

## Chapter 1 : Mission, Vision & Values: The Coca-Cola Company

*The Coca-Cola Company has always been a creator of refreshing beverage brands. Today, our expansive portfolio includes more than brands, including sparkling beverages, juices and juice drinks, coffee, tea, sports drinks, water, value-added dairy, energy and enhanced hydration drinks.*

A careful statement of the objective helps in preparing a well-decorated report facilitating others to take decision on it. We will write a custom essay sample on Coca: Through our report we try to find out the global challenges of International Strategic Management to assess the basic strategies, describe the international strategic management process of Coca-Cola Company. We hope this study will help to whom, who want to know more clearly about strategic management, its issues as well as the key factors which affect the process of Internationalization for a company. Data and Methodology We examine secondary data of which related to the Strategic Management Issues at the global based Market. Data are collected on various issues from annual report of Coca-Cola Company In our report we analysis the monthly, quarterly, half-yearly news Review of this company. Both the official and regional website helps us to find out more related to the issues with the global market. Form those huge data we take the necessary and used them for the analysis. Our analysis data are clearly represented in our main part of the report through relevant chart, graph with proper description. We were really unable to collect enough information from due to their official restrictions. Many things were so confidential that we were not entitled to access there. Beside this we have faced the following hindrances in preparing this report: It provides overall direction to the whole enterprise. International strategic management is a comprehensive and ongoing management planning process aimed at formulating and implementing strategies that enable a firm to complete effectively internationally. The process of developing a particular international strategy is often referred to as strategic planning. Strategic Management is the study of function and responsibilities of senior management. Analysis Analysis guides to collect and consider information so that a firm understands the situation. Assess external environments and internal situations to identify the strengths and weakness of the organization and the opportunities and threats face to reach the goals. Strategy Formulation To determine a strategy, the firm reflects prioritize, develop options, and make decisions. Review the results of the analysis, identify the issues that a firm implementing partners need to address, and prioritize them in terms of their urgency and magnitude. Use these results to design alternative strategies and plans that address the key strategic issues. Strategy Implementation To implement the strategy, assemble the necessary resources and apply them. Modify plans and actions to adjust to the impact of changing in the operating environment. It helps to understand and make sense of complex interaction in various areas of management. It helps in understanding how policies are formulated and in creating appreciation of complexities of environment that the senior management faces in policy formulation. Managers need to begin by gaining an understanding of the business environment and to in control. They should know to manage and understand information technology, which is changing the face of business. As public and common investors own and more companies managers need to acquire skills to maximize shareholder value. Intuitive, logic reasoning is required for proper decision- making. Significance of Strategic As corporate are becoming more integrated with the public life, corporate governance is becoming important which Management manager may have to practice. Hence decision ma y differs as person change. There will be a difference between the individual and group decision-making. The concept of Maximization. The concept of satisfying. The concept of instrumentalism. Based on the concept chosen the strategic decisions will differ. Conceptually, there are many similarities between developing a strategy for competing in a single country and developing one for competing in multiple counties. But developing an international strategy is far more complex than developing a domestic one. Because managers developing a strategy for a domestic firm must deal with one Company national government, one currency, one accounting system, one political and legal system and usually a single language and a comparatively homogeneous culture. But managers responsible for developing a strategy for an international firm must understand and deal with multiple governments, multiple currencies, multiple political and legal system, and variety of language and cultures. Role of Board of Directors: Board of

