

Correlation Between an Airline’s Mission Statement, Customer Satisfaction, and Profitability

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ABSTRACT: *A mission statement is an organization’s statement of purpose. It serves as a guide for all decision-making. From a commercial airline’s standpoint, a mission statement is vital to its survival, growth, customer satisfaction, and profitability. An effective mission statement provides direction for formulating, implementing, and evaluating strategies. Customer satisfaction in airline operations has become critically important in a competitive global aviation environment. The bottom-line of an airline business, like other industries, is profitability. To earn more profit, airlines are mandated to provide a pleasurable level of consumption-related fulfillment, otherwise known as customer satisfaction.*

Theoretically, a mission statement must provide guidance for an airline to achieve optimum customer satisfaction. However, the importance and role of mission statements have rarely been referenced in currently existing literature. Minimal attention has been paid to the design and use of the mission statement in the strategic management process of commercial airline enterprises.

As the airline industry is constantly changing, the theory of strategic management is developing as well. The importance and role of a mission statement is not declining, and is still an essential and interesting area to research and analyze. Mission statements were drawn from the corporate websites of five US based commercial airlines to determine their conformity to theoretical norms of an ideal mission statement. This study focused on finding the correlation between mission statement effectiveness, customer satisfaction, and profitability, but the results revealed little or no interrelatedness between these variables.

Keywords: *Correlation, commercial airlines, mission statement, customer satisfaction, profitability.*

I. INTRODUCTION

A mission statement is an effective tool to mobilize organizational resources in order to achieve a specific set of goals. When formulated precisely into words, the desired goals become a mission statement of the organization. Mission statements are not a new topic for research (Papulova, 2014). The importance and role of mission statements have been examined for over thirty years in management literature (E. David, F. David, & F. David, 2014; Pearce, 1982; Pearce & David, 1987; Powers, 2012). However, mission statements have received much less attention in airline management and marketing literature, despite their perceived importance in airline business strategy (Amato & Amato, 2002; Sashittal & Tankersley, 1997; Tugores-García, 2014).

Studying airline mission statements revealed several different approaches and styles in terms of length, content, and focus. Some airlines write a mission statement for the purpose of having it written in their documents but not for use as a strategic tool. Experts in the field of strategic management argue and admit that there is no one-way to craft a mission statement. According to David et al. (2014), a new direction for mission statement theory and practice is suggested, whereby mission statements are examined and written in a manner to attract and retain customers (as cited in Amato & Amato, 2002, p. 95). David et al. (2014) proposed that mission statements should be examined, developed, and written from a customer perspective, and the mission content be realigned from an internal management focus to an external marketing focus in order to enhance customer satisfaction.

Airlines are not only competing in marketing and sales, but also in service quality, striving to achieve greater levels of customer satisfaction (Chow, 2015). Commercial airlines are investing substantial amounts of resources in providing quality services in an attempt to improve customer satisfaction and increase financial gains. Literature suggests the level of customer satisfaction considerably affects the profitability of commercial airlines. Several researchers including Anderson, Fornell, and Lehmann (1994); Banker and Mashruwala (2007); Behn and Riley (1999); Chow (2015); Dresner and Xu (1995); and Steven, Dong, and Dresner (2012) have found a correlation between customer service and profitability. At the same time, several other researchers including Anderson and Mittal (2000); Ittner and Larcker (1998); Johnston (1995); and Johnston, Silvestro, Fitzgerald, and Voss (1990) have not found such a correlation.

II. LITERATURE REVIEW

Generally, a mission statement describes the primary purpose of the organization and the basic principles that guide the actions of employees, management, and other stakeholders, and articulates the strategy that will be used to accomplish goals and objectives (Alter, 2000; Campbell & Yeung, 1991). An effective mission statement describes the values and priorities (David, Ali, & Al-Aali, 2011), and can bring numerous benefits to the organization. Several researchers have suggested organizations will enjoy multiple benefits if their mission statements are effectively crafted (Analoui and Karami, 2002; Atrill, Omran, and Pointon, 2005; Bart and Baetz, 1996; Bart, Bontis, and Taggar, 2001; Braun, Wesche, Frey, Weiweller, and Paus, 2012; Forbes and Seena, 2006; Ireland and Hitt, 1992). David et al., (2014) articulated that carefully developed mission statements would reap the following rewards: 1) Ensure all employees and managers understand the firm's purpose or reason for being; 2) provide a basis for prioritization of key internal and external factors utilized to formulate feasible strategies; 3) provide a basis for the allocation of resources; and 4) provide a basis for organizing work, departments, activities, and segments around a common purpose. (p. 96).

