

Case 6-1

Exxon Corporation and the Lack of a True Mission Statement

In Chapter 6, immediately after the Code of Conduct of Exxon Corporation that existed at the time of the oil spill had been shown, readers were asked: "What would have happened had Exxon had a Mission Statement similar to the one adopted by Johnson & Johnson?" That Johnson & Johnson statement was previously printed in Case 5-2, and is reproduced here:

We believe that our first responsibility is for the doctors, nurses, and patients, to mothers and all others who use our products and services.

- In meeting their needs everything we do must be of high quality.
- We must constantly strive to reduce our costs in order to maintain reasonable prices.
- Customer orders must be serviced promptly and accurately.
- Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world.

- Everyone must be considered as an individual. We must respect their dignity and recognize their worth.
- They must have a sense of security in their jobs. Compensation must be fair and adequate and working conditions clean, orderly and safe.
- Employees must feel free to make suggestions and complaints.
- There must be equal treatment for employment, development and advancement for those qualified.
- We must provide competent management and their actions must be just and ethical.

We are responsible to the communities in which we live and work, and to the world community as well.

- We must be good citizens—support good works and charities and bear our fair share of taxes.
- We must encourage civic improvements and better health and education.
- We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.