

Content Analysis of the Mission, Vision, and Corporate Values of the Chambers and Commodity Exchanges in Turkey

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Abstract

Understanding the importance of strategic planning, such as private sector businesses, non-governmental organizations have taken many steps to develop their competencies in recent years. One of these steps has been the use of strategic planning, which can be considered an innovation in itself for the sector. One of the most important steps of strategic planning is the creation of mission, vision statements, and corporate values. Maximizing the activities and service quality of chambers and commodity exchanges, to which real and legal persons with the title of the merchant are legally obliged to be a member, is related to the forward-looking processes expressed in their strategic plans. The aim of the research is to analyze the mission, vision, and corporate values, which are the fundamental elements of the strategic plans of the chambers and exchanges affiliated with the Union of Chambers and Commodity Exchanges of Turkey (TOBB). 365 chambers and stock exchanges affiliated to TOBB, Turkey's largest non-governmental and non-profit organization, were included in the research, and their mission, vision, and corporate values were analyzed by content analysis method. As a result of the analysis, it has been revealed that the most repeated concept in the mission, vision, and corporate value statements of chambers and commodity exchanges is "service". It is anticipated that the research findings will contribute to the accreditation and strategic planning processes of chambers and exchanges representing the private sector in Turkey.

Keywords: Mission, vision, corporate values, chambers and commodity exchanges, content analysis
Jel Codes: M19

Türkiye'deki Oda ve Borsaların Misyon, Vizyon ve Kurumsal Değerlerinin İçerik Analizi

Stratejik planlamanın önemini anlayan özel sektör işletmeleri gibi sivil toplum kuruluşları da son yıllarda yetkinliklerini geliştirmek için birçok adım atmışlardır. Bu adımlardan biri de sektör için başlı başına bir yenilik sayılabilecek stratejik planlamanın kullanılması olmuştur. Stratejik planlamanın en önemli adımlarından biri misyon, vizyon ifadeleri ve kurumsal değerlerin oluşturulmasıdır. Tacir sıfatına sahip gerçek ve tüzel kişilerin yasal olarak üye olmak zorunda oldukları oda ve borsaların faaliyetlerini ve hizmet kalitesini en üst düzeye çıkarmak, stratejik planlarında ifade edilen ileriye dönük süreçlerle ilgilidir. Araştırmanın amacı, Türkiye Odalar ve Borsalar Birliği'ne (TOBB) bağlı oda ve borsaların stratejik planlarının temel unsurları olan misyon, vizyon ve kurumsal değerleri incelemektir. Türkiye'nin en büyük sivil toplum ve kar amacı gütmeyen kuruluşu olan TOBB'a bağlı 365 oda ve borsa araştırmaya dahil edilmiş, misyon, vizyon ve kurumsal değerleri içerik analizi yöntemiyle analiz edilmiştir. Analiz sonucunda oda ve borsaların misyon, vizyon ve kurumsal değer açıklamalarında en çok tekrarlanan kavramın "hizmet" olduğu ortaya çıkmıştır. Araştırma bulgularının Türkiye'de özel sektörü temsil eden oda ve borsaların akreditasyon ve stratejik planlama süreçlerine katkı sağlaması beklenmektedir.

Anahtar Kelimeler: Misyon, vizyon, kurumsal değer, oda ve borsa, içerik analizi
Jel Kodları: M19

1. Introduction

Strategic management practices have become increasingly important for organizations struggling to achieve ever-changing goals in an intensely competitive environment. The strategic management approach can be used by businesses affected by changes in the world to eliminate or reduce the impact of future uncertainty. Strategic planning is indisputably an important component in the implementation of strategic management. Strategic planning has a major role in helping public institutions and organizations, private businesses, and non-governmental organizations achieve their long-term ultimate goals. Over time, the concept and practice of strategic planning have been adopted worldwide in all sectors, from private to public, due to its contribution to organizational effectiveness and increasing performance. Strategic planning is also at the heart of the management and policy-making process of non-governmental organizations (NGO) because, thus, an NGO can define its future strategy or direction according to societal needs and allocate its resources to follow the strategy it has determined. Statements of “vision, mission and corporate values” that can be seen on an organization's web page or walls form the basic components of strategic planning. These expressions, which have become a common and expected fixture in all types of organizations, regardless of the sector, size or non-profit status, can be considered as a reflection of the corporate strategies of the enterprises (Cady et al., 2011: 65).

