MISSION AND OBJECTIVES OF INDIAN BUSINESS ORGANIZATIONS

Introduction

Mission and objectives are important to any organization. They are the starting points in strategic management. It is the purpose of this chapter to examine the mission and objectives statements in Indian companies. An analysis of these statements throws some light on the basic values pursued by large Indian companies. There is a dearth of literature in the field of strategic management in India on the mission and objectives statements of large Indian companies. This chapter seeks to fill to some extent the gap.

What is Mission? What is Objective?

Mission and objectives provide a sense of direction to enterprise. They focus enterprise efforts and guide their plans and decisions. Explaining fundamental socioeconomic purposes, Steiner (1969) writes that "Enterprises are not isolated from the society of which they are a part. They are creatures of it and are nurtured and supported by it to accomplish specific purposes. They will survive only as long as they satisfy these purpose. One of the major purposes of organized business is to use economic resources efficiently in satisfying consumer wants. Further he writes that "An objective is a desired future state of a business or one of its elements." According to him structure of objectives covers the
essential areas of profitability, sales and markets, products, finance, stability, personnel, organization, flexibility, and research and development.

Chester I. Barnard's classic book "The Functions of the Executive" is the first well-known book on finer aspects of the functioning of the top management and organizational performance. Barnard (1976) states that "The..... executive function is to formulate and define the purposes, objectives, ends, of the organization." Selznick (1952) considers "The definition of institutional mission and role" as one of the key tasks of leaders.

Scott (1965) asserts that "THE ESTABLISHMENT OF OBJECTIVES IS A SUBJECT OF GREAT importance wherever a company embarks upon any kind of long-range planning." Ackoff (1970) writes that "States or outcomes of behavior that are desired are objectives" and "Goals are objectives whose attainment is desired by a specified time within the period covered by the plan."

"The strategy school of thought views mission primarily as a strategic tool, an intellectual discipline which defines the business's commercial rational and target market. Mission is something that is linked to strategy but at a higher level. In this context, it is perceived as the first step in strategic management. It exists to answer two fundamental questions: What is our business and what should it be?" (Campbell and Yeung, 1991).
According to Prasad (1985), "The purpose and mission of an organization is a general enduring statement of the organization the intent of which embodies the decision maker’s business philosophy; it implies the image which the organization seeks to project."

Mockler (1972) writes that "The overall corporate objective defines the kind of company the owners, usually through their representatives, the board of directors, have determined will most profitably put their resources to use in exploiting available market opportunities over the long term." According to Higgins and Vincze (1989), "Mission, or purpose, is the organization's raison d'être, its reason for being. Mission is the primary consideration on which organizational goals, objectives, policies, and strategies are based.

Jauch and Glueck (1988) write that "the question what business are we in? requires a consideration of the mission definition or the scope of the business activities the firm pursues. Whereas the question why are we in business involves establishing objectives to be accomplished.

Organizational Realities

Mission or Purpose is a reason for existence of an organization to perform some function. It is an idea kept before the mind of the strategist at an end of effort of the people belonging to an organization. The reality is quite far from the definition. Though mission is so important, business organizations do not seem to pay proper attention to it. Normally, in an organization the concept of mission lacks clarity and
needs articulation. Either the leaders of organization have not defined the institutional mission or have not properly defined and lacks clarity or even if the mission is clearly defined, it may not be suitable mission for the organization and most often, if by chance the most suitable mission has been clearly defined and articulated, it then remains to the knowledge of the board members and top management only, and the communication of which is not made or percolated down to the lower levels of the organization. Mission is something that may be clearly ingrained in the mind of all the people belonging to an organization and their efforts may reflect their commitment to it.

Objective or goal is relating to that towards which action is directed. By definition, an organization is an association of two or more people working for achievement of a common objective. Common objective is not only an element of strategic management but also a condition precedent to an organization coming into an existence. In reality, what happens, however, is that the association of two or more people may be working for the achievement of the common objective but people may also be having individual objectives. Organizational and personal objectives may be overlapping to a certain extent and to that extent working of such people becomes smooth and well coordinated and the organization holds the nature of unified whole. When that is not the case intrapersonal conflict takes place, which damages efficiency of the persons so affected.

