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## Mission slogans in stigmatized industries

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### Abstract

This paper analyzes the communication of corporate identity and value proposition through mission slogans in negatively perceived industries. The mission slogan or corporate tag line is a short phrase or group of words which accompanies a company name or brand and its logo. In a previous study (Verboven, 2011), we developed a tool for the analysis of mission slogans for the chemical industry. This "functionality grid" offers the tools to analyze mission slogans as lenses through which to analyze corporate image strategies. We found that the chemical companies tried to transmit a value proposition through the mission slogan and used understatements or euphemisms for their industry.

Using the Forbes 2012 list of the 2000 biggest companies as a representative global dataset we analyze in this paper mission slogans of three industries that are facing image problems due to the social or environmental impact of their products and services, i.e. the specialized chemicals industry, the diversified metals and mining industry and natural gas utilities. Many companies in these industries use the mission slogan as a tool to improve perception about their activities. Within our sample we found evidence for recurrent defensive strategies. However, reference to Hofstede's cultural dimensions framework (1980, 2005) did not show proof of the relevance of cultural differences.

**Keywords:** corporate social responsibility (CSR); mission slogan; corporate identity; image, intercultural management.

### 1 – Research hypotheses

Companies in general use missions slogans to transmit brand content. Previous research by Verboven (2011) on mission slogans in the chemical industry has shown that companies in the chemical industry tend to use their mission slogan to improve their image. We will generalize this finding and assume as a first research hypothesis that especially companies in industries with image problems do use the mission slogan in an attempt to improve the constructed perception of their corporate identity.

Cultural aspects were ignored in previous research. Based on Hofstede's popular cultural dimensions framework (1980, 2005) we will therefore assume as a second research hypothesis that the scope of value claims in mission slogans can be partially culturally determined.

We can translate these hypotheses into the following research questions:

1. Do mission slogans of companies in stigmatized industries or industries with image issues show recurrent defensive strategies?
2. Is Hofstede's cultural dimensions framework reflected in the mission slogans of American, European and Asia-Pacific companies, in the way they position themselves with regard to CSR and value contribution?

### 2. – Conceptual framework

#### 2.1 – Corporate Identify

Corporate identity is related to the "combination of color schemes, designs, words, etc., that a firm employs to make a visual statement about itself and to communicate its business philosophy. It is an enduring symbol of how a firm views itself, how it wishes

to be viewed by others, and how others recognize and remember it (...) It is ‘out there’ sensory-experience conveyed by things such as buildings, décor, logo, name, slogan, stationery, uniforms, and is largely unaffected by its financial performance and ups and downs in its fortune”. (Business Dictionary, 2013)

From the aforementioned identity “carriers” we believe the logo, corporate name and mission slogan to be the most important elements of visual and textual corporate identity.

Companies have many means to communicate like websites, annual reports, paid advertisements and increasingly social media. The most basic form of corporate communication is the company (or brand) name. These names often have a long tradition. It can be an acronym (Alfa Romeo - Anonima Lombarda Fabbrica Automobili) an eponymous name, (Ben & Jerry’s), a neologism (LANXESS) or a group of nouns, for example, with both a geographical and industry indication (Tessenderlo Group). The name of the corporation or brand is often not related to the product or service. (Verboven, 2011) Changing the corporate name is a difficult process which needs enormous marketing efforts. Only in case of major strategic changes or failures, companies change their names. (Arthur Andersen -> Accenture | Townsend Thoresen -> P&O European Ferries).

Next to the name, the corporate logo traditionally plays a very important role. Logo’s change over time (e.g. Coca Cola’s logo) and are flexible tools to enhance the corporate image. Of more recent date are the mission slogans (also tag line, catch phrase strap line). Examples like “Just Do it”, “I’m loving it”, “Connecting People” etc. are immediately linked with a company or brand.

