

Draft

Concepts in Innovation and Change

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Chapter 8: Mission

Summary

This is the first of ten chapters that look at the 'Ten Ms' in detail. Examples of mission statements from the US Fortune 500 show that the idea of a mission statement remains poorly defined. We first explore some different perspectives on the mission, or purpose of a system and then provide a systems-based definition that can be used to construct concise and informative mission statements. As with the other nine 'Ms', we find that the focus of a system's mission changes as it progresses through its life-cycle.

Different Perspectives on 'Mission'

- *Three people were at work on a construction site. All were doing the same job, but when each was asked what his job was, the answers varied. 'Breaking rocks', replied the first. 'Earning a living', answered the second. 'Helping to build a cathedral', said the third.*

This oft-used story illustrates the three basic ways that we can look at an activity:

- Focused in-the-moment;
- Future-oriented and self-focused;
- Future-oriented and externally-focused.

The first stonemason was completely *task-oriented* and did not consider it necessary to reflect on what the broken rocks would be used for – he was employed to break rocks, so that's what he did, and did well enough to get paid regularly for it. The second stonemason was similarly oriented towards himself – his 'mission' was to *make a living* (by getting paid) by, incidentally, breaking rocks – and the measure of his fulfillment of that mission was whether he *actually* made a living or not. The third saw her activities in a *wider context* – which would be measured by the progress on the building of the cathedral that was made possible by the quantity and quality of the rocks that she broke and shaped. All were doing the same task, *but with a different mission*.

All of these three missions are equally valid – there is no absolute 'right' or 'wrong' mission – just that each perspective – and the way that it is articulated – will have different consequences.

In *Chapter 2* we said that:

- Purpose (or Mission) is the *goal*, the *reason*, or the *meaning-for-being* or the *intention to attain a deliberate outcome* of the system; and
- *Purposeful* systems behave, or change over time in a way that could be inferred as being driven by some *deliberate aim* and respond to interactions with their environment in a way consistent with maintaining that aim.

As these definitions may be too succinct to be useful in framing the mission of a particular organisation, we shall try to expand on them. However, despite having long-standing usage in *theological* and *military* contexts, the word 'mission' has remained poorly defined as a concept related to innovation and change in 'civilian' organisations.

These days, most organisations are obliged to make some attempt at articulating a mission statement about 'what the organisation does'. However, closer inspection of these statements reveals a range of unresolved issues over which there is no general agreement. As we shall describe below, the *scope*, *structure* and *size* of the 'mission statement' of even very-successful companies vary widely and wildly. It would seem, therefore, that 'getting it right' is not a very important objective for companies. We shall investigate why this is so.

A Systems Definition of 'Mission'

If we can develop a robust definition of a mission, then we may be able to use it to develop coherent and consistent statements of the mission of particular systems. Our 'systems approach' to understanding this concept can be a useful starting point. In its most elementary form:

- ***The mission of a system is its intention to transform an external element or system into something that works by establishing a relationship with it.***

The 'relationship' is in the form of providing a 'good' (artifact) or 'service' (action). *Figure 8.1* depicts this relationship in its most elementary form. The 'external element or system' is the 'client'. The word 'client' is chosen above the word 'customer' as it denotes that the interaction may go beyond a simple transaction (see below).

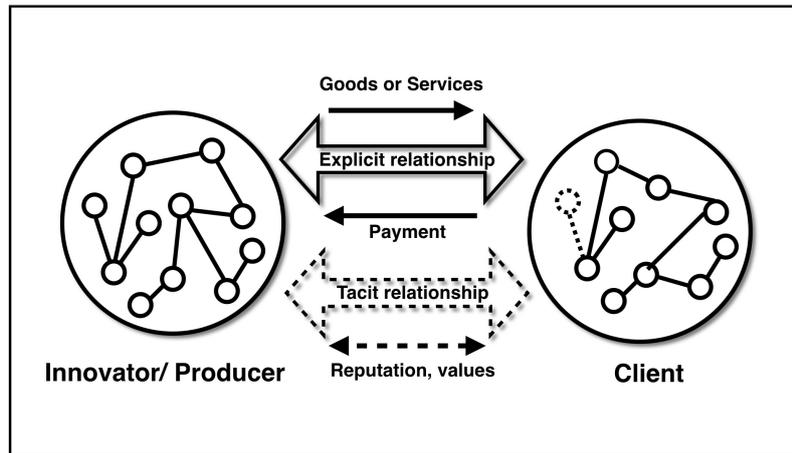


Fig 8.1: The basic *intended* interactions between a supplier of goods or services and its client that will comprise its *mission*. The visible and explicit transaction is always accompanied by a tacit relationship that involves trust and loyalty (or its lack). The dotted circle and line in the Client's system are the 'working' goods or services.

