

A Study of the 2005 Fortune 500 Vision Statements

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Working paper n° : 2010-04

April 2010

ISSN : 0840-853X

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A Study of the 2005 Fortune 500 Vision Statements

**Bart Kasowski
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Summary

This study confirms the lack of consistency with regards to the use of vision statements by leading corporate firms, as well as with regards to the content of these types of statements. In reviewing a select group of leading U.S. companies listed in the Fortune 500 2005, we observed that only 154 of the 500 firms provided clearly-identified vision statements and that only 37% of these vision statements addressed four of the essential elements of a vision: that it be specific and realizable, involve change, be future looking and identify a market space.

Introduction

While the business world is awash in vision statements, mission statements and statements of purpose, there is relatively little of consistency when it comes to the content of such statements. Many firms claim to have a vision for their organization, but it is often clear that their vision statements don't actually convey what that vision is. For this study, we have identified four criteria for evaluating a vision statement and used these criteria to evaluate the vision statements of several hundred leading U.S. firms.

The criteria we established are the following:

- A vision statement is future looking.
- A vision statement identifies a market space.
- A vision statement is specific and realizable.
- A vision statement involves change.

For our analysis, we used these four criteria to evaluate the vision statements of the companies listed in the Fortune 500 list (2005 edition). The vision statements, found on the companies' websites on the internet, were assigned a score of 0 to 3 for each of these criteria (0-criteria not present, 3-criteria strongly present) and compiled in a sortable worksheet. As not all companies provided clearly-identified vision statements, our research also documented and considered other types of brief corporate statements that could be found on the websites, including mission statements and statements of purpose.

Conclusion

The first conclusion that resulted from this review of the vision statements of the Fortune 500 firms was the fact that a majority of the companies didn't provide clearly-identified vision statements for their firms. Only 154 of the firms provided clearly-identified vision statements on the publicly-accessible area of their websites, indicating that the relevance and benefits of establishing an organizational vision were not reflected in the corporate communications of these leading firms.

Furthermore, a significant number of the firms (221 out of the 500 companies on the Fortune 500 list) didn't provide any type of statement that described their vision, mission or purpose. For a large number of firms, their corporate communications provided very little sense of what the firms intended to achieve or how they could be described (beyond the products they produced or services they offered).

Looking more closely at our study of the vision statements, the analysis shows that 57 of the 154 firms with clearly-identified vision statements (or 37%) attained a total score of 8 out of 12 points (which equals an average of 2 points out of 3 for each of the established criteria).

The most challenging criteria was the evaluation of whether or not the "vision statement is specific and realizable." Only 39% of the vision statements received an evaluation of 2 points or above with regards to this criteria. It is evident that the majority of vision statements aren't explicitly tied to real or measurable objectives.

The criteria of whether or not the "vision statement involves change" also produced poor scores. Only 48% of the vision statements evaluated received a score of 2 points or above for this criteria. The majority of the vision statements reviewed didn't explicitly indicate that the company's vision required doing anything other than the status quo.

However, most vision statements did explicitly indicate that the firm's vision involved a "future looking" perspective. 60% of the vision statements evaluated were awarded a score of 2 points or above with regards to this criteria. Most firms oriented their vision towards the future and conveyed a sense of projection in time.

Finally, the criteria that produced the strongest scores was the evaluation of whether or not the "vision statement identifies a market space." 65% of the vision statements evaluated received a score of 2 points or above in this regard. The connection between the vision statement and the commercial activities of the firm were evident in most of the cases.

It should be noted, however, that the initial analysis didn't specifically limit the length of the vision statements being evaluated (or include an evaluation of their succinctness). A good score based on the 4 criteria used, therefore doesn't necessary mean that the vision statement in question was effective or clear. Some of the vision statements that received

strong scores based on the criteria used were actually very long, rambling and detailed—which allowed them to cover a little bit of everything.

Furthermore, it is clear that many firms adopt a vision-driven approach and communicate this vision but don't specifically use the term "vision statement." For the firms who provided a mission statement or statement of purpose, we identified 71 statements that earned a score of 8 out of 12 when they are evaluated in the same way using the same criteria. Surprisingly, this indicates that the mission statements of the Fortune 500 firms had more "vision content" than the vision statements of this same group of companies.

In conclusion, this study confirms the lack of consistency with regards to the use of vision statements by leading corporate firms, as well as with regards to the content of these types of statements. In reviewing a select group of 500 leading U.S. companies, we observed that only 154 of the 500 firms provided clearly-identified vision statements and that only 37% of these vision statements addressed four of the essential elements of a vision: that it be specific and realizable, involve change, be future looking and identify a market space.

For future study, here are some potential elements that emerge from our analysis and that could be added to this project in a future phase or opened up as new areas of study to better understand and evaluate the effectiveness of vision statements as organizational tools:

- Include an evaluation of length and "impact" of the vision statements
- Include an evaluation of how the vision statements are created and used, which could be examined for correlation with other variables
- Measure and compare size, industry, performance and growth levels of the firms evaluated, to verify and examine for correlation with other variables
- Measure and compare different vision statement development approaches, including a comparison of large corporations with smaller, entrepreneur-driven firms and mid-sized firms
- Explore the impact of vision statements, using the criteria established, with regards to internal stakeholders (with shareholders, management, employees, customers, etc.) and external stakeholders (with the public, the media, government, activist organizations, etc.)
- Investigate the progression of vision statements over time and through different periods of corporate development and economic cycles based on the criteria established

Table of Definitions Used for Evaluation the Criteria

Value	Definition
0	This criteria isn't at all present in the statement
1	This criteria is somewhat but not explicitly present in the statement
2	This criteria is explicitly present in the statement
3	This criteria is strongly and explicitly present in the statement

Appendix

Evaluation of the 2005 Fortune 500 Vision Statements

Raking by fortune

2005 Fortune 500 Vision Statements

<u>Num ber</u>	<u>Name</u>	<u>Vision</u>	<u>Mission/Purpose/Other</u>	<u>Vision: Future- Looking</u>	<u>Vision: Identifie d Market Space</u>	<u>Vision: Specific and Realizable</u>	<u>Vision: Involves Change</u>	<u>Mission: Future- Looking</u>	<u>Mission: Identifie d Market Space</u>	<u>Mission: Specific and Realizable</u>	<u>Mission: Involves Change</u>	<u>TOTAL VISION</u>	<u>TOTAL MISSION</u>
1	Wal-Mart Stores	Quality goods at low prices, responsible manufacturing, and opportunities for growth. We're dedicated to excellence in every part of our business.	In everything we do, we're driven by a common mission: To improve the quality of life for everyday people around the world.	0	0	0	0	1	0	0	3	0	
2	Exxon Mobil	Exxon Mobil Corporation is committed to being the world's premier petroleum and petrochemical company. To that end, we must continuously achieve superior financial and operating results while adhering to the highest standards of business conduct.	N/A	1	3	3	1					8	
3	General Motors	GM's vision is to be the world leader in transportation products and related services. We will earn our customers' enthusiasm through continuous improvement driven by the integrity, teamwork and innovation of GM people. Becoming the best is an unending journey, a constantly changing destination. But that's where we're determined to drive – one car, one truck, one customer at a time.	N/A	3	3	2	3					11	
4	Ford Motor	Our Vision: To become the world's leading consumer company for automotive products and services.	Our Mission: We are a global family with a proud heritage passionately committed to providing personal mobility for people around the world. We anticipate consumer need and deliver outstanding products and services that improve people's lives.	3	3	2	2	1	1	1	2	10	
5	General Electric	From jet engines to power generation, financial services to plastics, and medical imaging to news and information, GE people worldwide are dedicated to turning imaginative ideas into leading products and services that help solve some of the world's toughest problems.	Key Growth Initiatives: GE is committed to achieving worldwide leadership in each of its businesses. To achieve that leadership, GE's ongoing business strategy centers on five key growth initiatives: Technical Leadership Services Customer Focus Growth Platforms Globalization	2	1	1	3	1	0	1	1	7	
6	ChevronTexaco	Vision: At the heart of The Chevron Way is our Vision... to be the global energy company most admired for its people, partnership and performance. Our vision means we: provide energy products vital to sustainable economic progress and human development throughout the world; are people and an organization with superior capabilities and commitment; are the partner of choice; deliver world-class performance; earn the admiration of all our stakeholders – investors, customers, host governments, local communities and our employees – not only for the goals we achieve but how we achieve them.	N/A	1	2	1	1					5	
7	ConocoPhillips	N/A	Purpose: Use our pioneering spirit to responsibly deliver energy to the world.					0	1	0	0	0	
8	Citigroup	Our goal for Citigroup is to be the most respected global financial services company.	N/A	1	2	2	1					6	
9	American International Group	N/A	N/A									0	

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10	International Business Machines	At IBM, we strive to lead in the invention, development and manufacture of the industry's most advanced information technologies, including computer systems, software, storage systems and microelectronics. We translate these advanced technologies into value for our customers through our professional solutions, services and consulting businesses worldwide.	N/A	2	2	2	2					8	
11	Hewlett-Packard	N/A	HP's mission is to invent technologies and services that drive business value, create social benefit and improve the lives of customers — with a focus on affecting the greatest number of people possible.					2	1	1	3	0	
12	Berkshire Hathaway	N/A	N/A									0	
13	Home Depot	N/A	N/A									0	
14	Verizon Communications	N/A	N/A									0	
15	McKesson	McKesson is helping transform healthcare into a modern, efficient, and quality-driven system. McKesson Corporation is the leading provider of supply, information and care management products and services designed to reduce costs and improve quality across healthcare. McKesson solutions empower healthcare professionals with the tools they need to deliver care more effectively and efficiently.	N/A	3	3	2	3					11	
16	Cardinal Health	N/A	N/A									0	
17	Altria Group	N/A	Altria Group's overriding goal is to deliver superior returns to our shareholders over the long term by continuing to improve each of our operating companies — Kraft Foods, Philip Morris International and Philip Morris USA — and by taking action to maximize returns to shareholders over the long term, in a manner consistent with the interests of key stakeholders.					2	1	2	2	0	
18	Bank of America Corp.	N/A	N/A									0	
19	State Farm Insurance Cos.	Our vision for the future is to be the customer's first and best choice in the products and services we provide. We will continue to be the leader in the insurance industry and we will become a leader in the financial services arena. Our customers' needs will determine our path. Our values will guide us.	State Farm's mission is to help people manage the risks of everyday life, recover from the unexpected and realize their dreams. We are people who make it our business to be like a good neighbor; who built a premier company by selling and keeping promises through our marketing partnership; who bring diverse talents and experiences to our work of serving the State Farm customer. Our success is built on a foundation of shared values -- quality service and relationships, mutual trust, integrity and financial strength.	3	3	3	3	0	2	2	1	12	
20	J.P. Morgan Chase & Co.	N/A	N/A									0	
21	Kroger	N/A	Our mission is to be a leader in the distribution and merchandising of food, pharmacy, health and personal care items, seasonal merchandise, and related products and services.					2	3	1	0	0	
22	Valero Energy	N/A	Mission: Valero is North America's largest refiner and one of the nation's largest retailers. The company leads in shareholder value growth through innovative, efficient upgrading of low-cost feedstocks into high-value, high-quality products.					1	3	1	0	0	
23	AmerisourceBergen	N/A	AmerisourceBergen's focus is to provide the best service in the pharmaceutical supply chain with continuously improving operational efficiencies and expanded offerings and programs. Mission: To build shareholder value by delivering pharmaceutical and healthcare products, services and solutions in innovative and cost effective ways. We will realize this mission by setting the highest standards in service, reliability, safety and cost containment in our industry.					3	3	3	1	0	

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24	Pfizer	N/A	Mission: We will become the world's most valued company to patients, customers, colleagues, investors, business partners, and the communities where we work and live. Purpose: We dedicate ourselves to humanity's quest for longer, healthier, happier lives through innovation in pharmaceutical, consumer, and animal health products.					3	3	2	2	0	
25	Boeing	N/A	N/A									0	
26	Proctor & Gamble	N/A	Purpose: We will provide branded products and services of superior quality and value that improve the lives of the world's consumers. As a result, consumers will reward us with leadership sales, profit, and value creation, allowing our people, our shareholders, and the communities in which we live and work to prosper.					3	0	1	1	0	
27	Target	N/A	N/A									0	
28	Dell	N/A	N/A									0	
29	Costco Wholesale	N/A	N/A									0	
30	Johnson & Johnson	N/A	N/A									0	
31	Marathon Oil	At Marathon, our vision is to be recognized as a pacesetter in creating sustainable value growth through innovative energy solutions and unique partnerships. To realize this vision, we are applying a differentiated business model that takes us beyond a conventional integrated oil business.	N/A	3	2	2	3					10	
32	Time Warner	N/A	N/A									0	
33	SBC Communications (AT&T)	N/A	N/A									0	
34	Dow Chemical	To be the largest, most profitable, most respected chemical company in the world.	Mission - To constantly improve what is essential to human progress by mastering science and technology.	3	3	2	0	3	1	0	3	8	
35	Albertson's	VISION: Albertsons is a unified team of energized associates obsessed with creating the world's number one food and drug retailer in the areas of market value, scale, profitability, customer service and associate satisfaction.	MISSION: Guided by relentless focus on our five imperatives, we will constantly strive to implement the critical initiatives required to achieve our vision. In doing this, we will deliver operational excellence in every corner of the Company and meet or exceed our commitments to the many constituencies we serve. All of our long-term strategies and short-term actions will be molded by a set of core values that are shared by each and every associate.	3	3	3	3	3	0	0	3	12	
36	Morgan Stanley	N/A	N/A									0	
37	MetLife	N/A	N/A									0	
38	Walgreen	N/A	N/A									0	
39	United Technologies	N/A	N/A									0	
40	UnitedHealth Group	N/A	N/A									0	
41	Microsoft	N/A	Mission: At Microsoft, we work to help people and businesses throughout the world realize their full potential. This is our mission. Everything we do reflects this mission and the values that make it possible.					3	0	0	3	0	
42	United Parcel Service	N/A	N/A									0	
43	Lowe's	Lowe's Vision is to be our Customers' first choice for home improvement in each and every market we serve. To earn our Customers' trust and meet their individual needs, we will provide valued solutions with the best prices, products and services that make our Customers' lives easier.	N/A	3	3	3	3					12	
44	Archer Daniels Midland	N/A	Mission: To unlock the potential of nature to improve the quality of life.					3	0	0	3	0	

