

## DEFINING THE MISSION, VISION, AND VALUES

To achieve any level of strategic clarity, planners first need to agree on the basic principles that define the organization, and such agreement can be articulated in three interrelated statements. First, a **mission statement** is a brief expression of *why* the company exists.<sup>4</sup> For example, the medical device manufacturer Welch Allyn defines its mission as “helping doctors, nurses, and other health-care providers across the globe provide the best patient care by developing innovative products, breakthrough technologies, and cutting-edge solutions that help them see more patients, detect more conditions, and improve more lives.”<sup>5</sup> This