

# The Comparison of the Content Analysis on the Missions of the Successful Textile and Apparel Companies from the Globe and Turkey

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**Abstract**—A mission of an organization indicates the company's purpose of existence. There are narrow or broad definitions of mission in scope. *"A narrow mission very clearly states the organizations primary business and will limit the scope of the company's activities in terms of the product or service offered, the technology used, and probably the market served"* [1]. This study aims to examine the mission statements of the first 20 Textile and Apparel Companies from the list of the Global Fortune and Turkey Fortune Lists. In order to realize this purpose, a content analysis was conducted for mission statements of the companies by using nine items. The main purpose is to investigate the differences in explanation of the reason of their existence between the globally and locally successful companies. This research thought to be helpful to the local companies, which wants to be successful, while they are preparing their mission statements during globalization process.

**Index Terms**—mission, content analysis, Turkey, textile and apparel sector

## I. INTRODUCTION

A mission of an organization indicates the company's purpose of existence. Defining a mission is the prior task during the strategic planning process, besides this they are one of the best way of business communication from an organization to all of its stakeholders. With the entrance of the strategic management in to the corporate lives in 1970s, mission statements are one of the corner stones of management theory. Ref [2] recommended that companies should develop their missions since the mission statements are still popular as necessary for the companies which form its identity, purpose and direction in the middle of 2010s.

The long term use of mission statements by companies has been changed in the manner of format and delivery of these statements. There are narrow or broad definitions of mission in scope. *"A narrow mission very clearly states the organizations primary business and will limit the*

*scope of the company's activities in terms of the product or service offered, the technology used, and probably the market served"* [1]. Williams stated that *"Nowadays some organizations refer to such statements as mission statements; while others title the same or similar statements under different names such as mission, corporate principles, company philosophy, core values, or credo, moreover they can often found on corporate web sites"* [3].

Even though the role of the mission statement of the companies has been studied many times in the related literature, the differences of mission statements of the companies in Textile and Apparel Companies has not been studied yet. This paper aims to discover this apparent neglect. This article summarizes some details related to a study conducted in order to asses current state of the corporate mission statements of the first 20 companies from the Global and Turkish Fortune list serving in Textile and Apparel Industry by analysing the content statements gathered from the companies web sites. Moreover, the study investigates the comparison of the mission statements of the globally and locally successful companies. The findings in this study indicate that mission statements are still necessary expressions which must be included to the mission statements of local companies.

## II. LITERATURE REVIEW

The literature review in this study includes the following: (a) the mission statement definitions and development of the concept, (b) recommendations for content of the mission statements, (c) benefits of mission statement (d) content analysis studies related to mission statement

### A. Mission Statement: Definitions

*"A mission statement establishes the values, beliefs, and guidelines for the way the organisation conducts its business and determines its relationships with its*

stakeholders—employees, customers, shareholders, suppliers, government, and the community” [4].

Another definition for a mission statement;

“Tells two things about a company: who it is and what it does” [5].

“A number of other academician offer a similar definition, and this definition holds true regardless of whether a corporation refers to this statement as a “mission statement,” a “mission,” a “credo,” “our philosophy,” “core values,” or something else” [6], [7].

#### B. Mission Statement: Recommendations for Content

During determination of a mission statements, it should be answered some really fundamental questions such as “Why does this organization exist?”, and “What does this organization want to achieve?” *“But research suggests that these statements vary enormously in length and content, which suggests that there is little agreement about what a mission statement should contain”* [8]. Ref. [8] analysed and found eight specific elements included in mission statements: (1) identification of the customers, (2) identification of principal offering, (3) specification of geographic area they served, (4) identification of technologies they used, (5) commitment to survival related to growth, and profitability, (6) the basic philosophy of the company, (7) identification of the company’s self-concept, and (8) company’s public image they wanted to create. After the definitions of these components, some authors have renamed/redefined and some of them expanded these suggested components. Ref. [9] also asked to their respondents at what extent the components were contained in their mission related to financial and non-financial objectives. Based Ref. [10], [11], [12] identified the following list of components that an effective mission statement should include:

- (1) Customers (the target market);
- (2) Products/services (offerings and value provided to customers);
- (3) Location (where the company seeks customers);
- (4) Technology (the technology used to produce and market products);
- (5) Concern for survival/growth/profits (the company’s concern for financial soundness);
- (6) Philosophy (the company’s values, ethics, beliefs);
- (7) Public image (contributions the company makes to communities)
- (8) Self concept;
- (9) Other expressions (such as employees, environment so on);

There is no recipe to write standard format of a mission or ideal number of elements that it should include, it may differ, some organizations use exactly the term of mission statements; while the others prefer different titles such as mission, principles, philosophy of the company, goals etc. There are many studies related to the components of the mission statements of the existing companies. Ref. [13] studied mission statements of 45 companies in Oman, and found that the most of the companies in their sample did not include the necessary components in their missions and the most often included component was philosophy.

