

(Stiles *et al*, 1997), and can signal which attitudes and behaviours are important for organisational effectiveness, and are particularly important when behavioural change is required (Biron *et al*, 2011).

Examples of mission and value statements

Coca-Cola: Our Mission

Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions –

- to refresh the world
- to inspire moments of optimism and happiness
- to create value and make a difference.

Virgin Atlantic's mission is to grow a profitable airline ... where people love to fly ... and where people love to work.

Google's mission is to organise the world's information and make it universally accessible and useful.

Facebook's mission is to give people the power to share and make the world more open and connected.

Amazon's vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.

Co-operative Group's vision is to build a better society by excelling in everything we do.

The RSPCA's mission is as a charity [that it] will, by all lawful means, prevent cruelty, promote kindness to and alleviate suffering of animals.

The BBC's mission is to enrich people's lives with programmes and services that inform, educate and entertain; its vision is to be the most creative organisation in the world.

Statements on their own, however, are not enough. They have to be well communicated and acted upon, so that employees understand and are committed to what the organisation stands for and are m