

From mission statement to airline branding



YiHsin Lin ^{a,*}, Chris Ryan ^b

^a Department of Leisure and Recreation Management, Asia University, No. 500, Lioufeng Road, Wufeng, Taichung County 41354, Taiwan

^b Waikato Management School, The University of Waikato, Private Bag 3105 Gate 7 Hillcrest Road, Hamilton, New Zealand

ARTICLE INFO

Article history:

Available online xxx

Keywords:

Mission statement
Airlines
Brand trust
Brand equity

ABSTRACT

As a communication tool a mission statement seeks to convey a message to employees, shareholders and a wider world that includes customers and media. A good mission statement and accompanying branding strategy can be important for an airline, as together they may increase passenger confidence in the carrier. Thus, the purpose of this study is to examine the relationship between mission statements and brand equity, with the existence of trust in a brand as a moderating variable. A sample of 518 passengers were surveyed at Taiwan Taoyuan International Airport using random sampling. The results, using structural equation modeling, show positive relationships between an airline's mission statement and passenger perceptions of brand trust and brand equity. Furthermore, brand trust plays the role of mediator in the relationship between brand equity and passenger perception. The study contributes to research on mission statements with reference to the aviation industry, helps airline managers have a clearer understanding of the relationship between mission statements, brand trust and brand equity and makes suggestions as to how the relationship may be used in practice.

© 2016 Elsevier Ltd. All rights reserved.

1. Introduction

This paper reports research undertaken with a sample of Taiwanese respondents as to how their understanding of an airline's mission statement might influence passenger perceptions of a carrier's brand. It seeks to contextualize the research and its findings within a literature that pertains to brand image, purchase behaviors and subsequent satisfaction, arguing that mission statements possess the potential to be an ancillary means of image and brand creation. The paper is written in a sequence of literature review, hypothesis formation, research design and mode of data collection, findings and discussion.

Mission statements have been variously defined as being statements of "Vision", "Values, Beliefs", "Principles", "Strategic Intent", or "Philosophy" (Ireland and Hitt, 1992; Pearce and David, 1987) and even given the generic name of "guiding statements" as suggested by Khalifa (2011). As such they convey an organization's messages or even promises to relevant stakeholders: customers, employees, suppliers, investors and public (Bartkus et al., 2004). A mission statement is also perceived as an important

medium for conveying corporate philosophies and values, and emphasizing an organization's uniqueness and difference (Leuthesser and Kohli, 1997; Yamauchi, 2001). Chun and Davies (2001) and Ingenhoff and Fuhrer (2010) have listed the brand personality attributes that, when implemented in a mission statement, help firms to position themselves. The importance of the mission statement can be seen through the increasing number of companies that use mission statements (King et al., 2010) and some studies have provided evidence that mission statements enhance a firm's performance (Bart and Baetz, 1998; Desmidt et al., 2011; Hirota et al., 2010; Williams et al., 2014). The study reported in this paper discusses these issues in the context of two airlines operating in Taiwan.

A brand image is used by an organization to attract consumers by indicating the benefits provided that can satisfy consumer needs and wants (Merz et al., 2009; Vargo and Lusch, 2004). A visible, impressive and solid brand is built through a branding process: existing therefore as a strategy that allows a company to differentiate itself from its competitors (Colucci et al., 2008; Madden et al., 2006). According to Chen and Chang (2008), strong brands can increase customer trust in the product, service or, as in this study, airline. In addition to the safety and security aspects (Gilbert and Wong, 2003), factors such as price, punctuality of flight, baggage handling and in cabin service and facilities are all taken into consideration by a passenger when booking a flight (Campbell and

* Corresponding author.

E-mail addresses: yhlin1218@asia.edu.tw (Y. Lin), caryan@waikato.ac.nz (C. Ryan).

Vigar-Ellis, 2012) and so may contribute to brand image. Lindstrom (2005) goes further to suggest a brand image is equivalent to trust, and trust in an airline could be reinforced by highlighting safety and security procedures. It is suggested that the trust between passengers and airline needs to be very strong, so that passengers feel secure when selecting a particular airline on which to travel. More widely it has been proposed that this trust could help consumers overcome concerns when involved in risky activities (Gefen, 2000), and surmount a sense of insecurity and perception of risk including a failure to obtain value for money (McKnight et al., 2002; Hong and Cho, 2011). Hence, by encouraging passengers to trust in a brand, airline companies can further boost passenger confidence and persuade them more easily to travel with a specific airline (Chiu et al., 2010; Pavlou et al., 2007).

A successful branding strategy can be measured by the strength of brand equity (Seo and Jang, 2013). If a company possesses a good brand equity, it has been suggested consumers are more willing to not simply purchase the products or services but to also do so at a higher price (Keller, 1993). Additionally it permits an organization to overcome negative effects that may arise during periods of crisis management or service failure (Matilla, 2001; Tax et al., 1998).

In the fierce competitive environment of air travel it is therefore crucial for each airline to give the public a strong impression about who they are. Indeed the aviation industry has become even more competitive after the entrance of low cost carriers (Detzen et al., 2012). Furthermore unlike much of the service industry, the majority of the stakeholders of airlines are heterogeneous and international in nature. Therefore it is perhaps not surprising that there appears to be a strong correlation between brand strength and confidence in the airline product or service on offer (Chen and Chang, 2008; Wang, 2014) as airlines struggle to create strong brand images to compete yet more effectively. Under these circumstances it has been suggested that the mission statement is an effective and easy way to inform the stakeholders about an airline (Lin, 2012), both externally to the company and internally. Additionally adapting brand trust and brand equity to airline marketing is a practical managerial and strategic method (Chen and Tseng, 2010; Wang, 2014) to maximize the potential values of a brand and to position an airline with a larger set of associations (Jara and Cliquet, 2012).

It seems however, that past research has paid more attention to the effects of mission statements in non-profit organizations than those seeking profit (Alavi and Karami, 2009; Jr. Ralph et al., 2014). Additionally, relatively little research exists about the mission statements of airlines and seemingly few studies are found between the research done by Kemp and Dwyer completed in 2003 and that of Lin (2012). Furthermore most research on mission statements has mainly focused their content or their relationships with management and financial performances (Bart, 1997; Bartkus et al., 2004, 2006; Kemp and Dwyer, 2003; Khalifa, 2011). Equally most research has also concentrated on the impact of the mission statement from the perspective of internal stakeholders like employees and managers. Subsequently, despite the importance of mission statement for all stakeholders, it appears little research exists as to the possible roles of such statements for external stakeholders, especially customers. The question arises, therefore, whether mission statements can be applied to build business brand. Are there similarities and a relationship between mission statement, brand trust and brand equity, whereby each together can influence the perceptions of customers toward the airline company? Hence it is also worth studying whether brand trust will mediate passengers' viewpoints between a mission statement and perceived brand equity. Thus, this study will focus on the relationship between a mission statement and brand related issues through the viewpoint of airline passengers. It is suggested the

findings identify a number of useful consumer consideration sets that focus on the mission statement and brands and that these will enable managers of airlines to differentiate their mission statements and brands from those of their competitors.

As noted there has been relatively little undertaken on mission statements and their role in the marketing of airlines. One project that looked at the role of the mission statement with reference to airports was that of Castro and Lohmann (2014) who identified 10 components of the 'vision' underlying airport statements, namely staff, self-concept, geographical market, public image, profitability, philosophy, products and services, customer, technology and tourism/place. However, as discussed below it appears that such a listing has an implicit hierarchical order to it. For example it could be argued that public image is itself shaped by and is a consequence of the other dimensions, while equally airport philosophy shapes its practices with reference to staff and customers.

