



Final project: Coca Cola Company

Master of Business Administration (MBA)

Managing Strategy

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1. Introduction

The Coca Cola history started in the year 1886 when a pharmacist called Dr. John Pemberton created a soft drink that was sold at his neighborhood pharmacy. Prior to Dr. John Pemberton's death in 1888, he sold portions of his business to several parties but the majority was sold to Atlanta businessman Asa Candler. At first the Coca Cola soft drink was sold per glass but then a businessman called Joseph Biedenharn started putting the Coca Cola soft drink in bottles. In addition, in the year of 1899 three entrepreneurs purchased the bottling rights for the Coca Cola drink from Asa Candler for a one-dollar only. Benjamin Thomas, John Lupton, and Joseph Whitehead developed the Coca Cola bottling system. Moreover, one of the first marketing efforts of Coca Cola was issuing coupons, and then the company used newspaper advertising. Coca Cola created a famous advertising slogan that is still used in the company's advertisements which is "the pause that refreshes"; the slogan first appeared in the year of 1929 (Coca Cola Company, About Us: Coca-Cola History, 2019). In addition, when the Coca Cola Company started, it was selling soft drinks only but later the company started acquiring other beverages' companies in order to expand its beverages portfolio in order to appeal to different consumers' taste. Recently the company has acquired Costa Coffee for a 5.1 billion U.S. dollar. By acquiring Costa Coffee, the Coca Cola Company will gain new expertise and capabilities. Furthermore, the Coca Cola Company became a total beverage company that offers over 500 brands worldwide. Their portfolio includes many beverage brands such as; Zico coconut water, Honest tea, Fanta, Minute Maid Juices, AdeS soy based beverages, Smart Water, Sprite, Dasani Waters, Georgia Coffee, and more "refer to Reading 3: Strategy diamond: Staging, for more information about the company's beverages" (Coca Cola Company, The Coca-Cola Company to Acquire Costa, 2018)

2. Coca cola Vision & Mission

2.1 Coca Cola Company's Vision

Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth.

- People: Be a great place to work where people are inspired to be the best they can be.
- Portfolio: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.
- Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.
- Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.
- Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.
- Productivity: Be a highly effective, lean and fast-moving organization.

There are several effective elements (refer to **Table 1**) in their vision, which are as follows: graphic, focused, flexible, indicates a directional path, and feasible. There are also shortcomings (refer to **Table 1**) in their vision such as; it is not forward looking, and it is long.

Do's	
Graphic	Yes
Forward looking and directional	No
Focused	Yes
Flexible	Yes
Feasible	Yes
Directional path	Yes
Memorable	No

Table illustrates the vision statement criteria

The new vision statement is

"Our vision is to ensure great work place for employees to maintain high productivity, Bringing high quality beverages to satisfy different tastes while maintaining sustainable communities for future generations and maximum profits for shareholders."

The new vision satisfies the vision statement criteria as it matches it all. We ensured that it covers the short comings of the previous vision which were: Forward looking and memorable. The new one is linked to future generations which matched the criteria of forward looking and is shorter and memorable compared to the previous one.

2.2. Coca Cola Company's Mission:

The mission of Coca cola is as follows: Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.

- To refresh the world
- To inspire moments of optimism and happiness
- To create value and make a difference

According the mission statement criteria (Table 2), The company's mission lacks the following: buyer needs, stakeholders were not included in the mission, and it does not differentiate the company from its rivals. Furthermore, their mission statement fulfills three criterions, which are: it identifies the firm's product, target group, and target market "to refresh the world" this implies that the company is selling beverages to all people in the world. Also, it states that they want to please their customers "to inspire moments of optimism and happiness".

Mission statement criteria	
Firm's product and services	Yes
Specifies buyer needs it seeks to satisfy	No
Identifies customer groups or markets it is endeavoring to serve	Yes
Approach to pleasing people	Yes
Sets the firm apart from its rivals	No
Clarifies the firm's business to stakeholder	No

Table 2: illustrates the mission statement criteria

In order to satisfy the criteria, The new mission statement is as follows:

Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.

- To refresh the world
- To inspire moments of optimism and happiness
- To create value and make a difference
- To satisfy consumers taste in the beverage industry

The new mission statement covers all the elements of the mission statement criteria as we added "To satisfy consumers taste in the beverage industry". This sentence matches the criteria of specific buyer needs which is taste as well as sets the firm apart by mentioning the beverage industry.

3. Five forces analysis

Michael Porter has explained the competition in an industry using an economic structure that is shaped by five basic competitive factors that include, new entrants to the industry, the bargaining power of the customers and the suppliers, the threat of substitute products and the rivalry amongst existing firms.

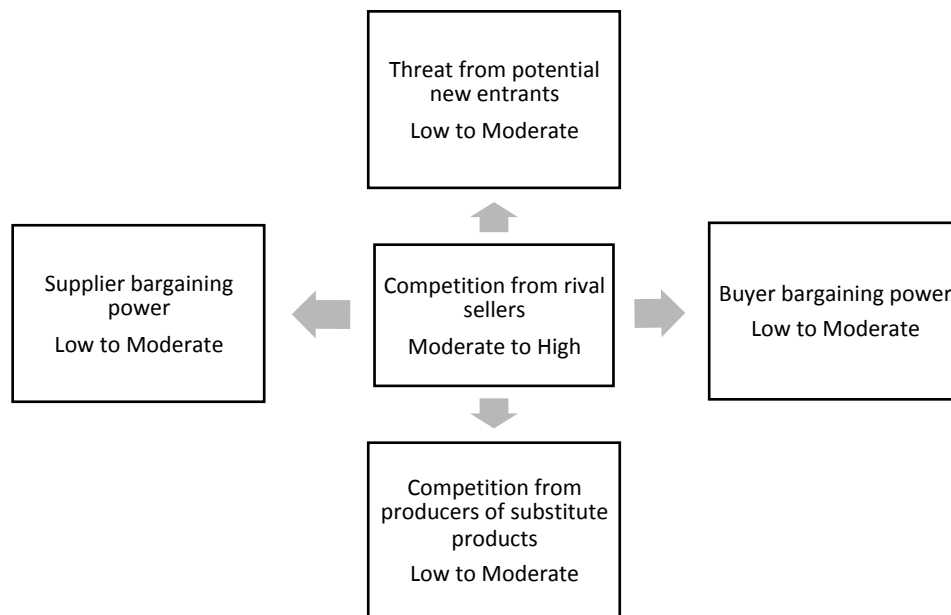


Figure 1 Five Forces Analysis

According to Figure 1, the five forces are explained below

a) Competition from rival sellers (Moderate to High)

