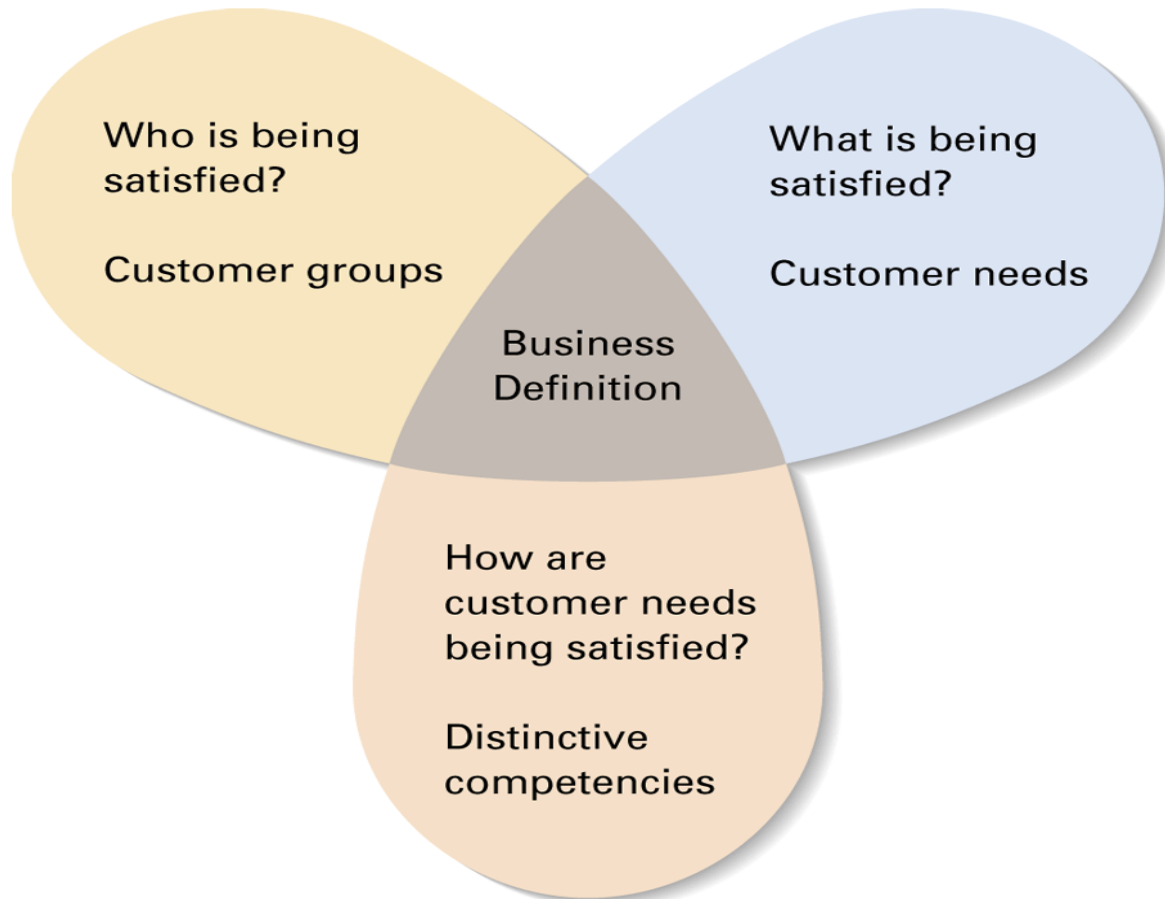
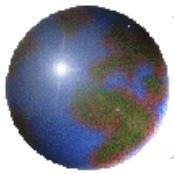


✦ 定義事業之架構(Abell,1980)：

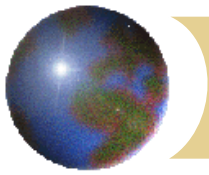
- 1.要滿足誰(顧客群)？
- 2.要滿足啥(顧客需要)？
- 3.如何滿足顧客需要(運用何種技能或獨特競爭力)？



- ✚ A 'mission statement' is a statement of the purpose of a company or organization.
- ✚ The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making.
- ✚ It provides "the framework or context within which the company's strategies are formulated"

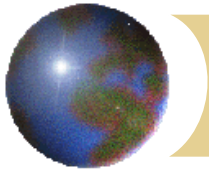


Source: D. F. Abell, *Defining the Business: The Starting Point of Strategic Planning* (Englewood Cliffs, Prentice Hall, 1980), p. 7.



