

## Case Study 3-1

# EVALUATING VISION AND MISSION STATEMENTS AT HARLEY-DAVIDSON

Consider the mission and vision statements for Harley-Davidson ([http://www.harley-davidson.com/wcm/Content/Pages/Company/company.jsp?locale=en\\_US](http://www.harley-davidson.com/wcm/Content/Pages/Company/company.jsp?locale=en_US)):\*

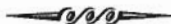
**Harley-Davidson's Mission Statement:** We fulfill dreams through the experience of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles and branded products and services in selected market segments.

**Harley-Davidson's Vision Statement:** Harley-Davidson, Inc. is an action-oriented, international company, a leader in its commitment to continuously improve our mutually beneficial relationships with stakeholders (customers, suppliers, employees, shareholders, governments, and society). Harley-Davidson believes the key to success is to balance stakeholders' interests through the empowerment of all employees to focus on value-added activities.

The table here summarizes the key characteristics of ideal mission and vision statements as

discussed in Chapter 3. Please use this table to evaluate the mission and vision statements of Harley-Davidson. Use the Y/N column in the table to indicate whether each of the features is present or not in Harley-Davidson's mission and vision statements. Then prepare a brief report addressing the following questions:

1. How many of the eight characteristics of an ideal mission statement are present in Harley-Davidson's mission statement?
2. How many of the eight characteristics of an ideal vision statement are present in Harley-Davidson's vision statement?
3. Given the purposes that a mission statement and a vision statement are ideally serving, please compare the mission and vision statement of Harley-Davidson based on whether these statements are achieving their respective objectives. Do they both serve their respective purposes? Collectively, are they useful tools to link organizational priorities with individual and team performance?■



	Characteristics	Y/N
<b>Mission statement</b> —Summarizes the organization's most important reason for its existence.	Basic product/service to be offered (does what) Primary markets or customer groups to be served (to whom) Unique benefits, features, and advantages of products/services (with what benefits)  Technology to be used in production or delivery Fundamental concern for survival through growth and profitability Managerial philosophy of the firm	

\*Harley-Davidson Motor Company. Available at [http://www.harley-davidson.com/wcm/Content/Pages/Company/company.jsp?locale=en\\_US](http://www.harley-davidson.com/wcm/Content/Pages/Company/company.jsp?locale=en_US).

	<p>Public image sought by organizations</p> <p>Self-concept of business adopted by employees and stockholders</p>	
<p><b>Vision</b>—Statement of future aspirations.</p>	<p>Brief—so that employees can remember it</p> <p>Verifiable—able to stand the reality test</p> <p>Bound by a timeline—specifies a timeline for fulfillment of the various aspirations</p> <p>Current—updated on an ongoing basis</p> <p>Focused—lists a few (3–4) aspects of organization’s performance that are important to future success</p> <p>Understandable—written in a clear and straightforward manner so that they are understood by all employees</p> <p>Inspiring—makes employees feel good about their organization’s direction and motivates them to help achieve the vision</p> <p>Stretch—goal not easily attained</p>	