## ***2.2 – Mission slogans and corporate image***

Our previous research on mission slogans in the chemical industry was conducted with the perspectives on CSR from Porter & Kramer (2006, 2011) and the theoretical framework on CSR-communication from Morsing (2006) to identify the mission slogan as a responsive uni-directional informing communication vehicle. Morsing (2006) listed four functions/characteristics that typically occur in CSR statements: promise; proposition; evidence and results (Morsing, 2006: 240). For the more specific analysis of the mission slogan only the “promise” and the “proposition” were applicable. We did, however, suggest other functions on the basis of our own analysis and proposed a “functionality grid” of mission slogans. We noticed four recurrent strategies in mission slogans, which can be divided over four questions:

1. What do we claim to do that affects your life positively? (value chain social impact)

2. What are we doing with regard to our competitors or how exactly do we judge our business strategy?
3. What business are we really in?
4. What do we want you to identify us with? (Euphemism / Overstatement for business) (Verboven, 2011)

Such an approach falls short of identifying possible cultural differences. This is why we tried to integrate the notion of cultural difference as a perspective for future research.

## ***2.2 – Hofstede’s cultural dimensions framework***

Geert Hofstede is generally regarded as the authority in the field of intercultural differences. Hofstede proposed a framework based on the extensive research he conducted while working at IBM. During the late sixties and early seventies, he executed a large survey study among the employees of IBM’s different international divisions, regarding national values differences across those divisions. The results of that survey were published in his 1980 book *Culture’s Consequences*, in which he proposed five dimensions of culture: power distance, individuality, masculinity, uncertainty avoidance and long versus short term orientation. We will briefly list these concepts in order to be able to integrate them in our analysis.

### ***2.3.1 – Power distance***

The concept of power distance is measured by the power distance index (PDI), which is defined by Hofstede (2005) as “the range of answers found in the various countries to the basic question of how to handle the fact that people are unequal”. (Hofstede, 2005: 41) It relates to the emotional distance which separates subordinates from their bosses.

It turned out that employees express a preference for a consultative decision-making style in countries where employees are not seen as very afraid and bosses as not often autocratic or paternalistic. On the other hand, employees prefer a manager who decides autocratically in countries where employees are seen as frequently afraid of disagreeing with their bosses and bosses are seen as autocratic.

### ***2.3.2 – Individuality***

According to Hofstede (2005), “individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family.” (Hofstede, 2005: 76) Collectivism on the other hand can be defined as “societies in which people from birth onward are integrated into strong, cohesive in-groups,

which throughout people's lifetimes continue to protect them in exchange for unquestioning loyalty." (Hofstede, 2005: 76).

People living in individualistic societies generally tend a lot of importance to personal achievements and individual rights; they are expected to stand up for themselves and their immediate family. Being a member of an extended family which protects the individual in exchange for unquestioning loyalty characterizes a collectivist society.

### **2.3.3 – Masculinity**

The masculinity-versus-femininity-dimension of culture refers to the extent of gender-role distribution within a society. Male societies tend to be more assertive, materialistic and competitive, in which values as power and ambition play an important role. Female societies are defined to be more caring and put more emphasis on relationships and quality of life (Hofstede, 2005).

### **2.3.4 – Uncertainty Avoidance**

Ways of handling uncertainty are part of any human institution in any country. However, the way people look at uncertainty may change from society to society, which is measured by Hofstede's fourth dimension of culture, the uncertainty avoidance index (UAI). It measures a society's tolerance for uncertainty and ambiguity, and can be defined in other words as 'the extent to which the members of a culture feel threatened by ambiguous or unknown situations' (Hofstede, 2005: 167). People in cultures with a high UAI are more emotional and try to avoid uncertainty by implementing rules, laws and regulations. On the contrary, people living in low-UAI countries tend to feel comfortable in unstructured situations, and therefore don't feel the need of implementing rules or regulations to structure their life.

