



STRATEGIC PLANNING

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STRATEGIC PLANNING

What We'll Talk About

- **What is strategic planning?**
- **Why would we do it?**
- **The strategic planning process**
- **Conducting a one day off site**

STRATEGIC PLANNING

What is it?

- Methodology for thinking beyond current execution issues
- Analyzes possible futures
- Process for defining where an organization wants to go over the coming year(s)
- Describes how the organization is going to get there
- Typically, the process is organization-wide

STRATEGIC PLANNING

Why do it?



- Can be a rare opportunity to think beyond current execution
- Develop the ability to think longer term
- Identify actions and resources needed now to ensure success in the future
- Focus people and resources on desired outcomes and an exciting future
- Team building

A STRATEGIC FRAMEWORK

Mission

What we do

Vision

What we want to be

Values

Why we do it

Strategy

How we will go about it

Goals

How we will know we have achieved it

STRATEGIC FRAMEWORK EXAMPLES

ODASAF Energy

Mission

Energy is a strategic Imperative for the Air Force mission

Vision

Sustain an assured energy advantage in the air, space and cyberspace.

Strategy

- *Improve Resiliency*
- *Reduce Demand*
- *Assure Supply*
- *Foster an Energy Aware Culture*

STRATEGIC FRAMEWORK EXAMPLE

Naval Sea Systems Command (NAVSEA)

Mission

We design, build, deliver and maintain ships and systems on time and on cost for the U.S. Navy

Vision

We are the Nation's team accountable for the health of its Navy. We must purposefully operate to ensure the U.S. Navy can protect and defend America. We must be supported by a modern, efficient industrial base. We must be a world-class employer of choice that inspires innovation. We must set the value-added standard for acquisition, engineering, business and maintenance.

Strategy

- *Build an affordable future Fleet*
- *Sustain today's Fleet efficiently and effectively*
- *Enable our People*

STRATEGIC FRAMEWORK EXAMPLES

Teach For America

Mission

Teach for America is growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education.

Vision

One day, all children in this nation will have the opportunity to attain an excellent education.

WIKI: Teach For America (TFA) is an American nonprofit organization whose mission is to "eliminate educational inequity by enlisting high-achieving recent college graduates and professionals to teach" for at least two years in low-income communities throughout the United States.



...before this decade is out, of landing a man on
the moon and returning him safely to the earth
JFK to a Joint Session of Congress, May 25, 1961

STRATEGIC FRAMEWORK

Application Exercise- Defining Organizational Values

Values are ideals that

- Define how we want to behave with each other
- Define how we expect to regard our customers, community, & vendors
- Define the lines which we will not cross
- Guide behaviors that will help people move toward the vision

Defining Organizational Values

Using the Values Worksheet provided

- Individually, circle the words that resonate with you as you think about your organization
- Discuss your results as a Table Group
 - Select 5 to 7 words that represent your Table
- Discuss in the larger group



STRATEGIC FRAMEWORK EXAMPLES

The TMS Division of the Human Capital Office



Our Priorities for the Next FY:

- Improve Project Planning & Goal Setting
- Develop Career Path Templates and Ensure Employees get needed training
- Provide Reinforcement of training completed to sustain that knowledge
- Provide Excellent Customer Support (even when others control the Process)
- Develop a Process Compendium
- Map and Document Our Processes
- Reduce Mandatory Meetings
- Reduce Burdensome Approval Process
- Ensure our input to other parts of S&T are valued and utilized
- Get clarity on actions assigned to prevent Q3 activities

Our Organization:

Krystle Mitchell,
Chief Learning Officer
Courtney Hopkins,
Lead Management Analyst
Dan Clark,
Training Officer
Adam Iaccarino,
Time and Attendance Analyst
George Boorsalis,
Training Systems Manager
Matt Heier,
Indoctrination Manager

Over the next 2 FY, We Will Make Business Cases to Leverage the Following Potential Developmental Opportunities for S&T Employees:

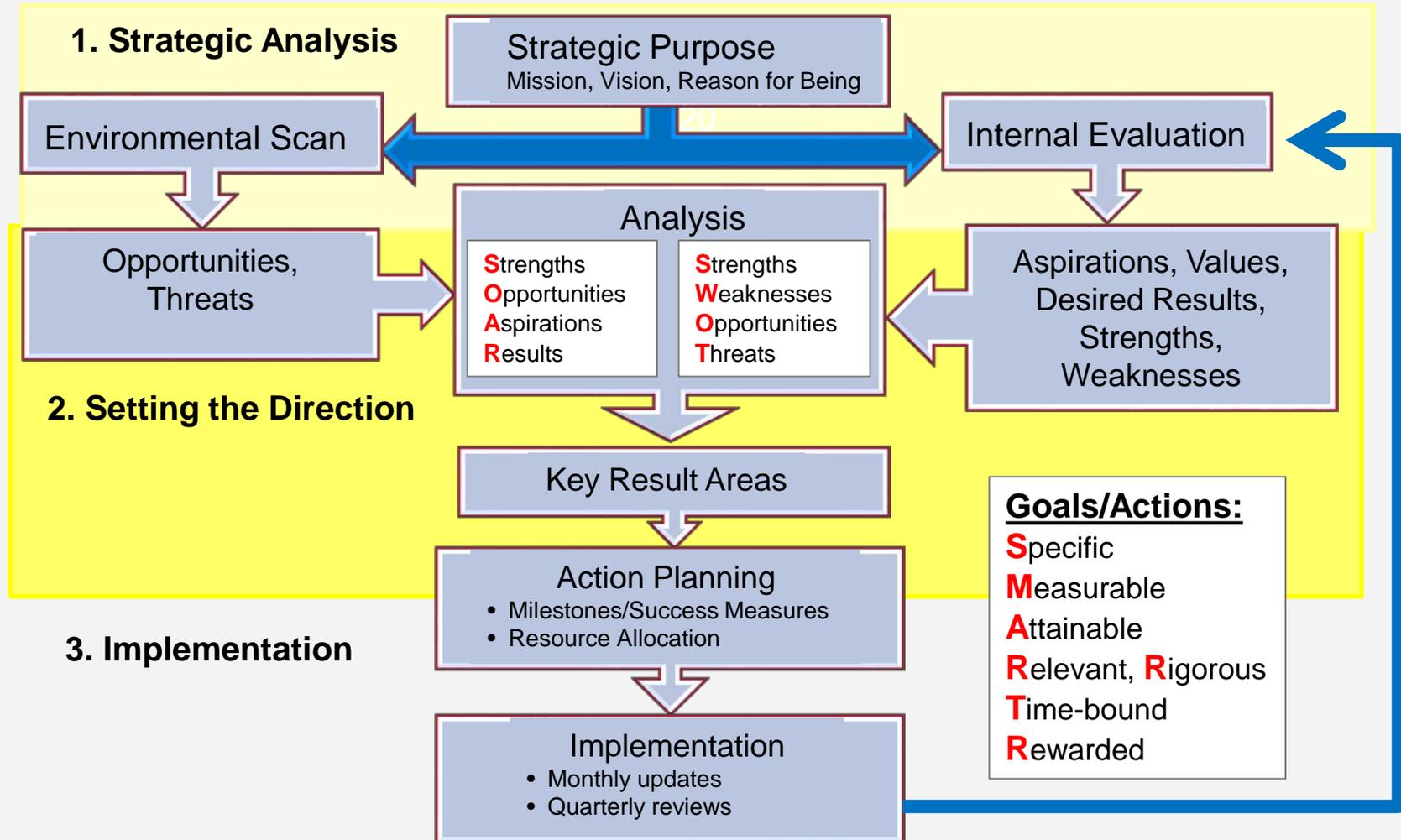
- DHS CLOC, and Interagency CLOC
 - Sharing developmental opportunities for Senior Executives
- Motivation & Rewards Training
- Manager Guide/Training Coordinator Guide
- HR Knowledge Snippet training
- Business Case Development Training
- Office Etiquette training
- Development Plans (IDPs), including value of
- Cornerstone for supervisors
- More Emergenetics
- More 7 Habits and The Speed of Trust (Covey)
- Exemplary Leadership Practices (Kouzes/Posner)
- Improving Teams (Lencioni)
- Effective Meetings (Lencioni)
- The Courageous Follower (LDI)
- Promote and match Academic Programs
- CL Achievement
- Business Case Development training (HBS)

STRATEGIC FRAMEWORK EXAMPLES

Sample Mission Statements



A STRATEGIC PLANNING PROCESS



STRATEGIC ANALYSIS

Scanning

Mission or Strategic Purpose

What is your reason for being?

Environmental Scan

- *What external trends will influence your ability to execute your mission?*

Tools:

Defense Acquisition Portal

<https://dap.dau.mil/Pages/Default.aspx>

PoPS (External Factors)

PEST-O analysis:

- **Political**
 - External stakeholders that could impact your program
- **Economic**
 - Is the program affordable now and in sustainment?
 - What factors are impacting your industry partner?
- **Socio-cultural**
 - How are demographics impacting the program?
- **Technological**
 - Impact of emerging technologies
- **Operational**
 - Can your system become more effective?



Internal Evaluation

- *Are you delivering your products well?*
- *Any execution issues?*
- *What have you accomplished?*
- *What are you struggling with?*
- *Upcoming major events?*
- *Are resources appropriate?*
- *Are your processes effective & efficient?*
- *How is the organization evolving?*
- *What is your organizational culture like?*
- *What are your organizational values?*

Tools:

Program reviews

PoPS (Internal Factors)

Financial and EVMS reports

Manning documents

Other performance metrics

Organizational Health & 360 Surveys

STRATEGIC ANALYSIS

Environmental Scan Example- PEST-O Analysis

Political:

- How is your program supported by the warfighter, your Service, OSD and/or Congress?
- What can stakeholder issues affect your program?
- Administration focus?

Economic:

- Industrial base health?
- Funding stability and sufficiency?
- Is the program affordable now and in sustainment?
- Foreign interest?

Socio-Cultural:

- Demographics: program office & contractor?
- Public opinion, media?
- How is the future warfighter changing?

Operational:

- How has the warfighter used your system?
- What would make it more effective?

Technological

- Emerging technologies?
- Is there a game changer on the horizon?
- Impact of technology transfer?

Conclusions

What factors pose threats to the continued execution of your program?

What factors provide opportunities for your program?

STRATEGIC ANALYSIS

Internal Evaluation Example- Using ROTS

- **Ratings of Toxic Symptoms (ROTS) is one way to assess your organization's working environment.**
- **Seven Areas:**
 1. Communication
 2. Honesty and Integrity
 3. Negative Environment
 4. Manipulation
 5. Responsibility & Accountability
 6. Not Valued
 7. Cooperation
- <http://appreciationatwork-media.s3.amazonaws.com/uploads/2014/08/Ratings-of-Toxic-Symptoms-Report-from-Appreciation-at-Work.pdf>

STRATEGIC ANALYSIS

What to do with the Scan?