We can see that this definition is essentially the same as our definition of 'innovation' – in this case, as seen from the perspective of the *innovator*. We could, therefore, be even more succinct:

- ***The mission of a system is its intention to innovate.***

As we need to refer back to our earlier definition of innovation to understand this definition, it may be too succinct for our practical purposes. Therefore, we will use the first definition.

We notice from this definition that, in its simplest form, there are now *three focal points* of innovation: First, our 'system-of-interest' (*SoI*, or *Innovator/Organisation*) has to be developed so that it is able to *actually* provide that good or service: metaphorically, the stonemason needs to learn how to break and shape stones that are suitable for making cathedrals. The second focus is the 'external' element or system ('Client'), which the Innovator is aiming to transform to some extent by providing the good or service – the metaphorical 'cathedral'. The third focus is the actual goods or services – 'stones' – that need to be shaped for that particular situation – a cathedral. From a systems viewpoint, the 'stone' is part of the Innovator's system until it is transferred to the Client's system – where it becomes a demonstrated innovation – ie, 'something that works'. Below, we will show that there actually *six* focal points of the innovation/interaction.

Let us further analyse this definition:

First, the *mission* is an *intention* – it is something that our Innovator *aspires* to – it is in the *future* – it is something that has not happened yet. According to Wikipedia:

- ***Intention*¹ is a mental state that represents a commitment to carrying out an action or actions in the future.**

So the mission is not about a *previous* relationship. Of course, the intention could be to continue the previous relationship, but only time will tell if this mission is accomplished.

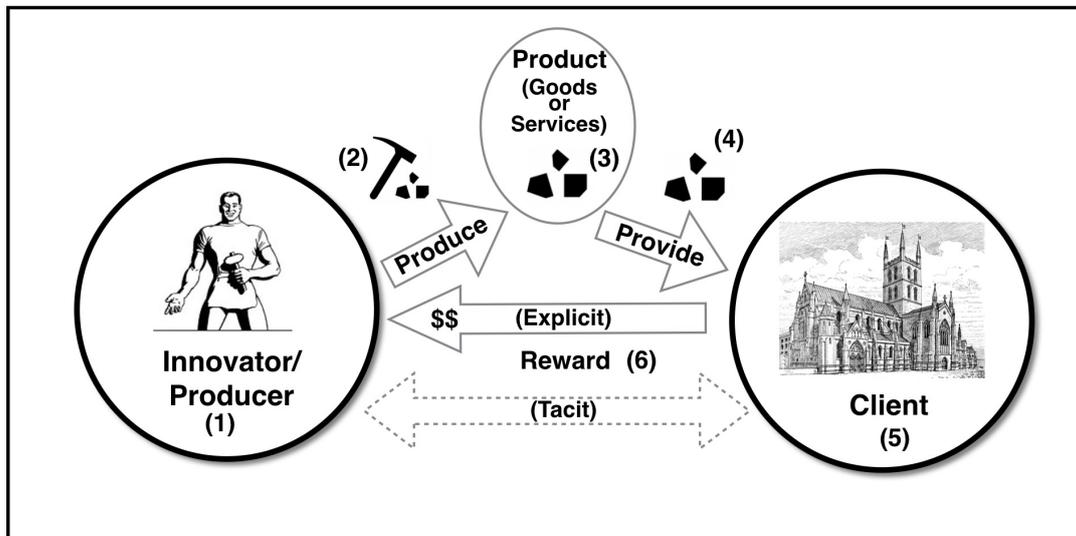


Fig 8.2: Illustrating the *extended* structure of a *mission statement* being: ‘The intention to transform an external element or system into something that works by establishing a relationship with it.’ In the case of the Stonemason, the relationship is established with the cathedral builder through the provision of rocks that he/she has shaped.

While our anecdote is about three people who uttered – or made *explicit* – their respective missions, in many cases the mission is *not* articulated and must be inferred from the actions of the Innovator. Further, as we shall see below, the Innovator might make some explicit statement that they purport to be their mission, but which – when measured by our stringent definition – may fall short of being clear, concise and adequate.

