

## Vision, Mission, Credo: Definition of terms

A **Vision Statement** is a preferred future, a desirable state, and an ideal state. It is an expression of optimism. It is a dream, created in our waking hours, of what we want the organization to be. We dare to dream the possible. Because we choose to pursue our Vision in the marketplace, it needs to be both strategic and lofty.

A **Mission Statement** states the purpose of the organization. This states why the organization is in business, and it is more focused than a Vision.

A **Credo** is a statement of beliefs, core principles or "values" that are important to an organization and its people. Values drive our greatness. For example:

"Each person feels valued and respected"

"We believe that the customer comes first and must be offered the highest quality in everything we provide."

"We want to control our destinies."

"Our people are our business."

"We will achieve objectives honestly and ethically."

"We contribute to society by providing reliable and sound services (products) in a professional manner."

"We welcome all persons regardless of \_\_\_\_\_"

"Under promise and over deliver."

"We learn from the customers we serve."

"We speak openly with one another."

"Be inspired by your teammate's successes and never overlook and opportunity to congratulate him/her on accomplishments."

**Objectives (Strategic Plans)** are the specific things (strategies) an organization will pursue and achieve in order to realize its **Vision Statement**, fulfill its **Mission Statement** while exhibiting the values of its **Credo**



## Mission and Vision Samples

Apache Hose & Belting, Inc., Cedar Rapids (100% employee owned manufacturer and distributor)

EMPLOYEE OWNED - CUSTOMER DRIVEN

Appleton, Inc. (formerly Appleton Papers, Inc.), Appleton, WI (100% employee-owned paper company)

## VISION STATEMENT

"Appleton's employee owners demonstrate what ideas can do by delivering solutions for customers worldwide that increase our company's growth and profitability."

**Our company** — Appleton is not like other companies. The people who work there are bound together by their commitment and dedication. They believe in striving for excellence on all levels. They believe in community and family. They believe in the value of their work.

**Dynamic** — Appleton empowers its people through shared vision. Focused on quality, Appleton goes above and beyond the norm to please their customers. The people of Appleton believe if they're not getting better, they're getting worse.

**Growing products** — Appleton is about movement. Appleton is a pioneer of carbonless, thermal and encapsulation technologies. By constantly focusing on product improvement, Appleton is moving confidently into new markets.

**A proud tradition of performance** — The Appleton reputation for quality dates back to 1907. Customers associate Appleton with Customer Focused Quality and extraordinary service. Customers trust Appleton to make a difference to their businesses.

**New businesses** — Appleton will leverage its existing technological expertise to forge into new markets and develop new products through powerful partnerships. In doing so, Appleton seeks to provide market driven products and solutions.

**Extend our leadership position** — Appleton will capture additional market share through new product development and product improvement. Appleton will increase revenue and fortify its brands.

**Innovation and rapid new product development** — Appleton is determined to bring new products to market, fast. Ideas are the beginning of accomplishment, and ideas mean learning to take risks with courage and confidence.



## Mission and Vision Samples

### R. W. Baird, Inc., Milwaukee, WI (employee owned, 18th on the 2005 list of Fortune “100 Best companies to work for”)

#### ***Baird, an employee-owned, fully independent company***

In May 2004, Baird again became an employee-owned, fully independent company.

We view employee ownership as a very positive development for our clients, our employees and the communities we serve.

As an employee-owned firm, Baird is better positioned than ever to further our mission – providing the best financial advice and service to our clients. Among other things, employee ownership enhances our efforts to be one of the best places to work as we strive to attract and retain the most talented, caring professionals in the industry.

We are enthusiastic and confident about our future as an employee-owned firm, and we would like to thank our clients for their continued support and partnership as we embark on this new chapter in our history.

#### ***The Baird Way***

*The Baird Way* is our core ideology, our compass that establishes a clear direction in meeting the challenges of an ever-changing financial world. *The Baird Way* embodies the following core principles and philosophies:

- Clients come first
- Integrity is irreplaceable
- Quality is our measure of success
- The best financial advice is the result of expertise and teamwork
- How we succeed is as important as if we succeed
- We seek personal balance in home, work, and community involvement

The foundation of any successful business is built upon a strong culture—on shared values of honesty, integrity, genuine concern for clients, and respect for associates. *The Baird Way* remains central to our ability to enjoy the quality client partnerships and high performance standards that have always been Baird traditions.

