

## ARTICLE

# Mission and Vision Analysis: AI roles and Sustainability Performance Management

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## Abstract

Mission and vision statements serve as foundational elements in the strategic management process. These statements guide organizational decisions, define objectives, and align stakeholders toward a common purpose. Artificial intelligence and sustainability project management is a new, critically important business discipline. The main contribution of this article is to clarify the concept of artificial intelligence system in relation to how it can support and improve the sustainability of an organization at large and to improve the organizational performance. The paper explores how artificial intelligence intersects with sustainability and how that might be good news, because it could provide innumerable types of new access to capital, retain customers, make employees happier, function better, and be more sustainable in the long run.

**Keywords:** Mission; Vision; Strategic Management; Artificial Intelligence; Sustainability

## 1. INTRODUCTION

In the competitive global environment, a clearly articulated mission and vision are critical to strategic success. Organizations rely on these tools not only to communicate purpose and direction but also to establish legitimacy among stakeholders. As emphasized in strategic management curricula and frameworks, the mission defines the present, while the vision outlines the aspirational future. In today's fast-changing business world, where trends shift quickly and competition is fierce, simply running a business is not enough [1]. Whether it's a local shop or a high-tech company, every business needs a well-thought-out strategy to survive and grow in this competitive market [2,3]. A good strategy helps set both long-term as well as short-term goals, defines priorities, and keeps the business focused on achieving them. The aim of this paper is to explore the different types of strategies that companies use, understand how these strategies are structured, and explain why they are so important. Over the years, experts like Porter [4] and Mintzberg[5] have laid the foundation for strategic thinking, helping businesses learn how to compete, grow, and operate more effectively. This paper investigates these concepts and relates them to the broader field of strategy formulation and execution. In the current era of business, project success is no longer measured in traditional terms (e.g., cost, schedule, and scope) [6]. Sustainable development and Artificial Intelligence (AI) are two indispensable elements for the projects' success [7,8]. This paper investigates the sustainability in project management and reviews the AI application of optimizing resource. The paper examines the notion of sustainable project management, or the process of using AI to maximize efficiency, reduce waste, and predict potential risks, thus improving the overall sustainability of projects. The literature review explores the ways in

which AI-driven sustainability channels affect capital access, customer loyalty, employee engagement, and operational efficiency.

## 2. LITERATURE REVIEW

David [9] identifies mission and vision as the cornerstones of strategic planning, emphasizing their use in goal alignment and performance measurement. Kim et al [10] highlight their motivational function, particularly when they are realistic, inspiring, and specific. Mission Statements describe the organization's fundamental purpose, current focus, and core operations. They answer "Why do we exist?"

Vision Statements are future-oriented, aspirational, and intended to guide strategic decisions. They answer "Where do we want to go?"

Research has shown that organizations with clear mission and vision statements often perform better in uncertain environments [11]. Table 1 shows definition and characteristics of these variables.

**Table 1.** Definitions and Characteristics

| Aspect     | Mission Statement             | Vision Statement                  |
|------------|-------------------------------|-----------------------------------|
| Time Frame | Present                       | Future                            |
| Purpose    | Explains reason for existence | Describes future goals            |
| Focus      | Operations, stakeholders      | Aspirations, innovation           |
| Nature     | Realistic and actionable      | Inspirational and forward-looking |

Mission and vision are essential in the strategy formulation process, acting as the foundation upon which objectives and tactics are built. They help: guide decision-making at all levels; align internal and external stakeholders; communicate organizational priorities; evaluate strategic performance. In strategic management models such as the strategic planning framework or balanced scorecard (mission and vision are integral to establishing long-term strategic alignment. The following cases provide more details about mission and vision.

Case Examples:

### ***Apple Inc.***

- Mission: "To bring the best user experience to its customers through innovative hardware, software, and services."
- Vision: "To make the best products on earth and to leave the world better than we found it."
- Analysis: Apple's mission focuses on customer experience and product quality, while its vision reinforces innovation and sustainability—two major pillars of its brand strategy.

### ***Qatar National Vision 2030 (QNV 2030)***

Although not a company-specific mission, Qatar's national strategy offers a high-level vision: "Transforming Qatar into an advanced society capable of achieving sustainable development." Organizations in Qatar—especially publicly listed firms—align their strategic objectives with QNV 2030, which often influences their internal vision and mission formulations. For example, Qatar Industries and QNB incorporate innovation, sustainability, and human development directly into their corporate strategies.

