

**“COCA COLA IN INDIA: A STUDY ON PRODUCT PORTFOLIO AND
DISTRIBUTION ADAPTATION”**

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ABSTRACT

The research study was conducted to learn the localization strategy of global beverage company Coca Cola in terms of two of its marketing mix variables, namely, the product portfolio on offer and the distribution process. In the process detailed information was collected on products launched, sales and distribution practices followed by the company, the working style of the retail outlets that stocked and retailed Coca Cola products, and to a limited extent the psyche of the consumers. In addition the study also uncovered initiatives taken up by the top level management and the strategies they laid out to enhance the company's market share and sales turnover.

This research was conducted with the help of questionnaires that tried to find the satisfaction levels of the retailers regarding the support they enjoyed in terms of the products and services offered by Hindustan Coca Cola company. In addition retailers were also queried on what more they expected from the company, and the response of consumers towards Coca Cola's products.

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LITERATURE REVIEW

There are research studies that document the transition of multinational companies into transnational companies that are highly responsive to stake holders concerns. In the past most of the multinational companies were focussed on trying to penetrate global markets with standardized products by calling it a 'global offer'. In addition they also tried to reap the benefits of economies of scale and experience curve effects. Theodore Levitt (1984) proposed to multinational companies that they continue offering standardized products with the help of marketing strategies and not to design and sell customized or localised products.

C.K Prahalad and Kenneth Lieberthal (2003) in their article "*The end of corporate imperialism*" have felt that western multinational companies could have done better by understanding the distinctive environment of emerging countries like India and China. They argued that these firms have been imposing concepts, products, ideas developed for their home country in foreign markets. They charged that these multinational firms could have targeted a smaller segment of relatively affluent customers who are at par with western consumers in terms of purchasing power and lifestyle.

Researchers have also explored the various benefits of localization that accrue to a localized brand such as larger brand equity, customer satisfaction, and customer and employee commitment to the product or brand, or to the company. It's been opined that localization strategies are very much required for value creation/addition, and hence it is termed as "value-based localization" instead of "cost-based localization" (Lalit M. Johri and Phallapa Petison, 2007). One of best theories on such localisation lines has been the *integration-responsiveness* framework proposed by C.K Prahalad & Doz (1987) which has given great insight & recommendations for the MNC's in managing integration pressure from home country & local responsiveness pressure from host country.

Research conducted by Dr. Ming-Chu Yu (2005) has concluded that MNC's can be classified based on the extent to which they are integrated with their head quarters and the degree of local responsiveness. The extremely integrated and highly local responsive MNC's come under '*Active subsidiaries*' category, subsidiaries with extreme local responsiveness and very less integration are named as '*Autonomous subsidiaries*' & extremely integrated, but very less local responsive are categorized as '*Respective subsidiaries*'. Bakker, B. A. (1977) has found that product standardization principle can be applied more in Business or Industrial Marketing than in targeting end consumer segments. Industrial customers being more rational,

knowledgeable, are prone to looking at more of a product's functional properties rather than aesthetics. It has also been proposed that some companies can identify homogenous markets & target those similar markets and can manage without offering customized products (Subhash C. Jain, 1989).

Inventory management, sourcing & supply chain complexities are some of the key issues which companies encounter when they take the path to customizing products for different markets. An inventory model has been developed at Hewlett-Packard (HP) Company which takes into consideration all the stages right from product design and development, then eventual customization, both operational activities & the entire supply chain. This study conducted by Hau Lee, Corey Bellington, and Brent Carter (1993) has shown the positive side of customization by exploring the benefits of innovative designs cashing in on localization concepts. The results at HP were found to be very promising.

HINDUSTAN COCA COLA'S ADAPTATION STRATEGIES

For Coca-Cola company Indian market has been promising and overwhelming. India has become an important part of their growth story by contributing 13% of total volume of the Eurasia and Africa Group. The performance of Indian subsidiary has shown consistent growth since past 19 quarters and there was 9% growth of unit case volume during January-March of this year. At present India is among top 10 growth markets and chairman and CEO of The Coca-Cola Company Muhtar Kent is confident of India entering its top 5 markets in a span of five years.

