

A CONTENT ANALYSIS OF THE MISSION STATEMENTS OF IRAN, TURKEY, INDIA AND UNITED STATES PHARMACEUTICAL COMPANIES

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Abstract:

Pharmaceutical companies play a critical role in healthcare economy. Articulating mission statement of a Pharmaceutical company results in guiding strategies and activities of the firm. In this survey, mission statements of Iranian, Turkish, Indian and American pharmaceutical companies are analyzed. By using content analysis, frequencies of nine elements of the mission statement according to Fred R. David including: customers, product/service, market, technology, survival/growth/profitability, philosophy, self-perception, public image and employee were investigated. 98 mission statements of pharmaceutical companies (32 Iranian companies, 16 Turkish companies, 30 Indian companies, and 20 American companies) were analyzed. Simple correspondence analysis was used to extract the perceptual map. Results indicate that two dimensions of perceptual map include: focus of mission (throughput or input/output), and focus of mission elements (market or support). Iranian companies placed on the quarter of throughput /support, American and Turkish companies placed on the quarter of throughput/market. Indian companies placed on the quarter of input and output/market.

Keywords: Correspondence Analysis, Mission, Pharmaceutical Companies, Perceptual Map.

1. Introduction

Economists and theorists of strategic management mention that in current competitive markets, the managers try actively to distinguish their companies effectively (Daniels et al, 2002) to obtain competitive advantages in comparison with their competitors. In this regard, developing the mission statement is known as one of the first steps in the strategic planning; Moreover, this statement is a starting point for all the activities related to the formulation of the company's strategies (Abell, 1980). David (2007) mentions that the mission statement shows the values and priorities of the organization and it is related to motivation of the employees in a way that it makes them to focus more on

organizational goals; In addition, it can be applied as one of the managerial mechanisms (David, 2007). The researchers believe that the content of the mission statement has become the part of the organizational macro-culture or the special belief system related to the organization, which is common among the senior directors of the organization (Abarhamson & Fomburn, 1994). Organizations which have compiled their mission statement officially and in written form and review it systemically, consider the statement as a vital document (David, 2007). The research of Bain and Company, which is done on 500 companies, shows that 90% of the companies use the mission statement , therefore, the mission statement has

recently become one of the common management tools (Bart, 1997). On the other hand, the mission statement increases the sense of common expects among the employees and transfers to all the beneficiaries a public image of the company (Analoui & Karami, 2002). The mission statement can also play a key role as an important communication tool in relation to the internal and foreign beneficiaries. However, comparing the internal and foreign beneficiaries, Nimwegan and et. Al.(2008) explain that applying the mission statement will have more benefits in relation to foreign beneficiaries. According to the statistics of World Health Organization, every year, the pharmaceutical market in all around the world has 300 billion dollar turnover and it is expected that in three years, it reaches to 400 billion dollars. Moreover, this organization declares that ten great pharmaceutical companies control one-third of this market and their income is more than ten billion dollars per year of which their approximate profit is about 30% (www.who.int). According to statistics of government of Iran, the rate of selling medicine in this country has been 42000 billion rials. These statistics show a great number of turnovers in the pharmaceutical market around the world.

The pharmaceutical industry, as one of the pioneer industries in various countries, is currently under development and on the other side, this industry is very dynamic and evolving one due to its effects on the health of people at any age and its high economic importance. That is the reason why there are macro-investments in this industry, such as 50 billion dollars that the pharmaceutical companies have invested in discovering and improving the new medicines during the past thirty years. In addition, during the past ten to twelve years, 250 American pharmaceutical companies have invested about 800 million dollars in developing new medicines (Sillup & Porth, 2008). Active Iranian companies in this industry have strong international competitors; therefore, finding out that on which aspects the competitors in other

countries have focused, and what are their goals that reflect the mission statement, i.e. the existential and occupational reasons of these companies, will be one of the important marketing issues of these active companies. This research intends to extract the mission statement of pharmaceutical companies from Iran, Turkey, India and USA, and the following three items are studied as well:

- Surveying the mission components of sample organizations of Iran pharmaceutical industry.