Some mission statements can be short as a single sentence, some mission statements can be as long as a page in the case of theme based statements. Ref. [12] recommended that a mission should ideally be longer than a phrase and shorter than a two-page document. Ref. [14] found that in their study more than half of their companies they studied provided their statement in on single piece, whereas 8 percent split the text into three or more parts.

#### C. Mission Statement : Benefits of Mission Statement

Ref. [2], [15] and [16] proposed that formulating a company’s mission has two potential advantages: The first advantage is instructional since a clear mission serves organizational members distinguish between activities that conform to institutional imperatives and those that do not. The second advantage is a shared sense of having a common objective which inspire and motivate those within a company. Moreover, Ref. [17] suggested that the mission statement has appeared as a primary tool for the strategic management process to be used in the following ways: showing managers to lead organizations in a new direction; generating new ideas and challenge old ones; promoting a sense of shared expectations among all levels of employees, thus building a company culture; assisting the process of managing in the interests of the stakeholders, communicating a public image to people outside the company such as customers, suppliers, and the community at large. As a result, *“Evaluated as a starting point for strategic management, the mission covers the business of the enterprise, the values adopted while running the business, its approaches, philosophy and its differences from its competitors. In this sense, the mission is defined as a message conveyed to the inside and outside of the enterprise”* [18].

#### D. Mission Statement: Content Analysis Studies Related to Mission Statement

Recently, the mission statements of companies can be found on company websites of them. In a study by Ref. [19], the authors revealed that 65 percent of the Fortune 500 companies have their mission on their webpages, 60 percent of the mission statements has their mission statements under the the “About the Company” heading on their website; whereas 40 percent are under other corporate information, investor relations, or other places on the site. Ref. [18] revealed that the number of Fortune 500 companies that have a mission statement on their website had increased to 415 or 83 percent of the companies, whereas 85 organizations did not have their mission statement on their webpage. Ref. [20], examined top 50 fortune company mission statements, found that two companies, did not have directly a mission statement or related definitions such as core values etc.

### III. METHODOLOGY AND FINDINGS

#### A. Research Questions

The research questions are listed below;

1. What are the specifications in contents of mission statement of the globally successful companies the Textile and Apparel Industry?

2. What are the specifications of mission statement of the successful Turkish companies The Textile and Apparel Industry?

3. Does to be a global or local make a difference in the contents of mission statement?

#### B. Sample

The sample was obtained from the companies listed in 2014 Fortune Global from the web site of [www.globalfortune.com](http://www.globalfortune.com) [21] and 2014 web site of ISO – Fortune Turkey [22]. For the initial sample, the companies from Textile and Apparel Industry were selected, because of the need to understand strategic views of these companies with high competition level globally and locally in this industry. The data related to the mission statements of the companies were gathered from the web pages of top global and Turkish retailers. During the search, it is observed that many companies did not reveal their mission statements on their web sites instead they have their principles or philosophies. Especially luxury brands, such as Christian Dior, Ralph Lauren, Prada did not underline their mission statements, they indicate their missions on their social media accounts and some reports. One mission statement could not be obtained because either the company website, their social media account, also one company could not analysed because of the language in the companies' web site. As a result, 20 mission statements of the top global Textile and Apparel companies and Turkish Textile and Apparel companies were used for this study. Mission statements were found on the web pages of 9 European, 7 American, 4 Asian and 20 Turkish companies.

#### C. Procedure

For each company, the web pages were analysed for the mission statements. The content of all 40 Companies' mission statements analysed based on the procedure developed by Ref. [7] which is inspired by their description of a mission statement. The components of a mission statement are summarize as Table I.

Two raters coded the mission statements, first each rater studied independently and then worked together compared their ratings in order to overcome the differences. Each mission statement of the companies was found and written to a table, and the existence of every component searched. If a mission statement contains a component, it was coded with a 1; if not, it was coded with a 0. After two rater finished their ratings, the component ratings for global companies and those for the Turkish companies were entered to a excel sheet. Finally, a test for independent means was used to calculate the differences between the ratings of all nine components for two groups and to find out the differences were statistically significant.

