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MISSION AND VISION: THE IMPLEMENTATION OF THE GENRE BY POLISH COMPANIES

Corporate mission statement is a genre used globally by managers to motivate the employees and to create a good image of the firm. The objective of the research is to analyse, from the linguistic point of view, how Polish companies adapt the genre. In particular, the analysis focuses on how the managerial objectives influence register choices and whether the genre has developed any permanent, or recursive, structural features. The study focuses on statements of missions and vision of 81 companies Polish companies listed on the Warsaw Stock Exchange.

1. Introduction

The literature that analyses mission statements from the managerial point of view is probably impossible to cover. The major researchers to be mentioned here are Christopher Bart (1997, 2001), Andrew Campbell and Sally Yeung (1990), John A. Pearce II (1982), Adam Stabryła (2000) or Jerzy Supernat (1998, 2000). As far as the linguistic analysis of the genre is concerned, one may observe relatively much less interest. The surveys by Gail T. Fairhurst (1993), Priscilla S. Rogers and John M. Swales (1990) and above all John M. Swales and Priscilla S. Rogers (1995) seem to be the major contributions made by linguists in this field. In Poland it is the research made by Piotr Mamet (2004, 2005a, 2005b), Piotr Mamet and Barbara Mierzyńska (2005) that concentrates on the genre. It is also Maja Wolny-Peirs (2005, pp. 131–141) who analyses the genre in terms of the features of the language of success. The latter project is also worth mentioning as the first one to deal with mission statements of Polish companies.

The aim of the article is to further the linguistic research of corporate missions mentioned above. A more specific aim is to analyse how the genre developed by contemporary management theories worldwide has been adapted by the Polish business community and thus, to continue the research on mission statements of Polish companies started by M. Wolny-Peirs (2005). In other words the aim is to analyse linguistic-

ally how mission statement, being the genre of corporate management, is globalised in the process if its adaptation by corporations that, following the process of economic transformation, introduce international methods of management.

The analysis is based on the analysis of mission statements of 81 Polish companies listed on the Warsaw Stock Exchange. The terms *mission* and M&V (the latter used to follow MiW abbreviation suggested by M. Wolny-Peirs) will be used in the article interchangeably.

2. Mission statement – definition and functions

The definition proposed by G. Nightingale defines mission statement in the following way: "...a statement of vision, or ambition that defines success and establishes the ground rules by which success will be achieved for a particular company or institution; the articulation of management's intent regarding the future of an organisation, expressed in aspirational terms..." (1993, p. 19).

The origin of mission statement and the reasons of its popularity must be seen in connection with the concepts of management, especially human resources management. M. Wolny-Peirs (2005, p. 132) rightly indicates that origins of the concept may be traced back to T. Levitt's article *The Marketing Myopia*, which stressed the importance of formulating the corporate strategy in a manner that concentrates on the clients' needs instead of technologies (*ibid.*). John Galbraith's research (1985) shows that changes in employee management, have evolved from compulsion through financial reward to identification.

Another issue that has to be addressed is that of the relationship between mission and vision. The border line between the two notions seems to be disputable. A. Stabryła quotes research indicating that the term "mission" is used much more often and sometimes also as a synonym of "vision" (2000, p. 49).

3. Linguistic analysis of missions and visions

In terms of a model of an act of communication a mission statement may be treated as a message, the sender of which is the company, presumably its management. The recipients of a mission statement may be divided into two principal groups as it is indicated by Mamet (2005a, p. 45). The first group consists of the company employees, people who are in the company. The other group is more complex and it consists of stakeholders, i.e. people outside the company such as shareholders, clients, suppliers, local or global communities,

J. Swales and P. Rogers (1995, p. 226) draw a border line between corporate missions as "...carriers of culture, ethos and ideology..." similar to inspirational speeches and goal oriented genres like orders or contracts. This involves the use of collective *we* as a tool of serving affiliation and inspiration (p. 231).

M. Wolny-Peirs (1995) analyses M&Vs as a variety of what she calls “the language of success” and she identifies its structural generic features that will be presented in the analytical part of this article. The researcher also draws attention to the up-beat style as well as technical and professional character of M&Vs.

Mamet (2005a, p. 252) observes that there does not seem to exist any single and well prescribed set of rules that determine the structure, content and form of M&Vs. J.M. Swales and P.S. Rogers (1995, p. 225) observe that missions may take the forms of single page documents, folded flyers, booklets, slogans, mottos or catch phrases.

