



**THE INFLUENCING FACTORS OF PERFORMANCE
MANAGEMENT OF PEPSI-COLA COMPANY**



**YANG JUNMAO
6317195468**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2024



THE INFLUENCING FACTORS OF PERFORMANCE MANAGEMENT OF PEPSI-COLA COMPANY

YANG JUNMAO

This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration


Advisor: *Jidapa C.*
(Dr. Jidapa Chollathanrattanapong)

Date: *19* / *Sep* / *2024*

Jomphang
.....
(Associate Professor Dr. Jomphang Mongkhonuanit)
Dean, Graduate School of Business

Date: *27* / *Sep* / *2024*

Title: The Influencing Factors of Performance Management of Pepsi-Cola Company
By: Yang Junmao
Degree: Master of Business Administration
Major: International Business Management

Advisor: 
(Dr. Jidapa Chollathanrattanapong)

..... 19 / Sep / 2024

ABSTRACT

Performance management has an important influence on Pepsi-Cola Company. Taking this company as a case study, this study analyzed the influencing factors of its performance management and their relationship. The three research objectives of this study are: 1) To examine the impact of organizational structure on performance management; 2) To examine the impact of leadership on performance management; 3) To examine the impact of market competition on performance management.

In this study, the quantitative analysis method was used to explore various factors that affect the performance management of Pepsi-Cola Company. Through the questionnaire survey, 284 questionnaires were successfully collected from consumers. Based on these data, the following conclusions have practical guiding significance: 1) Organizational structure has a positive impact on performance management; 2) Leadership has a positive impact on performance management; 3) Market competition has a positive impact on performance management. Pepsi-Cola Company should further improve its organizational structure, improve the division of labor clarity, and leaders should set an example and pay attention to employee development. The company also needs to establish a relationship between brand and market share, improve employees' marketing skills and customer service level, so as to achieve the goal of performance management.

Keywords: Pepsi-Cola Company, performance management, influencing factors

ACKNOWLEDGEMENT

With the completion of the independent study, I deeply feel the need to express my sincere thanks to those who have given me selfless help and support in my writing process. Every encouragement, every guidance, and every companionship are the powerful motivation for me to finish this article.

First of all, I want to thank my tutor. My tutor's rigorous scholarship and profound academic attainments have benefited me a lot. In the process of my writing, my tutor not only provided many valuable suggestions, but also often encouraged me to think deeply and explore bravely. Whenever I encounter puzzles and problems, my tutor can always answer them patiently and point me in the right direction. My tutor's words and deeds have strengthened my academic pursuit and life goals.

Secondly, I want to thank my family. They have always been my most solid backing, and they will unconditionally support and encourage me no matter what difficulties I encounter. During my writing, they provided me with a good writing environment and enough rest time, so that I could devote myself to the research. The care and support of my family is an important guarantee for me to finish this independent study smoothly.

Besides, I also want to thank my classmates and friends. They gave me a lot of help and advice in my writing process, which benefited me a lot. We discussed problems and shared experiences together, which not only enriched my knowledge reserve, but also enhanced my interest and enthusiasm for academic research. Their companionship and support made me no longer lonely in the process of writing, full of motivation and confidence.

Finally, I want to thank the university that trained me. Here, I spent the most precious time in my life and gained endless knowledge and friendship. The library, laboratory and various facilities of the university provide me with a good learning and research environment; Teachers and classmates at university have given me a lot of help and support. Here, I not only learned how to seek knowledge, but also learned how to be a man. I will always remember the kindness of this university.

Looking back on the whole writing process, I deeply feel my growth and progress. Every challenge and difficulty has strengthened my beliefs and goals. Behind this independent study, I have thought, tried and revised countless times, and it is also my love and pursuit of academic research. I believe that in the future, I will continue to work hard, keep forging ahead, and strive hard to realize my life value and social contribution.

Yang Junmao

DECLARATION

I, Junmao Yang, hereby certify that the work embodied in this independent study entitled "The Influencing Factors of Performance Management of Pepsi-Cola Company" is result of original research and has not been submitted for a higher degree to any other university or institution.



Yang Junmao

July 2023

CONTENTS

| | |
|---|-----|
| ABSTRACT..... | I |
| ACKNOWLEDGEMENT | II |
| DECLARATION..... | III |
| CONTENTS..... | IV |
| LIST OF TABLES..... | VI |
| LIST OF FIGURES..... | VII |
| Chapter 1 Introduction | 1 |
| 1.1 Background of the Study | 1 |
| 1.2 Questions of the Study | 2 |
| 1.3 Objectives of the Study | 3 |
| 1.4 Scope of the Study | 3 |
| 1.5 Significance of the Study..... | 3 |
| 1.6 Limitations of the Study..... | 4 |
| Chapter 2 Literature Review | 5 |
| 2.1 Introduction..... | 5 |
| 2.2 Literatures Review | 5 |
| 2.2.1 Organizational Structure | 5 |
| 2.2.2 Leadership..... | 7 |
| 2.2.3 Market Competition..... | 8 |
| 2.2.4 Performance Management | 10 |
| 2.3 Introduction to Pepsi-Cola Company..... | 11 |
| 2.4 Conceptual Framework..... | 11 |
| Chapter 3 Research Methodology..... | 13 |
| 3.1 Research Design..... | 13 |
| 3.2 Questionnaire Design..... | 13 |
| 3.2.1 Organizational Structure Scale | 13 |
| 3.2.2 Leadership Scale | 14 |
| 3.2.3 Market Competition Scale | 15 |
| 3.2.4 Performance Management Scale..... | 15 |
| 3.3 Sampling and Sample Size..... | 16 |
| 3.4 Hypothesis..... | 16 |
| 3.5 Data Collection | 16 |

| | | |
|------------|--|----|
| 3.6 | Data Analysis | 17 |
| 3.6.1 | Reliability Analysis of the Questionnaire | 17 |
| 3.6.2 | Validity Analysis of the Questionnaire | 17 |
| 3.6.3 | Analysis of Questionnaire Data | 18 |
| Chapter 4 | Findings..... | 20 |
| 4.1 | Introduction..... | 20 |
| 4.2 | Demographic Characteristics of Respondents | 20 |
| 4.3 | Relationship between Organizational Structure and Performance Management | 21 |
| 4.4 | Relationship between Leadership and Performance Management | 22 |
| 4.5 | Relationship between Market Competition and Performance Management | 23 |
| Chapter 5 | Conclusion and Recommendation..... | 25 |
| 5.1 | Introduction..... | 25 |
| 5.2 | Conclusion | 25 |
| 5.2.1 | Organizational Structure Has a Positive Impact on Performance Management..... | 25 |
| 5.2.2 | Leadership Has a Positive Impact on Performance Management ... | 27 |
| 5.2.3 | Market Competition Has a Positive Impact on Performance Management..... | 28 |
| 5.3 | Recommendation | 29 |
| References | | 31 |
| Appendix | | 34 |

LIST OF TABLES

| | | |
|-----------|--|----|
| Table 3.1 | Organizational Structure Scale..... | 14 |
| Table 3.2 | Leadership Scale | 15 |
| Table 3.3 | Market Competition Scale | 15 |
| Table 3.4 | Performance Management Scale..... | 16 |
| Table 3.5 | Questionnaire Reliability Analysis..... | 17 |
| Table 3.6 | Questionnaire Validity Test | 18 |
| Table 4.1 | Statistics on the Demographic Characteristics of Respondents | 20 |
| Table 4.2 | Correlation Analysis Results of Organizational Structure and Performance Management..... | 21 |
| Table 4.3 | Regression Analysis Results of Organizational Structure and Performance Management..... | 22 |
| Table 4.4 | Correlation Analysis Results of Leadership and Performance Management | 22 |
| Table 4.5 | Regression Analysis Results of Leadership and Performance Management | 23 |
| Table 4.6 | Correlation Analysis Results of Market Competition and Performance Management..... | 23 |
| Table 4.7 | Regression Analysis Results of Market Competition and Performance Management..... | 24 |

LIST OF FIGURES

Figure 2.1 Conceptual Framework 12



Chapter 1 Introduction

1.1 Background of the Study

As a world-renowned beverage manufacturer, Pepsi-Cola Company has a wide influence and market share in the global market. However, in today's increasingly fierce global competition, how to maintain the competitive advantage and realize sustainable development is a challenge that every enterprise needs to face.

