

# Coca-Cola Company

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# Stage 1

# Company Description

- The Coca-Cola Co. (NYSE: KO) is a public total beverage company with products sold in more than 200 countries and territories. The Coca-Cola Co. is a nonalcoholic beverage company, which engages in the manufacture, market, and sale of non-alcoholic beverages.
- Their portfolio includes Coca-Cola, Sprite, Fanta and other sparkling soft drinks. With over 770,000 employees creating all types of beverages, Coke even owns the rights to hydration, sports, coffee and tea brands including Dasani, Smartwater, Vitaminwater, Topo Chico, Powerade, Gold Peak, and BodyArmor. Including nutrition, juice, dairy and plant-based beverage brands such as Minute Maid, Simply, Del Valle, and Fairlife.
- Fast facts: 225 bottling partners, 900 bottling plants, 30 million retail outlets, and 7 billion dollars invested in system capital expenditures in 2021.

Refresh the world. Make a difference.

- Focus of their vision: creating loved brands, done sustainably, for a better shared future.
- Vision: to craft the brands and choice of drinks that people love, to refresh them in body and spirit. Done in ways that create a more sustainable business and better shared future that makes a difference in people's lives, communities and our planet.

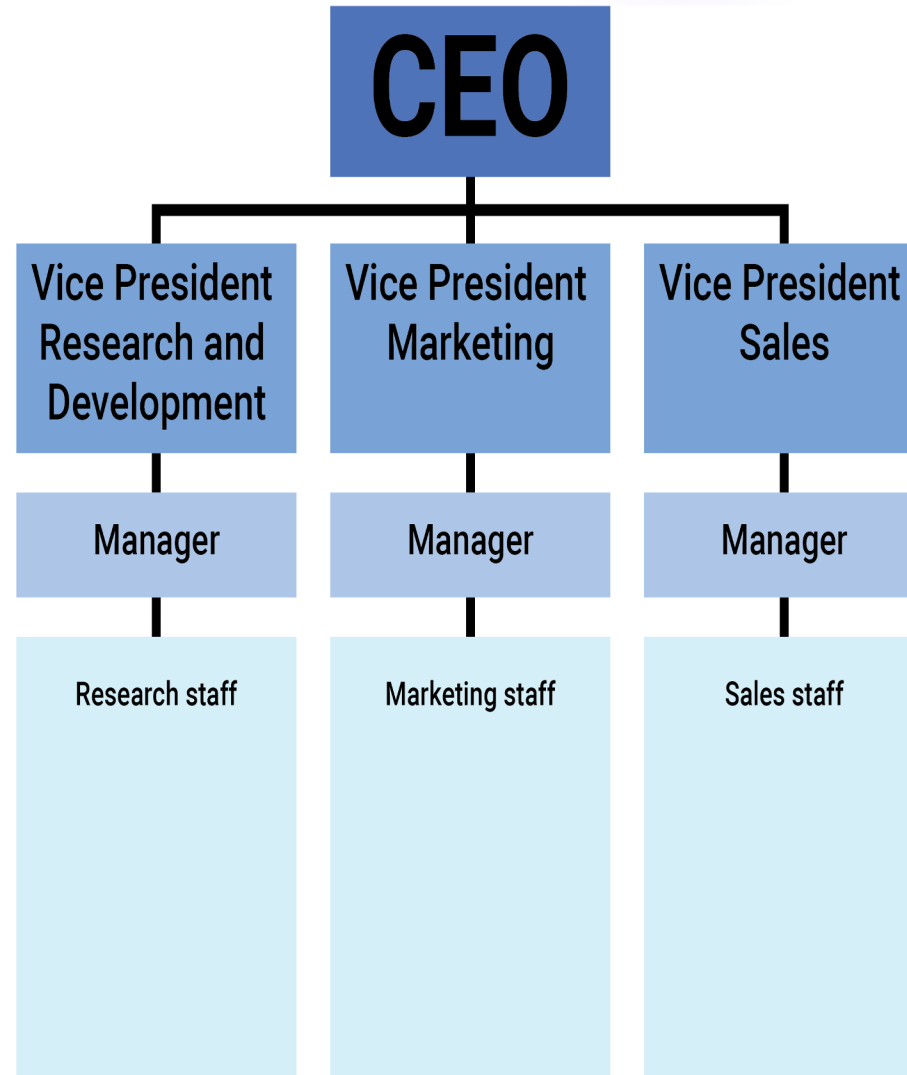
# Values

- Diversity, equity and inclusion
- Equality
- Human and workplace rights

# Organizational Chart

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- Tall (Vertical) Structure
- CEO on top
- Upper Management are decision makers
- Middle Managers make routine decisions
- Regional, Product, & Function Divisions



ex. Vertical Organization Structure

# Managers

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- James Quincey - CEO
- John Murphy - President and Chief Financial Officer
- Manuel Arroyo - Global Chief Marketing Officer