In the anecdote above, Stonemason #1 made a statement about what he was doing at the moment of being questioned – it was not a statement of *intention* – other than the *implied* intention that he was going to continue to break rocks. His (implied) mission went no further than an intention to transform the rocks by breaking them in a particular way. Similarly, Stonemason #2 implied that he was going to continue to break rocks so that he could continue to live. Stonemason #3 said she was committed to breaking rocks until the cathedral could be completed.

So – like military or theological missions, our missions-of-interest are about the *future* – *not* the present, nor the *past*. The army intends to defeat the enemy; the missionary intends to convert the heathens. The mission is accomplished when these intentions are fulfilled. And like most armies and missionaries, once a particular instance of fulfillment is accomplished, a similar activity is embarked upon. A ‘standing’ army’s mission is usually to ‘(continue to) defeat enemies’; an ordained minister’s mission is to ‘(continue to) convert heathens’ and an established company’s mission is to ‘(continue to) supply goods or services to Clients.’

Secondly, the intention is to effect a *transformation* – a change in the configuration of the Client-system to something different. In the case of Stonemason #1, it was clear that he/she was transforming the shape and size of the rocks. Stonemason #2 was at least maintaining himself. Stonemason #3 saw that the mission would be accomplished when she had transformed the rocks into elements of a finished cathedral.

The word ‘transformation’ might sound a bit grand in the case of a lot of organisations that just see themselves as just providing goods or services to Clients. But as our definition does not include a statement of size or quality, *any* change to the Client-system will, by definition, be a transformation from what it was prior to the acquisition of the goods or the use of the knowledge provided by the service.

Thirdly, the key issue to consider in this definition is the word *relationship*. Relationships, as we saw in *Chapter 2*, are the *interactions* between the elements and are the means by which the elements are *connected* to make up a particular system. The way that they interact with and respond to each other is through the artifacts and/or information transmitted through these connections. ‘Artifacts and/or information’ is our abstract way of saying ‘goods and/or services’.

As Fig 8.1 shows, the interaction comprises two parts – an *explicit* exchange, which is a visible *transaction* of goods and services in exchange for some compensation (usually money or barter) and a *tacit* exchange, which usually includes values-related behavior, such as *trust-* and *loyalty-building*, which may lead to further exchanges with reduced [transaction-costs](#)².

In summary, the *mission of our system-of-interest (Innovator)* is an intention to *innovate something* – to transform that ‘something’ into something that works. We will look further at the word ‘works’ below.

Missions and complex systems

But most real organisations are about much more than cracking rocks. They are complex systems that exist in complex environments. Organisations usually comprise a range of people doing a variety of tasks and relating to each other in different ways with different understandings of – and levels of interest in – the mission of the organisation. As well, the environment in which the organisation and its clients are immersed comprises many other people and organisations that can influence the basic organisation-client relationship.

Some years ago Russell L Ackoff and Fred E Emery analysed this concept in great depth in their book [On Purposeful Systems](#)³. The following paragraphs are adapted from Ackoff’s entry in Wikipedia:

Ackoff and Emery’s book focused on the question how systems-thinking relates to human behaviour. They said that:

- ‘Individual systems are purposive. Knowledge and understanding of their aims can only be gained by taking into account the mechanisms of social,

cultural, and psychological systems.'

Any human-created systems can be characterized as a *purposeful system* when its members are also *purposeful individuals* who *intentionally* and *collectively* formulate objectives and are parts of *larger* purposeful systems. Other characteristics are:

- A purposeful system or individual is *ideal-seeking* if... it chooses another objective that more closely approximates its ideal;
- An ideal-seeking system or individual is necessarily one that is purposeful, but not all purposeful entities seek ideals;
- All objects and events, and all experiences of them, are parts of larger wholes;
- The capability of seeking ideals may well be a characteristic that distinguishes man from anything he can make, including computers;

As we have described, a system-of-interest comprises elements (sub-systems) and are situated in a larger system, or super-system. We create new systems with the intention of their elements interacting with the super-system to change it in some way.

Example 1: At an organisation-level, we might create a new regional hospital (system), with resources comprising doctors, nurses, administrators, ancillary staff, rooms and equipment – that have mostly been drawn from elsewhere – with the intention – that is, *mission*, or *purpose* – of *servicing the health and medical needs of that region*.