Since its birth, Pepsi-Cola Company has experienced many market changes and business adjustments, and its performance management system has been continuously improved. However, with the change of market environment and the expansion of enterprise scale, Pepsi-Cola Company is facing more complex and diverse challenges. How to build a scientific, reasonable and effective performance management system to improve the overall performance and market competitiveness of enterprises has become an urgent problem for Pepsi-Cola Company (Xu, 2021).

At present, the influencing factors of performance management of Pepsi-Cola Company are diversified. On the one hand, internal factors such as organizational structure have a far-reaching impact on performance management. For example, Pepsi-Cola Company has always emphasized the corporate culture of innovation, cooperation and win-win, which plays an important role in stimulating employees' enthusiasm and creativity and improving performance (Yan, 2021). On the other hand, external factors, such as market competition, also have a noticeable impact on performance management. For example, with the popularization of the concept of healthy eating, Pepsi-Cola Company needs to constantly adjust its product structure and marketing strategy to adapt to market changes.

There are still some problems and challenges in the implementation of performance management in Pepsi-Cola Company. For example, the disconnection between performance management and corporate strategy, unreasonable setting of performance indicators, and opaque performance appraisal process may all affect the effectiveness of performance management (Zhao, 2020). Therefore, it is of great significance to study the influencing factors of performance management of Pepsi-Cola Company for optimizing its performance management system and enhancing its performance and market competitiveness.

The research on the influencing factors of performance management of Pepsi-Cola

Company is not only an in-depth discussion on the company's own development, but also an inspiration and reference for the performance management practice of other enterprises. By systematically analyzing the influencing factors of performance management of Pepsi-Cola Company, it can provide useful reference for other enterprises to build a scientific, reasonable and effective performance management system.

1.2 Questions of the Study

As a leader in the global beverage industry, Pepsi-Cola Company's success not only stems from excellent product quality and wide market coverage, but also benefits from its efficient performance management mechanism. However, with the increasingly fierce market competition and the diversification of consumer demand, Pepsi-Cola Company is also facing many challenges in performance management. Therefore, an in-depth study on the influencing factors of performance management of Pepsi-Cola Company not only helps the company's own sustainable development, but also provides useful reference for the performance management of the whole beverage industry and even other industries. In the current economic environment, enterprise performance management has become a key factor to enhance the competitiveness of enterprises and achieve sustainable development (Li, 2020). As a leader in the industry, Pepsi-Cola Company's performance management strategy and implementation effect have always been concerned. However, performance management is not an overnight process, it is influenced by many factors, including corporate culture, organizational structure, incentive mechanism, employee quality and so on. These factors are intertwined and interact with each other, which together constitute a complex system of performance management of Pepsi-Cola Company. In recent years, with the acceleration of globalization and digitalization, Pepsi-Cola Company is facing a more complicated and changeable market environment. This makes the company need to adjust its performance management strategy more flexibly and efficiently to meet the changing market demand. At the same time, the needs and expectations of employees are constantly changing, and they pay more attention to personal growth and career development, which also poses new challenges to the performance management of Pepsi-Cola Company. Based on this, the following three questions are introduced for research:

1. Does organizational structure has a positive impact on performance management?
2. Does leadership has a positive impact on performance management?

3. Does market competition has a positive impact on performance management?

1.3 Objectives of the Study

The main research objectives of this paper are as follows:

1. To examine the impact of organizational structure on performance management.
2. To examine the impact of leadership on performance management.
3. To examine the impact of market competition on performance management.

1.4 Scope of the Study

The focus of this study is to analyze the influencing factors of performance management of Pepsi-Cola Company. Based on the stakeholder theory, through a review of 30 relevant literatures and a questionnaire survey of 300 respondents, this study examines the main factors affecting the performance management of enterprises and the optimization strategies, and provides a breakthrough answer to the problems existing in the performance management of Pepsi-Cola Company.

1.5 Significance of the Study

1. Theoretical Significance

Studying the optimization of performance management of Pepsi-Cola Company can enrich the theoretical system of performance management. Performance management is a key link in enterprise management, and optimizing performance management can improve the competitiveness and economic benefits of enterprises. Through examining the influencing factors of performance management of Pepsi-Cola Company, we can reveal the effects and mechanisms of different optimization methods and expand the theoretical framework of performance management. At the same time, the research results can also provide reference for other enterprises' performance management optimization, and promote the continuous development of performance management theory.

2. Practical Significance

Studying the performance management optimization of Pepsi-Cola Company can guide the practical operation of enterprises. As a world-renowned beverage company, Pepsi-Cola Company's experience and innovative practices in performance management have important reference value. Through in-depth study, we can reveal the successful experience, existing problems and improvement direction of Pepsi-Cola Company in performance management. The research results can provide practical guidance for other enterprises, help enterprises find and solve difficult problems in performance management, improve the effectiveness and operability of performance management, and promote the sustainable development and competitiveness of enterprises.

1.6 Limitations of the Study

This study has the following limitations:

1. As Pepsi-Cola Company is a unique enterprise, its industry, development stage and organizational form are unique, and its research results have certain limitations. The research results may not apply to the performance management practice of other enterprises, and need to be adjusted and improved accordingly under specific circumstances.

2. Performance management is a complicated process, involving many factors and dimensions. It is difficult to consider all the factors and the ultimate causal relationship of performance management in the study of the influencing factors of Pepsi-Cola Company, so this study can only provide some reference and guidance.

3. Studying the influencing factors of performance management of Pepsi-Cola Company may also be limited by data collection and research methods. The lack of data and incompleteness may affect the reliability and validity of the research results. At the same time, there may be errors and deviations in the actual research process, which need to be effectively controlled and corrected.

Chapter 2 Literature Review

2.1 Introduction

This chapter focuses the aspects of organizational structure, leadership, market competition and performance management. This chapter also summarizes the experience of scholars related to the specific situation of Pepsi-Cola Company, and provides theoretical support for the following discussion.

2.2 Literatures Review

In Drucker's view, the effectiveness of an organisational structure is a crucial determinant of business success. He placed particular emphasis on the importance of clear objectives, the distribution of responsibility and authority, and effective communication mechanisms within the organisation (Yuan, 2023). Tao (2020) posited that effective leadership necessitates adaptation to changes in the organisational structure and environment. Additionally, he underscores the influence of market competition on business strategy, asserting that firms must demonstrate flexibility in adapting their strategies to respond to changes in the market. Furthermore, Qu (2020) highlighted that, in the context of intense market competition, organisations must adopt a "hedgehog philosophy," which is a concise yet comprehensive strategic approach that allows them to concentrate on the most critical aspects to enhance performance. Consequently, performance management can be more effectively conceptualised in terms of the following three key elements:

2.2.1 Organizational Structure

Organizational structure mainly refers to the structural system that all members in an organization work together in management in order to achieve organizational goals, which is composed of positions, responsibilities, authorities and their relationships (Yang, 2024). Simply put, the organizational structure reflects the relationship of division of labor and cooperation among the members of the organization, that is, the relationship of duty, responsibility and power. Therefore, the organizational structure can also be called the relationship of power and responsibility. It is the "framework" of the whole management system, which shows the arrangement order, spatial position, aggregation and dispersion state, contact information and the

relationship between various elements of the organization.