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45	Sears Roebuck	Sears Holdings is committed to improving the lives of our customers by providing quality services, products and solutions that earn their trust and build lifetime relationships.	Our Mission: Build customer relationships: Make more money; Improve every day.	3	0	1	3	3	0	1	3	7	
46	Safeway	N/A	N/A									0	
47	Lockheed Martin	Powered By Innovation, Guided By Integrity, We Help Our Customers Achieve Their Most Challenging Goals.	N/A	2	0	0	3					5	
48	Medco Health Solutions	N/A	N/A									0	
49	Motorola	Seamless Mobility.	N/A	0	3	0	1					4	
50	Intel	N/A	N/A									0	
51	Allstate	N/A	Allstate Mission Statement: To be the best...serving our customers by providing peace of mind and enriching their quality of life through our partnership in the management of the risks they face.					2	3	2	2	0	
52	Wells Fargo	We want to satisfy all of our customers' financial needs, help them succeed financially, be the premier provider of financial services in every one of our markets, and be known as one of America's great companies.	N/A	3	3	2	3					11	
53	Merrill Lynch	N/A	Positioning: Merrill Lynch has positioned itself to be the preeminent global financial management and advisory company.					0	3	2	1	0	
54	Walt Disney	N/A	Producing unparalleled entertainment experiences based on its rich legacy of quality creative content and exceptional storytelling.					2	3	0	1	0	
55	CVS	Vision: We help people live longer, healthier, happier lives.	Mission: We will be the easiest pharmacy retailer for customers to use.	3	0	1	2	3	3	1	3	6	
56	AT&T	N/A	N/A									0	
57	Caterpillar	Be the global leader in customer value.	Mission: <ul style="list-style-type: none"> • Caterpillar will be the leader in providing the best value in machines, engines and support services for customers dedicated to building the world's infrastructure and developing and transporting its resources. We provide the best value to customers. • Caterpillar people will increase shareholder value by aggressively pursuing growth and profit opportunities that leverage our engineering, manufacturing, distribution, information management and financial services expertise. We grow profitably. • Caterpillar will provide its worldwide workforce with an environment that stimulates diversity, innovation, teamwork, continuous learning and improvement and rewards individual performance. We develop and reward people. • Caterpillar is dedicated to improving the quality of life while sustaining the quality of our earth. We encourage social responsibility. 	1	0	0	0	3	3	3	3	1	
58	Northrop Grumman	Our vision is to be the most trusted provider of systems and technologies that ensure the security and freedom of our nation and its allies. As the technology leader, we will define the future of defense—from undersea to outer space, and in cyberspace.	N/A	3	3	2	3					11	
59	Goldman Sachs Group	N/A	We seek to be the advisor of choice for our clients and a leading participant in global financial markets.					3	0	2	2	0	

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60	Sysco	N/A	SYSCO's Mission - Helping Our Customers Succeed It's the foundation of the decisions and actions taken by our employees on a daily basis. Attention to detail, going the extra mile and simply being available for any need enhances the level of service each customer receives, and ultimately benefits customers in their daily endeavors to satisfy their patrons. We are committed to our customers' success and to helping them achieve their goals. Maintaining outstanding service has become even more important as consumers embrace quality dining experiences as they enjoy meals away from home. Our responsibility is not taken lightly - our customers' success is vital to our success.					2	0	1	0	0	
61	PepsiCo	N/A	PepsiCo's mission is "To be the world's premier consumer products company focused on convenient foods and beverages. We seek to produce healthy financial rewards to investors as we provide opportunities for growth and enrichment to our employees, our business partners and the communities in which we operate. And in everything we do, we strive for honesty, fairness and integrity."					1	3	1	1	0	
62	American Express	N/A	N/A									0	
63	Delphi	N/A	N/A									0	
64	Prudential Financial	N/A	N/A									0	
65	Wachovia Corp.	Wachovia's vision is to be the best, most trusted and admired financial services company.	N/A	0	2	1	0					3	
66	Dupont	Our vision is to be the world's most dynamic science company, creating sustainable solutions essential to a better, safer and healthier life for people everywhere.	N/A	2	1	1	3					7	
67	Sprint	N/A	N/A									0	
68	New York Life Insurance	N/A	N/A									0	
69	Viacom	N/A	We are among the world's leading creators of programming and content across all media platforms. We work to deliver growth and superior returns to our stockholders and bring our global audiences the entertainment they want where they want it.					1	3	2	3	0	
70	International Paper	Our Vision What We Want to Become International Paper will be one of the best and most respected companies in the world - as measured by our employees, our customers, our communities and our shareowners.	Our Mission Why We Exist, What We Do, and How We Do It International Paper is dedicated to making people's lives better. Our employees use renewable resources to make products people depend on every day. Our customers succeed because our innovative products and services make their businesses better. Our communities welcome us as neighbors, employers and environmental stewards. Our shareowners benefit from our superior financial performances. By keeping our promises, we deliver results.	3	0	2	3	3	1	2	3	8	
71	Johnson Controls	N/A	Our Mission: Continually exceed our customers' increasing expectations.					3	0	1	1	0	
72	Tyson Foods	N/A	N/A									0	
73	Caremark Rx	N/A	Mission: We will be the premier health management solution provider, enabling individuals and plan sponsors to optimize their healthcare investment.					3	3	2	2	0	
74	J.C. Penney	N/A	N/A									0	
75	Honeywell International	N/A	N/A									0	

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76	Ingram Micro	Ingram Micro will be universally regarded as the best way to deliver technology to the world.	Mission: To help our business partners grow and be more profitable, while maximizing value for our shareowners, by: Broadening the reach of our business partners, connecting them with new markets, technologies and solutions Earning the respect and loyalty of our business partners through superior value and service Creating innovative ideas through bright, energetic, customer-focused and talented people	3	1	1	3	3	0	2	3	8	
77	Best Buy	N/A	Our mission is to give our customers great experiences – whether they are shopping for consumer electronics, home-office products, entertainment software and appliances, or using those products and related-services in their homes and offices.					0	3	2	0	0	
78	FedEx	N/A	Mission: FedEx will produce superior financial returns for shareowners by providing high value-added supply chain, transportation, business and related information services through focused operating companies. Customer requirements will be met in the highest quality manner appropriate to each market segment served. FedEx will strive to develop mutually rewarding relationships with its employees, partners and suppliers. Safety will be the first consideration in all operations. Corporate activities will be conducted to the highest ethical and professional standards.					3	3	2	2	0	
79	Alcoa	At Alcoa, our vision is to be the best company in the world--in the eyes of our customers, shareholders, communities and people.	N/A	0	0	0	0					0	
80	HCA	N/A	Mission: Above all else, we are committed to the care and improvement of human life. In recognition of this commitment, we strive to deliver high quality, cost effective healthcare in the communities we serve.					3	3	2	2	0	
81	TIAA-CREF	N/A	N/A									0	
82	Sunoco	N/A	Purpose: To be a source of excellence for our customers; to provide a challenging professional experience for our employees; to be a rewarding investment for our shareholders; to be a respected citizen of community and country.					0	0	1	0	0	
83	Mass. Mutual Life Insurance	N/A	N/A									0	
84	Merck	N/A	The mission of Merck is to provide society with superior products and services by developing innovations and solutions that improve the quality of life and satisfy customer needs, and to provide employees with meaningful work and advancement opportunities, and investors with a superior rate of return.					3	0	2	3	0	
85	St. Paul Travelers Cos.	N/A	N/A									0	
86	Duke Energy	N/A	Our purpose is to create superior value for our customers, employees, communities and investors through the production, conversion, delivery and sale of energy and energy services.					1	3	2	2	0	
87	BellSouth	N/A	N/A									0	
88	Hartford Financial Services	N/A	N/A									0	
89	Weyerhaeuser	Our Vision is to be The Best Forest Products Company in the World and a Global Leader Among All Industries	Our Mission: Produce superior returns for our shareholders by focusing on our customers and safely growing and harvesting trees, manufacturing and selling forest products, and building and selling homes.	1	3	0	0	3	3	2	1	4	
90	MCI	N/A	N/A									0	
91	Cisco Systems	At Cisco, our vision is to change the way people work, live, play and learn.	N/A	3	0	0	3					6	

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92	Coca-Cola	Vision for Sustainable Growth: Profit: Maximizing return to shareowners while being mindful of our overall responsibilities. People: Being a great place to work where people are inspired to be the best they can be. Portfolio: Bringing to the world a portfolio of beverage brands that anticipate and satisfy peoples' desires and needs. Partners: Nurturing a winning network of partners and building mutual loyalty. Planet: Being a responsible global citizen that makes a difference.	Mission: To Refresh the World... in body, mind, and spirit. To Inspire Moments of Optimism... through our brands and our actions. To Create Value and Make a Difference... everywhere we engage.	3	0	1	3	2	0	0	2	7	
93	Bristol-Myers Squibb	N/A	Our company's mission is to extend and enhance human life by providing the highest-quality pharmaceutical and related health care products.					3	3	2	2	0	
94	Lehman Brothers Holdings	N/A	We are One Firm, defined by our unwavering commitment to our clients, our shareholders, and each other. Our mission is to build unrivaled partnerships with and value for our clients, through the knowledge, creativity, and dedication of our people, leading to superior returns for our shareholders.					1	0	1	1	0	
95	Electronic Data Systems	N/A	N/A									0	
96	Plains All American Pipeline	Our vision is to become the premier crude oil transportation and marketing company in the United States and Canada by providing the utmost in value-added services to our customers, and in doing so, delivering superior returns to our stakeholders.	Our principal business strategy is to efficiently and competitively provide services to our customers, while capitalizing on the regional crude oil supply and demand imbalances that exist in the United States and Canada by combining the strategic location and distinctive capabilities of our transportation and terminalling assets with our extensive marketing and distribution expertise to generate sustainable earnings and cash flow.	3	3	3	3	1	3	2	1	12	
97	Wellpoint	WellPoint will transform health care and become the most valued company in our industry. The result will be: Improved health, health care quality and affordability; Increased member satisfaction and enrollment; Superior returns to shareholders; Enhanced opportunities for associates; A highly trusted and respected national organization.	WellPoint's mission is to improve the lives of the people we serve and the health of our communities.	3	3	3	3	3	2	2	3	12	
98	News Corp.	N/A	N/A									0	
99	Nationwide	N/A	N/A									0	
100	Abbott Laboratories	N/A	Abbott is focused on advancing patient care by developing innovative solutions in diagnostics, medical devices, nutritionals and pharmaceuticals.					3	3	1	3	0	
101	Halliburton	Leading the world in integrated energy services, energy equipment, engineering, construction, and maintenance. Supported by four key goals: Technological Leadership; Operational Excellence; Innovative Business Relationships; Dynamic Workforce.	N/A	1	3	2	1					7	
102	Comcast	As our company evolves, we will continue to look to the future and the provision of new communications technology, new opportunities, and more choices, providing people with the communications products and services that connect them to what's important in their lives.	N/A	3	2	1	3					9	
103	Raytheon	To be the most admired defense and aerospace systems supplier through world-class people and technology.	Raytheon is an industry leader in defense and government electronics,space,information technology, technical services,and business aviation and special mission aircraft providing integrated mission systems to meet the critical defense and non-defense needs of our customers.	1	3	2	0	1	3	0	0	6	
104	Supervalu	N/A	Our mission at SUPERVALU always will be to serve our customers better than anyone else could serve them. We will provide our customers with value through our products and services, committing ourselves to providing the quality, variety and convenience they expect.					1	0	2	1	0	
105	3M	N/A	Our Values: Provide investors an attractive return through sustained, quality growth; Satisfy customers with superior quality, value and service; Respect our social and physical environment; Be a company employees are proud to be part of.					1	0	2	0	0	