- Analyzing the content of the mission statement of active companies in this industry in other countries.

- Positioning the pharmaceutical industry of four countries in the conceptual map.

2. Literature Review

2.1 Theory Literature

Different definitions of mission statement have been presented by the researchers. Cremer (1993) defines mission as "a collection of values, beliefs and behavioral norms which are common among the members of a company and affect the preferences and behaviors of the employees through the strategic target". Hill & et. al (2002) simply define mission as "statement about special goals of the organization and operation scope of market and products of the company"; and Thompson and Strickland (1996) state that mission "defines the business of a company and creates a clear vision of what the company tries to show to its customers".

The researchers believe that the mission statement of the organization is a persistent statement consisting of the main principles of the organization including expected goals, strategy, standard and values (Strong, 1997). Fred R. David (1996), in his book "Strategic Management" expresses that the mission statement is a document which distinguishes one organization from other ones; it shows the scope of activity from both viewpoint of product and market and actually, the mission statement will be an answer to the question of "what are we

doing". An effective and informing answer to this question will prove the capability of the organization and inspire trust to it (Wickham, 1997). Some of the researchers believe that the mission statement is not only a concept, but also it has details such as financial goal, geographical domain, and competitive advantage for the companies (Forbes & Seena, 2006).

Philip Kotler explains that by preparing the main mission, organizations intend to participate the directors, employees and in many cases the customers, in the mission; They assimilate it to "invisible hand" that absorbs the cooperation of employees of the company as a team for reaching goals of the organization, even if they are so scattered geographically and act individually (Kotler, 2006, p. 106). Bart mentions that if an organization does not know its goal (i.e. Why we exist?), it will soon lose its focus, waste its resources, and mix up in understating the fact that what it is doing (Bart, 2007).

In addition, it is mentioned that the definition of goals and their relations is very important for each company. In this regard, the mission statement is a device for relating beliefs, ideas, viewpoints, and approaches of management by considering the target, social responsibility, and available and stimulating goals. The mission statement not only is in relation to the proper status of the company in the future, but also, it clearly summarizes the identity, goal and strategic intention of the organization (Hirota et al, 2010). Toftoy & Chatterjee (2004) use a beautiful allegory for explaining the importance of the mission statement. They say a business without mission statement is like a passenger without any destination.

Generally, we can distinguish two schools of thought about the mission. First school views the mission as a business strategic device which defines the target market and business logic and affects the minds of people, while, the second school believes that the mission is an ethical and philosophical asset and its

cultural effects help the organization to act as a team; this aspect has effects on the hearts of people (Verma, 2009). The researchers state that the mission statement has many advantages for the organization. Sufi & Lyons (2003) study the principles of guiding the business as one of the most important advantages of mission statement. They state that the mission statement explains to all beneficiaries of the company that what the goal of the company is, what symbol the company shows and where it intends to reach (Haghighi and et. al, 2010); It also presents a criteria for allocating organizational resources, provides a familiar situation in the organization, helps the people to accept the organization's goals, facilitates the identification of opportunities and environmental threats during the planning process (David, 1996) and presents standards for behavior of the employees (Kemp & Dwyer, 2003). An effective statement also helps effectively to provide people's need for creating values to recognize, help others, dominate the competitors and obtain respects (Pearce & David, 1987). Hirota & et. al (2010) state that generally, the mission statement has three effects; he classifies them in three classes: effects on reaching the goals, coordination effects and stimulation effects; Moreover, they mention that the mission statement increases the value of the company in two ways. First, it ascends the current performance so that the company can use the accumulated organizational capabilities more effectively. Second, it improves the future performance of the company. The employees of the company are encouraged to invest in the mission by seeing the organization's goal, which facilitates the accumulation of organizational capital (Hirota, 2010).

