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IMPACT OF MANAGING CORPORATE IDENTITY ON SUSTAINABLE ORGANIZATIONAL PERFORMANCE OF BEVERAGE COMPANIES IN KENYA. A CASE OF COCA COLA COMPANY LIMITED

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ABSTRACT

Corporate identity is a major area of concern that management of organizations need to lay emphasis on. It has been established that the performance of organizations in a dynamic and competitive market is dependent on the identity it creates within scope of influence, and this significantly affects its sustainable performance among its competitors. Based on this premise therefore the research wants to assess the impact of managing corporate identity on sustainable performance of beverage companies in Kenya. The study area was concentrated on the Coca Cola Company Limited. The study was then guided by the following objectives; to examine the impact of; management capabilities, organizational characteristics and environmental characteristics on the Sustainable Performance of the Coca-Cola Company in Kenya. The research design adopted for the study was a case study research design. The target population of the study comprised of 93 employees from different departments within the Coca-Cola Company. Data collection was aided using self-administered questionnaires through a drop and pick method. Quantitative data were analyzed using descriptive and inferential statistics using the SPSS version 26.0 and presented in form of tables, charts, and graphs. Multiple linear regression models were also used to determine the degree of relationship between the variables of the study.

Keyword: *Managing Corporate Identity, Sustainable Organizational Performance, Management Capabilities, Organizational Characteristics, Environmental Characteristics*

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INTRODUCTION

In today's dynamic business environment that is comparatively competitive, there is need for a for organizations' management to embrace a corporate identity that will enable them acquire a considerable market share while at the same time, spur their sustainable performance within the market (Gardner, 2002). It has been found that identity and reputation (or image) plays a key role in the beverage companies like Coca Cola Limited and which has made it maintain a brand loyalty among its customers. Hence, for a successful economic performance of these beverage companies, the greatest capital concern should be based on building customer (Cohen and Nelson, 2003). On the other hand, the business environment is increasingly becoming competitive and uncertain. To deal with this challenge, a change regarding the innovation, or a renovation in innovation, is suggested to be crucial (Mohammad et al, 2015).Brand identity can be described as important communication in the form of promises and mottos that are conveyed to the customers thus creating a new identity from its pre-existing identity. Corporate identity is one the most important factors that makes the brand perpetuate and leads it to new products and markets (Keller, 2003). The concept organizational identity has gained much attention over the last decade, since it serves as an important tool for analysis of various organizational aspects (Foreman and Whetten, 2002).

The concept corporate identity has gained much attention over the last decades, since it serves as an important tool for analysis of various organizational aspects (Foreman and Whetten, 2002). In recent years, identity has become the footstone of one of the major research fields. Corporate identity is the root concept for such concepts as brand identity and organizational identity. The former, brand identity, represents specific values and its features, association with corporate brand, and indicator of an organization's offered products to the market (Buil et al, 2015). Organizational identity is a strategic tool for accomplishment of goals and outlooks and an effective strategic tool and an important sustainable resource and competitive advantage with numerous advantages for the organization (Melewar, 2003). Corporate identity helps organizations find competent employees, attract new customers, and enhance loyalty of the existing customers and employees.

One of the most important factors in enhancing organizational performance is corporate identity. Most studies show that lack of accurate knowledge on appropriate corporate identity may lead to poor performance of organization. Traditionally, among scientific references sociologists and psychologists have shown more attention to issue of identity. But according to the current trends in the business environment, most companies through their managers have tried to emphasize on the need for corporate identity, which is seen as one of the significant issues to be integrated during the stages of strategy formulation (Ahanchian et al 2005). Corporate identity and the efforts to its development and strengthening is important for managers, because the individuals' identity formation by organization may lead to a decrease in employee performance, and increase consistent and aligned behaviors with organization goals, and finally leading to organization's objectives realization. (Gholipoor et al. 2011).

Organization performance is the most effective means through which corporate identity is created. Awareness of performance in all aspects of an organization is vital concern for the managers' decisions. To achieve this awareness, organizational performance should be correctly measured and are discussed as understandably by the management of the organization. Corporate identity is a strategic tool that aids in realizing the objectives and vision of a company therefore should be related to experiences and ideas of what members have about organization (Ooshaksaraie, Azadehdel & Rajabpour, 2013).

Statement of the Problem

Several studies have been carried out concerning corporate culture, corporate brands and corporate governance on. Most studies show that lack of accurate knowledge on appropriate corporate identity can lead to poor performance of organization. A study by Nguyen (2015) revealed that continuous fierce competition being experienced the market due to many beverage companies that have entered the market and globalization trends that are fast spreading are forcing companies to constantly explore new things and boost their creativity and adaptability to changes in order to survive and develop This requires companies to build and maintain culture-specific routines to promote their capacity and promote the contribution of everyone to achieve the overall objectives of the organization which is Corporate Identity (CI).