Directors is the supreme Authority in a company. They are the ones who direct and responsible for the governance of the company. Professionals on the B. D help to get new ideas, perspectives and provide guidance. They are the link between the company and the environment. A Company can promote the entrepreneurial spirit and this can be internal attitude of an organization. They provide a sense of direction and are active in implementation. Role of Senior Management: They are answerable to B. Directors and The C. They are more on the implementation role. Role of Corporate Planning Staff: It provides administrative support tools and techniques and is a Co-ordinate function. Role of Middle Level Managers: They are not actively involved in formulation of Strategies and they are developed to be the future management. The company owns or licenses more than brands, including diet and light beverages, waters, juice and juice drinks, teas, coffees, and energy and sports drinks. The company operates in more than countries. The company is headquartered in Atlanta, Georgia and employs 71, people as of September The company-wide gallon Page 12 By the year , sales of Coca-Cola averaged nine drinks per day. The first year, Dr. Pemberton sold 25 gallons of syrup, shipped in bright red wooden kegs. Red has been a distinctive color associated with the soft drink ever since. For his efforts, Dr. Pemberton never realized the potential of the beverage he created. He gradually sold portions of his business to various partners and, just prior to his death in , sold his remaining interest in Coca-Cola to Asa G. Candler, an entrepreneur from Atlanta. By the year , Mr. Candler proceeded to buy additional rights and acquire complete ownership and control of the Coca-Cola business. Within four years, his merchandising flair had helped expand consumption of Coca-Cola to every state and territory after which he liquidated his pharmaceutical business and focused his full attention on the soft drink. With his brother, John S. Candler formed a Georgia corporation named the Coca-Cola Company. The business continued to grow, and in , the first syrup manufacturing plant outside Atlanta was opened in Dallas, Texas. A new building erected in was the first headquarters building devoted exclusively to the production of syrup and the management of the business. Woodruff became the President of the Company in the year and his more than sixty years of leadership took the business to unsurpassed heights of commercial success, making Coca-Cola one of the most recognized and valued brands around the world. Early growth was impressive, but it was only when a strong bottling system developed that Coca-Cola became the world-famous brand it is today. He began bottling Coca-Cola to sell, using a common glass bottle called a Hutchinson. Biedenharn sent a case to Asa Griggs Candler, who owned the Company. Candler thanked him but took no action. One of his nephews already had urged that Coca-Cola be bottled, but Candler focused on fountain sales. In 21st century the Coca-Cola bottling system grew up with roots deeply planted in local communities. This heritage serves the Company well today as consumers seek brands that honor local identity and the distinctiveness of local markets. As was true a century ago, strong locally based relationships between Coca-Cola bottlers, customers and communities are the foundation on which the entire business grows. It serves as the standard against which we weigh our actions and decisions. It is the foundation of our Manifesto. Being a great place to work where people are inspired to be the best they can be. Nurturing a winning network of customers and suppliers, together we create mutual, enduring value. Being a responsible citizen that makes a difference by helping build and support sustainable communities. Maximizing long-term return to shareowners while being mindful of our overall responsibilities. Coca-Cola Company has a long-standing commitment to protecting the consumers whose trust and confidence in its products is the bedrock of its success. In order to ensure that consumers stay informed about the global quality of all Coca-Cola products sold in World, Coca-Cola products carry a quality assurance seal on them. As of September , Coca-Cola Zero is available in more than countries. From the original Coca-Cola to most recent introductions, soft drinks from The Coca-Cola Company are both icons and innovators in the beverage industry. Water Smooth and essential, our Waters and Water Beverages offer hydration in its purest form. Kids Sprite not clearly Kinley Soda Mostly those who defines consume liquor Factors affecting the strategic management issues of domestic and international operations of Coca-Cola Company. Language is one of the main considerations when it does business domestically, they generally domestic language. But when it does business outside the country it follows Polycentric policy that is it used different language in different countries.

### Chapter 2 : A Strategic Plan for Coca-Cola by Ian Browne on Prezi

*Coca Cola Strategic Plan Words | 20 Pages. The Coca Cola Company Market Plan Marketing plan for a coca cola company Analysis of company situation: Introduction of Coca Cola Company: The Coca-Cola Company is a beverage company that is publicly listed on the New York stock exchange.*

We used segmented revenue growth strategies across our business in a way that varied by market type. And we aligned our employee incentives accordingly. In emerging markets, we focused primarily on increasing volume, keeping our beverages affordable and strengthening the foundation of our future success. In developing markets, we struck a balance between volume and pricing. Creating value for our Company and customers looks different in different countries, and we did a good job segmenting our markets to drive revenue growth in . While we still have more to do, we were encouraged by our results. We also gained worldwide value share in our industry. We made a choice to invest in more and better marketing for our brands, increasing both the quantity and quality of our advertising. At the same time, we invested across our expansive beverage portfolio. We improved our position in the energy category with a strategic new partnership with Monster Beverage Corporation. We also expanded to nationwide the U. To these ends, we increased our efficiency and productivity while reducing costs. And we found new savings in our supply chain around the world. Evolving consumer tastes and preferences, coupled with sweeping innovations in the retail and supply chain landscapes, have created an environment in which speed, precision and empowered employees determine who wins in the marketplace. To seize this opportunity, we took steps to reshape our business. We looked hard at our operating structure and identified areas where we could be faster, smarter and more efficient. We removed a layer of functional management and connected our regional business units directly to headquarters. We streamlined a number of important internal processes and removed roadblocks and barriers that inhibited us from being as effective and responsive as we knew we could be. Among these brands are 20 that generate more than a billion dollars in annual retail sales. We also announced a transaction to form a unified new bottling partner in Western Europe and took action to improve our bottling system in Southern and East Africa, Indonesia and China.

