Managing Corporate Identity Risk as a Strategic Indicator on Organizational Performance

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Authors' contributions

Authors AKY, AJ and TF have contributed substantially to both design and the writing the original draft and all revised drafts of the article. Authors AKY and TF carried out the quality assessments and edits with the writing. Corporate Identity is assumed as the strategic risk by authors for both management and organizational performance. All authors read and approved the final manuscript.

Original Research Article

ABSTRACT

The purpose of this paper is to investigate impacts of corporate identity on organizational performance in both the private and public sectors, and to provide a mechanism for raising the consciousness level for the enhancement and scope of actual corporate performance with its enabling features in order to expand its presence in the global market. The research has been shaped around the question "*What is the Impact of Corporate Identity on Organizational Performance*?" We believe a deficiency in relevant literature on the subject exists, which we attempt to address with our study.

In the paper, after considering various evidence, we have reached the conclusion that most managers are not fully conscious about the need and significance of corporate identity, out of which the corporate personality of organization evolves. Basic limitations were experienced while writing this article. All the stakeholders and other members of our targeted group are well educated, literate and fully conscious of their social and institutional responsibilities as was expected from them. They were cooperative with us however, with some we experienced many problems with the collection of

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their replies. Some provided them to us quickly while others took a lot of time despite being regularly reminded. Research culture is not yet fully entrenched in our corporate and non-corporate sectors. The values of these public surveys along with their significance, in fact, are not widely known as we have not familiarized ourselves with the benefits they accrue to corporate sectors. Innovation, which we all cherish, mainly originates from this primary source. The data acquired tells us precisely the truth as regards market trends. Research methodology, paper's content, impact and competitive position are outlined in this paper. Suggestions for the future direction of business management and strategy are also presented.

1. INTRODUCTION

1.1 Corporate Identity for Business Management and Strategy

Corporate Identity represents total personality of an organization, which combines external and internal environments of an organization through its learning culture. Urban [1] presents that Corporate identity is the way corporate actors (actors who perceive themselves as acting on behalf of the company) make sense of their company in ongoing social interactions with other actors in a specific context. It includes shared perceptions of reality, ways-to-do-things, strategy, etc., and interlocked behavior. Corporate identity represents a company via its products and brand on its own, showing people what the company is. According to Olins [2], corporate identity programmes are emerging as major agents of change. Because of their high visibility and impact, they mark out turning points in a corporation's life. For that reason, corporations which have a purpose to be leading companies in their sectors, look for ways to create the best possible identity that will define them, and provide a role model to trust. Bidin, Muhaimi and Bolong [3], state that corporate middle managers strongly believe that good corporate identity is based on a thorough undertanding of the identity of their industry. According to Markwick and Fill [4], corporate identity encourages an organization's key stakeholders to perceive the corporate entity in a clear and positive way. It is necessary to consider the role and impact corporate identity can have on strategic management since corporate identity management is vital to reveal opportunities for developing a sustainable competitive advantage. Bidin, Muhaimi and Bolong [3] determined that most middle managers accept that a corporation's strategy such as positioning and differentiating, have significant role while corporate identity is being determined. Topalian [5] adds that corporate identity is the basic philosophy of the organization, which is expressed through its vision statement. Identity is a social psychological phenomenon which is built with several behavioral and functional features. It provokes a special kind of association with its followers through demonstrating its aesthetic, as well as other functional features. Hence, the aesthetic concept is equally important for establishing corporate identity through its visual demonstration.

Another important feature of corporate identity arises from team familiarity that creates very strong inner motivation through its synergetic influences. Team familiarity reduces the distances between various ranks divided through hierarchical differentiations, and provides a mechanism for the transfer and dissemination of professional knowledge and experiences among various functionaries of a business entity. Both structured and non-structured knowledge circulate smoothly within the learning streams of an organization. Behavioral changes happen quickly for the new organizational roles desired for change management.

Corporate identity, in a way, is a concept of management, which derives from deep and sub-conscious responses of human beings. In Pakistan, the corporation was not fully developed according to set global standards until the beginning of the 21st century. Performance standards monitoring mechanism were very weak and likewise so was the culture of team familiarity. In the late nineties, corporate culture remained retrogressive on account of many features of obsolete management practices. However, real changes in our business management culture began taking place after the start of the indigenization of the globalization movement in the beginning of the 21st century. Social media brought about major social changes

in our soci-economic spheres. New standards of performance were introduced in our corporate culture. Innovation became the basis for development of new business models and processes. The concept of corporate identity became quite visible through many multi-national and domestic organizations related to the telecom, energy and entertainment sectors, even though it is just the beginning of this new management movement.

Theoretical models based on concrete experiences are available to us for projecting corporate identity. A small empirical study has been carried out which many management experts are regarding as an initial exercise. So far, practical experience in this domain is very limited. Management experts and academics in the marketing and management disciplines have begun to add many new thoughts and ideas to advance this field through their research, written documents and seminars.

In fact, the management philosophy and significance of corporate identity are not fully understood in our corporate sector. Much less understood is the strategy that provides several conceptual instruments for realization of higher objectives of performance organization. There is a big gap in understanding which needs to be promoted through closer interaction among all stakeholders and management experts. Conscious mechanism is a must for the dissemination of values of corporate identity management through practice and propagation. Only multinational companies have a visible corporate behavior and they exhibit their features through their performance indicators. Distinctiveness, authenticity, and creativity bring uniqueness to the organization, which is maintained, through a culture of consistency. Corporate personality is the end product, which is felt through various behavioral modes. There is a dire need to create awareness regarding corporate identity among the managers of Pakistani firms.

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In this concept, the article is organized as follows: In Section 2, we present the strategic side of the corporate identity since identity is a vital issue for both organizational behavior and organizational performance; in Section 3, we introduce our aim and methodology regarding the research question and presents hypotheses of the study; in Section 4, we introduce our empirical findings; and, in the final section, we present our results and comments on the effects of corporate identity on business, management, and strategy, according to the aims of research and potential fields of contribution for further research.

2. CORPORATE IDENTITY RISK: THE STRATEGIC ELEMENT ON THE ORGANIZATIONAL PERFORMANCE

2.1 Corporate Identity Risk

Corporate identity is one of the vital risks for any organization since identity has the potential to affect corporate sustainability. According to Leinwand and Maniardi [6], corporate Identity reflects a/the desired picture of an organization which is shaping with consensus of both external and internal stakeholders. The question about a company's way to create value for customers is probably one of the most fundamental elements of strategy. According to Stellenbosch University statements [7], "By effectively managing its corporate identity an organization can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporates identity is a strategic issue[1]."Strategy is about creating value to the organization. Both risk

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[1] *Stellenbosch University (2015), Corporate identity: not easy to define, Retrieved at April 17, 2015 from http://www.sun.ac.za/english/corporate-identity/about/what-is-corporate-identity.*

management and strategy are about dynamic value based management systems. Corporate identity and organizational performance as interlinked management realities are dependent upon corporate communication, strategy, structure, culture, and design through the performance of behavior significance, industry strategy, and products and service outputs.

According to Leinward and Maniardi [6], "why is it that so many companies struggle to develop strong identities and the capabilities that enable them" that most organizations, instead of answering the fundamental questions about how they create value for customers and deriving their strategic imperatives from there, try to keep up with the market by pursuing a multitude of generally disconnected growth avenues and organizational changes[2].

The study is driven by the main objectives of maximization of organizational performance, by following the necessary ingredients of strategic management as mentioned above, through the use of experience practiced and established in a global environment of entrepreneurship. The study has also focused on market forces, their effects in combination with other financial and non-financial factors such as HRM and leadership policies, which determine the course of action for defining the strategic vision through various operational practices.