There is a very hostile competition in the beverage industry, in this case the main rivals are Pepsi Cola and Coca cola. Both these companies have the highest shares in the soft drinks market, the cost of switching between them is very low. Additionally, Coca cola has Dr Pepper and RC cola as their rivals as well

b) Threat from potential new entrants (Low to Moderate)

There is quite low possibility for the threat of new entrants to the beverage industry, as company such as Coca cola has different distribution deals and special licensing deal with fast food chains like Mc Donalds (Gelles, 2014). Additionally, they have brand dominance in the market.

c) Competition from producers of substitute products (Low to Moderate)

The main substitutes of Coca cola are the Caffeine products like Nescafe and Lipton iced tea as well as fruit juices. There is a high number of substitutes for Coca cola and the switching

cost are low for the customers, in addition, the substitutes are of good quality so the threat from substitutes is moderate.

d) Supplier bargaining power

Coca cola rely on ethical standard while choosing their supplier, they consider it as an important base for their growth. They ensure that their suppliers and bottling partners are matching the standards as per the law. Additionally, the suppliers are being assessed as per the Supplier Guiding Principles and they are being trained well ethically. They have high number of suppliers which reduces their power from moderate to low.

e) Customer bargaining power (Low to Moderate)

Large retailers, like Wal-Mart and Coca cola, have bargaining power because of the large order quantity, but the bargaining power is reduced because of the consumer brand loyalty. Whereas customers have low bargaining power as they buy in low quantities which doesn't affect the bargaining power.

4. **Resources and capabilities**

4.1. Tangible resources:

Manufacturing and bottling facilities:

The company has more than 900 manufacturing and bottling facilities around the globe (The Coca Cola Company, Offices & Bottling Plants, 2012). This huge number of manufacturing and bottling facilities could be considered as a competitive advantage for Coca Cola Company because it helps the company reach many of its consumers globally. This global presence would help the company lower its shipping costs.

4.2. Intangible resources:

The Coca Cola System “the company’s value chain”:

The company’s strong value chain system and its global presence acts as a competitive advantage (refer to **Section 8. Value chain**). The company has connections with

250 bottling partners around the world. Their bottling partners help the Coca Cola Company reach to many consumers around the globe. Therefore, we could say that Coca Cola Company's value chain acts as a competitive advantage.

Brand image:

The Coca Cola Company is present in more than 200 countries thus; many people worldwide recognize its brand name and logo.

Beverages' formulas:

The Coca Cola Company is the one that creates the concentrates and syrups of its beverages therefore other companies will not be able to copy these secret unique formulas. Thus, these unique formulas act as a competitive advantage for the company.

Beverages' taste/flavor:

Coca Cola Company has many beverage brands therefore; different beverages' taste/flavor would appeal to different consumers' taste. We can say that the company is targeting all people on planet earth because the company owns and serves many beverage brands that appeal to different consumers' tastes. They offer juices, teas, coffees, soft drinks, and water. Even individuals who do not like to drinks juices or coffees or teas or soft drinks would find a beverage to purchase from Coca Cola Company such as the company's water brands "Ciel, Smartwater, Dasani, and Vitaminwater".

Beverages' quality:

The company is known for specializing in the production of its soft drinks' concentrates and syrups. The company's soft drinks are known for its quality, and the company is considered one of the three top largest beverage companies in the world (Delventhal, 2018). Furthermore, where the company lacks expertise it uses joint ventures and acquisitions. The company is not specialized in producing juices and milks therefore they acquired Fairlife milk, and Minute Maid Corporation. By acquiring Minute Maid

Corporation; the Coca Cola Company added a line of juices to its product lines. Also Coca Cola Company entered a joint venture with Nestle in order to produce ready-made teas and coffees (refer to section Reading 3: Strategy diamond: Staging). Furthermore, twenty of the company's brands reached billion dollars such as: Coca Cola, Dasani, Simply, Del Valle, Fanta, Sprite, Vitaminwater, Gold Peak, Coca Cola Zero, Georgia Coffee, and Schweppes (Food and Drink Business Europe, 2015).

Marketing capabilities:

The company is responsible for creating the demand for its beverages (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019). The company creates many marketing campaigns/initiatives in order to attract more customers and consumers. The company has strong marketing initiatives around the globe therefore; this makes it a competitive advantage for the company.

4.3. VRIN framework:

Resources & Capabilities	Valuable	Rare	Inimitable	Non-substitutable	Competitive advantage
Manufacturing and bottling facilities	Yes, helps the company reach to many customers and consumers globally	No, other huge companies own global manufacturing facilities	No, it can be imitated	No, it can be substituted	Yes, because it helps the company reach to many customers and consumers globally

The Coca Cola System	Yes, it helps the company reach to many customers and consumers globally	Yes, strong global distribution systems are rare	Yes, it is hard to be imitated	Yes, because it operates on a large scale	Yes, it helps the company reach to many customers and consumers globally
Brand image	Yes, many individuals around the globe recognize the company	Yes, it is unique	Yes, cannot be imitated	Yes, cannot be substituted	Yes, many individuals around the globe recognize the company
Beverages' formulas	Yes, because it is unique and adds value to the consumers	Yes, it is unique	Yes, cannot be imitated	Yes, unique formulas	Yes

Beverages' taste/ flavor	Yes	Yes, it is unique	Yes, cannot be imitated	Yes, taste/ flavor is unique	Yes
Beverages' quality	Yes	No, there are many beverages substitutes with same quality such as Pepsi beverages	No, there are many beverages substitutes with same quality such as Pepsi beverages	No, there are many beverages substitutes with same quality such as Pepsi beverages	Yes, consumers purchase Coca Cola's beverages brands due to its high quality
Marketing Capabilities	Yes, it helps the company attract many customers and consumers	Yes, it is rare to find strong marketing capabilities on a global scale	Yes, it is unique	Yes, cannot be substituted	Yes, because it helps the company reach to many customers and consumers globally

Table 3: VRIN framework

5. SWOT analysis

The SWOT analysis is used to analyze the internal and external environment of the company. The internal environment includes the strengths and weaknesses whereas the external environment is the threats and opportunities. Table 3 summarizes the Strengths, Weaknesses, Opportunities and Threats of Coca cola.