Miles and Mangold (2005, p. 535) specifically addressed the positioning of airlines with reference to employees in the case of Southwest Airlines, suggesting that an 'organization's mission and values' play a key role in the employee branding process, and this is a means of obtaining competitive advantage. The nature of their argument is that the creation of clear messages as to a company's goals and values that is then successfully transmitted to staff subsequently better enables staff to possess a positive assessment of their own role within the organization. In turn this creates patterns of loyalty and thus a wish to provide better service to customers. They suggest that this permitted the U.S. airline, Southwest, to achieve the quickest turnaround times of any airline at the time when their study was conducted.

However, many of the functions to which Miles and Mangold refer such as baggage handling, check in operations, and even flight attendants may currently be outsourced in new searches for cost savings, and hence those serving passengers in airports and even on aircraft may not be directly employees of the carrier, thus creating complex situations as airlines seek to satisfy customers through the operations of intermediaries. The degree to which they will do this arguably depends upon the values which an airline espouses through its mission statements, and it these values that prompts the nature of discussions with and payments to intermediaries in the performance of services for customers.

2. Conceptual background and hypothesis development

2.1. Mission statement

A well-crafted mission statement is good for organizational performance when used properly (Mullane, 2002). For their part Leuthesser and Kohli (1997) argued a mission statement provides a significant channel for communicating essential values and norms to target groups such as consumers and employees. It also refers to both internal and external actions (Braun et al., 2012; Chun and Davies, 2001). Mission statements have also been found to be an essential and crucial management tool for a firm to determine its goals, direction and rationale for existence through the implementation of strategy plans (Wang and Lin, 2011). To achieve this, Pearce and David (1987) suggested nine components should be incorporated into the mission statement: namely customers or clients, products or services, location, technology, concern for survival, philosophy, self-concept, concern for public image and concern for employees. Campbell and Yeung (1991a, b) also suggested the inclusion of four other components: purpose, strategy, behavior, and values of a company. By its nature, a mission statement is commonly perceived as a tool that explicitly presents corporate identity, purpose and strategic intent of a company (Hirota et al., 2010), while also pointing out current management

issues (Ingenhoff and Fuhrer, 2010). Thus a mission statement is used to answer the question of what an organization is, should be and will be in the future (Moin et al., 2012; Wang and Lin, 2011).

Moin et al. (2012) again emphasized that having a concise and meaningful mission statement is beneficial to a company as it can help to set a boundary line that avoids management executives being diverted from an organization's goals and objectives during any decision making process, as well as encouraging and inducing workers to contribute to the company. This is because it aids in creating a sense of belonging, and inspires congruity between the contribution of employees and the values of the firm (Lin, 2012). In their research Ruzzier and de Chernatony (2013) viewed the relationship between brand value and both brand vision and mission to be important (de Chernatony, 2010; Urde, 2003); while the interaction of mission, vision, values, personality and other brand identity elements can create an experiential promise via the functional and emotional values of the brand (de Chernatony, 2010; Ruzzier and de Chernatony, 2013). Braun et al. (2012) adapted work from Bart (2001) to propose a process model of mission statements influencing organizational outcomes. According to the model, individual attitudes of satisfaction with and commitment to a mission statement determined individual and collective behavior and an organization's profit. Therefore, it can be assumed that when customers are in agreement with the mission statement, the more positive are their perceptions of the brand.

2.2. Branding

Branding is a "process of representation: particular practices of production, consumption, and distribution of the brand between organizational agents and ultimately consumers" (Vásquez et al., 2013, p.137). According to Hewer et al. (2013), a strong brand is crucial as it could express the consumers' habits, implying therefore that an organization has a good understanding about its consumers. In turn the brand becomes a tool to attract recognition and status through the strategic management of identity. A strong brand identity also mean means that consumers distinguish it from the similar service providers or product manufacturers, thereby helping to improve the performance of an organization (Colucci et al., 2008; Madden et al., 2006). Consequently it is thought consumers are more likely to shop for famous, familiar or trusted brands (Ward et al., 1999) because it reduces any perceived risk of a purchase not providing value (Homburg et al., 2010). Following Aggarwal (2004) it can be argued that such strong brand identities are particularly important in the airline industry to inform consumers about competitive advantages. For this reason, it can be seen that many airlines are trying their best to develop and maintain their own brand, such as offering consistent service quality, an established corporate identity system, an improved organizational image, and the maintenance of relationships with customers, and even participation in an airline alliance; all to enhance brand value (Wang, 2014).

2.3. Brand trust

There is agreement among the researchers that "trust" is the precursor of consumer loyalty (Chiu et al., 2010; Hong and Cho, 2011; Kim et al., 2011) and helps the firm to establish favorable relationships with consumers (Morgan and Hunt, 1994; Sirdeshmukh et al., 2002). As defined by Chaudhuri and Holbrook (2001), "brand trust" is the willingness of the a consumer to reply on the ability of the brand to perform its stated function, especially in moments of uncertainty, information asymmetry and fear of opportunism (Laroche et al., 2012). Other than active communication, information quality and safe transactions also contribute to

the formation of trust (Kim and Park, 2013; Bock et al., 2012). Consequently customers feel more secure with the brand they trust (Chiu et al., 2010; Pavlou et al., 2007). They search for the things produced by their favorite brand, and in turn, recommend it to their friends (Tran and Cox, 2009).

The information that therefore passes within consumer networks is useful in decreasing uncertainty and information asymmetry, and increasing the expectations of brand actions at the same time (Ba, 2001; Laroche et al., 2012). Should information be frequently communicated in a timely manner with consumers, so permitting the establishment of long term relationships, so too it is thought trust in the brand will follow (Holmes, 1991; Wang and Emurian, 2005). Trust in the brand will be further increased if consumers find utilitarian and hedonic values existing in that brand (Laroche et al., 2012). It therefore becomes vital for the brand managers to construct brand trust as customers strive to find trustworthy companies (Eggers et al., 2013). Hiscock (2001) suggested "the ultimate goal of marketing is to generate an intense bond between the consumer and the brand, and the main ingredient of this bond is trust". Hiscock's viewpoint is supported by Delgado-Ballester and Munuera-Alemán (2005). They proposed that gaining trust from customers is important in establishing relationships with customers as trust is gained through the relationship of a person with a brand (Delgado-Ballester and Munuera-Alemán, 2005), who suggest that customers create self-reinforcing images with brands they trust, thereby confirming predispositions to undertake repeat purchasing. Thus, this study adopts the definition proposed by Chaudhuri and Holbrook (2001) to determine the brand trust level of passengers toward the airline, namely 'the willingness of the average consumer to rely on the ability of the brand to perform its stated function' (p.82).

2.4. Brand equity

Keller (1993) defined brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. In addition, brand equity could be considered as the customer's subjective and intangible assessment of the brand, above and beyond its objectively-perceived value (Rust et al., 2000). Randall (2000) pointed out the value of a brand to consumers and the firm owning the brand has been conceptualized with the term "brand equity". In short, if the brand is about achieving recognition, then brand equity is about the market value the brand adds to a product (Chen and Chang, 2008) through its brand name, image and awareness generation (Jara and Cliquet, 2012), so contributing to an organization's long-term profitability (Chen and Chang, 2008; Tsai et al., 2010). A strong brand equity helps to increase the willingness of consumers to pay for higher prices (Keller, 1993), so exploiting value for shareholders (Bick, 2009) and improving the presentation of a brand (Oliveria-Castro et al., 2008). The study of Chen and Chang (2008) thus revealed that a better airline brand equity will lead the customers to have a higher preference and purchase intention for a given airline.