Both external and internal risk factors have considerable potential to affect identity. In this concept, a risk management based approach may be useful in achieving corporate objectives. Corporate Identity Management initiatives have universalized the standard of performance of a business organization through its experiential value system like initiatives, continuity, creativeness, distinctions, and uniqueness. They have been fully explained through critical evaluation in the perspective of global experiences. Demographic framework has been utilized to interpret and verify the results of Corporate Identity Management. Its scope is quite wide and contains every important sector of national and international economy both in local and multi-national organizations. This study has been carried out with the specific purpose to

introduce and explain the new concept of Corporate Identity Management whose references and value chain system have brought about a management revolution in important organizations like NASA, Honda, and Nokia etc. Corporate identity sums up the entire vision of organizational philosophy with the help of the business organization which manages to ensure its survival. According to Heding, Knudizen and Bjerre [8], in their book "Brand Management", the aim of a brand strategy is to enhance the internal and external opportunities of the brand. The brand strategy must be strategic, visionary and proactive rather than tactical and reactive. With same philosophy as brand strategy, corporate identity related efforts must be consistent with corporate strategy. Identity is a living object. Corporate Identity develops, erodes and improves throughout the life of the organization. For this reason, the identity management is not one time event. Again, with this reason, managing corporate identity is risky process and directly linked to corporate strategy.

The concept of Corporate Identity has added a new value to the Principle of Strategic Management and needs to be explored further with new models. The corporate sector in Pakistan is limited and still in its infancy stage. It needs new study engagement for expanding its scope in our country. So far, it has not received the satisfactory attention it deserves considering its utility. A new campaign of awareness needs to be built in our circle of academicians, researchers, business executives and managers. Research work done under the subject study program hopefully adds some new dimensions in Corporate Identity Management (CIM) domain.

The business environment of the corporate sector is becoming complex due to the growing diversity in its professional features, which mainly arise from the fast changing pattern of technology, human resource management practices, market responses, and competitiveness driven by core competencies. Corporate Identity Management is a strategic concept which requires focused attention on the enhancement of organizational performance in order to gain the winning edge over competing forces.

Organizations are bodies of management which are seen to reflect the aspirations of rationality, effectiveness, and efficiency in the control of social life. Many discussions of the constitutive characteristics and features of organizations

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[2] *Leinward, P. and C. Maniardi (2014), The 3 Elements of a Strong Corporate Identity, **Harvard Business Review**, December 09, 2014, Retrieved from https://hbr.org/2014/12/the-3-elements-of-a-strong-corporate-identity at May 12, 2015.*

although varied in nature, are based on thematic concepts of Max Weber [9]. He envisioned the ideal type of organization and defines the features and dimensions which provide an essential foundation for its development and evolution. This basis equips us with distinctions for commercial enterprises (Weber) [9]. The organization is defined by its delimiting boundaries. It signifies a social unit through its values system that is either closed, or limits the admission or interference from outsiders. It creates a collective identity of its own and is marked by the possession of resources that belong to it, and those that do not belong to it. Resources include those that are intangible and tangible, human and non-human.

An organization has to have a central coordination system that establishes communication and linkages between its various constitutive units. This inner core of power structure enables an organization to make and enforce binding collective decisions with all qualifications, and also determines sanctions for imposing penalties on non-compliance.

The organization always earns legitimacy through its compliance regime with state authority, and secondly, through its qualitative production. The organizational order and its placement- including the distribution of authority, resource allocation of power and responsibilities will earn legitimacy through its performance standards. The organization's characteristics and features determine its goals of achievement and strategy whose practice would, in a well-calibrated manner, bring success in achieving its assigned goals. There is dire need to gain a high degree of consistency and uniformity between organizational goals, strategy, structures, modes, processes, conduct, behavior, and their outcomes. The quality of success and achievements depends directly on organizational structures, strategy, and their processes. The organization is an ever-growing social entity and enterprise. Organizations are always rationally designed with tools, and carefully structured and restructured in order to upgrade the problem-solving capacity that enables them to realize pre-determined goals. The organization is part of a societal transformation. While organizations serve as rationally designed instruments, their growth and continuous evolution increase not only size in national markets but also in global society, which reflects a changing social context through the introduction of ever new corporate culture.

Corporate organizations and growing entrepreneurship is a value-yielding experience. New service patterns and goods tend to add new values of social consciousness as well as upgraded values of social status. In comparison to earlier societies, which were highly traditional, modern societies have placed a heightened level of moral value on rationality, transparency, effectiveness, and efficiency. Modern societies depend to a greater extent on the culture of organizations as they derive their existence from the exercise of the most rational and highly efficient form of social grouping with its bases built upon scientific principles. Through the coordination of a large number of human actions, the organization will enable itself to play the role of a powerful and creative social tool. It combines and merges all its human and non-human resources within its internal and external super structure, which includes all its personnel, its leaders, experts, functionaries, machines, and raw materials.

2.2 Organizational Performance as Strategic Element of Business Organizations

In his research Etzioni [10], performance of business organizations is always placed under scrutiny through financial and non-financial criteria by its various evaluating agencies and in the light of their results, the efficient and dynamic organization will always take steps to adjust itself according to its challenges. As we shall see, human needs and wants are better served through the creation of consciously created organizations than through the informal organizations whose function and output are non-directional.

Organizational behavior and conduct are often determined by rules of appropriateness and suitability rather than the calculation of expected utility. March and Olsen [11], adds that, however, rules should not necessarily be allowed to become instruments in the hands of its organizational leaders. Often, rules and standard operating procedures are based on identities that list the alienable rights and social practices derived from the historical experiences largely beyond the control of current leaders. In another definition by Selznick [12], renowned experts on organizations have defined that business units serve as Normative Communities where members happen to share conceptions of the organization and its environment, as well as values according to its standard performance. In

his research Martin [13] adds that even industrial and other service organizations and companies have been described as settings for a local organizational structure or business enterprise. However, the organization's integrative role-defined through its various symbolic actions- is developed to serve as the focus of identification, loyalty, and legitimacy. However, the coherence and configuration between various units of organization require a shared background of values and attitudes and would evolve through stages over sufficient period of time.

Legitimacy of an organization would always come through its high-standardized performance and conduct, whose test would lie in the social acceptance of their standards. Public reaction is very important and provides the main ground for their legitimacy. Big corporations such as Mercedes Benz and Siemens have always earned respect through their products and services, and always deliver them with guarantees. Hence, organizations cannot take legitimacy for granted; this is a kind of privilege which would arise from the general impressions and expressions of customers and users of services. Organizational participants move in a confusing world of multiples, which are overlapping, and sometimes present conflicting demands that raise pressure on their loyalty and allegiance.

Acording to Habermas [14], concerns regarding instrumental actions, means-end rationality, popular utility, effectiveness, and efficiency in reaching pre-determined goals have been supplemented with several reinforcing factors. Evolving conduct through communicative behavior and its discourses on values and ethics, always provide us with as a base for explaining cooperation, civilized conflict resolution, and order. The process of socialization plays a crucial role in enhancing the values of efficiency and improvement through cohesiveness and unanimity in working culture. March and Olsen [11] examine that the value chain becomes active and triggers many changes in the social structure of an organization. Such values by which identities, co-operation, consistencies, and loyalties with boundary demarcations are transformed through the process are triggered by interaction and interpretation. The linkages existing between organizational characteristics and its various features, behaviors and outcomes have been examined on the ground of efficiency by management experts who have experienced several impediments in their potential effects.