MARKETING MIX & PRODUCT PORTFOLIO

The Marketing mix of any company presented as value proposition to consumers plays an important role in its performance. The mix needs to be strategic, dynamic, and sensitive to the changed taste and preferences of consumers. This in turn is in response to demographical, geographical, and psychological factors, as well as government regulations and other global market forces.

In the global marketplace that sees severe competition, it is very important for the companies to offer great variety (portfolio) of products with high quality, and which are produced cost effectively. In the process global firms should be able to improve the relationship they build with all the stake holders, resulting in sustainable growth with better financial performance and enhanced brand equity.

PRODUCT PORTFOLIO

Coca-Cola India offers a comprehensive range of beverages. They include Coca-Cola, Diet Coke, Thums Up, Fanta, Limca, Sprite, Maaza, Maaza Milky Delite, Minute Maid Pulpy Orange, Minute Maid Nimbu Fresh, Minute Maid Mixed Fruit, Minute Maid Apple, Georgia, Georgia Gold, Kinley, Kinley Club Soda and Burn.

Some of the recent product launches that have added to the company's product portfolio have been launch of Fanta Fun Times, and Nimbu Fresh. In addition in course of exploring new horizons, product range widening and brand extension in India, Coca-Cola has re-entered the Rs 300 crore branded powdered ready-to-drink market. As a part of the company's penetration strategy and understanding the affordability of middle class consumers, Coca Cola has chosen the Rs. 5 price point aiming at mass consumers. The objective is to eat into the market share of the category leader Rasna. Rasna claims to hold 93% market share in the Indian powdered soft drink market. Before the launch, Coca Cola intends to conduct market testing of the product before getting into pan-India launch.

The fact is, India is the only market where the company is entering into the concentrate category under the brand Fanta. Also it is the only fifth market where a powdered offering of any of its brands is being made available. Coca-Cola has powdered beverage brands like Eight O' Clock juice and juice drink in Philippines, the Sunfill brand in Hong Kong, Kenya and the US. Through such launches Coca-Cola India intends to target the consumer segment at the bottom of the socio-economic pyramid and accordingly the above mentioned price point of Rs 5 is fixed. In line with these factors the retailers selected for the new product are traditional FMCG outlets/kirana stores without refrigeration facility.

NEW PULP-BASED PRODUCTS UNDER THE BRAND NAME OF MINUTE MAID

Taking advantage of 2011 summer season, the global beverage giant is making preparations in advance to compete in the pure juices market dominated by its competitors PepsiCo with its brand Tropicana, and Dabur with its Real brand. The company intends to enter the market by coming up with market offerings which include three variants of Minute Maid juices namely, orange, apple and grape. The current fruit-based juice brands, the mango juice-based drink Maaza and Minute Maid are not pure juices. This is also a part of Hindustan Coca Cola's strategy to widen its healthy drinks portfolio, due to increasing number of health conscious customers. This pulp-based segment is growing annually at 20% in India and has

in the past given promising results for the existing players. Also this launch in addition to recently launched Minute Maid Nimbu Fresh and Pulpy Orange is intended to ensure strong presence and competitive advantage in the high potential health segment.

The 100% juice category product being premium requires that the company adopt a different strategy. And key to this is managing distribution well. So as to make the product available to premium customers Coca-Cola India is collaborating with Big Bazaar, the country's top retailer. Also at the start as part of their strategy, Coca-Cola Company is targeting other such organized retailers. The products are priced at Rs. 85 for a litre and Rs. 20 for a 200 ml pack. In Indian the Rs. 700 crore juice markets can be separated into two categories, the first being the 100% (pure) and sweetened juice which has Dabur's Real taking half of the market share and PepsiCo's Tropicana brand retaining about 35% of this market share. The second category consists of nectars that aren't pure juices, and gain PepsiCo dominates this category with its brands.