There is no organization where one cannot find existence of any of these alternatives. On the other side, organization's objectives are not
defined in most cases. If defined, they are not clear and need proper articulation. If defined clearly, they may not be suitable. If they are clearly defined and are suitable, they may be confined to the knowledge of top management only and have not been communicated to the lower levels, which in fact works directly for the achievement of the objectives. Objectives may be suitable for an organization, clearly defined and known to all the persons belonging to the organization.

Radical changes in organization or in the relevant environment require redefinition of organization's mission and objectives. Culture of a large complex organization, in which mission and objectives are ingrained often takes a span of years to change. Strategists may therefore make decisions to change it years in advance. This is primarily because of the bureaucratic lag or momentum inherent in large complex human systems and technological systems. Also with the passage of time, realized mission and objectives may turn out to be significantly different from the ones intended, due to numerous factors, known as well as unknown. It would be prudent to modify the mission and objectives accordingly, for better impact.

Theoretically as well as practically the understanding of mission and objectives is of paramount importance, but that is extremely difficult in reality. Like in the fable of the elephant and the blind men, the way elephant is described, mission and objectives of organization are described by people belonging to different functional areas and levels of an organization. People perceive and understand their organization in such diverse ways that it is sometimes difficult to believe that they
are actually talking about the same organization.

The Western Experience

Waterman & Peters in "In Search of Excellence" talk about shared goals. In their study of successful American companies, the authors found that most well-run companies were able to articulate their shared goals. It is easy to write out mission and objectives, but ingraining them in an organization is slow and time consuming process. If carried out, they can work as an effective cohesive force when team work in organization is emerging as the single most significant prerequisite for corporate success.

The Imperial Chemicals Industries Limited (ICI) experience highlights the problem with corporate credos and the strategic vision of chief executives, where it is frequently beyond the ability of chief executive and other senior managers to deliver, even in medium term. Sir Paul Chambers, ICI chairman from 1960-68, referred to the change be wished to achieve in 1964, a shift from a management culture heavily preoccupied with science and technology to one that placed more emphasis on financial and commercial skills. But the change did not take place till 1980. As an increasing hostile business and economic environment began to affect financial performance adversely, the trigger for real change was the dramatic fall in trading profits in 1980 by almost half. This perceived crisis finally caused top managers to accept that ICI had reacted too slowly to the fast-changing scene in 1970s and that the old culture was not up to the challenge of a rapidly changing environment. Only then
The desired change took place. ICI's performance from 1980 to 1983 was impressive and affirmed the fact that corporate culture is more than a passing fad; it is real and powerful.

Theodore Levitt in his well-known article "Marketing Myopia" has highlighted the fact that failure of an organization is the failure of the top management. They are those who deal with broad aims and policies and they often commit mistake in becoming product-oriented instead of customer-oriented. Giving example of the Railroad company, he alleges that its failure is due to the fact that management were railroad-oriented instead of transportation-oriented. Similarly, Hollywood was movie-oriented rather than entertainment-oriented. According to him, management must think of itself not as producing products but as providing customer-creating value satisfactions. It must push this idea into every nook and cranny of the organization.

One may, however, be wise even when following a mission and objectives. Overdoing anything is harmful. According to the Greek myth, Icarus was given artificial wax wings which enable him to soar to dizzying heights. Unfortunately, he did not use his powers wisely. He was arrogant and fearless; he flew too close to the sun and fell to his death when his wings melted. This lesson applies to companies that have ridden their success strategies too far, almost to the point of failure.

The Indian Experience

Study of large organizations in India, reveal that a few of them, like
Union Carbide (UC), HCL-HP (HP), Procter & Gamble (P&G), Gujarat Cooperative Milk Marketing Federation Ltd (GCMMFL), and Minerals and Metals Trading Corporation (MMTC), have written statements of mission and objectives, that are public documents. Few other, like Onida, Asian Paints, Gujarat Ambuja Cements, Asea Brown Boveri, Blue Star and State Bank of India (SBI), make brochures giving information on their organizations, achievements and future plans, which do reflect elements of its mission, purpose, values, guiding principles, objectives and goals. Some organizations like Lipton and ITC, publish separate booklets on Chairmen's speeches, which include the mission, and objectives on piece-meal basis, whereas, most of other organizations provide information on their objectives on piecemeal basis in the directors reports in their annual reports. Nirma, the so-called small-scale giant, revealed its mission and objectives through a stall in the "Naya Gujarat Exhibition" held in Ahmedabad in 1991. JK Tyre's mission is mentioned in a large framed poster at reception hall of its head office at Delhi and Nelco distributes write-up on its mission, objectives etc to new staff members during induction program.