Early challenges to the organizations with strong rationality assumptions derived from an active successful model continued to emphasize on the performance standard of formal organization. Exact rationality is qualified with many conditions; intelligence derived from social conduct has to be organizational rather than individual. Simon [15] adds that Good decisions depended on the ability of the organization to provide the individual with the legal premises of social behavior because that brings legitimacy. Later studies by Brunssons [16], however, have established that rational decision-making is a continuous process and must be carried out on a persistency basis for the growth of an enterprise.

Organizations operate under very confusing and dialectical influences. Environmental challenges, the tough legal and licensing conditions of state, and conflicting interests and values of creative and non-creative functionaries would bring about a lot of unpredictability in the organizational culture. The organization's financial and non-financial results and performance standards need to be harmonized through the intervention of expertise. A new level of awareness would add impetus to the dynamism of working culture. The organization culture is evolved through intellectual and material inputs and its efficiency would demonstrate itself through its structures and processes. According to Meyer [17] That is, success depends on a number of factors such as actual performance, and implementation of decisions through a consensus basis. In view of the research by Lawrence and Borsch [18] Success does not depend on one particular pattern of an organization, but there are a number of factors involved. Effectiveness and efficiency can be fostered by a number of structural.

Organization is a rational creation of management principles as defined by Max Weber [9] and its growth and evolution depends upon its power of rationality, which is pursued by the managers and other leaders, which include stakeholders as well. Rationalism is the instrument of governance and control. It defines its values through the concepts, which have rational explanations. It is one reason why the role of mathematics is increasingly taking over the interpretative power in all subjects of social sciences, including management. The general constitution of an organization is determined apart from assumptions and rational thoughts, through the key role of emotional intelligence. However, the role of an organization and all its

functions and efficiency continue to respond to the rationalization of the policies it chooses to adopt for its development. No doubt, organization is a rational tool.

Scott [19] adds that organizations are instruments of governance. Organizational arrangement and its structuring must promote features of leadership, keenness, creativity, authenticity, unity, and control, as they become most powerful and highly rated norms. In view of study by Albert and Whetten [20], the management strategy that organizations choose in order to present their identities seems to focus on three aspects: central character, temporal continuity, and distinctiveness. A central character differentiates the organization, through its distinct features. Temporal continuity defined its values of the identification, which includes features that exhibit some degree of uniformity and sameness or continuity over time, and distinctiveness representing a classified category. It identifies the business organization as recognizably different from its countering partners. Vision statements of ideology, its management philosophy, evolving culture, and social practices may be selected in the rhetoric of a business organization as an invention strategy to define its uniqueness. In such cases, a particular identity which carries some distinction and considered worthy of some reward, a smart strategy may require selecting uncommon and unfamiliar dimensions of inter- organizational comparison (ibid). Also Albert and Whetten [20] adds that rhetorical statements are expected to include habitual or familiar strategic propositions and assumptions for example, entrepreneurial risks, which are a hallmark of every growing organization. According to Brunsson and Olsen [21], as imitative models must be adopted for carrying out actions, but in a creative manner, imitation is probably more common among business organizations that describe themselves by stating their central character.

In the research by Medin and Goldstone [22] as organizational self-identification depends on a process of matching derived from successful organized/organizational models which are working for the similar objectives under similar conditions. A comparative study of organizational structures and their conduct and performance provide useful data for evaluation of their corporate personality. It is easy to apply such conclusions in the case of individuals. For example, a manager may display several unrelated features of self-identification while simultaneously seeking its conceptual relationship with several social collectives. Which of these identities and self-descriptions becomes salient depends however on the current context. It has been noticed through many examples that close identification of a leader with the organization simultaneously depicts the passions of a very devoted mother as well as of an honest custodian. Elster [23] adds that Management is a combination of personal and instructional passions and values. Again by Elster [23] adds likewise, in an organization as experiments show: identity manifests itself in more than one-way. A business organization may explain itself by displaying its attributes like a member of the class of international business organization but its distinctiveness maintains itself through various service value chains. Self-identification varies from group to group or business organizations in all their attributes and features. With the change of environment, the nature of the task also undergoes alterations such as a change in context, a shift in a new or different direction or it may transform into another situation which is not very predictable. This is a stage of determining a new identity through visual and non-visual means.

A branded identity structure evolves when a strategic business organization or its subsidiary business units establish their own names and styles, while in their public communications no connection to the parent business units is expressed Unilever and Procter & Gamble Int, are classic examples of branded business units.

The third model is identified by Olins [2] by the endorsed features or mixed identity structure. Within endorsed business units, while subsidiary business units retain their own names and styles, the parent company remains invisible in the market. Examples of endorsed companies include L'oreal, Nestle, and General Motors. Marketing is a full business activity which depends largely upon the professional knowledge of public rationing, their skill of communication, and command over the subject with which they are dealing. Scientific knowledge of the product or service being offered is another requirement of the organization.

2.3 Interrelations of Corporate Identity with Quality and Marketing Communication

Corporate identity is derived from the quality, utility, and service ability being offered by the

business organization with respect to its products and services. For example, standard marketing practices are being exhibited by the renowned business houses of international multinationals like Siemens, Philips or Sony through their high end professional skills. Their marketing agents win in the market through their communication skills, scientific knowledge about the products, and also the regulatory framework, which is applicable to domestic markets. This is a part of service, which is promised to people at their doorsteps through proper guidance with shared knowledge. The places they occupy through a high awareness level always bring enduring benefits to business organizations. Corporate Communication is a specialized subject, which covers the detailed knowledge of the core competencies of a business organization and establish firm linkages between the organization and customers. The marketing practices protect the brand identity as well as space, which the organization occupies in the global market through their constant communication processes. Marketing is done through various outlets by sharing knowledge with customers through the use of electronic or print media.

By Floor and Van [24] Marketing communication is carried out by the marketing department, which must be organized along the lines of specialization just like any other department such as marketing or sales, however, close coordination between all orbital units is very important through an effective chain of common medium. Van Riel [25] suggested that, however, that the best way of organizing and mobilizing marketing communication depends on the identity structure of the corporation in question. The art of public relationship and its specialized knowledge help direct a campaign in a favorable manner, and bring about communicative messages socially acceptable to customers.

Organizational communication is a comprehensive concept, which is used as an umbrella term for public relations, business affairs, investor and sales relations, recruitment and HRD communications, corporate advertising and environmental communication. Corporate Communication is a fact of strategy, which is evolved through the amalgamation of inputs obtained from every department and every stakeholder from owners and directors, to the sales and production and even engineering departments. Corporate identity is the main goal or objective, which is defined through the vision statement of an organization. The standard

vision statement as is displayed by big organizations promises quality, honesty, promptness and accountability, as well as total security of confidence reposed by investors or customers in its products or services.