THE LAUNCH OF 'NIMBU FRESH'

Coca-Cola India has launched lemon juice-based drink, under the umbrella of Minute Maid juice brand. The new 'Minute Maid Nimbu Fresh' is made available in twin-sized packs. The 400 ml PET pack is priced at Rs.15 and the one litre PET at Rs. 40. The company claims the Minute Maid Nimbu Fresh, is made out of fresh lemon juice concentrate. It seems that Coca-Cola has introduced this product to compete against Pepsi brand Nimbooz under 7'UP brand umbrella. Nimbooz with tag line "*Ekdam Asli Indian*" has positioned itself as an Indian lemon drink. Initial reports seem to suggest that Nimbooz Fresh from Coca Cola has failed to succeed in the market due to its taste. This could also be because of Nimbooz product's first mover advantage.

The lime drink is one in the beverage segment where in the customers would not be willing to spend around Rs15-20 for 500ml of the drink, and even if they do they would want it to taste good and quench their thirst which the current lime drinks brands have failed to do. A survey of customers in various regions of the southern India shows that 90% of them did not like its taste, 5% of them were not aware of the product and the rest 5% were not willing to purchase a drink which can be conveniently made at their own homes and can be customized according to their own tastes.

Sales of the the lime brand has not been encouraging for Coca Cola. Nimbu Fresh was given for free (as Trade Load) to the retailers on purchase of two cases of RGB (300ml) or one case

of the CSD pet bottles of Coke. Turns out that the retailers were not willing to buy or even accept Nimbu Fresh as a trade incentive as the product was not moving and it was just taking space in their refrigerators. Learning from this debacle, Coca Cola has realized the potential of large number of small buyers. In the process they have introduced the new 200ml variant of Nimbu Fresh at Rs 5 targeting the semi-urban, semi-rural, students, citizens in lower income and the rural crowd which is actually a very huge market in a country like India. The target market in such place is more than 50% of the whole population of the country. So, if the strategy succeeds the product will do well and the sales should pick up within no time is what the company surmises.

LAUNCH OF 'MILKY DELITE' AND ENTRY INTO THE DAIRY SEGMENT

Considering local taste preferences Coca-Cola has further diversified its portfolio through Maaza brand extension. It has launched Maaza Milky Delite, which is a blend of mango & milk. Coca-Cola India has especially developed this product for the Indian consumers in its Research & Development Laboratory at Gurgaon.

The product is available in 200ml tetra slim pack and reasonably priced at Rs 15.

Re-entry Strategy.

During the re-entry of Coca-Cola in 1993, it had acquired soft drink brands like Thums up, Goldspot, Limca, Maaza, Bisleri soda from its creator Parle. This was intended to get existing strong customer base & brand image in the Indian market.

Price Points

The company's consumer pricing strategy uses competitors pricing as base in addition to considering the targeted consumer segments and quantity per unit. The company has a different pricing strategy for different channel partners. The company offers credit facility to very few institutional customers. The above mentioned product launch examples gives some insight about the product specific pricing strategies.

Retail & Distribution

The Coca-Cola Company in India is governed from its corporate office located at Ghaziabad. This office manages the working of five zones covering whole of India.

The different and segregated zones are:

1. Northern zone,
2. Eastern zone,

3. Western zone,
4. Southern zone &
5. Andhra Pradesh zone.

These zones are divided into various plants and offices which govern the area assigned to them. The areas are the various distribution centres consisting of Distributors and Carry & Forward agents. Further down the distribution chain comes, the retailers/customer for the company's product. They receive goods from distributors and C&F agents. Finally consumer is the buyer accessing the product from the retail shops or having them delivered to their homes.

The Coca-Cola Company typically has its reach taking its products to billions of people all around the world using wide distribution networks. In India, the pace and speed at which Coca-Cola has widened its business is truly amazing. Distribution network remains the biggest strength of the company.

TRADE PROMOTION

As a part of 'pull strategy' and also due to intense competition, Coca Cola spends billions of rupees on advertisements. This part of marketing communication plays a very crucial and vital role in the current situation in India. Looking at the competition and promotion and advertising budget of both the companies Coca cola and Pepsi, one can easily estimate the importance of marketing communication via mass media.

The promotion mix of Coca-Cola is divided into top line promotion and below the line promotion -

Top line promotions includes, the promotional activities intended towards mass consumers using mass media. These are designed and executed by the company's corporate office at Gurgaon and their office at Mumbai. TV Ads, design of banners, and other mega event (like world cup cricket match and other) sponsorship initiatives taken up by the company simultaneously all around India with no difference in designs or execution fall in this category.

