



THE FLORIDA STATE UNIVERSITY
COLLEGE OF BUSINESS
The Marketing Institute

“Who Am I?” – The Strategic Marketing Benefit of Understanding your Organization’s Vision and Mission

Jeff Horton, *Director, The Marketing Institute*
Cynthia Satornino, *PhD Candidate in Marketing*

Florida State University College of Business

“Oh, no. Here we go again.”



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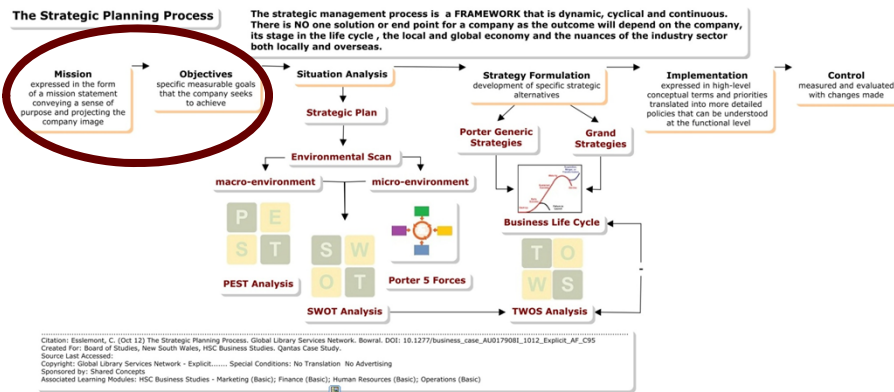
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Session Goals

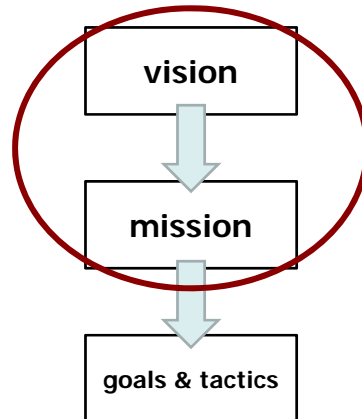
- Identify how your vision and mission are an integral part of your marketing strategy
- Recognize assets that are unique to your organization and the TDM industry
- Help you create synergy among the various services offered by your organization
- And ultimately, encourage a robust discussion of TDM's purpose, problems, and potential solutions.

t dm marketing – the foundation of a marketing strategy

the strategic planning framework



tdm marketing – the foundation of a marketing strategy



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vision & mission – why are they important?

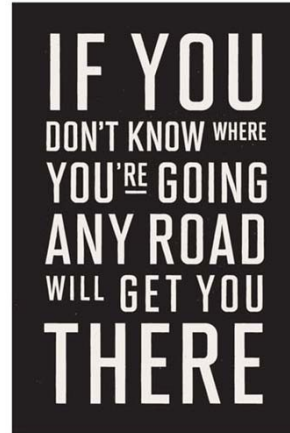
Why are **vision** and **mission** statements critical to your agency's strategic marketing efforts?

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vision & mission – the primary challenge

The core of a strong marketing strategy is not only knowing what road you're traveling but **WHY** you started in the first place.



Lewis Carroll

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vision & mission – the secondary challenge

Once you pick a road, you must understand what makes your service unique, different, or even relevant.



VS.



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vision & mission – the secondary challenge

But, you cannot respond by trying to be everything to everyone.
You risk loss of focus, direction, and marketability.



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vision & mission – who cares?

To whom are your vision and mission
important?

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vision & mission – who cares?

remember the marketing mix . . .



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tdm marketing – the people

In marketing, **people** involves two key groups.

< external >

- riders/users
- employers
- policy makers
- external advocates
- funding agencies

> internal <

- drivers, dispatchers, & mechanics
- customer service reps
- employer outreach coordinators
- internal advocates (e.g. Board of Directors)
- and you!

