

Vision Analysis of Iranian top companies compare with top global companies

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Abstract: Vision is a noble goal that describes the organization's future. Organizations try to portray a desirable future with developing a vision. An appropriate vision for the organization is like a rout guid and it can stimulate employees to achieve organizational goal. In this research, vision at the top Iranian and global organizations will be compared in a qualitative analysis. The top 100 Iranian companies listed by the Ministry of Industries and Mines were selected as top interior companies. We referred to companies listed by Fortune Magazine for selecting top 100 global companies as well. We found vision statements through visiting corporate websites. To analyze and compare vision of Iranian and global companies, 7 features and 4 key factors were used. In the research, BHAGs at the vision level were used for classifying corporate vision. Finally, the concept of green vision consists of three categories: social responsibility, environmental sensitivity and organizational ethic raised and the world's top companies and the Iranians were studied.

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1. Introduction

Vision is the future image of the organization that organization is intended to create it (Mirvis et al., 2010). Vision formulation is considered as an important task of leaders and pillars of strategic planning in organizations. A vision can be an effective bridge between the present and the future, and it is essential to develop strategies (Dabaghi and Malek, 2010). Suitable organizational vision communicates with the minds and hearts of employees and gives them the feeling of important and existence (Andersen, 1987). Exact vision orients organization, and helps to create innovative strategies, improve the organization's culture and with create challenge, remove steady state from employees and agencies (El-Namaki, 1992). John Gatelyng also knows vision as a powerful tool for change (Stevenson, 2005). Ruyla and Rodriguez (2011) during a research on Spanish corporate showed that having a vision on R&D teams can help to create the new products. Another study on 148 employees and 214 customers showed that there is a direct relationship between attributes and organization vision and employees and customers' satisfaction (Kantabutra and Avery, 2006). One of the new concepts that the vision statement and the mission of the organization is Green features that focus on Social responsibility, environmental sensitivity and moral behavior. Corporate social responsibility has gained importance in recent years; organizations are facing increasingly under pressure

to quit activities that harm society (Yozgat & Karatas, 2011). However, the environmental crisis and the scarcity of resources, has developed much concern and is due to the need to understand the environmental standards of the organization's activities (Ehteshami and Ekrami, 2012). Adherence to moral and ethical values is one of the most important things that should be considered in the organization and these principles form part of official policy and unofficial culture of the organization (Saleh Nia and Tavakoli, 2009). Considering the importance of the organizational vision statement in this article, we have tried to study vision features top companies in Iran and other country, to express their differences and similarities and then, we classified this vision into some category. And we will examine three categories of corporate: social responsibility, environmental sensibility and ethical issues.

2. Literature Review

Des (2010) defines vision as the goal of inspiring and long-term and macro. According to the online Cambridge Dictionary, vision is the ability of a country, community and industry to portray desired future (Lang and Hehal-Lang, 2010). Leader must have a desired subjective picture of organization future. This is the vision of the organization. Vision is favorable conditions that don't exist at current time (Campbel and Yeung, 1991). To further distinguish it from the mission and values of the organization, the following definitions of these three statements are brought together:

Vision: is a picture of the future that we're trying to build.

Mission: To answer the question of why we exist.

Values: Practice organizations to achieve their vision (Mirvis et al., 2010).

It follows from the above definition that, contrary to the mission, vision is future oriented, and this is the main difference between a mission statement and vision (Raynour, 1998). Much research has been conducted to determine the characteristics of a good vision. Laewood and others (1995), on a comprehensive study on 331 managers and executives set 26 organizations features and Leaders of organizations who wanted in a Likert scale of five options for each of these features in writing the organization's vision. Thus 10 most important features were introduced: Pragmatism, respond to the competitive environment, long-term vision, its purpose, the part to the whole, focused, strategic, formed by the leader of the organization, flexible and programmed. Brown (1998) knows summarized, implementations, being focused, understandable and inspiring features as a proper vision and from the perspective of the Levine describing future success is the main character of effective vision (Foster and Akdere, 2007). Kantabutra (2008) as quoted by Baum, seven features of the vision is necessary to define the following: brevity, clarity, future orientation, stability, challenge and Summarization and inspiring. Kazufsky and Fylan (2010) in their study with regard to Fortune Magazine's top companies have examined to four characteristic, look to the future, the market, the clarity and understandability considering with change.