Below the line promotion includes the promotion schemes, publicity material, Point of Sale display done by the company from zonal, plant, sales manager and area sales manager level. At the sales manager and area sales manager level promotion is done exclusively for the cities in their respective areas. These activities can be categorized under sales promotions.

In order to add local flavor in its advertisements and promotional activities, Coca Cola has collaborated with established Stars and Programmers (Stars include Daler Mehndi). Coca-Cola also connected with movies such as 'Taal' and 'Dil Ka Rishta'. The company has understood the importance of festivals in the Indian Culture and has taken lot of initiatives in this regard. Coca-Cola has an enduring affiliation with cricket which is the most beloved game for Indians. "*Thanda Matlab Coca-Cola*" is one of the most remembered tag line in its advertisements. Hindi being the national language and the most spoken language in the country, most of the company's advertisements are broadcasted in Hindi language.

DISTRIBUTION SYSTEM IN INDIA

The routes formulated by HCCBPL (Hindustan Coca Cola Beverages Pvt. Ltd. (India) for distribution of products are as follows:

Key Accounts: These key institutional customers contribute a large piece of the total sales of the Company. It mainly consists of organizations that buy large quantities of a product in one single transaction. Because of their volumes and bargaining power the Company offers one month or 15 days credit. They include Defence canteens, Clubs, fine dine restaurants, hotels, Corporate houses etc.

Future Consumption: The segment consists of outlets of Coca-Cola products holding decent amount of stock meant for future consumption. This is done to ensure the product is available all time. They include Food courts, Departmental stores, Super markets etc.

Immediate Consumption: Stocks need to be replenished on daily basis for immediate consumption form retail stores. The stocks of products in these outlets are sold on the same day and very few bottles may be left for next day such outlets include retailers, canteens of educational institutions, small sized bars and restaurants, and unorganized retailers.

General: In this route a few but specific areas are grouped and served in one go. These include remote areas, rural places, and hill stations with less density of populations.

Distribution Modes

Direct distribution: In this mode, the bottling unit or the bottler partner manages sales, delivery, and merchandising and local account management at the store level.

Indirect distribution: In this mode of distribution, an organization which is not part of the structured network manages the sale of products. The Coca-Cola distribution system manages one or more of the distribution functions (Sales, delivery, merchandising and local account management)

Merchandising: Merchandising is essential to communicate to the consumer at the point of purchase. The goal is to convey product benefit, value and quality. Sales people and delivery personnel both take the additional responsibility of merchandising. If required special teams are sent to specifically merchandise our products.

In the process of exploring Indian rural market the Coca-Cola has come out with eco-friendly cooler 'eKOCool' operating through solar energy. Limited hours power supply in rural areas is one of the most important factor for not offering chilled soft drink products to consumers in rural areas. To address the issue Coca-Cola India came out with this innovation using a renewable energy resource. 'eKOCool' can store two crates having 48 glass bottles of 300 ml each. Apart from this it can light up the store and charge mobile. This has given Coca-cola India a competitive advantage to penetrate into remote rural areas. The results are promising, a test market done by placing 20 'eKOCool' coolers in a rural area near Agra (Uttar Pradesh State) has given sales jump of nearly 5 times.

The company is planning to use similar concept in urban areas by placing environmental friendly vending machines operated by solar energy. The growing green concerns and rising electricity bills in urban areas is demanding such concepts.

PROFILE OF RESEARCH STUDY

It is indeed not an easy task for a marketer to get his value proposition right the first time around when enters an international market and targets a new set of customers. Coca Cola too faced this test when it entered India. The two most difficult of marketing mix variables to manage were the product portfolio and distribution. Appealing to Indian palates meant modifying existing products and adding and subtracting from existing portfolio. Taking the product to the consumers and achieving 'last mile connectivity' through channel partner networks also wasn't easy.

This Research work was intended to plug the gap in the understanding of how a beverage major navigated the Indian markets successfully with a product portfolio and a built-up distribution muscle. The work was focused in mapping how Coca Cola executes its daily distribution scheme and also the mistakes it made with its product portfolio were rectified after hitting the Indian market.