NGOs are non-political, non-profit organizations concerned with the welfare and socio-economic development of people. At the end of the 20th century, NGOs, whose size and services spread rapidly around the world, are considered as the third sector, apart from the public and private sectors. TOBB calls itself Turkey's largest non-governmental organization, which was founded on 15/03/1950. It is the parent company of 365 chambers and stock exchanges (Chambers of Commerce, Chambers of Industry, Chambers of Commerce and Industry, Chambers of Maritime Commerce and Commodity Exchanges) operating in 81 provinces and 160 districts in Turkey, and its headquarter is in Ankara (TOBB in brief). It can be said that the purpose of chambers and commodity exchanges is to serve their members by ensuring their commercial development is in line with their professional ethics. Chambers and commodity exchanges, whose main purpose of the activity is to serve their members, have specific importance in the country's economy as they contribute to the development of the sector and therefore the country by directing the professional activities of their members. It is a known fact that the professional activities of the members lead to increases in national income and employment rates. Based on all these, the aim of this research is to analyze the mission, vision, and corporate values statements of 365 chambers and commodity exchanges affiliated to the Union of Chambers and Commodity Exchanges of Turkey (TOBB), which is accepted as Turkey's largest non-governmental and non-profit organization. Despite the well-known importance of chambers and commodity exchanges, a study on the strategic management practices in these institutions as well as the analysis of mission, vision, and values could not be found in the literature research. Some of the studies similar to the subject of the research are as follows; Content analysis of the mission and vision statements in the banking sector (Aytar and Soylu, 2017), a comparative analysis of the vision, mission, and corporate values of 50 US companies (Brătianu and Bălănescu, 2008), analysis of the mission and vision statements related to the

strategic plans of higher education institutions (Özdem, 2011), the role of vision, mission and values statements in corporate identity management by commercial and charitable organizations (Spear, 2017), and the content analysis of the vision and mission statements of the companies operating in the Turkish Defense Industry (Ocak et al., 2016).

The document analysis method was used as the data collection technique in the study, which was determined as the analysis of the mission, vision, and values statements that form the basis of the strategic plans of the chambers affiliated with TOBB. From this point of view, the websites of 365 chambers and commodity exchange affiliated to TOBB (182 Chambers of Commerce and Industry, 56 Chambers of Commerce, 12 Chambers of Industry, 2 Chambers of Shipping, and 113 Commodity Exchanges) were examined in detail. In the first part of the research, there is a literature review on the concepts related to the study. The next section covers the methodology and the third section represents the findings. Finally, there is a conclusion and recommendations section based on the results of the analysis. It is expected that the research findings will contribute to these activities by shedding light on the accreditation and strategic planning processes of chambers and commodity exchanges.

2. Literature Review

One of the most important steps of strategic planning is the formulation of mission, vision and values statements. The success of strategic planning depends on the correct definition and formulation of vision and mission statements (Özdem, 2011: 1888). These expressions, which have become popular since the 1990s, are closely related concepts and are generally used to explain why the organization exists, what it is trying to achieve, what it represents and how it plans to do it (Cady et al., 2011: 65).

2.1. Mission

Brătianu and Bălănescu (2008: 20) defined organizations as living entities that have a vision, mission, and business wisdom and base them on some core values. Although they are confused with each other, vision and mission are two different concepts that reflect different existential time frames. There is no single definition of the concept of mission. It can be defined as the statement of an organization's work or "reason for existence" (Cochran et.al, 2008: 27). While this statement, which explains the purpose of the existence of the business, beyond making money, can be explained with a single sentence by businesses, it also can be determined longer. In general, the mission of an enterprise includes the mission statement, goals and values, principles, objectives, responsibilities, and obligations of that enterprise (Klemm et al., 1991: 74). In short, the concept of mission defines why the organization exists and the route it should follow to achieve its goal, and serves as a guide for organizational functions (Kılıç, 2010: 91). Another important role of the mission statement is to distinguish one organization from another and reveal its unique characteristics. Although opinions about its benefits are confused (Klemm et al., 1991:73); it can be said that it supports developing a strategy, identifying critical success factors, investigating key opportunities, making resource

allocation choices, and providing the necessary guidance to satisfy stakeholders (Brătianu and Bălănescu, 2008: 22).

