



## CRITICAL ROLES OF STANDARDIZED MISSION STATEMENT IN SUSTAINABLE PERFORMANCE: EVIDENCE FROM UNILEVER PLC

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### Abstract

*Mission statements are pivotal in strategic planning and organizational identity, yet many companies struggle to integrate sustainability into these foundational declarations. This study addresses this gap by examining how a strategically crafted and standardized mission statement contributes to sustainable organizational performance, using Unilever as a prominent case study. While numerous firms offer vague or profit-centric mission statements, Unilever's "to make sustainable living commonplace" stands out as a deeply embedded commitment to comprehensive sustainability across its operations, supply chains, and stakeholder engagement. Employing a qualitative case study design, this study analyses Unilever's mission statement, annual reports, sustainability performance, and third-party assessments from 2020 to 2024. The study is underpinned by the Resource-Based View (RBV), providing a robust framework to understand how Unilever's mission drives its sustainability practices. Thematic analysis is applied to uncover the alignment between the nine components of a mission statement and Unilever's performance indicators, such as carbon footprint reduction, ethical operations, and stakeholder engagement. Findings reveal that Unilever's mission is a strategic asset, deeply integrated into its operational practices. Its purpose-driven approach has led to measurable environmental reductions, robust social initiatives, and sustained profitability, validated by high rankings in global sustainability indices like the Dow Jones Sustainability Index and CDP. This study demonstrates that a clear, authentic, and operationalized mission statement can significantly enhance an organization's credibility, foster innovation, and contribute meaningfully to global sustainability goals. The study offers valuable insights for practitioners and policymakers seeking to embed purpose into core strategy for long-term organizational resilience and societal impact.*

**Keywords:** Sustainability; Mission Statement; Strategic Management; Corporate Performance

### 1. Introduction

Mission statements are widely recognized as essential tools in strategic planning, organizational identity development, and long-term goal alignment (Alshammari, 2021; Bartkus, Glassman, & McAfee, 2020). They communicate the core purpose and direction of an organization, serving both internal and external stakeholders as a guide for decision-making and strategy execution (David, David, & David, 2020). Furthermore, in an era increasingly focused on sustainability, mission statements are gaining additional relevance as they reflect the organization's commitment to social, environmental, and ethical responsibilities (Smith & Sharicz, 2021). Organizations that craft clear, value-driven mission statements are better equipped to foster employee alignment, stakeholder trust, and strategic coherence

(O'Connell & Sheahan, 2023).

Despite the ubiquity of mission statements, many organizations fail to fully integrate sustainability into these foundational declarations (Lee & Rasheed, 2022). Numerous companies produce mission statements that are either vague or narrowly focused on profit maximization, thereby missing the opportunity to embed sustainability into the core of their strategy (Wells, 2021). However, Unilever provides a notable exception; its mission, "to make sustainable living commonplace," reflects a deeply embedded commitment to sustainability across operations, supply chains, and stakeholder engagement (Unilever, 2023). This stark contrast highlights a critical problem: while many companies possess mission statements, only a few, like Unilever, effectively align them with comprehensive sustainability goals (Yadav & Pathak, 2021).

The purpose of this study is to examine how a strategically crafted and standardized mission statement contributes to sustainable organizational performance, using Unilever as a case study. Unilever's consistent emphasis on sustainable living and social impact has resulted in high performance across various sustainability indices, including environmental responsibility, ethical sourcing, and inclusive business practices (Unilever, 2022; CDP, 2023). By analyzing the relationship between Unilever's mission statement and its sustainable performance outcomes, the study aims to draw lessons for other companies looking to align their strategies with global sustainability expectations (Bocken & Short, 2020). To achieve this, the study poses two central research questions: (1) What are the key components of Unilever's mission statement? and (2) How do these components align with sustainable performance indicators such as carbon footprint reduction, stakeholder engagement, and ethical operations? These questions are crucial for understanding the extent to which Unilever's mission drives its sustainability practices and whether it serves as a replicable model for others (Lee, Trimi, & Kim, 2021).

This study is significant because it demonstrates the strategic role that mission statements can play in advancing sustainability in corporate settings (Bryson, Crosby, & Bloomberg, 2020). By focusing on a single organization, Unilever, the study provides a detailed, contextual analysis of how mission-driven strategies can lead to measurable sustainable performance. The scope of the research is confined to Unilever's published corporate reports, sustainability initiatives, and strategic statements from 2020 to 2025, which may limit the generalizability of the findings. Nevertheless, it offers valuable insights into how mission statements can act as levers for sustainable transformation in business (Papadopoulos et al., 2022).