Strengths <ul style="list-style-type: none"> - Strong marketing capabilities (Competition) - Strong distribution network (Competition) - Customer loyalty (Change in customers tastes) - Beverages' Taste (Change in customers tastes) 	Weaknesses <ul style="list-style-type: none"> - No healthy products (Introduce new product line – healthy products) - Negative publicity (Improve their publicity)
Opportunities <ul style="list-style-type: none"> - Introduce new product line – healthy products - Improve their publicity 	Threats <ul style="list-style-type: none"> - Competition - Change in customers tastes

Table 4 SWOT Analysis

5.1. Strengths

Two important strengths of Coca cola are their customer loyalty and Beverages' taste, they have a strong customer base because of the taste of the drink. Additionally, Coca cola has strong marketing strategies that include campaigns that attract consumers of all ages, they also have a strong distribution network across the world, Coca cola is available in most

countries. Furthermore, Coca cola has a brand equity, in 2018 they have been amongst the 7 most valuable brands in the world (Badenhausen, 2018).

5.2.Weaknesses

Coca cola have not yet been involved in producing healthy products so this is considered a weakness for the company. Additionally, there have been many rumors about the negative effects that can be caused when drinking coke, in 2007 there were rumors about having pesticides in the coke (Vedwan, 2007) whereas in 2017, they have been criticized for misleading marketing (Fantozzi, 2017). This has a huge impact on the publicity of the company.

5.3.Opportunities

Coca Cola can introduce new products and diversify their current offerings and overcome their weakness. As the company already have their brand identity, customers, manufacturing, and evaluation to support them. It's possible to find niches that are not used by their competitors to develop products. They can focus on the healthy snacks/drinks area as people have become more health conscious nowadays. This will aid in overcoming their weakness which is lack of healthy products. Referring to their weakness of negative publicity, Coca cola can overcome this news by creating positive campaigns that aids the environment and the society. These campaigns spread around the world positively and therefore consumers forget about the negative news and focus on their social and environmental contributions.

5.4.Threats

Having customer loyalty because of the taste of Coca cola is one of the important factors for their success but this can be a main threat as well as the customers taste can change and therefor the demand will fall. Another threat of Coca cola is the competition, having strong marketing strategies and global distribution networks increases the threat from the

competitors as there are many new entrants and existing competitors tend to try harder in marketing and spreading their word across the global.

6. Business strategy

6.1. Broad differentiation

The Coca Cola Company follows a broad differentiation strategy. The company has superior quality beverage products, packaging, high brand image and recognition, the Coca Cola System, beregaes' taste, strong marketing capabilities, strong brand loyalty, and a strong global reach (Vrontis & Sharp, 2003). In terms of beverages' quality, the company is considered one of the three top largest beverage companies in the world and this implies that the company's beverages' quality appeals to many consumers around the world (Delventhal, 2018). In terms of packaging, the company created the contoured Coca Cola bottle, which is considered as an asset that none of Coca Cola Company's rivals thought about (Vrontis & Sharp, 2003). In terms of brand recognition, the Coca Cola Company's logo is recognized my many individuals in many countries around the globe. Moreover, the Coca Cola System differentiates the company from its competitors because the company has a strong value chain system that has a global presence. In terms of marketing capabilities, the company differentiates itself from its rivals through its strong marketing initiatives that reach many individuals around the globe. In terms of global reach; the company's beverages are present in more than 200 countries around the globe, customers and consumers recognize the company's brands and the brands appeals to many consumers' taste. By using this strategy, the company can charge a premium for its beverages. Finally, in terms of brand loyalty, there are many loyal customers and consumers for the Coca Cola brands around the globe.

7. Corporate strategy

Coca cola are going towards Diversification, it involves creating a new customer base to expand the market potential. They have created a joint venture with Nestle and introduced a brand named "Nestea" and they acquired Costa coffee which is considered as vertical forward integration as they will be able to sell their drinks to the customers directly (in Costa coffee shops).

7.1.Coca Cola and Nestle

In 2001, they formed a joint venture with Nestle company and called it Nestea. Nestea offered ready to drink iced tea. Unfortunately, they had to end this joint venture in 2017 due to fierce competition from Lipton iced tea (Joint venture of Unilever and Pepsi Co.) (Nestle, 2017).

7.2.Coca cola and Costa

Another example of their diversification is the acquisition of Costa coffee (Coca-cola, 2019). One of the main reasons to acquire Costa is that it introduces them to a new customer base and increases their knowledge in the coffee supply chain, it gives them the advantage to enter a new fast growing segment and they will have new revenue opportunities (Treffis Team, 2018).

8. Value chain

Coca Cola Company has 250 bottling partners in the whole globe, which make up the Coca Cola system. The Coca Cola system creates value for its customers and consumers. The Coca Cola Company creates the demand while its bottling partners meet the demand (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019). Furthermore, the company has a global reach with a local focus due to the Coca Cola system's strength. The company is not the owner of all the bottling partners, and it doesn't control all of them. Moreover, some of the company's customers are movie theaters,

restaurants, grocery stores, convenience stores, amusement parks, and many others. The company created the Bottling Investment Group “BIG”, which consists of the company owned bottling operations. It was created in order to ensure that their bottling operations receive sufficient investments and expertise in order to ensure their long-term success. BIG can benefit from the Coca Cola Company’s investments, resources, and leadership, in order to drive the long-term growth in critical markets (Coca Cola Company, The Coca-Cola System, 2019).

8.1. Primary activities:

Inbound logistics:

The Coca Cola Company sources the beverage ingredients therefore they are the ones who are responsible for obtaining the raw materials for its beverages (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019). Coca Cola Company’s suppliers provide the company with ingredients, machinery, goods and services, and packaging. The company’s suppliers have to follow the Supplier Guiding Principles “SGPs” of Coca Cola Company. The SGPs reflect Coca Cola Company’s values. Also the SGPs are a part of all the supplier agreements. Furthermore, suppliers are offered training in areas where they need to improve their operations (Coca Cola Company, About Our Suppliers, 2019). Moreover, the priority ingredients that Coca Cola Company source are beet sugar, cane sugar, tea, coffee, high fructose corn syrup, grapes, oranges, lemons, mangos, apples, palm oil, soy, and pulp. The company sources these ingredients from their farm suppliers. Their farm suppliers must meet the standards which are called the Sustainable Agriculture Guiding Principles “SAGP”. The company wants to source its key ingredients from sustainable suppliers. Coffee and tea are the most sustainably sourced ingredients “almost 100% sustainably sourced” while lemons and beet sugar were 51-75% sustainably

sourced (The Coca Cola Company, 2017 Agriculture Update: More Sustainably Sourcing and Sharing Opportunities with Farmers, 2018).