There is a high degree of inertia in Indian companies. Stable and controlled environment in which they were functioning is also to be blamed. But apart from that, other important reason is that most of the major Indian companies belong to industrialist families and in many cases the companies were established by entrepreneurs of earlier generations and the existing top management inherited these companies by way of their blood relations and less on the consideration of their business acumen. This does not imply that the existing top managements of these
companies are incapable of holding their chair. Many of them are capable and some are even appropriately or well qualified too. But there are many cases, notably in old industries like textiles, where top management excels only in drifting along with the organization and is not one that leads the organization instead.

In such cases, the only mission of an organization becomes to continue its attempt to exist, in which, it fails ultimately. Enterprises are creatures of society and are nurtured and supported by it to accomplish specific purpose. Existence of an enterprise, merely for the sake of its existence, is definitely not the specific purpose any society expects of an enterprise. If by applying force that is made possible, then chances are that the whole society will collapse. Union of Soviet Socialist Republics (USSR) is an excellent example of it. India too was in the line, but thanks to liberalization, things might turnout to be different, if its implementation is successful. There are so many organizations in India that do not have a clear cut idea about their mission and objectives. Some are in the process of winding up and many more are on their way to do so.

There are some organizations in India, which are aware of the importance of mission/purpose and objectives/goals of organization. Most of them are found to have some link with the organizations based in the advanced countries. The link is either in the form of being a subsidiary of the multinationals or having collaboration. Union Carbide, HCL-HP, Onida, Procter & Gamble, Nelco, Lipton, Asea Brown Boveri, Blue Star and ITC, are such organizations. On the other hand a few local organizations,
like Nirma, have developed their own mission and objectives, learning the hard but surest way through practical experience. Organizations like Union Carbide, Onida, Procter & Gamble (P&G), Nelco, GCMMFL, Asea Brown Boveri (ABB), MMTC, Blue Star and ITC have clearly defined suitable mission/purpose statements. Organizations like Union Carbide, HCL-HP, Nirma, GCMMFL, Lipton, Gujarat Ambuja Cements, MMTC, ITC and State Bank of India have clearly defined objectives/goals.

The essential areas covered by mission/objectives statements of these organizations are: interest of shareholders, laws/ethics/integrity, social responsibilities, customer orientation, concern for employees, leadership in business, significance of teamwork, search for excellence, quality consciousness, profit motive, products, productivity, technology, suppliers, distribution system, growth and globalization, exports, national considerations, service, image building and safety/environmental protection.

Interest of Shareholders

Union Carbide's mission statement clearly states that Union Carbide exists to provide its shareholders with maximum value in the long term. Procter & Gamble's statement of purpose states that it expects its brands to achieve leadership share and profit position and that, as a result, its business, its people, its shareholders and the communities in which it work, will prosper. JK Tyre's statement on COMMITMENT TO EXCELLENCE states that its goal is to give adequate returns to its shareholders. MMTC's one of the objectives is to ensure reasonable
In business, return on investment or to shareholders is of paramount importance but only four organizations are found to make mention of it so clearly. Does it mean that other organizations are shy of even making mention of it or are so fearful that they would rather keep it a closely guarded secret.

Laws, Ethics, Integrity

Laws, ethics and integrity are basic to any civilization but in India among the organizations under study only a few organizations openly declared their intention to comply. Union Carbide states that it will comply with the laws and adhere to the highest standards of business integrity and ethics. HP way, which spells out mission and objectives and HCL-HP adapting to it, states that HP people are expected to be open and honest in their dealings to earn the trust and loyalty of others and conduct business with uncompromising integrity. Onida's mission is always striving for excellence within the framework of law, and pride in ethical values. P&G wants to achieve its purpose through an organization and working environment which attracts the finest people and maintains the company's historic principles of integrity, and doing the right things. The principle that guides P&G's actions as a company is that it will maintain and build its corporate tradition which is rooted in the principle of personal integrity.
Social Responsibility