## 2.1. Challenges and Best Practices

*Challenges:* Lack of clarity or specificity; overly generic or aspirational statements with no actionable direction; misalignment between stated values and actual practice

*Best Practices:* Review and revise mission/vision regularly; involve stakeholders in formulation; ensure consistency with strategy and culture; communicate effectively across all organizational levels

## 2.2. What Exactly Is a Strategy? How is it related to AI roles and sustainability performance management?

Mission and vision analysis are first stage in strategic management [12]. Strategic management is all about planning, keeping track of progress, and making changes (if necessary) to how a company uses its people and resources (such as money, technology, time, and equipment) to achieve its goals.

Since the business world is constantly evolving, companies must evaluate and adjust their strategies from time to time to remain competitive and achieve long-term success. Every aspect of the organization plays a role in this strategy—its people, its finances, its production methods, and its environment (including its customers). According to Porter [4], strategy is about choosing a unique position in the market, making trade-offs, and aligning company activities accordingly. Mintzberg [5] argues that strategy can be seen not only as a plan but also as a pattern, position, perspective, and ploy. It also helps answer the following questions: Where are we now? Where do we want to go? And how will we get there? Every successful company begins with a clear idea of what it wants to achieve—that's its mission and vision. But that is just the start; the real challenge is figuring out how to get there. That's where strategy comes in. Businesses use different types of strategies to face challenges, seize new opportunities, and stay ahead of the competition. Previous studies have shown how strategies supported by AI in organizational systems lead to competitive advantage through improvements in organizational performance and sustainability management [13]. Thus, it's important to explain the main kinds of strategies companies use and how they help them succeed in today's competitive world.

### **2.3. Types of Strategies**

There are 3 main types of strategies:

#### ***Corporate-Level Strategies***

This concerns the big decisions made by top managers to set the overall direction of the company. They decide things like: What kind of businesses the company should be involved in; Whether to buy or join with other companies; How to spread the company's money and resources; What the main goals of the whole company are [14]. Common types include growth strategies (e.g., mergers and acquisitions), stability strategies, and retrenchment strategies.

##### *Example:*

Amazon started as an online bookstore but has grown into many different businesses over time. Its top management decides which areas to enter—like cloud computing (Amazon Web Services), grocery stores (Whole Foods), entertainment (Amazon Prime Video), and smart devices (Echo speakers). They also decide how to invest money and resources across these businesses. By choosing to expand into new markets and manage a diverse range of businesses, Amazon's corporate strategy helps the company grow and stay competitive.

#### ***Business-Level Strategies***

These are competitive strategies designed to give a business unit an edge in the market. Porter [4] identified three generic strategies: cost leadership, differentiation, and focus. In today's world, organizations must strategically position themselves to gain an edge over their rivals. Business-level strategy is all about the decisions made by a company to get an upper hand or perform better than its competitors in a specific market. This includes how it utilizes its resources, identifying the unique selling point of the product, what makes their products or services stand out from the competition, and how it adds real value to customers. A good strategy can help build a loyal customer base, create a clear and strong brand identity, and support steady, long-term growth.

##### *Example:*

IKEA uses a cost leadership strategy by offering affordable yet functional furniture. IKEA designs products that are easy to manufacture and transport, uses cost-efficient materials, and encourages customers to assemble the furniture themselves. By keeping costs low and offering good value, IKEA attracts a large number of customers who want quality furniture without paying a premium price. This strategy helps IKEA stand out in the competitive furniture market and grow steadily over time.

#### ***Functional-Level Strategies***

These are detailed plans curated by different departments within a company like marketing, operations, finance, and human resources. Each department focuses on what it does best and ensures that departmental goals align with business-level objectives. For example, the marketing team plans how to promote products, while the finance team manages the company's budget. These strategies help departments work smoothly and avoid confusion by turning big company goals into clear, specific actions. Knowing exactly what to do helps avoid confusion and conflicts, which allows the company to achieve its goals faster and more effectively.

*Example:*

Starbucks' marketing team has a clear functional strategy to attract and keep customers. They create a cozy ambiance to make customers want to come back. They also use loyalty programs that reward regular customers. All these efforts support Starbucks' bigger goal of being the go-to coffee spot for people everywhere.