## 2. Literature Review

### 2.1 Conceptual Definitions

#### 2.1.1 Concept of Mission Statement

Mission statements are foundational documents that articulate an organization's purpose, direction, and

core values. They serve as strategic tools that guide decision-making, communicate organizational identity, and shape culture (David, David, & David, 2020). A mission statement answers fundamental questions about what the organization does, who it serves, and how it creates value (Alshammari, 2021). According to Bartkus, Glassman, and McAfee (2020), an effective mission statement functions not only as a public declaration of intent but also as an internal compass for strategic alignment. This duality makes mission statements essential in aligning employee behavior with corporate goals and fostering stakeholder engagement (Papadopoulos et al., 2022). Frameworks such as Pearce and David's (1987) model have been widely adopted in the evaluation of mission statements. This model outlines nine essential components: customers, products or services, markets, technology, concern for survival, philosophy, self-concept, public image, and employees. In recent updates and adaptations of the framework, scholars emphasize modern elements like environmental sustainability, social responsibility, and ethical values (Lee & Rasheed, 2022). These elements reflect the evolving expectations placed on corporations to act as stewards of sustainable development. Incorporating purpose, vision, strategy, and stakeholder orientation ensures that mission statements are not static but responsive to dynamic business environments (Smith & Sharicz, 2021).

The standardization of mission statements across multinational corporations has gained importance in ensuring consistency in brand messaging and operational alignment (Bryson, Crosby, & Bloomberg, 2020). Standardized mission statements help multinational enterprises maintain strategic coherence while operating across diverse geographic and cultural contexts (O'Connell & Sheahan, 2023). However, scholars caution that over-standardization without contextual adaptation can lead to vague and ineffective mission statements that fail to resonate with local stakeholders (Yadav & Pathak, 2021). Therefore, while standardization provides clarity and cohesion, it must be balanced with flexibility and cultural relevance. Clarity, consistency, and alignment are critical to the effectiveness of mission statements. Clear mission statements help organizations avoid ambiguity in their strategic direction, making it easier for

employees to understand and execute their roles (Bartkus et al., 2020). Consistency across communication channels ensures that all stakeholders receive a unified message about the company's goals and values (Smith & Sharicz, 2021). Moreover, alignment of the mission with organizational practices and performance metrics reinforces strategic objectives and promotes accountability (Lee, Trimi, & Kim, 2021). When mission statements are aligned with operational behaviour, they contribute meaningfully to organizational performance and long-term sustainability (Papadopoulos et al., 2022).

Thus, the literature highlights that mission statements, when thoughtfully developed and standardized, can serve as powerful instruments of strategic alignment and corporate identity. Frameworks such as Pearce and David's offer a valuable foundation for analyzing mission content, especially when updated to reflect modern sustainability concerns. Clarity, consistency, and alignment remain central to mission statement effectiveness, especially in global firms where coherence across business units is vital. As organizations increasingly adopt sustainability as a strategic goal, mission statements must evolve to reflect and support these ambitions effectively.

### **2.1.2 Nine Components of a Mission Statement and Their Relevance to the Study**

A mission statement articulates an organization's core purpose, values, and direction. According to David (2011), an effective mission statement typically includes nine essential components that provide strategic clarity and guide decision-making. These components are critical in assessing how well a company's mission aligns with its sustainable organizational performance. This study explores these components within the context of Unilever, whose mission is "to make sustainable living commonplace."

#### **Customers**

The mission statement should clearly define the target customers or market segments the organization serves. For Unilever, its mission implies a commitment to serving global consumers by

promoting accessible and sustainable products. This customer-centric orientation is essential for fostering loyalty and driving long-term success (Pearce & Robinson, 2013).

#### **Products/Services**

An effective mission statement outlines the firm's primary products or services. Unilever's emphasis on sustainable living reflects its broad portfolio of health, hygiene, nutrition, and personal care products, all designed with sustainability in mind. This clarity ensures product development and branding efforts align with organizational goals (David & David, 2016).