Enterprises are creatures of society and are nurtured and supported by it to accomplish specific purpose. Do enterprises consider the same. And if they do, how many of them are aware and committed to its social responsibilities? Union Carbide's mission emphasizes that it will carry out its social responsibility. HP's corporate objectives are guiding principles for all decision-making by HP, one of which is to honor HP's obligation to society. Onida's mission is to benefit society at large, through innovation, quality, productivity, human development and growth. The Asea Brown Boveri's philosophy emphasizes that its multidomestic presence must contribute to creating wealth locally, and that the thrust of its resources, experience, investment and dynamic technology is to "make it happen here. And now." MMTC's objectives include to be over-conscious of its increasing social role. One of the values cherished at SBI is in the field of social banking. SBI has striven hard to ensure that the benefits of banking reach the weak and neglected sections of the population. BMTCFL's subtle objective is to change the society for better. Membership in the co-operative structure welds rural producers into one organic body, promotes communal harmony and instills a sense of identity and purpose. The co-operative system has proved itself a vital force for socioeconomic progress at the grassroots level.

Customer Orientation

Customer orientation is what is all about now a days in marketing management in trade and industry. But how many organizations have specifi-
cally and officially attached importance to its customers? Obviously all of them should have, but in reality only a few have done so. HP emphasizes that it will provide services and values for its customers. HP focuses on a high level of achievement and contribution from its people, especially managers to provide its customers products and services to be of the highest quality and to provide lasting value. P&G's statement asserts that P&G's purpose is to provide products of superior quality and value that best fill the needs of the world's consumers. Nirma intends to minimize middlemen between the manufacturer and customers and maximize returns to consumers. Nelco's business philosophy is to provide its customers with reliable products of high quality. At Asian Paints, an idea states: there are two ways in which it can satisfy its customers. The first is by meeting their requirements. The second is by anticipating their needs. The philosophy of Blue Star is that it firmly believes in technology, not merely in technology by or in itself, but as a means to serve people because Blue Star values them the most.

Concern for Employees

Employees are now becoming less as a factor of production and more as business partners. They are considered important as they can make or mar any organization. There are some organizations that focus on employees to a high degree, because it is employees only, through which they function and achieve their business objectives.

The Union Carbide emphasizes careers for employees. The values that underlie UC's mission are that UCILIANS should believe in themselves,
their work and their company. UC must be a place where each individual will be given equal opportunity, a place where all can achieve recognition and reward based on their performance. The environment of UC will foster timely decisions, encourage taking reasonable risk and stimulate new thinking and new approaches. UCILIANS must be able to change rapidly to meet challenges and opportunities of a fast changing world.

HP way states that HP has trust and respect for individuals. It approaches each situation with the understanding that people want to do a good job and will do so, given the proper tools, and support. People achieve common objectives through team-work at HP. HP’s corporate objectives include to provide HP people employment security based on their performance and to recognize their individual achievements and to foster initiative and creativity in management.

Procter and Gamble’s attitude about its employees is that it will employ throughout the company the best people it can find and will promote on the basis of performance. It will build the organization from within, pay its employees fairly and provide for their emergency, reward individual innovation, encourage teamwork, maximize the development of individuals through training. JK Tyre recognizes that its goals include giving stability and growth opportunity to its employees.

Ambuja Cement is much focused on employees. Its booklet "I can" states that it lets its employee set his own targets, gives him freedom and authority to execute, and task becomes a personnel challenge for him. Highlighting the capabilities and achievements of its employees, it
states that they built its cement plant in two years, whereas it is not possible to build a cement plant in less than three years. As against the average capacity utilization of 80 per cent to 90 per cent of Indian cement plants, its capacity utilization was above 130 per cent. As against 4-5 interruptions a day in an average Indian plant, Ambuja has a record of 40 days without a single interruption. As against average consumption of 125 units of electricity per ton of cement produced, Ambuja consumed 98 units of electricity. A rose garden is grown near plant to demonstrate dust-free environment up to the rigorous Swiss standards.

Minerals and Metals Trading Corporation's objectives include maintaining an entrepreneurial environment and ensuring continuous development of human resources. ITC stands for the professional management of commercial enterprise and its planned growth. This reflects the high degree of importance given to its employees.