Devasagayam, Stark, & Valestin, (2013) orchestrated that an appropriately written mission statement could reassure constituencies that the organization is customer focused. A clear mission statement is essential for effectively establishing long-term objectives, both strategic and financial in nature, and formulating strategies (Ackoff, 1987; Bart, 1997; Collins & Rukstad, 2008; David, 1989; Dwyer, Teal, Kemp, & Wah, 2000; Powers, 2012). Theoretically, mission statements are accepted as an effective strategic management tool by academics and practitioners (Rajasekar, 2013). Airline businesses develop a mission statement for a variety of reasons, including as an internal communication tool that conveys the organization's policies, procedures, plans, and strategies, thereby guiding the behaviors and decisions of management and subordinates. Simultaneously, the mission statement serves as an external communication tool to convey the organization's intentions to the general public (Bartkus & Glassman, 2008). King and Cleland (1979) believed mission statements provide a standard for allocating resources, facilitate the transition of objectives into a work structure, and specify unanimous organizational purposes that are translated into objectives for standard performance.

According to Peter Drucker (1974), the development of a mission statement is a big step toward management effectiveness and there is a positive relationship between mission statements and organizational performance (Bart and Baetz, 1996). A mission statement defines what an organization is, why it exists, and its reason for being. At minimum, a mission statement should define the primary customers the organization targets, identify the products and services the organization offers, and describe the geographical location in which the organization operates.

David et al. (2011) stated that mission statements can, and do, vary in length, content, format, and specificity. Academics and practitioners of strategic management feel that an effective mission statement exhibits nine characteristics or components: (1) customers, (2) products or services, (3) markets, (4) technology, (5) concern for survival, growth, and profitability, (6) philosophy, (7) self-concept, (8) concern for public image, and (9) concern for employees. These nine components are considered a practical framework for evaluating mission statements, however, not all organizations include each of these components in their mission statement. There is no one best mission statement for a particular organization, so good judgement is required in evaluating mission statements (David et al., 2011). Additionally, research conducted by Bailey (1996) affirmed the need to create a measurable mission statement due to its ability to lead organizations toward effective performance, and hence, better profitability. The clarity of a mission statement can be seen in the sense that it is broad in scope but neither overly general and detailed nor excessively specific (McGinnis, 1981; Waddock & Graves, 1997). This study explored the correlation between a mission statement and customer satisfaction eventually leading to profitability in an organization.

According to Kotler and Keller (2012), customer satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations. Customer satisfaction remains as a strong predictor for behavioral outcomes (Andreas & Wolfgang, 2002; Cronin & Taylor, 1992; Oliver, 1997). Customer satisfaction is the outcome of purchase and use, resulting from the buyer's comparison of the rewards and cost of the purchase, in relation to the anticipated consequences. It reflects how much the consumer likes or dislikes the service after experiencing it (Cronin, Brady, & Hult, 2000). Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date (Mostaghel, 2006), and is considered to be one of the most important outcomes of all marketing activities in a market-oriented firm, and has become the most important predictor of future behavioral intention of its customers (Jones & Farquhar, 2003; Oliver, 1981; Shamdassani & Balakrishnan, 2000). This overall satisfaction has a strong positive effect on customer loyalty intentions across a wide range of product and service categories. Customer satisfaction has a vital role to play for businesses in providing and maintaining a competitive advantage. It is recognized that airline businesses using components of marketing-mix receive customer loyalty and profit in return by acknowledging the customers' expectations.

Mission statements are considered to be important for airlines in the process of developing marketing strategies and strategic planning (Nataraja, 2014; Sashittal & Tankersley, 1997; Valentin, 1996). As the consumer needs and desires are at the core of marketing strategy, David et al. (2014) suggested that mission statements should be written from a customer perspective. Additionally, researchers Amato and Amato (2002); Desmidt, Prinzie, and Decramer (2001); and Siddu (2003) expressed that mission statements could be an important basis for marketing communication with outside-the-firm constituencies, especially customers.

