**“A PROJECT REPORT” on**

**“ORGANISATION STUDY carried out at**

**Hindustan Coca-Cola Beverages Pvt. Ltd; Bangalore”**



**This project report is submitted in partial fulfillment for the**

**Requirement of “Bachelor of Business Administration”**

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**Declaration**

**I Manjeet Kumar do hereby declare that the project titled “Organization Study” carried out at “Hindustan Coca-Cola Beverages Pvt. Ltd.” Bangalore is an original work carried out by me under the guidance of Prof. Ramanathan H.R and has not been presented earlier for any other university for the award of degree in “Bachelor of Business Administration” in India.**

**Place: Bangalore MANJEET KUMAR**

**Date:**

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The successful completion of any task is incomplete without acknowledging the contributing personalities who both assisted and inspired and lead us to way of success.

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 **Table of contents**

|  |  |  |
| --- | --- | --- |
| **1****2****3****4****5****6****7****8****9****10****11****12** | **INTRODUCTION****OBJECTIVE OF THE PROJECT****METHODOLOGY OF THE PROJECT****THE FMCG INDUSTRY****COMPANY BACKGROUND****COCA-COLA INDIA****PRODUCT AT A GLANCE****THE PROJECT** **STAGE-1****STAGE-2****STAGE-3****STAGE-4****STAGE-5** **STAGE-6****SWOT ANALYSIS****CONCLUSIONS****RECOMMENDATIONS****BIBLIOGRAPHY** | **05-06****07****07****08-10****11-12****13****14-17****18****19-22****23-24****25-35****36-45****45-47****48-50****45-47****51****52****53** |

 **INTRODUCTION**

C

oca-Cola, the product that has given the world its best-known taste was born in Atlanta, Georgia, on May 8, 1886. Coca-Cola Company is the world’s leading manufacturer, marketer and distributor of non-alcoholic beverage concentrates and syrups, used to produce nearly 450 beverage brands. It sells beverage concentrates and syrups to bottling and canning operators, distributors, fountain retailers and fountain wholesalers. The Company’s beverage products comprises of bottled and canned soft drinks as well as concentrates, syrups and not-ready-to drink powder products. In addition to this, it also produces and markets sports drinks, tea and coffee. The Coca-Cola Company began building its global network in the 1920s. Now operating in more than 200 countries and producing nearly 450 brands, the Coca-Cola system has successfully applied a simple formula on a global scale: “Provide a moment of refreshment for a small amount of money- a billion times a day.”

The Food and beverages sector is witnessing recently large-scale transformation, huge advertisement spending, awareness campaign about the products and brands. Key factors to success are distribution and advertising. A large MNC in the food and beverage industry may be covering as many as 10 lakhs outlets across the country with the help of thousands of distributors.

The Coca-Cola Company and its network of bottlers comprise the most sophisticated and pervasive production and distribution system in the world. More than anything, that system is dedicated to people working long and hard to sell the products manufactured by the Company. This unique worldwide system has made The Coca-Cola Company the world’s premier soft-drink enterprise. From Boston to Beijing, from Montreal to Moscow, Coca-Cola, more than any other consumer product, has brought pleasure to thirsty consumers around the globe. For more than 123 years, Coca-Cola has created a special moment of pleasure for hundreds of millions of people every day.

For a sales person, the primary responsibility is to ensure optimal re-distribution of the product among the retailers in the assigned area. Simply put, they must ensure that all the brand-packs of all the products manufactured/marketed by the employer are available in as many retail outlets as possible in their area. If stock exhaustion is allowed to occur in any of the outlets, company is likely to lose end-consumers. During the sale of food and beverage, product display plays a very crucial role. It not only provides with a clear picture of products present at a particular outlet but also reduces their shelf life.

In today’s competitive environment companies tend to reach out to its customers in the best possible manner and convert prospective customers into permanent ones and thereby retain them. The customers for the Coca Cola Company would mean ‘dealers’ who are indeed the retailers in the market and they are the ones who would hence reach the consumer of the product. In this regard the company offers special schemes time to time. The **New Dealer Activation** is one of such schemes discussed in this report.

# RED OPERATION

The RED operation (right execution daily) is a tool used by Coca- Cola to measure sales team and distribution performance in the outlets with respect to all parameters execution. Through RED we strive to add values to our retailers and consumer through “Excellence in Execution” at the point of sales. In the CSD sector Coke and Pepsi are the two major competitors. There has been constant price war between the two to increase their sales volume Coca cola has taken Operation Red to increase its sales and gain a competitive advantage over Pepsi.

# OBJECTIVE OF THE PROJECT

* To understand the retail market of Coca Cola, its selling & distribution channels.
* To study the distribution system followed in food and beverage industry as a whole.
* Increasing sales volume by implementation of New Dealer Activation and study the RED concept, this is targeted specially at the point of selling.
* Analyze benefits of New Dealer Activation during the project duration.

# METHODOLOGY OF THE PROJECT

* **Field visits for the implementation of New Dealer Activation and study of Operation RED.**

The project would involve regular field visits to understand the market of Coca Cola as a whole, interaction with the retailers and hence target customers under the New Dealer Activation. Also Operation RED would be studied for the existing dealers of Coca Cola.

* **Secondary Data Research available from different sources**

Analyzing the secondary data available from sources like journals, internet, newspapers, material provided by Bengal Beverages etc. would help in compiling information about the company, its historic performance as well as strategies. Also it would help in the study of the various theoretical models.

* **Direct Interaction with the Potential Dealers under the purview of the scheme and interaction with the Distributors and survey.**

Direct interaction with the Potential Dealers and Distributors would help understand the mechanism of Distribution and intermediaries involved in the same.

* **Analysis of implementation of New Dealer Activation during the project**

An analysis with reference to the sales achieved under the New Dealer Activation during the project will be done on the completion of study.

 **THE FMCG INDUSTRY- A BRIEF INSIGHT**

F

ast Moving Consumer Goods (FMCG), also known as Consumer Packaged Goods (CPG) are products that have a quick turnover and relatively low cost. Consumers generally put less thought into the purchase of FMCG than they do for other products.

The Indian FMCG industry witnessed significant changes through the 1990s. Many players had been facing severe problems on account of increased competition from small and regional players and from slow growth across its various product categories. As a result, most of the companies were forced to revamp their product, marketing, distribution and customer service strategies to strengthen their position in the market.