Another study, the following criteria were used to compare the vision of a major corporation: a short text, realistic, clear and understandable, appropriate and stimulating, encouraging commitment, comprehensive, ambitious, for the express exact purpose (Dabbaghi and Malek, 2010). Vestly and Mintzberg (2005) in an article titled leadership vision stated that the organization's vision should be focused on four key factors: Products or services, markets, institutions and ideals. In this paper we analyze the content of the seven characteristics of corporate vision statement brevity, clarity and understandability, the future, the change, desirable and provocative, the ambitious and express exact purpose.

The model also Vestly and Mintzberg, discussion focused on four categories of products and services for companies, organizations, markets, and ideals.

2.1 BHAG

Another concept that we use in this article is "The BHAG in the vision". BHAG is made up of the first four letters of the Latin word meaning big, hard,

ambitious goals. Maleki far and Shariat madari (2011) mention BHAGs as bomb targets (big, bold, and dramatic). Those Goals which will lead to an explosion of motivation and effort. BHAGs are four types:

1) Qualitative and quantitative BHAG (Such as Ford's vision: a world leader in the production of machine-made goods and services).

2) Defeat the enemy BHAG (such as Honda's vision of the seventies: Yamaha will be destroyed).

3) Role Model BHAG (such as Giroux Sport vision: Become a Nike at cycling).

4) Internal changes BHAG (such as Rockwell's vision: to transform the company from a defense contractor as a company that has the best advanced technology and world-wide). This BHAG is a well-established corporate that try to bring about change and development in order to have continued success (Collins and Porras, 1996). Using the above framework helps us to classify organization vision and determine which BHAG is more used.

2.2 Green Vision

King and others first in an article titled "Current mission statement emphasis: be ethical and globalization " developed concept of green mission. They have three characteristics for a green mission statement: 1) social responsibility, 2) environmental sensitivity, and 3) ethical issues (king et al., 2010). Yozgat and Karatas (2011) also expanded the meaning of green company about company vision and examined the vision and mission of Turkish top 500 companies in terms of being green.

2.2.1 Social Responsibility

Social Responsibility in general, refers to the set of activities that owners and businesses do on a voluntary basis, as a useful member of society. Griffin and Barney defines Social Responsibility as: a set of duties and obligations that organizations must do to maintain and aid the community in which it operates (Rahman Seresht et al., 2009). Corporate governance, attention to stakeholders, social perception, and environmental protection are different aspects of Social Responsibility (Yozgat & Karatas, 2011). Social responsibility by increasing the legitimacy of its actions, increase revenue, improves profitability and competitive advantage, will be influenced organizational success (Rahman Seresht et al., 2009).

2.2.2 Environmental sensitivity

Ensuring environmental sustainability as one of the eight Millennium Development Goals of the United Nations is considered one of the evaluation criteria and indicators for sustainable development in the countries is Environmental Quality (Ehteshami and Ekrami, 2012). Experience of developed

countries showed that, environmental standards in the past decade had led to economic growth (Mohammad poor , 2011).

2.2.3 Ethical issues

One of the most important parameters in the success of the organization is ethics. Morality determined as a system of values, beliefs, principles, foundations, and thing should be done and shouldn't be done and good and bad practice is characterized on it and to distinguish well from bad. There are many benefits to organizations that work ethic government agencies such as the following can be noted: Given the importance of stakeholder engagement in moral, improve relationships and increase understanding and reduce conflict environment, the use of a multiplicity of advantages, reducing control costs, increase employee commitment and responsibility (Rahman Seresht et al, 2009).