James Quincey

Chairman and Chief  
Executive Officer



John Murphy

President and Chief  
Financial Officer



Manuel Arroyo

Global Chief Marketing  
Officer

\*from the Coca Cola Company website



# Manager job descriptions

## James Quincey

Quincey is responsible for all of the “company’s operating units worldwide”. He also works to expand Coca Cola’s brand portfolio across the world.

## John Murphy

Murphy is responsible for “representing the company with multiple stakeholders, including investors, lenders, and rating agencies”.

## Manuel Arroyo

Arroyo is responsible for global marketing for Coca Cola including Human Insights, Integrated Marketing Experience, Marketing Operations and Capabilities and Marketing Performance.

# Analysis of managerial skills

## Strategic Planning

Coca Cola formulates five year long term plans as well as short terms plans within the year for the company. They do this to have a strong “strategic vision” over a long period of time but also to remain flexible for changes in its external environment.

## Feedback

Targets are created for all employees through planning and feedback is periodically given for how these targets were or were not met. This feedback is then used in decision making for future planning.

## Leadership

Coca Cola implements a democratic and laissez faire approach to leadership in their company. Monetary and non-monetary incentives are used to motivate employees to meet their targets (such as bonuses, commissions, vouchers for vacations and holidays, etc.)

# Analysis of managerial skills (cont.)

## Organizing

Employees with “similar skills and common work functions” are grouped to work together. They use this method to avoid “redundancies in problem solving processes”.

Managers have high autonomy to allow them to make decisions which they think will help them meet their goals within their micro departments.

## Controlling

Periodic reviews of performance is conducted to evaluate if employees are meeting their targets and their compliance to management.

# Recruiting advertisements



**Coca-Cola Beverages Africa**  
Nairobi Bottlers Limited

**COCA COLA COMPANY CASUAL WORKERS JOBS OPENINGS**

The Coca Cola company is urgently recruiting **9400** workers who will be paid between Ksh.**850** - Ksh.**1250** per day. The coca company is undergoing massive expansion and needs employees in branches across the **47** counties, this is in preparation of a higher demands season which normally begins in **June 14** . we are recruiting atleast **200** workers per county.

**THE AVAILABLE OPPORTUNITIES ARE AS FOLLOWS;**

>Cleaners and Office Messenger	>Drivers and Marketers
>Gaurds and Machine Operator	>Tea Girls and Warehouse Supervisors
>Receptionist and Secreteries	>Loaders and Offloaders
>Store Keepers and Distributers	

Call or WhatsApp : **0787705801**

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**QUALIFICATIONS**

- 1.Must be **18** years and above.
- 2.Must be well conversant with **English** or **Kiswahili**.
- 3.Most opportunity requires std 8 certificate but any experience is an added advantage.

**Note:**

- \*All casual workers will be paid a **fix** amount of Ksh.**850** - Ksh.**1250** per day all the country.
- \*Job **cards** and company **uniforms** will be given for free to all company workers.
- \*Interview dates will be to all applicants who have **managed** to book for the job opportunity
- \*Work begins **immediately** as will be directed by our branch coordinators.

For more inquires call or whatsapp: **0787705801**    **Only shortlisted applicants will be contacted**

Coca cola offers multiple positions within their company.

- Supervisors
- Operators
- Secretary
- Marketers
- Drivers
- maintenance

# Key Competitors

# Nestlé



pepsi

 **Keurig  
Dr Pepper**

# Market Standing / Market Position

Coca Cola is a “key global player in the beverage industry. Their headquarters are located in Atlanta, GA and have over 200 bottling partners all over the world. They are “consistently ranked as the top soft drink brand worldwide”.

- Brand value = over 74 billion USD
- Revenue share in North America = 34.1%
- Market share as of 2021 = 46.3%
  - Since 2004, Coca Cola has held at least 41.8% of the market share

## Stage 2



# External Factors



External environmental factors:

- Customers/Buyers: Chained Food, Large Stores.
- Substitutes: Consumers have tons of beverage options
- Technology
  - Machinery is needed for production.
  - Social media is important for advertising



# External Environmental Factors

Opportunity or threat to company?

Competitors:

- As we all know, PepsiCo is the main competitor. Both companies are alike in many aspects from price to flavor. However, when looking at product diversification, PepsiCo offers other options such as healthier beverages. Coca Cola offers very limited options, mostly soft drinks.