Ahanchian et al (2005) found that the current trends in the business environment, most companies through their managers have tried to emphasize on the need for corporate identity, which is seen as one of the significant issues to be integrated during the stages of strategy formulation. This therefore is seen as an area that organizations need to emphasize in order to remain a float in the prevailing dynamic market environment which is highly competitive.

A study done by Buil, Catalan and Martinez (2016) focusing on the importance of corporate brand identity on business management majored primarily on the performance of UK commercial banks and only linked C.I to employee attitudes and behavior. Selase (2018) did a study on Identity brand with its influenceable character on client choices of predominant restaurants in Accra-Ghana. The major focus of this study was on the contribution of corporate social responsibility on enhancing brand identity.

Kyengo (2016) carried a study on Influence of competitive strategies on the performance of telecommunication companies in Kenya. The study tried to link aspects of competitive strategies with brand loyalty and consumer perception. It was found that the company's competitiveness was triggered by the ability of the company to maintain imitable brands within the market through differentiation. A critical observation on the above studies revealed that they failed to address corporate identity as a factor that creates leverage for companies to boost and enhance their performance in the beverage industry. It is against this background that the study therefore, seeks to assess the impact of managing corporate identity on sustainable performance of beverage companies in Kenya with a key focus on Coca Cola Company Limited.

Research Objectives

The general objective of the study was to examine the impact of managing corporate identity on sustainable performance of Coca Cola Company (K) Limited. The study was guided by the following specific objectives;

- To examine the impact of management capabilities on sustainable performance of Coca Cola Company (K) Limited
- To examine the impact of organizational characteristics on sustainable performance of Coca Cola Company (K) Limited
- To examine the impact of environmental characteristics on sustainable performance of Coca Cola Company (K) Limited

LITERATURE REVIEW

Theoretical Framework

A theoretical framework is important to a researcher because it helps in limiting the scope of data relevant to the study by focusing on specific variables and viewpoint. Cherry (2015) defines a theory as a fixed principle that has been developed to elucidate some characteristic of the natural world. It is any statement that explains what is described or measured about effect or cause. Theories describe, explain, predict, or control human phenomena in a variety of contexts. The current study was based on: Communication Theory, Self-Determination Theory, Path Goal

Leadership Theory and Resource Based View Theory.

Resource Based View

The resource-based view of the firm postulates that internal knowledge and skill represent important sources of competitive advantage (Hendry & Pettigrew, 1990; Leonard-Barton, 1995). This ability to achieve competitive advantage rests on the uniqueness of the resources. They should have value, be rare, impossible to copy or imitate and have no close substitutes. It argues for an exclusive form of fit based on the fact that organizations' resources are the key source of competitive advantage. Porter et al (2008) posit that the assumptions of the resource-based view are that the core competencies in the organization are unique; people are viewed as investments and not as a cost; that learning and knowledge sharing, innovation and experimentation are encouraged and that employees are involved in decision making.

Arguments about RBV included Porter's (1991, 1996) critiques that the RBV did not address appropriately the question of explicating the processes by which advantage was created, and that activities were a more appropriate focus of analysis than resources. Proponents of the RBV have also been criticized for poorly defining the core constructs of the theory (Foss & Knudsen, 2003) a critique that triggered Peter and Barney's (2003) refining of their assumptions and arguments, leading to a firmer and more precisely detailed formulation of RBV as a theory of value creation. RBV has been criticized for resorting to unobservable variables, thus making empirical research and validation problematic (Godfrey & Hill, 1995). RBV has also been under attack for proposing tautological arguments because resources are defined in terms of their performance outcomes and thus not empirically testable (Priem et al., 2001), which drew a response from Barney (Barney, 2001) describing how some of the RBV variables (value, rarity, imitability) could be operationalized and empirically tested. In conclusion, despite the awareness of the weaknesses of the theory highlighted above, the researcher believes that human beings make the greatest contribution to organizational success and the organizational transformation processes and can be used to gain strategic advantage over other firms thus they become key to organizational performance.