Evaluation of the 2005 Fortune 500 Vision Statements

Number	Name	Vision	Mission/Purpose/Other	Vision: Future-Looking	Vision: Identified Market Space	Vision: Specific and Realizable	Vision: Involves Change	Mission: Future-Looking	Mission: Identified Market Space	Mission: Specific and Realizable	Mission: Involves Change	TOTAL VISION	TOTAL MISSION
106	Deere	N/A	We aspire to distinctively serve customers — those linked to the land — through a great business, a business as great as our products. To achieve this aspiration, our strategy is: Exceptional operating performance; Disciplined SVA growth; Aligned high-performance teamwork.					1	0	1	1	0	
107	Cendant	N/A	N/A									0	
108	Aetna	N/A	Our focus is on meeting customers' needs. We're introducing innovative products, delivering strong customer service and providing easy-to-understand information. The result: a wide range of health and benefits options that deliver a valuable difference.					2	1	1	2	0	
109	Georgia-Pacific	Georgia-Pacific will be a premier worldwide manufacturer and marketer of choice for value-added forest products. Employees will choose us because we reward excellence and we believe people make the difference. Customers and consumers will choose us because we provide superior products and services at competitive prices. Investors will choose us because we will consistently deliver returns in the top quartile of all major companies.	Through excellence in all we do, the resourceful people of Georgia-Pacific grow our value and create wealth for our investors by providing value-added forest products that enable our customers and consumers to enhance where they live, work and play.	3	3	3	0	3	3	2	3	9	
110	Tech Data	N/A	Tech Data's mission is to maximize shareholder value by providing the high-quality core services that our customers and vendor partners need to cost-effectively sell, deploy and support world-class technology solutions.					0	2	1	0	0	
111	Liberty Mutual Insurance Group	N/A	Creed: With our policyholders we are engaged in a great mutual enterprise. It is great because it seeks to prevent crippling injuries and death by removing the causes of home, highway, and work accidents. It is great because it deals in the relief of pain and sorrow and fear and loss. It is great because it works to preserve and protect the things people earn and build and own and cherish. Its true greatness will be measured by our power to help people live safer, more secure lives.					0	0	0	1	0	
112	Autonation	Vision: Driven to be the Best - AutoNation's Driven to be the Best vision is based on a foundation of operational excellence that drives an uncompromising focus on the customer. This vision shapes a company that's continuously improving and setting industry standards in all that it seeks to achieve, from superior shopping experiences to market-leading brands, to unmatched scale advantages and productivity-boosting best practices.	Mission: To be America's best run, most profitable automotive retailer.	3	0	1	3	1	3	2	0	7	
113	Kmart Holding (Sears)	Our Vision: Sears Holdings is committed to improving the lives of our customers by providing quality services, products and solutions that earn their trust and build lifetime relationships.	Our Mission: Build customer relationships; Make more money; Improve every day.	3	0	1	3	3	0	1	3	7	
114	Sara Lee	Our Vision: To be the first choice of consumers and customers around the world by bringing together innovative ideas, continuous process improvement and people who make things happen.	Our Mission: To simply delight you... every day.	1	0	0	3	1	0	1	0	4	
115	General Dynamics	N/A	N/A									0	
116	McDonald's	N/A	N/A									0	
117	Publix Super Markets	N/A	Our Mission at Publix is to be the premier quality food retailer in the world. To that end we commit to be: Passionately focused on Customer Value; Intolerant of Waste; Dedicated to the Dignity, Value and Employment Security of our Associates; Devoted to the highest standards of stewardship for our Stockholders; and Involved as Responsible Citizens in our Communities.					1	3	2	3	0	
118	Visteon	Visteon Vision: To Be the World's Leading Supplier of Integrated Automotive Systems; To increase shareholder value by delivering systems solutions that help our customers exceed their goals, are safer and environmentally responsible, and distinguish Visteon as the supplier, employer and community citizen of choice.	Mission: To increase shareholder value by delivering systems solutions that help our customers exceed their goals, are safe and environmentally responsible, and distinguish Visteon as the supplier, employer and community citizen of choice.	1	3	2	1	1	3	2	1	7	

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119	AMR	N/A	Our mission is to make a difference by caring for people in need.					0	0	0	1	0	
120	Goodyear Tire & Rubber	Goodyear's Vision: Become a market-focused tire company providing superior products and services to end-users and to our channel partners, leading to superior returns for our shareholders.	N/A	3	3	2	1					9	
121	Conagra Foods	N/A	N/A									0	
122	Cigna	N/A	CIGNA's Mission: We are a business of caring. We provide our customers with employee benefits, expertise and services that improve the health, well-being and productivity of their employees. We will be recognized by our customers and shareholders for industry leadership and superior results.					1	3	2	1	0	
123	Coca-Cola Enterprises	N/A	Our mission is to unite the passion of our people and the power of our brands to generate sustainable and profitable growth and improve financial returns by focusing our assets and alliances on innovation and customer relationships.					1	0	2	0	0	
124	Northwestern Mutual	N/A	N/A									0	
125	Wyeth	Our vision is to lead the way to a healthier world. By carrying out this vision at every level of our organization, we will be recognized by our employees, customers and shareholders as the best pharmaceutical company in the world, resulting in value for all.	We bring to the world pharmaceutical and health care products that improve lives and deliver outstanding value to our customers and shareholders.	3	3	1	3	3	3	3	3	10	
126	Amerada Hess	Our vision is to maximize shareholder value by enhancing financial performance and providing long-term profitable growth.	N/A	2	0	2	0					4	
127	Lear	To be consistently recognized by our: Customers, Employees, Shareholders, Suppliers, and Communities as the company of first choice.	Exceed our Customers needs and expectations, by: Delivering the highest quality products and services; Conducting our business with humility and integrity; Continually improving our operating efficiency; Provide our Employees, our most valuable resource, with an environment that: Treats all individuals with dignity and respect; Allows everyone to reach their full potential; Encourages inclusion and active participation; Is safe and clean; Maximize value for our Shareholders; Treat our Suppliers with respect and nurture mutually beneficial relationships; Support the Communities where we do business.	1	0	1	0	2	0	1	1	2	
128	Rite Aid	N/A	Mission: To be a successful chain of friendly, neighborhood drugstores. Our knowledgeable, caring associates work together to provide a superior pharmacy experience, and offer everyday products and services that help our valued customers lead healthier, happier lives.					1	3	2	1	0	
129	UAL	N/A	N/A									0	
130	Gap	N/A	Our Purpose: Simply, to make it easy for you to express your personal style throughout your life.					1	0	0	0	0	
131	Washington Mutual	To be the nation's leading retailer of financial services for consumers and small businesses.	To build strong, profitable relationships with a broad spectrum of consumers and businesses. We will do this by delivering products and services that offer great value and friendly service, and by adhering to our core values of being fair, caring, human, dynamic, and driven.	0	3	2	0	1	0	1	1	5	
132	Xerox	N/A	Xerox Mission Statement: Our strategic intent is to help people find better ways to do great work -- by constantly leading in document technologies, products and services that improve our customers' work processes and business results.					2	3	2	3	0	
133	Federated Department Stores (May)	N/A	N/A									0	

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134	Emerson Electric	N/A	Our priority is to design, produce and deliver products, systems, and solutions that make people's lives better.					2	0	0	2	0	
135	Kimberly-Clark	N/A	N/A									0	
136	Premcor (Valero)	N/A	Valero is committed to: The safety of our employees and our operations as a core business value; Producing environmentally clean products in environmentally clean facilities; Aggressively pursuing growth opportunities, both domestically and internationally; Continued development of all employees, our number-one asset; Providing a challenging, rewarding environment that facilitates creative thinking, teamwork and open communications; Customer satisfaction by providing reliable and responsive products and services; Ensuring a positive retail experience for consumers by focusing on convenience, value and quality service; Taking a leadership role in our communities by providing company support and encouraging employee involvement.					2	0	1	2	0	
137	Express Scripts	N/A	Mission: Express Scripts is a company dedicated to making the use of prescription drugs safer and more affordable for plan sponsors and over 50 million members and their families.					3	3	3	3	0	
138	Delta Air Lines	Since the founding of Delta Air Lines, our company has stood for safe and reliable air transportation, distinctive customer service, and hospitality from the heart. Our vision is for Delta to build on its traditions and always to meet our customers' expectations while taking service to even higher levels of excellence. We are a leader in a business we know best—airline transportation. We intend to be an even greater company and will focus our time, attention, and investment on building that leadership. We are dedicated to being the best airline in the eyes of our customers. We will provide value and distinctive products to our customers, a superior return for investors, and challenging and rewarding work for Delta people in an environment that respects and values their contributions.	N/A	3	3	2	3					11	
139	Anheuser-Busch	Our vision: Through all of our products, services and relationships, we will add to life's enjoyment.	Our mission: Be the world's beer company; Enrich and entertain a global audience; Deliver superior returns to our shareholders.	3	0	0	2	2	2	2	1	5	
140	Manpower	We lead in the creation and delivery of services that enable our clients to win in the changing world of work.	Strategies: This vision will be achieved by executing the following strategies: Revenue - Generating more revenue requires us to develop strategic insight about our clients' needs and goals, elevating and broadening our mutually-beneficial relationships and measuring our contribution to our clients' businesses; Efficiency - Improving our efficiency means achieving speed, quality and effective use of resources throughout all our operations; Innovation - Demonstrating our commitment to innovation requires us to continuously capture creativity in local markets and replicate this around the world. Our role is to develop and expand our capabilities, while creating services targeted to what's new and what's next in the world of work; Thought Leadership - Maintaining our thought leadership means continuously anticipating future dynamics of the market and contributing to the design of social and employment systems on a global basis; Organization and Culture - Evolving our organization and culture requires attracting and retaining high quality people for the long term. It also requires creating an environment that promotes entrepreneurship, rewards high performance and motivates us to reach our full potential.	2	0	0	2	3	0	2	2	4	
141	TJX	N/A	Our off-price mission is to deliver a rapidly changing assortment of quality, brand name merchandise at prices that are 20 - 60% less than department and specialty store regular prices, every day.					1	3	3	1	0	

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142	Computer Sciences	N/A	CSC's mission is to use our extensive IT experience to deliver tangible business results—enabling our clients in industry and government to profit from the advanced use of technology. We strive to build long-term client relationships based on mutual trust and respect.					1	3	1	2	0	
143	U.S. Bancorp	N/A	N/A									0	
144	Loews (AMC)	N/A	Our Mission — to provide guests with the best possible out-of-home entertainment experience — directly impacts everything the company does.					1	1	1	1	0	
145	Exelon (PSEG)	N/A	N/A									0	
146	Staples	N/A	N/A									0	
147	May Department Stores (Federated)	N/A	N/A									0	
148	American Electric Power	N/A	N/A									0	
149	United States Steel	Guided by a new Vision for its second century of business, U. S. Steel remains committed to Making Steel, its core focus for more than 100 years; strengthening its position in the global marketplace to remain World Competitive; and Building Value for its stakeholders.	N/A	1	1	1	1					4	
150	Countrywide Financial	N/A	N/A									0	
151	Dominion Resources	Vision: Continue to operate—and grow to an even more substantial position—as a profitable natural gas and electric power company serving customers in America's most energy-intensive market: the Mid-Atlantic, Northeast and Midwest. The region comprises about a quarter of the nation's landmass, but it accounts for about 40 percent of the energy consumed.	N/A	3	3	3	3					12	
152	Eli Lilly	N/A	At Lilly, we strive to exceed our customers' expectations. Every day, we work creatively to understand our customers' needs throughout the world and take whatever actions are necessary to meet those needs in a superior manner.					2	0	1	2	0	
153	Eastman Kodak	N/A	N/A									0	
154	Qwest Communications	Vision: Qwest is the premier provider of full-service communications for people at work, at home or on the move. Qwest's competency reaches across America, drawing on the Spirit of Service at the heart of our heritage as we effectively steward our shareowners' investments and provide outstanding service to the customers we serve. As our dedicated professionals move and manage information, we do so ethically and with integrity, providing superior value and advanced products and services, assuming only those tasks we can do exceedingly well.	N/A	0	3	2	0					5	
155	Progressive	Progressive's vision is to reduce the human trauma and economic costs associated with automobile accidents. We do this by providing our customers with services designed to help them get their lives back in order again as quickly as possible.	N/A	1	2	2	2					7	
156	Office Depot	Our Vision: Delivering Winning Solutions That Inspire Worklife: Delivering-Our actions speak louder than words. We are accountable: doing what we say we're going to do ? efficiently and on time; Winning-We act with confidence. We're proud to win. We push ourselves to greater heights. And we don't settle for less than being the best; Solutions-We listen to our customers and understand their needs. We offer products, services and innovative thinking that enable our customers to achieve success; Inspire-Our inspiration is contagious and enables us to unleash creativity to help people achieve their goals. Our motivation and enthusiasm inspire others to succeed; Worklife™-We combine our energy for work with our passion for life . creating a fuller, more enriched lifestyle. We share the desire to maximize human potential to achieve personal dreams.	N/A	1	0	1	1					3	
157	Nextel Communications (Sprint)	N/A	N/A									0	

