Iman Aib*
Wasima Shehzad**

An SFL Approach to Promotional Practices in the Sentence Examples of Mission and Vision Statements

ABSTRACT

This study concerns the use of promotional rhetoric reflected in mission and vision statements of international corporate firms. It mainly used transitivity system in systemic functional linguistics (SFL) to analyse the use of experiential processes in enacting promotional rhetorical moves. Based on hundred international companies' mission and vision statements, we analysed the most recurrent experiential processes associated with each rhetorical move. Because companies aim to establish their social role in the corporate discourse community, they largely focus on promotional agendas. This requires them to write mission statements that define their nature, beliefs, and values. In conclusion, we found that mental and relational process are favoured linguistic practices used by corporate firms to write mission statements that focus on building public image.

Iman Aib is a PhD scholar of English Linguistics in the Department of English at Air University Islamabad, Pakistan. Her research interests include ecolinguistics, genre analysis and critical discourse studies, and has published articles in Social Media + Society.

Prof. Dr. Wasima Shehzad is serving as a professor in the Faculty of Social Sciences, Air University, Islamabad, Pakistan. She completed her PhD from University of Michigan under the supervision of John Swales. Her research interests are genre analysx1is, corpus linguistics and language policy, and has published numerous articles in journals such as Journal of Technical Writing and Communication. She is the author of the book Corpus Linguistics beyond the Word.

* Department of Humanities, Air University, Islamabad – Pakistan
** Department of Humanities, Air University, Islamabad – Pakistan

Introduction

The increasing demand of English for specific purposes (ESP) in the applied linguistics context has strengthened the role of systemic functional linguistics (SFL) to define the linguistic characteristics of text types (Bateman, 2008; Bhatia, 1983; 2004; Swales, 1990). One aspect of SFL theory deals with transitivity system, which centres on how people construe reality and convey experiences by applying a wide range of syntactic structures (Halliday & Matthiessen, 2004). This approach is relevant to the discourse of mission-writing in professional practices. The text of mission and vision statement is generally identified as the most important step to strategic planning; in the corporate sector, mission and vision statements can play a strategic role in guaranteeing the performance of the company (Koller, 2009; Pearce and David, 1987). Therefore, analysing the grammatical clauses of mission and vision statements is important to understand the linguistic nature and functional role of mission writing in professional settings.

Although the discourse community of planning and management has remained consistent in monitoring how organisations develop mission statements, the penetration of globalization and international marketization makes it difficult to study the same (Rego, A., Araújo, B., &Serrão, 2015). The inception of globalization instigated an inevitable competition between both nations and organisations, which has resulted in a drastic shift in the communicative purpose of mission and vision statements (David & David, 2014). From substantiating purpose to informing strategic planning, this text type has become a prototypical example of brandization and marketing. Mission statements act as the basis for an organisation's priorities, strategies, and plans; in essence, these statements announce the existential purpose of organisations (Bartkus, Glassman & McAfee, 2006; Christensen & Askegaard, 2001; Mason & Mason, 2012). According to Pearce and David (1987), the purpose of mission and vision statement should be to develop a unique purpose of the company and to inform a targeted audience about the tasks it executes and why it needs to execute them. Within the corporate context, mission statements simultaneously define the beliefs and values behind a company's profile while emphasising a set of products or services it offers, typically at a competitive price. Some researchers have opined that it is the "most visible and public part of a strategic plan" (Pearce & David, 1987, p.109).