By the end of this discussion, it is apparent how the incorporation of AI and sustainability improves project management results in the short and long term. It has been demonstrated that the integration of AI technologies into sustainable project management approaches can provide a wealth of advantages [15]. According to Paramesha et al. [16], AI especially based on machine learning and data analytics, allows companies to make more efficient use of their resources, improve environmental efficiencies and minimize operating costs. Researches demonstrate that AI is able to forecast energy consumption and optimize waste management procedures according to sustainability goals at a larger scale [17-19]. Similarly, machine learning approaches can help in making decisions, by mining past records and predicting risks associated with environmental impacts, shortages of resources etc. This function is not only beneficial for companies to take a well-informed decision but also provides added support for their corporate sustainability initiatives. Such as throughout these sections:

***A. Financial Advantage***

A body of work is emerging that indicates that applying AI to sustainability can enhance a firm's access to capital [20-22]. Hill [20] observed that investors are showing a growing preference toward businesses that promote robust internal ESG principles [6]. AI can support transparent and real-time information about sustainability and thus the companies' attractiveness to investors with a sustainability focus.

***B. Enhanced Customer Loyalty***

A new austerity among consumers means that – brands that can evidence their sustainability performance are winning out. Mtengwa et al. [23] emphasized the potential of AI helping firms leverage data related to consumer preferences for sustainability and then to rapidly tailor products to those demands. Furthermore, AI-enhanced insights allow firms to create more personalised experiences for their customers, thereby expressing their dedication to sustainable activities and reinforcing customer loyalty [24,25].

***C. Employee Engagement and Productivity***

AI increases employee engagement by taking over the mundane and laborious work so that employees can concentrate on work that provides them satisfaction [25]. According to studies workers that work on projects that have a positive effect on society and on the environment are happier and more motivated. Additionally, AI can enable companies to monitor employee sentiment towards their sustainability initiatives, which in turn, can inform better ideas strengthening the morale of the team and cultivating innovation [26,27].

***D. Long-Term Operational Performance and Increased Shareholder Value***

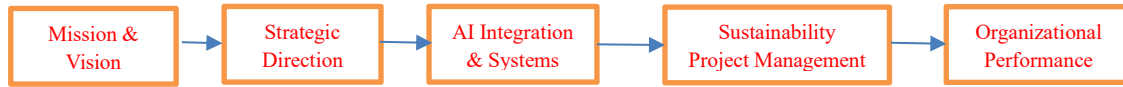
Artificial Intelligence improves the performance of sustainable projects by forecasting resource requirements, finding inefficiencies and recommending ways to reduce costs [28-30]. In addition, AI solutions can help cut energy consumption and waste, and reduce cost, delivering better performance over the long term. All of which helps improve market position and increase shareholder value. AI also has a critical role to play when it comes to proactive risk management, especially in the sustainability space. By crunching data, AI can help identify environmental and social risks that a company doesn't even know it has, risks like new regulations or a single-source supply chain [31,32]. AI makes possible to early discover, so organizations can intervene earlier with mitigation, preventing expensive setbacks but maintaining sustainability regulations [24].

***E. Supply Chain Efficiency***

AI holds great promise in optimizing supply chains, and in particular achieving sustainability [24]. AI can predict demand, streamline routing and minimize waste to make supply chains more efficient. In addition, AI can be used to facilitate the discovery of suppliers that align with targets for

sustainability, ensuring that ethical procurement and resource efficiency are considered up and down the supply chain.

Based on the above discussion the following conceptual framework is developed (Figure 1). The figure shows that vision and mission represent the first stage in the strategy formulation and can be supported by AI in the organizational systems which in turn leads to competitive advantage by improvement of organizational performance and sustainability management. Recent studies by Smith et al. [31] and Wang et al. [32] support this idea.



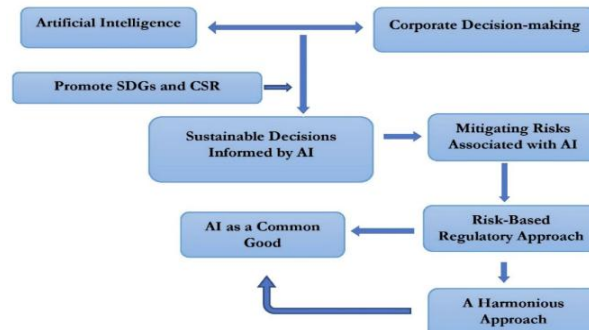
**Figure 1.** Conceptual Framework

### 3. METHODOLOGY

This paper is conceptual research approach which focuses on combinations of mission and vision, strategic direction, AI integration, sustainability project management and organizational performance. These studies collected through Google Scholar, Web of science and Scopus journals with focuses on resented research in these areas. We have discussed how AI helps organizations to meet organizational performance through sustainability. This provides a foundation for future empirical studies.