Every business has a mission, whether written or not. Since mission statements are substantial for long-term gains and the survival of the company, a carefully defined and written mission also guides the more efficient use of resources (Altiok, 2011: 63). Some features that should be included in a mission statement (Ülgen and Mirze, 2010): it should include all employees in the organization and consists of common values and beliefs shared by each employee, reflect long-term goals, should intend for better and more success, be specific and specific to the business, and oriented both inside and outside the company. It is very important that the mission statement, which can also be expressed as the first step in determining a strategic direction to an organization, is defined clearly, precisely, and applicable. A mission statement can be expressed as the most visible and public part of a strategic plan (Cochran et. al, 2008: 28). Indeed, Klemm et al. (1991: 73) state that the mission statement has two main purposes, the first is public relations for external stakeholders and the other is to motivate the personnel within the company. In the simplest terms, the concept of mission, which defines the work of the company, highlights the organization's philosophy, values, and approaches to the business underline its difference from other companies, and serves as a guide for both internal and external stakeholders. Therefore, it can be stated that the mission statement is a critical element for the continuation of the success of the organization.

2.2. Vision

While the mission explains the reason for the existence, the vision reflects a future image of the company (Altiok, 2011: 62). Although there is not any consensus on the definition of vision in the corporate world (Kantabutra and Avery, 2010: 38), it can be briefly defined as a formal description of the desired, long-term state of the organization in the future (Kirkpatrick, 2017: 7). The vision statement in fact states 'where an organization is going'. Since it constitutes an important element of the strategic management activities of an organization, it should not reflect a fantasy or dream, but a realistic projection of what the company can be and achieve in the future. Additionally, the vision should not be just a slogan, it should also be applicable. Because a practicable vision motivates employees by focusing on a single goal and also provides the necessary strength to both employees and management in times of crisis and change (Altiok, 2011: 64).

Clayton (1997) claimed that a well-defined vision should have the following characteristics; strong, realistic, concrete, versatile, and purposeful (Brătianu and Bălănescu, 2008: 21). Besides, it can be said that an effective vision statement is clear, future-oriented, brief, idealistic-determined, unique, and a definition of success (Kirkpatrick, 2017:8; Kantabutra and Avery, 2010: 39). These features are expressions of how the vision is understood by all employees, define the desired situation in the future, provide an achievable future, define how the organization differentiates itself from other organizations, and how it measures to progress to the desired future (Kirkpatrick, 2017:8). However, strategically, the vision should be realistic about the resources and capabilities of the company, and it should also abide by the facts about the market, competition, technological, economic, and social conditions (Altiok, 2011: 62). Vision provides a healthy

planning forecasting for the future by providing a long-term perspective in the company. It is a source of motivation for employees with its guiding feature, it increases the productivity of employees by adding meaning to their work. A shared vision creates a synergy, gives inspiration and energy to employees (Altıok, 2011: 62; Doğan and Hatiipoğlu, 2009: 82). All these benefits show how important to develop a vision. Having a good vision or developing one is of strategic importance in today's extremely competitive environment because defining the vision statement is the lead to strategically setting goals and objectives. Identifying the vision allows the organization to analyze the current and future situation both by providing a long-term and broad perspective, and to determine how the situations that may be encountered in the future will affect the organization and to create the appropriate strategies (Doğan and Hatiipoğlu, 2009).