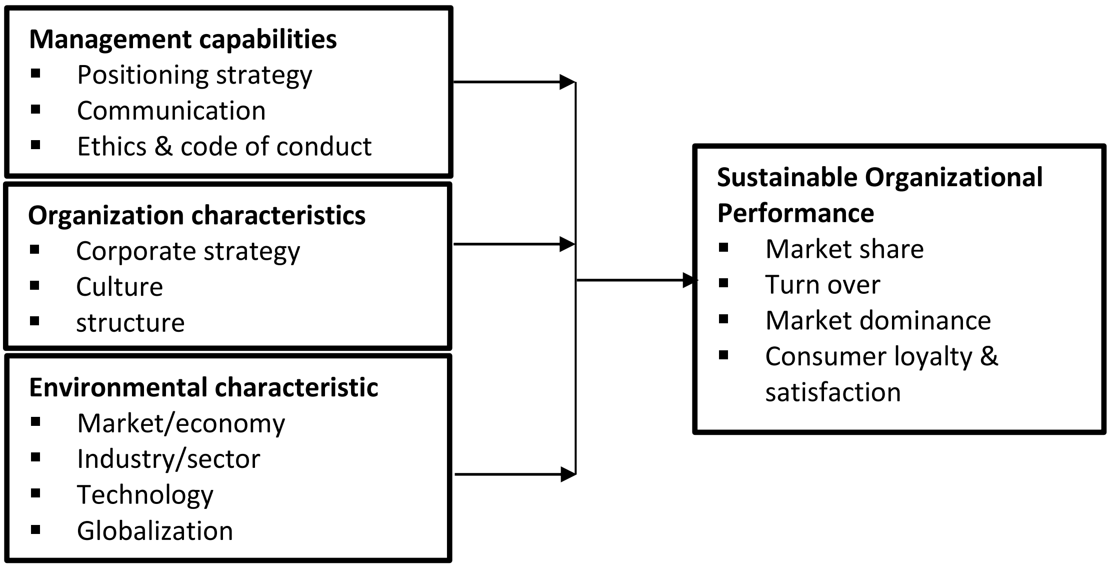
Ansoff's Product-Market Strategies

Ansoff (1965) presented a matrix that focused on a firm's present and potential products and markets or customers. By considering ways to grow via existing products and new products, and in existing markets and new markets, there are four possible product-market combinations. These are market penetration, market development, product development and diversification. In market penetration, the firm seeks to achieve growth with existing products in their current market segments aiming to increase its market share. In market development, the firm seeks growth by targeting its existing products to new market segments. In product development, the firm develops new products targeted to its existing market segments. In diversification, the firm grows by diversifying into new businesses by developing new products for new markets. The market penetration strategy is the least risky since it leverages many of the firm's existing resources and capabilities. In a growing market, simply maintaining market share will result in growth and there may exist opportunities to increase market share if competitors reach capacity limits. The development of new markets for the product may be a good strategy if the firm's core competencies are related more to the specific product than to its experience with a specific market segment. Because the firm is expanding into a new market, a market development strategy typically has more risk than a market penetration strategy. A product development strategy may be appropriate if the firm's strengths are related to its specific customers rather than to the specific product itself. In this situation, it can leverage its strengths by developing a new product targeted to its existing customers.

Capabilities Theories

These theories rest on two premises. The first is that organizations develop certain capabilities or know-how that is embodied by managers and employees, or in organizational routines. The second is that capabilities or knowledge cannot easily be traded or shared across firm boundaries. These ideas have received less attention in economic theory, although there is a range of work that speaks to related issues. Bloom and van Reenen (2007) provide evidence that managerial practices can be an important factor in explaining productivity differences across firms. These theories address the first piece of the capabilities view that firms differ in managerial know-how and this difference is important for production but not the second. One natural hypothesis is that managerial authority tends to coincide with firm boundaries, an idea that is captured in the model of Hart and Holmstrom (2010). This model side-steps the question of why transmitting information or knowledge across firm boundaries might be difficult. One potential justification is that employees who interact regularly in a firm develop a body of shared knowledge that facilitates further communication.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author 2021

METHODOLOGY

Research Design: This study adopted a case study design, where the unit of study was Coca Cola Company (K) Limited. This design was preferred because it involves complete observation of one institution emphasizing in depth rather than in breadth analysis. The design is most appropriate when detailed, in-depth analysis for a single unit of study is desired. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood.

Population of the Study: A population is a complete set of objects, elements, or persons that have similar observable characteristics, while target populations are groups of individuals or objects in their entirety where a researcher would want to generalize the study findings (Mugenda & Mugenda 2003). The target population of this study comprised 923 employees from Coca Cola Company.

Sampling Frame and Sample Size: According to Gay (2005), Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. The respondents for this study were drawn from the different departments at the Coca Cola Company (K) Limited comprising of marketing managers, innovation and research managers, public affairs and communication managers, production managers, procurement managers, divisional mangers, supervisors and other technical support employees. The researcher adopted a 10% proportion to determine the sample size for the study which is line with the recommendations from Mugenda and Mugenda (2003). Therefore, the sample size for the study was 93 employees.