By the turn of the 20th century, the face of the Indian FMCG industry had changed significantly. With the liberalization and growth of the Indian economy, the Indian customer witnessed an increasing exposure to new domestic and foreign products through different media, such as television and the Internet. Apart from this, social changes such as increase in the number of nuclear families and the growing number of working couples resulting in increased spending power also contributed to the increase in the Indian consumers' personal consumption. The realization of the customer's growing awareness and the need to meet changing requirements and preferences on account of changing lifestyles required the FMCG producing companies to formulate customer-centric strategies. These changes had a positive impact, leading to the rapid growth in the FMCG industry. Increased availability of retail space, rapid urbanization, and qualified manpower also boosted the growth of the organized retailing sector.

HLL led the way in revolutionizing the product, market, distribution and service formats of the FMCG industry by focusing on rural markets, direct distribution, creating new product, distribution and service formats. The FMCG sector also received a boost by government led initiatives in the 2003 budget such as the setting up of excise free zones in various parts of the country that witnessed firms moving away from outsourcing to manufacturing by investing in the zones.

Though the absolute profit made on FMCG products is relatively small, they generally sell in large numbers and so the cumulative profit on such products can be large. Unlike some industries, such as automobiles, computers, and airlines, FMCG does not suffer from mass layoffs every time the economy starts to dip. A person may put off buying a car but he will not put off having his dinner.

Unlike other economy sectors, FMCG share float in a steady manner irrespective of global market dip, because they generally satisfy rather fundamental, as opposed to luxurious needs. The FMCG sector, which is growing at the rate of 9% is the fourth largest sector in the Indian Economy and is worth Rs.93000 crores. The main contributor, making up 32% of the sector, is the South Indian region. It is predicted that in the year 2010, the FMCG sector will be worth Rs.143000 crores. The sector being one of the biggest sectors of the Indian Economy provides up to 4 million jobs. *(Source: HCCBPL, Monthly Circular, March 2008)*

**The FMCG sector consists of the following categories:**

* **Personal Care**- Oral care, Hair care, Wash (Soaps), Cosmetics and Toiletries, Deodorants and Perfumes, Paper products (Tissues, Diapers, Sanitary products) and Shoe care; the major players being; Hindustan Lever Limited, Godrej Soaps, Colgate, Marico, Dabur and Procter & Gamble.
* **Household Care**- Fabric wash (Laundry soaps and synthetic detergents), Household cleaners (Dish/Utensil/Floor/Toilet cleaners), Air fresheners, Insecticides and Mosquito repellants, Metal polish and Furniture polish; the major players being; Hindustan Lever Limited, Nirma and Ricket Colman.
* **Branded and Packaged foods and beverages**- Health beverages, Soft drinks, Staples/Cereals, Bakery products (Biscuits, Breads, Cakes), Snack foods, Chocolates, Ice-creams, Tea, Coffee, Processed fruits, Processed vegetables, Processed meat, Branded flour, Bottled water, Branded rice, Branded sugar, Juices; the major players being; Hindustan Lever Limited, Nestle, Coca-Cola, Cadbury, Pepsi and Dabur.
* **Spirits and Tobacco**; the major players being; ITC, Godfrey, Philips and UB.

 **COMPANY BACKGROUND**

C

oca-Cola was first introduced by John Syth Pemberton, a pharmacist, in the year 1886 in Atlanta, Georgia when he concocted caramel-colored syrup in a three-legged brass kettle in his backyard. He first “distributed” the product by carrying it in a jug down the street to Jacob’s Pharmacy and customers bought the drink for five cents at the soda fountain. Carbonated water was teamed with the new syrup, whether by accident or otherwise, producing a drink that was proclaimed “delicious and refreshing”, a theme that continues to echo today wherever Coca-Cola is enjoyed.

Dr. Pemberton’s partner and book-keeper, Frank M. Robinson, suggested the name and penned “Coca-Cola” in the unique flowing script that is famous worldwide even today. He suggested that “the two Cs would look well in advertising.” The first newspaper ad for Coca-Cola soon appeared in *The Atlanta Journal*, inviting thirsty citizens to try “the new and popular soda fountain drink.” Hand-painted oil cloth signs reading “Coca-Cola” appeared on store awnings, with the suggestions “Drink” added to inform passersby that the new beverage was for soda fountain refreshment.

By the year 1886, 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 grossed $50 and spent $73.96 on advertising. 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 1888, sold his remaining interest in Coca-Cola to Asa G. Candler, an entrepreneur from Atlanta. By the year 1891, 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, John Pemberton’s former partner Frank Robinson and two other associates, Mr. Candler formed a Georgia corporation named the Coca-Cola Company. The trademark “Coca-Cola,” used in the marketplace since 1886, was registered in the United States Patent Office on January 31, 1893.

The business continued to grow, and in 1894, the first syrup manufacturing plant outside Atlanta was opened in Dallas, Texas. Others were opened in Chicago, Illinois, and Los Angeles, California, the following year. In 1895, three years after The Coca-Cola Company’s incorporation, Mr. Candler announced in his annual report to share owners that “Coca-Cola is now drunk in every state and territory in the United States.”

As demand for Coca-Cola increased, the Company quickly outgrew its facilities. A new building erected in 1898 was the first headquarters building devoted exclusively to the production of syrup and the management of the business. In the year 1919, the Coca-Cola Company was sold to a group of investors for $25 million. Robert W. Woodruff became the President of the Company in the year 1923 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.

 **BOTTLERS**

O

ne of the main ways by which the Coca-Cola system throughout the world maintains a global brand with a local approach is its Bottling system. Since the Coca-Cola Company has over 2,400 products spread over 200 countries, its bottling system has to be the best. Before any Coca-Cola product reaches the consumer in any part of the world, it is produced, sold and distributed by a bottler from that region.

The Bottlers form the link between the brand and the customers and their services help the product reach the customers. The bottlers are local companies which assist the business to get an indigenous perspective which will help cater to its consumers in a far better way. Each bottler maintains a different method to serve their respective regions in an appropriate way.

 **COCA-COLA INDIA**

C

oca-Cola India has made significant investments to build and continually improve its business in India, including new production facilities, wastewater treatment plants, distribution systems and marketing equipment. During the past decade, The Coca-Cola System has invested more than US $1 billion in India, making Coca-Cola one of the country’s top international investors and in 2003, Coca-Cola India pledged to invest a further $100 million in its operations.