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158	Aflac	N/A	To combine aggressive strategic marketing with quality products and services at competitive prices to provide the best insurance value for consumers.					0	0	1	1	0	
159	OfficeMax	N/A	N/A									0	
160	Whirlpool	Every Home... Everywhere. With Pride, Passion and Performance. These words represent the vision that will guide Whirlpool into the future.	N/A	1	0	0	1					2	
161	Chubb	N/A	Our Mission is to be the preeminent specialty global property and casualty insurer by providing coverage and service that exceed our customers' expectations.					1	3	1	1	0	
162	Humana	N/A	N/A									0	
163	FirstEnergy	Our Strategic Vision: FirstEnergy will be a leading regional energy provider, recognized for operational excellence and customer service; the choice for long-term growth, investment value and financial strength; and a company committed to safety and driven by the leadership, skills, diversity and character of its employees.	Our Mission Statement: FirstEnergy will provide competitively priced, high-quality products and value-added services in: Energy sales and services; Energy delivery; Power supply; and Regulated and unregulated supplemental services related to our core business.	3	3	2	3	3	3	3	1	11	
164	Sollectron	N/A	N/A									0	
165	Williams	N/A	N/A									0	
166	Texas Instruments	World leadership in digital solutions for the networked society.	Strategy: We will accomplish this with excellence in everything we do: Value by producing products and technologies that make us and our customers sustainably different from the competition; Growth by competing in high-growth markets; and Stability by providing consistently good financial performance.	1	2	1	1	1	0	1	1	5	
167	Constellation Energy	Our vision is to be the first-choice provider for customers seeking energy solutions in the complex and changing energy marketplace.	N/A	1	2	2	1					6	
168	Waste Management	N/A	N/A									0	
169	Tenet Healthcare	Tenet will distinguish itself as a leader in redefining health care delivery and will be recognized for the passion of its people and partners in providing quality, innovative care to the patients it serves in each community.	N/A	3	3	2	2					10	
170	Masco	N/A	N/A									0	
171	MBNA	N/A	N/A									0	
172	Pacificare Health Systems	We are a health and consumer services company making people's lives better.	PacificCare's mission is to improve the health of it's members.	3	2	1	3	3	1	1	3	9	
173	Nike	N/A	Mission: To bring inspiration and innovation to every athlete* in the world. *If you have a body, you are an athlete.					2	2	2	3	0	
174	Union Pacific	Company Vision Statement: Union Pacific is committed to be a railroad where our customers want to do business, our employees are proud to work, shareholder value is created and the safety of the public and our employees is our top priority.	N/A	1	3	2	2					8	
175	Sanmina-SCI	N/A	N/A									0	
176	Marsh & McLennan	N/A	N/A									0	
177	Tesoro	Tesoro Corporation's vision is to create opportunities that exceed yesterday's successes and maximize our potential.	We endeavor to do this by creating a geographically focused, value-added refining and marketing business whose success is driven by four primary factors: economies of scale, a low cost structure, superior management information systems, and outstanding employees focused on business excellence. Our success is measured not just by the value we bring to our customers and shareholders, but in remaining true to our own company's core values: Honesty and integrity; Respect and trust; Commitment to excellence; Creative and entrepreneurial spirit; Teamwork.	3	0	0	3	3	3	1	3	6	
178	TRW Automotive Holdings	N/A	N/A									0	

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179	DirecTV Group	N/A	N/A									0	
180	Southern	N/A	N/A									0	
181	Pulte Homes	N/A	N/A									0	
182	Winn-Dixie Stores	N/A	N/A									0	
183	Illinois Tool Works	N/A	N/A									0	
184	Kohl's	N/A	N/A									0	
185	Health Net	N/A	N/A									0	
186	Occidental Petroleum	Occidental Petroleum Corporation has the expertise and experience to find and develop new sources of oil and natural gas today to fuel tomorrow's economic growth - without compromising our strong commitment to protecting the environment, promoting our high standards of social responsibility and safeguarding the health and safety of employees and neighbors.	N/A	3	3	1	3					10	
187	Edison International	For Edison International, the road ahead is clear: to fulfill a heritage based on values that grew from our past, point the way to our future, and produce value for our customers and shareholders.	N/A	3	0	1	0					4	
188	Paccar	N/A	N/A									0	
189	Nucor	N/A	N/A									0	
190	Northwest Airlines	To build together the first choice airline and global alliance network with the best people; each committed to exceeding our customers' expectations every day.	N/A	3	2	1	2					8	
191	United Services Automobile Assn.	N/A	The mission of USAA is to facilitate the financial security of its members, associates and their families through provision of a full range of highly competitive financial products and services; in so doing, USAA seeks to be the provider of choice for the military community.					1	3	2	0	0	
192	Toys "R" Us	N/A	N/A									0	
193	Transmontaigne	N/A	N/A									0	
194	Sun Microsystems	Vision: Everyone and everything participating on the network.	Mission: To create the technologies and fuel the communities that power the Participation Age.	0	0	0	0	3	0	0	3	0	
195	TXU	N/A	N/A									0	
196	PG&E Corp.	N/A	N/A									0	
197	General Mills	N/A	N/A									0	
198	CHS	N/A	N/A									0	
199	Public Service Enterprise Group (Exelon)	N/A	N/A									0	
200	Burlington Northern Santa Fe	Delivering What's Important: Our vision is to realize the tremendous potential of The Burlington Northern and Santa Fe Railway by providing transportation services that consistently meet our customers' expectations.	N/A	2	3	1	2					8	
201	Dana	Vision 2010: Our success depends upon an unwavering focus on our customers, our people, and our financial performance.	Mission: Dana will grow profitably in the world's vehicular markets and provide industry leading shareholder value.	1	0	0	0	3	1	1	1	1	
202	Pepsi Bottling	N/A	Mission Statement: We have absolute clarity around what we do: We sell soda.					1	3	3	0	0	
203	D.R. Horton	N/A	N/A									0	
204	Centex	N/A	N/A									0	
205	Dean Foods	N/A	N/A									0	
206	Capital One Financial	N/A	N/A									0	

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207	Arrow Electronics	Arrow's vision is to be the Clear #1 worldwide provider of products, services and solutions that connects technology with customers, powers the supply chain and delivers premium investment results.	N/A	1	1	1	1					4	
208	UnumProvident	N/A	N/A									0	
209	Centerpoint Energy	N/A	N/A									0	
210	Colgate-Palmolive	N/A	N/A									0	
211	National City Corp.	N/A	Our Mission: National City Corporation will be a premier diversified financial services company providing customers with advice, information and services to meet their financial needs. We will achieve superior levels of financial performance as compared to our peers and provide stockholders with an attractive return on their investment over time.					3	3	2	3	0	
212	Amgen	N/A	Mission: Amgen strives to serve patients by transforming the promise of science and biotechnology into therapies that have the power to restore health or even save lives.					3	3	3	3	0	
213	FPL Group	N/A	N/A									0	
214	Lennar	N/A	N/A									0	
215	Gillette (P&G)	N/A	N/A									0	
216	Textron	Textron's vision is to become the premier multi-industry company, recognized for our network of powerful brands, world-class enterprise processes and talented people.	Our strategy is to create superior shareholder value by building world-class competencies in: Enterprise Management - building, deploying and leveraging world-class operating capabilities through a focus on customers, people and processes; Portfolio Management - identifying, selecting, acquiring and integrating the right mix of businesses that will drive higher performance while benefiting from our Enterprise Management capabilities.	3	0	1	1	3	3	3	1	5	
217	Avnet	Avnet will deliver the highest value to our customers, suppliers, employees and shareholders as the premier technology marketing, distribution and services company, globally.	N/A	3	2	1	1					7	
218	Aon	N/A	N/A									0	
219	Aramark	Our Vision: A company where the best people want to work. Customers who recommend us to others because we constantly exceed their expectations. Success measured in the growth of our company, its earnings and ourselves. The world leader in managed services.	N/A	1	0	1	0					2	
220	Oracle	N/A	N/A									0	
221	Entergy	N/A	N/A									0	
222	Smithfield Foods	N/A	N/A									0	
223	First Data	We focus on being the consummate business partner for our customers--connecting them to the people, technology and relationships so they can grow their businesses anywhere in the world.	N/A	2	0	1	1					4	
224	Marriott International	N/A	N/A									0	
225	United Auto Group	N/A	N/A									0	
226	AES	N/A	N/A									0	
227	Eaton	N/A	N/A									0	
228	Consolidated Edison	N/A	The guiding principle of Con Edison's corporate strategy has been, and continues to be, to deliver shareholder value by focusing on what we do best - providing safe, reliable energy to our millions of customers in the Northeast.					2	3	3	0	0	
229	Progress Energy	N/A	N/A									0	
230	Omnicom Group	N/A	N/A									0	

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231	Circuit City Stores	N/A	N/A									0	
232	Continental Airlines	N/A	N/A									0	
233	Navistar International	N/A	N/A									0	
234	Kellogg	N/A	N/A									0	
235	Sempra Energy	N/A	N/A									0	
236	PPG Industries	We will be recognized as a preeminent global engineered-materials and services company that fully engages our people, passionately embraces new ideas, seeks out transforming technologies and operates with unbending ethical standards.	N/A	3	3	2	2					10	
237	Baxter International	N/A	N/A									0	
238	American Standard	N/A	Mission: Be the best in the eyes of our customers, employees and shareholders.					0	0	1	0	0	
239	Clear Channel Communications	N/A	N/A									0	
240	Limited Brands	N/A	Mission: Limited Brands is committed to building a family of the world's best fashion brands offering captivating customer experiences that drive long-term loyalty and deliver sustained growth for our shareholders.					2	3	2	1	0	
241	Fluor	Our Vision: To be the preeminent leader in the global building and services marketplace by delivering world-class solutions.	Our Purpose: To build and sustain the global community and build value for our stakeholders.	0	2	0	1	2	0	1	1	3	
242	Calpine	N/A	N/A									0	
243	Devon Energy	N/A	Devon Energy is a results-oriented oil and gas company that builds value for its shareholders through its employees by creating an atmosphere of optimism, teamwork, creativity, resourcefulness and by dealing with everyone in an open and ethical manner.					1	2	1	1	0	
244	Arvinmeritor	N/A	N/A									0	
245	Genuine Parts	N/A	N/A									0	
246	Medtronic	N/A	Our Mission: To contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life; To direct our growth in the areas of biomedical engineering where we display maximum strength and ability; to gather people and facilities that tend to augment these areas; to continuously build on these areas through education and knowledge assimilation; to avoid participation in areas where we cannot make unique and worthy contributions; To strive without reserve for the greatest possible reliability and quality in our products; to be the unsurpassed standard of comparison and to be recognized as a company of dedication, honesty, integrity, and service; To make a fair profit on current operations to meet our obligations, sustain our growth, and reach our goals; To recognize the personal worth of employees by providing an employment framework that allows personal satisfaction in work accomplished, security, advancement opportunity, and means to share in the company's success; To maintain good citizenship as a company.					3	3	2	3	0	
247	Lucent Technologies	Lucent's market vision is converged services -- creating networks that deliver communications services that are simple, secure and seamless; personal and portable; for people at work, home or anywhere in between.	Mission: To be the partner of choice for the world's leading service providers, governments and enterprises by helping them create, build and maintain the most innovative, reliable and cost-effective communications networks and meet their customers' growing needs through the rapid deployment of new communication services.	2	3	2	3	2	3	2	3	10	
248	International Steel Group (Mittal)	N/A	N/A									0	

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249	Yum Brands	N/A	Our passion is to put a Yum! on people's faces around the world, satisfying customers every time they eat our food and doing it better than any other restaurant company.					1	2	3	0	0	
250	Reliant Energy	Our vision is to be the best positioned, most trusted choice for electricity in competitive markets.	N/A	0	2	2	0					4	
251	Guardian Life Insurance Co. of America	N/A	Mission: Our purpose is to enrich the lives of people we touch.					2	0	0	2	0	
252	Ashland	Vision: We enable growth and add value to all we touch.	Mission: We are a market-focused, process-centered organization that develops and delivers innovative solutions to our customers, consistently outperforms our peers, produces predictable earnings for our shareholders, and provides a dynamic and challenging environment for our employees.	1	0	1	1	2	0	2	0	3	
253	Principal Financial	N/A	N/A									0	
254	Liberty Media	N/A	N/A									0	
255	Murphy Oil	N/A	N/A									0	
256	Xcel Energy	Vision: Together, we serve our communities by providing energy to enhance the quality of life for our customers. We power the essentials of life.	Mission: Our company's vitality comes from doing what we do best — being a top utility — and growing by doing it better. We are committed to satisfying our customers by continuously improving our operations to be the lowest-cost, most-reliable, environmentally sound energy provider.	2	1	1	0	3	1	2	2	4	
257	Cummins	Our Vision: Making people's lives better by unleashing the Power of Cummins.	Our Mission: Motivating people to act like owners working together; Exceeding customer expectations by always being first to market with the best products; Partnering with our customers to make sure that they succeed; Demanding that everything we do leads to a cleaner, healthier, safer environment; Creating wealth for all stakeholders.	2	0	0	1	3	0	1	2	3	
258	Bear Stearns	N/A	N/A									0	
259	H.J. Heinz	Our VISION, quite simply, is to be "THE WORLD'S PREMIER FOOD COMPANY, OFFERING NUTRITIOUS, SUPERIOR TASTING FOODS TO PEOPLE EVERYWHERE." Being the premier food company does not mean being the biggest but it does mean being the best in terms of consumer value, customer service, employee talent, and consistent and predictable growth. We are well on our way to realizing this Vision but there is more we must do to fully achieve it.	N/A	3	3	2	3					11	
260	Enterprise Products	N/A	N/A									0	
261	Fidelity National Financial	N/A	N/A									0	
262	Smurfit-Stone Container	N/A	CustomerONE® is Smurfit-Stone's dynamic operating philosophy that helps drive performance excellence. The approach focuses on Smurfit-Stone's core values: Quality; Safety; Customer Satisfaction; Value Creation; Ethical Behavior; Productivity; Environmental Responsibility.					1	0	0	0	0	
263	Apple Computer	N/A	N/A									0	
264	Schering-Plough	Vision: To earn trust, every day. We aspire to earn the trust of doctors, patients and customers as a champion for them and as a company that provides them with a steady flow of innovative, science-based medicines and services. By earning trust, we will build growth.	Mission: To work to become: 1. The innovation, quality and service leader among our primary care and specialty customers and patients, and the best "customer-touch" company in our industry, as judged by our customers. 2. The most effective company in our industry at managing product flow. 3. The best-managed company as defined by functional competencies, alignment around goals and behaviors, business integrity, teamwork, productivity and cost-consciousness. 4. The most improved company in our industry and, ultimately, the company in our industry that is most trusted by key stakeholders. 5. Known for our leadership edge achieved by our passion for excellence.	3	3	2	3	3	3	3	3	11	