Example 2: At a product-level, the wheelbarrow of Chapter 5 comprises a container, a wheel, handles and legs, that form a system whose purpose, or mission is to transport materials with less effort than can be achieved manually.

The second example seems a bit odd, as we usually preserve the word 'mission' for systems that, once created, have the capacity to determine their own destiny and the means by which their sub-systems are deployed towards its purpose. To do that, we would need to include the person using the wheelbarrow in the wheelbarrow-system. This is appropriate, as without that person, the wheelbarrow – like most artifacts – does not 'work'. So, we will use the word mission to cover the purpose of both human activity systems (organisations) and artifacts.

Mission statements

These days, most organisations that have to undergo external scrutiny need to have an explicit 'mission statement'. That 'external scrutiny' might be because they are government organisations (that are accountable to the citizenry), registered not-for-profit organisations (charitable, sporting *etc.*, that are given certain public dispensations), share-holder-owned companies (that are accountable to shareholders and regulators), or small businesses that have to apply for funding from banks or venture capitalists (who insist on knowing the intentions of the applicant). *These 'scrutinisers' generally want to know what is*

the purpose of the organisation and how it intends to achieve that purpose. A clear mission statement is therefore necessary.

Further, given that most systems are 'novel combinations' of existing elements, it is often necessary to clearly articulate and frequently reiterate the mission of the system. People join organisations from other organisations which may have had different missions and in which they had different relationships with other people. Re-orienting people to the new organisation's mission can be challenging, particularly if the new staff member is of a 'mature' state of mind (see Chapter 6). Re-orientation can be thought of as 're-configuring the system' of that person so that its relationships harmonise with other parts of the system

This wasn't always the case. Until the 1980s, most organisations simply defined themselves (if asked) by their outputs: 'We make bread.' 'We make steel.' 'We run railroads.' 'We raise money to help the blind.' 'We are the Woop Woop football club.' And so on – like Stonemasons #1 and #2 in the above anecdote. Most stonemasons were several generations distant from the founders of the organisation and took pride in 'doing things right' in their job. As to whether they were 'doing the right things' was a matter for the boss to decide. They applied for a job that was described as a clerk, accountant, welder, foreman, etc and tried to fit in and do the job as best they could – there was no need to question the higher purpose of the organisation itself – they saw themselves as glorified #1 or #2 rock-breakers .

The 1980s could be characterised as the period of the great transformation of our organisations. It had become increasingly clear from the early 1970s that the '[Fordist paradigm](#)⁴' of *mass production, mass consumption and job specialisation*, with *big companies, big unions and big government* was not working well. 'Bureaucratic' was the epithet that was often used to describe multi-layered organisations where poor quality products, self-serving staff, poor communications and dwindling profits were increasingly frequent. We will deal with the significant issue of 'revitalisation' in depth in Chapter xxx; however, for the moment we will focus on one of the first questions that was asked by the 'consultants' who were engaged to advise on organisational change was 'what business are you in?' That is, 'what is the *purpose*, or *mission*, of your organisation?' This question was asked of both staff and management, generally with responses similar to Stonemasons #1 and #2!

This was the key question posed by Theodore Levitt in 1960 in his landmark *Harvard Business Review* article 'Marketing Myopia⁵,' in which he wove a powerful argument that companies should stop defining themselves by what they produced and instead re-orient themselves toward *Client needs*. Essentially, Levitt said, that companies had to define themselves as 'meeting a market by a means'.

During the late 1970s through to the mid-1990s, organisations of all kinds asked themselves this question and endeavoured to frame the answer in terms of 'mission statements'. Today, it is so commonplace that it is hard to imagine an

organisation that doesn't boldly display its mission statement – or at least preface their annual report and strategic plan with it.

However – despite several decades of analysis and imitation by consultants and CEOs and hectares of butchers' paper in executive brainstorming groups, many organisations still 'get it wrong' – at least in terms of our definition above.

Consider the examples in Box 8.1, which are taken from the [US Fortune 500](#)⁶. Although one can usually get the gist of the company's mission from their mission statement, most are inadequate in some respect. The 'inadequacies' include:

- Too short (eg);
- Too long (eg);
- Describe the present, not the future;
- Mix 'mission' with 'vision';
- Only state vision without mission; or
- Self-serving.

What is the structure of a 'good' mission statement?