Research Methodology:

This study was conducted using descriptive research using the survey method of collecting cross sectional data and also by engaging in exploratory depth interview.

The sources of data are –

- Primary data was collected from channel partners and customers.
- Secondary data was collected from sales data of the company and websites

The sampling method followed was –

- Retail shops- it is simple random sampling for retail shops
- Customers- Non Probability convenient sampling for customers

Research Instruments used –

Structured questionnaire both open ended and close ended was used for surveys. Depth interview was conducted with some of the sales force, channel partners, and retailers.

Method of data collection –

Personal and online

Observations

The market response for the juice and juice drink category is very good. Also it was observed that these health conscious customers are willing to pay premium price for better product and quality. The non-alcoholic ready-to-drink (NARTD) beverages market in India is extremely competitive and soft drink majors like Pepsi and Coca Cola use all probable techniques of distribution and sales promotion to enhance customer growth. The study's observation towards products launched by Coca Cola, its communications, and channel strategy and vendor management has confirmed that the company is highly responsive to local requirements.

It has been noticed during the study that the product knowledge, attitude, and responsiveness of sales force is very good. As a result of this the relation ship between sales force and retailers is very good. It was also noted that the distribution system comprising of a multi channel helps goods reaching remote areas & increase the market share of the company.

ANALYSIS & FINDINGS

Inputs collected from the market and sales force confirms that a large majority of the retail outlets serviced by Coca-Cola India stock up almost all the Brands of Coca-Cola like Thums up, Sprite, Maaza, Minute Maid- Orange & Lime etc. This also reveals that the distribution process followed by Coca-Cola is strong in most of the regions. The data collected substantiates that Coca Cola is the most fast moving brand in their product portfolio.

The study gives some facts about the sales figures. On an average, Coca-Cola sells over 40 cases (all Brands) of stock per week. This proves that Coca-Cola has consistent sales every

month & is able to supply as per the requirement of channel partners. In the data about replenishment, it was seen that majority of the outlet's replenishment cycle is over 60%; this clearly states that the outlets order twice a week in their course of business. This also illustrates that the sale of Coca-Cola is very good over regions. The information collected again proves that majority of the outlets on a weekly twice basis buy over 3 cases of each brand of Coca-Cola. This is due to the increasing response of the consumers who buy Coca-Cola & which in turn increases the sales of the company. This then allows the retailers to buy & stock up products of Coca-Cola so as to not run out of a 'stock-out' situation.

A stock out situation is when the company does not have stock with them & fail to supply to the outlets, in turn the outlets run out of stock of Coca-Cola products thus denying consumers. The findings show that, during stock out situations the outlets prefer to buy from the under-sale market. These are their next closest option, when the market developer does not respond properly to the order, or when the system is not in position to meet the requirement due to any reason.

The study shows that 94 % of the outlets receive their stock from the company within 24 hours and balance 6% of the outlets, receive stock in 48 hours. This also presents a clear picture that the distribution of Coca-Cola has a strong network & can deliver stock the very next day the order is placed (in almost every situation). It is very evident from the inputs received that the service delivery of the company is very satisfactory which is interpreted at almost 80% of high levels of satisfaction. Many of the outlets claimed that because of the service delivery process being good, they were able to maintain the required stock levels in order to meet the customer demands.

The inputs collected also makes it evident that the sales force behaviour is rated well by 80% of the owners of the outlets. The good quality of the company personnel makes it easy for the owners to interact with the personnel in an effective manner. This also helps the company in grabbing more orders from the outlet. The overall distribution has been consistent & also appreciated by almost all the owners of retail outlets. This makes the company gain a larger portion of share within its vicinity and cut out the competition which in turn helps in gaining a larger market share. Coca-Cola looks to maintaining this rate of distribution & must also keep improving for better results.

It is also clearly seen from the collected data that majority of the consumption takes place at parties & half of it at house functions. The study reveals that the monthly consumption per

person is between 4-6 PET bottles which give the company a clear picture that majority of them consume at least two bottles per week which is a good sign for the Coca-Cola as a brand to increase its portion of share in the market.