2.3. Corporate Values

Corporate values are another significant element that is as important as the mission and vision in the strategic management of an organization. Values are characteristics specific to the organization and that determine the thinking styles, behaviors, and reactions of employees in an organization. Quigley (1994) defined organizational values as the differentiating or basic beliefs that an organization stands for (Spear, 2017:161). Shared values define the basic character and the attitude of the organization that distinguishes it from others. Thus, it helps to create a sense of corporate identity. Value is not only top managers but also all stakeholders' reflection of internal considerations (Deal and Kennedy, 1988: 23). With a broader definition, corporate values can be described as the weight that decision-makers attach to alternative goals such as profitability, customer value, growth, satisfaction, or market share. Corporate values must be dealt with ownership so shareholders have importance in creating corporate values. When the organizations don't know their shareholders or the ownership structures are highly unstable, it will be difficult for organizations to adhere to the principles (Thomsen, 2004). To create strong corporate values, basic beliefs, moral and behavioral rules, goals and ideals, and decision-making criteria should be clearly defined (Kılıç, 2010: 84). Thus, determined and shared values this way allow employees to engage with the organization and to focus on the goals. Studies revealing the effect of corporate values on the organization have revealed that companies with excellent effectiveness in the market have distinctive and strong corporate values (Benligiray et al., 2010: 65). Establishing the vision and mission and corporate values are crucial for strategic management practices.

The statements of vision, mission, and values, which have started to become popular since the 1990s, are closely related concepts and are generally used to explain why the organization exists, what it is trying to achieve, what it represents, and how it plans to achieve its goals (Cady et. al., 2011: 65). Briefly; a vision can be expressed as the picture of the future that the organization is trying to establish, the mission is the answer to why the organization exists, and the values are the answer to how to act to reach the vision (Mirvis et al., 2010: 317). Vision, mission, and values act as an integrator that makes the organization resistant to impacts to gain sustainable competitive advantage (Altıok, 2011: 64).

3. Related Literature and Studies

Some of the studies on vision, mission, and values examined and analyzed the concepts separately (eg Verma 2009; Kantabutra and Avery, 2010). In addition, some researchers have revealed studies that examine both mission and vision, and some that deal with three concepts at the same time. For example, Spear's (2017) study, which examined all three concepts at the same time, analyzed the vision, mission, and values statements of commercial organizations and charities. According to the results of this study, it was determined that 46% of commercial organizations and 45% of charities have vision statements on their websites. Mission statements were found to be less (23%) in commercial institutions and more (58%) in charities. When value statements were examined, it was seen that commercial companies had more value statements on their websites than charities (64% compared to 35%). When the companies that declare all three values at the same time on their website are examined, it was revealed that this rate is 9% in commercial companies and 18% in charities.

Cortés Sánchez's (2018) research, on the other hand, examined universities around the world and identified the most and the least frequently (society, students, teaching, and education; youngest universities) repeated expressions in the mission and vision statements. However, they revealed that the vision and mission statements of universities do not have a distinctive feature, and also there is no similarity between the terms used by private firms and universities. Similarly, in Ozdem's (2011) study, which was examined universities in Turkey, the most frequently emphasized themes in the mission and vision statements of the universities ("Providing Services for the Training of Qualified Workforce" in the mission statements, "Services for the Research Function" in the vision statements) were determined, but the It has been revealed that all universities have a similar mission and vision statements. Bonerama's research (2006) examined the mission and vision statements of private schools. It was analyzed that the vision and mission statements using different categories such as the unique characteristics of the schools, their aims and objectives, and the services they provide. The results of the analysis revealed that there are differences between schools in terms of goals and objectives. In addition, a study was conducted by Ocak and Karabulut (2017) to determine the similarities and differences between the elements used in the vision and mission statements of universities in Turkey and England. The results revealed that all vision and mission statements are research-oriented, student-oriented, society, and employee-oriented, besides scientificity, innovation, quality, entrepreneurship themes are common for all universities of both countries. In this direction, it has been observed that there is no fundamental difference between the vision and mission statements of the universities examined in both Turkey and England.

