

# A Study of Pragmatic Function of Speech Acts in Mission Statements on the Basis of Adaptation Theory

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## Abstract

Corporate mission, a core part of corporate culture, plays an important role in the development and competition of companies. The study of mission statements is beneficial to both companies and stakeholders. This paper explores corporate mission from the perspective of linguistics on the basis of speech act theory and adaptation theory and reveals that assertives account for a large proportion with a small proportion of commissives and zero proportion of directives, expressives and declarations. Some skills can be used to polish the language of mission statements, like pun, personification and parallel structures. And some high frequency words are summarized. Several characteristics and writing skills are summarized about mission statements. The criteria of judging whether the mission statements are good or not are given in this paper.

**Keywords:** mission statements, speech acts, adaptation

## 1. Introduction

Economy and culture are mutually permeable and mutually reinforcing. The development of economy determines the development of culture, and the development of culture promotes the economic growth. The integration between economy and culture has become a major trend in today's society. While promoting national economic development, enhancing the soft power of culture is an important strategy of the national cultural construction. Corporate culture, as an important part of the corporate culture soft power, plays an essential role in promoting the development of enterprises, improving the overall strength and competitiveness of enterprises. Corporate culture is an integral part of the enterprises. Excellent corporate culture makes contributions to create a good environment of enterprises, improve the staffs' quality and moral standards and increase the competitiveness of the enterprises. Culture lays at the heart and soul of every business. It is the underlying theme that drives the success or failure of a venture. Culture is the vision that a company's employees carry to the customers, who in turn carry into the world. It drives sales, marketing, customer service, and human resources and every other aspect of the business.

Mission statement, as an essential part to present the corporate culture, is often seen as a critical component in the strategic management of successful firms to provide guiding principles and guidelines for enterprises (Morphew & Hartley, 2006). Corporate mission is the core content of corporate culture. While pursuing the growth of the profits, enterprises should also pay attention to the construction of its internal culture. Many enterprises ignore the construction of corporate culture and confuse corporate mission statement with vision statement, which goes against the long-term development of the enterprises. A mission statement is a statement of the purpose of a company or organization, which can be regarded as a brief description of a company, and it is also one of the most vivid and powerful methods to convey a company's attitude to the public. Therefore, the research on corporate mission statements can help enterprises better develop their corporate culture, set clear objectives and promote the establishment of good image of enterprises.

After reading the relevant literature in the existing database, a growing number of research has begun to focus on the study of mission statements. However, the majority of the studies about mission statements study from the perspective of management, illustrating the enterprise performance, strategic planning and corporate values with only a small number of studies studying from the angle of language analysis. According to Searl (1969), speaking is acting, that is, it is a kind of action when you state, order, ask or make some commitments. And mission statements are what the managers want to do for the organizations and what the organizations will be

like (Drucker, 1973). From this point, mission statements, as a kind of speech act, spell out the overall goals and guides the actions of the organizations, which points out the direction for the development of the company, conducive to business positioning. Developing successful mission statements can adapt to the need of the development of enterprises. Adaptation theory and speech act theory are integrated in this paper to analyze mission statements from linguistic perspective, and some practical pragmatic strategies are summarized for the writing of mission statements. The findings may also contribute to the construction of corporate culture and corporate image. After reviewing and analyzing the existing database, three questions are put forward and answered in this paper:

- 1) What kinds of speech acts are applied in corporate mission statements?
- 2) How does adaptation theory explain the pragmatic functions of speech acts in corporate mission statements?
- 3) What representative pragmatic strategies are universally used in the writing of corporate mission statements?

## 2. Literature Review

### 2.1 Precious Study of Speech Act Theory

Speech act theory put forward by John L. Austin in 1950s in his *How to Do Things with Words*, led philosophers to concentrate more on the non-declarative uses of language. Speech act theory refers to viewing speech as acts, emphasizing the context while talking and speaker's intention (Searle, Kiefer, & Bierwisch, 2005). The basic view of speech act theory is that saying is doing. If speakers say something meaningful and what they say is understood by listeners, we can say speakers do things, the behavior of which is called speech acts. The nature of speech acts is that speakers convey their purposes and intentions by words, and hope the listeners take actions. According to Austin, utterances are divided into three speech acts: locutionary act, illocutionary act and perlocutionary act. The development of speech act theory made by Searle is shown in his further classification of speech acts. According to Searle (1969), there are five types of speech acts in speaking, assertives, directives, commissives, expressives and declarations, and any type we perform with language can be classified into the five speech acts.

