

## **Mission and Vision of the Organization and Their Relations with Corporate Social Responsibility**

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**Abstract:** The functioning of modern business organizations in a dynamic environment, more than ever required to have a strictly defined missions, goals and objectives relevant to the business environment, and resource limitations which performance is through the strategies at different levels of management. This provoked scientific researches of the authors to be directed towards the study of the mission and vision of cross-border organizations, according to the challenges of the changes in business environment which are marked by globalization, economic crisis, uncertainty and risks threats.

**Key words:** management; mission and vision of the organization; corporate social responsibility.

**JEL:** A1, A2, L2, M00, M1, M2.

### **1. Introduction**

Every organization is created with a purpose, which is a specific, conscious, expected results in terms of what, how and when to achieve the organization in fulfilling of its mission and vision. The most popular classification of purposes divides them to: strategic goals (they provide the existence, development and prosperity of the organization and have a long-lasting, effect consistent with organizational mission and vision), tactical goals (provide achievement of individual targets from relevant strategic goal) and operational goals (which provide specific current results and contribute to the achievement of the tactical goals).

The globalization of business force organizations to take into account not only national but also international interests. The universal approach to the formulation of objectives provides the principle of creation in accordance with the level of strategic decision-making, namely the placement of: 1) general corporate purposes, respectively strategies 2) business objectives and strategies, and 3) functional objectives and strategies that are targeted to different elements of the business. The general corporate purpose indicates the main direction of activity of the organization. Business objectives are aimed at improving the competitive position of goods and services, and functional objectives specify the actions of departments (production, marketing, finance, human resources, R & D). The corporate, business and functional strategies are prepared according to these objectives.

### **2. Material and Methods**

Formulation of strategic objectives in the form of mission leads to informing the public about the purpose and direction of action of the organization and allows people who work in it to become involved with its values. The mission should reflect what distinguishes the organization from many other organizations operating in the business environment. It consists of general statements of intent, philosophy and objectives of the organization. The mission can be defined as a fundamental goal, which outlines the meaning of existence of the organization, identify the scope of its activities in respect of the products and the markets in which the organization operates. Mission is the reason of the existence of organization.

The mission should be short, within one to a maximum of two sentences highlighting the importance and the basic obligations of the organization. It should convey these intentions of the organization, which relates to the social impacts of its activities. It is necessary to invest only positive emotions and information, and in such a way as to cause willingness to act. It should be attractive to consumers, staff and competitors and must be oriented towards satisfying consumer needs.

Mission often is a combination of image of the organization and its credo. The image is directed to the external environment of the organization and is based on the current reputation of the business organization on the market, seeks to secure the

outer world, and the credo is directed to the internal environment of the organization, and expresses its strategic orientation and the basic beliefs and organizational values that are reflected in the organizational culture.

Mission may contain the following elements: name and status of the organization; description of the goods and services offered by the organization; target audience; main features of the product; markets and market segments; real benefits to the consumer; competitiveness of the organization; used technologies and scientific achievements; organizational beliefs, values, rules, norms of behavior; image of the organization.

The mission of the organization must express: the meaning of existence of the organization, needs that satisfy and offered products; occupied competitive position and distinctive competencies of the organization; values, i.e. what people believe in the organization; standards and patterns of behavior that are characteristic of the organization and maintain its distinctive capabilities and competencies.

Below are examples for mission of various business companies.

**Microsoft:** At Microsoft, our mission is to enable people and businesses throughout the world to realize their full potential. We consider our mission statement a promise to our customers. We deliver on that promise by striving to create technology that is accessible to everyone-regardless of age or ability. Microsoft's mission is to enable people and businesses throughout the world to realize their full potential. [1]

**Facebook:** Founded in 2004, Facebook's mission is to give people the power to share and make the world more open and connected. People use Facebook to stay connected with friends and family, to discover what is going on in the world, and to share and express what matters to them. [2]

**Google:** Since the beginning, we have focused on providing the best user experience possible. Whether we are designing a new Internet browser or a new tweak to the look of the homepage, we take great care to ensure that they will ultimately serve you, rather than our own internal goal or bottom line. [3]