Customers:

- Coca Cola company has provided loyalty to their customers, creating a strong relationship and popular fanbase.
- Coca Cola has a strong global presence and distribution network.

# Internal Cultural Factors

What does this tell us about the company culture?

- Being known worldwide has allowed a company like Coca Cola to expand beyond first world countries.
- The products are also affordable which is more appealing to consumers creating a loyal customer base.

# Culture

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## Iconic Coca Cola bottle

- Widespread
- Advertising
- Style



# Stage 3

# New Product

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## Coca-Cola with Coffee

- Ready to Drink (RTD)
- Energy Drink/Coffee Market
- Flavors: Mocha, Vanilla, Dark Blend, Caramel
- “sips like a coke, finishes like a coffee”



# Audience

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## Young People

- Spend 3 hours a day on Social Media
- 7 Hours Average Screen Time
- High Exposure to Influencers





# Strategies & Tactics

- In-person: Trade shows/Expos
  - Nation Association of Convenience Stores Show
  - Celebrity Influencer (ex. Lebron James, Sprite)
  - Taste Testing (Product Testing)
  - T-shirts Advertising the Product
- Online: Social Media Advertising
  - Create Facebook/Instagram/Tiktok Accounts
  - Pay Influencers to Promote
  - Facebook/Instagram/Tiktok Advertisements
- Traditional Media: TV Advertising
  - Celebrity Influencer
  - Rememberable Ads (ex. Dr. Peppers CFB Ads)
  - Tagline at the End



# Reason for Strategies

In-person: Expos & Trade Shows

- Instant feedback, creates hype, t-shirts

Online: Social Media

- Huge footprint, influencers

Traditional: TV Advertising

- Exposure to wide range of people





# Stage 4

# Original Business Decision

Originally: Coca-Cola sought out to develop the best soda brand anywhere in the world.

Background:

- Its early days consisted of being a drink for ailments sold only in a small pharmacy in Atlanta.
- Developed the secret formula to many great soda and other beverages
- Coca Cola had diversified into juice brands, dairy products, energy drinks, and many more at this point.
- Coffee was not even close to being on the list of drinks to sell to its large audience.

Outcome: The Coca-Cola Company became a mega-company off of its original decision to make certain types of drinks before coming to the idea of buying out a smaller UK coffee brand.

# Our Decision

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Diversify into making and distributing coffee all around the world

**Define the Problem:** Not in the rapidly growing coffee industry

## **Alternatives:**

- 1) Continue doing what we have for the past so many years
- 2) expand more into industries we are already in
- 3) start own coffee brand from scratch

## **Evaluate Alternatives:**

- 1) Not as much of a return on investment if we stick with the same, lack of growth opportunities,
- 2) Market share may grow too big and lack of competition could hurt our profits
- 3) Limited resources to build up own brand from current infrastructure

**Make The Decision:** We have made the decision to expand into the coffee industry that will further our company's goal of achieving growth for years to come

**Implement the Solution:** We will buy “Costa Coffee” or the 2nd Largest coffee retailer in the world

**Evaluation of our Decision:** 15% sales volume growth in the coffee beverage category has led the way among other beverage categories The Coca-Cola Company operates. The result turned out pretty great! We are very glad we made this decision.