### **2.3.5 – Long versus Short-term Orientation**

Long-term orientation fosters the virtues oriented 'toward future rewards, more in particular perseverance and thrift'. Short-term orientation on the other hand 'stands for the fostering of virtues related to the past and present – in particular, respect for tradition, preservation of 'face', and fulfilling social obligations.' (Hofstede, 2005)

### **2.3.6 – Applicability**

The opposition between "individuality" and "collectivism" on the one side and "long" versus "short-term orientation" on the other side were of relevance to our analysis. The same accounts for the grade of uncer-

tainty avoidance. Because only three criteria remain, the validity of this research perspective is limited. We found it impossible to analyze the aspects PDI and masculinity in terms of the mission slogan.

## **2.4 – CSR and the "caring" company**

Next to the cultural dimension, many attention was paid to the notion of corporate social responsibility in the mission slogans. Some theoretical framing is therefore at its place. Especially in contested or stigmatized companies the "license to operate" is an important concern of management. Today, most companies are showing society that they care about all their stakeholders. Corporate strategy includes not only "profit" but also "people" (stakeholders) and the "planet" (environment). Corporate strategies in this matter are usually described with the umbrella term of Corporate Social Responsibility, which scope ranges from corporate philanthropy over sustainable development, compliance to corporate citizenship.

Some companies perceive philanthropy as the "price" for their "license to operate" (Verboven, 2009). Critics have claimed that companies abuse CSR as a sort of marketing or branding tool. In these cases the CSR policy is instrumental at its best and merely window-dressing or even greenwashing. Others focus on the possible win-win situation CSR enables. It makes sense to address CSR not merely from a reputational perspective but also as a critical component of strategic management. This evolution in scholarly appreciation can also be found in alternative definitions of CSR; for instance, the "European" definition asserts that CSR is a concept whereby "companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (Commission of the European Communities, 2006, p. 5). This European definition of CSR shows the change of mindset among businessmen and scholars. CSR offers the opportunity to improve business processes and the competitive climate of companies, while at the same time contributing to social and environmental causes. With Porter and Kramer (2006, 2011), we believe that the future appreciation of CSR will focus mostly on the creation of value for business and society (strategic CSR) instead of on the redistribution of money (generic/responsive CSR). Still the question remains whether this vision is also reflected in the mission slogans.

## **3. – Methodology**

For this cross-industry and transnational study we have adapted the functionality grid of Verboven (2011). To answer research question 1 we analyze mission slogans for the following criteria:

1. What business are we in? Three answers are possible: A) real business included or hinted at in slogan; B) euphemism for business or C) no reference to business identity.
2. Value proposition. Either Client-oriented (single stakeholder) or to society as a whole (CSR-statement or holistic view)
3. Positioning against Competitors (Yes or No)

In order to answer research question 2, the intercultural aspect, we will need to look at the tone of the mission slogan and the scope of the value proposition. We can relate the answer to the criteria above to the concepts of “individuality and collectivism” “uncertainty avoidance” and “short versus long-term orientation”.

4. When a claim towards society is made in the value proposition and the business is not hinted at all or referred to with a euphemism we can categorize the mission slogan as defensive. This is to our opinion proof of at least a certain degree of both uncertainty avoidance and long-term orientation. When no claim towards society is made in the value proposition we would categorize the slogan as bearing witness to a more short-term orientation.
5. A CSR-statement in the mission slogan or reference to society as a whole (see question 2) can be linked to the notion of collectivism. A single stakeholder-approach would be testimony of individualism.

The limitations of this qualitative approach lie in the subjective interpretation of the data, since this can unconsciously be culturally defined as well. The selection of the three industries was motivated by 1) the fact that there needed to be enough companies, 2) that the industry as a whole was contested and 3) that CSR-issues were available. We did not use criteria such as B2B or B2C, the orientation on production or services etc. This could be an interesting perspective, however, for future research. For our analysis we used the 2012 version of the Forbes 2000 list of biggest global public companies (<http://www.forbes.com/global2000/>). Based on the aforementioned criteria we selected **three sectors**: diversified metals and mining, specialized chemicals and natural gas utilities.

