

The background is a dark blue gradient. On the left, there is a faint, light blue wireframe globe. A large, semi-transparent blue arrow points diagonally upwards from the bottom left towards the top right. In the top right and bottom right corners, there are patterns of dark blue squares of varying sizes, some overlapping, creating a grid-like or pixelated effect.

The Mission of the Firm

From the Customer Segmentation to Strategic Agenda



The Mission of the Firm

A statement of the current and future expected product scope, market scope, and geographical scope, as well as the unique competencies of the business must develop to achieve its desired competitive positioning.

The Mission of the Firm

	Now	Future
Product Scope		
Services Scope		
Customer Scope		
End-User Scope		
Channel Scope		
Complementor Scope		
Geographical Scope		
Unique Competencies		

Mission Statement

Product Scope

Now:

Future:

Services Scope

Now:

Future:

Customer Scope

Now:

Future:

End-User Scope

Now:

Future:

Channel Scope

Now:

Future:

Complementor Scope

Now:

Future:

Geographical Scope

Now:

Future:

Unique Competencies

Now:

Future:



DMK:

Outsourcing Information Technology from China

The Mission Statement

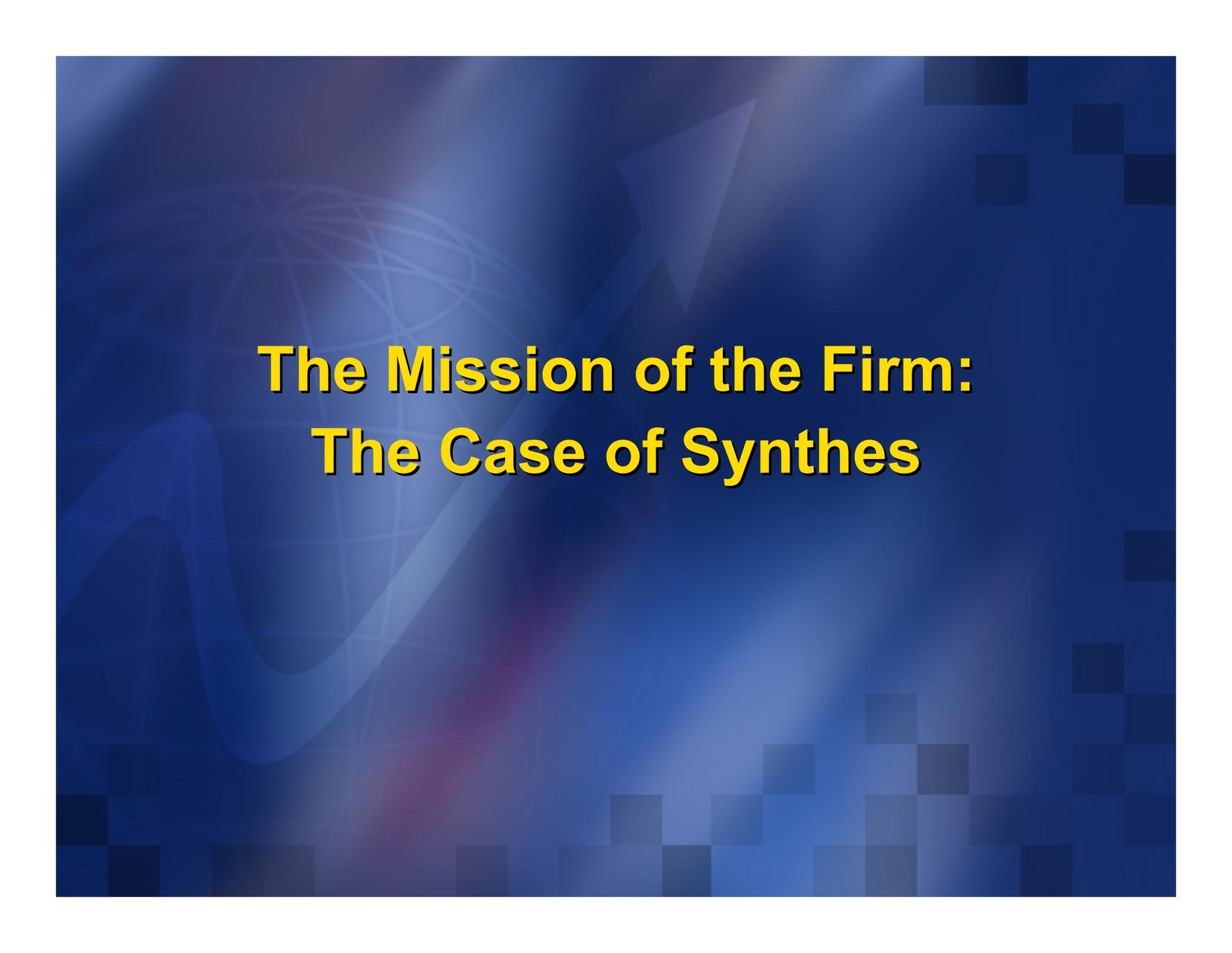
DMK - Building the Outsourcing Model of the Future