#### **Markets**

This component specifies the geographical markets the company serves. Unilever operates in over 190 countries, and its mission reflects its global reach by advocating sustainability on an international scale. Highlighting market coverage helps align strategies with regional and global market demands (Kotler & Keller, 2016).

#### **Technology**

The inclusion of technology in a mission statement emphasizes the firm's commitment to innovation and competitiveness. Although not explicitly stated, Unilever's pursuit of sustainable living implies investment in eco-friendly and resource-efficient technologies, which supports its sustainable operations and environmental goals (Elkington, 1997).

#### **Concern for Survival, Growth, and Profitability**

A mission should communicate the firm's long-term financial objectives. Unilever's mission, while socially and environmentally driven, supports growth and profitability through sustainability-led innovation and cost-efficient practices. This balance is essential in achieving both social impact and shareholder value (Epstein & Buhovac, 2014).

## Philosophy

This component reflects the company's values, beliefs, and ethical priorities. Unilever's mission expresses a deep-seated philosophy of corporate responsibility and ethical business conduct. Its commitment to sustainability indicates a value system that transcends profit and embraces environmental and social stewardship (George et al., 2016).

## Self-concept

This refers to the firm's perceived competencies and competitive advantage. Unilever positions itself as a global leader in sustainability, showcasing its identity as a responsible and innovative firm. This identity shapes internal culture and external reputation (Barney, 1991).

## Concern for Public Image

A strong mission statement demonstrates concern for public image and societal impact. Unilever's focus on making sustainable living commonplace enhances its corporate image and credibility among stakeholders. This component is vital for maintaining legitimacy and trust, especially in environmentally and socially conscious markets (Kaplan & Haenlein, 2022).

## Concern for Employees

Employee well-being and development are critical to sustainable performance. Although not overtly mentioned in its mission, Unilever supports inclusive work environments, employee safety, and professional growth through its internal policies. This commitment fosters motivation, productivity, and employee retention (Armstrong & Taylor, 2020). Together, these components ensure that a mission statement serves not just as a symbolic declaration but as a strategic tool that aligns internal capabilities with external expectations. In the case of Unilever, the integration of these nine components underscores its mission-driven approach to sustainability, making the mission statement a vital foundation for its organizational performance.

## 2.2 Empirical Review

### 2.2.1 Sustainable Performance and the Mission Statement

Sustainable performance has become a critical benchmark for evaluating the long-term success of organizations, moving beyond traditional profit-centric metrics to include environmental and social dimensions. Modern interpretations of this framework emphasize not just minimizing harm but actively creating positive impact across all three dimensions (Stubbs & Cocklin, 2021). Economic sustainability refers to the organization's ability to remain financially viable over the long term, while environmental sustainability focuses on reducing ecological footprints through resource efficiency and responsible practices (Lee, Trimi, & Kim, 2021). Social sustainability includes fair labor practices, community engagement, and ensuring employee well-being (Grewal & Serafeim, 2020). These three dimensions, when integrated into strategic planning through mission statements, guide organizations in making balanced decisions that consider more than just financial returns (Smith & Sharicz, 2021). For instance, companies like Unilever embed environmental stewardship and social responsibility into their mission, signalling a commitment to sustainable performance and fostering stronger stakeholder relationships (Yadav & Pathak, 2021).

The link between mission statements and sustainable performance is supported by theories such as stakeholder theory and the resource-based view (RBV). Stakeholder theory posits that organizations must consider the interests of all stakeholders—including customers, employees, communities, and shareholders—to achieve long-term success (Freeman, Harrison, & Wicks, 2021). When mission statements reflect these diverse interests, they promote inclusive and ethical decision-making. Similarly, the RBV suggests that intangible resources like a clear and value-driven mission can be sources of sustained competitive advantage (Barney & Mackey, 2021). Strategic alignment literature further reinforces that when mission, vision, and values are consistently applied across functions, organizations are more likely to realize improved performance outcomes (David et al., 2020).

Empirical studies have demonstrated a positive relationship between well-crafted mission statements and improved organizational performance. For example, a study by Alshammari (2021) found that organizations with mission statements

emphasizing sustainability and stakeholder engagement reported higher levels of employee commitment and financial performance. Bartkus, Glassman, and McAfee (2020) observed that clear and actionable mission statements were associated with higher operational efficiency and stakeholder satisfaction. These findings align with Papadopoulos et al. (2022), who emphasized that strategic clarity and alignment—often driven by strong mission statements—enhance a firm's ability to achieve its sustainability goals. Thus, mission statements serve not merely as symbolic documents but as strategic tools that guide behavior and enhance sustainable outcomes.