Does the mission statement have effects on performance of the organization? Contradictory studies have been conducted in this case, for example, Kleem & et. al (1991) report that in case of employees' relocation and profitability, there is no meaningful difference between the performance of the companies with

the mission statement and those without the mission statement. David (1989) obtains similar results in his research about the specific companies. However, Wilson (1992) believes that mission statement increases the efficiency of the organization to 50%. In addition, as per their research, Bart & Baetz (1998) report a weak relation between the mission statement and the performance. Alavi and Karami (2004) state that the organization performance has meaningful relation to participation of non-managerial employees in the process of developing the mission statement. They also explain that the existence of financial goals has negative relation with the company performance (Alavi & Karami, 2004).

There might be the wrong consideration that the vision and the mission follow one goal and associate one concept (Harisson, 1998). However, mission statement defines the long-term vision of the organization in the form of what it wants to be and whom it wants to present the services (David, 1996). Actually, the mission statement is a starting point for the formation of strategic vision, i.e. first, the mission has to be determined and the correct path has to be selected. After the mission statement is written, the strategic vision will be added (Toftoy & Chatterjee, 2004). The mission statement is related to the current domain of business of the organization and shows the intention in the present time (who we are and what we are doing), while, vision shows the future domain of organization business and pays attention to the future (where we want to reach) (Thompson & Strickland, 1996). Vision relies on the feelings and ideals of organization members and encourages them, however, the mission includes issues like goal, competitive advantage, market definition, product/service explanation,

economic interests and values (Desmidt & Prinzie, 2008). Compiling the mission statement is an important step in developing the strategic program of the company (Alavi & Karami, 2004). Two issues should be taken under consideration for preparing a proper mission statement : the components and the proper specifications of the mission statement (Rezvani, et al., 2011).

Due to importance of the mission statement, several researchers mention the points for compiling the mission statement to optimize its performance. Some of these points are as follows : It must be based on the reality, be executable, and by reading the mission statement of the organization, the reader shall be encouraged to be part of it (Haghighi and et. al, 2010); It has to be written clearly, so all the organization employees can communicate with it; it has to pay attention to the time limitations of the organization's operations (technologies of operation, processes, etc.) (Hirota, 2010), and finally, it must present new strategic methods for the organization (Haghighi and et. al, 2010). In case of components of the mission statement, it has to be stated that the missions of the organizations are different in quantity, quality, form, and their concern for details (David, 1996). Various researchers focus on special details of mission statement in their researches according to their opinion and interest. Pearce and David (1987) are the first who study the specifications of the mission statement and their relation to the organization performance in a well-organized manner. They try to improve the values of the mission statement by the content analysis; the important result of their research is the identification of a type of mission statement with 8 components.

Table 1. Components of the mission statement as per various researchers

Pearce & David (1987)	Target customers or market, product/service, geographical domain, technology, survival/growth/profitability, key elements of company philosophy, self-perception, public image
Bart & Baetz (1998)	Financial goals, organizational goals, values, trading guidelines, being long or short time
Analoui & Karami (2002)	Long-term profit, growth & survival, values and philosophy of the company, quality of the products and services, public image, geographical domain, self-perception, concern for suppliers
Sufi & Lyons (2003)	Business of the company, information about the current position and the slightly future position, customers, employees, philosophy of the company, survival, being the best in the industry, quality and innovation in the products and services, the advantages of the company, the company resources
Bartkus & et. al (2004)	The industry of the company, the target customers, geographical domain, values and beliefs, the motivating messages, distinguished capabilities, foresighting, financial goals
Bart & Hupfer (2004)	Definition of business, factors related to internal and foreign beneficiaries, concern for competition, main ideals, market and technology, concern for suppliers, concern for survival
Bolon (2007)	Expense, availability, quality
Bart (2007)	Target explanation, values/beliefs explanation, customers, unique identity, customer satisfaction, distinguished capabilities/potentials, proposed products/services, clear goals, appropriate public image, employees, special behavioral standards, society, vision explanation, proper competitive condition, specific non-financial goals, general goals of the company, beneficiaries, business location, competitive guideline, specific financial goals, technology, suppliers, survival
David (1996)	Customers, products/services, markets, technology, survival, growth and profitability, philosophy, self-perception, public image, employees
Nassehifar & Pourhosseini (2008)	Concern for provision of needs of customers, employees, shareholders and suppliers, concern for society, explanation of values, beliefs and philosophy, vision, explanation of non-financial goals, products/services
Rezvani & Akbarzadeh (2010)	Customers, products, market, technology, concern for growth, innovation and profitability, values, self-perception, concern for society and employees, vision, distinguished capabilities, position in the industry, concern for suppliers and shareholders
Haghighi & et. al(2010)	Quality of products or services, philosophy of the company, concern for suppliers, geographical domain, concern for survival/growth/ profitability, technology, concern for employees, customers and shareholders, public image, distinguished capabilities