The scope of Baird's business has evolved with the changing needs of our clients. Our singular focus on clients' needs, however, remains unchanged and is reflected in:

#### **Our Mission**

To provide the best financial advice and service to our clients.

#### **Our Vision**

To be the best financial partner for our clients and the best place to work.

### Comsonics, Harrisonburg, VA (100% employee owned cable repair, equipment company)





## Mission and Vision Samples

### Vision Statement

ComSonics exists to bring increased value to its stockholders:

- As the supplier of choice for comprehensive cable equipment repair services;
- Through innovative development of our core cable test equipment manufacturing business; and
- By seeking to use our knowledge and abilities to investigate and exploit neighboring high growth opportunities.

### Values and Beliefs

- Respect the Individual
- Exceed our Customers' Expectations
- Provide an Environment in which People Excel
- Achieve Continual Improvement
- Work Together and Share the Success
- Enjoy the Journey

### **Gazette Communications, Inc., Cedar Rapids (42% employee owned media company)**

#### **Mission Statement**

Our mission is to be the information provider of choice through a dynamic mix of innovative products and services. We will create and maintain mutually beneficial, long-term relationships with our customers, employees, and the communities we serve.

### **W. L. Gore (Employee-owned, well-respected, diversified manufacturer, 2nd on 2005 Fortune "100 Best Companies to work for"---on the list since 1998, the year it began)**

At W. L. Gore & Associates, our products are designed to be the highest quality in their class and revolutionary in their effect. We steadfastly live up to our product promises, and our associates address technical challenges with innovative, reliable solutions.

Associates adhere to four basic guiding principles articulated by Bill Gore:

- Fairness to each other and everyone with whom we come in contact
- Freedom to encourage, help, and allow other associates to grow in knowledge, skill, and scope of responsibility
- The ability to make one's own commitments and keep them
- Consultation with other associates before undertaking actions that could impact the reputation of the company

### **Graphic Communications Center, Inc., Appleton, WI (employee owned printer)**





## Mission and Vision Samples

### Mission Statement

Graphic Communications Center, Inc. is a privately owned sheet fed commercial printer with a full service multi-color capability whose purpose is to provide consistently high quality printed products consisting essentially of brochures, booklets, magazines, catalogs, card decks, price lists, calendars, game components and labels; sold primarily to customers serving the Educational, Insurance, Financial, Horticultural, Leisure, Wholesale, and Industrial markets as well as specialized services to key accounts.

Graphic Communications Center, Inc. recognizes the value of its customers and maintains a partnership kind of business relationship dedicated to the development of long term relationships - built through the delivery of high quality products on a timely basis with superior value to its customers.

The Company has a deep sense of responsibility toward; and concern for; all its employees by providing the opportunity for personal development and job security.

Further, the Company endeavors to operate its business so as to provide a financial return for future investments to allow for growth of the company and perpetuation of the business.

### **Green Mountain Coffee Roasters, Inc., Waterbury, VT (Publicly traded coffee company, ESOP and stock purchase plans)**

#### COMPANY VISION

Green Mountain Coffee Roasters' vision is to be the leading specialty coffee company.

#### CORE VALUES AND BELIEFS

- **A passion for coffee** -- We love great coffee, we make great coffees, and we work hard to ensure people have an outstanding coffee experience -- anytime and anywhere they buy Green Mountain.
- **Performance** -- We manage the business to create value for our customers and for our stockholders, and to build financial strength.
- **A destination workplace** -- We strive to create an atmosphere that fosters teamwork, personal growth and a healthy work-life balance.
- **Social responsibility** -- We share a commitment to improve the environment and to make our local and global communities better.