Become the #1 provider of Business Process Outsourcing and IT Services in China:

- **Analyzing, designing, developing, deploying, and maintaining software systems and solutions.**
- **Delivering the highest quality of service and unparalleled value**
- **Integrating seamlessly with complementary local service providers**
- **Servicing large and mid-sized corporations, government departments and non-profit organizations**
- **Through experienced, passionate and hard-working associates driven to provide outstanding service**
- **Focusing first on Japan, China and US, and expanding next into Europe and Latin American markets**

The Transformation of DMK

	Now	Future
Customer Scope	Primarily large corporations, Government departments of China	Expand to include Service providers at the high-end of the software services value chain.
End-User Scope	Large Corporations, Government departments in China	Expand to include mid-sized corporations, State and Federal government departments, non-profit organization
Channel Scope	Direct, Joint Venture	Exclusive offshore service delivery partner-ships that allow white labeling of DMK services
Complementor Scope	Hardware and software product companies	Business Consulting, IT Strategy/Architecture consulting firms
Geographical Scope	Japan and China with limited presence in the U.S.	U.S. and U.K. expand into countries where language of business is non-English and where cost of IT services is higher than China. (Indian firms do not have language advantage while China-based firms have significant cost advantage.)
Service Scope	Lower end of software services value chain: Application development, system integration, system conversion/migration, maintenance and support	Integrated service that captures the entire value chain through strong collaboration with complementors at the high-end of the software services value chain
Product Scope	Technology base such as J2EE framework, Microsoft.NET framework, etc. for rapid code development	<ol style="list-style-type: none"> 1. Horizontal Application frameworks such as Portal toolkits, Content Management toolkits, etc. 2. Solutions frameworks such as wealth management solutions for financial services, employee portals as HR solutions, etc. that leverage competencies/expertise of strategic and exclusive partners
Unique Competencies	<ol style="list-style-type: none"> 1. High maturity in Software development process - First company to obtain SEI CMM level 5 certification in China. 2. Six-Sigma certified project and operations managers to ensure data-driven analysis and predictability. 3. Low cost of China-based delivery 4. Japanese language and cultural strength 	<ol style="list-style-type: none"> 1. Ability to build teams that can integrate seamlessly to form extensions of other service organizations 2. Develop familiarity and comfort in business/professional relationships with other cultures based on geographic expansions 3. Develop strength in technical design and knowledge of specific business domains for solutions development

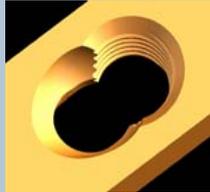


**The Mission of the Firm:
The Case of Synthes**

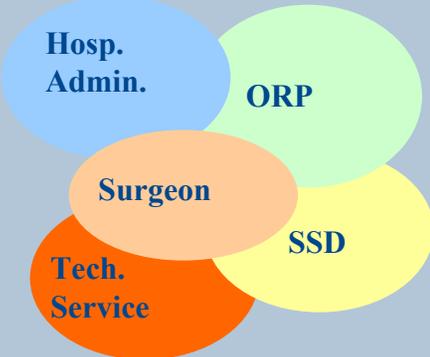


Putting it all Together -
Task #3: Synthes Mission

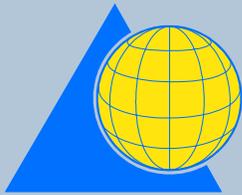
The Mission of Trauma EU

	Now	Future
Product Scope	<p>Leader in Plate Osteosynthesis (LCP etc.)</p> 	<p>Leader in Plates, Hip, IM Nailing, Fix Ex and Biomaterials;</p> <p>Leader in complete Hand & Foot solutions</p>
Service Scope	<p>Responsive supplier of trauma products</p>	<p>Service oriented logistic organisation (24h, 7 days a week)</p> <p>Customized communication</p> <p>Compatible with e-commerce platforms</p> <p>To be the preferred development partner of any leading surgeon</p>