2.2 Research Review

In their study, Pearce & David (1987) mention that there is a meaningful difference between the companies in the upper and lower position at Fortune 500 Journal in the amount of using three components (public image, self-perception, organization philosophy) out of the eight components which are mentioned in their mission statement.

Forehand (2000) analyzes the content of the mission statement in the sanitary and people's health industry. He studies eighteen mission statements of active companies in this industry including pharmacies, hospitals, health systems, and health protection supporting companies. The results show a vast variety of mission statement components among the samples which may be due to the few number of samples and non-focus of the researcher in a special part of the industry. However, Jennifer L. Schneider & et. al study the survival activities of active companies in the pharmaceutical industry of Usa, and state that the focus of pharmaceutical companies is now transferred to the social responsibility of the companies which reflects the need of the organization to provide feelings and emotions of the society (Schneider et al, 2010).

In a research conducted in pharmaceutical industry in Bangladesh based on components presented by Pearce and David, it is shown that the pharmaceutical companies pay attention more on three components of growth, profitability and survival (71%), self-perception (71%), and concern for employees (71%) in their mission statements, while, the components like market (21%), technology (29%), and customers (36%) are paid the least attention in the mission statements (Arefin, 2010).

Bolon (2005) compares and studies mission statements of profit-making and nonprofit hospitals. He analyzes the aspects of expense, availability, and quality of payment and receipt in the mission statements of both kinds of

hospitals. The mission statements are almost similar in case of the abovementioned components. Bolon states that about 50% of both kinds of hospitals mention some points about the expense in their mission statement. In case of availability, the mission statements include few mentions of it; only 26.9% of nonprofit hospitals and 15.4% of profit-making hospitals mention the term of availability in their mission statement, and finally, in case of quality, more than 80% of the mission statements of each kind of hospitals include this term.

In their study, Bart & Hupfer (2004) classify the components, which are necessary for compilation of the mission statement, in seven dimensions of the business, factors related to internal and foreign beneficiaries, concern for competition, main ideals, market and technology, concern for suppliers and survival. The results of this study show that the hospital managers believe that the mission statement has a positive effect on the behavior of employees, financial performance, and success of the mission. It is mentioned that the elements related to internal and foreign beneficiaries and definition of the business, are the only components which affect the financial operation and mission's success, and the main ideals, components related to beneficiaries and concern for competition are respectively the most important elements in relation to employees' behavior (Haghighi & et. al., 2010).

In other research, Bart (2007) states that eight out of twenty-three components of the mission statement are used for analyzing the content of the statements, including the explanation of values/beliefs, special identity, factors related to customers' needs, distinguished capabilities/potential, specific behavior standards, proper competitive condition, factors related to beneficiaries' needs and competitive guidelines. He adds that there are clear differences between the arrangement and order of elements as well as ranking the abovementioned

elements in the mission statements of charity hospitals and those with economic goals.

In the research conducted for comparing the mission statements of the Iranian information technology company and its foreign counterpart, the result shows that there is high similarity between the elements of the customer and the employees in Iranian and foreign companies and all of statements mention them, while, the Iranian companies have no mention to the element of shareholders, which is an important element in the mission statements of foreign companies. The other point is that the collection of companies of this industry, whether Iranian or foreign, have no reference to suppliers and their needs, except for once (Nassehifar & Pourhosseini, 2008).