The American Customer Satisfaction Index (ACSI) is the only national cross-industry measure of customer satisfaction in the United States. For nearly two decades, the ACSI has analyzed customer satisfaction for household products and services available to U.S. consumers. The ACSI benchmarks customer satisfaction for 10 economic sectors, 43 industries (including e-commerce and e-business), more than 300 companies, and a variety of services from federal and local government agencies. Smaller companies are grouped together in an "all others" category for each industry. The national ACSI score, representing aggregate customer satisfaction across a broad spectrum of the U.S. economy, is updated quarterly and serves as a key macroeconomic indicator of the health of the nation's economy. The ACSI reports all customer satisfaction scores are ranked from 0 to 100, with 100 being the highest.

According to Tulsian (2014), the term profitability means the ability of a business entity to earn profits. Several research studies have contributed to the notion that an effective mission statement is correlated to an airline's performance. Rajasekar (2013) stated that much of management literature has questioned whether mission statement content affects the financial performance of an airline. Tulsian (2013), Bart et al (2001), and Green and Medlin (2003) claimed that there is no direct relationship between the content of a mission statement and the profitability of an airline. At the same time, Bartkus and Glassman (2008) pointed out that the components of an effective mission statement have the most significant impact on airlines' customer satisfaction.

III. METHODOLOGY

To measure the correlation between the mission statement, customer satisfaction, and profitability of an airline, this study drew sample mission statements from five major airlines operating in the U.S. aviation industry and also represented in the ACSI annual travel report. These mission statements were drawn from their corporate websites, where their mission statements were published and openly available for the general public.

As a first step in the assessment process, this study employed Pearce and David's (1987) model (P&D model), which utilizes nine components in assessing a mission statement, to analyze how the selected mission statements have been crafted. The five mission statements were reviewed and ranked using the P&D model, which examined the following content areas: (1) customers, (2) products or services, (3) markets (4) technology, (5) concern for survival, growth, and profitability, (6) philosophy, (7) self-concept, (8) concern for public image, and (9) concern for employees. For the purpose of recording the overall score of each component, three scores were independently calculated to examine each statement and assign values where 0 means the mission statement does not include the component, 1 means the mission statement includes the component in vague terms, and 2 means the component is clearly expressed in the mission statement text. Weighted average score was used to compare an airlines mission statement with that of the other four airlines.

The second step in the process involved compiling the national ACSI score for the selected airlines. The customer satisfaction level has been assessed by ACSI by evaluating the customer opinions about critical elements of the passenger experience with a specific airline, including: flight schedule options, check-in experience, reservations, on-time arrival, baggage handling, loyalty programs, flight crew courtesy and helpfulness, in-flight services, seat comfort, call center efficiency, and the website of the airlines. The ACSI reports all customer satisfaction scores on a scale of 0 to 100, with 100 being the highest.

The third step in the process was to analyze the annual profits, as reported in their annual reports, of the five airlines. Net income for 2014 and 2015 were selected as the basis for comparison between the five airlines. Next, the percentage of change of net income between 2014 and 2015 were compared to the mission statement effectiveness scores and ACSI scores for each airline.

The final step in the analysis utilized Pearson's correlation coefficient to determine the strength of association between mission statement effectiveness, customer satisfaction, and profitability. Additionally, linear regression was utilized to determine the interrelatedness between the variables.

IV. RESULTS AND DISCUSSION

Table 1 provides an inventory of the nine mission components that are included in the selected airlines' mission statements (Y= Mission Component is found to be included and N=Not included). The full version of the selected airlines mission statements is given in Appendix 1.