### 2.3 Stakeholder Theory

Stakeholder theory, originally introduced by R. Edward Freeman in 1984, presents a broader perspective on how organizations should be managed. Unlike the traditional view that businesses exist primarily to serve shareholders, stakeholder theory argues that companies have a responsibility to consider and balance the interests of all parties affected by their actions. These parties referred to as stakeholders include not just shareholders, but also employees, customers, suppliers, communities, and even the environment. According to this theory, the long-term success and sustainability of a business depend on how well it manages its relationships with these diverse stakeholder groups. In the context of this study, which explores the relationship between Unilever's mission statement and its sustainable organizational performance, stakeholder theory provides a highly relevant theoretical foundation. Unilever's mission—“to make sustainable living commonplace”—clearly goes beyond profit-making. It reflects a commitment to social and environmental concerns, aiming to generate value not just for shareholders but for a broad spectrum of stakeholders. This aligns directly with the principles of stakeholder theory, which emphasizes inclusive and ethical management practices that respond to the needs of all relevant interest groups. By applying stakeholder theory to Unilever's mission statement, the study is able to analyze how effectively the company's stated purpose translates into strategies and actions that address stakeholder concerns. This

includes practices like ethical sourcing, reducing environmental impact, investing in employee well-being, and engaging in community development. Through this lens, stakeholder theory helps evaluate whether Unilever's mission serves as a genuine strategic driver of sustainable performance or merely a symbolic statement.

### 2.4 Mission Statement of Unilever

Unilever's mission statement is:

*"To make sustainable living commonplace."*

This concise statement reflects the company's long-term commitment to creating a positive impact on society while achieving business growth. The mission underscores Unilever's dedication to sustainability, highlighting how its operations are not only profit-driven but also purpose-driven (Unilever, 2023). The focus on sustainable living illustrates an effort to integrate environmental stewardship and social responsibility into everyday business activities.

The phrase “make sustainable living commonplace” implies that Unilever aims to embed sustainability in every aspect of life, including the products consumers use daily. This mission aligns closely with the company's strategic goals and global initiatives such as the Unilever Compass, which seeks to improve health, reduce environmental impact, and enhance livelihoods across value chains (Unilever, 2023).

Unilever's mission also supports its portfolio of brands, many of which promote social and environmental causes. For instance, brands like Dove promote body positivity, while Lifebuoy focuses on hygiene awareness. These brand values tie directly to the mission and help to foster customer trust and loyalty (Kotler & Keller, 2021).

Moreover, in a global economy increasingly focused on Environmental, Social, and Governance (ESG) criteria, Unilever's mission positions it as a forward-thinking company that is prepared for sustainable business practices and regulatory shifts (Eccles & Klimenko, 2019). In essence, Unilever's mission is not just aspirational but operational—it guides product innovation, marketing strategies, and corporate social responsibility initiatives.

### 3. Methodology

#### 3.1 Research Design

This study adopts a qualitative case study design, which is suitable for an in-depth exploration of complex, context-dependent phenomena such as the role of mission statements in driving sustainable performance. A qualitative case study allows for the comprehensive examination of a single entity in this case, Unilever through multiple data sources, offering both depth and contextual understanding (Yin, 2023). This design is particularly appropriate when the research aims to investigate "how" and "why" questions, as in the current study's examination of how Unilever's standardized mission statement contributes to its sustainability outcomes (Creswell & Poth, 2021).

#### 3.2 Scope of the Study

Unilever was purposefully selected as the case organization due to its well-documented commitment to sustainability, its alignment of corporate mission with sustainable practices, and its consistent global reputation for responsible business conduct. The company's "Compass" strategy and corporate mission focused on making sustainable living commonplace clearly align with its sustainability reporting and performance (Unilever, 2022). Furthermore, Unilever's visibility in major sustainability indices such as the Dow Jones Sustainability Index (DJSI) and the Carbon Disclosure Project (CDP) enhances the credibility and richness of available secondary data (CDP, 2023; RobecoSAM, 2023). These factors make Unilever a paradigmatic case of strategic mission alignment with sustainable outcomes (Siggelkow, 2007).