## Chapter 3 : Strategic plan for coca-cola

*Coca-Cola trademark (includes Diet Coke and Coca-Cola Zero) earned around 40% of the company's total revenue. [1] While Coca-Cola is the most important product, it is only one of the 21 billion-dollar brands that the business owns.*

The Coca-Cola Add in library Click this icon and make it bookmark in your library to refer it later. Discuss the strategic planning and external environment of The Coca-Cola? It is delivered by the establishment of Coca-Cola, that is likewise sometimes alluded to as Coca-Cola or Coke. Irrespective of the reason that Coke has been the center point of urban critics criticizing the product for its evidently bounteous steps of "poisonous", or the "life risking" effects of its ingredients in the product yet it is the outstanding soda. About its wellbeing and the morals of the organization that delivers it, it is generally acknowledged as the most overwhelming soda on the planet today. Initially it was intended as a patent of pharmaceutical on creating at late 19th century; the product was bought by keen workforce in which forceful advertising strategies drove the product to its power of the world soda pop market all through the 20th century. Albeit confronted with allegations of unreasonable symptoms on the soundness of purchasers and monopolistic practices by its delivering organization, Coca-Cola has remained a prominent soda pop well into the first decade of the 21st century. There changes in regulations i. A huge multinational enterprise, for example, the organization need to maintain strict laws and enactment, this is inside of the America, as well as around the globe where they additionally have an extensive impact in the worldwide business sector. Moreover, inside of the America no organization by law can have syndication control inside of their business segment, which has been an issue for the organization. This monetary element influences the organization in light of the fact that a greater segment of its operations are in China. On the off chance that the economy in China is disintegrating, it would influence the organization also. The company is a substantial multinational organization and has operations everywhere throughout the world, accordingly giving occupations. For instance, it can be said that every occupation at the company makes ten further occupations in different business parts " particularly in the supply business, transportation and retail. The organization contributes a sum of 40 million euros to secure aggressiveness in Europe and Austria as a business area in the long run. The principle social changes that will influence Coke in the United Kingdom incorporate, moves in buyer taste and pay, and in addition expanding wellbeing concerns, VIP impact, and mechanical advances that change the way customers identify with brands, for example, coke. These social components push organizations in the sodas business sector to broaden their item range, to pander to a more extensive and more assorted demographic. Eating regimen coke speaks to more wellbeing conscious clients, searching for low calorie elective. The Company takes the advantages of innovation as far as possible. The abnormal state of advancement inside of the organization is utilized to keep its image new and important; the promoting strategies always show signs of change contingent upon seasons, occasions and focused on marker fragments, and in addition to suit scientific groups they are working in. And to in a roundabout way achieves clients with respect to advancements. Because of improvement in innovation, the firm had the capacity address the issues of their surroundings mindful business sector fragment; in the organization presented greener containers and bundling. The organization likewise utilized change of innovation to outline free-form containers which permits the customers to make their own particular drink and in addition furnish the company with statistical surveying information which helps advancement of new item. The organization has tried to meet shopper requests as to turning into an all the more ecologically well-disposed brand. By setting up a Seven-Point rundown of objectives nearby WWF to be accomplished by , Coke is empowering the brand to appear to be in contact with customer desires from a moral perspective. Coke attempt their ecological endeavors copiously clear and accessible for customers to handle as they have committed a complete area of their site to their greener methodology and attention to their impacts on nature. This gives a business chance to coke to set up them as a brand, which has a personal stake in the welfare of the planet, and hence engage shoppers who are earth concerned. Coke confronting issues in India as a negative association with nature is clear. Coke is unfavorably influencing the welfare of the neighborhood, immature group in India, especially on ranchers through generation, where they depend on