Mission statements seemingly carry the pulse of corporate realities, no matter the type of organisation; all kinds of institutions like private schools, healthcare facilities, and financial firms adhere to this rationale (David & David, 2014; Fairclough, 1995). However, to understand how promotional rhetorical moves are favoured by corporate firms to write mission statements, there is a need to explore the transitivity system of this genre. A steady focus is based on the use of experiential processes that help vision and mission

statements self-advertise their organizations. SFL is arguably a precise method of linguistic analysis for dealing with meanings as it focuses on correlating language and context (Halliday, 1978). The purpose of using SFL is to provide a comprehensive, goal-oriented approach for the linguistic description of mission statements used by the professional discourse community. Hence, by analysing the system of transitivity patterns of mission and vision statements, we can identify how meaning is created as an outcome of human experience. As Eggins (2004) suggests, the purpose of language is mainly functional which is also affected by the social and cultural contexts that shape and reshape it. Therefore, the process of choosing careful linguistic features indicates agency in meaning-making.

Following this approach, selected texts were analysed in terms of the specific features of language that were predominantly used in mission and vision statements. However, to identify the functions attained through experiential processes requires more than a quantitative discovery. To understand the communicative purposes achieved through lexico-grammatical features, this research discusses the most frequent experiential processes associated with each rhetorical move of mission and vision statements. The interplay of rhetorical moves and their surface-level grammatical resources provides a more meaningful description on the use of specific lexico-grammatical resources and how they develop meanings associated with specific rhetorical purposes. The positionality of rhetorical elements realised through certain types of experiential processes has helped in establishing a correlation between linguistic resources and their established communicative values within this genre.

This study aims to answer the following two questions:

1. What are the transitivity patterns of experiential meanings used in mission statements of corporate firms?
2. What rhetorical moves are reflected by the transitivity patterns of experiential meanings in mission statements of corporate firms?

Literature Review

The application of SFL theory resulted in the creation of a new linguistic field aimed at analysing how people constructed or construed meaning from texts. SFL theory largely dealt with how words were employed in a specific cultural or social context. Language is defined as a social phenomenon to help humans convey meanings; Makinowski (as cited in Martin, 1984) suggests that the communicative purpose of a certain message/text type can be best understood when situated in a specific context. This notion was also emphasized by Hasan (2009), who suggested that contextual choices activate semantic choices, which further activate lexico-grammatical choices.

Several disciplines and genres in academic discourse were also investigated from an SFL theoretical perspective. For instance, Fatma Benelhadj (2019) examined academic genre by bringing prepositional phrase complexity to focus. Due to the immensity of academic discourses in different disciplines and genres, authors tend to generally be influenced by conventional discourse formats. The researcher found that research articles were similar in all disciplines but PhD dissertations had relative differences. The researcher also found simple prepositional phrases (774 in frequency) as more common and recurrent than complex prepositional phrases (32 in frequency). The most common prepositional phrases were composed of the structure 'prep + noun + prep' such as 'in addition to'.

Impersonality in research articles – often expressed through transitivity structures – was analysed by Martinez (2001). Using the SFL approach, the researcher selected twenty-one experimental studies from physics, biology and sociology. Martinez (2001) found material processes to be morefrequent than relational. However, these processes were used variably in different sections of research articles. For instance, in results sections, authors tend to imply relational processes to maintain distance from the text, whereas mental processes were used to mitigate claims.

An exploratory case study of interpersonal dimensions of collaborative writing was investigated by Phil Goertzen and Carolyn Kristjánsson (2007) using online 'social construction of knowledge' of a graduate community. Two graduate courses were analysed using SFL approach to reveal the interpersonal dimensions of collaborative learning. Through an identification of appraisal patterns such as 'the table looks good' and appreciation patterns such as 'it was difficult for me to do the manager's job', the researchers inferred that these courses tend to construct more interpersonal resources. Gleason (2014) carried an SFL based analysis for automated test tasks. She hypothesised that automatic speech recognition focused more on accuracy than meaning-making, and used an SFL approach to evaluate test tasks such as the retelling of personal stories. She found that responses that utilized rhetorical features such as description, use of passive voice, and third person pronouns were more effective in retelling past experiences. Three examinees' responses were contrasted using genre analysis (Derewianka, 1990) and transitivity analysis (Ravelli, 2000). The SFL analyses revealed a deeper understanding of the features of each examinee's discourse, which might be used as the basis for future training of automated speech recognition software.