Have the:

External Environmental Scan Team

and the

Internal Evaluation Team

brief the entire group

Use the entire group to develop the Plan

STRATEGIC ANALYSIS

SOAR Analysis

Strategic Inquiry- Appreciative Intent

Strengths
Opportunities
Aspirations
Results

STRATEGIC INQUIRY- APPRECIATIVE INTENT

WHY SOAR?

Stop Nega-holism;

- SWOT Analysis focuses at least 50% on negatives; **S**trengths must overcome **W**eaknesses and **O**pportunities must be used to counter **T**hreats

SOAR Analysis focuses on the Positive (4 “D’s”)

- **Discovery** - finding out about moments of excellence, core values and best practices;
- **Dream** - envisioning positive possibilities;
- **Design** - creating the structure, processes & relationships that will support the dream;
- **Destiny** - developing an effective inspirational plan for implementation.

No Conjunctions allowed.

- Substitute “How Can We...” for “But we can’t because...”

STRATEGIC INQUIRY- APPRECIATIVE INTENT

The Elements of SOAR

Strategic Inquiry (What we look like):

Strengths-

- What are our greatest assets?
- What do we do well? What unique resources do we have?
- What do others see as our strengths?

Opportunities-

- What are the best possible opportunities for us as an organization?
- How can we better serve our customers?
- What opportunities are open to us?
- What trends could we take advantage of?

Appreciative Intent (What we want to be):

Aspirations-

- What is our preferred future?
- Hopes & dreams for our organization?

Results-

- What are the measurable results so we know we've achieved our aspirations?
- How can we reward success?

STRATEGIC INQUIRY- APPRECIATIVE INTENT EXERCISE

With your ACQ 405 Project in mind;

Brainstorm a list for each of the elements of SOAR

- Use the questions provided to guide your brainstorming
- *Rapidly* list as many as you can for each element

Affinity Group the lists

- Come up with 3 or 5 “Top/Most Important/Best” choices for each

Enter your top choices on the template provided

- These will be brought forward for analysis

Share your results with your Table Group

- What was hard about this?
- What was easy?

BRAINSTORMING

SOAR

Strengths

- *What are our greatest assets?*
- *What do we do well?*
- *What unique resources do we have?*
- *What do others see as our strengths?*

Opportunities

- *What are the best possible opportunities for us as an organization?*
- *How can we better serve our customers?*
- *What opportunities are open to us?*
- *What trends could we take advantage of?*
- *How can we turn our strengths into opportunities?*

Aspirations

- *What is our preferred future?*
- *What are our hopes & dreams for the organization?*

Results

- *What are the measurable results so we know we've achieved our aspirations?*
- *How can we reward success?*

STRATEGIC INQUIRY- APPRECIATIVE INTENT

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SWOT BRAINSTORMING

Expanding on SOAR

Strengths

- *What are our greatest assets?*
- *What do we do well?*
- *What unique resources do we have?*
- *What do others see as our strengths?*

Weaknesses

- *What could we improve?*
- *Where do we have fewer resources?*
- *What do others see as weaknesses?*

Opportunities

- *What are the best possible opportunities for us as an organization?*
- *What opportunities are open to us?*
- *What trends could we take advantage of?*
- *How can we turn our strengths into opportunities?*

Threats

- *What threats could harm us?*
- *What is our competition doing?*
- *What threats do our weaknesses expose us to?*

Analysis Template

Aspirations:

What is our preferred future?

What are the hopes & dreams for our organization?

Desired Results:

What are the measurable results so we know we've achieved our aspirations?

Opportunities

- A.
- B.
- C.

Threats

- A.
- B.
- C.

Strengths

- 1.
- 2.
- 3.

SO

How can we use our strengths to take advantage of these opportunities?

ST

How can we use our strengths to avoid threats?

Weaknesses

- 1.
- 2.
- 3.

WO

How can we use opportunities to overcome weaknesses?

WT

How can we minimize weaknesses and avoid threats?

Note: This defensive approach can minimize loss but is unlikely to create success

Analysis Exercise

Aspirations:
Stable, growing organization & the PMO of Choice

Desired Results:
Reduce Turnover rate by 50%

Opportunities

- A. *We have some new employees in the organization*
- B. *We will get a new PM in 6 months*

Threats

- A. *We may see funding cuts because we are under executing funding actions*
- B. *Our enterprise is not well aware of what we provide to the warfighter*

Strengths

- 1. *DPM recently took a course on Strategic Planning*
- 2. *The product manager recently took a course on stakeholder management*

SO

How can we use our strengths to take advantage of these opportunities?

- 1A.
- 1B.
- 2A. *Do 1.A exercise*
- 2B.

ST

How can we use our strengths to avoid threats?

- 1A.
- 1B.
- 2A. *Do 2B exercise*
- 2B.

Weaknesses

- 1. *The PMO is lacking SOPs & Role definition. There are busy people and workers that are idle*

WO

How can we use opportunities to overcome weaknesses?

- 1A.
- 1B. *Do 1.B exercise*

WT

How can we minimize weaknesses and avoid threats?