Table-1: Identification of the nine components within each mission statement

Nine Components of Mission Statement	Name of Selected Airline				
	Alaska	American	JetBlue	Southwest	United
1. Customer	Y	Y	Y	N	Y
2. Product and Service	Y	Y	N	Y	Y
3. Market	Y	Y	N	N	N
4. Technology	Y	Y	N	N	N
5. Concern for Survival, Growth, and Profitability	Y	Y	N	N	Y
6. Philosophy	Y	Y	Y	Y	N
7. Concern for Public Image	Y	Y	N	N	N
8. Self-concept	Y	Y	N	Y	N
9. Concern for Employees	Y	Y	N	N	Y
Total Components Identified	9	9	2	3	4

As shown in Table 1, some of the selected airlines have included all the nine mission components in their mission statements whereas some of them found to be less. Table 2, as shown below, provides an analysis of the mission components value by using the P&D model.

Table-2: Analysis of Mission Statement Components using P&D model

Nine Components of Mission Statement	Name of Selected Airline					Average Score
	Alaska	American	JetBlue	Southwest	United	
1. Customer	2	2	1	0	1	1.2
2. Product and Service	2	2	0	1	1	1.2
3. Market	1	2	0	0	0	0.6
4. Technology	1	2	0	0	0	0.6
5. Concern for Survival, Growth, and Profitability	2	2	0	0	1	1
6. Philosophy	2	1	1	2	0	1.2
7. Concern for Public Image	2	2	0	0	0	0.8
8. Self-concept	2	1	0	2	0	1
9. Concern for Employees	2	2	0	1	1	1.2
Total Score	16	16	2	6	4	8.8

As shown on Table 2, the assigned ratings indicate that Alaska Airlines and American Airlines scored highest on seven of the components of their respective mission statements with a total score of 16 out of 18. Southwest Airlines earned the next highest score, with a total of 6. JetBlue received the lowest overall score of 2, with United Airlines receiving the second lowest score of 4.

Four mission statement component areas received an average score of 1.2; customer, product and service, philosophy, and concern for employees, indicating these areas are well represented by the selected mission statements. All but one airline, Southwest Airlines, included the customer in their mission statement. JetBlue was the only airline to not include its core product or service, and United Airlines did not incorporate philosophy. JetBlue was the only airline to omit concern for employees in their mission statement.

Concern for survival, growth, and profitability had the same average score as self-concept. JetBlue did not include either component, while Southwest Airlines scored a 2 in self-concept, but scored a 0 in concern for survival, growth and profitability. Concern for public image had an average score of 0.8. Alaska Airlines and American Airlines were the only two airlines to include concern for public image in their mission statements. The lowest average score of 0.6 is shared by the market and technology components, where Alaska Airlines and

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American Airlines scored 1 and 2 respectively. As given below, Table 3 provides the mission statement effectiveness score, customer satisfaction index, and profitability levels of the selected airlines.

Table 3: Mission Statement Effectiveness, Customer Satisfaction, and Profitability

Airlines Name	Mission Statement Effectiveness Score	Customer Satisfaction Index (2015)	Net Income (Profit in \$ Millions) (in 2014) (in 2015) (% Change)		
Alaska Airlines	16	75	605	848	40.17
American Airlines	16	66	2,882	7,610	164.05
JetBlue Airlines	02	81	401	677	68.83
Southwest Airlines	06	78	1,136	2,181	91.99
United Airlines	04	60	2,882	7,340	154.68

As it can be observed from Table 3 above, Alaska Airlines and American Airlines scored the same level of mission statement effectiveness, however, the customer satisfaction index for American Airlines (66) is lower than Alaska Airlines (75). The mission statement effectiveness score of JetBlue Airlines (2) is the lowest of all the airlines selected for this study, but their customer satisfaction index (81) was the highest.

Alaska Airlines and American Airlines scored the same level of mission statement effectiveness, but the percentage of change in net income for American Airlines is 164.05%, whereas Alaska Airlines is 40.17%. The mission statement effectiveness score of United Airlines is just 1/4th of Alaska and American Airlines, while its percentage of change in net income is the second highest (154.68%) of all the airlines. Although Alaska Airlines received one of the highest scores for mission statement effectiveness, they earned the lowest percentage of change in net income amongst the five airlines.

JetBlue Airlines had the highest customer satisfaction index (2015) amongst the selected airlines (81) but recorded less than half the percentage of change in net income, compared to United Airlines, scoring the lowest in the customer satisfaction index (60). Interestingly, United Airlines had the lowest customer satisfaction index (2015) but secured the top position in the percentage of change in net income (2015) amongst the five airlines. Although American Airlines scored a lower index in customer satisfaction (66) than Southwest Airlines (78), they recorded a higher percentage of change in net income (164.05%) than Southwest Airlines (91.99%).