A transitivity analysis of rhetorical moves in Thai and international dental research abstracts was conducted by Vathanalaoha and Tangkiengsirisin (2018) using a corpus-based method that compared tonal styles in rhetorical moves. Selecting one-twenty dental articles, they used Halliday and Mattheissen's (1994) SFL approach and Thompson's (2000) verbal choices of

transitivity. The researchers found that verbal and existential processes were mostly used in methodological sections, whereas verbal processes were most frequently used in discussion sections.

Thus, the use of SFL theory to analyse mission and vision statements will inform us of the ways in which professional discourse can be influenced by promotional linguistic practices. Similarly, the mission and vision statements of corporate firms may be influenced by the conventions of promotional genre, thereby constructing this genre in accordance with the institutionalized and conventionalized norms of the promotional discourse community.

Methodology

The data consists of sentence examples from international corporate firms. Hundred mission and vision statements of international corporate firms were fetched for the analysis. The criteria for selecting those sentence examples is that they reflect any of the rhetorical moves of promotional genre such as 'targeting the market' or 'establishing niche'. First, the rhetorical moves of the selected text types were manually explored. Then, a manual analysis of transitivity patterns of experiential meanings was carried to reveal the common clauses reflected in each rhetorical move. Finally, transitivity patterns were manually quantified by counting the number of each clause occurring in every rhetorical move of promotional genre.

a. *Theoretical Framework*

The current research is based on a descriptive approach; using Bhatia's (2004) rhetorical moves of promotional genre, we identified how transitivity patterns were used as linguistic processes to establish experiential meanings. We analysed those rhetorical moves by textually identifying the experiential processes through which texts are constructed in accordance to systemic functional linguistics.

In light of Bhatia's (2004) theory, a study of language use in the world of professional culture would be required to understand the complex realities of discursive performances. The textual space looks at discourse as text aiming to examine the surface-level linguistic properties of discourse. This gives significance to the lexico-grammatical forms that make up the text. Thus, the focus of this space is not primarily the context, but the co-text (Bhatia, 2004). Textual space deals with the knowledge of language structures and corresponding functions that are employed to construct the text in typified situations. The emphasis is therefore on properties linked to the construction of textual space.

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The model offered by Bhatia (2004, p. 74) is as follows:
- Headlines (for reader attraction)
- Targeting the market
- Justifying the product or service
    o *by indicating the importance or need of the product or service* and/o
    o *by establishing a niche*
- Detailing the product or service
    o *by identifying the product or service*
    o *by describing the product or service*
    o *by indicating the value of the product or service*
- Establishing credentials
- Celebrity or typical user endorsement
- Offering incentives
- Using pressure tactics
- Soliciting response

The current study focuses on exploring the rhetorical moves that help in establishing the mission of an organisation; hence, the grammar of clause as representation complimented the analysis. This grammatical choice is known as 'transitivity patterns; it defines the experiential meanings of the world, of perception, of experiences and reaction. By exploring the transitivity patterns in the texts of mission and vision statements, we can explain how the communicative event is being constructed; we can thus decipher what is being talked about. Clauses are generally encoded in process types (material, mental, behavioural, verbal, existential, relational) which specify the action, relationship between the participants and events, and where the processes are situated circumstantially (for time, place, cause, *etc.*).