The Coca-Cola System in India includes 24 Company-owned bottling operations and another 25 franchisee-owned bottling operations that directly employ 5,500 local people and create jobs for another 150,000. The Coca-Cola Company and its independent bottlers have been engaged at the international, national and community levels to support programs that protect the environment, conserve water, promote education, and provide healthcare.

**Company Mission**

“To refresh the world in body, mind and spirit, to inspire moments of optimism through our brands and our actions, to create value and make a difference everywhere we engage.”

### Company Values

Leadership: “The courage to shape a better future”

Passion: “Committed in heart and mind”

Integrity: “Be real”

Accountability: “If it is to be, it’s up to me”

Collaboration: “Leverage collective genius”

Innovation: “Seek, imagine, create, delight”

Quality: “What we do, we do well”

 **PRODUCTS AT A GLANCE**

******COCA- COLA**

The biggest-selling soft drink in history, and the best-known product in the world. It is also considered as the World’s most valuable brand. From a humble beginning in the year 1886, it is now the flagship brand of the largest manufacturer, marketer and distributor of non-alcoholic beverages in the world.

The word 'Coca-Cola' itself is even thought to be the second most widely understood word in the world after ‘OK’!

******DIET COKE**

Introduced in the United States in 1982 and in Britain a year later, 'diet Coke' – or ‘Coca Cola Light’ as it’s sometimes known - is now sold in 149 countries across the world, with sales in Britain second only to those of the United States.

Whether diet or light, this is the soft drink for those who live life to the full and embrace a healthy lifestyle, and it's deliciously sugar free.

******THUMS UP**

Thums Up is a leading sparkling soft drink and most trusted brand in India. Originally introduced in 1977, Thums up was acquired by Coca Cola Company in 1993. It is similar in flavor to other colas but has a unique taste reminiscent of betel nut and is promoted as a masculine and a bold drink.

**SPRITE**

First introduced in 1961, 'Sprite' is now the world’s leading lemon-lime flavored soft drink and the No. 4 soft drink worldwide, sold in 190 different countries! The idea for the name came from Haddon Sundblom’s ‘Coca-Cola’ advertisements featuring ‘the little sprite’ – an elf with silver hair and a big smile. Millions of people around the world enjoy 'Sprite' for its crisp, clean taste.



**FANTA**

'Fanta' is the soft drink with the vibrant taste of real fruit flavors. 'Fanta' became only the second drink - after 'Coca-Cola' itself - to be marketed by The Coca Cola Company, but was soon available in many different countries. Originally only orange flavored, 'Fanta' is now produced in 70 different varieties worldwide, with flavors often derived from the native fruits of the region where it is being sold.

Coca Cola has recently launched the Fanta Apple Flavour.

******LIMCA**

Lime n lemoni Limca, the drink that can cast a tangy refreshing spell on anyone, anywhere. Born in 1971, Limca has the original thirst choice, of millions of consumers for over 3 decades. The brand has been displaying the leading flavor soft drinks in the country. The success formula? The sharp fizz and lemoni bite combined with single minded positioning of the brand as the ultimate refresher has continuously strengthened the brand franchise. Limca energizes refreshes and transforms.

******MAAZA**

**Maaza** was launched in 1976. Here was a drink that offered the same real taste of fruit juices and was available throughout the year. In 1993, Maaza was acquired by Coca- Cola India. Maaza currently dominates the fruit drink category.

Mango drinks currently account for 90% of the fruit juice market in India. Maaza currently dominates the fruit drink category and competes with Pepsi's **Slice** brand of mango drink and **Frooti**, manufactured by Parle Agro. While Frooti was sold in small cartons, Maaza and Slice were initially sold in returnable bottles. However, all brands are also now available in small cartons and large PET bottles.

******MINUTE MAID**

The history of the Minute Maid brand goes back as 1945 when the Florida Corporation developed orange juice power. The company developed a process that eliminated 80 percent of the water in orange juice. They branded it minute Maid, a name connoting the convenience and the ease of preparation (in a minute). Minute Maid thus moved from a powdered concentrate to the first ever orange juice from concentrate.

**KINLEY**

Water, a thirst quencher that refreshes a life giving force that washes all the toxins away. A ritual purifier that cleanses, purifies, transforms. Kinley water understands the importance and value of life giving force. Kinley water thus promises water that is as it is meant to be. Water you can trust to be safe and pure.

**GEORGIA**

Georgia was launched by the company to address the competition offered by its substitutes. It is available as tea or coffee and is available in seven sizzling flavours. It promises a great tasting, consistent, hygienic and affordable cuppa made available by vending machines.

 **THE PROJECT**

**T**

**he project aims at studying the different sales and distribution methods practiced by Coca-Cola in particular and food and beverage industry as a whole. The entire project has been thereby divided into various stages.**

The different stages for the above are as follows:

**STAGES MAIN ACTIVITY AND STRATEGY**

STAGE 1 Analyze market position of food and beverage industry

STAGE 2 Market segmentation

STAGE 3 Implementation of New Dealer Activation and RED

STAGE 4 Detailed study of Sales and Distribution strategies

STAGE 5 Measure the market impact and penetration

STAGE 6 Analyze benefits of new dealer activation during the project duration

 **STAGE 1**

T

he US$2 trillion global market for food and non-alcoholic beverages is complex and highly fragmented. The first stage of the project deals with the study and analyzing the market position of food and beverage industry. The growing income of middle class group of Indian population, has resulted in changed eating habits and the market for branded foods is growing at a healthy 10%-15%.

The high performers in the industry seek to dominate their respective markets by being the first to spot nascent consumer trends, rapidly and continuously innovating against them and rigorously focusing their marketing spend on their most successful products and brands. The businesses best positioned to take the lion’s share of future value will be characterized by a clear focus on a limited number of attractive, innovation-sensitive categories and niches.

Rates of growth and profitability, nevertheless, vary significantly across individual food and beverage categories. Sales growth of bottled water far outstrips that of carbonates. Such differences reflect rapidly evolving patterns of consumer demand – a reflection, in turn, of profound changes in demography and lifestyle.

The industry’s complexity has led to the evolution of very different organizational models. Many food and beverage companies are still organized along local/regional lines, with a presence in only a limited number of categories, often with a short shelf life. Some have taken a global, multi-category approach, remaining highly diversified in many different categories but with a small number of truly global brands. Coca Cola is one such brand.