#### 3.3 Data and Sources

Data for this study are collected from multiple secondary sources to ensure triangulation and enhance the validity of the findings. These include Unilever's mission and values statements, annual reports, sustainability performance reports, and integrated reports published between 2020 and 2024 (Unilever, 2022; Unilever, 2023). In addition, academic literature on mission statements and

sustainability performance, as well as third-party assessments such as those from the DJSI and CDP, are used to provide independent verification and context (Grewal & Serafeim, 2020; Elkington, 2020). By drawing from these diverse and reputable sources, the study ensures a robust dataset for qualitative inquiry.

#### 3.4 Method of Data Analysis

The data analysis employs a thematic analysis approach, as outlined by Braun and Clarke (2021), to identify recurring themes and patterns in the alignment between Unilever's mission statement components and its sustainability performance. Thematic analysis is useful for interpreting qualitative data in a systematic yet flexible manner, allowing the researcher to move beyond surface-level meanings to uncover deeper insights.

In essence, the chosen methodology is well-suited to addressing the study's objectives and research questions. The qualitative case study of Unilever, supported by thematic analysis and multiple data sources, enables a nuanced understanding of how a standardized mission statement can function as a strategic tool for enhancing sustainable performance. This methodology not only contributes to academic discourse but also provides actionable insights for practitioners seeking to integrate mission-driven sustainability into corporate strategy.

### 4. Results and Discussions

The component analysis of Unilever's mission statement reveals a strong emphasis on sustainability-oriented values, clearly articulated in its statement: "*To make sustainable living commonplace*" (Unilever, 2023). This mission reflects a central purpose the promotion of sustainable lifestyles—and positions Unilever as a company committed to driving positive societal change through its operations and products. Analysis of supporting documents identifies three core components of the mission: a strong stakeholder orientation, a clear and compelling purpose, and a long-term vision aimed at fostering systemic change through innovation (Unilever, 2022; Grewal & Serafeim, 2020). These elements align with the components of mission statements described by Pearce and David (1987),

who emphasize clarity in purpose, target stakeholders, and strategic direction as foundational to a well-crafted mission.

When these components are evaluated against sustainable performance indicators, strong alignment becomes evident. Unilever's environmental performance includes marked progress in reducing its carbon emissions, water use, and plastic waste, as well as expanding sustainable sourcing of raw materials (Unilever, 2023; CDP, 2023). For example, the company reports that over 75% of its agricultural raw materials are now sustainably sourced, aligning with its stated commitment to responsible consumption and production (UN SDG 12). Its **social** contributions are equally significant, encompassing robust diversity and inclusion initiatives, enhanced employee well-being programs, and community upliftment efforts across its markets (Unilever, 2022; DJSI, 2023). Unilever's economic sustainability is also evident through consistent profitability, brand equity, and investor confidence, indicating that the company's values-based strategy is not only ethically grounded but also financially viable (Grewal & Serafeim, 2020).

The measurable impact of Unilever's mission-driven strategy is substantiated by its high rankings in global sustainability indices. It continues to be listed in the Dow Jones Sustainability Index (DJSI) and has received high scores from the Carbon Disclosure Project (CDP) for its environmental disclosures and emissions reduction strategies (RobecoSAM, 2023; CDP, 2023). These external validations demonstrate that Unilever's mission is not merely aspirational but is operationalized across its business functions. Furthermore, the company has reported significant reductions in environmental impact metrics such as a 65% reduction in Scope 1 and 2 carbon emissions since 2010 showing concrete progress aligned with its mission (Unilever, 2023).

Unilever's focus on purpose-driven branding has also contributed to heightened consumer trust and stronger brand loyalty. A growing body of evidence links mission-driven organizations with improved brand equity and customer engagement (Porter & Kramer, 2021; Nielsen, 2022). Unilever's purpose-led brands, such as Dove and Lifebuoy, have outperformed other brands in their portfolio,

contributing disproportionately to revenue growth (Unilever, 2022). This supports the broader literature that suggests that mission clarity, when aligned with strategic goals, improves both stakeholder perception and organizational performance (Bartkus, Glassman, & McAfee, 2020).