Transitivity analysis offers a detailed description of the construction of clauses and the functions they perform; it offers an understanding of how meanings are encoded in experiential processes. By examining the transitivity patterns in text, we explained how the field of situation is being constructed, i.e. we described 'what is being talked about' and 'how shifts in the field' are achieved. Transitivity patterns of experiential meanings comprise: (i) **material process** which describe processes as doing, usually of concrete and tangible actions, "some entity does something, undertakes some action" (Eggins, 2005, p. 243) (ii) **mental processes** which define what we feel or talk about; they are clauses which encode processes of feeling or thinking (iii) **behavioural processes** which encode processes of behaviour. The one who executes the behaviour is defined as 'doer' and the type of behaviour that is executed is defined as 'circumstance' (iv) **verbal process** which contains three participants: Sayer, Receiver and Verbiage. The Verbiage is a nominalized statement of the verbal process: a noun expressing some kind of verbal behaviour (v) **relational processes** which encode meanings about state of being are categorized in two

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types: attributive and identifying processes. Attributive process involves establishing a relationship between two processes. In the attributive process type, a quality or attribute – defined as the carrier – is assigned to the participant. Identifying processes are different from attributive in that the identifying clause is not about attributing or ascribing, but defining. What can further differentiate between identifying and attributive processes is that the nominal group in attributive is an indefinite nominal group such as 'a healthy fruit' whereas the identifying process involves a definite nominal group such as 'the healthy fruit' **(vi) Causative relational** occur with either Attributive or Identifying structures. The causation process is expressed either through a *make + be* (Process: intensive) structure, or, with Identifying Relationals, through a causative process.

Analysis

We first considered the range of transitivity patterns and their use with each rhetorical move, giving special emphasis to the most frequent experiential process occurring with each rhetorical move. Figure 1.1 shows the overall distribution of experiential processes.
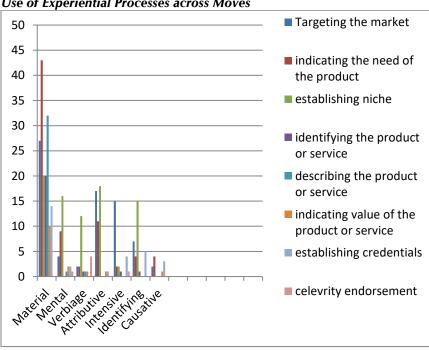
Figure 1.1
Use of Experiential Processes across Moves

Table 1.1
Percentage of Occurrence of Experiential Processes across Moves

	Targeting the market	Indicating the need of the product	Establishing niche	Identifying the product or service	Describing the product or service	Indicating value of the product or service	Establishing credentials	Celebrity endorsement
MAT	16.2%	25.9%	12.04%	12.04%	19.2%	6.02%	8.43%	0.00%
MENT	11.4%	25.7%	45.7%	0.00	2.85%	5.71%	5.71%	2.85%
VERBI	4.34%	8.69%	52.17%	4.34%	4.34%	4.34%	0.00%	17.3%
ATTR	35.4%	22.9%	37.5	0.00%	0.00%	2.08%	2.08%	0.00%
INT	60%	8%	8%	4%	0.00%	0.00%	16%	4%
IDE	21.8%	12.5	26.8%	3.12	0.00%	0.00%	15.6%	0.00%
CAUS	20%	40%	0.00%	0.00%	0.00%	10%	30%	0.00%

The analysis of rhetorical moves of international corporate firms from SFL perspective revealed significant results about the role of experiential processes used when writing mission statement. The study found that mission writing relies heavily on material process to enact most of the rhetorical moves. This could be due to the communicative purpose of writing mission statements. Generally, corporate firms wish to inform the targeted audience about what they do and what their services or products are, which requires them to use concrete tangible clauses. The percentage of material process was 16.2% in move two, 25.9% in move three step one, 12.04% in move three step two, 12.04% in move four step one, 19.2% in move four step three, 6.02% in move four step three and 8.4% in move 5. The analysis revealed that material processes were mostly used to enact move four i.e. 'describing the product or service'. Arguably, corporate firms employ this move to inform the targeted audience about their services and products. Hence, part of developing public image and establishing self-concept requires the professional community to integrate their plans, define their products and service and indicate the value of the services or products. Moreover, material process was also frequently used with move three step one i.e. 'indicating the importance of the service'. The percentage of mental process was 11.4% in move two, 25.7% in move three step one, 45.7% in move three step two. The analysis revealed that mental process was mostly used to enact move three step two which is 'establishing niche'. The percentage of attributive process was 35.4% in move two, 22.9% in move three step one, 37.5% in move three step two. The analysis revealed that attributive process was mostly used to enact move three step two which is 'establishing niche' and move two which is 'targeting the market'. The percentage of intensive process was 60% in move two and 16% in move five which is 'establishing credentials'. The analysis revealed that intensive