**Dell:** "Our mission is to be the most successful IT systems company in the world by delivering the best customer experience in all markets we serve. In doing so, Dell will meet customer expectations

of: highest quality leading technology competitive pricing individual and company accountability best-in-class service and support flexible customization capability superior corporate citizenship "[4]

While the mission declared the main goal of the organization vision outlines what the organization wants to be. Effective vision presents a clear and accurate picture of the future, reflecting the realistic aspirations of the organization, it is memorable and translated in accordance with organizational values and culture. The vision is a strategic vision of the desired future state of the organization. Mission and vision are sensitive to changes in the environment, resulting in a certain time and can be redesigned to improve. [5]

The vision of the organization is a figurative representation of the meaning and prospects of the organization, which explains and shows to all employees and public what the organization should be.

**Microsoft:** "Our vision is to create innovative technology that is accessible to everyone and that adapts to each person's needs. Accessible technology eliminates barriers for people with disabilities and it enables individuals to take full advantage of their capabilities." [6] Bill Gates, Chairman, Microsoft Corporation.

**Facebook:** "People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them." [7]

**Nestlé:** Each day we strive to make our products tastier and healthier choices that help consumers care for themselves and their families. This would not be possible without our unmatched R & D capability, nutrition science and passion for quality in everything we do. [8]

**McDonald:** "To be our customers' favorite place and way to eat and drink." [9]

**Disney Company:** To be a top 10 brand within every market we operate in across Europe, Middle East and Africa delivering one vision and one voice to consumers and customers. [10]

Objectives, mission and vision of the organization should be in synchronization with the established organizational culture. The organizational culture outlines the organizational boundaries, keep its history, and presents its genetic code. Organizational culture builds and maintains the

necessary distribution and balance of power and influence between the posts, informal roles and their contractors. It integrates individuals, socializes them and gives opportunity to meet their need for communication, sharing of knowledge, experience, forms a sense of identity, educates and motivates staff and increases a stability of a system.

For the first time the concept of "organizational culture" used Andrew Pettigrew in 1976. [11]

Formation of organizational culture is a consequence of the creation of a universal, national and individual culture. The region of its creation, gender, race, religion, ethnicity, environmental factors and others have an impact on them.

Organizational culture is defined as a set of values and norms that are shared by people and groups in an organization and that control the way of interaction between them. [12]

Overall, the perception of the essence of the organizational culture promotes understanding that culture: is shared by all or most members of a social group; is passed from older members of the group to younger members; consists morals, laws, customs, forming behavior or structure of the worldview of individuals. [13]

Through a functioning system of values, norms and rules, the leaders involve their associates and employees to desirable behavior patterns, and require the compliance with the appropriate behavior. In many organizations is created internal regulations in this area, which includes regulations, codes of conduct and standards for organizational culture. By internal regulations may be specified the requirements for the due behavior of staff in relation to certain areas of concern.

### **3. Result and Discussion**

Back in 1776, Adam Smith stated that the business was required to report to the public. Regardless of its nature - setting in order to generate profits with minimum inputs, it is bound to be ethical at least two reasons: first, because whatever its field of activity involves various stakeholders and secondly because there is the possibility to choose the form of behavior (moral or otherwise) and need to be responsible for its selection.

CSR is a term characterized the ethical rights and obligations existing between companies and

society. The main aspects of it are moral relationship between the company and its shareholders, ethical problems among companies, ethical problems between companies and society (such as hostile takeovers, industrial espionage, abuse of corporate policies, etc.). Social responsibility is such behavior, which is a reaction to the prevailing social norms in society, activities and expected results. It represents the assumption of public duties by the organization beyond the requirements of the law, thus goes beyond it.

Interested in socially responsible actions of organizations are different internal and external groups. Some beneficiaries are staff, executives, shareholders, and owners. As examples of interested external parties can be given: society, governmental and non-governmental sector, the market as an economic category with the economic entities operating in it.