India falls under Coca-Cola’s Eurasia region of Operation.



***FIGURE2- SHOWING GLOBAL PRESENCE OF COCA-COLA***

Leading companies have consistently focused on building number 1 and 2 positions in a limited number of high growth, high-margin categories or niches. In the Indian scenario Pepsi and Coca Cola throw huge competition to each other to gain the market leader position. The competition takes place mainly on basis of product quality. However, in a bid to increase penetration of new products, companies often compete on pricing and by offering discounts and freebies.



***FIGURE 3- FORECASTED SALES GROWTH IN BEVERAGE INDUSTRY***

To analyze the market position of the products in this industry, I used the Porter’s Five Force model which can be explained as under:



The five forces may be explained as under:

* 1. **Rivalry among existing competitors:**

The industry is described by high level of competition, especially between the market giants Coca Cola and Pepsi. However Amul and Parle which also have an important share in the Indian market throws huge competition to both the market leaders.

* 1. **Threat of New Entrants:**

The market is highly threatened by the entry of New Entrants which may kill and capture the existing market scenario. For e.g. Dabur in association with Del Monte Juices entered the Indian market in the juice segment. It thereby forces a certain threat to the market share of Coca Cola products.

* 1. **Threat of substitute products:**

The substitute products to a certain range of product or services also impose a threat to the current market scenario. For eg. A shift of customer from carbonated drinks to juices, or say tea/coffee may result in a huge loss to the company selling the carbonated drinks.

* 1. **Bargaining power of Suppliers:**

A market leader like Coca Cola decides how the supply chain functions, and also the margins are decided by the company. Hence the company has a huge bargaining power in the market on how the products are put in the market. On when to adopt a push strategy and when a pull strategy must be put into force.

* 1. **Bargaining power of buyers:**

Until and unless the customer decides to buy the product, based on its quality and if it meets the preferences, no product can sell in the market, which is the most important in the function of the business. Hence the buyers also possess a huge bargaining power which directly impacts the existing market.

 **STAGE 2**

I

n the initial phase of the project we were made to study the segmentation of the target market. The areas of Koramangala, Ashok Nagar and Shivajinagar had been allotted to me for the study.

**The channels were segmented in three categories on the basis of type as follows:**

* **GROCERY:**

Store and stocking a variety of regular use household items. The channel provides an opportunity for penetration as it propels home consumption. It includes all Kirana stores, Departmental stores, Supermarkets, Provision stores, etc.

* **EATING AND DRINKING:**

Eating and drinking outlets range from the High-End restaurants to the smaller Dhabas. These outlets offer multiple opportunities to effect sales as people usually order something to drink along with food.

* **CONVENIENCE:**

This segment includes Paan outlets that stock cigarettes, mint, confectionary and CSD. It also covers STD/ISD phone booths, stationary shops etc. Customers generally drop by all day at such outlets hence making this channel extremely useful in driving impulse purchase.

Once this classification has been done, these shops are further classified on the basis of sales volume:

**DIAMOND** (outlets selling more than 800 cases/year)

**GOLD** (outlets selling between 500 to 799 cases/year)

**SILVER** (outlets selling between 200 to 499 cases/year)

**BRONZE** (less than 200 cases/year)

Segmentation helps us to effectively cater to the needs of a particular group because their needs and wants are almost homogenous. The purpose behind such a classification is to provide these retailers with coolers of various capacities (20 cases, 11 cases, 9 cases, 7 cases, 4 cases) and stock replenishment.

 **STAGE 3**

I

n this particular stage we were made to promote the New Dealer Activation scheme being offered by the company to new dealers. Also, the study of implementation of Operation RED to check on the operational activities being followed was studied for the already existing dealers. Both the topics would be extensively discussed under this particular stage.

# NEW DEALER ACTIVATION

In today’s competitive environment companies tend to reach out to its customers in the best possible manner and convert prospective customers into permanent ones and later retain them. The customers for the Coca Cola Company would thereby mean ‘dealers’ who are indeed the retailers in the market and they are the ones who would hence reach the consumer of the product.

In this regard Coca Cola has come up with the ‘New Dealer Activation’ scheme for promotion and increasing the customer base for it’s already high in demand 200ml bottles. The following is the highlights of the promotional scheme:

|  |  |  |  |
| --- | --- | --- | --- |
| **ITEM** | ORIGINAL PRICE | SPECIAL DISCOUNT | NET COST |
| 4 c/s Empty Bottles with plastic crate @Rs.240/- | Rs.960/- | Rs.960/- | NIL |
| 4 c/s Liquid @ Rs.168/- per c/s of 200ml. | Rs.672/- | NIL | Rs.672/- |
| **GRAND TOTAL** | Rs.1632/- | Rs.960/- | Rs.672/- |

The conditions to be fulfilled by the retailers to avail this scheme are as follows:

* They should not be selling any of the Coca Cola brands currently. Also the retailer should not have any utility like crates, bottles etc of the company. Hence they are known as ‘New Dealers’. Also the retailers who used to sell Coca Cola or its other brands three or more years ago fall under new dealers.
* The retailer must have their own cooling system and no refrigerator or cooling system would be provided by the company under the above scheme.

The process of new dealer activation begins with identifying the prospective retailers who could meet the above conditions. The prospective new dealers may be medicine shops, eateries, sweets shops and restaurants.

As the project revolves around the retailers and direct interaction with them, hence it would help in understanding their psyche towards promotional and pricing strategies offered by Coca Cola. In this regard I did a market research to capture the perception of the retailers towards the Coca Cola Company, its product and its distribution channel.

The following section of this report would thereby deal with the same and also help determine the most important factors that the company needs to adopt to sell the product, and help in the activation of the new dealers,

**RESEARCH OBJECTIVES**

The Objectives of our survey are listed as under:

* The key objective of my survey was to capture the perception of retailers towards the product and distribution channel of Coca Cola Company.
* The survey aimed at finding out the sell-ability of the new dealer activation scheme in the market.

**METHODOLOGY**

The methodology undertaken to complete my study is as follows:

1. **Designing of Questionnaire:**

The first step was the designing of the questionnaire to have an appropriate tool for the collection of data. The questionnaire was so prepared that the respondents may be able to relate themselves with the questions. The questionnaire used was on a 5 point likert scale.

1. **Collection of Primary Data:**

The questionnaire was used to gather primary data from the respondents, ie the retailers here. The sample size was of a 100 retailers.