Speech act theory is widely used in the study of literature texts, involving poems, novels, etc. Zhu (2002) illustrated different types of ironic speech acts in *Pride and Prejudice*, which verifies the feasibility of speech act theory in analyzing literature works. Zhang (2004) applied speech act theory to analyze poems. In addition, speech act theory is also applied in translation field. Ai (2010) pointed that the ideal translation of English and Chinese pun is to completely realize the meaning equivalence on locutionary act, illocutionary act and perlocutionary act. There are also scholars applied the theory into studying business text, involving pragmatic strategies in business correspondence and business negotiation.

Recent years have witnessed the new development of speech act theory in theoretical refinement, interdisciplinary discussion and a renewed research perspective.

### 2.2 Previous Study of Adaptation Theory

Verschueren thought that language is a process of adapting communicative context and communicative intention. "Context" is the communicative environment of language, used to point out all the factors that speech mutually adapt and all the factors that influence speech solving, including communicative context (comprised by material world, social world, mental world and communicating parties) and linguistic context (He, 2007). Contextual correlates and structural objects help us to understand the meaningful functioning of language as a dynamic process operating on context-structure relationships at various levels of salience (Verschueren, 2000).

In the previous study, scholars apply adaptation theory in translation to analyze how culture adapts to language structure context, mental world, social world and physical world (Wang, 2015). Yuan and Chen (2013) proposed an analytical modal for studying pragmatic identity construction based on adaptation theory. After searching in the existing database, there are a few studies about mission statements on the basis of adaptation.

### 2.3 Previous Study of Corporate Mission Statements

A mission statement is a statement of the purpose of a company, organization or person, its reason for existing (Pearce & David, 1987). The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides "the framework or context within which the company's strategies are formulated." An effective mission statement resonates with the partners, as well as with the different seniors and community constituencies the partnership hopes to affect. Good corporate mission statements can also produce tangible benefits in the form of increased return on investment, greater sales and more profit.

Among the studies on mission statements at present, most of them are conducted in the field of management or economics. Previous studies of mission statement abroad were mainly conducted from the perspective of economics and management field covering various industries, such as international airlines (Sharon & Larry, 2002), academic library (Preston & Matthew, 2014), universities (Palmer & Short, 2008) etc. Some other scholars made comparative studies of different countries' mission statements. Bartkus, Glassman and McAfee (2004) made a comparative study of the quality of European, Japanese and U.S. Mission statements from the perspective of content analysis.

In China, most of the study can be classified into three categories: 1). The empirical research of a certain industry. 2). The research on the relationship of the mission statement and the corporate performance. 3). The comparative research of the mission statements from different industries. For example, Rao and Shao (2005) made an empirical research on mission statements of 46 domestic enterprises based on Fred R. David's nine elements and summarizes the existing issues to be improved. Bo (2007) conducted an empirical research on the mission statements from 52 insurance enterprises in China based on the nine elements raised by Fred R. David. By the comparative analysis of the Chinese and foreign companies, the author summarizes the existing problems and gives suggestions on the future development. Deng and Fu (2007) made an empirical research on the mission statements of Fortune 500 firms, and gave some implications on the domestic enterprises on the mission statement designing by analyzing the nine key elements in their mission statements.

Lin, Deng and Zhu (2010) conducted a comparative study on mission statements of State-owned enterprises and private enterprises through a text analysis, pointing out that the contained elements of mission statement of domestic enterprises are very limited and do not conform to the international standards. Additionally, Peng and Lu (2012) compared the mission statement of Chinese universities and American universities, including the comparison of positioning elements, talent cultivation elements, scientific research elements, society service elements and innovation elements.