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265	Alltel	N/A	N/A									0	
266	EMC	N/A	N/A									0	
267	MeadWestvaco	Our Vision: To be a global leader in our markets – admired for our innovative spirit, integrity and stewardship.	Our Values: Respect for the individual, teamwork with each other and with every customer, and an abiding commitment to integrity and excellence in all that we do.	1	0	1	0	0	0	1	0	2	
268	Unocal (Chevron)	Our vision is to be the world's leading energy resource and project development company -- the best people, the best partner, and the best performance. We combine the global reach and technical and financial resources of a major with the agility and aggressiveness of a small independent.	Unocal produces and sells a broad array of essential energy resources and develops major energy projects that help improve the quality of life for our customers around the world. Our primary mission is to maximize -- ethically and responsibly -- the total returns to the owners of the company, our stockholders.	0	3	0	0	2	3	3	3	3	
269	CSX	Our Vision: To be the safest, most progressive North American railroad, relentless in the pursuit of customer and employee excellence.	Our Purpose: To capitalize on the efficiency of rail transportation to serve America.	2	3	2	1	1	3	2	1	8	
270	Applied Materials	Our Vision: We apply nanomanufacturing technology to improve the way people live.	Our Mission: To be the global leader in nanomanufacturing technology solutions for the electronics industry, through differentiated and innovative system, service and software products, providing our customers a trusted path to superior results.	1	2	0	1	2	3	2	3	4	
271	Kinder Morgan Energy	N/A	N/A									0	
272	Sonic Automotive	Vision: Retail Automotive Industry Leadership	N/A	0	3	1	0					4	
273	Suntrust Banks	N/A	N/A									0	
274	Dillard's	N/A	N/A									0	
275	R.R. Donnelley & Sons	N/A	N/A									0	
276	Science Applications International	N/A	Mission Statement: SAIC is a company of people dedicated to delivering best-value services and solutions based on innovative applications of science and technology.					0	0	0	1	0	

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277	Automatic Data Processing	<p>OUR VISION: 1. ADP's business is based on the belief that: Each client and prospect counts; each person counts; each deed counts; and each contact between a client or a prospect and an associate counts. Each client and prospect is either prospective future business or a prospective loss...depending upon the quality, reliability, and responsiveness of our products, services, and associates. 2. We are committed to providing world class service levels that exceed our clients' requirements and expectations with solutions that enable them to succeed in their businesses. We define service broadly — from initial contact with a prospect, to product and process quality, to anticipating client needs and preferences, to overall client satisfaction. It requires associates to treat every interaction with a client as an opportunity to enhance that client's perception of ADP. We are committed to advancing a world class service vision in the belief that service quality is the ultimate competitive advantage for our businesses. We see world class service as a journey where, whenever we approach an identified destination, we increase our objectives and raise our goals in order to become even better. 3. Outstanding associates are the key to our success. We cannot succeed as a world class service company unless we globally attract, motivate, empower, and retain exceptionally knowledgeable, talented, committed, and engaged associates. Our associates have a strong work ethic and results-orientation, believe in and support our core values, and reflect the diverse business environments in which we operate. We will offer our associates challenges, opportunities, advancement, competitive compensation and benefits, and personal training and development in an informal, fast-paced, non-bureaucratic environment that is sensitive to work/family and flexible schedule issues. We will provide technologies that enable our associates to meet our clients' ever-changing product needs and preferences. We want each associate to feel like an integral part of a team that is making discernible positive contributions to both ADP's and our clients' success. Our goal is to be the clear employer of choice for our current and future associates. 4. We are committed to product leadership. To meet that commitment, we shall deliver the best products and services to the market ahead of our competition on a consistent basis. Continual, high quality, rapid development of new products, services, and internal systems is central to maintaining and enhancing our competitiveness. We must stay in tune with unmet client needs and proactively address them. We must explore the latest innovations so that we are the market leader in all our businesses. 5. ADP seeks to achieve and maintain market-share leadership, primarily through internal growth of its core businesses. Internal growth will come from further penetration of our existing markets, extending our market opportunities through broader product offerings, increasing our client retention rates, and continuing our global expansion. We seek acquisitions and alliances to supplement our internal growth whenever we can effectively telescope time and/or reduce risk in the pursuit of new markets, products, services, clients, and technologies. We will continue to look for entry into new markets that capitalize on and leverage "Our Special Strengths." We want to be the market leader (in terms of our product and process quality, client-service levels, revenues, and earnings) in each market we serve. 6. We are committed to maintaining the highest level of financial and corporate governance controls, integrity, and transparency. Financial statements are much more than accounting documents. They require considerable effort to be accurate, timely and concise, with clear displays of trends and comparisons that help managers understand, control, and manage the risks and opportunities surrounding their businesses. We will immediately focus on any ethical issues that may arise. ADP's Code of Business Ethics (which may be found on ADP's Web site at www.adp.com) expresses our commitment to the highest ethical standards and to conducting our business with the highest level of integrity. We are committed to setting a standard for Corporate America by always making the ethical choice and by not getting even close to crossing a line of impropriety. 7. Our Shareholders expect and deserve growing profits and returns from their investments in ADP. We are proud of our record of consistent earnings growth. We seek to maintain this consistent growth without sacrificing our other important principles. 8. Success is measured by increasing numbers of extremely satisfied clients, higher client retention rates, broader client relationships, increased market share, higher associate satisfaction, engagement and retention rates, and consistent implementation of our values and corporate philosophy, resulting in ever-increasing revenues, earnings, and shareholder value.</p>	<p>Our Mission is to add value to our clients by making available a broad range of premier, mission-critical, cost-effective transaction processing and information-based business solutions in selected markets on a global basis.</p>	1	0	2	2	1	3	1	1	5	
278	Avon Products	<p>Our vision is to be the company that best understands and satisfies the product, service and self-fulfillment needs of women globally.</p>	N/A	1	2	0	1					4	

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279	Land O'Lakes	Our vision is to be one of the best food and agricultural companies in the world.	N/A	0	3	0	0					3	
280	Dollar General	N/A	Our Mission: Serving Others: For Customers...A Better Life; For Shareholders...A Superior Return; For Employees...Respect and Opportunity.					1	0	1	1	0	
281	Air Products & Chemicals	N/A	N/A									0	
282	Assurant	To be a recognized leader in specialty insurance and financial services that provide peace of mind products to our customers. We deliver superior value through innovative and differentiated solutions that advance and secure the lives of our customers.	Our Mission: To be the premier provider of targeted specialized insurance products and related services in North America and selected other markets.	1	3	1	0	0	3	1	0	5	
283	Gannett	N/A	N/A									0	
284	BJ's Wholesale Club	N/A	N/A									0	
285	Safeco	Our vision is to be one of the top-performing property and casualty companies in the industry.	N/A	0	2	0	0					2	
286	Norfolk Southern	Our Vision: Be the safest, most customer-focused and successful transportation company in the world	Our Mission: Norfolk Southern's mission is to enhance the value of our stockholders' investment over time by providing quality freight transportation services and undertaking any other related businesses in which our resources, particularly our people, give the company an advantage.	0	3	2	0	1	3	3	3	5	
287	Rohm & Haas	We are a premier specialty materials company with an excellent reputation among our customers, our suppliers and our communities. We are a responsible company that operates at the highest levels of integrity and ethics. The people who work for us are among the most qualified and loyal in the industry. We measure our progress by how well we perform in the eyes of five key stakeholder groups, each of whom have a strong voice in determining our success - the customer, the employee, the owner, the community, and the process.	N/A	1	1	0	0					2	
288	Pepco Holdings	The vision for Pepco Holdings, Inc., (PHI) is to be the premier energy delivery and services company in the mid-Atlantic region through employees focused on customer service, reliability and profitability. PHI engages in a flexible business strategy centered on opportunities in our field of expertise: energy.	N/A	1	3	1	0					5	
289	Crown Holdings	N/A	N/A									0	
290	Agilent Technologies	N/A	Strategy: As the world's premier measurement company, Agilent focuses on growth market opportunities in the communications, electronics and life sciences industries. Continuing a legacy of technological innovation, Agilent leverages the benefits of scale and global presence to capture and create business opportunities.					1	2	2	1	0	
291	Echostar Communications	N/A										0	
292	Owens-Illinois	To become the world's leading packaging company by achieving sustainable and consistent growth by providing consumer preferred products that enable superior taste, health, visual appeal and value benefits for our business customers' products.	MISSION: Lead, Transform, Win: Lead our industry in innovation, profitability and sustainable growth; Transform ourselves into a vibrant, modern, high intensity and global growth enterprise; Win in the marketplace and with society via competitiveness and a highly ethical business approach.	3	3	3	2	3	0	1	3	11	
293	Bank of New York Co.	We strive to be the acknowledged global leader and preferred partner in helping our clients succeed in the world's rapidly evolving financial markets.	N/A	2	2	0	0					4	
294	Nordstrom	N/A	N/A									0	
295	US Airways Group (AmericaWest)	N/A	N/A									0	
296	DTE Energy	Our Vision: To establish DTE Energy as the premier regional integrated energy company by providing sustained earnings growth.	Our Mission: DTE Energy will be a premier, full-service, energy and energy technology company providing solutions to meet the needs of 21st century customers. We will operate as a fast-paced, progressive, high-performance, value-based organization.	3	2	1	1	3	2	2	1	7	

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297	Campbell Soup	Our vision to deliver that mission is "to nourish the lives of people everywhere, every day."	Our mission is "to build the world's most extraordinary food company."	3	1	0	3	3	1	0	3	7	
298	Parker Hannifin	N/A	N/A									0	
299	Phelps Dodge	N/A	Mission: We are an international mineral resource and industrial manufacturing company and among the world's largest copper producers. We are committed to providing superior quality products, produced at internationally competitive costs, to customers around the globe. We seek to prosper by forging partnerships with our customers and suppliers. Our mission in conducting business is to create and enhance long-term value for our shareholders and our employees, and to do so in an environmentally responsible manner as good citizens of the communities in which we live and work.					3	2	2	1	0	
300	KB Home	N/A	N/A									0	
301	Fortune Brands	N/A	N/A									0	
302	Keyspan	Our Vision is to become the premier energy company in the Northeastern United States. The Northeast region represents a significant part of the country's population and gas and electricity consumption.	Our Strategy is built upon two key growth drivers: 1) Organically growing our gas business by converting customers to natural gas, and 2) Optimizing our current assets, and building or acquiring generation and other energy assets.	3	3	2	2	3	2	3	3	10	
303	Amazon.com	Our 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.	N/A	3	3	3	3					12	
304	Newell Rubbermaid	Our vision is to create a global powerhouse in consumer and commercial products through innovation and a portfolio of powerful brands that people rely on where they work, live, play and train.	N/A	3	2	2	2					9	
305	L-3 Communications	N/A	N/A									0	
306	Danaher	We fully intend to grow Danaher at an accelerated rate. Acquisitions that strengthen existing businesses and establish new platforms will be the priority. However, size alone is not our objective. We are aggressively pursuing our goal to build an outstanding team, a high quality portfolio and a sustainable DBS -based business model achieving superior and sustainable financial results. That's our vision of the future - the vision we're aggressively pursuing as we work to make Danaher a premier global enterprise.	N/A	3	2	2	3					10	
307	Yellow Roadway (YRC Worldwide)	N/A	YRC Worldwide Core Purpose: Making global commerce work by connecting people, places, and information.					0	1	0	1	0	
308	ITT Industries	Vision: To be a premier multi-industry company known for its management talent, market leadership, and operational excellence. We create value for our shareholders through a growth-oriented, global portfolio of businesses that are leaders in their individual markets.	N/A	3	2	2	2					9	
309	First American Corp.	N/A	N/A									0	
310	Northeast Utilities	Our vision is clear: To become the highest performing regional provider of energy products and services, strengthening our region's security, stability and vitality.	N/A	3	2	2	3					10	
311	Nisource	N/A	N/A									0	
312	BB&T Corp.	Our Vision: To Create the Best Financial Institution Possible; Be The Best of The Best.	Our Mission To make the world a better place to live by: Helping our Clients achieve economic success and financial security; Creating a place where our Employees can learn, grow and be fulfilled in their work; Making the Communities in which we work better places to be; Thereby: Optimizing the long-term return to our Shareholders, while providing a safe and sound investment.	3	2	0	3	3	1	1	3	8	