## 4. – Corpus

### 4.1 – *Diversified metals and mining industry*<sup>1</sup>

The diversified metals and mining industry is composed of producers of e.g. aluminum, steel, iron and companies engaged in diversified metals and mining production or extraction of gold, precious metals, minerals and related products.

All resources extracted in the diversified metals and mining industry are finite and non-renewable; the depletion of these natural resources by industry is therefore a sustainability problem. Common CSR related criticisms include environmental and sustainability concerns, working conditions in third world production sites and a negative social impact. Mining activity can cause topographic modification, topsoil and vegetation removal, intensive pollution and significant quantities of waste. As operations must be located where resources are, negative impacts tend to be concentrated locally; critics argue that results in the unjust exploitation of communities, as wealth is distributed widely but the impacts are restricted locally. These social, environmental and sustainability criticisms have resulted in a highly unfavorable public opinion and negative stigma for the industry. In a reaction to this negative attitude, the diversified metals and mining industry employs high disclosure of sustainable and eco-friendly practices and manages its corporate image through marketing communications that address these public concerns. In fact, in 2001, the International Council on Mining and Metals was established, as an effort to respond to sustainability challenges (ICMM, 2012). The industry is still challenged to earn positive public approval. Therefore, following our first research hypothesis, this industry is very likely to use the mission slogan to communicate value proposition and CSR in a defensive way.

### 4.2 – *Specialized chemicals industry*

The specialized chemicals industry also faces severe environmental critique. The reputation issues are similar to those of the chemical industry and sustainability and CSR is a key issue for the companies. The industry produces industrial and medical gases, plastic resins, petrochemicals, crop nutrients, fertilizers, herbicides etc. These products are used for example in agriculture, electronics, housing and in consumer goods - such as perfumes, pharmaceuticals or paper items (Rosner, 2012).

According to the Advisen 2012 Industry analysis, the “specialized chemicals industry primarily produces high value-added chemicals used in the manufacturing of a wide variety of products, including, but not limited to, fine chemicals, additives, advanced polymers, adhesives, sealant and specialized paints, pig-

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ments and coatings. Applications include agricultural and pharmaceutical products and processing, building and construction, chemical processing and intermediates, food processing and ingredients, household products, coatings, pulp and paper manufacturing, and transportation.” (Advisen, 2012: 1)

Companies operate both on a B2B as a B2C-level. The fact that they operate more on a B2C-level could have an influence on the mission slogans. The specialized chemicals industry is the most diverse of the corpus. Ideally we should use subcategories in this sector to at least sort out company that manufacture agricultural products like fertilizers or herbicides. Our analysis falls short of detecting the individual differences in the sector.

### 4.3 – *Natural gas utility companies*

Natural gas utility companies are the final intermediary in the value chain for delivery of natural gas to end users. Supply comes from so called utility transfer stations. These are part of the infrastructure of large gas-carrying transmission pipelines”. The natural gas is a business-to-consumer (B2C) industry that relies heavily on its reputation to provide safe, reliable and affordable energy. Although gas is the cleanest fossil fuel it still is a non-renewable and therefore unsustainable source of energy.

Moreover, some of the extraction techniques are very controversial. Shale gas extraction, for example, relies on mixture of chemicals in order to crack the rocks. Furthermore, gas energy has the additional risk of home accidents. Second, reliability of supply is endangered due to high reliance on politically unstable countries of origin and countries through which the main pipelines pass.

## 5 – *Analysis*

The social and environmental impact (health and safety risks, large scale pollution) of the mining and diversified metals and the specialized chemicals industry and to a lesser extent natural gas utilities industry affect the image or reputation of the companies.

The construction of a sustainable corporate image and a value proposition for either clients or society is in our hypothesis therefore of major importance for these industries. When one company suffers from image loss it can affect the entire industry. Therefore, Hooghiemstra (2000) suggests the amount of social and environmental disclosure via Corporate Social Reporting and other informing CSR strategies is high. We relate this to our first research hypothesis and believe it will show as well in the mission slogan.