The Mission of Trauma EU

	Now	Future
Customer Scope	<p>Professors and opinion leaders</p> 	<ul style="list-style-type: none"> - Professors and opinions leaders, - servicing high-volume non-users, - bonding with young high potentials, - address needs of buyers groups
	<p>Trauma surgeons</p> <p>Targeting surgeons</p> 	<p>Targeting general Trauma Surgeons and Specialists in all countries</p> <p>Targeting all indirect decision makers</p> 

The Mission of Trauma EU

	Now	Future
Channel Scope	Own direct sales organisation and distributors	Direct selling to general trauma and speciality surgeons
End-user Scope		Provide information material for patients, where appropriate (Osteotomies, Hand, Foot etc.)
Complementor Scope	AO oriented 	Build partnerships with <ul style="list-style-type: none"> - AOAA, ADI, ARI, - Biotech companies, - CAS platforms, - E-business standards and platforms, - stakeholders within hospital
Geographical Scope	Europe	Global (WEU, LAT, Asia)

The Mission of Trauma EU

	Now	Future
Unique Competencies	<p>Offering a complete range of patented, high quality trauma products</p> <p>High quality operations organisation</p>	<p>Offer unique solutions developed by highly skilled engineers and marketed by 100% service oriented people.</p>  <p>FDA compliant processes and products and harmonized highest quality standards worldwide</p> <p>Logistical Excellence</p>

The Mission of Trauma EU

From being No 1 (the largest supplier of trauma implants and instruments to the EU and LAT) to be the undisputable global LEADER in Traumatology with focus on WEU, LAT, ASIA

- by creating unique solutions for patients, doctors, hospitals and insurances;
- carried by empowered, passionate and experienced people, who take ownership and who are outstanding in their expertise and long-term relationship with key customers and the AO foundation
- supported by a market driven organisation, outstanding operational and logistical performance and a scientific environment

The Mission of Trauma U.S.

- **Synthes USA will continue to focus on the orthopaedic surgeon and offer a complete solution for the management of their patients and practices.**
- **We will offer the solution in segments of product, service and education. Our product development will continue to release state-of-the-art and forward thinking products to continually enhance the current strong product offering. We will also develop a new core competency in Biomaterial development and offer a stronger and wider array of products than any competitor. Our direct service channels will recognize the different needs of our customers and continually be enhanced by rejuvenated AO relationships and technical training for the sales consultants. We will build our electronic services to be the epitome of inventory management, procurement, and technical information exchange.**
- **Synthes USA will have no equal in commitment to product development, total customer service, or continuing education in the orthopaedic trauma market.**

The Mission of Spine Worldwide

	Now	Future
Product Scope	<p>Comprehensive portfolio of fusion devices through large approach</p> <p><i>Traditional Fusion Devices & Bone</i></p>	<p>Fusion- and Non-fusion through minimal-invasive-approach</p> <p><i>Mechanical Stability: Fusion, Non Fusion, Fracture</i></p> <p><i>All implant materials plus some bone growth factors</i></p>
Service Scope	<p>Good, standard service company</p> <p><i>High O.R. Support, Technical Education</i></p>	<p>'Surgeons-train-surgeons' (user-groups, reference clinics)</p> <p><i>Improve Training – MD Practices and other MD support</i></p> <p><i>Deeper physician involvement in product development, outcome studies</i></p>

The Mission of Spine Worldwide

	Now	Future
Customer Scope	No segmentation / real focus <i>Thought Leaders, High Volume Users, High Potential Surgeons</i>	Focus on added-value tiers <i>Same....but we need more, particularly of first</i>
Channel Scope	Mix of direct and distributor selling <i>Many....but uncoordinated</i>	Higher share of direct sales, maybe e-commerce <i>A few more, better coordinated out of office, eliminate GPO's</i>

