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The Power of Vision and Mission Statements: A Study on Their Impact on Micro Business Enterprises in Camarines Norte, Philippines

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ABSTRACT

This study explores the vision and mission statements of microbusinesses in Daet, Camarines Norte, focusing on their prevalence, clarity, alignment, impact, obstacles, and challenges. Employing a descriptive quantitative approach, data was collected through a survey questionnaire. Statistical techniques such as weighted mean, frequency, and percentage were utilized, with thirty respondents selected from ten microbusiness industries through descriptive and quota samplings. Findings reveal a prevalent lack of clear vision and mission statements among microbusiness owners, attributed to uncertainty and a perceived low priority. Insufficient skills and resources further hinder the crafting of compelling statements, impacting the success of these enterprises. The study underscores the importance of workshops, training sessions, and seminars to equip microbusiness owners with the necessary tools for developing purposeful vision and mission statements, vital for guiding their business towards success.

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Introduction

Vision and mission statements are pivotal in modern strategic management, providing organizations with a roadmap to success and prosperity. In today's dynamic business environment, adopting these statements has become not just a trend, but a fundamental necessity across industries [1]. Crafted with precision and imbued with purpose, mission and vision statements serve as guiding beacons for organizations, directing them towards their aspirations and values. These concise yet powerful statements encapsulate an organization's direction, articulating its dreams and ambitions succinctly. They not only clarify intentions but also inspire passion and motivation within teams, driving them towards a shared vision of the future [2]. As essential tools in strategic planning, mission and vision statements transcend mere words on paper; they act as catalysts for innovation, collaboration, and ultimately, success. By mastering the art of crafting compelling mission and vision statements, organizations can unlock the potential to inspire greatness and forge a path toward enduring significance in the business world.

The significance of formulating vision and mission statements for businesses in Eastern European nations has been well-documented. A study by Ref. [3], focusing on vision and mission development in the Slovak Republic, revealed that only 4.5% of companies operated without a mission or vision statement. Remarkably, over 90% of businesses within this context had articulated a vision, with nearly 70% affirming the considerable importance and relevance of these statements. Moreover, vision and mission statements serve as foundational pillars and points of reference for an organization's developmental trajectory and its pursuit of objectives. As highlighted by Ref. [4], these statements are integral components of the strategic management process applicable across diverse organizational typologies, encompassing public and private entities, profit-oriented and non-profit enterprises, as well as multinational corporations and small to medium-sized businesses. Ref. [5] conducted a study in the Philippines aimed at identifying challenges encountered by micro and small business enterprises, revealing that establishing clear vision and mission statements is paramount for their success.

According to Republic Act No. 6977 SEC. 6, which pertains to the "Creation of a Small and Medium Enterprise Development Council," the Council is designated as the primary agency responsible for promoting, growing, and developing small and medium enterprises in the country [6]. This responsibility includes facilitating and closely coordinating national efforts to promote the viability and growth of such enterprises, as well as assisting relevant agencies in accessing local and foreign funds for small and medium enterprise development. Under the provisions of the Business Name Law (Republic Act 3883), individuals are legally required to

register their business name through the Department of Trade and Industry (DTI), preventing the use of any appellation distinct from the proprietor's legal name [7]. The absence of a designated business name not only deprives an enterprise of an identifiable brand but may also lead to confusion when multiple businesses share identical names, dissipating marketing efforts. The DTI strongly advocates for entrepreneurs to obtain a Certificate of Business Name Registration, providing legal identity to the business. It's important to note that DTI registration while conferring legal recognition, does not authorize commercial activities.

The Barangay Micro Business Enterprise (BMBE) is defined under the BMBE Law, Republic Act 9178 of 2002, also known as the Barangay Micro Business Enterprises (BMBEs) Act of 2002 [8]. This legislative framework aims to integrate microenterprises operating within the informal sector into the mainstream economy. Given their substantial contributions to national economic advancement, promoting the development of BMBEs holds the potential to generate employment opportunities, improve livelihoods, and elevate the quality of life for the Filipino population. Furthermore, based on the consensus among employees of the Department of Trade and Industry (DTI), there are several advantages associated with registering a business with the Department of Trade and Industry (DTI). These incentives include income tax exemptions on revenue derived from the enterprise's operations, exemptions from the Minimum Wage Law (while retaining access to social security and health care benefits for BMBE employees), preferential access to dedicated credit facilities established explicitly for financing BMBEs, as well as support for technology transfer, production, management training, and marketing initiatives. Local Government Units (LGUs) may also consider reducing or waiving local taxes, fees, and charges applicable to BMBEs, as stipulated in R.A. 9178, the BMBE Act of 2002. Moreover, the DTI conducts regular training sessions and seminars, with upcoming events often announced through its social media platforms, such as Facebook.