substantial water utilization as a key fixing, which is both inefficient and dirtying. This is a danger to the brand in a becoming earth concerned world. The principle legitimate elements influencing Coke may be seen as changes in enactment and regulation in the United Kingdom and universal sodas business, and distinctive weight gatherings campaigning for all the more earth neighborly, or morally solid practices. For instance, activists have been said to be pushing for more government control over item naming and promoting guidelines. The establishment has a legitimate obligation to show fixings obviously and sincerely on their bundling. Subsequently key partners among laborers and administration staff need to be recognized Bryson, Advantages to the business are much more prominent in light of the fact that the early association of the different sorts of partners permits the venture to reflect and offset their diverse needs and perspectives. It helps to minimize the likelihood of contradictions and clash amid the execution about last choices that have been made. The company conduct yearly gatherings, quarterly roadshows and results briefings, webcasts, continuous dialog with investigators and financial specialists; The needs of the employees engagement and qualities record overviews, quarterly president business overhauls, yearly initiative gathering, representative interchanges, singular improvement arrangements, wellbeing and security correspondences projects, group and dynamic way of life tasks, Worker Lives up to expectations Board, informant hotline. Incalculable outside occasions can affect your organization. While it would be difficult to consider each possibility, examination of the outside strengths encompassing your organization can help you get ready and react to the more extensive waves of progress. Organizations that work in various nations are tested to likewise dissect and acclimate to the political, monetary, social and mechanical changes in every nation of operation. Progression in innovation is persistent in every bearing. Organizations must be sufficiently deft to stay aware of changing patterns in regards to how clients convey and conduct business on the web. This suspicion regularly is genuine due to the experience bend; expanded relative piece of the overall industry infers that the firm is pushing ahead on the experience bend in respect to its rivals, accordingly adding to an expense advantage. A second presumption is that a developing business obliges interest in advantages for increment limit and consequently brings about the utilization of money. Hence the position of a business on the development offer lattice gives an evidence of its money era and its money utilization. The four classifications are disclosed with in respect to the organization Refreshments Dogs- Pooches have low piece of the overall industry and a low development rate and accordingly neither create nor devour a lot of money. In any case, mutts are money traps as a result of the cash tied up in a business that has minimal potential. Such organizations are contender for divestiture. For instance new drink reach propelled by coca cola drinks "Sprinkle mango, apple" in spite of the fact that with extraordinary notice spending and advertising in the begin, was not able to catch a piece of piece of the overall industry which was at that point under the business sector pioneer in packaged mango squeezes now with low ads spending plans and low showcasing costs, the piece of the pie of sprinkle did not developed and is neither producing much benefits for the organization. The outcome is extensive net money utilization. A question mark can possibly pick up piece of the overall industry and turn into a star, If the question mark does not succeed in turning into the business sector pioneer, then after maybe years of money utilization it will decline into a canine when the business sector development decays. Stars - Stars create a lot of money in view of their solid relative piece of the pie, additionally expend a lot of money in light of their high development rate; accordingly the trade in for spendable dough every bearing roughly nets out, e. Cash cows - As pioneers in an adult business sector, money bovines show an arrival on resources that is more noteworthy than the business development rate, and in this way create more money than they expend. Such specialties units ought to be "drained", extricating the benefits and contributing as meager money as could be allowed e. As the case specified, Coke and Pepsi burn through a large number of dollars on promoting despite the fact that they are as of now the overwhelming organizations in the business. Hence, overwhelming venture on publicizing and advancements is fundamental for any new participant to change persevering clients tastes and to pick up brand acknowledgment. Bargaining powers of Suppliers The haggling force of suppliers is low. The majority of the materials for creating soda are wares, for example, sweetener, aluminum jars, and plastic jugs and so on. Coke and Pepsi have the flexibility to choose the suppliers. They face low exchanging expense, which permit them to change its suppliers effortlessly with no value distinction. Hence, the suppliers of the things have for all

intents and purposes no dealing control over evaluating. Bargaining powers of Purchasers The bartering force of purchasers is powerless. Purchasers of Coke and Pepsi comprise of both direct purchaser and backhanded purchasers. Bottler, the immediate purchaser, is bolted into contracts that give concentrate makers the ability to set costs. Furthermore, roundabout purchasers like markets, comfort stores, eateries, and distributing are profoundly divided.