The study finds that majority of the customers are aware of most of the brands Coca-Cola has and are also well educated of its position in the market. The huge amount of brand awareness by all the consumers helps Coca-Cola in easily establishing a Sprit Share of the brand in them. This helps Coca-Cola introduce more & better brand into the market which are sure of success. This also shows the effort the company puts in establishing a great amount of awareness for their products (through advertisements etc).

The most favourite brand amongst all the respondents was Thums Up. This shows that Thums Up is more liked and consumed in large quantum than any other brand . This helps the company increases revenue and also increases the market share of Coca-Cola which can cut out competition. But ironically this again turns out to be a threat for the company as it proves to be a competition to one of its own brand, Coke (another cola drink produced by Coca-Cola). According to the study majority of the consumption happens at restaurants. This gives us a clear picture that Coca-Cola is been able to capture market share at these outlets and provide enough stock to cater to the needs of consumers.

As per the study Coca-Cola is always available to its consumers at all points of time without the hitch of stock-outs. The survey shows that majority of the consumers always get their choice of cola drink. This also proves to us that Coca-Cola is got a good distribution network that can cater to any geographical territory, which helps in maintaining full stock of its products at all times and also proves that Coca-Cola has a good response from the consumer market.

The study shows that, in case consumers do not get Coca-Cola they always look for an alternative i.e. Pepsi. So Coca-Cola in order to provide cut throat competition must always make sure that they never run out of a stock out situation in the market which gives way for its competitor to capture the market. The research reveals that majority of the earnings for Coca-Cola comes from the 300 ml RGB (Returnable Glass Bottles) bottles and 500ml PET bottles. So Coca-Cola doesn't need to concentrate much on this category but at the same time they should also not neglect it. Coca-Cola can have promotional campaigns for its 330 ml cans which are the least in the running in the market and even for the new 1litre PET bottles by introducing new offers as to improve its sales.

The survey authenticates that majority of the customers are consuming soft drinks with their friends. This can be a good opportunity for Coca-Cola; if a network of friends turn consumers of Coke there are chances of loyalty amongst this network. Coca-Cola can always advantage of this by providing friends offer i.e. a twin pack for a lesser price which can help increase sales & increase turnover.

Study findings have also shown that Hindustan Coca-Cola's overall product portfolio is well accepted in market. There is lot of scope for the company to extend its product line and width. The current distribution network is designed very scientifically based on the daily execution reports received. The study elucidates the advantages of the execution concept of Coca Cola. The concept has helped both sales team and retailers to become more systematic, professional and productive. Retailers are more comfortable working with Coca Cola sales team. Because of which the sales force is able to push retailers for more business. The study reveals that channel partners have slight greiviances with Hindustan Coca Cola's efforts in taking their product portfolio to target customers. The company should take sincere efforts to boost the sales of non performing brands.

Other major findings

- There's been no shortage of supply as the supply and demand for the products are well balanced.
- Retailers did not prefer fridge packs (1L, 1.25L, 1.5L and 2L) a lot, as its sale was not encouraging.
- It was so found that 330ml cans were least purchased by the retailers as it never had a huge demand in the market
- Coke was less preferred by the retailers as it did not have a good demand in the market (consumer) as compared to Thums Up.
- Certain products of Coca-Cola sell themselves in the market like Thums up, Sprite and Maaza unlike certain other products which have to be pushed into the market like Coke, MMNF (Minute Maid Nimbu Fresh), Fridge packs etc..
- There was always a problem with the purity of the coolers i.e., the retailer never provided 100% stocking of the company's products in the cooler and would have water packets or products of other brands like Pepsi, RC Cola, etc..