The Mission of Spine Worldwide

	Now	Future
End-user Scope	<p>No focus on patients</p> <p><i>Hospital</i></p>	<p>Set up information platform for specific products (e.g. Non-fusion)</p> <p><i>Patient & Hospital, more patient information, more individual hospital contracts</i></p>
Complementor Scope	<p>AO (with no real dedication to Spine)</p> <p><i>Medical Societies + MTF + SUSA/SMF</i></p>	<p>AO-like organisation & cooperation with different new technology companies</p> <p><i>Same + Technical Partners + “New AO”</i></p>

The Mission of Spine Worldwide

	Now	Future
Geographical Scope	Half Europe, USA, Canada, Latin America	Add rest of world according to business opportunities
Unique Competencies	Product Development, education within AO <i>Technical Training, Internal and External</i>	Increase frequency of market introductions <i>Seen as Spine Company, Unique organization to work with</i>

The Mission of Spine Worldwide

The mission of Synthes Spine is to become the number 1 provider of treatment options for all spinal diseases and fractures. To achieve this we will:

- continue to provide perfect solutions to our surgeons enabling superior patient outcomes
- utilize the proven AO philosophy to become the undisputed leader in education

The Mission of CMF

	Now	Future
Product Scope	Maintain market leadership through a portfolio of high quality products that satisfy the surgeon's and patient's needs.	We will remain the leader in our base market – craniomaxillofacial plating & bone graft substitutes - through continued improvements to our existing product line.
Service Scope	Highest service levels, highest technical knowledge, most present company in our market.	Highly organized package of the existing services scope according to customer segmentation tier.

The Mission of CMF

	Now	Future
Customer Scope	The Surgeon. Philosophy: to give each customer five-star service.	A discriminating segmentation of the surgeon customer, with strategies to address the key motivations and needs of each tier.
Channel Scope	A lack of a segmented and integrated mix of multiple channels. Current channels include sales reps, sales management, PD, AO, corporate staff, CED, surgical societies, etc.	A comprehensive and discriminating mix of channels driven by customer segment. Meet our surgeon customers through the appropriate channels.

The Mission of CMF

	Now	Future
End-user Scope	Patient	Surgeon and his/her interface with well-informed and more demanding patient populations.
Complementor Scope	Traditional complementors have included the AO, Continuing Education, SUSA, Spine, MTF and the various surgical societies.	We will continue to support and assist the surgeon through the traditional complementors, but will do a better job of using them according to the surgeon's specific needs as discussed in the surgeon segmentation.

The Mission of CMF

	Now	Future
Geographical Scope	US, Canada and parts of Europe.	US, Canada and parts of Europe.
Unique Competencies	Synthes currently has a solid reputation for high quality products, surgeon relationships, field selling effectiveness, education and clinical knowledge.	We will enhance our reputation for the competencies listed above by improving our relationships with the top tier surgeon customers and our time-to-market of products and services.