Corporate identity is defined through brand names or trademarks which are made to become a part of the living culture of consumer society. Sony televisions, Nokia mobiles, or General Electric air conditioners carry a lot of creditability, and this is because they are recognized by consumers through their brand names or other identity marks. The public relationship is a social exercise, which is carried out to establish a link between the organization and its external world, which it has created by winning share in the global market. In this regard, we have complied with common practice. According to Van Riel [25] public rationing policy in practice is indeed organized at a central corporate level. Other authors however, believe that public relations are a cultural or social activity which should not be organized only within the marketing department, but also at the highest leadership level of management. The one important concept is that corporate communication pertains to all consciously used forms of internal and external communication, including sales and marketing communications. Again, Van Riel [25] adds that marketing communication plays a key role in expanding the existence of an organization in the global market; hence it occupies the most significant position in the entire strategy of business organization. That is why it is invested with the largest budget comparatively with other departments. Its strategic relationship with mass media is an important factor, which provides a window to outside world. In their research by Gray and Balmer [26] states that there are many international corporate identity groups, which have formed consortium for establishing standards of high performance. Their legal status has been fully recognized by the state as well as other international regulators, and has developed protocols for performance and implementation as well. In essence, corporate identity is the reality and uniqueness of an organization, which is integrally related to its external and internal image and reputation through corporate communication. Corporate communication is the process and method for determining the image and establishing the reputation of a business unit. The image of a business unit is reflected through its totality of behavior displayed within the internal and external world. Sense of urgency as is experienced by the customers or the market

is fully responded to by the management of an organization. A number of factors involved in the cultivation of corporate identity management are based upon the strategic management principles, which follow the principles the economic use of resources with maximizing effects.

There are ten environmental forces that are known to have affected very deeply the upsurge of corporate identity management through its various features. Their impacts have cast a deep shadow over their efficiency as well sales footprint, which in most cases experienced heavy growth in global and domestic markets. These environmental forces have accentuated the need over the last decade for managing corporate identity management strategically through the inclusion of new configuration management principles. It would be difficult to imagine any business unit or entrepreneurship, which has not been affected by this dynamic of environmental forces.

In aggregate by Balmer and Soenen [27] they represent the driving force behind the recent upsurge of interest in corporate identity and corporate communication issues. The above-mentioned ten environmental forces contributing to the increased significance of corporate identity and corporate communications are:

i.   acceleration of service and product life cycles,
ii.   deregulation and decentralization,
iii.   privatization and disinvestment programs,
iv.   increased competitiveness in the public and non-profit sectors,
v.   enhanced competitiveness in the service sector,
vi.   globalization by treating every trade market as trade free areas,
vii.   mergers, acquisitions and divestitures,
viii.   shortage of creative and high-caliber personnel,
ix.   observance of corporate social responsibilities , and
x.   demarcation and harmonization of boundaries between the internal and external environment of an organization.

Product life cycle has experienced a great increase in life cycle on account of sophistication, durability and precision in electronic and computer technology. Electronic products have become very compact, easy to use and transfer from one place to another, and also show a very high quality performance record never experienced before. In fact, the precision of technology has laid down the foundation of universalization of technology.

The electronic industry products like mobile sets today offer multiple media technology, providing many functions at a time. The quest for quality service products in fact determines the basic policy of big corporate organizations such as Sony, Nokia, or Samsung to name a few. Within a short time span, information technology took so many steps and moved from one invention to another, from audio to video, to live production and transmission of human messages. Now, digital revolution has taken over the world. Disk or audiotaping systems have become obsolete. The corporate sector, which brought about this revolution, has earned a reputation and credibility, which have tuned this big corporation into benchmarks. Uncertainty is being replaced by high quality products, which has gained good will worldwide. The global market is now identified with these big names. The corporate identity, which they have established, appeared to be difficult to compete with unless better options are made available in the world market. Their high visibility in competitiveness and credibility have earned the confidence of market forces at a global level. Their identity reflects the identity of respective nations as well as of modern civilization. The distributers, ordinary customers or other retail outlets are all interconnected associated through the products with the corporations.

The deregulation movement is an important factor, which has influenced and promoted the new culture of a corporate identity. Deregulation has brought about an end to bureaucratic control over the corporate sectors. The License Raj, which caused so many hindrances in the growth of industries and expansion of the corporate sector through intricate legal and tax systems, has been removed entirely through the policy of deregulation. Its outcome has been a sudden spurt of growth and development of the corporate sector everywhere, especially in India in 1992. Deregulation has increased culture of competitiveness, and financial and industrial sectors experienced a new spurt of growth through an increase in financial inputs. For example, in the USA, Glendale Federal Bank through its deregulation policy experienced a remarkable increase in its investment sector. Similarly, in the UK many building and housing societies such as Abbey National, and Alliance and Leicester have experienced a marked

increase in their profit and earned increased space in the global market. Their principal challenge is corporate identity, which consequently needs modification in light of the new deregulation policy that is in line with the new values of performance.

The commercial airline industries in the USA and UK have met several changes due to deregulation policy. In the USA, the airline market became free for investment and many new airlines were established on the principle of Economy, which has made expensive journey affordable for the middle and low middle classes. The concept of cheap and concessional services have resulted in the emergence of cut-price and budgeted airlines such as Southwest Airlines, Jet Blue, Frontier, Spirit and Alaska airlines, while within the UK low-cost airlines such as Ryan Air, Air Lingus, and Debonair have also appeared in the airline market with a lot of success.

Privatization and disinvestment programs have left many firms and business units vulnerable to identity crisis. This new culture of privatization and immediate transfer of asset from government control to private sector has brought about many problems as well such as short sizing, downsizing, and winding up of many business units. All countries of Europe and Asia experienced such teething problems in the course of privatization exercise. Pakistan's corporate sector too faced such problems, but ultimately, stability has been acquired through compromised solutions. Some 96 medium and large companies and corporations were privatized in Poland in 1997. Wilson [28] adds that The UK has witnessed extensive privatization and disinvestment policies in public and social sectors like - gas, electricity, water, health, family planning, telecommunications and railway - giving rise to multiple organizations which insist and invest on their corporate identity through well-defined image. So far the most quoted example is that of British Airways that has established itself as a profitable, smart, and consumer-friendly global airline (ibid). Heightened competition has engendered a new culture of competitiveness in the corporate sector of the global market.

In Britain, the number of students from foreign countries has increased by a huge margin due to a high quality education system and the specific identity it has engendered in the global market. British universities have increased in number to meet the challenges of the growing number of students. The competitiveness between universities increased as a result of which curriculum, facilities, and other social benefits underwent changes. Many new steps were taken by many universities for establishing their identity in the global market through innovations. Image, identity, and reputation became a new value in these educational campuses and became a part of newly emerging corporate culture identity management.

3. DESIGN/METHODOLOGY/APPROACH

Corporate Identity ideas became more transparent with the rise of information technology revolution and the explosion it received through the wave of globalization. The corporate world was shaken with the rise of a new business culture, its precision and efficiency, which it developed through the use of state of art technology. Profitability is its main aim as no commercial business organization can survive without earning a profit, but there is more than that, such as corporate social responsibility and its constituent values. Financial and non-financial behavioral patterns have to be determined for the convenience of customers who must be treated as de-novo rulers of the future corporate world.

Our research methodology was based on public survey. Almost five hundred persons from the corporate and non-corporate worlds were contacted. Public and private sectors were simultaneously included in our domain of research. Questions focused on those various ingredients, which make up the identity value as corporate truth. They include eight Facets of Corporate Identity Management. namely: Corporate Communication, Corporate Design, Corporate Culture, Behavior Significance, Corporate Structure, Industry Strategy, Corporate Strategy, and Products and Services with respect to their demographic profile.

3.1 Research Model and Hyphothesis

In the Model by Stuart [29], which is leading sample in contemporary literature corporate identity management is considered as a kind of process and it includes both several elements and interrelations between them as:

a. *Corporate personality*,
b. *Corporate strategy*,
c. *Management and organizational communication*
d. *Marketing, management and interpersonal communications*

e. *The corporate identity/corporate image interface*
f. *The corporate images*
g. *Environmental influences*
h. *Organizational culture*

This model has critical importance to see interrelationship between main elements of corporates as culture, strategy and identity, and also marketing. This is stated that corporate identity is a strategic element of business management and strategy since it has affect on critical elements of corporate.