Keller (1993) suggest that separately and together financial and customer-based perspectives are the main constitutes of brand equity. The customer-based brand equity is defined as the differential effect of brand knowledge on a customer's response to the marketing of the brand. In addition, Seligman (2012) also indicated that brand equity could be considered as "the customer's subjective and intangible assessment of the brand, above and beyond its objectively-perceived value" (p. 249). According to Aaker (1996), customer-based perspectives include consumer perceptions (brand awareness, perceived quality and brand associations) and customer behavior such as brand loyalty (Chen and Chang, 2008). Customer Based Brand Equity (CBBE) occurs when a customers' knowledge of

a brand positively affects their behaviors toward the brand (Keller, 1993, 2003; Lee and Back, 2007). CBBE includes the attitudes towards a brand, its brand personality traits, and perceived quality ratings (Aaker, 1996, 1997; Buil et al., 2013). As suggested by Romaniuk and Nenycz-Thiel (2013), the core element of CBBE is the associations that a customer's knowledge about the brand in their memory brings to their perceptions of the brand. Because service quality and ideal self-congruence are antecedents of consumer satisfaction, Ekinici et al. (2008) suggest they are a key determinant of the intention to return. Consequently Nam et al. (2011) used the physical quality, staff behavior, ideal self-congruence, brand identification and lifestyle-congruence to refine a concept of symbolic consumption within the services industry and as measures of customer based brand equity.

2.5. Hypothesis development

The research study reported in this paper was based on a premise that passenger awareness of an airline's mission statement would subsequently determine in part the passenger's trust in the airline, and thereby mission statements have a potential to enhance brand image and potentially brand equity. The research design therefore considered a situation where passengers were aware of the airline's mission statement by providing respondents with the mission statements of two competing airlines flying similar routes from Taiwan. The purpose was to assess whether the proposed linkages between mission statement, brand image, trust and equity existed because if such linkages could be found then it might be worthwhile the companies utilizing their mission statements as part of a brand building exercise and communicating them to passengers prior to booking (e.g. more prominently on web sites), during pre-boarding routine (e.g. on envelopes containing tickets) and while in flight (e.g. writing about mission statements in in-flight magazines and on-board videos). Consequently a direction of causality was envisaged where a mission statement could positively influence brand trust and directly brand equity, while equally brand trust also determined brand equity. Therefore three hypotheses were proposed:

- H1.** The mission statement has a positive influence on brand trust.
- H2.** The mission statement has a positive influence on brand equity.
- H3.** Brand trust has a positive influence on brand equity.

3. Methodology

3.1. Survey setup and questionnaire design

This study adopted nine components suggested by Pearce and David (1987) and Kemp and Dwyer (2003), together with the philosophy of safety recommended by Lin (2012), to establish a set of questions about the mission statement of an airline. Additionally this study referred to the work of Chaudhuri and Holbrook (2001) to create four questions to measure the passengers' brand trust of airline companies, and 13 questions related to brand equity were set based on the physical quality, staff behavior, ideal self-congruence and brand identification, and the four constructs of Nam et al. (2011) (See Appendix A). Questions were then modified based on the characteristics of airline companies. The questionnaires of mission statement, brand trust, brand equity use a five point scale, anchored by 1 equaling 'strongly disagree' and 5 'strongly agree'.

The self-administrated questionnaire was written in both

English and Chinese because the data were collected from a Taiwanese airport departure lounge. Translation from English to Chinese was undertaken to ensure the respondents could refer to the Chinese sentence if they found difficulties in reading questions in English. A pretest was completed and the questionnaire was revised by 30 students in Asia University with flight experience of the two case airlines. The revised questionnaires were distributed to the international passengers who had flying experience with airlines A and B in order to understand their perceptions of the mission statements proposed by each airline, and whether the mission statement affected passengers' brand trust and brand equity. The two airlines were selected because they are well-known in Asia. Furthermore, the comprehensiveness of the mission statements proposed by the selected airlines allowed the passengers to have a clearer understanding of the mission statements when completing the questionnaire.

Random sampling was used in the study. Respondents were requested to read the content of the airline's mission statements as indicated in Fig. 1, and then answer the questionnaires comprising the following sections: Part I Mission Statement; Part II Brand Trust; Part III Brand Equity and Part IV, respondent's demographic profile. Finally, a total of 540 questionnaires were distributed in January 2014 at Taoyuan International Airport in Taiwan. Of these 518 were valid and achieved a 95.9% response rate.

3.2. Sample characteristics

As shown in Table 1, the majority of respondents who had flown with the airline were female, being 58.3% and 63.9% respectively with airlines A and B. Among the different age groups, the respondents who were 21–40 years old formed the majority group of the two airlines, with 53.0% (airline A) and 64.3% (airline B) respectively. In contrast, those who are more than 51 years old are the minority groups of two airlines, with only 13.2% (airline A) and 14.1% (airline B) respectively. An obvious similarity can be seen in the purpose of travel, with 85.3% of airline A and 90.1% of airline B respondents travelling with touristic purposes in mind. Individual travelers are slightly more than group travelers with 60.9% (airline A) and 59.9% (airline B) respectively. More than half of the respondents from both airlines travel less than 3 times per year, with 67.7% (airline A) and 63.9% (airline B) falling into this category. The respondents who traveled more than 10 times per year (airline A = 6.0%; airline B = 5.2%) are almost same as those who traveled 7–9 times per year ((airline A = 5.3%; airline B = 5.6%). More than half of the respondents (69.5%) from airline A, and 63.9% of respondents from airline B have less than US\$ 2000 monthly income. Lastly, most of the Taiwanese (airline A = 76.7%; airline B = 64.7%) took airlines A and B in this survey.

4. Data analysis and results

4.1. Reliability analysis

Table 2 summarizes the reliability test of each construct with respect to two airlines. All of the Cronbach's α value are more than 0.7, which represents a conventional measure of reliability. The highest Cronbach's α values refer to the scale measuring brand equity (airline A = 0.89; airline B = 0.92), followed by that referring to mission statements (airline A = 0.86; airline B = 0.87). Both airlines scored highly (0.87 and 0.91 respectively) in terms of ideal self-congruence brand equity. Lastly, brand trust gained the lowest Cronbach's α values of 0.81 (airline A) and 0.85 (airline B) respectively.

Airline A	
●	Prevent pollution by conserving energy and resources, recycling, reducing wastes, lowering noise and pursuing more conservation strategies.
●	Conduct operations in compliance with applicable local, national and international environmental laws, regulations and requirements related to our operations and services.
●	Participate in community activities, sharing social responsibilities.
●	Provide safe, efficient, environmentally friendly, quality passenger and cargo transportation services.
●	Ensure a safe, healthy working environment for every one of our employees.

Airline B	
●	We put safety first.
●	We grow a winning team.
●	We provide outstanding products and services.
●	We consistently deliver Service Straight from The Heart.
●	We produce superior financial returns.
●	We support Hong Kong.
●	We are a socially and environmentally responsible company.

Fig. 1. Mission Statement of airline A and airline B.

Table 1
Demographic profiles of respondents.

Variables		Airline A (N = 266)		Airline B (N = 252)	
Gender	Male	111	41.7%	91	36.1%
	Female	155	58.3%	161	63.9%
Age	≤20	40	15.0%	18	7.1%
	21–30	84	31.6%	99	39.3%
	31–40	57	21.4%	63	25.0%
	41–50	50	18.8%	36	14.3%
	≥51	35	13.2%	36	14.3%
Travel Purpose	Business	39	14.7%	25	9.9%
	Tourism	227	85.3%	227	90.1%
Travel Mode	Group	104	39.1%	101	40.1%
	Individual	162	60.9%	151	59.9%
Frequency of Travel Abroad	≤3 times	180	67.7%	161	63.9%
	4–6 times	56	21.1%	64	25.4%
	7–9 times	14	5.3%	14	5.6%
	≥10 times	16	6.0%	13	5.2%
Monthly Income (USD)	≤1000	112	42.1%	76	30.2%
	1001–2000	73	27.4%	85	33.7%
	2001–3000	45	16.9%	49	19.4%
	3001–4000		6.4%	25	9.9%
	≥4001	19	7.1%	17	6.7%
Nationality	Taiwan, ROC	204	76.7%	163	64.7%
	Other	62	23.3%	89	35.3%

Table 2
Reliability analysis of each constructs.