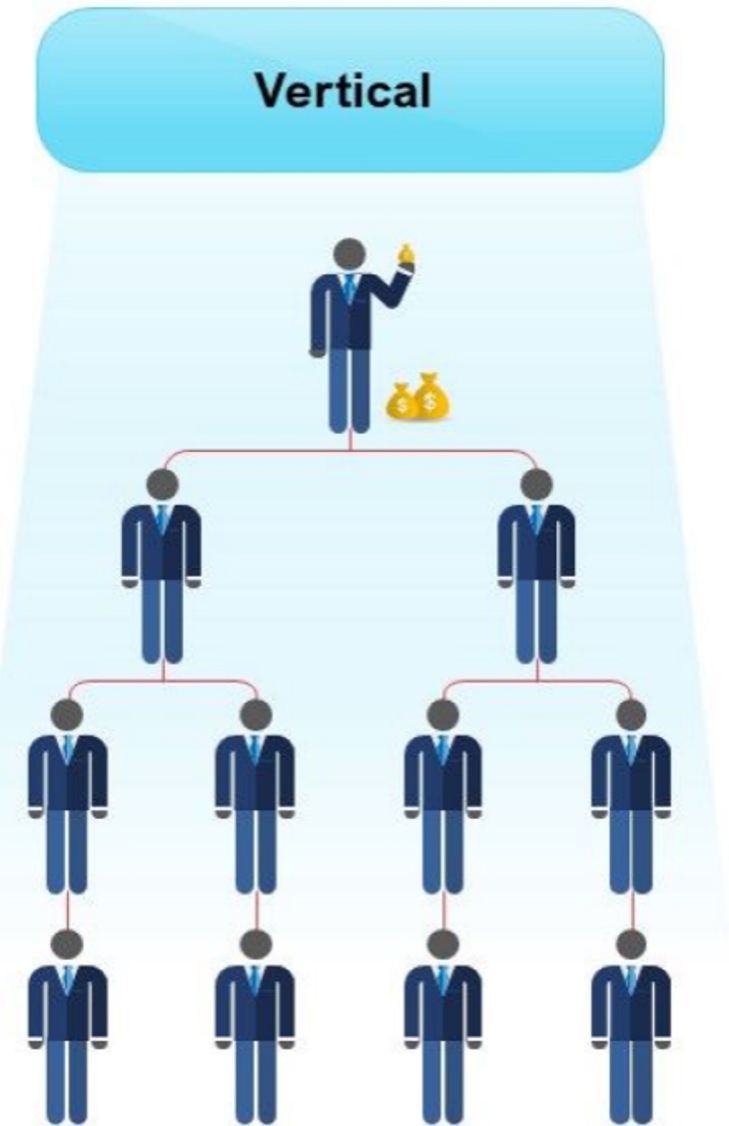
# Insight

- In making such a large decision, there are so many options and pathways to consider and then choose from.
- Opening up to new ideas allows for management to take a step back
- It is important to view the company from this perspective because it gives us a better top down understanding of where we can change as an organization.
- Using this six-step approach allows us to make more deliberate, thoughtful decisions, that will increase our chances of achieving the best alternative possible

# Stage 5

# Organizational Structure

- Vertical
- Pyramidal top-down structure
- CEO, president or owner at the top
  - All major decisions about marketing, sales, and customer service standards
  - Communicate decisions to middle management
- Middle section - managers and supervisors
  - Be responsible for telling employees work processes to achieve desired goals
- Bottom section - regular employees





# Why Vertical

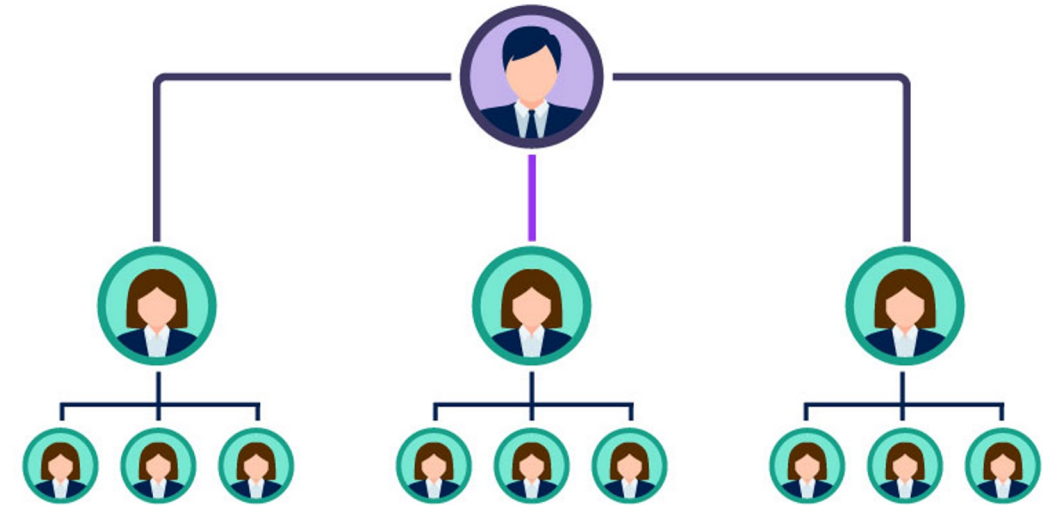
- Clear lines of authority and control leads to high operating efficiency
- Small departments allow managers to closely monitor and control activities of subordinates
- Each layer has its own clearly defined functions and responsibilities
- Employees seeking advancement within the organization have a clearly defined "career ladder"
  - With each layer of the organization representing another rung the employee attempts to reach.