Apart from studying the corporate mission from the perspective of management and economics, in recent years, some scholars study mission statements from the perspective of genre analysis. Wang (2016) made a comparative study of the mission statements of Chinese and American commercial banks.

As can be seen, it is almost in blank that the analysis of enterprises' mission statements from the linguistic perspective, this thesis attempts to remedy this apparent neglect. Few studies focus on mission statements from the perspective of pragmatics. Therefore, with regard to the significance of the mission statements to enterprises, this paper will focus on mission statements on the basis of speech act theory and adaptation theory to make a holistic study on the format, content and structure of the mission statements by the combination of the management and the linguistic theories.

### **3. Theoretical Framework and Research Method**

The purpose of companies to write mission statements is to illustrate the nature and the goal of the companies. Mission statement is a kind of speech act to call for the action of enterprises. The adaptation theory is closely bound up to pragmatics. John Seale put forward felicity condition which is related to whether speech acts adapt to communicative orientation and communicative purpose (He, 2007). Adaptation is used to test whether speech acts shown in mission statements adapt to the values of the companies; whether the contents in mission statements adapt to the benefits of stakeholders. Corporate mission statements also reflect corporate social responsibility, involving corporates, staffs and consumers. Some companies confuse with vision. It is wrong because there is an essential difference between mission and vision. Corporate mission is abstract, beyond fame and profits, which is the pursuit of higher level. However, vision is concrete goal of the company.

This paper is divided into two parts: the first part is to illustrate how speech act theory shows in mission statements according to Searle's classification, and figuring out the preferred speech acts; the second part is to analyze how the contents of mission statements adapt to the need of enterprises and how interests of stakeholders are shown; some pragmatic skills of writing mission statements and an evaluation criteria of corporate mission statements are given in the last part.

This paper aims to highlight the significance of mission statements for enterprises, to discuss its contents from the perspective of linguistics and to give some suggestions on writing mission statements, which can make contributions on the construction of corporate image and the establishment of enterprises' core values and goals.

The following is the research framework for this paper:

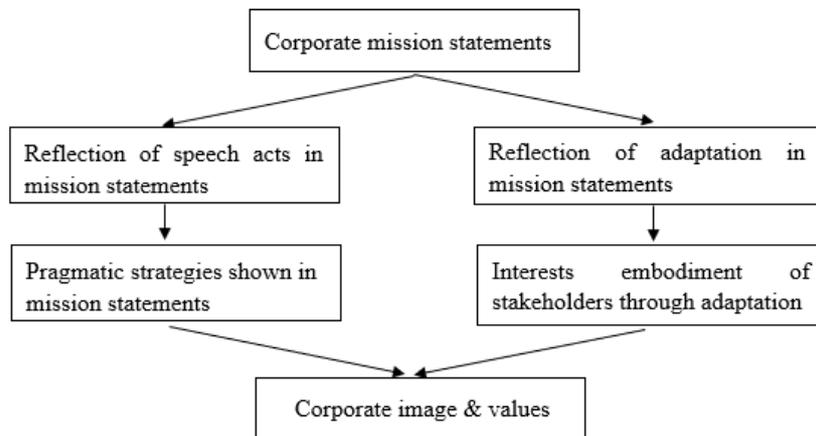


Figure 1. Theoretical framework of this study

Altogether 118 mission statements are collected as the database of this paper. All the data are gathered from corporate profiles, annual report and corporate social responsibility reports issued on corporate official websites to ensure authenticity of the corpus. NLPiR is used to make word segmentation, and Antconc is applied as a tool auxiliary to text analysis. Data collection and data analysis, quantitative and qualitative methods are applied in this paper in order to carry out a comprehensive study of the mission statements. Collective mission statements are classified on the basis of Searle’s five speech acts’ model. And conclusions are drawn at the end.