Another useful concept, i.e. the discourse colony has been developed by Michael Hoey (1986, pp. 1–26) who maintains that one may find discourses which, although they function as a whole, consist of many different, modular and autonomous chunks of texts. They may be read and understood separately and without referring one to another. The examples of discourse colonies are encyclopaedias, newspapers as well as shopping lists. In his research of American and British mission statements Mamet (2005a, p. 167–174) indicates that discourse colony as a type of structure is often used in mission statements. They tend to take the form of multipoint texts held together by dots, points, sizes and colours of fonts and the like. Clusters of points may go under different titles, subtitles, etc. They make it possible to draft texts which are much longer than slogans but remain manageable. They may also include many or all components of the mission and address different groups of recipients in an orderly manner. The readers may pick up the module which is addressed to them and/or covers the mission component which they find relevant.

For the sake of simplicity one may say that the search for a generic structure of a text is connected with the identification of text patterns, the structural elements that occur on a more or less regular basis (Dudley-Evans and St John, 1998, pp. 87–91). J. Swales (1990, p. 141) calls such units moves and steps. In this project the structural elements searched for were defined as components of the mission following the concept presented by P. Mamet (2005a, p. 39) and elements (Wolny-Peirs, 2005, p. 136). Both of them will be presented in more detail in the following, analytical part.

4. The analysis

As said before, the corpus consists of texts from 81 companies listed on the Warsaw Stock Exchange. This amounts to 6155 orthographic words in 339 sentences. All the texts were downloaded from the corporate Web pages. The names of companies written in block letters are given next to quotations from the M&Vs. The English translations, regardless of their quality were taken from the corporate pages unless translated by the author and marked (PM). Enclosure 1 contains the list of the Internet addresses of the quoted M&Vs.

The decision to qualify a text as a M&V is by no means an easy task. M&Vs come under a variety of titles, some of them are hidden in the text without any heading (POLCOLORIT, PROKOM SOFTWARE). Narrowing the choice to texts entitled as Mission (Wolny-Peirs, 2005, p. 134) offers clear cut criteria. The problem is that titles

may be very misleading and such a limitation might exclude some valuable samples of M&V such as Johnson and Johnson's *Our Credo*, which is considered to be one of the best formulated missions (Supernat, 2000, p. 336). In this research a mixed approach was adopted. The titles including the words *mission* or *vision* were taken into consideration and they form the majority of the corpus. The corpus also includes samples where the words mission or vision are "hidden", i.e. they do not occur in the title but inside the text.

4.1. The generic structure of M&Vs

M. Wolny-Peirs identifies four types of structural elements to be found in M&Vs, i.e.:

- Area – a kind of introduction that presents the social context of a firm's operations in a broad and objective way.
- Reason – the sources of a company's success and of its unique character.
- Message – the real mission, the company *credo*, often written in an official or even pathetic style.
- Forecast – the presentation of plans and intentions of a corporation (2005, p. 136–138).

The model presented above was applied to the analysed corpus. Table 1 below presents the results of the analysis in terms of classification of texts according to the occurrence of the indicated components.

Table 1. Area + Reason + Message + Forecast as components of M&Vs
(own study based on the concept developed by Maja Wolny-Peirs, 2005, p. 136–138).

| M&V componential structure | No. of M&Vs |
|------------------------------------|-------------|
| Area + Reason + Message + Forecast | 2 |
| Reason + Message + Forecast | 21 |
| Message + Forecast | 14 |
| Reason + Message | 33 |
| Message | 11 |
| Total | 81 |

The breakdown of the occurrence of particular components may be summarised in Table 2.

Table 2. The occurrence of Area + Reason + Message + Forecast as components of M&Vs
(own study based on the concept developed by Maja Wolny-Peirs, 2005, p. 136–138).

| | |
|----------|----|
| Area | 2 |
| Reason | 56 |
| Message | 81 |
| Forecast | 37 |

Message appears 81 times, i.e. it is present in all M&Vs. This may be easily explained by the fact that this is the essential component, which constitutes the mission. On the other hand the structural breakdown presented above, especially the almost total absence of the first component (Area) confirms the observations made both by M. Wolny-Peirs (2005, p. 136) and Mamet (2005, p. 252) that M&Vs do not follow any well defined or prescribed linguistic pattern.