TABLE I. THE COMPONENTS OF A MISSION STATEMENT ACCORDING TO PEARCE AND DAVID (1987)

Number	Focus	Question	Explanation
1	Customers	Who are the enterprise's customers?	identification of target customers-
2	Products or services	What are the company's major products or services?	identification of principal offering
3	Location	Where does the company compete?	Specification of geographic domain
4	Technology	What is the company's basic technology?	Identification of core technologies
5	Concern for Survival;	What is the company's commitment to economic objectives?	Commitment to survival, growth, and profitability
6	Philosophy	What are the basic beliefs, values and philosophical priorities of the company?	Statement of company philosophy
7	Self-concept	What are the company's major strengths and competitive advantages	Identification of the company's self-concept-
8	Concern for public image	What are the company's public responsibilities, and what is desired?	Identification of the company's desired public image
9	Other expressions	Other expressions mentioned in a mission statement; employees, environment and so on...	

#### D. Findings

The list of companies surveyed from Global and Turkish fortune list is shown in Table II. 35% of the global fortune companies is from North America, 45% is from Europe, 20% is from Asia.

TABLE II. LIST OF COMPANIES SURVEYED FROM GLOBAL AND TURKISH FORTUNE LIST

Global Fortune Companies	Turkish Fortune Companies
Christian Dior, Inditex, Nike, H&M, Adidas, Fast Retailing, VF, Gap, Kering, Ralph Lauren, Next, Prada, Coach, Michael Kors, PVH, Burberry, Hugo Boss, Pou Chen, Hanesbrands	LCW, Korteks, Koton, Defacto, Mavi Jeans, Beyteks, Aydınli, Sanko, Eroğlu, Yeşim Teks., Ay Marka, Çetinkaya, Kığılı, Şık Makas, Vakko, Hugo Boss, Sarar, İleri Giyim, Y ınsa, Şireci

Number of mission statements that include Ref. [7] components in Global Fortune Companies and Turkish Fortune Companies are shown in Table II.

As seen from the Table II, the enterprises both globally and locally included in scope of analysis mentioned mostly about the terms "products/services" (90 %), "philosophy" (80%-100%) and "self-concept" (85%-80%) in their mission statements. The term "technology" is the least mentioned component of global companies,

technology and concern for survival are underlined less than 50 % in mission statements of global companies.

TABLE III. NUMBER OF MISSION STATEMENTS THAT INCLUDE EACH COMPONENT

Component	Global Companies		Local Companies	
	Number	Percentage	Number	Percentage
Customers	15	75	12	60
Products or services	18	90	18	90
Location	13	65	6	30
Technology	4	20	11	55
Concern for Survival;	6	30	5	25
Philosophy	16	80	20	100
Self-concept	17	85	16	80
Concern for public image	10	50	9	45
Other expressions	10	50	4	20

Table III summarizes the comparison of mission statements from each groups (Global and Turkish Fortune Companies).

TABLE IV. A COMPARISON OF MISSION STATEMENT COMPONENTS' OF GLOBAL FORTUNE COMPANIES AND TURKEY FORTUNE 500 COMPANIES.

Component	Global Fortune Companies <sup>a</sup>		Turkey Fortune Companies <sup>b</sup>		Difference, Higher or Lower	
	M	SD	M	SD	M	SD
Customers	0,75	0,43	0,60	0,49	0,15	-0,06
Products or services	0,90	0,30	0,90	0,30	0,00	0,00
Location	0,65	0,48	0,30	0,46	0,35	0,02
Technology	0,20	0,40	0,55	0,50	-0,35	-0,10
Concern for Survival;	0,30	0,46	0,25	0,43	0,05	0,03
Philosophy	0,80	0,40	1	0,00	-0,20	0,40
Self-concept	0,85	0,36	0,80	0,40	0,05	-0,04
Concern for public image	0,50	0,50	0,45	0,50	0,05	0,00
Other expressions	0,50	0,50	0,20	0,40	0,30	0,10

N<sub>a,b</sub>= 20

It is founded that 75 % of the mission statements of the first 20 Textile and Apparel companies from global fortune and Turkish fortune companies included an indication of customer-the organization's view of its particular strengths.

Another fact observed about the enterprises is conflict between the declaration of mission and vision of the company. It is seen that the mission statement usually considered with the vision concept. It can be summarized that the mission statements of the companies included in this study have not fulfil the necessities of ideal statement of a mission, excluding 6 enterprises:

#### Customers

From the analysis of the global and local textile and apparel companies, it can be generalize that most of the companies mentions about their mission statements. On the other hand, it is founded that there is a slight difference about the customers between the statements of global and Turkish companies. Mission statements of 75

percent of the selected global apparel companies and 60 percent of the selected Turkish apparel companies included an explicit concern for customers in the statement.