process was mostly used to enact move three step two i.e. 'establishing niche'. These results indicate that the selected hundred international corporate firms use mission statements as a distinctive text type primarily to reinforce their position in the market via the rendition of a positive image. Similar findings were established by Lin, Ryan, Wise and Low (2018) who stressed on the significance of mission statements as they tend to connect international stakeholders and portray global careers and international competition.

The percentage of identifying process was 21.8% in move two, 12.5% in move three step one, 46.8% in move three step two and 15.6% in move five which is 'establishing credentials'. The analysis revealed that identifying process was mostly used to enact move three step two i.e. 'establishing niche' significantly denoting that international companies rely on establishing a positive public image as a means to promote their presence within the established market. When a larger number of companies focus on 'targeting the market', it indicates that they generally strive for recognition in a market of competition. This finding was also evident in Koller's study (2009), which concluded that mission statements were considered as ideally suited to act as branding propositions to various audiences. Furthermore, a market-oriented communication is generally understood as the type of communication in which the company reinforces itself through positive image (Christensen and Askegaard, 2001).

The percentage of verbiage process was 52.1% in move three step two and 17.3% in move six. The analysis revealed that verbiage process was mostly used to enact move three step two and move six, which are 'establishing niche' and 'celebrity endorsement' respectively. As defined by Campbell and Young (1993), mission statements are used by companies to build a public image while defining their philosophies and values. This definition seems to be the reason for which mission statements rely on Relational Identifying Process 72% to 'establish niche' as a means for building public image. Attributive process was also found to be recurrently used to 'target the market' used by the professional community to specify their position by defining their attributes.

b.   Material Process

This process was typically most frequent in move four i.e. 'detailing the product or service'. Material process as a lexico-grammatical structure was best suited for this particular rhetorical move as it fulfilled the function of 'identifying the service or product' which required the companies to define it as a tangible, concrete and action-oriented practice. Material verbs such as *provide, use, craft, produce, discover, give* and *offer* help identify the service or product that a certain company wants their customers to learn about.

Examples of 'detailing the product or service' as a rhetorical move using material processes included:
- We <u>provide</u> quality, reliable and environmentally friendly energy
- <u>Crafting</u> great beer from the best natural ingredients
- <u>Provide</u> competitive high quality electronics manufacturing services
- <u>Produce</u> world class professionals
- <u>Discover, develop and commercialize</u> innovative therapeutics
- <u>Deliver</u> breath-taking innovations
- <u>Giving</u> our customers a unique competitive edge
- <u>Deliver</u> unmatched joyful vacations for our guests

Table 1.2
Transitivity Pattern in Material Process

Actor	Process (material)	Goal	Beneficiary
We	Provide Craft Produce deliver	environmentally friendly energy quality electronics joyful vacations	for our guests

c. *Mental Process*

Mental process was used to enact move three i.e. 'justifying the product or service'. Mental process as a lexico-grammatical structure was best suited for this particular rhetorical move as it fulfilled the function of persuading the targeted audience that they have a problem or need some assistance and that the service or product of the company is the best solution. This purpose can be best achieved by manipulating people's thoughts, emotions, and perceptions about a certain idea or entity using verbs denoting mental process. Examples of mental verbs such as *strive, aware, see, imagine, aim, value and believe* help persuade people to feel, think, or believe in a certain service or product. Examples of 'justifying the product or service' using mental process included:
- We are fully <u>aware</u> that we are a global enterprise
- <u>See this nation</u> emerge as a competition
- <u>The way we see it</u>, the impossible is nit impossible
- Never satisfied with the status quo, <u>we imagine</u> what's next
- At Boeing, <u>they value</u> diversity because it is important
- <u>We believe</u> in taking responsibility
- <u>We believe</u> that good business means a better world