V. DATA ANALYSIS

After compiling the mission statement effectiveness scores and comparing them to the ACSI scores and net income data, the next step in this study determined the coefficient of correlation and used linear regressions to determine the interrelatedness of the three variables. The analysis of mission statements compared to customer satisfaction rates suggests that there is no relationship between the two. In fact, the linear model suggests a weak negative relationship for the five airlines in this study, as shown in Figure 1.

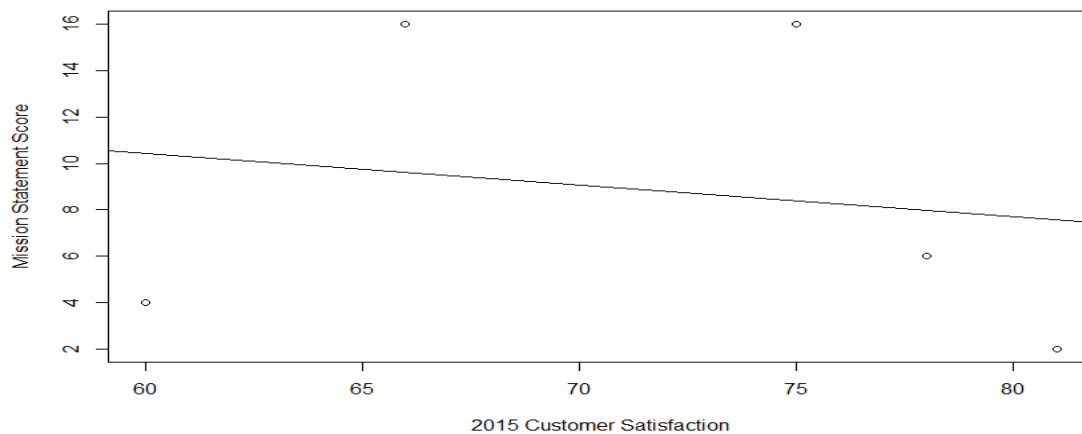


Figure 1: Correlation of Mission Statement Effectiveness and Customer Satisfaction

Next, the individual mission statement component scores were compared to the ACSI scores to determine the level of correlation. The relationship of each mission statement component compared to customer satisfaction scores are shown in Table 4 and corresponding correlation coefficients displayed in Figure 2.

Table 4: Relationship of Mission Statement Components and Customer Satisfaction

Airline Name	Customer	Product and Service	Market	Technology	Concern for Survival, Growth, and Profitability	Philosophy	Concern for Public Image	Self-Concept	Concern for Employees	Total Score	Customer Satisfaction Index
Alaska Airlines	2	2	1	1	2	2	2	2	2	16	75
American Airlines	2	2	2	2	2	1	2	1	2	16	66
JetBlue Airlines	1	0	0	0	0	1	0	0	0	2	81
Southwest Airlines	0	1	0	0	0	2	0	2	1	6	78
United Airlines	1	1	0	0	1	0	0	0	1	4	60

Of the nine variables measured, only two mission statement components were positively correlated with customer satisfaction:(1) philosophy and (2) self-concept. The other components presented a weak to moderate negative correlation. Interestingly, the two airlines with the highest customer satisfaction scores, JetBlue Airlines and Southwest Airlines, received the lowest values for concern for survival, growth, and profitability. As shown in Figure 3, philosophy had the strongest and most positive correlation with customer satisfaction and would have been the only variable that could possibly have influenced customer satisfaction.