The researchers embarked on this study driven by insights gained from their subjects in Operations Management and Strategic Management courses. Their coursework underscored the critical importance of mission and vision statements in shaping organizational direction and goals, transcending mere declarations to become guiding principles. In this study, the researchers aim to assess the presence and application of these statements among small businesses under the Department of Trade and Industry (DTI). The primary objective is not only to clarify the current status of these statements but also to contribute insights that could foster future development and potentially enhance DTI policies and programs supporting small businesses in formulating and adhering to their mission and vision statements.

Furthermore, the study seeks to understand why some micro-business enterprises achieve success despite lacking formalized mission and vision statements, while others may

overlook their significance in achieving goals and driving success. Acknowledging that the presence and effectiveness of these statements may vary among businesses due to capacity constraints or lack of expertise, the research proposes a training program aimed at inspiring and guiding small businesses in developing robust vision and mission statements.

The researchers aim to provide valuable insights into the role of mission and vision statements specifically within micro-business enterprises in Daet, Camarines Norte. Their endeavor includes offering practical recommendations to enhance strategic planning processes and overall business performance.

A. Theoretical Framework

The theoretical foundation for this study draws from the theory of transformation, elucidated by Ref. [9], which emphasizes the importance of a theory of change—a structured narrative or diagram outlining desired outcomes and relationships between objectives—for organizations. This theory is particularly relevant as it highlights how small businesses can strategically align their goals and activities through well-crafted mission and vision statements. By incorporating elements of this theory into their strategic planning, small businesses can achieve clarity and coherence regarding their purpose and objectives, thereby enhancing operational efficiency and effectiveness. Ultimately, this approach supports long-term success and sustainability by guiding businesses towards achieving their desired outcomes and fostering growth.

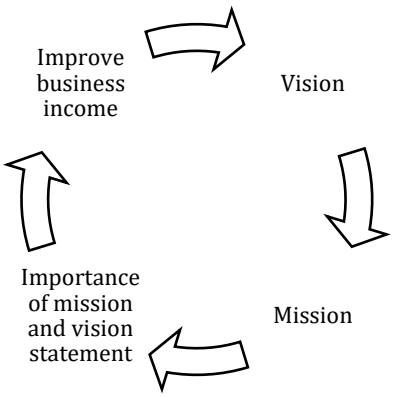


Fig. 1. Theoretical Paradigm of the Study (Theory of Change)

B. Conceptual Framework

The study's conceptual framework utilizes independent and dependent variables, essential for examining the interrelationships within the research. Independent variables encompass dimensions such as the prevalence, clarity, alignment, and perceived impact of vision and mission statements, as well as the challenges faced by micro-business enterprises. The dependent variable focuses on a proposed training design aimed at guiding these

enterprises in developing meaningful vision and mission statements for improved business outcomes.

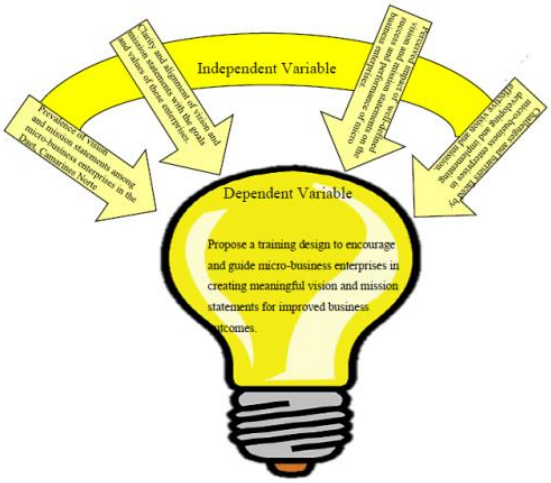


Fig. 2. Conceptual Paradigm

C. Objective of the Study

The primary objective of this study is to conduct a descriptive analysis of vision and mission statements among micro-business enterprises in Camarines Norte. Specifically, the study aims to:

1. Determine the prevalence of vision and mission statements among micro-business enterprises in Daet, Camarines Norte.
2. Assess the clarity and alignment of these statements with the goals and values of the enterprises.
3. Examine the perceived impact of well-defined vision and mission statements on the success and performance of micro-business enterprises.
4. Identify the challenges and barriers faced by micro-business enterprises in developing and implementing effective vision and mission statements.
5. Propose a training design to encourage and guide micro-business enterprises in crafting meaningful vision and mission statements for improved business outcomes.