- 1A.
- 1B. *Do 1.B exercise*

SETTING THE DIRECTION

Key Results Areas (KRAs) Characteristics

- **Essential areas of performance that must be done well in order to achieve mission success**
- **Communicate strategic direction and expectations to the workforce**
- **Progress and completion is observable and measurable**

SETTING THE DIRECTION

Determining KRAs

- Identify top 3-5 SO, ST, WO and WT areas by:
 - Open discussion to reach consensus on KRAs *OR*
 - Voting
 - Each person gets 5 sticky dots or tabs
 - Team members vote for their personal top choices
 - Can put more than one dot/tab on an idea
 - Top vote getters become KRAs
- Assign a leadership “Champion” to each KRA
 - Implementation teams can be assigned or volunteers
 - Champion leads team in writing their charter and defining initial approach to accomplishing KRA and measuring progress
- Establish timelines to review charter as well as plan, schedule & resource requirements
- Determine method and frequency to track progress

Disciplined Battle Rhythm Is the Key to Success:
Review and Track Progress Rigorously

STRATEGIC PLANNING EVENT

Timeline

Strategic Planning Day minus 3 or 4 weeks

- Introduce leadership team to the process
- Assign a team to do the Strategic Analysis

Strategic Planning Day minus 1 week (optional, but recommended)

- Leadership team meets to discuss Strategic Analysis: Consensus not needed!

Strategic Planning Day Activity	Time
Review Strategic Purpose	0800-0815
Review Environmental Scan & Internal Evaluations	0815-0900
Brainstorm SWOT	0900-1030
SWOT Analysis	1030-1200
Establish Key Result Areas (aka goals, priorities, desired outcomes)	1300-1500
Assign Champions and Implementation Teams	1500-1530
Establish Battle Rhythm to Track Implementation	1530-1700

Strategic Plan Event plus 1 week: Deploy implementation teams

Strategic Planning Event plus 2 weeks: Review team charters, begin tracking progress

IMPLEMENTATION

SMARTTR Goals

Specific

Measurable

Attainable

Relevant

Rigorous

Time-bound

Rewarded

IMPLEMENTATION

Rewards & Recognition- Motivation By Appreciation

The Five Languages of Appreciation at Work

1. Words of Affirmation
2. Tangible gifts
3. Acts of Service
4. Quality Time
5. Appropriate Physical Touch

Ratings of Toxic Symptoms (ROTS) Scale

Can be assessed via the Motivation by Appreciation Inventory

- <http://www.appreciationatwork.com/>

IMPLEMENTATION

Common Mistakes in Goal Setting

1. Setting unrealistic goals
 - Think **SMARRTR**: **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **R**igorous, **T**ime-bound, **R**ewarded
2. Focusing on too few or too many areas
3. Underestimating completion time or resources
4. Not appreciating failure
5. Setting “other people’s” goals
6. Not reviewing progress
7. Setting negative goals
8. Setting too many goals

IMPLEMENTATION

Tool Examples

- **Balanced Scorecard**
- **Cause and Effect Diagrams**
- **Communication Plan Models (TREO & OMT)**
- **Force Field Diagram/Analysis**
- **Process Mapping**
- **PICK Charting**
- **Prioritization Matrices**
- **Goal Setting Tools**

STRATEGIC PLANNING

Last Thoughts

- **It's YOUR process**
 - Keep control of the process
 - Make sure the process passes the “so what” test at each step of the way
 - An outside facilitator can help you stay on track & give everyone an opportunity to contribute
 - If you know there is a “must do,” tell the team up front
- **Watch the resource loading during implementation**
- **Follow through is key**
- **Don't let the Plan become “Shelf-Ware”**

WHERE TO GET HELP

<http://managementhelp.org/strategicplanning/index.htm>

http://www.mindtools.com/pages/main/newMN_STR.htm

<http://strategicmanagementinsight.com>

[The Strategy-Focused Organization](#) by Kaplan and Norton

<https://pmtoolkit.dau.mil/>, Chapter 3

DAU Mission Assistance



EXERCISE WORKSHEETS



Values Worksheet

Values are ideals that we (and our organizations) hold dear—how we intend to operate on a day-to-day basis as we pursue our vision.

- How we want to behave with each other
- How we expect to regard our customers, community, and vendors
- The lines which we will not cross
- Guiding behaviors that will help people move toward the vision

Circle or write in 5-7 words that best describe values that are deeply important in your organization.

Truth	Creativity	Strength	Authenticity
Play	Peace	Courage	Dignity
Innovation	Love	Accountability	Honor
Integrity	Relationship	Loyalty	Flexibility
Security	Commitment	Persistence	Learning
Fun	Fairness	Faith	Spirituality
Honesty	Cooperation	Order	Collaboration
Respect	Dependability	Humor	Excellence
Adventure	Service	Trust	Freedom
Resourcefulness	Support	Justice	Quality
Friendship	Caring	Connectedness	Purposefulness
_____	_____	_____	_____
_____	_____	_____	_____

Below is a list of questions to help you expand on what your core values mean to you. You do not need to answer all the questions; do as many as you like. It is helpful to write down your answers, and also to discuss them with colleagues to build a consensus list.

- Where did this value come from? (usually a person or significant event)
- When did it become important?
- What happens at work that is consistent with this value?
- What happens at work that is inconsistent with this value?
- What does this value mean to me?
- What do I do that is consistent with this value?
- Who are the people that represent this value to me?
- What has happened in my life that is inconsistent with this value?

SOAR BRAINSTORMING WORKSHEET

Strengths

What do we do well? What unique resources do we have? What do others see as our strengths?

Opportunities

What are the best possible opportunities for us as an organization? What opportunities are open to us? What trends could we take advantage of? How can we turn our strengths into opportunities?