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external marketing – customers seek trust

EXTERNALLY, your **vision** and **mission** statements relay the core values of your organization to your customers or clients.



commuters



policy makers



employers

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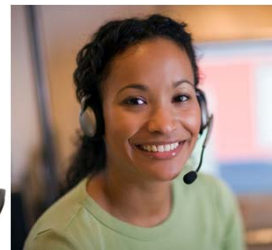
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internal marketing – employees are people too

INTERNALLY, your **vision** and **mission** statements guide the decisions and efforts of your employees, advisors, and advocates.



Source: New York Times Online

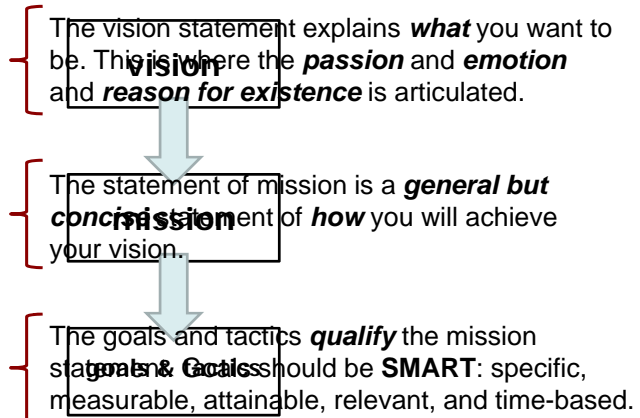


Source: iStock

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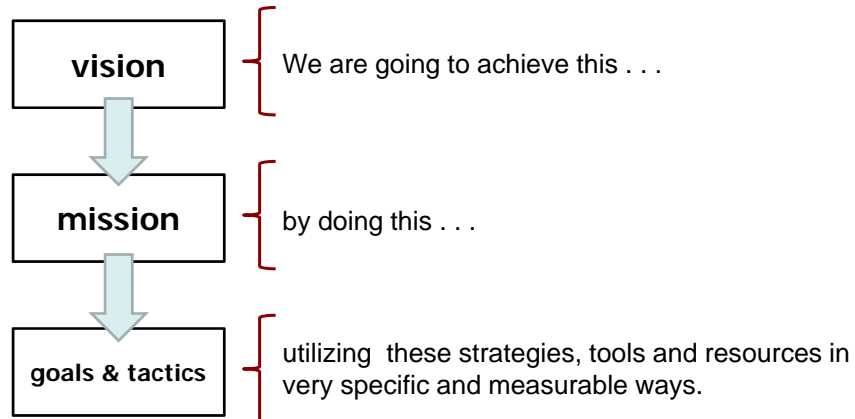
vision, mission, goals & tactics – the difference



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vision, mission, goals & tactics – the difference



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your VISION

developing an effective vision statement

“Three stone masons in the Middle Ages were hard at work when a visitor came along and asked them what they were doing.

The first stone mason was hard at work, sweat beading his brow. ‘I am cutting this stone,’ he grumbled.



The second stone mason, though less distraught, responded with a deep sigh, ‘I’m building a parapet.’

The third stone mason replied with a radiant face, ‘I am building a beautiful cathedral that will glorify God for centuries to come.’”

Author Unknown

developing an effective vision statement

characteristics of an effective vision statement

- Should be the driving principle to all underlying decisions
- Should inspire and energize
- Should tell you where you are going
- Should say something about you and the organization
- Should say something about the DREAM

developing an effective vision statement

Exercise #1

- Come up with a name for a fictitious or generic TDM agency.
- Identify and write down four (4) services or products your organization will provide.
- Collaboratively develop a newspaper headline (AD 2034) and subsequent vision statement for that agency using the guidelines in the handout.
- Although you have individual worksheets to help guide your work, there can only be one vision per table.
- You have 15 minutes.

developing an effective vision statement

Remember these guiding principles for developing a vision statement.