The Key SGPs are listed as follows:

- Freedom of association and collective bargaining
 - Prohibit child labor
 - Prohibit forced labor and abuse of labor
 - Eliminate discrimination
 - Work hours and wages
 - Provide a safe and healthy workplace
 - Protect the environment
 - Business integrity
 - Grievance procedure and remedy
 - Management systems for ensuring lawful compliance and respect for all human rights
- (Coca Cola Company, Supplier Guiding Principles, 2019).

Operations:

The Coca Cola Company manufactures the concentrates, syrups, and drinks and then it sells them to its bottling partners. Thus, its bottling partners will use these concentrates, syrups, and drinks in order to manufacture the beverages (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019).

Distribution/Outbound logistics:

The bottling partners of the Coca Cola Company are the ones, which are responsible for packaging, distributing, and merchandising the final branded beverages to the customers (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019). Then the customers will sell the beverages to the Coca Cola Company consumers (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019). One of the

largest bottlers of the Coca Cola Company is the Coca Cola Hellenic Bottling Company. They sell more than two billion unit cases annually, and they operate in 28 countries. The Coca Cola Hellenic Bottling Company bottles the following beverages: Coca Cola, Coca Cola Light, Fanta, and Sprite (Coca Cola Hellenic Bottling Company, Coca-Cola HBC at a glance, 2019).

Sales and marketing:

The Coca Cola Company creates the demand for its beverages through consumer marketing initiatives, and brand development (Coca Cola Hellenic Bottling Company, Relationship with The Coca-Cola Company, 2019).

Service:

The Coca Cola Company only owns the bottling facilities of North America while the company's partners own other global bottling facilities. Therefore, we can say that Coca Cola Company is only responsible for the aftersales services of its North American bottling facilities.

8.2. Support activities:

Research and development:

The company has six research and development centers around the globe. These centers are linked to external technology assessment and acquisition hubs; these hubs connect the company with technology startups, entrepreneurs, university researchers, and partners. Furthermore, the company believes that it must get closer to its consumers and be aware of what is happening in the world. Nancy Quan “who was the global research and development officer at the time, and is currently the global chief technical officer” said that the magic happens when things are connected internally and externally. The research and development team are responsible for fueling innovation across beverages' products, packaging, ingredients, and equipment. Moreover, each of the research and development centers work

closely with the regional coke marketing teams in order to focus on certain areas of innovation, and address locally relevant needs (Moye, Rethinking R&D: How Coke Uses Its Global Scale to Take Innovations Further, Faster, 2013).

Technology:

The External Technology Assessment and Acquisition “ETA” program at Coca Cola Company believes that the company needs to connect and collaborate with the external technologies and innovation in order to foster its internal innovations. By doing this, the company would be able to maintain its competitive advantage in the market, and the company will be able to provide its consumers with products that match their changing needs. The process for searching for technologies that suit Coca Cola Company starts by examining the challenges that the company is facing. Then these challenges will be taken to external parties such as technology companies, research institutes, and universities in order to benefit from the minds that do not work for the company. Furthermore, the ETA team searches for any technology that would add value to the company, in terms of new delivering technologies, new beverage processing technology, new ingredients, and new packaging material. Some of the technologies that ETA team created were as follows: lumens Nano sensing technology and Merlin augmented reality technology (Tannert, 2014).

The company advanced their Coca Cola Freestyle technology, which is a micro-chipped refillable cup initiative that seeks to lower the packaging footprint in order to protect the environment (The Coca Cola Company, 2017 Annual Review, 2017).

The company is investing in the future through investing in future technologies. The company wants its products to reach to customers within a click’s reach. They want to digitize their business. Also the company is considering digital marketing as one of its strategic areas (The Coca Cola Company, Digitizing the Enterprise — Increasing Creative Engagements and Modernizations in a Click and Swipe World, 2018).

Human resource management:

The Coca Cola Company had 62,600 employees in the year of 2018 (Statista, 2019).

The company employs a human rights policy, which includes the following:

- Respect for Human Rights
- Community and Stakeholder Engagement
- Diversity and Inclusion
- Freedom of Association and Collective Bargaining
- Safe and Healthy Workplace
- Workplace Security
- Forced Labor and Human Trafficking
- Child Labor
- Work Hours, Wages and Benefits
- Land Rights and Water Resources
- Healthy Lifestyles
- Guidance and Reporting for Employees (The Coca Cola Company, Human Rights Policy, 2019).

9. CSR strategy

Coca cola are highly involved in Corporate Social Responsibility, they have a commitment to create sustainable community. Sustainability is the highlight of Coca cola's CSR strategy, and it has led to a listing at the Dow Jones Sustainability Index, CDP and FTSE4Good (Coca Cola - Hellinic Bottling Company, 2019).

9.1. Actions to protect and sustain the environment

The company has been working with the World Wildlife Fund (WWF) in a bid to generate a positive sustainability image globally. Some of the goals it has set as a result of

this collaboration include augmenting its water efficiency by at least 25%, protect freshwater lakes, minimize their greenhouse gas emissions by 25%, and start using plant material for their bottles. Others are sourcing ingredients sustainably, replenishing all the water they use in operations, and recovering most of the bottles and cans dispersed in developed markets (Coca cola, 2017).

9.2.Actions to participate in the community service

Coca Cola has several community service initiatives across the board. One of them is in India, and its primary objective is to enhance educational progression. Dubbed the "Support my School Project,' the company and other collaborators have turned a dilapidated school in an Indian town into a model institution with high retention rates and attendance (Ray, 2012). Another initiative is the women empowerment program whose main aim is to “enable the economic empowerment of five million female entrepreneurs by 2020” in a program called “5by20” (Coca cola, 2017). Furthermore, they give 1% of their income to various programs and initiatives; in 2014 they gave 1.3% or \$126 million of their income to healthy living initiatives, women empowerment, education and other humanitarian causes (Coca-cola, 2019).