Another tool that may be applied to analyse the structure of M&Vs is to check the occurrence of components prescribed by the theory of management as obligatory in this type of text. Mamet (2005a) suggests the list of components based on such major sources consulted as Ferdinand de Bakker (Bakker, 1993; David, 1990; Falsey 1989; Graham and Havlick, 1994; Pearce, 1994; Supernat, 1998; Wiernek 1994). The list proposed by P. Mamet includes the following components:

- Company profile – its line of business and/or the major technologies it applies.
- Vision and goals.
- Corporate values, philosophy, strategies, self concept.
- Market and clients
- Employees
- Local (or global) community and stakeholders (Mamet, 2005a, p. 39)

The occurrence of the components and their patterns are summarised in Table 3 below.

Table 3. Components of M&V – occurrence and patterns (own study)

| A | B | C | D |
|----|--|---|----|
| 1 | Profile + Vision and goals + Values, philosophy, strategies and self concept + Market and clients | 4 | 13 |
| 2 | Profile + Values, philosophy, strategies and self concept + Market and clients | 3 | 11 |
| 3 | Profile + Vision and goals + Values, philosophy, strategies and self concept + Market and clients + Local community and stakeholders | 5 | 11 |
| 4 | Profile + Vision and goals + Values, philosophy, strategies and self concept + Market and clients + Employees + Local community and stakeholders | 6 | 10 |
| 5 | Values, philosophy, strategies and self concept + Market and clients | 2 | 5 |
| 6 | Profile + Values, philosophy, strategies and self concept | 2 | 4 |
| 7 | Profile + Vision and goals + Values, philosophy, strategies and self concept + Market and clients + Employees | 5 | 4 |
| 8 | Vision and goals + Values, philosophy, strategies and self concept + Market and clients + Employees + Local community and stakeholders | 5 | 3 |
| 9 | Profile + Values, philosophy, strategies and self concept + Market and clients + Employees + Local community and stakeholders | 5 | 3 |
| 10 | Vision and goals + Values, philosophy, strategies and self concept + Market and clients + Local community and stakeholders | 4 | 3 |

| | | | |
|----|---|---|---|
| 11 | Profile + Vision and goals + Values, philosophy, strategies and self concept + Employees + Local community and stakeholders | 5 | 2 |
| 12 | Profile + Values, philosophy, strategies and self concept + Market and clients + Employees | 4 | 2 |
| 13 | Profile + Vision and goals + Values, philosophy, strategies and self concept | 3 | 2 |
| 14 | Values, philosophy, strategies and self concept | 1 | 1 |
| 15 | Vision and goals + Values, philosophy, strategies and self concept + Local community and stakeholders | 3 | 1 |
| 16 | Vision and goals + Values, philosophy, strategies and self concept + Employees + Local community and stakeholders | 4 | 1 |
| 17 | Vision and goals + Values, philosophy, strategies and self concept + Market and clients | 3 | 1 |
| 18 | Values, philosophy, strategies and self concept + Employees + Local community and stakeholders | 3 | 1 |
| 19 | Profile + Values, philosophy, strategies and self concept + Local community and stakeholders | 3 | 1 |
| 20 | Values, philosophy, strategies and self concept + Market and clients + Employees | 3 | 1 |
| 21 | Vision and goals + Values, philosophy, strategies and self concept | 2 | 1 |

- A. Item No
- B. Mission components
- C. No of mission components
- D. No of occurrences of mission components

The data in Table 4 summarise the total number of components in M&Vs

Table 4. Number of mission components in the analysed M&Vs (own study)

| No of components | No of M&Vs |
|------------------|------------|
| 6 | 10 |
| 5 | 23 |
| 4 | 19 |
| 3 | 18 |
| 2 | 10 |
| 1 | 1 |

The occurrence of particular components is presented in Table 5.

Table 5. Total occurrence of mission components in the analysed M&Vs (own study)

| Mission component | + | - | Total |
|---|----|----|-------|
| 1 Profile | 63 | 18 | 81 |
| 2 Vision and goals | 49 | 32 | 81 |
| 3 Values, philosophy, strategies and self concept | 81 | - | 81 |
| 4 Market and clients | 67 | 14 | 81 |
| 5 Employees | 27 | 54 | 81 |
| 6 Local community and stakeholders | 36 | 45 | 81 |

The data presented in the Tables above indicate that:

- There is no single prevailing pattern of the occurrence of mission components. Only four different patterns occur 10 times or more and they form 55,56% of the analysed corpus.
- Only 10 M&Vs (12,23%) contain all six prescribed components, however as many as 23 M&Vs (28,4 %) contain five components.
- *Values, philosophy, strategies and self concept* is the only component present in all M&Vs, however *Market and clients* and *Company profile* are in lead with 67 (82,7%) and 63 occurrences (51,03%) respectively. *Vision and goals* which appears in 49 M&Vs (60,49 %) is the last component whose occurrence exceeds 50 %,.