3. Method

This research is an applied comparative study, since the researchers compare the pharmaceutical companies in various countries. Content analysis method is used for surveying the quality of the mission statement, which is a well-known and trustworthy process for studying the appropriateness of the mission statement. Actually, content analysis is an informative process by which the communication contents are changed into a summarized and comparable data by using the collection of classified and organized rules. Turkey, Usa and India are the selected countries in this research, because, Turkey is one of the pharmaceutical producers of the Middle East and it will be one of the main competitors of Iranian companies in the region. From the other side, India has more than one billion population, so the small and great pharmaceutical companies in this country are selected and finally, Usa is a well-known country in the pharmaceutical industry all around the world; As per statistics, six out of ten dominant companies of this industry are

located in Usa. In this study, ninety eight companies are chosen from pharmaceutical companies of Iran, Turkey, India and Usa consisting of thirty two Iranian, sixteen Turkish, thrity Indian and twenty American companies. Their mission statements are collected by referring to their websites on Apr. 2013. The content analysis is conducted based on nine essential components of the mission statement proposed by Fred R. David (1996) including concern for customers, products/services, markets, technology, survival and growth and profitability, philosophy, self-perception, public image, and employees. The analysis is done by SPSS 20.

4. Result

Content analysis of mission statements. Table 2 shows the result of the content analysis done for each element in each country. According to this Table, in all the four countries, the most concerned element of the mission statement is the product. After this element, Market and public image are the most concerned elements in Iran. In India, the most concerned elements are growth and profitability and survival, philosophy and public image; and in USA, they are market and public image and finally, in Turkey, the customer, market and public image are the most concerned elements.

The least concerned elements in mission statements are different for each country. The Iranian pharmaceutical companies pay the least attention to growth and profitability, and customers, respectively, while, Indian companies have less attention to customer and technology. It is interesting that none of the sample American companies pay attention to organization philosophy and only one of the mission statements of these companies mention the technology. Turkish companies also pay the least attention to elements of philosophy and employees.

Table 2. The result of content analysis of pharmaceutical companies based on elements of the mission statement for each country

Component	Country				Active Margin
	Iran(%)	India(%)	USA(%)	Turkey(%)	
Customer	7(.067)	2(.024)	5(.098)	7(.213)	21
Product	23(.219)	19(.224)	14(.275)	8(.243)	64
Market	17(.162)	11(.129)	8(.157)	5(.151)	41
Technology	9(.085)	3(.035)	1(.019)	2(.060)	15
Growth	6(.152)	17(.200)	5(.098)	2(.060)	30
Philosophy	9(.085)	12(.141)	0(.000)	1(.030)	22
Perception	9(.085)	5(.058)	5(.098)	2(.060)	21
Public	16(.152)	12(.141)	8(.157)	5(.151)	41
Employee	9(.085)	4(.047)	5(.098)	1(.030)	19
Active Margin	105(1.00)	85(1.00)	51(1.00)	33(1.00)	274

Note: The number enclosed by the parenthesis shows the percentage of that element within the total number of elements of the statements of each country.

By separating the results for each country, it is perceived that in mission statements of Iranian companies, the element of product has the highest percentage (0.219%) among the total nine elements and market and public image with 0.162% and 0.152%, respectively, have the next ranks, while, the element of growth, profitability and survival with 0.057% has the least share in the mission statements of the Iranian companies. In other countries, for example, the element of philosophy exists for 00.00% in statements of American companies, however the percentage of the existence of this element in statements of Turkish and Indian companies, comparing with other elements of each country, are 0.030% and 0.141%, respectively. With 0.224%, 0.275% and 0.243%, the element of product has the highest percentage of attention in India, Usa and Turkey, respectively.

Correspondence Analysis.