**4. Analysis and Results**

*4.1 Analysis of Mission Statements Based on Speech Act Theory*

On the basis of the classification given by Searle, mission statements are classified into assertives, directives, expressives, commissives, and declarations. Though observing and analyzing all speech acts occurring in these 118 corporate mission statements, the frequency of each type of speech act is presented as below with the help of Antconc:

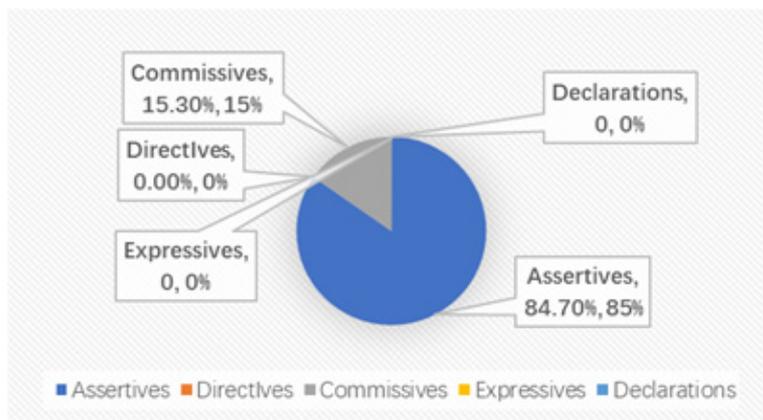


Figure 2. Classification of mission statements

According to Figure 2, it is clearly to find that assertives account for a large proportion with a small proportion of commissives and zero proportion of the rest of the three, which is due to the attribute of mission statements, that is, the business philosophy and management concept of the corporates. Mission statements are the illustration of companies’ long-term objectives.

Directive speech acts are attempts by the speaker to get addressee to do something (Searle, 1969). Because mission statement is the request for the companies internally, it is unreasonable to ask other people to do things. Thus, directive speech acts are not shown in the collected corpus. In addition, corporate mission statements belong to formal style. Thus, the expression in mission statements are inclined to be objective. Expressive speech acts express a psychological state, which does not conform with the style of mission statements so that

expressives are not shown in mission statements based on the collected database. Declaration speech acts influence immediate changes in the institutional state of affairs. In contrast, mission statements are long-term orientation of enterprises which is contradictory to declaration speech acts so that declarations also do not show in the corpus.

Assertive speech acts account for 84.7% in the corpus, the most frequently used speech act. Assertives commit the speaker to the truth of the expressed proposition, the statement of truth and ideas and opinions, providing information, confirmation of things, etc. Corporate mission statements give the information of the companies' persevering aims with indicative mood. Assertives are that speakers make statements in line with the features of mission statements illustrating the goals and the values of enterprises. Using assertive acts in writing mission statements helps managements better express the aim of the companies. For example,

*To enhance the quality of life through Internet services:*

*-To treat the Internet like electricity: a fundamental service that is reliable and makes life easier and more enjoyable.*

*-Address the diverse needs of different regions and consumers by offering differentiated products and services.*

*-Build a healthy, win-win Internet ecosystem based on open collaboration with partners.* (Tencent)

Tencent states its mission in assertive speech act indicating that the nature of Tencent is an Internet company with a persevering goal to improve human beings' quality of life by means of differentiating the products to meet various needs and cooperating with others to establish an ecological Internet environment. By using assertive speech acts in mission statements, companies can better illustrate their aims and values in an objective, formal and indicative way.

Apart from assertive speech acts commonly used in mission statements, commissives, a speech act used to commit the speaker to some future course of action, are also applied. Commissives used in mission statements express the commitments of the companies. Here is an example:

*Provide better service to our customers;*

*Create higher value to our shareholders;*

*Build up broader career path for our associates and*

*Assume full responsibilities as a corporate citizen.* (China Construction Bank)

Commissives are used in the mission statements of China Construction Bank to make promise for customers with better service, for shareholders with higher values and for the bank itself with broader career path. Companies' commitments can be illustrated in details by applying commissives in mission statements.