Aspirations

What is our preferred future? What are our hopes & dreams for the organization?

Results

What are the measurable results so we know we've achieved our aspirations? How can we reward success?

Analysis Exercise Template

Aspirations:
Stable, growing organization & the PMO of Choice

Desired Results:
Reduce Turnover rate by 50%

Opportunities

- A. *We have some new employees in the organization*
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Weaknesses

- 1. *The PMO is lacking SOPs & Role definition. There are busy people and workers that are idle*

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How can we use opportunities to overcome weaknesses?

WT

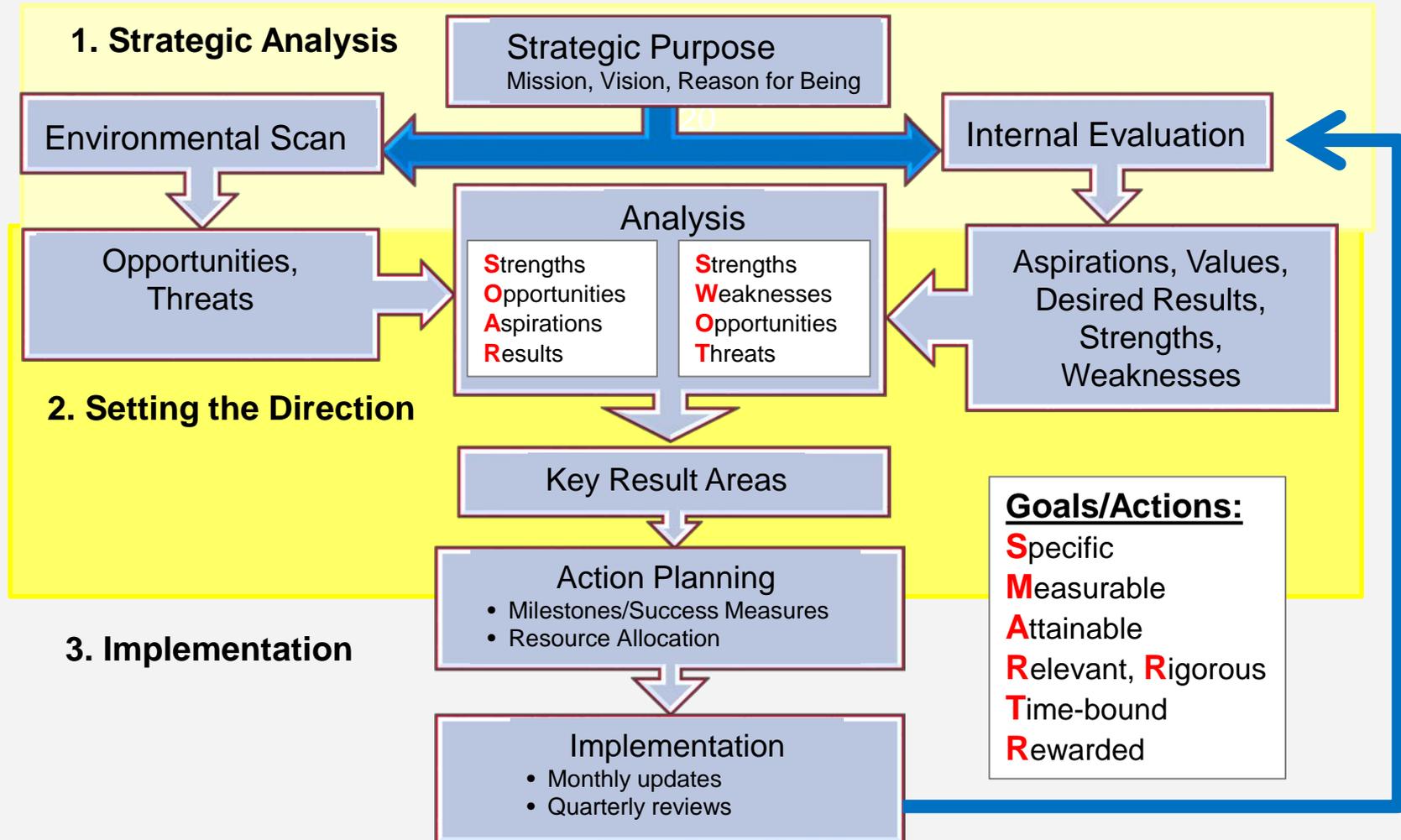
How can we minimize weaknesses and avoid threats?



BLANK FORMS AND BACKUP SLIDES



A STRATEGIC PLANNING PROCESS



STRATEGIC ANALYSIS WORKSHEET

Mission or Strategic Purpose



Environmental Scan

What external trends will influence your ability to execute your mission?

Internal Evaluation

Upcoming major events? What have you accomplished? What are you struggling with? Are resources appropriate?

PEST ANALYSIS WORKSHEET

Political:	Economic:
Socio-Cultural:	Environment:
Operational:	
Conclusions	

BRAINSTORMING

SOAR

Strengths

- *What are our greatest assets?*
- *What do we do well?*
- *What unique resources do we have?*
- *What do others see as our strengths?*

Opportunities

- *What are the best possible opportunities for us as an organization?*
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Aspirations

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Results

- *What are the measurable results so we know we've achieved our aspirations?*
- *How can we reward success?*

SOAR BRAINSTORMING WORKSHEET

Strengths

What do we do well? What unique resources do we have? What do others see as our strengths?

Opportunities

What are the best possible opportunities for us as an organization? What opportunities are open to us? What trends could we take advantage of? How can we turn our strengths into opportunities?