Liu (2024) studied the influence of organizational structure on enterprise performance management. The research points out that organizational structure is an important means for enterprises to realize the unification and coordination between different functional requirements, and plays an important role in performance management. This paper puts forward different types of organizational structure models, including functional model, division model and division model, and analyzes the advantages and disadvantages and applicable scenarios of different structural models for performance management. The research results provide guidance for enterprises, help them choose and optimize organizational structure, and improve the effect of performance management.

Yin (2023) made an in-depth study on the relationship between organizational structure change and performance. He believes that with the changes in the market environment and the needs of enterprise development, the organizational structure must be constantly adjusted and optimized. Through a case study of a large enterprise, He found that the enterprise has successfully achieved a steady improvement in performance through several organizational restructuring. He emphasized the important role of organizational structure change in enhancing employees' work enthusiasm, promoting teamwork and promoting innovation, and pointed out that leadership and employee participation in the process of change are the keys to success.

Chen (2023) paid attention to the relationship between the flexibility of organizational structure and performance. He proposed that a flexible organizational structure can better adapt to changes in the external environment and enhance the competitiveness of enterprises. By comparing the organizational structure and performance data of enterprises in different industries and different scales, Wang Gang found that enterprises with high flexibility showed stronger adaptability and innovation ability in the face of market fluctuations and competitive pressures. He believes that flexible organizational structure can stimulate the creativity and initiative of employees and create more value for enterprises.

Organizational structure has two dimensions: division of labor clarity and information accessibility. The research shows that the division of labor clarity has a significant impact on performance management. Yuan (2023) studied the relationship between organizational structure and performance management, and found that there was a positive relationship between the division of labor clarity and performance management. This means that when an enterprise has a clear division of labor and scope

of responsibilities, it is easier for employees to understand their responsibilities and tasks, thus improving work efficiency and performance. Information accessibility has also been found to have a positive impact on performance management. Tao (2020) shows that information sharing and employee participation are one of the important factors to improve organizational performance, and information accessibility is the key to achieve this goal.

To sum up, the three scholars discussed the influence of organizational structure on enterprise performance management from different angles. Their research provides rich theoretical support and empirical basis, and also provides useful enlightenment. In practice, enterprises should flexibly adjust and optimize their organizational structure according to their own characteristics and needs in order to improve their performance and market competitiveness. At the same time, leaders should pay attention to the participation and communication of employees when promoting organizational structure change, so as to ensure the smooth implementation of the change and the continuous improvement of performance.

2.2.2 Leadership

Leadership refers to the ability of leaders in a team or organization to stimulate the potential of members, unite team strength and achieve common goals through personal charm, decision-making wisdom, communication ability and innovative thinking. It embodies the comprehensive quality and influence of leaders and plays a key role in organizational development (Li, 2023).

Zhang (2022) thinks that the influence of leadership on enterprise performance management is very important. He believes that if leaders lack leadership, then the performance management of enterprises can not have a good development. He also put forward some practical cases. For example, in the process of establishing Amazon, Jeff Bezos, a successful entrepreneur, his leadership was one of the decisive factors.

Tian & Deng (2022) believes that the influence of leadership on enterprise performance management is very important. They believe that the stronger the leader's leadership, the better the performance management of the enterprise. At the same time, they also pointed out that the leadership of leaders will not only have a positive impact on enterprise performance management, but also have a positive impact on employee satisfaction, employee performance and employee retention rate.

Zheng (2022) pointed out that the influence of leadership on enterprise performance management is very significant. He believes that the long-term success and development of enterprises need leaders with leadership to play a key role. At the same time, he emphasized the importance of leadership and management. He believes that management ability refers to the ability to manage processes, resources and people, while leadership refers to the ability to solve business problems, motivate and influence employees.

Leadership has two dimensions: decision making ability and communication ability. Research shows that the decision making ability of leadership has an important impact on performance management. Zhang (2021) found that the decision making ability of leaders will affect employees' work motivation and performance level, and leaders with high decision making ability can stimulate employees' enthusiasm and improve their performance. Communication ability has also been found to have a positive impact on performance management. Liang, Li & Chen (2021) shows that good communication ability of leaders can improve employees' job satisfaction and team performance. Good communication ability can help leaders better convey mission objectives and expectations, provide feedback and guidance, promote cooperation and collaboration among employees, and thus enhance team performance.

All three scholars believe that the influence of leadership on enterprise performance management can not be ignored. They believe that leadership is the key factor for leaders to play an important role in the team, and it is of great importance. The decline of leaders' ability is likely to lead to the failure of performance management in enterprises. At the same time, these scholars have provided some practical methods and skills to cultivate and develop leadership, which have been widely used in the leadership development and performance management of enterprises.

2.2.3 Market Competition

Market competition refers to a series of competitive activities carried out by different enterprises or brands in the same market by means of price, quality, service and innovation in order to compete for market share and maximize their own profits. This kind of competition promotes the rational allocation of market resources and the growth of enterprises and the progress of the industry (Han, 2022). The influence of market competition on enterprise performance management is an important topic in enterprise management research, which has attracted the attention of many scholars. Starting with the research of three scholars, this paper discusses the relationship

between market competition and enterprise performance management.

First of all, The measurement of market share is a key factor in the evaluation of the competitive position of enterprises within a market. As Zhou (2021) notes, market share is a common concern of enterprises and an important goal of their operations. A higher market share is indicative of a higher competitive position. Wang & Qin (2021) further elaborates on the necessity of deepening market-oriented reform, breaking down market segmentation, activating market vitality, and enhancing market share in order to ultimately improve the competitive position of enterprises in the context of new changes in international economic competition.

Secondly, Brand competitiveness is a key factor in measuring a company's market competition. Brand competitiveness is closely related to an enterprise's market positioning and differentiation strategy, and can affect an enterprise's market performance and consumer perception through a variety of mechanisms. In addition, Wang & Qin (2021)'s study focuses more on the impact of brand value and market orientation on brand competitiveness, in short, brand competitiveness has a profound impact on enterprise market competition.

Finally, Jia (2021) paid attention to the influence of market competition on enterprise performance management innovation. He believes that the intensification of market competition will push enterprises to constantly seek performance management innovation to enhance their competitive advantage. Through comparative research, he found that those enterprises that can successfully carry out performance management innovation often have more advantages in market competition. He pointed out that enterprises should pay attention to the participation and encouragement of employees when carrying out performance management innovation, and create a positive innovation atmosphere to promote the production and application of innovation results.

Market competition is divided into two dimensions: market share and brand competitiveness. Research shows that market share has an important impact on performance management. Huang, Gong & Han (2019) found that there is an obvious positive relationship between the market share of enterprises and their performance. When an enterprise gains a higher market share, it usually means that it has better sales ability and product advantages, which is helpful to improve its profit and performance. Brand competitiveness has also been found to have a positive impact on performance management. Li, Wang, Hu & Yu (2023) show that brand competitiveness is one of the key factors for enterprises to succeed in market competition, and enterprises with high brand value and brand awareness usually have higher market position and performance.

The research of the above three scholars reveals the influence of market competition on enterprise performance management from different angles. These studies not only provide rich theoretical support, but also provide beneficial enlightenment for optimizing enterprise performance management in practice. In the face of fierce market competition, enterprises need to constantly strengthen their performance management level and enhance their innovation ability to cope with market changes and challenges, and achieve sustainable development and enhance their competitive advantage.

2.2.4 Performance Management

Performance management refers to the process in which an enterprise manages and evaluates employees' work performance by making performance plans, implementing performance appraisal, giving performance feedback and coaching, and applying performance results in order to achieve strategic goals (Deng, 2020). It aims to improve the efficiency of employees, promote organizational development, and ultimately achieve a win-win situation between enterprises and employees. The following is the related research of several scholars.