**SAMPLING PLAN**

The sampling plan used in our survey was ‘convenient sampling’ technique which is based on collection of primary data at our own convenience. This type of sampling is not random sampling but convenient and cost effective.

**Frequency Tables**

**1. Quality of the product**

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The above table shows the percentage of retailers on a scale which ranges from a positive ‘strongly agree’ to a negative ‘strongly disagree’ parameter.

****

**INTERPRETATION**

The above graph clearly shows that 42% of the respondents were neutral towards the Coca Cola brands. A major 39 percent of the retailers lie in the positive side of the scale which indicates that retailers perceive the Coca Cola products as good quality products. It also explains for the market leader position of Coca Cola.

Interestingly, Pepsi is the closest competitor of the Coca Cola brand. This point indicates that as far as the quality is concerned, retailers perceive Coca Cola has a higher quality product than those of Pepsi.

2. **Logistics Involved**

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****

**4. Behaviour of Distributor**

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**INTERPRETATION**

 The above parameter showed more or less of a normal distribution. While in the field during the internship, it was learnt that the behavior with the retailer highly determined the way the retailers perceived the brand. As the distributors have territories defined for the distribution, these results differed in two different areas. However, the bargaining power of the company regarding product and the margins was more than those of the retailers.

5. **Margins offered by the Company**

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**INTERPRETATION**

 The above statistics clearly proves the above point as most of the retailers were neutral towards the margins to the offered. Also, the FMCG industry was defined by low margins and both Pepsi and Coca Cola had almost similar margins.The new dealer activation scheme aimed at not increasing the margins but saving the initial costs and investment to attract new dealers.

**CROSS TABULATION**

A cross tabulation (often abbreviated as cross tab) displays the joint distribution of two or more variables. They are usually presented as a contingency table in a matrix format.

1. **The Association between advertising and branding of the shop**

****

The above cross tabulation clearly shows the relation between the perception of retailers regarding the advertising and the branding of the outlet. A high percentage of the retailers were satisfied with how Coca Cola branded their outlets.

There were many new outlets, which would go for the scheme only if the company provided them with such branding for their outlets. If the outlet was to become a diamond or a gold retailer, the company was ready to brand the shop with immediate effect on going for the activation.

**FACTOR ANALYSIS**

Factor Analysis is a general term denoting a class of procedures primarily used for data reduction and summarization. In our study factor analysis is employed to determine the attributes referring to the preferences of retailers and the influence on their buying decision, which in my case would be the New Dealer activation scheme.

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This table shows two tests which indicate the suitability of your data for factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic which indicates the proportion of variance in your variables which is common variance, i.e. which might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with your data. If the value is less than .50, the results of the factor analysis probably won’t be very useful.

Since the KMO value in my case came out to be 0.540, hence the test would be useful.

# OPERATION RED

In this stage operation RED was studied in the market. Our aim was to ensure that the retailers are meeting the norms of this project. The norms for the project are included in the appendix.

Main focuses of this stage are:

* 1. **Emphasis on fact that a properly arranged product gives more profit.**
	2. **To ensure that every retailer is keeping the cooler at a place where it has got maximum visibility.**

**The key rule followed while studying Operation RED is the Golden Triangle Rule.** According to this rule the cooler should be placed in an area which is between the entrance, the cash counter and the product which has got maximum sale in that shop. We can even say that these are the most visible areas in the shop.

During the field visits to the market we were to keep certain that such norms were being adopted in the market. **It came to our knowledge and is completely understood that such an arrangement would lead to an increased chance of impulse buying by the customer.** Hence we are trying to capitalize on these factors by making our coolers and shelf space attractive. For proper arrangement in the cooler we have to follow the guidelines provided by the company.

During my stay at the company I observed that sales were not the only important factor in how the company visualized its success. It was also the Red score that company calculated using the Red survey. The sample questionnaire is attached as an appendix in this report.

Operation RED was introduced and is constantly audited by the A.C. Neilson company for all production houses of the Coca Cola Company.

The benefits of the Operation RED may be explained as under:

**BENEFITS TO THE RETAILERS FROM RED:**

* Larger income: more customers will buy beverage in your shop.
* Easier access to chilled products triggers customer purchase impulse.
* Chilled beverage taste better and hold greater value to the customer.
* Effective shop usage, saving store /warehouse area.
* Placed outside, it enlarges the amount of customer visiting your outlet.
* Attractive & convenient form of beverage presentation.
* Selling space increases.
* Complimentary installation & service.

Even while there are huge benefits to retailer to comply with the RED guidelines, a lot of objections are raised by the retailers regarding the same. As the company doesn’t allow any other products to be kept inside the visi-cooler provided by the company, including both the competitor and non-competitor products, hence objections were certain to be raised. During the main part of the project we were supposed to keep the retailers meet the norms of the RED requirements in our designated areas, which was Salt Lake and Lake Town in my case.

**STAGE 4**

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n this stage, I studied the sales and distribution channels of different food and beverage companies. In my report I’ve covered the following companies for a comparative analysis:

1. Coca Cola
2. PepsiCo
3. I.T.C.
4. Amul
5. Parle (Frooti)

Distribution is the channel that bridges the gap between an organization and the end user/customer. All the marketing intermediaries (Sole selling agents, whole sellers, distributors, retailers etc.) used by the producer for the purpose of making their products available to users are collectively constituting the distribution channel.

# Channels

A number of alternate 'channels' of distribution may be available:

* Selling direct, such as with an outbound salesforce or via mail order, Internet and telephone sales.
* Agent, who typically sells direct on behalf of the producer
* Distributor (also called wholesaler), who sells to retailers
* Retailer (also called dealer or reseller), who sells to end customers
* Advertisement typically used for consumption goods.

**Role of Distribution Channel**

* Provide distribution efficiency to manufacturers
* Supply products in required assortments
* Provide salesmanship
* Help merchandising the product
* Help implement the price mechanism
* Physical distribution & financing
* Change agent & generate demand

Physical distribution of goods and products is a process of reaching out to the customer. After the production process is over the main concern for a company is how to make that product available at the nearest shop of the target customer. For this the company needs to have an effective distribution network which is cost effective, reaches to every nook and corner of the target market and delivers the goods to the shops on time so that there is no scarcity.