Another way to analyse the generic features of M&Vs is to analyse their text structure and potential regularities that may occur in this area. Mamet (2005a, pp. 155–166) divides texts of missions into several categories, which include texts no longer than one paragraph and texts that consists of two or more paragraphs in different configurations including list and subtitles.

4.1.1. One paragraph texts

Texts within this category may consist of one phrase or sentence. Paragraph consisting of several sentences is the maximum unit, e.g.

- Corporate Mission Customer satisfaction and trust based on security and a professional and comprehensive service to provide the highest quality products and services. [ABG SPIN S.A]

There are 32 (39.51 %) M&Vs that represent his kind of structure. A sub-category may be identified within this group, i.e. M&Vs that consists of one sentence. There

are 10 texts (8.1%) of this type in the analysed corpus. They are related to a specific generic form mentioned above, i.e. called slogans, mottos or catch phrases (Swales and Rogers, 1995, p. 225). The best and shortest (5 words) example of this generic form is the M&V of HUTMEN:

We create products which satisfy our customers

4.1.2. *Modular texts, which may be further classified into the following types.*

4.1.2.1. *Two or more paragraph texts.* This covers texts which contain no sub-titles, lists nor points, etc.

STALEXPORT is a desired commercial partner in the range of export, import and domestic turnover of steel products and raw materials as well as the processing of steel products and the development of the motorway activity.

STALEXPORT SA conducts its mission via strategic actions whose aim is to maintain STALEXPORT'S high position and significance on the domestic market and a respected position on world markets.

This is the second largest text type found in 21 M&Vs (25.93 %).

4.1.2.2. Texts divided into smaller, more or less autonomous, units with their own subtitles.

VISION:

“Polmos” Białystok Joint Stock Company is a firm which:

- offers high quality products compatible with international standards
- is environment friendly
- is safe and open to the needs of its employees
- contributes to the development of the region.

MISSION:

To satisfy even most sophisticated consumer's tastes relying on age-long tradition of producing vodkas and spiritus. [POLMOS **Białystok**]

The analysed corpus contains 12 (14.81 %) texts of this type. It is noteworthy that the words *Mission* and *Vision* often form subtitles which simultaneously divide the text into more or less autonomous modules.

4.1.2.3. Texts divided into smaller units by means of lists, number, points, etc.

There are only 3 texts of this type, i.e. 3.70 % of all the M&Vs, e.g.:

BEST S.A. provides debt recovery services of the highest quality (...)

BEST S.A. values the strategic partnership with its Clients (...).

BEST S.A. guarantees its debtors the clarity and fairness of its activities (...)

This example is even more interesting since it uses the company name instead of points or numbers. Texts within this category often have a mixed character, eg.:

The Fasteners Factory in Łañcut ŚRUBEX SA is a renowned manufacturer of fasteners which provides a high-quality products for the domestic and foreign customers.

The key factors of our success are:

- A processing management system directed to the clients
- Keeping up of advantage among the concurrence
- Organizational and technological development
- Maximal engagement and motivation of our staff.

Strong and stable market position guarantees value and ensures satisfaction of our clients and gaining of better economical results of us. [ŚRUBEX]

There are 13 (16.05 %) mixed type texts in total, and they complete the number of analysed M&Vs.

The texts that consist of modules have much to do with the concept of discourse colony. Modular components such as points, or subtitles make it easier to read the text. Moreover, they form but also they make it possible to find more or less independent chunks of text addressed to different groups of people or tackling different issues.

4.2. Style and register of mission statements

The multiple tasks of M&Vs have a major impact on the style they are written in. They are to motivate. According to G. Nightingale (1993, p. 19), they are to create a good image and should use the same to address large and differentiated groups of people both inside and outside the company. Sometimes the only way to achieve this is to use the style that renders what G.T. Fairhurst (1993, p. 336) calls "...a strategic level of generality and ambiguity..." The analysed corpus contains good examples of such a concept, e.g.

There may be many roads to success. *We give you* the best one [LSISOFTWARE. SA].

In fact such an M&V could be used by any company regardless of its line of business, preferred values. The advantage of his message is that it uses dead metaphors, simple words and grammar forms and it may be easily classified as a sample of general language.