Correspondence analysis is a multi-dimensional scaling technique for surveying the qualitative data in the marketing researches. Correspondence analysis surveys the rows and columns in corresponding sections and finally, they can be presented graphically in the areas with less dimensions. The most important specification of correspondence analysis is its multi-dimensional nature, which

enables the operation on the classified data. It manifests the relations which are not discovered through the comparison of variables in two. Correspondence analysis not only helps to show the relations, but also shows the nature of relations between variables. Therefore, we can state that this technique is applied for showing the similarities and differences of rows as per the columns, similarities and differences of columns as per the rows as well as the relations between the rows and the columns (Malhotra, 2004, p.621). Correspondence analysis is conducted in four following stages: 1) Surveying the existence of meaningful statistical relations between the row and the column. In this research, a meaningful statistical relation should be found between four countries and nine components of the mission statement; 2) Determining number of interpretable dimensions; 3) Analyzing the formulated dimensions, labelling and determining levels of these dimensions; 4) Final interpretation of the map as per the position of various countries within levels of selected components.

The outputs are shown in Table 5. Considering 95% level of meaningfulness, it is concluded that there is a meaningful statistical relation between the countries or the nine components of the mission statement.

Table 3. Overview Row Points Table

Component	Mass	Score in Dimension		Inertia
		1	2	
Customer	.077	1.175	-.636	.042
Product	.234	.080	-.136	.002
Market	.150	.138	.124	.001
Technology	.055	.252	.998	.013
Growth	.109	-.911	-.669	.036
Philosophy	.080	-1.047	.395	.033
Perception	.077	.208	.196	.003
Public	.150	.064	.020	.000
Employee	.069	.218	.445	.009
Active Total	1.000			.139

Overview row points table allows the researcher to understand the effect and the ratio of each component in each dimension and vice versa. The mass column shows the ratio of each component to of the total 274 components of the mission statement (As per Table 1) extracted from ninety eight mission statements of sample companies. For example, by the content analysis, it is shown that twenty one mission statements mention the component of customer and by dividing this number by 274 (total number of the mission

statements extracted from 98 companies) we reach to number 0.077 which is the mass of component of the customer. The mass of other components is calculated in the same way. In the next two columns, the specifications of each component are shown in two dimensions of conceptual map. The column of inertia explains the variance percentage of each of these components from of the total model. For example, the component of customer specifies 0.042% of the total variance of the model.

Table 4. Overview Column Points Table

Country	Mass	Score in Dimension		Inertia
		1	2	
Iran	.383	.148	.511	.020
India	.310	-.755	-.216	.056
Usa	.186	.421	-.354	.025
Turkey	.120	.823	-.521	.038
Active Total	1.000			.139

Similar to the previous table, the mass column shows the ratio of each column to of the total. For example, totally, 105 components exist in the mission statements of Iranian pharmaceutical companies (32 companies); by dividing this number by 278, the result of the mass column of Iran is 0.383. In the next two

columns, the specifications of each country are shown in two dimensions of conceptual map. The column of inertia explains the variance percentage of each of these four countries from of the total model. For example, India specifies 0.056% of the total variance of the model.

Table “5” Summary of Results

Dimension	Singular Value	Inertia	Proportion of Inertia	
			Accounted for	Cumulative
1	.300	.090	.646	.646
2	.170	.029	.209	.855
3	.142	.020	.145	1.000
Total		.139	1.000	1.000
$\chi^2=38.079$		Sig=.034	d.f.=24	

The maximum amount of canonical correlation between two variables of each dimension is shown by singular value. The column of inertia explains that each dimension specifies what percent of variance of the total model. The dimension 1 specifies 64.6% and dimension 2 specifies 20.9% of variance

of total model; since these two dimensions together specify 85.5% of variance of total model, these two dimensions are sufficient for drawing the conceptual map. Now by row and column tables, the conceptual map of the components and the countries can be drawn (Figure 1).