Yang & Liu (2020) discussed the application of performance index system in enterprise performance management. The research team first combs the theoretical framework of enterprise performance management, and then investigates and analyzes the performance index systems of different enterprises. It is found that a reasonable and effective performance index system plays a vital role in improving enterprise performance. The research also puts forward some methods to optimize and improve the performance index system, which provides valuable reference for enterprise performance management.

Bai (2020) studied the key success factors of enterprise performance management, and analyzed the influence of these factors on the company's external investors. The research adopts qualitative and quantitative research methods, and discusses the influence of different factors on enterprise performance management through empirical research on a number of companies. The results show that the factors such as enterprise leadership, employee participation and performance incentive are very important for the success of enterprise performance management. This study provides the key factors for enterprises to succeed in performance management.

Qu (2020) thinks that enterprise performance management is not only to measure and evaluate enterprise performance, but also to regard performance management as an organizational culture and management philosophy. He emphasized the importance of leadership, goal setting, effective communication and employee motivation, which are crucial to the success of enterprise performance management. This book provides some practical guidance and thinking direction for enterprise managers to help them achieve excellent performance management.

The related research of these scholars provides valuable theoretical and practical guidance for enterprise performance management. These studies discuss the key factors and methods of performance management from different angles and levels, which is of great significance to help enterprises improve their performance management level.

2.3 Introduction to Pepsi-Cola Company

Pepsi-Cola Company is a beverage and snack food company, and its website is www.Pepsi-Cola.com/. It has 140,000 employees in more than 200 countries and regions around the world, and its sales revenue in 2004 was \$29.3 billion, making it the fourth largest food and beverage company in the world. The company is headquartered in New York. Founded in 1965, Pepsi-Cola Company was formed by the merger of Pepsi-Cola Company and Frito-Lay, Inc. The company has nearly 100 affiliated institutions, mainly Pepsi-Cola Beverage Company, Frito-Lay Company (fast food restaurant), Pisa Restaurant (which supplies Italian-style baked pies, etc.), North American Transportation Company and Wilson Sporting Goods Company. The company's subsidiaries are widely distributed, involving 48 States in the United States and more than 100 countries and regions abroad.

In 1988, Pepsi-Cola Company (China) Co., Ltd. was established in Guangzhou, China. In December 2018, the "Top 500 World Brands in 2018" compiled by the World Brand Lab was announced, and Pepsi-Cola Company ranked 25th. In July 2019, the Fortune Global 500 in 2019 was released: Pepsi-Cola Company ranked 154th. In July 2020, Forbes 2020 Top 100 Global Brand Values was released, and Pepsi-Cola Company ranked 36th.

2.4 Conceptual Framework

According to the above analysis and summary of the influencing factors of

enterprise performance management, it can be concluded that performance management is influenced by organizational structure, leadership and market competition. Therefore, the conceptual framework of this study is as follows:

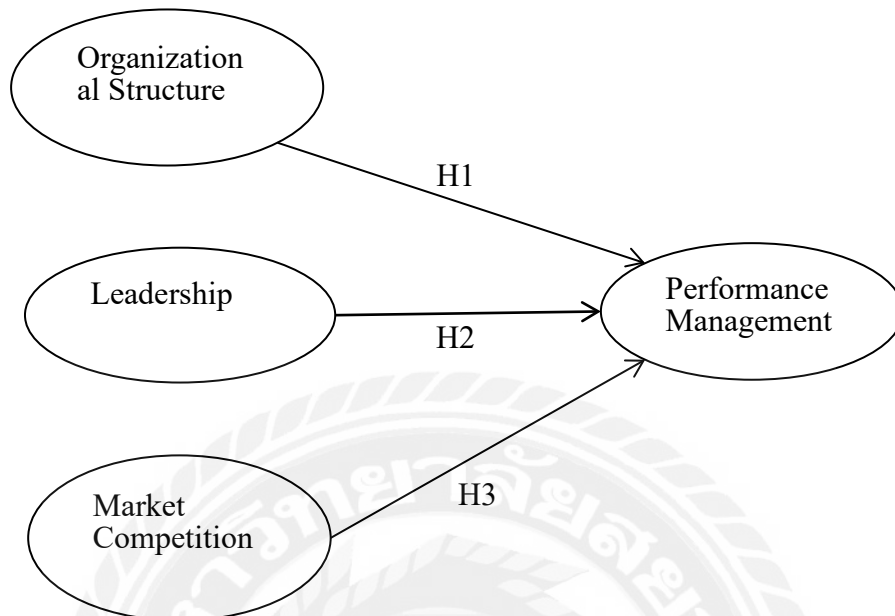


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study aimed to explore the influencing factors of performance management of Pepsi-Cola Company, and adopted a questionnaire survey as the main research method. Based on previous research experience, the questionnaire design uses Likert five-point method to collect data. The reliability and validity of the questionnaire are tested by SPSS software to ensure the stability and validity of the questionnaire. The questions involved in this study mainly include organizational structure, leadership, market competition, aiming at comprehensively analyzing the key factors affecting the performance management of Pepsi-Cola Company and providing a solid foundation for the subsequent development of targeted management strategies.

3.2 Questionnaire Design

The questionnaire design is the core part of this study, which aims to collect data on the impact of organizational structure, leadership and market competition on performance management through well-designed scales. The specific design ideas and components of the questionnaire will be presented next to ensure the accuracy and reliability of the findings.

3.2.1 Organizational Structure Scale

The division of labor clarity refers to the clarity and accuracy of the division of responsibilities, powers and tasks between departments and positions within an organization. In an enterprise with a clear division of labor, its employees can clearly understand their responsibilities and work requirements, so as to complete tasks efficiently and reduce work overlap and conflict. The division of labor clarity not only affects the work efficiency of employees, but also relates to the overall coordination and performance level of the organization. information accessibility refers to the efficiency and accuracy of information transmission within an organization. An enterprise with smooth information has unimpeded internal communication channels, and information can be quickly and accurately transmitted to those in need, thus ensuring the timeliness and correctness of decision-making. information accessibility has an important influence on the response speed, innovation ability and overall competitiveness of an organization. Many scholars have conducted in-depth research

on the division of labor clarity and the information accessibility. Prawati & Setyawan (2019) pointed out that the division of labor clarity is helpful to improve employees' job satisfaction and performance level, and information accessibility has a significant positive impact on organizational decision-making efficiency and innovation ability. These studies provide beneficial enlightenment for understanding and optimizing the organizational structure. The organizational structure scale is shown in Table 3.1.

Table 3.1 Organizational Structure Scale

| | |
|------------------------------|---|
| Division of Labor Clarity | You know your responsibilities in the team. |
| | You think team members can cooperate with each other. |
| Information Accessibility | You can keep abreast of the latest situation of the team/company. |
| | You can communicate with other members of the team/company in time. |

3.2.2 Leadership Scale

Decision making ability refers to the ability of leaders to make correct decisions that are conducive to organizational development based on information analysis, risk assessment and long-term planning in a complex and ever-changing environment. It covers many aspects such as identifying problems, collecting information, analyzing options, making plans and evaluating risks. A leader with excellent decision making ability can lead the organization to meet challenges, seize opportunities and achieve sustainable development. Communication ability refers to the effectiveness and accuracy of individuals or organizations in information transmission, exchange of views and emotional expression. Good communication ability help to build trust, promote cooperation, resolve conflicts and finally achieve common goals. In an organization, communication ability not only affects the individual's career development, but also relates to the overall cohesion and execution of the organization. Scholars have conducted extensive research on decision making ability and communication ability. Candra & Zamzami (2018) discussed the influence of decision making ability on organizational performance, and found that excellent decision making ability can significantly improve organizational performance. At the same time, it also pays attention to the role of communication ability in organizational communication, and thinks that good communication ability can help improve organizational efficiency and employee satisfaction. The leadership scale is shown in Table 3.2.

