

## The Existence of Innovation Factors In the Vision and Mission Statements of Organizations, the Case of Fortune 100 Companies of Turkey

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### Extensive Summary

#### Introduction

Innovation plays a key role in providing sustainable competitiveness advantage, achieving social and economic development of the countries, increasing employment and success of organizations. Because of this, innovation providing factors and the features that distinguish innovative organizations from the non-innovatives, has long been a subject of scientific research (Ahmed, 1998; Amabile, 1988; Kirckpatrick and Hamel, 2004; Shefer ve Frenkel, 2005;).

Additionally, just like innovation factors, another research focus of the business schools and organizations is vision and mission statements. In researches of the last 40 years which are about vision and mission statements revealed results which put forth different findings and assumptions showing the rising values of their own period. In today's fiercely competitive business environment, rising values are innovative organizations and innovation practices. As a result of this, in vision and mission statements which define ego states, existence and objectives of the organizations, intensive involvement of the innovation factors is considered as an inevitable necessity. This assumption forms the basis of this study.

Vision and mission statements have been examined by many researchers and different views has been presented about the content (Kemp and Dwyer, 2003:640). The common point of these views is that these statements carry the organization in to the future, give direction to it, form duties for its survival, in short answer "what will I become in future?" and "why do I exist?" questions.

It is a requisite to have a strong vision for their survival and to reach the goals for the organisations which are intensively affected by new technologies and management mentality (Sefa, 2009).

Many researchers have emphasized that, the most important point in mission statements is to answer the questions, what is our purpose, why do we exist, what do we

want to achieve (Drucker, 1974; Bart, 1996). Today's organizations should provide answers to these questions as "We are dedicated to provide innovative products/services to meet the needs of our customers innovation factors should be involved in the mission statement that reflects the presence and additionally innovativeness should be an objective which is put forth by visionare expected situations.

But it is not yet extensively examined to what extend the vision and mission statements include innovative factors. In this study, it is aimed to identify to what extend innovative factors exist in vision and mision statements which are main tools of strategic management in organizations and give direction to them today and in the future. By utilizing the work of De Jong and Marsili (2006) which is accepted as an extensive study to measure innovativeness of organizations, six innovation factors are determined.

By taking the necessity of the existence of these factors in the mission and vision statements as the starting point, the vision and mission statements of the first 100 firms which have highest turnover are examined by a content analysis.

### **Method**

Innovation indicators used in the study by De Jong and Marsili (2006) in 2005, in the Netherlands, provided the most important input to this study. New variables which are evaluated as some of the basic innovation factors and mentioned in the first part of this study are added to the factors which are chosen to determine the innovativeness of the firms in the mentioned studies. The scale which was developed by De Jong and Marsili (2006) is adapted into Turkish by using "Scale Adaptation" (Kilic et al., 2012) rules under the supervision of experts. Later, these statements are transformed to "expression patterns" which are evaluated as taken part in mission and vision statements. New factors and variables which are thought to be necessary to be added by researchers are added and converted to expression patterns in the same way.

Fortune Turkey-2013 top 100 companies are determined as operating in thirty-one different sectors and located in a total of fifteen cities. The mentioned firms can be said as big scale firms and having great endorsement, thereby having their own internal resources. To find the presence of innovation in this sample has been adopted as the main objective and searched answers to the question "to which extent the innovation factors are represented in the vision and mission statement of the organization?". In qualitative research, examining the sample in depth and keeping the sample group small is an important requirement (Miles and Huberman, 1994). Considering the sample size and the difficulty of qualitative data analysis, this study is limited to the first 100 companies in this list and the companies' vision and mission statements are reached by means of their web pages or writing them via internet and listed in MS Excel format.

In the study of analyzing, to seek for the presence of innovation factors in the vision and mission statements of the companies, categorical analysis technique which is one of the qualitative research methods is used.

### **Findings**

Expressions such as developing new products or services and offering them to the market, carrying out the necessary procedures related to obtaining patent and utility model certificates etc. have been found as mentioned 71 times in the vision and mission statements of companies.

As a result of analysis within the scope of the category of innovation inputs, expressions such as new products, services or funding etc. have been identified as mentioned 74 times in the vision and mission statements of companies, on the other hand, the variable including using BIT in the companies' innovation process and investing in these has been found as mentioned none.

The variable that includes exploiting expectations and demands of customers which constitute innovation resource category has been found as mentioned 72 times in the vision and mission statements of companies, on the other hand the variable that constitutes relations with the suppliers has been found as mentioned only 9 times.

In the determinations made according to Administrative Attitude category, the variable about creating environment that encourages creativity and innovation has been found as mentioned 57 times in the vision and mission statements of companies, on the other hand the variable that includes creating a horizontal management approach and incorporating all employees in decision-making has been found as mentioned only 10 times.

Innovation planning category is represented by one basic variable and the variable has been found as mentioned 7 times in the vision and mission statements companies.

In terms of external orientation category, the variable that includes inclining to external resources has been found as mentioned 3 times, the variable that includes constituting collaboration for innovation has been found as mentioned 5 times.

### **Conclusion and Discussion**

As a result of analysis made by using "Content Analysis" which is one of the qualitative research methods, it is explored that the innovation variable has not been mentioned in about 70 of the 100 companies' vision and mission statements.

According to the results acquired from Turkey's top 100 companies' vision and mission statements, it can be said that explicit innovation phenomenon has not become widespread even in top companies in our country, although companies allocate resources for innovation, they don't tend towards external knowledge resources, academic institutions and R&D collaborations. The result that comes up about collaboration which is the most important thing for the developing countries such as Turkey to survive in global competition and using external knowledge resources was found in the same way in many studies conducted on this subject. Also, it is determined that companies that exhibits very high attitude about focusing customer needs as knowledge resources should increase their orientation about suppliers who are knowledge sources of innovation and directors, institute innovation and use all the facilities that BIT provides and increase their awareness about having these technologies in their companies.

It is found that as one of the variables that is the source of the companies' innovation actions and among the input factors of innovation, although this variable has great tendency to separate resource, time and capacity for new products and services, there can't be found enough tendency among the companies about "the human capital" which can be referred as important as these and the most important input of a new product or service. For companies that want to provide a competitive advantage in the global market, this deficiency is considered to be a major problem. The recruitment of

experts who are assigned to develop new products and processes, the improvement of talents of existing workforce by means of internal and external education applications are found in just 12 companies activities. Nowadays, when it is considered that companies increase their market price 3-5 fold by means of human capital that they have (Kayalı et al., 2007), it is evaluated that the top 100 companies in Turkey should exploit the instrumentalism of the vision and mision statements to increase their awareness level about human capital and to institutionalize.

Due to the difficulty of doing content analysis, the sample has chosen from the top 100 companies determined by Fortune Turkey Magazine. In the studies planned to do in the future, it should be controlled by evaluating if there is any differentiation between this sample's vision and mission statements and vision and mission statements of SMEs which couldn't prove themselves about innovation. Also, in the scope of same study it can be a new research subject to find out if they have innovation components in their vision and mision statements and if any differentiation occurs between Fortune Turkey top 100 companies and Fortune Global top 100 companies.