

# **A STUDY OF A SHARED VISION AT A TRAVEL AGENCY**

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Dissertation

submitted in fulfilment of the requirements  
for the degree

**Magister Commercii**

 in **Strategic Management**

in the

**Faculty of Management**

at the

**University of Johannesburg**

JOHANNESBURG  
October 2006

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# **ACKNOWLEDGEMENTS**

My sincere thanks and gratitude to the following who contributed to the successful completion of this study:

- To God the Father, Jesus and the Holy Spirit who gave me the intellect and insight to study.
- My husband, Hano, who always supported me and never complained about the amount of time I spent on the research.
- My two little girls, Sonia and Shané, for loving me even when I was researching, when I could have spent time with them.
- My brother Cobus and sister in law and friend, Angela, for their support during research at Flight Centre.
- My mother Lorraine, for the hours of reading and language editing.
- My family and friends, for encouraging and supporting me.
- My supervisor, Theuns Oosthuizen, for his patience, assistance and valuable comments throughout.
- My HOD, Prof Boessenkool, for giving me time to complete this study.

# **SYNOPSIS**

The importance of vision and mission statements is well documented. An increasing number of authors argue that strategies in an organisation have a major impact on its performance relative to its peers (Hill & Jones, 2001:4; Thompson & Strickland, 1996:2). Raric and Vitton found that organisations with a formalised mission statement have double the average return on shareholders' equity than those organisations without formalised mission statements. However, the extent of manager and employee involvement in developing vision and mission statements can make a difference in business success (David, 2001:57).

Most organisations develop both a mission and a vision statement. There is a subtle difference between the two that should not be confused, this will be qualified in this study. The purpose of such statements is, among others, to give the customer and other stakeholders an overview of the identity of the organisation in terms of who they are, what they do and where they are headed (Thompson & Strickland, 1996:22). It implies a formal commitment by the organisation to its stakeholders, sending out the message that its strategies will be formulated with the claims of its stakeholders in mind (Hill & Jones, 2001:45).

It is often found that these expectations are not realised. The customer is frequently left with the perception that employees are unaware of the key values and the overall direction the organisation is taking. This study will focus on Flight Centre Limited (South Africa) to determine the extent of commitment of employees to the strategic vision of the organisation.

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