Table 3.2 Leadership Scale

| | |
|-------------------------|---|
| Decision Making Ability | You think the management of the company has a good quality of business decisions. |
| | You think the company's decision-making process is transparent and fair. |
| Communication Ability | You think the company's team communication and collaboration skills are good. |
| | You think the communication ability of employees in the company can effectively convey information. |

3.2.3 Market Competition Scale

Market share refers to the proportion of sales occupied by enterprises in a particular market or industry, which reflects the relative position of enterprises in the market and their ability to control market resources. The size of market share directly affects the profitability and development potential of enterprises, which is an important embodiment of enterprise competitiveness. Brand competitiveness refers to the brand's unique advantages compared with competitors in the market, including brand awareness, reputation, loyalty and the premium ability that the brand can bring. Brand competitiveness not only helps enterprises stand out from the competition, but also enhances consumers' knowledge and trust in products, thus enhancing the market position of enterprises. Scholars have conducted in-depth research on market share and brand competitiveness. Cao (2020) pointed out that the expansion of market share is helpful to enhance the scale effect and bargaining power of enterprises. This study provides theoretical basis and practical guidance for enterprises to formulate market competition strategies. The market competition scale is shown in Table 3.3.

Table 3.3 Market Competition Scale

| | |
|-----------------------|---|
| Market Share | You think the company's market share is appropriate. |
| | You think the company has a good brand image in the market. |
| Brand Competitiveness | You think the company has countermeasures to the brand strategy of competitors. |
| | You think the company has a good brand reputation in the market. |

3.2.4 Performance Management Scale

Performance management is a crucial link in organizational management, which involves many aspects such as goal setting, process monitoring, result evaluation, feedback and improvement. Performance management aims to stimulate employees' work enthusiasm and improve work efficiency through a series of management

activities, so as to achieve the overall strategic objectives of the organization. Many scholars have conducted in-depth research on performance management. For example, Lu (2020) discussed the role of performance management from the perspective of employee motivation, and pointed out that effective performance management can significantly enhance employees' job satisfaction and performance level. The performance management scale is shown in Table 3.4.

Table 3.4 Performance Management Scale

| | |
|-------------|--|
| Performance | You think the company's performance targets are reasonable and specific. |
| Management | You think the company's performance management system is fair and just. |

3.3 Sampling and Sample Size

In this study, a questionnaire survey was conducted to collect data. Considering the business scale and market coverage of Pepsi-Cola Company, a relatively reasonable population and sampling size were determined. A sample size of 300 employees was determined by aiming at covering different levels of employees, different departments and different regions to ensure the representativeness and universality of the data. The subject were selected by using the simple random sampling.

3.4 Hypothesis

1. H1: Organizational structure has a positive impact on performance management.
2. H2: Leadership has a positive impact on performance management.
3. H3: Market competition has a positive impact on performance management.

3.5 Data Collection

When collecting data in this study, the questionnaires were distributed from February 10, 2024 to March 10, 2024, for a total of one month. During this period, 294 questionnaires were successfully collected, of which 284 were valid, and the questionnaire recovery rate was as high as 94.7%. These data cover the views and

experiences of employees at different levels of the company on performance management, which provides a solid foundation for subsequent data analysis and research. The collected data were carefully sorted out and analyzed, in order to reveal the influencing factors of performance management of Pepsi-Cola Company and put forward targeted suggestions.

3.6 Data Analysis

The questionnaire of this study covers two parts: basic questionnaire and specific questionnaire, aiming at a comprehensive and in-depth understanding of all aspects of performance management of Pepsi-Cola Company. In order to ensure the authenticity and reliability of the data, SPSS software was used to test the reliability and validity of the specific part of the questionnaire. The rigorous analysis showed that, the reliability and validity of the questionnaire reached a high level, which provides a strong guarantee for subsequent data analysis.

3.6.1 Reliability Analysis of the Questionnaire

The reliability analysis of the questionnaire in this study adopts the α coefficient of Kellenbach as the evaluation index. According to the analysis results, the α coefficients of the questionnaire are all higher than 0.7, which shows good internal consistency and reliability. This means that the questions in the questionnaire have high stability and accuracy in reflecting the influencing factors of performance management, and can provide effective data support for subsequent research. Therefore, it can be considered that the questionnaire has high reliability, and its research results have certain reliability and reference value.

Table 3.5 Questionnaire Reliability Analysis

| | Cronbach's Alpha | Number of terms |
|--------------------------|------------------|-----------------|
| Organizational Structure | 0.764 | 4 |
| Leadership | 0.721 | 4 |
| Market Competition | 0.738 | 4 |

3.6.2 Validity Analysis of the Questionnaire

The validity analysis of the questionnaire in this study adopts KMO value and bartlett sphericity test. From the analysis results, the KMO values of all the factors in

the questionnaire are over 0.7, which indicates that the data has high validity and is suitable for factor analysis. At the same time, the significance of Bartlett's sphericity test is 0.000, which further verifies the validity of the questionnaire.

Table 3.6 Questionnaire Validity Analysis

| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | Bartlett's Test of Sphericity | | |
|-----------------------------|--|-------------------------------|----|------|
| | | Approx. Chi-Square | Df | Sig. |
| Organizational Structure | 0.716 | 245.569 | 6 | .000 |
| Leadership | 0.832 | 236.482 | 6 | .000 |
| Market Competition | 0.761 | 281.526 | 6 | .000 |

3.6.3 Analysis of Questionnaire Data

In conducting the study, various statistical methods were used to ensure the accuracy and reliability of the data. The following are the main statistical methods used in the study and their analysis process:

Descriptive analysis is the starting point of the study and involves summarizing the basic characteristics of the data set. Statistics such as mean, median, standard deviation, minimum and maximum values were calculated to depict the central tendency and dispersion of the factors of performance management. In addition, frequency distribution tables and bar charts were created to visualize the distribution of different factors such as employee satisfaction, training opportunities, and incentives.

Correlation analysis was used to explore the relationship between different performance management factors. The strength of the linear relationship between the variables was assessed by calculating the Pearson correlation coefficient. The correlation analysis helped to identify key factors that may affect performance.

Regression analysis is the core of the study and assesses the effect of one or more independent variables on the dependent variable. Multiple linear regression models were used to identify and quantify the independent effects of different factors on performance. The regression analysis enabled the construction of predictive models to forecast changes in employee performance under specific conditions.

Prior to statistical analysis, the data were thoroughly cleaned to ensure the quality of the data and the validity of the analysis. Hypothesis testing was also conducted to

ensure the statistical significance of the analyzed results. These methods allowed for an in-depth understanding of the complexities of performance management and provided PepsiCo with data-based recommendations for improvement.

Ultimately, the analysis revealed key drivers in performance management and provided the company with optimization strategies to improve employee performance and overall business results. Through the application of these statistical methods, the scientific nature of the study was enhanced and practical insights were provided to the company.



Chapter 4 Findings

4.1 Introduction

Aiming at examining the influencing factors of performance management of Pepsi-Cola Company, this study adopted a questionnaire survey as the main data collection method. After collecting a sufficient number of valid questionnaires, through statistical analysis and interpretation of the data, a detailed report on the influencing factors of performance management was obtained. Finally, this study verified the validity of the research hypotheses through analysis, and provided data support and decision-making basis for the performance management of Pepsi-Cola Company.

4.2 Demographic Characteristics of Respondents

In research, the selection of the sample is very important for the accuracy of the findings. The survey covered employees of different ages, genders and positions to ensure the diversity and representativeness of the sample. In terms of age distribution, the respondents were mostly young people. In terms of gender, male employees accounted for the majority at 63.4%, while female employees accounted for 36.6%. In terms of job positions, frontline employees were the most numerous, accounting for 35.2% of the sample. Such a sample composition helps to gain a more comprehensive understanding of the actual situation of performance management and lays a solid foundation for subsequent analysis.