Aspirations

What is our preferred future? What are our hopes & dreams for the organization?

Results

What are the measurable results so we know we've achieved our aspirations? How can we reward success?

SWOT BRAINSTORMING WORKSHEET

Strengths

What do we do well? What unique resources do we have? What do others see as our strengths?

Weaknesses

What could we improve? Where do we have fewer resources? What do others see as weaknesses?

Opportunities

What are the best possible opportunities for us as an organization? What opportunities are open to us? What trends could we take advantage of? How can we turn our strengths into opportunities?

Threats

What threats could harm us? What is our competition doing? What threats do our weaknesses expose us to?

Analysis Template

Aspirations:

-
-

Desired Results:

-
-
-

Opportunities

- A.*
- B.*
- C.*

Threats

- A.*
- B.*
- C.*

Strengths

- 1.
- 2.
- 3.

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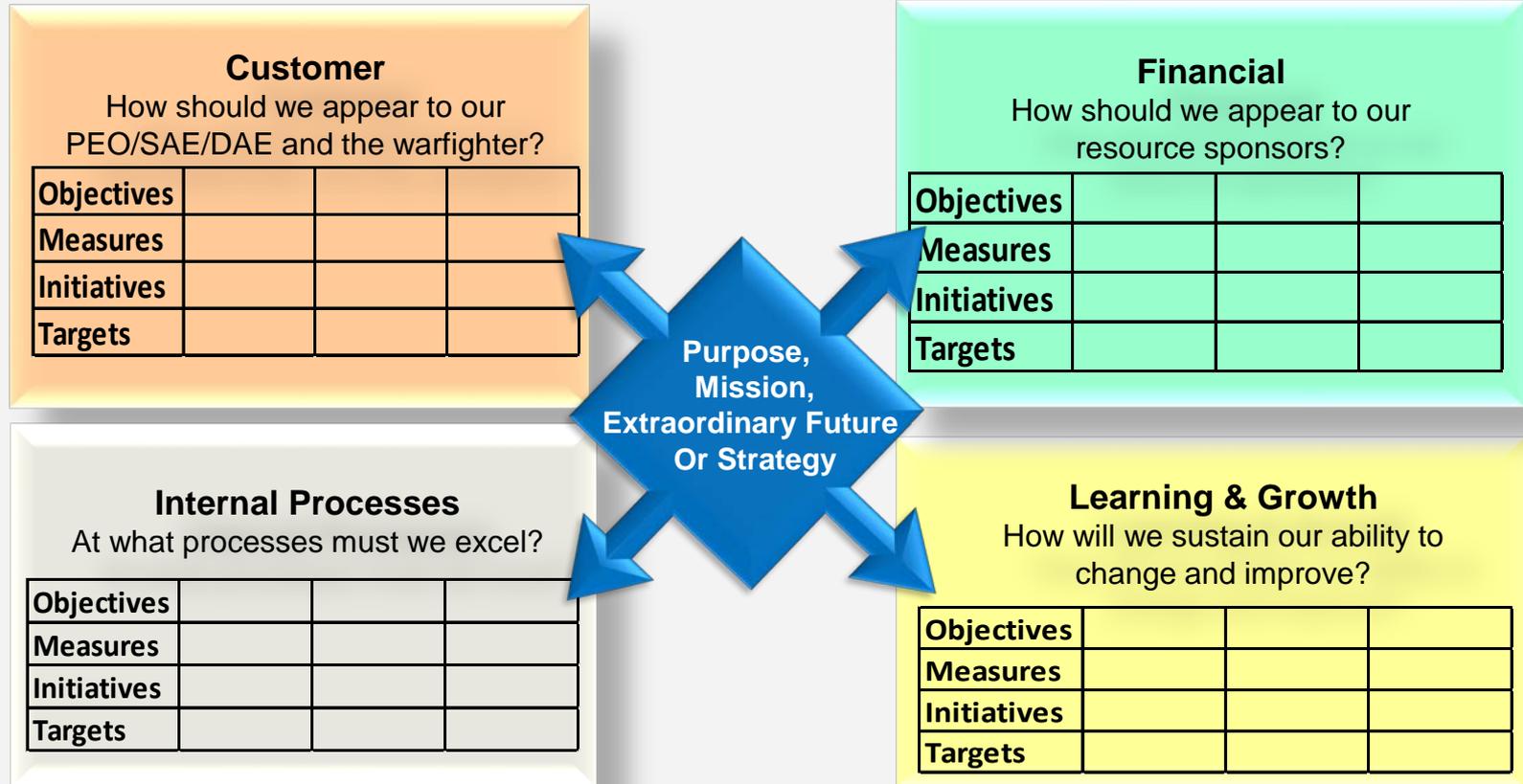
How can we minimize weaknesses and avoid threats?