## 5. Conclusion and Recommendations

It is concluded well-articulated and standardized mission statement serves as more than a symbolic declaration; it is a strategic compass that can guide an organization toward sustainable performance (Bartkus, Glassman, & McAfee, 2020). This study reinforces the importance of mission statements as central elements in strategic planning and organizational identity, particularly when they reflect clear purpose, stakeholder orientation, and long-term vision (Pearce & David, 1987). When mission statements are designed with clarity and embedded in corporate operations, they help align values, strategies, and performance metrics across all levels of the business (Grewal & Serafeim, 2020).

Based on the findings and analysis of Unilever's mission-driven sustainability strategy, several key recommendations are proposed for practitioners, policymakers, and future researchers. These recommendations aim to enhance the strategic role of mission statements in achieving sustainable performance across diverse organizational contexts.

### For Practitioners

Rather than framing mission statements as broad aspirational phrases, organizations should infuse them with actionable commitments that address environmental, social, and economic dimensions. This involves clearly identifying stakeholders, long-term societal contributions, and measurable objectives (Pearce & David, 1987; Grewal & Serafeim, 2020). Importantly, mission statements should not remain confined to branding or corporate communications they must be actively translated into strategic actions, operational processes, and performance measurement systems (Bartkus, Glassman, & McAfee, 2020). Companies should embed the mission throughout the organizational culture to ensure alignment between intention and execution, as Unilever demonstrates through its

sustainability frameworks and product innovations (Unilever, 2023).

### **For Policymakers and Regulators**

Regulatory bodies and policy institutions have an important role to play in reinforcing the link between corporate missions and sustainability goals. Policymakers should require or encourage greater transparency in how mission statements are implemented through environmental, social, and governance (ESG) performance. This could be done through mandatory reporting frameworks that require firms to disclose how their mission aligns with measurable sustainability indicators, such as those outlined by the Global Reporting Initiative (GRI) or CDP (CDP, 2023; DJSI, 2023). By promoting disclosure standards that link corporate purpose with ESG outcomes, regulators can enhance accountability, reduce greenwashing, and strengthen public trust (Grewal & Serafeim, 2020).

### **For Future Research**

There is a compelling need for broader and deeper scholarly inquiry into the relationship between mission statements and sustainability outcomes. Future research should explore comparative case studies across different industries, geographical regions, and organizational sizes to identify common success factors and contextual challenges. Empirical research could also examine the causal link between mission statement content and performance metrics particularly ESG key performance indicators (KPIs) through longitudinal studies or structural equation modelling (Bartkus et al., 2020). Such work would help determine whether and how specific mission components (e.g., stakeholder focus, innovation orientation, or sustainability intent) drive measurable improvements in corporate responsibility and profitability.

In conclusion, adopting mission statements that are purpose-driven and sustainability-oriented is not only a matter of corporate ethics but a strategic necessity in today's market and regulatory environment. As seen in Unilever's case, organizations that embed such missions in their culture and strategy can achieve credibility,

innovation, and performance simultaneously. Implementing these recommendations will empower organizations, policymakers, and researchers to unlock the full potential of mission statements as tools for sustainable development.

### **5.1 Contribution to Knowledge**

This study contributes significantly to the existing body of knowledge in the fields of strategic management, corporate sustainability, and organizational identity by highlighting the strategic role of mission statements in driving sustainable performance. First, it provides empirical insight into how mission statements, when clearly articulated and standardized, can serve as more than symbolic expressions of corporate intent they can function as operational blueprints that guide long-term decision-making and value creation (Elkington, 1997).

Second, the study advances scholarly understanding by applying a qualitative, document-based methodology to unpack the real-world implications of mission components such as purpose, stakeholder orientation, and long-term vision. It bridges the gap between mission statement theory (Pearce & David, 1987) and sustainability performance literature by offering a thematic analysis that connects strategic intent with measurable corporate outcomes. This approach helps to validate the resource-based view (RBV) and stakeholder theory as applicable frameworks in examining how internal values and external responsibilities converge within an organization's mission.

Third, the research contributes to sustainability reporting and governance literature by proposing that mission statements, when embedded in corporate culture and strategies, can support transparency, accountability, and legitimacy among stakeholders. The findings also offer practical implications for business leaders, policymakers, and researchers by emphasizing the need for mission alignment with ESG (Environmental, Social, and Governance) performance indicators. Ultimately, this study enriches the discourse on corporate purpose by demonstrating how mission-driven organizations like Unilever can create enduring value, strengthen stakeholder trust, and contribute meaningfully to sustainable development goals.

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