Our research is based on our model Fig. 2.1. which has the hypothesis that "H1: There is a positive relationship between Corporate Identity and Organizational Performance."

According to our model and related hypothesis, our research was carried out in 4 major cities of Pakistan, including Karachi, Lahore, Rawalpindi, and Islamabad. The data has been collected through a survey as prescribed in standard format by social scientists. Questionnaires containing 75 questions were distributed among the variety of recipients, which includes management leaders as well as other functionaries from the public and private sectors. The types of organizations included multi-national's foreign countries as well as national's business entities. The sample was prepared for 500 respondents. The response was 86%. The questionnaire was sent by ordinary mail, by hand, and also by electronic mail. Interactive sessions were also held with some respondents. Some respondents complied according to schedule while others were delayed in their replies. Such dilly-dallying tactics of respondents were dealt with politeness but with consistency for soliciting answers from them. Such respondents were served with a number of reminders. Many of such non-reluctant respondents furnished their replies, while still; there were some who did not like to offer such replies in view of some unfounded fears.

Sharing knowledge about performance of some organizations in the public and private sectors is still considered a big taboo due to some unfounded fears. Transparency is a value, which is not liked by some people in view of liabilities which it would place through its repercussionary effects. In view of this experience, it can be assumed that social responsibility as a concept and virtue does not exist in our society. Citizenship constituent parts include fulfillment of social responsibilities based on voluntary basis yet to be recognized. The questionnaires were selected and served randomly upon a socially well placed class of our society, holding various managerial posts in both the public and private sectors of Pakistan.

Respondents were categorized into three categories based on Lower, Middle and Higher Level Management. All three managerial levels of employees were requested to fill in the questionnaire as per prescribed procedure. The study is Quantitative, which is deductive in type. In this study, the concepts which were based upon simple hypothetical basis, were examined in the light of practical data obtained from the answers provided by respondents. The entire data was measured as per given procedure. Principles of ethic were still complied with to minimize personal biases. Due consideration was paid to the economy of design, rapid data collection and the set criteria for identification and division of targeted population on segmented basis.

3.2 Instruments and Measures

In this research, as a research instrument, the questionnaire was designed according to our research survey. The questionnaires contain on the front page an introduction explaining the objective and aims of the study, the request for cooperation of respondents for participation in this exercise for promoting research culture in our country, and a guarantee for complete anonymity and confidentiality. The questionnaire was distributed amongst 500 participants. A total of 430 participants returned the questionnaire hence representing a response rate of over 86%. Three participants presented were dropped from the list on account of furnishing inaccurate replies. To ensure the reliability and validity of the results, all principles of research methodologies were observed. The survey was structured so as to bring crosschecks easily by differentiating each item according to a numerical identity mark. All lessons learnt from previous experiences were fully utilized for cross verification purposes. Benchmarks developed by known authorities were fully considered and utilized. "The attributes chosen for the surveys were selected by considering previous researches and their concluded lessons" (Bernstein [30]; Dowling [31]; Kennedy [32]). The instrument contained 75 questions. The key variables were made basis for solving mysteries of the hypothesis.
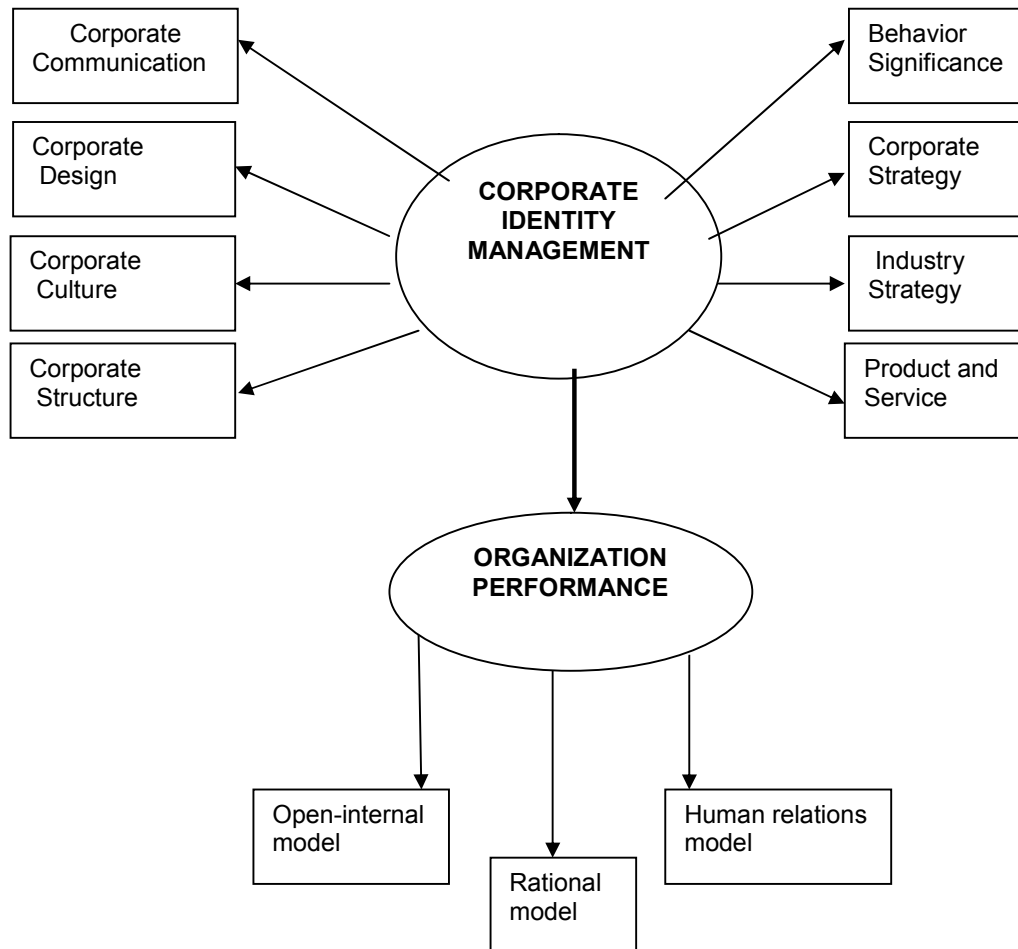
Fig. 2.1. Corporate Identity and Organizational Performance Model

3.3 Procedure and Pilot Testing

The research paradigm has been evolved based on empirical studies. Several concepts have been studied, examined, and presented in the literature review of this thesis. Qualitative and Quantitative analytical tools were applied to evaluate the results in the light of data collected from various private and public sectors. Minimum risk of uncertainty has been taken and also ambiguities have been treated repeatedly with several tests for verification of results. The research was quite painstaking and took a lot of time. Further criteria for selection of Quantitative Paradigm were also included. The researcher's scope of knowledge and its exposure to worldwide corporate culture, his training level and experiences, psychological attributes, responses, and other questions such as if any problems happened to arise in the course of his assignments were considered deeply in this study. In the quantitative paradigm the reality is always linear, objective and singular, as renowned researchers like Raul suggest. The researcher is required to be totally independent and neutral in all exercises of research.

The research has been carried out in a neutral environment so that no part of this work could be attributed as tainted with bias. The language of the research is highly structured according to established, formal criteria based on set definitions with impersonal voice. It is based on deductive logic and all of them were practiced according to set criteria. The empirical structure of study follows principles of cause and effect in creation of any log frame or intellectual order. All concepts, variables, and hypothesis were chosen carefully during the study and were examined again and again. Efforts have been made to follow them in a fixed order throughout the study. Consistency in design was followed. Full focus

has been placed upon hypothesis and its verification was the chief target, which was pursued in my study. The research is context free.