## Chapter 4 : Five Strategic Actions: The Coca-Cola Company

*The Coca Cola Company Market Plan Marketing plan for a coca cola company Analysis of company situation: Introduction of Coca Cola Company: The Coca-Cola Company is a beverage company that is publicly listed on the New York stock exchange.*

In the further discussion the mission, vision, and the value statement of Coca-cola is analyzed. To achieve a significant level of competitive advantage, it is highly essential to develop core competencies that are not easy to be replaced by other organizations. The report focuses on the strategic plan of Coca-Cola. The company has grown drastically over the past years by expanding itself internationally, developing innovative packaging, introducing new brands, extensive recognition and a widely distributed network. The company in order to maintain its competitive advantage always tries to maintain a balance between its internal, as well as, external environment. With the extensive use of SWOT analysis, a company can prepare contingency plans for the uncertain situations. Along with this, it also helps in increasing the customer loyalty that basically provides the company with increased goodwill and social image. The PESTLE analysis also conducted provides a good knowledge of the ways the company complies with various external aspects. The report also discusses various strategies adopted by the organizations like grand and generic strategies. Along with this, recommendations for the Coca-Cola are also discussed in terms of strategies it should adopt to create more brand awareness and to have increased profitability. Further, the implementation of contingency plans regarding the risks associated with Coca-Cola is also discussed. The company sells approximately 1. Its brand symbol is a white and red trademark. John Styth Pemberton in Asa Griggs Candler bought the formula in , and the company was incorporated in Mission The mission of the company is to refresh the world, mind and the body along with spreading happiness through their brand and to inspire optimism among people. Along with them, the company aspires to create value for its product and to make its product stand out of the market Staff, Vision Vision is the farsightedness of the company, which the company aspires to create in the future. For the accomplishment of its vision, the company has set certain objectives and included it in its 6 P. They are people, portfolio, partner, planet, profit and productivity. Vision for its people is to provide a greater place for its employees by inspiring each other. Company offers a portfolio of drinks to its customers and it inspires to satisfy the desire of every individual by doing so Staff, It aspires to build an environment of trust and loyalty so that good relation can be maintained which will help the business in the long run. It aims to build a sustainable environment by being a committed citizen in the global world. Its aim is to provide a profitable share to its shareholders and aspires to be a productive one. Values The company follows six core values to shape and support its work. Environmental Scanning of Coca-cola The internal analysis of Coca-Cola helps in identifying the existing strengths and weakness of the company so that they can be improved, as well as, utilized with uncertain opportunities and threats. The SWOT analysis Strengths The inter-branding in Coca-Cola has made it the best brand on a global basis and has also provided it with increased value. It is also a very popular brand that is not compared easily and is preferred on a very large scale Frampton, Customer loyalty has also provided the company the biggest strength that helps it in penetrating the market in a more intense manner. The introduction of a new concept called Corporate Social Responsibility CSR by the company has boosted its image in social context. CSR practices include recycling, packaging, energy conservation, active healthy living, and water stewardship. Apart from this, the distribution channels and extensive marketing and advertising policies have provided the company with greater brand image and thus, help the company in retaining its customers Jurevicius, Weakness The company in-spite of having a good image for drinks like Sprite and Coke has certain drinks that are not addressed to the public. The basic reason of this is the lack of advertising in certain drinks like C2 drink Defranco, A major issue of health is also encountered by the company. The company is found using harmful ingredients in its drinks and is also blamed for using higher water consumption in the water scarce regions. Slowly and gradually people are becoming more conscious about their health and weight due to which the company has suffered from reduced customer loyalty and Solution Summary The expert examines a strategic plan for Coco-Cola.