Sampling Design: The researcher adopted a purposive sampling design in order to select the sample of the study. This design allows the researcher to only pick on the relevant individuals that are perceived to have the relevant information or data for the study (Mugenda & Mugenda, 2003)

Data Collection Instrument: In order to meet the objective of the study, the researcher adopted a questionnaire as the main tool for data collection. The main reason for adoption of this instrument is that it provides a more comprehensive view than any other research tools. The questionnaire contained both open and closed ended questions and a Likert type scale on the responses to show their level agreement or disagreements to the various questions given. Questionnaires are important because they allow for ease of coding of responses and verification of the truth of statements made by respondents (Kothari, 2004).

Pilot Testing: A small-scale pilot study was initially conducted to evaluate the feasibility, time, cost, and unexpected events. Gill & Johnson (2010) posit that a pilot study is necessary for testing the reliability of data collection instruments. It informs improvements to the study design before the full rollout of the research. It was done by administering questionnaires to 9 respondents which represents 1% of the target population. According to Mugenda and Mugenda (2003) a sample size between 1-10% of the sample size is considered adequate for piloting. These respondents were omitted from the final data collection sample for subsequent research. Reliability of instrument in the research determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Saunders, Lewis, & Thornhill, 2007). A reliable measurement is one that if repeated a second time gives the same as it did the first time (Mugenda & Mugenda, 2003). Responses were collected from 1 marketing manager, 2 innovation and research. Cronbach's alpha was run to test for internal consistency of the instrument and the results obtained inform the need for adjustments.

Data Analysis and Presentation: Data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it (Gratton, & Jones, 2010). Upon collection and receipt of the filled questionnaires, the researcher proceeded with the analysis phase of the data in order to draw inferences. The questionnaires were first be checked for completeness, errors and accuracy. Data was analyzed using both qualitative and quantitative techniques. Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS version 26.0) and presented in the form of frequencies, percentages, mean and standard deviation. Additionally, inferential analysis involving correlation analysis and regressions were used. Multiple regression models was also be used to establish the influence of the independent variables on the dependent variable.

FINDINGS AND DISCUSSION

Response rate

The researcher issued a total of 93 questionnaires to the respondents, but only received 80 questionnaires. This represented 86%

response rate. Based on the recommendation by Kothari (2004), a response rate above 70% is considered adequate for analysis, therefore the response rate obtained were exceptionally adequate.

Table 1: Response rate

Sets of questionnaires	Number of respondents	Response rate (%)
Returned	80	86
Not returned	13	14
Total	**93**	**100**

Reliability results

The reliability tests were conducted to ascertain the reliability of the research instrument in attaining the objectives of the study by giving consistent results. This research used Cronbach's Alpha test to test for the reliability of the various constructs and the results were presented in Table 2 below;

Table 2: Reliability Analysis

Factors	No. of Items	Cronbach's Alpha	Comments
Management capabilities	4	0.768	Accepted
Organizational characteristics	4	0.789	Accepted
Environmental characteristics	4	0.723	Accepted
Sustainable organizational performance	4	0.891	Accepted

The results in Table 2 above showed that the Cronbach's alpha coefficients of management capabilities, organizational characteristics, environmental characteristics, and sustainable organizational performance are 0.768, 0.789, 0.723, and 0.891, respectively. According to Mugenda and Mugenda (2003), a Cronbach alpha coefficient of 0.70 or higher means that the data are highly reliable, so the results of the reliability test indicated that the configuration used to measure the factor was reliable.

Validity Results

The Kaiser-Meyer-Olkin (KMO) test was used to determine the sample adequacy. For the satisfactory factor analysis, the sampling adequacy must be greater than 0.5. A general rule is that each variable should have 10 to 15 participants. Factor analysis is not appropriate when the sample size is less than 50 (Fiedel, 2005). Orodho (2008) recommends a minimum value of 0.5 (barely acceptable), an acceptable value of 0.7 to 0.8, and an excellent value of 0.9 or better. The samples were acceptable according to Table 2 as the KMO values were mostly between 0.707 and 0.810. The minimum value was 0.642, which was acceptable because it exceeded the minimum value of 0.5. The Kaiser-Mayor-Oklin sampling validity (KMO) total measure and Bartlett's test of sphericity were used to determine the correlation between study variables, as shown in the table below. determined whether there is The test statistic has a value of 0.872 and a p-value of 0.05 according to the Kaiser-Bürgermeister-Oklin sample validity measure. The Bartlett sphericity test had a chi-square value of 761.156 and a p-value of 0.000. A p-value of less than 0.05 indicates a relationship between study variables, which is the basis for further statistical analysis.