Principles of neutrality and objectivity were observed scrupulously. Data collected was placed under various tests to verify the results and based on that some predictions and conclusions were drawn. That is the main intent of our study. Most of the social and managerial practices are known to be based upon confused and personalized impressions, which do not match with scientific or empirical observations. Survey and data confirmation were made through the application of principles of established principles of research methodologies. The confirmation of data with respect to a few questions has led us to generalized conclusions and results. These generalizations are enhanced in capacity if the information and instrument used are valid and reliable. The purpose of this study and survey carried out in light of its concepts and claims is seemingly quite new. Respondents showed appreciation of the information and concept shared with them. The concept is a contemporary concept that holds a pivotal position in corporate management. Its constituent's elements- authenticity, creativity, visibility, and individuality are all drawn from the new subject of Configuration Management. It is the same concept, which is currently in practice in a globally renowned scientific agency (NASA) in the United States, responsible for all space exploration programs. Its individuality and distinction as a unique space agency has contributed toward a series of scientific discoveries.

A pre-pilot and pilot survey was done to improve the questionnaire. These items were rated on five-point Likert scale (1 for strongly disagree and 5 for strongly agree) on two time horizons to measure the variability in the recorded responses. Later on, an improved questionnaire was subjected to large-scale survey.

As every organization, a social unit tends to follow rationality according to its assigned objectives. The organization provides a mechanism for creation of such harmonized movement of knowledge along with instruments for their implementation. Innovation is one of the chief objectives of business organization. Innovation is a new social or economic value that appears in response to challenges of the market.

This book has focused its attention on the definition and explanation of corporate identity management and its relationship with the performance of organizations operating both in the public as well as in private sectors of Pakistan. Seven variables have been examined in depth through a public survey along with their impacts upon the organization of performance. Their nexus stands established according to models we have tested.

All business entities- whether they are incorporated bodies or non-corporate bodies- have been fully covered through a public survey for the purpose of verification of results.

Impact of corporate identity on the performance of an organization was separately considered and found with a big quantum to influence the overall performance of organization. The demographic segmentation is based on the scope of role and authority, which they exhibit within their business organization. Lower, middle, and high tiers of management belonged to our targeted community. Questionnaires included 71 questions. About 54% to 55% of respondents participated. Data was processed as per given universal research methodology. As usual, SPSS software was applied of course under the guidance of expertise. Advance model tests were too applied, to verify our results. Only briefly they are hinted at. The Factor Analysis is a validity test to ensure the questions asked reasonably determine the true concept and not something else. Since this convergent test falls under the construct validity test, it measures how well the result gathered are able to fit the theory around the test designed. Pilot testing includes exploratory and confirmatory factor analysis. A Confirmatory Factor Analysis (CFA) was conducted to examine the goodness-fit of the measurement model for belief. To measure the respondents' attitudes toward corporate identity management, a questionnaire was adapted from different researchers.

The result of reliability analysis are presented in Table 1, which shows that Corporate Communication consists of the two items and the reliability of this variable is 69.1%, the reliability of Corporate Design is 66.5% with 4 items. Corporate Culture, Corporate Structure, and Behavior Significance reliability index is also satisfactory with 75.5%, 67.2%, and 68.7% with 5, 3, and 3 items respectively. Corporate Strategy, Industry Strategy and Product and

Services reliability index in pilot testing is 74.8%, 62.2, and 73.0% respectively.

The dependent variable organizational performance reliability of each dimension is 77.4%, 74.8% and 80.3%. Overall reliability of all independent dependent variables is above 60%, which is minimum requirement for a good results and model fitting. All items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The overall reliability of these five items on Cronbach's alpha was 82.3%.

Table 1. Reliability analysis

Variable Name	No of items	Reliability
Corporate Communication	2	.691
Corporate Design.	4	.665
Corporate Culture	5	.755
Corporate Structure	3	.672
Behavior Significance.	3	.687
Corporate Strategy	3	.748
Industry Strategy.	6	.622
Product and Service	3	.730
Open-Internal Model	3	.774
Rational Model	3	.748
Human Relations Model	2	.803
N= 430		

The result of reliability analysis is presented in Table 1. Our conclusion is very optimistic. Results do bear close nexus between Corporate Identity Management and performance of organization. The corporate sector of Pakistan however is not much informed about the significance of this emerging idea of corporate identity. Special campaign is required for dissemination of its ideas like seminars, public discussions and its inclusion in course books etc.

Our public survey concludes that corporate identity management as a concept serves as a marketing tool, an umbrella term that reflects the inner reality of a business organization. This inner truth is like a mirror, which brings uniqueness and distinctiveness to business organizations. It is the way; organizations present themselves, and are recognized by the forces of the market. It carries very serious business implications and has to be protected at every step of its business activities for its future safety. Corporate Identity management's relationship with the external world is based on its emotional appeal; hence it must be very carefully handled. Corporate identity is a concept, a management philosophy and socio-psychological reality of a business organization. It has many identifying marks starting from its values of performance to branded names, trademarks, logos and icons etc. They are multi-facets, manifestations of the inner truth of the organization. It is a kind of grand norm of constitution of the organization, which motivates and runs entire organizations. All members of the organization must be fully involved within the ruling spirit of its working culture; so simple awareness would not matter. Rather, complete involvement is required to imbibe the spirit and value of CIM.

This requires both structured and unstructured knowledge and its absorption through various interactive exercises for building up new identity conscious teams. Comparative studies are a must- especially with respect to model organizations and should be made subject of investigations for clarity of ideas for effective practices. Small organizations must seek a managerial relationship with such model organizations, which have successfully created their identity conscious corporate personality. It is one way in strategic sense, which provides a comparative advantage over other organizations in matter of performance and good will. Corporate identity is now an established reality of philosophy of management and must be made a part of curriculum of advanced university courses.

The development of corporate identity starts from the vision, which is followed in letter and spirit by the top management board. According to Test by Balmer and Soenen [26] for Corporate Identity Management (ACID test) which was developed for their research at 20 corporate identity consultancies, also, a big rate of corporate identity processes are a result of the vision of the company as stated by the top management. It is a so-so-psychological reality but serves as a dominating value of functionalism. It is a dream which needs to be translated according its inner truth, and must be made visible according to its features with proper identifying marks. This desired identity is communicated mainly through streamlining organizational symbolism and cultural norms in order to achieve a favorable market image that ensures competitive advantage. Contradiction within the ideals and practices of the managerial value system must be removed so that inner truth of the organization is fully reflected through its visible features. One way to assess corporate identity quantity is to

focus on the central values that may be important to an organization's identity. An organization's central values, which constitute its corporate person, must be identified through all means. Once identified, then they must be assessed how much symmetry they have generated among the various tiers of the organization and its functionaries who are working within its environment. It must answer the questions of contradiction or any gap if it exists there.

3.4 Findings

In this research, the concept of corporate identity was dilated upon within its broader canvas, which includes the variety of constitutive elements without whose harmonious growth; the phenomenon of corporate personality will not evolve. This effort has been made to test the relationship existing between corporate identity and organization performance through model application. Corporate identity consists of 7 dimensions, namely: corporate design, corporate culture, behavior, corporate structure, industry identity, corporate strategy, and product and services and organization performance, which consists of 3 dimensions, namely- open-internal model, rational model and human relational model. The samples of 430 individuals belonging to fourteen different sectors of big cities of Pakistan (Rawalpindi, Lahore, Karachi, and Islamabad) were selected. Questionnaires comprising three parts were sent directly to target the segments. The demographic profile covers both individuals and companies in the first part. The second part consisted of corporate identity and last part concentrated on organization performance. The results of the study have shown some diversified attributes of the sample of the book and also provide useful new information regarding the previously unexplored domain of corporate identity.