Leadership in Business

It is difficult for an organization to achieve leadership in its field, be it local, national or international. But the rewards to leaders, especially in business are high. The values cherished at ONIDA group are:

(a) Leadership by looking ahead,

(b) Perfection through stringent quality control,

(c) Responding to changing consumer needs,

(d) Staying ahead through teamwork and

(e) Building the future through vision.
P&G's goal is to achieve the leadership in every business in which it competes. JK Tyre's business goal is to ensure that its products and services are always of the highest quality, which assures full satisfaction of its customers. It recognizes that it is the only way to achieve its goal of attaining leadership in the tyre industry. Nelco's business philosophy is to be at the forefront of Indian electronic Industry with products based on high technology. Lipton's mission is to become a leading foods business in India. Ambuja cements has aimed and achieved leadership in efficiency and productivity in almost all the parameters of excellence in India. Not stopping at that, it goes on comparing itself with the international leaders in their respective fields and strives for comparable or better performance in such fields. MMTC's objective is to acquire on the basis of excellence of performance a position of leadership in the trading communities. ITC's mission is to make the "Made in India by ITC" a household name throughout the world. ITC intends to be in the forefront of the internationalization of India. The State Bank of India has over the years functioned as the flagship of Indian banking and has been in the forefront in all areas of banking - traditional, developmental and now in diversification. QCMMFL also is looking forward to a position of leadership, but with a difference. QCMMFL hopes that it will serve, in years to come, as a model on which other co-operative ventures can shape their own organization, policies and strategies. Here the motive behind the leadership role is not to profit from such status at the cost of other followers, but it is to profit through profiting them.
Significance of Teamwork

An organization is an association of two or more persons working together for achievement of common objectives. So stress on teamwork is natural. It is surprising to note that only a few organizations have stressed on teamwork in their mission and objective statements. At HP, HP’s values are a set of deeply held beliefs that governs and guides its behavior in meeting its objectives and dealings of its people with each other, its customers, shareholders and others. Management By Wandering Around (MBWA) is an informal HP practice which involves keeping up to date with individuals and activities around the entity through informal or structured communication. HP’s practice of participative management is Management by Objectives (MBO). Individuals at each level contributes to company goals by developing objectives, which are integrated with their manager’s and those of other parts of HP. HP’s Open Door Policy is the assurance that no adverse consequences should result from responsibly raising issues with management or personnel. Trust and integrity are important parts of the Open Door Policy. All these help create excellent environment for teamwork.

Search of Excellence

Excellence is rather a new concept in trade and Industries in India. So far they were basking comfortably in seller’s market. So the question of achieving excellence in whatever one is doing was rather irrelevant. Few organizations however are exceptions and have been consciously striving for excellence. JK Tyres has a commitment to excellence. It recognizes
that achieving its goal of leadership in the tyre industry requires never-ending improvements, active involvement and commitment to excellence by its suppliers and its people at all levels in the company. Since 1942, Asian Paint's philosophy has been that profit and growth are elusive when you seek them, but they are the natural consequence of the pursuit of excellence. Asian Paints' quest for excellence also started in 1942. The ideas at work at Asian Paints include - excellence is not a fixed standard but a process of evolution. Here the stress is on the continued alertness, which is important for a company that is enjoying the leadership position for over two and half decades. Ambuja Cement's booklet 'I can' illustrates its past achievements of its setting up cement plant in record 2 years period, increasing efficiency above 130 per cent of production capacity, running the cement plant for record 40 days without a single interruption, reducing average consumption of electricity per ton of cement produced to 98 units and containing pollution to rigorous Swiss standards, so that it can grow rose garden - all these reflect its success in search of excellence.

Quality Consciousness

Number of organizations in India strive for quality, or atleast they manifest so. The Union Carbide of India Limited has an objective - to establish an enabling environment at UCIL and will carry out the actions necessary including develop and implement programs in adequate recognition and motivation for significant contributors and upgradation of battery quality/process technology. HP focuses on a high level of achievement and contribution from its people, especially managers to
provide its customers products and services to be of the highest quality
and to provide lasting value. Also total quality control is HP’s manage-
ment philosophy and operating methodology to improve quality and achieve
customer satisfaction. ONIDA group’s philosophy includes its passion for
quality and perfection. P&G will follow the principles of total quality
to achieve continual improvement in everything it does. Nelco’s business
philosophy is to provide its customers with reliable products of high
quality. The ideas at work at Asian Paints, include that if mixing
colors was all it took, anybody could be Number 1 and that it is not
even enough to be the first with a new product, one must also be the best.
The importance of quality is well stressed. Nirma, unlike others does
not want to offer the best quality. But rather wants first to find out
the right price that a customer will be able to pay and to give him
quality product at that price.