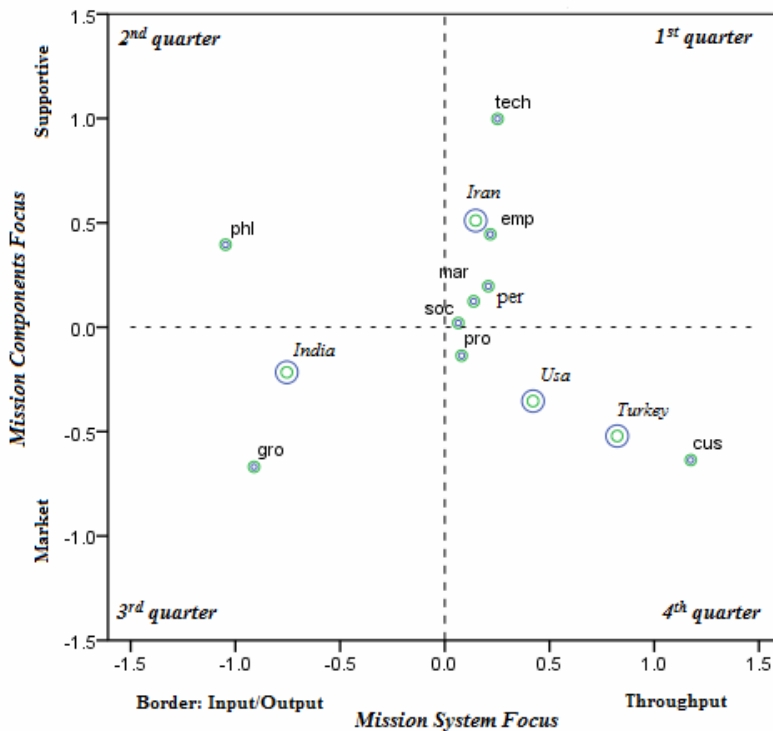


Figure 1. Positioning map of the selected four countries based on components of mission statements of pharmaceutical companies

Note: cus=Customer, pro=Product, gro=Growth, Profitability & Survival, tech=Technology, mar=Market, per=Self-perception, phl=Philosophy, soc=Public Image, emp=Employees

As shown in Figure 1, India has the minimum distance to the components of philosophy, growth, profitability and survival. Turkey has the minimum distance to components of customer; Usa has the minimum distance to component of product and Iran has the minimum distance to public image, market, self-perception, employees and technology. Of course, the proximity of a special component to mentioned country(s) does not mean that the said component does not exist in statements of other countries. These distances only show the stronger or the weaker relations of that mission

statement component in pharmaceutical industry of the said country.

Dimension 1: Mission System

Focus. If nine components of the mission statement are regarded as a system, we can consider three components of input, output and throughput (of the process). The input is the main infrastructure of this system and the existential philosophy of the company. Existential philosophy is the foundation of all the other components of the mission. On the other side, the final output of the company is survival, growth and profitability. The other seven components are all a kind of throughput for this system. The input and output form the borders of the system.

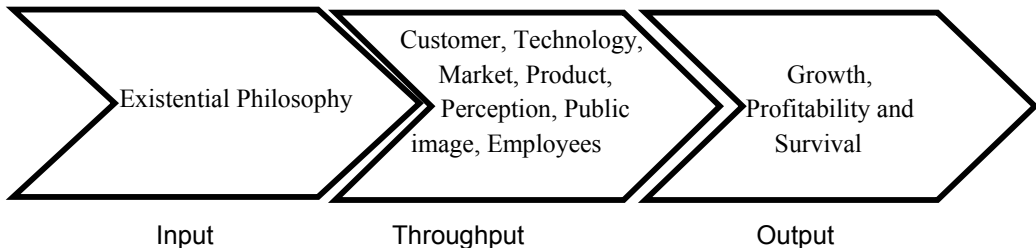


Figure 2. The components of the mission statement within system approach framework

Dimension 2: Focus of Mission Components. Among nine components of the mission, three components of customer, product and company are the main basis of transaction and formation of the market. We can mention the dimension of the company by survival, growth and profitability goals. Therefore, one side of dimension of mission components focus is the market. On the other side, all the components which support the abovementioned (market) components, are placed. For example, the company uses its technology, employees and advantages to present a value to the customer. Existential philosophy of the company, concern for having a positive public image of the company, and determining the geographical domain of the activity, helps to present the mentioned value more effectively and purposefully. Hence, the

following six dimensions have supportive aspect: technology, market, self-perception, image, employees and philosophy.