Corporate identity creates corporate personality through which it defined itself through various elements of behavior and cultural norms and outputs. Both financial and non-financial outputs made in its cultivation and development, although constitute part of long term investment; extend credibility as well as the distinctiveness of high professionalism to the enterprise. Consistency is the main feature, which brings authenticity as well as a strong sense of identity, which is reflected through its various outputs, and functioning culture. Absence of consistency will diminish its identity feature so its identity.

Hence, it must be maintained through all stages of performance.

Corporate identity is what makes a company special and unique. Corporate Identity is a big value of management and performance. It is a so-so-psychological phenomenon, which leaves its imprints deep in the sub-conscious of stakeholders and other functionaries and customers. They feel emotionally associated with its products and brand names, which serve as symbolic representations of a distinct class. The main variable, which is its constitutive elements are part of the creation of corporate personality. These variable or constitutive elements include corporate communication, corporate design, corporate culture, corporate behavior, corporate structure, industry identity, corporate strategy and products and services. The customers served upon various members of the professional class and other stakeholders provide information, which can be treated as comprehensively dealing with all aspects of corporate personality and its performance. They pertain to gender, marital status, age, position, company base, tenure in the company, organization sector, number of employees, and work experience. Therefore, the big canvas of information provides us with the bigger scope of research and minimizes the chances of miscalculation or misdirection.

The data is also analyzed to reveal managers' perceptions regarding various components of corporate identity like corporate communication, corporate design, corporate culture, corporate behavior, corporate structure, industry identity, corporate strategy and products and services. From the results we conclude that male, top level managers in the over 40 age group that have been affiliated with their company for long periods of time are more conscious about the features of corporate identity and their own personality distinctly manifests itself with its ruling features. Our result also establishes another distinguishing fact, which is visible from the deepening sense of corporate identity found among the business units and culture of private organizations as compared to public organizations. The advantage is this respect belongs to private organizations as a result of which they dominate the market quite forcefully as far as market share is concerned. Multinational companies have a strong corporate culture as compared to local companies where corporate culture is very weak. Large companies have a clear corporate strategy about their

products and services, whereas small companies are lacking in their corporate strategy.

Knowledge creation is a very decisive feature, which is evolved from creative environment of a corporate entity. It is constituted both by structured as well as unstructured knowledge forms. Of course, experience is an additional advantageous factor and they all combine to ensure sustainable competitive advantages over that business unit which has fewer abilities to be creative. Consolidation of various streams of professional learning that work within the environment of company derive their strength from norms of prevailing culture within their organization through proper amalgamation. It promotes empowerment and allows production and sales agents to come up with products and services, which comply with the changing standards of customers. The challenging environment of the market is thus tamed and made receptive for the absorption of products. Mantara lies in learning culture and its values. It includes a linguistic medium, popular professional vocabulary, conversation, dialogue, and interactive sessions etc., which combine to stimulate a culture of creativity. Symmetry of value system is evolved which in return would raise the level of synergistic responses through its unanimity of thought process. The net outcome is experienced through the close nexus between the organization and the market in which it operates through creative responses.

In Pakistan, the Corporate Identity Management culture has a long way to go. The environment required for cultivation is in its stage of infancy. On account of this reason, it is experiencing teething problems. For example, the domestic corporate environment of Pakistan is not fully mobilized with essential features and neither has it got the ability to grow through the prototype of multinational organizations. For example, the high research skills, resources, and multi-professional bodies, along with supporting regulatory frameworks are the needs which can be full-filled through maturation of its natural period. Pakistani corporate culture has got some problems which cast a dark shadow over performance through its obsolete management practices. However, a silver lining has started appearing from the growing size of knowledge-based- organizations which has in fact laid down the foundation of a new Corporate Identity Management. Corporate Identity consciousness has triggered some changes which require in depth study. Uniqueness, distinction, authenticity

and other features that spring from the culture of learning work through a continuum of Corporate Identity Management are guarantors of survival. In addition, they can assist in the as of resurgence of corporate entities overrun by crisis.

Corporate Identity management is influencing our industrial and service sectors. The entertainment and banking sectors have managed to create some distinction through the absorption of CIM features. Level of awareness with respect to CIM has grown among the new generations of our corporate world. Modern university curriculums have also contributed towards the emergence of this new movement of management. Availability of relevant literature is another big problem, which has restricted understanding about this new concept of management. Pakistani corporate society is still passing through its transient stage. The construct of CIM is based upon Corporate Communication, Corporate Design, Corporate Culture, Corporate Behavior, Corporate Structure, Industry Identity, and Corporate Strategy Products & Services. The constructs of the OP are based upon Open-internal Model, Rational Model, and Human Relations Model. In the light of above discussion, the prospect of the relationship between CIM and OP remains unidentified so far. The existing study focuses on the effort to bridging the gaps as are being noticed in the literature.

In the paper, after considering various evidence, we have reached the conclusion that most of the managers are not fully conscious about the need and significance of corporate identity out of which evolves the corporate personality of organization. In fact, the management philosophy of corporate identity is neither fully understood in our corporate sector nor is its significance. When the management doesn't introduce their corporation identity to their employees clearly, the employees couldn't distinguish their corporation from the others. Hence, this complexity which occurred affected their performance as well as the corporation negatively. This situation can leave the corporate with hazard of loss its competition power with its rivals as well. Much less is the strategy that provides several conceptual instruments for realization of higher objectives of performance within an organization. There is a big gap of understanding, which needs to be promoted through closer interaction among all stakeholders and management experts. Conscious mechanism is a must for the dissemination of values of corporate identity

management through practice and propagation. Only multinational companies have a visible corporate behavior and they exhibit their features through their performance indicators. Distinctiveness, authenticity, and creativity bring uniqueness to their organization, which is maintained through a culture of consistency. Corporate Personality is the end product, which is felt through various behavioral modes. There is a dire need to create awareness about corporate identity among the managers of Pakistani firms.

4. CONCLUSION

The first condition of existence is to have identity. Identity is maintained through identity management. Identity includes/represents organizational culture, common behavior, ethics, attitudes, aims. In this view, every identity has unique characteristics and identity differs from organization to organization. Every organization has and maintains their identity. So, identity is not copy paste style effort. Every organization should be aware of its own identity and should improve it according to their corporate strategy and objectives. Because every organization has their own identity, it is critical is to managing identity in a way that guarantees sustainable competitive advantage. By effectively managing its corporate identity an organization can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Similarly with state by Van Riel and Balmer [24] that corporate identity is a strategic issue.

This study has been carried out with the specific purpose to introduce and explain the new concept of Corporate Identity Management whose references and value chain system have brought about a management revolution in important organization like NASA, Honda, and Nokia etc. Corporate Identity sums up the entire vision of organizational philosophy with the help of which a business organization manages to ensure its survival. The main objectives of this paper are to examine and scrutinize empirically that hypothesis which is derived from the relationship existing between market orientations, market shares, and organizational policy of learning and human resource management. The cumulative outcome of this relationship built between various factors- as mentioned above- has determining impacts upon

efficiency and performance of organization, which is the target of our present study. The results achieved so far are discussed in the following paragraphs.