# Rejected Structure

- Few managers
- More authority is granted to employees
  - Allows employees to make important decisions without needing approval from a manager
  - Collaboration and decision making only occurs formally with vertical structures, while in horizontal companies, employees can make a decision during the company's daily operation
- Employees get more responsibility, without expectation of more benefits
  - Eventually leave due to lack of advancement

Horizontal Organizational Structure





# Stage 6

# Motivational Theory

## Reinforcement Theory

**When behaviors or actions are rewarded they are likely to be repeated, and behaviors that are punished are less likely**

positive vs negative reinforcement



# Our Plan

Utilize positive reinforcement to encourage employee ideas and process improvement

Primary goal

foster bright ideas for the future of the company

Winning ideas will be rewarded off of the idea's success in execution

Each idea will be reviewed by managers and team leads. Selecting the best and most feasible

~6 month duration (January 1st - June 30th)

Theme: pre holiday season improvements

Schedule - Submissions due March 30th, full idea implementation June 30th



# Rewards

## Sale commissions

the employee will receive 5% of sales collected from their idea

Ideas will be rewarded fairly

more successful ideas will receive a higher reward  
measure of performance



# Communication

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Team leaders will discuss the new reward system with employees  
questions will be answered  
higher clarity and elaboration

Repeated reinforcement by managers

Email to all participating employees



# Implementation

## Implementation Process

employees must present discuss their idea with their team lead or manager

Managers will weigh and discuss each idea

- feasibility
- opportunity cost
- market research

pilot tests

winning ideas will be selected



# Stage 7



# Diversity

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Diversity in management = acknowledging people's differences and recognizing these differences as valuable

Benefits:

- a diverse set of employees bring different talents, experiences, and skills to the company
- helps attract more talent to the company
- betters the company's reputation and brand



# Diversity in Coca Cola

Coca Cola has been very successful in diverse hiring as they hire and manage within each operation locally

- women hold 30% of senior management jobs

- military partnership allows them to actively hire war veterans

- reserves a certain amount of jobs for young people

employs 130,000 people in over 200 countries

committed to spend \$1 billion with diverse partners

- more than doubling their spending with black-owned enterprise

- across U.S. supply chain (\$500 million) over next 5 years

# Recruiting Human Resources

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## Recruiting Strategies for Building a Diverse Workforce

This slide provides the recruiting strategies which will be implemented by our company to build diversity and inclusion within the organization.



This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

# Summary of Previous chart

Create policy

creates job listings, landing pages, candidate sourcing

Equal pay

pay transparency

Blind screening

Interview wide variety

allows you to reach a large, diverse audience

Socio economic assistance

employers must invest in their employees through training, certifications, benefits, etc. to help them thrive as they work in the company

# Diversity Plan - roughly a year

1. Preparation (8 weeks)
2. Create company wide policy and educate current employees (12 weeks)
3. Initiate an equal pay plan (4 weeks)
4. Sourcing (6 weeks)
5. Blind screening (4 weeks)
6. Selection (4 weeks)
7. Assistance and training (8 weeks)

# Further plan details

we would like to create a stronger effort for more employment that increases diversity and ensure equal pay/benefits for all employees

our plan would also further educate and train employees on DEI throughout the company

this plan would be costly with the most money spent in training, creating equal pay opportunities for all employees, sourcing for diverse hiring and the training and onboarding of the newly hired employees

it would also have the capability to reach hundreds of thousands of people as Coca Cola is one of the most popular companies worldwide and hires all over the world

# Stage 8



# Business and Roles

- Coca Cola Company
  - Advertising Department - Chase
  - Research and Development Department - Tinsley
  - Sales/Marketing Department - Ethan
  - Human Resources Department - Kevin
  - Operations/Manufacturing Department - Afi
  - Legal Department - Jackson

# Winner of negotiation deal

We decided on Tinsley's Plan...

One of the areas the Coca Cola company struggles in most, with room for opportunities, is bringing their products into developed nations and having higher product diversification. With the \$100,000 going to the Research and Development Department, the company could have a stronger focus on developing new products in their market and expanding to different markets.

With our group members all being in very different departments within the company, we presented each other with a lot of information and ideas as to where the budget surplus could best go. We prepared by doing some research into the company to find areas where they have room to grow and more opportunities. While we didn't have any conflict necessarily, we did talk through the pros and cons of everyone's ideas before deciding the research and development department could best use the money. Coca Cola is a very strong company in advertising and marketing with a great consumer relationship so it was clear to see how much more beneficial the money would be for the R&D department after talking through all our ideas. In this stage, our group learned that just talking through ideas and all the pros, cons, facts, etc. is most important when negotiating. We also learned that when having an open communication channel like this regarding the company, if ideas are rejected it's nothing personal but just in the best interest of the company.

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