

Meskipun tidak mencolok, perbedaan definisi di kalangan akademisi ternyata membawa dampak yang signifikan dalam hal penerapan konsep misi dan visi di lingkungan perusahaan. Pendekatan berbasis sumber daya dan pendekatan berbasis nilai membutuhkan jenis kompetensi yang sama sekali berbeda dalam merumuskan pernyataan misi dan visi, sehingga harus dipahami secara utuh dan sebaiknya tidak dipaksakan satu sama lainnya. Pengalaman mendalami seni panah tradisional selama dua tahun terakhir dan alasan kedekatan pribadi dengan sang CEO, mendorong penulis untuk mengakui keterbatasannya di bidang manajemen stratejik dan mengupayakan agar pendekatan berbasis nilai dapat menghasilkan manfaat dalam wujud pernyataan visi stratejik yang baru bagi PT. Apotek Daring.

Karena konsep visi stratejik belum dikenal di lingkungan perusahaan, pendekatan fenomenologis yang bersifat advokatif digunakan untuk mendampingi proses perumusannya. Sebagai upaya untuk memisahkan subjektifitas penulis, kualitas dari pernyataan yang lama dievaluasi dengan menggunakan sejumlah kriteria dari para ahli. Setelah melakukan wawancara dan diskusi selama dua bulan bersama CEO dan sepuluh narasumber yang memiliki peran dominan di masing-masing divisinya, penelitian ini berhasil menggali nilai-nilai penting yang mereka rasakan selama bekerja di PT. Apotek Daring serta menemukan persoalan-persoalan internal yang memperkaya proses perumusan visi stratejik. Selain menghasilkan pernyataan visi stratejik, penelitian yang sangat situasional ini memperkuat kebutuhan akan mekanisme perumusan visi serta kriteria penilaian visi yang lebih jelas sehingga bisa digunakan secara relevan di Indonesia.

Kata kunci: Misi, visi, pendekatan berbasis nilai, visi stratejik, fenomenologi, advokatif

Despite of being undermined, it appears that varied definitions between scholars have significant impact on how the concept of mission and vision can be implemented by companies. Completely different types of competence are required between resource-based and value-based approach, so each have to be fully understood and not to be enforced from one to another. Two years of experience in traditional archery and close relations to the CEO have motivated the writer to admit his limitations in the field of strategic management and to explore how he can utilize this value-based approach to create new strategic vision that benefits PT. Apotek Daring.

As the concept of strategic vision is not well-known inside this company, an advocative phenomenological approach have to be used to assists it's formulation process. To separate the writer's subjectivity from this research, qualities of the existing mission and vision statements are being evaluated based on several relevant criterias from selected scholars. Through two months of interviews and discussions with CEO and ten informants with dominant roles in each divisions, this research have successfully uncovered important values that they have felt from their working experience in PT. Apotek Daring, along with internal problems that enriches our process of strategic vision formulation. Beside of new strategic vision, this situational research supports the need for better vision formulation mechanism and clear evaluation criteria – both are required in order to be relevantly used in Indonesia.

Keywords: *Mission, vision, value-based approach, strategic vision, phenomenology, advocative.*