After analyzing the assertives applied in mission statements, four pragmatic strategies are summarized:

#### 4.1.1 Using Imperative Sentences with the Structure of "Verbs + Nouns"

Imperative sentences are used to express the mood of command, request, suggestion, warn and wish. Corporate mission statements are the request and wish for the corporates, which can be interpreted through imperative sentences. After analyzing the collected mission statements, 93.3% are imperative sentences. Both assertives and commissives are applied used in imperative sentences Using imperative sentences can shorten the length of sentences and make the statements concise, which shows that mission statements have the features of conciseness. And imperative sentences can express the corporate business purpose and persevering aim comprehensively in short sentences without writing subjects. Mission statements always start with the structure of "verbs + nouns" which is the most common collocation in corporate mission statements to show the persevering action of the corporates. Furthermore, corporate mission statement, as a kind of speech act, apply imperative sentences to show the final wish and action of corporates. Thus, after searching the collected database, imperative sentences are most frequently used in CMS. For example,

*Lead future automobile life.* (BAIC Motor Corporation)

With only a four-word verb-object correlation, BAIC Motor Corporation's mission is expressed. "Leading" shows the confidence and persistence of BAIC; "future" is the infinite extension of space and time, and human beings cannot live without cars; "automobile" indicates the main product of the company, an overall concept of products including new energy vehicles, smart vehicles; "life" stands for human beings. The mission statement shows that BAIC Motor is committed to provide innovative products and best services, providing people with the best traveling solution and leading the future car life. Assertive speech acts with imperative sentences can help to make the sentences concise and succinct.

#### 4.1.2 Pun

In a certain language environment, polysemy is used on purpose to make the sentences have double meanings, which is called pun. Due to conciseness of corporate mission statements, pun can be used to save more words.

*Oil for better life.* (China Petroleum & Chemical Corporation)

“Oil” here is a pun, which has double meanings in the statements: the one is to put onto a making the parts of machines move smoothly; the other one is a smooth, thick liquid, often with a pleasant smell, that you run into your skin or add to your bath. Therefore, “oil” here not only indicates that the main business of the company is producing oil, but also uses its second meaning to show the purpose of the company to lubricate people’s life, to Let people live a better life and to let people face life actively.

Sinopec takes “Oil for better life” as the corporate mission statement, regarding the aspiration of human beings for the good life as the direction of the development of enterprises and promoting the development of society. At the same time, “oil”, the main product of Sinopec, is shown in the mission statement.

Here is another example:

*Build infinite life.*

- building quality housing for ordinary people and building housing acceptable for occupation. (Wanke)

When we mention “build”, it is not difficult for us to associate with “build buildings”, the original meaning of the word which corresponds to the nature of Wanke, a real-estate company in China. In addition, enlightening life, creating a healthy and enriched life are also shown in “build”. As real estate industry, the company’s main business is building houses. Thus, “building life” shows both the mission of the company, that is, letting people live in comfortable houses, and the attitude of the company.

After analyzing all the database, the author finds that the application of pun in corporate mission statements has two meanings. One is to show the persevering goal of the company; another to show the attribute of the company. Using pun in writing corporate mission statements is really buttering both sides of one’s bread. Therefore, while writing mission statements, the word can express not only the nature of the company, but also the expectation of the company can be used, which can make the statements more concise and vivid.

#### 4.1.3 Personification

Personification is a figure of speech in which a thing, an idea or an animal is given human attributes, which adds vividness to expressions as we always look at the world from a human perspective. Personification is another important strategy used in mission statements, the use of which contributes to make mission statements more vivid, making the readers feel more approachable and more specific. Here is the example selected from DongFeng Automobile Company:

*Let the car drive the dream.* (DongFeng Automobile Company)

Normally, cars are driven by people. Car is lifeless. Thus, “let the car drive the dream” is personification, which helps to make the lifeless cars alive and give cars force. Thus, letting car drive dreams not only makes DongFeng’ mission statement livelier, but also shows the corporate main business. At the same time, “driving”conveys the attribute of cars. “Driving” combines cars and dreams, integrating the products with people’s life, which can better indicate the aims of the company to care for every person and care for every vehicle.