The distribution channels hence in turn use these intermediaries to avoid or rather reduce the following four types of discrepancies:

* Spatial Discrepancy
* Temporal Discrepancy
* Need to break the bulk
* Need to provide assortment

There are two types of market viz. urban market and rural market. Both the markets are very different from each other in terms of preference, frequency of goods sold, price and quality. With respect to soft drinks it has been seen that the frequency of sale is faster in the urban market. However as the urban market is getting saturated by the day, the company is pushing focus towards the largely unexplored rural market. The 200ml bottles which was launched by Coca Cola was a huge success especially in the rural market.

However is the Intermediation really needed? To find the answers I visited various distributors and met with sales executives of different companies who are market leaders in one sense or another. This helped me to understand the basic mechanism for the proper functioning of these distribution channels. It helped me to understand the following:

* + The different distribution channels.
	+ Various credit systems followed.
	+ How stock outs are handled.
	+ Distributors, retailers and stockiest margins.
	+ Their after sales services.
	+ Their packaging practices.

The various distribution models existing in the industry are as follows:



***FIGURE 4- CONVENTIONAL DISTRIBUTION MODEL***

**DISTRIBUTION SYSTEM OF COCA-COLA:**

# THE COCA COLA SYSTEM

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he Coca-Cola System consists of the Company and its Bottlers before reaching to the final consumers. The Company owns the brands and is responsible for consumer marketing initiatives. The Bottling partners manufacture the final product and also handle the merchandising and distribution of the products.



The company follows this system all across the world to effectively reach out to their billion consumers at all times.

**DISTRIBUTION NETWORK**

Coca-Cola has a wide and well managed network of salesmen appointed for taking up the responsibility of distribution of products to diverse parts of the cities. The distribution channels are constructed in such a way that the demand of customers is fulfilled at the right place and the right time when it is needed by them.

A typical distribution chain at HCCBPL would be:

**Production --- Plant Warehouse --- Depot Warehouse --- Distribution Warehouse --- Retail Stock --- Retail Shelf --- Consumer**

The customers of the Company are divided into different categories and different routes, and every salesman is assigned to one particular route, which is to be followed by him on a daily basis. A detailed and well organized distribution system contributes to the efficiency of the salesmen. It also leads to low costs, higher sales and higher efficiency thereby leading to higher profits to the firm.

# DISTRIBUTION SYSTEM

* **Direct distribution:** In direct distribution, the bottling unit or the bottler partner has direct control over the activities of sales, delivery, and merchandising and local account management at the store level.
* **Indirect distribution:** In indirect distribution, an organization which is not part of the Coca-Cola system has control on one or more of the distribution elements (Sales, delivery, merchandising and local account management)
* **Merchandising:** Merchandising means communication with the consumer at the point of purchase to convey product benefit, value and Quality. Sales people and delivery personnel both have this responsibility. In certain locations special teams who go into business locations to specifically merchandise our products.

# DEPARTMENTS INVOLVED IN THE DISTRIBUTION PROCESS

The Distribution process mainly consists of three departments:

**Distribution Department:** It appoints distributors and establishes a distribution network, processes approved sale orders and prepares invoices, arranges logistics and ship products, co-ordinates with distributors for collections and monitors distribution stocks and their set-up.

**Finance Department:** It checks credit limits and approves sales orders in compliance with the credit policy followed by the firm, records collections from distributors, periodically reconciles outstanding balances from distributors, obtains balance confirmation from distributors and follows up outstanding balances.

**Shipping or Warehousing Department:** It dispatches goods as per approved by order, ensures that stocks are dispatched on a FIFO basis, ensures physical control over load out area and updates warehouse stock records in a timely manner.

After entering in Indian market, in the heat of expansion, Coca- Cola signed on multiple and standalone bottling deals. Each plant had its own system of accounting, monitoring, and inventory. Plus, their just-get-in-there-quickly approach to planting the Coca- Cola flag in the remotest regions created a tenuous distribution chain. At around the same time, the business was trying to muscle its way into the rural market by introducing a smaller bottle at half the price of the traditional Rs 10 bottle.

At Coca-Cola, the process of distribution is in two parts. Coca-Cola has 25 co-owned bottling plants. And, about 15 sub-sourced and franchised plants. It has about 75 company depots and franchisees, which are its direct sales outlets. Each of these depots has between 30 to 100 routes, and each of these routes is a set of 50-100 outlets.

Each of the plants used its own transaction system; as a result there were multiple transaction apps at work including Jaguar, SAP, Tally, Scala, DSND, Prism, DAS and MECS. The organization MIS was spread across three solutions: Kompass, DPRS and ROSS. Individually each of these worked well, but the diversity caused a huge delay in putting together sales and distribution data. With 26 types of systems running at 26 profit centers, data that finally found its way upstream was real old, 54 days too late. And, of little help to the sales staff. The ground situation was a practically archaic MIS. The situation needed to be remedied. There was a basic lack of control, making it difficult to plan inventory. There were also many write-offs. Then, there is the indirect distribution outlet, the distributors who demarcated their own territories, and sold fizzy drinks to smaller towns, sub-stockists and super-stockists. On another front, just getting a crate of Coke to every last district in the country was a logistical nightmare. The operation depended on distribution data. Without data it would be hard to push Coca-Cola products.

To make things more complex, unlike other FMCG operations, distribution in the beverage industry is built on a one-way street. Because bottles are refilled, the industry has a distinctly different requirement of data entry at the sales and distribution level. Companies like Coca-Cola have to keep an inventory of bottles that return empty and those that return full.

The organization decided to fix the problem and brought in **Project COLA (Countrywide Outbound Logistics Automation)**. COLA is developed around the ERP system and is designedto cover all functions including manufacturing, sales, distribution, finance and logistics. ProjectCOLA was meant to add some fizz to the flow of information. In its first phase, it helped directsales outlets like company depots. The second phase it cover indirect sales distributors and theirroutes. It aimed to build an integrated ERP solution that simplified transaction efficiencies, salespractices and provided better audit clearances. It would also work as a unified MIS platform.

Now, when the company has the current data at its fingertips, this data is given to **AC Nielsen** who does a survey of about a hundred thousand outlets every month. At the end of the month,we have studies that provide follow up action for different areas. Everything about marketexecution, availability, activation is tracked by **RED (right execution daily)**. RED givesadvantage of pinpointed surveys not just generic ones.