- Few retailers agreed to buy products of Coca-Cola only if they were provided with more discounts or credit payment facility, which the company does not follow/allow for all the outlets (they do have certain discounted outlets).
- At times company official get calls regarding order booking after the office hours, where such orders cannot be properly billed.
- At times the company officials on their route do not find the person in charge of order, due to which they lose orders and the company loses sale.
- Company personnel at times fail to dispatch the goods to the retailer because of billing problems and lack of transport facility.
- It was found that personnel who are responsible to go on their routes on daily basis for order booking never do so and rather take orders on phone. Due to this retailers end up giving relatively order less than required
- Few retailers prefer buying of stock at the under sale market when there is stock out situation or when the stock cannot be delivered on time and as they can get the stock for a lower price and avail other discounts in the under sale market than from the company
- But, on the whole it was found that majority of the retailers were satisfied with the sale and distribution of Coca-Cola

Coca cola's new product launches were aimed at grabbing market share from competitors. Also it is found that the company is very strategic in countering the impact of its competitor's promotional activities.

RECOMMENDATION

Coca Cola Company can develop efficient transportation models for better and effective distribution system. Coca Cola Co. should streamline the product portfolio and some focus should be given to non performing brands. This can be done using unique sales promotion techniques.

Number of visitations of middle level management to retailers place, need to be increased to identify issues/concerns of retailers. Middle level management should put some effort to measure the satisfaction levels of the channel partners associated with the company. Both formal and informal approach can be used to get the feedback from channel partners.

- ❖ The company must ensure they have full stock of all their products in the outlets they handle.

- ❖ The company must have a speedy delivery system of its goods to the retailers at any given point of time.
- ❖ Promotional campaigns must be held in order to improve the sales of products that are not moving in the market (certain brands of Coca-Cola like Nimbu Fresh etc.).
- ❖ The company can provide the retailers with discounts and offers so that no one is disappointed with the company's sales & distribution.
- ❖ Company can implement more modified and better QPDS (Quantity Purchase and Display Schemes) in order to increase their sales figures.
- ❖ Strict instructions must be given to the company personnel so that they are not negligent about their work on the field and also educate them about the subsequent consequences if they do not do so.
- ❖ Efficient ways to handle complaints from the retailers must be designed by the company.
- ❖ Transport facilities of all the company personnel to distribute the stock, must be improved in order to fulfil the supply chain management necessities.
- ❖ Fortnightly visit of the marketing head to all the retail outlets must be done in order to know the market, how the current sales & distribution is working and what more strategies can be implemented to enhance the process and sales.
- ❖ The incentive modules for the salesmen can be better designed than the existing ones.
- ❖ The salespeople should be given proper motivation apart from the monetary motivation, by counselling them, talking to them, explaining to them how an asset they are to the company by arranging some meetings, appreciate their work etc in order to improve their efficiency levels.
- ❖ The company can diversify into health drinks and food products (like PepsiCo), as consumers today are very health conscious, it be prove a good step for the company to take.
- ❖ The Execution Daily process has helped in the betterment of the company personnel's work process, which also gives a clear picture to the company while analyzing the employee work by their respective assessment scores
- ❖ The Execution process has helped all the company personnel to work in a single and systematic fashion

CONCLUSION

It has been found through this study that the daily market process has been very useful to the company in implementing a single systematic way a market developer (MD) can work. It has also been found to increase operational efficiency and provides a proper way to assess company employees in the field and their respective markets by the company. The sales and distribution network of Coca-Cola has also been found to be very strong and almost flawless. Hindustan Coca-Cola Beverages (P) Ltd. Has had the first mover advantage when it entered the market and it has capitalized on that advantage to grab the market share. Franchisee who takes care of the company's operations has been found to be competent and so the company does not interfere in their work. The franchisees are also required to report to the company at specific time intervals. Franchisee based operations combined with the company's operations add strength to the overall presence of the company in the market. The advertising campaigns are conceived, implemented by the Coca-Cola India and franchisee has no such activities. Promotional activities within every territory are under the territory office and the officials of that office are responsible for the effectiveness and successful implementation of these campaigns

Among consumer it has been found that Coca-Cola has a very good brand image and recall in comparison to other competing brands currently in the market place. Although the overall functioning of Coca-Cola as a company is very efficient, there are certain areas that can be improved. Coca-Cola India is finding it difficult to counter the competition from PepsiCo in juice beverage segment but it has distinct advantage and upper in carbonated soft drink segment. Also it is heartening to find that Coca Cola has evolved into a transnational company by being sensitive to local demands.

Research limitations and direction for further research

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