Methodology

The study takes place in Daet, Camarines Norte, known for its vibrant micro-business sector contributing to the region's economic vitality. Researchers engage with micro-business owners across various barangays to gather insights into vision and mission statements. Thirty micro-business enterprises were selected from registered Barangay Micro Business Enterprises (BMBEs) in Daet, Camarines Norte, ensuring a diverse representation of the local entrepreneurial landscape.

A quantitative and descriptive survey method was employed, comprising structured questionnaires to collect data on the prevalence, clarity, alignment, and perceived impact of vision and mission statements among respondents. Primary data collection was conducted through survey questionnaires distributed to micro-business owners, focusing on capturing insights relevant to the study objectives. Statistical analysis techniques, including tables, graphs, and the Likert scale, were used to analyze the survey data, providing a comprehensive overview of findings related to vision and mission statements among micro-business enterprises. This structured approach enabled the researchers to explore and document the role of mission and vision statements within micro-business enterprises in Daet, Camarines Norte, aiming to contribute valuable insights and recommendations for enhancing strategic planning and business performance in the region.

Results and Discussions

A. Prevalence of Mission and Vision Statements

The study found that a significant majority of respondents strongly agreed on the importance of having a mission and vision statement for micro-business enterprises (Table 1). According to the findings, these statements are perceived as crucial because they provide directional guidance, emphasize future strategic priorities, and illustrate the anticipated outcomes of achieving strategic goals. Scholars such as Ref. [10] emphasize that mission and vision statements are critical in offering a strategic perspective within organizations. Moreover, Ref. [11] asserts that these statements constitute essential components of an organization's strategic management process. Similarly, previous studies, including the work of Ref. [3], underscore the significance of mission and vision statements as integral to strategic management practices.

Table 1. Prevalence of Vision and Mission

Indicators	Weighted Mean	Interpretation
Having a formalized vision statement will help the business to become successful.	3.53	SA
Having a formalized mission statement will help the business to become successful.	3.46	SA
Having a vision and mission statement is important for a micro-business enterprise.	3.60	SA
In micro business enterprises vision and mission statement guide as long-term strategic decisions.	3.56	SA
Vision and mission statement are required in micro business enterprises.	2.50	DA

Legend: 3.26-4.00 = Strongly Agree; (SA) 2.51-3.25 =Agree (A); 1.76- 2.50 = Disagree (D); 1.00-1.75 = Strongly Disagree (DA)

B. Clarity and Alignment of Vision and Mission Statements

Based on the study's findings, respondents emphasized the critical importance of clear vision and mission statements in micro-business enterprises (Table 2). They believed that having a clear vision not only fostered persistence but also served as a constant reminder of the enterprise's initial purpose. Previous research consistently demonstrates that organizations with well-defined goals and visions tend to outperform those lacking clarity in this regard. These insights underscore the integral role of purposeful vision and mission statements in guiding organizational success and cultivating a cohesive and motivated workforce. By aligning with a clear vision, micro-business enterprises can effectively navigate challenges, make informed decisions, and seize opportunities for sustainable growth.

Table 2. Clarity and Alignment of Vision and Mission Statement

Indicators	Weighted Mean	Interpretation
Having a clear vision and mission should be considered in micro-business enterprises.	3.66	SA
A vision and mission statement are aligned with the goals and values of the micro-business enterprise.	3.46	SA
A mission and vision are meant to be inspirational and align with the products and services offered by micro business enterprises.	3.60	SA
A strong vision and mission statement helps micro-business enterprises prioritize the entity's action steps and should guide decisions.	3.23	A
Vision and Mission provide a clear and effective guide for making decisions and ensure that all the decisions made are properly aligned with what hope to achieve in the business.	3.56	SA

