

CONCEPT	DEFINITION	EXAMPLE
Mission	<p>The need or needs that the organization will meet.</p> <p>The purpose of the organization's activities.</p>	<p>We develop and deliver a safe, reliable and attractive railway where we continuously improve timeliness, traffic information, and efficiency (Banedanmark).</p> <p>The Randers Library is here to inspire, support and challenge citizens as they strive to develop and educate, seek cultural experience, and together create democratic development in a globalised world. (Randers Library)</p>
Vision	<p>What the organization wants to achieve in the long term.</p> <p>A guiding star.</p>	<p>Towards 2020, we will create the railway of the future, which will allow for double passenger and freight transport (Banedanmark).</p> <p>The Randers Library is an open gateway to knowledge and culture and inspiration – a library that creates wonder and anchoring and creates opportunities for the development of a dynamic and creative Randers. (Randers Library)</p>
Values	The behaviour the organization wants.	<p>Integrity Cooperation Trust Accountability Dialogue Information Openness (The SFO (after school programme) Trolde-dynastiet in Varde)</p> <p>The Danish Veterinary and Food Administration has adopted five values that must characterise the behaviour internally in the organization and externally in relation to the stakeholders. The values are</p> <ul style="list-style-type: none"> • Accountability • Commitment • Professionalism • Credibility • Openness <p>(Danish Veterinary and Food Administration)</p>
Policy	General guidelines on how to achieve the set strategic goals.	<p>Environmental policy that ensures that the organization's activities are planned and carried out in respect of the surrounding environment.</p> <p>Work environment policy, which ensures that all the group's activities are planned and carried out in a healthy and safe working environment.</p>

FIGURE 10.28
Strategy design: Mission, vision, values, and politics.