In the next sections we will discuss the mission slogans of the diversified metals and mining industry, the specialized chemicals and natural gas utilities.

### 5.1 – *Diversified metals and mining*

In the diversified metals and mining industry we identified 58 companies, of which 19 have a mission slogan. 12 companies (about 20% of total) stress the value contribution to society as a whole (CSR-statement) or use euphemism for the industry, which, to our view, means that they use the mission slogan as a defensive instrument to transmit an image of value contribution for society.

It is not remarkable that in this stigmatized sector relatively much stress is put on the environment and on sustainability. This is reflected in overblown slogans such as “Nurturing Nature, Enabling Life”, “Eco-friendly Miners”, “Desarollo economico con responsibilidad social”, “Together creating sustainable value” and “Coal for today’s environmentally conscious world”. Exactly the contrary can be said of the slogan “Copper, gold, silver, coal, moly and rhenium for an urbanizing world”, which remains however an exception. Companies stress their value proposition, be it for the client or society. Words like “Energizing”, “Energy”, “better life”, “desarollo”, “value” and “possibility” are proof of this strategy. Finally it can be noted that two companies include the noun “people” in their slogan. It seems that these companies actually mean their own employees. This is the case for Anglo American (Real mining, Real People, Real Difference) and Eramet (Des alliages, des minerais et des hommes).

The first research question “Do mission slogans of companies in stigmatized industries or industries with image issues show recurrent defensive strategies?” can be answered positively. The majority of the companies that have adopted a mission slogan, do so in a defensive way.

In 5 out of 19 mission slogans there is a reference to the nation or continent: “Asian”, “India”, “central Asia”, “America”, “Mexico”. This is not the case in the other analyzed industries.

The second research question “Is Hofstede’s cultural dimensions framework reflected in the mission slogans of US, European and Asia-Pacific companies, in the way they position themselves with regard to CSR and value contribution?” needs to be answered negatively. Though we notice for example that only 2 out of 10 Canadian and 0 out of 11 Chinese companies have a mission slogan, we cannot make valid statements about the culturally determined presence of the mission slogans. The distribution of the defensive mission slogans, which hints at collectivism and long-term orientation is as followed: Canada (1), US (2), India (2), Australia (1), South Africa (1), Mexico (2), Belgium (1), Thailand (1), Indonesia (1). Again, it is simply impossible to base judgments upon these facts.

RQ 1) YES

RQ 2) NO

## 5.2 – Specialized Chemicals

In the specialized chemicals industry we identify 34 companies, of which 16 have a mission slogan. From the 16 mission slogans, 12 stress the value contribution to society as a whole (CSR-statement) or use euphemism for the industry. This trend is significant and we can answer the first research question “Do mission slogans of companies in stigmatized industries or industries with image issues show recurrent defensive strategies?” positively.

4 companies use the noun “chemistry” in their mission slogans. The word “chemistry” has better connotations than “chemical” (used by one company) and allows for witty and suggestive slogans. In this case a more subjective decision was necessary. The slogan “Chemistry that matters” was not considered as euphemism for business. The slogans “With good chemistry great things happen”, “Exactly your chemistry” and “Chemistry, Innovation, Dreams” were considered as euphemisms for business. Still for one of these slogans the company name has the noun “chemicals”.

When analyzing the individual slogans we clearly see some interesting trends. The companies with mission slogans are keen on showing their contribution to our lives. This shows in the recurrent use of verbs like “to help” (3x) “to grow” (3x), “to provide” (1), “to succeed” (1) and the noun “productive” (1).

In 5 out of 16 mission slogans we find an attempt to position the company against its competitors by the use of adjectives “leading” (1), “world best” (1) or “better” (1). Two companies stress the way they deal with their customers as a Unique Selling Proposition e.g.: “put client first” and “find it with us”.

Finally we note that seven companies have the adjective “chemical” or “chem.” in their company name. No correlation was found however with the occurrence and design of the mission slogans.