Table 3: Overall Kaiser-Mayor-Oklin Measures

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.865
Bartlett's Test of Sphericity	Approx. Chi-Square	761.156
	Df	44
	Sig.	.000

Scale Reliability Summary Results

In line with Mugenda and Mugenda (2003), this study conducted a pilot survey of 10% of the population prior to the actual survey. The results of the scale reliability analysis show that Cronbach's alpha for all variables exceeds 0.70, indicating that the scales used to measure the variables are reliable and hold all items on the questionnaire. indicates that meanwhile, validity was achieved by including expert opinions from supervisors and research experts.

Demographic information of study participants

The researcher sought to know the demographic details of the study respondents.

Table 4: Demographic Information

Demographic Information		Frequency	Percent
Gender	Male	52	65
	Female	28	35
	Total	80	100
Designation	Marketing managers	8	10
	Innovation & research	9	11.25
	Public affairs manager	7	8.75
	Production managers	29	36.25
	Procurement	8	10
	Supervisors & divisional heads	13	16.25
	Technical staff	6	7.5
	Total	80	100
Level of education	Diploma	19	23.75
	Bachelor’s degree	27	33.75
	Master’s	20	25
	Others	14	17.5
	Total	80	100
Job tenure	1-5 years	20	25
	5 – 10 years	45	56.25
	Above 10 years	15	18.75
	Total	80	100

Descriptive statistics of study variables

Management capabilities

The first objective sought to examine the impact of management capabilities on sustainable organizational performance of Coca Cola company limited. The respondents were asked whether in their own opinion they believed management capabilities directly influenced sustainable organizational performance of their company.

The respondents were required to rate their opinion in a scale of 1-5, where (1- Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree). The responses are presented in table below;

Table 5: Management Capabilities

Statement	N	Mean	Std Dev
The company's positioning strategy greatly influence its corporate identity among its competitors and relatively enhances on its performance.	80	2.965	0.2846
Corporate communication serves as a platform through which key ideas, tasks, demands and feedbacks are channelled to steer clear the organization goals.	80	3.366	0.3662
Ethical code of conduct is vital in promoting a culture of attractiveness within the organization and which builds on its image and identity.	79	3.563	0.2963
Organisation's management ability to formulate clear strategic goals and objectives geared towards realizing its vision is an integral part in maintaining a desired performance levels among its competitors.	80	2.322	1.432

Findings revealed that company's positioning strategy greatly influence its corporate identity among its competitors and relatively enhances on its performance as opined by majority with a mean of 2.965 and standard deviation of 2.846.

Further, the results revealed that ethical code of conduct was vital in promoting a culture of attractiveness within the organization and which builds on its image and identity as reflected by majority of the respondents with a mean of 3.563 and standard deviation of 0.2963. This result indicates that it is critical for organizations to observe ethical norms and practices when they want to promote a culture of attractive corporate identity.

The results further revealed that the respondents agreed to the fact that organization's management ability to formulate clear strategic goals and objectives geared towards realizing its vision is an integral part in maintaining a desired performance levels among its competitors.

Organizational characteristics

The second objective sought to examine the impact of organizational characteristics on sustainable organizational performance of Coca Cola Company (K) Limited. The results were presented in the Table 6 below;

Table 6: Organizational characteristics

Statement	N	Mean	Std Dev.
Organization culture cultivates an environment for modelling behaviour and performance through collective efforts of employees.	80	2.976	0.234
The success of an organisation relatively depends on effective alignment between strategy, culture and structure	80	2.786	0.345
Understanding the organisation, is an important aspect to personnel management as it creates efficient coordination of functions and processes	80	3.675	0.879
Organization structure is a significant force that pulls its behaviour in the direction desired by management in transforming its corporate image and identity.	80	4.231	0.856

The underlying perception about organizational characteristics is that they influence the company's corporate identity and identity management process. These characteristics are connected to the company's overall business operations. Corporate strategy and culture would be seen as the most important organizational characteristic influencing the processes. In addition, structure is also an important component of organizational characteristic that assists and guides the process of corporate identity management that leads to the attainment of competitive advantage.

The first organizational characteristic was corporate strategy. There was a lot of similarity in respondents' argument on what is the role of corporate strategy in directing the company's management processes. Corporate strategy was seen as a vital factor that guides the company's identity related activities in the soft drink industry. It was seen as the foundation for all activities in the company which should be related to the strategy. This means that all the actions that takes place in the company, execute the corporate strategy too.