- **Should be the driving principle to all underlying decisions**
- **Should inspire and energize**
- **Should tell you where you are going**
- **Should say something about you and the organization**
- **Should say something about the DREAM**

developing an effective vision statement

Who wants to share?

your MISSION

developing an effective mission statement

*“It is awfully important to
know what is and what is
not your business.”*

Gertrude Stein

developing an effective mission statement

key challenges for TDM marketers

- Basic misunderstanding of marketing
- Budgets (or lack thereof)
- Competitive interests with deeper pockets
- Multi-tasking staff
- Efforts to recruit new users (choice riders) can compromise retention efforts of existing customers (dependent riders)
- We spend as much time de-marketing as we do marketing
- The pace of transportation planning is out of synch with changing market conditions
- We do so much.



developing an effective mission statement

What does your organization do?

developing an effective mission statement



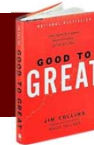
- | | |
|--|---|
| Ridematching (online and manual) | Land-use and growth-management consulting |
| Vanpool formation | Telework program development |
| Emergency ride home program | Regional travel data collection and analysis (ROI analysis) |
| Transit service development, referral, and program support | Stakeholder committee meetings |
| Bike safety courses | Internal marketing |
| Employer transportation planning & outreach | External marketing |
| University bike rental program | |

This is all done by 2.75 staff people.

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mission statements – “Good to Great”



the hedgehog concept

- Unfocused
- Easily distracted
- Chases the trends



The fox spends a lot of energy running around defending or acquiring new and possibly non-synergistic ideas, but rarely does any one thing well.

- Focused on a single idea or competency
- Not distracted



The hedgehog focuses on its strengths. It knows only one thing, but it knows it well. So, it easily defends its position in the marketplace.

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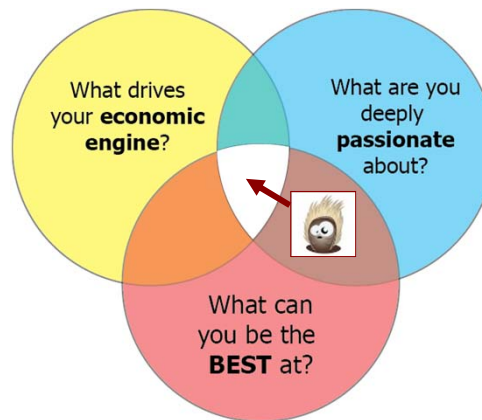
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mission statements – “Good to Great”



the hedgehog concept

“The fox knows many things, but the hedgehog knows one big thing...”



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mission statements – their purpose

what an effective mission statement does

- Clarifies the relevance and purpose of your organization
- Informs organization stakeholders about plans and goals
- Unifies employees' efforts in pursuing company goals
- Serves as an effective public relations tool
- Prioritizes allocation of resources
- Guides strategic decision making
- Shows that a company is proactive

MISSION
POSSIBLE

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mission statements – their purpose

Key questions a clear mission statement should answer:

- What do you do?
- For whom do you do it?
- How do you do it?
- Why do you do it?
- Where do you do it?



mission statements – the good, the bad, and the ugly?

- What do you do?
- For whom do you do it?
- How do you do it?
- Why do you do it?
- Where do you do it?

"To create a shopping experience that pleases our customers; a workplace that creates opportunities and a great working environment for our associates; and a business that achieves financial success."



Grocery Food Chain

mission statements – the good, the bad, and the ugly

What do you do?
For whom do you do it?
How do you do it?
Why do you do it?
Where do you do it?

"MGM Resorts International is the leader in entertainment & hospitality -- a diverse collection of extraordinary people, distinctive brands and best in class destinations."



mission statements – the good, the bad, and the ugly

CAUTIONARY NOTE: Your mission statement should also be clear and easy to understand.

Avoid jargon, buzz words, and the urge to use flowery language. It will seem dated and disingenuous.

<http://cmorse.org/missiongen/>



developing an effective mission statement

Exercise #2

- Using the same TDM agency you developed in Exercise #1, develop a mission statement using the guiding principles in this presentation and the handouts.
- Develop only one mission statement for the group.
- You have 15 minutes.

developing an effective mission statement

Remember to let these questions guide you.