3. Methodology

Qualitative content analysis was used in this study. In this way - some call it a narrative analysis techniques - aims to examine the contents of the text. Qualitative content analysis of qualitative data is any establishment of quality and quantity data that can consider a large volume of qualitative data to identify the hashing and inner meanings (Mohammadpoor, 2011). Content analysis helps achieve multiple words in a text in the classification of finite groups (Yozgat & Karatas, 2011). Content analysis is generally used when you want a written or recorded statement which

to be analyzed In terms of occurrence and number of occurrences of specific events or issues (Hooman, 2010). This research analyzes the vision for Iran and the world's top companies are compared. Our analysis consists of four parts: 1) review the vision; 2) concentration of vision on the production, organizations, markets and ideals; 3) classification of the four types of BHAG in the introduced corporate vision; 4) the amount of companies' consideration to their being green of vision. To collect data related to Iran's top companies, top 100 companies in Iran are presented each year by the Ministry of Mines was selected. Also the first issue of Fortune 100 companies the world's top companies were selected. In order to achieve the vision we see the company's website. Consequently, the prospect of 47 Iranian companies and 31 global companies obtained data were subjected to qualitative content analysis. Separately (in Iran) only 7 Features of the companies' vision presented, analyzed and compared. The company focuses on four core products and services, organizations, markets and ideal.

Then the vision category was classified in the 4 BHAGs (quantitative - qualitative, defeat the enemy, Role Model and Internal changes). Finally, the green features of the vision in terms of three categories of corporate social responsibility, environmental sensitivity and moral behavior was examined.

4. Data Analysis

Table 1 shows the results of company's vision.

Table 1: Number of global and Iranian companies

Iranian Companies(100)	Global Companies(100)	TOTAL(200)
47(47%)	31(31%)	78(39%)

As you see 47% of Iranian companies and 31 percent of global companies report their vision statement through their website. More efforts in this regard show that Iranian companies have introduced vision. In total, 200 companies visit the website of

the Iranian supreme and universal vision statement was obtained in 78 (39%). In Table 2, the results of the analysis of the features you'll see corporate vision statement.

Table 2: The results of the analysis of vision features

	Iranian Companies(47)	Global Companies(31)	TOTAL(78)
brevity	40(85.1%)	27(87.1%)	67(85.9%)
clarity and understandability	32(69.1%)	17(54.8%)	49(62.8%)
Future Orientation	28(59.6%)	21(67.7%)	49(62.8%)
Involves Change	29(61.7%)	17(54.8%)	46(59%)
Inspirational	32(68.1%)	25(80.6%)	57(73.1%)
ambitious	17(36.2%)	19(61.3%)	36(46.2%)
Clear destination	23(48.9%)	18(58.1%)	41(52.6%)

Five characteristics brevity, future Orientation, Inspirational, ambitious and Clear destination has become clearer the company's global vision. And two

characteristics clarity-understandability and involves change more consider in Iran's global vision. Most of the difference is related to the ambitious that global

companies attribute more importance to it. So that only the top 37 percent of Iranian companies are considered these qualities to develop in their future visions. While 19 companies from 31 global note ambitious feature in developing their vision. Having this ambitious vision could be one reason for the success of the companies in the world.

A total of 85% of the corporate vision features of brevity, clarity and understandability of 62%, 62

percent considering future, 59 percent to change, and, desirable and provocative 73 percent, 42 percent the ambitious and finally 52percent express exact purpose. It seems that most companies (85.9 percent) are considered briefly features in their vision. Table (3) shows companies consideration to four categories of products / services, organization, market and ideals.