For another example:

*Use our passion to brew customers’ favorite beer;*

*Create happiness for our life.* (Tsingdao)

“Passion” is an abstract noun, so it cannot send action. It is obvious that letting passion to brew beer is personification, which indicates that Tsingdao brews beer with hearts, showing the corporate culture and corporate main product. Assertive speech acts are most commonly used in personification strategy to illustrate the actions that companies want to take.

After the analysis of the corpus, personification used in mission statements can be fallen into two categories: the first one is to use the company’s main product as the sender of the action (as the first example given above); the second category is to use verbs to describe the production method of the main products. Using personification in mission statements can make the assertive speech acts expressed in a vivid way.

#### 4.1.4 Using Parallel Structures

Parallel structure, a balance of two or more similar words, phrases, or clauses, to achieve an accumulated effect, which can also make the expression clear, logical rhythmical and emotional. Parallel structure is also used for multiple times in the corporate mission statements. The use of parallel structures makes mission statements catchy, clear and rhythmic. There are four types of parallel structure, by words, by phrases, by clauses and by sentences. As analyzed before, mission statements have the characteristic of conciseness so that clause parallel and sentence parallel do not appear in the statements. And word parallel and phrase parallel are the most commonly found in mission statements. Using parallel structures in the writing of mission statements can help to enhance the performance of the sentences, strengthen the tone and deepen the readers impression on the mission. Here is an example of China National Petroleum Corporation:

*Caring for energy, caring for you.*

(China National Petroleum Corporation)

In the above example, the parallel structure is “care for... care for...”. “Caring for” means that you feel it is important and are concerned about it. Here is to indicate that the China National Petroleum Corporation is concerned about both energy and people, that is, caring about both the main product of the company and human beings, which means that profits from products and people are equally important through parallel structure. China National Petroleum Corporation is committed to “caring for energy, caring for you”, striving for harmonious relationships between operations and safety, energy and the environment, corporate and community interests, and employers and employees.

#### 4.2 Analysis of Adaptation of Mission Statements

With the aid of NLPPIR and Antconc, the collected mission statements are conducted data analysis, and a high frequency wordlist is obtained, as shown in the figure:

Table 1. Wordlists of nouns

	Keywords	frequency
1	Staff	37
2	Customer	35
3	Society	32
4	Values	29
5	Corporate	26
6	Shareholders	23
7	Products	21
8	Industry	15
9	People	9
10	Information	8

Table 2. Wordlists of verbs

	Keywords	frequency
1	Create	37
2	Serve	35
3	Live	32
4	Provide	29
5	Devote to	26
6	Become	23
7	Develop	21
8	Satisfy	15
9	Sustain	9
10	Innovate	8

In the process of sorting words, “employee and staff” are classified into “staff; “customer and consumer” are classified into “customer. As we mentioned above, corporate mission statements should reflect the interests of stakeholders including staff, customers, shareholders and society. From figure 1, it is obvious to find that “staff, customer, shareholders and society” are the most frequently used in mission statements, which adapts to the stakeholders’ interests. The highly frequent occurrence of the three words manifests that corporate mission statements are mainly concerns about the society, customers, shareholders and staff, conveying corporate responsibility for them. The contents of the statements adapt to the need of stakeholders. For example,

*Provide excellent financial services;*

*Serve customers;*

*Reward shareholders and*

*Care employee.*

(China Life Insurance Group Company)

The mission statement of China Life not only conveys the information that the nature of the company is to provide insurance service, showing that the company shoulders the responsibility for customers, shareholders and employee, the content of which adapts to the interests of shareholders. China Life takes “strong ethics and superior services” as the core of its corporate culture, and strictly complies with the operation concept that is “clients-oriented, grassroots-focused and value-centered”. By actively assuming insurance and social responsibility, it strives to become an industry leading company with high client recognition and best corporate value.

*Another example,*

*Dedicated to healthy food and high-quality living service;*

*Establish leadership position in the industry;*

*Maximize the value of customers, shareholders and employees.*

(COFCO)

From the mission statement of COFCO, we can deduce that COFCO promote the spirit of “concern for the country and the people before all else”. Nutritious and healthy foods and superior quality lifestyle services are what COFCO specifically offers, which is also what society requires and the business tasks that COFCO must fulfill for its development, which adapts to the need of the society. Value maximization of customers, shareholders and employees adapts to the interests needs of shareholders.