DESIRED OUTCOMES WORKSHEET

SO	Desired outcome: Champion: Team members: Measure of success: Progress tracking method: Expected completion:
ST	Desired outcome: Champion: Team members: Measure of success: Progress tracking method: Expected completion:
WO	Desired outcome: Champion: Team members: Measure of success: Progress tracking method: Expected completion:
WT	Desired outcome: Champion: Team members: Measure of success: Progress tracking method: Expected completion:

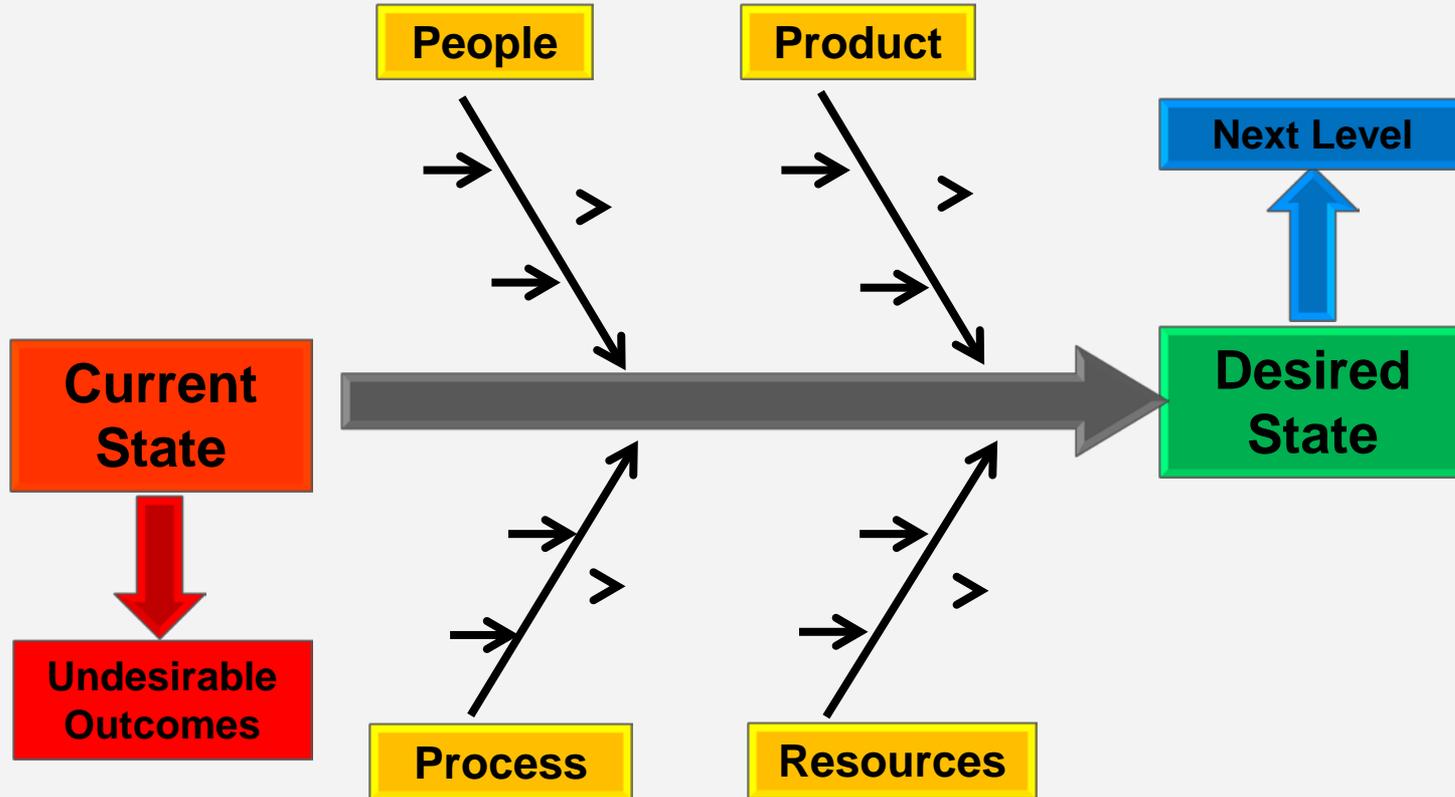
IMPLEMENTATION

Balanced Scorecard Approach



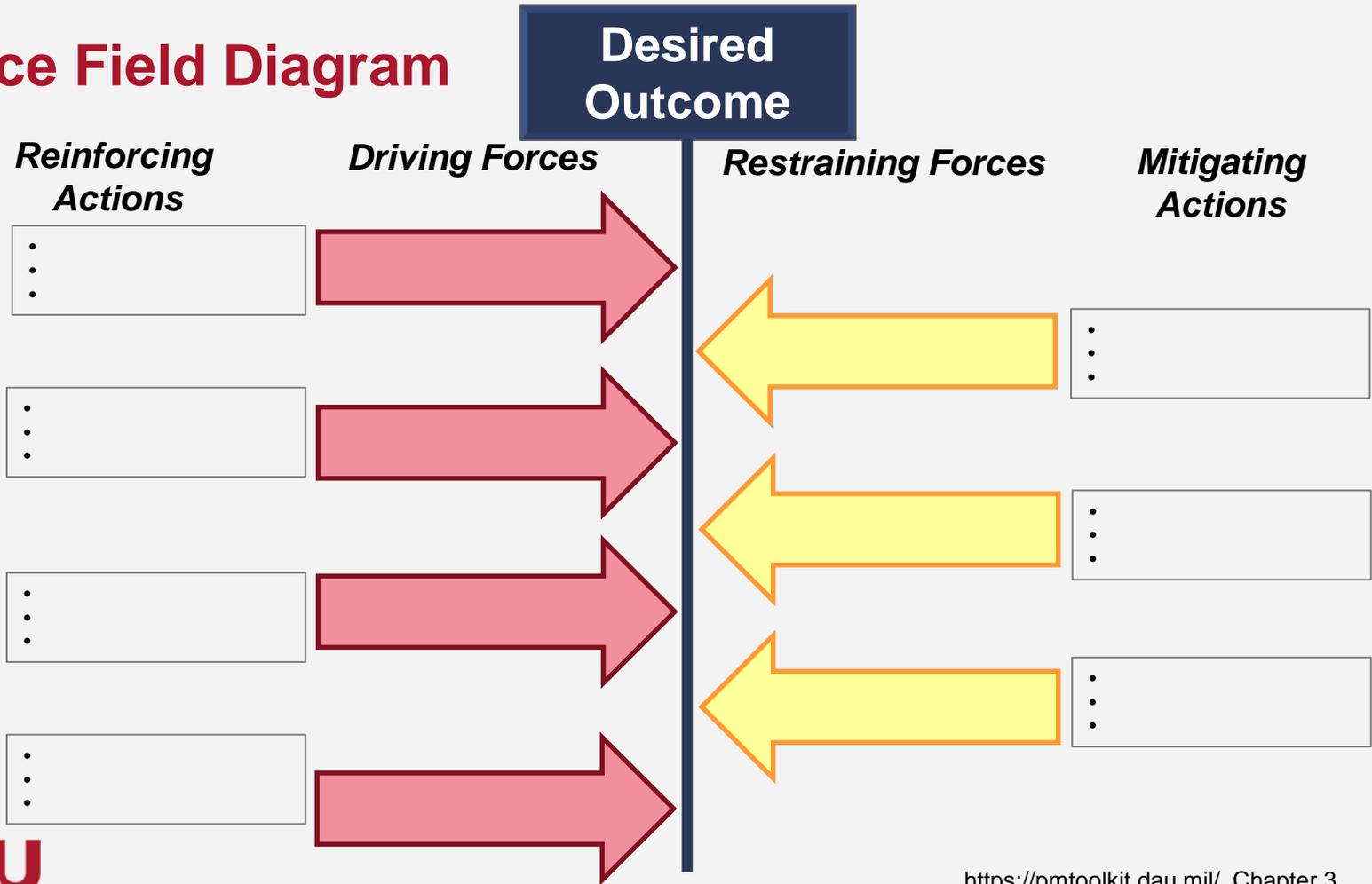
IMPLEMENTATION

Cause & Effect Diagram*



IMPLEMENTATION

Force Field Diagram



STRATEGIC FRAMEWORK EXAMPLES

National Multiple Sclerosis Society

Mission

We mobilize people and resources to drive research for a cure and to address the challenges of everyone affected by MS.

Vision

A World Free of MS

WIKI: a United States-based non-profit organization, and its network of chapters nationwide help people affected by multiple sclerosis by funding research, driving change through advocacy, facilitating professional education, and providing programs and services that help people with multiple sclerosis and their families.

STRATEGIC FRAMEWORK EXAMPLES

San Diego Zoo

Mission

Be a conservation, education, and recreation organization dedicated to the reproduction, protection, and exhibition of animals, plants, and their habitats.

Vision

To become a world leader at connecting people to wildlife and conservation.

Strategy

“Focus on our identity by transforming the character of the Zoo into the global conservation leader by raising awareness of our conservation work, actively pursuing open strategic partnerships, and becoming catalysts for change.”

STRATEGIC FRAMEWORK EXAMPLES

Sample Mission Statements

- Bristol-Myers Squibb Company (pharmaceuticals) – "To discover, develop, and deliver innovative medicines that help patients prevail over serious diseases."
- ConocoPhillips (gas/energy) – "Our mission is to power civilization."