9.3.Actions to enhance employee well-being

These include nutrition choice where healthy food options are available for all, gym facilities and health trackers to encourage sports, social facilities such a video gaming locations, common workspaces which offer a different ambiance, among many others (Coca Cola Company, 2016)

10. Reading 1: Which strategy when

In order for Coca Cola Company to be able to choose one of the following strategies: positioning strategy, leveraging strategy, and opportunity strategy; the company needs to

understand its circumstances, take a look at their resources, and finally determine the relationship among the resources.

Understand your circumstances:

The first step is to conduct a five forces analysis, which we mentioned already (Refer to section 3. Five forces analysis). Thus, after conducting the five forces analysis we will be able to know whether Coca Cola Company's industry is stable or dynamic or in between. When we conducted the five forces analysis we concluded that Coca Cola Company operates in a moderately dynamic industry. The next step is to determine where do the company's products fit in terms of product life cycle. Also, where do the company's products fit in the product life cycle depends whether the company is a startup or an established player with global reach; in the Coca Cola Company's case it is an established player with global reach. In terms of the company's beverage brand Coca Cola, we can say that this product is in the maturity phase of the product life cycle and it is generating the company a cash flow. In terms of the healthy beverages (water, juices, and teas) we can say that some of these products are in the introduction phase of the product lifecycle while others are in the growth phase.

Take stock of your resources:

Company's resources are at the heart of the company's strategy because it sets the company apart from its competitors. The intangible resources that set Coca Cola Company apart from its competitors are their beverages formula, beverages taste/flavor, brand image and its position in their customers' mind, the quality of the company's beverages, marketing capabilities, and the Coca Cola System. Furthermore, the 800 manufacturing facilities that are located worldwide that produce and bottle the company's products are considered as a strategic advantage/resource as well (The Coca Cola Company, INTERACTIVE -- Coca-Cola System and Value Chain, 2018). Moreover, we can say that the brand image, beverages

taste, the beverages' formula, the Coca Cola System (which is their value chain that consists of 800 globally spread manufacturing facilities), the quality of the beverages, and the marketing capabilities are all considered as strategically important resources thus, they are considered as competitive advantages for Coca Cola Company.

Determine the relationship among resources:

Some companies have tightly linked resources, and some have moderately linked resources, while others have loosely linked resources. In Coca Cola Company's case it has moderately linked resources.

Choosing a strategy:

The Coca Cola Company follows the leveraging strategy because it operates in a moderately dynamic industry. It also has strategically important resources such as, their brand, beverages' formula, beverages' taste, product quality, and the Coca Cola System. The company has leveraged its resources in order to create new products that fit to the needs and wants of the health-conscious consumers. The company mentioned in their website that they are moving toward reducing the amount of sugar used in their beverages because consumers are now more aware and educated about the harmful effects of sugar on their health, and they are moving towards healthier options of beverages. Therefore, the company started taking this trend into account and they leveraged their strategically important resources in order to produce and support new beverage products such as water, coconut water "Zico", milk "Fair Life", coffee, juices "Simply", and teas "Honest tea".

Coca Cola Company's leveraging strategy:

Strategy	Leveraging strategy
Circumstances	<ul style="list-style-type: none"> Moderately dynamic environment (based on the five forces analysis, refer to section 3. Five forces analysis)
Resources	<p>Intangible resources:</p> <ul style="list-style-type: none"> The Coca Cola System “the company's value chain”, distribution system Brand image Beverages' formulas Beverages' taste/flavor Beverages' quality Marketing capabilities <p>Tangible resources</p> <ul style="list-style-type: none"> Manufacturing and bottling facilities
Relationships	<ul style="list-style-type: none"> Moderately linked resources
Basis of competitive advantage	<ul style="list-style-type: none"> Ownership of strategically important resources that can be leveraged. The company used their strategically important resources in order to produce and support the newly created beverages.
Sustainability of advantage	<ul style="list-style-type: none"> Medium term

Inimitability of advantage	<ul style="list-style-type: none"> • Through property right, path dependence and time needed to develop the same resources • The Coca Cola Company's beverages' formulas and taste cannot be imitated
Challenges	<ul style="list-style-type: none"> • Adjusting resource portfolio without being blocked by cognitive and political rigidities • Poor collaboration between key stakeholders

Table 5: illustrates Coca Cola Company's leveraging strategy

11. Reading 2: Fundamental dimensions of strategy

A corporate strategy includes three important organizational considerations which are the why, the how and the what of a strategy which are called the values, imitation and perimeter.

11.1. The Why of Strategy: Value

Coca cola derives their value from the taste of its beverages, it was and still is their most valuable aspect in their beverage. They try to ensure that all their beverages taste the same (Cola Zero, Diet Coke & Coke). Additionally, Coca cola are going towards "Value over volume" which is producing smaller cans/bottles so health conscious people can control their sugar intake (The Coca Cola Company, INTERACTIVE -- Coca-Cola System and Value Chain, 2018).

11.2. The How of Strategy: Imitation

An important aspect in a company's strategy is the uniqueness. It was hard for the companies trying to compete with Coca Cola, many beverage companies tried to copy their taste but didn't succeed. Coca cola have their secret recipe that can't be copied, still no one

was able to find the secret ingredient that makes the taste much different. For Self imitation, Coca cola should consider introducing snacks.

11.3. The What of Strategy: Perimeter

Coca cola serves their drinks globally and owns a variety range of products including soft drinks, mineral water, juice, energy drinks and ice teas. The below list includes the full range of their beverages

- Coca-Cola
- Simply Orange
- Dasani
- (Coke)
- Del Valle
- Ciel
- Diet Coke
- Powerade
- Smart water
- Coca-Cola Zero
- Vitaminwater
- Honest Tea
- Sprite
- Odwalla
- Minute Maid
- Fanta
- Fuze Beverage

12. Reading 3: Strategy diamond

The strategy diamond is considered as the elements of the strategy. It consists of 5 elements, which are as follows: Arenas, Vehicles, Differentiators, Staging, and Economic logic. Each element answers a different question; where will we be active? “Arenas”, how will we get there? “Vehicles”, how will we win in the marketplace? “Differentiators”, what will be our speed? “Staging”, and how will we obtain our returns? “Economic-logic”.