**Ethics** -- We act with honesty and integrity in all our actions and relationships.

### **HDOS, Inc. (Hot Dog on a Stick), Carlsbad, CA (100% employee owned fast food business)**



## Mission and Vision Samples

### **VISION**

We are a fun and profitable company, known worldwide for our fresh products, enthusiastic employees and satisfied customers. We are leaders. We make a difference in the lives of our employees, customers and the communities we serve. This reputation and business record places us in a favorable position to exercise the most advantageous options at the most appropriate times.

### **MISSION**

Our mission is to make a difference in people's lives. We achieve it by providing our customers with the freshest products in a fun, friendly atmosphere. We underwrite it by hiring, training, mentoring and supporting the best and brightest members of today's workforce. By sustaining and optimizing profits, we ensure our ability to accomplish this mission far into the future.

### **PHILOSOPHY**

People are our most valuable asset. We believe it is not only possible but also imperative to combine work with fun, excitement, enthusiasm and new ideas. There is value in our company history and culture which cannot be quantified, but which makes us distinctly different from our competition and provides us an advantage in the marketplace. Our uniforms, methods and attitudes make us stand out in the crowd as a little bit different. We like being different! Remembering our history, sustaining our unique culture, remaining focused on people and encouraging innovation to enhance people satisfaction will guarantee our continued success.

### **GROWTH & EFFICIENCY**

This company has enormous growth potential in terms of both sales volume and net income. To unlock this potential we will continue to expand in both US and global markets while increasing our efficiency in all aspects of the business. The term we use to describe this increased efficiency is "Operational Excellence", and the key to achieving it is held by our employees. The options for increasing our presence in the marketplace include franchising, licensing, partnerships, co-branding and acquisitions. We will continue to consider all of these options for expansion while maintaining the focus on our core stores, improving their efficiency and developing our management team.

**King Arthur Flour, Norwich, VT (100% employee owned food company)**



## Mission and Vision Samples

- We are America's oldest flour company, and New England's oldest food company.
- We became employee-owned in 1996.
- Measured by 15-year sales growth, we're the sixth fastest growing company in Vermont growing faster than both Orvis and Ben & Jerry's.
- Our combined annual sales are approximately \$35,000,000.
- In 2000 we built own Bakery and Baking Education Center to promote the art of baking.

### Personal Perspectives

We define ourselves as "A Threshold Company." As per the *Harvard Business Review* definition of a threshold company, King Arthur Flour outpaces its larger competitors, outpaces the industry, and outpaces the economy. King Arthur Flour is "on the threshold of bigness."

Four general themes run through the culture of King Arthur Flour and other "threshold companies."

First, we have an earned respect. There is a sense that our enterprise is special in what it stands for, what it does, and how we do it. As such we deserve and expect uncommon effort and contribution from those who work here and those with whom we work.

Second, we have an almost evangelical zeal -- an honest enthusiasm that spills over onto those with whom we do business, from current and prospective employees, to customers, and suppliers.

Third, we have a habit of dealing people in -- we communicate just about everything to everybody in our organization and we empower them as partners in our crusade. Strategies, plans, ambitions, and problems are not the secrets of the "palace guard;" they are known and appreciated throughout our company.

Fourth, we view profit and wealth-creation as inevitable by-products of doing things well. Making money as an end in itself is not our highest priority.

**Woodward Communications, Inc., Dubuque, IA (62% employee owned and diversified multi-media corporation)**





## Mission and Vision Samples

### **Woodward Communications, Inc.**

*"A dynamic, employee-owned media company"*

**Good People. Real Solutions. Shared Results.**

Our Mission is guided fully and equally by these Core Principles:

Provide quality media services, news, information, entertainment, and advertising for our audiences through creative and diversified products.

Recruit, develop, empower and retain motivated employee-owners who identify opportunities and create solutions that benefit customers, WCI and the communities we serve.

Initiate growth through acquisitions, innovation and diversification.

Develop and maintain long-term customer relationships by surpassing expectations and treating their businesses like our own.

Embrace a family atmosphere where healthy work/life balance is supported by an ethical, respectful, safe, trusting and participative culture.

By adhering to our Mission and Core Principles, we will increase long-term ESOP share value.