**The important factors which are critical for the success of Red operation are:**

* Cooler Management (Front position, visibility)
* Carbonated soft drinks are bought at impulse, their sales depends on product visibility. So cooler should be placed in the front position of outlet; it should be visible at eye level (5 feet).
* Purity & Hygiene check.
* Only coke products should be in the cooler (Pure) which means more sell. (Amul & Kavanter products which are cooled in coke products will now be replaced by coke products). All the products should be placed top-to-bottom position & chilled at temperature prescribed by the company.
* Products are best when served chilled.
* All the products should be before BBD which means no complain from customer of any kind regarding taste & expiry.
* Product Visibility (At eye level).
* Coke products should be visible by placing them either in standee or mobile hanger placed in

the front position or outside of shop.

Like other beverages company Coca-Cola also follows a two-level distribution channel i.e the company first delivers the products to the distributors, these distributors then sell them to retailers, who in turn, sell them to the final customers. But the major difference between Coca- Cola’s distribution system and other beverages companies is that, where other companies have their own distributors Coca-Cola has franchise distributors. The reason behind this strategy is to reach in more remote regions. Earlier company used to distribute its product of its own and for doing so the company had large fleet of big trucks. But as the demand grew they found it very difficult to reach interior regions because these big trucks were not able to go in much deep inside due to narrow and congested streets. To overcome this problem company decided to go for franchise distribution. Now these distributors have much smaller vehicles which can go through any kinds of streets and on a much frequent basis. Hence the problem of stock out is reduced to a very significant level.

To carter the needs of different customers company follow different channels. For example company deals directly with more important clients like malls, international fast food chains, big hotels and fountains. For other outlets like convenience stores, restaurants, etc. company deals through distributors. There are separate distributors for glass bottles and PET bottles.

The company has a very tight credit system. It gives one truck consignment (first consignment) on credit at the beginning of the peak season to its distributors. That credit period is of three to four months. No credits, except four days credit on pet bottles, are given on rest of the consignments. The credit given by distributors to the retailers depends upon sales volume of that retailer, their relationship, retailers reputation and, most important, the month (whether it is a peak season or a lean season). Generally no credit is given on the premium products, in place they are used to push the non premium products of coca- cola. As for example, salesmen ask retailers to keep few bottles of coca-cola (non-premium product) also, if they want to keep thums up or sprite (premium products).

Coca-cola keeps the check on its products, which are up for sale in the market by a method known as **total product management**. With this method a record is maintained at which month a particular product was sent in the market, hence it is easy to remove the product from that location to someplace else where sales is high and the products could be sold quickly. If at all a product is expired after all these efforts, then it is drained. The company collects all the expired and defected products once in a year (during lean period).

Coca-cola gives high profit margin to its distributors and retailers.4 Profit margin on advance payment is high as compare to normal payment. This is done to encourage dealers to make advance payments.

There are many route executives (RE) working for the company. Each RE is given comparatively larger area to operate with number of distributors and market developers under him. There job is to coordinate the functions of the distributors. They have to report to the main bottling plant every once in the week with complete current information about their market. The company has haired many **market developers** who work at grass root level. He role played by them is very vital in distribution network. Through these market developers the company keeps a close monitor on its outlets. Each market developer is assigned a particular area. They visit every outlet in their area after every two days. The job of a market developer is to:

* Keep the stock out at minimum level.
* Take the sales orders.
* To check the compliance of the RED norms.
* To properly maintain product display
* Keep the coolers neat and clean.

Certain points are awarded on all these jobs which are called the RED score. The market developer with good RED score4 is given extra incentives to keep up the motivation level high.

Coca-cola provides various after sales service to its retailers such as:

* Giving free visi-coolers, chest coolers, tables, chairs, umbrellas, etc.
* Many display items are also given, like racks, mobile hangers, caret wrappers, celebrity shot posters, etc.
* Different offers and free gifts are also given each month.
* They also run various retailers training programs. For example, they had a training program called **Parivartan** recently.



 **STAGE 5**

In this particular stage I’ve performed a SWOT analysis for analyzing the market impact of the product.

**SWOT ANALYSIS**

SWOT Analysis is the process of analyzing the company and the environment in which it is operating. This analysis helps in formulating effective strategy for the company to deal with competition. SWOT stands for Strengths, weaknesses, opportunities and threats. Strengths and weakness are internal to the organization, where as opportunities and threats are external to the organization.

**Strengths:**

* High Quality Products: The products of Coca Cola are well known for their product quality.
* Highly Reliable Products: Coca Cola products are highly reliable in the Indian beverages market.
* Best Seller Products: Coca cola has two of the best selling products “Thums Up, Sprite“ all over India.
* Brand Loyalist: Coca cola has huge number of brand loyal people. It has been already proved, as the Coca Cola products are the best seller in the beverages segment all over the world.
* Coca cola has a huge product mix to cater every segment of the market.
* Availability, Affordability, Acceptability: These additional features of our product give us an added advantage over our rivals in the CSD segment.

**Weaknesses:**

* Less efficient distribution channel: The present distribution channel lacks penetration because retailer activation involves higher cost. Coca cola needs to become the Hindustan lever of India.
* Brand killing strategy of coca cola: Coca cola tends to kill the local brand in order to promote its own international brands. Coca cola has done this in past and still follow this strategy. Coca cola has put behind Limca in order to promote its other international brand Sprite and MMPO.
* Horizontal and vertical conflict exists in the distribution channel. Distributors are trying to eat up the profit of the distributors of the adjoining area.

**Opportunities:**

* Some of the segments are still untouched by coca cola like the juice segment and the milk product segment. Our rival Pepsi has paid attention to this segment and therefore gained a lot from this segment. A vast market of 1200 crores or 500 million cases has been untouched by coca cola.
* Every market has its own local needs. People need changes over the season for example people tend to switch over to drinks like Lassi and Neembu pani. Coca Cola should come up with drinks which are more local and seasonal.
* In metropolitan areas people are becoming more health conscious and therefore prefer drinks which are nutritious and health beneficial. This segment needs attention.

**Threats:**

* In the CSD segment there is still a price war between Coke and Pepsi, therefore both the rivals maintain the same price but the way in which the rivals can gain advantage is by influencing the distributor and the retailers by offering them special schemes.
* Since retailers are always profit oriented they tend to shift their preferences which can turn out to be a major loss.

 **STAGE 6**

In this stage I have made a head to head comparison of Coca-Cola India and PepsiCo India, presented a current market picture of operation RED and made some suggestions to make distribution system of Coca-Cola more efficient.