- Walgreens (drugstores) – "To be the most trusted, convenient multichannel provider and advisor of innovative pharmacy, health and wellness solutions, and consumer goods and services in communities across America."
- Nike (athletics) – "To bring inspiration and innovation to every athlete in the world."
- The Dow Chemical Company (chemicals) – "To passionately create innovation for our stakeholders at the intersection of chemistry, biology and physics."

EXAMPLES OF MISSION STATEMENTS

- **Bristol-Myers Squibb Company**
- **Slogan / Motto**

“Extending and enhancing human life”

- **Description**

Bristol-Myers Squibb Company manufactures pharmaceutical drugs and other healthcare products. Some of their brands include Abilify(r), Avapro(r), Baraclude(tm), Cardiolite(r), ConvaTec Ostomy Care, ConvaTec Wound Therapeutics, Enfamil(r), Erbitux(r), Plavix(r), Pravachol(r), Reyataz(r), and many more.

- **Mission Statement**

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

EXAMPLES OF MISSION STATEMENTS

- **Advanced Auto Parts, Inc**

- **Slogan / Motto**

We're Ready in Advance

- **Description**

Advanced Auto Parts, Inc. is a company that provides customers with automotive products and services, which include diagnosing vehicle problems and doing repair work

- **Mission Statement**

It is the Mission of Advance Auto Parts to provide personal vehicle owners and enthusiasts with the vehicle related products and knowledge that fulfill their wants and needs at the right price. Our friendly, knowledgeable and professional staff will help inspire, educate and problem-solve for our customers.

EXAMPLES OF MISSION STATEMENTS

- **Ford Motor Company**
- **Slogan / Motto**

“Built for the road ahead.”

- **Description**

The instigator of the manufacturing revolution of mass production assembly lines, the Ford Motor Company is one of the largest manufacturers of transportation vehicles, particularly cars and trucks. The cars they manufactured include Ford, Lincoln, Mercury, Mazda, Volvo, Jaguar, Land Rover, and Aston Martin.

- **Mission Statement**

“We are a global family with a proud heritage passionately committed to providing personal mobility for people around the world.”