The simplicity of M&Vs is, to some extent also confirmed by an almost total absence of sentences in the Passive Voice in the analysed corpus. It is also the average sentence length (18.12 words) that makes the analysed M&Vs easy to read, understand, and remember.

4.2.1. Vocabulary connected with M&V components

The occurrence of components prescribed by the theory analysed above, has its linguistic dimension in terms of the occurrence of related lexemes. This relationship may be indicated in the following Table.

Table 6. Lexical items corresponding with M&V components
(own study based on <http://www.wordcounter.com>. 2007-10-11)

| M&V component | Major lexemes related (no. of occurrences) |
|---|---|
| Company profile (line of business major technologies) | <ul style="list-style-type: none"> ▪ product (53), ▪ service (36), ▪ technology (28), ▪ production (17), ▪ product (17), ▪ enterprise(17), ▪ business(15), ▪ sale (14), ▪ institution (11), ▪ service (9), ▪ manufacturer (9), ▪ distribution (7), ▪ branch (6), |
| Vision and goals | <ul style="list-style-type: none"> ▪ mission (108), ▪ develop/development (66), ▪ goal (930), ▪ vision (25), ▪ strive (24), ▪ solution (17) |
| Corporate values, philosophy, strategies, self concept. | <ul style="list-style-type: none"> ▪ value (37), ▪ strategy(28), ▪ investment/invest (20), ▪ activity (19), ▪ create (18), ▪ safety (17), ▪ efficiency (14), ▪ innovation (14), ▪ competition (14), ▪ leader 14), ▪ success (13), ▪ improvement (12), ▪ satisfaction (12), ▪ cooperation (10), ▪ trust (10), ▪ consistently (7), ▪ competence (5), |
| Market and clients | <ul style="list-style-type: none"> ▪ client (122), ▪ market (48), ▪ market position (28), ▪ offer (27), |

| | |
|--|--|
| Employees | <ul style="list-style-type: none"> ▪ employee (28), ▪ employment (18), ▪ job environment (2) |
| Local (or global) community and stakeholders | <ul style="list-style-type: none"> ▪ shareholder (22), ▪ partner (18), ▪ recipient/consumer (6), ▪ natural environment (1) |

Some special attention should be given to lexical items which are related to the axiological dimension of M&Vs. Positive values may inspire people to work together in their pursuance and observance. Moreover, they also show the company activities in a way that is desired by its stakeholders.

4.2.2. Collective forms

M&V is about identification. It is addressed to many people of different position, status and rank in order to get them together around corporate goals and activities. Hence the use of the rhetoric of identification – the use of deictive devices, e.g. *we*, *our*, that eliminate all kinds of divisions and stress teamwork together with shared feeling and duties, responsibilities or benefits. This may be best illustrated by the fact that the lexeme *our* appears 129 times in the analysed corpus. Collective forms such as the use of first person plural or *nasz* lexeme occur in 42 M&Vs, e.g.

- What is our mission? We invest for the future. As the market leader, we know that ... [BUDIMEX]
- Our vision: We want to be one of the best European companies in installation industry. [ORZEL]

This collective style contrasts with the formal style where companies write about themselves, their activities, missions and vision in the third person singular, e.g.

- Powszechna Kasa Oszczędności Bank Polski has been and will be a universal bank with a Polish profile for whom the **CLIENT** is the most important asset. [PKO BP]

Texts written in the latter manner are probably conceptually and mentally rooted in the language of reports, registration documents and similar genres of the official style where company data have to be presented in an objective and unemotional way. The total number of texts containing such forms amounts to 49. In some texts both the collective and 3rd person singular forms can be found. Generally speaking the occurrence of deictive collective devices in 52% of M&Vs indicates that managers of Polish companies have still much to learn in terms of stimulating their employees. This may also be a cultural phenomenon proving that the Western techniques of management do not fully comply with the mentality of the working population in Poland.

4.2.2. Superlative forms

The use of the adjective in the superlative form is an obvious way to inspire and create a good image. This form appears in 38 M&Vs of the analysed corpus (46.91%), e.g.:

There may be many roads to success. We give you the best one [LSSISOFTWARE].

The best financial institution for demanding clients [BRE BANK].

4.2.3. Formal style and technocratic jargon

Apart from their aspirational and motivational character M&Vs belong to the sphere of corporate writing in which the management contacts its business environment. This may explain the occurrence of the official style and of the technical vocabulary connected with the firm's activity.