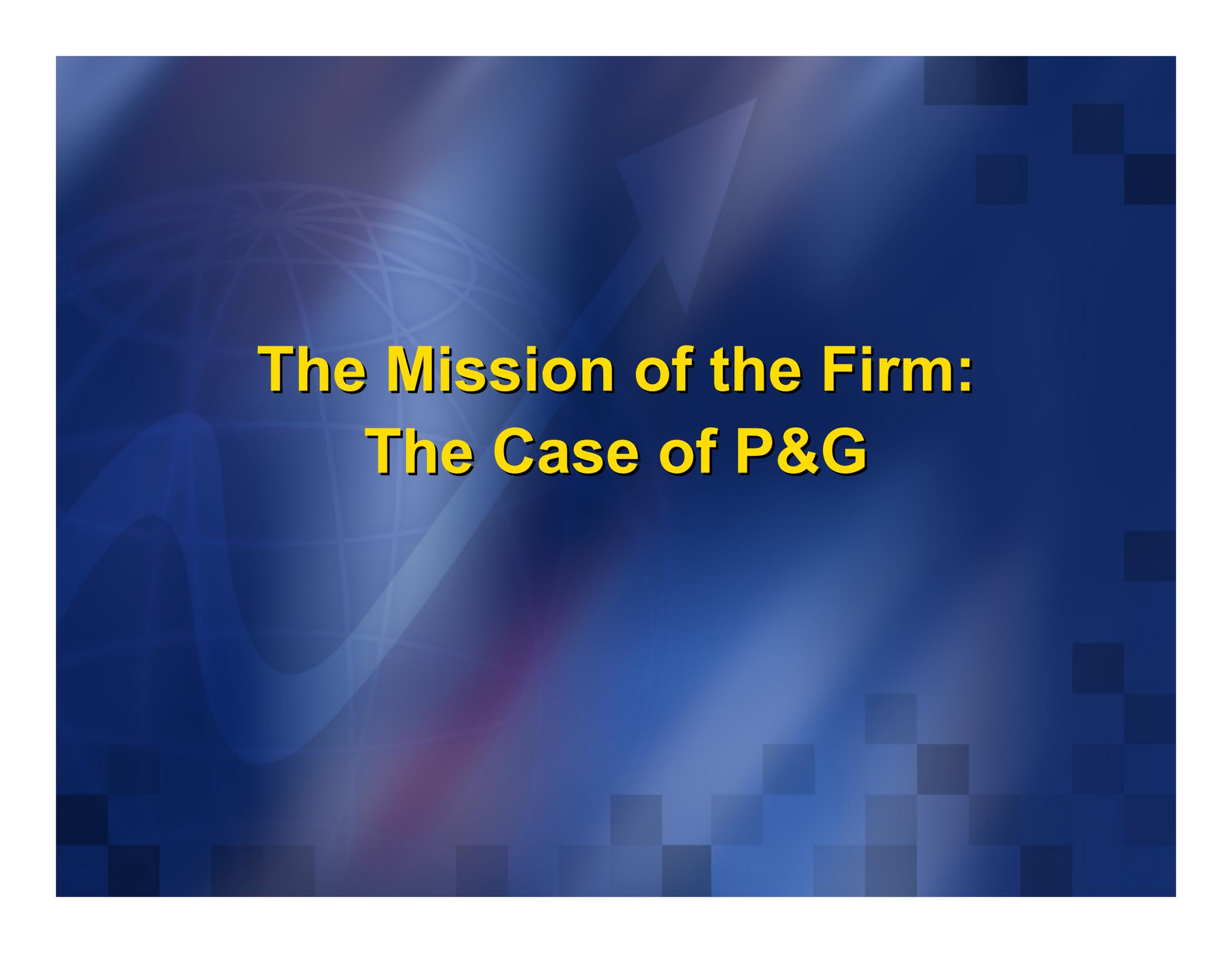
The Mission of CMF

Synthes Maxillofacial will be the recognized and trusted leader in providing craniomaxillofacial trauma and reconstructive products and services to the Oral & Maxillofacial, Plastic, ENT, and Neuro surgeon. Our talents and efforts are committed to improving patient care in the markets we serve.

- We will surround our surgeons with value through a leading breadth of quality products and by knowing our customers intimately.**
- We will develop and mobilize the best Product Development organization in our industry, and align their capabilities to be both responsive to the surgeon and initiators of solutions for improved patient care**
- Our Sales Consulting organization will be recognized and trusted as true resources by the hospitals and surgical staff they serve**

Lessons from Mission

- Analysis has to be candid
- Improvements & resources used should reflect the importance of customer groups
- Future positions have to be specific to the needs of the particular business / customer
- Final mission statement should be concise yet comprehensive in spirit



**The Mission of the Firm:
The Case of P&G**

The Mission of the Firm

The mission of the firm is a statement of the current and future expected product scope, market scope, and geographical scope as well as the unique competencies the firm has developed to achieve a long-term sustainable advantage.

THE MISSION OF THE FIRM

	Now	Future
Product Scope		
Market Scope		
Geographical Scope		
Unique Competencies		

The Mission of the Firm - The Case of P&G

Existing Product Scope	--	-	E	+	++
▼ Laundry and Cleaning					
Powder detergent		●			
Liquid detergent					●
Compact detergent					●
Dishwasher			●		
Fabric softeners			●		
Bleach and additives				●	
All-purpose cleaners				●	
▼ Food and Beverages					
Coffee				●	
Oil and fats			●		
Cake mixes			●		
Peanut butter		●			
Cookies		●			
Orange juice		●			
Snacks		●			
Soft drinks	●				
▼ Personal Care					
Diapers				●	
Soap				●	
Oral					●
Deodorants					●
Shampoos					●
Tissues and paper products				●	
Feminine hygiene				●	

The Mission of the Firm - The Case of P&G (cont'd.)