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### **Sample statements—non- ESOP companies:**

**Adobe Systems (Publicly traded, # 13 on the 2005 list of Fortune "100 best companies to work for; best high-tech company to work for")**

#### Mission

Building on 20 years of innovation, Adobe helps people and businesses communicate better through its world-leading digital imaging, design and document technology platforms for consumers, creative professionals and enterprises.

**E-Bay (Publicly traded, 2004 Fortune #8 fastest growing company)**



## Mission and Vision Samples

Founded in September 1995, eBay ([Nasdaq: EBAY](#); <http://www.ebay.com>) is The World's Online Marketplace™ for the sale of goods and services by a diverse community of individuals and businesses. Today, the eBay community includes tens of millions of registered members from around the world. People spend more time on eBay than any other online site, making it the most popular shopping destination on the Internet.

### **Our Mission**

eBay's mission is to provide a global trading platform where practically anyone can trade practically anything.

### **InVision Technologies, Inc. (Publicly traded security manufacturing company, 2004 Fortune #1 fastest growing company)**

## A Critical Mission, A Clear Vision

InVision Technologies was founded in 1990 to enhance airport security and increase public safety by using Computed Tomography (CT) technology to detect explosives. Early private investments together with research and development contracts from the FAA led InVision to develop the CTX 5000 SP™ system—the first certified EDS. In compliance with FAA standards, the CTX 5000 SP automatically identified explosives and visually highlighted potential threats. It was also accurate and reliable, and able to achieve high levels of throughput with minimum downtime.

### **New York Times Company (Publicly traded newspaper and media company)**

## Mission and Values

The New York Times Company is committed to diversity in its most inclusive sense. Read about our [Diversity](#) and how we fulfill our commitment. Our diversity notwithstanding, our workforce shares a common commitment that unites our people and businesses together and sets us apart from our competitors. We call our beliefs our Core Purpose and Core Values.

### **Our Core Purpose**

Enhance society by creating, collecting and distributing high quality news, information and entertainment.

### **Our Core Values**

- Content of the highest quality and integrity--This is the basis for our reputation and the means by which we fulfill the public trust and our customers' expectations.
- Fair treatment of employees based on respect, accountability and standards of excellence.
- Creating long-term shareholder value through investment and constancy of purpose.
- Good corporate citizenship.



## Mission and Vision Samples

### **J.M. Smucker(family-owned food company, #6 on 2005 list of Fortune “100 Best Companies to work for”)**

Our Basic Beliefs are an expression of the values and principles that guide our Company's strategic behavior and direction. These basic beliefs are deeply rooted in the philosophy and heritage of the Company's founder, Jerome Monroe Smucker. Because he made a quality product, sold it a fair price, and followed sound policies, the Company prospered.

Today, we continue to grow by adhering to our Basic Beliefs of **quality, people, ethics, growth, and independence**. These time-honored principles have served as a strong foundation throughout our history, and serve as the guideposts for all our future strategy, plans, and achievements.

### **Starbucks, Inc. (Publicly traded and employee owned through stock plans, 11<sup>th</sup> on 2005 list of Fortune “100 Best Companies to work for”)**

#### **starbucks mission statement**

**Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow.**

The following six guiding principles will help us measure the appropriateness of our decisions:

Provide a great work environment and treat each other with respect and dignity.

Embrace diversity as an essential component in the way we do business.

Apply the highest standards of excellence to the purchasing, roasting and fresh delivery of our coffee.

Develop enthusiastically satisfied customers all of the time.

Contribute positively to our communities and our environment.

Recognize that profitability is essential to our future success.

#### **environmental mission statement**

**Starbucks is committed to a role of environmental leadership in all facets of our business.**

We fulfill this mission by a commitment to:

Understanding of environmental issues and sharing information with our partners.

Developing innovative and flexible solutions to bring about change.

Striving to buy, sell and use environmentally friendly products.

Recognizing that fiscal responsibility is essential to our environmental future.





## Mission and Vision Samples

Instilling environmental responsibility as a corporate value.

Measuring and monitoring our progress for each project.