Now, we can pay attention to interpreting and specifying the position of four selected countries within the extracted map framework. As shown, Indian pharmaceutical companies are located in the third quarter. In this quarter, the focus of the company mission system is on the border points, i.e. input and output of the mission system. In this quarter, the focus of mission components is on dimensions of market and main dimensions of customer, product, as well as profitability, growth and survival goals. In the second quarter, no country is located. Iranian companies are located in the first quarter, so their focus is on throughput and supportive components. Usa and Turkey are both located in the

fourth quarter, which means that their focus is on throughput and market components.

5. Discussion and Conclusion

By content analysis of pharmaceutical companies, this study shows that the component of the product is the important one in the mission statements of active companies. Sixty four out of the ninety eight sample companies mention this component in their mission statements. Studies done on the companies of each country separately, show that this component is the most marked component of the mission statement. This result does not conform the result of the study conducted on the pharmaceutical companies of Bangladesh, in which this component is not known as one of the marked components of the pharmaceutical companies. The result of the research done by Schneider and et. al(2010), which mention the importance of social responsibility of pharmaceutical companies, is along with the results of this study, because, forty one company mentions the public image component, and actually, public image plus market are the second most marked components of the mission statement in this research. Moreover, the component of technology is the least marked component in this research which reinforces the result of the related study of Arefin & et. al (2010), conducted in Bangladesh. The results obtained about the component of quality, is along with the result of the study of Nassehifar & Pourhosseini (2008) which is conducted on a different industry (informative technology). Their study shows that the quality component is the most important one in the mission statement of the companies.

The conceptual map shows that in dimension of mission system, the Iranian, American and Turkish pharmaceutical companies focus on throughput components, which interfere the product process, and they consider these components as the most important parts of their mission statement, while Indian

pharmaceutical companies, in the same dimension, focus on output and input which are the starting and ending points of the product process. On the other hand, in the other dimension of this conceptual map, which is the mission components focus, two dimensions of market and support are located. In the side of dimension of market, Turkish, American and Indian companies are placed and in the side of dimension of support, the Iranian pharmaceutical companies are placed.

The mission statements of Iranian companies emphasize on market supportive processes and system. Iran has a collectivistic culture and in the field of pharmacy, as one of the parts related to health of the society, the companies must not prepare their mission statements so that it would suggest that these companies only seek their profits and do not pay attention to the society. On the contrary, the mission statements of American Pharmaceutical companies emphasize on market and process. This implies their dominant individualistic culture and the more competitive market in that company. India has the most population among the other sample countries and also there is great economic inequality in this company. Indian companies look for outputs like profitability, growth and survival so they will not fall into the lower economic levels of the society and they will show the people who are related to these companies that they will receive profits from this relation. On the other side, due to open economic and politic approaches that Turkey has applied during recent years, it is being affected by western countries to be able to reach the international level as soon as possible; these factors affect the active companies in this country as well as their mission statement, so market is more marked in the missions of Turkish pharmaceutical companies, however, they have not ignored the production process of these products.

As an active part of society health protection, pharmaceutical companies

have to inform the target people of their mission statements so the society will be aware of the reason behind their existence and in this way, they can have positive effect on the society. The Iranian companies, as active companies who mention most of the market processes and supports in their mission statements, have distinguished themselves from other sample countries and if this advantage is combined with the correct exporting policies, it will result in more active presence in international level and generally, in their success. Of course it has to be noted that in this case, they need to emphasize on the branding more than before. The future studies can be done on the positioning of the mission statement of those who are active in the field of health including hospitals, medical laboratories, medical equipment producers, pharmaceutical importers, etc. These comparative researches can be

conducted on one country or it can compare different countries of a region or even worldwide. Other studies can be done on the relation between the position of the components of the mission statement, performance and internal and foreign branding of these companies. The most important limitation of this research was that some pharmaceutical companies had not publish their mission statement in their websites, so many of them had been omitted from the list of samples of this study. Moreover, the websites of some of these companies, specially the mission statement page, were monolingual and had been written only in their own languages, so we faced problems in accessing to the required information. Moreover, there was no database for determining the greatness of these companies as per their financial turnovers, which might help us for more accurate study.

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