
A CONTENT ANALYSIS OF ZIMBABWEAN MISSION STATEMENTS: HOW USEFUL
IS THE ASHRIDGE MISSION MODEL?

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ABSTRACT

Campbell and Yeung's Ashridge mission model is a seminal corporate mission statement analysis framework. It hypothesizes that a strong mission exists when four elements of mission – i.e. purpose, strategy, behaviour standards and values – link tightly together, resonating and reinforcing each other. Nonetheless, there is a paucity of published literature on the practical relevance of the model to organisations in developing countries especially those in Africa. The objective of this paper is to measure the extent to which mission statements of organisations in Zimbabwe are compliant with the Ashridge mission model. This goal is achieved by content analysing 54 mission statements drawn from a systematic random sample of organisations which offer internships to university students pursuing business degrees. The study reveals that mission statements of service firms and large enterprises in the sample comply with the four components of the Ashridge mission model albeit to varying degrees. Despite the findings' exploratory nature, their tentative empirical inference is that managers in Zimbabwe can analyse and write corporate mission statements drawing from the hypothesis of the Ashridge mission model.

Keywords: Ashridge Mission Model, Zimbabwe.