Encouraging all partners to share in our mission.

**Whole Foods Market, Inc., Austin, TX (Publicly traded grocer with stock ownership program, 30<sup>th</sup> on 2005 Fortune “100 Best Companies to work for”---on the list since 1998)**

### *The Whole Philosophy*

- Declaration of Interdependence
- Our Core Values
- Our Quality Standards
- Sustainability and Our Future

### *Declaration Of Interdependence*

**Whole Foods Market** is a dynamic leader in the quality food business. We are a mission-driven company that aims to set the standards of excellence for food retailers. We are building a business in which high standards permeate all aspects of our company. Quality is a state of mind at Whole Foods Market.

Our motto—Whole Foods, Whole People, Whole Planet—emphasizes that our vision reaches far beyond just being a food retailer. Our success in fulfilling our vision is measured by customer satisfaction, Team Member excellence and happiness, return on capital investment, improvement in the state of the environment, and local and larger community support.

Our ability to instill a clear sense of interdependence among our various stakeholders (the people who are interested and benefit from the success of our company) is contingent upon our efforts to communicate more often, more openly, and more compassionately. Better communication equals better understanding and more trust.

#### **We Sell the Highest Quality Natural and Organic Products Available**

We appreciate and celebrate that great food and cooking improves the lives of all of our stakeholders. Breaking bread with others, eating healthfully and eating well—these are some of the great joys of our lives.

Our goal is to sell the highest quality products that also offer high value for our customers. High value is a product of high quality at a competitive price. Our product quality goals focus on ingredients, freshness, taste, nutritive value, safety and/or appearance. While we have very high standards for product quality, we believe that it is important to be inclusive and open minded, and not overly restrictive or dogmatic.



## Mission and Vision Samples

### **We Satisfy and Delight Our Customers**

Our customers are the most important stakeholder in our business. Therefore, we go to extraordinary lengths to satisfy and delight our customers. We want to meet or exceed their expectations on every shopping trip. We know that by doing so we turn customers into advocates for whole foods. We guarantee our customers 100% product satisfaction or their money will be refunded.

Outstanding customer service is a result of both our Team Members skill and enthusiasm in serving our customers and their in-depth knowledge and excitement about the products we sell. We nurture a quality business relationship with our customers by daily demonstrating our customer service beliefs:

- Customers are the lifeblood of our business and we are interdependent on each other.
- Customers are the primary motivation for our work—they are not an interruption of our work.
- Customers are people who bring us their wants and desires and our primary objective is to satisfy them as best we can—they are *not* people to argue or match wits with.
- Customers are fellow human beings with feelings and emotions like our own; they are equals to be treated with courtesy and respect at all times.

We continually experiment and innovate in order to raise our retail standards. We create store environments that are inviting, fun, unique, informal, comfortable, attractive, nurturing and educational. We want our stores to become community meeting places where our customers come to join their friends and to make new ones. Our stores are "inclusive." Everyone is welcome, regardless of race, gender, sexual orientation, age, beliefs, or personal appearance. We value diversity—whole foods are for everyone.

### **We Support Team Member Excellence and Happiness**

Our success is also dependent upon the collective energy and intelligence of all our Team Members. In addition to receiving fair wages and benefits, belief in the value of our work and finding fulfillment from our jobs is a key reason we are part of Whole Foods Market. Therefore, we design and promote safe work environments where motivated Team Members can flourish and reach their highest potential. And no matter how long a person has worked or plans to work with us, each and every Team Member is a valued contributor.

There are many Team Members in our company who "work behind the scenes" to produce product, distribute product and generally support our retail Team Members and customers. Although they are not as visible as our retail Team Members, they are integral to the success of our business.

Achieving unity of vision about the future of our company, and building trust between Team Members is a goal of Whole Foods Market. At the same time diversity and individual differences are recognized and honored. We aim to cultivate a strong sense of community and dedication to the company. We also realize how important leisure time, family, and community involvement outside of work is for a rich, meaningful and balanced life. We must remember that we are not "Whole Life Market."

