



**CARICHAM**  
Centre of Excellence



# OPERATIONAL EXCELLENCE

## Operational Missions & Visions



## Operational Mission & Vision

Now that we have a better understanding of the mission or the "why" of the organisation, and how the vision changes over time, let's explore the operational missions and visions.

Operational excellence focuses on efficiency of each part of the organisation. Each part of the organisation has a different, though related, function. In this context, operational missions and visions can be short or long-term. However, they all work towards achieving the overall purpose and reaching the overall vision.

In this document we revisit the principles of developing a mission statement and apply those to an operational area. We do the same with the vision statement. The aim is to demonstrate that we can use the same principles and tools to drill down into various areas of the operations and increase performance.

A **concise** **simple** explanation of **why**  
an organisation exists.

**Concise**

Three - ten  
(3 - 10) words

**Simple**

A child can  
understand

**"Why"**

Inspiring reason  
for being

### What is an Operational Mission?

A **concise** **simple** explanation of **why**  
an **operational area exists** in keeping  
with the organisational mission.

### What is an Operational Mission?

A **concise** **picture** of the future of an  
**operational area** stated in the  
present tense.



### Role of the Department

There may be an assumption that the role of the finance department is acquiring money, i.e. financing the organisation.

There may be another assumption that the role is managing the existing money and assets i.e. financial management.

Yet another assumption may be that the role is to manage spending the money, financial expenditure.

All of the above are correct. However, depending on the organisation, and where it is in the life-cycle, the primary role, and therefore the mission, may vary.

#### Here are some examples:

**Financial stability (2)**

**Ensuring positive cash flow (4)**

**The greatest profit for stakeholders (5)**

**Providing the best data for management decisions (7)**



## Marketing Examples:

**Increasing brand loyalty (3)**

**Diversifying distribution channels. Increasing sales (6)**

**Providing the best consumer data for management decisions (8)**

## Production Examples:

**ISO Certification (2)**

**No raw material wastage (3)**

**The highest quality in the fastest time (7)**

## Human Resources Examples:

**Happy union reps (3)**

**Ensuring 100% workplace safety (3)**

**Facilitating speedy, injury-free evacuation during disasters (7)**



## Role of the Department

The organisational vision frames the vision for each operational department in the same way that the mission of each operational area is in line with the overall mission.

For example:

### Production Vision

A new offering of nutmeg flavoured treats.

### Marketing Vision

A rebranded line of treats featuring nutmeg.

### Finance Vision

A financially self-sustaining marketing department.



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