One of the respondents emphasized that they have certain strategic alignment on how they operate and what their objectives are. Since they streamlined all other aspects of their operations, they also align their actions in the industry. Corporate strategy influence's identity management process in various ways. The respondents argued that corporate strategy brings long term orientation and orderliness into the company's identity related management processes. In a clearer way, strategy determines the emphasis certain products, services or themes are given thus enhancing competitive advantage.

The corporate strategy also guides the channels by focusing its presence on those channels relevant to the markets included in the growth strategy. All of these strategic decisions communicate a company's identity to the outside world and help the company gain a competitive advantage. One of the respondents said: Like corporate values, it is the foundation upon which a company is built. Another characteristic of the organization is its corporate culture. Corporate culture influences corporate behavior much like 's corporate strategy. One respondent commented on, "Culture is everything about the company and the foundation of corporate strategy." Communication has been argued to be the best way to reveal 's corporate culture. The cultural aspects most emphasized by the respondent included him. Company values, philosophy, principles and mission.

This confirms her idea that culture is the driving force behind corporate identity. As one respondent noted, "Culture also influences the issues that are emphasized and communicated to stakeholders." Furthermore, it influences 's lines of communication, showing that culture is reflected in how companies behave in the marketplace. Respondents emphasized that a company's activities should reflect the company's values and philosophy, both internally and externally. Another respondent stated, "The guiding principle of our company's philosophy is excellent customer experience, and in everything we do to manage 's corporate identity for competitive advantage. is also reflected." Be open to each other and take on challenges as needed.

In addition to culture, company values also comprehensively define 's corporate identity. "Passion for customers, team spirit, and respect for employees are deeply ingrained in our work." However, the style and scope of influence differs significantly from corporate strategy and culture. The organizational structure influences the company's management process by delegating responsibilities among team members. The corporate identity process is not the sole responsibility of the organization's functions, as the corporate team is made up of experts from different areas of the company.

Respondents said that, in addition to the organizational structure, branding architecture was a way for the company to manage its operations in the industry and gain a competitive advantage. However, all respondents agreed that both culture and strategy are more important than structure in guiding a company's identity to a competitive advantage. In addition, the company's corporate strategy and culture were viewed as key organizational characteristics influencing the corporate identity management process, and its structure was viewed as a key factor guiding the process.

Environmental characteristics

This objective sought to examine the impact of environmental characteristics on sustainable performance of Coca Cola Company (K) Limited. The respondents were required to rate their level of agreement with the statements provided. The responses were presented in the Table 7 below.

Table 7: Environmental characteristics

Statement	N	Mean	Std Dev.
Environmental analysis is a key area that an organisation's management should focus on when formulating its competitive strategies	80	3.214	0.234
Changing market conditions greatly affect the company's strategic direction, focus and performance.	80	3.564	0.287
Globalisation has brought new challenges that require companies to re-strategize on their brands performance.	80	2.987	0.346
Advances in technology presents a new paradigm in performance transformation that should focus on achieving efficiency on company activities and processes	80	2.865	0.254

The assumption related to the environmental characteristics was that Coca Cola Company Kenya Limited will address its overall importance. However, the importance of different elements will differ. The other assumption was that environmental characteristics affect the organizational characteristics such as corporate strategy, structure and culture. Environmental characteristics of a company are so important and they influence the way a company operates. All the managers agreed that environmental aspects are significant for the company, either directly or indirectly. From the list of environmental characteristics that were mentioned, the technological and cultural aspects were most emphasized. This is due to the massive global developments in communication technology and ways of communication.

Environmental characteristics also affect organizational characteristics such as strategy, structure, and culture. A good strategy process should always take environmental characteristics into account. For example, environmental factors are influencing strategic processes, creating the need to enhance operations, dictate strategic focus, and transform the way companies do business, for example. One of the respondents said: for growth he should look to if there is a competitive advantage.

The structure of a company is also strongly influenced by environmental factors. 's company had to reorganize its organization and brand architecture as global and domestic economic conditions increased 's costs. 's results also showed that environmental characteristics influence the process of identity management. Cultural aspects were most emphasized. Cultural dimensions were viewed as guides for shaping and defining ways of communication. For a multinational company like The Coca Cola Company Kenya Limited, it is important to adopt communications that fit this context. Cornelissen and Elving's (2003) hypothesis is supported by the above finding that environmental attributes are believed to have a significant impact on an organization and its corporate identity. It is important to note that effective management of environmental attributes helps companies achieve competitive advantage.