We strive to build positive and healthy relationships among Team Members. "Us versus them" thinking has no place in our company. We believe that the best way to do this is to encourage participation and involvement at all levels of our business. Some of the ways we do this are:

- Self directed Teams that meet regularly to discuss issues, solve problems and appreciate each other's contributions.





## Mission and Vision Samples

- Increased communication through Team Member Forums and Advisory Groups, and open book, open door, and open people practices.
- Labor gainsharing and other Team Member incentive programs.
- Team Member Stock Options and Stock Purchase Plan.
- Commitment to make our jobs more fun by combining work and play and through friendly competition to improve our stores.
- Continuous learning opportunities about company values, food, nutrition and job skills.

\* Equal opportunity for employment, with promotion mostly from within the company.

### **We Create Wealth Through Profits and Growth**

We earn profits every day through voluntary exchange with our customers. We know that profits are essential to create capital for growth, job security and overall financial success. Profits are the "savings" every business needs in order to change and evolve to meet the future. They are the "seed corn" for next year's crop. We are the stewards of our shareholder's investments and we are committed to increasing long term shareholder value.

As a publicly traded company, Whole Foods Market intends to grow. We will grow at such a pace that our quality of work environment, Team Member productivity and excellence, customer satisfaction, and financial health continue to prosper.

There is a community of self interest among all of our stakeholders. We share together in our collective vision for the company. To that end we have a salary cap that limits the maximum cash compensation (wages plus profit incentive bonuses) paid to any Team Member in the calendar year to 14 times the company-wide annual average salary of all full-time Team Members.

### **We Support Our Communities and Encourage Local Involvement**

Our business is intimately tied to the neighborhood and larger community that we serve and in which we live. The unique character of our stores is a direct reflection of the customers who shop with us. Without their support, both financial and philosophical, Whole Foods Market would not be in business. Our interdependence at times goes beyond our mutual interest in quality food, and where appropriate, we will respond.

- We donate 5% of our after-tax profits to not-for-profit organizations.
- We have a program that financially supports Team Members for doing voluntary community service.

### **We Promote Environmental Stewardship**

We see the necessity of active environmental stewardship so that the earth continues to flourish for generations to come. We seek to balance our needs with the needs of the rest of the planet through the following actions:

- Supporting sustainable agriculture. We are committed to greater production of organically and biodynamically grown foods in order to reduce pesticide use and promote soil conservation.
- Reducing waste and consumption of non-renewable resources. We promote and participate in recycling programs in our communities. We are committed to re-usable packaging, reduced packaging, and water and energy conservation.
- Encouraging environmentally sound cleaning and store maintenance programs.





## Mission and Vision Samples

### **Our Business Associates**

We are not a fully self-sustaining ecosystem. There are hundreds of other businesses that we depend on to assist us in creating an outstanding retail shopping experience for our customers. We view our trade partners as allies in serving our stakeholders. We treat them with respect, fairness and integrity, and expect the same in return.

### **Balance and Integration**

Satisfying all of our stakeholders and achieving our standards is our goal. One of the most important responsibilities of Whole Foods Market's leadership is to make sure the interests, desires and needs of our various stakeholders are kept in balance. We recognize that this is a dynamic process. It requires participation and communication by all of our stakeholders. It requires listening compassionately, thinking carefully and acting with integrity. Any conflicts must be mediated and win-win solutions found. Creating and nurturing this community of stakeholders is critical to the long-term success of our company.

### **Final Thoughts**

Our Vision Statement reflects the hopes and intentions of many people. We do not believe it always accurately portrays the way things currently are at Whole Foods Market so much as the way we would like things to be. It is our dissatisfaction with the current reality, when compared with what is possible, that spurs us toward excellence and toward creating a better person, company, and world. When Whole Foods Market fails to measure up to its stated Vision, as it inevitably will at times, we should not despair. Rather let us take up the challenge together to bring our reality closer to our vision. The future we will experience tomorrow is created one step at a time today.

The Declaration of Interdependence was created originally in 1985 by 60 Team Members who volunteered their time. It has been updated in 1988, 1992 and 1997.