#### Products and Services

It seems fair to say, that the majority of global and Turkish companies (90% for each) decide to underline that the reader of their mission statement must know that they were in the Textile and Apparel business.

#### Location

The literature related to strategic management indicates that a clear idea of location of the markets for the organization's products and services is very important to effective strategy formulation in particular. However, only 30 percent of Turkish Textile and Apparel companies' mission statements included explicit mention of the location of the company's mission statement, whereas it is 65 percent for global companies.

#### Technology

The mission statements of the Global Textile and Apparel companies are less informative about technology, whereas

55 percent of the Turkish companies mentioned about their technological capability.

#### Concern for Survival

Both global and Turkish Textile and Apparel companies are reluctant to give information about profits or its cognates, 30 percent of the global, 25 percent of the local companies mission statements includes technology.

#### Philosophy

It seems that fashion companies both global and local, likely to reflect their philosophy to their customers. 80 percent of global and 100 percent of local companies indicates their philosophy in their mission statements.

#### Public Image

About 45 percent of Turkish and 50 percent of Global companies mission statements underline the importance of concern for their public image.

#### Other Expressions

Although all strategy formulation, implementation and evaluation decisions have ethical ramifications for companies' stakeholders, 50 percent of global mission statements included an appreciation of employees, environment and so on, whereas 20 percent of local companies takes consider these subjects in their mission statements.

Some examples of mission statements studied in these research is summarized as following:

*"To bring inspiration and innovation to every athlete\* in the world"* Nike

*"The mission statement of Prada Clothing focuses on making everyone feel like an individual regardless of their style. The clothing line from Prada features designs and embellishments that aren't offered by any other designer."* PRADA

*"True Luxury requires genuine materials and the craftsman's sincerity. It is only meaningful when it respects tradition. DIOR is the ultimate symbol of elegance, excellence and luxury."* DIOR

*"Inditex is one of the world's largest fashion retailers with eight brands and over 6,700 stores throughout the*

world. We are inspired by a responsible passion for fashion and, above all, by our customers." INDITEX.

"It's our promise to bring you more fashion choices that are good for people, the planet and your wallet" H&M.

#### IV. CONCLUSION

This study investigated components of mission statements of 20 companies in Turkey and 20 companies from the Globe and compared the differences between them. The sample companies from Turkey except one company from Turkey and the globe did include needed components in their mission statements, but there are some differences between them.

General results can be summarized as followed: First, most of the global companies from Textile and Apparel Industry do have hidden mission statement under the heading of our story, our principles, our aspiration, but only (10%) of those companies has a mission statement heading. Especially, high fashion brands choose to declare their mission via social media rather than their web site. On the other hand, most of the Turkish Textile and Apparel companies (85%) generally prefer to define their missions under the heading of "mission". One company did not declare its mission neither under the heading of mission nor another heading. Second, length of the mission statements differentiate from one sentence to two paragraph. 40 percent of the global firms summarizes their mission statements in one sentence, whereas it was 45 percent of the Turkish firms, others uses more than one sentence.

The one component the sample firms most often included was product/services. It seems that companies like to share what they serve to their customers. Second component included in the mission statements of both global and Turkish companies from Textile and Apparel Industry is philosophy, this finding is positive as it suggests that companies use their mission statements to express their values, beliefs, and business ethics to stakeholders. Moreover this might be a result of the industry which they are working. Since fashion and brand philosophy relation is very close, the companies gives their philosophy to affect their customers to add value their products. General differences between global and Turkish companies from Textile and Apparel Industry are for the components of technology, geographic market and other expressions related to environment, employees and so on. Turkish companies prefer to define their technology more than global rivals in their mission statements. This finding shed light on the importance of assessing levels of technology is important to persuade customers of the local brands. The reason for this might be to need to prove their quality in respect to their global competitors. Global companies from Textile and Apparel Industry prefer to define their geographic market in to their mission more than Turkish Textile and Apparel companies. They gives the information in what extend they are global, multinational whereas some successful Turkish companies are not global yet. Finally, global firms more stresses the environment, employee standards

and other stakeholders than Turkish Textile and Apparel companies.

The results discussed in this paper offer practitioners insightful guidance for drafting mission statements. Research focusing on the nature and role of mission statements in organizational processes is limited. Further research is needed to improve management's understanding of these planning documents, since mission statements of the sample firms were quoted directly from corporate websites without being edited. For future study, it is recommended that the study may also include documents such as vision statements.

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