



## VISION

As I have said before one of my greatest inspirations has been reading the iconic Victor Frankl book 'Mans Search for Meaning'. It was reading this book that helped me see that the only real driver of change can be a positive vision of the future.

I came to understand that this applies to business processes, personal achievement and even human endeavour. Frankl quotes *"those who have a 'why' to live can bear with almost and 'how'."* When I read this it reminds me of how I have believed that change is driven by the why and not the how.

From a business perspective vision is essential for business success. Examples of positive visions are:-

## GENERAL

- Sainsbury's Plc. "Our mission is to be the consumers' final choice for food, delivering products of outstanding quality and great service at a competitive cost through working faster, simpler and together."
- Churchill China. "To be a leading provider to the tabletop market and deliver value through excellence in design, quality and customer service."
- Holidaybreak Plc. "Holidaybreak is the UKs leading operator of specialist holiday businesses. Group companies retain a distinctive identity whilst sharing expertise and exploring opportunities in areas of common interest. Our aim is to achieve continuing profitable growth by developing our existing businesses and market leading brands in the UK and European holiday markets and through acquisitions within the travel sector."
- Easyinternetcafe. "To be the world's leading internet café chain that is the cheapest way to get online."
- "British Airways is aiming to set new industry standards in customer service and innovation, deliver the best financial performance and evolve from being an airline to a world travel business with the flexibility to stretch its brand in new business areas".
- Crown American Hotels. "We strive to exceed the expectations of our guests in a home-away-from-home environment."
- Marriott. "To provide economy and quality minded travellers with a premier, moderate priced lodging which is consistently perceived as clean, comfortable, well-maintained and attractive staffed by friendly, attentive and attractive people."

## ONE LINERS

- 3M. "To evolve unsolved problems innovatively."
- Mary Kay Cosmetics. "To give unlimited opportunity to women".
- Wal-Mart. "To give ordinary folk the chance to buy the same thing as rich people"

- Du Pont. “Better things through chemistry.”
- The Brand. “Continue to build the relationship between McDonald’s and our customers in order to be a genuine part of the fabric of British society.”
- Psion plc. “Our mission is to grow rapidly and profitably through innovation in mobile internet. In pursuing this mission we will deliver value:
  - To shareholders through superior returns
  - To customers through solutions and devices that enhance their quality of life and personal effectiveness
  - To staff through a stimulating environment that encourages innovation”
- Walt Disney. “To make people happy”
  - No cynicism
  - Nurturing and promulgation of “wholesome American values”
  - Creativity, dreams and imagination
  - Fanatical attention to consistency and detail

Preservation and control of the Disney ‘magic’.

## FOCUSED ON THE COMPETITION

- Nike. “Crush Adidas”
- Honda. “Yamaha o tsubusu” – utterly crush and destroy Yamaha.
- Pepsi. “Beat Coke”.
- Komatsu. “Encircle JCB”
- A phone in every home – BELL TELEPHONE
- An affordable car for every family – FORD
- A network that allows an entire company to communicate – DEC
- Number One or Two worldwide in our core business – GE

## OLD ONES

- Ford Motor Company (early 1900s) “Ford will democratize the automobile”.
- Sony (early 1950s) “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.”

## Using BHAGs (Big Hairy Audacious Goals)

1945. Sam Walton set the BHAG to “make my little Newport store the best, most profitable in Arkansas within five years”

1977 to reach \$1 billion

1990 to double the number of stores by 2000 and become a £125 billion company by the year 2000

(and he made each one!)

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