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313	American Family Insurance Group	N/A	Our mission at American Family Insurance Group is to provide financial protection to an expanding customer base with a commitment to best value.					2	2	1	2	0	
314	El Paso	El Paso's vision unites employees across the organization under one common, long-term goal, complements our purpose, and enhances our values. We're committed to working every day to achieve the goals laid forth in our vision statement and to continuous improvement: The place to work—Once we become the place to work, the others will fall in line. We will become the place to work by offering competitive benefits and compensation, providing our employees with opportunities to impact their communities, and establishing a sense of pride across our operations: The neighbor to have—As the neighbor to have, Team El Paso must continue to strive for environmental stewardship and excellence in safety for our employees, our facilities, and the surrounding communities; The company to own—As the company to own, Team El Paso will build long-term value for our shareholders, and in turn, for ourselves.	N/A	3	0	1	3					7	
315	Praxair	To be the best performing industrial gases company in the world as determined by our customers, employees, shareholders, suppliers and the communities in which we operate.	N/A	3	3	1	3					10	
316	Eastman Chemical	N/A	N/A									0	
317	Fifth Third Bancorp	N/A	N/A									0	
318	Southwest Airlines	N/A	The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.					0	0	2	0	0	
319	Thrivent Financial for Lutherans	Our vision is to be the organization that Lutherans, Lutheran congregations and Lutheran institutions seek first when pursuing their financial goals. More than creating financial solutions, we add the unique capability of enabling Lutherans to demonstrate their care and concern for others.	Mission: Thrivent Financial for Lutherans is a faith-based membership organization called to improve the quality of life of its members, their families, and their communities by providing unparalleled solutions that focus on financial security, wellness and caring for others.	1	2	1	1	1	1	1	1	5	
320	Saks	N/A	N/A									0	
321	Reynolds American	N/A	N/A									0	
322	Cox Communications	N/A	N/A									0	
323	PNC Financial Services Group	N/A	N/A									0	
324	Jabil Circuit	N/A	N/A									0	
325	IAC/Interactive	N/A	Our mission is to harness the power of interactivity to make daily life easier and more productive for people all over the world.					3	0	0	3	0	
326	Federal-Mogul	N/A	Mission Statement: We are a global supplier offering the most comprehensive portfolio of quality products, trusted brands and creative solutions to the automotive and other industries. Our people create value for our stakeholders and continuously strive to exceed customers' expectations.					2	1	1	1	0	
327	Dynegy	N/A	Guiding Principles: One Dynegy: Serving our stakeholders with integrity and initiative. Maximizing our potential through collaboration and creativity. We seek to maximize our potential by utilizing our people, processes and assets to best serve our stakeholders. Our goal is to be a superior investment for our shareholders through the production, transmission & distribution of electricity to markets and customers throughout the United States.					2	2	2	2	0	
328	Performance Food Group	Our Vision: Be the best at providing customer satisfaction; Be the leader in creating distinctive customer relationships; Be the leader in creating a distribution network focused on customer needs; All companies will share resources and support each other to better service our customers; Be a company focused on our associates' well-being, providing training, development, and good communication, making our associates feel involved and appreciated; Be a well-known community supporter in each market.	Our Mission Statement: We will be the innovative leader in providing customer satisfaction. In partnership with our customers, associates, vendors and sister companies, we will achieve mutually profitable growth. We will continue to operate with honesty and integrity as we support our partners and community.	1	0	3	2	3	0	1	2	6	

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329	Autoliv	Our Vision: To substantially reduce traffic accidents, fatalities and injuries.	Our Mission: To create, manufacture and sell state-of-the-art automotive safety systems.	3	2	3	3	2	3	2	1	11	
330	Baker Hughes	N/A	Corporate Mission: To enhance value for shareholders, customers and employees. For shareholders, this means breakthrough earnings performance. For customers, it means lowering their costs - and maximizing cash flows and profits - through technology, productivity and safety. For employees, it means providing a challenging and rewarding working environment and creating opportunities that lead to the realization of both personal and professional potential.					2	0	3	3	0	
331	Sherwin-Williams	N/A	N/A									0	
332	Interpublic Group	N/A	N/A									0	
333	Anadarko Petroleum	N/A	Our Mission Statement: Anadarko's mission is to deliver a competitive and sustainable rate of return to shareholders by developing, acquiring and exploring for oil and gas resources vital to the world's health and welfare.					3	2	2	0	0	
334	VF	N/A	N/A									0	
335	Barnes & Noble	N/A	Our mission is to operate the best specialty retail business in America, regardless of the product we sell. Because the product we sell is books, our aspirations must be consistent with the promise and the ideals of the volumes which line our shelves. To say that our mission exists independent of the product we sell is to demean the importance and the distinction of being booksellers. As booksellers we are determined to be the very best in our business, regardless of the size, pedigree or inclinations of our competitors. We will continue to bring our industry nuances of style and approaches to bookselling which are consistent with our evolving aspirations. Above all, we expect to be a credit to the communities we serve, a valuable resource to our customers, and a place where our dedicated booksellers can grow and prosper. Toward this end we will not only listen to our customers and booksellers but embrace the idea that the Company is at their service.					3	3	1	2	0	
336	Oneok	One vision. Strategic. Profitable. We strive to be the premier energy company, developing assets along the energy chain to create exceptional value for all stakeholders.	One mission. Focused. Responsible. We provide safe, reliable energy and energy-related services to our customers.	3	2	2	2	2	2	2	1	9	
337	NCR	N/A	N/A									0	
338	Lyondell Chemical	Vision: We will be the premier chemical company in the world. We will excel at developing, manufacturing and marketing products that improve the quality of people's lives.	Purpose: We are in business to create value for our owners. We do this by expanding and optimizing our assets to achieve a leadership position. We use innovative solutions and agility to be the global industry leader, generating value for our customers, employees and communities.	3	3	0	2	1	0	1	1	8	
339	CNF	N/A	N/A									0	
340	Mohawk Industries	N/A	N/A									0	
341	State Street Corp.	N/A	N/A									0	
342	WellChoice (WellPoint)	Our Vision: WellPoint will transform health care and become the most valued company in our industry. The result will be: Improved health, health care quality and affordability; Increased member satisfaction and enrollment; Superior returns to shareholders; Enhanced opportunities for associates; A highly trusted and respected national organization.	Our Mission: WellPoint's mission is to improve the lives of the people we serve and the health of our communities.	3	2	3	3	3	2	1	3	11	
343	Unisys	Unisys Vision: Deliver precision thinking and relentless execution to drive clients' business transformation.	N/A	2	1	0	0					3	
344	PPL	N/A	N/A									0	

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345	SPX	N/A	Business Strategy: Our strategy is to create market advantages through technology, service and product leadership, by expanding our market focus to offer full customer solutions. Our business strategy is focused on an integrated leadership process that aligns performance measurement, decision support, compensation and communication.					2	0	0	2	0	
346	Estée Lauder	N/A	Mission: Bringing the Best to Everyone We Touch					1	0	0	1	0	
347	CDW	N/A	Purpose: To help our customers achieve their goals by providing them with the technology advice and products they need — when they need them.					2	2	1	0	0	
348	Tribune	N/A	Mission: Build businesses that inform and entertain our customers in the ways, places and at the times they want.					2	0	0	1	0	
349	Owens Corning	N/A	N/A									0	
350	Autozone	N/A	N/A									0	
351	World Fuel Services	N/A	Mission Statement: Our mission is to sustain long-term, profitable growth for shareholders and maintain a global leadership position in the downstream marketing and financing of aviation, marine and ground transportation fuel products and related services. We will accomplish this by providing exceptional service and value to customers and suppliers, and by maintaining a corporate environment that provides employees with opportunities for personal and professional advancement.					2	3	3	1	0	
352	Boston Scientific	N/A	Mission Statement: Boston Scientific's mission is to improve the quality of patient care and the productivity of health care delivery through the development and advocacy of less-invasive medical devices and procedures. This is accomplished through the continuing refinement of existing products and procedures and the investigation and development of new technologies that can reduce risk, trauma, cost, procedure time and the need for aftercare.					3	3	3	3	0	
353	Burlington Resources	Vision: We will build long-term shareholder value through competitive returns and profitable growth.	Creed: Burlington Resources will be a widely respected energy company with high quality people, assets and investment opportunities that, when combined, can generate winning performance. We will foster an interactive, innovative work environment that empowers and encourages all of us to utilize our creative, technological, professional and leadership skills in order to grow sustainable long-term value. We are committed to the health and safety of our employees and the communities in which we operate, to the protection of the environment, and to complying with all applicable laws and regulations.	3	0	1	0	3	2	0	1	4	
354	Dover	N/A	N/A									0	
355	KeyCorp	Our Vision — to be the most admired financial institution in our markets.	Our Mission — to be our client's trusted advisor.	1	1	1	0	1	0	0	0	3	
356	CMS Energy	N/A	N/A									0	
357	Monsanto	Our Vision: Abundant food and a healthy environment.	Our Mission: We work to deliver products and solutions to: Meet the world's growing food needs.	2	1	1	3	3	2	0	3	7	
358	Asbury Automotive Group	N/A	N/A									0	
359	Black & Decker	Vision Statement: Black & Decker's objective is to establish itself as the preeminent global manufacturer and marketer of power tools and accessories, hardware and home improvement products, and technology-based fastening systems.	N/A	3	3	1	1					8	
360	Ball	N/A	N/A									0	
361	Group 1 Automotive	N/A	N/A									0	
362	Allied Waste Industries	N/A	N/A									0	

Evaluation of the 2005 Fortune 500 Vision Statements

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363	Lincoln National	N/A	N/A									0	
364	Pilgrim's Pride	N/A	Objectives: The company's objectives are to offer our customers superior products and services and to outpace the growth of the chicken industry by focusing on growth in the prepared food products market, the Mexico market and through greater utilization of the company's existing assets.					3	3	2	3	0	
365	Foot Locker	N/A	N/A									0	
366	Avery Dennison	To be the world leader in products, services and solutions that enable and transform the way consumers and businesses gather, manage, distribute and communicate information.	N/A	2	2	1	2					7	
367	Apache	N/A	Our Mission: Our mission is to build a dynamic, global exploration and production company to provide oil and natural gas for the purpose of advancing the quality of human lives. 1) We will conduct our business from a foundation of integrity and respect for people, their cultures and traditions. 2) We derive benefit from the Earth and take our environmental responsibility seriously. 3) Profit from our growing business is the glue that unites Apache employees, partners, suppliers and shareholders in the fulfillment of our long-term mission.					3	2	1	2	0	
368	Harley-Davidson	N/A	Our Mission: We fulfill dreams through the experience of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles and branded products and services in selected market segments.					1	3	1	1	0	
369	Dole Food	N/A	Mission: Dole Food Company, Inc. is committed to supplying the consumer and our customers with the finest, high-quality products and to leading the industry in nutrition research and education.					1	1	1	0	0	
370	Lexmark International	N/A	N/A									0	
371	Coventry Health Care	We intend to revolutionize the health care industry in our markets through innovation, technology, quality performance, and commitment to our customers and constituents. Our aim is to offer products and services that will responsibly improve the quality of life of all we serve. We will conduct our business affairs in an ethical and financially prudent manner through employee development, involvement and empowerment, while demonstrating compassion to our members and setting a standard for all others to achieve.	Our mission is to provide high quality care and services to our members and to be profitable in the process.	3	2	1	2	1	2	2	0	8	
372	Starbucks	N/A	Mission Statement: Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow.					2	2	1	1	0	
373	Family Dollar Stores	N/A	Mission: For Our Customers: A compelling place to shop. . .by providing convenience and low prices; For Our Associates: A compelling place to work. . .by providing exceptional opportunities and rewards for achievement; For Our Investors: A compelling place to invest. . .by providing outstanding returns.					1	0	1	0	0	
374	Agco	Vision: High-tech solutions for professional farmers feeding the world.	Mission: Profitable growth through superior customer service, innovation, quality and commitment.	1	1	0	1	1	0	2	1	3	
375	McGraw-Hill	N/A	Our mission is to provide essential information and insight that help individuals, markets and societies perform to their potential.					1	0	0	0	0	
376	AK Steel Holding	Our Vision: AK Steel is dedicated to safely producing the highest quality steel products for our customers, delivering them on-time and providing them with outstanding service.	N/A	0	3	3	0					6	
377	Brunswick	N/A	N/A									0	