### 4. DISCUSSION AND PRACTICAL IMPLICATIONS

The empirical findings presented in this paper indicate that the combination of AI and sustainable project management practices offers many benefits. AI technologies help organizations to meet sustainability objectives in addition to the accustomed project success metrics in terms of cost, time, and scope. AI ensures real-time resource utilization, decision-making, as well as environmental damage reduction, which end up with more adaptive and efficient project livelihood.



**Figure 2.** AI Regulation for Sustainability

And AI also enables businesses to take less risk, better manage customer relationships, and have employees that are more satisfied, all of these add up to better long-term results. So here are the takeaways: By infusing AI into their sustainability work, companies can realize superior project outcomes. AI is being used by firms to process real-time data, managing resources and improving environmental performance [33]. This method may also minimize waste. According to Raji et al. [34] AI powering personalization, businesses are better able to know what customers want in terms of sustainability, delivering more personalized experiences overall. As consumer priorities continue to shift toward sustainability, AI-enabled sustainability programs will provide businesses with another competitive advantage: greater customer loyalty. AI: It also allows organizations to spot and address environmental, social, and operational concerns at an early stage of project development. Systems aided by AI can predict possible disturbances and regulatory modifications, thus companies will then be better equipped to cope with the changing of the environment [10,33]. This forward-thinking risk management will make businesses more resilient. In addition, AI is instrumental in fine-tuning talent acquisition as well as retention such as allocating employees to sustainability-related projects to match the employees' values [29]. Companies that use AI to foster sustainable practices will appeal to a generation of workers who prioritize social responsibility and environmental stewardship. Also, AI

fosters innovation by enabling businesses to explore new ways of meeting sustainability goals. Companies that leverage AI to drive sustainable practices differentiate themselves from competitors and attract investors who prioritize ESG considerations. Figure 2, shows sustainable decisions and regulation of AI as a common good [29,33].

Recent events, like the COVID-19 pandemic, have highlighted how crucial it is for companies to have strong and flexible strategies. For example, when restaurants were forced to close their dining rooms during lockdowns, many quickly shifted their focus to online orders and delivery. This change helped them survive during very difficult times [36]. A recent McKinsey & Company study [35] found that companies that regularly review and update their strategies based on market changes perform better. These companies are 70% more likely to increase sales and respond faster to customer needs. Tesla is a great example; they continuously improve their electric vehicles and adapt their plans to stay ahead of competitors. Another key to success today is using technology effectively. Companies like Amazon and Zoom leverage digital tools and data to make smart decisions. Because they embraced digital innovation early, they were able to grow even during challenging periods like the pandemic. Vial [37] notes that businesses focusing on digital transformation are more resilient and better prepared for future challenges. In summary, having a clear and adaptable strategy, especially one that embraces digital innovation, is essential for business success today.

## 5. CONCLUSION

Mission and vision statements are more than symbolic declarations. They are strategic tools that drive planning, align efforts, and enhance stakeholder confidence. For organizations operating in dynamic environments—like those listed in the Qatar Stock Exchange—their importance is magnified by the need for transparency, sustainability, and innovation. As Qatar progresses toward its 2030 vision, businesses must ensure that their mission and vision statements are not only aligned with national objectives but are also grounded in strategic reality. In conclusion, understanding and implementing the right type of strategy is crucial for a company's long-term success. Whether it's at the corporate, business, or functional level, strategies provide direction, ensure alignment, and help organizations adapt to change. Strategic management is not just a theoretical concept but a vital business function supported by research, models, and practical evidence. Companies that master this art are better equipped to face uncertainty and maintain competitive advantage. Integrating Artificial Intelligence with sustainability in project management offers immense potential for improving environmental, social, and economic outcomes. AI enhances sustainability efforts by optimizing resource use, predicting risks, and enabling businesses to make data-driven decisions that support long-term goals. As AI technology continues to evolve, it will become an essential tool for businesses striving to achieve both sustainability and project success.

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