Existing Product Scope (cont'd.)	--	-	E	+	++
▼Cosmetics					
Skincare				●	
Perfumes and fragrances					●
▼Pharmaceutical products					
Prescription drugs	●				
OTC drugs					●
Olestra and fat substitutes			●		
Pulp and Chemicals				●	
New Product Scope					
	--	-	E	+	++
Full line of men's personal care and cosmetics					●
Laundry detergent with softener			●		
Laundry detergent with environmentally friendly packaging					●
Coffee with sweetener and creamer		●			

The Mission of the Firm - The Case of P&G (cont'd.)

Existing Market Scope	--	-	E	+	++
▼ Individual Consumers					
House wives					●
Mothers of babies and young children				●	
Young women					●
Men					●
Fashion conscious			●		
Environmentally concerned				●	
Senior citizens			●		
Low income families		●			
Medium income families			●		
High income families				●	
Health care professionals for Prescription drugs			●		
Grocery wholesalers		●			
Warehouse distributors		●			
Conventional supermarkets			●		
Discount department stores				●	
Packagers and pulp & paper consumers			●		
New Market Scope					
Health care providers (and professionals) for OTC Drugs					●
Whole clubs					●
Discount drugstores					●
Hypermarkets				●	
Health food outlets					●
Specialty stores	●				
Aging baby boomers			●		

The Mission of the Firm - The Case of P&G (cont'd.)

Existing Geographical Scope	--	-	E	+	++
▼ North America					
USA				●	
Canada			●		
▼ EC					
Germany, France, and other Central Europe EC members				●	
Spain, Italy, and other Southern Europe EC members					●
UK and Ireland			●		
Poland and Czechoslovakia				●	
Scandinavia		●			
Japan					●
Asian NICs			●		
▼ Latin America					
Mexico				●	
Central America			●		
Mercosul countries					●
Other South America			●		
Middle East and Africa		●			
Australia and New Zealand			●		
New Geographical Scope	--	●	E	+	++
CIS	●				
Other Eastern Europe			●		
China					

The Mission of the Firm - The Case of P&G (cont'd.)

Existing Unique Competencies	--	-	E	+	++
▼ Managerial Infrastructure					
Global product management			●		
Employee ownership program			●		
▼ Technology					
Highest R&D resources in the industry			●		
R&D sharing across product lines			●		
R&D in packaging and process development					●
▼ Marketing					
Local expertise				●	
Strong brand recognition			●		
▼ Retail and Distribution					
Worldwide distribution network in countries with P&G presence)			●		
Automated distribution. POS information			●		
▼ Manufacturing					
Highly automated			●		
Rapid farm to market time			●		
New Unique Competencies	--	-	E	+	++
▼ Managerial Infrastructure					
Transnational management					●
▼ Technology					
R&D in biodegradable products					●
R&D in biodegradable packaging					●
▼ Marketing					
Image of environmentally safe company and products					●

The Mission of the Firm - The Case of P&G (cont'd.)

New Unique Competencies (cont'd.)	--	-	E	+	++
▼ Retail and Distribution					
Develop network in Eastern Europe		●			
▼ Manufacturing					
Cost leaders in all detergent and cosmetic products (leveraging R&D)					●

The Mission of the Firm - The Case of P&G (cont'd.)

Challenges from Changes in Product Scope

Increase the environmental content in all products. Particularly emphasis should be placed in liquid and compact detergents

Increase the breadth of the Food and Beverage segment, maintaining the distribution channels familiar to P&G. Divest non-profitable product lines

Increase the breadth of the Personal Care segment, especially Men and full line of Feminine Cosmetics, strengthening the position of oral care, deodorant, and shampoos.

Emphasize presence in Cosmetics, particularly perfumes and fragrances.