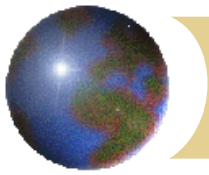
● Hill and Jones(2004)認為使命說明包含三個主要成分：

1. 對組織存在理由陳述，通常稱為使命或願景
2. 驅動與調整公司員工行動與行為之價值觀與指導方針之陳述
3. 主要理想與目標之陳述



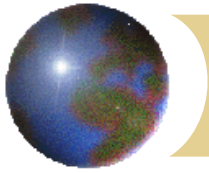
✦ Vern McGinnis主張：一個使命說明應該

1. 定義組織是啥以及組織變成啥？
2. 具有範圍限制以便排除企業不擬經營的工作，但又足夠廣泛以允許企業未來的成長。
3. 與其他組織做出區別。
4. 提供一個架構以評估現在與未來工作
5. 成爲欲廣泛了解組織時的明確開端。

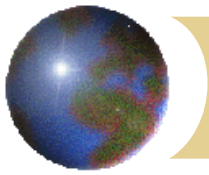


三、使命說明之重要性

- King與Cleland基於下列理由建議一個組織應該仔細發展使命說明：
 1. 確立組織內一致性之目標。
 2. 提供一個組織內資源配置的基礎與標準。
 3. 獲得一個組織氣候。
 4. 提供作為組織成員分辨組織目標與方向焦點
 5. 協助將目標轉化為組織內工作結構
 6. 明定組織目標，並將目標轉化為成本、時間、績效等可控制方式

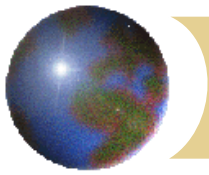


- ✦ **David(2001)**認為使命說明之重要性在於：
 1. 確認跨組織各階層之一致性目的
 2. 提供為資源分配引導新事業、活動以及目標
 3. 吸引與監督具有潛力員工
 4. 使命通常可以評估員工適合性之相同藉口

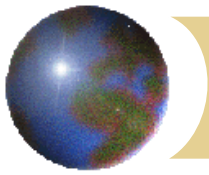


四、使命說明之內容

- ◆ 各企業的使命說明在長度、內容、形式、規格化程度上可以不相同。大部分策略管理者與學術工作者認為一個有效的使命說明有以下九個特性：
 1. 顧客：誰是公司的顧客？
 2. 產品或服務：啥是公司的主要產品或服務？
 3. 市場：地理上來說，公司在哪裡進行競爭活動？
 4. 科技：公司科技是否跟得上現況？
 5. 關心生存、成長與獲利：是否公司承諾於成長與財務的健全？

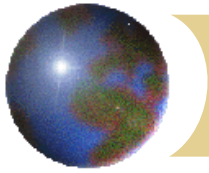


6. 哲學：公司的基本信念、價值、抱負、倫理
順位為何？
7. 自我概念：公司的獨特競爭力或主要競爭優
勢何在？
8. 關心公共形象：公司是否會對社會、社區、
環境負責？
9. 關心員工：員工是否為公司有價值的資產？



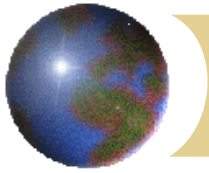
五、使命說明之表現

- ✦ 簡單、不模糊與可讀性
- ✦ 挑戰與激勵
- ✦ 信賴與完成性
- ✦ 合理承受

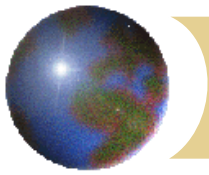


六、使命說明之撰寫

- ❖ **How should I write a Mission Statement?**
- ❖ Here are some basic guidelines in writing a mission statement:
- ❖ A mission statement should say who your company is, what you do, what you stand for and why you do it.
- ❖ An effective mission statement is best developed with input by all the members of an organization.
- ❖ The best mission statements tend to be 3-4 sentences long.



- ❖ Avoid saying how great you are, what great quality and what great service you provide.
- ❖ Examine other company's mission statements, but make certain your statement is you and not some other company. That is why you should not copy a statement.
- ❖ Make sure you actually believe in your mission statement, if you don't, it's a lie, and your customers will soon realize it.

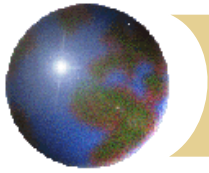


✚ According to Bart (1997), the commercial mission statement consists of 3 essential components:

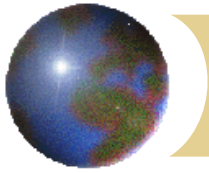
1. Key market – who is your target client/customer? (generalize if needed)

2. Contribution – what product or service do you provide to that client?

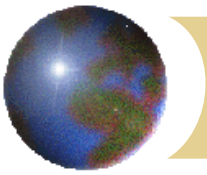
3. Distinction – what makes your product or service unique, so that the client would choose you?



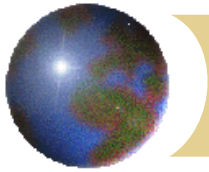
- ❖ McDonalds - "To provide the fast food customer food prepared in the same high-quality manner world-wide that is tasty, reasonably-priced & delivered consistently in a low-key décor and friendly atmosphere."