*COCA-COLA COMPANY, THE SWOT ANALYSIS SWOT ANALYSIS The Coca-Cola Company (Coca-Cola) is a leading manufacturer, distributor and marketer of Non-alcoholic beverage concentrates and syrups, in the world.*

We must get ready for tomorrow today. It creates a long-term destination for our business and provides us with a "Roadmap" for winning together with our bottling partners. Our Mission 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. Our 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. Be a great place to work where people are inspired to be the best they can be. Nurture a winning network of customers and suppliers, together we create mutual, enduring value. Be a responsible citizen that makes a difference by helping build and support sustainable communities. Maximize long-term return to shareowners while being mindful of our overall responsibilities. Be a highly effective, lean and fast-moving organization. Our Winning Culture Our Winning Culture defines the attitudes and behaviors that will be required of us to make our Vision a reality. Live Our Values Our values serve as a compass for our actions and describe how we behave in the world. The courage to shape a better future Collaboration: Leverage collective genius Accountability: Committed in heart and mind Diversity: As inclusive as our brands Quality: What we do, we do well Focus on the Market Focus on needs of our consumers, customers and franchise partners Get out into the market and listen, observe and learn Possess a world view Focus on execution in the marketplace every day Be insatiably curious.

### Chapter 6 : Coca Cola SWOT Analysis (6 Key Strengths in ) - SM Insight

*strategic marketing plan: coca cola company Conclusion The Coca Cola Company is currently one of the biggest and most recognized soft beverage brands in the world.*

Do these components complement the strategy? Why or why not? Follow the format below: If you have never written an executive summary before, or would like a refresher, check this website: State the main purpose of the paper thesis statement , what you hope to accomplish, and how you will go about doing it. The "meat" of the paper. Emphasize analysis, not just description. Delineate separate topics or sections with headings. The Coca cola Company has an organizational design which is divided into two operational groups namely Bottling Investments and Corporate. Each of these is divided into geographic regions. The decision making is decentralized. The strategic control system are related to the control Coca cola Company has over its bottling partners. The strategic control that Coca cola Company has is over its quality. It needs to ensure that bottlers use high quality materials, latest technology, and skilled employees for production. The primary human resource concerns are that to prevent racial discrimination in the US. Further, there have been bottling plant murders in countries like Guatemala, and Columbia. There have been criminal anti-union activities in Turkey, China, and Mexico. Coca cola Company has the mission of refreshing the world, inspiring moments of optimism and happiness, and to create value and make difference. The strategy of the company is differentiation using its brand image and distinct products. The organza tonal components crucial to implementation are organizational design, key strategic control systems, human resource concerns, and cultural factors. As Coca cola Company grew all over the world there was an increasingly higher need for changing the organizational design. The current organizational design is a decentralized design in which the decision making has been delegated to the regional level. Cultural factors are looked into in detail.

**Chapter 7 : Strategy Implementation for Coca-Cola**

*Tactical planning is a process by which companies determine and prioritize strategic initiatives. These initiatives include what markets to enter, what products to introduce and how to compete with other companies more effectively.*