The strategy for corporate social responsibility of the organization may include items such as: Ownership rights over the material, financial and intangible resources, such as ideas, thoughts, information, and innovation; Ethics of financial management, incl.: ban on the use of double-entry bookkeeping and misleading financial analysis, ban on insider information, securities fraud, currency fraud, prohibition of various corrupt practices, etc.; Ethics of human resources management incl.: prohibition of discrimination based on age, sex, race, religion, physical and mental performance, weight and attractiveness; ban on the application of mental and physical harassment, privacy the employee; safety and healthy working conditions; ethics in the appointment and dismissal of employees; fair treatment and fair wages of the workforce and others; Ethics of marketing, including requirements for transparency of the source of labor, environmental risks, transparency regarding the ingredients used in the products, appropriate labeling, truthfulness and authenticity of promotional offers and other; Ethics of production incl.: the company's commitment to ensure that the products and services that are produced and production processes that apply do not harm the environment and the consumer; International business ethics, incl.: search of universal values, combining the value systems of individual nations and communities; international business conduct; comparing of business traditions in relation to ethics and social responsibility in various countries, nations, religions; review and attempt to resolve the ethical problems arising

from international transactions, globalization of the economy, cultural exchanges between countries, the implementation of global standards and others.

**Google - Our culture:** Really, the people make Google the kind of company it is. We hire people who are smart and determined, and we favor ability over experience. Although Googlers share common goals and visions for the company, and speak dozens of languages, reflecting the global audience that we serve. In addition, when not at work, Googlers pursue interests ranging from cycling to beekeeping, from frisbee to foxtrot. We strive to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In our weekly all-hands meetings - not to mention over email or in the cafe - Googlers ask questions directly to Larry, Sergey and other execs about any number of company issues. Our offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play. [14]

**Microsoft 's Accessibility:** Microsoft recognizes and values the capabilities and contributions of all people-including those with disabilities. We are a more successful company because of our efforts to recruit and employ top quality people including those who happen to have disabilities. Moreover, we recognize that our employees with disabilities make an added contribution by helping us reach a broader market for our products. Microsoft understands that accommodating and enabling employees to perform the necessary functions of their jobs ultimately enhances our ability to develop great products and services for everyone. Microsoft provides ergonomic hardware and assistive technology consultation so employees can be productive, comfortable, and injury-free at work. At Microsoft, accessibility is a business practice. Accessibility is part of Microsoft's Trustworthy Computing efforts, which focus on integrity and responsibility in our business practices. Microsoft recognizes that trust in computer technology is directly related to trust in the technology industry. [15]

**Business and Ethics Standards:** The Walt Disney Company incorporates best-in-class business standards as a key pillar of its business practices.

Compliance training, including training regarding the Company's Standards of Business Conduct and

ethics, is provided to employees and Cast Members worldwide through the Company's learning management system known as Disney Development Connection. It is the Company's intent, through its compliance training, to ensure that all of its employees and Cast Members have the knowledge and training to act ethically and legally, in compliance with the Company's Standards of Business Conduct.

It is the policy of The Walt Disney Company to provide equal opportunity for all employees and applicants for employment without regard to race, religion, color, sex, sexual orientation, gender identity, national origin, age, marital status, covered veteran status, mental or physical disability, pregnancy, or any other basis prohibited by state or federal law. This policy extends, but is not limited, to recruitment and employment, promotion, demotion, transfer, layoff, termination, rate of pay and other forms of compensation, education, and training. [16]

**Disney - Our Commitment to the Community:** We are dedicated to delivering quality products and services and cooperating with community leader s and members throughout the world to benefit local communities.

We are committed to the protection of the environment and the conservation of natural resources. [17]

#### 4. Conclusion

Typical business objectives of organizations are realizing higher profits, increasing market share and cash flow. However, more and more of businesses focus on areas such as contributions to the community and support to reduce the negative impacts on the environment. In recent years, there has been growing interest of organizations, their customers, employees and partners to corporate social responsibility. It focuses on the role of business as part of society and include: minimizing the adverse impact of the organizational activities on the environment; providing good quality of working life of the employees; providing balance between personal life and professional development; investment in the development of local communities; supporting disadvantaged groups and others.

Many companies have formulated internal policies pertaining to the conduct of its employees as a part of more comprehensive programs to ensure

practice of business ethics. These policies can vary from corporate ethics statement to corporate codes of conduct requiring specific behavior.

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