When looking for an explanation in comparison to the mining and diversified metals industry we tend to think of the more B2C-nature of these companies, the fact that they are more visible to consumers since their factories are in urbanized areas whereas the mining industry is mostly operating in remote areas. We could also think of peer pressure. If competitors use a mission slogan, other companies might feel the need to adopt one themselves.

The distribution of defensive slogans over countries is as follows: South Korea (1), Canada (2), US (4), Norway (1), Qatar (1), Japan (1), Switzerland (2). Yet again it is impossible to discover significant trends with Hofstede’s cultural dimensions framework.

RQ 1) YES  
RQ 2) NO

## 5.3 – Natural Gas Utilities

The analysis shows that the companies are trying to promote themselves as a good source of energy that improves our lives. 7 out of 16 companies have mission slogans. 5 out of 7 mission slogans can be categorized as defensive.

In our analysis we have not considered the often used noun “energy” as a euphemism for business. We noticed that there is a tendency to stress the things you can do thanks to “gas” which is somewhat strange, since it is only meant to warm you. Three mission slogans mention the noun “life”, increasing the scope of the “positive” impact of their products.

Only one company (Korea Gas) explicitly stresses the fact that it produces “better” energy. As a statement this is only true in comparison to other non-renewables. Another company (Center Point Energy) hints in this direction with “intelligent future”. This is somewhat remarkable. We would have expected more companies to stress the fact that they are the greenest of all non-renewable energy sources.

Finally we note that seven companies have the noun gas in their company name. Again, no correlation was found with the occurrence and design of the mission slogans.

With 5 out 7 slogans on a total of 16 companies taking a defensive attitude we can give a positive answer to the first research question; “Do mission slogans of companies in stigmatized industries or industries with image issues show recurrent defensive strategies?”. Again we also notice the trend that the B2C nature of the sector has a positive influence on the number of mission slogans and the defensive character thereof.

A further significant conclusion is that the companies do not use the mission slogan to position themselves against competitors. Only one company uses the word better, but it is clear that this relates to gas in comparison to other energy sources.

The second research question “Is Hofstede’s cultural dimensions framework reflected in the mission slogans of US, European and Asia-Pacific companies, in the way they position themselves with regard to CSR and value contribution?” needs to be answered negatively. We do, however, notice that all Asian companies with mission slogans take a defensive point of view which could partially be explained by the high level of risk avoidance. But the same accounts for 2 out of 4 US companies, where we would expect a low level of risk avoidance. The distribution of defensive slogans over countries is as followed: US (2), China (1), South Korea (1), Japan (1)

RQ 1) YES  
RQ 2) NO

## 6. – Conclusion and outlook

Until now, with three sectors analyzed and a fourth one (the chemical industry) in previous work (Verboven 2011) we found only proof to answer the first research question “Do mission slogans of companies in stigmatized industries or industries with image issues show recurrent defensive strategies?” with a clear “yes”. We do expect that this trend will be confirmed by further research.

As for the second research question, we are not able to predict the outcome yet. We do expect that the cultural identity of a firm is to a certain extent reflected in the mission slogan, but have not yet found proof of it. Until now we have not used the category of “positioning against competition” yet. If cultural differences will be found, we expect them to be in this domain. But we do expect that the “global” identity of multi- and transnational companies will prove more visible in the mission slogan than their national identity. The fact that most companies analyzed are using an English slogan regardless of the home language of the country of origin, could already hint at the global identity.

This research paper is part of a larger project where we aim at analyzing all the mission slogans of the Forbes 2000 list. It is not easy to categorize qualitative data in a way that conclusive trends show up, but as more industries are analyzed we can jump to conclusions about the penetration level of mission slogans in specific industries and relate this to the nature of that industry. But not only the binary conclusion whether or not a mission slogan is available matters, we will also be able to achieve a more qualitative analysis.