This justifies the use of formal and technocratic items as *job environment* [BEST], of reference to (technical) standards: *products compatible with international standards* [POLMOS Białystok], of words like *of return on investment* (PM) (5 items), or of purely technocratic expressions like *key* (PM), e.g. *key segment of the market* (PM) [GRUPA KĘTY].

Business language is said to be a formulaic one (Ellis and Johnson, 1994, p. 9). This statement also applies to M&Vs. The best example is the recurring pattern which may be summarised as *our mission is* (29 texts – 35,80 %), e.g.

the mission of the LOTOS Group [Grupa Finansowa Premium S.A],

our mission is... [ARTMAN].

Some M&Vs bear obvious traces of being written by technocrats who can hardly escape mentioning words like *base*, *distribution*, *location*, or *network*, , e.g.

The expansion of our sales network, based on careful selection of the best locations, [ARTMAN]

Some M&Vs are written in a purely technocratic style and they seem to be written for a small group of people, e.g.

Generating measurable benefits for our customers using word class technologies and applications. [BETACOM].

Another element that brings M&V close to the official style is nominalisation. Nominalised forms occur in 71 (87,65 %) of the analysed texts, e.g.:

- customer satisfaction [ABG SPIN]
- provide for customer's needs [DWORY]
- ensuring safety [GRUPA FINANSOWA PREMIUM]
- modernisation of the Company [ELEKTROCIĘPŁOWNIA BĘDZIN]
- generate ... rates of return [MCI]

The Plain English rules (<http://www.plainenglish.co.uk/howto.pdf>, 2008-01-30) classify the texts containing nominalised forms as difficult to comprehend. Nominalisation in the analysed corpus indicates the technocratic background of the senders of the message.

4.2.4. The use of metatext

The use of metatext is an interesting concept, although it is used very seldom (4 occurrences). This may take a variety of forms:

- question – answer dialogue:

What is our mission? We invest into future [BUDIMEX]

Such a composition brings some life into a solemn, strategic but potentially boring text of a M&V.

- definitions that introduce the very text of a M&V:

Mission is the fundamental reason of the existence of an organisation – it defines the reason for which we exist.

Vision is a story about where we are going, it is rooted in our values (PM)

- A formal introduction:

The mission of KGHM Polska Miedź S.A. was set forth as follows: ... [KGHM POLSKA MIEDŹ].

5. Conclusions

Mission statement is the result of the blending of the contemporary management theory and practice. Poland's economic transformation after 1989 required the application of both the globally accepted principles of the free market economy and of the modern methods of corporate and human resources management. The latter is connected with the use of mission statements and visions statements. The appearance of this genre on the web pages of companies listed on the Warsaw Stock Exchange means that Polish companies participate in the global processes of corporate management.

As far as the genre is concerned it shares the features of its British and American counterparts. This means that they may be easily recognised as a genre because of their title, the occurrence of theoretically prescribed components and the specific language comprising a mixture of aspirational, motivational as well as official and technocratic jargon. This may be confirmed by the authors' efforts aimed at the standardisation of texts by the use of formulaic language, especially clichés like *our mission is, the vision of our company is* and the like. On the other hand the occurrence of the prescribed components is far from regular and the generic structure does not follow any recurrent pattern as it ranges from slogans or short catchy phrases to quite

long texts divided into paragraphs and usually broken down into clearly defined modules. The latter structure resembles the structure of discourse colony as indicated by M. Hoey (1986, pp. 1–26).

The authors of M&Vs try to motivate the employees by using the affiliation techniques based on the collective forms such as *we* and *our*. These go hand in hand with the use of the superlative forms of adjectives as well as of positive, instrumental values that are supposed to gather the employees around generally accepted standards of behaviour and best business practice to create a good image of a corporation among its stakeholders.

M&Vs are linguistic messages sent by a corporation, presumably its management, hence they contain many elements of the official style such as nominalization or 3rd person singular.

In terms of sense and meaning M&Vs vary from very general texts that could be used by any business to very specialised texts that seem to be directed to a limited group of recipients.

The most important thing is that the genre, together with all its advantages and discrepancies, which are typical for their Anglo-Saxon prototype has been accepted and widely used by the Polish business community. In 1995 J. Swales and P. Rogers wrote that mission statements seems to be "...a growing rather a dying genre..." (1995, p. 228). The research made in Poland 10–13 year later indicates that in connection with transformation and globalisation processes, prospects of this genre are promising.

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