Construct	Number of items	Cronbach's α	
		Airline A	Airline B
Mission Statement	10	0.86	0.87
Brand Equity	13	0.89	0.92
Physical quality	4	0.85	0.87
Staff behavior	3	0.78	0.84
Ideal self-congruence	3	0.87	0.91
Brand identification	3	0.84	0.88
Brand Trust	4	0.81	0.85

4.2. Descriptive analysis

The descriptive data are shown in Table 3. Generally, airline A

achieved higher mean values in the construct of mission statement compared to airline B. On the other hand airline B successfully gained the highest mean value in terms of brand trust. Two airlines have the same item ranked number 1 in terms of mission statement, which is “Customers are important assets of the airline (MS1)”, with the mean of 4.47 (airline A) and 4.40 (airline B). In contrast, majority of the respondents are less likely agreed with “The airline is concerned about and appreciates its employees (MS9)”, with the mean value of 3.83 (airline A) and 3.69 (airline B). In the construct of brand equity, the two airlines have the item “Employees of this airline are friendly (BE7)” achieving the highest mean value, with 4.06 (airline A) and 3.98 (airline B) respectively. On the other hand, respondents from the two airlines are less likely to agree the statement “When someone criticizes this airline, it feels like a personal insult (BE13)”, whereby the mean value is only 3.02 (airline A) and 2.84 (airline B). Most respondents using the two airlines agreed with the statement “This airline is safe (BT4),” which get the highest mean value (airline A = 3.97; airline B = 4.11) in the brand trust construct.

4.3. Exploratory factor analysis

Exploratory factor analysis was used to reduce the questionnaire items to a smaller and more manageable set of underlying factors on the mission statement. The values of the Kaiser-Meyer-Olkin measure of mission statement of airline A and airline B were 0.87 and 0.89, respectively, and their Bartlett's chi-squares were both significant, indicating that it was appropriate to apply the factor analytical technique. Two factors were extracted from ten items of mission statement (see Table 4). The Cronbach's α reliability scores of the two factors were found to range from 0.74 to 0.84 of airline A and airline B denoting acceptable internal consistency. Based on the representative items, the two factors were named as follows. The first factor was entitled “Management mission”, which emphasizes airline concerns about economic objectives, with each airline having its own basic beliefs, values and unique competitive advantage, concerns about social responsibility, appreciation of its employees, with safety as a core value and the factor is loaded heavily with six items. The second factor was “Transportation mission”, which assesses the customers, makes efforts to improve flight services, better know its business location or market, and is concerned about

Table 3
Mean and standard deviation of the variables.

Construct	Item	Airline (Mean/Rank)	
		A (N = 266)	B (N = 255)
Mission Statement	Customers are important assets of the airline (MS1)	4.47 (01)	4.40 (01)
	The airline makes efforts to support dependable transport service (MS2)	4.19 (03)	4.24 (03)
	The airline knows its business location or market (MS3)	4.03 (05)	4.12 (05)
	The airline concerns about the technology (MS4)	3.92 (08)	3.94 (07)
	The airline concerns about economic objectives such as survival, growth and profitability of the company (MS5)	4.12 (04)	4.17 (04)
	The airline has its own basic beliefs, values, and philosophical priorities (MS6)	3.94 (07)	3.85 (08)
	The airline has its own unique selling point or competitive advantage (MS7)	3.95 (06)	3.96 (06)
	The airline concerns about social responsibility (MS8)	3.86 (09)	3.83 (09)
	The airline concerns and appreciate its employees (MS9)	3.83 (10)	3.69 (10)
	Safety is the core value of the airline (MS10)	4.24 (02)	4.27 (02)
Brand Equity	This airline has modern-looking equipment (BE1)	3.91 (02)	3.96 (02)
	This airline's facilities are visually appealing (BE2)	3.80 (04)	3.81 (04)
	Materials associated with the service (ex. menus, seats) are visually appealing (BE3)	3.78 (06)	3.80 (05)
	This airline gives me a visually attractive room (BE4)	3.69 (09)	3.70 (09)
	Employees of this airline listen to me (BE5)	3.54 (10)	3.56 (10)
	Employees of this airline are helpful (BE6)	3.77 (07)	3.82 (03)
	Employees of this airline are friendly (BE7)	4.06 (01)	3.98 (01)
	The typical guest of this airline has an image similar to how I like to see myself (BE8)	3.84 (03)	3.76 (06)
	The image of this airline is consistent with how I like to see myself (BE9)	3.79 (05)	3.74 (08)
	The image of this airline is consistent with how I would like others to see me (BE10)	3.70 (08)	3.75 (07)
	If I talk about this airline, I usually say "we" rather than "they"(BE11)	3.36 (11)	3.15 (11)
Brand Trust	If a story in the media criticizes this airline, I would feel embarrassed (BE12)	3.17 (12)	2.99 (12)
	When someone criticizes this airline, it feels like a personal insult (BE13)	3.02 (13)	2.84 (13)
	I trust this airline (BT1)	3.94 (02)	4.03 (02)
	I rely on this airline (BT2)	3.48 (04)	3.51 (04)
	This is an honest airline (BT3)	3.76 (03)	3.75 (03)
	This airline is safe (BT4)	3.97 (01)	4.11 (01)

Table 4
Factor analysis of mission statement.

Factors	Factor loading		Eigenvalues		Percentage variance		Cronbach's α	
	Airline		Airline		Airline		Airline	
	A	B	A	B	A	B	A	B
MS01: Management mission			2.94	3.42	29.41%	34.14%	0.81	0.84
MS5	0.46	0.56						
MS6	0.76	0.61						
MS7	0.61	0.67						
MS8	0.80	0.85						
MS9	0.77	0.77						
MS10	0.52	0.69						
MS02: Transportation mission			2.66	2.67	26.63%	22.66%	0.78	0.74
MS1	0.74	0.84						
MS2	0.76	0.63						
MS3	0.77	0.69						
MS4	0.61	0.54						
Total Variance Explained					56.04%	56.80%		

the technology. Four items loaded on this factor. The two-factor solution accounted for 56.04% and 56.8% of the total explained variance for airlines A and B respectively.

4.4. Confirmatory factor analysis

Created by Maximum Likelihood Estimation (ML), a first-order and one-dimensional confirmatory factor analysis (CFA) was computed to test the three constructs of mission statement, brand trust and brand equity. Three types of good-of-fit indices were used to assess model performance - absolute fit measures, incremental fit measures and parsimonious fit measures (Baumgartner and Homburg, 1996; MacCallum and Hong, 1997). Table 5 shows the goodness-of-fit indices for the two airlines. Notably, all goodness-of-fit indices for the proposed measurement models met the required norms, thereby indicating a good fit of the measurement

Table 5
Goodness-of-fit indices for proposed measurement models.