Legend: 3.26-4.00 = Strongly Agree; (SA) 2.51-3.25 =Agree (A); 1.76- 2.50 = Disagree (D); 1.00-1.75 = Strongly Disagree (DA)

In today's dynamic corporate landscape, Ref. [12] underscores the pivotal role of a clearly defined purpose or mission, coupled with adherence to core values, as fundamental for long-term success amid rapid change. When purpose, mission, and values are carefully crafted and effectively implemented, they serve as strategic pillars guiding decision-making processes, inspiring employees, and fostering customer loyalty. Ref. [13] further highlights the significance of mission statements, emphasizing their crucial role in prioritizing organizational goals. Mission statements are characterized by their explicitness, concreteness, and focus on defining the organization's competitive advantage. Together, these insights underscore the importance of purposeful mission and vision statements as foundational elements of organizational strategy, ensuring coherence, resilience, and competitive positioning in today's dynamic business environment.

C. Perceived Impact of Vision and Mission Statements

This study highlights the significant impact of clear vision and mission statements on employee performance within businesses (Table 3). According to the findings, respondents

emphasized the positive influence of having a well-defined vision and mission statement on employees' motivation to work toward organizational goals. The clarity of direction and purpose provided by these statements was perceived to enhance managerial practices. Furthermore, the study revealed that when employees were guided by the organization's vision and mission in setting goals and values, there was an improvement in their performance, ultimately leading to increased customer satisfaction. Overall, these findings underscore the instrumental role of clear vision and mission statements in driving employee engagement and contributing to organizational success.

Table 3. Perceived Impact of Vision and Mission Statements

Indicators	Weighted Mean	Interpretation
Have well-defined vision and mission statements positively impacted your micro-business enterprise.	3.43	SA
A mission and vision statement play an important role in life also in micro business enterprises.	3.23	A
A business should ensure that its employees are positively impacted by the mission and vision statements.	3.40	SA
Vision and mission should reflect the essence of what the business aims to achieve.	3.35	SA
A clear vision and mission statement should affect the performance of the employees in the business.	3.50	SA

Legend: 3.26-4.00 = Strongly Agree; (SA) 2.51-3.25 =Agree (A); 1.76- 2.50 = Disagree (D); 1.00-1.75 = Strongly Disagree (DA)

Ref. [14] underscores the transformative potential of a compelling vision, asserting that it not only broadens the minds of an organization's stakeholders but also drives organizational progress while maintaining a sense of realism. By providing clear direction and purpose, a compelling vision catalyzes organizational growth and development. Moreover, Ref. [14] emphasizes the critical role of a well-defined vision and mission statement in achieving measurable success, including enhanced sales, sustained competitive advantage, and effective leadership. Together, these factors underscore the importance of having compelling vision and mission statements as guiding principles for organizational success.

D. Challenges and Barriers

The study identified significant challenges faced by respondents in micro-business enterprises, notably the lack of clarity in creating effective mission and vision statements (Table 4). Data indicates that a majority of these businesses do not currently have such statements in place. This absence of clarity and strategic direction contributes to ineffective utilization of mission and vision statements. Moreover, when confronted with changes in the business environment, managers may struggle to adjust their strategic plans accordingly. As a

result, businesses operating without clear mission and vision statements often adapt reactively to prevailing circumstances without a defined direction.

Table 4. Challenges and Barriers

Indicators	*Frequency	Percentage
Lack of knowledge or resources on how to create an effective mission and vision statement.	17	27
Difficulty in articulating the organization's purpose.	10	15
Time constraints.	15	6
Not perceived as a priority.	4	23
Lack of clarity on how to create effective statements.	19	29
Total	65	100

**Multiple response*

Furthermore, Ref. [15] highlights various issues that impede the performance of micro-businesses, including financial difficulties, lack of understanding, and inadequate financial management, all of which hinder their potential to contribute significantly to economic growth. Ref. [16] further asserts that a primary reason for the high failure rate among small businesses is insufficient education and training in human capital. These insights underscore the multifaceted challenges faced by micro-business enterprises and the critical need for structured support in strategic planning and management.

E. Topics or Aspects of Vision and Mission Statements

The study suggests that certain respondents strongly believe in the transformative power of clear and concise vision and mission statements for companies (Table 5). They emphasized that such statements are pivotal in developing strategies that ensure long-term success and sustainability in the business world. Respondents underscored the importance of mission and vision statements in guiding efficient operational management, setting clear goals, understanding the motivations driving those goals, and defining the company's purpose.

