

Mission, aims and objectives – TNT

TNT is the market leader in the provision of **business-to-business (B2B)** express delivery services. It delivers documents, parcels and freight securely between businesses, using road or air transport. Organisations do not become market leaders by chance. It takes vision, careful planning, outstanding quality and a committed, highly trained staff. Organisations identify the goals that they want to achieve through:

- a mission
- aims
- clearly stated objectives.

A business' mission is a statement that reflects its core purpose and principle business aims. It states what the business is, what it does and where it is heading. Employees and other stakeholders who have an interest in the organisation's activities need to be able to understand the mission easily. TNT's mission is to:

- *'Exceed customers' expectations in the transfer of their goods and documents around the world,*
- *Deliver value to our customers by providing the most reliable and efficient solutions through delivery networks,*
- *Seek to lead the industry by instilling pride in our people, creating value for our stakeholders and sharing responsibility around the world.'*

The aims supporting this mission focus on efficiently transferring goods and documents, providing customer satisfaction and behaving responsibly. To achieve these aims the organisation needs to establish objectives at a number of levels. SMART objectives are designed to ensure that everyone understands what is required and by when. They make it easy to measure performance. Where necessary, a business can change its plans to overcome any problems or obstacles.

- S**pecific - exactly what is to happen
- M**easurable - by quantity or proportion
- A**chievable - capable of being achieved within available resources
- R**elevant - to the overall business or corporate objectives
- T**ime-related - with a deadline attached

TNT's top-level objective is 'to achieve profitable growth.' Examples of SMART objectives across the business that contribute to this include:

- *'Answer 85% of calls from customers within ten seconds'*. This objective fits with the mission 'to provide the most reliable and efficient solutions' for customers. TNT's customer focus is one of the key ways in which it aims to differentiate itself from its competitors.
- *'To improve TNT's carbon efficiency by 45% by 2020 (measured against the 2007 baseline)'*. This example of a longer-term objective reflects TNT's aim to reduce the environmental impact of its business.





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Questions

1. What is the difference between an aim and an objective?

2. Write another SMART objective that would help TNT to 'exceed its customers' expectations in the transfer of their goods and documents around the world'?

3. Explain the purpose of a mission statement.

4. Analyse why businesses set objectives at different levels within an organisation.

Task

For a firm you are familiar, research the mission statement, aims and objectives. Then do the following:

- Identify whether the aims and objectives are financial or non-financial.
- Link the objectives to the relevant aims that they should help to achieve.
- Discuss how effective the mission statement is in communicating the purpose, values and aims of the business.

What have you learned?

Write a 100 character text highlighting what you have learned about missions, aims and objectives. Try to identify at least five different points in your text.