Table 3: The results of the content analysis of visions

	Iranian Companies(47)	Global Companies(31)	TOTAL(78)
Focus On Products, Services	23(48.9%)	13(41.9%)	36(46.2%)
Focus On Organization	19(41.5%)	6(19.4%)	25(32.1%)
Focus On Markets	35(74.5%)	16(51.6%)	51(65.4%)
Focus On Ideals	43(91.5%)	27(87.1%)	70(89.7%)
Focus On All	8 (17%)	2(6.45%)	10(12.8%)

Iranian companies have considered these four factors more than global companies. Focus on the two issues and focuses on the markets, the difference is greater. In two issues, Focus on the markets and organization, the difference is greater. From 47 Iranian companies, 8 companies and from 31 international companies are only 2 companies have focused on each of the four factors (product / service, organizations, markets, ideals). Iranian companies have formulated their vision better from global companies.

In total, 46% of corporate visions have their attention to the products (services) in formulate their vision. Also, 32 percent of companies have focused on the organization, 65 percent on their markets and 89 percent on the ideals. The majority of companies (89 percent) have been focused on ideals in writing vision statement. Also note that 12% of companies consider each of the four categories. Table (4) is classified companies vision in 4 groups of both qualitative and quantitative vision, defeat the enemy, Role Model and internal change in the organization.

Table 4: Result of visions classification in term of BHAG

	Iranian Companies(47)	Global Companies(31)	TOTAL(78)
Quantitative Or Qualitative BHAGs	37(78.7%)	28(90.3%)	65(83.4%)
Common-Enemy BHAGs	-	-	-
Role-Model BHAGs	2(4.2%)	-	2(2.5%)
Internal-Transformation BHAGs	8(17.1%)	3(9.7%)	11(14.1%)

Most global companies (90 percent) have been used the quality and quantity feature BHAG to develop their vision. 9% of them used change BHAG. In the case of Iranian companies theses figure are 17% and 70% respect. Also, 4.2 percent of the Iranian companies have used the role model.

In total, 83% of companies elected quantity and quality BHAG, 2% role model and 14% pattern of

internal change in the organization are to formulate a vision statement. It can be show that from table (5) the amount of being green of vision and their consideration to 3categories social responsibility, environmental sensibility and moral behavior. Global Companies have more attention in being green in their visions.

Table 5: Results of analysis of green vision.

	Iranian Companies(47)	Global Companies(31)	TOTAL(78)
Social Responsibility	11(23%)	12(39%)	23(29%)
Environmental Sensitivity	3(6%)	-	3(4%)
Ethical Issues	7(15%)	6(19%)	13(17%)

The comparison between Iranian companies and global vision statement and mission can be seen that 74% of the world's top companies have stated social

responsibility in their vision. That is a high percentage compared with Iranian companies and it shows greater attention of these companies to issues

of social responsibility. The global companies focus on global environmental issues (67 percent) in their visions. While Iranian companies saw very little attention to the environmental issues that are participating in the study, only 3 of 78 Iranian companies are considering it (6%). Ethical Issues Company's global vision statement in global companies is more evident to Iranian companies. While 65 percent of companies in the developed world have expressed ethical issues in their vision, only 15 percent of Iranian companies have noted that.

5. Conclusion:

The results indicate that more than half of the Iranian companies and global vision consider six attributes of brevity, clarity and understandability, the future of change, express exact purpose and provocatively. But the ambitious feature of the companies' vision is muted. The comparison between Iranian companies and global, comes to the conclusion that the Iranian companies in compare with have less ambitious goals for them. Focus on Markets and ideals and vision of the company is at the appropriate level, but less than 50 percent of companies in Iran are given the two categories of products / services. Iranian companies have been more careful focus on the two categories organization and Market, and this will become clearer in the vision statement. The results of an analysis of vision based on the BHAG shows that Many Iranian and global companies have used qualitative and quantitative BHAG to formulate their vision statement and none of them choose defeat enemy BHAG for formulating their vision. This type of BHAG has been proposed for the new company, while the companies discussed here are big and famous companies. However, Analysis also revealed that the company's top companies in Iran give great attention to social responsibility in their mission statement, but Environmental issues and moral behavior(ethics) has no status in their vision statements.

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