We do expect that the nature of the sector (goods, services, health, raw materials etc.), its B2B- or B2C-nature, and its image challenges is reflected in the mission slogans. What we did not see in this paper is the confirmation that some of the cultural identity of the company is reflected in its mission slogan. Further research options for the intercultural aspect include the penetration rate of mission slogans for countries and the peer pressure in a sector to adopt similar slogans. Finally we will focus harder on a cross-industry analysis of the CSR-factor in the mission slogan, i.e. the value proposition towards (both the customers and) society as a whole.

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Company	Country	Mission Slogan	Identity with Business			Value Proposition	Positioning against Competition	Defensive Risk Avoidance Long Term
			Real Business	Euphemism	No			
Rio Tinto	United Kingdom	n.a.						
China Shenhua Energy	China	n.a.						
Xstrata	Switzerland	n.a.						
Anglo American	United Kingdom	Real Mining. Real People, Real Difference.	x			Client	Real Difference NO	
Barrick Gold	Canada	n.a.						
FCX Copper and Gold	United States	n.a.						
Teck Resources	Canada	n.a.						
Coal India	India	Empowering India, Nurturing Nature, Enabling Life		X		Society (CSR)	YES	
China Coal Energy	China	n.a.						
Eurasian Natural Resources	United Kingdom	n.a.						
Newmont Mining	United States	n.a.						
Vedanta Resources	United Kingdom	n.a.						
Newcrest Mining	Australia	n.a.						
Peabody Energy	United States	Energizing the world. One BTU at a time...	x			Society	YES	
Antofagasta	United Kingdom	n.a.						
Sumitomo Metal Mining	Japan	n.a.						
AngloGold Ashanti	South Africa	n.a.						
KGHM Polska Miedz	Poland	n.a.						
Jiangxi Copper	China	n.a.						

Industrias Penoles	Mexico	Penoles Comprometido Con Mexico (dedicated to Mexico)			x	Society		YES
Impala Platinum Holdings Gold Fields	South Africa	Distinctly Platinum	x			NO	NO	NO
	South Africa	n.a.						
Consol Energy	United States	America's Energy Starts Here		x		Society	NO	Yes
Kazakhmys	United Kingdom	Focused on natural resource opportunities in central Asia	X			NO	NO	NO
Umicore	Belgium	Materials for a better life		x		Society (better life)		YES
NMDC Fresnillo Eramet	India	Eco-friendly Miners	x	x		Society		YES
	Mexico							
	France	Des alliages, des mineraux et des hommes (alloys, minerals, people)	x			x	x	NO
Mitsubishi Materials	Japan	n.a.						
Zijin Mining Group	China	n.a.						
Yamana Gold Inner Mongolia Yitai Aurubis	Canada	n.a.						
	China	n.a.						
	Germany	Sure, you could live without copper	x			Client		NO
Korea Zinc	South Korea	n.a.						
Shanxi Guoyang	China	n.a.						
Shanxi Lu'an	China	n.a.						
Xishan Coal & Elec	China	n.a.						
Cameco	Canada	n.a.						
Polyus Gold	Russia	n.a.						
Agnico-Eagle Mines	Canada	n.a.						
Boliden	Sweden	n.a.						

Shandong Gold Mining	China	n.a.						
Iamgold	Canada	n.a.						
Banpu	Thailand	The Asian face of energy		x	NO	Asian	YES	
Ivanhoe Mines	Canada	Copper, gold, silver, coal, moly and rhenium for an urbanizing world	X		Society	NO	NO	
OZ Minerals	Australia	n.a.						
Walter Industries	United States	n.a.						
JDC	China	n.a.						
Minera Frisco	Mexico	Desarrollo economico con responsabilidad social. (ec. development with SR)		X	Society	NO	YES	
BHP Billiton	Australia	Resourcing the future		x	Society (future)	NO	YES	
Vale	Brazil	n.a.						
Norilsk Nickel	Russia	n.a.						
Grupo Mexico	Mexico	n.a.						
Goldcorp	Canada	Together, creating sustainable value			X	Society	NO	YES
Yanzhou Coal Mining	China	n.a.						
Buenaventura	Peru	Compañía de Minas	x		NO	NO	NO	
Exxaro Resources	South Africa	Powering Possibility		x	Client	NO	YES	
Adaro Energy	Indonesia	Coal for today's environmentally conscious world.	x		Society	Environmentally	YES	
Kinross Gold	Canada	n.a.						