		Cutoffs	Airline A	Airline B
Absolute fit measures	χ^2/df	<5.00	2.44	2.08
	RMSEA	<0.08	0.07	0.07
	RMR	<0.05	0.02	0.02
	GFI	>0.90	0.95	0.95
Incremental fit measures	AGFI	>0.90	0.91	0.92
	NFI	>0.90	0.94	0.95
	CFI	>0.90	0.96	0.98
Parsimonious fit measures	PGFI	>0.50	0.53	0.54
	PNFI	>0.50	0.65	0.66

model. Additionally squared multiple correlation (SMC) was used as a criterion to assess the construct reliability of manifest variables or indicators. Jöreskog and Sorbom (1989) argued that the SMC

should be over 0.2. In this study all of observed indicator were higher than the construct reliability level and their t-value were also significant. The modified constructs and indicators are described in Table 6. Following the criteria established by Bagozzi and Yi (1988) and Hair et al. (1998), all three constructs exceeded the recommended standardized loadings (0.5), composite reliability level (0.6) and variance extracted measure (0.5). In short, good convergent validity of the proposed model was indicated.

4.5. Structural equation modelling (SEM)

Figs. 2 and 3 show the estimated structural models for overall framework of both airlines. Notably, all three hypotheses were validated. As hypothesized in airline A, the mission statement positively influenced brand trust, supporting H_1 with the standard coefficient = 0.68 ($t = 8.10$, $p < 0.01$). At the same time, mission statement also has significant positive effects on brand equity, supporting H_2 with the standard coefficient = 0.68 ($t = 6.12$, $p < 0.001$). The findings of the model testing also support H_3 (standard coefficient = 0.28, $t = 3.16$, $p < 0.05$) and confirms that brand trust has a positive influence on brand equity. Turning to airline B, in H_1 and H_2 , the results of the study supported the contention that mission statement is positively associated with brand trust (standard coefficient = 0.70, $t = 8.30$, $p < 0.001$) and brand equity (standard coefficient = 0.53, $t = 5.45$, $p < 0.001$). Similarly, H_3 is also supported. The result indicated that brand trust is positively related with brand equity (standard coefficient = 0.41, $t = 4.46$, $p < 0.001$). Overall these results indicate that the mission statement – management mission and transportation mission – are important determinants of brand trust and brand equity.

In terms of the mediating effect, Table 7 lists the total effects, including direct and indirect effects. The total effects of mission statement on brand equity is 0.87 for airline A and 0.82 for airline B, including both direct effects of 0.68 for airline A and 0.53 for airline B and indirect effects of 0.19 for airline A and 0.29 for airline B mediated by brand trust. This result shows the importance of brand trust in the relationship of mission statement and brand equity. Meanwhile, brand trust has direct effects of 0.28 for airline A and 0.41 for airline B on brand equity. Those results show that mission statement has the largest effect (airline A = 0.87 and airline B = 0.82) on brand equity followed by brand trust (airline A = 0.68 and airline B = 0.70). It was also noted that the mediating effect of brand trust between mission statement and brand equity was higher for airline B than airline A.

5. Conclusion and discussion

This study attempted to shed light on the purpose and contents

of mission statements and the effects of mission statements for enterprise branding in two airlines. The study also contributes to the research gap of literature on the perceptions held by one group of external stakeholders (namely passengers) of mission statements. Brand issues are a growing body of literature in many industries and although the mission statements and brand topic have been examined by Ingenhoff and Fuhrer (2010) using web site information, this study represents a first attempt to integrate the contents of airline mission statements to study the effects of brand trust and brand equity by customers in this context. Therefore, the results of this study indicate that the communication of mission statements to airline passengers can enhance positive assessments of brand image and perceptions of brand equity.

In the context of the wider literature the findings are consistent with the work of Ruzzier and de Chernatony (2013) and their application of similar concepts to the country image of Slovenia. The results provide reasons for the belief that a positive relationship exists between mission statements and brand trust. Moreover, the relationship of mission statement and brand equity is partially mediated by brand trust. As mentioned earlier, by definition a mission statement includes information of interest to stakeholders, and the dissemination of that information can be utilized in the formation of a business strategy that seeks to create positive perceptions of an organization. Trust is formed through a positive interaction with the mission statement. As a result, a feeling of trust will enhance the perceptions of passengers toward the brand equity of the airline. As suggested by Gilsdorf (1987), any communication should reflect the firm's goals, philosophy and mission, and it is important to display the mission statement and make it available to all stakeholders (Cunningham et al., 2009). One of the major functions of a mission statement is convey messages or promises of an airline to its stakeholders.

In these communications the statements have to be real and practical, and clear in their meaning because a confusing or misleading mission statement can harm a company's status or reputation, as "reputation is built on credibility" (Bartkus and Glassman, 2008). At the same time mission statements represent an opportunity for the firm to communicate corporate values and identity with those potential corporate stakeholders via mission statement (Cunningham et al., 2009).

One implication of this study is that it shows the information carried by the mission statement can be of value to passengers. Consequently the study also implies that the more passengers value this information, the greater is the potential for better brand equity. In turn this points to a need for the contents of the mission statement to be frequently reviewed by the airline management to ensure the information conveyed matches the requirements of the passengers. The more congruent is the mission statement with the

Table 6
Convergent validity of the proposed measurement model.

Latent construct	Observed indicator	Standardized loading		t-value		SMC (R ²)		Composite reliability		Variance extracted	
		Airline		Airline		Airline		Airline		Airline	
		A	B	A	B	A	B	A	B	A	B
Mission statement	MS01	0.87	0.79	11.74	11.38	0.75	0.63	0.78	0.77	0.64	0.63
	MS02	0.72	0.80	–	–	0.52	0.63				
Brand trust	BT1	0.76	0.78	–	–	0.58	0.60	0.83	0.85	0.55	0.59
	BT2	0.62	0.71	9.57	11.33	0.38	0.50				
	BT3	0.83	0.83	12.18	12.93	0.69	0.69				
	BT4	0.73	0.75	11.62	12.06	0.54	0.57				
Brand equity	Physical quality	0.76	0.76	8.50	9.33	0.58	0.58	0.79	0.85	0.50	0.59
	Staff behavior	0.66	0.85	8.05	10.14	0.43	0.72				
	Ideal self-congruence	0.82	0.83	9.24	10.06	0.66	0.69				
	Brand identification	0.55	0.60	–	–	0.31	0.35				

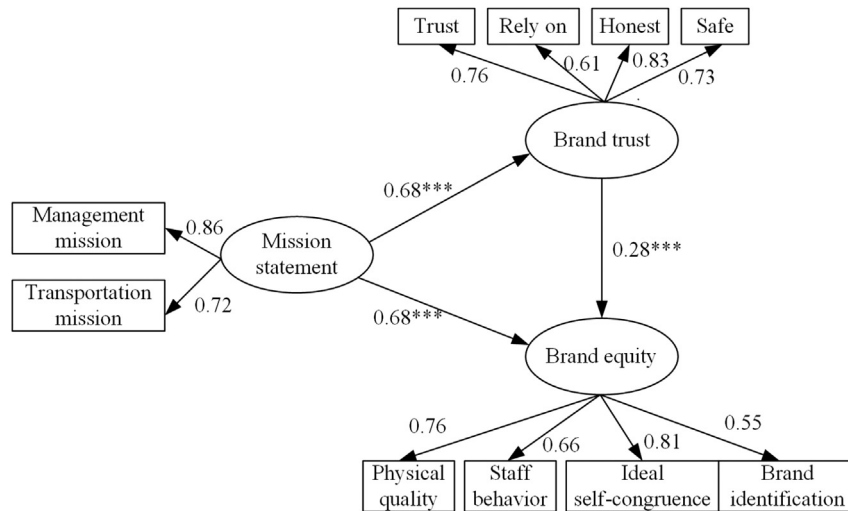


Fig. 2. Estimated results of the structural model of airline A.