Sustainable Organizational Performance

The general objective of the study sought to examine the impact of managing corporate identity on sustainable performance of Coca Cola Company

(K) Limited. The respondents were asked to rate their opinion based on the statements provided on impact of managing corporate identity on sustainable performance. The results were presented in Table 8 below;

Table 8: Sustainable organizational performance

Statement	N	Mean	Std Dev.
Improved corporate identity contributes significantly to an increased market share of an organisation.	79	3.987	1.085
Organisational performance is a key indicator of the company's ability to adopt to changes in order to increase its turnover.	80	4.167	0.326
Corporate identity created through well performing brands in the market, leads to market dominance	80	3.832	0.197
Customer loyalty and satisfaction is a result of an identity a company has created among its brands in the market	79	4.213	1.098

Findings in Table 8 above show that respondents had a strong agreement that improved corporate identity contributes significantly to an increased market share of an organization with a mean of 3.987 and a standard deviation of 1.085. this suggests that a company with a good corporate image will always attract customers to its products thereby increasing their market share.

When respondents were asked to give their opinion whether organizational performance was a key indicator of the company's ability to adopt to changes in order to increase its turnover, majority agreed citing adoption of changes would always translate to increase in turnover with a mean of 4.167 and a standard deviation of 0.326. This concurs with the views that organization with a superior performance is organization in the long term achieves better results from rival organizations by appropriately ability to adapt to changes and rapid response to these changes, create a management structure coherent and purposefully, continuous improvement in key features, and appropriate behavior with employees. (Bayazi et al. 2009).

Corporate identity created through well performing brands in the market, leads to market dominance as strongly agreed with the majority with a mean of 3.832 and standard deviation 0.197. Finally, Customer loyalty and satisfaction is a result of an identity a company has created among its brands in the market with a mean of 4.213 and a standard deviation of 1.098. Continuous fierce competition being experienced the market due to many beverage companies that have entered the market and globalization trends that are fast spreading are forcing companies to constantly explore new things and boost their creativity and adaptability to changes in order to survive and develop (Nguyen, 2015).

Inferential Statistics

The ability to identify important variables and gauge the degree to which certain test results can be extrapolated to the entire system is made possible by inferential statistics. This study used regression analysis to establish the extent of the relationship between the dependent variable of the study and the independent variables.

Multiple Linear Regression

The sustainable performance of Coca Cola Company (K) Limited was examined empirically using the multiple regression analysis to show the impact of managing corporate identity on the organizational performance. By calculating composite variables from the information gathered from the indicators for each variable under study, it was possible to assess the impact of each independent variable on the dependent variable. The impact of management capabilities, organizational characteristics and environmental characteristics were regressed to determine their significance on the sustainable performance of Coca Cola Company (K) Limited using the multiple regression model. The model summary is shown in Table 9 below;

Model summary

The adjusted R square was 0.561, the implication of this was that 56.1 percent could be explained by management capabilities, organizational characteristics and environmental characteristics as presented in Table 9 below. The remaining 43.9 percent could be accounted for by other factors not considered by the study.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648[a]	.561	.589	1.544

a. Predictors: (Constant), MC, OC, EC

Analysis of variance (ANOVA)

The study performed an ANOVA test to determine the overall significance of the model and the results presented in Table 10 below:

Table 10: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	4.229	3	1.410	1.312	.006[b]
1	Residual	81.659	76	1.074		
	Total	85.888	79			

a. Dependent Variable: SOP (Sustainable Organizational performance)
b. Predictors: (Constant), MC, OC, EC

The results yielded an F statistic of F = 1.312 (p = 0.05); as a result, the model is statistically significant in predicting this relationship. The ANOVA results in Table 11 showed that management capabilities, organizational characteristics and environmental characteristics all jointly have a significant effect sustainable performance of Coca Cola Company (K) Limited

Table 11: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5.897	.430		4.408	.000
1	MC	.335	.122	.225	1.923	.008
	OC	.235	.113	.136	.312	.156
	EC	.440	.133	.336	.304	.162

a. Dependent Variable: SOP
b. Independent Variables: MC, OC, EC

$P = 5.897 + 0.335X_1 + 0.235X_2 + 0.440X_3 + \varepsilon$

The results in Table 11 above shows that there was a strong positive and statistical significance effect of management capabilities on sustainable organizational performance of Coca Cola Company (K) Limited with a beta of (β = 0.335, p-value <0.05). This implies that a unit change in management capabilities increases organizational performance of Coca Cola Company (K) Limited by 0.335 units.

Secondly, the research found a strong positive and significant effect of organizational characteristics on sustainable organizational performance of Coca Cola Company (K) Limited with a beta of (β = 0.235, p-value <0.05). This implies that a unit change in organizational characteristics increases sustainable organizational performance of Coca Cola Company (K) Limited by 0.235 units.