Profit Motive

Is profit a dirty world in India? No, it does not seem to be. A majority
of the organizations under review refers to profit. No organization has
an objective of maximizing profit only for the sake of it. Some seek
highest parameters linked with profits, others seek reasonable profits.
The performance goals for UCILIANs in the short term is to generate
sufficient profits and cash flow to meet the extraordinary costs, and
support UC’s dividend commitment. For the long term they are to achieve
return on equity, that is greater than its cost. HP’s corporate objec-
tives are to achieve sufficient profit to finance HP’s growth and to
provide the resources needed to achieve the other corporate objectives.
ONIDA group’s mission is to generate sustained surpluses. Gujarat Co-operative Milk Marketing Federation Limited’s goals do not include profit standards but as the federation’s vision encompasses a wide and diverse set of objectives, springing from its dedication to the well-being of producer-members, GCMMFL would like to assure producer-members of higher prices for the produce and also to stabilize the incomes of producer-members round the year. It goes without saying that GCMMFL is not unconcerned about profit but it is profit for its producer-member rather than profit for itself. Lipton’s objectives include paying due attention to profitability. SBI has taken care of ensuring that discharge of public responsibility is not at the expense of profitability and efficient operations. Unlike others again, Nirma has clear objective of keeping its profit-margins low, because, according to the ideas at work at Nirma, low margin and high volumes are better than high profits and low volumes.

Products

Mission and objectives are elements of strategic management. Products are considered to be the end-result of the process of strategic management. Performance goals for UCILIONS indicate to diversify into new products lines and have customer preference for UC’s products based on brand image, value for money and availability. One of the HP’s objectives is to provide products and services of the highest quality and the greatest possible value to its customers and to let HP’s growth be limited only by its profits and its ability to develop and produce innovative products that satisfy real customer needs. P&B’s statement of
purpose indicates that F&G will provide products of superior quality and value that best fill the needs of the world’s consumers. P&G’s goal is to achieve the category leadership in every business in which it competes. To achieve it P&G will be the world leader in the relevant science and technology in creating and delivering product and packaging on all its brands which provide a compelling advantage versus competition in bringing consumers superior benefits that best satisfy their needs. It will have superior, creative marketing of all its brands.

NELCO’s business philosophy is:

(a) To provide its customers with reliable products of high quality.

(b) To introduce in India sophisticated products based on latest technology available internationally and adapted for Indian conditions and needs.

(c) To innovate and acquire in-depth technology and indigenously develop products suitable for the Indian environment through research and development and,

(d) To provide total customer support with an all-India network of distribution outlets and after-sales service facilities.

"Which weighs more - a ton or a thousand kilos?". This idea at work at Asian Paints reflects its strategy of selling one kilo paint (product) thousand times even when it cannot sell one ton of paint (product). GCMMFL’s goals are to accept and utilize all the produce of its producer-members and to ensure greater consumer acceptance of marketed products by developing and strengthening brand image.
Productivity

Productivity in India is more important because our resources are scarce and huge surpluses are required for the nation’s development and growth. In reality it is found that sufficient concern for productivity is lacking due to various reasons, some within and some beyond our control. Few organizations however stress the need to increase productivity. Lipton’s objectives include toning up its productivity.

Technology

In modern times technology is important because it has become the basis for nation’s industrial development and economic well being. Organizations that are on the forefront of the technological development find it much easier to earn and maintain lead over others. The mission for each Union Carbide business is to strive to be among the best in its fields and there should be synergic effect among UC’s businesses. UCILIAN’s actions include upgradation of battery quality and process technology. HP’s objectives include to build upon HP’s technology and customer base. P&G in order to achieve its goals, will be the world leader in the relevant science and technology in creating and delivering product and packaging of all its brands which provide a compelling advantage versus competition in bringing consumers superior benefits that best satisfy their needs. Nelco’s business philosophy is to introduce in India, sophisticated products based on latest technology available internationally and adapted for Indian conditions and needs. The objective of Blue Star is that it will increasingly get involved in the field of high-tech
electronics which will be the engines for future diversification, growth and profitability.