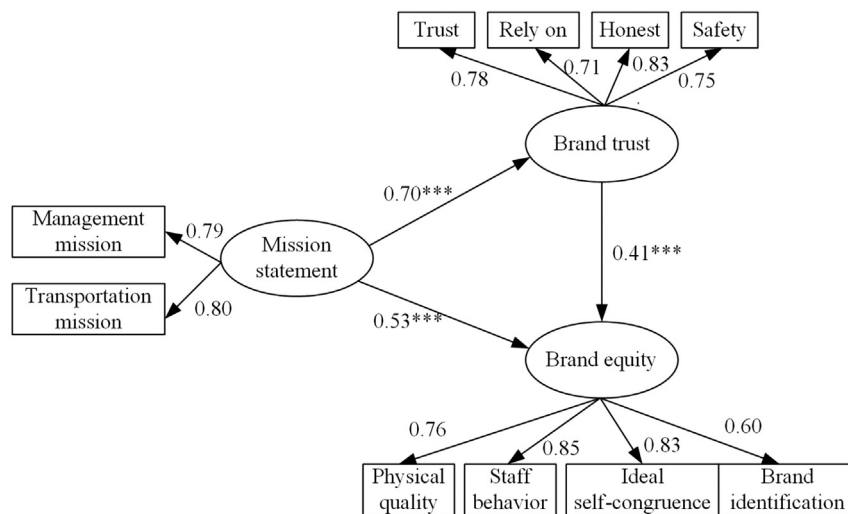


Fig. 3. Estimated results of the structural model of airline.

Table 7
The mediating effect of the model.

Causal path	Direct effect		Indirect effect		Total effect		
	Airline		Airline		Airline		
	A	B	A	B	A	B	
H1: Mission statement → Brand trust	0.68	0.70			0.68	0.70	Supported
H2: Mission statement → Brand equity	0.68	0.53	0.19	0.29	0.87	0.82	Supported
H3: Brand trust → Brand equity	0.28	0.41			0.28	0.41	Supported

needs of passengers the more an airline can build a brand with strong brand equity. Thus, it can be concluded that a mission statement is one of the useful tools in the branding process of an airline, and an opportunity may exist to emphasize unique features as suggested by Kemp and Dwyer (2003). For their part Bart and Baetz (1998) realized the positive influences of mission statement on organizational performance, and the empirical findings of this study support this view in the context of the industry in Asia.

This study proposed and empirically tested, a new theoretical model of mission statement and brand equity mediated by brand trust; which model can serve as a platform for future research. It

provides evidence that the mission statement can be related to brand constructs, and that some variables can moderate the relationship between mission statement and brand equity. In addition, it is appropriate for future research to study the relationships between mission statements and other brand constructs.

However, this study has some limitations that future research should address. A key limitation is that while Kemp and Dwyer (2003) identified ten components existing in mission statements there are many airline mission statements that include simple and short statements such as “Excellence in everything that we do” (Qatar Airways), “Connecting Canada and the World” (Air Canada) and “To

be the most admired airline across the world's key cities" (British Airways). Indeed they identified many instances where less than 3 of the components they listed are found in airline mission statements. In this case the research is limited to the two airlines of choice in this study, both of whom had fuller statements of their values, and hence are arguably only representative of a sub-set of airlines. Future research could thus seek to develop tests to draw comparisons between Kemp and Dwyer's (2003) conceptualizations of airline mission statements and other airlines' much shorter statements. Another limitation is that more than half of the respondents are Taiwanese. This sample group cannot represent the whole populations of airline passengers. It is recommended that the future studies can add more variables about brands to make the study more comprehensive. Additionally, involving more respondents of differing backgrounds to increase the external validity

operations such as check in and baggage handling – and hence research into how passengers perceive these services as part of an airline's operation and how these might reflect on an airline as distinct from others in the chain of service distribution might be of interest.

Acknowledgments

We would like to thank Miss Li Wen Low to help data collection and the National Science Council of Taiwan, ROC for financial support received under grant NSC 102-2410-H-468-01.

Appendix A. Sources of Questionnaire items

Construct	Item	Source
	Customers are important assets of the airline (MS1)	Pearce and David (1987)
	The airline makes efforts to support dependable transport service (MS2)	Kemp and Dwyer (2003) Pearce and David (1987)
	The airline knows its business location or market (MS3)	Kemp and Dwyer (2003) Pearce and David (1987)
	The airline concerns about the technology (MS4)	Kemp and Dwyer (2003) Pearce and David (1987)
	The airline concerns about economic objectives such as survival, growth and profitability of the company (MS5)	Kemp and Dwyer (2003) Pearce and David (1987)
	The airline has its own basic beliefs, values, and philosophical priorities (MS6)	Pearce and David (1987) Kemp and Dwyer (2003)
	The airline has its own unique selling point or competitive advantage (MS7)	Pearce and David (1987) Kemp and Dwyer (2003)
	The airline concerns about social responsibility (MS8)	Pearce and David (1987) Kemp and Dwyer (2003)
	The airline concerns and appreciate its employees (MS9)	Kemp and Dwyer (2003)
	Safety is the core value of the airline (MS10)	Lin (2012)
Brand equity	This airline has modern-looking equipment (BE1)	Nam et al. (2011)
	This airline's facilities are visually appealing (BE2)	
	Materials associated with the service (ex. menus, seats) are visually appealing (BE3)	
	This airline gives me a visually attractive room (BE4)	
	Employees of this airline listen to me (BE5)	
	Employees of this airline are helpful (BE6)	
	Employees of this airline are friendly (BE7)	
	The typical guest of this airline has an image similar to how I like to see myself (BE8)	
	The image of this airline is consistent with how I like to see myself (BE9)	
	The image of this airline is consistent with how I would like others to see me (BE10)	
	If I talk about this airline, I usually say "we" rather than "they"(BE11)	
If a story in the media criticizes this airline, I would feel embarrassed (BE12)		
Brand trust	When someone criticizes this airline, it feels like a personal insult (BE13)	
	I trust this airline (BT1)	Chaudhuri and Holbrook (2001)
	I rely on this airline (BT2)	
	This is an honest airline (BT3)	
	This airline is safe (BT4)	

of study would permit greater generalization. The final limitation is that this research explores airline branding based on mission statement. We suggest that future researchers could explore other aspects of the brand, such as brand loyalty, brand logo, brand experience and brand relationship, as the resulting conclusions might better reflect passenger attitudes and behaviors.

In terms of managerial implications and future directions of research it has been noted that they may be value in airlines seeking to disseminate to passengers information about their mission statements, and such means can be by on-board videos and information in on-flight magazines. Such information can include examples of how the company meets those standards and commentary on new initiatives. For future research it was observed that increasingly airlines are using contracted out services for

References

- Aaker, D.A., 1996. Measuring brand equity across products and markets. *Calif. Manag. Rev.* 38 (3), 102–120.
- Aaker, J.L., 1997. Dimensions of brand personality. *J. Mark. Res.* 34 (3), 10.
- Aggarwal, P., 2004. The effects of brand relationship norms on consumer attitudes and behavior. *J. Consum. Res.* 31, 87–101.
- Alavi, M.T., Karami, A., 2009. Managers of small and medium enterprises: mission statement and enhanced organizational performance. *J. Manag. Dev.* 28 (6), 555–562.
- Ba, S., 2001. Establishing online trust through a community responsibility system. *Decis. Support Syst.* 31, 323–336.
- Bagozzi, R.P., Yi, Y., 1988. On the evaluation of structural equation models. *J. Acad. Mark. Sci.* 16 (1), 74–94.
- Bart, C.K., 1997. Industrial firms and the power of Mission. *Ind. Mark. Manag.* 26 (4), 371–383.
- Bart, C.K., 2001. Measuring the mission effect in human intellectual capital. *J. Intellect. Cap.* 2, 320–330.