Arenas:

Coca Cola Company sells beverages such as, sparkling soft drinks, water, coconut water, ready to drink coffees, teas, juices, and milk. It sells its beverages all around the globe; it targets all people from all ages in more than 200 countries and it has operations in five regions, which are Asia Pacific, Middle East and Africa, Europe, North America, and Latin

America (The Coca Cola Company, Who We Are, 2019). Furthermore, the company intends to create value for both people and communities. It aims to create value for all people “stakeholders” that are connected to their business such as, shareholders, employees, customers, and consumers (The Coca Cola Company, INTERACTIVE -- Coca-Cola System and Value Chain, 2018). The company’s value chain is called the Coca Cola System (refer to section 8. Value chain for detailed information about the Coca Cola System), the system adds value to the product, customers, and consumers. The Coca Cola Company is able to reach many countries and territories in the world due to its strong value chain system (Coca Cola Company, The Coca-Cola System, 2019). In terms of technology, the company is seeking to digitize its business and the company is considering digital marketing as one of its successful strategic areas. The company used Twitter and Facebook in terms of creating pages for its selected beverage products such as, Coca cola, Fanta, and Sprite. Furthermore, the company is expanding its digitization efforts through using e-commerce in order to help their customers “restaurants, amusement parks, grocery stores and others” win (The Coca Cola Company, Digitizing the Enterprise — Increasing Creative Engagements and Modernizations in a Click and Swipe World, 2018). Refer to section 8. Value Analysis in order to read about the value creation stages.

Vehicles:

The company uses a variety of vehicles in order to reach to the arenas that they desire. The company responded to consumers’ needs and wants by expanding their product range to include a variety of beverages along with the sparkling soft drinks. It included juices, milk, ready-to-drink coffees, water, teas, and sports drinks. Also the company reduced the amount of sugar in their beverages in response to health conscious consumers’ needs and wants, and it also created for them the above listed beverages. As mentioned in section 8.1 Primary Activities; the Coca Cola Company is the one who is responsible for manufacturing the

sparkling soft drinks' concentrates, and syrups thus; the company relies on internal product development when manufacturing the sparkling soft drinks. Also in terms of internal development the company is seeking internal digitization as part of its plan to digitize its whole business. The company advanced its internal processes and systems by implementing new software called Workday, which is a cloud application that is used for human resources and finance. The internal digitization is benefiting the company in terms of reducing its costs, speeding the decision making process, and improved the employees' experiences (The Coca Cola Company, Digitizing the Enterprise — Increasing Creative Engagements and Modernizations in a Click and Swipe World, 2018). Moreover, Coca Cola Company also used joint ventures and acquisitions in order to grow. The company has acquired Costa Coffee and it uses Costa Coffee as a retail store where it sells its beverages thus; we can say that by this acquisition the company gained forward vertical integration because this makes the company get closer to its consumers. Also the company gained forward vertical integration through opening several Coca Cola stores in the United States such as in Las Vegas, Atlanta, and in Orlando (Coca Cola Company, Visit Coca Cola Store, 2019). Due to opening the Coca Cola stores, the company became closer to its consumers. The store sells accessories, apparel, and unique art pieces (Coca Cola Company, Coca-Cola Store Atlanta, 2019). Moreover, the acquisition of Minute Maid Corporation helped Coca Cola Company to introduce a new line of beverages outside the carbonated beverages category (BUEHLER, 2019). The company created its Fairlife milk brand through a joint venture with Select Milk Producers Inc. (Market Realist, 2019., Whitehead, 2018). By acquiring the entire North American bottling operations, the Coca Cola Company gained a backward vertical integration (Coca Cola Company, 125 Years of Sharing Happiness, 2019). In addition, the company had a joint venture with Nestle where they produced coffees and teas.

Differentiators:

There are many differentiators that differentiate Coca Cola Company from its rivals such as: superior quality beverage products, beverages' taste, packaging, high brand image and recognition, the Coca Cola System, strong marketing capabilities, strong brand loyalty, and a strong global reach (refer to section 6.1. Broad differentiation).

Staging:

- 1886: Dr. John Pemberton created the Coca Cola soft drink recipe (Coca Cola Company, About Us: Coca-Cola History, 2019). The company accountant Frank Robinson named the drink as “Coca Cola” (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1887: Coupons were used in order to promote Coca Cola (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1888: Dr. Pemberton sold the majority of his shares to Asa Candler (Coca Cola Company, About Us: Coca-Cola History, 2019).
- 1899: three entrepreneurs purchased the bottling rights from Asa Candler (Coca Cola Company, About Us: Coca-Cola History, 2019).
- 1904: Coca Cola advertisements appear in national magazines (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1912: The Company started its first expansion into Asia (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1915: A Countered Coca Cola bottle was designed (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1925: Outdoors billboards were introduced as part of the advertising mix (Coca Cola Company, 125 Years of Sharing Happiness, 2019).

- 1926: The Company's foreign department was established in order to supply the beverage concentrates to overseas bottlers (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1930: The Company's export corporation was established in order to market Coca Cola outside USA (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1938: The Company entered new regions, which are Austria, Australia, Norway, and South Africa (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1942: The Sprite Boy character was created (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1945: Coke becomes the registered trademark of the Coca Cola Company (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1948: Coca Cola was introduced in Egypt (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1950: Coca Cola broadcasted its first television commercial (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1955: Fanta Orange was introduced as the first new product that was distributed by the Coca Cola Company (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1959: The Company had a network of 1700 bottlers that were operating in more than 100 countries (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1960: Coca Cola acquired Minute Maid Corporation thus; adding a line of juice products to its portfolio (Coca Cola Company, 125 Years of Sharing Happiness, 2019). Minute Maid was Coca Cola Company's first acquisition outside of the carbonated beverage category (BUEHLER, 2019).

- 1961: Sprite, which is a lemon-lime drink; was introduced by the Coca Cola Company (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1963: The Coca Cola Company created Tab; it was the company's first diet drink (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1970: Coca Cola Company's first sports drink was introduced (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1975: Coca Cola Company introduced Georgia Coffee in Japan (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1979: the Mellow Yellow drink was introduced (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1982: Diet Coke was introduced in New York; it was the first extension of the trademarks Coke and Coca Cola (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1985: the formula for Coca Cola was changed for the first time in 99 years but then consumers protested and the original formula was returned to the market (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1990: Coca Cola was sold for the first time in East Germany after the removal of Berlin Wall. Also the company opened the World of Coca Cola Museum in Atlanta (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1992: The Company introduced Powerade (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 1995: Barq's root beer was acquired (Coca Cola Company, 125 Years of Sharing Happiness, 2019).