While there are many ways that a mission statement can be expressed, to be fully meaningful, they need to follow the structure depicted in *Fig 8.1* and *Fig 8.2*. The organisation is a system, with a boundary that symbolises the extent of the elements that relate together with a common purpose – to fulfill the system's mission. Outside the system are other systems that interact with our system-of-interest by way of relationships that are the 'transactions of fulfilling the purpose' – which is a long-winded way of saying that this is the 'supplier-client relationship'. The structure of the mission statement must indicate: (Reference the numbers in *Fig 8.2*)

- That it is an 'intention';
- What does the organisation do? (2)
- Who are the 'Clients? (5)
- What is the 'product' being sold? (3)
- What is distinct about the product?
- How is the product being sold? (4) Or
- What is the relationship between the organisation and its Clients (6)

... *ie*, 'meeting a market by a means'.

Consider the mission statement for Harley-Davidson Inc (from the above Fortune 500 list):

- *We fulfill dreams through the experience of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles and branded products and services in selected market segments.*

This 31-word statement touches on all the six criteria above.

- It is a motor-cycle-and-associated-branded-products-*provider*. It seems to be the interface between the supply-chain of ‘manufacturers’ and the end-user. ‘Provider’ is apt, a lot of ‘brands’ outsource the actual fabrication of components to lesser-known companies and might only do some final assembly under their own branded roof.
- The Clients aren’t *everybody* – but *anybody* can apply. They are in ‘selected market segments’, ie a *niche* – which almost says enough to keep you interested.
- The product(s) are ‘motor-cycles and associated branded products’ (ie jackets, boots, panniers, etc).
- Harley-Davidson asserts that their product is distinctive in that it ‘fulfills dreams’.
- We don’t actually know from this statement whether they sell their products directly to ‘motorcyclists and the general public’, but we can reasonably assume that like other vehicle producers, they are ultimately sold through retailers, who may sell this brand exclusively.

Importantly, this mission statement is *Client-focused* by mentioning the benefit that it provides to the client first – and doesn’t mention:

- The company’s internal operating systems; or
- The company’s vision.

A surprising number of Fortune 500 mission statements combine comments about the internal purposes of its activities, or focus exclusively on these internal purposes. ‘Internal purposes’ include benefits to staff and particularly to owners or shareholders. – like Stonemasons #1 and #2 in our anecdote. In the first instance, organisations need to realize that Clients are not particularly interested in their (the organisation’s) internal workings – unless something goes wrong. Furthermore, Clients don’t want to hear that the purpose of the organisation is to ‘maximize shareholder value’ – or similar words – like Stonemason #2. Of course organisations want to be sustainable and retaining the satisfaction of the organisation’s ‘stakeholders’ (ie staff and public or private owners) is essential. But in the first instance, that section of the ‘greater system’ that represents the organisations ‘Clients’ simply want to know how the organisation might fulfill *their* needs, wants, desires and aspirations. These issues are dealt with in section/chapter xxx under ‘Motivation’.

The Evolution of ‘Mission’ over the Life-cycle

It seems that most organisations start out with a fairly loose ‘mission statement’ – or one that seems sensible at the time – which later may be seen to be inadequate. It’s only later, that – rather like our personal behaviour in retirement – we ask: ‘What is the actual purpose of what we are doing?’

Let's look for a moment at how many organisations evolve. Many will start out by providing a single product – a good or service – to a local market: A baker providing bread, a mechanic servicing cars, a local postal service delivering mail and selling stamps, and so on. Many businesses remain small and provide a local or *niche* service. Life is simple and does not have to be explained: a sign saying 'Jill's Bakery', 'Fred's Auto Repairs' or 'Smallville Post Office' says enough for suppliers and Clients alike. The sign, as Ackoff's says, is 'product-focussed', rather than 'Client-focused' – like the first two rock-breakers.

But some organisations become so successful that they grow to a size beyond direct personal relationships between themselves and their Clients. They might grow to be one large entity, or spawn a number of similar small entities, such as *branches* or *franchises*, still providing the same, fairly obvious, good or service.

Many rapidly-growing organisations – characterized by the 'Diffusion' stage of the life-cycle – often derive their purpose, meaning or mission from the words and actions of their leader – the *entrepreneur*.