Increase the breadth of OTC drugs, as they share many of the channels and consumers with other P&G products. Growing and fragmented market.

Divest prescription drugs ventures. Few very large competitors and different channels.

Develop a full line of Men Personal Care and Cosmetics

Increase the environmental friendliness and recyclability of packaging of all products.

Develop "combined" food products like coffee with creamer and/or sweetener.

Develop "combined" detergent and softener products.

Develop premeasured detergent in soluble packaging.

Develop biodegradable diapers.

Challenges from Changes in Market Scope

Continue assigning top priority to housewives as the primary purchaser of our products, while also targeting mothers with young children and young women.

Increase the market share in Men's Personal Care and Cosmetics.

Explore specialty stores for prestige cosmetic products.

Explore health food channel for specialized food and environmentally safe products.

Target high income families for high margin products.

Increase the awareness of OTC products to health care professionals as a vehicle for first time users (considering the effect of prescription drugs divestment)

Develop a strong position in the growing hypermarket, wholesale clubs, and discount drugstore channels.

Anticipate and create needs for the aging baby-boom generation (USA).

The Mission of the Firm - The Case of P&G (cont'd.)

Challenges from Changes in Geographical Scope

Continue promoting the U.S. home-base market.

Strengthen the overall position in the newly formed EC market, particularly in Spain, Italy, and other southern European countries.

Introduce basic low-end affordable products in Eastern European markets opening to western products.

Strengthen breadth of products marketed in Japan. Improve competitiveness versus KAO Corporation.

Penetrate aggressively in the Mercosur common market as well as Mexico.

Introduce basic low-end products in China and CIS.

Necessity to truly understand the differences between different geographical areas and the evolution of tastes in time, but without losing the economies of being the worldwide volume leader. Special attention to the very unfamiliar Asian markets.

Challenges from Changes in Unique Competencies

Maintain the highest levels of R&D in the different industries, attracting the best researchers in the world, with maximum interest in environmentally sound products and packages, OTC drugs, and cosmetics.

Increase at the maximum level the knowledge of local markets, focusing in the customer and linking the findings with the R&D organization.

Transition from multinational organization to a transnational one.

Develop alliances for distribution in countries without P&G presence.

Become cost leaders in the detergent and cosmetic product lines.

Develop and promote a corporate image of environmentally safe products and processes by applying technology to biodegradable products and packages.

The Mission of the Firm - The Case of P&G (cont'd.)

Mission Statement

P&G is devoted to providing products of superior quality and value to the world's consumers based on the traditional principles of integrity and doing the right thing. P&G is to be recognized as the world leader in providing consumers everywhere with cleaning, personal care, medicinal, and food products. Its purpose is achieved through an organization and working environment able to attract the most qualified individuals.

P&G is committed to preserving the environment, in its production processes and its products and packaging.

By establishing and maintaining leadership position all markets, P&G provides its shareholders with long term growth and profitability.

▼ PRODUCT SCOPE

NOW: Manufacture and distribute laundry and cleaning, food and beverage, personal care, pharmaceutical, and pulp and chemical products of superior quality to best fill the needs of the world customers.

FUTURE: Maintain market leadership in the same segments but focus the development and sale of environmentally friendly products and packaging, convenient applicability of products.

▼ MARKET SCOPE:

NOW: Provide products to all individual consumers and institutions through an integrated, global network ranging from R&D to manufacturing and distribution.

FUTURE: Respond effectively to the ever-increasing health concerns and changes of demographics, aging in U.S., and fast growth in developing countries. Market world brands that share global technology but respond to local needs and particularities.

▼ GEOGRAPHICAL SCOPE

NOW: Worldwide with different product scopes in different world regions.

FUTURE: Expand distribution of basic products (laundry and personal care) to East European and Central American countries with highest per capita income level. Establish a strong position in South America to effectively compete in the newly liberalized market.

▼ UNIQUE COMPETENCIES:

NOW: R&D leadership has been the foundation of P&G success. Horizontal integration and multinational management have allowed the firm to compete effectively.

FUTURE: World leadership in environmentally-related R&D in the detergent and packaging industries. P&G is committed to becoming a leader in the protection of our environment. The firm will develop a transnational culture to allow for a sharper focus on the differences of different territories and market segments without losing the economies of world market leadership.