Table 4.1 Statistics on the Demographic Characteristics of Respondents

| Survey Items | Category | Number of people | Percentage (%) |
|--------------|---------------------------|------------------|----------------|
| Gender | Male | 180 | 63.4 |
| | Female | 104 | 36.6 |
| Age | Under 30 years old | 106 | 37.3 |
| | 30-40 years old | 78 | 27.5 |
| | 40-50 years old | 65 | 22.9 |
| | 50 years old or above | 35 | 12.3 |
| Position | Front-line personnel | 100 | 35.2 |
| | Assistant level personnel | 25 | 8.8 |
| | Middle management | 86 | 30.3 |
| | Senior Management | 73 | 25.7 |

4.3 Relationship between Organizational Structure and Performance Management

In this study, the relationship between organizational structure and performance management of Pepsi-Cola Company was explored by using the correlation analysis. According to the results in Table 4.2, there is a significant positive correlation between organizational structure and performance management, with correlation coefficients of 0.764 and 0.734 respectively. This discovery not only shows the positive influence of organizational structure on performance management, but also further proves the stability and reliability of this relationship through P-value test.

Table 4.2 Correlation Analysis Results of Organizational Structure and Performance

| Dimension | Management | | |
|---------------------------|---------------------------|---------------------------|------------------------|
| | Division of Labor Clarity | Information Accessibility | Performance Management |
| Division of Labor Clarity | 1 | | |
| Information Accessibility | .668** | 1 | |
| Performance Management | .764** | .734** | 1 |

In the subsequent regression analysis, this study takes organizational structure as the independent variable and performance management as the dependent variable to reveal the specific mechanism between them. According to the results in Table 4.3, organizational structure can explain 52.5% of the changes in performance management, which fully shows the important role of organizational structure in performance management. At the same time, the significance level of F test further strengthens this conclusion. In addition, the value of regression coefficient B is 0.735, and the value of P is less than 0.05, which further confirms that there is a significant positive impact of organizational structure on performance management. This discovery provides powerful theoretical support and practical guidance for Pepsi-Cola Company to optimize its organizational structure and improve its performance management level.

Table 4.3 Regression Analysis Results of Organizational Structure and Performance

Management

| | Non-standardized | | Standardized | t | p | R ² | AdjustingR ² | F |
|--------------------------|------------------|----------------|--------------|--------|------|----------------|-------------------------|---------|
| | coefficient | | coefficient | | | | | |
| | B | Standard Error | Beta | | | | | |
| (Constant) | .643 | .069 | - | 5.845 | .000 | | | |
| Organizational Structure | .735 | .065 | .724 | 12.884 | .000 | .525 | .545 | 238.459 |

4.4 Relationship between Leadership and Performance Management

In this study, the relationship between the two dimensions of leadership and performance management was analyzed by using the correlation analysis. As can be seen from Table 4.4, there is a significant positive correlation between leadership and performance management, with correlation coefficients of 0.785 and 0.763 respectively, indicating that these two variables are mutually reinforcing and complementary within Pepsi-Cola Company. In addition, P values were all below the significance level of 0.01, and passed the significance test, which further proved the stability and reliability of this positive correlation.

Table 4.4 Correlation Analysis Results of Leadership and Performance Management

| Dimension | Decision Making Ability | Communication Ability | Performance Management |
|-------------------------|-------------------------|-----------------------|------------------------|
| Decision Making Ability | 1 | | |
| Communication Ability | .634** | 1 | |
| Performance Management | .785** | .763** | 1 |

In order to further explore the specific mechanism between leadership and performance management, this study conducted a regression analysis. In this analysis, leadership is the independent variable and performance management is the dependent variable. From the results of regression analysis in Table 4.5, the R² value of the model is 0.547, which shows that leadership can explain 54.7% of the changes in performance management, showing the important role of leadership in performance management. At the same time, the results of F test further support the conclusion that leadership has a

significant impact on performance management. In addition, the value of regression coefficient B is 0.784, and the value of P is less than 0.05, which further strengthens the conclusion that there is a significant positive impact of leadership on performance management. This discovery provides a powerful theoretical support and practical guidance for Pepsi-Cola Company to optimize its leadership team and improve its performance management level in actual operation.

Table 4.5 Regression Analysis Results of Leadership and Performance Management

| | Non-standardized | | Standardized | t | p | R ² | AdjustingR ² | F |
|------------|------------------|----------------|--------------|--------|------|----------------|-------------------------|---------|
| | coefficient | Standard Error | Beta | | | | | |
| (Constant) | .645 | .034 | - | 4.941 | .000 | .547 | .538 | 251.551 |
| Leadership | .784 | .084 | .735 | 10.845 | .000 | | | |

4.5 Relationship between Market Competition and Performance Management

Through the method of correlation analysis, this study examined the correlation between market competition and performance management. As can be seen from the data in Table 4.6, there is a significant positive correlation between market competition and performance management, with correlation coefficients of 0.760 and 0.755 respectively. This result not only proves the close relationship between market competition and performance management, but also further verifies the stability and reliability of this relationship through the P-value test, all of which are below the significance level of 0.01.

Table 4.6 Correlation Analysis Results of Market Competition and Performance Management

| Dimension | Market Share | Brand Competitiveness | Performance Management |
|------------------------|--------------|-----------------------|------------------------|
| Market Share | 1 | | |
| Brand Competitiveness | .622** | 1 | |
| Performance Management | .760** | .755** | 1 |

In order to further explore the specific relationship between market competition

and performance management, this study further conducted a regression analysis. In regression analysis, market competition is the independent variable and performance management is the dependent variable. From the regression analysis results in Table 4.7, the R^2 value of the model is 0.534, which means that market competition can explain 53.4% of the changes in performance management. At the same time, the results of F test further support the conclusion that market competition has a significant impact on performance management. In addition, the value of regression coefficient B is 0.744, and the value of P is less than 0.05, which further strengthens the conclusion that there is a significant positive correlation between market competition and performance management. This discovery provides important enlightenment for Pepsi-Cola Company, that is, in the fierce market competition, through effective performance management strategies, we can better cope with market challenges and realize the company's sustainable development and competitive advantage.

Table 4.7 Regression Analysis Results of Market Competition and Performance Management

| | Non-standardized | | Standardized | t | p | R^2 | Adjusting R^2 | F |
|--------------------|------------------|----------------|--------------|--------|------|-------|-----------------|---------|
| | coefficient | Standard Error | Beta | | | | | |
| (Constant) | .671 | .052 | - | 4.234 | .000 | | | |
| Market Competition | .744 | .058 | .745 | 11.944 | .000 | .534 | .564 | 284.564 |

Chapter 5 Conclusion and Recommendation

5.1 Introduction

In the last chapter, the correlation between influencing factors and variables of performance management is discussed in detail, and conclusions are drawn. Based on these in-depth discussions and analysis, a series of improvement measures and safeguard suggestions are formulated. These measures are aimed at optimizing the performance management system of Pepsi-Cola Company, improving the enthusiasm and efficiency of employees, and then promoting the overall development and prosperity of the company.

5.2 Conclusion

5.2.1 Organizational Structure Has a Positive Impact on Performance Management

According to the empirical data analysis, the P value between the organizational structure and performance management of Pepsi-Cola Company is much lower than 0.01, indicating that there is a statistical significance between them at the level of 10%. In particular, the two dimensions of organizational structure, namely, the division of labor clarity and the information accessibility, have a strong positive correlation with performance management, with correlation coefficients as high as 0.764 and 0.734. These results not only help enterprises to optimize quality management and improve operational efficiency, but also provide an important basis for enhancing consumers' purchasing tendency. Therefore, it is suggested that Pepsi-Cola Company further improve its organizational structure, enhance the division of labor clarity and the information accessibility, so as to improve the efficiency of performance management more effectively and promote the sustainable and healthy development of the enterprise.

As a leading beverage company in the world, the effectiveness of performance management of Pepsi-Cola Company is very important to improve the overall performance of the organization. Organizational structure is one of the important factors affecting performance management. According to the organizational structure of Pepsi-Cola Company, the following are some suggestions to further improve its performance management effect.