- ❑ Key Market: The fast food customer world-wide
- ❑ Contribution: tasty and reasonably-priced food prepared in a high-quality manner
- ❑ Distinction: delivered consistently (world-wide) in a low-key décor and friendly atmosphere



- ✦ 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"



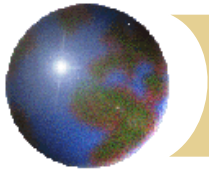
Microsoft

✦ **Our Mission**

- ✦ At Microsoft, we work to help people and businesses throughout the world realize their full potential. This is our mission. Everything we do reflects this mission and the values that make it possible.

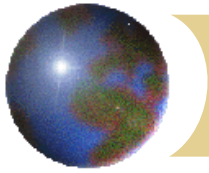
✦ **Our Values**

- ✦ As a company, and as individuals, we value:
- ✦ Integrity and honesty.
- ✦ Passion for customers, for our partners, and for technology.
- ✦ Openness and respectfulness.
- ✦ Taking on big challenges and seeing them through.
- ✦ Constructive self-criticism, self-improvement, and personal excellence.
- ✦ Accountability to customers, shareholders, partners, and employees for commitments, results, and quality



Mission Statement of KLM

- ✦ **By striving to attain excellence as an airline and by participating in the world's most successful airline alliance,**
- ✦ **KLM intends to generate value for its customers, employees and shareholders.**



NorthWest Airline

- ✦ **Our Vision**

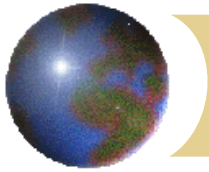
- ✦ **The Vision of Northwest Airlines**

To build together the first choice airline and global alliance network with the best people; each committed to exceeding our customers' expectations every day.

- ✦ **The Checklist for the Future**

- ✦ **Run a Great Airline**

Providing safe, clean, on-time air transportation with luggage, in a professional and consistent manner, is the core of Northwest's mission. We provide prompt and appropriate service recovery when, despite our best efforts, something goes wrong. Northwest leads the industry in consistent reliability, a source of competitive success and employee pride.

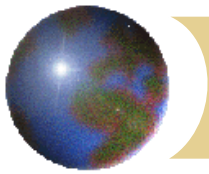


✦ **Put Customers First**

Employees have made the Northwest Customers First Plan the industry leader. We have an ongoing commitment through Customers First Plus to continue to outpace our competitors by providing the best customer service in the industry. We will also do our utmost to offer the best service recovery in the industry by solving problems on the spot. We will strive to be the first choice for passengers and shippers with innovative technology and courteous, convenient service. This allows us to create more choices and make it very easy for customers to do business with us, with the best schedules and the simplest access to our network.

✦ **Focus on People**

By taking care of Northwest people -- our greatest asset -- they will take care of our customers and our customers will come back in increasing numbers to travel on the Red Tail. We will achieve this objective through enhanced communications, fair and progressive labor relations, state-of-the-art training, and continued improvements to employee services and facilities.

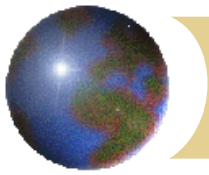


✦ **Build our Network**

By expanding service from each Northwest hub, domestically and internationally, by expanding our flying and building our alliances with other carriers we will create robust, profitable and sustainable growth. We will further develop cargo and mail services, enhance sales relationships, and grow capacity by flawlessly executing the long-term fleet plan to take delivery of a new aircraft every two weeks for the next five years.

✦ **Secure our Future**

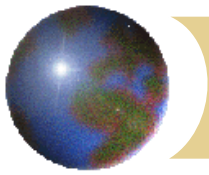
The Company must ensure sustainable financial stability through a commitment to profitability and shareholder value. This is key to each employee because job security and prosperity are only guaranteed if we are financially successful. To do this we will execute strategies to improve performance, increase productivity, grow revenues, identify high potential areas for expansion, and strengthen our balance sheet by controlling the cost of doing business. We will continue to improve facilities in all service areas and make the investments necessary to execute the Checklist. Significant improvements are underway to the terminals and runway systems of all five Northwest hub airports. The best single example of this is the new Northwest WorldGateway in Detroit.



Maersk Line

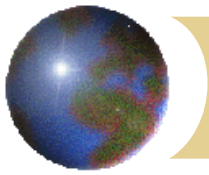
Core values

1. regard for our employees,
2. the demonstration of constant care, uprightiness and humbleness,
3. and protection of our good name.
4. Our reputation and success depend on the way we fulfill these values while conducting our business.



Our mission

1. Truly understanding our clients and their business.
2. Offering second-to-none transportation solutions.
3. Being profitable - and delivering sustainable, profitable growth.
4. Continuously reducing costs and increasing efficiency.
5. Offering our colleagues personal growth and a motivating place to work.
6. Being innovative.
7. Being good corporate citizens



練習題

- ❖ 請問您對於現在服務公司的價值與任務有何看法或建議？
- ❖ 假如貴公司請您負責規劃新的企業價值和任務時請規劃您所服務公司的價值與任務，請你利用**Bart (1997)**主張任務說明之三段式包括重要市場、貢獻以及區別來寫後，便分享給同學知道。