- 1999: Inca Kola and Schweppes beverages were acquired (Coca Cola Company, 125 Years of Sharing Happiness, 2019). Coca Cola Company launched its Dasani water brand (Garrett, 2004).
- 2001: Coca Cola Company and Nestle created a new company in order to market ready to serve tea and coffee beverages. Simply Orange brand was introduced. The company acquired Odwalla Inc. (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 2002: Vanilla Coke was introduced in the USA (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 2004: Diet Coke with lime was introduced (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 2005: Coca Cola Zero was introduced (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 2006: Coca Cola Company and Coca Cola FEMSA decided to acquire Jugos Del Valle Company. This acquisition would enhance the presence of the Coca Cola System in the non-carbonated beverage segment in Latin America (Coca Cola FEMSA, 2006).
- 2007: The Company acquired Energy Brands Inc., which is a company that produces the Smart-water and Vitamin-water (Coca Cola Company, 125 Years of Sharing Happiness, 2019).
- 2009: Simply becomes a billion dollar brand (Coca Cola Company, 125 Years of Sharing Happiness, 2019). The company introduced the Coca Cola Freestyle technology “refer to section 8.2. Support Activities: Technology” (Nowak, 2018).
- 2010: The Coca Cola Company acquired the entire North American bottling operations (Coca Cola Company, 125 Years of Sharing Happiness, 2019).

- 2011: The Coca Cola Company bought the remaining shares of Honest Tea and this will give the company a strong position in bottled tea market (Geller, 2011).
- 2013: Coca Cola Company acquired Zico beverages (The Coca Cola Company, ZICO™ Beverages Joins The Coca-Cola Family, 2013).
- 2015: Coca Cola Company launched Fair Life milk brand (Wong, 2014).
- 2017: Coca Cola Company and Nestle announced that their beverage partners worldwide joint venture will dissolve on January 2018 (Nestle, 2017). The company acquired AdeS, which is a soy-based beverage brand. The company introduced Topo Chico, which is a premium sparkling mineral water. Also, they introduced Barrilitos Aguas Frescas, which is a non-carbonated water. They introduced a new formula for their Coca Cola Zero beverage (The Coca Cola Company, 2017 Annual Review, 2017).
- 2018: The announcement of Costa Coffee acquisition (Coca Cola Company, The Coca-Cola Company Completes Acquisition of Costa from Whitbread PLC, 2019).
- 2019: The Coca Cola Company completed the acquisition of Costa Coffee (Coca Cola Company, The Coca-Cola Company Completes Acquisition of Costa from Whitbread PLC, 2019). The company also completed the acquisition of Chi Ltd. In Nigeria, which is a beverage company that produces juices and iced teas (Coca Cola Company, The Coca-Cola Company Completes Acquisition of Chi Ltd. in Nigeria, 2019).

Economic logic:

The company can achieve economic logic through economies of scale and economies of scope. In terms of economies of scope, the company uses its manufacturing and bottling facilities, equipment, labor, and technology in order to produce all of its beverages. Also the company uses the same raw materials such as sugar in order to produce its soft drink beverages. The company uses the economies of scope in the effort to diversify its products

and lower its costs. While in terms of economies of scale; the company buys its raw materials such as sugar in high quantities therefore, it gets lower prices.

13. Reading 4: Stress test your strategy

Q1. Who are Coca cola primary customers?

Generally, Coca cola does not have a specific target market, but most of their customers range from 12-30 years old.

Q2. How do Coca cola core values prioritize shareholders, employees, and customers?

Coca Cola's core values seemingly prioritize employees first, then shareholders, and finally, customers. Their values include "leadership, collaboration, integrity, accountability, passion, diversity, and quality" (Coca Cola, 2017). To achieve these, there are mentions of "people" and "profit" in the company's objectives section where they intend to enhance employee-oriented inspiration and at the same time, maximize shareholder profits (Coca Cola, 2017). Core values are crucial as they significantly influence the decision-making process especially, in tough contexts.

Q3. What critical performance variable Coca cola is tracking?

Coca Cola tracks not one but several critical performance variables. To ensure that its performance measures are helping and not hindering strategy execution, the global giant employs the use of a balanced scorecard which includes variables relating to the overall business plan and other items such as customer satisfaction. Assessed variables include financial performance, customer and shareholder value, internal processes (efficiency and quality), innovation, and overall work execution. The focus here is on clarifying roles and expectations at the beginning of the year, then determining whether employees meet the identified targets. Successful target achievement is often followed by rewards to ensure satisfaction and motivation towards meeting said objectives.

Q4. What strategic boundaries have Coca cola set?

Coca cola's operation boundaries are explained more in Reading 3 (arena). Coca Cola has several strategic boundaries that it revises yearly. Controlling strategic risk is an implementation imperative. That is, to ensure successful execution, it is crucial to instigate vital boundaries which not only protect the business from errant actions that could destroy it but also ensure that the entrepreneurial initiative of staff aligns with the intended direction of the company. Coca Cola's principle risk identification process is an annual one (Coca Cola, 2019).

Q5. How Coca cola is generating creative tension?

Coca Cola generates creative tensions in several ways since as a business, they understand the value of dynamism via innovation. After noticing that consumer goods providers were increasing significantly, buyers' tastes were changing quickly, and they are increasingly becoming distrustful of big brands, Coca Cola had to engage in a reinvention process. To do this, the institution augmented its focus on consumer insight and decentralized their innovation structure to ensure that its invention research was global. In particular, actions that the business is continually taking to spur innovation include obtaining management buy-in, leveraging technology, and choosing partners wisely. Examples of recent changes include working to reduce sugar content in the fizzle drinks and attempting to reduce environmental footprint by replenishing water and actively recycling (Claveria, 2019)

Q6. How committed Coca cola employees to helping each other?

Coca-Cola employees are particularly committed to helping each other. In fact, one of their core values is collaboration, and this has facilitated the cementing of this commitment in company structures and culture. Under this core value, the company's mission and vision documents refer to "leveraging collective genius". The aim here is to achieve collaborative problem-solving where bringing together individuals from different professional backgrounds

and with various talents and perspectives leads to a clash of ideas and ultimately, a holistic solution. Also, the partnership between employees relates to innovation. Most of Coca Cola's new products are a result of active brainstorming that is unlimited. The company supports its aim to leverage collective genius through a continuous process of discourse and debate, discovery-driven learning, and creative resolution (Coca Cola, 2017). Another element that facilitates collaboration is a structure that ensures effective communication across all management levels and one in which workers respect each other and can share ideas freely (Boyd, 2013). **Table 6** explains some of the external factors that create strategic uncertainties to Coca cola.

