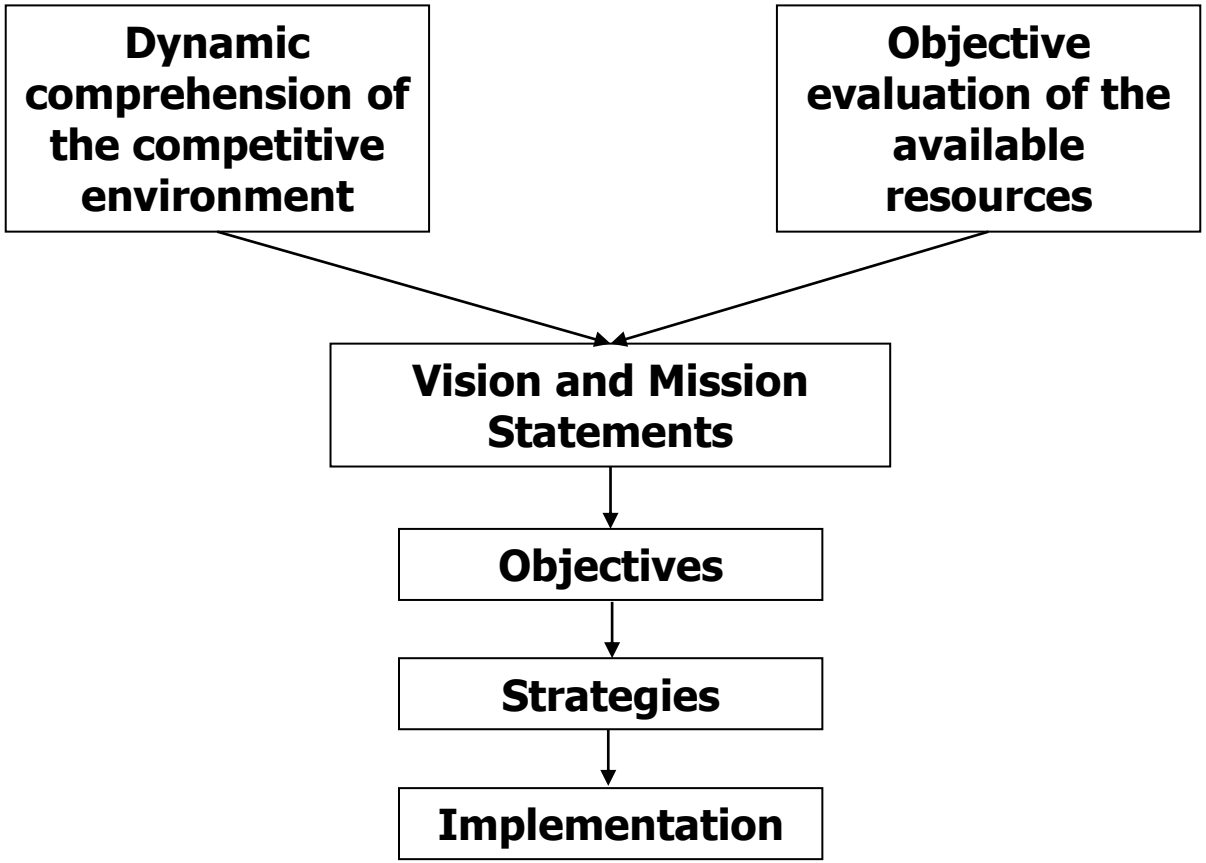
Strategic planning

Strategic planning:

- The managerial process that combines the available resources with the market opportunities, in a long term perspective:
  - Definition of the *vision* and of the *mission* of the company
  - Definition of the objectives
  - Selection of the strategies and tactics best suited to achieving the objectives

Strategic planning



The vision and the mission statements

The **vision** statement of a company (organisation):

- Defines few but important **basic objectives** for organizing the company resources, **inspires the team** and forges the company **identity**, incorporate the company **values,** defines the **aim** and what the company will look like in the **future**

  - The organisation's reason for existing
  - The long term vision of what the company wants to be
  - The distinctive aim that differentiates the company from the others and the set of the characteristics that represent this differentiation
  - The direction in which guide the company

The vision and the mission statements

Example:

Barilla: *Bringing people closer to the joy of good food and making quality the choice for a better life, from each individual to the planet. Because this is how we are nurturing the future, today.*

The vision and the mission statements

The **mission** statement:

- The company **mission**, as the vision, should be **inspirational**, but, unlike the vision, should be **operational**.
- It is the plan that guides the management and the team in their choices and can periodically change.
- Defines why a business exists and helps a company respond to change and make decisions that align with its vision
- Identify its role in the market and in the society in a perspective of development of its activity.

  - VISION (where we want to be)
  - MISSION (what is our role)

  - Not focused on the products (that could change) but on needs that the products could satisfy.

The vision and the mission statements

Example:

Barilla: *Our mission: to provide the world with tasty and healthy food, inspired by the Italian lifestyle and the Mediterranean diet, all supplied by mindful industries.*

"Good for you, good for the planet".

The vision and the mission statements

Constellation Brands

(http://www.cbrands.com/about-us/our-vision-and-values)

Our Vision

To elevate life with every glass raised.

We're proud that our beer, wine and spirit brands help people enjoy life a little more; celebrate small moments; and make big occasions even more special.

Our Mission

To build brands that people love.

What unites us and makes Constellation Brands such an exciting place to work is our collective passion for building brands that people love. We are all brand builders – regardless of our position in the company.

The vision and the mission statements

Caviro (https://www.caviro.com/en/)

Caviro ed i suoi Valori: passione e ragione

Together we cultivate values, from the roots up

We believe in the growth of the area and in ethical development, in the innovation that passes through the protection of the environment, the support of workers and the sustainability of decisions and processes.

We are economically sustainable because our financial statements reflect solidity and allow long-term projects.

We are sustainable from a social point of view because the effects of our work have a positive effect on the entire supply chain and on the community around us.

We are sustainable from an environmental point of view because our concrete circular economy model determines clear benefits for our territory.

We have chosen and built a new business model: our goal is to both enhance and preserve every resource to guarantee an eco-sustainable future.

The vision and the mission statements

Donnafugata (https://www.donnafugata.it/en/)



Strategic planning: objectives

The **objectives**:

- Management has the task of translating the vision and the company mission into specific objectives, which:
  - Can be converted in specific activities
  - Provide a point of orientation to the employees
  - Allow the management to define long term priorities
  - Provide reference standards for evaluating the overall performance of the organisation
- Internal to each area (company department)
- Transversal to different areas