Suppliers

Certain organizations recognize the need to establish stronger identity with their suppliers and include their reference in mission/objective statements. JK Tyres recognizes that achievement of its goal requires never-ending improvements, active involvement and commitment to excellence by its suppliers and its people at all levels in the company. MMTC’s objectives include to undertake imports of goods at beneficial prices and ensure stable sources of supply. GCMMFL’s mission is that its whole existence is, in the final analysis, for the benefit of its smallest unit – the producer-member. Obviously the role of supplier in GCMMFL is incomparable to that of any other organization.

There are many other issues that are covered by mission/objective statements of individual organizations. Important among them are: distribution system, growth and globalization, exports, national considerations, service, image building, and safety/environmental protection.

As to distribution system, P&G, for the achievement of its goal will seek significant and sustainable competitive advantages in quality, cost and service in its total supply systems. Lipton’s objective is to make the distribution system robust. And MMTC’s objective is to strengthen and widen transport and distribution basis. As to growth and globalization, MMTC considers "The world is its market". ITC’s mission is to make
the "Made in India by ITC" a household name throughout the world. ITC intends to be in the forefront of the internationalization of India. It also stands for its planned growth through the effective use of knowledge and resources at its command, to create sustained surpluses and to contribute to the quality of life as a valued corporate citizen. As to exports, UCIL wants to develop and implement programs for progressive improvement in exports. MMTC's objectives include to undertake and carry on a growing export trade on profitable terms. SBI planned to redouble its efforts to mobilize deposits from NRIs, who would now be benefiting from the devaluation of the rupee. As to national consideration, public sector undertakings are naturally expected to be more concerned about it. MMTC's objectives include to play its role in bringing about a favorable balance of payments position for the country. SBI shall continue to make creative contribution to the country emerging as a "modern, vibrant an internationally competitive economy". As to the image building, UCIL wants to develop and implement programmes in progressive improvement in its public image, which looks quite justifiable. As to the safely and environmental protection, the emerging concern of the whole world, UCILIANs are dedicated to safely and environmental protection. The values that underlie UC's mission stress that they may be responsible to their people and their plant communities. They will not compromise safety or environmental protection for profit or production and that they will be second to none in the industries in which they compete. Gujarat Ambuja Cement's belief "I can GROW A ROSE GARDEN" came from the company's ability to contain its pollution well below the rigorous Swiss standards and grow dust-free rose garden beside the plant.
Observations

Only a few organizations in India have written statements on their mission. Even among those who have, some do not have a balanced statements. The organizations need to have better clarity and at times honesty to make more meaningful, responsible and suitable statements on their mission and objectives. Organizations may be more honest in exposing their concern for the interest of their shareholders. Every organization may stress its commitment to laws, ethics and integrity above all. Without this, cleaning up the general corruption existing in public life and specifically in corporate world will be difficult and will prove to be detrimental to the growth of healthy competition, which will delay the realization of interest of one and all.

Organizations cannot escape their social responsibility. Every organization may realize that its existence and prosperity is dependent on the society in which it exists and hence its responsibility of repaying something in return may not be dodged. How can an organization remain unoriented towards customer? This will only endanger its own existence, sooner or later. Concern for employees is an unbalanced area. Some organizations stress high degree of focus on employees. Others need to recognize the importance of employees and express their concern for them which will provide motivation to the employees to perform better.

If working together as a team ensures prosperity for all, why not do it and for doing it, why not specifically highlight it in mission/objective
statements for maximizing synergic advantages? Almost all the organizations talk about quality. Are they really quality conscious or merely want to charge premium for creating a perception in the minds of consumers about quality whether or not well founded? Genuine quality consciousness is found to be insufficient and needs to be stressed upon. Profit is not a dirty word and organizations may be candid about declaring their intentions about profit. Somebody has rightly said that bankrupt businesses do not make prosperous nation.

Focus on productivity is grossly insufficient and may be given high priority. Awareness needs to be built among Indian organizations that technology will help them lead in future and hence it be focused upon appropriately. Adapting/developing technology too may be stressed upon. It is in the interest of the organizations to deal with suppliers that have similar set of mission and objectives and vice versa. Besides suppliers belong to extended organizations and ignoring them is not proper. Other issues like distribution system, growth and globalization, exports, national considerations, service, image building and safety/environmental protection are all gaining importance with the changing times and need to be adequately and appropriately stressed in mission/objectives statements.