Several models built in this chapter are pertaining to (i) Market orientations and market shares. (ii) Policy of organizational learning (iii) with its determining affects upon organization performance. This is the focus of our book and entire debate is made to cover and comprehend this equation of relationships, which help create a new model of corporate performance and corporate personality. The question of availability of an exemplary model of performance is only a theoretical construct and yet no consensus could be built between various authorities of management with respect to interactions existing between above referred various constructs. Each model is justified by various reasons, however, market orientations provide ground for determining the policy of organizational learning. There is a relationship of interdependence between these two factors. Needs and demands, and their associated socio-psychological are defined by market orientations and they provide ground for determining the framework of organizational learning, which is covered both through concepts and working formulas. Since it is based on verified knowledge of market experiences and the associated values of social recognitions, it is more reliable in its contents and has proved very effective in providing strength in the growth process of corporate personality and its market performance.

The knowledge so acquired and implemented has helped business organizations to operate very successfully even in times of great stress and crisis. The creativity and potential of adjustment in new and changed environments put such business organizations in challenging positions. Their latent energies and potential are expressed through their new values of performances. Their goods and services increase market shares through their popular brands with the customers. Thus, competitive edge is maintained in the market over their competitors. The base line policy of corporate performance arises from its market orientations, which have been recognized by researchers of various management schools of thoughts.

Our proposed model in Fig. 2.1., which has incorporated many of such assumptions and value chains, developed through research assignments. In the instance case study, market

orientation is subjected to analytical exercise to build appropriate and explainable construct over organizational learning. Their interactions have built a relationship between organizational performance and market orientations through various inter-dependent factors. It is the intensity of the relationship, which makes their management behavior very productive. Thus, robust emergence of corporate personality with simultaneous heightened performance is the outcome, which is most desirable in maintaining edge over the competitors in the market. Empirical tests yield data, which is composed on mathematical realities and regulated according to its prescribed role. Unverified assumptions and unrelated factors are automatically rooted out. In summarized from, three traits of data have been detected. The yielding of results is highly figurative and deterministic, so it must be highlighted for explaining the equations of relationship existing between market orientations and organizational learning.

Market orientations and data so collected act to provide us with base line facts whose appreciation and use will help in the acceleration of organizational performance through positive results. The knowledge plays a deterministic role as mentioned above. Its two facets, structured and unstructured, both lend their strength to a business organization. The sources of knowledge have to be preserved through various mechanisms like archival and dedicated research centers. Companies or business organizations having such a knowledge preservation system with added abilities of dissemination and internalization act more smartly so far results of equating relationship is concerned. Internalization of knowledge involves many techniques and management of its various intellectual outcomes. Its accessibility must be free to all stakeholders involved within the internal as well as external environment of the business organization.

The objective is to raise the level of emotional intelligence as well as linear professional abilities through the cultivation of instinctive learning. Synergetic responses are the biggest test. Consolidation of all successful practices and convention must be preserved into organizational memories. Stakeholders do not include those who are involved directly in the process of corporate functioning but also those who are indirectly associated with it, like customers, suppliers, principle agents and advertising agents etc. Various components of market orientations influence the culture of organizational learning differently. Organizational learning creates rich values of intelligence generation. They are synchronized values of structured and unstructured knowledge. Dissemination of such knowledge within an organizational environment depends upon direct equation and how closely the stakeholders and its organizers pursue it. Each phase of organizational learning is unique and distinct through its features, which emerge through the latent potential of an organization. With it would pursue indirect equation. However, no distinct nexus have been found in existence as far as responsiveness is concerned.

It would be safe to interpret them as part of activity of intelligence generation and its values of dissemination, which is actuated into a system for promoting synergetic process of acquisition, distribution and its reinterpretation in a creative and modulated manner in line with the growing requirements of corporate entity. Knowledge of all stakeholders, which includes competitors, customers and managers, and others directly or indirectly related, must be archived in organizational memory. However, the responsiveness maintains its limitations in matter of execution of its influence. Corporate personality of deep identity has its own culture of learning. The knowledge it generates through its structure and non-structured sources carry content of rich cognitive elements, which can be responded with proper and quicker dissemination. Responsiveness is an important factor and must be activated in the light of expectations of customers and other stakeholders, which are always changing. Such practices of learning culture help in the mobilization of corporate activities; paving way for the absorption of new products, goods, and services.

All of these studies and assumptions on which they are based have fully demonstrated reinforcing nexus between market orientations and organizational learning. It is a relationship of direct equation and deeper is the intensity, the deeper is the impacts. Knowledge creation is one of the biggest tests of corporate efficiency. It requires abilities of varying kinds and they emanate from the culture of its core competencies. They are synchronized in behavior, and working brings an edge-every corporate entity requires winning a greater share in local and global markets.

Organization performance is a constant activity of production and self-actualization. Consolidation is needed between all values of creativity detected through overt and covert means. Consolidation leads to empowerment and hence in the creation of learning culture. The relationship between business organizations and the market is established through the culture of sales. Their freedom of maneuverability and dynamic behavior bring sources of new empowerment and increased good will through enhanced market shares will build corporate image beyond vulnerabilities. Sales persons and sales will acquire prestige and win social recognitions. Their claim of quality and durability in product and services will find place of instant recognitions. Sales strategy however must be built on a dynamic and well-tailored policy according to changing expectations of market forces. Results have established close nexus between all these factors of corporate activities. A culture of learning is built with linguistic elements that make communication easy and friendly. Culture of dialogue provides us with mechanism for exchange of values of corporate activities. Professionalism is derived from values and its mode of expression through tailored linguistic traits and terminologies. Leadership combines all these virtues within its matrix. Synergetic influences enhance the scope of co-operations.

Challenges bring new sense of gains among employees and their management, especially when they are united against them. A strong link, thus is established between business organization and market orientations. Streams of knowledge flow cyclically between market and business organizations. Consistency is maintained in the relationship at various ends of the corporate physical and social structures. Customers should be the biggest beneficiaries for ensuring corporate success as results have shown. All learning should be directed in their favor. Competitors have to be handled through out-performing strategy. To do so, focus on entrepreneurship is needed, whose scope is very wide in matter of selections of norms, and would require innovative efforts to have breakthrough in them.

Organizational learning and performance go hand in hand with each other as proven by these research data. They are mutually reinforcing and provide a trigger to human collective consciousness, which becomes visible through terms and impressions felt by all stakeholders through their spark of insight, obtained through this process. This spark is real intelligence, which is rooted deep within human psyche and manifests itself through creative behavior.

Corporate identity affects the level of organizational performance as they are intricately related through so many factors, which are both social as well psychological and become a major inducement for growing entrepreneurship. Corporate identity is a sub-conscious reality, which nourishes itself through fascinating dreams; it triggers devotional feelings through its prestigious returns and builds a movement of knowledge, which runs through its particular streams of fashions. All seven dimensions are contributory because of rich cognitive elements they carry. They correspond to each other rationality in reinforcing manner. The contradictions are eliminated through the enforcement of logical relationships.

The corporate image is said to be the totality of a stakeholder's perceptions of the way an organization presents itself, either deliberately or accidentally. Therefore, it must be designed and conveyed with utmost care and concentration. Since organizations have many stakeholders, each with a variety of backgrounds, objectives and levels of dependency, it cannot be expected that there will be a single, uniform, and consistent image. In reality, these stakeholders have different images of the same organization, all shaped by their distinct exposures to the identity cues presented. There must be a strong relationship and integration among all components of corporate identity and efforts must be coordinated centrally so that benefits can be cultivated. The government must also devise a mechanism to protect and promulgate the corporate identity in terms of corporate image and corporate design.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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