- Bart, C.K., Baetz, M.C., 1998. The relationship between mission statements and firm performance: an exploratory investigation. *J. Manag. Stud.* 36 (6), 823–853.
- Bartkus, B.R., Glassman, M., 2008. Do firms practice what they preach? the relationship between mission statements and stakeholder management. *J. Bus. Ethics* 83, 207–216.
- Bartkus, B.R., Glassman, M., McAfee, R.B., 2004. A comparison of the quality of European, Japanese and U.S. Mission statements. *Eur. Manag. J.* 22 (4), 393–401.
- Bartkus, B.R., Glassman, M., McAfee, R.B., 2006. Mission statement quality and financial performance. *Eur. Manag. J.* 24 (1), 86–94.
- Baumgartner, H., Homburg, C., 1996. Applications of structural equation modeling in marketing and consumer research: a review. *Int. J. Res. Mark.* 3 (2), 139–161.
- Bick, G.N.C., 2009. Increasing shareholder value through building customer and brand equity. *J. Mark. Manag.* 25, 117–141.
- Bock, G.W., Lee, J., Kuan, H.H., Kim, J.H., 2012. The progression of online trust in the multi-channel retailer context and the role of product uncertainty. *Decis. Support Syst.* 53 (1), 97–107.
- Braun, S., Wesche, J.S., Frey, D., Wesisweiler, S., Peus, C., 2012. Effectiveness of mission statements in organizations - a review. *J. Manag. Organ.* 18 (4), 430–444.
- Buil, I., de Chernatony, L., Martínez, E., 2013. Examining the role of advertising and sales promotions in brand equity creation. *J. Bus. Res.* 66 (1), 115–122.
- Campbell, B., Vigar-Ellis, D., 2012. The importance of choice attributes and the positions of the airlines within the South African domestic passenger airline industry as perceived by passengers at Durban International Airport. *South. Afr. Bus. Rev.* 16 (2), 97–119.
- Campbell, A., Yeung, S., 1991a. Creating a sense of mission. *Long. Range Plan.* 24 (4), 10–20.
- Campbell, A., Yeung, S., 1991b. Brief case: Mission, vision and strategic intent. *Long. Range Plan.* 24 (4), 145–147.
- Castro, R., Lohmann, G., 2014. Airport branding: content analysis of vision statements. *Res. Transp. Bus. Manag.* 10, 4–14.
- Chaudhuri, A., Holbrook, M.B., 2001. The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty. *J. Mark.* 65 (2), 81–93.
- Chen, C.F., Chang, Y.Y., 2008. Airline brand equity, brand preference, and purchase intentions - the moderating effects of switching costs. *J. Air Transp. Manag.* 14 (1), 40–42.
- Chen, C.F., Tseng, W.S., 2010. Exploring customer-based airline brand equity: evidence from Taiwan. *Transp. J.* 49 (1), 24–34.
- de Chernatony, L., 2010. *From Brand Vision to Brand Evaluation*. Butterworth-Heinemann, Oxford.
- Chiu, C.M., Huang, H.Y., Yen, C.H., 2010. Antecedents of online trust in online auctions. *Electron. Commer. Res. Appl.* 9, 148–159.
- Chun, R., Davies, G., 2001. E-reputation: the role of mission and vision statements in positioning strategy. *Brand Manag.* 8 (4/5), 19.
- Colucci, M., Montaguti, E., Lago, U., 2008. Managing brand extension via licensing: an investigation into the high-end fashion industry. *Int. J. Res. Mark.* 25 (2), 129–137.
- Cunningham, S., Cornwell, T.B., Coote, L.V., 2009. Expressing identity and shaping image: the relationship between corporate mission and corporate sponsorship. *J. Sport Manag.* 23, 65–86.
- Delgado-Ballester, E., Munuera-Alemán, J.L., 2005. Does brand trust matter to brand equity? *J. Prod. Brand Manag.* 14 (2/3), 187–196.
- Desmidt, S., Prinzie, A., Decramer, A., 2011. Looking for the value of mission statements: a meta-analysis of 20 years of research. *Manag. Decis.* 49 (3), 468–483.
- Detzen, D., Jain, P.K., Likitapiwat, T., Rubin, R.M., 2012. The impact of low cost airline entry on competition, network expansion, and stock valuations. *J. Air Transp. Manag.* 18 (1), 59–63.
- Eggers, F., O'Dwyer, M., Kraus, S., Vallaster, C., Güldenber, S., 2013. The impact of brand authenticity on brand trust and SME growth: a CEO perspective. *J. World Bus.* 48 (3), 340–348.
- Ekinci, Y., Dawes, P.L., Massey, G.R., 2008. An extended model of the antecedents and consequences of consumer satisfaction for hospitality services. *Eur. J. Mark.* 42 (1), 35–68.
- Gefen, D., 2000. E-commerce: the role of familiarity and trust. *Omega* 28 (6), 725–737.
- Gilbert, D., Wong, R.K.C., 2003. Passenger expectations and airline services: a Hong Kong based study. *Tour. Manag.* 24 (5), 519–532.
- Gilsdorf, J.W., 1987. Written corporate communication policy: extent, coverage, costs and benefits. *J. Bus. Commun.* 24, 35–52.
- Hair, J., Anderson, R., Tatham, R., Black, W. (Eds.), 1998. *Multivariate Data Analysis with Readings*, 5 ed. Prentice Hall International, Englewood Cliffs, NJ.
- Hewer, P., Brownlie, D., Kerrigan, F., 2013. The exploding plastic inevitable: 'Branding being', brand Warhol and the factory years. *Scand. J. Manag.* 29 (2), 184–193.
- Hirota, S., Kubo, K., Miyama, H., Hong, P., Park, Y.W., 2010. Corporate mission, corporate policies and business outcomes: evidence from Japan. *Manag. Decis.* 48 (7), 1134–1153.
- Hiscock, J., 2001. Most trusted brands. *Marketing* 3, 32–33.
- Holmes, J.G., 1991. Trust and the appraisal process in close relationships. In: Jones, W.H., Perlman, D. (Eds.), *Advances in Personal Relationships*. Jessica Kingsley, London, pp. 57–104.
- Homburg, C., Klarmann, M., Schmitt, J., 2010. Brand awareness in business markets: when is it related to firm performance? *Int. J. Res. Mark.* 27 (3), 201–212.
- Hong, I.B., Cho, H., 2011. The impact of consumer trust on attitudinal loyalty and purchase intentions in B2C e-marketplaces: intermediary trust vs. seller trust. *Int. J. Inf. Manag.* 31 (5), 469–479.
- Ingenhoff, D., Fuhrer, T., 2010. Positioning and differentiation by using brand personality attributes: do mission and vision statements contribute to building a unique corporate identity? *Corp. Commun.* 15 (1), 83–101.
- Ireland, R.D., Hitt, M.A., 1992. Mission statements: importance, challenge, and recommendations for development. *Bus. Horizons* 35 (3), 34–42.
- Jara, M., Cliquet, G., 2012. Retail brand equity: conceptualization and measurement. *J. Retail. Consum. Serv.* 19, 140–149.
- Jöreskog, K.G., Sörbom, D., 1989. *LISREL 7: a Guide to the Program and Applications*. Scientific Software International, Chicago.
- Keller, K.L., 1993. Conceptualizing, measuring, and managing customer-based brand equity. *J. Mark.* 57, 22.
- Keller, K.L., 2003. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 2nd ed. Prentice Hall, Saddle River, NJ.
- Kemp, S., Dwyer, L., 2003. Mission statements of international airlines: a content analysis. *Tour. Manag.* 24 (6), 635–653.
- Khalifa, A.S., 2011. Three Fs for the mission statement: what's next? *J. Strategy Manag.* 4 (1), 25–43.
- Kim, S., Park, H., 2013. Effects of various characteristics of social commerce (s-commerce) on consumers' trust and trust performance. *Int. J. Inf. Manag.* 33 (2), 318–332.
- Kim, M., Chung, N., Lee, C., 2011. The effect of perceived trust on electronic commerce: shopping online for tourism products and services in South Korea. *Tour. Manag.* 32 (2), 256–265.
- King, D.L., Case, C.J., Premo, K.M., 2010. Current mission statement emphasis: be ethical and go global. *Acad. Strategic Manag. J.* 9 (2), 71–87.
- Laroche, M., Habibi, M.R., Richard, M.O., Sankaranarayanan, R., 2012. The effects of social media based brand communities on brand community markers, value creation practices, brand trust and brand loyalty. *Comput. Hum. Behav.* 28 (5), 1755–1767.
- Lee, J.S., Back, K.J., 2007. Attendee-based brand equity. *Tour. Manag.* 29 (2), 331–344.
- Leuthesser, L., Kohli, C., 1997. Corporate identity: the role of Mission statement. *Bus. Horizons* 40 (3), 59–66.
- Lin, Y.H., 2012. Knowledge brokering for transference to the pilot's safety behavior. *Manag. Decis.* 50 (7), 326–338.
- Lindstrom, M., 2005, Sep 09. *Alter Brand Messages to Win Consumers' Trust*. Media, p. 26 available at: <http://search.proquest.com/docview/206268110?accountid=8395> (accessed 14 May 2014).
- MacCallum, R.C., Hong, S., 1997. Power analysis in covariance structure modeling using GFI and AGFI. *Multivar. Behav. Res.* 32 (2), 193–210.
- Madden, T.J., Fehle, F., Fournier, S., 2006. Brands matter: an empirical demonstration of the creation of shareholder value through branding. *J. Acad. Mark. Sci.* 34, 224–235.
- Matilla, A.S., 2001. The impact of relationship type on customer loyalty in a context of service failure. *J. Serv. Res.* 4 (2), 91–101.
- McKnight, D.H., Choudhury, V., Kacmar, C., 2002. Developing and validating trust measures for e-commerce: an integrative typology. *Inf. Syst. Res.* 13 (3), 334–359.
- Merz, M.A., He, Y., Vargo, S.L., 2009. The evolving brand logic: a service-dominant logic perspective. *J. Acad. Mark. Sci.* 37 (3), 328–344.
- Miles, S.J., Mangold, W.G., 2005. Positioning southwest airlines through employee branding. *Bus. horizons* 48 (6), 535–545.
- Moin, M.F., Ali, A., Khan, A.N., 2012. An analysis of mission statement of Pakistani commercial (scheduled) banks using a nine points scale approach of Fred R. David. *Interdiscip. J. Contemp. Res. Bus.* 4 (2), 102–120.
- Morgan, R.M., Hunt, S.D., 1994. The commitment-trust theory of relationship marketing. *J. Mark.* 58 (3), 20–38.
- Mullane, J.V., 2002. The mission statement is a strategic tool: when used properly. *Manag. Decis.* 40 (5), 448–455.
- Nam, J., Ekinci, Y., Whyatt, G., 2011. Brand equity, brand loyalty and consumer satisfaction. *Ann. Tour. Res.* 38 (3), 1009–1030.
- Oliveria-Castro, J.M., Foxall, G.R., James, V.K., Roberta, H.B.F., Pohl, M.B., Dias, B., Chang, S.W., 2008. Consumer-based brand equity and brand performance. *Serv. Indus. J.* 28 (4), 445–461.
- Pavlou, P.A., Liang, H., Xue, Y., 2007. Understanding and mitigating uncertainty in online exchange relationships: a principal-agent perspective. *MIS Q.* 31 (1), 105–136.
- Pearce, J.A., David, F., 1987. Corporate mission statements: the bottom line. *Acad. Manag. Exec.* 1 (2), 109–116.
- Ralph Jr., I., Williams, M., Daniel, L., Mullane, J.V., 2014. Reinvigorating the mission statement through top management commitment. *Manag. Decis.* 52 (3), 446–459.
- Randall, G., 2000. *Branding - a Practical Guide to Planning Your Strategy*. Kogan Page, London.
- Romaniuk, J., Nenycz-Thiel, M., 2013. Behavioral brand loyalty and consumer brand associations. *J. Bus. Res.* 66 (1), 67–72.
- Rust, R.T., Zeithaml, V.A., Lemon, K.N., 2000. *Driving Customer Equity: How Customer Lifetime Value Is Reshaping Corporate Strategy*. The Free Press, New York.
- Ruzzier, M.K., de Chernatony, L., 2013. Developing and applying a place brand identity model: the case of Slovenia. *J. Bus. Res.* 66 (1), 45–52.
- Seligman, J., 2012. Creating value in school education marketing through the cocreation process - a conceptual paper. In: Optlaka, I., ad Hemsley-Brwon, J. (Eds.), *The Management and Leadership of Educational Marketing: Research,*