In summary:

Information:	Pre-purpose – elements may belong to other purposeful systems.
Invention:	Mission described in terms of the proposed function(s) of the proposed system.
Innovation:	Mission is embodied in the structure of the system.
Diffusion:	Initial mission realised and other possibilities pursued. Mission often articulated by slogans of leader.
Shake-Out:	Mission scope restricted to viable range and practical limits of the organisation.
Maturity:	Mission becomes implied rather than articulated.
Revitalisation:	Mission reviewed, becomes precise and is frequently articulated.
Decline:	Mission found to not match market requirements.

Case study: Apple

One only has to think of Apple Computer Inc, in its early days, of producing computers that were 'insanely great'. In 1980, Steve Jobs recruited staff who wanted to work hard in a creative atmosphere. The purpose of the company – as re-affirmed personally by Jobs – was to create computers that provided solutions to the needs of Clients' who weren't computer experts. Although the earlier Mac I and Mac II were not much different from other early 'command line interface' desktop computers, the first Macintosh, released in early 1984, was the '[computer for the rest of us](#)'⁷. It was the task of staff to be creative and innovative to fulfill this Client need.

It is instructive to review this 1980 video of Jobs at a meeting of Apple enthusiasts. Using the analogy of how the bicycle as a tool, amplified a human's mobility efficiency, he perceived the purpose of the computer as *amplifying*

intellectual capabilities. He foresaw the increasing power of computer electronics and insisted that this power be divided between increased speed of executing applications and making the computer easier to use. The first result of this mission was the Macintosh computer with its *graphical user interface* (GUI). For more than 30 years since that date, Apple has maintained its focus on ease-of-use by the end-user. Judged by the design of its products and their promotion, Apple has maintained its focus on its Clients. Further, [Apple's retention of profits](#)⁸, rather than distributing them quarterly, has served to diminish the pressure of shareholders to maximize immediate shareholder returns, as compared with maximizing shareholder 'value', by re-investing in company growth.

It is interesting to note that Apple dropped the word 'Computer' from its name in 2007, to reflect that it had diversified from the early concept of 'computer' and now provided a range of associated (and highly integrated) products and services, including iPhones, iPads, software, apps and music and 'book' storage and distribution.

Apple's original mission statement was:

'To make a contribution to the world by making tools for the mind that advance humankind.'

Its current mission statement is:

'[Apple](#)⁹ designs Macs, the best personal computers in the world, along with OS X, iLife, iWork and professional software. Apple leads the digital music revolution with its iPods and iTunes online store. Apple has reinvented the mobile phone with its revolutionary iPhone and App store, and is defining the future of mobile media and computing devices with iPad.'

Despite its undeniable success, Apple has reverted to a mission statement that is redolent of Stonemason #1 – that is, it 'cracks a number of different rocks'. Perhaps the areas in which it operates are now 'mature' and the functionality of its products is well-known.

Does a Mission Statement Really Matter?

- *'To travel hopefully is a better thing than to arrive, and true success is to labour'*- RL Stevenson.

Having arrived at a concise, systems-based definition of 'mission' and explored a range of examples, we might well ask whether fully articulated and published mission statements are really necessary? Does it matter whether it exists or not or whether it is concise and closely reflects the organisations actual actions. Does it help the organisation to survive and flourish?

Having come so far, is it a futile exercise? [Socrates thought not](#)¹⁰: 'The unexamined life is not worth living', he said at his trial. He thought that it was

better to die than to not be allowed to pursue his mission of questioning everything. While few others would take this extreme position, it does suggest the question as to what is the purpose (or mission) of a mission statement?

Several decades ago Christopher K. Bart¹¹ put a lot of effort into exploring this question, by quizzing dozens of top North American companies about the issue. He identified a veritable laundry list of purposes of mission statements:

- to create a common purpose for the organisation
- to define the scope of the organisation's activities and operations
- to allow the CEO to exert control over the organisation
- to create standards of performance for the organisation
- to help individuals identify with their organisation, its aims and its purpose (and to encourage those who do not to leave)
- to promote shared values among organisational members
- to promote the interests of external stakeholders
- to motivate and/or inspire organisational members
- to help refocus organisational members during a crisis
- to provide a sound basis for the allocation of organisational resources.