ining and Specialized Chemicals

Company	Country	Mission Slogan	Identity with Business			Value Proposition	Positioning against Competition	Defensive Risk Avoidance Long Term
			Real Business	Euphemism	No			
Air Liquide	France	n.a.						
Monsanto	US	n.a.						
LG Chem	South Korea	Our world best technology helps your business succeed. + Solution Partner		x		Client	world best	YES
Potash of Saskatchewan	Canada	Helping Nature provide		x		n.a.	n.a.	YES
Praxair	US	Making our planet more productive		x		Society	n.a.	YES
Syngenta	Switzerland	n.a.						
Mosaic corporation	US	Helping the world grow the food it needs		x		Society	n.a.	YES
Agrium	Canada	Where the future is growing		X		Society	n.a.	YES
Air Products and Chemicals	US	n.a.						
Yara International	Norway	Knowledge grows		x		n.a.	n.a.	YES
PTT Chemical	Thailand	n.a.						
Ecolab	US	n.a.						
Industries Qatar	Qatar	Beyond Expectations			x	n.a.	better	YES
Braskem	Brazil	n.a.						
Eastman Chemical	US	<b>The results of Insight</b>			x	n.a.	n.a.	NO
Saudi Arabian Fertilizers	Saudi Arabia	Chemistry that matters	x			Client	n.a.	NO
Mitsui Chemicals	Japan	Chemistry, Innovation, Dreams		x		Society	n.a.	YES

Brenntag	Germany	The world's leading chemical distribution company	x		n.a.	leading	NO
Ashland	US	With good chemistry great things happen		x		Client + Society	n.a. YES
Indorama Ventures	Thailand	n.a.					
Sigma-Aldrich	US	n.a.					
Clariant	Switzerland	Exactly your chemistry		x		Client	n.a. YES
FMC Technologies	US	We put you first. And keep you ahead.			X	Client	put client first YES
Givaudan	Switzerland	Engaging the senses		x		Client	n.a. YES
Incitec Pivot	Australia	n.a.					
Albemarle Corporation	US	n.a.					
Airgas	US	You'll find it with us.			x	Client	Find it with us NO
Formosa Chemicals	Taiwan	n.a.					
Honam Petrochemical	South Korea	n.a.					
CF Industries Holdings	US	n.a.					
Petronas Chemicals	Malaysia	n.a.					
Uralkali	Russia	n.a.					
Kuraray	Japan	n.a.					

Natural Gas

Company	Country	Mission Slogan	Identity with Business			Value Proposition	Positioning against Competition	Defensive Risk Avoidance Long Term
			Real Business	Euphemism	No			
National Grid	United Kingdom	n.a.						
Centrica	United Kingdom	n.a.						
Gas Natural Group	Spain	n.a.						
Sempra Energy	United States	For every day life			X	Client	YES	
Tokyo gas	Japan	n.a.						
Osaka Gas	Japan	Design Your Energy	X			Client	NO	
CenterPoint Energy	US	Creating an intelligent future, today.			X	Society	YES	
GAIL	India	n.a.						
Oneok	United States	n.a.						
Hong Kong & China Gas (Town Gas)	China	150 years Warming Everyday Life		x		Client	YES	
NiSource	United States	n.a.						
Korea Gas	South Korea	Better Energy Better World	x			Society	YES	
PGN	Indonesia	Energy for Life	x			Client/ Society	YES	
Enagas	Spain	n.a.						
UGI	United States	Energy to Do More	X			Client	NO	
Petronas Gas Berhad	Malaysia	n.a.						