Table 5. Topics or Aspects of Vision and Mission Statement

Indicators	*Frequency	Percentage
Crafting a clear and concise vision and mission statements.	17	36
Formulating mission and vision statements that align with business values.	16	33
Assessing the impact of statements on business performance	15	31
Total	48	100

**Multiple response*

Ref. [17] discusses how mission statements serve as succinct expressions of the unique qualities that distinguish an organization. Conversely, according to Ref. [18], mission statements function as valuable tools for institutions by clearly communicating objectives and

emphasizing their significance. These insights highlight the critical role of mission and vision statements in shaping organizational identity and guiding strategic decision-making processes.

F. Preferred Training Methods

A significant number of respondents strongly favored in-person workshops over other forms of training (Table 6). They expressed a preference for face-to-face interactions, believing this format provided a more effective learning environment. Participants highlighted that the interpersonal dynamics inherent in in-person workshops enriched the learning experience by enabling interactions with peers who offered diverse perspectives and experiences. Overall, respondents felt that personal interaction in workshops contributed to more effective learning and better retention of knowledge compared to alternative training methods.

Table 6. Preferred Training

Indicators	Frequency	Percentage
In-person workshop	21	70
Online	9	30
Total	30	100

**Multiple response*

Ref. [19] emphasized the benefits of personal workshops, noting that they allow individuals to actively engage with the subject matter, leading to deeper understanding and skill development. Furthermore, the flexibility in scheduling enables participants to customize their learning experiences according to their availability and preferences, promoting autonomy and self-directed learning. The designated workshop environment also fosters creativity and exploration, facilitating personal growth and development.

G. Training Design

The proposed training design is tailored specifically to address the unique challenges faced by micro-business enterprises. A key component of this design is a training session focused on database development for small business owners. This session aims to equip entrepreneurs with essential skills in establishing and effectively managing databases. See Table 7 for details. By enhancing their proficiency in database management, participants can improve their operational efficiency and make more informed decisions. Moreover, the training program includes guidance on crafting meaningful mission and vision statements for businesses. This aspect aims to help entrepreneurs clarify their business objectives, values, and long-term goals. By articulating these elements through well-defined mission and vision statements, participants can drive improved business outcomes and overall success.

Table 7. Training Design

Challenges	Trainings	Objectives	Person / Involved	Expected Outcome
Lack of clariy on how to create effective statements	Enhance the imprtance of clarity and conciseness in expressing the organization purpose	Participans should be able to develop the ability to express mission and vision statements in a clear, concise, and easily understandable	Micro-business Entreprises Owners Department of trade and Industry	Participants will be able to articulate the mission and vision statement of their organization with clarity, expressing its current purpose in a succinct manner that outlines long term goals
Lack of knowledge of resources on how to create effective statements	Seminar: Equip and improve skills by developing vision and mission	To properly align the resource pf an organization toward achieving a successful business	Micro-business Entreprises Owners Department of trade and Industry	The micro-business enterprise owner will become strong ini having a misson and vision statement, and your organization is woring to communicate the direction of the organization.
Not perceived as a priority	Priorities business dream: by developing vision and mission statements.	Learn with common interest and take the time necessary, help business owner to have priprities they dream o in theiur micro-business enterprises	Micro-business entreprises owners	Micro-business enterprises and toher individuals give a snapshot view of what in their business is and accoplish what they what on their business

Conclusion

The study underscores the critical importance of having a vision and mission statement in business. Respondents emphasized that a strong strategic plan, which includes a clear vision and mission statement, enables businesses to anticipate and prepare for the future effectively. These statements act as guiding principles, directing the entity's actions and priorities, thereby promoting alignment and clarity in decision-making processes. Importantly, businesses with well-defined vision and mission statements are better equipped to inspire and motivate employees, driving collective efforts toward achieving success. Moreover, the study recommends that micro-business owners could greatly benefit from attending seminars and workshops focused on developing effective mission and vision statements. Such initiatives are proposed to leverage the expertise available within the faculty of office administration, in collaboration with the Department of Trade and Industry (DTI). By pooling resources and expertise, these training programs can effectively support micro-business owners in enhancing their strategic planning capabilities.

Conflict of Interest

The authors declare that there is no conflict of interest.

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