Pepsi is the biggest all time competitor of Coca Cola. Both of these claim to have an increased market share than the other. Coca Cola with the brands like Coke, Thums Up, Sprite, Fanta, Limca, Maaza, Kinley claims to have 55% approx. market share and 42 % market share of Pepsi. On the other hand, Pepsi claims to register an increased market share of 48% and coke has a decreased share of Less than 50%. Among all these brands of soft drinks Pepsi cola is the highest selling beverage with the 23% market share in India. Thums up is the best selling cola drink a local product from Parle, owned by Coca Cola.

Control of market share is the key issue in this analysis. The situation is both Coke and Pepsi are trying to gain market share in this beverage market, which is valued at over $30 billion a year. Just how this is done in such a competitive market is the underlying issue. The facts are that each company is coming up with new products and ideas in order to increase their market share. The creativity and effectiveness of each company's marketing strategy will ultimately determine the winner with respect to sales, profits, and customer loyalty.

Not only are these two companies constructing new ways to sell Coke and Pepsi, but they are also thinking of ways in which to increase market share in other beverage categories. Although the goals of both companies are exactly the same, the two companies rely on somewhat different marketing strategies. Pepsi has always taken the lead in developing new products, but Coke soon learned their lesson and started to do the same. Coke hired marketing executives with good track records. Coke also implemented cross training of managers so it would be more difficult for cliques to form within the company. On the other hand, Pepsi has always taken more risks, acted rapidly, and was always developing new advertising ideas. Both companies have also relied on finding new markets. In the foreign markets, Coke has been more successful than Pepsi. In foreign markets, both companies have followed the marketing concept by offering products that meet consumer needs in order to gain market share.

Soft drinks industry is one driven by sales & distribution. The more developed the distribution channels of the company are, more will be the sales. Pepsi has been more aggressive than Coke in India especially in developing distribution network & pushing sales force in generating numbers. Coca Cola also has really revolutionized the way soft drinks are sold by innovating newer & better ways of penetrating the market through Vending Machines , Restaurant channels etc.

Coca-Cola is, arguably, one of the best developed and maintained brands on the planet, and they've been around for a very long time. Pepsi has been around, too, but not as long and not as well maintained. Pepsi has come into prominence lately. Secondly, it was Coca-Cola that put the concept of REFRESHING into the mix, and aerated drinks were linked to that moniker for the first time. Coca-Cola was originally an additive to sparkling water and other elixirs that were around in the late 1890's. (This is where the 'cocaine' stories started about its formulation.)

It was Coca-Cola that pioneered the concept of delivering REFRESHMENT to under-developed countries that may not have running water infrastructure, but could get bottles of Coca-Cola. Coca-Cola's sales globally, only account for 2 ounces out of the 64 ounces of liquid a day a human being drinks, and their goal is to increase that 2%. Their marketing approach was much more sophisticated earlier in their development. Pepsi has learned from their mistakes.

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**PRODUCT ARRANGEMENT**

The bottle arrangement in the coolers has to be done in a particular manner given below:

* Colas
* Lead Cola could be either TU or KO depending on the brand mix for unit.
* 2nd Cola depends on the choice of lead cola.
* Lemon
* Lead Lemon could be either SP or LM depending on the brand mix for unit.
* 2nd Lemon depends on the choice of lead lemon.
* For smaller coolers, we drop brands but keep the same order.
* for e.g. 2nd cola , Diet-KO & 2nd Lemon can be dropped for smaller outlets.
* The number of facing may vary depending on the actual off-take for respective brands.
* However, the brand order as per “COOLJ-K” has to be maintained.
* In case a pack occupies more than 1 shelf, brand order should follow a “Z-pattern” starting from left for each self. E.g. if 2 Shelves are dedicated to mobile and shelf 1 starts with KO mobile, and ends with SP, or the next mobile brand as per “COLOJ-K” sequence.
* Brand order should start with 300ml SKU on the top shelf in E&D and Convenience outlets.

\*MMPO (Minute maid pulpy orange): Applicable for location only where it’s launched.

 **CONCLUSIONS**

The Coca-Cola Company is the world's largest beverage company, largest manufacturer, distributor and marketer of non- alcoholic beverage concentrates and syrups in the world, and one of the largest corporations in the United States.

 As others, Coca-Cola Company also has Integrated Marketing Communication (IMC) objectives and strategy. The objectives of Coca-Cola campaign are to make it be more motivated. Marketing campaign strategy consists of public relation strategy, advertising strategy and marketing strategy. Public relation strategy is used to establish a mutual understanding and create a good image or credibility from the company with its customers. It can be achieved by sponsoring many events, such as sport or charity events. Those are what Coca-Cola Company does too.

Advertising strategy is usually done through media, either print media (like newspapers, magazines, etc), broadcast media (like TV and radio) or digital media (like internet). It aims to tell the information about the product to community.

 The strategy that relate with the sales is marketing strategy. This talks about the right product, price, place, and promotion in order that people buy the product and satisfy with it. Coca-Cola produces the right product with many options of sizes and taste; sets the right price with more expensive price than others (because of the good quality and values of Coca-Cola’s products); definite the right place with stocking up products in supermarkets and retailing stores; and uses the right promotion with sales promotion. Marketing tactics are also done by right segmentation. Coca-Cola Company produces many kinds of product. Each product satisfies a certain group of target market. Its target markets are usually teenagers.

**Recommendations**

After thorough research, we come to the conclusion that the marketing strategy of Coca Cola is

working for them and the product is gaining popularity among youth day by day.

* Coca Cola Company should try to emphasis more on providing their infrastructure in the market to facilitate their customers.
* According to the survey, conducted by the international firm Indian people like little bit sweeter cola drink. So for this coca cola company should produce their product according to the local demand.
* Marketing team should try to increase the availability of Coke in rural areas.
* They should also focus the old people.
* Now young generation has a trend to drink a coke 2 regular bottles at same time,

So providing more satisfaction to them company should introduce ~ liter disposable bottle.

* My recommendation is to make sure the company is always doing market research. This way they are able to get as much feedback as possible from consumers. Next, analyze this data as fast as possible, and then develop the new product based upon this data. Once the product is developed, get it to the marketplace quickly. Time is a very critical factor. In my opinion, with all of these factors taken into consideration any company should give any a good jump on market share.

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