Table 1.2
Transitivity Pattern in Mental Process

Senser	Process (mental)	Phenomenon act	Phenomenon fact
We	Aware	What's next	that we are a
We	Imagine	Diversity	global enterprise
They	Value		

d. Relational Processes
i.   Relational Attributive process

This process was used in move three step two i.e. 'establishing niche'. Attributive process as a lexico-grammatical structure was a prototypical structure for this particular rhetorical move to fulfil the function of identifying institute's beliefs and values. Companies define their public image through attribution and by identifying their beliefs and values to justify the service or product reflected in their mission and vision statements. Company's firm beliefs, values, and aspirations are realised through attributive nouns and adjectives that reflect company's self-concept. This purpose was best achieved by using attributive or identifying lexico-grammatical structures. Examples are given to show how employing attributive and identifying structures help establish the niche and self-concept of companies as a means of distinguishing themselves from others.

- Bizzard Entertainment is what it is today
- Takuda is a patent focused, innovation-driven global pharma company
- Everyone here is a geek at heart
- We are leaders in progress
- It is a sense of inspiration and mobilotu

Table 1.3
Transitivity Pattern in Attributive Process

Carrier	Process (attributive)	attribute
Bizzard entertainment	Is	what it is today
Takuda		patent focused
Everyone		a geek

Attributive process was also predominantly used to enact move two i.e. 'targeting the market'. The typical lexico-grammatical structure denoting this move was to use attributive process 'to be a' or intensive attributive 'to be the' followed by the attribute. Using this particular lexico-grammatical structure was fundamental to achieve this rhetorical move which requires companies to define their geographical location and role within the market they plan to be a part of. Typical lexico-grammatical structures to enact

'targeting the market' as a rhetorical move were: *to be the leading company, leading institute, world's leading,* and *world's best.*
- To be a leading, competitive, Nutrition, Health and Wellness Company
- Our vision is to be earth's most customer-centric company
- Our Vision is to be the world's pre-eminent life insurance provider
- To be the most respected Internet enterprise
- Be a role model for contribution to society

Table 1.4
Transitivity Pattern in Attributive Process

Carrier	Process (attributive)	attribute
Our vision	To be	A leading A role model

ii.   Relational Identifying Process
This move was typically realized in move five i.e. 'establishing credentials'. The most common lexico-grammatical features characteristically identifiable with move five were largely dependent on relational intensive process (be + the + attribute) such as *world's leading, is the major company,* and *is the top.* Above intensive processes, it is largely depended on circumstantial process by relying on dates, years and numbers such as: *adopted June 10, more than 100 years, two billions a day, in 2009, since 1954,* and *built over 150 years ago.*
- Nestlé is......the world's leading nutrition, health and wellness company
- Customer reviews, 1-Click shopping, personalized recommendations, Prime, Fulfillment by Amazon, AWS, Kindle Direct Publishing, Kindle, Fire tablets, Fire TV, Amazon Echo, and Alexa are some of the products and services pioneered by Amazon
- The following principles guide our relation with our stakeholders
- Two billion times a day, P&G brands touch the lives of people around the world
- From carbon abatement to disaster recovery to bringing tech education to underfunded schools, we've made some tremendous progress so far.
- AT&T has recorded 35 consecutive years of quarterly dividend growth and is a Fortune 10 company.
- After careful formulation and thorough discussion, the Board approved the Group's Vision, Mission and Core Values (VMV), the bedrock of our corporate culture, in 2004. With this initiative, we have embarked on building a coherent and bank-wide corporate culture and spirit that will motivate us and move us forward in the 21st century.