What do you do?

For whom do you do it?

How do you do it?

Why do you do it?

Where do you do it?

mission statements

Let's hear them.

concluding comments & discussion

now what?

- This process is useful in developing (or refining) the vision and mission of your own organization.
- Use the process to build synergy between the various stakeholders inside and outside your organization.
- Use the vision and mission statements to guide & prioritize deployment of resources & funding pursuits.
- Ultimately, your vision and mission will guide your goals and tactics.
- **BUT** above all else, use it to mitigate common pitfalls (*i.e. mission drift*)

what is mission drift?

Mission drift occurs when an organization moves away from its core mission, either consciously or subconsciously.



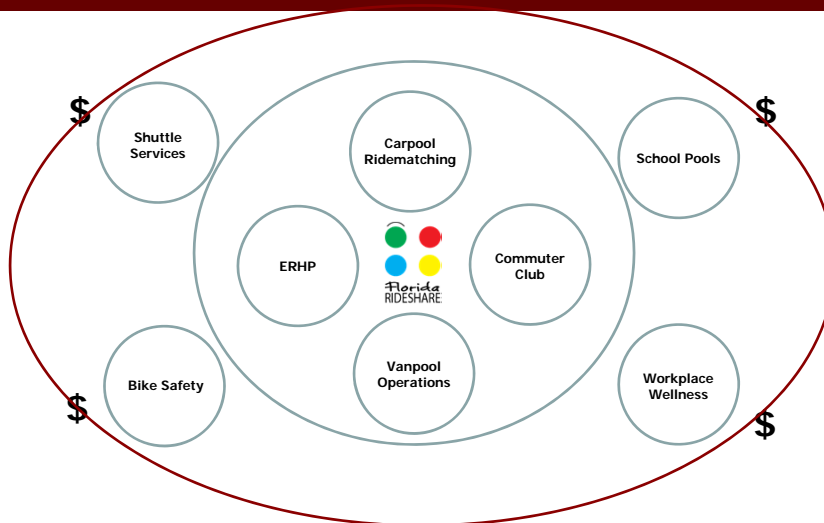
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7 deadly sins of mission drift

- **Greed** -- Compromising the mission to secure funding
- **Gluttony**-- Justifying pursuit of new funding or program opportunities as extensions of our mission
- **Pride** -- Focusing on internal needs rather than satisfying external needs
- **Wrath** – Dysfunctional conflict that arises from not using the mission as your guiding principle for new projects/services
- **Envy** – Doing something because everyone else is
- **Lust** -- Pursuing the immediate at the expense of the long-term
- **Sloth** – Maintaining the status quo without adhering to the mission

All of these lead to smaller achievements and diverts staff time and focus from the core mission.

why do missions drift? – the funding dilemma



want to know more?

FDOT has contracted with the College of Business to conduct marketing workshops within the FDOT Districts.

These 5-module workshops are:

- **Basic Marketing Principles – Understanding the 7 Ps of Services Marketing**
- **Strategic Market Planning – Developing an Organizational Vision, Mission, and Goals & Tactics**
- **Market Research 101 – How to Utilize Market Data**
- **Advanced Strategic Market Planning – Environmental Scanning & Response**
- **Promotional Strategies 101**

key takeaways

- Your vision statement should answer **why** you exist and what you want to be
- Your vision statement should be **passionate** and **inspirational**
- Your mission statement should explain **how** you are going to get there
- Ultimately, your mission statement should **drive** the organizational strategies and goals



Need more info?

Jeff Horton – jnhorton@cob.fsu.edu

Cinthia Satornino – cbs10e@fsu.edu

Alexis Allen – ama09k@fsu.edu

the Marketing Institute
Florida State University
College of Business
Tallahassee, FL 32306-1111
(850) 644-2509
Fax (850) 644-6231
jnhorton@cob.fsu.edu



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