Political	<p>Coca cola must follow FDA rules to provide the right beverages</p> <p>Involvement in political lobbying, Coca cola ensures that their voice is heard and considered politically (Coca Cola Company , 2018).</p>
Economic	<p>Coca cola are affected by the tax rates implied in their factories and the exchange rates amongst the countries they sell their beverages in.</p>
Social	<p>After announcing United States as having many overweight people due to fast food and soft drinks, Coca cola announced introducing Sugar free coke to ensure healthier versions of the Cocs cola (Ramakrishnan, 2017).</p> <p>Coca cola created more than 30 flavors in Japan to satisfy the consumers taste.</p>
Technological	<p>Coca cola must adopt the latest technologies to ensure effective productivity and maintain their market share.</p> <p>Coca cola are considered as the first in adopting latest technologies in</p>

	their production. They have a program named "Bridge", it aids the company in adopting technologies before their competitors (Forbes, 2017).
Environmental	Coca cola must operate in an environmentally friendly way. Coca cola sells their beverages in cans that are 100% recyclable to protect the environment (Coca Cola, 2017)
Legal	All the actions done by Coca cola are done according to the laws and regulations of the country they operate in (Coca Cola Company , 2018)

Table 6 PESTEL Analysis

14. Reading 5: The Different Approaches Firms Use to Set Strategy

Administrative firms:

Coca Cola Company is considered an administrative firm because it has high processes but low input. The company mentioned that they want to become agile in order to make decisions faster and deliver products to market faster (Moye, We Must Be More Agile: How a Culture Shift is Powering Coke's Innovation Agenda, 2017). But the company did not mention that they involve employees in the decision-making process. To the best of our knowledge, we only found information about Coca Cola Canada's involvement of employees in decision-making. They created a platform that is called Idea Management where employees can directly collaborate with company leaders in order to improve the company's enterprise. The platform was launched due to employees request, they wanted to participate in the decision-making process and share ideas in order to improve the company's business (Industry Today, 2016). However, the company listens to its consumers needs and wants before introducing new beverages to the market. The company listened to the needs

and wants of the health conscious consumers and it introduced healthy beverages such as water, juices, and teas.

Alternatives:

It is implied from the company's website that the company considers alternatives when making strategic decisions. When the company first started it did not have healthy beverage options but then the company listened to its consumers and it introduced healthy beverage options to the market. Maybe the company was not considering venturing into the healthy beverage market but it did due to consumers wants; this indicates that the company considered alternative options when making strategic decisions.

Information:

The company wants to become agile in order to make decisions quickly and introduce their products to the market in a faster way. The company collects information about what the consumers' need and want in order to deliver products that will appeal to their taste (Moye, We Must Be More Agile: How a Culture Shift is Powering Coke's Innovation Agenda, 2017). Furthermore, the company has six research and development centers around the globe (refer to section 8.2. Support Activities: Research and Development for further information about R & D). The company uses these centers in order to generate information that would contribute to the company's innovation and growth.

Implementation:

We could say that the company has detailed implementation plan when conducting decisions (this is implied from the company's website) because the company mentioned that they want to become agile, act fast, and quickly deliver its products to the market. The company will not be able to achieve that without a detailed implementation plan.

Learning:

Even though the Coca Cola Company is a successful and global multinational company; the company has failures that it learnt from. In the year 1985, the company changed the formula of the original Coca Cola and introduced the “New Coke” to the market. The company was positive that consumers will like the new taste of Coca Cola but the new beverage turned into a disaster; only 13% of consumers liked the taste of the New Coke. This failure was the biggest failure of Coca Cola Company. One of the spokesperson of the company told the CBS News that the company learnt from this failure and it is still learning from it. They learnt that the loyal consumers own Coca Cola brand and all other company’s brands (CBS News, 2015). Furthermore, nowadays the company is listening to its consumers such as when it listened to the wants of the health conscious consumers and it introduced healthy beverage options such as water, tea, and juices.

The company also believes that if certain brands do not benefit the company in a certain market then it is better to remove these brands from that certain market in order to avoid wasting the company’s resources, and also in order to avoid distracting the company’s attention; instead the company could focus its attention on its successful brands (Crespo, 2018).

Communication:

As implied from the company’s website; the company has clear plans that it communicates to its employees. The company mentioned in their website that they seek to digitize the entire enterprise therefore this signals to employees that they need to be up to date about the trends that happen in the industry. Also employees need to keep up with the recent technologies that are in the market. Furthermore, due to the company’s plan to use digital marketing; the company’s employees need to learn how to use social media in order to market for the company.

15. Reading 6: Secrets to successful strategy execution (Information, decision rights, motivators, and structure)

Structure

Although Coca Cola's structure varies slightly based on geographical areas, at the global level they have a distinct corporate segment which is responsible for providing an overall direction and offering support to the regional leadership (The Coca-Cola Company , 2016)

Decision rights

Key strategic decisions are made by an executive committee constituting twelve officers while individual department heads make other operational decisions in conjunction with their staff. Other than free information flow, bottom line employees are aware of the impact of their decisions on the success of the business, and conflicting messages are rarely sent to market (THE COCA-COLA COMPANY, 2015).

Information

The company has focused on creating a structure that facilitates free information flow, honesty, and teamwork.

Motivators

On motivation, employees are inspired by following a vision instigated at by top management but inspired by all and are also incentivized to induce excellent performance. Furthermore, other than pay, many other things motivate the staff to work harder mentioned in (CSR section **Actions to enhance employee well-being**).

16. Conclusion

To conclude, the most valuable assets that the company owns are its beverages' taste, the Coca Cola System, and its strong marketing capabilities. The company is putting efforts in

order to deliver healthy beverages, and protect the environment for the future generations.

Also the company wants to digitize its entire business. We recommend Coca cola to get into the healthy products market to be able to satisfy the demand of the health conscious people.

Additionally, Coca cola should consider introducing snacks and expanding the variety of categories they offer to attract consumers from new markets.

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