In the study of Aytar and Soylu (2017), the content analysis of the vision and mission statements of public banks, private banks, and foreign banks in Turkey was carried out and some conceptual and thematic differences were revealed. According to the results of the research, when the mission and vision statements of the banks in the Turkish banking sector were evaluated in general, it was stated that the concepts of customer, value, and service were prominent among the mission statements and these concepts were shaped on the themes of customer satisfaction and value creation. When the vision statements of the sector were

analyzed, it had been determined that the concepts of the bank, leader, and Turkey come to the fore and the aim of the banks in the Turkish banking sector to be a pioneer, leader, and innovative bank in Turkey was clearly stated. Chun and Davies (2000) examined the relationship between the vision and mission statements of companies in three different sectors (computer manufacturers, specialist retailers, and commercial banks) and their positioning strategies and revealed that these companies use vision-mission statements to position themselves. In addition, the research has also determined that the mission and vision statements used by companies are different from each other in terms of content. In Özyay's (2019) study, the concepts of mission and vision on the website of 100 different companies, associations, foundations, and organizations from various sectors were examined. In these statements, it was stated that the concepts of being stakeholder-oriented, leadership in the sector, innovation, social sensitivity, sustainability, change and development, and prestige in the field were emphasized respectively. In their study, Erol and Kanbur analyzed the mission and vision statements of the first 100 big companies in Turkey and determined that self-confidence, leadership, innovation, and competitiveness are the dominant entrepreneurial characteristics in these companies. (Erol and Kanbur, 2014: 115).

4. Methodology

Document analysis which was used as a data collection technique in this research includes the analysis of written materials containing information about the facts and cases that are aimed to be investigated (Yıldırım and Şimşek, 2006: 187). This study covers the chambers and commodity exchanges in Turkey. In order to collect the required data, the websites of the institutions have been analyzed and the mission, vision, and corporate values of the participant units have been deeply analyzed. The population of the research covers the 365 units related to TOBB. Websites of 182 Chambers of Commerce and Industry, 56 Chambers of Commerce, 12 Chambers of Industry, 2 Chambers of Shipping, and 113 Commodity Exchanges have been included in the research process. Websites of the units have been taken from the official website of TOBB. During the data collection, it is seen that some of the units don't have updated or active websites so some of the data couldn't have been obtained due to the not working websites.

5. Findings

First of all, the websites of the chambers have been found on TOBB's official website. Each of the official websites of the chambers has been visited. When websites of 182 Chambers of Commerce and Industry, 56 Chambers of Commerce, 12 Chambers of Industry, 2 Chambers of Shipping, and 113 Commodity Exchanges were analyzed, it was found that some of the domain names and hosting services are missing. Accordingly, it was determined that four of the Chamber of Commerce and Industry, two of the Commodity Exchange, and one of the Chamber of Commerce do not have an online website.

Besides that, the websites of the units were analyzed and were found that thirty-two of all units (365) in TOBB don't have mission, vision, and value statements on their websites. Table 1 shows the number of units that don't have any vision, mission, and value statements on their official websites. It is seen that 21

of the Chambers of Commerce and Industry, 7 of the Commodity Exchanges and 4 of the Chambers of Commerce don't have their corporate values on their websites.

Table 1. Units without Mission, Vision, and Value Statements

Chambers of Commerce and Industry	21
Commodity Exchanges	7
Chambers of Commerce	4
Total	32

Table 2 shows the mission statement analysis of the units. When the data are analyzed, it is seen that 182 chambers of commerce and industry have 6,587 words in their mission statements and 1626 words of the total corpus are non-repeated and have a unique form. The most frequently used words in this type of group are service (81), members (64), economical (58), social (52), provide (44). The main emphasized word in chambers of commerce and industries is “Service”. When the commodity exchanges are analyzed, it can be inferred that 113 units have a long text when the missions are unified and analyzed. As in the former group, the most frequently used word is “Service” (50). The third group consists of 56 chambers of commerce and service (55), members (51), economic (20), framework (19) are the main word categories in this type of chamber. There are only 2 chambers of shipping in Turkey and when this group is analyzed, it is seen that mission statements cover 71 total words and 59 unique word forms and maritime (3), competition (3), increase (2) and development (2) are the main words used in mission statements. Lastly, 12 chambers of industry are analyzed and it has been found that value (7), service (5), contribute (5), sustainable (4) are the most frequently chosen words in order to present a proper mission statement on their websites.