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378	SLM	N/A	N/A									0	
379	Kerr-McGee	Our vision: To be an innovative, respected global energy company, recognized as outstanding by employees, investors, customers and the public; and to be the standard by which other businesses are measured.	Our mission: Create value for shareholders through the energy business.	1	2	1	2	1	1	2	1	6	
380	Ameren	Our vision is to be the recognized performance leader of the U.S. electric and gas utility industry. Being a performance leader means we will achieve operational excellence, industry-leading customer satisfaction and superior financial performance.	Ameren's mission is to generate electricity, deliver electricity and distribute natural gas in a safe, reliable, efficient and environmentally sound manner.	2	2	2	1	0	3	2	0	7	
381	Ryder System	Business Description/Vision: Ryder provides leading-edge transportation, logistics and supply chain management solutions worldwide. Ryder's product offerings range from full-service leasing, commercial rental and programmed maintenance of vehicles to integrated services such as dedicated contract carriage and carrier management. Additionally, Ryder offers comprehensive supply chain solutions, consulting, lead logistics management services and e-Business solutions that support customers' entire supply chains, from inbound raw materials and parts through distribution and delivery of finished goods. Ryder serves customer needs throughout North America, in Latin America, Europe and Asia.	N/A	0	3	1	0					4	
382	Quest Diagnostics	Our Vision: Dedicated people improving the health of patients through unsurpassed diagnostic insights and innovation.	Our Mission: We will be the undisputed world leader of diagnostic testing, information and services.	3	2	1	3	3	3	1	3	9	
383	Mattel	Our Vision: The World's Premier Toy Brands - Today and Tomorrow.	N/A	3	3	1	0					7	
384	Leggett & Platt	N/A	N/A									0	
385	W.W. Grainger	N/A	N/A									0	
386	Darden Restaurants	N/A	Darden's Core Purpose: "To nourish and delight everyone we serve."					0	1	0	1	0	
387	Advanced Micro Devices	Vision: We at AMD share a vision of a world that is enhanced through information technology, which liberates the human mind and spirit. AMD is a leading supplier of critical enabling technology for the Information Age. In concert with our customers, we empower people everywhere to lead more productive lives by creating, processing, and communicating information and knowledge. We are our customers' favorite integrated circuit supplier. With a strong commitment to our core values and mission, we anticipate and respond quickly to changing customer needs while preserving a culture that brings out the best in each of us.	Purpose: We empower people everywhere to lead more productive lives. Mission: AMD produces integrated circuits, providing programmable products in concert with applications solutions to manufacturers of equipment for personal and networked computation and communication. To achieve success, AMD combines innovative concepts with leadership in process technology and design and manufacturing excellence to offer products and services that reduce the cost, improve the performance and shorten the time to market for our target customers worldwide. Successful accomplishment of this mission will enable AMD to grow faster and earn a higher return on equity than the semiconductor industry.	1	3	2	1	3	3	3	3	7	
388	Becton Dickinson	N/A	Purpose: To help all people live healthy lives. Goal: Become the organization most known for eliminating unnecessary suffering and death from disease, and in so doing, become one of the best performing companies in the world.					3	1	0	3	0	
389	Kelly Services	Our Vision: To be the world's best staffing services company and to be recognized as the best.	Our Mission: To serve our customers, employees, shareholders and society by providing a broad range of staffing services and products.	1	3	1	1	1	3	2	0	6	
390	Charter Communications	N/A	N/A									0	
391	Mellon Financial Corp.	N/A	Mellon's mission is to become the best performing financial services company through building an attractive mix of fee-based businesses and aggressively managing capital for high returns.					3	3	1	1	0	
392	Pitney Bowes	N/A	N/A									0	
393	WPS Resources	Our Vision - "People Creating a World Class Energy Company." A vision is a picture of the future we seek to create. It gives shape and direction to the organization's future, and it helps people set goals to take the organization closer.	Our Mission - "Provide Customers with the Best Value in Energy and Related Services." Our mission describes the aim of our current business practices. It provides long-term direction and focus for our everyday work.	3	2	0	1	2	2	1	1	6	
394	Cablevision Systems	N/A	N/A									0	

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395	Pacific Life	N/A	N/A									0	
396	Harrah's Entertainment	Vision Statement: Each of our brands will be the overwhelming first choice for casino entertainment of its targeted customers.	N/A	3	3	2	1					9	
397	OGE Energy	Vision: A regional, utility-focused energy business recognized for strong financial performance and operational excellence.	N/A	0	2	0	0					2	
398	Qualcomm	N/A	N/A									0	
399	RadioShack	N/A	N/A									0	
400	Energy East	Vision: Energy East is a respected super regional energy services and delivery company that our customers can depend upon every day. We are a motivated and skilled team of professionals dedicated to creating shareholder value through our focus on profitable growth, operational excellence and strong customer partnerships.	N/A	1	2	1	0					4	
401	Caesars Entertainment	N/A	N/A									0	
402	Hormel Foods	N/A	N/A									0	
403	Roundy's	N/A	Mission Statement: Roundy's understands the lifestyle needs of consumers better than anyone. We deliver products and services in neighborhood stores that offer an engaging, interactive shopping experience on all levels, especially sight, smell and taste. We are an innovative company that: Takes care of the customer, whatever it takes; Values our employees' talents and skills; Is known for integrity in all of our work; Wins the hearts and minds of customers, employees, suppliers and partners; Involves and inspires all stakeholders to do their very best.					1	2	2	1	0	
404	Commercial Metals	N/A	N/A									0	
405	Temple-Inland	N/A	N/A									0	
406	Emcor Group	N/A	N/A									0	
407	Auto-Owners Insurance	N/A	N/A									0	
408	Goodrich	N/A	N/A									0	
409	Brink's	N/A	N/A									0	
410	Maytag	N/A	N/A									0	
411	Charles Schwab	N/A	Our Mission: To be the most useful and ethical financial services firm in the world.					0	1	0	0	0	
412	Cinergy	N/A	Corporate Purpose: We provide reliable, competitively priced energy and related services to the millions of people we serve, making their lives safer, healthier and more comfortable. We aspire to be the energy company preferred by each of our stakeholders — investors, customers, employees, policymakers, regulators, suppliers, partners and the communities we serve.					2	1	1	1	0	
413	CIT Group	N/A	N/A									0	
414	Fisher Scientific International	N/A	N/A									0	
415	Ikon Office Solutions	Vision: IKON will be the leader in providing innovative products and services that enable our customers to manage document workflow and increase efficiency.	Mission: Helping our customers manage document workflow and increase efficiency through best-in-class products and services; Fostering the growth and development of our employees; Providing a distinct advantage to our suppliers as a distribution channel of choice; Growing shareholder value through strong execution of our strategies.	3	2	2	2	1	2	3	2	9	
416	Jones Apparel Group	N/A	N/A									0	

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417	Terex	Vision: 1) To be the most profitable machinery company in our industry as measured by ROIC for stakeholders. 2) To be the most customer responsive company in our industry as measured by customer benchmarking and surveys. 3) To be the best place to work in our industry as measured by employee surveys.	Mission: To manufacture and market high quality capital equipment designed to improve our customers' return on invested capital and/or in-use productivity.	1	0	3	0	0	1	2	2	4	
418	Liz Claiborne	N/A	N/A									0	
419	Laidlaw International	N/A	N/A									0	
420	Regions Financial	The vision of Regions Financial Corporation is to help our customers and communities realize their dreams by anticipating, understanding and meeting financial needs.	N/A	2	1	0	1					4	
421	Longs Drug Stores	N/A	N/A									0	
422	CarMax	N/A	N/A									0	
423	Jacobs Engineering Group	N/A	N/A									0	
424	Mirant	N/A	Our principal mission is to create value. This means we run our business with discipline, excellence and creativity with the goal of delivering opportunities to you...For our customers you have a reliable business partner, one that offers greater business value; For our communities, you have a committed neighbor who is listening to better understand local priorities, and investing time and money; For our investors, we will operate our business with discipline, integrity and a relentless focus on creating value for your investment; For our employees, we are committed to focusing on you through training and career development. Together, we'll be a winning team.					1	0	0	1	0	
425	Erie Insurance Group	N/A	Founding Purpose: To provide our policyholders with as near perfect protection, as near perfect service as is humanly possible and to do so at the lowest possible cost.					0	0	1	1	0	
426	Triad Hospitals	N/A	Triad's Mission Statement: To continuously improve the quality of healthcare services provided to the communities we serve by creating an environment that fosters physician participation, recognizes the value and contributions of our employees, and strives to meet the unique healthcare needs of our local communities.					1	2	1	1	0	
427	Owens & Minor	Vision: To be a world-class leader of supply chain management solutions to the selected segments of the healthcare industry we serve.	Mission: Our mission is to create consistent value for our customers and supply chain partners that will maximize shareholder value and long-term earnings growth: we will do this by managing our business with integrity and the highest ethical standards, while acting in a socially responsible manner with particular emphasis on the well-being of our teammates and the communities we serve.	0	2	0	0	1	0	1	1	2	
428	Newmont Mining	OUR VISION...Creating Value with Every Ounce.	N/A	0	0	0	0					0	
429	Rockwell Automation	Our vision is clear — we are focused on being the most valued global provider of power, control and information solutions.	N/A	1	2	0	1					4	
430	Timken	Our Vision: We are dedicated to improving our customers' performance by applying our knowledge of friction management and power transmission to delivered unparalleled value and innovation all around the world.	N/A	2	2	1	1					6	
431	W.R. Berkley	N/A	N/A									0	
432	York International	N/A	Our Mission: Continually exceed our customers' increasing expectations.					2	0	0	2	0	
433	USG	N/A	N/A									0	
434	Bed Bath & Beyond	N/A	N/A									0	

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435	Golden West Financial	Golden West Financial Corporation's vision is to create long-term value for customers, shareholders, employees, and neighbors by providing high quality consumer financial services through our World Savings and Atlas subsidiaries.	N/A	2	2	0	1					5	
436	Hershey Foods	N/A	Mission Statement: Undisputed Marketplace Leadership: Top-tier value creation, driven by superior performance across the business system; Organizational capabilities and passion that compete in the present and build for the future; Commitment to enabling and encouraging balanced, healthy lives; Portfolio of brands that: - Delights consumer across multiple segments; - Delivers superior growth and profitability to retailers; - Is available everywhere; Ability to transform consumer and customer desires to marketplace wins.					2	1	1	1	0	
437	Hughes Supply	One Vision. One Company. Offering The Best In Solutions, Supply And Service. This is the focus of Hughes. Our goal is to become your distributor of choice, offering custom-engineered solutions, technical advice, and delivering the products you need, when you need them.	Our mission is: To supply outstanding service and solutions through dedication and excellence.	0	0	1	0	0	0	0	0	1	
438	Smith International	N/A	N/A									0	
439	Micron Technology	N/A	Micron's mission is to be the most efficient and innovative global provider of semiconductor solutions. This mission is exemplified by short cycle times, high yields, low production costs, and die sizes that are some of the smallest in the industry.					1	3	3	2	0	
440	Starwoods Hotels & Resorts	N/A	Starwood's Mission: To our Shareholders, our goal is to grow EBITDA at least 8-10% per year and EPS at least 15% per year; To our Customers, we want Starwood to be the easiest company with which to do business; And to our Employees, our commitment is to make Starwood a great place to work.					1	0	2	0	0	
441	Big Lots	N/A	N/A									0	
442	C.H. Robinson Worldwide	N/A	N/A									0	
443	Conseco	N/A	Conseco's mission is to be a premier provider of insurance products to America's working families and seniors.					0	2	2	0	0	
444	NVR	N/A	N/A									0	
445	Clorox	N/A	N/A									0	
446	NTL	N/A	N/A									0	
447	Molson Coors Brewing	N/A	N/A									0	
448	Enbridge Energy Partners	N/A	N/A									0	
449	MGM Mirage	N/A	Mission: MGM MIRAGE (NYSE: MGM), one of the world's leading and most respected hotel and gaming companies, owns and operates 24 properties located in Nevada, Mississippi and Michigan, and has investments in four other properties in Nevada, New Jersey, Illinois and the United Kingdom. MGM MIRAGE has also announced plans to develop Project CityCenter, a multi-billion dollar mixed-use urban development project in the heart of Las Vegas, and has a 50 percent interest in MGM Grand Macau, a development project in Macau S.A.R. MGM MIRAGE supports responsible gaming and has implemented the American Gaming Association's Code of Conduct for Responsible Gaming at its properties. MGM MIRAGE also has been the recipient of numerous awards and recognitions for its industry-leading Diversity Initiative and its community philanthropy programs.					1	2	0	0	0	

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450	Stryker	N/A	N/A									0	
451	Avaya	N/A	Avaya Mission Statement: Provide the world's best communications solutions that enable businesses to excel.					2	2	0	1	0	
452	Ross Stores	N/A	N/A									0	
453	Tenneco Automotive	Tenneco Vision: Pioneering global ideas for cleaner, quieter and safer transportation.	Mission: Tenneco's mission is to delight our customers as the number one technology driven, global manufacturer and marketer of value differentiated ride control, emission control, and elastomer products and systems. We will strengthen our leadership position through a shared value culture of employee involvement, where an intense focus on continued improvement delivers shareholder value in everything we do.	3	2	3	3	3	3	2	3	11	
454	H&R Block	Our vision for the future is to be the preferred tax and financial partner of each of our customers, in every market we serve.	H&R Block's Mission Statement: To help our clients achieve their financial objectives by serving as their tax and financial partner.	3	3	3	2	2	3	2	2	11	
455	EcoLab	N/A	Our Mission: Our mission is to be the leading global innovator, developer and provider of cleaning, sanitation and maintenance products, systems, and services. As a team, we will achieve aggressive growth and fair return for our shareholders. We will accomplish this by exceeding the expectations of our customers while conserving resources and preserving the quality of the environment.					2	3	2	2	0	
456	Engelhard	N/A	N/A									0	
457	Hovnanian Enterprises	N/A	N/A									0	
458	Universal Health Services	N/A	Mission Statement: To provide superior healthcare services that: Patients recommend to families and friends, physicians prefer for their patients, purchasers select for their clients, employees are proud of, and investors seek for long-term results.					2	2	2	2	0	
459	Omnicare	N/A	Our mission is positive outcomes.					2	0	1	0	0	
460	Affiliated Computer Services	N/A	N/A									0	
461	Jefferson-Pilot	Our Vision: "Jefferson-Pilot will be a market leader..." We will provide competitive products and superior service that meet or exceed the needs of our existing and prospective clients We will grow faster than our competitors and strive to be one of the largest providers in each of our target product and geographic segments "...in selected insurance, financial services and communications businesses..." We will focus on selected products and markets We will not attempt to be all things to all people "...by building on our financial quality..." We will remain one of the soundly capitalized companies in the life insurance industry, retaining our AAA rating We will invest prudently in acquisitions and internal growth "...our reputation..." We will build on and capitalize on our strong reputation in the Southeast We will continue to epitomize integrity and quality in our relationships with clients and communities "...and the skills of our people..." We will provide challenging and rewarding career opportunities through training, career planning and other aspects of human resources management "...while achieving superior, long-term results for shareholders." We will strive to increase earnings per share by 10 percent each year We will require superior returns on capital from each of our businesses	N/A	3	3	3	3					12	