Vrontis The Marketing Review, , 3, www. Moreover, this paper looks at the strategic international positioning of Coca-Cola by utilising a number of models. Coca-Cola, global, international, strategy, positioning, adaptation, standardisation, AdaptStand, AdaptStandation, international, marketing, Introduction If we consider business to be akin to war, then perhaps there is no better starting point than the writings of Sun Tzu [circa B. Written over two millennia ago, it is still valid in the modern world, not only in military terms, but also in business. And, therefore, those skilled in war bring the enemy to the field of battle and are not brought there by him. One able to make the enemy come of his own accord does so by offering him some advantage. And one able to stop him from coming does so by preventing him. Thus, when the enemy is at ease, be able to tire him, when well fed, to starve him, when at rest to make him move. Strategy and organisational effectiveness are essential to the success of any organisation, but they are both very different. Strategic positioning, is a unique approach that integrates both strategy and organisational effectiveness in a way the serves to differentiate an organisation in its market place and drive success. An Overview The Coca-Cola Company, founded in , is the world leading manufacturer, marketer and distributor of non-alcoholic beverage concentrates and syrups. Its headquarters are in Atlanta, Georgia. Its subsidiaries employ nearly 30, people around the world. It is one of the most visible companies in the world. But how has this been achieved and how does Coca-Cola continue to hold their position in the soft drinks market? Coca-Cola Company, Annual Report, It is a business with a popular, affordable product, with a strong foothold in many countries The Strategic Positioning of Coca Cola The global soft drinks market is dominated by 3 household names: This is illustrated in table 1 below. This message is emphasised many times over by the Coca-Cola Company. The Coca-Cola Company is recognized all over the world. Their core brand, Coca-Cola, leads this recognition, but when needed, they are also very much a local operation, meeting the demands of local tastes and cultures with more than brands in nearly countries. Whilst Coca- Cola run a global business, it always emphasises that they wish to stay local. Independent business people, who are native to the nations in which they are located, with some exceptions locally own bottling and distribution operations. Consumers will have different experiences, given their personal preferences and location. Coca-Cola is adjusting its approach both at a strategic and a tactical level so that it can tap into these differences and provide the appropriate marketing activities and beverages to connect with consumers www. They point to four reasons why market share might be linked to increased profitability. Firstly, scale economies coupled with an increase in the learning experience resulting in the most effective and efficient use of production techniques and technology. Secondly, customers are unwilling to take risks and will therefore stay with the main market player due to the comfort factor Demetris Vrontis and Iain Sharp that prevails. Thirdly, due to the influence and dominance the leader has in the market it is able to use its position to negotiate lower pricing with suppliers and to command higher market price for its products. The fourth reason is that the market leader has in place excellent management teams and it has successful procedures and processes developed throughout the organisation. Mesadag argues that global marketing is a particular form of international marketing which "in its truest form does not exist. Others state that when a company pursues a global strategy, it looks at the world market as a whole rather than at markets on a country-by-country basis Jeannet and Hennessey, Levitt argues that the optimum global strategy is to produce a single standardised product and sell it through a standardised marketing programme. The challenge for the global corporation is to achieve low cost operations and also to produce products of a high standard. This strive for low cost through standardising products is key and will result in growth for the corporation. Companies that dominate small domestic markets will gradually be eased out by the low cost producing global corporation. Kogut in his perspective of global strategy, emphasises strategic flexibility, whilst Collis has summarised global strategy in the following 4 points: The acid test is whether a business is better off in one country by virtue of its position in another. The Strategic Positioning of Coca Cola Douglas

and Wind argue that the assumption of a consistent model of market and customer behaviour existing across the globe is not universally accepted. They claim that this outlook focuses on the product product orientation and not on the customer marketing orientation. The factors that favour globalisation are issues such as cost economies, transport costs and networks, learning and experience, technological and operational capacity. These issues however have factors working against them that serve to fragment markets such as trade barriers and tariffs, communication links, raw material differentials, different market demand and differing competitive circumstances. It is therefore apparent that localised adapted production and promotion is necessary and must remain.

**The Strategic Environment and Strategic Positioning** The fundamental question that the term strategic positioning asks is, what is a good strategy? What factors should be considered in strategic positioning and tactical implementation? For strategists and marketers alike, considering strategy development whether for the domestic or international market ample consideration should be given to those elements external to the company over which they have little or no control. This is illustrated in figure 1 that follows. The Macro, Meso and Micro Environment Businesses faced with the prospect of trading beyond the confines of their national boundaries have to also decide whether to standardise, or adapt their propositions for specific markets. This by default has implications for the associated marketing mix and hence the overall strategic positioning and tactical stance which is adopted. It represents a very real tension between the profitability promised through cost effectiveness, which is greater when activities are controlled centrally, and the market effectiveness that is promised if the offering is differentiated to meet the needs of each geographic segment. Each element within the marketing mix can therefore be adjusted in order to gain optimum environment fit and consequently meet customer diverse needs and wants. Levitt takes the opposite view and suggests that the global competitor will seek constantly to standardise his offerings everywhere. He will digress from this standardisation only after exhausting all possibilities to retain it and he will push for reinstatement of standardisation whenever digression and divergence have occurred. He argues that the most effective world competitors incorporate the same kind of products sold at home or in the largest export markets. Vrontis , the main supporter of integration, argues that the debate on adaptation and standardisation is a huge one and suggests that the exclusive use of either approach is too extreme to be practical. The truth lies in neither of these two polarised positions. Both processes, internationalisation and globalisation, coexist and the decision on standardisation or adaptation is not a dichotomous one between complete standardisation and adaptation. Rather it is a matter of degree and there is a wide spectrum in between that the international marketer should be aware. It also reveals its level of standardisation and adaptation with number zero describing complete adaptation and number five complete standardisation. Any other number lies in the middle of the continuum.