Table 1.5
Transitivity Pattern in Relational Identifying Process

Token	Process (identifying)	Value	Circumstance
Nestlé	Is	the world's leading nutrition, health and wellness company	Two billion times a day the bedrock of our corporate culture, in 2004
Customer reviews,1-Click shopping	Are	some of the products and services pioneered by	
	Guide	Amazon	
following principles		our relation	

Verbal Process

This process was typically used in move six i.e. 'celebrity or typical user endorsement'. Verbal process as a lexico-grammatical process was best suited for this particular rhetorical move to fulfil the function of affiliating a company's name with other renowned companies or eminent philosophers by quoting their statements for the purpose of endorsement. This purpose was best achieved through direct or indirect quotations through lexico-grammatical structure that include a verbiage and a verbal process. Typical phrases recurrently used with move six are: *Gilman Said, Reed Hastings says, said Jeff Silverman.*

- *In October, 2011, <u>co-founder and CEO Reed Hastings expressed a clear vision for the future of Netflix:</u>"We cannot close our eyes to the challenges that the world faces. Business must make an explicit and positive contribution to addressing them. I'm convinced we can create a more equitable and sustainable world for all of us by doing so," <u>says Unilever's former CEO Paul Polman.</u> "But this means that business has to change. The Unilever Sustainable Plan is a blueprint for sustainable growth."*
- *<u>We frequently partner with leading industries,</u> and support and facilitate entrepreneurship among our students and faculty*
- *"My heart is in the work." <u>- Andrew Carnegie</u>*
- *"It takes the same amount of energy to dream big as it does to dream small." <u>Carlos BritoCEO of AB InBev</u>*

Table 1.6
Transitivity Pattern in Verbal Process

Sayer	Process (verbal)	Verbiage
Unilever's former CEO Paul Polman	says	I'm convinced we can create a more equitable and sustainable world for all of us by doing so
Carlos BritoCEO of AB InBev		It takes the same amount of energy to dream big as it does to dream small

Causative Process

This process was typically frequent in move three step one i.e. **'**referring to its need for growth and survival'. Causative process as a lexico-grammatical process was best suited for this particular rhetorical move as it fulfilled its function of persuading the audience or customers that they have a problem and that their problem can be solved by causing change to occur. Typical phrases recurrently used to enact this step are: *make a difference, make life better,* and *make the world a better place.*
- Make a difference in the lives of people
- We innovate to make the world a healthier place
- To make everyday life just a little bit better

Table 1.7
Transitivity Pattern in Verbal Process

Process (causative)	circumstance
Make	A difference
	the world a healthier place
	everyday life

Conclusion

To recapitulate, transitivity patterns of experiential meanings in examples of mission and vision statements display the rhetorical moves employed by companies to position their public image, showcase who they are, and state what they intend to do. To construct a public image, companies rely on 'establishing niche' as a rhetorical move, which was predominantly conveyed through attributive and identifying processes. Companies also try to 'target the market' because of the increasing competition between companies. To enact this move and assert their presence in the market, intensive attributive processes were used. However, in order to define their

service or product, companies largely use material processes to talk about their actions and practices.

Essentially, writing mission and vision statements are part of the management and planning of an institute or company. The influence of policy guidelines and planning has certainly strengthened the establishment and practice of writing mission and vision statements to fulfil a number of communicative purposes. First, a mission statement orients the company to the needs of its community which includes the macro and micro communities. Second, having an ideal mission statement reflects the quality performance of an organisation by facilitating its employees, staff members, methodology and practices within the professional setting.

Transitivity patterns in sentence examples of mission and vision statements are shaped by the rhetorical purpose of the text. Because companies aim to establish their social role in the corporate discourse community, they largely focus on promotional agendas. This requires them to write mission statements that define their nature, beliefs, and values. In conclusion, we found that mental and relational process are favoured linguistic practices used by corporate firms to write mission statements that focus on building public image.

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