First of all, Pepsi-Cola Company can consider implementing a flat organizational structure. Flat organizational structure can eliminate the complexity of hierarchy, reduce the obstacles of information transmission and improve work efficiency. Employees can communicate and coordinate with their superiors more easily to achieve better work results. In addition, the flat organizational structure can also promote rapid decision-making and flexibility, because employees can put forward suggestions and opinions more freely, thus adapting to market changes more quickly. Secondly, Pepsi-Cola Company can work as a team. In team work, employees can work together and share knowledge and resources to achieve collective goals. This way of working encourages collaboration and innovation among employees and can promote the improvement of team performance. In addition, team work can also reduce the work pressure of employees and improve job satisfaction. In addition, Pepsi-Cola Company can establish a cross-departmental coordination mechanism. Giving full play to the synergy between different departments can improve the efficiency and quality of the internal workflow of the organization. Inter-departmental communication and cooperation can reduce information friction and eliminate work redundancy, thus improving performance. Pepsi-Cola Company can set up inter-departmental working groups and organize inter-departmental project evaluation meetings regularly to ensure the coordination of work between different departments. In addition, Pepsi-Cola Company can also increase communication between management and employees. Management should take the initiative to communicate with employees, understand their needs and opinions, and solve their problems in time. Through open communication channels, Pepsi-Cola Company can establish a positive working atmosphere, increase employees' job participation and sense of belonging, and thus improve employees' performance. Finally, Pepsi-Cola Company can guide employees' work by setting clear goals and performance evaluation standards. Clear goals can motivate employees and let them know the importance of their work to the whole organization. At the same time, formulating clear performance evaluation standards can help employees understand their work performance in time and provide employees with the direction of improvement.

To sum up, for the organizational structure of Pepsi-Cola Company, it is suggested to adopt flat structure, team work style, cross-departmental coordination mechanism and increase communication between management and employees. In addition, the clarity of objectives and the standardization of performance evaluation are also the keys to improve performance management. By improving the organizational structure, Pepsi-Cola Company can improve the effectiveness of performance management, and then promote the overall performance of the organization.

5.2.2 Leadership Has a Positive Impact on Performance Management

According to the empirical data analysis, the P value between the leadership and performance management of Pepsi-Cola Company is obviously lower than 0.01, which obviously proves the close relationship between them at the level of 10%. Especially the decision making ability and communication ability of leadership, the correlation coefficients with performance management are as high as 0.785 and 0.763, showing a strong positive correlation. This result not only reveals the important influence of leadership on performance management, but also provides a clear direction for enterprises to optimize their leadership team.

As the world's leading beverage company, Pepsi-Cola Company's leadership has an important impact on the effectiveness of performance management. Effective leadership can stimulate the potential of employees and promote the overall performance of the organization. In view of the leadership of Pepsi-Cola Company, the following are some suggestions to further improve its performance management effect.

First, leaders should set an example. As leaders, they should have excellent personal qualities and professional knowledge, and demonstrate these qualities to employees. They should be role models that employees can learn, respect and trust. Leaders' behaviors and decisions should be consistent with organizational values, so as to shape a positive work culture. In addition, leaders should also pay attention to employee development. To improve the effectiveness of performance management, leaders should pay attention to the personal development and growth of employees. They should define their employees' career goals and provide corresponding development opportunities and challenges. Leaders should also provide regular feedback and guidance to help employees find their own advantages and improvement directions, so as to stimulate employees' work motivation and performance improvement. Leaders should keep good communication with employees, including listening to employees' needs and opinions, and take corresponding measures to improve working conditions in time. Leaders should provide transparent information transmission channels so that employees can understand the objectives and decision-making process of the organization. Through open and transparent communication, leaders can establish employees' job participation and sense of belonging, and improve their performance.

In addition, leaders should also pay attention to team building. Leaders should encourage cooperation and collaboration among employees and establish a working environment of mutual trust and sharing. They can promote team cohesion and

collaboration by organizing team activities and training. At the same time, leaders should provide appropriate reward and recognition mechanisms to motivate team members to exert their best performance. Leaders should set clear goals and performance evaluation standards to measure employees' performance. At the same time, leaders should also conduct regular performance evaluation and provide timely feedback and guidance. This process should be fair and transparent, and at the same time, it needs to communicate fully with employees so that employees can understand the standards and results of performance evaluation.

Finally, leaders should have the ability of change management. In today's fiercely competitive and rapidly changing market environment, leaders should be able to adapt to and lead organizational changes. They need to have strategic vision and innovative thinking, find potential opportunities and challenges, and work together with the team to deal with them. Leaders should have a positive attitude and be able to encourage employees to accept changes and adapt to new job requirements.

To sum up, regarding the leadership of Pepsi-Cola Company, it is suggested that leaders should set an example, pay attention to employee development, establish positive communication channels, pay attention to team building, establish an effective performance evaluation system and have the ability of change management. By improving leadership, Pepsi-Cola Company can improve the effectiveness of performance management, and then promote the overall performance of the organization.

5.2.3 Market Competition Has a Positive Impact on Performance Management

Pepsi-Cola Company is a leading beverage company in the world with fierce market competition. The following are some suggestions on market competition, so as to provide reference for the company and further improve the performance management effect.

1. Understand customer needs through market research. Market research is an important means to understand customers and markets, which can provide valuable information, including customer needs, preferences, behaviors and so on. Through the results of market research, Pepsi-Cola Company can better understand the market and customer needs, so as to formulate more targeted marketing strategies and take the lead in market competition.

2. Establish the relationship between brand and market share. There is a close

relationship between brand awareness and market share. Pepsi-Cola Company should constantly improve brand awareness and brand loyalty in order to gain a larger market share in the market. At the same time, the company should come up with long-term marketing strategy, create innovative spirit and quality image, and improve brand uniqueness.

3. Strengthen the construction of sales channels. Sales channel is one of the important factors that affect the market competition of Pepsi-Cola Company. Companies should strengthen cooperation with agents and retailers and establish an effective sales channel network. At the same time, it is necessary to provide publicity and promotional materials for sales channels to promote sales and increase market share.

4. Conduct effective competition analysis with competitors. Market competition needs to learn from the experience of others, because the opponents are not only direct competitors. We need to find potential opponents, understand their strengths and weaknesses, and find room for improvement. Through the analysis of competitors, Pepsi-Cola Company can find its own competitive advantage and formulate corresponding marketing strategies to enhance market competitiveness.

5. Improve employees' marketing skills and customer service level. In order to gain market share in the market competition, Pepsi-Cola Company needs to improve its internal marketing management system, and improve its employees' sales skills and customer service level through training, so as to help the company improve customer satisfaction and increase customers' loyalty to the company.

To sum up, Pepsi-Cola Company needs to formulate performance management strategies around market competitiveness. Through market research, establishing the relationship between brand and market share, strengthening the construction of sales channels, conducting effective competition analysis with competitors, and improving the marketing skills and customer service level of employees, the company's market competitiveness can be effectively improved, so as to achieve the goal of improving performance management.

5.3 Recommendation

As a world-renowned beverage giant, Pepsi-Cola Company's performance management mechanism has always been the focus of the industry. The research on the influencing factors of performance management of Pepsi-Cola Company will not only

help to deeply understand its internal operating mechanism, but also provide valuable reference experience for other enterprises.