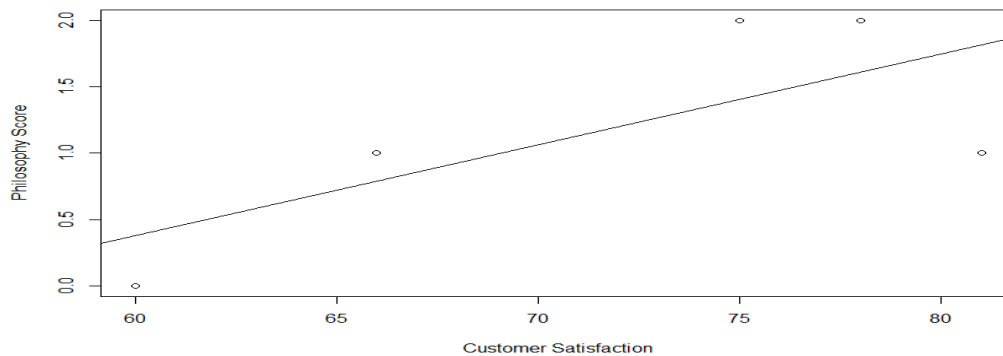


Figure 2: Mission Statement Component – Philosophy’s Correlation with Customer Satisfaction

Table 5, as given below, provides the correlation between customer satisfaction and mission statement components.

Table 5: Customer Satisfaction Correlation for Mission Statement Components

Mission Statement Component	Correlation
Customer	-0.307
Product and Service	-0.410
Market	-0.288
Technology	-0.288
Concern for Survival, Growth and Profitability	-0.514
Philosophy	0.717
Concern for Public Image	-0.157
Self-concept	0.343
Concern for Employees	-0.410

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It can be observed, from the data given in Table 5, that for every increase of 1 in philosophy, customer satisfaction is expected to increase by 14.57 points. This model produced an r-squared value of 0.5147, which means that the model explains approximately 51% of the variability in the data. However, the model revealed a p-value of 0.172, which means that there is a considerable chance that the suggested relationship is due purely to randomness. Therefore, the null hypothesis that there is no relationship between customer satisfaction scores and the philosophy measurement of a mission statement must be accepted.

Next, income data was analyzed for correlation to individual mission statement components as given in Table 6. It is important to note that all of the income data is highly related to each other, so there is an expectation that there will be similar relationships across all of the mission statement categories.

Table 6: Correlation of Individual Mission Statement Components to Income Variables

Mission Statement Component	2014 Net Income	2015 Net Income	Difference in Net Income	% Change in Net Income
Customer	0.189	0.219	0.235	0.046
Product & Service	0.369	0.349	0.337	0.174
Market	0.373	0.393	0.403	0.293
Technology	0.373	0.393	0.403	0.293
Concern for Survival, Growth, and Profitability	0.400	0.404	0.405	0.201
Philosophy	-0.668	-0.693	-0.705	-0.701
Concern for Public Image	0.122	0.131	0.136	-0.031
Self-concept	-0.317	-0.360	-0.382	-0.424
Concern for Employees	0.369	0.349	0.337	0.174

Table 6 indicates that most of the income variables maintain their rough correlation values with each individual mission statement component. Of all of the mission statement components, philosophy had the strongest correlation, but the correlation was negative, suggesting there is no correlation between an airline's mission statement score and the income variables. The next step in the analysis explored the correlation between net income (2015) and mission statement effectiveness scores as shown in Figure 3.