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462	Graybar Electric	Our Vision Statements: For Our Customers - We will add value for our customers by anticipating and identifying their needs and providing cost-effective solutions. Through excellent and efficient service, we will meet our customers' expectations. They will see us as a leader in the industry; For Our Suppliers - We will be the channel of choice for our suppliers by providing cost-effective and efficient ways to bring their products, services and solutions to our mutual customers. They will see us as a leader in the industry; For Our Employees - We will provide an environment that challenges our employees to learn, grow and prosper in an atmosphere of respect and recognition. Our employees will be proud to work for a profitable and thriving employee-owned company; For Our Shareholders - We will be the industry leader in the products and services we offer while providing increased shareholder value at optimal risk; For Our Community - Graybar will be a solid corporate citizen and will encourage community involvement among its employees and retirees.	Graybar's Mission Statement: Graybar is the vital link in the supply chain, adding value with efficient and cost-effective service and solutions for our customers and our suppliers.	3	0	2	2	1	0	1	1	7	
463	Mutual of Omaha Insurance	N/A	N/A									0	
464	Levi Strauss	Vision: People love our clothes and trust our company. We will market the most appealing and widely worn casual clothing in the world. We will clothe the world.	N/A	3	2	1	3					9	
465	Henry Schein	N/A	Our Mission: To be the worldwide leader in providing the best quality and value in products and services for our healthcare customers.					0	1	1	0	0	
466	MDC Holdings	N/A	Our Mission: The mission of MDC is to build and finance the highest quality homes at affordable prices, designed to meet our customers' needs.					0	1	1	0	0	
467	Pathmark Stores	N/A	N/A									0	
468	United Stationers	OUR VISION is to become: The compelling partner providing seamless business products solutions.	OUR MISSION is to become: A high-performance organization delivering exceptional value through superior execution of innovative marketing and logistics services.	2	0	0	1	2	0	0	2	3	
469	Ryland Group	N/A	Ryland's mission is to build homes of the highest quality and value, while providing the highest level of satisfaction to its customers, employees and shareholders.					0	1	2	0	0	
470	Cooper Tire & Rubber	N/A	Purpose: The purpose of the Cooper Tire & Rubber Company is to earn money for its shareholders and increase the value of their investment. We will do that through growing the company, controlling assets and properly structuring the balance sheet, thereby increasing EPS, cash flow, and return on invested capital.					3	0	3	1	0	
471	Wisconsin Energy	N/A	N/A									0	
472	American Financial Group	Vision: Our vision is to deliver financial solutions that fulfill today's needs and tomorrow's dreams -- to be a trusted partner delivering long-term value to our customers, employees and investors.	Purpose: Our purpose is to enable individuals and businesses to manage financial risk. We provide insurance products and services tailored to meet the specific and ever-changing financial risk exposures facing our customers. We build value for our investors through the strength of our customers' satisfaction and by consistently producing superior operating results.	2	1	1	2	2	2	2	0	6	
473	Beazer Homes USA	N/A	N/A									0	
474	Collins & Aikman	N/A	N/A									0	
475	Borders Group	N/A	Our Mission: Our mission is more than just a statement. Everything Borders Group sets out to achieve begins with the core values at the heart of our mission. "To be the best-loved provider of books, music, movies, and other entertainment and informational products and services. To be the world leader in selection, service, innovation, ambiance, community involvement, and shareholder value. We recognize people to be the cornerstone of the Borders experience by building internal and external relationships, one person at a time."					2	3	2	2	0	

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476	Nash Finch	N/A	Our Mission: We are a performance driven culture that uses metrics to ensure continuous improvement. Through our distribution and marketing competencies, we provide creative, customized solutions for our customers. As a result, we achieve superior profit growth as the grocery distribution company of choice.					1	2	1	1	0	
477	Toll Brothers	N/A	N/A									0	
478	Scana	Our Vision: SCANA is a company of committed people, working together professionally to serve our customers profitably.	Our Mission: To provide energy and related products to retail markets in the Southeast.	1	0	0	0	0	2	1	0	1	
479	Whole Foods Market	N/A	Declaration of Interdependence: Whole Foods Market is a dynamic leader in the quality food business. We are a mission-driven company that aims to set the standards of excellence for food retailers. We are building a business in which high standards permeate all aspects of our company. Quality is a state of mind at Whole Foods Market. Our motto — Whole Foods, Whole People, Whole Planet — emphasizes that our vision reaches far beyond just being a food retailer. Our success in fulfilling our vision is measured by customer satisfaction, Team Member excellence and happiness, return on capital investment, improvement in the state of the environment, and local and larger community support. Our ability to instill a clear sense of interdependence among our various stakeholders (the people who are interested and benefit from the success of our company) is contingent upon our efforts to communicate more often, more openly, and more compassionately. Better communication equals better understanding and more trust.					2	2	2	3	0	
480	Corning	N/A	Corning's purpose is to deliver superior, long-range economic benefits to our customers, our shareholders, our employees and the communities in which we operate. We accomplish this while living our Values in an operating environment that enables corporate and personal growth to flourish.					2	0	1	1	0	
481	Sealed Air	Our Vision: Sealed Air will be the global supplier of choice for solutions, products and services that improve our customer's bottom-line in the markets we serve. We will be an exceptional company for our customers, employees and communities. Our Code of Conduct is fully in effect... all the time...everywhere. Our #1 Priority: Putting our Customer 1st.	N/A	2	0	1	1					4	
482	Maxtor	Vision: Storage is a key enabler for many of the next generation technology products. Maxtor is a storage industry leader.	Mission: To strengthen and grow our leadership position by providing storage products across a range of market segments, including desktop computers, consumer electronics, midline and nearline storage systems and high-performance servers.	0	3	0	0	2	3	1	2	3	

Evaluation of the 2005 Fortune 500 Vision Statements

Number	Name	Vision	Mission/Purpose/Other	Vision: Future-Looking	Vision: Identified Market Space	Vision: Specific and Realizable	Vision: Involves Change	Mission: Future-Looking	Mission: Identified Market Space	Mission: Specific and Realizable	Mission: Involves Change	TOTAL VISION	TOTAL MISSION
483	Reebok International	N/A	<p>Reebok Charter: Reebok is a global sports and fitness company with a heritage dating back to 1895. We are a leader in the design and development of authentic products and services, and we influence the athletic lifestyle trends of the world. Reebok is a true partner with its customers and is relentlessly committed to their success. Built on a foundation of trust, listening and innovation, we are our customers' most valued resource for quality products and information and the leading authority in sports and fitness.</p> <p>Our purpose is to ignite a passion for winning, to do the extraordinary, and to capture the customer's heart and mind. Reebok has a fun, energetic culture driven by the value we place on people, our greatest asset. We embrace diversity in its fullest sense. We act with integrity and operate through confident, empowered teams. With courageous leadership, we stay focused on what is most important to our customers. We have a deep-felt commitment to operate in a socially responsible way and we stand for human rights throughout the world.</p> <p>We are committed to excellence and innovation in everything we do. We demonstrate our excellence by setting exceptional performance standards, which we then achieve through focused perseverance and vigorous execution. Innovation and magical ideas drive our company to create powerful breakthrough products and inspirational marketing and advertising.</p> <p>Our passion for winning creates our possibilities. We harness the boundless creative energy of every individual to make the differences that count - to captivate the consumer and create an exceptional global brand and organization.</p> <p>We make a difference: To our customers To our employees To our shareholders To our athletes And to the world in which we live</p>					1	1	0	2	0	
484	UGI	N/A	N/A									0	
485	Guidant	N/A	<p>Mission: Guidant Corporation will provide innovative, therapeutic medical solutions of distinctive value to customers, patients, and healthcare systems around the world. We will accomplish this in a way that: Creates an environment in which our employees are recognized, rewarded, and given the opportunity for professional growth and development; Enables our employees to participate as shareholders.</p>					3	3	3	2	0	
486	Host Marriott	N/A	<p>Mission: Host Marriott will be the premier hospitality real estate company. We will own high quality lodging assets in prime urban, airport and resort/convention locations. Creating value through aggressive asset management and disciplined capital allocation to generate superior performance, we will maximize shareholders' returns through a combination of dividends, growth in funds from operations and increasing asset value.</p>					3	3	3	3	0	
487	Advance Auto Parts	N/A	<p>Mission Statement: It is the Mission of Advance Auto Parts to provide personal vehicle owners and enthusiasts with the vehicle related products and knowledge that fulfill their wants and needs at the right price. Our friendly, knowledgeable and professional staff will help inspire, educate and problem-solve for our customers. This will assist them in obtaining the appropriate accessories, diagnosing their vehicle operational problems and accomplishing their repair projects. And as a result, customers will love to shop at Advance Auto Parts Stores.</p>					3	3	3	3	0	
488	Servicemaster	N/A	N/A									0	

Evaluation of the 2005 Fortune 500 Vision Statements

Number	Name	Vision	Mission/Purpose/Other	Vision: Future-Looking	Vision: Identified Market Space	Vision: Specific and Realizable	Vision: Involves Change	Mission: Future-Looking	Mission: Identified Market Space	Mission: Specific and Realizable	Mission: Involves Change	TOTAL VISION	TOTAL MISSION
489	Wesco International	N/A	N/A									0	
490	Telephone & Data Systems	N/A	TDS Mission: To provide outstanding communications services to our customers and meet the needs of our shareholders, our people and our communities.					1	0	0	1	0	
491	Level 3 Communications	N/A	N/A									0	
492	Brinker International	N/A	N/A									0	
493	Stater Bros. Holdings	N/A	N/A									0	
494	Western & Southern Financial Group	Western & Southern Financial Group's vision is to continue our evolution into a financial services powerhouse that capitalizes on our position of incredible financial strength in order to be a highly respected, world-class (and best in class) financial services organization. We will provide real value to all stakeholders and be a high performance enterprise which is a true leader in every sense of the word. Ultimately, we are positioning ourselves to be the absolute best at everything we do in our pursuit of excellence. We will go from "Good to Great." At the end of the day we want to be an extraordinary personal financial services organization. • Our fresh water approach to the business: If we outdream + out think + out work + out do = we will outperform	Western & Southern Financial Group's mission addresses four key areas: • Customer Mission: To help consumers meet the bulk of their financial needs by providing responsive, competitive life, health, retirement savings and investment products and services. • Home Office Mission: To develop increasingly profitable, long-term relationships with our customers, producers and other stakeholders. • Financial Mission: To be a top-quartile performer in everything we do; top decile in our core area of focus. • Business Development Mission: To create profitable relationships with customers by providing needs-based products and services while observing the highest standards of ethics and business conduct.	3	2	0	3	3	3	1	1	8	
495	Gateway	N/A	Our Mission: First and foremost we are here to profitably build interactive customer relationships and sell innovative, high-value computing products and services. That is our mission. And to truly move the Gateway brand forward and achieve our goals as a company, we need a shared vision of who and what we are.					1	3	1	2	0	
496	Wm. Wrigley Jr.	The vision of the Wrigley Company is to have WRIGLEY BRANDS WOVEN INTO THE FABRIC OF EVERYDAY LIFE AROUND THE WORLD.	N/A	1	0	1	0					2	
497	Peabody Energy	N/A	Our actions are guided by a singular mission: to be a worldwide supplier of low-cost energy, which contributes to economic prosperity and a better quality of life.					1	1	1	1	0	
498	Wendy's International	Our Vision: Our vision is to be the quality leader in everything we do.	Our Mission: Our guiding mission is to deliver superior quality products and services for our customers and communities through leadership, innovation and partnerships.	0	0	1	0	0	0	1	0	1	
499	Kindred Healthcare	N/A	Mission Statement: Kindred Healthcare will be the nation's leading provider of skilled nursing and long-term hospital services. We will set the benchmark for professional excellence and commitment to the residents, patients and employees we serve, making Kindred Healthcare synonymous with quality, service, compassion, integrity and sound fiscal stewardship.					3	3	2	1	0	
500	Cincinnati Financial	N/A	Mission: To grow profitably and enhance the ability of local independent insurance agents to deliver quality financial protection to the people and businesses they serve by: providing market stability through financial strength; producing competitive up-to-date products and services; developing associates committed to superior service.					2	2	3	2	0	

Evaluation of the 2005 Fortune 500 Vision Statements

<u>Num ber</u>	<u>Name</u>	<u>Vision</u>	<u>Mission/Purpose/Other</u>	<u>Vision: Future- Looking</u>	<u>Vision: Identifie d Market Space</u>	<u>Vision: Specific and Realizable</u>	<u>Vision: Involves Change</u>	<u>Mission: Future- Looking</u>	<u>Mission: Identifie d Market Space</u>	<u>Mission: Specific and Realizable</u>	<u>Mission: Involves Change</u>	<u>TOTAL VISION</u>	<u>TOTAL MISSION</u>
		154	207										
			Value = 0	22	41	39	44	27	68	38	44		
			Value = 1	40	14	55	37	63	29	74	72		
			Value = 2	23	44	42	26	50	35	68	40		
			Value = 3	69	55	18	47	66	74	26	50		
			Value = 0	14%	27%	25%	29%	13%	33%	18%	21%		
			Value = 1	26%	9%	36%	24%	30%	14%	36%	35%		
			Value = 2	15%	29%	27%	17%	24%	17%	33%	19%		
			Value = 3	45%	36%	12%	31%	32%	36%	13%	24%		