In addition, apart from the words about stakeholders frequently appeared, “values” is also a common word used in mission statements to convey the corporate culture.

From Figure 2, we can see that “creating” is the highest-frequency verb in mission statements. Furthermore, after analyzing the collocation of “creating”, it always follows with “values” but not “profits”, which shows that mission statement is the corporate final aim superior to profits-orientation. It adapts to the companies’ final aim, the value maximization. In addition, besides “values”, “service” is also a frequency-word in corporate mission statements, which also adapts that mission statement is out of profits and fame but pursuing high state.

Apart from high-frequency words, with the aid of corpus analysis tool, the author also found that “serve + ...” is another commonly used pattern in mission statements with 35 frequencies of occurrence, always following “customers, shareholders and society”. “Devote to + ...” is another universal pattern found in mission statements to deliver the meaning that companies have been seeking for. For example,

*Devote to make business easily;*

*By e-commerce, cloud computing, digital media, recreation and other innovation project.*

(Alibaba)

In Alibaba’ mission statement, we can feel that Alibaba has been devoting to create more channels to help people do business easily, which adapts to the persevering aim of the company.

Both “serving + ...” and “devoting to + ...” adapt to commissive speech act, that is, committing to stakeholders with relevant interests and devoting to providing the best service to customers and maximizing all stakeholders’ values.

Therefore, on the basis of the above analysis, several characteristics and writing skills are summarized about mission statements, as shown below:

1) The language of mission statements should be succinct. The statistical data shows that the shortest mission statement has four words, and the longest 72 words. Through screening and analyzing the excellent mission statements, the author concluded that the proper length of mission statements is between 7 to 18 English

characters. Thus, when writing mission statements, it had better be concise with imperative sentences.

2) In order to make the corporate mission statements more vivid and impressive, pun, personification and parallel structures are commonly used.

3) In terms of content, corporate mission is serving more customers, employees, shareholders and society, not only the pursuit of enterprises themselves, which adapts to the enterprises' persevering aims and values.

Here, the author presented some criteria of judging whether the mission statements are good or not:

1) Whether the language is refined or not; (the number of words should be within 18).

2) Whether the contents of mission statements embody the characteristics of the enterprises and its main business and products.

3) Whether the language is catchy and impressive.

4) Whether the contents of mission statements reflect the interests of customers, shareholders and staff.

5) Whether the contents reflect the core values and the long-term goal of the company.

### 5. Discussion and Conclusion

Through collecting and analyzing corporate mission statements, the author remedied the neglect that the majority of the studies about mission statements study from the perspective of management. This paper analyzed mission statements on the basis of speech act theory and adaptation theory. Assertives and commissives are most commonly found in mission statements, which conforms with the mission statements' characteristics illustrating the goals and the values of enterprises.

Some pragmatic skills are summarized in this paper. The first one is that imperative sentences had better be used; and the second is that pun can be used in writing mission statements to make the statements more concise and vivid; using personification makes the readers feel more approachable and more specific; parallel structures are used to make mission statements catchy, clear and rhythmic. With the help of Antconc and NLPiR, "staff, customers, shareholders and society" are the high-frequency words through searching the corpus, which adapts to reflecting the interests of stakeholders. "serving + ..." and "devoting to + ..." adapt to commissive speech act, that is, committing to stakeholders with relevant interests and devoting to providing the best service to customers and maximizing all stakeholders' values.

Finally, several characteristics and writing skills are summarized about mission statements. The criteria of judging whether the mission statements are good or not are given at the end of the paper, which is instructive to writing mission statements.

Limitations of the study should be acknowledged, which provides opportunities for future study. Although there are some data in this paper with the help of analysis tools to reduce the subjectivity. However, the paper is still subjective. In addition, comparative studies between China and foreign countries can be conducted in the future study.

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