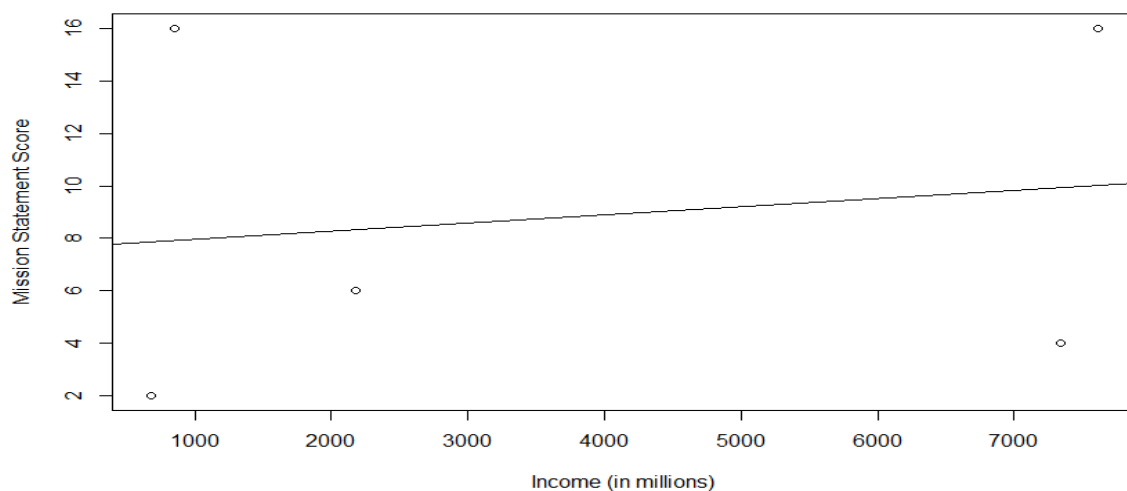


Figure 3: Correlation between Net Income and Mission Statement Effectiveness Score

The linear model presented in Figure 3 suggests almost no correlation between net income and mission statement effectiveness scores. The model provided virtually no predictive value. Because philosophy was negatively correlated to income, and positively correlated to customer satisfaction, the relationship between income and customer satisfaction was also analyzed. As shown in Figure 4, the airlines which reported the highest increase in net income also earned the lowest customer satisfaction scores. For every 7.5% increase in net income it was observed that the airline's customer satisfaction dropped by 1 point. The airline with the highest customer satisfaction score (JetBlue) had the second lowest increase in net income and the lowest income overall. This linear model has an r-squared value of 0.6738, which means that it explains approximately 67% of the observed variability. However, there is a p-value of 0.08852, which means that this model is not

statistically significant. There is an approximately 8% chance that the observed relationship is due purely to chance, so this study cannot accept an alternate hypothesis suggesting a negative relationship.

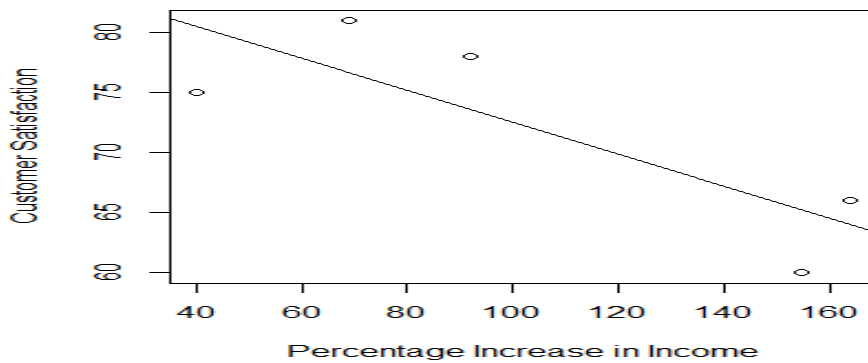


Figure 4: Correlation between Percent Increase in Net Income and Customer Satisfaction

The data analysis suggests there is a very weak negative correlation between the mission statement effectiveness and customer satisfaction scores. Out of all of the mission statement components, philosophy indicated a positive correlation with customer satisfaction. Meanwhile, philosophy presented a fairly strong negative correlation to all of the profitability variables tested, indicating no interrelatedness between customer satisfaction and profitability. Lastly, the percentage of change in net income was negatively correlated to customer satisfaction, further suggesting no significant positive correlation between mission statement effectiveness, customer satisfaction, and profitability.

VI. LIMITATIONS

As in any study, there are inherent limitations that must be addressed. The first of such limitation of this study is the relatively small sample size. The limited sample size may not represent the US aviation industry as a whole. Utilizing a larger selection of airlines may provide more conclusive results.

The second limitation of this study would be the narrow focus on US based major airlines. Including all sizes of US airlines, such as regional and low cost carriers would provide a more comprehensive industry analysis. Future studies could benefit from the larger sample size as well as the ability to compare between the different airline segments.

Lastly, the exclusion of international airlines in this study further limits the application to only US based airlines. The absence of an independent organization that compiles global customer satisfaction ranking was part of the reason why this study focused on US based airlines. Expanding the study to include internationally based airlines could provide additional insights on the relationship of mission statement effectiveness, customer satisfaction, and profitability on a global scale.

