THE COCA-COLA COMPANY
beverages for life

2018 Global Innovation Awards Overview

Problem to Solve

- **We want to create a culture of innovation that balances rapid iteration, disciplined execution, entrepreneurial audacity, intelligent risk taking and continuous learning from failure, to build the innovation capabilities needed to drive long term growth**

Awards Mission

- **Provide leadership recognition of both innovation success stories and institutional learning from failure, establishing role models of the innovation culture and behaviors which drive long term growth**

- **Transfer winning practices of innovation to the broader community**

Scope & Criteria

See further guidance and eligibility requirements for each award category in the Appendix.

I. **Innovation Success:**

    Innovation implementations with demonstrated in-market success, measurable value creation and sustained growth since launch ("Innovation" broadly defined as "something new or different which creates sustained value growth")

II. **Celebrate Failure:**

    Innovation learnings from failed innovations ("Failed Innovations" broadly defined as "innovation initiatives which were stopped or materially redefined (pivot) in the pipeline, or were withdrawn from the market based on low potential for value growth")

III. **Innovation Experiments:**

    Innovation experiments which accelerate learning, intelligently manage risk, and unlock potential to disrupt the market (This category is focused on "innovation initiatives with potential to disrupt the basis for competition, piloted in market to understand value potential, reduce uncertainty, manage risk, and enable iteration and scale up to drive value growth")

Nomination Process

- **Executive Leadership Team members, Business Unit Presidents and Group HR VPs have initial access to submit nominations via Celebrating You (click the 'Recognize someone today' tile and select Global Innovation Awards from the program dropdown). To request a proxy submitter, please contact Gareth Whalley.**

- **Any BU, Country or Corporate Function may submit a nomination, but must be able to demonstrate marketplace results from all markets where work was implemented, in line with the eligibility criteria for each category as detailed in the**

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Appendix.

- **The whole team who contributed significantly to the work must be captured in the nomination in order to be recognized.**

Timeline

- **October 22: Nominations will be accepted through the Celebrating You recognition platform**
- **November 23: Nominations in Celebrating You will close**
- **December 4-12: Shortlisted nominations reviewed by Executive Leadership Team on behalf of the Board of Directors, and category winners determined**
- **December 13: Global Innovation Award winners informed via invitation to attend Board of Directors dinner in February 2019.**

Judging & Awards

- **Executive Leadership Team will select one Global Innovation Award winner from each category, on behalf of the Board of Directors**
- **Global Innovation Award winners will receive funding of up to $12,000 for a weekend trip as a team (with any taxation to be borne by The Company), which may be converted to Celebrating You points for teams existing entirely of eligible Coca-Cola employees**
- **Team leaders for each Global Innovation Award winner will be recognized in person at the Board of Directors' dinner in February 2019**
- **Global Innovation Award winning teams will have the opportunity to create a culture story upon their return from Atlanta, to be shared as part of a global Connect story.**

If you have questions, please contact [Gareth Whalley](#) or [Christina Ambrose](#).

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Appendix: Award category eligibility rules and submission guidelines

I. Innovation Success

Submissions can be made in any of the following sub-categories:

1. **Product Innovation***

2. **Packaging Innovation (including World Without Waste initiatives)***

3. **Equipment Innovation***

4. **Digital Innovation (Consumer, Shopper or Customer Facing)**

5. **Research Innovation (the "R" in "R&D: Ingredient, Engineering, Technology Platforms)**

6. **Design Innovation**

7. **Associate Engagement Innovation (including any initiatives to elevate the employee experience)**

8. **Productivity Innovation (Budget improvement of 5% or more)**

All submissions must be no more than 5 PDF pages including content, visuals/images, labeled descriptions, etc.

Eligibility Requirements

All Innovation Success submissions must show evidence of meeting all the following requirements:

- **Implemented / in-market for 12-36 months, with comprehensive view of first 12 months' performance**

- **Outstanding in-market value contribution over initial 12 months vs. projections**

- **Demonstrated ability to scale geographically into other Groups / Business Units / Bottlers**

- **Data/Business Performance to support:**

    - **KO Innovation Growth**

    - **Category Growth**

    - **Value Share Growth**

    - **Revenue per case (vs core)**

    - **Private consumption expenditure growth**

- **Incidence (# of new consumers) growth...in %age and actual # of consumers**

* **In addition, submissions in the sub-categories of Product Innovation, Packaging Innovation and Equipment Innovation must include evidence that they meet the following key success criteria:**

- **Portfolio:**
    - **Explorer (2-4x category growth)**
    - **Challenger (share growth of at least +1.5%)**
    - **Leader (ability to grow pricing ahead of private consumption expenditure, and growing consumer base)**

- **Edge: What is/are the edge(s) of the innovation vs its primary competitor?**

- **Ritual: What ritual is being created with this innovation, and how is it being done?**

- **Execution: Did we provide curated, customized experiences in key channels to create the ritual and in the digital space?**

- **Scale: Are these strategic moves (creates/protects competitive advantage)? Is it sustainable (success is economically sustainable) and scalable (it can be applied beyond this specific case)?**

II. Celebrate Failure

Dared to Try (the most valuable lesson learned and reapplied from an unsuccessful innovation)

All submissions must be no more than 5 PDF pages including content, visuals/images, labeled descriptions, etc.

Eligibility Requirements

All Celebrate Failure submissions must show evidence of meeting <u>all</u> the following requirements:

- **Innovation initiative cancelled or materially refocused while under development, or withdrawn from market after launch, yielding key learnings and insights which can improve capabilities**

- **Learning points communicated broadly and implemented to improve local innovation capabilities, leading to new innovations with stronger competitive edge and better potential to win in the market**

III. Innovation Experiments

Accelerating learning, intelligently managing risk, and unlocking potential to disrupt the market.

All submissions must be no more than 5 PDF pages including content, visuals/images, labeled descriptions, etc.

Eligibility Requirements

All Innovation Experiments submissions must show evidence of meeting <u>all</u> the following requirements:

- Innovation with the potential to disrupt the basis of competition, launched in a pilot market to get market experience and learnings

- Pilot learnings being applied to next iteration, evolving the solution, sharpening the competitive edge, and advancing the innovation to the next level of experiments illuminating the potential for long term value growth & scale

- Consider also including evidence of the extent to which the innovation experiment meets the following success criteria (not critical but will be viewed favorably):

  - Portfolio:

    - Explorer (2-4x category growth)

    - Challenger (share growth of at least +1.5%)

    - Leader (ability to grow pricing ahead of private consumption expenditure, and growing consumer base)

  - Edge: What is/are the edge(s) of the innovation vs its primary competitor?

  - Ritual: What ritual is being created with this innovation, and how is it being done?

  - Execution: Did we provide curated, customized experiences in key channels to create the ritual and in the digital space?

  - Scale: Are these strategic moves (creates/protects competitive advantage)? Is it sustainable (success is economically sustainable) and scalable (it can be applied beyond this specific case)?