Consequently, the research also found a strong negative and significant effect of environmental characteristics on sustainable organizational performance of Coca Cola Company (K) Limited with a beta ($\beta = 0.440$, p-value <0.05). This implied that a unit change in environmental characteristics increases organizational performance of Coca Cola Company (K) Limited by 0.440 units.

CONCLUSION AND RECOMMENDATION

The political, technological, economic, cultural, competitive, and global components of the environment all have an impact on the corporate identity management process. Despite the fact that the company faces similar challenges to other industry players as a result of global economic conditions and a volatile environment, different industry players place a varied focus on environmental concerns.

Organizational features, on the other hand, have an impact on the company's identity-related management procedures. Organizational characteristics emerge outside of the context of corporate identity and are tied to the company's entire business operations. Corporate strategy and culture are organizational qualities that have a significant impact on the identity management process, whereas corporate structure is an essential component that aids and leads the process.

Sub-dimensions occur in the corporate identity management process as well. According to the finding's, positioning strategy does not need to be a core part of management operations as long as management is firmly rooted in corporate strategy and backed by corporate identity rules. Codes of conduct were also deemed vital in the process of managing corporate identity. It is critical, however, that the standards encourage and allow organizational members to participate. Communication initiatives were also deemed to be an essential component of the corporate identity management process. The programs should be interesting and responsive to outside influences. Best practices regulate corporate identity management. The practices given by the experts were deemed useful by firm executives as well. The findings suggest that, while consistent identity communication is crucial, authenticity takes precedence over consistency. The corporate identity presentation of the organization uses various aspects of symbolism, communication, and behavior to speak with one voice. These actions are intended to provide a uniform company brand. The managers also stressed that, while consistency is crucial, it is far more vital to be real and true to one's identity, regardless of whether its expression is constant or not. Respondents also insisted on using unique qualities while communicating corporate identity to the public. Companies that interact, listen, and communicate with their present and potential consumers, as well as produce value and information, are more likely to prosper. This means that customers had an impact on how the corporation conveyed its corporate identity.

To summarize, special characteristics were observed to enable the development of corporate identity in collaboration with consumers and other stakeholders. The Coca-Cola Company is developing and managing its corporate identity. Kenya, contrary to what Cornelissen and Elving (2003) claim, is a two-way street based on interaction and corporation. The corporate management process includes a feedback component, which makes it dynamic. The feedback process is thought to have both direct and indirect effects on corporate identity management and organizational characteristics.

Environmental features, such as company strategy, structure, and culture, are seen as elements that influence organizational operations. They also have an impact on a company's corporate identity management operations and how it conveys its corporate identity to the outside world.

Corporate identity influences the management process in a variety of ways and alters the process's underlying reality. The characteristics of the organization and environment are comparable in a successful corporate identity management procedure. Successful businesses include valuable techniques into these processes, such as speaking with a consistent and authentic voice, communicating multiple components of the identity through numerous channels, and audience involvement.

When presenting corporate identity, the corporation used technological aspects, and the meaning of the company's identity is in collaboration with stakeholders. This connection creates a feedback loop that has both direct and indirect effects on corporate identity management systems and organizational features. Thus, corporate identity alters the entire operational logic, resulting in the realization of considerable competitive advantages.

The company should provide training on the concept of corporate identity, its importance, and how it affects the organization's actions to their employees and other key stakeholders. This enables employees to focus their efforts on improving business identity and receiving the full benefits of it.

The organization should create a policy to guide corporate identity management and assign someone to oversee corporate identity so that it is not left in the hands of the marketing function.

Limitations of the Study

This study was not without limitations. To begin with, because corporate identity is often done unconsciously, responders may have a considerable amount of subconscious knowledge about the notion. Interviews as a research approach prioritize conscious knowledge over unconscious knowledge. As a result, it is possible that part of the respondent knowledge was overlooked.

Furthermore, the research was carried out in a company inside a certain industry. There is a potential that the findings will not be applicable to businesses in other industries. There was also little time to investigate the various aspects of company identity. The interview duration appeared so short due to the respondents' hectic schedules and the varying nature of the concept of corporate identity.

Suggestions for further studies

This study suggested various areas for future research. This phenomenon would benefit enormously from more academic scrutiny. As a result, it is critical to investigate this issue from the standpoint of both consumers and other corporate identity stakeholders. After all, they are the ones who determine whether or not the process of developing and managing corporate brand is effective. Second, it is critical to be able to link successful corporate identity management to measurable business outcomes. Furthermore, other experimental approaches that could potentially expose part of the concept's subconscious knowledge are needed to increase the reliability of the findings.

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