VII. CONCLUSION

This study explored the relationship between mission statement effectiveness, customer satisfaction, and profitability for five US based major airlines. JetBlue scored the highest in customer satisfaction, but earned the lowest mission statement effectiveness score and earned the second lowest percentage change in net income. The two airlines with the highest mission statement effectiveness scores, Alaska Airlines and American Airlines, ranked third and fourth in customer satisfaction. Southwest Airlines ranked second in customer satisfaction, but earned the second lowest score on mission statement effectiveness. United Airlines earned the lowest customer satisfaction score, the second lowest mission statement effectiveness score, but earned the second highest percentage increase in net income. Although literature suggests mission statement effectiveness should lead to higher customer satisfaction and eventually greater profitability, this study concluded there is no interrelatedness between the three variables.

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Appendix 1: Mission Statements of Selected Airlines

Airline Name	Mission Statement	Number of Components Identified
Alaska Airlines	Our objective is to be one of the most respected U.S. (3) airlines by our customers (1), employees, and shareholders. We believe our success depends on our ability to provide safe air transportation (2), develop relationships with customers by providing exceptional customer service and low fares (1), and maintain a competitive cost structure to compete effectively (5). It is important to us that we achieve our objective as a socially responsible company that values not just our performance, but also our people, our community, and our environment (8). While aircraft and technology enable us to provide air transportation (4), we recognize this is fundamentally a business about people (7). Our employees (9) maintain and strengthen our relationships with our customers, and our success depends on our employees working together to successfully execute on our strategy (6).	9
American Airlines	AMR Corporation is committed to providing every citizen of the world (1) with the highest quality air travel (2) to the widest selection of destination possible (3). AMR will continue to modernize its fleet (4) while maintaining its position as the largest air carrier in the world (8), with the goal of becoming the most profitable airline (5). AMR is the airline that treats everyone with equal care and respect (6), which is reflected in the way each AMR employee is respected (9). AMR recognize that its employees are the key to the airlines success and invest in the futures in lives of its employees by investing in tomorrow technologies and by following a strict adherence towards environmental regulations, AMR demonstrate its commitment to the world environment (7).	9
JetBlue Airlines	Inspire (6) Humanity (1)	2
Southwest Airlines	The mission of Southwest Airlines (2) is dedication to the highest quality of Customer Service (6) delivered with a sense of warmth, friendliness, individual pride, and Company Spirit (8).	3
United Airlines	United is focused on being the airline (2) customers (1) want to fly, the airline employees want to work for (9) and the airline shareholders want to invest in (5).	4



Benchmarks By Industry

Airlines

	Base-line	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	Previous Year % Change	First Year % Change		
JetBlue	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	80	-1.2	-1.2	
Southwest	78	76	76	76	74	72	70	70	74	75	73	74	74	76	79	81	79	81	77	81	78	78	80	80	2.6	2.6	
Alaska	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	75	77	2.7	2.7
All Others	NM	70	74	70	62	67	63	64	72	74	73	74	74	75	75	77	75	76	74	72	70	73	74	74	1.4	5.7	
Airlines	72	69	69	67	65	63	63	61	66	67	66	66	65	63	62	64	66	65	67	69	69	69	72	4.3	0.0		
American	70	71	71	62	67	64	63	62	63	67	66	64	62	60	62	60	63	63	64	65	66	66	72	72	9.1	2.9	
Delta	77	72	67	69	65	68	66	61	66	67	67	65	64	59	60	64	62	56	65	68	71	71	71	71	0.0	-7.8	
United	71	67	70	68	65	62	62	59	64	63	64	61	63	56	56	56	60	61	62	62	60	60	68	68	13.3	-4.2	
Frontier	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	58	66	13.8	13.8
Allegiant	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	65	65	0.0	0.0
Spirit	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	54	62	14.8	14.8
US Airways	72	67	66	68	65	61	62	60	63	64	62	57	62	61	54	59	62	61	65	64	66	#	#	#	N/A	N/A	
Northwest Airlines	69	71	67	64	63	53	62	56	65	64	64	64	61	61	57	57	61	#	#	#	#	#	#	#	#	N/A	N/A
Continental	67	64	66	64	66	64	62	67	68	68	67	70	67	69	62	68	71	64	#	#	#	#	#	#	#	N/A	N/A

Score tables print best in landscape.

Legend

- NA Not available
- # Company merger
- † Company defunct
- NM Not measured
- ^ Industry aggregated