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THE CORE OF RETAIL MISSION STATEMENTS

M. Meral Anitsal, Tennessee Tech University

Ismet Anitsal, Tennessee Tech University

Tulay Girard, Penn State Altoona

ABSTRACT

Retailers use mission statements to build long-term relationships with customers, employees, and the community. Using the elements in the services mix promotes the relationships with firm's stakeholders. This paper focuses on the applications of the seven Ps of services mix to retailer mission statements. It groups the information using the 7Ps of services marketing mix, further discusses the content analyzed results of the mission statements of the top 100 U.S. retailers, and concludes with avenues for future research.

RESEARCHER COGNITION AND THE EFFECT OF THE EXTERNAL ENVIRONMENT ON BUSINESS SCHOLARS

Richard S. Brown, Temple University

ABSTRACT

There is an ample and ever-growing literature on managerial cognition; however, very little attention has been focused on researcher cognition. This paper posits that external events over time have an effect on business researchers and, in turn, on the types of papers which are published. I empirically tested this hypothesis with a sample of 93 journal articles from the Academy of Management Journal over a 40 year period and found significant findings to support this hypothesis. As the external environment (i.e. macro-economic) becomes more uncertain, academics in Strategy have a propensity to publish more papers based on external theories or concepts than during times of prosperity or decreased uncertainty where the trend is reversed.

AN INTERNATIONAL MISSION STATEMENT COMPARISON: UNITED STATES, FRANCE, GERMANY, JAPAN, AND CHINA

Darwin L. King, St. Bonaventure University
Carl J. Case, St. Bonaventure University
Kathleen M. Premo, St. Bonaventure University

ABSTRACT

Mission statements continue to be the foremost organizational communication device to inform all stakeholders of whom and what are important to the company. This paper is an extension of the authors' research over the past ten years concerning the content of United States mission statements compared with those of other countries around the world. Mission statement content was analyzed from two points of view. First, the stakeholders that the firm chose to include in the mission were studied. Second, the identified goals and objectives of the firm were analyzed. The first portion of this paper reviews the changes in United States mission statements over the last ten years. Significant trends are apparent in both identified stakeholders and goals and objectives, since mission statements must be constantly revised and improved over time as the firm and its environment change. The results of the 2011 mission statement review are compared with earlier studies by the authors in 2001, 2008 and 2010.

This paper extends the authors research by including mission statements from four non-English speaking countries. The largest twenty-five companies (as ranked by Forbes) in France, Germany, Japan, and China were compared to the largest firms in the United States. These 125 mission statements are included in the appendix of this paper. A comparison of these five country's mission statements provided some interesting similarities and differences by country involving both the stakeholders and goals or objectives identified in the statements. These items are discussed in the final portion of this paper.

STRATEGIC SERVANT LEADERSHIP AND SERVICE: A CROSS CULTURAL STUDY

Tom Vankley, Indiana Wesleyan University
Thomas Taylor, Indiana Wesleyan University
Steven Jones, Indiana Wesleyan University
Shawn M. Carraher, Indiana Wesleyan University

ABSTRACT

Strategic servant leadership is the most important factor for entrepreneurs seeking to expand their business. By practicing servant leadership as an organization customers feel more comfortable and are more willing to come back. We examine how entrepreneurs inspire their employees, family members, themselves, and customers in Austria (n=56), Poland (n=104), and the Czech Republic (n=167). To be an entrepreneur is to be a visionary leader and motivator however seeking to replicate Carraher's earlier work (2006) we found that the extreme quartiles differed in income by a factor of 3.7 (Poland) to 5.2 (Austria) when differentiating them on customer service, 2.7 (Poland) to 3.5 (Austria) when using servant leadership, and 1.2 (Czech Republic) to 1.8 (Poland) when differentiating them on preferred differentiation strategies.

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