Table 2. Analysis of the Mission Statements of the Units

Type of the Unit	The Number of the Units	Most Frequently Used Words in Mission Statements	Corpus Features
Chambers of Commerce and Industry	161	Service (81); Members (64); Economical (58); Social (52)	6,587 total words and 1,626 unique word forms
Commodity Exchanges	106	Service (50); Framework (49); Members (43); 5174 (39)	4,662 total words and 1,275 unique word forms
Chambers of Commerce	52	Service (55); Members (51); Economic (20); Framework (19)	2,997 total words and 1,045 unique word forms
Chambers of Shipping	2	Maritime (3); Competition (3); Increase (2); Development (2)	71 total words and 59 unique word forms
Chambers of Industry	12	Value (7); Service (5); Contribute (5); Sustainable (4)	361 total words and 222 unique word forms

Table 3 shows the vision statement analysis of the TOBB units. Table 3 gives the data of vision statements of the chambers. When the data analyzed it is seen that economical (55) chamber (50), institution (48), service (39), leader (35) are the most frequently used words in 161 chambers of commerce and industry’s vision statements. Commodity exchanges use stock market (55), service (45), agriculture (32), continuous (30), institution (29) words frequently. Also, chambers of commerce prefer the words chamber (29), economic (19), institution (17), social (16), trade (16). As it is expected in chambers of shipping, the main words are country (3), sailor (2), accredited (1), and growing (1). The last group that is chambers of industry uses the words such as pioneer (5), competition (5), industry (5), and economical (3).

Table 3. Analysis of the Vision Statements of the Units

Type of the Unit	The Number of the Units	Most Frequently Used Words in Vision Statements	Corpus Features
Chambers of Commerce and Industry	182	Economical (55); Chamber (50); Institution (48); Service (39); Leader (35)	5,786 total words and 1,706 unique word forms.
Commodity Exchanges	113	Stock Market (55); Service (45); Agriculture (32); Continuous (30); Institution (29)	3,816 total words and 1,215 unique word forms.
Chambers of Commerce	56	Chamber (29); Economic (19); Institution (17); Social (16); Trade (16)	2,005 total words and 860 unique word forms
Chambers of Shipping	2	Country (3); Sailor (2); Accredited (1); Growing (1)	42 total words and 34 unique word forms
Chambers of Industry	12	Pioneer (5); Competition (5); Industry (5); Economical (3)	275 total words and 189 uniq word forms.

Table 4 lets the authors comment on the most frequently used terms in mission and vision statements. All of the units having an active website and serving the mission and vision statements on their websites use the words such as service (81), members (64), economical (58), and social (52) in their missions. Besides that, it can be easily seen that economical (55), chamber (50), institution (48), service (39), and leader (35) are the most preferred terms in vision statements.

Table 4. Comparison of the Most Frequently Used Words in Mission and Vision Statements

Units	Mission Statements	Vision Statements
Chambers of Commerce and Industry	Service (81); Members (64); Economical (58); Social (52)	Economical (55); Chamber (50); Institution (48); Service (39); Leader (35)
Commodity Exchanges	Service (50); Framework (49); Members (43); 5174 (39)	Stock Market (55); Service (45); Agriculture (32); Continuous (30); Institution (29)
Chambers of Commerce	Service (55); Members (51); Economic (20); Framework (19)	Chamber (29); Economic (19); Institution (17); Social (16); Trade (16)
Chambers of Shipping	Maritime (3); Competition (3); Increase (2); Development (2)	Country (3); Sailor (2); Accredited (1); Growing (1)
Chambers of Industry	Value (7); Service (5); Contribute (5); Sustainable (4)	Pioneer (5); Competition (5); Industry (5); Economical (3)
All Units (n: 333)	Service (193); Members (135); Framework (112); Economic (107); 5174 (100)	Service (99); Economic (98); Institution (97); Chamber (85); Social (72)

The data given in Table 5 give the most frequently used words in corporate values of the TOBB units. While the term “service” is the mostly used word in corporate values of Chambers of commerce and industry, commodity exchanges and chambers of commerce; due to the number of chambers of shipping is only two, the corporate values have 65 unique words and almost all of the words are used only one time, However, corporate values of chambers of industry prefer the words industry, continuous and quality. Also, when the corpus data are analyzed, it can be seen that in spite of the numbers of chambers of commerce (56), corporate values have long sentences and more words when compared to the other type of TOBB units.