- Practice and Applications.
- Seo, S., Jang, S., 2013. The roles of brand equity and branding strategy: a study of restaurant food crises. *Int. J. Hosp. Manag.* 34, 192–201.
- Sirdeshmukh, D., Singh, J., Sabol, B., 2002. Consumer trust, value and loyalty in relational exchanges. *J. Mark.* 66 (1), 15–37.
- Tax, S.S., Brown, S.W., Chandrashekar, M., 1998. Customer evaluations of service complaint experiences: implications for relationship marketing. *J. Mark.* 62 (2), 60–76.
- Tran, Q., Cox, C., 2009. Building brand equity between manufacturers and retailers. In: Glynn, M.S., Woodside, A. (Eds.), *Business-to-business Brand Management: Theory, Research and Executive Case Studies Exercises*. Advances in Business Marketing and Purchasing, Emerald, Bingley, pp. 115–194.
- Tsai, H., Cheung, C., Lo, A., 2010. An exploratory study of the relationship between customer-based casino brand equity and firm performance. *Int. J. Hosp. Manag.* 29 (4), 754–757.
- Urde, M., 2003. Core value-based corporate brand building. *Eur. J. Mark.* 37 (7/8), 1017–1040.
- Vargo, S.L., Lusch, R.F., 2004. Evolving to a new dominant logic for marketing. *J. Mark.* 68 (1), 1–17.
- Vásquez, C., Sergi, V., Cordelier, B., 2013. From being branded to doing branding: studying representation practices from a communication-centered approach. *Scand. J. Manag.* 29 (2), 135–146.
- Wang, S.W., 2014. Do global airline alliances influence the passenger's purchase decision? *J. Air Transp. Manag.* 37, 53–59. May.
- Wang, Y.D., Emurian, H.H., 2005. An overview of online trust: concepts, elements, and implications. *Comput. Hum. Behav.* 21, 105–125.
- Wang, Y., Lin, J., 2011. Empirical research on influence of Mission statements on the performance of nonprofit organization. *Procedia Environ. Sci.* 11, 328–333.
- Ward, S., Goldstine, J., Light, L., 1999. What high-tech managers need to know about brands. *Harv. Bus. Rev.* 77 (4), 85–95.
- Williams Jr., R.L., Morrell, D.L., Mullane, J.V., 2014. Reinvigorating the mission statement through top management commitment. *Manag. Decis.* 52 (3), 446–459.
- Yamauchi, K., 2001. Corporate communication: a powerful tool for stating corporate missions. *Corp. Commun. An Int. J.* 6 (3), 131–136.