**Introduction**

- You can't get there if you don't know where you are going
- All of us have a mission
- What is your current or future mission?
  - Get out of or get through this course
  - Graduate
  - Establish a successful career

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**Management Pyramid**

- Goals
- Objectives
- Mission Statement
- Vision Statement

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**Vision**

- A vision is an attempt to articulate what a desired future for a company would look like
- It gives the company direction and it's the basic premise for the success of the mission statement
- Big-picture thinking with a little bit of soul

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**Michael Jordan**

- It is a rare person who comes along and raises the standards of excellence, who captures the hearts of many, and who inspires a group of individuals to achieve the impossible

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**Vision**

- An organizational dream - it stretches the imagination and motivates people to rethink what is possible
- ML King's "I Have a Dream", he elucidated his vision of a non-racist America
- A vision is not the same as a mission, strategic objectives, or philosophy
- Visions tend to be evocative, rather than precise
Visions

- Leprino Foods
  - To make the finest mozzarella cheese available anywhere
- DeLaval
  - Whenever dairy farmers have a need they should think first of DeLaval. We aim to always be there, always available, always working on their behalf

Visions

- Land O'Lakes
  - Be one of the best food and agricultural companies in the world by being: Our customers' first choice; Our employees' first choice; Responsible to our owners; and A leader in our communities.
- McDonalds
  - Be the world's best quick service restaurant experience
- Henry Ford
  - Make the automobile accessible to every American

Mission

- A mission statement is a brief explanation of the organization's purpose
- It tells who we are and what we are
- Should articulate the principles that will guide the business and its employees to grow, advance, and prosper

Mission

- A mission statement should include
  - social responsibility
  - quality
  - commitment to survival, growth, and profitability
  - identify customers and markets
  - identify products and/or services
  - family values

Mission Statements

- Survey of Companies - commonalities
  - Products marketed
  - Quality of products
  - Profit
  - Role in the industry
  - Reputation
  - Contribution to community
  - Influence on environment
  - Stewardship of resources
  - Family values
  - Future configuration of business

Mission

- Should not designate
  - Details
  - Timetable
  - Assignments
  - Measurements
  - Tasks
Leprino Foods Mission
- Customer service
- Product quality
- Human resources
- Ethics
- Citizenship

DeLaval Mission
- We aim to be at the cutting edge of the industry, to pre-empt farmers’ needs through superior resources, technical expertise and service second to none.
- We will focus our attention on dairy farming as a whole and each individual farmer, whatever the size of their business and whatever environment they are working in.

McDonalds Mission
- Be the best employer for our people in each community around the world
- Deliver operational excellence to our customers in each of our restaurants; and
- Achieve enduring profitable growth by expanding the brand and leveraging the strengths of the McDonald’s system through innovation and technology.

Wendy’s Mission
- Our guiding mission is to deliver superior quality products and services for our customers and communities through leadership, innovation and partnerships.

Land O’Lakes Mission
- We are a market- and customer-driven cooperative committed to optimizing the value of our members' dairy, crop and livestock production.

Mission Statement 1
- Get the milk from the cows to the plant for as little cost as possible.
  - Product
  - Quality
  - Profit
  - Customers
  - Comm/Enviro
  - Values
### Mission Statement 2

Our mission encompasses three major areas for improvement. The first area is to produce a high-quality product more efficiently. The second to implement a computerized record keeping program, and last to improve upon the current ration, by an in-depth evaluation of the current program, followed by a precise implementation of an improved ration/program.

- **Box:**  
  - Product
  - Quality
  - Profit
  - Customers
  - Comm/Enviro
  - Values

### Mission Statement 3

Our mission is to operate a dairy farm that will provide:

1. Financial success through the marketing of high-quality milk
2. A high standard of living for our family and a comfortable retirement for family farm participants
3. A rural family living environment with ample time for recreation and personal growth for all involved
4. Opportunities for family member involvement and advancement in the farm business
5. Recognition for accomplishment

The farm should be comfortable to work around, be labor efficient, provide a happy work environment, and express a high degree of pride.

- **Box:**  
  - Product
  - Quality
  - Profit
  - Customers
  - Comm/Enviro
  - Values

### Objectives

- Objectives reflect the desired future look of the business
  - Reduce mastitis
  - Reduce feed costs
  - Improve herd health
  - Increase conception rate
- General, observable, no time table, and no numbers

### Goals

- Goals or strategies describe how the objectives will be accomplished
  - Specific
  - Measurable
  - Numbers given
  - Time table outlined
Goals

- Objective: reduce mastitis
  - Goal: By April >85% of cows <100,000 SCC/ml
- Objective: reduce feed costs
  - Goal: reduce feed costs to 45% of cash expenses in first quarter of next year
- Objective: improve herd health
  - Goal: reduce calf mortality to <5% this year

Goals

- Objective: increase conception rate
  - Goal: achieve 55% first service conception rate first half of this year

Weighting Decision Alternatives

Decision Criteria

- Start-up Cost
- Cost to Maintain
- Ease to Implement
- Effectiveness
- Managerial Time
- General Appeal

Weight Each Criterion

- 4 = Most Important
- 3
- 2
- 1 = Least Important

Rate Each Alternative for Each Criterion

- 4 = Excellent
- 3 = Good
- 2 = Fair
- 1 = Poor

This is not a ranking, all can be 3
Combine Weight w/Ranking

- For each alternative
- Multiply Weight by Rate
- Sum
- Rank alternative by totals
- Greatest Sum being best alternative and so forth

HeatWatch Visual

DecChart.xls

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