Nonetheless, Bart found that many of the companies that he surveyed were dissatisfied with their mission statements and its effectiveness in achieving the above goals. Perhaps the reasons for this can be found in a meta-view of the mission statement – ie, *what is the mission of the mission statement?*

It is almost a truism that success requires a well-made product (good or service) that fulfills the needs and expectations of the intended market. It seems from Bart's studies and many other accounts, that most mission statements fail on both counts – they are poorly formulated and that the organisation's stakeholders have neither participated in its formulation nor have they been clearly apprised of its value or importance. In other words, *most mission statements are a poor product that has been badly marketed.*

Although *formal* mission statements seem to be (as Hamlet said) *more honoured in the breach than in the observance* (Hamlet Act 1 Sc4), most organisations behave *as if* they were following a mission – they continue to produce a consistent product that satisfies their Clients and other stakeholders are reasonably satisfied with this state of affairs. *We can infer the mission of these organisations from their actions.*

This situation is a two-edged sword. On the one edge, the organisation has the added flexibility of shifting its activities to new opportunities without the extra shackle of dealing with an engraved-in-stone directive. *Black letter law* tries to take the approach that if actions aren't expressly included, they are implicitly excluded. While such an explicit directive may provide clarity of mission, it may be at the cost of reduced flexibility in a rapidly changing environment. This seems to be the fate of many revitalized organisations that have endeavoured to clarify their direction.

On the other edge, the organisation has at least gone through the process of

examining its *raison d'être*. Frequently, the owners of the organisation have to stop to take stock – generally because they sense that all is not going as well as it once did. It may be that competitors are eroding their market share, or it may be that consumer preference has shifted or that there is simply not the basic demand for that product as there once was. And sometimes it is because the business is going so well that an enterprising owner might think of other opportunities that might be pursued as well. In summary, there is a perception that the organisation should re-focus, but, as a first step, it needs to know its present focus.

Conclusions

We have shown that although the mission statements of many organisations remain muddled and incomplete, it is possible to develop a complete logical structure using our systems approach. We have also shown that the mission statement is essentially the intention of an organization to undertake the action of innovating.

Box: Samples of Fortune 500 Company Mission Statements

AGCO

Profitable growth through superior Client service, innovation, quality and commitment.

Albertsons

Guided by relentless focus on our five imperatives, we will constantly strive to implement the critical initiatives required to achieve our vision. In doing this, we will deliver operational excellence in every corner of the Company and meet or exceed our commitments to the many constituencies we serve. All of our long-term strategies and short-term actions will be molded by a set of core values that are shared by each and every associate.

American Financial Group, INC

Our purpose is to enable individuals and businesses to manage financial risk. We provide insurance products and services tailored to meet the specific and ever-changing financial risk exposures facing our Clients. We build value for our investors through the strength of our Clients' satisfaction and by consistently producing superior operating results.

American Standard Company

American Standard's mission is to 'Be the best in the eyes of our Clients, employees and shareholders.

Anadarka

Anadarko's mission is to deliver a competitive and sustainable rate of return to shareholders by developing, acquiring and exploring for oil and gas resources vital to the world's health and welfare.

ADM

ADM Mission: To unlock the potential of nature to improve the quality of life.

AutoNation

To be America's best run, most profitable automotive retailer.

Avaya

Provide the world's best communications solutions that enable businesses to excel

Becton, Dickinson and Company

To help all people live healthy lives.

Bristol-Myers Squibb Company

To discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

¹ <https://en.wikipedia.org/wiki/Intention>

² https://en.wikipedia.org/wiki/Transaction_cost.

³ Ackoff, Russell L and Emery, Fred E, *On Purposeful Systems: An Interdisciplinary Analysis of Individual and Social Behavior as a System of Purposeful Events*, Aldine-Atherton: Chicago, 1972

⁴ <https://en.wikipedia.org/wiki/Fordism>.

⁵ Levitt, Theodore, *Marketing Myopia*, Harvard Business Review, July-August 1960.

⁶ http://www.missionstatements.com/fortune_500_mission_statements.html

⁷ <https://www.youtube.com/watch?v=C8jSzLAJn6k>

⁸ <http://money.cnn.com/2015/07/22/investing/apple-stock-cash-earnings/>

⁹ <http://www.investopedia.com/ask/answers/042315/what-apples-current-mission-statement-and-how-does-it-differ-steve-jobs-original-ideals.asp>

¹⁰ https://en.wikipedia.org/wiki/The_unexamined_life_is_not_worth_living

¹¹ Bart, Christopher K., *A comparison of mission statements and their rationales in innovative and non-innovative firms*, *Int. J. Technology Management*, Vol. 16, Nos. 11213, 1998