**An Integrated Approach** Figure 2. Adapted from Vrontis Demetris Vrontis and Iain Sharp Adapt international Each bead can be moved in either Standardise global direction along the continuum Product Price Place Promotion People Physical evidence Process The mathematics underpinning this model is quite rudimentary. If the positions of all the beads are summed, a score of Coca-Cola Quantified This pictorial representation reveals that the mean is further towards the standardised extreme than the adapted extreme. In this example 3.

Porter and Doyle are both proponents of positioning strategy. Porter considers the external factors, which impact upon a firms competitive positioning. Doyle refers to the choice of target market segment which describes the customers a business will seek to serve and the choice of differential advantage which defines how it will compete with rivals in the segment. **The Strategic Positioning of Coca Cola** Porter claims that competition is at the core of success or failure of the firm and that a successful competitive strategy can establish a profitable and sustainable industry position. He claims that there are two fundamental questions underlying the choice of a competitive strategy: According to Porter there are five competitive forces that will govern the rules of competition and these rules will prevail in any industry both in domestic and international markets. The five forces are: Similar to Entry Barriers supermarkets Low buyer bargaining power. Porter 5 Forces Model Source: Porter, So, what is a good strategy? Can a firm position itself in order to gain competitive advantage over its competitors? Is there a specific position a firm should take in order for its strategy to be successful? Rumelt , states that competitive advantages can normally be found in superior resources, superior skills or a superior position. Resources and skills enable a firm to do more, or do it better

than the competition. Different resources and skills will be required dependant on the industry or market segment. Positional advantage is how the arrangement of these resources and skills are used to out manoeuvre the competition. Positional advantage Demetris Vrontis and Iain Sharp can be gained by forward planning, greater skill and resources, or luck! Once a dominant position is gained it is difficult for the competition to dislodge the incumbent firm provided the position merits continuation and that it is extremely costly for competitors to take over. As long as environmental forces remain constant position can remain constant. Positional advantage can take the form of size or scale, differentiation from competitors and successful trading names. To be successful, a company needs to get both its strategy and tactics working in harmony to provide the optimum return bounded by efficiency McDonald and Leppard, Both strategy and tactics should be designed after a careful consideration of the situational environment. It is apparent from the following figure figure 5 that businesses finding themselves to the left of this matrix are destined to die, strategy being the key factor as to how quickly. Strategy Tactics Grid Source: This positioning will determine the competitive advantage a firm can have namely, low cost or differentiation against competitive scope at the broad or narrow market see figure 6. Porter Generic Strategy Grid The use of a differentiation strategy is where the firm attempts to be diverse from its competitors by adding something to its product that will provide a unique value to its customers. There are also various ways a firm can differentiate depending on the industry it is in, however the costs of this differentiation policy must be lower than the additional pricing the firm can obtain. Differentiation for Coca-Cola is achieved through perceived superior quality product, which surpasses their nearest rivals, and high brand image and recognition. The company has also used their promotion and packaging as a means of further differentiation, for example, the Coca-Cola bottle, which has become an internationally recognised symbol. They capitalised on a resource that none of their competitors had or have as an asset. They can, therefore, adopt a premium pricing policy in many markets where economic conditions allow. It should also be noted that Coca-Cola is positioned in the Cost Leadership quadrant. Aaker points out that there are several approaches a firm can take to become a low cost producer, which can be used in isolation or as a combination. The danger in this strategy is that the way is paved for a feature war. The design or make up of the product can create cost advantages, for example, the use of alternative materials.

### Chapter 8 : How Coca Cola Uses Tactical Planning | Bizfluent

*Current strategic plans of Coca Cola company: Strategy formulation and implementation: The organization's business strategy is defined as a set of objectives, plans, and policies to compete successfully in its markets.*

### Chapter 9 : Strategic Planning: The Coca-Cola

*View Coca-Cola-Strategic-Plan from STR at University of Phoenix. Table of Contents Strategic Intent.1 Mission.1 Vision A Winning Culture.1 Core Values.2 Business.*