In the future, the research on performance management of Pepsi-Cola Company will be more in-depth and detailed. On the one hand, with the change of market environment and the diversification of consumer demand, Pepsi-Cola Company needs to constantly optimize its performance management strategy to adapt to the new competitive situation. This includes the improvement of employee incentive mechanism, the update of performance appraisal standards and the innovation of management process. On the other hand, the development of digital and intelligent technologies provides new possibilities for performance management. With the help of these advanced technologies, Pepsi-Cola Company can build a more efficient and accurate performance management system, and realize real-time data collection, analysis and feedback, thus improving the scientificity and effectiveness of performance management. In addition, with the acceleration of globalization, cross-cultural management has also become a factor that cannot be ignored in the performance management of Pepsi-Cola Company. Companies need to pay more attention to the needs and expectations of employees in different cultural backgrounds and formulate more inclusive and flexible performance management strategies to promote the enthusiasm and creativity of employees around the world.

The research on the influencing factors of performance management of Pepsi-Cola Company will show a more diversified and in-depth trend in the future. Through continuous efforts in optimizing performance management strategies, improving management efficiency with advanced technology and strengthening cross-cultural management, Pepsi-Cola Company is expected to maintain its leading position in the industry in the future and bring better products and services to consumers around the world.

References

- Bai, Q. (2020). Performance management optimization of Shaanxi W Company. *Marketing*, (33), 59-60.
- Candra, M., Sigit, I., & Zamzami, Z. (2018). Impact of small business management on optimizing business performance: A study on small-scale cake businesses in Sarolangun District. *Jurnal Perspektif Pembiayaan dan Pembangunan Daerah*, 2(2), 255-264.
- Cao, M. (2020). Research on performance management of Beijing J Pharmaceutical Co., Ltd. *Western Leather*, (12), 47-48.
- Chen, G. (2023). Research on the existing problems and optimization strategies of company performance management —— Taking Shuohuang Railway Integrated Service Branch of National Energy Group as an example. *Enterprise Reform and Management*, (20), 108-109.
- Deng, F. (2020). On the performance management optimization of small and medium-sized enterprises-taking S Company as an example. *Times Economics and Trade*, (28), 51-52.
- Han, E. (2022). Research on the problems and countermeasures of performance appraisal of listed companies. *Quality and Market*, (05), 109-111.
- Huang, X. B., Gong, X. Y., & Han, H. (2019). Growth, market share and company performance. *Finance and Economics*, (06), 74-83.
- Jia, J. (2021). Study on the optimization of sales staff performance management in Z Company. *Modern Marketing (Academy Edition)*, (07), 130-131.
- Li, G., Wang, J. Y., Hu, Z. M., & Yu, F. (2023). The impact of market competition on enterprise innovation performance: An analysis based on the moderated effect of redundant resource allocation. *Price Theory and Practice*, (08), 182-211.
- Li, Q. (2023). Exploration on performance management optimization of small and micro enterprises-taking ZD Company as an example. *Finance and Economics*, (25), 57-59.
- Li, X. (2020). Optimization of performance management system of insurance companies. *Chinese and Foreign Entrepreneurs*, (13), 32-33.
- Liang, Y., Li, Y. P., & Chen, W. (2021). Scale development of enterprise senior leadership political ability and its impact on enterprise performance. *Management Review*, (06), 853-863.
- Liu, Y. (2024). Discussion on the optimization of performance management scheme of property companies. *Accounting for Chinese Township Enterprises*, (02), 136-138.

- Lu, Y. (2020). Optimization design of performance management system of Z Real Estate Company. *Taxes*, (02), 258-259.
- Prawati, L. D., & Setyawan, M. H. (2019). The optimization of excellent performance through managerial ownership, funding policy, and corporate governance: Does it depend on the environmental technology dynamism? *International Journal of Recent Technology and Engineering (IJRTE)*, 4(4), 11410-11415.
- Qu, Q. (2020). Research on the optimization of performance management of cinema investment company. *Modern Business*, (21), 93-94.
- Tao, C. (2020). Research on the relationship between organizational structure inertia and knowledge management performance: Choice of knowledge management strategy in high-tech enterprises. *National Circulation Economy*, (28), 33-35.
- Tian, W., & Deng, M. (2022). Optimization strategy of performance management of small and medium-sized enterprises-taking H company as an example. *China Quality Miles* (09), 68-70.
- Wang, F., & Qin, W. (2021). Research on the optimization of excellent performance management system of s electric power company. *Shanghai Quality*, (07), 55-60.
- Xu, X. (2021). Optimization of performance management system for managers based on OKR-Taking YW Company as an example. *Business News*, (11), 193-194.
- Yan, X. (2021). Research on the optimization of performance management system of C Company. *Modern Marketing (next issue)*, (03), 192-193.
- Yang, J. (2024). Research on the optimization path of financial performance management of e-commerce companies. *Accounting Learning*, (08), 50-52.
- Yang, Z., & Liu, J. (2020). Research on the optimization of performance management system of municipal tobacco companies-taking Jinan tobacco company as an example. *National Circulation Economy*, (24), 80-82.
- Yin, H. (2023). Strategies for optimizing the performance management of state-owned investment and financing platform companies. *Enterprise Reform and Management*, (22), 160-162.
- Yuan, K. X. (2023). Discussion on the relationship between enterprise organizational structure, compensation system and performance management from the perspective of system theory. *Economist*, (07), 270-272.
- Zhang, H. (2021). leadership of senior managers, strategic flexibility and enterprise performance. *Journal of Shenyang Normal University (Social Science Edition)*, (05), 36-43.
- Zhang, J. (2022). Optimization of enterprise performance management-Taking Company A as an example. *Enterprise Observer*, (11), 87-89.

- Zhao, D. (2020). Optimization of corporate performance management based on strategic map. *Modern Marketing (next issue)*, (12), 202-203.
- Zheng, X. (2022). Optimization design of compensation performance management system of supply chain companies-taking H company as an example. *National Circulation Economy*, (19), 109-112.
- Zhou, M. (2021). Explore the optimization strategy of performance management of commercial management companies. *Modern Business*, (36), 76-78.



Appendix

Dear sir/madam, hello! In order to better understand the factors influencing the performance management of Pepsi-Cola Company and their relationship, we are conducting a questionnaire survey. Your opinions and experiences are very important to our research. Please take some time to fill in this questionnaire according to your understanding and feelings. Each of your answers will provide an important reference for our research. Here, we express our heartfelt thanks to you and look forward to your full support and cooperation.

Part I: Basic information

1 Your gender:

- Male
 female

2 Your age:

- Under 30 years old
 30-40 years old
 40-50 years old
 50 years old or above

3 Your Position is:

- First-line personnel
 Assistant level personnel
 Middle management
 Senior Management

Part II: According to the related research of scholars, organizational structure is divided into two dimensions of division of labor clarity and information accessibility, leadership is divided into two dimensions of decision making ability and communication ability, and market competition is divided into two dimensions of market share and brand competitiveness. Please choose the most suitable choice to investigate the influencing factors of performance management of Pepsi-Cola Company.

Questionnaire on Influencing Factors of performance management of Pepsi-Cola Company

| Factors | Title item | Degree of agreement | | | | |
|-------------|---|---------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Division Of | You know your responsibilities in the team. | | | | | |

| | | | | | | |
|---------------------------|---|--|--|--|--|--|
| Labor Clarity | You think team members can cooperate with each other. | | | | | |
| Information Accessibility | You can keep abreast of the latest situation of the team/company. | | | | | |
| | You can communicate with other members of the team/company in time. | | | | | |
| Decision Making Ability | You think the management of the company has a good quality of business decisions. | | | | | |
| | You think the company's decision-making process is transparent and fair. | | | | | |
| Communication Ability | You think the company's team communication and collaboration skills are good. | | | | | |
| | You think the communication ability of employees in the company can effectively convey information. | | | | | |
| Market Share | You think the company's market share is appropriate. | | | | | |
| | You think the company has a good brand image in the market. | | | | | |
| Brand Competitiveness | You think the company has countermeasures to the brand strategy of competitors. | | | | | |
| | You think the company has a good brand reputation in the market. | | | | | |
| Performance Management | You think the company's performance targets are reasonable and specific. | | | | | |
| | You think the company's performance management system is fair and just. | | | | | |