Table 5. Analysis of the Corporate Values of the Units

Type of the Unit	The Number of the Units	Most Frequently Used Words in Corporate Values	Corpus Features
Chambers of Commerce and Industry	182	Service (149), Continuous (109); Quality (107), Management (90), Transparent (70), Satisfaction (69), Social (55), Responsibility (48)	9,076 total words and 2,358 unique word forms
Commodity Exchanges	113	Service (86), Quality (78), Continuous (64), Satisfaction (57), Management (50), Responsibility (32), Innovation (31), Integrity (20), Impartial (20)	3,959 total words and 1,340 unique word forms.
Chambers of Commerce	56	Service (108), Continuous (94); Information (77), Management (66), Politics (50), Quality (45), Satisfaction (41), Trade (33), Transparent (28),	7,225 total words and 2,312 unique word forms.
Chambers of Shipping	2	Basic (2), Ethics (1), Impartiality (1), Efficiency (1), Responsibility (1) (Transparency (1), Satisfaction (1), Responsiveness (1), Quality (1) etc.	72 total words and 65 unique word forms.
Chambers of Industry	12	Industry (11), Continuous (10), Quality (9), Management (8), Social (6)	792 total words and 479 unique word forms

6. Conclusion

The effectiveness of the activities of the chambers and commodity exchanges, to which legal persons and entities with the title of merchants are legally obliged to be a member, is related to the forward-looking strategies and processes expressed in their strategic plans. In general, every 3 or 5 years NGOs focus on creating a strategic plan and positioning themselves in line with their long-term goals. The effectiveness and success of strategic planning depend on the correct formulation of mission, vision, and corporate value statements. This research aims to analyze the mission, vision, and corporate values that form the basis of the strategic plans of the chambers and exchanges affiliated with TOBB. From this point of view, the websites of 365 chambers and exchanges affiliated to TOBB were examined in detail, and the mission, vision, and corporate values statements were examined.

The findings of the study showed that in the mission statements of chambers and commodity exchanges in Turkey, the concept of "service" is most frequently emphasized. After the service, the other two concepts that are most frequently emphasized are "members" and "framework". Similarly, the most frequently used

concept in vision statements was determined as "service". This is followed by the concepts of "economic" and "institution", respectively. The most frequently used word in corporate values of the TOBB units is again the term "service". The second frequently used concept is "continuous". It can be said that the main purpose of the establishment of chambers and commodity exchanges is to meet the needs of their members by fulfilling the services written in the legislation. From this point of view, it is not surprising that the concept of "service" is the most frequently repeated concept in both mission and vision statements. The second most frequently repeated concept in mission statements has been identified as "members". It can be said that chambers and commodity exchanges were established with the aim of being a guide to their members in the most basic sense. The fact that the concepts of "service" and "members" are the most frequently used in mission statements can be accepted as an indicator of these goals. It has been determined that the second most frequently used concept in vision statements is "economic". Considering that each chamber and commodity exchange aims at first its own members and then the economic development of the country, it can be said that the frequent repetition of this concept is also an expected situation. The second most frequently used concept in corporate values explanations is "continuous". Maintaining the continuity of the corporate values that determine the basic character of organizations can facilitate the future steps of any business. As a result, the findings of the analysis revealed that almost all of the chambers and commodity exchanges in Turkey have a mission and vision statement. It is important for chambers and commodity exchanges to determine the mission and vision statement, which is an important step in strategic planning, especially for accreditation initiatives. Each chamber and exchange should have a clear, written mission and vision statement in a way that each member can understand, in line with both their own strategic plans and their duty to guide their members.

The difference of this study from other similar studies can be defined in two aspects. First, studies on the analysis of mission, vision, and value statements have focused more on private sector institutions. The number of academic studies examining non-governmental organizations in this context is limited. The second is that content analysis, which is a qualitative method, was used as a research method. It is recommended that similar studies to be carried out in the future should not only study and analyze the mission, vision, and value statements of non-governmental organizations, but also all of the strategic plans they have declared.

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Research and Publication Ethics:

In this study, the rules of research and publication ethics were fully followed by author.

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